



**Results of Operations
for the Fiscal Year Ended October 31, 2016**



IKK Inc.

(Listed on TSE First Section, Securities code 2198)

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I. FY2016 Financial Highlights



Fifth consecutive year of record sales and earnings as new locations boost sales

Record-high

Net sales: ¥17,911 million (+5.5% YoY, +2.1% vs. plan)

First full-year contribution of the Hiroshima Branch, opened in March 2015
Average sales per wedding increased to ¥3.90 million

Record-high

Operating income: ¥2,176 million (+3.3% YoY, +2.2% vs. plan)

Wedding operations earnings increased partly due to first full-year contribution of the Hiroshima Branch

Profit attributable to owners of parent: ¥1,341 million
(+16.9% YoY, +4.0% vs. plan)

Decrease of ¥36 million in deferred tax assets due to changes in corporate tax rate, etc.

Record-high

Number of weddings: 4,309 (+4.5% YoY, +1.4% vs. plan)

FY2016 Consolidated Financial Highlights

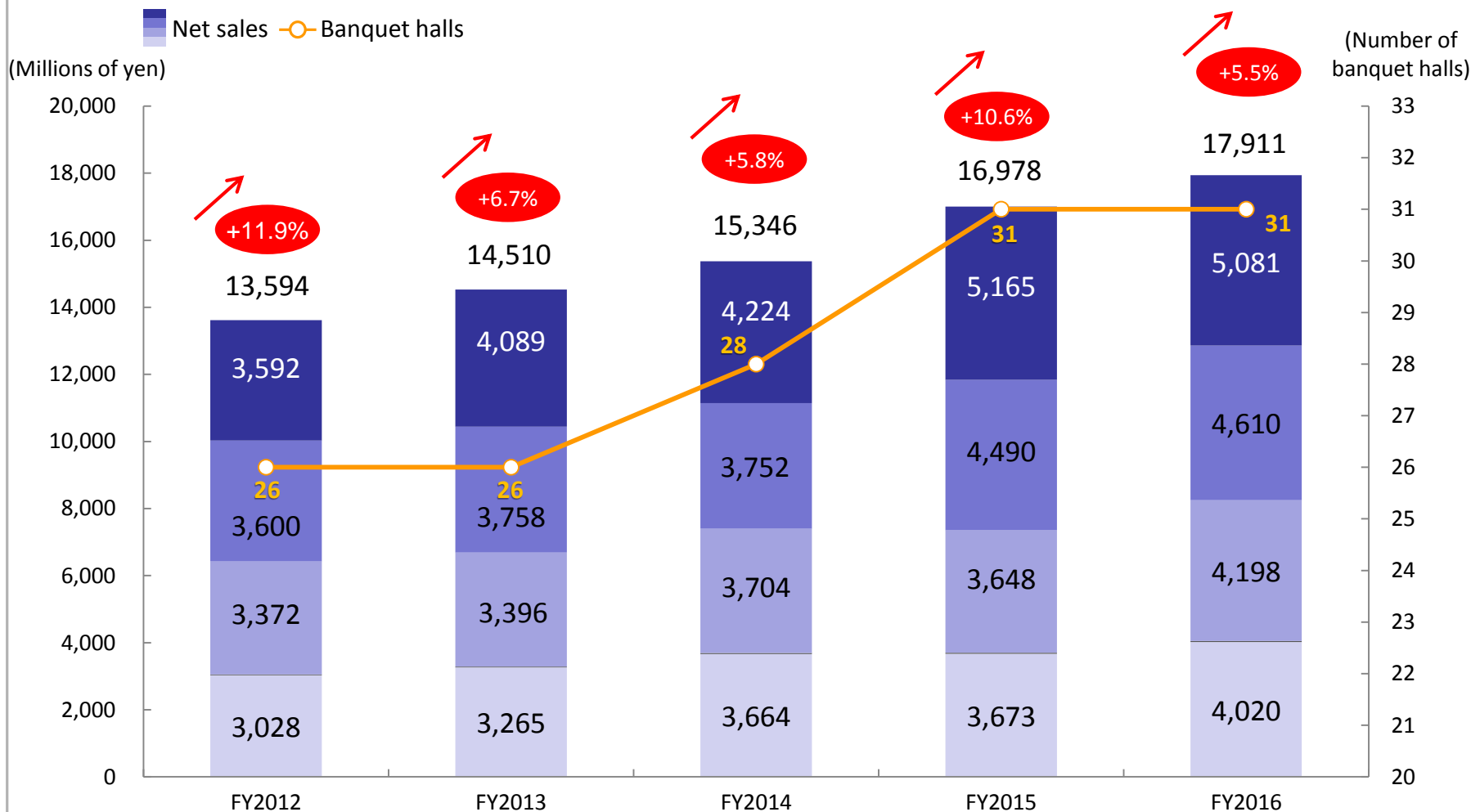
I. FY2016 results

(Millions of yen)

	FY2015		FY2016					
	Amount	% to sales	Plan	Amount	% to sales	YoY change		Vs. forecast
						Amount	%	
Net sales	16,978	100.0	17,550	17,911	100.0	932	5.5	2.1
Wedding operations	16,300	96.0	-	17,212	96.1	912	5.6	-
Funeral operations	361	2.1	-	277	1.5	(84)	(23.4)	-
Nursing-care operations	321	1.9	-	433	2.4	111	34.7	-
Gross profit	9,300	54.8	9,580	9,791	54.7	490	5.3	2.2
SG&A expenses	7,193	42.4	7,450	7,614	42.5	421	5.9	2.2
Operating income	2,106	12.4	2,130	2,176	12.2	69	3.3	2.2
Ordinary income	2,094	12.3	2,105	2,166	12.1	72	3.4	2.9
Profit attributable to owners of parent	1,147	6.8	1,290	1,341	7.5	193	16.9	4.0
Net income per share (Yen)	39.33*	-	43.86	45.58	-	-	-	-

* IKK conducted a stock split according to a ratio of 1:2 effective on May 1, 2015. The figure is calculated as if this stock split had taken place at the beginning of FY2015.

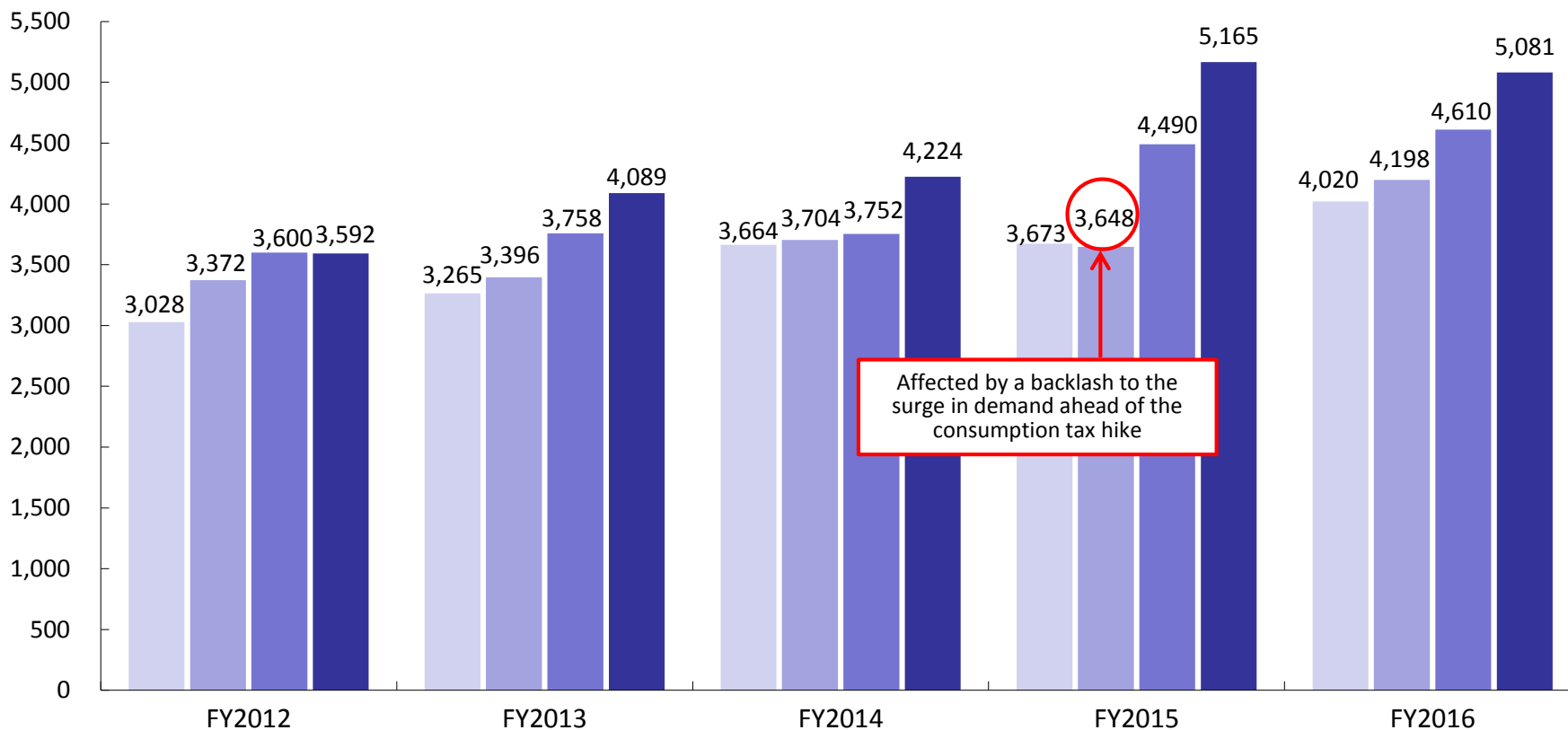
Net sales, number of banquet halls



Net sales

1Q 2Q 3Q 4Q

(Millions of yen)

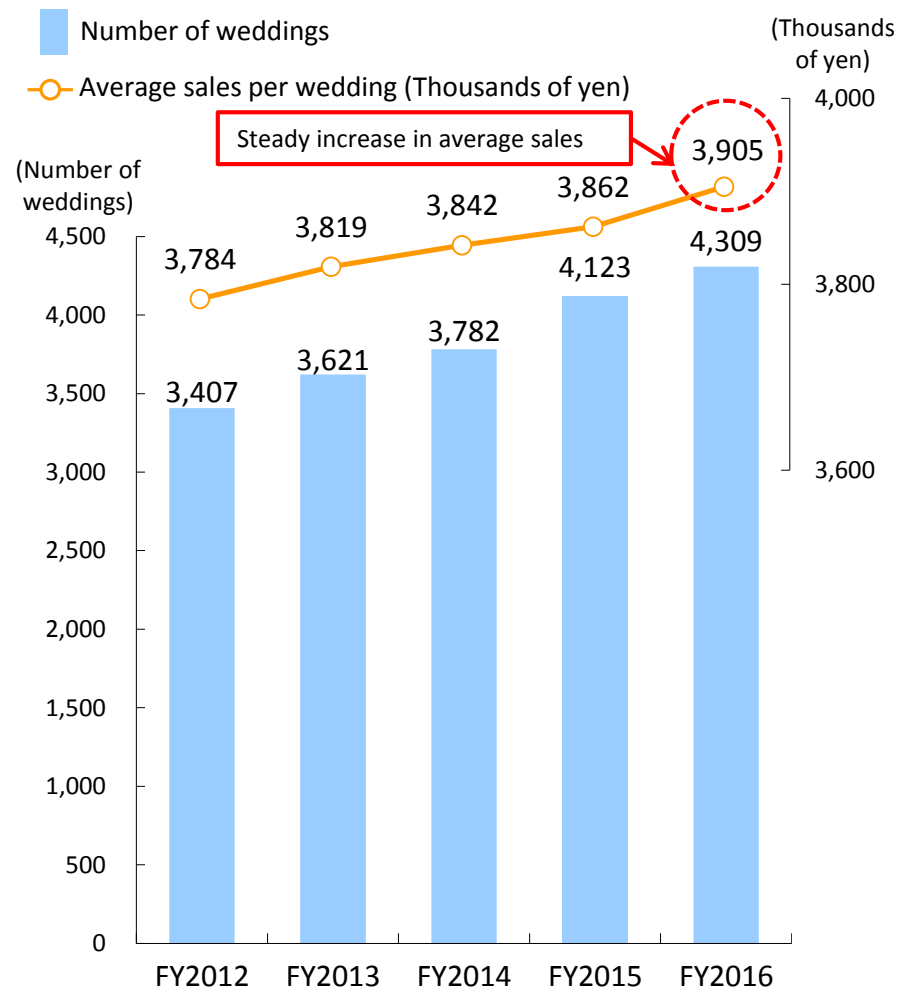


	FY2015 results	FY2016 results	YoY change	
			Amount	%
Net sales (Millions of yen)	16,300	17,212	912	5.6
Number of branches at end of period	16	16	±0	-
Number of weddings	4,123	4,309	186	4.5
Orders for weddings	4,422	4,426 ^{*1}	4	0.1
Order backlog	3,288	3,405	117	3.6
Average sales per wedding *2 (Thousands of yen)	3,862	3,905	43	1.1

*1 Fiscal FY2016 performance includes recognition of all effects on the Iwaki Branch of wedding postponements (undecided wedding date) and wedding cancellations due to the inability to contact customers after a certain time in association with the March 2011 earthquake and tsunami and other events.

*2 The average sales per wedding does not include ordinary banquets and cancellation fees.

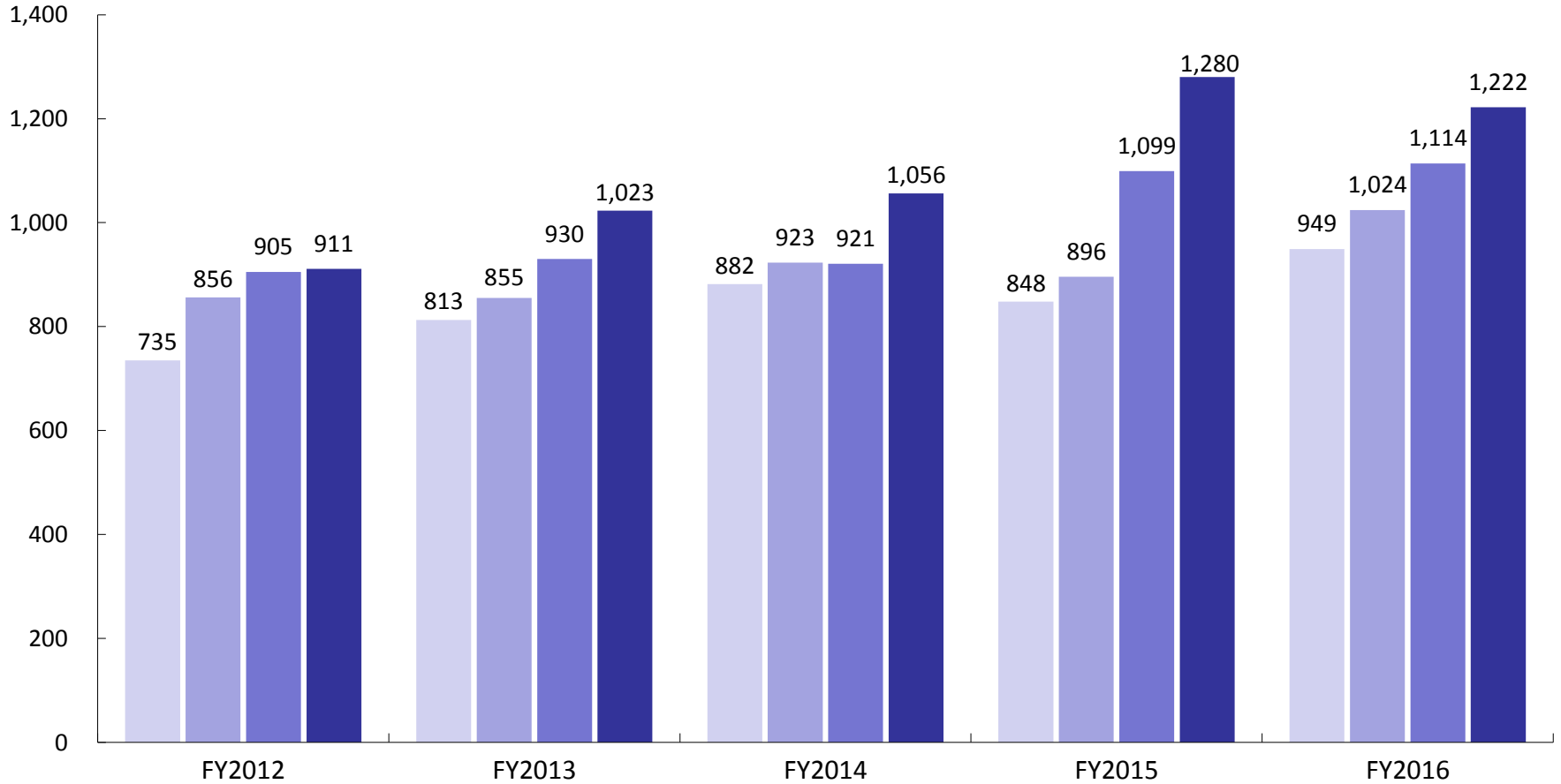
Number of weddings, average sales per wedding



