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## Summary of Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 (Japanese GAAP)

May 15, 2026

Company Name: TOEI COMPANY, LTD. Listed on the TSE Prime Market  
 Securities Code: 9605 URL: <https://www.toei.co.jp/en/>  
 Representative: Fumio Yoshimura, President & Chief Executive Officer  
 Inquiries: Kei Yamauchi, Senior Executive Officer, Accounting Telephone: +81-3-6852-0658  
 Scheduled date of ordinary general shareholders meeting: June 26, 2026  
 Scheduled date of commencement of dividend payment: June 29, 2026  
 Scheduled date to file securities report: June 24, 2026  
 Supplementary documents for financial results: Yes  
 Holding of financial results meeting: Yes (for institutional investors and analysts)

(Figures are rounded down to the nearest one million yen.)

### 1. Consolidated financial results for the fiscal year ended March 31, 2026 (April 1, 2025 – March 31, 2026)

#### (1) Consolidated results of operations

(Percentages represent year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	185,333	3.0	36,096	2.7	43,543	8.9	23,320	48.3
March 31, 2025	179,922	5.0	35,155	19.8	39,992	13.2	15,722	12.5

Note: Comprehensive income

Fiscal year ended March 31, 2026: 38,905 million yen [-14.4%]

Fiscal year ended March 31, 2025: 45,468 million yen [17.1%]

	Earnings per share	Diluted earnings per share	Return on equity	Ratio of ordinary profit to total assets	Ratio of operating profit to net sales
Fiscal year ended	Yen	Yen	%	%	%
March 31, 2026	374.29	—	8.4	9.0	19.5
March 31, 2025	253.96	—	6.3	9.1	19.5

Reference: Share of profit (loss) of entities accounted for using equity method

Fiscal year ended March 31, 2026: 4,288 million yen

Fiscal year ended March 31, 2025: 3,581 million yen

#### (2) Consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	499,129	385,717	58.3	4,657.03
March 31, 2025	463,639	354,323	57.1	4,274.51

Reference: Equity

As of March 31, 2026: 291,003 million yen

As of March 31, 2025: 264,641 million yen

#### (3) Consolidated cash flows

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2026	26,716	(4,660)	(1,887)	109,995
March 31, 2025	33,646	(17,466)	(4,620)	88,987

### 2. Dividends

	Annual dividend per share					Total dividend (Total)	Dividend payout ratio (Consolidated)	Ratio of dividends to net assets (Consolidated)
	1st quarter-end	2nd quarter-end	3rd quarter-end	Fiscal year-end	Total			
Fiscal year ended	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
March 31, 2025	—	6.00	—	12.00	18.00	1,159	7.1	0.4
March 31, 2026	—	6.00	—	30.00	36.00	2,341	9.6	0.8
March 31, 2027 (forecast)	—	6.00	—	6.00	12.00		5.9	

Note: 1: The year-end dividend of 12.00 yen per share for the fiscal year ended March 31, 2025 includes a special dividend of 6.00 yen per share.

2: The year-end dividend of 30.00 yen per share for the fiscal year ended March 31, 2026 includes a special dividend of 24.00 yen per share.

## 3. Forecast for consolidated financial results for the fiscal year ending March 31, 2027 (April 1, 2026 – March 31, 2027)

(Percentages represent year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	189,000	2.0	28,700	(20.5)	33,400	(23.3)	12,600	(46.0)	202.23

## \* Notes

- (1) Significant changes in the scope of consolidation during the period: No

New: – Exclusion: –

- (2) Changes in accounting policies and accounting estimates, and restatement

- (i) Changes in accounting policies due to revisions to accounting standards, etc.: No
- (ii) Changes in accounting policies due to other reasons: No
- (iii) Changes in accounting estimates: Yes
- (iv) Restatement: No

- (3) Number of shares issued (common shares)

- (i) Number of shares issued at the end of the period (including treasury shares)

As of March 31, 2026	73,844,545 shares	As of March 31, 2025	73,844,545 shares
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- (ii) Number of treasury shares at the end of the period

As of March 31, 2026	11,357,613 shares	As of March 31, 2025	11,933,117 shares
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- (iii) Average number of shares during the period

Fiscal year ended March 31, 2026	62,304,889 shares	Fiscal year ended March 31, 2025	61,910,685 shares
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Note: The Company introduced the board incentive plan (BIP) trust. The number of shares in the Company held by the BIP trust is included in the number of the treasury shares that are excluded from the calculation of the number (ii) hereinabove and the number (iii) hereinabove.

