

# TOP MESSAGE

## To Our Stakeholders

Three years have passed since celebrating the 90th anniversary of our founding in 2014, when we announced our New Medium-Term Management Plan and launched the three reforms: “revolution of mind,” “product revolution,” and “structural revolution of business.” Under this new management policy, we persuaded our employees to ignore their fears of failure and take on new challenges and instilled the necessity of globalization. We also enhanced our core product lines, promoted the expansion of branding and new product development while drastically revising our management structure in Japan and overseas as part of these reforms. Furthermore, in line with the four elements critical for the toy market going forward: “ENDLESS: Developing New Ways to Play in Step with the Changing Times,” “AGELESS: Incorporating New Age Groups,” “BORDERLESS: New Marketing” and “POA: New Selling Spaces and Product Deployment,” the Group will integrate the experience and know-how accumulated through the cultivation of products, brands and the development processes associated with each to pursue the path of evolution toward the next growth stage.

Our efforts on these various reforms are already creating major changes. One is that we were able to significantly improve our financial performance in the fiscal year ended March 31, 2017. Net sales and operating profit increased for the second consecutive fiscal year, with operating profit growing substantially over the previous fiscal year. Another point is that we were able to offer new propositions to consumers in terms of the role and definition of toys by creating new values different from the past through these reforms. The spread of new technologies used in toys and new values added to toys enable toys to be played in variety of roles, and expanding the toy target segment to include not only children, but also adults and seniors. We believe this trend of changing roles and definitions for toys will become an important element in the expansion of the existing toy market.

Leading the way into a new era, TOMY will continue striving to create new value in the global market.

H.G. Meij

Representative Director  
& President



Kantaro Tomiyama

Representative Director  
& Chairman

富山 幹太郎

