

DIRECTOR SYSTEM

As of June 23, 2025

Executive Directors

	Position, name, and areas of responsibility	Number of Company shares owned (As of the end of March 2025)	Reasons for appointment		Major experience and expertise										Attendance at meetings of the Board of Directors (FY2025.3)	
					Corporate management	Operational experience					Finance, tax affairs, and accounting	Sustainability	Internationality	Legal affairs	Digital technology and information security	Number of meetings attended/Number of meetings held
						Digital	Toys and hobby	Visual/music	IP creation/ development	Facilities/ machines						
	Chairman and Director Masaru Kawaguchi	214,700	Masaru Kawaguchi supervised the management of the Company appropriately during his service as president and representative director of the Company from 2022 through March 2025—by, for example, achieving the previous Mid-term Plan and record-high performance—and possesses extensive experience, achievements, and knowledge. He was appointed to the position as the Company considers him capable of ensuring that the Group continues to grow.		●	●	●		●			●			●	18/18
	Member of the Personnel Committee President and Representative Director, CEO Yuji Asako	165,000	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 investor relations, public relations, and shareholder relations, as well as financial strategy, information security, and sustainability initiatives. He has been appointed as president and representative director of the Company as the Company considers him capable of guiding the Group toward sustainable growth, as seen in his leadership skills in implementing the Group's management strategies and seeking a sustained increase in corporate value as well as his appropriate supervision of Company management since his appointment in FY2026.3.		●						●	●			●	18/18
	Executive Vice President and Director Nobuhiko Momoi Director in Charge of Group Strategy (CW360)	36,100	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 the director in charge of Group business strategy since FY2023.3. He has been appointed as the Company considers him capable of enhancing collaboration in Group management and guiding the Group toward sustainable growth.		●		●		●				●			18/18
	Director Takashi Tsuji CFO, Division General Manager of Corporate Planning Division	10,500	Takashi Tsuji possesses extensive experience, achievements, and knowledge relating to management and administration, including business planning and accounting, and has led the business planning, management, and administration of the Group as division general manager of the Company's Corporate Planning Division since FY2023.3. He has been appointed as the Company considers him capable of implementing the Group's management strategies, strengthening the Group's global governance structure, and seeking a sustained increase in corporate value.		●						●		●			—
	Director Noriko Fujita CISO, CIO, CSO (Chief Sustainability Officer) Division General Manager of Group Administrative Headquarters	3,700	Noriko Fujita possesses extensive experience, achievements, and knowledge in the Toys and Hobby Business and, since FY2026.3, has enhanced the Group's management functions and driven sustainability initiatives forward as division general manager of the Group Administrative Headquarters and president and CEO of Bandai Namco Business Arc Inc. In addition to these factors, she has been appointed as the Company considers her capable of strengthening Group management structures and ensuring highly transparent management.		●		●					●				—
	Director (Part-Time) Kazuhiro Takenaka Director in Charge of Toys and Hobby Unit	91,200	Kazuhiro Takenaka possesses extensive experience, achievements, and knowledge in the Toys and Hobby Business and, since FY2022.3, has driven the business forward as president and CEO of Bandai Co., Ltd., which is the current business management company of the Group's Toys and Hobby Unit. 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) Nao Udagawa Director in Charge of Digital Unit	78,300	Nao Udagawa possesses extensive experience, achievements, and knowledge from her wide-ranging involvement in multiple Group businesses. Since FY2024.3, she has driven the business forward as the president and CEO of Bandai Namco Entertainment Inc., which is the current business management company of the Group's Digital Unit. She has been appointed as the Company considers her capable of building closer ties between the Digital Business and Group management.		●	●	●		●			●			●	18/18
	Director (Part-Time) Makoto Asanuma Director in Charge of Visual and Music Unit	83,500	Makoto Asanuma possesses extensive experience, achievements, and knowledge from his wide-ranging involvement in multiple Group businesses. Since FY2020.3, 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 Group's Visual and Music Unit. He has been appointed as the Company considers him capable of building closer ties between the Visual and Music Business and Group management.		●	●		●	●	●		●			●	18/18
	Director (Part-Time) Hiroshi Kawasaki Director in Charge of Amusement Unit	95,250	Hiroshi Kawasaki possesses extensive experience, achievements, and knowledge from his wide-ranging involvement in multiple Group businesses. He has driven the business forward since FY2022.3 as the president and CEO of Bandai Namco Amusement Inc., which was the business management company of the Group's Amusement Unit until March 2025, and since FY2026.3 as the president and CEO of Bandai Namco Experience Inc., which is the current business management company of said Unit as of April 2025. He has been appointed as the Company considers him capable of building closer ties between the Amusement Business and Group management.		●	●	●		●	●		●				18/18

Note: Takashi Tsuji and Noriko Fujita were elected at the 20th Ordinary General Meeting of Shareholders held on June 23, 2025, and accordingly, they did not attend any Board of Directors' meetings for the fiscal year ended March 31, 2025.

DIRECTOR SYSTEM

As of June 23, 2025

Outside Directors (Excluding Audit & Supervisory Committee Members)

	Position, name, and areas of responsibility	Major concurrent positions	Number of Company shares owned (As of the end of March 2025)	Reasons for appointment		Major experience and expertise										Independence	Attendance at meetings of the Board of Directors (FY2025.3)	
						Corporate management	Operational experience					Finance, tax affairs, and accounting	Sustainability	Internationality	Legal affairs	Digital technology and information security		Number of meetings attended/Number of meetings held
							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 Toshio Shimada's extensive knowledge and experience in corporate management, the Company anticipates that he will be able to further strengthen management oversight and monitoring functions, and introduce his extensive knowledge concerning fusion of corporate management and digital technology into the Company's management 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 Koichi Kawana's extensive knowledge and experience in corporate management, the Company anticipates that he will be able to further strengthen management oversight and monitoring functions and introduce a global management perspective based on his extensive experience working overseas, and thus he has been appointed.														17/18

Directors (Audit & Supervisory Committee Members)

	Position, name, and areas of responsibility	Major concurrent positions	Number of Company shares owned (as of the end of March 2025)	Reasons for appointment		Major experience and expertise										Independence	Attendance at meetings of the Board of Directors (FY2025.3)	
						Corporate management	Operational experience					Finance, tax affairs, and accounting	Sustainability	Internationality	Legal affairs	Digital technology and information security		Number of meetings attended/Number of meetings held
							Digital	Toys and hobby	Visual/music	IP creation/development	Facilities/machines							
	Director Takashi Kaneko		13,000	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.														14/18
	Member of the Independent Directors Committee Director (Part-Time, Outside) Toru Shinoda	Certified Public Accountant	1,700	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.														17/18
	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 of Nippon Yusen Kabushiki Kaisha	—	Given her many years of experience as an attorney-at-law, the Company expects Satoko Kuwabara to utilize her advanced knowledge and experience from a legal risk perspective, and thus she has been appointed.														17/18
	Member of the Independent Directors Committee Director (Part-Time, Outside) Takayuki Komiya	Certified Public accountant Certified Public tax accountant	500	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 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: Takashi Kaneko was elected at the 19th Ordinary General Meeting of Shareholders held on June 24, 2024, and accordingly, the number of Board of Directors' meetings for the fiscal year ended March 31, 2025 on which the attendance rate is based differs from that of other directors.