

Bandai Namco Group Fiscal Year Ended March 2026 Information Meeting


May 13, 2026



Results for FY2026.3 — Key Points

(billion yen)

	FY2025.3 Results	FY2026.3 Previous Forecast (February)	FY2026.3 Results	Vs. Previous Fiscal Year's Results	Vs. Previous Forecast
Net Sales	1,241.5	1,300.0	1,348.2	+106.7	+48.2
Operating Profit	180.2	181.0	189.5	+9.3	+8.5
Ordinary Profit	186.4	190.0	201.9	+15.5	+11.9
Profit Attributable to Owners of Parent	129.3	130.0	140.6	+11.3	+10.6



Solid start for the first year under the new Mid-term Plan, achieving record highs for net sales and operating profit
Sales from the *Gundam* series also grew significantly

FY2026.3 Results by Segment

		FY2025.3 Results	FY2026.3 Previous Forecast (February)	FY2026.3 Results	Vs. Previous Fiscal Year's Results	Vs. Previous Forecast
Toys and Hobby	Segment sales	596.9	660.0	673.9	+77.0	+13.9
	Segment profit	102.2	125.0	126.9	+24.7	+1.9
Digital	Segment sales	455.6	460.0	476.5	+20.9	+16.5
	Segment profit	68.5	53.0	56.6	-11.9	+3.6
Visual and Music	Segment sales	90.7	90.0	95.5	+4.8	+5.5
	Segment profit	11.7	10.5	12.1	+0.4	+1.6
Amusement	Segment sales	141.4	145.0	152.7	+11.3	+7.7
	Segment profit	8.4	9.5	10.1	+1.7	+0.6
Other	Segment sales	36.2	38.0	38.9	+2.7	+0.9
	Segment profit	1.6	2.0	2.8	+1.2	+0.8
Elimination and Corporate	Segment sales	-79.5	-93.0	-89.5	-10.0	+3.5
	Segment profit	-12.3	-19.0	-19.2	-6.9	-0.2
Consolidated	Net sales	1,241.5	1,300.0	1,348.2	+106.7	+48.2
	Operating profit	180.2	181.0	189.5	+9.3	+8.5

(billion yen)

Toys and Hobby Unit

Record-High Results Thanks to Ongoing Strong Performance Across All Categories

- Impact from certain tariffs primarily in the first half
- Robust performance of products for the mature fan base, card games, capsule toys, confectioneries, and stationery, etc.
- Strengthening the production structure to support future growth
- Significant growth in sales from the *Gundam* series

Digital Unit

Strong Performance in Network Content, Although Impacted by Differences in Title Lineup for Home Console Games

- Network content:
 - Stable performance of existing titles + solid contributions from new title
- Home console games:
 - Strong results from *ELDEN RING NIGHTREIGN* and the new *DIGIMON* title
 - Profits were affected by changes in the title lineup compared to the last fiscal year

Visual and Music Unit

Widespread Impact on Groupwide Performance From the Popularity of New *Gundam* Series Title

- Significant contributions from the strong performance of *Mobile Suit Gundam GQuuuuuuX*
- Strong performance in global rollouts of legacy *Gundam* series titles and works such as *One-Punch Man*

Amusement Unit

Strong Performance of Amusement Facilities

- Facilities:
 - Robust performance from facilities such as Bandai Namco Cross Stores and THE JOJO★WORLD
 - Sales from existing stores in Japan up 7.0% year-on-year
- Amusement machines:
 - Widespread popularity of updated machines for the *Gundam* series

Total Company Costs

Recorded expenses related to the Expo 2025 Osaka, Kansai, Japan exhibition

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

Dividends

FY2026.3 annual dividends: 73 yen

- Base dividend: 46 yen
- Performance-based dividend: 27 yen

Purchase of treasury shares

Total number of shares to be acquired: 6,000,000 shares
Total value of shares to be acquired: 24,757,598,600 yen
Acquisition period: February 6, 2026 – March 24, 2026
→ **5 million shares cancelled on April 30, 2026**

Total payout ratio 51.0%

Forecast for Full-Year of FY2027.3

(billion yen)

	FY2026.3 Full-Year Results	FY2027.3 Full-Year Plan	Vs. Previous Fiscal Year's Results
Net Sales	1,348.2	1,350.0	+1.8
Operating Profit	189.5	185.0	-4.5
Ordinary Profit	201.9	190.0	-11.9
Profit Attributable to Owners of Parent	140.6	130.0	-10.6