## (Reference) Overview of non-consolidated financial results

Non-consolidated financial results for the fiscal year ended March 31, 2026 (April 1, 2025 – March 31, 2026)

- (1) Non-consolidated financial results

(Percentages represent year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2026	45,992	3.6	1,252	41.4	6,469	31.5	8,118	92.4
March 31, 2025	44,372	(20.5)	885	(75.7)	4,921	(35.2)	4,219	(32.0)

	Earnings per share	Diluted earnings per share
Fiscal year ended	Yen	Yen
March 31, 2026	125.45	–
March 31, 2025	65.62	–

- (2) Non-consolidated financial position

	Total assets	Net assets	Equity ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2026	192,624	124,064	64.4	1,911.58
March 31, 2025	182,224	115,159	63.2	1,790.96

Reference: Equity

As of March 31, 2026: 124,064 million yen

As of March 31, 2025: 115,159 million yen

\* The summary of consolidated financial results is not subject to audits by a certified public accountant or an auditing firm.

\* Proper use of earnings forecasts, and other special matters

The forward-looking statements in this document, including business outlooks, are based on information currently available to the Company and certain assumptions deemed reasonable by the Company. These statements are not a promise that the Company will achieve them. Actual results may differ materially, depending on a range of factors. For the conditions on which financial results forecasts are based and the notes on the use of these forecasts, please refer to “1. Overview of operating results and financial position, (4) Future outlook” on page 4.

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## 1. Overview of operating results and financial position

### (1) Overview of operating results for the fiscal year under review

In the fiscal year under review, Japan's economy experienced a recovery in consumer spending driven by better employment and income conditions. Nevertheless, the outlook remains uncertain due to geopolitical uncertainties, elevated costs, and inflationary pressures stemming from exchange rate volatility. In this environment, the Group sought to further strengthen its content business and leverage its IP resources more efficiently—primarily within the film- and video-related business—while striving to implement robust sales initiatives.

As a result, net sales for the fiscal year under review stood at 185,333 million yen (up 3.0% year on year), operating profit came to 36,096 million yen (up 2.7% year on year), ordinary profit came to 43,543 million yen (up 8.9% year on year). In addition, we recorded extraordinary income such as gain on sales of non-current assets, and extraordinary losses including dismantlement expenses. Consequently, profit attributable to owners of parent was 23,320 million yen (up 48.3% year on year).

Operating results by business segment are as follows:

#### (i) Film- and video-related business

In the movie business, we distributed 41 films. Among them, *You and Idol Precure♪The Movie: For You! Our Kirakirala Concert!* was a major box-office hit. *PETALS AND MEMORIES*, *SHAM*, *KAMEN RIDER GAVV THE MOVIE / GOZYUGER THE MOVIE*, *HERO'S ISLAND* and *Samurai Vengeance* performed well. Additionally, *Zombie Land Saga: Yumeginga Paradise*, *PELELIU: GUERNICA OF PARADISE*, *KAEDE* and *A LIGHT IN THE HARBOR* performed solidly.

In the TV & VOD business, the Company produced shows such as *AIBOU( Partners ) Season24*, *KAMEN RIDER GAVV*, *KAMEN RIDER ZEITZ*, *No.1 SENTAI GOZYUGER*, *Ameku M.D.: Doctor Detective*, *The Big Chase: Tokyo SSBC Files* and *You and Idol Precure♪*. The company focused on enhancing content quality to drive high ratings and maintain a steady production pipeline. Regarding domestic merchandise rights for special effects (Tokusatsu) content, the anniversary campaigns for the archive titles, copyright licensing for game apps and high-end figures etc. remained strong as consumer preferences for toys continue to diversify.

In the Content Business segment, the Company licensed broadcasting rights (terrestrial, BS, and CS) for its new and library film/TV titles, alongside streaming rights for various platforms and home-video rights. Streaming sales for *MUROMACHI OUTSIDERS*, *THE 35-YEAR PROMISE*, *PETALS AND MEMORIES*, *SHAM*, *Dangerous Cops* franchise, *ONE PIECE*, and other titles remained strong. Overseas, the Company marketed new and library titles including theatrical and TV films along with special events. *11 REBELS*, *MUROMACHI OUTSIDERS*, *SHAM*, *【OSHI NO KO】*, *Battle Royale*, *HOWLING VILLAGE*, and the *KAMEN RIDER EXHIBITION* showed robust sales. In overseas merchandising rights and game licensing, *KAMEN RIDER ZEITZ*—which launched with simultaneous global distribution in parts of Asia, North and South America, and Europe—along with *KAMEN RIDER GAVV*, *ONE PIECE*, the *Power Rangers* franchise, and the *DIGIMON* franchise performed well. Furthermore, in terms of adaptation rights, the Chinese remake of *100 Yen Love* performed strongly.

In the studio business, we were engaged in contract production and partial production of theatrical and television content.

In the film and video-related business, net sales came to 127,941 million yen (down 4.5% year on year) and operating profit was 32,448 million yen (down 3.6% year on year).

