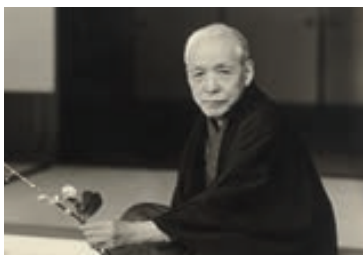




# TOHO GROUP INTEGRATED REPORT 2024





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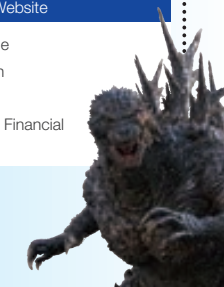
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Message from the Chairperson

Widely providing inspiring entertainment to the general public

02

With your unwavering assistance, TOHO CO., LTD. proudly marked the 90th anniversary of its founding in 2022. I would like to express my heartfelt gratitude to everyone who has supported us over the years.

At this juncture, we are pleased to present the TOHO Group’s inaugural Integrated Report, which includes both financial and non-financial information, with the aim of providing a broad spectrum of stakeholders with a clear understanding of the Group’s current management position and the ideal status we strive to attain.

In these pages, you will discover an overview of our businesses, each of which creates and nurtures a variety of content and intellectual properties (IP) to inspire customers around the world, alongside the diverse social contribution initiatives undertaken by the Group. This is how we embody the spirit of our founder, Ichizo Kobayashi, as captured in our mission statement: We widely provide inspiring entertainment to the general public. We sincerely appreciate your taking the time to read this report and look forward to your continued support.



Yoshishige Shimatani  
Representative Director and  
Chairperson, Member of the Board

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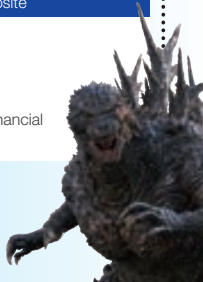
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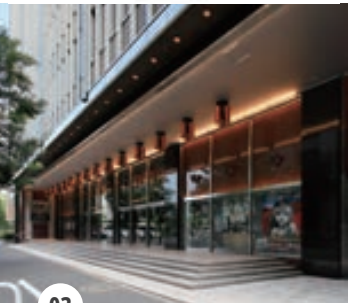
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## Editorial Policy

In compiling this TOHO GROUP INTEGRATED REPORT, we have set the goal of sharing our management vision and business model—rooted in the philosophy inherited from our founder—with our stakeholders, while also explaining the Group's activities aimed at enhancing medium- to long-term corporate value. Guided by the concept of simple and straightforward communication, we seek to foster further dialogue with all stakeholders by presenting a wide range of information in a comprehensive and integrated manner.

Additionally, we have drawn on the International Integrated Reporting Framework recommended by the IFRS Foundation, the Guidance for Collaborative Value Creation from the Ministry of Economy, Trade and Industry, and other guidelines in our editorial process.

## Reporting Period

The official reporting period is from March 2023 to February 2024 (FY2024). However, certain activities before or after this period are also included.

## Forward-Looking Statements

Forward-looking statements in this integrated report regarding the TOHO Group's plans, strategies, and performance forecasts and expectations are based on judgments derived from information currently available to the Group, as well as forecast figures publicly announced as of August 2024. Actual results and other events may differ materially from the Company's expectations due to factors including risks and uncertainties.

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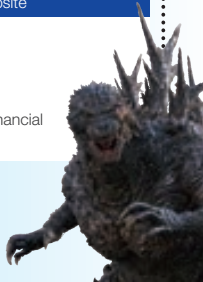
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Message from the President & CEO

04

Honoring our past, shaping the future—building upon the visionary legacy of Ichizo Kobayashi

Hiroyasu Matsuoka  
President & CEO, Member of the Board

Confident in our strategic progress during FY2024  
(From March 2023 to February 2024)

The fiscal year ended February 29, 2024, marked the lifting of COVID-19-related restrictions, allowing us to fully restart operations.

The pandemic posed an unprecedented challenge to the entertainment industry. However, in the past fiscal year, we not only achieved strong performance in our cinema, anime, theatrical, and domestic real estate businesses, but also made significant inroads in overseas markets. For example, *GODZILLA MINUS ONE* was not only a global box office success, it also earned worldwide critical acclaim, including winning the Academy Award® for Best Visual Effects and honors from the Japan Academy Film Prize.

Through strategic investments in domestic and international companies, we have laid the groundwork for continued future growth. As a result, we achieved record-breaking profits, underscoring the strength of our business strategy.

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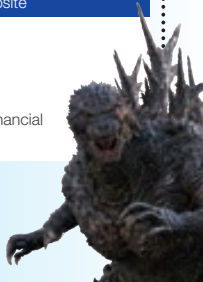
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Since 2022, we have been executing the TOHO VISION 2032 TOHO Group Management Strategy as we look ahead to our 100th anniversary in 2032. Financially, we’re working to expand into a company with an operating profit of ¥75 billion to ¥100 billion and a return on equity (ROE) of approximately 8% to 10%. To achieve these goals, we are focusing on three strategic priorities: (i) accelerating investment to drive growth; (ii) strengthening talent acquisition and development; and (iii) establishing anime as the fourth pillar of our business. Our growth strategy is anchored in four key areas: creative development and IP, anime, digital innovation, and global expansion. The record-breaking profits of FY2024 reaffirmed that our strategic vision is on the right track. This success strengthens our confidence that by staying the course, we can unlock even greater growth in the years ahead.

**Bridging tradition and innovation— The evolution of TOHO’s business**

The TOHO Group was founded in 1932 by Ichizo Kobayashi with the mission “to widely provide inspiring entertainment to the general public.” Ichizo Kobayashi was a visionary entrepreneur. When he founded Hankyu Railway, he pioneered a business model that integrated railway expansion with real estate development, a strategy later adopted by many private railroad companies. More than just building a railway, he created an entire ecosystem, one that extended beyond transportation to enrich the lifestyles of his customers. This vision led to the founding of the Takarazuka Revue and Hankyu Department Stores. He also recognized cinema as the dominant entertainment medium of the era, revolutionizing the industry with a groundbreaking business model. At the time, it was common for influential local figures to own and operate cinemas. Kobayashi transformed this model by introducing the “100-Theater Plan,” a

bold initiative to establish a nationwide cinema chain of 100 theaters. He not only built these theaters but also integrated film production, distribution, and screening—all under one roof. The success of this strategy also gave rise to TOHO’s real estate business, which now serves as a stabilizing force amid the volatility of the entertainment industry today.

Our business is built on the bold vision and pioneering spirit of Ichizo Kobayashi, whose innovative business model laid the foundation for TOHO’s success. As we look to the future, I believe our role is to

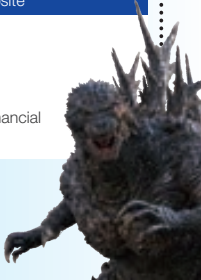


evolve and expand this model—adapting it to new realities, embracing challenges, and passing our founder’s spirit of innovation on to future generations.

In line with this vision, TOHO VISION 2032 defines our corporate slogan: “Entertainment for YOU.” Inspired by the words of our founder, this slogan reinterprets TOHO’s core purpose—to widely provide inspiring entertainment to the general public—for today’s world. We initially considered using “everyone” in the slogan. However, we sought a word that could speak as powerfully to worldwide audiences as it does to

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individuals. The word “you” can address an individual while simultaneously encompassing everyone in the world. That’s why we chose “YOU, ” as it irreplaceably aligns with the needs of this era of diversity. In doing so, we honor TOHO’s founding spirit while evolving to meet the demands of the present.

**Pushing boundaries—  
expanding TOHO’s global  
legacy and anime business**

One of our greatest opportunities lies

in continued global expansion. TOHO has long sought to expand internationally, and under then-President (now Chairperson) Shimatani, the company accelerated its global strategy. Sharing this vision, I joined TOHO as Director of International Business, bringing with me years of experience in foreign film acquisitions at TOHO-TOWA.

In shaping the TOHO VISION 2032, we are keenly aware of the long-term business impacts of Japan’s declining population. As President of TOHO-TOWA, I

engaged in discussions with NBCUniversal and global film distribution leaders. During one memorable exchange, I was asked point-blank: “How do you plan to grow in a country with such a rapidly shrinking population?” That question has stayed with me ever since. As the leading player in Japan’s cinema industry, TOHO faces inherent limitations in expanding within a shrinking domestic market. Hence, global expansion emerged as a key priority for sustaining long-term growth. With anime and our iconic Godzilla IP, TOHO is uniquely positioned to expand its global footprint.

Expanding our anime business is another critical pillar of our growth strategy. TOHO’s anime business didn’t begin overnight—we have long been involved in distributing original works by acclaimed directors like Hayao Miyazaki, Makoto Shinkai, and Mamoru Hosoda, as well as film adaptations of beloved TV series such as *Doraemon*, *Crayon Shin-chan*, *Detective Conan*, and *Pokémon*. For TOHO to achieve significant future growth, we

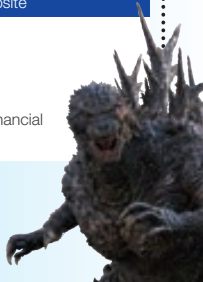
recognize the need to go beyond distributing films—we must own the intellectual property behind our content. To address this issue, we have expanded into the production of anime for television and streaming. A prime example is our first anime series for television, *My Hero Academia*. After a successful multi-season run, we leveraged our expertise in film production to propose a theatrical adaptation—showcasing TOHO’s ability to build lasting franchises that resonate with industry partners and audiences. Our efforts to globalize our anime business have strengthened our standing with production committees and key stakeholders, cementing TOHO’s role in expanding Japanese anime worldwide. Our success in independently distributing the live-action film *GODZILLA MINUS ONE* globally paved the way for TOHO Group to directly distribute *My Hero Academia: You’re Next* in North America—marking a major milestone in our international expansion.

It is TOHO’s skill for business integration that has driven our ability to expand into anime production.



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This integrated strength is most evident in our cinema business, where we have achieved leadership across the entire value chain—from creative development and production to distribution and exhibition. But we don’t stop there. We extend this expertise into adjacent fields, solidifying our leadership across the global entertainment industry. TOHO’s origins lie in live theater, but it was the cinema business—owning and operating movie theaters—that became the foundation of its early success and long-term growth. By leveraging our strength in cinema, TOHO expanded into distribution, earning the trust of production companies who sought us out as their preferred partner. By fostering strong partnerships across the entire film business value chain—production, distribution, and screening—TOHO has built a business model that maximizes creative and commercial success. At the same time, TOHO strategically expanded into real estate, transforming owned properties into movie theaters and repurposing former theaters into commercial

buildings and hotels.

Every aspect of TOHO’s business is interconnected, allowing us to create a dynamic, multi-dimensional enterprise that fully embodies our integrated strength.

As we continue to embrace new challenges, we will build upon this integrated strength, paving the way for future success. Looking ahead, we will continue to grow our cinema,

theatrical, real estate, and anime businesses domestically while accelerating their expansion overseas—propelling TOHO to ever higher heights.

Empowering employees to thrive in a vibrant workplace

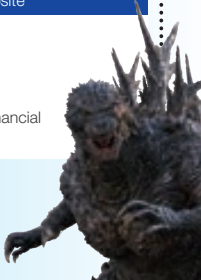
Naturally, growth comes with challenges. As an entertainment

company, at TOHO, we believe creative development is at the heart of compelling storytelling. And people are at the heart of creation. Developing and discovering new ideas is no easy task. Even as emergent AI enters modern workflows, we understand all truly creative ideas will always come from people. The spark of creation is, and always will be, uniquely human.



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Under TOHO VISION 2032, we are focused on strengthening recruitment, nurturing talent, and enhancing the workplace environment. As part of our Sustainability Policy, we are committed to fostering a healthy, dynamic workplace where every individual feels valued and empowered. To attract and retain top talent, TOHO must remain a company where people want to work—a place that fosters creativity, growth, and long-term success. To

embed TOHO VISION 2032 across the company, we have introduced town hall meetings and one-on-one team member discussions. Through these conversations, I have gained meaningful insights into their perspectives. As a leader, I am committed to learning from their feedback to foster an environment where they can thrive. Our mission is to deliver entertainment that inspires audiences, and that inspiration must begin with us. A positive, supportive work environment is key to achieving

this. While challenges remain, I view them as opportunities for continued growth and improvement.

TOHO speaks to audiences everywhere

The role of a leader is to make key decisions that shape a company's future. Decisions regarding creative development, innovation, and problem-solving are responsibilities that every employee shares. Ultimately, I am responsible for assessing employee ambitions, choosing what to pursue, and taking full responsibility for those decisions. The transition to a business group structure was made to empower those on the ground—those who know the business best—and to pursue their ideas. I strive to be a leader employees can rely on—one who champions their ambitions and supports their growth.

After all, TOHO's very purpose is to move people. Creating meaningful, emotional experiences is not just our business; it is at the heart of everything we do. To bring unforgettable entertainment to

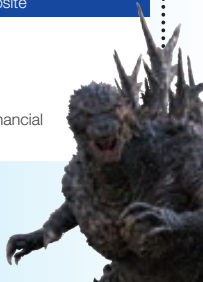
audiences everywhere, we must continue to grow. The opportunities before us are vast, and we have the talent and skill to seize them. In entertainment, success is never guaranteed. But through every challenge, we learn, adapt, and strive to create even greater experiences. As we approach our 100th anniversary, our vision extends beyond films and creative projects. To establish TOHO as a globally recognized name, we must do more than showcase our content. We must also communicate who we are and how much value we bring to the world. By creating more opportunities for engagement, we're working to deepen stakeholders' understanding of TOHO's mission and goals. We remain dedicated to bringing unforgettable entertainment to audiences everywhere.

Thank you for your continued support of the TOHO Group.



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— TOHO Group Corporate Philosophy —



**Purpose**  
—Driving principle—

**We widely provide  
inspiring entertainment to  
the general public.**

Our founder, Ichizo Kobayashi, once said, “We build the foundation of our business on the needs of the general public.” Inheriting this spirit, the TOHO Group defines its corporate purpose as providing inspiring entertainment, anchored in cinema, anime, and theatrical productions, to a large and diverse spectrum of customers around the world.



**Value**  
—Priority belief—

**We owe our business to  
the happiness of the  
customers.**

The TOHO Group’s business is centered on ensuring the happiness of customers, and the Group’s prosperity and the stability of its employees’ livelihoods are sustained by the continued support of those customers. We remain deeply grateful for this support and are committed to bringing dreams, excitement, and joy to even more customers.



**Motto**  
—Code of ethics—

**We always act with  
vivacity, modesty,  
fairness, and grace.**

Even after 90 years since our founding, this motto continues to serve as a guiding principle across the TOHO Group. The officers and employees of the TOHO Group will consistently conduct business with a positive, fair, and integrity-driven approach, delivering inspiring entertainment to our customers.

Ichizo Kobayashi, our founder, established the Tokyo Takarazuka Theater, predecessor to TOHO CO., LTD., in 1932, with the corporate mission of “widely providing inspiring entertainment to the general public.” He was a driving force behind a number of groundbreaking ventures, including the railroad business that laid the foundation for what is now Hankyu Railway, Hankyu Department Store (the world’s first department store seamlessly connected to a train station), and the Takarazuka Revue Company, all driven by his

long-held vision of providing entertainment for the general public. Now, 90 years since the founding of TOHO, the three pillars of the Cinema, Theatrical, and Anime businesses have grown into an entertainment enterprise that serves customers around the world, with the Real Estate business constituting a solid foundation upon which these pillars rest. Enriching the spirits of people around the world—for the happiness of our customers, always. We, at the TOHO Group, remain committed to this founding spirit.

— The Founder’s Philosophy —



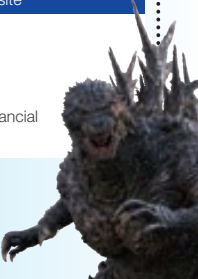
For the happiness  
of our customers

Ichizo Kobayashi  
Founder

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Our History

1930

1960

1980

2000

Milestones in TOHO Group's Growth

August 1932  
Established Tokyo Takarazuka Theater

December 1943  
Merged with Toho Eiga Co., Ltd. to engage in integrated management of film production, distribution, exhibition, and theatrical exhibition, and changed the company name to TOHO CO., LTD.

April 1954  
Released *Seven Samurai*

September 1963  
Premiered *My Fair Lady* at the Tokyo Takarazuka Theater

September 1966  
Opened the current Imperial Theatre

March 1980  
Released *Doraemon the Movie: Nobita's New Dinosaur* (the first film in the series)

October 1984  
Completed Yurakucho Center Bldg. (YURAKUCHO MULLION) on the site of the former Nihon Gekijo

June 1987  
Premiered *Les Misérables* in Japan

July 1991  
Completed Shibuto Cine Tower

May 1992  
Premiered *Miss Saigon* (Imperial Theatre: 1.5 year run)

April 1997  
Released *Detective Conan: The Time Bombed Sky Scraper* (the first film in the series)



Milestones in Godzilla's Path

Showa series (released between 1954 and 1975)

1954  
Released *Godzilla*, the first film in the series

1962  
Released *King Kong vs. Godzilla* (1962), the first color film

1964  
Released the first Godzilla plastic model in Japan

1960s  
The Monster boom era. Monsters were featured not only in toys but also in everyday products.

1969  
Launched the TOHO Champion Matsuri series as a children's film exhibition

1975  
Suspended the Godzilla series following the release of *Terror of Mechagodzilla* (1975)

Heisei Godzilla vs. Other Monsters series (released between 1984 and 1995)

1984  
Founded Godzilla Club, the official fan club  
Released *THE RETURN OF GODZILLA*, the first film in the series after a 9-year hiatus

1995  
Released *Godzilla vs. Destoroyah* (1995)

1998  
Released the Hollywood version of *GODZILLA* (1998)

Heisei Millennium series (released between 1999 and 2004)

1999  
Released *Godzilla 2000: Millennium* (1999)

2004  
Suspended the Millennium Godzilla series following the release of *Godzilla Final Wars* (2004)

2014  
Released the Hollywood version of *Godzilla* (2014)



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● Milestones in TOHO Group's Growth

June 2000  
Premiered the TOHO version of *Elisabeth*  
(Imperial Theatre)  
November 2000  
Premiered *MILLENNIUM SHOCK*  
(Imperial Theatre)  
December 2000  
Completed Tokyo Takarazuka Bldg. on the site of the former Tokyo Takarazuka Theater



July 2001  
Released *Spirited Away*  
Set a new box-office record: ¥30.8 billion (at that time)

April 2003  
Acquired Virgin Cinemas Japan Ltd. and renamed it TOHO Cinemas Ltd.  
July 2003  
Released *Bayside Shakedown 2*  
Set a new box-office record for a Japanese live-action film: ¥17.35 billion (at that time)



April 2005  
Relocated TOHO Head Office to TOHO Hibiya Bldg.

October 2006  
Separated Movie Theater Chain Division of TOHO CO., LTD. and transferred it to TOHO Cinemas Ltd.



October 2007  
Completed Toho Theatre Creation Bldg. on the site of the former TOHO Head Office Bldg.

April 2013  
Launched the TOHO animation label

March 2015  
Completed SHINJUKU TOHO BLDG.

August 2016  
Released *your name.*  
Set a new box-office record for an in-house production: ¥25.03 billion



March 2018  
Opened TOHO CINEMAS Hibiya

July 2024  
Performed *Spirited Away* on stage in London

Curtain call at the premiere of the theatrical production *Spirited Away* in London

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● Milestones in Godzilla's Path

2015  
Opened HOTEL GRACERY SHINJUKU, unveiling a Godzilla Head feature

2016  
Released *SHIN GODZILLA* (2016)

2017  
Released *GODZILLA: Planet of the Monsters* (2017), the first in the animated *Godzilla* film series  
Opened GODZILLA STORE Tokyo, the first official shop  
Held the first official Godzilla Fest event



2018  
Completed the Hibiya Godzilla statue  
Released the picture book *Go! Go! Chibi Godzilla*

2019  
Released the Hollywood version of *Godzilla: King of the Monsters* (2019)



Godzilla Interception Operation Awaji in Nijigen no Mori

2020  
Opened Godzilla Interception Operation Awaji in Nijigen no Mori  
Opened GODZILLA STORE Osaka, an official shop  
Held the first online Godzilla Fest event



GODZILLA BATTLE LINE

2021  
Launched the broadcast of *Godzilla Singular Point*  
Opened Godzilla the Ride at Seibuen Amusement Park  
Released *GODZILLA BATTLE LINE*  
Released the Hollywood version of *GODZILLA VS. KONG*



Godzilla the Ride at Seibuen Amusement Park

2023  
Launched the broadcast of the TV anime *Chibi Godzilla Raids Again*  
Released *GODZILLA MINUS ONE*



2024  
Marked the 70th anniversary of the release of *Godzilla* (1954)  
Won Best Visual Effects at the 96th Academy Awards® for *GODZILLA MINUS ONE*  
Held the first Godzilla Fest Osaka in the Kansai region  
Released the Hollywood version of *GODZILLA X KONG: THE NEW EMPIRE*  
Held the Godzilla Expo in Hibiya, Tokyo, and Umeda, Osaka  
Held the Godzilla Fest 2024

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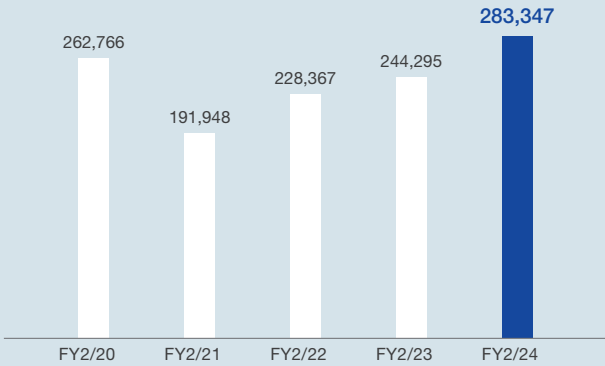
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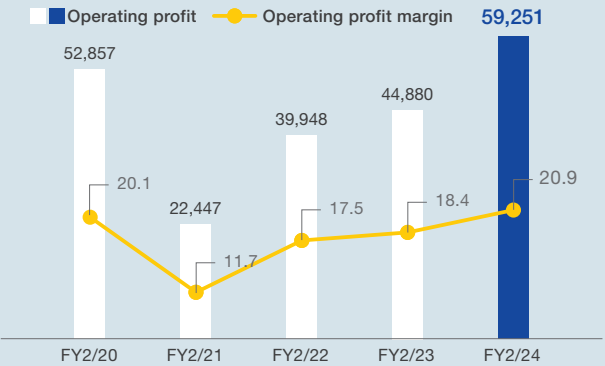
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# TOHO Financial Highlights

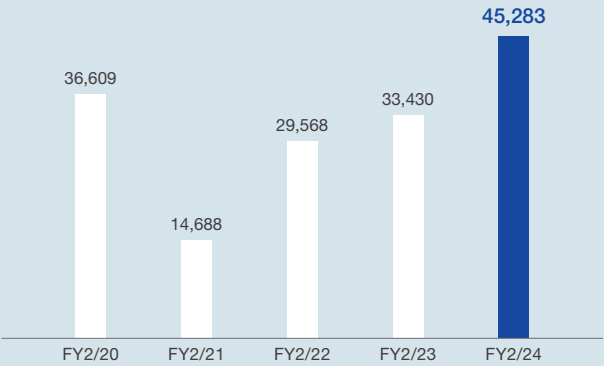
Operating revenue (millions of yen)



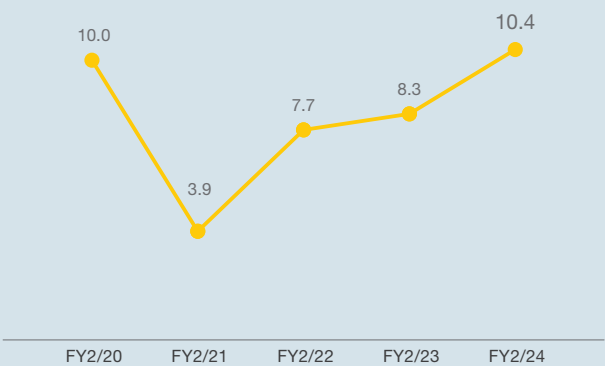
Operating profit (millions of yen)/Operating profit margin (%)



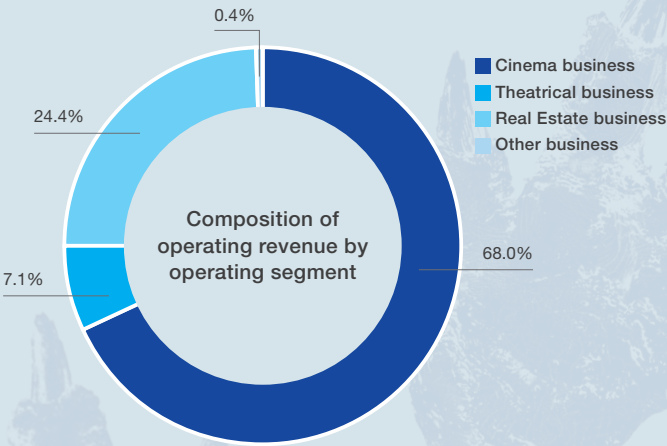
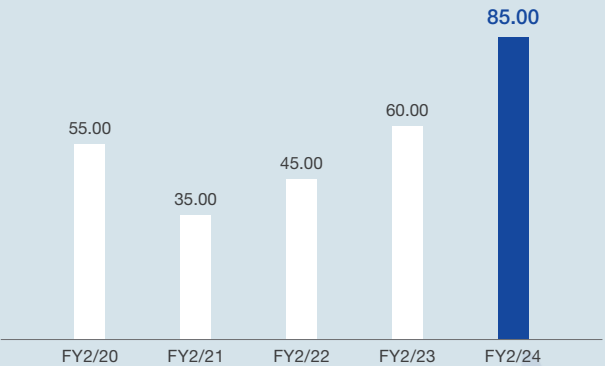
Profit attributable to owners of parent (millions of yen)



ROE (%)



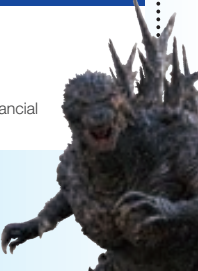
Dividend per share (yen)



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# MOVIE

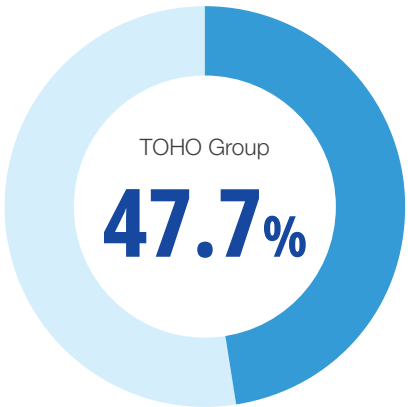


## Cinema Business

Leading all aspects of the Japanese film industry, from production and distribution to advertising and movie theater chain operations

The Company distributes films produced in-house and films that it is commissioned to distribute to domestic movie theater chains, including TOHO Cinemas Ltd., a Group company. The Group commanded a 47.7% share of domestic box office revenue in 2023, including revenue from TOHO-TOWA COMPANY LIMITED., which handles foreign films, securing its dominant position. In addition, the Company engages in a wide range of business activities, including the management of streaming and merchandising rights, as well as planning, producing, and selling video home entertainment products for films produced in-house or through collaboration. We are committed to delivering a broad array of live-action films, anime, and other creative works to inspire customers around the world.

Box office revenue share by film distributor in 2023



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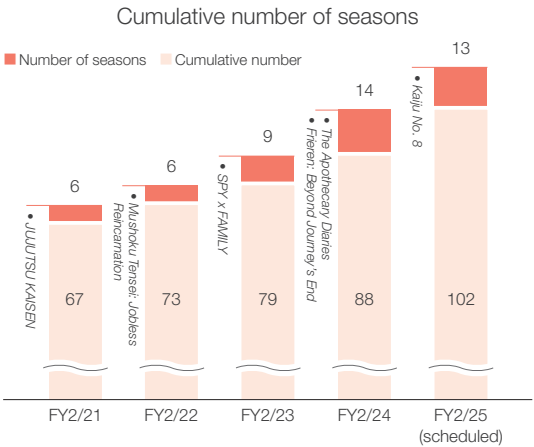
# ANIMATION



## Anime Business

### Key driver of growth: Strong IP as a gateway to overseas expansion

The Company formalized TOHO animation as a department in 2022, transitioning the role from a label to solidify the Anime business as its fourth pillar. In addition to focusing on the adaptation of popular comics into anime, we produce original works developed in-house. To maximize group synergy, we are expanding operations both in Japan and overseas, leveraging secondary uses such as TV broadcasts, streaming, theatrical releases, stage productions, events, and the production and sale of merchandise. The Company's portfolio includes a wide range of popular IP, including *My Hero Academia*, *JUJUTSU KAISEN*, *Haikyuu!!*, and *SPY x FAMILY*, with significant international appeal. As a result, the Company expects to expand its library and generate substantial revenue through in-house theatrical distribution and game adaptations in North America, positioning this business as a key driver of growth.



Note: Major titles started in the relevant fiscal year are shown.

