



TOEI COMPANY, LTD.

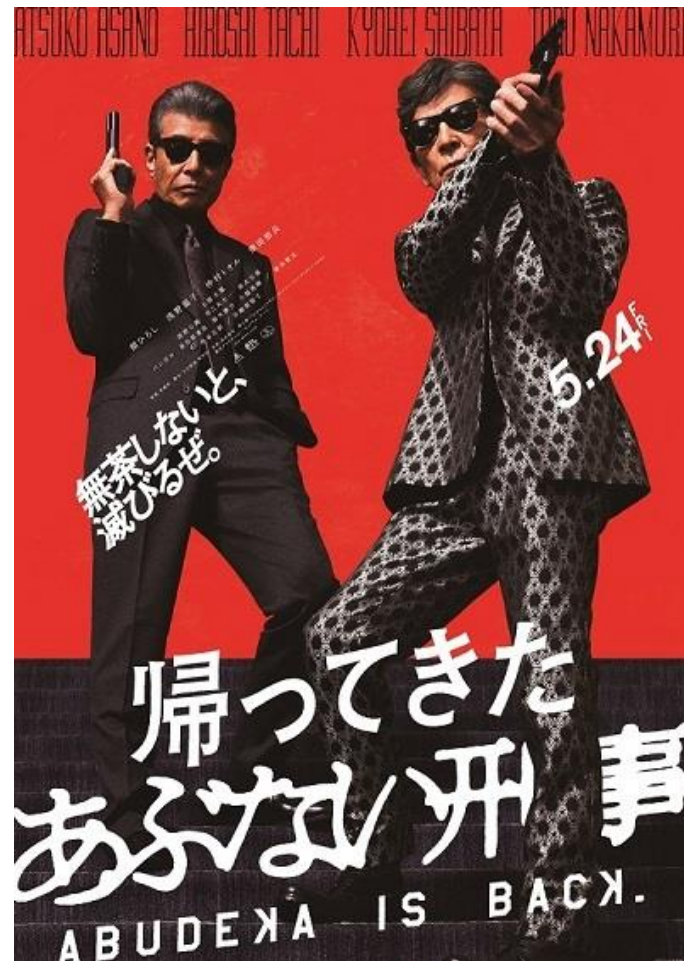
FY2024 Financial Results Presentation Material



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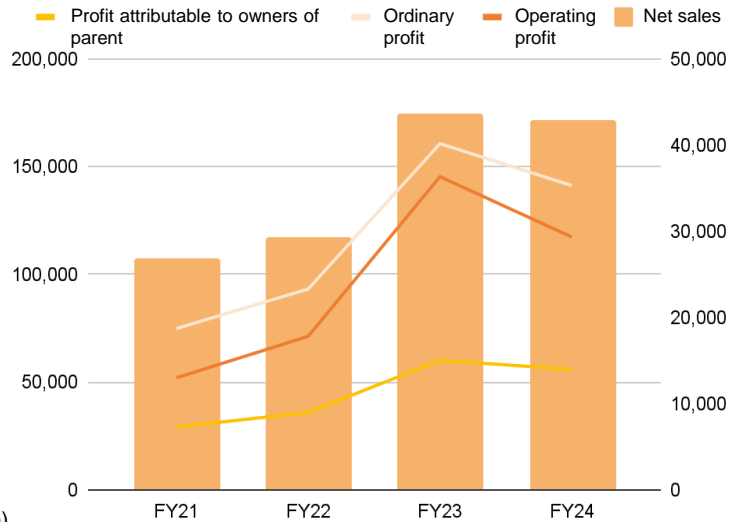


FY2024 Consolidated Financial Results

(Millions of yen)	FY21	FY22	FY23	FY24	Year-on-year change	
Net sales	107,648	117,539	174,358	171,345	(3,013)	(1.7%)
Cost of sales	67,752	70,550	102,906	104,452	1,546	1.5%
Selling, general and administrative expenses	26,898	29,178	35,113	37,550	2,437	6.9%
Operating profit	12,997	17,810	36,339	29,342	(6,996)	(19.3%)
Ordinary profit	18,716	23,303	40,172	35,317	(4,855)	(12.1%)
Profit attributable to owners of parent	7,284	8,977	15,025	13,971	(1,053)	(7.0%)

from April 2023 to March 2024

Net sales



(Millions of yen)

Profit

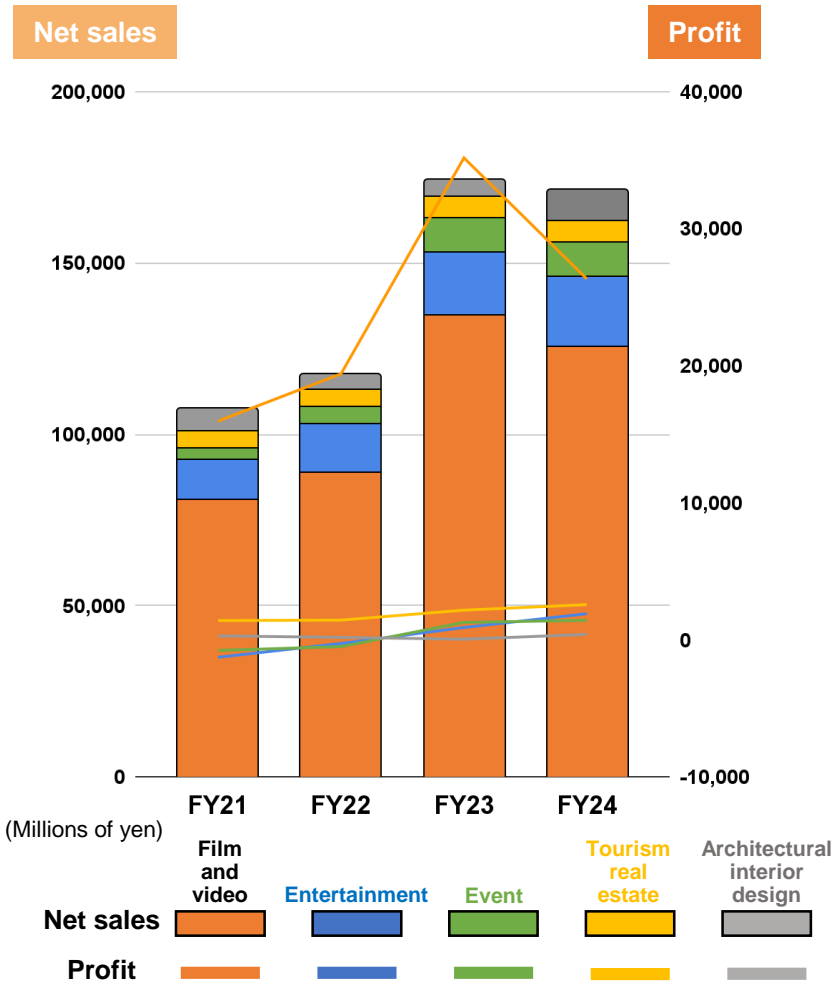
- Net sales: 171,345 million yen (down 1.7% year on year)
- Operating profit: 29,342 million yen (down 19.3% year on year)
- Ordinary profit: 35,317 million yen (down 12.1% year on year)
- Profit attributable to owners of parent: 13,971 million yen (down 7.0% year on year)

⇒ Net sales, operating profit, ordinary profit and profit attributable to owners of parent were second only to the same period in FY2023, which set record highs.

