



G R O U P



Quality Asobi can inspire and delight the world.

TOMY Company, Ltd.
Fiscal Year 2025 Results
(April 1, 2025-March 31, 2026)

May 12, 2026
TSE Securities Code: 7867

Business Review

Akio Tomiyama,
Representative Director, President & CEO

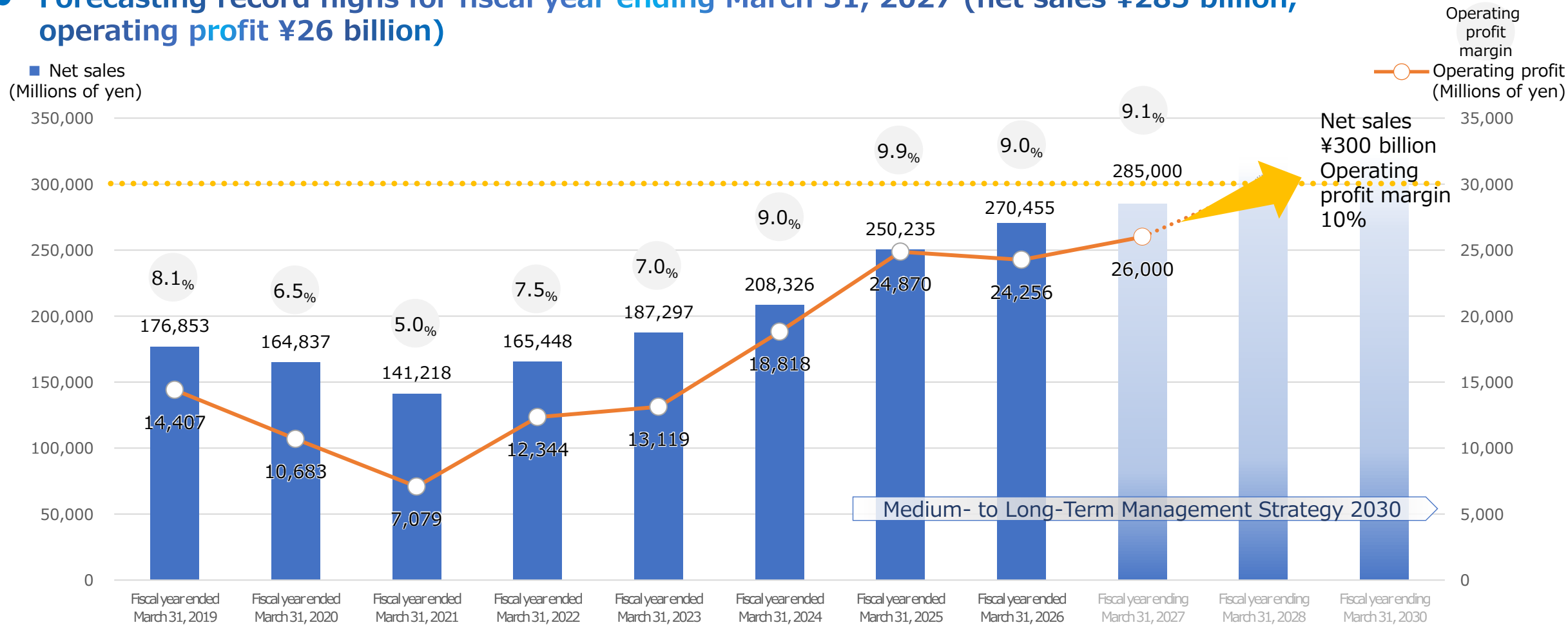


タカラトミーグループの約束

4.1億人の
けんこう
**健幸価値をアソビに
よって創出する。**

Performance Trends (Net Sales and Operating Profit)

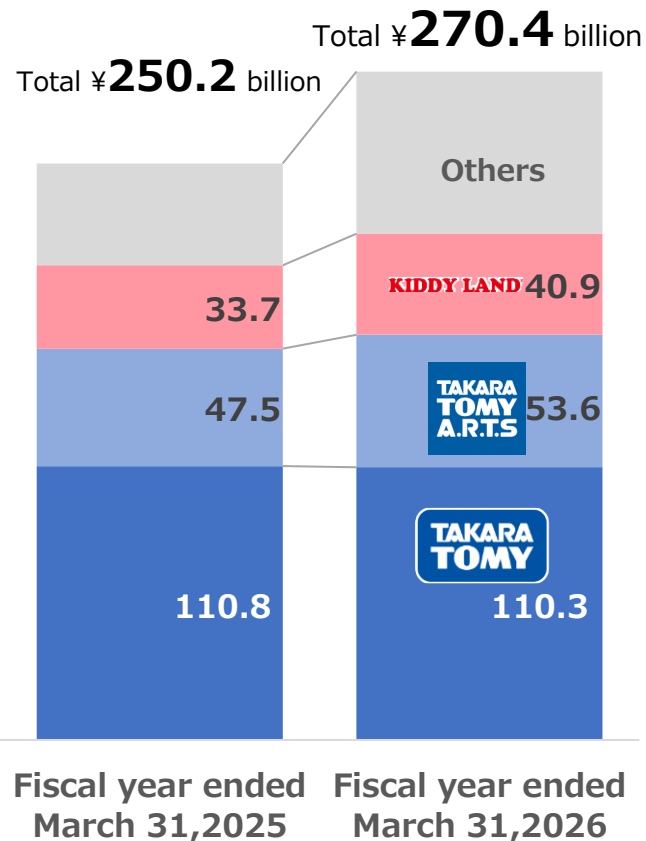
- Operating profit of ¥24.2 billion for fiscal year ended March 31, 2026 fell below previous year's level, but net sales achieved record high of ¥270.4 billion
- Forecasting record highs for fiscal year ending March 31, 2027 (net sales ¥285 billion, operating profit ¥26 billion)



