



April 17th, 2025

Company name: KOSHIDAKA HOLDINGS Co., LTD.  
Name of representative: Hiroshi Koshidaka,  
Representative Director & President  
(Securities code: 2157: TSE Prime Market)  
Inquiries: Yoshihito Doi,  
Senior Managing Director,  
In charge of Corporate Finance  
(Telephone: +81-570-666-425)

Release of “Results of Operations for the 1<sup>st</sup> half of the FY 2025/8”  
(Addition to the “Financial Supplementary Materials” )

KOSHIDAKA HOLDINGS CO.,LTD.(the “Company”) hereby announces that there has been addition to the above-mentioned material released on April 10<sup>th</sup>, 2025, at 13:00 (JST), as “Result of Operations for the 1<sup>st</sup> half of the Fiscal Year Ending August 2025” as attached, which is used at the financial result briefing held today.

Details of additions

In addition to “1. 1H FY8/2025 Financial Summary” and “2. FY8/2025 Consolidated Forecast” in the financial supplementary material, “3 EIP Final Stage, toward FY8/2027” is newly added to the material on the 26<sup>th</sup> page and thereafter.

# **KOSHIDAKA HOLDINGS Co., LTD.**

**(TSE Prime Market 2157)**

## **Results of Operations**

**for the First Half of the Fiscal Year  
Ending August 2025 (1H FY8/2025)**

**April 17, 2025**

# Agenda

- 1 1H FY8/2025 Financial Summary**
- 2 FY8/2025 Consolidated Forecast**
- 3 EIP Final Stage – Toward FY8/2027**

# 1. 1H FY8/2025 Financial Summary

## Executive Summary

- **Record high** first half operating profit, surpassing **5 billion yen** for the first time  
Ordinary profit and profit attributable to owners of parent down mainly due to one-time non-operating income one year earlier and the Singapore subsidiary liquidation loss

Karaoke: **Sales up 11.2%** due to continuation of opening many stores and **growth in the number of customers** at existing stores.

Expense ratio up mainly due to higher personnel expenses and cost of electricity. Aiming for higher second half productivity by optimizing management of operations.

Real Estate Management:

More space leased to Koshidaka Group tenants, but sales and earnings up because of the strong performance of existing properties and contribution from new properties.

Other: Sales increased and an operating profit as all food and beverage stores performed well.

- **Dividend per share:**

**Interim 12 yen, Year-end 12 yen, Annual 24 yen (an increase of 6 yen)**

Dividend increased for the fourth consecutive year to a new all-time high, adjusted for stock splits

# 1H FY8/2025 Consolidated Results of Operations

■ Sales and operating profit below forecasts but **record high operating profit of more than 5 billion yen**

- (1) Continuing to open many new stores, resulting in contributions to sales and earnings from stores opened in the previous and current fiscal years. Customers are increasing at all new Kinki region stores as awareness of the brand of the chain increases in the region.
- (2) Customers continue to increase at existing stores but sales per customer decreased more than expected. Aiming for higher sales per customer without raising prices in the second half.
- (3) Overall expense ratio up because of higher personnel and utility expenses. Aiming for higher productivity by managing expenses.
- (4) Ordinary profit down following one-time non-operating income one year earlier. Cancellation income down 405 million yen, forex gain down 131 million yen.
- (5) Profit attributable to owners of parent down due to extraordinary loss: 467 million yen loss for Singapore subsidiary liquidation (difference vs. when allowance was established, change in forex rates)

(Million yen)

Item	1H FY8/2024	1H FY8/2025	YoY change		Vs. 1H forecast	
			Amount	Ratio	Forecast	Achievement ratio
<b>Net sales</b>	30,578	34,004	+3,426	+11.2%	34,473	98.6%
<b>Gross profit</b>	8,086	8,594	+508	+6.3%	-	-
<b>SG&amp;A expenses</b>	3,251	3,480	+229	+7.0%	-	-
<b>Operating profit</b>	4,834	5,114	+280	+5.8%	5,519	92.7%
(Operating profit to net sales)	15.8%	15.0%				
<b>Ordinary profit</b>	5,542	5,300	-242	-4.4%	5,498	96.4%
(Ordinary profit to net sales)	18.1%	15.6%				
<b>Profit attributable to owners of parent</b>	3,896	3,192	-704	-18.1%	3,574	89.3%
(Profit to net sales)	12.7%	9.4%				
<b>Net income per share (Yen)</b>	47.79	38.97	-8.82	-18.4%	43.83	88.9%

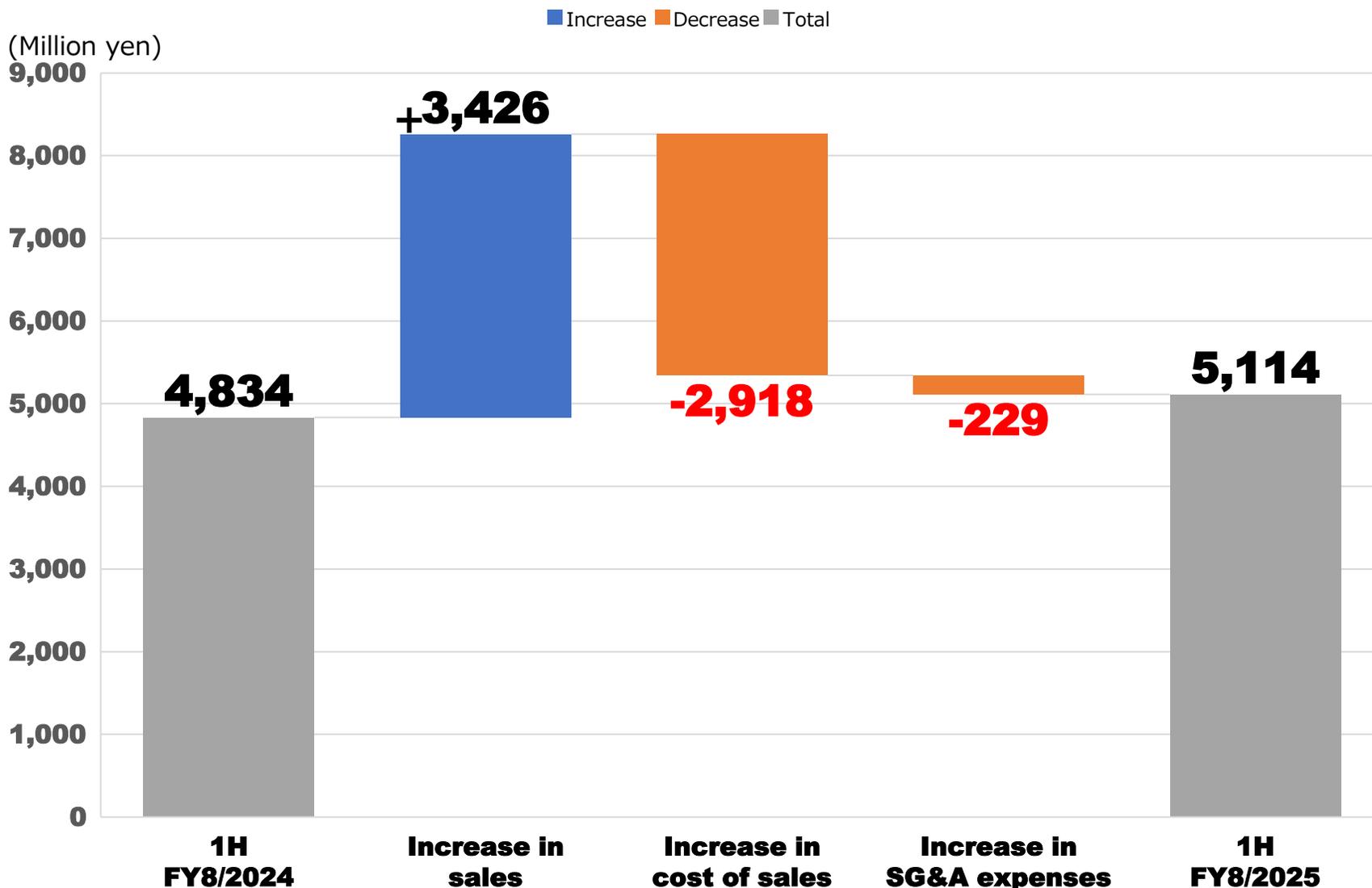
## 1H Consolidated Results of Operations by Segment (YoY Change)

- Karaoke: **Sales up 11.2%** due to continuation of opening many stores and growth in the number of customers at existing stores. Expense ratio up mainly due to higher average salaries and cost of electricity. Aiming for higher second half productivity by optimizing management of stores.
- Real Estate Management: More space leased to Koshidaka Group tenants, but sales and earnings up because of the strong performance of existing properties and contribution from new properties.
- Other: Sales increased and an operating profit as all food and beverage stores performed well.