#### (ii) Entertainment-related business

In the entertainment-related business, the Company closed Marunouchi TOEI (2 screens) on July 27, 2025, marking the closure of its last directly operated theater. Consequently, the management of cinema complexes by consolidated subsidiary TOEI JOY ENTERTAINMENT CO., LTD. (formerly T-JOY Co., Ltd., which became a wholly owned subsidiary via a simplified share exchange in July 2025) serves as the core of the theatrical exhibition business. TOEI JOY ENTERTAINMENT has 230 screens at 23 sites, including those jointly managed with partners. Blockbusters such as *Detective Conan: One-Eyed Flashback*, *Mission: Impossible – The Final Reckoning*, *Kokuhô*, *A MINECRAFT MOVIE*, *Demon Slayer: Kimetsu no Yaiba Infinity Castle*, *Chainsaw Man – The Movie: Reze Arc*, *Zootopia 2* and *Cosmic Princess Kaguya!* contributed to its strong results. Additionally, T-Joy Emi Terrace Tokorozawa, which opened during the previous consolidated fiscal year, continued to perform strongly, contributing to a year-on-year increase in both revenue and profit.

In the entertainment-related business, net sales came to 25,226 million yen (up 33.0% year on year), and operating profit was 2,403 million yen (up 207.0% year on year).

(iii) Event-related business

In the event-related business, events such as *Unraveling the Mysteries of Ancient Egypt, Sylvanian Families 40th Anniversary Exhibition, Masked Rider Kuuga 25th Anniversary Exhibition, BAKUAGESSENTAI BOONBOOMGER Final Live Tour 2025, All Super Sentai Exhibition, Stage: The Birth of KITARO: The Mystery of GeGeGe, Hero Live Special 2025, KAMEN RIDER GAVV Final Stage, You and Idol Precure* (Related Events) and popular character shows were successfully held. In addition to the production and sales of event-related merchandise, sales at Kamen Rider Stores and the TOEI ONLINE STORE remained strong. At Kyoto Uzumasa Village, despite a decrease in visitors and sales due to temporary area closures and limited operations for renovations, the Company strived to ensure profitability through events such as *Kai-kai YOKAI Festival*.

In the event-related business, net sales came to 13,006 million yen (up 16.1% year on year) and operating profit was 1,616 million yen (up 27.4% year on year).

(iv) Tourism real estate-related business

In the tourism and real estate business, the environment has seen a shift in the supply-demand balance, with rising construction and labor costs impacting leasing, sales, and redevelopment projects. Under these conditions, the real estate leasing business maintained strong operations; we optimized rents in line with market trends for our nationwide properties, including condominiums and retail complexes such as Toei Plaza (Shibuya, Fukuoka, Hiroshima, and Sendai) and the Shinjuku 3-chome East Building.

In the hotel business, while occupancy rates improved due to the recovery of inbound tourism, the sector continued to face challenges from a decline in domestic group bookings and rising utility and commodity prices. Nevertheless, by promoting original merchandise sales, implementing flexible pricing strategies based on demand, and executing thorough cost-reduction measures, both Yuzawa Toei Hotel and Fukuoka Toei Hotel achieved record-high revenue and profit.

In the tourism real estate-related business, net sales came to 6,920 million yen (up 1.2% year on year) and operating profit was 2,757 million yen (up 8.5% year on year).

(v) Architectural interior design-related business

In the architectural interior design-related business, the business environment remained challenging, mainly due to the persistently high material costs and rising labor expenses. Nevertheless, the Company engaged in proactive sales activities, aiming to retain existing clients and acquire new business. Consequently, orders for large construction projects such as retail facilities, cinema complexes, condominiums, disability service facilities, and elderly care facilities saw an increase. Throughout these operations, the Company strived to maintain appropriate construction pricing and secure profitability. As a result, both revenue and profit increased year on year.

In the architectural interior design-related business, net sales came to 12,238 million yen (up 37.7% year on year), and operating profit was 1,390 million yen (up 179.9% year on year).

## **(2) Overview of financial position for the fiscal year under review**

(Assets)

Total assets amounted to 499,129 million yen at the end of the fiscal year under review, which was an increase of 35,490 million yen from the end of the previous fiscal year. This was mainly due to increases of 21,164 million yen in cash and deposits, 4,402 million yen in work in process, 9,041 million yen in buildings and structures, and 1,907 million yen in retirement benefit assets, partially offset by decreases of 1,459 million yen in notes and accounts receivable - trade, and contract assets and 2,782 million yen in construction in progress.

(Liabilities)

Total liabilities stood at 113,412 million yen, an increase of 4,096 million yen from the end of the previous fiscal year. This was largely due to increases of 4,682 million yen in short-term borrowings and 5,612 million yen in long-term borrowings, which more than offset decreases of 2,521 million yen in notes and accounts payable-trade and 4,484 million yen in the current portion of long-term borrowings.

(Net assets)

Net assets increased 31,394 million yen from the end of the previous fiscal year, to 385,717 million yen. This was a result, in large part, of increases of 2,862 million yen in capital surplus, 19,689 million yen in retained earnings, 4,176 million yen in revaluation reserve for land, 1,877 million yen in remeasurements of defined benefit plans, and 5,031 million yen in non-controlling interest, which were partially offset by a decrease of 2,916 million yen in valuation difference on available-for-sale securities.

