



**Results of Operations  
for the Third Quarter of the Fiscal Year  
Ending October 31, 2018**



**IKK Inc.**

**(Listed on TSE First Section, Securities code 2198)**

# I. 3Q FY2018 Consolidated Financial Highlights

---



Sales remained strong due to the start of operations at new branches

**Record high**

**Net sales: ¥14,183 million** (+8.6 % YoY)

Sales remained strong due to contributions from the new Okazaki Branch and Osaka Branch  
Average sales per wedding continued to increase to ¥3.98 million (+¥0.12 million YoY)

**Operating profit: ¥1,024 million** (-11.8 % YoY)

Operating profit decreased mainly due to a decline in the number of weddings at existing locations, up-front expenses for opening new branches (including overseas operations) and higher personnel expenses

**Profit attributable to owners of parent: ¥694 million** (-22.8 % YoY)

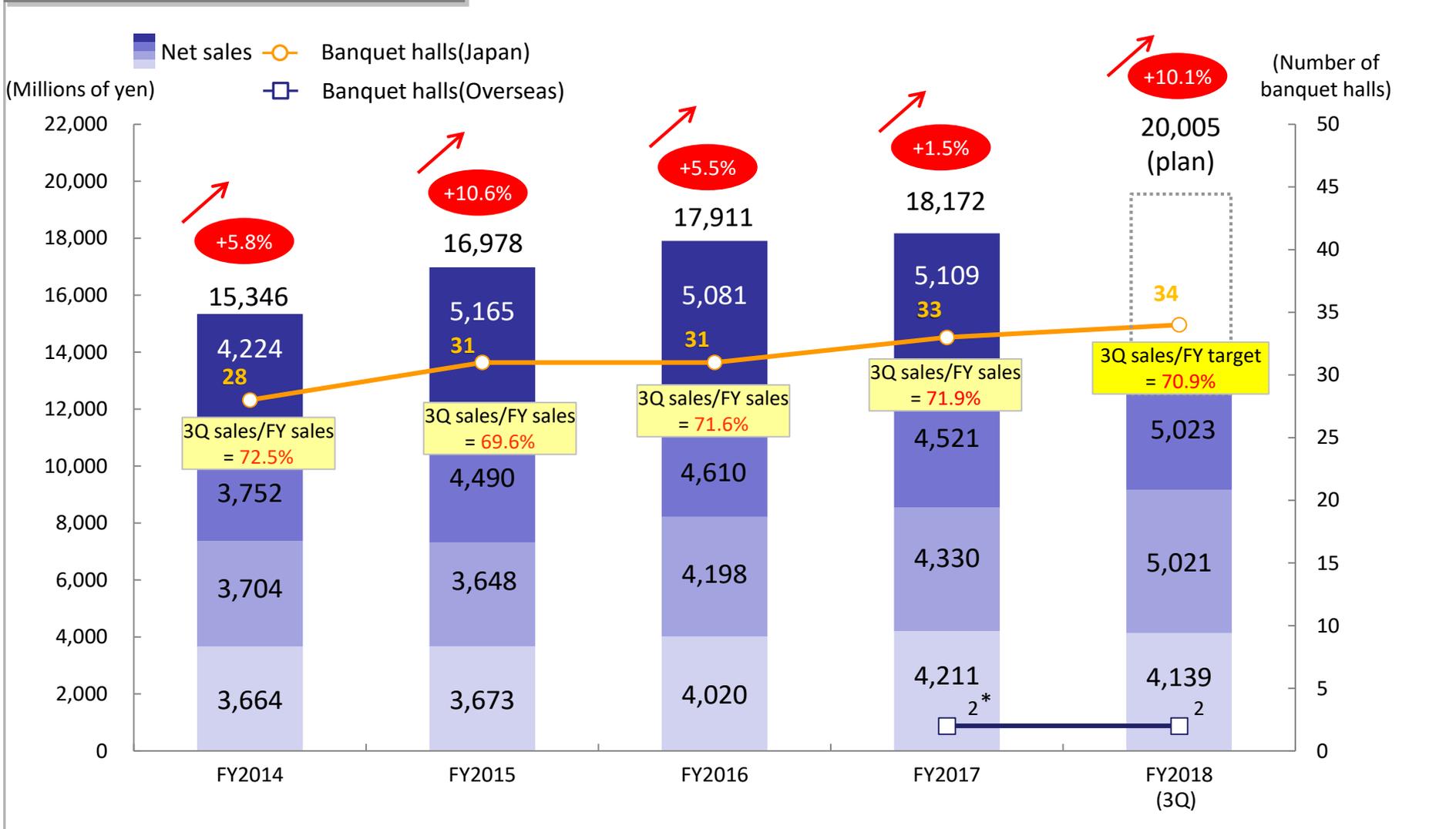
Impairment loss of ¥127 million because of the closure of Suite Villa Garden (Fukuoka Higashi Branch)  
Subsidy income of ¥135 million for the new Okazaki Branch as a project that supports the establishment of urban functions

