

Looking to the future

TOP-TOY's Performance Report
2014/2015



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About this report

TOP-TOY's Performance Report 2014/15 is our sixth annual report and is part of our effort to give our stakeholders a clear account of our progress with respect to our strategic commitments and goals.

The report is supported by online information regarding our UN Global Compact commitment and policies available on www.top-toy.com.

Legal notices

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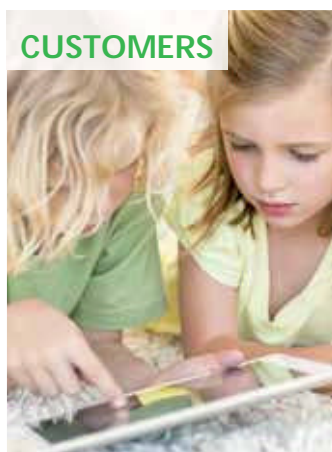
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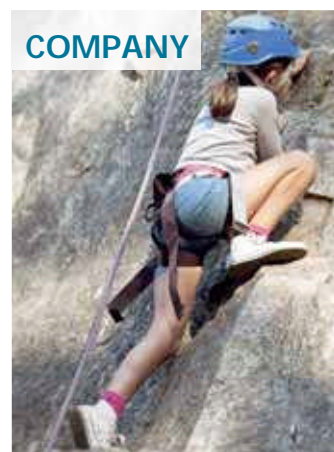
STORES



PRODUCTS



CUSTOMERS



COMPANY

This is TOP-TOY

We are the leading retail company within toys and children's products in the Nordic region, with strong values and a clear business concept. We have a passion for play, a commitment to responsible business and a desire to meet and exceed customer expectations.

What TOP-TOY offers

TOP-TOY has more than 50 years' experience in enriching children's lives. With a passion for facilitating fun, safe playing experiences through high-quality products, we are dedicated to providing the best possible product offerings. Our goal is to be the first choice for customers when buying toys and other products for children.

Through our two retail chains, BR and TOYS"R"US, we offer a broad range of inspiring products that enable children of all ages to explore and develop their creativity while learning and having fun. The range spans everything from toys, trampolines and pools to children's books, bed linen, roleplay costumes and accessories of both our own brands and other leading international brands.

Our core values

Our five core values – business sense, responsibility, family tree, top performance and toy fun – are engrained in the company and each of our employees. They are also embedded in our Code of Conduct, which guides the ethical behaviour of our people, helping them to make the right decisions and shaping a culture based on personal accountability.

“ We strive to enrich the lives of children and make them smile ”

Our sustainability commitment

We want our customers to buy our products knowing that they have been produced with consideration for people and in line with the highest safety standards. We continue to embed our sustainability efforts in our value chain – from ensuring good working conditions at factory level to guaranteeing children's safety when they play with our products. We see this as an investment in our customers and in the development and growth of our company.

Leading position

We operate a total of 297 stores, 273 of which are in the Nordic region and include 223 BR stores and 50 TOYS"R"US stores in Denmark, Sweden, Norway and Finland. In addition, we have 21 BR stores in Germany and 3 TOYS"R"US stores in Iceland. Along with our stores, we have four BR webshops and four TOYS"R"US webshops. This makes TOP-TOY the leading player in the Nordic toy market, with a strong market share of around 30%. TOP-TOY also owns a wholesale company, NORSTAR, which will close down after the Christmas season 2015.

297
stores

Over **2,100** 
full-time employees

Revenue DKK **4.0** billion
(+1% revenue growth)

Operating
profit **DKK 225**
million

47
million
products sold through BR
& TOYS"R"US

 **14,400**
products in
assortment

market share **~30%**

20 million customers served
in BR & TOYS"R"US



Message from our CEO



2014/15 was an important year for TOP-TOY. We improved our financial performance, putting sales and profitability back on track. To continue driving growth and maintain our leading market position towards 2020, we have launched a new strategic direction where our core focus is our retail business.

2014/15 was a year of significant change for TOP-TOY, and I would like to start by thanking all our employees for their commitment and hard work, which have contributed to our improved financial results and made TOP-TOY a stronger company.

Launch of our 2020 strategy

In March 2015, we launched our new 2020 strategy. This sets the direction for growing our business and becoming the undisputed no. 1 retailer in the Nordic region for products that make children happy. A renewed emphasis on our core retail business is at the heart of the strategy.

The primary objective of our new strategy is to strengthen our BR and TOYS"R"US chains and improve their positions in the market. We want to provide our customers with even better experiences, both from our product assortment and when shopping in-store and online.

Our strategic decision to focus exclusively on our retail business means that our wholesale operation NORSTAR will be closed after the Christmas season 2015. NORSTAR went through a restructuring process during the autumn of 2014, improving its profitability. The decision to close it down is, therefore, the outcome of our strategic considerations.

Building our future success

TOP-TOY has been a successful family-owned company for three generations. Our 2020 strategy will help us continue along the path to sustainable growth and leadership in the near and longer-term future. Talented and dedicated people are strengthening our ability to respond to the differing needs of our customers and markets. Nevertheless, the founding family acknowledges that complementary competences and access to capital will benefit our long-term growth potential. We are currently seeking a strategic partner with the ability to support us in achieving our goals.

Agile executive management team

To support the implementation of the 2020 strategy and prepare the organisation for the future, we have established an executive management team headed by myself as CEO, thus ending our tradition for co-CEOs. This new set-up makes our organisation more agile by ensuring clear accountability and faster decision-making.

“ I am **confident**
we have another **exciting year**
ahead of us ”

A solid financial performance

We can be pleased with our solid financial performance in 2014/15. Our total revenue increased to DKK 4.0 billion, bringing 62% growth in operating profits (EBITDA). This marks the second year in a row where we have seen an upward trend in our operating profits.

The positive results in the retail business can be attributed to a strong 4% increase in same-store sales within BR and TOYS"R"US and the growth of our webshops. Overall, our retail revenues grew 2.7%.

The year's achievements also reflect our continued efforts to strengthen and modernise BR. During 2014/15, visible results included the upgrade of all BR stores and launch of new BR product lines, providing improved shopping experiences and product offerings for our customers.

Our 2020 strategy is a natural extension of this modernisation process and sets the direction for further improvement. Our core focus is to strengthen the BR and TOYS"R"US value propositions to customers by investing in streamlining the shopping experience and upgrading our product assortment, so we cater better to varying customer segments and needs. In this way, we will reinforce our market position.

Growing responsibly

Conducting our business in a responsible way is at the heart of the values we live by. Our commitment to the UN Global Compact is a reflection of those values. In 2014/15, we launched three key policies that set our ambition level within human rights, the environment and ethical product offering. Two community investment projects have been initiated for BR and TOYS"R"US to identify new ways to enrich the lives of children in need.

Looking ahead

I am very satisfied with our progress towards realising our vision for 2020, and I am confident that we have another exciting year ahead of us. Together, within our even stronger company, we will live up to the core aims of our business – to maintain the best product range for customers in each of our markets in terms of price, quality and responsibility, to provide excellent customer service and to ensure an outstanding shopping experience.

Peter Gjørup



Highlights of the year

2014/15 was filled with exciting achievements that help us create value for our customers and build an even stronger TOP-TOY.



Launch of our 2020 strategy

We launched our 2020 strategy to ensure TOP-TOY's continuous growth and capture market share, particularly in Sweden and Norway and online. Our key strategic focus is our core competence within retail. For this reason, we are planning a series of long-term investments in our retail chains, BR and TOYS"R"US, and online channels. The aim is to continue improving the shopping experience of our customers.



Launch of BR product lines

We introduced new lines of exciting BR products. Our BR Wood and BR Bath product lines have both been designed in a modern Scandinavian look to support children's creativity, learning and development through play. Our well-known line from FOOD'N'FUN has been modernised and is now sold exclusively in our BR stores.

Search for a strategic partner

The founding family began the search for a strategic partner with the capability to help build a stronger TOP-TOY that will continue to thrive for decades to come.

Community investment projects for BR and TOYS"R"US

We initiated the development of two new community investment projects for BR and TOYS"R"US respectively to promote the well-being and development of children in need.



Closure of wholesale business

Following our renewed strategic focus on retail, we decided to close our wholesale business, NORSTAR, after the Christmas season sales at the end of 2015.

LED lighting in BR stores

We replaced the existing lighting in our BR stores with LED lighting, reducing energy consumption by 60%. This corresponds to a 1,800 kg reduction in CO2 emissions and savings of approximately DKK 3.2 million a year.

An executive team to lead TOP-TOY

We established an executive management team to improve our agility and ensure the successful implementation of our 2020 strategy.

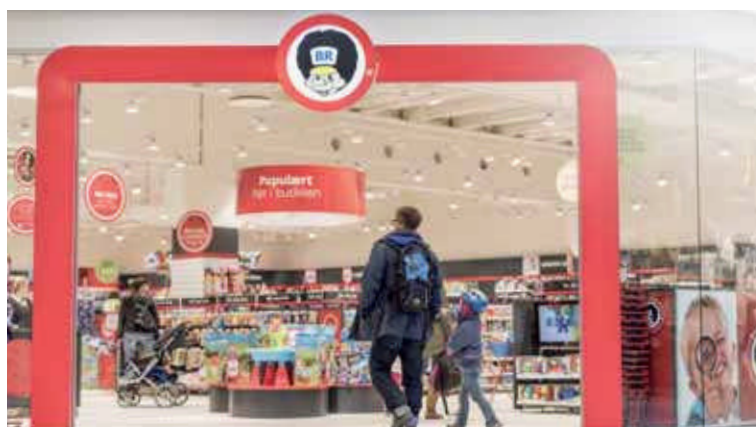


Store network optimisation

We opened 4 new BR stores and 1 TOYS"R"US store and closed 9 BR stores as part of our continuous effort to optimise our store network.

