

Results of Operations for the Fiscal Year Ended October 31, 2021



**IKK Holdings Inc.
(Listed on TSE First Section, Securities code 2198)**



IKK Inc. shifted to a holding company structure in November 2021 and changed its name to IKK Holdings Inc.

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I.FY2021 Consolidated Financial Highlights



Postponements of weddings and receptions are declining along with the number of COVID-19 infections, achieving profitability in the 4Q of FY2021

Net sales: ¥11,530 million (+31.8% YoY, +3.0% vs. plan*)

Postponements of weddings and receptions are declining along with the number of COVID-19 infections, resulting in a recovery of these events.

As a result, the number of weddings in FY2021 was 1,245 higher than in FY2020.

Operating profit: ¥(1,599) million (compared with a ¥3,981 million loss one year earlier; a ¥1,964 million loss was planned.*)

There was an operating profit of ¥82 million in the 4Q of FY2021 (Aug.-Oct.)

Profit attributable to owners of parent: ¥(411) million (compared with a ¥4,235 million loss one year earlier; a ¥987 million loss was planned.*)

Subsidies for employment adjustment of ¥925 million recorded as non-operating income.

Order backlog (at the end of October 2021): 5,550 weddings (-0.9% YoY)

Order backlog remained high

*Planned sales and earnings and comparisons with the plan are based on the revised FY2021 forecast that was announced on September 6, 2021.

Procured funds and cut costs in response to the COVID-19 crisis

Fund procurement

Procured funds to maintain financial stability

- ¥9.5 billion current account overdraft agreement(¥2.1 billion has been used)
- ¥1.1 billion loan for long-term working capital
- At the end of October 2021, the equity ratio was 43.0% and the debt-to-assets ratio was 30.2%

Cost cutting

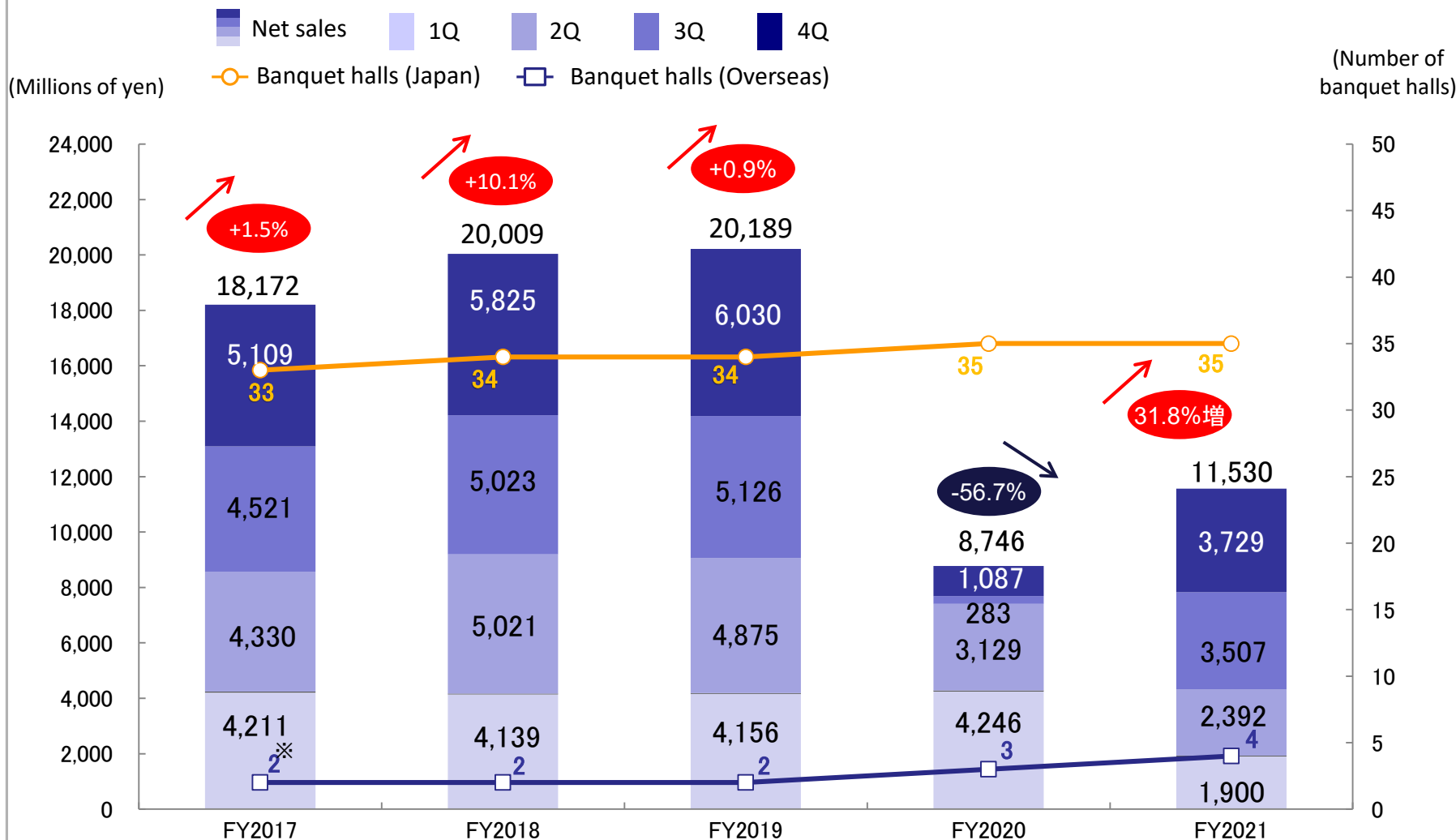
SG&A expenses decreased ¥145 million from one year earlier

- The recovery of the number of weddings reduced the decrease in SG&A expenses.
- There were many activities to cut all expenses that are unnecessary or are not for urgent requirements.

(Millions of yen)

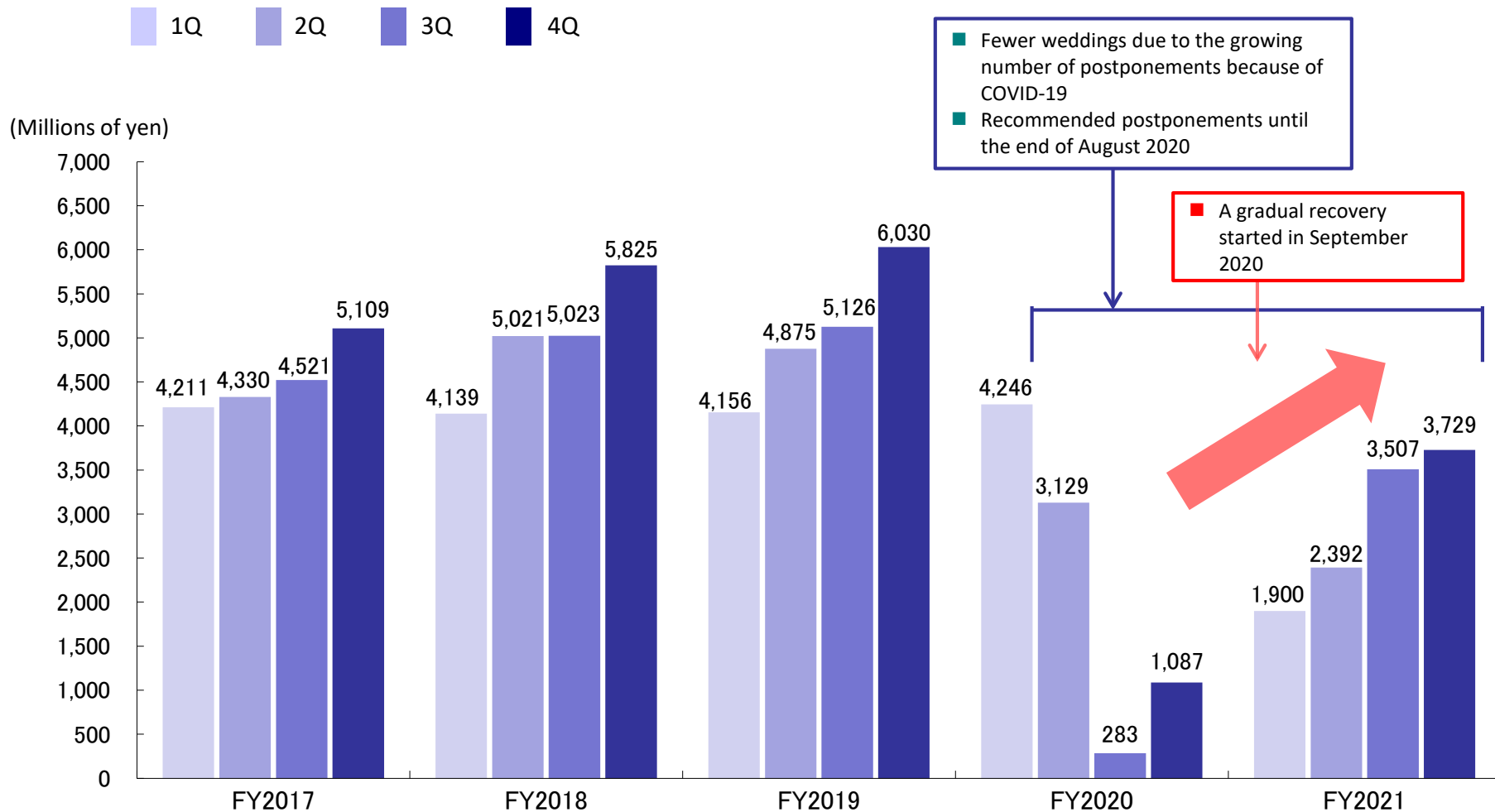
	FY2020		FY2021						
	Amount	% to sales	Plan 2021.9.6 Revised disclosure	Amount	% to sales	YoY change		Vs. forecast	
						Amount	%	Amount	%
Net sales	8,746	100.0	11,191	11,530	100.0	2,783	31.8	339	3.0
Wedding operations	8,210	93.9	—	10,936	94.9	2,726	33.2	—	—
Nursing-care operations	536	6.1	—	550	4.8	13	2.6	—	—
Food Business	0	—	—	112	1.0	112	—	—	—
Gross profit	4,237	48.4	—	6,473	56.1	2,235	52.8	—	—
SG&A expenses	8,218	94.0	—	8,072	70.0	(145)	(1.8)	—	—
Operating profit	(3,981)	—	(1,964)	(1,599)	—	2,381	—	364	—
Ordinary profit	(3,524)	—	(957)	(610)	—	2,913	—	346	—
Profit attributable to owners of parent	(4,235)	—	(987)	(411)	—	3,824	—	575	—
Net income per share (Yen)	(143.22)	—	(33.67)	(14.03)	—	—	—	—	—

Net sales, number of banquet halls



*Overseas wedding operations started in FY2017. However, overseas results have not been consolidated for FY2017.

Net sales

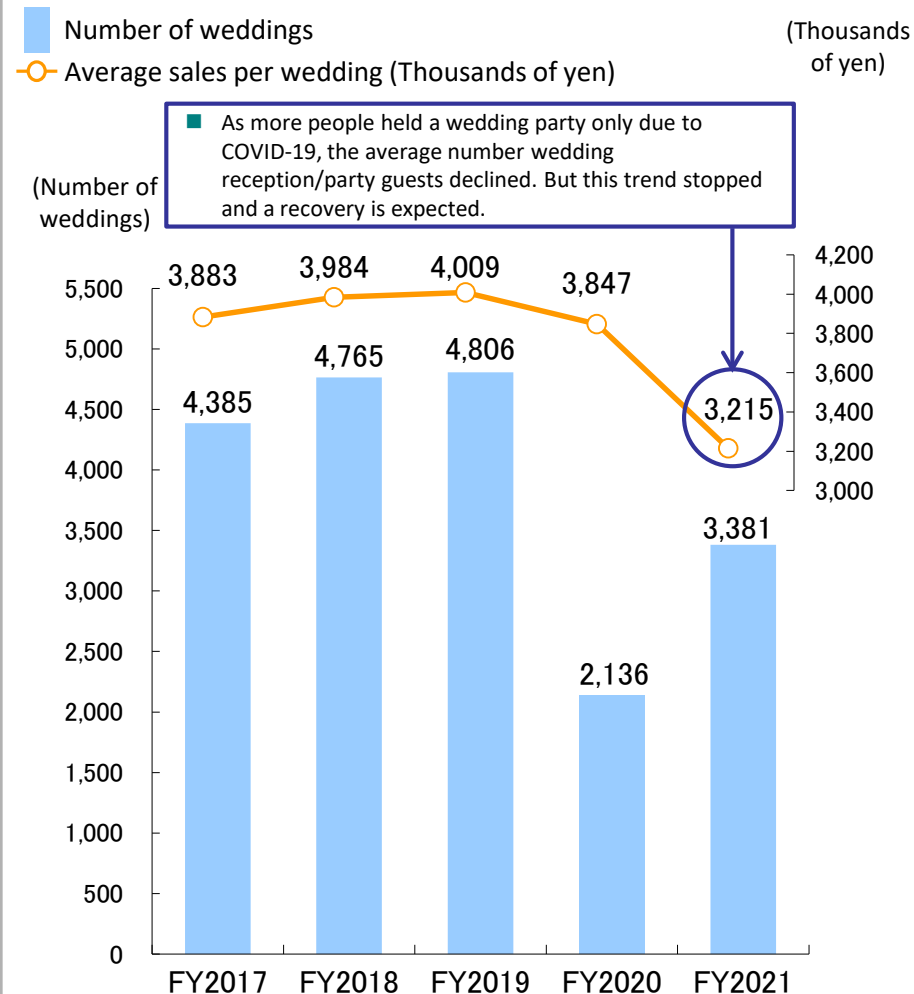


	FY2020 results	FY2021 results	YoY change	
			Amount	%
Net sales (Millions of yen)	8,210	10,936	2,726	33.2
Number of branches in Japan	19	19	0	—
Number of branches overseas	2	3	1	50.0
Number of weddings	2,136	3,381	1,245	58.3
Japan	2,025	3,334	1,309	64.6
Overseas	111	47	(64)	(57.7)
Orders for weddings* ¹	3,566	3,333	(233)	(6.5)
Order backlog* ¹	5,598	5,550	(48)	(0.9)
Average sales per wedding* ² (Thousands of yen)	3,847	3,215	(632)	(16.4)

*1 Orders for weddings and order backlog do not include overseas wedding operations.

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

Number of weddings, average sales per wedding



* Number of weddings include results of overseas operations. However, overseas results have not been consolidated for FY2017.