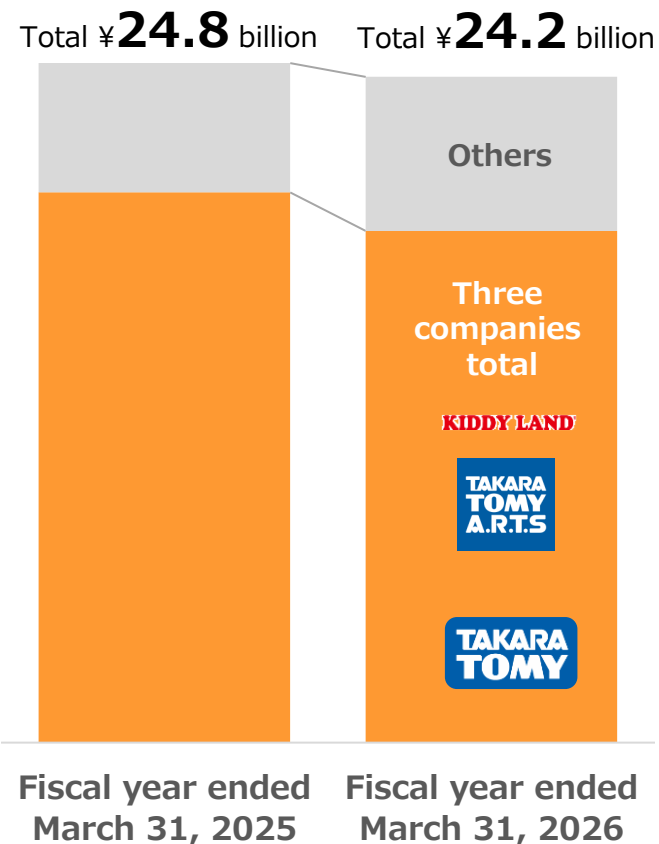
Trends of the Three Main Companies

Sales growth driven by capturing Kidults demand and the growth of Group companies led to more stable performance

Net sales



Operating profit



KIDDY LAND

- Expansion of sales for Kidults
- Increase in number of customers, including inbound demand

T-ARTS Group

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

- Expansion of sales of plush toys
- Increased popularity of amusement machines (in Japan and in Asia)

TOMY Company

- Increased popularity of TOMICA (in Japan and in Asia)
- Expansion of sales of TCG and hobbies

Use stability of business platform as a lever to accelerate growth overseas

Kidults market growing rapidly worldwide

**External environment
Rising popularity of content originating in Japan**

Expansion of inbound demand

TOMY Group growth strategy

Japan: Building a stable business platform

- Expand KIDDY LAND store openings
- Roll out products focused on standard brands
- Capture Kidults/inbound demand (GACHA capsule toys, plush toys, TCG, hobbies, etc.)



KIDDY LAND OMOKADO store
Opening April 2026



GACHA capsule toy shop opening
(Haneda Airport)

Asia: Promoting different strategies by region

- Due to the characteristics of the Asian market, easy to see results from measures implemented
- Develop and expand localized brands for each market
- Promote capture of Kidults demand (TOMICA, amusement machines, TCG, etc.)



TOMICA Brand Store
Guangzhou



Pokémon MEZASTAR
launch (Shanghai)

Europe, U.S., and Australia : Growth engine over the medium to long term

- Focus on overseas markets with significant growth potential
- Make up-front investments to build platform for future growth
- Capture Kidults demand (utilize e-commerce)



North American launch of the "LICCA" doll brand



North American launch of GACHA capsule toys

© TOMY © 2026 SANRIO CO., LTD. Used Under License. © TOMY © Kanehito Yamada, Tsukasa Abe/Shogakukan/ "Frieren" Project © TOMY © Panda's ana

Toward "ONE TAKARATOMY"

Previously (local optimization)

Issues

- Functions dotted around the globe
- Overlap between functions occurs

TAKARA TOMY



TAKARA TOMY A.R.T.S



KIDDY LAND



TOMY International



...



Going forward (overall optimization)

1. Strengthen connections between segments, including Japan, Asia, Europe, U.S., and Australia
2. Improve efficiency of human capital, develop global human talents
⇒ Generate synergies through cross-Group structures to improve ability to respond to Kidults market

Consolidation of core business & strengths

TAKARA TOMY

Local marketing Product launches and responsibility for figures

Product & Brand Core Group

• Brand Business



• Action Brands & TCG Business



• Character Business



• Digital Business



International Integration Office

International Commercial Group

Asia Business

Asia Commercial Group

Highlights (KIDDY LAND)

Maximize the appeal of KIDDY LAND (“Kawaii” x experiential value) through strategic store openings

Offering “experiences you can only have here”

Maximize experiential value through staging of the space and launch of limited editions

Character specialty stores



A hub for transmitting “Kawaii” culture

Attract fans from both Japan and overseas through extensive product lineups of popular

KIDDY LAND OMOKADO store



Opening
April 24, 2026(Friday)

Implementing differentiation from existing stores by positioning them as hubs to transmit information that links “Kawaii” to the future

