[Translation]

This document has been translated from the Japanese original (as submitted to the Tokyo Stock Exchange) for reference purpose only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Corporate Governance

CORPORATE GOVERNANCE TOMY Company, Ltd.

Last updated June 26, 2026
TOMY Company, Ltd.
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The status of corporate governance at TOMY Company, Ltd. (“TOMY”) is as follows:

I. TOMY’s Basic Policy on Corporate Governance and Capital Structure, Business Attributes and Other Basic Information

1. Basic Policy [Updated]

TOMY and the TOMY Group have reexamined the significance of our place in society, and has defined a Purpose, “Quality Asobi can inspire and delight the world.” Under this Purpose, TOMY and the TOMY Group set “Through Quality Asobi, We Create Joy that Builds Life-Long Well-Being for 410 Million People Worldwide.”* as its commitment. In aiming to promote the well-being of everyone worldwide, we believe that joy that builds life-long well-being beyond health is the value we should offer to society through Asobi. This “joy that builds life-long well-being” is the view that serves as the shared foundation across all of TOMY Group’s business activities. Furthermore, based on this Purpose and view of creating joy that builds life-long well-being, we have also newly established a Business Vision that pursues economic value, and a Sustainability Vision that seeks to increase social value. The business strategies of our diverse and varied brand portfolio are being executed under these unified Visions. In addition, through our corporate strategy supporting our business strategy, we will operate our business which has both safety and proactiveness.
Based on this belief, one of the most important management issues for the TOMY Group today is maintaining the trust of our stakeholders, while offering continual improvements in corporate value and building on sound and transparent management practices. We will make every effort to achieve this through strong corporate governance.

For the corporate philosophy of the TOMY Group and details of its corporate governance, please see TOMY’s website.
TOMY Group Corporate Philosophy
https://www.takaratomy.co.jp/english/company/philosophy/
TOMY Group Commitment
https://www.takaratomy.co.jp/english/company/csr/well-being/
Corporate Governance
https://www.takaratomy.co.jp/english/company/governance.html
* “410 Million People” refers to the cumulative total of (estimated) users for each year up to 2030.
Additionally, “Joy that Builds Life-Long Well-Being” is a phrase coined by TOMY.

[Reason for not implementing each principle of the Corporate Governance Code]

TOMY implements all the individual principles of the Corporate Governance Code.

[Translation]

[Disclosure based on each principle of the Corporate Governance Code] [Updated]

[Principle 1.4] Cross-Shareholdings
(1) Policy for cross-shareholdings
TOMY has a policy of holding shares of other companies when it determines that they are necessary as part of management strategies, such as sustained business alliances, or in order to develop good relationships with its business partners and facilitate the smooth operation of business. The Board of Directors annually examines the degree of contribution to the enhancement of the Company's corporate value through the stabilization of business development based on the Company's IP strategy and distribution strategy with the concerned company, and the maintenance of business relationships with financial institutions, for each individual cross-shareholding, from a medium- to long-term perspective, taking into account the significance of the acquisition or holding and the economic rationality. At a meeting of the Board of Directors of the Company held on March 17, 2026, the Company recognized the reasonableness of shareholdings as of March 31, 2026.

(2) Exercise of voting rights
For voting rights as to the cross-shareholdings, TOMY determines whether it will vote for or against each proposal after comprehensively considering the following points: whether the company that issued the shares has established an appropriate corporate governance system; whether such company has made the proposal to improve its corporate value in the medium- and long-term; and the effects on the Company. TOMY makes a careful decision especially in the case of a long-term decline in earnings, a serious scandal or a proposal that damages shareholder value.

[Principle 1.7] Related Party Transactions
When TOMY engages in transactions with its Directors or major shareholders, to ensure that such transactions do not harm the interests of the Company or the common interests of its shareholders, and to prevent any concerns with respect to such harm, the Board of Directors monitors the transactions through appropriate procedures, including approval and reporting at the Board of Directors meetings in accordance with laws and regulations or the Regulations of the Board of Directors of the Company, in proportion to the importance and characteristics of the transaction.

[Supplementary Principle 2.4.1] Approach to and Target for Ensuring Diversity, Policy for Human Resource Development, and Policy for Internal Environmental Improvement
For the TOMY Group, the human resources involved in the creation of Asobi within our domestic and overseas Group companies are vital human capital, and the promotion and realization of the Group's business strategies depend on the recruitment, development, and active engagement of these human resources. We believe that working within the Group significantly impacts not only the skills and careers of our human resources but also their lives as a whole. Based on this belief, and in alignment with our Purpose and Vision, the Group is committed to strengthening our human capital by implementing the following human resources strategy.
<Human Resources Strategy>
"Build an environment facilitating a passion for work that creates Asobi as an organization capable of self-driven and sustainable growth."
The TOMY Group aims to be an organization in which its diverse domestic and overseas human resources strive to proactively and continuously create value, thereby producing more significant achievements on a global scale.

-Organizational Vision-
(Acceptance and co-creation of diversity)
An organization where a diverse workforce proactively and continuously creates greater value on a global scale
(ONE TAKARATOMY)
An organization that breaks down silos and fosters collaboration by harnessing the collective strength of the entire Group across company and departmental boundaries
(Support for new challenges)
An organization with a culture that welcomes and supports the global challenge of creating Asobi around the world
Furthermore, to achieve the organizational culture described above, we are advancing our human capital strategy based on the following five pillars.

i) Promoting dynamic talent acquisition, assignment, and allocation of human capital, as well as succession planning, in alignment with our business strategy
ii) Developing global talent and facilitating the cross-border exchange of personnel
iii) Promoting DEI across nationalities, ages, and genders
iv) Stimulating engagement to become absorbed in creating Asobi
v) Building a common human capital management platform toward "ONE TAKARATOMY"

The TOMY Group actively engages in mid-career recruitment to secure human resources with the expertise necessary for executing our business strategies and to promote diversity.
In the fiscal year ended March 31, 2026, mid-career hires accounted for 54% of all domestic Group hires, so we have been securing work-ready human resources in each domain. Additionally, we have introduced a "job return system" to rehire employees who have retired, which provides them with the opportunity to leverage the knowledge and experience gained after leaving the Company to once again contribute to the Group, thereby further invigorating the organization and creating new value.
For TOMY Group's policy for human resource development, policy for a work environment and the approach to and numerical targets for appointment of female employees to managerial positions and mid-career hires, please see TOMY's website.

TOMY Group Diversity Policy
https://www.takaratomy.co.jp/english/company/csr/work_style_reform/
Human Resources Development Policy
https://www.takaratomy.co.jp/english/company/csr/work_style_reform/human_resources_development.html
Work Environment Policy
https://www.takaratomy.co.jp/english/company/csr/work_style_reform/diversity.html

[Principle 2.6] Roles of Corporate Pension Funds as Asset Owners
TOMY has introduced a defined benefit corporate pension plan and periodically monitors the management of plan assets and reviews the policy composition of plan assets when necessary. In addition, TOMY provided the basic policy on asset management and the asset management guidelines to asset managers and comprehensively assesses them by conducting quantitative assessment as well as qualitative assessment of their investment policies, asset management processes and compliance. The Human Resources Department of TOMY, in coordination with the Accounting and Finance Department as appropriate, reviews their management of assets and periodically exchanges information with them. In addition, we introduced a defined contribution pension plan from October 2016. In order to help employees build assets, we select investment products from multiple perspectives, provide employees with education on investment management, and receive regular reports from the investment management institution on the products and investment performance, thereby conducting monitoring.

[Principle 3.1] Full Disclosure
(1) Corporate philosophy, management strategies, and management plan

For the corporate philosophy, please see TOMY's website.
TOMY Group Corporate Philosophy
https://www.takaratomy.co.jp/english/company/philosophy/

Please see TOMY's website for details of our management strategy.

Medium- to Long-term Management Strategy 2030
https://www.takaratomy.co.jp/ir/plan/

We disclose information in accordance with the Financial Instruments and Exchange Act and the "Rules on Timely Disclosure of Corporate Information by Issuers of Listed Securities" stipulated by the Tokyo Stock Exchange in order to promote understanding of the Group among shareholders and investors and contribute to their proper evaluation of the Group.
IR Policy

https://www.takaratomy.co.jp/english/ir/etc/policy.html

(2) Basic policy and guidelines on corporate governance
Please see "I. 1. Basic Policy" of this report.

(3) Policy and procedures for determining remuneration for senior management and Directors
<Basic policy regarding remuneration for Directors>
The basic policy for remuneration for Company Directors (excluding Directors who are Audit and Supervisory Committee members) is resolved by the Board of Directors upon receiving recommendations from the Remuneration Committee. The contents of the policy are as follows.

1. It should be a system that is effectively linked to corporate performance and the medium- to long-term growth of corporate value, and one that allows such value to be shared with shareholders
2. It should be a system that maintains compensation levels that are determined based on comprehensive consideration of those of other companies
3. It should be a system determined through a process that is objective and transparent to stakeholders

<Policy for determining the amount of remuneration for Directors and calculation method of remuneration>

1. The amount and other conditions of remuneration for individual Directors (excluding Directors who are Audit and Supervisory Committee members) are deliberated by the Remuneration Committee, which is chaired by an independent outside Director and composed of independent outside Directors, etc., and determined based on reports submitted to the Board of Directors.
2. The remuneration amount for Directors who are Audit and Supervisory Committee members is determined through discussions among the Directors who are Audit and Supervisory Committee members, within the total amount of remuneration determined by resolution of the General Meeting of Shareholders, based on recommendations from the Remuneration Committee upon receiving inquiries from the Audit and Supervisory Committee.

<Composition and structure of remuneration for Directors>

1. The remuneration of Executive Directors is made up of three categories, namely, fixed basic compensation, performance-linked compensation provided as officer bonuses and stock-based compensation provided as non-monetary remuneration.
2. Officer bonuses are paid as monetary compensation reflecting the level of achievement for key performance indicators (KPIs) to raise Directors' motivation to improve business performance for each fiscal year. The payment amount is based on a standard amount determined according to the role and responsibilities of each Director, with the specific payment rate being determined within a range (0% to 200%), depending on the percentage of achievement of profit attributable to owners of parent and consolidated net sales as stated in the consolidated statement of income for each fiscal year. The details are disclosed in the Securities Report for the fiscal year ended March 31, 2026.
3. The performance-linked stock-based compensation using a trust was introduced by a resolution of the 70th Annual Shareholders Meeting held on June 23, 2021. Furthermore, based on the resolution by the Board of Directors on May 14, 2024, the Company has extended this system for an additional three fiscal years starting from the fiscal year ended March 31, 2025, under the same terms. This system is a stock award plan in which a trust set up through money contribution by the Company (hereinafter "the Trust") will acquire shares of the Company and deliver such shares of the Company to each Director (excluding Directors who are Audit and Supervisory Committee members, non-executive Directors, and non-residents) in proportion to the respective points given to each executive Director. The three fiscal years starting from the fiscal year ended March 31, 2025 are set as the initial target fiscal years, with the consolidated return on equity (ROE) for these years as the performance indicator (KPI). The actual consolidated ROE for the fiscal year ended March 31, 2026, was 10.7%, resulting in a performance-linked coefficient of 1.00. The details are disclosed in the Securities Report for the fiscal year ended March 31, 2026.
4. Remuneration for outside Directors and Directors who are Audit and Supervisory Committee members consists only of fixed remuneration (basic remuneration) as they supervise and audit business execution from an objective and independent standpoint.