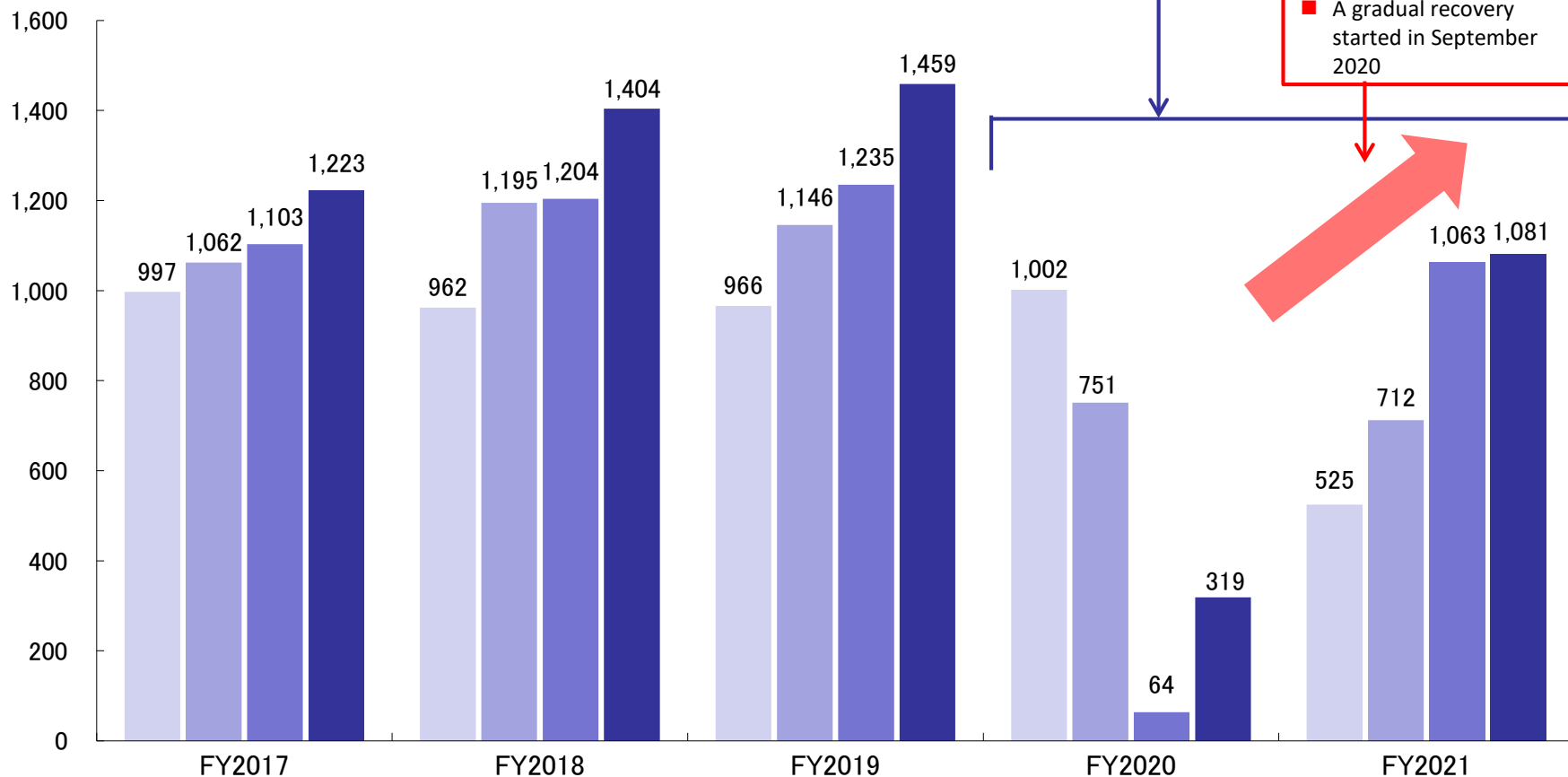
Quarterly Trends in Number of Weddings

I. FY2021 results

Number of weddings

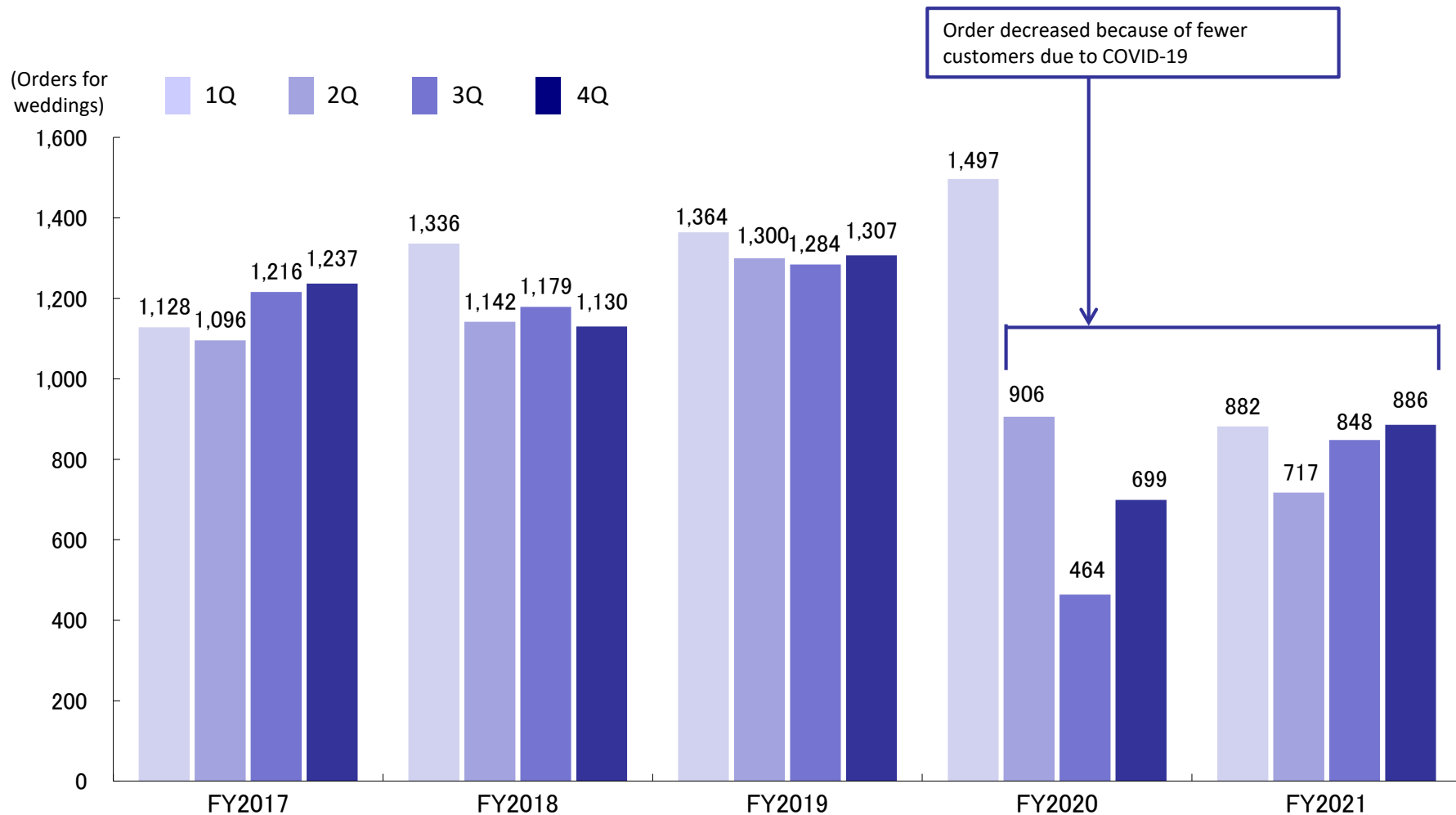
(Number of weddings)

1Q 2Q 3Q 4Q



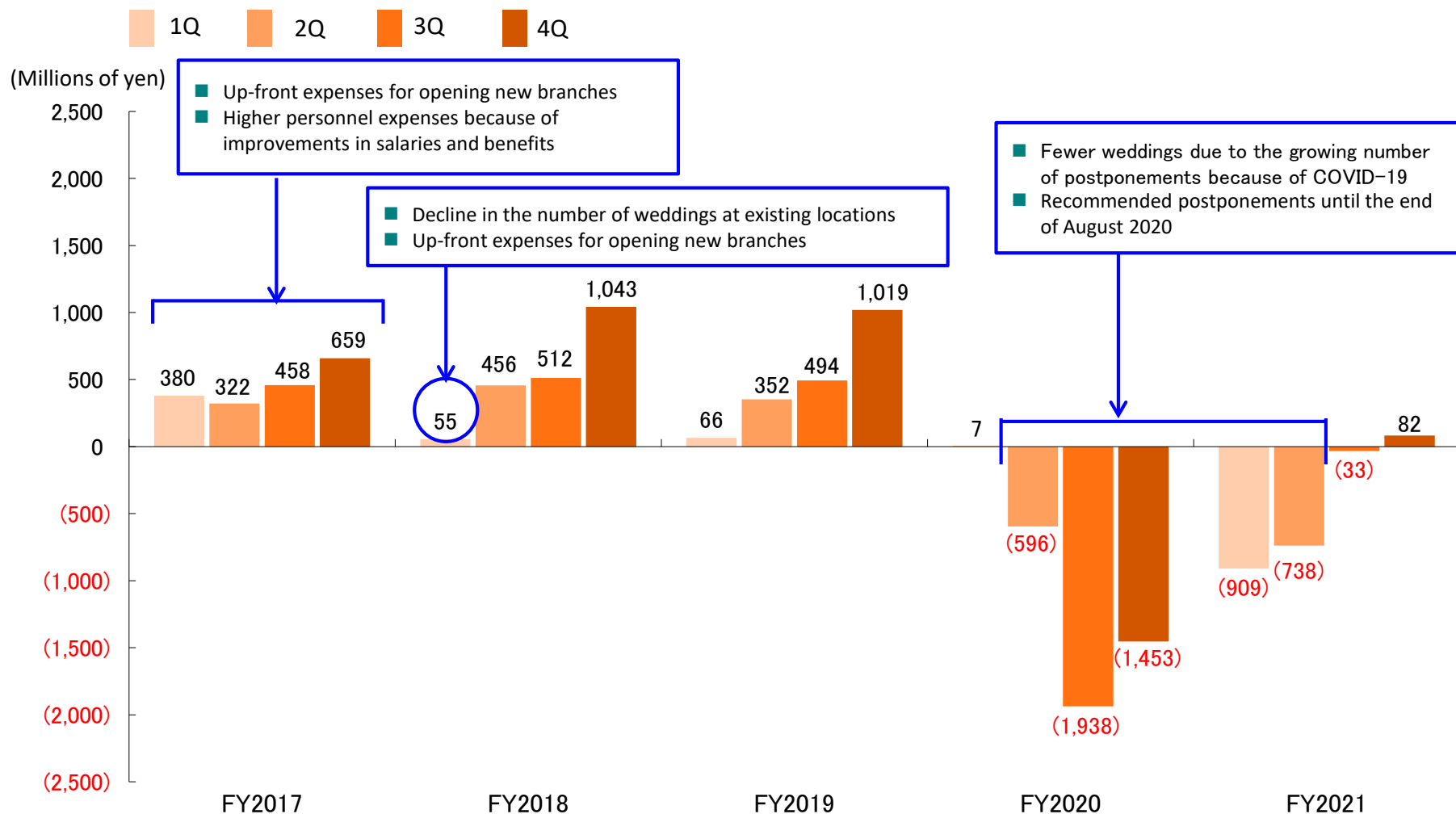
* Number of weddings include results of overseas operations. However, overseas results have not been consolidated for FY2017.

Orders for weddings

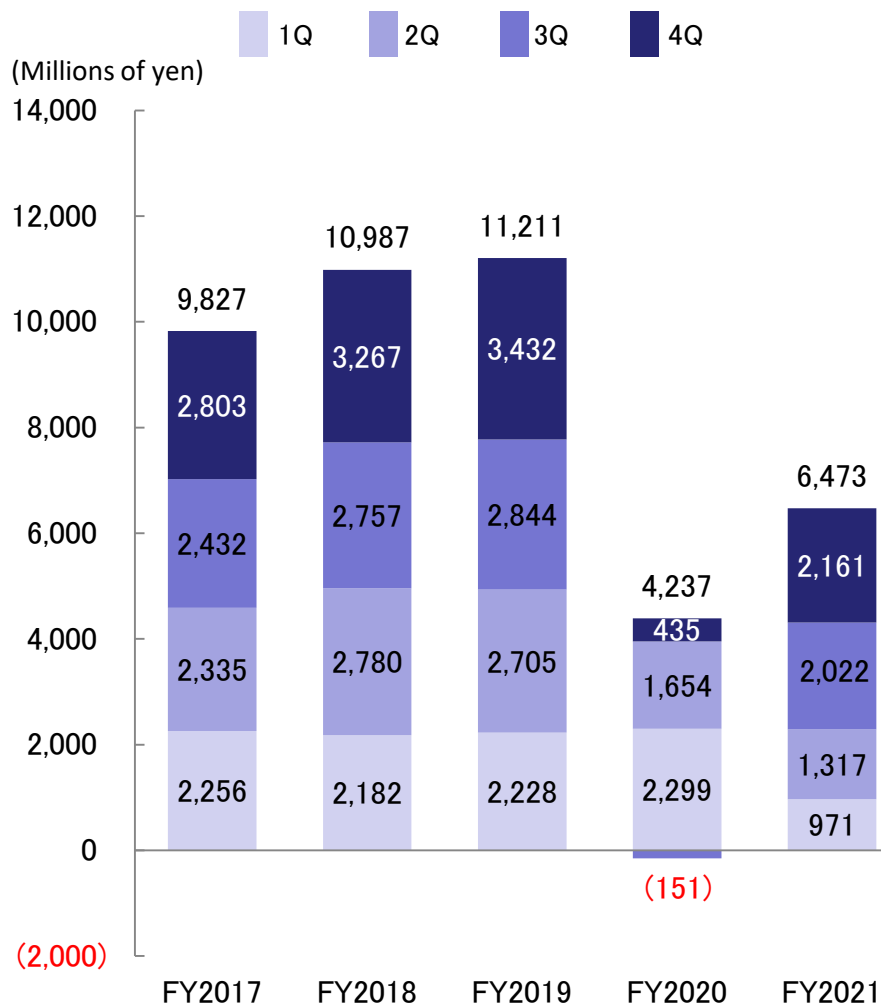


* Orders for weddings include results of overseas operations.