### **(3) Overview of cash flows for the fiscal year under review**

At the end of the fiscal year under review, cash and cash equivalents (“cash”) stood at 109,995 million yen (88,987 million yen a year ago), reflecting an increase of 26,716 million yen in cash flows from operating activities, a decrease of 4,660 million yen in cash flows from investing activities, and a decrease of 1,887 million yen in cash flows from financing activities.

#### *Cash flows from operating activities*

Net cash provided by operating activities stood at 26,716 million yen (33,646 million yen at the end of the previous fiscal year). This reflected cash inflows, including 51,127 million yen in profit before income taxes, 4,444 million yen in depreciation, and 3,761 million yen in interest and dividends received, which were partially offset by cash outflows, including 2,282 million yen in interest and dividend income, 4,288 million yen in share of loss (profit) of entities accounted for using equity method, 7,413 million yen in loss (gain) on sale of non-current assets, 2,838 million yen in increase (decrease) in trade payables, 3,983 million yen in inventories, and 12,108 million yen in income taxes paid.

#### *Cash flows from investing activities*

Net cash used in investing activities reached 4,660 million yen (17,466 million yen in cash was used a year earlier). This was a result of cash outflows, including 39,904 million yen in payments into time deposits and 10,872 million yen in purchase of property, plant and equipment, which were partially offset by cash inflows, including 39,512 million yen in proceeds from withdrawal of time deposits, and 7,961 million yen in proceeds from sale of property, plant and equipment.

#### *Cash flows from financing activities*

Net cash used in financing activities came to 1,887 million yen (4,620 million yen in cash was used a year earlier). This was mainly due to cash outflows, including 8,671 million yen in repayments of long-term borrowings, 1,163 million yen in dividends paid, 4,732 million yen in dividends paid to non-controlling interests, and 1,318 million yen in purchase of treasury shares of subsidiaries, which were partially offset by cash inflows, including 4,682 million yen in net increase (decrease) in short-term borrowings and 9,800 million yen in proceeds from long-term borrowings.

### **(4) Future outlook**

In the film and video-related business, the core business of the Group, it is difficult to predict whether the theatrical films that are the core of the business will be successful, and their box-office sales affect a range of businesses related to films and video, including the drama business and the content business. Stabilizing earnings is thus a key issue. Consequently, we will step up our sales efforts, building strong partnerships with companies in the industry and focusing on profitability in the planning stage. Meanwhile, we will strive to effectively use the rental assets we have in the real estate leasing business to achieve stable earnings.

Under these circumstances, the consolidated results for the fiscal year ending March 31, 2027 are expected to include net sales of 189,000 million yen, operating profit of 28,700 million yen, ordinary profit of 33,400 million yen, and profit attributable to owners of parent of 12,600 million yen.

## **2. Basic policy for selecting accounting standards**

The Group’s policy is to prepare its consolidated financial statements based on Japanese Accounting Standards for the present time, taking the comparability of the consolidated financial statements between terms and between companies into consideration.

It will consider adopting IFRS in the future, taking domestic and overseas circumstances into consideration.

### 3. Consolidated financial statements and notes on important matters

#### (1) Consolidated balance sheets

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	105,448	126,613
Notes and accounts receivable - trade, and contract assets	43,887	42,428
Merchandise and finished goods	3,464	2,867
Work in process	11,711	16,113
Raw materials and supplies	647	826
Other	5,869	6,684
Allowance for doubtful accounts	(177)	(103)
Total current assets	170,851	195,429
Non-current assets		
Property, plant and equipment		
Buildings and structures	89,396	99,278
Accumulated depreciation	(52,528)	(53,368)
Buildings and structures, net	36,868	45,909
Machinery, equipment and vehicles	6,704	6,863
Accumulated depreciation	(4,888)	(4,805)
Machinery, equipment and vehicles, net	1,816	2,058
Tools, furniture and fixtures	6,706	7,677
Accumulated depreciation	(5,647)	(5,717)
Tools, furniture and fixtures, net	1,058	1,959
Land	53,594	53,374
Leased assets	2,484	2,811
Accumulated depreciation	(1,000)	(1,271)
Leased assets, net	1,484	1,540
Construction in progress	3,197	415
Total property, plant and equipment	98,020	105,257
Intangible assets	2,049	2,537
Investments and other assets		
Investment securities	150,364	150,218
Long-term loans receivable	208	160
Retirement benefit asset	4,982	6,889
Deferred tax assets	795	911
Guarantee deposits	3,548	3,798
Long-term time deposits	30,500	31,300
Other	2,431	2,860
Allowance for doubtful accounts	(114)	(232)
Total investments and other assets	192,717	195,906
Total non-current assets	292,787	303,700
Total assets	463,639	499,129

