

Medium-Term Management Plan FY2018-2020

Medium-Term Management Plan FY2021-2023

Results

Net sales
¥141.2 billion

Operating profit
¥7.0 billion

Operating profit margin
5.0 %

Return on equity(ROE)
7.9 %

Price-to-book ratio(PBR)
1.4 times

Basic Policy

**Striving for a New Stage
of Growth**

Achievements

Businesses for grown-ups and elderly expanded

Business opportunities were identified in non-kids segments

- TOMICA Premium for adults sold well
- Although our target for the DUEL MASTERS PLAY'S app was not achieved, the app helped stabilize our revenue

The strategy for in-house original global brands was advanced

The "third pillar" has yet to be created, but we are sowing the seeds for future generations

- Bottleman, the next hobby project, was launched
- ZOIDS failed to achieve their target and struggled

Results

Net sales
¥208.3 billion

Operating profit
¥18.8 billion

Operating profit margin
9.0 %

Return on equity(ROE)
10.5 %

Price-to-book ratio(PBR)
2.5 times

Basic Policy

**Play will make the world better.
So TOMY will greatly respond
to the future global society
by creating play**

Ongoing challenges

- Continuing to improve ROI in the IP investment strategy
- Further strengthening foundations with the strengths of the digital game business as a starting point
- Further improving the profitability of existing brands from European and U.S. subsidiaries, and creating synergy with Fat Brain
- Continuing to build foundations in Asian markets
- Capturing the No. 1 position in the TCG category and solidifying our position in the hobby and pet toy categories

Achievements

Increased strategies for exits, ages and regions, with the "right goods in the right place" as key

Generating new sales by approaching a wide range of age groups

- Deploying the brand palette by leveraging the optimal combination of exits, age and region
- Improving Life Time Value through TOMICA, ZOIDS, Digital Arcade Game, App Games, etc.

Anticipating global growth with continued IP investment

Core brands x IP investment to expand business scale

- Expansion of standard products through animation series such as TOMICA Heroes Jobraver - Specially-equipped combined robot, Shinkansen Henkei Robo SHINKALION Z and Ania Kingdom

New value creation by utilizing DX in the value chain

Promotion of the use of the metaverse, provision of meticulous services, and utilization of AI

- Communication with fans through the official metaverse world BEYBLADE PARK
- Provision of services tailored to customer preferences through e-commerce, including TakaraTomy Mall
- Utilization of AI in daily operations and product development

Creation of hit products with Japan as the starting point

Create hit products and promote overseas expansion

- Create hit products originating from Japan through focused investment in strategic categories and collaboration with partner companies
- Promote expansion of Punirunes, an LCD care toy with a new texture, and BEYBLADE X, in Japan and overseas

Launch of new businesses under the key concept of "play"

Accumulating extensive experience toward a new Medium-Term Management Plan

- Development of various products for a broader age range of customers
- LEV-2 (nickname SORA-Q) became the first Japanese robot to land on and photograph the lunar surface during the pinpoint landing mission of the SLIM (Smart Lander for Investigating Moon), which generated great interest

Sustainability and CSR initiatives

Set medium-term sustainability targets and KPIs and implement activities

- Establishing task forces for themes requiring cross-sectional efforts, we executed and implemented initiatives and made new proposals
- Acquired Kurumin Certification (childcare support company)
- Acquired Eruboshi Certification (3 stars) (a company that does well at empowering women)

Acknowledgement of the business environment

- Decline of the birth rate in Japan
- More adults buy toys

Acknowledgement of the business environment

- Rapidly declining birth rate in Japan
- Global increase in the "adults" demographic of adults who maintain a playful spirit

- Rapid promotion of DX due to IT advances
- Acceleration of the digital economy
- Changes to various values through ESG and the SDGs

Medium- to Long-Term Management Strategy FY2024-2030

Targets (Year ended March 31, 2030)

Net sales	Operating profit
¥300.0 billion	¥30.0 billion
Operating profit margin	Earnings per share (EPS) Growth rate
10% target	Ongoing 10% or more
Equity ratio	Return on equity (ROE)
Approx. 50%	Ongoing 11% or more
Total payout ratio	Price-to-book ratio (PBR)
Basically 50%	3 times target

Basic Policy (purpose-oriented management)

Quality Asobi can inspire and delight the world.