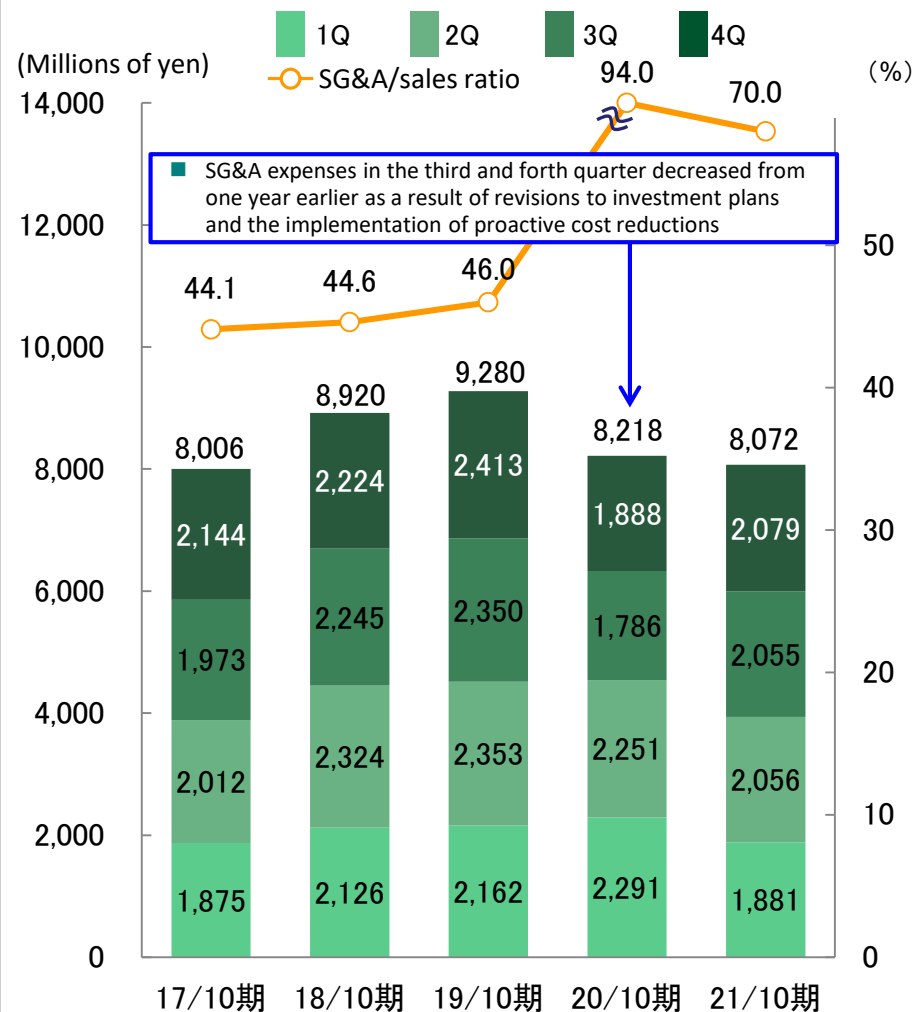
Operating profit



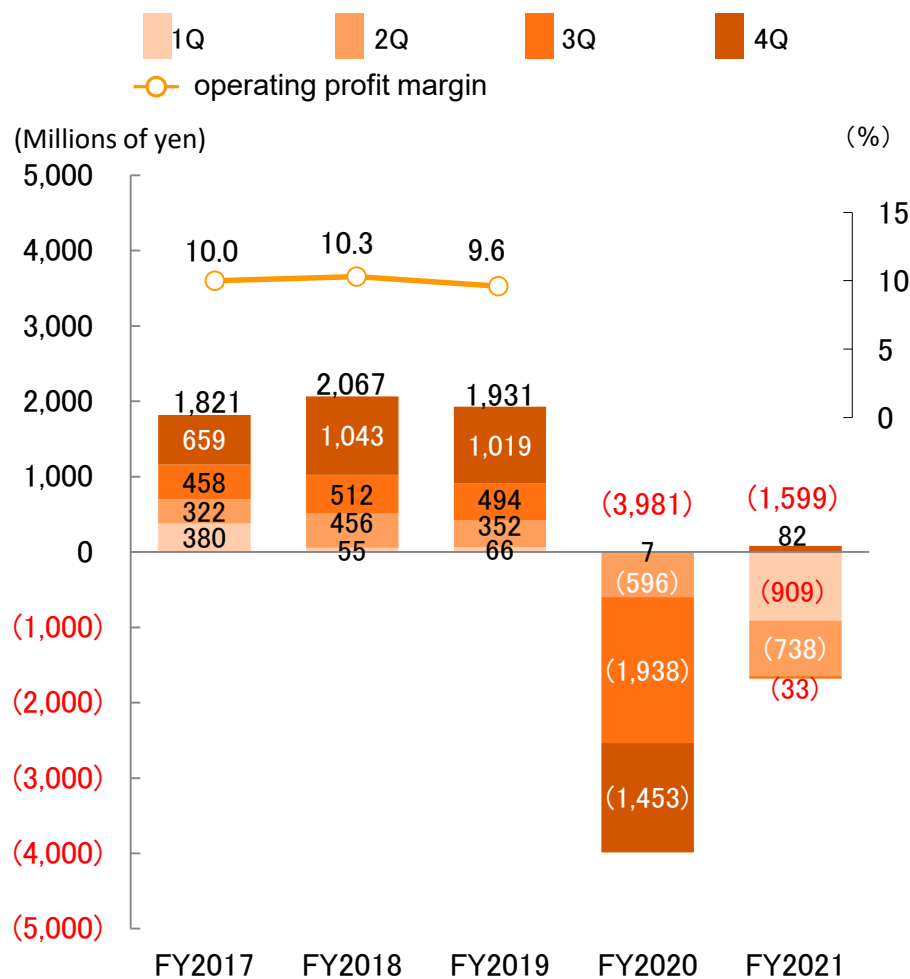
Gross Profit



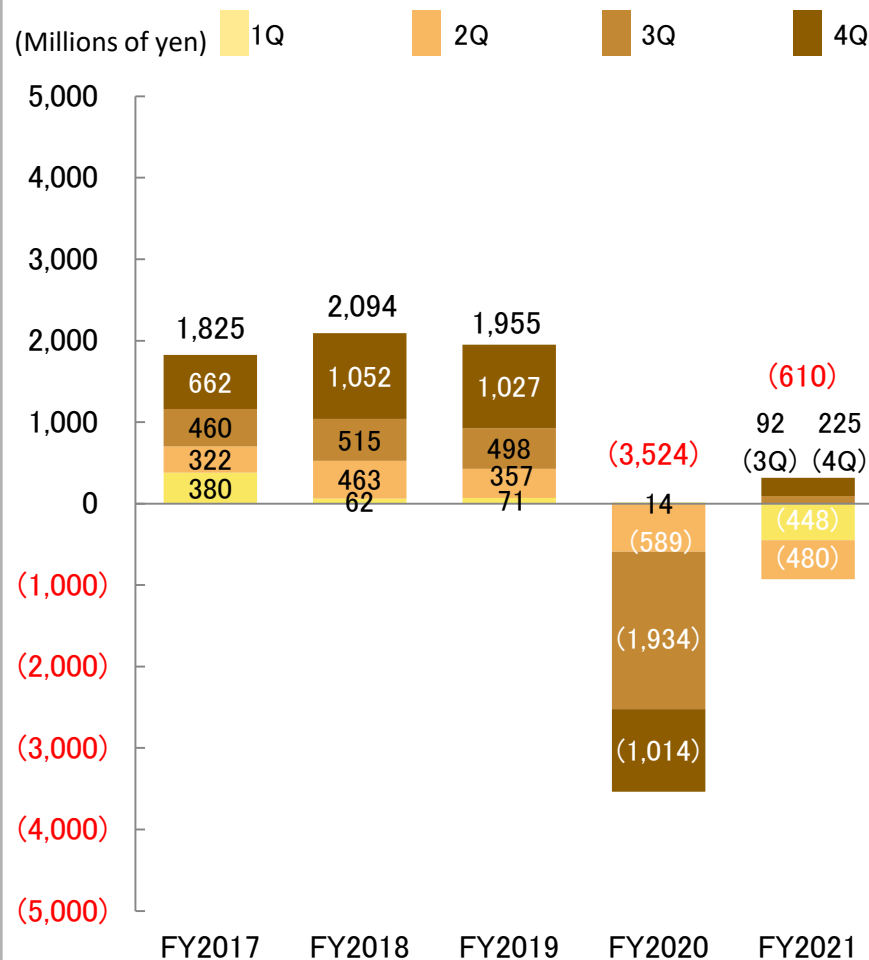
SG&A



Operating Profit



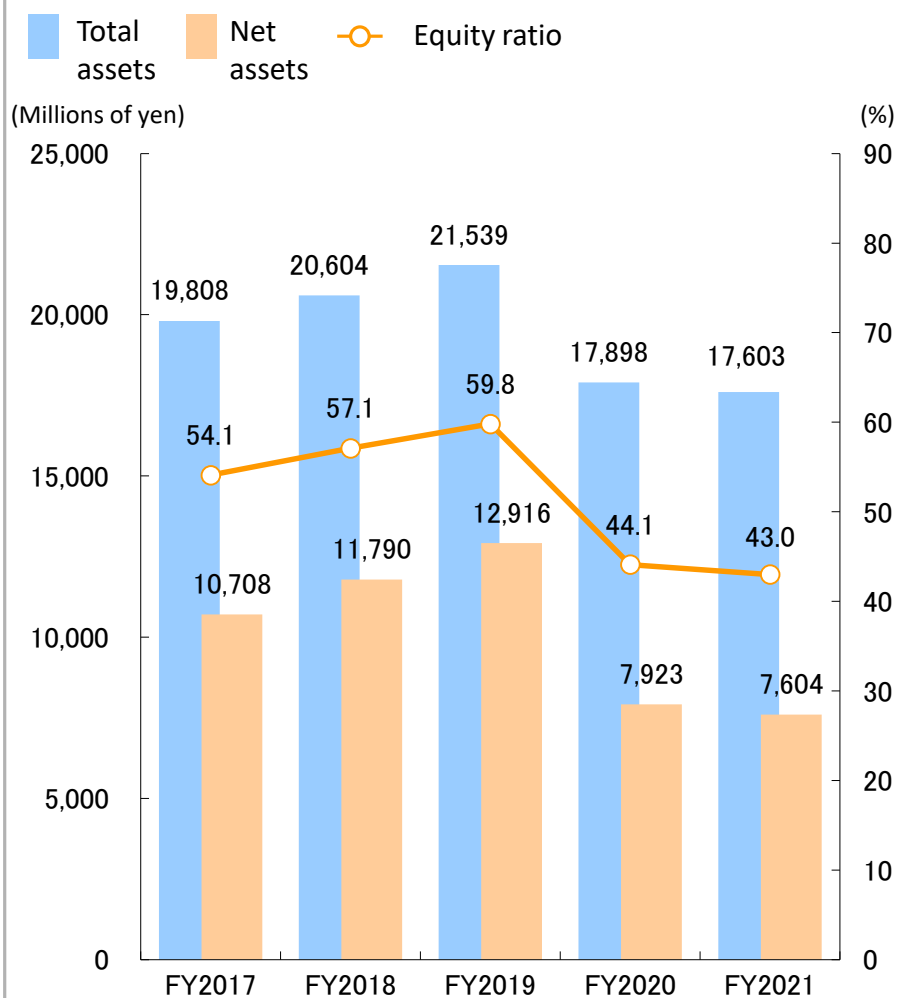
Ordinary Profit



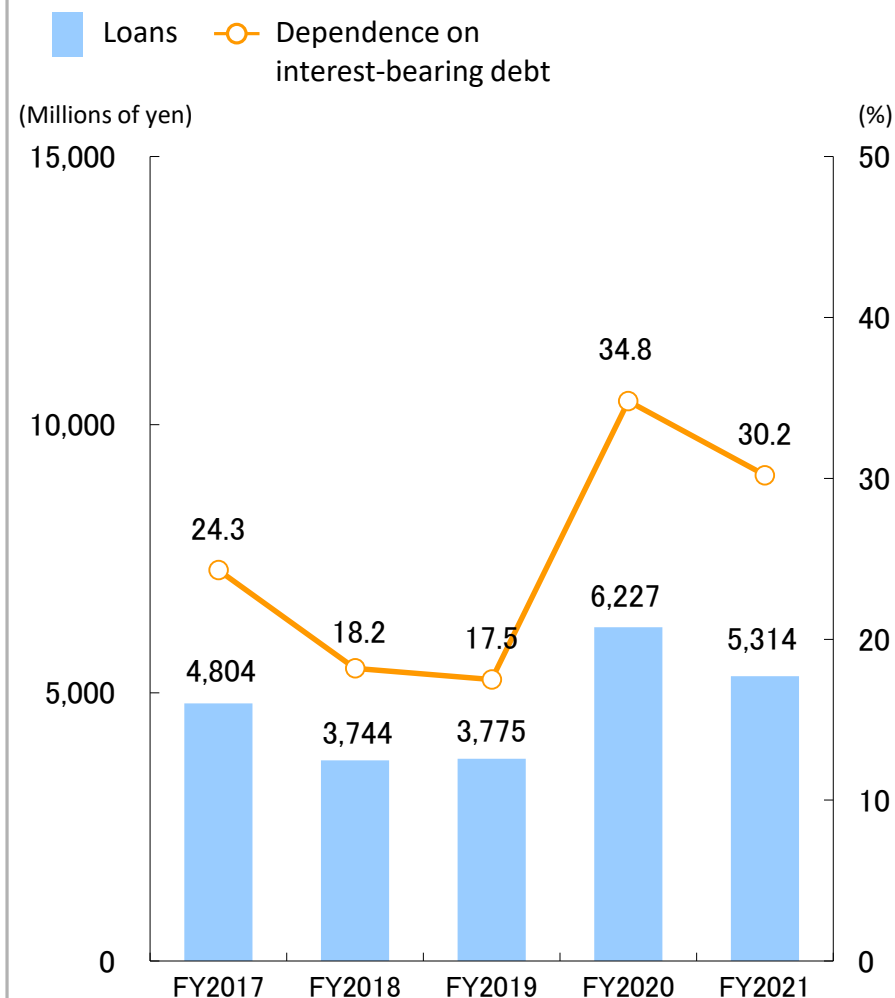
(Millions of yen)

		Oct. 31, 2020		Oct. 31, 2021		
		Amount	Comp. (%)	Amount	Comp. (%)	YoY change
	Current assets	3,817	21.3	4,441	25.2	624
	(Cash and deposits)	1,873	10.5	3,509	19.9	1,636
	(Accounts receivable-trade)	144	0.8	323	1.8	178
	Non-current assets	14,081	78.7	13,161	74.8	(919)
	(Property, plant and equipment)	11,518	64.4	10,537	59.9	(980)
Total assets		17,898	100.0	17,603	100.0	(295)
	Current liabilities	5,138	28.7	5,978	34.0	840
	(Accounts payable-trade)	221	1.2	589	3.4	368
	(Income taxes payable)	0	0.0	67	0.4	66
	Non-current liabilities	4,836	27.0	4,019	22.8	(816)
	Total liabilities	9,975	55.7	9,998	56.8	23
(Interest-bearing debt)		6,227	34.8	5,314	30.2	(912)
Total net assets		7,923	44.3	7,604	43.2	(318)
Total liabilities and net assets		17,898	100.0	17,603	100.0	(295)

Total assets, net assets, equity ratio

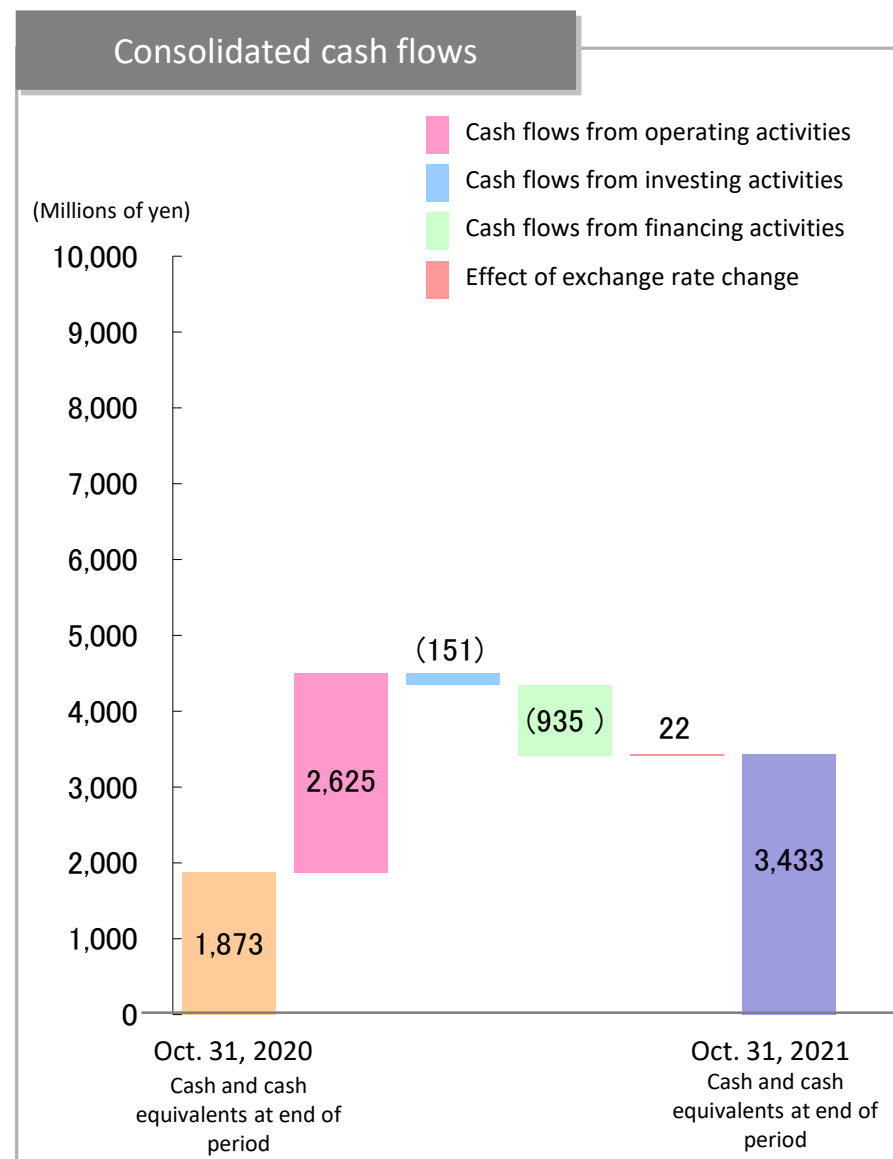


Interest-bearing debt



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

	(Millions of yen)	
	FY2020	FY2021
Cash flows from operating activities	(4,355)	2,625
Profit before income taxes	(3,893)	(615)
Depreciation	1,211	1,111
Impairment loss	343	–
Decrease (increase) in notes and accounts receivable-trade	156	(174)
Increase (decrease) in notes and accounts payable-trade	(712)	368
proceeds from subsidy income	0	877
Income taxes paid	(611)	(4)
Cash flows from investing activities	(442)	(151)
Purchase of property, plant and equipment	(556)	(199)
Cash flows from financing activities	1,633	(935)
Effect of exchange rate change on cash and cash equivalents	(30)	22
Cash and cash equivalents at beginning of period	5,067	1,873
Net increase (decrease) in cash and cash equivalents	(3,194)	1,560
Cash and cash equivalents at end of period	1,873	3,433



Established a subsidiary to operate the food business, primarily for gifts and sweets given to wedding guests, and started an e-commerce website

- The Food Business Dept., established in October 2019, was reorganized as a new subsidiary.
- Based on the cuisine development capabilities that IKK has to date, we plan to deliver our in-house developed products, concentrating mainly on wedding gifts and sweets, to a wide range of customers through e-commerce sites and wholesale sales distribution channels

Company name	Meitokuan Inc.		
Location	3-6-5 Katamine, Kasuyagun Shimemachi, Fukuoka Prefecture	Establishment	October 2,2020
Capital	25 million yen	Representative	Katsushi Kaneko, President and Chief Operating Officer



▲ Expand the business by utilizing the high level of cuisine development capabilities cultivated in the wedding business



▲ Food products won Monde Selection 2020 Grand Gold Quality Award and other medals

Started a website on November 25, 2020 selling food products that have received the Monde Selection 2020 Grand Gold Quality Award and other awards



▲ The complete set of Grand Gold Quality Award products (examples)

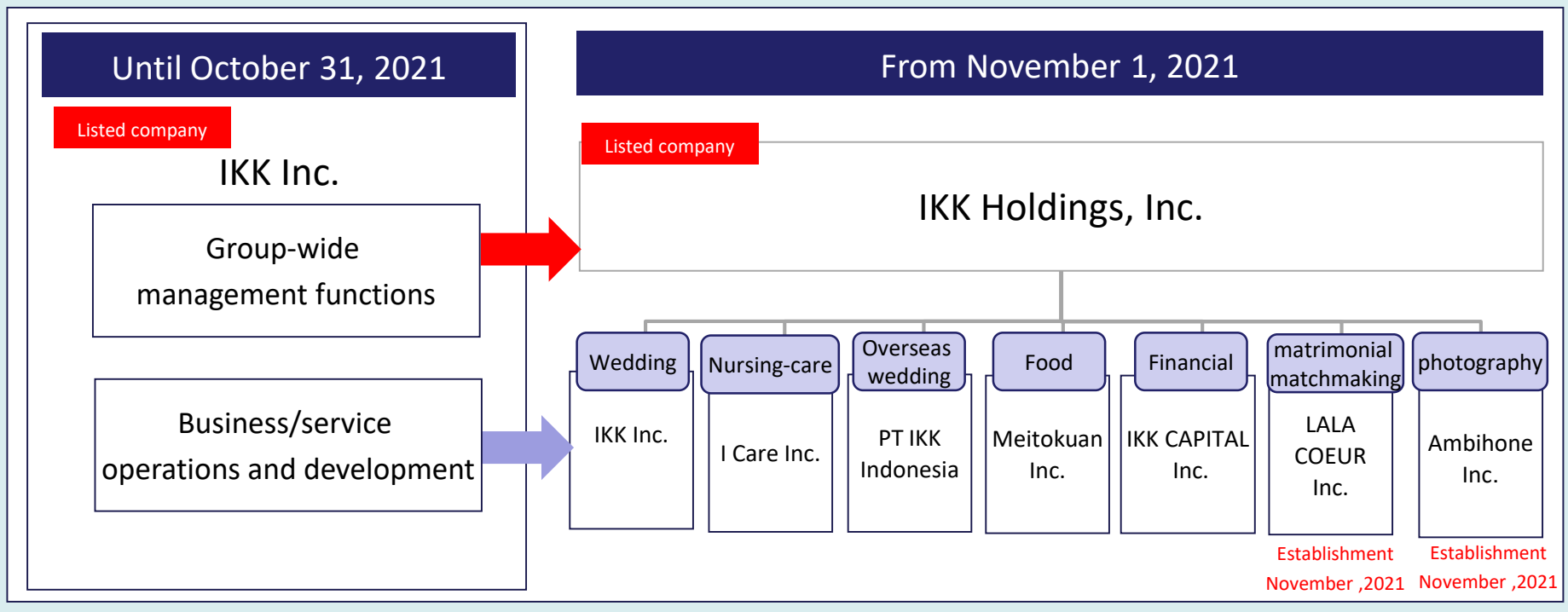
The new website sells Banno Biyori, a creation of IKK's skilled chefs, and other products that have received the Monde Selection 2020 Grand Gold Quality Award, recognized as an international standard for excellence.

www.bannobiyori.com



Transition to a holding company structure with the aim of implementing agile business strategies and recruiting and developing excellent human resources

- To achieve Vision 2035, transition to a holding company structure in November 1, 2021 with the aim of implementing agile business strategies and recruiting and developing excellent human resources
- Aim to launch new business and accelerate M&A, and create many next-generation presidents



Starting activities for the prevention of COVID-19 infections and returning to growth in FY2021

Building a sound base for operations following the end of the COVID-19 crisis

IKK's responses to the COVID-19 crisis

(1) Hold down expenses that are not necessary or urgent and review fixed expenses

The remuneration of directors for FY2021 will be reduced as IKK expects that COVID-19 will continue to affect its performance in FY2021. In addition, expenses that are not necessary or urgent will be held down and fixed expenses will be reduced, chiefly by activities of the Purchasing Department, which was established in 2019. The goal is to achieve a suitable cost structure for operations after the COVID-19 crisis ends.

