



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.

MESSAGE

Promoting mental well-being through karaoke



President **Tadahiro Hoshi**

We at DAIICHIKOSHO have contributed to the promotion of music culture through karaoke for many years.

Karaoke, which allows people to actively enjoy music by singing, has become a popular pastime in daily life, and it is also recognized for its positive effects on both mental and physical well-being, such as relieving stress and stimulating the brain. As a result, our business scope has expanded beyond the realm of entertainment to include fields such as nursing care, welfare, and education.

We are also committed to creating comfortable and convenient spaces. We operate karaoke rooms and dining establishments in prime locations where people gather, striving for safety, relief, and comfort, and creating spaces where people can connect through karaoke and food. In recent years, we have leveraged the strong relationships of trust we have built with local communities through our existing businesses to focus on our parking operations. With technological advancements and changes in urban lifestyles, the form of coin-operated parking continues to evolve.

We are committed to flexibly adapting to these environmental changes and meeting expectations for creating comfortable and convenient communities. Going forward, we aim to continue supporting the creation of a richer society by being a familiar presence to everyone, regardless of age or gender, through our karaoke-centered businesses. Please look forward to DAIICHIKOSHO as we continue to deliver 'joy' into the future.

Creating healthy lives Creating a prosperous society

We aim to realize healthy lifestyles and an enriched society by expanding our business scope into new areas centered around karaoke.

anytime, anywhere

Creating environments where everyone can enjoy karaoke with ease in one's spare time or while shopping

Bringing songs

closer to you,

Singing for mental well-being

Delivering uplifting sound and video together with supporting mental well-being

> The joy of singing in a comfortable environment

Placing safety and relief first, we create spotless stores

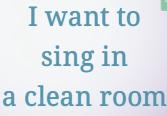


Being there for everyone, we will build a bright future together

OUR VISION

Creating healthy lives Creating a prosperous society

I want to enjoy high-quality karaoke





Sound and video that stirs the heart Giving everyone the satisfying DAM experience

DAM continues to supply a wide array of content in line with current trends, delivering the joy of singing and new surprises. In addition, our nationwide network of karaoke establishments provides moments to cherish for all our customers. Our equipment and spaces create a thoroughly satisfying karaoke experience.

Total Production of Karaoke Facilities



We provide DAM commercial karaoke systems and produce karaoke content to accommodate all user needs. Our nationwide sales offices and distribution network ensure attentive customer service.



Operation of Karaoke Facilities



Starting with BIG ECHO, we have operated karaoke facilities for many years. With our clean interiors, extensive food and drink menu, and attentive customer service, customers can enjoy karaoke in comfort. We utilize our store management know-how to provide comprehensive support to KARAOKE CLUB DAM franchisees.



KARAOKE CLUB DAM 、





I want to sing my heart out for just a short time



I want to make music a bigger part of my daily life



A multifaceted approach for a life filled with music

We offer a full range of spaces for singing tailored to usage scenarios and lifestyles so that anyone can enjoy karaoke with ease. We are expanding our scope of business centered around karaoke, striving to enhance service value by leveraging synergies unique to our company.

Expansion of Karaoke Spaces



We are making karaoke more accessible by creating environments where people can enjoy singing with ease, such as by installing our small-group karaoke system COCOKARA, in all kinds of facilities and proposing the introduction of karaoke rooms in supermarkets.



Consumer Karaoke

Web content for more accessible karaoke



Home Karaoke



Commercial BGM Services

An extensive line-up of 110 channels



Commercial BGM



Record Labels

Distributing quality music compositions





TOKUMA JAPAN COMMUNICATIONS





NIPPON CROWN

OUR VISION

Creating healthy lives Creating a prosperous society

I want to
have special times
with my friends
over delicious
meals



Bringing life to communities with our wide-ranging business operations

We offer restaurants suitable for any occasion with friends and loved ones. Our parking business proposes effective land utilization, supporting landowners in enhancing asset value while pursuing user convenience. We are contributing to community development by enhancing the appeal of local communities.

Operation of Restaurants







Management of Coin-operated Parking



THE PARK has been developed by utilizing our community-based network and meticulous responsiveness cultivated through our karaoke business. We propose optimal plans tailored to the characteristics of the land. We are engaged in resolving such urban issues as parking lot shortages and illegal parking.

