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February 14, 2023

To Shareholders

Company name:	TOEI COMPANY, LTD.
Representative:	Noriyuki Tada, Chairman & Chief Executive Officer
Stock code:	9605 (Prime Market, Tokyo Stock Exchange)
Inquiries:	Koichi Wada Executive Managing Director
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**Announcement of the Toei Group's Medium-to Long-Term Vision**  
**TOEI NEW WAVE 2033**

The Toei Group established TOEI NEW WAVE 2033 as its medium- to long-term corporate vision.

With stable management centered around TOEI COMPANY, we will continue to provide high-quality entertainment, including visual content, to the world.

See attached documents for more information.

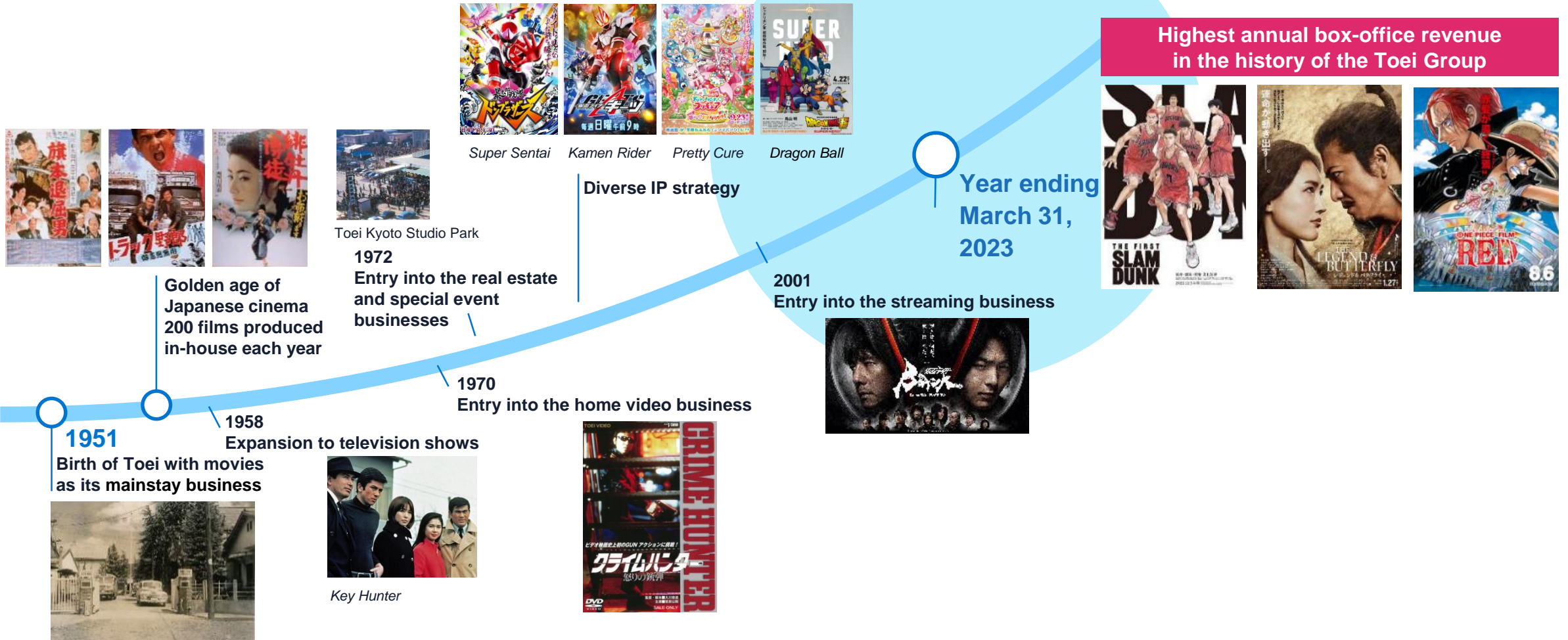
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# ***TOEI NEW WAVE 2033***

The Toei Group's Medium-to Long-Term Vision

## 70 years of consistent and ongoing film production, embracing changes in the world and adapting to new media





# Fill the world with stories that bring people joy

In a changing world and evolving media landscape,  
the Toei Group will continue to create and deliver stories that nourish the soul.

Toei's strengths lie in its planning and production capabilities that are the engine for creating a diverse and appealing visual content, and in its multi-use approach that maximizes revenue as an IP holder.

## Planning

## Production

## Distribution

### Planning and Production Capabilities

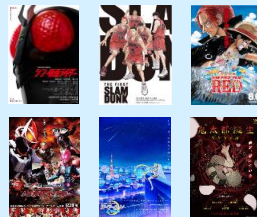
Planning capabilities that have given birth to diverse and appealing content including hit series

- Theatrical films **Over 4,400**
- Television shows **Over 38,000**
- Streaming content **Over 600**

#### Original productions



#### Adaptations



Japan's leading film production infrastructure

- One-stop system from shooting to post-production

#### Shooting



Tokyo Studios



Kyoto Studios

#### Post-Production



Toei Digital Center



Toei Labo Tech Co., Ltd.

