May 2026

Leading Animation, Enchanting People's Hearts, Evolving Always

Integrated Report

PERO'S REPORT 2025

TOEI ANIMATION CO.,LTD.

Management Philosophy

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

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

Scope of report

Toei Animation Co., Ltd. and its affiliates

Reporting period

This report covers the fiscal year ended March 31, 2025 (FY2025.3: April 1, 2024–March 31, 2025). It also includes information on some activities prior to and subsequent to this period. Unless otherwise stated, numerical information such as business performance and results is for FY2025.3 or as of March 31, 2025.

Notes on future forecasts

The contents of this report are based on judgements and assumptions made about currently available information. They do not constitute a firm promise or guarantee that the planned future estimates, strategies, or measures described will be realized.

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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.

1958 1963 1966 1972 1975 1986 1992 1993 1999 2004 2018 2020 2022 2023 2024

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



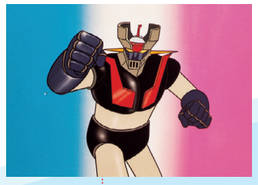
"KEN, THE WILD BOY"
Our first animated TV series





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

"MAZINGER Z"
A monumental giant robot anime series
The origin of character toys and other anime-related business





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

"SAINT SEIYA"





"DRAGON BALL"

"SAILORMOON"





"SLAM DUNK"

"ONE PIECE"



"DIGIMON ADVENTURE"
A mega hit broadcast in over 60 countries worldwide





"Precure" Series
A hugely popular series for girls

"Butt Detective"



"The Birth of Kitaro: The Mystery of GeGeGe"



"GIRLS BAND CRY"

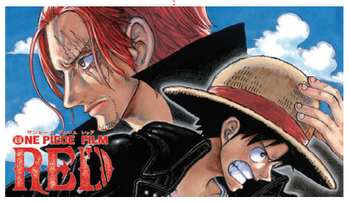




"FUSHIGI DAGASHIYA ZENITENDO"



"Dragon Ball Super: SUPER HERO"



"ONE PIECE FILM RED"



"THE FIRST SLAM DUNK"

1960s	1970s	1980s	1990s
"KEN, THE WILDBOY"	"DEVIL MAN"	"DR. SLUMP -ARALE"	"DRAGONQUEST: The Adventure of Dai"
"SALLY, THE WITCH"	"MAZINGER Z"	"PATALLIRO"	"SAILORMOON"
"GE-GE-GE NO KITARO"	"BABIL 2"	"MR. MUSCLEMAN"	"SLAM DUNK"
"CYBORG 009"	"CUTY HONEY"	"WINGMAN"	"MARMALADE BOY"
"THE SECRET OF AKKOCHAN"	"GETTA ROBOT"	"KEN, THE GREAT BEAR FIST"	"NUBE"
"TIGER MASK"	"UFO ROBOT GRENDIZER RAIDS"	"MAPLE TOWN STORY"	"HANA YORI DANGO"
	"IKKYU-SAN"	"DRAGON BALL"	"CUTY HONEY FLASH"
	"Space Pirate CAPTAIN HARLOCK"	"SAINT SEIYA"	"YOUNG KINDAICHI'S CASE BOOK"
	"GALAXY EXPRESS 999"	"BIKKURI MAN"	"CRAYON KINGDOM"
		"DEVIL BOY"	"MAGICAL DOREMI"
			"DIGIMON ADVENTURE"
			"ONE PIECE"

2000s	2010s	2020s
"NADJA"	"DIGIMON FUSION BATTLE"	"FUSHIGI DAGASHIYA ZENITENDO"
"GASH BELL!!"	"TORIKO"	"DRAGONQUEST: The Adventure of Dai"
"BOBOBO-BO BO-BOBO"	"SAINT SEIYA OMEGA"	"WORLD TRIGGER 3rd Season"
"PRECURE"	"DRILAND"	"DIGIMON GHOST GAME"
"BEET, THE VANDEL BUSTER"	"KYOUSOGIGA"	"RUN FOR MONEY THE GREATMISSION"
"DEMASHITA POWER PUFF GIRLS Z"	"MAJIN BONE"	"Wonderful Precure!"
"MO NO NO KE"	"SAILORMOON Crystal"	"GIRLS BAND CRY"
"HAKABA KITARO"	"WORLD TRIGGER"	
"MY 3 DAUGHTERS"	"DRAGON BALL SUPER"	
"DRAGON BALL KAI"	"DIGIMON UNIVERSE APPMONSTERS"	
"THRILLER RESTAURANT"	"TIGER MASK W"	
	"KADO: The Right Answer"	
	"GE-GE-GE NO KITARO"	
	"Butt Detective"	

Our Growth Trajectory and Cultivated Capabilities

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

— Capabilities we have cultivated —

World-class planning and production capabilities	Unparalleled sales and business expansion capabilities	Animations sweeping across the world
Create attractive contents as a hit maker	Offer our rich collection of contents for use in multiple fields	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- — Global growth driven by increased streaming viewership worldwide

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
- **2004** The digitalization of the video process started at TAP (Manila)
- **2018** Oizumi Studio completed
- **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

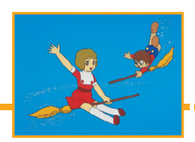


- **1973** A big hit with "MAZINGER Z" super alloy robot
- The licensing business in full swing
- Overseas bases established
- **2004** Sales subsidiaries set up in Los Angeles and Paris
- **2006** A representative office set up in Shanghai
- **1997** A sales subsidiary set up in Hong Kong
- Sales of app game rights growing worldwide
- Expansion of Overseas bases

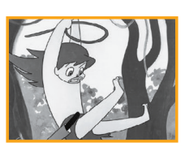
Film business



- **1958** Japan's first feature-length full-color animated film "THE WHITE SNAKE" released



- **1967** "SALLY, THE WITCH" broadcast as the first-ever full-color animated TV series



- **1963** Our first animated TV series "KEN, THE WILD BOY" shown on TV



- **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

Value Creation Process

Toei Animation boasts a wealth of production expertise accumulated over its corporate history spanning more than half a century. We began producing animations under the slogan "Aiming to become the Disney of the East," and we have created multiple contents that have captured the hearts of people worldwide. That has helped us become a leader of one-source, multi-use animation production with combined strengths in original manga comics, TV shows, and toys for children. Our growth stems from our ability to offer one-stop animation production that integrates all three processes of planning, production, and marketing. We have all the functions necessary for animation production in-house.

We are now facing major changes in the business environment, in the form of falling birthrate and TV viewership and diversifying consumer needs. Even amid such tremendous changes, our one-stop animation production will make the speedy transformation of our portfolio possible. Going forward, we will seek to further strengthen global business development with IP as the strategic core in our quest to achieve continuous growth and enhance medium- to long-term corporate value.

Capabilities We Have Cultivated

1 » World-class planning and production capabilities

Create attractive contents as a hit maker

- Production expertise developed over half a century
- Fully digitalized production process
- Creating cutting-edge visual image expressions by integrating 2D/3D technologies

2 » Unparalleled sales and business expansion capabilities

Offer our rich collection of contents for use in multiple fields

- Japan's largest and one of the world's leading animation production companies in terms of number of works
- Top runner in the animation character business
- Full digitalization of one of the world's largest content portfolios

3 » Animations sweeping across the world

The capability to launch world-class Japanese masterpieces on a global scale

- Established a six-base structure with the head office in Japan, local subsidiaries in Los Angeles, Paris, Hong Kong, and Shanghai, and a production studio in Manila
- Overseas business expertise fueled by extensive experience and track record
- Joint production frameworks with overseas companies to roll out Toei Animation's works globally

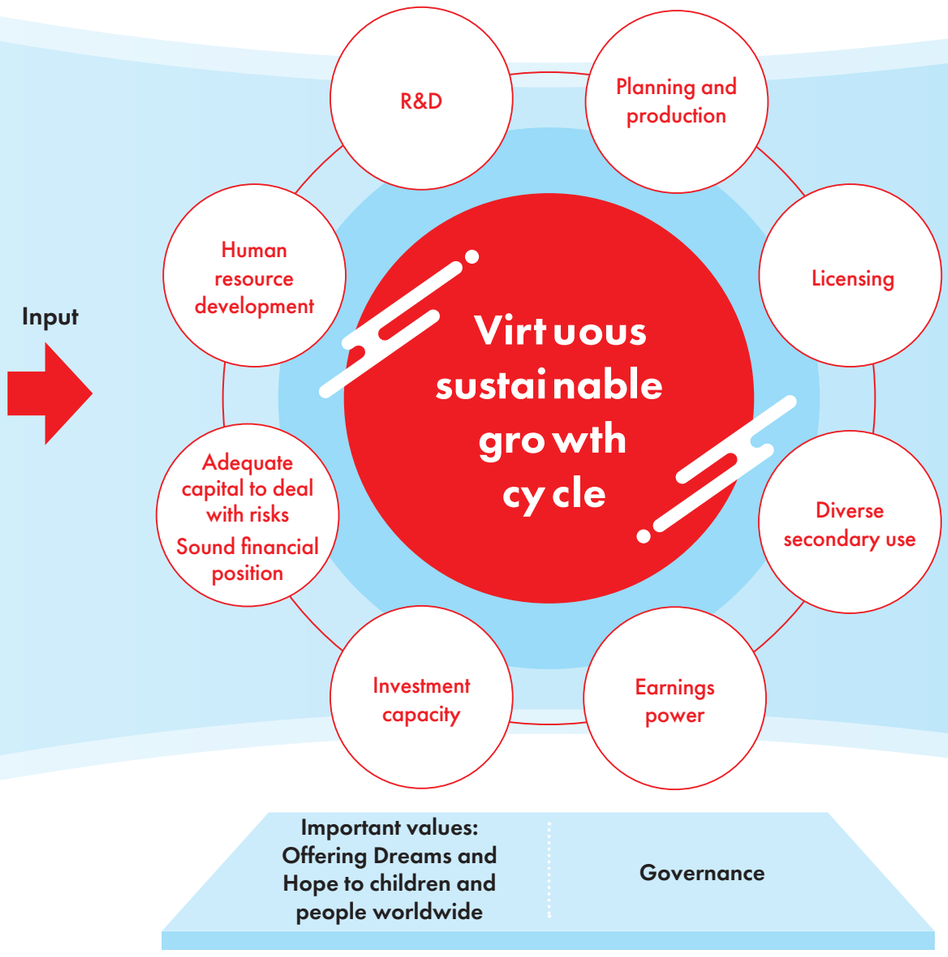
Our Business Model

- ☑ One-stop animation production that integrates all three processes of planning, production, and marketing
- ☑ Global business development with IP as the strategic core