**Order backlog (at the end of July 2018): 3,988 weddings** (+8.3% YoY)

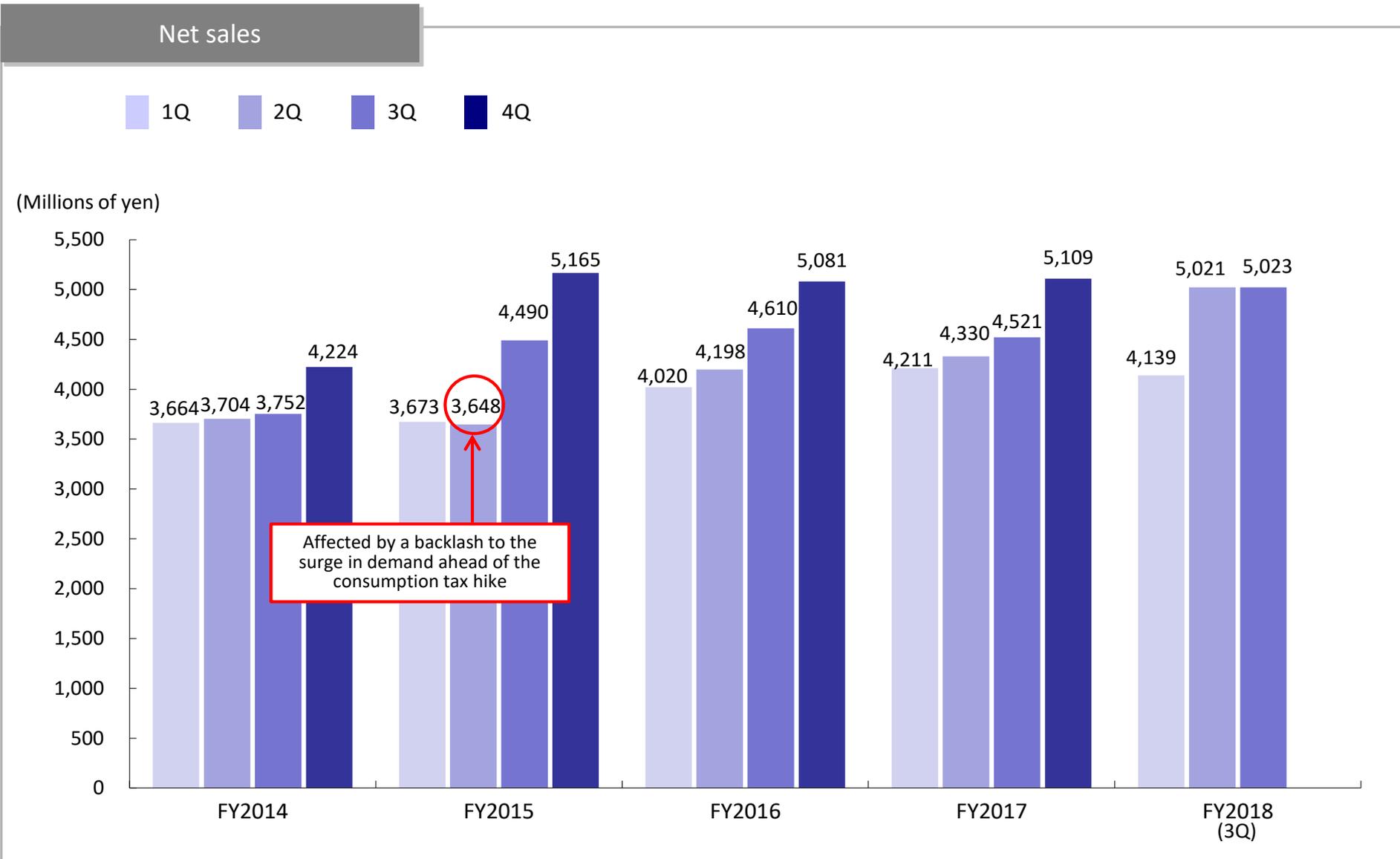
(Millions of yen)

	3Q FY2017		3Q FY2018			
	Amount	% to sales	Amount	% to sales	YoY change	
					Amount	%
Net sales	13,062	100	14,183	100.0	1,121	8.6
Wedding operations	12,483	95.6	13,602	95.9	1,119	9.0
Funeral operations	234	1.8	214	1.5	(20)	(8.6)
Nursing-care operations	347	2.7	371	2.6	23	6.7
Gross profit	7,023	53.8	7,720	54.4	696	9.9
SG&A expenses	5,861	44.9	6,695	47.2	834	14.2
Operating profit	1,162	8.9	1,024	7.2	(137)	(11.8)
Ordinary profit	1,163	8.9	1,042	7.3	(120)	(10.4)
Profit attributable to owners of parent	899	6.9	694	4.9	(204)	(22.8)
Net income per share (Yen)	30.62	-	23.56	-	-	-

