




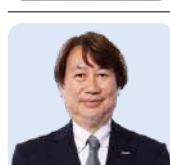
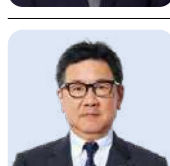
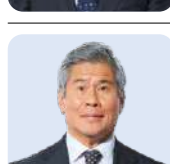


DIRECTOR SYSTEM

As of June 24, 2024



The Company works to see that the Board of Directors has a good overall balance between executive directors, who execute agile business operations and have thorough knowledge of the Company's businesses or company operations, etc., and outside directors, who possess advanced expertise and are capable of providing management advice and oversight with a wide range of viewpoints. In addition, the Company strives to see that the directors have the knowledge, experience, and capabilities to fulfill their duties and that the composition of the Board achieves both diversity and an appropriate scale.

Executive Directors





Portrait	Position, name, and areas of responsibility	Number of Company shares owned (as of the end of March 2024)	Reasons for appointment	Major experience and expertise										Attendance at meetings of the Board of Directors (FY2024.3) Number of meetings attended/ Number of meetings held	
				Corporate management	Operational experience					Finance, tax affairs, and accounting	Sustainability	Internationality	Legal affairs		Digital technology and information security
				Digital	Toys and hobby	Visual/music	IP creation/development	Facilities/machines							
	Member of the Personnel Committee President and Representative Director Group CEO Masaru Kawaguchi	203,100	Mr. Masaru Kawaguchi has been supervising the management of the Company appropriately since being appointed as executive vice president and director of the Company in 2020 and as president and representative director of the Company in 2021—by, for example, achieving the previous Mid-term Plan and record-high performance—and possesses extensive experience, achievements, and knowledge. He has been appointed as the Company considers him capable of ensuring that the Group continues to grow.	●	●	●	●				●				18/18
	Director Yuji Asako Corporate Planning Division and Group Administrative Headquarters	158,300	Mr. Yuji Asako possesses extensive experience, achievements, and knowledge relating to management and administration, including business planning and accounting, and also has experience in roles where he was responsible for internal and external communications, such as IR, PR, and SR, as well as information security and sustainability activities. He has been appointed as the Company considers him capable of implementing the Group's management strategies and seeking a sustained increase in corporate value.	●						●	●			●	18/18
	Director Nobuhiko Momoi General manager of the Group Business Strategy Department	29,600	Mr. Nobuhiko Momoi possesses extensive experience, achievements, and knowledge in the Toys and Hobby Business in Japan and overseas and has also been engaged in building ties among the various businesses of the Group as executive officer and general manager of the Group Business Strategy Department of the Company since 2022. He has been appointed as the Company considers him capable of enhancing collaboration in Group management.	●	●		●						●		18/18
	Director (Part-time) Nao Udagawa Director in charge of the Digital Business of the Entertainment Unit	67,500	Ms. Nao Udagawa possesses extensive experience, achievements, and knowledge from her wide-ranging involvement in multiple businesses in the Group. Since 2023, she has driven the business forward as the president and CEO of Bandai Namco Entertainment Inc., which is the business management company of the Digital Business of the Entertainment Unit in the Group. She has been appointed as the Company considers her capable of building closer ties between the Digital Business and Group management.	●	●	●	●				●		●		14/14
	Director (Part-time) Kazuhiro Takenaka Director in charge of the Toys and Hobby Business of the Entertainment Unit	80,700	Mr. Kazuhiro Takenaka possesses extensive experience, achievements, and knowledge in the Toys and Hobby Business and, since 2021, has driven the business forward as president and CEO of Bandai Co., Ltd., which is the business management company of the Toys and Hobby Business of the Entertainment Unit in the Group. In addition to these factors, he has been appointed as the Company considers him capable of building closer ties between the Toys and Hobby Business and Group management.	●	●		●				●				18/18
	Director (Part-time) Makoto Asanuma Director in charge of the IP Production Unit	76,300	Mr. Makoto Asanuma possesses extensive experience, achievements, and knowledge from his wide-ranging involvement in multiple businesses in the Group. Since 2019, he has driven the business forward as the president and CEO of Sunrise Inc. (currently Bandai Namco Filmworks Inc.), which is the current business management company of the IP Production Unit in the Group. He has been appointed as the Company considers him capable of building closer ties between the IP Production Business and Group management.	●	●	●	●	●			●		●		18/18
	Director (Part-time) Hiroshi Kawasaki Director in charge of the Amusement Unit	88,350	Mr. Hiroshi Kawasaki possesses extensive experience, achievements, and knowledge from his wide-ranging involvement in multiple businesses in the Group. Since 2021, he has driven the business forward as the president and CEO of Bandai Namco Amusement Inc., which is the business management company of the Amusement Unit in the Group. He has been appointed as the Company considers him capable of building closer ties between the Amusement Business and Group management.	●	●	●	●	●			●				18/18
	Director (Part-time) Shuji Ohtsu Director in charge of Bandai Namco Business Arc Inc.	145,600	Mr. Shuji Ohtsu possesses specialist expertise as a certified public accountant, as well as extensive experience and achievements. He has been appointed as the Company considers him capable of strengthening Group management structures and ensuring highly transparent management.	●						●		●	●		18/18

