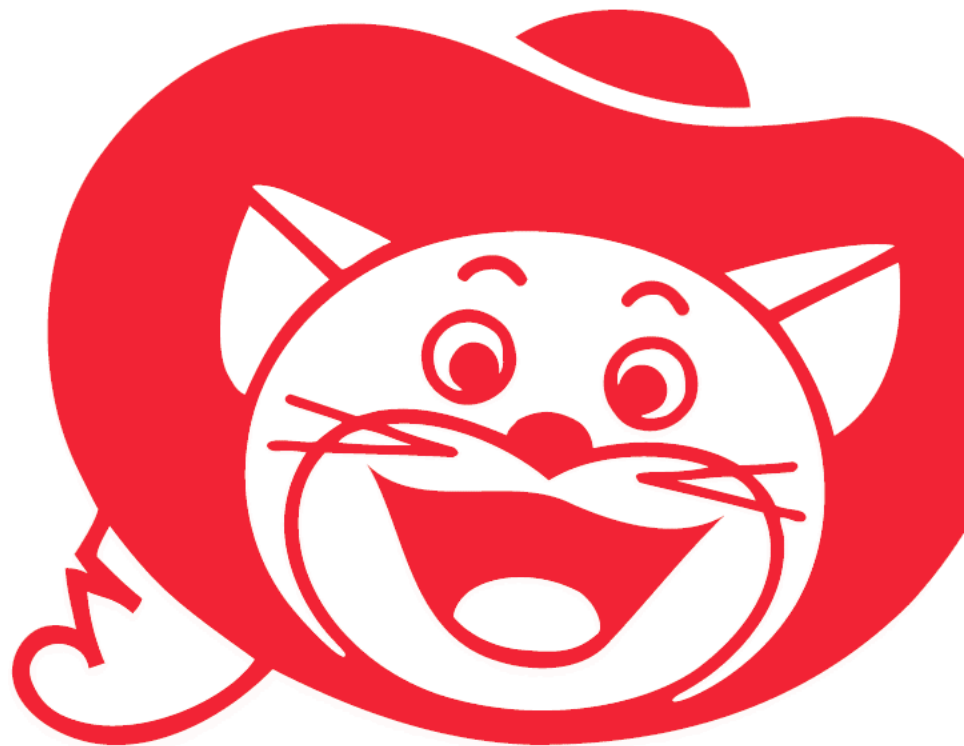


Financial Results Briefing Material

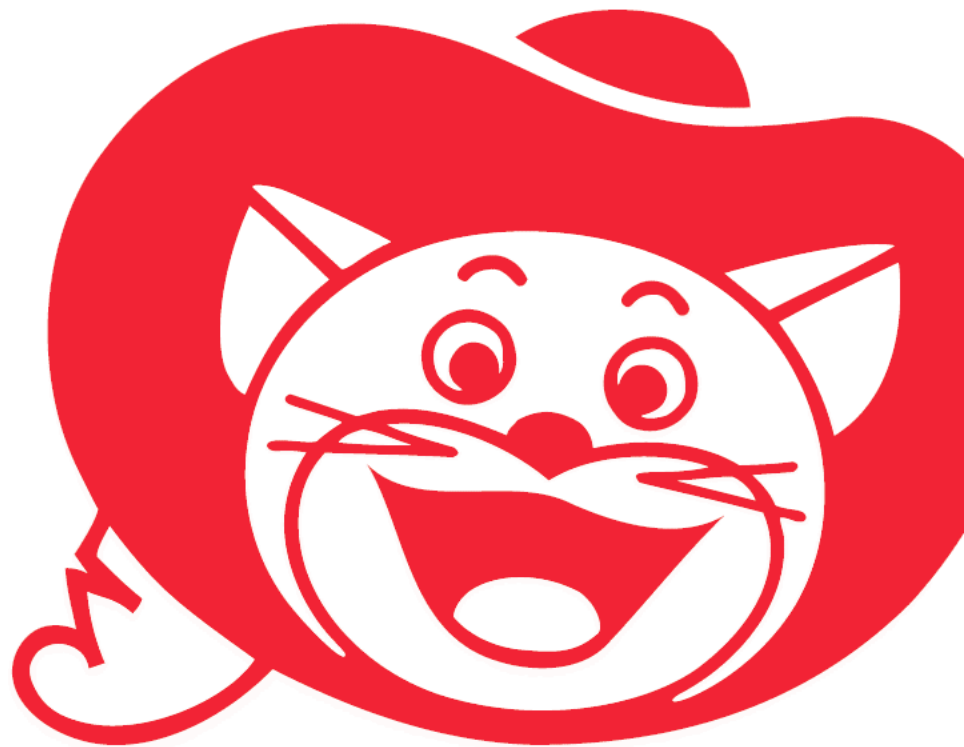


For Financial Results for Second Quarter Ended September 30, 2025
Toei Animation Co., Ltd.

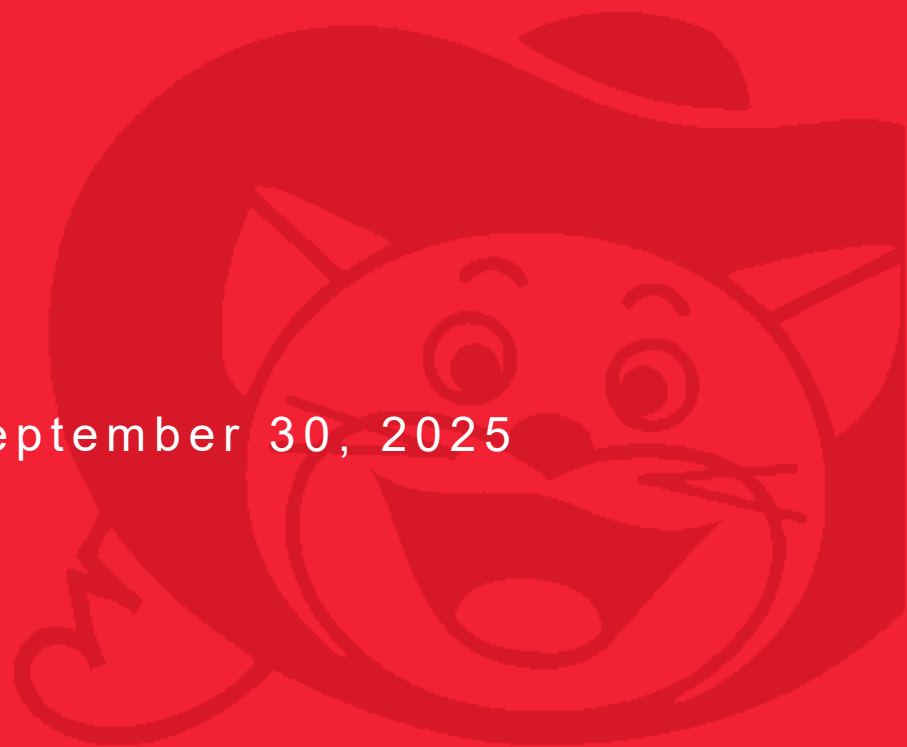
TOEI ANIMATION CO.,LTD.

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- 01. Financial Results for
Second Quarter Ended
September 30, 2025
- 02. Outlook for FY2026.3
- 03. Future Business Prospects



