



Quality Asobi can inspire and delight the world.

Notice: This English version is a translation of the original Japanese document and is only for reference purposes. In the case where any differences occur between the English version and the original Japanese version, the Japanese version will prevail.

**TOMY Company, Ltd.
Fiscal Year 2024 Results
(April 1, 2024-March 31, 2025)**

**May 13, 2025
TSE Securities Code: 7867**

Fiscal year ended March 31, 2025 Financial Highlights (April 1, 2024-March 31, 2025)

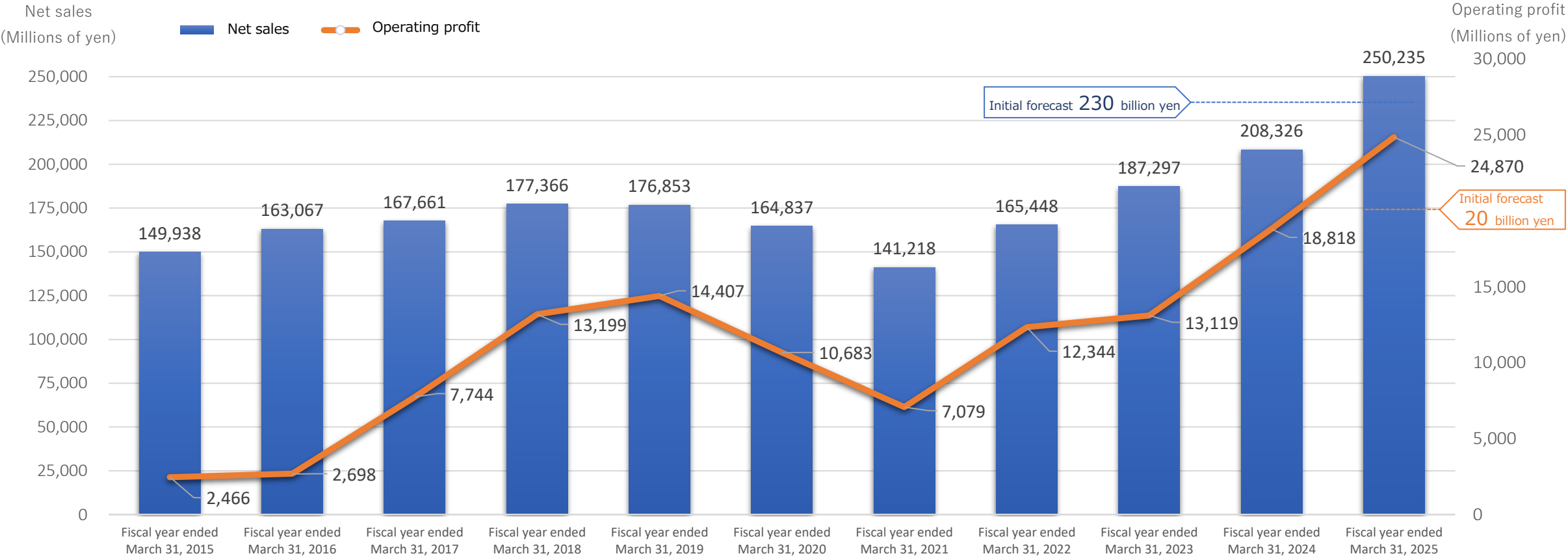
May 13, 2025

Goshiro Ito
Board Director, Senior Executive Officer & CFO

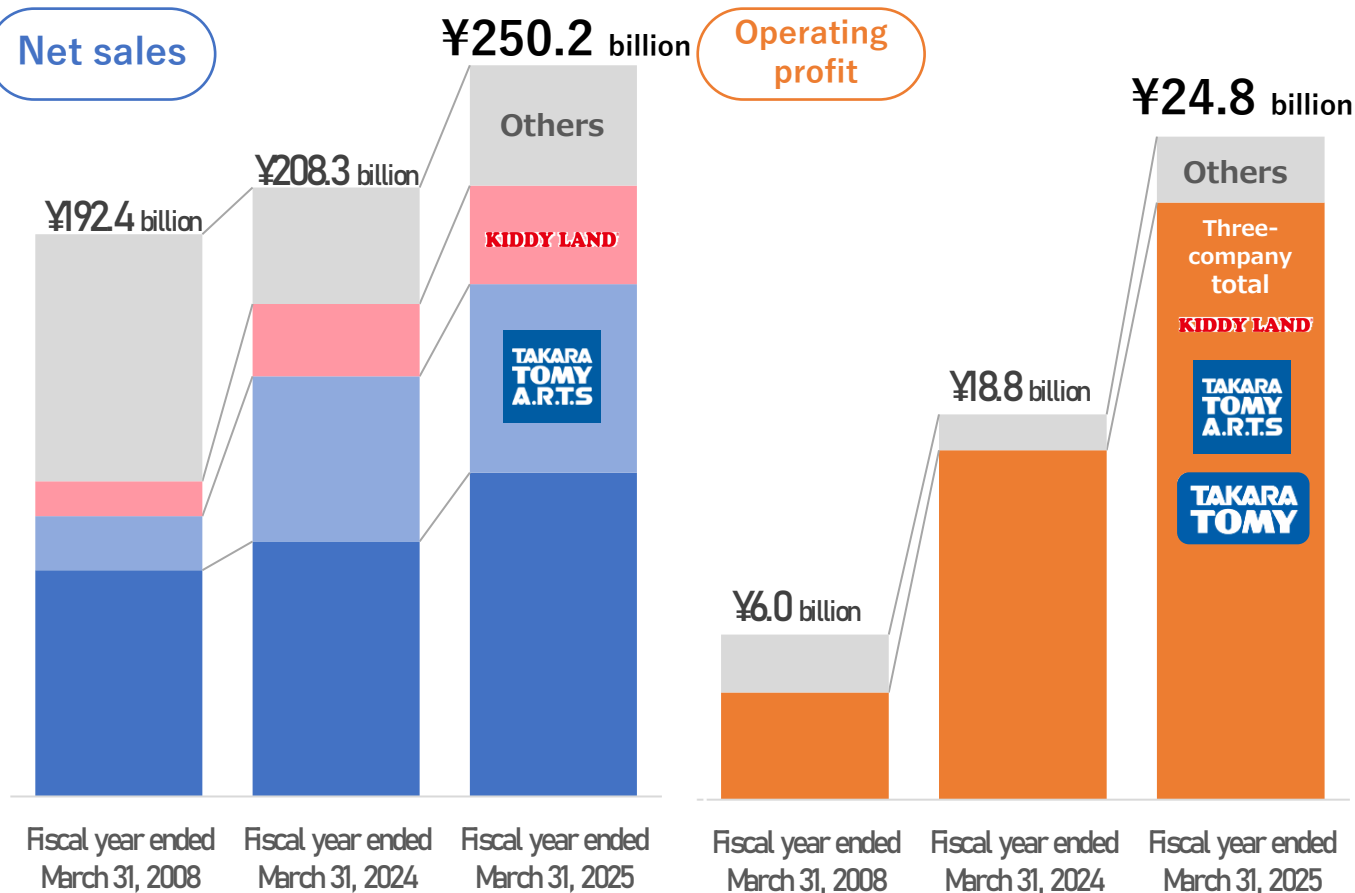


Performance trends (net sales and operating profit)

**Achieved record-high results in terms of both net sales and profits,
and a strong start that exceeded initial forecasts in the first year of the in the first year of
the Medium- to Long-Term Management Strategy**



Growth centered around TOMY Company, T-ARTS Company, and KIDDY LAND



KIDDY LAND

- Increase in number of customers including inbound demand
- Increase in sales of popular character toys
- Touchpoint growth through events

T-ARTS Group

*T-ARTS Company, Penny, T-ARTS Korea

- Continued popularity of GACHA capsule toys
- Expansion of sales of plush toys, daily consumer products, etc.
- Increased popularity of amusement machines (in Japan and in Asia)

TOMY Company

- Increased popularity of standard brands (in Japan and in Asia)
- Business growth through expansion of age group (digital, etc.)
- Increased popularity and launch of BEYBLADE X in Europe and U.S.



Consolidated Income Statements



¥100 million

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Change
Net sales	2,502	2,083	+419
Cost of sales	1,488	1,233	+255
Gross profit	1,013	849	+164
Operating profit	248	188	+60
Operating profit margin	9.9%	9.0%	+0.9%
EBITDA	330	265	+65
Ordinary profit	240	178	+62
Profit attributable to owners of parent	163	98	+65
ROE	15.8%	10.5%	+5.3%

Key points

- Contributions from the performance growth of TOMY Company, T-ARTS Company, and KIDDY LAND led to record-high net sales
- Due to the increase in gross profit accompanying the rise in net sales, operating profit, ordinary profit, and profit attributable to owners of parent also reached record highs
- The operating profit margin improved by 0.9% compared to the previous fiscal year, partly due to the improvement in the SG&A ratio
