

Second Quarter Financial Results and Corporate Management Policy Briefing for Fiscal Year Ending March 2024

Nintendo Co., Ltd.
Nov. 8, 2023

- Thank you for attending today. I am Shuntaro Furukawa, President of Nintendo.

Consolidated Financial Highlights

	FY23/Q1-Q2	FY24/Q1-Q2	Comparison
Net sales	656.9 bn yen	796.2 bn yen	+21.2 %
Operating profit	220.3 bn yen	279.9 bn yen	+27.0 %
Ordinary profit	322.4 bn yen	380.0 bn yen	+17.8 %
Net profit	230.4 bn yen	271.2 bn yen	+17.7 %

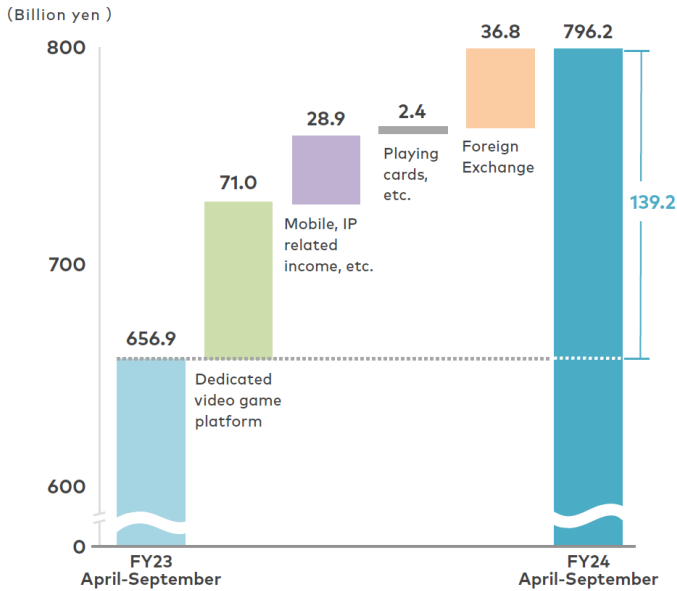
- Net profit: Profit attributable to owners of parent
- FY = Fiscal Year
- FY24/Q1-Q2 indicates the period between April 1, 2023 and September 30, 2023.

Nintendo Switch	FY23/Q1-Q2	FY24/Q1-Q2	Comparison
Hardware	6.68 mil units	6.84 mil units	+2.4 %
Software	95.41 mil units	97.08 mil units	+1.8 %

- First, I would like to briefly discuss the consolidated financial results for the first half of the fiscal year ending March 31, 2024 that we announced yesterday.
- During the first half of the fiscal year, net sales, operating profit, ordinary profit and profit attributable to owners of parent all increased year-on-year.
- Unit sales of Nintendo Switch hardware and software both increased year-on-year due to the positive impact of *The Legend of Zelda: Tears of the Kingdom* and *The Super Mario Bros. Movie*.

Net Sales for the First Half of FY24

Breakdown of increase in net sales



- Largest net sales in the first half of FY since the launch of Nintendo Switch
- Increase brought by a growth in the dedicated video game platform business as well as a rise in mobile and IP related income (including revenue related to the movie), coupled with the depreciation of the yen

- Net sales in the first half of the fiscal year were the largest as a first half of a fiscal year since the launch of Nintendo Switch.
- This graph breaks down the factors contributing to the increase in net sales for the first half of this fiscal year compared to the same period of the previous fiscal year.
- As shown in the graph, net sales increased year-on-year, due to an increase in sales in our dedicated video game platform business, as well as a rise in mobile and IP related income (including revenue associated with *The Super Mario Bros. Movie*), coupled with the depreciation of the yen.

FY24 Consolidated Financial Forecast

	Previous Forecast	Modified Forecast	Comparison
Net sales	1,450.0 bn yen	1580.0 bn yen	+9.0 %
Operating profit	450.0 bn yen	500.0 bn yen	+11.1 %
Ordinary profit	480.0 bn yen	600.0 bn yen	+25.0 %
Net profit	340.0 bn yen	420.0 bn yen	+23.5 %
<small>• Net profit: Profit attributable to owners of parent</small>			
Exchange rate	Previous Forecast	Modified Forecast	Comparison
USD	130 yen	140 yen	+10 yen
Euro	135 yen	150 yen	+15 yen
Nintendo Switch <small>(Sell-in)</small>	Previous Forecast	Modified Forecast	Comparison
Hardware	15.00 mil units	15.00 mil units	-
Software	180.00 mil units	185.00 mil units	+2.8 %
Dividend	Previous Forecast	Modified Forecast	Comparison
Annual dividend	147 yen	181 yen	+34 yen

- We have modified the financial forecast for the fiscal year ending March 2024, due to the change in our exchange rate assumptions alongside the revision in our sales unit forecast for Nintendo Switch software. As a result, we have modified our forecast for net sales, operating profit, ordinary profit and profit attributable to owners of parent.
- We have revised our exchange rate assumptions in consideration of recent exchange rate fluctuations and other economic conditions. The assumed exchange rates have been changed from 130 yen to 140 yen per U.S. dollar and 135 yen to 150 yen per euro.
- For Nintendo Switch software, we increased our forecast by 5.00 million units to 185.00 million units.
- The annual dividend forecast has been revised from 147 yen to 181 yen per share as a result of the modification of the financial forecast.

Nintendo's Basic Policy

- Now, let's discuss Nintendo's basic strategy.

Nintendo's DNA

**Continue to deliver
Nintendo's unique,
intuitive play for all**

- As an entertainment company that creates smiles, Nintendo continually strives to provide our unique and original brand of play that anyone and everyone can intuitively enjoy.
- We aim to put smiles on the faces of everyone Nintendo touches through our unique products and services. Nintendo employees at every level around the globe, not only the management, are completely dedicated to this mission.

Source of Nintendo's Unique Forms of Play

Integrated Hardware- Software Entertainment

- Fun for everyone, regardless of age, gender or past gaming experience
- Unique products and services that convey fun at a glance and are incredibly fun to play

- By developing and integrating hardware and software as one, we can surprise people with Nintendo's unique brand of play.
- Under this development philosophy, we constantly aim to create unique products and services that everyone can enjoy, that feel incredibly intuitive and fun to play; regardless of age, gender, or gaming experience.

Nintendo IP Have Been Nurtured by the Players Across the World Who Choose to Spend Their Time With Them



- In addition, Nintendo's characters have been nurtured and grown hand in hand with the memories made by generations of consumers as they play our games.
- The time and energy that fans invest in playing our games, and the memories they make playing with their loved ones are what breathe life into our characters and make the Nintendo brand special. This is an invaluable asset to us

Expanding the Number of People Who Have Access to Nintendo IP



- Our basic strategy is to expand the number of people who have access to Nintendo IP in order to continuously invigorate our core integrated hardware-software dedicated video game platform business.
- We are utilizing our characters to continue expansion into a broad range of areas, including mobile devices, visual content, theme parks and merchandise. We aim to continually create points of contact with consumers, broaden our fan base, and deepen their fondness for Nintendo IP.

Expanding the Number of People Who Have Access to Nintendo IP



- And so, through this IP expansion, we are working to encourage consumers to develop an interest in our dedicated video game platform business.
- As part of these initiatives, we also want to establish positive, long-term relationships with each of our consumers through Nintendo Account.