- **Aim for record-high net sales**
- **Promote various initiatives to swiftly respond to rising raw material and logistics costs**

Forecast for Full-Year of FY2027.3 by Segment

(billion yen)

		FY2026.3 Full-Year Results	FY2027.3 Full-Year Plan	Vs. Previous Fiscal Year's Results
Toys and Hobby	Segment sales	673.9	690.0	+16.1
	Segment profit	126.9	127.0	+0.1
Digital	Segment sales	476.5	460.0	-16.5
	Segment profit	56.6	51.0	-5.6
Visual and Music	Segment sales	95.5	95.0	-0.5
	Segment profit	12.1	12.0	-0.1
Amusement	Segment sales	152.7	155.0	+2.3
	Segment profit	10.1	10.0	-0.1
Other	Segment sales	38.9	40.0	+1.1
	Segment profit	2.8	1.5	-1.3
Elimination and Corporate	Segment sales	-89.5	-90.0	-0.5
	Segment profit	-19.2	-16.5	+2.7
Consolidated	Net sales	1,348.2	1,350.0	+1.8
	Operating profit	189.5	185.0	-4.5

Review of the First Year of the Mid-term Plan

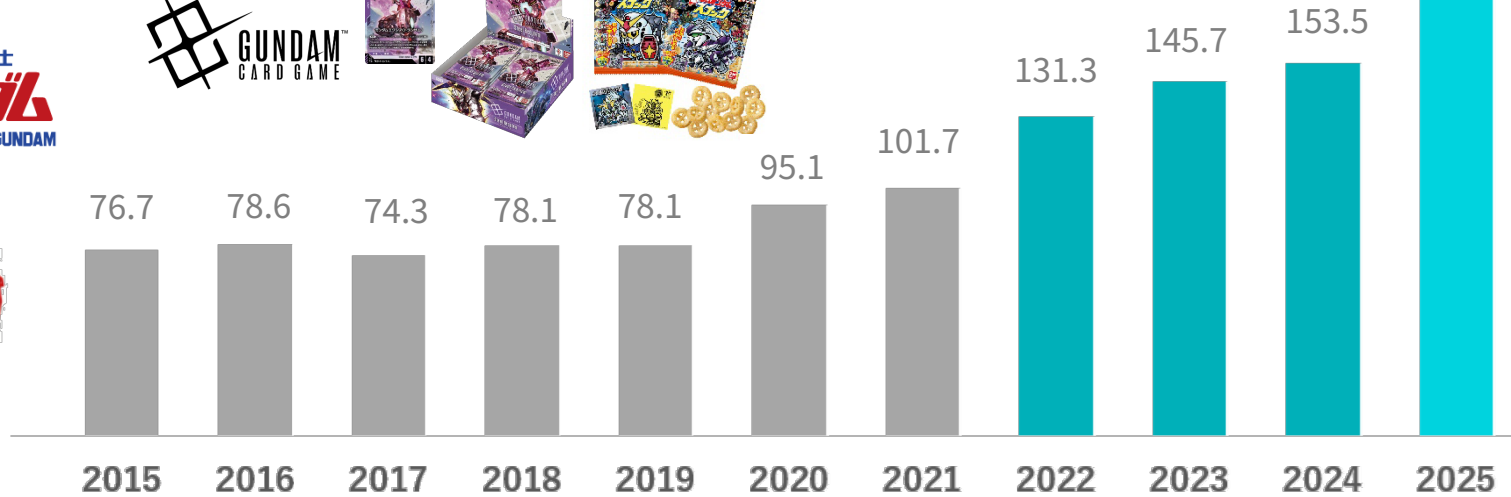
Review of FY2026.3

- Maximized the value of the *Gundam* IPs (generated strong interest, promoted IP × category × regional strategies)
- Held exhibition at Expo 2025 and promoted 360-degree collaborations with partners centered on CW360



Record-high net sales

254.3



2015-2017 Mid-term Plan

2018-2020 Mid-term Plan

2022-2024 Mid-term Plan

(billion yen)