(Million yen)

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Karaoke	29,590	32,900	+3,309	+11.2%	33,313	98.8%
Real Estate Management	749	917	+168	+22.4%	956	95.8%
Other	434	442	+9	+2.0%	452	97.9%
Adjustment	(196)	(255)	-59	-	(249)	-
<b>Operating profit</b>	<b>4,834</b>	<b>5,114</b>	<b>+281</b>	<b>+5.8%</b>	<b>5,519</b>	<b>92.7%</b>
Karaoke	5,549	5,649	+99	+1.8%	6,112	92.4%
(Operating profit to net sales)	18.8%	17.2%			18.3%	
Real Estate Management	40	86	+46	+112.1%	162	53.0%
(Operating profit to net sales)	5.4%	9.4%			17.0%	
Other	(39)	17	+57	-	17	99.9%
(Operating profit to net sales)	-	3.9%			3.8%	
Adjustment	(716)	(637)	+79	-	(772)	-

# YoY Change in 1H Operating Profit



(Million yen)

## Major increase in sales

- ✓ New stores: +2,241
- ✓ Existing stores: +1,068
- ✓ Real Estate/Other: +176
- ✓ Adjustment: -59

## Major increase in cost of sales

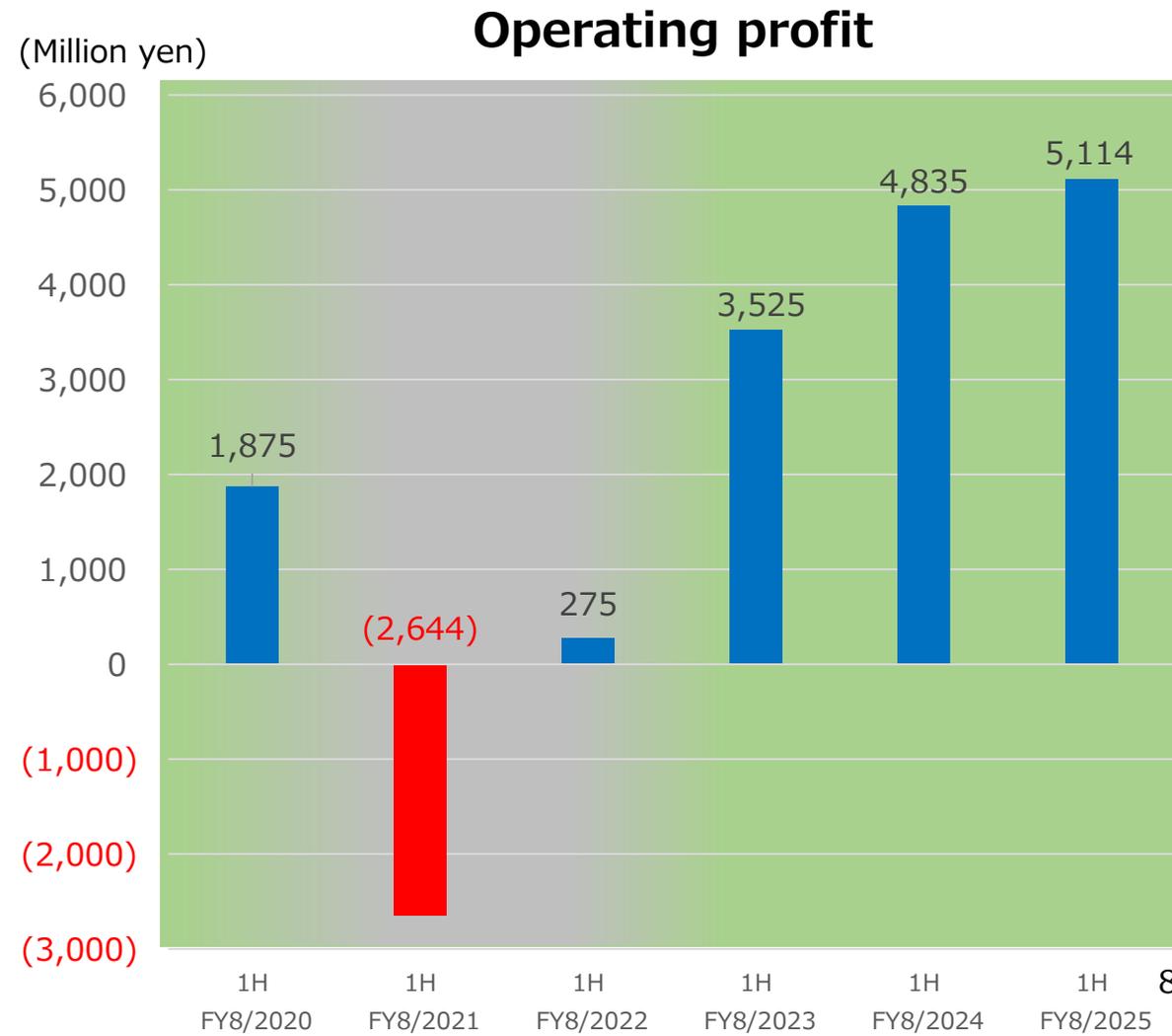
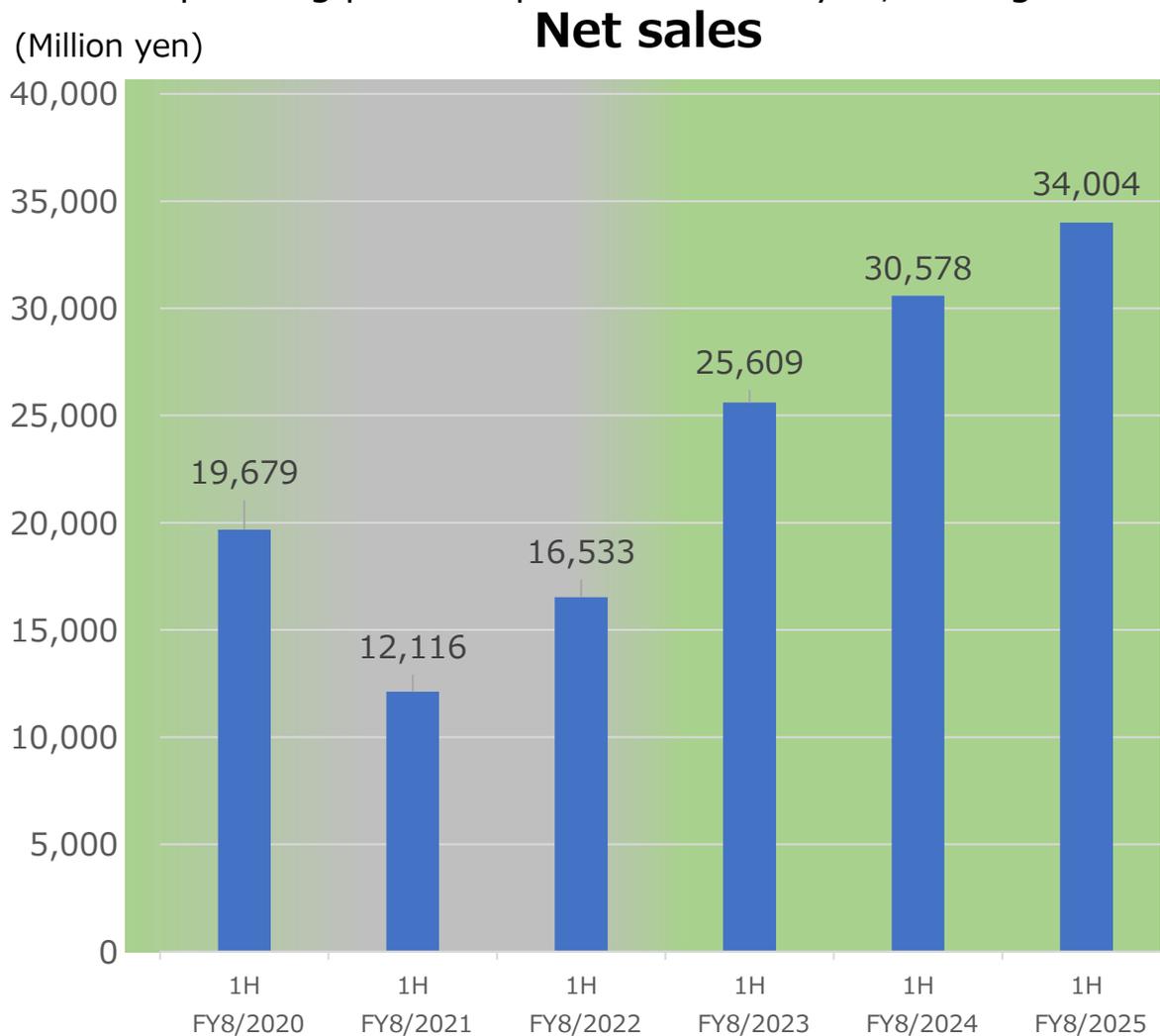
- ✓ Personnel: +939 (+12.8%)
- ✓ Rents: +644 (+12.7%)
- ✓ Fees and commissions: +321 (+48.2%)
- ✓ Utilities: +288 (+18.3%)
- ✓ Cost of merchandise: +135 (+5.5%)
- ✓ Depreciation: +107 (+5.4%)