Expanding the Number of People Who Have Access to Nintendo IP

Initiatives and Progress

- Now, let's talk about our progress on initiatives we've implemented in accordance with this basic policy.



- *The Super Mario Bros. Movie* was released in theaters worldwide in April of this year.
- Nintendo was deeply involved in the production of this movie, including participating in financing and the fact that our Representative Director and Fellow, Shigeru Miyamoto, co-produced the movie with Chris Meledandri of Illumination.

The Super Mario Bros. Movie



Cumulative global box-office revenue of \$1,361.25 million*

- All-time highest-grossing film based on a video game
- All-time second highest-grossing animated film

Seen in theaters by 169.84 million people*

- Seen by an audience across a broad range of ages, both with and without gaming experience
- Greatly contributed to expanding the number of people who have access to Nintendo IP

*Estimates provided by Universal Pictures

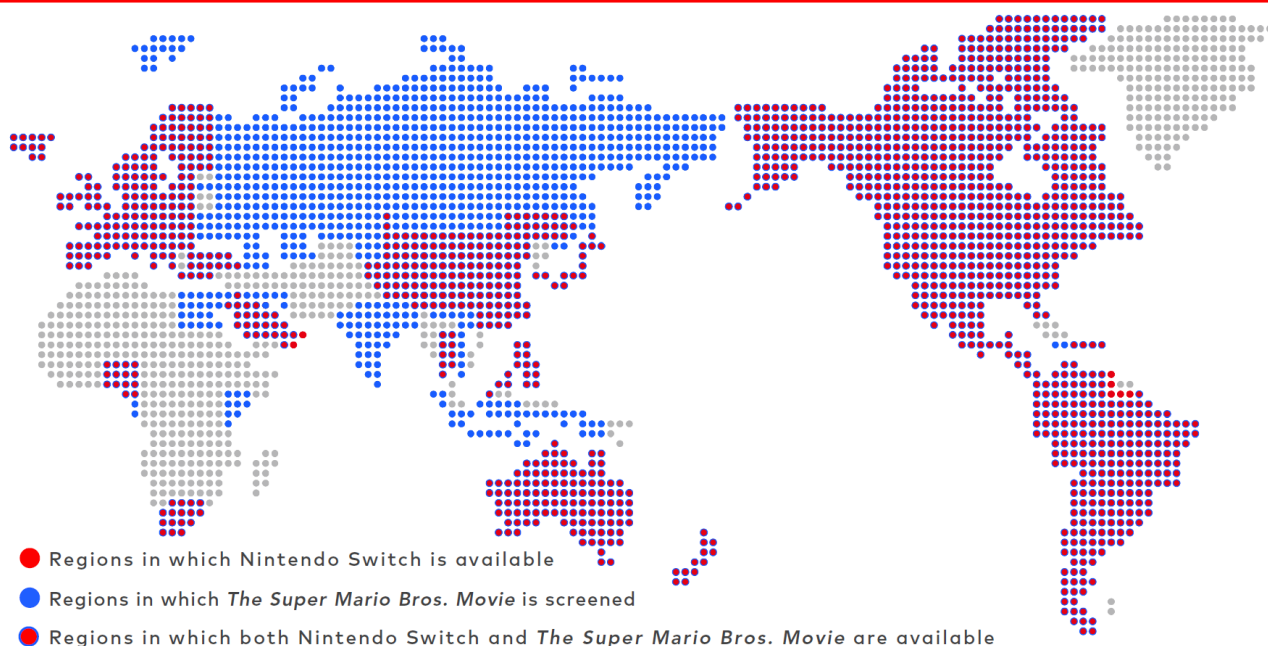
- *The Super Mario Bros. Movie* is a hit globally, with box-office revenues making it the highest grossing film based on a video game, and the second-highest grossing animated film of all time.
- Many people went to see the movie, including not only those who have experience with Super Mario games, but also those who are not familiar with video games. Also, there was a broad age range among viewers from children to seniors.
- As the first movie in which Nintendo was directly involved in production, we believe *The Super Mario Bros. Movie* has achieved significant results in driving forward our basic strategy of expanding the number of people who have access to Nintendo IP.

Nintendo Switch and Movie Availability by Region



- These are the regions in which Nintendo Switch is available.

Nintendo Switch and Movie Availability by Region



- This map shows the availability of Nintendo Switch and the movie by region.
- *The Super Mario Bros. Movie* was released even in regions where Nintendo Switch is not sold, further increasing access to Nintendo IP. In addition to screenings at movie theaters, many people have seen the movie through physical media sales and video streaming services.
- The movie is packed with the essence of Super Mario, including the characters, world, moves, and music, and has not only increased awareness of the IP but also sparked affection and interest in many viewers.
- We expect this movie to have a positive effect on our business going forward.

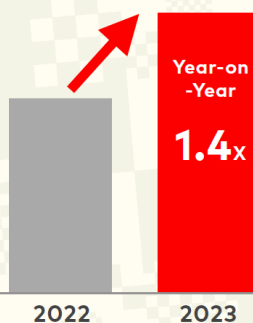
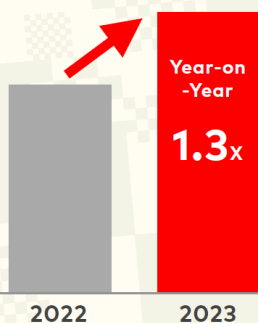
Positive Impact on Super Mario Games

Global sell-through of five Super Mario related titles for Nintendo Switch, April through September

Number of new unique users for Super Mario related mobile apps, April through September



Super Mario Game Revenue



Internal estimates

- Here we can see the impact *The Super Mario Bros. Movie* has had on Nintendo's recent business.
- Sell-through of evergreen titles related to Super Mario from April through September increased appreciably year-on-year. Mobile app downloads and merchandise sales also increased.

Note: Sell-in refers to sales by the Nintendo group to outside entities. In addition to units sold to corporate business partners, this number also includes units sold to individual consumers through Nintendo's direct-sales websites and as downloadable software. Sell-through refers to sales made to individual consumers. In addition to units sold by retailers, this number also includes units sold to individual consumers through Nintendo's direct-sales websites and as downloadable software.



