Bandai Namco Holdings Inc.

Consolidated Financial Report for the Fiscal Year Ended

March 31, 2026

May 13, 2026

DISCLAIMER

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- This document contains forward-looking statements that are based on management’s estimates, assumptions and projections at the time of publication. A number of factors could cause actual results to differ materially from expectations.

Bandai Namco Holdings Inc.

Stock Listing: Tokyo Stock Exchange
Code Number: 7832
(URL: https://www.bandainamco.co.jp/)

May 13, 2026

Consolidated Financial Report for the Fiscal Year Ended March 31, 2026 (Japanese GAAP)

Representative: Yuji Asako, President and Representative Director
Contact: Takashi Tsuji, Director, CFO
Date of Ordinary General Meeting of Shareholders: June 22, 2026
Scheduled starting date for dividend payments: June 23, 2026
Scheduled filing date of the annual security report: June 16, 2026
The Financial Highlights of the Financial Results: Yes
The information session of the Financial Results: Yes (for institutional investors and analysts)

* Figures are in millions of yen, rounded down

1. Consolidated Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(1) Consolidated Operating Results

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit	
	¥ million	%	¥ million	%	¥ million	%
Fiscal Year Ended March 31, 2026	**1,348,246**	**8.6**	**189,517**	**5.2**	**201,923**	**8.3**
Fiscal Year Ended March 31, 2025	1,241,513	18.2	180,229	98.7	186,470	79.0

	Profit attributable to owners of parent		Basic earnings per share	Diluted earnings per share
	¥ million	%	¥	¥
Fiscal Year Ended March 31, 2026	**140,651**	**8.8**	**217.49**	**–**
Fiscal Year Ended March 31, 2025	129,301	27.4	197.88	–

(Note) Comprehensive income: 146,590 million yen [(12.8)%] (FY2026.3), 168,060 million yen [52.2%] (FY2025.3)

	ROE (Profit attributable to owners of parent / Net assets)	ROA (Ordinary profit / Total assets)	Operating margin (Operating profit / Net sales)
	%	%	%
Fiscal Year Ended March 31, 2026	**17.0**	**17.6**	**14.1**
Fiscal Year Ended March 31, 2025	17.3	18.0	14.5

(Reference) Share of profit (loss) of entities accounted for using equity method: 4,816 million yen (FY2026.3), 2,699 million yen (FY2025.3)

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	¥ million	¥ million	%	¥
As of March 31, 2026	**1,190,494**	**861,424**	**72.3**	**1,342.11**
As of March 31, 2025	1,102,636	793,216	71.9	1,225.02

(Reference) Equity: 860,781 million yen (as of March 31, 2026), 792,853 million yen (as of March 31, 2025)

(3) Consolidated Statements of Cash Flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
	¥ million	¥ million	¥ million	¥ million
Fiscal Year Ended March 31, 2026	**164,719**	**(41,154)**	**(82,966)**	**412,416**
Fiscal Year Ended March 31, 2025	187,337	(62,004)	(77,347)	360,960

2. Cash Dividends

	Annual cash dividends					Total dividend payment (Full year)	Payout ratio (Consolidated)	Dividend / Net assets (Consolidated)
	End of first quarter	End of second quarter	End of third quarter	Fiscal year-end	Total			
	¥	¥	¥	¥	¥	¥ million	%	%
Fiscal Year Ended March 31, 2025	–	11.00	–	60.00	71.00	46,043	35.9	6.2
Fiscal Year Ended March 31, 2026	–	23.00	–	50.00	73.00	46,971	33.6	5.7
Fiscal Year Ending March 31, 2027 (Projections)	–	25.00	–	–	–		–	

(Notes)
1. Concerning the projections of the end of second quarter dividend amount for the fiscal year ending March 31, 2027, the base dividend is stated based on the Company's basic policy on the distribution of profits. The year-end cash dividend for the fiscal year ending March 31, 2027, will be considered by the Company based on the basic policy on the distribution of profits.
2. The Company's total return ratio, including dividends and the purchase of treasury shares, is 62.7% for the fiscal year ended March 31, 2025, and 51.0% for the fiscal year ended March 31, 2026.

3. Consolidated Projections for the Fiscal Year Ending March 31, 2027 (April 1, 2026 to March 31, 2027)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	¥ million	%	¥ million	%	¥ million	%	¥ million	%	¥
Six Months Ending September 30, 2026	610,000	(5.3)	84,000	(20.4)	87,000	(21.0)	60,000	(24.0)	93.55
Full Fiscal Year	1,350,000	0.1	185,000	(2.4)	190,000	(5.9)	130,000	(7.6)	202.69

*** Notes**

(1) Significant Changes in Scope of Consolidation during the Period: No

(2) Changes in Accounting Policies, Changes in Accounting Estimation and Restatement

a) Changes in accounting policies due to revisions to accounting standards and other regulations: No
b) Changes in accounting policies due to other reasons: No
c) Changes in accounting estimation: No
d) Restatement: No

(3) Number of Issued Shares (Common Shares)

a) Total number of issued shares at the end of the period (including treasury shares)

As of March 31, 2026	650,000,000 shares
As of March 31, 2025	660,000,000 shares

b) Number of treasury shares at the end of the period

As of March 31, 2026	8,634,037 shares
As of March 31, 2025	12,782,466 shares

c) Average number of shares during the period

For the Fiscal Year Ended March 31, 2026	646,690,527 shares
For the Fiscal Year Ended March 31, 2025	653,449,486 shares

(Reference) Non-consolidated Information

1. Non-consolidated Results for the Fiscal Year Ended March 31, 2026 (April 1, 2025 to March 31, 2026)

(1) Non-consolidated Operating Results

(Percentages indicate year-on-year changes.)

	Operating revenue		Operating profit		Ordinary profit	
	¥ million	%	¥ million	%	¥ million	%
Fiscal Year Ended March 31, 2026	**77,117**	**2.5**	**60,855**	**(6.2)**	**62,051**	**(5.7)**
Fiscal Year Ended March 31, 2025	75,231	30.1	64,883	38.1	65,805	38.5

	Profit		Basic earnings per share	Diluted earnings per share
	¥ million	%	¥	¥
Fiscal Year Ended March 31, 2026	**61,483**	**(5.2)**	**95.05**	**–**
Fiscal Year Ended March 31, 2025	64,874	(15.9)	99.25	–

(2) Non-consolidated Financial Position

	Total assets	Net assets	Equity ratio	Net assets per share
	¥ million	¥ million	%	¥
As of March 31, 2026	**452,948**	**344,877**	**76.1**	**537.56**
As of March 31, 2025	521,043	397,206	76.2	613.53

(Reference) Equity: 344,877 million yen (as of March 31, 2026), 397,206 million yen (as of March 31, 2025)

2. Non-consolidated Projections for the Fiscal Year Ending March 31, 2027 (April 1, 2026 to March 31, 2027)

(Percentages indicate year-on-year changes.)

	Operating revenue		Ordinary profit		Profit		Basic earnings per share
	¥ million	%	¥ million	%	¥ million	%	¥
Full Fiscal Year	75,500	(2.1)	64,000	3.1	64,000	4.1	99.76

* Consolidated Financial Reports are not required to be audited by certified public accountants or an audit firm.

* Explanation on appropriate use of the projections of business results, etc.

