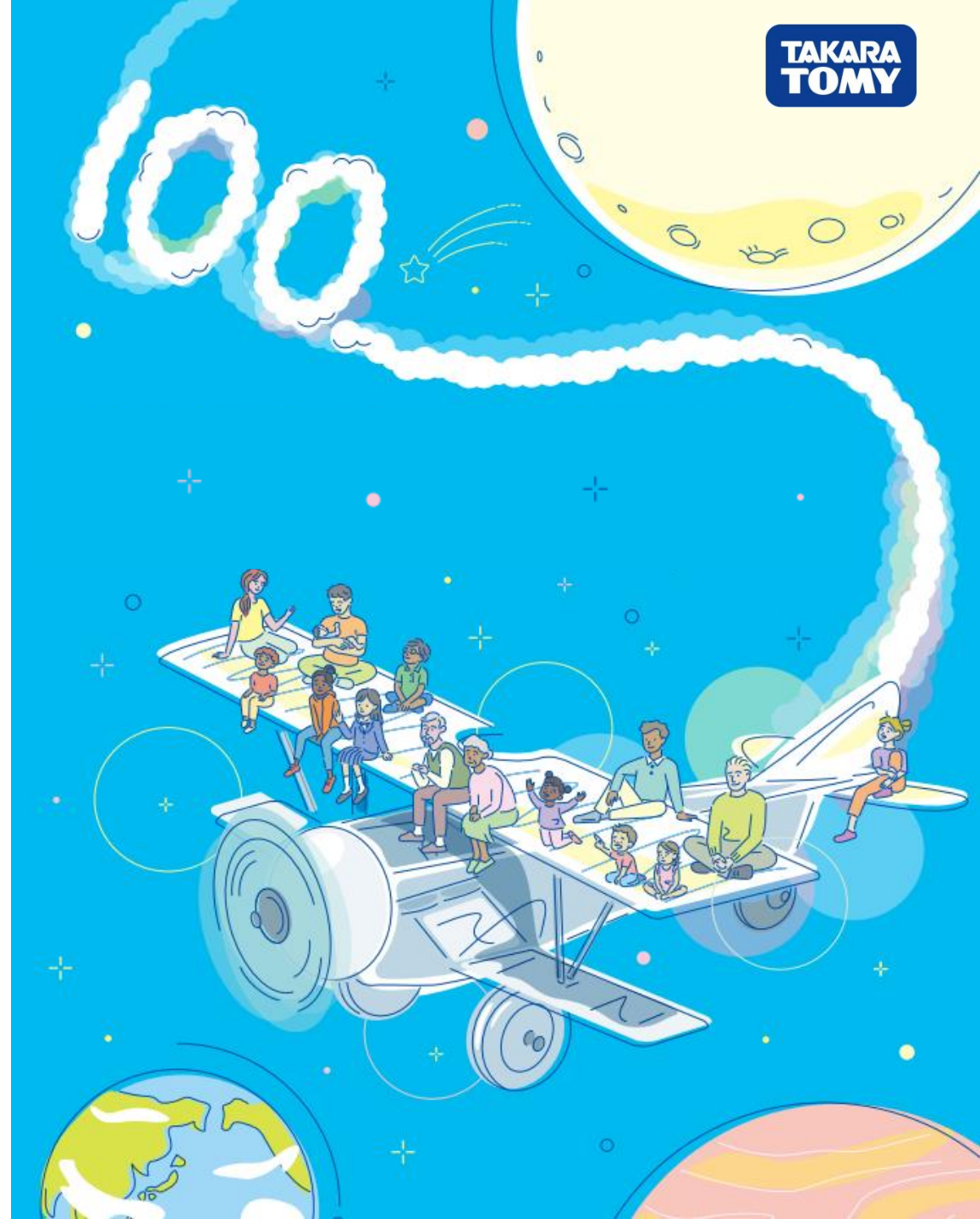
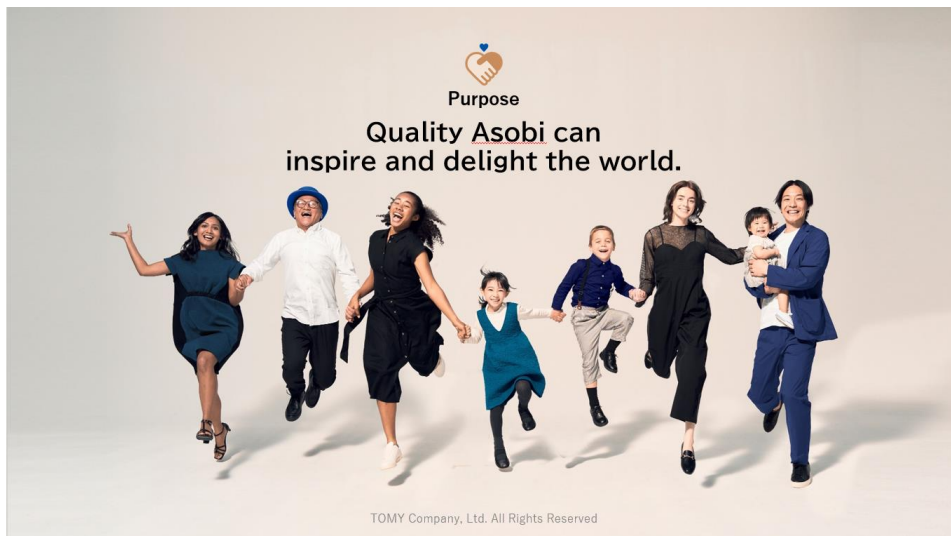


