Medium-Term Management Plan

VISION2030

April 2026 – March 2031

Toei Animation Co., Ltd. October 29, 2025

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Toward a full-scale expansion into the global market

1. Introduction – Challenges for the Future

Management Philosophy

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

The story of Toei Animation

Since the early days of our business about 70 years ago, we have strived to become the Disney of the East, working constantly to deliver dreams, hopes and courage through animations to children all over the world.

As a result, we have grown into a company boasting the largest collection of animation contents in Japan and one of the best animation production systems in the industry, and have retained our position as the number one animation production company in contents, technological capability, human resources and all other aspects.

Some of our works have become global huge hits, which has turned Toei Animation into a global brand and has given us a solid position as the source of the Japanese animation industry and as the globally recognized originator of Japanimation.

As digitalization and media diversification progress in the 21st century, we will continue to be a leading company in the anime industry, acting as a de-facto standard for animation production technology. At the same time, we will strive to make Toei Animation a dream inspiring company so that parents and children will become fond of animations and nurture dreams and hopes as they watch our contents distributed via various media.

President KATSUHIRO TAKAGI

高木勝裕

Note: A “leader” here means a “company that uses imagination and ingenuity to create and disseminate new works and businesses.”

Key Iconic Works of the Age

Since its foundation in 1956, Toei Animation has produced a variety of hits and delivered them to the world.

「THE WHITE SNAKE」
Japan's first full-color feature-length animated film

「SALLY, THE WITCH」
Japan's first anime series for girls

「UFO ROBOT GRENDIZER RAIDS」
The first big hit in overseas markets (France, Italy, etc.)

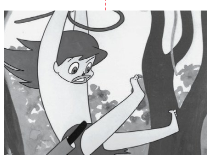
「SAINT SEIYA」

「SLAM DUNK」

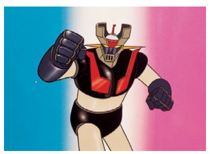
「ONE PIECE」

「Butt Detective」

1958 | 1963 | 1966 | 1972 | 1975 | 1986 | 1992 | 1993 | 1999 | 2004 | 2018 | 2022

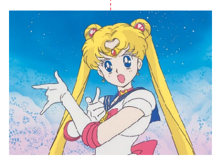


「KEN, THE WILD BOY」
Our first animated TV series



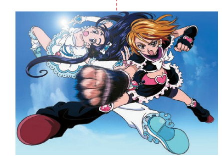
「MAZINGER Z」
A monumental giant robot anime series

「DRAGON BALL」



「SAILORMOON」

「DIGIMON ADVENTURE」
A mega hit broadcast in over 60 countries worldwide



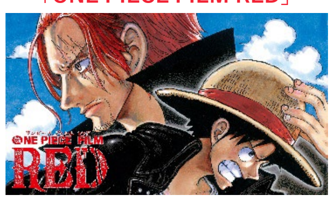
「PRECURE」
A hugely popular series for girls

「FUSHIGI DAGASHIYA ZENITENDO」

2024

「Dragon Ball Super: SUPER HERO」

「ONE PIECE FILM RED」



「THE FIRST SLAM DUNK」

「The Birth of Kitaro: The Mystery of GeGeGe」

「GIRLS BAND CRY」

1960s	1970s	1980s	1990s	2000s	2010s	2020s
「KEN, THE WILDBOY」	「DEVIL MAN」	「DR. SLUMP -ARALE」	「DRAGONQUEST: The Adventure of Dai」	「NADJA」	「DIGIMON FUSION BATTLE」	「DRAGONQUEST: The Adventure of Dai」
「SALLY, THE WITCH」	「MAZINGER Z」	「PATALLIRO」	「SAILORMOON」	「GASH BELL!!」	「TORIKO」	「WORLD TRIGGER 3rd Season」
「GE-GE-GE NO KITARO」	「BABIL 2」	「MR. MUSCLEMAN」	「SLAM DUNK」	「BOBOBO-BO BO-BOBO」	「SAINT SEIYA OMEGA」	「DIGIMON GHOST GAME」
「CYBORG 009」	「CUTY HONEY」	「WINGMAN」	「MARMALADE BOY」	「PRECURE」	「DRILAND」	「FUSHIGI DAGASHIYA ZENITENDO」
「THE SECRET OF AKKOCHAN」	「GETTA ROBOT」	「KEN, THE GREAT BEAR FIST」	「NUBE」	「BEET, THE VANDEL BUSTER」	「KYOUSOGIGA」	「RUN FOR MONEY THE GREATMISSION」
「TIGER MASK」	「UFO ROBOT GRENDIZER RAIDS」	「MAPLE TOWN STORY」	「HANA YORI DANGO」	「DEMASHITA POWER PUFF GIRLS Z」	「MAJIN BONE」	「Wonderful Precure！」
	「IKKYU-SAN」	「DRAGON BALL」	「CUTY HONEY FLASH」	「MO NO NO KE」	「SAILORMOON Crystal」	「WONDERFUL PRECURE」
	「Space Pirate CAPTAIN HARLOCK」	「SAINT SEIYA」	「YOUNG KINDAICHI'S CASE BOOK」	「HAKABA KITARO」	「WORLD TRIGGER」	
	「GALAXY EXPRESS 999」	「BIKKURI MAN」	「CRAYON KINGDOM」	「MY 3 DAUGHTERS」	「DRAGON BALL SUPER」	
		「DEVIL BOY」	「MAGICAL DOREMI」	「DRAGON BALL KAI」	「DIGIMON UNIVERSE APP MONSTERS」	
			「DIGIMON ADVENTURE」	「THRILLER RESTAURANT」	「TIGER MASK W」	
			「ONE PIECE」		「KADO: The Right Answer」	
					「GE-GE-GE NO KITARO」	
					「BUTT DETECTIVE」	

*Excerpt

Growth Trajectory

By capturing the changing needs of the times and viewers, we have grown into a leading company in the Japanese animation industry.

Capabilities we have cultivated

- World-class planning and production capabilities
  Create attractive contents as a hit maker
- business expansion capabilities
  Offer our rich collection of contents for use in multiple
- Animations sweeping across the world
  The capability to launch world-class Japanese masterpieces on a global scale

History of growth

- **1956** 「TOEI DOGA」 founded
- **1963** Entered into the TV show business
- **1972～** Licensing business in blossom
- **1981～** The spread of media mix
- **1998～** Toei Animation Co., Ltd. founded
- **2006～** A period of business expansion driven by advances in video and communications technology
- **2020～** A period of business expansion driven by advances in video and communications technology

Changes in animation production

The dawn of animation production

Streamlining of the handwriting process

1964
The introduction of the tracing machine which led to greater efficiency in the production process

1973
Overseas outsourcing of animation production started

1992
Production outsourced to Manila
A joint venture formed

Digitalization of the production process

1997
The digitalization of the finishing process started

2018
Ohizumi Studio completed

2004
The digitalization of the video process started at TAP (Manila)

2025~
Osaka Studio Completed

Sales of Goods / Event businesses

Character shows started

1975
"Great Mazinger" Giant robot show

Expansion of domestic stores and growth in Sales of Goods

Use of new media in overseas events

Licensing business

1973
A big hit with "Mazinger Z" super alloy robot

The licensing business in full swing

2004
Sales subsidiaries set up in Los Angeles and Paris

2006
A representative office set up in Shanghai

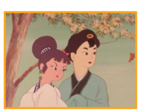
Overseas bases established

1997
A sales subsidiary set up in Hong Kong

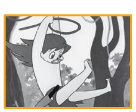
Sales of app game rights growing worldwide

Expansion of Overseas bases

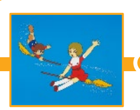
Film business



1958
Japan's first feature-length full-color animated film "The White Snake" released



1963
Our first animated TV series "Ken, the Wild Boy" shown on TV



1967
"Sally the Witch" broadcast as the first-ever full-color animated TV series

1979
Our first independently produced feature-length animated film "Galaxy Express 999" released

Sales of streaming rights growing worldwide

Commercial film production

Sales trend image ------ Commercial film production | Film business | Licensing business | Sales of Goods / Event businesses

Positioning of the Medium-Term Management Plan

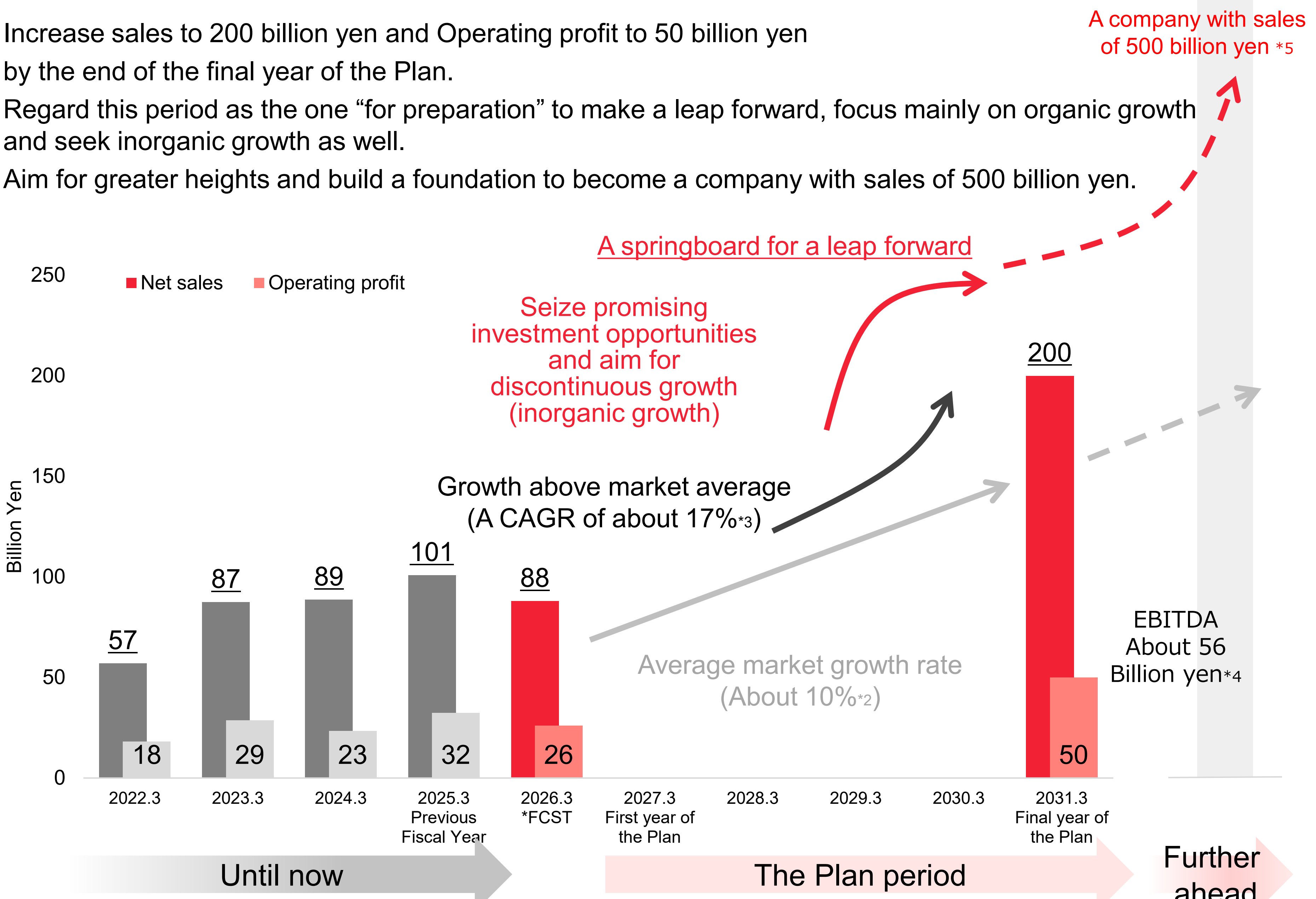
We see the Plan as the starting point of our endeavor to make a leap in the global market in the next 10 years, building on the growth achieved and the capabilities cultivated.