Released October 20

**Global sell-through 2 weeks
after release:**

4.3 million units

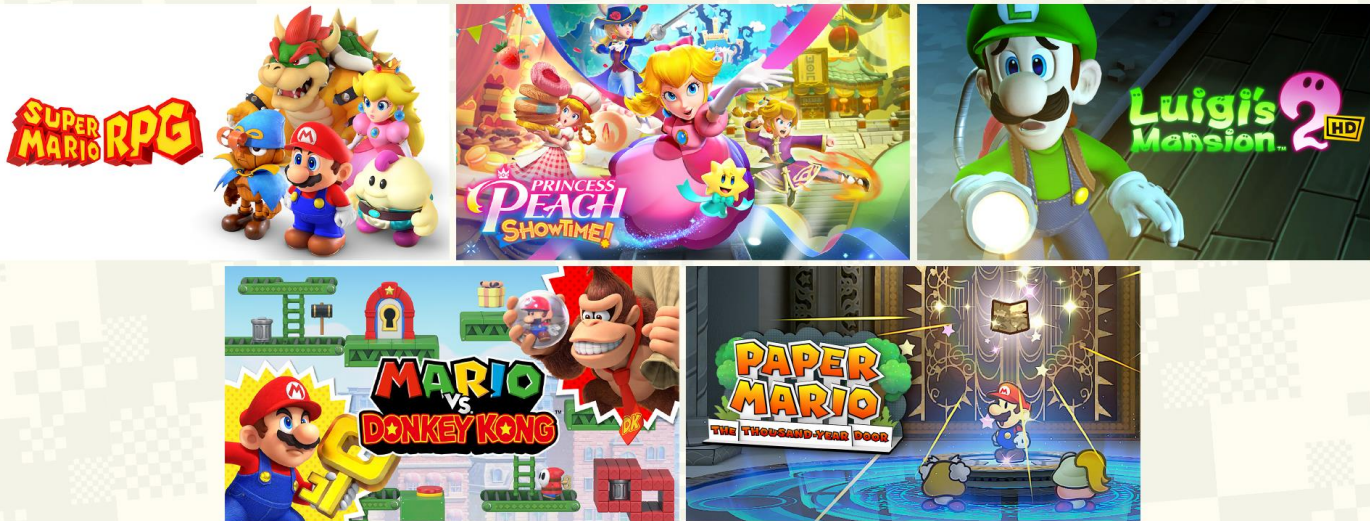
Biggest release for a Super Mario title

Internal estimates

- *Super Mario Bros. Wonder*, which was released worldwide on October 20, achieved global cumulative sales of 4.3 million units within the first two weeks. This makes it the fastest-selling* Super Mario related title.
- Super Mario related titles also tend to sell consistently over a long period of time. We anticipate this title will be an appealing choice for consumers during the upcoming holiday season and will continue to sell next year onwards as well.
- *Super Mario Bros. Wonder* is the first entirely new entry in the side-scrolling Super Mario series in about 11 years.
- This title provides surprising new 2D Mario experiences, and we believe that this, in conjunction with global excitement from *The Super Mario Bros. Movie*, resulted in the large sales volume.

*Limited to titles released for Wii and Nintendo DS onwards, when software sell-through data collection began.

Many More New Super Mario Related Titles Are Slated for Release on Nintendo Switch

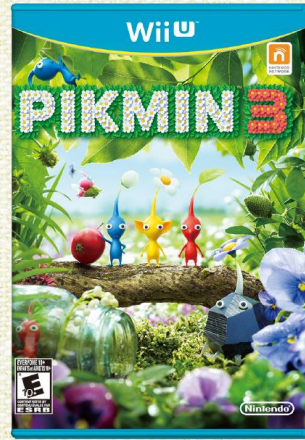


- In addition, we plan to continue to release new titles related to Super Mario for Nintendo Switch.
- We expect these titles to also receive a boost from the positive momentum brought about by the movie.

PIKMIN™



- So far, we've focused on the excitement around Super Mario, particularly as it ties into the movie. But now I would like to talk about Pikmin as an example of how we expand the number of people who have access to Nintendo IP.



- The first Pikmin game was released on Nintendo GameCube in 2001.
- This was followed by *Pikmin 2* and *Pikmin 3*, and before the release of *Pikmin 4* this year, a series of *PIKMIN Short Movies*, created by Shigeru Miyamoto, was released. Together, the three videos have been viewed over 440 million times around the world.
- In addition, *Pikmin Bloom*, the mobile device application by Niantic based around the concept of making walking fun, allows consumers to enjoy spending time with Pikmin as part of their everyday lives.
- We were also able to increase awareness of Pikmin through continuing unique initiatives like the inclusion of Pikmin Easter eggs in SUPER NINTENDO WORLD at Universal Studios and in *The Super Mario Bros. Movie*.

Fostering Interest in Pikmin



- To support the release of *Pikmin 4*, we have continued to implement various initiatives to foster interest in Pikmin through a variety of avenues, including collaborations with our partner companies, playing short quiz shows on in-train video screens in Japan, and creating a portal on the official Nintendo website to deepen understanding of the Pikmin characters and world.
- In addition, we released HD versions of *Pikmin 1* and *Pikmin 2* on Nintendo Switch ahead of the release of *Pikmin 4*. Now, all numbered installments in the series are available on Nintendo Switch.

Official Pikmin Merchandise



- Additionally, in advance of the release of *Pikmin 4*, we created a variety of official merchandise around the theme of “Pikmin in everyday life.” With these items, people could enjoy small encounters with Pikmin throughout their day.



Released in July
Sell-through (As of October 31, 2023)

2.5 million units

- **Biggest global cumulative sell-through in the Pikmin series**
- **Biggest launch in the series across all regions**

Internal estimates

- Amidst this favorable environment for the Pikmin IP, *Pikmin 4* released in July and sold through 2.5 million units worldwide by the end of October, surpassing the lifetime cumulative sell-through of other Pikmin titles and quickly becoming the best-selling title in the series. Furthermore, initial sales exceeded those for past titles in all regions as well.
- Sales in Japan were particularly robust. We believe this is in part due to the fact that when *Pikmin* was released for Nintendo GameCube in 2001, the song about Pikmin featured in its TV commercial became quite popular among children. Many who became familiar with Pikmin at the time are now parents and are enjoying *Pikmin 4* alongside their children with a sense of nostalgia.
- This is one example of how Pikmin characters have been nurtured by consumers across generations.

Nintendo IP Initiatives (Mobile)

Encompasses 164 countries and regions

Over **860M**
downloads

(As of September 30, 2023)



Total number of unique users for apps released so far by Nintendo
Pikmin Bloom is an app distributed by Niantic, Inc.

- Now, let's talk about our overall progress with initiatives we've implemented to utilize Nintendo IP.
- I'll start with our mobile applications.
- We are currently operating multiple applications, and as of the end of September 2023, the total number of downloads for applications distributed by Nintendo exceeded 860 million.
- Our mobile apps are available in 164 countries and regions, which is an even wider distribution than we saw for *The Super Mario Bros. Movie*. We believe these mobile applications have provided opportunities for many people to interact for the first time with Nintendo IP, helping to draw their attention and elicit interest.

Nintendo IP Initiatives (Theme Parks)



- Next, let's talk about our theme park initiatives.
- Earlier this year, SUPER NINTENDO WORLD opened in the United States at Universal Studios Hollywood. It is the second such location, following the first at Universal Studios Japan.
- It has been more than six months since the opening of the Hollywood location this February, and many people have been able to experience the world of Nintendo games with characters like Mario, Luigi and Princess Peach. We believe the theme park area creates opportunities for a wide range of consumers to connect with Nintendo IP, regardless of their gaming experience.
- Additional SUPER NINTENDO WORLD theme park areas are planned for Orlando in the U.S., and in Singapore.
- In addition, Universal Studios Japan plans to open a new area themed after Donkey Kong in 2024, expanding the SUPER NINTENDO WORLD to 1.7 times its current size.

Nintendo IP Initiatives (Merchandise)



- Next, our merchandise initiatives.
- We offer a variety of merchandise themed after Nintendo games and characters.
- We work to highlight the characteristics of each IP in the products we design, so that our consumers gain a deeper attachment to our games and characters through the merchandise.

Nintendo IP Initiatives (Merchandise)



- We are also actively collaborating with a variety of partner companies in and outside of Japan.
- By teaming with various companies to offer a variety of products, we are creating opportunities for many people to interact with our characters, including those who are not very familiar with games.

Nintendo IP Initiatives (Hands-On Experiences and Physical Retail)

The Nintendo logo, featuring the word "Nintendo" in a white, rounded font inside a white-bordered red oval.