TSE Securities Code: 7867



# Overview of TOMY

## Company Overview



- TOMY Company, Ltd. (TOMY) was founded in 1924.
- Business Domains:
  - ✓ Toy business : Toys, trading card game, hobby items, life playground equipment and baby products.
  - ✓ Toy-Periphery business: Mini-capsule toys, amusement machines and toys with candy.
- We are listed on Prime Market of the Tokyo Stock Exchange and have a market cap of ¥324.4 billion as of Mar 31, 2025
- Number of Employees 2,496 (consolidated, as of Mar 31, 2025)

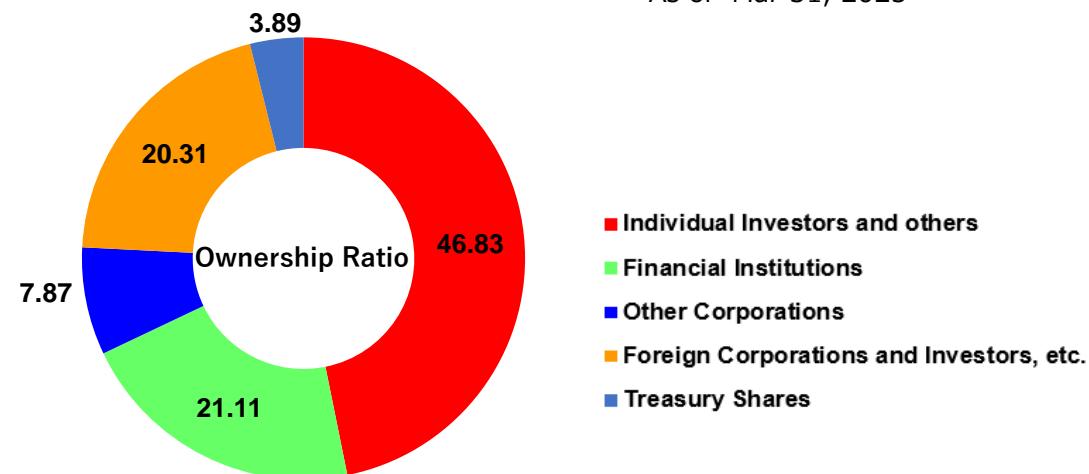
## Group Companies

As of Mar 31, 2025

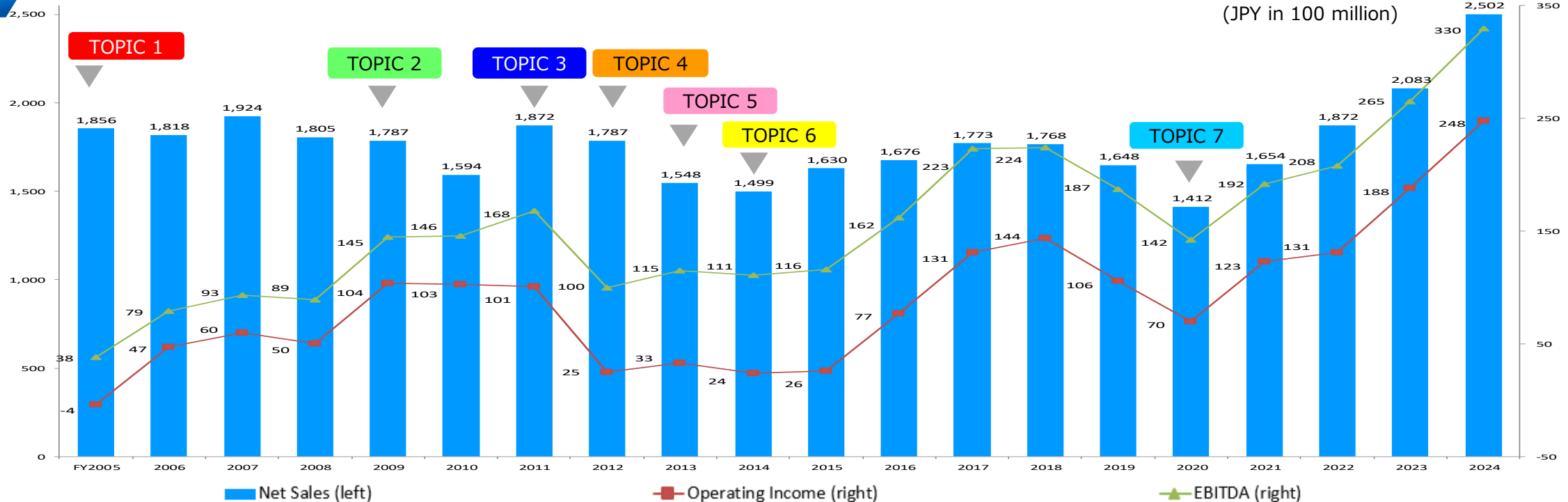
Japan	TOMY TEC, T-ARTS TOMY Marketing Company, Ltd KIDDY LAND, etc	Number of consolidated subsidiaries: 35
North America Europe and Oceania	TOMY Holdings TOMY International, etc	
Asia	TOMY Hong Kong TOMY Thailand , etc	

## Distribution of Ownership among Shareholders

As of Mar 31, 2025



# Overview of TOMY



- TOPIC 1** TAKARA was merged into TOMY, and this absorption-type merger resulted in a substantial increase in net sales despite the recording of a large extraordinary loss.
- TOPIC 2** Operating income was boosted, not only by a reduction in products with low profitability, but also by hit performances of the Metal Fight Beyblade products for boys and the products related to the Transformers movie, as well as group-wide business restructuring.
- TOPIC 3** Acquisition of U.S. toy manufacturer RC2 boosted net sales.
- TOPIC 4** Conducted solicitation for voluntary retirement and started business structural reforms in response to struggling toy sales in Japan and worsening of overseas business performances.
- TOPIC 5** Decision to sell unprofitable video game wholesaler subsidiary (impact on net sales of -¥30.7 billion YoY) and to partially withdraw business in China led to the bottoming out of business performance.
- TOPIC 6** We announced the Medium-Term Management Plan toward the target to “Take on the Challenge toward New Growth,” focusing on promoting six business strategies, and achieved new record highs.
- TOPIC 7** The external environment has changed dramatically with the spread of the novel coronavirus disease (COVID-19). In October 2020, the Fat Brain Holdings, LLC, an independent U.S. toy company, became a subsidiary of TOMY International, Inc.
- TOPIC 8** Record earnings were achieved for two consecutive terms due in part to the growth of T-ARTS Company, KIDDY LAND, and other TOMY Group companies.

