



# CORPORATE PROFILE

DAIICHIKOSHO CO., LTD.

# Singing

Life is better when you sing.



When you're happy, sing it out to the world.

When you're sad, sing away your blues.

When you want to make friends, sing together.

Sing alone and get lost in your own world.

Sing to laugh. Sing to cry. Sing for joy.

Singing isn't only about having a good time.

Singing has the power to nourish body and soul,  
and can change the world for the better.

Young and old, green and wise,

let's all sing together.

We can make tomorrow even better.

DAIICHIKOSHO Group

is doing everything in its power

to spread the magic of singing to society.



# Top Message

As a company that  
provides joy



Tadahiro Hoshi  
President

For over fifty years since its establishment, DAIICHIKOSHO Group has worked to promote a wide range of music as well as enhance functions and content, such as ease of singing, sound quality, and vivid video quality, in the hope that as many people as possible enjoy singing as many songs as possible in karaoke.

In recent years, the opportunities of using karaoke have become diversified. In addition to its traditional role as accessible entertainment, the market has been expanding with the increasing use of karaoke for the promotion of health in welfare facilities and for child development in educational scene.

Furthermore, we are focusing our efforts on the operation of karaoke rooms and restaurants to provide customers with a safe and secure space and service. In order to further enhance the joy of singing, we have introduced new microphones that are too attractive for customers to

ignore: Harmony Pink and Harmony White. These microphones have proved a hit at BIG ECHO and many other stores and establishments equipped with karaoke facilities.

Marking the 30th anniversary of the online karaoke DAM, even in a new era, we will continue our pursuit of the joy of singing and places to sing centered on our basic principle of “Making our services easier to understand and use”. We believe that we can contribute to society and enhance our corporate value by adequately responding to the expectations of these various fields.

The power and possibilities of song are still unlimited, and we will continue to deliver joy to all people as we carry on with our pursuit of business development focused on karaoke.

Introducing DAICHIKOSHO

More music to society, more service to society

DAIICHIKOSHO focuses on karaoke to promote and advance music as a mode of communication.

Commercial Karaoke Business

We are proud of our position as a market pioneer and the leading company in karaoke business.

We provide commercial karaoke system sales and rental and offer musics and videos for online karaoke.



Elder Business

Healthy mind and body with the power of singing and music.

The DK ELDER SYSTEM promotes karaoke as part of preventive care for better health of the elderly.

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Karaoke Room and Restaurant Business

Interpersonal connection space makes the ultimate entertainment.

Management of karaoke rooms "BIG ECHO" and restaurants business "DK DINING".



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Music software business

Offering timeless and popular songs that match the sentiments of people.

We produce and distribute music and video software.



Franchise Business

All-round consulting services for karaoke box management.

We are expanding the franchise chain KARAOKE CLUB DAM.



Parking Business

Town Development Leading to the Future

Proposing new methods of land utilization.



BGM Broadcast Business

Sophisticated BGM creates a pleasant atmosphere.

We offer 110 channels of music broadcasts.



Web Business

Offering the fun of karaoke any time.

We also offer web streaming karaoke services.



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## | Commercial Karaoke Business |

We are proud of our position as  
a market pioneer and the leading company  
in karaoke business.

**DAM**

### DAM supplies high-quality entertainment

DAM holds a dominant share in the karaoke market and delivers sound and videos that make singing fun for karaoke singers around the nation. We plan and develop sophisticated karaoke music and video for commercial karaoke systems for broad-based users. In addition to over 140 direct business offices, sales subsidiaries, corporate sales offices, we also have a strong nationwide distribution network. With our finely

tailored, locally rooted sales activities, we provide karaoke sales and rental solutions from installation to after-sales maintenance for end-to-end support of customer needs as part of our long-term relationship of trust. In recent years, karaoke has become a popular leisure activity, as well as attracting the attention of wellness market, making its way into the wider business domain.



Karaoke market  
**Large share**



Singing is fun  
and enjoyable  
**Sound  
and Videos**



Thoughtful, courteous  
customer service  
**Over 140  
sales bases  
nationwide**

## | Karaoke Room and Restaurant Business |

Interpersonal connection space makes  
the ultimate entertainment.