KYOTO

Nintendo KYOTO Opened on October 17

Following Nintendo TOKYO and Nintendo OSAKA in Japan, in addition to Nintendo New York in the U.S.

- Next, let's talk about our official stores, which Nintendo owns and operates.
- On October 17, Nintendo KYOTO joined Nintendo TOKYO and Nintendo OSAKA in Japan, and Nintendo New York in the U.S. The new Kyoto location is bustling with people.

Nintendo IP Initiatives (Hands-On Experiences and Physical Retail)



- We do not want these stores to only be places where we sell products like video game systems, software and merchandise. We also want visitors to experience games and enjoy events. We believe these locations can serve as important points of contact with consumers and help spread information about Nintendo.

Nintendo IP Initiatives (Hands-On Experiences and Physical Retail)

Nintendo

POP-UP STORE



Pop-ups

October 2023 : Seoul

November 2023 : Singapore

December 2023 : Hong Kong

- In addition to our permanent locations, we are also running pop-up stores to ensure that as many people as possible can enjoy the official store experience.
- We started last year with these stores primarily in Japan, but beginning with Seoul in this October, we plan to open more pop-up stores in the Asia region, in locations like Singapore and Hong Kong.
- While many consumers in the Asia region have bought Nintendo Switch in recent years, we intend to convey the appeal of Nintendo IP outside of games through efforts like these pop-up stores.

Nintendo Museum

Construction Completed by March 2024



- We also plan to open Nintendo Museum in Uji City, Kyoto. The museum will aim to broaden visitors' understanding of the company through exhibits and experiences intended to communicate Nintendo's philosophy and approach to creating products.
- Construction is planned for completion by March 2024. We will share more information, such as the opening date, at another time. We hope you look forward to it.



- Now let's talk about Nintendo Live, an event hosted by Nintendo.
- Nintendo Live 2023 Seattle, held in September in the U.S., was the first Nintendo Live event held outside of Japan.
- Following our strategy to expand the number of people with access to Nintendo IP, the event provided various ways to experience Nintendo IP and welcomed many attendees with Nintendo Accounts.
- We believe this event provided a broad variety of opportunities for attendees to come into contact with Nintendo IP. For example, they could test their skills in game tournaments, play *Super Mario Bros. Wonder* before its release, and enjoy live music concerts and stage events.
- Over half the attendees came with their families, including some with babies in strollers. We are happy to say the event was full of smiles and attended by people of all ages, the spirit of Nintendo we aspire.



- Going forward, we plan to hold Nintendo Live events in Taipei, Seoul, and Hong Kong, and in January of next year, we will hold one in Japan.
- We look forward to seeing people of all ages and gaming experience enjoy this unique event in each of those regions.

Expanding the Number of People Who Have Access to Nintendo IP



- So far, we have talked about our various initiatives and progress around expanding the number of people who have access to Nintendo IP.
- Next, let's discuss Nintendo Account, which plays an important role in Nintendo maintaining good long-term relationships with our consumers.

Nintendo Account

Supporting Long-Term Relationships With Our Consumers



Purchase history



Save data



Friends



Experience data

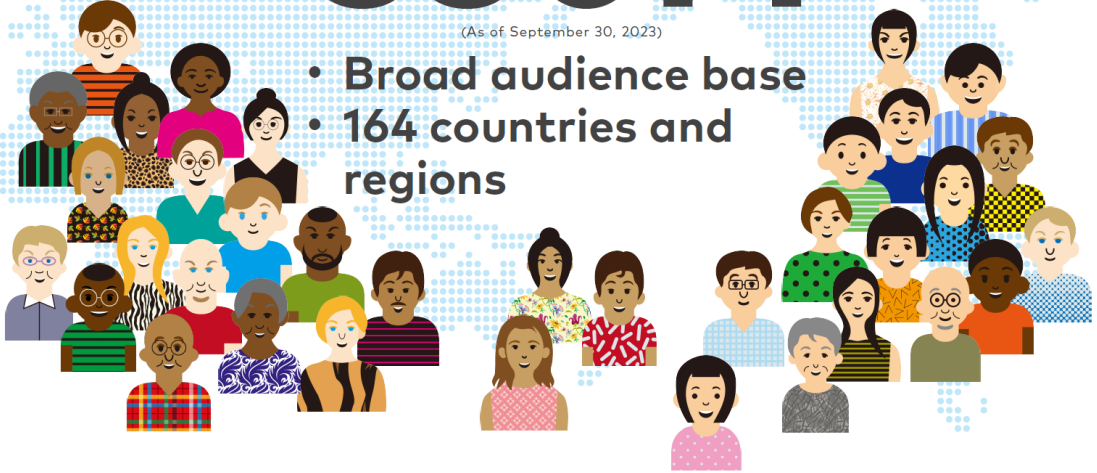
- Prior to the introduction of Nintendo Account, it was not easy to maintain users' information across platform generations, including details such as their software purchases and gameplay records.
- The introduction of Nintendo Account made it possible to tie a user's history to their personal account. This will be a foundation upon which Nintendo can maintain a lasting relationship with consumers.

Nintendo Account

Over **330M**

(As of September 30, 2023)

- Broad audience base
- 164 countries and regions



- As of the end of September, the number of Nintendo Accounts has exceeded 330 million.
- Even in regions where Nintendo Switch is not sold, our mobile applications have brought the Nintendo Account system to a wide range of users around the world.
- We will strive to further spread Nintendo Account and grow it into a vital business foundation for Nintendo heading into the future.

Integrated Hardware-Software Dedicated Video Game Business

Current State and Future of
Nintendo Switch

- Now let's discuss the current state and future of Nintendo Switch.



Nintendo Switch



Nintendo Switch
OLED Model



Nintendo Switch Lite

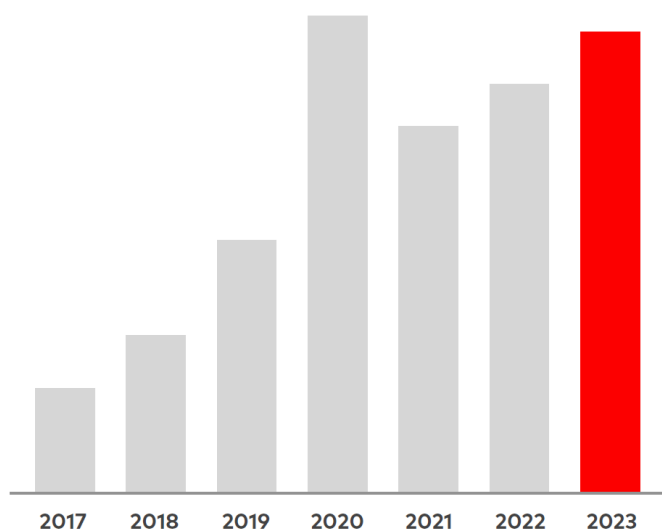
Cumulative hardware sales **132.46 million units**
Cumulative software sales **1,133.23 million units**

(As of September 30, 2023)

- Nintendo Switch launched in March of 2017 and is now in its seventh year.
- Cumulative sales of the Nintendo Switch family of systems have exceeded 130 million units, and cumulative sales of software have exceeded 1.13 billion units.



