



# TOEI COMPANY, LTD.

Fiscal Year Ending March 2026

## Consolidated Financial Results Presentation Materials

(April 2025–March 2026)

Official X [Toei Official News]

[https://x.com/TOEI\\_PR](https://x.com/TOEI_PR)

Official LINE [Toei IR News]

<https://lin.ee/5dETVtz>





# Consolidated Financial Results for the Fiscal Year Ending March 2026

(million yen)	FY23	FY24	FY25	FY26	Change	
Net sales	174,358	171,345	179,922	185,333	5,410	3.0%
Cost of Sales	102,906	104,452	104,629	104,876	246	0.2%
Selling, general and administrative expenses	35,113	37,550	40,137	44,360	4,222	10.5%
Operating profit	36,339	29,342	35,155	36,096	941	2.7%
Ordinary profit	40,172	35,317	39,992	43,543	3,551	8.9%
Profit attributable to owners of the parent	15,025	13,971	15,722	23,320	7,597	48.3%

\* FY = Fiscal Year. FY26 is the period from April 2025 to March 2026  
 \* Figures are rounded down to the nearest million yen.



## Key Financial Highlights for FY2026

### Net Sales

Entertainment-related business (Box Office) and Architectural interior design-related business remained strong, and Event-related business also showed steady growth. Conversely, Film- and video-related business declined due to lower revenue in the Content segment. As a result, net sales increased by 3.0% year-on-year.

### Operating Profit

Entertainment-related business (Box Office) and Architectural interior design-related business saw significant profit growth, while Event-related and Tourism & real estate-related businesses also posted steady profit gains. Although SG&A expenses rose due to higher rent, personnel costs, and commissions, operating profit increased by 2.7% year-on-year.

### Ordinary Profit

Ordinary profit increased by 8.9% year-on-year, driven by an increase in equity-method investment gain.

### Profit attributable to owners of parent

A 48.3% year-on-year increase was achieved, attributable to the gain on the sale of real estate reported as extraordinary income.

# FY 2026 Segment Analysis :Overall



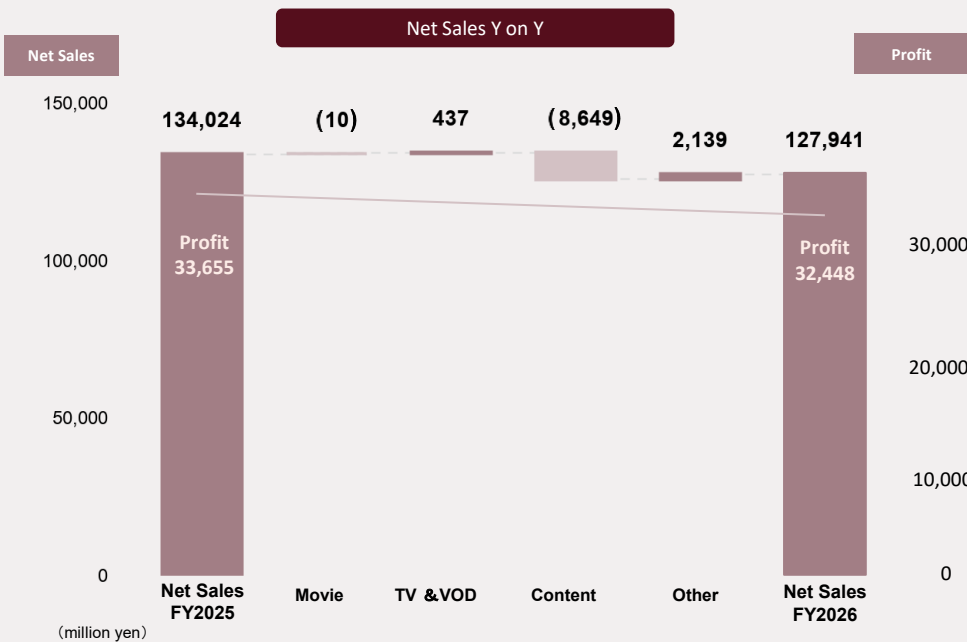
Segment	Sub-segment	FY25	FY26	Change	Percentage Change	Percentage of Sub-segment / Segment	Comment on analysis
Film- and video-related business	Movie	4,137	4,127	(10)	(0.2%)	3.2%	The Movie segment declined due to a lack of hit titles. The Content segment also saw a decrease, reflecting a reactionary drop from the strong performance of domestic animation streaming and rights in the previous year.
	TV & VOD	10,082	10,520	437	4.3%	8.2%	
	Content	98,435	89,786	(8,649)	(8.8%)	70.2%	
	Other	21,368	23,508	2,139	10.0%	18.4%	
	Total net sales	134,024	127,941	(6,082)	(4.5%)	100%	
	Total profit	33,655	32,448	(1,207)	(3.6%)		
Entertainment-related business	Total net sales	18,966	25,226	6,259	33.0%	100%	Significant revenue and profit growth driven by blockbusters like <i>Demon Slayer: Kimetsu no Yaiba – The Movie: Infinity Castle - Chapter 1: Akaza's Return, Kokuho</i> and <i>Detective Conan: One-Eyed Flashback</i> etc.. T-Joy Emiterrace Tokorozawa, opened in September 2025, also continues to perform strongly.
	Total profit	782	2,403	1,620	207.0%		
Event-related business	Event	9,423	11,556	2,132	22.6%	88.8%	Strong attendance and merchandise sales at events such as <i>BAKUAGESENTAI BOONBOOMGER FINAL LIVE TOUR 2025, Masked Rider Kuuga 25th Anniversary Exhibition</i> and <i>All Super Sentai Exhibition</i> etc.. Conversely, Kyoto Uzumasa Village saw lower revenue and profit due to area closures for renovations. *Uzumasa Kyoto Village reopened on March 28.
	Uzumasa Kyoto Village	1,779	1,450	(329)	(18.5%)	11.2%	
	Total net sales	11,203	13,006	1,803	16.1%	100%	
	Total profit	1,269	1,616	347	27.4%		
Tourism real estate-related business	Real estate leasing	4,536	4,460	(75)	(1.7%)	64.5%	The real estate leasing and hotel businesses remained steady.
	Hotel	2,302	2,459	157	6.8%	35.5%	
	Total net sales	6,838	6,920	82	1.2%	100%	
	Total profit	2,542	2,757	215	8.5%		
Architectural interior design-related business	Total net sales	8,890	12,238	3,347	37.7%	100%	The completion of major construction projects led to an increase in both revenue and profit.
	Total profit	496	1,390	893	179.9%		
Total net sales		179,922	185,333	5,410	3.0%		
Adjustment amount		(3,591)	(4,519)	(927)			
Total profit		35,155	36,096	941	2.7%		

(million yen)

\* Figures are rounded down to the nearest million yen.



(million yen)		FY25	FY26	Change	
<b>Film- and video-related business</b>	<b>Net sales</b>	<b>134,024</b>	<b>127,941</b>	<b>(6,082)</b>	<b>(4.5%)</b>
	<b>Profit</b>	<b>33,655</b>	<b>32,448</b>	<b>(1,207)</b>	<b>(3.6%)</b>



Release date	Box office revenue (as of Mar 31, 2026)	Title
Apr 25	630	<i>PETALS AND MEMORIES</i>
Jun 27	540	<i>SHAM</i>
Jul 25	650	Movie <i>KAMEN RIDER GAVV: Invaders of the House of Snacks / No.1 SENTAI GOZYUGER: Tega Sword Resurrection</i>
Sep 12	1210	Movie <i>You and Idol Precure ♪ For You! Our Kirakilala Concert!</i>
Sep 19	690	<i>HERO'S ISLAND</i>
Nov 14	240	<i>A LIGHT IN THE HARBOR</i>
Dec 5	400	<i>PELELIU GUERNICA OF PARADISE</i>
Dec 19	480	<i>KAEDE</i>
Feb 13	280	<i>The Dangers in My Heart: The Movie</i>
Feb 27	860	<i>Samurai Vengeance</i>

(million yen)

## Business Highlights

### ▶ Movie business

Lower distribution revenue, resulting from a lack of hit titles, led to a year-on-year decline in net sales.

### ▶ Content business

The animation segment saw lower revenue. Robust merchandising sales were offset by a reactionary drop in domestic streaming and merchandising, which had been strong in the previous year.