Trends in the Toys and Hobby Business

Key Points for FY2027.3

- Aim to achieve record-high performance for the ninth consecutive year
- Expand and promote IP lineups, categories, areas of operations, and touchpoints with fans
- Forecast for rising raw material and logistics costs



New factory for model kits
Increase production capacity by 35%
compared with FY2024.3



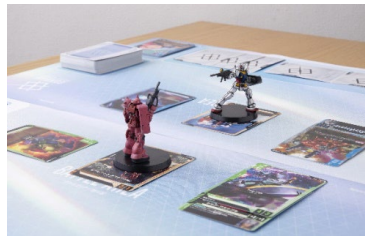
Expand the number of directly operated
THE GUNDAM BASE stores overseas



Continued strong popularity of *ONE PIECE*
Card Game both around the world



BANDAI TABLETOP GAMES
Announcement of new *Pokémon* battle game *PLAKORO*



GUNDAM ASSEMBLE, a miniature game series with strong
compatibility and synergy with the *GUNDAM CARD GAME*



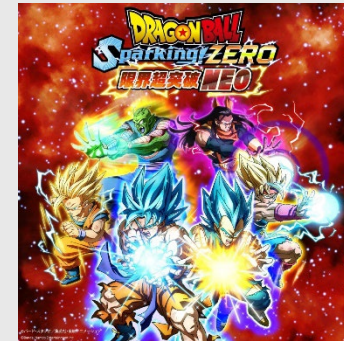
Tamagotchi 30-year anniversary
Rising popularity of IP, growing beyond
just toys

Trends in the Digital Business

Key Points for FY2027.3

- Network content
Promote stable rollouts of major titles
- Home console games
Incur upfront costs for new titles slated to be released primarily in the second half of the year

Topics for FY2027.3



Large-scale DLC for *DRAGON BALL Sparking!! ZERO* slated to release in summer 2026

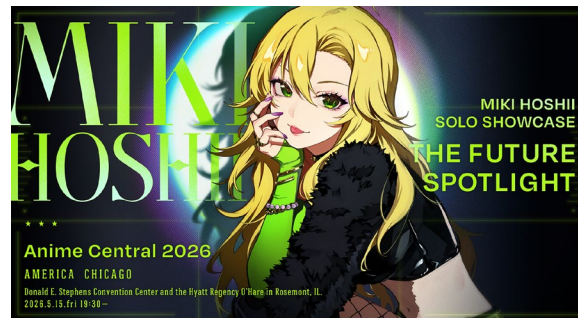
Future developments



Plan to release *DRAGON BALL XENOVERSE 3* in 2027



Live-action *ELDEN RING* film currently in production



High fan approval and ongoing success



Plan to release *ACE COMBAT 8* during 2026

Key Points for FY2027.3

- Create various works as a business responsible for the source of the IP axis strategy
- Enhance value of the *Gundam* series IP and promote efforts to realize growth in the Music Business
- Step up efforts related to licensing and live events