4F OMOKADO, Omotesando, Tokyo

New specialty store



Secret mascot specialty shop

Displays to reproduce the space



hololive production official shop in Harajuku

Opening stores in fashion buildings

Aim to expand the customer base through new approaches



Nagoya PARCO store
(Opened April 2025)



Hiroshima PARCO store
(Opened April 2025)

Strengthening brand with 80th anniversary as starting point



Store opening strategy centered on urban areas

Store opening plan
Scheduled to open 4 stores
(FY2026)

Strengthen overseas expansion of main businesses in pursuit of further growth

GACHA capsule toys:
Capture Kidults demographic and inbound demand with aim of generating further growth in Japan and overseas

Overseas: Full-scale launch of North American business

Expanding rollouts to **GENDA/Kiddleton North American platform**

Expanding to around 55 stores opened
Going forward, aim to continue expanding the number of locations and areas



Rolling out in all regions of North America

Joint retail business by **three companies**
(T-ARTS Company, SEGA FAVE CORPORATION, Mitsubishi Corporation)

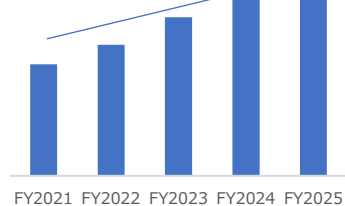
Verifying and expanding test stores in North America
Investigating full-scale commercialization



Along with GACHA capsule toys and crane games, product sales (toys, plush toys, etc.) began in March

Japan: Expand rollout (open own stores, etc.)

Installed units of GACHA capsule toys
(PENNY COMPANY, LTD.)



ASOBI∞ Ariake Garden

Increasing number of new product SKUs

FY2025 ⇒ FY2026

No. of SKUs up **10%**

(Expected in FY2026)

Plush toys: Strengthen overseas expansion of content originating in Japan

Capturing inbound demand



Expand rollout of Nui-Pan plush toys (Haneda Airport) Expand rollouts into overseas markets (Europe and U.S., Asia)
© Disney © Disney. Based on the "Winnie the Pooh" works by A.A. Milne and E.H. Shepard. © Disney/Pixar

Commercialization of popular IP

Mocchi-Mocchi



Amusement machines: Expand rollout in Asia

Pokémon MEZASTAR

[Overseas]

- Expand rollout(FY2026)
Total of 7 regions ⇒ 11 regions
In April, South Korea (performing well), then to Southeast Asia and South Asia
Planning to add 3 regions



• China

Expand installed units, use social media and trial sessions to create new customer base

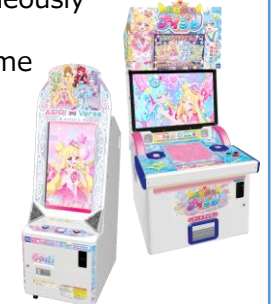


Event in China

Latest product in "Pretty series"
Onegai AIPRI

[Japan]

- Launched two amusement game products simultaneously in April
- Onegai AIPRI anime began in April



© T-ARTS / syn Sophia / OAP PROJECT

©2025 Pokémon. ©1995-2025 Nintendo/Creatures Inc./GAME FREAK inc. Developed by T-ARTS and MARV Pokémon are registered trademarks of Nintendo Co., Ltd., Creatures Inc. and GAME FREAK.

Highlights (TOMY Company)



Aim for sustainable growth by steadily capturing Kidults demand



Expand rollout in Asia using established brand as base



Brand Store Original TOMICA



TOMICA LIMITED VINTAGE Hong Kong Taxi

© TOMY



TOMICA Brand Store (Hong Kong)

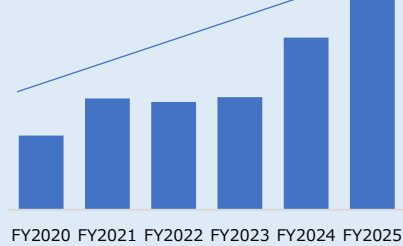


TOMICA Kidult Select Store (Guangzhou)

TCG

Expand rollout using design and development capabilities as a lever

TOMY Company TCG sales trend



Duel Masters "NIJISANJI" tie-in



DETECTIVE CONAN Card Game



HAIKYUU!! VOBACA!! BREAK

TM and ©2025 Wizards of the Coast/Shogakukan/WHC ©ANYCOLOR, Inc. © Goshō Aoyama/Shogakukan © TOMY © Haruichi Furudate/Shueisha © Haruichi Furudate/Shueisha Haikyuu!! Production Committee © TOMY

BEYBLADE X

Sustainably expand based on fans who transcend generations and regions



A brand that has been enjoyed for more than a quarter-century since it was launched in 1999



BEYBLADE X WORLD CHAMPIONSHIP 2025



BEYBLADE X GP FINAL 2026 in BANGKOK



First BEYBLADE world championship to be held in a virtual space ©Homura Kawamoto, Hikaru Muno, Posuka Demizu, BBXProject, TV TOKYO © TOMY

Accelerate growth by combining regional characteristics with Kidults market

Roll out brands tailored to regional characteristics

Aim to roll out brands mainly in key regions of rapidly growing Asian market to expand revenue

Key regions

China

South Korea

Taiwan

Hong Kong

+α

Brands launched



etc.