<Analysis>

- IP Multi-use of operations performed well (product sales, copyright license sales, broadcasting and streaming rights license sales, overseas sales, etc.)
- *THE FIRST SLAM DUNK* that released on December 3, 2022 kept to perform.
- *IDOLiSH7 the Movie*; *LIVE 4bit BEYOND THE PERiOD*, *Fly Me to The Saitama: From Biwa Lake With Love*, *The Birth of KITARO: The Mystery of GeGeGe*, and *Precure All Stars F The Movie* were all big hits.

FY2024 Analytics by Segment (consolidated) [Overall]



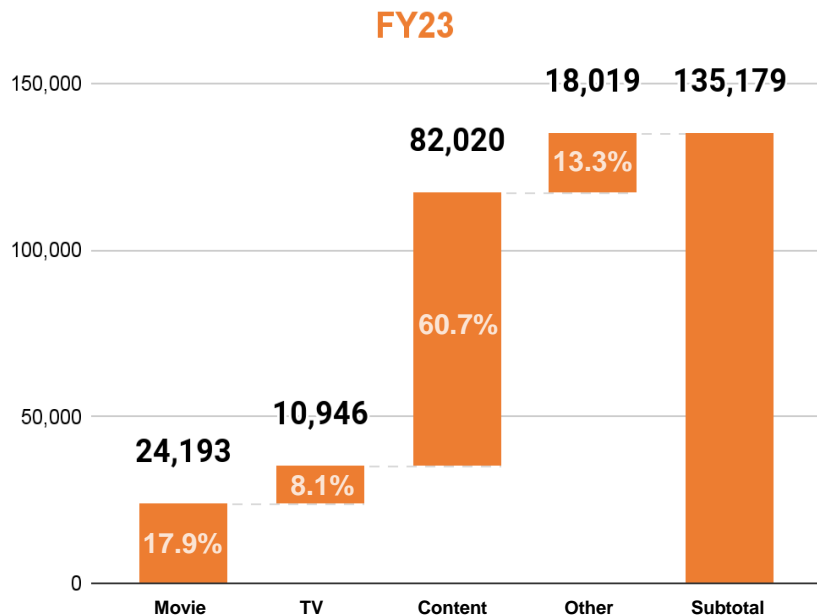
Segment	Sub-segment	FY23	FY24	Change	Percentage Change	Percentage of Sub-segment / Segment
Film and video-related business	Movie	24,193	9,860	(14,332)	(59.2%)	7.8%
	TV	10,946	10,556	(389)	(3.6%)	8.4%
	Content	82,020	84,157	2,136	2.6%	66.8%
	Other	18,019	21,405	3,386	18.8%	17%
	Total net sales	135,179	125,980	(9,199)	(6.8%)	100%
	Total profit	35,167	26,333	(8,834)	(25.1%)	
Entertainment-related business	Total net sales	18,449	20,174	1,724	9.3%	100%
	Total profit	900	1,907	1,007	112.0%	
Event-related business	Event	8,201	8,301	99	1.2%	82.3%
	Toei Kyoto Studio Park	1,813	1,783	(29)	(1.7%)	17.7%
	Total net sales	10,015	10,085	70	0.7%	
	Total profit	1,276	1,422	146	11.4%	
Tourism real estate-related business	Real estate leasing	4,310	4,386	76	1.8%	67.5%
	Hotel	1,657	2,107	450	27.2%	32.5%
	Total net sales	5,967	6,494	527	8.8%	100%
	Total profit	2,168	2,569	400	18.5%	
Architectural interior design-related business	Total net sales	4,746	8,610	3,864	81.4%	100%
	Total profit	48	397	349	723.9%	
Total net sales		174,358	171,345	(3,013)	(1.7%)	
Adjustment amount		(3,222)	(3,288)	(66)		
Total profit		36,339	29,342	(6,996)	(19.3%)	

(Millions of yen)

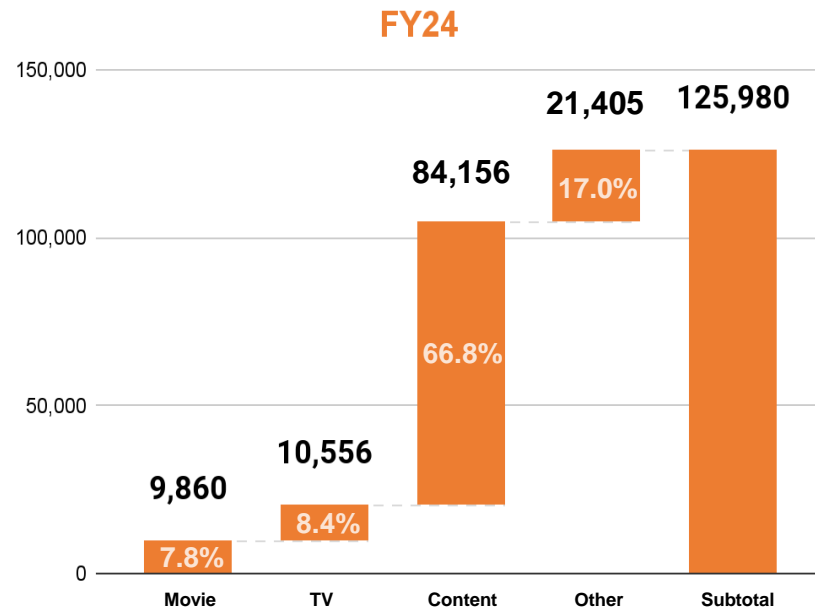
FY2024 Analytics (consolidated) [Film and Video-Related Business]

(Millions of yen)		FY23	FY24	Change	
Film and video-related business	Net sales	135,179	125,980	(9,199)	(6.8%)
	Profit	35,167	26,333	(8,834)	(25.1%)

Sales by Sub-Segment



- Content business:** Net sales 84,156million yen (up 2.6% year on year)
 In addition to overseas copyright revenues and domestic video streaming of animation titles, videogram sales of *THE FIRST SLAM DUNK* were also strong.
- Other businesses:** Net sales of 21,405 million yen (up 18.8% year on year)
 Revenue from sales of merchandise relating to animations such as the *ONE PIECE* and *Precure* series and event revenue were strong.
- Movie business:** Net sales of 986 million yen (down 59.2% year on year)
 Movie business sales suffered a decline in reaction to the previous fiscal year, when multiple hit movies were released.
- We posted losses on valuation of inventories for *KNIGHTS OF THE ZODIAC*, which was released in the first quarter.



Sub-segment

[Movie] Net sales 9,860 million yen / down 59.2% year on year

- Distribution of 40 works produced in collaboration with other production companies
- *IDOLiSH7 the Movie; LIVE 4bit BEYOND THE PERIOD, The Birth of KITARO: The Mystery of GeGeGe, Fly Me to The Saitama: From Biwa Lake With Love, G-MEN, and Precure All Stars F The Movie* were all big hits.
- *THE FIRST SLAM DUNK* (released on December 3, 2022 / the previous consolidated fiscal year) continued to perform well.