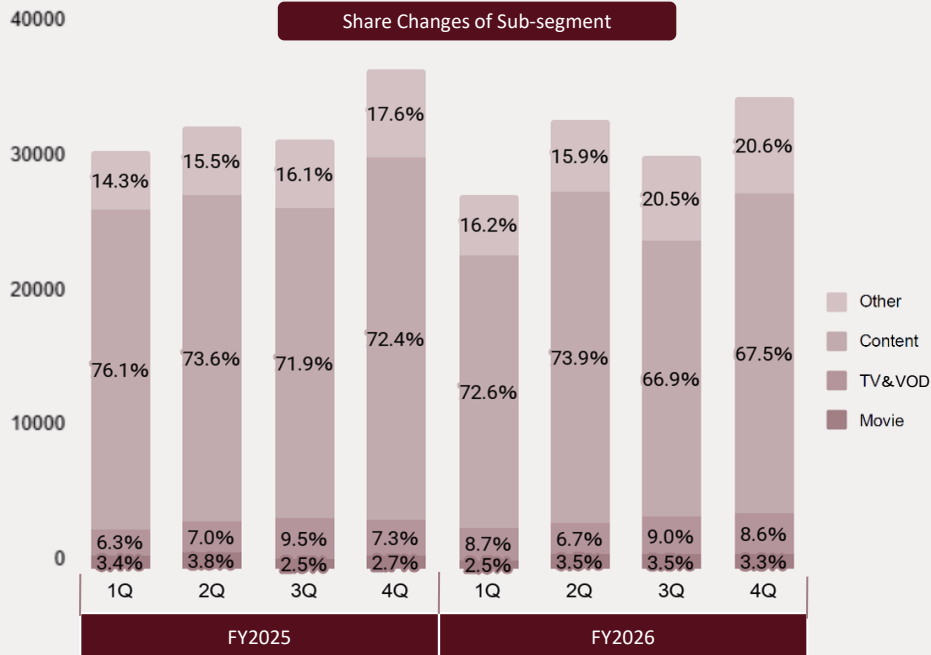
The sales of domestic streaming rights for new live-action titles, including *MUROMACHI OUTSIDERS*, were strong.



## Net sales change by sub-segment

(million yen)		FY25	FY26	Change	
Film- and Video-related Business	Movie	4,137	4,127	(10)	(0.2%)
	TV&VOD	10,082	10,520	437	4.3%
	Content	98,435	89,786	(8,649)	(8.8%)
	Other	21,368	23,508	2,139	10.0%

## Share Changes of Sub-segment



## Breakdown: Film- and video-related business

### Movie

While *You and Idol Precure The Movie: For You! Our Kirakilala Concert!* performed well and *Samurai Vengeance* saw steady results, distribution revenue fell below the previous year's level due to fewer hit titles, resulting in a slight year-on-year decline in net sales.

### TV & VOD

Despite a year-on-year decline in broadcast animation titles, live-action sales grew due to new series production and higher unit prices for existing titles; this growth was further supported by robust game rights and character licensing for corporate advertisements leveraging library titles.

### Content

#### ▶ Domestic

In the animation segment, domestic streaming for *THE FIRST SLAM DUNK* and *The Birth of KITARO: The Mystery of GeGeGe* saw a reactionary drop from last year's highs.

Merchandising and game rights for *ONE PIECE* and *Dragon Ball* franchise also declined.

Live-action streaming sales were strong, driven by new titles such as *MUROMACHI OUTSIDERS*.

#### ▶ Overseas

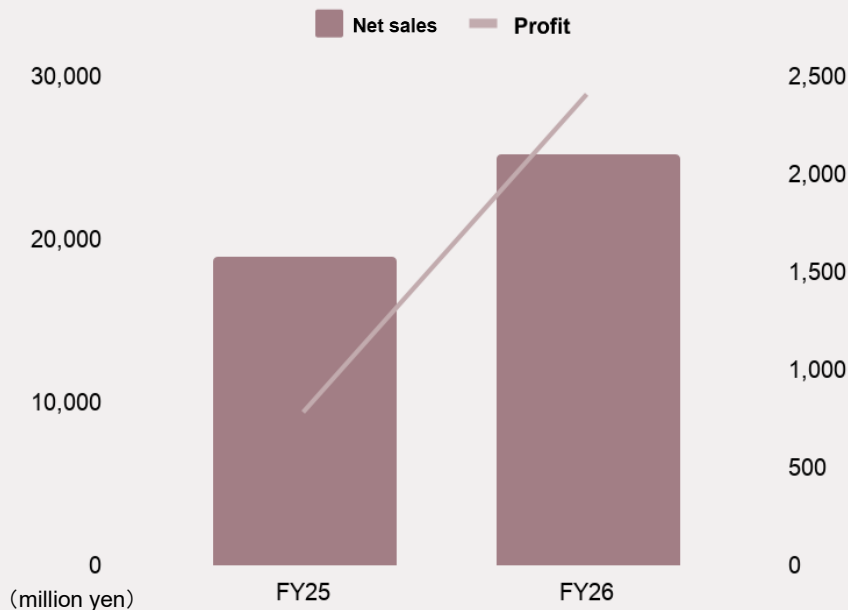
Merchandising rights for *ONE PIECE*, *Dragon Ball* franchise and the *DIGIMON* franchise, as well as gaming rights for the *DIGIMON* franchise were strong. In streaming, *ONE PIECE* performed well, while sales for the *Dragon Ball* franchise saw a reactionary decline.

### Other

Toei Animation Co., Ltd.'s event business performed well, driven by *Girls Band Cry* live concerts and venue merchandise sales, along with various *You and Idol Precure* initiatives.



(million yen)		FY25	FY26	Change	
Entertainment-related business	Net sales	18,966	25,226	6,259	33.0%
	Profit	782	2,403	1,620	207.0%



## Business Highlights

The Entertainment-related business is focused primarily around cinema complexes jointly managed and operated by TOEI JOY ENTERTAINMENT CO.,LTD..

TOEI JOY ENTERTAINMENT CO.,LTD. operates a network of 230 cinema screens across 23 sites.

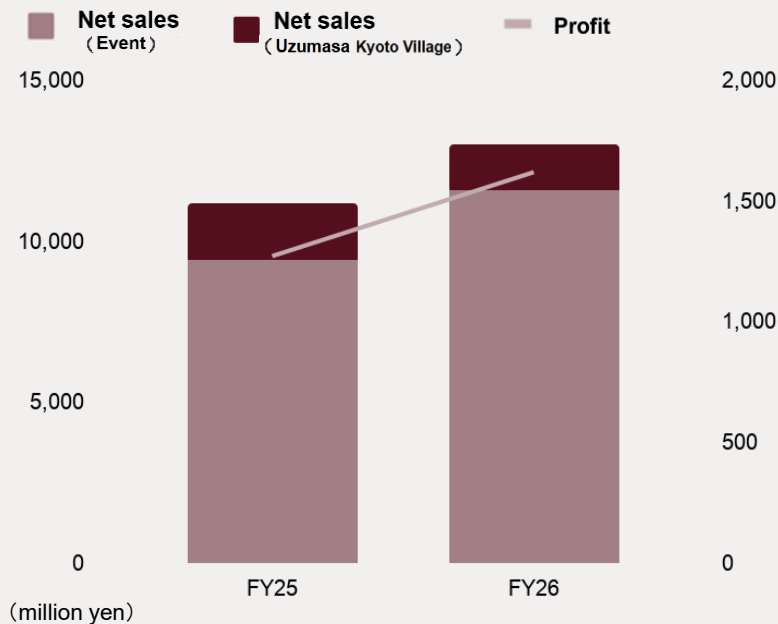
\* All directly operated screens by the Company closed on July 27, 2025.

*Demon Slayer: Kimetsu no Yaiba – The Movie: Infinity Castle - Chapter 1: Akaza's Return* and *Kokuhō* were the top-grossing films. Other titles such as *Detective Conan: One-Eyed Flashback*, *Chainsaw Man – The Movie: Reze Arc*, *Zootopia 2* and *Cosmic Princess Kaguya!* also performed well. In addition, the strong performance of T-Joy Emi Terrace Tokorozawa, which opened in September 2024, led to the increase in net sales.

SG&A expenses increased due to higher variable rent linked to theatrical sales; however, this was more than offset by revenue growth, resulting in a substantial year-on-year increase in profit.



(million yen)		FY25	FY26	Change	
<b>Event-related business</b>	<b>Net sales</b>	<b>11,203</b>	<b>13,006</b>	<b>1,803</b>	<b>16.1%</b>
	<b>Profit</b>	<b>1,269</b>	<b>1,616</b>	<b>347</b>	<b>27.4%</b>



## Business Highlights

### Net sales change by sub-segment

(million yen)		FY25	FY26	Change	
<b>Event-related business</b>	<b>Event</b>	9,423	11,556	2,132	22.6%
	<b>Uzumasa Kyoto Village</b>	1,779	1,450	(329)	(18.5%)

### Event

#### ▶ Event business

*Masked Rider Kuuga 25th Anniversary Exhibition, All Super Sentai Exhibition, BAKUAGESENTAI BOONBOOMGER FINAL LIVE TOUR 2025, The Birth of Kitaro: The Mystery of GeGeGe The Stage and You and Idol Precure♪* (Related Events) were successful. They not only attracted a high number of admissions but also generated large merchandising incomes.

