

TOHO CO., LTD.

## IP & Anime Business

Anime, Game, Godzilla, Overseas Strategy, and TOHO-ONE (digital strategy)

### Presentation Material for Investors

December 10, 2025

TOHO CO., LTD.

Stock Code: TSE9602

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## 1. Mid-Term Plan 2028

GROUP SLOGAN

# Moments for Life

# IP & Anime Business in TOHO Group

## Film business

- **Production and Distribution business:** Films production and distribution and utilization of rights including streaming
- **Movie Theater business:** Management of cinema complex in Japan (TOHO Cinemas Ltd.)
- **Other Film businesses:** Other productions such as art and advertising businesses



## IP & Anime business

- **Development, production and rights management of Godzilla, TOHO animation titles, and others**



## Theatrical business

- Production / exhibition of theatrical plays, entertainment production business



## Real Estate business

- Lease of land and buildings, road business, building maintenance businesses



# IP & Anime Business in Mid-Term Plan 2028

- Our organizational framework will be reinforced and talent base expanded by increased personnel, enhancing studio capabilities for worldwide content and IP development and distribution.
- IP & Anime business operating profit will be increased by 200%<sup>\*1</sup> or more, driven by enhanced revenues from growth areas like overseas and games.

<sup>\*1</sup> Compared to that for FY2/25

## Point 1 Increase Production

- Increase the production of quality content and IP by expanding TOHO animation's creative development, production, and marketing structures and enhancing the TOHO Group production studio functions.

### TOHO animation targets for 2032



- The number of cours is expected to increase to about 20 in FY2/29.

(\* Subject to change depending on changes in the broadcast schedule)

- The number of employees is currently approximately 70.

(\* As of November 30, 2025)

<sup>\*2</sup> Number of broadcasts per year, 1 cour lasts 3 months <sup>\*3</sup> Employees at TOHO Co., LTD.

## Point 2 Put More Effort into Overseas Business

- Seek to strengthen the lead in managing content and IP abroad by increasing overseas offices and enhancing licensing functions in each region.

## Point 3 Pursue Fan Business

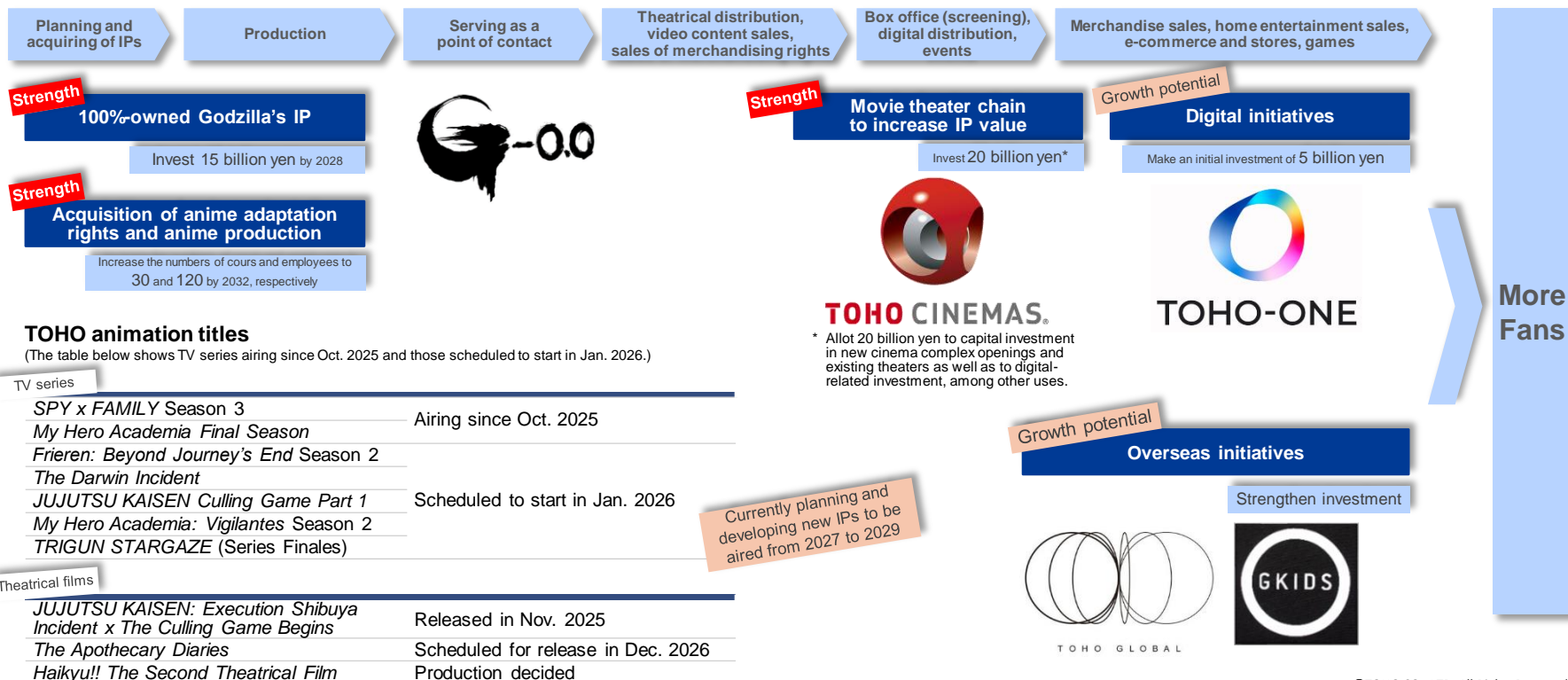
- Promoting fan engagement by enhancing our e-commerce platform, integrating it with a new membership service, and introducing IP-themed cafes inspired by popular anime and characters.

## Point 4 Promote Game Development

- Promote the development and release of digital games based on GODZILLA and our hit anime series.

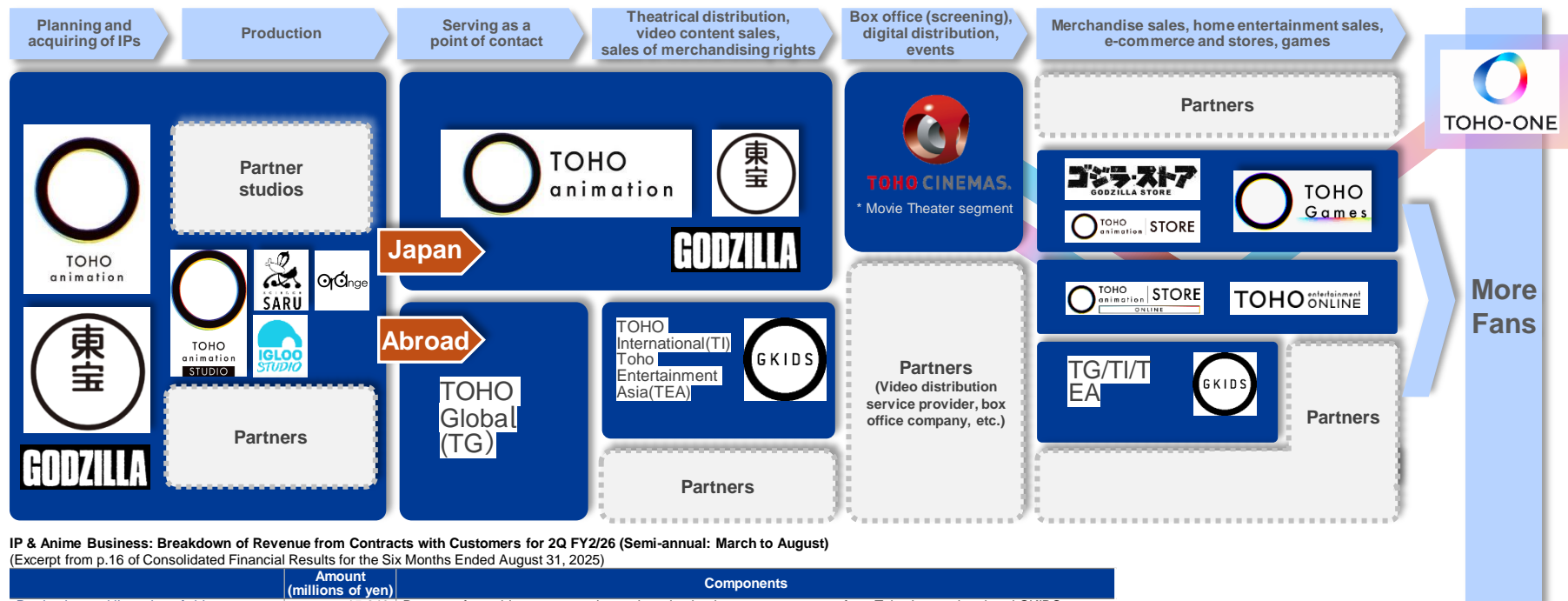
# IP & Anime Business: Growth Potential and Strengths

Accelerating investment in **Growth Potential** (digital / overseas initiatives), while leveraging **Strengths** (IP acquisition / movie theater chain)



Maximizing the value of our IPs in each area with TOHO Group and partners

■ Areas in which our group is involved



**IP & Anime Business: Breakdown of Revenue from Contracts with Customers for 2Q FY2/26 (Semi-annual: March to August)**  
(Excerpt from p.16 of Consolidated Financial Results for the Six Months Ended August 31, 2025)

	Amount (millions of yen)	Components
Production and licensing of video content	15,649	Revenue from video content sales and production investment, revenue from Toho International and GKIDS
Licensing of merchandising rights	8,092	Revenue from merchandising rights
Sales and merchandising	9,646	Revenue from home entertainment (DVD), goods, pamphlets, GODZILLA STORE, and e-commerce websites
Other	3,925	Revenue from anime production company (Science SARU etc.), games, music
<b>Total (Sales to external customers)</b>	<b>37,313</b>	

\* Revenue from TOHO-ONE is not included in the revenue of the IP & Anime business..

# Overseas Markets Expansion

Expanding our Godzilla, anime, game, and film businesses into overseas markets

## Japanese Market

Films



Released in November 2023



Released in June 2025

Godzilla



Opened in Shibuya  
in April 2025



Released in July 2025

Anime &  
Game



Game, Jujutsu Kaisen Phantom Parade  
released in November 2023

## Overseas Markets



Released in December 2023



To be released in North America in 2026



Opened in Taipei in September 2025



Released in July 2025



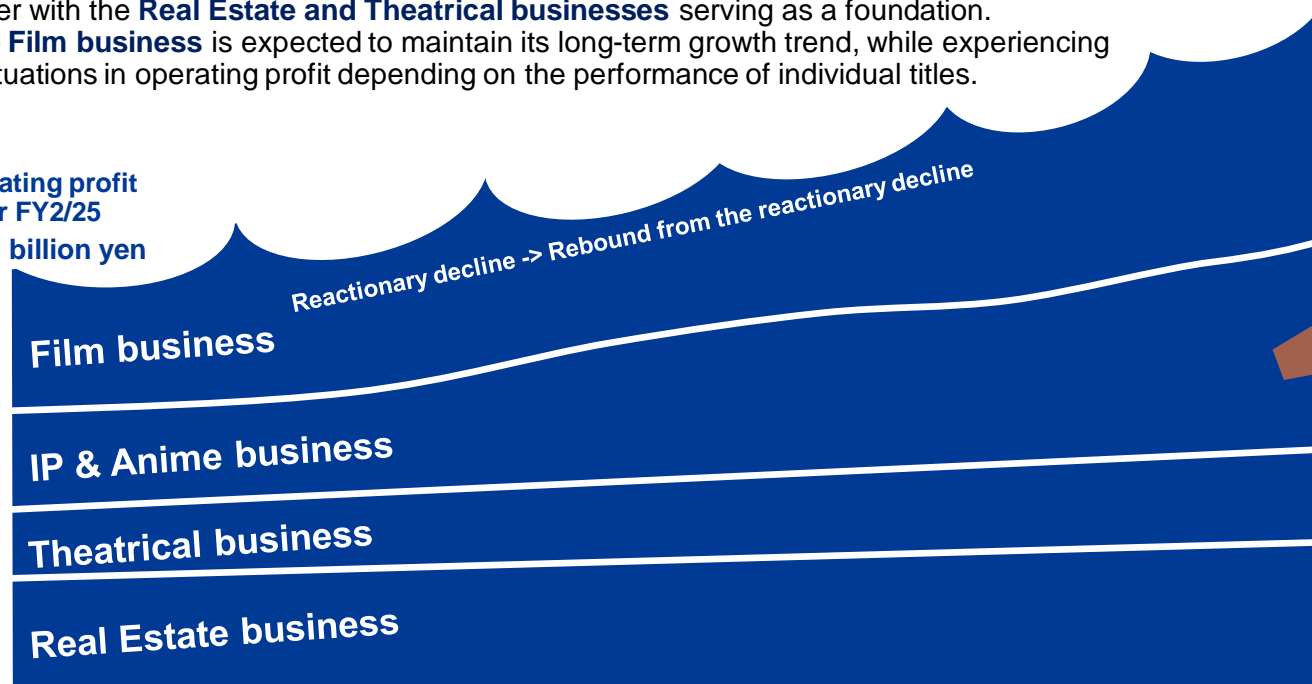
Global version released in November 2024

\* The above images are examples shown for illustrative purpose only and do not necessarily represent each business.

# Operating Profit Target for 2032: Growth Prospects

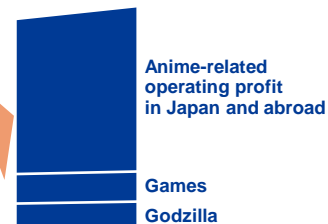
- We aim to **more than double** the operating profit of our IP & Anime business by 2032.
- We will strengthen our investment to grow the overseas, game, and Godzilla businesses.
- From a group-wide perspective, **the IP & Anime business** will become a new growth driver with the **Real Estate and Theatrical businesses** serving as a foundation.  
**The Film business** is expected to maintain its long-term growth trend, while experiencing fluctuations in operating profit depending on the performance of individual titles.