Capabilities we have cultivated	Positioning of this Plan	Growth objectives
World-class planning and production capabilities Create attractive contents as a hit maker	The first half of our 10-year endeavor to achieve global growth	**Continue to deliver "dreams" and "hopes" to children and people all over the world**
Unparalleled sales and business expansion capabilities Offer our rich collection of contents for use in multiple fields	A run-up period for preparation to build a solid growth base to make a leap forward	
Animations sweeping across the world The capability to launch world-class Japanese masterpieces on a global scale	The start of our endeavor to achieve a qualitative evolution	**Make a leap forward by realizing full-scale global growth during the 10-year period**

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

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

-Leading Animation, Enchanting People's Hearts, Evolving Always-

The capability to open up a new world

2. Growth Strategy –
Four Strategic Engines

Overall Picture of the Medium-Term Management Plan

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.

Growth Strategy

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)

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

Four Key Points of Our Growth Strategy

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

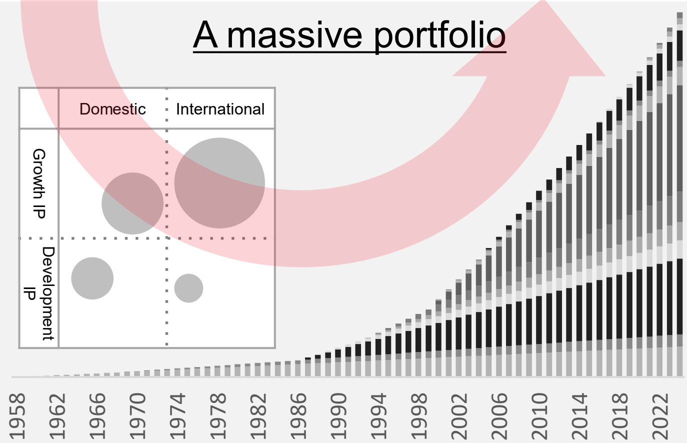
The ability to produce × The ability to deliver = Profitability

IP enhancement cycle

1 The best studio in the industry

- Ohizumi Studio
- Osaka Studio
- TAP

2 A massive portfolio



IP maximization cycle

3 Overseas business bases

- Other: …
- Europe: TAEU, Other
- Asia: TAE, TAES
- Americas: TAI

4 Strong domestic bases

- Licensing and film sales
- Sale of goods: Specialty shop, EC, General store, Other
- Events and games

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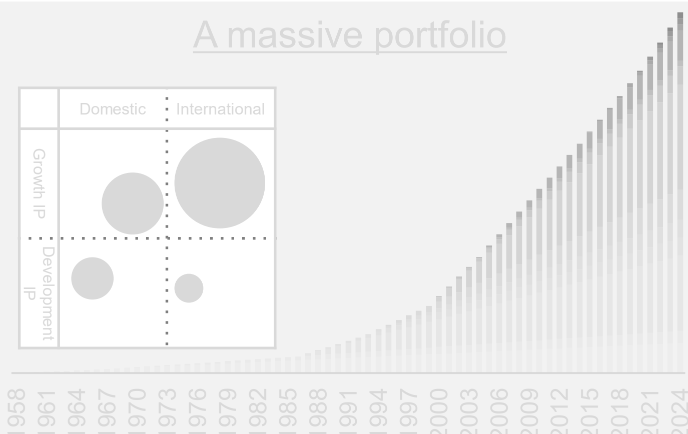

4 Strong domestic bases

Licensing and film sales

Sale of goods
- Specialty shop
- EC
- General store
- Other

Events and games

The Studios' Course of Action

We will drive the evolution of our industry-leading production system, creators and environment, and reach the world's top-level stage in five years' time.

As the industry's leading studios	Move ahead to become a world-class studio and beyond	By the final year of the Plan

Changing times
Diversification of entertainment and media
The spread of high-quality video

World-famous works, industry-leading videos

A group of creators with a large pool of industry top-level creators

The industry's best production system to enable long-term continuation
(Standardization, streamlining, cost stability)

Intensifying competition
A greater number of works across the industry
Shortage of creators, rising cost of production

The Studios' ideal vision: A studio where talented creators gather and grow

☆ Continue to be a studio where creators can learn, evaluate each other and grow.
☆ Create opportunities for creators to thrive, take on challenges and showcase their talents.
☆ Enhance the production system to give creators more flexibility.
☆ Increase the number of top-level creators to achieve sustainable and healthy expansion.
☆ Spread this role model all over the world.

Spread the industry's best production system domestically and internationally (Global production structure)

An organization where talented creators gather and grow (An occupation-based organization led by creators)

An optimal number of staff (Moderate expansion)

Creators' splendid performance (Creation of opportunities)

Recruitment, training, evaluation (Growth environment)

Evolution to a production company with an eye on the next generation (Further reorganization of CG, post-production, etc.)

Produce star creators

Set up new production bases in Japan and overseas

Recruit several hundred more employees mostly for key occupations (Moderate expansion)

Try to work on original production from the studios

Reorganize and enhance the digital field with an eye on the future

Building a Global Production Structure

To survive in the current competitive environment, we will build a global production structure centered on Asia to increase our production capacity by about **1.5 times***1.

Japanese anime production

Structural problems found in the competitive environment

- Shortage of creators Production line in difficult conditions
- Man-hours doubled by improved video quality
- Rising prices and labor costs
- Rising production costs due to multiple factors

Our aim to build a global production structure

Building a studio network centered on Asia

Identify growth potential and affinity and promote overseas expansion of production role models mainly in Asia

New studios to open in two or three Asian regions

Overseas expansion of production role models

The principles of functional allocation and enhancement

Scriptwriting and direction	Drawing	Art	Video finishing	Post-production	CG

Domestic enhancement

Ohizumi Studio = Our flagship studio

Moderate expansion of the industry's best production system (Increase by several hundred persons)

A structural enhancement focused on key occupations

Osaka Studio — Strengthening digital reorganization with an eye to the next generation

Overseas expansion

Overseas studios (Support line) — TAP*2

Start with support for the domestic structure

- As an overseas support line for the domestic production structure,
- establish two or three new studios within the next five years
- Look ahead and work on support lines for overseas creation

*1 Approx. 1.5-fold: Targeted increase rate of production line by the final year (year ending March 31, 2031) of the Plan (relative to the production line as of April 2025) *2 TAP : TOEI ANIMATION PHILS., INC.

Further Reorganization in the Digital Field

We will make technological and structural enhancements and keep evolving toward a world-class, next-generation production company to open up the future.

Foundations we have built

The highest level of technology, structure and achievements in the animation business

Digital technology and talent supporting animation production

+

Technology and know-how for 3DCG animation

=

New visual expression through the fusion of 2D and 3D (Cel-look CG, etc.)

Our goals

Globally recognized bases for next-generation animation production

The current technology section

- CG section
  - Material environment
  - CG drawing animation
  - 3DCG animation
- Post-production section
  - Filming
- System section
  - System construction

VR, AR, XR / games / motion capture / AI, etc.

Various adjacent technologies

Establish world-class technologies and systems to create not only cel-look CG, but also other forms of visual expression

Key points in carrying out further reorganization

Next generation/world standard

- Increase our pool of creative specialists
- Develop next-generation technology
- Visual expression and experience that go beyond animation
- Establish a global reputation

Opportunities for Creators to Thrive

We will give active support to creators' challenges
and create a virtuous cycle that will generate new IP assets and sustainable growth.

Frameworks for challenges and success	Achievements	Future plans
A framework to continuously plan, produce and manage projects initiated by Ohizumi Studio and creators Pro, Pro, Pro!! (Produce/Product/Project) ▪ We solicit, select and materialize in-house proposals several times a year. ▪ This has allowed Ohizumi staff to create a variety of works that become part of their portfolio, and to try out ideas and techniques that are different from existing production lines'. ▪ By acquiring the creative skills to give shape to their ideas and creating short movies, the staff can become closer together and deepen their understanding of the overall production flow.	**Two pilot projects have been green-lighted in the past year**	Establish a new form of IP creation A breeding ground for talented creators
A framework for Ohizumi Studio, creators and staff to express themselves and send information ▪ We provide ongoing opportunities to experience the works and dedication of our creators, such as rough drawing exhibitions focused on the creators and their works. ▪ We have also launched our official social media accounts to share the words and works of our creators. By putting a spotlight on creators and disseminating information widely to anime fans and industry insiders, we have been working to bring attention to creators and continue to find stars from among them.	**From 2024 onwards Official X account Toei Anime Studio Exploration Team!** **March to May 2025 The first Akira Inagami Rough Drawing Exhibition held**	Increasing recognition of creators and their work Produce stars from among creators