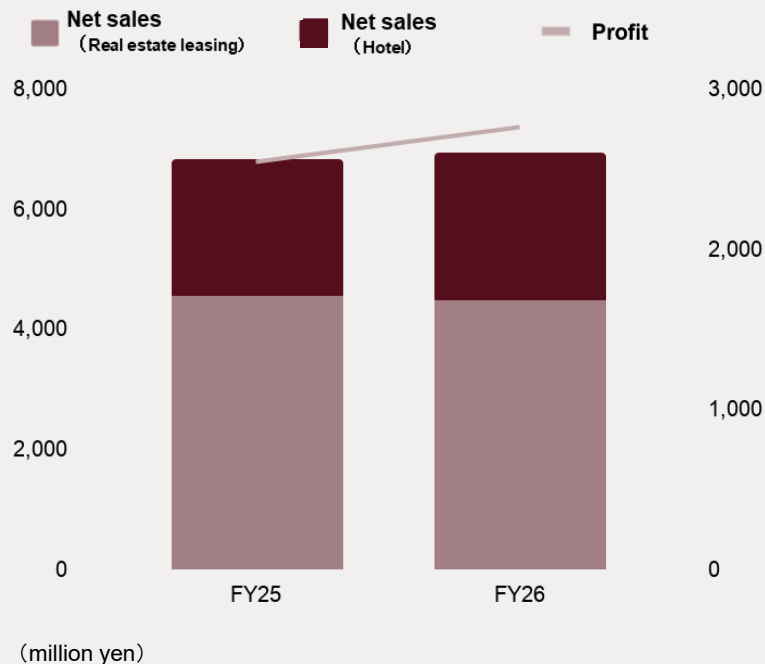
▶ Merchandise business (theater merchandise, e-commerce sites, Kamen Rider Store)  
 While theater-related merchandise saw a year-on-year decline in reaction to the previous year's major hits, the Kamen Rider Store and e-commerce sites performed strongly.

### Uzumasa Kyoto Village

Revenue fell due to Expo 2025 Osaka, Kansai, Japan, summer heatwaves, and renovation-related area reductions, while the *Kai-kai YOKAI Festival* (held September to November) performed well.



(million yen)		FY25	FY26	Change	
Tourism real estate-related business	Net sales	6,838	6,920	82	1.2%
	Profit	2,542	2,757	215	8.5%



## Business Highlights

### Net sales change by sub-segment

(million yen)		FY25	FY26	Change	
Tourism real estate-related business	Real estate leasing	4,536	4,460	(75)	(1.7%)
	Hotel	2,302	2,459	157	6.8%

### Real estate leasing

▸ Leasing operations remained steady. However, revenue declined due to rent-free periods associated with tenant turnover.

▸ Sold a portion of the residential condominiums within our investment property portfolio.

### Hotel

Occupancy rates improved, driven by strong inbound demand. Fukuoka Toei Hotel performed well, leading to an increase in revenue.



(million yen)		FY25	FY26	Change	
<b>Architectural interior design-related business</b>	<b>Net sales</b>	<b>8,890</b>	<b>12,238</b>	<b>3,347</b>	<b>37.7%</b>
	<b>Profit</b>	<b>496</b>	<b>1,390</b>	<b>893</b>	<b>179.9%</b>



## Business Highlights



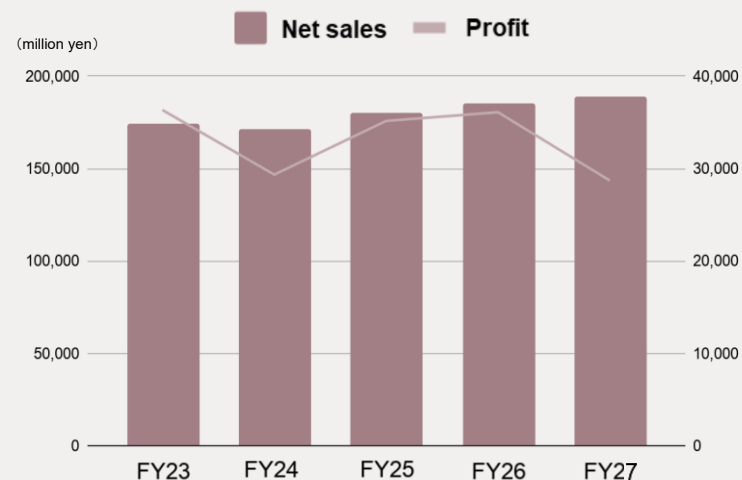
Cinema complex renovation contracts were consistently secured. Furthermore, revenue increased significantly, driven by a rise in construction projects for condominiums, nursing care facilities, and disability support facilities.

Despite soaring material costs, profits greatly exceeded the previous year due to the effective control of prime costs and SG&A expenses.

# FY2027 Financial Forecast



(million yen)		FY23	FY24	FY25	FY26	FY27	Change
		Actual	Actual	Actual	Actual	Forecast	
<b>Net sales</b>	Film- and video	135,179	125,980	134,024	127,941	139,700	9.2%
	Entertainment	18,449	20,174	18,966	25,226	21,400	(15.2%)
	Event	10,015	10,085	11,203	13,006	12,300	(5.4%)
	Tourism real estate	5,967	6,494	6,838	6,920	7,000	1.2%
	Architectural interior design	4,746	8,610	8,890	12,238	8,600	(29.7%)
	<b>Total</b>	<b>174,358</b>	<b>171,345</b>	<b>179,922</b>	<b>185,333</b>	<b>189,000</b>	<b>2.0%</b>
<b>Operating Profit</b>	Film- and video	35,167	26,333	33,655	32,448	27,000	(16.8%)
	Entertainment	900	1,907	782	2,403	900	(62.5%)
	Event	1,276	1,422	1,269	1,616	1,900	17.6%
	Tourism real estate	2,168	2,569	2,542	2,757	2,600	(5.7%)
	Architectural interior design	48	397	496	1,390	400	(71.2%)
	Adjustment	(3,222)	(3,288)	(3,591)	(4,519)	(4,100)	(9.3%)
<b>Total</b>	<b>36,339</b>	<b>29,342</b>	<b>35,155</b>	<b>36,096</b>	<b>28,700</b>	<b>(20.5%)</b>	
<b>Ordinary profit</b>		40,172	35,317	39,992	43,543	33,400	(23.3%)
<b>Profit attributable to owners of parent</b>		15,025	13,971	15,722	23,320	12,600	(46.0%)



► Net sales are expected to increase year-on-year; however, operating profit is projected to decline. Operating profit is forecast to decrease due to increased production costs for new titles and proactive investment for future growth.

► Profit attributable to owners of parent is expected to decrease in reaction to the gain on the sale of real estate (extraordinary income) recorded in the previous fiscal year (FY 2026).

► We will continue to implement initiatives aimed at profit expansion, grounded in the priority initiatives of our Medium-to Long-Term Vision.

