

## o Our Stakeholders



President

Saburo Hayashi

I would like to take this opportunity to express my sincerest appreciation for your ongoing support.

The 41st term got off to a good start, with orders for the latest model, LIVE DAM STADIUM, following its long-awaited launch in April, exceeding expectations to the point of causing a supply shortage. We have gotten such positive feedback that we are confident that the LIVE DAM STADIUM will steadily continue to increase DAM fans.

Meanwhile, "BIG ECHO", Japan's largest karaoke room business, is aiming to continue its expansion by opening karaoke rooms in optimal locations. We will continue to establish best locations that offer the ultimate in customer satisfaction. In the restaurant business, we will develop new type of restaurants that offer the level of quality comparable to specialty stores while building a solid earnings base by maintaining a well-balanced sales structure.

The music software business, on the other hand, has been struggling amid harsh business conditions. We will make persistent efforts in our business activities by focusing on discovering and fostering artists with potential and creating hits that will be popular with a wide audience, and aim for a quick recovery of our performance.

February 2016 will mark the 40th anniversary since the Company commenced its business. We have been able to achieve this feat primarily because our services have always fulfilled the specific needs of society. In particular, the elder business, which our company has been focusing in recent years and in which we feel proud, meets the needs of the times and of society and has been contributing to society by preventing care dependence among the elderly and supporting the formation of communities.

The Company will continue to make a concerted effort to live up to the expectations of our stakeholders. We, therefore, ask for your continued support and understanding.

# LIVEDAM

### **Pursuing the Ultimate in Live Sounds and Videos**

The flagship model, LIVE DAM STADIUM, has been enthusiastically received as a brand new experience in karaoke.





### FOR "BIG ECHO" OPERATIONS

We spoke to

Kenichi Nemoto, Senior Managing Director and Senior Corporate Officer, Exective Director, Store Business Headquarters



# Creating new needs towards the expansion of the market Reinforcing efforts to capture "main party" demand

When people think of karaoke, they usually picture the type of entertainment offered at "after parties." However, the Company is focusing on measures to capture "main party" demands.

The elements required by the main party include private rooms in addition to good location and good food. From this perspective, BIG ECHO may be said to be particularly well-suited to capture such main party demand and to have a leading edge with its conveniently-located and well-balanced mix of urban-, residential area- and suburban-stores across the nation. Additionally, the Company, by operating nearly 200 restaurants, is well aware of the demands made by the customers on foods and beverages.

Since October 2014, BIG ECHO has been offering the Party Course Menu, which is a high-quality menu developed by the Company's menu development staff for its restaurants. Each location also has a "Restaurant Room," which has been set aside for patrons who primarily want to enjoy a delicious meal. Each "Restaurant Room," equipped with a dining table and comfortable separate chairs, offers the ambience of an elegant restaurant. We believe that we will be to capture main party demand by offering the type of food and facilities that can be enjoyed by our patrons as a full dining experience.

### Meeting diverse needs and proposing new ways of enjoying karaoke

BIG ECHO has also been implementing various innovations in creating its space.

BIG ECHO is equipped with rooms that offer the latest in sound systems and performance effects including the "Live Room" with a stage and microphone stand, the "Lighting Room" with lights that change color according to the song that is being performed, and the "Recording Room," in which the user can make his or her own CD with professional recording equipment. In addition, BIG ECHO also offers concept rooms that have been customized to the needs of the customers, such as the "Elegant Room" decorated with female tastes and equipped with comfortable over-sized sofas, and the "Kids Room" where mothers can sing with a peace of mind.

Additionally, we offer limited-time "Collaboration Rooms" in collaboration with popular artists, sports teams and local characters, which have proven to be so popular that we have had to extend their duration and in some cases have had to limit their hours of usage.

Furthermore, when a user of the "Dual Monitor Room," which utilizes the LIVE DAM STADIUM launched in April 2015 which is equipped with two 100-inch projectors, tweeted on Twitter that the experience "was incredible and comparable to being in a live venue," users in Tokyo and Osaka took notice, and the "Dual Monitor Room" suddenly became extremely popular that nearly 80 reservations per location were received in the month of October alone. As a manufacturer of karaoke equipment, we will certainly continue to provide enhanced singing equipment including sound systems and videos and also hope to stimulate demand by proposing new and innovative ways of enjoying karaoke.