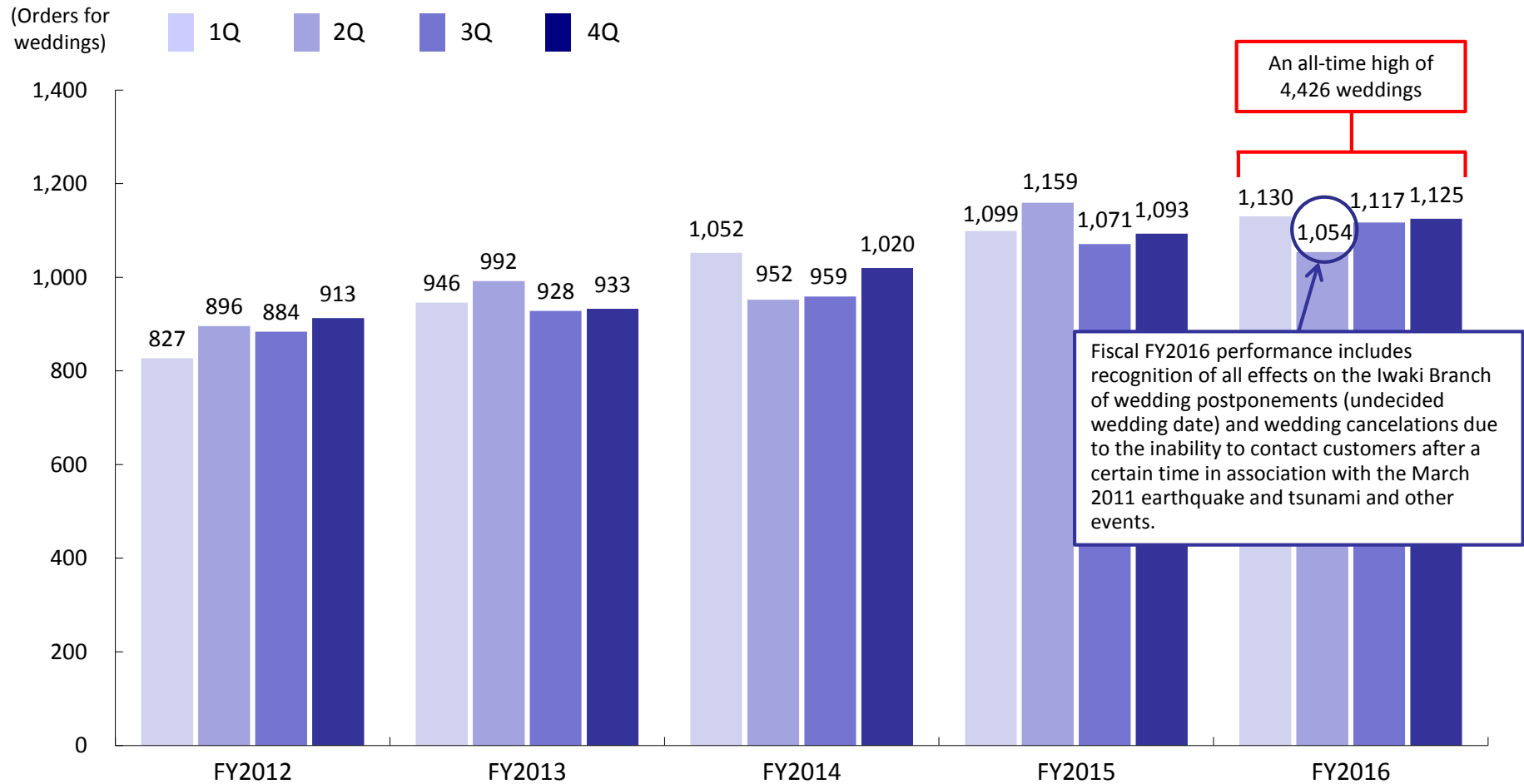
Number of weddings

(Number of weddings)

1Q 2Q 3Q 4Q



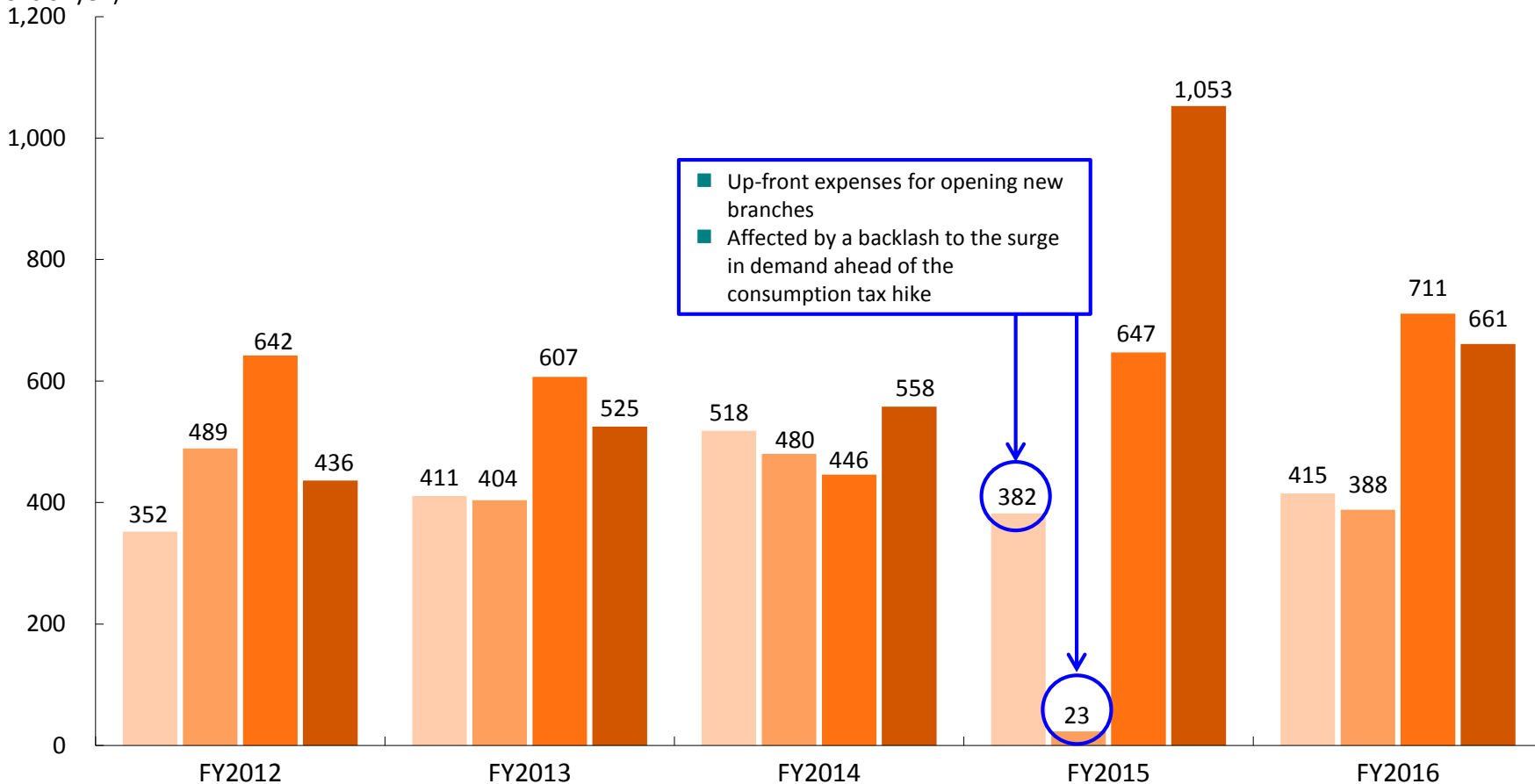
Orders for weddings



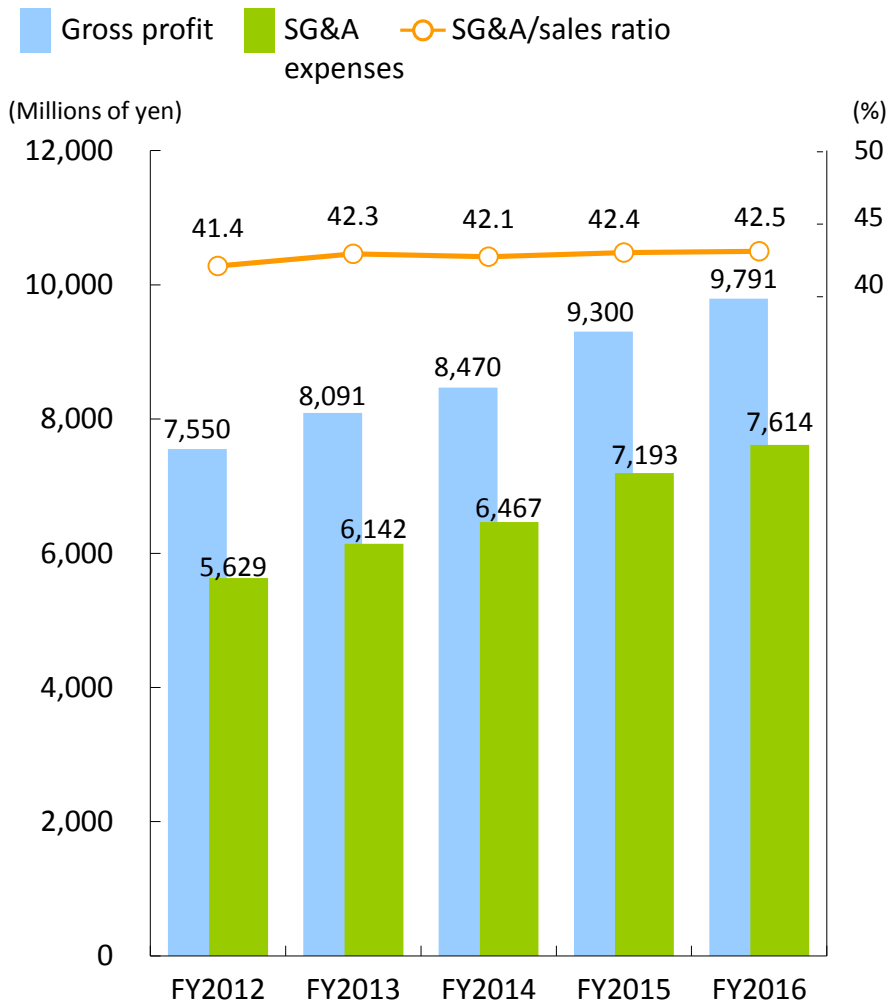
Operating income

1Q 2Q 3Q 4Q

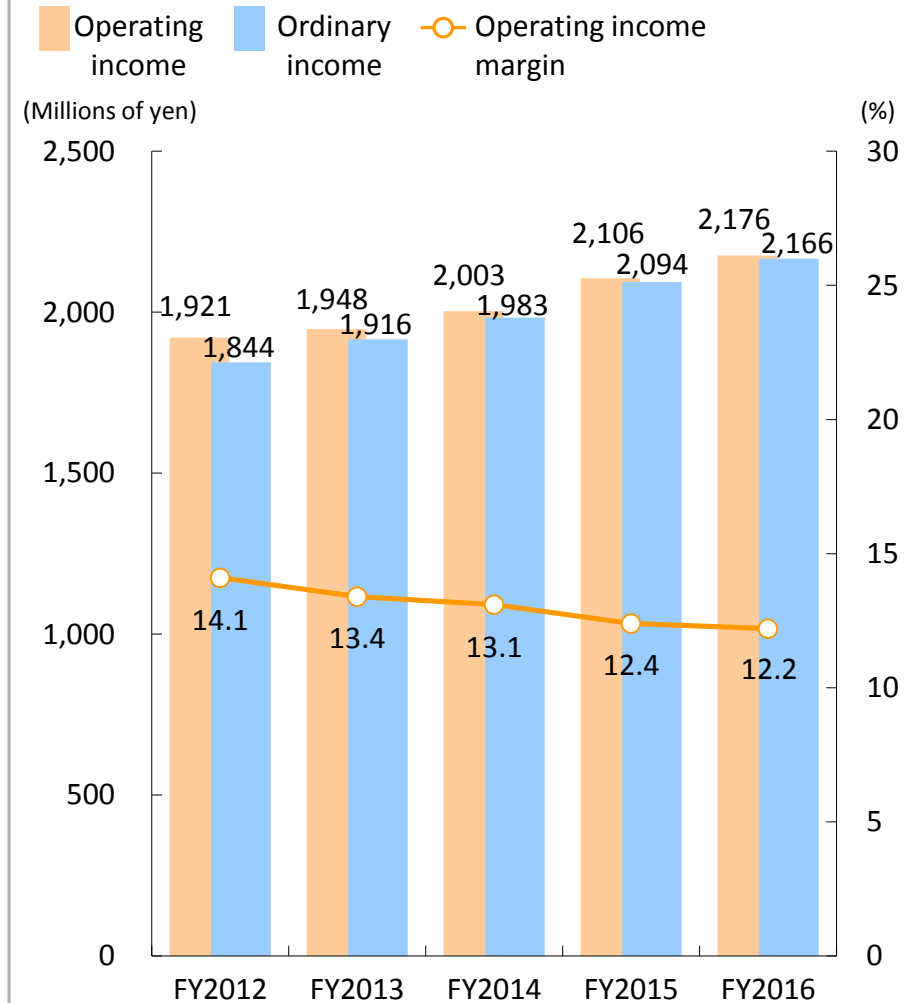
(Millions of yen)