(4) Policy and procedures for appointment/dismissal of senior management and nomination of candidates for Directors by the Board of Directors
<Policy for nominating candidates for Directors>
Please refer to [Supplementary Principle 4.11.1] Views on the Composition of the Board of Directors, and Skill Matrix of the Board for the policy for nominating candidates for Directors.
<Director Qualifications and Appointment/Dismissal and Nomination Procedures>
1) As for Directors of TOMY, we will appoint multiple persons from inside and outside the Company who have high ethical standards as well as an excellent personality, insight, ability, and abundant experience. Furthermore, in addition to the above, in order for Directors who are Audit and Supervisory Committee members to appropriately fulfill audit functions, we will select persons who have expertise and an abundance of experience in fields such as finance, accounting, and legal affairs.
2) Regarding the nomination of Directors, the Board Director Nominating Committee, which is made up of independent outside Directors, etc. has been established as an advisory body to the Board of Directors.
3) The Board Director Nominating Committee formulates the basic policy for evaluation and appointment of Directors, which it submits to the Board of Directors.
4) Directors of TOMY are elected every year by resolution of the General Meeting of Shareholders, and candidates for newly appointed Directors are approved by the Board of Directors after undergoing a fair and highly transparent review by the Board Director Nominating Committee and being discussed at the General Meeting of Shareholders.
5) To ensure that Directors have a good understanding of TOMY Group's business, we will select persons who can sympathize with the TOMY Group Corporate Philosophy.
6) If there are illegalities or serious violations of laws and regulations in the execution of duties by Directors, or if it is deemed difficult for them to properly perform their duties, the Board Director Nominating Committee explains the reasons for their dismissal, and deliberates said reasons. Afterward, a resolution is passed by the Board of Directors and submitted to the General Meeting of Shareholders.
7) With regard to the appointment/dismissal of Directors who are Audit and Supervisory Committee members, in addition to the above, after obtaining the consent of the Audit and Supervisory Committee, their appointment/dismissal is resolved by the Board of Directors and submitted to the General Meeting of Shareholders.

(5) Explanations with respect to individual appointment/dismissal and nominations
TOMY states reasons for the appointment/dismissal of each Director in the "Notice of Convocation of General Meeting of Shareholders."

[Supplementary Principle 3.1.3] Sustainability Initiatives, Investment, etc. in Human Capital and Intellectual Property, and Climate-change Related Risks and Opportunities
<Sustainability Initiatives>
The TOMY Group celebrated its 100th anniversary in February 2024 and has reexamined the significance of our place in society, and defined a Purpose taking this new milestone as an opportunity.
<Purpose>
Quality Asobi can inspire and delight the world.
Under this Purpose, the TOMY Group set "Through Quality Asobi, We Create Joy that Builds Life-Long Well-Being for 410 Million People Worldwide."* as its commitment. In aiming to promote the well-being of everyone worldwide, we believe that joy that builds life-long well-being beyond health is the value we should offer to society through Asobi. This "joy that builds life-long well-being" is the view that serves as the shared foundation across all of TOMY Group's business activities.
Based on this Purpose and view of joy that builds life-long well-being, the Group has established a Sustainability Vision as a guideline for specifically promoting the increase of social value.

<Sustainability Vision 2030 (Enhancing Social Value)>
"A creator of quality Asobi that promotes the sustainable well-being of society."
The Group is committed to providing high quality Asobi by developing an environment where our employees are able passionately to devote themselves for it in order to realize our Sustainability Vision. Additionally, we believe it is the Group's responsibility not only to ensure customer confidence and safety, but also give thought toward the global environment and respect for human rights, and, under our sound management system, strive to attain both a sustainable society and the Group's growth, and provide value for the world.

We have identified material issues, including the particularly important materiality of “Contribute to a prosperous (enriched) society through Asobi,” and are advancing the visualization of social value based on the value creation through toys and Asobi that we have been committed to since our founding.
Please see TOMY’s Sustainability website for details.
TOMY’s Sustainability
https://www.takaratomy.co.jp/english/company/csr/
TOMY Group’s Commitment
https://www.takaratomy.co.jp/english/company/csr/well-being/

<Investment, etc. in Human Capital and Intellectual Property>
The TOMY Group has identified “Improving employee wellbeing” and “Promoting employee growth” as materialities and is promoting efforts under a cross-functional DEI Task Force overseen by the Sustainability Committee.
Regarding intellectual property, we have identified “Governance that supports the creation of Asobi” and “Risk management that supports the creation of Asobi” as materialities and are promoting an intellectual property strategy.
Please see TOMY’s Sustainability website for details.
Active participation of diverse personnel
https://www.takaratomy.co.jp/english/company/csr/work_style_reform/
Improving employee wellbeing
https://www.takaratomy.co.jp/english/company/csr/work_style_reform/diversity.html
Promoting employee growth
https://www.takaratomy.co.jp/english/company/csr/work_style_reform/human_resources_development.html
Intellectual property strategies
https://www.takaratomy.co.jp/english/company/csr/products/intellectual_property.html

<Initiatives Regarding Climate-change Related Risks and Opportunities>
The TOMY Group has identified “Responding to climate change” as one of its materialities and is promoting the understanding of climate change and specific actions to address it by reducing the environmental impact of our business activities, planning and developing eco-friendly products such as eco-toys, and supporting next-generation education to educate children about green purchasing through these activities.
In addition, we are promoting information disclosure on each item of “Governance,” “Strategies,” “Risk Management,” and “Indicators and Targets” based on the Task Force on Climate-related Financial Disclosures (TCFD) recommendations.
In addition, based on the framework recommended by the Taskforce on Nature-related Financial Disclosures (TNFD), we are identifying, analyzing, and evaluating the dependencies, impacts, risks, and opportunities related to natural capital in our business activities. Please see TOMY’s Sustainability website for details.

Responding to Climate Change
https://www.takaratomy.co.jp/english/company/csr/environment/climate_change.html
Addressing natural capital
https://www.takaratomy.co.jp/english/company/csr/environment/natural_capital/

[Supplementary Principle 4.1.1] Scope of Matters to Be Resolved by the Board of Directors and Scope of Matters Delegated to Management
TOMY has set the Regulations of the Board of Directors and “TOMY Approval Standard,” which specify the scope of important matters to be discussed at Board of Directors meetings, in addition to matters specified by laws and regulations.
As a company with an Audit and Supervisory Committee, TOMY has established a provision in its Articles of Incorporation that allows it to delegate all or part of its decisions on important business execution to Directors. To increase agility in the execution of business, the Board of Directors delegates to Directors decision-making on the execution of business, except for the matters provided by laws and regulations, the Articles of Incorporation, Regulations of the Board of Directors, and TOMY Approval Standard.

[Principle 4.9] Independence Standards and Qualification for Independent Outside Directors
TOMY has not established its own independence standards for appointing outside Directors, but in appointing them, it applies the independence standards established by Tokyo Stock Exchange, Inc. (criteria for

independence set out in accordance with the "Guidelines concerning Listed Company Compliance, etc." III 5. (3)-2).

[Supplementary Principle 4.10.1] Independence, Authority and Roles of the Nominating and Remuneration Committees
TOMY is a company with an Audit and Supervisory Committee, a majority of the members of the Board of Directors are independent outside Directors. Moreover, the Board Director Nominating Committee and the Remuneration Committee were established as advisory bodies to the Board of Directors and currently consist of one internal Director and three independent outside Directors. The Board Director Nominating Committee deliberates on election of Directors. The Remuneration Committee deliberates on Director remuneration based on the policy for determining the amount of remuneration for Directors. Both committees ensure independence and objectivity as stated above.

[Supplementary Principle 4.11.1] Views on the Composition of the Board of Directors, and Skill Matrix of the Board
(1) Policy for nominating candidates for Directors
TOMY considers that management from diverse perspectives is indispensable for developing its business, promoting globalization, and advancing appropriate supervision/audits. As such, in principle, TOMY nominates candidates for Directors from among persons who have management capability and the diverse experience required for management decision making, while satisfying the following requirements, taking into consideration the diversification and balance of TOMY's human resources. In addition, in order to ensure independence and transparency, the majority of the members of the Board of Directors shall be independent outside Directors.
(2) Requirements for candidates for Directors
[Directors (excluding Directors who are Audit and Supervisory Committee members)] The Board Director Nominating Committee selects Executive Directors, taking into consideration their administrative experience in marketing, sales, production, and administration, including global knowledge and management experience necessary for appropriately drawing up, deliberating and making decisions on business policies and strategies, and whether they have a good understanding of the TOMY Group Corporate Philosophy. The Board Director Nominating Committee proposes the candidates for outside Directors, prioritizing their diverse experience and deep insight that are required for deliberation and decision making on management policies and cannot be provided solely by Executive Directors, while taking into consideration their independence.
[Directors who are Audit and Supervisory Committee members] The Audit and Supervisory Committee nominates Audit and Supervisory Committee members, taking into consideration their high degree of professionalism and deep insight as an attorney, certified public accountant, or other professional, and experience and qualification necessary for deliberation of management policies and management strategies, and whether they have a good understanding of the TOMY Group Corporate Philosophy. At least one Director who is an Audit and Supervisory Committee member shall have experience and knowledge in administrative functions such as accounting and finance or corporate planning, and shall be nominated with due consideration given to independence from Executive Directors.
Please see [Fields of Expertise and experience of Directors] presented later in this report for the skill matrix of Directors of TOMY.

