

May 13, 2024

DAIICHIKOSHO CO., LTD.
Supplementary Briefing Material on
Financial Results for the Year Ended March 31, 2024

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Overview of Financial Results for the Year Ended March 31, 2024

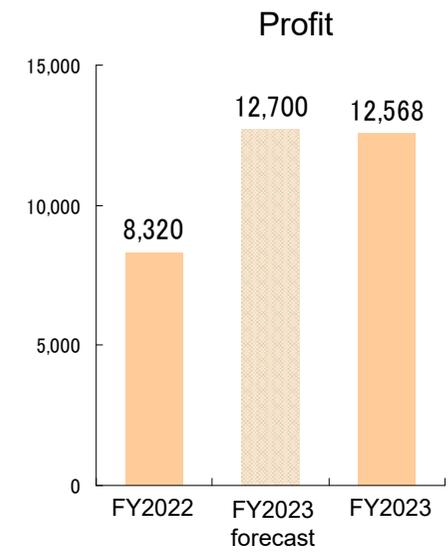
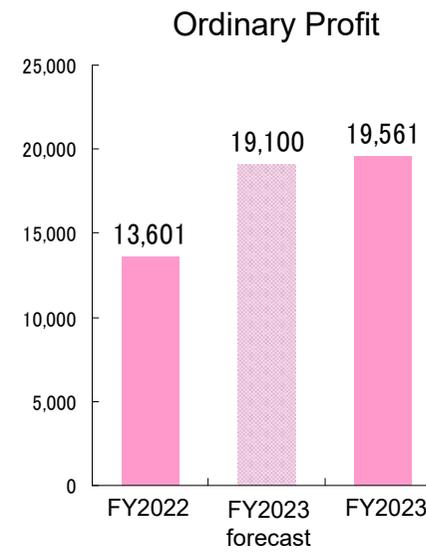
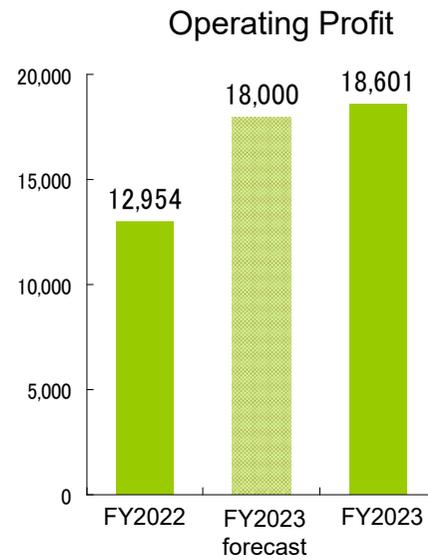
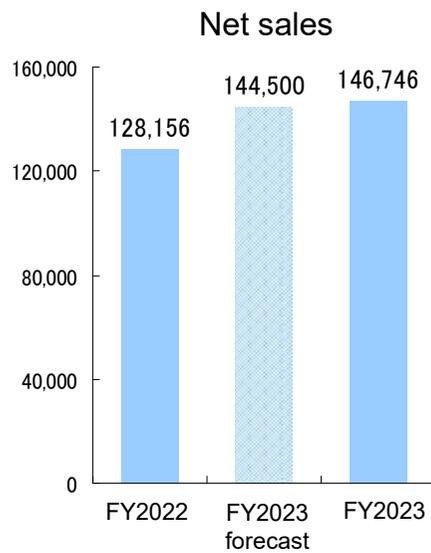
- Following on the previous period, the economy continued its return to normal from the impact of COVID-19 and the business environment improved.
- (Commercial karaoke)
This segment trended toward recovery, mainly in the night business market. The number of DAM systems in operation at the end of the period under review increased by 2% from the end of the previous period.
(Karaoke cabins and restaurants)
The flow of customers continued on the recovery trajectory from the previous period. Net sales at existing stores rose by 24% year on year (down 4% from the pre-COVID-19 level).
- Consolidated net sales reached an all-time high (up 14.5% year on year), driving a tremendous improvement in profits.
(Year-on-year comparison) Operating profit: +5.6 billion yen; ordinary profit: +5.9 billion yen; profit: +4.2 billion yen
- February 2024 : Acquired shares in Crest Co., Ltd., which operates “Break Parking.”
February 2024 : Acquired non-current asset in Mita 3-chome, Minato-ku, Tokyo as property used for head office functions.
February 2024 : Undertook a loan of 30.0 billion yen to fund the abovementioned non-current asset acquisition.
March 2024: Removed UNION TV & MOTION PICTURE CO., LTD. from our group of consolidated subsidiaries through a transfer of our shares in it.
- Forecast for the next period (year ending March 31, 2025):
Higher earnings are anticipated from drivers such as growth of the number of equipment rentals in the commercial karaoke business, increased net sales at existing stores of the karaoke cabins and restaurants business, and expansion of the parking business (including full-year contribution of sales by Crest Co., Ltd.). However, profits will likely be on par with the current period due to the impact of higher expenses driven upward by base-pay increases, goodwill amortization, and other factors.
Net sales: 152.7 billion yen; operating profit: 18.8 billion yen; ordinary profit 19.6 billion yen; profit: 13.1 billion yen

Overview of Financial Results for the Year Ended March 31, 2024: Performance comparison with FY2022 and forecast

FY2023

(Millions of yen)

	FY2022	(vs. sales ratio)	FY2023 forecast	(vs. sales ratio)	FY2023	(vs. sales ratio)	Change from FY2022	% change	Change from forecast	% change
Net sales	128,156	-	144,500	-	146,746	-	+18,589	+14.5%	+2,246	+1.6%
Operating Profit	12,954	(10.1%)	18,000	(12.5%)	18,601	(12.7%)	+5,646	+43.8%	+601	+3.3%
Ordinary Profit	13,601	(10.6%)	19,100	(13.2%)	19,561	(13.3%)	+5,960	+43.9%	+461	+2.4%
Profit	8,320	(6.5%)	12,700	(8.8%)	12,568	(8.6%)	+4,247	+51.0%	(132)	(1.0)%

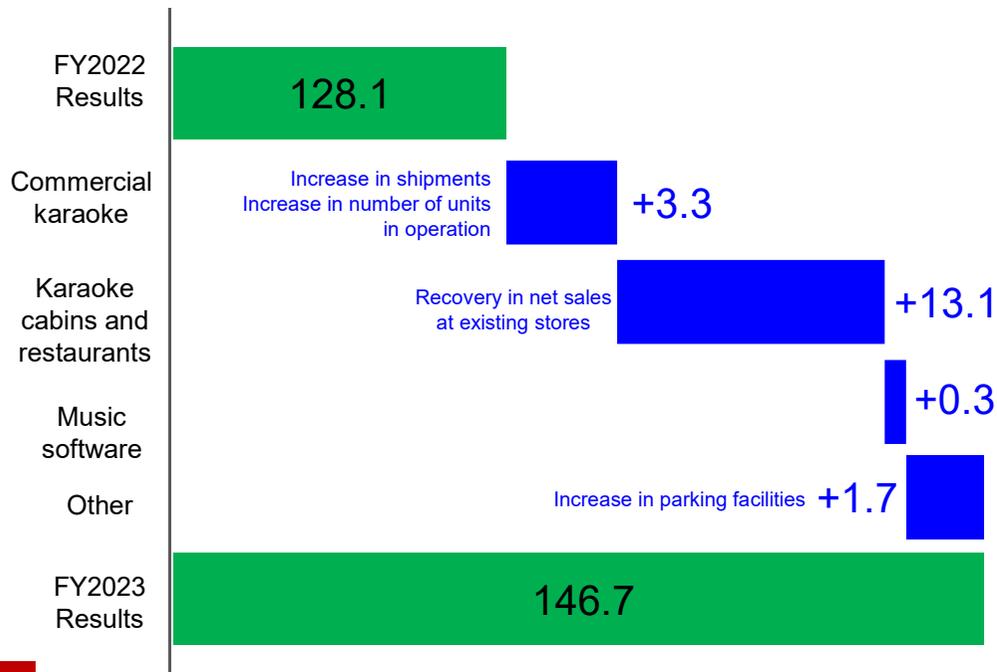


Overview of Financial Results for the Year Ended March 31, 2024: Factors for change of net sales/operating profit (comparison with FY2022)