## Major increase in SG&A expenses

- ✓ Advertising expenses: +77 (+19.7%)
- ✓ IT-related expenses: +60 (+38.7%)
- ✓ Personnel: +53 (+5.9%)
- ✓ Fee expenses: +51 (+96.9%)

## (\*Reference) Changes in 1H Net Sales and Operating Profit

- Growth is continuing even after the post-COVID rapid recovery of sales and operating profit to higher than the pre-pandemic levels
- Operating profit surpassed 5 billion yen, setting a new record



## Karaoke Business

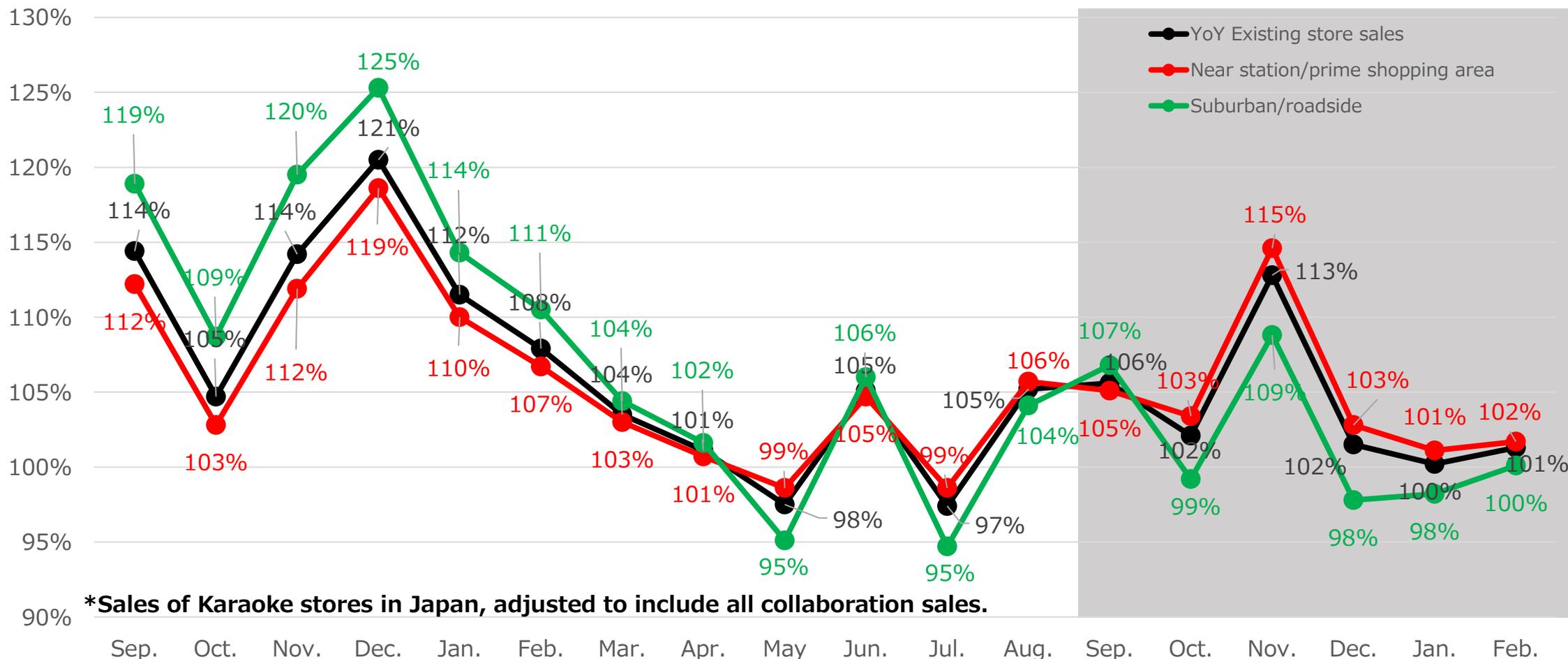
- Double-digit sales growth because of more customers at existing stores and the continuing addition of new stores
- Determined the most suitable prices for individual stores based on competition to increase the number of customers
- Slight increase in operating profit because of a higher cost of sales ratio caused by average salary and utility expense increases and lower sales per customer

(Million yen)

	1H FY8/2021 Previous classification		1H FY8/2022 Previous classification		1H FY8/2023		1H FY8/2024		1H FY8/2025	
	Result	Comp.	Result	Comp.	Result	Comp.	Result	Comp.	Result	Comp.
<b>Net sales</b>	11,274	-	15,660	-	24,249	-	29,590	-	32,900	-
<b>Cost of sales</b>	12,090	107.2%	13,578	86.7%	18,320	75.6%	21,540	72.8%	24,453	74.3%
<b>Gross profit</b>	(815)	-	2,082	13.3%	5,928	24.4%	8,049	27.2%	8,447	25.7%
<b>SG&amp;A expenses</b>	1,266	11.2%	1,461	9.3%	1,863	7.7%	2,500	8.4%	2,797	8.5%
<b>Operating profit</b>	(2,062)	-	620	4.0%	4,065	16.8%	5,549	18.8%	5,649	17.2%

## Existing Store Sales on the same month in the year before

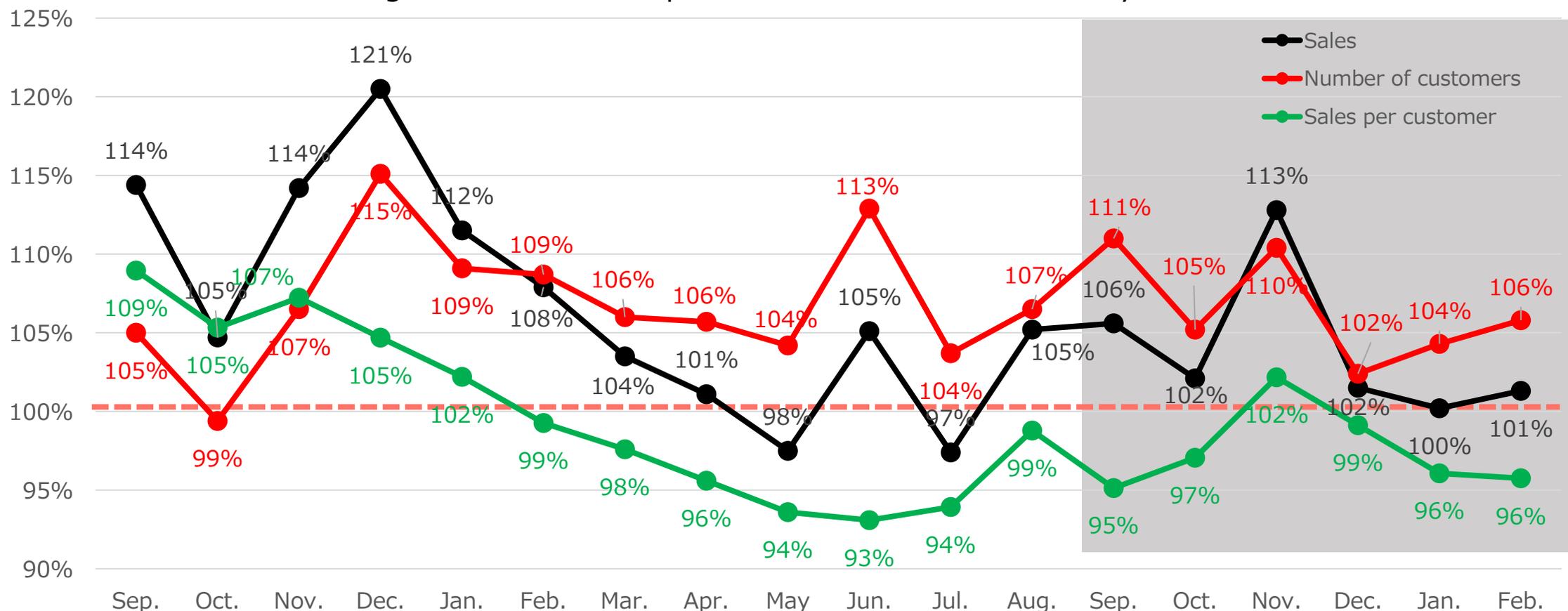
- 1H FY8/2025 existing store sales were 3.5% higher than 1H FY8/2024 (6 months sum of monthly figures). Sales returned to the pre-pandemic level in FY8/2024 and have been increasing consistently since then.
- In FY8/2024, roadside stores in regions other than major metro areas benefited from post-pandemic reversion demand later than prime shopping area stores did. Now a structural slowdown in sales at roadside stores is emerging.