Ongoing challenges

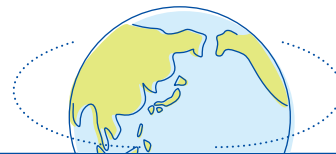
- Expansion of regional axis
Expanding through localization in North American and Chinese markets
- Expansion of age groups
Utilizing strengths for kidults (long-standing IP, technical capabilities)
- Transition to management that is conscious of cost of capital
Achieving a balance between management efficiency and improvement of business value

Acknowledgement of the business environment

- Declining birth rate in Japan
Focusing on expanding the regional axis and age groups. Accelerating expansion into growing overseas markets
- Progress in digital technologies
Promoting proactive initiatives adapted to technological evolution
- Increase in purchase prices due to yen depreciation
Reducing risk through efficient procurement strategies and forward exchange contracts

Six Key Strategies

We seek to become a global Asobi company capable of independently handling the entire process from product development to marketing and sales in large overseas markets by 2030. For that purpose and in accordance with the Medium- to Long-Term Management Strategy, we will work to enter the North American and Chinese markets through localization and develop a global marketing function through the worldwide simultaneous rollout of products.



Creation of added value

- 1 Hit products in major countries and expansion of market share
- 2 Expansion of regional axis
- 3 Expansion of age groups

Growth potential through attractive competitive strategies

Large growth potential

Factors supporting growth

- 4 Increase brand value
- 5 Non-toy revenue
- 6 Digital

Strengthening the value chain

When implementing a series of business strategies, we use digital technologies and coordinate and more efficiently and closely strengthen value chains. This enables us to provide stable services and automate operations more speedily with lower expenses.

Development

- Researching eco-friendly materials and commercializing them
- Streamlining AI-based development processes

Supply chain

- Restructuring and streamlining distribution and production systems for reinforcing our competitiveness in the Asian and North American markets
- Building and operating a human rights due diligence system and a system for achieving sustainable procurement in cooperation with suppliers
- Regarding D2C, we will build a system that includes delivery to customers

Safety and security

- Increasing merchandise for kidults and improving safety quality standards and systems to ensure competitiveness for global sales

Corporate Strategy

We will take charge of management from the perspectives of finance, human resources, intellectual property, society and nature and pursue the expansion of our business and the qualitative improvement of the management of our business.

In terms of finance, we will improve our profitability (increasing ROE while remaining conscious of the cost of capital) and return profit to stockholders (by paying dividends and acquiring treasury shares) to maintain a sound financial condition and pursue the maximization of shareholder value.

Increase in corporate value

→ P22 Corporate Strategy

Human Resources Strategy

→ P34 Strengthening Intangible Assets | Human Capital

Intellectual Property Strategy

→ P36 Strengthening Intangible Assets | Intellectual Capital

Vision

Business Vision 2030

Becoming a globally adored Asobi powerhouse, known for its top-notch quality and boundless creativity.

Sustainability Vision 2030

A creator of quality Asobi that promotes the sustainable well-being of society.

Growth potential through attractive competitive strategies

Large growth potential

Hit products in major countries and expansion in market share

Concept and efforts

Our strength lies in the creation of new hits in major countries including Japan. During the period of the previous Medium-Term Management Plan, we were committed to the creation of new value in asobi. Examples include BEYBLADEX, the fourth generation of the modern version of beigoma, a spinning top game; Punirunes, an LCD care toy with a new texture from TOMY Company, Ltd.; Pokemon-related businesses at T-ARTS; and the discovery of new characters at KIDDY LAND. With the Medium- to Long-Term Management Strategy 2030 announced in May 2024, we intend to expand further into North America and China as we expand into wider regions through the strengthening of supply chains. We will continue to strive to expand our global market share by maximizing our globally accepted brand palette (the "right people") and adapting products that are rolled out to the target age and market area (the "right place") on a brand basis.

Expansion of regional axis

Concept and efforts

The ways in which people have fun and their values have changed, and as a consequence kids, or adults with a playful spirit, have begun to represent a certain segment of the market.

The Group owns diverse brands including TOMICA, PLARAIL and LICCA dolls, as well as BEYBLADE, TRANSFORMERS and ZOIDS.

We will fully utilize these IPs through in-house and partner brand portfolios and properly roll them out based on the target age groups, markets or regions for each brand, such as our expansion of character-linked plush toys and figures in North America. In addition, KIDDY LAND will continue to advance the expansion of our regional reach and target age groups as a trendsetting hub offering a wide range of character merchandise, as demonstrated by its strong popularity among foreign visitors to Japan.

