Bandai Namco Group Fiscal Year Ended March 2025 Information Meeting

May 8, 2025



Fun for All into the Future

Results for FY2025.3 – Key Points



(billion yen)

	FY2024.3 Results	FY2025.3 previous forecast (February)	FY2025.3 Results	Vs. Previous Fiscal Year's Results	Vs. Previous Forecast
Net sales	1,050.2	1,230.0	1,241.5	+191.3	+11.5
Operating Profit	90.6	180.0	180.2	+89.6	+0.2
Ordinary Profit	104.1	187.0	186.4	+82.3	-0.6
Profit Attributable to Owners of Parent	101.4	128.0	129.3	+27.9	+1.3

We achieved record-high net sales.

Strengthened a stable earnings foundation over the three years of the previous Mid-term Plan.

FY2025.3 Results by Segment



		FY2024.3 Results	FY2025.3 previous forecast (February)	FY2025.3 Results	Vs. Previous Fiscal Year's Results	Vs. Previous Forecast
Digital	Segment sales	372.6	450.0	455.6	+83.0	+5.6
Digital	Segment profit	6.2	67.0	68.5	+62.3	+1.5
Toys and Hobby	Segment sales	509.8	590.0	596.9	+87.1	+6.9
Toys and Hobby	Segment profit	78.6	104.0	102.2	+23.6	-1.8
IP Production	Segment sales	82.4	83.0	90.7	+8.3	+7.7
	Segment profit	10.0	12.0	11.7	+1.7	-0.3
Amusement -	Segment sales	119.6	140.0	141.4	+21.8	+1.4
	Segment profit	6.8	8.0	8.4	+1.6	+0.4
Other	Segment sales	32.3	33.0	36.2	+3.9	+3.2
Other	Segment profit	0.9	1.5	1.6	+0.7	+0.1
Elimination and Corporate	Segment sales	-66.8	-66.0	-79.5	-12.7	-13.5
	Segment profit	-12.1	-12.5	-12.3	-0.2	+0.2
Consolidated	Net sales	1,050.2	1,230.0	1,241.5	+191.3	+11.5
	Operating profit	90.6	180.0	180.2	+89.6	+0.2



Entertainment Unit

Digital Business

Network content:

- Major app titles and the new release THE IDOLM@STER Gakuen contributed to performance

Home console games:

- Sales have been solid for both the upcoming large-scale DLC and repeat sales of the main title *ELDEN RING*
- DRAGON BALL Sparking! ZERO sold 5.4 million units

Units sold in FY2025.3

New titles: 11.92 million units Repeat titles: 28.84 million units

Toys and Hobby Business

- Continued strong performance of products for mature fan base, trading card games, driven by various strategic initiatives
- Significant growth was achieved for established IPs through the development of core products across a wide range of categories
- Broadened lineup of IPs across product offerings
- Overseas sales expanded, particularly in North America and Asia



IP Production Unit

- Contribution to box-office revenue from the theatrical releases *Mobile Suit Gundam SEED FREEDOM* and *BLUELOCK*
- Global expansion of video streaming and licensing performed well
- Sales of live event-related packages remained solid
- Theatrical release of *Mobile Suit Gundam GQuuuuuuX* was a hit (box office revenue to be recorded in FY2026.3)

Amusement Unit

- Favorable performance continued at the group-linked Bandai Namco Cross Store, as well as at activity-based facilities
- Sales of existing-store in Japan: +5.3% year on year
- Steady popularity of new and staple arcade game products

Shareholder Return

FY2025.3 shareholder return

Purchase of	Total number of shares to be acqu	uired:	7,056,300 shares		
treasury shares	Total value of shares to be acquire	ed:	34,999,814,138 yen		
	Acquisition period:		February 6, 2025 – May 21, 2025		
	* The Company has cancelled 10,000,000) shares of the	treasury shares held as of April 30, 2025.		
Dividends	FY2025.3 annual dividends: - Base dividend: - Performance-based dividend:	71 yen 22 yen 49 yen			
Total payout ratio 62.7%					

New basic policy on return to shareholders

Further strengthen the competitiveness of the Group and rank the appropriate return of profits to shareholders as one of its highest priorities in the management, while making it a basic policy to have a total return ratio of 50% or higher.

- Implement long-term stable dividends with a minimum DOE (dividend on equity) of 3.60%
- Acquire treasury shares as appropriate with an awareness of capital cost

BANDAI NAM



(billion yen)

	FY2025.3 Full-Year Results	FY2026.3 Full-Year Plan	Vs. Previous Fiscal Year's Results
Net sales	1,241.5	1,200.0	-41.5
Operating Profit	180.2	145.0	-35.2
Ordinary Profit	186.4	149.0	-37.4
Profit Attributable to Owners of Parent	129.3	100.0	-29.3