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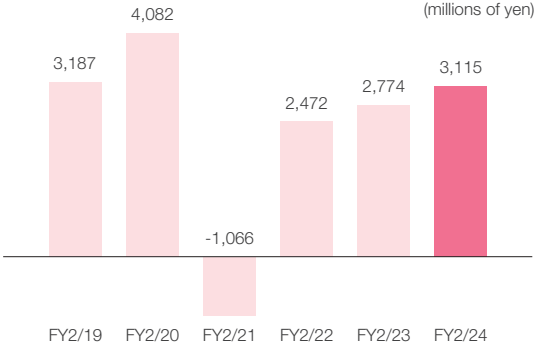


## Theatrical Business

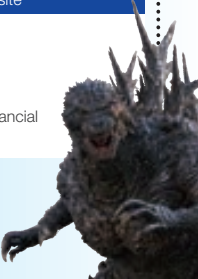
From the closure of the Imperial Theatre to the beginning of a new chapter  
—New HISTORY COMING—

In the Theatrical business, we produce and present stage productions across diverse genres in various theatres, including our own two theaters: Imperial Theatre and Theatre Creation. Alongside large-scale international productions, such as *Les Misérables* and *Moulin Rouge! The Musical*, Toho Theatricals has, in recent years, earned widespread praise for its enthusiastic stage adaptations of popular comics, including *KINGDOM* and *SPY x FAMILY*. The stage production of *Spirited Away* completed a successful four-month run in London, with the Japanese cast consistently drawing full audiences each day. The Imperial Theatre, with a history spanning over 100 years, will temporarily close at the end of February 2025 to be transformed into a new theater. Guided by our motto of merging popularity with artistry, we will continue delivering exceptional live entertainment for the new era.

Trends in operating profit within the Theatrical business  
(millions of yen)



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# REAL ESTATE

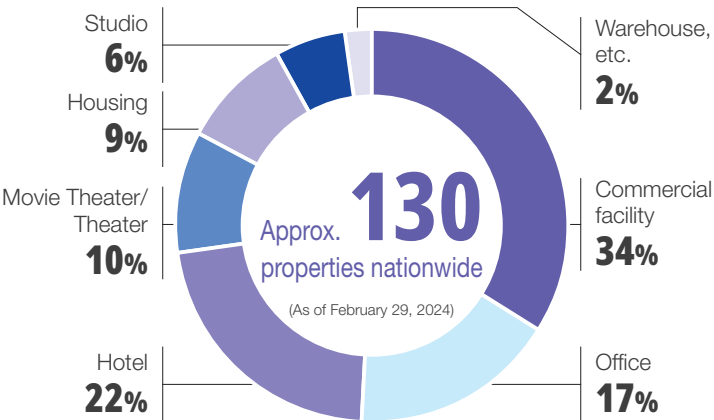


## Real Estate Business

### Foundation of the Company's entertainment operations

As the foundation that underlies the Company's management, the Real Estate business operates and manages approximately 130 properties, including flagship buildings in prime locations, offices, stores, hotels, and residences in major cities nationwide. The Company is also proceeding with a phased redevelopment to optimize the use of its assets. The Company is also striving to contribute to society through urban development and community revitalization, with its business strategy aligned with its various content, including cinema, theatrical productions, and anime. The TOHO Hibiya Promenade Bldg. opened in 2023, followed by SHIBUYA AXSH in 2024. We are also planning a joint redevelopment of the TEIGEKI BLDG., which houses the Imperial Theatre and is slated for temporary closure by 2025. Looking ahead, we are committed to contributing to the development of attractive cities.

Portfolio of properties owned by the Company (% of leased area)



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Value Creation Model

TOHO ASSETS (Strengths)

Human capital

An organization where creative human resources can actively participate

- Number of Group employees: 3,617\*1
- Percentage of women in management positions in the Group: 16.6%\*1

Intellectual capital

Cinema, theatrical productions, anime, and other media that represent Japan

- Number of titles handled (cinema, theatrical productions, anime, and games): 107\*2
- Number of 4K digitally scanned original prints: 447\*3

Physical capital

Commercial facilities, office buildings, theaters, and other properties in prime locations

- Number of owned real estate properties: Approximately 130\*1
- Number of cinema complexes: 77 (722 screens)\*1

Natural capital

Energy consumption associated with the operation of the owned real estate and business activities

- Environmentally certified properties: TOHO Hibiya Promenade Bldg., SHIBUYA AXSH, etc.
- 24/7 carbon-free energy introduced at TOHO STUDIOS

Percentage of power generation from solar and hydrogen sources: Approximately 40%\*4

Social and relationship capital

A trusting relationship with partners to create excitement together

- Number of content production partners (cinema, anime, theatrical productions): Approximately 180\*2
- Number of film distributors: Approximately 60\*3

Financial capital

A solid financial foundation to support growth investments

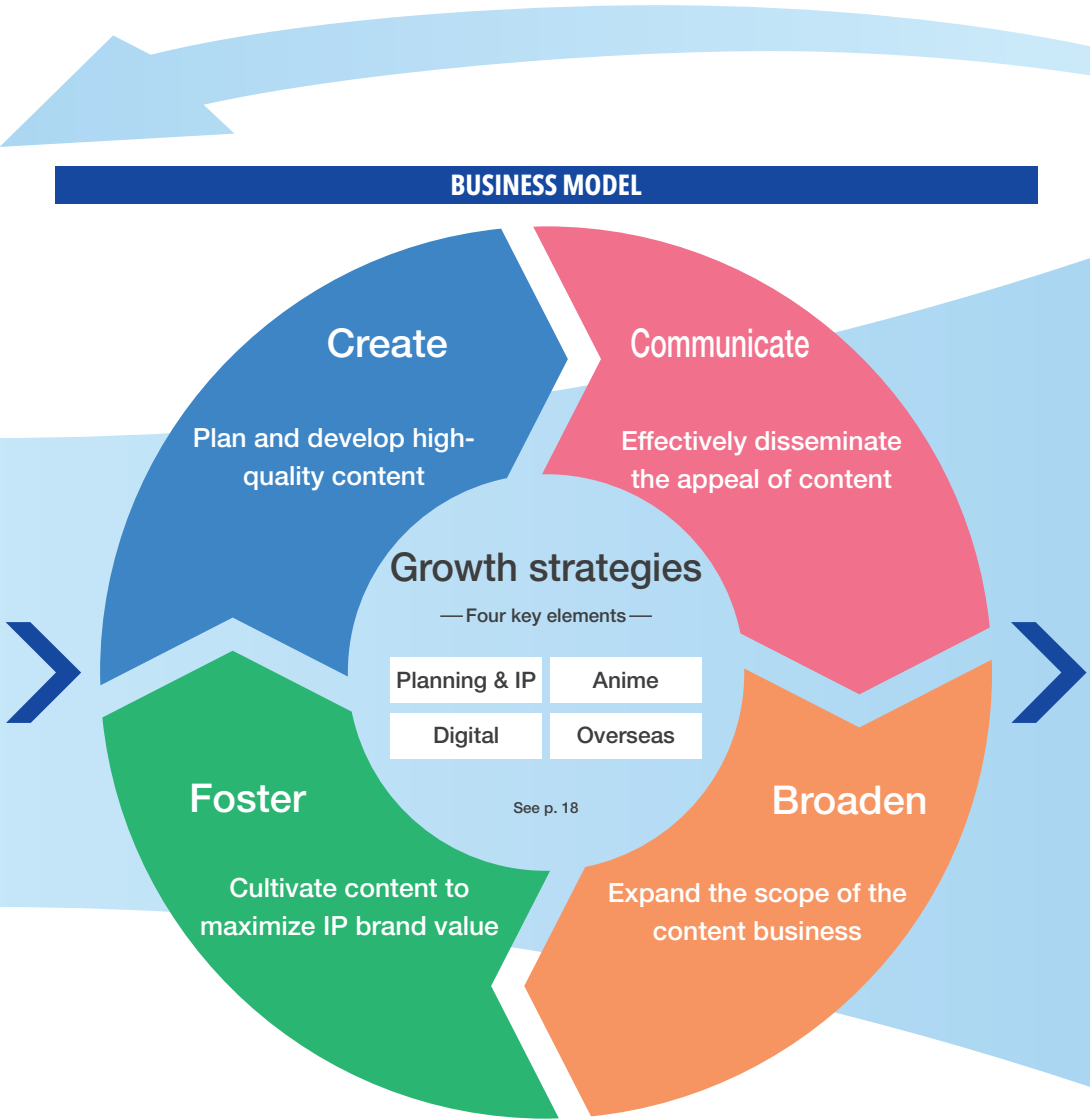
- Growth investments: ¥110.0 billion per the Medium-term Management Plan 2025
- Total assets: ¥615.8 billion\*1
- Equity ratio: 74.5%\*1

\*1 As of February 29, 2024

\*2 As of September 30, 2024

\*3 As of January 2023–December 2023

\*4 Estimated figure for April 2024–March 2025



OUTCOME (Target state)

Corporate slogan

Entertainment for YOU

Inspiring customers around the world

Value created by inspiration

Financial value

Operating profit: ¥75.0 to 100.0 billion

ROE: 8 to 10% (2032 targets)

Social value

A society where everyone can be happy and enriched

An environment where diverse human resources can actively participate

A clean, sustainable global environment

A society where human rights are respected

Inspiring customers around the world

A high-quality cinema and theater culture

New talent in action

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Sustainability Policy See p. 43

The Founder's Philosophy

Purpose

Driving principle

We widely provide inspiring entertainment to the general public.

Value

Priority belief

We owe our business to the happiness of the customers.

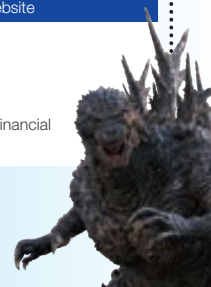
Motto

Code of ethics

We always act with vivacity, modesty, fairness, and grace.

See p. 09

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# Entertainment for YOU

— Inspiring customers around the world —

The TOHO Group is committed to our founder’s vision: “We widely provide inspiring entertainment to the general public,” as its purpose (driving principle). In formulating its long-term vision, the TOHO Group has incorporated “inspiring entertainment” as “Entertainment” and “widely to the general public” as “for YOU” (with “YOU” representing everyone around the world), rephrasing our founding ideals into a new corporate slogan in anticipation of its 100th anniversary in 2032.

Under this guiding principle, we aim to drive transformation and evolution within the organization, fostering continued growth and enhancing corporate value.

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## Three key focus areas for the long-term vision

- FOCUS AREA

1

**Accelerate investment** to drive growth

Plan and develop content, create and commercialize IP, utilize M&A, and more
- FOCUS AREA

2

**Strengthen talent** acquisition and development

Reinforce, manage, and utilize human resources through mid-career hires and other approaches
- FOCUS AREA

3

**Establish anime** as the fourth pillar of our business

Leverage films and anime as two interconnected elements to maximize IP value through their synergy

## Four key elements of our growth strategies

- KEY ELEMENT

1

**Planning & IP**

We will make significant investments in advancing the planning of compelling content, such as revenue-generating cinema, anime, theatrical productions, and characters, to create and commercialize IP, as well as in securing the human resources needed for content creation.
- KEY ELEMENT

2

**Anime**

Among our content portfolio, we have identified anime as a key growth driver and will direct resources toward strengthening the competitiveness of our brands to develop a multifaceted, multilayered, and long-term business.
- KEY ELEMENT

3

**Digital**

We will proactively leverage evolving digital technologies in content production, marketing, streaming, merchandise sales, and other business areas to create new markets and revenue models.
- KEY ELEMENT

4

**Overseas**

The Company will expand its content globally, targeting markets with significant growth potential, to enhance TOHO brand value and drive substantial growth as a global entertainment company.

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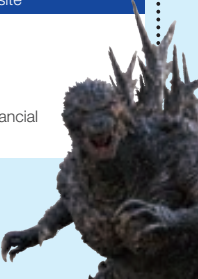
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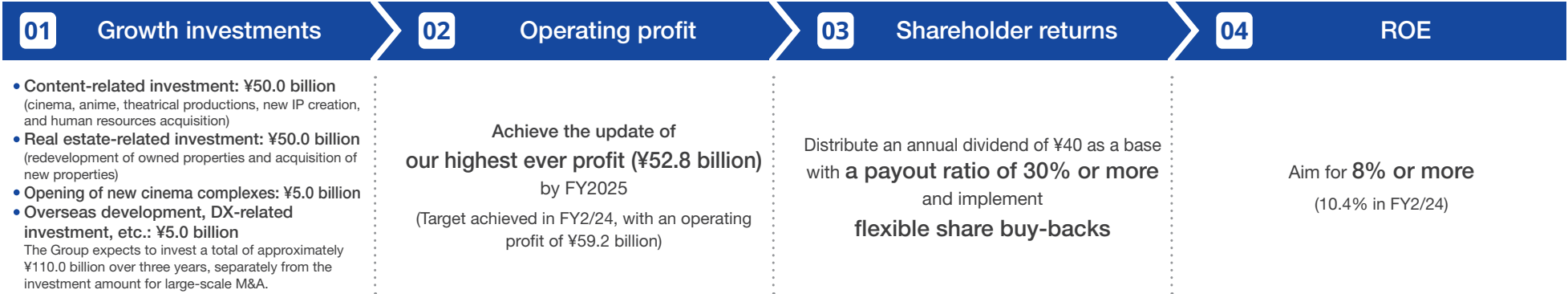


TOHO VISION 2032 TOHO Group Management Strategy

Growth story toward our long-term vision



Medium-term Management Plan 2025: FY2023–2025



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Message from the Vice President



Nobuyuki Tako

Director and Executive Vice President,  
Member of the Board

Supporting sustainable growth through proactive financial strategy

Driving the shift toward proactive investment

In the TOHO VISION 2032 TOHO Group Management Strategy and the Medium-term Management Plan 2025, announced in 2022, the Company outlined its plan to establish anime—identified as a high-growth area—as the fourth pillar, alongside the Cinema, Theatrical, and Real Estate businesses. The Company also aims to drive growth

investments, including M&A, while adopting a proactive financial approach, such as strengthening shareholder returns.

Under the Medium-term Management Plan 2025, the Company aims to: (i) drive growth investments (¥110.0 billion), (ii) achieve record-high operating profit, (iii) strengthen shareholder returns (with a payout ratio of 30% or more and share buy-backs), and ultimately (iv) enhance ROE (8% or

more). The sequence and approach behind these four indicators are important. In the previous two Medium-term Management Plans, operating profit was the sole target indicator. While this focus strengthened the Company's profit structure and enhanced management efficiency, it also resulted in a reduced appetite for risk-taking and investment opportunities. In order to achieve sustainable growth as an entertainment company in the

increasingly uncertain post-COVID business environment, the Company recognized the need to actively invest in the areas of Planning & IP, Anime, Digital, and Overseas. These four key elements of growth strategies are outlined in the TOHO VISION 2032 TOHO Group Management Strategy. The Company is planning to expand its business more dynamically and realign its corporate framework to drive new growth. A pivotal moment in this shift of management policy and mindset occurred in 2022, with the announcement of the TOHO VISION 2032 TOHO Group Management Strategy and the Medium-term Management Plan 2025.

Highest-ever profit achieved through four key elements of growth strategies

In the fiscal year ended February 29, 2024, the second year of the Medium-term Management Plan 2025, operating profit reached ¥59.2 billion, surpassing the target of exceeding the previous record high of ¥52.8 billion. ROE also reached a high of 10.4%, surpassing the target of 8% for the second consecutive year. There are two key factors that distinguish this breakdown from the record profit achieved in the fiscal year ended February 29, 2020. The

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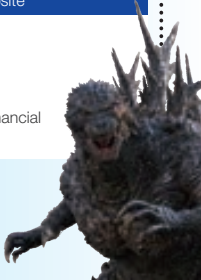
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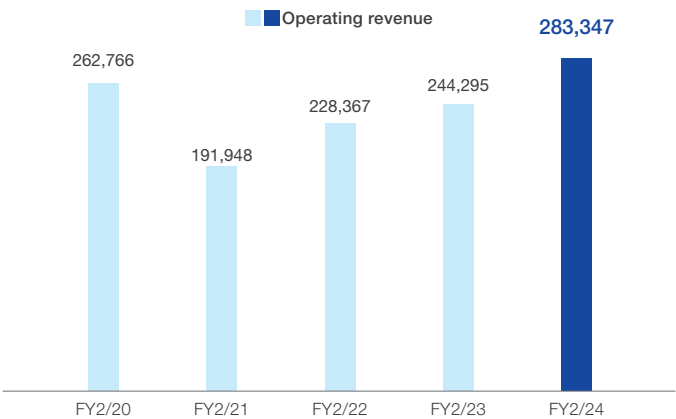
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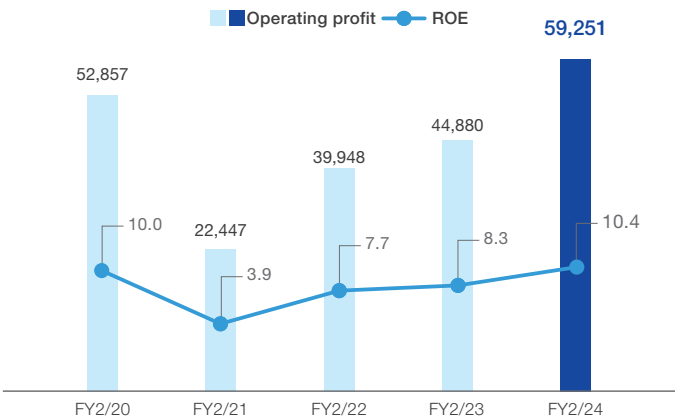




Operating revenue (millions of yen)



Operating profit (millions of yen)/ROE (%)



complexes are progressing as planned. However, the pace of future openings is expected to slow due to a scarcity of suitable sites and rising construction costs. Investments in overseas development, DX-related initiatives, and other areas are allocated at ¥5.0 billion, with the internal core system currently undergoing an update.

M&A activities are handled separately from growth investments, with no designated budget allocation. Large-scale investments will be evaluated on a case-by-case basis, and we have already executed two major M&A transactions. One of these transactions was an investment exceeding ¥33.0 billion in CJ ENM FIFTH SEASON LLC. This leading Hollywood studio produced a number of high-quality television series. This initiative represents a strategic intersection of planning & IP and overseas expansion, and we are working collaboratively to position it as a cornerstone for future global development of our IP. In addition, we invested approximately ¥30.0 billion to transition Tokyo Rakutenchi Co., Ltd., formerly an affiliated company accounted for using equity-method, into a wholly owned subsidiary. Given the overlap between the company's business activities and our own, we intend to strengthen both business

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first is the improved profit margin in the Production and Distribution business. This highlights how productions with high investment share from the Company, such as *GODZILLA MINUS ONE*, have delivered significant returns by becoming major hits. The second factor is the substantial growth in revenue and profit from the Production and Licensing business. This demonstrates that the content portfolio of TOHO animation titles has grown rapidly and become a major pillar over the past few years, driven by widespread expansion both domestically and internationally through streaming and merchandising. In our view, this highest level of profit was achieved through the seamless integration of

the four key elements of our growth strategies: securing and enhancing planning & IP, leveraging anime as a growth driver, utilizing digital platforms, and generating significant profits overseas.

Investment policy and progress

The Medium-term Management Plan 2025 targets ¥110.0 billion in growth investment over three years, and progress is proceeding as planned. Content-related investment of ¥50.0 billion was primarily allocated to the production of films, theatrical plays, anime, games, and other content. Production costs are rising as we prioritize increasing in-house planning and productions where we act as the

production organizer, along with boosting our investment share in the production committee system to achieve sufficient returns in the film-related business. Real estate-related investments were also estimated at ¥50.0 billion, representing the total of redevelopment investments and new property acquisitions. Given the shift to an environment where obtaining high yields on investments in new properties is challenging, future real estate-related investments must be approached with caution. At present, the focus will be on increasing investments in content-related projects that demonstrate high profitability and future potential. Other investments totaling ¥5.0 billion for the opening of new cinema

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foundations by integrating it as a wholly owned subsidiary. Alongside these activities, we resolved to acquire Science SARU Inc., an animation studio, in May 2024. Moving forward, we will actively pursue M&A opportunities, with a particular focus on the content-related area with high growth potential.

Before the onset of the COVID-19 pandemic, the Company had accumulated substantial cash reserves through efficient management that prioritized operating profit. Even in the aftermath of COVID-19, we continue to maintain ample financial reserves, with the current Medium-term Management Plan 2025 prioritizing growth investments over operating profit. In the fiscal year ended

February 29, 2024, cash flows from investing activities considerably exceeded cash flows from operating activities, reflecting a policy focused on prioritizing investment.

**Strengthening shareholder returns**  
**Rationally evaluating the necessity of cross-shareholdings**

With regard to shareholder returns, the Medium-term Management Plan 2025 outlines a policy to uphold a payout ratio of 30% or more. In the fiscal year ended February 28, 2023, the ratio was 31.5%, increasing to 32.8% for the following fiscal year. We are committed to maintaining this policy through the fiscal year ending February 28, 2025, the final year of

the Medium-term Management Plan. Concurrently, the Company follows a flexible approach to share buy-backs, aligning with its policy. In April 2024, it conducted its largest buy-backs to date, repurchasing 4 million shares for approximately ¥20.0 billion. We will continue to actively return profits to shareholders, including through market purchases, while maintaining a prudent approach to cash flow management.

In accordance with the Corporate Governance Code, the Board of Directors conducts an annual review of the necessity of cross-shareholdings, ensuring a rational evaluation that considers both quantitative factors, such as comparisons with the cost of capital, and qualitative factors, such as operational connections with relevant entities. As a result, we sold two issues in the previous fiscal year and currently retain 15. Going forward, we will retain shares in counterparties essential to advancing our business strategy. For all other holdings, we will work to reduce them wherever possible.

**Four organically interconnected business segments, Cinema, Theatrical, Anime, and Real Estate**

The Company's business portfolio

consists of four pillars: Cinema, Theatrical, Anime, and Real Estate. These pillars are organically interconnected, functioning like a four-wheel drive system operating at full throttle. Although COVID-19 brought challenging times that disrupted film and theatrical productions, our resilience in averting a company-wide loss, supported by revenues from the Real Estate business, underscores the strength of the Company's business portfolio.

The majority of the Company's real estate portfolio consists of prime properties located in central business districts, primarily commercial land acquired during the nationwide expansion of movie theaters and theaters by the 1960s. These properties have undergone phased redevelopment since the 1980s, remaining unsold even if their use as a theater became unsustainable due to high value for hotel and commercial purposes. We are now confident in utilizing our owned assets to their maximum potential. The Real Estate business serves as an important revenue base supporting overall company performance and is positioned as a pillar of the Company's core businesses. While the Cinema and Theatrical businesses are inherently volatile and unstable, the Real Estate business has played a crucial role in

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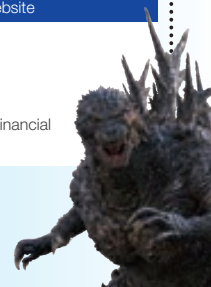
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stabilizing management by acting as a counterbalance. Recognizing the synergies with the Cinema and Theatrical businesses, including the SHINJUKU TOHO BLDG. that houses a cinema complex and the planned redevelopment of the TEIGEKI BLDG., I believe that the Real Estate business will continue to play a crucial role in the sustainability of the Company's management.

Optimizing equity and increasing profit  
Emphasizing ROE as a comprehensive evaluation indicator

The Medium-term Management Plan 2025 targets an ROE of 8% or more, while the TOHO VISION 2032 TOHO Group Management Strategy aims for an ROE of 8 to 10%. Among all management indicators, I consider ROE to be the most comprehensive measure of the results of various management efforts. The Company emphasizes the relationship between ROE and the cost of shareholders' equity. By setting a minimum ROE target of 8% or more, well above the cost of shareholders' equity, it has exceeded this benchmark for two consecutive fiscal years. To enhance ROE, management efforts are required to increase profit, the numerator, and maintain efficient

equity, the denominator. As previously mentioned, the Medium-term Management Plan 2025 outlines a strategic approach consisting of the following: (i) driving growth investments, (ii) increasing operating profit, (iii) implementing appropriate shareholder returns, and ultimately (iv) enhancing ROE. Improving ROE is directly linked to an increase in stock price. Maintaining and improving ROE is challenging for a company like ours, with a long history and substantial equity, which limits financial leverage. As a publicly listed entity, we are committed to meeting the expectations of our investors.

Empowering the Corporate Management Department to drive a significant transformation

The Corporate Management Department has three main roles: First, to safeguard the Company and its employees from risk; second, to support business growth from a professional standpoint; and third, to earn the trust of stakeholders and enhance corporate value. As the business grows and expands, and the Company undergoes transitions, the increasing burden placed on the Corporate Management Department may create a bottleneck. However, we will work to strengthen our

Medium-term Management Plan 2025

Growth investments

- **Content-related investment: ¥50.0 billion**  
(cinema, anime, theatrical productions, new IP creation, and human resources acquisition)
- **Real estate-related investment: ¥50.0 billion**  
(redevelopment of owned properties and acquisition of new properties)
- **Opening of new cinema complexes: ¥5.0 billion**
- **Overseas development, DX-related investment, etc.: ¥5.0 billion**
- **Total investments of approximately ¥110.0 billion over three years, separately from the investment amount for large-scale M&A**

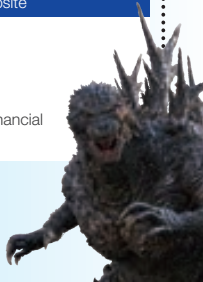
capabilities by hiring mid-career professionals for immediate contributions when needed, while also enhancing expertise by engaging external consultants. Instead of viewing the Corporate Management Department as a back-office function, we aim to position it as a strategic command center that sends directives from the defense to the front line with a company-wide perspective. In recent years, we have held approximately 200 investor relations (IR) meetings annually. Looking ahead, we plan to strengthen our human resources and establish a system to manage business briefings and overseas roadshows, thereby enhancing our engagement with the capital markets.

The Company is currently formulating a new medium-term

management plan. It is clear that the basic direction outlined in the TOHO VISION 2032 TOHO Group Management Strategy is solid. However, we will incorporate feedback from our discussions with shareholders and investors into the process to further refine and clarify our approach. While the Company is still predominantly recognized as a cinema and theatrical company, the TOHO Group is poised for a significant transformation. Guided by its slogan, "Entertainment for YOU, inspiring customers around the world," the Company is equipped to drive significant growth through the power of entertainment, content, and IP, both in Japan and globally. I am grateful for the opportunity to present this Integrated Report, which I hope provides insight into the promising future of the TOHO Group.

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Key Drivers of Growth

Godzilla/IP

Godzilla never stops growing

Keiji Ota

Managing Executive Officer  
Head of Anime Group, Entertainment Unit  
In charge of Products & Licensing and IP Management & Strategy  
Chief Godzilla Officer (CGO)



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Chief Godzilla Officer (CGO)

TOHO established the position of CGO in 2017 to oversee its Godzilla business operations. The CGO takes overall command of the global Godzilla business, with the mission of growing Godzilla into a beloved character worldwide.

As a structure to promote the Godzilla business of the Company, the Godzilla Strategic Conference (GodziCon) was first established in 2014. During the hiatus of the Godzilla series in Japan, the global success of the Hollywood version of *Godzilla* (2014) reignited our momentum, reaffirming Godzilla as

an important IP that we can be proud of on the global stage and that our mission is to transform it into a universally beloved character. To achieve this mission, GodziCon was established as an organization where members from various departments voluntarily came together to exchange ideas freely. Following the major success of *SHIN GODZILLA* (2016), released in 2016, the fan base rapidly grew, propelling the entire Godzilla business to new heights. With this surge in popularity, maintaining brand control became crucial. In 2019, the Company

launched Godzilla Room, a dedicated team for the Godzilla business, designed as a planning and strategic control tower to ensure the Godzilla brand remains protected and grows rapidly with a clear direction.



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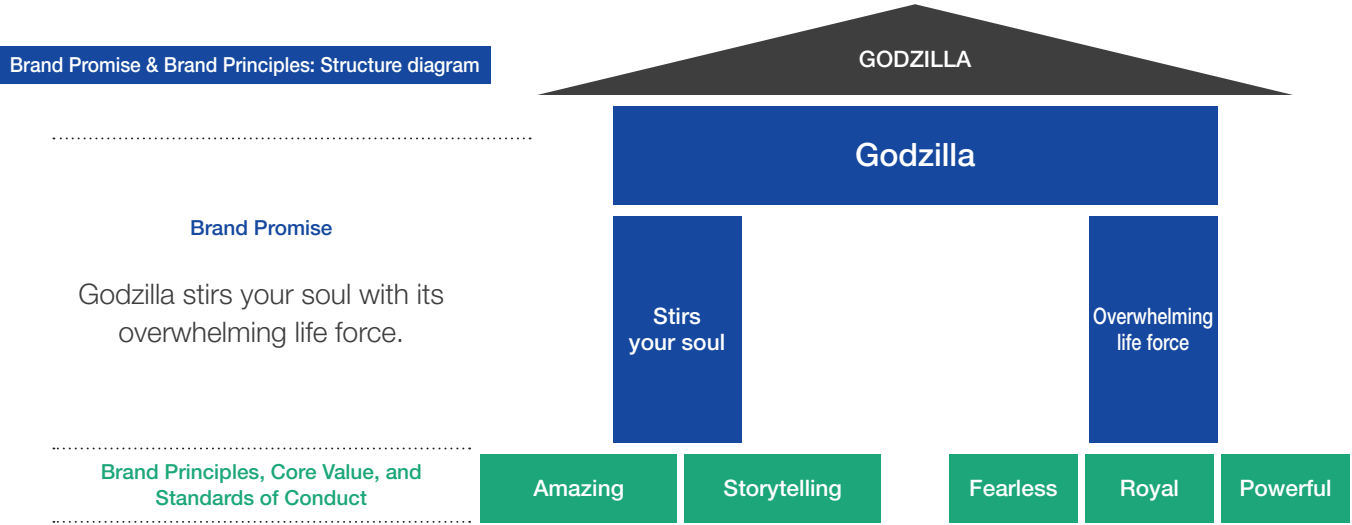


Godzilla/IP as a Key Driver of Growth

Formulation of the Godzilla Charter—Articulate the key aspects that underpin the Godzilla brand

The Godzilla Charter was formulated to define what Godzilla is and what value it provides, when establishing the Godzilla Room. The Godzilla Charter, comprising the Brand Promise and Brand Principles, sets the brand standard for managing various projects, such as video production and licensing related to Godzilla. In formulating the Charter, we spent over a year analyzing all of the Godzilla works and articulating the key aspects that underpin the brand.