- ROE increased by 5.3% compared to the previous fiscal year, also due to the growth in profit attributable to owners of parent

* Sum of amortization of goodwill and intangible assets associated with the acquisition of TOMY International (TI): ¥2.2 billion for the period under review; ¥2.2 billion for the same period of the previous FY
* EBITDA=Operating profit + depreciation + amortization of goodwill * Dollar conversion rate: 152.57 during the period under review; ¥144.62 during the same period of the previous FY



Selling, general and administrative expenses



¥100 million

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Change
SG&A (total)	764	661	+103
SG&A ratio	30.5%	31.7%	-1.2%
Personnel expenses	242	227	+15
Advertising expenses	176	132	+44
R&D expenses	57	48	+9
Distribution expenses	89	82	+7
Amortization of goodwill and intangible assets associated with acquisition of TI	22	22	-0
	\$14 MM	\$15 MM	-\$1 MM

* All figures have been rounded down to the nearest ¥100 million.

Key points

- Increase in personnel expenses due to business expansion
- Increase in advertising expenses due to increased business promotion
- SG&A ratio decreased by 1.2% compared to the previous period

Operating results by segment

¥100 million

		Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Change
Net sales		2,502	2,083	+419
	Japan	2,110	1,700	+410
	Americas	311	300	+11
	Europe	71	66	+5
	Oceania	27	25	+2
	Asia	682	578	+104
	Eliminations and corporate	-700	-588	-112
Operating profit / (loss)		248	188	+60
	Japan	276	222	+54
	Americas	-1	-4	+3
	Europe	-3	-7	+4
	Oceania	1	1	-0
	Asia	26	19	+7
	Eliminations and corporate	-51	-43	-8

* All figures have been rounded down to the nearest ¥100 million.

Key points

- In Japan, growth centered around TOMY Company, T-ARTS Company, and KIDDY LAND
- In Asia, in addition to toy sales including TOMICA, the production subsidiary TOMY (Hong Kong) Ltd. also grew.
- In the Americas, Fat Brain Holdings, LLC and the mainstay operating company TOMY International, Inc. posted solid results.



Net Sales by Region



¥100 million

Region	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Change
Japan	1,630	1,347	+283
North America	452	395	+57
Europe	124	85	+39
Oceania	34	28	+6
Asia	250	219	+31
Others	10	7	+3
Total	2,502	2,083	+419
Ratio of overseas sales	34.9%	35.3%	-0.4%

*Net sales are categorized into a country or region based on the customer's location.

*All figures have been rounded down to the nearest ¥100 million.