Click and collect

We introduced a click and collect service, which enables our customers to buy products online and collect them later in any of our BR or TOYS"R"US stores.



New BR store look

We implemented a new BR concept in stores across all our Nordic markets. This included the launch of our new BR logo. The aim is to improve our customers' in-store shopping experiences.

New policies

We launched three new policies that reflect our continuous commitment to respecting human rights, reducing our impact on the environment and protecting children from exposure to products with the potential to cause emotional or physical harm. Our policies are available on www.top-toy.com, where more information about the progress of our responsibility work can also be found.

Human rights assessment

In cooperation with Save the Children Sweden, we have carried out an initial human rights assessment with focus on children's rights. The results give us a better understanding of the measures we should take to mitigate the potentially adverse effects of products and marketing and undesirable impacts on younger and migrant workers in the manufacturing process.

Our 2020 strategy

In 2014/15, we launched our new 2020 strategy. The goal is to be the undisputed no. 1 toy retailer in the Nordic region, committed to delivering value to customers while achieving sustainable and profitable growth. Our overall purpose remains unchanged – to sell products that make children smile.

Since our business was founded in 1963, our passion has been to offer quality toys and children's products that inspire all ages to play, have fun and learn. This passion, good business sense and dedicated employees have made TOP-TOY what it is today – the leading player in the Nordic toy market.

Our ambition is to expand our leading position in the markets where we operate. To achieve that, we have developed and launched our new 2020 strategy. Our retail business is at the heart of this strategy. We will concentrate our efforts on building a competitive edge for BR and TOYS"R"US and improving our profitability.

Closing our wholesale business

As a result of our strategic decision to focus on retail, our wholesale business NORSTAR will close by the end of 2015. This affects 131 colleagues. Since the announcement of the closure, they have been provided with guidance and support for taking the next step in their careers.

Strategic objectives

We have defined three objectives to ensure we achieve our strategic ambitions.

Differentiating our retail chains

We will strengthen our BR and TOYS"R"US retail chains through further differentiation of their concepts, product offerings, price levels and the shopping experiences they provide in-store and online. This will improve our ability to pursue various market opportunities and meet differing customer needs. In this way, we will target the entire market space for toys and children's products and offer our customers even better value.

Developing a customer-centric approach

We are building a new, customer-centric approach into our business, based on enhanced insights into customer preferences and buying behaviour. These insights will guide our decision-making across all aspects of our business – strengthening our product offerings to meet changing customer demands; upgrading the look and feel of our stores to improve shopping experiences; and developing new online services for enhanced convenience and accessibility.

Strengthening our online position

We will invest in improving our online presence further. In doing so, we will take advantage of the opportunity to lead the omni-channel experience in the Nordic region and realise the potential of online channels to become a major growth driver for TOP-TOY.

Our 2020 financial goals

We have set three overall financial goals to be realised in 2020. These goals will drive our progress and help us deliver growth over the next five years. Our ambition is to grow our Nordic retail revenue by 50% and reach DKK 5 billion by 2020.

A series of financial and strategic key performance indicators (KPIs) track our progress towards these financial goals. The KPIs are integrated in the four strategic battles we have defined as part of our 2020 strategy.

Financial goals by 2020

+10% EBITDA
Same-store sales growth of **3.5%** annually
5 billion DKK
revenue from the Nordic retail operations
(+50% revenue growth)

Our four strategic battles

Winning the four strategic battles will help us achieve our 2020 financial goals and stay focused on our strategic objectives. Each battle is supported by a number of strategic initiatives.

Bringing our stores closer to the customer

We will listen even more carefully to customer wishes and needs and make our stores more surprising and inspirational, so they are the place to go for children's products. By being closer to our customers, we can give them the best possible experience. We will expand our store network and focus on increasing same-store sales.



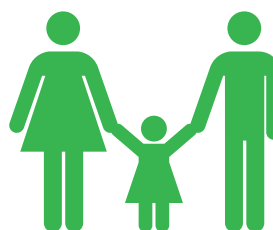
STORES



PRODUCTS



COMPANY



CUSTOMERS

Ensuring the best product assortment

We want to ensure we offer quality products with a clear price profile. We aim to combine products from global suppliers with products we have developed ourselves. Our assortment should remain the safest and most innovative in our markets.

Improving TOP-TOY's agility

We must be able to respond quickly to change so good ideas are translated into actions at a fast pace. We will rethink, update and streamline our business activities. This includes bringing products faster to market, making the right managerial decisions, and improving the way we measure our sales and distribution performance and customer satisfaction.

Providing a seamless customer journey

Our customers increasingly shop and seek product information online. This is why we need to strengthen our online presence continuously. To this end, we will dedicate time and resources to developing and improving digital touchpoints. Our goal is to offer our customers a seamless shopping experience, both online and offline.

STORES



OUR AMBITION

- Bringing our stores closer to our customers

OUR PRIORITIES

- To make BR the authority on making children happy
- To make TOYS"R"US the one-stop destination with everything for children

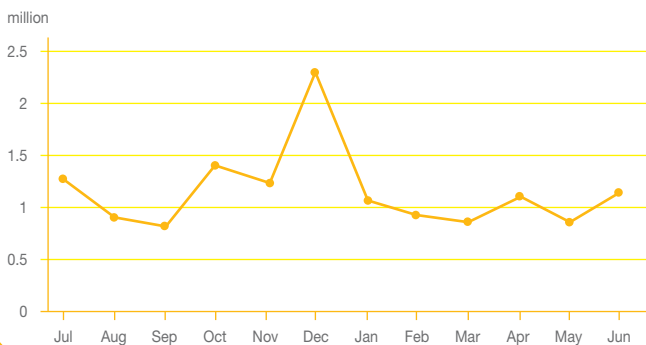
This is BR

For over 50 years, our passion has been to make children happy. We want to continue using that passion to drive our future success. In the years ahead, our modern, inspiring BR stores will be the place to find experts in play, who can guide customers to the products best suited to a child's age, interests and level of development.

What BR offers

BR is TOP-TOY's high street toy retailer, offering a focused assortment of fun, inspirational and quality toys and children's products that target children aged 0 to 8 years. Our BR assortment includes our own BR product line as well as a number of well-known brands, comprising a broad range of creative and educational products and other popular items. This covers baby and toddler toys, children's books, roleplay costumes and accessories, interactive toys, video games and much more.

Number of paying customers in BR



“We have **50 years** of experience in making **children happy**”

BR's position in the market

The BR chain dates back to 1963 when our founders Børge Rasmussen and his sons Henrik and Bjarne Gjørup opened the second BR store in Denmark. Since then, we have grown to become one of the leading speciality toy retail chains in the Nordic region with a strong market position.

Our BR store network consists of 244 BR stores, all located close to our customers in shopping malls and other prime locations in Denmark, Sweden, Norway, Finland and Germany. We also continue to have a strong brand awareness among our customers. In June 2015, awareness reached 86%.

The authority on happy children

With the launch of our new ambition to become the authority on making children happy and trusted destination for fun toys and children's products, we have begun an exciting journey to modernise and re-focus the BR retail concept. By positioning BR in this way, we aim to grow same-store sales and secure profitability for TOP-TOY.



244
stores

Over **1,100** 
full-time employees

Revenue DKK **1.8** billion

 **13.8** million
customers served

Club BR
net growth of **~50,000** members
(a total of ~2 million)

more than
87,000
Facebook likes

 **29**
million products sold

~86% customer
brand awareness

+5%
same-store sales growth



Bringing our stores closer to the customer

BR – the authority on happy children



Our ambition at TOP-TOY is to make BR the authority on happy children – known for understanding what children want and how to make them happy. BR must stay the no. 1 speciality retail chain in the Nordic markets and the customers' preferred place to go for personal service, easy and convenient shopping and a targeted assortment of inspiring, quality products.

Why we are doing this

Our BR stores are an important part of our business. They are where we meet the majority of customers and build personal relations with them, and they are where our Club BR comes to life. Our past success has been built on stores in prime locations, a strong BR brand with a recognisable mascot, well-established customer relationships and Club BR, our loyalty programme. This has helped us achieve a leading position in our markets.

In today's marketplace, our BR stores experience intensified online competition. To maintain our competitive edge, we are repositioning and modernising our BR brand as we move towards 2020.

What we want to achieve

We want to drive same-store sales growth and expand our Nordic store network by building on our core retail competences and strengthening the BR brand as one of the most successful retail chains in the Nordic region.

We want a future BR that builds on an identity that is personal, trustworthy, inspiring and engaging and where our stores are fun, inspiring and surprising, loved by children and appealing to our grown-up customers. We want BR to be seen as the authority on what makes children happy.

