

ホリデイスポーツクラブ西一之江 2月オープン

HOLIDAY SPORTS CLUB 2017.2

江戸川区西一之江 松江第四中学 南側

OPEN

江戸川区西一之江



- Financial Results for the Second Quarter of the Fiscal Year Ending March 2017
- Progress of Medium-term Management Plan (FY03/16 to FY03/18)

December 2016
Financial Results Briefing for Institutional Investors
Yuichiro Kutsuna, President&COO

Company name	TOSHO CO., LTD.
Headquarter	16-5, Mikawaanjo 1-Chome, Anjo-shi, Aichi
Tokyo Office	11F Mitsubishi Bldg., 2-5-2 Marunouchi, Chiyoda-ku, Tokyo
Established	March 1979 (Fiscal Year End: March)
Capital	1,580 million yen
No. of employees (Group)	347 (as of Sep. 30, 2016)
No. of shares outstanding	19,157,500 shares
No. of shareholders	3,910
Share unit	100 shares
Security code	8920
Listing market	Tokyo Stock Exchange First Section Nagoya Stock Exchange First Section
Business category	Services
Consolidated subsidiary	AB Hotel Co., Ltd.

Sports Club Business

No. of sports clubs: 64

Average no. of members: up 5.1% YoY

Hotel Business

No. of hotels: 9

Operating rate: 88.9%

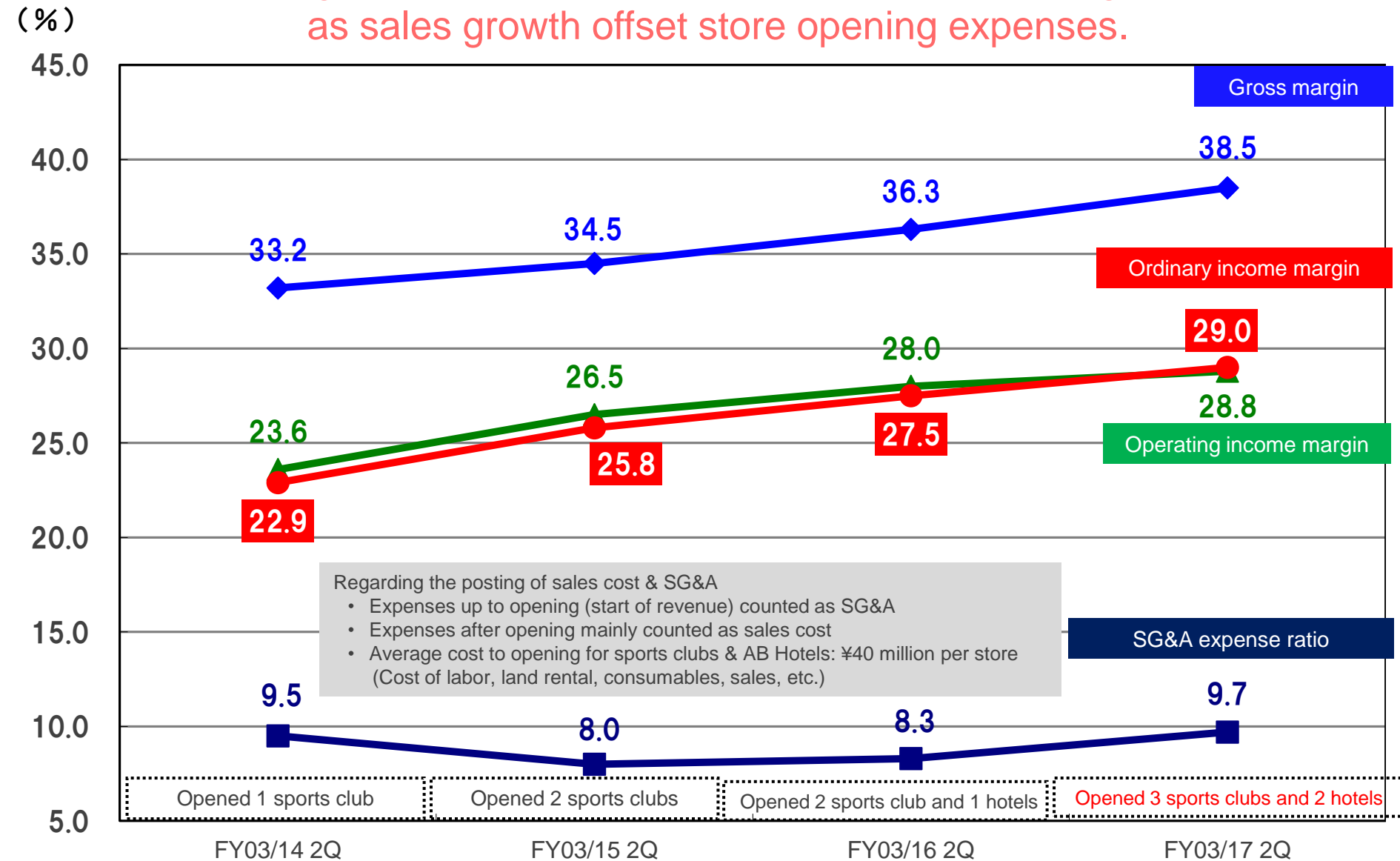
Real estate Business

No. of rental apartments: 53 buildings, 2,140 rooms

Occupancy rate: 98.0%

(Million yen)	FY03/16 (Apr. 2015 – Sep. 2015)			FY03/17 (Apr. 2016 – Sep. 2016)			
	Results	Ratio to sales %		Results	Ratio to sales %	YoY%	Increase/decrease
Net sales	9,438	100.0		10,480	100.0	111.0	+1,041
Sports Club Business	7,331	77.7		8,050	76.8	109.8	+718
Hotel Business	1,390	14.7		1,686	16.1	121.3	+295
Real estate Business	717	7.6		744	7.1	103.8	+27
Gross Profit	3,429	36.3		4,037	38.5	117.7	+608
SG&A	786	8.3		1,018	9.7	129.5	+232
Operating Income	2,642	28.0		3,019	28.8	114.2	+376
Sports Club Business	1,808	(24.7)		2,170	(27.0)	120.0	+361
Hotel Business	478	(34.4)		494	(29.3)	103.3	+15
Real Estate Business	353	(49.3)		349	(47.0)	98.9	△3
Adjustments	2	—		5	—	—	+3
Ordinary Income	2,597	27.5		3,040	29.0	117.0	+442
Net income attributable to owners of parent	1,528	16.2		1,800	17.2	117.8	+272

Existing stores continued to perform well. Profit margin rose as sales growth offset store opening expenses.

