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CONSOLIDATED SIX-YEAR FINANCIAL SUMMARY

Bandai Namco Holdings Inc. and Consolidated Subsidiaries
For the Fiscal Years Ended March 31

Millions of yen, except per-share data and main financial indicators

	2019	2020	2021	2022	2023	2024
For the Year:						
Net sales	¥732,347	¥723,989	¥740,903	¥889,270	¥990,089	¥1,050,210
Gross profit	262,555	260,948	282,006	356,265	368,656	370,959
Selling, general and administrative expenses	178,510	182,172	197,352	230,769	252,183	280,277
Operating profit	84,045	78,775	84,654	125,496	116,472	90,682
Recurring profit* ¹	86,863	79,797	87,612	133,608	128,006	104,164
Profit attributable to owners of parent	63,383	57,665	48,894	92,752	90,345	101,493
Comprehensive income	69,952	53,312	90,527	96,299	116,064	110,456
Capital expenditures	29,016	33,406	31,507	36,554	45,737	49,116
Depreciation and amortization	21,370	23,239	24,684	25,726	28,671	38,364
Cash flows from operating activities	79,811	43,131	60,483	121,212	95,625	88,906
At Year-End:						
Total assets	¥612,955	¥619,819	¥732,782	¥862,650	¥926,358	¥ 971,838
Total current assets	397,951	383,662	455,210	577,206	592,637	642,622
Total current liabilities	163,893	142,506	175,920	243,362	247,323	244,119
Total net assets	429,644	454,684	511,433	584,233	652,133	699,823
Per-Share Data (Yen):						
Basic earnings per share* ²	¥ 96.13	¥ 87.46	¥ 74.19	¥ 140.70	¥ 136.88	¥ 153.85
Cash dividend	145.00	132.00	112.00	212.00	206.00	60.00
Main Financial Indicators:						
Return on equity (ROE)* ³ (%)	15.5	13.1	10.2	16.9	14.6	15.0
Return on assets (ROA)* ⁴ (%)	15.1	12.9	13.0	16.7	14.3	11.0
Selling, general and administrative expenses to net sales (%)	24.4	25.2	26.6	26.0	25.5	26.7
Operating profit margin (%)	11.5	10.9	11.4	14.1	11.8	8.6
Profit attributable to owners of parent margin (%)	8.7	8.0	6.6	10.4	9.1	9.7
Shareholders' equity ratio (%)	70.0	72.5	69.7	67.7	70.4	72.0
Debt/equity ratio (Times)	0.00	0.01	0.05	0.05	0.03	0.02

*1 Recurring profit is a Japanese accounting term denoting income before extraordinary items.

*2 The Company conducted a share split with a ratio of three shares for every one share of common shares on April 1, 2023.

Basic earnings per share was calculated assuming that the share split was conducted at the beginning of the fiscal year ended March 31, 2019.

*3 ROE = Profit attributable to owners of parent / Average total shareholders' equity (= Total net assets - Share acquisition rights - Non-controlling interests)

*4 ROA = Recurring profit / Average total assets

Note: The consolidated financial statements are expressed in yen. However, solely for the convenience of the reader, the consolidated financial statements as of and for the fiscal year ended March 31, 2024, have been translated into U.S. dollars at the rate of ¥151.41=U.S.\$1, the approximate exchange rate on the Tokyo Foreign Exchange Market on March 31, 2024. This translation should not be construed as an indication that the amounts shown could be converted into U.S. dollars at such rate.

CONSOLIDATED BALANCE SHEETS

Bandai Namco Holdings Inc. and Consolidated Subsidiaries
As of March 31, 2023 and 2024

	Millions of yen		Thousands of U.S. dollars (note)
	2023	2024	2024
Assets			
Current assets:			
Cash and deposits	¥ 280,226	¥ 321,868	\$ 2,125,805
Trade receivables and contract assets	99,007	118,190	780,596
Allowance for doubtful accounts	(1,086)	(1,075)	(7,104)
Inventories	152,223	140,597	928,588
Other	62,266	63,042	416,367
Total current assets	592,637	642,622	4,244,254
Property, plant and equipment:			
Buildings and structures	44,724	47,640	314,642
Amusement facilities and machines	59,443	65,103	429,979
Land	46,476	46,702	308,451
Right-of-use assets	13,967	18,165	119,976
Other	158,272	175,148	1,156,781
Total	322,885	352,759	2,329,832
Less accumulated depreciation	(215,426)	(234,123)	(1,546,290)
Net property, plant and equipment	107,458	118,636	783,541
Intangible assets:			
Goodwill	14,561	11,608	76,668
Other	21,622	20,568	135,843
Total intangible assets	36,183	32,176	212,511
Investments and other assets:			
Investment securities	140,706	116,127	766,976
Deferred tax assets	27,572	33,976	224,400
Retirement benefit asset	596	6,123	40,440
Other	21,860	22,920	151,378
Allowance for doubtful accounts	(656)	(744)	(4,915)
Total investments and other assets	190,078	178,403	1,178,280
Total assets	¥ 926,358	¥ 971,838	\$ 6,418,587