[Supplementary Principle 4.11.2] Concurrent Positions Held by Officers
The concurrent positions held at listed companies by the respective Directors of TOMY are as follows:
- Miwako Iyoku
  Outside Director of GAKKEN HOLDINGS CO., LTD.
  Outside Director of giftee, Inc.
  Outside Director and Audit & Supervisory Board member of Bewith, Inc.
  Outside Director of Kuze Co.,Ltd.
- Reiko Yasue
  External Director of Lion Corporation
  Outside Director of DENTSU SOKEN INC.
- Masato Arisawa
  Outside Director (Audit and Supervisory Committee Member) of Fuji Latex Co., Ltd.

- Mariko Mimura
  Outside Director and Member of the Audit and Supervisory Committee of Suntory Beverage & Food Limited
- Natsuyo Hara
  Outside Director (Audit and Supervisory Committee Member) of LIFENET INSURANCE COMPANY
  Outside Director, Audit & Supervisory Committee Member of CASIO COMPUTER CO., LTD.

[Supplementary Principle 4.11.3] Analysis and Evaluation of Effectiveness of the Board of Directors as a Whole
<Evaluation Method>
To evaluate the effectiveness of the Board of Directors, TOMY has been conducting surveys and individual interviews with all Board of Directors attendees (including Directors and Audit & Supervisory Board members) through a third-party evaluation agency since the fiscal year ended March 31, 2026. Based on the evaluation results, we are working on improvements to enhance the function of the Board of Directors, including sharing issues and discussing future responses. (Survey period: July 2025, to October 2025)

<Survey Items>
(1) Strategic direction of the Board of Directors
(2) Composition of the Board of Directors
(3) Advance preparations
(4) Operation and agenda of the Board of Directors
(5) Election and development of management executives
(6) Advisory body to the Board of Directors
(7) Others
(8) Status of resolution and improvement for previously recognized issues

<Overview of Evaluation Results>
- As a result of the evaluation of effectiveness through a third-party evaluation agency, the Board of Directors of the Company Board of Directors confirmed that it is functioning generally well, and assessed that decision-making on important matters and supervision of business execution are being conducted appropriately.
- The independence and objectivity of the Board of Directors are ensured through a structure centered around independent outside Directors and the utilization of the voluntary Board Director Nominating Committee and Remuneration Committee. Additionally, it was confirmed that deliberations are conducted with active discussions through pre-meeting explanations of agenda items prior to Board meetings.
- At the same time, the deepening of discussions regarding the further sharing and concretizing of strategic understanding to realize the Medium- to Long-Term Management Strategy 2030, as well as the development and promotion of management executives, were recognized as issues. Based on these issues, the Company will move forward with initiatives aimed at further improving the effectiveness of the Board of Directors.

[Supplementary Principle 4.14.2] Training Programs for Directors
TOMY will continue to provide training opportunities necessary for Directors to fulfill their roles and responsibilities.
- TOMY hold explanatory sessions on the Companies Act and corporate governance, etc. provided by professionals, and voluntary training sessions on sustainability, as well as lectures by executives of other companies and experts on useful information, etc., about management, including ethics and compliance training.
- TOMY provides independent outside Directors with explanations of TOMY's industry, history, and business outline, as well as opportunities to observe business locations and markets in and outside of Japan for their further understanding of the Company.

[Principle 5.1] Policy for Constructive Dialogue with Shareholders
(1) Basic views
TOMY considers shareholders and investors as an important stakeholder, and places an emphasis on constructive dialogue to improve our corporate value. To deepen mutual understanding of values and

standpoints, and take appropriate action based on such understanding, the Company engages in dialogue with its shareholders as follows.

(2) Dialogue with institutional investors

TOMY's IR Department is in charge of measures for dialogue with institutional investors under the supervision of CFO. In collaboration with the Corporate Planning Department, department in charge of promoting sustainability and other related departments, the department holds regular meetings with institutional investors in and outside Japan and explains the outline and progress of management strategies, performance, business situation and shareholder returns, etc. of the Company to those investors. Moreover, the Company arranges opportunities to have direct dialogues with institutional investors that allow for exchanging opinions from a long-term point of view to increase its corporate value and takes responsive action to a reasonable extent. The outcome of such dialogues is reported to Representative Director and President, etc. as needed.

(3) Dialogue with individual investors

At TOMY, General Affairs Department and IR Department are in charge of measures regarding dialogue with individual investors under the supervision of CFO. These departments aim to communicate clearly to a reasonable extent. Representative Director and President also introduces its business overview, business models and the current situation, etc. at explanatory sessions for individual investors. Since dialogue with shareholders is a valuable and important opportunity to introduce our business overview, the Company aims to take sufficient time for Q&A at the General Meeting of Shareholders, and when necessary, provides an explanation of its medium- to long-term policy, etc. In addition, efforts are being made to enhance shareholder newsletters and the IR website so they are useful to individual investors in making investment decisions.

(4) Implementation status of dialogue

In the fiscal year ended March 31, 2026, TOMY held financial results briefings, small meetings, in addition to conducting individual meetings with institutional investors. The Company also held meetings attended by the Representative Director and President and CFO, as well as small meetings with all outside Directors. Furthermore, by participating in conferences for institutional investors sponsored by securities companies and conducting overseas IR activities, the Company actively provided opportunities for dialogue with a wide range of institutional investors (analysts, fund managers, those in charge of exercising voting rights, etc.) and individual investors in Japan and overseas to promote their understanding of the Company.

(5) Main themes of dialogue and matters of interest to shareholders

Financial results overview and outlook, progress of the medium- to long-term management strategy, performance trends of Group companies, trends in the toy market, ESG and sustainability initiatives, etc.

(6) Appropriate management of insider information and quiet periods

TOMY actively engages in the disclosure of statutory information, as well as other information related to the Company, for constructive dialogue with shareholders and investors towards the enhancement of corporate value. During "quiet periods," four weeks prior to the announcement of the financial results of each fiscal period, the Company refrains from making comments and answering questions related to financial results. However, if, during the quiet periods, the possibility arises that the financial results will deviate significantly from the earnings forecast, shareholders and investors will be updated as needed. In addition, the Company has established regulations concerning disclosure and the prevention of insider trading, expressly stating that it discloses information in a fair manner, does not make selective disclosure, and protects the confidentiality of insider information. In order to ensure this, all officers and employees are provided with training periodically.

[Principle 5.2] Formulation and Announcement of Management Strategy and Management Plan

[Implementation Status of Dialogue with Shareholders, etc.]

Please refer to [Principle 5.1] Policy for Constructive Dialogue with Shareholders for the implementation status of dialogue with shareholders.

[Translation]

[Action on Management Conscious of Cost of Capital and Stock Price]

Content of Disclosure [Updated]	Disclosure of initiatives (Updated)
Availability of English Disclosure	Available
Date of Update [Updated]	June 26, 2026

Explanation of Actions [Updated]

TOMY announced its "Medium- to Long-Term Management Strategy 2030" and "Changes to Shareholder Return Policy" on May 14, 2024.
By expanding the scale of business and focusing on business that generate returns that exceed cost of capital, the Company aims to achieve net sales of ¥300 billion and an operating profit margin of 10%. In addition, from the three perspectives of improving profitability, improving asset efficiency, and sound financial position, the Company will aim to maintain a consolidated return on equity (ROE) of 11% or higher.
In addition to the implementation of stable return of profits to shareholders, TOMY has decided to adopt a shareholder return policy of continuously improving shareholder value, specifically adopting the total payout ratio, which is the sum of dividends and purchase of treasury shares, as an indicator of shareholder returns, with a total payout ratio of 50% in principle. The Company will work to further enhance shareholder returns, improve capital efficiency, and execute a flexible capital policy in response to the business environment to increase corporate value even more.
Notice Concerning Formulation of the TOMY Group "Medium- to Long-Term Management Strategy 2030"
https://www.takaratomy.co.jp/english/release/pdf/i240514_04_en.pdf
Notice Concerning Changes to Shareholder Return Policy
https://www.takaratomy.co.jp/english/release/pdf/i240514_01_en.pdf

2. Capital Composition

Percentage of Shares Held by Foreign Investors [Updated]	Greater than or equal to 10%, less than 20%

[Major Shareholders] [Updated]

Name/Company Name	Number of Shares Held (shares)	%
The Master Trust Bank of Japan, Ltd. (Trust Account)	11,001,700	12.45
Tsukasa Fudosan	6,565,312	7.43
Custody Bank of Japan, Ltd. (Trust Account)	3,309,472	3.74
Kantaro Tomiyama	1,708,866	1.93
UBS AG LONDON A/C IPB SEGREGATED CLIENT ACCOUNT (Custodian: Citibank, N.A., Tokyo Branch)	1,519,310	1.72
JP MORGAN CHASE BANK 385781 (Custodian: Mizuho Bank, Settlement & Clearing Services Department)	1,170,831	1.32
Administration trust (account of Fumie Tomiyama) Trustee SMBC Trust Bank Ltd.	1,000,000	1.13
JPMorgan Securities Japan Co., Ltd.	913,436	1.03
SMBC Trust Bank Ltd.(Sumitomo Mitsui Banking Corporation Retirement Benefit Trust Account)	900,000	1.02
STATE STREET BANK AND TRUST COMPANY 505001 (Custodian: Mizuho Bank, Settlement & Clearing Services Department)	896,122	1.01

Existence of Controlling Shareholders (excluding parent company)	—
Existence of Parent Company	None

Supplementary Information [Updated]

1. TOMY owns 5,244,022 shares as treasury stock, but is excluded from the above list of [Major Shareholders].
2. The percentages shown under [Major Shareholders] are calculated excluding treasury stock.
3. TOMY has adopted “Stock-Granting Trust for Officers” and “Stock-Granting Trust for Executive Officers,” 602,072 shares of which are owned by Custody Bank of Japan, Ltd. (Trust Account). The number of shares owned by Trust Account is not included in the number of shares of treasury stock.
4. The number of shares of treasury stock and the information set forth in the description of [Major Shareholders] are as of March 31, 2026.