- Forward-Looking Statements:
  This document contains forward-looking statements that are based on management's estimates, assumptions and projections at the time of publication and those forward-looking statements do not purport to be a promise by the Company to achieve such results. A number of factors could cause actual results to differ materially from expectations. Please refer to the section of "(4) Future Outlook" of "1. Overview of Operating Results and Others" on page 4 of the attached material for matters pertaining to the earnings projections.
- To Obtain Financial Highlights:
  The Financial Highlights will be posted on the Company's website on May 13, 2026.

Attached Material

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1. Overview of Operating Results and Others

(1) Overview of Operating Results for the Period (April 1, 2025 to March 31, 2026)

During the fiscal year ended March 31, 2026, whereas employment and income improved in Japan, the continued trend of rising prices of raw materials and consumer goods affected consumption. As for the entertainment market, the growing popularity of Japanese IP (Intellectual Property: meaning characters and other intellectual property) continued in the global market, driven in part by the proliferation of video streaming. On the other hand, the future outlook around the world remains uncertain due to various global changes, such as political instability and the impact of US trade policy.

Under such circumstances, from April 2025, based on our Purpose, "Fun for All into the Future," the ultimate definition of the Group, and the Mid- to Long-term Vision, "Connect with Fans," the Bandai Namco Group began a three-year Mid-term Plan. The Mid-term Plan aims to make broad, deep, and multifaceted connections with fans around the world (IP fans, a wide range of business partners, shareholders, Group employees, and society), by proactively pursuing new challenges more than ever. Specifically, based on the three common themes of "Further expansion of business scale," "Acquisition of new business pillars," and "Establishment of structure for generating long-term profits," we formulated the four key themes of "Creative Quality," "Expansion," "Growth," and "Strengthen," as well as eight key initiatives that build on these themes, promoting a variety of them. In this way, we will strengthen the foundation for sustainable growth over the medium to long term.

In the fiscal year under review, we promoted the IP axis strategy, which aims to maximize IP value by taking advantage of the worldview and unique characteristics of IP and through the provision of the optimal products and services to the optimal regions at the optimal times, in collaboration with each business. On the business side, the Toys and Hobby Business achieved business growth due to the favorable performance in each category, and the facility management of the Amusement Business performed well. In addition, the Digital Business strengthened its earnings base primarily due to the popularity of new network content. In efforts to promote IP, we were able to further expand the earnings for the *Gundam* series by leveraging the buzz created from the new visual work *Mobile Suit Gundam GQuuuuuuX* produced by the Visual and Music Business and the *GUNDAM NEXT FUTURE PAVILION* exhibition at the Expo 2025 Osaka, Kansai, and Groupwide initiatives that linked the series with products and services across the businesses. The Group as a whole demonstrated its effective utilization of its portfolio, encompassing a broad range of categories and diverse IP.

Consequently, the Group's consolidated operating results for the fiscal year ended March 31, 2026 were net sales of 1,348,246 million yen (year-on-year increase of 8.6%), operating profit of 189,517 million yen (year-on-year increase of 5.2%), ordinary profit of 201,923 million yen (year-on-year increase of 8.3%), and profit attributable to owners of parent of 140,651 million yen (year-on-year increase of 8.8%).

Operating results by segment are as follows.

Toys and Hobby Business

As for the Toys and Hobby Business, despite the partial impact of tariffs particularly during the first half of the fiscal year ended March 31, 2026, we performed well due to efforts that have involved the expansion of our categories of business and the product lineup around the world, expanding touchpoints through real events and stores, and strengthening our production structure and logistics. Specifically, products for the mature fan base (adults) such as *Gundam* series model kits, collectible figures, and *ichibankuji* (character lotteries) continued to perform favorably mainly due to the successful outcomes produced by sales, marketing, and expansion of the product lineup. In addition, card products such as trading card games, *GASHAPON* (capsule toys), confectionery products, and food products contributed to business performance due to the expansion of product lineups, target groups, and regions of operation, as well as the strengthening of touchpoints with customers. Furthermore, *Tamagotchi* related products, such as a new product *Tamagotchi Paradise*, became popular around the world and stationery such as sticker products was a hit.

As a result, net sales in the Toys and Hobby Business were 673,968 million yen (year-on-year increase of 12.9%), and segment profit was 126,938 million yen (year-on-year increase of 24.2%).

Digital Business

As for the Digital Business, in network content, the new app title *SD Gundam G Generation ETERNAL* performed well, attracting a new fan base. In addition, major app titles such as the *DRAGON BALL* series, *ONE PIECE* and *THE IDOLM@STER* series showed stable performance due to ongoing measures for users. In home console games, new titles such as *ELDEN RING NIGHTREIGN* were a worldwide success, and *Tamagotchi Plaza* and *DIGIMON STORY TIME STRANGER* became popular, partly due to the synergistic effect of the topic with the Toys and Hobby Business. On the other hand, overall

home console games results were affected by the difference in the title lineup from the same period of the previous fiscal year.

In the Digital Business, we will continually strive to build a well-balanced and optimal title portfolio with the aim of developing titles to meet the expectations of our fans with an emphasis on quality.

As a result, net sales in the Digital Business were 476,592 million yen (year-on-year increase of 4.6%), and segment profit was 56,682 million yen (year-on-year decrease of 17.3%).

Visual and Music Business (formerly IP Production Business)

As for the Visual and Music Business, *Mobile Suit Gundam GQuuuuuuX*, the new visual work in the *Gundam* series, attracted a new fan base in addition to existing fans, and its film's box-office revenue, global video streaming, and licensing of products and services contributed to the results. In addition, the theatrical work, *MOBILE SUIT GUNDAM HATHAWAY The Sorcery of Nymph Circe*, which launched in the fourth quarter of the fiscal year ended March 31, 2026, achieved a good start. Furthermore, the *LoveLive!* series gained popularity through the release of theatrical works, music, and live events, and global business development and video streaming for the existing *Gundam* series, *ONE PUNCH MAN*, and others showed stable performance.

As a result, net sales in the Visual and Music Business were 95,506 million yen (year-on-year increase of 5.3%), and segment profit was 12,181 million yen (year-on-year increase of 3.4%).

Amusement Business

As for the Amusement Business, net sales for existing amusement facilities in Japan increased to 107.0% year-on-year. In particular, stores unique to Bandai Namco based on collaboration with the Group's products and services, such as Bandai Namco Cross Stores, GASHAPON Department Stores, and retail shops where visitors can interact with the worldview of IP, and other activity facilities performed well.

In arcade games, sales of *Mobile Suit Gundam Extreme Versus 2 Infinite Boost* were strong.

In the Amusement Business, in addition to the development of facilities by leveraging our unique strengths under the IP axis strategy, we will further enhance the role of touchpoints with fans to increase awareness of the Group's products and services.

As a result, net sales in the Amusement Business were 152,747 million yen (year-on-year increase of 8.0%), and segment profit was 10,106 million yen (year-on-year increase of 19.8%).

Other Businesses

Other Businesses consist of companies that conduct businesses such as logistics support and group administration for each of the Group companies. We have been making efforts to manage such operations related to Group support in an efficient manner. The current fiscal year exceeded the previous fiscal year primarily due to the strong performance of the Group's businesses.

Net sales in the Other Businesses were 38,973 million yen (year-on-year increase of 7.6%), and segment profit was 2,819 million yen (year-on-year increase of 68.6%).