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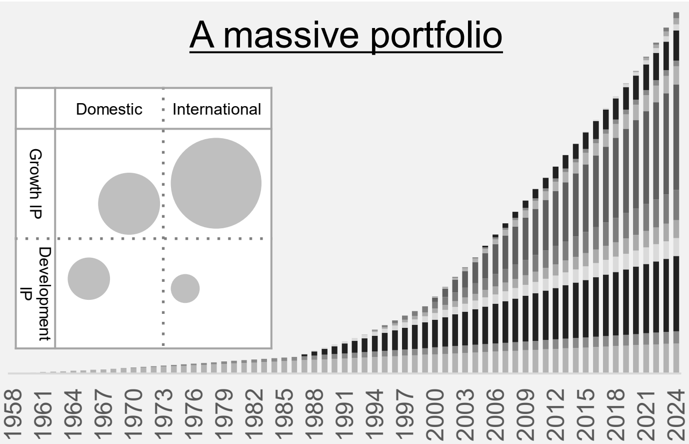
2 A massive portfolio



4 Strong domestic bases

Licensing and film sales

Sale of goods
- Specialty shop
- EC
- General store
- Other

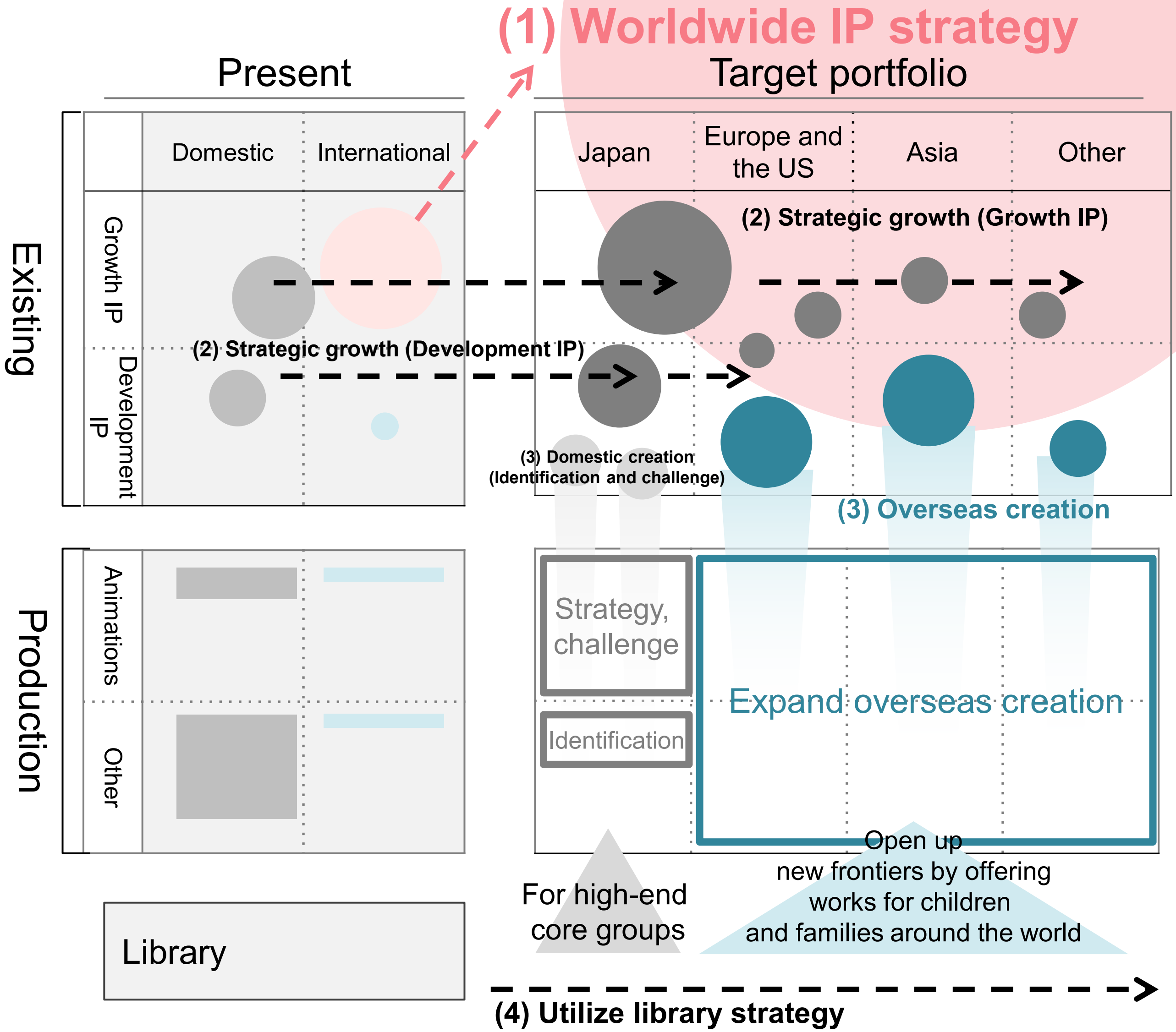
Events and games

Our Target Portfolio

(Strengthening Global Revenue Sources)

We will identify growth markets and leverage our globally recognized brand in developing and creating IP assets in order to strengthen our global revenue sources.

Circle size: Estimated revenue scale --> Dashed arrow: Direction of enhancement



Direction of enhancement

(1) Worldwide IP strategy

Strive to further increase the global recognition of our world-famous IP assets and use our world top-class IP assets as a benchmark to go on to a higher stage.

(2) Strategic growth (Growth and development IP)

Identify the potential of our core IP assets which are popular among different generations, increase their domestic and international recognition, and gradually grow them into a pillar of revenue in the next generation.

(3) Domestic and overseas creation

▼Domestic creation

Emphasize identification of customers and focus on target groups with solid demand. For the younger age group, shift our strategy to global models and aim for parallel import.

▼Overseas creation

Aim to establish our "overseas animation" business, which forms the mainstream of the global market. Start by creating works in the largest markets (North America, China and Europe) for local audiences, and then roll out our works to emerging regions.

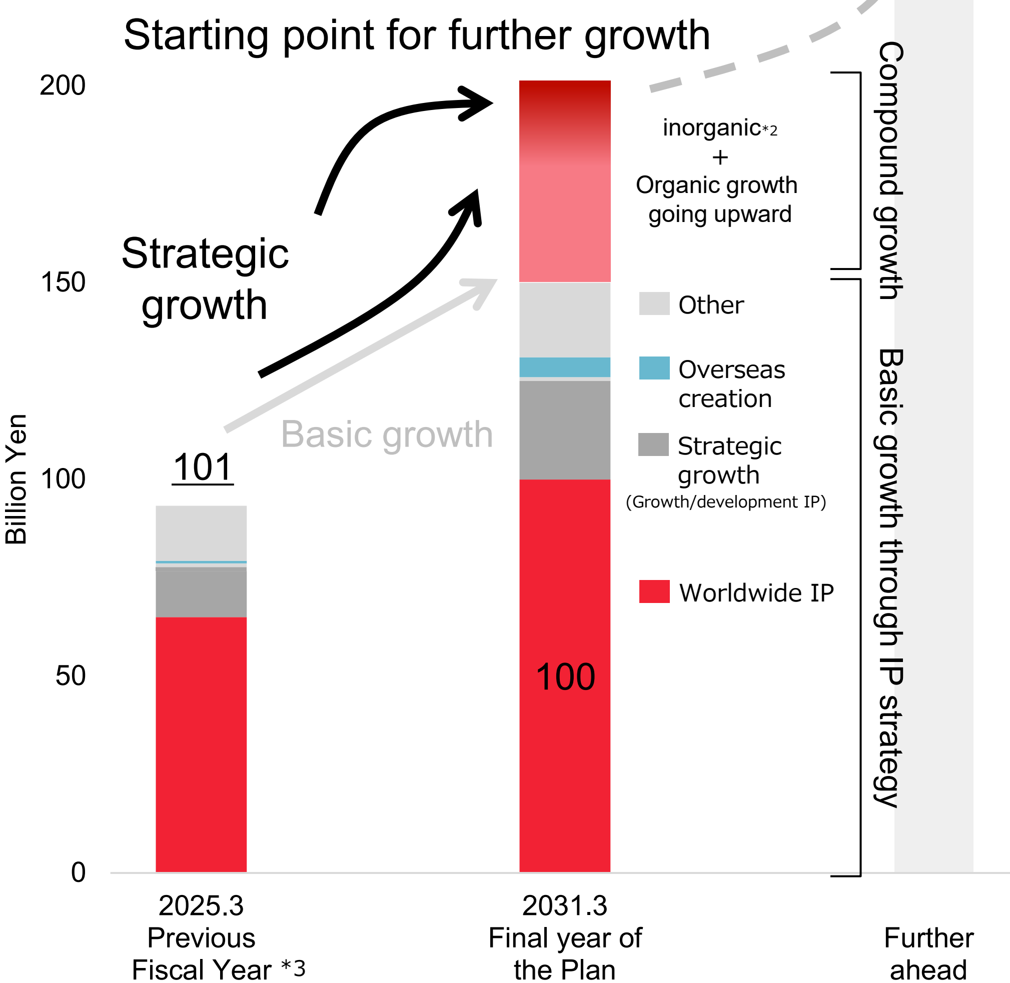
(4) Utilize library strategy

Strategically create contents with great accuracy by using our extensive world-recognized library assets and identifying the level of their penetration in various regions and generations around the world.

Aiming for IP Growth and Investment in Works

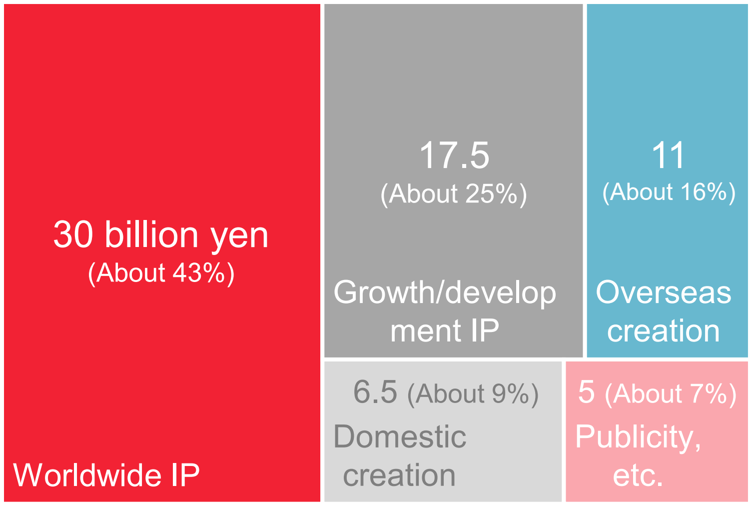
We will make the pillars of management stronger, increase creation by about **3 times***5,
and put an extensive lineup of works for the global audience at the center of further growth.

