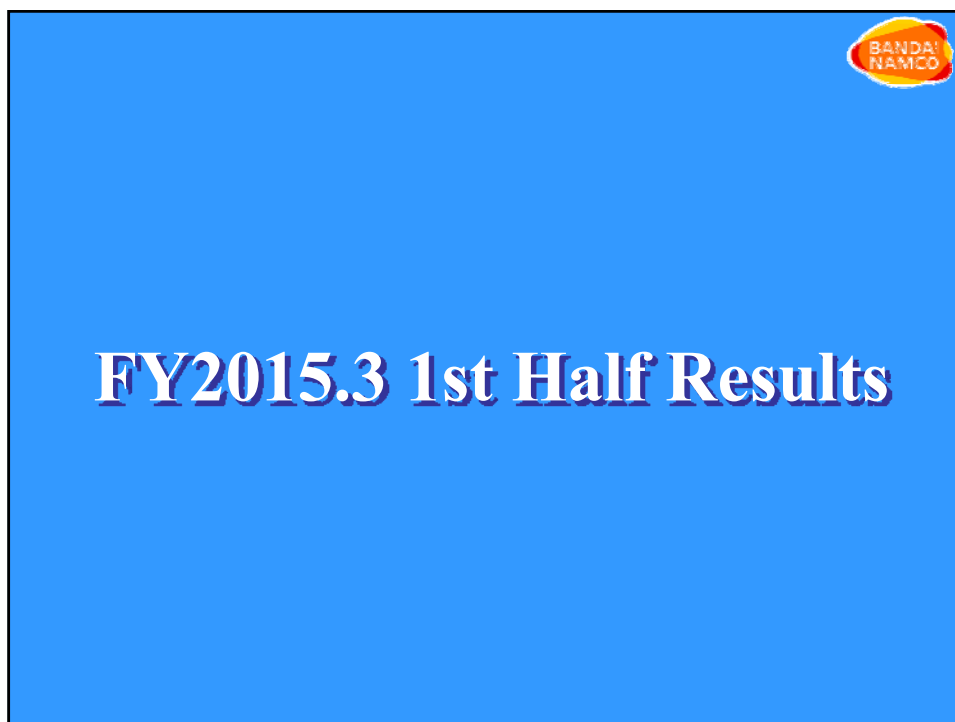




1st Half Results



billion yen

	FY 2014.3 1st Half Results	FY 2015.3 1st Half Forecast (end of 1Q)	FY 2015.3 1st Half Results	YOY	Vs.Forecast (end of 1Q)
Net Sales	228.5	255.0	259.3	+30.8	+4.3
Operating Income	26.3	25.0	31.8	+5.5	+6.8
Recurring Income	28.5	25.0	33.3	+4.8	+8.3
Net Income	19.6	16.0	21.2	+1.6	+5.2
Capital Expenditures	10.9	7.0	8.5	-2.4	+1.5
Depreciation	9.1	10.0	10.4	+1.3	+0.4
R&D Investments	23.3	22.0	25.7	+2.4	+3.7
Advertising Expenses	14.8	17.0	17.0	+2.2	0
Personnel Expenses	22.8	22.5	23.8	+1.0	+1.3

1st Half Results by Segment



Top row: Segment sales/Bottom row: Segment income

billion yen

	FY 2014.3 1st Half Results	FY 2015.3 1st Half Forecast (end of 1Q)	FY 2015.3 1st Half Results	YOY	Vs.Forecast (end of 1Q)
Toys and Hobby	80.7	100.0	106.3	+25.6	+6.3
	5.4	7.0	9.7	+4.3	+2.7
Content	123.0	130.0	130.4	+7.4	+0.4
	21.7	18.0	22.1	+0.4	+4.1
Amusement Facility	29.2	30.0	27.9	-1.3	-2.1
	-0.1	0.5	-0.1	0	-0.6
Other	12.8	12.0	13.4	+0.6	+1.4
	0.8	0.5	0.9	+0.1	+0.4
Corporate and Elimination	-17.4	-17.0	-18.9	—	—
	-1.5	-1.0	-0.7	—	—
Consolidated	228.5	255.0	259.3	+30.8	+4.3
	26.3	25.0	31.8	+5.5	+6.8