**DK DINING**  
美味しいが集まるお店たち

### Offering a safe, secure space where customers can relax.

BIG ECHO is one of the largest karaoke facility in japan. Along with clean interiors, excellent sound and video quality, and an extensive food and drink menu, BIG ECHO offers attentive customer service that values the principle of Japanese hospitality for a fun, casual karaoke experience for every customer. In addition, we offer a wide range of concept rooms that customers can select according to the mood and situation so that the joy of singing grows.

Our restaurants, offering delicious food and a comfortable space, provide customers a relaxing time with their close friends. We are expanding the opportunities for our customers to enjoy themselves with more than 25 brands with differing concepts such as dining establishments, darts bar, and entertainment bars.

We continue to pursue further comfort at our stores and strive to create a space where people can connect through karaoke and food.

Spotless booths for inspiring curiosity



Restaurants offer a time to unwind



## Music software business

Offering timeless and popular songs that match the sentiments of people.

**CROWN NIPPON CROWN Co., Ltd.**



### Comprehensive business expansion to promote the music industry.

We release numerous songs to the world through DAIICHIKOSHO Group record companies, NIPPON CROWN Co., Ltd. and Tokuma Japan Communications Co., Ltd. We use organic connections to create synergistic effects in popular hit songs for karaoke, as well as making use of accessible media to promote songs for karaoke and people. We specialize in management operations of artists and the music publication business. By developing a comprehensive music business fused with karaoke, we strive to boost the entire music industry.

#### NIPPON CROWN Co., Ltd.

##### Artists

|                 |               |
|-----------------|---------------|
| Saburo Kitajima | Ichiro Toba   |
| Hiroshi Miyama  | Aimi Tanaka   |
| Tetsuji Kimura  | Junretsu      |
| Yoshiko Hanzaki | BERRY GOODMAN |
| BiS             | Ryota Kaizo   |
| Gacharic Spin   | and more.     |

<https://www.crownrecord.co.jp/>

#### Tokuma Japan Communications Co., Ltd.

##### Artists

Masao Sen  
Ikuzo Yoshi  
Akira Fuse  
Kaori Mizumori  
Hiroko Matsumae  
Akio Kayama  
Nobue Matsubara  
Sanae Jonouchi  
Kawori Aoi  
FES☆TIVE  
Jams Collection  
and more.

<https://www.tkma.co.jp/>



## BGM Broadcast Business

Sophisticated BGM creates a pleasant atmosphere.



Digital radio offers 110 music channels to create the right ambience for retail stores and facilities.

Our commercial BGM broadcast services offer an extensive line-up of channels to deliver sophisticated music to a broad range of commercial facilities including stores using our karaoke services. We support the creation of a comfortable ambience and relaxing space through our BGM.



## Franchise Business

All-round consulting services for karaoke box management.



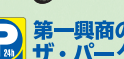
We leverage the expertise we have acquired over many years to ensure the stable management of each store.

DAIICHIKOSHO is looking for a partner in our KARAOKE CLUB DAM franchise chain. We will thoroughly pass on our know-how of karaoke box operation accumulated for more than 35 years. Our comprehensive store management covers everything from the procurement of food ingredients to customer service skills focused on hospitality and sales promotions to attract customers.



## Parking Business

Town Development Leading to the Future



A variety of parking facility options to accommodate all situations.

In today's motorized society, the role of the parking lot is growing every day. It is also an indispensable part of the matured motorized society. While the convenience of mobility has been improved by the remarkable development of transportation infrastructure, illegal parking and the shortage of parking lots have become serious social problems. Our group contributes to local communities and the creation of safe, secure, and comfortable cities through our nationwide network cultivated over many years and our meticulous support rooted in the community.

## Web Business

Offering the fun of karaoke any time.

カラオケ@DAM

DAM★とも

Offering web content for more accessible karaoke.

By offering web-based streaming karaoke and a smartphone application, we strive to enhance services so that customers can enjoy karaoke. The karaoke user community service, DAM★TOMO, works simultaneously with commercial online karaoke DAM to expand the fun of singing karaoke.



# Healthy mind and body with the power of singing and music.

## DK ELDER SYSTEM

**Supports the extension of a healthy life expectancy  
and the enjoyment of an active life for the elderly.**

**DAIICHIKOSHO made an early  
entry into the elderly market.**

Japan is facing the unprecedented growth of an aging society compared to the rest of the world. There are numerous serious concerns about poor medical care, rising social security expenses, the increased burden of nursing care, and a decline in the working-age population.

