

Message from the President

Bringing Asobi to the world and Asobi to all generations!



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On Our 100th Anniversary

One hundred years ago, Japan was still developing as a nation. In 1924, a time between the first and second world wars, it was difficult to access information from abroad. As I reflect on the history of our company, I often wonder why our founder, Eiichiro Tomiyama, chose to build an aircraft from the French manufacturer Breguet instead of a Japanese

one. His decision reflects an immense passion and determination to compete on the global stage and not to be outdone by Western powers.

As we reinterpret the passion and legacy of our founding years, I am committed to leading TOMY into its next chapter—one that honors our founder’s vision of strengthening our global presence.

New Management Structure

In June 2024, Kantaro Tomiyama, who served as Representative Director and CEO for more than 30 years, stepped down from management to become Honorary Chairman. Under the new structure, Kazuhiro Kojima has taken over as CEO, while I have assumed the role of COO.

Since joining the company 14 years ago, I have witnessed the strengthening of the foundation of our business. However, in today’s rapidly changing environment, we must invest in growth and move forward with organizational transformation at a much

faster pace. My strengths lie in my youth and energy, and I will maintain the sense of speed this gives me while helping an aggressive management strategy that expands our reach across different age groups and regions.

While it is critical that we take the offensive, we must not neglect defensive measures. With experienced leader Kazuhiro Kojima as CEO overseeing governance and compliance, we will strike the right balance between offense and defense to achieve the sustainable growth of our business.

Commitment to Our Purpose

We have recently redefined our Group’s significance in society and established a new Purpose: “Quality Asobi can inspire and delight the world.” The value we provide, asobi, creates immersive moments and spaces that captivate people. These experiences not only stimulate children’s learning and creativity but also develop the relationships between family members and friends who enjoy playing together, generating excitement and happiness that contribute to the overall well-being of individuals. This is the outcome we strive to deliver.

When I hear a parent say, “I bought a PLARAIL set because my child asked for it,” while I appreciate the purchase, I am disappointed that the true value of the toy is seen only as the fulfillment of the child’s request. The beauty of PLARAIL lies in its flexibility, which is facilitated by basic elements, such as the curved and straight tracks. With its carefully designed features, such as easy-to-assemble tracks and light-

touch switches, it enables children to bring their imaginations to life. How many platforms are there in the world that allow children as young as 3 or 4 years old to freely bring their imagined worlds to life? PLARAIL nurtures this creativity, and when parents join in, the experience becomes even more vibrant, fostering moments of joy and connection. The same is true for BEYBLADE. At BEYBLADE competitions, participants bow respectfully to each other, creating a safe and enjoyable environment where diverse groups of people can have fun together. We are building places where individuals can connect and celebrate these joyful experiences, which are key to advancing well-being, not only in Japan but also throughout the world. Every time I witness and experience how asobi can inspire and delight the world, I reflect on our Purpose. I share these reflections with our employees to reinforce the Purpose throughout the company.

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Review of the Previous Medium-Term Business Plan

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During the three-year period of the previous Medium-Term Management Plan, we pursued various strategies and tested several hypotheses. One key focus was launching new businesses centered on asobi. This led to the introduction of products such as NELTIP, a nail-tip printing machine for teenagers, and UCHI NO AMAENBO AMI-CHAN, a healing partner toy targeted primarily at seniors. Through these efforts, we found that while some stand-alone ventures faced challenges, we were able to leverage our strengths to achieve solid results by expanding across different age groups and regions.

Products like TOMICA, PLARAIL, LICCA, and BEYBLADE also resonate with adults who have a playful mindset—often referred to as “kidults.” This success has reinforced our confidence in further expanding our target age groups. From the perspective of global expansion, we observed the steady growth of TOMICA sales in the Chinese market, highlighting the strong demand for collectible vehicles. Similarly, BEYBLADE continues to experience robust global demand.

These successes have shown us that focusing on “the right product for the right market,” whether it is by age group, region or sales channel, is the most effective way to leverage our strengths. The kidult trend is gaining significant traction not only in Asia (especially China) but also in Europe and North America. The growing global kidult culture presents a tremendous opportunity for us as we move forward with our medium- to long-term strategy. On the other hand, we are increasingly aware of risk factors that could impact our international business in the coming years. In addition to the rapid political, economic and legal changes that we have already experienced, we face increasing risks of climate-related natural disasters and geopolitical issues. As part of our efforts to restructure our global production network, we have been shifting production from our heavily China-dependent operations to other countries, such as Vietnam. However, in September 2024, a massive typhoon hit Vietnam, disrupting factory operations and shipments. Going forward, it will be crucial for us to identify these emerging risks and implement measures to address them as part of our business operations.