1st Half Results by Segment



Toys and Hobby

Japan

Established IP favorable
+ *Yokai Watch* favorable
→ *Yokai Watch* first-half sales:
¥22.5 billion



Overseas

Asia: Favorable centered on
Gundam products
U.S. and Europe:
Preparation for yearend sales
season

Content

Home video game software

U.S. and Europe:
DARK SOULS II remains hit

Japan:
Centered on small and medium-sized titles

Network

Apps: Existing titles' steady performances
+ new hit titles



Arcade game machine

First half: According to plan overall
Prizes: Weak yen affects costs

Visual & Music Content

Original IP -related visual content,
music, and live performances
favorable



Amusement Facility

Sales of existing amusement facilities in Japan decline 9.5% year on year
Efforts to build new pillars, such as taking on challenge of new business formats

Full Year Forecast



	FY 2014.3 Results	FY 2015.3 Forecast (end of 1Q)	FY 2015.3 Forecast	YOY	billion yen Vs. Forecast (end of 1Q)
Net Sales	507.6	500.0	520.0	+12.4	+20.0
Operating Income	44.6	45.0	50.0	+5.4	+5.0
Recurring Income	47.4	45.0	52.0	+4.6	+7.0
Net Income	25.0	28.0	30.0	+5.0	+2.0
Capital Expenditures	23.4	18.0	18.0	-5.4	0
Depreciation	21.7	23.0	23.0	+1.3	0
R&D Investments	51.8	46.0	48.0	-3.8	+2.0
Advertising Expenses	38.0	36.0	38.0	0	+2.0
Personnel Expenses	47.7	46.0	48.0	+0.3	+2.0

Results by Segment



Top row: Segment sales/Bottom row: Segment income					billion yen
	FY 2014.3 Results	FY 2015.3 Forecast (end of 1Q)	FY 2015.3 Forecast	YOY	Vs. Forecast (end of 1Q)
Toys and Hobby	186.3	200.0	210.0	+23.7	+10.0
	10.5	13.0	16.0	+5.5	+3.0
Content	278.4	260.0	270.0	-8.4	+10.0
	37.2	32.0	35.0	-2.2	+3.0
Amusement Facility	58.2	60.0	58.0	-0.2	-2.0
	-0.8	1.0	0.5	+1.3	-0.5
Other	27.3	25.0	25.0	-2.3	0
	1.6	1.0	1.0	-0.6	0
Corporate and Elimination	-42.6	-45.0	-43.0	-	-
	-3.8	-2.0	-2.5	-	-
Consolidated	507.6	500.0	520.0	+12.4	+20.0
	44.6	45.0	50.0	+5.4	+5.0

Results by Segment



Toys and Hobby	FY 2014.3 Results	FY 2015.3 Forecast (end of 1Q)	FY 2015.3 Forecast	YOY	Vs. Forecast (end of 1Q)
Segment sales	186.3	200.0	210.0	+23.7	+10.0
Segment income	10.5	13.0	16.0	+5.5	+3.0

→Although favorable trends of year-end / new-year shopping season expected to continue,
cost burden likely to accompany second-half changeover of established IP

Content	FY 2014.3 Results	FY 2015.3 Forecast (end of 1Q)	FY 2015.3 Forecast	YOY	Vs. Forecast (end of 1Q)
Segment sales	278.4	260.0	270.0	-8.4	+10.0
Segment income	37.2	32.0	35.0	-2.2	+3.0

→Network content: Plan to introduce strategic titles/Home video game software: Title lineup's
off-season / Visual and music content: Will center on new titles

Amusement Facility	FY 2014.3 Results	FY 2015.3 Forecast (end of 1Q)	FY 2015.3 Forecast	YOY	Vs. Forecast (end of 1Q)
Segment sales	58.2	60.0	58.0	-0.2	-2.0
Segment income	-0.8	1.0	0.5	+1.3	-0.5

→Through various measures will target catch-up at yearend / new year

billion yen

Business Strategy

Toys and Hobby SBU

Japan

Continuing to vigorously advance our strategy of having overwhelming No.1 position