To prepare for a super-aging society, we developed the DK ELDER SYSTEM in 2001 with the aim of using our main business of karaoke to assist in the preventive care and health maintenance of elderly people, and we have been working to popularize the system. The system leverages the essential enjoyment of "singing and

music" and takes advantage of the benefits of maintaining and increasing the life functions of exercise, singing, and perception to help prevent nursing care and promote the health of the elderly. The system offers an array of music developed with the basic concepts of moving the body and seeing with the eyes to encourage the fun of health-promotion programs continuously called music fitness session.

Singing karaoke with friends helps restore a healthy mind and improve mobility by moving along with music in rhythm. The system promises to help prevent and mitigate dementia by watching images that bring back memories.

**Functional training at nursing facilities and  
the preventive nursing care for healthy people.**

While nursing facilities offer functional training programs in physical exercise like walking, it was a challenge to implement training that users could enjoy continuously. The DK ELDER SYSTEM adds elements of entertainment, "singing and music" to functional training and recreation activities for user comfort and enjoyment. The system has been evaluated to have an additional benefit of functional improvement and has been adopted in numerous



facilities.

On the other hand, there is also a growing awareness of its benefit in preventing nursing care for those who do not require help. In recent years, the DK ELDER SYSTEM has been introduced in an increasing number of community centers and public facilities where active senior citizens gather. The background for this is that the government has announced that it is taking measures against dementia by expanding "gathering places" such as public halls to increase the participation rate of the elderly at such facilities.

Many elderly people are not happy in an expression "preventive nursing care". Because it is also important to address the effort for preventive nursing care by those who feel they do not need help yet, the DK ELDER SYSTEM using karaoke is very effective. This preventive nursing care program is easy for the elderly to use, making

it a popular system among local governments across the country.

**The practice of preventive nursing care  
programs integrates objects and users.**

DAIICHIKOSHO trains instructors who can maximize the benefits of the DK ELDER SYSTEM. We recommend becoming a certified music fitness trainer by acquiring a license issued by the JAPAN Music Health Association to increase cooperation with local governments and to clarify the issue of the decline in nursing care costs and medical costs in the future. We are promoting the practice of nursing care prevention and health promotion programs that integrates objects and users.

It is our wish for the elderly to live an active life for a long time. We support a bright, enjoyable super-aging society with the power of "singing and music" for the extension of a healthy life expectancy.



Basic Policy on Sustainability

The DAIICHIKOSHO Group aims to provide fun and happiness to society and contribute to healthy and enriching lives through karaoke.

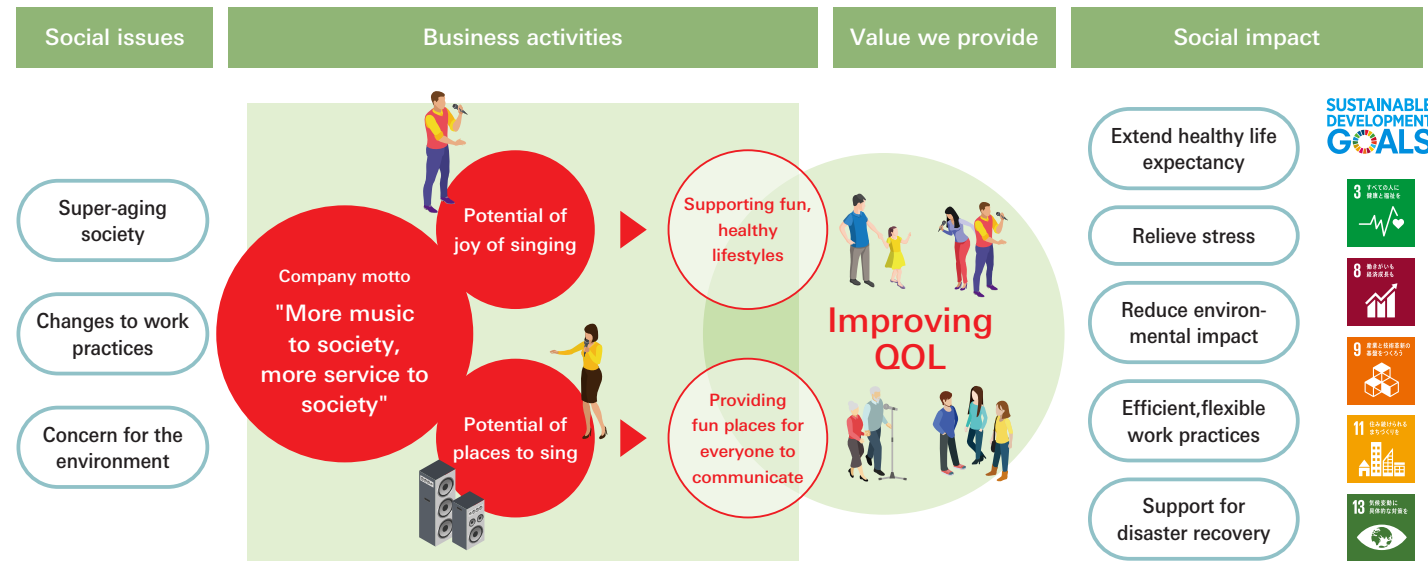
Materiality (Priority Issues)

