

IDEAS ARE OUR DRIVING FORCE

TAKARA-TOMY in Japanese was born of the merger in 2006 between TOMY, with a solid business platform mainly focused on high-quality classic toys, and TAKARA, a company known for strong concepts and creativity in dolls and boys' toys with superior vinyl processing technology. This was followed by management reforms maximizing the strengths of both companies in the face of increasingly fierce competition and a developing toy industry oligopoly. TOMY was in the black by 2009, having achieved the highest profits since the merger of TAKARA and TOMY.

History of Our Long-Selling Products and Management Innovation

1920S - 40S

Pioneers in modernizing the toy industry

The story begins with the founding in February 1924 of the Tomiyama Toy Factory, which became well-known for toy airplanes. It established the first production lines in the industry, as well as a toy R&D department. Tomiyama grew through its pioneering efforts and greatly contributed to the modernization of the toy industry while itself achieving prominence.



1951 B-29

1967 Licca Dolls

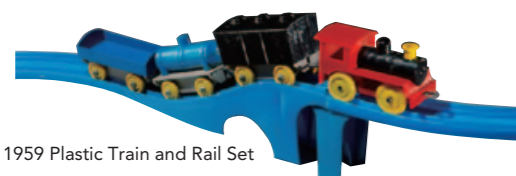
1970 Tomica

1950S

A revolution in technology and materials

Tomiyama's large B-29 friction toy was a big hit in Japan and overseas, opening up the toy export market. This period marked innovations in technology and materials accompanied by economic growth that surged through the toy industry as well, sparking the evolution from metal to plastic and friction powered toys to motorized toys. Tomiyama created a sales subsidiary in 1959.

TAKARA's predecessor, Sato Vinyl, was established in September 1955.



1959 Plastic Train and Rail Set

1960S & 70S

Launching long-selling products on a wave of strong economic growth

Half of TOMY's output during this period was exports, leading to the establishment of an overseas representative followed by overseas production. TOMY strengthened the company's production and development in Japan by expanding manufacturing and establishing an R&D center.

During the same period, TAKARA was developing as a comprehensive toy manufacturer through hit products made of hi-tech vinyl. Both companies launched long-selling products that remain popular.

1968 The Game of Life (Japanese version)



1975 Pop Up Pirate



1988 Rock 'n' Flowers



1980 Choro-Q (Penny Racers)



1984 Transformers



1983 Zoids



2007 Omnitron 17μ i-SOBOT

1990S

Launching the character business and diversifying through tie-ins

TOMY launched a three-part diversification strategy focused on toys, general goods and multimedia. This was followed by entry into the character business and an alliance with Hasbro in the United States, and by going public in 1997. TAKARA continued to develop products, expanding the life-affirming Hearty Series and launching TV character merchandise.



1997 Pokémon (toys)



1999 Furby



1999 Beyblade



2000 e-Kara

FUTURE GOALS

2015 TARGET 90TH ANNIVERSARY

(For the year ending March 31, 2015)

Net Sales: **¥220 billion**

Operating Income: **¥15 billion**

Operating Margin: **6.8%**

EBITDA: **¥23.7 billion** EPS: **¥85**

We aim to accelerate growth to achieve future goals as a truly global toymaker.

Net Sales: U.S. **\$3 billion**
 Operating Income: U.S. **\$300 million**
 Overseas Sales Ratio: **50%**

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2000S

TAKARA and TOMY merge to create TAKARA-TOMY (Japanese name for TOMY Company, Ltd.)

TOMY concluded a comprehensive licensing agreement with Disney in 2000 and strengthened group management by establishing subsidiaries for enhanced R&D and technology.

TAKARA went beyond toys in product development, rolling out one hit after another. TOMY and TAKARA merged in 2006, forming TOMY Company, Ltd., with the goal of becoming the No. 1 global toy company.

2010S

Aiming to be the world's leading toy company

Overseas development has accelerated. The launch of a TV animated series based on *Metal Fight Beyblade* coincided with the series' global development. The *Metal Fight Beyblade* World Cup Qualifying Tournament in Canada in March 2012 generated great excitement.

TOMY acquired U.S. toy and nursery products manufacturer RC2 in 2011, creating a global development platform. The entire TOMY Group is heading to become a truly global company.