#### Animation



Oizumi Studio

### Multi-Use Rollout

Developing the multi-use of content as an IP holder

- Capability for **multi-channel coverage**, from movie theaters to television and online streaming

Distribution

Streaming

TV broadcasting

Box office

DVD Blu-ray

Character shows and exhibits

Game adaptation

Stage adaptation

Overseas development

Merchandising



T-Joy Co., Ltd.

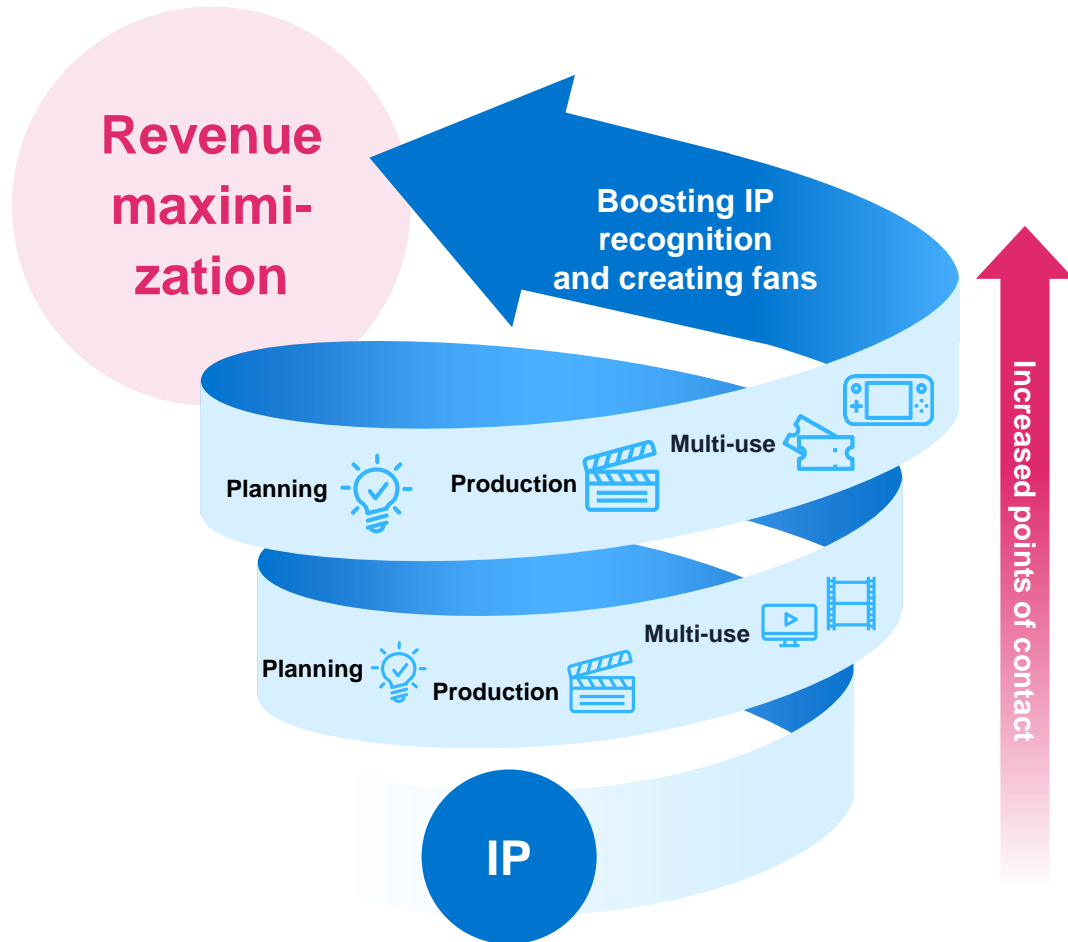


Toei Online Store



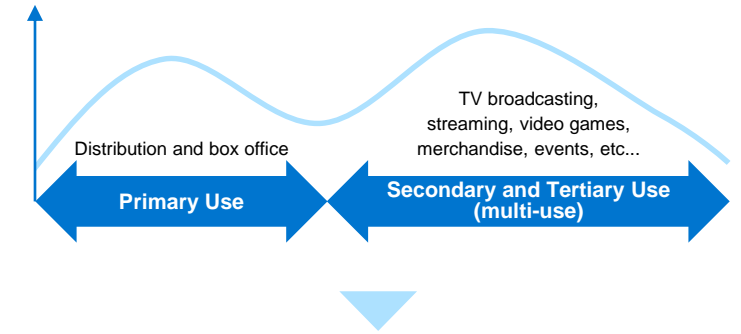
Toei Tokusatsu YouTube channel

Expanding points of contact with our IP  
through a cycle of planning to multi-use rollouts  
Maximizing revenue by boosting the recognition of content  
and developing fans