And finally, we are also making efforts to attract elderly customers. Certain location have been targeting customers from this age group and using the party rooms to hold karaoke cafe, called THE HIT PARADE, on a regular basis and providing opportunities for communication among the participants. We believe that such efforts, by cooperating our elder business, will contribute to the rejuvenation of the regional community.

#### Aiming to become No.1 in customer satisfaction by creating stores that offer exceptional hospitality

In FY2014, BIG ECHO, for the first time in 17 years, reclaimed its position as No.1 sales in the karaoke room industry. Nevertheless, our market share is still less than 10% and there is still ample room for growth. Meanwhile, intensified competition has fueled the trend towards lower prices, the effects of which has been casting shadow over the entire industry. While the Company will continue to make efforts to provide its services at reasonable prices, it also intends to reinforce its personnel training in order to enhance its customer service capabilities and aim for No.1 in customer satisfaction. We intend to create stores that emphasize hospitality and win the support of our customers by means other than offering lower prices.

Going forward we hope to meet your expectations by opening stores throughout Japan in a well-thought out and well-balanced manner.

# The Party Course: Excellent value which combines the specialty menu with 3-hour free room charge

BIG ECHO offers the fun and delicious Party Course, which can be used for various occasions including parties with family and close friends and corporate year-end / new-year parties.

There are three courses which offer select menus comprising everything from appetizer to dessert. All three courses, i.e. the "Specially Selected Course" (total of eight dishes), which combines Japanese and Western cuisine; the "Girls' Party Course" (total of nine dishes), which offers a little luxury exclusively for women; and the "Family Course" (total of nine dishes), which will even please small children, can be enjoyed by parties of three or more. The price for all three courses is 2,000 yen (excluding tax) per person, including the 3-hour room charge. The menus which offer authentic taste at reasonable prices are proving to be extremely popular among our customers.



Specially Selected Course



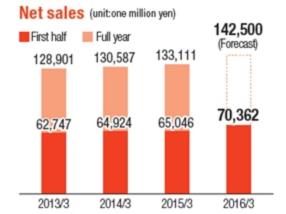


Girls' Party Course

Family Course

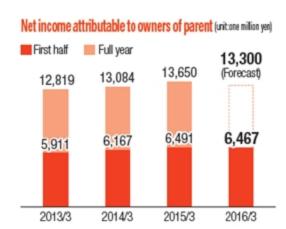
### INANCIAL HIGHLIGHTS

Item	2014/3		2015/3		2016/3	
item	First Half	Full year	First Half	Full year	First Half	Full year (Forecast)
Operating results (Millions of yen)						
Net sales	64,924	130,587	65,046	133,111	70,362	142,500
Operating income	10,089	19,139	9,688	19,034	9,910	20,700
Operating income to net sales (%)	15.5	14.7	14.9	14.3	14.1	-
Ordinary income	10,859	21,227	10,791	21,082	10,727	22,500
Net income attributable to owners of parent	6,167	13,084	6,491	13,650	6,467	13,300
Financial position (Millions of yen)						
Total assets	160,771	161,587	173,013	180,312	177,631	-
Net assets	103,928	102,268	106,321	110,264	109,692	_
Cash flows (Millions of yen)						
Net cash provided by operating activities	12,746	27,298	11,442	30,264	12,472	-
Net cash used in investing activities	(9,109)	(15,415)	(10,804)	(18,459)	(15,320)	_
Net cash provided by (used in) financing activities	(2,503)	(9,458)	7,071	3,672	(4,100)	-
Cash and cash equivalents at the end of period	43,071	44,381	52,156	60,007	53,011	_
Per share data (Yen)						
Net income per share	103.27	219.68	111.75	235.13	111.85	230.78
Net assets per share	1,721.68	1,736.70	1,812.11	1,879.44	1,881.43	_
Dividend per share	30.00	35.00	50.00	50.00	54.00	54.00
Major management indicators (%)						
Return on assets (ROA)	-	13.2	_	12.3	-	-
Return on equity (ROE)	_	13.1	_	13.0	_	-
Equity ratio	64.0	62.6	60.8	60.5	61.0	-
Payout ratio	_	29.6	_	42.5	_	46.8



#### Operating income (unit:one million yen) First half Full year 20,700 (Forecast) 19,139 19,034 18,395 10,089 9,910 9,688 9,464 2013/3 2014/3 2015/3 2016/3

6.1%



#### Overview by Segment



- The new product, LIVE DAM STADIUM, was launched in April. Both sales and income increased due to strong performance after the launch, thanks to its "Live Sounds" and "Dual Monitor" functions.
- Efforts were made to increase DAM systems, in an aim to reinforce the stable source of revenues, and the number of said systems in use steadily increased, accordingly.