(2) Strengthen IT systems

A separate IT systems department has been established that is supervised by a manager who is Director and more people are assigned to IT systems.

Business flows will be reexamined. Upgrading and increasing the use of these systems gives IKK a platform for business process reforms and innovation after the COVID-19 crisis ends.

(3) Seek opportunities for new businesses in addition to food

We are collecting information about opportunities for new businesses under the supervision of a director in charge of new business development. IKK is shifting to a holding company structure in November 2021 to create a stronger infrastructure for diversifying business operations and giving people skills and experience to become managers.

Started producing weddings at a hotel in Jakarta, Indonesia

- We have signed a contract to produce wedding ceremonies at Tiara Ball room in Artotel Suites Mangkuluhur, a five star hotel in Jakarta
- Operations started in September 2021

Tiara Ball room

Artotel Suites Mangkuluhur 3F

Total floor area	541m ²
Capacity Maximum	Maximum 800 persons



▲ Interior of the Hall

Overview

Tiara Ball room is located in a five star hotel on Gatot Subroto Road in Jakarta

The 541m² hall is ideal for small weddings. Also possible to refer customers to other locations by supplementing existing facilities.



▲ Lounge space





II. FY2022 Consolidated Forecast



Forecast a record-high number of weddings as the impact of the pandemic declines

Operating profit is expected to become profitable due to expected recovery in the number of weddings and sales per wedding.

Net sales ¥**18,160** million (+57.5% YoY) Sales growth is expected on the back of large backlog

- Sales growth is expected on the back of large backlog
- The number of weddings is expected to reach a record high of 4,865, up 1,484 from the previous fiscal year.
- Sales per wedding are expected to recover slowly as we continue to implement thorough infection prevention measures.

Operating profit ¥**1,085** million (compared with ¥(1,599) million one year earlier)

- Operating profit is expected to become profitable due to reasons above.

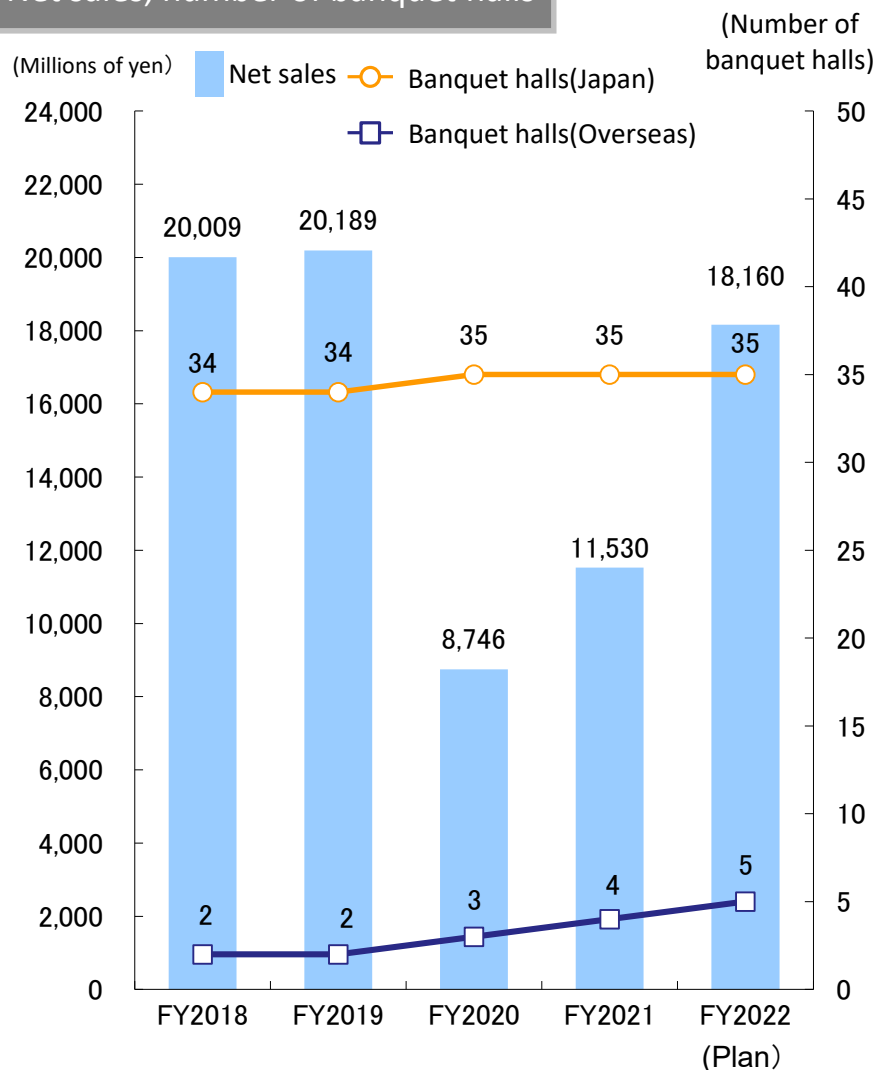
Profit attributable to owners of parent ¥**810** million (compared with ¥(411) million one year earlier)

※The forecast does not take into account the impact of the declaration of a state of emergency due to the reemergence (including sixth wave) of the COVID-19 infection. These forecasts are based on currently available information and actual results may differ substantially due to various factors.

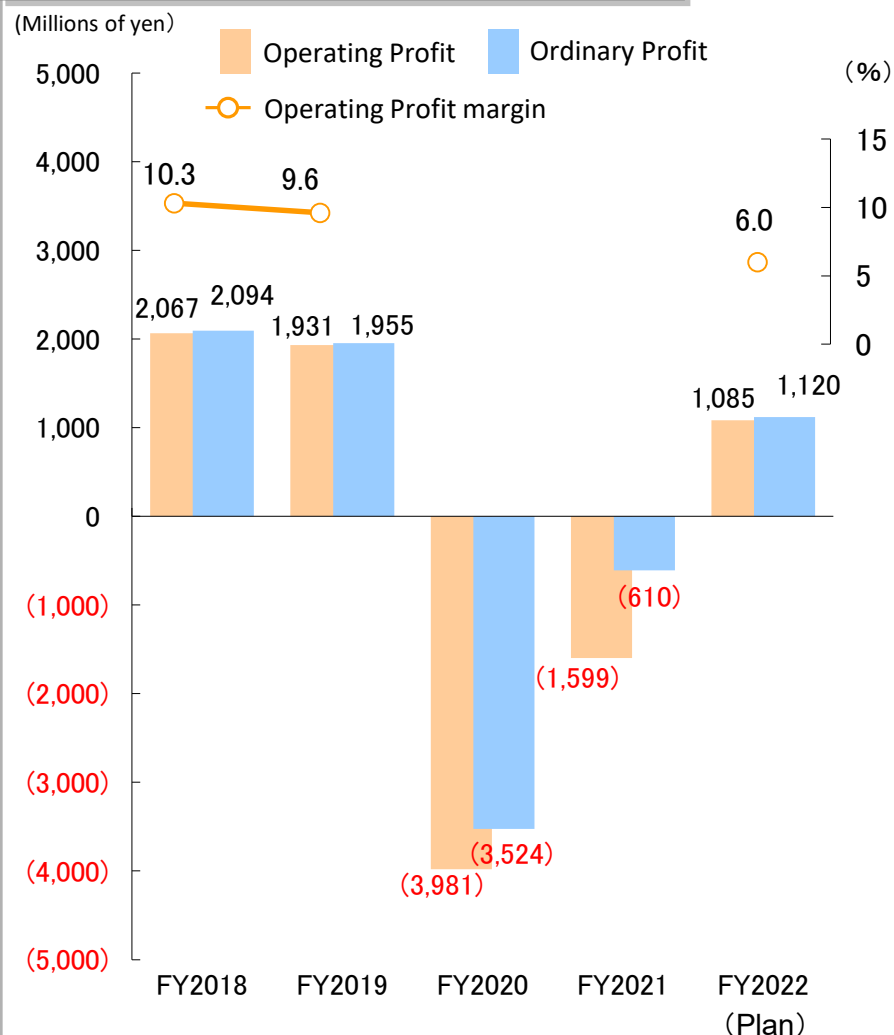
(Millions of yen)

	FY2021		FY2022			
	Amount	% to sales	Plan	% to sales	YoY change	
					Amount	%
Net sales	11,530	100.0	18,160	100.0	6,629	57.5
Gross profit	6,473	56.1	10,220	56.3	3,746	57.9
SG&A expenses	8,072	70.0	9,135	50.3	1,062	13.2
Operating profit	(1,599)	—	1,085	6.0	2,684	—
Ordinary profit	(610)	—	1,120	6.2	1,730	—
Profit attributable to owners of parent	(411)	—	810	4.5	1,221	—
Net income per share(Yen)	(14.03)	—	27.51	—	—	—

Net sales, number of banquet halls



Operating Profit, Ordinary Profit and Operating Profit margin



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

II. FY2022 forecast

	FY2021 results	FY2022 Plan	Amount
Number of branches at end of period (Japan)	19	19	-
Wedding facility: 4 banquet halls	1	1	-
Wedding facility: 3 banquet halls	5	5	-
Wedding facility: 2 banquet halls	3	3	-
Wedding facility: 1 banquet hall	6	6	-
Restaurant: 1 banquet hall	4	4	-
Number of branches at end of period (Overseas)	3	4	+1
Wedding facility: 2 banquet halls	1	1	-
Wedding facility: 1 banquet hall	2	3	+1
Number of banquet halls	39	40	+1
Number of weddings	3,381	4,865	+1,484
Japan	3,334	4,805	+1,471
Overseas	47	60	+13

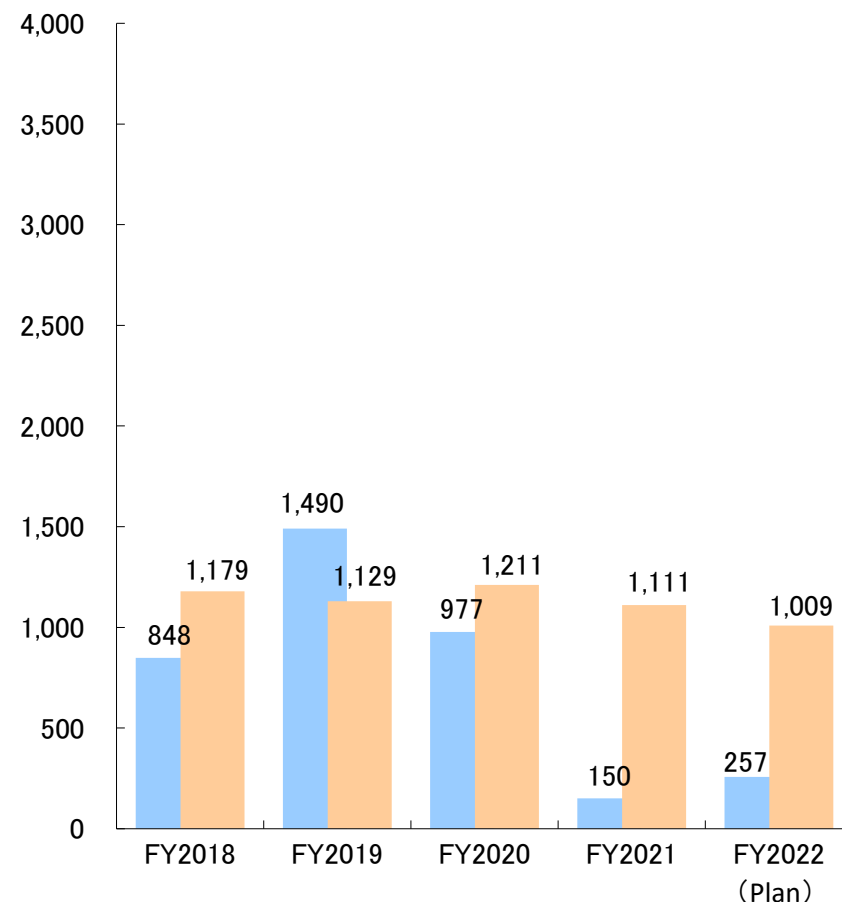
(Millions of yen)

	FY2021 results	FY2022 Plan	Amount
Capital expenditures	150	257	+107
Depreciation	1,111	1,009	(102)

Capital expenditures and depreciation

Capital expenditures Depreciation

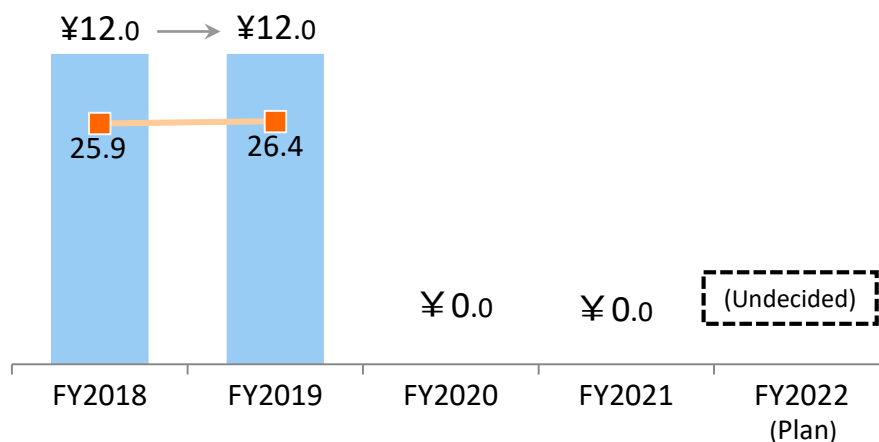
(Millions of yen)



No FY2021 dividend because of the impact of COVID-19 on sales and earnings

- 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.
- Although there is no FY2022 dividend forecast, we will do everything possible to achieve a recovery in sales and earnings in order to resume paying dividends.

■ Ordinary dividend
 ■ Dividend payout ratio (%)



	Dividends	Dividend payout ratio
FY2018	¥12.0	25.9%
FY2019	¥12.0	26.4%
FY2020	¥0.0	—
FY2021	¥0.0	—
FY2022(Plan)	(Undecided)	—

The health and safety of customers and employees are the highest priority

Activities comply with the wedding hall industry guidelines for preventing the spread of COVID-19 and place the highest priority on the health and safety of customers and employees

For customers

- Installation of ultrasonic hypochlorous acid (kills viruses) misting units at all wedding facilities
- Disinfectant dispensers are placed in many locations and surfaces touched frequently by customers are wiped with an alcohol disinfectant every 30 minutes
- Ventilation is provided by the air conditioning system at all times, and the doors and windows are opened before and after the weddings and receptions
- Customers complete a health questionnaire and temperatures are checked; customers with an abnormal condition are not allowed to enter

For employees

- Temperatures and overall health of all employees are checked before starting work every day; employees who may be infected stay home
- Employees are assigned to shifts to minimize the risk of employees infecting each other

For service personnel

- Everyone undergoes a health and temperature check before starting work and people who may be infected stay home
- Every 30 minutes, people involved with preparing and serving food wash their hands with an alcohol sanitizer

Measures, including those given above, are to be posted on the websites of each branch as necessary.

Aiming to realize a place of blessing in the “with COVID-19 era” with the entire wedding industry

Undertaking industry-wide initiatives to ensure a happy wedding with a smile and, as soon as possible, give peace of mind to the couple about taking this first step together in new normal life



NEW NORMAL for HAPPY WEDDING

Our pledge is to help you to have a safe and secure wedding full of smiles

We are working together as one with the wedding industry to formulate a "NEW NORMAL for HAPPY WEDDING Declaration" so that our customers can enjoy their day safely and securely.