A vision for our IP growth (sales) *1



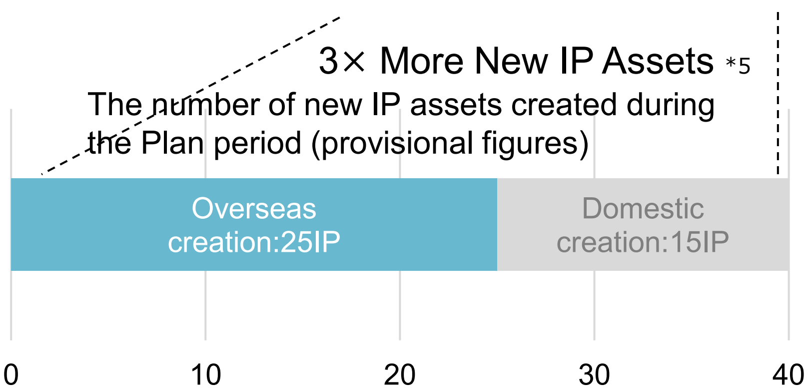
Work-related investments*4

About 70 billion yen of investments in works planned for the next five years



3× More New IP Assets *5

The number of new IP assets created during the Plan period (provisional figures)



*1 Aiming for IP Growth: Image of IP growth in the final year (year ending March 31, 2031) of the Plan starting at the actual results in year ended March 2025 *2 Inorganic Growth: including M&A, alliance, and other expected synergies
*3 Aggregated value by IP strategy in the year ended March 31, 2025: The non-consolidated breakdowns differ from consolidated amounts *4 Work-related investments: Estimated cumulative investment amount during the Plan period (from year ending March 31, 2026 to year ending March 31, 2031)
*5 Approx. three-fold: Increase ratio relative to the number of new IP assets created without standard series over the past five years, etc.

Direction of Overseas Creation

Build on our know-how and networks for overseas expansion,
we will develop works with an eye on world markets and open up new frontiers.

Key points for overseas creation

Maximizing and optimizing through collaboration with overseas affiliated companies

(1) Works geared for the largest markets

Produce works geared for worldwide audiences in the largest markets/mainstream of North America, China and Europe

(2) Expansion into vast regions

Expand from North America, China and Europe to neighboring regions with some affinity

(3) Frontier development

Lead pre-production in North America and Europe, produce works that incorporate the culture of each region, and develop emerging regions

A concept for developing works with an eye on world markets

For each region of the world, **produce works** with local **creators and** establish an enterprise **to create and nurture works that have roots in the region.**

Europe
Strengths in **creative work of the levels close to world standards**
Produce world-level works in Europe
Leverage its affinity with the MENA region

China
The world's second largest entertainment market and region
Produce works suited to the Chinese market
Aim for expansion into Asia

North America
The world's largest entertainment market
From North America to the whole world

Asia
A huge market with a dynamic target demographic that has a sensibility close to the Japanese one
An important region not only in terms of market size and growth potential but also as a production base

MENA
The next frontier

India
The next frontier

Africa
The next frontier

Latin America
Affinities with Japanese anime and European culture
Rolling out works from Europe to Latin America

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4 To deepen bonds with children and people around the world

2x growth

The ability to produce × The ability to deliver = Profitability

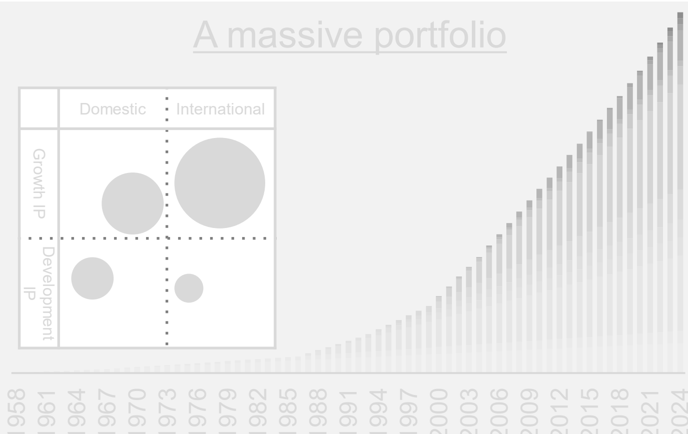
1 The best studio in the industry

Ohizumi Studio

Osaka Studio

TAP

2 A massive portfolio



3 Overseas business bases

Other	Europe		Asia		Americas
...	TAEU	Other	TAE	TAES	TAI

4 Strong domestic bases

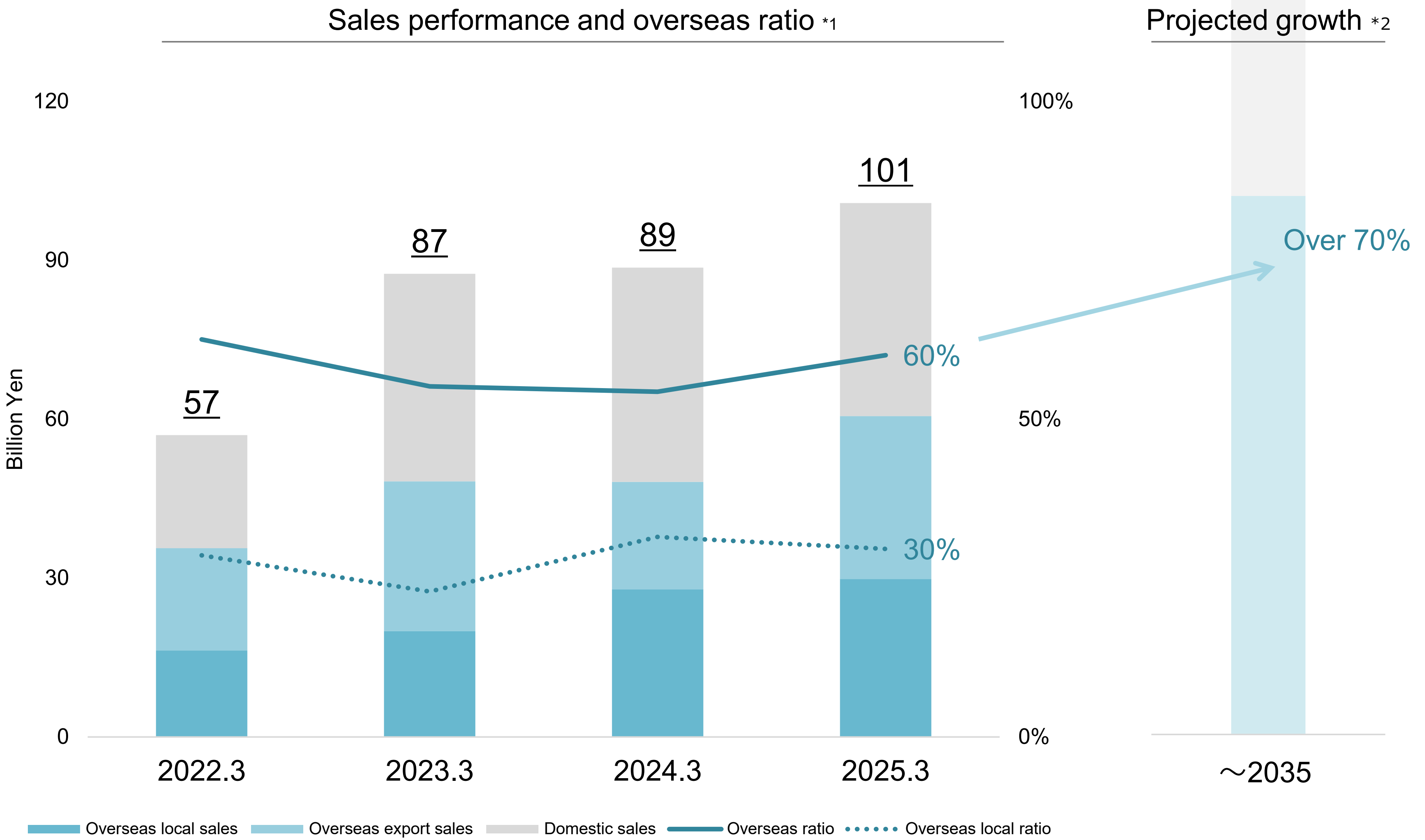
Licensing and film sales

Sale of goods
- Specialty shop
- EC
- General store
- Other

Events and games

Overseas Growth Stemming from the Global Market

We will achieve stable, strong and sustainable growth on a global basis with overseas sales of 60% and local sales of 30%.



*1 Overseas sales included in past growth figures: Calculated based on the exchange rate designated by the company's internal standards. Since these figures are simply aggregated values that do not take into account differences in accounting periods, they may differ from externally published figures. *2 Long-term growth vision: Reference value out of the Plan period

An Ideal Form of Global Business Entity

In addition to export expansion, we will develop overseas creation into a pillar of business for the next generation and become a strong business entity with multiple revenue sources in the world.

An ideal form of global business entity (image)

The capability to expand the Japanese anime business + overseas creation as a next-generation pillar + α

Expand exports of Japanese anime

TAEU*1 | TAE*1 | TAI*1

Create animations overseas that match the needs of each region

Regional studios and creator networks

Europe and surrounding areas	Asia	Americas
Existing bases	Existing bases	Existing bases
+	+	+
Emerging regions	Emerging regions	Emerging regions