Operating profit  
for FY2/25  
**64.6 billion yen**



Operating profit target for 2032  
**75 to 100 billion yen**

IP & Anime  
business:  
Operating profit  
breakdown  
(2032 prospect)



## 2. Anime





- The Anime Division was established in 2012. In the following year, the Anime business under the new label of TOHO animation was fully launched.
- The label was divided into divisions in 2022.
- We have delivered 138 titles (TV anime: 87, Films: 51).  
(As of November 2025)

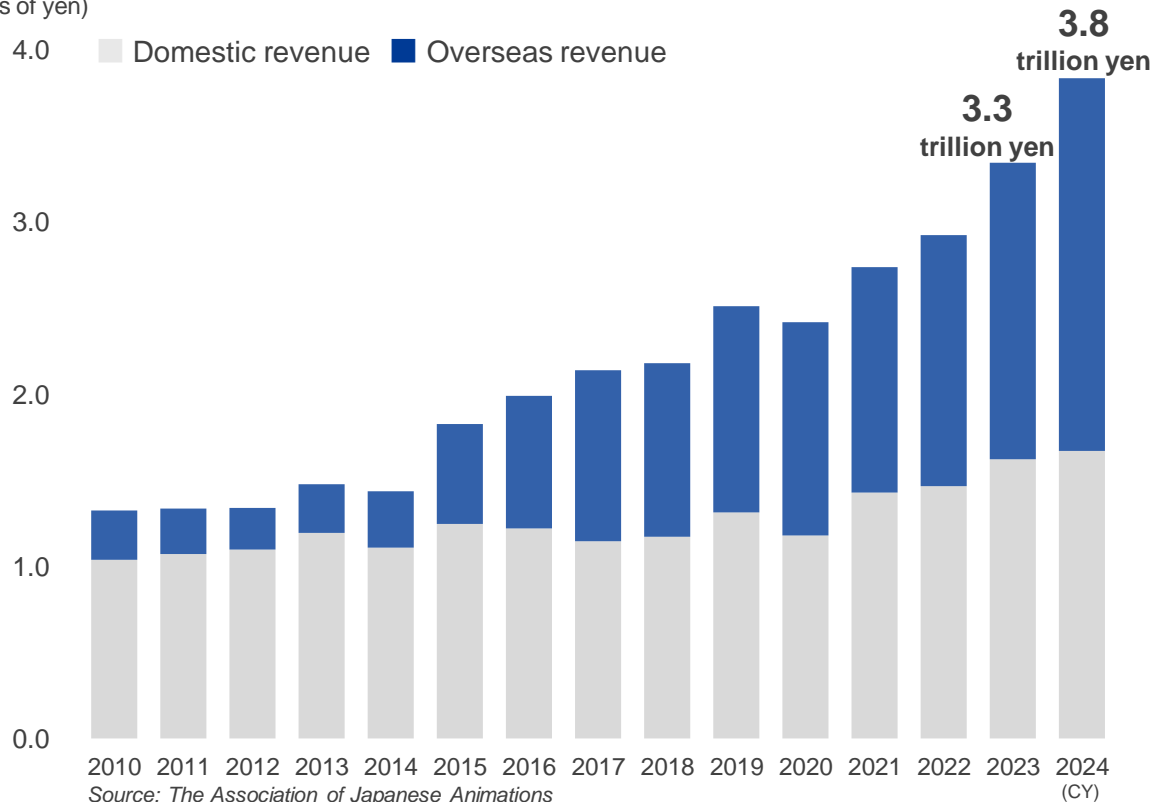


**Widely deliver our best  
works to customers**



## Domestic Anime Industry Market Size

(trillions of yen)



- The domestic anime industry has grown significantly since the mid-2010s, with its size reaching 3.8 trillion yen in 2024.
- Growth is accelerating especially for markets outside Japan (■).

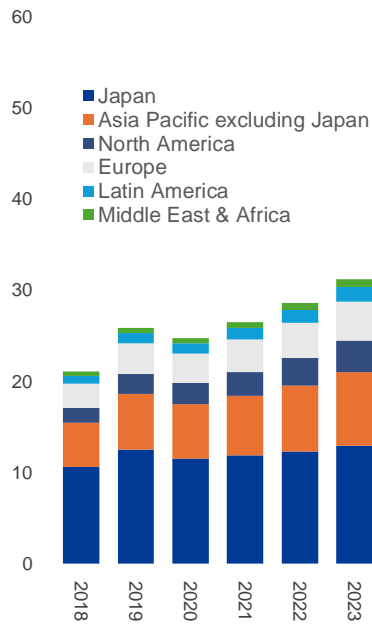


# Global Anime Market Size with Forecasts

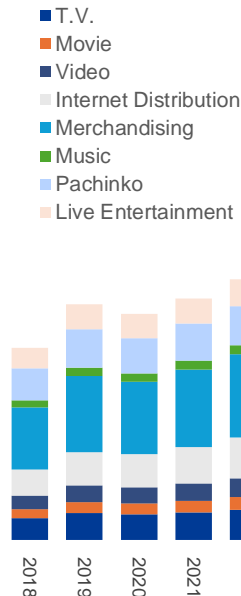
- The global animation market is expected to grow from 34.3 billion USD (approx. 5 trillion yen) in 2024 to 60.3 billion USD (approx. 9 trillion yen) in 2030, with a CAGR of 9.8%.
- North America is likely to portray the largest CAGR of 16.3% for the same period. The market size in APAC (excluding Japan) is projected to exceed that of Japan market and become 18.0 billion USD in 2030.

(billions of USD)

**By region**



**By genre**



Source: Anime MARKET ANALYSIS AND SEGMENT FORECASTS TO 2030 by GRAND VIEW RESEARCH, with its estimates for 2025 and beyond. Please see the back of this presentation materials for the definition of each genre.

## Strengths: “Comprehensive Capabilities” to Maximize the IP Value

### Producing capability

- **Planning and producing capabilities** to produce a high-quality anime by utilizing the original work's unique qualities and working with talented staff and studios
- **Marketing capability** cultivated as a film distribution company to deliver the best of the work

### Expansion capability

- **Expansion capability** to maximize business within our group in all areas, including television, film, digital distribution, merchandising, stage production, home entertainment, game, event, music, and overseas development
- Our core strength lies in domestic theatrical distribution
- We are currently reinforcing overseas development to capitalize on great growth potential



### Comprehensive capabilities to maximize the value of our IP

- We **possess a strong IP portfolio** that is popular in Japan and abroad.
- The long-lasting popularity of our content **expands and diversifies our IP portfolio**.

## Growth Strategy: Four Keywords



- The keywords for growth of our anime business: **Global, Original, More, and Connect.**
- We want to directly deliver original works and more good works that inspire customers around the world.

## Growth Strategy: Reinforcing Anime Production Capabilities

Secure our production capability through cooperation between our group's production studios and partner studios

### Our group's production studios and partner studios



TOHO animation STUDIO Inc.

Number of employees: 32  
(as of Nov. 2025)



Science SARU Inc.

June 2024: Joined our group.  
Number of employees: 66 (as of Nov. 2025)



Orange Co., Ltd.

January 2025: Acquired a 19.7% stake.  
Number of employees: 174 (as of Nov. 2025)



IGLOO STUDIO CO., LTD. in Thailand  
(affiliated company accounted for using the equity method)

November 2023: Acquired a 32% stake.  
Number of employees: 172 (as of Aug. 2025)

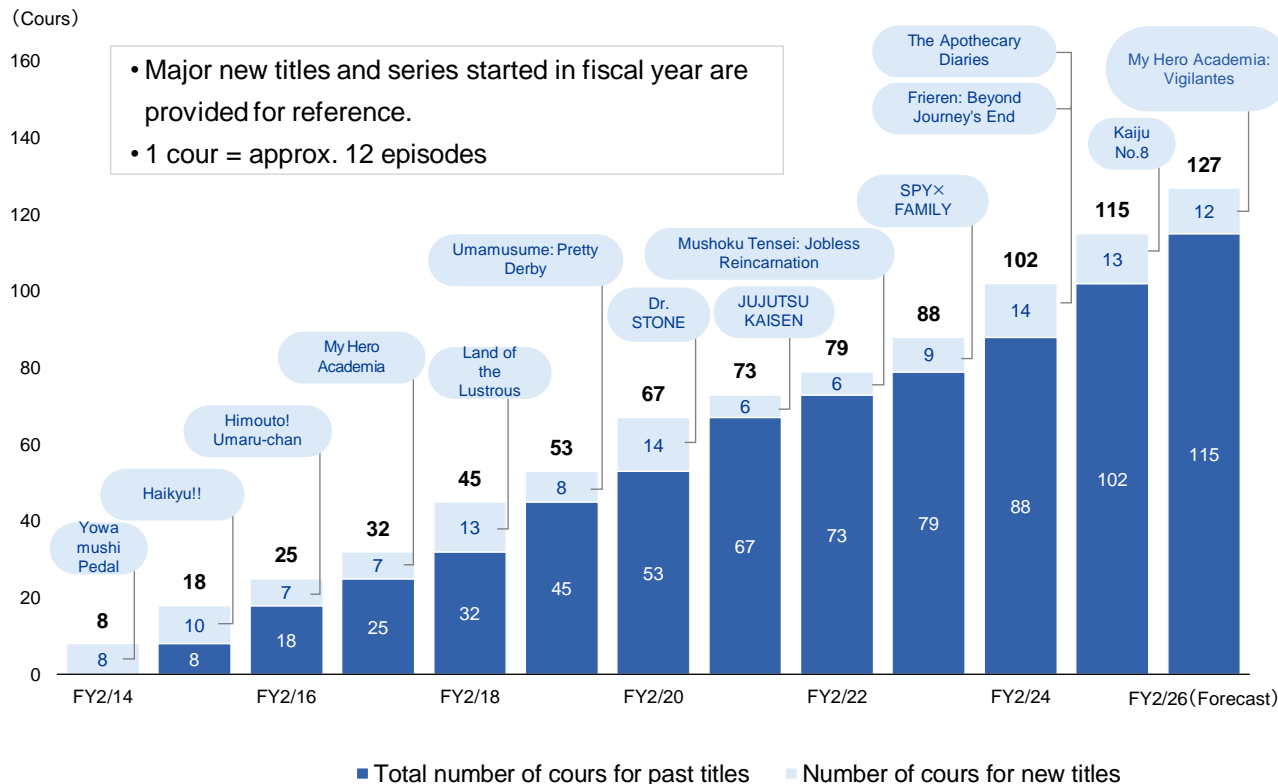
### Partner studios

(We have produced anime with 18 partner studios over the past three years)



CoMix Wave Films Inc. (We established a capital relationship with the entity by acquiring 6.09% stake in the entity.)

# TOHO Animation: Cour Count



- Launch new TV anime and create new series
- Seek to accumulate IP rights as our revenue source and extend the life of content
- Build a continuous and stable business model

# 2025 and 2026 Anime Lineup

Orange dot line = 2026 lineup

Highlighted in blue = Theatrical

(As of December 10, 2025)

## TOHO animation

Titles	Schedule	Production company
<i>The Apothecary Diaries Season 2</i>	Jan.–Jun. 2025	TOHO animation STUDIO×OLM
<i>Kaiju No.8 Season 1 Compilation / Hoshina's Day Off</i>	Released at theaters on Mar. 28, 2025 (for 3 wks )	Production I.G
<i>My Hero Academia: Vigilantes</i>	Apr.–Jun. 2025	bones film
<i>Kaiju No.8 Season 2</i>	Jul.–Sep. 2025	Production I.G
<i>Dr.STONE SCIENCE FUTURE Season 4 Part 2</i>	Jul.–Sep. 2025	TMS ENTERTAINMENT CO.,LTD
<i>Puniru Is a Cute Slime Season 2</i>	Jul.–Sep. 2025	TOHO animation STUDIO
<i>SPY x FAMILY Season 3</i>	From Oct. 2025	WITSTUDIO×CloverWorks
<i>My Hero Academia FINAL SEASON</i>	From Oct. 2025	bones film
<i>JUJUTSU KAISEN: Execution Shibuya Incident x The Culling Game Begins</i>	From Nov. 2025	MAPPA
<i>Frieren: Beyond Journey's End Season 2</i>	From Jan. 2026	MADHOUSE Inc.
<i>The Darwin Incident</i>	From Jan. 2026	BELLNOX FILMS
<i>JUJUTSU KAISEN The Culling Game Part 1</i>	From Jan. 2026	MAPPA
<i>My Hero Academia: Vigilantes Season 2</i>	From Jan. 2026	bones film
<i>TRIGUN STARGAZE</i>	From Jan. 2026	Orange
<i>The Angel Next Door Spoils Me Rotten Season 2</i>	From Apr. 2026	Project No.9
<i>Sequel to Dorohedoro</i>	Spring 2026	MAPPA
<i>The Apothecary Diaries Season 3 1st Cour</i>	From Oct. 2026	OLM
<i>The Apothecary Diaries Theatrical Film</i>	Dec. 2026	TOHO animation STUDIO

TOHO animation's lineup (<https://tohoanimation.jp/portal/>) (Japanese only)

Titles	Schedule	Production company
<i>Mushoku Tensei: Jobless Reincarnation Season 3</i>	2026	StudioBind Co., Ltd.
<i>BEASTARS FINAL SEASON Part 1</i>	2026	Orange
<i>SNOWBALL EARTH</i>	2026	Studio KAI
<i>Dr.STONE SCIENCE FUTURE Season 4 Part 3</i>	2026	TMS ENTERTAINMENT CO.,LTD
<i>Though I Am an Inept Villainess</i>	2026	Doga Kobo inc.
<i>The Apothecary Diaries Season 3 2nd Cour</i>	From Apr. 2027	OLM
<i>Haikyuu!! TV Special Anime</i>	To be aired on TV	Production I.G
<i>Spice and Wolf: merchant meets the wise wolf Season 2</i>	Production decided	Passione
<i>Haikyuu!! The Second Theatrical Film</i>	Production decided	Production I.G
"Godzilla" New Anime Series	Production decided	Orange/IGLOO STUDIO

- Currently planning and developing new IPs to be released or aired from 2027 to 2029
- The number of cours is expected to increase to about 20 in FY2/29.

## Science SARU

Science SARU's lineup (<https://sciencesaru.com/en/works>)

Titles	Schedule
<i>DAN DA DAN Season 2 (TV series)</i>	Jul.–Sep. 2025
<i>SANDA (TV series)</i>	Oct.–Dec. 2025
<i>THE GHOST IN THE SHELL (TV series)</i>	2026
<i>Jaadugar: A Witch in Mongolia (TV series)</i>	2026
<i>DAN DA DAN Season 3 (TV series)</i>	Production decided

## The Apothecary Diaries: Season 3 TV Series and Theatrical Film to be released



- The first cour of the Season 3 TV series: to be aired from **October 2026**
  - Theatrical film: to be released in **December 2026**
  - The second cour of the Season 3 TV series: to be aired from **April 2027**
- TV anime production: OLM;  
Theatrical film production: TOHO animation STUDIO
  - The theatrical film is based on an all-new original story written by the original author.
  - The Season 2 TV series was aired from January 2025 and attained popularity in and outside Japan.
    - ✓ Ranked first in all categories of ABEMA's 2025 First Half Anime Rankings: Overall Streaming, New Anime Streaming, and Age-Group Streaming (10s, 20s, and 30s+).
    - ✓ Ranked first in Crunchyroll's anime rankings in North America for titles aired from April 2025.

# Anime: 2025 and Beyond

## Continued popularity of anime and reinforcement of our pipeline

- Achieved huge success in theatrical animated films in 2025
- Offer a more extensive lineup in 2026
- Currently planning and developing new IPs to be released or aired from 2027 to 2029. The number of cours is expected to increase to about 20 in FY2/29.

