

CONSOLIDATED STATEMENTS OF CASH FLOWS

Bandai Namco Holdings Inc. and Consolidated Subsidiaries
Years Ended March 31, 2024 and 2025

	Millions of yen		Thousands of U.S. dollars (note)
	2024	2025	2025
Cash flows from operating activities:			
Profit before income taxes	¥146,640	¥184,122	\$1,231,424
Depreciation	38,364	40,216	268,971
Impairment losses	1,674	1,526	10,209
Amortization of goodwill	2,676	2,618	17,515
Increase (decrease) in allowance for doubtful accounts	(86)	29	195
Increase (decrease) in other provisions	(1,131)	1,998	13,364
Increase (decrease) in retirement benefit liability	230	(59)	(397)
Interest and dividend income	(4,320)	(4,732)	(31,653)
Interest expenses	310	391	2,619
Foreign exchange losses (gains)	637	123	827
Share of loss (profit) of entities accounted for using equity method	(2,121)	(2,699)	(18,054)
Loss (gain) on valuation of derivatives	184	(178)	(1,194)
Loss (gain) on sale and retirement of non-current assets, net	394	(165)	(1,105)
Loss on retirement of amusement facilities and machines	106	249	1,665
Loss (gain) on sales of investment securities, net	(45,517)	(423)	(2,830)
Loss on valuation of investment securities	751	487	3,260
Loss on valuation of shares of subsidiaries and associates	284	475	3,177
Penalty	—	884	5,914
Decrease (increase) in trade receivables	(15,360)	(6,311)	(42,214)
Decrease (increase) in inventories	15,369	11,829	79,119
Acquisition of amusement facilities and machines	(8,537)	(9,514)	(63,632)
Increase (decrease) in trade payables	(1,880)	(1,440)	(9,631)
Increase (decrease) in contract liabilities	4,361	(680)	(4,550)
Decrease (increase) in other current assets	(1,911)	(2,395)	(16,023)
Increase (decrease) in other current liabilities	1,320	14,249	95,304
Other	(3,875)	(8,586)	(57,430)
Subtotal	128,562	222,015	1,484,853
Interest and dividends received	4,290	4,632	30,983
Interest paid	(321)	(396)	(2,652)
Income taxes refund (paid)	(44,132)	(38,030)	(254,347)
Proceeds from compensation	508	—	—
Penalty Payments	—	(884)	(5,914)
Net cash provided by operating activities	88,906	187,337	1,252,922
Cash flows from investing activities:			
Decrease (increase) in time deposits, net	(5,975)	(17,273)	(115,527)
Purchases of property, plant and equipment	(24,699)	(33,554)	(224,416)
Proceeds from sales of property, plant and equipment	86	792	5,301
Purchases of intangible assets	(10,210)	(8,882)	(59,405)
Purchases of investment securities	(716)	(3,188)	(21,322)
Proceeds from sales of investment securities	53,641	633	4,237
Purchase of shares of subsidiaries and associates	(1,797)	(73)	(491)
Proceeds from sales of shares of subsidiaries and associates	—	408	2,734
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	—	100	674
Payments for sale of shares of subsidiaries resulting in change in scope of consolidation	—	(148)	(995)
Other	(191)	(819)	(5,478)
Net cash provided by (used in) investing activities	10,136	(62,004)	(414,690)
Cash flows from financing activities:			
Net increase (decrease) in short-term borrowings	157	(162)	(1,088)
Proceeds from long-term borrowings	—	100	668
Repayments of long-term borrowings	(10,206)	(124)	(829)
Purchase of treasury shares	(17,240)	(35,000)	(234,088)
Proceeds from disposal of treasury shares	0	0	0
Dividends paid	(45,998)	(39,918)	(266,977)
Other	(1,949)	(2,241)	(14,990)
Net cash used in financing activities	(75,237)	(77,347)	(517,306)
Effect of exchange rate changes on cash and cash equivalents	11,170	1,711	11,446
Net increase (decrease) in cash and cash equivalents	34,975	49,696	332,372
Cash and cash equivalents at beginning of year	276,288	311,264	2,081,757
Cash and cash equivalents at end of year	¥311,264	¥360,960	\$2,414,130

CORPORATE DATA

As of March 31, 2025

Corporate Name:	Bandai Namco Holdings Inc.
Head Office:	Bandai Namco Mirai Kenkyusho, 5-37-8, Shiba, Minato-ku, Tokyo 108-0014, Japan URL: www.bandainamco.co.jp/en/
Capital	¥10 billion
Stock Exchange Listing:	Tokyo Stock Exchange, Prime Market (securities code: 7832)
Main Business:	Planning and execution of medium- to long-term management strategies for the Bandai Namco Group; provision of support for business strategy implementation by Group companies; management of business activities
Stock Information:	Number of shares authorized: 2,500,000,000 shares Number of shares issued: 650,000,000 shares Number of shareholders: 52,442 Number of shares per trading unit: 100 shares Note: The above number of issued shares reflects the number of shares after the cancellation of treasury shares on April 30, 2025.

Major Shareholders:	Number of shares (Thousands)		% of total
Name			
The Master Trust Bank of Japan, Ltd. (Trust Account)	129,384		19.98
Custody Bank of Japan, Ltd. (Trust Account)	57,471		8.88
JP MORGAN CHASE BANK 380815 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Division)	32,837		5.07
XIL, LTD	18,000		2.78
Kyoko Nakamura	14,272		2.20
The Nomura Trust and Banking Co., Ltd. (Retirement and severance benefits trust; MUFG Bank, Ltd., Account)	13,758		2.13
MAL Ltd	13,200		2.04
STATE STREET BANK WEST CLIENT - TREATY 505234 (Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Division)	12,659		1.96
Nintendo Co., Ltd	11,537		1.78
KOREA SECURITIES DEPOSITORY-SAMSUNG (Standing proxy: Citibank, N.A. Tokyo Branch)	10,046		1.55
Note: The shareholding ratio is calculated after the reduction in the number of treasury shares.			
	Number of shares (Trading units)		% of total

Ownership Breakdown:	Public entities	—	—
	Financial institutions	2,359,884	35.77
	Brokerages	135,965	2.06
	Other corporate entities	749,789	11.37
	Foreign corporate entities and others	2,563,897	38.86
	Individuals, etc.	787,088	11.93

Status of Inclusion in Indexes:	• Nikkei Stock Average (Nikkei 225) • TOPIX100 • JPX-Nikkei Index 400 • MSCI Japan Empowering Women Index (WIN) • FTSE Blossom Japan Sector Relative Index • iSTOXX MUTB Japan Platinum Career 150 Index
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