## Existing Store Sales/Number of Customers/Sales Per Customer

- Existing store sales increased 3.5%, number of customers increased 6.3%, and sales per customer decreased 2.5% in the first half compared with the same period of FY8/2024.
- Price adjustment following the peak in 2023-24 year-end and New Year period has mostly ended.

Existing store results compared with same month in the year before

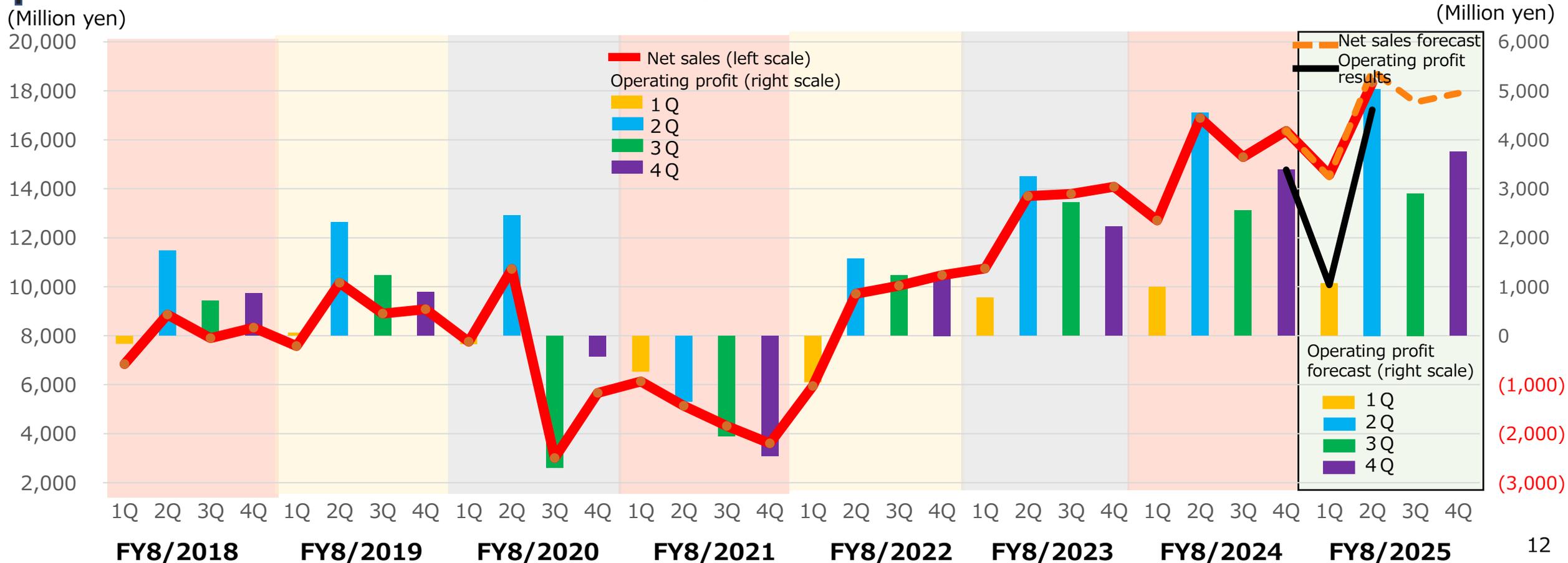


\*Sales of Karaoke stores in Japan, adjusted to include all collaboration sales

# Karaoke Segment Quarterly Net Sales and Operating Profit

- Sales and earnings are lowest in the 1Q and highest in the 2Q, which includes the year-end/New Year holiday, followed by the 4Q, which includes Obon holiday and summer vacation, and the 3Q, which includes spring break and Golden Week.
- Before the pandemic, there was a loss in the 1Q every year but the 1Q was profitable for the third consecutive year from 1Q FY8/2023 and earnings were higher the year before in 1Q FY8/2024 and 1Q FY8/2025.

Karaoke Segment Quarterly Net Sales and Operating Profit



## Number of Stores and Rooms

- One new store each in December and January, the busiest months of the year, because of factors involving the properties that affected the timing of store openings
- Continued to increase store size and open new stores in prime shopping areas near railway stations. Aiming for improving efficiency of store operations.
- All closed stores are for relocations: Larger scale at better location improve efficiency, in one case relocate from road side locations to areas near railway stations.

Number of Stores/Rooms		FY8/2024		1 H FY8/2025		Change	
		No. of stores	No. of rooms	No. of stores	No. of rooms	No. of stores	No. of rooms
Manekineko	Near railway stations/ prime shopping areas	380	10,685	395	11,207	+15	+522
	Suburban/roadside locations	278	6,761	281	6,896	+3	+135
	Total	658	17,446	676	18,103	+18	+657
One Kara		6	207	6	207	0	0
Total		664	17,653	682	18,310	+18	+657

Number of Stores opened/closed		FY8/2024	1Q FY8/2025	2Q FY8/2025	1H FY8/2025
No. of stores opened	Near railway stations/ prime shopping areas	45	10	6	16
	Suburban/roadside locations	6	6	1	7
	Total	51	16	7	23
No. of stores closed		7	3	2	5

## Overseas Performance

- Continued rapid store openings in Southeast Asia:  
Opened 2 stores in Malaysia and 1 in Thailand
- The new flagship stores raised brand recognition and the larger size of stores is improving profitability
- In the U.S., preparations under way for opening the first store (construction, applications)
- In the Philippines, preparing to establish a subsidiary and seeking suitable locations for stores

(Million yen)

	FY8/2024						FY8/2025		
	1H			Full year			1H		
	Net sales	Operating profit	No. of locations	Net sales	Operating profit	No. of locations	Net sales	Operating profit	No. of locations
Overseas	553	27	22	1,225	107	22	723	55	25
South Korea	54	(5)	4	123	(11)	4	53	(11)	4
Malaysia	327	19	13	710	67	13	456	62	15
Thailand	133	15	3	304	54	3	153	6	4
Indonesia	28	(2)	2	88	(3)	2	61	(2)	2

\*Sales and operating profit in Malaysia, Thailand and Indonesia are not consolidated.

Metro Point Kajan, Malaysia



Pearl Point Shopping Mall, Malaysia



Future Park Ransigt, Thailand



# Real Estate Management/ Other Businesses

## Real Estate Management Business

- Occupancy was almost 100% at major properties  
→ AQERU Maebashi, MANEKI Shimbashi Building, Fleuret Sakuragicho
- Higher sales and profit and an increase in expenses of newly acquired properties

(Million yen)

	1H FY8/2021		1H FY8/2022		1H FY8/2023		1H FY8/2024		1H FY8/2025	
	Result	Comp.	Result	Comp.	Result	Comp.	Result	Comp.	Result	Comp.
<b>Net sales</b>	305	-	536	-	753	-	749	-	917	-
<b>Cost of sales</b>	456	149.5%	460	85.8%	610	81.0%	697	92.9%	809	88.2%
<b>Gross profit</b>	(151)	-	76	14.2%	143	19.0%	53	7.1%	108	11.8%
<b>SG&amp;A expenses</b>	11	3.6%	7	1.3%	14	1.9%	12	1.6%	22	2.4%
<b>Operating profit</b>	(162)	-	68	12.7%	129	17.1%	40	5.4%	86	9.4%

## Other Businesses

- Sales and earnings at food and beverage stores such as “Gindaco Highball” and “CAFÉ ECLA” were strong.
- Became profitable following the end of one-time expenses for a new Welltainment store, bath house closing.