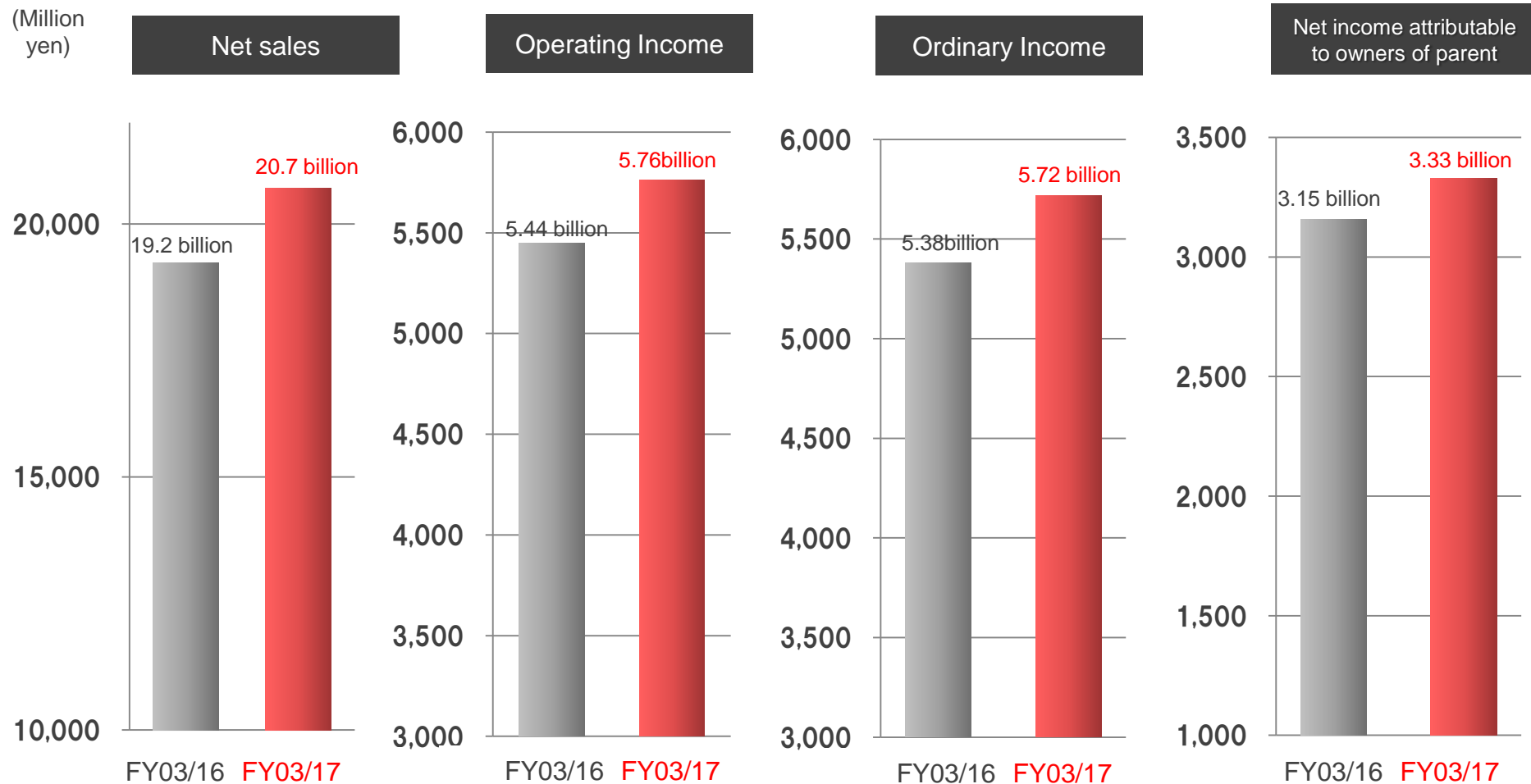


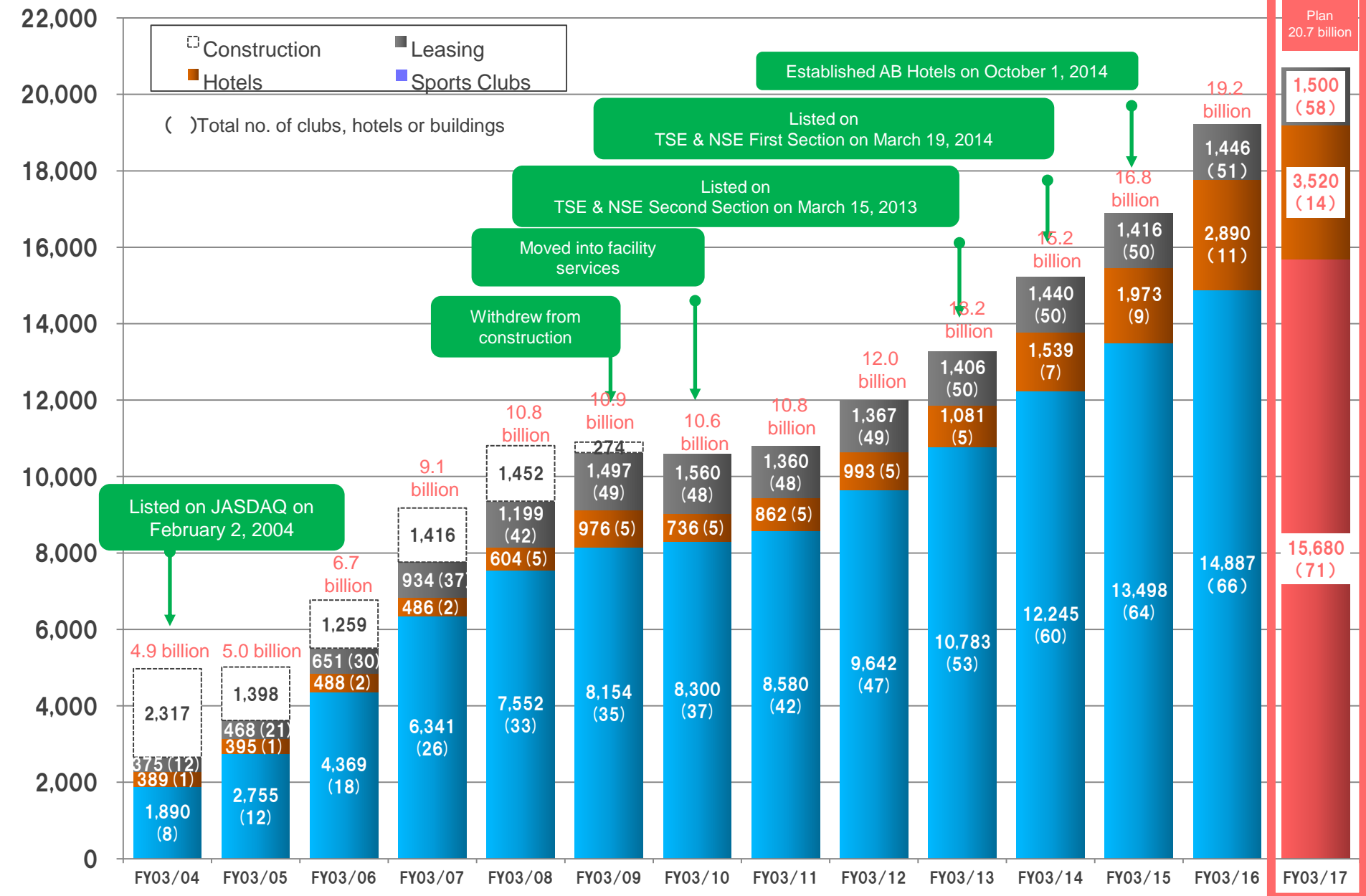
Plan to record the highest sales and earnings

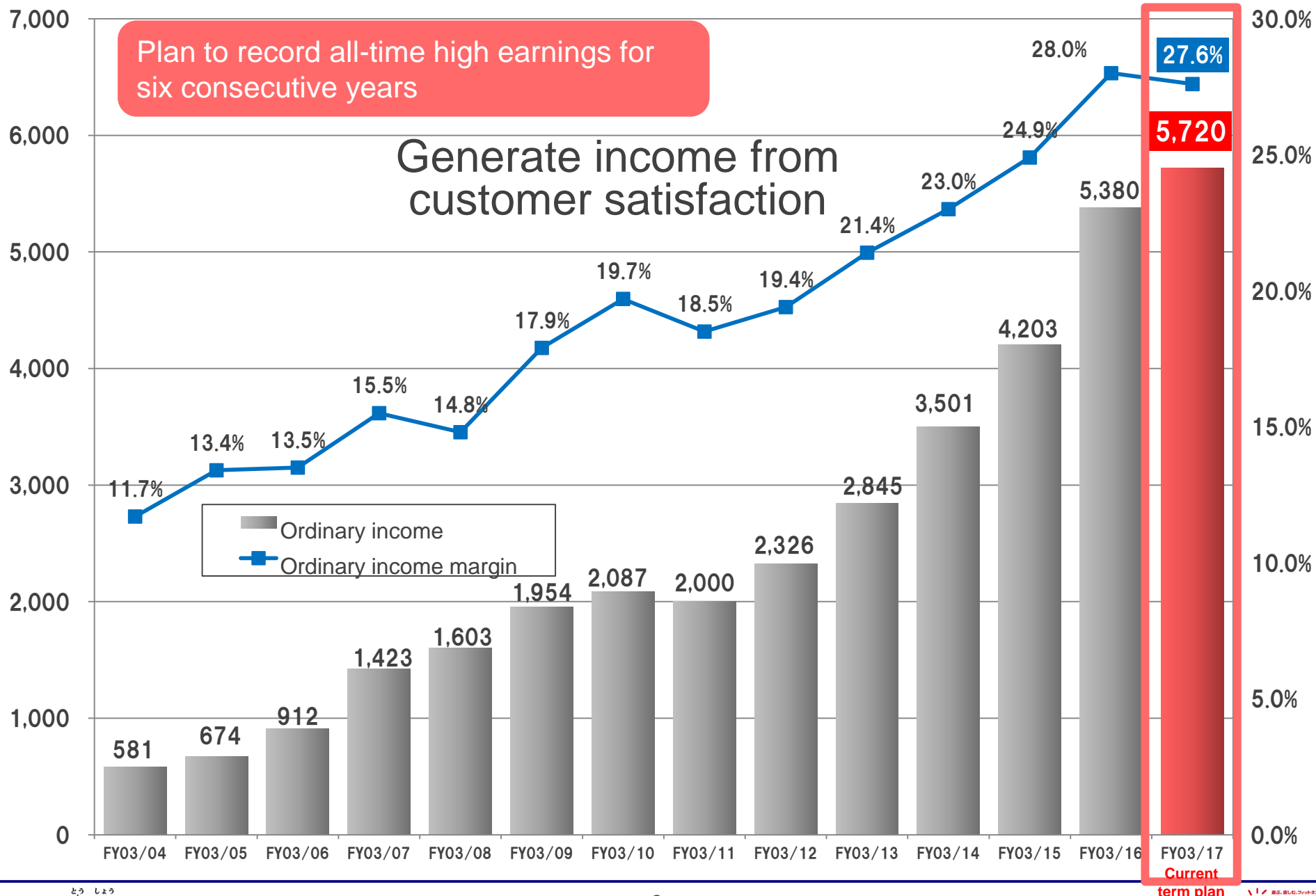
(Million yen)	FY03/16 (April 2015 - March 2016)			FY03/17 (April 2016 - March 2017)			
	Results	Ratio to sales %	YoY%	Results	Ratio to sales %	YoY%	Increase/decrease
Net sales	19,224	100.0	113.8	20,700	100.0	107.7	+1,476
Sports Club Business	14,887	77.5	110.3	15,680	75.7	105.3	+793
Hotel Business	2,890	15.0	146.5	3,520	17.0	121.8	+630
Real Estate Business	1,447	7.5	102.1	1,500	7.3	103.7	+53
Gross Profit	7,077	36.8	121.1	7,660	37.0	108.2	+583
SG&A	1,628	8.5	105.7	1,900	9.2	116.7	+272
Operating Income	5,449	28.3	126.6	5,760	27.8	105.7	+311
Sports Club Business	3,763	(25.3)	123.2	3,918	(25.0)	104.1	+155
Hotel Business	989	(34.2)	172.9	1,150	(32.7)	116.3	+161
Real Estate Business	689	(47.6)	100.7	692	(46.1)	100.4	+3
Adjustments	8	—	—	—	—	—	△8
Ordinary Income	5,380	28.0	128.0	5,720	27.6	106.3	+340
Net Income Attributable to Owners of Parent	3,156	16.4	124.5	3,330	16.1	105.5	+174