	Millions of yen		Thousands of U.S. dollars (note)
	2023	2024	2024
Liabilities and net assets			
Current liabilities:			
Trade payables	¥ 99,244	¥ 99,254	\$ 655,534
Income taxes payable	26,022	23,192	153,176
Contract liabilities	22,567	27,728	183,135
Provisions	4,078	3,095	20,444
Other	95,409	90,848	600,017
Total current liabilities	247,323	244,119	1,612,309
Non-current liabilities:			
Provisions	118	—	—
Retirement benefit liability	3,710	4,925	32,530
Deferred tax liabilities	5,457	4,291	28,341
Other	17,614	18,678	123,362
Total non-current liabilities	26,901	27,895	184,234
Total liabilities	274,224	272,014	1,796,544
Net assets:			
Shareholders' equity:			
Share capital	10,000	10,000	66,045
Authorized: 2,500,000,000 shares* ¹			
Issued: 666,000,000 shares* ¹			
Capital surplus	52,897	53,321	352,168
Retained earnings	523,923	579,417	3,826,811
Treasury shares, at cost: 5,949,648 shares in 2023, and 11,813,756 shares in 2024* ¹	(2,102)	(19,293)	(127,428)
Total shareholders' equity	584,718	623,445	4,117,597
Accumulated other comprehensive income:			
Valuation difference on available-for-sale securities	62,671	49,262	325,359
Deferred gains or losses on hedges	(656)	1,022	6,752
Revaluation reserve for land	(4,016)	(4,016)	(26,529)
Foreign currency translation adjustment	11,049	29,637	195,743
Remeasurements of defined benefit plans	(1,915)	166	1,096
Total accumulated other comprehensive income	67,132	76,071	502,423
Non-controlling interests	282	306	2,022
Total net assets	652,133	699,823	4,622,043
Total liabilities and net assets	¥926,358	¥971,838	\$6,418,587

*¹ The Company made partial amendments to the Articles of Incorporation in conjunction with a share split on April 1, 2023. As a result, the total number of authorized shares increased by 1,500,000,000 shares to 2,500,000,000 shares. Total number of issued shares at the end of the period and number of shares of treasury shares at the end of the period have been presented assuming that the share split was conducted at the beginning of the previous fiscal year.

CONSOLIDATED STATEMENTS OF INCOME AND CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

Bandai Namco Holdings Inc. and Consolidated Subsidiaries
Years Ended March 31, 2023 and 2024

Consolidated Statements of Income

	Millions of yen		Thousands of U.S. dollars (note)
	2023	2024	2024
Net sales	¥990,089	¥1,050,210	\$6,936,205
Cost of sales	621,433	679,251	4,486,170
Gross profit	368,656	370,959	2,450,034
Selling, general and administrative expenses	252,183	280,277	1,851,116
Operating profit	116,472	90,682	598,917
Other income (loss):			
Interest and dividend income	2,639	4,320	28,536
Interest expense	(332)	(310)	(2,047)
Foreign exchange gains (losses)	5,010	6,417	42,386
Gain (loss) on valuation of derivatives	309	(184)	(1,215)
Share of profit (loss) of entities accounted for using equity method	2,323	2,121	14,010
Loss on investments in deferred compensation plan	(144)	(282)	(1,863)
Non-deductible consumption taxes	(2)	(114)	(755)
Gain on sales of investment securities, net	0	45,517	300,626
Loss on valuation of investment securities	(553)	(751)	(4,963)
Gain (loss) on sale and retirement of non-current assets, net	(491)	(394)	(2,606)
Impairment losses	(1,251)	(1,674)	(11,061)
Subsidies for employment adjustment and other related to COVID-19	132	—	—
Provision for loss on land remediation	—	550	3,632
Other	2,103	742	4,903
	9,742	55,958	369,580
Profit before income taxes	126,215	146,640	968,498
Income taxes	35,870	45,125	298,033
Profit	90,345	101,515	670,464
Profit (loss) attributable to non-controlling interests	0	21	144
Profit attributable to owners of parent	¥ 90,345	¥ 101,493	\$ 670,320

	Yen		Thousands of U.S. dollars (note)
	2023	2024	2024
Per-share data**1			
Net assets at March 31	¥ 987.58	¥ 1,069.29	\$ 7.06
Earnings per share:			
Basic	136.88	153.85	1.02
Diluted	—	—	—
Cash dividends applicable to period	206.00	60.00	0.40

*1 The Company conducted a share split with a ratio of three shares for every one share of common share on April 1, 2023. Net assets per share and basic earnings per share were calculated assuming that the share split was conducted at the beginning of the previous fiscal year. Cash dividends applicable to period is based on the amount before the aforementioned share split.