(\* Subject to change depending on changes in the broadcast schedule)

### Anime lineup for 2026

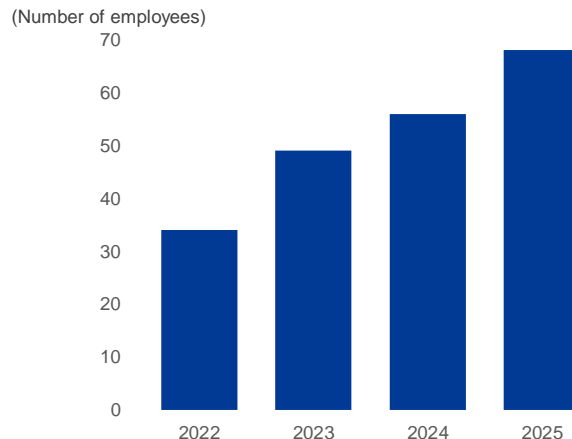
Title	Broadcasting, release and distribution schedule
Animated TV series <i>Frieren: Beyond Journey's End</i> Season 2	Aired from Jan.
Animated TV series <i>The Darwin Incident</i>	Aired from Jan.
Animated TV series <i>JUJUTSU KAISEN Culling Game Part 1</i>	Aired from Jan.
Animated TV series <i>My Hero Academia: Vigilantes</i> Season 2	Aired from Jan.
Animated TV series <i>TRIGUN STARGAZE</i>	Aired from Jan.
Animated TV series <i>The Angel Next Door Spoils Me Rotten</i> Season 2	Aired from Apr.
Animated TV series <i>Dorohedoro</i> New Season	Distributed in spring
Animated TV series <i>The Apothecary Diaries</i> Season 3 1st Cour	Aired from Oct.
Theatrical film <i>The Apothecary Diaries</i>	Released in Dec.
Animated TV series <i>Mushoku Tensei: Jobless Reincarnation</i> Season 3	To be aired
Animated TV series <i>BEASTARS FINAL SEASON</i> Part 2	To be distributed
Animated TV series <i>SNOWBALL EARTH</i>	To be aired
Animated TV series <i>Dr. STONE SCIENCE FUTURE</i> Season 4 Part 3	To be aired
Animated TV series <i>Though I am an inept villainess</i>	To be aired

## Changes in our initiatives

- Strengthened initiatives to maximize profit per title (e.g., reinforcing merchandise sales)
- Increase the headcount to 70 in order to reinforce our pipeline
- Integrate with TOHO-ONE

### Number of employees in IP & Anime Group, TOHO animation

\* Number of employees as of December 31, as of November 30 for 2025





### 3. Game



## Overview of Game Business

### Game business of TOHO CO., LTD.

- Launched a game label TOHO Games in 2021, marking its fifth year this year
- Delivering the IP cultivated through our Cinema and Anime businesses to fans through games
- Further boost the business with games featuring Godzilla and TOHO animation titles



### Promotion structure

- The Game Division (16 members) closely works together with the Godzilla Department and TOHO animation
  - ✓ Creative Development Group: planning, development and operation
  - ✓ Digital Marketing Group: Marketing and promotion
- Set up a project team with partners suitable for each project to develop and operate a game
- Examine and promote planning, platforms, and monetization strategies built around our IP for fans of our IP

## Strategies, Strengths, and Aims of Game Business

### Strategies

- Strategy to enhance planning accuracy while expanding Godzilla and other hit animated IPs
- Strengthening of game publishing (sales, digital distribution, and operation)
- Integrate with TOHO-ONE

### Strengths

- Planning and promotion centered on our IP, in close cooperation with the Godzilla Department and TOHO animation
- High-precision game development based on a solid understanding of our IP
- Marketing capability in cooperation with TOHO Global and other overseas bases






### Aims

- Establish a firm position as a character-driven game brand by releasing titles with a high probability of success
- Contribute to the overall growth of our IP by making games one of the key consumer touchpoints

## Major Game Titles Currently Delivered

(As of Dec. 10, 2025)

Lineup: <https://www.toho.co.jp/anime/lineup-games> (Japanese only)

Titles	Game Visuals	Release	Remarks
<p><i>GODZILLA BATTLE LINE</i></p>		<ul style="list-style-type: none"> <li>• Jun. 2021 (Smartphone)</li> <li>• Aug. 2022 (PC)</li> </ul>	<ul style="list-style-type: none"> <li>• For smartphones</li> <li>• Planning, production, development, and operation: TOHO CO., LTD.</li> <li>• Cumulative total downloads exceeds 4 million</li> </ul>
<p><i>Jujutsu Kaisen Phantom Parade</i></p>		<ul style="list-style-type: none"> <li>• Domestic Version: Nov. 2023 (Smartphone), Apr. 2024 (PC)</li> <li>• Global Version: Nov. 2024 (Smartphone)</li> </ul>	<ul style="list-style-type: none"> <li>• For smartphones and PC</li> <li>• Planning and production: Sumzap, Inc. and TOHO CO.,LTD</li> <li>• Development and operation: Sumzap, Inc.</li> <li>• The number of players worldwide has exceeded 25 million.</li> </ul>
<p><i>KAIJU NO. 8 THE GAME</i></p>		<ul style="list-style-type: none"> <li>• Domestic Version / Global Version: Aug. 2025 (Smartphone)</li> <li>• Oct. 2025 (PC)</li> </ul>	<ul style="list-style-type: none"> <li>• For smartphones and PC</li> <li>• Planning and production: Akatsuki Games Inc., TOHO CO.,LTD and Production I.G. Inc.</li> <li>• Development and operation: Akatsuki Games Inc.</li> <li>• Advertising cooperation: TOHO CO.,LTD and Production I.G. Inc.</li> <li>• Cumulative total downloads exceeds 5 million worldwide.</li> </ul>

Furthermore, we are planning and developing games featuring **Godzilla** and other hit animated IPs.

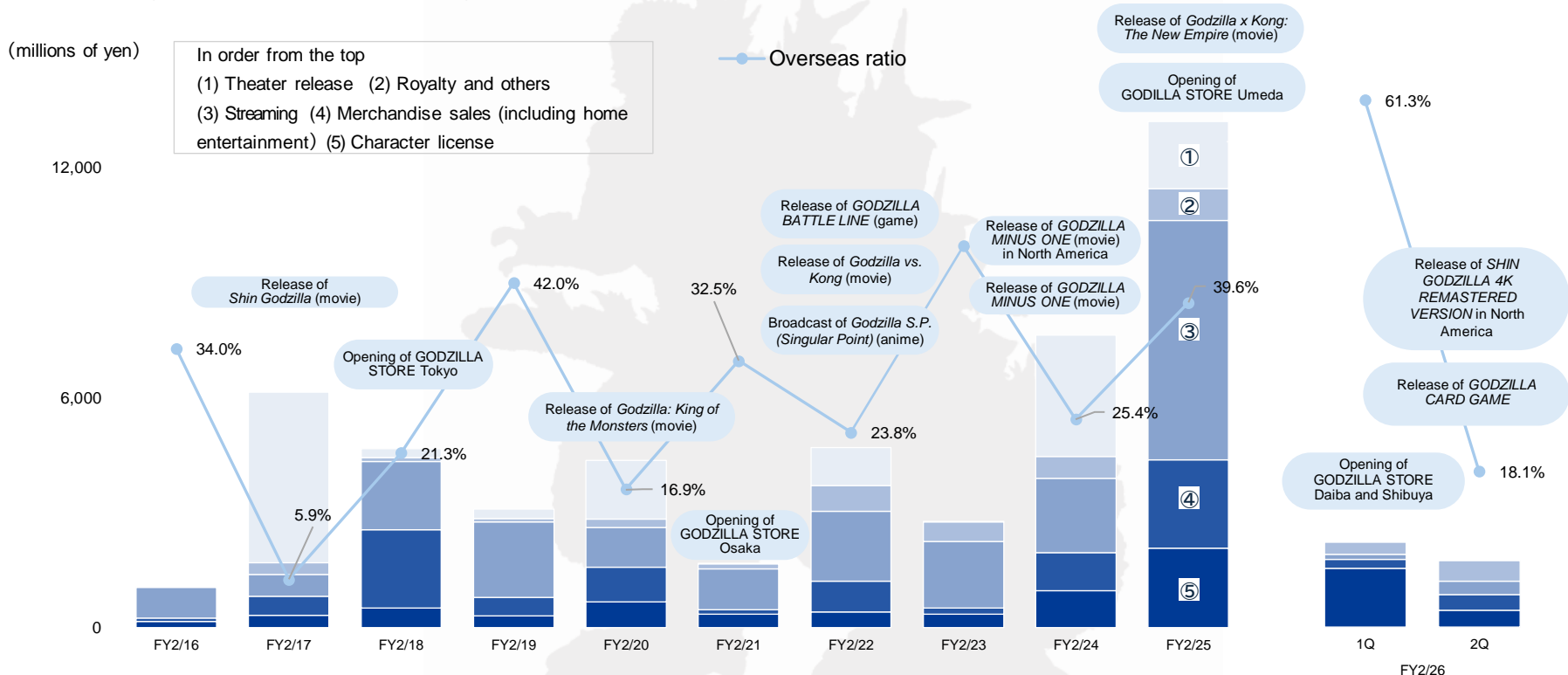
## 4. Godzilla



HANEDA GODZILLA GLOBAL PROJECT to be completed in late December 2025.  
A massive Godzilla monument bidding farewell to inbound visitors to Japan at Terminal 3 of Haneda Airport.  
Maximum monument size: approximately 9 m in height, 40 m in width

## Godzilla Series: Trends in Operating Revenue (1/2)

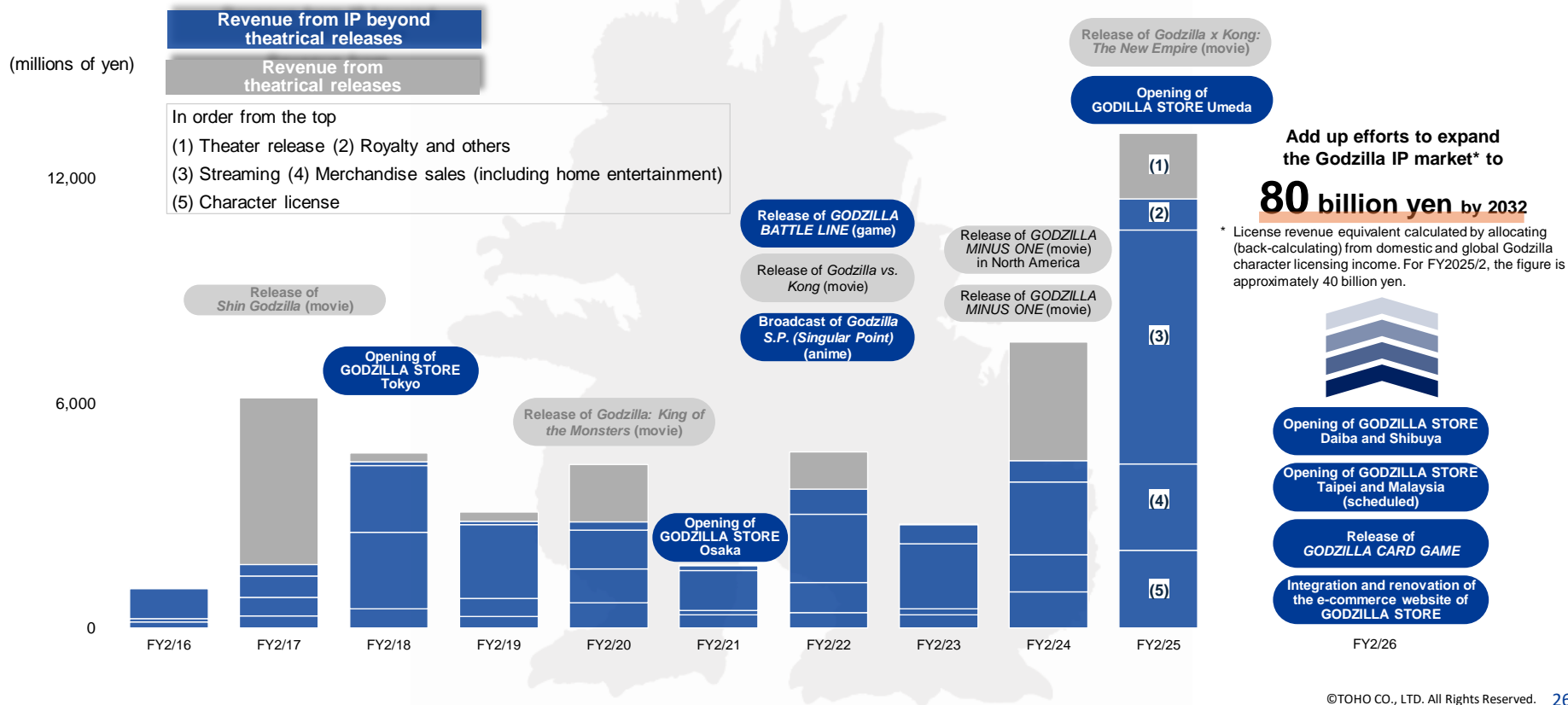
Expanding Godzilla's presence across multiple platforms and consumer touchpoints to evolve it into an IP-driven brand.  
Connecting more with fans by linking the brand with TOHO-ONE.