01. Financial Results for Second Quarter Ended September 30, 2025



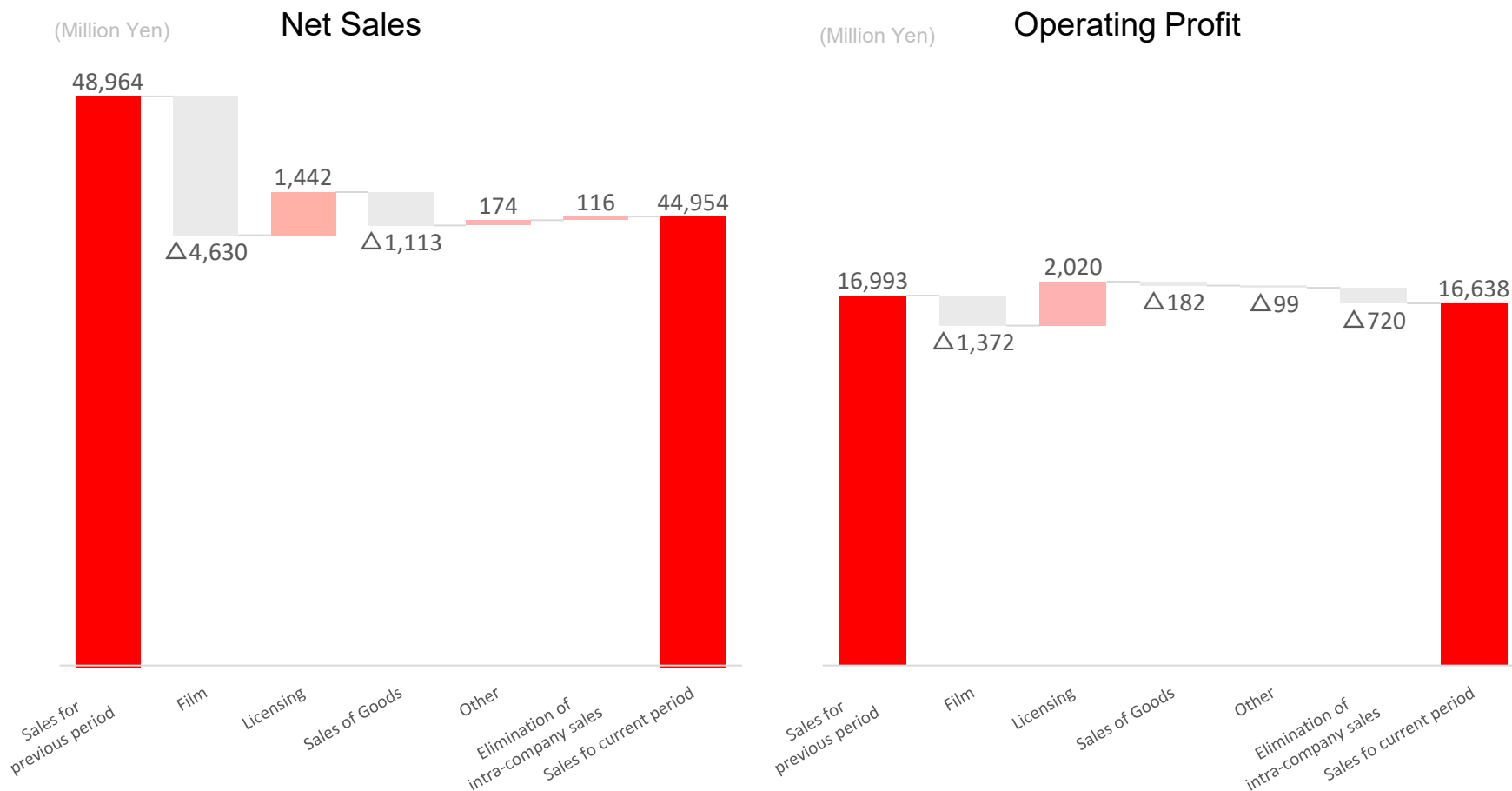
Financial Results Summary

- Net sales reached the third highest ever and operating profit was the second highest ever level for the first half, while both ordinary income and net profit achieved record levels for the period.
- Profit reached a level similar to the same period a year earlier on the back of strong sales of overseas merchandising rights, despite a decline in sales due to the reaction to the strong streaming rights sales of “SLAM DUNK” and “GEGEGE no KITARO” in Japan and robust sales of goods of mainstay titles in the same period a year earlier.
- Profit margin improved significantly on the back of strong sales in the Licensing business both in Japan and overseas as well as the reduce in production cost compared to that of new animation films released in the same period a year earlier.

(Million Yen)	FY2026.3 First Half (April–September 2025)			FY2026.3 2Q (July – September 2025)				
	Results	FY2025.3 First Half (April – September 2024)		Results	2025.3 2Q (July – September 2024)		2026.3 1Q (April – June 2025)	
		Results	YonY		Results	YonY	Results	QonQ
Net Sales	44,954	48,964	△8.2%	25,465	25,904	△1.7%	19,488	30.7%
Gross Profit	24,817	24,280	2.2%	14,430	14,075	2.5%	10,386	38.9%
SG&A	8,179	7,286	12.2%	4,370	3,767	16.0%	3,808	14.8%
Operating Profit (Operating Profit Margin)	16,638 (37.0%)	16,993 (34.7%)	△2.1% (2.3%)	10,060 (39.5%)	10,308 (39.8%)	△2.4% (△0.3%)	6,578 (33.8%)	52.9% (5.8%)
Ordinary Profit	17,904	17,099	4.7%	10,762	9,911	8.6%	7,141	50.7%
Net Profit	12,980	12,219	6.2%	7,751	6,913	12.1%	5,229	48.2%

Year-on-Year Changes

- Net sales declined in reaction to the strong sales of streaming rights in Japan and overseas of the movies “SLAM DUNK” and “GEGEGE no KITARO” and sales of goods for “SLAM DUNK” and other titles.
- Operating profit was roughly maintained at a level similar to the same period a year earlier, as decline in profit due to lower sales in the Film business was partly offset by reduced production costs compared to the same period a year earlier, in addition to the strong performance of the highly profitable overseas licensing business and the expansion of the business related to its own IPs in Japan and overseas.



FY2026.3 2Q Consolidated Results Segment Breakdown

- Both sales and profit declined in the Film segment primarily in reaction to the strong sales of streaming rights in Japan and overseas of “SLAM DUNK,” etc. in the same period a year earlier.
- Sales and profit increased on the back of higher sales of overseas gaming rights of the “DRAGON BALL” series and those of overseas merchandising rights of “ONE PIECE,” etc.
- In Sales of Goods, both sales and profit declined due primarily to the reaction to strong merchandising sales a year earlier of the movie “THE FIRST SLAM DUNK” despite steady performance of the “PRECURE” series’ shop business.
- In the Other segment, sales increased and profits declined despite strong performance by events featuring “PRETTY CURE” and “GIRLS BAND CRY” as labor costs, etc. rose.

(Million Yen)		2025.3 2Q Results	2026.3 2Q Results	% Change
Film	Net Sales	20,653	16,022	△22.4%
	Segment Profit	7,881	6,508	△17.4%
Licensing	Net Sales	22,217	23,660	6.5%
	Segment Profit	10,955	12,975	18.4%
Sales of Goods	Net Sales	4,708	3,595	△23.6%
	Segment Profit	513	330	△35.6%
Others	Net Sales	1,703	1,878	10.3%
	Segment Profit	161	61	△61.8%
Total Net Sales	Net Sales	48,964	44,954	△8.2%
	Operating Profit	16,993	16,638	△2.1%

*Figures for each segment include intra-company sales.

FY2026.3 2Q Results Segment Analysis (1) Film

(Million Yen)		2025.3 2Q Results	2026.3 2Q Results
Net Sales		48,964	44,954
Film		20,653	16,022
	Movies	389	292
	TVs	1,336	1,214
	DVDs	242	375
	Overseas	14,497	12,304
	Other	4,187	1,835
Licensing		22,217	23,660
	Japan	8,769	7,945
	Overseas	13,448	15,714
Sales of Goods		4,708	3,595
Others		1,703	1,878

Film (↓ -22.4% year on year)

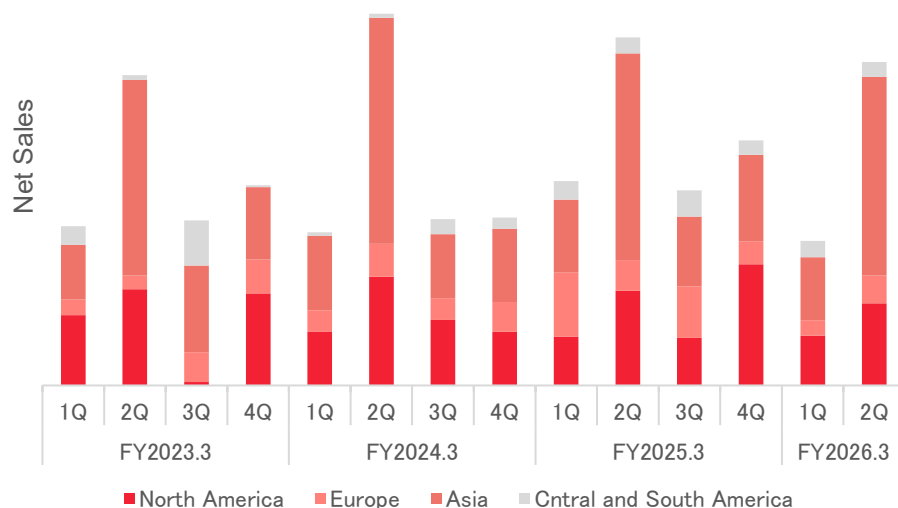
- In the Movies segment, revenues declined due to the reaction to “THE FIRST SLAM DUNK” (rerun) and “THE BIRTH OF KITARO: THE MYSTERY OF GEGE,” which were running in the same period a year earlier, despite the release of “The Movie You and Idol Precure ♪”
- Revenues of the TV segment declined, as the number of titles on air declined from the same period a year earlier.
- In the DVD segment, revenues increased driven by the strong performance of Blu-ray and DVD versions of “GIRLS BAND CRY.”
- In the Overseas segment, revenues declined significantly in reaction to strong sales of videogram rights and DVD of the “DRAGON BALL” series and its broadcasting rights sales in the same period a year earlier, despite strong performance of “ONE PIECE” streaming rights sales.
- In the Other segment, revenues markedly decreased due to a decline in streaming rights sales in Japan in reaction to the strong performances of the movies “THE FIRST SLAM DUNK” and “THE BIRTH OF KITARO: THE MYSTERY OF GEGE.”