(Millions of yen)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Notes and accounts payable - trade	33,362	30,840
Short-term borrowings	200	4,882
Current portion of long-term borrowings	7,282	2,798
Income taxes payable	5,903	5,201
Provision for bonuses	1,640	1,705
Other	13,477	14,644
Total current liabilities	61,866	60,073
Non-current liabilities		
Long-term borrowings	9,928	15,540
Deferred tax liabilities	15,175	15,757
Deferred tax liabilities for land revaluation	8,177	7,557
Provision for retirement benefits for directors (and other officers)	241	182
Provision for share awards for directors (and other officers)	489	655
Defined benefit liability	4,298	3,973
Long-term guarantee deposits	4,440	4,080
Other	4,698	5,590
Total non-current liabilities	47,449	53,338
Total liabilities	109,315	113,412
Net assets		
Shareholders' equity		
Share capital	11,707	11,707
Capital surplus	22,878	25,740
Retained earnings	183,047	202,737
Treasury shares	(11,583)	(11,242)
Total shareholders' equity	206,050	228,942
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	41,439	38,523
Deferred gains or losses on hedges	(7)	(7)
Revaluation reserve for land	11,216	15,392
Foreign currency translation adjustment	3,020	3,352
Remeasurements of defined benefit plans	2,922	4,799
Total accumulated other comprehensive income	58,590	62,060
Non-controlling interests	89,682	94,714
Total net assets	354,323	385,717
Total liabilities and net assets	463,639	499,129



## (2) Consolidated statements of income and comprehensive income

### Consolidated statement of income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net sales	179,922	185,333
Cost of sales	104,629	104,876
Gross profit	75,292	80,457
Selling, general and administrative expenses		
Personnel expense	15,684	17,023
Advertising expenses	4,312	4,394
Provision for bonuses	1,346	1,349
Retirement benefit expenses	231	176
Rent expenses on land and buildings	3,380	4,284
Provision for allowance for doubtful accounts	128	90
Provision for share awards for directors (and other officers)	135	173
Other	14,917	16,867
Total selling, general and administrative expenses	40,137	44,360
Operating profit	35,155	36,096
Non-operating income		
Interest income	1,136	1,028
Dividend income	991	1,254
Share of profit of entities accounted for using equity method	3,581	4,288
Other	344	1,204
Total non-operating income	6,053	7,775
Non-operating expenses		
Interest expenses	139	221
Foreign exchange losses	787	—
Other	289	106
Total non-operating expenses	1,216	328
Ordinary profit	39,992	43,543
Extraordinary income		
Gain on sale of non-current assets	—	7,413
Gain on sale of investment securities	242	592
Other	—	81
Total extraordinary income	242	8,088
Extraordinary losses		
Dismantlement expenses	252	249
Loss on valuation of investment securities	372	96
Impairment losses	213	95
Loss on retirement of non-current assets	48	62
Other	36	—
Total extraordinary losses	923	504
Profit before income taxes	39,312	51,127
Income taxes - current	10,578	11,801
Income taxes - deferred	(455)	1,948
Total income taxes	10,122	13,750
Profit	29,189	37,376
Profit attributable to non-controlling interests	13,466	14,056
Profit attributable to owners of parent	15,722	23,320

## Consolidated statement of comprehensive income

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit	29,189	37,376
Other comprehensive income		
Valuation difference on available-for-sale securities	14,536	(2,195)
Deferred gains or losses on hedges	(5)	(0)
Revaluation reserve for land	(233)	1,708
Foreign currency translation adjustment	1,200	755
Remeasurements of defined benefit plans, net of tax	616	1,234
Share of other comprehensive income of entities accounted for using equity method	164	25
Total other comprehensive income	16,279	1,528
Comprehensive income	45,468	38,905
Comprehensive income attributable to		
Owners of parent	29,801	24,322
Non-controlling interests	15,666	14,583

### (3) Consolidated statements of changes in equity

Fiscal year ended March 31, 2025

(Millions of yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	11,707	22,760	169,065	(11,594)	191,937
Changes during period					
Dividends of surplus			(1,739)		(1,739)
Reversal of revaluation reserve for land					—
Profit attributable to owners of parent			15,722		15,722
Purchase of treasury shares				(2)	(2)
Disposal of treasury shares by stocks payment trust				12	12
Purchase of treasury shares of consolidated subsidiaries		(0)			(0)
Additional purchase of shares of consolidated subsidiaries		118			118
Change in treasury shares arising from change in equity in entities accounted for using equity method					—
Increase due to share exchange					—
Net changes in items other than shareholders' equity					
Total changes during period	—	118	13,982	10	14,112
Balance at end of period	11,707	22,878	183,047	(11,583)	206,050