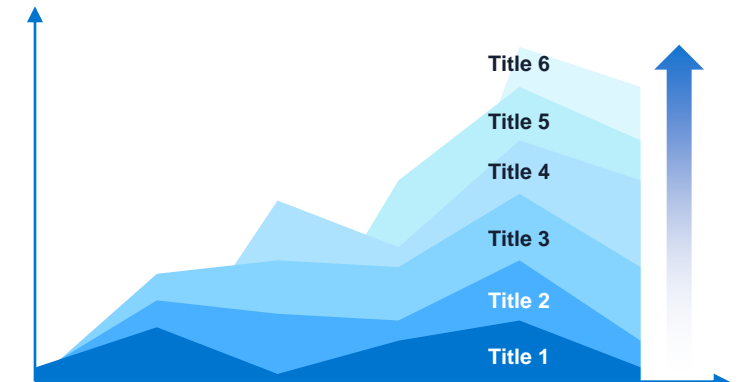
## Conceptual image of revenue for each title

Multi-channel rollout of hit titles to maximize per-title revenue



## Conceptual image of companywide revenue

Maximization of company revenue by accumulating revenue from multi-channel developed hit titles



# *To the World, To the Future*

**– To be a company that colors the world and the future  
with the power of our stories –**

The stories that captivated us as children stay with us over the years and continue to tug at our hearts.

We believe that exciting stories should be shared not only in Japan but around the world.

In 2033, the Toei Group will evolve into a corporate entity that colors the future  
with our stories that fascinate the world.

## Business Environment

### Expected changes in business environment

- The content industry is expected to grow worldwide
- Global platform operators have emerged
- Consumer needs and communication media are becoming more diverse

Further expansion of content



### Required strategy

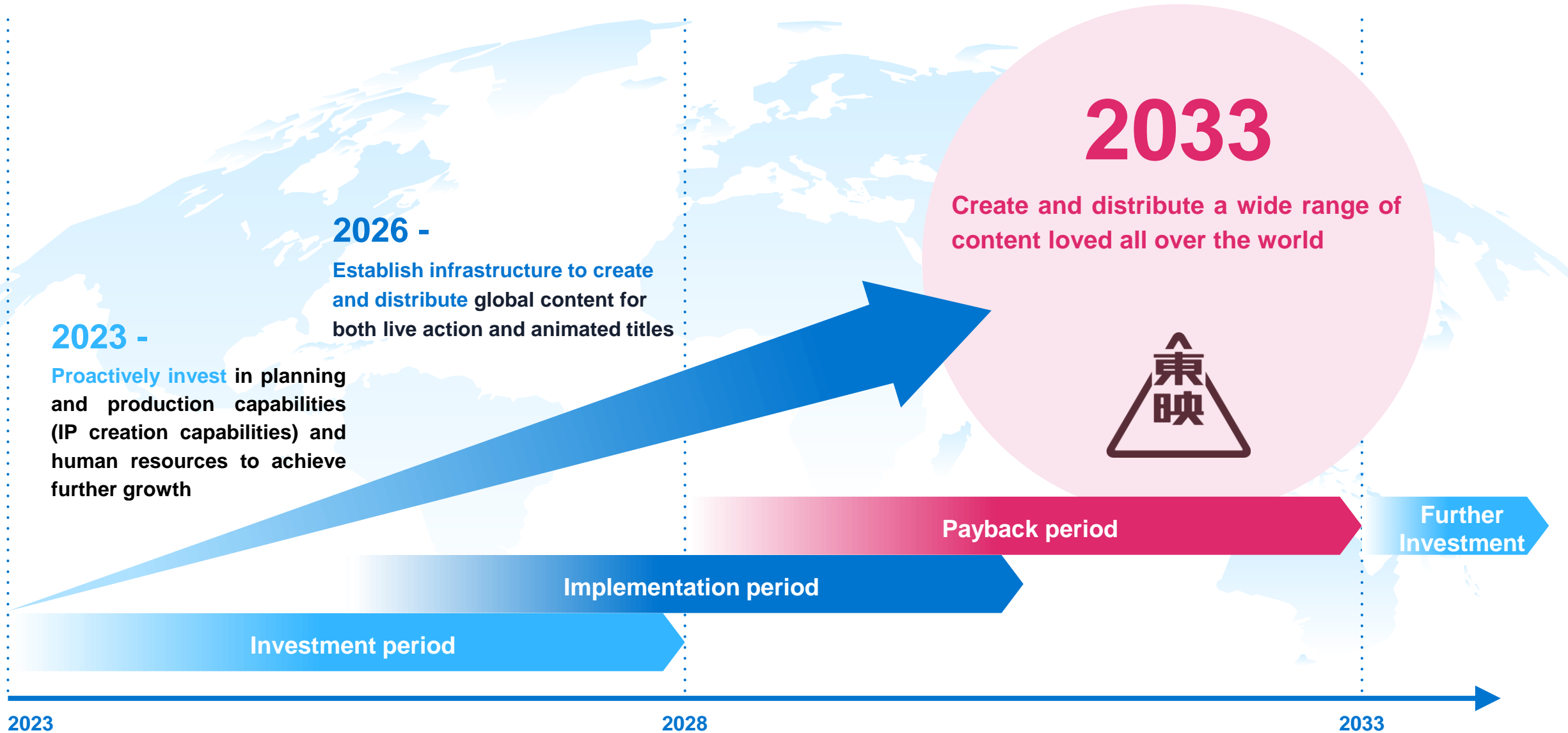
- Production of original content
- Development of titles with a focus on global distribution
- Further expansion of multi-use rollouts