FY2023

Net sales	FY2022	FY2023	Change from FY2022	% change
Total	128,156	146,746	+18,589	+14.5%
Commercial karaoke	57,731	61,078	+3,347	+5.8%
Karaoke cabins and restaurants	51,584	64,733	+13,149	+25.5%
Music software	6,430	6,733	+303	+4.7%
Other	12,411	14,200	+1,789	+14.4%

Unit: Billions of yen



Operating Profit	FY2022	FY2023	Change from FY2022	% change
Total	12,954	18,601	+5,646	+43.6%
Commercial karaoke	13,593	12,384	(1,208)	(8.9)%
Karaoke cabins and restaurants	(59)	7,100	+7,159	-
Music software	228	373	+145	+63.6%
Other	1,581	1,469	(111)	(7.0)%
Corporate expenses	(2,388)	(2,726)	(337)	-

(Millions of yen)

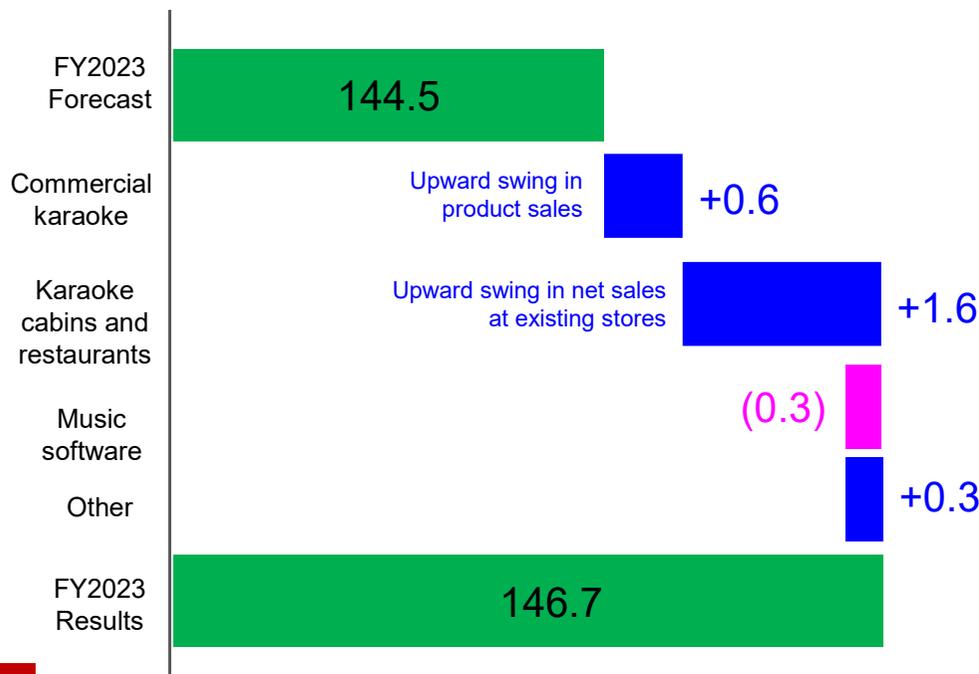


Overview of Financial Results for the Year Ended March 31, 2024: Factors for change of net sales/operating profit (comparison with forecast)

FY2023

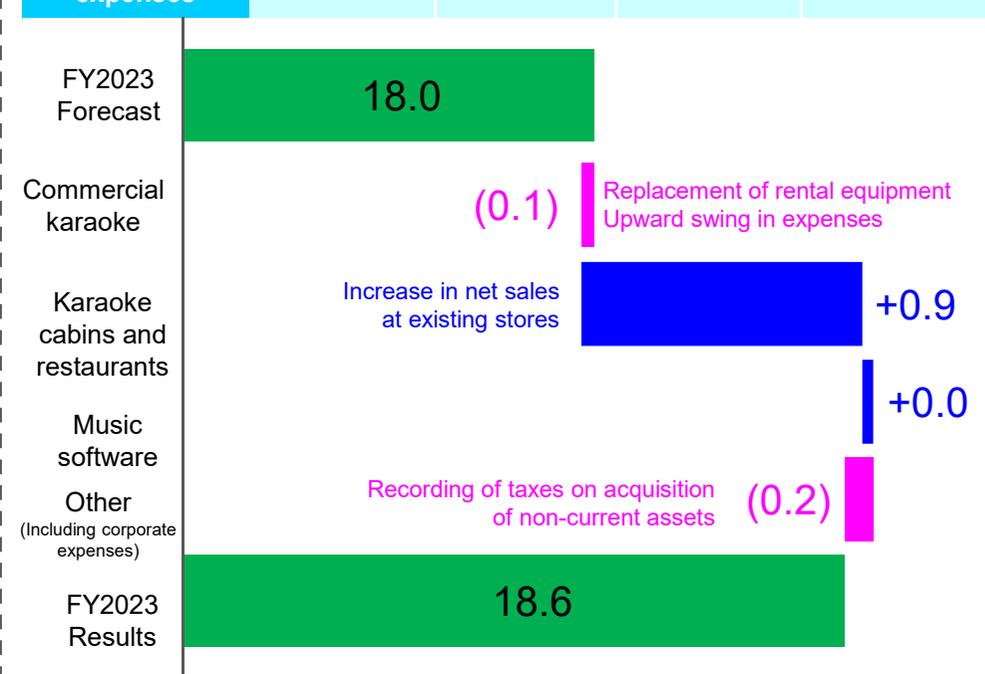
Net sales	FY2023 forecast	FY2023 results	Change from forecast	% change
Total	144,500	146,746	+2,246	+1.6%
Commercial karaoke	60,470	61,078	+608	+1.0%
Karaoke cabins and restaurants	63,100	64,733	+1,633	+2.6%
Music software	7,070	6,733	(337)	(4.8)%
Other	13,860	14,201	+341	+2.5%

Unit: Billions of yen



Operating Profit	FY2023 forecast	FY2023 results	Change from forecast	% change
Total	18,000	18,601	+601	+3.3%
Commercial karaoke	12,560	12,384	(176)	(1.4)%
Karaoke cabins and restaurants	6,200	7,100	+900	+14.5%
Music software	290	373	+83	+28.6%
Other	1,450	1,469	+19	+1.3%
Corporate expenses	(2,500)	(2,726)	(226)	-

(Millions of yen)



[Extraordinary income and losses]

◆ Extraordinary income 396 million yen (3,121 million yen for FY2022)

Main reason

- Gain on sale of shares of subsidiaries and associates 293 million yen (None in FY2022)

*Main reasons for FY2022 were subsidy income of 2,928 million yen, etc.