Relevant SDGs



Input



Outcome

Important values: Offering Dreams and Hope to children and people worldwide

Governance

Created Value

Relevant SDGs



Content that appeals to a worldwide audience

- Films **275**
- TV shows **244**
- Total episodes **14,076**

* As of the end of March 2025

International exchange through animations

- Broadcast in over **100** countries
- **5** global bases*

* Los Angeles, Paris, Hong Kong, Shanghai, Manila

Animation production professionals

Approx. **800**

Sound financial position and strong profitability

- Net sales ..... **100,836** million yen
- Ratio of shareholders' equity to total assets **80.2**%
- ROE **16.6**%
- EPS ..... **115.52** yen*

* On April 1, 2024, we implemented a stock split at a ratio of 5 shares for each common share. The amount stated is the amount after adjustment for the stock split.

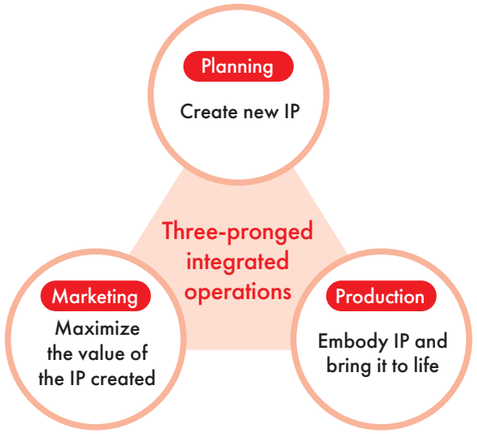
Our Business Model

One-stop animation production that integrates all three processes of planning, production, and marketing

Toei Animation is a one-stop comprehensive animation production company that engages in wide-ranging operations from planning and production to the secondary use of its created works. In addition to offering all the necessary functions for animation production, we also boast capabilities that span the whole business, including expertise in the licensing business, secondary use development, and profitability and investment management, and we are in a sound financial position.

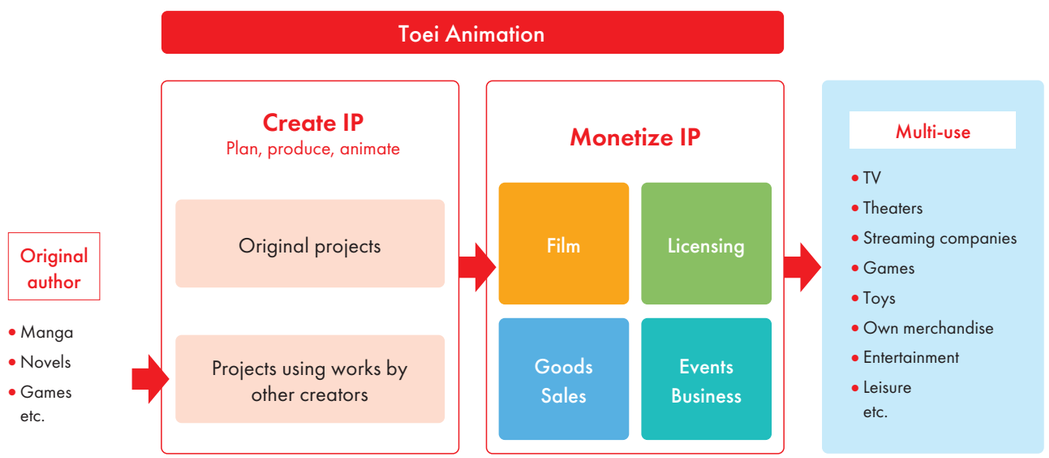
The standout feature of Toei Animation's business is our ability to conduct one-stop animation production based on the integrated operation of the three processes of planning, production, and marketing. Our creators have ideas about the images they want to create, while our sponsor clients seek to encapsulate viewers' wishes and expand the reach of a work through secondary use and other means. As a one-stop animation production company with integrated planning, production, and marketing, we can incorporate these diverse stakeholder needs at the planning stage and make animation works profitable as a business by also coordinating their production and marketing.

Our company's comprehensive capabilities mean not only can we create works that satisfy diverse needs, but also develop secondary use (multi-use) through licensing in order to grow a work's reach and generate greater profits. This earning power is a crucial element that directly fuels our investment in the planning and production of new works, R&D, and nurturing the human resources responsible for these tasks.



A holder of IP with image production capabilities

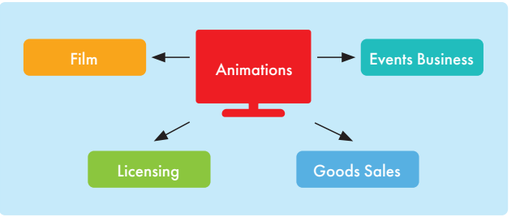
Toei Animation is an IP holder that not only creates its own works but also maximizes the value of its IP by monetizing those works.



Developing one-source, multi-use business

Toei Animation's sales division is divided into Film, Licensing, Goods Sales, and Events businesses. Based on our one-source, multi-use business framework, we are able to develop business that unifies all processes from planning and production through secondary use in order to grow a work's reach, increase its popularity, and improve its profitability.

One-source, multi-use



Film

Planning and production of various types of anime productions for theaters, television, etc., and sale of broadcasting rights, streaming rights, videogram rights, etc.

TV / Theaters / Internet / DVD & Blu-ray / Streaming

Net sales	37,323 million yen
Growth v. FY2020.3	187%
Number of employees	830

Proportion of total sales: 37%

Licensing

Development of goods, games, campaigns, and other products and events by granting the right to use works or characters to various manufacturers

Toys / Games / Foodstuffs / Daily goods / Apparel

Net sales	50,582 million yen
Growth v. FY2020.3	170%
Number of employees	72

Proportion of total sales: 50%

Goods Sales

Planning and development of original goods, operation of retail shops

Original goods / Retail shops / Campaigns

Net sales	9,211 million yen
Growth v. FY2020.3	209%
Number of employees	16

Proportion of total sales: 9%

Events Business

Planning and operation of events such as costume shows and musicals

Events / Shows / Stage shows

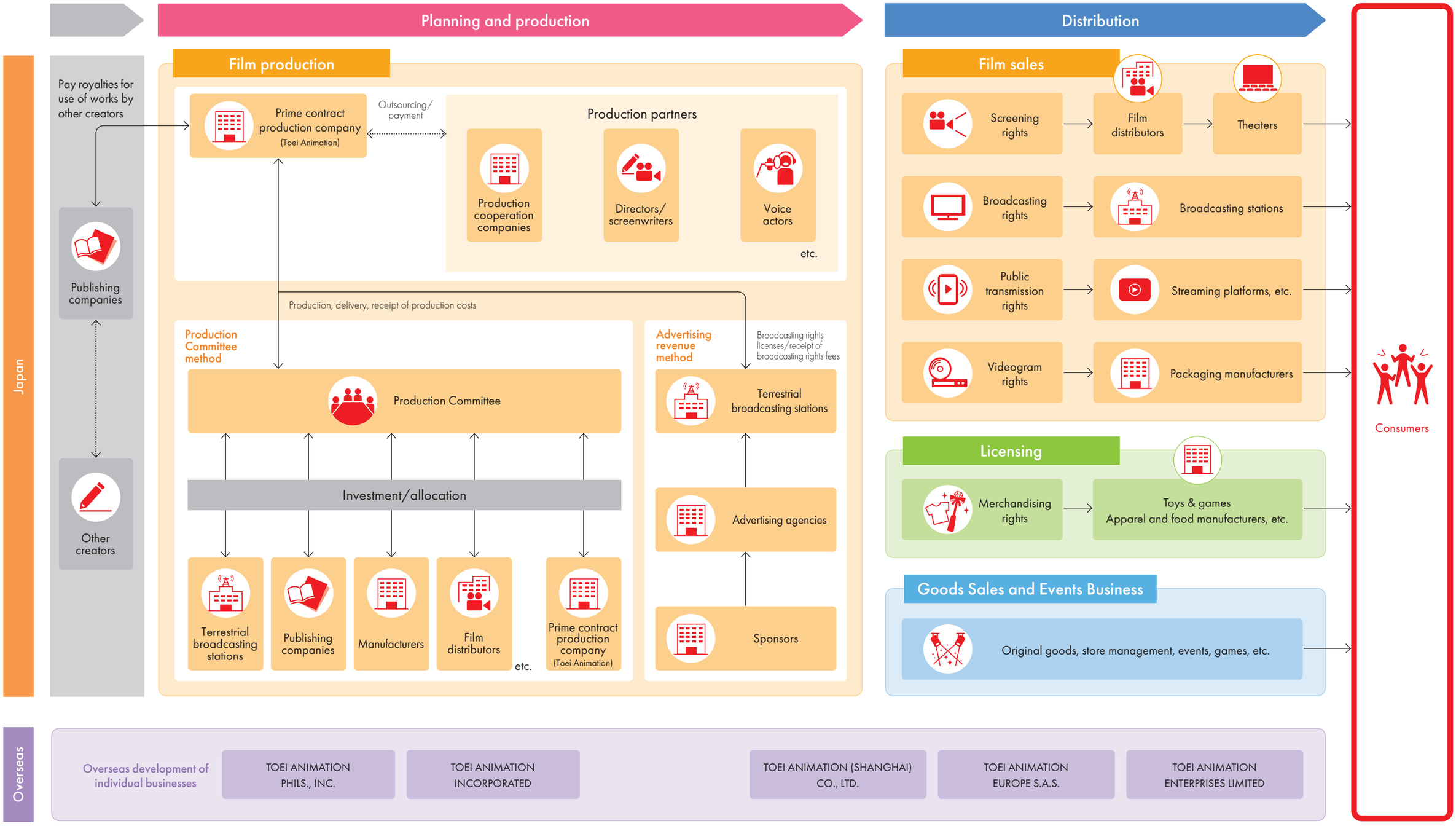
Net sales	4,315 million yen
Growth v. FY2020.3	474%
Number of employees	42