## Our Challenges

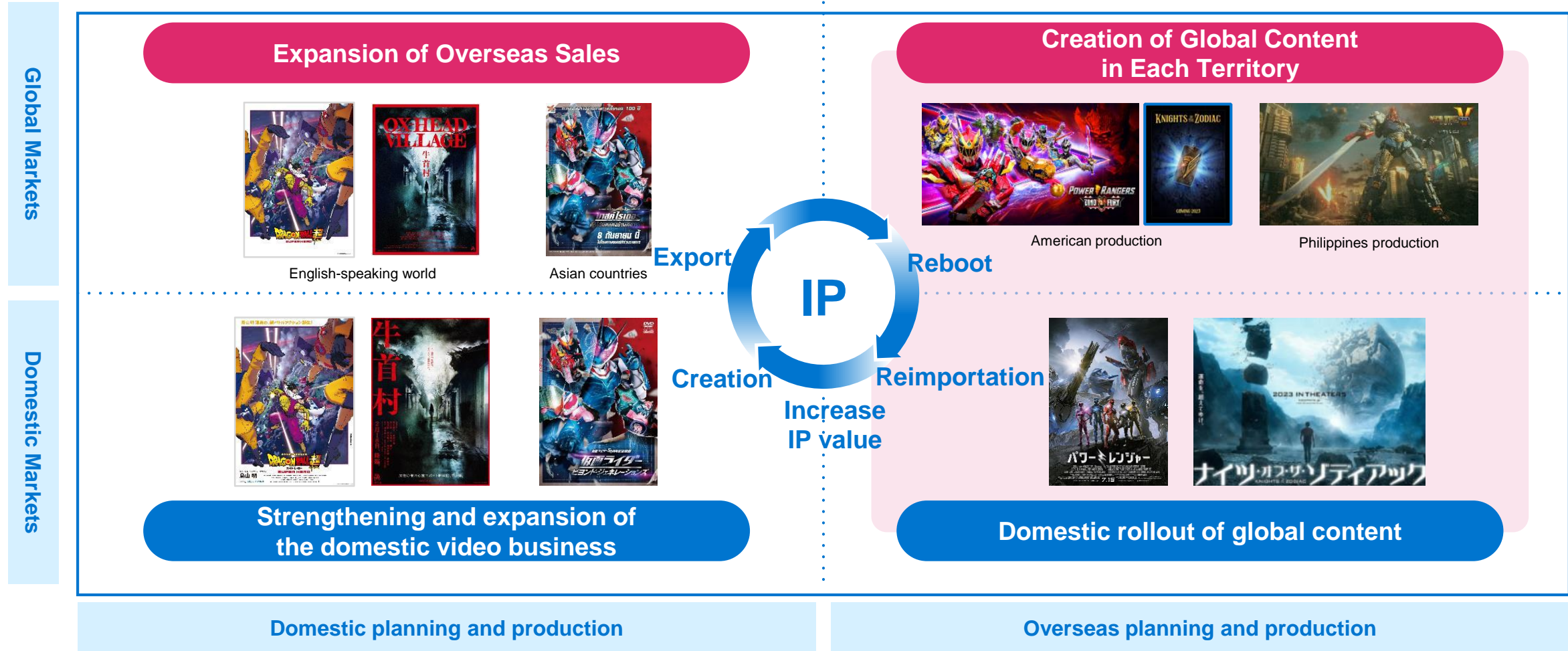
To formulate a medium- to long-term growth strategy seeing **changes as opportunities**

1. **Enhance the IP portfolio by bolstering the ability to create new original IPs**
2. **Accelerate the global rollout of IPs and maximize revenue per IP by promoting the multi-use of IPs in Japan and overseas**
3. **Lengthen the IP lifecycle to achieve sustainable growth**





### Strengthen and expand the live action and animated video content businesses and accelerate global expansion



-  **Maximizing visual content business revenue**
-  **Accelerate global rollout of content**
-  **Increase investment in human capital to strengthen visual content business**
-  **Reinforcing the management foundations that support sustainable challenges and growth**

## Increasing the number of new IPs created

### Enhancing IPs originating from Toei

#### 1. Creating major titles

- Live action: 2 titles per year  
(create 1 title each at Tokyo Studios and Kyoto Studios)  
Animation: at least 1 title per year
- Aim to earn at least 3 billion yen in box-office revenue per title in Japan
- Creation of major titles aimed at the global market



#### 2. Creating ambitious titles

- Provide opportunities for young creators
- Aim to win film awards in Japan and overseas
- Actively pursue experimental endeavors