Accelerate capture of Kidults demand

Capture Kidults demand by enhancing added value and deepening brand value penetration

Enhance added value

- Roll out regional limited-edition goods and high-quality products



TOMICA Brand Store Original
TOMICA Premium

Deepen brand value penetration

- Use social media to transmit information
- Roll out original shops

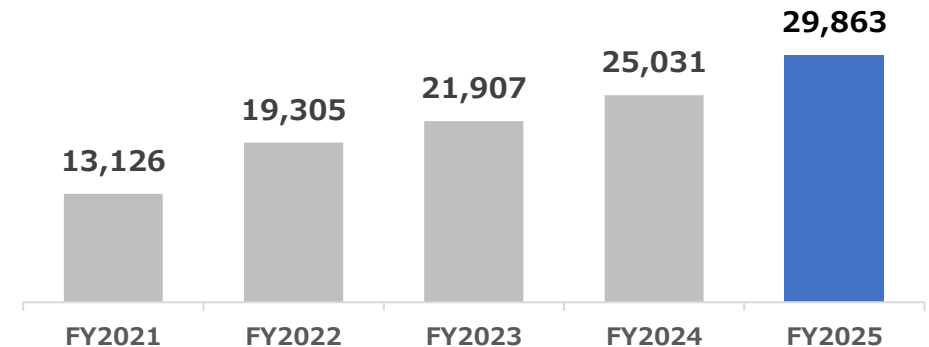


T-SPARK ZONE HONGKONG

● Approach to Asian market



● Net sales trend in the Asian region (Millions of yen)



Highlights (Europe, U.S., and Australia)

Open up Kidults market using “Kawaii” and content originating in Japan

Expand product rollouts centered on “Kawaii”

Strengthen lineup of attractive products to target Kidults demographic



North American launch of the “LICCA” doll brand

North American launch of GACHA capsule toys

© TOMY © 2026 SANRIO CO., LTD. Used Under License. © TOMY © Kanehito Yamada, Tsukasa Abe/Shogakukan/ “Frieren” Project © TOMY © Panda’s ana

Capture Kidults demand utilizing e-commerce

Appeal to Kidults using flexible product launches through e-commerce



For Back to the Future products © US LLC and Amblin

Accelerate growth by combining format with content originating in Japan

Accelerate global growth by blending highly versatile format with content originating in Japan

Format x content originating in Japan



Toy

Gacha

Plush

©2026 SANRIO CO., LTD. APPROVAL NO. L670577 © 1968, 2026 Hasbro. All Rights Reserved. © TOMY © Crypton Future Media, INC. www.piapro.net piapro © Nintendo / HAL Laboratory, Inc.

Product launches leveraging market scale



© TOMY

Pop Up Pirate

Market size in Europe, U.S., and Australia

6.4x that of Japan
(shipment volume)

Launch a full-fledged expansion of GACHA capsule toys in North America

Began preparing for full-scale rollout in North America in November 2025 With verification complete, aim to further expand store openings

Launch on GENDA/Kiddleton platform

Around 55 stores opened
Going forward, aim to continue expanding the number of locations and areas



Rolling out in all regions of North America

T-ARTS Company, SEGA FAVE CORPORATION, Mitsubishi Corporation

Test stores for joint retail business by three companies

Verifying and expanding test stores in North America, investigating full-scale commercialization



Along with GACHA capsule toys and crane games, product sales (toys, plush toys, etc.) began in March 2026

Use stability of business platform as a lever to accelerate growth overseas

Kidults market growing rapidly worldwide

External environment
Rising popularity of content originating in Japan

Expansion of inbound demand

TOMY Group growth strategy

Japan: Building a stable business platform

- Expand KIDDY LAND store openings
- Roll out products focused on standard brands
- Capture Kidults/inbound demand (GACHA capsule toys, plush toys, TCG, hobbies, etc.)



KIDDY LAND OMOKADO store
Opening April 2026



GACHA capsule toy shop opening
(Haneda Airport)

Asia: Promoting different strategies by region

- Due to the characteristics of the Asian market, easy to see results from measures implemented
- Develop and expand localized brands for each market
- Promote capture of Kidults demand (TOMICA, amusement machines, TCG, etc.)



TOMICA Brand Store
Guangzhou



Pokémon MEZASTAR
launch (Shanghai)

Europe, U.S., and Australia : Growth engine over the medium to long term

- Focus on overseas markets with significant growth potential
- Make up-front investments to build platform for future growth
- Capture Kidults demand (utilize e-commerce)



North American launch of the "LICCA" doll brand



North American launch of GACHA capsule toys

© TOMY © 2026 SANRIO CO., LTD. Used Under License. © TOMY © Kanehito Yamada, Tsukasa Abe/Shogakukan/ "Frieren" Project © TOMY © Panda's ana

Measures Aimed at Increasing Engagement

Seeking to deepen understanding of the TOMY Group and increase engagement

Dialogue with institutional investors

Financial results presentations and overseas IR activities conducted by management team



Financial results presentation

Every quarter, presentation meetings (telephone conferences, face-to-face, or online) are given by the management team, including the Representative Director and President.

In FY2025, we also conducted individual meetings face-to-face and online, as well as small meetings, conferences, and investor relations activities in North America.

We also held an online briefing session for individual investors.

Improving transparency of governance

Small meetings with Board Directors (outside) for institutional investors



Small meeting

On December 9, 2025, the Company held its first small meeting for institutional investors attended by all Board Directors (outside). Board Directors (outside) engaged in frank dialogue from the perspectives of management strategy and governance, seeking to promote deeper understanding and relationships of trust.