Proportion of total sales: 4%

Our Business Model

Business model for each business segment

Toei Animation takes responsibility for the distribution as well as the overseas development of works (IP) created through our animation production.



Message from the President

As the top runner of animation that captivates people's hearts all over the world.



Katsuhiro Takagi
President

Our current situation

I would like to express our heartfelt gratitude to our shareholders for their continued support.

The smooth progress made in the global distribution of our mainstay IP from FY2024 into FY2025 has further enhanced our recognition both in Japan and overseas. In particular, titles such as the "ONE PIECE" and "DRAGON BALL" series have earned high acclaim in overseas markets, and new titles and business developments are progressing steadily both in and outside of Japan, creating a more solid foundation for Toei Animation's growth.

Medium-Term Management Plan

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

As globalization 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 children and adults worldwide will nurture dreams and hopes as they watch our contents.

In October 2025, we announced the Medium-Term Management Plan VISION2030 in our aim to make a giant leap in the future global market.

With **"Evolve on as the top runner of animation that captivates people's hearts all over the world"** as our ideal vision, we formulated growth strategies to achieve sales of 200 billion yen and operating profit of 50 billion yen in the fiscal year ending March 31, 2031, the final year of the Medium-Term Management Plan. »P.15

We will progressively communicate the status of the initiatives being undertaken in the Medium-Term Management Plan to our stakeholders, so I hope you will look forward to future developments.

Sustainability strategies for the enhancement of corporate value

The promotion of sustainability strategies is vital for the enhancement of corporate value. We established "Responsibility for the future" as part of the strategy to enhance business bases in the Medium-Term Management Plan, and we will continue our ESG initiatives under that strategy.

We will continue to promote sustainability initiatives and strive for further growth, so I would like to take this opportunity to ask for your support going forward.

Priorities in sustainability strategies

- **E** Environment
  - Climate change
- **S** Society
  - Human capital
  - Content management
  - DX
  - Coexistence with local communities
- **G** Governance
  - Enhancement of governance structure
  - Compliance

Medium-Term Management Plan VISION2030

As our strategy to meet the challenge of continuously evolving in the ever-changing animation industry, Toei Animation formulated the Medium-Term Management Plan VISION2030, to run from the fiscal year ending March 31, 2027 to the fiscal year ending March 31, 2031. Positioning these five years as a period to solidify the foundations for our ten-year plan of growth in the global market, namely to make a great leap forward as a world-renowned brand and grow our sales to 500 billion yen, we will proceed with the promotion of business and the development of systems from various angles.

Medium-Term Management Plan VISION2030 https://corp.toei-anim.co.jp/en/ir/main/00/teaserItems1/0112/linkList/0/link/mid-term-plan_251113_eng.pdf

Ideal vision

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

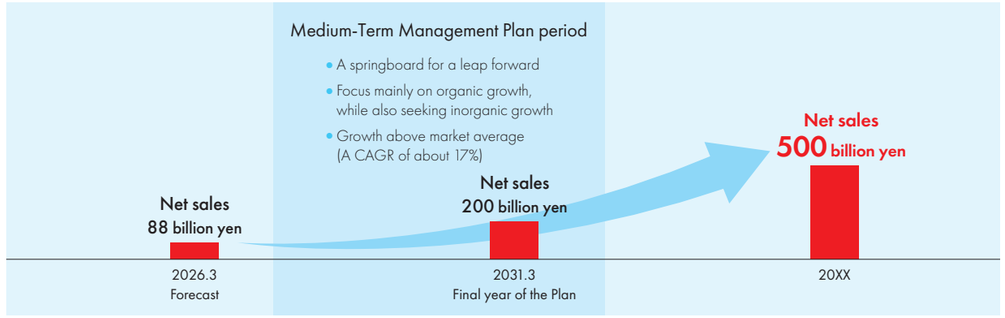
Positioning

This period will be a "run-up period" toward our aim of making a giant leap in the global market in the next ten years, in which we will build on the solid foundations of growth.

Capabilities we have cultivated	Positioning of VISION2030	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**	**Make a leap forward by realizing full-scale global growth during the 10-year period**
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**	

Quantitative targets

With our aspiration to "establish a world-renowned Toei Animation brand" in ten years' time, we will aim to increase sales to 200 billion yen and operating profit to 50 billion yen by the end of the final year of the Plan, building a foundation for our subsequent goal of becoming a company with sales of 500 billion yen.



Growth strategy

We will promote a studio strategy and IP strategy to advance our "ability to produce" and a region strategy and customer contact point strategy to advance our "ability to deliver," combining both of these abilities in our effort to increase our earnings power.

The ability to produce | The ability to deliver

Strategy 1 Studios

To be a video production company that brings together talented creators

Build a world-leading global production structure centered around Oizumi 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

Strategy 2 IP

To create works that will be passed down around the world

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

Strategy 3 Region

To reach a wider audience around the world

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

Strategy 4 Customer contact point

To deepen bonds with children and adult fans around the world

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

Financial Strategy

In its financial strategy underpinning the Medium-Term Management Plan VISION2030, Toei Animation will promote organic growth through proactive strategic investments, while also seeking to attain discontinuous (inorganic) growth through M&As and other means.

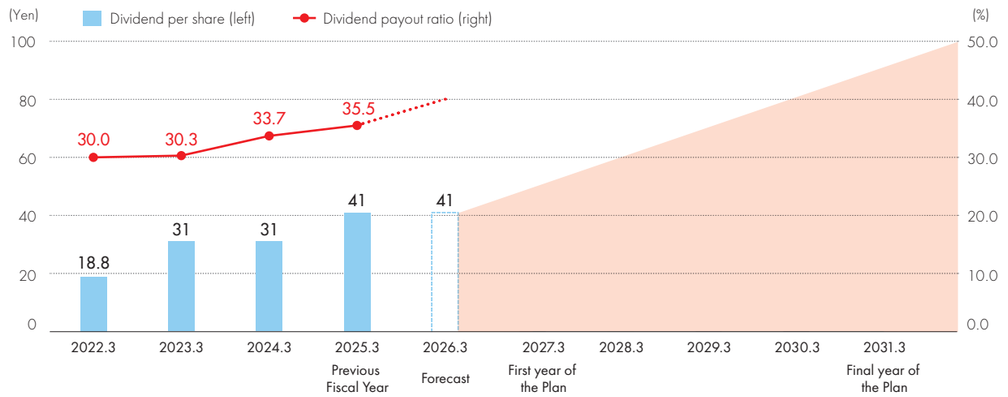
Strategy policy

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%



* On April 1, 2024, we implemented a stock split at a ratio of 5 shares for each common share. Dividend per share represents an amount adjusted to reflect the impact of stock splits.

Key strategic investments

We will undertake strategic investments worth about 200 billion yen over the period of the Medium-Term Management Plan VISION2030 (from the fiscal year ending March 31, 2027 to the fiscal year ending March 31, 2031). As a first step in our challenge for global opportunities, we will make investments beyond our maximum limit to seek promising opportunities.

Key strategic investments: About 200 billion yen

Strategy 2 IP: About 70 billion yen*1

- **Worldwide IP assets** — 30 billion yen
- **Growth / development IP** — 17.5 billion yen
- **Overseas creation** — 11 billion yen
- **Publicity, etc.** — 5 billion yen
- **Domestic creation** — 4.5 billion yen
- **Strategic original** 2 billion yen

Other: About 50 billion yen

- **Inorganic** — M&As/capital tie-ups, etc.*2

Strategy 1 Studio: About 24 billion yen

- **Studio** — Structural enhancements, Studio development, etc.

Strategy 3 Region: About 20 billion yen

- **Overseas development** — Structural and functional enhancements, Regional development, etc.

Strategy 4 Customer contact point: About 19 billion yen

- **Business development** — Logistics-related, Facility development, etc.

Other: About 15 billion yen

- **Human resources** — Basic recruitment, Strategic human resources, etc.

*1 IP/work-related investments. Including investment associated with existing/new work development and strengthening global business.
*2 Including M&A and alliance-related investments.

TOPIC Structures and Governance to Promote Inorganic Growth

Toei Animation will establish new governance frameworks as we seek to attain inorganic growth.
We will establish strict rules, operational systems, and driving force, and ensure responsible decision-making.