3. Business Attributes

Stock exchange and section	Tokyo Prime Market
Fiscal year end	End of March
Type of business	Other Products
Number of employees at the end of the previous fiscal year (consolidated)	Greater than or equal to 1,000 persons
Sales during the previous fiscal year (consolidated)	Greater than or equal to ¥100 billion, less than ¥1 trillion
Number of consolidated subsidiaries at the end of the previous fiscal year	Greater than or equal to 10, less than 50

4. Guidelines for Measures to Protect Minority Shareholders in the Event of Transactions with Controlling Shareholders

—

5. Other Particular Conditions That May Materially Affect Corporate Governance

—

[Translation]

II. Corporate Governance System of Business Management Organization, Etc. for Management Decision-Making, Execution of Duties and Management Supervision

1. Matters Pertaining to Organizational Structures and Organizational Management

Organizational form	Company with an Audit and Supervisory Committee

[Directors]

Maximum number of Directors stipulated in the Articles of Incorporation	14 persons
Term of Directors pursuant to the Articles of Incorporation	1 year
Chairperson of the Board of Directors	CEO
Number of Directors [Updated]	11 persons
Election of outside Directors	Elected
Number of outside Directors [Updated]	6 persons
Number of Outside Directors Designated as Independent Officers [Updated]	6 persons

Relationship with the Company (1) [Updated]

Name	Attribute	Relationship with the Company (*)										
		a	b	c	d	e	f	g	h	i	j	k
Shinichi Tonomura	From another company											
Miwako Iyoku	From another company											
Reiko Yasue	From another company								△			
Masato Arisawa	From another company								△			
Mariko Mimura	Lawyer								△			
Natsuyo Hara	Certified public accountant											

* **Selection of the relevant "Relationship with the Company"**

* **○ indicates that the person currently falls under or has recently fallen under the relevant item. △ indicates that the person fell under the relevant item in the past.**

* **● indicates that the person's close family member currently falls under or has recently fallen under the relevant item. ▲ indicates that the person's close family member fell under the relevant item in the past.**

a. An executive officer of the Company or its subsidiary
b. An executive officer or non-executive Director of a parent company of the Company
c. An executive officer of a fellow subsidiary of a parent company of the Company
d. A person who has a significant business relationship with the Company or who is an executive officer of an entity which has such significant business relationship
e. A person with whom the Company has a significant business relationship or who is an executive officer of an entity with whom the Company has a significant business relationship
f. A consultant, accounting expert or legal expert who receives significant remuneration or other assets from the Company other than officer compensation

g. A major shareholder of the Company (if a major shareholder is a legal entity, an executive officer of such legal entity)
h. An executive officer of an entity with whom the Company has a business relationship (does not fall under d, e, and f) (only with respect to the person)
i. An executive officer of a company whose outside officer assumes such post on a reciprocal basis at the Company (only with respect to the person)
j. An executive officer of an entity to which the Company makes donations (only with respect to the person)
k. Other

Relationship with the Company (2) [Updated]

Name	Audit and Supervisory Committee member	Independent Officer	Supplementary Information	Reasons for Appointment
Shinichi Tonomura		○	—	TOMY elected Mr. Tonomura as outside Director in order to have him utilize his extensive knowledge and experience as a business operator and a corporate manager. TOMY designated him as an independent officer of TOMY because there is no risk of conflicts of interest developing between him and general shareholders of TOMY in light of the stock exchange independence standards.
Miwako Iyoku		○	—	TOMY elected Ms. Miwako Iyoku as outside Director in order to have her utilize her extensive knowledge and experience as an in-house entrepreneur and a corporate manager. TOMY designated her as an independent officer of TOMY because there is no risk of conflicts of interest developing between her and general shareholders of TOMY in light of the stock exchange independence standards.

[Translation]

Name	Audit and Supervisory Committee member	Independent Officer	Supplementary Information	Reasons for Appointment
Reiko Yasue		○	Ms. Reiko Yasue served as President and Chief Executive Officer of Cybernet Systems Co. Ltd. until she resigned in March 2024. Although TOMY has business relationships with the company, there are no specific business relationships that may affect the management of TOMY.	TOMY elected Ms. Yasue as outside Director in order to have her utilize her extensive knowledge and experience in global business and as a corporate manager. TOMY designated her as an independent officer of TOMY because there is no risk of conflicts of interest developing between her and general shareholders of TOMY in light of the stock exchange independence standards.
Masato Arisawa		○	Mr. Masato Arisawa served as an Executive Officer, Chief Human Resources Officer (CHRO), and Executive Vice President (EVP) of the Human Resources Department at Isuzu Motors Limited until he resigned in March 2026. Although TOMY has business relationships with the company, there are no specific business relationships that may affect the management of TOMY.	TOMY elected Mr. Masato Arisawa as outside Director in order to have him utilize his extensive knowledge and experience in global corporate management across multiple industries including MBA, and human capital strategy. TOMY designated him as an independent officer of TOMY because there is no risk of conflicts of interest developing between him and general shareholders of TOMY in light of the stock exchange independence standards.

[Translation]

Name	Audit and Supervisory Committee member	Independent Officer	Supplementary Information	Reasons for Appointment
Mariko Mimura	○	○	Ms. Mariko Mimura served as a partner at Nishimura & Asahi until she resigned in 2004. Although TOMY has business relationships with the company, there are no specific business relationships that may affect the management of TOMY.	TOMY elected Ms. Mimura as outside Director who is an Audit and Supervisory Committee Member in order to have her utilize her extensive knowledge and experience as a lawyer and a corporate manager, aiming to enhance the effectiveness of audits. TOMY designated her as an independent officer of TOMY because there is no risk of conflicts of interest developing between her and general shareholders of TOMY in light of the stock exchange independence standards.
Natsuyo Hara	○	○	—	TOMY elected Ms. Hara as outside Director who is an Audit and Supervisory Committee Member in order to have her utilize her specialized knowledge as a certified public accountant and tax accountant, along with her extensive experience in audits and audit-related services at an audit firm, aiming to enhance the effectiveness of audits. TOMY designated her as an independent officer of TOMY because there is no risk of conflicts of interest developing between her and general shareholders of TOMY in light of the stock exchange independence standards.

[Audit and Supervisory Committee]

Members of the committee and attributes of the chairperson of the committee [Updated]

	Audit and Supervisory Committee
Total number of members	3
Number of full-time members	1
Number of internal Directors	1
Number of outside Directors	2
Committee chairperson	Outside Director

Appointment of Directors and/or Staff to Support the Audit and Supervisory Committee [Updated]	Established

Matters concerning the independence of such Directors and employees from Executive Directors [Updated]

The Company has employees in the internal audit department to assist the duties of the Audit and Supervisory Committee. Matters related to the appointment, transfer, and other personnel decisions of these employees are conducted with the prior consent of the Audit and Supervisory Committee, ensuring their independence from Directors (excluding Directors who are members of the Audit and Supervisory Committee).

Cooperation among Audit and Supervisory Committee Members, Accounting Auditors, and Internal Audit Departments [Updated]

(1) The Audit and Supervisory Committee closely exchanges opinions and information with Accounting Auditors as follows.
   1) The Audit and Supervisory Committee receives briefings from the Accounting Auditor on the audit plan on an annual basis.
   2) The Audit and Supervisory Committee receives briefings from the Accounting Auditor on the interim and third-quarter review reports, as well as the year-end audit report.
   3) The Audit and Supervisory Committee receives briefings on priority audit items, the status of internal control systems, and risk assessment identified by the Accounting Auditor, and exchanges opinions whenever necessary.

(2) The Audit and Supervisory Committee aims to work together by exchanging opinions and information with the internal audit department, etc., on priority audit issues, the status of internal control systems (including J-SOX-related issues), and risk assessment whenever necessary. Internal audit results are reported whenever necessary.

[Establishment of voluntary committee]

Voluntary establishment or non-establishment of a committee that corresponds to a Nominating Committee or Remuneration Committee	Established

Status of establishment of voluntary committee, members of the committee, and attributes of the chairperson of the committee [Updated]

	Voluntary committee corresponding to Nominating Committee	Voluntary committee corresponding to Remuneration Committee
Name of the committee	Board Director Nominating Committee	Remuneration Committee
Total number of members	4	4
Number of full-time members	0	0
Number of internal Directors	1	1
Number of outside Directors	3	3
Number of outside experts	0	0
Number of other members	0	0
Committee chairperson	Outside Director	Outside Director

Supplementary Information [Updated]

(1) Board Director Nominating Committee: Role, authority, and member composition, etc.
The Company's Board Director Nominating Committee provides counsel to the Board of Directors regarding the evaluation and appointment of Directors. The Committee consists of the Representative Director and President and three independent outside Directors, with the chair selected from among the Committee members who are independent outside Directors by consultation of the Committee members. The Human Resources Department serves as the Committee secretariat.
The current Committee is composed of four members: three outside Directors and one internal Director, with an outside Director serving as the chairperson.
In the fiscal year ended March 31, 2026, the Company held 13 meetings of the Director Nominating Committee, and the attendance of each member is as follows.
[Name of the members Attendance at the meetings/Number of the meetings (Attendance Rate)]
Meetings of the Director Nominating Committee held before the re-election of Committee members on June 26, 2025

Shinichi Tonomura (Chair)	1/1 (100%)
Kazuhiro Kojima	1/1 (100%)
Mariko Mimura	1/1 (100%)
Miwako Iyoku	1/1 (100%)
Yuji Yamaguchi	1/1 (100%)

Meetings of the Director Nominating Committee held after the re-election of Committee members on June 26, 2025

Shinichi Tonomura (Chair)	12/12 (100%)
Akio Tomiyama	12/12 (100%)
Mariko Mimura	11/12 (92%)
Miwako Iyoku	12/12 (100%)
Natsuyo Hara	10/12 (83%)

In the fiscal year ended March 31, 2026, the Director Nominating Committee conducted interviews with candidates for Director nominations and deliberated on the positions of Directors and the regulations of the Director Nominating Committee, among other matters.

(2) Remuneration Committee: Role, authority, and member composition, etc.
The Company's Remuneration Committee provides proposals and counsel to the Board of Directors regarding basic policies on the details of individual remuneration for Directors. The Committee is composed of the Representative Director and President and three independent outside Directors. The chairperson is selected from among the independent outside Directors through discussions among the Committee members. The Human Resources Department serves as the Committee secretariat.
The current Committee is composed of four members: three outside Directors and one internal Director, with an outside Director serving as the chairperson.

In the fiscal year ended March 31, 2026, the Company held nine meetings of the Remuneration Committee, and the attendance of each member is as follows. However, since Mr. Fumitoshi Sato resigned on June 26, 2025, the attendance record reflects the meetings held during his tenure.
[Name of the members Attendance at the meetings/Number of the meetings (Attendance Rate)]
Meetings of the Remuneration Committee held before the re-election of Committee members on June 26,

Reiko Yasue (Chair)	2/2 (100%)
Kazuhiro Kojima	2/2 (100%)
Fumitoshi Sato	2/2 (100%)
Yuji Yamaguchi	2/2 (100%)
Michihiro Nishi	2/2 (100%)

Meetings of the Remuneration Committee held after the re-election of Committee members on June 26, 2025

Reiko Yasue (Chair)	7/7 (100%)

Akio Tomiyama	7/7 (100%)
Masato Arisawa	7/7 (100%)
Yuji Yamaguchi	7/7 (100%)
Michihiro Nishi	6/7 (86%)

In the fiscal year ended March 31, 2026, the Remuneration Committee deliberated on matters such as fixed compensation (basic compensation) for officers, officer bonuses, stock-based compensation, draft proposals for the General Meeting of Shareholders (regarding the amounts of remuneration for Directors), revisions to the officer compensation system, and the regulations of the Remuneration Committee.