Hosting of events for individual shareholders

Invitations to new KIDDY LAND stores



OMOKADO store (held on April 23, 2026)



Shinjuku store (held on April 24, 2025)

Fiscal year ended March 31, 2026 Financial Highlights (April 1, 2025-March 31, 2026)

Goshiro Ito
Managing Director & CFO



Performance Trends (Net Sales and Operating Profit)

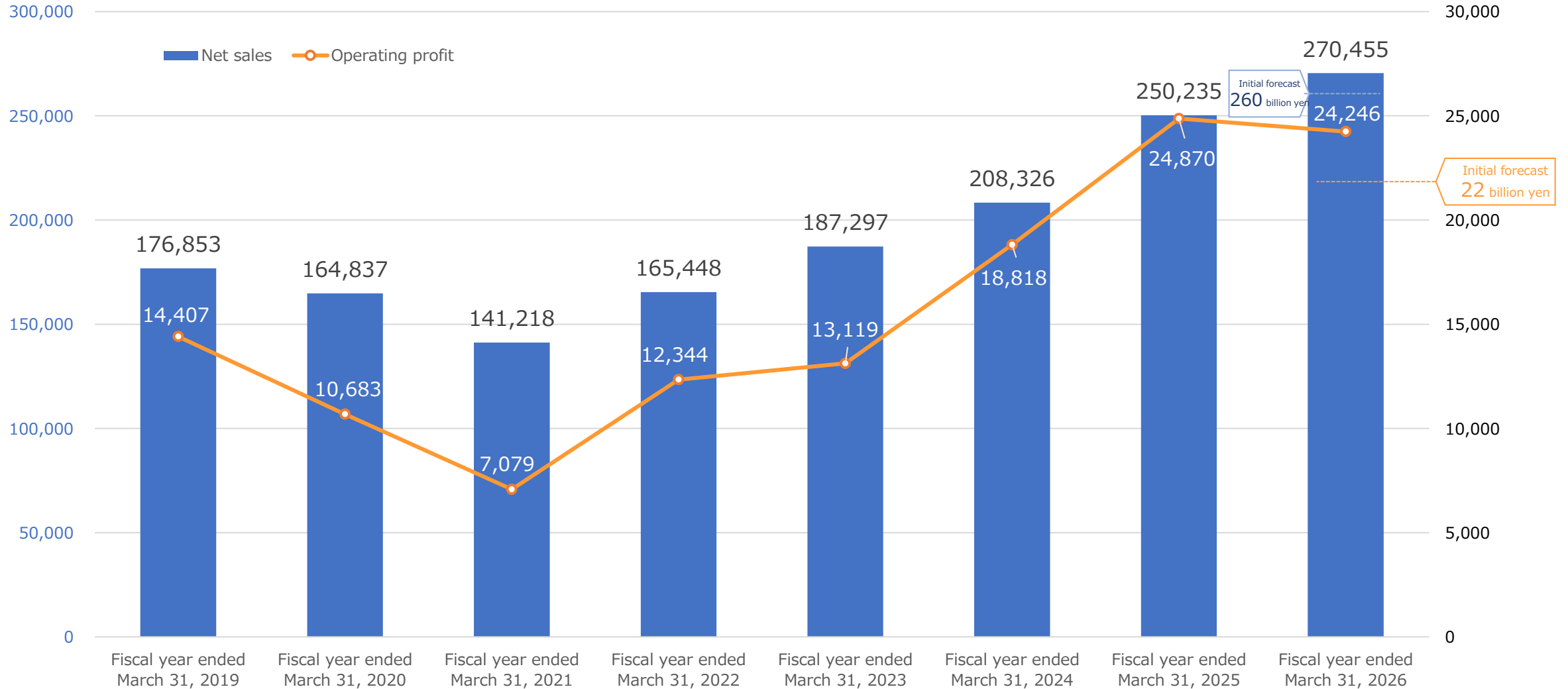


(Millions of yen)

Net sales

(Millions of yen)