IKK will be one of the founder members, give our endorsement to the Declaration, and aim to realize a place of blessing in the "with COVID-19 era".



▲ Providing online guidance



▲ Laying panels on tables to prevent the risk of droplet splashes



▲ Thorough implementation of staff safety management



III. Initiatives for FY2022



- 1 Plan to open a new branch in Mito City, Ibaraki Prefecture

- 2 Establish Ambihone Inc. to operate a photography business

- 3 Establish LALA COEUR Inc. to operate a matrimonial matchmaking business

- 4 Capital and business alliance with Tameny Inc.

Plan to open a new branch in Mito City, Ibaraki Prefecture



Name	Not yet decided (Mito Branch)
Location	Kairakuen Tsukiike, Mito City, Ibaraki Prefecture
Opening	February, 2023(Planned)
Facilities	Restaurant, café, etc. (Planned)
Nearest station	Mito station

- As the result of applying to open a restaurant in the “Kairakuen Tsukiike District Development Project” in Mito City, Ibaraki Prefecture, a group consisting of IKK was selected as the designated manager and business operator.
- IKK plans to open a restaurant, café, and other facilities designed to hold weddings in the extension of "Kairakuen" which is one of the “Three Great Gardens of Japan”.

▲ Rendering of the completed facility

Establish Ambihone Inc. to operate a photography business

- The new photography business will deliver the precious memories of families to the future.
- Services are provided by photographers who have won many awards in Japan and other countries.

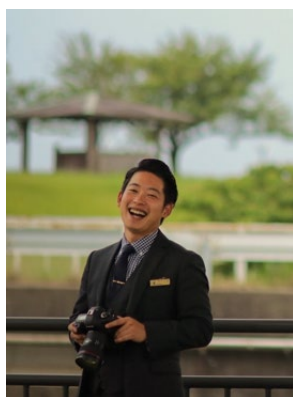
Company name	Ambihone Inc.		
Location	3-6-5 Katamine, Kasuyagun Shimemachi, Fukuoka Prefecture	Establishment	November 2021
Capital	25 million yen	Start of operations	April 2022 (plan)

Vision

Become a global
company that links
people and
memorable times

Be a source of
happiness

Business Overview

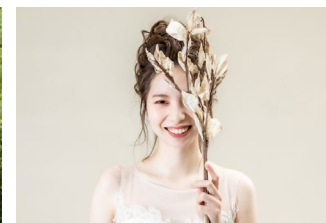
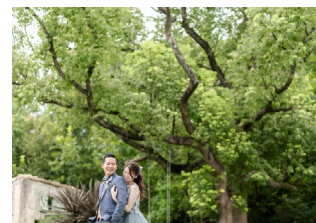


▲ Award-winning photographers
active in Japan and other countries

- The photography business targets photo-only weddings, commemorative photos and other sources of demand for professional photographers.
- Plan to start operating photo stores with photo booths and other facilities with award-winning photographers and skills involving apparel for special occasions.



▲ Photo-only weddings with the creativity to reflect every couple's
characters at their memorial locations



Establish LALA COEUR Inc. to operate a matrimonial matchmaking business

- Create opportunities for meeting and provide good matchmaking services for people who are seriously thinking about marriage.
- Services are provided by marriage concierges at locations throughout Japan

Company name	LALA COEUR Inc.		
Location	3-6-5 Katamine, Kasuyagun Shimemachi, Fukuoka Prefecture	Establishment	November 2021
Capital	25 million yen	Start recruiting members	November 2021

Vision

Become the leading matchmaking company in order to create happiness linked to strong and loving relationships

Make meaningful contributions to communities and society

Business Overview

- Matrimonial matchmaking centered on employee training and development skills based on a sound business philosophy
- All registered individuals are accepted only via a reliable intermediary
- Marriage support is provided by a nationwide network of offices



▲ An intermediary is needed to register



▲ A nationwide office network



▲ Support for finding the ideal partner to lead a happy marriage life

Capital and business alliance with Tameny Inc.

- Tameny will help establish an infrastructure for starting the matrimonial matchmaking business.
- Tameny is a strong partner that already has experience supporting the launch of a large matchmaking company for marriage.

Overview of the capital and business alliance

As of December 29, 2021

Tameny stock issued for a third-party allotment	3,191,400 shares
(Number of shares purchased by IKK)	1,063,800 shares
IKK ownership of Tameny after the allotment	4.26%

- During the next two years, IKK will receive support from Tameny involving sales activities, acquiring members registered for matchmaking, providing support to these members, and training employees for matrimonial matchmaking services.
- IKK will have access to SOAI, a new marriage consultation service that is operated by Tameny. Data sharing will also include CONNECT-ship (about 52,000 members as of July 2020), a platform utilizing SOAI for mutual introductions of registered members of different matchmaking businesses.





Reference:

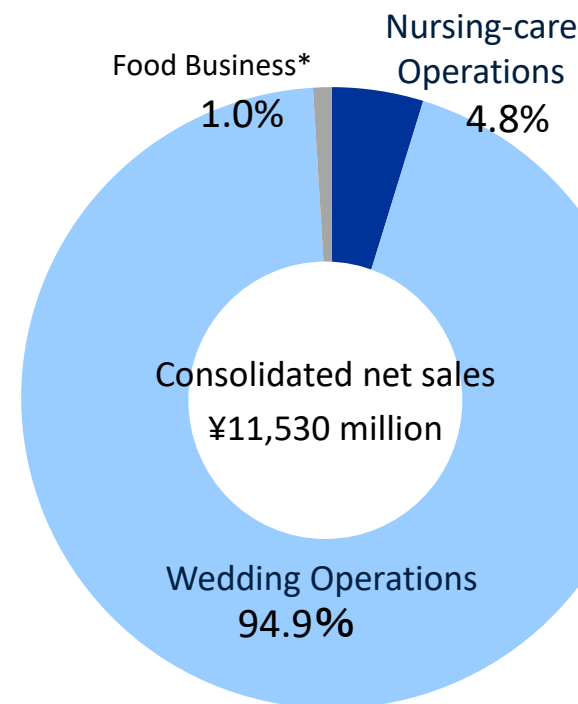
Company Profile, Business Activities and Industry Overview

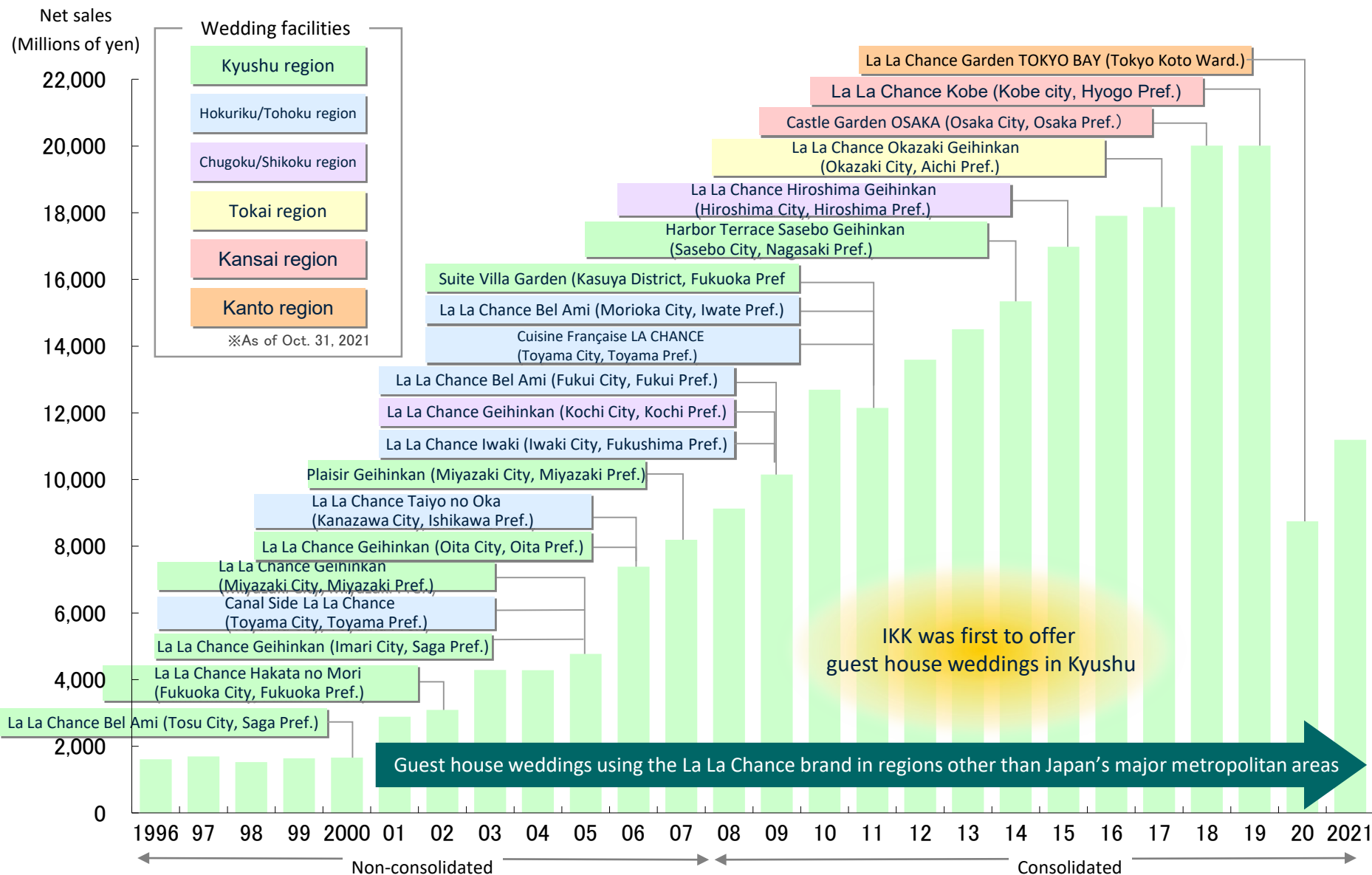


Company profile (as of Nov. 1, 2021)

Sales ratio by business segments (FY2021)

Company name	IKK Holdings Inc.
Head office	722-5 Shintencho, Imari, Saga
Business activities	Management of the Group companies
Representative	Katsushi Kaneko, Chairman and chief Executive Officer
Established	November 1, 1995
Fiscal year end	October 31
Stock listing	First Section of the Tokyo Stock Exchange (Securities code: 2198)
Capital	351 million yen
Group Company	(Overseas wedding operations) PT. INTERNATIONAL KANSHA KANDOU INDONESIA (Nursing-care Operations) I Care Inc. (Food Business) Meitokuan Inc. (Financial services) IKK CAPITAL Inc. (Matrimonial matchmaking business) LALA COEUR Inc. (Photography business) Ambihone Inc.
Number of employees	939 (consolidated) (as of Oct. 31, 2021)
Number of Shareholders	21,928 (as of Oct. 31, 2021)





Using an innovative wedding facility design concept for growth from the core Kyushu region to all areas of Japan

- Currently operating 19 wedding locations in 17 cities in Japan featuring a distinctive design concept that is in harmony with natural surroundings
- Overseas operations consist of four wedding facilities in Jakarta, Indonesia

Wedding facilities in Japan

Tohoku area 2 locations

- La La Chance Iwaki (Iwaki City, Fukushima Pref.)
- La La Chance Bel Ami (Morioka City, Iwate Pref.)

Kanto area 1 location

- La La Chance Garden Tokyo Bay (Tokyo, Koto, Ward.)

Tokai area 1 location

- La La Chance Okazaki Geihinkan (Okazaki City, Aichi Pref.)

Chugoku/Shikoku area 2 locations

- La La Chance Hiroshima Geihinkan (Hiroshima City, Hiroshima Pref.)
- La La Chance Geihinkan (Kochi City, Kochi Pref.)

Kansai area 2 locations

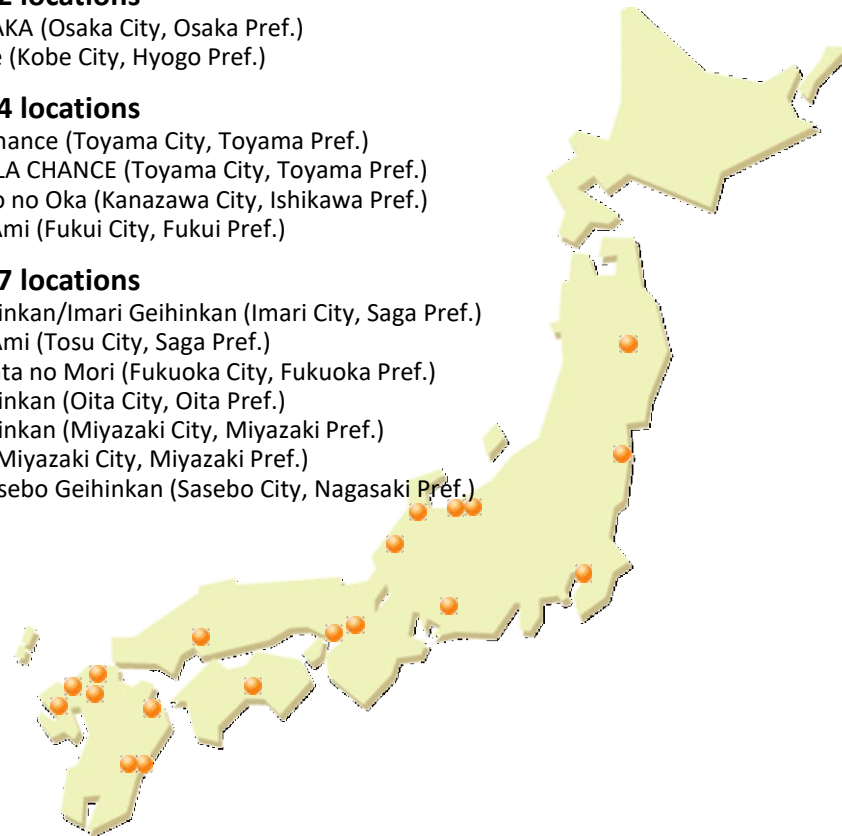
- Castle Garden OSAKA (Osaka City, Osaka Pref.)
- La La Chance Kobe (Kobe City, Hyogo Pref.)

Hokuriku area 4 locations

- Canal Side La La Chance (Toyama City, Toyama Pref.)
- Cuisine Française LA CHANCE (Toyama City, Toyama Pref.)
- La La Chance Taiyo no Oka (Kanazawa City, Ishikawa Pref.)
- La La Chance Bel Ami (Fukui City, Fukui Pref.)

Kyushu area 7 locations

- La La Chance Geihinkan/Imari Geihinkan (Imari City, Saga Pref.)
- La La Chance Bel Ami (Tosu City, Saga Pref.)
- La La Chance Hakata no Mori (Fukuoka City, Fukuoka Pref.)
- La La Chance Geihinkan (Oita City, Oita Pref.)
- La La Chance Geihinkan (Miyazaki City, Miyazaki Pref.)
- Plaisir Geihinkan (Miyazaki City, Miyazaki Pref.)
- Harbor Terrace Sasebo Geihinkan (Sasebo City, Nagasaki Pref.)