We will leverage these diverse strengths of the Group to drive further growth.

Expansion of age groups

Factors supporting growth

Increase brand value

To expand into wider regions and age groups, it is necessary to have high brand value and fans who identify with that value. TOMY Planet, the next-generation toy & play park that launched in 2024, is designed to enhance brand value through "next-generation asobi" that extends the worldview of TOMY toys with the power of digital technologies. We will work to enhance the value of our brands, including TOMICA, PLARAIL and LICCA dolls, while building a fan community. We will also strive to enhance brand value by working with partner brands in addition to our own brands, combining them with the planning, development and commercialization technology capabilities of the TOMY Group.



Face-to-face event: Great ZOIDS Fair

Concept and efforts

Non-toy revenue

Today, we operate a licensing business that includes brands from TOMICA, PLARAIL, LICCA dolls and BEYBLADE. We are also focused on developing new services. Examples include the DUEL MASTERS PLAY'S card game app and the launch of long-time seller The Game of Life as software exclusively available on Nintendo Switch™. Furthermore, we organize many events such as the TOMICA Fair and the PLARAIL Fair to help increase non-toy revenue.



The Game of Life for Nintendo Switch™

Concept and efforts

Digital

We will advance the utilization of digital technologies in the implementation of these key strategies. We will utilize different types of infrastructure such as the digitalization of DUEL MASTERS PLAY'S and The Game of Life for Nintendo Switch™ on a smartphone or a game console and the expansion of e-commerce business including TakaraTomy Mall. We will also offer purchase opportunities by maximizing digital areas such as media, analytics and marketing automation to provide the right information to the right people at the right timing. With the use of digital tools such as language translation for raising operational productivity and increasing access to the world, we will expand the world of asobi more efficiently.



Concept and efforts



Goshiro Ito
Board Director,
Senior Executive Officer & CFO

Building on record-high profits to strengthen our long-term growth foundation and deepen dialogue with the capital markets

Looking back on fiscal 2024

In May 2024, we set the following targets for the fiscal year ending March 2030 under our Medium- to Long-Term Management Strategy 2030: net sales of ¥300 billion and operating margin of 10%. We also announced additional targets: a sustained EPS growth rate above 10%, ROE consistently above 11%, an equity ratio of around 50%, a total payout ratio of 50% in principle and a PBR of 3x.

In fiscal 2024, the first year of our Medium- to Long-Term Management Strategy 2030, our three core businesses—TOMY, T-ARTS and KIDDY LAND—performed strongly with results that far exceeded our initial expectations. Consolidated net sales reached a record high ¥250.2 billion, up 20.1% from ¥208.3 billion in fiscal 2023. The increase in revenue led to higher

gross profit, resulting in record highs for operating profit, ordinary profit and profit attributable to owners of parent.

The strong performance was driven by our “expansion of regions and age groups” strategy, which forms the pillar of our medium- to long-term management strategy. Behind this growth is the global acceptance of Japanese content and brands driven by the expansion of the kidult market, along with a significant rise in purchases by inbound tourists. When we first formulated the strategy, the global reach of Japanese culture was limited. In practice, however, our focus on “expansion of regions and age groups” has proved successful, and the results reflect how the market has surged and expanded faster than we expected.

Progress of the Medium- to Long-Term Management Strategy 2030



Stability backed by diverse revenue sources

I find it encouraging that our earnings structure is no longer dependent on a single hit product or piece of content. Our three core businesses—TOMY, T-ARTS and KIDDY LAND—have each become revenue drivers by leveraging their respective strengths, resulting in a more robust structure capable of generating higher profits than ever before. Conversely, compared with the period when annual net sales totaled around ¥160 billion—¥170 billion, our revenue has now grown to roughly 1.5 times that level—but the degree of risk associated with this expansion has not been contained to a mere 1.5-fold increase. The extent of our efforts to

strengthen defensive lines—such as preparing for further growth and enhancing infrastructure—has, if anything, increased not in simple proportion to sales growth, but actually doubling or even tripling in scale. Being responsible for overseeing the corporate divisions, my mission is to operate in a state of “constant transition,” accelerating our pace as we move toward the next goals. We must enhance our capabilities with respect to people, organizations and infrastructure, while improving our global business literacy, to keep pace with an evolving and expanding market environment.