Nintendo Switch First-Party Software Sell-Through



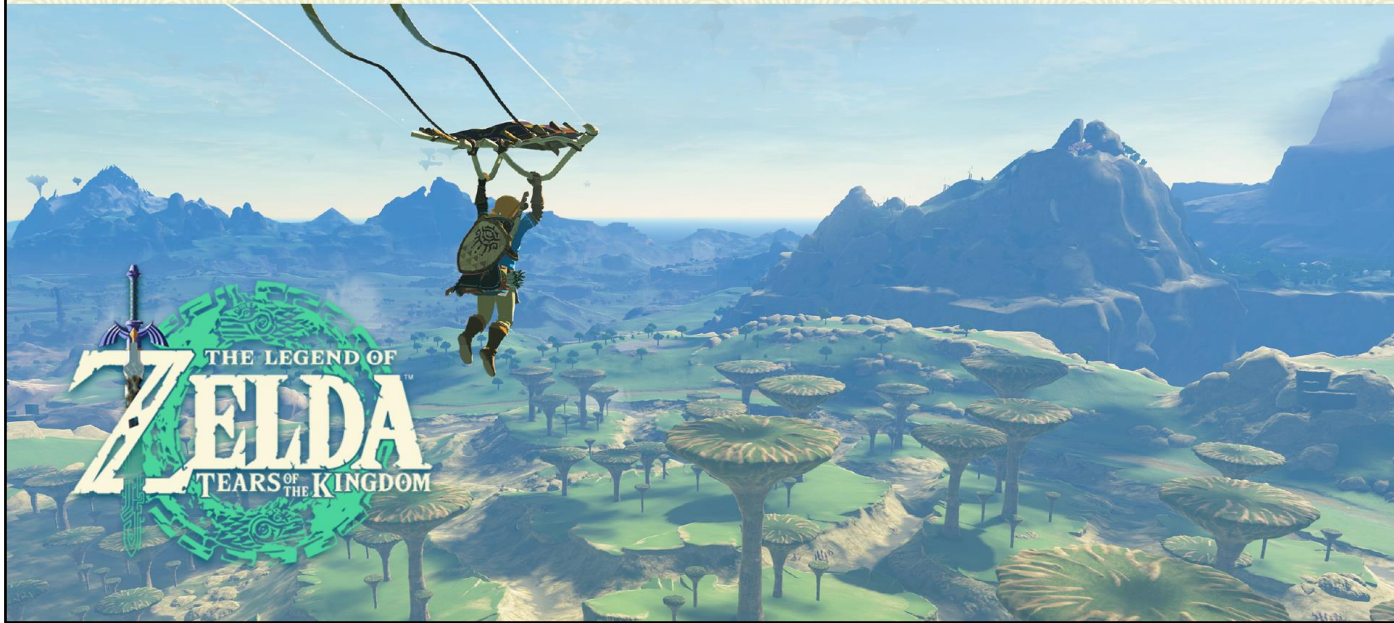
Global First-Party Software Sales (April-September)

Internal estimates

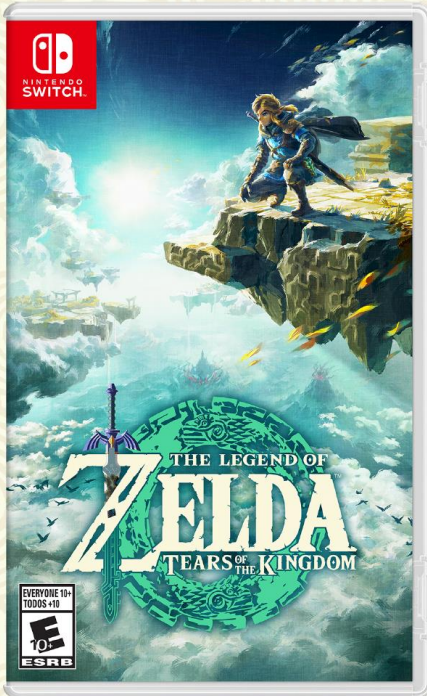
As the hardware install base has grown, the scale of software sales remains at a high level even now in its seventh year

- First-party software sell-through from April to September of this fiscal year reached the second-highest level since the launch of Nintendo Switch.
- Along with the growth of the hardware install base, the scale of software sales remains at a high level even now in the platform's seventh year.

Successful Launch of the Latest Entry in The Legend of Zelda Series in May



- The release of the newest entry in The Legend of Zelda series, *The Legend of Zelda: Tears of the Kingdom*, in May of this year, is emblematic of this.



- **Sell-through of 17.6 million units**
(As of September 30, 2023)
- **Positive reviews were spread by players around the world**
- **It proved to be a catalyst for highlighting the presence of Nintendo Switch**

Internal estimates

- Global cumulative sell-through of this title has exceeded 17.6 million units as of the end of September.
- Although there was great anticipation for the title prior to release — in part due to the popularity of its highly acclaimed predecessor, *The Legend of Zelda: Breath of the Wild* — the global excitement and positive reception at launch exceeded our expectations.
- This strong reaction from players not only increased the title’s visibility, but it also helped reaffirm the strength of Nintendo Switch even in its seventh year.



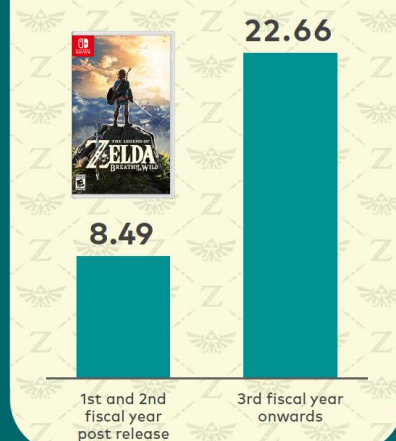
The Legend of Zelda Series on Nintendo Switch

(Cumulative sell-in, millions of units)
(As of September 30, 2023)

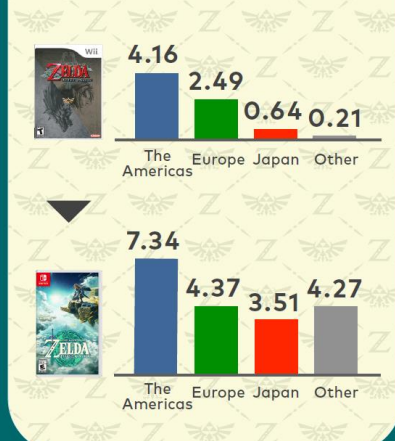
Dramatic growth in scale of sales



Long seller



More consumers in every region

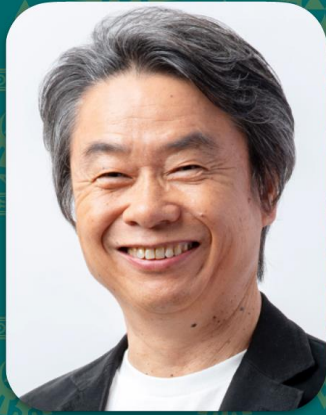


- We have continued to expand The Legend of Zelda series over the 30 years since its first entry in 1986, but we now see a different sales trend for the Nintendo Switch generation.
- On Nintendo Switch, sales of The Legend of Zelda software have grown dramatically compared to past titles in the series.
- *The Legend of Zelda: Breath of the Wild* is a long-selling title that has performed steadily since its release in 2017.
- Series entries prior to Nintendo Switch tended to have lower sales in Japan than in other regions, but *The Legend of Zelda: Tears of the Kingdom*, following the path set by its predecessor, has already sold 3 million copies in Japan, growing to a scale not seen with previous platforms.