(2) Overview of Financial Position for the Period

As of March 31, 2026, total assets stood at 1,190,494 million yen, an increase of 87,857 million yen from the end of the previous fiscal year. The main factors were increases of 44,802 million yen in cash and deposits, 22,183 million yen in notes and accounts receivable - trade, and contract assets, 13,806 million yen in property, plant and equipment, 12,132 million yen in merchandise and finished goods, and 10,193 million yen in deferred tax assets, despite decreases of 12,885 million yen in work in process and 11,931 million yen in investment securities.

Total liabilities amounted to 329,069 million yen, an increase of 19,649 million yen from the end of the previous fiscal year. The main factors were increases of 14,719 million yen in other under current liabilities mainly due to increased accounts payable - other and refund liabilities, 4,732 million yen in lease liabilities and 3,648 million yen in notes and accounts payable – trade, despite a decrease of 5,691 million yen in income taxes payable.

Total net assets stood at 861,424 million yen, an increase of 68,208 million yen from the end of the previous fiscal year. The main factors were increases of 86,912 million yen in retained earnings and 15,713 million yen in foreign currency translation adjustment, despite an increase of 24,758 million yen in treasury shares due to purchase of treasury shares and a decrease of 12,683 million yen in valuation difference on available-for-sale securities. Capital surplus and treasury shares each decreased by 35,083 million yen due to the cancellation of treasury shares.

As a result, the equity ratio became 72.3% compared with 71.9% at the end of the previous fiscal year.

(3) Overview of Cash Flows for the Period

As of March 31, 2026, cash and cash equivalents ("funds") remaining on hand increased by 51,456 million yen from the end of the previous fiscal year to 412,416 million yen. Below is the breakdown of cash flows by activities.

(Cash Flows from Operating Activities)

The amount of funds provided by operating activities totaled 164,719 million yen (year-on-year decrease of 12.1%). As a breakdown of funds used, income taxes paid were 67,668 million yen (compared with 38,030 million yen in the previous fiscal year). However, overall, there was a net increase in funds due to profit before income taxes of 197,699 million yen (compared with 184,122 million yen in the previous fiscal year) and depreciation of 47,204 million yen (compared with 40,216 million yen in the previous fiscal year).

(Cash Flows from Investing Activities)

The amount of funds used in investing activities totaled 41,154 million yen (year-on-year decrease of 33.6%). The main breakdown of funds used was purchases of property, plant and equipment and intangible assets of 45,821 million yen (compared with 42,437 million yen in the previous fiscal year).

(Cash Flows from Financing Activities)

The amount of funds used in financing activities totaled 82,966 million yen (year-on-year increase of 7.3%). The main breakdown of funds used was dividends paid of 53,738 million yen (compared with 39,918 million yen in the previous fiscal year) and purchase of treasury shares of 24,758 million yen (compared with 35,000 million yen in the previous fiscal year).

(Reference) Cash Flow Indices

	FY2022.3	FY2023.3	FY2024.3	FY2025.3	FY2026.3
Equity ratio (%)	67.7	70.4	72.0	71.9	72.3
Equity ratio (market capitalization basis) (%)	236.9	203.0	190.4	293.7	208.3
Cash flows to interest bearing debt ratio (years)	0.2	0.2	0.2	0.1	0.1
Interest coverage ratio (times)	321.0	279.9	276.7	472.4	346.4

Equity ratio: Total shareholders' equity/Total assets

Equity ratio (market capitalization basis): Market capitalization/Total assets

Cash flows to interest bearing debt ratio: Interest-bearing debt/Cash flow

Interest coverage ratio: Cash flow/Interest expenses

Note 1: All calculations are performed using consolidated financial figures.

Note 2: Market capitalization is calculated on the basis of the number of issued shares excluding treasury shares.

Note 3: Operating cash flow is used for cash flow.

Note 4: Interest-bearing debt covers all debt reported in the consolidated balance sheets for which interest is paid.

(4) Future Outlook

Looking ahead, the Group expects uncertainty to continue in various regions around the world. We also expect the changes in the environment surrounding us such as the market as well as customer lifestyles and preferences to become even more intense.

Under these circumstances, in order to adapt to escalating competitiveness in global markets and change in lifestyles and preferences of customers, the Group started a three-year Mid-term Plan in April 2025. Under the Group's Purpose, "Fun for All into the Future," which is the ultimate definition of the Group, and the Mid- to Long-term Vision, "Connect with Fans," which are detailed in the Mid-term Plan, we further promote the IP axis strategy in global markets in order to achieve sustainable growth over the medium to long term.

1) Our aims driven by our Purpose "Fun for All into the Future"

We have established our Purpose, "Fun for All into the Future," as the ultimate definition of the Group, conveying the reason for our existence, why we conduct our businesses and corporate activities, and the meaningfulness we derive from working at Bandai Namco Group.

In accordance with the Purpose, "Fun for All into the Future," the Bandai Namco Group aims to connect with fans around the world (IP fans, a wide range of business partners, shareholders, Group employees, and society). We strive to connect more broadly with new fans and more deeply with current fans. In addition, we aim to foster multifaceted connections between communities of both new fans and current fans. In fostering connections with and among various fans, our highest priority is the quality of the connections. Under the current Mid-term Plan, we advance a

variety of strategies and initiatives focusing on broad, deep, and multifaceted connections with fans and on the quality of those connections.

<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.

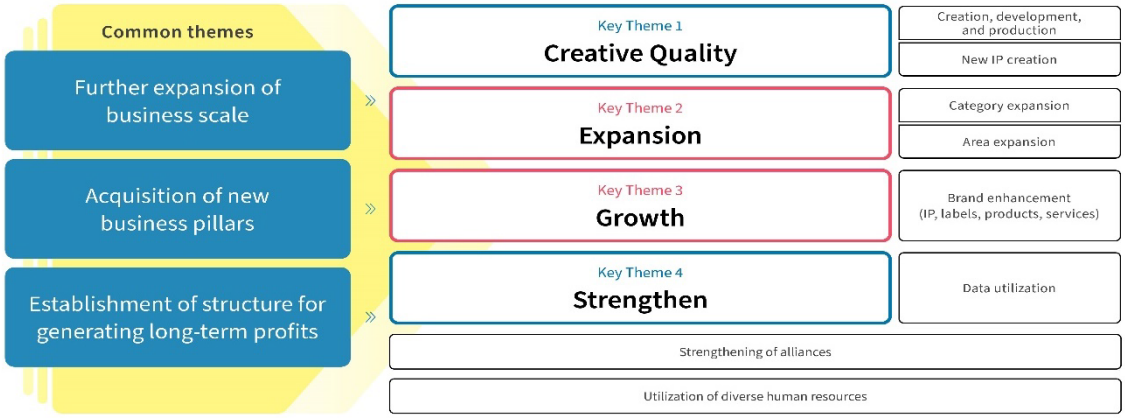
2) Mid- to Long-term Vision

Connect with Fans

Under our Purpose, "Fun for All into the Future," we position "Connect with Fans," which has been a commitment we have continued to aim for since the previous Mid-term Plan, as our Mid- to Long-term Vision. As the second chapter and action phase of our pursuit of this vision begins, we make greater efforts than ever before to establish 360° connections with fans around the world (IP fans, a wide range of business partners, shareholders, Group employees, and society) that are broad, deep, and multifaceted by boldly taking on new challenges.