Brand Promise	
Godzilla stirs your soul with its overwhelming life force.	
Brand Principles	
Storytelling	The philosophy behind the creation of Godzilla is to tell a story that touches the hearts of all people. Godzilla delivers a premium Godzilla experience to people all over the world, with themes that are close to people's hearts, and an imaginative and realistic story that supports these themes.
Royal	Godzilla is a creation of tradition and innovation. With unparalleled power, it is formidable and mysterious, and always revered for its commanding presence on earth.
Powerful	Godzilla, a monster of unavated enduring power, is the symbol of pulsating life force on earth. It epitomizes the undefeatable strength and energy of those who brave these struggles.
Fearless	From the ashes of destruction spring the hopes of rebirth. The story of Godzilla is that of all life that overcomes adversity to evolve into stronger forms. There we find a portrait of humanity undaunted, rising to meet each challenge and exceeding all limitations.
Amazing	Godzilla takes you to a world that is filled with genuine surprises, unexpected discoveries, and action-packed adventures. Each encounter offers uniquely exhilarating experience that is sure to captivate all.



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Godzilla/IP as a Key Driver of Growth

Godzilla Multi-use Strategy

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To ensure the continued growth of the Godzilla IP, a Godzilla Multi-use Strategy should be implemented with the aim of addressing three key areas: (i) shifting away from a film-centric business model and establishing recurring revenue streams, (ii) expanding continuous and newsworthy touchpoints, and (iii) cultivating a fan base. In the context of the IP business, relying solely on film releases for revenue will lead to periods of business decline between releases. In the next decade, we aim to further enhance the brand by building a multi-faceted, Godzilla-centered business that includes platform-independent content development, such as films, TV, streaming, live-action, anime, and

other formats; mobile and console game development; new GODZILLA STORE deployments; and the expansion of both licensed and in-house developed merchandise, as well as the creation of domestic and global touchpoints. We will also work to expand and develop our fan base, with a focus on teenagers and individuals in their 20s.



GODZILLA BATTLE LINE



Godzilla the Ride at Seibu Amusement Park

TM & © TOHO CO., LTD.

Future direction of TOHO's IP business

Moving forward, we will leverage the expertise gained from the success of *GODZILLA MINUS ONE* to intensify our efforts to expand the character business, including strengthening licensing and merchandising in North America and publishing games. Additionally, while fan events linked to content are common in Japan, they remain rare overseas. To address this, we will initially launch events and activities that foster direct connections with fans in North America, enhancing our multi-faceted business that values a sense of proximity with them. We aim to leverage this Japanese-style business model to localize, adapt, and expand not only the Godzilla business but also our mainstay Anime business across countries and regions worldwide.

A number of Japanese animated productions have garnered widespread acclaim internationally, with momentum expanding beyond North America to EMEA (Europe, the Middle East, and Africa) and Asia. In the character business, including

franchises like Godzilla and animated works, success hinges on the passion of fans and is built on fostering deep connections with them. We plan to make a substantial investment in content development, positioning it as the gateway to the character business. Additionally, we will establish a global delivery system for the developed content, reaching not only Japan but also other countries and regions worldwide. By leveraging video productions and games, we aim to grow our global fan base and maximize the value derived from our IP, aligning merchandise and event development with this broader audience.



Packed Kaiju No. 8 booth at Anime Expo in LA

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Key Drivers of Growth

Overseas Expansion

The worldwide reach of TOHO fans

Koji Ueda

Operating Officer in charge of International Business, Entertainment Unit  
President and Representative Executive Director of TOHO Global Inc.



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Enhance the global market value of TOHO’s productions and IP

At TOHO Global Inc., our mission is to expand the global presence of TOHO’s video productions and our IP, thereby enhancing their market value. In line with this, we are focused on developing the infrastructure needed to support the TOHO Group’s international business expansion. Traditionally, one approach to overseas expansion has been to screen TOHO’s films produced in Japan in theaters abroad. In recent years, the concept of IP has gained widespread recognition, highlighting the importance of developing character-

based businesses globally, alongside films and videos, to enhance the market value of IP on the world stage. To fulfill our mission of enhancing the market value of IP, it is crucial not only to deliver IP experiences but also to inspire fans to embrace them, ensure the satisfaction of those fans, and create a continuous cycle of growing fan engagement.

Independent activities of each Group company are the key to globalization

Expanding the fan base of TOHO IP overseas requires understanding local values and business customs to successfully drive business development. To expedite the empowerment of local personnel to operate independently, beginning with North America, our strategic key market, we have restructured the organizational framework by activating Toho International, Inc. (“TI”), a previously dormant local subsidiary. We also simultaneously adopted a model in which subsidiaries, acting as regional headquarters, drive local business

development in each region. Under this framework, TOHO Global Inc. was established as the organization responsible for overseeing the business operations of these subsidiaries from Japan. By establishing regional headquarters staffed with personnel experienced in overseas markets, local operations are managed independently and proactively. Meanwhile, the situation in each region is accurately assessed from Japan and communicated to TOHO in a timely manner. This approach has allowed for proactive, agile business development,

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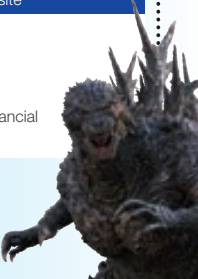
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Overseas Expansion as a Key Driver of Growth

supported by strong governance.

A notable example of the success achieved through this effort is the strong performance of *GODZILLA MINUS ONE* in the U.S., culminating in the award for Best Visual Effects at the 96th Academy Awards®. This achievement was attributed to the fan base for the character Godzilla, which was built in North America by our former and current senior team members, coupled with the outstanding work of Director Takashi Yamazaki. Another key factor behind this success was direct distribution

by TI, which provided us with insights into the needs of local fans and enabled the development of marketing activities that actively engaged them. For the Academy Awards®, the local team, led by TI, engaged in frequent and active discussions with stakeholders in Japan to showcase the VFX produced by the director and SHIROGUMI INC. These efforts, combined with effective strategic measures, contributed to the film’s award win.

Cultivate global planning skills

Even with infrastructure in place, it holds no value without works or IP to capitalize on. Overseas business development in the anime content business, in collaboration with TOHO animation, is progressing steadily. To keep up with TOHO animation’s accelerated growth, secure a production pipeline that includes international creators, and enhance the quality of our productions, we have made a stock investment in IGLOO STUDIO CO., LTD. in

Thailand.

In addition, in the live-action content business, we have made a stock investment in CJ ENM FIFTH SEASON LLC, a leading Hollywood studio that produces live-action series primarily for streaming services. This investment aims to produce major productions for the global market and expand Japanese content worldwide. Through collaboration with the company, we seek to develop the expertise to

create and strategically plan live-action content, adapt to streaming services, and acquire additional capabilities to help us implement plans that align with the global

Relentlessly push ourselves to amplify the first-mover advantage

Currently, Japan accounts for only 5% of the global film market, leaving the remaining 95% open to the Company. Having already captured the largest market share in Japan, TOHO’s growth potential lies in expanding overseas. Among these markets, North America is undoubtedly the most important, due to its size, stability, and relatively few institutional restrictions. TI will continue to lead the expansion of our fan base through a range of initiatives. Looking ahead, we plan to adapt and implement our successful business model from North America, localizing it for each country and region, including Asia and Europe. Our overseas business is in the early stages of full-scale development, and I can see that this positions us to be recognized as a pioneer in the field. This first-mover advantage will

market. Going forward, we will actively explore various approaches, including M&A, to contribute to achieving the Group’s goals.

quickly become obsolete unless there are continuous efforts to build upon it. Our mission in the TOHO Group is to relentlessly push ourselves, embracing the possibility of failure.



Members of TOHO Global and TI at the 96th Academy Awards®



TOKYO VICE produced by FIFTH SEASON

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Minami Ichikawa

Director and Senior Managing  
Executive Officer, Member of the Board  
Head of Motion Picture Group,  
Entertainment Unit

Cinema  
Business

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Business description

The Cinema business of the Company oversees the planning, production, distribution, movie theater chain management, and secondary use of content. In the Production and Distribution business, the Head Office manages the planning, production, and distribution of Japanese films, while TOHO-TOWA COMPANY LIMITED., a Group company, specializes in the distribution of international films. In the Movie Theater Chain business, TOHO Cinemas Ltd. operates movie theaters at 75 locations nationwide. The Production and Licensing business handles anime production;

home entertainment sales, such as DVDs and Blu-rays; related merchandise sales; and other activities. Specifically, the Anime business is growing into a fourth pillar, alongside the Company's established Cinema, Theatrical, and Real Estate businesses. As part of its strategic initiatives, the Company has directly distributed *GODZILLA MINUS ONE* and *My Hero Academia: You're Next* in North America, and its overseas business is also gaining momentum.

Competitive advantage

A key strength of our company lies in our comprehensive control over the entire Cinema business process, from planning and production to secondary use of content, all seamlessly integrated within a unified framework. In planning and production, we prioritize investments in large-scale projects that demonstrate the value of large screens and sound systems, designed to meet the diverse needs of our customers. Since 2000, we have undertaken extensive renovations to TOHO STUDIOS,

transforming it into one of the most advanced studios in Japan. The environment has now been upgraded to a level that even attracts studios from abroad, while in-house production is expanding more than ever before. TOHO Cinemas Ltd., which operates movie theaters, focuses on opening new theaters not only in central Tokyo but also in regional cities, maintaining its top position in the industry with a domestic box office revenue share of approximately 27% (2023).



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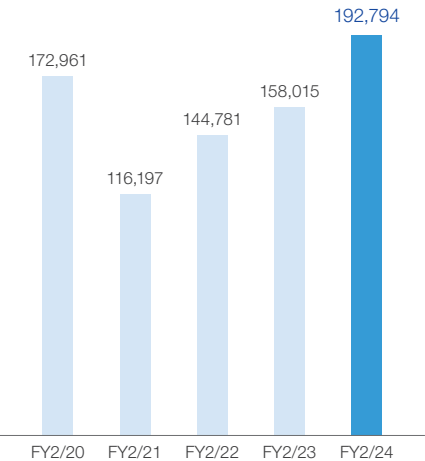
# Growth Strategies for the Cinema Business

## Financial results for the fiscal year ended February 29, 2024

Note: Revenue from the Anime business is included in the Cinema business revenue.

In the Production and Distribution business, TOHO CO., LTD. had major hits with *Detective Conan: Black Iron Submarine* and *The Boy and the Heron*, as well as four hit live-action films, *GODZILLA MINUS ONE*, *KINGDOM: The Flame of Destiny*, *Don't Call it Mystery*, and *Tokyo MER: The Movie*, each of which exceeded ¥4.0 billion in box office revenue. The box office revenues\* from films distributed by TOHO for the 2024 calendar year are expected to set a new record, surpassing the previous high of ¥85.4 billion achieved in 2016. In the

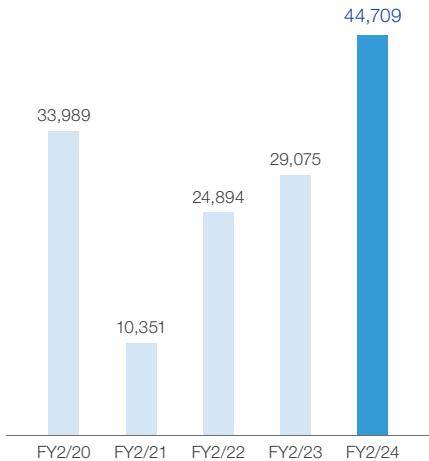
Operating revenue for the Cinema business (millions of yen)



Movie Theater Chain business, despite the revision of admission prices in June 2023, business performance remained strong, with negligible negative impact from the change. In the Production and Licensing business, royalty revenues from various sources, including streaming and merchandising rights for TOHO animation productions, remained strong. As a result, the overall Cinema business experienced a substantial increase in both sales and profits.

\* ¥91.3 billion (announced in January 2025)

Operating profit for the Cinema business (millions of yen)



## Growth strategies

There are five key aspects of our support for the strong distribution lineup within the Company's Cinema business. The first is content within anime franchises. For over 30 years, we have distributed the theatrical versions of popular TV anime series, *Doraemon*, *Crayon Shin-chan*, and *Detective Conan*, on an annual basis. Our second is original anime productions, including works from STUDIO GHIBLI and other studios. The third involves content organized by TV broadcasting stations, including series such as *KINGDOM*, *TOKYO MER*, and *Bayside Shakedown*. The fourth way is productions organized by TOHO, including *Godzilla* and *The Floor Plan*, the latter released 2024 and generating more than ¥5.0 billion in box office revenue. The fifth is our support for distribution of theatrical releases created by TOHO animation, including *My Hero Academia*, *Haikyu!!*, *SPY x FAMILY*, and *JUJUTSU KAISEN*. By organizing well-rounded distribution of works with diverse appeal throughout the year, in line with the five aspects outlined above, we can maximize our

reach and build a strong annual lineup. To ensure sustainable growth for the Company, it is crucial to fully leverage these market-leading distribution capabilities in Japan, alongside the box office strength of TOHO Cinemas Ltd. We believe that growth in the Cinema business is driven by the integrated strengths achieved through the collaboration across diverse fields—planning, production, distribution, and movie theater chain management.



KINGDOM: Return of the Great General  
© Yasuhisa Hara/Shueisha  
© 2024 KINGDOM THE MOVIE Film Partners

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# Growth Strategies for the Cinema Business

## Risks and countermeasures

Although the film market in Japan reached a record ¥261.1 billion in 2019, the highest since 2000, it dropped to ¥143.2 billion in 2020 due to the impact of the COVID-19 pandemic. In 2023, the market rebounded to ¥221.4 billion, but the Hollywood productions that are key to the international film box office remained unstable due to various factors such as the lingering effects of the COVID-19 pandemic and strikes. Meanwhile, the ratio of Japanese and international films, which once stood at 3:7, has now reversed to approximately 7:3. Moreover, we must face the fact that the decline in the domestic population is unavoidable in the long term. To address these risks, we will plan and create compelling productions based on analysis of our customers' needs, guided by the five aspects outlined above. At the same time, our goal is not only to grow our repeat customer base but also to expand the number of movie theaters equipped with special formats, such as IMAX, and to increase the number of films screened, thereby adding greater value and boosting the

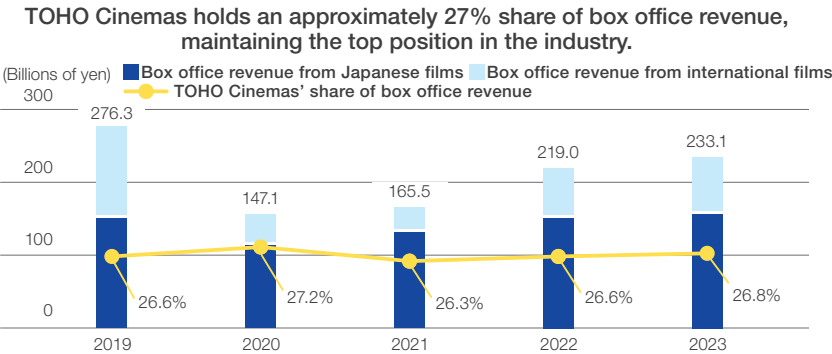
average unit price. Improving the working environment on film production sites is another major issue that the entire industry must address. The Japan Motion Picture Production Standards Association (J-MOPS) has been established within the film industry, and efforts to advance work style reforms are now underway. A growing number of films distributed by the Company are now being produced in compliance with the rules established by J-MOPS. It is essential to foster an environment in the film industry that attracts creative talent to produce high-quality works.

## Where we want the Cinema business to be by the 100th anniversary in 2032

The Company has launched a new brand, TOHO NEXT, with the aim of delivering a diverse range of genres that go beyond the traditional model of movie theater chains. We have also initiated a talent support project, GEMSTONE Creative Label. We are expanding our efforts to identify and develop young, talented, and creative individuals. We anticipate that, in the future, creators cultivated in this environment will produce compelling works that become global hits. Ultimately, the greatest growth potential in the future lies overseas. *GODZILLA MINUS ONE* became the highest-grossing Japanese live-action film ever released in North

America, and subsequently attained global acclaim, securing the award for Best Visual Effects at the 96th Academy Awards®. I also attended the Academy Awards ceremony and came to the realization that the ultimate goal we should be aiming for is Best Picture. In 2020, *Parasite*, a South Korean film from Asia, won the 92nd Academy Award® for Best Picture. With this milestone in mind, we will strive to consistently produce Japanese films that earn nominations for Best Picture by 2032.

Film market in Japan



Note: Including box office revenue from live-streamed event screenings and other sources.

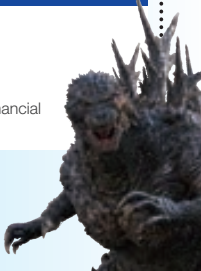


GODZILLA MINUS ONE premiere in Los Angeles

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Interview with a key person in the Cinema business

Inspire an audience of over 1.5 million

“Entertainment for YOU” in the Cinema business



Kazuaki Kishida  
Producer, Planning & Production Department,  
Motion Picture Group, Entertainment Unit

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A film producer at TOHO is entrusted with the mission of ensuring that our works reach audiences across the country. The first task is to produce an entertainment film that attracts an audience of over 1.5 million and generates box office revenue of at least ¥2.0 billion. To achieve this, producers focus on understanding the audience, identifying what they want to see, and determining which themes should be conveyed to them. We also value having fun, as creators must enjoy the process to produce truly engaging works.

TOHO’s paramount advantage in film production is its integrated strength. Filmmaking is often rife with grandstanding, but productions at

the Company are much more transparent. We prioritize sharing information among producers, such as book synopses and impressions, potential director and cast suggestions for film adaptations, and factors that influenced a project’s success or failure. This makes the experiences of others, including knowledge from our predecessors, available to draw upon as if they were our own. In this way of thinking, it seems to me that *GODZILLA MINUS ONE* embodies the collective effort of all employees. As an example, we engaged employees from across various departments to review screenplays and provide feedback. In addition to horizontal

development across the organization, this film is the result of our integrated strengths, including a long-standing vertical track record with 29 films in the Godzilla franchise to date.

Although *GODZILLA MINUS ONE* became a hit both in Japan and overseas, particularly in North America, it wasn’t initially intended to achieve international success from the production stage. I believe the film’s appeal to overseas audiences lies in the fact that we avoided following the conventions of Hollywood filmmaking. Instead, we

highlighted the distinctiveness of Japanese cinema, offering something that Hollywood films simply cannot. I expect that more Japanese films will succeed in Hollywood, building on the breakthrough accomplished by us and Godzilla.

To take the next step, we must work to develop the next IP that can follow a similar path to success as Godzilla. As a producer, this is my primary focus, and I believe it is crucial to the success of the Company.



The Academy Award® envelope at the moment of the announcement



GODZILLA MINUS ONE premiere in Los Angeles

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**Keiji Ota**  
Managing Executive Officer  
Head of Anime Group, Entertainment Unit  
In charge of Products & Licensing and  
IP Management & Strategy  
Chief Godzilla Officer (CGO)

Anime  
Business

Business description

In 2012, the Animation Business Division was established within the Production and Licensing Department. In 2013, the Anime business began operations under the new label TOHO animation, initiating full-scale operations. In 2022, the Company formalized the label as a department to create an environment conducive to growth. The Anime business practices “Entertainment for YOU, inspiring customers around the world,” guided by its purpose, “To widely deliver the finest works to our customers.” To put this purpose into practice, we have deployed substantial human resources for business development both

domestically and internationally, fostering the growth of our business and IP portfolio while accumulating expertise. Thanks to the exceptional original works entrusted to us, we have established ourselves as an anime label with an unparalleled portfolio of series IPs in the industry. In 2021, the Company expanded into the gaming business by launching the TOHO Games label, delivering notable successes such as *GODZILLA BATTLE LINE*, developed and operated in-house, and *JUJUTSU KAISEN: Phantom Parade*, developed and operated in collaboration with Sumzap, Inc.

Competitive advantage

The driving force behind the Anime business is its integrated strength. By leveraging both our integrated strength and the individual strengths that contribute to it, we have successfully nurtured our productions together with fans. This has allowed the Anime business to produce a number of long-running TV series. These individual strengths include production capabilities to produce high-quality anime in collaboration with excellent creators, staff, and studios, while leveraging

the unique characteristics of the original work; advertising capabilities developed as a film company to showcase the best aspects of the work; and development capabilities to maximize business opportunities within the Group through a multi-faceted approach, including TV, films, streaming, merchandising, stage adaptations, home entertainment, games, events, music, and overseas expansion.

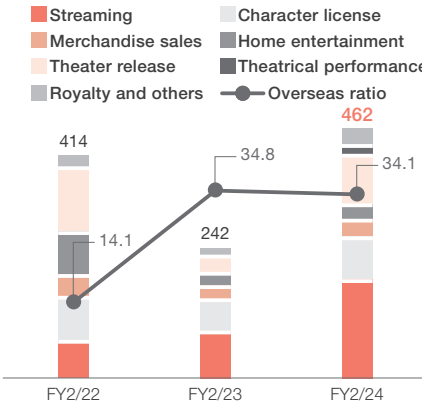
Financial results for the fiscal year ended February 29, 2024

Note: Revenue from the Anime business is included in the Cinema business revenue.

Record-breaking performance in the fiscal year ended February 29, 2024, marked a significant milestone for the Anime business. The theatrical versions of *My Hero Academia*, *Haikyu!!*, and *SPY x FAMILY* achieved major success, representing the culmination of a decade of development as an IP business. Two TV series, *Frieren: Beyond Journey’s End* and *The Apothecary Diaries*, became hits within the same period in genres different from our previous successes, which has bolstered our confidence for the next ten years. In collaboration with TOHO Global Inc. and Toho International, Inc., we will accelerate IP development on a

global scale, going forward.

Revenue by sales source (millions of yen)/  
Overseas ratio (%)

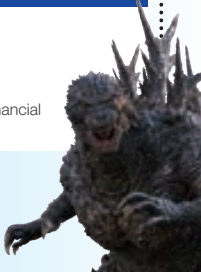


Note: This graph was prepared at our discretion to enhance transparency in the disclosure of information about the Anime business and may not align with figures presented in other financial documents.

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# Growth Strategies for the Anime Business

## Growth strategies

The purpose of the Anime business is “To widely deliver the finest works to our customers,” which aligns seamlessly with “Entertainment For YOU.” Our strategy centers on evolving and deepening our understanding of this purpose. There are regions we have yet to reach, and we truly aspire to deliver the finest animated works directly to global audiences, fostering strong connections with them in the process. We aim to efficiently and

steadily bring to market not only anime but also games, merchandise, events, and all other components of our IP, while maintaining a careful and consistent line of communication with our customers. Beginning with *My Hero Academia: You’re Next*, we have taken on the challenge of direct distribution in North America.

## Where we want the Anime business to be by the 100th anniversary in 2032

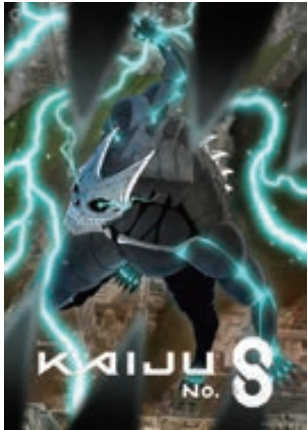
The four key elements of growth are *Global*, *Connect*, *More*, and *Original*. In the future, we will carefully and meticulously strengthen our system to promote B2C business. The Anime business of the Company is moving towards a greater focus on production, advertising, and marketing to reach customers more directly on a *global* scale and *connect* with them to deliver *more* of

our productions. By 2032, we aim to roll out the finest productions with a strengthened structure, including our own *original* works. We are making steady progress through iterative development and appreciate your continued interest in the Anime business as we move forward.

## Risks and countermeasures

Anime is global content and the most effective promotional tool in the IP business. As a result, the growing number of productions in the industry as a whole is driving a chronic shortage of human resources and escalating production costs, underscoring the urgent need to improve production systems. Expanding the business to a scale capable of offsetting rising production costs will establish a sound growth cycle within the

industry. As an industry leader, we are committed to taking the initiative to create a comfortable working environment. In global development, we must understand and factor in geopolitical risks, as well as the cultures and customs of each country and region. In this context, we recognize the importance of balancing freedom of expression with these risks as we advance the localization process.



Kaiju No. 8



The Apothecary Diaries 2nd Season

© JAKDF 3rd Division © Naoya Matsumoto/SHUEISHA  
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Interview with a key person in the Anime business

Aspiring to enrich the world through planning

“Entertainment for YOU” in the Anime business

Katsuhiko Takei

Chief Manager, Anime Division,  
TOHO animation, Anime Group, Entertainment Unit



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An anime producer focuses more on the business aspects than a film or theatrical producer. Box office revenue is the primary goal and main source of financial recovery for both film and theater, determining the overall success or failure of the business. In contrast, anime does not generate revenue directly through the broadcast of a TV series, which is a primary use. It is necessary to estimate revenue from secondary uses, such as streaming and merchandising, and establish distinct business schemes for each anime production. Business acumen is an essential quality for any successful anime producer.

The producer's scope of responsibilities encompasses the entire lifecycle of animated works, including planning, production, advertising, promotion, and secondary use of content. My constant focus is to create a positive impact on the world through our works. I am always considering how our work can make further contributions to the world. Some audience members mentioned that they started listening to jazz music after seeing *BLUE GIANT*, while others noted that it prompted them to go to a movie theater for the first time in ages. Exposure to an unfamiliar genre sparked a new

behavior, with people going to the movies and feeling like they were experiencing a live performance. It was truly a moment when our work had an impact on the world.

TOHO animation is a recent entrant in the anime production industry. For this reason, we needed to go beyond the ideas of our competitors and focus our efforts on ideation. Planning is, first and foremost, the bedrock of any work. As a crucial step that influences all subsequent processes, it demands close attention to every subtle detail. This sense of responsibility for our productions and attention to detail is

the cornerstone of both our planning and advertising. At this stage in TOHO animation's growth and expansion, we have also taken steps to further strengthen our planning efforts. Launched in April 2024, the Narrative Division, consisting of manga editors, manga artists, and novelists, is taking on the challenge of creating captivating stories with a free and flexible mindset, while incorporating fresh perspectives. Through these efforts, we have set sights on cultivating the strongest team of producers at TOHO.



Takei (left) at the *TRIGUN STAMPEDE* panel room at Anime Expo, Los Angeles, July 2024



*BLUE GIANT*

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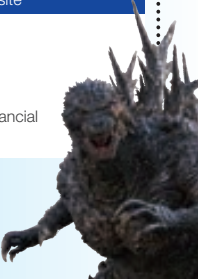
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Theatrical Business

Atsuo Ikeda  
Managing Executive Officer  
Head of Theatrical Group,  
Entertainment Unit

Business description

Driven by a commitment to “merging artistry with popularity,” a theme we have upheld since the Company’s founding, the Theatrical business manages the entire process, from planning and producing to sales and show running, while expanding its productions across Japan and the world.

Since the early days of musicals in Japan, with *My Fair Lady* in 1963, Toho Theatricals has expanded its offerings to include a diverse range of international productions, highlighted by flagship shows such as *Les Misérables* and *Elisabeth*. We have also planned, produced, and premiered numerous masterpieces, including the stage production of *Spirited Away*, which remains vivid in our memories following its successful run in London, along with other stage adaptations from anime. A show reaches its pinnacle when the “joy of creating a show” and the “joy of entertaining the audience” seamlessly intertwine on stage. We are ushering in a new era for the “TOHO Theatricals” brand, strengthened by even deeper trust from our audiences through the thoughtful delivery of these miraculous moments.

Competitive advantage

The appeal of theater lies in the live energy that fills the space and unique experiences that can only be fully appreciated in person. At Toho Theatricals, we take pride in presenting exceptional productions that are unique to TOHO, featuring polished performances by talented actors and solid creative teams who

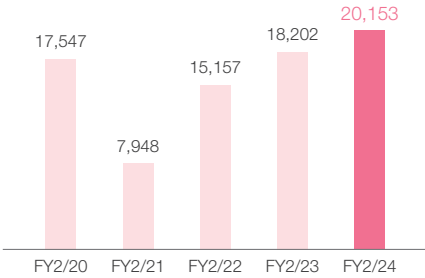
bring the shows to life. This approach elevates theatre into a comprehensive art form, offering luxury entertainment with superior quality.