# Core Toy Brands in Japan

TAKARA  
TOMY

✓ In addition to our line-up of many long-standing toy products with stable sales, we continue to create new hit products.



- Tomica launched in 1970.
- Tomica is Japan's first palm-sized diecast toy miniature car based on Japanese vehicles.
- More than 10,000 kinds of vehicles launched, sold over 1 billion pieces.



© TOMY



- Licca is a fashion doll series, celebrating its 50th anniversary in 2017.
- Using SNS to promote the brand.



© TOMY



- Plarail is a toy train and plastic truck system based on the actual trains.
- Long-sellers celebrating their 65th anniversary in 2024.
- More than 2,083 kinds of trains launched, sold over 191.4 million pieces.



JR東海承認済 © TOMY



- Trading card game that has been sold since 2002.



TM and ©2025 Wizards of the Coast/Shogakukan/WHC

## Amusement Machines

- Arcade games for children.
- Develop products such as Pokémon FRIENDA.



\*The tags available will vary depending on the period.  
\*Some images with illustrative purpose are included.

©2024 Pokémon. ©1995-2024 Nintendo/Creatures Inc./GAME FREAK inc.  
Developed by T-ARTS and MARV  
ポケモン・ポケモン・Pokémonは任天堂・クリーチャーズ・ゲームフリークの登録商標です。

## TOMIX (Railroad models)

- No.1 share in Japan2.
- Wide range of products from rail cars to dioramas.



JR東日本商品化許諾済、JR東海承認済、JR西日本商品化許諾済、JR九州承認済、  
近畿日本鉄道(株)商品化許諾済、小田急電鉄商品化許諾済



# Overseas Core Toy Brands

- ✓ We will further expand sales of toys of Japanese origin, TOMY International toys and baby merchandise

## Global toys born in Japan



- Launched over 130 countries around the world.
- More than 730 million products sold.



© TOMY



- The 4<sup>th</sup> generation of BEYBLADE will be launched in Japan in July 2023.
- 520 million units sold over 80 countries.



©Homura Kawamoto, Hikaru Muno, Posuka Demizu, BBXProject, TV TOKYO ©TOMY

## TOMY International



- Global agriculture vehicle toys.
- Wide range of products line from preschool to high-end replicas.



- Wide range of products including baby bottles, toddler cups and plates, baby carriages, etc.



- Age-appropriate baby and infant educational toys.
- Developed with the advice of the infant specialist.



Lamaze ®  
©Disney Disney.com  
©Disney/Pixar Disney.com



# Numerical Targets



Business Vision 2030

## Becoming a globally adored Asobi powerhouse, known for its top-notch quality and boundless creativity.

Fiscal year ending March 31, 2030

Net sales

**¥300.0** billion

Operating profit

**¥30.0** billion

Operating  
profit margin

**10%**  
target

Earnings per share  
(EPS) growth rate

Continuous  
**10%**  
or more

Return on  
equity (ROE)