Gross profit, SG&A expenses



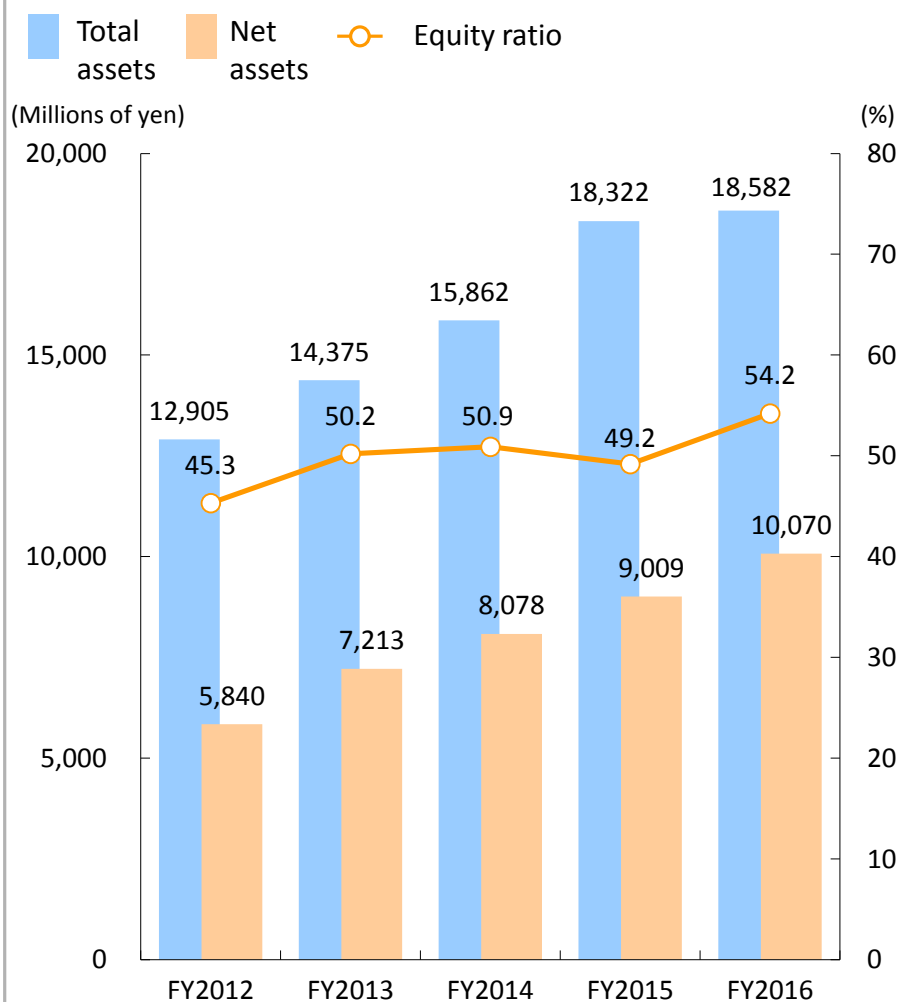
Operating income, ordinary income



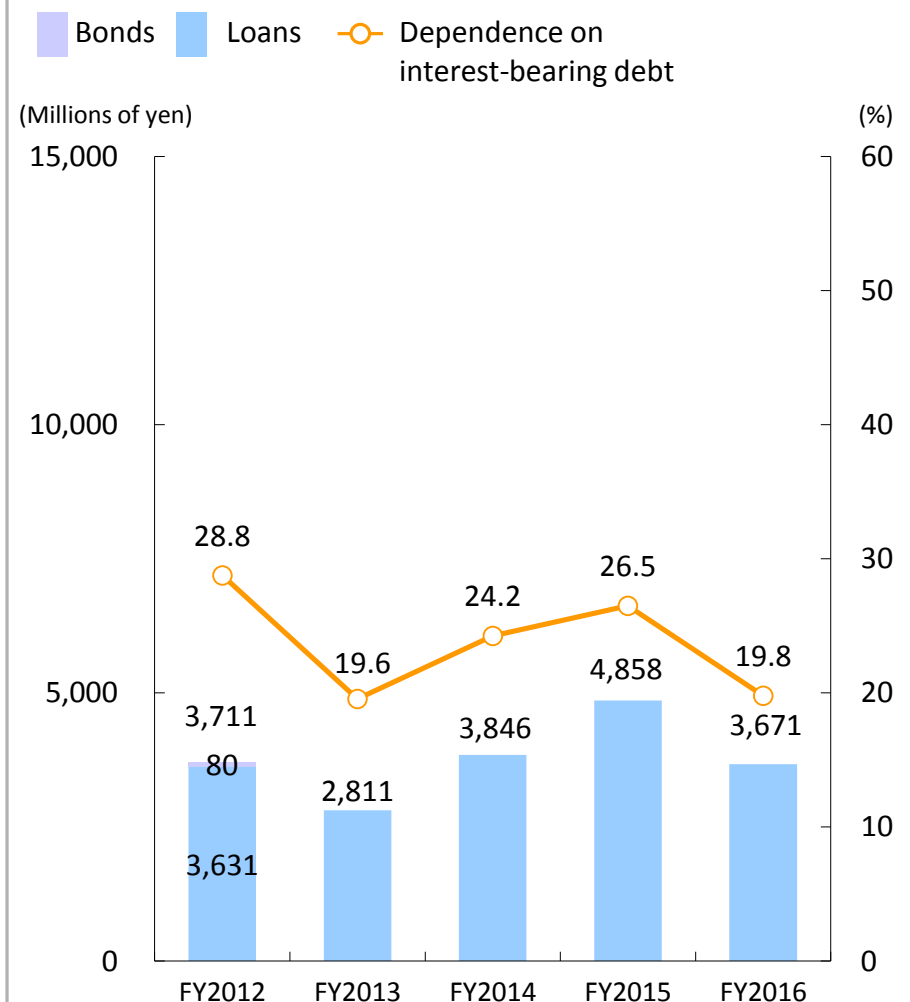
(Millions of yen)

		Oct. 31, 2015		Oct. 31, 2016			
		Amount	Comp. (%)	Amount	Comp. (%)	YoY change	Main factors
	Current assets	5,292	28.9	6,304	33.9	1,012	Cash and deposits: +928
	(Cash and deposits)	4,444	24.3	5,372	28.9	928	
	(Accounts receivable-trade)	368	2.0	441	2.4	73	
	Non-current assets	13,030	71.1	12,278	66.1	(751)	Property, plant and equipment: -757
	(Property, plant and equipment)	11,750	64.1	10,993	59.2	(757)	
Total assets		18,322	100.0	18,582	100.0	260	
	Current liabilities	4,164	22.7	4,166	22.4	2	
	(Accounts payable-trade)	860	4.7	897	4.8	37	
	(Income taxes payable)	511	2.8	374	2.0	(137)	
	Non-current liabilities	5,148	28.1	4,345	23.4	(803)	Long-term loans payable: -968
	Total liabilities	9,312	50.8	8,512	45.8	(800)	
(Interest-bearing debt)		4,858	26.5	3,671	19.8	(1,187)	
Total net assets		9,009	49.2	10,070	54.2	1,061	Profit attributable to owners of parent: +1,341 Dividends of surplus: -299
Total liabilities and net assets		18,322	100.0	18,582	100.0	260	

Total assets, net assets, equity ratio



Interest-bearing debt



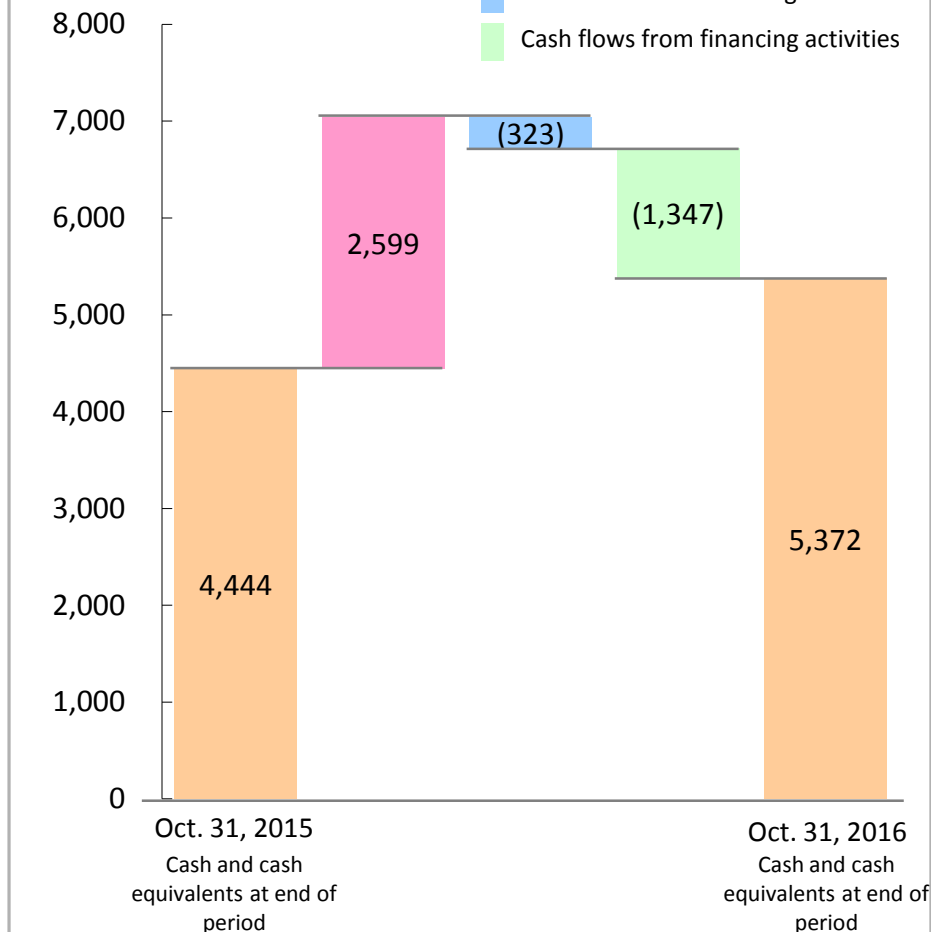
*Dependence on interest-bearing debt = Interest-bearing debt / Total assets

(Millions of yen)

	FY2015	FY2016
Cash flows from operating activities	2,523	2,599
Profit before income taxes	2,066	2,118
Depreciation	1,179	1,118
Decrease (increase) in notes and accounts receivable-trade	(145)	(73)
Decrease (increase) in inventories	31	(1)
Increase (decrease) in notes and accounts payable-trade	33	37
Income taxes paid	(828)	(946)
Cash flows from investing activities	(1,714)	(323)
Purchase of property, plant and equipment	(1,660)	(339)
Cash flows from financing activities	847	(1,347)
Cash and cash equivalents at beginning of period	2,788	4,444
Cash and cash equivalents at end of period	4,444	5,372

Consolidated cash flows

(Millions of yen)



Weddings at the new Hiroshima Branch surpassed the initial plan

- Weddings at Hiroshima again exceeded the plan in FY2016
- Used tie-ups with the Hiroshima Toyo Carp baseball team and La La Chance
- “Carp Weddings” that make the dreams of Hiroshima Carp fans come true

Slyly, the Carp’s mascot, started appearing at weddings in FY2016.



A sign created for a Hiroshima Carp Wedding

Original products for Carp Weddings!

The La La Chance Hiroshima Geihinkan supports the Hiroshima Carp with activities to celebrate their success in the past season, raise expectations for next season and help generate more support for the team throughout the Hiroshima area. Weddings include original products featuring the “Carp boy” and “Carp girl” pictured on the right.



Renovations of existing locations to improve quality

Canal Side La La Chance (Toyama Branch)

Location	Toyama City, Toyama Prefecture
Completion of renovations	January 29, 2016
Renovations	Major remodeling of the banquet hall



Before remodeling



After remodeling

La La Chance Hakata no Mori (Fukuoka Branch)

Location	Fukuoka City, Fukuoka Prefecture
Completion of renovations	March 4, 2016
Renovations	Major remodeling of the banquet hall



Before remodeling



After remodeling

Other existing locations renovated based on our investment plan

Nursing care became profitable as the occupancy rate and resident satisfaction improved

I Care Residence Imari

Location	Imari City, Saga Prefecture
Opening date	September 30, 2013
Capacity	48 (all single rooms); Occupancy rate: 100.0% (as of Oct. 31, 2016)
Overview	Residential private nursing home Operations include a day service and assistance for at-home nursing care



Exterior image of I Care Residence Imari

I Care Residence Saga

Location	Saga City, Saga Prefecture
Opening date	June 2, 2014
Capacity	45 (all single rooms); Occupancy rate: 100.0 % (as of Oct. 31, 2016)
Overview	Residential private nursing home Operations include a day service and assistance for at-home nursing care



Exterior image of I Care Residence Saga

I Care Higashi Karatsu

Location	Karatsu City, Saga Prefecture
Opening date	March 16, 2015
Capacity	30 (all single rooms); Occupancy rate: 100.0 % (as of Oct. 31, 2016)
Overview	Assisted-living private nursing home Operations include a day service



Exterior image of I Care Higashi Karatsu



II. FY2017 Consolidated Forecast



Sales up but earnings down mainly because of up-front expenses for new locations

Investments in human resources and equipment for more growth while maintaining the sound performance of existing locations

Net sales: ¥**17,940** million (up 0.2% YoY)

- Forecast higher sales backed by the strong performance of existing locations
- Anticipate an increase of 41 in the number of weddings to 4,350 and an average sales per wedding of ¥3.87 million because of competition.

Operating income: ¥**1,900** million (down 12.7% YoY)

- Up-front expenses of about ¥340 million associated with plan for adding more locations
- Up-front expenses of about ¥90 million for studies and other expenses for starting overseas operations
- Higher personnel expenses of about ¥170 million because of improvements in salaries and benefits

Profit attributable to owners of parent: ¥**1,390** million (up 3.6% YoY)

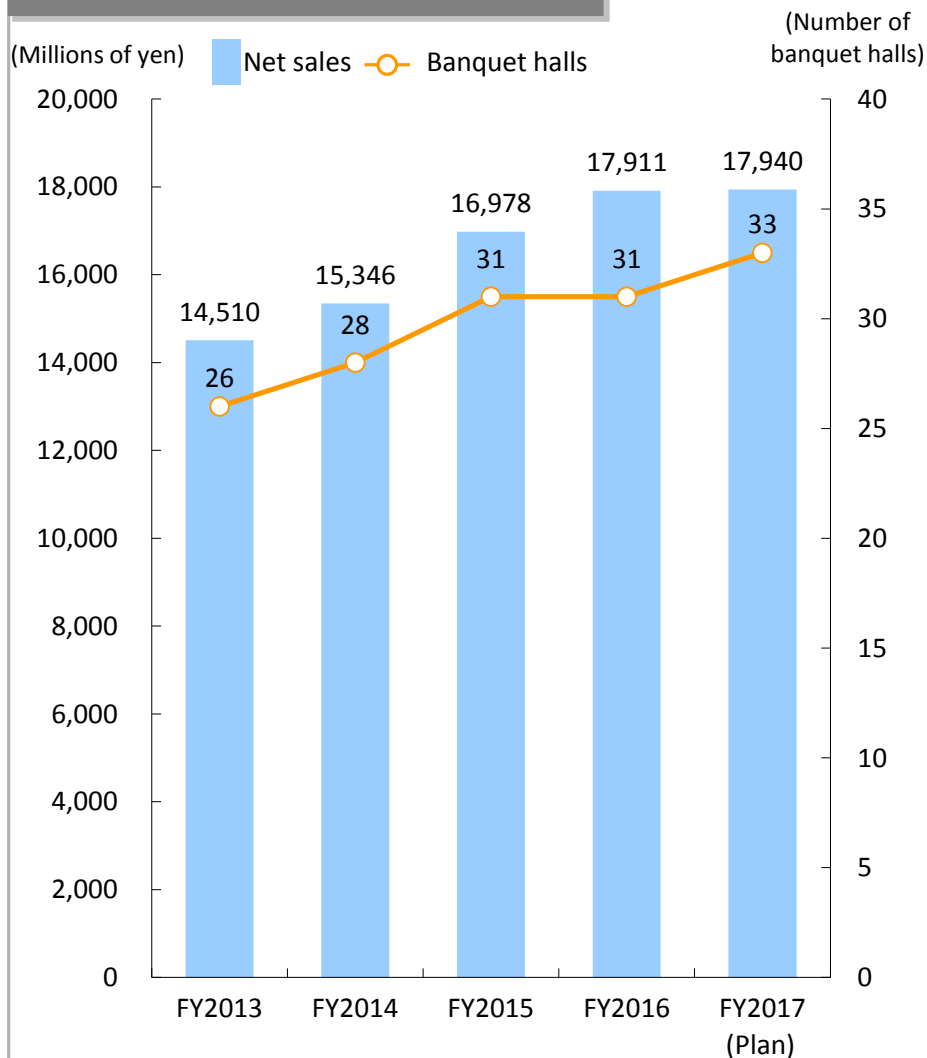
(Millions of yen)

	FY2016		FY2017			
	Amount	% to sales	Full-year plan	% to sales	YoY change	
					Amount	%
Net sales	17,911	100.0	17,940	100.0	28	0.2
Gross profit	9,791	54.7	9,770	54.5	(21)	(0.2)
SG&A expenses	7,614	42.5	7,870	43.9	255	3.3
Operating income	2,176	12.2	1,900	10.6	(276)	(12.7)
Ordinary income	2,166	12.1	1,885	10.5	(281)	(13.0)
Profit attributable to owners of parent	1,341	7.5	1,390	7.7	48	3.6
Net income per share (Yen)	45.58	-	47.58	-	-	-

