

DIRECTOR SYSTEM

As of June 22, 2026

Executive Directors

	Position, name, and areas of responsibility	Number of Company shares owned (As of the end of March 2026)	Reasons for appointment		Areas in which the Company particularly expects Directors to demonstrate their skills								Attendance at meetings of the Board of Directors (FY2026.3)
					Corporate management	Finance / Accounting	Legal affairs / Risk management	Digital / IT / Information security	Sustainability / Human capital management	IP creation / Co-Creation / Development	Business Creation / Expansion	Global development	Number of meetings attended / Number of meetings held
 <div>Member of the Personnel Committee President and Representative Director, CEO Yuji Asako</div>		175,200	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 2025.										18 / 18
 <div>Executive Vice President and Director Nobuhiko Momoi Director in Charge of Group Strategy (CW360)</div>		45,900	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 2022. 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
 <div>Director Takashi Tsuji CFO, Division General Manager of Corporate Planning Division</div>		11,700	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 2022. 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.										14 / 14
 <div>Director Noriko Fujita CIO, CISO, CSO (Chief Sustainability Officer) Division General Manager of Group Administrative Headquarters</div>		7,700	Noriko Fujita possesses extensive experience, achievements, and knowledge in the Toys and Hobby Business and, since 2025, 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.										14 / 14
 <div>Director (Part-Time) Kazuhiro Takenaka Director in Charge of Toys and Hobby Unit</div>		107,000	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 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
 <div>Director (Part-Time) Nao Udagawa Director in Charge of Digital Unit</div>		95,100	Nao Udagawa possesses extensive experience, achievements, and knowledge from her wide-ranging involvement in multiple Group businesses. Since 2023, 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
 <div>Director (Part-Time) Makoto Asanuma Director in Charge of Visual and Music Unit</div>		94,100	Makoto Asanuma possesses extensive experience, achievements, and knowledge from his wide-ranging involvement in multiple Group businesses. 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 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
 <div>Director (Part-Time) Hiroshi Kawasaki Director in Charge of Amusement Unit</div>		105,750	Hiroshi Kawasaki possesses extensive experience, achievements, and knowledge from his wide-ranging involvement in multiple Group businesses. He has driven the business forward since 2021 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. Accordingly, the number of Board of Directors' meetings used as the basis for calculating their attendance rates differs from that of the other Directors. The reasons for selecting the areas in which each Director is particularly expected to demonstrate his or her skills are provided in the Notice of the 21st Ordinary General Meeting of Shareholders.

DIRECTOR SYSTEM

As of June 22, 2026

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 2026)	Reasons for appointment		Areas in which the Company particularly expects Directors to demonstrate their skills								Independence	Attendance at meetings of the Board of Directors (FY2026.3)	
						Corporate management	Finance / Accounting	Legal affairs / Risk management	Digital / IT / Information security	Sustainability / Human capital management	IP creation / Co-Creation / Development	Business Creation / Expansion	Global development		Number of meetings attended / Number of meetings held	
	Member of the Personnel Committee Member of the Independent Directors Committee Director (Part-Time, Outside) Toshio Shimada		—	Given his extensive and multifaceted management experience gained through many years of serving as the head of a listed company, the Company anticipates that he will contribute to strengthening its management oversight and monitoring functions, while bringing his extensive expertise in the fields of IT and digital technology into the Company's management, and thus he has been appointed.											18 / 18	
	Member of the Personnel Committee Member of the Independent Directors Committee Director (Part-Time, Outside) Yuki Ikuno	Outside Director of Mizuho Financial Group, Inc.	—	Given her extensive experience and expertise gained at global financial institutions, the Company anticipates that she will contribute to strengthening its management oversight and monitoring functions while bringing her expertise in the financial and capital markets, as well as a global management perspective, to the Company's management, and has therefore appointed her.											—	
	Member of the Personnel Committee Member of the Independent Directors Committee Director (Part-Time, Outside) Mikiharu Noma	Professor of the Graduate School of Business Administration of Hitotsubashi University Outside Auditor of Nice Corporation Outside Director of Good Com Asset Co., Ltd. Independent Outside Director of Miraial Co., Ltd.	—	Given his extensive academic expertise in corporate strategy, particularly in the fields of finance and accounting, as well as his research and teaching on engagement and corporate value, the Company anticipates that he will strengthen its management oversight and monitoring functions and contribute his expertise in finance, accounting, and human capital management to the Company's management, and has therefore appointed him.											—	

Note: Yuki Ikuno and Mikiharu Noma were elected at the 21st Ordinary General Meeting of Shareholders held on June 22, 2026, and accordingly, they did not attend any Board of Directors' meetings for the fiscal year ended March 31, 2026.

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 2026)	Reasons for appointment		Areas in which the Company particularly expects Directors to demonstrate their skills								Independence	Attendance at meetings of the Board of Directors (FY2026.3)	
						Corporate management	Finance / Accounting	Legal affairs / Risk management	Digital / IT / Information security	Sustainability / Human capital management	IP creation / Co-Creation / Development	Business Creation / Expansion	Global development		Number of meetings attended / Number of meetings held	
	Director Takashi Kaneko		13,600	Given his many years of experience in corporate administrative functions and his extensive expertise in finance, accounting, and tax practices, the Company expects him to utilize his knowledge and experience to strengthen the Company's audit and supervisory system, and has therefore appointed him.											18 / 18	
	Member of the Personnel Committee 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	
	Member of the Independent Directors Committee Director (Part-Time, Outside) Kanako Muraoka	Attorney-at-Law of Gofukubashi Law Office Outside Director of FUJIYA CO., LTD. Independent Director (Director Serving as Board-Audit Committee Member) of JAFCO Group Co., Ltd.	—	Given her many years of experience as an attorney-at-law, the Company expects her to utilize her advanced knowledge and experience from the perspective of legal risk in order to strengthen the Company's audit and supervisory system, and thus she has been appointed.											—	

Note: Kanako Muraoka was elected at the 21st Ordinary General Meeting of Shareholders held on June 22, 2026, and accordingly, she did not attend any Board of Directors' meetings for the fiscal year ended March 31, 2026.