What we will do

To reach our goals, we have identified two strategic levers. **We will strengthen the customer shopping experience in our BR stores** by developing and rolling out a new BR identity concept. Our approach is to build modern in-store navigation with a high level of in-store service and engaging, personal experiences.

We will continuously optimise our BR store network by opening new stores in markets with growth potential and closing unprofitable stores.



Selected KPIs for BR by 2020

DKK 2.6 billion
in revenue

Increase BR footprint in the Nordic region with a net growth of ~35-40 new stores

+4% growth
in same-store sales annually

Performance for BR in 2014/15

We opened 4 new & closed 9 unprofitable stores BR stores

DKK 1.8 billion
in revenue
+5% same-store sales growth

Our progress – strengthening the shopping experience in our BR stores

New BR identity

During the past two years, we have carried out an extensive modernisation of our BR stores. By the end of September 2015, all BR stores in our network will have implemented the new concept.

Before designing the new BR identity, we carried out a comprehensive market analysis. Key conclusions were that we had opportunities to develop and become more modern and inspiring to consumers, offering attractive bargains across all touchpoints. These findings contributed to our new corporate identity and in-store environment, which was designed and tested using input from additional customer surveys and interviews. Customers have responded very positively to the new design.

Examples of the changes to the store interior include lowering shelves to give customers a better overview of the store, introducing stations where children can play with toys, and installing fun and modern in-store category and brand navigation. Customers are guided through the store by category names and playing patterns, such as 'let's build' and 'hugs & love', and service icons, such as 'Top 3' and 'Recommended by BR'. This makes it easy for customers to browse, be inspired and find what they are looking for.

Personal and engaging in-store service

We are strengthening our focus on personal and engaging in-store service. Store employees are being trained in how to act as play ambassadors and advise shoppers on what products are right for the individual child based on age and playing preferences.

New employee uniforms

In 2014/15, all BR retail employees were offered a choice between several new uniforms, allowing more room for personal preferences. In line with our sustainability requirements, the uniforms are Oeko-Tex® certified, which means the textiles do not contain any substances that are harmful to health. In addition the new uniforms are sourced only from socially responsible suppliers.

Promoting gender equality in stores

We want to give children the opportunity to wish for products and play with toys of their choice. In our experience, girls and boys often like to play with the same kind of toys. For this reason, store sections and navigation guides are no longer defined by gender.



LED lighting

We replaced the existing light setup with LED lighting, which will help us save money and energy at the same time. We expect to reduce our energy consumption by approximately 60%, corresponding to a 1,800 kg reduction in CO2 emissions and a cost saving of around DKK 3.2 million annually.

BR Facebook

Drawing on experiences with our Danish and Swedish BR Facebook pages, we launched two more pages in Norway and Finland in early 2015. Our Facebook pages enable us to reach our customers and engage with them through playful, interactive and educational posts. Today, we have approximately 87,000 followers.

BR catalogues

To ensure a consistent experience, we have introduced our modern concept to our BR catalogues. The modernised look, focusing on happy children at play, along with the structure and service icons are now the standard for all BR catalogues.

We continue to promote diversity and gender equality in our catalogues as part of our work with respectful marketing. We recognise the importance of balancing our interactions with children so they are, on the one hand, engaging and fun and, on the other, responsible and ethical. To guide our actions, we rely on the 'Children's Rights Business Principles' and our dialogue with the Swedish Advertising Ombudsman.

Our progress – optimising our BR store network

Driving store network growth and closing unprofitable stores

We will continue our efforts to optimise the BR store network by having our stores in prime locations, close to our customers. During 2014/15, we opened four new stores in Finland, Norway and Germany and closed nine stores in Denmark, Sweden and Norway.

What's next?

We will evaluate the store concept and initiate the next upgrading phase, drawing on insights from our customers about their needs.

During 2015, we began work on a BR community investment project to enrich the lives of children in need. We expect to make an announcement during 2015/16.

We will continue our efforts to optimise our BR store network and expect to open five stores in 2015/16.

Progress on initiatives	Deadline	Status
Implement BR concept in all BR stores	End 2015	Done
Implement LED lighting in all BR stores	End 2015	Done
Develop next phase for BR concept	2015/16	New
Establish community investment project	2015/16	New

This is TOYS”R”US

For almost 20 years, TOP-TOY has successfully operated a strong network of TOYS”R”US stores across the Nordic region under a license agreement. Today, TOYS”R”US accounts for a little less than half of TOP-TOY’s retail revenue. Our goal is to continue strengthening our large-size store format as the destination with everything for children.

What TOYS”R”US offers

TOYS”R”US is TOP-TOY’s large-size store format, offering a broad assortment of entertaining toys and products at great prices targeting 0 to 12-year-old children. Each TOYS”R”US store offers more than 12,000 products, covering everything from trampolines, swimming pools, bicycles and construction products to party tableware, lamps and children’s furniture.

TOYS”R”US also offers a wide selection of well-known brands, such as LEGO, PLAYMOBIL, FISHER PRICE, and our own-brands, including OUTRA and COLOR KIDS.

TOYS”R”US position in the market

TOP-TOY introduced its first megastore, called SUPERLEG, in 1987. The SUPERLEG stores were changed to TOYS”R”US in 1996, when we entered a cooperation with TOYS”R”US INTERNATIONAL INC. At the same time, existing TOYS”R”US stores were acquired in Sweden and Denmark. Today, we have an exclusive license for TOYS”R”US stores in the Nordic region, with full responsibility over the product assortment and operations.

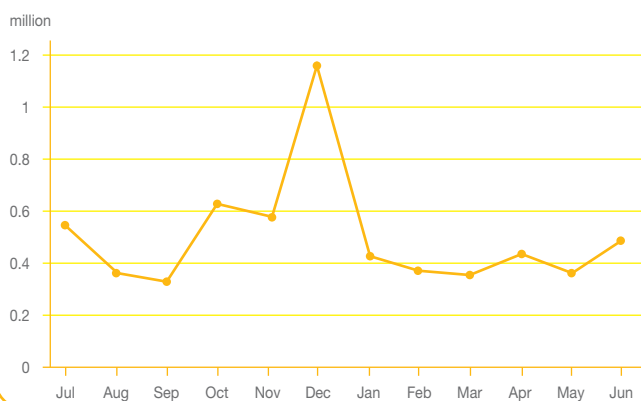
We operate 53 stores across Norway, Sweden, Finland, Denmark and Iceland, giving us a strong position in the market. We also continue to see positive developments in our customers’ brand awareness, which reached 83% in 2015.

“ We have successfully operated a **strong network** of TOYS”R”US stores for almost **20 years** ”

The destination with everything for children

Our ambition to grow into the one-stop entertaining destination with everything for children is the beginning of a new strategic journey. Along the way, we will gradually modernise our stores so they remain a consistent driver of growth and profitability.

Number of paying customers in TOYS”R”US



53
stores

Over **500** 
full-time employees

Revenue DKK **1.45** billion

 **6.2** million
customers served

~75,000 
new TOYS”R”US
newsletter members
(out of a total of ~273,000)

~83% customer
brand awareness

18
million
products sold

+3%
same-store sales growth

TOYS"R"US – the one-stop destination with everything for children



At TOP-TOY, our ambition is to make TOYS"R"US the no. 1 destination in the Nordic region for large-size products and products related to events and seasons – offering great prices, good bargains and entertaining shopping experiences.

Why we are doing this

TOYS"R"US is a consistent growth driver for TOP-TOY. Our stores are an important part of that success. Offering a world of toys and other products for children to try out and play with, the stores continue to be worth a visit.

Despite challenges such as increasing price competition from hypermarkets and the growth of online channels, we are confident that we can grow market shares in today's more price-sensitive market. We will reinforce our already strong position through great shopping experiences, competitive prices and a broad assortment of entertaining products.

What we want to achieve

By building on these strengths, we aim to develop the TOYS"R"US identity as the most entertaining destination for children and adults, offering customers fun experiences and events along with the largest assortment of children's favourite brands, best prices and greatest bargains. The ambition is to make TOYS"R"US the place to go for everything for children.

What we will do

We have identified two strategic levers to help us reach our goals.

We will increase sales by strengthening the customers' shopping experience in our TOYS"R"US stores, including further store modernisation. This includes building in-store experience universes in key categories, creating points of inspiration and entertainment, and introducing designated areas for events and seasons.

By opening new stores in markets with growth potential, **we will continuously optimise our TOYS"R"US store network**.

Our progress – strengthening the shopping experience in our TOYS"R"US stores

TOYS"R"US store modernisation

During 2014/15, we re-opened our TOYS"R"US store in Barkaby, Stockholm at a new location. The new store now includes many entertaining elements, such as fun toys for children to try out and play with and maze-style floor spacing. Whenever we open new stores going forward, we will use the design in the Barkaby store for inspiration.

TOYS"R"US store events

We introduced Black Friday in all our physical TOYS"R"US stores in 2014. At this event, our TOYS"R"US stores sold nearly five times as much at that same day as last year, driven by our 25% discount on all products. This resulted in our highest ever revenue in a single day.

New employee uniforms

All TOYS"R"US retail employees were given the choice between several new uniforms during 2014/15. The uniforms are all Oeko-Tex® certified and sourced from socially responsible suppliers.