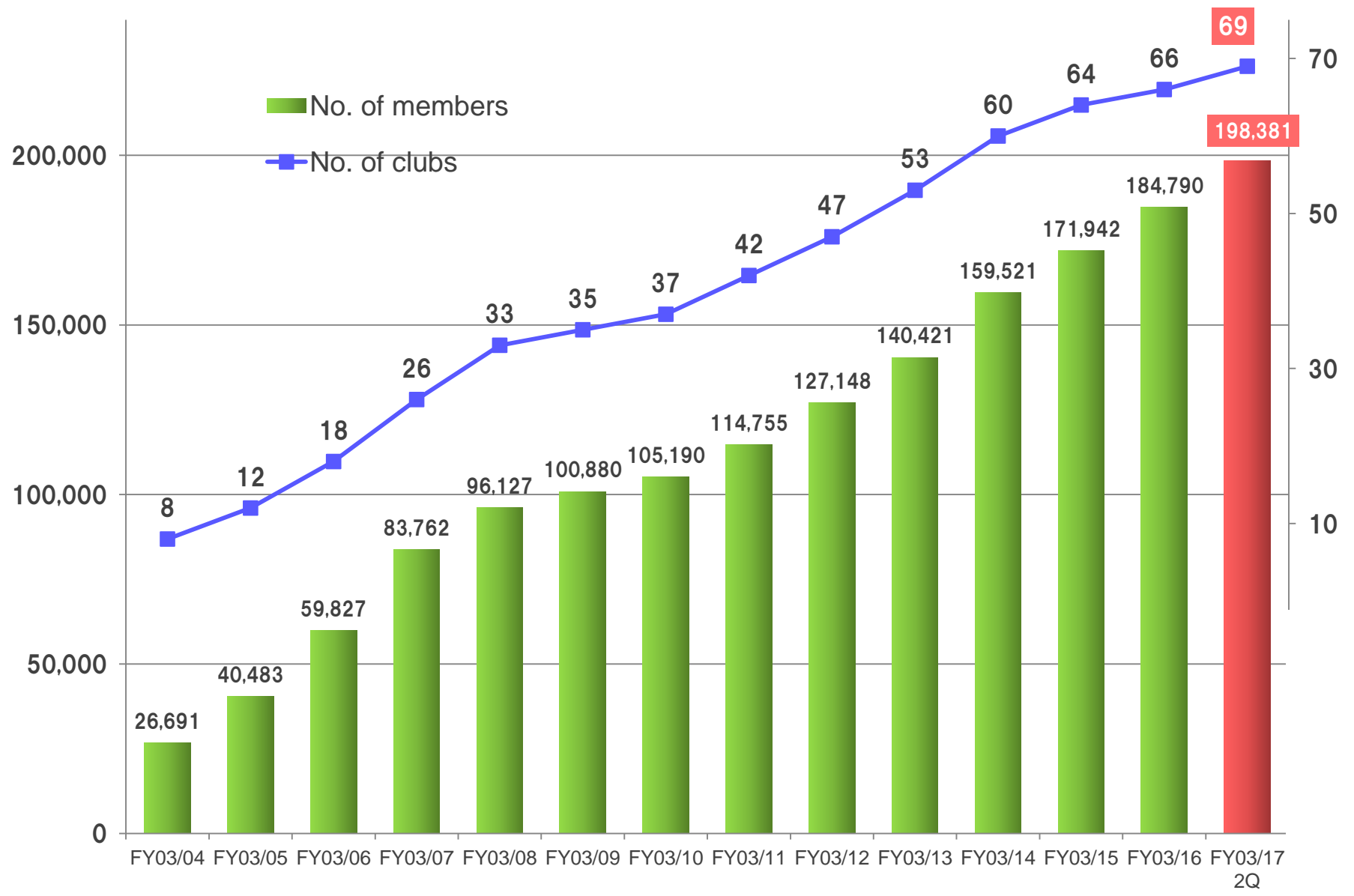
- Net sales ¥20,700 million(up 7.7% YoY)
- Operating income ¥5,760 million(up 5.7% YoY)
- Ordinary income ¥5,720 million(up 6.3% YoY)
- Net income attributable to owners of parent ¥3,330 million(up 5.5% YoY)

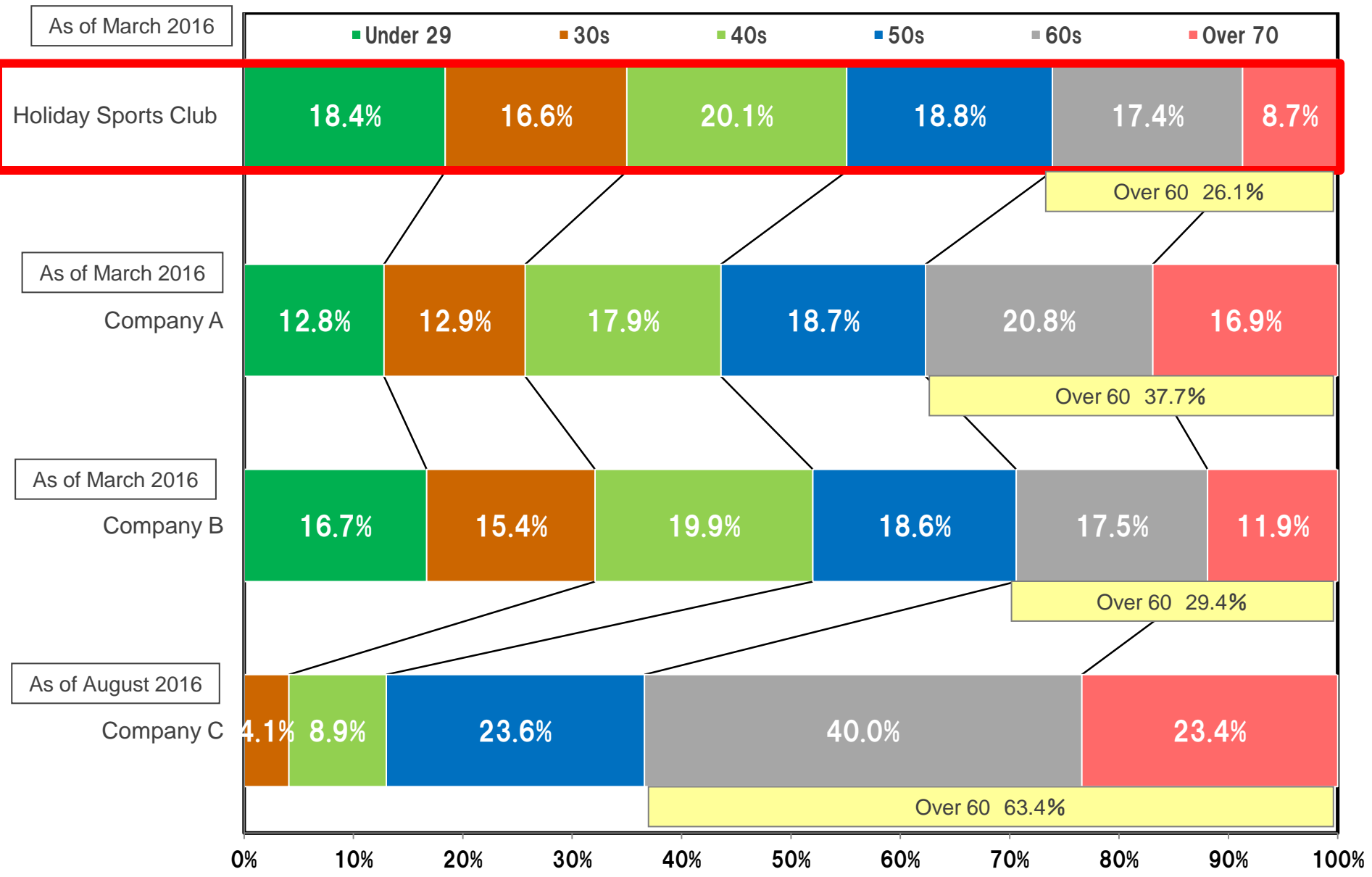
(Million yen)