About EITEKI (The Japan Film Production Appropriateness Organization)

The EITEKI certification system was launched in April 2023. The first and second titles certified were *KAMEN RIDER GEATS THE MOVIE*, *KING-OHGER THE MOVIE*.

We proceed preparations of production from the planning stages based on EITEKI guidelines, to improve the production environment so that all staff can work in comfort and peace of mind, and managing budgets appropriately.

Learn more <https://eiteki.org/>



Strengthening planning and production capabilities

- To strengthen planning and production capabilities, in addition initiative to organize the annual film line-up strategically, making efforts to discover new talent through the Challenge Project and art department recruitment, and the establishment of the Production Department's TV & VOD Planning & Sales Unit (Scriptwriters Team) (see page 16).
- We implement the training (see page 17) of producers who can create competitive projects overseas, and have strengthened our planning capabilities to be active in the world market.

FY2024 Sales Report of Main Titles [Film and Video-Related Business]

Movie

Monthly Gross

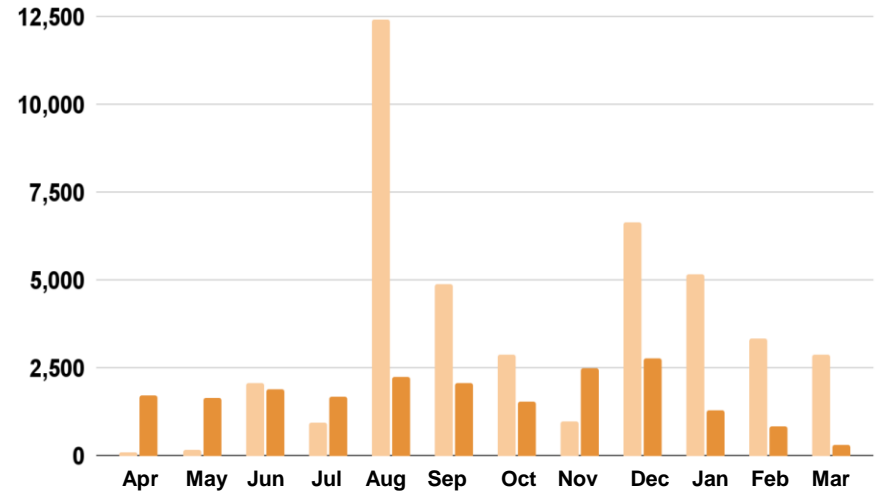
(100 million yen)	FY23	FY24	Year-on-year change	FY2024 main titles by month
Apr	0.8	17.1	2030.5%	THE FIRST SLAM DUNK, SHIN KAMEN RIDER and KNIGHTS OF THE ZODIAC
May	1.6	16.5	979.6%	THE FIRST SLAM DUNK, IDOLiSH7 the Movie; LIVE 4bit BEYOND THE PERIOD, SHIN KAMEN RIDER and ADULTHOOD FRIENDS
Jun	20.6	18.8	91.1%	IDOLiSH7 the Movie; LIVE 4bit BEYOND THE PERIOD, THE FIRST SLAM DUNK and Pretty Guardian Sailor Moon Cosmos The Movie Part 1 and Part 2
Jul	9.5	16.8	176.6%	IDOLiSH7 the Movie; LIVE 4bit BEYOND THE PERIOD, THE FIRST SLAM DUNK and KAMEN RIDER GEATS THE MOVIE/ KING-0HGER THE MOVIE
Aug	124.3	22.5	18.2%	THE FIRST SLAM DUNK Revolver LILY, IDOLiSH7 the Movie; LIVE 4bit BEYOND THE PERIOD and G-MEN
Sep	48.7	20.8	42.8%	Precure All Stars F The Movie, G-MEN, THE FORBIDDEN PLAY and IDOLiSH7 the Movie; LIVE 4bit BEYOND THE PERIOD
Oct	28.8	15.5	54.0%	Precure All Stars F The Movie, BAD LANDS, ONE PIECE FILM RED and KYRIE
Nov	9.8	25.0	255.0%	Fly Me to The Saitama: From Biwa Lake With Love, The Birth of KITARO: The Mystery of GeGeGe, THE INNOCENT GAME and ONE PIECE FILM RED
Dec	66.4	27.9	42.0%	Fly Me to The Saitama: From Biwa Lake With Love, The Birth of KITARO: The Mystery of GeGeGe, and KAMEN RIDER THE WINTER MOVIE GOTCHARD & GEATS Strongest Chemy★Great Gotcha Operation
Jan	51.8	13.0	25.3%	The Birth of KITARO: The Mystery of GeGeGe, Fly Me to The Saitama: From Biwa Lake With Love, KAMEN RIDER THE WINTER MOVIE and THE FIRST SLAM DUNK
Feb	33.3	8.2	24.8%	Don't Lose Your Head!, The Birth of KITARO: The Mystery of GeGeGe, Precure All Stars F The Movie and Fly Me to Saitama: From Biwa Lake With Love
Mar	28.7	3.2	11.2%	Butt Detective The Movie Farewell, My Lovely Partner, Butt Detective, Don't Lose Your Head! and The Birth of KITARO: The Mystery of GeGeGe
Total	424.3	205.3	48.3%	

FY24 Main titles	Release date	FY24 Grossing (100 million of yen)
『THE FIRST SLAM DUNK』	December 3, 2022	33.2 (Total box office revenue : 159.5)
IDOLiSH7 the Movie; LIVE 4bit BEYOND THE PERIOD	May 20	29.6
Precure All Stars F The Movie	September 15	15.3
Birth of KITARO: Mystery of GeGeGe	November 17	27.8
Fly Me to Saitama: From Biwa Lake With Love	November 23	23.8

*Figures are for the period April 1, 2023 – March 31, 2024.

Monthly Gross (Chart)

■ FY23 ■ FY24



(Millions of yen)

Sub-segment

[TV] Net sales 10,556 million yen / down 3.6% year on year

Series broadcast from January to March 2024

From September 3, 2023: *KAMEN RIDER GOTCHARD* (TV Asahi)

From October 18, 2023: *AIBOU* Season 22 (TV Asahi)

From January 18, 2024: *OHOKU* (Fuji TV)

From March 3, 2024: *BOONBOONGER* (TV Asahi)



- Number of dramas produced: 363 in total
- 60-minute titles: 49, including *AIBOU* and *Woman of S.R.I.*, etc.
- 30-minute titles: 295, *KAMEN RIDER GEATS* and *Soaring Sky ! Precure*
- Special titles: 19, including Seicho Matsumoto Drama Premium *The Face*, *Glass Castle*, etc.



- Sales of merchandising rights for characters
- *OHSAMA SENTAII KING –OHGER*, *KAMEN RIDER GEATS*, *KAMEN RIDER GOTCHARD*, etc.



Strengthening production capabilities

- Production of large-scale specials for TV

REIGEN OHATSU, *BLACK JACK*, and *Seicho Matsumoto Premium Drama: The Face* and *Glass Castle*

- Production for streaming

On TELASA, FOD and Amazon Prime Video
 【*OSHI NO KO*】 (under production) and other titles



Strengthening planning, production, and commercialization of tokusatsu works

- Production system with looking ahead of secondary use

We are reviewing our production system, to expand multi-use rollout, with taking secondary usage into account from the planning stages.