Continuous  
**11%**  
or more

Equity ratio

**50%**  
approx.

Total payout  
ratio

In principle  
**50%**

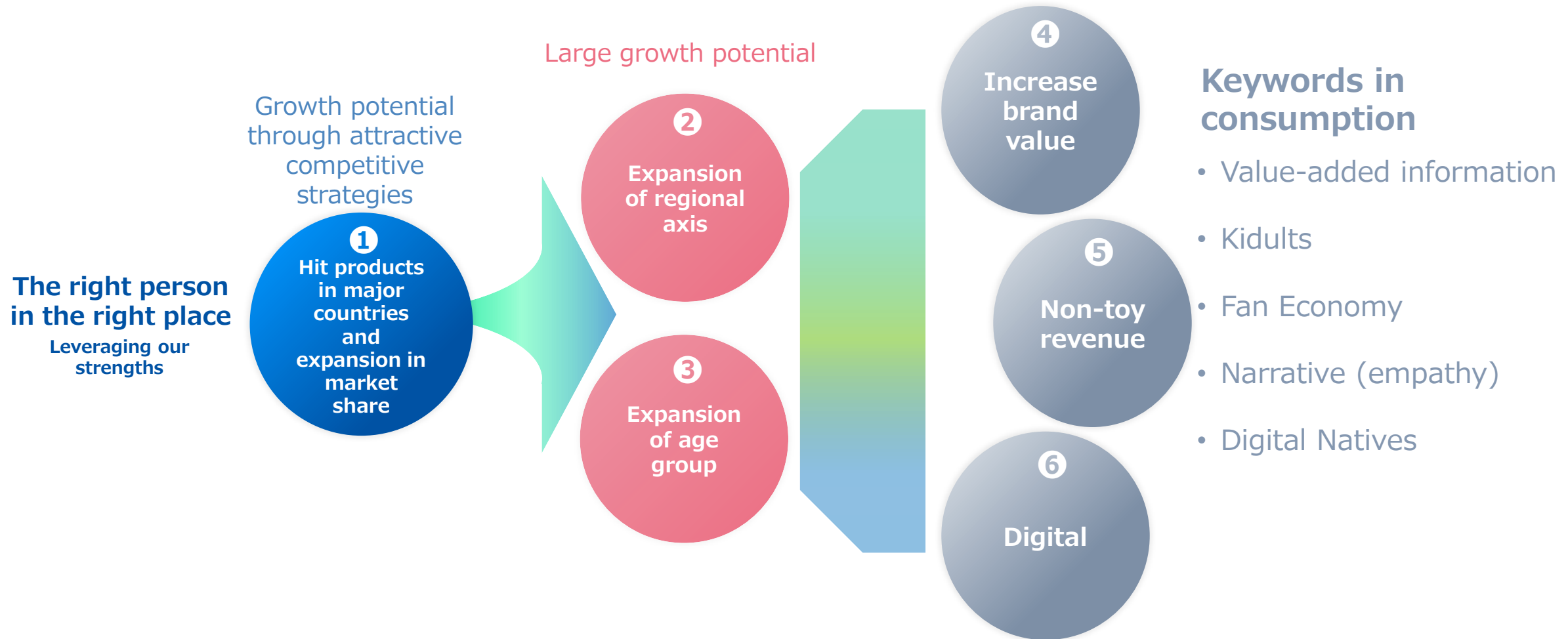
Price-to-book  
ratio (PBR)