With a diverse lineup, we consistently provide new excitement, discoveries, and surprises.

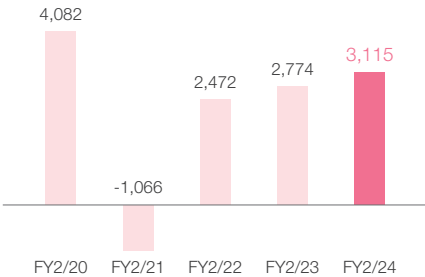
Financial results for the fiscal year ended February 29, 2024

At the Imperial Theatre, the new musicals *SPY x FAMILY*, *Roald Dahl's Charlie and the Chocolate Factory*, and *LUPIN* were major hits. The blockbuster *Moulin Rouge! The Musical* also received enthusiastic acclaim, an achievement that will serve as the core of future lineups. Additionally, at Theatre Creation, we undertook the challenge of presenting a variety of genres, featuring signature and new titles, such as the musicals *RENT* and *Nodame Cantabile*, along with the reading play with music *VOICARION*. We were fortunate to deliver a series of successful productions, contributing to a year-on-year increase in both sales and profits for the Theatrical business.

Operating revenue for the Theatrical business (millions of yen)



Operating profit for the Theatrical business (millions of yen)



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# Growth Strategies for the Theatrical Business

## Risks and countermeasures

Theatrical performances contain risks of cancellation due to health issues affecting the cast and crew, technical issues on stage or other unforeseen circumstances. However, we are proactively deterring these risks through rigorous production management and ongoing equipment maintenance.

Additionally, the recent sharp rise in prices, particularly labor costs in the production field, has led to a significant increase in expenses. Despite our efforts to minimize the impact through proper budget control, there are some instances where revising ticket prices may become inevitable. We will continue to improve profitability through efficient budget control and expense management.

## Growth strategies

The Company has maximized the value of its core productions by presenting them consistently and frequently with new casts, while also acquiring exceptional international shows that may lead the next generation. We have also extended the cycle of its production catalogues through proactive efforts to create original shows, further enriching its library. In recent years, we have also focused on developing new shows based on anime and comics to establish new mainstream productions for overseas.

Subsidiary use is crucial for theatrical productions, which face the limits of limited seating capacities and running periods. In addition to online presentations, we place an

emphasis on developing original merchandise that conveys the world of our shows. Recently, a bear mascot plush, which features interchangeable costumes for each title, has become particularly popular. For our show running operations, we will continue to pursue appropriate pricing policies and address issues such as environmental improvements to better accommodate inbound demand.

## Where we want the Theatrical business to be by the 100th anniversary in 2032

To secure future growth, global expansion is vital. The environment is set for growth, driven by our expanding network of exceptional international talent and the increasing global presence of the Company’s brand, spanning Asia, Europe, and the U.S. Our next goal is to advance global license development by stepping up to the challenge of creating original IP and further broadening our opportunities for overseas expansion.

Going forward, we are fully committed to making meaningful contributions to the theatrical world, continuously refining the Toho Theatricals brand through an enriching cycle: cultivating a new audience base by elevating our exceptional content, developing and supporting future creators and performers who will undoubtedly emerge from the audience inspired by our shows, and leading to the development of innovative creations that drive the cycle forward. We anticipate that it will not be long before we receive recognition from the Tony Awards and the Olivier Awards for our shows with original Japanese IP.

# TOPIC

## About the Imperial Theatre

The current Imperial Theatre opened in 1966, boasting a history spanning nearly six decades. We take great pride in saying that the theatre, of which the creation was led by Kazuo Kikuta, the vision of whom had a defining influence on its success, continues to be the best in the world. Regrettably, the current theatre will close temporarily at the end of February 2025 for redevelopment. The newly reinvigorated theatre will remain a true reflection of our unwavering commitment to establishing ourselves as the “best theatre” in the world. Just as the current theatre has stood the test of time, our aim for the new theatre is to remain a beacon of high expectations for the next 100 years. Staying true to our core concept of authenticity, we aspire to create a stylish and welcoming space that is worthy of the energy brought by both audience and performers.



Imperial Theatre Closing Lineup (January 2024–February 2025)

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Interview with a key person in the Theatrical business

Bringing one-of-a-kind experiences to the world, powered by theater

“Entertainment for YOU” in the Theatrical business

Haruka Ogi

Producer, Planning & Production Division,  
Theatrical Department, Theatrical Group, Entertainment Unit



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The role of a theater producer encompasses a wide range of responsibilities, including planning, securing the rights to original works, casting, staffing, budget management, rehearsal and performance coordination, advertising and sales monitoring, and ensuring the smooth execution of all aspects of the production, from start to finish, in collaboration with various stakeholders. Theater is a more expensive form of entertainment, and it also consumes more energy. This requires customers to physically travel to the theater at a specific date and time. We are focused on

delivering an extraordinary and special experience that justifies the effort invested. We often plan productions based on original works, fully recognizing that the original is the most compelling. But we also understand the role of stage adaptations, continually considering what new experiences and value we can offer.

I had the privilege of being involved in the planning of *Spirited Away*, and despite the challenges posed by the pandemic, we successfully premiered the production at the Imperial Theatre in 2022. In 2024, it was staged simultaneously in two

countries, Japan and the U.K.

We are honored to share that all performances in Japan achieved full attendance. Additionally, the London run of the production filled the London Coliseum, one of the largest theaters in the West End, to capacity every day, drawing a total audience of approximately 300,000. The production, originally staged in Japan and performed in Japanese for four months abroad, represents a first endeavor for TOHO and has since been recognized as a historic milestone in the Japanese theater world. A large group of cast and crew crossed national boundaries to

successfully accomplish this as a team, reinforcing my belief in the power of theater, which can bring together even in today’s divided world. Upon completing the run, the cast and crew from Japan and the U.K. performed the traditional Japanese *Sambonjime* greeting, a gesture typically reserved for celebrating the accomplishment of a task, in perfect harmony, which left a lasting impression on me. As a staunch proponent of the power of theater, I am enthusiastic about embracing new challenges at TOHO and maintaining our global engagement.



Opening night reception of the London run



Poster for *Spirited Away* in its London run

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Real Estate Business

Kazuhiko Seta  
Managing Executive Officer  
Head of Corporate Real Estate Group

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Business description

The Real Estate business of the Company originated from our founder’s “100-Theater Plan,” which laid out the goal of building numerous movie theaters nationwide. As cinema complex-style movie theaters became the mainstream, the Company redeveloped prime land previously occupied by traditional movie theaters to optimize the space, expanding the business through lease revenue. Following an absorption-type merger with a Group company that owns properties nationwide, including urban and roadside locations, the Company now owns approximately 130 properties. Properties that house

cinema complexes and theaters, such as the SHINJUKU TOHO BLDG., contribute to the vibrant energy of the neighboring blocks. TOHO STUDIOS, the largest domestic studio, has produced a number of masterpieces as a production site for films, television productions, commercials, and other visual productions. Furthermore, Subaru Enterprise Co., Ltd., a subsidiary of the Company, continues to support social infrastructure through its Road business by maintaining and repairing major expressways and local roads in Japan, in alignment with its philosophy of “Serving Society.”

Competitive advantage

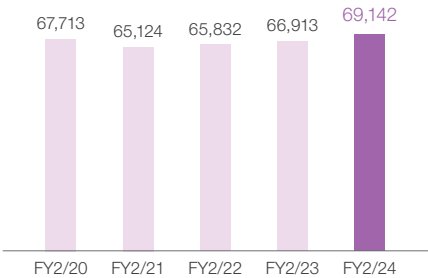
By owning buildings in prime locations nationwide, the business gains more leverage to capitalize on location-based uses. This positioning creates an environment conducive to driving optimal performance. The Company’s portfolio of well-located properties with strong potential for high rents and low vacancy risk over the long term has contributed to the

Company’s growth while balancing the volatility in the entertainment departments. The Company has successfully integrated its entertainment and real estate business operations, allowing each business to grow through a discreet and balanced approach. This evolution exemplifies the Company’s unique and noteworthy history.

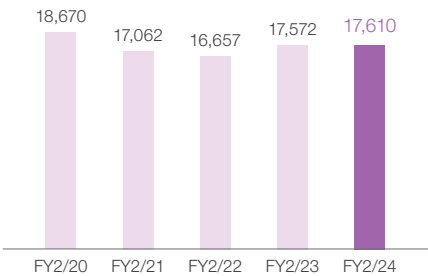
Financial results for the fiscal year ended February 29, 2024

In the Lease of Land and Buildings business, despite rising construction costs, strong tenant occupancy nationwide resulted in an increase in both sales and profits. In the Road business, public investment demonstrated resilience. Amid the chronic labor shortage and continued increases in labor costs and equipment and material prices, we worked to increase orders by carrying out proactive sales activities, which led to higher sales, but a decline in profitable construction projects resulted in lower profits. In the Building Maintenance business, an increase in new orders, a reduction in costs, and the resumption of postponed construction projects contributed to higher sales and profits. As a result, the overall Real Estate business experienced an increase in both sales and profits.

Operating revenue for the Real Estate business (millions of yen)



Operating profit for the Real Estate business (millions of yen)



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# Growth Strategies for the Real Estate Business

## Growth strategies

By prioritizing the maximization of efficient, long-term operations of owned properties, we focus on carefully selecting the intended use for future redevelopment with a multi-decade perspective. Simultaneously, we aim to drive urban development by leveraging the Company’s unique customer-attracting functions and IP, ensuring these efforts contribute to revenue growth. Given the current surge in property prices, acquiring new properties is contingent upon purchasing adjacent land, which will offer greater

revenue potential for future redevelopment. Meanwhile, we evaluate each owned property based on its profitability and business potential, as appropriate. Going forward, we will also adopt a strategic approach to asset replacement. We are laying the groundwork for new revenue sources, nurturing them to fruition in order to generate synergies not only within the Real Estate business but also across the entire TOHO Group.

## Where we want the Real Estate business to be by the 100th anniversary in 2032

The Real Estate business will continue to promote redevelopment operations as its main focus. With the aim of achieving sustainable urban development over the next 50 years, we will advance distinctive and compelling redevelopment projects that leverage the IP unique to TOHO, symbolized by the Godzilla Head of the SHINJUKU TOHO BLDG., to enhance profitability. Additionally, the real estate department will take the lead in focusing on resolving social issues such as decarbonization and carbon neutrality, contributing to socially meaningful urban development. The first step is to complete the planned TEIGEKI BLDG. in Marunouchi, ensuring it is fully developed. Looking ahead, we seek to transform Hibiya, the site of our Company’s founding, into a leading global destination for entertainment, characterized by its openness and friendliness.

## Risks and countermeasures

The real estate industry is currently facing medium- to long-term risks, including rising interest rates, increasing construction costs, a considerable supply of large office buildings in central Tokyo, and a declining and aging population. In the redevelopment business, including the office buildings developed by the Company, there are concerns that these risks could significantly affect profitability. Consequently, we must also reassess our portfolio and diversify our redevelopment approaches. On the other hand, there are some favorable factors, such as increasing inbound demand and higher rent levels due to inflation. In addition to maximizing value through redevelopment and acquiring new properties more carefully and prudently, the Company is now exploring opportunities to integrate its IP with real estate holdings and expand its application into the digital realm from a long-term perspective.

# TOPIC

## Subaru Enterprise Co., Ltd.

Subaru Enterprise Co., Ltd., a Group company of the Company, was established in February 1946, shortly after the end of the war, with the corporate philosophy of “Serving Society.” Its mission was to restore dreams and reignite hopes in the hearts of people through film screenings in a war-torn world. The opening of the Metropolitan Expressway to coincide with the 1964 Tokyo Olympics marked the beginning of the motorization era. In response, the company entered the road maintenance business, contributing to society by facilitating economic activity and ensuring the safety of road users. The Movie Theater Chain business, which was the company’s core business at its inception, ended its long-standing history with the closing of Yurakucho SUBARUZA in October 2019. The company is currently engaged in the Leisure and Real Estate businesses, with the Road business at the core of its operations. Subaru Enterprise Co., Ltd. is also involved in the Solar Power Generation business as part of its new environmental conservation operations, driving business activities with a fundamental approach to further contributing to the development of a sustainable society.



Expressway repair work

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Interview with a key person in the Real Estate business

Infusing new energy into urban districts

“Entertainment for YOU” in the Real Estate business

Hidefumi Nishi

Deputy General Manager,  
Corporate Real Estate Department,  
Corporate Real Estate Group



Based on the “100-Theater Plan,” established by our founder, the Real Estate business of the Company is leveraging TOHO’s presence and IP to advance on two fronts: maximizing revenue and contributing to society.

I have personally been in charge of the renovation of the integrated block, which included Hibiya Chanter, as well as the redevelopment of the TEIGEKI BLDG. When we proposed the renovation of the integrated block, including Hibiya Chanter, to align with the 2018 opening of TOKYO MIDTOWN HIBIYA, our then-president, Shimatani (now Chairperson) encouraged me to proceed with the renovation, emphasizing the importance of being fully conscious of the branding of the Hibiya district as sacred ground for

TOHO. This initiative led to the creation of the current Hibiya Chanter and the surrounding block, but the Real Estate business extends beyond the opening of facilities. It involves accurately capturing rapidly evolving market needs and opportunities, while collaborating with tenants in a mutually respectful and ongoing manner. It is crucial to develop engaging commercial facilities and urban districts that draw people in. Through this work, I have come to recognize the importance of continuously infusing new energy by leveraging TOHO’s local presence and IP to develop commercial facilities and urban districts.

The renovation of this Hibiya block has prompted us to reconsider how Hibiya should be, not from a short-

term perspective, but with long-term vision. The involvement of individuals from diverse backgrounds, including those from outside the real estate sector, is crucial to ensure a comprehensive and forward-thinking approach that goes beyond the confines of real estate. To this end, we have initiated a cross-functional project involving scenario planning for the Future of Hibiya, with employees from various departments contributing their expertise. We were able to consolidate a range of ideas and specific measures into a booklet, highlighting examples such as the alignment of urban districts with IP and physical-virtual integration. Going forward, we will utilize this booklet as a reference in the development of our business plan.



Hibiya Chanter and TOHO Hibiya Bldg.



TOHO Hibiya Promenade Bldg.

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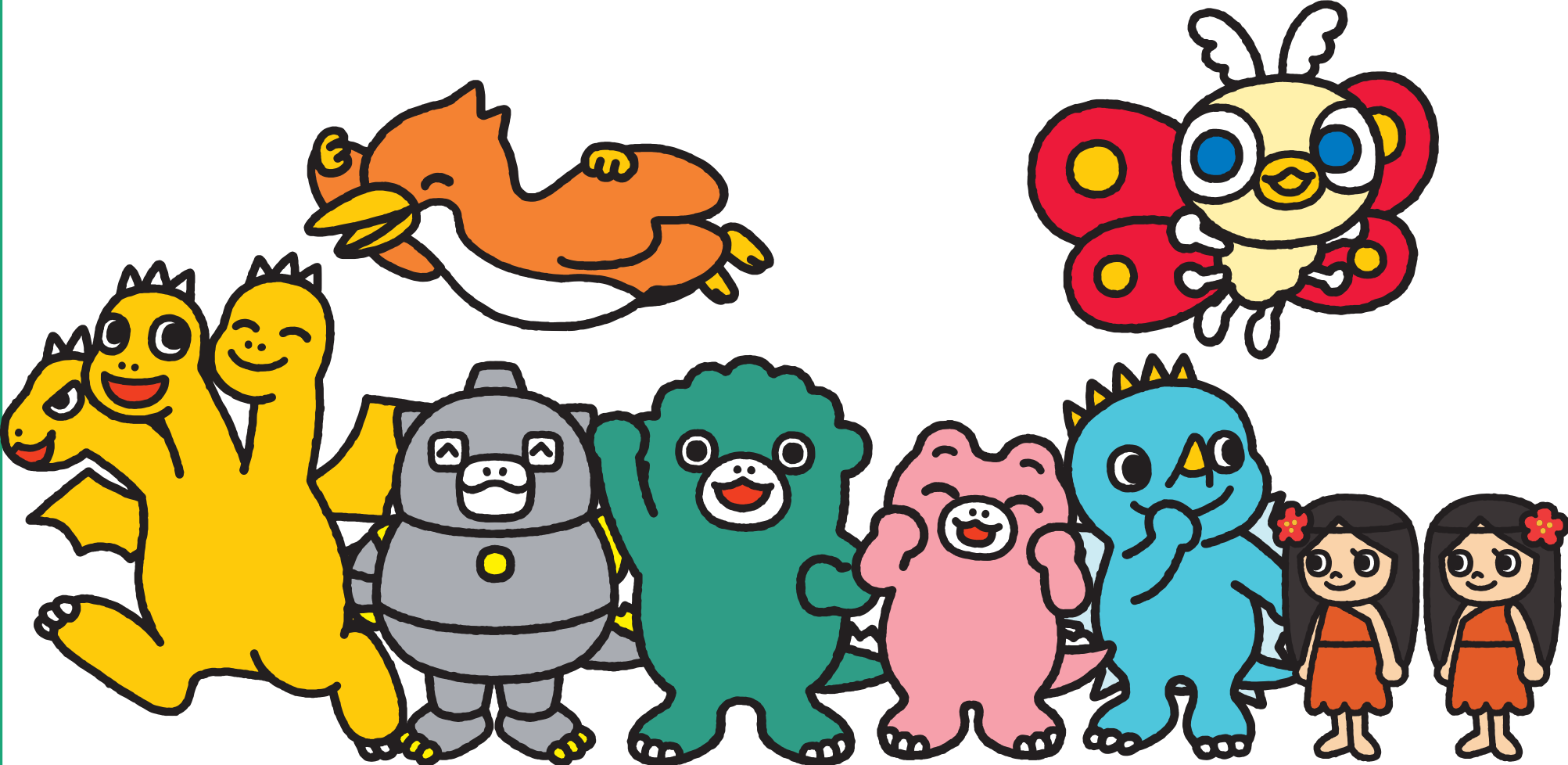
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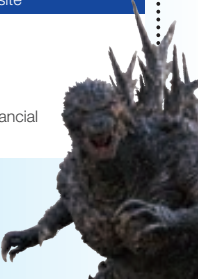
The TOHO Group formulated the Sustainability Policy in April 2022, in parallel with the TOHO VISION 2032 TOHO Group Management Strategy, and have been working towards building a sustainable society from four key perspectives: human capital, climate change, human rights, and cultural inheritance. We have summarized our sustainability activities here to give stakeholders a clearer understanding of these specific efforts.



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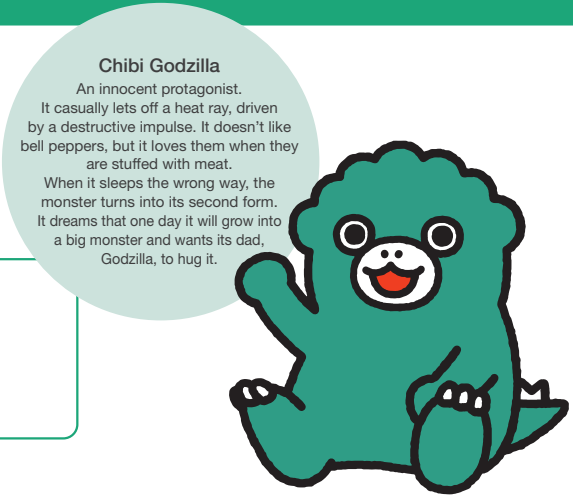




# TOHO Group Sustainability Policy

## Sustainability Policy

The TOHO Group seeks to contribute to the realization of a society where everyone can be happy and enriched, by providing entertainment with vivacity, modesty, fairness, and grace.



Materiality: The TOHO Group’s four material issues and goals for specific initiatives

01  
Vivacity

**Creating a Healthy Work Environment Where Everyone Feels Valued for Their Contributions**

- Build a diverse and vibrant organization regardless of gender, career (work history), age, nationality, or disability.
- Pursue wellbeing through the promotion of health management and communication.

03  
Fairness

**Respecting Human Rights and Fostering a Sound and Fair Corporate Culture**

- Build an inclusive environment where all customers can enjoy our entertainment and no one is left behind.
- Respect the human rights of all stakeholders and pursue a system that can provide sound entertainment on a sustainable basis.

02  
Modesty

**Promoting Environmentally Friendly Business Practices That Are Protective of Our Planet**

- Reduce CO<sub>2</sub> emissions through the use of renewable energy and other sources to achieve decarbonization.
- Solve environmental issues by reducing waste, using materials with less environmental impact in business activities, etc.

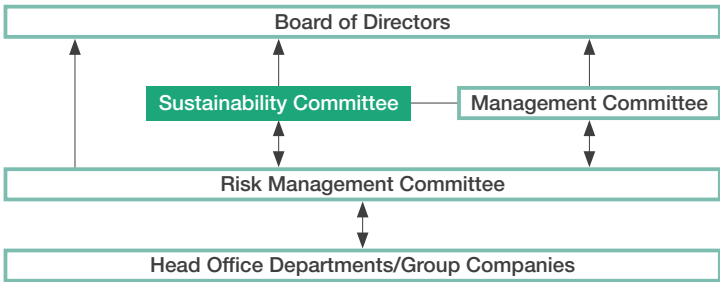
04  
Grace

**Creating a Rich Film and Theater Culture and Passing It on to the Next Generation**

- Contribute to Japanese film and theater culture by preserving original film prints, passing on theatrical productions, and protecting intellectual property rights.
- Create future customers and talent by providing original experiences for children and supporting and nurturing creators.

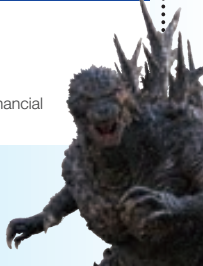
### A system for promoting sustainability management

The Company has established the Sustainability Committee to promote sustainability initiatives, identify risks and opportunities related to the Group’s four material issues, track progress, and address other relevant matters. The committee reports its discussions to the Board of Directors, which determines and supervises sustainability policies for the entire TOHO Group as well as verifies the progress of initiatives.



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Material Issue 01 Creating a Healthy Work Environment Where Everyone Feels Valued for Their Contributions

# Human Resources

Human resources strategy for achieving discontinuous and substantial growth

**Yoko Matsuura**  
General Manager of Human Resources Department,  
Corporate Management Group



## TOHO's human resources strategy

Within the framework of the ongoing TOHO VISION 2032 TOHO Group Management Strategy, TOHO is advancing human resources initiatives as part of the Human Resources and Organization Strategy. Achieving this goal requires discontinuous and substantial growth, with human resources acting as the driving force behind it. To address new challenges, human resources with new expertise will play vital roles. We have recruited approximately 100 individuals to meet these needs, with a focus on accelerating mid-career hiring over the past two years. We have also intensified our efforts in mass recruitment of new graduates, a program that has been a key priority in the past. While we have traditionally hired around 10 new graduates annually, more than 20 are expected to join the Company in April 2025. Building on this progress, we aim to sustain this level of hiring in the future. Alongside strengthening recruitment, we are reforming our personnel system, including

career paths and the compensation system, to ensure that diverse human resources feel valued for their contributions. In addition, we focus on fostering an environment that enhances engagement, including vivacious health management, as well as diversity and inclusion.

## Engagement initiatives

The COVID-19 pandemic directed our efforts toward engagement. We had always defined our core business as entertainment, based on the belief that it was valuable to society, but during the pandemic it was redefined as unnecessary and non-urgent. Movie theaters and theatrical performances were forced to suspend operations, while the mood within the Company deteriorated and employee anxiety grew. An increasing number of employees reevaluated their careers and questioned whether they should continue working for TOHO. As a result, a growing number chose to leave. As the Company began to recognize the gravity of the situation, young employees in the Human Resources Department expressed a desire to conduct an engagement survey. Although the initial approach did not yield the desired results, TOHO decided to implement an engagement survey to better understand employee sentiment, identify their needs, and assess the overall workplace environment as part of its health management efforts.

The survey revealed a low score for the item “culture of taking on challenges.” Discontinuous and substantial growth can only be achieved by taking on challenges. Top management declared a desire to “foster a corporate culture that encourages taking on challenges,” and introduced the TOHO CHALLENGE AWARD to honor those who exemplify this spirit. The score for the “culture of taking on challenges” has shown significant improvement, largely due to these efforts. We in the Human Resources Department have also learned that we can bring about change if we take action.

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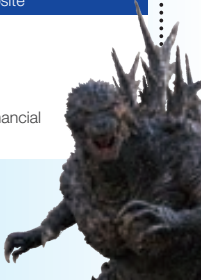
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While we still have issues to address in improving engagement, our priority is to enhance communication with employees in order to drive action.

New personnel system

We are currently considering a new personnel system, with the aim of launching it in June 2025.

We have defined three key elements of the new personnel system: growth, autonomy, and security. For the growth element, we intend to design the system to connect personal growth with company growth. We will also establish a mechanism to foster autonomy, empowering employees to take ownership of their careers. The current personnel system is uniform, with personnel changes predominantly initiated by the Company. Career paths are limited, offering only general and managerial positions. As we increase mid-career hiring, we will transform the system to support individuals as they autonomously develop their careers, regardless of their year of employment, age, years of service, or gender. To enhance security, we will improve transparency in the compensation system and appropriate disclosure of information that will help foster greater assurance among employees. While the Company’s performance has remained stable, and compensation levels have been aligned accordingly, the transparency of the system has been insufficient. Therefore, we intend to clearly define the achievements associated with specific roles that will be evaluated and rewarded. The compensation system will be adjusted to reflect the competitive advantage needed to acquire human resources in the recruitment market.

Evolve into a company powered by human resources delivering high-quality works

The role of the Human Resources Department has changed over time. Traditionally, the department’s tasks have been administrative in nature, but

they have now shifted to human resource strategy and employee support. Both applicants and employees value the opportunities for personal growth and the gains they achieve by working for TOHO. Given this, TOHO must evolve into an organization that allows its employees to become who they aspire to be and a company that enables them to pursue what they desire. As reflected in its corporate slogan, “Entertainment for YOU,” TOHO is a company dedicated to providing entertainment. During the hiring process, I consistently get the impression that the entertainment we provide truly has the power to touch people’s hearts and create a positive impact, which is why so many are eager to work for us. All employees at TOHO have a strong passion for entertainment. I believe that high-quality works are produced by people who hold on to this passion and play an active role with vivacity. High-quality works have the power to attract not only customers, but also employees within the entire Group, including TOHO. By leveraging our human resources strategy, we will continue to cultivate this virtuous cycle.



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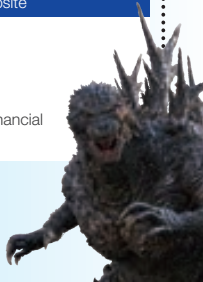
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- Build a diverse and vibrant organization regardless of gender, career (work history), age, nationality, or disability.
- Pursue wellbeing through the promotion of health management and communication.

Enhancing Employee Engagement

Initiatives to enhance engagement

The TOHO Group has prioritized enhancing a highly engaged work environment as part of the Human Resources and Organization Strategy, along with “Creating a healthy work environment where everyone feels valued for their contributions” as a material sustainability issue. These initiatives have been positioned as essential organizational foundations to ensure the collective growth of individuals and the company.

In July 2021, TOHO introduced Wevox provided by Atræ, Inc., and launched the e-Survey, a periodic engagement survey designed to help employees articulate and visualize their thoughts and feelings. The results are intended to be used to promote internal communication and enhance organizational management and individual fulfillment. As of 2024, four years after its launch, the survey has been conducted on a monthly basis, with the results used to drive specific actions.

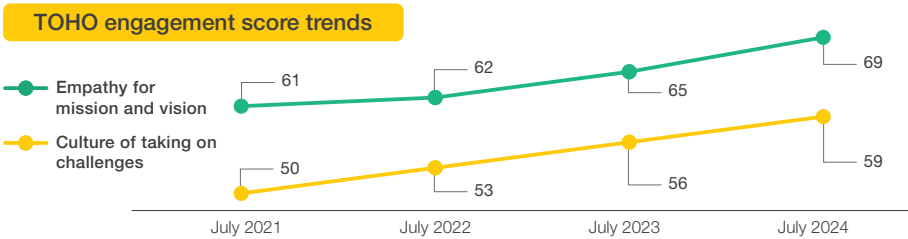
One year after the launch, we prepared the Year 1 Verification Report, which revealed significant opportunities for growth in our “culture of taking on challenges.” To generate greater organizational growth and achieve the TOHO VISION 2032 TOHO Group Management Strategy, top management declared a desire to “foster a corporate culture that encourages taking on challenges,” designating the internalization of this culture as the top priority. Starting last year, we have been implementing the TOHO CHALLENGE AWARD (TCA), which selects, shares, and honors each department’s initiatives that demonstrate a spirit of taking on challenges.

Year 3 Verification Report

In August 2024, three years after its launch, we prepared the Year 3 Verification Report. This report analyzes three-year score trends from various perspectives, reconfirms the current thoughts and feelings of employees and teams, and establishes specific actions to enhance engagement.