Risks and opportunities

With a medium- to long-term perspective, the Group has consistently pursued a management strategy focused on “expansion of regions and age groups.” The greatest risk we face is the declining birth rate. In Japan, the number of annual births has continued to fall, from one million a decade ago to around 700,000 in 2024. Our former main market is undoubtedly shrinking, which we view as a significant risk.

However, it is also true that our “expansion of regions and age groups” strategy presents exciting new business opportunities that more than offset this challenge. Throughout the country, locations that have appeared in anime are drawing crowds of fans from around the world, becoming tourist destinations and revitalizing local economies. When I visited Japan Expo in France this year, I was struck by the sight of thousands of attendees dressed

as characters from Japanese anime—a vivid reminder that Japanese culture has evolved from subculture to mainstream culture. In this way, anime and other Japanese content possess a deep, long-accumulated intangible heritage and a powerful appeal that transcends nations and ethnicities. By combining this with the Group’s planning and development capabilities and IP assets, including TOMICA and LICCA, we are well positioned to ride this wave. We proudly tell the market and other external stakeholders that we are one of the few companies in the world capable of combining our planning and development expertise and proprietary IP assets with Japanese content to bring them to life through toys and other products. There remains vast potential for our “expansion of regions and age groups” strategy, and we are determined to turn this into a solid growth opportunity.

Cash allocation to strengthen our management foundation

We will continue working to increase the likelihood of achieving our targets for the fiscal year ending March 2030. Here, strengthening our management foundation is essential, and therefore we plan to invest several billion yen in infrastructure, including the development of a global IT system. Specifically, we will shift our profit-loss management framework from individual optimization to overall Group optimization, establishing a global system

that enables comprehensive evaluation of the entire supply chain—from procurement to final customer delivery. Through this initiative, we will review our product lines and regional portfolio to enhance corporate value from a long-term perspective.

Our cash allocation policy calls for a total payout ratio of approximately 50%, with half of profits returned to shareholders and the remainder directed toward growth-

oriented investments. While our business model does not require large-scale capital investments, we will proactively allocate management resources to areas that will drive us to the next growth stage—particularly along the regional axis. These include investments in talent, brand enhancement and promotion, and new store openings to further boost the strong performance of KIDDY LAND, as well as infrastructure like the aforementioned IT systems and initiatives leveraging AI to improve efficiency. This approach will not only help us achieve the goals of our

medium- to long-term management strategy but also lead to sustainable growth beyond it. In addition to investments for organic growth, we are exploring opportunities for M&As and alliances, including joint ventures overseas. A dedicated project team has been established within the Company, engaging external experts in discussions with the aim of executing M&A investments over the long term. In pursuing M&As, we place top priority on identifying suitable partners capable of delivering outcomes consistent with our strategy.

Shareholder returns and engagement

We regard returning profits to shareholders as a top management priority. By setting a total payout ratio target of around 50% as our benchmark and resolving at the 2025 General Meeting of Shareholders to abolish our takeover defense measures, we clearly communicated our “shareholder-first” approach.

I was particularly moved by the warm comments we received when we made the decision to end the takeover defense policy. These included messages from fans who expressed genuine trust in and support for our management, which filled me with joy. Likewise, the encouragement from our loyal shareholders has deepened my resolve to live up to their trust.

In April 2025, we invited shareholders selected by lottery to a special pre-opening preview of the new KIDDY LAND Shinjuku store. I feel this helped deepen shareholders’ understanding of the Group’s management.

We will continue enhancing engagement with our shareholders, both loyal fans and long-term investors, so that we can consistently meet their expectations.