38.9%

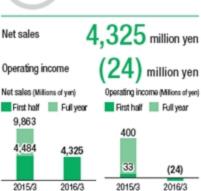
Karaoke Room and

Restaurant Business

 We focused on proactively opening new stores, in addition to acquiring a chain of stores operating in the Kinki and Chubu region.

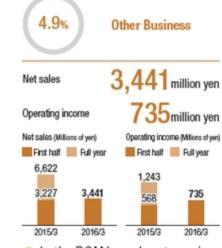
2015/3

- In order to differentiate ourselves from others, we improved the Party Course and increased the number of the "Restaurant Rooms".
- Locations for training employees were established in each region and efforts were made to reinforce employee training.



Music Software Business

- While music streaming showed certain signs of improvement, both sales and income decreased due to the continuing harsh business environment, amid a trend where fewer people buy music CDs.
- Works that contributed to revenues included works by Sonar Pocket and Kinniku Shojo-Tai, in addition to mainstay enka (popular ballads) works by artists such as Kaori Mizumori and Hiroshi Miyama.



- In the BGM broadcast service, we made efforts to expand sales of STAR digio Hikari, a BGM broadcast service that utilizes fiber optic lines and the karaoke streaming services intended for consumers.
- Both sales and income increased due to strong performances by the real estate leasing and parking businesses.



### Quickly find the song that you want to sing

## Smart DAM L

The SmartDAM L (TM20), which was launched on October 1st, while inheriting the convenience of the previous model SmartDAM (TM10), represents a completely evolved model with its newly redesigned cabinet and upgraded functions.

While maintaining the large 10.1 inch LCD monitor, the SmartDAM L has been transformed into a more compact, stylish and lightweight model. Keeping in mind that the main unit is usually placed on tables or countertops, it has been designed so that it is easy to use at any angle, both upright and flat.

Additionally, in order to the upgrade the "search function" of karaoke songs, we have revamped the Search Top Screen and added new search functions that allow the user to quickly find the song that they want to sing. We have also added functions that make it easier for the increasing number of foreign tourists visiting Japan to operate the SmartDAM L, including search engines compatible with inputs in alphabets and displaying lyric subtitles in alphabets on the screen.



### First in a series of collaborations between DAIICHIKOSHO and NTT

# FULL JIDS2

Starting from July, DAIICHIKOSHO has been collaborating with NIPPON TELEGRAPH AND TELEPHONE CORPORATION ("NTT") to commercialize NTT's state-of-the-art technology, and as its first project, it will launch, with the cooperation of NTT Communications Corporation, DENMOKU iDS2 (CM3000), an e-songbook equipped with a compact intelligent microphone that utilizes the state-of-the-art denoising technology developed by the NTT laboratories, in an effort to further enhance the convenience of karaoke users. Compact intelligent microphones enable high-quality voice calls and speech recognition in high-noise environments of 100dB, and through the adoption of this state-of-the-art technology, song search functions that utilize speech recognition have improved drastically in environments where the karaoke is in use. Additionally, we have re-examined the operability of the touch panel and search methods in order to make it even more user-friendly.

We hope that this user-friendly e-songbook will make your karaoke experience even more enjoyable.



### **Elder Business**

### Strengthening initiatives with the local governments

The municipalities are assuming increasingly greater roles in the wake the FY2015 amendments to the long-term care insurance system. Particularly, with regard to the project to reinforce daily life support and long-term care prevention services, the regional entities are being called upon to fulfill the task of providing the necessary services, which, in turn, has presented the Company's elder business with even more opportunities to broaden its scope of engagement. While the degree of progress made in response to this system varies by region and as such the majority of the local governments have adopted a wait-and-see approach. However, a number of forward-thinking local governments have taken proactive steps to outsource the long-term care prevention services to private businesses.