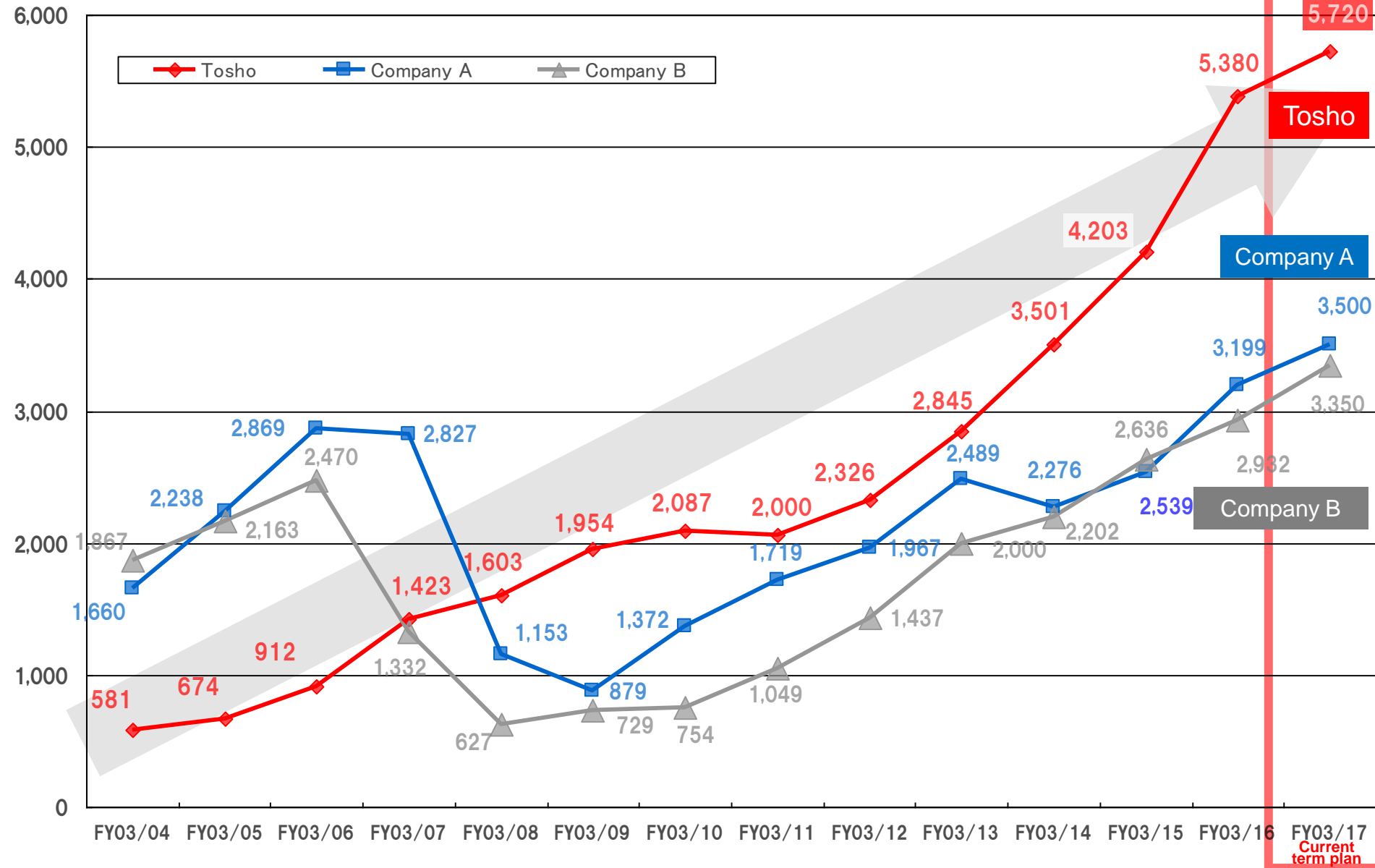


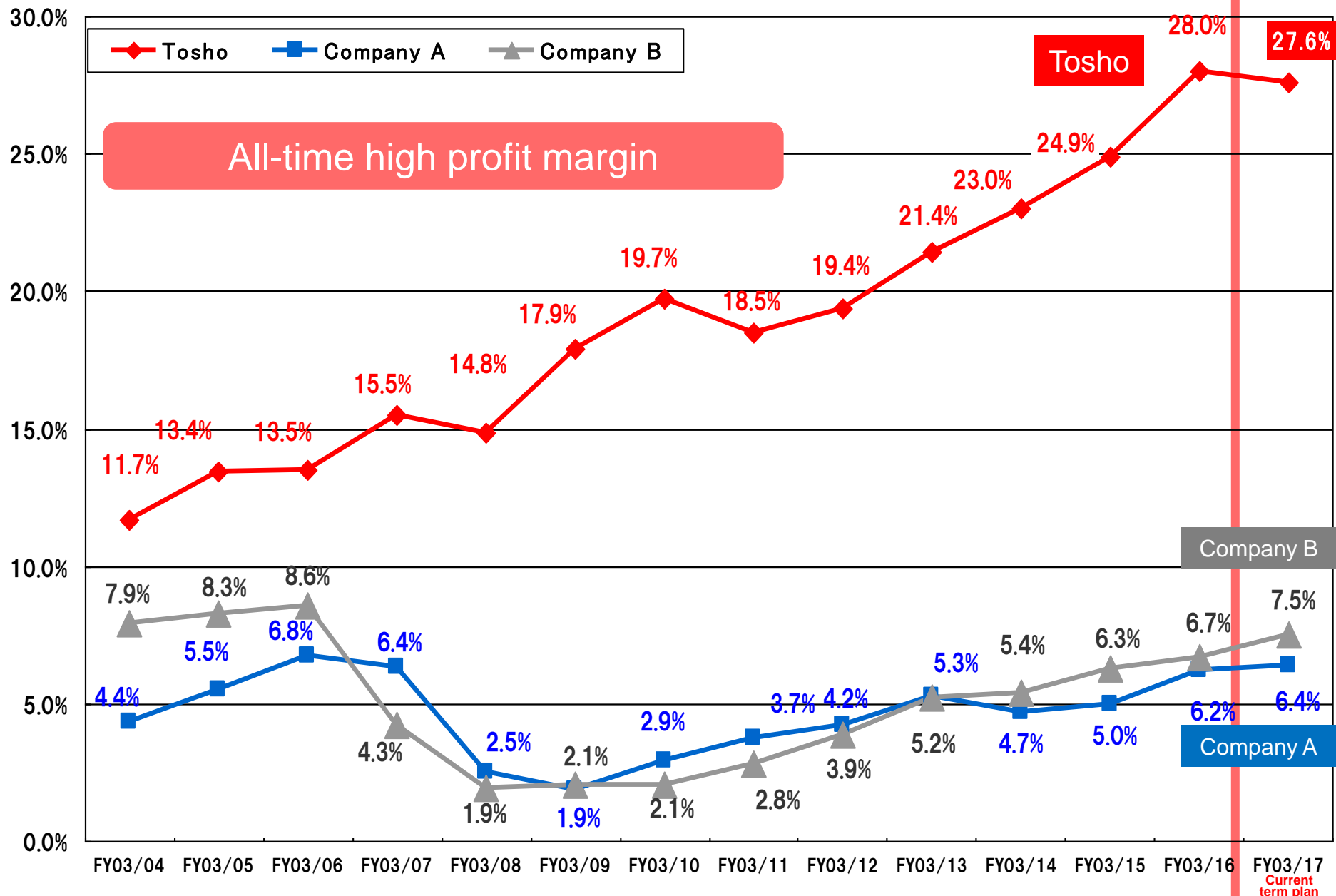




Reference: financial materials of each company, Company C represents "30s" as "30s and under (including 20s)" as the company has no age data of 20s.

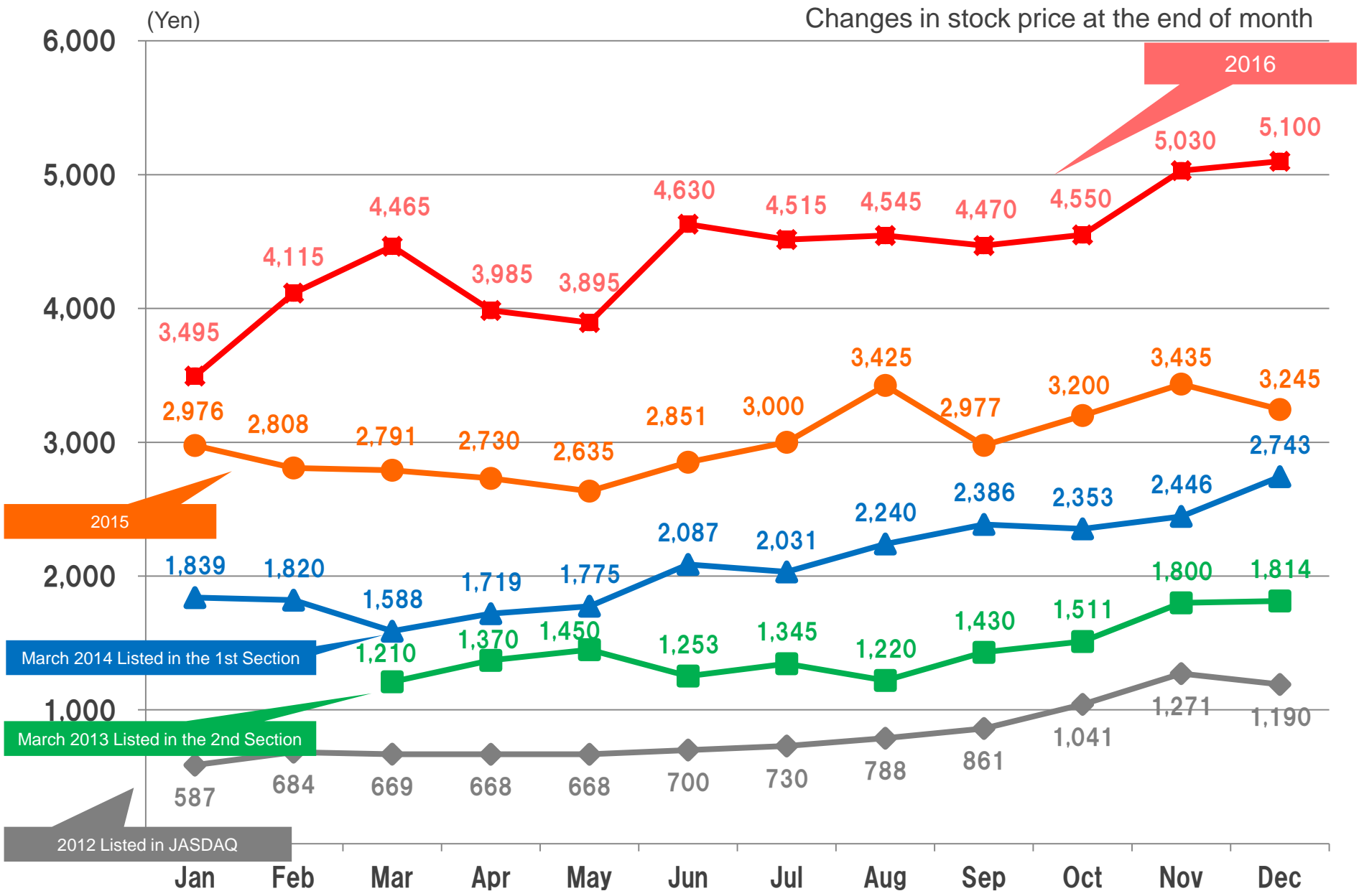
Million yen





Starting small, aiming for strong growth!

	Market	Stock price	Market cap
Feb. 4, 2004 	Listed on JASDAQ	Offering price 330 yen Initial price 700 yen	¥2.5 billion ¥5.0 billion
Mar. 15, 2013 	Listed on TSE, NSE Second Section	1,206 yen	¥22.1 billion
Mar. 19, 2014 	Listed on TSE, NSE First Section	1,646 yen	¥31.5 billion
Current (Nov. 30, 2016)		5,030 yen	¥96.3 billion