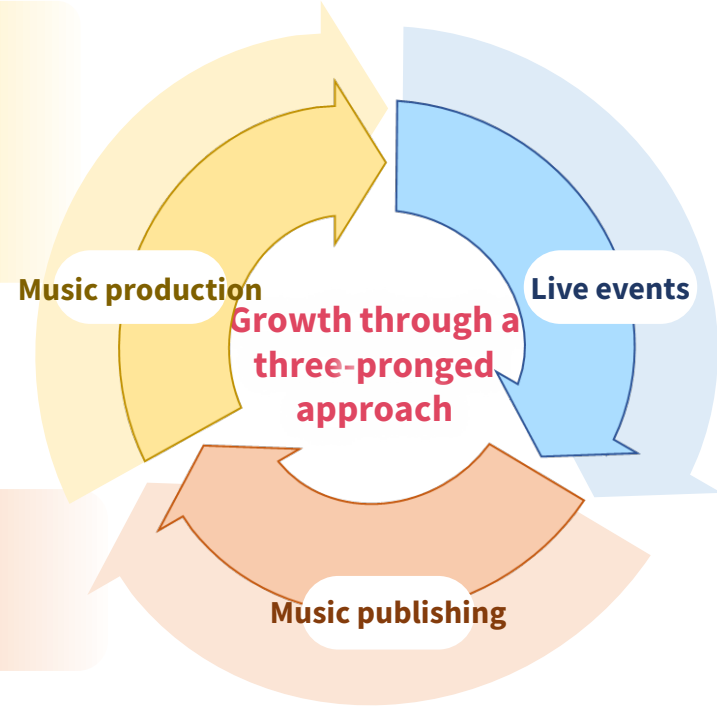
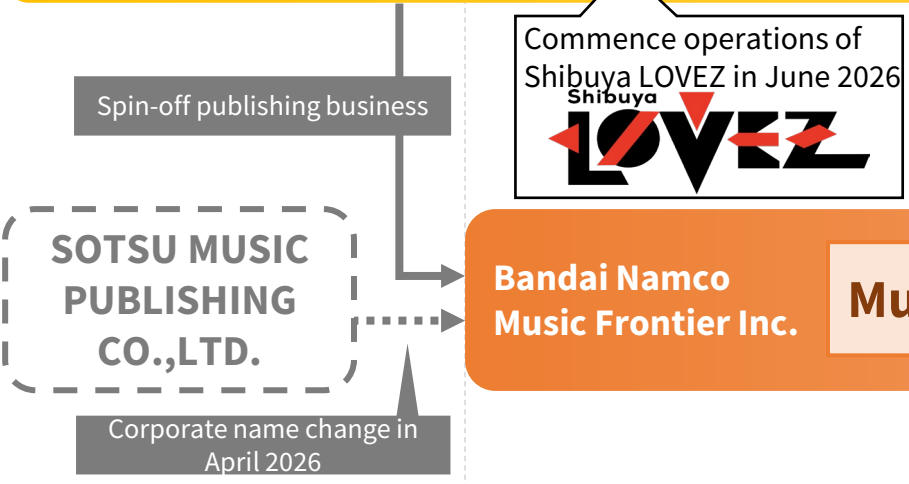
- Release *Mobile Suit Gundam Hathaway: The Witch of Circe* in North America
- Approve production of *SEED FREEDOM ZERO*, a prequel to *Mobile Suit Gundam SEED FREEDOM*
- Announce main cast for live-action *GUNDAM* movie and begin filming



Music Business

Take on new approaches to creation and sales

FY2027.3 **Discover medium- to long-term potential**



Towards a stronger Music Business and greater global presence

Music Business

Promote efforts toward new alliances and collaborations



Build strategic partnership with UDO ARTISTS Inc.

Promote collaboration between Bandai Namco Music Live and UDO ARTISTS Inc. by leveraging their respective strengths to further invigorate live events and the music businesses



- Assess business opportunities in the live event domain and work to maximize IP value and revenue opportunities
- Drive proactive planning proposals that go beyond event hosting and contracted projects

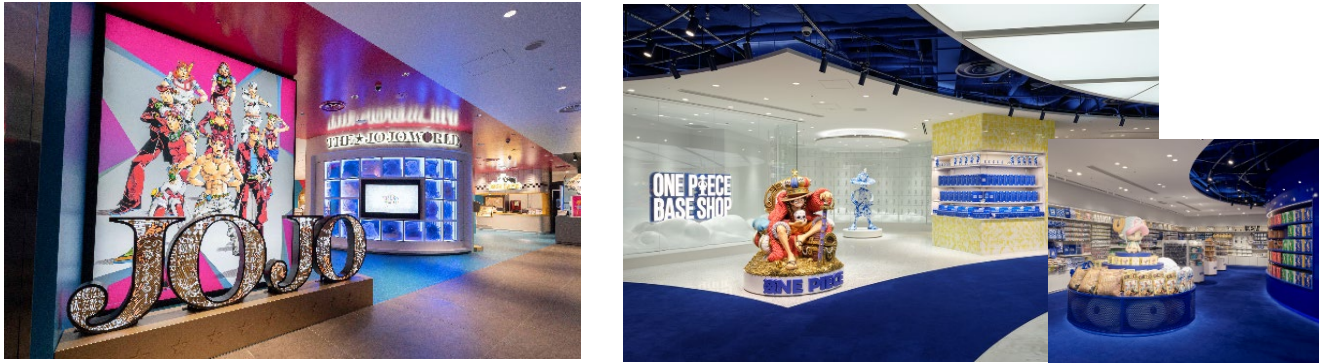
Leverage visual and music content as a foundation to strengthen the live events and music businesses both in Japan and globally. Also, accelerate the global expansion of the Music Business