[Independent Officers]

Number of Independent Officers [Updated]	6 persons

Other Matters Relating to Independent Officers

<Views on the independence of TOMY's outside Directors>

TOMY elects as outside Directors persons who have abundant experience and deep insight as corporate managers, and those who have expert knowledge and experience as lawyers, tax accountants, certified public accountant, management consultants, and other professions in order to ensure equal and fair decision making that considers the interests of general shareholders in the decision-making process, etc. of the Board of Directors, etc. regarding the execution of material operations.
All outside Directors who qualify as independent officers have been designated as independent officers.

[Incentives]

Implementation of Measures for Providing Incentives to Directors [Updated]	Adoption of performance-based remuneration plan

Supplementary Information [Updated]

TOMY believes that these plans can be expected to promote corporate management by emphasizing a sense of contribution to consolidated earnings growth and the interests of shareholders.
The remuneration of Directors is disclosed in the Securities Report and the Business Report for the fiscal year ended March 31, 2026.
The stock-based compensation stock option system was eliminated and performance-linked stock-based compensation using a trust was introduced by a resolution of the 70th Annual Shareholders Meeting held on June 23, 2021. The performance-linked indicator is consolidated ROE as specified in the Medium-term Management Plan.

Grantees of Stock Options [Updated]	

Supplementary Information [Updated]

———

[Remuneration for Directors]

Disclosure Status (of individual director remuneration)	Only a portion of remuneration is individually disclosed.

[Translation]

Supplementary Information [Updated]

The number of grantees and the total amount of remuneration paid based on a grantee's status, including Directors (excluding outside Directors), Audit & Supervisory Board members (excluding outside Audit & Supervisory Board members), outside Directors, and outside Audit & Supervisory Board members, are disclosed as officer compensation prior to the transition to a company with an Audit and Supervisory Committee in the Securities Report and the Business Report for the fiscal year ended March 31, 2026.
Individual disclosure is made for Directors whose total amount of consolidated remuneration, etc. is ¥100 million or more.

Existence of Guidelines for the Amount and Calculation Method of Remuneration [Updated]	Yes

Information Regarding Guidelines for the Amount and Calculation Method of Remuneration

<Basic policy regarding remuneration for Directors>
The basic policy for remuneration for Company Directors (excluding Directors who are Audit and Supervisory Committee members) is resolved by the Board of Directors upon receiving recommendations from the Remuneration Committee. The contents of the policy are as follows.
1. It should be a system that is effectively linked to corporate performance and the medium- to long-term growth of corporate value, and one that allows such value to be shared with shareholders
2. It should be a system that maintains compensation levels that are determined based on comprehensive consideration of those of other companies
3. It should be a system determined through a process that is objective and transparent to stakeholders
<Policy for determining the amount of remuneration for Directors and calculation method of remuneration>
1. The amount and other conditions of remuneration for individual Directors (excluding Directors who are Audit and Supervisory Committee members) are deliberated by the Remuneration Committee, which is chaired by an independent outside Director and composed of independent outside Directors and/or other members, and determined based on reports submitted to the Board of Directors.
2. The remuneration amount for Directors who are Audit and Supervisory Committee members is determined through discussions among the Directors who are Audit and Supervisory Committee members, within the total amount of remuneration determined by resolution of the General Meeting of Shareholders, based on recommendations from the Remuneration Committee upon receiving inquiries from the Audit and Supervisory Committee.
<Composition and structure of remuneration for Directors>
1. The remuneration of Executive Directors is made up of three categories, namely, fixed basic compensation, performance-linked compensation provided as officer bonuses and stock-based compensation provided as non-monetary remuneration.
2. Officer bonuses are paid as monetary compensation reflecting the level of achievement for key performance indicators (KPIs) to raise Directors' motivation to improve business performance for each fiscal year. The payment amount is based on a standard amount determined according to the role and responsibilities of each Director, with the specific payment rate being determined within a range (0% to 200%), depending on the percentage of achievement of profit attributable to owners of parent and consolidated net sales as stated in the consolidated statement of income for each fiscal year. The details are disclosed in the Securities Report for the fiscal year ended March 31, 2026.
3. The performance-linked stock-based compensation using a trust was introduced by a resolution of the 70th Annual Shareholders Meeting held on June 23, 2021. Furthermore, based on the resolution by the Board of Directors on May 14, 2024, the Company has extended this system for an additional three fiscal years starting from the fiscal year ended March 31, 2025, under the same terms. This system is a stock award plan in which a trust set up through money contribution by the Company (hereinafter "the Trust") will acquire shares of the Company and deliver such shares of the Company to each Director (excluding Directors who are Audit and Supervisory Committee members, non-executive Directors, and non-residents) in proportion to the respective points given to each executive Director. The three fiscal years starting from the fiscal year ended March 31, 2025 are set as the initial target fiscal years, with the consolidated return on equity (ROE) for these years as the performance indicator (KPI). The actual consolidated ROE for the fiscal year ended March 31, 2026, was

10.7%, resulting in a performance-linked coefficient of 1.00. The details are disclosed in the Securities Report for the fiscal year ended March 31, 2026.
4. Remuneration for outside Directors and Directors who are Audit and Supervisory Committee members consists only of fixed remuneration (basic remuneration) as they supervise and audit business execution from an objective and independent standpoint.

[Outside Director Support System] [Updated]

The Board of Directors secretariat, which is composed of Corporate Secretary Department staff, informs outside Directors of Board of Directors meetings, provides advance briefings on outlines of proposals to the extent possible and provides other necessary information.

[Status of Those Retired from the Position of Representative Director and President, etc.]

Names, etc. of advisors, counselors, etc. who formerly served as Representative Director and President, etc. [Updated]

Name	Position/Status	Description of Duties	Type and Conditions of Service (Full-time/Part-time, With/Without Remuneration, etc.)	Date of Retirement as President, etc.	Term of Office
Kantaro Tomiyama	Chairman Emeritus	External activities such as industry associations, etc. Guidance on the handing down of corporate culture through lectures on the Company's history/ Founding Philosophy and compilation of company history, and other matters	Part-time, with remuneration	June 26, 2024	1 year (1 year renewal)
Kazuhiro Kojima	Special Management Advisor	Advice on risk compliance and governance at the request of management	Part-time, with remuneration	June 25, 2026	1 year

Total Number of Advisors, Counselors, etc. Who Formerly Served as Representative Director and President, etc. [Updated]	2 persons

Other Matters [Updated]

The Honorary Chairman and Special Management Advisor do not attend meetings of the Board of Directors or the Management Committee, nor do they receive regular monthly reports. They do not have any authority to participate in management decision-making and are not involved in any management decisions.
The appointments of an Honorary Chairman and a Special Management Advisor are matters to be resolved by the Board of Directors and will therefore be decided by the Board of Directors.

[Translation]

2. Matters Pertaining to Functions Relating to the Execution of Duties, Audit and Supervision, Appointment, and Decisions Regarding Remuneration, etc. (Outline of the Current Corporate Governance System) [Updated]

[Outline of the current system]
The TOMY Group's basic policies regarding corporate governance are "continual improvements in corporate value" and "building on sound and transparent management practices," and the Board of Directors plays a central role in overseeing and making decisions regarding Group management.
For a diagram of the Company's corporate governance system, please see "Corporate Governance System" as described below.

Board of Directors

・The Board of Directors consists of eleven Directors (including six Outside Directors), and a Representative Director and President serves as the chair.

・The Board of Directors supervises operational execution and determines basic policies and strategies for the TOMY Group as a whole, as well as to issue decisions concerning the execution of important business operations.

・Regular meetings of the Board of Directors are held once a month, and extraordinary meetings are convened as necessary.

・In the previous fiscal year (from April 1, 2025, to March 31, 2026), the Company's Board of Directors held 15 meetings, and the attendance of outside Directors and outside auditors (prior to the transition to a company with an Audit and Supervisory Committee) is as follows.

Mariko Mimura	14/15 (93%)
Fumitoshi Sato	4/4 (100%)
Shinichi Tonomura	15/15 (100%)
Miwako Iyoku	15/15 (100%)
Reiko Yasue	15/15 (100%)
Masato Arisawa	11/11 (100%)
Yuji Yamaguchi	15/15 (100%)
Michihiro Nishi	14/15 (93%)
Natsuyo Hara	11/11 (100%)

- In addition to the above number of Board of Directors meetings, there was one written resolution deemed to be a resolution of the Board of Directors based on Article 370 of the Companies Act and the provisions of the Articles of Incorporation.
- Since Director Fumitoshi Sato resigned as a director on June 26, 2025, his attendance record pertains to the Board of Directors meetings held before his resignation.
- Since Director Masato Arisawa was newly appointed as a director on June 26, 2025, his attendance record pertains to the Board of Directors meetings held after his appointment.
- Since Auditor Natsuyo Hara was newly appointed as an auditor on June 26, 2025, her attendance record pertains to the Board of Directors meetings held after her appointment.

Audit & Supervisory Committee

・The Audit and Supervisory Committee consists of three Directors, including two Outside Directors.

・Audit and Supervisory Committee meetings are held once a month in principle in correspondence with the Board of Directors meetings, and at other times as necessary, to discuss and decide on important matters necessary for supervision and auditing the execution of duties by Directors. In addition, they attend regular important meetings and various meetings held irregularly to receive reports on the state of management, the status of business operations, the financial situation, the implementation of internal audits, risk management, and the status of compliance, etc.

・While the Company transitioned to a company with an Audit and Supervisory Committee at the 75th Annual Shareholders Meeting held on June 25, 2026, during the fiscal year prior to the transition (April 1, 2025 to March 31, 2026), the Company's Audit & Supervisory Board met 14 times, and the attendance rate of Outside Audit & Supervisory Board members was 100%.

Board Director Nominating Committee/Remuneration Committee

・The Company has established voluntary committees corresponding to the Board Director Nominating Committee and the Remuneration Committee. For information on these committees, please refer to the supplementary explanation on "Voluntary establishment or non-establishment of a committee that corresponds to a Nominating Committee or Remuneration Committee."

Risk/Compliance Committee

・To both enhance and achieve greater thoroughness for the TOMY Group's compliance system and risk management system, an arrangement has been adopted in which the Risk/Compliance Committee, which is chaired by a Representative Director and President and composed of outside Directors, etc., has been established to deliberate on important issues concerning risk and compliance, and report upon the results of those discussions to the Board of Directors.