(Million yen)

	1H FY8/2021		1H FY8/2022		1H FY8/2023		1H FY8/2024		1H FY8/2025	
	Result	Comp.	Result	Comp.	Result	Comp.	Result	Comp.	Result	Comp.
<b>Net sales</b>	536	-	437	-	717	-	434	-	442	-
<b>Cost of sales</b>	570	106.3%	470	107.6%	710	99.0%	451	103.8%	402	90.8%
<b>Gross profit</b>	(34)	-	(32)	-	7	1.0%	(16)	-	41	9.2%
<b>SG&amp;A expenses</b>	23	4.3%	13	3.0%	23	3.2%	23	5.4%	24	5.4%
<b>Operating profit</b>	(58)	-	(46)	-	(15)	-	(39)	-	17	3.9%

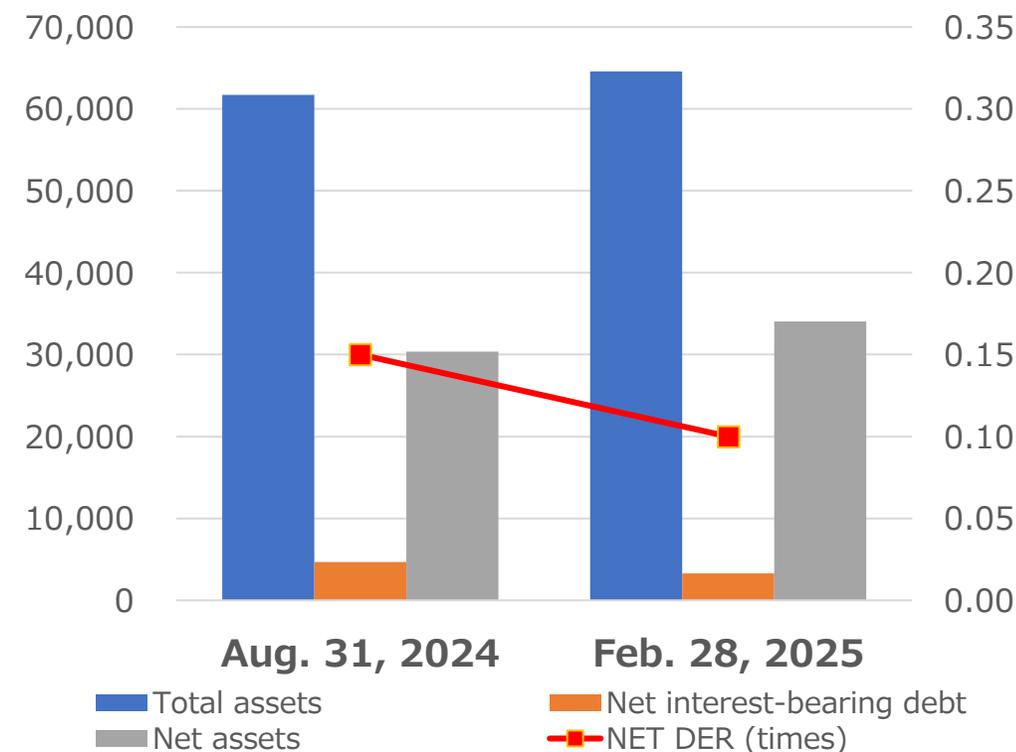
# Balance Sheet and Cash Flows

## Balance Sheet

(Million yen)

	August 31, 2024	February 28, 2025	Change
<b>Current assets</b>	11,903	12,651	+749
<b>Non-current assets</b>	49,811	51,911	+2,100
<b>Total assets</b>	61,714	64,563	+2,849
<b>Current liabilities</b>	13,975	12,635	-1,341
<b>Non-current liabilities</b>	17,384	17,887	+502
<b>Net assets</b>	30,354	34,041	+3,687
<b>Net interest-bearing debt</b>	4,664	3,295	-1,369
<b>Equity ratio</b>	49.2%	52.7%	Up 3.5%pt
<b>Net DER (times)</b>	0.15	0.10	Improvement 0.06
<b>ROE (1H)</b>	14.4%	9.7%	Down 4.7%pt

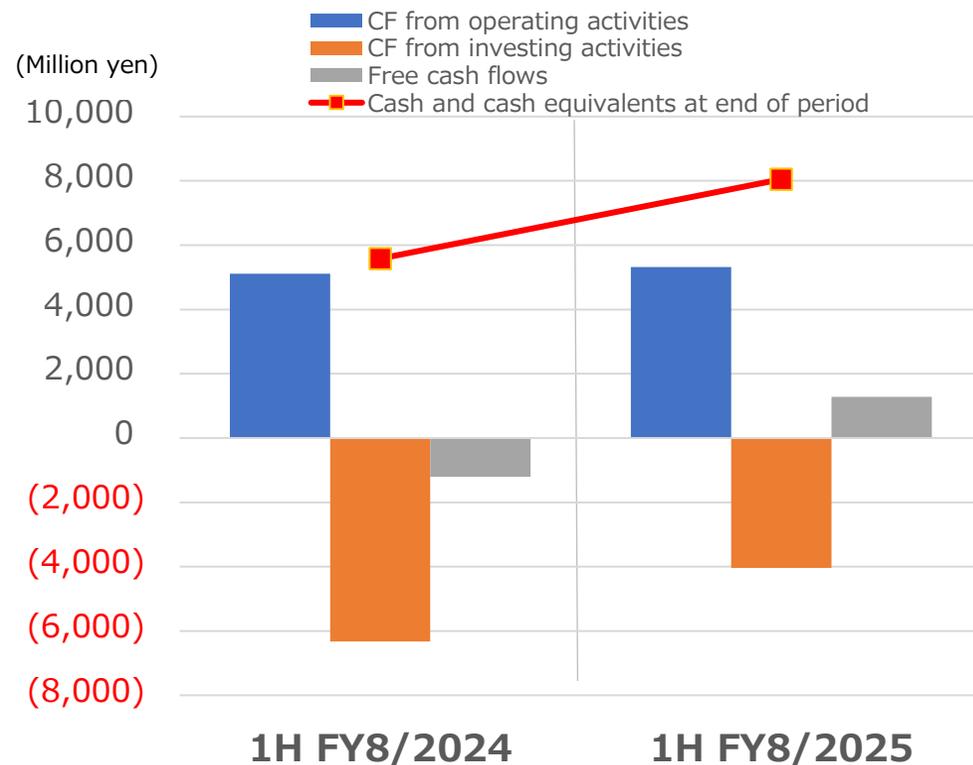
(Million yen)



Total assets, mainly non-current assets, increased as the number of newly opened stores remained high. Net assets increased due to net earnings and the exercise of share acquisition rights; net interest-bearing debt decreased due to a decline in convertible bonds. Debt-equity ratio decreased because of an increase in net assets and a decrease in interest-bearing debt. The ROE was down by 4.7 points because of an increase in net assets and a decrease in net earnings.

## Cash Flows

	1H FY8/2024	1H FY8/2025	(Million yen) Change
Cash flows from operating activities	5,118	5,315	+197
Cash flows from investing activities	(6,325)	(4,035)	+2,295
(Free cash flows)	(1,207)	1,280	+2,487
Cash flows from financing activities	(1,062)	54	+1,117
Cash and cash equivalents at end of period	5,582	8,050	+2,468



No change in using operating cash flows for the addition of many new stores.  
Cash increased 1,314 million yen from the end of FY8/2024 because of the positive free cash flow.

## 2. FY8/2025 Consolidated Forecast

# FY8/2025 Forecast

## Consolidated Forecast

(Million yen)

Items	FY8/2024 Result	FY8/2025 Forecast	Vs. FY8/2024	
			Change	Ratio
Net sales	63,263	71,057	+7,793	+12.3%
Operating profit	10,164	11,578	+1,414	+13.9%
(Operating profit to net sales)	16.1%	16.3%		
Ordinary profit	10,934	11,536	+601	+5.5%
(Ordinary profit to net sales)	17.3%	16.2%		
Profit attributable to owners of parent	6,735	7,499	+763	+11.3%
(Profit to net sales)	10.6%	10.6%		
Net income per share (Yen)	82.70	91.26	+8.56	+10.3%

### ■ Karaoke Business

- Forecast higher existing store sales due to more customers
- Sales forecast includes the first full FY contribution of the 51 stores added in FY8/2024 and sales from new stores to be added in FY8/2025
- Maintain profitability by increasing productivity to offset expenses due to higher salaries

### [Reference]

Share acquisition rights and convertible bonds sold to Advantage Advisors can be exercised/converted beginning on March 15, 2024. The capital and business alliance with this company will continue.

In 1Q FY8/2025, 1 billion yen of convertible bonds were converted to stock. The remaining share acquisition rights are now equivalent to 8,906 thousand shares at 675 yen per share, down from 10,387,936 shares at the end of FY8/2024.