*Figures for each segment include intra-company sales.

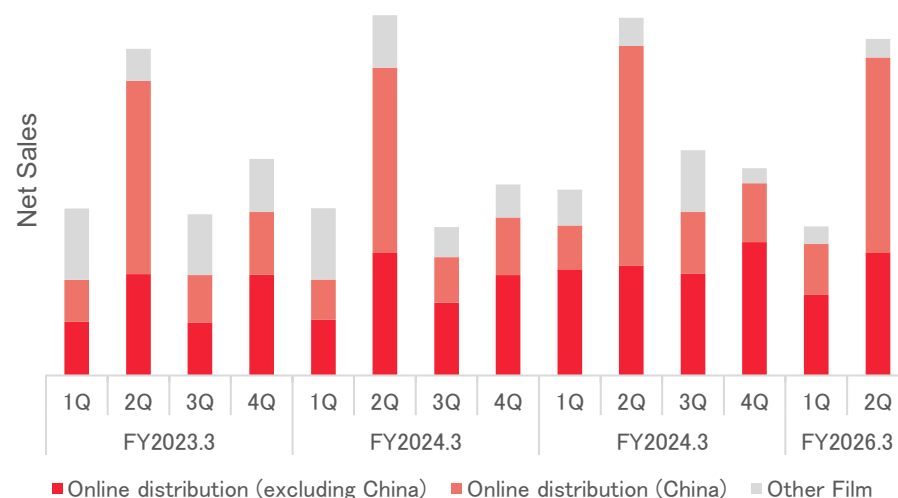
Trends in Film Overseas

- Revenues remained roughly at the same level in North America compared to the same period a year earlier on the back of strong sales of streaming rights for the “DRAGON BALL” series, despite the reaction to the strong sales of streaming rights of “SLAM DUNK” and “SAILOR MOON” in the same period of the previous year.
- In spite of having sales of major streaming rights similar to the previous year, revenues of online distribution (China) slightly decreased due to the difference in the exchange rate at the time of settlement.

Trend in Net Sales of Film Oversea



Breakdown of Net Sales by Business



* Due to consolidated accounting for subsidiaries, the left graph shows consolidated figures while the right graph shows our non-consolidated figures

* The above qualitative information is with regard to the changes in performance for FY2026.3 2Q.

Film Business: Topics



「The movie You and Idol Precure ♪」

- Box office revenue in Japan: More than 1.15 billion yen
- Number of audience attendance in Japan: More than 930,000
- Box office revenue for the series: Third highest ever



「GIRLS BAND CRY」

- Cumulative Blu-ray/DVD shipment: More than 110,000 disks

FY2026.3 2Q Results Segment Analysis (2) Licensing, Sales of Goods, Others

(Million Yen)		2025.3 2Q Results	2026.3 2Q Results
Net Sales		48,964	44,954
Film		20,653	16,022
	Movies	389	292
	TVs	1,336	1,214
	DVDs	242	375
	Overseas	14,497	12,304
	Other	4,187	1,835
Licensing		22,217	23,660
	Japan	8,769	7,945
	Overseas	13,448	15,714
Sales of Goods		4,708	3,595
Others		1,703	1,878

*Figures for each segment include intra-company sales.

Licensing (↑ +6.5% year on year)

- In Domestic Licensing, revenues decreased as sales of merchandising and gaming rights for the “ONE PIECE” and “DRAGON BALL” series had less momentum compared with a year earlier.
- In Overseas Licensing, revenues markedly increased on the back of strong performance of merchandising rights of “ONE PIECE” and “DIGIMON” series and that of gaming rights of the “DRAGON BALL” series.

Sales of Goods (↓ -23.6% year on year)

- Revenues markedly decreased due to the reactionary decline in sales of goods for the movie “THE FIRST SLAM DUNK,” which performed well in the same period a year earlier, despite the strong shop business for the “PRECURE” series.

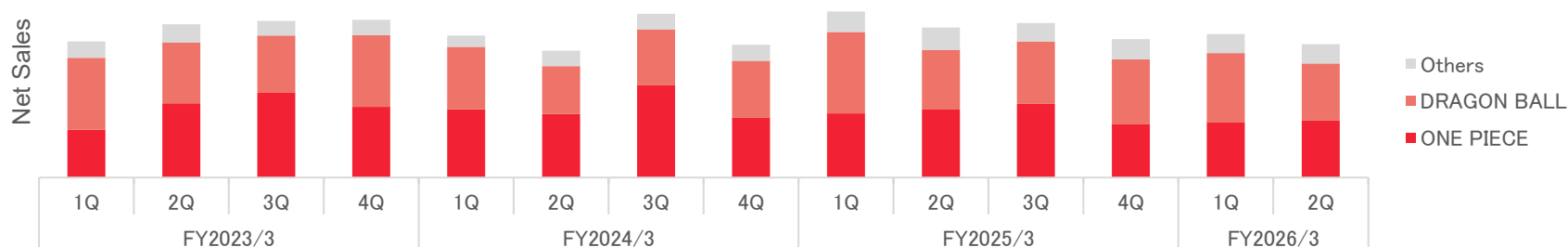
Others (↑ +10.3% year on year)

- Revenues increased mainly owing to the success of the events for the “PRECURE” series and “GIRLS BAND CRY.”

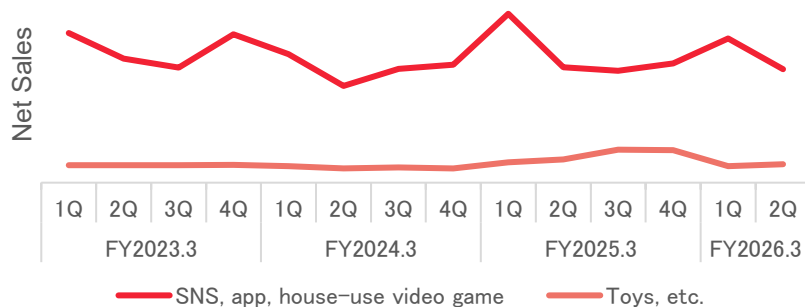
Trends in Domestic Licensing

- Revenues from “DRAGON BALL” series decreased, as sales of gaming rights and merchandising rights failed to reach the level a year ago immediately before the start of broadcast of “DRAGON BALL DAIMA.”
- Revenues from “ONE PIECE” decreased as sales of gaming and merchandising rights failed to match the momentum at the time of the anniversary event a year ago.