Trends in the Amusement Business

Key Points for FY2027.3

- Forecast for continued strong performance in amusement facilities (year-on-year sales growth of 4% at existing facilities in Japan)
- Launch new amusement machine products primarily in the Second half of the fiscal year

Amusement facilities



Enhancing the appeal of IP worldviews through fan-supported experiential value, utilizing facilities such as “THE★JOJO WORLD” and “ONE PIECE BASE SHOP”



BANDAI NAMCO Cross Store



Expanding directly operated stores overseas, which offer Group products and services

Amusement machines

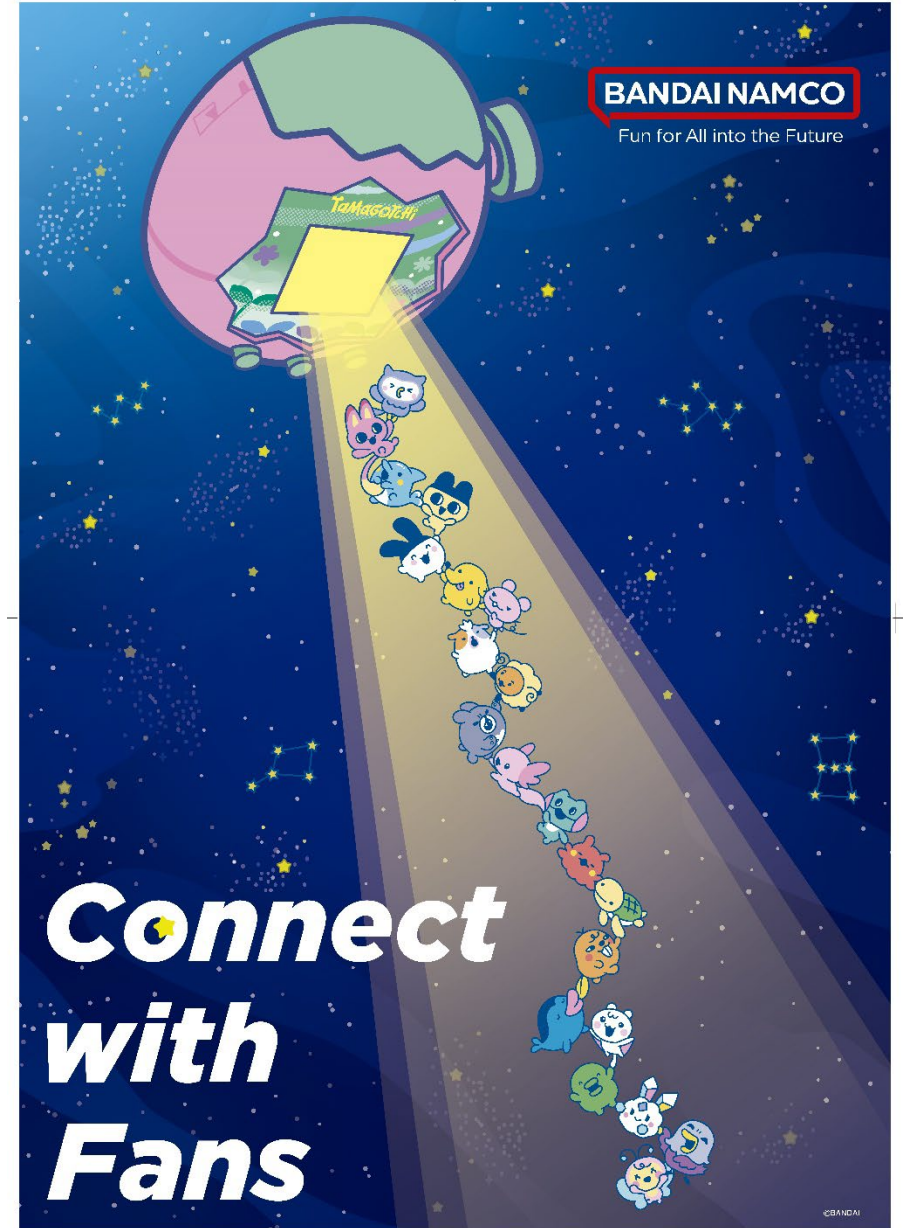


New machines for popular series and IPs currently under development

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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