◆ Extraordinary losses 1,264 million yen (3,385 million yen for FY2022)

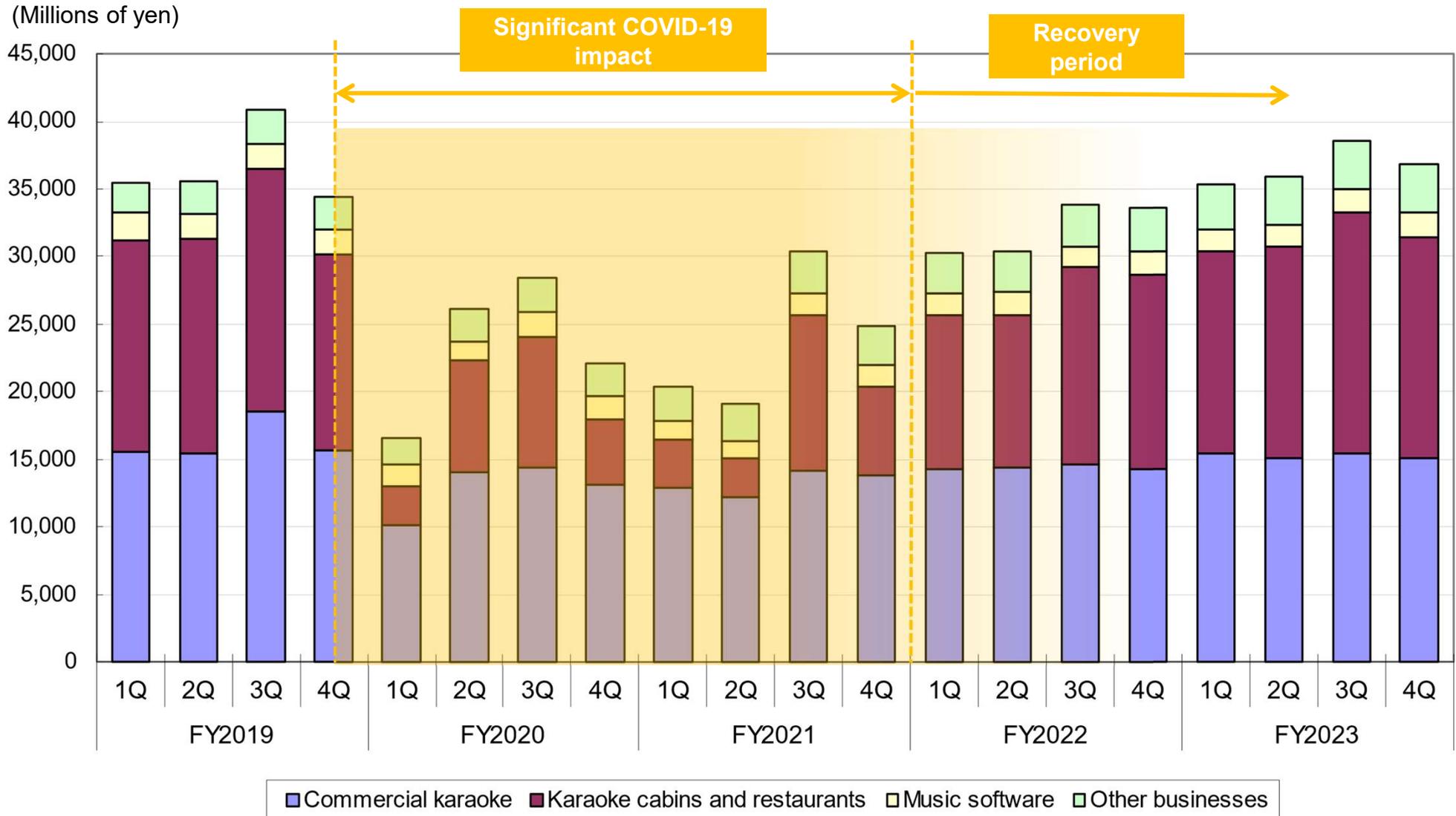
Main reason

- Impairment losses 1,091 million yen (3,130 million yen for FY2022)

(Impairment losses of karaoke cabin and restaurant facilities, parking lot facilities, etc.)

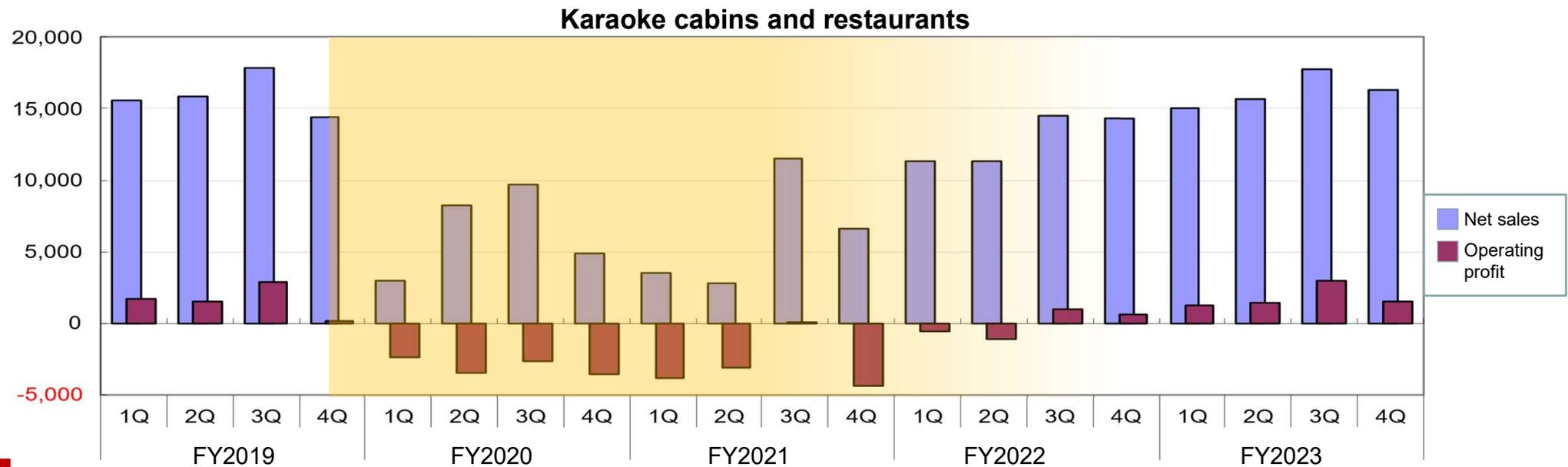
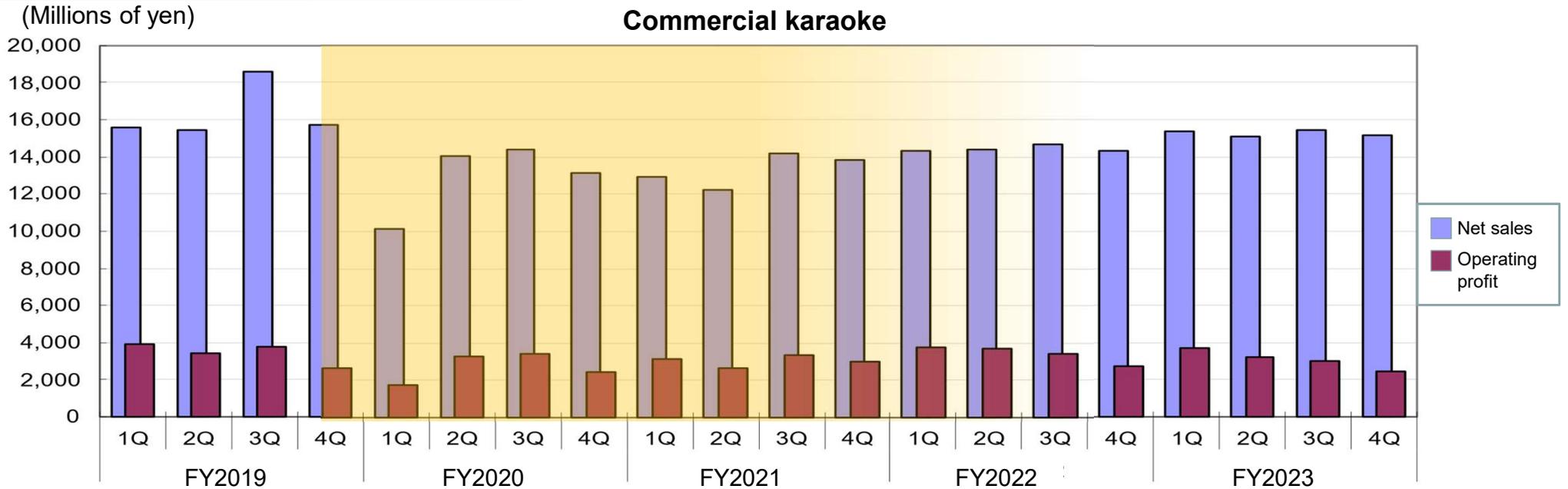
Overview of Financial Results for the Year Ended March 31, 2024: Quarterly sales performance

