## CONTENTS

## 02 Highlights

- 02 Setting Off in Search of Our Dreams
- 04 Corporate Mission
- 06 Business Model
- 08 Collaborative Value Creation with Stakeholders
- 10 Our New Medium-Term Management Plan and Progress
- 12 Competitive Strengths

## 14 Messages

- 14 Message from the Chairman
- 18 Message from the President and CEO
- 22 Toward the Future
- 23 Market Trends and Group Performance
- 28 Special Feature: Business Model in the Value Creation Process
- 30 Product Planning/Developement
- 32 Production/Manufacturing
- 34 Quality Control
- 36 Sales
- 38 Promotion
- 40 After-Sales Service
- 42 Organization and Human Resources
- 46 Products and History
- 47 History of Innovation
- 52 Corporate Social Responsibilities/ Corporate Governance
- 53 Contributing to Society through Our Business
- 56 Corporate Governance
- 58 Board of Directors and Auditors
- 62 Six-Year Financial Summary
- 64 Corporate Information/Stock Information

TOMY's annual report has received a number of awards, including in two leading U.S. annual report competitions, the LACP Vision Awards and the International ARC Awards, demonstrating that the report is well received overseas for its content and expression. We will continue to position dialogue with our stakeholders as the basis of a host of corporate activities and work to communicate information to our shareholders and investors in an easy-to-understand format.



International ARC Awards 1st (Gold) in the Summary Annual Review Category



LACP [2013/14 Vision Awards] 6th among the Top 50 Worldwide; 1st (Platinum) in the Consumer/ Consumables industry



LACP [2012/13 Vision Awards] 19th among the Top 50 Worldwide; 1st (Platinum) in the Consumer/ Consumables industry