A challenge for inorganic growth		Necessary frameworks	
Identify priority areas (IP x Studio x Synergy)	→	**Measures in line with priority areas**	• Sourcing to strengthen IP management • Studio collaboration schemes • Pursuit of business synergy
Refine execution and specialized skills • Specialized knowledge of M&As and PMI is essential • A structure to ensure speed and certainty is essential	→	**Promotion structure**	• Creation of a dedicated team Recruitment for professional positions • Collaboration with external experts • KPIs to measure progress and results
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	→	**Governance**	• 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

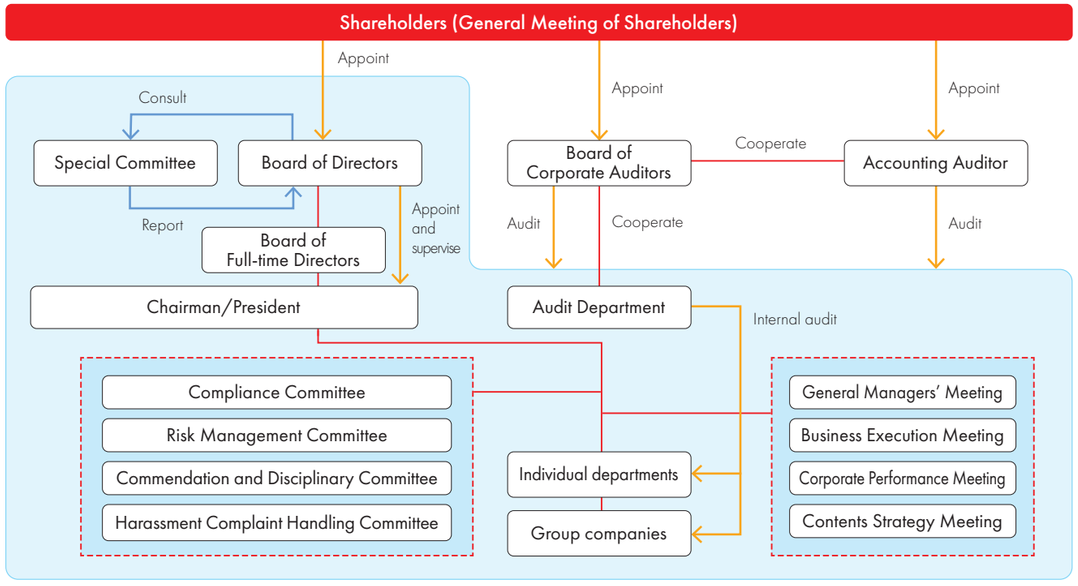
Governance

Our basic approach to corporate governance

The Toei Animation Group will seek to further strengthen global business development centered around our IP strategy as part of our quest to achieve continuous growth and enhance medium- to long-term corporate value. We enjoy a competitive advantage as an animation production company with a library of titles that is the largest in Japan and one of the largest in the world. One of our highest priorities is to leverage that advantage to create attractive, high-impact new works and deliver them to world markets, and to expand profit-generating opportunities without limitation.

To that aim, we have identified the consistent strengthening of corporate governance as a priority management issue to ensure sound, transparent, and efficient management, and we are striving to build effective corporate governance frameworks.

Corporate governance structure (as of July 7, 2025)



TOPIC Activity Report of the Special Committee

Overview of Special Committee

Toei Animation established a Special Committee as an advisory body to the Board of Directors on June 24, 2022 in order to further strengthen corporate governance. The committee is composed of at least three directors, corporate auditors, and external experts appointed by the Board who are independent from controlling shareholders.

Membership

Chair	● Hajime Shigemura (Independent Outside Board Director)
Deputy Chair	● Kenshi Imamura (Independent Outside Corporate Auditor) Representative Attorney, Nihonbashi Forum Law Office
Committee member	● Masahiro Horie (external expert) President and Representative Director, Tokyu Corporation
Committee member	● Hiroko Nakayama (external expert) Former Mayor of Shinjuku City

Activity results (matters deliberated)

- Matters concerning nomination and remuneration of executives
- Capital policy
- Matters concerning risk management function
- Matters concerning sustainability and human capital management
- Matters concerning global strategy, financial strategy, and corporate legal affairs
  Discussions about parent-subsidiary transactions and cross shareholdings
- Medium-Term Management Plan

Board Directors

Name	Position*1	Attendance of Board of Directors meetings*2	Profile/Reasons for election
Kozo Morishita	Chairman	100% (12/12)	Mr. Kozo Morishita became a board director of the Company in 2004 and spearheaded the Company's management as Chairman from 2014 to 2020. He has a wealth of knowledge and experience of management overall, with a focus on planning and production.
Katsuhiro Takagi	President	100% (12/12)	Mr. Katsuhiro Takagi became a board director of the Company in 2006 and currently spearheads the Company's management as president. He has a wealth of knowledge and experience of management overall, with a focus on planning and sales.
Satoshi Shinohara	Managing Director	100% (12/12)	Mr. Satoshi Shinohara became a board director of the Company in 2022 and currently serves as managing director and head of the Sales & Planning Headquarters. He has a wealth of experience and expert knowledge in, and a high degree of insight into, the film industry.
Kiichiro Yamada	Managing Director	100% (12/12)	Mr. Kiichiro Yamada became a board director of the Company in 2016 and currently serves as managing director, head of the Production Headquarters, and deputy head of the Sales & Planning Headquarters. He has extensive knowledge and experience in planning, production, and domestic and overseas licensing business.
Hidenori Tsuji	Managing Director	100% (12/12)	Mr. Hidenori Tsuji became a board director of the Company in 2016 and currently serves as managing director and head of the Administration Headquarters. He has extensive knowledge and experience in the Company's business administration, as well as planning and sales and its domestic and overseas licensing business.
Minoru Fuse	Board Director	100% (12/12)	Mr. Minoru Fuse became a board director of the Company in 2020 and currently serves as deputy head of the Administration Headquarters and officer responsible for operational efficiency improvement. He has extensive knowledge and experience in financial affairs and accounting overall.
Atsushi Suzuki	Board Director	100% (12/12)	Mr. Atsushi Suzuki became a board director of the Company in 2020 and currently serves as deputy head of the Sales & Planning Headquarters and specially appointed officer responsible for planning. He has extensive knowledge and experience in the animation business overall.
Koji Ito	Board Director	100% (12/12)	Mr. Koji Ito became a board director of the Company in 2022 and currently serves as deputy head of the Administration Headquarters, specially appointed officer responsible for financial strategy, and general manager of the Corporate Strategy Department. He has a wealth of operational experience and achievements related to business strategy, corporate management, finance, and global business.
Noriyuki Tada	Board Director	92% (11/12)	Mr. Noriyuki Tada became a director of Toei Company, Ltd. in 2010 and currently serves as its chairman. He has a wealth of knowledge and experience in corporate management overall.
Fumio Yoshimura	Board Director	100% (12/12)	Mr. Fumio Yoshimura became a director of Toei Company, Ltd. in 2020 and currently serves as its president and CEO. He has a wealth of knowledge and experience in corporate management overall.
Gengo Sunami	Board Director (Outside)	100% (12/12)	Mr. Gengo Sunami is a director of TV Asahi Holdings Corporation. He has a wealth of expert knowledge and experience in, and a high degree of insight into, the broadcasting industry.
Kenji Shimizu	Board Director (Outside)	83% (10/12)	Mr. Kenji Shimizu is the President of Fuji Media Holdings, Inc. He has a wealth of expert knowledge and experience in, and a high degree of insight into, the broadcasting and film industries.
Hajime Shigemura	Board Director (Outside)	100% (12/12)	Mr. Hajime Shigemura is an Audit and Supervisory Board member of Nippon Broadcasting System, Inc. He has a wealth of expert knowledge and experience in, and a high degree of insight into, the broadcasting industry.

*1 The positions are current as of July 2025.
*2 Attendance records are for the regular meetings of the Board of Directors held in FY2024 (12 in total).

Compliance

Compliance Guidelines

Given that we exist on the foundation of the understanding and cooperation of our customers, shareholders, employees, partner companies, and all other stakeholders, the executives and employees of Toei Animation have established the following Compliance Guidelines as their basic principles of conduct. In January 2025, we made additions to include items required in response to changing times and also revised some of the Guidelines' wording.

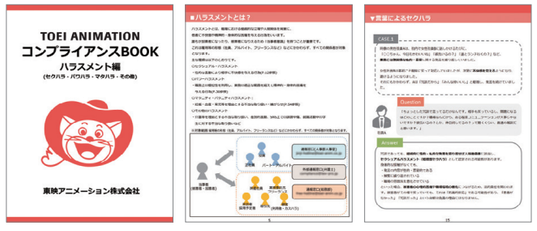
Compliance Guidelines

1. We will contribute to society by producing video works that offer dreams and hope to children and adults worldwide and providing services that satisfy our customers.
2. We will uphold laws, social norms, and other rules and not take actions that will attract internal or external criticism.
3. Based on the principle that we stand on an equal footing with our business partners, we will conduct transactions in a fair, impartial, and appropriate manner.
4. We will cooperate closely with external parties and disclose corporate information that is truly needed by society in a timely and appropriate manner.
5. We will pay attention to risk management and prepare for crises by establishing comprehensive systems for preventive management to counter accounting and financial risk and other incidental risks.
6. We will be thorough in the management of information and establish secure systems to ensure that insider information, customer information, visual information, and other confidential information are not inadvertently leaked outside.
7. In addition to our efforts to cooperate and collaborate with society, including local communities, we will give due consideration to the protection of the natural environment.
8. We will respect the rights and diversity of our employees, ensure safe and comfortable workplaces for employees, and not engage in acts that will harm the dignity of individuals, such as discrimination and harassment.
9. We will eliminate inappropriate relationships with anti-social forces and ensure the appropriateness and soundness of operations.
10. In the event of acts that violate these guidelines, we will take a rigorous approach to holding those responsible for such acts to account in accordance with company regulations.