# Enhancing Corporate Value

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p12-20

**Progress of the Toei Group Medium- to Long-Term Vision: TOEI NEW WAVE 2033**

P22

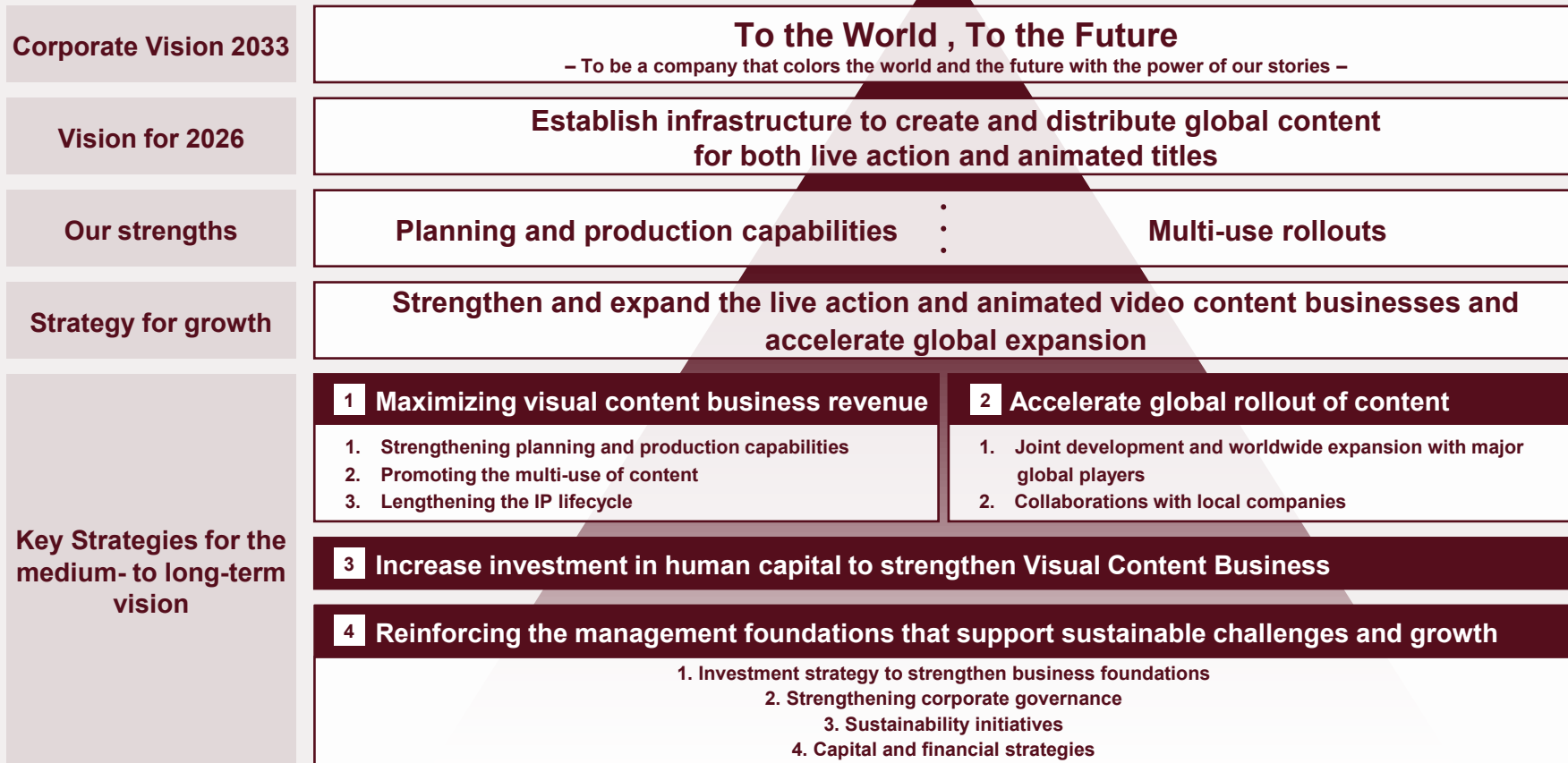
**Shareholder and Investor Engagement**

p21

**Strategic Shareholdings**

p23

**Lottery Event for Long-term loyal Shareholders**

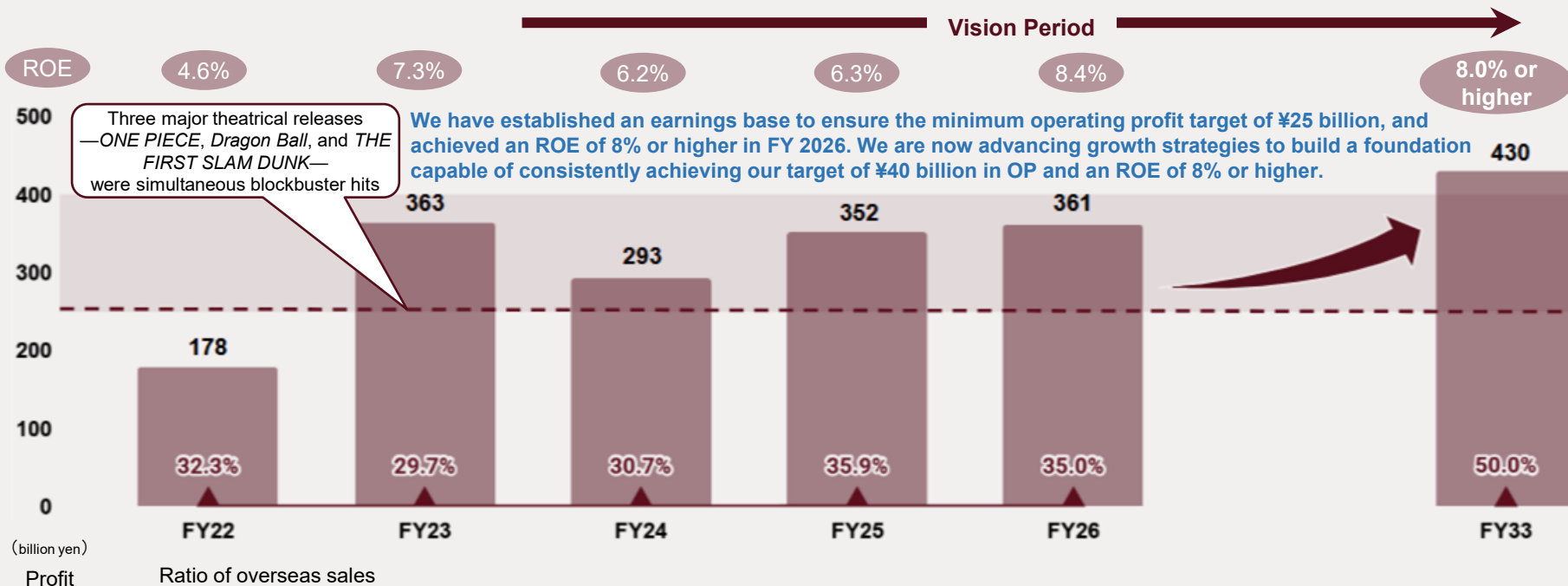




## Medium- to Long-Term Vision: Progress Overview

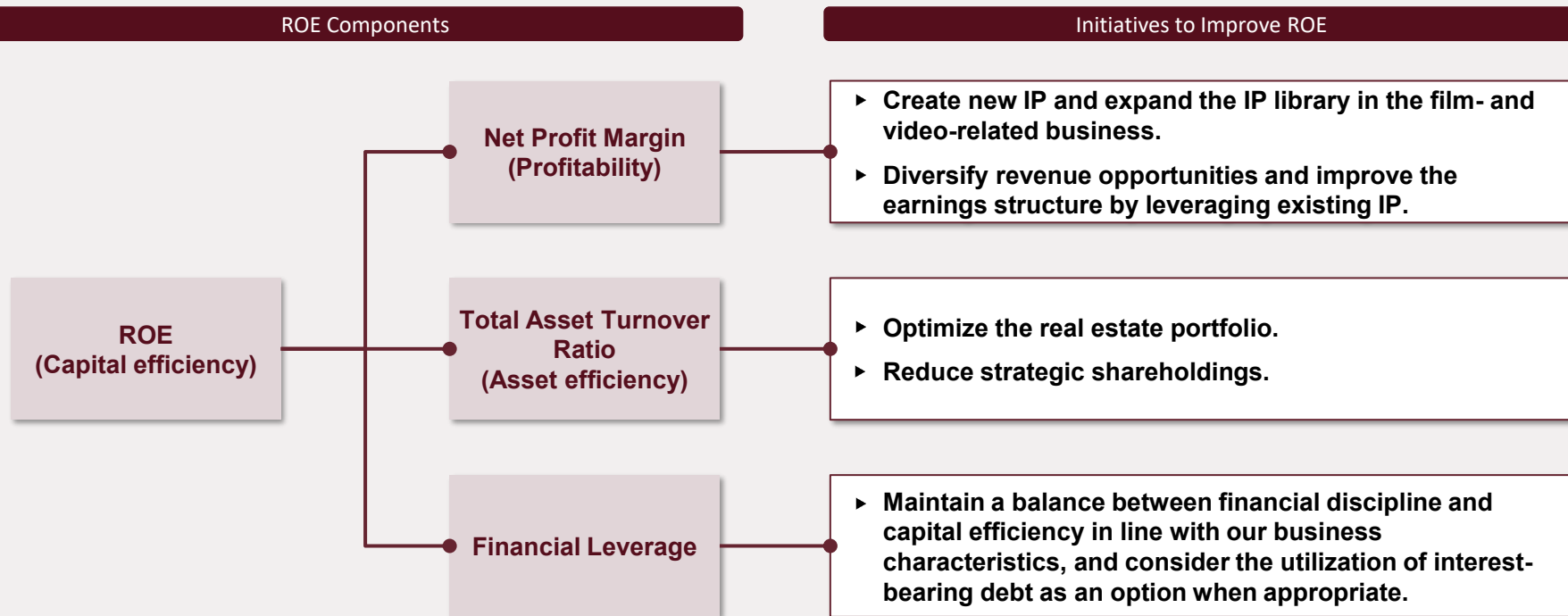
- ▶ The medium- to long-term vision established in Feb 2023 has entered its fourth year in the fiscal year ending March 2027. In parallel with the prior "investment phase," we are shifting from this year to an "execution phase" to build a global content creation and distribution platform for live-action and anime content.
- ▶ We are focusing on the four priority initiatives under "TOEI NEW WAVE 2033" and strengthening our business foundation through proactive investment in content planning and production capabilities (IP creation) as well as human resources.
- ▶ For operating profit, we have steadily achieved the baseline medium- to long-term target of ¥25–40bn, reinforcing our earnings base. We will continue advancing initiatives toward our FY2033 goal of delivering content that brings joy to audiences worldwide.