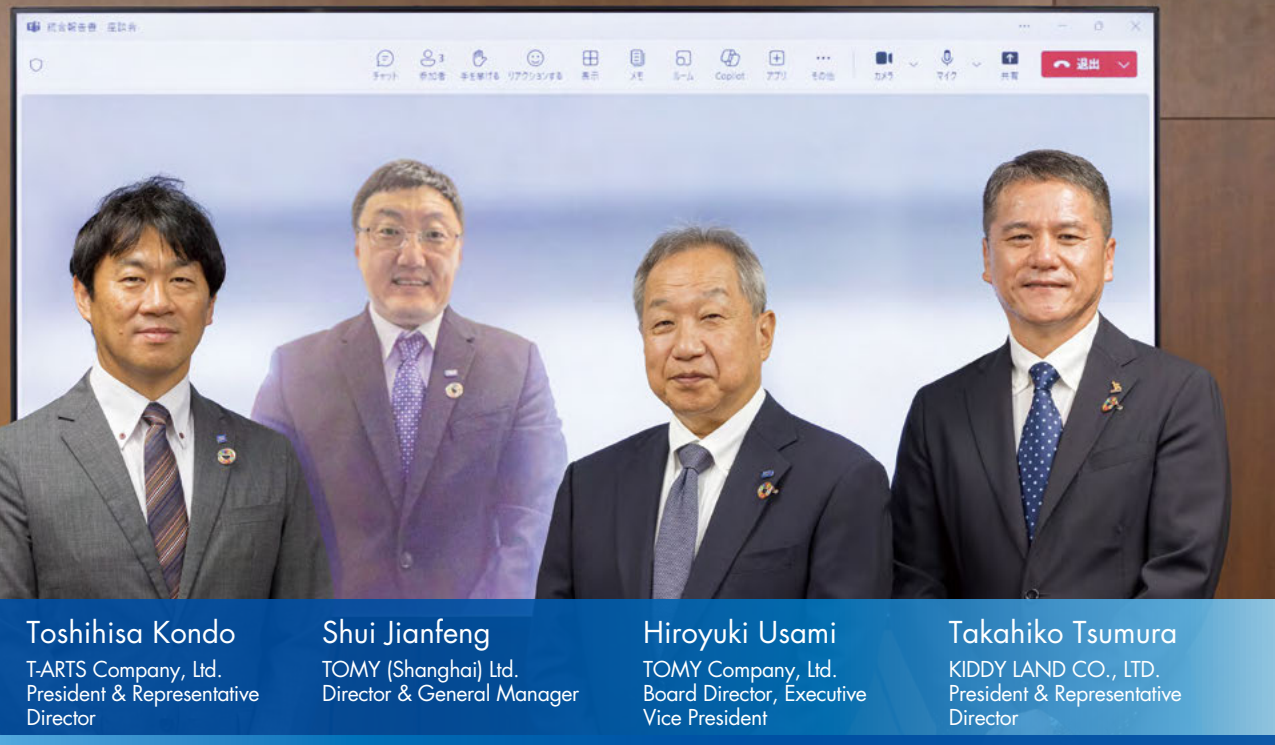
We are also expanding our dialogue with the capital markets, both in quality and quantity. In the fiscal year ending March 2025, the number of meetings with institutional investors doubled. By increasing engagement opportunities with a broader range of investors, including through overseas, we have deepened their understanding of the Group’s growth potential and medium- to long-term management strategy. We will continue our dialogue with the capital markets to deepen discussions on management strategy and risk management, including resource allocation to ESG and human capital. By also providing high-quality information, we will help reduce our risk premium and cost of capital.

To our stakeholders

The TOMY Group possesses immense intangible assets accumulated over many years in Japan—a vast, invaluable legacy that has been touched and cherished by our customers. Moreover, Japan’s content industry still holds enormous potential, and opportunities for “expansion of regions and age groups” are particularly

attractive. As a member of a Japanese growth industry, we will continue transforming the vast intangible assets we have built over many years into tangible value while advancing our growth strategy. We sincerely ask for your continued support as we move forward.





The TOMY Group has identified two growth strategies as pillars for achieving the numerical targets outlined in its Medium- to Long-Term Management Strategy 2030 announced in 2024: “Expansion of regional axis” and “Expansion of age groups.” In this section, management representatives of four Group companies—TOMY, T-ARTS, KIDDY LAND and TOMY (Shanghai)—discuss their individual initiatives for realizing the two strategies and their efforts to strengthen collaboration across the Group.



Could you tell us about the TOMY Group’s key strategies of “Expansion of regional axis” and “Expansion of age groups”?

Usami Although some predicted that the toy industry would continue shrinking alongside Japan’s declining birth rate, in reality it still holds significant growth potential. One growth driver is the rise of entertainment targeting so-called kidults—adults who have a playful mindset. Another factor is the strong global appeal of Japanese intellectual property (IP). This not only expands markets worldwide but also includes the inbound market of overseas visitors. Rather than facing headwinds, we see the current environment as a tailwind and an opportunity to grow our business.