Promotion plan, targets, and progress

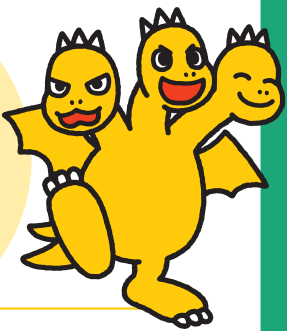
The scores for “culture of taking on challenges” and “empathy for mission and vision,” which are critical to achieving TOHO VISION 2032, have steadily increased since the launch of the survey. Specifically, communication from top management and implementation of the TCA have produced clear results. Additional efforts focused on enhancing engagement across all areas of the Company are steadily yielding positive results, including the inaugural company-wide meeting held in the current year, and town hall meetings which are structured to encourage dialogue.



Note: Wevox scores

Chibi Ghidorah

A triple personality, with each of their heads having a distinct personality. The middle neck is warm and friendly, the left is quick to anger, and the right is a bit too silly. They often quarrel due to differences between the heads, but since they share one body, harming one causes pain to all. Each head needs to eat, so food costs are high, and they’re always running low on money.



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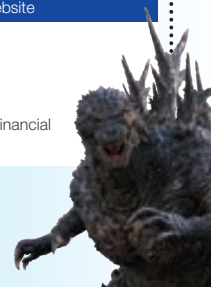
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● Growth potential and action plan

At the same time, we also identified new opportunities for growth. Since 2021, when we began conducting the e-Survey, the Company has undergone significant growth and transformation following the COVID-19 pandemic. As a result, the organizational structure and the diversity of employees' backgrounds have evolved. Given these circumstances, we will implement specific actions to ensure that all employees have opportunities for fulfillment and growth.

New opportunities for growth

1. Insufficient management support for enhancing engagement
2. Disparities in the Company's communication opportunities with employees
3. Creating a sense of personal fulfillment and growth and building relationships within the team and across the broader organization

Action plans

- A support team for each organization will be established within the e-Survey Secretariat of the Human Resources Department to facilitate more in-depth dialogues and interviews.
- Management actively engages in face-to-face communication through internal dialogues to convey messages that resonate with employees.
- Opportunities for interaction among diverse employees will be increased.
- The new personnel system will be implemented to support institutional improvements. (scheduled for June 2025)
- Work sessions co-produced with Atræ, Inc. will be held to promote initiatives that are easily integrated into daily work and life.

We regard creating a healthier work environment where all employees feel valued for their contributions as crucial to ultimately achieving TOHO VISION 2032. We are committed to implementing a range of ongoing initiatives to enhance engagement.

TOHO Global and Tokyo Rakutenchi, TOHO Group companies, have also implemented Wevox since 2024. We will further strengthen our initiatives to enhance engagement and advance collaboration across the entire Group.

TOHO CHALLENGE AWARD 2023 (Internal recognition measure)

With the aim of fostering a corporate culture of taking on challenges without the fear of failure, the Company conducted the 2023 TOHO CHALLENGE AWARD program at the Head Office of TOHO. The purpose of this measure is to highlight efforts that involved taking on challenges—efforts that may have been overlooked or overshadowed—and to share and honor the motivation behind them throughout the Company, regardless of the size of the challenge. After entries from each department were received, the Challenges, which were selected by the President and Vice President and voted on by employees, were awarded 11 distinct prizes. These prizes were presented at the employee year-end party held in late December 2023. The award-winning teams were presented with commemorative gifts by the President and Vice President, sparking excitement across the entire Company. This initiative will continue into the current year.



Awards Ceremony

Staff Voices



**Kanako Sumikura**  
Chief Manager of Work Style Planning & Promotion Division, Human Resources Department, Corporate Management Group, TOHO CO., LTD.

In my fourth year working on measures to enhance engagement, I have come to realize that, ultimately, dialogue is the most important factor. By listening to employees and sharing opinions, I can gain a clearer understanding of where TOHO stands today. In this period of changes for TOHO, both socially and organizationally, the first step toward fostering a comfortable workplace is to communicate without reservation, share opinions, and cultivate mutual understanding and respect. As we work to provide entertainment to our customers, we must continue to take positive actions, ensuring that we lead the way in enjoying our work and maintaining a playful spirit.

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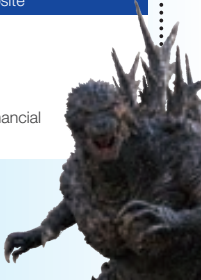
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Company-wide meeting

In May 2024, a company-wide meeting was held at TOHO CINEMAS Hibiya. This meeting, open to all employees at TOHO and attended by approximately 500 employees and officers, marked the first of its kind for TOHO. It was held with the intention of deepening employees’ understanding of, and empathy for, the Company’s current and future direction by having all employees receive a real-time message from management in the same space.

The President presented the TOHO Group’s current status, future vision, and direction, supported by data. The Heads of the Motion Picture Group, Anime Group, Theatrical Group, Corporate Real Estate Group, and Corporate Management Group also shared their departments’ business description, roles, and future business strategies. At the conclusion of the meeting, the President and the Heads of each Group addressed employees’ questions in detail, facilitating engaging and interactive communication.

We remain committed to fostering a deeper understanding of and empathy for our management policies among employees.



Meeting venue (TOHO CINEMAS Hibiya)



Dialogue between management and employees

Since June 2024, TOHO has been holding town hall meetings, following on those held in 2022. Over the course of 2024, we aimed to have employees and management engage in dialogue that fosters deeper empathy, drawing on the thoughts and opinions shared during the company-wide meeting. All meetings are attended by the President and one of the Heads, with each meeting conducted with approximately 20 employees of varying ages, genders, and careers, seated in a circle.

Employees provide positive opinions, and management responds accordingly, enhancing communication through dialogue.

We are also continuously working to facilitate one-on-one meetings between the President and employees.



Engaging in open dialogue at the town hall meeting

Hosting backstage tours of the Imperial Theatre

In anticipation of the temporary closure of the Imperial Theatre in February 2025, TOHO hosted the Imperial Theatre Backstage Tour for employees and their families, a special tour that was very well received at the TOKYO ARCHITECTURE FESTIVAL 2024. The tours were aimed at etching the history and charm of the theater in the minds of the participants, attracting a total of over 200 people across 6 tours. Employees gained a deeper understanding of and empathy for the Company’s corporate culture through the valuable opportunity to experience both backstage and onstage areas that are typically not accessible to the public.

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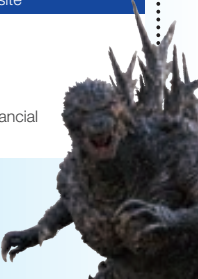
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Material Issue 01

Creating a Healthy Work Environment Where Everyone Feels Valued for Their Contributions

# Health Management

TOHO is implementing various initiatives to create a healthy work environment where everyone feels valued for their contributions, which it has established as a material sustainability issue. We believe that the physical and mental health of employees is the foundation for the growth of both the Company and its employees.

## Vivacious health management

### Promotion system

Chief Health Management Promotion Officer	Representative Director and President, Member of the Board	Hiroyasu Matsuoka
Health Management Promotion Manager	Director and Executive Vice President, Member of the Board	Nobuyuki Tako
Health Management Promotion Supervisor	Executive Officer	Harunori Kato
Health Management Promotion Secretariat	Work Style Planning & Promotion Division, Human Resources Department, Corporate Management Group	

## Certification under the Certified KENKO Investment for Health Outstanding Organizations Recognition Program

In March 2024, TOHO was certified as an Outstanding Organization under the 2024 Certified KENKO Investment for Health Outstanding Organizations Recognition Program (large-enterprise category) implemented jointly by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi for the third consecutive year. Upon certification, the Company was recognized for its efforts, including holding health-related seminars, implementing a welfare system, and collaborating with clinics.

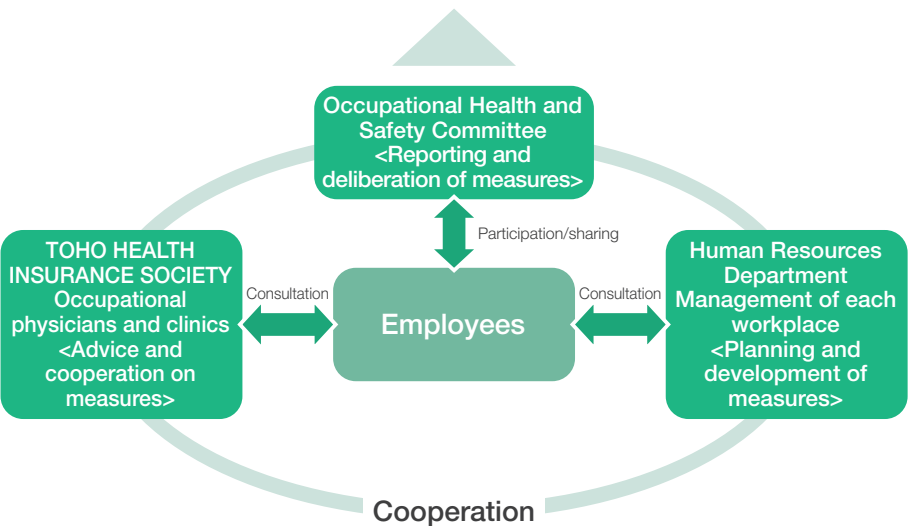


2024  
健康経営優良法人  
Health and productivity



### Chibi Angirus

It is the only little monster with a voice change—now it speaks like a grown-up. This means it can't talk with Chibi Godzilla and the other little monsters. Web savvy and an Internet tough monster.



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Material Issue 01 Creating a Healthy Work Environment Where Everyone Feels Valued for Their Contributions

Promotion plan, targets, and progress

TOHO has established targets in four areas of health management: mental health care/job satisfaction, lifestyle improvement, health checkups, and work styles. We are working to meet these targets by 2025.

Targets for achievement by 2025 and their progress

Mental health care/ job satisfaction	Lifestyle improvement	Health checkups	Work styles
Targets	Targets	Targets	Targets
<div>1 e-Survey health scores for all workplaces: 50 or higher</div> <div>2 Employees absent for over a month due to mental health reasons: 0%</div>	<div>■ Percentage of employees incorporating exercise equivalent to one hour of walking into their daily routine: 60%</div>	<div>■ Percentage of employees with normal blood lipids/ BMI due to improved diet: 70%</div>	<div>1 Monthly average of overtime per person: 22.2 hours (5% reduction from 2019)</div> <div>2 Days taken as annual paid leave: 12 or more days for all employees</div>
2023	2023	2023	2023
<div>1 72 out of 84 sections (March 2024)</div> <div>2 2.7%</div>	<div>■ 47.3%</div>	<div>■ Blood lipids: 64.8% BMI: 60.7%</div>	<div>1 Monthly average: 24.9 hours</div> <div>2 Percentage of employees taking 12 or more days of annual paid leave: 39.4%</div>
2022	2022	2022	2022
<div>1 81 out of 94 sections (March 2023)</div> <div>2 1.1%</div>	<div>■ 44.2%</div>	<div>■ Blood lipids: 67.4% BMI: 61.6%</div>	<div>1 Monthly average: 24.2 hours</div> <div>2 Percentage of employees taking 12 or more days of annual paid leave: 41.4%</div>

Implementation of the presenteeism survey

In July 2024, TOHO conducted its first presenteeism survey of all people who work for TOHO. Presenteeism refers to situations where an employee's productivity or ability to perform effectively is diminished due to health issues, even though they are present at work.

This survey provided us with the opportunity to reaffirm the issues that need to be addressed in boosting our productivity.

Addressing presenteeism is a complex issue, as it cannot be resolved through company measures alone and involves factors related to individual health. However, we intend to analyze the results of engagement surveys and stress checks, and explore initiatives that can be implemented in the office across the following effective countermeasure categories: comfort, communication, breaks and change of pace, and physical exercise.



TOHO Health Management  
Promotion  
Mascot Character  
*Takeyasu*  
(an alternative reading of the Japanese characters meaning health)

Staff Voices



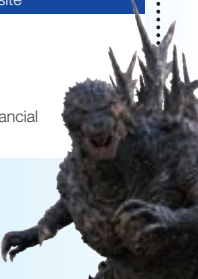
Meiko Isogai  
Work Style Planning &  
Promotion Division, Human  
Resources Department,  
Corporate Management  
Group, TOHO CO., LTD.

Various changes in the work environment following the COVID-19 pandemic. Increased daily activity resulting from business expansion. Despite the current circumstances, I sincerely hope that you, as the Company's valuable human resources, are maintaining good physical and mental health. Unfortunately, the results from the presenteeism survey suggest that energy levels are somewhat below average. The Company's contribution to individual health awareness may currently not be very extensive. However, I will continue to put consistent effort into creating opportunities for light exercise, reducing work-related fatigue, and addressing mental health concerns, while also listening to everyone's feedback.

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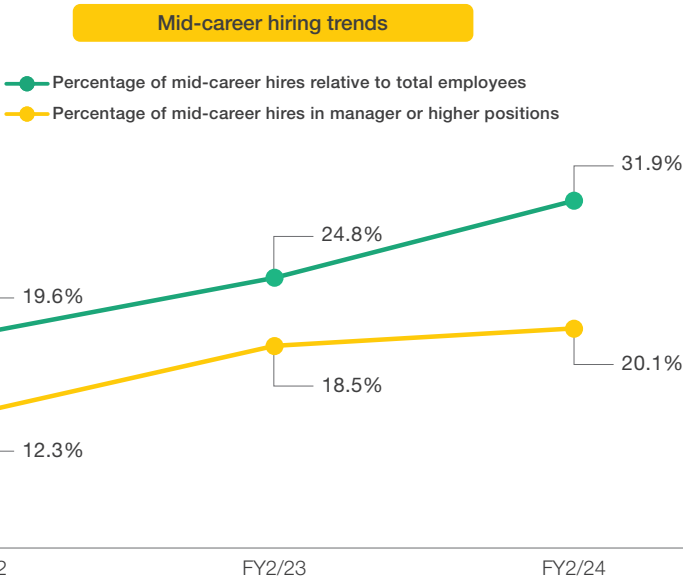
Creating a Healthy Work Environment Where Everyone Feels Valued for Their Contributions

## Diversity & Inclusion

Aligned with the Human Resources and Organization Strategy, the TOHO Group has established various key performance indicators (KPIs) to create a diverse and vibrant organization, and it is committed to achieving these targets.

### Mid-career hiring

TOHO is focused on expanding and strengthening its mid-career hiring efforts, while actively promoting mid-career hires to managerial positions.



### Closing the gender gap

As of February 29, 2024, TOHO’s percentage of women in management positions was 14.9%, which, while falling short of the KPI, exceeded the 2022 figure of 12.7% reported by the Ministry of Health, Labour and Welfare. The Company was once again selected for inclusion in the MSCI Japan Empowering Women Index (WIN) in the current year. In addition, we have been promoting the use of childcare-related leave, and have set a new KPI, effective March 1, 2024. As a result, we achieved a 100% take-up rate among eligible employees (both men and women) who meet the criteria for taking such leave.

The company rules were revised in the current year to include de facto and same-sex marriages as eligible recipients of wedding money gifts. We will consistently respect diversity and uphold our commitment to creating an environment where everyone can work in a way that reflects their individuality.

## 2024 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

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● Performance\*<sup>1</sup>

Employee gender composition\*<sup>2</sup>

Male 70.2% Female 29.8%

Take-up rate of parental leave among male employees\*<sup>2</sup>

Take-up rate of parental or childcare-related leave

100%

Percentage of women in management positions\*<sup>2</sup>

Those in manager or higher positions

14.9%

Gender wage gap\*<sup>2</sup>

Regular employees

80.6%

● KPI\*<sup>1</sup>

General Employer Action Plan in accordance with the Act on the Promotion of Women's Active Engagement in Professional Life (valid until March 31, 2026)

KPI 1

Increase the percentage of female employees in manager or higher positions to 20%.

KPI 2

Ensure that all employees (100%), including male employees, take childcare-related or parental leave.

KPI 3

Achieve an average of at least 15 paid leave and summer vacation days taken per employee annually.

General Employer Action Plan in accordance with the Act on Advancement of Measures to Support Raising Next-Generation Children (valid until February 28, 2026)

KPI

Ensure 100% of eligible employees (both male and female) take parental and childcare-related leave.

Employment of people with disabilities

TOHO and TOHO Cinemas provide enhanced opportunities for people with disabilities starting at the selection stage and actively conduct recruitment activities to attract qualified candidates. TOHO Cinemas is promoting the employment of people with disabilities at its movie theaters and is gradually expanding its hiring efforts, with the future goal of achieving full inclusion at all of its theaters nationwide. TOHO's employment of people with disabilities has temporarily fallen below the statutory employment rate of 2.5% in the current year due to an increase in the number of employees, resulting from a strengthened focus on mid-career hiring. However, we remain committed to promoting the diversification of our human resources.

Proportion of employees with disabilities\*<sup>3</sup>

TOHO

1.90%

TOHO Cinemas

4.00%

TOHO Cinemas' employment of people with disabilities [Website](#)

\*1 Non-consolidated figures  
\*2 As of February 29, 2024  
\*3 As of June 1, 2024

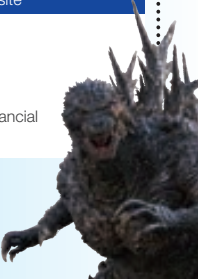
Staff Voices



Maki Tsukahara  
Human Development,  
Human Resources & Labor  
administration Department,  
TOHO Cinemas Ltd.

TOHO Cinemas has a long-standing commitment to actively employing people with disabilities. We have systematized our expertise in recruitment and workplace retention, built over many years of experience, and continue to refine our practices on a daily basis. Each person with a disability faces distinct difficulties and inconveniences. Our goal is to create a workplace where every individual can grow steadily by aligning their work with their unique characteristics, while offering flexibility in their work styles to ensure they can continue without strain. We will advance our efforts in supporting local communities by creating employment opportunities for individuals with disabilities across our theaters. At the same time, we will drive the company's evolution into a diverse and dynamic organization.

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Material Issue 01

Creating a Healthy Work Environment Where Everyone Feels Valued for Their Contributions

# Diverse Work Styles

## Work styles

TOHO is implementing a range of measures to put the Human Resources and Organization Strategy into action. These include thorough time management practices to address long working hours and Project YuYu\*, an internal measure designed to encourage employees to take leave. We have introduced a flextime system that empowers employees to set their own working hours based on their individual lifestyles. Employees can work remotely for a full day up to two days a week and also have the option to take an unlimited number of remote work hours when combined with in-office work. These measures allow us to meet the diversifying needs of employees and bring flexible work styles to life, unbound by time or location.

\* Project YuYu: The TOHO's internal measure to optimize the use of paid leave, allowing employees to unwind and maintain free and flexible mindsets.

### Initiatives launched in the 2024 calendar year

#### Implementation of wellness leave program

The program is designed to address personal and sensitive needs, including difficulties in working due to menopause symptoms, infertility treatment, and antenatal care, creating an environment that accommodates the diverse needs of employees.

#### Establishment of a second job system

With the number of employees expressing interest in second jobs increasing year by year, we have formalized the application procedures and related guidelines to support this evolving trend.

#### Introduction of Babysitter Utilization Support Program

In response to the growing number of employees balancing work and childcare, we have introduced the Company-led Babysitter Utilization Support Program, led by the Children and Families Agency. The program aims to reduce the financial and emotional burdens associated with hiring babysitters, helping employees focus more easily on their professional duties.

## Workplaces

Since 2022, to promote our diverse work style operation named Shin Layout, TOHO has been redesigning its Head Office. In the current year, we are expanding to another floor to accommodate the growing number of employees, driven by mid-career hiring and other factors related to our growth strategy. The Company is focused on enhancing work efficiency and productivity by providing an optimal work environment. This includes fostering cross-departmental collaboration through a free-address system and offering a refreshment room where employees can take breaks or have meals at their convenience.



Refreshment room

**Chibi Gabara**

A part-timer juggling multiple jobs. A petty monster acting like a mini-boss to newer co-workers at its part-time jobs. Dreams of becoming a musician, but currently grinding out 8 part-time jobs a week and just 1 live performance a year.

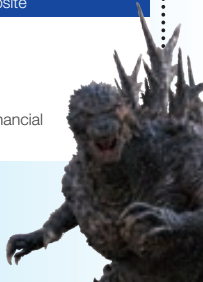


## Staff Voices



**Kimihito Yamamoto**  
Chief Manager of Human Resources Administration Division, Human Resources Department, Corporate Management Group, TOHO CO., LTD.

There is not always alignment between what an organization values and what employees seek. For this reason, I have diligently considered what the best solution could be in any given situation. This has likely had an impact on the way I approach my work today. The solution we consider right today may not be the best choice in the future, as companies continuously adapt to ongoing change. While it may sound exaggerated, my intention is to continuously reflect on what we should do now, without losing sight of our core values—especially in terms of how we work, which is directly tied to how we live.







Material Issue 02 Promoting Environmentally Friendly Business Practices That Are Protective of Our Planet

- Reduce CO<sub>2</sub> emissions through the use of renewable energy and other sources to achieve decarbonization.
- Solve environmental issues by reducing waste, using materials with less environmental impact in business activities, etc.

Climate Change

Disclosure based on TCFD recommendations

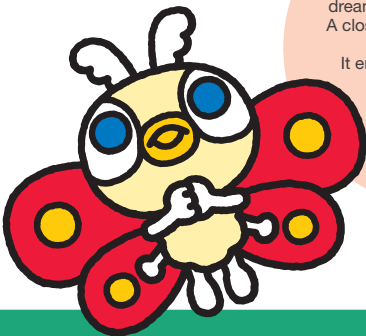
The TOHO Group acknowledges that adapting to global warming, promoting decarbonization, and other climate change initiatives are a theme of particular significance among social sustainability issues in light of the adoption of the Paris Agreement in 2015 and the global agreement to limit the global average temperature increase to 1.5°C at COP26 in 2021. We believe that assessing and addressing climate change risks and opportunities in accordance with the TCFD guidelines and integrating these activities into our business strategy will contribute to corporate value and a sustainable world, which is why we disclose data based on the TCFD framework as well as strive to make management more resilient as part of our efforts to help build a sustainable international society.

● Governance

The TOHO Group Board of Directors generally convenes once a month to determine and supervise climate change policies for the entire TOHO Group as well as verify the progress of initiatives. On the executive side, we have also established a Sustainability Committee consisting of the Company’s Officers under the Management Committee, which consists of the same members. This committee is chaired by the President and identifies climate change risks and opportunities, builds risk management systems, sets targets and measures for decarbonization and energy efficiency, verifies progress, and more. The committee also reports to the Board of Directors on matters discussed at meetings.



Note: The term “renewable energy” in this report refers to electricity derived from effectively renewable energy sources that use non-fossil certificates with tracking.

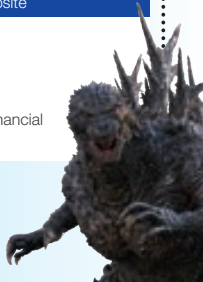


Chibi Mothra

A shy, adorable monster who dreams of being a sparkly girl. A closeted nerd, it often draws fan art. It emits toxic scale powder when it cries. It has a little crush on Chibi Mechagodzilla.

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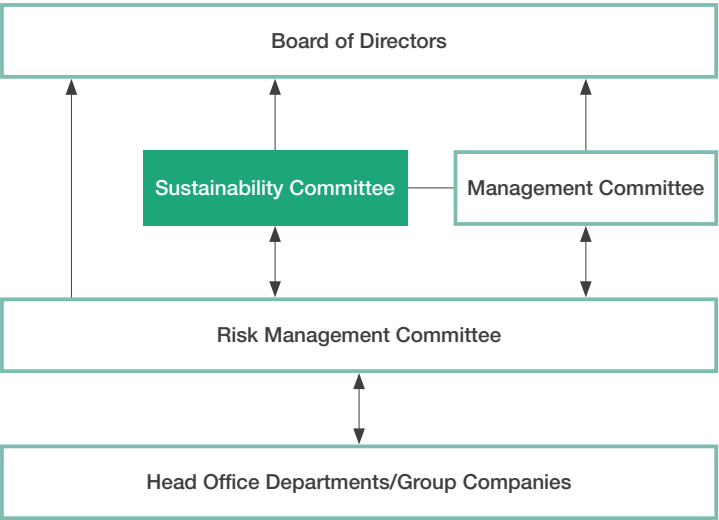
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● Risk management

The TOHO Group has established a Risk Management Committee chaired by the President based on the Basic Risk Management Rules (TOHO Group Risk Management System [p. 80 ▶](#)). This system applies to the identification, assessment, and management of climate change risks, with identified risks reported to the Sustainability Committee. After discussion at the Sustainability Committee, significant risks are reported to the Board of Directors.



● Metrics and targets

The TOHO Group consumes a significant amount of energy in providing services, primarily electricity in operating owned real estate for its operations as a movie theater operator. We acknowledge that this energy consumption results in substantial CO<sub>2</sub> emissions and are working to reduce them through the use of renewable energy and environmental certification for owned properties. Using FY2018, which had the highest CO<sub>2</sub> emissions in recent years, as our base year, we track the annual progress of reductions in emissions and will continue to focus our efforts on reducing emissions in order to achieve our targets. Scope 1 and 2 emissions are as follows.

Scope of Calculation	FY2018 (129th Period)	FY2019 (130th Period)	FY2020 (131st Period)	FY2021 (132nd Period)	FY2022 (133rd Period)	FY2023 (134th Period)	FY2024 (135th Period)
Scope 1	6,529.0	7,186.9	6,841.5	5,460.0	5,534.4	6,042.8	5,547.8
Scope 2	72,501.6	63,261.3	57,613.1	47,574.6	48,566.1	48,391.5	46,255.4
Scope 1+2	79,030.6	70,448.2	64,454.6	53,034.6	54,100.5	54,434.3	51,803.2
vs. FY2018 (129th Period)	0.0%	-10.9%	-18.4%	-32.9%	-31.5%	-31.1%	-34.5%

Unit: t-CO<sub>2</sub>

Note 1: TOHO Group CO<sub>2</sub> emissions are calculated based on TOHO's fiscal years. Refer below for specific periods. FY2018 is March 1, 2017 to February 28, 2018, FY2019 is March 1, 2018 to February 28, 2019, FY2020 is March 1, 2019 to February 29, 2020, FY2021 is March 1, 2020 to February 28, 2021, FY2022 is March 1, 2021 to February 28, 2022, FY2023 is March 1, 2022 to February 28, 2023, FY2024 is March 1, 2023 to February 29, 2024.

Note 2: TOHO Group CO<sub>2</sub> emissions exclude the listed company Subaru Enterprise Group.

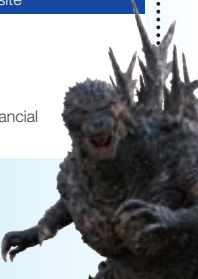
Note 3: TOHO Group CO<sub>2</sub> emissions include energy subject to reporting requirements under the Act on Rationalization of Energy Use and Shift to Non-Fossil Energy.

Note 4: The FY2024 CO<sub>2</sub> emissions results (Scope 1 and Scope 2) have undergone third-party verification by SOCOTEC Certification Japan to increase reliability.

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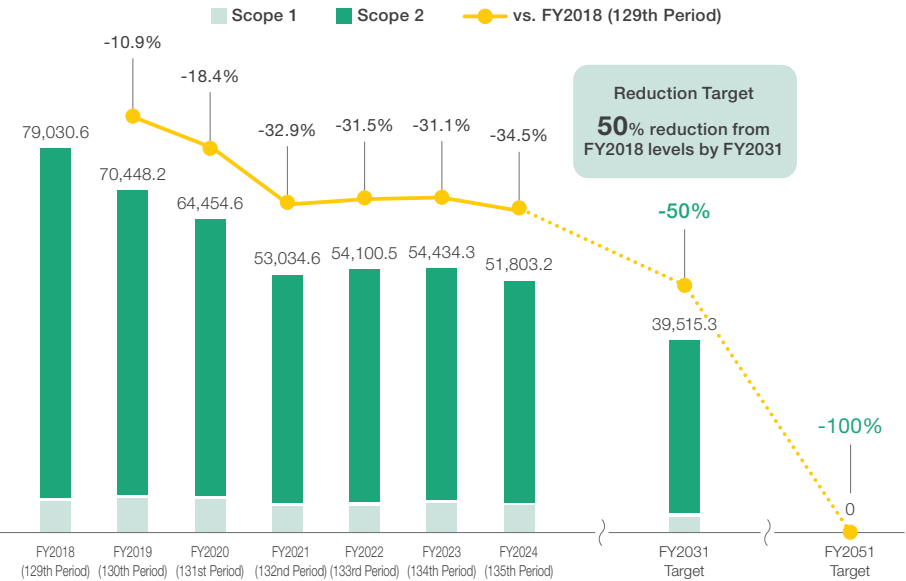


Material Issue 02

Promoting Environmentally Friendly Business Practices That Are Protective of Our Planet

CO<sub>2</sub> emissions

The TOHO Group has set targets to reduce emissions by 50% from FY2018 levels by FY2031 and achieve net zero emissions by FY2051, and will accelerate initiatives to achieve these goals.