Overseas locations

Jakarta, Indonesia 4 locations

- Menara Mandiri (Jakarta)
- Skenoo Hall (Jakarta)
- Financial Hall (Jakarta)
- Artotel Suites Mangkuluhur (Jakarta)



Mission

For the smiles and happiness of the people connected to you

Management Philosophy

- Sincerity, Trust, Reliance
- 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

Code of Conduct

This code establishes guidelines for all activities of the people of IKK

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

Core Strategy

Use relationships and the desire to take on new challenges to attract and serve more customers

Strategy

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

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 9,000m²



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



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:
402 thousand people)
Miyazaki



Plaisir Geihinkan
(Miyazaki City:
402 thousand people)
Oita



La La Chance Geihinkan
(Oita City:
478 thousand people)
Tokyo



La La Chance Garden TOKYO BAY
(Koto-ku:
526 thousand people)

Kochi



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



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



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

Mito



Mito Branch(Not yet decided)
(Mito City:
271 thousand people)

Sasebo



Harbor Terrace Sasebo Geihinkan
(Sasebo City:
246 thousand people)
Osaka



Castle Garden OSAKA
(Osaka City:
2,739 thousand people)
Kobe



La La Chance KOBE
(Kobe City:
1,526 thousand people)

Two banquet halls

Iwaki



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



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



La La Chance Okazaki Geihinkan
(Okazaki City:
386 thousand people)

Three banquet halls or more

Tosu



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



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



La La Chance Hiroshima
Geihinkan
(Hiroshima City:
1,194 thousand people)

Toyama



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



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

Fukuoka (4 banquet halls)

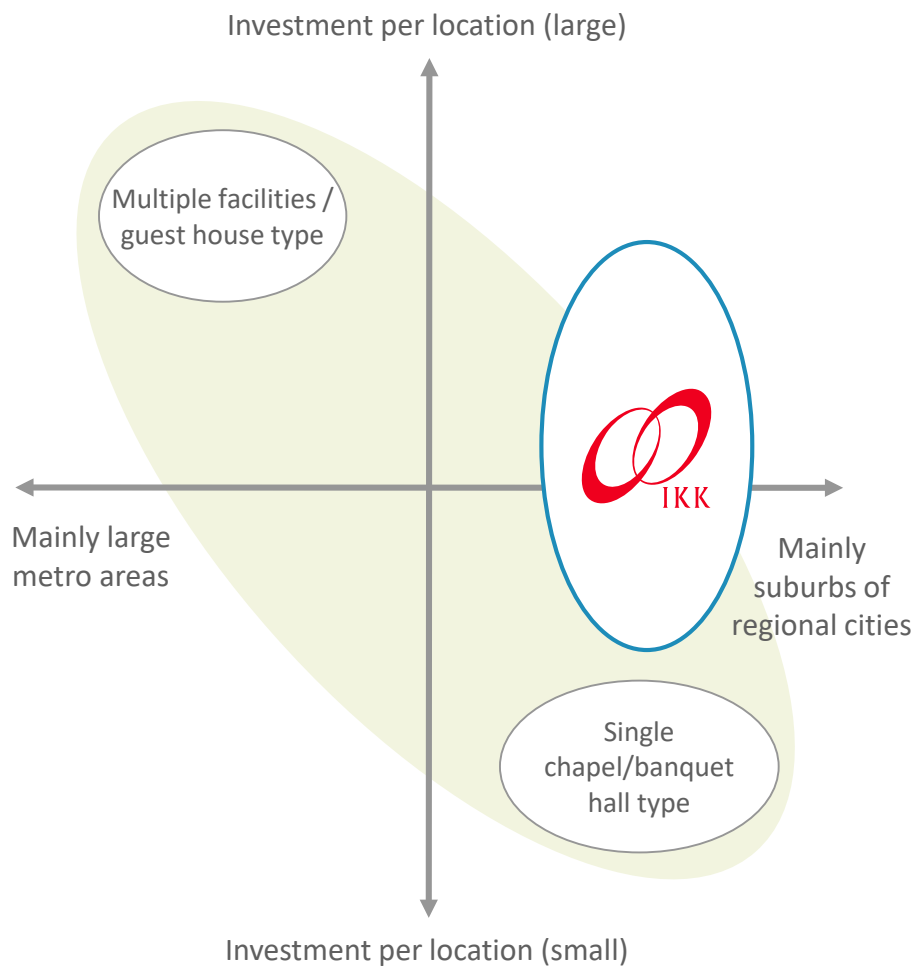


La La Chance Hakata no Mori
(Fukuoka City:
1,562 thousand people)

All locations except those in Fukuoka, Hiroshima, Osaka, Kobe and Koto-ku, Tokyo 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 2021"

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

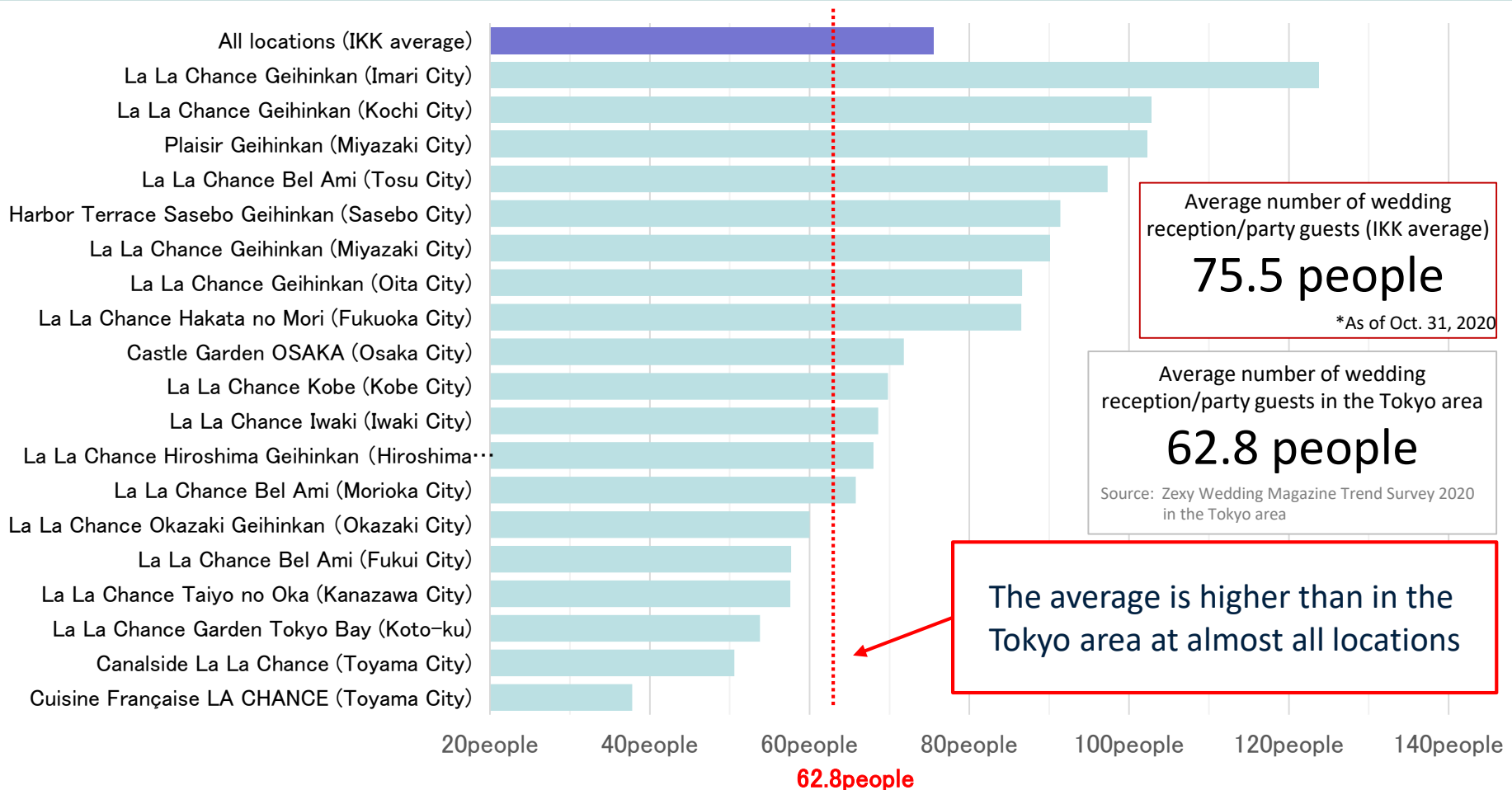


	Large metro areas (Example: Tokyo)	Regional cities (Example: Large cities in Kyushu)
Market	Large	Small/ Medium
Competition	High	Low
Operating cost (rent, advertising, etc.)	High	Low
Greenery/nature	Minimal	Abundant
Word-of-mouth	Small/medium effect	Big effect

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

※ Comparison based on FY2020 results



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

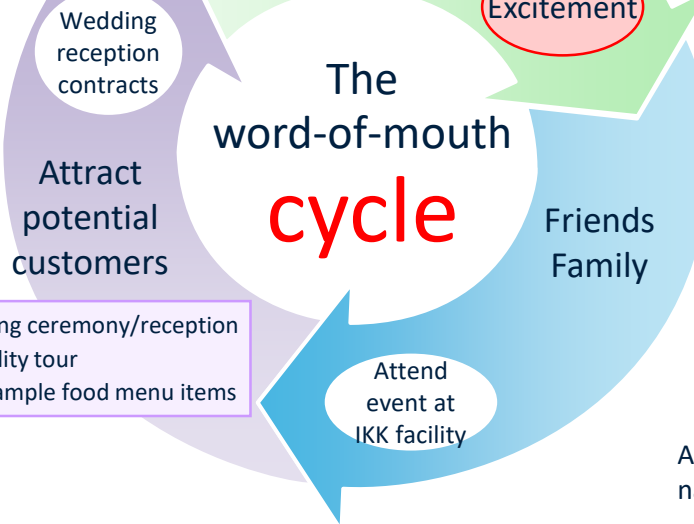
A local reputation for serving outstanding food



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



Two of our restaurants listed in Michelin Guides with one-starred restaurant designations

Cuisine Française LA CHANCE (Toyama City, Toyama Pref.)

- Listed as one of 20 starred restaurants in Toyama
- Attractive location alongside the canal in the Fugan Canal Kansui Park, Toyama Prefecture, with its rich natural beauty



©MICHELIN

▲The MICHELIN Guide Hokuriku 2021 Special Edition*

Harbor Terrace Sasebo Geihinkan (Sasebo City, Nagasaki Pref.)

- Listed as the only starred restaurant in Sasebo City
- Located in the “Sasebo Gobangai” commercial facilities complex, just one minute’s walk from Sasebo Station



©MICHELIN

▲The MICHELIN Guide Fukuoka-Saga-Nagasaki 2019 Special Edition*

* Nippon Michelin Co., Ltd. conducts a process of gastronomic assessment based on an evaluation method conducted anonymously by Michelin investigators who have been selected to have expertise in the hotel and restaurant industries and compiles the results in a ranking system that “expresses the deliciousness of the cuisine by the number of stars awarded.” There are five evaluation criteria: “quality of ingredients, high degree of culinary skill, originality, price commensurate with value, and uniform and consistency in the quality of all of the food served.” Three stars, two stars, and one star are assigned in descending order on the basis of these criteria.

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

First Prize, 18th Zexy Wedding Photo Contest



The bride and groom greet their parents immediately prior to the ceremony. The expressions on the parents' faces show their immense joy at seeing for the first time their children dressed for their wedding.

Title: When parents' dreams come true

First Prize, 20th Zexy Wedding Photo Contest



A bride brushes red makeup on the lips of a curious child, who will probably remember this moment when she does her own lips at her wedding many years from now.

Title: Red lips, today and in the future

Prize-winning photos

2017

17th Zexy Wedding Photo Contest, First Prize, other prizes (3 people)
Japan Wedding Photo Grand Prix, 5th place, other prizes (4 people)
Wedding Photo Awards, Gold Prize (2 people)

2018

18th Zexy Wedding Photo Contest, First Prize, other prizes (5 people)
Japan Wedding Photo Grand Prix, 8th place, other prizes (3 people)
Wedding Photo Awards, Gold Prize (1 people)

2019

WPPI 2019 Annual, selected for award judging(4 works)
19th Zexy Wedding Photo Contest, selected for award judging (3 people)
Wedding Photo Awards, Gold Prize (6 people), Home Town Wedding Special Prize (1 people)
AsiaWPA2019 1st half First Place(1 people), other prizes (3 people)
Japan Wedding Photo Grand Prix, prizes (7 people)

2020

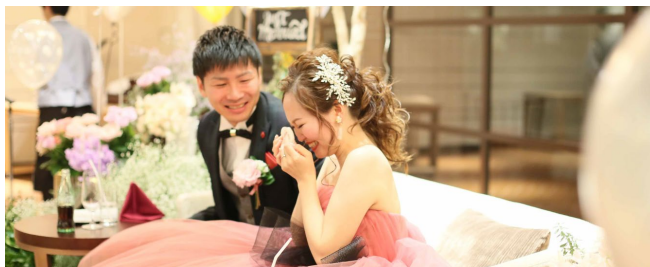
WPPI 2020 Annual, selected for award judging (3 works)
AsiaWPA2019 Annual Grand award(2people), other prizes (1people)
20th Zexy Wedding Photo Contest, First Prize, other prizes (2 people)

2021

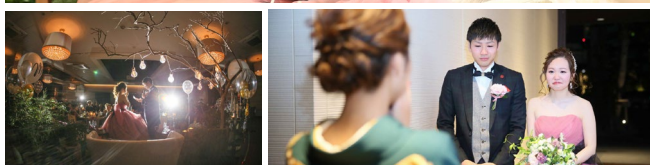
AsiaWPA2020 2nd half, prizes (7 people)
Japan Wedding Photo Grand Prix, 8th place, 10th place,
21st Zexy Wedding Photo Contest, award of excellence, other prizes (2 people)
WPPI2021 THE ANNUAL selected for award judging (3 people)

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

Soul Prize at Good Wedding Awards 2019



"Only today" is the theme that defines our approach to planning every wedding, a precious time that happens only once. Weddings are designed to convey to all participants emotions and feelings that are possible only on this special day. Every event has decorations and activities for this purpose along with an atmosphere for communicating words of appreciation that create unforgettable memories.

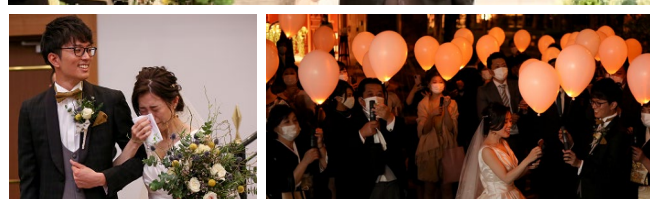


Wedding theme: Only to day

Second Prize at Good Wedding Awards 2021



Careful planning and a surprise for the happiness of a couple who decided to have only a ceremony due to the pandemic. Every possible effort was made to create a memorable and emotional day filled with light as the starting point of the couple's life together.



Wedding theme: One piece of a journey – A day of love filled with light

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

2017

6th Home Town Wedding Contest, Bridal Industry Newspaper Prize

2018

7th Home Town Wedding Contest, Bridal Industry Newspaper Prize

2019

Good Wedding Awards 2019, Soul Prize

2021

Good Wedding Awards 2021, Second Prize

Benefits of recruiting outstanding human resources and providing extensive training

- First place for the fourth consecutive year in the 2022 Mynavi and Nikkei New Graduate Company Popularity Ranking for Kyushu/Okinawa
- First place for the fourth consecutive year in the Job-hunting Popularity for Individual Industries.
- 50th place in the New Graduate Company Popularity Ranking for humanities college graduates.

- Job-hunting Popularity Based on Head Office Location Top 10 for Kyushu and Okinawa *Survey of 3,623 people

Rank	Company	Votes	Rank in 2020
1	IKK Inc.	248	1
2	Fukuoka Financial Group	174	8
3	THE NISHI-NIPPON CITY BANK, LTD.	162	14
3	Nishihara shokai Co., Ltd.	162	16
5	LEVEL-5 Inc.	133	6
6	TOTO LTD.	120	5
7	Nishi-Nippon Railroad Co., Ltd.	115	4
8	KUBARA HONKE CO., Ltd	114	20
9	Fukuoka Toyota Corporation	106	11
10	JR Kyushu Railway Company	102	2

- Job-hunting Popularity for Individual Industries Top 10 for the Wedding, Funeral and Other Services Sector

Rank	Company	Votes
1	IKK Inc.	248
2	TAKE AND GIVE. NEEDS Co., Ltd.	77
3	Watabe Wedding Corporation	57
4	TAKAMI BRIDAL	51
5	Brass Corporation	42
6	Memolead Corporation (Nagasaki)	36
7	DEARS BRAIN	32
8	NOVARAZE, Inc.	30
9	Nagataya	25
10	Bridal Produce Co., Ltd.	24
10	Best Bridal Inc.	24

■ The survey covers third-year university students and first-year graduate school students in Japan planning to graduate in March 2022. ■ The survey took place from December 1, 2020 to March 20, 2021. ■ The survey was conducted by using the Mynavi 2022 job hunting site, the Mynavi job hunting magazine, and special events sponsored by Mynavi to ask individuals to participate in the survey by completing a questionnaire on the internet. *Individuals entered their five favorite companies. *Two reasons were selected as the reasons for choosing each company. ■ There were 41,093 responses.

Benefits of recruiting outstanding human resources and providing extensive training

- IKK ranked the top 4 companies and 1st place in the surveys OpenWork, a company that operates a job market platform for job hunting and job changing

Service Sector Employee Satisfaction Ranking (Employee Satisfaction leads to Customer Satisfaction)

Rank	Company	Total scores
1	Plan Do See Inc.	9.90
2	Recruit Zexy Navi Co., Ltd.	9.57
3	Oriental Land Co.,Ltd.	9.50
4	IKK Inc.	9.43
5	Starbucks Coffee Japan, Ltd.	9.39
6	MITSUKOSHI U.S.A., INC.	9.10
7	ANNIVERSAIRE Inc.	9.06
8	DOCOMO CS, Inc.	8.93
9	MARUI CO., LTD.	8.89
10	Bell-Park Co.,Ltd.	8.86

■ To prepare the above ranking, employees who were at their respective companies for at least one year were polled. Employees were asked to write a minimum 500-word essay on the subject of their choice and answer questions on eight evaluation parameters.

■ Only companies that produced more than 25 responses were included in evaluation reports of service sector companies. (Data was collected between July 2007 and May 2018.)

Companies outside Japan's major urban areas with pleasant and stimulating workplaces – Companies offering new challenges

Rank	Company	Total scores
1	IKK Inc.	16.20
2	Seirei Social Welfare Community	15.00
3	Heisei Corporation	14.78
4	BC Ings Co., Ltd.	14.71
5	Japanet Communications Co., Ltd.	14.28
6	RF Co., Ltd.	14.22
7	SAN-A CO.,LTD.	14.15
8	The Shikoku Bank, Ltd.	14.10
9	HOKUYAKU TAKEYAMA Holdings,Inc.	14.01
10	Nippon Electric Glass Co., Ltd.	13.83

■ Includes data in evaluation reports submitted to OpenWork for 840 companies with head offices in locations other than the Tokyo, Nagoya and Osaka regions (Tokyo, Osaka, Aichi, Kanagawa, Saitama, Chiba, Hyogo and Kyoto). Amount of overtime and paid vacation utilization rates are each scored by using a scale of five. (Data was collected between January 2015 and August 2017.)