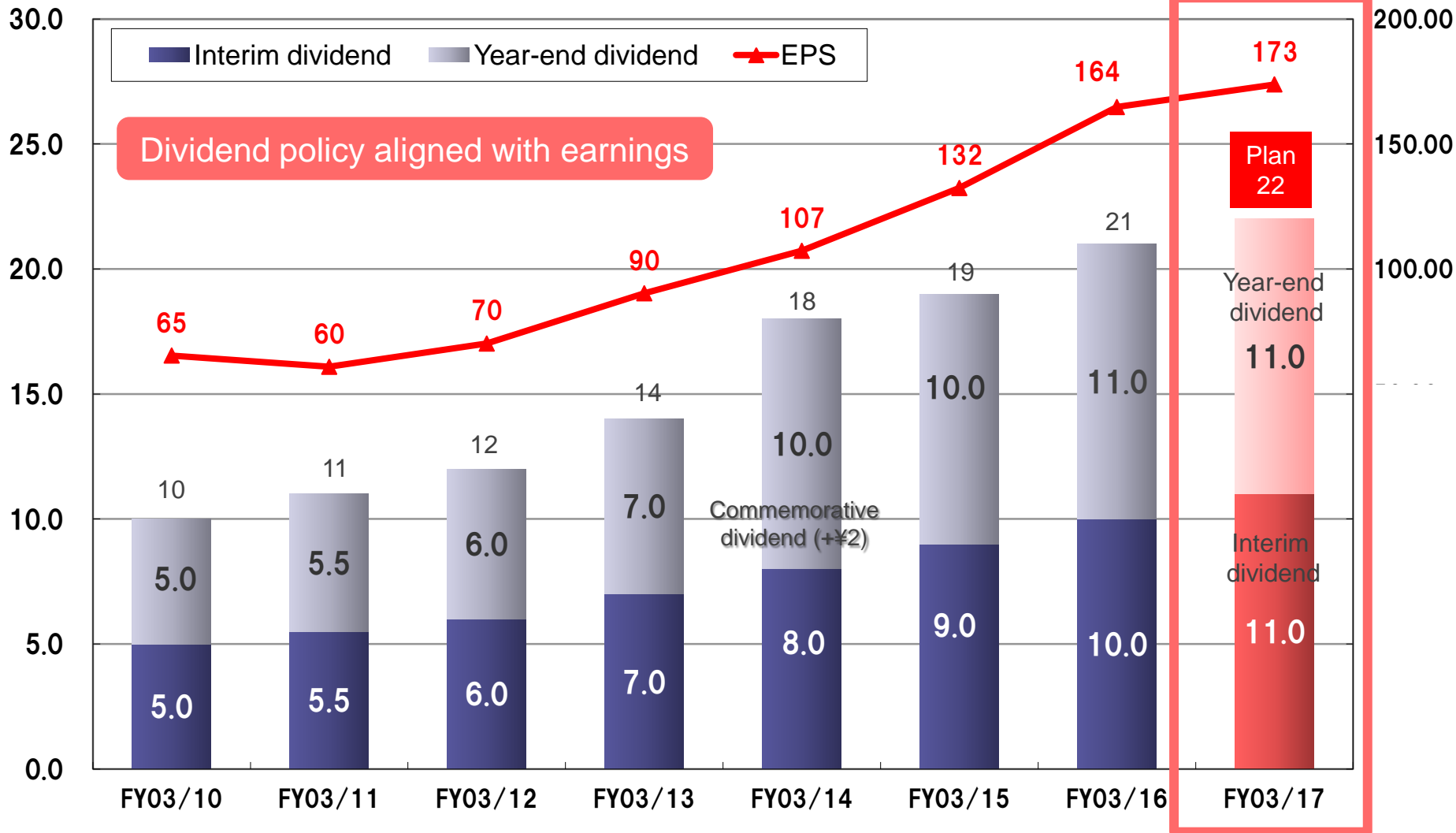


Plan to increase dividend for seven consecutive years

Interim dividend: 11 yen, year-end dividend: 11 yen

EPS (Yen)

Annual dividend (Yen)



Medium-term Management Plan

FY03/16 (Result), FY03/17, FY03/18

Wellness Life Tosho Group

Three principles of health: “Exercise, Nutrition, Rest”

TOSHO CO., LTD.

Sports Club Business “Holiday Sports Club”

Wellness through exercise
69 clubs across Japan



Real Estate Business Rental Apartments “A City”

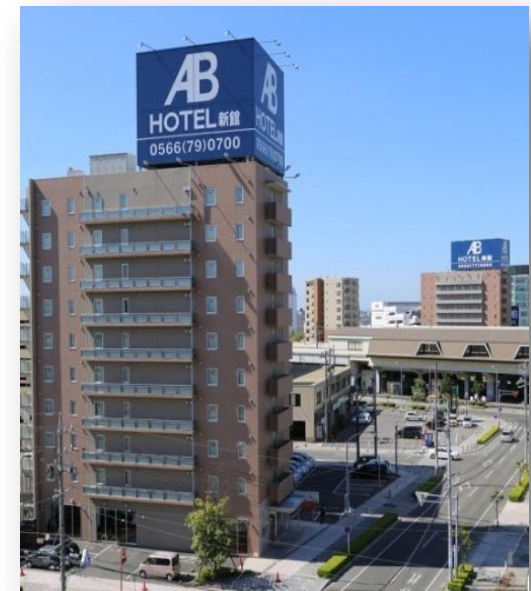
Wellness through comfort
53 buildings across Aichi Prefecture



AB Hotel Co., Ltd.

Hotel Business “AB Hotel”

Wellness through good sleep
13 hotels across Japan



Original Medium-term 3-year Plan

(Issued on May 21, 2015)

	FY03/16	FY03/17	FY03/18
Net sales	¥18.2 billion	¥20 billion	¥22 billion
Ordinary income (Ordinary income margin)	¥4.7 billion (25.8%)	¥5.2 billion (26.0%)	¥5.7 billion (25.9%)

Upward revision

	FY03/16 (Result)	FY03/17 (Plan)	FY03/18 (Plan)
Net sales	¥19.2 billion	¥20.7 billion	¥23.5 billion
Ordinary income (Ordinary income margin)	¥5.38 billion (28.0%)	¥5.72 billion (27.6%)	¥6.4 billion (27.2%)

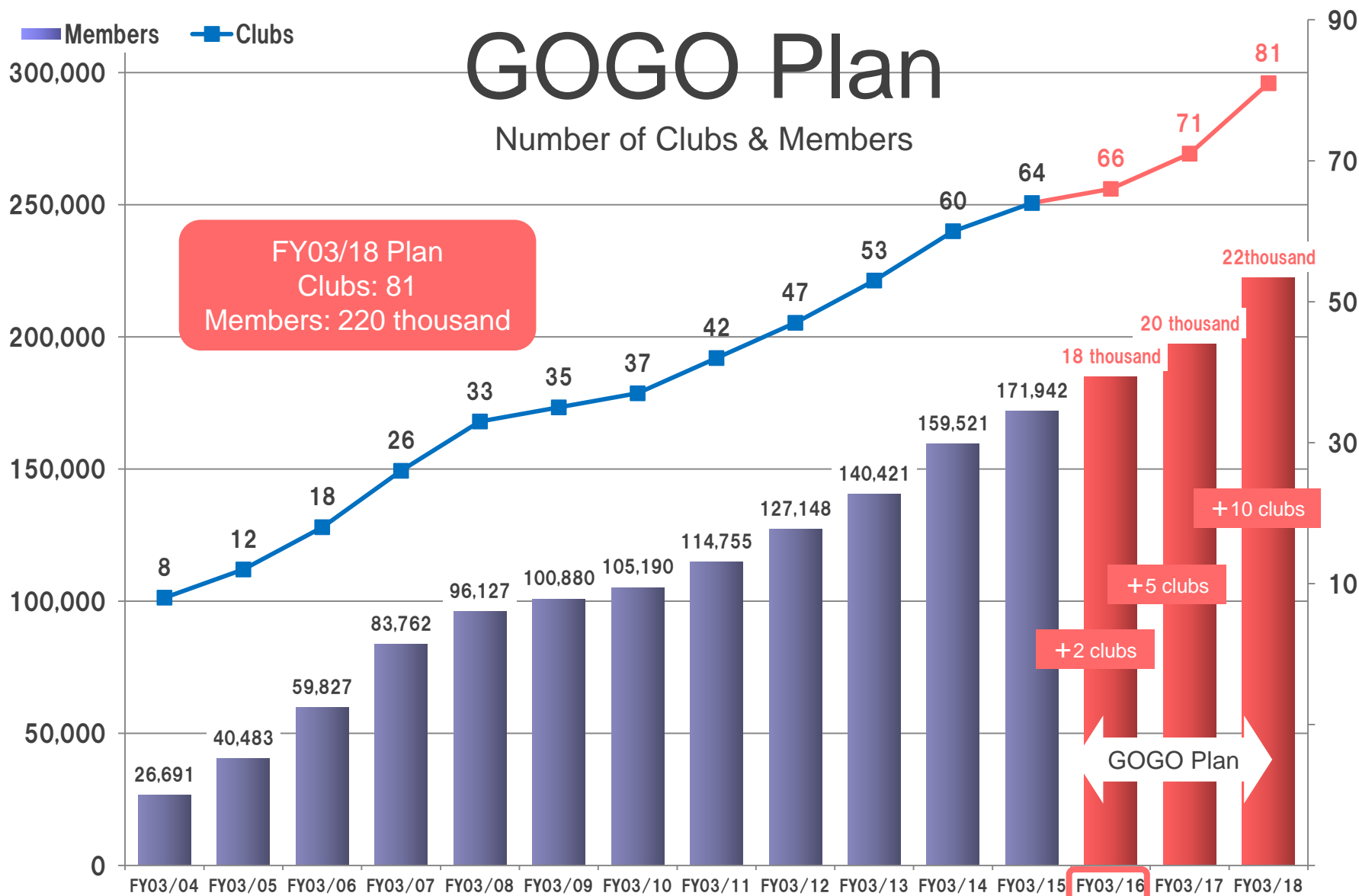
Key management index targets for FY03/18 (final year of the mid-term plan)

Net sales	¥235 billion	(+¥1.5 billion to the initial plan)
Ordinary income	¥64 billion	(+ ¥700 million to the initial plan)
Ordinary income margin	27.2%	(+1.3pt to the initial plan)
EPS	¥194	(+¥27 to the initial plan)
ROE	19.0%	(+1.0pt to the initial plan)

	FY03/16 (Result)	FY03/17 (Plan)	FY03/18 (Plan)
Net sales	¥19.2 billion	¥20.7 billion	¥23.5 billion
Growth rate (YoY)	+13.8%	+7.7%	+13.5%
Ordinary income	¥5.38 billion	¥5.72 billion	¥6.40 billion
Growth rate (YoY)	+28.0%	+6.3%	+11.9%
Ordinary income margin	28.0%	27.6%	27.2%
EPS	¥164.79	¥173.86	¥194.52
ROE	17.9%	18.0%	19.0%
Planned capital expenditure	¥3.88 billion	¥5 billion	¥7 billion
Opening plan			
New sports clubs	2 clubs	5 clubs	10 clubs
New hotels	2 hotels	3 hotels	5 hotels
New rental apartments (Real estate business)	35 rooms (1 apartment)	200 rooms (7apartments)	300 rooms (10 apartments)

GOGO Plan

Number of Clubs & Members



Continued rapid growth in the facility service industry

5 Strategies for Holiday Sports Clubs

1. Market

- Market survey targeting 100,000-150,000 people

Is there a demand?

2. Development

- Develop a new business model

Is our business model keeping up with the times?

3. New products

- Introduce new programs, new systems & new products

Are we continuing to release hot sellers?

4. Sales

- Flyers, web, word-of-mouth

Are people being inspired to join?