One such example is Kiyose City in Tokyo Metropolis. Starting from June 2015, Kiyose City has been holding regular "NOH-TORE GENKI-JUKU (Brain-Training Fitness Classes)" using the DK ELDER SYSTEM, the Company's comprehensive life function improvement equipment. Although each participant is charged 200 yen per session, the program has been extremely popular and many local senior citizens have taken part.

Additionally, in Fukuoka City, Fukuoka Prefecture, an unusual type of long-term care prevention class is being held in karaoke rooms, an undertaking which is rare even in Japan. The Company's group company has been commissioned by the local government to carry out long-term



Music and health session using the DK ELDER SYSTEM being held in a karaoke room

care prevention services, and it is using the party rooms in its own karaoke rooms, which are vacant during the day time, to conduct "Fitness Classes for People over 65." Long-term care prevention services that utilize the domains of private businesses, such as karaoke rooms, which are familiar leisure facilities, are expected to have the effect of increasing the rate of participation of healthy senior citizens. Similar cases are appearing sporadically and we believe that these cases have the potential to become a nationwide trend.

Although the above cases only illustrate one aspect of our elder business, music and health sessions using the Company's DK ELDER SYSTEM, encourage participation in an enjoyable way and have been providing the elderly, who would otherwise stay home, with the opportunity to go out, which, in turn, has contributed to the formation of new local communities.

Going forward the Company intends to cooperate with various entities including the local governments to expand the use of the DK ELDER SYSTEM throughout Japan and support the extension of the healthy life expectancy of the elderly.

### Mendy Sekiguchi of EXILE experiences LIVE DAM STADIUM for the first time

The new TV commercial for LIVE DAM STADIUM, titled "Mendy Sekiguchi's I want to sing LIVE," starring popular performer, Mendy Sekiguchi of EXILE, has been airing since September 20. The commercial depicts the overwhelming power and realistic sensation of LIVE DAM STADIUM with its 3D sound and "Dual Monitor" functions which create a unique space by outputting two different videos.

Mendy Sekiguchi described his experience, "I was able to sing like a true vocalist. I hope everyone is able to experience this thrill!"

The new commercial can be viewed on "LIVEDAM.JP", the LIVE DAM STADIUM dedicated website (http://livedam.jp).





### **Franchise Chain Stores**

### "KARAOKE CLUB DAM" is steadily opening new stores

The Company's franchise business began soliciting franchisees in 2012 and as of November 30th, 2015, there were 57 KARAOKE CLUB DAM brand franchise locations.

In recent years, the number of small and medium-sized karaoke rooms has been diminishing as a result of intensified competition amid aggressive store openings by the major chains. The Company, as a manufacturer of karaoke equipment, began its franchise business, in an effort to increase the number of DAM systems in use. The greatest strength of KARAOKE CLUB DAM lies in its ability to conduct stable shop operations, such as being able to purchase high quality foodstuffs and to carry out campaigns to attract customers by leveraging the economy of scale generated by the number of locations over 500 together with BIG ECHO.

We are aiming to revitalize the karaoke room industry by proactively incorporating new entrants from other industries and accelerating the store openings of our franchisees. We, therefore, hope that you will also support the Company's sister brand, KARAOKE CLUB DAM.





KARAOKE CLUB DAM Heisei Koen

### "MOSHI MOSHI NIPPON Rooms" introduced to BIG ECHO facilities

Attracting foreign tourists through JTB Group's "JAPANiCAN.com"

A broad range of measures is being tried out by BIG ECHO to capture inbound demand.

As part of MOSHI MOSHI NIPPON, a project in collaboration with ASOBISYSTEM Co., Ltd. introducing Japanese pop culture to the world, three of the BIG ECHO locations (Shibuya Miyamasuzaka-guchi Ekimae, Nishi-Shinjuku Center and Ikebukuro Nishiguchi) have set up "MOSHI MOSHI NIPPON Rooms", which evoke the world view of the HARAJUKU KAWAii culture. These rooms were supervised by Sebastian Masuda, who serves as the artistic director of Kyary Pamyu Pamyu. The hip and colorful rooms have been designed to delight the eyes of the user through modern arrangements of Japanese Ukiyo-e and other designs.