FY2023



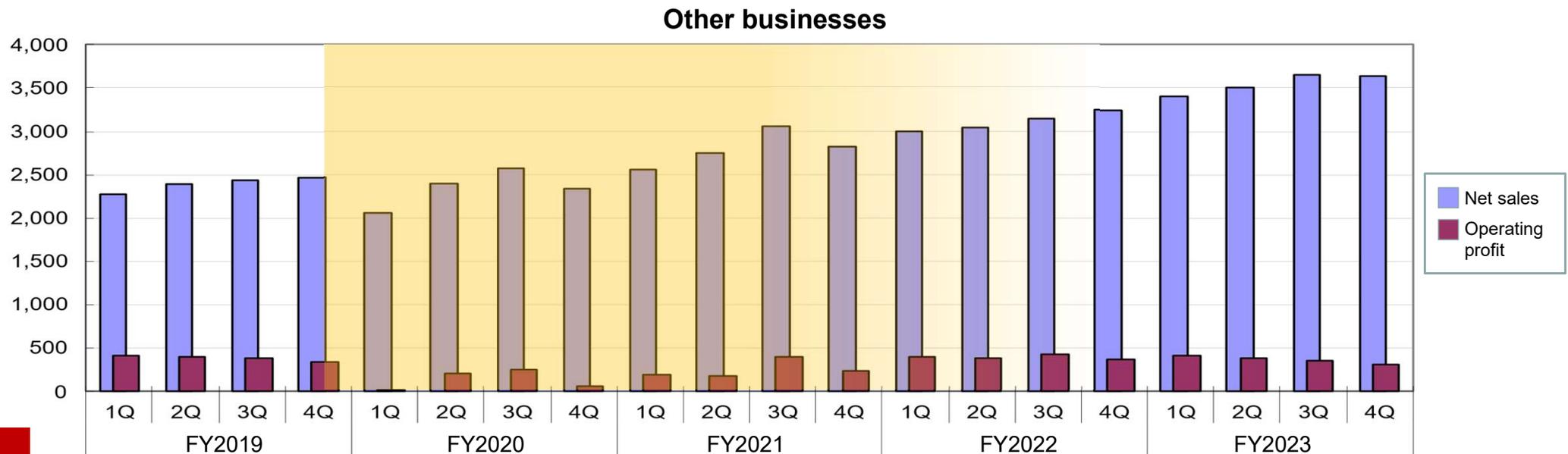
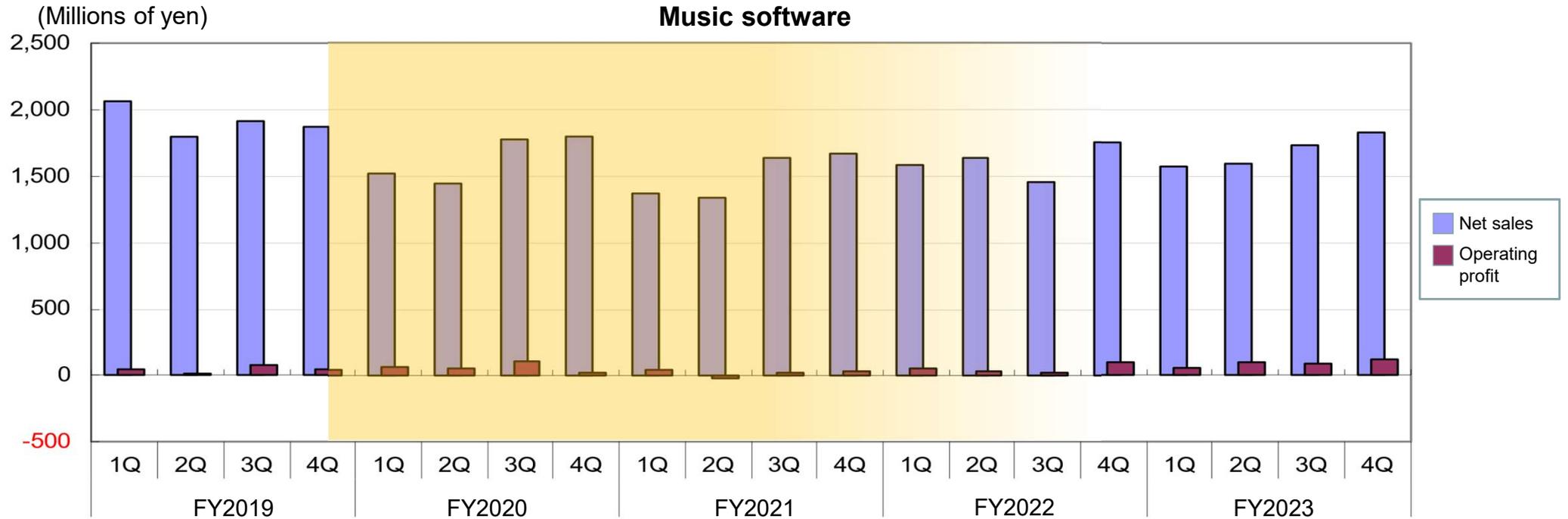
Overview of Financial Results for the Year Ended March 31, 2024: Performance by segment

FY2023



Overview of Financial Results for the Year Ended March 31, 2024: Performance by segment

FY2023



Overview of Financial Results for the Year Ended March 31, 2024:

Commercial karaoke ,Karaoke cabins and restaurants

FY2023

Commercial karaoke

(Millions of yen)

	FY2022	(vs. sales ratio)	FY2023	(vs. sales ratio)	Change	% change
Net sales	57,731	(100.0%)	61,078	(100.0%)	+3,347	+5.8%
Operating profit	13,593	(23.5%)	12,384	(20.3%)	(1,208)	(8.9)%

[Notes]

- Launched new flagship model LIVE DAM AiR in April and shipped more units than originally planned.
- Sought to strengthen the stable profit base by increasing the number of equipment rentals and expediting the replacement of previous models with newer ones.
- Strived to improve our Karaoke DAM products by further expanding our visual content, including live videos, animated videos, and music videos.
- In the seniors' market, strove to increase number of units in operation, as number of facilities allowing sales visits increased; utilized web as well.
- Net sales increased owing to strong shipments of new products and steady increases in the number of equipment rentals and the number of DAM units in operation, while operating profit decreased mainly due to the impact from having invested in the equipment for rental and contents that will form a base of stock income in the future.