Selected KPIs for TOYS"R"US by 2020

DKK 2.5 billion in revenue

Increase TOYS"R"US footprint in the Nordic region with a growth of ~15 stores

+3% growth in same-store sales annually

Performance in TOYS"R"US in 2014/15

Net growth of 1 store

DKK 1.6 billion in revenue

+3% same-store sales growth

Our progress – optimising our TOYS"R"US store network

Driving store network growth

We will continue to expand the TOYS"R"US footprint where possible. During 2014/15, we opened one new store in Finland in line with our strategic goals.

What's next?

During 2015, we investigated various possibilities for a partnership between TOYS"R"US and an NGO in order to support children in need. We expect to establish a partnership during 2015/16.

Our plan is to open five more TOYS"R"US stores during 2015/16.

Progress on initiatives	Deadline	Status
Develop inspiring store concept	2016/17	New
Establish NGO partnership	2015/16	New



PRODUCTS

A baby with light brown hair, wearing a grey and white striped long-sleeved shirt, is leaning over a colorful toy elephant. The elephant is red with a yellow flower on its side, a large black eye, and a smiling mouth. It has blue wheels and a blue trunk. The baby is holding a blue ball in its mouth. The background is a blurred indoor setting with light-colored curtains.

OUR AMBITION

- Ensuring the best product assortment

OUR PRIORITIES

- To offer fun and inspirational products at BR
- To have everything for children at TOYS”R”US
- To ensure safe playing experiences
- To ensure responsible sourcing of products

Fun and inspiring products at BR



It is critical to our future success that we offer products in line with customer preferences. To give our customers maximum value, we are strengthening our assortment with products that inspire fun and safe play.

Why we are doing this

Our focus remains the same – to offer an exceptional product assortment that is fun, surprising and inspiring. Understanding children's playing patterns and customer preferences are at the heart of that.

Social and technological trends are driving changes in traditional playing patterns. We must anticipate these changes. A generation ago, an eight year-old would prefer to play with a doll or a car. Today, eight year-olds are likely to spend more time playing with a tablet. This development creates the need to offer a wider range of products, combining classical toys with the digital universe and interactive technology.

What we want to achieve

We want to continue increasing same-store sales growth, establish our position as the 'authority on toys' and secure improved profitability. These goals all depend on our ability to offer a targeted assortment of fun, inspiring and high quality products and categories that make children happy. We want to become our customers' first choice for baby and toddler toys and the newest trendy items for young kids.

What we will do

Going forward, we will focus on one strategic lever: to **strengthen the customer value of our BR product assortment** by offering products that target babies, toddlers and young kids even more strongly. We will rebuild our assortment around occasions, such as birthdays, establish clear category profiles, and increase the share of BR products and own-brands.

Our progress – strengthening the customer value of our BR product assortment

Assortment and categories based on customer preferences

In the past, our range of toys and children's products was heavily influenced by the selection available from our suppliers. To build the BR identity as the authority on toys, in 2014/15 we began shifting the balance towards a product assortment and category mix that reflect to a greater extent what our target customers want. Based on extensive surveys and customer analyses, we will establish new product categories that target specific customer segments.

New category launched

In October 2014, we introduced children's books to our product assortment in Denmark – an initiative we also extended to Sweden in May 2015.

Selected KPIs for BR by 2020

Increase the share of BR products by more than 50%

Performance in BR in 2014/15

101
new BR
products

25%
revenue
based on BR products and
own-brands

We are very enthusiastic about this new product offering as it supports all the values BR stands for – fun, learning and togetherness – appealing to children and adults alike. So far the results have been very positive, and we expect to increase revenue over the coming years.

New BR product lines

To differentiate BR from other retailers, we have invested in developing new lines of exciting BR products, sold exclusively in our BR stores and webshops. These products have been designed with a focus on the physical development, learning abilities and creative thinking of children aged 0-3 years. The launch of our BR Wood products in autumn 2014 was a key milestone, followed by our BR Bath product line in spring 2015. During the financial year, we also relaunched our updated FOOD'N'FUN own-brands, which are now exclusive to BR. We expect these lines to promote strong growth in BR.

What's next?

In 2015/16, we will continue to work on building the BR profile as the authority on toys for children aged 0-8 years. In line with our 2020 strategy, we will launch exciting new product lines, including infant, toddler and creativity toys.

Progress on initiatives

Deadline

Status

Launch new BR products

2015/16

On track

Three of our most popular products in 2014/15



Responsible BR product line

This BR stacking soldier is sold in all our stores and webshops. It is part of BR's new wooden product line, launched in autumn 2014 and is intended for children from 18 months of age.

Children have a right to safe play. To protect them, the BR stacking soldier has gone through a thorough safety and quality procedure to ensure it meets the highest mechanical and chemical safety standards.

China is the country of origin. Like all our products from China, the soldier has been produced in a factory that has been audited for its working conditions.

The soldier has been subjected to several mechanical tests. It has been dropped from a height of 1.4 metres several times and been hit, twisted and stretched to make sure it functions in the right way. It does not break easily and does not have any sharp edges that can hurt children.

Play is vital for children to develop some of their basic skills. The BR stacking soldier has been designed with much consideration for the physical development, learning and creative thinking of children. It is great for challenging and developing hand-eye coordination and problem-solving skills.

It is perfectly safe for children to put the soldier in their mouths. All ingredients in the paint have been evaluated to make sure there are no harmful substances.

During the design process, the aim was to develop a product that is not only fun and important to child development. It should also be stylish and based on Scandinavian design. It is durable, classic and evokes a sense of nostalgia.

It is made from FSC® certified wood. That means it supports responsible forestry and is certified in accordance with FSC standards. The wood is high-quality beech and plywood to ensure safe, first-class play.



The mark of responsible forestry

Everything for children at TOYS”R”US



We are strengthening our category mix and product range in TOYS”R”US. Our ambition, as always, is to offer everything for children to encourage fun, good playing experiences and memorable moments.

Why we are doing this

At TOYS”R”US, we have enjoyed many years of success with offering our customers every toy and children’s product they could possibly imagine. Today’s changing playing patterns and demands mean we must improve our ability to anticipate trends and understand customer preferences. By doing so, we believe we can continue to grow our same-store sales, establish a position as the retailer with ‘everything for children’, and secure profitability through stronger profiling of the TOYS”R”US concept.

What we want to achieve

We want customers to perceive TOYS”R”US as the entertaining toy chain, where a broad assortment of great children’s toys and other products is guaranteed, including good bargains and everyday low prices. We want to be our customers’ first choice for large-size products, seasonal products for Christmas and Halloween and products linked to events such the launch of a new children’s movie.

What we will do

We will drive growth and increase market share by **strengthening the customer value of our TOYS”R”US product assortment**. We will create a strong category mix that serves a broader target group, including consumers up to 12 years old. We will extend our product assortment to ensure we cover a broad and entertaining range of categories with a wide selection of well-known brands.

Three of our most popular products in 2014/15



Our progress – strengthening the customer value of our TOYS”R”US product assortment

Aligning the assortment and categories with customer preferences

We are stepping up our efforts to drive sales through large-size and entertaining products during major seasons. One of our main focus areas is to target children of all ages with products in the outdoor categories. Products such as pools, sports gear and trampolines are helping to drive strong sales development in this category.

We are trying to broaden our interpretation of what can be considered play in relation to different occasions and, in doing so, adjust our product assortment accordingly. This means we will continue to offer new products beyond the traditional toy category, such as home textiles, lamps and children apparel and accessories.

What’s next?

In 2015/16, we will continue to build the TOYS”R”US ‘everything for children’ profile by developing our range of large, seasonal and event-related products for children aged 0-12 years and offering great prices to our customers.