THE PARK 、





I want to
have fun and
be healthy
through singing
and music

I want to connect more with others through singing

Building a new healthcare platform to keep everyone smiling

We developed the DK ELDER SYSTEM to be the first to address aging society issues through the use of our karaoke technology. We offer a wide assortment of unique content that delivers health benefits while having fun. We strive to create a society where everyone can live long active lives while also improving their quality of life with the power of singing and music.

Efforts to Extend Healthy Life Expectancy



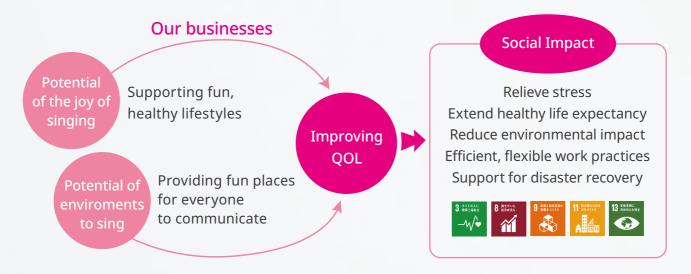
The DK ELDER SYSTEM, a comprehensive lifestyle function improvement device, is equipped with various features to help maintain and improve motor, oral, and cognitive functions. By continually putting into practice our original program that combines these elements at facilities where the elderly gather, they can enjoy themselves while working to improve their health. Encouraging health promotion and preventive care among the elderly will help to extend healthy life expectancy.





Aiming for sustainable growth as a company that contributes to colorful lifestyles

Our business model of pursuing the possibilities of the joy of singing is in line with the Sustainable Development Goals (SDGs) set forth by the United Nations, and contributes to resolving various social issues, such as the super-aging society and changing work practices. We will continue to build an optimal governance structure to realize a sustainable society and make sincere efforts to contribute to society.



Our Initiatives

1.Extension of Healthy Life Expectancy

Our Elder Business involves activities to support the elderly in maintaining their health and preventing nursing care. In recent years, we have been increasingly commissioned by local governments to provide general preventive care services. We are dedicated to helping the elderly in local communities continue their health promotion activities as they enjoy time with their peers by holding music health classes. These efforts help create gathering places and allow the elderly to maintain and rebuild social connections. Extending healthy life expectancy is an important issue that improves the quality of life of each individual and contributes to the sustainability of society as a whole.

2.Environmental Measures

Our establishments are committed to sustainable resource recycling. We participate in the "Fry to Fly Project" and provide waste cooking oil produced from cooking as a raw material for SAF (sustainable aviation fuel). Uniforms that are no longer needed are converted into solid fuel through thermal recycling and reused as heat energy. In addition, we are committed to reducing the environmental impact of our daily operations through such efforts as introducing toilet paper made from recycled paper.

3.Ensuring Safety and Security

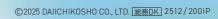
At our establishments, we prioritize the safety and security of our customers and employees above all else. This is achieved through rigorous hygiene management based on HACCP, along with regular inspections of firefighting equipment, evacuation routes, and kitchen appliances, as well as the implementation of fire drills. In the event of a major disaster, all BIG ECHO locations will function as disaster response stations, providing water, restrooms, rest areas, power, Wi-Fi, and road information to those who have difficulty returning home.

Sustainability \

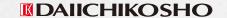








COMPANY INFORMATION



Corporate Profile

Corporate name DAIICHIKOSHO CO., LTD.

Location 5-5-26 Kitashinagawa, Shinagawa City, Tokyo 141-8701 Japan

Telephone +81-3-3280-2151 (Main)

Start a business February 1976

Capital 12,350 million yen

Listed market Prime Market of the Tokyo Stock Exchange

Securities code 7458

Corporate number 6010701005431

Qualified invoice issuer T6010701005431 registration number

Number of employees 3,516 number of employees (consolidated) / 2,038 number of employees

(As of the end of March 2025)

Business description • Commercial karaoke business

Sales and rental of commercial karaoke systems and the offering of music and video for online karaoke

 Karaoke room and restaurant business Management and operation of karaoke rooms and restaurants