## Godzilla Series: Trends in Operating Revenue (2/2)

Increasing operating revenue from IP beyond theatrical releases to build a more stable IP business



## TOHO Medium-Term Plan 2028: GODZILLA Strategy

Investing approx. 15 billion yen over the next three years until 2028 to strengthen our initiatives

	Mid-Term Plan 2028		Progress	Initiatives from 2026 onward
Merchandise and events	Expand licensing opportunities and in-house product development		Expanded selling spaces at untapped general merchandise stores, electronics retail stores, convenience stores, and drug stores	Offer Godzilla goods at stores in all prefectures in Japan. Increase the number of overseas stores carrying Godzilla merchandise
	Launch more amusement rides	Launch new amusement rides that allow a wider range of people to experience GODZILLA	Started the production of <i>Shin Godzilla The Ride</i> supervised by Takashi Yamazaki	Explore the feasibility of launching amusement rides in Asia, the U.S., and other countries, starting in Taiwan
Retail Stores	More GODZILLA retail store location	Open new GODZILLA stores in Daiba and Shibuya, following Tokyo and Osaka	Finalized the list of new stores to be opened in Japan in 2026. Currently engaged in negotiations about new store openings abroad	Increase the numbers of stores in suburban areas in Japan and overseas stores in Asia
Games Digital	Develop games	Console game development targeting global core gamers, and mobile development capturing casual/light users.	Earnestly working on the development	
Visual content	Develop visual content	Develop content for TV, digital distribution, and other platforms	Currently developing platform-agnostic Godzilla content	
	Produce a theatrical film	Produce a new GODZILLA movie written, directed, and VFX supervised by Takashi Yamazaki	Announced the title of the latest film <i>GODZILLA MINUS ZERO</i> on November 3, 2025	



## 5. Overseas Strategy

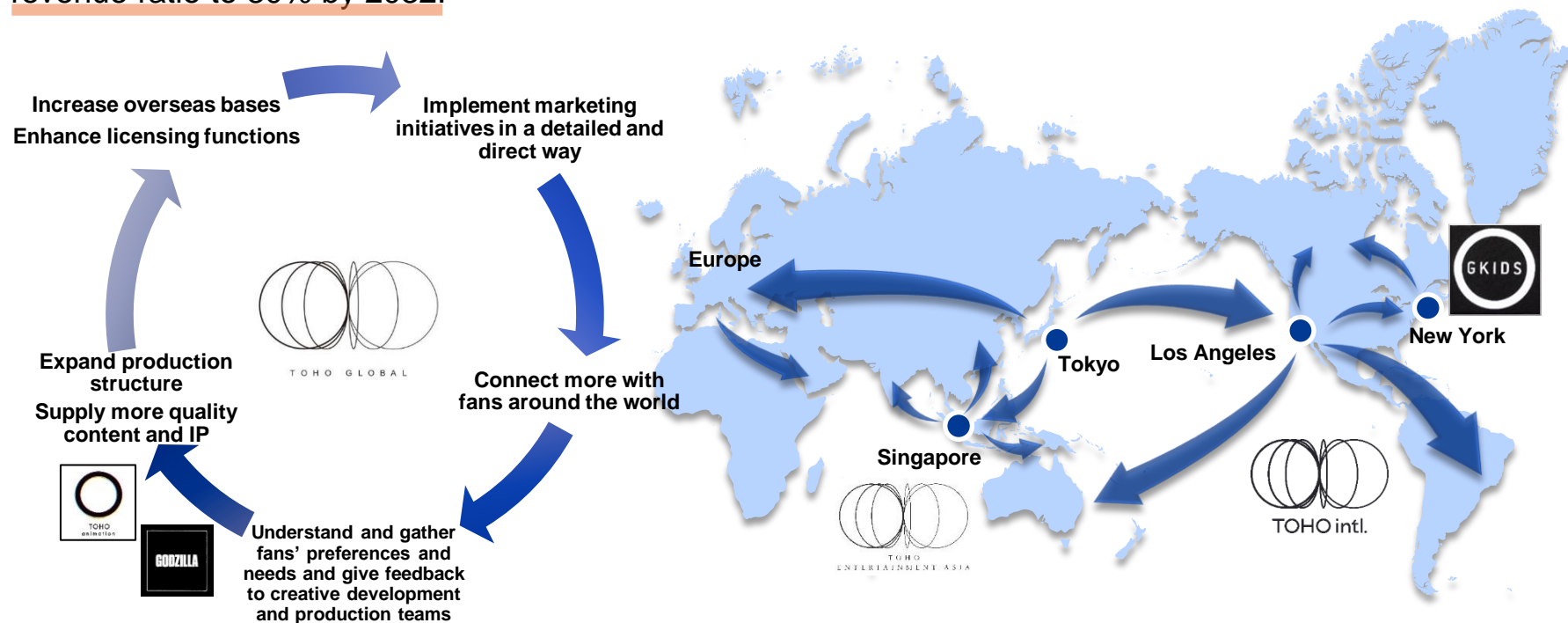


From TOHO Global, Toho International (TI), GKID, and TOHO Entertainment Asia (TEA)

# Mid-Term Plan 2028: Overseas Strategy

Reiteration of April 2025 TOHO Mid-Term Plan 2028

We will expand our overseas presence and deliver more high-quality content and IP to global audiences, fostering deeper connections with fans, as we work toward increasing our overseas net operating revenue ratio to 30% by 2032.



# Overseas Strategy to Maximize the Value of Our IP

Adjusting our approach according to business and regional characteristics

## Global common strategy

**Ensure brand consistency by sharing a common understanding of the value and appeal of our IP and works**

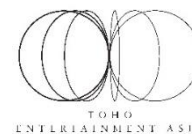
- Build a shared understanding with each partner based on the value of our IP and works
- Develop a global strategy for our IP and works
- Share information from Japan, while reducing the time lag as much as possible



## Strategy implementation in each region

**Implement marketing initiatives and licensing activities in a detailed and direct way**

- Implement marketing initiatives based on the understanding of the needs of fans in each region
- Roll out licensing and merchandise tailored to our IP and works in each region



etc.

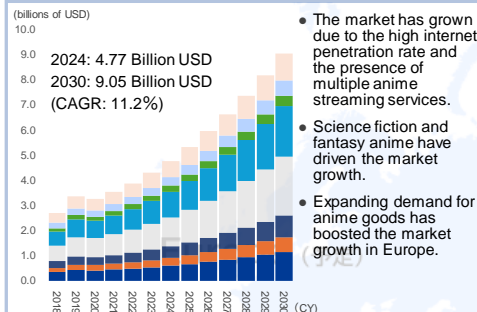


- Expand and deepen our fan base by **combining the global common knowledge and strategies and their implementation in each region**
- **Understand and gather fans' preferences and needs identified in each region** and give feedback to creative development and production teams

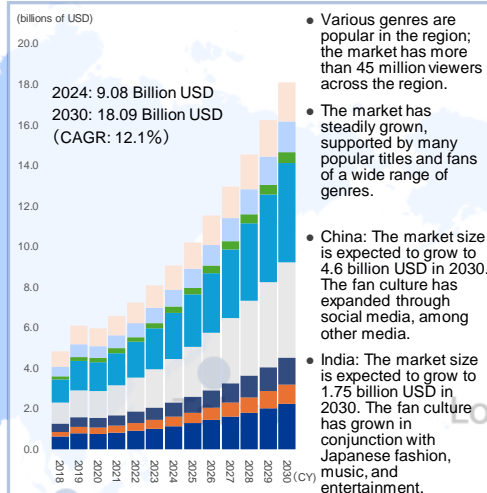
# Anime Market by Region

■ T.V. ■ Movie ■ Video ■ Internet Distribution ■ Merchandising ■ Music ■ Pachinko ■ Live Entertainment

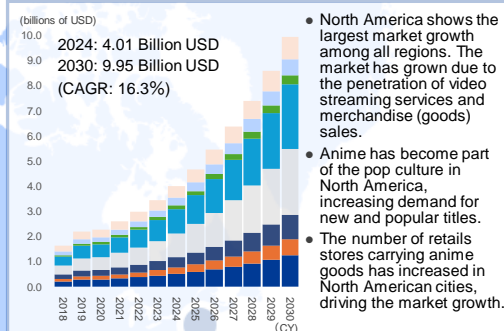
## Europe



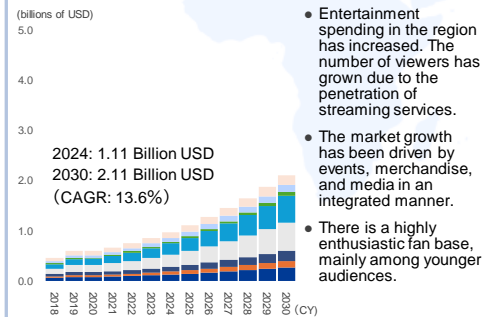
## Asia Pacific ex. Japan



## North America

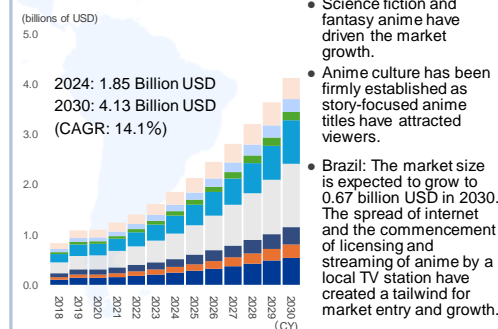


## Middle East & Africa



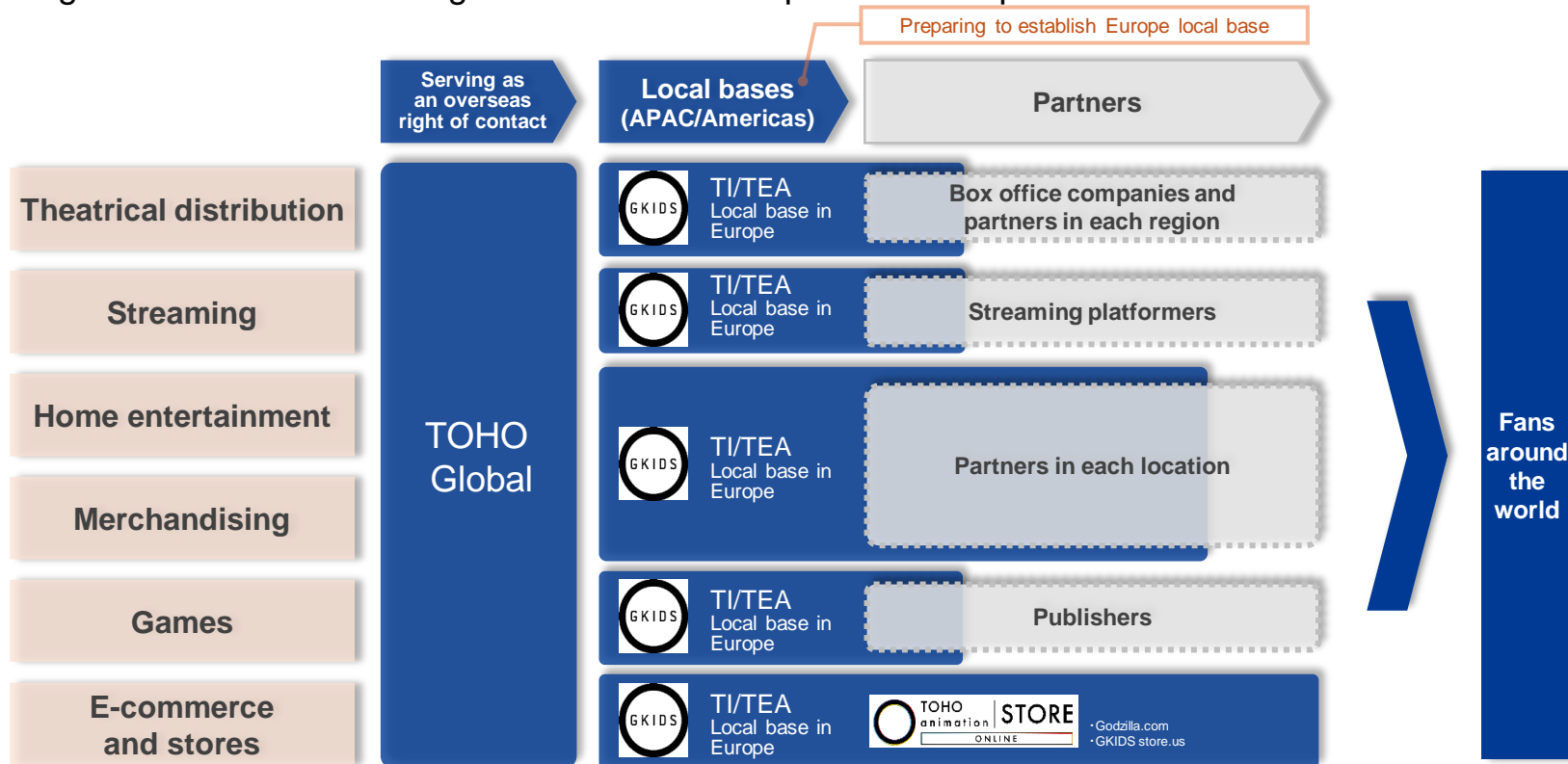
## New York

## Latin America



# Commercial Structure of Overseas Business

Providing detailed services through local bases in cooperation with partners



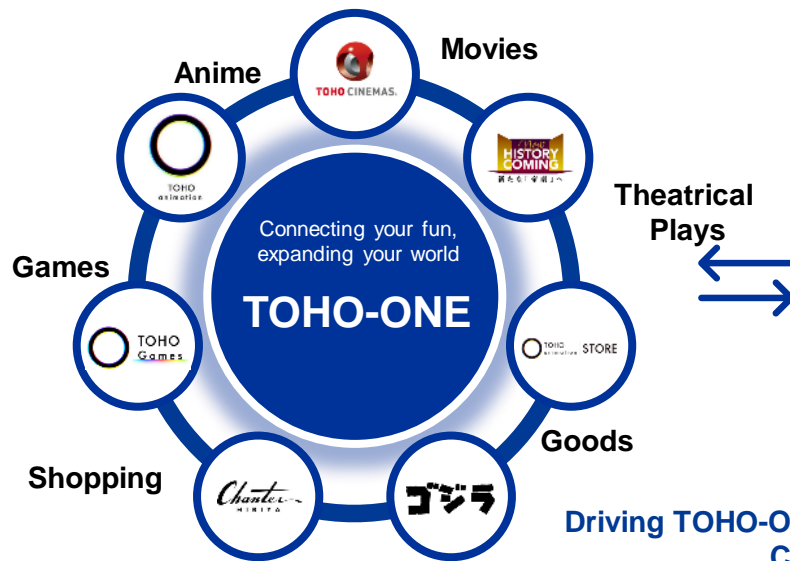
## 6. TOHO-ONE



# Mid-Term Plan 2028: TOHO-ONE

Reiteration of April 2025 TOHO Mid-Term Plan 2028

A new platform for continuous customer engagement is planned for launch in Japan in March 2026.



## Examples of initiatives planned during the period of the current Mid-Term Plan

### Free

- Free movie tickets at TOHO Cinemas



### Special

- Special tours of TOHO Studios



### Exclusive

- Exclusive anime goods
- Exclusive events for movies and theatrical plays
- Exclusive incentives linked to games



## Driving TOHO-ONE's Evolution Through Fan-Centric Insights

- Develop customer experiences
- Visualize a variety of likes by using data to bring next hits
- Create synergies between businesses by using customer-driven data

## Integrated data platform



# Overview of TOHO-ONE

## • Scheduled to launch the service in Japan in March 2026

- ✓ “Customer-Base Platform”: Integrates previously fragmented data to deliver a seamless, IP-driven user experience.
- ✓ Leveraging Theatres as a Real-World Touchpoint: Enhancing the experiential value through TOHO-ONE.
- ✓ Future “Open Platform” Development: Opening TOHO-ONE to IP holders, distributors, and other partners to enable service expansion and co-creation of content.

## • Aim to increase the membership from the current 4 million to 10 million users by 2032

- ✓ Integrate previously separate membership programs, including Cinemileage members of TOHO Cinemas, TOHO Theater members, and users of our various e-commerce sites

## • Reward points based on 3 membership plans and spending

- ✓ Points can be exchanged for movie tickets and merchandise, and used for seat upgrades
- ✓ Audiences can have hands-on experience that only TOHO can provide, such as being invited to TOHO Studios Tour



Membership plans	Premium	Standard	Light
Annual fee	3,000 yen	500 yen	Free
Point back rate	2%	2%	1%
Payment with points	✓	✓	✓
Point rewards (exchange) (e.g., movie ticket)	✓	✓	—
Movie special benefits (e.g., discount of movie tickets)	✓	✓	—
Theatrical play special benefits (e.g., advance ticket lottery, private performance)	✓	—	—
Online store special benefits (e.g., advance sale)	✓	—	—
<i>Hibiya Chanter</i> special benefits	✓	✓	—

\* By limiting the membership to one account per member and introducing e-mail and SMS-based authentication, we plan to enhance the program's identity verification and security and strengthen our anti-resale measures by preventing fraudulent purchases.