5. Service

- HR training, service etiquette, maintenance of facility & environment

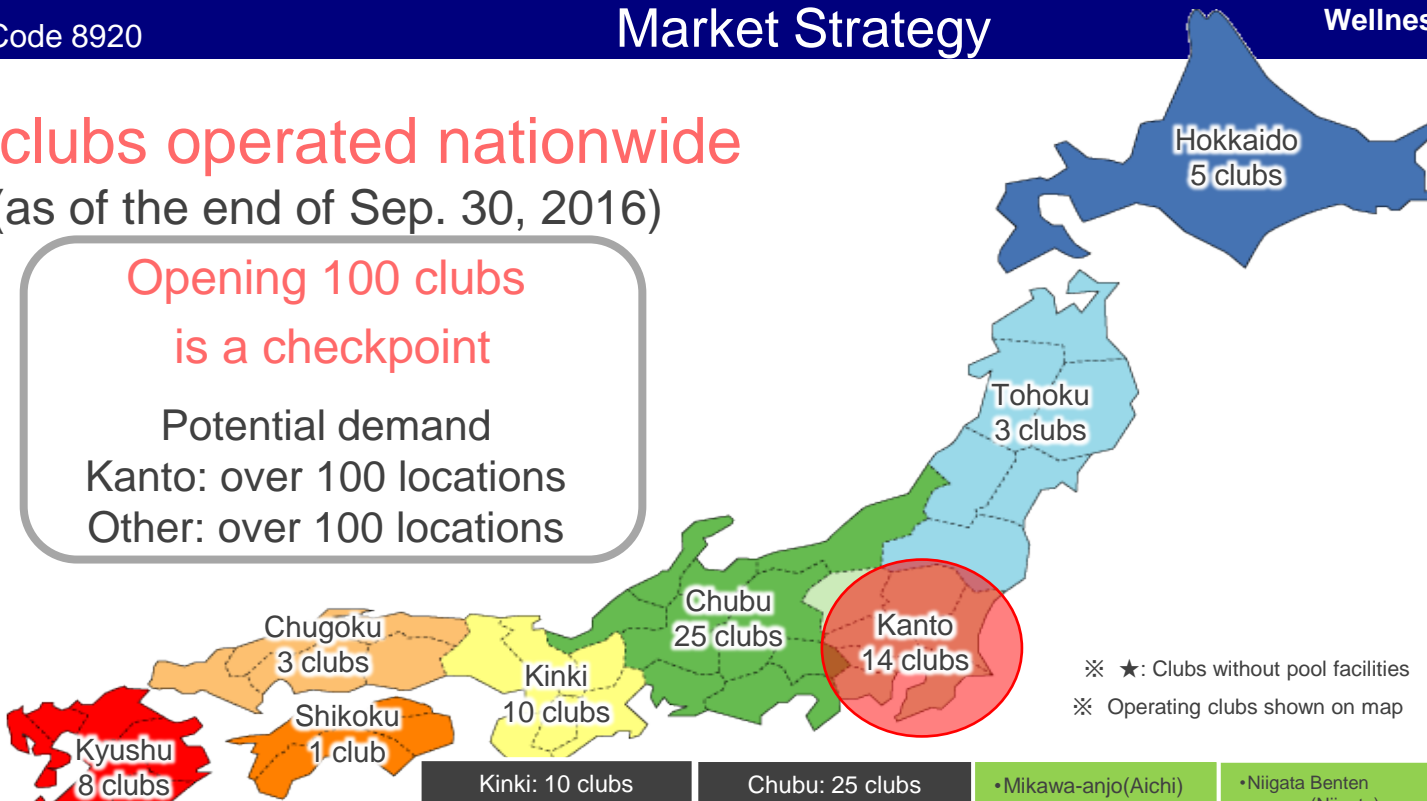
Do we offer safety, peace-of-mind & comfort?

69 clubs operated nationwide

(as of the end of Sep. 30, 2016)

Opening 100 clubs
is a checkpoint

Potential demand
Kanto: over 100 locations
Other: over 100 locations



※ ★: Clubs without pool facilities
※ Operating clubs shown on map

Hokkaido: 5 clubs	
• Hakodate	
• Asahikawa	
• Sapporo Kiyota	
• Sapporo Kita 24 Jo	
• Higashisapporo plan	
• Tomakomai	
Tohoku: 3 clubs	
• Hirosaki (Aomori)	
• Akita (Akita)	
• Morioka (Iwate)	
Kanto: 14 clubs	
• Utsunomiya (Tochigi)	
• Isejaki (Gunma)	
• Takasaki (")	
• Maebashi (")	
• Ota (")	
• Funabashinichidai-mae (Chiba) ★	
• Ichihara Goi (") ★	
• Kisarazu(")plan	
• Chiba-chuo(")plan	
• Zamarinakan (Kanagawa) ★	
• Ebina Kashiwadai (")	
• Sagamihara (")	
• Kodaira (Tokyo)	
• Nishiichinoe (Edogawa) ★plan	
• Okegawa (Saitama) ★	
• Fukaya (")	
• Soka (")	

Kyushu: 8 clubs	Chugoku: 3 clubs	Kinki: 10 clubs	Chubu: 25 clubs	Kanto: 14 clubs
• Yahatanishi (Fukuoka)	• Fukuyama (Hiroshima)	• Suzuka (Mie)	• Kofu (Yamanashi)	• Mikawa-anjo(Aichi)
• Fukuoka Umebayashi (")	• Yonago (Tottori)	• Yokkaichi (")	• Matsumoto (Nagano)	• Kariya Chiryu (")
• Onojo (")	• Tottori (") plan	• Kusatsu (Shiga) ★	• Nagano (")	• Ichinomiya (")
• Omuta (")	• Izumo (Shimane)	• Nara (Nara)	• Ueda (")	• Toyohashi (")
• Koga (") plan		• Yamatotakada (") plan	• Numazu (Shizuoka)	• Toyota (")
• Oita (Oita)		• Izumiotsu (Osaka)	• Hamamatsu (")	• Nagoya Narumi (")
• Saga (Saga)		• Higashi Osaka (")	• Shimizu (")	• Nisshin Nagakute (")
• Kumamoto Kita (Kumamoto)		• Neyagawa (") ★	• Fuji (")	• Toyokawa (")
• Kumamoto Nagamine (")		• Osaka Hirano (")	• Fujinomiya (")	• Owariasahi (") plan
• Miyazaki (Miyazaki) plan		• Himeji (Hyogo)	• Yaizu (")plan	• Ogaki (Gifu)
		• Mukonosono (")		• Gifu (") plan
		• Wakayama (Wakayama) plan		

Nationwide expansion

Sports Clubs Opening Plan (announced)		
FY03/17		
Holiday Sports Club Mukonoso (Amagasaki-shi, Hyogo)	2016 May	Opened
Holiday Sports Club Soka (Soka-shi, Saitama)	Jul	Opened
Holiday Sports Club Fujinomiya (Fujinomiya-shi, Shizuoka)	Aug	Opened
Holiday Sports Club Owariasahi (Owariasahi-shi, Aichi)	2017 Jan	
Holiday Sports Club Nishiichinoe (Edogawa-ku, Tokyo)	Feb	
FY03/18		
Holiday Sports Club Miyazaki (Miyazaki-shi, Miyazaki)	Jun	
Holiday Sports Club Chiba Chuo (Chiba-shi, Chiba)	Jun	
Holiday Sports Club Yaizu (Yaizu-shi, Shizuoka)	Jul	
Holiday Sports Club Kisarazu (Chiba-shi, Chiba)	Aug	
Holiday Sports Club Yamatotakada (Yamatotakada-shi, Nara)	Sep	
Holiday Sports Club Tottori (Tottori-shi, Tottori)	Oct	
Holiday Sports Club Wakayama (Wakayama-shi, Wakayama)	Oct	
Holiday Sports Club Gifu (Gifu-shi, Gifu)	2018 Jan	
Holiday Sports Club Koga (Koga-shi, Fukuoka)	Jan	
FY03/19		
Holiday Sports Club Higashi-Sapporo (Higashi-Sapporo-shi, Hokkaido)	Apr	
Holiday Sports Club Kochi (Kochi-shi, Kochi)	Jun	

ホリデイは初心者対象!



“Hot Studio”



General Eco 2500 Model (with Hot Studio)		
Investment amount (building ownership)	500 million yen	
Net sales (thousand yen)	216,000	100%
Ordinary income	75,600	35%
Expenses	140,400	65%

Location	Close to town center & station
Site area	Around 1,800 tsubo (around 5,950m ²)
Total floor space	Around 500 tsubo (around 1,653m ²)
Parking	180 cars
Assumed No. of members	2,500
Avg. fee	¥7,200
Market population	100,000 within 3km

TARGET ABS “SWITCH”

DYNAMIC MOVE

狙いは腹おろし!!

ABS TRAINING

TARGET ABS SWITCH
ターゲットアブス スイッチ

脂肪を燃やす有酸素運動と、筋肉量を増やす無酸素運動を交互に切り替え(=スイッチ)ながら、お腹を引き締める!

アプスメソッド 5つの魅力!

- 立位腹筋
- 大声発声
- 腹圧呼吸
- 意識集中
- 継続参加

BEAUTY QUEEN “STOP AGING”

Women-only
Queen

新登場!!
秋限定
9月-11月

Stop Aging
ストップエイジング

時の経過に待ったをかける!
秋のエイジングケアプログラム

うまく踊れなくてもOK!

泳ぐだけじゃない!

泳ぐだけじゃない!
プールで楽しく歩こう!

AQUA WALK
アクアウォーク

水の浮力でやさしく膝体操♪

膝楽体操

水の特性を利用し、膝をラクに動かす

Popular healthy gymnastics

ホット
スタジオ

女性専用の
リラックス空間!