Forecast for Full-Year of FY2026.3 by Segment

Fun for All into the Future

BANDAI NAMCO

		FY2025.3 Full-Year Results	FY2026.3 Full-Year Plan	Vs. Previous Year's Results
Toys and Hobby –	Segment sales	596.9	600.0	+3.1
	Segment profit	102.2	105.0	+2.8
Digital	Segment sales	455.6	390.0	-65.6
	Segment profit	68.5	40.0	-28.5
Visual and Music	Segment sales	90.7	90.0	-0.7
	Segment profit	11.7	10.5	-1.2
Amusement	Segment sales	141.4	150.0	+8.6
	Segment profit	8.4	9.5	+1.1
	Segment sales	36.2	38.0	+1.8
Other	Segment profit	1.6	1.5	-0.1
Elimination and Corporate	Segment sales	-79.5	-68.0	+11.5
	Segment profit	-12.3	-21.5	-9.2
Consolidated	Net sales	1,241.5	1,200.0	-41.5
Consolidated	Operating profit	180.2	145.0	-35.2

8

Trends in the Toys and Hobby Business



FY2026.3 Plan

- Aiming for record-high earnings with IP x categories x regions
- Continuing proactive promotions and marketing centered on well-performing categories
- Capital investments to expand production capacity

ONE PIECE





▲Available in five languages (Japanese, English, Chinese , Korean and French)



▲ Hosting tournaments and events worldwide



▲ Scene from our Times Square ad takeover in New York





GUNDAM CARD GAME launched simultaneously worldwide in collaboration with the miniature game series GUNDAM ASSEMBLE





▲Attracting new fans



▲ The new factory for Gundam model kits is scheduled to begin phased operations in the second half

Trends in the Digital Business



FY2026.3 Plan

- Home console games: Impact from differences in title lineup compared to the previous fiscal year
- Network content: Launch of anticipated new titles, in addition to existing app titles

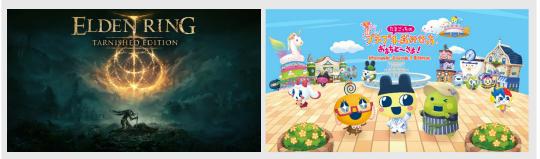








A successful launch with positive user ratings

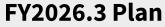


Nintendo Switch 2 titles under development



Original IP celebrating its anniversary

Trends in the Visual and Music Business



- Offering a variety of visual and music content, including approaches to new fans and the creation of original IPs
- Strengthening licensing business and live events





▲Expanding through both anime and live-action adaptations

▲Collaborative works with studio Khara Attracting new fans through theatrical releases and anime broadcasts



▲Original works in both film and music that are drawing attention

Decided on third broadcast of animi One Punch-Man►



BANDAI NAMC

▲ GUNDAM NEXT FUTURE PAVILION at EXPO 2025 in OSAKA, KANSAI, JAPAN



Trends in the Amusement Business



FY2026.3 Plan

- Aggressively opening differentiated facilities around the world
- Launching new amusement machines, new versions of popular series

 \star Start of new structure \rightarrow Strengthening facility and equipment planning, facility operations, development functions \rightarrow Training personnel specialized in each function





Plan to launch this popular series in 2025 BANDAINAMCO Cross Store



Plan to expand stores in Japan and overseas, including New York, U.S.A. and Birmingham, U.K.

▲ Full-scale start of THE IDOLM@STER TOURS



Gåzðiy

A strategic partnership between Sony Group, Bandai Namco, and Gaudiy





Fun for All into the Future

- Important themes are "Global," "IP Creation and Nurturing Next-Generation Creators,"
 "Data Usage and Applications," "Blockchain," and "Generative AI"
- Leveraging the unique strengths of the three companies, we will advance strategic partnership in the field of entertainment and technology



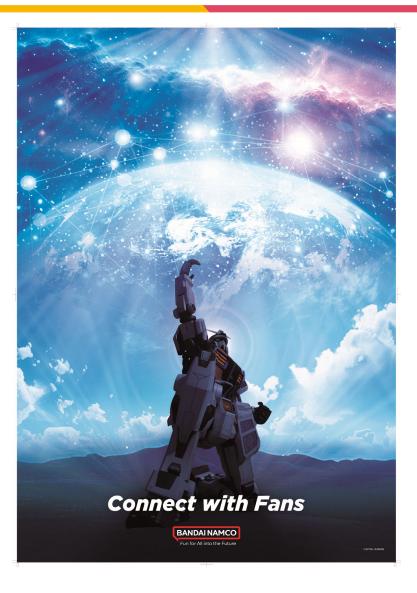
360 Investment: Strategic investments aimed at connecting with all stakeholders, including IP fans, partners, shareholders, employees, and society.



Bandai Namco's Purpose

Fun for All into the Future

Bandai Namco exists to share dreams, fun and inspiration with people around the world. Connecting people and societies in the enjoyment of uniquely entertaining products and services, we're working to create a brighter future for everyone.





Note on Projections

This document contains forward looking statements and information related to the Bandai Namco Group that are based on our knowledge as well as various assumptions made on the basis of information currently available. The words "forecast," "plan," "target," "estimation," "projection," "intend," "will" and similar expressions, as related to the Group, are intended to identify forward looking statements and information. Actual results could differ materially from those projected in such forward-looking statements. This document is a translation of the Japanese original. Bandai Namco Holdings Inc. provides this translation for your reference and convenience only and without any warranty as to its accuracy or otherwise. In the event of any discrepancy, the Japanese original shall prevail.

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