Karaoke cabins and restaurants

(Millions of yen)

	FY2022	(vs. sales ratio)	FY2023	(vs. sales ratio)	Change	% change
Net sales	51,584	(100.0%)	64,733	(100.0%)	+13,149	+25.5%
Operating profit	(59)	-	7,100	(11.0%)	+7,159	-

[Notes]

- Karaoke: Open 10, Close 12, Number of karaoke cabins at the period-end 506 Restaurant: Open 11, Close 23*, Number of restaurants at the period-end 159 *Mainly due to integration of mixed business operations
- Due to the downgrading of the status of COVID-19's infectious disease classification in May, we have seen a recovery trend in the flow of customers since the beginning of the fiscal year under review.
- Existing stores compared to pre COVID-19: Karaoke cabins 92%; Restaurants 112%, Existing stores year on year: Karaoke cabins 122%; Restaurants 129%
- For BIG ECHO karaoke cabins, we tried to bring back customers visiting karaoke cabins through collaboration with popular artists as well as various campaigns making 35th anniversary more exciting, such as the Good Company Room and BIG ECHO Karaoke Grand Prix, while introducing the top-end model early in an effort to enhance customer satisfaction.
- For restaurants, we made efforts to increase customer traffic in a wide-ranging manner by, for example, expanding the call center function to win more reservations for banquets and opening three premises in the darts business.

Overview of Financial Results for the Year Ended March 31, 2024: Music software and other businesses

FY2023

Music software

(Millions of yen)

	FY2022	(vs. sales ratio)	FY2023	(vs. sales ratio)	Change	% change
Net sales	6,430	(100.0%)	6,733	(100.0%)	+303	+4.7%
Operating profit	228	(3.5%)	373	(5.5%)	+145	+63.6%

[Notes]

- With events and concerts starting to resume, the music industry has been regaining vigor and product sales of CDs, DVDs, etc. have shown modest recovery.
- The TV program production business progressed as planned.

Other businesses

(Millions of yen)

	FY2022	(vs. sales ratio)	FY2023	(vs. sales ratio)	Change	% change
Net sales	12,411	(100.0%)	14,200	(100.0%)	+1,789	+14.4%
Operating profit	1,581	(12.7%)	1,469	(10.4%)	(111)	(7.0)%

[Notes]

- The parking business operating “The Park” brand made steady progress, and the business scale expanded to more than 2,500 parking facilities and 30,000 parking spots as of the end of the fiscal year under review.
- We took action to increase awareness of “The Park” brand through TV commercials and other channels.
- Our acquisition of Crest Co., Ltd. (“Break Parking”: 700 facilities and 6,000 parking spaces) as a subsidiary had no impact on the current period’s results.

Overview of Financial Results for the Year Ended March 31, 2024:
Consolidated balance sheets

FY2023

(Millions of yen)

	As of March 31, 2023	As of March 31, 2024	Change	Notes
Assets	188,623	211,386	+22,762	
Current assets	93,429	73,479	(19,950)	Decrease in cash and deposits (22,117)
Non-current assets	95,193	137,906	+42,713	Increase in property, plant and equipment (new head office building, etc.) +36,941 Increase in intangible assets (goodwill, etc.) +4,621
Liabilities	80,707	102,394	+21,686	
Current liabilities	35,288	36,914	+1,625	
Non-current liabilities	45,419	65,480	+20,061	Increase in long-term borrowings +20,398
Net assets	107,915	108,991	+1,075	

Overview of Financial Results for the Year Ended March 31, 2024: Consolidated management indicators

FY2023

Profitability

	FY2022	FY2023	Change
Operating profit to net sales (%)	10.1%	12.7%	+2.6%pt
Basic earnings per share (yen)	76.21 yen	117.01 yen	+40.8 yen

Soundness

	As of March 31, 2023	As of March 31, 2024	Change
Net assets (Millions of yen)	107,915	108,991	+1,075
Equity ratio (%)	56.4%	50.9%	(5.5)%pt

Cash flows

(Millions of yen)

	FY2022	FY2023	Change
Cash flows from operating activities	24,869	26,799	+1,930
Cash flows from investing activities	(12,104)	(55,915)	(43,810)
Cash flows from financing activities	(9,493)	6,926	+16,420
Net increase (decrease) in cash and cash equivalents	3,298	(22,117)	(25,415)
Cash and cash equivalents at end of period	71,423	49,306	(22,117)
Free cash flows	12,765	(29,115)	(41,880)

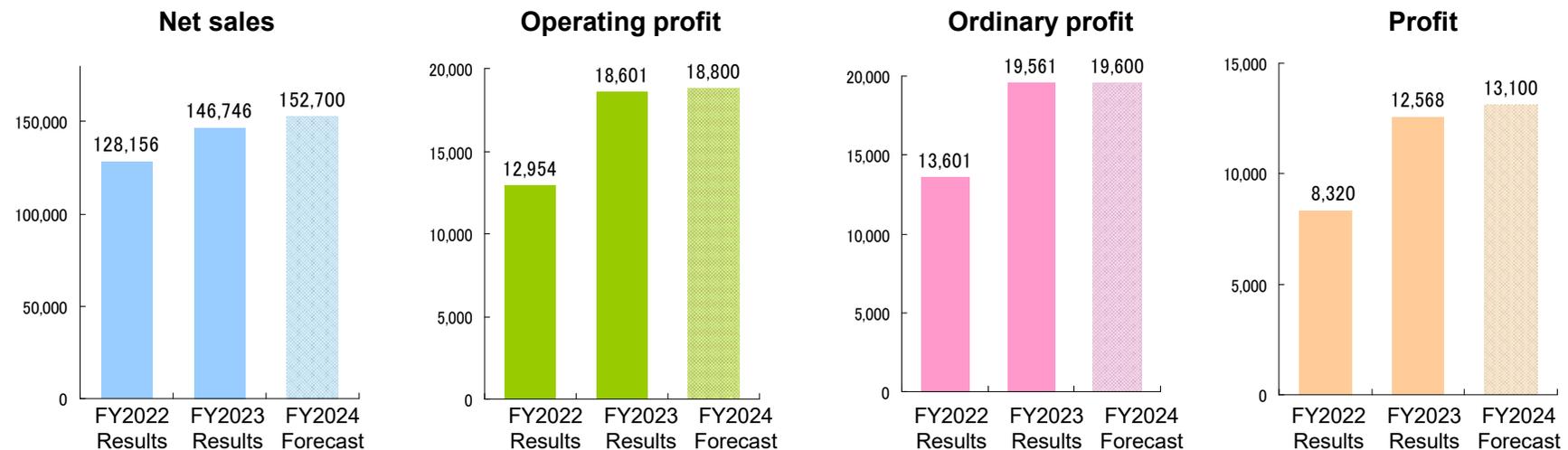
Outlook of Financial Results for the Year Ending March 31, 2025

Outlook of Financial Results for the Year Ending March 31, 2025: Full-year consolidated performance forecasts

FY2023

(Millions of yen)

	FY2022 (year ended March 31, 2023)		FY2023 (year ended March 31, 2024)		FY2024 (forecast) (year ending March 31, 2025)	
Net sales	128,156	-	146,746	-	152,700	-
Operating profit	12,954	10.1%	18,601	12.7%	18,800	12.3%
Ordinary profit	13,601	10.6%	19,561	13.3%	19,600	12.8%
Profit	8,320	6.5%	12,568	8.6%	13,100	8.6%
Earnings Per Share (EPS)*1	76.21		117.01		122.60	



*1 Shares were split on April 1, 2023 at a ratio of 2 for 1 common share. Basic earnings per share were calculated as if said split had been carried out at the beginning of the previous fiscal year.