#### Strengthening the organizational structure and human resources

- New establishment of a motion picture programming department (2022)
- Increasing the number of producers domestically and overseas (2022 ~)
- Developing a marketing-focused organization (2023 ~)



#### External coordination

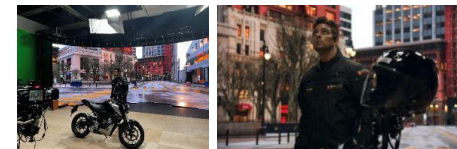
- Collaborating with partner companies in Japan and overseas  
Animation production, streaming service operators, festival organizers, etc.
- Collaborating with talented creators



#### Investment in visual content production sites (Tokyo Studios, Kyoto Studios, Animation Studio)

- Introducing cutting-edge technologies such as virtual production, digital humans, and production process automation through AI

##### Virtual production



Test shoot

Image of finished shot

##### Digital human



Further expand target media and markets

## Maximizing multi-use channel

Development of new channels:

Streaming in Japan and overseas, video games, expansion into the metaverse, etc.



### Creating titles that enable multi-use

- Securing secondary usage and operating rights
  - Raise investment stake to create original titles (production committee system films)

Secure rights to original titles

Enable multi-use

### Strengthening sales capabilities

- Cultivate and retain human resources that will flourish in Japan and overseas
  - Gain unique sales expertise through knowledge of the huge catalog of in-house content



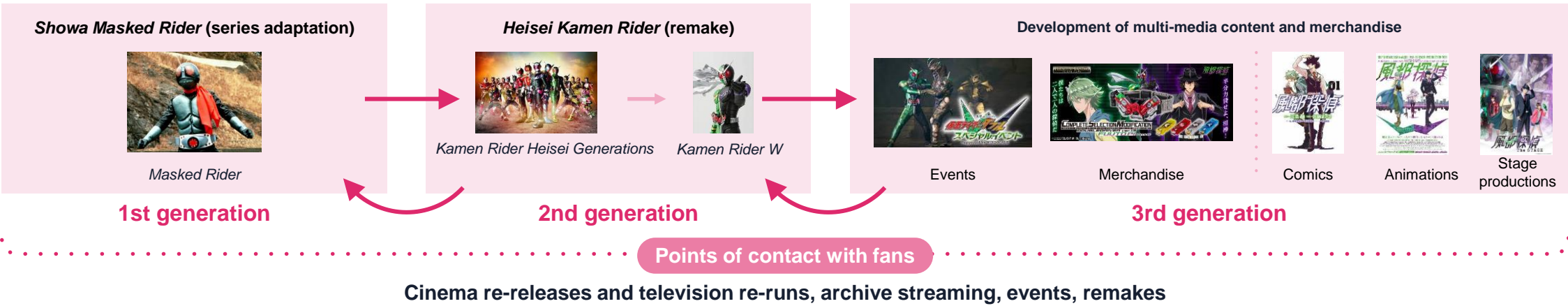
## Evergreen Marketing Strategy

Expand points of contact with past titles and maintain recognition levels through a range of measures including cinema re-releases, television re-runs, streaming, remakes, the development of multimedia content and merchandise. Then create second and third-generation fans, forging connections into the future.

Creation of popular content

Developing evergreen content

### Creating second- and third-generation fans



## Initiatives

### Collaborations with local companies (Creation of localized and original titles)



#### **VOLTES V LEGACY**

Produced and aired by Philippines based terrestrial broadcast station GMA NETWORK



#### **The Journey**

Joint production with local Saudi Arabian company



#### **Spicy Candy**

Produced by TOEI ANIMATION (SHANGHAI) ENTERPRISES CO., LTD., a joint venture with a Chinese partner

### Joint development and worldwide expansion with major global players



**Knights of the Zodiac**  
(working title)  
Worldwide release



**Kamen Rider Black Sun**  
Amazon Prime Video  
Worldwide streaming



**The Monkey Prince** (working title)  
Joint production between Japan,  
the United States and China

### Cultivating fans overseas



#### **KAMEN RIDER x SUPER SENTAI LIVE & SHOW**

Streaming of live performance featuring songs overseas from "tokusatsu" special effects-heavy film and TV programs

### Building a worldwide network

- Creating group synergy in five locations around the world
- Acquiring a global workforce including local hiring

## Target Regions

### Live action

Primary target: Asia and Latin America  
Secondary target: North America and Europe

### Animations

### Worldwide

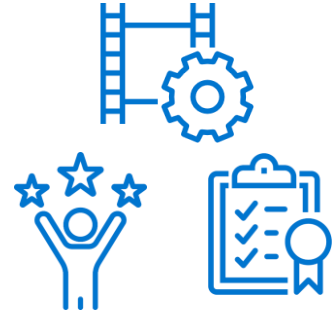
## Hiring, Placement / Development

- Expansion of mid-career hiring (Creative personnel, global personnel, expert personnel)
- Local hiring of personnel overseas, rotations
- Cultivating junior employees through ambitious titles
- Cultivating animators through Sakuga Academy
- Sharing best practices
- Expansion of competence development programs based on individual and organizational roles