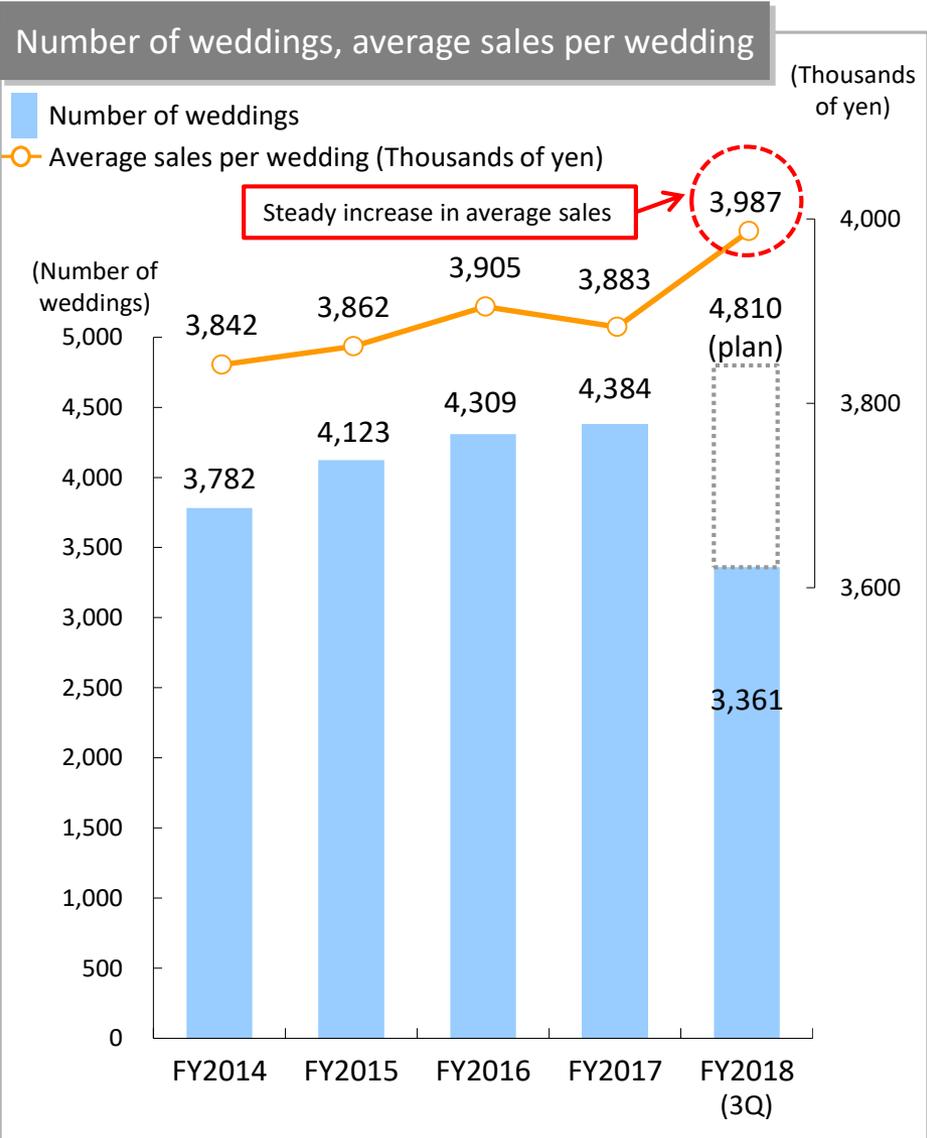
## Net sales, number of banquet halls



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

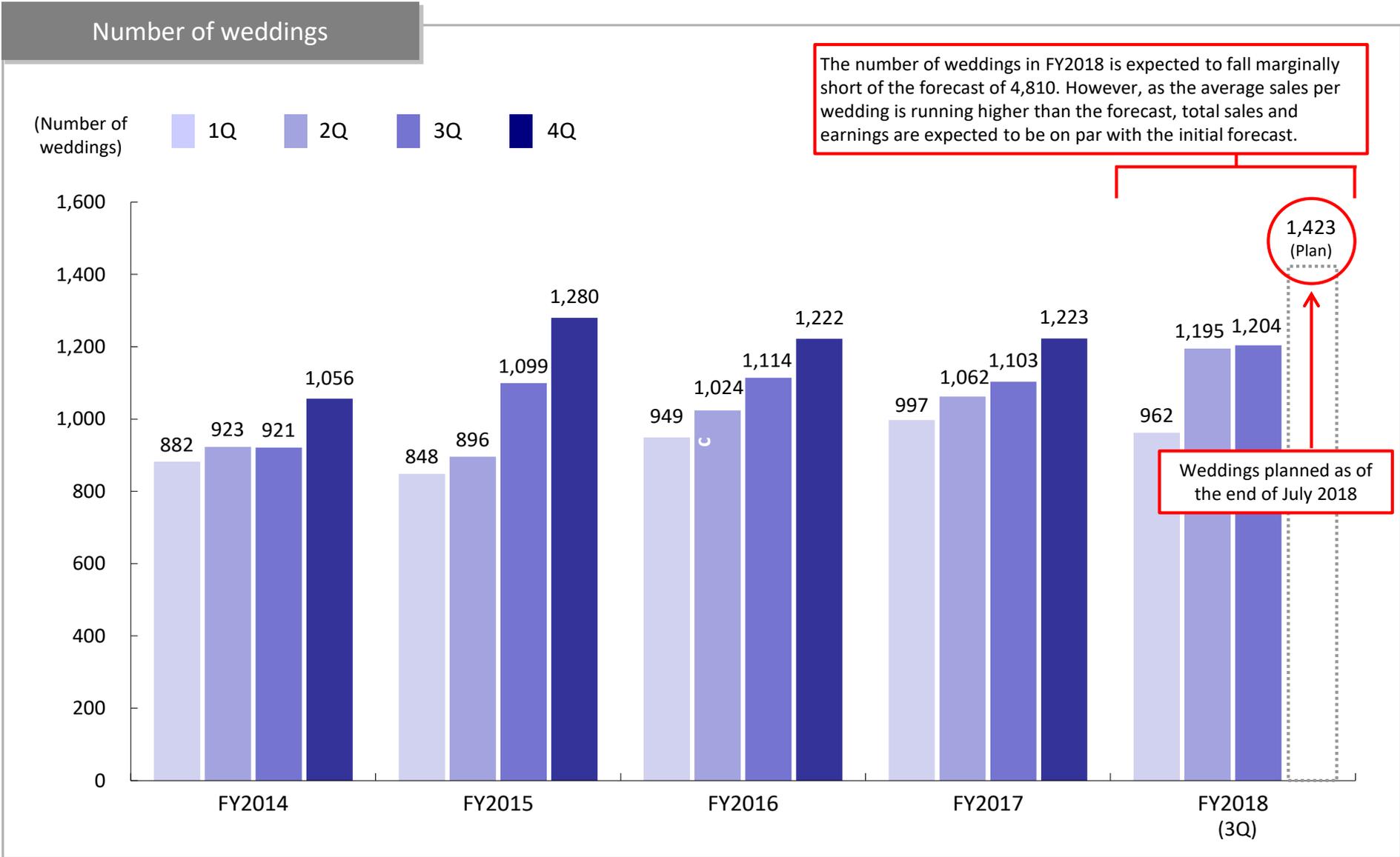


	3Q FY2017 results	3Q FY2018 results	YoY change		
			Amount	%	
Net sales (Millions of yen)	12,483	13,602	1,119	9.0	
Number of branches in Japan	16	18	2	12.5	
Number of branches overseas	1	1	±0	-	
Number of weddings	3,162	3,361	199	6.3	
	Japan	3,162	3,295	133	4.2
	Overseas	0	66	66	-
Orders for weddings	3,440	3,657	217	6.3	
Order backlog	3,683	3,988	305	8.3	
Average sales per wedding* (Thousands of yen)	3,860	3,987	126	3.3	