For details, please visit TOHO-One's official website (Japanese only)

<https://www.toho.co.jp/toho-one>



# Moving Toward the Envisioned Ideal of a Customer-base Platform

Integrating the currently service IDs and evolving them into a membership program that fans can truly enjoy.

as-is

Individually fragmented membership programs and customer experiences



Movie

Membership

Mail: aaaa@xxxx.com  
PASS: 111111



Theater

Membership

Mail: aaaa@xxxx.com  
PASS: qwertyu



Membership

Mail: aaaa@xxxx.com  
PASS: rfgvbyhnyhjuk



E-commerce



Event

Membership

Mail: aaaa@xxxx.com  
PASS: 1111

to-be

To a unified membership ecosystem that links every touchpoint of the IP experience



Movie



Theater



TOHO-ONE

Mail: aaaa@xxxx.com  
PASS: rfgvbyhnyhjuk



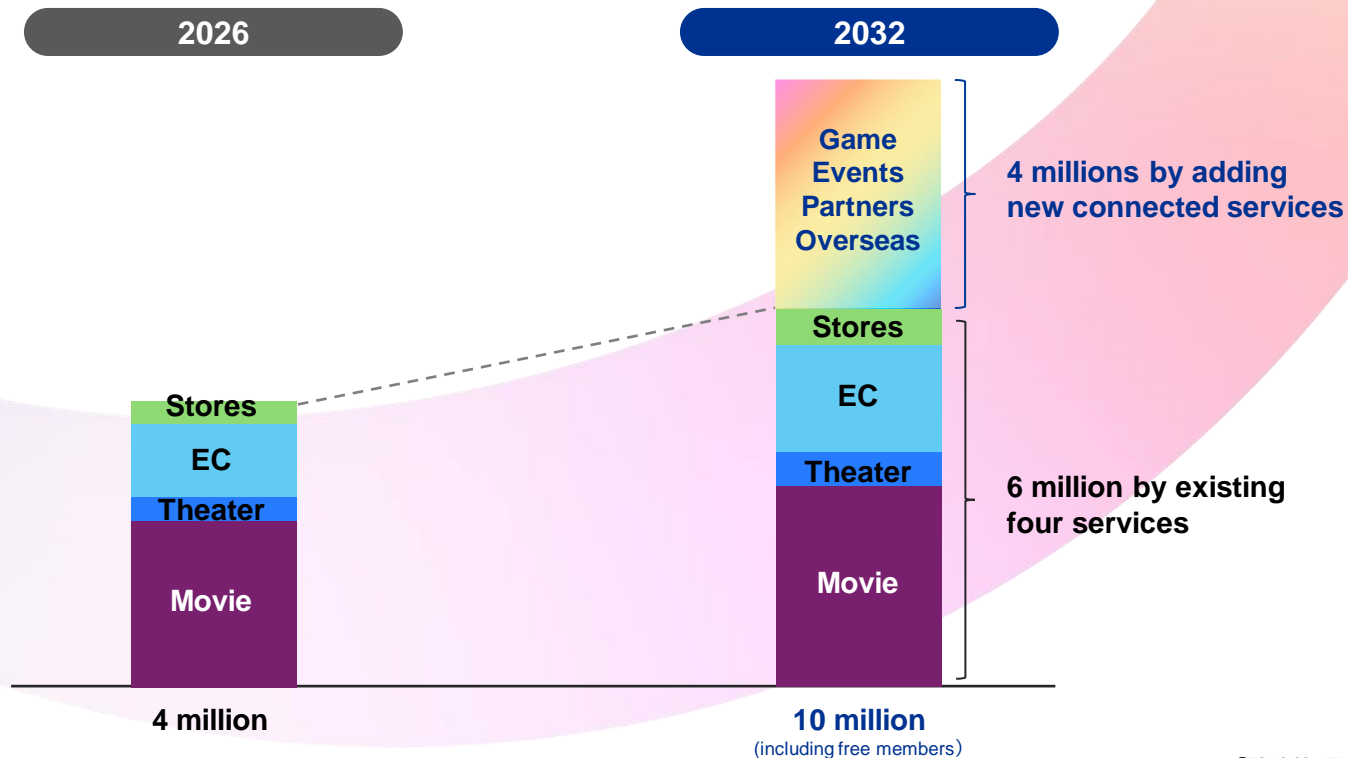
E-commerce



Event

## Aim to increase the membership to 10 million users by 2032

We will launch game integration during FY2026, and continue adding new connected services to reach 10 million users by 2032.



## **Appendix 1. IP & Anime Business Segment**

# Key Points of TOHO Mid-Term Plan 2028

Reiteration of April 2025 TOHO Mid-Term Plan 2028

## Human Resources

- Scaling Excellence: Creating a Company-wide Network of Experts  
Hire approx. **200** people\*<sup>1</sup>, the source of our growth, over the next three years. Focus on investing in our people and enhancing engagement with them.

\*<sup>1</sup> People at TOHO CO., LTD.

## Content and IP

- Deliver world-class entertainment with a diverse lineup of approximately **200** titles, captivating audiences across the globe.
- Invest approx. **¥70** billion over the next three years to plan and produce content, such as movies, anime, theatrical plays, and digital games, and create related IP.
- GODZILLA IP will be developed and distributed with an investment of approx. **¥15** billion over the next three years to fully scale the IP business.
- Set aside approx. **¥120** billion over the next three years for growth investments such as M&A in the content and IP areas and opening of multiplexes.
- Aim to achieve an operating profit of **200%**\*<sup>2</sup> or more in the IP and Anime business by doubling the number of employees at TOHO animation by 2032.

\*<sup>2</sup> Operating income in new segments compared to that for FY2/25

## Digital

- Invest approx. **¥5** billion in the TOHO-ONE project, which is aimed at developing the TOHO Group's customer data platform and launch a new membership service in Spring 2026 to create a seamless and unified customer experience

## Overseas

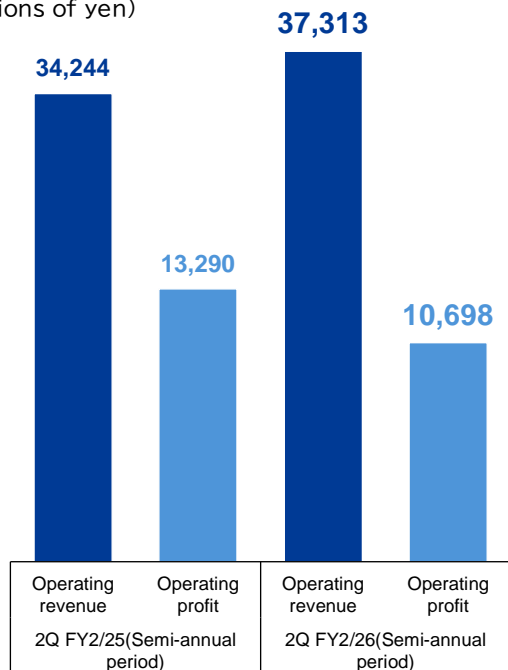
- Create synergies with companies that newly joined the TOHO Group while accelerating the increase of our overseas offices.
- Increase our overseas net operating revenue ratio from the current 10% to **30%** by 2032.

# IP & Anime Business Segment (FY2/26 Semi-annual Period from Mar. to Aug. 2025)

(Adding the factors of YoY changes to Oct. 2025 Financial Results Presentation material)

Revenue increased compared to the same period last year due to contributions from Science SARU and GKIDS, as well as income from Godzilla merchandising rights. However, profit decreased due to the occurrence of goodwill amortization and declines in home entertainment and merchandise sales.

(millions of yen)



		FY2/25				FY2/26			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
IP & Anime Business	Operating revenue	17,063	17,181			18,999	18,314		
	Operating profit	7,289	6,000			6,335	4,363		
	Operating profit margin	42.7%	34.9%			33.3%	23.8%		
Breakdown of Revenue	Production and licensing of video content	7,232	5,857			9,065	6,584		
	Licensing of merchandising rights	2,933	3,445			4,286	3,805		
	Sales and merchandising	5,943	6,374			3,973	5,673		
		① Distribution of GODZILLA MINUS ONE at overseas theaters (+) Increase in revenue from production investment attributable to the success of TOHO animation's animated films (+)				③ Start of amortization of goodwill and intangible assets (-) Increase in SG&A expenses (consolidation of overseas subsidiaries, growth investment) (-)			
		② Strong merchandise sales of home entertainment and TOHO animation titles (+)				④ Increased use of streaming rights of TOHO animation titles (+)			
						⑤ Revenue from the merchandising rights of Godzilla overseas (+)			
						⑥ Strong sales of theater pamphlets and goods, card games, etc. (+)			

## Performance Analysis (Change Factors)

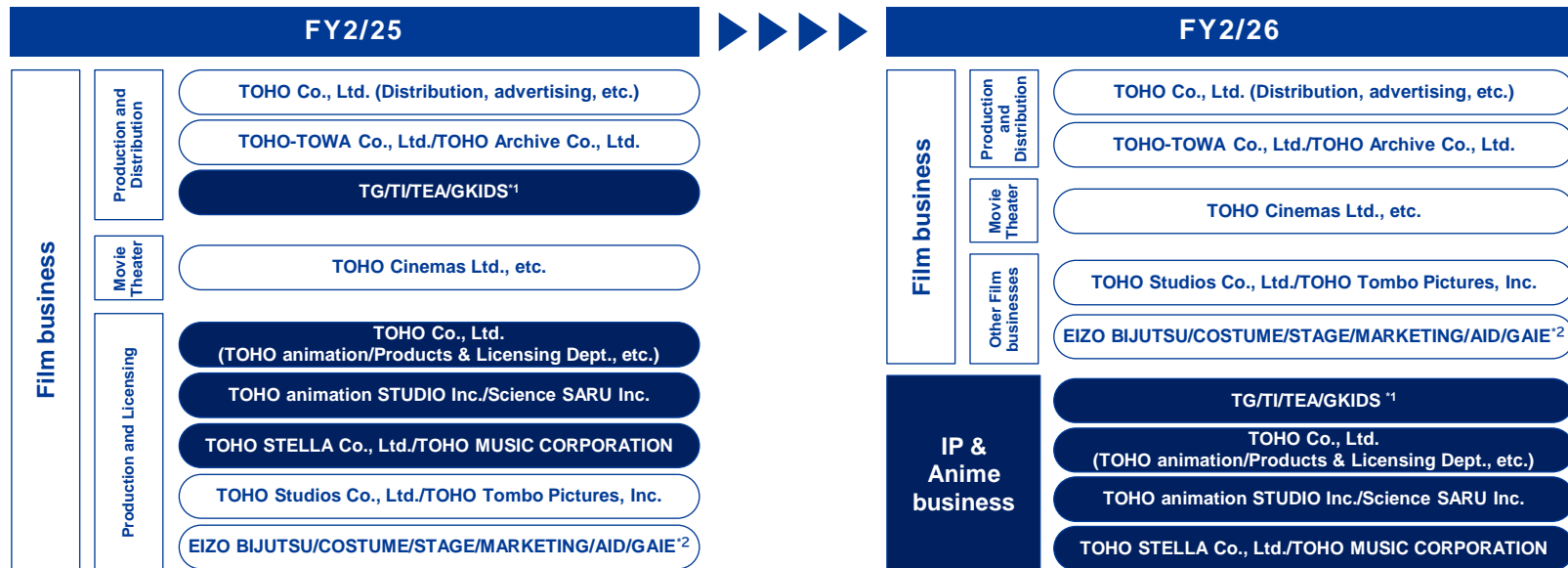
YoY

Revenue increased from the contributions of Science SARU and GKIDS, the merchandising rights of TOHO Monster Series characters, including Godzilla, as well as from domestic and international streaming rights of TOHO animation titles, such as The Apothecary Diaries, JUJUTSU KAISEN and Haikyuu!! Additionally, revenue of our distributed theatrical titles, including Demon Slayer: Kimetsuno Yaiba Infinity Castle and Detective Conan: One-eyed Flashback performed well in theater pamphlets and character goods. Sales of "Godzilla" merchandise, such as card games, also performed well. However, profit declined due to the increase in amortization of goodwill, and the absence of home entertainment sales for titles including GODZILLA MINUS ONE and Frieren: Beyond Journey's End, which had performed strongly in 1Q FY2/25.

# IP & Anime Business Segment: Changes by Subsidiary

Reiteration of April 2025 Financial Results Presentation material

We separated consolidated subsidiaries by company and shifted some Film business companies to the IP & Anime business.



(Notes)

- Subsidiaries under the umbrella of the above subsidiaries are included. Due to space limitations, multiple companies are listed together, but this is not based on any specific criteria or intent.
- Approx. 30% and 40% of operating revenue and segment profit, respectively, in the Film business segment for FY2/25 are to be shifted to the IP & Anime business.
- Godzilla-related revenues account for more than 10% of IP & Anime Business (estimated based on FY2/25 results, mainly IP, product sales, and theatrical distribution in North America. Operating revenues from streaming are recorded in Production and Distribution business)

\*1: TOHO Global Inc., Toho International, Inc., TOHO Entertainment Asia Pte. Ltd., and GKIDS, INC.

\*2: TOHO EIZO BIJUTSU Co., Ltd., TOHO-COSTUME Co., Ltd., TOHO STAGE CRAFT Co., Ltd., TOHO MARKETING Co., Ltd., AID-DCC Inc., and gaie Inc..

# Organization and Subsidiaries of TOHO CO., LTD. Included in the IP & Anime Business Segment, and Their Business Activities

Reiteration of Oct. 2025 Financial Results Presentation material

Names of organizations and subsidiaries included in the IP & Anime Business segment	Fiscal period	Region*1		Main business	Points to note*2
		Japan	Over-seas		
TOHO animation, TOHO CO., LTD.	Feb.	✓	✓	Sales of distribution rights and overseas merchandising rights for TOHO animation titles; games, production investment	-
Products & Licensing Dept., TOHO CO., LTD.	Feb.	✓	✓	Sales of merchandising rights and packaged media, production of goods and pamphlets, operation of GODZILLA STORE, etc.	It also sells merchandising rights and packaged media for live-action films and produces merchandise and pamphlets.
TOHO Global Inc.	Dec.	-	✓	Sales of distribution rights and merchandising rights	It also sells overseas distribution and merchandising rights for live-action films.*3
Toho International, Inc.	Dec.	-	✓	Sales of distribution rights and merchandising rights for Godzilla, operation of EC sites (GODZILLA STORE, TOHO animation STORE), etc., and sales of merchandising rights for anime titles licensed by TOHO animation	It also produces and finances live-action films.
TOHO Entertainment Asia Pte. Ltd.,	Dec.	-	✓	Sales of distribution rights and merchandising rights	It also sells overseas distribution and merchandising rights for live-action films.*3
GKIDS, INC.	Dec.	-	✓	Distribution of anime films in North America, sales of distribution rights, packaging rights, etc.	It also distributes films other than TOHO animation and Godzilla in North America and sells distribution rights, packaging rights, etc.
TOHO animation STUDIO Inc.	Feb.	✓	✓	Anime production	-
Science SARU Inc.	Jan.	✓	✓	Anime production and production investment	It also produces and finances the production of anime works except TOHO animation titles.
TOHO STELLA Co., Ltd	Feb.	✓	-	Operation of EC websites (TOHO animation STORE and GODZILLA STORE)	It also operates EC websites (e.g. TOHO theater STORE) that also handle live-action film merchandise.
TOHO MUSIC CORPORATION	Feb.	✓	✓	Production and copyright use of films and anime music (e.g. soundtracks)	It also produces stage music and live-action film music and uses copyrights.