Medium-to Long-Term Management Strategy 2030

Our Medium- to Long-Term Management Strategy 2030, which was announced in May 2024, builds on the strengths identified in the previous plan, applying the principle of “the right product for the right market.” While aiming for hits and the growth of our market share in key countries, we will pursue growth opportunities by expanding both our target age groups and geographic reach. As we shift from “toys” to “asobi” experiences, we will broaden our reach to bring asobi to the world and to all generations.

To broaden our target age groups, we will develop age-specific strategies for each brand to provide asobi experiences that appeal to a wider range of consumers. By offering diverse high-value-added products for core fans, we aim to increase the number of products purchased per user. At the same time, we will leverage our existing brands to broaden our reach and grow the overall number of asobi users.

Regarding geographic expansion, we will develop and implement regional strategies based on the principle of “the right product for the right market.”

For TOMICA, increasing our presence in Asia is crucial, with a particular focus on strengthening our position in China. Meanwhile, BEYBLADE has now become a global IP that transcends gender, age and nationality. We will continue to expand BEYBLADE globally, focusing on the United States, Europe, Australia and Asia, including China. Each brand will be strategically positioned in markets with the highest growth potential, aligning with our regional growth strategies.

From a group-wide perspective, T-ARTS will leverage its Japan-originated IP products to develop distribution channels for character merchandise, such as plush toys and figures, targeting the kidults segment in North America through TOMY International. In addition, as the goal of the Japan Tourism Agency is to increase the number of inbound tourists per year to 60 million by 2030, capturing this inbound demand will be a key focus for KIDDY LAND’s retail business to drive the growth of sales. Alongside the organic growth of these existing businesses, we will also explore M&A opportunities.

In terms of age group expansion, figures and other key categories where demand is high among kidults are strong candidates for M&A activities. In

terms of geography, we will proactively look to invest in businesses that can accelerate our presence in important markets.

Human Capital to Support Sustainable Growth

To enhance our corporate value, we have set forth the vision, “Becoming a globally adored Asobi powerhouse, known for its top-notch quality and boundless creativity.” The most critical factor in realizing this vision is our people. Our historical focus on the domestic business has led to our employees having a predominantly Japan-centric mindset, which I see as a challenge we currently face. Just as our founder looked to a French aircraft for inspiration 100 years ago, it is crucial that we shift our employees’ mindsets to a global perspective and reignite their curiosity about the world.

We have four core values: “Eyes Open to a Wide World,” “Creativity with Purpose,” “Embrace the Adventure,” and “Relentlessly Pursue Your Dreams.” These values represent the beliefs we hold dear as a company to achieve our vision, and they serve as a guide for each employee’s actions. When our people fully embrace these values—starting with “Eyes Open

to a Wide World”—and shift their thinking toward a global mindset, their actions will change, and our asobi experiences will spread worldwide.

For example, our Japanese team promoting BEYBLADE has already launched a YouTube channel in English as part of our North American marketing efforts. This initiative showcases how the employees who have nurtured our brands are now expanding their horizons to the world and stepping up as global brand managers, advancing our marketing strategies around the world. This kind of global thinking is key to rapidly expanding our geographic reach.

To achieve this, it is essential for us as management to not only provide training but also consistently provide meaningful opportunities for employees to gain firsthand international experience through business activities. We aim to encourage our employees to participate in overseas events and take on challenges and support them in gaining this valuable experience.

The Social Value Created by Asobi

As a responsible corporate citizen, we have many roles to play in addressing societal issues, such as the reduction of environmental impact and the promotion of the well-being of children. In Japan, the opportunities for asobi are diminishing, and serious social issues, such as child poverty, remain unresolved, leaving the country ranked low in terms of children’s happiness. When we turn our attention to adults, social isolation and loneliness have become pressing societal concerns.

What can we do to support the healthy development of children through asobi? How can asobi contribute to solving the challenges that society faces? These are the discussions we are actively having within the company, exploring how we can address these issues in our unique way.

For example, BEYBLADE brings together people from a broad age range—from 6-year-olds to people in their 60s and beyond—creating delightful spaces that transcend both generations and borders.

DUEL MASTERS enables people to play online using digital apps, but many people still gather in physical spaces to enjoy playing together.

These experiences of connecting through our asobi offerings contribute to the well-being of society, and we have felt the positive impact our offerings have had. I see this as a major growth opportunity for the company, and we will continue to leverage our strength in “the right product for the right market” to expand asobi to the world and to all generations.