Consolidated Statements of Comprehensive Income

	Millions of yen		Thousands of U.S. dollars (note)
	2023	2024	2024
Profit	¥ 90,345	¥101,515	\$670,464
Other comprehensive income:			
Valuation difference on available-for-sale securities	17,688	(13,606)	(89,865)
Deferred gains or losses on hedges	(1,554)	1,676	11,074
Foreign currency translation adjustment	9,164	18,590	122,779
Remeasurements of defined benefit plans, net of tax	478	2,081	13,750
Share of other comprehensive income of entities accounted for using equity method	(57)	199	1,316
Total other comprehensive income	25,719	8,941	59,054
Comprehensive income	¥116,064	¥110,456	\$729,519
Comprehensive income attributable to			
Comprehensive income attributable to owners of parent	¥116,063	¥110,432	\$729,360
Comprehensive income attributable to non-controlling interests	0	23	158

CONSOLIDATED STATEMENTS OF CHANGES IN NET ASSETS

Bandai Namco Holdings Inc. and Consolidated Subsidiaries
Years Ended March 31, 2023 and 2024

Year ended March 31, 2023

	Shareholders' equity					Accumulated other comprehensive income					Millions of yen		
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	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	Non-controlling interests	Total net assets at end of year
Balance at beginning of period	¥10,000	¥52,574	¥482,147	¥(2,140)	¥542,581	¥45,037	¥ 901	¥(4,016)	¥ 1,886	¥(2,394)	¥41,413	¥237	¥584,233
Dividends of surplus			(47,310)		(47,310)								(47,310)
Profit attributable to owners of parent			90,345		90,345								90,345
Change in scope of consolidation			(1,258)		(1,258)							44	(1,214)
Change in scope of consolidation-foreign currency translation adjustment									223		223		223
Purchase of treasury shares				(4)	(4)								(4)
Disposal of treasury shares		323		42	365								365
Change in treasury shares arising from change in equity in entities accounted for using equity method				0	0								0
Net changes in items other than shareholders' equity						17,634	(1,557)	—	8,940	478	25,495	0	25,495
Balance at end of period	¥10,000	¥52,897	¥523,923	¥(2,102)	¥584,718	¥62,671	¥ (656)	¥(4,016)	¥11,049	¥(1,915)	¥67,132	¥282	¥652,133

Year ended March 31, 2024

	Shareholders' equity					Accumulated other comprehensive income					Millions of yen		
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	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	Non-controlling interests	Total net assets at end of year
Balance at beginning of period	¥10,000	¥52,897	¥523,923	¥ (2,102)	¥584,718	¥ 62,671	¥ (656)	¥(4,016)	¥11,049	¥(1,915)	¥67,132	¥282	¥652,133
Dividends of surplus			(45,998)		(45,998)								(45,998)
Profit attributable to owners of parent			101,493		101,493								101,493
Purchase of treasury shares				(17,240)	(17,240)								(17,240)
Disposal of treasury shares		423		48	472								472
Change in treasury shares arising from change in equity in entities accounted for using equity method				0	0								0
Net changes in items other than shareholders' equity						(13,409)	1,678	—	18,587	2,081	8,939	23	8,963
Balance at end of period	¥10,000	¥53,321	¥579,417	¥(19,293)	¥623,445	¥ 49,262	¥1,022	¥(4,016)	¥29,637	¥ 166	¥76,071	¥306	¥699,823

Year ended March 31, 2024

	Shareholders' equity					Accumulated other comprehensive income					Thousands of U.S. dollars (note)		
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	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	Non-controlling interests	Total net assets at end of year
Balance at beginning of period	\$66,045	\$349,368	\$3,460,293	\$(13,883)	\$3,861,824	\$413,921	\$(4,333)	\$(26,529)	\$ 72,978	\$(12,653)	\$443,382	\$1,864	\$4,307,071
Dividends of surplus			(303,802)		(303,802)								(303,802)
Profit attributable to owners of parent			670,320		670,320								670,320
Purchase of treasury shares				(113,865)	(113,865)								(113,865)
Disposal of treasury shares		2,799		320	3,119								3,119
Change in treasury shares arising from change in equity in entities accounted for using equity method				1	1								1
Net changes in items other than shareholders' equity						(88,561)	11,085	—	122,765	13,750	59,040	158	59,198
Balance at end of period	\$66,045	\$352,168	\$3,826,811	\$(127,428)	\$4,117,597	\$325,359	\$ 6,752	\$(26,529)	\$195,743	\$ 1,096	\$502,423	\$2,022	\$4,622,043