	Accumulated other comprehensive income						Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	28,644	(5)	11,449	2,469	1,954	44,512	79,780	316,230
Changes during period								
Dividends of surplus								(1,739)
Reversal of revaluation reserve for land								—
Profit attributable to owners of parent								15,722
Purchase of treasury shares								(2)
Disposal of treasury shares by stocks payment trust								12
Purchase of treasury shares of consolidated subsidiaries								(0)
Additional purchase of shares of consolidated subsidiaries								118
Change in treasury shares arising from change in equity in entities accounted for using equity method								—
Increase due to share exchange								—
Net changes in items other than shareholders' equity	12,795	(2)	(233)	551	967	14,078	9,901	23,979
Total changes during period	12,795	(2)	(233)	551	967	14,078	9,901	38,092
Balance at end of period	41,439	(7)	11,216	3,020	2,922	58,590	89,682	354,323

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of period	11,707	22,878	183,047	(11,583)	206,050
Changes during period					
Dividends of surplus			(1,163)		(1,163)
Reversal of revaluation reserve for land			(2,467)		(2,467)
Profit attributable to owners of parent			23,320		23,320
Purchase of treasury shares				(70)	(70)
Disposal of treasury shares by stocks payment trust				6	6
Purchase of treasury shares of consolidated subsidiaries		(224)			(224)
Additional purchase of shares of consolidated subsidiaries		(1)			(1)
Change in treasury shares arising from change in equity in entities accounted for using equity method				(54)	(54)
Increase due to share exchange		3,088		459	3,547
Net changes in items other than shareholders' equity					
Total changes during period	—	2,862	19,689	341	22,892
Balance at end of period	11,707	25,740	202,737	(11,242)	228,942

	Accumulated other comprehensive income						Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Revaluation reserve for land	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	41,439	(7)	11,216	3,020	2,922	58,590	89,682	354,323
Changes during period								
Dividends of surplus								(1,163)
Reversal of revaluation reserve for land								(2,467)
Profit attributable to owners of parent								23,320
Purchase of treasury shares								(70)
Disposal of treasury shares by stocks payment trust								6
Purchase of treasury shares of consolidated subsidiaries								(224)
Additional purchase of shares of consolidated subsidiaries								(1)
Change in treasury shares arising from change in equity in entities accounted for using equity method								(54)
Increase due to share exchange								3,547
Net changes in items other than shareholders' equity	(2,916)	(0)	4,176	332	1,877	3,469	5,031	8,501
Total changes during period	(2,916)	(0)	4,176	332	1,877	3,469	5,031	31,394
Balance at end of period	38,523	(7)	15,392	3,352	4,799	62,060	94,714	385,717

**(4) Consolidated statements of cash flows**

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from operating activities		
Profit before income taxes	39,312	51,127
Depreciation	4,330	4,444
Impairment losses	213	95
Increase (decrease) in allowance for doubtful accounts	93	43
Increase (decrease) in retirement benefit liability	(238)	(123)
Decrease (increase) in net defined benefit asset	(1)	(52)
Increase (decrease) in provision for retirement benefits for directors (and other officers)	13	(59)
Increase (decrease) in provision for share awards for directors (and other officers)	135	170
Increase (decrease) in provision for bonuses	202	64
Decrease (increase) in unrealized income accounted for using equity method	(4)	1
Interest and dividend income	(2,127)	(2,282)
Interest expenses	139	221
Share of loss (profit) of entities accounted for using equity method	(3,581)	(4,288)
Loss (gain) on sale of investment securities	(206)	(592)
Loss (gain) on valuation of investment securities	372	96
Loss on retirement of non-current assets	48	62
Loss (gain) on sale of non-current assets	0	(7,413)
Dismantlement expenses	252	249
Decrease (increase) in trade receivables and contract assets	(3,760)	1,854
Increase (decrease) in trade payables	(1,136)	(2,838)
Decrease (increase) in inventories	1,541	(3,983)
Decrease (increase) in other current assets	3,175	(1,302)
Increase (decrease) in accrued consumption taxes	49	1,187
Increase (decrease) in other current liabilities	(1,269)	195
Increase (decrease) in guarantee deposits received	(55)	(359)
Increase (decrease) in other non-current liabilities	87	(86)
Other, net	1,737	(1,556)
Subtotal	39,323	34,876
Interest and dividends received	3,374	3,761
Interest paid	(135)	(219)
Income taxes paid	(8,842)	(12,108)
Other	(72)	406
Net cash provided by (used in) operating activities	33,646	26,716

(Millions of yen)