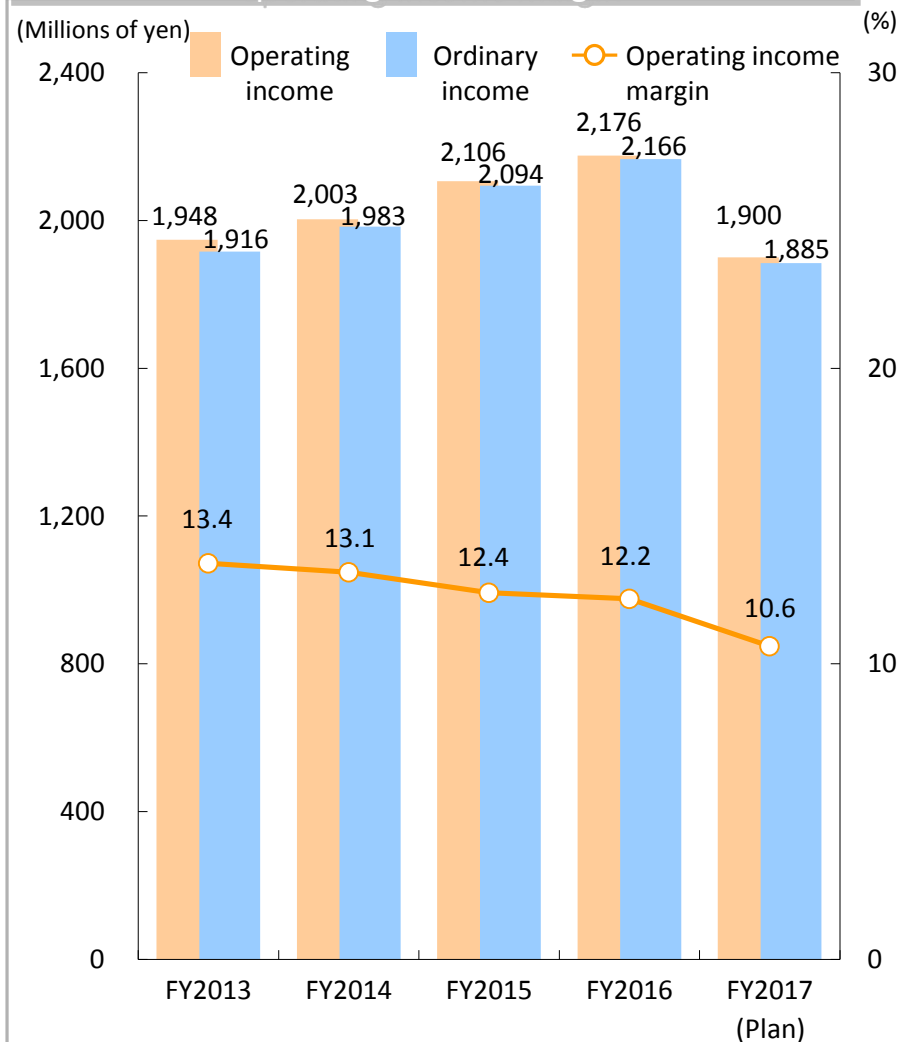
Consolidated Forecast: Net Sales, Operating Income and Ordinary Income

II. FY2017 forecast

Net sales, number of banquet halls



Operating income, ordinary income, operating income margin



Outlook of New Branch Openings, Number of Weddings, Capital Expenditures and Depreciation

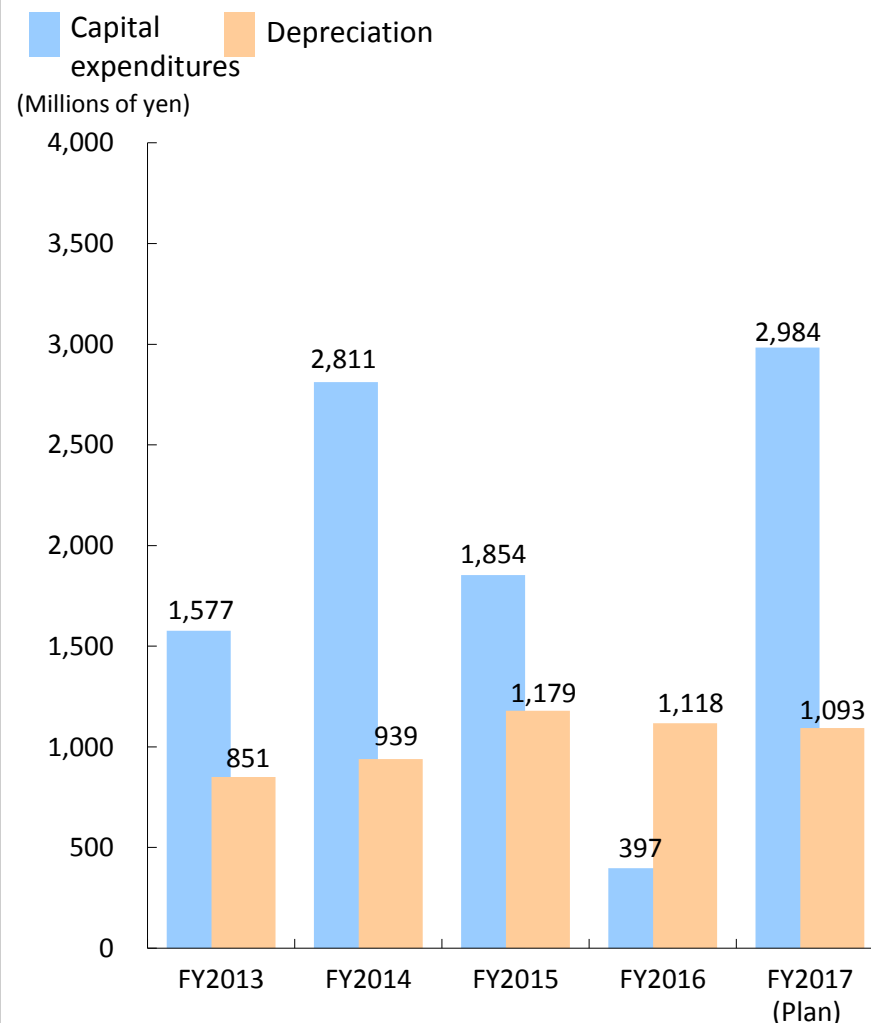
II. FY2017 forecast

	FY2016 Results	FY2017 Plan	Change
Number of branches at end of period	16	17	+1
Wedding facility: 4 banquet halls	1	1	±0
Wedding facility: 3 banquet halls	5	5	±0
Wedding facility: 2 banquet halls	2	3	+1
Wedding facility: 1 banquet hall	7	7	±0
Restaurant: 1 banquet hall	1	1	±0
Number of banquet halls	31	33	+2
Number of weddings	4,309	4,350	+41

(Millions of yen)

	FY2016 Results	FY2017 Plan	Change
Capital expenditures	397	2,984	2,587
Depreciation	1,118	1,093	(25)

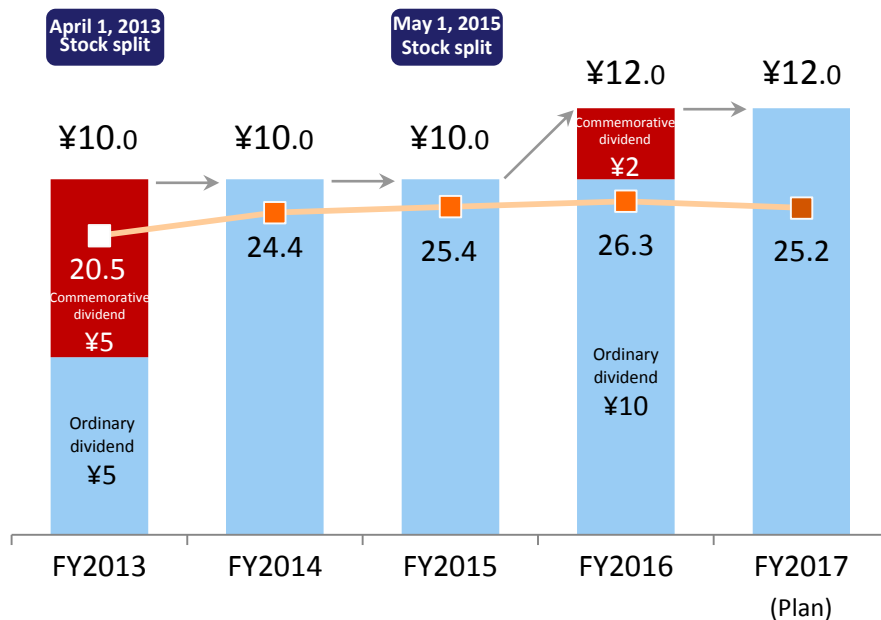
Capital expenditures, depreciation



Plan to increase the FY2017 ordinary dividend by ¥2 to ¥12

- Our policy is to pay dividends that reflect operating results while retaining earnings needed for achieving the medium to long-term business plan and strengthening our operations
- Established basic policy of steady and sustained ordinary dividend growth

■ Ordinary dividend
 ■ Commemorative dividend
 ■ Dividends Payout Ratio (%)



	Dividends	Dividends payout ratio
FY2013	¥10.0* (Commemorative dividend: ¥5)	20.5%
FY2014	¥10.0*	24.4%
FY2015	¥10.0*	25.4%
FY2016	¥12.0* (Commemorative dividend: ¥2)	26.3%
FY2017 (Plan)	¥12.0	25.2%

* Calculated as if stock splits on April 1, 2013 and May 1, 2015 had taken place at the beginning of each period.

III. Initiatives for FY2017



1 Plan to open a new branch in Okazaki City, Aichi Prefecture

2 Renovations to improve the quality of existing locations

Plan to open a new branch in Okazaki City, Aichi Prefecture

- The city of Okazaki asked for bids to build a wedding facility and a group including IKK was given the first right of refusal for negotiations
- The city of Okazaki officials gave high marks to the proposal to build an authentic auberge (restaurant with accommodations) with a large space for various events

La La Chance Okazaki Geihinkan (Okazaki Branch)

Location	Okazaki City, Aichi Prefecture
Access	Directly accessible from JR Okazaki Station East Exit
Opening	Winter 2017
Facilities	Restaurant, Café, accommodations, banquet hall, etc.



Rendering of the completed facility

Main reasons for selection of the IKK consortium's proposal

- This will be the first authentic auberge-style facility in the suburban area that borders Nagoya to the east (Nishi-Mikawa)
- The spectacular and spacious facility for special events is unlike anything near other nearby major railway stations and will attract many people

Renovations to upgrade the quality of existing locations

La La Chance Taiyo no Oka (Kanazawa Branch)

Location	Kanazawa City, Ishikawa Prefecture
Completion of renovations	February 2017
Renovations	Major remodeling of the banquet hall



Rendering of the remodeled banquet hall

La La Chance Hakata no Mori (Fukuoka Branch)

Location	Fukuoka City, Fukuoka Prefecture
Completion of renovations	March 2017
Renovations	Major remodeling of the banquet hall



Rendering of the remodeled banquet hall

La La Chance Hiroshima Geihinkan (Hiroshima Branch)

Location	Hiroshima City, Hiroshima Prefecture
Completion of renovations	September 2017
Renovations	Major remodeling of the banquet hall



Rendering of the remodeled banquet hall

Other locations will be renovated based on our investment plan



Reference:

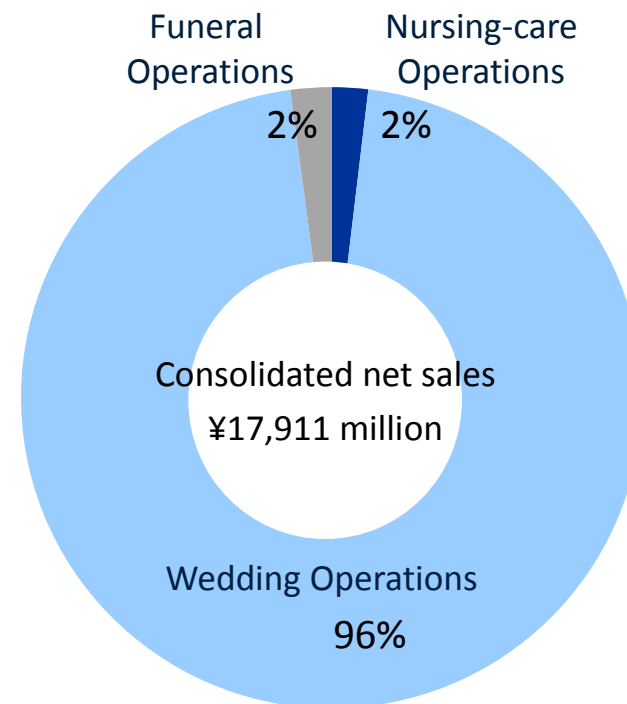
Company Profile, Business Activities and Industry Overview

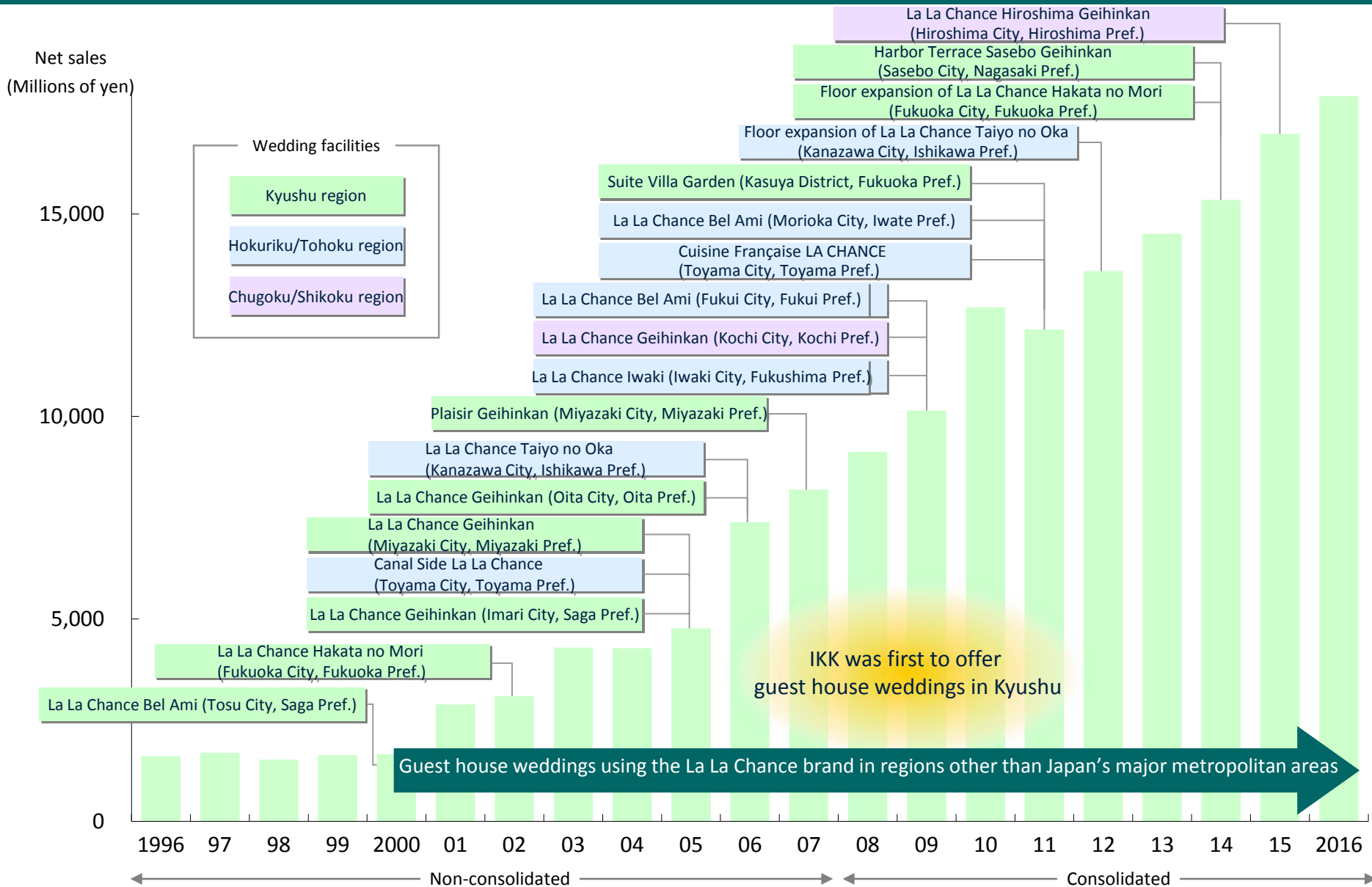


Company profile (as of Oct. 31, 2016)