**3** times  
target



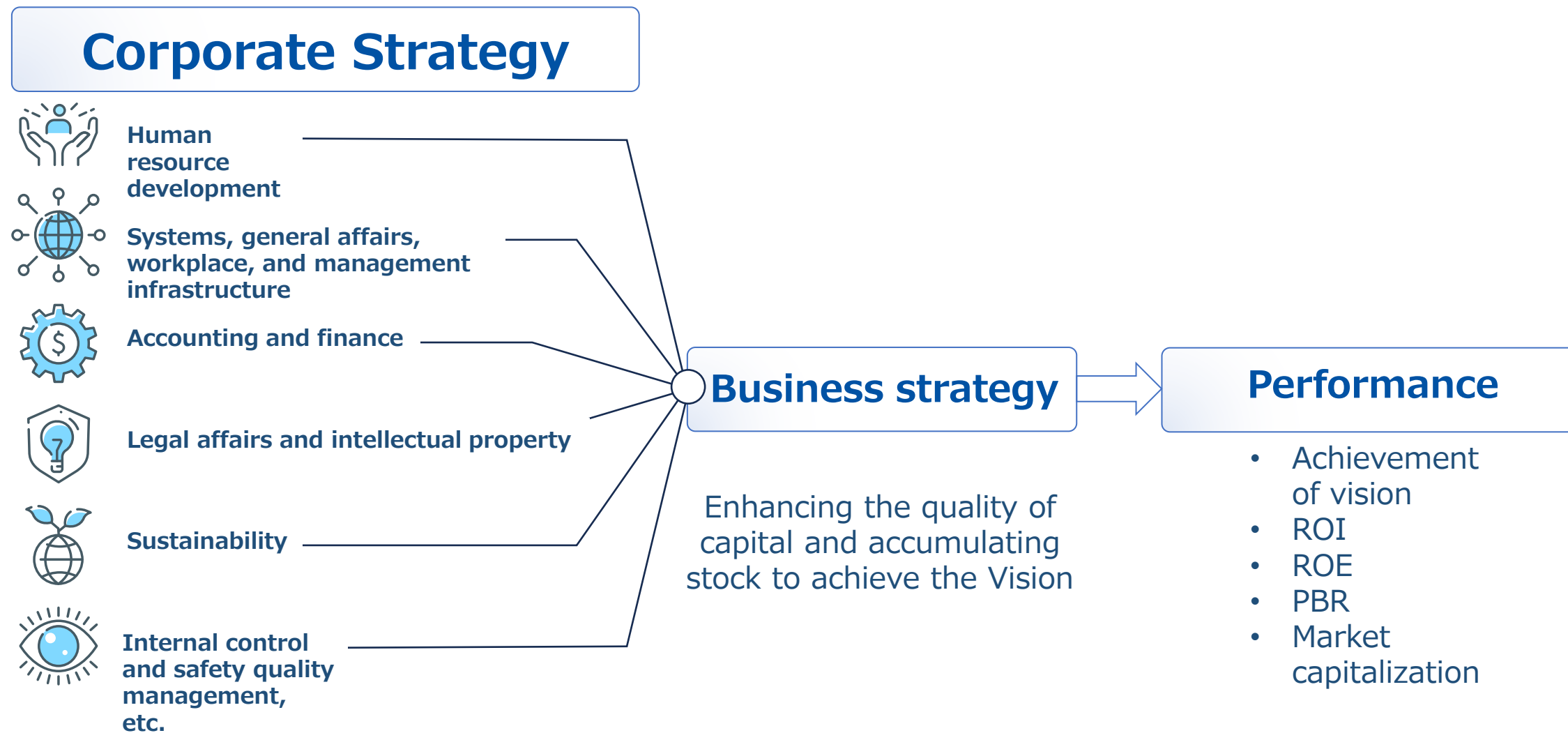
# Six key strategies leading to brand growth

Factors supporting growth



# Support System for Achieving the Vision

## Organically connecting strategies by function to business strategies.







# Experienced Management, Strong Board



- ✓ A management system with two Representative Directors was introduced and we are promoting prompt management.
- ✓ In FY2018 a female Director was elected and in FY2019 the Board of Directors is composed of a majority of Outside Directors. As such, we are striving to strengthen the Board of Directors.
- ✓ From FY2020, the number of female Outside Directors will be increased by two to three, and the number of Outside Directors will continue to constitute the majority.
- ✓ In June 2024, Akio Tomiyama was appointed Representative Director, President and a new management structure was launched.



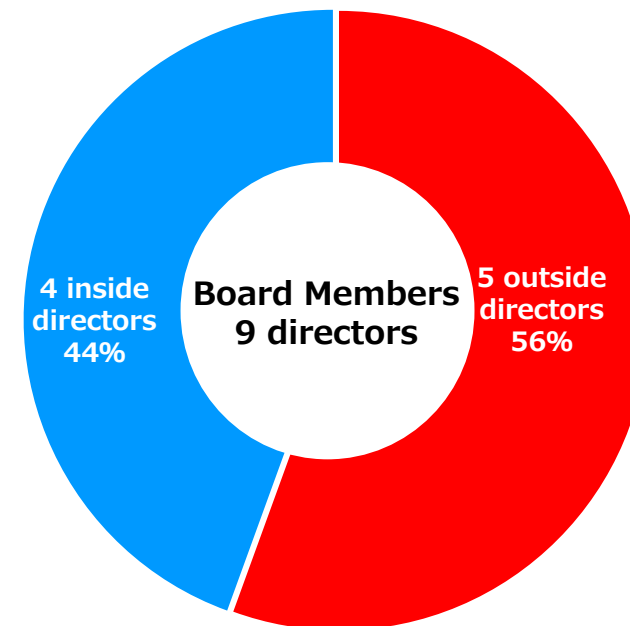
**Kazuhiro Kojima**  
Representative Director,  
Chairman