Note: Ms. Nao Udagawa was elected at the 18th Ordinary General Meeting of Shareholders held on June 19, 2023, and accordingly the number of Board of Directors' meetings on which the attendance rate is based differs from that of other directors.

Outside Directors (excluding Audit & Supervisory Committee members)

Position and name	Major concurrent positions	Number of Company shares owned (as of the end of March 2024)	Reasons for appointment	Major experience and expertise											Attendance at meetings of the Board of Directors (FY2024.3) Number of meetings attended/ Number of meetings held	
				Corporate management	Operational experience					Finance, tax affairs, and accounting	Sustainability	Internationality	Legal affairs	Digital technology and information security		Independence
					Digital	Toys and hobby	Visual/music	IP creation/development	Facilities/machines							
 Member of the Personnel Committee Member of the Independent Directors Committee Director (Part-time, Outside) Toshio Shimada	Special advisor of CAC Holdings Corporation Outside director of AEON DELIGHT CO., LTD.	—	Given Mr. Toshio Shimada's extensive knowledge and experience in corporate management, the Company anticipates that he will be able to further strengthen management oversight and checking functions, and introduce his extensive knowledge concerning fusion of corporate management and digital technology into the Company's managerial perspective, and thus he has been appointed.	●										●	●	18/18
 Member of the Personnel Committee Member of the Independent Directors Committee Director (Part-time, Outside) Koichi Kawana	External director of ispace, inc. Outside director of Kubota Corporation Chairman of RENOVA, Inc.	—	Given Mr. Koichi Kawana's extensive knowledge and experience in corporate management, the Company anticipates that he will be able to further strengthen management oversight and checking functions, and introduce a global managerial perspective based on his extensive experience working overseas, and thus he has been appointed.	●							●	●			●	18/18

Directors (Audit & Supervisory Committee members)

Position and name	Major concurrent positions	Number of Company shares owned (as of the end of March 2024)	Reasons for appointment	Major experience and expertise											Attendance at meetings of the Board of Directors (FY2024.3) Number of meetings attended/ Number of meetings held	
				Corporate management	Operational experience					Finance, tax affairs, and accounting	Sustainability	Internationality	Legal affairs	Digital technology and information security		Independence
					Digital	Toys and hobby	Visual/music	IP creation/development	Facilities/machines							
 Director Takashi Kaneko		10,400	Mr. Takashi Kaneko has been appointed thanks to his many years of experience working in the administration divisions of the Group and mastering financial, accounting, and tax-related affairs. Furthermore, based on the above, the Company expects him to utilize his knowledge and experience for the betterment of the audit and supervisory system of the Company.								●					—
 Member of the Independent Directors Committee Director (Outside) Toru Shinoda	Certified public accountant	1,400	Given his many years engaged in audit practices, and given he is a certified public accountant, the Company expects Mr. Toru Shinoda to utilize his advanced knowledge and experience in accounting and auditing for the audit and supervisory system of the Company, and thus he has been appointed.								●				●	18/18
 Member of the Personnel Committee Member of the Independent Directors Committee Director (Part-time, Outside) Satoko Kuwabara	Attorney-at-law partner of GAIEN PARTNERS Outside auditor of Unicafe Inc. Outside director of Mitsubishi UFJ Financial Group, Inc. Outside director (Audit & Supervisory Committee member) of Nippon Yusen Kabushiki Kaisha	—	Given her many years of experience as an attorney-at-law, the Company expects Ms. Satoko Kuwabara to utilize her advanced knowledge and experience from a legal risk perspective, and thus she has been appointed.										●		●	18/18
 Member of the Independent Directors Committee Director (Part-time, Outside) Takayuki Komiya	Certified public accountant Certified public tax accountant	400	Given his many years mastering accounting and tax practices, and given he is a certified public accountant and a certified public tax accountant, the Company expects Mr. Takayuki Komiya to utilize his advanced knowledge and experience in accounting, tax affairs, and auditing in order to strengthen the audit and supervisory system of the Company, and thus he has been appointed.	●							●				●	18/18

Note: Mr. Takashi Kaneko was elected at the 19th Ordinary General Meeting of Shareholders held on June 24, 2024, and accordingly, he did not attend any Board of Directors' meetings in the fiscal year ending March 2024.