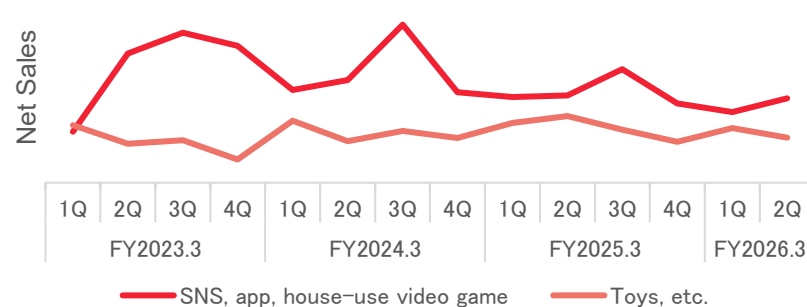
Trends in Net Sales of Domestic Licensing



Trends in Net Sales of Domestic Licensing for DRAGON BALL



Trend in Net Sales of Domestic Licensing for ONE PIECE

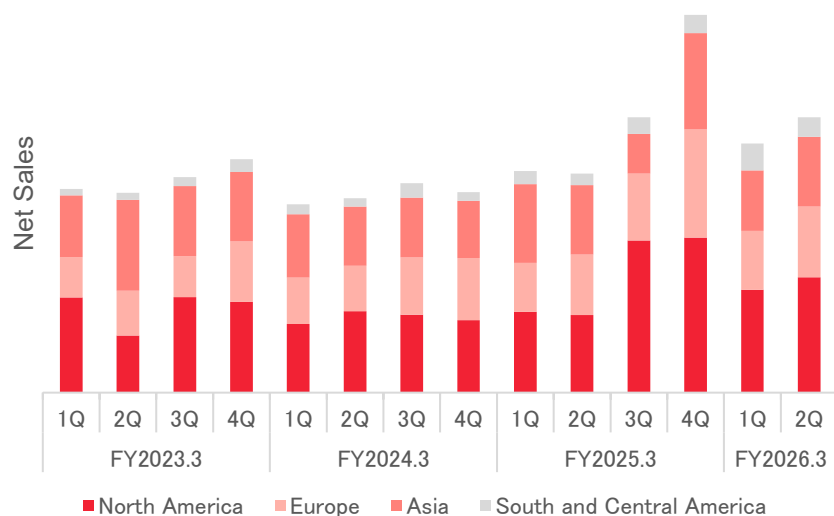


* The above qualitative information is with regard to the changes in performance for FY2026.3 2Q.

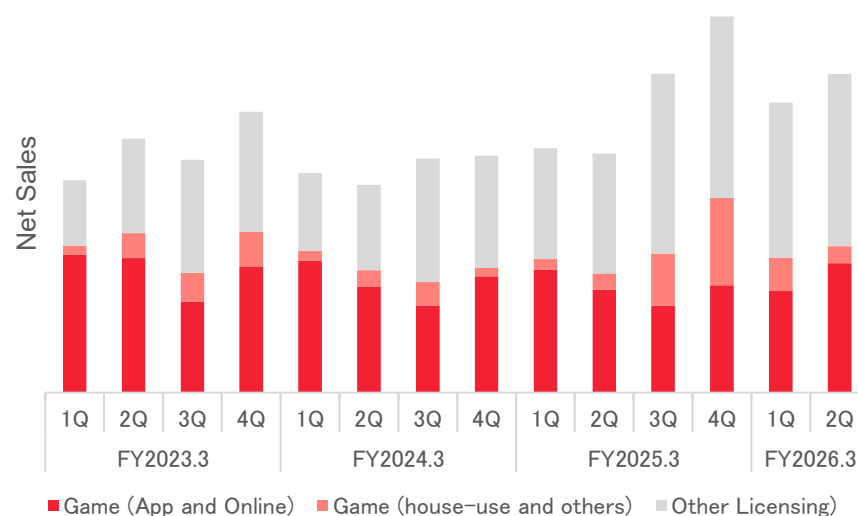
Trends in Overseas Licensing

- Revenues increased in both North America and Europe thanks to strong sales of merchandising rights for “ONE PIECE” and “DIGIMON” series
- Revenues from sales of gaming rights increased, driven by the strong performance of the app game of “DRAGON BALL” series
- Revenues from other licensing increased driven by continued solid sales of “ONE PIECE” card games as well as figures, etc.

Trends in Net Sales of Oversea Licensing



Breakdown of Net Sales by Business



* Due to consolidated accounting for subsidiaries, the left graph shows consolidated figures while the right graph shows our non-consolidated figures

* The above qualitative information is with regard to the changes in performance for FY2026.3 2Q.

Licensing, Sale of Goods, Others Businesses: Topics

Japan



「Ichibankuji ONE PIECE」



「Ichibankuji PRETTY CURE」

Overseas



「ONE PIECE CARD GAME」



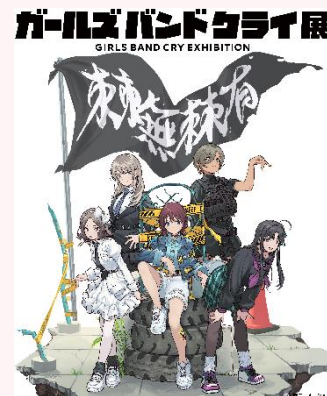
「DRAGON BALL Z DOKKAN BATTLE」

Sale of Goods



「PRETTY STORE」 (Osaka)

Others



GIRLS BAND CRY EXHIBITION

FY2026.3 2Q Results Review

- While revenues declined primarily due to the reaction to the strong sales of streaming rights both in Japan and overseas in the same period a year earlier, operating and other profits maintained roughly the same level on the back of robust sales of overseas merchandising rights, etc.
- Profitability of all levels significantly improved thanks to strong performances by product groups with high profitability in Licensing and the reduce in production cost compared with the same period a year earlier, when new films were introduced
- The increase in non-operating income was primarily caused by foreign exchange gains.

	2025.3 2Q Results	2026.3 2Q Results	Change	% Change
Net Sales	48,964	44,954	△4,010	△8.2%
Cost of Sales	24,684	20,136	△4,547	△18.4%
Gross Profit	24,280	24,817	537	2.2%
SG&A	7,286	8,179	892	12.2%
Operating Profit	16,993	16,638	△354	△2.1%
Non-Operating Profit	879	1,271	391	44.5%
Non-Operating Expenses	773	5	△768	△99.3%
Ordinary Profit	17,099	17,904	804	4.7%
Extraordinary Gain and Loss	△157	350	508	—
Net Profit Before Tax	16,941	18,254	1,313	7.8%
Income Taxes	4,662	5,219	557	12.0%
Income Taxes Adjustment	60	54	△5	△9.7%
Minority Interest	—	—	—	—
Net Profit	12,219	12,980	761	6.2%

Balance Sheet Digest

- The increase in work in progress reflects the progress in production of the works to be released in the second half and the next fiscal year onward
- Investments and other assets declined due to reclassification of long-term deposits as current assets, despite gains on valuation of securities

(Million Yen)

Account title	2025.3	2025.9	Change	Account title	2025.3	2025.9	Change
Cash and deposits	82,474	88,545	6,071	Notes and Accounts Payable-trade	22,125	18,373	△3,752
Notes and Accounts Receivable	29,376	22,252	△7,123	Other	11,909	11,541	△368
Work in process	8,281	10,834	2,552	Current liabilities	34,035	29,914	△4,120
Finished Products	109	91	△17	Non-current liabilities	3,745	4,649	903
Other	7,698	7,400	△298	Total liabilities	37,781	34,564	△3,217
Current assets	127,940	129,125	1,184	Shareholders' equity	138,553	142,491	3,938
Total Property and Equipment	8,558	8,594	35	Accumulated other comprehensive Profit	14,645	15,127	482
Intangible Assets	1,281	1,440	158	Total Net Assets	153,198	157,619	4,420
Investments and Other Assets	53,199	53,023	△175				
Fixed Assets	63,039	63,058	19				
Total assets	190,980	192,183	1,203	Total liabilities and net assets	190,980	192,183	1,203

02. Outlook for FY2026.3



Progress against Earnings Estimation

- For the first half, sales fell short of the initial plan mainly due to delays in some projects, while operating income exceeded the initial plan with strong performance by the highly profitable Overseas Licensing.
- In the second half, while we expect Overseas Licensing to continue to be strong, we are maintaining the initial forecast considering the uncertainties in the economic environment.

(Million Yen)	2026.3 Q2	2026.3 Full-year estimates	2026.3 Progress
Net Sales	44,954	88,000	51.1%
Film	16,022	27,700	57.8%
Movies	292	700	41.8%
TVs	1,214	2,300	52.8%
DVDs	375	400	93.8%
Overseas	12,304	21,100	58.3%
Other	1,835	3,200	57.3%
Licensing	23,660	46,300	51.1%
Domestic	7,945	17,700	44.9%
Overseas	15,714	28,600	54.9%
Sales of Goods	3,595	9,500	37.8%
Others	1,878	4,500	41.7%
Operating Profit	16,638	26,000	64.0%
Ordinary Profit	17,904	26,700	67.1%
Net Profit	12,980	19,100	68.0%

Film

- As in the previous fiscal year, sales of major streaming rights were recorded in the second quarter.
- The major IPs are generally expected to perform as the initial forecast.
- Other IPs are expected to perform well as awareness increases.