## FY8/2025 Forecast by Segment

### Forecast by Segment

(Million yen)

Items	FY8/2024 Result	FY8/2025 Forecast	YoY
			Change
<b>Net sales</b>	63,263	71,057	+7,793
Karaoke	61,246	68,747	+7,500
Real Estate Management	1,585	1,900	+315
Other	863	909	+45
Adjustment	(431)	(499)	-67
<b>Operating profit</b>	10,164	11,578	+1,414
<b>(Operating profit to net sales)</b>	16.1%	16.3%	
Karaoke	11,493	12,778	+1,284
(Operating profit to net sales)	18.8%	18.6%	
Real Estate Management	109	266	+157
(Operating profit to net sales)	6.9%	14.0%	
Other	(37)	31	+68
(Operating profit to net sales)	(-)	3.4%	
Adjustment	(1,401)	(1,496)	-95

## FY8/2025 Dividend Policy

Distributing earnings to shareholders is one of the highest priorities of Koshidaka Holdings. Our policy is to pay dividends consistently while taking steps for the medium/long-term growth of the value of our stock. By accomplishing the Entertainment Infrastructure Plan\*<sup>1</sup> and creating the next core drivers of growth, we are aiming for more growth of our businesses and the even more efficient use of capital.

The specific dividend amount will be determined year to year based on the need to reinvest funds in current and new businesses and for other purposes and plan for a medium-term steady increase in the dividend payout ratio.

- Plans to pay an interim dividend of 12 yen, which is an increase of 1 yen from the FY8/2024 year-end dividend, and a year-end dividend of 12 yen, for a total full-year dividend of 24 yen per share.

### Dividend per share/Payout ratio

(Yen)

	FY8/2019	FY8/2020	FY8/2021	FY8/2022	FY8/2023	FY8/2024	FY8/2025 (forecast)
<b>Interim</b>	6.0	8.0	2.0	4.0	5.0	7.0	12.0
<b>Year-end</b>	6.0	4.0	2.0	4.0	7.0	11.0	12.0
<b>Annual</b>	12.0	12.0	4.0	8.0	12.0	18.0	24.0
<b>Payout ratio</b>	15.7%	-	-	17.9%	13.8%	21.8%	26.3%

\*1. The Entertainment Infrastructure Plan has the goal of accomplishing the medium-term corporate vision of "entertainment as infrastructure."

## Shareholder Benefit Program (Record Date: August 31)

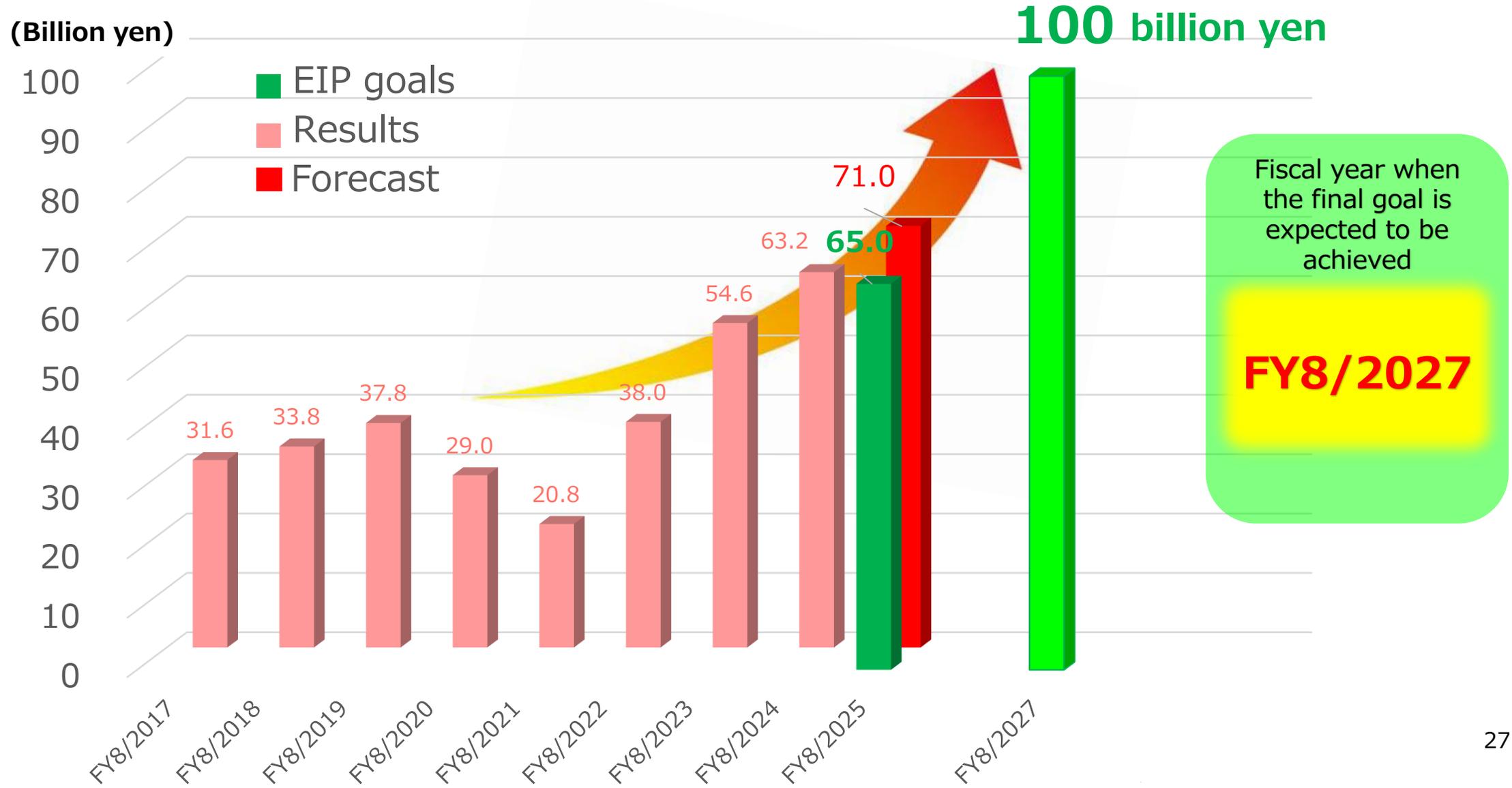
Shares held	Length of shareholding	Gift
<b>At least 100</b>	Under three years	2 coupons (2,000 yen)
	Three years or more	4 coupons (4,000 yen)
<b>At least 400</b>	Under three years	5 coupons (5,000 yen)
	Three years or more	10 coupons (10,000 yen)
<b>1,000 or more</b>	Under three years	10 coupons (10,000 yen)
	Three years or more	20 coupons (20,000 yen)

\* Shareholder gift coupons can be used at Karaoke Manekineko, One Kara (single-use room karaoke) and Maneki-no-Yu bath houses in Japan. Up to five coupons can be used for a single visit and coupons can be used with other coupons.

# 3. EIP Final Stage

## –Toward FY8/2027

Expect to reach the intermediate EIP goal of 65 billion yen in FY8/2025 and well positioned for growth to the final goal of 100 billion yen in FY8/2027



## EIP final stage – KPI Targets for the final year (FY8/2027)

Item		FY8/2019	FY8/2023	FY8/2024	FY8/2025 (Forecast)	FY8/2027 (Final goal)	(Reference) TSE Prime non-manufacturing industry (FY2023)
<b>Net sales</b>	Billion yen	37.80	54.63	63.26	71.06	100.0	—
<b>Operating profit (Operating margin)</b>	Billion yen (%)	9.51 (10.1)	7.67 (14.0)	10.16 (16.1)	11.58 (16.3)	At least 15.0 (At least 15.0)	— (6.4)
<b>Payout ratio</b>	%	15.7	13.8	21.8	25.9	At least 35.0	33.3
<b>DOE</b>	%	3.3	4.4	5.2	5.9	At least 6.0	3.0
<b>ROE</b>	%	21.3	31.6	24.2	22.6	18.0 (est.)*	9.7

\*Upon assumption in which conversion of convertible bonds and exercise of share acquisition rights in FY8/2026

# Final EIP initiatives

## Initiative 1

### The EIP final stage\*1

- A) Double the pace of store openings: In the Tokyo Metropolitan area, continue opening new stores and raise productivity by relocating and renovating existing stores. In the Kinki region and Nagoya and other areas with much potential for new stores, open stores to raise brand awareness in these areas.
- B) More private entertainment rooms (PER)\*2: Convert karaoke rooms into entertainment rooms by adding the E-bo entertainment platform, which includes services other than karaoke.
- C) A sound organizational structure: Personnel system measures (Completed continuous salary increases: up 25% in FY8/2024-2025), workforce diversity (people with disabilities, people with advanced skills, etc.), upgraded training programs

## Initiative 2

### Improve profitability by increasing productivity

Increase labor productivity in order to both raise salaries for employees and lower personnel expense ratio. Development of PER and the faster digital transformation of store and head office operations: Establishment of Koshidaka Digital

## Initiative 3

### Full-scale expansion outside Japan

Accelerate store openings in countries in Southeast Asia with enormous potential for growth. Start making plans to start operations in the United States.

