## **To Our Stakeholders**

Inheriting TOMY Group founder Eiichiro Tomiyama's philosophy of toys, we have continued to engage in business activities with a belief in contributing to society through our core business of toys set forth in the founding philosophies of "Let's excite the world's markets with our outstanding products," and "Our sincerity and diligence will contribute to society and lead to our own success and happiness." And, for roughly half a century, we have created a plethora of beloved products that transcend generations, countries and cultures, including core products TOMICA, PLARAIL and LICCA, as well as BEYBLADE, the modern version of the traditional Japanese spinning top game.

During more than 90 years of TOMY history, despite remarkable changes occurring in each generation, we have maintained an unwavering commitment to placing a priority on the smiles of all children in Japan and throughout the world and maintaining craftsmanship with an insistence on reliable and safe quality and detail. And, we have maintained a strong desire to ensure that our flexible powers of creativity, the source of toy creation, endure across the generations.

In the previous Medium-Term Management Plan, we engaged in three reforms: "revolution of mind," "product revolution" and "structural revolution of business" to continue advancing while adapting the universal essence of TOMY Group toys and carefully cultivated brand value to the changing times. As a result, performance has grown favorably, with net sales on an upward trend and all-time high operating income. Going forward, we will target sustainable growth by finally making a more full-fledged effort in our overseas business. We revamped our management structure on January 1, 2018, and will promote ongoing management reforms under this new structure. And, ahead of the 100th anniversary of the TOMY Group's founding in 2024, we continue taking on even more challenges to become an Outstanding Global Company. I hope for continued support and guidance from all our stakeholders.

富山鲜太郎

Kantaro Tomiyama Representative Director, Chairman & CEO