Licensing

- Domestic Licensing are expected to benefit from the launch of new titles in the “Digimon” series during the second half of the fiscal year.
- Overseas licensing rights will continue to benefit from increased IP recognition, primarily through “One Piece” card games and local merchandise.
- Some game titles of Our IPs might be accompanied with the downturn in China's app game market.

Sales of Goods

- The shop business, including “Pretty Cure Pretty Store,” is performing well.
- The world's first permanent Dragon Ball store will open in the second half of the year, expected to contribute to increased sales.

03. Future Business Prospects



Planned Future Works

Activation of existing IP

Large IP projects



「ONE PIECE」



「THE ONE PIECE」
(production studio : WIT STUDIO)



「You and Idol Precure ♪」



「The Movie
You and Idol Precure ♪」



「Butt Detective」

Other works



「DIGIMON BEATBREAK」

Original projects for kids

Works from business
with Local production
for local consumption



「スパイシーキャンディ」



「花仙子之魔法香対論 (原題)」

Works from Hollywood-type
business



「Hypergalactic」

Overseas studio collaboration
model projects



「GOSU」

Original projects for kids



「ELEMON」

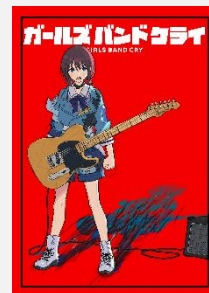


「Surviving Science!」

Other New works



「GIRLS BAND CRY
Movie Compilation」



「GIRLS BAND CRY」
The New Movie



「Liberated from Paradise」



「Kaiju Decode:
The Ring of Aidara」

04. Mid-Term
Management Plan
VISION 2030



Positioning of the Medium-Term Management Plan

Introduction

Growth Strategy

Financial Strategy

Business Bases

We see the Plan as the starting point of our endeavor to make a leap in the global market in the next 10 years, building on the growth achieved and the capabilities cultivated.

Capabilities we have cultivated

World-class planning and production capabilities
Create attractive contents as a hit maker

Unparalleled sales and business expansion capabilities
Offer our rich collection of contents for use in multiple fields

Animations sweeping across the world
The capability to launch world-class Japanese masterpieces on a global scale

Positioning of this Plan

The first half of our 10-year endeavor to achieve global growth

A run-up period for preparation to build a solid growth base to make a leap forward

The start of our endeavor to achieve a qualitative evolution

Growth objectives

Continue to deliver “dreams” and “hopes” to children and people all over the world

Make a leap forward by realizing full-scale global growth during the 10-year period

Overall Picture of the Medium-Term Management Plan

Introduction

Growth Strategy

Financial Strategy

Business Bases

Management
Philosophy

**Become a leader in initiating creations to offer Dreams
and Hope to children and people worldwide**

Ideal
Vision

Evolve on as the top runner of animation that captivate people's hearts all over the world.

(1) As a video production company that brings together outstanding creators, (2) create works that will transcend time and be passed down around the world.
(3) Create an extensive network covering the whole world (4) and provide opportunities to deepen bonds with our works in a way that will bring more brilliance to our IP stakeholders.

Quantitative
Targets

Increase sales to 200 billion yen and operating profit to 50 billion yen by the end of the final year of the Plan.
Aim for greater heights and build a foundation to become a company with sales of 500 billion yen.

1

Studios: Build a global production structure to create a world-leading studio

To be a video production company that brings together talented creators

An organization where talented creators gather and grow
(Job type, recruitment/training/evaluation, appropriate number of people, challenges)

Domestic and international studio development
Network enhancement

Studio Leading the Next Generation
(Reorganization and Strengthening in the Digital Domain)

Growth
Strategy

2

**IP: Strengthen global
revenue sources**

To create works that will be
passed down around the world

Worldwide IP strategy
Expand overseas creation
Maintain and expand core IP
assets

Utilize library strategy

3

**Region: Evolve into
a global business entity**

To reach a wider audience around
the world

Americas, Asia and Europe
(Enhance the license sales system)
Expand into new regions
(Southeast Asia, South Asia, Middle East, etc.)

Business investments
and alliances to capture growth
opportunities in each region

4

**Business: Solidify the domestic
bases and gain new contact points**

To deepen bonds with children
and people around the world

Strengthen domestic contact points
(Stores, entertainment facilities, etc.)
Take a step toward
expanding overseas contact points
(Parks, events and shops)

Deal with next-generation media
Take on the challenge of
gaining new contact points

Growth
Foundation

Production personnel
Global partners

Further reorganization toward
a global structure

Enhancement of business bases
(logistics and e-commerce)

Seek to attain inorganic discontinuous growth (investments worth 50 billion yen)

Financial
Strategy

An appropriate management that strikes
a balance among financial health, strategic investment
and shareholder returns

An equity ratio of 70% or more, an ROE of 15% or more
A total payout ratio of about 50%

Strategic investment based on financial stability
(Refine the core businesses and pursue overseas expansion and M&As to make a leap forward)

Business
Foundation

Organizational climate/culture
Co-creation across borders, departments and
occupations
Take discretion, evaluation and challenges positively

Human resources
Programs and rewards to help
people shine out
(Strategic personnel system and incentives)

Branding
Work on corporate branding to
enhance reputation

Responsibility for the future
ESG initiatives to create social value

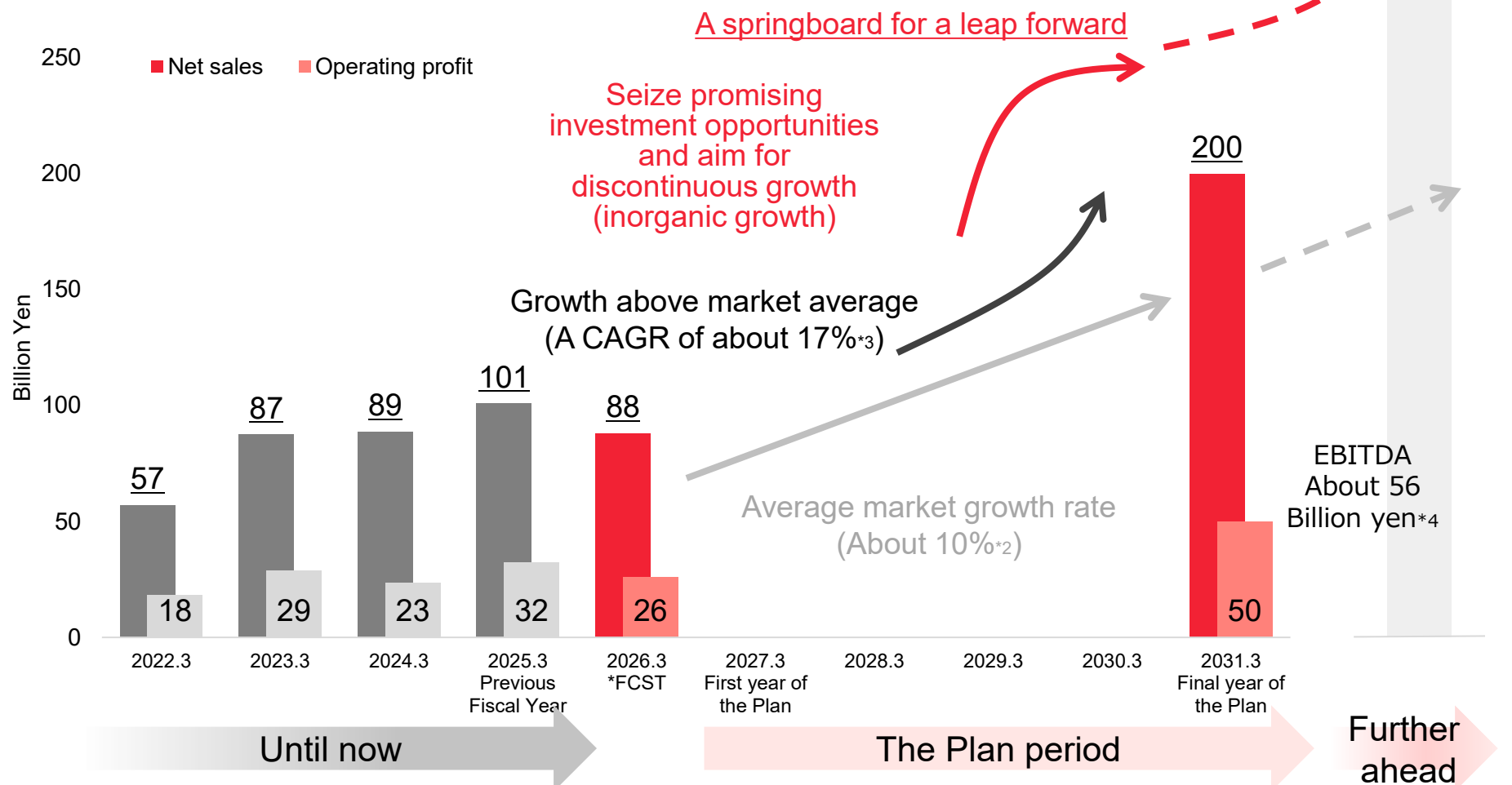
Quantitative Targets

Aspiration :
Establish a world-renowned Toei Animation brand in 10 years' time

Increase sales to 200 billion yen and Operating profit to 50 billion yen by the end of the final year of the Plan.