- YouTube channel aimed at toddlers

In February 2024, we launched two YouTube channels: *SENTAI RIDER Kids Channel* and *BOONBOOMGER Channel [SUPER SENTAII Series Official]*. In response to the fact that not only TV but also streaming is attracting attention under the viewing environment for young children, we are now streaming content specialized toward toddlers.



For details, refer to <https://www.ride-kamens.com/>

- Approach to new demographics

Release of the newly *RIDE KAMENS* smartphone game is planned for early summer 2024. With this game, we aim to reach demographics that had not been the fan base of the existing *KAMEN RIDER* series.

Sub-segment

[Content] Net sales 84,156 million yen / up 2.6% year on year

- In addition to selling terrestrial, BS and CS broadcasting rights and DVD/Blu-ray rights for theatrical films, etc., we supplied visual content to video streaming services.
- Sales of broadcasting rights for old TV period dramas and the *AIBOU* television film series and sales of streaming rights to Amazon Prime Video and other streaming service providers were strong.
- In the animation business, the overseas screening rights for *THE FIRST SLAM DUNK* and the overseas distribution (streaming) rights for *ONE PIECE* sold well.

[Streaming (Domestic)]

- Sales of streaming rights for large-scale works such as *THE LEGEND & BUTTERFLY*, *SHIN KAMEN RIDER*, and *Revolver LILY* led sales.
- The Toei Tokusatsu Fan Club (owned media) saw an increase in membership as a result of addition of multiple original titles.

[Broadcasting (Domestic)]

- Series titles such as *AIBOU*, *The Woman of S.R.I.*, *Investigation of Crime Scene Evidences*, *Dangerous Cops*, *Magical DoReMi*, and *DIGIMONADVENTURE* drove operations.

[Blu-ray/DVD (Domestic)]

- The industry as a whole is shrinking.
- 251 titles sold, including DVDs and Blu-ray
- Big hit titles such as *THE FIRST SLAM DUNK* and *ONE PIECE FILM RED* were the main driving force in sales, with net sales increasing by approximately 1.4 times year on year.

[Overseas]

- Live-action theatrical movies: Sales were driven by sales of overseas streaming rights for titles such as *THE LEGEND & BUTTERFLY* and *SHIN KAMEN RIDER*.
- Live-action TV programs: Sales of TV programs and merchandising rights for Asia were strong such as *AVATARO SENTA* and *DONBROTHERS*.
- Import and sales: Sales of television rights for foreign films such as *BOHEMIAN RHAPSODY* and *THE REVENANT* were strong.
- Animation: Sales of overseas screening rights for *THE FIRST SLAM DUNK* and the overseas distribution (streaming) rights for *ONE PIECE* sold well.

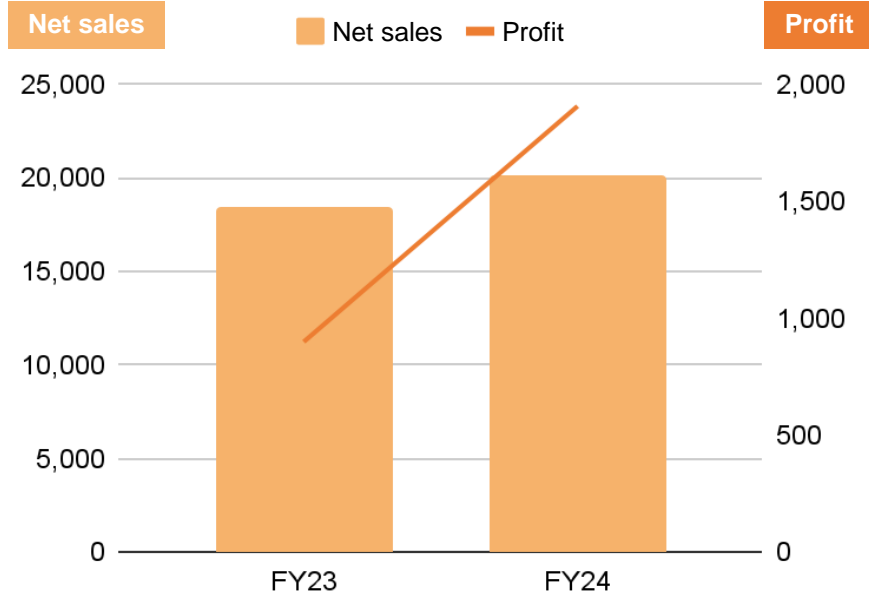
[Other] Net sales 21,450 million yen / up 18.8% year on year

- Sales of *THE FIRST SLAM DUNK* merchandise were strong, and the Mugiwara Store (*ONE PIECE* store) performed well due to inbound demand.



FY2024 Analytics (consolidated)[Entertainment-Related Business]

(Millions of yen)		FY23	FY24	Change	
Entertainment-related business	Net sales	18,449	20,174	1,724	9.3%
	Profit	900	1,907	1,007	112.0%



- Cinema complexes operated by T-Joy Co., Ltd. performed well.
- The company operates a network of 220 cinema screens (including two screens directly managed by Toei) *as of the end of the current consolidated fiscal year.
- Box office revenues are recovering in earnest after the pandemic.
- Directly operated cinemas: Of all screened titles, *THE FIRST SLAM DUNK IDOLiSH7 the Movie*; *LIVE 4bit BEYOND THE PERIOD* performed well.
- T-Joy: Big hit titles released in the first quarter, namely *The Super Mario Bros. Movie* and *Detective Conan: Black Iron Submarine* drove business results. The increase in SG&A expenses was also suppressed by strengthening cost control.
- There is a strong trend of animated titles becoming hits, but a recovery in live action films and foreign films is yet to come.

[New business openings and differentiation strategies]

- New opening of T-Joy Emi Terrace Tokorozawa

T-Joy Emi Terrace Tokorozawa (12 screen cinema) is scheduled to open at Emi Terrace Tokorozawa in September 2024. As well as state-of-the-art IMAX® Laser screening equipment, the cinema is also equipped with the ScreenX three-screen multi-projection movie projection system, and Dolby Atmos® surround sound technology to provide a wide variety of entertainment experiences, with a stunningly immersive sense of realism.

* The cinema will be jointly operated by Seibu Realty Solutions Inc. and Shochiku Multiplex Theaters, Ltd.

<https://tjoy.co.jp/news/info/528>

- T-Joy Kyoto introduces ScreenX

From June 2024 T-Joy Kyoto will introduce ScreenX .