3) Mid-term Plan

We have established three common themes for the Mid-term Plan with the aim of achieving the sustainable growth of the Bandai Namco Group: "Further expansion of business scale," "Acquisition of new business pillars," and "Establishment of structure for generating long-term profits." Based on the common themes, we formulated the four key themes of "Creative Quality," "Expansion," "Growth," and "Strengthen," as well as eight key initiatives, such as "Strengthening of alliances" and "Utilization of diverse human resources," that build on the four key themes. In this way, we aim to expand the potential of IP and develop businesses that create a chain of smiles with fans around the world.



- Key Theme 1 "Creative Quality"

  Positioning Monozukuri as the Starting Point of the Group and Creating Products and Services Unique to Bandai Namco

  The starting point of the Bandai Namco Group is Monozukuri (craftsmanship). To deliver experience-based value unique to Bandai Namco to our fans across the globe, we develop games, produce animated series, plan and produce

products, and create new services. At the same time, we take a multifaceted approach to new IP creation, including initiatives driven by visual works, products, services, and Groupwide projects. As part of these initiatives, we will strengthen IP co-creation by working more closely with external creators, studios, and IP holders from new perspectives. We will also pursue greater efficiency in terms of content creation, development, and production as we work to realize even-higher-quality Monozukuri.

・ Key Theme 2 “Expansion”

Aim to Increase Fans Around the World by Expanding Our Area of Rollouts as Well as Product Categories

As the popularity of Japanese IP continues to grow across the globe, we still have many opportunities to expand our business worldwide.

To that end, in the Toys and Hobby Business, we are expanding rollouts of products for the mature fan base, trading card games, capsule toys, and other products. The Business is also collaborating with the Amusement Business to open official stores and hold workshops and other hands-on events. In these ways, we are working to enhance engagement with our products and services and deepen connections with fans. Furthermore, in addition to Japanese IP, we are actively pursuing collaborations with local IP and corporations. With regard to expanding our area of operations, we are stepping up the rollout of e-commerce services in each country and region.

In the Digital Business, we have further refined the structure to oversee worldwide marketing activities in Japan and the United States, thereby working to accelerate decision-making and information sharing.

In the Visual and Music Business, we established a visual and music works business company in North America. Through this company, we concluded an agreement with Legendary Entertainment to co-invest in the production of a live-action adaptation of the *Mobile Suit Gundam* series and have now entered the stage of full-scale production. With a view toward a worldwide release of the film, the new business company serves as an investment hub for live-action films while also working to strengthen the overseas licensing, promotions, and events for the *Mobile Suit Gundam* series. By doing so, we maximize the value of the *Gundam* IP.

・ Key Theme 3 “Growth”

Fostering Brands That Are Deeply Loved by Many Fans Over Time by Recognizing the Importance of Continuously Nurturing the IP We Create

IPs serve as the key element of the IP axis strategy, which is our greatest strength as a Group, and we understand the importance of not only creating IPs but also growing them. Under the current Mid-term Plan, we strengthen the licensing business for Group IP, such as *Tamagotchi* from the Toys and Hobby Business, *THE IDOLM@STER* and *PAC-MAN* from the Digital Business, and *Gundam* from the Visual and Music Business. At the same time, we expand the worldview of our IP in a manner that transcends our business domains. For game titles, we focus on expanding the popularity of titles within our series and continuing to release new titles in the same series, while making effective use of them. By doing so, we aim to establish a strong presence for such titles and strengthen our brand power.

Also, products in the Toys and Hobby business, such as *Gundam* model kits, which are the flagship product of the *Gundam* IP, use various raw materials, including plastics. Amid growing concerns regarding the environmental impact of plastics, we have established the Bandai Namco Group Plastic Environmental Consideration Policy. We have been pursuing such efforts as recycling programs involving fans and the utilization of alternative materials. Moving forward, under the Plastic Environmental Consideration Policy, we will continue to reduce plastic usage to the greatest extent possible while utilizing renewable plastics and alternative materials and promoting recycling. As a member of society, promoting Groupwide environment-friendly initiatives helps us enhance the brand value of IPs and products.

・ Key Theme 4 “Strengthen”

New technology utilization Utilizing Accumulated Data to the Greatest Extent Possible to Evolve Our Business Through “Strengthen”

Under the previous Mid-term Plan, we promoted the Data Universe, which connects, integrates, and utilizes Groupwide data, and began to utilize it across numerous businesses. Under the current Mid-term Plan, we will begin the genuine utilization of accumulated data and further deepen our application of it. By doing so, we will formulate optimized marketing plans and enhance the accuracy of our product planning and demand forecasting, thus refining

our operations in each business. In addition, primarily in the fields of game development and visual content production, we actively promote the research and application of new technologies through discussions and collaborations between external partners and our internal studios and research and development departments. Through such efforts, we realize our goals for the theme “Strengthen.”

・ Strengthening of Alliances

In each business, we continue to promote collaborations and alliances with various business partners, as we have done in the past. As a new initiative, we have established the CW360 (Connect with 360) Division at the Company, embodying our desire to establish 360° connections with fans, based on our Mid- to Long-term Vision of “Connect with Fans.” To date, there have been areas we wished to pursue but could not due to time, budget, and other restrictions. Through CW360, we aim to approach these areas from a Groupwide perspective, embracing challenges without fear of failure and fostering connections with external partners through projects, collaborations, and alliances. These types of efforts to support business growth are expected to lead to the further growth of the Group over the long term.

・ Utilization of Diverse Human Resources

Initiatives led by CW360 to strengthen alliances with external partners also provide an excellent opportunity for human resource development. Opportunities created by CW360, such as the promotion of projects and alliances with external partners and the establishment of joint-venture companies, are expected to help us to cultivate the talent of the next generation.

In addition, we will promote a broad range of initiatives to ensure that our diverse group of talent can work in a lively manner and with peace of mind. These include developing global talent to support the Group’s business growth, reinforcing our corporate personnel and divisions, and establishing employee-friendly environments and systems. By doing so, we will lay a solid foundation for our business.

<Overview of Mid-term Plan>



The two central circles in the Mid-term Plan diagram comprise the four key themes of “Creative Quality,” “Expansion,” “Growth,” and “Strengthen” as well as eight key initiatives that build on these themes. These two circles embody various complementary dynamics, including “digital and physical,” “offense and defense,” and “centrifugal and centripetal forces.”

Guided by our Purpose, “Fun for All into the Future,” and our Mid- to Long-term Vision, “Connect with Fans,” we expand the potential of IP and strengthen the various multifaceted connections we have with fans around the world (IP fans, a wide range of business partners, shareholders, Group employees, and society). By doing so, we aim to achieve further growth of the Bandai Namco Group.

4) Capital Policy

Under the current Mid-term Plan, we enhance corporate value by maximizing IP potential with the aim of achieving sustainable growth. We also focus on increasing ROE with an awareness of EPS and equity spread in order to generate long-term profits. At the same time, we strive to engage in communication with the stock market. As of fiscal year 2025, we recognize that capital cost is approximately 8%, and we aim to maintain an equity spread 5% or more on an ongoing basis. In the performance evaluation of Directors, we place a greater emphasis on capital efficiency, incorporating EPS as a KPI in addition to numerical indicators and sustainability.

5) Capital Allocation

Under the Mid-term Plan, we will realize both business growth and shareholder returns, based on our capital allocation policy.