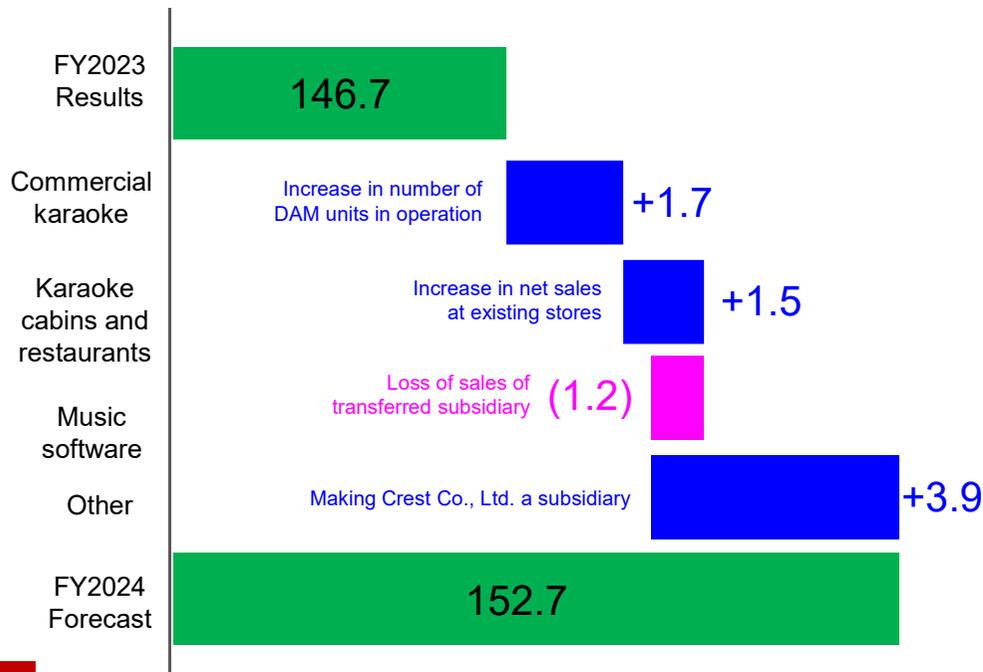
*2 The earnings forecast has been made based on information available as of the publication date of this material, and actual operating results may differ from such forecasts due to various factors.

Outlook of Financial Results for the Year Ending March 31, 2025: Factors for change of net sales/operating profit

FY2023

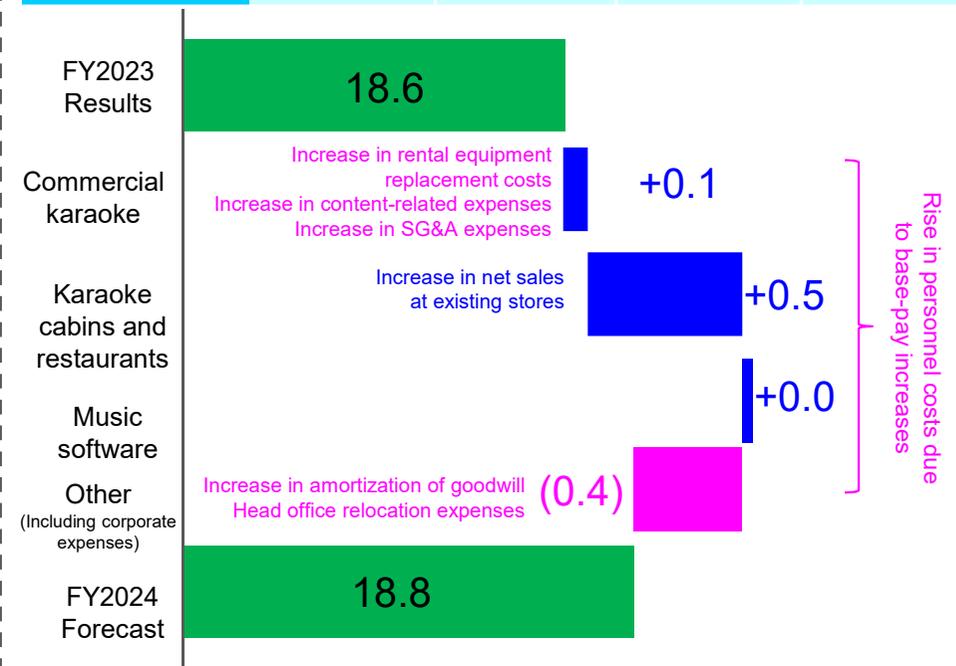
Net sales	FY2023 Results	FY2024 Forecast	Change	% change
Total	146,746	152,700	+5,953	+4.1%
Commercial karaoke	61,078	62,800	+1,722	+2.8%
Karaoke cabins and restaurants	64,733	66,300	+1,567	+2.4%
Music software	6,733	5,500	(1,233)	(18.3)%
Other	14,200	18,100	+3,900	+27.5%

Unit: Billions of yen



Operating profit	FY2023 Results	FY2024 Forecast	Change	% change
Total	18,601	18,800	+199	+1.1%
Commercial karaoke	12,384	12,500	+116	+0.9%
Karaoke cabins and restaurants	7,100	7,600	+500	+7.0%
Music software	373	400	+27	+7.2%
Other	1,469	1,300	(169)	(11.5)%
Corporate expenses	(2,726)	(3,000)	(274)	-

(Millions of yen)



Corporate topics

Optimization of business portfolio

- Full-year impacts of M&A during the current period
 - (1) Music software business: The transfer of UNION TV & MOTION PICTURE CO., LTD. represents a loss of its contributions to net sales (1,500 million yen) and operating profit (100 million yen) in the current period.
 - (2) Other businesses (parking): The acquisition of Crest Co., Ltd. as a subsidiary buoyed sales by 2,500 million but also pushed up goodwill amortization with a 500 million increase in SG&A expenses.

Relocation of head office functions

- Acquired non-current asset in Mita 3-chome, Minato-ku in February 2024 for relocating head office functions.
- Plan to begin the relocation around January 2025; associated costs are expected to be approx. 300 million yen (SG&A expenses).
- Now exploring options for utilizing the current head office building and other real estate, including possibly selling them off.

Rise in personnel costs due to base-pay increases

- Increased the base pay of head office staff as of April 2024 (average increase: approx. 6%).
- The amount of the bottom-line impact is expected to be approx. 1,000 million yen (cost of sales + SG&A expenses).

⇒ We forecast that our earnings will be boosted by higher sales in all business segments except music software, but operating profit will be mostly on par with the current period due to the impact of increases in various costs.



Outlook of Financial Results for the Year Ending March 31, 2025: Initiatives by segment (1)

FY2023

Commercial karaoke business

- During the current period we continued to pursue investment into replacement of rental equipment assets, with a focus on LIVE DAM AiR, as well as investment into karaoke contents such as sound tracks and video. Strengthen stable profit base and aim to further increase value of DAM brand.
- We will seek to increase the number of DAM systems in operation and market share by implementing actions tailored to each market.