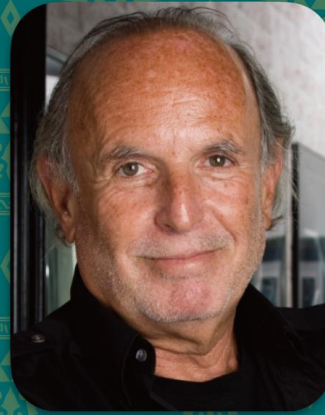


- The Legend of Zelda has grown into a long-beloved series with many fans across all regions, accompanied by a significant growth in sales.

Development of a Live-Action Film of The Legend of Zelda to Start



Shigeru Miyamoto



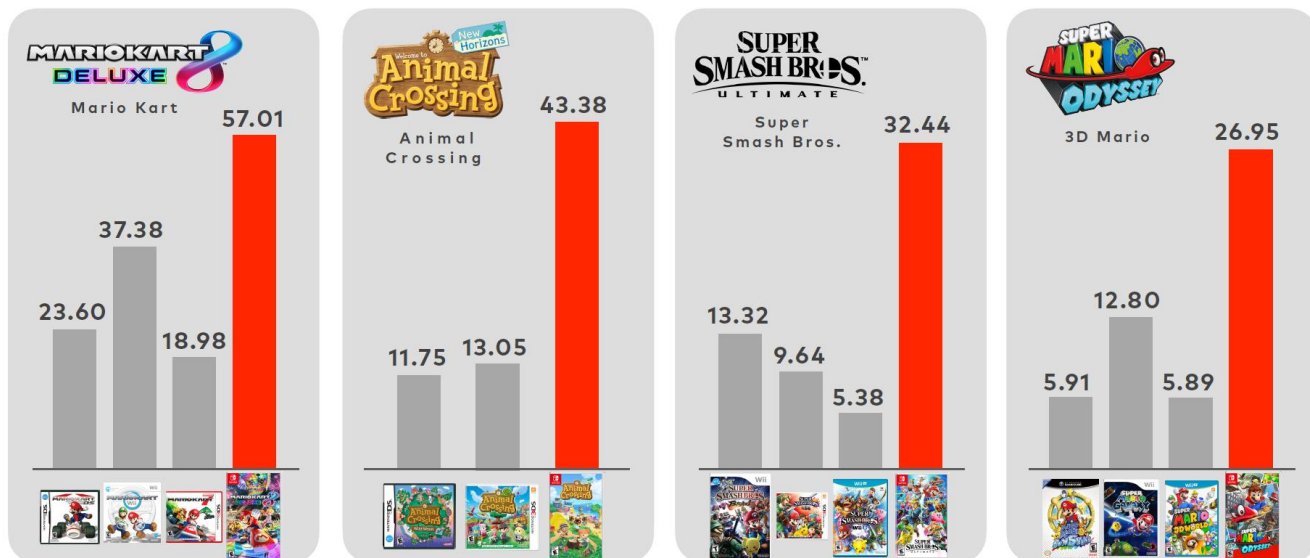
Avi Arad

- As announced today, we have started the development of a live-action film of The Legend of Zelda.
- The film will be produced by Shigeru Miyamoto of Nintendo and Avi Arad, Chairman of Arad Productions Inc., who has produced many mega hit films.
- The film will be co-financed by Nintendo and Sony Pictures Entertainment, Inc., with more than 50% financed by Nintendo. The theatrical distribution of the film will be done worldwide by Sony Pictures Entertainment Inc.
- By producing visual content of Nintendo IP by itself, Nintendo is creating opportunities to have people from around the world to access the world of entertainment which Nintendo has built, which we hope will lead to the further growth of The Legend of Zelda series.



Series Titles on Nintendo Switch Are Growing Bigger

Cumulative sales of major titles in each series (Sell-in, millions of units) (As of September 30, 2023)

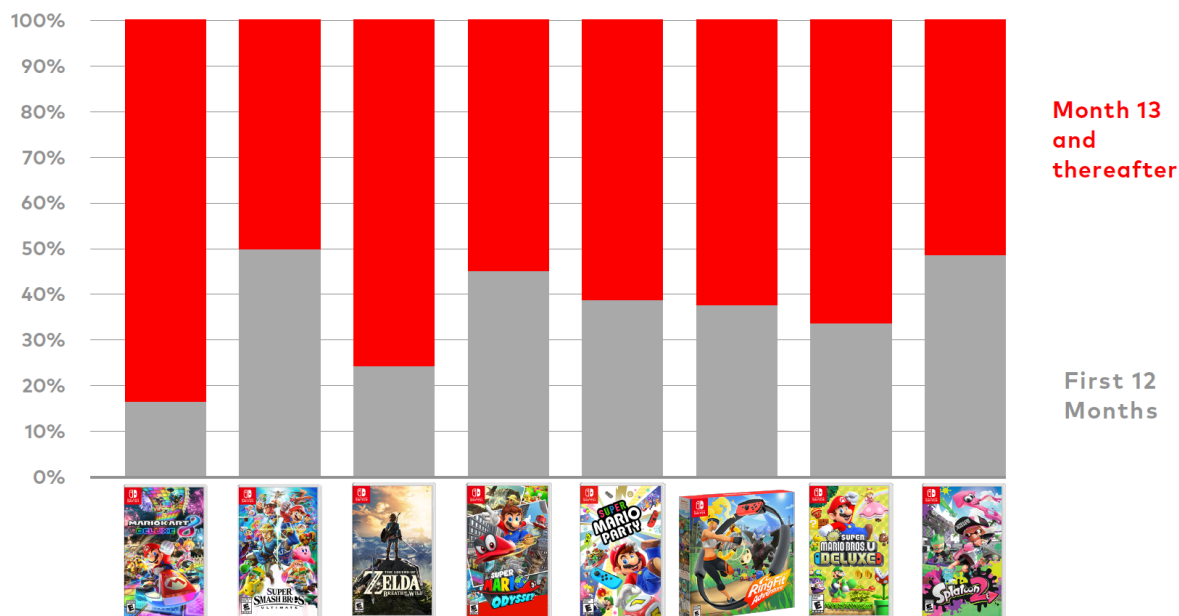


- So far, we have talked about The Legend of Zelda. Now, I would like to discuss the Nintendo Switch business in general.
- On Nintendo Switch, many series titles have grown — we have been able to record sales for new games in existing series that exceed sales for past installments — not only for The Legend of Zelda series. A few examples of these series are shown here.



Many Hit Titles Matured Into Long Sellers

Sell-through percentages for titles in their first 12 months and beyond (As of September 30, 2023)



Internal estimates

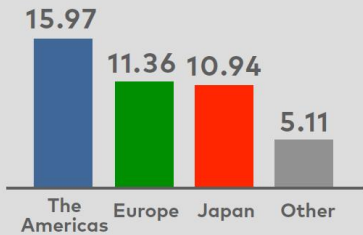
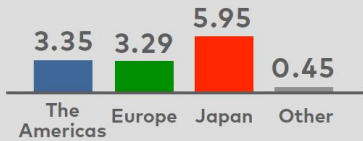
- Additionally, a trend seen in many Nintendo Switch titles is that they mature into long-term sellers, with sales that continue to increase even in their second year and thereafter.