Key points

- Japan: Sales growth centered around TOMY Company, T-ARTS Company, and KIDDY LAND
- North America, Europe, and Oceania: Launch of BEYBLADE X contributed to sales
- Asia: Sales growth of standard brands such as TOMICA, rollout of BEYBLADE X in full swing, and sales growth of SHINKALION CHANGE THE WORLD



Consolidated Balance Sheets Breakdown



■ Key year-on-year items changed

¥100 million

Account	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Change
Inventories	220	194	+26
Japan	115	102	+13
Overseas	122	108	+14
Elimination of unrealized profits	-17	-17	-0
Long-term/short-term total borrowings	41	103	-62
Net cash (Cash and deposits less borrowings)	519	539	-20
Equity ratio	64.2%	60.1%	+4.1%

* All figures have been rounded down to the nearest ◆◆¥100 million◆◆.

		Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2024	Change
Goodwill balance of TOMY International, Inc.	\$MM	74	86	-12
	¥100 million	111	131	-20
Intangible assets balance of TOMY International, Inc.	\$MM	58	60	-2
	¥100 million	87	92	-5

<US\$ FX rate at end of period> the period under review: ¥149.52, the same period of the previous FY: ¥151.41

Consolidated Earnings Forecasts and Dividend Forecast for Fiscal Year Ending March 31, 2026



The annual dividend will be maintained, despite the impact of U.S. tariffs

Full-year consolidated earnings forecasts

¥100 million

	Fiscal year ending March 31, 2026 Forecast	Fiscal year ended March 31, 2025 Actual	Change
Net sales	2,600	2,502	+98
Operating profit	220	248	-28
Ordinary profit	218	240	-22
Profit attributable to owners of parent	140	163	-23

* All figures have been rounded down to the nearest ¥100 million.

*The consolidated earnings forecasts for the fiscal year ending March 31, 2026 are based on information currently available.
If any events requiring disclosure occur in the future, such as changes in U.S. trade policy, they will be promptly disclosed.

Annual dividends

Fiscal year ending March 31, 2026
Forecast

¥64



Fiscal year ended March 31, 2025
Planned

¥64



(Current situation) The ratio of products manufactured in China for the U.S. market is slightly over 50%

Impact on profit and loss

- Increase in costs due to higher tariff rates
- Reduction in sales due to passing on of costs through pricing
- Decrease in demand due to changes in the market environment

Impact amount

- Estimated impact on profits for fiscal year ending March 31, 2026: approximately -¥3 to -¥5 billion
- As of May 13 (Japan time), the assumption is that the tariff measures already announced by the U.S. government will be maintained throughout the fiscal year
China (+30%), Others (+10%)



Countermeasures

- Accelerate the shift in production locations for products for the U.S. (Vietnam, Indonesia, etc.)
- Review strategic priorities in light of changes in the external environment (expansion of age groups and regional axes)



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

Continuously
10%
or more

Return on equity
(ROE)

Continuously
11%
or more

Equity ratio

50%
approx.

Total payout ratio

In principle
50%

Price-to-book ratio
(PBR)

3 times
target



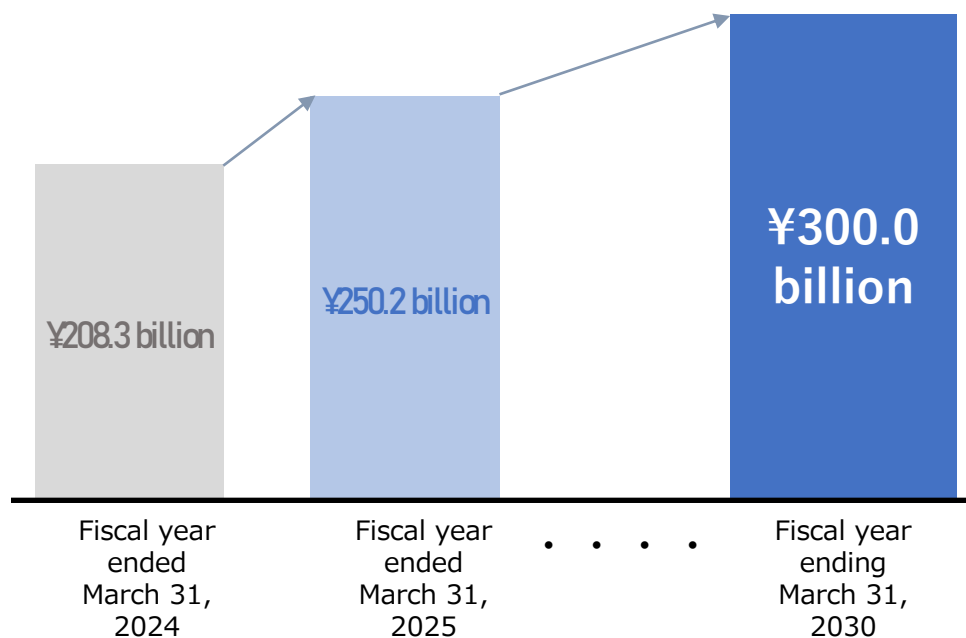
Progress of Medium- to Long-Term Management Strategy