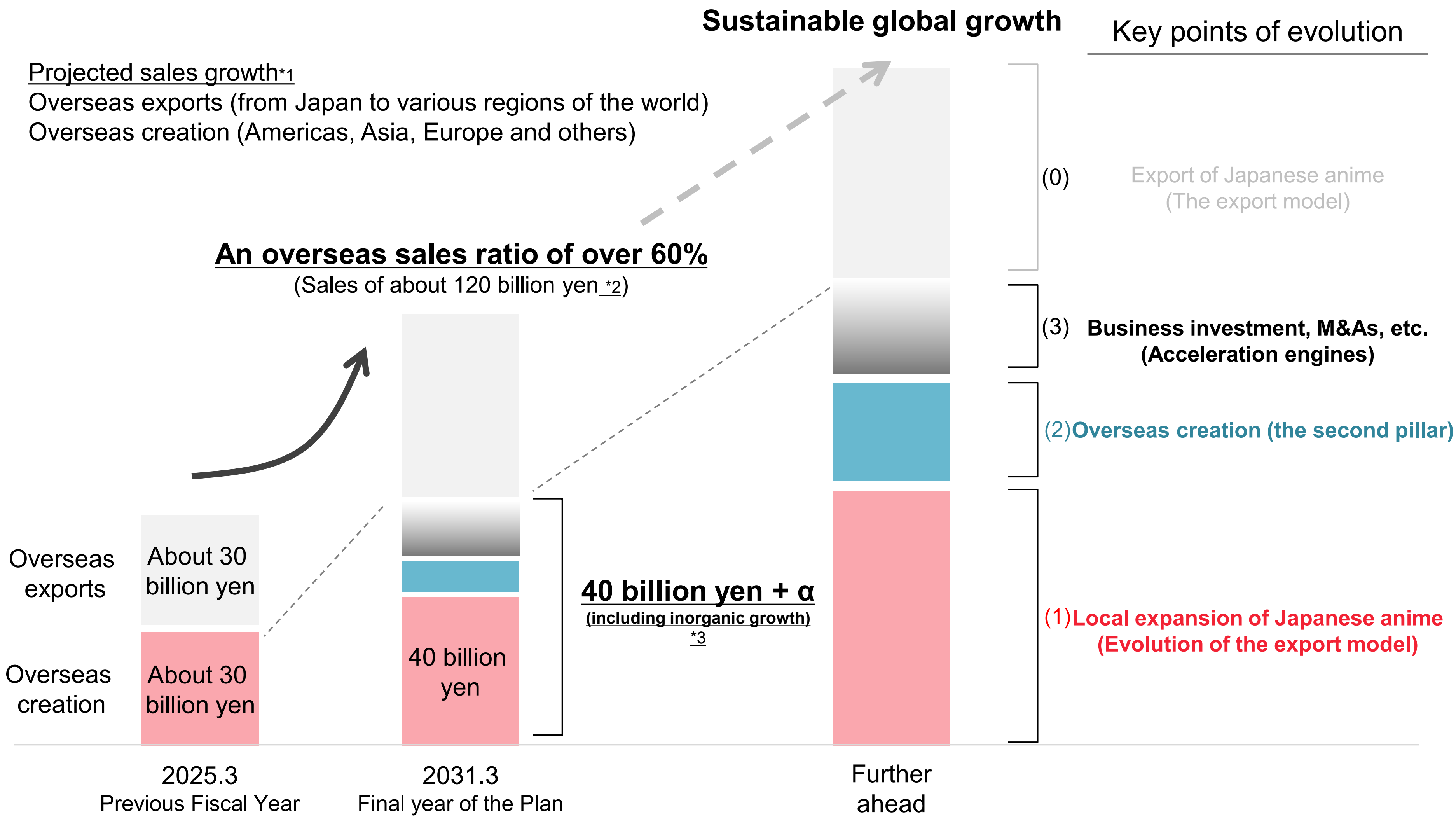
Key points of evolution

1. Evolution of our export model
   Structural enhancements and advances into regional markets to spread Toei Animation works
2. The second pillar
   Establish overseas-made animations as a business pillar under a 10-year plan
3. Acceleration engines
   Well-timed business investment
   A challenge for inorganic growth
4. An execution structure and its operation to support our global growth

*1 TAEU : TOEI ANIMATION EUROPE S. A. S.／TAE : TOEI ANIMATION ENTERPRISES LTD／TAI : TOEI ANIMATION INCORPORATED

Aiming for Growth in a 10-Year Timeframe

We will put the focus on structural and foundational enhancements in the next five years, and develop overseas creation and business investment into our second and third pillars of business over the next 10 years, thereby achieving sustainable growth.



*1 Projected sales growth: Overseas growth image of the final year of the Plan (year ending March 31, 2031) starting from the results of year ended March 31, 2025 *2 Exchange rate applied to overseas sales in the future: Exchange rate of year ended March 31, 2025 based on the company's internal standards *3 Inorganic Growth: including M&A, alliance, etc. and expected synergies

Laying Groundwork in Five Years to Seize Global Growth in 10 Years

We will invest approx. 20 billion yen in overseas development
to enable a leap forward in 10 years centered on Japanese anime and overseas creation.

What we aim in five years

Evolve into a strong business entity that will achieve sustainable global growth

Expecting to invest approx. 20 billion yen in overseas development in five years
(Five years = Medium-Term Management Plan period)

Regions	Advance into six new regions (Southeast Asia, South Asia, Middle East, etc.)
Functional enhancements	Enhance function according to the actual conditions of each region
Structural enhancements	Expand overseas structure to about 300-person operation
Business investment, inorganic	Be at the forefront to capture business opportunities in each region

What we envision in 10 years

❸ Business opportunities in each region

❷ Develop overseas creation into the second pillar

❶ Further expand Japanese anime

A strong global foundation

Expanding into the Middle East

Positioning the Middle East as one of our new growth frontiers,
we will set up a sales office in Dubai to seize growth opportunities at the front line.

Expanding into the Middle East

Provide content and know-how from within Japan

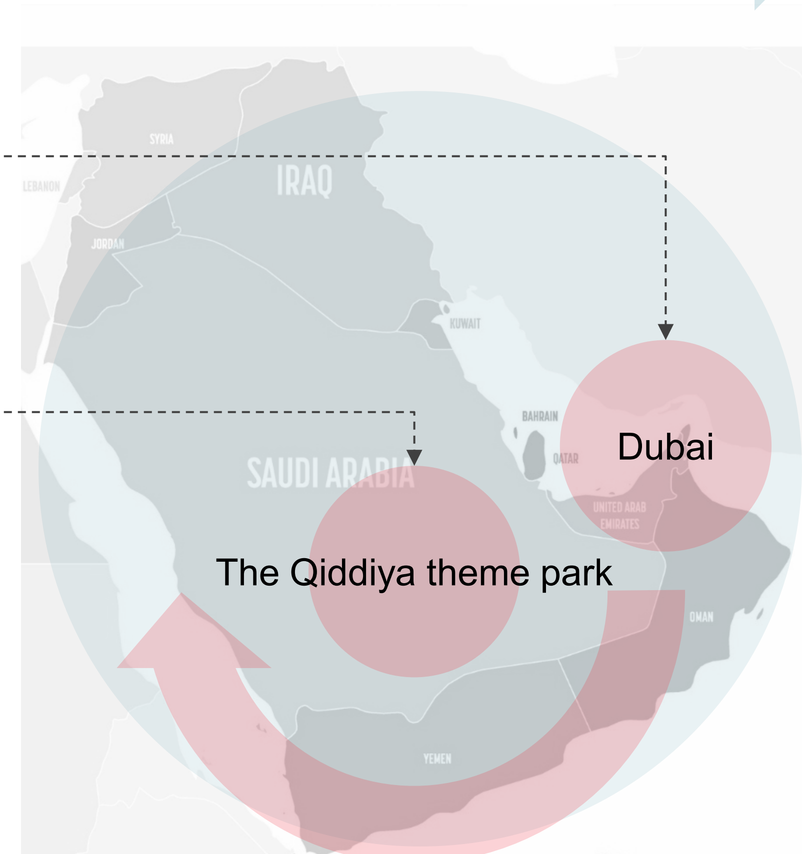
Set up a base in Dubai	Start moving to expand business in the Middle East
Construct the Qiddiya theme park	Maximize growth opportunities in Middle Eastern parks

<u>The world's first "Dragon Ball" theme park</u>
A "Dragon Ball" theme park will be built as part of "Qiddiya" project, a large entertainment city of Saudi Arabia undergoing large-scale development. The vast park, with an area of over 500,000 square meters, is made up of seven areas, recreating places such as "Kame House," "Capsule Corporation" and "Beerus' Planet."

The park has more than 30 attractions, including the 70-meter tall Shenron large roller coaster in the center. There will also be hotels and restaurants within the premises of the park, making it a space where you can experience the world of "Dragon Ball" all day long.

Projected business expansion

Start sales expansion in the Middle East on a full scale



Four Key Points of Our Growth Strategy

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

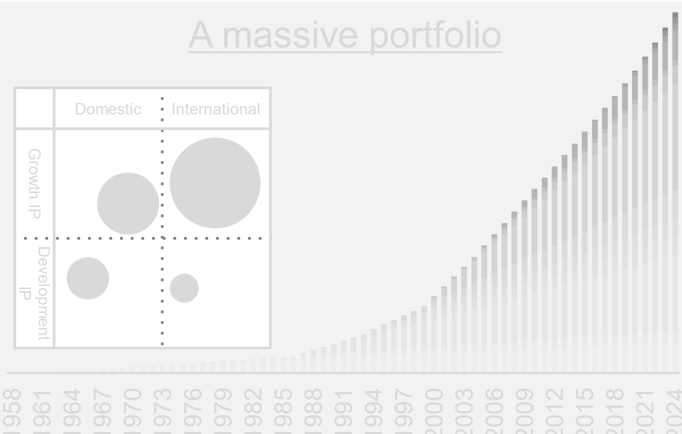
1 The best studio in the industry

- Ohizumi Studio
- Osaka Studio
- TAP

3 Overseas business bases

- Other: …
- Europe: TAEU, Other
- Asia: TAE, TAES
- Americas: TAI

2 A massive portfolio



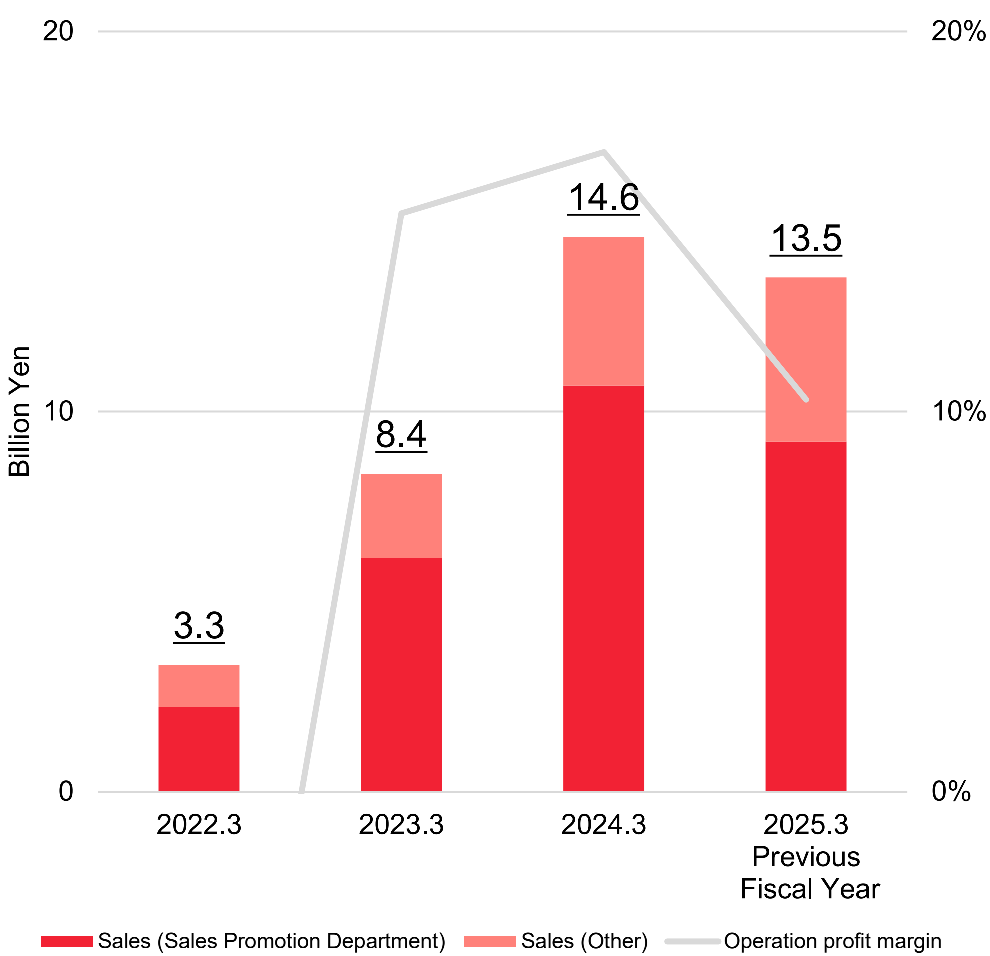
4 Strong domestic bases

- Licensing and film sales
- Sale of goods
  - Specialty shop
  - EC
  - General store
  - Other
- Events and games