Apr. 1983 Joined Mitsubishi Corporation  
Apr. 2008 Executive Officer, Marunouchi Capital Co., Ltd.  
Jun. 2009 Outside Director, TOMY Company, Ltd  
Apr. 2012 Board Director, Senior Executive Officer, Deputy Head of Corporate Strategy Bureau  
Jun. 2012 Managing Director, Deputy Head of Corporate Strategy Bureau  
Apr. 2013 Managing Director, Deputy Head of Corporate Administrations  
Jun. 2013 Board Director, Senior Executive Officer & CFO, Head of Corporate Administrations, in charge of Internal Control & Audit Group  
Oct. 2014 Board Director, Senior Executive Officer & CFO, Head of Corporate Administrations  
Apr. 2017 Board Director, Executive Managing Officer & CFO, Head of Corporate Administrations  
Jun. 2017 Representative Director, COO & CFO  
Jan. 2018 Representative Director, President & COO  
Apr. 2024 Representative Director, President & CEO  
Jun. 2024 Representative Director, Chairman & CEO  
Apr. 2025 Representative Director, Chairman (to present)



**Akio Tomiyama**  
Representative Director,  
President & CEO

Nov. 2010 Joined TOMY Company  
Nov. 2015 US & EU Business Division  
Jan. 2017 TOMY International, Inc.  
Apr. 2018 Joined TOMY International, Inc. CSO  
Jul. 2018 Global R&D Division, R&D Headquarters  
Jan. 2020 Senior Executive Officer  
Apr. 2020 Senior Executive Officer, Chief Head of Business Headquarters  
Jun. 2020 Board Director & Senior Executive Officer Chief Head of Business Headquarters  
Apr. 2022 Managing Director, Chief Head of Business Headquarters  
Apr. 2023 Board Director, Executive Vice President  
Apr. 2024 Board Director, Executive Vice President & COO  
Jun. 2024 Representative Director, President & COO  
Apr. 2025 Representative Director, President & CEO (to present)



✓ The TOMY Group takes an original approach to CSR activities. TOMY has a long-term commitment to making advances in these areas.

※「Sustainability」 [www.takaratomy.co.jp/english/company/csr/](http://www.takaratomy.co.jp/english/company/csr/)

## Accessible toys

In 1980, TOMY began to develop “accessible toys” which are products that differently-abled people can use without difficulties. TOMY is an advocate of this initiative and expands the activity not only across the Japanese toy industry but also to other industry.



Logo for Accessible Design Toys



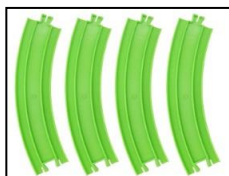
Raised dot

## Eco-toys

In addition to manufacturing environmentally friendly toys, TOMY intends to help inspire a sense of responsibility for the environment to children, who hold the keys to the future. As an industry leader in this field, TOMY launched its Eco-Toy program in 2011 and started reducing toys made with safe, recycled plastic in July 2012. Consequently, the Plarail “Eco Straight-Line Rail” and “Eco Curved Rail” products were the first toys to be certified to carry the Eco Mark by the Japan Environment Association.



Eco Mark



These “green rails” are composed of 50% or more safe recycled materials.



Eco Toy Mark

## Safety and quality criteria

In our global development of products, we ensure our products are safe and high quality not only by complying with the laws and ordinances, and regulatory standards of each country and region, but also by establishing original TOMY Group safety and quality criteria. By ensuring our products adhere to these stricter standards, we aim to prevent accidents from ever occurring.

In addition, once a year, all employees in Japan and overseas are invited to participate in a training session led by the units in charge of product safety and quality, which are geared toward promoting awareness and understanding of the importance of safety and quality control.



Testing being conducted on in-house equipment

## Next generation education support

Through the toy “THE GAME OF LIFE,” which has been popular for more than half a century, TOMY is implementing the “SDGs Game of Life Project for Everyone” throughout Japan, a class program in which participants can learn about the SDGs and take action to contribute to the community by doing what is in their power to realize a future in which “no one is left behind.”



“SDGs Game of Life Project for Everyone”



Online course carried out by employees as teachers