Compliance promotion structure

Ongoing education and information provision

We conduct ongoing compliance education (training, distribution of guidebooks, etc.) targeting our employees and others engaged in our operations. In addition, in light of amendments to laws and regulations, we revise our rules and provide information about those changes on our internal portal site. We also conduct ongoing follow-ups through training in our efforts to increase understanding and awareness of compliance.



Compliance Book

Development of whistleblowing system with consideration of privacy

Toei Animation has established a whistleblowing and consultation system for the early identification of legal violations and misconduct and for the remedying and prevention of such acts. We have set up an internal helpline that is available to employees, temporary staff, service providers working on our premises, and freelancers. We have also established an external consultation helpline that considers the anonymity and privacy of whistleblowers. We are working to improve the effectiveness of this system by giving whistleblowers a choice of which helpline to consult depending on the circumstances.

Major Risks

The Group recognizes the following major risks to its business. As the Toei Group, we share risks to be prioritized in our risk management system and deal with such risks appropriately on a Group-wide basis.

Risks	Overview
Animation business	As the popularity of animation is affected by the economic environment, market environment, and consumer preferences, not all works produced by us will necessarily be hits. Moreover, as animation production requires significant upfront costs, if we fail to release appealing works, or if several new titles fail to achieve a certain level of performance, this could impact the Group's business results and financial position.
Competition among companies	In the animation industry, while the volume of content is increasing due to diversified media and expanded target audiences, we are facing remarkable growth of overseas companies, such as Korean and Chinese companies, and the number of such companies expanding into Japan is also increasing. If our competitors achieve rapid growth, this could lead to a decline in our competitiveness and impact the Group's business results and financial position.
Technological innovation	With the introduction of new technologies in animation production processes, there may be cases that require us to make additional responses to regulations and secure more human resources. The Group may also be unable to respond to such technological innovations in a timely and appropriate manner, which could lead to the decline of our competitiveness and impact the Group's business results and financial position.
Copyright infringement	While we strive to take appropriate measures against infringements of rights held by the Group, there may be occasions in which we will not be able to adequately protect our copyrights. In the event that sales of official products and services are inhibited or future opportunities are lost due to copyright infringement, or if we receive a claim of infringement of copyright from a third party, it could impact the Group's business results and financial position.
Overseas development	In our business development overseas, if risks have become apparent, the Group's overseas business may be hindered, which could impact the Group's business results and financial position. These risks include the impacts of geopolitical risks in individual countries, the possibility that animation works will not be accepted by local markets, trouble due to differences in laws and regulations, business practices, and language, the possibility that collaborations with local companies will not be successful, and problems with the recruitment of local staff and other labor issues.
Recruitment of human resources	In the animation industry, competition to secure animators and other talent is becoming increasingly intense, due to the increase in new entrants and production volume across the entire industry. If the efforts of the Toei Animation Group to recruit, secure, and develop human resources are inadequate, or if there is an exodus of our animators and talent to other companies, it could lead to a decline in our competitiveness and impact the Group's business results and financial position.
Relationships with third parties	The Toei Animation Group has business relationships with various third parties, including TV stations, film distributors, streaming platform providers, original authors, publishing companies, licensees of animation-related rights, and subcontractors in the animation production process. If such business relationships were to be terminated, it may cause a serious hindrance to business operations and impact the Group's business results and financial position.
Foreign exchange fluctuations	The Toei Animation Group's businesses include production and sales of animation overseas. Any rapid fluctuation in the foreign exchange rates used in foreign currency-denominated transactions with overseas companies (including our overseas subsidiaries) could impact the Group's business results and financial position.
Information security	The Toei Animation Group implements thorough information management and security measures and has established various rules. However, if an event such as a larger-than-predicted cyber-attack, illegal access, or computer virus causes material damage to our information systems or communication networks, this could damage the trust that society places in the Group or our brand image.
Natural disasters and infectious diseases	The Toei Animation Group conducts businesses globally. Any large-scale natural disaster, including an earthquake, or a global pandemic, such as novel influenza or novel coronavirus infection, may cause material damage to part or all of the Group's business activities. This could impact the Group's business results and financial position.
Social trust	If a negative claim or rumor about the Group and its businesses becomes widespread on social media, it could have significant adverse impact on the trust that society places in the Group and on our brand, even if there is no truth to such claim or rumor. In such an event, it could impact the Group's business, talent acquisition, share price, business results, and financial position.
M&As and alliances	In the execution of M&As and alliances, there is the possibility that the synergies and revenues initially expected will not be achieved, that the other party will request the termination of the alliance, or that new problems that were not initially anticipated will be discovered. If such a situation were to arise, it could impact the Group's business results and financial position.
Laws and regulations	As the Group conducts business globally, it is subject to various laws and regulations both in Japan and overseas. While we strive to establish systems for compliance with relevant laws and regulations, in the event of the establishment of new laws or the revision of existing laws, there is the possibility that the Group's business results and financial position will be impacted.
Litigation, etc.	If a lawsuit or other legal action is brought by various third parties, such as consumers, customers, partners, licensors, licensees, subcontractors, employees, or government authorities, it may damage the trust that society places in the Group. In addition, if, as a result of that action, a decision adverse to the Group is made, it could impact the trust that society places in the Group and the Group's business results and financial position, in addition to the monetary burden resulting from such a decision.

Human Capital Initiatives

Aim to be a studio where outstanding creators gather and grow

Today, securing and developing talent has become a major challenge across the entire animation industry. At Toei Animation as well, the maintenance of a stable production system and the development of creators are key themes. As one initiative to address this challenge, we have started to help our stakeholders learn about our studios and the creators who work there.

Although we have created many works over the years, opportunities for the words and intentions of the people working on the ground to be conveyed to the outside world have so far been limited. This state of affairs has given rise to the "Toei Anime Studio Exploration Team!" and the "Toei Animation CREATORS FILE" initiatives to communicate information in ways that cast a spotlight on our makers. The aim of these initiatives is to attract talent by sharing the atmosphere of the studios and the appeal of the production environment with a wider audience. At the same time, by providing opportunities for people to encounter the work and dedication of our creators, we hope to expand recognition of the makers and continue producing star creators from among those makers.

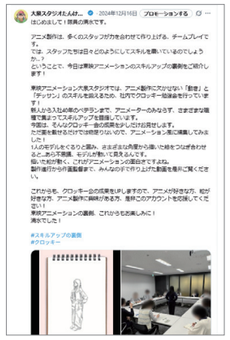
"Toei Anime Studio Exploration Team!" social media

We have established an X account called "Toei Anime Studio Exploration Team!" to communicate the everyday exploits of the production frontlines. Here, we post exclusive information from the studio, such as interviews with frontline production staff, and information such as how our animators learned their craft.



Toei Anime Studio Exploration Team!
X account
https://x.com/TOEIANIME_TKT





"Toei Animation CREATORS FILE" exhibition project

We conduct exhibition projects that cast a spotlight on our creators. The first of these projects was a "Rough Drawing Exhibition," a solo exhibition of the original drawings of legendary animator, Inagami Akira, who has worked for Toei Animation for around 40 years, working on titles such as the "Precure" Series. This exhibition took place at Toei Animation Museum from March to May 2025, attracting 15,000 visitors over its 41-day run. Feedback from visitors included comments such as "I was deeply impressed by the intricacy of the character design," "Learning about the production process made me love the work even more," and "I would love to see more exhibitions that highlight people."







Interview with project staff member

We aim to communicate information that inspires people to think, "I want to work with this person."



Production Department
A, Project Staff Member

Q. How are these projects managed?

The Production Department staff run the social media account and creator exhibitions to convey the atmosphere and enthusiasm of the production frontlines just as they are. With the "Toei Anime Studio Exploration Team!" social media account, production staff and animators are involved from planning posts to gathering information, producing copy, and even selecting photographs. Their goal is to communicate information in their own words without being confined to certain formats. For the "Toei Animation CREATORS FILE" exhibition project, the Production Department proposes and plans the exhibitions and works with partner companies to give shape to those plans. By incorporating external viewpoints, we endeavor to convey the everyday workings of the studio and the reality of the work in a multifaceted way.

Q. Could you share how you select the topics to communicate and any operational challenges you have faced?

Many of the topics that we communicate arise from our day-to-day work, such as idle conversations in the studio and interactions on internal chat platforms. We select interview subjects not on the basis of public recognition or topical popularity, but from the perspective of frontline staff. Often, they are chosen based on feedback from people close to them who want to let the world know about that person's skills and approaches or who were impressed by that person's work. As such, we have featured a wide variety of creators irrespective of section or age group.

Our biggest challenge in managing these projects is how to maintain a regular posting cycle. The production frontlines are always on a tight schedule, so it can be difficult to keep posting while balancing it with day-to-day operations. We are gradually making improvements in this regard, such as by refining our interview approaches and the length of the interviews to draw out natural exchanges even in a short amount of time. Also, because much of the content of posts is related to the works, we coordinate with the relevant in-house departments regarding how much we are able to disclose.

Q. What kinds of impact and responses have these projects had?

We have rolled out collaborative merchandise with an apparel manufacture featuring the original characters that appear on social media as the Exploration Team members, and we have even been put in charge of organizing internal company events. In such ways, our circle is gradually expanding. We are also receiving more feedback from people in the industry, who find our posts interesting and appreciate that these kinds of posts exist. This kind of feedback has been very encouraging for us.