## Initiative 4

### Create new sources of earnings

B-to-C operations using Koshidaka assets, content business, M&A

## Licensing of Katana knowhow

### Continuous establishing & executing brand and marketing strategies

\*1 The Entertainment Infrastructure Plan has the goal of accomplishing the medium-term corporate vision of “entertainment as infrastructure.”

\*2 Private Entertainment Rooms, which are part of the “entertainment as infrastructure” vision, are a platform for providing karaoke along with many other forms of entertainment.

# 1 A Double the pace of store openings

- In the Tokyo Metropolitan area, continue adding locations in prime shopping areas and near stations; aim for high profitability and productivity by rapidly reaching top speed in operations at new stores
- In the Kinki region and Nagoya area, raise brand awareness by continuing to place emphasis on adding more stores
- Continue adding locations in areas with the potential for new stores; currently no stores in only two (Tottori, Wakayama) of Japan's 47 prefectures

## Strategy for new stores

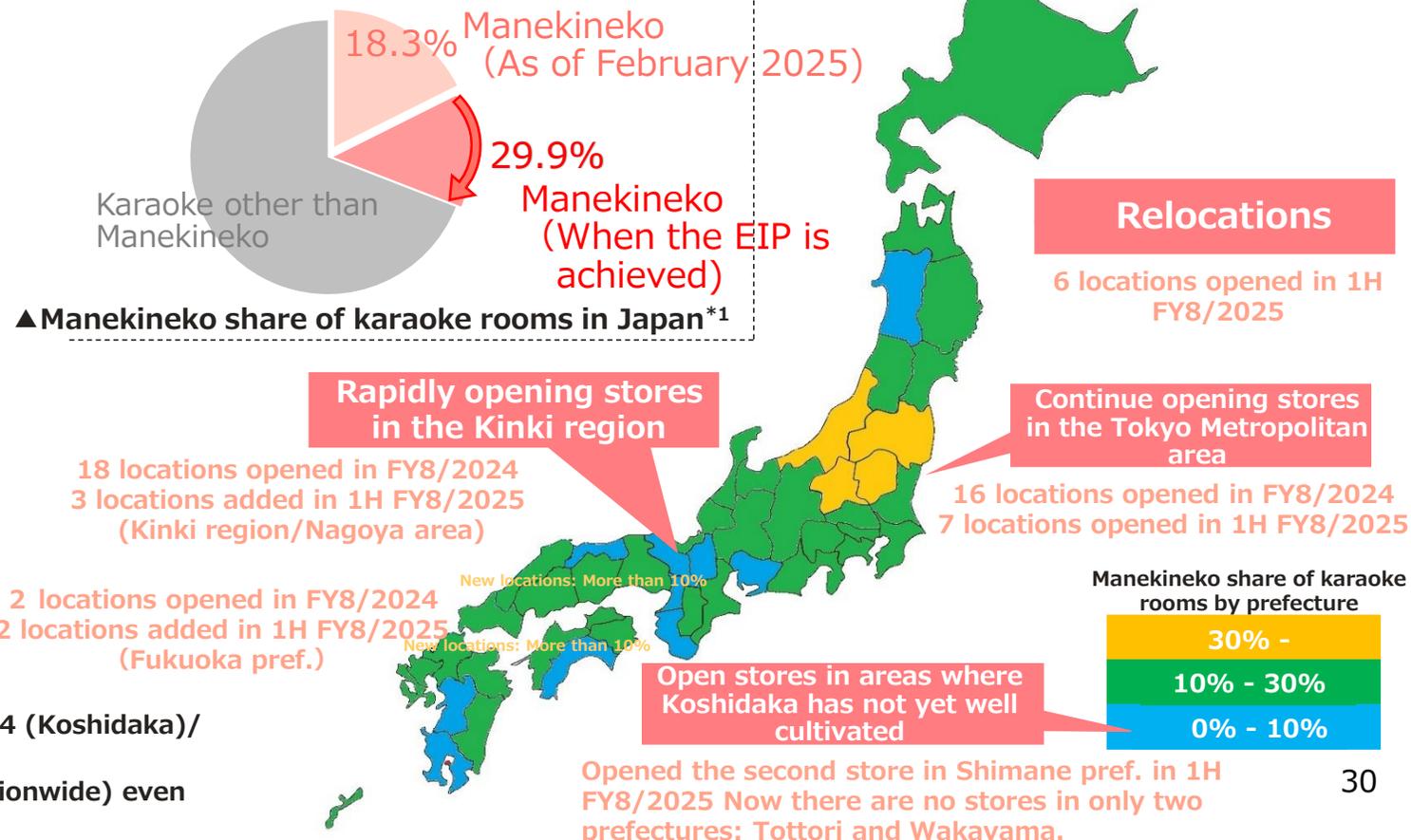
Continue opening many stores near stations and shopping districts, mainly in the Tokyo Metropolitan area

Rapidly increase the number of locations in the Kinki region  
Open stores in regions where there is enormous potential for growth

Relocation of existing stores for larger stores in prime locations

Opening of 100 stores per year

## Stores opened in FY8/2024 (51 Manekineko stores opened)



\*1 Calculated based on the number of rooms as of August 31, 2024 (Koshidaka)/ Karaoke White Paper as of March 31, 2024  
Assumes no change in the total number of rooms (100,463 nationwide) even when the EIP is achieved.

# 1 B PER (Private Entertainment Room)

Converting karaoke rooms into private entertainment rooms (PER) for karaoke as well as for enjoying many other services. Transforming karaoke boxes into entertainment boxes.

## Upgrade existing PER services



Live viewing



Darts and billiards



Mirroring



Audio and video recordings



## E-bo entertainment platform



E-bo operating in the Tokyo Metropolitan area; preparing for nationwide expansion

## Content collaborations



+

And more ...



Alliances: Mutual attraction of customers, joint use of store infrastructures and other benefits



- Expand to all areas in Japan : Sept.~Dec. 2025, E-bo will be installed at all outlets
- Enrich Contents : ①July, number of songs more than doubled, sound quality improved to the completely different level with new ways of enjoying.  
②Autumn: non-Karaoke function/entertainment added, including Mirroring, etc

All outlets in Japan  
(2025/9~)  
2,500 units

Tokyo Metropolitan area  
193 outlets  
500 units  
(2025/4)



Karaoke Mirroring New  
Entertainment



**1 C [Progress and Goals] Strategic internal actions– A sound organizational structure**

**Continue** actions to build a sound infrastructure to serve as the foundation for growth in order to accomplish the goals of the Entertainment Infrastructure Plan

**1**

**Personnel system reforms**

- Progress in the Workstyle Innovation Plan
  - Restructuring of salary level and evaluation system  
 New personnel system: Introduced in FY8/2024  
 Highest level among Karaoke Box Operators  
 Salary level: 25% increase in average employee salary over 2 years (Mostly finished this increase with salaries as of March 2025)
  - Further enhancement of welfare benefits and reform of work style  
 Increased consecutive days off

**2**

**Workforce diversity**

- People with disabilities
  - Establish a new company
- Continue hiring people with advanced skills
- More people for finding locations for new stores and opening stores
- Add many employees for overseas business expansion

**3**

**Strengthen training programs at Maneki-Juku (employee training center)**

- Start training for specific job and management categories; hold regular training sessions for all employees
- Develop video of operation manuals
- Enhance training programs

**4**

**Activities to help accomplish the SDGs**

- Use the Sustainability Committee to conduct corporate social responsibility and environmental activities.
- Single-parent family support (Maneki Smile Passport)
  - “Children’s 110 (911) Hotline” activities
  - “Let’s Sing –a good cheer song” project  
 (Singing this song will be a donation to orphanages and other institutions)
  - Initiatives for carbon neutrality

### 3 Growth outside Japan: Faster SE Asia growth and start of U.S. planning

Continue to add locations in Southeast Asia, where markets and economics are growing steadily.