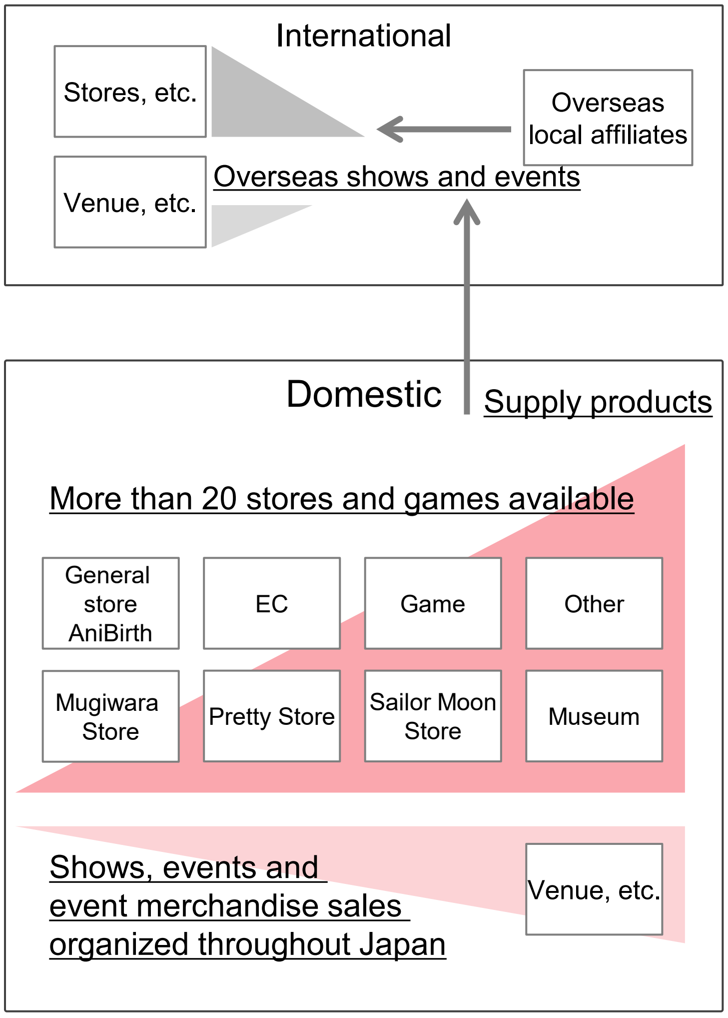
Customer Contact Points Expanding Mainly within Japan

Currently, our customer contact points are expanding mainly within Japan, including domestic stores, and shows and events targeted primarily at children.

Performance trends*1



Current main customer contact points



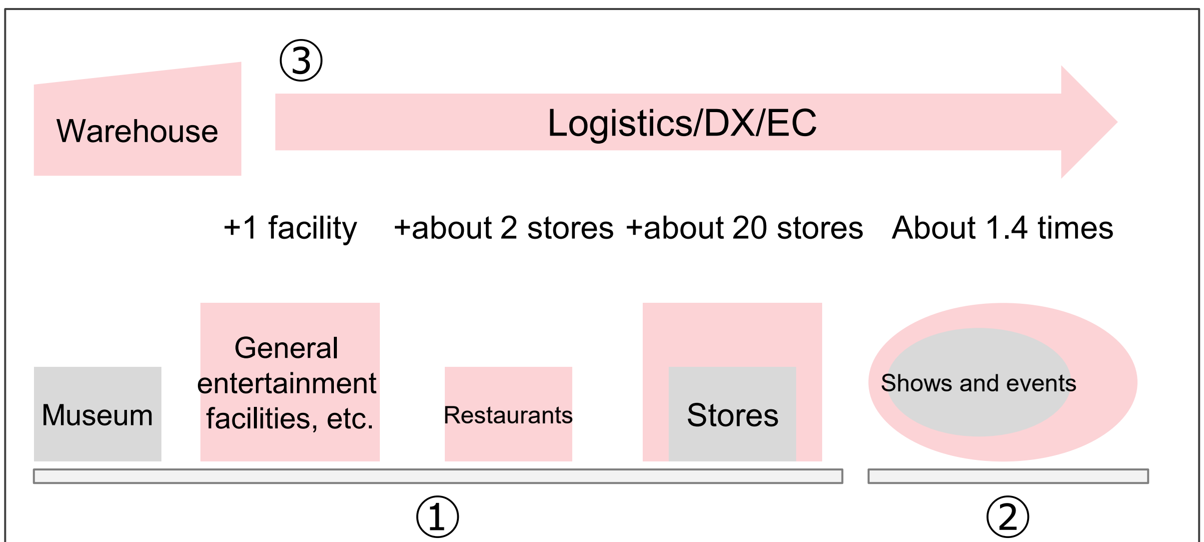
Looking Ahead 10 Years and Stepping Out into the World

We aim to extend our "points of contact with people"
beyond the framework of domestic deployment to overseas and expand them in the span of 10 years.

Ideal deployment of customer contact points (including sales bases)

Global deployment of contact points

Expand contact points within Japan



Direction of enhancement

Expand overseas

4 Expand overseas customer contact points with potential

Further solidify our domestic base

3 Expand profitable e-commerce
Review logistics

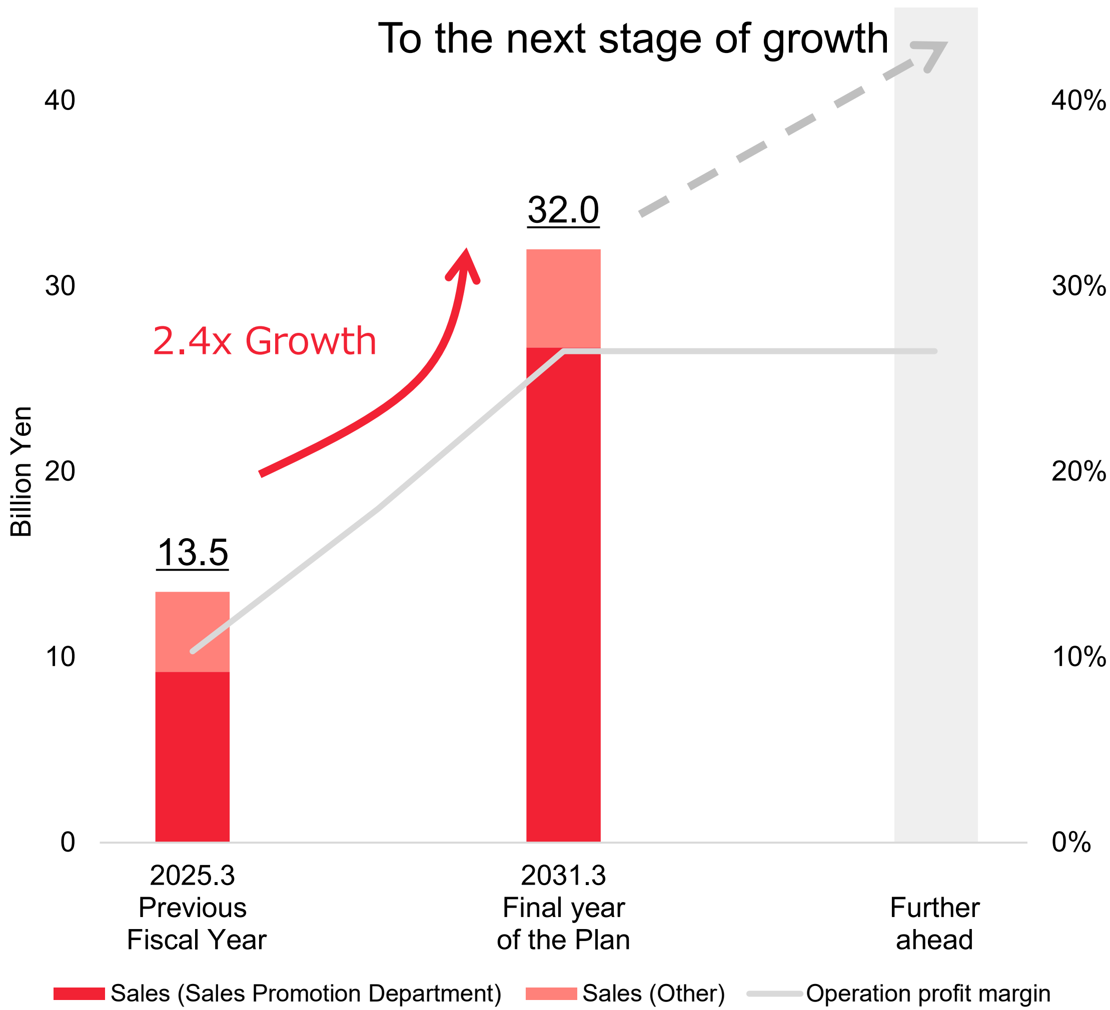
2 Sustained growth of shows and events geared for multiple target audiences

1 Steady growth of the shop business

Projected Growth, Investment in Customer Contact Points

We will invest about 19 billion yen in the development of customer contact points in and out of Japan, so as to enhance profitability and move on to the next stage of growth.