Safe playing experiences

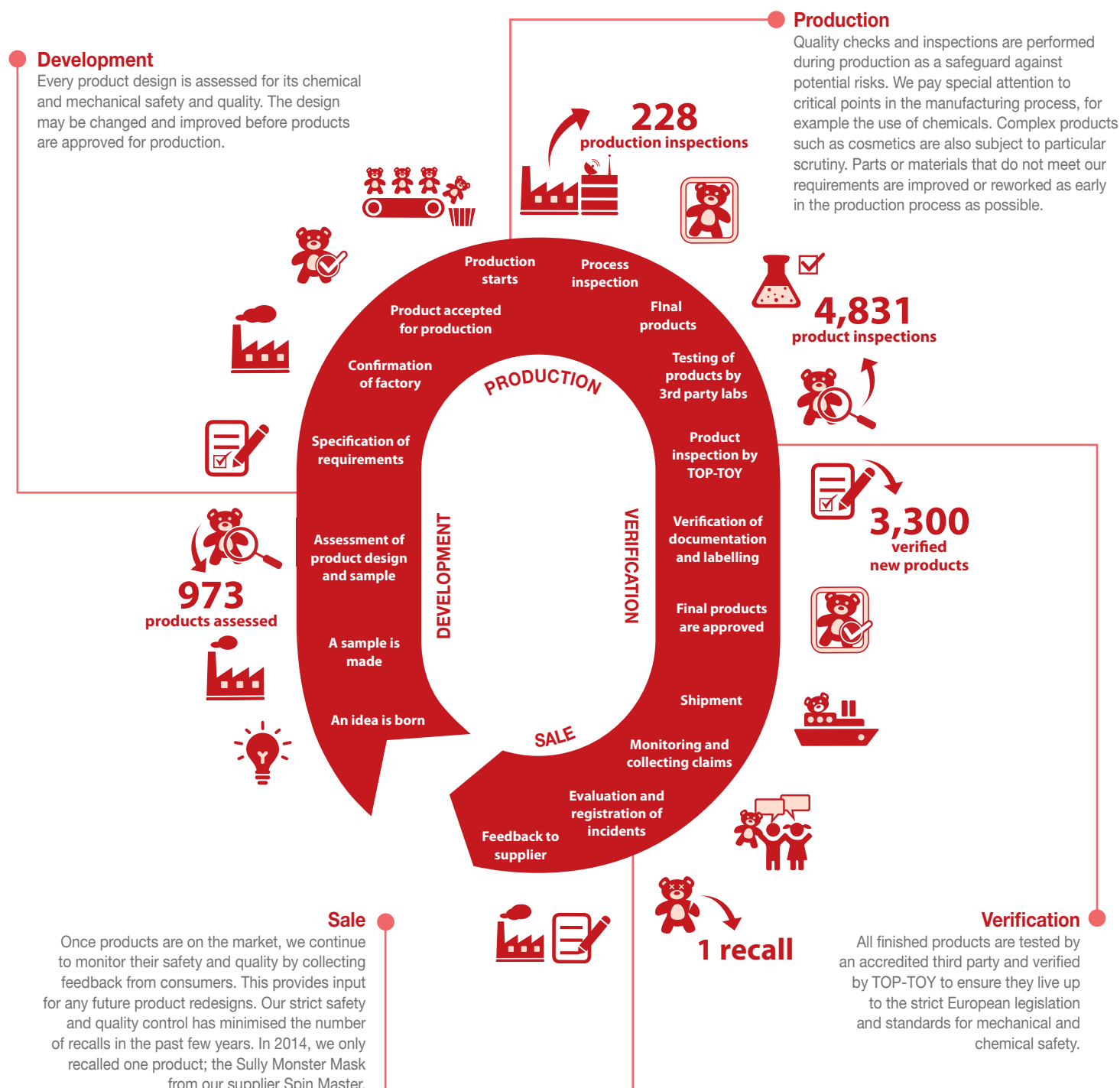
Children have a right to safe play. Our thorough product safety and quality assurance procedures aim to ensure the highest safety standards for children's protection.

Safety throughout a product's lifecycle

Safety continues to be a no.1 priority. We want children to have fun, engaging and, most importantly, safe playing experiences. This is only possible because we work systematically to integrate safety throughout a product's lifecycle in order to meet or exceed safety and quality legislation and standards in the EU and elsewhere.

Through our collaboration with industry associations and the European and Danish standardisation committees, we continue to play an active role in driving and advocating strict and meaningful safety regulations. At the same time, we encourage market surveillance by relevant authorities to ensure a level playing field. This is part of our effort to promote a responsible industry, where the rights of all children to safe play are protected and where parents trust the toys they buy.

TOP-TOY's safety process



Responsible sourcing of products

We recognise our responsibility to respect labour and human rights. This is increasingly relevant in our value chain where, through our factory compliance programme, we work continuously to ensure respect for international labour standards.

Our approach to factory compliance

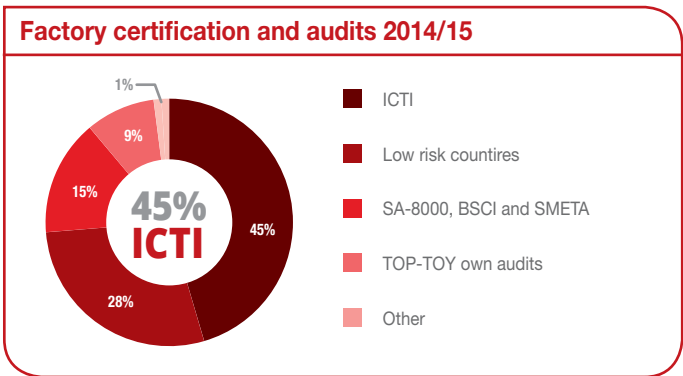
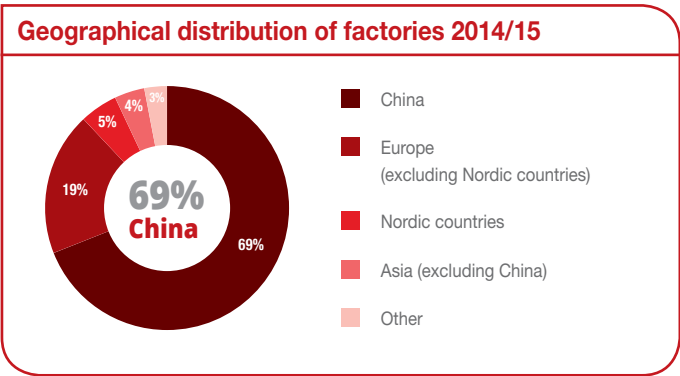
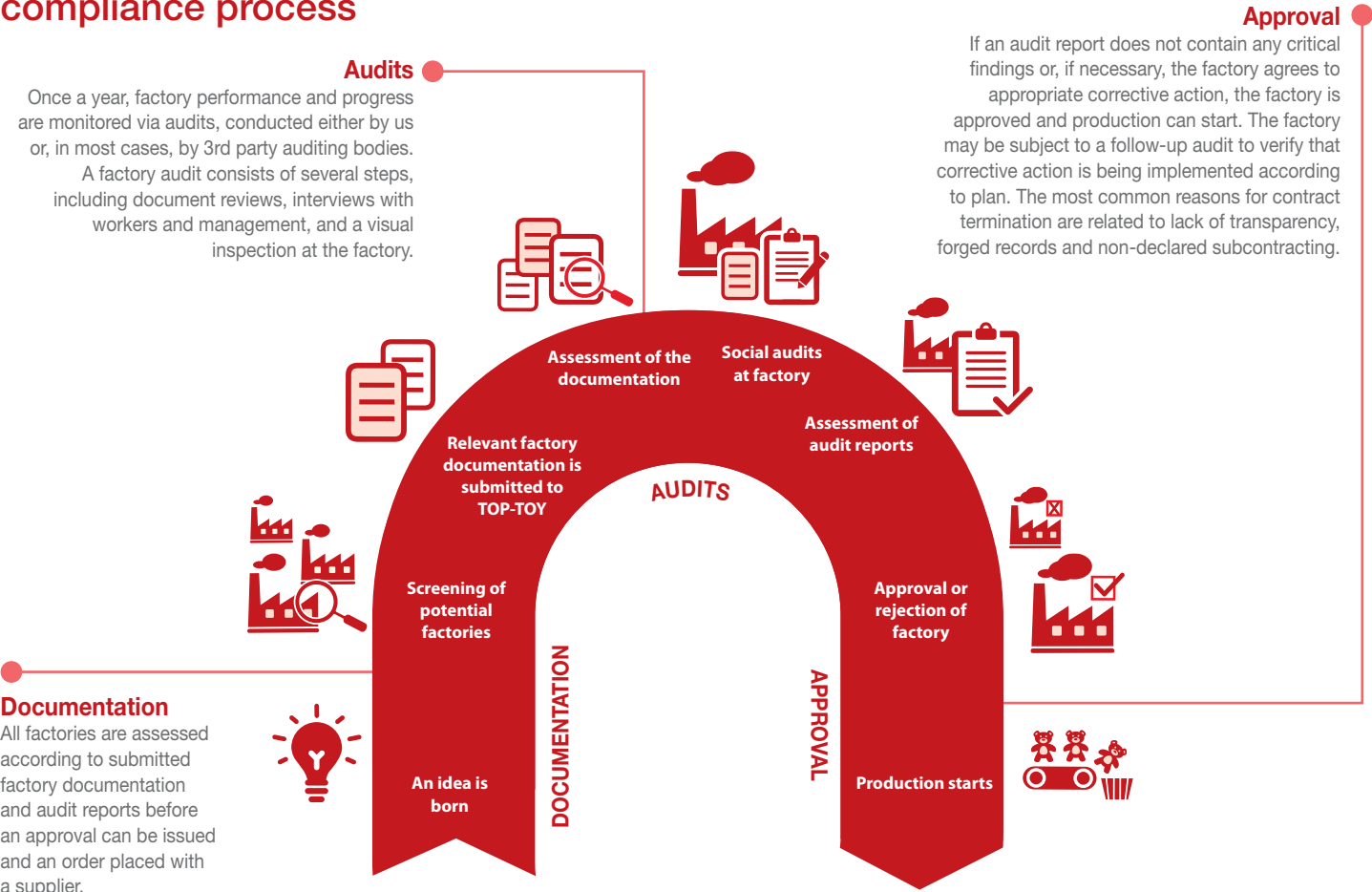
Since we opened our Hong Kong procurement office in 1992, we have been committed to sourcing products only from suppliers that are willing to work with us transparently to improve their social practices. This remains an integrated part of our procurement processes.

During 2014/15, we worked with 871 factories to screen the working conditions of the factory workers who manufacture products we offer to our customers.

Our collaboration with the International Council of Toy Industries (ICTI) Care Foundation and participation in its Technical Advisory Committee reflect our continuous commitment to responsible manufacturing practices at industry level.