Merchandise and in-store decor featuring sketches at an apparel store near the studio

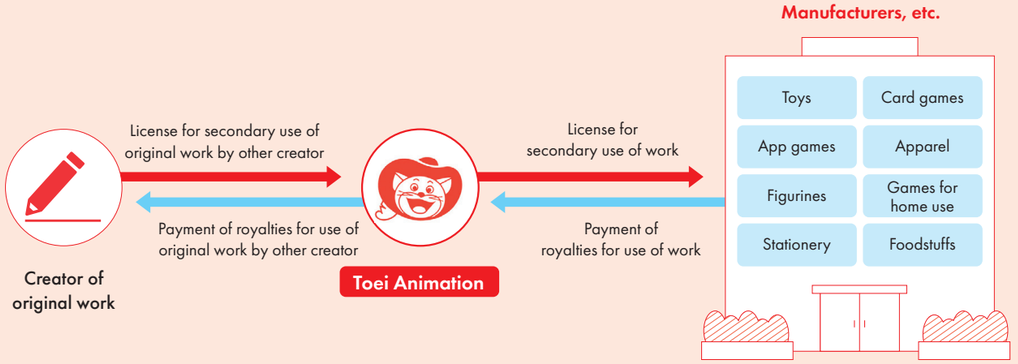
Q. What plans do you have for future posts?

More than a few people have joined our company because they admire the people who create the works. We have just started the posts and exhibitions, so we could not yet say that they have taken on a consistent form. Nevertheless, through a repeated process of trial and error, we will continue our activities of casting the spotlight on our people. Our goal is to be a studio that hopeful creators will aspire to, that they will feel reassured about if this is the caliber of the talent working there, and where they will want to work with those people.

Copyright Management

Overview of licensing business

In response to consumers' desires to keep their favorite characters nearby, Toei Animation has commercialized many popular characters in the form of toys, games, stationery, food, apparel, and more. Licensing is one of our most important businesses, accounting for over half of our net sales. The impetus for the major expansion of our licensing business came from the huge popularity of toys connected to "MAZINGER Z," which began airing in 1972. By making secondary use of anime in the form of toys and games while protecting the anime's universe, we are expanding the range of the works, increasing touchpoints between the characters and consumers, and maximizing the value of the IP.



Examples of initiatives in licensing business

Developments that leverage the diversity of the production series

The "Precure" series, one of Toei Animation's most representative IPs, has been on air for over 20 years. In that time, the characters have become increasingly diverse, and the fan base has become more multilayered. At Toei Animation, we are taking advantage of the unique characteristics accumulated in such long-running series and developing them into IP from new perspectives to reach a broader fan base.

CASE

"PetitCure ~Precure Fairies~"

This short animated series depicts the everyday lives of the "fairies" or little companions that appear in the "Precure" series. They are being promoted as cute characters that appeal to audiences from elementary school children to adult women who have watched the series, with numerous merchandise being developed in addition to the animated videos.



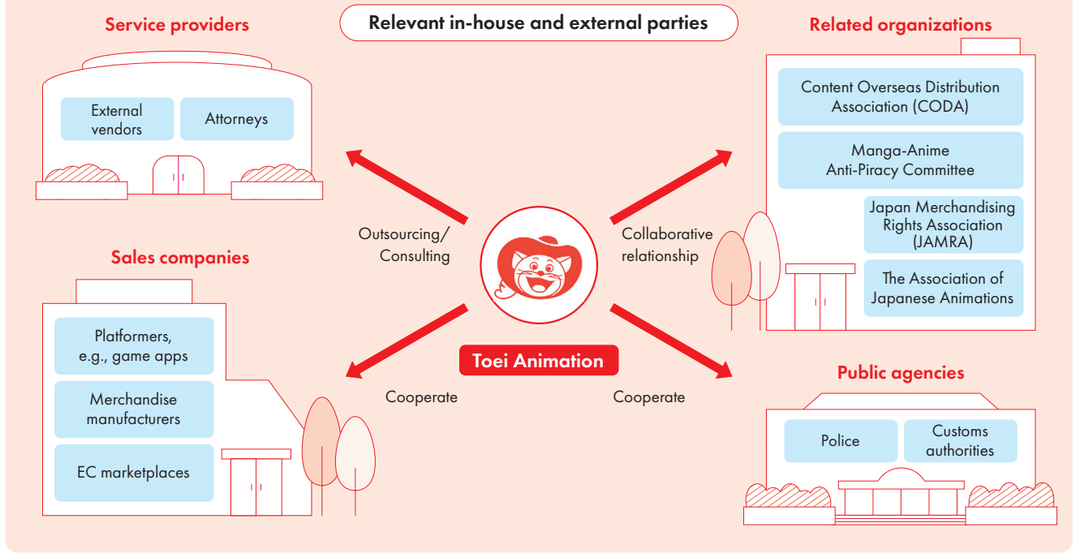


Streaming now on social media, including the official "PetitCure ~Precure Fairies~" YouTube channel.

Countermeasures against Illegal Use of Content

Pirated copies and other forms of illegal use

In recent years, as online environments have evolved, damage due to pirated copies is increasing. According to the Content Overseas Distribution Association (CODA), the damage caused by pirated copies of Japanese content in 2022 was estimated at approximately 1.9–2.2 trillion yen. The sale of pirated products, unauthorized alterations and translations of works and characters, and other uses of works in forms not intended by the creator or copyright holder can also harm the image of the work or lead to loss of revenue opportunities. In addition to our own activities to combat these kinds of illegal use, we work together with related organizations and public agencies such as the police and customs authorities.



Examples of measures against illegal use

- ☑ Establishment of specialist team to counter illegal video » In addition to forming an in-house team, we counter illegal acts through use of systems and outsourcing of operations
- ☑ Filing of criminal complaints against pirate sites overseas through CODA jointly with other companies » Using the rights holder inquiry database operated by CODA, we confirm the damages caused by the works posted on the pirate sites
- ☑ Cooperation with police investigations » We cooperated with investigations of illegal uploading

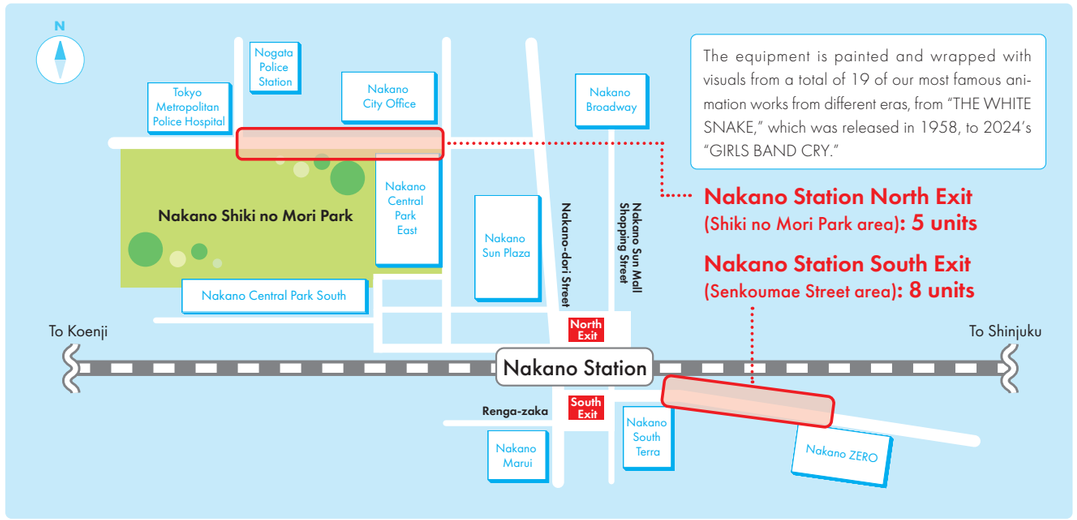
Illegal online video	Pirated merchandise	Pirated apps	Others
● Investigation of sites and tools such as user-generated content (UGC) sharing sites, social media, online storage, and P2P	● Building cooperative relationships with major sites, participating in market-places and other rights holder programs ● Cooperation with police and customs authorities (Japan and overseas) ● Responses to violations jointly with other companies	● Deletion demands to platformers	● Demands for cancellation of unauthorized events ● Confiscation and removal of merchandise on sale

Coexistence with Local Communities

Toei Animation participates as an observer in the "Nakano Connecting Through Animation Executive Committee," which was launched by the City of Nakano in Tokyo, where our company head office is located, in May 2025. This committee, which brings together industry, academia and government, is conducting a variety of initiatives aimed at establishing a local anime culture, fostering civic pride, supporting Nakano's cultural and artistic development, promoting the area by communicating information, and stimulating the local economy through visitor engagement.

NAKANO Mural Anime Road

With the objective of creating a new anime-related attraction in Nakano, where no monuments based on anime works exist, NAKANO Mural Anime Road has been launched to display anime works as street art. Ground-based (sidewalk) power distribution equipment owned by TEPCO Power Grid, Incorporated has been painted and wrapped with visuals from some of our animation works.



The equipment is painted and wrapped with visuals from a total of 19 of our most famous animation works from different eras, from "THE WHITE SNAKE," which was released in 1958, to 2024's "GIRLS BAND CRY."