## Evaluation, Compensation / Environment

- Building a comfortable work environment
- Respect training for filming locations
- Upgrades to state-of-the-art video equipment
- Fair and effective personnel evaluations
- Appropriate wage and compensation systems
- Commendation system to motivate employees



**Harnessing the power of individuality and diversity for the growth of the Toei Group**

**Further development of planning, production, and multi-use capabilities**



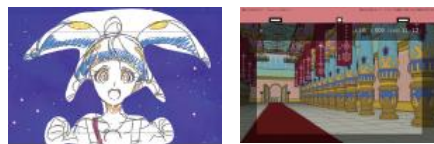
## Investments in production facilities

- Proactive investment to strengthen planning and production capabilities (IP creation capabilities)

Virtual production



Production of backgrounds using 3DCG



- Redevelopment of the Kyoto Uzumasa area (Kyoto Studios) and Oizumi area (Tokyo Studios) (dealing with aging facilities)

Kyoto Uzumasa area



Oizumi area



## Investments in real estate

- Stable sources of revenue to support the highly volatile visual content business
- Increase value of currently owned properties / maximizing earnings and acquiring new properties, etc.
- Aim to double operating profit in ten years

Existing properties (approx. 20 properties)



Shinjuku 3-Chome East Building



Shibuya Toei Plaza



Fukuoka Toei Hotel

## Strengthening corporate governance to achieve sustainable growth and medium-to-long-term improvements in corporate value

June 2022

### Transition to a company with an Audit and Supervisory Committee

- Transitioned with the aim of improving transparency and supervisory functions in management and ensuring fairness
- Delegation of authority for making decisions on the execution of important business matters to enable swift decision-making and more in-depth strategic discussions

### Introduction of a performance-based stock remuneration system for directors, etc.

- Introduced a performance-based stock remuneration system to clarify links between director compensation, business performance, and shareholder value

December 2022

### Established voluntary Nomination and Compensation Committee

- Established with the aim of ensuring fairness and transparency in the nomination and compensation of directors
- Further enhance governance functions by strengthening objectivity and accountability when making decisions on nomination, compensation, etc.

### Sustainability Policy

The Toei Group has declared the mission of "Fill the world with stories that bring people joy" and views the realization of a sustainable society and the enhancement of the Group's medium-to-long-term corporate value as inseparable goals. Accordingly, we will identify materiality and work to address these goals.

#### Some of our major ESG initiatives

##### Environment

- Establishment of eco-friendly studios, research into visual content production workflow
- Making offices and movie theaters paperless and utilizing eco-friendly resources

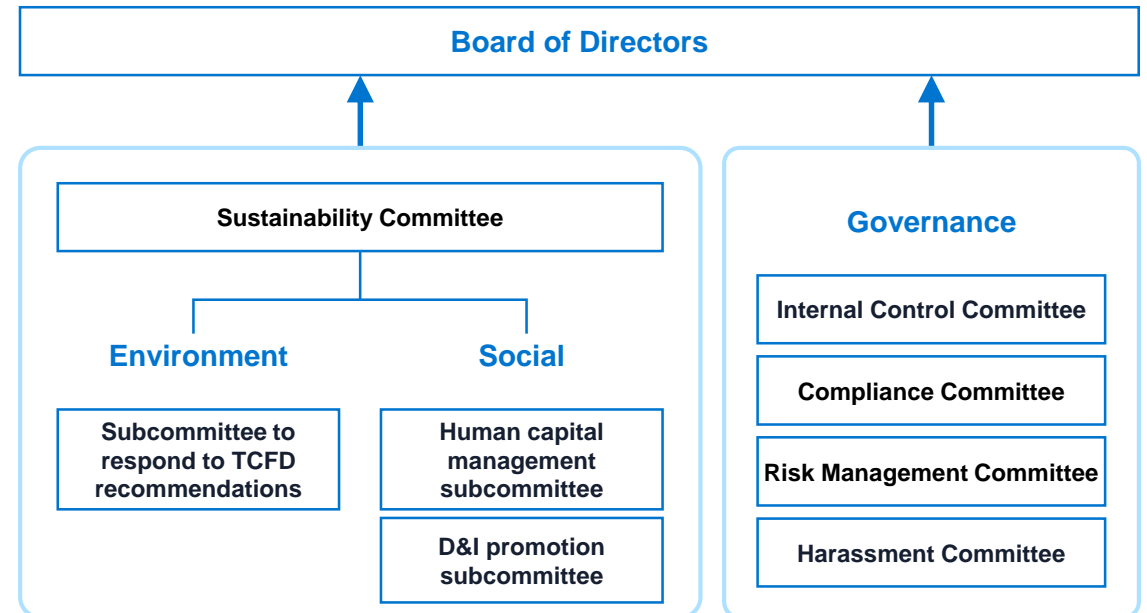
##### Social

- Conducting respect training at production sites
- Creating a thriving work environment for all employees
- Initiatives to produce educational videos
- Activities to contribute to Kyoto film(period drama) culture