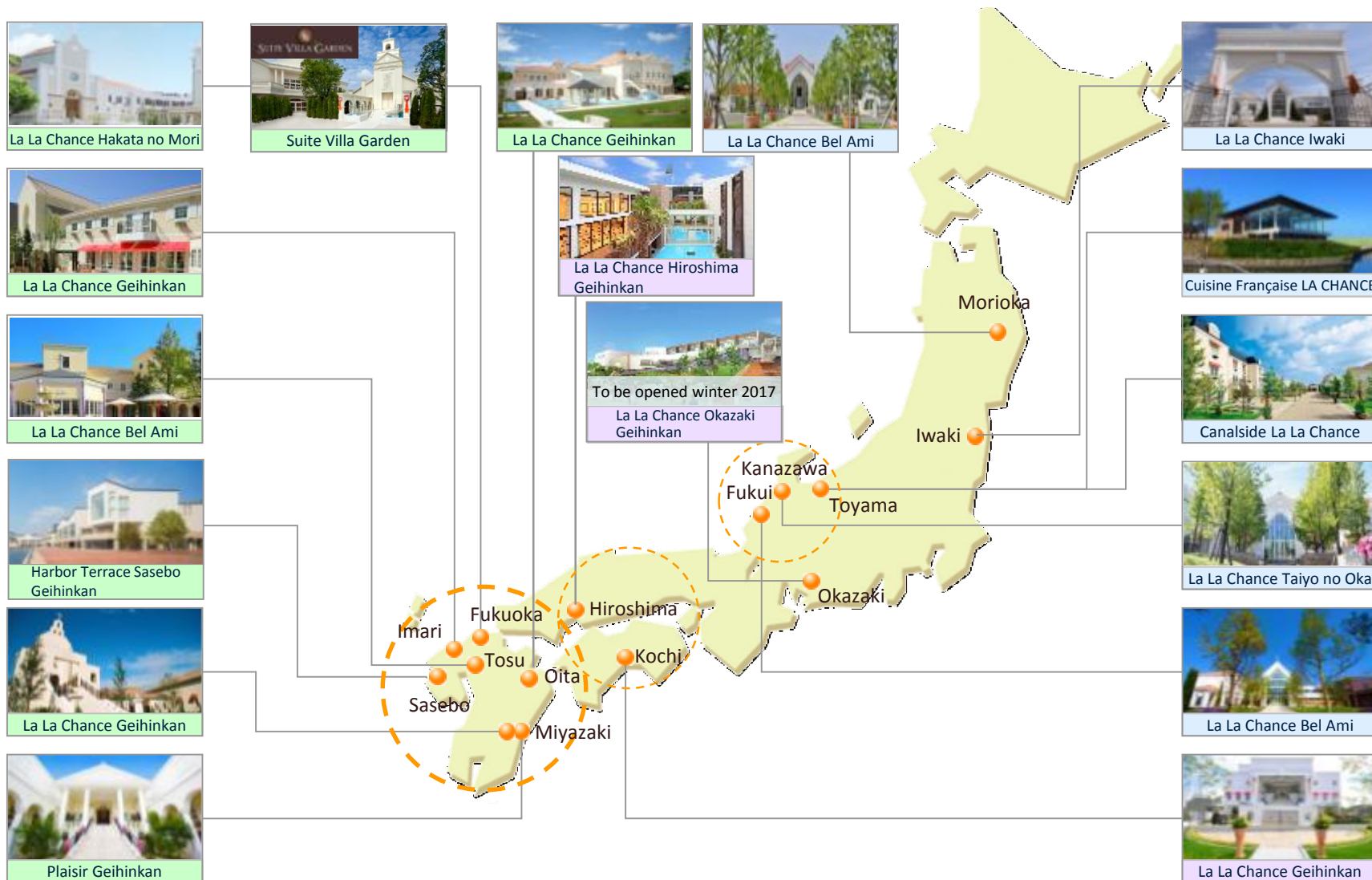
Sales ratio by business segment (FY2016)

Company name	IKK Inc.
Head office	722-5 Shintencho, Imari, Saga
Business activities	Provision of wedding and reception planning and coordination services
Representative	Katsushi Kaneko, President and Representative Director
Established	November 1, 1995
Closing date	October 31
Listed stock market	First Section of the Tokyo Stock Exchange (Securities code: 2198)
Capital	351 million yen
Consolidated subsidiaries	Gokuraku Inc. Provision of funeral planning and coordination services I Care Inc. Operation of private nursing homes and provision of nursing care and other services
Number of employees	711 (consolidated)
Number of shareholders	15,072 (as of Oct. 31, 2016)





Wedding facilities with unique concepts located in major cities of Kyushu and other regions of Japan



Mission

Contributing to Society by Touching Our Customers' Hearts

Management Philosophy

Credo: To touch our customers' hearts

- Sincerity, Trust, Reliance
- To touch our customers' hearts, we will create personalized weddings that warm people's hearts
- To touch our customers' hearts, we will do our best immediately in a sincere spirit of collaboration
- We will be the talented personnel regardless of its nationality, religion, gender, age or experience and will challenge to create the wonderful future

Vision

Vision 2035

Create a "new world" company where everyone takes on new challenges as leaders in many fields

Vision 2033

Become a company that creates emotion by earning the gratitude of everyone

Vision 2023

Become a leader in Japan in the creation of emotion and aim for growth in other countries

Strategy

Specific measures for achieving these visions (Medium-term management plan)

The facilities best suited for each market location from a long perspective that looks ahead two decades

One banquet hall

Miyazaki



La La Chance Geihinkan
(Miyazaki City:
405 thousand people)
Miyazaki



Plaisir Geihinkan
(Miyazaki City:
405 thousand people)
Oita



La La Chance Geihinkan
(Oita City:
479 thousand people)

Kochi



La La Chance Geihinkan
(Kochi City:
336 thousand people)
Toyama



Cuisine Française LA CHANCE
(Toyama City:
419 thousand people)
Morioka



La La Chance Bel Ami
(Morioka City:
294 thousand people)

Fukuoka



Suite Villa Garden
(Kasuya District:
227 thousand people)
Sasebo



Harbor Terrace Sasebo
Geihinkan
(Sasebo City:
258 thousand people)

Two banquet halls

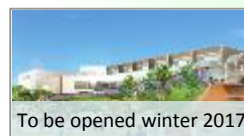
Iwaki



La La Chance Iwaki
(Iwaki City:
331 thousand people)
Fukui



La La Chance Bel Ami
(Fukui City:
266 thousand people)
Okazaki



To be opened winter 2017
Okazaki Branch
(Okazaki City:
382 thousand people)

Three banquet halls or more

Tosu



La La Chance Bel Ami
(Tosu City:
72 thousand people)
Imari



La La Chance Geihinkan
(Imari City:
56 thousand people)
Hiroshima



La La Chance Hiroshima
Geihinkan
(Hiroshima City:
1,191 thousand people)

Toyama



Canalside La La Chance
(Toyama City:
419 thousand people)
Kanazawa



La La Chance Taiyo no Oka
(Kanazawa City:
454 thousand people)

Fukuoka (4 banquet halls)

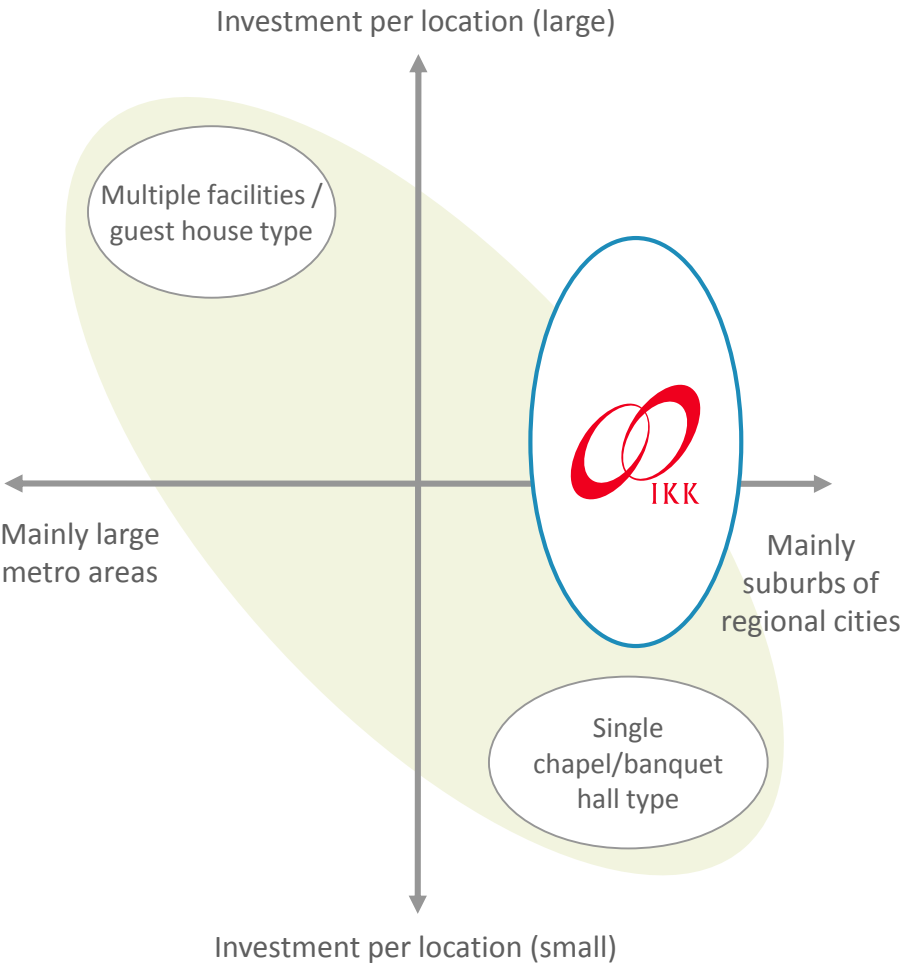


La La Chance Hakata no Mori
(Fukuoka City:
1,500 thousand people)

All locations except those in Fukuoka and Hiroshima are in regional cities with populations under 500,000

The figures in parentheses show the populations of cities where IKK's branches are located
Source: Japan Geographic Data Center "Basic Resident Register 2016"

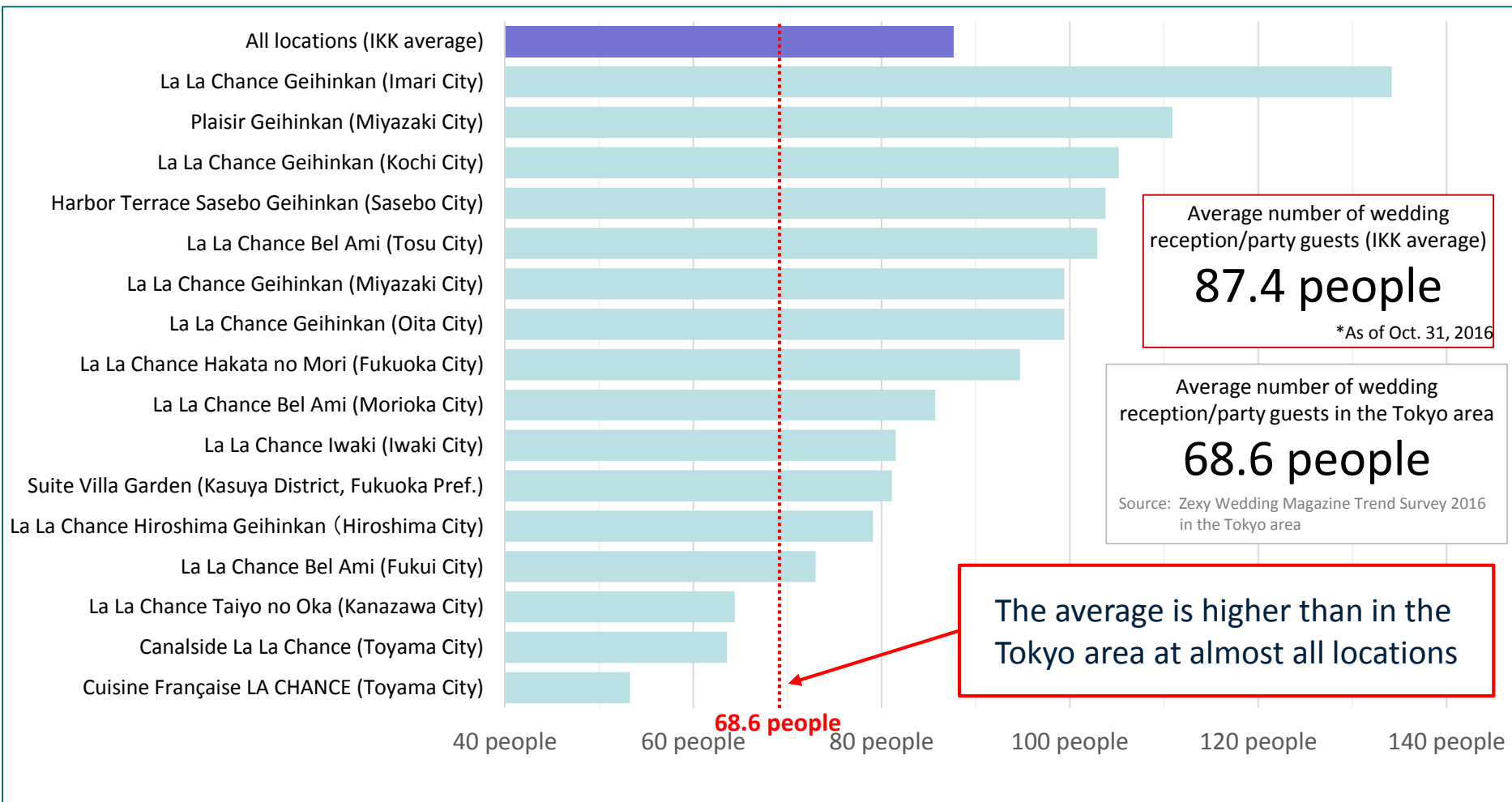
Targeting regional cities by using expertise (location, marketing, operations, etc.) and experience gained from operations in small markets



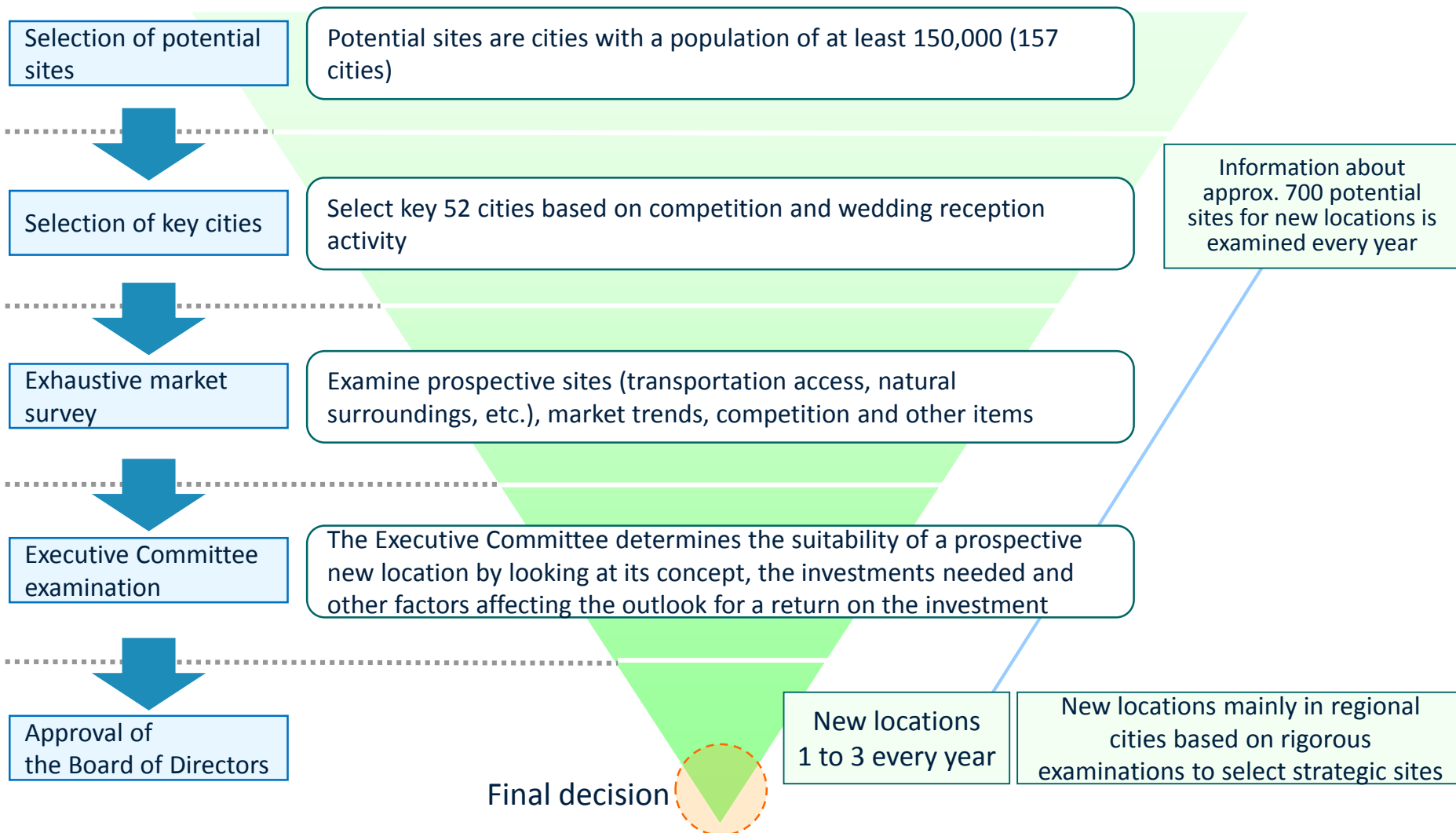
	Large metro areas (Example: Tokyo)	Regional cities (Example: Large cities in Kyushu)
Market	Large	Small/ Medium
Competition	High	Low
Operating cost (rent, advertising, etc.)	High	Low
Greenery/nature	Minimal	Abundant
Word-of-mouth	Small/medium effect	Big effect