Series Beloved in Japan, Now Loved Worldwide

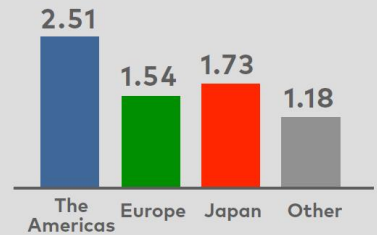
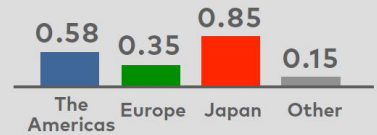
Animal Crossing

Sales volume by region (Sell-in, millions of units)
(As of September 30, 2023)



Kirby

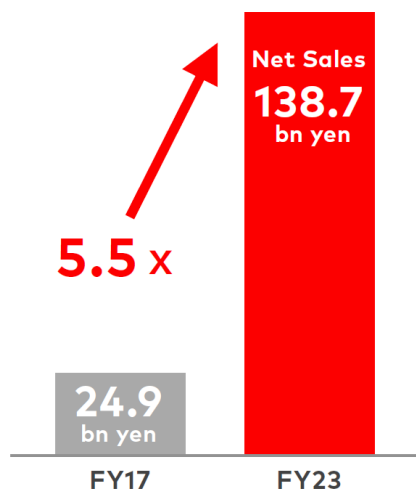
Sales volume by region (Sell-in, millions of units)
(As of September 30, 2023)



- Before Nintendo Switch, sales of series like Animal Crossing and Kirby were primarily driven by the Japanese market.
- But with Nintendo Switch titles, we've greatly increased sales in other regions and are seeing worldwide interest.



Sales Growth in Regions Other Than Japan, the Americas, and Europe

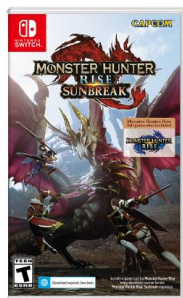
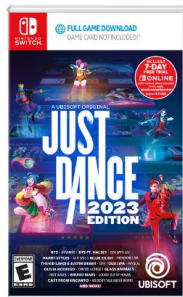


The impact of markets outside of Japan, the Americas and Europe (i.e. "Other" regions) has increased since the launch of Nintendo Switch

- Since the launch of Nintendo Switch, our dedicated video game platform business has continued to expand, with sales for the fiscal year ended March 2023 growing to approximately 3.3 times that of the fiscal year ended March 2017.
- Within the increase, markets outside of Japan, the Americas and Europe, such as the Asia and Oceania region, have increased their presence, with sales growing approximately 5.5 times over the same period.
- We believe this is because we have strengthened our localization process for first-party titles and made many of them available in a variety of different languages.



Strong Sales of Software Publishers' Titles

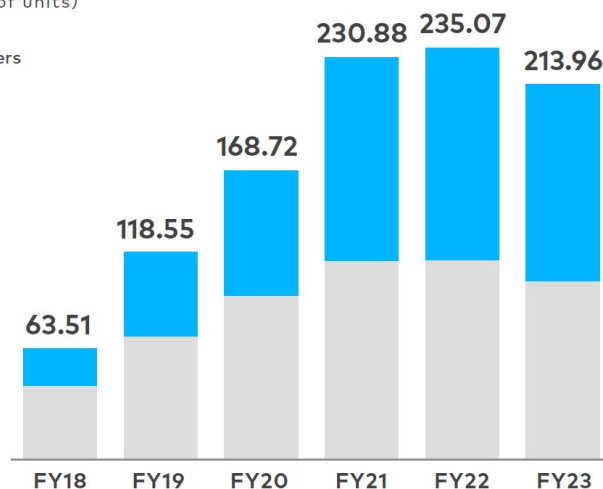


Sales volume of software for Nintendo Switch

*download-only titles are not included

(Sell-in, millions of units)

■ Software Publishers
■ Nintendo



- This graph shows the trends in number of software units sold*.
- The number of titles sold by external software publishers, shown in blue, grew significantly between the fiscal year ended March 2018 and the fiscal year ended March 2021, and has remained constant since then.
- There are also many download-only titles, which are not reflected in this graph, released from software publishers.
- And so, sales results for Nintendo Switch remained at a high level not only for Nintendo titles, but also for titles from other software publishers.

* Does not include download-only titles.



Nintendo Switch Online

Over 38M Members

(As of September 30, 2023)

More Games. More Features. More Fun.

ONLINE

Nintendo Switch Online

5 Services

- Online Play
- NES and Super NES - Nintendo Switch Online
- Save Data Cloud
- Smartphone App
- Special Offers

Only Available to Members

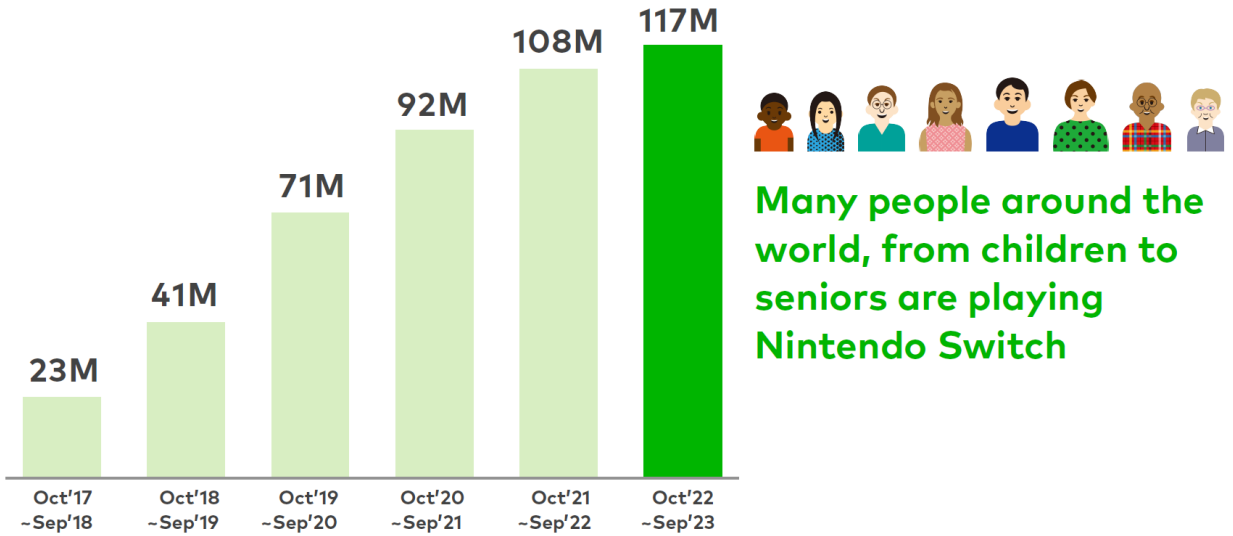
F-ZERO 99

- We continue to offer new ways for users to enjoy Nintendo Switch over the long term by expanding the content available through Nintendo Switch Online, an online service that makes Nintendo Switch even more fun and convenient. As of the end of September, the number of paid Nintendo Switch Online and Nintendo Switch Online + Expansion Pack members totaled more than 38 million accounts.
- *F-ZERO 99*, which just released in September as a members-only title, is being enjoyed by many people.



Nintendo Switch Users

Annual Playing Users



- Thanks to the synergy between all the factors mentioned previously, over 100 million users continued to play Nintendo Switch in the last 12 months, even in the platform's seventh year.
- We can also see that people of all ages, from children to seniors, are enjoying Nintendo Switch.