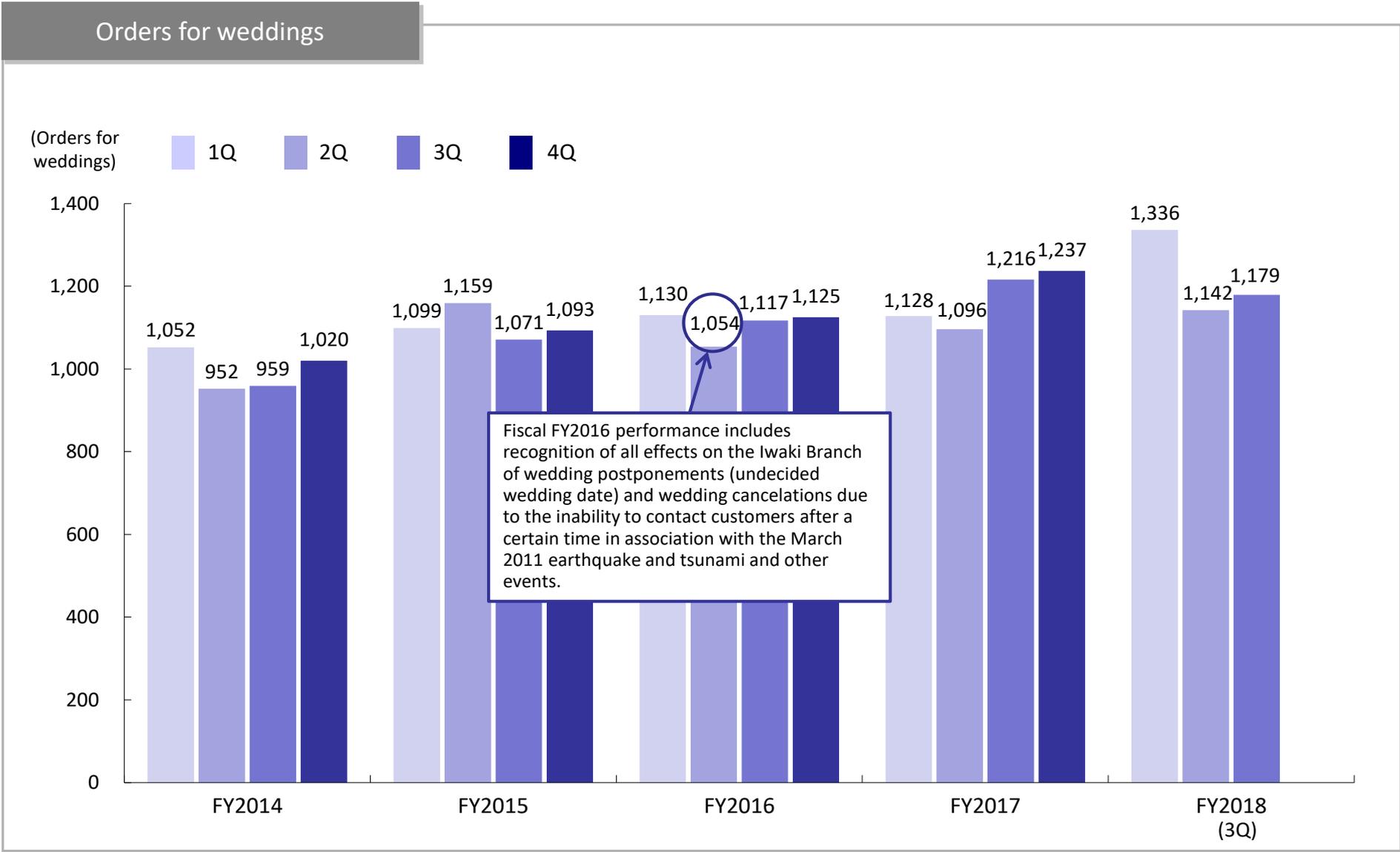


\*1 Orders for weddings and order backlog do not include overseas wedding operations.

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

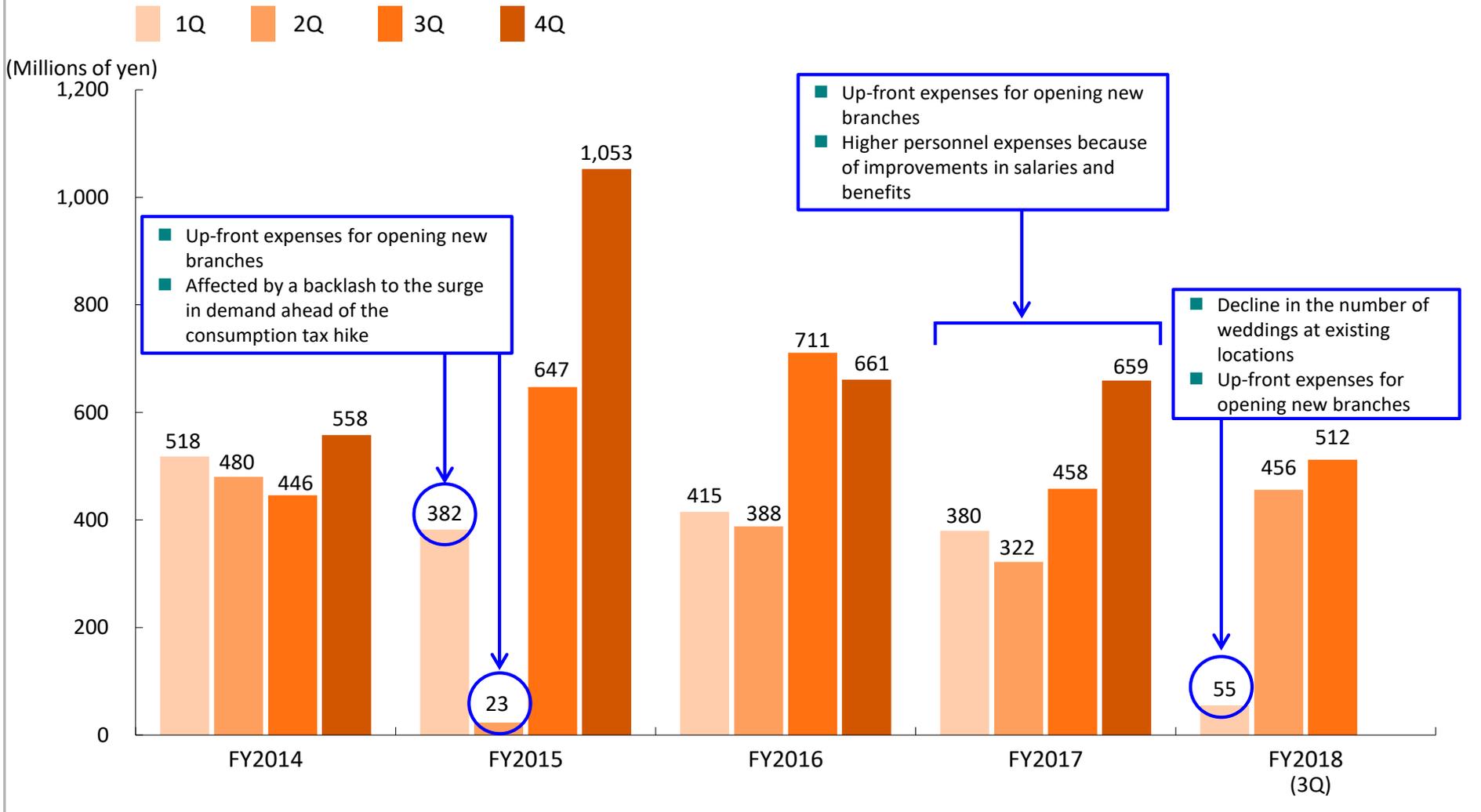


\* Number of weddings include results of overseas operations. However, overseas results have not been consolidated for FY2017.

