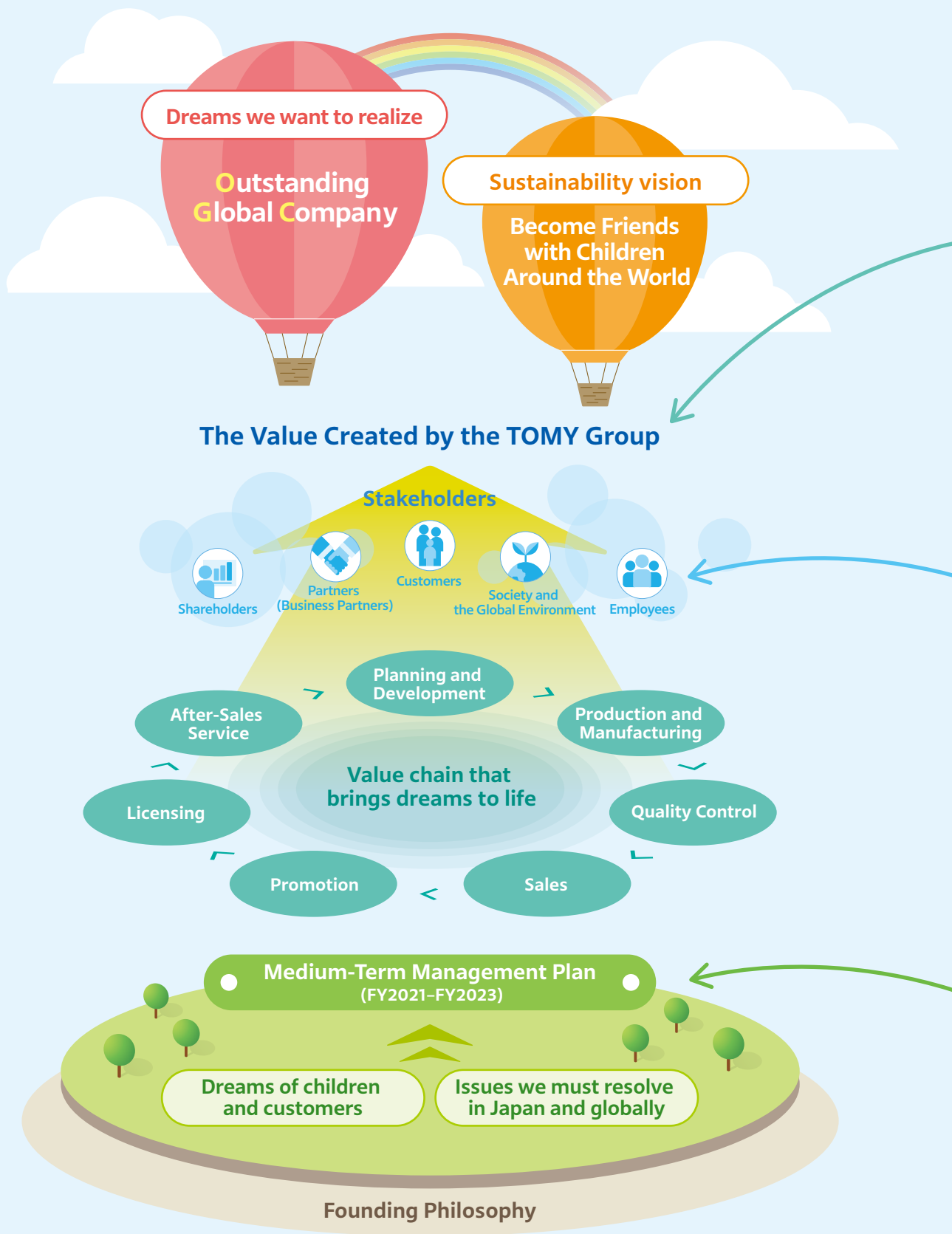
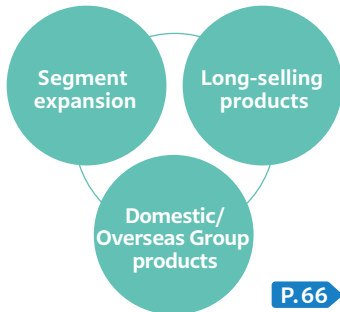


# TOMY Group Value Creation Process



## Expand Lifetime Value



P.66

### Financial performance

Consolidated results for the fiscal year ended March 31, 2023

Net sales

¥187.2 billion

Operating profit

¥13.1 billion

EBITDA

¥20.8 billion

P.55

## Co-Creation with Stakeholders



Customers

- Providing new value in play turning dreams into reality



Employees

- Providing a workplace environment in which employees can fully demonstrate their independence and creativity



Partners  
(Business Partners)

- Building strong relationships of trust through fair and equitable transactions



Shareholders

- High-quality growth and sound management
- Contributing to a sustainable society



Society and  
the Global  
Environment

- Achieving a sustainable society
- Revitalizing economies in local communities
- Contributing to education and culture
- Contributing to a sustainable global environment

## Reform toward Sustainable Growth

### Medium-Term Management Plan (FY2021-FY2023)

**We will leverage our strengths globally,  
and build the foundation towards Sustainable Growth.**

- 1 Grow core brands based on their strengths
- 2 Create big hits in Japan
- 3 The continuation of IP investment
- 4 Launch new businesses with *asobi* as key
- 5 Create new value by utilizing DX for value chain
- 6 Sustainability and CSR initiatives

P.8