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Cash flows from investing activities		
Payments into time deposits	(66,288)	(39,904)
Proceeds from withdrawal of time deposits	58,545	39,512
Purchase of property, plant and equipment	(8,276)	(10,872)
Purchase of intangible assets	(747)	(1,059)
Proceeds from sale of property, plant and equipment	0	7,961
Purchase of investment securities	(320)	(629)
Proceeds from sale of investment securities	381	772
Loan advances	(30)	(79)
Proceeds from collection of loans receivable	84	175
Decrease (increase) in guarantee deposits	(125)	(246)
Other, net	(689)	(290)
Net cash provided by (used in) investing activities	(17,466)	(4,660)
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(40)	4,682
Proceeds from long-term borrowings	4,500	9,800
Repayments of long-term borrowings	(1,276)	(8,671)
Repayments of lease liabilities	(412)	(336)
Dividends paid	(1,739)	(1,163)
Dividends paid to non-controlling interests	(3,597)	(4,732)
Proceeds from sale of treasury shares	—	1
Purchase of treasury shares	(2)	(70)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(2,049)	(38)
Purchase of treasury shares of subsidiaries	(0)	(1,318)
Other, net	(3)	(40)
Net cash provided by (used in) financing activities	(4,620)	(1,887)
Effect of exchange rate change on cash and cash equivalents	(501)	838
Net increase (decrease) in cash and cash equivalents	11,058	21,007
Cash and cash equivalents at beginning of period	77,929	88,987
Cash and cash equivalents at end of period	88,987	109,995

**(5) Notes to consolidated financial statements**

**(Note on going concern assumptions)**

Not applicable.

**(Notes on changes in accounting estimates)**

(Change in estimates of asset retirement obligations)

In the fiscal year under review, the Company changed its estimate of asset retirement obligations for Toei Kaikan (former headquarters building) for the removal of asbestos in connection with the demolition of the building, as the Company obtained the results of surveys and the latest construction estimates by contractors, etc., together with new information regarding the relevant costs. In addition, based on the latest unit cost of construction for the removal of asbestos and changes in the market environment identified from this information, the Company has reviewed the necessary asbestos removal costs for other buildings owned by the Company and changed its estimate of asset retirement obligations in the same manner.

An increase resulting from these changes in estimates, 666 million yen, was added to asset retirement obligations before the change.

As a result of these changes in estimates, operating income, ordinary income and profit before income taxes each decreased 217 million yen in the fiscal year under review.

**(Additional information)**

(Performance-based stock compensation system)

The Company introduced a performance-based stock remuneration system using a board incentive plan (BIP) trust (“the System”) for the Directors (excluding Directors who are Audit and Supervisory Committee members, non-executive Directors, and Outside Directors or non-residents of Japan) and Senior Executive Officers (excluding non-residents of Japan; these Directors and Senior Executive Officers are hereinafter collectively “Eligible People”). This is primarily to clarify the connection between remuneration for the Eligible People and the Company’s results and shareholder value and thereby to give the Eligible People a stronger incentive to contribute to increasing the results of the Company and its corporate value over the medium to long term and for them to share the returns and risks of changes in the stock price with shareholders.

The Practical Solution on Transactions of Delivering the Company’s Own Stock to Employees Etc. Through Trusts (ASBJ Practical Issue Task Force (PITF) No. 30, March 26, 2015) is applied in the accounting treatment of this trust agreement.

**(1) Transaction overview**

Under the System, shares of the Company’s stock are delivered to the Eligible People according to their position and degree of achievement of performance targets from the fiscal year ended March 31, 2026 through the fiscal year ending March 31, 2028.

**(2) The Company’s shares remaining in the trust**

The book value of the shares held by the BIP trust (excluding the incidental expense) is posted in net assets as treasury shares. The book value of treasury shares at the end of the consolidated fiscal year under review was 593 million yen (530 million yen at the end of the previous consolidated fiscal year), and the number of shares was 153,000 shares (140,000 shares at the end of the previous consolidated fiscal year).

**(Notes on segment information)**

1. Overview of reportable segments

(1) Determination of reportable segments

Reporting segments of the Group are individual units for which separate financial information is available and that are subject to a periodic review by the Board of Directors for the purposes of evaluating performance and determining the allocation of resources.

The Group categorizes operations according to the services it handles, and each business division plans its own comprehensive strategies and operates its business activities.

The Group consists of five business segments: the film- and video-related business, entertainment-related business, event-related business, tourism real estate-related business, and architectural interior design-related business.

(2) Product and service types belonging to each reportable segment

In the film- and video-related business, we mainly produce and distribute theatrical and television films, and license film streaming rights, merchandising rights and various other rights related to the Group's film titles. In the entertainment-related business, we manage cinema complexes (our directly managed theater closed in July 2025). In the event-related business, we run characters shows related to films and videos that the Group produces, plan and hold cultural events, and operate Uzumasa Kyoto Village. In the tourism real estate-related business, we lease commercial facilities and run hotels. In the architectural interior design-related business, we engage in construction work and contract interior decoration.

2. Method for determining net sales, profit or loss, assets, liabilities and other items for reportable segments

Accounting methods for the reported business segments are generally the same as those used for the preparation of consolidated financial statements. The profit of reporting segments is based on operating profit. Intersegment revenue and transfers are based on prevailing market prices.