Amid Japan’s rapidly aging society, the DAIICHIKOSHO Group believes “extending healthy life expectancy” and “enhancing quality of life (QOL)” for the elderly are its priority issues, in line with its Basic Policy on Sustainability. The Group is also earnestly working to solve environmental problems and various other issues faced by society through its business activities. We have built the following governance structure to support our efforts to tackle and solve social issues.

Our Sustainability Story

Exploring the joy of singing and places to sing contributes to improving people’s QOL. Our business of pursuing possibilities is helping to solve issues faced by Japan such as its super-aging society and changing work practices, and tackles global issues set out by the United Nations in its Sustainable Development Goals (SDGs).  
The DAIICHIKOSHO Group will not only continue to bring joy to all people, but will also create new value in various areas such as relieving stress, improving health, preventing the need for nursing care, supporting education, and shaping communication by exploring possibilities of its core business of song and music, developing new markets and solving social issues.

Exploring the potential of the joy of singing to improve customer QOL



Corporate Profile

|   |   |
|---|---|
| Corporate name                          | DAIICHIKOSHO CO., LTD.  |
| Location                                | 5-5-26 Kitashinagawa,<br>Shinagawa City, Tokyo<br>141-8701 Japan<br>Telephone +81-3-3280-2151 (Main)          |
| Established                             | April 16, 1973  |
| Capital                                 | 12,350 million yen  |
| Listed stock market                     | Prime Market<br>of the Tokyo Stock Exchange<br>(Securities code: 7458)  |
| Number of employees                     | 1,932 company employees<br>3,411 group employees<br>(As of the end of March 2024)                             |
| Business description                    |   |
| Commercial<br>karaoke business          | Sales and rental of commercial kara-<br>oke systems and the offering of<br>music and video for online karaoke |
| Karaoke room and<br>restaurant business | Management of karaoke rooms<br>"BIG ECHO" and restaurants   |
| Music software<br>business              | Production and distribution of music<br>and video software  |
| Other businesses                        | Parking business<br>Real estate leasing business<br>BGM broadcast business<br>and other.                      |
| URL                                     | <a href="https://www.dkkaraoke.co.jp/english/">https://www.dkkaraoke.co.jp/english/</a>                       |

Executives

As of June 21, 2024

Directors / Corporate Auditors

|  |                   |
|--|-------------------|
| President                              | Tadahiro Hoshi    |
| Director                               | Kenji Otsuka      |
| Director                               | Takeshi Iijima    |
| Director                               | Harutoshi Hoshi   |
| Director (Outside, Part-time)          | Katsuya Taruishi  |
| Director (Outside, Part-time)          | Miki Kashizaki    |
| Corporate Auditor (Outside, Standing)  | Hiroshi Umetsu    |
| Corporate Auditor (Standing)           | Fumiaki Koizumi   |
| Corporate Auditor (Part-time)          | Hiroyoshi Shibano |
| Corporate Auditor (Outside, Part-time) | Masakane Fukuda   |