Nakano Station North Exit
(Shiki no Mori Park area): 5 units

Nakano Station South Exit
(Senkoumae Street area): 8 units







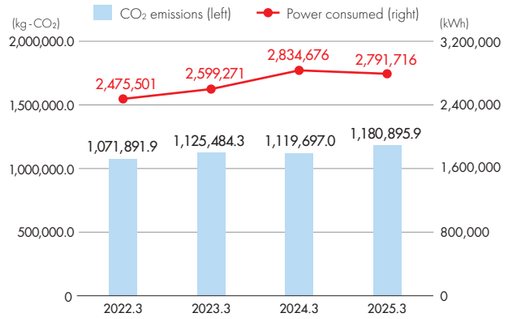
The plan is for the paintings and wraps to be swapped out for a different collaborating anime-related company's works on a yearly basis. For the inaugural installment, the streets of Nakano have been adorned with the works of Toei Animation as it commemorates its 70th anniversary. We will continue our efforts to win support for our works, while also contributing to the development of the local community through various initiatives.

* Toei Animation's works are on display from November 2025 until autumn 2026.

Environmental Initiatives

We recognize the need to promote sustainability strategies because they are essential to increasing long-term corporate value, and we are striving to reduce CO_2 emissions at our head office and production studios.

CO_2 emissions from power consumption

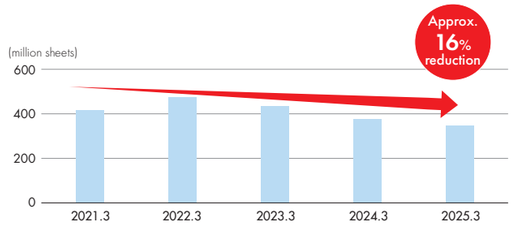


* CO_2 emissions=Power consumed×Basic emission factor. Basic emission factor is 0.433 kg-CO_2/kWh for FY2023.3, 0.395 kg-CO_2/kWh for FY2024.3, and 0.423 kg-CO_2/kWh for FY2025.3.

* We have corrected the figures for FY2024.3 due to an error.

Paper consumption

We are promoting the reduction of paper consumption. Specifically, this initiative includes the promotion of paperless meetings, free addressing in offices, and remote work. In the last five years, we have achieved a reduction of approximately 16%.



Our eco-friendly Oizumi Studio

When we rebuilt Oizumi Studio in 2018, we adopted an environment-conscious structure (sustainable design).

Building exterior

With the exception of the common areas, the building exterior boasts a double skin (an outer and an inner skin). The double skin suppresses the amount of sunlight that comes into the office in summer, and the ventilation windows on the roof expel any pent-up heat inside the double skin to reduce the interior heat load. In winter, the double skin stores solar heat and has an insulating effect. In spring and fall, the observation elevator shaft acts as a chimney when the inner window sashes are open, drawing cool air in from outside through natural ventilation without the need to operate any specific equipment.

Building equipment

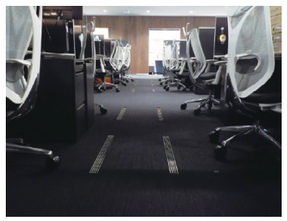
We designed the building equipment based on a "task & ambient" approach, which controls the work area and other areas separately, and the "personal & ambient" approach, which enables individuals to adjust equipment and facilities. The air-conditioning equipment is set to a slightly higher temperature in summer throughout the interior. In-floor vents are installed in the personal areas to supply cool air when needed. This helps to both save energy and create a comfortable working environment. In spring and fall, outside air is used for air-conditioning to reduce the operation of air-conditioning equipment.



Oizumi Studio (completed in 2018)



Oizumi Studio main building double-skin exterior



Oizumi Studio main building air-conditioning floor vents

Film

World-class planning and production

Toei Animation plans and produces animated TV shows and animated films, which it offers through various media including TV, movie theaters, Blu-ray discs, DVDs, streaming platforms, and smartphone apps. All Toei Animation business stems from animation production. Indeed, since our founding in 1956, we have created multiple epoch-leading famous works and hits. We sell licenses to make packaged software of our animated works such as Blu-ray discs and DVDs, and we also actively deliver our works through streaming platforms.

TV shows

When TV stations began broadcasting animated titles in 1963, Toei Animation started producing TV programs, beginning with Japan's first original animated TV series, "KEN, THE WILD BOY." The number of titles we produced grew dramatically as TV became increasingly popular, and many works have made fans of parents and their children alike over the years.



From February 2025

"You and Idol Precure♪"



From October 2025

"DIGIMON BEATBREAK"



Released 2025
Part 1: October 3 Part 2: November 1

"Girls Band Cry The Movie"



Released March 20, 2025

"Butt Detective the Movie
STAR AND MOON"

Animated films

Our history in animated film production began in 1958 with "THE WHITE SNAKE," Japan's first full-color feature-length animated film. Since then, we have produced more than 200 films, including feature-length original animated films and spin-offs of TV programs. Our animation production, past, present, and future, stems from animated films.

Wider media reach extends animation popularity

As the type of media supplying videos continues to rapidly diversify, all Toei Animation departments have been cooperating closely to deliver the fun and wonderful visual entertainment that is animation to a wider range of viewers. We are determined to respond flexibly to multiple growing needs by digitizing huge volumes of original film editions, planning new content for various media, creating Blu-ray and DVD packages, streaming for BS, CS, and other broadcasting media, smartphones and other mobile devices, and using content in apps and online games.

Video packaging
(Blu-ray and DVD)

The video packaging business enables viewers to keep their favorite works on hand to watch whenever they want. Titles in our huge library range, from early works to the latest titles, are being commercialized one by one into Blu-ray discs and DVDs.



Blu-ray
"Witchy Precure !! ～MIRAI DAYS～" Blu-ray

Streaming

We are actively engaged in the sales of streaming rights to streaming platforms. We also produce titles for streaming. The dramatic growth in the streaming market presents increasingly attractive possibilities for our streaming business.



Streaming site
Netflix

Streaming site
Amazon Prime Video

Apps/online games

We plan apps and online games, two markets that are experiencing rapid growth, in house. Not only do we create apps and online games for popular titles for the Japanese market, but we are also striving to develop our games business overseas and consider subsequent multiuse of content once a game has been developed.

Licensing

Be with your favorite characters anywhere, anytime

Toei Animation is a pioneer in the licensing business in Japan. We have commercialized many popular characters in the form of toys, games, stationery, food, apparel, and other items in response to consumers' desires to keep their favorite characters nearby. The characters that manage to capture or transcend the times not only prove popular during their TV broadcast period but remain popular even after those shows end and spur a boom across generations. We will continue to explore new licensing business possibilities for our TV series in particular, as well as for our movies and streaming contents, so we can make even greater strides going forward.

Products developed in Japan



"ONE PIECE," "DRAGON BALL" series

Memorable campaign characters

In addition to the straightforward commercialization of characters, familiar characters are also used in campaigns, sales promotions, corporate advertising, and government publicity campaigns.

Favorite characters across the generations

Everyone has childhood memories that they cherish. Today, our memories of an era have become inextricably linked with anime characters. Adults rediscover their former favorite characters and share that world with their own children, creating repeated character booms. The gleam of attractive characters is not dimmed by the passage of time.

Products developed overseas



"DIGIMON" series, "SAINT SEIYA" series, "SAILORMOON"

Goods Sales

We plan and sell character goods and operate retail and online shops as venues for delivering products linked to popular titles to fans.

Online shop

An official online shop selling Toei Animation character merchandise. As well as miscellaneous items, soft toys, and apparel, it boasts a wide selection of limited-edition merchandise such as those sold at the "ONE PIECE Mugiwara Store" and the "Precure Pretty Store."



Toei Animation Official Store (Japanese text only)

https://store.toei-anim.co.jp

Goods sales

We produce sales promotion goods for campaigns, and we plan and sell original products for events, bookstores, and retail shops.

Character shops

We operate stores such as the "ONE PIECE Mugiwara Store," "Precure Pretty Store," and "SAILORMOON Store."



"ONE PIECE MUGIWARA STORE HARAJUKU"



"Precure Pretty Store, Tokyo"

Events Business

We hold events where children can meet popular characters because we want to bring smiles to children's faces.

Event spaces

We hold events that satisfy a wide range of people, including families and anime fans. These include events centered around popular characters and cultural events covering the history of animation.



"LEIJI MATSUMOTO EXHIBITION"



"TOGENASHI TOGEARI LIVE in NIPPON BUDOKAN 'SOUGEKI NO SAKEBI'"

Character shows

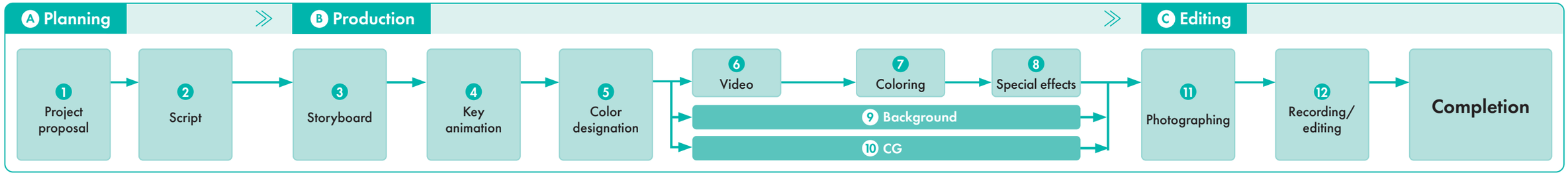
Our character shows, where children can meet popular TV characters, have a great reputation as the best entertainment for children.

Stage shows

We offer stage shows based broadly on our works. We aim to deliver high-quality performances that continue to offer children's dreams and hopes.

The Animation Production Process

Toei Animation produces approximately 250 works each year. This could never be achieved without the strong passion that each staff member feels towards their creations. Here, we introduce our excellent production process.