## 3. Information on net sales, profit or loss, assets, liabilities and other items by reportable segment

Fiscal year ended March 31, 2025

(Millions of yen)

	Film- and video-related business	Entertainment- related business	Event-related business	Tourism real estate- related business	Architectural interior design-related business	Total	Adjustments (Note 1)	Amount recorded in the consolidated financial statements (Note 2)
Net sales								
Net sales to external customers	134,024	18,966	11,203	6,838	8,890	179,922	–	179,922
Inter-segment net sales or transfers	2,315	214	596	828	1,025	4,980	(4,980)	–
Total	136,340	19,180	11,799	7,666	9,916	184,903	(4,980)	179,922
Segment profit	33,655	782	1,269	2,542	496	38,746	(3,591)	35,155
Segment assets	306,724	20,921	10,227	54,634	7,470	399,978	63,660	463,639
Other								
Depreciation	1,533	899	323	875	8	3,640	690	4,330
Increase in property, plant and equipment and intangible assets	2,484	2,987	1,646	3,750	22	10,891	110	11,001

(Notes) 1. Adjustments are as follows.

- (1) The segment profit adjustment of (3,591) million yen includes the elimination of inter-segment transactions of (113) million yen and company-wide expenses of (3,477) million yen that are not allocated to each reportable segment. Company-wide expenses mainly consist of general and administrative expenses that are not allocated to any reportable segment.
  - (2) The segment profit adjustment of 63,660 million yen includes company-wide assets of 72,073 million yen that are not allocated to each reportable segment and the elimination through offsetting receivables and payables of (8,413) million yen.  
\* The main components of company-wide assets are unused funds, long-term investments and assets relating administrative divisions.
  - (3) The adjustment of depreciation is depreciation related to company-wide assets that is not allocated to each reportable segment.
  - (4) Adjustments of increase in property, plant and equipment and intangible assets are obtained plant and equipment and intangible assets belonging to company-wide assets that are not allocated to the reportable segments.
2. Segment profit is adjusted to match the operating profit in the consolidated statements of income.

Fiscal year ended March 31, 2026

(Millions of yen)

	Film- and video-related business	Entertainment- related business	Event-related business	Tourism real estate- related business	Architectural interior design-related business	Total	Adjustments (Note 1)	Amount recorded in the consolidated financial statements (Note 2)
Net sales								
Net sales to external customers	127,941	25,226	13,006	6,920	12,238	185,333	—	185,333
Inter-segment net sales or transfers	2,608	281	593	1,138	1,197	5,818	(5,818)	—
Total	130,549	25,507	13,600	8,059	13,435	191,151	(5,818)	185,333
Segment profit	32,448	2,403	1,616	2,757	1,390	40,616	(4,519)	36,096
Segment assets	26,489	23,142	16,458	61,237	9,025	36,353	62,776	499,129
Other								
Depreciation	1,511	992	248	1,075	6	3,834	609	4,444
Increase in property, plant and equipment and intangible assets	1,963	1,334	6,741	1,950	134	12,122	1,451	13,574

(Notes) 1. Adjustments are as follows.

- (1) The segment profit adjustment of (4,519) million yen includes the elimination of inter-segment transactions of (333) million yen and company-wide expenses of (4,185) million yen that are not allocated to each reportable segment. Company-wide expenses mainly consist of general and administrative expenses that are not allocated to any reportable segment.
  - (2) The segment profit adjustment of 62,776 million yen includes company-wide assets of 67,465 million yen that are not allocated to each reportable segment and the elimination through offsetting receivables and payables of (4,688) million yen.  
\* The main components of company-wide assets are unused funds, long-term investments and assets relating administrative divisions.
  - (3) The adjustment of depreciation is depreciation related to company-wide assets that is not allocated to each reportable segment.
  - (4) Adjustments of increase in property, plant and equipment and intangible assets are obtained plant and equipment and intangible assets belonging to company -wide assets that are not allocated to the reportable segments.
2. Segment profit is adjusted to match the operating profit in the consolidated statements of income.

**(Notes on Per share information)**

	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Net assets per share	4,274.51 yen	4,657.03 yen
Earnings per share	253.96 yen	374.29 yen

(Notes) 1. Diluted earnings per share was not presented because there was no dilution for the fiscal year.

2. In calculating net assets per share, the shares of the Company's stock held by the board incentive plan (BIP) trust are included in treasury shares that are deducted from the total number of shares issued at the end of the period. (140 thousand shares for the previous fiscal year and 153 thousand shares for the fiscal year under review) Also, in calculating earnings per share, the shares of the Company's stock held by the BIP trust are included in treasury shares that are deducted in the calculation of the average number of shares during the period. (141 thousand shares for the previous fiscal year and 151 thousand shares for the fiscal year under review)

3. Basis for calculating earnings per share is as shown below.

Item	Fiscal year ended March 31, 2025	Fiscal year ended March 31, 2026
Profit attributable to owners of parent (Millions of yen)	15,722	23,320
Amount not attributable to common shareholders (Millions of yen)	—	—
Profit attributable to owners of parent with respect to common shares (Millions of yen)	15,722	23,320
Average number of common shares outstanding during the period (Thousand shares)	61,910	62,304

**(Notes on significant subsequent events)**

Not applicable.