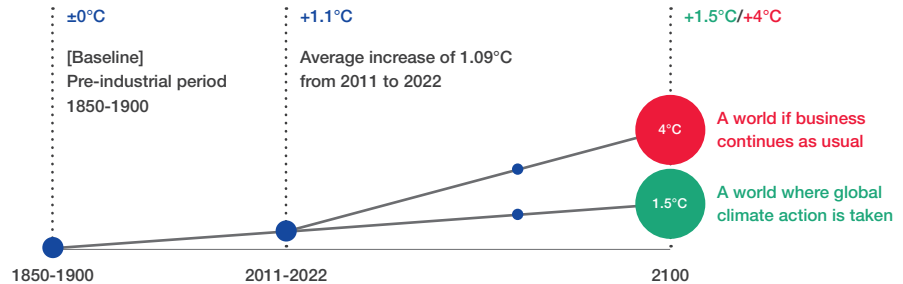
Chibi Hedorah

An elderly monster who claims to know humans better than anyone else on Monster Island. It teaches Chibi Godzilla and friends of human foolishness, but is full of prejudice. It is a neat freak even though it is made of sludge.



Strategy

The TOHO Group conducts scenario analysis referencing multiple hypotheses published by the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC) to identify uncertain factors, risks, and opportunities that may arise in the future due to climate change. As of FY2024, we have conducted analyses and assessments for 2030 based on two scenarios: a world where global warming worsens, and a world where the transition to decarbonization makes headway and carbon neutrality is achieved by 2050.



The 4°C Scenario

The global average temperature rises by 4°C from pre-industrial levels by the end of this century. Disasters caused by global warming increase in scale and frequency, and efforts toward decarbonization are not increased beyond current initiatives.

Reference Scenarios:  
IPCC: RCP8.5, IEA2021: STEPS

The 1.5°C Scenario

To achieve carbon neutrality, governments and markets boost decarbonization initiatives, limiting increases in the global average temperature to around 1.5 to 2°C from pre-industrial levels by the end of this century.

Reference Scenarios:  
IPCC: RCP2.6, IEA2021: SDS/NZE2050

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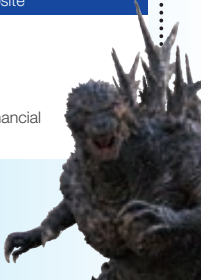
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Material Issue 02

Promoting Environmentally Friendly Business Practices That Are Protective of Our Planet

Under the 4°C scenario, we anticipate risks such as direct damage to owned facilities from heavy rain, typhoons, and other intensifying extreme weather events as well as postponement or interruption of exhibitions and decreased attendance. For chronic impacts as well, we expect increased electricity consumption due to greater air conditioning use from rising temperatures and higher prices for food menu ingredients due to changes in precipitation and weather patterns. While these physical impacts are expected to have negative effects, we believe there will be increased demand in the market for streaming services, and have assessed the potential for increased opportunities by seizing on the need to adapt to climate change through consideration for video provision methods tailored to customer needs.

Under the 1.5°C scenario, higher operating costs from regulations and taxes on greenhouse gas emissions are anticipated. The TOHO Group anticipates increased expenses from higher electricity costs due to switching to renewable energy and carbon taxes on indirect emissions. We also recognize growing pressure to reduce CO<sub>2</sub> emissions in production processes for video content and expect demand for CO<sub>2</sub> reduction efforts across the entire supply chain. Increased demand for ZEB\* is expected in the Real Estate business, and we anticipate climate change response efforts across the TOHO Group will contribute to corporate value and believe appropriate data disclosure and improved environmental performance of owned properties will lead to new business opportunities.

We will continue examining strategies to ensure resilience in the face of climate change based on the possibilities we have identified under these scenarios. We have also set CO<sub>2</sub> emission reduction targets aimed at decarbonization and will continue implementing initiatives including switching to

LED lighting, transitioning to renewable energy, and obtaining environmental certification for newly developed properties.

\* Net Zero Energy Building (ZEB) refers to buildings aimed at achieving net zero energy consumption while maintaining indoor environmental quality through energy conservation and energy independence.

External evaluations

CDP\* climate change score

TOHO obtained a B rating in the 2023 CDP climate change score. This B rating represents Management level and shows that our climate change initiatives have achieved results to a certain extent. We will continue to take action on more concrete measures going forward as we work to achieve a net zero society.



\* Carbon Disclosure Project (CDP)  
An NGO run by a UK charity operating a global data disclosure system that works with institutional investors to ask companies to disclose their climate change strategies and greenhouse gas emissions.

S&P/JPX Carbon Efficient Index

TOHO was once again selected for the S&P/JPX Carbon Efficient Index following our selection in 2023.



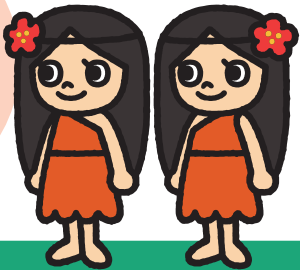
Shobijin

Chibi Mothra's twin best friends. The older sister is on the left and the younger sister on the right.

They try to speak for shy Chibi Mothra to express its feelings but are usually wrong.

They speak like delicate fairies but are actually a bit rough.

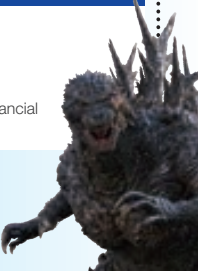
Their dream is to debut as pop idols.



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# Environmental Management

## Initiative by TOHO STUDIOS & JERA

TOHO is advancing decarbonization initiatives at TOHO STUDIOS as a first step in a partnership with JERA and its subsidiary JERA Cross, leaders in energy decarbonization. Specifically, starting in November 2024, we introduced electricity consisting primarily of renewable energy such as solar power as well as hydrogen-fueled thermal power that emits no CO<sub>2</sub> during generation, the first commercial use of this technology in Japan\*<sup>1</sup>. Ultimately achieving 24/7 carbon-free energy\*<sup>2</sup> will allow us to lead decarbonization across the entertainment industry and contribute to a sustainable global environment.

\*1 According to JERA

\*2 24/7 carbon-free energy refers to electricity that emits no CO<sub>2</sub> 24 hours a day, 7 days a week, 365 days a year. In accordance with the Guidelines Concerning the Management of the Electricity Retail Business set forth by the Ministry of Economy, Trade and Industry, this means supplying power consisting of zero CO<sub>2</sub> emission power sources along with environmental value through non-fossil certificates for 100% of demand power volume.



TOHO STUDIOS  
TM&© TOHO CO., LTD. © 2014 TOHO CO., LTD.



Hydrogen Generator (Illustration)

## Promoting acquisition of environmental certification

In TOHO's Real Estate business, we focus on environmental friendliness and office worker health and strive to provide comfortable office spaces. The TOHO Hibiya Promenade Bldg., which opened in March 2023, obtained an S, the highest ranking under the CASBEE (Comprehensive Assessment System for Built Environment Efficiency)\*<sup>1</sup> as a facility that promotes the health and wellness of its occupants. SHIBUYA AXSH, which opened in July 2024, also obtained an S rank, and its office section has achieved ZEB Ready\*<sup>2</sup> certification.



TOHO Hibiya Promenade Bldg.



SHIBUYA AXSH  
© Shibuya 2-chome 17th District Urban Redevelopment Association

\*1 CASBEE (Comprehensive Assessment System for Built Environment Efficiency)

An evaluation system by the Institute for Built Environment and Carbon Neutral for SDGs (IBECs) that assesses building specifications, performance, and initiatives that help maintain and improve the health and wellness of occupants.

\*2 ZEB Ready

Net Zero Energy Building (ZEB) refers to buildings aimed at achieving net zero energy consumption while maintaining indoor environmental quality through energy conservation and energy independence. ZEB Ready certification is given to buildings that have reduced annual primary energy consumption by 50% or more compared to standard buildings of the same class.

## Staff Voices

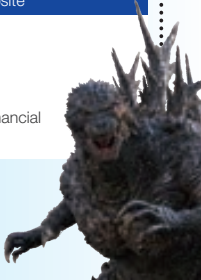


Mitsuru Shimada  
President and Representative Director of TOHO Studios Co., Ltd.

Without electricity, it is impossible to produce films and videos. Yet at the same time, we believe sustainable growth in the video industry cannot be achieved without careful consideration for the environmental impact of securing that electricity.

That is why TOHO STUDIOS has decided to lead the world in switching all internal power sources to environmentally friendly electricity sourced from the JERA Group. We hope this initiative will lead to a group-wide effort to reduce CO<sub>2</sub> emissions and build a carbon-free society.

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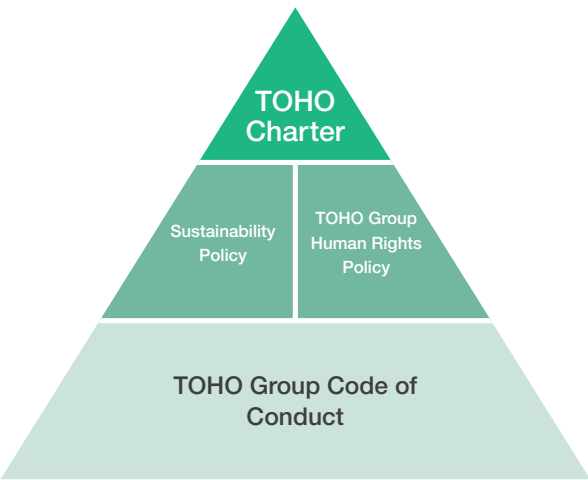
Material Issue 03 Respecting Human Rights and Fostering a Sound and Fair Corporate Culture

- Build an inclusive environment where all customers can enjoy our entertainment and no one is left behind.
- Respect the human rights of all stakeholders and pursue a system that can provide sound entertainment on a sustainable basis.

# Human Rights Policy and Human Rights Due Diligence

## Establishment of the human rights policy

We believe it is vital to respect the human rights of all people involved in business at the TOHO Group and have thus established the TOHO Group Human Rights Policy.

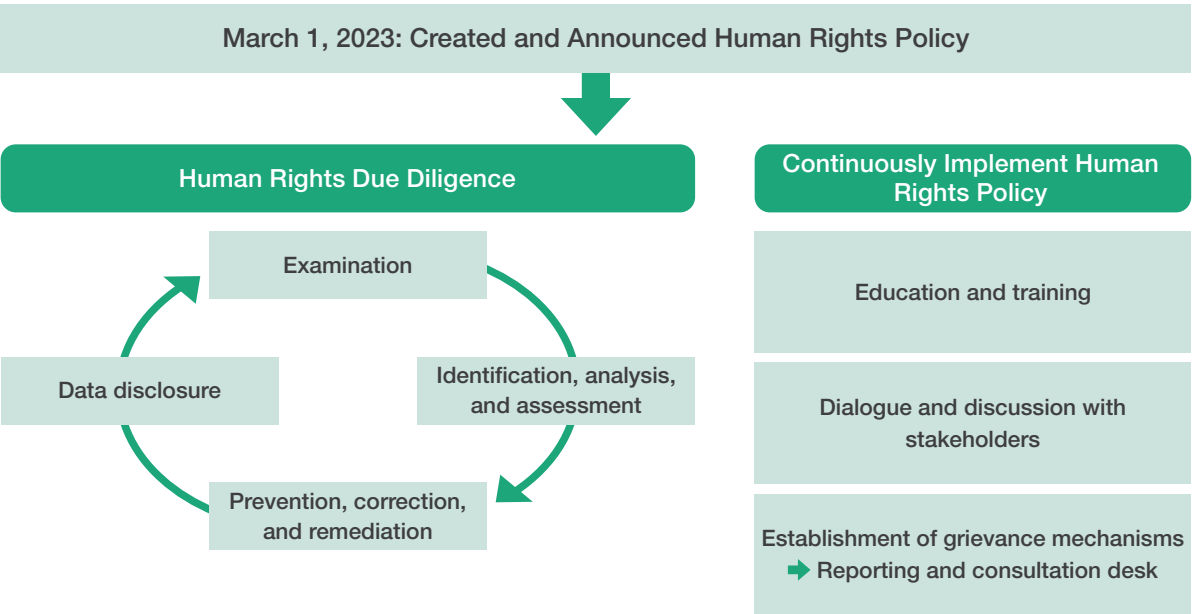


TOHO Charter/TOHO Group Human Rights Policy/ TOHO Group Code of Conduct [Website](#)

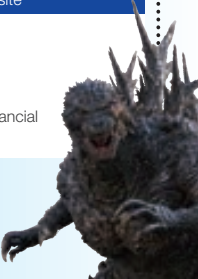
## Human rights education and human rights due diligence\* in the TOHO Group

2024 marks the first time TOHO has conducted human rights education and human rights due diligence. We believe this initiative is important not only for ensuring appropriate operations from a human rights perspective, but also for helping improve productivity through creating a better workplace environment.

### What the TOHO Group must do



\* Human rights due diligence refers to companies identifying and then preventing and addressing human rights risks throughout all their processes and locations







Material Issue 03

Respecting Human Rights and Fostering a Sound and Fair Corporate Culture

● Human rights education

TOHO commenced human rights education and training initiatives in 2024 as a first step toward understanding, implementing, and ingraining the Human Rights Policy. Online video training was conducted for all employees to expand knowledge on human rights and business, using the 25 items in Key Human Rights Companies Must Respect & Human Rights Risks listed in The Response to Human Rights and Business Required of Companies Today: In-Depth Version published by the Human Rights Bureau of the Ministry of Justice (March 2021) to gain deeper understanding of human rights risks at TOHO as well as case studies of human rights violations at other companies and the corrective/remedial action taken.

● Human rights due diligence

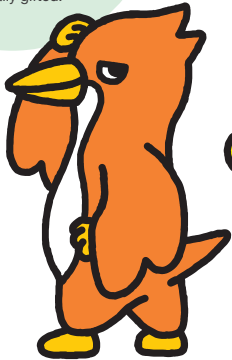
Following human rights education, TOHO conducted a survey of all employees asking about potential human rights violations within TOHO and its supply chain based on the 25 items in Key Human Rights Companies Must Respect & Human Rights Risks. Based on these findings, we identified, analyzed, and assessed potential human rights violations and took preventive, corrective, or remedial action where human rights violations had occurred or were suspected. Human rights due diligence found no serious human rights violations within TOHO or its supply chain at present. These findings have already been disclosed internally. We also began human rights due diligence for Group companies in July 2024 and plan to conduct this on a yearly cycle going forward.

Multistakeholder Policy and Declaration of Partnership Building

The TOHO Group believes it is vital to create value not only for shareholders in corporate management but for all stakeholders, including employees, business partners, customers, creditors, and local communities. Based on this belief, TOHO announced its Multistakeholder Policy on August 1, 2024, aimed at giving back to employees. We also announced our Declaration of Partnership Building to build new partnerships and promote cooperation and mutual prosperity with business partners within our supply chain.

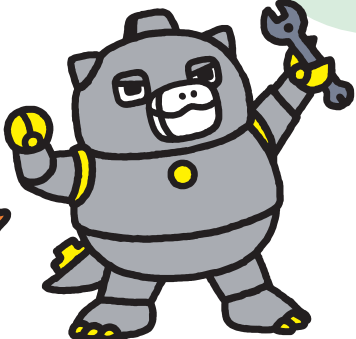
Chibi Rodan

A narcissistic monster who takes pride in its wings. It looks down on monsters who are unable to fly. It acts like a great monster but has the mental fortitude of a pill bug and comes crashing down at the slightest shock. Though it is actually hardworking, it refuses to admit that because it wishes to be seen as naturally gifted.



Chibi Mechagodzilla

A robot monster created by humans. One day, it drifted to Monster Island, where it now resides. It has a meticulous personality and is good at making things. Its hobbies include building miniature cities. It cannot remember anything before coming to the island and in fact hides a secret...



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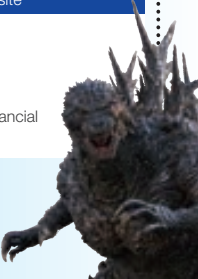
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Material Issue 03

Respecting Human Rights and Fostering a Sound and Fair Corporate Culture

# Frontline Initiatives

## Production site initiatives

### Cinema Improving conditions in film production

The Japan Motion Picture Production Standards Association (J-MOPS) began operations in April 2023 to improve conditions for live-action film production. J-MOPS has introduced a system to certify live-action Japanese films produced under decent conditions based on guidelines for filming hours, breaks, days off, and safety measures by granting them Eiteki Mark. As of September 30, 2024, 38 films have received this certification, including 10 films distributed by TOHO. Filming is performed each day based on its guidelines, utilizing the Staff center at J-MOPS to provide support for fair contracts and prevention of harassment as well as reporting and consultation desks for staff working on films applied for certification.



### Theatrical Respectful Communication Training

Since 2023, we have conducted Respectful Communication Training at theatrical production sites. This was employed in many TOHO productions in 2024 as well, including *Moulin Rouge! The Musical* at the Imperial Theatre, and we have established harassment consultation desks for all productions to help prevent issues.

## Theater initiatives

### (1) Making facilities barrier-free and accessible to all

TOHO Cinemas equips each theater with ramps, wheelchair spaces, and accessible restrooms (excluding some theaters). The Imperial Theatre and Theatre Creation consider traffic flow when ushering guests based on the operation manual to ensure all customers can enjoy performances in comfort.

### (2) Making entertainment accessible to those with hearing or visual impairments

#### Cinema

- TOHO provides subtitles in Japanese, closed caption glasses, and audio descriptions, with TOHO Cinemas showing Japanese subtitled versions in all prefectures for limited periods (excluding some films)
- TOHO Cinemas provides support for the HELLO! MOVIE audio/closed caption guide app for hearing- or visually impaired moviegoers at all theaters and offers rentals of smart glasses.



#### Theatrical

- The Imperial Theatre and Theatre Creation offer script lending services on tablets with measures to prevent light emission in place for hearing-impaired guests.

### (3) Making films accessible to people raising children

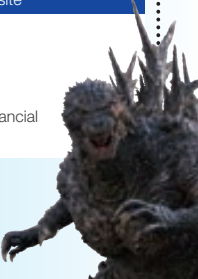
TOHO Cinemas holds Baby Club Theater screenings with adjusted lighting, volume, and air conditioning settings so that parents can attend with infants.



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Material Issue 03

Respecting Human Rights and Fostering a Sound and Fair Corporate Culture

# Initiatives Toward Social Good

## Support for the Refugee Film Festival hosted by Japan for UNHCR

The TOHO Group provided support for the World Refugee Day special screening event for *We Dare to Dream* hosted by Japan for UNHCR in June 2024.

This event, a spin-off from the Refugee Film Festival held since 2006, featured a screening of *We Dare to Dream*, a documentary highlighting the courage and hope of refugee athletes who competed in the Tokyo 2020 Olympics, followed by a live talk show. As a sponsor, the TOHO Group provided a screen at TOHO CINEMAS Roppongi Hills, helping spread awareness of the importance of efforts to support refugees and contributing to refugee aid through this festival. We also continued our support for the 19th Refugee Film Festival 2024 in November 2024.

### Chibi Titano

The self-proclaimed tough monster of Monster Island. But no one has ever seen it in a fight... Despite its rough way of speaking, its actions betray its gentle nature.



Commemorative photo from the World Refugee Day special screening event  
© Japan for UNHCR

## Group screenings with AYA

Since March 2024, we have been working with AYA, a nonprofit organization that supports children with disabilities who require medical care, to conduct group screenings for children with disabilities and their families nationwide.

Screenings were held at 13 theaters nationwide for *Doraemon the Movie: Nobita's Earth Symphony* and at 12 theaters for *Crayon Shin-chan the Movie: Our Dinosaur Diary*. These screenings allowed children who are usually hesitant to visit movie theaters due to medical device alarms, vocalizations, or movement, and their families to enjoy movies without worrying about disturbing the people around them. We will continue striving to provide environments where families can enjoy movies in the theater with peace of mind.



Inside the screening venue

© AYA NPO

### Staff Voices

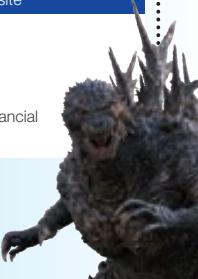


Yushi Masuda

Chief Manager of Theatrical Sales Division, Distribution Department, Motion Picture Group, Entertainment Unit, TOHO CO., LTD.

Together with AYA NPO, we held screenings of *Doraemon the Movie: Nobita's Earth Symphony* for children with disabilities or who require medical care and their families. These screenings were joined by 2,056 guests across 13 venues in 11 prefectures nationwide.

The purpose of this initiative is to help families struggling with a high bar to watching movies in the theater experience the joy of cinema. These private screenings feature slightly brighter lighting and lower volume, and allow for vocalization. This event was the first time seeing a movie in the theater for roughly 70% of participating children. We plan to continue these screenings with more films going forward.







Material Issue 04 Creating a Rich Film and Theater Culture and Passing It on to the Next Generation

- Contribute to Japanese film and theater culture by preserving original film prints, passing on theatrical productions, and protecting intellectual property rights.
- Create future customers and talent by providing original experiences for children and supporting and nurturing creators.

# Provide Original Experiences for Children

## Initiatives with Ashinaga Foundation

Since 2023, the TOHO Group has hosted events in collaboration with the Ashinaga Foundation, which supports orphans in Japan and abroad, to provide original experiences with films and theater to a wide range of young people. In March 2024, we invited scholarship students and their parents to a screening with a stage meet-and-greet to commemorate the release of *Doraemon the Movie: Nobita's Earth Symphony* at TOHO CINEMAS Roppongi Hills, allowing children to experience the joy of film culture. In August, we invited junior and senior high school scholarship students to a screening with a stage meet-and-greet to commemorate the release of *My Hero Academia: You're Next* at TOHO

CINEMAS Hibiya, helping to cultivate hopes and dreams through entertainment. In November, we held our first private screenings of *Suzume* at two locations, TOHO CINEMAS Hibiya and TOHO CINEMAS Umeda, for scholarship students.

The TOHO Group is working to help foster hope for the future by providing children with the joy of cultural experiences through these initiatives.



Participants (at TOHO CINEMAS Roppongi Hills)



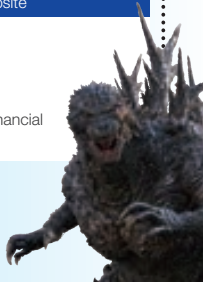
Participants (at TOHO CINEMAS Hibiya)



Private screening (at TOHO CINEMAS Hibiya)

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Material Issue 04

Creating a Rich Film and Theater Culture and Passing It on to the Next Generation

“Watching Movies Together Is Fun! Visiting the Cinema With Pokémon” event

Since 2023, TOHO Cinemas has consistently hosted the “Watching Movies Together Is Fun! Visiting the Cinema With Pokémon” events, inviting children who attend children’s cafeterias to movie theaters to watch past Pokémon films with popcorn and drinks.

This initiative is part of a special edition of the “Pikachu Visits Children’s Cafeterias Nationwide!”\* event held in partnership with Certified Nonprofit Corporation Nationwide Children’s Cafeteria Support Center, Musubie, with support from the POKÉMON with YOU Foundation. Following the first event at TOHO CINEMAS Nishiarai in October 2023, events were held at TOHO CINEMAS Nagareyama Ootakanomori in June 2024 and at TOHO CINEMAS Odawara in October 2024. Around 100 children who attend local children’s cafeterias and their families were invited to screenings for events filled with smiling faces with screenings of *Pokémon the Movie: I Choose You!* (2017) and appearances from Pikachu.

\* An initiative by the POKÉMON with YOU Foundation to support children's cafeterias in partnership with Musubie, local governments, and network organizations.



Event venue (at TOHO CINEMAS Nagareyama Ootakanomori)



© Pokémon. © Nintendo/Creatures Inc./GAME FREAK inc.  
Pocket Monsters and Pokémon are registered trademarks of Nintendo, Creatures Inc., and GAME FREAK inc.

Chibi Minilla

Another child related to Chibi Godzilla. It adores Chibi Godzilla and looks up to it as a big sibling. Though it is young, Chibi Minilla is level-headed and calmly points out mistakes made by the young monsters. It also has a childish fear of ghosts.



Staff Voices



Naoki Kida  
Director in charge of  
General Affairs,  
TOHO Cinemas Ltd.

Sustainability initiatives at TOHO Cinemas focus on activities that provide original experiences for children and create opportunities to connect with children as future customers. “Watching Movies Together Is Fun! Visiting the Cinema With Pokémon” is one such initiative. I really felt how significant this activity was when I heard joyful reports from participants that the shared experience of watching a movie together helped the children make more friends.

Going forward, I hope to implement initiatives unique to TOHO Cinemas through our nationwide network of cinema complexes that serve as a point of contact with our customers.

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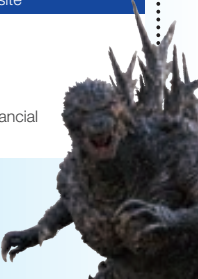
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TOHO CINEMAS BOAT

TOHO CINEMAS BOAT is a program by TOHO Cinemas designed to help shape children’s thinking by experiencing films. The program involves active learning, where children develop their own ideas by watching films with others, experiencing the world and setting firsthand, and then discussing them together.

For the first program in December 2023, we collaborated with THE TOKYO TOILET\*, a project managed by Shibuya City, and invited local elementary and junior high school students to watch *PERFECT DAYS*, a film depicting the daily life of a restroom janitor, then had them experience cleaning toilets as featured in the film. For the second program in March 2024, children who watched the film acted as reporters, interviewing janitors and movie theater staff, then wrote newspaper articles and gave presentations about them. The children began thinking independently and presenting their opinions with confidence, showing that the program had a meaningful impact. We are now conducting the third program to help elementary school students in Shibuya develop thinking skills while increasing their interest in films through theater tours and workplace experience programs at TOHO CINEMAS Shibuya. We will continue striving to provide future leaders with GOOD MEMORIES through films.



\* A project to redesign 17 public toilets in Shibuya into safe, comfortable spaces anyone can use by world-famous architects and creators.

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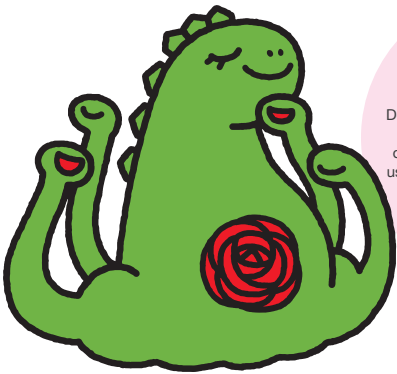
UN World Food Programme Red Cup Campaign

TOHO Cinemas has participated in the Red Cup Campaign hosted by the Japan Association for the World Food Programme\* since March 2023, helping support school meals by donating a portion of the proceeds from in-theater popcorn sales to the Association. A total of ¥7,050,017 was donated during the one-year period from when we joined the campaign to February 29, 2024. TOHO Cinemas has extended its participation in the Red Cup Campaign to February 28, 2025, and will continue providing support for school meals through the Japan Association for the World Food Programme.

\* A certified NPO that supports the UN World Food Programme, which is dedicated to eliminating hunger and poverty, as the official contact point for the UN WFP in Japan.



So Aoki, Executive Officer of Japan Association for the World Food Programme (left) and Takayuki Ikeda, President and Representative Director of TOHO Cinemas (right)



Chibi Biollante

The owner of Snack Biollante. Deeply caring, it offers advice for all the islander’s problems in its distinctive Kansai dialect, which it uses to casually deliver life lessons. Its snack bar only serves dry snacks, no drinks.

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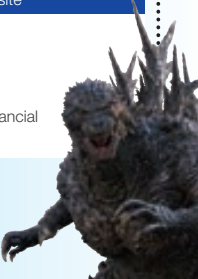
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# Supporting and Fostering Creators

## TikTok TOHO Film Festival 2024

TikTok TOHO Film Festival is a collaborative project by TOHO and TikTok, a short movie platform popular worldwide, to discover creators with potential for worldwide success through the new format of vertical films and provide support for their talent.

Launched in 2021, the fourth festival features Ayaka Miyoshi as ambassador and includes THE COLORS WITHIN Award in collaboration with the animated feature film *THE COLORS WITHIN* (released in Japan on August 30, 2024), alongside the Grand Prix, Runner-Up Prize, Animation/CG Award, and Special Award. The Grand Prix winner will receive prize money and the right to produce a new vertical film starring Kyoko Saito, produced by TOHO. The TOHO Group will continue supporting the work of talented creators.



## TOHO Cinemas Student Film Festival

Since 2007, TOHO Cinemas has hosted the TOHO Cinemas Student Film Festival, run primarily by university student volunteers, to provide opportunities for students interested in video production and to discover young talent who will lead the future of the film and video industry. The festival features three categories, Short Film, Short Animation, and Promotion, with Grand Prix and Runner-Up Prizes awarded in each category. Special awards such as the Robot Award, Gemstone Award, and TOHO animation Award are also given to works selected from all categories.

Many past winners have continued to work in the industry, with some involved in limited releases and other films distributed by TOHO. The festival receives around 200 submissions each year, and at the 17th festival held in March 2024, industry professionals such as directors Yuzuru Tachikawa\*<sup>1</sup> and Saiji Yakumo\*<sup>2</sup> served as judges.

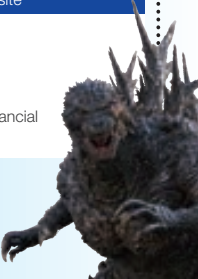
\*1 Animation director. Famous works include *Detective Conan: Black Iron Submarine* (2023) and *Blue Giant* (2023).  
\*2 Film director. Famous works include *The Dark Maidens* (2017) and *Liar x Liar* (2021).