Regard this period as the one “for preparation” to make a leap forward, focus mainly on organic growth and seek inorganic growth as well.

Aim for greater heights and build a foundation to become a company with sales of 500 billion yen.



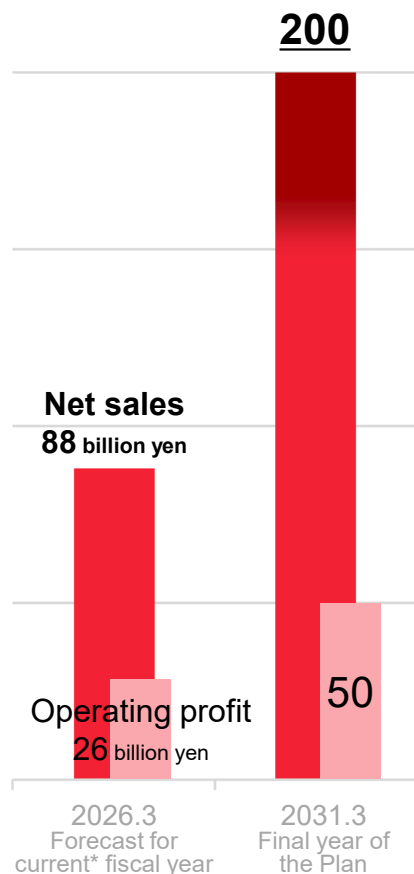
*1 Year Ending March 31, 2026: The latest forecast as of October 2025 *2 Market growth rate: Our estimates based on the Anime Industry Report 2024 and the anime industry market size data (2021~2023) *3 CAGR: Calculated between forecasts for the fiscal year ending March 31, 2026 (sales of 88 billion yen) and planned values for the year ending March 31, 2031 (sales of 200 billion yen) *4 EBITDA: The value calculated by adding depreciation to Operating profit (consolidated forecasts for the final year of the medium-term management plan) *5 Reference values outside the Plan period

Quantitative Goals for Final Fiscal Year of Medium-Term Management Plan

As a result of the first half of the road toward sustainable global growth, we strong overseas business and solid revenue base.

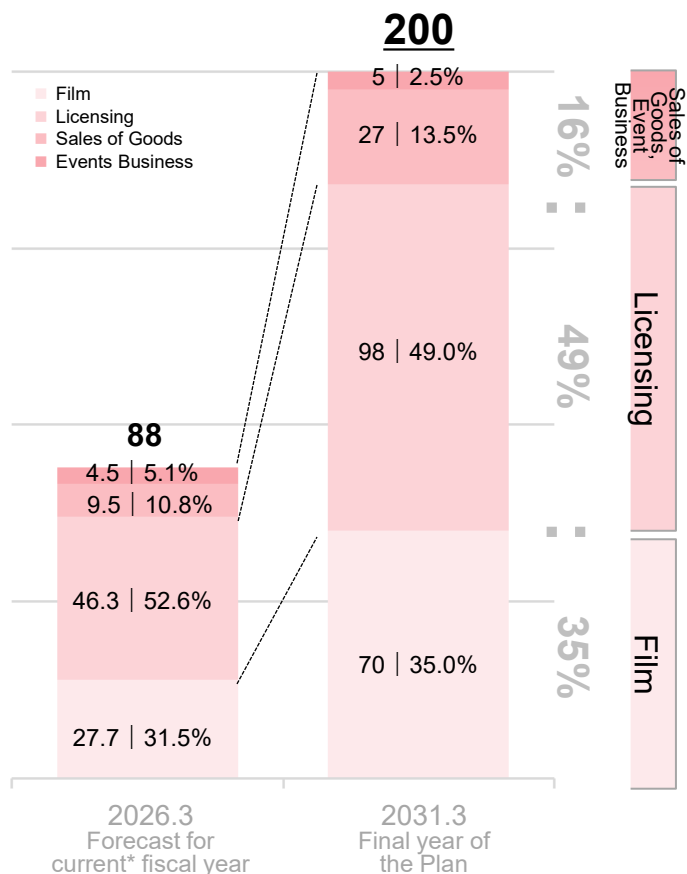
Strategic growth

- We aim to achieve 200 billion yen in net sales and 50 billion yen in Operating profit in the final year of the Plan.
- The base is organic growth but we will also try employing inorganic means for discontinuous growth.



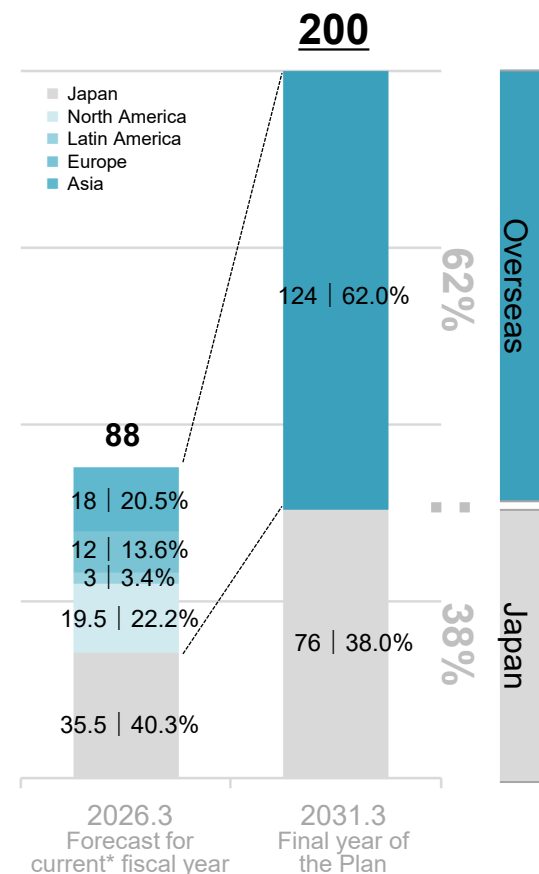
Growth by segment

- We expect to more than double Licensing and Film sales. We will also improve revenue and profitability of Sales of Goods and Event Business by expanding customer contact leveraging logistics and EC innovation.



Growth by region

- Overseas sales ratio is expected to rise as exports expand, structures of overseas subsidiaries become enhanced, and as we foray into new regions and improve revenue leveraging inorganic means.



Four Key Points of Our Growth Strategy

Introduction

Growth Strategy

Financial Strategy

Business Bases

1 To be a video production company that brings together talented creators

2 To create works that will be passed down around the world

3 To reach a wider audience around the world

4 To deepen bonds with children and people around the world

2x growth

The ability to produce



The ability to deliver



Profitability

1 The best studio in the industry

Ohizumi Studio

Osaka Studio

TAP

3 Overseas business bases

Other
...