■ Rankings are the total scores for the following indicators of the ability of young people to grow at a company and the workplace atmosphere: (a) an open environment that welcomes new ideas; (b) an environment where people in their 20s can develop their skills and advance; (c) teamwork; and (d) employee morale

*Ranking scores, the number of comments and other numbers are as of the time the information was collected. As a result, these numbers may not match the numbers on the company pages of OpenWork

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

- IKK has placed in the 2019 Best Workplaces Lists by the Great Place to Work® Institute Japan for the past seven consecutive years
- Input from annual employee questionnaires is used to maintain workplaces that are pleasant and rewarding



Trust

- Employees are entrusted with responsible work at this company

90% (avg. for all companies* is 86%)

- Executives and managers clearly define a vision and how to accomplish that vision

85% (avg. for all companies* is 78%)



Pride

- I am proud of the business operations of the company

87% (avg. for all companies* is 80%)

- I believe the company is contributing to communities and society

88% (avg. for all companies* is 76%)



Solidarity

- The company holds celebrations whenever there is a special occasion

88% (avg. for all companies* is 84%)

- The company creates a mood of solidarity and teamwork

77% (avg. for all companies* is 72%)

*Average for companies in the 2018 Best Workplaces Lists

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; **27.3%** of officers and **17.6%** 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

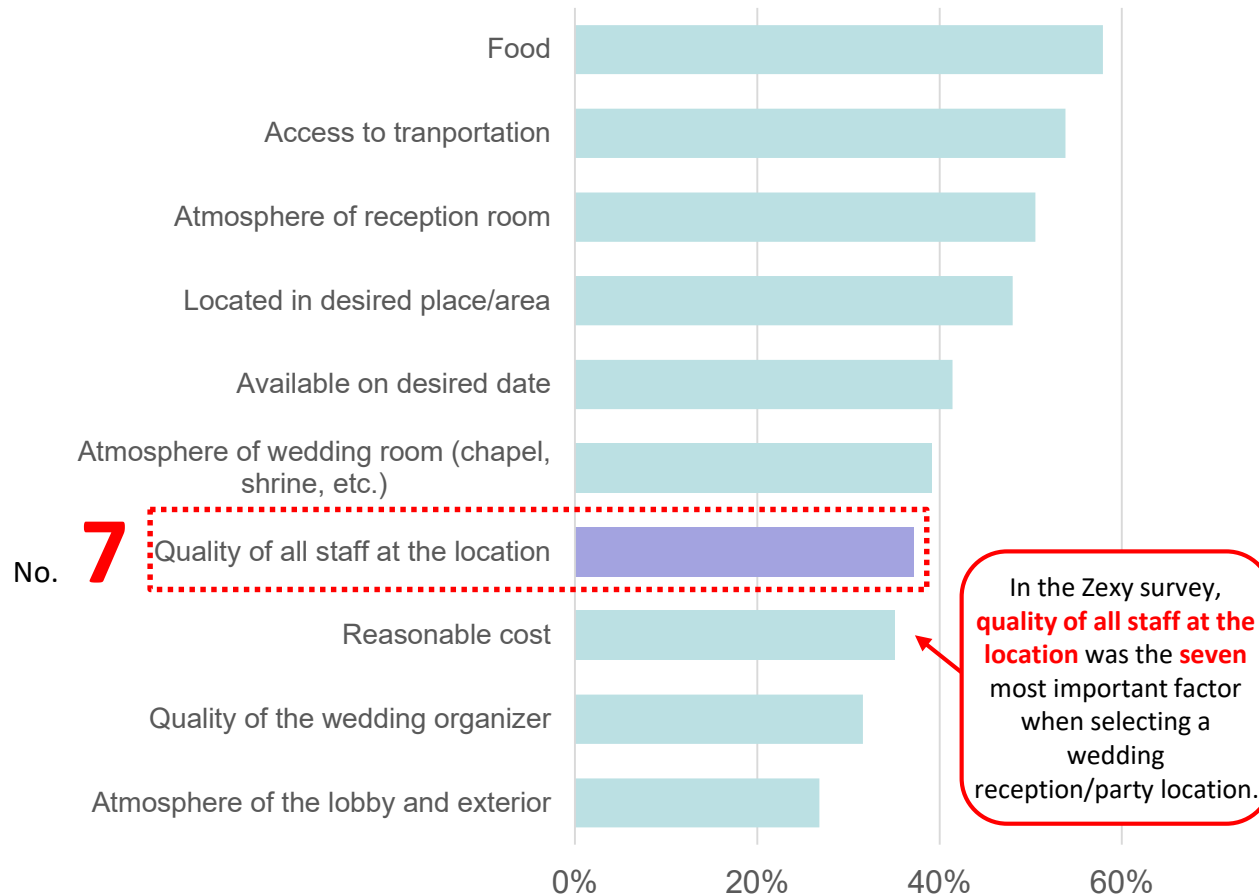


FSMS:548713 / ISO22000:2018

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 2020— Key points when selecting a wedding reception/party location



Source: Zexy Wedding Magazine Trend Survey 2020 – Tokyo Area, listing in order of the key points for selecting a location for a wedding reception/party.

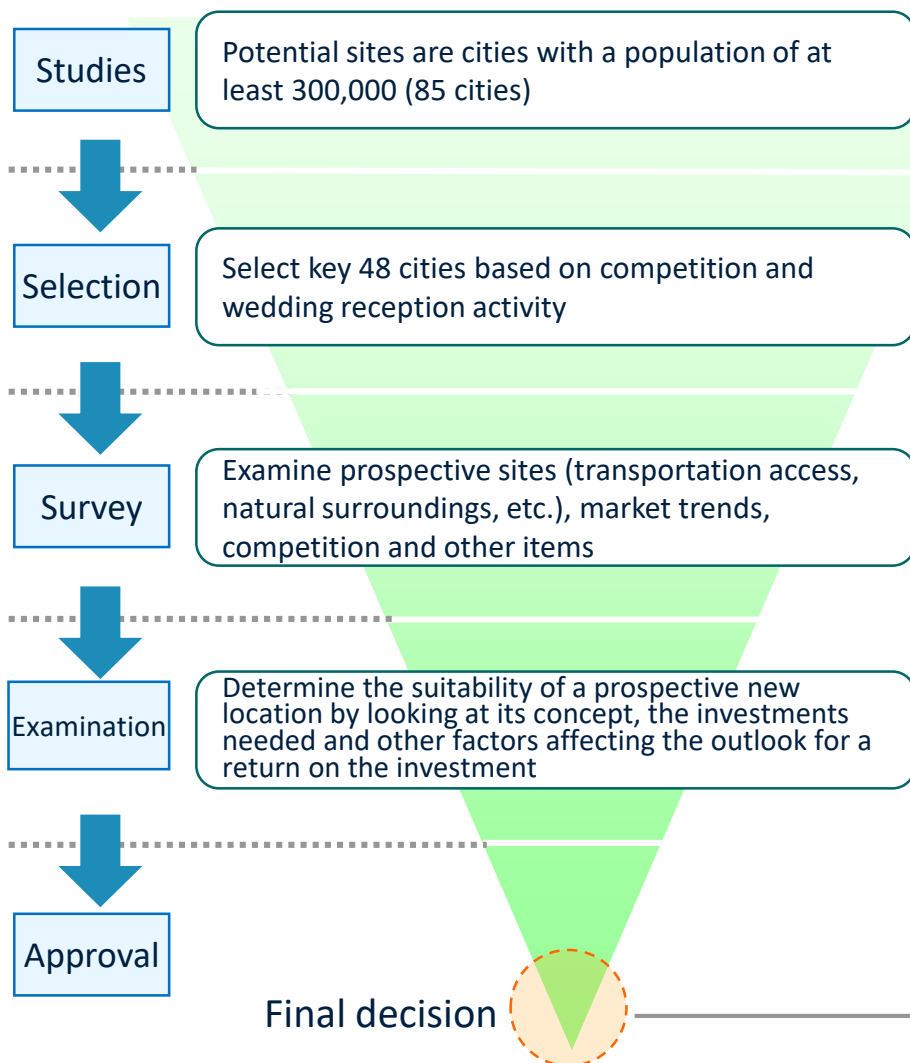
Rank of customer service in reasons for selecting an IKK location ²	Rank
Imari Branch	1
Tosu Branch	1
Fukuoka Branch	1
Toyama Branch	1
Miyazaki Branch	1
Oita Branch	2
Kanazawa Branch	1
Miyazaki Branch #2	1
Iwaki Branch	2
Kochi Branch	1
Fukui Branch	1
Morioka Branch	1
Toyama Restaurant Branch	2
Sasebo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

Source: IKK study (Oct. 31, 2020)

※Adopted the results of the questionnaire before affected by the spread of the COVID-19 virus.

- 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

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



● Prime locations in regional cities

Build wedding facilities in locations with natural beauty

IKK's small-market sales expertise is a key strength



● Use sales expertise acquired in small markets for opening new locations in major metro areas, too

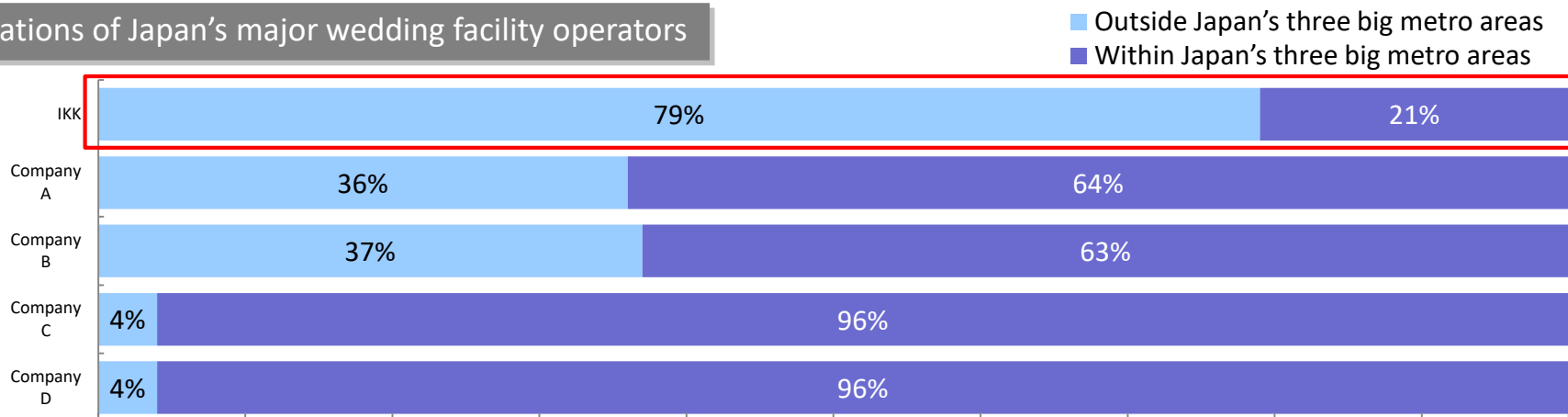
Also establish a scheme that leverages IKK's strengths for opening locations in major metropolitan areas

Also opening locations in Japan's three big metro areas

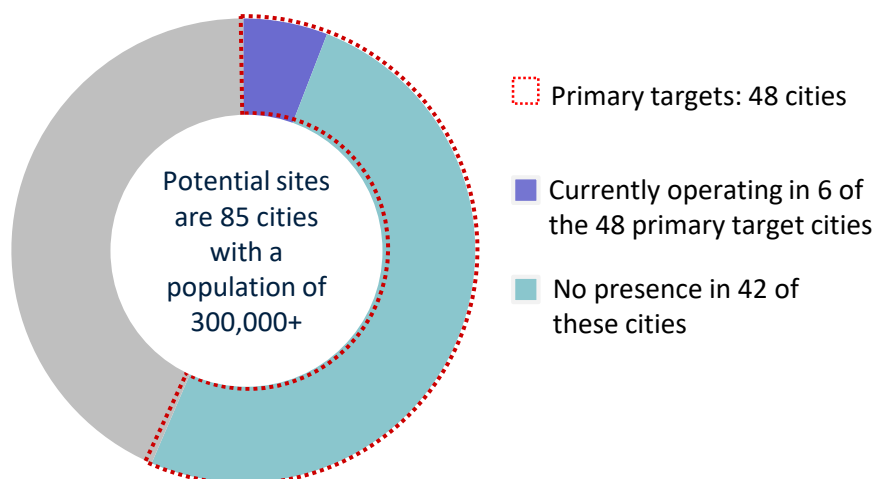


Much potential for new locations in places with little competition, both outside Japan's three big metro areas as well as within these areas

Locations of Japan's major wedding facility operators



IKK wedding facility locations



Plan on opening one to two 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

The Indonesia wedding business is the first step of the overseas growth strategy

- Use wedding business expertise in Japan for growth in other countries
- Weddings and other services that reflect the needs and customs of customers in other countries
- Constantly conducting market surveys to identify attractive opportunities



Company name	PT INTERNATIONAL KANSHA KANDOU INDONESIA		
Location	Jakarta, Indonesia	Establishment	January 2017
Capital	50 billion rupiah	Start of operations	February 2017



▲ Colorful floral decorations



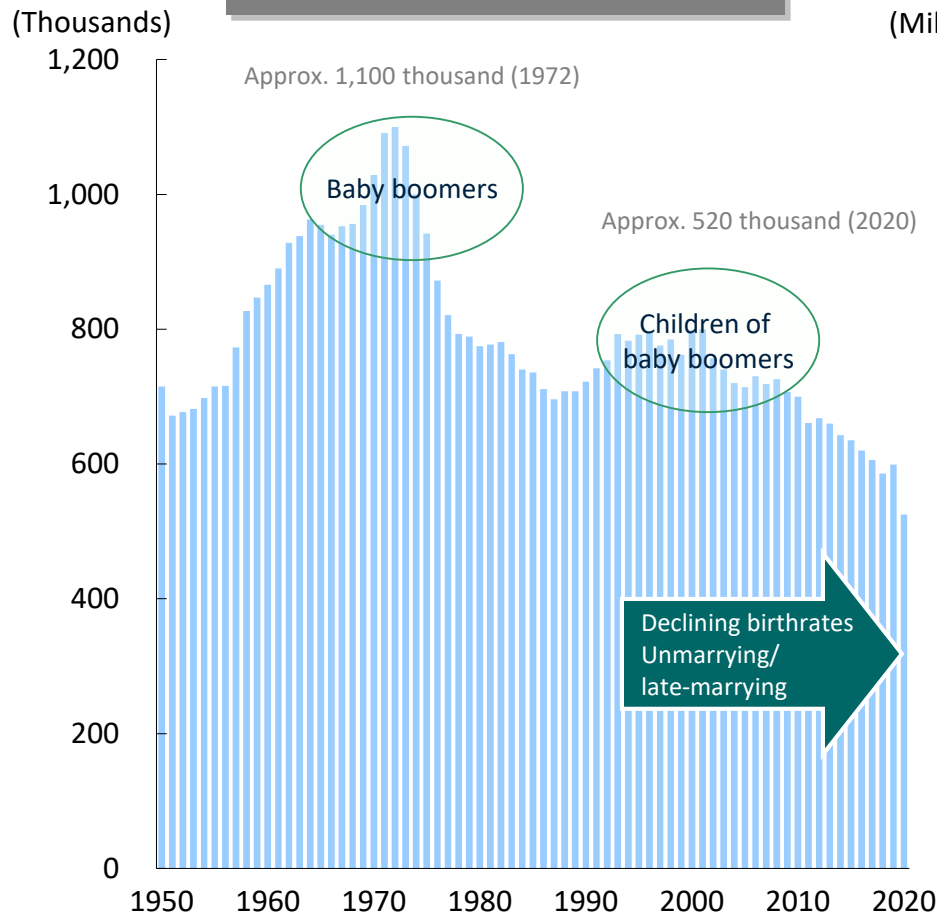
▲ A traditional dance by the bride



▲ A party with a buffet

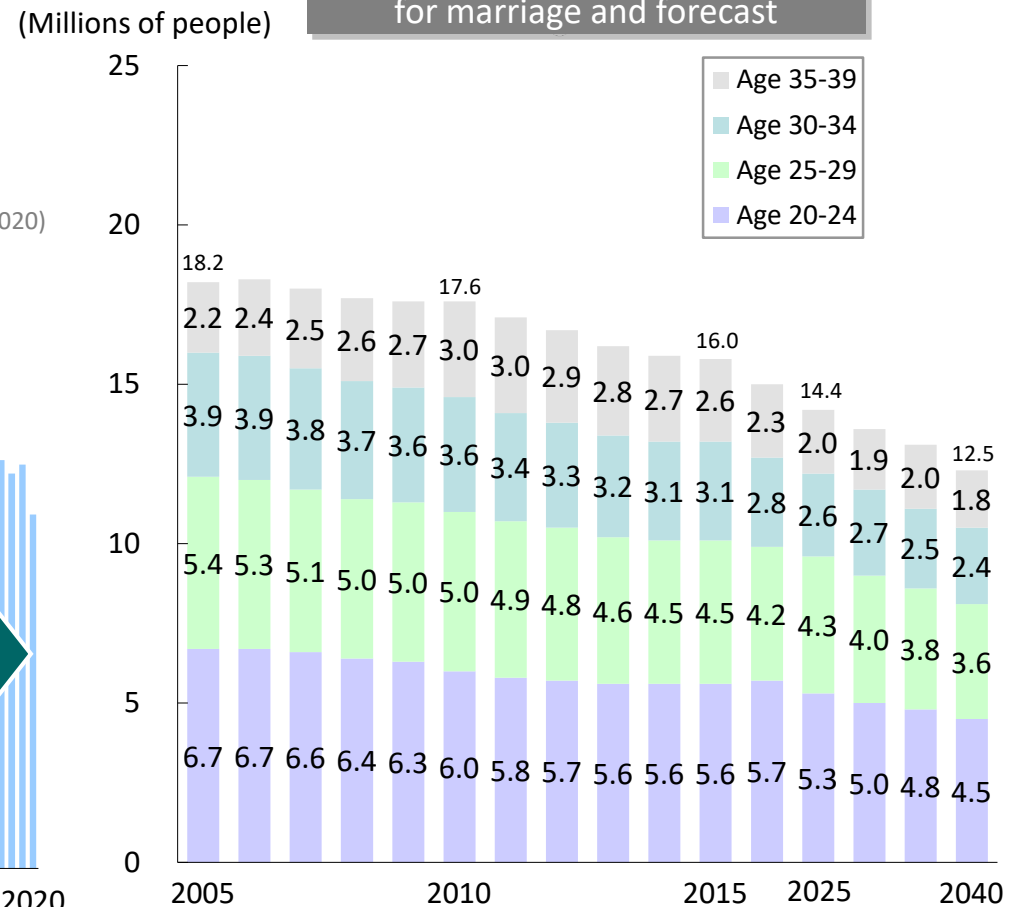
Weddings and receptions in Japan continue to decline along with the numbers of children and people in the prime age segments for marriage