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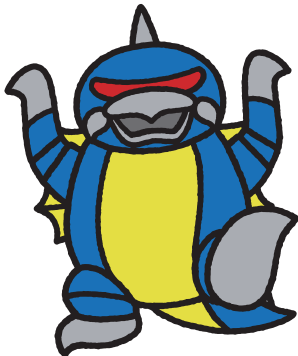
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Support for NDJC, a project to develop new talent in film

The TOHO Group has partnered with the Visual Industry Promotion Organization (VIPO) on a talent development project commissioned by the Agency for Cultural Affairs, Government of Japan. Part of this is the Film Staff Internship Project, an internship program for students interested in filmmaking. For TOHO films released in 2024, this project was implemented for *Dear Family*, *What if SHOGUN Ieyasu Tokugawa was to become the Prime Minister*, and *ALL ABOUT SUOMI*. TOHO Studios also supports short film production through NDJC: New Directions in Japanese Cinema and has supported the production of five films to date. In FY2024, TOHO employees are participating as selection committee members for a feature film planning and screenplay development project.

As of 2023, NDJC has produced 85 filmmakers, with 39 going on to debut as commercial film directors. They form the core of upcoming talent in Japanese cinema. Several notable films by NDJC alumni have been distributed by TOHO, including Ryota Nakano’s *The Asadas* (2020) and Kohei Yoshino’s *THE SILENT SERVICE* (2023). TOHO will continue focusing on fostering upcoming creators to support development of the film industry.



Chibi Gigan

A robot monster sent to retrieve Chibi Mechagodzilla and destroy Monster Island. Its arguments are refuted immediately and then it gets talked into things, so its goals are always foiled. Its hands can be replaced with lights, bottle openers, hot sandwich makers, and more.

Teach-in event on Hollywood-style storyboarding with Director Jordan Vogt-Roberts

In December 2023, TOHO hosted a teach-in event with Jordan Vogt-Roberts, director of *Kong: Skull Island*, as part of the TOHO × World Maker Short Film Contest\* jointly organized by TOHO and Shueisha’s Shonen Jump+ editorial department. At this event, Roberts himself provided detailed explanations of storyboard use in Hollywood film production, giving participants deeper insight into filmmaking along with valuable hands-on experience.



Director Jordan Vogt-Roberts and event participants

\* A short film contest launched in 2023 where entries are submitted in storyboard format, organized jointly by TOHO and the World Maker storyboard creation app provided by Shueisha’s Shonen Jump+ editorial department.

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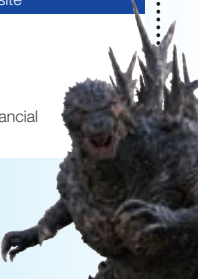
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GEMSTONE Creative Label

GEMSTONE Creative Label, formerly the GEMSTONE Creators Audition talent discovery project, was relaunched in 2023 as an original label from TOHO to discover and foster next-generation creators and producers. This label provides a space for upcoming creators and producers to work together and freely take on new projects unconstrained by convention or media format. Young TOHO employees also work as producers for this label, and this early involvement in planning and production is expected to provide opportunities for their growth as producers. We will strive to contribute to the further development of the Japanese entertainment industry through support for talent.



GEMNIBUS vol. 1

GEMNIBUS vol. 1 is the first theatrical release from the GEMSTONE Creative Label. This work consists of four short films by four promising directors, presented in omnibus format. The film was released for a limited 14-day run starting June 28, 2024, at two theaters, TOHO CINEMAS Hibiya and TOHO CINEMAS Umeda, with daily stage meet-and-greets. The film generated buzz not only for its directors, cast, and staff, but also for featuring different distinguished guests connected to the films each day, with Moka Kamishiraishi serving as ambassador and Vaundy providing the theme song.

4 Short Films

- Godzilla vs. Megalon (Director/Screenplay/VFX: Takuya Uenishi)
- First Line (Director/Screenplay: Tina)
- knot (Director/Screenplay: Ryotaro Hirase)
- Frailty (Director/Screenplay/VFX: Mabuta Motoki)



GEMNIBUS vol. 1 production announcement press conference

Staff Voices



Nen Hyo  
Development Team Leader,  
Entertainment Unit, TOHO  
CO., LTD.

“We want to meet talented creators.” It is with this singular focus that our development team strives to support talent. We have launched film festivals and contests as ways to meet talent, with the TikTok TOHO Film Festival marking its fourth anniversary in 2024. The GEMSTONE Creative Label was launched as a space to co-create with talents and has released GEMNIBUS vol. 1, a four-part omnibus film, in theaters. I’d like to keep working in whatever capacity I can to help create opportunities for creators who have a passion for filmmaking.

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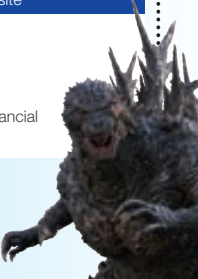
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# Preserving Original Film Prints

## Restoration and digital preservation of classic films

The TOHO Group strives to preserve classic film prints to pass down the legacy of film culture to future generations.

In December 2023, TOHO Archive Co., Ltd. took over film preservation and digitization work from TOKYO LABORATORY LTD., which ended operations in November 2023. While conducting regular condition checks and cleaning of delicate original classic film prints, we have been digitally scanning nearly 100 films per year since 2020, focusing on older works that have suffered significant deterioration, with over 440 films scanned as of September 30, 2024.

Highly specialized staff use their technical expertise to perform the meticulous work needed to pass down the legacy of these irreplaceable masterpieces to future generations with as little loss from age-related deterioration as possible.

### BEFORE



### AFTER



Gorath (1962)  
© TOHO CO., LTD.

## Passing down classic films

We believe bringing deteriorated classic films closer to their original condition and delivering them with high picture and sound quality to modern audiences is a vital part of passing down this precious film culture.

Films that undergo digital restoration and remastering have their images and sound clearly restored, and when screened in theaters as a Digital Cinema Package (DCP)\*, they are revived on modern screens with their original appeal.

These timeless masterpieces continue to provide new inspiration to audiences worldwide through film festivals and special theater screenings.

\* A data file package format for screening on digital cinema projectors in movie theaters.

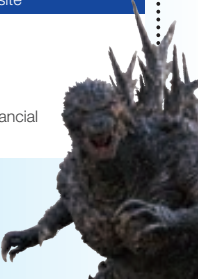
### 42 Classic Films Converted to DCP

Godzilla (1954), The Makioka Sisters, Irresponsible Era of Japan, Tokyo Olympiad, Sapporo Winter Olympics, Sensation of the Century, Station, Red Beard, Farewell to the Ark, Pastoral: To Die in the Country, Throw Away Your Books, Rally in the Streets, Riding Alone for Thousands of Miles, Seven Samurai, Ikiru, King Kong vs. Godzilla (1962), Floating Clouds, Kagemusha, Yasha, High and Low, Stray Dog, The Life of Oharu, Yojimbo, Sanjuro, Hakkodasan, Japan's Longest Day, Humanity and Paper Balloons, Akira, The Hidden Fortress, Mothra (1961), The Family Game, Chie the Brat: Downtown Story, Girls of the Night, SINKING OF JAPAN, Rodan (1956), Throne of Blood, Muhomatsu no issho, The Mysterians, The Munekata Sisters, The End of Summer, Godzilla vs. Biollante (1989), Ghidorah, the Three-headed Monster (1964), Gorath (1962) (All films except for Tokyo Olympiad, Sapporo Winter Olympics, and Sensation of the Century were remastered by TOKYO LABORATORY and TOHO Archive)

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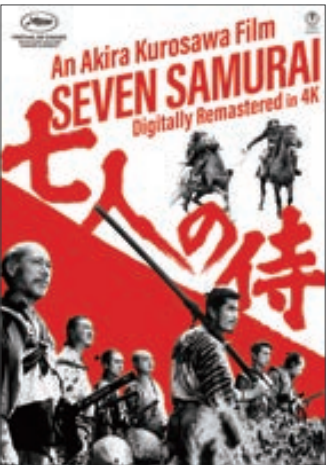
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# Classic Film Screenings at International Film Festivals

## Seven Samurai 4K digital remaster screening at 77th Festival de Cannes

To commemorate the 70th anniversary of the Japanese release of *Seven Samurai* (1954), a 4K digital remastered version of *Seven Samurai* was screened at Cannes Classics at the 77th Festival de Cannes.



© TOHO CO., LTD.



Inside the Festival de Cannes venue

## Godzilla (1954) 4K digital remaster screening at 74th Berlin International Film Festival

For the 70th anniversary of the release of *Godzilla* (1954), a 4K digital remastered version of *Godzilla* (1954) was screened at the Classics Section at the 74th Berlin International Film Festival in February 2024.



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Inside the Berlin International Film Festival venue



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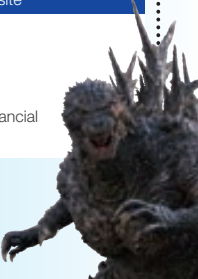
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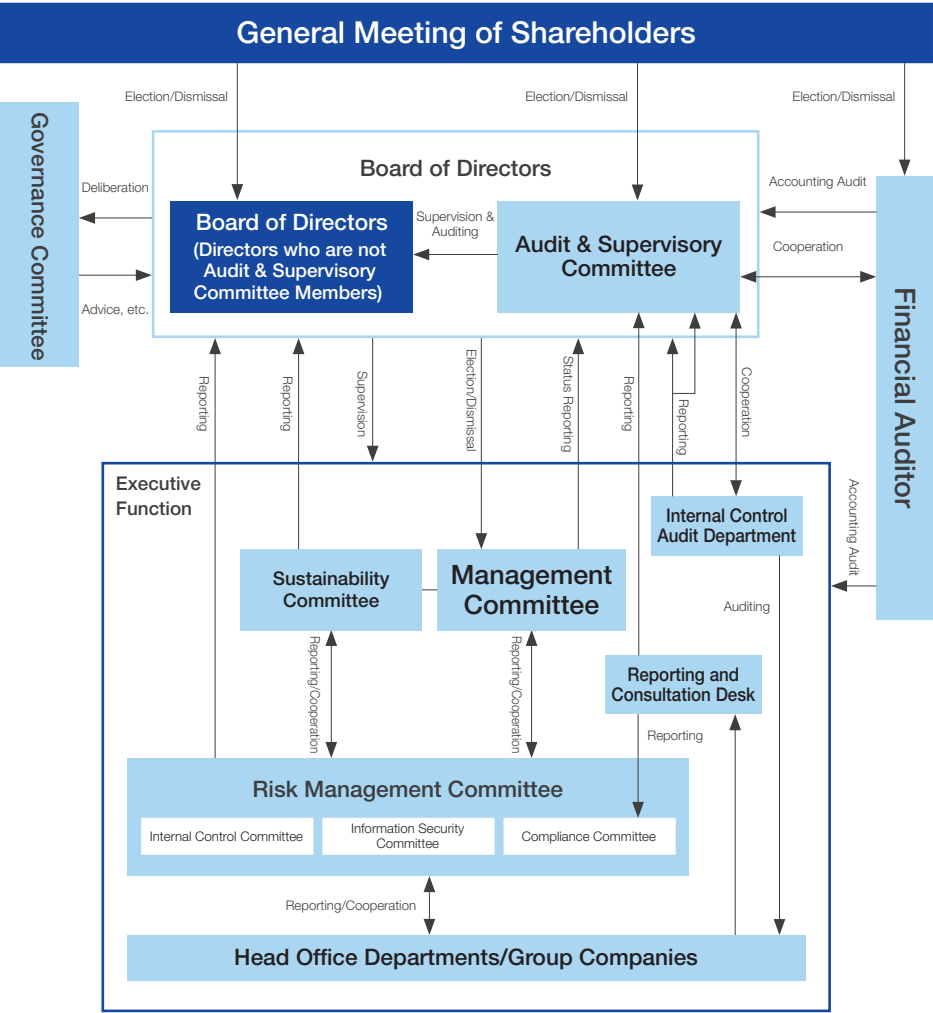
## To Remain a Company Trusted by Stakeholders

The TOHO Group embraces the spirit of our founder Ichizo Kobayashi, “We widely provide inspiring entertainment to the general public,” as its purpose. Based on our core value, “We owe our business to the happiness of the customers” and our motto of “We always act with vivacity, modesty, fairness, and grace,” we strive to remain a company trusted by all stakeholders.

To this end, we have positioned strengthening corporate governance as a key management priority. We are working to ensure swift and appropriate decision making by the Board of Directors, improve supervision and auditing by independent Outside Directors, and maintain transparency and fairness in management.

We have also established the TOHO Charter, TOHO Group Code of Conduct, Sustainability Policy, and TOHO Group Human Rights Policy. In addition to instilling these in Group employees, we are building internal control and risk management systems across the Group to achieve sustainable growth and increase corporate value over the medium to long term.

Corporate governance structure



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The evolution of our governance structure

		-2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
		Company with a board of company auditors		Transition to a company with an Audit & Supervisory Committee							
				Commenced Board effectiveness evaluations							
					Established Governance Committee						
						Introduced stock-based compensation plan					
							Introduced Officer System				
Board composition	Number of men	15	18	18	17	16	16	8	8	8	7
	Number of women	0	0	0	0	0	0	1	1	1	2
	Total	15	18	18	17	16	16	9	9	9	9
	Number of independent Outside Directors	0	2	2	2	2	2	3	3	3	3
	Percentage of independent Outside Directors	0%	11.1%	11.1%	11.8%	12.5%	12.5%	33.3%	33.3%	33.3%	33.3%

Governance by Board of Directors

The Company is structured as a company with an Audit & Supervisory Committee, consisting of five Directors who are not Audit & Supervisory Committee Members and four Directors who are Audit & Supervisory Committee Members, for a total of nine Directors, three of which are independent Outside Directors, for a ratio of Outside Directors on the Board of Directors of one-third or higher.

An Officer System has also been introduced to clarify the roles and responsibilities of management supervision and business execution functions while enabling swift decision-making.

Decision-making authority for business execution is delegated within the appropriate scope to the Management Committee, which

consists of Representative Directors and Officers, while the business execution structure consists of five groups—the four pillars of our business (Cinema, Theatrical, Real Estate, and Anime) plus the Corporate Management Department—to swiftly and efficiently promote management strategies and plans as determined by the Board of Directors. Important matters resolved by the Management Committee must be reported to the Board of Directors.

Using this structure, the Board of Directors carries out effective corporate governance that combines the Audit & Supervisory Committee's monitoring function with an efficient business execution system through the Officer System.

Audit & Supervisory Committee

The Audit & Supervisory Committee consists of four members: one full-time Audit & Supervisory Committee Member and three independent Outside Directors who are Audit & Supervisory Committee Members.

The full-time committee member attends important internal meetings, receives business reports from the executive side as needed, reviews important approvals, inspects Group business sites, and conducts daily monitoring of execution status.

The Outside Directors serving as committee members receive reports on internal conditions from the full-time committee member and work to communicate and share information through Audit & Supervisory Committee meetings and other meetings held as needed. All Audit & Supervisory Committee Members

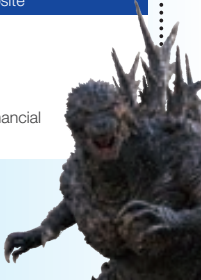
attend Board of Directors meetings and participate in resolutions to audit and supervise the execution of business among Directors and Officers as well as the content of Board resolutions from an independent and objective position.

Key audit items for the fiscal year ended February 29, 2024

- Group governance in the growth strategy
- Business execution by Directors and Officers
- Risk management at the TOHO Group

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Governance Committee

We have established a Governance Committee under the Board of Directors to ensure objectivity and transparency in procedures for determining matters pertaining to human resources and compensation for Directors and Officers. The Governance Committee consists of three independent Outside Directors and two Representative Directors, with independent Outside Directors comprising a majority. The Governance Committee Rules stipulate that the chair of the committee must be elected by the committee from among committee members who are independent Outside Directors and that the Board of Directors and Representative Directors must respect the committee's deliberations, reports,

and advice in executing business. The Governance Committee deliberates and advises on the election and dismissal of Directors and Officers, the appointment and removal of Representative Directors and titled Officers, officer compensation, and other key matters regarding corporate governance, taking into consideration gender and other forms of diversity as well as whether a candidate possesses the skills appropriate for an officer. The Board of Directors decides on proposals regarding human resources issues and compensation of Directors and Officers based on consideration of deliberations at the Committee.

Board of Directors Activities

Based on the Board of Directors Rules, the Board strives to provide enhanced explanations in advance to Outside Directors to facilitate lively discussions of management strategy, medium-term management plans, and other important decision-making matters. The Board of Directors met

11 times in the previous fiscal year, including extraordinary meetings, to decide on matters stipulated by laws and regulations and the Articles of Incorporation as well as important business execution matters, with focused deliberation on the items listed on the right.

Criteria for officer selection

For Officers, we strive to achieve well-balanced placement and composition for optimal allocation of individuals who possess specialized knowledge, a wealth of experience, and a high level of business execution ability in our main businesses or corporate operations, as well as thorough knowledge in their respective fields. For Outside Directors, to achieve the TOHO VISION 2032 TOHO Group Management Strategy, we strive to appoint individuals with expert knowledge in corporate management, finance and accounting, and legal affairs and business ethics in a balanced manner so the Board of Directors is able to exercise its decision-making and management supervision functions and have appointed two female Directors with management experience in industries different from our business with a focus on promoting diversity.

Officers

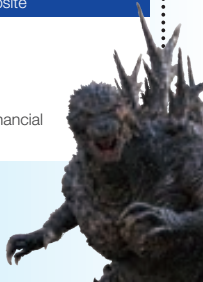
- (1) Possesses specialized knowledge regarding the Group's business and operations
- (2) Possesses excellent management sense that can meet the demands of the times
- (3) Possesses excellent management judgment and business execution abilities from a company-wide perspective
- (4) Possesses the character, insight, and high ethical standards befitting a Director

Outside Directors

- (1) Possesses the expertise and experience necessary to ensure effective supervision and auditing functions over Directors
- (2) Possesses the character, insight, and high ethical standards befitting a Director

- Key discussion items for the fiscal year ended February 29, 2024
- Determining matters pertaining to human resources and compensation for Directors and Officers
  - Implementing a tender offer for Tokyo Rakutenchi Co., Ltd.
  - International investment projects
  - Sustainability initiatives including data disclosure based on TCFD endorsement and revision of CO<sub>2</sub> emission reduction targets
  - Measures to create management that considers the cost of capital and share prices
  - Status of dialogue with investors and shareholders
  - Reports on risk management (including whistleblowing)
  - Verification of rationale for cross-shareholdings

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Board Effectiveness Evaluations

The Company has conducted annual Board effectiveness evaluations since FY2018 to increase corporate value over the medium to long term, disclosing overview results in corporate governance reports while analyzing results to improve Board effectiveness.

We also conduct the same questionnaire with Officers who attend Board of Directors meetings as observers to use the results as a reference for Board operations, incorporating Board members' self-evaluations with perspectives from the executive side regarding Board effectiveness.

Overview of FY2024 evaluation

Evaluation process

- Conducted a questionnaire for all Directors with enhanced free-form comments
- Analyzed results at Board of Directors meeting to discuss and evaluate the issues identified and future responses
- Examined initiatives based on evaluation results to improve effectiveness

Evaluation items

Composition	Size, diversity, and selection criteria
Operation	Meeting frequency, atmosphere, document content, secretariat support, remote meeting connectivity
Discussions	Appropriateness of agenda items, adequacy of information/explanations/reports, sufficiency of discussions

Overview of evaluation results

Evaluation results

Over 90% of respondents said the activities of the Board of Directors were “appropriate” or “generally appropriate,” indicating that the Board is effective. However, two issues were identified.

- Recent Board effectiveness evaluations have highlighted the need for greater diversity in Board composition, and this has improved with the May 2024 appointment of one female Outside Director with expert knowledge in overseas business as well as IT and digital fields as needed for our management strategy, further securing strategy-linked skills and diversity. A major theme going forward will be the promotion of female Officers from within the Company.
- While the enhanced explanations provided in advance and the atmosphere of Board of Directors meetings were evaluated positively, the room for improvement was noted in discussion processes and information sharing methods at Management Committee meetings.

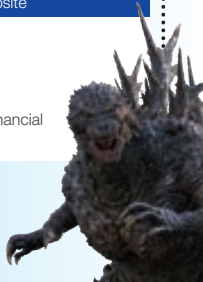
Future challenges

- Appointing female officers from within the Company
- Sharing Management Committee discussions
- Creating opportunities for deeper understanding of the Company business model and exchange of opinions among Outside Directors

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Director Compensation System

Director compensation is determined within the limits resolved at the General Meeting of Shareholders based on a basic policy of ensuring that compensation levels are commensurate with position and responsibilities while providing suitable incentives to improve Group corporate value and performance. The procedure for this involves deliberation by the Governance Committee. The Board of Directors then determines compensation amounts, within the limits resolved at the General Meeting of Shareholders. Compensation for Directors who are Audit & Supervisory Committee

Members, including Outside Directors, is determined through discussion among Directors who are Audit & Supervisory Committee Members within the limits resolved at the General Meeting of Shareholders. For the ratio of fixed compensation (base compensation) to incentives (stock-based compensation + performance bonuses), the policy sets higher incentive ratios for higher positions, with incentives designed to comprise up to approximately 35% of total compensation.

Compensation structure

Incentives		
Fixed compensation	Stock-Based Compensation (Restricted Stock)	Performance Bonuses (Monetary)
Base Compensation (Monetary)	Stock-Based Compensation (Restricted Stock)	Performance Bonuses (Monetary)
Up to ¥500 million annually	Up to ¥100 million annually	Up to ¥100 million annually
Determined annually based on the Compensation Table, reflecting position and individual performance	Annual stock grants based on position (transfer restrictions lifted upon retirement)  Note: Eligible recipients limited to Executive Directors	Between 0% to 200% of base monthly compensation is paid according to annual performance  Note: Eligible recipients limited to Executive Directors

Fiscal year ended February 29, 2024 Director compensation results

Officer Category	Number of Officers Eligible	Total Amount (Millions of yen)	Breakdown					
			Base Compensation (Monetary)		Stock-Based Compensation (Restricted Stock)		Performance Bonuses (Monetary)	
			Number of Officers Eligible	Total (Millions of yen)	Number of Officers Eligible	Total (Millions of yen)	Number of Officers Eligible	Total (Millions of yen)
Directors (Excluding Directors who are Audit & Supervisory Committee Members)	5	334	5	239	4	55	4	38
Directors (Directors who are Audit & Supervisory Committee Members)	1	23	1	23	–	–	–	–
Outside Directors	3	24	3	24	–	–	–	–

Performance bonuses as compensation linked to business results use consolidated operating profit as the performance indicator and were resolved as follows by the Board of Directors meeting in May 2023, held after deliberations by the Governance Committee on the same day. Consolidated operating profit was ¥59.2 billion, and 200% of base monthly compensation was paid to the Directors.

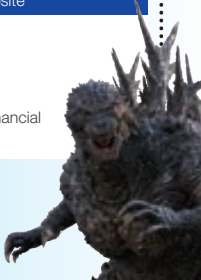
Fiscal year ended February 29, 2024 Consolidated Operating Profit	Multiplier of Base Monthly Compensation
¥52.0 billion or more	200%
¥46.0 billion to less than ¥52.0 billion	100%
Less than ¥46.0 billion	0%

The performance bonus criteria for FY2025 were determined as follows by the Board of Directors meeting in May 2024, held after approval by the Governance Committee on the same day.

Fiscal year ending February 28, 2025 Consolidated Operating Profit	Multiplier of Base Monthly Compensation
¥60.0 billion or more	200%
¥55.0 billion to less than ¥60.0 billion	100%
Less than ¥55.0 billion	0%

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# Outside Director Roundtable



Satoshi Ando  
Director, Audit &  
Supervisory Committee  
Member (Outside)

Izumi Okoshi  
Director, Audit &  
Supervisory Committee  
Member (Outside)

Masako Orii  
Director, Audit &  
Supervisory Committee  
Member (Outside)

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## Creating a governance structure to support the quest for growth

### How do you view your role as an Outside Director?

**Ando** As an attorney, the primary role expected of me is to provide advice and insights from a legal perspective. I also serve as chair of the Governance Committee, which deliberates on human resources issues regarding Officers, compensation, and more. The Governance Committee plays a vital role in TOHO's corporate governance, which is why I view running it properly as an important responsibility.

I joined the Company's Board in 2016, with Ms. Orii joining in 2021 and Ms. Okoshi in 2024, which has changed the atmosphere of Board of

Directors meetings. It is not that we just added women to the Board of Directors. Both are actively involved in corporate management, bringing increased opportunities for new perspectives in our Board discussions.

**Orii** Speaking of perspectives, having only perspectives based on knowledge and experience within a single company or industry can create an echo chamber. For a company to keep creating value for society, I believe it is important to open its networks to those it tends to be mostly or entirely closed off to. In a company, management is in a sense the majority, so I see it as my role to highlight risks and opportunities that the majority alone

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might overlook by offering a different perspective and the viewpoints of a variety of stakeholders. Having worked in marketing, corporate communications, and human resource development, I serve as an Outside Director with a focus on how corporate philosophy is reflected in management strategy, how organizational culture is formed, and how these tie into employee

behavior.

**Okoshi** I was appointed Director in May 2024. While I have extensive experience at Dentsu Group Inc. in a similar industry, I had no prior business relationship with TOHO and started with a neutral stance toward TOHO’s management. TOHO is currently accelerating its growth under the TOHO VISION 2032 TOHO Group Management Strategy. As

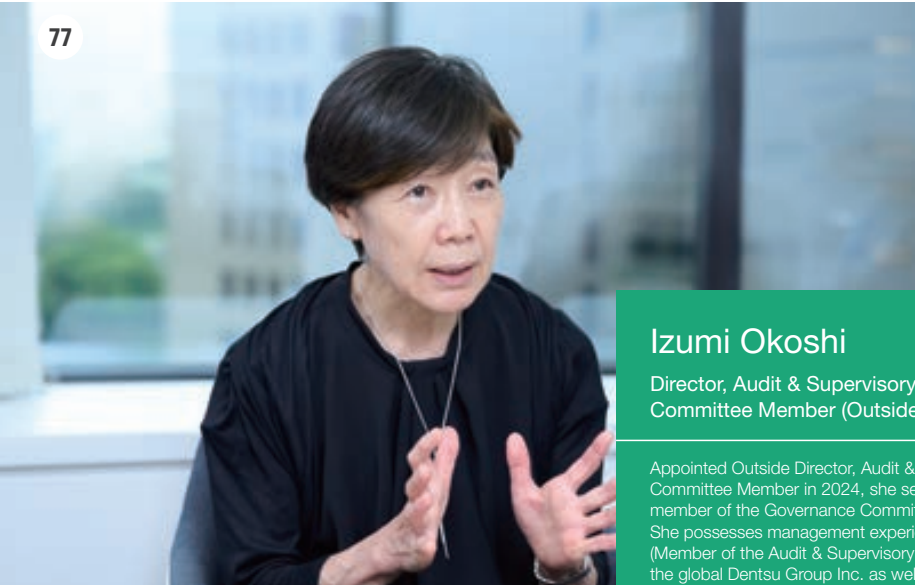
growth accelerates, risk management becomes even more critical. With extensive experience in risk management, I see it as part of my role to bring this perspective to decision-making. In particular, given the high reputational risks associated with TOHO’s business, I aim to contribute in areas such as cybersecurity.

TOHO’s challenges in growth strategy

**Okoshi** Our management strategy identifies Planning & IP, Anime, Digital, and Overseas as growth drivers. As we move forward with strategic investments, assessing their feasibility and appropriateness will be crucial. Thorough due diligence must be conducted before making investment decisions, and the outcomes of these investments must be carefully monitored. I view this as the role of the Board. For proactive investments, particularly in overseas business, I believe the Company should embrace new challenges

while maintaining a strong risk management framework.

**Ando** TOHO has a long history with a foundation of stable Real Estate business alongside its other operations with more unpredictable financial results, such as Cinema business. I think this is the source of my impression that, up until now, “investment” has primarily meant real estate investment. Recently, we have seen increased investment in international ventures in film and anime as well as investment in a variety of different works alongside the existing ongoing real estate investment. With an increase in mid-career hires, the company atmosphere has changed somewhat from before, and we are seeing positive momentum toward taking on new challenges. As Ms. Okoshi said, risk management is vital in a situation like this. While no business is without risk, it is crucial to properly identify and analyze risks before making management decisions. I have emphasized this point at Board of Directors meetings and request



Izumi Okoshi

Director, Audit & Supervisory Committee Member (Outside)

Appointed Outside Director, Audit & Supervisory Committee Member in 2024, she serves as a member of the Governance Committee. She possesses management experience as Director (Member of the Audit & Supervisory Committee) at the global Dentsu Group Inc. as well as advanced expertise in the IT and digital fields. She provides accurate advice to the Company’s management strategy and Board of Directors based on her extensive insight.

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detailed explanations of any areas that are unclear.

**Orii** I also feel an internal enthusiasm for taking on new challenges now that the corporate slogan “Entertainment for YOU, inspiring customers around the world” has been clearly established. One role of the Board of Directors is to assess and determine matters objectively while respecting this enthusiasm for taking on new challenges. With investments growing in importance, developing capital policies focused on increasing corporate value is another future challenge. We must also evaluate human capital strategies such as diversity as well as IP (intellectual capital) strategies represented by Godzilla. Regarding diversity, we have made progress in strengthening Board diversity and the skills matrix. Nevertheless, I believe we must now strengthen diversity within the executive structure. The Board of Directors recognizes the need for female Officers, and regards their inclusion as vital for healthy corporate

growth. I would like to work on ways to accelerate the process of growing this pipeline for promoting women’s careers and sense from their swift response to my proposals that there is genuine commitment to doing this.