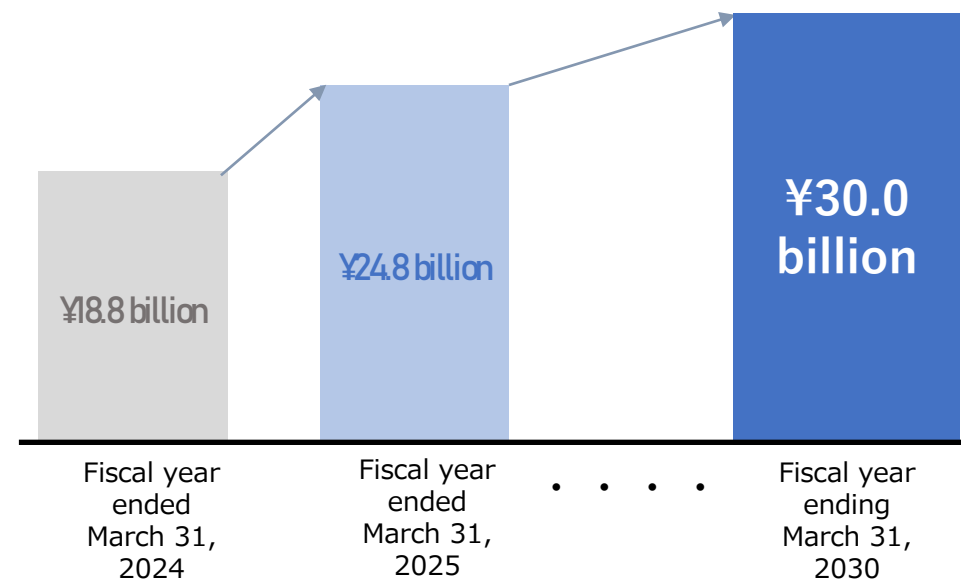
Target management indicators

	Operating profit margin	Earnings per share (EPS) growth rate	Return on equity (ROE)	Equity ratio	Total payout ratio	Price-to-book ratio (PBR)
Fiscal year ending March 31, 2030	10% target	Continuously 10% or more	Continuously 11% or more	Approx. 50%	50% in principle	3 times target
Fiscal year ended March 31, 2025	9.9%	69.1%	15.8%	64.2%	53.4%	2.9 times

Net sales



Operating profit



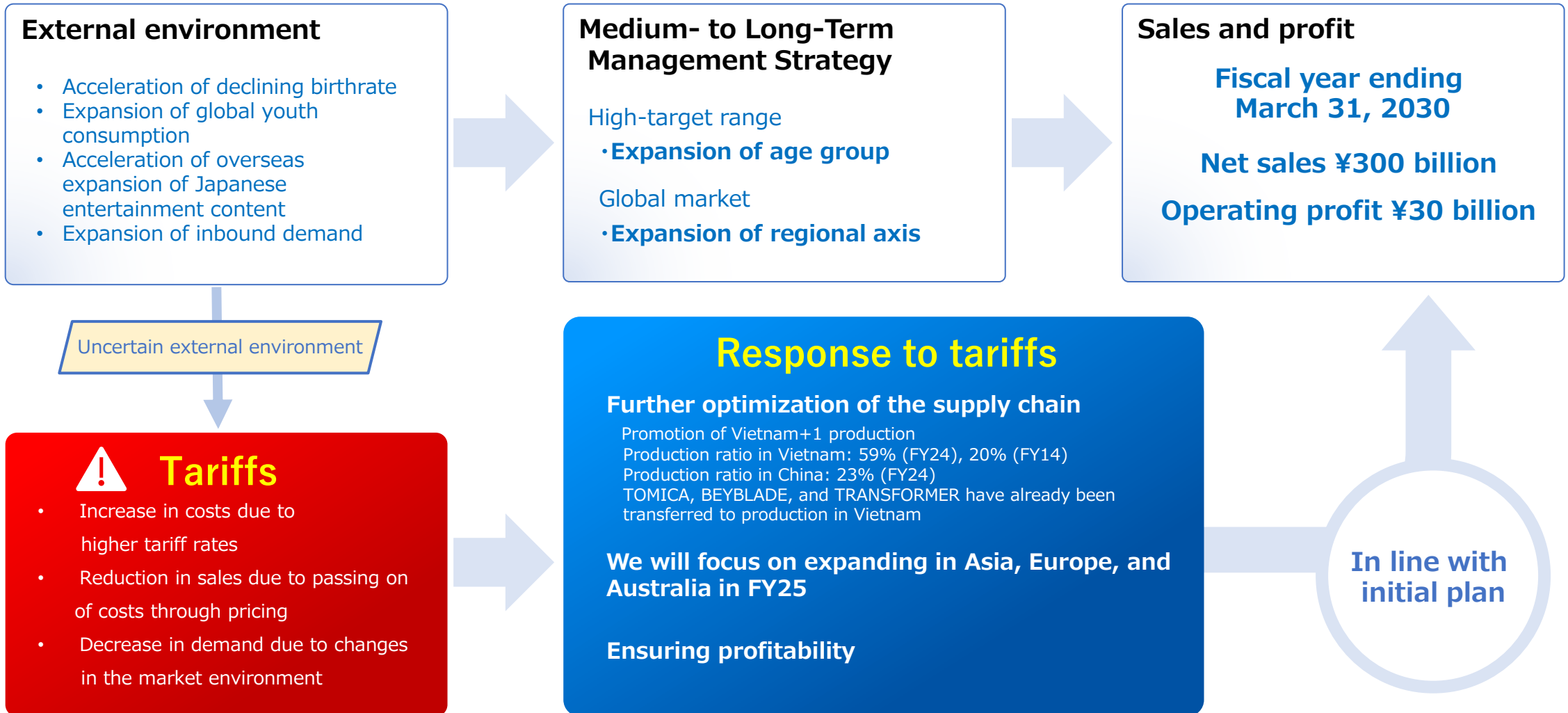
Business Review

Akio Tomiyama
Representative Director, President & CEO



Medium- to Long-Term Management Strategy 2030 Outlook (Strategy)