Market-focused initiatives

Market	Contribution to DAM sales	Challenges related to external environment/society	Actions
Night business market Snack bars, bars, lounges, etc.	approx. 50%	<ul style="list-style-type: none"> •Number of young managers is growing •Demand is gravitating from provincial/suburban areas to large cities •Temporary post-COVID-19 rebound is sliding back to a slow market contraction 	<ul style="list-style-type: none"> •In addition to the traditional focus on community-based sales, pursue sales that leverage websites like “Karaoke no Madoguchi (Karaoke Sales Portal)” and “Yorumise Navi (Searchable Nightlife Real Estate Directory)” •Offer content for making night life more exciting, such as “Honjitsu Shukkin” •Support efforts to attract customers by offering ideas for standing out from the competition, such as adoption of large screens or harmony microphones
Karaoke cabin market Large chains Small operators	approx. 30%	<ul style="list-style-type: none"> •Demand is gravitating from provincial/suburban areas to large cities •Number of outlets has shrunk due to impact of COVID-19 	<ul style="list-style-type: none"> •Improve product appeal of DAM karaoke systems (enhance lineup of song selections and video content) to capture end user loyalty •Propose ideas for various collaborations and campaigns •Support small operators by proposing franchising (Karaoke CLUB DAM)
Seniors' market Adult day care & other nursing care facilities Community centers & other community facilities	approx. 12%	<ul style="list-style-type: none"> •Senior population is increasing •Small facilities are struggling to stay afloat •Care workers are in short supply •FY2024 revisions to system of nursing/medical care reimbursement 	<ul style="list-style-type: none"> •Expand sales of latest system, FREE DAM LIFE •Promote functions that reduce the burden on nursing care facility staff, such as automatic song selection and scheduling functions •Promote the use of karaoke in dementia prevention programs run by local governments
Other markets Hotels/inns Wedding halls Mixed use facilities etc.	approx. 8%	<ul style="list-style-type: none"> •Demand for banquet services is falling •Nighttime economy demand of inbound/domestic tourists 	<ul style="list-style-type: none"> •Encourage lodging establishments to add karaoke rooms to their facilities •Propose the installation of COCOKARA phone booth-style karaoke systems to create new places where people can sing (game arcades, commercial establishments, offices, etc.) •Explore opportunities for partnering with other industries, such as supermarkets

⇒ Profits are forecast to grow modestly, buoyed by higher sales from increases in the number of DAM systems in operation and equipment rentals, and by rises in cost of sales and SG&A expenses due to upfront investments to strengthen profit base.

■ Dividend forecast

- We decided to increase the dividend forecast for the next fiscal year (FY2024), in comparison to the current fiscal year, at 57 yen (annual).

	FY2023 (Year ended March 31, 2024)			FY2024 Forecast (Year ending March 31, 2025)		
	Interim	Year-end	Annual	Interim	Year-end	Annual
Dividend per share	28 yen	29 yen	57 yen	28 yen (forecast)	29 yen (forecast)	57 yen (forecast)
Dividend per equity	5.8%			5.5%		
Payout ratio	48.7%			46.3%		

■ Repurchasing of shares

- The Company resolved to repurchase the shares at a meeting of the Board of Directors held on May 13, 2024.

<Outline>

Period: From May 14, 2024 to August 31, 2024

Number of shares to repurchase: Up to 1,250 thousand shares *Reference: 1.17% of the total number of shares issued

Amount of repurchase: Up to 2,000 million yen

References

“Singing as we go”

~Let's sing as we go everyday. If we sing, tomorrow will be a better day~

Singing as we go

Let's sing when we're happy.
Let's sing when we're sad to let it all go.
Let's sing to make new friends.
Let's sing when we're alone to connect with ourselves.
Let's laugh as we sing. Let's cry as we sing.
Let's cheer up as we sing.
Singing isn't just fun.
Singing has the power to heal the mind and body,
And lead the world in a better direction.
Adults and kids, young people and old people,
Let's all sing as we go everyday.
If we sing, tomorrow will be a better day.

DAIICHIKOSHO Group will spread the incredible power of singing throughout society through various actions.



DAIICHIKOSHO Group has created the new Group corporate message “Singing as we go” based on our aspiration to have more people enjoy karaoke that rejuvenates the mind and body.

Based on this message, we will spread the incredible power of singing throughout society through various actions and help enrich people's daily lives.

In addition, on Singing special website, we introduce the delightful effects of singing on the mind and body, the power of songs and music, as well as feature articles that will make you want to sing.

■ Singing Special Website:
<https://www.clubdam.com/singing/>



■ Actions for implementing management conscious of the cost of capital and stock price

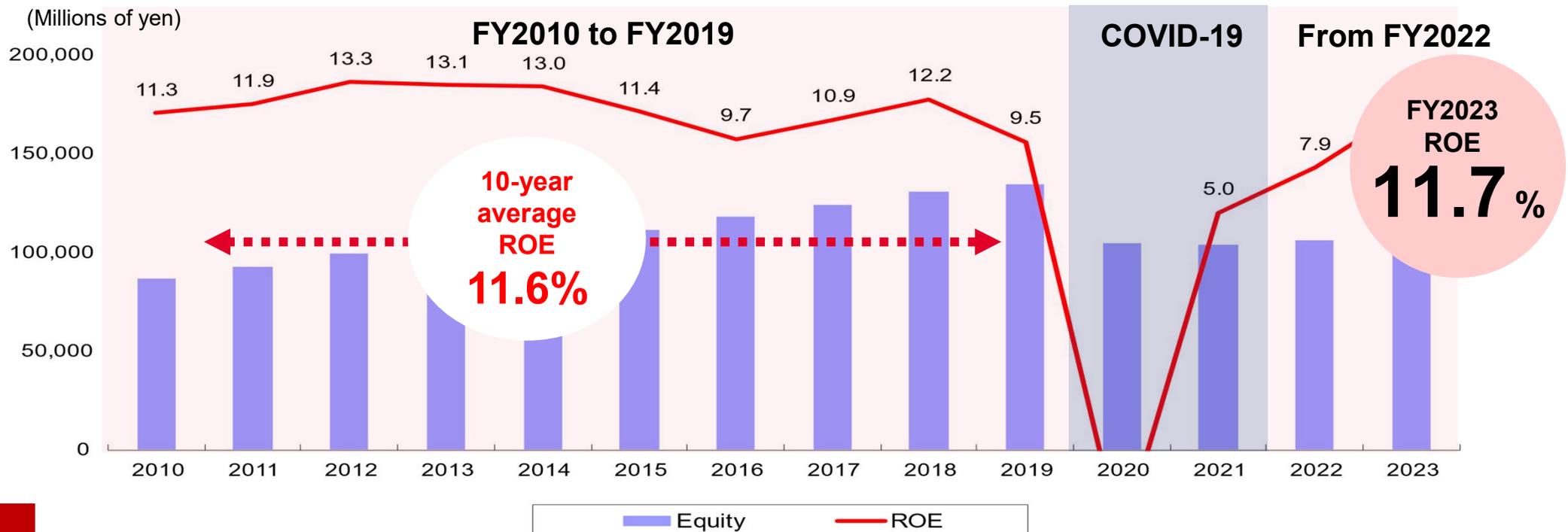
The Company strives to properly ascertain the cost of shareholders' equity and the weighted average cost of capital (WACC) and then compare these figures against the return on capital for our Group. The results of these comparisons are reported to and deliberated on by the Board of Directors.

The Company's return on capital as viewed through the ROE and ROIC metrics declined temporarily due to the impact of the pandemic. Despite that, our return on capital has stayed above the cost of capital, which is the return generally expected by the market. Even when viewed through the PBR and PER metrics, we believe that DAICHIKOSHO CO., LTD. has gained a notable level of recognition from the market.

As we move forward, we will seek to increase operating profit as we pioneer new businesses that will serve as the mainstay for new revenue in addition to enhancing the profitability of our current businesses. We will equally endeavor to enhance the return on capital by optimizing our balance sheet as we execute share repurchases at the appropriate times and take other actions in addition to providing a stable dividend.

In addition, we are also working to reduce shareholders' equity costs through more enhanced information disclosure, including in English.

■ ROE (Return on equity)



■ Dividend distributions & shareholder returns (Past 10 years)

The Company regards both increasing corporate value over the medium- and long-term and returning profits to our shareholders as management issues of vital importance.

Our basic policy is to aggressively return profits to our shareholders in line with consolidated corporate performance using a consolidated payout ratio of 30% or higher as a guide. We have been able to achieve a pay-out ratio higher than that and returned profits through share repurchases.