Additionally, by opening a karaoke tour page on "JAPANiCAN.com", an online booking site for foreign visitors to Japan operated by JTB Global Marketing & Travel Inc., we have also been taking initiatives to attract foreign tourists to our MOSHI MOSHI NIPPON Rooms.

The Company will continue to address the increasing number of foreign visitors to

Japan as a prime business opportunity, and engage in various trials to capture inbound consumption. We hope to improve our revenues by providing the foreign visitors to Japan a comfortable karaoke space.



MOSHI MOSHI NIPPON Room\* of BIG ECHO Nishi-Shinjuku Cente

### Annual dividend increase by 8 yen

### Revision of the dividends forecast for the fiscal year ending March 31st, 2016

The Company resolved at the Board of Directors Meeting held on November 6th, 2015 to revise the dividends forecast for the fiscal year ending March 31, 2016. Initially the Company had decided to pay an annual dividend of 100 yen (interim dividend of 50 yen and year-end dividend of 50 yen) per share. However, in light of various conditions including the Company's performance in the current period and the status of funding demands, and from the standpoint of enhancing the return of profits to shareholders, it has decided to increase the annual dividend by 8 yen compared to the initial forecast and pay an annual dividend of 108 yen (interim dividend of 54 yen and year-end dividend of 54 yen) per share. As a result, the consolidated payout ratio for the fiscal year ending March 31, 2016 will be 46.8%.

### Timeless masterpiece dramas revived as karaoke videos!

LIVE DAM STADIUM has developed a new category of contents in response to the needs of users who "want to sing the songs of popular TV dramas along with their actual videos." These original contents comprise videos which have been digitally mastered for the maxim effects using the latest technology of image adjustment and film noise removal so that the user may fully enjoy the world view depicted by the drama as well as various striking scenes from the drama. Going forward the Company intends to add karaoke videos of many more dramas that symbolize each era to LIVE DAM STADIUM. We hope that our users will look forward to a new type of karaoke that will allow them to enjoy the world view and striking images from their favorite dramas.

#### Special Karaoke: SEIBU KEISATSU

Eight songs have been selected from the legendary police action drama. The videos fully depict the drama's appeal and immense scale, which is thought to be impossible duplicate today, including the scenes shot on location across the country and the extraordinary explosions and car action scenes. Users may also enjoy the compelling special medley, which includes dialogue and the sound effects from the drama.



© ISHIHARA PROMOTION

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From this TV drama, which was wildly popular in the 1980's and which is one of the greatest masterpieces depicting the determination of athletes, we have selected the main theme, "Hero (Holding Out For a Hero)". The characteristic opening narration, "This story is ....," which was spoken by Takayuki Akutagawa, has been included in the intro portion in its original form and is guaranteed to further enliven the mood.



©DAIEITV-FILM



#### Enka (Popular Ballads) / Popular Songs



### Hiroshi Miyama

Hiroshi Miyama is characterized by his exceptional singing skills and simple and honest personality. He is also an expert kendama-player, which has given him the nickname, the "Kendama Enka singer" and his unique reputation is contributing to his quick rise in

Three different types of recordings (A, B, C) have been released for his latest hit, "Oiwaki-yama," which describes the famous mountain in the Tsugaru region. It sold a total 100,000 CDs in mid-September and has been certified a Gold Disc. "Oiwaki-yama" also ranks high in the requested song rankings of online karaoke DAM and has gained wide popularity among karaoke fans.

Oiwaki-yama / Tanada-shigure Oiwaki-yama / Tanada-zakura Oiwaki-yama / lwai-gawa

[Type A] CRC(S)N-1851 [Type B] CRC(S)N-1852 [Type C] CRC(S)N-1891

Released February 11, 2015 Released February 11, 2015 Released August 5, 2015

#### "Ushio and Tora"

Anime

"Ushio and Tora" (by Kazuhiro Fujita / the series ran in the Comic Magazine Weekly Shonen Sunday from 1990-1996) is a masterpiece in boy's comics, selling more than 30 million copies (as of October 2015) and was selected by the Agency for Cultural Affairs in the Manga Division of Japan's Media Art Top 100.

TÖKUMA JAPAN COMMUNICATIONS participated in the production committee of the animation of the same title to produce its long-awaited animation (To be screened on TOKYO MX TV and other channels from July to December 2015 and April to

This anime which was created by a team of Japan's anime elite has been well received both in Japan and overseas, and the anime's program sales have been strong particularly in North @Kazuhiro Fujita, Shogakukan / America and Asia.