\*1: It is based on operating revenue recorded in FY2/25

\*2: The items described in the "Points to note" are also recorded as operating revenue from external customers in the IP &amp; Anime Business segment (except for \*3).

\*3: There is no operating revenue from external customers because it records commission income from TOHO CO., LTD.

# Allocation by Commercial Distribution(1)

Reiteration of Oct. 2025 Financial Results Presentation material

The following is the list of allocation destinations for major titles by commercial distribution. Godzilla and some anime-related operating revenues continue to be allocated to the Film business segment (Production and Distribution/Movie Theatre).

## (1) Godzilla movie series\*1

Streaming rights revenue from *GODZILLA MINUS ONE* was recorded under the Production and Distribution business.

	Production of works (allocated funds invested)	Distribution to theaters	Box office and store sales	Streaming	Licensing, merchandising, etc.*2
Sales in Japan	Production and Distribution	Production and Distribution	Movie Theatre	Production and Distribution	IP & Anime
Overseas sales		IP & Anime*3	—*4	IP & Anime*3	

## (2) Works by TOHO animation and works funded by Science SARU

	Production of works (allocated funds invested)	Distribution to theaters	Box office and store sales	Streaming	Licensing, merchandising, etc.*2
Sales in Japan	IP & Anime	Production and Distribution	Movie Theatre	IP & Anime*3	IP & Anime
Overseas sales		IP & Anime*3	—*4		

## (3) Anime films distributed by TOHO (e.g., *Detective Conan* and *Doraemon* movie series)

	Production of works (allocated funds invested)	Distribution to theaters	Box office and store sales	Streaming	Licensing, merchandising, etc.*2
Sales in Japan	—*5	Production and Distribution	Movie Theatre	—*6	IP & Anime
Overseas sales		—*3, *7	—*5	—*3	

Notes: In the table, figures with low or no operating revenue are indicated with “— (bar).”

\*1: (1): TOHO Great Monster series films including the Godzilla series

\*2: Including IP use of Godzilla characters, games, music, packaged media, pamphlets, etc.

\*3: Films licensed to Toho International Inc. and GKIDS, INC. are allocated to “IP & Anime.” However, those consigned to TOHO Global Inc. and TOHO Entertainment Asia Pte. Ltd. are allocated to “Production and Distribution.”

\*4: There are no revenues from overseas box office and store sales in (1) through (3).

\*5: In (3), TOHO's Film Sales Dept. has invested in some anime film productions, and the related revenue and expenses are recorded in “Production and Distribution.”

\*6: In (3), although not many films are distributed in Japan, when operating revenue is generated, it is recorded in “Production and Distribution.”

\*7: In (3), TOHO distributes certain anime film productions to overseas markets. In principle, operating revenue from such distributed films is recorded in accordance with \*3.



## Allocation by Commercial Distribution(2)

Reiteration of Oct. 2025 Financial Results Presentation material

Allocation by Commercial Distribution for *Demon Slayer: Kimetsu no Yaiba Infinity Castle* and *KOKUHO* is as follows.

### (1) *Demon Slayer: Kimetsu no Yaiba Infinity Castle*

	Production of works (allocated funds invested)	Distribution to theaters	Box office and store sales	Streaming	Merchandising, etc.*3
Sales in Japan	—	Production and Distribution*1	Movie Theatre	—	IP & Anime
Overseas sales		—	—	—	

### (2) *KOKUHO*

	Production of works (allocated funds invested)	Distribution to theaters	Box office and store sales	Streaming	Merchandising, etc.*3
Sales in Japan	Production and Distribution	Production and Distribution	Movie Theatre	—	IP & Anime
Overseas sales		IP & Anime*2	—	IP & Anime*2	

Note: In the tables above, items not present are shown as “—” (dash).

\*1: Joint distribution with Aniplex Inc. \*2: Recorded under IP & Anime because GKIDS, INC. handles North American distribution and streaming. \*3: Sales of pamphlets and similar materials.

# Initiatives of Products & Licensing Dept. (Merchandise Sales, Goods, Pamphlets, Home Entertainment)

## Merchandise sales

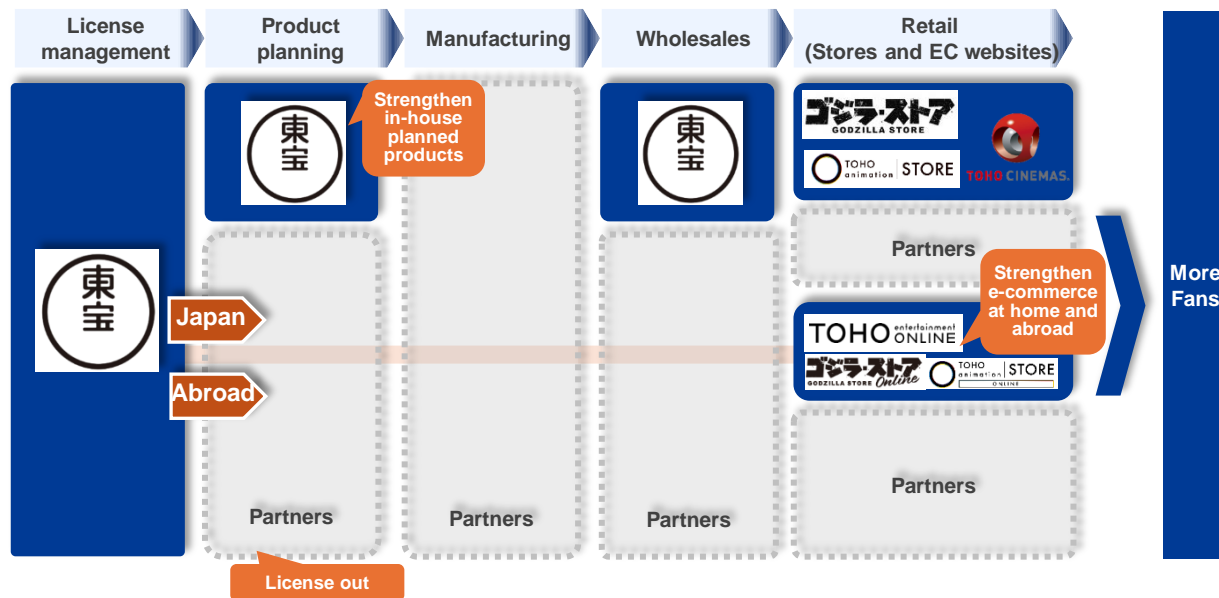
- Strengthen the merchandise sales of in-house planned products and e-commerce at home and abroad
- Offer merchandise in multiple ways in pursuit of the fan business
- Expand our sales channels and increase the number of planned items
- Integrate with TOHO-ONE

## Theater merchandise (goods, pamphlets)

- Increase sales at movie theaters other than revenue from ticket sales
- Experiencing strong sales of anime goods and pamphlets

## Home entertainment (DVDs, Blu-rays, etc.)

- Annually release about 100 titles, centered on live-action and animated films distributed in Japan
- Aim to increase our market share with a strong title lineup and by enhancing the selling space of in-house products, although the market is scaling down



## Appendix 2. Anime







© 山田鐘人・アベツカサ/小学館/「葬送のフリーレン」製作委員会



©日向夏・イマジカインフォス/「薬屋のひとりごと」製作委員会



©米スタジオ・Boichi／集英社・Dr.STONE製作委員会



©「ハイキュー!!」製作委員会 ©古館春一／集英社



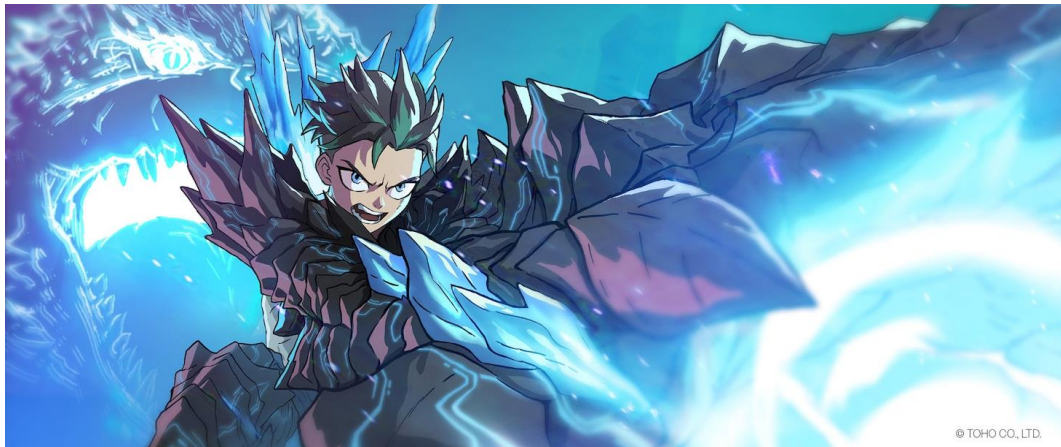
## “Godzilla” New Anime Series Production Decided

### A story of a boy who inherits the power of Godzilla

- A TOHO animation title
- A first-ever creative challenge in the franchise’s 70+ year history

### Co-produced by Orange × Igloo Studio

- Bringing together “Orange” (producer of *Godzilla Singular Point*) and Thailand’s rising anime studio “Igloo Studio”
- Enhanced production scale and strengthened global reach



# Characteristics of Anime Business

## Difference between film (live-action) business and anime business

- **Film (live-action):** Revenue can be expected from primary use (screening at movie theaters) and is generated mainly during the period of **release (i.e., one-time revenue model)**.
- **Anime:** No revenue can be expected from primary use (TV broadcasting), but is generated mainly from continuous secondary use (**i.e., recurring revenue model**).

## Overseas revenue growth

- **The number of viewers of Japanese anime is increasing due to the increasing** number of subscribers to video distribution platforms worldwide.
- Overseas digital distribution revenue is increasing. **As the number of fans of anime increases, revenue from sales of related merchandise is also on the rise.**



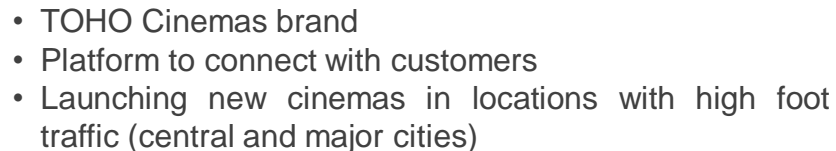
Animated TV series My Hero Academia Season 1 to Season 7



My Hero Academia: The Movie

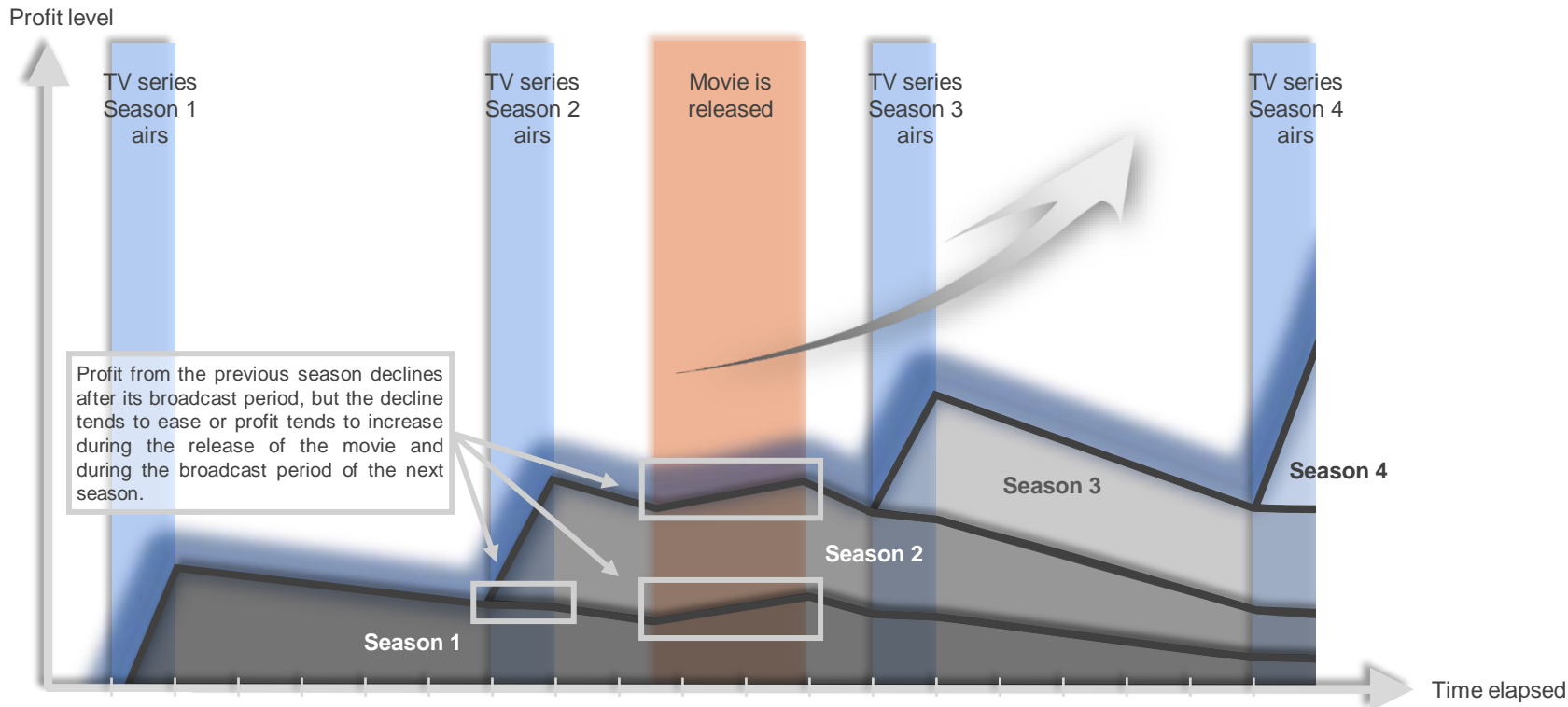


- We have **717 screens\*** in central and major cities, allowing animated films to be screened in a wide range of areas.
- Our share of the domestic box office revenue: **approx. 27%** (in 2024)