CONSOLIDATED STATEMENTS OF CASH FLOWS

Bandai Namco Holdings Inc. and Consolidated Subsidiaries
Years Ended March 31, 2023 and 2024

	Millions of yen		Thousands of U.S. dollars (note)
	2023	2024	2024
Cash flows from operating activities:			
Profit before income taxes	¥126,215	¥146,640	\$ 968,498
Depreciation	28,671	38,364	253,382
Impairment losses	1,251	1,674	11,061
Amortization of goodwill	2,431	2,676	17,674
Increase (decrease) in allowance for doubtful accounts	(1,169)	(86)	(570)
Increase (decrease) in other provisions	191	(1,131)	(7,472)
Increase (decrease) in retirement benefit liability	138	230	1,524
Interest and dividend income	(2,639)	(4,320)	(28,536)
Interest expenses	332	310	2,047
Foreign exchange losses (gains)	(21)	637	4,207
Share of loss (profit) of entities accounted for using equity method	(2,323)	(2,121)	(14,010)
Loss (gain) on valuation of derivatives	(309)	184	1,215
Loss (gain) on sale and retirement of non-current assets, net	491	394	2,606
Loss on retirement of amusement facilities and machines	228	106	701
Loss (gain) on sales of investment securities, net	(0)	(45,517)	(300,626)
Loss on valuation of investment securities	553	751	4,963
Loss on investments in deferred compensation plan	144	282	1,863
Decrease (increase) in trade receivables	28,484	(15,360)	(101,446)
Decrease (increase) in inventories	(26,107)	15,369	101,510
Acquisition of amusement facilities and machines	(5,180)	(8,537)	(56,386)
Increase (decrease) in trade payables	(1,595)	(1,880)	(12,420)
Increase (decrease) in contract liabilities	(894)	4,361	28,808
Decrease (increase) in other current assets	(1,769)	(1,911)	(12,627)
Increase (decrease) in other current liabilities	(2,013)	1,320	8,718
Other	(2,258)	(3,873)	(25,585)
Subtotal	142,852	128,562	849,104
Interest and dividends received	2,579	4,290	28,334
Interest paid	(341)	(321)	(2,122)
Income taxes refund (paid)	(49,464)	(44,132)	(291,479)
Proceeds from compensation	—	508	3,356
Net cash provided by (used in) operating activities	95,625	88,906	587,193
Cash flows from investing activities:			
Net decrease (increase) in time deposits	(2,386)	(5,975)	(39,465)
Purchases of property, plant and equipment	(25,376)	(24,699)	(163,128)
Proceeds from sales of property, plant and equipment	99	86	571
Purchases of intangible assets	(8,431)	(10,210)	(67,437)
Purchases of investment securities	(513)	(716)	(4,732)
Proceeds from sales of investment securities	2	53,641	354,278
Purchase of shares of subsidiaries and associates	(551)	(1,797)	(11,871)
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(2,019)	—	—
Payments for sale of shares of subsidiaries resulting in change in scope of consolidation	(114)	—	—
Other	(1,587)	(191)	(1,267)
Net cash provided by (used in) investing activities	(40,878)	10,136	66,946
Cash flows from financing activities:			
Net increase (decrease) in short-term borrowings	(179)	157	1,038
Proceeds from long-term borrowings	180	—	—
Repayments of long-term borrowings	(10,382)	(10,206)	(67,409)
Purchase of treasury shares	(4)	(17,240)	(113,865)
Proceeds from disposal of treasury shares	0	0	1
Proceeds from share issuance to non-controlling shareholders	9	—	—
Dividends paid	(47,310)	(45,998)	(303,802)
Other	(1,837)	(1,949)	(12,876)
Net cash provided by (used in) financing activities	(59,524)	(75,237)	(496,914)
Effect of exchange rate changes on cash and cash equivalents	3,174	11,170	73,774
Net increase (decrease) in cash and cash equivalents	(1,602)	34,975	230,999
Cash and cash equivalents at beginning of period	277,891	276,288	1,824,772
Cash and cash equivalents at end of period	¥276,288	¥311,264	\$2,055,771