HOT STUDIO

特長 1 色彩効果でカラダと心を癒す
1670万色の照明空間を実現するカラーライティング

特長 2 天井と床からのW温熱効果
遠赤外線天井パネルヒーター + 床暖房 でじんわり温まる

特長 3 ホット空間で発汗作用を促進
室温 36~38℃ カラダの筋肉が負担なくほぐれやすくなる温度
湿度 50~70% 多くの汗をしっかりとかきやすい湿度設定

スマートフォンやパソコンから いつでも予約可能



遊ぶ、楽しむ、フィットネス！ 初心者対象のホリデイスポーツクラブ



プログラム予約 ご希望の日程をクリック！

2016 8

月	火	水	木	金	土	日
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

本日 予約日 実施済み

下記プログラムをクリックすると、カレンダー上に開催日が表示されます。



遊ぶ、楽しむ、フィットネス！ 初心者対象のホリデイスポーツクラブ



予約内容確認

8月18日 (木) 10:30 ~ 11:00
ほっとスタート

8月28日 (日) 14:45 ~ 15:15
美コア

キャンセル待ち

8月07日 (日) 13:15 ~ 14:00 3人目
オーシャンブルー

予約キャンセルはプログラム開始2時間前まで可能です

受講履歴確認

ラファ予約システム 2015年9月導入

ジム



美ボディエリア 軽い負荷から始められる

横腹ひねって
くびれる
曲線美



後ろへ蹴り上げ
ヒップを
引き締め

脚を閉じて
内もも
キュット



筋トレエリア 狙った部位を効率よく引き締めよう



腕を伸ばして
胸板を
厚く



ひじを曲げて
男らしい
腕に



フリーウエイトもあります

セルフウエイトエリア

可動域を自由に設定できて
負荷を調節できる



腰まわり
引き締め



お腹
引き締め

POOL



HOLIDAY SPORTS CLUB



泳がなくても楽しめる
温水プール

水の抵抗で効果アップ! プールプログラム



水中ダンベル



水中シェイプ



かんたんアクア



ミットアクア



ミットアクア



水中ダンベル

リラックス



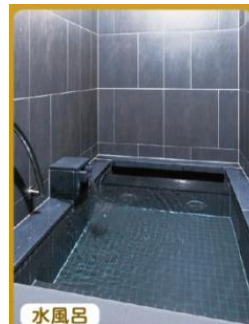
テレビ付サウナ



洗い場



シャワーブース



水風呂

サウナの後におすすめ



マッサージチェア



くつろぎラウンジ

My ホリデイ

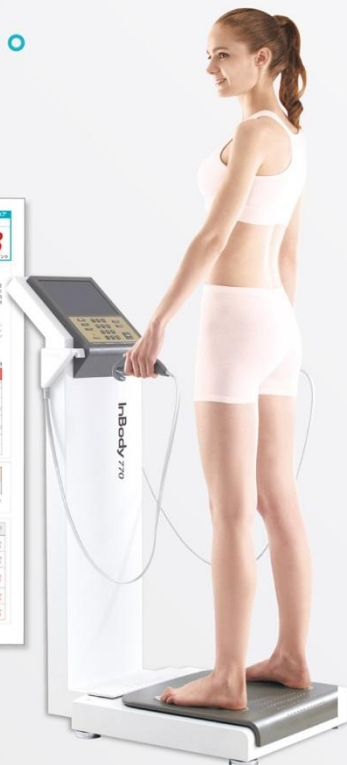
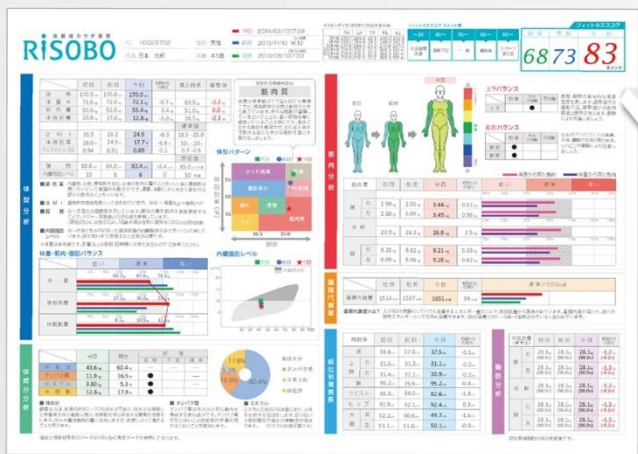


My ホリデイ 2015年4月導入

RISOBO

リソボ

成果がわかれば、習慣化できる！
測定結果をもとに、効率的に運動できる
ホリデイ独自のサービス。



RISOBO 2015年4月導入

刺激がなくちゃ美しくなれない

初心者対象

引き締めて美ボディ!

*刺激ある生活はホリデイから始まる!

ときめき☆
ドキドキフェスタ
—館内まるごとイベント満載!—

Easy member registration via “flyer, web advertising, and member introduction”

カンタンWEB入会 ホリデイ 海老名

WEB入会のメリット

- ① 24時間いつでも受付! 休館日でもOK!
- ② 事前登録だから入会手続きの時間が短縮!
- ③ お気に入りの写真で会員証が作れる! (WEB登録時のみ)

ホリデイスポーツクラブ

カンタンまるわかりスライドショー

WEB見学ツアー

※店舗により設備が異なります。

START

ホリデイの施設をチェック!

このコンテンツには音声が含まれております
サウンドオンにてお楽しみください。

HOLIDAY SPORTS CLUB

最後まで見てくれて
ありがとうございました!

[WEB入会はこちら](#) [もう一度見学する](#)

SOUND ON 音

- 自営業
- フロント
- ジム
- スタジオ
- プール
- リラクゼーション
- 入会方法



Training examples



Targeted at all staff
Full-time, part-time, temporary & external
instructors

HR training

Customer Satisfaction !

Instructor practical training

Operational management training

Customer service training

New product development

No. 1 Choice !

Develop new programs

Maintenance training

No. 1 in Safety !

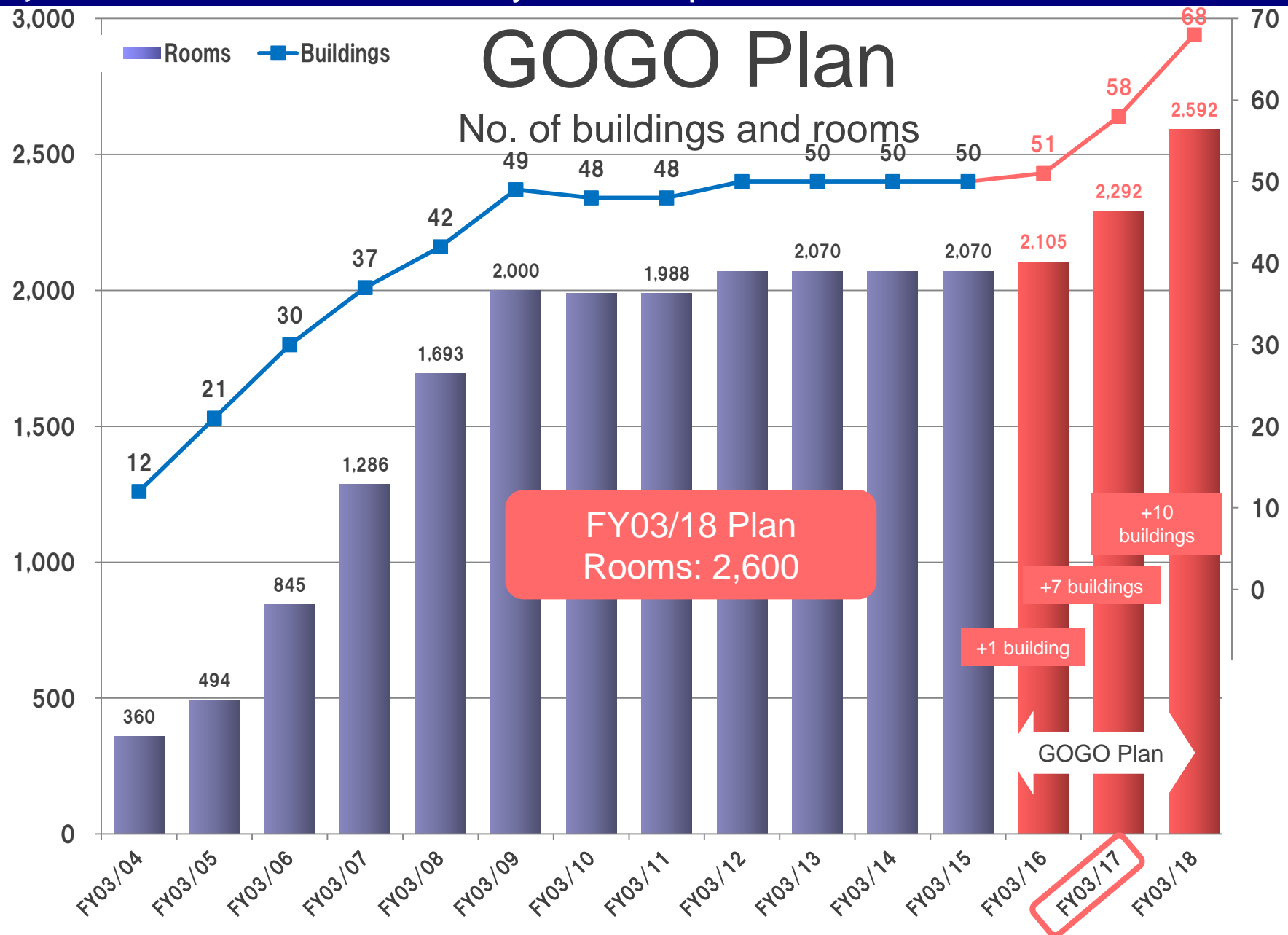
Machine maintenance

Equipment maintenance

Building maintenance

GOGO Plan

No. of buildings and rooms



FY03/18 Plan
Rooms: 2,600

+1 building

+7 buildings

+10 buildings

FY03/17

GOGO Plan

Priority development area Nagoya city

Existing apartments
53 buildings, 2,140 rooms
(as of Sep. 30, 2016)