## Medium- to Long-Term Vision: Progress vs. Targets





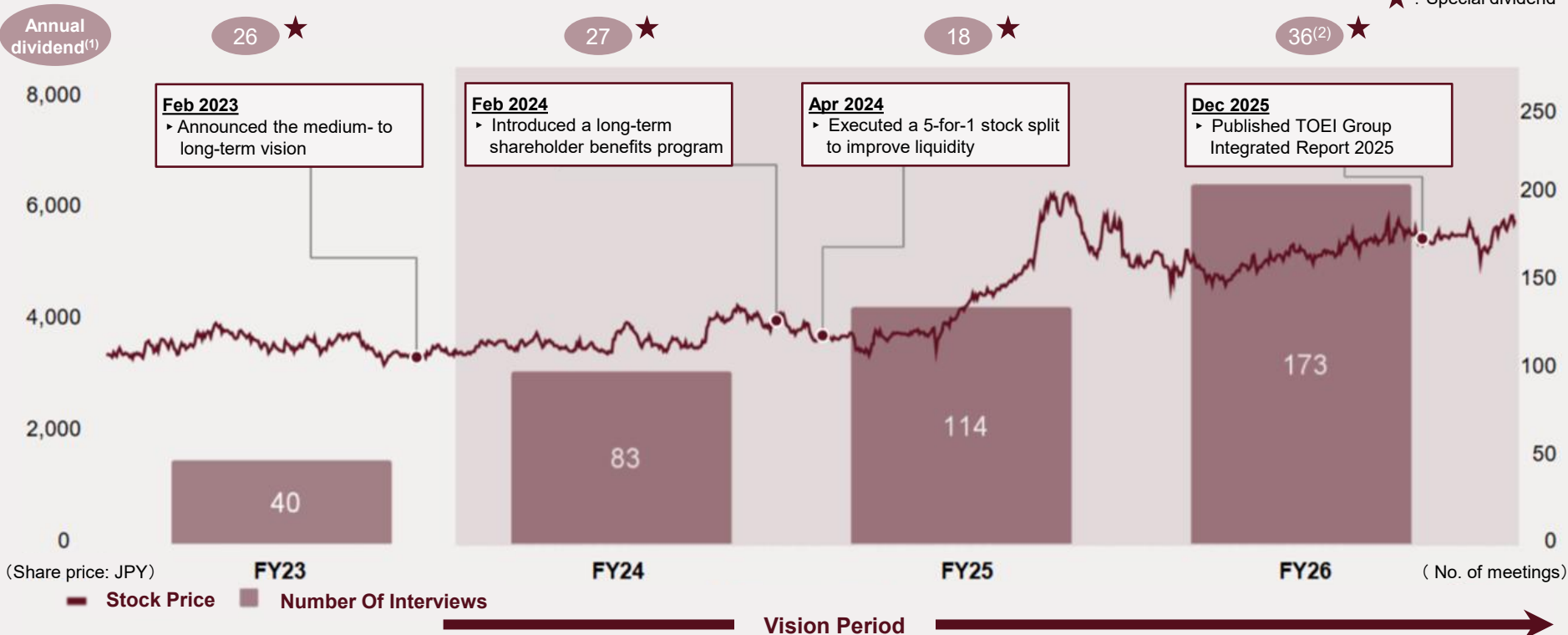
- ▶ Promote initiatives to improve each component of ROE.
- ▶ Taking into account our business characteristics, we will enhance ROE by improving our earnings structure, optimizing asset utilization, and optimizing our capital structure.





- ▶ Along with executing our medium- to long-term strategies, we have driven share price appreciation by enhancing shareholder returns—including stock splits and expanded benefits—and deepening investor engagement through proactive IR activities and enhanced information disclosure .
- ▶ Taking into account the earnings volatility of the film- and video-related business, we have utilized flexible special dividends as part of shareholder returns, with special dividends paid each year during the medium- to long-term vision period and increased when performance is strong.

★ : Special dividend

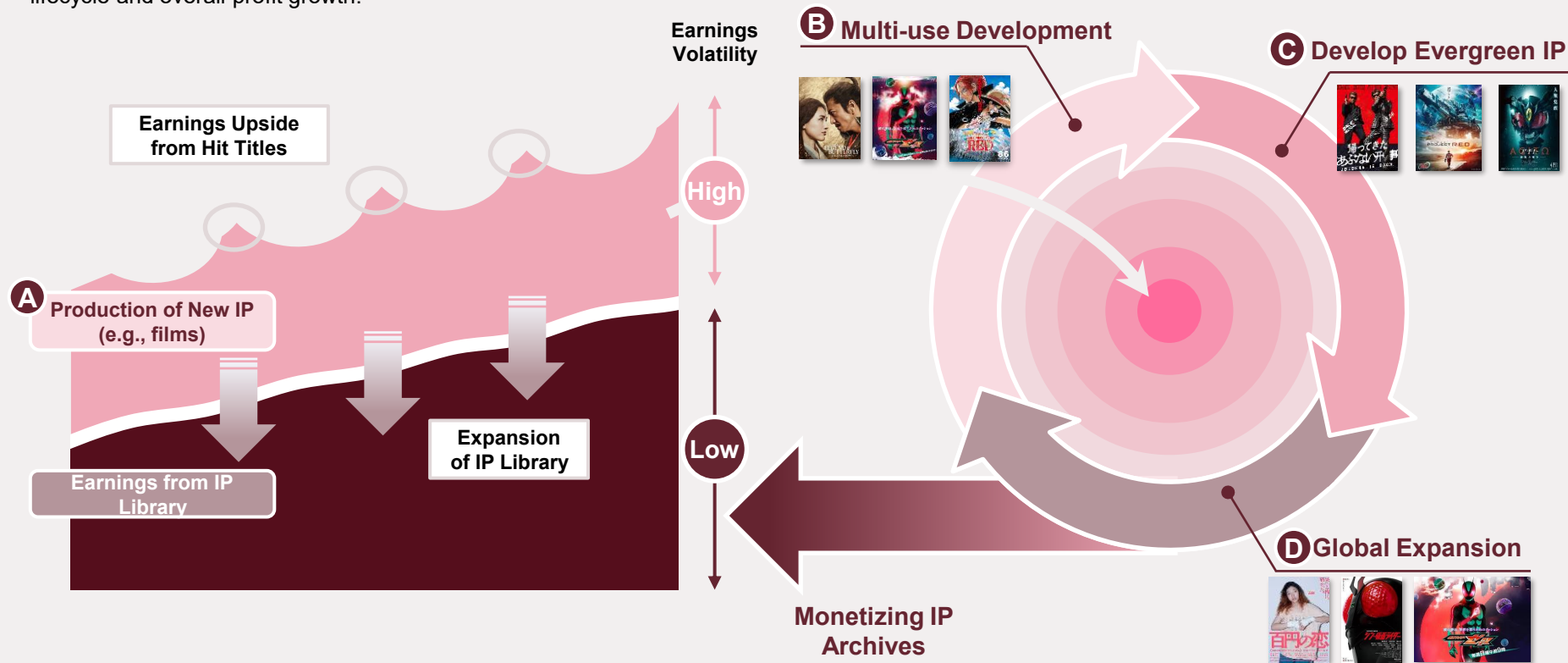


Note 1: Figures reflect the impact of the 5-for-1 stock split in April 2024.

Note 2: Dividend figures are forecasts.



- ▶ New IP production in the film- and video-related business entails a certain degree of earnings volatility, depending on the success of individual titles.
- ▶ We accumulate our IP in a library and promote multi-use development—including streaming, merchandising, and global expansion—alongside the creation of evergreen titles. Through these efforts, we aim to mitigate earnings volatility while achieving both stable earnings generation across the IP lifecycle and overall profit growth.



# 1 Maximizing Earnings from the Film- and Video-Related Business

▶ Steady progress in strengthening the earnings base of the film- and video-related business by accelerating multi-use development of popular titles created through advanced technologies and renewed planning structures, and by developing evergreen IP through reboots of legacy works.

## ① Strengthening Content Creation Capabilities

### Strengthening IP creation capabilities through the adoption of advanced production technologies



TOEI Virtual Production with In-camera VFX

### Review of Planning Structure

- ▶ Jul 2022  
**<Launch of the Planning Review Committee>**  
⇒ Evaluate proposals referencing marketing data
- ▶ Apr 2023  
**<Establishment of the Marketing Office>**  
⇒ Refine plans through data-driven analysis
- ▶ Oct 2025  
**<Establishment of the Visual Content Production Department>**  
⇒ To shift from a media-based approach to an IP-based approach, our Film Production and TV & VOD Production departments were integrated.

## ② Multi-use Development of Content

### Expanding awareness and accelerating distribution through domestic and international releases



### Building an organizational structure to maximize the monetization of character IP



The Brand Strategy Department was established to promote character businesses on a cross-functional basis, led by Senior Executive Officer Shirakura, who has extensive production experience, together with a team of specialists in secondary use development.