In 2015, we also initiated a dialogue with the Centre for Children's Rights and Corporate Social Responsibility (CCR CSR). The aim of this collaboration is to identify appropriate measures for mitigating any adverse impacts on human rights in our operations. Together with CCR CSR, we will further assess our impact on younger and migrant workers in our supply chain and establish a process for tackling child labour should this be detected.

TOP-TOY's factory compliance process



CUSTOMERS

A close-up photograph of two young girls with blonde hair, one wearing a green shirt and the other a yellow shirt, both looking intently at a tablet computer held by the girl in yellow. The background is softly blurred, showing more of the girls and a textured surface like a rug.

OUR AMBITION

- Providing a seamless customer journey

OUR PRIORITIES

- To ensure a seamless customer experience at all touchpoints

Seamless customer experiences

The online channel represents one of the largest opportunities for BR and TOYS"R"US and is a significant growth driver for TOP-TOY. We want to strengthen our omni-channel approach, creating a seamless journey for our customers whether they shop online or in our stores. With well-established online platforms and a strong Club BR, we are in a good position to be the leading omni-channel provider in the Nordic region going forward.

Why we are doing this

We have traditionally built our success on stores that are close to our customers. However, following the rise of online opportunities, customers have become accustomed to shopping whenever and wherever it suits them and having their products delivered faster through multiple channels.

Online toy sales are expected to grow from 11% of the market today to an estimated 22% by 2020. This makes it a major growth driver for TOP-TOY, offering great potential to improve revenues and market shares. An omni-channel approach that fully integrates the online and offline distribution channel provides further opportunities to bring more agility to our supply chain.

Our understanding of customer behaviour and purchasing patterns is key to building stronger relations and strengthening loyalty at a time when many online platforms are competing for the same customers.

To create a seamless customer experience, it is paramount that we focus on having webshops that are fully integrated with the service and product assortment in our stores and a flexible supply chain that delivers products on time. Customer advantages of this integration include flexible deliveries and the easy exchange of a product purchased online in any of our stores.

What we want to achieve

Wherever our customers meet us, we want to give them a seamless customer journey, where they experience us as consistent, transparent and easily accessible.

Today, we are in a good position to serve our customers in our stores and online. But we need to strengthen our omni-channel approach further to anticipate growing customer demand for convenience across all channels. Our existing strong front-end setup, comprising two strong retail chains with an extensive network of stores, is ideally positioned to drive online traffic and strengthen our leading omni-channel position in the Nordic region.

Streamlining our operations is also an essential part of achieving that goal. This ensures our products are always delivered on time and through the right channels.

What we will do

To deliver on our ambition to be the clear leader in the omni-channel segment, we have identified two strategic levers. **We will strengthen the omni-channel shopping experience of our customers** by focusing on building a clear omni-channel concept. We will do this by further optimising our online platforms, so they are fully integrated with our physical stores and product assortment, and by expanding our customer service offerings.

Secondly, **we will streamline our operations** by optimising our back-end systems and supply chain platform. This will improve our ability to reduce costs, for example in relation to storage, distribution and transportation, and enable us to offer multiple delivery and pick-up opportunities.

Selected KPIs for omni-channel by 2020



Online revenue **+25%**
growth annually

to account for
25-50% of online orders

Performance in omni-channel in 2014/15

12 million
visitors to BR websites

13 million
visitors to TOYS"R"US
websites

Our progress – strengthening the omni-channel shopping experience of our customers

Customer journey model

The development of an adaptable omni-channel concept requires that we are always where our customers are and that we accommodate their needs. We are building a customer journey model that depicts each touchpoint where we meet our dual target group – children and their parents – whether in our stores or on our websites, wishlist App, Club BR or Facebook. Our objective is to use the model to gain valuable insights so we can continuously improve our customer service at each touchpoint. For example, we want to identify and quickly solve any potential purchase barriers that may occur in the customer journey.

BR website

Over the last two years, the BR website has been fully upgraded in line with the new BR concept, featuring improved navigation and guidance icons and an assortment that is as inspirational as that available from our physical stores. Our Club BR is also integrated in our online offerings. This modernisation has already produced positive results, attracting 12 million online visitors and bringing significant sales growth in 2014/15.

TOYS"R"US website

In 2014/15, the TOYS"R"US websites went through a similar modernisation process. The new design and simple navigation features have made the online shopping experience much easier for customers. As with our BR websites, visits to the TOYS"R"US website have also grown and had 13 million visitors in 2014/15.

Click and collect service

A new click and collect service, offered across all our stores, was introduced in 2014/15. The new service supports online purchases with new delivery options. This gives customers the opportunity to purchase our products online and collect them later in any of our BR or TOYS”R”US stores, enhancing convenience and making our products more accessible. The service has been well received, accounting for more than one third of all BR online orders by May 2015. The service is expected to continue giving positive results. It also supports same-store sales by driving traffic to stores, taking us a step further towards our goal of a complete omni-channel setup.

During 2014/15, we also introduced e-receipts in the Nordic countries. Via an app, customers can now use digital receipts when making a return. All they need to do is bring their smartphone. The physical receipt is no longer a requirement. We see e-receipts as an innovative way of enhancing the in-store experience with the added benefit of saving paper.

Club BR

During 2014/15, we initiated the process of digitalising Club BR. The aim is to strengthen our value proposition towards parents and children through a number of new features. These include the digitalisation of saving stickers, so they can be used across all our channels, changing the membership configuration towards a family structure to improve access and user experience, and releasing new apps, including an updated wish list module.

In September, 2015 we started testing the new Club BR in Norway, prior to launch in all our other markets. The initial responses have been very positive and promising.

Our progress – streamlining our operations

Operations in place to support click and collect service

Our back-end platform to support our click and collect service went live in 2014. The integrated fulfilment setup facilitates single pick, packaging and delivery from Poland directly to our customer homes or our stores.

What's next?

In 2015/16, we will continue to adjust and improve the current click and collect service, based on ongoing evaluations and customer insights. Some of the changes will include store process optimisation and a new SMS service, which will send customers a text when an order is ready to be picked up. Once our new SAP system is in place during 2017, we expect to accelerate the development of an efficient integrated fulfilment model to optimise the click and collect service further and drive omni-channel customer value.

We will continue to redefine and strengthen our Club BR. The aim is to give members more reasons to visit our stores outside the Christmas season and to drive up store visits.

Progress on initiatives	Deadline	Status
Implement electronic receipts system	2015/16	Done
Strengthen Club BR	2015/16	On track
Optimise click and collect service	End 2015	On track

TOP-TOY omni-channel - customer journey



COMPANY



OUR AMBITION

- Improving TOP-TOY's agility

OUR PRIORITIES

- To ensure efficient processes, organisation and systems

Efficient processes, organisation and systems

We aim to build an agile organisation, capable of responding rapidly to change, challenges and opportunities – to drive BR and TOYS”R”US successfully towards 2020.

Why we are doing this

We are operating in a retail market that is rapidly changing. It is becoming more competitive and globalised, with online channels that give customers access to a wider range of products that can be delivered wherever they desire. This puts more pressure on us to respond rapidly to changing product trends and customer demands by bringing products faster and more efficiently to market.

What we want to achieve

We want our organisation to be agile and lean, with engaged and competent people, integrated standardised systems and transparent, efficient processes that facilitate flexibility and speed – an organisation with the right infrastructure, ready for change and capable of meeting the future needs of our retail business and customer expectations.

What we will do

To drive the implementation of our ambitious 2020 Strategy, we will focus on two strategic levers. **We will strengthen our organisation** by streamlining our organisational structure to support clear accountability and faster decision-making. **We will optimise systems and processes** by investing in an integrated SAP system that can update and streamline our business activities. This will improve our business planning, data transparency and supply chain synergies.

Our progress – strengthening our organisation

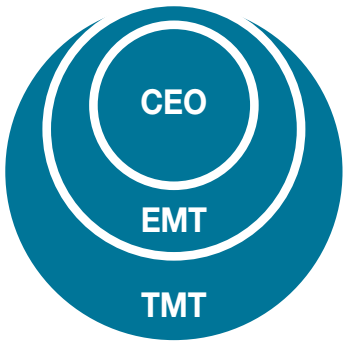
One CEO leading an executive management team

Our new, agile management set-up was launched in 2014/15. This aims for clear accountability and fast decision-making, based on a strong, customer-centric approach and retail focus.

The TOP-TOY board of directors brought a 50-year tradition for family co-CEOs to an end and appointed Peter Gjørup as sole CEO, leading a new seven-member executive management team (EMT). The role of the EMT is to drive our strategic development, ensure alignment and clear objectives across the organisation, and make timely commercial decisions.

Top management team

The next layer of our new management set-up comprises an additional 13 members. The top management team (TMT) functions as a sparring partner for the EMT on important topics and decisions with a long planning horizon, concerning governance, policies, culture, strategy and communication.



Diversity

We believe that our future competitiveness depends on our ability to attract and retain an engaged and competent workforce, recognising the benefits of diversity in respect of gender, culture and experience.

The criteria for selecting board members are based on family relationships and competences. Within the next five years, we have set the goal that two of our board members should be women. Today, one board member out of six is female. There have been no changes in our board members since last year.