Advisory bodies to Representative Director and President

1. Executive Officer Assessment Committee

The TOMY Group is working to speed up and streamline the execution of business operations in individual groups and departments in charge, based on the policies, strategies, and supervision of the Board of Directors by delegating authority, among others, through the adoption of an Executive Officer system. The Group has established the Executive Officer Assessment Committee composed of full-time Directors, which provides advice to the Representative Director and President on matters related to the evaluation of the Company's Executive Officers.

2. Advisory Committee

We have established an "Advisory Committee" composed of inside and outside Directors, which invites outside advisors (experts) as needed, and provides advice and recommendations to the Representative Director and President regarding matters relating to the effectiveness of business execution of the Company and the Group.

3. Sustainability Committee

The Sustainability Committee provides advice and recommendations to the Representative Director and President on matters related to the Group's sustainability and ESG issues.

Discussions by the Sustainability Committee are submitted and reported to the Board of Directors as necessary.

4. Disciplinary Committee

In the event of employee misconduct or fraud that warrants disciplinary action, the Committee reviews the matter in accordance with the Company's regulations and provides advice to the Representative Director and President.

<Actions aimed at enhancing functions of Audit and Supervisory Committee>

(1) The Audit and Supervisory Committee ensures independence and objectivity from management and aims to enhance the effectiveness of its supervisory functions by appointing an independent outside Director as the chairperson and having the majority of the Committee constituted by independent outside Directors.

(2) With respect to internal audits, officers (four persons) in charge of internal audits in the internal audit department audit the execution status of operations and compliance status of individual departments of TOMY and report to the Representative Director and President and the Audit and Supervisory Committee as needed.

The assignment, reassignment, and other matters concerning the employees assisting in the duties of the Audit and Supervisory Committee shall be conducted with the prior consent of the Audit and Supervisory Committee. Such employees execute their operations under the directions and orders of the Audit and Supervisory Committee to ensure their independence from Directors (excluding Directors who are Audit and Supervisory Committee members) with regard to these operations.

The Audit and Supervisory Committee engages in exchanges of opinions and information with Accounting Auditors, the internal control department, and the Group Companies' Audit & Supervisory Board members and audit departments with regard to important themes pertaining to auditing and other matters, mutually collaborating to monitor the TOMY Group's internal control conditions.

(3) Based on the deliberations of the Risk/Compliance Committee, TOMY has established and enhanced a Company-wide risk management system integrated with internal control. In the event of unexpected

circumstances, Management Risk Task Forces and similar bodies are promptly established, with swift and appropriate actions taken to minimize losses and damages, and effective measures devised to prevent recurrences.
The Safety & Quality Assurance Department has been established as an organization to deal exclusively with product safety, with efforts being advanced to strengthen the process of offering outstanding products that can be used with confidence.

(4) The accounting audit of TOMY is implemented in an efficient manner by KPMG AZSA & Co., which was appointed at the General Meeting of Shareholders.
Please note that the continuous audit period is at least 29 years (number of years listed on the left includes the audit period under the former TOMY Co., Ltd. However, due to the significant difficulty in conducting investigations prior to 1996, the number of years may exceed the number of years listed on the left). The certified public accountants who performed the audit work for the previous fiscal year (ended March 31, 2026) are as follows.

Takeshi Nakatani, Designated Limited Liability Partner and Engagement Partner at KPMG AZSA & Co.
Tamaki Hamada, Designated Limited Liability Partner and Engagement Partner at KPMG AZSA & Co.

Composition of assistants relating to accounting audits:
81 persons, consisting of 17 certified public accountants and 64 others.

<Outline of limited liability agreements>
TOMY has entered into limited liability agreements with Directors (excluding Executive Directors, etc.) pursuant to Article 427, paragraph (1) of the Companies Act to limit the amount of their liabilities stipulated in Article 423, paragraph (1) of the Companies Act to the amount stipulated by laws and regulations. This is to have Directors and Audit & Supervisory Board members fulfil their expected roles efficiently in the execution of duties.
TOMY has entered into a limited liability agreement with KPMG AZSA & Co. pursuant to Article 427, paragraph (1) of the Companies Act to limit the amount of its liabilities stipulated in Article 423, paragraph (1) of the Companies Act to the amount stipulated in Article 425, paragraph (1) of the Companies Act. This is to have KPMG AZSA & Co. fulfil its expected role efficiently in the execution of duties.

<Outline of liability insurance agreements for officers, etc. with officers, etc. as the insured>
TOMY has entered into liability insurance agreements for officers, etc. with an insurance company with Directors, Audit & Supervisory Board members, managers, and other employees of TOMY and its subsidiaries as the insured.
Premiums are borne by the Company and there is no substantial premium burden on the insured. Said insurance agreements provide for compensation for damages and dispute expenses and other losses to be borne by the insured in the event that a claim for damages is made against the insured due to wrongful acts committed by the insured in their capacity as an insured. However, there are certain exclusions of liability, such as damages caused by acts committed with knowledge that said acts were in violation of laws and regulations.

3. Reasons for the Selection of the Current Corporate Governance System [Updated]

The Company aims to further strengthen the supervisory function of the Board of Directors and enhance management transparency and objectivity by maintaining a structure where the majority are outside Directors and includes Audit and Supervisory Committee members on the Board of Directors. Additionally, by delegating some important decisions on business execution to Directors, we separate supervision from execution, thereby accelerating management decision-making and improving the agility of business operations. For these reasons, we have selected a company with an Audit and Supervisory Committee.

[Translation]

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Initiatives to Vitalize General Shareholders Meetings and Facilitate the Exercise of Voting Rights [Updated]

	Supplementary Information
Early distribution of convocation notice of the General Meeting of Shareholders	TOMY distributes and posts on its website the convocation notice of the General Meeting of Shareholders at least three weeks prior to the date of the meeting. Distribution of convocation notice: June 4, 2026 Posting of convocation notice on the proprietary website of Tokyo Stock Exchange: June 3, 2026 * English translation was posted on June 3, 2026 Posting of convocation notice on TOMY corporate website: June 4, 2026
Scheduling the General Meeting of Shareholders to avoid overlap	The General Meeting of Shareholders for June 2026 was held on June 25, 2026.
Exercise of voting rights by electronic means	TOMY has enabled shareholders to exercise voting rights by electronic means since 2014.
Measures aimed at participation in electronic voting platforms and other improvements in the voting environment geared towards institutional investors	TOMY has participated in an electronic voting platform since 2016 (both in Japanese and English).
Provision of an English-language summary of convocation notices	TOMY has prepared English-language translations of narrowly-defined convocation notices and posted it on the website of Tokyo Stock Exchange, Inc. since 2016.
Other	1) A business report presentation is delivered at the General Meeting of Shareholders with graphics and narration in order to explain the report well. 2) Sufficient time for questions and answers is secured to hold the Meeting in an interactive manner in order to provide an environment where shareholders feel free to make statements. 3) The General Meeting of Shareholders will be live-streamed to allow as many shareholders as possible to participate.

2. IR Activities [Updated]

	Supplementary Information	Explanation by representative personnel
Create and disclose the disclosure policy	Please refer to the following IR policy website for disclosure standards and methods. https://www.takaratomy.co.jp/english/ir/etc/policy.html	
Hold periodic briefings for individual investors	Holds individual investor briefings sponsored by securities firms, where the Representative Director and President explains our business, business model, and current situation.	Yes

[Translation]

	Supplementary Information	Explanation by representative personnel
Hold periodic briefings for analysts and institutional investors	Holds business briefings concerning the summary of financial results and the basic direction of the business, etc. for analysts and institutional investors quarterly. During these briefings, the Representative Director and President provides explanations for the interim and full-year periods, while the CFO covers the first and third quarters. Additionally, after the disclosure of quarterly results, we conduct individual meetings with institutional investors, etc. In the fiscal year ended March 31, 2026, we actively sought opportunities for dialogue with domestic and international institutional investors to enhance understanding of the Company. This included conducting overseas IR activities, participating in conferences for institutional investors hosted by securities companies, and holding small meetings with all outside Directors.	Yes
Disclosure of IR materials on the website	Please refer to the following website for various IR-related materials. https://www.takaratomy.co.jp/english/ir/index.html We disclose financial information, timely disclosure materials other than financial information, materials from financial results briefings (including Q&A summaries), securities reports, shareholder communications, integrated reports, and materials related to medium- to long-term management strategies. In the fiscal year ended March 31, 2026, we enhanced information disclosure to promote investor understanding by newly providing supplementary materials on financial results, including sales figures for three domestic companies (TOMY Company, T-ARTS, and KIDDY LAND Co.,Ltd.), sales by region, and a breakdown of selling, general, and administrative expenses.	
Department related to IR (personnel)	TOMY established the IR Unit to strengthen IR activities and ensure fair and timely disclosure.	

3. Activities Concerning Respect for Stakeholders [Updated]

	Supplementary Information
Setting forth provisions in the internal regulations concerning respect for stakeholders	Respect for stakeholders is the underlying concept of the TOMY Group Corporate Philosophy, including its Purpose.

Promotion of environmental preservation activities and CSR activities	■The TOMY Group's Sustainability initiatives Sustainability Vision 2030 (Enhancing Social Value) "A creator of quality Asobi that promotes the sustainable well-being of society." In order to realize our Sustainable Vision, we are committed to providing high quality Asobi by developing an environment where our employees are able passionately to devote themselves for it. We believe it is the responsibility of the TOMY Group not only to consider customer confidence and safety, but also give thought toward the global environment, respect for human rights and our sound management system. We will strive to attain both a sustainable society and the Group's growth, and provide value for the world. The TOMY Group has specified five themes and 11 materialities for the realization of our Sustainability Vision. Our Passion I. Through Asobi, contribute to a healthy society that has dreams 1. Contribute to a prosperous (enriched) society through Asobi II. A workplace where employees can get absorbed in the work of creating Asobi that is noticed and loved all over the world. 2. Improving employee wellbeing 3. Promoting employee growth Our Responsibilities III. Ensuring high quality 4. Safe, secure, high-quality Asobi 5. Connecting with customers IV. Coexistence with the global environment 6. Responding to climate change 7. Promoting eco-design of packaging and products V. Sound management 8. Respect for human rights 9. Sustainable procurement 10. Governance that supports the creation of Asobi 11. Risk management that supports the creation of Asobi The TOMY Group is promoting initiatives to achieve medium-term sustainability targets and KPIs in accordance with these materialities. The Group is committed to contributing globally to the enhancement of individual well-being through the provision of high-quality Asobi. ■Sustainability promotion system The TOMY Group has established the Sustainability Committee as an advisory body to the Representative Director and President from July 2024 in order to more proactively promote sustainability management as well as implement initiatives for sustainability issues. The Sustainability Committee comprehensively assesses the Group's sustainability initiatives and deliberates on issues and the direction of initiatives from a broad and diverse perspective. For medium-term sustainability targets and KPIs with themes that particularly require cross-sectional action, we have established a theme-specific task force supervised by the Sustainability Committee, where officers in charge and various members across various sections engage in execution, promotion, and making proposals for relevant initiatives.