Growth investments, with approximately 600.0 billion yen planned during the period of the current Mid-term Plan, largely comprise investments recorded primarily as costs, such as those related to game and visual works production; facility and equipment investments necessary for business operations, such as the acquisition of molds; and strategic investments under the Mid-term Plan, referred to as "360 Investments," which are aimed at connecting with all stakeholders, including IP fans, business partners, and shareholders, from all directions. With these investments, we focus not only on producing results during the current Mid-term Plan but also on contributing to growth over the medium to long term.

6) Numerical targets in the Mid-term Plan (figures announced in February 2025)

- Fiscal year ending March 31, 2028: Numerical targets

Consolidated net sales:	1,450.0 billion yen
Consolidated operating profit:	200.0 billion yen
Overseas sales ratio (by destination):	50% or more

- Continuous targets

Operating margin:	Continuously 12% or more
Equity spread:	Continuously 5% or more

The Bandai Namco Group aims to make connections with fans around the world (IP fans, a wide range of business partners, shareholders, Group employees, and society) that are broad, deep, and multifaceted. In its Mid-term Plan, the Group is promoting various initiatives to maximize IP value and establishing a robust management foundation for growth, with the goal of enhancing corporate value and creating long-term profits.

(5) Basic Policy on the Distribution of Profits and Dividends for the Current and Next Fiscal Year

The Company ranks the return of profits to shareholders as one of its highest priorities in its management. The Company aims to further strengthen the Group's competitiveness and, while maintaining a sound financial status, to achieve regular distributions of dividends and improvement in the Company's corporate value.

In the Mid-term Plan started in April 2025, the Company has revised its basic policy regarding shareholder returns as a result of considering from various angles factors such as the management environment and policy regarding strategic investment for growth, etc.

For the year-end dividend of the fiscal year ended March 31, 2026, based on the shareholder return basic policy, a performance-based dividend of 27 yen will be added to a base dividend of 23 yen, for a total of 50 yen per share. Since the Company paid an interim dividend of 23 yen per share on December 9, 2025, the total annual dividend will be 73 yen per share. Furthermore, in the fourth quarter of the fiscal year ended March 31, 2026, the Company purchased treasury shares in order to improve capital efficiency through the effective use of assets held and to implement a flexible capital policy, including a return to shareholders, in response to changes in the business environment. The total number of purchased treasury shares was 6,000,000 shares for a total purchase price of 24,757,598,600 yen, resulting in a total return ratio of 51.0% when taking into account dividends and this purchase of treasury shares. On April 30, 2026, the Company canceled 5,000,000 shares of all the treasury shares held as of that date.

The Company's annual dividend forecast for the fiscal year ending March 31, 2027 is 25 yen per share, which is the interim dividend set in accordance with the basic policy on the distribution of profits. The year-end cash dividend for the fiscal year ending March 31, 2027 will be considered by the Company based on the basic policy on the distribution of profits.

<Shareholder return basic policy>

The Company aims to further strengthen the competitiveness of the Group and ranks the appropriate return of profits to shareholders as one of its highest priorities in management, and the basic policy is 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

2. Basic Concept Regarding Selection of Accounting Standards

The Group plans to continue using Japanese GAAP to prepare its consolidated financial statements for the time being, as they facilitate comparison with previous consolidated financial statements and with other companies.

The Group's policy on applying International Financial Reporting Standards is to take action as appropriate based on considerations of various conditions in Japan and overseas.

3. Consolidated Financial Statements and Significant Notes

(1) Consolidated Balance Sheets

(¥ million)

	Prior Fiscal Year (As of March 31, 2025)	Current Fiscal Year (As of March 31, 2026)
Assets		
Current assets		
Cash and deposits	388,460	433,262
Notes and accounts receivable - trade, and contract assets	123,998	146,181
Merchandise and finished goods	43,375	55,507
Work in process	77,501	64,616
Raw materials and supplies	7,834	9,319
Other	64,635	73,270
Allowance for doubtful accounts	(862)	(1,256)
Total current assets	704,942	780,901
Non-current assets		
Property, plant and equipment		
Buildings and structures	55,287	58,521
Accumulated depreciation	(26,929)	(29,961)
Buildings and structures, net	28,358	28,559
Machinery, equipment and vehicles	18,345	31,058
Accumulated depreciation	(11,847)	(16,545)
Machinery, equipment and vehicles, net	6,497	14,513
Amusement facilities and machines	67,763	72,393
Accumulated depreciation	(51,255)	(54,897)
Amusement facilities and machines, net	16,508	17,495
Land	48,671	48,249
Right-of-use assets	20,444	27,227
Accumulated depreciation	(10,454)	(12,339)
Right-of-use assets, net	9,989	14,888
Construction in progress	8,515	12,689
Other	170,559	181,946
Accumulated depreciation	(149,973)	(165,408)
Other, net	20,585	16,537
Total property, plant and equipment	139,127	152,933
Intangible assets	31,226	27,426
Investments and other assets		
Investment securities	173,350	161,418
Deferred tax assets	19,673	29,867
Retirement benefit asset	11,710	14,081
Other	23,578	24,570
Allowance for doubtful accounts	(972)	(705)
Total investments and other assets	227,340	229,232
Total non-current assets	397,694	409,593
Total assets	1,102,636	1,190,494

(¥ million)

	Prior Fiscal Year (As of March 31, 2025)	Current Fiscal Year (As of March 31, 2026)
Liabilities		
Current liabilities		
Notes and accounts payable - trade	98,068	101,717
Income taxes payable	40,715	35,024
Contract liabilities	28,677	31,032
Provision for bonuses for directors (and other officers)	2,178	2,185
Provision for share-based payments	1,415	1,363
Other provisions	1,504	1,207
Other	106,051	120,771
Total current liabilities	278,611	293,300
Non-current liabilities		
Retirement benefit liability	6,042	6,380
Deferred tax liabilities for land revaluation	205	205
Lease liabilities	7,392	12,125
Other	17,167	17,058
Total non-current liabilities	30,808	35,769
Total liabilities	309,420	329,069
Net assets		
Shareholders' equity		
Share capital	10,000	10,000
Capital surplus	43,491	7,987
Retained earnings	668,802	755,714
Treasury shares	(44,214)	(33,359)
Total shareholders' equity	678,079	740,342
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	85,451	72,768
Deferred gains or losses on hedges	(8)	1,772
Revaluation reserve for land	(4,022)	(4,022)
Foreign currency translation adjustment	30,769	46,482
Remeasurements of defined benefit plans	2,584	3,437
Total accumulated other comprehensive income	114,774	120,438
Non-controlling interests	362	642
Total net assets	793,216	861,424
Total liabilities and net assets	1,102,636	1,190,494

(2) Consolidated Statements of Operations and Consolidated Statements of Comprehensive Income

(Consolidated Statements of Operations)

(¥ million)