Number of marriages in Japan



Source: Ministry of Health, Labour and Welfare, "Vital Statistics 20"
(Vital Statistics, Final Figures)

Population of prime age segments for marriage and forecast

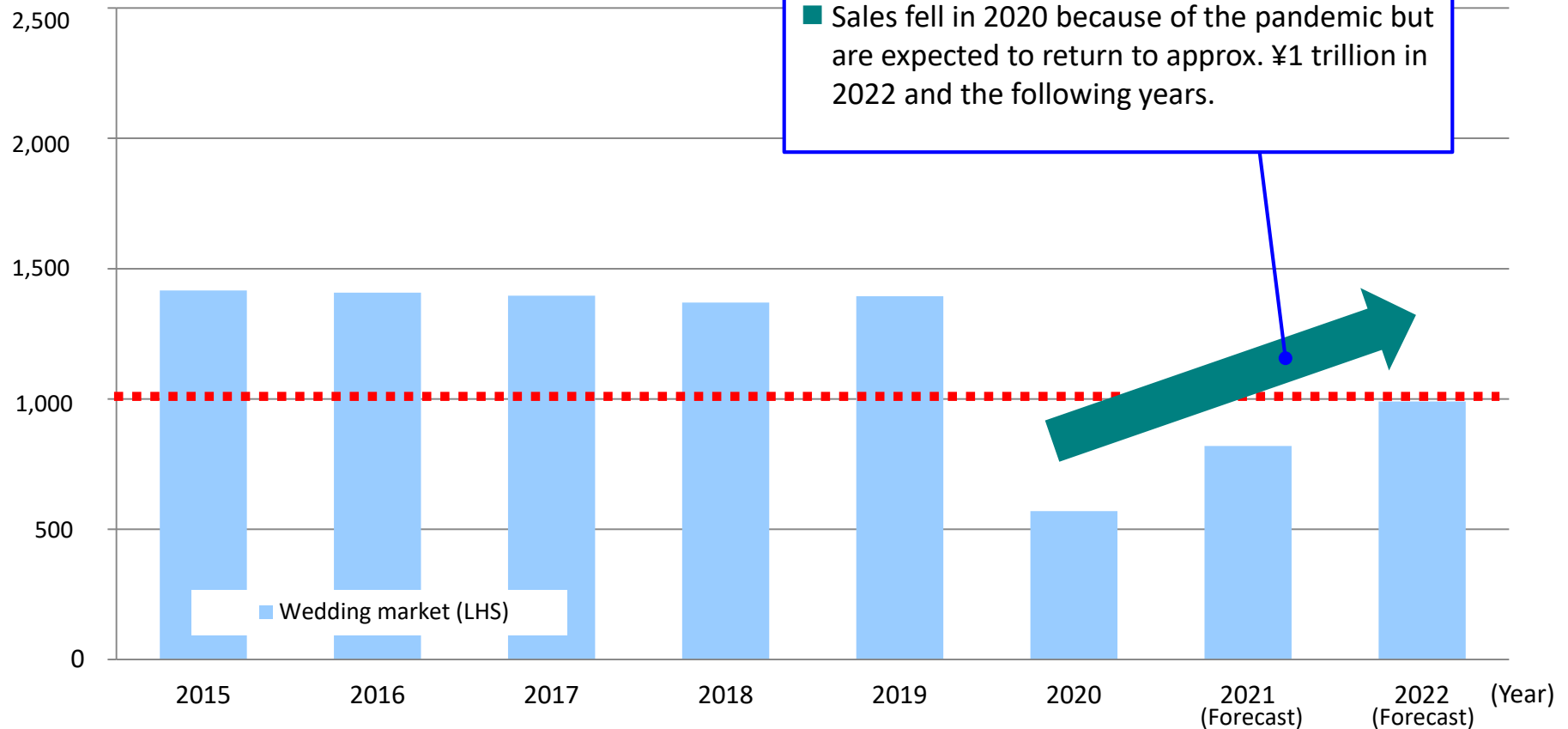


Source: National Institute of Population and Social Security Research, "Household Projections for Japan" (January 2018) Population by sex, five-year age group, and marital status

Annual wedding market sales are forecast to exceed ¥1 trillion in 2022 and afterward despite Japan's declining population

Annual sales in Japan's wedding reception/party market and forecast

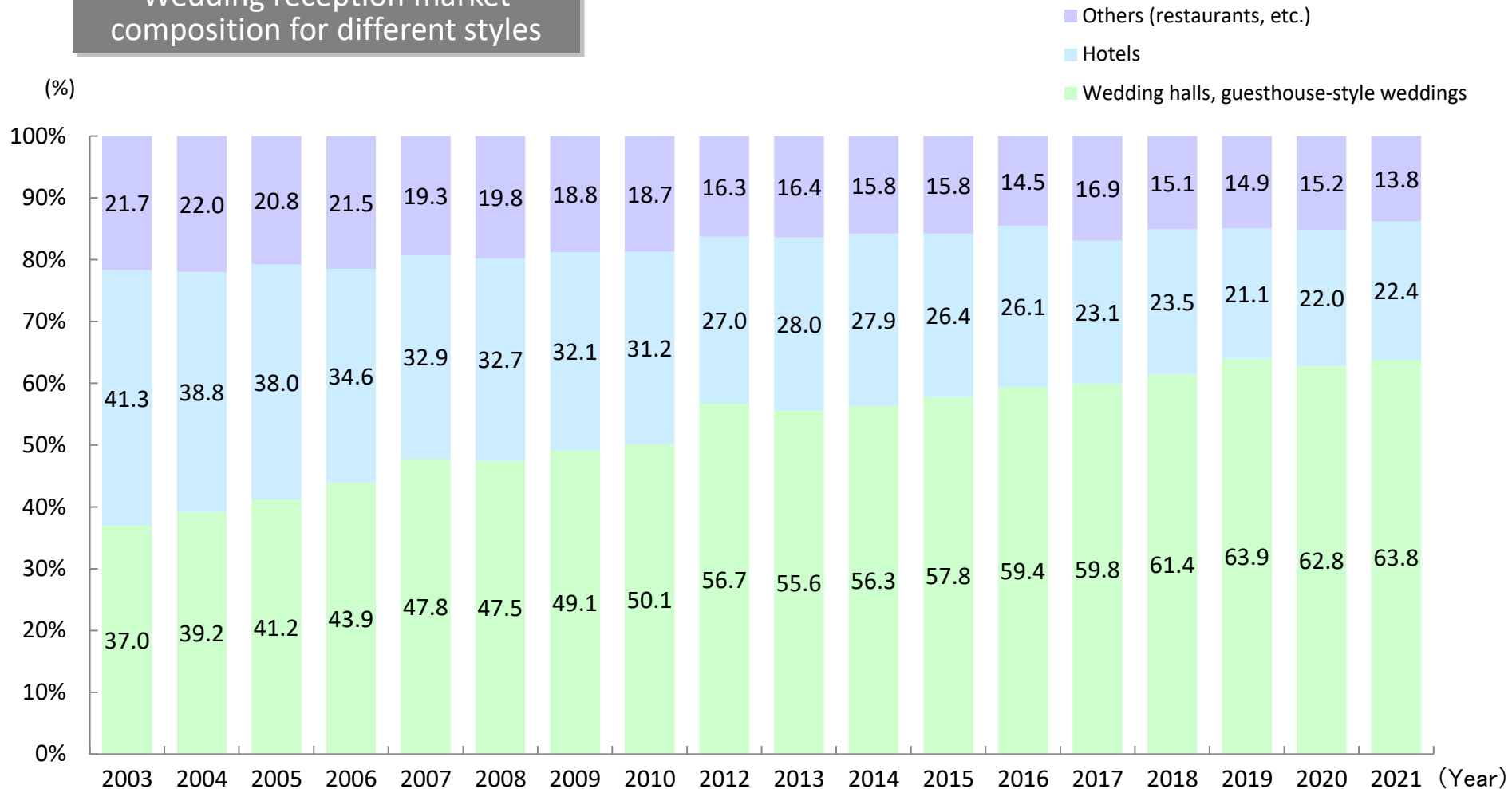
(Billions of yen)



Sources: Wedding Industry 2021, Yano Research Institute Note: Figures for forecasts are as of March 2021

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

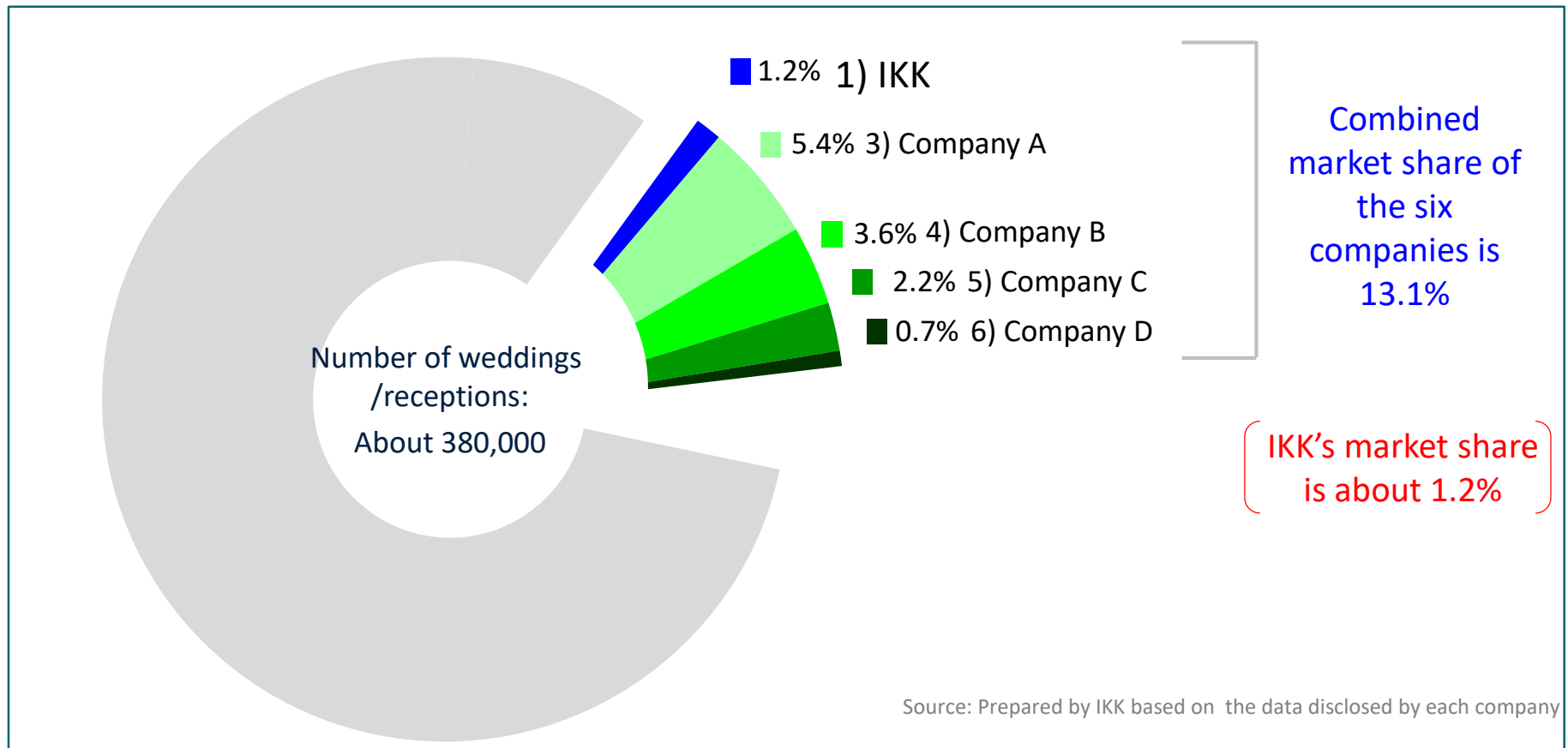
Wedding reception market composition for different styles



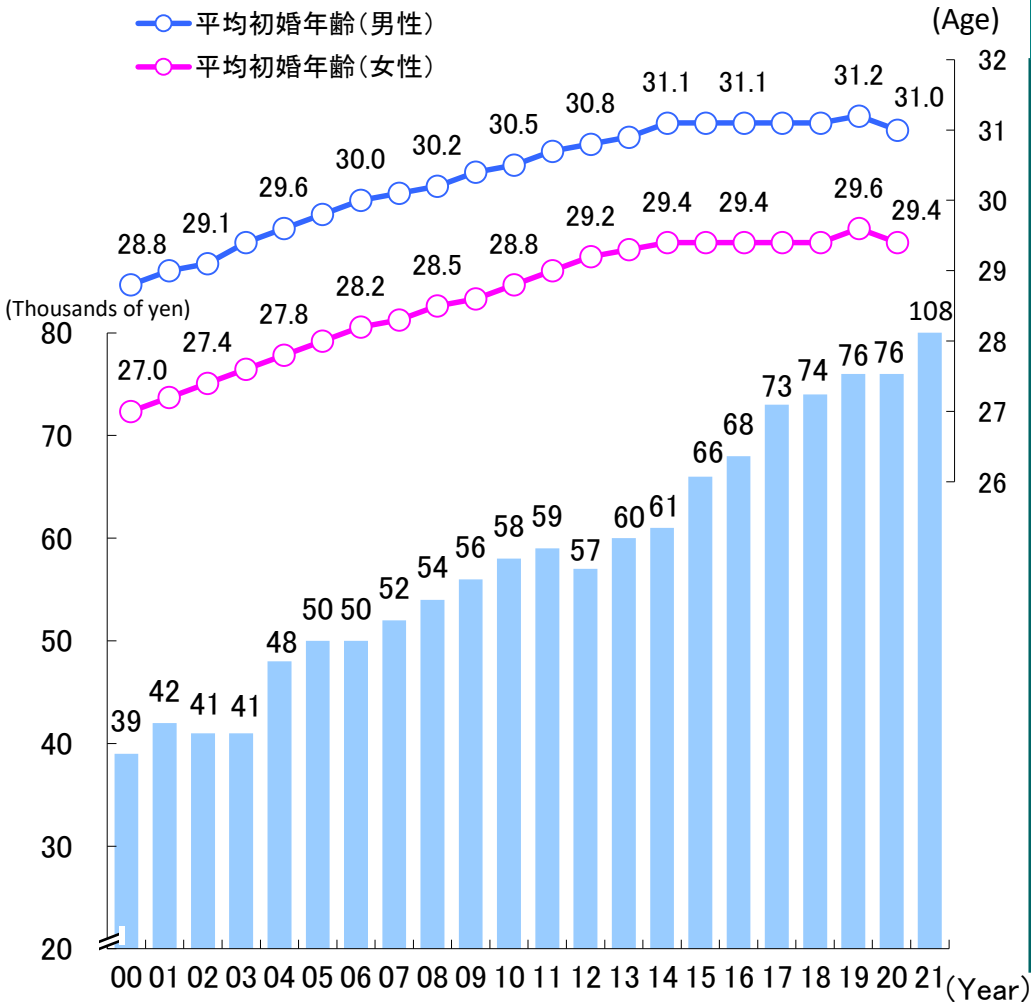
Source: Zexy Wedding Magazine Trend Survey 2021 Nationwide(Estimates), facilities that host wedding receptions/parties

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



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

(Increased about 90% between 2000 and 2020)



Precautions about this presentation

- This presentation includes forecasts and other forward-looking statements about the performance, strategies, business plans and other subjects concerning IKK HD.
- These forward-looking statements, which are not historical facts, reflect the outlook of IKK HD 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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