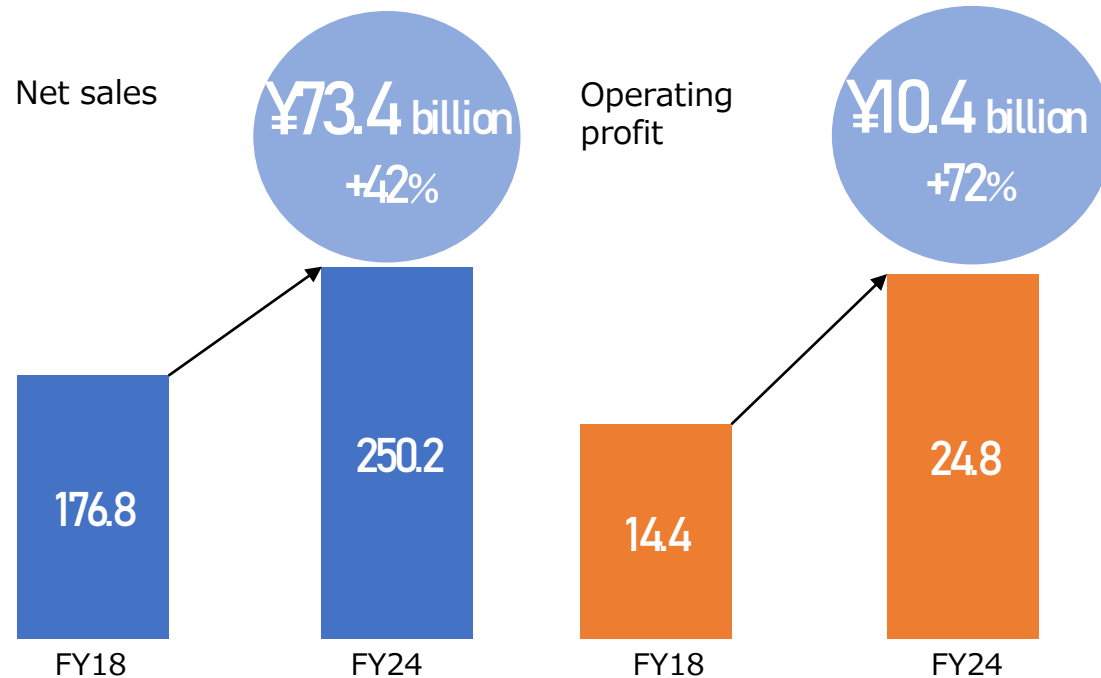
Seize changes in the external environment as opportunities, strengthen corporate foundations, and increase the likelihood of achieving plans