Europe
TAEU Other

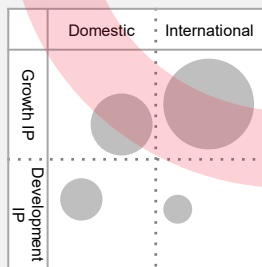
Asia
TAE TAES

Americas
TAI

IP enhancement cycle

IP maximization cycle

2 A massive portfolio



4 Strong domestic bases

Licensing and film sales

Sale of goods

Specialty shop

EC

General store

Other

Events and games

Four Key Points of Our Growth Strategy

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1 To be a video production company that brings together talented creators

2 To create works that will be passed down around the world

3 To reach a wider audience around the world

4 To deepen bonds with children and people around the world

2x growth

The ability to produce



The ability to deliver



Profitability

1 **① Studio**
Build a world-leading global production structure centered around Ohizumi Studio, which has the industry's best production system

- Hundreds of new hires and new studios in Japan and overseas
- Reorganize the digital field and establish next-generation animation production technology
- Provide the environment where superior creators gather and grow

2 **② IP**
Diversify and enhance IP as potential revenue sources to ensure further growth in the global market

- Further extend IPs already possessing global visibility
- Expand sales of core IPs as growth/development IPs in Japan and overseas
- Aggressively create new IP assets in Japan and overseas
- Leverage a rich collection of libraries in Japan and overseas

3 **③ Regional expansion**
Aiming at overseas sales ratio of 70% through active rollout to emerging regions and by strengthening the organizations in Japan, Europe, U.S. and Asia (2030-2035)

- Advance into six new regions
- Increasing personnel at overseas bases
- Establish overseas-made IP as the second pillar of overseas operations

4 **④ Customer contact (Company's business)**
For IP value maximization, **enhance the customer contact in Japan and overseas** to increase fans and engagement

- Expand domestic stores or hold restaurants, shows and events. Increase the frequency of them to strengthen the domestic foundation
- Transform e-commerce/logistics to promote their efficiency
- Challenge overseas stores / events / next-generation media

We will maintain a solid financial base and high capital efficiency (ROE), dramatically increase earnings per share (EPS) and achieve sustainable growth and increased corporate value over the medium to long term

Basic policy

- Keep a balance among financial health, strategic investment and shareholder returns to ensure proper management
- With a solid financial base established, put greater focus on strategic investments and shareholder returns

KPIs

Financial health

- Maintain a solid financial base and adequate levels of cash and deposits
- Ensure leeway and mobility in business expansion

Financial health indicator
An equity ratio of 70% or more
Maintain a high level of stability

Strategic investment

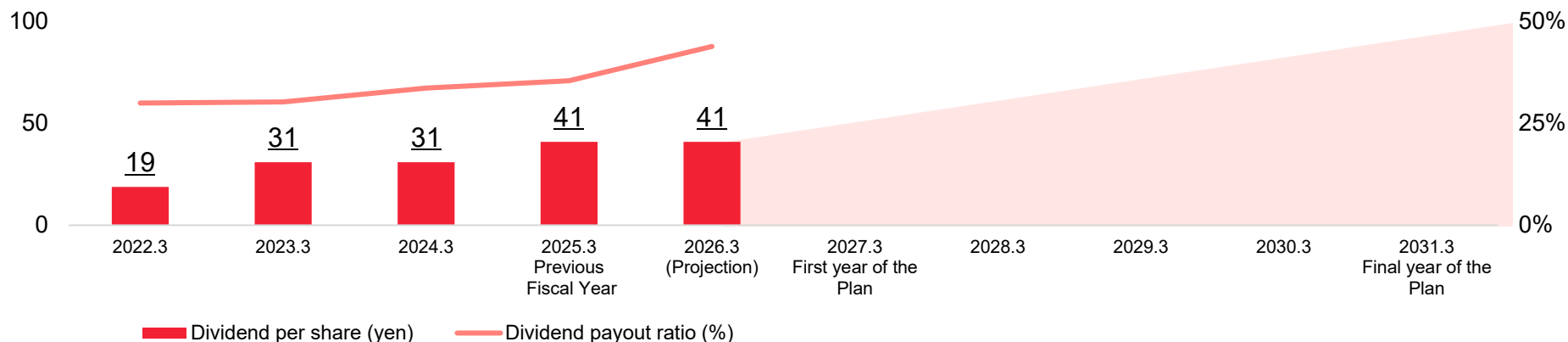
- Make active investments in promising business opportunities to strengthen competitiveness and facilitate growth
- Engage in M&As from the perspective of discontinuous growth

Capital efficiency indicator
An ROE of 15% or more
Use debt efficiently

Shareholder returns

- Offer stable dividends in an amount that is not less than the minimum provided in the past, in principle
- Determine the levels flexibly based on investment strategy and financial performance

Dividend indicators
A dividend payout ratio of
40.0% or more
A total payout ratio of **roughly 50%**



Allocation Policy

(A Solid Base x Strengthened Cores x Accelerating Growth)

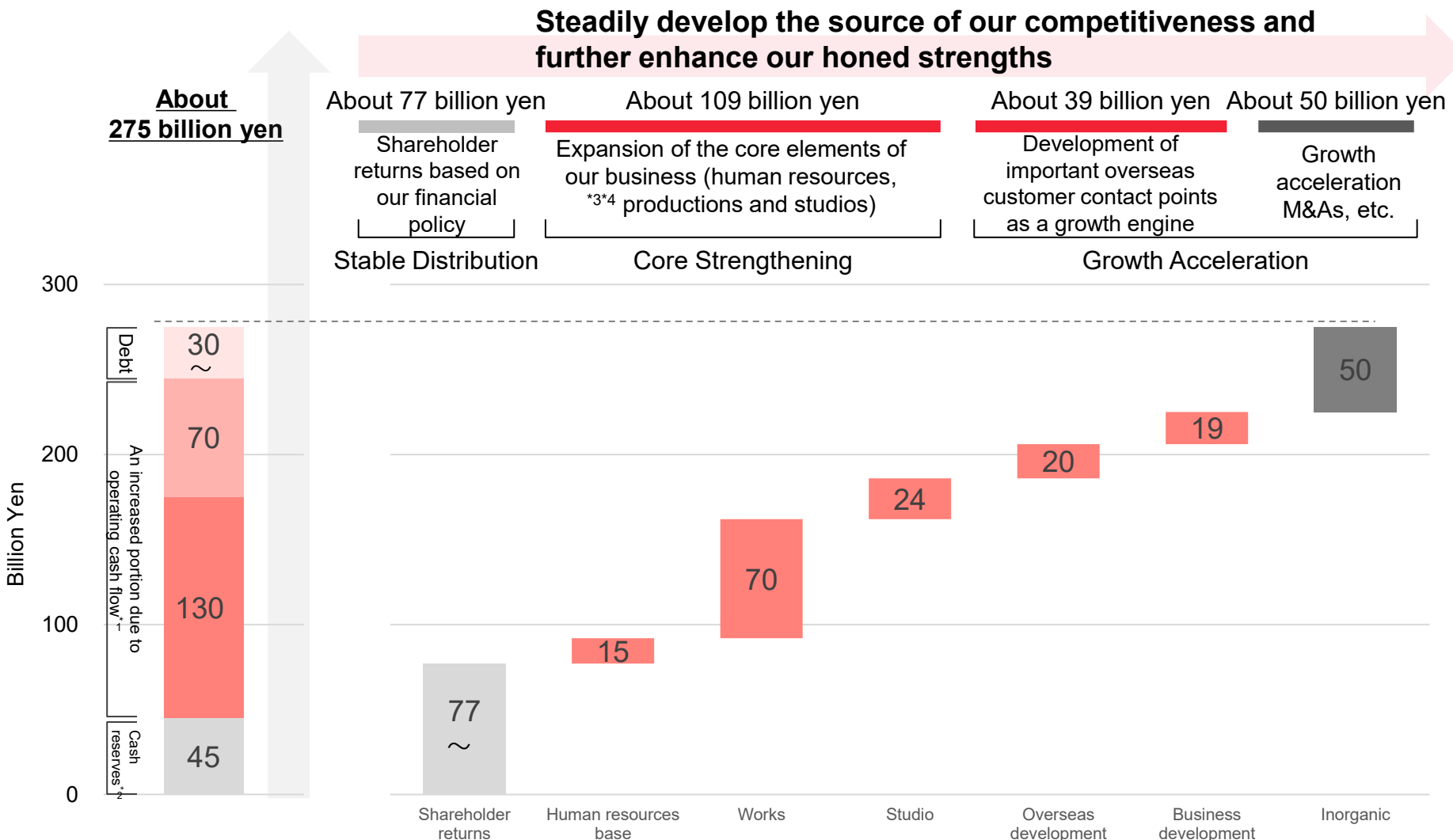
Introduction

Growth Strategy

Financial Strategy

Business Bases

Build on our current financial stability, we will refine the core of our business and make further leaps forward through overseas expansion and M&As.



*1 Aggregate operating cash flow before deduction of investment in productions *2 An amount of cash on hand *3 The human resource base means investment in human resources, including basic recruitment activities. *4 Each amount of investment includes investment in specialized human resources.