##### Governance

- Listed on previous page

#### Sustainability promotion system



## Capital allocation and capital & finance strategy

- Allocate free cash flow to growth investments with priority, focusing on key strategies

Growth investment in the Toei Group towards 2033 (planned)

- Content investments (including production costs) 240 billion yen
  - Investments in strengthening business foundation 60 billion yen
- Break down: Investments in production facilities 36 billion yen  
Investments in real estate 24 billion yen

- **Prioritize debt financing** for major investment projects, in light of our financial base and the financing environment
- Consider and maintain **optimal capital structure** in order to improve ROE

## Shareholder return policy

- **Recognizing the importance of returning profits** to shareholders in a **stable ongoing manner** given the high volatility of our business: IP development, etc.
- We also pay special dividends based on business performance in a flexible manner

Promoting the globalization of the IP cycle: planning to multi-use rollouts  
Aiming to improve top line and baseline profit, particularly overseas

## Key performance targets

**Sales ratio**

**Overseas 50%**

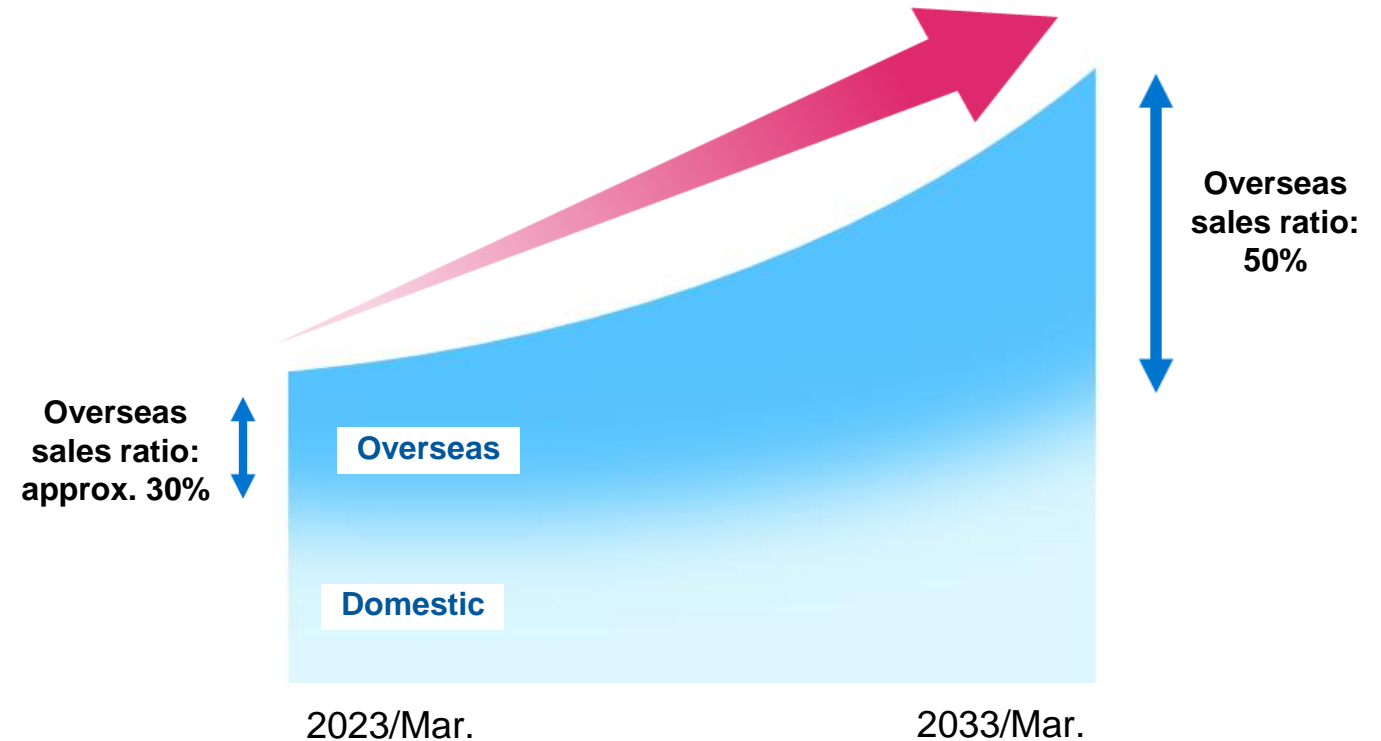