Introducing Dolby Atmos® at the same theater, it will supply enable unprecedented movie experiences for cinema users. ^{ScreenX}

<https://tjoy.co.jp/news/info/525>

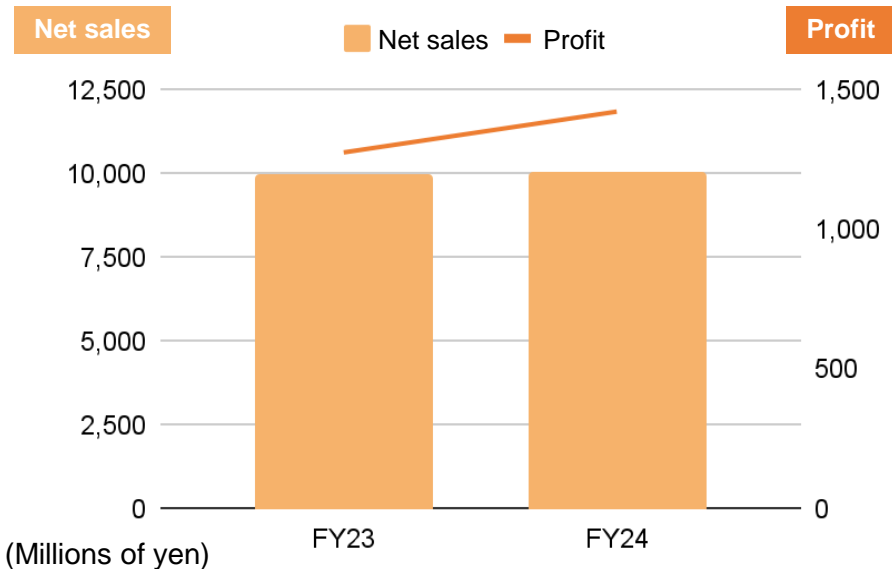


Going forward, T-Joy will continue to expand its business by opening new cinemas and actively introduce large formats, to differentiate itself from surrounding theaters and increase the added value of its cinemas.

(Millions of yen)

(Millions of yen)		FY23	FY24	Change	
Event-related business	Net sales	10,015	10,085	70	0.7%
	Profit	1,276	1,422	146	11.4%

- Event business
We held a variety of events, including *Fist of the North Star 40th Anniversary Original Art Exhibition* and *AVATARO SENTAII DONBROTHERS FINAL LIVE TOUR2023*, along with various genres of exhibitions, live events, stage performances, and popular character shows.
- Merchandise business
Sales of movie-related merchandise, mail-order sales of event merchandise through online sites, and sales of character merchandise at Kamen Rider stores, etc.
- Toei Kyoto Studio Park performed well.



Sub-segment [Event]

Net sales 8,301 million yen / up 1.2% year on year

- Event business
-Tokusatsu series-related live *AVATARO SENTAII DONBROTHERS FINAL LIVE TOUR2023* and *KAMEN RIDER GEATS FINAL STAGE* both achieved record net sales and profits.
-Other events such as "CHO-EIYUSAI" *KAMEN RIDER x SUPER SENTAII LIVE & SHOW 2024* and *KAMEN RIDER 50 YEARS EXHIBITION* also contributed to profits.
- Merchandise business
Merchandise for *SHIN KAMEN RIDER*, *THE FIRST SLAM DUNK*, *ONE PIECE FILM RED* rescreen, and *Precure Allstars Fall* contributed to profits.

[Expanding of the merchandise business]

Increased earnings in the merchandise business through nationwide expansion of stores and mail-order business

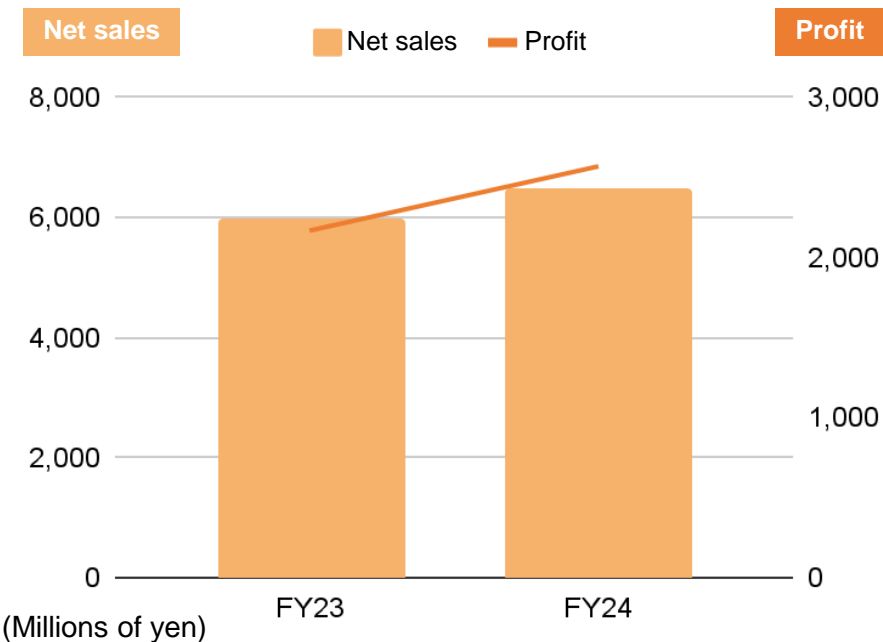
- Mail-order business
We significantly expanded our mail-order business, ranging from theatrical movie merchandise to event merchandise.
- KAMEN RIDER Store
We opened a second store in Osaka in February, following on from Tokyo. Pop-up stores were rolled out across Japan as well. Sales at the Tokyo store were up to 124% (+24%) year-on-year.
We have also begun to roll out pop-up stores for the *SUPER SENTAII* series.
- FY2025
We plan to co-host *ONE PIECE EMOTION* and other collaborative events together with Toei Animation to enhance merchandise production.



Sub-segment [Toei Kyoto Studio Park]

Net sales 1,783 million yen / down 1.7% year on year

(Millions of yen)		FY23	FY24	Change	
Tourism real estate-related business	Net sales	5,967	6,494	527	8.8%
	Profit	2,168	2,569	400	18.5%



Sub-segment

[Real estate leasing] Net sales 4,386 million yen / up 1.8% year on year

- Leased facilities in the Greater Tokyo area, including Shibuya Toei Plaza, Oz Studio City, and Shinjuku 3-chome East Building, etc., performed well.
- The percentage rent of tenant cinema complexes increased as a result of strong box office performance.
- Real estate properties in the Greater Tokyo area are generally performing well, and rental condominiums are performing particularly well.
- While challenging conditions continue in regional areas, Sendai Toei Plaza is doing well due to new store openings.

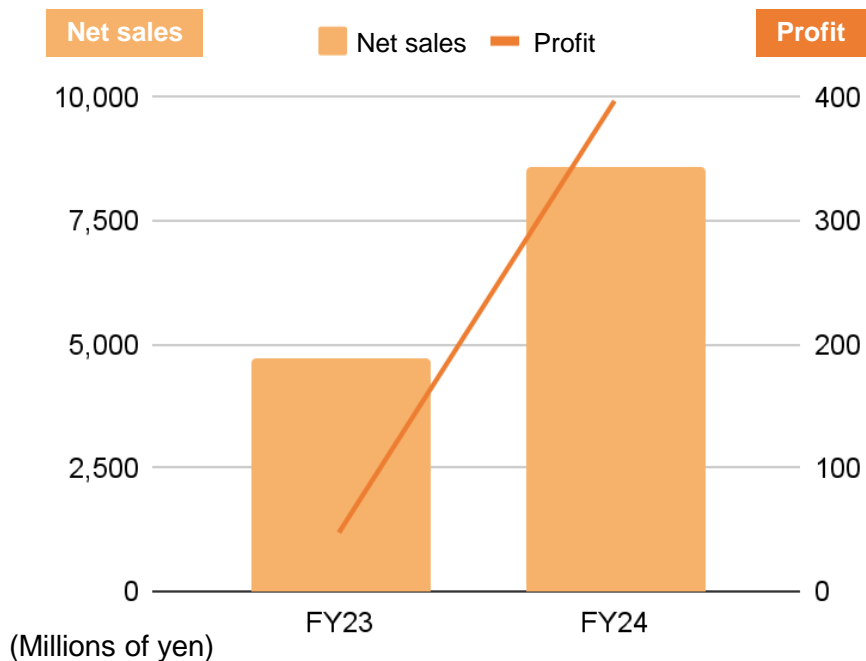
Sub-segment

[Hotel] Net sales 2,107 million yen / up 27.2% year on year

- Domestic travel demand has recovered rapidly because of the elimination of restrictions on activity due to the pandemic.
- The depreciation of the yen has led to an increase in the number of foreign tourists visiting Japan, resulting in record high profits. (*since April 2013)
- Increased costs due to soaring prices were absorbed by passing through for higher prices.
- In order to secure human resources, we will improve the efficiency of operations through DX.