Apr 2026  
Announced the "Kamen Rider Roadmap"

- ▶ New film labels  
THE KAMENRIDER CHRONICLE  
THE KAMENRIDER ANIMATED  
THE KAMENRIDER PREMIUM
- ▶ Game  
Game Project HENSHIN



## ③ Extension of the IP Lifecycle

### Developing Evergreen IP Through Reboot Titles

*Dangerous Cops*



Aired in 1986–87



Released in 2024

*Space Sheriff Gavan*



Aired in 1982–83



Broadcast begins in 2026

*Bullet Train Explosion*



Released in 1975



Global streaming on Netflix begins in 2025

**Kamen Rider's 55th Anniversary Film Agito - Psychic War-**





## 2 Accelerating Global Rollout of Content

- ▶ Strengthening fan engagement and partner collaborations, alongside leveraging Toei IP, have delivered major global hits that are loved internationally.
- ▶ Expanding touchpoints with global markets and players has steadily strengthened the foundation for global expansion.

### Global Rollout of Live-Action Films

#### 100 Yen Love (2014) - China remake version (2024)



- ▶ Highest-ever box office revenue for a Japanese IP remake in China
- ▶ Box office in China exceeded JPY 70.0 billion

#### International theatrical release of Shin Kamen Rider (2023)



- ▶ Theatrical release in the U.S., Thailand, Taiwan, Hong Kong, etc.
- ▶ After the theatrical run, distributed in over 200 countries and regions via streaming.

### Overseas Fan Engagement

#### Strengthening direct communication with fans



- ▶ Kamen Rider exhibitions were held in Hong Kong, Thailand and Malaysia
- ▶ Kamen Rider Store opened in Hong Kong

#### Expanding the international fan base through global simulcast



- ▶ *Kamen Rider ZETZ* worldwide simulcast rollout (streaming/broadcast)

### Strategic Partnerships

#### Steering Committee Established



- ▶ To create new entertainment, we deepened collaboration with TV Asahi across content production, global expansion, and location-based entertainment

#### Co-production of video content and toy rollout



- ▶ Co-produced a short anime of *ZYUOHGER* with Bandai Namco HD, and developed distribution and the toy business in Korea.

#### Signing of a strategic co-production partnership



- ▶ Partnered with Thailand's leading entertainment company "M STUDIO" to create internationally competitive film titles, primarily in Asia



### 3 Increasing Investment in Human Capital to Strengthen Visual Content Business

- ▶ Driving long-term corporate value by strengthening work-style reform and creating environments where every individual can reach their full potential.
- ▶ The promotion of individual capability enhancement through talent development and organizational activation contributes to greater competitiveness across the Toei Group.

#### Workplace Environment / Workstyle Reform

- ▶ Compliance with The Japan Motion Picture Production Standard Association Guideline
- ▶ Correction of Excessive Working Hours
- ▶ Promotion of D&I
- ▶ Continued Implementation of Respect Training

#### Strategic Personnel Training

- ▶ Introduction of a Unit System in Visual Content Production Department
- ▶ Producer Training for Overseas Content Development
- ▶ Enhanced Training Programs (TOEI Academy, role and level-based training, etc.)

#### Revitalizing the Entire Organization

- ▶ Implementation of the "Sayonara Marunouchi TOEI" Project
- ▶ Introduction of the Toei Group Employee Shareholding Association
- ▶ Launch of a Career Challenge Program
- ▶ Expansion of career hires (target: 50% mid-career recruitment ratio)

### 4 Reinforcing the Management Foundations that Support Sustainable Challenges and Growth

- ▶ Through the execution of a range of growth investments related to production facilities and real estate—including the redevelopment of Uzumasa Kyoto Village and the introduction of virtual production—the Toei Group is steadily strengthening its business foundation.
- ▶ In addition, by enhancing ESG initiatives such as corporate governance and sustainability, improving capital efficiency with respect to strategically held shareholdings, and proactively conducting IR and SR activities, Toei Group is further reinforcing its management foundation.

#### ① Investment Strategy to Strengthen Business Foundations

- ▶ Redevelopment of Uzumasa Kyoto Village
- ▶ Full-scale Operation of Virtual Production
- ▶ Redevelopment of the Oizumi Employee Dormitory

#### ② Strengthening Corporate Governance

- ▶ Establishment of a Succession Plan
- ▶ Introduction/Review of Performance-Linked stock compensation for executives

#### ③ Sustainability Initiatives

- ▶ Establishment of The Sustainability Promotion Office
- ▶ Formulation of materiality and the value creation process
- ▶ Integrated Report 2025
- ▶ Launch of "Bottle-to-Bottle Resource Recycling"
- ▶ "Zero Tolerance of Harassment Declaration"

#### ④ Capital and Financial Strategies

- Improving Capital Efficiency**
- ▶ Review and reduction of strategic shareholdings
- Market-oriented measures**
- ▶ Stock split
  - ▶ Proactive IR/SR activities



## Redevelopment of Uzumasa Kyoto Village / Business Plan Update

- As part of its investment strategy to strengthen the business foundation, Toei Group carried out the Phase I renewal reopening of UZUMASA KYOTO VILLAGE on March 28, 2026, repositioning it as an "immersive experience park for adults."
- "Through the further expansion of annual visitor numbers, Toei Group aims to promote the strengthening of its management foundation."

### The Reopening of The First Renovated Section

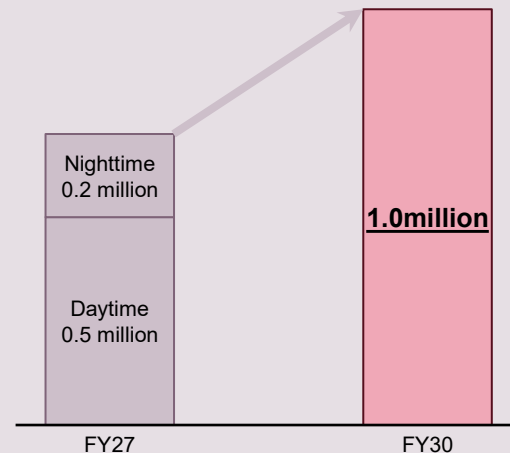
March 28, 2026: Phase 1 renewal reopening launched



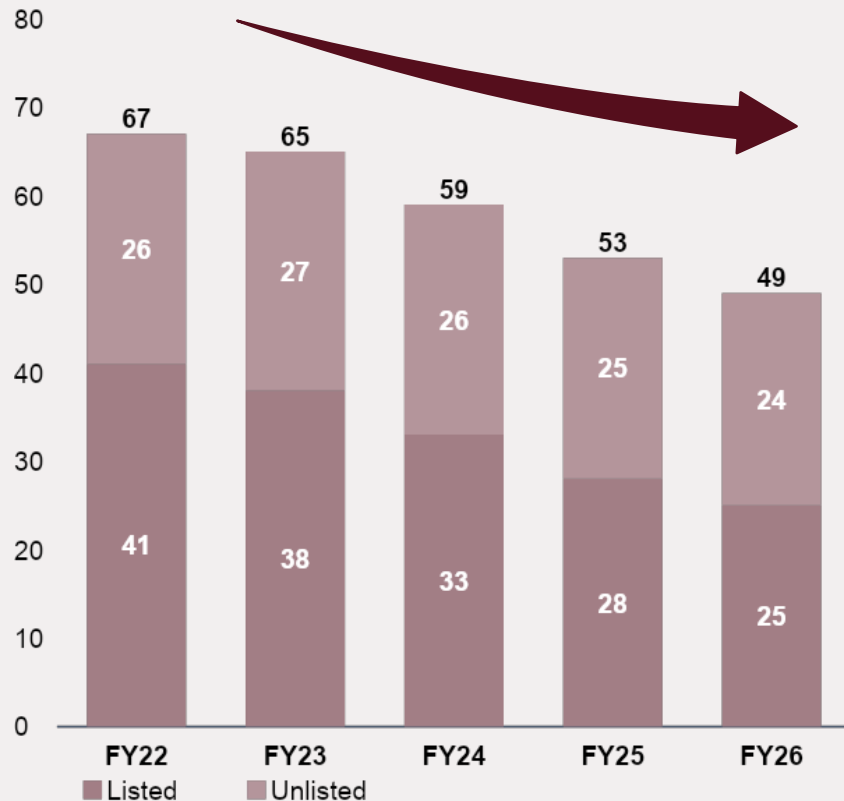
- The name was changed to UZUMASA KYOTO VILLAGE
- Under the new concept of "Getting Lost in Edo-period Kyoto," the facility has been reborn as an "immersive experience park for adults," designed to be enjoyed by a broader adult audience, particularly those in their 20s and 30s.



Annual Target Visitors



**FY28**  
Completion of all three phases  
Full renewal reopening planned

Status of Strategic Shareholdings(Number of companies)<sup>(1)</sup>

Note1: The number of companies of Strategic Shareholdings uses the total of specified investment shares and deemed held shares.