Note: The number of Nintendo Switch "annual playing users" only counts people who have connected to the internet and consented to provide Nintendo related statistical information to Nintendo. It reflects the number of users with Nintendo Accounts who have played Nintendo Switch software, and it does not include use of Nintendo eShop and other non-software services. Also, in some cases, multiple people play on the same system, which means that hardware sell-through is not necessarily the maximum possible value for the number of annual playing users.

New Titles Will Continue to Be released for Nintendo Switch

- New titles will continue to be released for Nintendo Switch going forward.



New Nintendo Products for the Holiday Season



- Here are some examples of Nintendo products that were recently released or will be released during the holiday season.



Titles from Software Publishers Being Released During Q3



- What you see here are Nintendo Switch games from external software publishers that have been announced for release from October through December.
- In addition to first-party titles, other software publishers are also releasing a variety of titles.



Previously Announced Upcoming Releases for 2024



- The lineup shown here is of titles already announced for release in 2024.
- In addition, many more games are planned for release in 2024, so we hope you stay tuned for updates.

Future Outlook

- **Nintendo Switch will enter its eighth year**
- **New titles will continue to be released**
- **Maintain and expand user engagement with Nintendo Switch, maintaining business momentum**



- Nintendo Switch will be entering its eighth year in March 2024.
- We will continue to release new titles and content for Nintendo Switch without being bound by the traditional concept of the platform lifecycle.
- Going forward, we would like to continue to see many consumers play Nintendo Switch, and to maintain our business momentum.

Cash Utilization and ESG

- Let's turn to a discussion about how we use our cash on hand, as well as our ESG initiatives.

Cash Utilization

【November 2022 Corporate Management Policy Briefing】

In addition to conventional investments in R&D and capital expenditure, we are also strengthening investments in these other fields.

Area	Overview	Investment Scale	Examples
Building software assets	Games Expand the game software development team within the Nintendo group	Up to 100.0 bn yen	<ul style="list-style-type: none"> Expansion of development facilities Acquisition of developers as subsidiaries
	Non-game entertainment Pursue business opportunities that have affinity with the game business (e.g., visual content)	Up to 50.0 bn yen	<ul style="list-style-type: none"> Production of visual content Acquisition of a visual content production company as a subsidiary
Foundation for maintaining and expanding our relationships with consumers	Strengthen and expand our points of contact with consumers, centering on Nintendo Account, and promote infrastructure development and partnership building	Up to 300.0 bn yen	<ul style="list-style-type: none"> Establishing a joint venture with DeNA Consolidating brands on e-commerce sites Expanding the Nintendo Switch Online service Establishing Nintendo eShops in Asia and South America Expanding directly managed physical stores

*Cash utilization is continually being deliberated, and the final figure is expected to exceed the amount announced in 2021

- The extreme fluctuations of the entertainment business mean there is no change to the basic policy behind our financial activities, which is to secure cash and other liquid assets in order to consistently deliver new surprises.
- In addition to our usual investments in R&D and capital expenditure, we are also utilizing cash on hand to accumulate software assets and to create a foundation for maintaining and expanding our relationship with consumers.
- Regarding software assets, alongside our initiatives to expand the development framework for game software within the Nintendo group, we are also pursuing business opportunities in other areas of entertainment that have a high affinity with the game business, such as visual content.
- To build a foundation for maintaining and expanding relationships with consumers, we will strengthen and expand our points of contact with consumers, centering on Nintendo Account, and promote infrastructure development and business partnerships. In this area, the goal is not only to promote a business shift to digital, but to build a uniquely Nintendo service infrastructure based on our integrated hardware-software business.
- We have been continuously discussing and reviewing the plan after its initial announcement in 2021.
- Although we do not provide specific amounts at this time, we expect the scale of capital investment to increase, mainly in the "accumulation of software assets" in the "games" area, and to exceed the scale of the amount currently indicated.

Cash Utilization

Acquisition of land adjacent to the headquarters and building Corporate Headquarters Development Center, Building No.2(tentative name)



Building Concept Art (*as originally announced April 2022)

Scale has been expanded

As a result, capital investment will also increase

Scheduled completion date has been moved accordingly from **2027** to **2028**

- Regarding the accumulation of software assets, there are plans to construct Corporate Headquarters Development Center, Building No. 2 (tentative name) adjacent to Nintendo headquarters.
- We had initially announced that a 12-story building would be completed in 2027, but we revised our original plan and decided to up-scale the building. As such, the construction is now scheduled to be completed in 2028.
- This second development center will play an important role in strengthening our research and development capabilities.

ESG Initiatives at Nintendo

E (Environment)

Consideration for the Global Environment



Environmental considerations for our products
Energy-conserving product design, promotion of more efficient transportation, chemical substance control in the supply chain, and post-sales recycling



Environmental considerations in our offices
Promote use of renewable energy, introduce environmentally friendly office equipment, reduce waste, and encourage recycling

Enhancement of information disclosure
Calculation and disclosure of Scope 1 through Scope 3 CO2 emissions
Disclosure in line with TCFD recommendations

S (Social)

Putting Smiles on the Face of Everyone



Pursuit of product safety and quality
Ensuring safety at every stage, from development to after-sales service
Sharing information about safety and quality, etc.



Ensure a healthy play environment for children
Nintendo Switch Parental Controls



CSR procurement activities throughout the supply chain
Nintendo CSR Procurement Guidelines
Human rights due diligence
• Written surveys and third-party audits of business partners



Promoting a diverse work environment
Advancement of women, Partnership System, Employee Resource Groups (Nintendo of America), Creating a workplace that feels worthwhile to the employees, work-life balance, and employed engagement

G (Governance)

Achieving Transparency in Management

Ensure diversity and improve the effectiveness of the board of directors
Appoint female and non-Japanese members to the board, and appoint outside directors for at least a third of the board

Improve objectivity and transparency in the decision process for nominations and compensation
Updating our executive compensation (introduction of restricted stock-based compensation)

Fair, timely and appropriate information disclosure
Financial results briefings and management policy briefings, release of translated English version of materials

- With the goal of putting smiles on the faces of everyone Nintendo touches, we pursue ESG initiatives in ways suited to Nintendo to contribute worldwide to the welfare of people, societies, and the environment.
- Regarding the environment, not only do we take energy efficiency and resource efficiency into consideration when designing products, but we also implement environmentally conscious initiatives like conserving resources and reducing CO2 emissions in the subsequent stages of manufacturing, transportation, sales, and after-sales services. In addition, we are moving forward with initiatives like expanding the use of renewable energy and the efficient utilization of resources. We are working not only internally, but also engaging with production partners and other stakeholders, to reduce the environmental impact of our entire supply chain.
- Regarding the social aspect of ESG, we design our products for safety and disseminate information to help consumers use them more safely. We work to expand adoption of the Nintendo Switch Parental Controls app to ensure a healthy gameplay environment for children and promote CSR procurement activities throughout the supply chain.
- Among our employee initiatives, we are working to enhance and promote the use of our human resources system to create an environment where all employees can reach their full potential. We also strive to foster a working environment that not only invigorates communication between the company and employees and energizes employee relationships, but also one that builds understanding and

trust between everyone involved.

- In the area of governance, we are working to promote diversity by appointing women and non-Japanese people to director roles, sharing further value with shareholders by introducing a stock-based compensation system, and continuing to disclose information fairly and in a timely and appropriate manner.

Smiles Through Entertainment



- We will continue working to build long-term relationships with each of our consumers, and through our uniquely Nintendo entertainment offerings, work to put smiles on the faces of as many people as possible.



- This concludes today's presentation. Thank you for joining us today.