Growth objectives*1



Key investment projects

Investment plans worth about 19 billion yen in five years *2

Key points of enhancements

Enhance profitability
Improve logistics efficiency and expand e-commerce

Expand revenue scale
Expand stores in and out of Japan
Sustained growth through multi-tiered targeting

*1 Growth objectives: Business growth image for the final year of the mid-term plan (fiscal year ending March 2031), starting from the actual results of the fiscal year ending March 2025
*2 Customer Contact-Related Investment: Estimated cumulative investment amount during the mid-term plan period (fiscal year ending March 2026 to fiscal year ending March 2031)

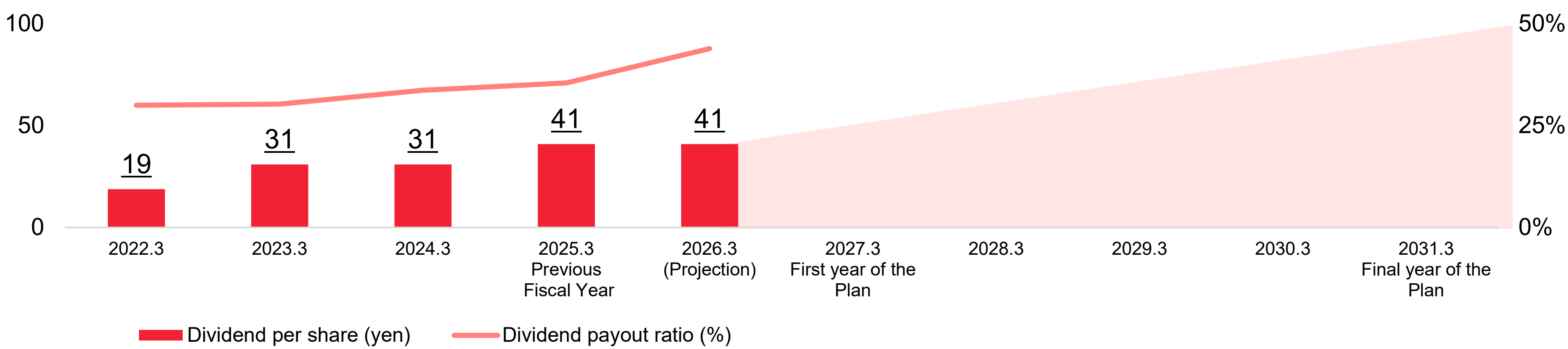
The driving force behind growth

3. Financial Strategy – Guidelines for Growth and Challenges

Financial Strategy Policy

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%**

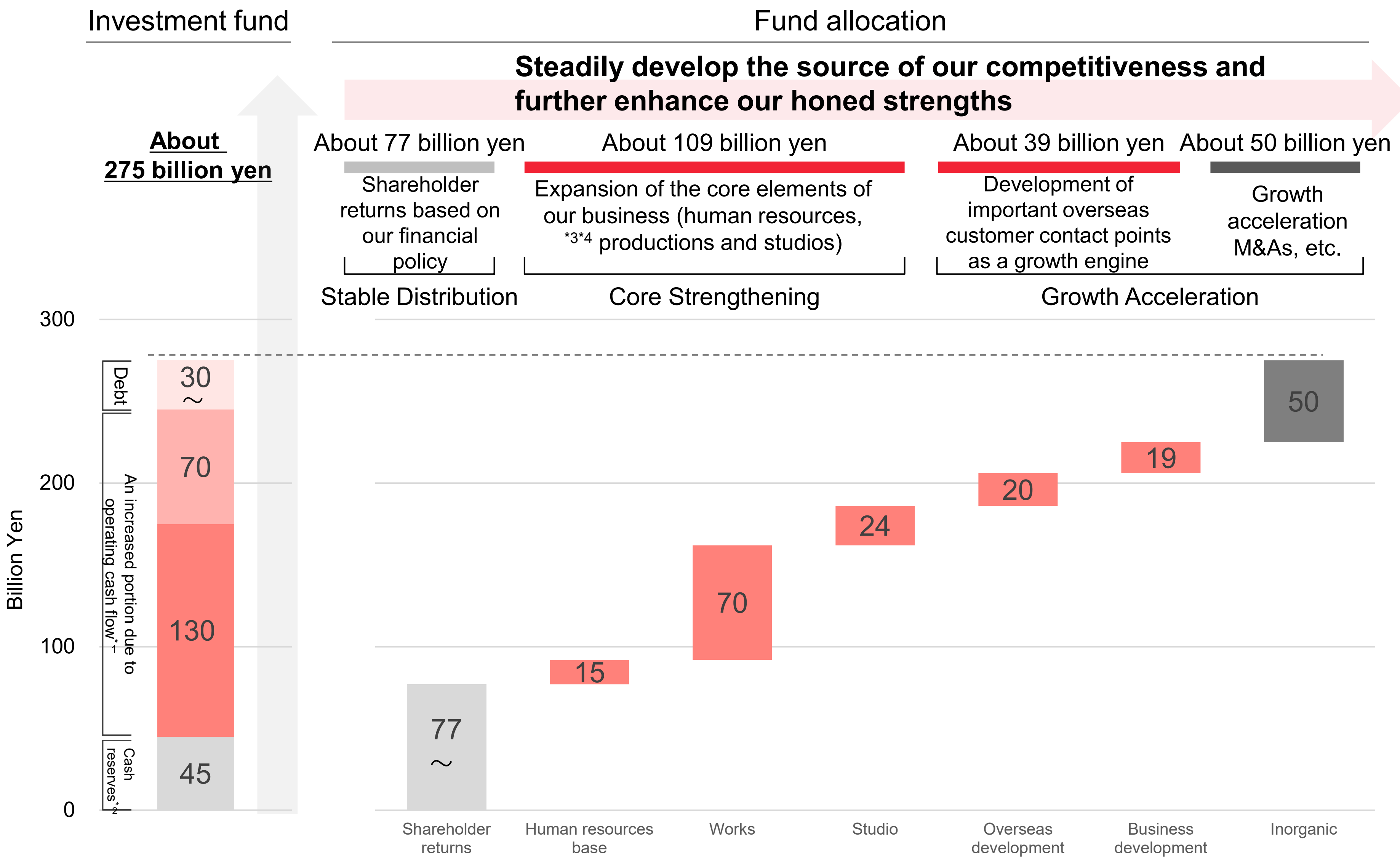


*1 Dividend per share : Dividend per share represents an amount adjusted to reflect the impact of stock splits.

Allocation Policy

(A Solid Base x Strengthened Cores x Accelerating Growth)

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

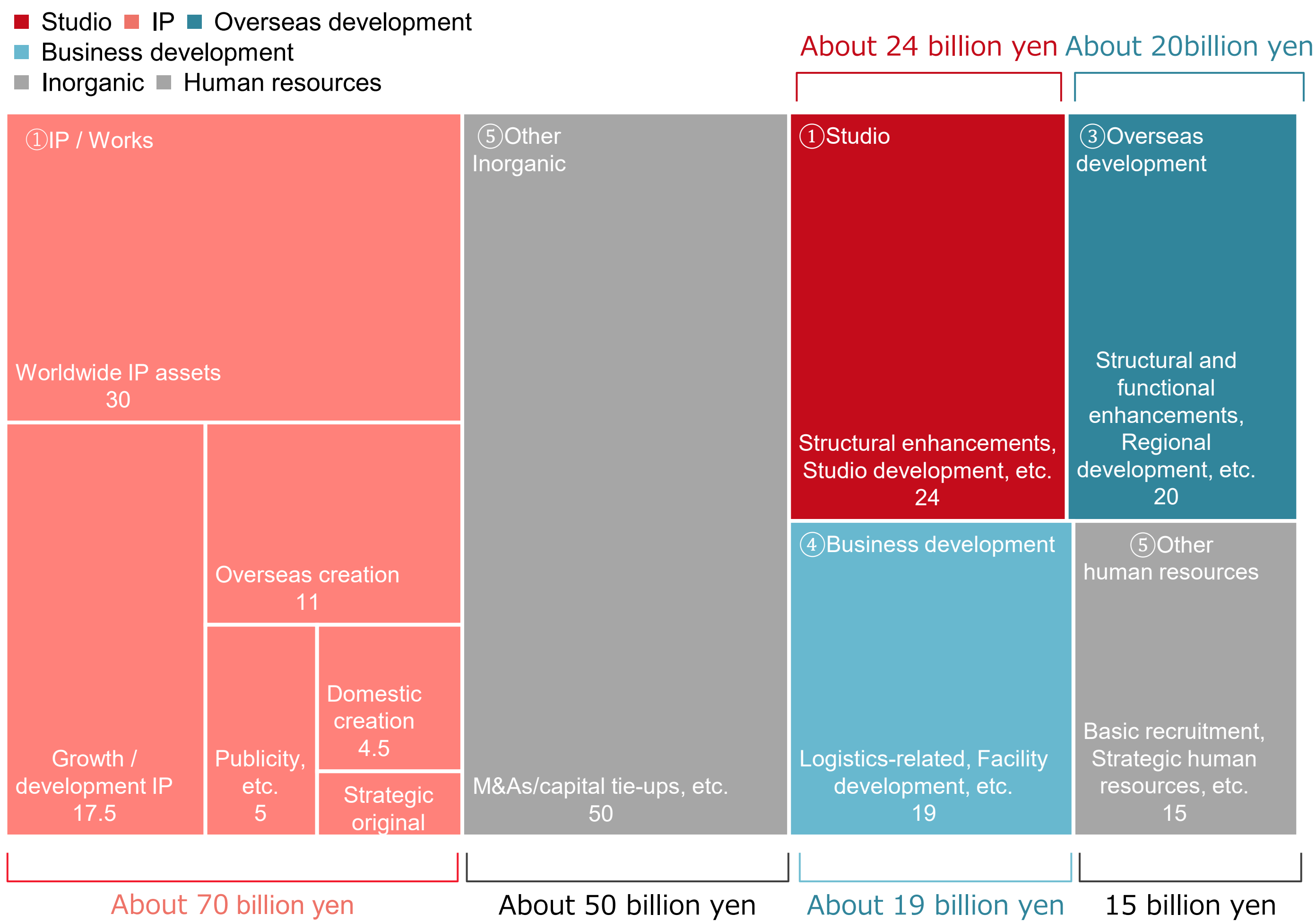
The 200 billion yen strategic investment is the first step in our challenge for global opportunities, and we will go beyond our maximum limit to seek promising opportunities.