Regional city markets are small but wedding receptions and parties are very large events

Average number of people attending a reception/party for all locations and individual locations

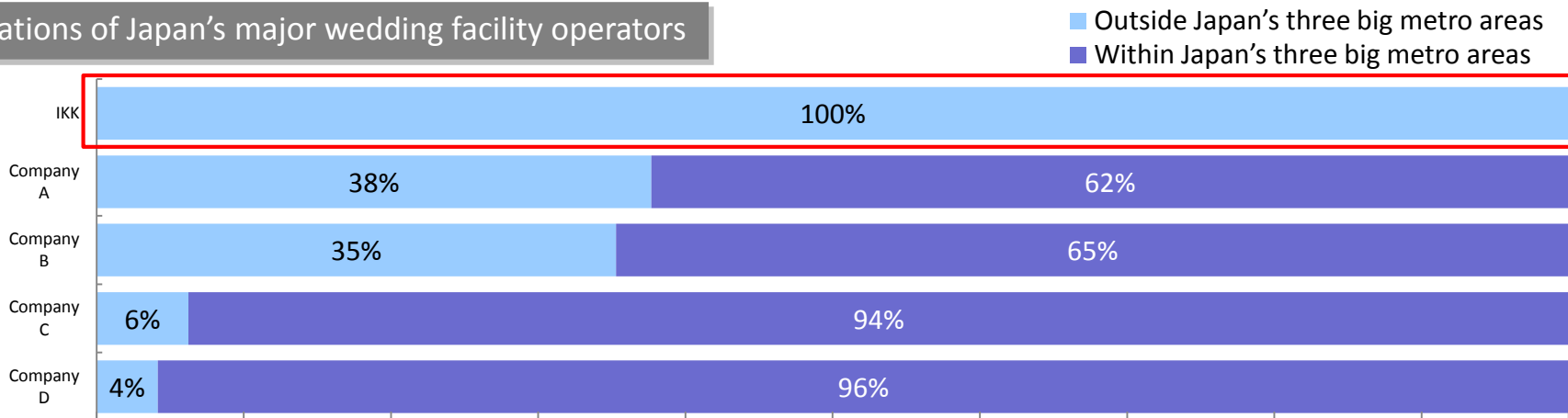


Extremely thorough site selection process to create branches that can succeed for 20 years – Building a base for stable, long-term operation of branches

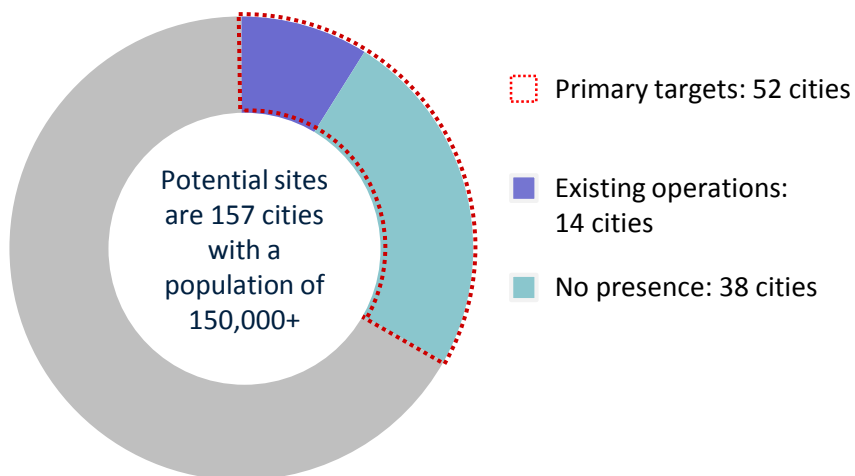


Much potential for new locations in places with little competition, both outside Japan's three big metro areas as well as within these areas

Locations of Japan's major wedding facility operators



IKK wedding facility locations



Plan on opening one to three locations every year, using the significant potential for expanding the wedding network for steady medium to long-term growth

Source: Prepared by IKK based on the data disclosed by each company

Unlike operators of chains of wedding halls with identical designs, IKK uses a different design concept for each location

Couples can hold wedding receptions at elegant mansions with abundant sunlight and greenery and large sites with an average area of about 10,000m²



Our goal is creating the best wedding facilities that can succeed for 20 years by featuring expansive buildings in harmony with nature and their surroundings along with services that incorporate the distinctive elements of the local culture

Exclusive use of an entire mansion-style room for a highly unusual private atmosphere

A garden filled with greenery is the perfect place for weddings with a homey atmosphere

The flexibility to include events that reflect the desires and characteristics of each couple



Creating strong emotions produces a virtuous cycle where satisfied customers attract more customers

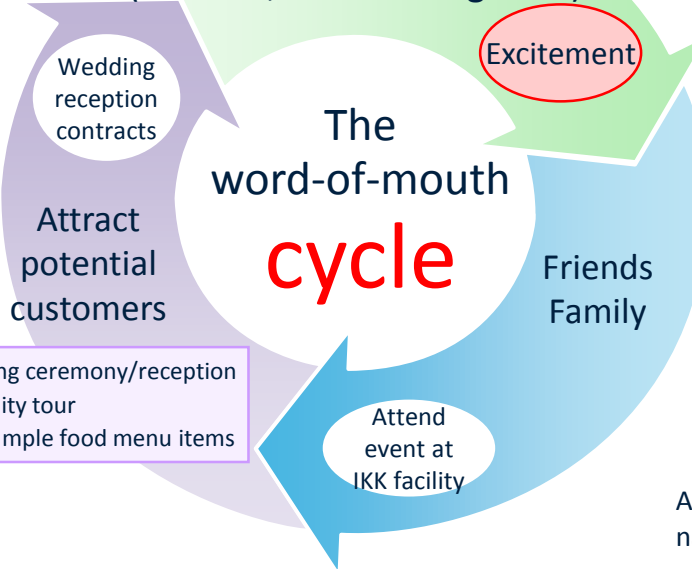
A local reputation for serving outstanding food



The kitchen staff includes several people who have won medals at international cooking contests



Weddings and receptions
(Grooms, brides and guests)



Services with warmth and sincerity



An extraordinary wedding/reception location full of natural beauty for this once-in-a-lifetime event



An original dessert conceived with the oversight of the famous pastry chef Hironobu Tsujiguchi

- Couples are placing increasing importance on the food served to their guests. Dessert is one of the menu items that female guests in particular look forward to most of all.
- We have worked with pastry chef Hironobu Tsujiguchi to create a new selection of dessert items that are available at every IKK wedding location.
- In addition to offering unique dessert items, we sell Chef Tsujiguchi's Mont St. Clair brand gift boxes and add value in other ways to achieve the greatest possible happiness and satisfaction for every guests.



Profile of Hironobu Tsujiguchi

- Represented Japan at the Coupe de Monde and many other international events, receiving numerous first-place awards
- Achieved the highest ranking every year from 2013 to 2016 at the Salon du Chocolat in Paris
- Sells merchandise using the Mont St. Clair brand and 12 other brands, each of which has a distinct concept
- This is the first time Mr. Tsujiguchi has supervised the creation of desserts for full-course meals at wedding facilities

Exquisite meals overseen by the “French Iron Chef ” Hiroyuki Sakai

- Hiroyuki Sakai provides supervision for the meals at the Cuisine Française LA CHANCE restaurants at the Toyama and Sasebo branches.
- Innovative ideas for French cuisine that uses seasonal locally produced ingredients.
- French cuisine that incorporates Japanese influences to produce French food tailored to the flavors that people in Japan prefer.

Profile of Hiroyuki Sakai

- After studying cooking in Japan and other countries, Mr. Sakai opened French cuisine restaurants in Tokyo and other areas of Japan
- He became popular as the French Iron Chef by appearing in the Iron Chef TV program in 1994
- He currently operates a cooking school to pass on his knowledge to the next generation



Many winning entries from IKK locations in wedding photo contests in Japan

First Prize, 16th Zexy Wedding Photo Contest



This photo captures the moment when family members opened their eyes for their first look at the bride and groom.

Title: Face-to-face with the bride and groom!

First Prize, 15th Zexy Wedding Photo Contest



The couple poses for a photo at the school they attended with members of the volleyball club jumping behind them.

The photo combines volleyball club memories and their current lives.

Title: Bride and groom at their old school with the volleyball club

Prize-winning photos

2009

Japan Wedding Photo Gran Prix, 14th place

2010

Japan Wedding Photo Gran Prix, 6th and 8th places
Wedding Photo Awards, Gold Prize (2 people)

2011

Japan Wedding Photo Gran Prix, 9th and 19th places
Wedding Photo Awards, Gold Prize (2 people)

2012

12th Zexy Wedding Photo Contest, Second Prize, other prizes
Wedding Photo Awards, Main Visual Gold Prize,
Home Town Wedding Special Prize, Gold Prize (6 people)

2013

13th Zexy Wedding Photo Contest, First Prize, other prizes (7 people)
Japan Wedding Photo Gran Prix, Document Category, 2nd and 7th places,
Art Category, 8th place

2014

14th Zexy Wedding Photo Contest, selected for award judging (3 people)
Japan Wedding Photo Gran Prix, Art Category, 7th place
Wedding Photo Awards, Gold Prize (1 person)

2015

15th Zexy Wedding Photo Contest, First Prize, other prizes (2 people)
Wedding Photo Awards, Gold Prize (2 people), Home Town Wedding
Special Prize (2 people)

2016

16th Zexy Wedding Photo Contest, First Prize, other prizes (3 people)
Japan Wedding Photo Gran Prix, 19th place
Wedding Photo Awards, Gold Prize (2 people)

Wedding planning skills backed by training programs based on a sound concept

Creative Award at Good Wedding Awards 2015



The bride wants to be an illustrator who produces picture books. The wedding was planned to take place in the world of a wedding picture book that contained stories of gratitude with guests' overwhelming impressions.

Wedding theme: Journey – An invitation from the picture book world

Second Prize at Good Wedding Awards 2014



The couple wanted to create the worldview of Tim Burton. Using this concept, the wedding was structured to build strong ties between the bride and groom and their families.

Wedding theme: A little world in the mind

Wedding planner awards

2011

Good Wedding Awards 2011, Soul Prize
Good Wedding Awards 2011, selected as one of 8 finalists

2013

2nd Home Town Wedding Contest, honorable mention

2014

Good Wedding Awards 2014, Second Prize
Good Wedding Awards 2014, Creative Award

2015

Good Wedding Awards 2015, Creative Award

2016

5th Home Town Wedding Contest, Bridal Industry Newspaper Prize

Benefits of recruiting outstanding human resources and providing extensive training

- Top 10 for fifth consecutive year and 2nd place in 2017 in the Mynavi New Graduate Company Popularity Ranking for Kyushu/Okinawa
- Recruiting information meetings have the same excitement as weddings and receptions

Rank	Company name	Votes
1	JR Kyushu Railway Company	240
2	IKK Inc.	218
3	Fukuoka Financial Group	180
4	YASKAWA Electric Corporation	168
5	Nishi-Nippon Railroad Co., Ltd.	164
6	The Nishi-Nippon City Bank, Ltd.	145
7	LEVEL-5 Inc.	131
8	SOGO MEDICAL CO., LTD.	122
9	Star Flyer Inc.	96
10	Cosmos Pharmaceutical Corporation	87

- The survey covers third-year university students and first-year graduate school students in Japan planning to graduate in March 2017.
- The survey took place from March 1 to April 20, 2016.
- Sources of survey data are 1) input forms on the Mynavi 2017 job hunting site, 2) questionnaires in the Mynavi job hunting magazine that were submitted by postal mail, and 3) questionnaires received at the Mynavi Job Hunting Expo and other events. *Individuals entered their five favorite companies. *Two reasons were selected as the reasons for choosing each company.
- There were 2,752 responses.

Recruiting information meetings have the same excitement as weddings and receptions

Based on the IKK corporate philosophy of “touching our customers’ hearts,” recruiting information meetings are held mainly by young employees and centered on the theme of emotion.



Main reasons that IKK was chosen as a “great place to work”

- IKK placed 14th in the 100-999 employee category of the 2016 Great Place to Work ranking by the Great Place to Work® Institute of Japan
- IKK has placed in this ranking for the past four consecutive years



Trust

- Skill of executives and managers who oversee business operations **85%** (avg. for all companies* is 76%)
- Executives and managers clearly define a vision and how to accomplish that vision **87%** (avg. for all companies* is 80%)



Pride

- I am proud of the business operations of the company **89%** (avg. for all companies* is 82%)
- I believe the company is contributing to communities and society **87%** (avg. for all companies* is 76%)



Solidarity

- The company has a friendly and family-like atmosphere **82%** (avg. for all companies* is 74%)
- The company creates a mood of solidarity and teamwork **82%** (avg. for all companies* is 72%)

*Average for best companies in 2016 Great Place to Work

Dedicated to maintaining an environment for fully using the skills of women

- A commitment to a workplace environment where women can realize their full potential
- Demonstrating progress with measures for women, IKK was the first company in the wedding industry to receive a Development Bank of Japan loan under this bank's DBJ Employees' Health Management Rated Loan Program

- Promotions are based on performance, in accordance with consistent standards, to recognize the best people; 35.3% of supervisors are women
- Employees are encouraged to use paid vacation time and can use up to 16 days consecutively
- Mental health support program; periodic distribution of questionnaires with unrestricted responses to hear the thoughts and suggestions of employees
- Regular health check-ups as well as blood tests and assistance for gynecology examinations

The DBJ Employees' Health Management Rated Loan Program

The Development Bank of Japan uses its own evaluation system to identify companies with outstanding measures for keeping their employees healthy. These evaluations are used for the world's first financing menu that incorporates employee health management ratings.



Japan's first hotel/wedding company to earn ISO22000:2005 certification for food safety management

Food safety is one of our highest priorities and we are always improving safety and hygiene measures

- ◆ We have established a Sanitation Standard Operating Procedure (SSOP) Manual that complies with Food Hygiene Management Standards (Prerequisite Program) and follow these procedures to fulfill our corporate responsibility of preventing food problems and rigorously supervising all activities involving food

Established the Food Safety Management System that covers food preparation and services

- ◆ Suppliers of food must submit product specifications to ensure the safety of all ingredients and finished products
- ◆ Food preparation processes are thoroughly supervised and constantly recorded to ensure the safety of all food served to guests
- ◆ All personnel must strictly comply with the Food Safety Management System standards
- ◆ The three La La Chance Hakata no Mori locations have ISO22000:2005 certification (August 2009)
 - *When this certification was renewed in August 2015, certification was expanded to four La La Chance Hakata locations: Villa Foret, Chez la Foret, Grand Vent-Vert and the Hakata no Mori Geihinkan
- ◆ All other food operations at IKK also comply with the standards of the Food Safety Management System



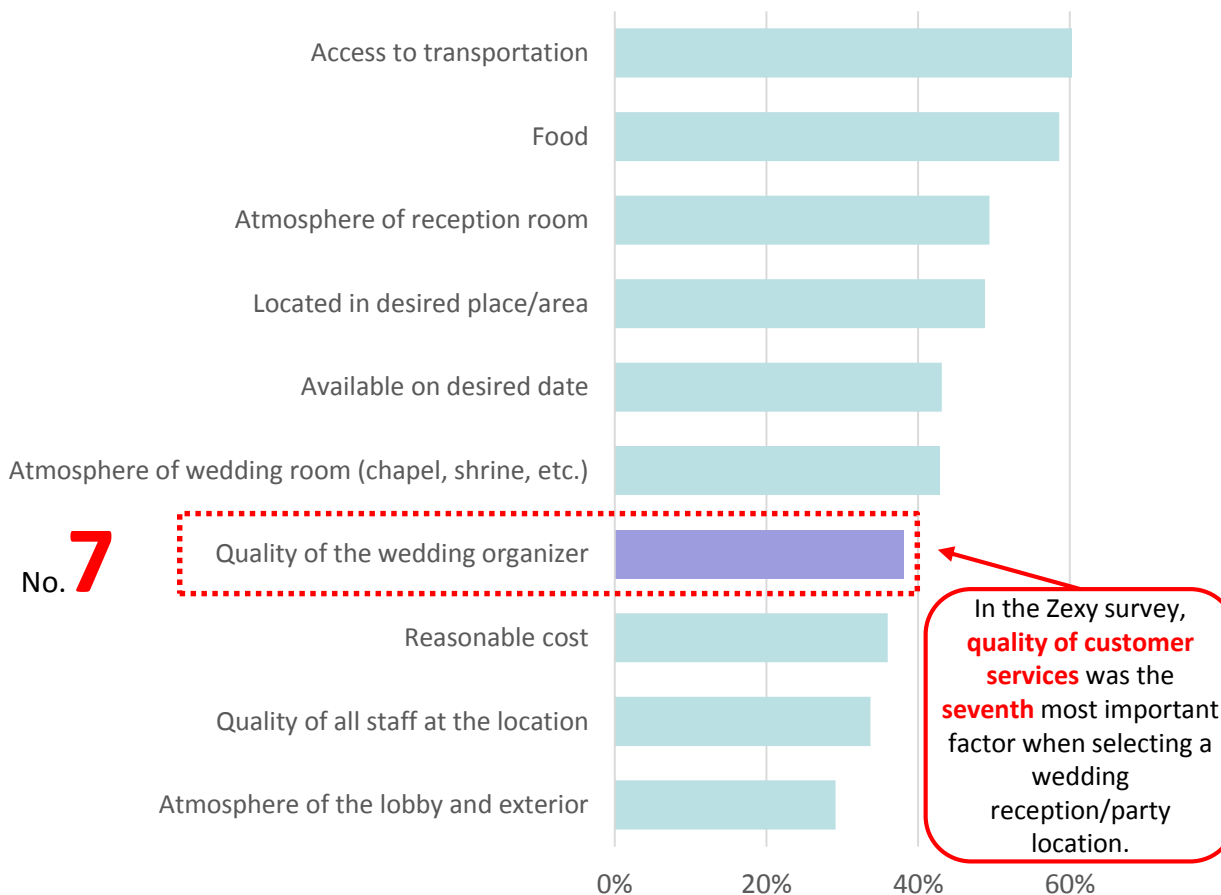
FSMS:548713 / ISO22000:2005

ISO22000 is an international standard for food safety management systems. This standard combines HACCP food hygiene management methods with the quality management methods of the ISO9001 standard for quality management systems.