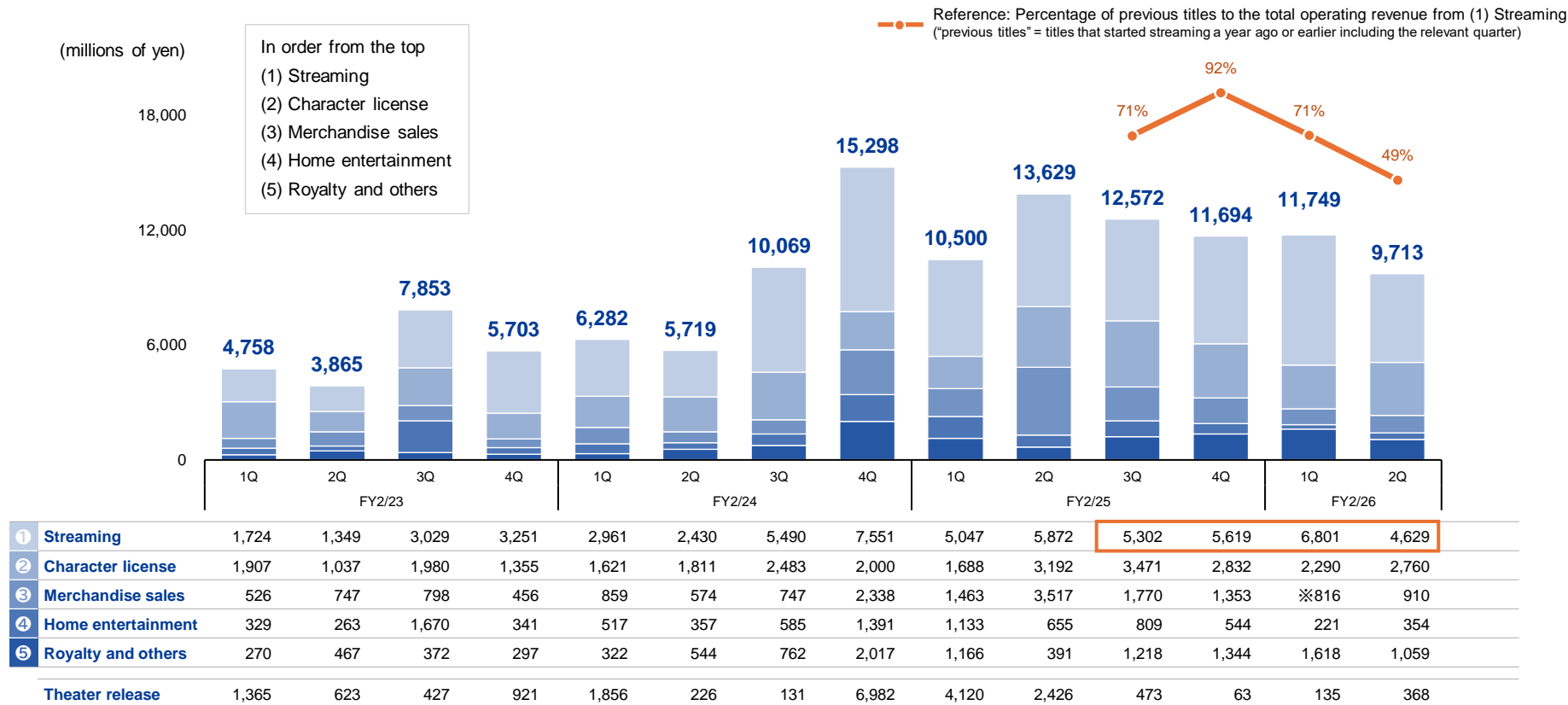


## Changes in Profit of Anime TV Series (illustrative)

- After the TV series airs, its profit grows through video distribution, overseas sales, merchandise sales, etc.
- We establish a stable profit base by making the series last long.



# TOHO Animation: Revenue by Source (Quarterly)



\*Retroactive adjustment of merchandise sales figures for the 1Q FY2/26.

(Note) Due to changes in the management accounting system effective FY2/26, the aggregation method for past figures differs from previous practices.

(Note) Overseas sales include only "Streaming" and "Character license."

# TOHO Group's Anime Production Studios in Japan

## TOHO animation STUDIO

- Established by ILCA and Anima with the name I&A in Aug. 2017
- Changed its trade name to TIA in Oct. 2019
- Invested in TIA in Jan. 2020; made TIA a subsidiary and changed its trade name in Sep. 2022
- Has 32 employees (as of Nov. 2025)



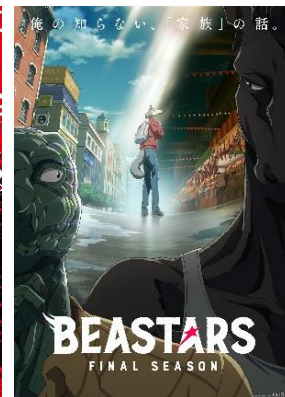
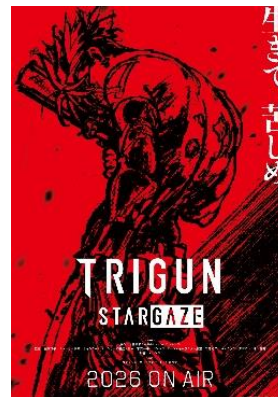
## Science SARU

- Established in 2013
- Has 66 employees (as of Nov. 2025).
- Highly recognized not only in Japan but also overseas with its strength in outstanding production capability
- Joined in the TOHO Group (TOHO acquired all shares in the company) in Jun. 2024



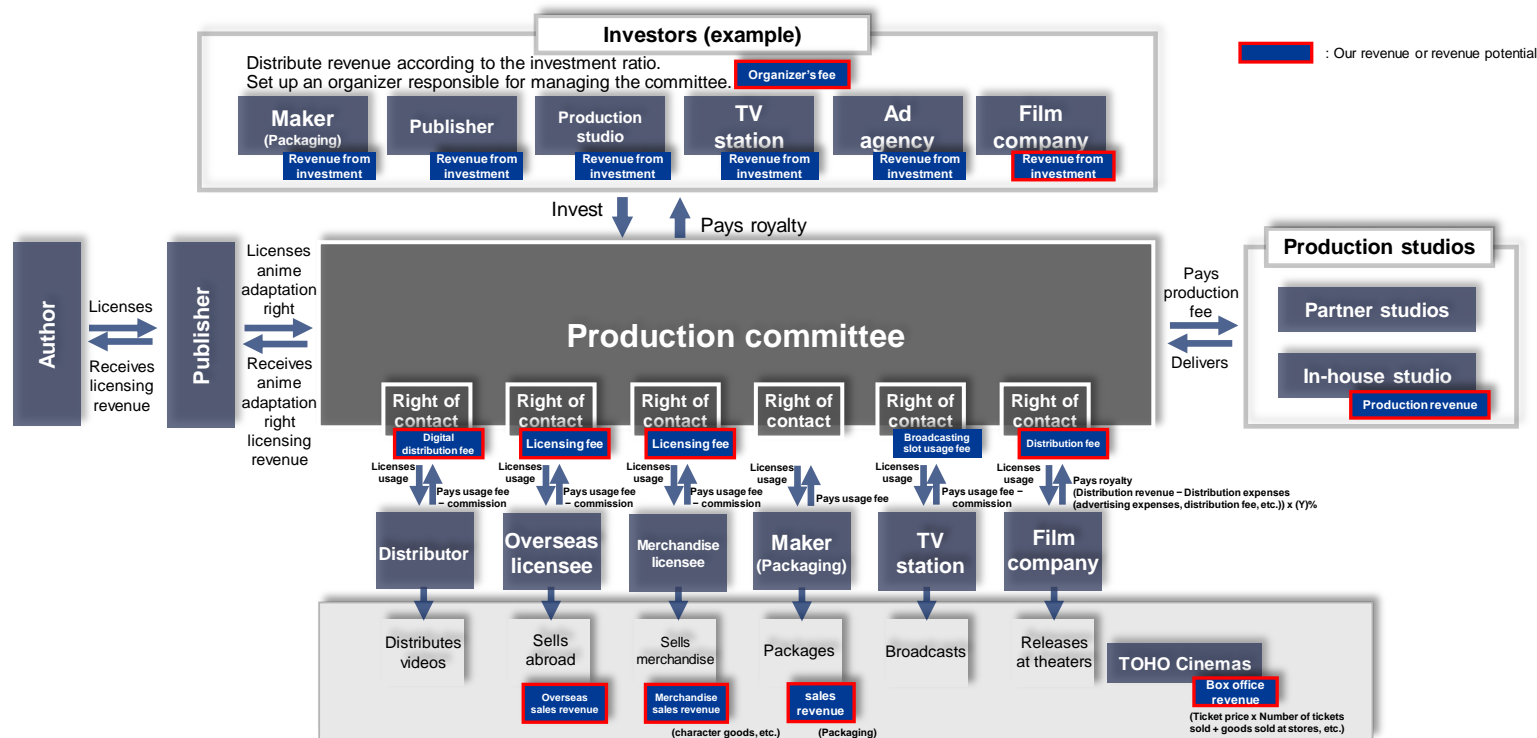
## Orange Co., Ltd.

- Established in 2004
- Has 174 employees (as of Nov. 2025)
- Established a firm presence as one of the top "cel-look," fully 3D CG animation studios in Japan
- TOHO invested to acquire a 19.7% stake in the studio in Jan. 2025

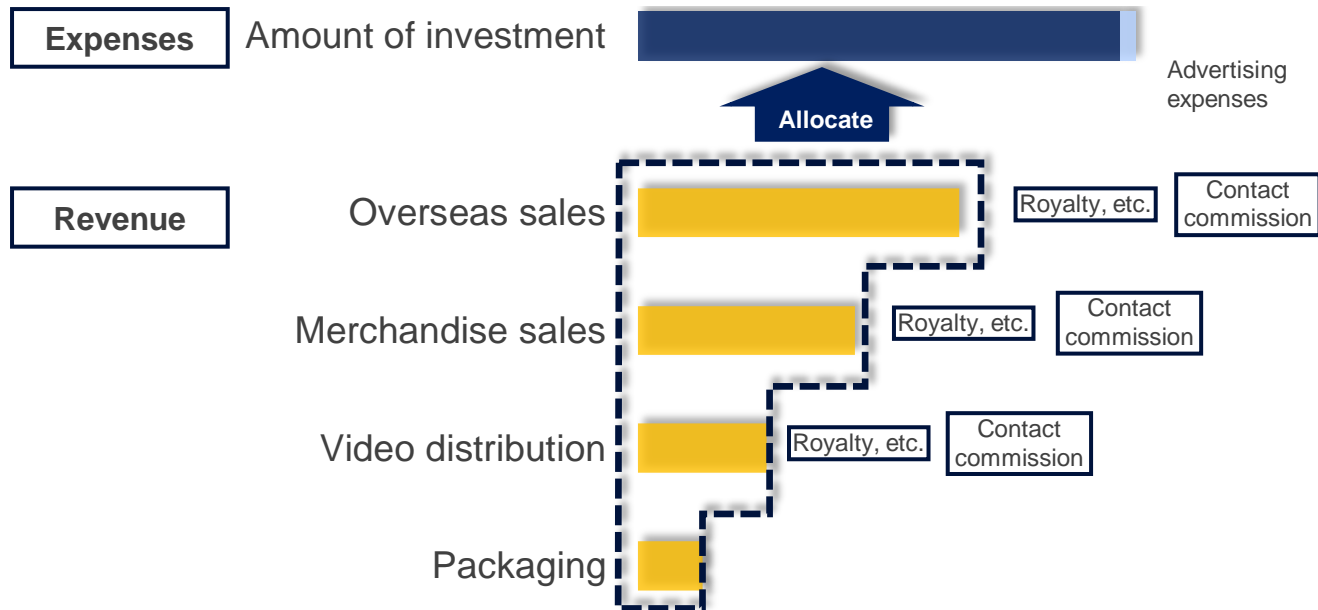


# Anime Production Committee Structure and TOHO's Business

- **Production committee** promotes secondary use in various areas to **deliver** works to fans in a **multifaceted, multilayered, and long-term** manner.
- **TOHO** is capable of **widely delivering value** to fans in such forms of film adaptations, merchandise sales, and overseas development and **maximizing the value of its IP** in various areas.



# Overview of Revenue/Expenses of the Anime Production Committee



- **It is important** for the production committee to **promote secondary use**. **The committee seeks to recover the amount of investment** by accumulating its share of revenue paid by each point of contact (■).
- If an investing company has a point of contact, the committee can gain a contact commission.

## Achieved 4 million Registered Users on YouTube Channel

- We distribute videos and information on the latest anime produced by TOHO animation.
- Number of registered users: 4 million, Number of videos uploaded on the channel: 5,800 (as of Nov. 2025)  
(cf. As of Nov. 2024: 3.4 million registered users, 4,522 videos.)



<https://www.youtube.com/user/tohoanimation>

## Appendix 3. Godzilla



## GODZILLA STORE: Physical Stores to Increase Brand Value

Region		Store name	Opening	Area (tsubo / m²)*
Japan	Tokyo	GODZILLA STORE Tokyo	Oct. 2017	22.7 / 75.04
		GODZILLA STORE Daiba	Mar. 2025	36.5 / 120.67
		GODZILLA STORE Shibuya	Apr. 2025	21.1 / 69.75
	Osaka	GODZILLA STORE Osaka	Nov. 2020	27.1 / 89.59
		GODZILLA STORE Umeda	Sep. 2024	24.8 / 81.98
Overseas	Asia	GODZILLA STORE Taipei	Sep. 2025	15.0 / 49.59
		GODZILLA STORE Malaysia (scheduled)	Dec. 2025	47.6 / 157.36

\* One tsubo is approximately equal to 3.30579 square meters.

### Looking back on 2025

- Four stores were opened in Japan and abroad. We accelerated the launch of physical stores in and outside Japan to increase the value of not only the video content but also the IP brand of Godzilla
- Monthly sales exceeded 1 million yen per tsubo (3.30579 square meters) at some stores (average monthly sales per tsubo) in Japan
- Sales from foreign (inbound) customers accounted for approx. 60% of the total sales at stores in Japan: slightly less than 30% from customers from Asia and slightly over 30% from other regions. The number of customers from Europe has increased.

.....Planning to increase the openings of stores in suburban areas in Japan and new overseas stores in Asia going forward



GODZILLA STORE Daiba



GODZILLA STORE Osaka



GODZILLA STORE Shibuya

## Godzilla The Ride: Amusement Ride Featuring Godzilla



Planning to create the content and distribute it to amusement parks and facilities having introduced amusement rides produced by Brogent around the world

## SCLA: Licensing and Brand Strategy for the Godzilla Series in Mainland China

Established a strategic partnership with SCLA (Shanghai Xinchuanhua Cultural Development Co., Ltd.) to expand “Godzilla” licensing and brand development in Mainland China.