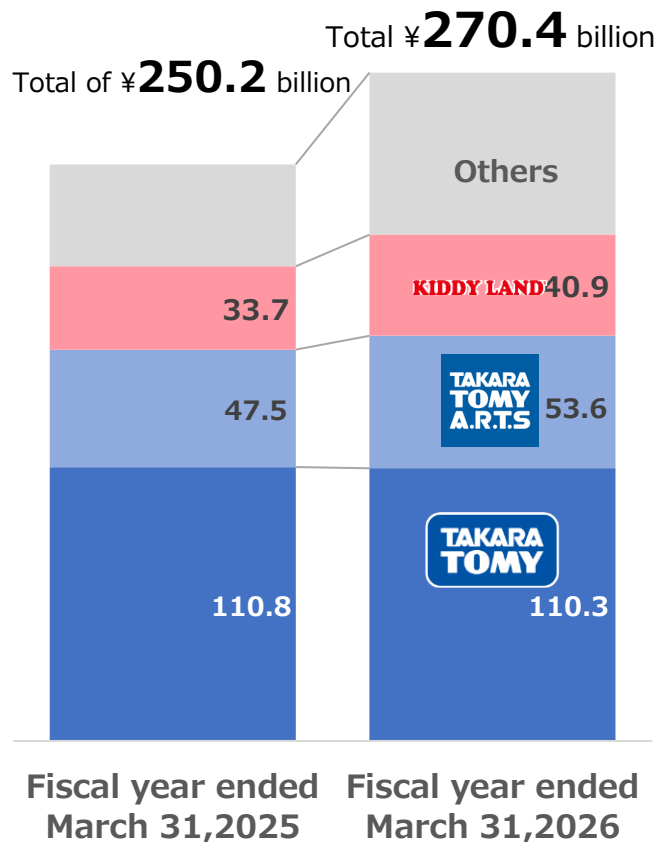
Operating profit



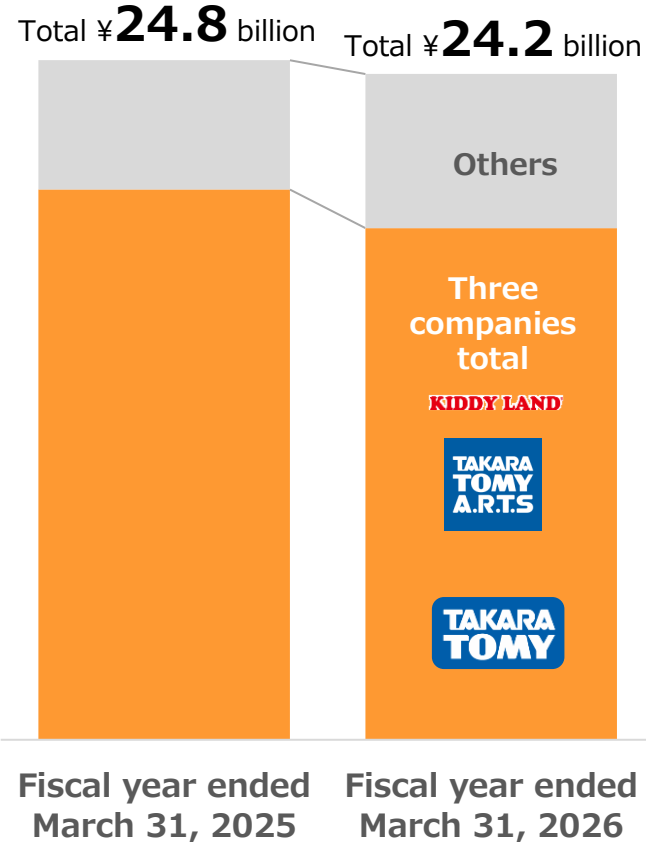
Trends of the Three Main Companies

Sales growth driven by capturing Kidults demand and the growth of Group companies led to more stable performance

Net sales



Operating profit



KIDDY LAND

- Expansion of sales for Kidults
- Increase in number of customers including inbound demand

T-ARTS Group

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

- Expansion of sales of plush toys
- Increased popularity of amusement machines (in Japan and in Asia)

TOMY Company

- Increased popularity of TOMICA (in Japan and in Asia)
- Expansion of sales of TCG and hobbies

Consolidated Income Statements



¥100 million

	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	Change
Net sales	2,704	2,502	+202
Cost of sales	1,615	1,488	+127
Gross profit	1,089	1,013	+76
Operating profit	242	248	-6
Operating profit margin	9.0%	9.9%	-0.9%
EBITDA	333	330	+3
Ordinary profit	245	240	+5
Profit attributable to owners of parent	116	163	-47
ROE	10.7%	15.8%	-5.1%

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

Key points

- Net sales hit a record high, with strong performances by KIDDY LAND and T-ARTS Company, where we successfully captured Kidults demand.
- Operating profit decreased by ¥600 million year on year, due in part to increases in strategic expenses aimed at future growth, such as the building of a platform for globalization, and investments in visual content and human resources.
- In terms of extraordinary losses, TOMY International, Inc. recorded an impairment loss on goodwill of ¥4,862 million.

* Sum of amortization of goodwill and intangible assets associated with the acquisition of TOMY International (TI): ¥1.9 billion for the period under review; ¥2.2 billion for the previous FY
 * EBITDA=Operating profit + depreciation + amortization of goodwill* Dollar conversion rate: ¥150.77 during the period under review; ¥152.57 during the same period of the previous FY

Selling, General and Administrative Expenses

¥100 million

	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	Change
SG&A (total)	846	764	+82
(Sales ratio)	(31.3%)	(30.6%)	(+0.7%)
Personnel expenses	262	242	+20
	(9.7%)	(9.7%)	(+0.0%)
Advertising expenses	191	176	+15
	(7.1%)	(7.0%)	(+0.1%)
R&D expenses	65	57	+8
	(2.4%)	(2.3%)	(+0.1%)
Distribution expenses	92	89	+3
	(3.4%)	(3.6%)	(-0.2%)
Others	235	199	+36
	(8.7%)	(8.0%)	(+0.7%)
Amortization of goodwill and intangible assets associated with acquisition of TI	19	22	-3
	\$13 MM	\$14 MM	-\$1 MM

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

Key
points

Increases in strategic expenses aimed at future growth, such as the building of a platform for globalization, and investments in visual content and human resources

- Increase in advertising expenses due to investments in visual content, etc.
- Increase in personnel expenses due to business expansion
- Increase in other expenses, such as those related to organizational management and building structures, in preparation for increased globalization

Operating Results by Segment

¥100 million

	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	Change
Net sales	2,704	2,502	+202
Japan	2,262	2,110	+152
Americas	304	311	-7
Europe	77	71	+6
Oceania	28	27	+1
Asia	675	682	-7
Eliminations and corporate	-643	-700	+57
Operating profit / (loss)	242	248	-6
Japan	283	276	+7
Americas	5	-1	+6
Europe	-3	-3	+0
Oceania	1	1	+0
Asia	21	26	-5
Eliminations and corporate	-66	-51	-15

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

Key points

- In Japan, as noted above
- In Asia, while sales of TOMICA and T-SPARK expanded, sales at the production subsidiary TOMY (Hong Kong) Ltd. declined.
- In the Americas, although sales of baby products declined, Fat Brain Holdings, LLC's high-priced Air Toobz toys recorded sales growth.