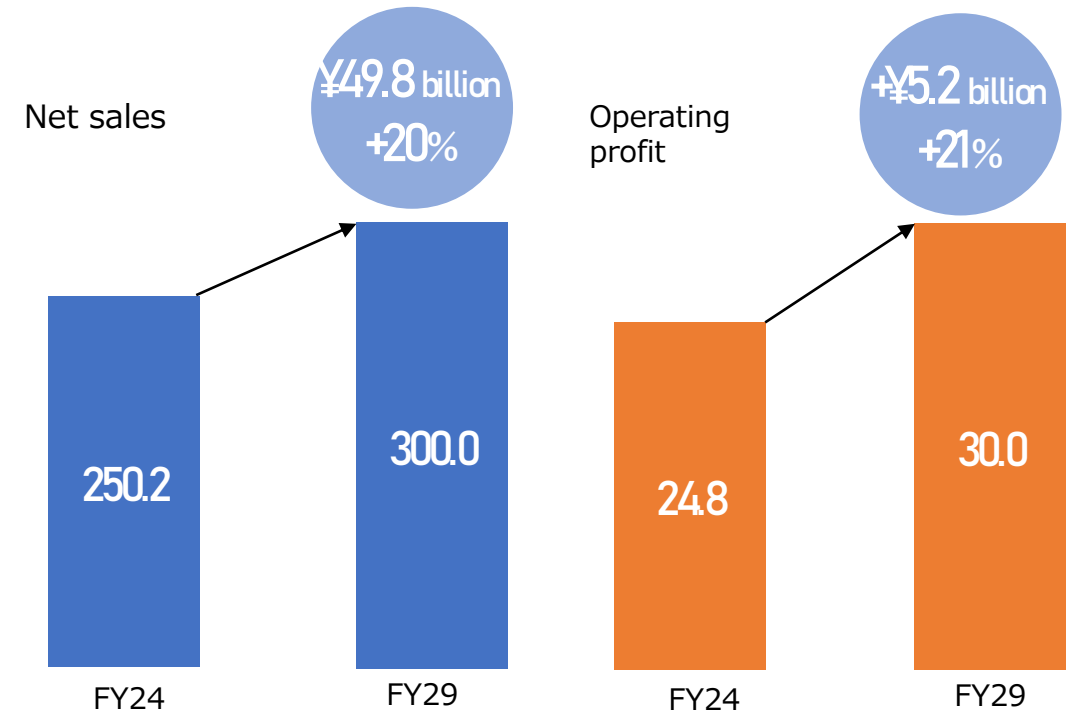
Results over the past six years

Fiscal year ended March 31, 2019 → Fiscal year ended March 31, 2025



Outlook for the next five years

Fiscal year ended March 31, 2025 → Fiscal year ending March 31, 2030



Increase investment in brand and product development for Kidults

Covering generations that were not previously approached
Both males and females



Leveraging long-selling brands and strengths that appeal to Kidults

BEYBLADEX
ベイブレードエックス

プラレール



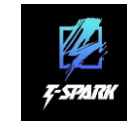
Gacha

KIDDY LAND

リカちゃん



TCG

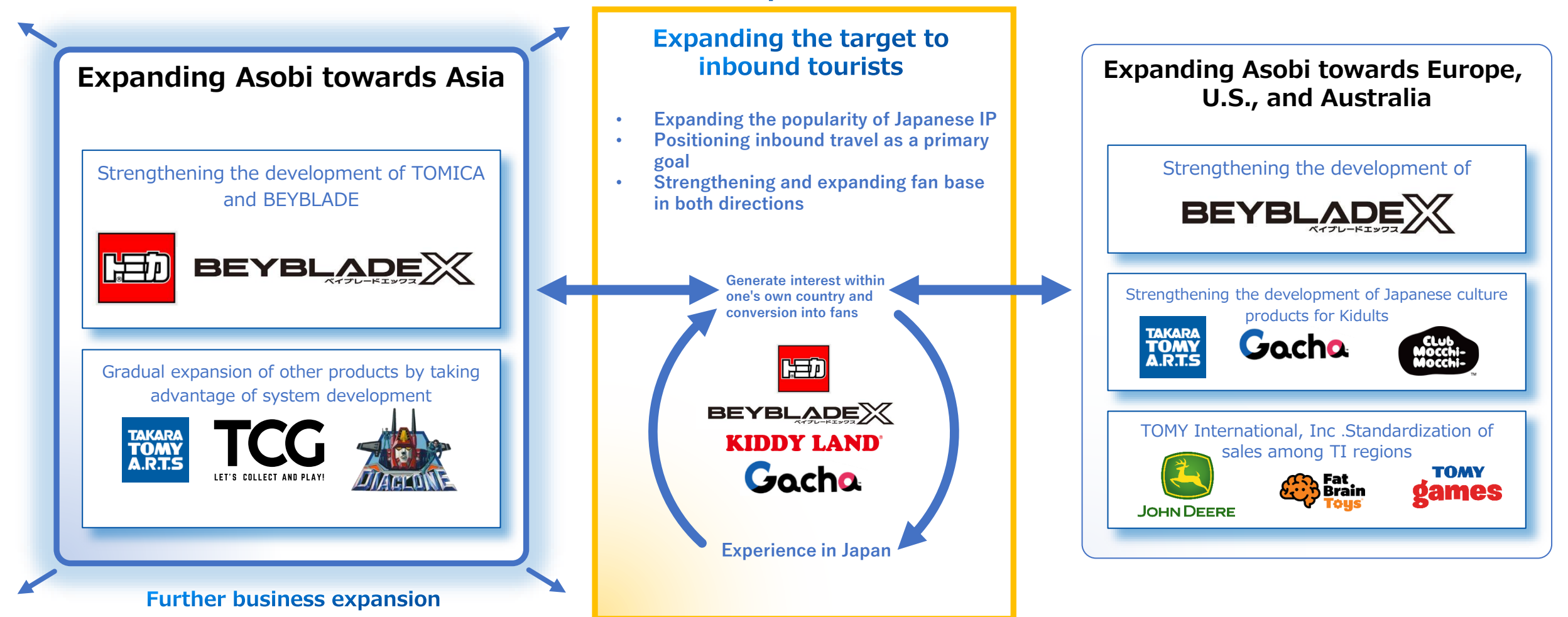




Medium- to Long-Term Management Strategy 2030 Expansion of regional axis

Expansion of regional axis in both directions

Brand expansion from Japan to overseas + overseas to Japan (inbound tourists) focused on Asobi experiences



Expanding age groups and regional axes by delving deeper into long-selling IPs



- Expanding products for Kidults

- TOMICA Premium
- Dream TOMICA
- tomica+ (tomica Plus)



- 55th anniversary promotion

- Expansion in the Chinese market

- Information dissemination from brand stores
- Product development for the high-target segment



© TOMY



- Full-scale global expansion

- Japan, Asia, Europe, and the U.S.
- World championships
- Holding BEYBLADE X WORLD CHAMPIONSHIP 2025



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- Expanding the size of the TCG market

- Growth of DUEL MASTERS

- Collaborations with popular VTubers, etc.

- Promoting expansion in Asia

- DUEL MASTERS, DETECTIVE CONAN Card Game

- Expanding digital development

- DUEL MASTERS PLAY'S



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- Full-scale entry into the hobby market

- Participation in hobby events

- Promoting expansion in Asia

- Trial implementation of e-commerce in Europe and the U.S. (TOMY+)



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Developing TCG and hobbies into promising new content

Highlights (T-ARTS Company)

Expanding age groups and regional axes, focusing on GACHA capsule toys, plush toys, and daily consumer products



- Continuous growth through expansion of number of machines installed in and SKUs



- 60th anniversary promotion



- Trial rollout of GACHA (Australia)



- Building planning, sales, and production systems for North American rollout

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- Sales growth through domestic and overseas expansion
- Continuing consideration of North American expansion for medium- to long-term growth



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- Expansion of amusement machines in Asia



- Introduced in April 2025
China, Hong Kong, Taiwan
Indonesia, Malaysia
Singapore
- Scheduled for introduction in July 2025
South Korea



- Introduced AIPRI in April 2024 and Pokémon FRIENDA in July 2024



- IP strategy for the Pretty series
Expanding development by utilizing digital assets, including arcade games, goods, live events, store expansions, and prizes.



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Highlights (KIDDY LAND)

Performance growth driven by capturing inbound demand and expanding character popularity

Fiscal year ended March 31, 2025

- **Continued expansion of inbound demand**
 - Sales growth at flagship stores in urban areas, especially at Harajuku Store and Umeda Store
- **Character specialty stores and event deployments are well received**
 - Character popularity continues
 - As a new initiative, Hololive official shop opened at Tokyo Station (November 2024)