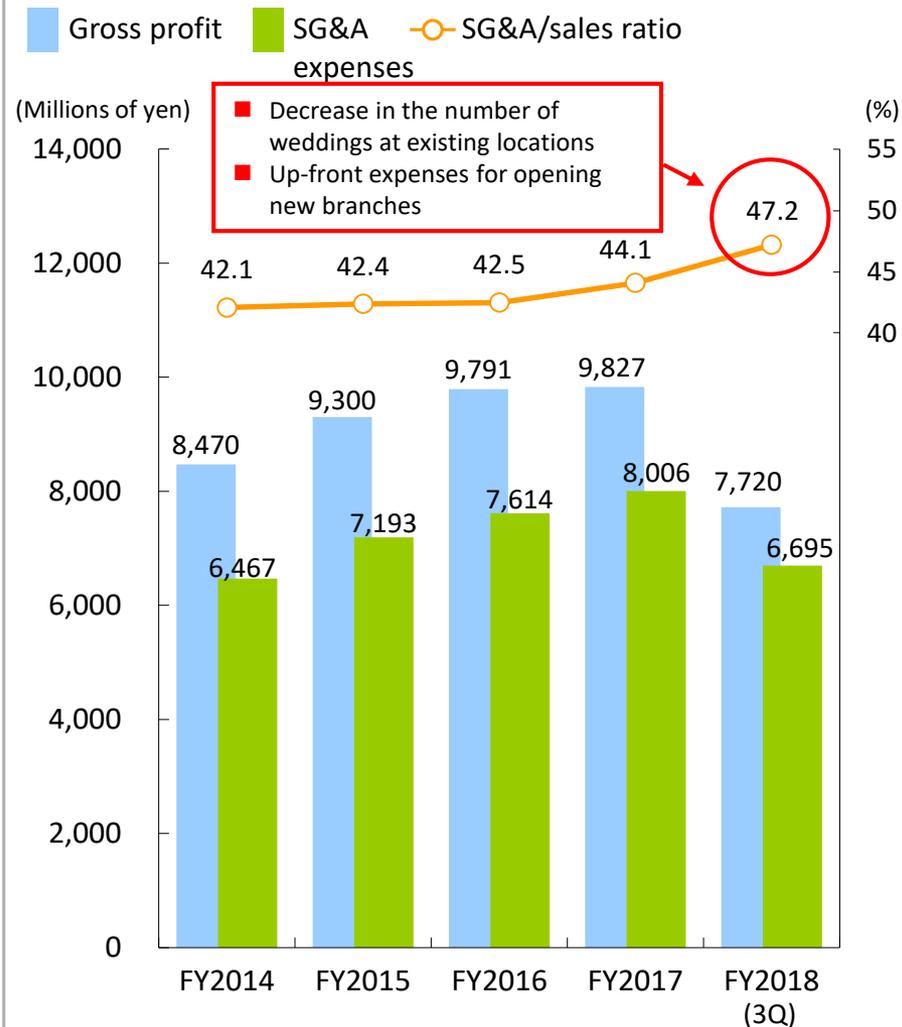


\* Orders for weddings include results of overseas operations.