A Planning

We describe a particular work's theme, target audience, selected media, and post-release business development in a project planning document.



1 Project proposal

Decide on the work's theme, aim, overall structure, the design of the work's characters and items, and settings. Also fix a budget and explore business schemes to create a full project outline leading up to its release.

2 Script

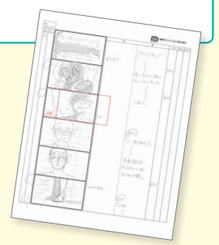
Write the story based on the work's planned aim. Sometimes, the script is restructured to reflect the planned aim, even for works by other creators with an existing script.

B Production

Once the preparations are complete, we move on to the production process. We make 3,000 to 4,500 frames on average for each episode of a TV series, but that can increase depending on the project or the number of episodes. All staff members work as a team to produce animations.

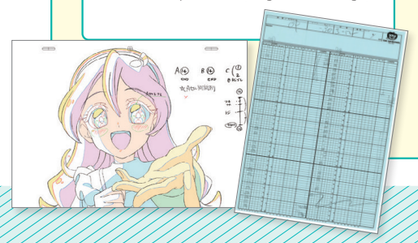
3 Storyboard

Based on the script, draw a series of illustrations that function as a work's blueprint to help convey the directing method, etc. to all staff members.



4 Key animation

Decide on the structure of each scene based on the storyboard, and create drawings to show how characters move and their key actions (original drawings).



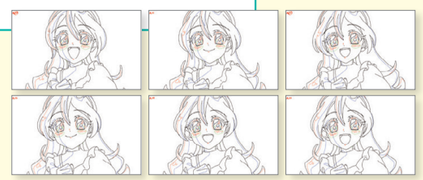
5 Color designation

Decide on the basic colors for the characters, items, and so on.



6 Video

Draw images (animation) to express the movements between original drawings.



7 Coloring

Add the colors specified in the color designation to uncolored frames.



8 Special effects

Add light, shadow, and other effects to complete drawings.

9 Background

Draw backgrounds behind characters.



10 CG

Use CG to enhance the details and quality of the drawings.

C Editing

We edit the images produced to put the finishing touches on the final work. Then, the work is broadcast on TV or shown in movie theaters.

11 Photographing

Combine the colored animation, backgrounds, and CG on a computer to create a video.




12 Recording/editing

Connect the completed video frames to suit the story order and add dialogue, sound effects, and background music.

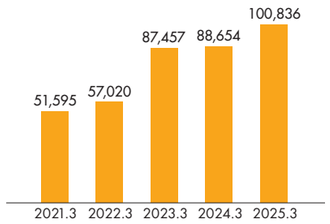




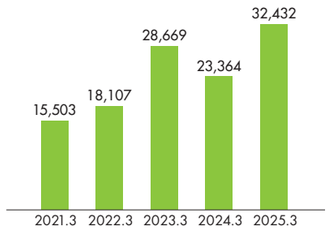
Completion

Performance Highlights (Consolidated)

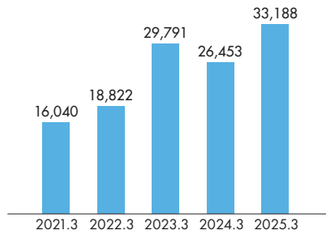
Net sales (millions of yen)



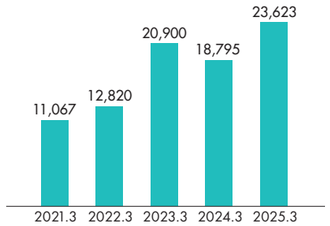
Operating profit (millions of yen)



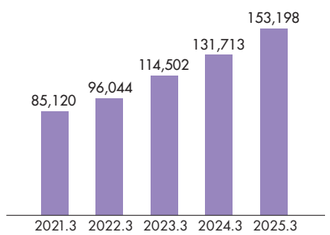
Ordinary profit (millions of yen)



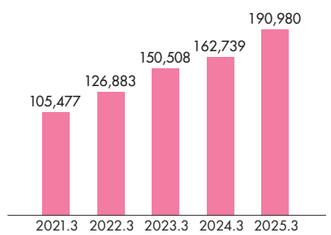
Profit attributable to owners of the parent (millions of yen)



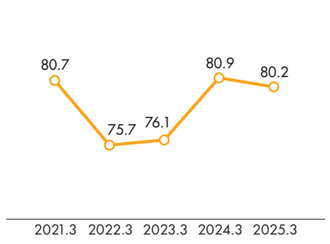
Net assets (millions of yen)



Total assets (millions of yen)



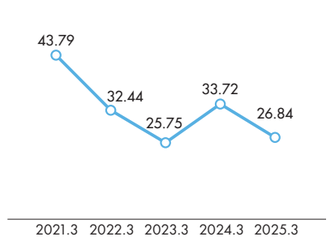
Shareholders' equity ratio (%)



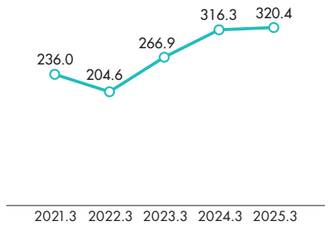
Return on equity (%)



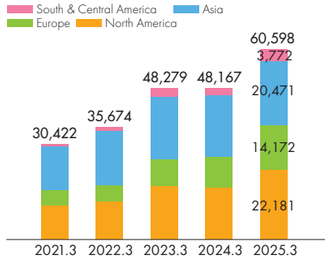
Price-earnings ratio (times)



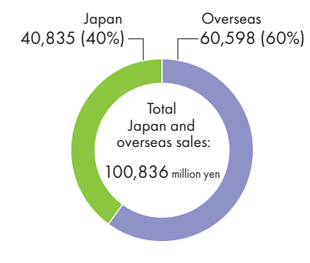
Total shareholder return (%)



Overseas sales by region (millions of yen)



Proportion of sales (millions of yen)



Corporate and Investor Information (as of March 31, 2025)

Company profile

Name	TOEI ANIMATION CO., LTD.
Established	January 23, 1948
Incorporated	July 31, 1956
Head office address	5th floor, Nakano Central Park East, 4-10-1 Nakano, Nakano-ku, Tokyo
Studio location	2-10-5 Higashioizumi, Nerima-ku, Tokyo
Operations	Production of animation, sales to various media, licensing business based on animation copyrights, events business, etc.

Stock market listing	Tokyo Stock Exchange Standard Market
Code	4816
Date of listing	December 8, 2000
Capital	2,867 million yen
Fiscal year end	March 31
Number of employees	960 (consolidated), 696 (non-consolidated)

Overseas bases

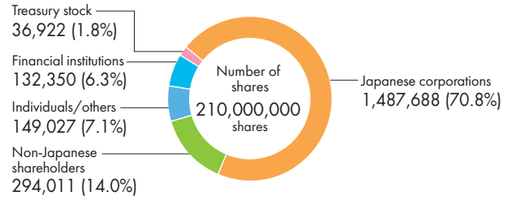


1. TOEI ANIMATION INCORPORATED (Los Angeles)
2. TOEI ANIMATION EUROPE S.A.S. (Paris)
3. TOEI ANIMATION ENTERPRISES LIMITED (Hong Kong)
4. TOEI ANIMATION (SHANGHAI) CO., LTD. (Shanghai)
5. TOEI ANIMATION PHILS., INC. (Manila)

Stock information

Total number of outstanding shares issued	210,000,000 shares
Number of shareholders	20,771

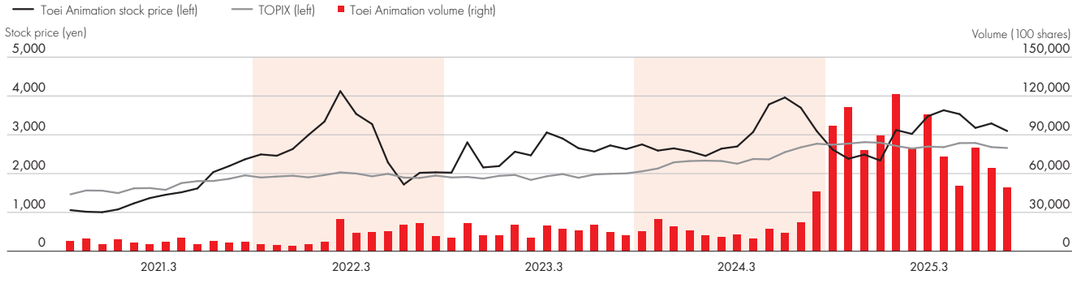
Shareholding ratio by shareholders (100 shares)



Major shareholders (top 10 shareholders)

Names of shareholders	Number of shares held (100 shares)	Shareholding ratio (%)
Toei Company, Ltd.	705,000	33.6
TV Asahi Corporation	412,545	19.6
Fuji Media Holdings, Inc.	171,500	8.2
JP MORGAN CHASE BANK 380815	101,000	4.8
Toei Video Company, Ltd.	68,235	3.2
Bandai Namco Holdings Inc.	56,970	2.7
Toei Labo Tech Co., Ltd.	52,500	2.5
Retirement Benefit Trust (Fuji Television Account) of Mizuho Trust & Banking Co., Ltd., Retrustee: Custody Bank of Japan, Ltd.	40,000	1.9
Retirement Benefit Trust (Sony Account) of Mizuho Trust & Banking Co., Ltd., Retrustee: Custody Bank of Japan, Ltd.	39,000	1.9
Toei Animation Co., Ltd.	36,922	1.8

Stock price and volume



* On April 1, 2024, we implemented a stock split at a ratio of 5 shares for each common share.

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