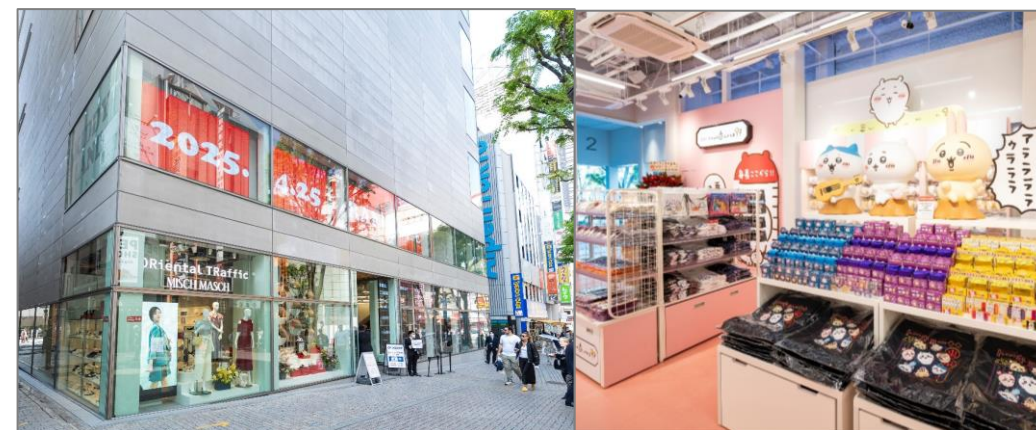
Fiscal year ending March 31, 2026

- **Store opening strategy centered on urban areas**
(Expansion of regional axis)
Capturing inbound demand
 - April 2025: Opened Shinjuku Store,
 - Nagoya Parco Store, and Hiroshima Parco Store
- **Expansion of character popularity**
[including the development of new IPs]
(Expansion of age group)



	Fiscal year ended March 31, 2024	Fiscal year ended March 31, 2025	Fiscal year ending March 31, 2026 plan
Store openings	+5	+3	+3
Store closings	-2	-7	-2
Number of stores	72	68	69

*As of May 2025





Approach to overseas business in the uncertain US market environment (1)



Expansion of regional axis centered on Asia



*Some IPs have not been deployed in certain countries and regions.

Expansion based on the right person in the right place

Standard brands



Action toys



Trading card games



Hobbies



Amusement machines



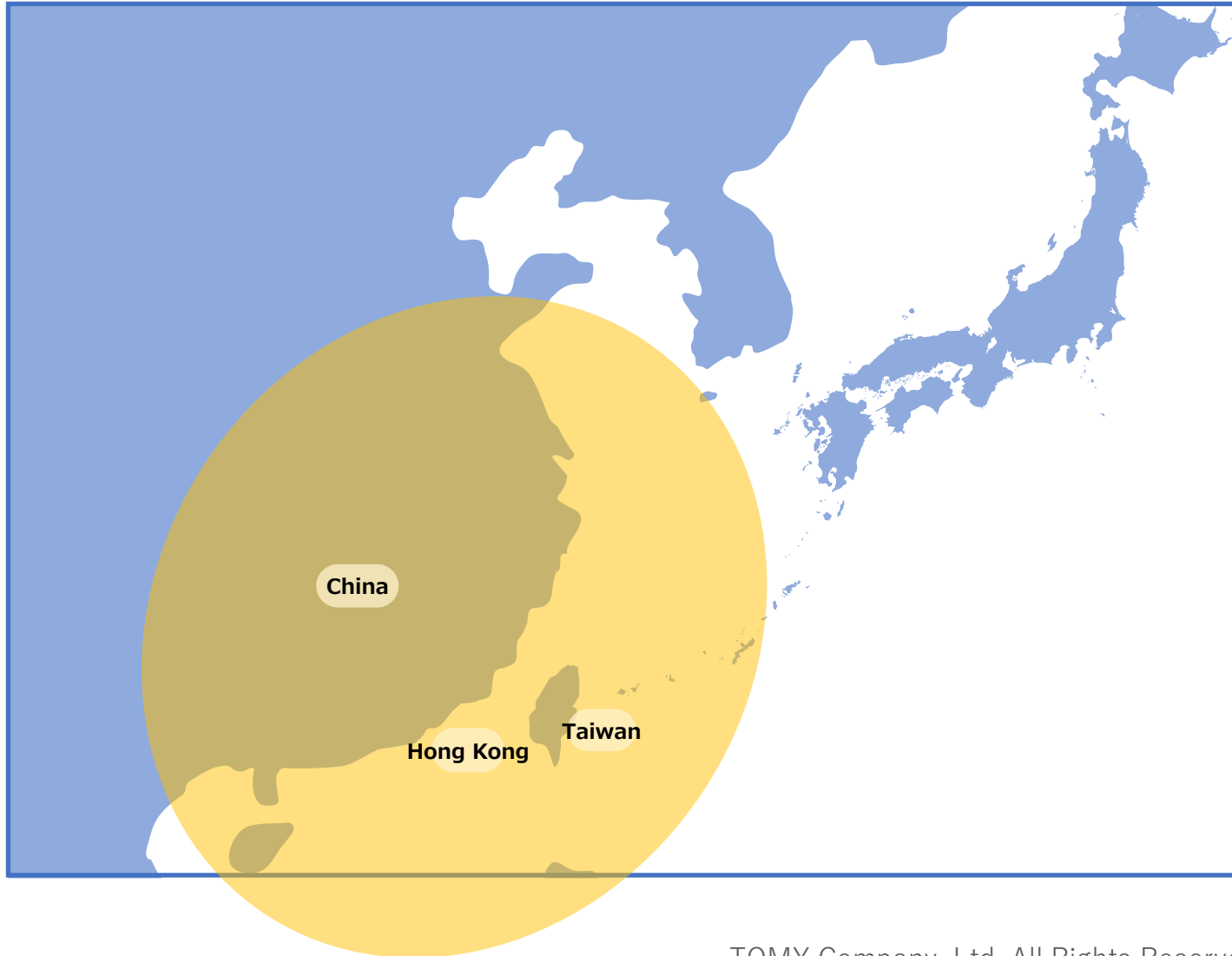
GACHA





Approach to overseas business in the uncertain US market environment (2)

Segment expansion centered on coastal areas



Brand strategy based on characteristics

① Establishment of information dissemination hubs

September 2024
Opened a TOMICA BRAND
STORE
in Shanghai



② Expansion of business opportunities

Participation in exhibition at
Diecast EXPO



③ Expansion of product offerings

TOMYTEC
TOMICA LIMITED VINTAGE



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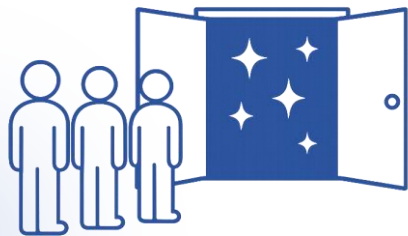


Concept

To become an organization that is self-driven toward its Vision and enable sustainable growth by utilizing the right person in the right place.