In the Medium- to Long-Term Management Strategy 2030 announced in May 2024, we set the following targets for the fiscal year ending March 2030: Net sales of ¥300 billion and an operating margin of 10%. To achieve these targets, we are focusing on two main strategies as pillars of growth. The first is “Expansion of regional axis,” which means expanding our business footprint into such regions as China and elsewhere in Asia, as well as Europe, the United States and Australia. The second is “Expansion of age groups,” which means broadening our age segments by tailoring the development of individual brands to specific target age groups.



First, could you tell us about each company’s initiatives for “Expansion of regional axis”?

Usami As part of our regional expansion initiatives, we signed a memorandum of understanding with SEGA Corporation and Mitsubishi Corporation to explore a joint venture in North America, aiming to build a business model that leverages the strengths of all three companies. SEGA has a strong presence in the prize market, with crane games rapidly expanding in North America, and owns popular IP that is evolving into media-mix content beyond gaming. Mitsubishi Corporation has strengths in overseas business development and an extensive network of local partners. By collaborating with these two companies, the TOMY Group—leveraging its GACHA business and diverse IP—began discussions on creating entertaining spaces that combine crane games and GACHA with merchandise sales. Together, we plan to open a test store in North America around the end of 2025. We expect this collaboration to become a powerful driver of the TOMY Group’s North American expansion.

In addition, we have TOMY International in North America, where we have begun online sales of products for kidults, such as T-SPARK and TOMICA LIMITED VINTAGE. We are also planning a test launch of LICCA dolls in collaboration with local distributors.

Kondo At T-ARTS, our regional expansion strategy focuses on North America as the highest priority area. In addition to the three-company project just mentioned, we are preparing for further growth in the region by partnering with various other companies. We also began test sales of GACHA in Australia in April 2025.

To date, we have focused primarily on the Japanese market, so our biggest challenge now is how quickly we can expand GACHA globally, particularly in North America, as well as China and across Asia and Australia. To this end, our strength lies in our ability to “curate” concepts using IP. Distributors in North America often tell us that, even when using the same characters, our products sell better than others. It seems that our unique Japanese sense in curation resonates well in North America. We believe this will serve as a major strength as we compete globally going forward. We also see strong sales of GACHA in areas of Japan with heavy inbound tourism. This indicates that GACHA, as a part of Japanese culture, has high potential to take root overseas.

Tsumura KIDDY LAND’s business is grounded on specialty retail within Japan, so its approach differs somewhat from overseas expansion. Nevertheless, we are stepping up efforts to attract inbound customers. Among our outlets, the Shinsaibashi PARCO store in Osaka has the highest share of inbound sales, which account for roughly 80% of that store’s revenue. The second highest is our Harajuku store in Tokyo at about 70%, followed by the Kyoto Shijo-Kawaramachi store at around 65%. All three stores, located in areas with large numbers of inbound tourists, are showing steady growth. Buoyed by this trend, we opened our Shinjuku store in April 2025. While the area sees many foreign tourists, inbound sales account for only around 50% of total store revenue. With this in mind, we are currently working to establish a cycle where inbound customers visit our store after obtaining information beforehand through social media and travel sites, and their reviews then attract subsequent customers.

Shui TOMY (Shanghai) operates a sales business in China centered on three lines: TOMICA, PLARAIL and Pokémon. Our business expansion symbolizes the TOMY Group’s “Expansion of regional axis” strategy in China, a key region in Asia. To date, we have made steady progress with both market expansion and sales growth, primarily in urban areas like Shanghai and Beijing, with TOMICA in particular achieving growth for 10 consecutive years. TOMICA’s strength lies in its high quality and reasonable pricing. Although China is vast and highly competitive with many local manufacturers, we are working with distributors to create sales spaces and host events while also using our official social media account to raise brand awareness. We have stepped up promotions in Shanghai and Beijing to build our brand power and plan to expand into Guangzhou and other major provincial capitals going forward.

**Could you tell us about your respective companies' initiatives with respect to "Expansion of age groups"?**

Usami We are moving in two main directions with this strategy. First, we are working to broaden our customer base by leveraging the brand power of existing lines, such as TOMICA and PLARAIL. Here, our aim is to re-engage people who enjoyed these products in the past and bring them back as fans. Second, we are working to expand our core fan base by developing high-value-added brands and diversified product lines, such as TOMICA Premium and TOMIX, that cater specifically to fan communities.