[Translation]

	Supplementary Information
	The progress of the theme-based task forces will be reported to the Sustainability Committee, which meets twice a year, and initiatives will be strengthened through monitoring by the Sustainability Committee. Discussions by the Sustainability Committee are submitted and reported to the Board of Directors as necessary. For TOMY's Sustainability-related governance system, please see [Chart of Sustainability Promotion System] shown later. For details of TOMY's Sustainability initiatives, please see the Sustainability website, integrated report, and securities reports, etc. https://www.takaratomy.co.jp/english/company/csr/ https://www.takaratomy.co.jp/english/ir/financial/annual.html https://www.takaratomy.co.jp/ir/financial/edinet.html (in Japanese)
Formulation of policies, etc. concerning disclosure to stakeholders	TOMY hopes to inform shareholders and investors of its management strategies, earnings results, and financial conditions clearly. To this end, company briefings and financial results briefings are held to create opportunities for dialogue between executive management, including the Representative Director and President, and individual investors, institutional investors in and outside Japan and analysts, etc. to a reasonable extent.

[Translation]

IV. Matters Relating to Internal Control Systems, etc.

1. Basic Policy on Internal Control Systems and the Progress of System Development [Updated]

<Basic policy on internal control systems>

One of the most important management issues for the TOMY Group today is maintaining the trust of our stakeholders, while offering continual improvements in corporate value and building on sound and transparent management practices, and we will make every effort to achieve this through strong corporate governance and continuous improvement of the internal control systems.

<Progress of internal control systems>

(1) System to ensure that Directors' and employees' execution of duties complies with laws and regulations and the Articles of Incorporation
1) "ONE TOMY's Promise" has been established to clarify that all officers and employees in the organization must not only comply with existing laws and ordinances, but also strive to fulfill their social responsibilities through the implementation of sincere and fair corporate activities. These rules are accompanied with thorough efforts to achieve the widest possible understanding of this stance on the part of officers and employees.
2) To both enhance and achieve greater thoroughness for the TOMY Group's compliance system and risk management system, an arrangement has been adopted in which the Risk/Compliance Committee, which is chaired by a Representative Director and composed of Directors (including Directors who are Audit and Supervisory Committee members), etc. has been established to deliberate on important issues concerning risk and compliance, and report upon the results of those discussions to the Board of Directors.
3) Internal audit department, which are under the direct control of the Representative Director, audit the compliance status of TOMY and the TOMY Group and report to the Representative Director and Audit and Supervisory Committee as needed.
4) TOMY will have no relationships of any kind with anti-social groups or organizations that threaten social order or the sound activities of the TOMY Group, while systematic responses shall be mounted with a firm stance against unreasonable demands and similar situations.

(2) System for the storage and management of information regarding the execution of duties by Directors
1) Information pertaining to the performance of duties by Directors shall be recorded and preserved in document or electromagnetic media form, in accordance with the TOMY Group's internal regulations.
2) The Information Security Basic Rules have been determined pertaining to the management of information, with measures devised to ensure the reliable protection of information assets, including personal information.
3) By strengthening the disclosure system, TOMY is aiming to speed up information disclosure and establish more transparent management.

(3) Regulations and system relating to managing the risk of loss
1) Based on the deliberations of the Risk/Compliance Committee, we have established a company-wide risk management system integrated with the internal control system as the organizations assigned to coordinate all areas of risk management.
2) To deal with the occurrence of unexpected circumstances, Management Risk Task Forces, etc. are promptly established, with prompt and precise actions taken to minimize losses and damages and effective measures devised to prevent recurrences of such situations.
3) The Safety & Quality Assurance Department has been established as an organization to deal exclusively with product safety, with efforts being advanced to strengthen the process of offering outstanding products that can be used with confidence.
4) We respond to social issues and corporate ethics matters related to sustainability primarily through the department in charge of promoting sustainability.

(4) System to ensure the efficiency of Directors in the execution of their duties
1) A regular meeting of the Board of Directors is held once each month, while an extraordinary Board of Directors meeting is held as deemed necessary. These meetings are used to determine basic policies and strategies for the TOMY Group as a whole, as well as to issue decisions concerning the execution of important business operations, audit and supervise operational execution and take other relevant steps.

2) The Executive Committee (the "Jomu-Kai") has been established and is held, in principle, at least once each month for the purpose of conducting the Group's business operations and management in a smoother and more efficient fashion. The members of the Meeting engage in versatile decision-making on matters concerning the overall implementation of the Group's business management. Matters resolved at the Executive Committee are reported to the Board of Directors, as deemed necessary.
3) The Board Director Nominating Committee and the Remuneration Committee, composed of outside Directors (including outside Directors who are Audit and Supervisory Committee members), etc., have been established as advisory bodies to the Board of Directors and are requested to provide proposals and counsel with regard to policies relating to matters such as Directors' assessment, appointment, and the amount of remuneration.
4) The Advisory Committee and the Financial Advisory Committee, composed of outside Directors (including Directors who are Audit and Supervisory Committee members), etc., have been established as an advisory body to the Representative Director and to the CFO, respectively. Both Committees provide advice and recommendations on the effectiveness of operational execution and special financial management matters for finance of TOMY and the TOMY Group.
5) The Executive Officer Assessment Committee, composed of full-time Directors, has been established as an advisory body to the Representative Director and is requested to provide a broad range of counsel with regard to matters such as the Executive Officers' assessment.
6) By delegating authority, among others, through the adoption of an Executive Officer system, TOMY has worked to speed up and streamline the execution of business operations in individual groups and departments in charge, based on the policies, strategies, and supervision of the Board of Directors.
7) Medium- to long-term management goals and basic strategies are clarified, with specific measures implemented for the purpose of achieving those goals based on the Business Plan (Budget) for each fiscal year.

(5) System to ensure appropriateness of operations of the Company and the Group
1) As a general rule, one or more of TOMY's officers or employees are appointed as part-time Directors or part-time Audit & Supervisory Board members of the TOMY Group companies. In this capacity, these part-time Directors and part-time Audit & Supervisory Board members engage in monitoring and supervision of the appropriateness of the execution of business operations at each such company, thereby striving to strengthen the risk management and compliance system of the TOMY Group as a whole.
2) With regard to the TOMY Group management system, a department has been established to oversee Group company management. This department acts in accordance with the TOMY Group's internal regulations in advancing management and guidance activities in response to the characteristics and conditions of each Group company.
3) Group-wide related rules have been prepared with regard to compliance, risk management, information management and other areas, with efforts made to foster awareness of compliance throughout the entire Group, and we strive to establish a risk management system that reflects company-wide perspectives based on the deliberations of the Risk/Compliance Committee.
4) Each Group company reports the progress of its profit plan and other matters at the Group's Monthly Briefing Session, which is held regularly on a monthly basis.

(6) System to ensure the reliability of financial reports
1) To ensure the reliability of financial reports, a specific internal control system has been established for the purpose of preparing pertinent regulations and the effective and appropriate submission of internal control reports in accordance with the Financial Instruments and Exchange Act.
2) The conformity with the Financial Instruments and Exchange Act and relevant laws and regulations is ensured by constantly verifying whether the internal control system works appropriately and correcting deficiencies if needed.

(7) Matters relating to the employees assisting in the duties of Audit and Supervisory Committee, matters relating to the independence of such employees from Directors (excluding Directors who are Audit and Supervisory Committee members), and matters ensuring the effectiveness of instructions to such employees
1) When required by the Audit and Supervisory Committee, employees assisting in the duties of the Audit and Supervisory Committee may be assigned within the internal audit department. If these employees hold concurrent positions, they shall prioritize tasks related to the Audit and Supervisory Committee.

2) The assignment, reassignment and other matters concerning the employees assisting in the duties of the Audit and Supervisory Committee shall be conducted with the prior consent of the Audit and Supervisory Committee. Additionally, these employees shall perform their duties under the direction and orders of the Audit and Supervisory Committee members for tasks related to the Audit and Supervisory Committee, ensuring their independence from Directors (excluding Directors who are Audit and Supervisory Committee members).

(8) System for reports from Directors and employees to Audit and Supervisory Committee members, and system for reports from others to Audit and Supervisory Committee members
1) Upon the occurrence of matters capable of causing serious losses to TOMY or the TOMY Group (or the threat of such circumstances), the detection of illegal or dishonest actions perpetrated by officers or employees, or other conditions requiring reports to the Audit and Supervisory Committee as determined by the Audit and Supervisory Committee, Directors (excluding Directors who are Audit and Supervisory Committee members) and employees of the Company, as well as Directors, Audit and Supervisory Committee members, and employees of the Group, shall promptly report such situations to the Audit and Supervisory Committee.
2) Audit and Supervisory Committee members shall use attendance at regular important meetings, irregular meetings, and other occasions to receive reports on management conditions, as well as the status of business performance, financial affairs, internal audit implementation, risk management, compliance, and other matters.

(9) System for ensuring that persons who made reports as set forth in the preceding paragraph are not treated unfavorably on account of making such reports
It is prohibited for any officer or employee of TOMY and its Group companies who made reports to Audit and Supervisory Committee to be treated unfavorably on the grounds of his/her reporting, and officers and employees of TOMY and its Group companies shall be kept well-informed of the same.

(10) Matters regarding the policy on the treatment of expenses and other liabilities arising from the execution of duties by Audit and Supervisory Committee members of TOMY
1) A certain annual budget has been secured for expenses and other liabilities arising from the execution of duties by Audit and Supervisory Committee members.
2) Audit and Supervisory Committee members may charge the company they belong to for any expenses necessary for the execution of their duties (limited to matters related to the execution of duties by the Audit and Supervisory Committee), and the company will make payment accordingly.
3) Audit and Supervisory Committee members may consult Accounting Auditors and attorneys as needed, and the company they belong to will bear the related expenses.