【Established IP】

Recording good starts by new programs



Strengthening promotions for year-end / new year



【New IP】

Aiming to make established IP long-lasting through cross-media strategy



Strengthening / expanding / improving IP lineup further

Taking on the challenge of Disney IP



Strengthening female customer group



Toys and Hobby SBU



U.S. and Europe

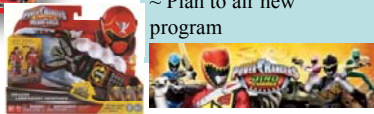
Expanding and improving IP with a view to next medium-term plan

【Power Rangers】

Strengthening promotions and sales-area creation



U.S.: February next year
~ Plan to air new program



【New IP】

Expanding IP and sales areas



Asia

Expanding steadily

Gundam products and products for older customers favorable



Synchronizing throughout Japan and Asia

Expanding IP and regions



Expanding into Southwest Asia

Content SBU



Advancing IP-based strategy further

Network

【Application game】

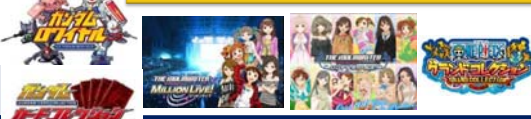
Increasing titles steadily

Introducing new strategic titles



【SNS】

Managing mainstay titles steadily



【Overseas】

Accumulating experience and results and expanding in medium term

【Application game】

Planning to introduce ONE PIECE, THE IDOLM@STER, Gundam, etc. in future



【PC online game】

Beginning services for NARUTO, Gundam, etc



Content SBU



Advancing IP-based strategy further

Visual and Music content

【Visual】

Continuing to roll out powerful established IP



Taking on the challenge of new IP



【Music / Live performance】

Establishing music content and live performance businesses as pillars



Going on a world tour!

Planning to hold events in six cities—including Singapore, Taipei, Seoul, Hong Kong, and Las Vegas—beginning in January 2015

Content SBU



Advancing IP-based strategy further

Home video game

Conducting multifaceted rollouts of original IP



Popular existing series + New platforms, genres, and IP

【Main titles (2nd Half)】

GOTOUCHI TESUDO	3DS•WiiU	Nov.
Tales of Zestiria	PS3	Jan.
GOD EATER 2 RAGE BURST	PS4•PSVITA	Feb.
DRAGON BALL Z XENOVERSE	PS4•XBoxONE•PS3•XBox360	Feb.

Arcade game machine

Catering to diverse sales formats

Helping attract customers through appealing equipment and prizes



Rolling out worldwide

Beginning operations in 2015

STAR WARS BATTLE POD



Amusement Facility SBU



Achieving a recovery for existing amusement facilities + Building new pillars of business

【Amusement Facility in Japan】

Focusing on large amusement facilities in SC

Changing from a uniform management style to a personal management style for each amusement facility

Equipment, prizes, and services that reflect regions and user groups

【Theme park】

Implementing IP measures that heighten appeal of amusement facilities



【Taking on the challenge of new business formats】



Puzzle-solving game X restaurant



Anime song X restaurant

【Overseas】



Level 257: PI Level 257:
Planning to open in January 2015
planning to open in January 2015

Opening entertainment facility themed on *PAC-MAN* in Chicago, the U.S.

Topics



【Creating original IP】



In-house proposal-collection system aimed at fostering original IP creation

Proposals received
First time: 160 proposals
→ Ultimately 5 proposals displayed at trade shows
Second time: More than 100 proposals



Strengthening original IP and other companies' powerful IP

【Distributing anime overseas】

Anime Consortium Japan Inc.



Executive vice president & representative director of BANDAI NAMCO Games Inc., Shin Unozawa, appointed president (holding posts concurrently)

Will conduct Japanese anime content streaming and e-commerce operations targeting overseas markets

By receiving investment from Cool Japan Fund Inc. and distributing anime overseas as one of Japan's cultural flagships

→ Aim to increase anime fans

Aims of next medium-term management plan

Consistently achieve
Sales of ¥500 billion
Operating income of
¥50 billion

Advance to the
Next Stage

Requirements for advancing to the next stage

Make extensive mutual use of individuality and expertise
Take maximum advantage of BANDAI NAMCO's combined strength



BANDAI NAMCO GROUP
Fiscal year ended March 2015
2nd Quarter Results Presentation

November 6, 2014
BANDAI NAMCO Holdings Inc.
President & Representative Director
Shukuo Ishikawa

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.

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