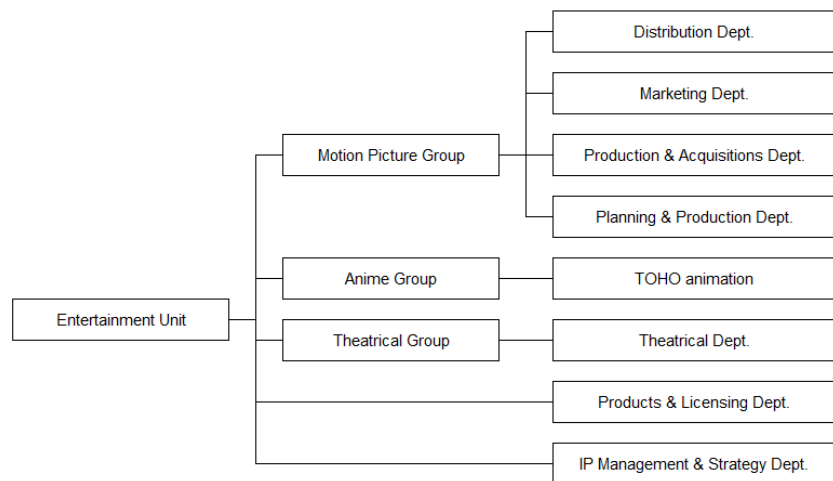
Left: SCLA company exterior, Right: Godzilla brand logo (Chinese version)

- Through this partnership, SCLA will take the lead in expanding brand recognition for the “Godzilla” series in the Mainland China market, including licensing initiatives such as merchandising, exhibitions, and marketing campaigns.
- Moving forward, TOHO Entertainment Asia Pte. Ltd. (Singapore), the strategic base in Asia, will serve as a hub for the strategic collaboration between TOHO and SCLA, overseeing the localization of IPs for the Mainland China market and facilitating smooth business operations.

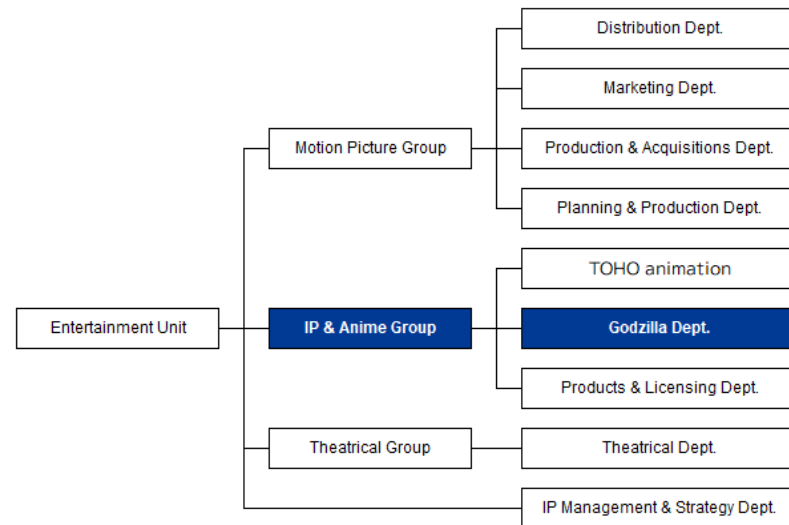
## Renaming to IP & Anime Group and Establishment of Godzilla Dept. (Organizational Restructuring, October 2025)

- In line with the newly established IP & Anime Business Segment effective from FY2/26, the name of the Anime Group was changed to IP & Anime Group.
- Within the IP & Anime Group, the Godzilla Dept. was newly established by upgrading the former Godzilla Room to divisional status, aiming to maximize the value of this core IP.
- The Godzilla Dept. aims to strengthen branding, diversify business domains, and accelerate global expansion, thereby attracting new fan segments and contributing to business performance.

Entertainment Unit Organizational Chart (Before Change)



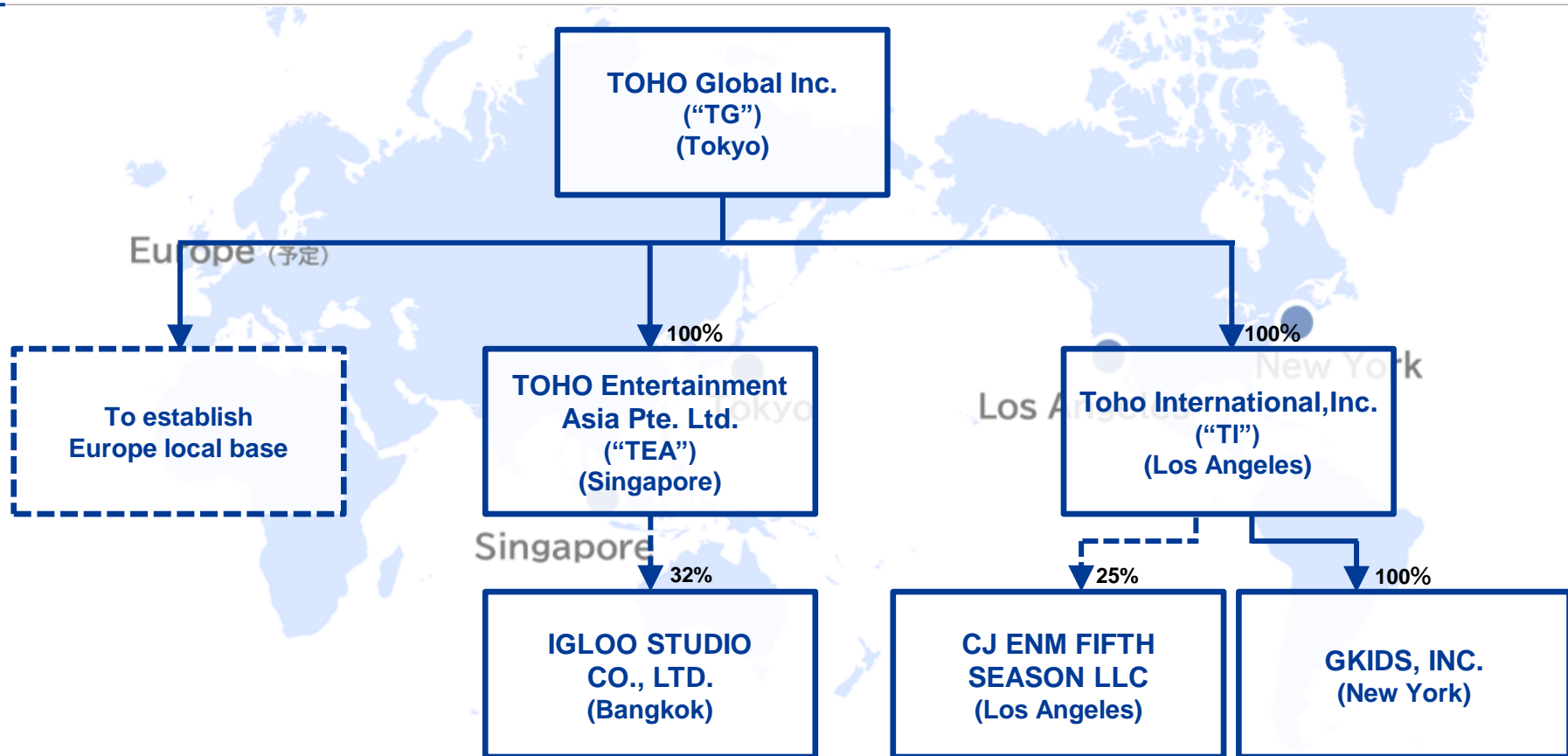
Entertainment Unit Organizational Chart (After Change)





## Appendix 4. Overseas Strategy

## Major Overseas Group Companies



# TOHO Global (TG) / TOHO Entertainment Asia (TEA)

## TG

- A company overseeing overseas operations.
- Beginning in North America, engages in licensing for the distribution, streaming, and merchandising of anime, live-action content, and other works worldwide, including Asia.
- The company is strengthening its international operations and plans to establish a base in Europe in the future.
- Number of employees: 46 (as of Aug. 2025)



## TEA

- Based in Singapore, covering a wide region from China, ASEAN, the Middle East, and India.
- Serves as the regional hub for our group in Asia, engaging in broad operations such as IP and content licensing, merchandising, and marketing.
- Number of employees: 16 (as of Nov. 2025)



## Toho International, Inc. (TI) / GKIDS

### TI

- A company overseeing operations in the Americas region.
- Oversees licensing operations in the U.S. and collaborates with top brands to produce collectors' items and apparel. Also operates Godzilla.com, the official GODZILLA SHOP in the U.S., as well as TOHO animation STORE, which offers premium merchandise from TOHO animation.
- Number of employees: 29 (as of Aug. 2025)



### GKIDS

- A leading distributor of anime titles in North America.
- Engages in marketing, branding, theatrical distribution for various international anime titles, including Japanese anime, and independently handles licensing to streaming platforms. Also operates GKIDS Store (EC store), which offers merchandise related to Japanese anime.
- Number of employees: 38 (as of Aug. 2025)

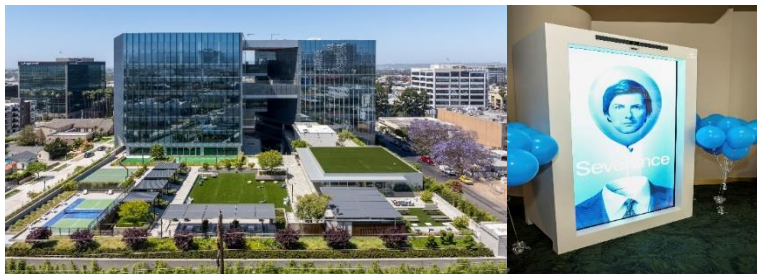




# CJ ENM FIFTH SEASON / IGLOO STUDIO

## FIFTH SEASON

- An entertainment company engages in the development, production, and sales of TV series, films, and documentaries.
- Has produced internationally acclaimed series such as *The lost daughter* (Netflix), *Severance* (Apple), *Tokyo Vice* (Max), and *McCartney 3,2,1* (Hulu), all of which have received prestigious awards.
- Number of employees: 185 (as of Aug. 2025)



## IGLOO

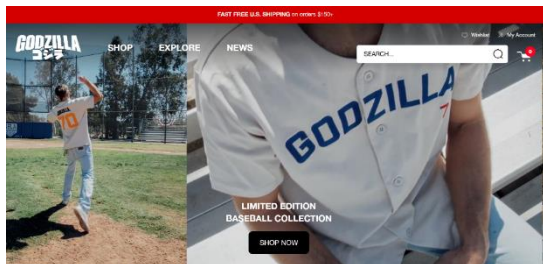
- A CG animation studio based on Bangkok.
- Produced notable works such as the Thai fantasy animation film *The Legend of Muay Thai: 9 Satra*, which was released in 18 countries, and the Netflix original anime series *My Daemon*.
- Number of employees: 172 (as of Aug. 2025)



# Overseas E-Commerce Sites

## Godzilla.com

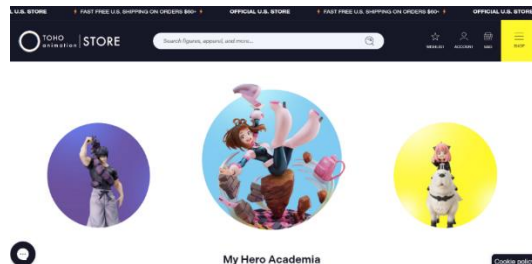
- Official website of Godzilla and other TOHO Monster Series' IPs in the U.S.
- In addition to providing the latest news and monster information, the website also serves as an exclusive e-commerce website carrying carefully selected collector's items and US limited edition items, among other products
- IPs handled: IPs of Godzilla and other major TOHO Monster Series
- Product category: Carefully selected collector's items including figures, stuffed toys, apparel (t-shirts, outerwear, accessories, etc.), household items, jigsaw puzzles, and art work
- Service area: U.S. only
- Commencement of services: August 2023



<https://godzilla.com/>

## TOHO animation Store

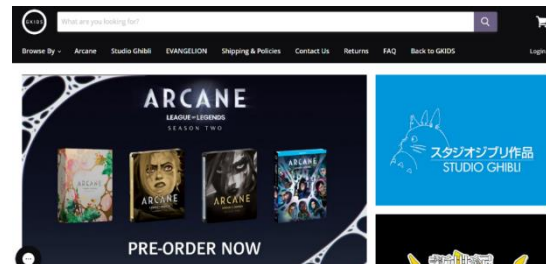
- Official TOHO animation website in the U.S.
- The website sells official goods of popular titles produced by TOHO animation
- IPs handled: *JUJUTSU KAISEN*, *Kaiju No. 8*, *My Hero Academia*, *SPY x FAMILY*, *Haikyuu!!*, *Frieren: Beyond Journey's End*, *The Apothecary Diaries*, etc.
- Product category: Figures, apparel (t-shirts etc.), accessories, household items, media (Blu-rays etc.)
- Service area: U.S. only
- Commencement of services: June 2025



<https://tohoanimationstore.us/>

## GKIDS store.us

- The website sells Blu-rays, DVDs, limited edition steelbooks, collector's editions, and other products of films of Studio Ghibli and Makoto Shinkai and other anime titles at home and abroad
- IPs handled: Films of Studio Ghibli, *EVANGELION*, anime titles distributed by GKIDS (*THE FIRST SLAM DUNK*, *Perfect Blue*, *BLUE GIANT*, etc.)
- Product category: DVDs, Blu-rays, steelbooks, GKIDS's original items, etc.
- Service areas: U.S. and Canada (for certain titles only)
- Commencement of services: May 2016



<https://store.gkids.com/>



Definition of each genre in the anime market data provided on pages 12 and 31

- T.V.: Includes revenue from anime production and the broadcasting of anime titles produced by anime production companies. Suppliers of TV programs include production departments of advertising agencies, broadcasting stations, TV networks, independent production companies, and major film studios. A network operator pays fixed license fees in cash to a distributor and obtains the right to broadcast specific episodes in the predetermined number of times within a certain period in exchange for such fees.
- Movie: Includes revenue from the production of animated films and box office revenue obtained by anime production companies. Major studios, such as Paramount and Sony, mainly produce feature-length films based on anime series.
- Video: Includes revenue from the production and distribution of videos (home videos, DVDs, video games, etc.) by anime production companies. The spread of home theaters and DVDs allows consumers to replicate the experience of watching a theater movie at home, significantly increasing demand for home videos and DVDs in both the rental and sales markets. An anime production company can obtain the continuing franchise of an original video animation (OVA) project, direct-to-video project, or the like by owning the copyright.
- Internet Distribution: Includes revenue from rights trading and licensing for online streaming through such means as anime production and over-the-top (OTT) and subscription video on demand (SVOD) platforms.
- Merchandising: Includes revenue from the sale of keychains, t-shirts, figures and other goods and related merchandise.
- Music: Includes revenue from the sale of music CDs and from cloud-based music platforms.
- Pachinko: Includes revenue from anime works (and the rights thereto) produced for pachinko, revenue from the rights licensed to overseas service providers, and revenue from content offerings to overseas markets.
- Live Entertainment: Includes revenue from the production, digital distribution, and streaming of live events based on the rights licensed by anime production companies.

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