

TOHO Group Unveils New Group Philosophy Framework

A New Compass for the Future, Rooted in Our Founding Spirit:

Defining a shared vision as we move together toward our centennial and beyond

TOHO Co., Ltd. (Head Office: Chiyoda-ku, Tokyo; President & CEO: Hiroyasu Matsuoka; hereafter “TOHO”) has redefined its corporate philosophy to reflect a shifting business landscape, changes in our organizational structure, and the expanding global entertainment market. The renewed philosophy framework will serve as a unifying compass across the entire TOHO Group.

This new framework reaffirms the enduring legacy of our founder, Ichizo Kobayashi, whose principles of “acting with vivacity, modesty, fairness and grace,” “widely providing inspiring entertainment to the general public,” and “owing our business to the happiness of the audiences” remain the bedrock of TOHO’s identity. Looking ahead, we now introduce our new Group Slogan, “Moments for Life,” and our Group Purpose, “Creating moments to move hearts and enrich lives.” Guided by this new shared vision, the entire TOHO Group, both in Japan and around the world, will move forward united as one to bring this Purpose to life as we strive for sustainable business growth and enhanced corporate value.



1. Background and Purpose

Since the launch of TOHO VISION 2032 in 2022, the TOHO Group has undergone a period of rapid transformation. In addition to our long-standing businesses in film, theater, and real estate, our IP and anime businesses have expanded at an extraordinary pace, driving steady growth in overseas revenue and accelerating the transformation of our business model.

At the same time, our organization has been reshaped by a wave of change: greater diversity through mid-career hiring, the integration of new companies through bold M&A moves, and the expansion of our international footprint with additional overseas subsidiaries.

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Amid this dynamic environment, we have drawn renewed inspiration from the founding principles of TOHO founder Ichizo Kobayashi as the spiritual foundation for the company. Through extensive dialogue, we have reassessed and redefined how TOHO's businesses contribute to society—both today and in the future—and endeavor to express this vision in the form of a new Group Philosophy Framework.

This framework is designed to strengthen alignment and engagement among employees worldwide while bolstering the TOHO brand for the next era of growth.

2. Overview of the New Philosophy Framework

(1) GROUP SLOGAN

Moments for Life

Our slogan embodies our hope that the moments we create—through film, theater, anime, events, shopping centers, and city spaces—will become a source of strength in someone's life. The phrase “for life” carries a dual meaning as the moments that give you the strength to live and moments that stay with you for a lifetime. United under this slogan, the TOHO Group is committed to delivering heartfelt entertainment and services that move hearts and enrich people's lives, finding our own joy in the joy we bring to others.

(2) Statement

Fleeting moments linger
in the heart to shape people's lives.
These are the moments we seek to create—
moments that move hearts and minds.
Moments that transcend generations and cultures,
reminding us all that life is beautiful.

If we can fulfill the wishes of those who came before us,
bringing them to life across the world today—
If, in a world divided by strife and hardship,
we can rise above our differences to become a source of strength for the many—
There is no greater joy.

In the theater. At the cinema. On city streets and at home.
All around the world.
For moments that last a lifetime,
our joy is born from the joy of others.

(3) GROUP PURPOSE

“Creating moments to move hearts and enrich lives”

Ichizo Kobayashi, the founder of TOHO, articulated its founding mission as to “widely provide inspiring entertainment to the general public.” This enduring spirit remains today as the root of all TOHO Group activities.

In today's rapidly changing world, we reaffirm this founding philosophy and embrace our new Group Purpose: “Creating moments to move hearts and enrich lives.” With core businesses in film, theater, anime, and real estate, we strive to deliver moments that inspire and enrich the lives of our diverse customer base, becoming a source of joy for as many people as possible.

(4) GROUP VALUE

“Act with vivacity, modesty, fairness and grace”

Ichizo Kobayashi proclaimed these words as our motto. But this was not merely a corporate motto. It was a guiding principle for life—both as individuals and as creators. Even 93 years after our founding, this spirit remains deeply embedded in the DNA of all TOHO Group employees and executives. As we renewed our philosophy framework for our centennial and the years ahead, we have redefined these founding concepts as our Group Values and reaffirmed their place at the core of our corporate culture.

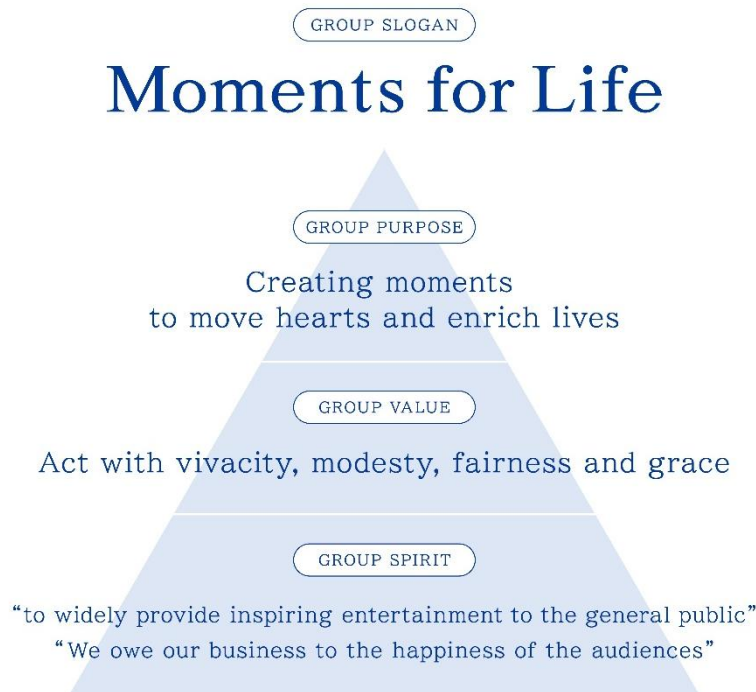
(5) GROUP SPIRIT

“To widely provide inspiring entertainment to the general public.”

“We owe our business to the happiness of the audiences”

From the very beginning, TOHO’s mission has been “to widely provide inspiring entertainment to the general public.” Equally enduring is the conviction that “We owe our business to the happiness of the audiences.” These words embody the philosophy that our work exists to inspire and bring joy to our audiences, recognizing that we will be inspired in return.

The TOHO Group reaffirms these words of our founder, establishing them as our Group Spirit—placing it at the foundation of our Group Philosophy Framework. One heart moved becomes the spark that moves another, creating a virtuous cycle of inspiration. Through our work, we remain committed to being a company that brings joy and inspiration to the world.

(6) New Philosophy Framework Pyramid

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3. Publication of *TOHO Group Integrated Report 2025*

We are also pleased to announce the publication of *TOHO Group Integrated Report 2025*. The report highlights our management vision and business model, rooted in the philosophy of Ichizo Kobayashi, and details the initiatives we are pursuing to enhance corporate value over the medium to long term. Through comprehensive and integrated disclosure of our activities to stakeholders, the report is designed to deepen understanding of the TOHO Group's business and foster further dialogue with our stakeholders.

TOHO Group Integrated Report 2025 : <https://www.toho.co.jp/en/company/ir/disclosure>

Contact information for inquiries regarding this matter:
TOHO Co., Ltd. Corporate Communications Department, Public Relations Office:

pr_ir@toho.co.jp