Kondo At T-ARTS the three pillars of our business are GACHA, plush toys and amusement machines. Among these, we have already rolled out GACHA and plush toys widely to the kidults segment, thereby expanding our target age groups, and we will continue strengthening these efforts.

Tsumura At KIDDY LAND, we have been developing specialty stores targeting women in their 20s to early 30s for about 15 years. While this differs somewhat from the kidults segment, it shows that we have a long track record in targeting adults. Building on this trend, in November 2024 we opened the official shop of hololive production—one of the world's largest VTuber agencies—at Tokyo Character Street in Tokyo Station. This initiative targets men in their 20s and early 30s—a demographic that rarely visited our traditional specialty stores—and has resulted in 80% of our customers being male. We believe that leveraging this successful case study to develop specialty stores tailored to the target demographics of each character IP could lead to future "Expansion of age groups."

Shui Currently, TOMICA accounts for more than 80% of TOMY (Shanghai)'s sales, and a notable trend is the rapid growth of the kidults segment as more and more adults buy our products. Of course, developing products for children is also important, so we are pursuing a brand strategy centered on TOMICA with a dual focus on children and kidults. In September 2024, we opened the first TOMICA brand store in Shanghai. This store targets families and children. For the kidults segment, we are developing TOMICA Kidult Select Stores, each about 30–40 m² in size, in major cities like Shanghai and Beijing. By further expanding this format, we plan to drive "Expansion of age groups."

**Could you tell us about collaboration within the Group?**

Kondo With respect to our company's overseas expansion, we are working closely with the Europe, America and Australia Business Integration HQ, which was established in April 2025. With support from a team with extensive expertise in overseas business and strong execution capabilities, we have significantly accelerated the pace of our North American operations.

We are also working with TOMY (Shanghai) to introduce plush toys to the Chinese market for the first time.

Usami The Europe, America and Australia Business Integration HQ was built from the ground up and includes members who had previously been responsible for North America, so we are now coordinating with T-ARTS, which until recently had been active only in Asia. We have also been engaged



in business negotiations and otherwise building strong connections locally.

Shui Regarding Pokémon, which is a focus area for TOMY (Shanghai), we have been test-marketing T-ARTS's Pokémon plush toys for the kidults segment since fiscal 2024. The results appear favorable, so we plan to continue expanding this initiative in collaboration with T-ARTS. We are also in negotiations regarding other plush toy products.

Tsumura At KIDDY LAND, we leverage the character IP and expertise of TOMY and T-ARTS to commission limited offerings, such as SNOOPY TOMICA and Miffy plush toys, which we then sell through our specialty stores. By continuing to collaborate within the TOMY Group to plan and develop products and then sell them through our specialty stores, we believe we can establish a cycle that leads to stable sales.

Kondo In fiscal 2024, TOMY announced its new Purpose: "Quality Asobi can inspire and delight the world." Rather than letting this purpose remain a slogan, we are actively working to embed it throughout the Group, and posters displaying our Purpose and related values can now be seen at our offices. When speaking with employees, I often hear the words of the Purpose come up, and I feel that everyone is gradually starting to move in the same direction. We expect this to serve as a powerful common language across the Group as we work together to implement our Medium- to Long-Term Management Strategy 2030.

**Finally, could you share your outlook and thoughts on future growth driven by "Expansion of regional axis" and "Expansion of age groups"?**

Usami Going forward, expansion of regions and age groups will be indispensable to the TOMY Group's growth strategy. The three companies gathered here today each have significant growth potential, and I believe they can play a central role in driving our future growth. That said, our focus is not limited to expansion of regions and age groups alone. In terms of regions, trading card games and BEYBLADE X toys are showing strong growth in Japan as well. And while the kidults segment is expanding, we have no intention of neglecting children, who remain a vital part of our business. During summer vacation, for example, families travel from afar so their children can attend events like TOMICA Expo and PLARAIL Expo. We believe that children, who will continue growing, are the ones we must cherish most.

Our starting point has always been delivering "dreams" to children. Even as we evolve from a toy company into an "Asobi company," our commitment to children remains unchanged. In that sense, our two strategies—"Expansion of regional axis" and "Expansion of age groups"—are fundamentally about "expansion" and do not deviate from our starting point. On this topic, we will not waver. With even greater speed, the TOMY Group will unite to achieve its targets of ¥300 billion in net sales and a 10% operating margin in the fiscal year ending March 2030. Beyond that, we will continue pursuing further growth.