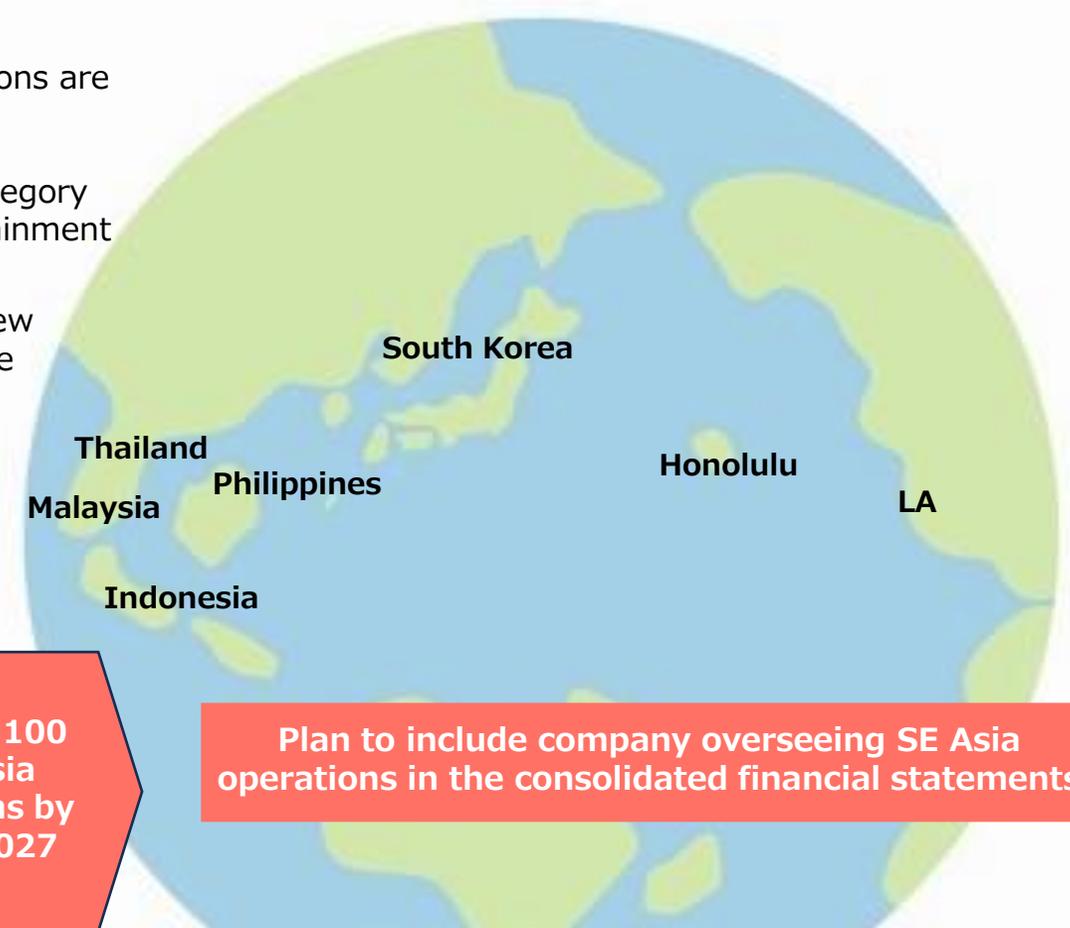
In the economically mature U.S. market, export the **Family Karaoke** business model as a form of entertainment content.

#### Strategies for growth of the karaoke business outside Japan

- Southeast Asia**
- SE Asia now has a karaoke culture but some karaoke locations are also nighttime entertainment businesses
  - Most karaoke boxes are nighttime operations
  - Rapid growth of the middle-income population, a target category for establishing true family karaoke as an option for entertainment

- U.S.**
- The karaoke culture is still not well established
  - Offering family karaoke with “cool Japanese content” as a new option for entertainment in the mature U.S. market to create and establish a market for karaoke

	Stores at end of FY				
	FY8/2021	FY8/2022	FY8/2023	FY8/2024	FY8/2027
<b>Overseas</b>	12	11	17	22	74+
South Korea	4	4	4	4	4
Malaysia	6	6	10	13	30+
Thailand	1	0	2	3	15+
Indonesia	1	1	1	2	15+
Philippines	-	-	-	-	5+
Country A	-	-	-	-	-
U.S.	-	-	-	-	5+



Goal is 100 SE Asia locations by FY8/2027

Plan to include company overseeing SE Asia operations in the consolidated financial statements

Goal is 100 N America locations within about 5 years

## 4 Create new sources of earnings: Contents business



Powerful "Japan"  
contents for  
domestic and  
overseas markets

202X

Rapid sales growth

FY8/2025

Make content the third core business  
Growth of overseas non-EC and cross-border EC sales  
Sales of collaboration goods/drinks (exp.): ¥1,500mn (of which EC ¥200mn)  
**Cross border** EC sales of collaboration goods: ¥500mn  
(overseas non-EC distribution)

FY8/2024

Increase the number of contents and channels  
Number of content: 65  
of which also for overseas: 4 (South Korea, Malaysia, Thailand, Indonesia)  
Sales of collaboration goods/drinks: ¥900mn (of which EC ¥100mn) (FY8/2023 ¥400mn)  
**Cross border** EC sales of collaboration goods: ¥200mn (overseas non-EC distribution)

4 Create new sources of earnings: Market research business using Koshidaka assets

The “**Neko no Te**” marketing research support service is advancing from the prototype phase to full-scale operations

Koshidaka assets

**682**

**Karaoke outlets**  
all over in Japan

Over **15 million**  
**application users info**



**Matching**



Marketing research needs of companies

Able to hold face-to-face interviews  
**nationwide**

Matching by using an infrastructure with  
**one of largest numbers** of members  
**in Japan**

## ● Licensing agreement with Katana Inc.

**Katana is led by Tsuyoshi Morioka, who successfully revitalized Universal Studio Japan. Planning to use this company's brand strategy and marketing expertise and its workforce development skills to build an infrastructure capable of supporting constant growth.**

**Continuous growth of existing stores in Japan**

**In other countries, establish Koshidaka brands and markets for Koshidaka Group services**



## Closing

### Key initiatives “plus”

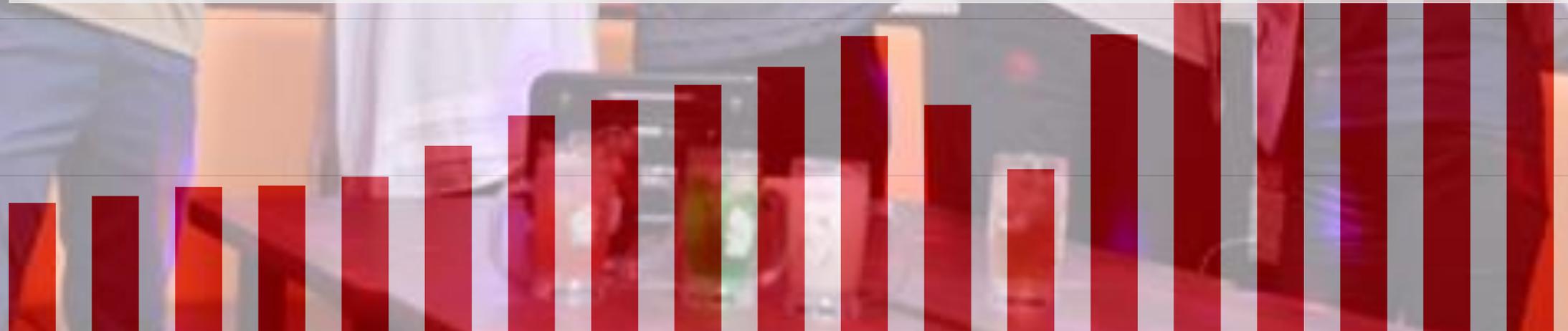
## Starting to think about **the next (after EIP) medium-term business plan!**

Work has started on the medium-term business plan that will begin in September 2027. Targeting to establish the plan by the end of FY8/2025.

- Studies to identify a business in addition to karaoke business in Japan that can drive growth
- Determination of priority performance indicators
- Establishment of the scale of the final targets for individual business units

# The Mission of Koshidaka Holdings

We will establish network of stores everywhere worldwide which provides with various types of entertainment services in order to enable people to enjoy their leisure time in the best possible way



# KOSHIDAKA HOLDINGS Co., LTD.

(TSE Prime Market 2157)

The purpose of this presentation is to provide information about the Koshidaka Group based on results of operations for the first half of the fiscal year ending August 31, 2025. This is not a solicitation to purchase securities issued by Koshidaka Holdings.

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