**Operating profit (baseline)**

**25 - 40 billion yen**

**ROE**

**8% or more**

## Image of the breakdown of sales



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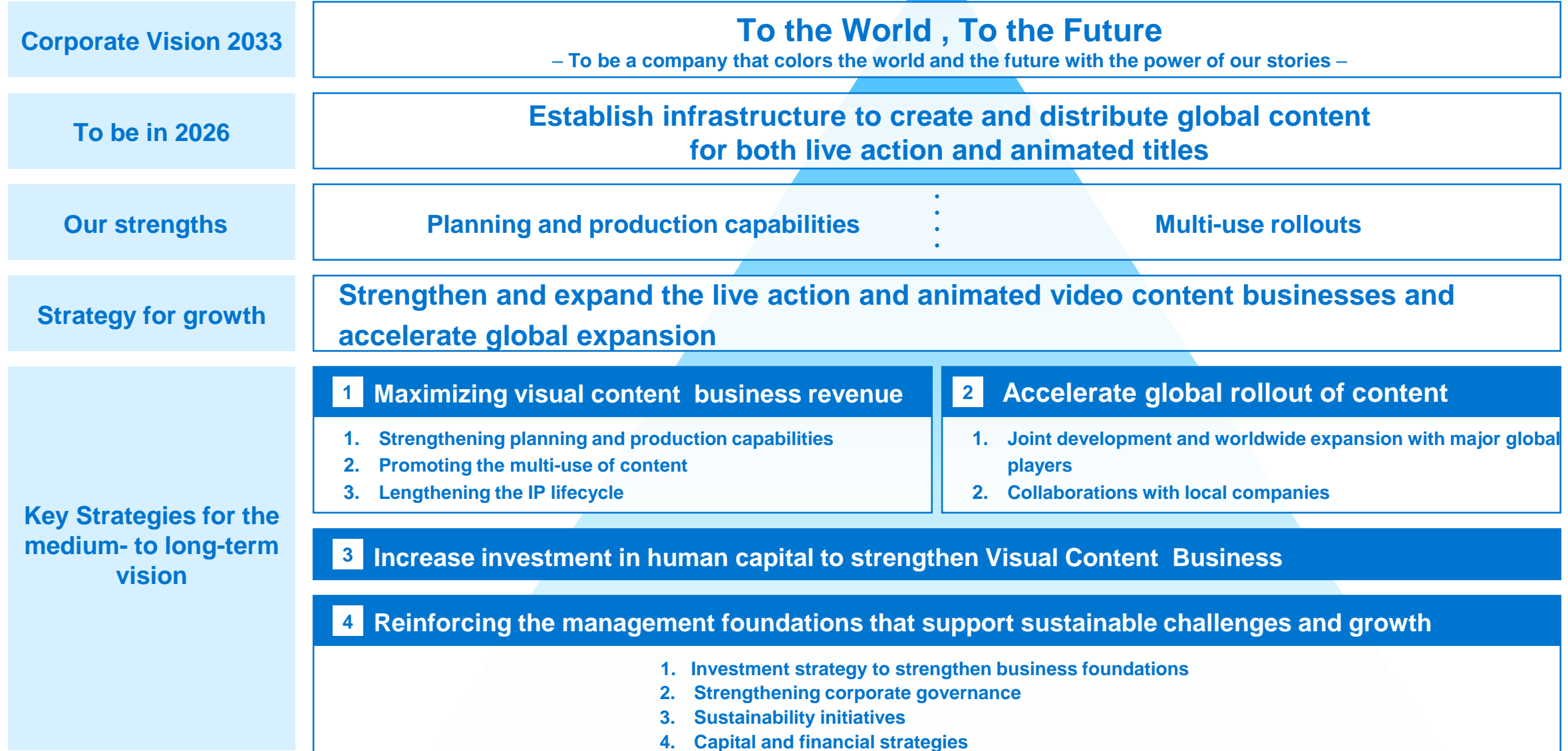
**Investors are requested to make investment decisions based on their own judgment and at their own responsibilities.**

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## Reference Information

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**SHIN MASKED RIDER**



**ADULTHOOD FRIENDS**



**Knights of the Zodiac**  
(working title)



**IMMERSION**



**IDOLiSH7 the Movie**  
(working title)



**Pretty Guardian Sailor Moon  
Cosmos The Movie**  
(in two parts)



**REVOLVER LILY**  
(working title)



**G-MEN**  
(working title)



**THE FORBIDDEN PLAY**



The commemorative movie of  
**Pretty Cure 20th**  
(working title)



**New Movie From Ge-Ge-Ge no  
Kitaro Series**



**FLY ME TO THE SAITAMA PART II**  
(working title)



OHSAMASENTAI KING-OHGER



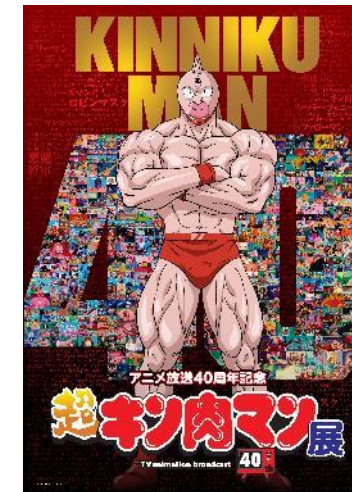
Kamen Rider GEATS



AIBOU(Partners) season21



KAMEN RIDER 50 YEARS EXHIBITION



SUPER KINNIKUMAN EXHIBITION



AVATARO SENTAI DONBROTHERS FINAL LIVE TOUR 2023



TOEI MOVIE x STAGE "BAKUMATSU WITHOUT HONOR AND HUMANITY" (working title)