(11) Other systems to ensure that the Audit and Supervisory Committee conduct audits effectively
1) To ensure that the Audit and Supervisory Committee members maintain a firm grasp of the status of important decision-making and operational execution, Audit and Supervisory Committee members are allowed to attend meetings of the Board of Directors and other important conferences; access the minutes of meeting proceedings, circular memos for staff approvals and other documents concerning the execution of important business operations; and request explanations of such matters from Directors or employees as deemed necessary.
2) The Audit and Supervisory Committee engage in exchanges of opinions and information with Accounting Auditors, internal audit department and the Group companies' audit & supervisory committee members and audit departments with regard to important themes pertaining to auditing and other matters, mutually collaborating to monitor the TOMY Group's internal control conditions.

2. Basic Policy on Excluding Antisocial Forces and the Progress of the System Development [Updated]

<Progress of the development of the system to exclude antisocial forces>

(1) TOMY has drawn the attention of all officers and employees to such policy by means such as clearly stipulating "Prohibition of antisocial behavior" in the "ONE TOMY's Promise."

(2) TOMY promotes training activities to exclude antisocial forces through holding compliance lectures.

(3) We include clauses related to antisocial behavior in the basic transaction agreements and ensure thorough verification at the time of transactions.

[Translation]

V. Other

1. Adoption of Anti-takeover Measures

Adoption of anti-takeover measures [Updated]	No

Supplementary Information

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2. Other Matters Regarding Corporate Governance System, etc. [Updated]

<Outline of timely disclosure system>
1. Disclosure standard

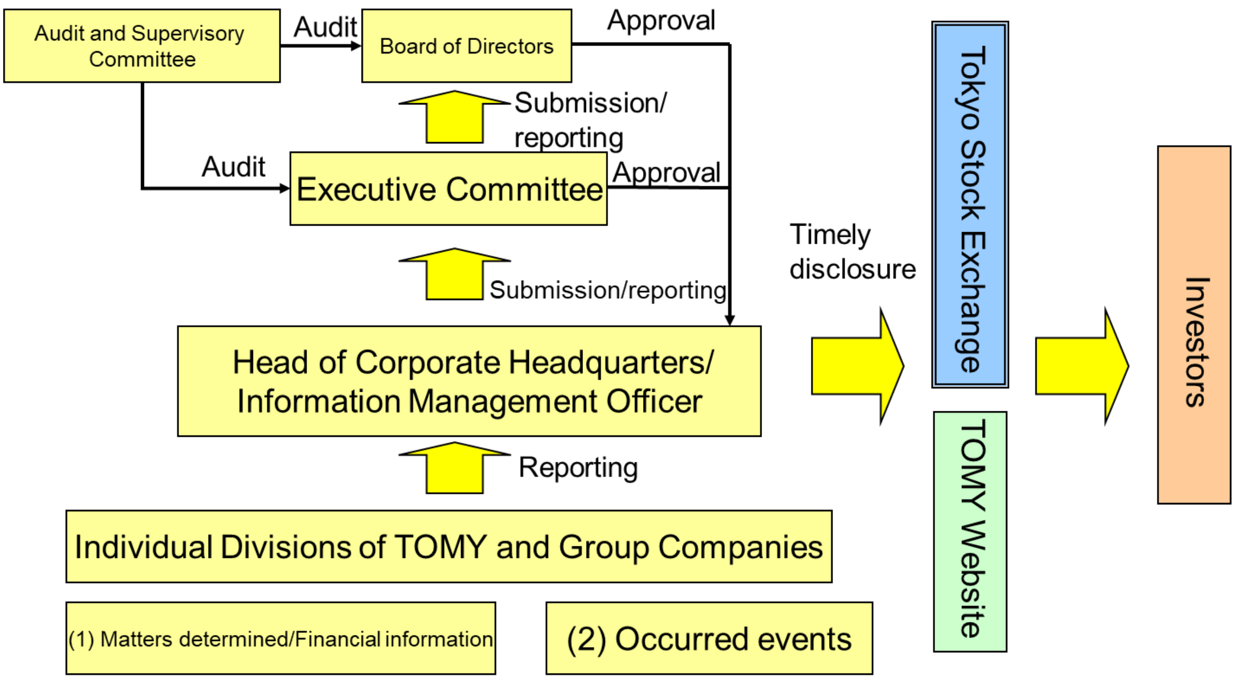
In order to facilitate shareholders' and investors' understanding of the TOMY Group and contribute to proper evaluation, TOMY discloses information in line with the Financial Instruments and Exchange Act and the Rules on Timely Disclosure of Corporate Information by Issuer of Listed Securities ("Timely Disclosure Rules") specified by Tokyo Stock Exchange.

2. Internal systems regarding timely disclosure of corporate information

(1) Management of internal information
1) TOMY has in place an Information Management Officer who is responsible for managing internal information and takes necessary measures to prevent the leakage of information internally and externally.
2) Head of Corporate Headquarters is responsible for collecting and managing information.
3) If Head of Corporate Headquarters has received internal information of TOMY and the TOMY Group companies, the Board of Directors has the authority to determine whether the information should be disclosed. However, in cases of emergency, these matters may be determined by Representative Director or a person designated by Representative Director.
(2) Method of timely disclosure
TOMY timely submits information subject to the Financial Instruments and Exchange Act and the Timely Disclosure Rules specified by Tokyo Stock Exchange and other important information to the Timely Disclosure Network (TDnet) provided by Tokyo Stock Exchange information. The information submitted is also promptly published on our corporate website to ensure fair and timely disclosure.

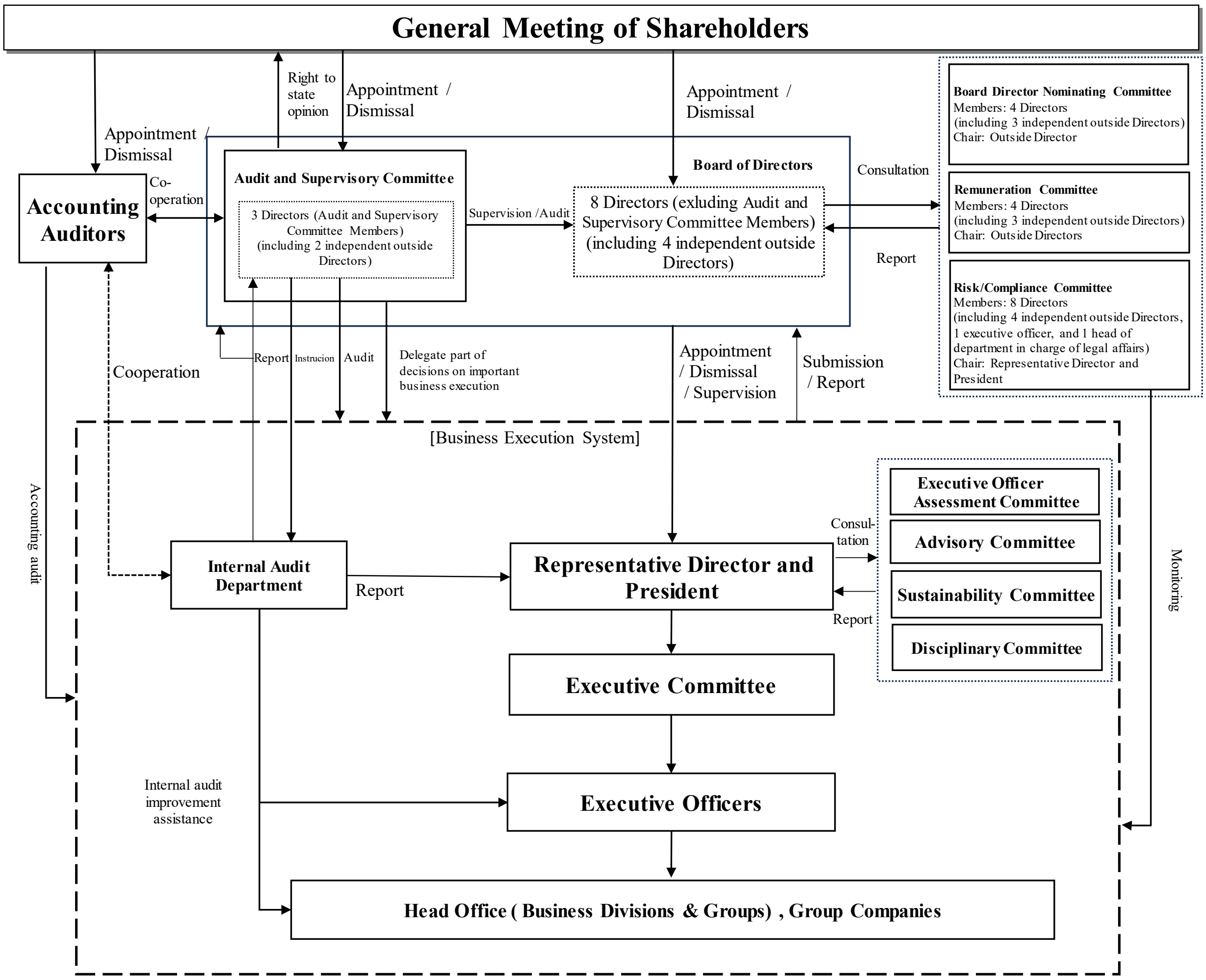
[Translation]

<Overview of Internal systems Regarding Timely Disclosure>



[Translation]

Corporate Governance System



[Translation]

[Fields of Expertise and Experience of Directors]

	Outside	Audit and Supervisory Committee member	Expertise and Experience									
			Management and business strategy	Toy and entertainment business	Innovation and new business	Global business	IP and brand business	DX / AI	Finance and accounting	Legal affairs, compliance, and corporate ethics	Human resources	ESG and sustainability
Akio Tomiyama			●	●	●	●	●	●				●
Hiroyuki Usami			●	●	●	●	●					
Goshiro Ito			●	●		●			●	●	●	●
Hiroshi Miyamori			●	●		●	●		●	●	●	
Shinichi Tonomura	○		●		●	●		●				
Miwako Iyoku	○		●	●	●			●				
Reiko Yasue	○		●		●	●		●				
Masato Arisawa	○		●			●			●		●	
Seiichiro Wasahara		○	●	●		●			●	●	●	●
Mariko Mimura	○	○	●			●				●		●
Natsuyo Hara	○	○	●			●			●		●	

* For outside directors, ● indicates the relevant item of the skills, etc. for which the person is expected to use his/her abundant experience and in-depth knowledge (up to four items). The matrix is not intended to present all of the knowledge and experience possessed by each outside Director.
* IP (Intellectual Property): In the entertainment industry, intellectual property rights are used to describe characters and titles.

[Translation]

[Chart of Sustainability Promotion System]