At the end of the financial year, women accounted for 59% of all TOP-TOY managers, up from 57% in 2013/14. There are no women in the EMT, while 25% of TMT members are women. Our aim is to continue progressing towards our long-term commitment to hire and promote women at top management level. We believe an improved gender balance in our talent pool contributes to a stronger organisation. Our 2015/16 target is that around half of all new appointments to managerial positions should be women. Internal promotions will take into consideration our ambition to increase gender, nationality and cultural diversity within our top management group.

Women and men in top management 2014/15		
	Women	Men
Board of directors	17%	83%
Executive management team (EMT)	0%	100%
Top management team (TMT)	25%	75%
Middle managers	26%	74%
Store managers	67%	33%

Our progress – optimising systems and processes

New SAP system

In the past, we have used several systems to support our operational activities. Moving forward, we will implement one global SAP system – an enterprise resource planning system that can better accommodate and support global processes and, not least, facilitate our retail and omni-channel agenda. The new system will secure the clarity and transparency of all data across our organisation. It will also help to gather and integrate key data and measure and evaluate our business performance in terms of sales, distribution and customer satisfaction. In this way, we will be able to benefit from best practice in our planning, operations and reporting.

The aim is that phase one of the SAP system will go live in early 2017, replacing a large number of our existing systems. Prior to this, several implementation steps will be carried out. So far, these are progressing as planned. In 2015, we initiated a prototype phase, which will be used to learn and test the core processes. This will provide the foundation on which the future system will be built, based on standardised processes.

Efficient indirect procurement processes

To reduce our costs and consumption and ensure the highest possible quality, we are reevaluating existing contracts for products and services that we buy but do not re-sell. These cover, for instance, freight, marketing and store fittings. During 2014/15, we established an indirect procurement team, responsible for renegotiating a number of existing contracts and ensuring better deals with new suppliers. Last year, we reduced our capital expenditure by more than DKK 12.9 million and operating expenses by DKK 3.9 million. We expect these positive results to continue.

Integrated business planning processes

During 2014/15, we continued to strengthen our business planning processes to enable a faster response to market developments and customer needs. We established a strategic category management framework and are developing category strategies that, together with our new SAP system, will enable us to optimise product availability and inventory levels.

Closure of wholesale business

To allow us to focus our efforts on optimising our retail business, we decided early in the year to close down our wholesale business NORSTAR by the end of 2015. All customer commitments will be met until then. This process is progressing as planned. Our showrooms in Sweden, Norway and Finland have all been closed down.

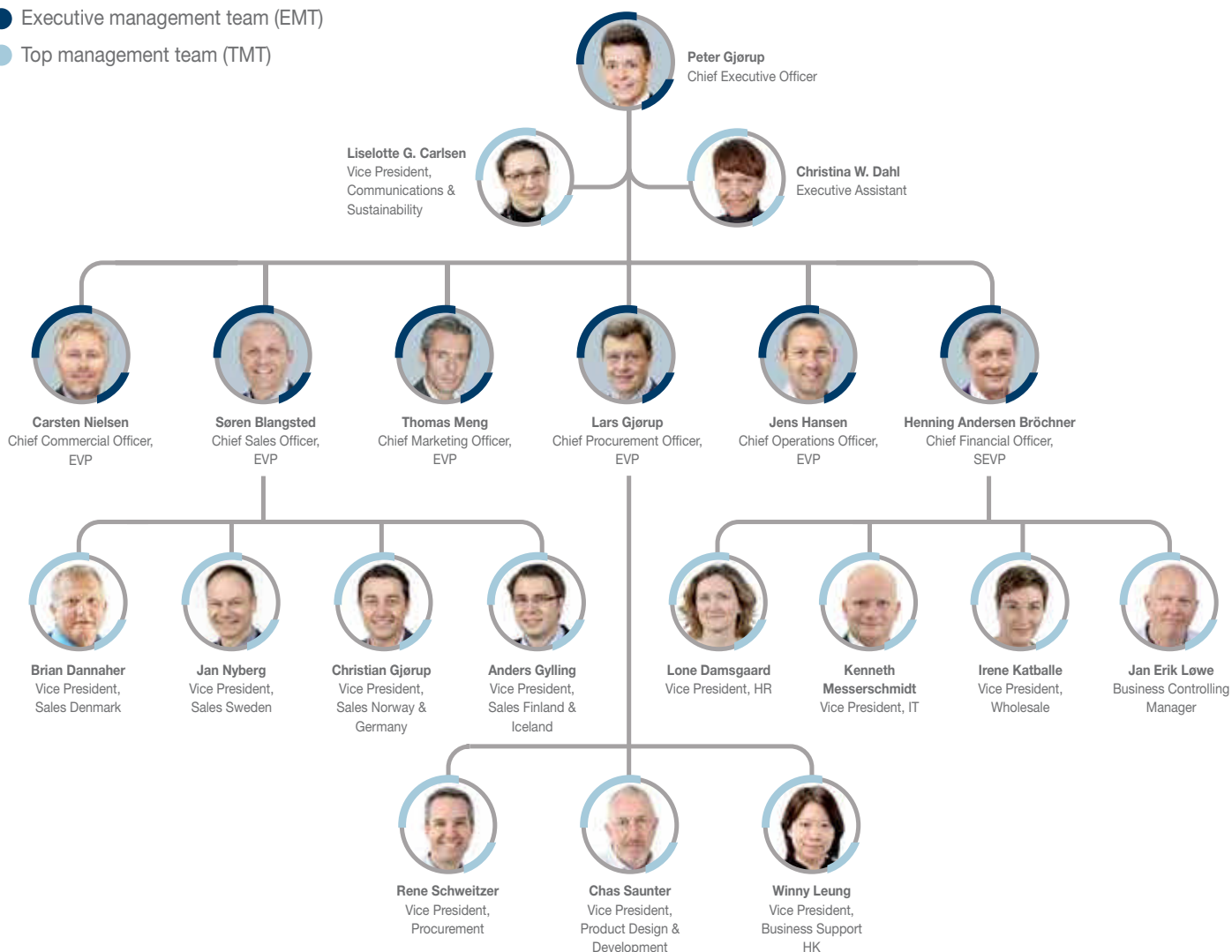
What's next?

In 2015/16, we will continue to implement our new SAP system. We expect the prototype to be approved by the end of 2015. A pilot system will then be built. Our efforts to improve our indirect procurement are expected to bring further cost reductions over the next year.


Progress on initiatives	Deadline	Status
Savings on indirect procurement	2017/18	On track
Implementation of SAP system	2017/18	On track

TOP-TOY leadership organisational chart


- Executive management team (EMT)
- Top management team (TMT)