Net Sales by Region



¥100 million

Region	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	Change
Japan	1,798	1,630	+168
North America	454	452	+2
Europe	110	124	-14
Oceania	35	34	+1
Asia	298	250	+48
Others	6	10	-4
Total	2,704	2,502	+202
Ratio of overseas sales	33.5%	34.9%	-1.4%

* 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 grew, driven by KIDDY LAND, T-ARTS Company, TOMICA, trading card games, and others.
- North America: Sales of baby products declined; Fat Brain Holdings, LLC's Air Toobz increased.
- Asia: TOMICA and BEYBLADE X recorded higher sales. Launch of DETECTIVE CONAN Card Game in China also contributed.

Financial Position and Cash Flows

■ Balance sheets breakdown

¥100 million

	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	Change
Inventories	252	220	+32
Japan	132	115	+17
Overseas	139	122	+17
Elimination of unrealized profits	-20	-17	-3
Long-term/short-term total borrowings	7	41	-34
Net cash (Cash and deposits less borrowings)	503	519	-16
Equity ratio	68.0%	64.2%	+3.8%

■ Cash flows

¥100 million

	Fiscal year ended March 31, 2026	Fiscal year ended March 31, 2025	Change
Operating CF	200	169	+31
Investing CF	-80	-80	-0
Financing CF	-182	-167	-15
Cash and cash equivalents	509	560	-51

Consolidated Earnings Forecasts and Dividend Forecast for Fiscal Year Ending March 31, 2027



Full-year consolidated earnings forecasts

¥100 million

	Fiscal year ending March 31, 2027 Forecast	Fiscal year ended March 31, 2026 Actual	Change
Net sales	2,850	2,704	+146
Operating profit	260	242	+18
Ordinary profit	260	245	+15
Profit attributable to owners of parent	180	116	+64

* The consolidated earnings forecasts for the fiscal year ending March 31, 2027 are based on information currently available.

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

Annual dividends

Fiscal year ending
March 31, 2027
Forecast

¥70



Fiscal year ended
March 31, 2026
Planned

¥64

Progress of Medium- to Long-Term Management Strategy

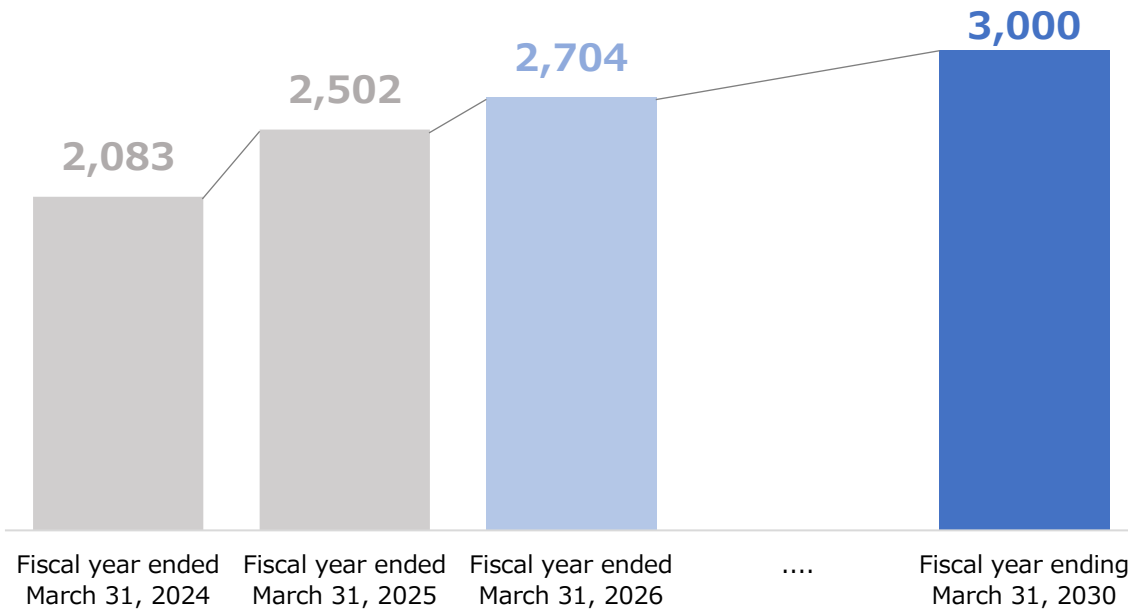


Target management indicators

	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% or higher	50% in principle	3 times target
Fiscal year ended March 31, 2026	9.0%	-27.9%	10.7%	68.0%	76.0%	2.0 times