Many of our customers give high ratings to the wedding organizer who served them

Zexy Wedding Magazine Trend Survey 2016 – Tokyo Area

Key points when selecting a wedding reception/party location



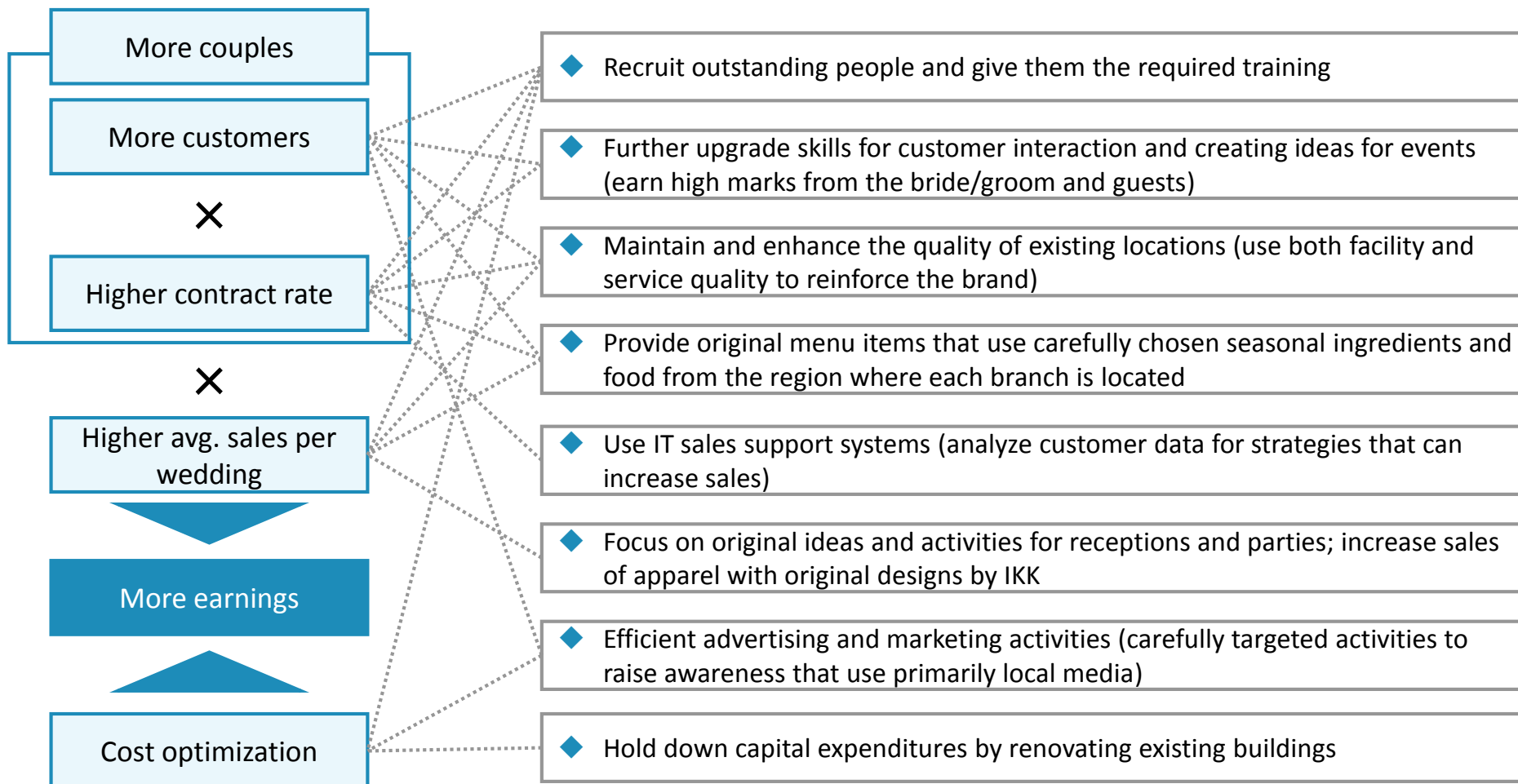
Source: Zexy Wedding Magazine Trend Survey 2016 – Tokyo Area, listing in order of the key points for selecting a location for a wedding reception/party.

Rank of customer service in reasons for selecting an IKK location	Rank
Imari Branch	1
Tosu Branch	1
Fukuoka Branch	2
Toyama Branch	1
Miyazaki Branch	1
Oita Branch	2
Kanazawa Branch	1
Miyazaki Branch #2	1
Iwaki Branch	1
Kochi Branch	2
Fukui Branch	1
Morioka Branch	1
Toyama Restaurant Branch	3
Suite Villa Garden	1
Sasebo Branch	1
Hiroshima Branch	2

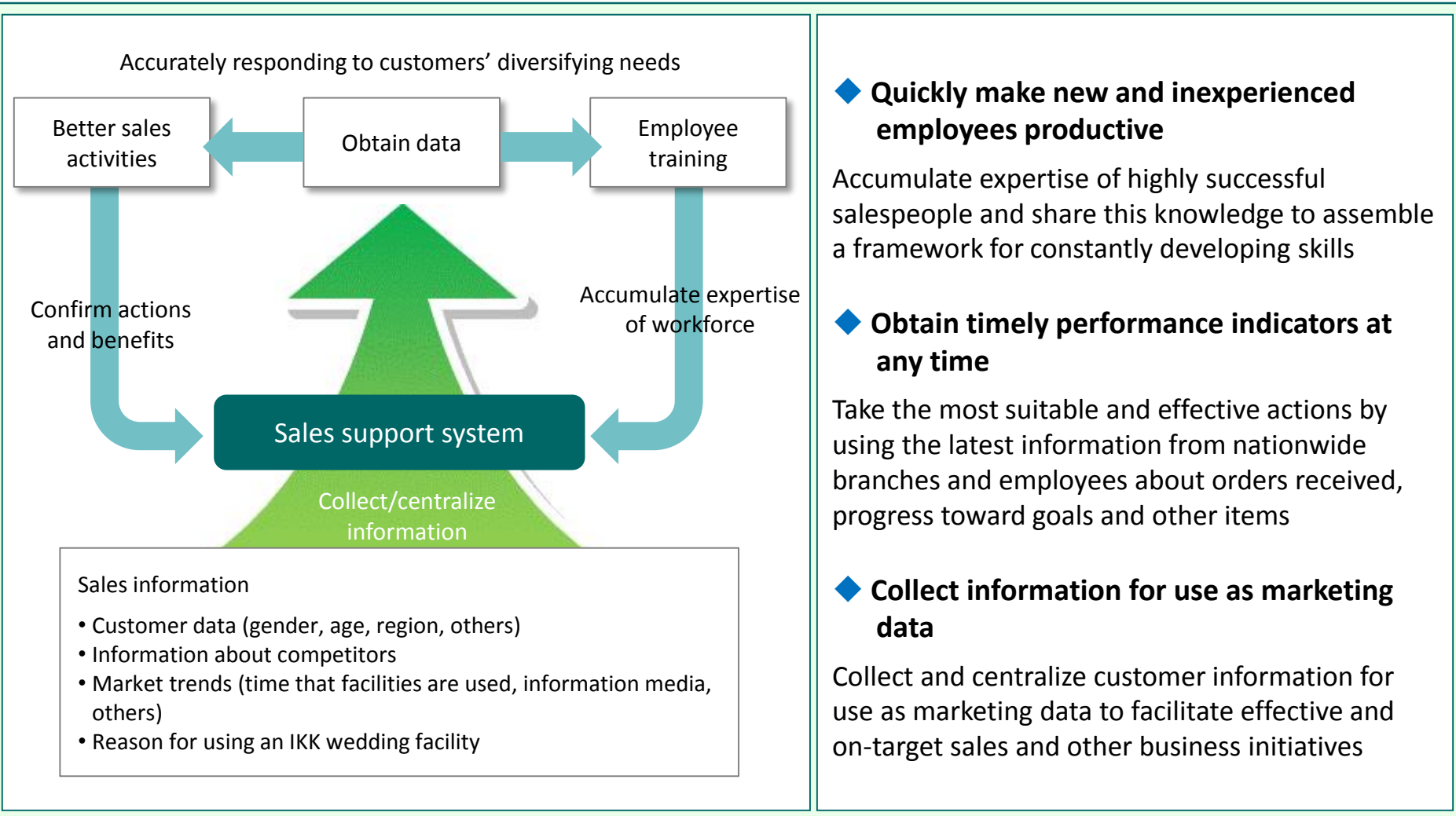
Source: IKK study (Oct. 31, 2016)

- Thanks to extensive training programs, the dedication of our people to excellence in customer service is the most important reason that people select an IKK wedding facility
- Customer service is the main reason that people select IKK at more than half of all locations

Initiatives as the industry leader to achieve even higher levels of customer happiness and satisfaction

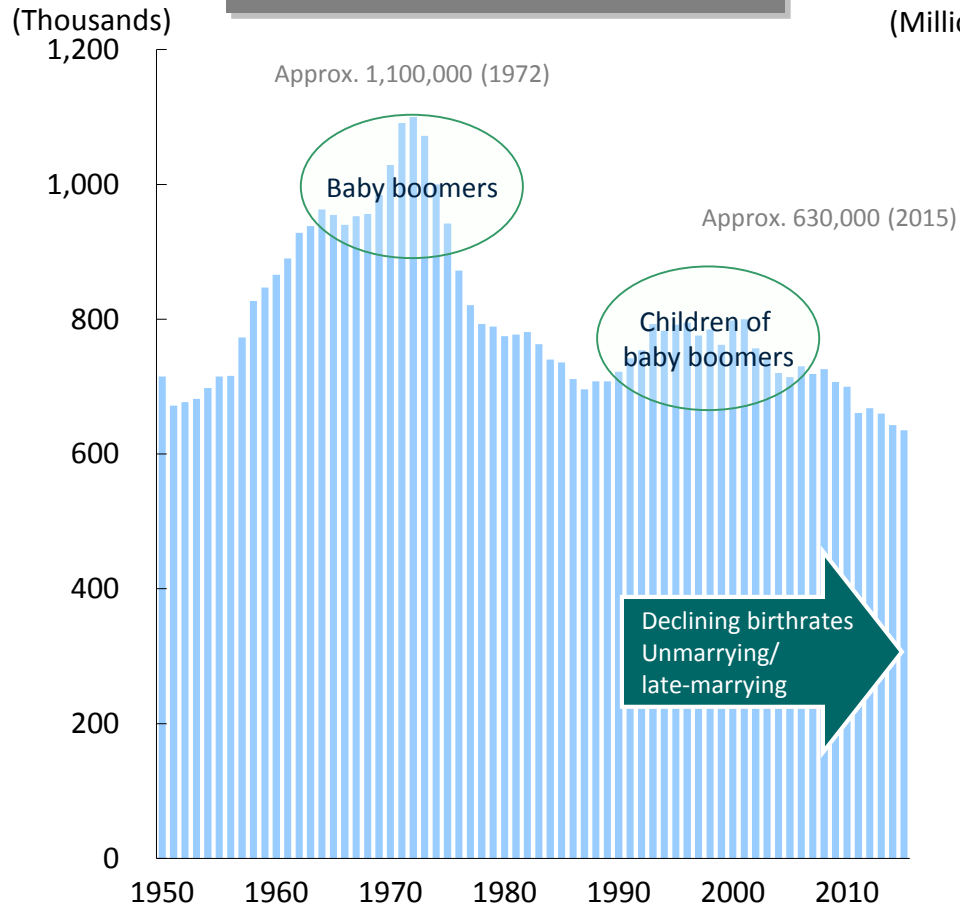


Upgraded training programs and sales activities by using a sales support system for accurate information analysis



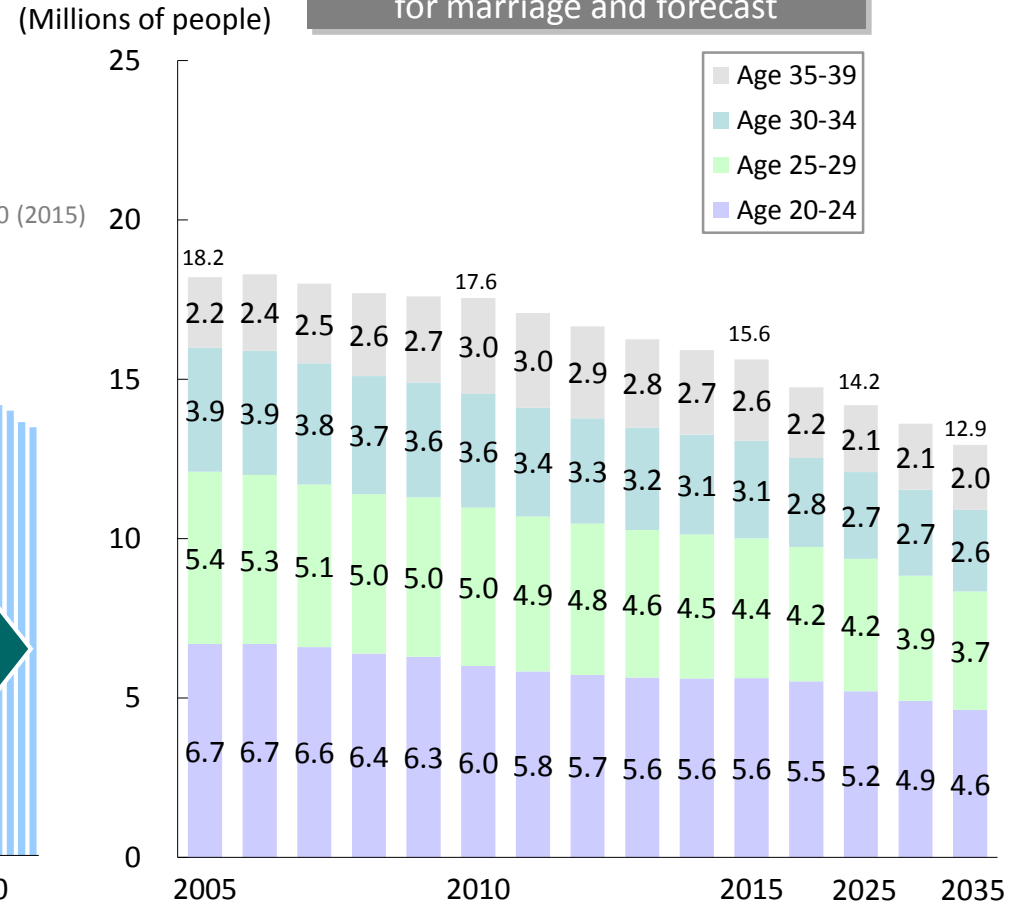
Weddings and receptions in Japan continue to decline along with the numbers of children and people in the prime age segments for marriage