Our business



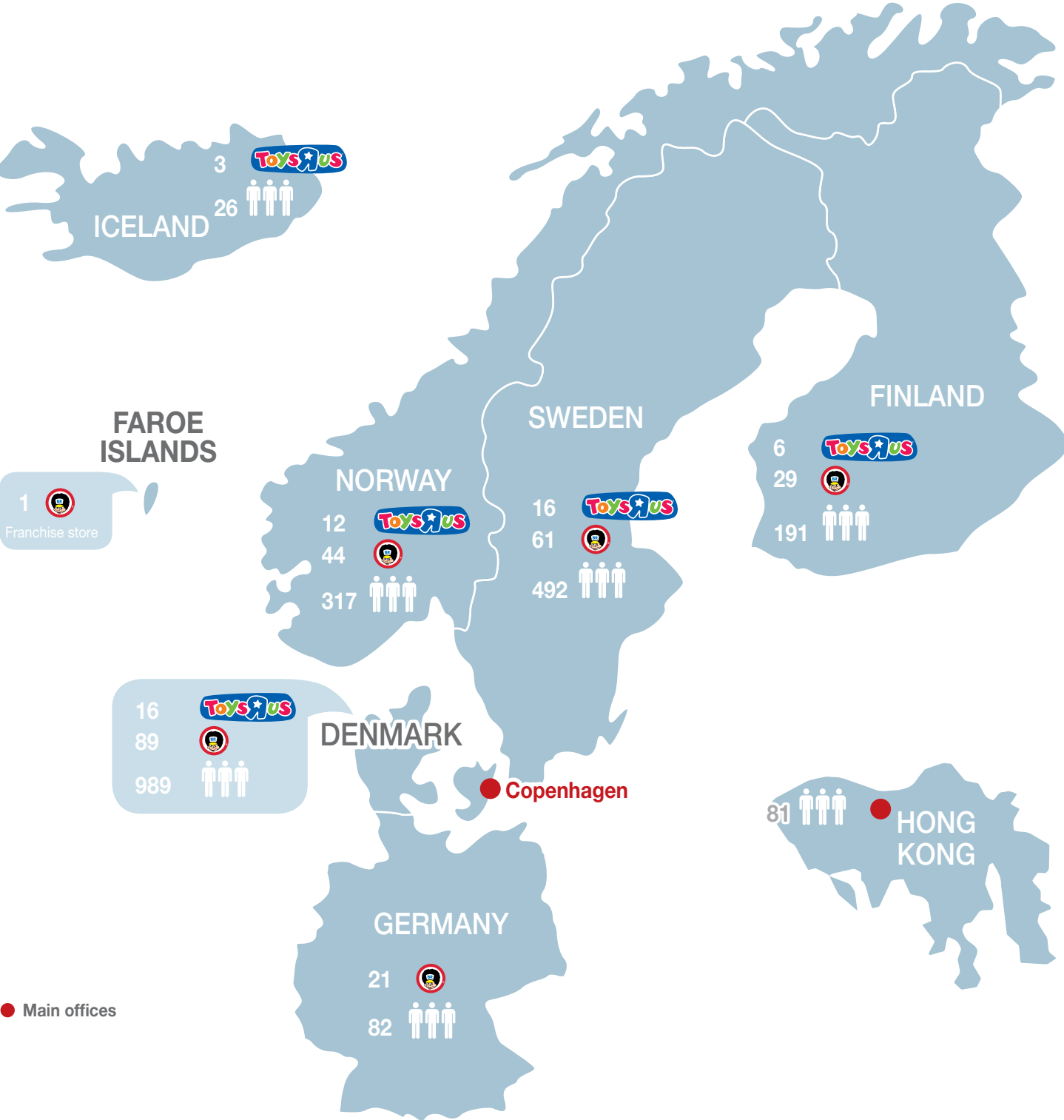
2,177 full-time employees



244 BR stores



53 TOYS"R"US stores



Financial performance

2014/15 saw a strong development in our financial results. The upward trend in our operating profit, which we already saw last year, is evidence of a critical turnaround for our business. We are pleased to see that our ability to drive sales and improve operational efficiency is moving us in the right direction, and we are confident that our 2020 strategy will enable us to ensure long-term profitability and continued growth as we move into 2015/16.

Operating profit

This year's operating profit (EBITDA) was DKK 225 million compared to DKK 138 million in 2013/14 – an increase of 62%. This marks the second year in a row where we have experienced an upward trend in our operating profits by improving the efficiency of our organisation, processes and operations.

Approximately DKK 38 million of the increased operating profit comes from adjustments in the methodology used for management's write-down of obsolete inventory and usage of Club BR stamps. Our cost reduction programme, initiated in May 2014, was another important contributor to our improved profitability. Projects carried out as part of this programme – including the implementation of a leaner organisation – all delivered significant cost savings during 2014/15 and contributed to a 3.6% reduction in staff.

Although our wholesale business increased its profitability, the results were not satisfying in view of the added complexity and overhead costs. Therefore, we have taken the strategic decision to focus exclusively on our retail business. For this reason, the wholesale business will close after the 2015 Christmas season.

Revenue

Our total revenue increased to DKK 4,007 million, compared to DKK 3,972 million in 2013/14 – an increase of 1%. Total revenue from our retail business grew 2.7%, while revenue from our wholesale business declined.

The retail growth results from the opening of new stores, increased webshop revenue and a 4% rise in same-store sales due to increased customer demand. This has more than offset the impact of store closures and exchange fluctuations.

Retail highlights

Key developments in our retail business include:

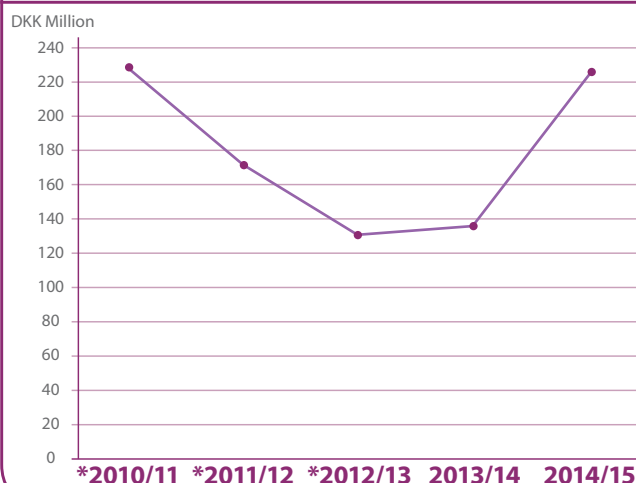
- Our total revenue increased from DKK 3,335 million to DKK 3,424 million (+2.7%), despite the negative exchange rate impact of the Swedish and Norwegian krone. Total revenue in local currency rose 4.9%.
- Our same-store sales grew 4% overall, with a 5% increase in BR and 3% increase in TOYS"R"US.
- The BR and TOYS"R"US webshops experienced strong growth in traffic and revenue and a very high customer satisfaction rate.

Wholesale highlights

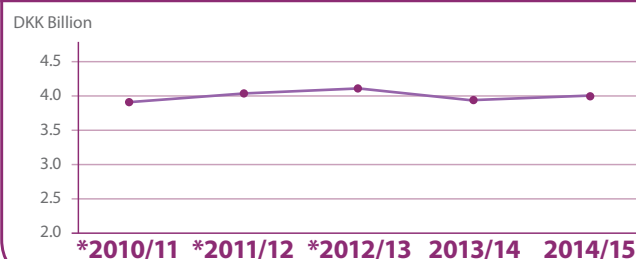
Key developments in our wholesale business include:

- Revenue declined from DKK 629 million in 2013/2014 to DKK 592 million in 2014/15 (-5.9%)
- In February 2015, it was announced that the wholesale business will be closed after the 2015 Christmas sales. The decision was announced early in the year to give employees, suppliers and customers time to adjust to the changes.

Operating profit (EBITDA)



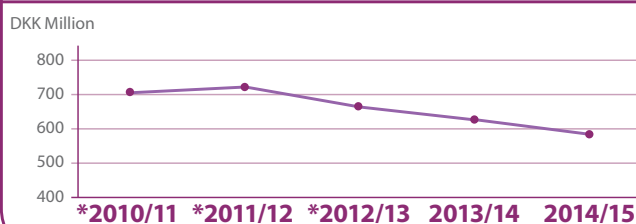
Revenue



Revenue in retail



Revenue in wholesale



Financial performance

Looking to the future

Customer behaviour continues to change, bringing new shopping patterns such as home delivery purchases and cross-border shopping. This will benefit some parts of our business, but is a challenge in other parts. A series of initiatives in our 2020 Strategy will improve our ability to respond to these behavioural changes. These include activities that increase our focus on omni-channel development and customer-centricity.

We have set some ambitious financial goals in our 2020 Strategy. We expect our Nordic revenue to reach DKK 5 billion by 2020, corresponding to retail revenue growth of +50%. We also target an EBITDA level of +10% of revenue and same-store sales growth of +3.5%, adjusted annually for currency fluctuations.

In 2015/16, we will continue to drive the implementation of our strategy in the pursuit of long-term profitability, continued growth and maintaining our position as the undisputed no. 1 retailer in the Nordic region for products that make children smile. At the same time, we will increase our focus on margin improvement, permanent cost reduction and activities to support our sales. In this way, we aim to ensure that the positive trend we have experienced in the last two years will continue in the years to come.

Financial goals by 2020

+10% EBITDA
Same-store sales growth of **3.5%**
5 billion DKK
revenue from the Nordic retail operations
(+50% revenue growth)

TOP-TOY key figures

Five-year key figures in DKK million

	*2010/11	*2011/12	*2012/13	2013/14	2014/15
Revenue	3,954.1	4,044.4	4,100.3	3,972.1	4,007
EBITDA (operating profit)	227.6	171.4	131	138.4	224.6
EBIT	155.2	93.3	45.2	84.2	142.4
Profit before tax	147.5	100.2	22.5	88.6	141.8

Employees and stores

Number of full-time employees	2,261	2,358	2,352	2,258	2,177
Number of stores	286	297	299	302	297

Key financial ratio

Operating margin	3.9%	2.3%	1.1%	3.1%	3.6%
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* 2010/11, 2011/12 and 2012/13 are non-audited figures as the company did not make a consolidated financial statement on TOP-TOY A/S these years.

Methodology and reporting framework

Scope and reporting framework

This report focuses on our performance during the financial year from July 1, 2014 to June 30, 2015.

The report meets the criteria of the UN Global Compact, including the commitment to issue an annual Communication on Progress (COP) report. In addition, the report complies with the statutory statement on Corporate Social Responsibility by the Danish Financial Statements Act, section 99a and to the statutory statement on Corporate Social Responsibility by the Danish Financial Statements Act, section 99b.

Non-financial data

This report is based on quantitative and qualitative data collected from internal systems and key people across the organisation. Statements and data have been verified for correctness by responsible managers to ensure the report is an accurate reflection of TOP-TOY's performance.

We work continuously to improve our data collection and verification systems and become more data driven.

Financial data

The financial data throughout this report covers TOP-TOY A/S and its subsidiaries. The figures from 2010/11, 2011/12 and 2012/13 are non-audited as the company did not make a consolidated financial statement on TOP-TOY A/S these years.

Business sense

We seek to give good service to our customers by offering the right quality product at the right time and at the right price.



Responsibility

We take responsibility for our actions throughout the value chain and for our most important stakeholders – the children who play with our products.



Family tree

We want to bring joy to children and families by selling good quality products that contribute to fun and memorable moments.



Top performance

We strive to be top performers. We want to do better than yesterday, and we do this by actively listening to relevant stakeholders and closely monitoring our performance.



Toy fun

Fun is a key driver in our work. We are dedicated to bringing smiles to the faces of our customers and colleagues.





TOP-TOY

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(will close end 2015)

For more information about TOP-TOY and our performance,
visit: www.top-toy.com
Please forward any questions or comments to the
Communications and Sustainability team at com@top-toy.com

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