To be completed
in 2017
300 rooms





A·City

東祥の賃貸マンション

Enhanced safety and security measures

- entrance with automatic door lock
- security cameras
- video intercom

Develop rental apartments for single people from young to elder generation

Mainly develop studio apartments

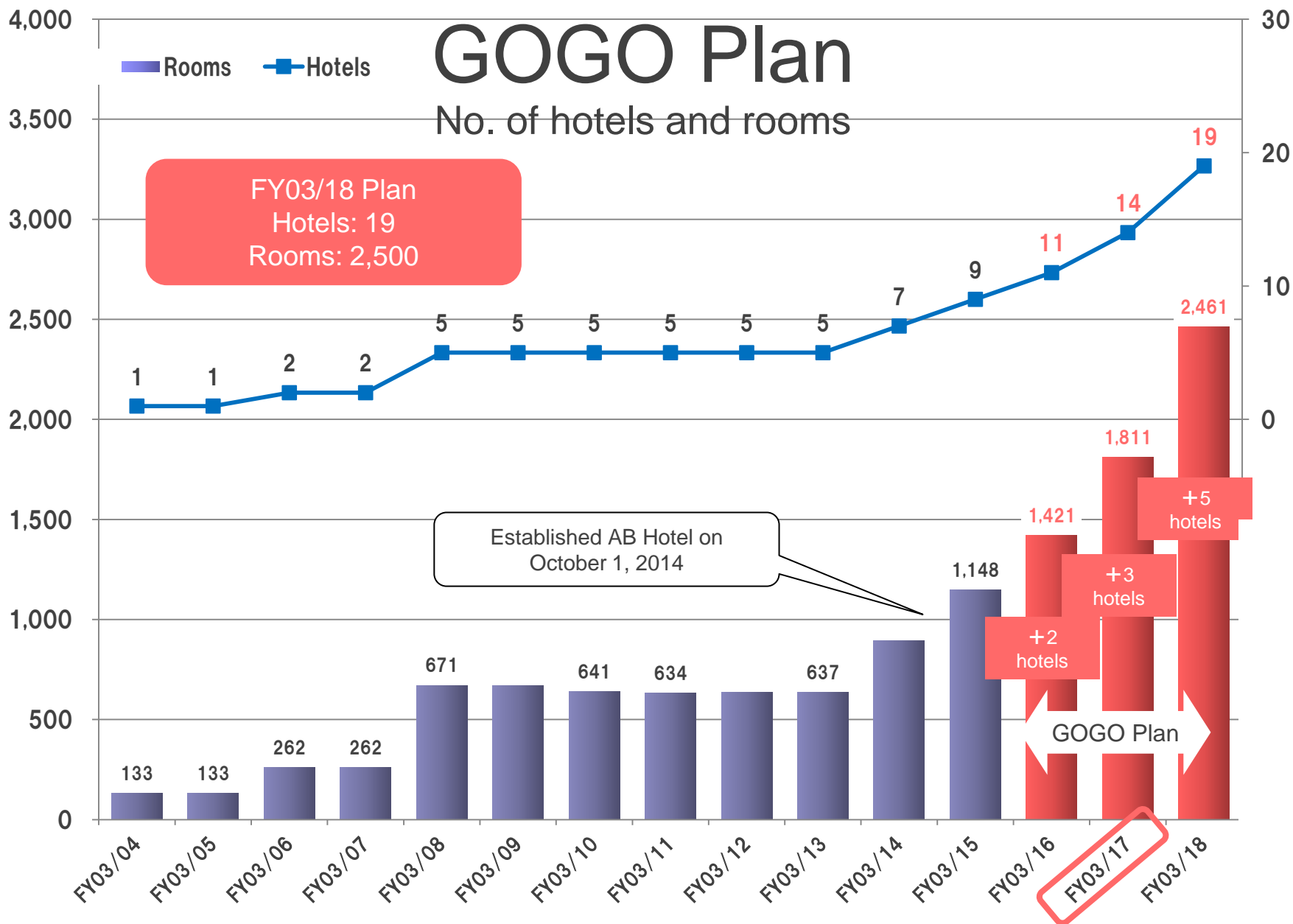


Rental apartment of A·City

Room layout: one room+ kitchen 26m2

Foundation for growth

- 
1. Nationwide development of “City Hotels” specializing in guest accommodations
 2. Nationwide operation with 100 hotels
 3. Priorities on good sleep, good food and overall comfort
 4. Above 80% of occupancy rate
 5. 30% of Ordinary income margin (store profit: 35%)





13 hotels operated in Japan

(as of the end of September 2016)

The 13th hotel(Nara)opened on July 21
2-minute walk from JR Nara Station

Aichi Prefecture x9	
•AB Hotel Mikawa-anjo(Main)	
•AB Hotel Mikawa-anjo(New)	
• AB Hotel Mikawa-anjo(South)	
•AB Hotel Toyota Motomachi	
•AB Hotel Okazaki	
•AB Hotel Nagoya Sakae	
•AB Hotel Komaki	
•AB Hotel Ichinomiya	
•AB Hotel Toyohashi	
•AB Hotel Mikawa Toyota FY16	
Shizuoka Prefecture	
•AB Hotel Fuji FY17	
•AB Hotel Iwata FY17	
Gifu Prefecture	
•AB Hotel Kakamigahara FY16	
•AB Hotel Gifu FY17	

Shiga Prefecture	
•AB Hotel Omi Hachiman FY17	
Nara Prefecture	
•AB Hotel Nara	
Kyoto Prefecture	
•AB Hotel Kyoto Shijo Omiya FY17	
Saitama Prefecture	
•AB Hotel Fukaya	
Gunma Prefecture	
•AB Hotel Isesaki	
Ishikawa Prefecture	
•AB Hotel Kanazawa	

- GRAND OPEN -



Nationwide development

Hotel Opening Plan (announced)		
FY03/17		
AB Hotel Isesaki (Isesaki-shi, Gunma)	2016 Apr	Opened
AB Hotel Nara (Nara-shi, Nara)	Jul	Opened
AB Hotel Mikawa Toyota (Toyota-shi, Aichi)	Dec	
FY03/18		
AB Hotel Kakamigahara (Kakamigahara-shi, Gifu)	2017 Apr	
AB Hotel Gifu (Gifu-shi, Gifu)	Apr	
AB Hotel Iwata (Iwata-shi, Shizuoka)	May	
AB Hotel Fuji (Fuji-shi, Shizuoka)	Aug	
AB Hotel Omihachiman (Omihachiman-shi, Shiga)	2018 Mar	
AB Hotel Kyoto Shijo (Kyoto-shi, Kyoto)	Mar	

AB Hotels targeting 80% occupancy rate & 35% profit by focusing on customer satisfaction

Creating hotels that can satisfy the demand of guests



Business model "130"

Investment amount (building ownership)	¥540 million	
Net sales (thousand yen)	227,760	100%
Ordinary income	79,716	35%
Expenses	148,044	65%

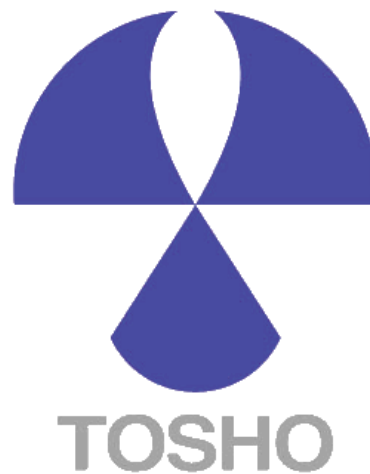
Location	Commercial area, in the vicinity of a station
Site area (Leased)	Around 300 tsubo (around 992m2)
Size	130 guest rooms
Assumption	80% occupancy rate
Avg. price	¥6,000+
Target	Business people, families, women

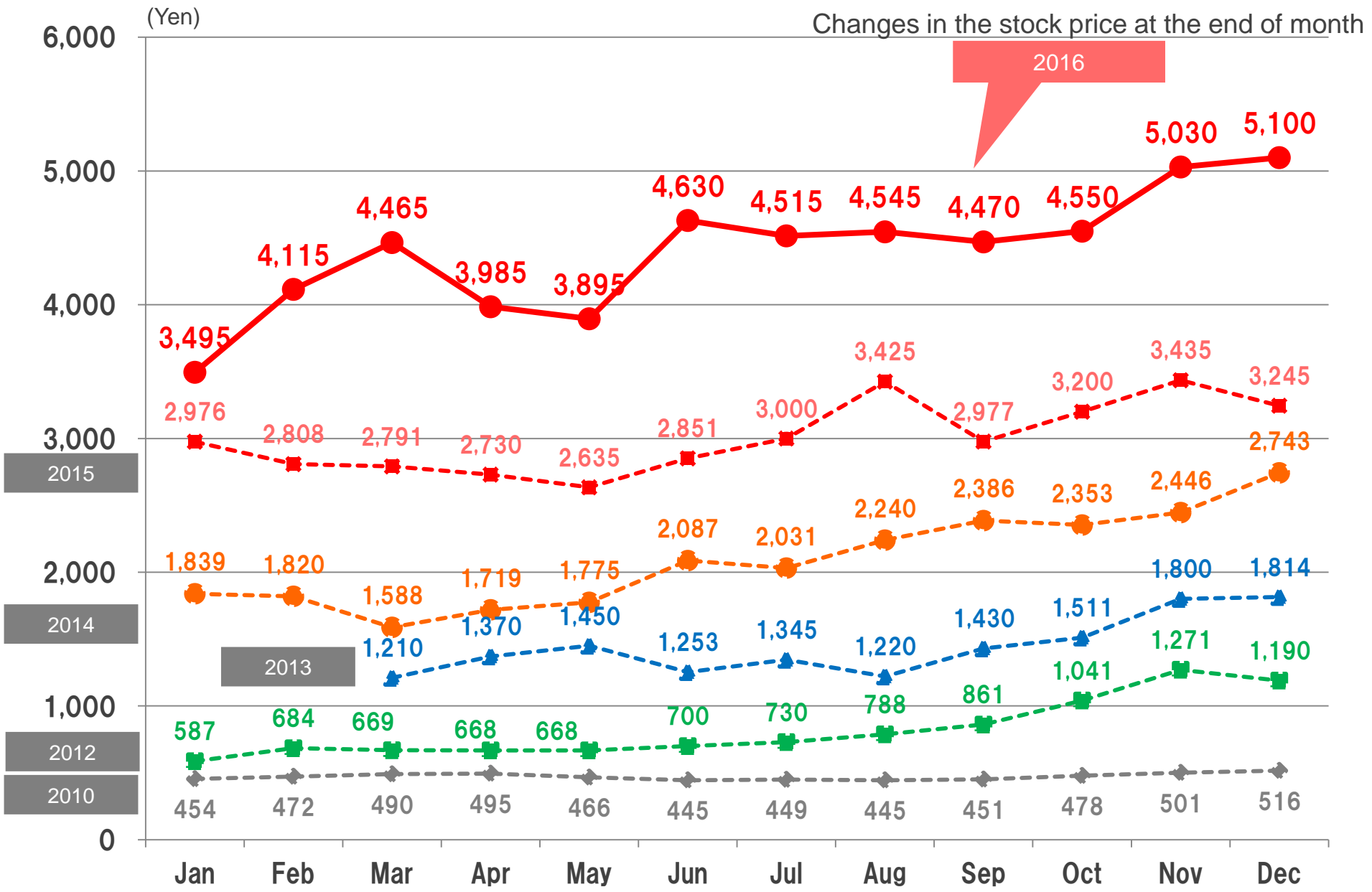
Amenity & Bright

- Comfortable rooms perfect for business people and families
- Free breakfast — Japanese and European buffet
- Free Wi-Fi available in entire building
- A duvet style bed



Tosho Group will continue to grow
under the theme of “Wellness Life”





This presentation contains plans, outlooks, strategies and other information associated with expectations for future results of operations. This information is based on the judgments of management in accordance with information that is currently available.

Actual results of operations may differ from these forward-looking statements for a number of reasons.

For more information

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Thank you for your interest in Tosho.
Everyone at our organization has a strong commitment to achieving our goals.