

Notice Regarding the Establishment of To-Smile, Inc., a Joint Venture with Good Smile Company

TOHO Co., Ltd. (Head Office: Chiyoda-ku, Tokyo; President & CEO: Hiroyasu Matsuoka; hereinafter "TOHO") hereby announces that it has decided today to establish a new company, "To-Smile, Inc." (hereinafter "To-Smile"), through a joint investment with Good Smile Company, Inc. (Head Office: Chiyoda-ku, Tokyo; President & CEO: Kantaro Iwasa; hereinafter "Good Smile Company"), a company that comprehensively handles everything from the planning and manufacturing to the logistics and sales of figures and toys.

● Background and Purpose of Establishment

The TOHO Group has identified "Content & IP," "Animation," "Digital," and "Overseas" as key pillars of its growth strategy, aiming for further growth and the enhancement of corporate value. In the "Medium-Term Management Plan 2028" announced this April, the Group continues to position IP and animation-related businesses as growth drivers. Furthermore, the Group is strengthening its business foundation by establishing the "IP & Animation" business as an independent segment. This joint venture is positioned as a strategic initiative to expand the "IP & Animation" business, with the objective of reinforcing the Group's licensing and merchandising (MD) functions.

Good Smile Company is a leading company that gives shape to the appeal of characters from a diverse range of anime and game titles through its flagship "Nendoroid" series—2.5-heads-tall deformed figures—and high-quality scale figures. Its strength lies in a vertically integrated business model that covers planning, manufacturing, logistics, and sales, alongside a robust global sales network that delivers the appeal of these works to fans worldwide. Their uncompromising commitment to quality control and advanced manufacturing technology has earned high praise and support from fans both in Japan and abroad, securing overwhelming brand trust in the market.

TOHO and Good Smile Company have already built a strong partnership in manufacturing and sales, centering on TOHO animation titles. To further deepen this collaborative relationship, the two companies will jointly establish the new company, To-Smile, to develop original toys, figures, and goods that maximize the appeal of IPs such as TOHO animation titles and Godzilla.

9th December, 2025
TOHO Co.,Ltd.

To-Smile will integrate TOHO's IP producing capabilities and theatrical distribution network with Good Smile Company's advanced manufacturing know-how and global sales network. The new company will rapidly expand sales of original products that faithfully reproduce the world of each title, not only through domestic theatrical channels such as TOHO Cinemas but also into global markets, with a primary focus on North America and Asia.

Through the functional reinforcement provided by To-Smile, TOHO aims to enhance the profitability of the Group's overall MD business. By delivering even greater excitement to fans around the world, TOHO strives to achieve sustainable improvement in corporate value.

● Schedule

Date of Resolution	December 9, 2025
Date of Execution of Joint Venture Agreement	December 9, 2025

● Overview of To-Smile Inc.

Name	To-Smile, Inc.
Location	1-2-2 Yurakucho, Chiyoda-ku, Tokyo
Representative	Hidehiko Hotta, Representative Director and President (General Manager of Godzilla Department and General Manager of Products & Licensing Department, IP & Animation Group Entertainment Unit, TOHO Co., Ltd.)
Business Activities	1. Planning, development, manufacturing, and sales of toys, figures, and goods 2. Planning, production, producing, and promotion of animation
Capital	500 million yen (including 250 million yen in capital reserve)
Shareholding Ratio	TOHO: 60%, Good Smile Company: 40%
Date of Establishment	December 15, 2025 (Scheduled)

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