FY2024 Analytics (consolidated) [Architectural Interior Design-Related Business]

(Millions of yen)		FY23	FY24	Change	
Architectural interior design-related business	Net sales	4,746	8,610	3,864	81.4%
	Profit	48	397	349	723.9%



- Toei Kenko Co., Ltd. received orders for new and renovated cinema complexes, as well as construction of senior health and care facilities, medical facilities, employment support facilities for people with disabilities, and condominium construction projects.
- In movie/video-related facilities, orders for high-spec theaters such as IMAX and ScreenX increased.
- Despite the effects of high construction material costs and energy prices, as well as rising labor costs, profits were secured through reliable estimates and appropriate construction periods.

FY2025 Future outlook

(Millions of yen)	FY2021	FY2022	FY2023	FY2024	FY2025	Year-on-year change
Net sales	107,648	117,539	174,358	171,345	156,000	(9.0%)
Operating profit	12,997	17,810	36,339	29,342	24,400	(16.8%)
Ordinary profit	18,716	23,303	40,172	35,317	27,700	(21.6%)
Profit attributable to owners of parent	7,284	8,977	15,025	13,971	10,800	(22.7%)

(Percentages represent year-on-year changes.)

-Theater revenues are expected to decrease from the previous year, but the overall business environment is expected to remain favorable.

- Costs are expected to increase given aggressive investments, such as video business investments and human capital, as well as real estate redevelopment to strengthen the management base to support sustainable growth.

-Aiming to expand earnings by producing hit movies and developing IP for multiple uses.

Reference

The Toei Group's Business Model

(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**

Original productions



Adaptations



Film production infrastructure

- One-stop system from shooting to post-production



(3) Franchise out content to increase points of contact

Aim to maximize the revenue generated by IPs

Revenue maximization

Improved IP recognition
Creating fans, etc.

Increased points of contact

Piling up of profits



Piling up of profits



IP

(2) Develop multi-use

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

Distribution

Box office

TV broadcasting

Streaming

DVD Blu-ray

Merchandising

Book adaptation

Game adaptation

Event adaptation

Stage adaptation

Overseas development



T-Joy Co., Ltd.



Toei Online Store



Toei Tokusatsu
YouTube channel

Main Initiatives

- Real estate-related
 - Redevelopment of Toei Hall (Ginza, Tokyo)
 - Redevelopment of Toei Kyoto Studio Park (Kyoto)

- Strengthening film business
 - Establishment of Marketing Office, Motion Picture Programming Department
 - Establishment of TV & VOD Planning & Sales Unit (Scriptwriters), Production Department, Kyoto Studios

- Overseas development
 - Establishment of International Division, Production & Strategy
 - Producer training for overseas business
 - *DRAGON BALL* theme park in Saudi Arabia
 - Update on remake of *100 Yen Love* in China

- D&I
 - D&I Project started: Toei BRAVE Declaration

- Social contribution
 - Digital remaster of *DEVIL'S FLUTE* (1954)
 - Free charity streaming in aid of The 2024 Noto Peninsula Earthquake

Redevelopment of Toei Hall (Ginza, Tokyo)

At a meeting of the Board of Directors held on May 15, 2024, the Company decided to rebuild and redevelop due to the aging Toei Hall (Ginza, Tokyo).

[Redevelopment Overview]

- Location
3-2-17, Chuo-ku, Tokyo, Japan
- Site area
1,100.81 m² (332.99 tsubo)
- Details of development
Hotel and retail (plan)
- Development period
2025 - 2029 (plan)
- Operation of Marunouchi TOEI 1 and TOEI 2 (directly managed theaters)
These theaters will close around summer 2025, along with the relocation of the head office.



The Group's box office business will be continued through the operation of cinema complexes (218 screens* as of May 15, 2024) by T-Joy Co., Ltd., a Group company.

Redevelopment of Toei Kyoto Studio Park (Kyoto)

To coincide with its 50th anniversary, Toei Kyoto Studio Park will undertake a complete renovation of the park, aiming to utilize period drama assets such as art sets, costumes and actors unique to Toei, while responding to changing social conditions and consumer needs.

[Development Overview]

- Development period
 - April 2024: Start of phase 1 construction
 - Autumn 2025: Opening of the phase 1 renovated area
 - 2028: Completion of all three construction phases
- Total project cost
12 billion yen
- Targets
 - Families
 - Women and couples in their 20s and 30s
 - Inbound tourists



- Key points of renovation
 - Converting Toei Kyoto Studio Park into a facility where visitors can experience an immersive experience of Edo-period Kyoto (period-themed hot bath/spa facilities, store operation by cast members in costume, guest participation-type greetings/shows, etc.)
 - We will also introduce regular nighttime operation at the Uzumasa Edo Sakaba and will expand the nighttime economy in Kyoto.

Medium- to long-term vision: TOEI NEW WAVE 2033
Key Strategies [4] Reinforcing the management foundations that support sustainable challenges and growth
(1) Investment strategy to strengthen business foundation

Establishment of Marketing Office, Motion Picture Programming Department

The **Marketing Office, Motion Picture Programming Department**, was established in April 1, 2023, for the purpose of planning more appealing titles.

The office will clarify target audiences based on the data it gathers, and lay solid groundwork for creating more surefire hit movie projects.



Establishment of TV & VOD Planning & Sales Unit (Scriptwriters), Production Department, Kyoto Studios

The **TV & VOD Planning & Sales Unit (Scriptwriters), Production Department, Kyoto Studios**, was established on April 1, 2024.

The unit will promote human resources from within the company who make an immediate contribution, such as winners of scenario award. The unit will write programming proposals, plots, and scripts, and perform other general work relating to them.



Medium- to long-term vision: TOEI NEW WAVE 2033
Key Strategies[1] Maximizing visual content business revenue
(1) Strengthening planning and production capabilities

Establishment of International Division, Production & Strategy

International Division, Production & Strategy was established on April 1, 2024, with the aim of further expansion of our visual content sales worldwide .

In addition to planning and developing works with an awareness of overseas rollout, the office will engage in active collaboration with overseas partners, such as localized-remakes of Toei works and international co-productions.

The office will work to produce stories that are loved all over the world.



Anney International Animation Film Festival

Producer training for overseas business

To **achieve our growth strategy of global expansion**, we engaged in training for producers to develop works overseas.