**Effectiveness of the Board of Directors**

**Ando** The Board atmosphere is not overly rigid or formal. The chair encourages Outside Directors to speak on each agenda and reporting item, creating an environment where we can easily share our views. Sufficient information is provided in advance, as well. If I were to suggest further improvements, I believe that Executive Directors could engage in more discussion at Board of Directors meetings, depending on the topic. The executive side thoroughly discusses matters at Management Committee meetings before they reach the Board and provides us with reports, but I think having these discussions at Board of Directors meetings once again would

let us directly observe awareness of issues and discussion points among the executives, helping us form opinions. For one investment proposal, we were able to in fact have thorough discussions and reach a decision because all of the details discussed internally were presented for deliberation by the Board of Directors.

**Orii** The Management Committee updates are indeed shared at Audit

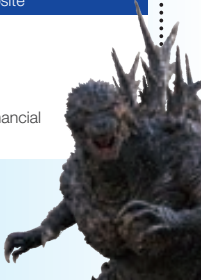
**Satoshi Ando**  
Director, Audit & Supervisory Committee Member (Outside)

Appointed Outside Director, Audit & Supervisory Committee Member in 2016, he serves as the chair of the Governance Committee. He provides appropriate advice from a professional standpoint on corporate governance and corporate legal affairs as an attorney familiar with the industry to which the Group belongs. He also serves a supervisory function in the process of determining matters pertaining to human resources and compensation from a neutral position as the chair of the Governance Committee.



& Supervisory Committee meetings, meaning information provision is sufficient. Still, I believe it would be helpful to have structured opportunities to gain a deeper understanding of the executive side’s awareness of issues for certain proposals, such as those requiring detailed discussion at the Board of Directors. I would also like more opportunities for direct contact at business sites. I believe insights

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Masako Orii

Director, Audit & Supervisory Committee Member (Outside)

Appointed Outside Director, Audit & Supervisory Committee Member in 2021, she serves as a member of the Governance Committee. She has experience as an executive officer in different industries promoting marketing, CSR, and human resource development, as well as experience as an outside director at another company. She provides accurate advice to the Company's Board of Directors and management strategy with broad insight stemming from her involvement in promoting music culture and more.

gained through interactions with employees and various workplaces can help in evaluation, decision making, and supervision. For instance, observing company-wide meetings would let us experience firsthand the atmosphere and how management's messages resonate with workers. I also would like more opportunities to experience the organizational culture and employee mindset.

**Okoshi** The Board fosters an open atmosphere that encourages discussion. While we receive adequate information, we must enhance our ability to interpret and assess the underlying meaning of that information. I believe it is vital to hone our instincts to determine whether the information is sufficient, discussions are thorough, or if there are any inaccuracies in the data—and to take action when additional

information is needed.

Expectations for TOHO going forward

**Orii** I believe the TOHO Group Sustainability Policy is excellent. It builds on TOHO's founding philosophy and includes a unique commitment in the form of its fourth material issue, "Creating a rich film and theater culture and passing it on to the next generation."

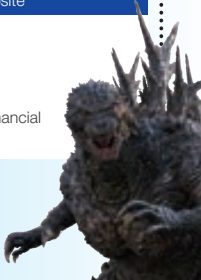
I hope the Company continues putting this policy into practice while expanding globally to share Japan's content power with the world. Shareholders support TOHO because they have a deep affection for the content it provides. I myself am excited and inspired by TOHO's content. I hope TOHO will continue to create this kind of dynamic value that is uniquely its own.

**Okoshi** Building on my earlier point, the entire Group is gaining strong momentum in pursuing new growth opportunities. It is our responsibility to evaluate and approve these

initiatives. We will establish risk mitigation measures to minimize potential setbacks and ensure their proper implementation. I want employees to embrace new challenges and explore all of TOHO's possibilities without fear of failure. **Ando** I believe it is important that they uphold the founding spirit. The Company is currently undergoing major changes. While change itself is necessary and good, I hope that TOHO can continue to uphold its original founding spirit as it strives toward that change. This will allow TOHO to grow without forfeiting its strengths of excellent teamwork and valuing its workers.

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# Risk Management System

## Risk Management Committee

The TOHO Group has established Basic Risk Management Rules and set up a Risk Management Committee chaired by the President to maintain business continuity and sound management across the Group. This committee, with the secretariat established in the General Affairs Department of the Head Office, meets twice annually to determine Group risk management policies and systems while establishing contact/reporting systems and crisis management structures for when risks occur.

Under this structure, we verify risks that have occurred within the TOHO Group and examine preventive measures for anticipated risks.

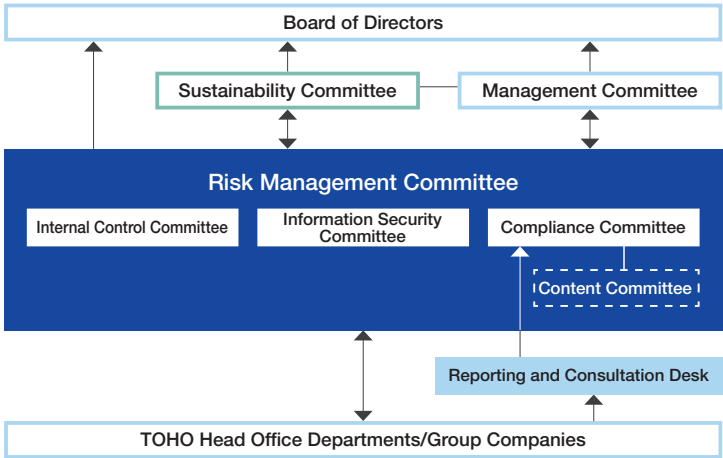
This structure also integrates identification, assessment, and management of climate change risks.

In identifying and assessing risk, we investigate the state of response at business sites, comprehensively assess risks with major impacts on the Group both quantitatively and qualitatively, and identify high-priority risks.

For potential Group-wide risks in particular, we use a Group-wide PDCA cycle created from the perspective of organizational risk management, with the Corporate Management Group leading investigations of response status at business sites while the Internal Control Audit Department evaluates implementation status of risk countermeasures.

Climate change risks identified through this process are reported to the Sustainability Committee, and after discussion primarily by this committee, matters deemed highly important are reported to the Board of Directors.

Risk management system chart

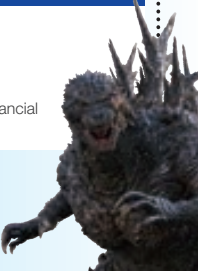


Major training implemented as risk countermeasures

2017	Targeted email attack drills (ongoing)
2018	Information security training through e-learning
2019	Anti-terrorism drills
2020	COVID-19 countermeasures and social media crisis response
2021	Earthquake preparedness seminar
2022	Corporate security seminar (terrorism/security/disaster prevention)
2023	Cybersecurity measures and major earthquake response
2024	Security training and basic first aid training Guest lecture on cybersecurity by specialist instructor

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Compliance Committee

To maintain the Group-wide compliance structure, the Legal Department of the Head Office serves as the secretariat, handling matters concerning legal compliance and corporate ethics awareness as well as investigation and response to reports and consultations. A Content Committee has also been established in connection to the Compliance Committee to conduct content production reviews, manage risk information, and formulate risk response policies.

Internal Control Committee

To develop the Group-wide internal control system for financial reporting, the Internal Control Audit Department serves as the secretariat of this committee, handling matters concerning collection of financial reporting risk information and countermeasures as well as the promotion, operation, and evaluations of the effectiveness of internal control systems.

Information Security Committee

To promote appropriate and effective information security measures across the Group, the Information Technology & System Department of the Head Office serves as the secretariat of this committee, which has established the Basic Information Security Policy and implements and continuously operates information security measures.

Strengthening Group Governance

The TOHO Group consists of 56 subsidiaries (46 consolidated subsidiaries as of August 31, 2024). To improve governance across these Group companies, we have established the Group Management Rules to set forth basic management guidelines, which include clarifying decision-making authority between the Head Office and subsidiaries, in order to expand achievements, pursue efficiency, and increase Group corporate value in line with overall Group management policies and strategies.



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Directors



Yoshishige Shimatani  
Representative Director and Chairperson, Member of the Board

Number of the Company's shares owned		22,419 shares
Career summary and concurrent positions		
1975	Joined the Company	
2001	Director	
2011	President	
2015	Director of Hankyu Hanshin Holdings, Inc. (current position)	
2017	Outside Director of Fuji Media Holdings, Inc. (current position)	
2019	Outside Director of TOKYO KAIKAN CO., LTD. (current position)	
2021	Representative Director and President, Member of the Board of the Company	
2022	Representative Director and Chairperson, Member of the Board (current position)	



Hiroyasu Matsuoka  
Representative Director and President, Member of the Board

Number of the Company's shares owned		24,283 shares
Career summary and concurrent positions		
1994	Joined TOHO-TOWA COMPANY LIMITED.	
2008	COO, President of TOHO-TOWA COMPANY LIMITED.	
2014	Director of the Company	
2018	Managing Director	
2021	Director and Managing Executive Officer, Member of the Board	
2022	Representative Director and President, Member of the Board (current position)	



Nobuyuki Tako  
Director and Executive Vice President, Member of the Board

Number of the Company's shares owned		17,166 shares
Career summary and concurrent positions		
1988	Joined the Company	
2008	Director	
2014	Director of Subaru Enterprise Co., Ltd. (current position) Managing Director of the Company	
2017	Senior Managing Director	
2020	Vice President	
2021	Director and Executive Vice President, Member of the Board (current position)	



Minami Ichikawa  
Director and Senior Managing Executive Officer, Member of the Board

Number of the Company's shares owned		11,050 shares
Career summary and concurrent positions		
1989	Joined the Company	
2011	Director	
2017	Managing Director	
2021	Director and Managing Executive Officer, Member of the Board	
2022	Director and Senior Managing Executive Officer, Member of the Board (current position)	

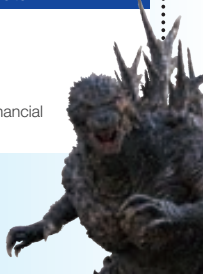


Kazuo Sumi  
Director

Number of the Company's shares owned		17,200 shares
Career summary and concurrent positions		
2003	President and Representative Director of Hankyu Corporation	
2007	Director of H2O Retailing Corporation (current position)	
2009	Outside Director of the Company	
2016	Outside Director (Audit & Supervisory Committee Member)	
2017	Chairman and Representative Director, Group CEO of Hankyu Hanshin Holdings, Inc. (current position)	
2018	Outside Director of ASICS Corporation (current position)	
2019	Director of the Company (current position)	
2023	Chairman of Hankyu Corporation (current position)	

Note: The number of the Company's shares owned is as of August 31, 2024.

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Directors



Eiichi Ogata  
Director, Audit & Supervisory Committee Member (Full-time)

Number of the Company's shares owned		1,400 shares
Career summary and concurrent positions		
1987	Joined the Company	
2005	Chief Manager of Finance Department	
2008	General Manager of Internal Control Audit Department	
2012	General Manager of General Affairs Department	
2017	President of TOHO EIZO BIJUTSU Co., Ltd.	
2022	Director of the Company (Full-time Audit & Supervisory Committee Member) (current position)	



Satoshi Ando  
Director, Audit & Supervisory Committee Member (Outside)

Number of the Company's shares owned		0 shares
Anticipated roles		
Appointed as an independent Outside Director expected to provide appropriate advice and supervision on Company management from a professional standpoint regarding corporate governance, legal affairs, and risk management as an attorney familiar with the industry to which the Group belongs.		
Career summary and concurrent positions		
2001	Registered as an attorney at law (Dai-Ichi Tokyo Bar Association)	
2015	Senior Partner at Onishi Shoichiro Law Office (current position)	
2016	Outside Director (Audit & Supervisory Committee Member) of the Company (current position)	
2020	Outside Director of ISHIIHARA SANGYO KAISHA, LTD. (current position)	



Masako Orii  
Director, Audit & Supervisory Committee Member (Outside)

Number of the Company's shares owned		0 shares
Anticipated roles		
Appointed as an independent Outside Director expected to provide appropriate advice and supervision on Company management based on her extensive experience and deep insight in promoting marketing, CSR, and diversity at the Suntory Group.		
Career summary and concurrent positions		
1983	Joined Suntory Limited	
2012	Executive Officer of Suntory Holdings Limited	
2016	Senior Managing Director of Suntory Wellness Limited	
2019	Corporate Advisor of Suntory Holdings Limited (current position) General Manager of Suntory Hall, Suntory Foundation for the Arts (current position)	
2020	Outside Director of Obayashi Corporation (current position)	
2021	Outside Director (Audit & Supervisory Committee Member) of the Company (current position)	



Izumi Okoshi  
Director, Audit & Supervisory Committee Member (Outside)

Number of the Company's shares owned		0 shares
Anticipated roles		
Appointed as an independent Outside Director expected to provide appropriate advice and supervision on Company management based on her management experience at a listed company with global operations and specialized knowledge of the IT and digital fields needed for our management strategy.		
Career summary and concurrent positions		
1989	Joined Social Engineering Research Institute, Inc.	
1995	Joined Warner Lambert	
1998	Joined DENTSU INC.	
2020	Director (Member of the Audit and Supervisory Committee) of Dentsu Group Inc.	
2024	Executive Officer of CHANGE Holdings, Inc. (current position) Outside Director (Audit & Supervisory Committee Member) of the Company (current position) Outside Director of Fuji Nihon Seito Corporation (current Fuji Nihon Corporation) (current position) Outside Director of SRA Holdings, Inc. (current position)	

Note: The number of the Company's shares owned is as of August 31, 2024.



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Skills Matrix

Name	Position	Expertise & Experience							Attendance (fiscal year ended February 29, 2024)	
		Corporate Management	Planning & Marketing	Global	IT & Digital	Human Resource & Sustainability	Legal Affairs & Risk Management	Finance & Accounting/ Business Management		
Yoshishige Shimatani	Representative Director and Chairperson, Member of the Board	●	●				●		Board of Directors	11 of 11
Hiroyasu Matsuoka	Representative Director and President, Member of the Board	●	●	●	●	●			Board of Directors	11 of 11
Nobuyuki Tako	Director and Executive Vice President, Member of the Board	●				●	●	●	Board of Directors	10 of 11
Minami Ichikawa	Director and Senior Managing Executive Officer, Member of the Board	●	●						Board of Directors	11 of 11
Kazuo Sumi	Director	●						●	Board of Directors	9 of 11
Eiichi Ogata	Director, Audit & Supervisory Committee Member	●					●	●	Board of Directors Audit & Supervisory Committee	11 of 11 11 of 11
Satoshi Ando	Director, Audit & Supervisory Committee Member <div>Independent Outside</div>						●		Board of Directors Audit & Supervisory Committee	11 of 11 11 of 11
Masako Orii	Director, Audit & Supervisory Committee Member <div>Independent Outside</div>	●	●			●			Board of Directors Audit & Supervisory Committee	11 of 11 11 of 11
Izumi Okoshi	Director, Audit & Supervisory Committee Member <div>Independent Outside</div>	●		●	●				New election	

Note: The above skills matrix does not represent all the knowledge and experience possessed by each person.

Officers (as of October 1, 2024)

President and Executive Officer	Hiroyasu Matsuoka	Head of Entertainment Unit Direct control of Strategy Planning Department, TOHO Digital Lab., and Internal Control Audit Department
Executive Vice President	Nobuyuki Tako	Head of Corporate Management Group In charge of Corporate Communications
Senior Managing Executive Officer	Minami Ichikawa	Head of Motion Picture Group, Entertainment Unit
Managing Executive Officer	Kazuhiko Seta	Head of Corporate Real Estate Group
	Atsuo Ikeda	Head of Theatrical Group, Entertainment Unit
	Keiji Ota	Head of Anime Group, Entertainment Unit In charge of Products & Licensing and IP Management & Strategy
Executive Officer	Takayuki Ikeda	In charge of movie theater chain operations, Entertainment Unit President and Representative Director of TOHO Cinemas Ltd.
	Harunori Kato	In charge of Human Resources and Finance & Accounting Corporate Management Group
	Kunichiro Wada	In charge of Corporate Real Estate Corporate Real Estate Group
	Taro Honda	In charge of Group Management & Business Solution, Information Technology & System and TOHO DX Task Force Corporate Management Group
Operating Officer	Norihiro Uda	In charge of Theatrical Business General Manager, Theatrical Department Theatrical Group, Entertainment Unit
	Akihiro Fukuda	In charge of Legal and General Affairs, Corporate Management Group
	Mitsutaka Yoshida	In charge of Distribution and Marketing General Manager, Distribution Department Motion Picture Group, Entertainment Unit
	Taichi Ueda	In charge of Production & Acquisitions and Planning & Production General Manager, Production & Acquisitions Department Motion Picture Group, Entertainment Unit
	Koji Ueda	President and Representative Executive Director of TOHO Global Inc. In charge of International Business, Entertainment Unit
	Kazutaka Yamanaka	In charge of TOHO animation General Manager, TOHO animation Department Anime Group, Entertainment Unit

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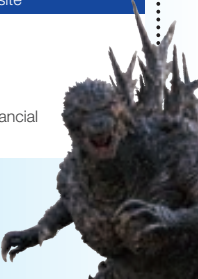
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	FY2/19	FY2/20	FY2/21	FY2/22	FY2/23	FY2/24
Operating revenue (millions of yen)	246,274	262,766	191,948	228,367	244,295	283,347
Operating costs (millions of yen)	141,786	149,335	123,485	133,527	135,669	152,779
Selling, general and administrative expenses (millions of yen)	59,505	60,573	46,014	54,891	63,745	71,316
Operating profit (millions of yen)	44,982	52,857	22,447	39,948	44,880	59,251
Ordinary profit (millions of yen)	46,568	55,068	24,195	42,790	47,815	63,024
Profit attributable to owners of parent (millions of yen)	30,197	36,609	14,688	29,568	33,430	45,283
Increase in property, plant and equipment and intangible assets (millions of yen)	12,120	10,856	10,097	28,252	19,564	22,610
Depreciation (millions of yen)	9,526	10,069	8,797	8,951	9,514	10,256
Basic earnings per share (yen)	167.92	203.77	82.54	167.24	190.37	259.51
Net assets per share (yen)	1,974.85	2,091.98	2,115.44	2,241.23	2,344.59	2,637.30
Dividend per share (yen)	45.00	55.00	35.00	45.00	60.00	85.00
Working capital (millions of yen)	135,844	163,239	144,554	140,335	158,946	139,362

Note: Rounded down to the nearest million.

	FY2/19	FY2/20	FY2/21	FY2/22	FY2/23	FY2/24
Property, plant and equipment (millions of yen)	150,999	151,722	151,626	169,865	177,451	224,851
Total assets (millions of yen)	459,646	490,283	473,804	502,532	534,097	615,826
Non-current liabilities (millions of yen)	48,816	45,439	45,319	45,819	44,643	61,929
Net assets (millions of yen)	365,903	388,212	389,011	409,181	423,691	484,755
Equity ratio (%)	77.2	76.7	79.3	78.7	76.6	74.5
Return on equity (%)	8.7	10.0	3.9	7.7	8.3	10.4
Cash flows from operating activities (millions of yen)	37,603	55,892	12,512	53,460	45,404	43,350
Cash flows from investing activities (millions of yen)	-11,349	-7,353	-27,226	-36,030	-9,175	-62,706
Cash flows from financing activities (millions of yen)	-10,319	-8,407	-17,220	-12,482	-19,125	-11,630
Cash and cash equivalents at end of period (millions of yen)	78,496	118,445	85,827	92,341	112,121	82,424
Total number of issued shares at the end of the period (including treasury shares) (thousands of shares)	186,490	186,490	186,490	186,490	186,490	186,490
Average number of issued shares during the period (thousands of shares)	179,831	179,659	177,951	176,797	175,612	174,496

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ESG Data

Environmental

(Unit: t-CO <sub>2</sub> )	FY2020	FY2021	FY2022	FY2023	FY2024
Scope 1	6,841.5	5,460.0	5,534.4	6,042.8	5,547.8
Scope 2	57,613.1	47,574.6	48,566.1	48,391.5	46,255.4
Scope 1+2	64,454.6	53,034.6	54,100.5	54,434.3	51,803.2
vs. FY2018	-18.4%	-32.9%	-31.5%	-31.1%	-34.5%

Note 1: In calculating CO<sub>2</sub> emissions for the TOHO Group, measurements are based on TOHO's fiscal years. See below for the definitions of specific periods.  
FY2020 is from March 1, 2019, to February 29, 2020, FY2021 is from March 1, 2020, to February 28, 2021, FY2022 is from March 1, 2021, to February 28, 2022, FY2023 is from March 1, 2022, to February 28, 2023, and FY2024 is from March 1, 2023 to February 29, 2024.

Note 2: TOHO Group CO<sub>2</sub> emissions exclude the listed company Subaru Enterprise Group.

Note 3: TOHO Group CO<sub>2</sub> emissions include energy subject to reporting requirements under the Act on Rationalization of Energy Use and Shift to Non-Fossil Energy.

Note 4: The FY2024 CO<sub>2</sub> emissions results (Scope 1 and Scope 2) have undergone third-party verification by SOCOTEC Certification Japan to increase reliability.

Governance

	2020	2021	2022	2023	2024
Total number of Directors	16	9	9	9	9
Number of female Directors	0	1	1	1	2
Number of male Directors	16	8	8	8	7
Number of Outside Directors	2	3	3	3	3
Percentage of Outside Directors (%)	12.5	33.3	33.3	33.3	33.3

Note: Figures are as at the end of the Annual General Meeting of Shareholders.

Social

	FY2/20	FY2/21	FY2/22	FY2/23	FY2/24
Number of Employees	455	445	448	457	517
Percentage of female employees (%)	27.9	28.3	28.3	27.8	29.8
Percentage of women in management positions*1 (%)	17.5*3	19.2*3	15.1	15.6	14.9
Take-up rate of parental leave among male employees*2 (%)	35.7	66.7	88.9	88.9	100.0

	2020	2021	2022	2023	2024
Proportion of employees with disabilities (%)	2.2	2.3	2.3	2.1	1.9

Note 1: Non-consolidated figures.

Note 2: Figures are for regular employees only. (excluding “proportion of employees with disabilities”).

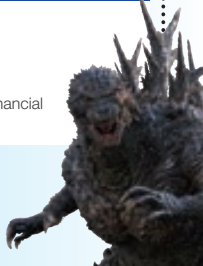
Note 3: Figures include employees seconded to other companies but exclude employees seconded to TOHO.

Note 4: “Percentage of women in management positions” for the fiscal year ended February 29, 2020 and the fiscal year ended February 28, 2021 are as of December 31 of each fiscal year, “proportion of employees with disabilities” is as of June 1 of each year, and other items are as of the last day of February of each fiscal year.

\*1: Those in manager or higher positions

\*2: Take-up rate for parental leave or childcare-related leave

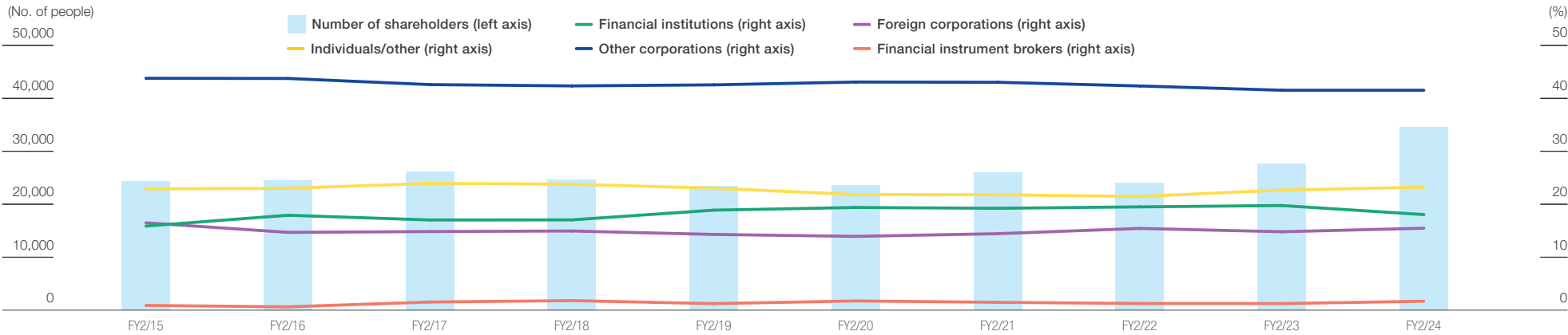
\*3: “Percentage of women in management positions” for the fiscal year ended February 29, 2020 and the fiscal year ended February 28, 2021 includes management-level positions and non-regular employees and uses a different calculation method.





# Stock Information

Number of Shareholders and Composition (Shareholding Ratio)



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Major Shareholders (as of February 29, 2024)

Shareholder Name	Investment in the Company	
	Number of Shares Owned (Thousands)	Percentage of Shares Owned (%)
Hankyu Hanshin Holdings, Inc.	22,807	13.03
The Master Trust Bank of Japan, Ltd. (Trust Account)	17,292	9.88
Hankyu Hanshin Properties Corp.	15,150	8.66
H2O Retailing Corporation	12,297	7.03
Custody Bank of Japan, Ltd. (Trust Account)	7,734	4.42
Fuji Media Holdings, Inc.	4,940	2.82
Tokyo Broadcasting System Television, Inc.	4,521	2.58
TAKENAKA CORPORATION	3,785	2.16
MARUI GROUP CO., LTD.	2,578	1.47
STATE STREET BANK WEST CLIENT - TREATY 505234	2,138	1.22

Basic Stock Information (as of February 29, 2024)

Listing	Prime Market of the Tokyo Stock Exchange
Industry	Information & Communication
Securities code	9602
Number of shares per unit	100 shares
Fiscal year	March 1 to the end of February of the following year
Total number of authorized shares	400,000,000
Total number of issued shares	186,490,633

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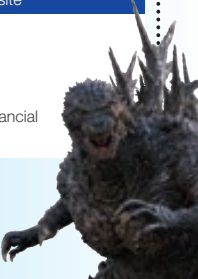
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# Company Information

## Company Overview (as of February 29, 2024)

Trade Name	TOHO CO., LTD.
Established	August 1932
Capital	¥10,355,847,788
Representative	Yoshishige Shimatani, Chairperson Hiroyasu Matsuoka, President
Number of Employees	Company: 401 (including 14 contract employees) Group: 3,617 (including 529 contract employees)
Place of Business	Head Office: Tokyo Studio: Tokyo (Seijou) Directly Managed Theaters: Imperial Theatre, Theatre Creation Overseas Offices: Los Angeles, New York
Description of Primary Business	<b>Cinema</b> <ul style="list-style-type: none"><li>■ Planning, production, and commissioned production of films</li><li>■ Distribution and sale of films</li><li>■ Exhibition of films and other entertainment</li><li>■ Planning, production, commissioned production, sale, and rental of programs for television and online broadcast or streaming</li><li>■ Planning, production, sale, and rental of publications, audio software, video software, and character merchandise</li><li>■ Acquisition, use, licensing, and management of copyrights, merchandising rights, trademarks, and other intellectual property rights</li></ul>
	<b>Theatrical</b> <ul style="list-style-type: none"><li>■ Planning, production, and commissioned production of theatrical performances</li><li>■ Exhibition of theatrical performances</li></ul>
	<b>Real Estate</b> <ul style="list-style-type: none"><li>■ Lease, management, purchase, sale, and brokerage of land and buildings and operation of parking facilities</li></ul>
	Yurakucho Center Bldg. (YURAKUCHO MULLION) TOHO Hibiya Bldg. (Hibiya Chanter) Tokyo Takarazuka Bldg. TOHO Hibiya Promenade Bldg. Toho Theatre Creation Bldg. SHINJUKU TOHO BLDG. HEP NAVIO TOHO Nangai Bldg.

## Major Group Companies (as of August 31, 2024)

Cinema Business	TOHO Studios Co., Ltd.
	TOHO Tombo Pictures, Inc.
	TOHO Archive Co., Ltd.
	TOHO animation Studio Inc.
	Science SARU Inc.
	TOHO-TOWA COMPANY LIMITED.
	TOHO Global Inc.
	Kansai Kyoei Kougyo Co., Ltd.
	TOHO Cinemas Ltd.
	TOHO MUSIC CORPORATION
	TOHO EIZO BIJUTSU Co., Ltd.
	TOHO-COSTUME Co., ltd.
	TOHO STAGE CRAFT Co., Ltd.
	TOHO STELLA CO., LTD.
	Toho International, Inc.
	TOHO MARKETING CO., LTD.
	AID-DCC inc.
	gaie Inc.
	DRAGONFLY ENTERTAINMENT INC.
Theatrical Business	TOHO ENTERTAINMENT Co., Ltd.
	TOHO THEATRICALS UK LIMITED
	TOHO AGENCY Co., Ltd.
Real Estate Business	INTERNATIONAL TELEVISION FILMS, INC.
	Tokyo Rakutenchi Co., Ltd.
	TOHO FACILITIES Co., Ltd.
	TOHO BUILDING MANAGEMENT Co., Ltd.
	Subaru Enterprise Co., Ltd.
Other	TOHO Kyoei Kigyo Co., Ltd.
	TOHO RETAIL CO., LTD.

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