Key Strategic Investments for Future Growth

Introduction

Growth Strategy

Financial Strategy

Business Bases

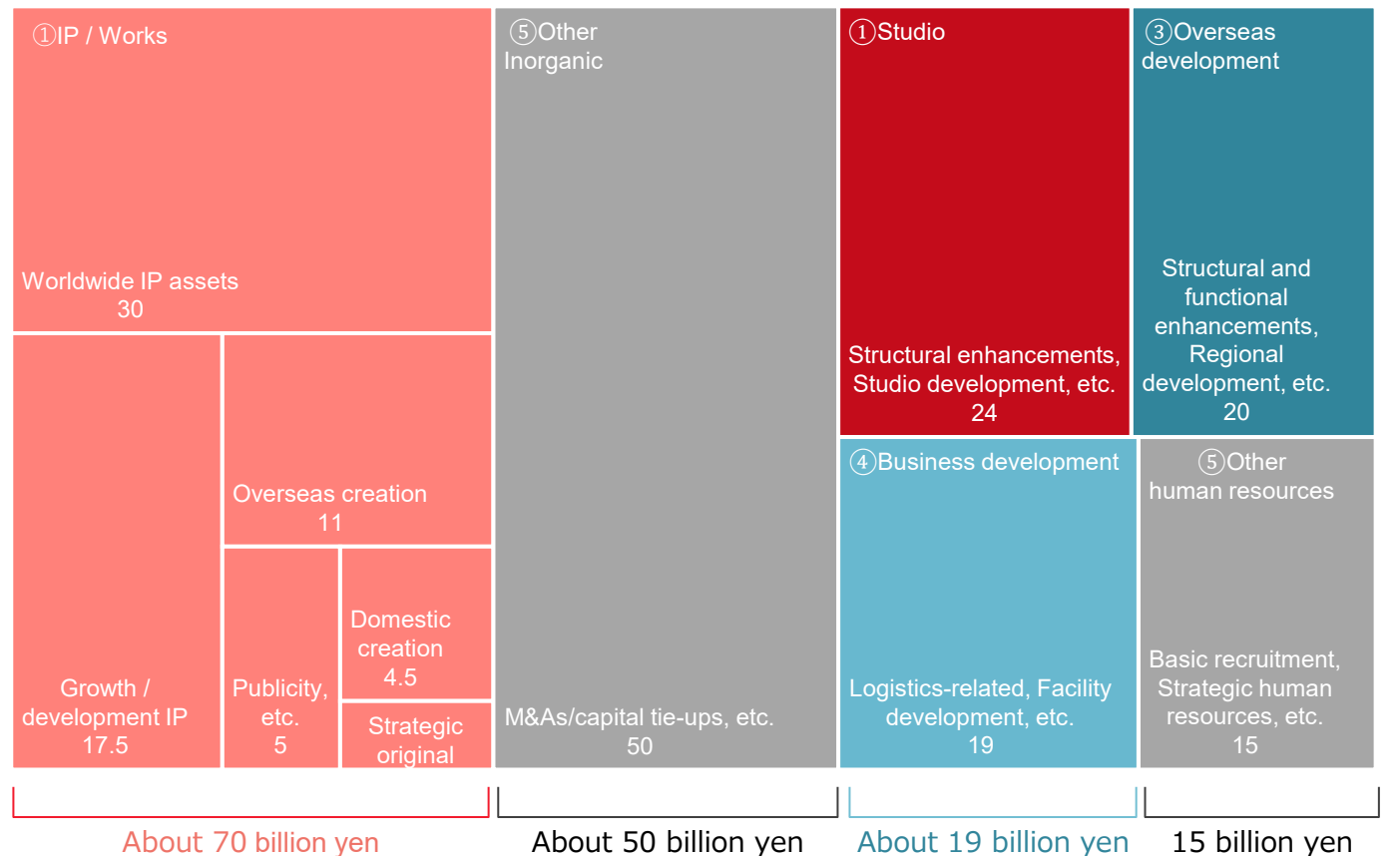
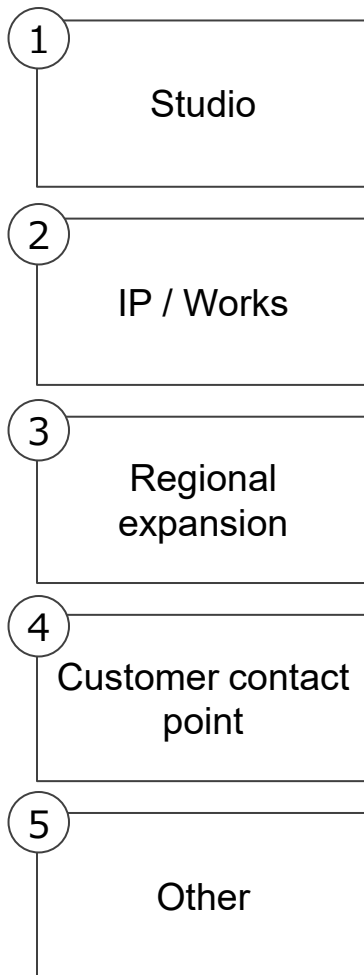
The 200 billion yen strategic investment is the first step in our challenge for global opportunities, and we will go beyond our maximum limit to seek promising opportunities.

Growth strategy

Key strategic investments

Strategic investment worth about 200 billion yen

■ Studio ■ IP ■ Overseas development
■ Business development
■ Inorganic ■ Human resources



Three KPIs Set Out

in the Medium-Term Management Plan

[Introduction](#)[Growth Strategy](#)[Financial Strategy](#)[Business Bases](#)

(Growth x Investment x Returns)

We will set KPIs designed to enhance shareholder value, and report progress to our investors.

1. Revenue growth (growth)

Net sales

200 billion yen
(*1)

Operating profit

50 billion yen
(*1)

ROE

About 15%
(*1)

2. Solid growth investment (investment)

Strategic investment

About **200 billion yen**
(*2)

Including inorganic

About **50 billion yen**
(*2)

Equity ratio

70% or more
(*3)

3. Improving shareholder returns (returns)

Total payout ratio

Around **50%**
(*1)

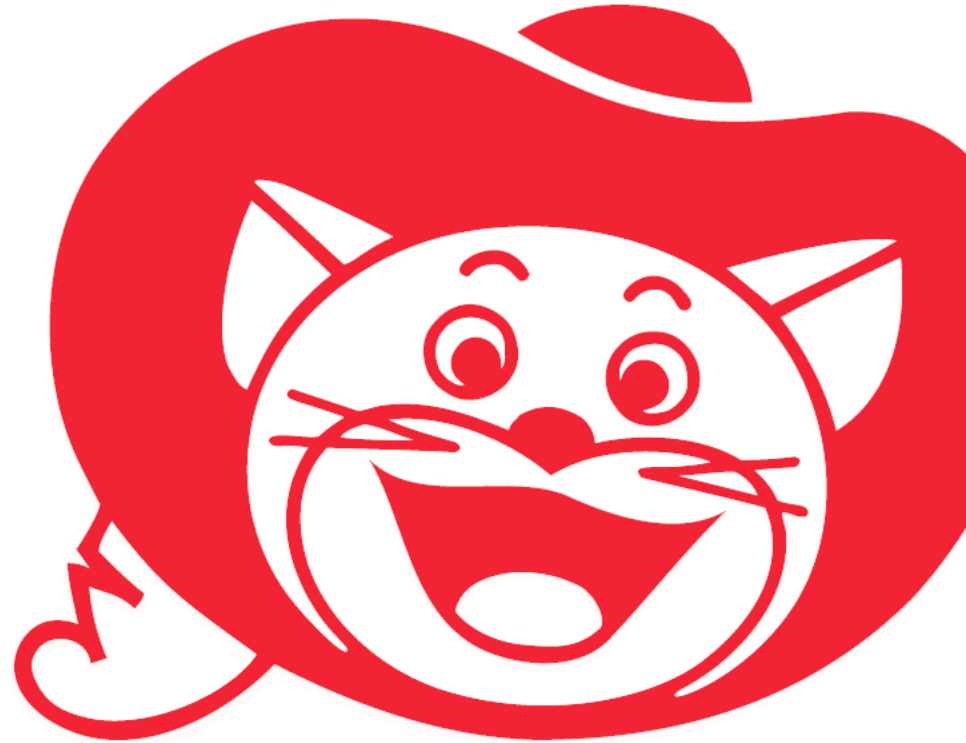
Dividend payout ratio

40% or more
(*3)

Stable dividends

(The **lower limit to be set**)
(*3)

TOEI ANIMATION CO.,LTD.



[Precautions regarding outlook]

The contents described in this material are based on judgments and assumptions made with reference to information available as of the time of writing. The Company does not warrant that estimated figures, strategies or measures will necessarily be achieved.

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