Growth strategy

1. Studio
2. IP / Works
3. Regional expansion
4. Customer contact point
5. Other

Key strategic investments

Strategic investment worth about 200 billion yen



*1 Strategic investment: Estimated cumulative investment amount during the Plan period (from year ending March 31, 2026 to year ending March 31, 2031) *2 IP / work-related investments: Including investment associated with existing/new work development and strengthening global business *3 Inorganic investment: Including M&A and alliance-related investments

Structures and Governance to Promote Inorganic Growth

As we seek to attain inorganic growth, we will create strict rules, practices and driving force, and ensure responsible decision-making.

A challenge for inorganic growth	Necessary frameworks		
	Measures in line with priority areas		
Identify priority areas (IP x Studio x Synergy)	Sourcing to strengthen IP management	Studio collaboration schemes	Pursuit of business synergy
	Promotion structure		
Refine execution and specialized skills ▪ Specialized knowledge of M&As and PMI is essential ▪ A structure to ensure speed and certainty is essential	Creation of a dedicated team Recruitment for professional positions	Collaboration with external experts	KPIs to measure progress and results
	Governance		
Attempts to make large investments (worth 50 billion yen) ▪ It is essential to understand the potential impact on overall management ▪ It is essential to make an investment decision by taking capital efficiency into consideration ▪ It is essential to prepare for uncertainty to realize synergies ▪ It is essential to perform advance assessment and ongoing supervision	A framework for monitoring investment decisions based on investment criteria and capital cost	Committee deliberation based on a two-stage review	Final deliberation by the Board of Directors

The power of organizations and human resources to create the future

4. Business Bases – The Foundation That Enables Us to Take on Challenges

Business Bases That Underpin Our Growth Strategy

We will further improve our business bases to attract human resources who will support our growth strategy, and to cultivate a can-do spirit and co-creation.

Characteristics of our growth strategy

- Establish a globally competitive production base
- Achieve global growth of productions, regions and businesses
- Promote strategic investments and M&As

The current business bases

Growth to date

- A solid challenge
- Stable treatment
- Department-level collaboration
- Japan-centric functional and personnel bases

Target business bases

- Programs and rewards that attract human resources and make them shine
- An organizational culture that cultivates a can-do spirit and co-creation

Further expansion of the current business bases

Branding Challenges

We will strive to evolve into a sustainable growing brand
that deepens bonds with stakeholders and brings brilliance to society.

Stakeholders

- Children and people around the world to whom our works are delivered
- Employees, business partners, investors and other stakeholders
- Industry and the whole society

Branding challenges

Enhanced recognition, differentiation and entry into new markets

Improved customer loyalty and marketing effectiveness

Toei Animation

Improved employee motivation, trust and credibility

Foundation for sustainable growth

- Build world-class brand assets
- Increased employees' pride and engagement
- Establish social trust

Initiatives for Social Value Creation

As we expand our business globally, we will globally expand our efforts to build value rooted in society.

Environmentally friendly animation business

Recognizing the need to promote a sustainability strategy which is essential for increasing long-term corporate value, we are working to reduce CO_2 emissions at our head office and production studios, and are developing an environmentally friendly animation business.

- Eco-friendly studios
- Achieved a 25% reduction in paper resources and CO_2 emissions

Global business development and coexistence with society

Through our animation business, we connect people and cultures and contribute to the sustainable development of society. We also promote the development of diverse human resources and cultural exchange through recruitment and collaborative activities with educational institutions around the world.

- Contribute to industry through job creation and human resource development in various parts of the world
- A working environment focused on industrial sustainability
Human resource development for the future

Creation of social value = The source of sustainable growth

A governance style that supports sound business operation

To achieve sustainable growth and increase corporate value over the medium to long term, we place the highest priority on continuous enhancement of corporate governance as a foundation for ensuring sound, transparent and efficient management, and thus are working to build an effective structure.

- Creation of a special committee
Enhancement of corporate governance
Proper management with external neutrality

Contribution to new industrial fields in the Middle East

Through the regional development of the entertainment and cultural industries, we support industrial diversification and human resource development in the Middle East, and contribute to the region's transition away from an oil-dependent society.

- Contributing as a bridge to new industrial fields in the Middle East

5. In Conclusion: Message to Investors

Three KPIs Set Out in the Medium-Term Management Plan (Growth x Investment x Return)

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

1. Revenue growth (growth)	2. Solid growth investment (investment)	3. Improving shareholder returns (returns)
Net sales 200 billion yen (*1)	Strategic investment About 200 billion yen (*2)	Total payout ratio Around 50% (*1)
Operating profit 50 billion yen (*1)	Including inorganic About 50 billion yen (*2)	Dividend payout ratio 40% or more (*3)
ROE About 15% (*1)	Equity ratio 70% or more (*3)	Stable dividends (The lower limit to be set) (*3)

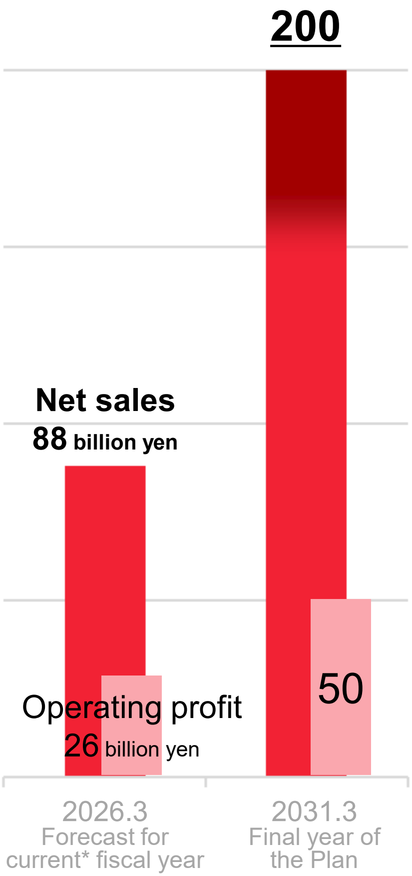
KPIs are as of the final fiscal year of the Medium-Term Management Plan or on a cumulative basis for the Plan period and the timing and units differ.
*1 Targets of the final fiscal year of the Plan (FY2031.3) *2 Expected cumulative investment of the Plan period (from FY2026.3 to FY2031.3) *3 Policy values throughout the Plan period (dividend and total payout ratio)

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 will establish strong IP, strong overseas business and solid revenue base.

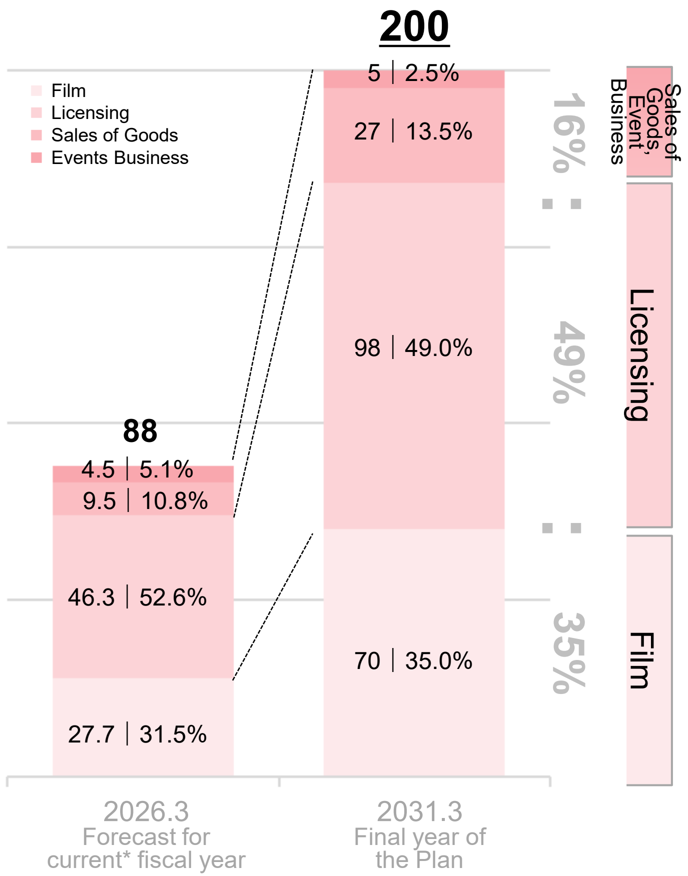
Strategic growth

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



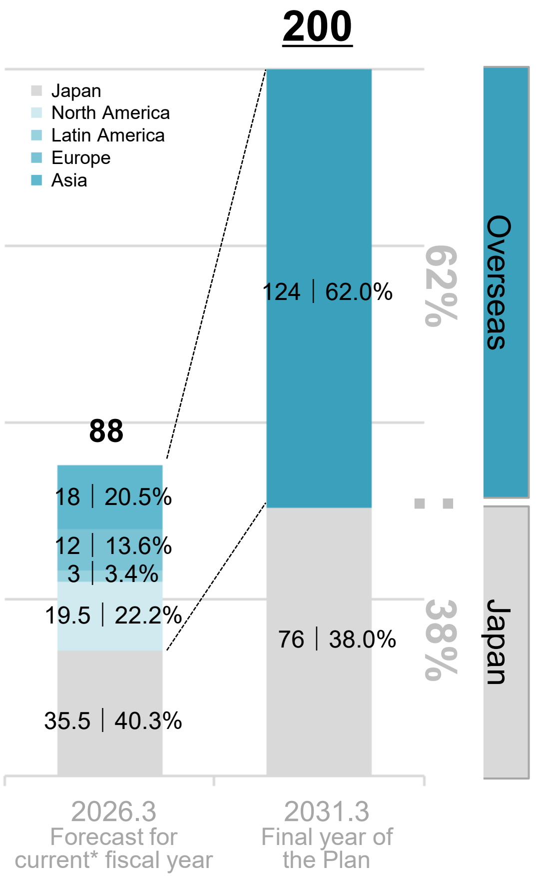
Growth by segment

- 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.



*This page is reference information for quantitative targets for the final fiscal year of the Plan (FY2031.3) and presents the latest forecast of FY2026.3 available for disclosure as comparison. The figures include future projection and may differ from the results significantly.

By realizing VISION2030,

we will continue to make a great leap forward as a world-renowned brand.

TOEI ANIMATION CO.,LTD.

[Precautions regarding outlooks]

The descriptions contained 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 undertake or warrant that the estimated figures, strategies or measures will necessarily be achieved.

※This document is made in Japanese and translated into English. The Japanese text is the original and the English text is for reference purposes. If there is any conflict or inconsistency between these two texts, the Japanese text shall prevail.