	Prior Fiscal Year (From April 1, 2024 to March 31, 2025)	Current Fiscal Year (From April 1, 2025 to March 31, 2026)
Net sales	1,241,513	1,348,246
Cost of sales	746,327	817,074
Gross profit	495,185	531,172
Selling, general and administrative expenses	314,956	341,654
Operating profit	180,229	189,517
Non-operating income		
Interest income	3,390	3,329
Dividend income	1,341	1,656
Share of profit of entities accounted for using equity method	2,699	4,816
Foreign exchange gains	–	2,259
Other	1,132	1,649
Total non-operating income	8,564	13,711
Non-operating expenses		
Interest expenses	391	491
Foreign exchange losses	767	–
Penalty	884	384
Other	280	429
Total non-operating expenses	2,323	1,305
Ordinary profit	186,470	201,923
Extraordinary income		
Gain on sale of investment securities	423	1,292
Other	834	201
Total extraordinary income	1,257	1,493
Extraordinary losses		
Impairment losses	1,526	696
Loss on valuation of investment securities	487	605
Loss on sale of shares of subsidiaries and associates	114	2,954
Other	1,477	1,462
Total extraordinary losses	3,606	5,718
Profit before income taxes	184,122	197,699
Income taxes - current	54,961	63,255
Income taxes - deferred	(196)	(6,481)
Total income taxes	54,764	56,773
Profit	129,358	140,926
Profit attributable to non-controlling interests	56	275
Profit attributable to owners of parent	129,301	140,651

(Consolidated Statements of Comprehensive Income)

(¥ million)

	Prior Fiscal Year (From April 1, 2024 to March 31, 2025)	Current Fiscal Year (From April 1, 2025 to March 31, 2026)
Profit	129,358	140,926
Other comprehensive income		
Valuation difference on available-for-sale securities	36,096	(12,670)
Deferred gains or losses on hedges	(1,028)	1,776
Revaluation reserve for land	(5)	–
Foreign currency translation adjustment	1,131	15,713
Remeasurements of defined benefit plans, net of tax	2,418	853
Share of other comprehensive income of entities accounted for using equity method	89	(7)
Total other comprehensive income	38,702	5,664
Comprehensive income	168,060	146,590
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	168,004	146,315
Comprehensive income attributable to non-controlling interests	56	275

(3) Consolidated Statements of Changes in Equity

Prior Fiscal Year (From April 1, 2024 to March 31, 2025)

(¥ million)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	10,000	53,321	579,417	(19,293)	623,445
Changes during period					
Dividends of surplus			(39,918)		(39,918)
Profit attributable to owners of parent			129,301		129,301
Change in scope of equity method			1		1
Purchase of treasury shares				(35,000)	(35,000)
Cancellation of treasury shares		(9,942)		9,942	–
Disposal of treasury shares		111		134	246
Change in treasury shares arising from change in equity in entities accounted for using equity method				3	3
Net changes in items other than shareholders' equity					
Total changes during period	–	(9,830)	89,384	(24,920)	54,634
Balance at end of period	10,000	43,491	668,802	(44,214)	678,079

	Accumulated other comprehensive income						Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	49,262	1,022	(4,016)	29,637	166	76,071	306	699,823
Changes during period								
Dividends of surplus								(39,918)
Profit attributable to owners of parent								129,301
Change in scope of equity method								1
Purchase of treasury shares								(35,000)
Cancellation of treasury shares								–
Disposal of treasury shares								246
Change in treasury shares arising from change in equity in entities accounted for using equity method								3
Net changes in items other than shareholders' equity	36,189	(1,030)	(5)	1,131	2,418	38,702	56	38,758
Total changes during period	36,189	(1,030)	(5)	1,131	2,418	38,702	56	93,392
Balance at end of period	85,451	(8)	(4,022)	30,769	2,584	114,774	362	793,216

Current Fiscal Year (From April 1, 2025 to March 31, 2026)

(¥ million)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	10,000	43,491	668,802	(44,214)	678,079
Changes during period					
Dividends of surplus			(53,738)		(53,738)
Profit attributable to owners of parent			140,651		140,651
Change in scope of consolidation					–
Change in scope of consolidation - foreign currency translation adjustment					–
Purchase of treasury shares				(24,758)	(24,758)
Cancellation of treasury shares		(35,083)		35,083	–
Disposal of treasury shares		209		530	739
Change in treasury shares arising from change in equity in entities accounted for using equity method				(0)	(0)
Change in ownership interest of parent due to transactions with non-controlling interests		(629)			(629)
Net changes in items other than shareholders' equity					
Total changes during period	–	(35,503)	86,912	10,854	62,263
Balance at end of period	10,000	7,987	755,714	(33,359)	740,342

	Accumulated other comprehensive income						Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasure-ments of defined benefit plans	Total accumulated other comprehen-sive income		
Balance at beginning of period	85,451	(8)	(4,022)	30,769	2,584	114,774	362	793,216
Changes during period								
Dividends of surplus								(53,738)
Profit attributable to owners of parent								140,651
Change in scope of consolidation							5	5
Change in scope of consolidation - foreign currency translation adjustment				(290)		(290)		(290)
Purchase of treasury shares								(24,758)
Cancellation of treasury shares								–
Disposal of treasury shares								739
Change in treasury shares arising from change in equity in entities accounted for using equity method								(0)
Change in ownership interest of parent due to transactions with non-controlling interests								(629)
Net changes in items other than shareholders' equity	(12,683)	1,780	–	16,003	853	5,954	275	6,229
Total changes during period	(12,683)	1,780	–	15,713	853	5,664	280	68,208
Balance at end of period	72,768	1,772	(4,022)	46,482	3,437	120,438	642	861,424

(4) Consolidated Statements of Cash Flows

(¥ million)

	Prior Fiscal Year (From April 1, 2024 to March 31, 2025)	Current Fiscal Year (From April 1, 2025 to March 31, 2026)
Cash flows from operating activities		
Profit before income taxes	184,122	197,699
Depreciation	40,216	47,204
Impairment losses	1,526	696
Amortization of goodwill	2,618	2,355
Increase (decrease) in allowance for doubtful accounts	29	22
Increase (decrease) in provision for bonuses for directors (and other officers)	864	2
Increase (decrease) in provision for share-based payments	961	(52)
Increase (decrease) in other provisions	172	(311)
Increase (decrease) in retirement benefit liability	(59)	(406)
Interest and dividend income	(4,732)	(4,986)
Interest expenses	391	491
Foreign exchange losses (gains)	123	(88)
Share of loss (profit) of entities accounted for using equity method	(2,699)	(4,816)
Loss on retirement of amusement facilities and machines	249	279
Loss (gain) on sale of shares of subsidiaries and associates	32	2,954
Loss (gain) on sale of investment securities	(423)	(1,270)
Loss (gain) on valuation of investment securities	487	605
Penalty	884	384
Decrease (increase) in trade receivables	(6,311)	(19,297)
Decrease (increase) in inventories	11,829	1,433
Acquisition of amusement facilities and machines	(9,514)	(6,321)
Increase (decrease) in trade payables	(1,440)	2,298
Increase (decrease) in contract liabilities	(680)	1,930
Decrease (increase) in other current assets	(2,395)	(6,379)
Increase (decrease) in other current liabilities	14,249	13,088
Other, net	(8,488)	688
Subtotal	222,015	228,205
Interest and dividends received	4,632	5,043
Interest paid	(396)	(475)
Income taxes refund (paid)	(38,030)	(67,668)
Penalty paid	(884)	(384)
Net cash provided by (used in) operating activities	187,337	164,719

(¥ million)