## Reduction Trends and Policies

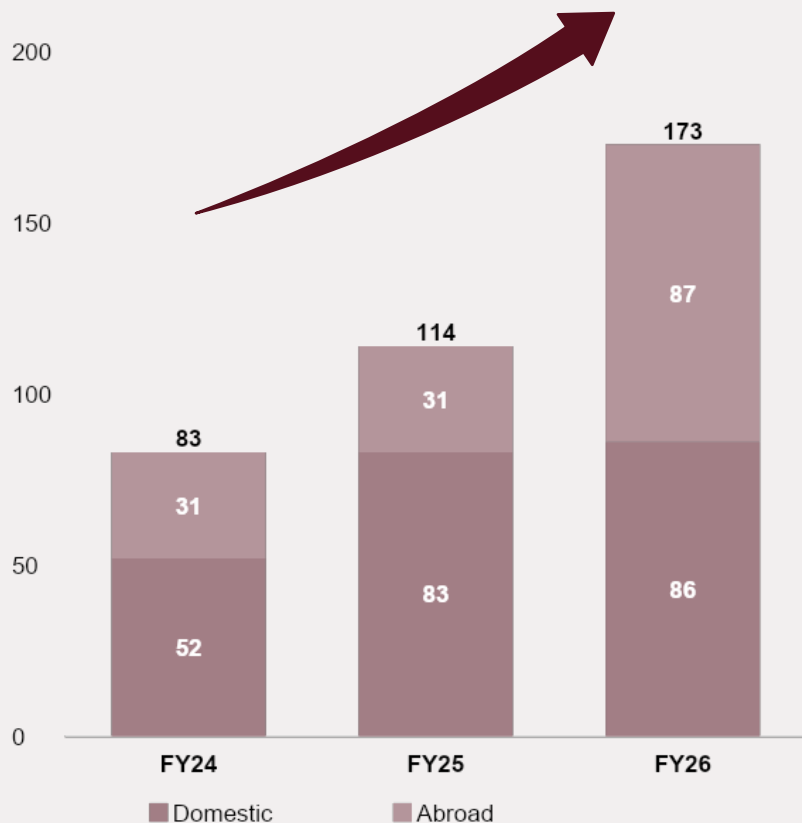
**[Reduction Trends]**

- ▶ In the fiscal year ended March 2026, three listed and one unlisted equity holdings were sold, and one listed holding was reduced.

**[Reduction Policy]**

- ▶ For policy-held shares, periodically report to the Board of Directors on the issuer's latest fiscal-year performance, financial position, dividend status, share price, etc., and comprehensively verify the appropriateness of the holding purpose and economic rationality.
- ▶ Based on the verification results, issues for which the rationale for continued holding is deemed to have weakened will be subject to reduction, and we will consider selling them.

Number of Meetings with Shareholders and Investors



Overview of Meetings with Shareholders and Investors

- ▶ Held dialogue with domestic and overseas analysts, institutional investors (fund managers), and proxy voting representatives, etc.
- ▶ The status of dialogue is reported to the Board of Directors on a quarterly basis and reflected in management.

Key Themes Discussed

Governance

- ▶ Parent-subsidiary listings
- ▶ Anti-takeover measures
- ▶ Independence of outside directors

Medium- to Long-Term VISION

- ▶ Specific measures for growth strategy
- ▶ Details of growth investments

Capital Efficiency

- ▶ Improve PBR and ROE
- ▶ Cash allocation and dividend payout ratio
- ▶ Reduction of strategic shareholdings; utilization of owned real estate, etc.

Sustainability

- ▶ Human capital management
- ▶ Integrated Report
- ▶ Cybersecurity

Performance

- ▶ Business environment and earnings outlook
- ▶ IP strategy and overseas strategy
- ▶ Renewal plans for Uzumasa Kyoto Village and TOEI Kaikan, etc.

Other

- ▶ Shareholder returns
- ▶ Status of ratio of female managers
- ▶ Response to generative AI, etc.



Long-term shareholders are eligible for various lottery events held throughout the year.

1) Eligibility: Long-term shareholders (as of March 31, 2026)

(1) Exclusive Merchandise

- ▶ Details: *SUPER SPACE SHERIFF GAVAN INFINITY* Original Goods
- ▶ Entry Period: From April 10 to May 22, 2026
- ▶ Shipping :Late May 2026

(2) Tokyo Studios Exclusive Tour

- ▶ Details: Inside look at the Tokyo Studios facilities.
- ▶ Entry Period: From June 24 to July 24, 2026
- ▶ Winner Announcement: Scheduled for July 28, 2026
- ▶ Event date: August 28, 2026
- ▶ Participant Capacity: Approx. 10 groups (20 guests total)

Note:

\*All events are lottery-based.

\*Eligibility is limited to shareholders of record for at least three consecutive periods (as of March 31 and September 30 each year) with a minimum holding of 100 shares.

\*Details are current as of the date of publication and are subject to change without notice due to unforeseen circumstances.

\*Specific information, including application methods and full terms and conditions, will be announced on our official website and via LINE IR NEWS closer to each event date.

2) Eligibility: Long-term shareholders (as of September 30, 2026)

(1) Exclusive Invitations to Advanced Screening

- ▶ Details: Advanced Screening tickets for films distributed by the Company
- ▶ Application & Event date: Within Fiscal Year 2027
- ▶ Participant Capacity: Approx. 10 groups (20 guests total)

(2) Exclusive Merchandise

- ▶ Details: Original merchandise related to our productions (TBA)
- ▶ Entry Period & Shipping : Within Fiscal Year 2027



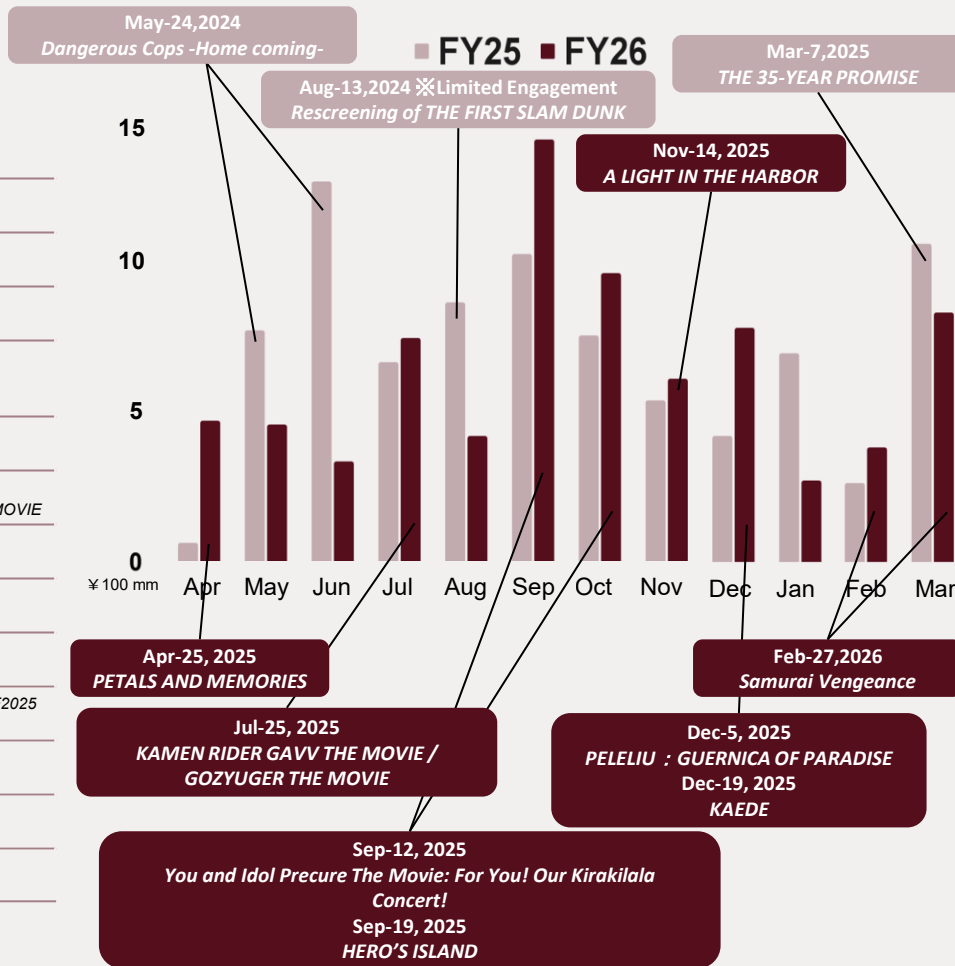
p25	<b>Monthly Box Office Revenue</b>		
p26-28	<b>Current &amp; Future Titles</b>	Movie	P26
		TV / Streaming /Radio	P27
		Events / Store	P28
p29	<b>Toei Group's Business Model</b>		