Number of marriages in Japan



Source: Ministry of Health, Labour and Welfare, "Vital Statistics 2015"
(Vital Statistics, Final Figures)

Population of prime age segments for marriage and forecast

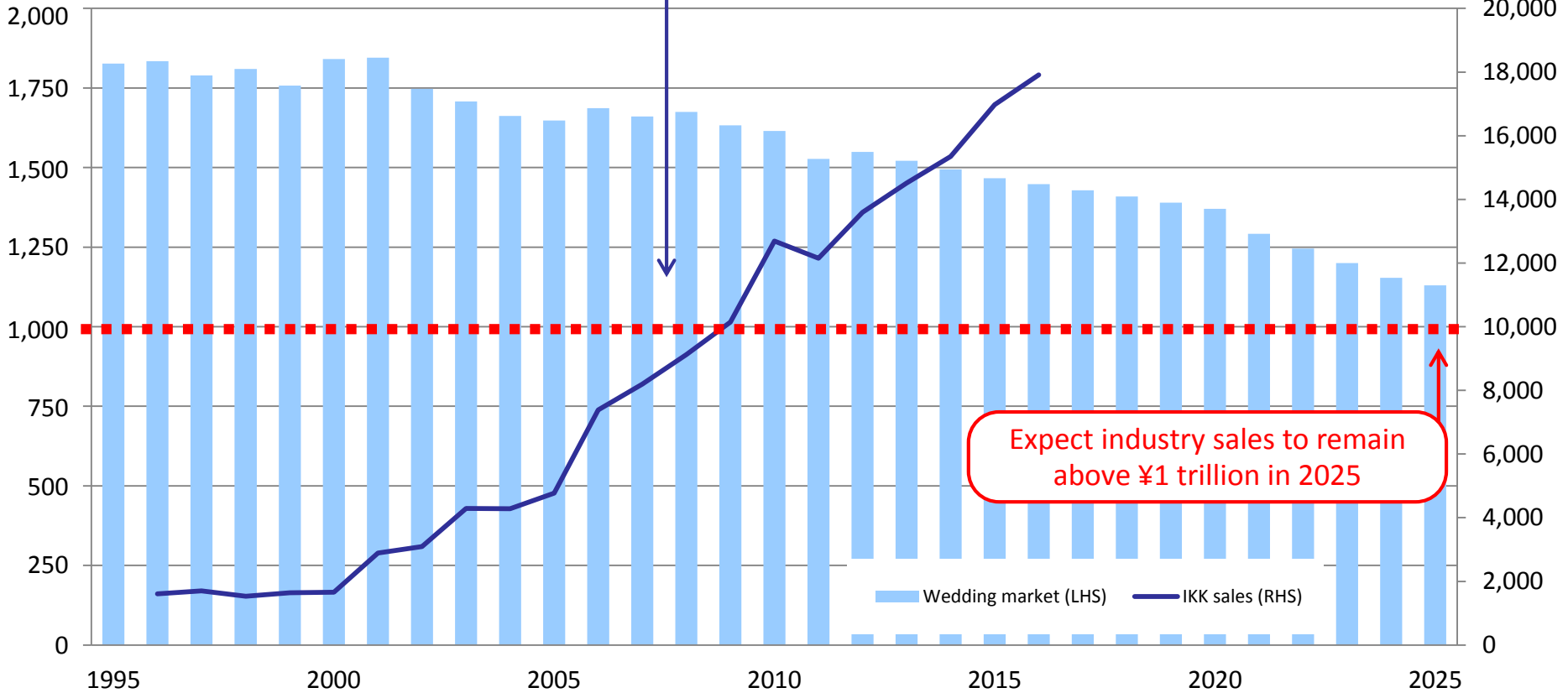


Source: National Institute of Population and Social Security Research, "Household Projections for Japan" (January 2013) Population by sex, five-year age group, and marital status

Forecast annual wedding industry sales of ¥1 trillion in 2025 despite Japan's declining population

Annual sales in Japan's wedding market and forecast

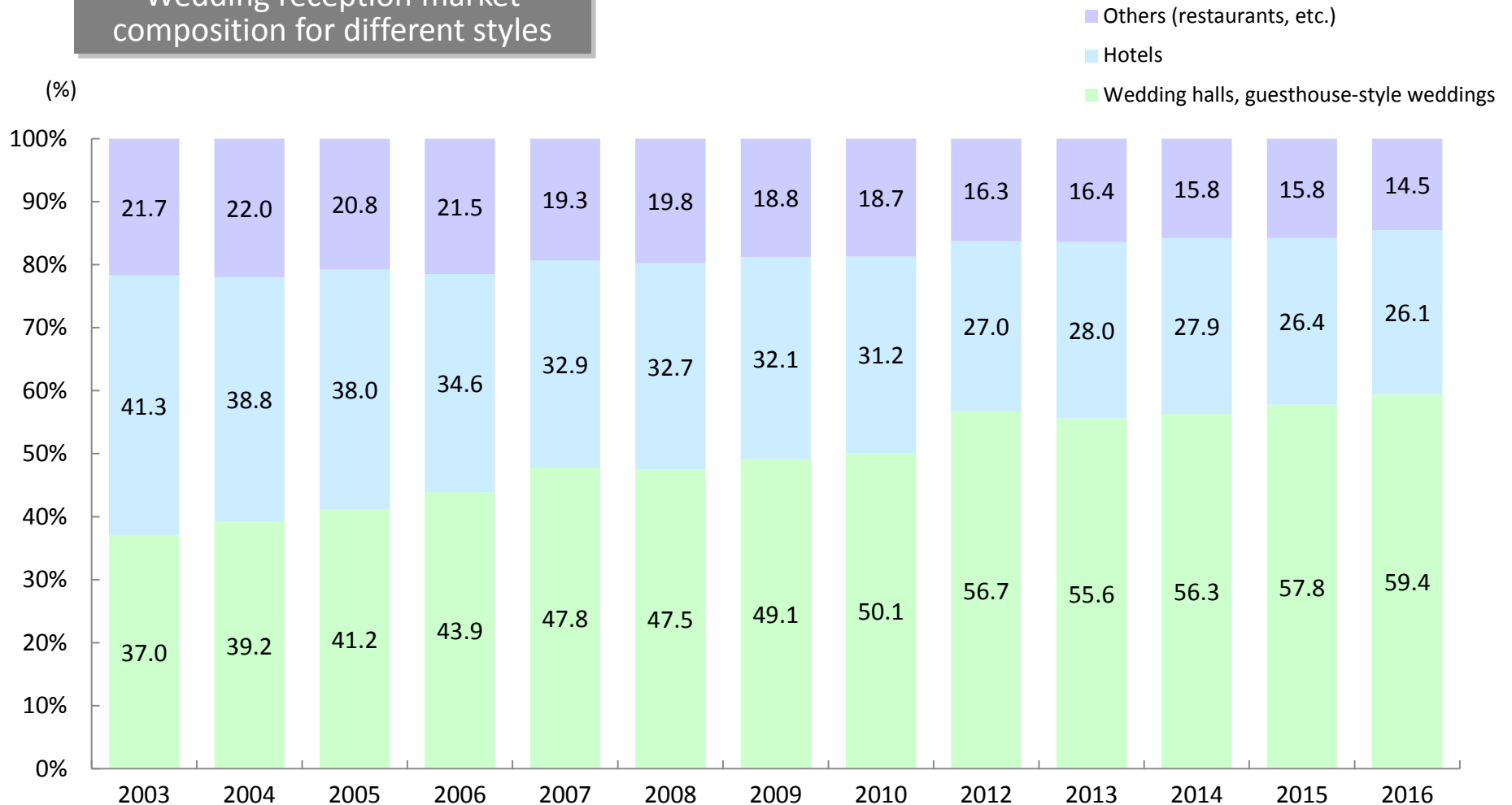
(Billions of yen)



Source: IKK estimates

The guest house market share is rising as more couples in Japan want original weddings/receptions not restricted by traditions and formalities

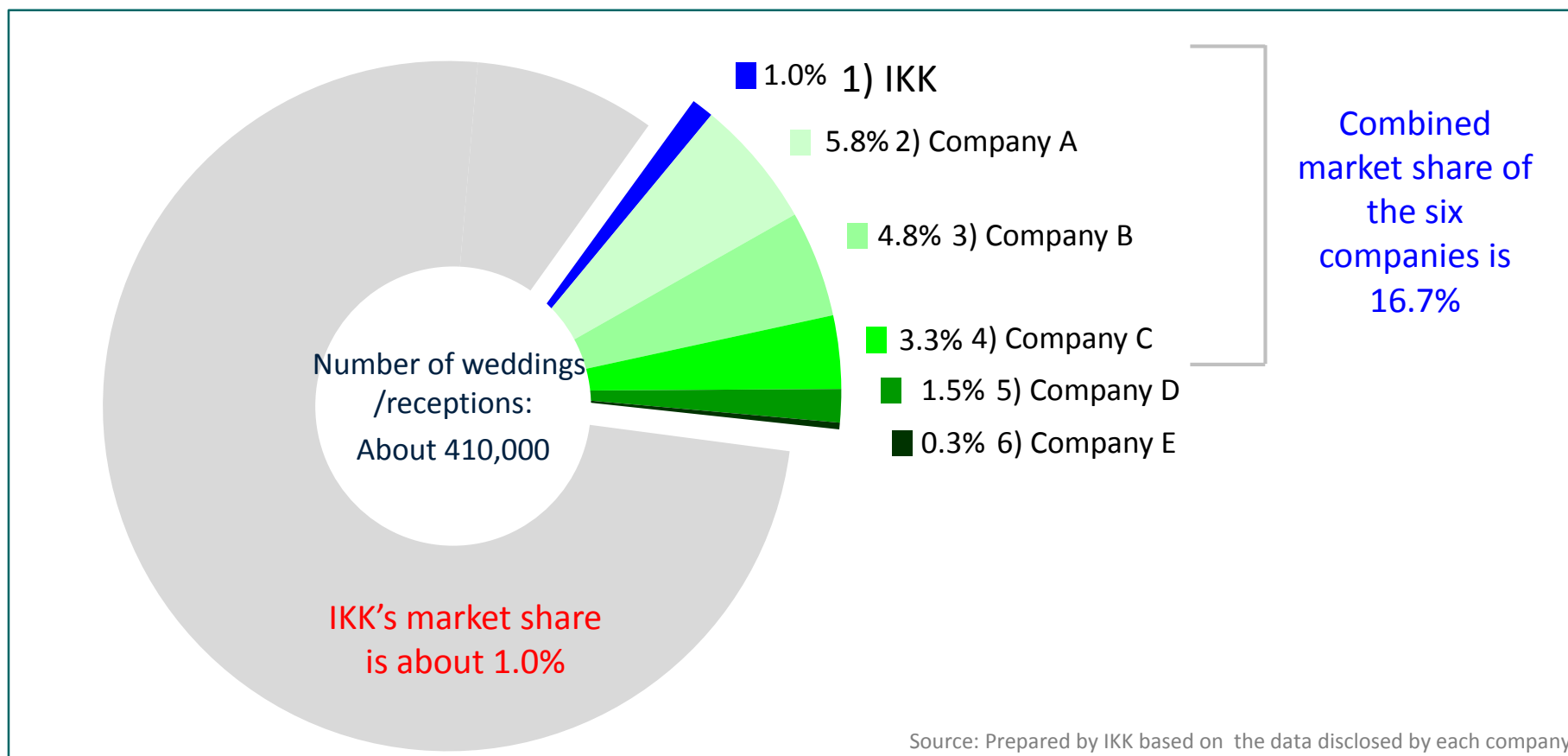
Wedding reception market composition for different styles



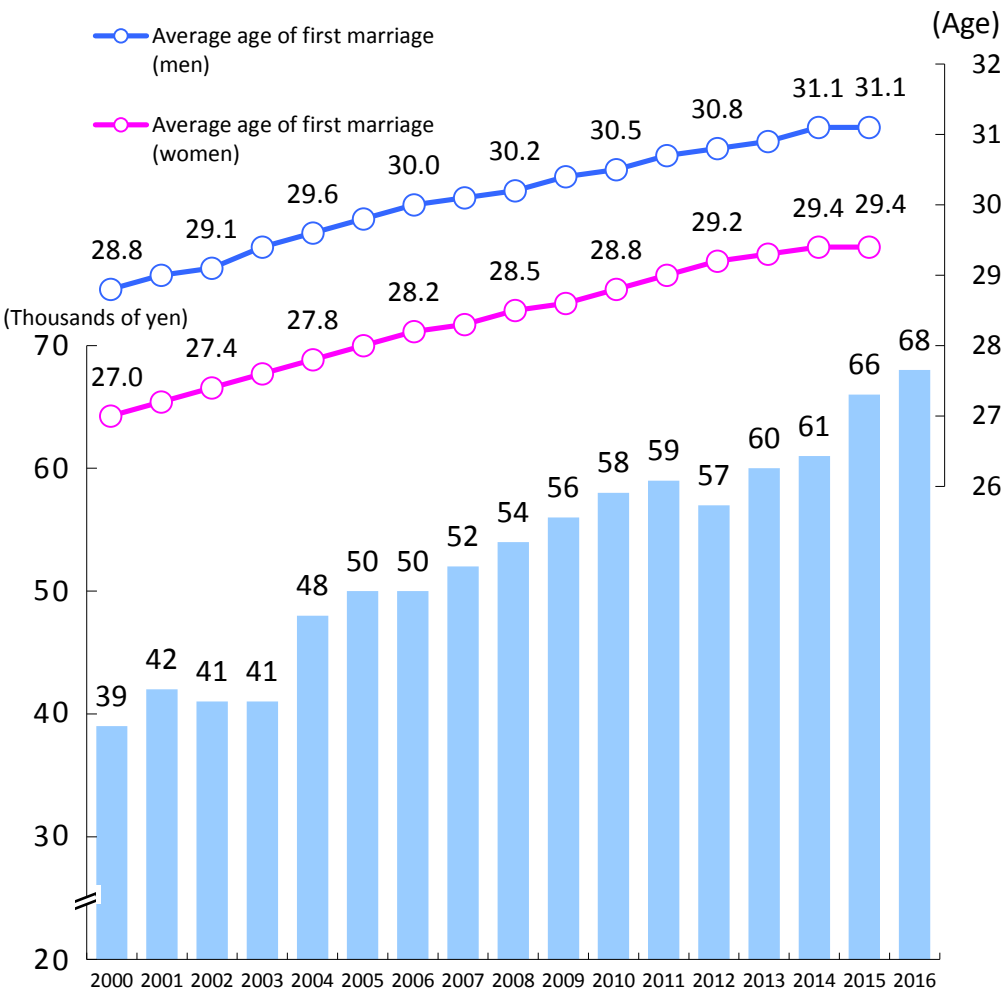
Source: Zexy Wedding Magazine Trend Survey 2016 (Estimates), facilities that host wedding receptions/parties

Japan's wedding market is still highly fragmented, leaving significant potential for IKK to capture market share

Market share of the six listed wedding companies (based on number of weddings/receptions)



Average age of first marriage and money spent per wedding reception guest



Source: Zexy Wedding Magazine Trend Survey 2016 – Tokyo Area, total per-guest cost for wedding ceremony and reception/party, Ministry of Health, Labour and Welfare, "Vital Statistics 2015"

Couples continue to spend more on weddings despite deflation in Japan

Primary causes

1. Couples want a once-in-a-lifetime event that people will remember for a long time
2. As the age of first marriages rises, more couples want better food and entertainment for guests and activities that incorporate each couple's personal preferences
3. More young people who do not care about luxury in their everyday lives want to spend money to make a wedding a memorable experience

Consistent growth in the amount spent per wedding guest

(now about 70% higher than in 2000)



Precautions about this presentation

- This presentation includes forecasts and other forward-looking statements about the performance, strategies, business plans and other subjects concerning IKK.
- These forward-looking statements, which are not historical facts, reflect the outlook of IKK based on information that was available when this announcement was made.
- Forward-looking statements incorporate uncertainties about the economy, competition from other companies and many other potential sources of risk.

Consequently, actual performance, business activities and/or the financial position may differ significantly from the forward-looking statements in this presentation due to upcoming changes in the economy, competition in the industry, market demand, other economic, social and political events, and many other factors.



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