Corporate Officers

|                                       |                    |
|---------------------------------------|--------------------|
| President and Chief Corporate Officer | Tadahiro Hoshi     |
| Senior Managing Corporate Officer     | Yuichi Murai       |
| Senior Managing Corporate Officer     | Yasuhito Watanabe  |
| Senior Managing Corporate Officer     | Kenji Otsuka       |
| Senior Managing Corporate Officer     | Takeshi Iijima     |
| Senior Corporate Officer              | Harutoshi Hoshi    |
| Senior Corporate Officer              | Noriyuki Takehana  |
| Senior Corporate Officer (Part-time)  | Shuichiro Odajima  |
| Corporate Officer                     | Hiroshi Kunitsu    |
| Corporate Officer                     | Takeshi Sekizawa   |
| Corporate Officer                     | Kenji Suda         |
| Corporate Officer                     | Toshiharu Egashira |
| Corporate Officer                     | Ken Ohyama         |

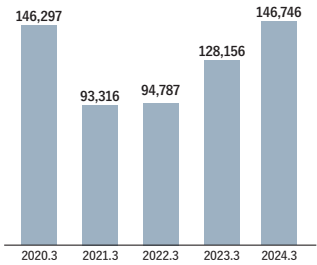


# Financial Results

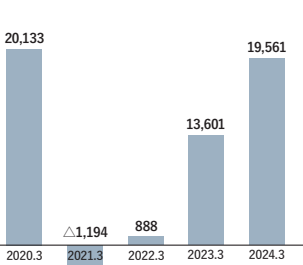
## Consolidated

(millions of yen)

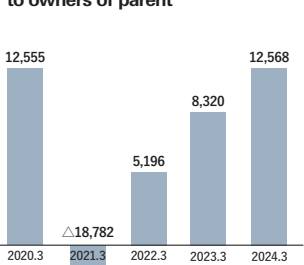
### Net Sales



### Ordinary Income



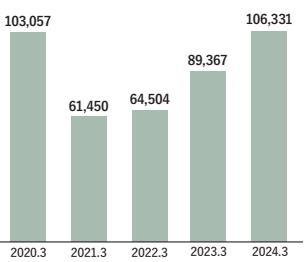
### Net Income attributable to owners of parent



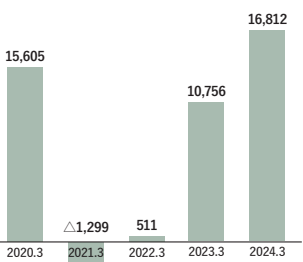
## Unconsolidated

(millions of yen)