Human capital strategy with connectivity that enhances business strategy performance

Expanding human resources recruitment to strengthen business strategy
(New graduates and mid-career hires)



Revision of personnel systems focused on employee growth and job satisfaction



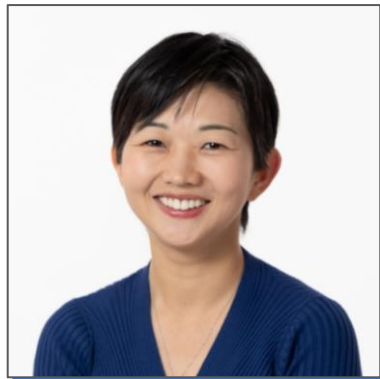
Revision of the reemployment personnel system



Developing systems to build a global organization

Executing human capital strategy and strengthening governance structure on a global level

Appointing Executive Officer and Director candidates to further expand the regional axis



Managing Executive Officer
Head of Europe, America and
Australia Business Integration HQ

Kasumi Onozawa

April 2004: Joined Recruit Co., Ltd.
January 2012: Joined GREE, Inc.
June 2013: Joined The Pokémon Company International
August 2019: Joined MG Japan Services GK as SVP
August 2022: Representative Director and CEO, with, Inc.
March 2023: Representative Director, Group CEO, Enito Group, Inc.
(resigned in December 2024)



Board Director (outside)

Masato Arisawa

April 1984: Joined The Kyowa Bank, Ltd. (currently Resona Bank, Limited)
April 2004: Joined HOYA CORPORATION
October 2008: Joined AIU Insurance Company, Ltd.
Executive Officer in charge of Human Resources
January 2012: Joined KAGOME CO.,LTD.
September 2012: Executive Officer, General Manager of Human Resources Department, Corporate Planning Division, KAGOME CO.,LTD.
October 2018: Executive Managing Officer and CHO, KAGOME CO.,LTD.
October 2023: Executive Managing Officer and CHO, KAGOME CO.,LTD.
President. Kagome Axis Co., Ltd.
(Resigned in February 2025)
April 2025: Senior Executive Officer CHRO EVP, HR Division, ISUZU MOTORS LIMITED
(current position)



Audit & Supervisory Board
Member (outside)

Natsuyo Hara

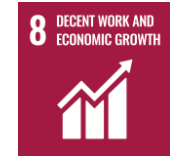
April 1989: Joined Saitama Bank, Ltd. (currently Saitama Resona Bank, Limited)
October 1995: Joined Deloitte Touche Tohmatsu (currently Deloitte Touche Tohmatsu LLC)
April 2000: Registered as Certified Public Accountant (current position)
July 2018: Head of Board of Directors Office, Deloitte Tohmatsu Group and Deloitte Touche Tohmatsu LLC
June 2019: D&I Leader, Deloitte Tomatsu Group
July 2019: Partner, Deloitte Touche Tohmatsu LLC (Deloitte Tohmatsu Group) (current position)
April 2020: Audit & Assurance Talent Leader, Deloitte Asia Pacific (current position)

※ Board Directors and Audit & Supervisory Board Members are subject to the appointment by resolution at the 74th Ordinary General Meeting of Shareholders scheduled for June 26, 2025.



Materiality 2: Improving employees' well-being

Targets/KPIs: Continual upswing in the employee work engagement score
(positive feelings/voluntary action toward work)

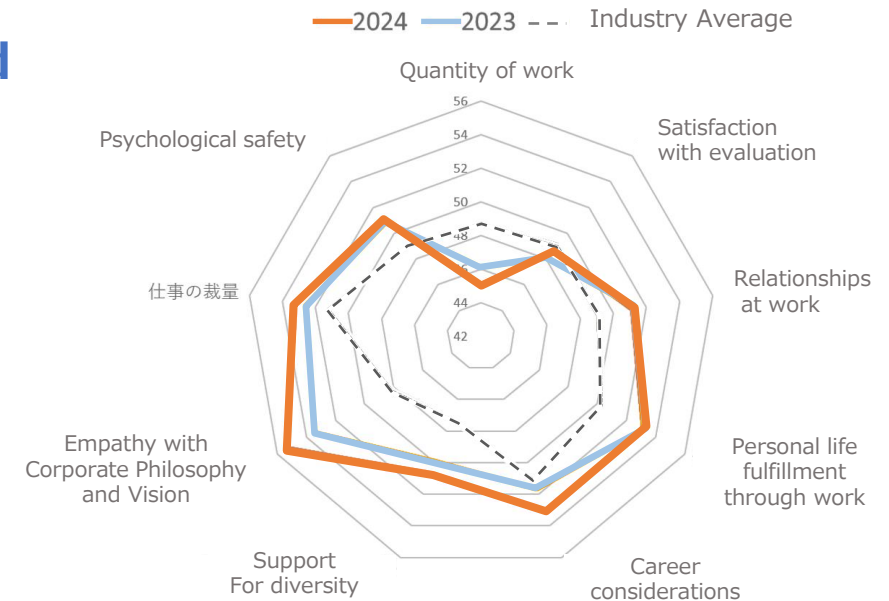


FY2024 Employee Engagement Survey

Work engagement (deviation value) has improved

FY2023 results
54.9 → **55.5**
FY2024 results

Engagement Survey Deviation Value
by TOMY Priority Issues





**Bringing Asobi to the world and
Asobi to all generations!**



Quality Asobi can inspire and delight the world.