	Prior Fiscal Year (From April 1, 2024 to March 31, 2025)	Current Fiscal Year (From April 1, 2025 to March 31, 2026)
Cash flows from investing activities		
Payments into time deposits	(49,892)	(34,026)
Proceeds from withdrawal of time deposits	32,618	42,163
Purchase of property, plant and equipment	(33,554)	(35,811)
Proceeds from sale of property, plant and equipment	792	1,491
Purchase of intangible assets	(8,882)	(10,010)
Purchase of investment securities	(3,188)	(3,654)
Proceeds from sale of investment securities	633	1,961
Purchase of shares of subsidiaries and associates	(73)	(553)
Proceeds from sale of shares of subsidiaries and associates	408	–
Payments for investments in capital of subsidiaries and associates	–	(447)
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	100	–
Payments for sale of shares of subsidiaries resulting in change in scope of consolidation	(148)	(1,145)
Other, net	(819)	(1,120)
Net cash provided by (used in) investing activities	(62,004)	(41,154)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(162)	(174)
Proceeds from long-term borrowings	100	200
Repayments of long-term borrowings	(124)	(113)
Repayments of lease liabilities	(2,241)	(2,375)
Purchase of treasury shares	(35,000)	(24,758)
Dividends paid	(39,918)	(53,738)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	–	(706)
Other, net	0	(1,299)
Net cash provided by (used in) financing activities	(77,347)	(82,966)
Effect of exchange rate change on cash and cash equivalents	1,711	10,856
Net increase (decrease) in cash and cash equivalents	49,696	51,456
Cash and cash equivalents at beginning of period	311,264	360,960
Cash and cash equivalents at end of period	360,960	412,416

(5) Notes to Consolidated Financial Statements

(Notes on Premise of Going Concern)

Not applicable.

(Notes on Segment Information, Etc.)

a. Segment Information

1. Overview of reportable segments

The reportable segments of the Company are components of the Group whose separate financial information is available and which are periodically evaluated by the Board of Directors in deciding how to allocate management resources and in assessing the performance.

The Group is made up of (1) four Units, one for each business domain, namely the Toys and Hobby Unit, Digital Unit, Visual and Music Unit, and Amusement Unit, and (2) the affiliated business companies that mainly serve a supporting role for these Units. The business management company of each business leads the planning and promotion of the business strategies of the business for Japan and overseas.

Accordingly, the Group has the following four reportable segments: Toys and Hobby Business, Digital Business, Visual and Music Business, and Amusement Business.

The Toys and Hobby Business conducts planning, development, production, and sales of toys, capsule toys, cards, confectionery and foods, apparel, lifestyle sundries, model kits, prizes, stationery, and other products. The Digital Business conducts planning, development, sales, and distribution of home console games and network content; production and sales of entertainment content, etc. The Visual and Music Business conducts planning, production, and use of visual and music content, such as animations; management and use of copyrights; discovery and development of artists; live entertainment business. The Amusement Business conducts planning, development, production, sales, and after-service for amusement machines; planning and operation of amusement facilities, including theme parks and indoor playgrounds, etc.

2. Method for calculating the amounts of net sales, profit/loss, assets, liabilities and others by reportable segment

The accounting method used for the business segments reported is the same as the accounting method stated in “Important Information Constituting the Basis for Preparation of Consolidated Financial Statements” presented in the most recent annual security report (filed on June 23, 2025).

The profit of reportable segments is measured by operating profit.

The inter-segment transactions are based on prevailing market prices.

3. Information regarding the amounts of net sales, profit/loss, assets, liabilities and others by reportable segment

Prior Fiscal Year (From April 1, 2024 to March 31, 2025)

(¥ million)

	Reportable segments					Other (Note 1)	Total	Adjust-ments (Note 2)	Consoli-dated Total (Note 3)
	Toys and Hobby Business	Digital Business	Visual and Music Business	Amuse-ment Business	Subtotal				
Net sales									
To external customers	574,837	450,088	75,615	134,324	1,234,866	6,647	1,241,513	–	1,241,513
Inter-segment sales and transfers	22,096	5,545	15,123	7,161	49,925	29,577	79,502	(79,502)	–
Total	596,933	455,633	90,738	141,485	1,284,791	36,224	1,321,015	(79,502)	1,241,513
Segment profit	102,202	68,527	11,778	8,438	190,947	1,671	192,619	(12,390)	180,229
Segment assets	343,842	311,135	70,554	79,297	804,830	26,340	831,170	271,466	1,102,636
Others									
Depreciation	22,847	6,616	1,192	7,471	38,128	725	38,854	1,362	40,216
Amortization of goodwill	257	266	2,094	–	2,618	–	2,618	–	2,618
Impairment losses	–	404	23	1,053	1,481	–	1,481	45	1,526
Investment in entities accounted for using equity method	4,793	–	–	–	4,793	11,869	16,663	–	16,663
Increase in property, plant and equipment and intangible assets	41,230	5,206	1,320	13,065	60,822	807	61,630	3,627	65,257

Notes: 1. The "Other" category is a business segment not included in reportable segments under which operations such as logistics services for each of the Group companies are classified.

2. The details of adjustment amounts are as follows:

(1) Included in the 12,390 million yen deducted from segment profit as adjustment are an addition of 502 million yen in inter-segment eliminations, and a deduction of 12,892 million yen in corporate expenses that cannot be allocated to any reportable segment. The corporate expenses are mainly costs related to the administration division that has not been attributed to a reportable segment.

(2) Included in the 271,466 million yen added to segment assets as adjustment are a deduction of 47,311 million yen in inter-segment eliminations, and an addition of 318,777 million yen in corporate assets that cannot be allocated to any reportable segment. The corporate assets are mainly cash and deposits, investment securities, and assets, etc., related to the administration division that has not been attributed to a reportable segment.

(3) Included in the 1,362 million yen added to depreciation as adjustment are a deduction of 137 million yen in inter-segment eliminations, and an addition of 1,500 million yen in depreciation related to the administration division that has not been attributed to a reportable segment.

(4) Included in the 45 million yen added to impairment losses as adjustment is the amount of corporate assets that cannot be allocated to any reportable segment.

(5) Included in the 3,627 million yen added to increase in property, plant and equipment and intangible assets as adjustment is the amount of corporate assets that cannot be allocated to any reportable segment.

3. Segment profit is adjusted with operating profit in the consolidated statements of operations.

Current Fiscal Year (From April 1, 2025 to March 31, 2026)

(¥ million)

	Reportable segments					Other (Note 1)	Total	Adjust-ments (Note 2)	Consoli-dated Total (Note 3)
	Toys and Hobby Business	Digital Business	Visual and Music Business	Amuse-ment Business	Subtotal				
Net sales									
To external customers	646,180	470,714	73,251	151,759	1,341,906	6,340	1,348,246	–	1,348,246
Inter-segment sales and transfers	27,788	5,878	22,254	987	56,908	32,632	89,541	(89,541)	–
Total	673,968	476,592	95,506	152,747	1,398,814	38,973	1,437,788	(89,541)	1,348,246
Segment profit	126,938	56,682	12,181	10,106	205,908	2,819	208,727	(19,210)	189,517
Segment assets	417,289	307,159	81,991	89,925	896,365	30,515	926,880	263,613	1,190,494
Others									
Depreciation	27,516	7,199	1,169	9,203	45,088	789	45,878	1,326	47,204
Amortization of goodwill	50	210	2,094	–	2,355	–	2,355	–	2,355
Impairment losses	–	519	0	175	696	–	696	–	696
Investment in entities accounted for using equity method	4,897	–	–	–	4,897	15,780	20,678	–	20,678
Increase in property, plant and equipment and intangible assets	34,270	6,887	418	14,667	56,244	911	57,156	6,749	63,906

Notes: 1. The “Other” category is a business segment not included in reportable segments under which operations such as logistics services for each of the Group companies are classified.