Ushio and Tora Production Committee

Corporate Profile / Status of the Shares of the Company / Shareholder Special Benefits

### CORPORATE DATA (As of September 30, 2015)

#### Corporate Profile

Corporate name	DAIICHIKOSHO CO., LTD.
Established	April 16, 1973
Capital	12,350 million yen
Number of employees	Parent: 1,694 Group: 3,247
Description of main businesses	Commercial karaoke business; karaoke room and restaurant business music software business; BGM broadcast service, and web service
Consolidated subsidiaries	Domestic sales subsidiaries: 24 companies Other domestic subsidiaries: 9 companies Overseas subsidiaries: 3 companies

#### **Honorary Chairman**

Tadahiko Hoshi

#### **Executive Officers**

President	Saburo Hayashi	Director (part-time)	Katsuhiko Baba
Senior Managing Director and Senior Corporate Officer	Kenichi Nemoto	Director (outside)	Atsuya Furuta
Senior Managing Director and Senior Corporate Officer	Tatsuya.Kumagai	Director (outside)	Chika Masuda
Senior Managing Director and Senior Corporate Officer	Hiroshi Mitomi	Corporate Auditor (standing, outside)	Michitoshi Tsuruoka
Senior Managing Director and Senior Corporate Officer	Tadahiro Hoshi	Corporate Auditor (standing, outside)	Nobuaki Otsuka
Managing Director and Senior Corporate Officer	Yuichi Murai	Corporate Auditor (standing)	Nobuyuki Takase
Managing Director and Senior Corporate Officer	Yasutaka Wada	Corporate Auditor (outside)	Masumi Arichika
Director and Corporate Officer	Yasuhito Watanabe		
Director and Corporate Officer	Noriyuki Takehana		

#### Status of the Shares of the Company

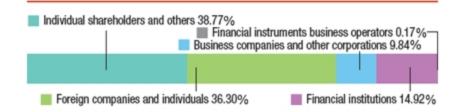
Number of authorized shares	200,000,000 shares
Number of outstanding shares	57,634,200 shares
Number of shareholders	13,740

#### Major shareholders

Number of shares held (Shares)	Ratio of voting rights
6,246,000	10.84
6,119,600	10.62
5,158,402	8.95
2,449,800	4.25
2,120,000	3.68
	6,246,000 6,119,600 5,158,402 2,449,800

<sup>\*</sup>Our company holds 2,963 treasury shares

### Shareholding Ratio by Category



#### Shareholder Special Benefits

Shareholders recorded in the final shareholder registry on September 30, 2015 as holding 100 or more shares will be granted special benefits coupons according to the number of shares held.

Details of benefits	Issued semiannually		
Number of shares held	Special benefits coupon (*1)	Exchange with CD(s) (*2)	
100 to 999 shares	Ten sheets of 500-yen coupon	1 CD	
1,000 shares or more	25 sheets of 500-yen coupon	2 CDs	

(\*1) The coupons can be used at businesses operated by the Company including BIG ECHO, RAKUZO, UMEKO-NO-E, BISTRO-YA and other restaurants.

(\*2) CD albums are granted in exchange for total face value of coupons held.

Timing of delivery On or after December 3, 2015 Validity period January 1, 2016 to June 30, 2016

#### Information for Shareholders

Business term	From April 1 of each year to March 31 of the following year
Ordinary General Meeting of Shareholders	June of each year
Record date for above	Ordinary General Meeting of Shareholders: March 31 Other occasions: Other record date separately determined as necessary upon a prior public notice
Record date of shareholders to receive dividends from surplus	Year-end dividend: March 31 Interim dividend: September 30
Number of shares constituting one unit	100 shares

Newspaper in which public notices are inserted	The Nikkei		
Transfer agent and account management institution for the special account	Mitsubishi UFJ Trust and Banking Corporation		
Contact of above (postal address and telephone number)	Mitsubishi UFJ Trust and Banking Corporation, Corporate Agency Division 7-10-11 Higashisuna, Koto-ku, Tokyo 137-8081		
	Telephone: 0120-232-711 (toll-free in Japan only)		

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