In addition to attending lectures by the International Division on overseas markets and business, some selected producers also participated in a Global Producer Development Program. The program aimed for producers aimed to learn the skills necessary for steering international co-productions and acquire know-how that can be used for pitching and drafting proposals overseas.

We will continue to provide regular training and work actively to foster producers who can compete overseas.



Scene of training

Medium- to long-term vision: TOEI NEW WAVE 2033
Key Strategies [2] Accelerate global rollout of content
[3] Increase investment in human capital to strengthen Visual Content Business

Toei Animation has signed an agreement on a strategic partnership with Qiddiya Investment Company (QIC)—wholly funded by the Public Investment Fund (PIF) of Saudi Arabia—to give shape to the dream of making the world of *DRAGON BALL* a reality. At the signing ceremony, a large 1/50 scale diorama reproduction of the Shenron Coaster planned to be built at the theme park was unveiled.



Right: Katsuhiro Takagi, President, Toei Animation
Left: Abdullah Aldawood, Managing Director, QIC



- The *DRAGON BALL* theme park will boast an area of over 500,000 square meters. The site, consisting of seven areas, will reproduce the buildings that appear in the animation, including the Kame House.
- The park will feature over 30 attractions in total, including a landmark giant Shenron dragon at its center, with a total height of around 70 m. Developers plan to build a large rollercoaster that will pass through the dragon's interior.
- Qiddiya City, where the *DRAGON BALL* theme park will be built, is the first city to be developed by QIC. Development is currently underway, in an area located around 40 minutes by car from Saudi Arabia's capital city, Riyadh. As a city "dedicated to play," it is expected to become a center of entertainment, sports, and culture in the country.



100 YEN LOVE (originally released on December 20, 2014, starring Sakura Ando, scripted by Shin Adachi, directed by Masaharu Take, and produced by Toei Video Company, Ltd.), won a total of 21 awards both domestically and internationally, including Japan Academy Film Prize Best Leading Actress and enjoyed an unprecedented run. The film was remade in China, under the English title of *YOLO* (You Only Live Once) / lead actor: Jia Ling, where it enjoyed an unstoppable run and became a **No.1 box office hit during Chinese New Year 2024** (February 10–18), after its release on February 10, 2024.



Left: Actors greet fans at a cinema in Shanghai on February 14 (Jia Ling is front row, fourth from right.)
Right: Jia Ling at a greeting in Hubei Province

On February 17, box office revenues in China exceeded 2.724 billion yuan (approx. 54.48 billion yen), **setting a record for the highest box office earnings for a Japanese movie remade in China!** The previous record for the biggest hit Japanese film remade in China, *The Magic Hour* (box office earnings: 2.627 billion yuan, approx. 53.38 billion yen), had already been broken on the eighth day after release.

As of April 10, **box office earnings were 3.46 billion yuan (approx. 72.59 billion yen)**, the **14th highest box office record in China's history**, making it a massive hit with the number of moviegoers exceeding **72 million**.

To date, **the film has been released in over 10 countries around the world, including other Asian countries**, and it was selected as the opening film of the Udine Far East Film Festival in Italy.

Since last fiscal year, we have been working to promote **D&I (Diversity and Inclusion)**.

Project members consist of employees with diverse experiences, working from the bottom up. The activities include a questionnaire survey that all employees were asked to take part in, the visualization of current internal issues and discussions with management. We experimented in the implementation of these activities to determine the direction of our diversity project.

In March 2024, we announced the D&I promotion slogan "**Toei BRAVE Declaration.**"

The slogan is instilled with the hope that we will bravely choose to change or remain unchanged, to accept each other, and to be open to new things in our D&I initiatives.

We call the current phase an introductory chapter, a subtitle, because we have just started our D&I journey, and we hope to start a new movement.

We select new project members each year so that we can gain different perspectives and expand our activities.

To reform the awareness of management personnel, we are providing all department heads and above, including executives, with diversity management training.

They acquire the capabilities and management skills necessary for bringing diverse individuals together and enabling them to collaborate to achieve objectives. They also continuously develop D&I-related management expertise, through efforts such as learning about the effects of D&I on organizational performance.

We will continue in our aim of becoming an innovative company through mutual respect among all employees.

The poster features a blue and white wavy background. At the top, it reads 'D&Iプロジェクト スローガン決定!' (D&I Project Slogan Decision!). Below this is the '東映 BRAVE 宣言' (Toei BRAVE Declaration) logo, where 'BRAVE' is written in large, bold letters with a rainbow triangle above the 'V'. Underneath the logo is a box containing the slogan: '“ダイバーシティの波” 起こせ!' (Let's create the wave of diversity!). Below the slogan, there are two red circles with white text: the left one says 'リスペクト 尊重 する心を持とう' (Respect, have a heart to respect) and the right one says 'エンパシー 共感 を大切にしよう' (Empathy, value it). Below these circles is the word 'BRAVE 勇気' (BRAVE, courage). At the bottom, it says '多様なメンバーがもっと活躍できる△を目指して' (Aiming for a triangle where diverse members can thrive more) and 'D&Iプロジェクト 1期生一同' (D&I Project 1st Generation).

Medium- to long-term vision: TOEI NEW WAVE 2033
 Key Strategies[3] Increase investment in human capital to strengthen Visual Content Business
 [4] Reinforcing the management foundations that support sustainable challenges and growth
 (3) Sustainability initiatives

Digital remaster of *DEVIL'S FLUTE* (1954)

DEVIL'S FLUTE(1954) is Toei horror epic film starring Chiezo Kataoka who is a star of period drama .The film of this masterpiece was discovered and will come back to life in digital data.



The original master film of *Devil's Flute* had disappeared for a long time, until Professor Tadayoshi Yamaguchi of Nishogakusha University discovered the 16mm film in his research in 2023. In 2024, the film returned to Toei for the first time in 70 years, in the form of a donation.

The donated 16mm film had deteriorated over the years with so-called "vinegar syndrome," with distortions as well as many other defects and scratches. It was therefore necessary to digitize the film as soon as possible.



We therefore launched a project to **restore the movie as digital data**, making full use of the latest restoration technologies and manual **skills of the professional staff of Toei Labo Tech Co., Ltd.** We are currently working diligently to reproduce the film with audio.

In this way, we hope to once again present this masterpiece from 70 years ago on the big screen, and pass on this piece of precious visual culture to future generations.

Free Charity Streaming in aid of The 2024 Noto Peninsula Earthquake

On our official YouTube channel [Toei Theater Online] (400,000 subscribers), we streamed three movies by Go Nagai, a native of Wajima, Ishikawa, for free for a limited time and donated all proceeds (advertising revenue, excluding expenses) to the Japanese Red Cross Society to aid in the recovery of areas affected by the 2024 Noto Peninsula Earthquake.