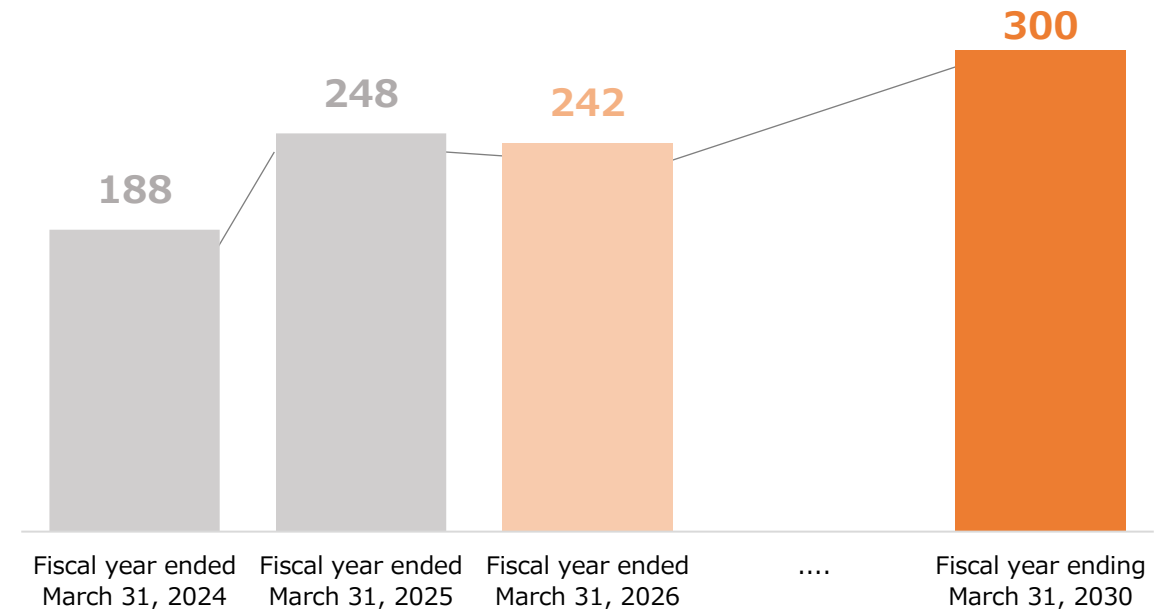
Net sales

¥100 million



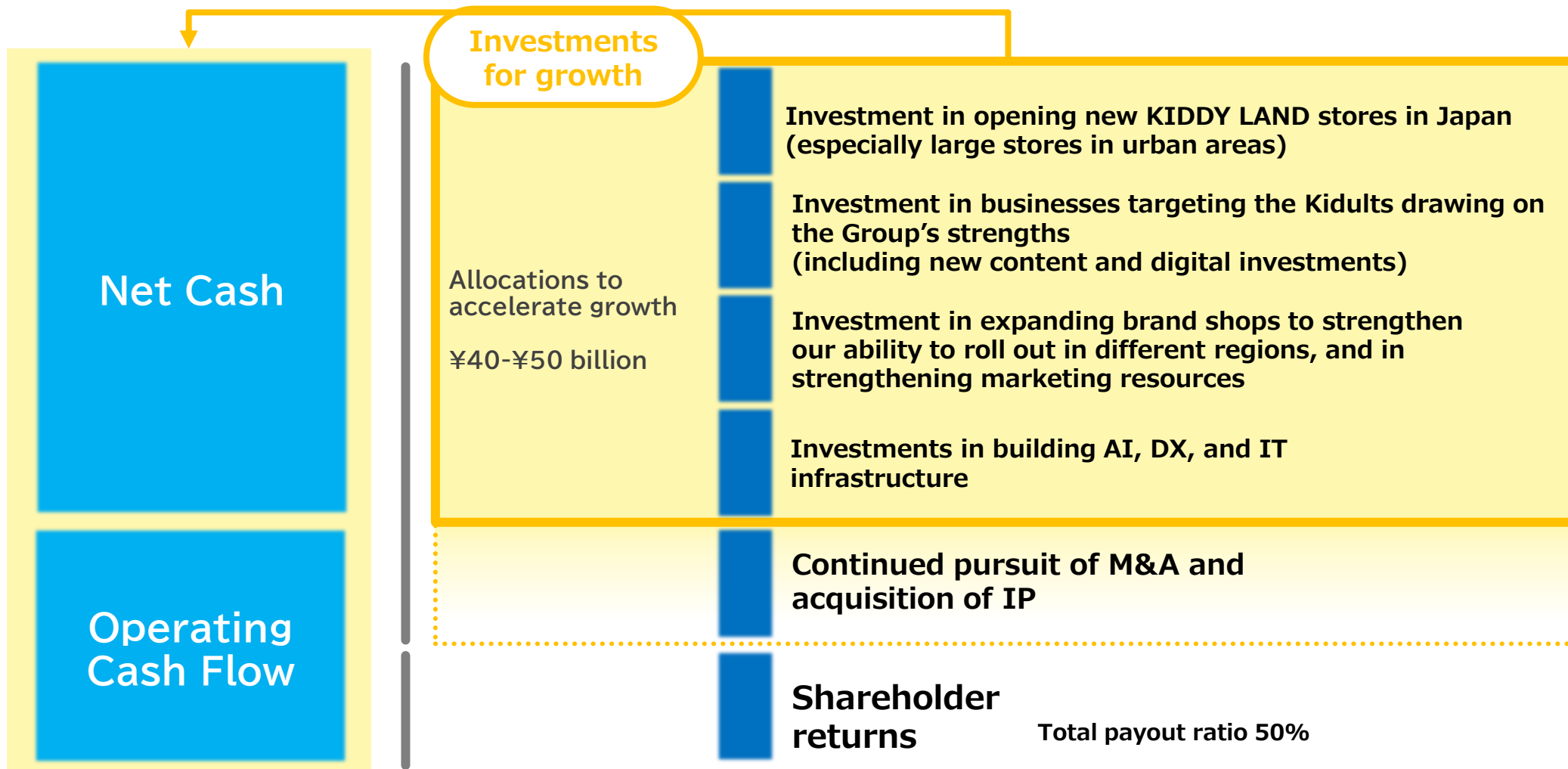
Operating profit

¥100 million





Cash Allocation





Quality Asobi can inspire and delight the world.