## Sales Report: Main Theatrical Releases

¥100 mm	FY25	FY26	YoY Change	Main Titles by Month
<b>Apr</b>	<b>0.6</b>	<b>4.6</b>	<b>770.8%</b>	PETALS AND MEMORIES, THE 35-YEAR PROMISE Butt Detective: Star and Moon
<b>May</b>	<b>7.6</b>	<b>4.5</b>	<b>59.0%</b>	PETALS AND MEMORIES, THE 35-YEAR PROMISE BADBOYS -THE MOVIE-
<b>Jun</b>	<b>12.6</b>	<b>3.3</b>	<b>26.2%</b>	SHAM BADBOYS -THE MOVIE-, PETALS AND MEMORIES
<b>Jul</b>	<b>6.6</b>	<b>7.4</b>	<b>112.4%</b>	SHAM KAMEN RIDER GAVV THE MOVIE / GOZYUGER THE MOVIE Catching The Stars of This Summer
<b>Aug</b>	<b>8.6</b>	<b>4.1</b>	<b>48.5%</b>	KAMEN RIDER GAVV THE MOVIE / GOZYUGER THE MOVIE ChaO, Catching The Stars of This Summer
<b>Sep</b>	<b>10.2</b>	<b>14.0</b>	<b>137.1%</b>	You and Idol Precure The Movie: For You! Our Kirakilala Concert! HERO'S ISLAND, KAMEN RIDER GAVV THE MOVIE / GOZYUGER THE MOVIE
<b>Oct</b>	<b>7.5</b>	<b>9.5</b>	<b>127.3%</b>	You and Idol Precure The Movie: For You! Our Kirakilala Concert! HERO'S ISLAND, THE FIRST SLAM DUNK 2025 in cinema
<b>Nov</b>	<b>5.3</b>	<b>6.0</b>	<b>112.8%</b>	A LIGHT IN THE HARBOR, Zombie Land Saga: Yumeginga Paradise Girls Band Cry The Movie: Hey, Our Future
<b>Dec</b>	<b>4.1</b>	<b>7.7</b>	<b>185.6%</b>	PELELIU : GUERNICA OF PARADISE, KAEDE Girls Band Cry The Movie: Hey, Our Future
<b>Jan</b>	<b>6.9</b>	<b>2.7</b>	<b>39.1%</b>	KAEDE, PELELIU : GUERNICA OF PARADISE, You and Idol Precure+LIVE2025 You&I =We're IDOL PRECURE
<b>Feb</b>	<b>2.5</b>	<b>3.7</b>	<b>146.3%</b>	The Dangers in My Heart: The Movie, Samurai Vengeance, PELELIU : GUERNICA OF PARADISE
<b>Mar</b>	<b>10.5</b>	<b>8.2</b>	<b>78.6%</b>	The Dangers in My Heart: The Movie, Samurai Vengeance
<b>Net</b>	<b>83.0</b>	<b>75.7</b>	<b>91.2%</b>	

\* Figures are rounded down to the nearest million yen.



Movie

▶ 2026

- June 5 *ONE CREATURE*
- June 19 *Goodbye My Car*
- July 24 *KAMEN RIDER ZETZ & SUPER SPACE SHERIFF GAVAN INFINITY: THE MOVIE 2026*
- September 18 *Star Detective Precure the Movie*
- September 25 *Beasts Clutching at Straws*
- October 2 *MAMA GA MOU KONOSEKAI NI INAKUTEMO* (English title TBD)
- November 13 *Expelled from Paradise: Resonance*
- December 25 *BYE BYE LOVE: Detective Is in the Bar*

▶ 2027

- January 8 *High School family* (English title TBD)
- February 5 *SONZAI NO SUBETE WO* (English title TBD)
- TBA *HARA WO KUKUTTE* (English title TBD)



## TV

### ▶ Live Action TV Series

Now on Air

*KAMEN RIDER ZEITZ* (TV Asahi)

*SUPER SPACE SHERIFF GAVAN INFINITY* (TV Asahi)

*BORDERLESS -72 Hours* (TV Asahi)

### ▶ Animation TV Series

Now on Air

*DIGIMON BEATBREAK* (Fuji television)

*Star Detective Precure!* (ABC・TV Asahi)

*ONE PIECE* (Fuji television)

*Butt Detective* (NHK ETV)



## Streaming

*KAMEN RIDER ZEITZ SERIES OF SISTER'S SUBSTORY AGENT MINAMI* (TTFC)

*SUPER SPACE SHERIFF GAVAN INFINITY GAVAN'S DAY OFF* (TTFC)

*NO.1 SENTAI GOZYUGER Polar Beginning* (TTFC)

*Starts June 7 FORTICUS -TTFC 10th Anniversary-* (tentative title) (TTFC)



## Radio

*Asaokiko-SAN* (BAYFM)

Events

*Unraveling the Mysteries of Ancient Egypt* in Osaka, Nagano and Seoul from March  
*Leiji Matsumoto Exhibition - Journey of Creation* in Aichi and other from March  
*Sylvanian Families 40th Anniversary* in Kagawa, Fukuoka and other from May  
*Star Detective Precure! Let's solve mysteries together! The gold-star mystery solving festival!* in Osaka and Tokyo from May  
*All Super Sentai Exhibition* in Osaka and other from July  
*Shin Agito Exhibition* in Fukuoka and other from July  
*Marimekko: Art of Printmaking -Beauty, Dream, Love* in Kyoto, Tokyo, Hiroshima and other from July  
*CITY HUNTER EXHIBITION ~FOREVER, CITY HUNTER!!~* in Osaka and other from July  
*SUPER HERO SUMMER FESTIVAL2026* in Tokyo from August

Store

*KAMEN RIDER STORE TOKYO* in Tokyo  
*KAMEN RIDER STORE POP UP STORE* in Nagasaki, Osaka, Okinawa, Kagoshima and other





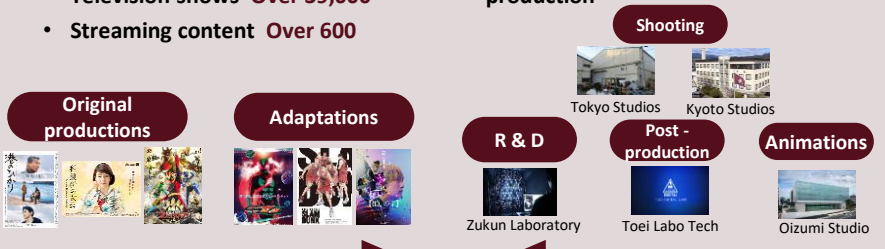
### (1) Run planning and production in-house,

Planning a diverse and attractive lineup of content

- Theatrical films Over 4,400
- Television shows Over 39,000
- Streaming content Over 600

Film production infrastructure

- One-stop system from shooting to post-production



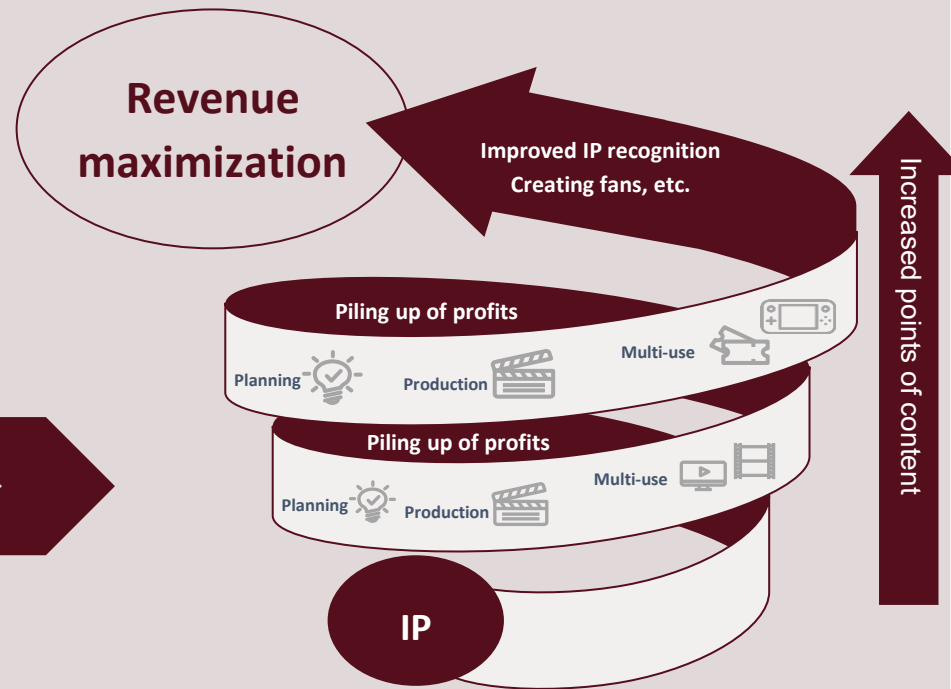
### (2) Develop multi-use

- Multi-channel coverage from movie theaters to television and online streaming



### (3) Franchise out content to increase points of contact

Aim to maximize the revenue generated by IPs





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