2. The details of adjustment amounts are as follows:

(1) Included in the 19,210 million yen deducted from segment profit as adjustment are an addition of 243 million yen in inter-segment eliminations, and a deduction of 19,453 million yen in corporate expenses that cannot be allocated to any reportable segment. The corporate expenses are mainly costs related to the administration division that has not been attributed to a reportable segment.

(2) Included in the 263,613 million yen added to segment assets as adjustment are a deduction of 34,215 million yen in inter-segment eliminations, and an addition of 297,828 million yen in corporate assets that cannot be allocated to any reportable segment. The corporate assets are mainly cash and deposits, investment securities, and assets, etc., related to the administration division that has not been attributed to a reportable segment.

(3) Included in the 1,326 million yen added to depreciation as adjustment are a deduction of 196 million yen in inter-segment eliminations, and an addition of 1,522 million yen in depreciation related to the administration division that has not been attributed to a reportable segment.

(4) Included in the 6,749 million yen added to increase in property, plant and equipment and intangible assets as adjustment is the amount of corporate assets that cannot be allocated to any reportable segment.

3. Segment profit is adjusted with operating profit in the consolidated statements of operations.

b. Related Information

Prior Fiscal Year (From April 1, 2024 to March 31, 2025)

1. Information by product and service

This information is omitted because the same information has been presented in Segment Information.

2. Information by region

(1) Net sales

(¥ million)

Japan	Americas	Europe	Asia	Total
697,418	233,251	157,764	153,079	1,241,513

Note: Net sales are classified by country and region based on customer location.

(2) Property, plant and equipment

(¥ million)

Japan	Americas	Europe	Asia	Total
113,227	5,173	10,248	10,477	139,127

3. Information by major customer

Information by major customer is omitted because there is no specific external customer that accounts for 10% or more of net sales in the consolidated statements of operations.

Current Fiscal Year (From April 1, 2025 to March 31, 2026)

1. Information by product and service

This information is omitted because the same information has been presented in Segment Information.

2. Information by region

(1) Net sales

(¥ million)

Japan	Americas	Europe	Asia	Total
779,926	229,191	157,572	181,556	1,348,246

Note: Net sales are classified by country and region based on customer location.

(2) Property, plant and equipment

(¥ million)

Japan	Americas	Europe	Asia	Total
120,642	9,455	11,624	11,210	152,933

3. Information by major customer

Information by major customer is omitted because there is no specific external customer that accounts for 10% or more of net sales in the consolidated statements of operations.

c. Information Regarding Impairment Losses of Non-current Assets by Reportable Segment

Prior Fiscal Year (From April 1, 2024 to March 31, 2025)

This information is omitted because the same information has been presented in Segment Information.

Current Fiscal Year (From April 1, 2025 to March 31, 2026)

This information is omitted because the same information has been presented in Segment Information.

d. Information Regarding Amortized Amounts and Unamortized Balance of Goodwill by Reportable Segment

Prior Fiscal Year (From April 1, 2024 to March 31, 2025)

(¥ million)

	Toys and Hobby Business	Digital Business	Visual and Music Business	Amuse-ment Business	Other	Elimina-tions and Corporate	Total
Amortized amount	257	266	2,094	–	–	–	2,618
Unamortized balance	50	660	9,729	–	–	–	10,441

Current Fiscal Year (From April 1, 2025 to March 31, 2026)

(¥ million)

	Toys and Hobby Business	Digital Business	Visual and Music Business	Amuse-ment Business	Other	Elimina-tions and Corporate	Total
Amortized amount	50	210	2,094	–	–	–	2,355
Unamortized balance	–	–	7,635	–	–	–	7,635

e. Information Regarding Gain on Bargain Purchase by Reportable Segment

Prior Fiscal Year (From April 1, 2024 to March 31, 2025)

Not applicable.

Current Fiscal Year (From April 1, 2025 to March 31, 2026)

Not applicable.

(Notes on Per-Share Data)

	Prior Fiscal Year (From April 1, 2024 to March 31, 2025)	Current Fiscal Year (From April 1, 2025 to March 31, 2026)
Net assets per share	1,225.02 yen	1,342.11 yen
Basic earnings per share	197.88 yen	217.49 yen

Notes: 1. Diluted earnings per share is not presented since no potential shares exist.

2. The basis of calculating basic earnings per share is as follows:

	Prior Fiscal Year (From April 1, 2024 to March 31, 2025)	Current Fiscal Year (From April 1, 2025 to March 31, 2026)
Basic earnings per share		
Profit attributable to owners of parent (¥ million)	129,301	140,651
Amount not applicable to common shareholders (¥ million)	–	–
Profit attributable to owners of parent available to common share (¥ million)	129,301	140,651
Average number of common share outstanding (shares)	653,449,486	646,690,527

(Notes on Significant Subsequent Events)

(Cancellation of treasury shares)

At the Board of Directors meeting held on April 16, 2026, the Company approved a resolution to cancel treasury shares pursuant to the provisions of Article 178 of the Companies Act, and implemented as described below.

1. Class of shares cancelled — Common shares of the Company
2. Number of shares cancelled — 5,000,000 shares (0.77% of total number of issued shares before cancellation)
3. Total number of issued shares after cancellation — 645,000,000 shares
4. Date of cancellation — April 30, 2026

4. Other

Changes in Directors and Audit & Supervisory Committee Members

1) Change in Representative

Not applicable.

2) Other Changes in Directors and Audit & Supervisory Committee Members

New candidates for Director

Director (Part-time and Outside)	Yuki Ikuno
Director (Part-time and Outside)	Mikiharu Noma
Director, Audit & Supervisory Committee Member (Part-time and Outside)	Kanako Muraoka

Candidate for substitute Director

Substitute Director, Audit & Supervisory Committee Member (Part-time and Outside)	Koji Makino

Retiring Directors

Chairman and Director	Masaru Kawaguchi
Director (Part-time and Outside)	Koichi Kawana
Director, Audit & Supervisory Committee Member (Part-time and Outside)	Toru Shinoda
Director, Audit & Supervisory Committee Member (Part-time and Outside)	Satoko Kuwabara

3) Scheduled Date of Assuming Office and Retirement

June 22, 2026

4) Responsible Area of Directors (Effective June 22, 2026)

Yuji Asako	President and Representative Director, CEO
Nobuhiko Momoi	Executive Vice President and Director in charge of Group Strategy (CW360)
Takashi Tsuji	Director, CFO, Division General Manager of Corporate Planning Division
Noriko Fujita	Director, CIO, CISO, and CSO (Chief Sustainability Officer), Division General Manager of Group Administrative Headquarters
Kazuhiro Takenaka	Director (Part-time) in charge of Toys and Hobby Unit
Nao Udagawa	Director (Part-time) in charge of Digital Unit
Makoto Asanuma	Director (Part-time) in charge of Visual and Music Unit
Hiroshi Kawasaki	Director (Part-time) in charge of Amusement Unit
Toshio Shimada	Director (Part-time and Outside)
Yuki Ikuno	Director (Part-time and Outside)
Mikiharu Noma	Director (Part-time and Outside)
Takashi Kaneko	Director, Audit & Supervisory Committee Member
Takayuki Komiya	Director, Audit & Supervisory Committee Member (Part-time and Outside)
Kanako Muraoka	Director, Audit & Supervisory Committee Member (Part-time and Outside)

<Contact Information>
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