Music software business Production and distribution of music and video software

Other businesses

Parking management, Real estate leasing, BGM broadcast, and other

Executives

Directors / Corporate Auditors		Corporate Officers		
President	Tadahiro Hoshi	President and Chief Corporate Officer	Tadahiro Hoshi	
Director	Kenji Otsuka	Senior Managing Corporate Officer	Yasuhito Watanabe	
Director	Takeshi Iijima	Senior Managing Corporate Officer	Kenji Otsuka	
Director	Hiroshi Kunitsu	Senior Managing Corporate Officer	Takeshi Iijima	
Director (Outside, Part-time)	Katsuya Taruishi	Senior Managing Corporate Officer	Hiroshi Kunitsu	
Director (Outside, Part-time)	Chieko Takahashi	Managing Corporate Officer	Takeshi Sekizawa	
Corporate Auditor (Outside, Standing)	Hiroshi Umetsu	Managing Corporate Officer	Ken Ohyama	
Corporate Auditor (Standing)	Fumiaki Koizumi	Senior Corporate Officer	Harutoshi Hoshi	
Corporate Auditor (Part-time)	Hiroyoshi Shibano	Senior Corporate Officer	Shuichiro Odajima	
Corporate Auditor (Outside, Part-time)	Masakane Fukuda	Corporate Officer	Kenji Suda	
		Corporate Officer	Toshiharu Egashira	
		Corporate Officer	Isao Kadonosaka	

COMPANY INFORMATION



2022.3 2023.3 2024.3 2025.3

2021.3

Financial Results



2021.3

2022.3 2023.3 2024.3 2025.3

History	7

February 2024

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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.**
/lay		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 2025, 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 2025, 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 2025, we have 8 corporate sales offices).
une		Relocated to a newly constructed head office building in Nakano-ku, Tokyo (current Tokyo Branch)
/lay	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.
uly	1988	Founded Daiichi Kosho U.S.A. Inc. in New York City as an overseas subsidiary (as of the end of March 2025, we have 2 overseas subsidiaries).
September		Established the first karaoke room "BIG ECHO" Futamatase in Fukuoka City, Fukuoka (as of the end of March 2025, we have 662 karaoke rooms and restaurant
anuary	1989	Relocated to a newly constructed head office building in Shinagawa-ku, Tokyo.
eptember	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).
pril	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.
/lay	1996	Issued first unsecured convertible bonds.
October		Participated in multi-channel satellite digital broadcast service "PerfecTV!" (currently "SKY PerfecTV!"), and started broadcasting business.
March	2000	Commenced ringtone service for mobile phones.
une		Commenced Internet streaming karaoke service "karaoke@DAM".
ebruary	2001	Commenced the "DK ELDER SYSTEM" sales of content useful for health maintenance and preventive care of elderly people.
uly		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 2025, we have 6 music software subsidiaries).
October		Acquired all shares of Tokuma Japan Communications Co., Ltd., a record label subsidiary of Tokuma Shoten Group, to make it a subsidiary.
October	2003	Acquired all shares of Tri-M, Inc., music software company, to make it a subsidiary.
ecember	2004	Canceled over-the-counter registration with the Japan Securities Dealers Association and listed with JASDAQ Securities Exchange.
ecember	2008	Commenced karaoke user community service "DAM★TOMO".
pril	2010	Upon the merger of JASDAQ Securities Exchange and Osaka Securities Exchange, listed with Osaka Securities Exchange JASDAQ.
une		Acquired all shares of BESTA FOODS, INC., which developed the karaoke gastropub chain MATSURI ITCHO, to make it a subsidiary of the Group.
ugust	2011	Absorption-type merger with BESTA FOODS, INC.
uly	2012	Issued first and second unsecured corporate bonds.
uly	2013	Upon the merger of Tokyo Stock Exchange and Osaka Securities Exchange, listed with Tokyo Stock Exchange JASDAQ (Standard).
ebruary	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 subsidia
Лау	2015	Merged with ADVAN CO., LTD. and GOLD CO., LTD.
ecember		Listed to the First Section, Tokyo Stock Exchange, Inc.
une	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.

Acquired all shares of Crest Co., Ltd., which operates "Break Parking" in areas including Tokyo, Osaka and Okinawa, as a subsidiary.