		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 (forecast)
Profit	(Millions of yen)	13,650	12,599	11,115	13,115	15,600	12,556	(18,782)	5,196	8,320	12,568	13,100
Return on equity (ROE)	(%)	13.0%	11.4%	9.7%	10.9%	12.2%	9.5%	(15.7)%	5.0%	7.9%	11.7%	11.9%
Dividend per share (actual)	(Yen)	100.0	108.0	109.0	111.0	112.0	113.0	113.0	113.0	113.0	57.0	57.0
Dividend per share (after split)	(Yen)	50.0	54.0	54.5	55.5	56.0	56.5	56.5	56.5	56.5	57.0	57.0
Payout ratio	(%)	42.5%	49.5%	56.2%	48.3%	40.8%	50.9%	-	118.7%	74.1%	48.7%	46.3%
Dividend on equity (DOE)	(%)	5.5%	5.7%	5.5%	5.2%	5.0%	4.8%	5.3%	5.9%	5.9%	5.8%	5.5%
Repurchasing of shares	(Millions of yen)	603	1,700	2,166	1,001	1,677	1,719	6,368	0	0	6,000	2,000
Total return ratio	(%)	46.9%	62.9%	75.7%	55.8%	51.5%	64.5%	(67.0)%	118.7%	74.1%	96.2%	61.5%

■ Approach to capital investment

Our Group is engaged in business involving commercial karaoke, karaoke cabins and restaurants, music software, and other operations. We implement plans for new and upgraded equipment principally through investment in new karaoke equipment rentals and audio and visual content production, as well as investment in opening new karaoke cabins and restaurants.

The investment in karaoke equipment rentals for the commercial karaoke business takes the form of installing new karaoke equipment for customers that have just signed lease agreements as well as updating models provided to existing customers. Setting up new equipment for our new clientele, in particular, is dependent upon economic trends and industry availability of equipment ready for delivery. In addition, we emphasize audio and visual content investment that enhances the competitiveness of our karaoke DAM products.

When opening karaoke cabins and restaurants as part of the karaoke cabins and restaurants business, we make plans not only to renovate our current establishments, but also open new cabins and restaurants.

LIVE DAM AiR (DAM-XG8000R)

The highest sound quality,
a live show experience
Further expands the AI experience



- “Ai Assistant” voice recognition feature is compatible with foreign language speech
- Saitama Super Arena and Excite Live Hall are added to “Live Sound” feature
- Largest collection of actual artist/live show video contents in the industry (according to in-house investigation)

Cyber DAM + (DAM-G100W)

Music lineup specialized
for night time



- Equipped with the industry’s first double monitor, processed with anti-virus and anti-bacterial coating
- Add presence with “Live Echo”
- Substantially strengthened enka and pop songs, foreign songs, and duet songs that have been well-received in the night market

SmartDAM AiR (TM30R)

Easier to use! More enjoyable!
More intuitive confirmation of
reserved songs/manipulation of songs settings



- Equipped with new operating panel for intuitive use of most common karaoke features
- New search function that encompasses popular songs in each genre
- Features antiviral/antibacterial coating

FREE DAM LIFE (DAM-F850)

Clearer image and sound
DK elder system for the elderly

- Anti-virus and anti-bacterial specifications
- Function to automatically create progress programs by purpose
- Remote session function that can be enjoyed simultaneously between distant facilities



Party DAM 20V (DAM-PD20V)

Integrated mobile type for hotels
and event venues

- To allow usage as a podium for lectures, the display at the top can be stored in the main body
- Come with a wide variety of party contents for various usage scenes at hotels, inns, wedding halls, etc.



Harmony microphone (WITM-500P/W)

Come with “DAM button” that changes
user’s voice to a more singable sound
quality

- Infrared wireless optimizes compatibility with DAM karaoke system
- High-quality sound eliminating mic feedback
- Come with a switch that changes the voice quality between Sharp ↔ Mild



Karaoke Shops

Big Echo



Karaoke Mac



Karaoke CLUB DAM



Mega Big



B-GARAGE



Restaurants/Bars

Private dining



Rakuzo



Minatoichiya



Senyaichiya



Umekono ie



Kyomachi shizuku



Seseragi wo kikinagara



Jibundoki



Sushi ya Harenohi



Totou



Tokachi Ishikari Hakodate



Bistro ya

Dining bars/bars



Kitchen



FOREST DINER



Amatsu

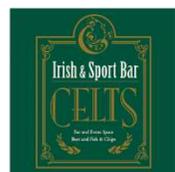


Ginten



Matsuri sakaba

Bars



CELT'S



HIGHBALL BAR



J's Bar

Amusement bars



REGALO



Darts One



MARUNOUCHI BASE

Restaurants/cafes



Ginza Coffee



Mochinoki pasta



Time is Curry



Ichidan

Parking business

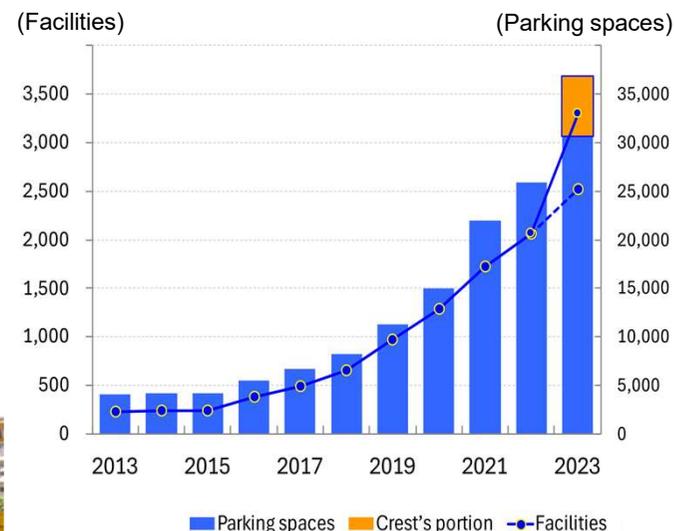
Proposing land utilization and creating more value



Armed with the trust we have built up with our customers nationwide as a leading company in the karaoke industry, we are developing our metered parking business under the name of “The Park,” proposing effective use of land that contributes to local communities which satisfy our customers with safety and security. We provide a thorough support, from establishment of a new facility to follow-up service.

We are promoting this business nationwide to make it a new pillar of our earnings, and as of March 31, 2024 expanded to a scale of 2,500 facilities and 30,000 parking spaces. In February 2024, we made Crest Co., Ltd., which operates “Break Parking” in Tokyo, Osaka, Okinawa, and other cities, a wholly owned subsidiary, bringing the Group’s total to 3,300 facilities and 37,000 parking spaces.

We work to spread awareness of The Park as an attractive option to make use of available land through television commercials (focused on regional cities) that feature Kenichi Mikawa as a fictional Enka singer named “Tochio Katsuyo” (Tochio Katsuyo is a homonym of the Japanese for ‘land use’).



TV commercial mascot character
Tochio Katsuyo

Musicians of music software companies

◆ Enka, Pop

Namito Harada



◆ J-pop

BERRY GOODMAN



◆ Enka, Pop

Kaori Mizumori



◆ J-pop

Jams Collection



BGM Broadcasting Business



[Commercial use]
BGM service utilizing dedicated mobile network.



[Commercial use]
BGM service utilizing NTT Flet's internet network.

*Star digio's service for households (satellite broadcasting) was terminated on March 31, 2024.

Online Business



A karaoke user community service linked to the DAM karaoke system. It allows users to film and record karaoke performances and publish them on the Internet.



Internet streaming karaoke. A monthly subscription service that allows users to enjoy karaoke with video and lyrics with their computer.

The earnings forecast of this material has been made based on information available as of its publication date, and actual operating results may differ from such forecasts due to various factors.

For questions regarding this material, please contact
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