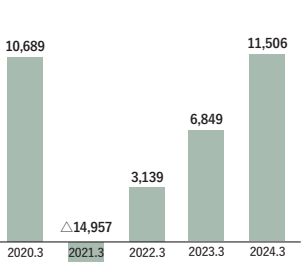
### Net Sales



### Ordinary Income



### Net Income



# History

|           |      |  |
|-----------|------|--|
| March     | 1971 | HOSHI SHOTEN founded by late Tadahiko Hoshi (former Honorary Chairman) in Chofu City, Tokyo, and commenced sales of audio equipment.*  |
| February  | 1976 | Changed the NITTO INC. trade name and business direction to form DAIICHIKOSHO CO., LTD., in Nakano City, Tokyo, and commenced the commercial karaoke business.   |
| May       |      | Commenced sales of the Play Sound "TD-201" 8-track karaoke system and the "A Series" of karaoke tapes.   |
| October   | 1978 | Formed COSMO CO., LTD., (currently SHIZUOKA DAIICHIKOSHO CO., LTD.) in Hachioji City, Tokyo, as the first sales subsidiary in Japan (as of the end of March 2024, we have 25 domestic subsidiaries and other affiliates.). |
| April     | 1979 | Established the Tokyo Branch Office in Nakano City, Tokyo, as our first sales center for the karaoke equipment retail and leasing business (as of the end of March 2024, we have 49 direct business offices).              |
| April     | 1982 | Established the Nagoya corporate sales office in Nagoya City, Aichi, as our first center in the karaoke equipment wholesale business (as of the end of March 2024, we have 8 corporate sales offices).                     |
| June      |      | Relocated to a newly constructed head office building in Nakano-ku, Tokyo (current Tokyo Branch)   |
| May       | 1983 | Commenced sales of the "LD-V10" laser disc (LD) karaoke system.  |
| October   |      | Commenced sales of the "CDK-4000" compact disc (CD) karaoke system.  |
| September | 1984 | Founded DK FINANCE CO., LTD., in Nakano City, Tokyo as a financial subsidiary.   |
| October   | 1986 | Commenced sales of the "LC-V30" LD karaoke system with auto-changer function.  |
| July      | 1988 | Founded Daiichi Kosho U.S.A. Inc. in New York City as an overseas subsidiary (as of the end of March 2024, we have 2 overseas subsidiaries).   |
| September |      | Established the first karaoke room "BIG ECHO" Futamatase in Fukuoka City, Fukuoka (559 stores as of the end of March, 2024).   |
| January   | 1989 | Relocated to a newly constructed head office building in Shinagawa-ku, Tokyo.  |
| September | 1992 | Commenced sales of the "DVK-2000" CD karaoke system using video compression (DV-I).  |
| October   | 1993 | Commenced sales of the "CDK-7F" VCD karaoke system using video compression (VCD).  |
| April     | 1994 | Commenced sales of the "DAM-6400" online karaoke system and also began distribution of online karaoke sound source (MIDI).   |
| September | 1995 | Stock shares listed with Japan Securities Dealers Association.   |
| May       | 1996 | Issued first unsecured convertible bonds.  |
| October   |      | Participated in multi-channel satellite digital broadcast service "PerfectTV!" (currently "SKY PerfectTV!"), and started broadcasting business.  |
| March     | 2000 | Commenced ringtone service for mobile phones.  |
| June      |      | Commenced Internet streaming karaoke service "karaoke@DAM".  |
| February  | 2001 | Commenced the "DK ELDER SYSTEM" sales of content useful for health maintenance and preventive care of elderly people.  |
| July      |      | The shareholding ratio increased due to the additional acquisition of shares, and made the record label NIPPON CROWN Co., Ltd. a subsidiary. (as of the end of March 2024, we have 6 music software subsidiaries).         |
| October   |      | Acquired all shares of Tokuma Japan Communications Co., Ltd., a record label subsidiary of Tokuma Group, to make it a subsidiary.  |
| October   | 2003 | Acquired all shares of Tri-M, Inc., music software company, to make it a subsidiary.   |
| December  | 2004 | Canceled over-the-counter registration with the Japan Securities Dealers Association and listed with JASDAQ Securities Exchange.   |
| December  | 2008 | Commenced karaoke user community service "DAM★TOMO".   |
| April     | 2010 | Upon the merger of JASDAQ Securities Exchange and Osaka Securities Exchange, listed with Osaka Securities Exchange JASDAQ.   |
| June      |      | Acquired all shares of BESTA FOODS, INC., which developed the karaoke gastropub chain MATSURI ITCHO, to make it a subsidiary of the Group.   |
| August    | 2011 | Absorption-type merger with BESTA FOODS, INC.  |
| July      | 2012 | Issued first and second unsecured corporate bonds.   |
| July      | 2013 | Upon the merger of Tokyo Stock Exchange and Osaka Securities Exchange, listed with Tokyo Stock Exchange JASDAQ (Standard).   |
| February  | 2014 | Acquired all shares of ADVAN CO., LTD., and GOLD CO., LTD., operators of "KARAOKE BANANA CLUB" at locations around the Shikoku region as a subsidiary.   |
| May       | 2015 | Merged with ADVAN CO., LTD. and GOLD CO., LTD.   |
| December  |      | Listed to the First Section, Tokyo Stock Exchange, Inc.  |
| June      | 2017 | Acquired all shares of Airside Co., Ltd., operator of "KARAOKE MAC" in the Tokyo area, as a subsidiary.  |
| April     | 2022 | Changed the listed market to the Prime Market in accordance with the restructuring of market classifications of the Tokyo Stock Exchange.  |
| February  | 2024 | Acquired all shares of Crest Co., Ltd., which operates "Break Parking" in areas including Tokyo, Osaka and Okinawa, as a subsidiary.   |

\*Formerly, DAIICHIKOSHO had a privately managed business known as HOSHI SHOTEN. It was founded in March 1971 in Chofu City, Tokyo, as a distributor of audio equipment. The business expanded substantially, and in February 1976, we took over an inactive company called NITTO INC. (founded in April 1973), and changed the business objectives and the name to DAIICHIKOSHO CO., LTD., and began business as a corporation.