

# Medium- to Long-Term Management Strategy 2030

## Medium- to Long-Term Management Strategy FY2024-2030

..... Targets (Year ended March 31, 2030) .....

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

### Basic Policy (purpose-oriented management)

**Quality Asobi can inspire and delight the world.**

### Ongoing challenges

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

### Six Key Strategies

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



### Strengthening the value chain

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

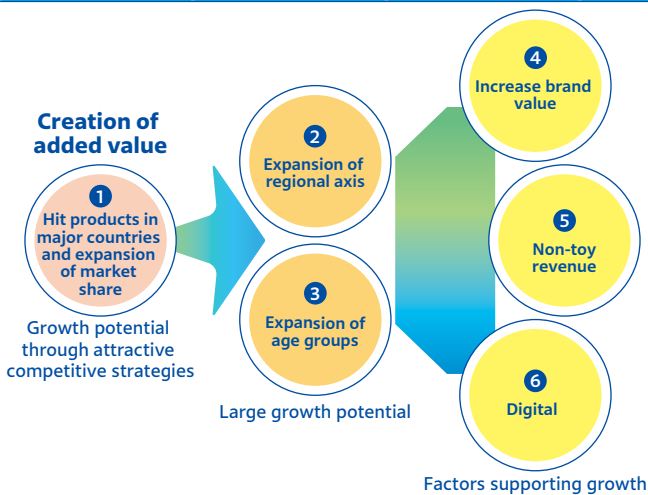
### Corporate Strategy

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

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

### Acknowledgement of the business environment

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



**Development**

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

**Supply chain**

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

**Safety and security**

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



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Corporate Strategy



→ P.28  
Increase of intangible assets in the form of human capital



→ P.32  
Increase of intangible assets in the form of human capital

**Vision**