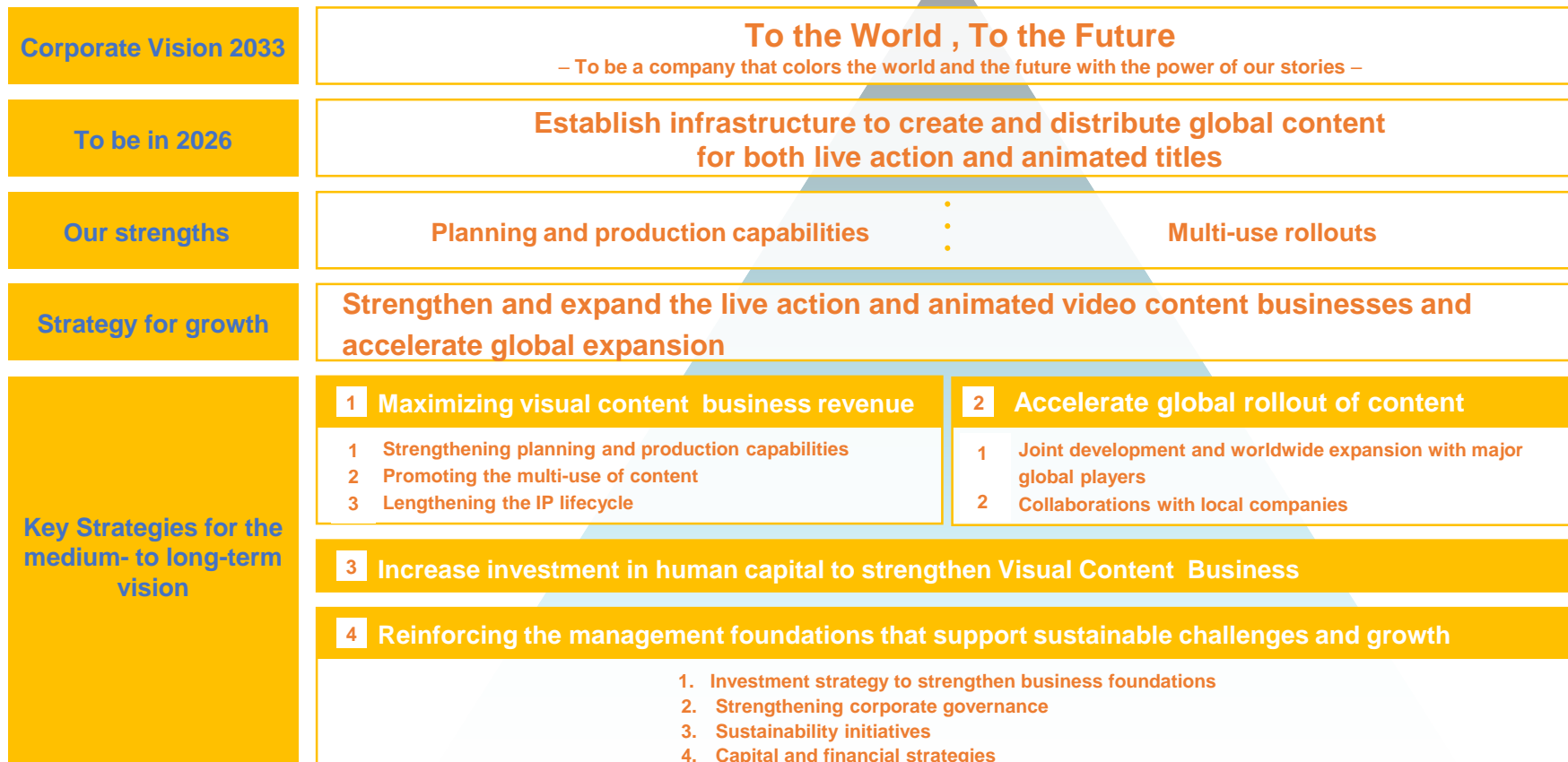


- (1) *MAZINGER Z VS. GENERAL DARK* (1974) February 22 – March 7, 2024
- (2) *GREAT MAZINGER VS. GETTA ROBOT* (1975) February 29 – March 14, 2024
- (3) *UFO ROBOT GRENDIZER VS. GREAT MAZINGER* (1976) March 7 – March 21, 2024

Toei Animation also streamed *Mazinger Z Movie: Infinity* on the company's YouTube Toei Anime Museum Channel for two weeks from January 26, 2024, and donated all proceeds (excluding expenses) to the city of Wajima.

We offer our heartfelt prayers that the recovery and reconstruction will progress speedily, and that peace will return to those affected by the earthquake as soon as possible.

Medium- to long-term vision: TOEI NEW WAVE 2033
Key Strategies[4] Reinforcing the Management Foundations That Support Sustainable Challenges and Growth
(3) Sustainability initiatives



Lineup of Releases

Movies

May 24, 2024 *Dangerous Cops -Home coming-*

June 7, 2024 『BELIEVE 日本バスケットを諦めなかった男たち』

July 19, 2024 *Run for Money THE MOVIE*

July 26, 2024 *KAMEN RIDER THE SUMMER MOVIE 2024 / GOTCHARD & BOONBOOMGER*

Sep 13, 2024 *Wonderful Precure! the Movie*

Jan 17, 2025 *MUROMACHI OUTSIDERS*

Mar 7, 2025 『35年目のラブレター』



TV

Sep 3, 2023 *KAMEN RIDER GOTCHARD*

Mar 3, 2024 *BOONBOONGER*

Apr 3, 2024 *Special Agent Unit 9 season7*



Streaming and Movie

Winter 2024 【OSHI NO KO】



- Series on Amazon Prime Video exclusive international distribution
- Movie Released nation-wide

Animation

Apr 5, 2024 *GIRLS BAND CRY*

Autumn 2024 *Dragon Ball DAIMA*



Lineup of Releases and Events

Streaming

- Apr 7, 2024 *KAMEN RIDER GAZER*
- May 5, 2024 *MASKED RIDER 555 MURDER CASE 2*
- May 12, 2024 *KAMEN RIDER OUTSIDERS EPI.5*
- Early Summer 2024 *DEKARANGER WITH TOMBO OHGER*



Events

- Apr 2024 onward *MINGEI: The Beauty of Everyday Things* in Tokyo, Toyama, Aichi, Fukuoka
- Apr 2024 onward *KEITH HARING : Art to the Streets* in Hyogo, Fukuoka, Aichi, Shizuoka, Ibaragi
- Apr 2024 onward *160th Anniversary of Publication ALICE'S ADVENTURES in WONDERLAND Exhibition* in Kanagawa, Osaka, Aichi
- July 2024 onward *FIST OF THE NORTH STAR 40TH ANNIVERSARY EXHIBITION 2* in Hyogo, Fukuoka
- July 2024 onward *Edo-Tokyo Museum Exhibition ~Discovering the Wonders of Edo-History 2* in Aichi, Shizuoka, Miyagi



Shows and Stages

- Apr & Aug 2024 *KAMEN RIDER x SUPER SENTAI W Hero Spring Festival / Summer Festival 2024* in Aichi, Tokyo
- May 2024 onward *KAMEN RIDER SUPER LIVE 2024* in Tottori, Kyoto, Ishikawa, Aichi, Nagano, Nara
- May 2024 onward *Wonderful Precure ! Let's Play Together! Wonderful World* in Osaka, Tokyo
- May 2024 onward *TOEI MOVIExSTAGE Harakiri Squad* in Tokyo, Kyoto, Aichi, Ishikawa
- May 2024 *Tokyo Revengers China Town Mission* in Kanagawa



Merchandise

- *KAMEN RIDER STORE TOKYO/OSAKA*



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