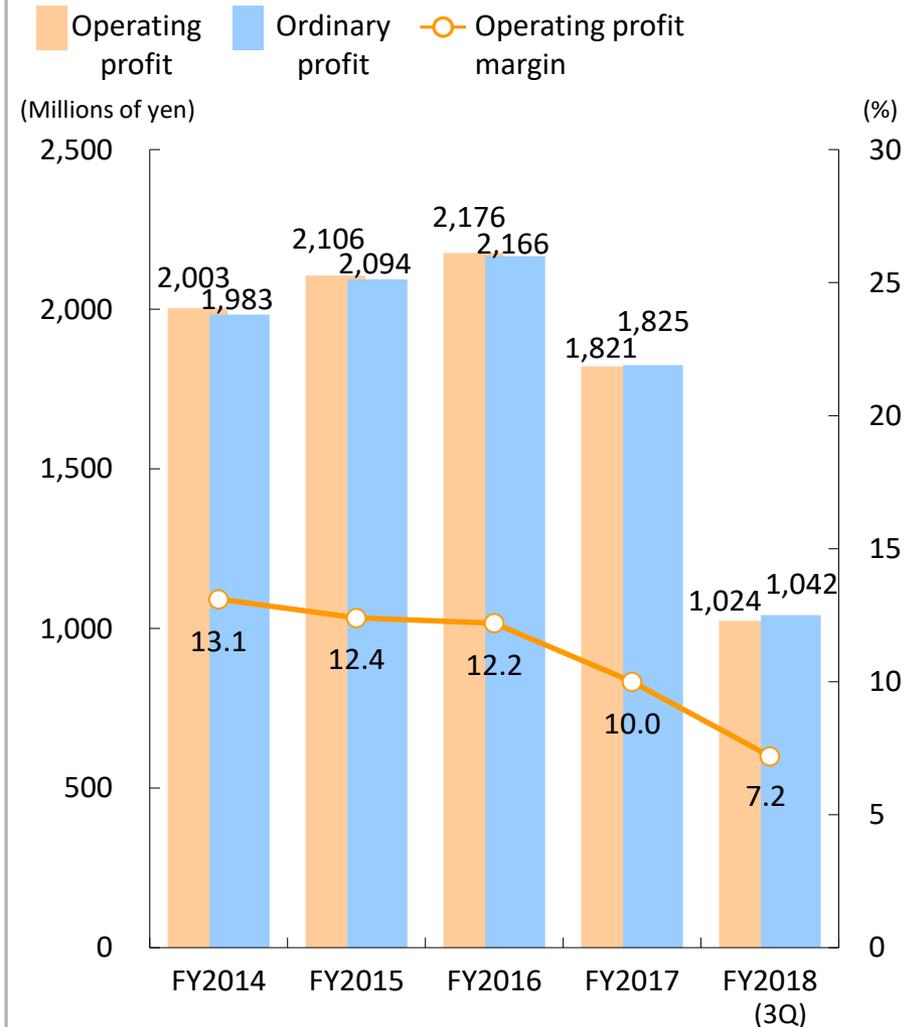
## Operating profit



## Gross profit, SG&A expenses



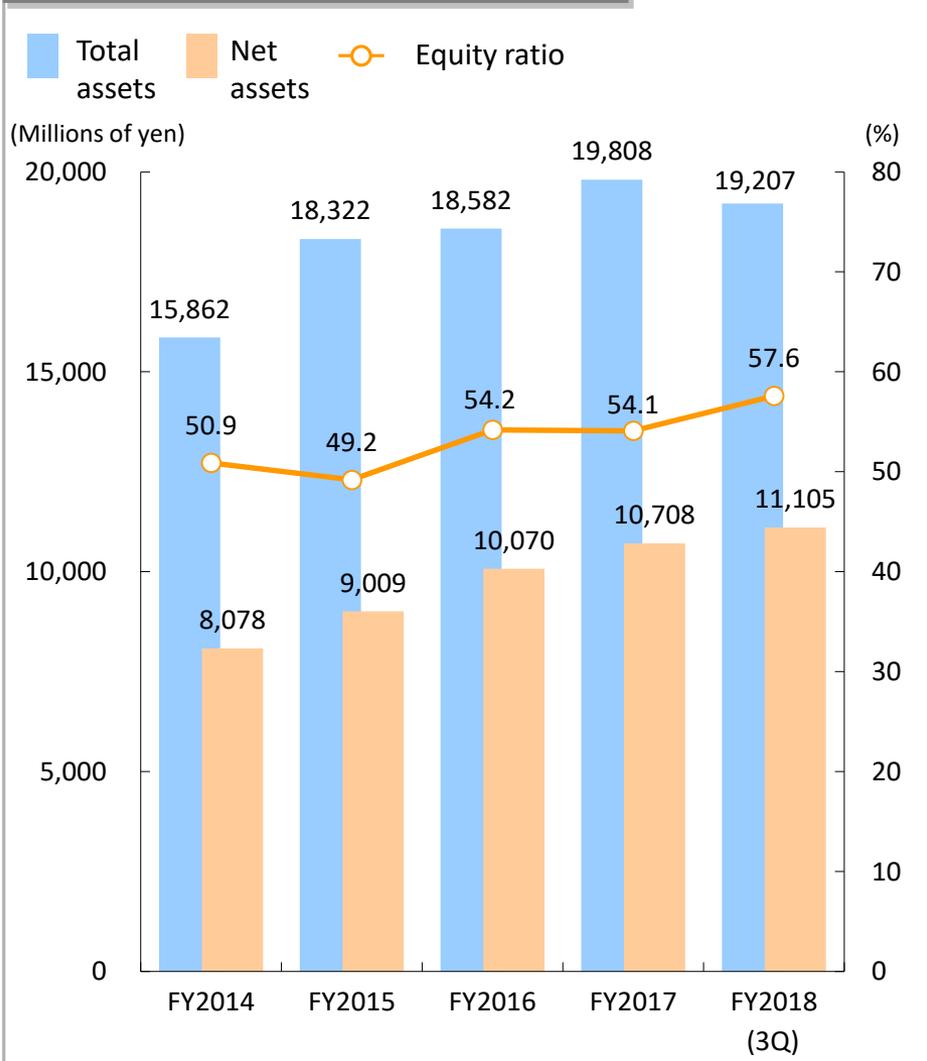
## Operating profit, ordinary profit



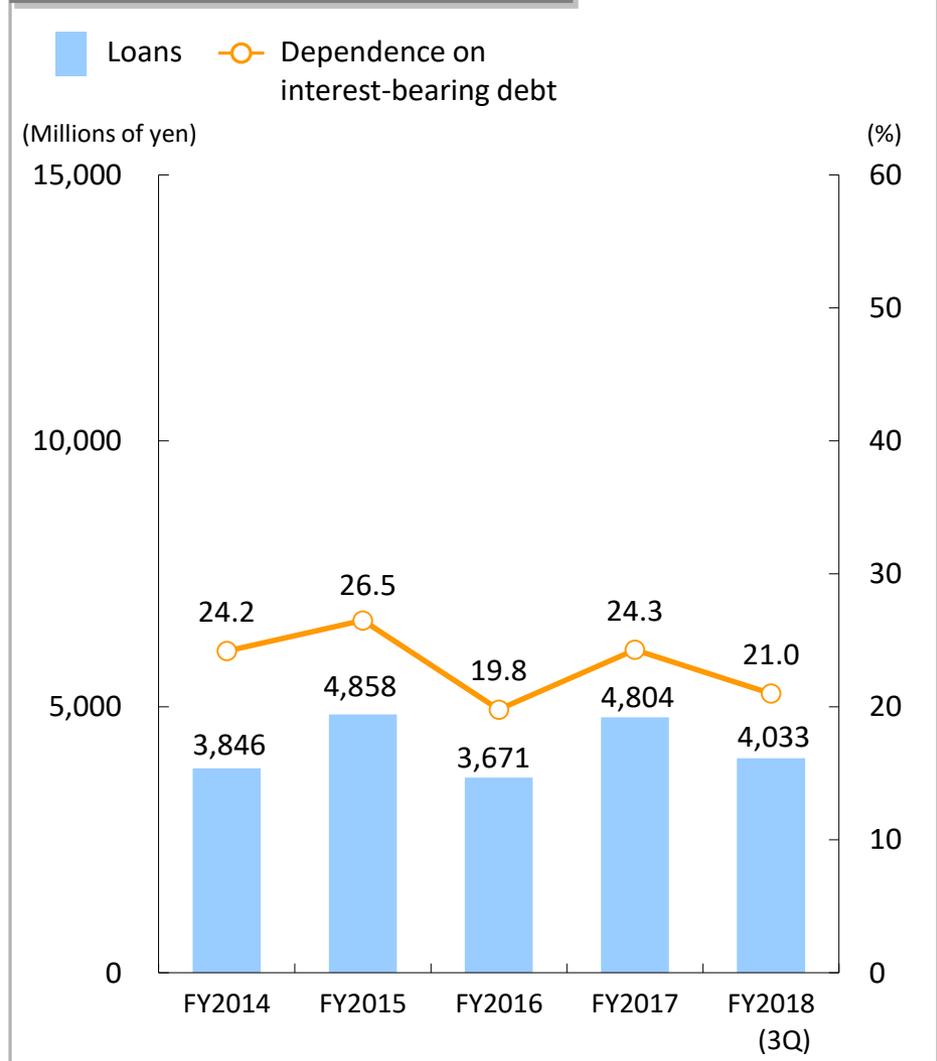
(Millions of yen)

	Oct. 31, 2017		July 31, 2018			
	Amount	Comp. (%)	Amount	Comp. (%)	YoY change	Main factors
<b>Current assets</b>	4,762	24.0	4,753	24.8	(9)	Accounts receivable-trade: -199
(Cash and deposits)	3,731	18.8	3,907	20.3	176	
(Accounts receivable-trade)	457	2.3	258	1.3	(199)	
<b>Non-current assets</b>	15,045	76.0	14,453	75.2	(592)	Property, plant and equipment: -422
(Property, plant and equipment)	12,466	62.9	12,044	62.7	(422)	
<b>Total assets</b>	19,808	100.0	19,207	100.0	(601)	
<b>Current liabilities</b>	3,985	20.1	3,556	18.5	(428)	Accounts payable-trade: -211
(Accounts payable-trade)	879	4.4	667	3.5	(211)	
(Income taxes payable)	154	0.8	130	0.7	(24)	
<b>Non-current liabilities</b>	5,114	25.8	4,544	23.7	(570)	Long-term loans payable: -744
<b>Total liabilities</b>	9,100	45.9	8,101	42.2	(998)	
(Interest-bearing debt)	4,804	24.3	4,033	21.0	(771)	
<b>Total net assets</b>	10,708	54.1	11,105	57.8	397	Profit attributable to owners of parent: +694 Dividends of surplus: -359
<b>Total liabilities and net assets</b>	19,808	100.0	19,207	100.0	(601)	

## Total assets, net assets, equity ratio



## Interest-bearing debt



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

## II. FY2018 Consolidated Forecast

---



## Forecast higher sales and earnings due to the start of operations at new branches

Forecast the seventh consecutive year of sales growth backed by an increase in the number of branches; plan to start full-scale overseas operations in FY2018

Net sales: **¥20,005** million (up 10.1 % YoY)

- The forecast includes the first full fiscal year contribution of the Okazaki Branch and sales at the Osaka Branch that will start operating in December 2017.
- In the wedding business in Japan, the forecast is an increase of 336 in the number of weddings to 4,720 and an average sales per wedding of ¥3.93 million, up ¥48,000 YoY.

Operating profit: **¥2,005** million (up 10.1 % YoY)

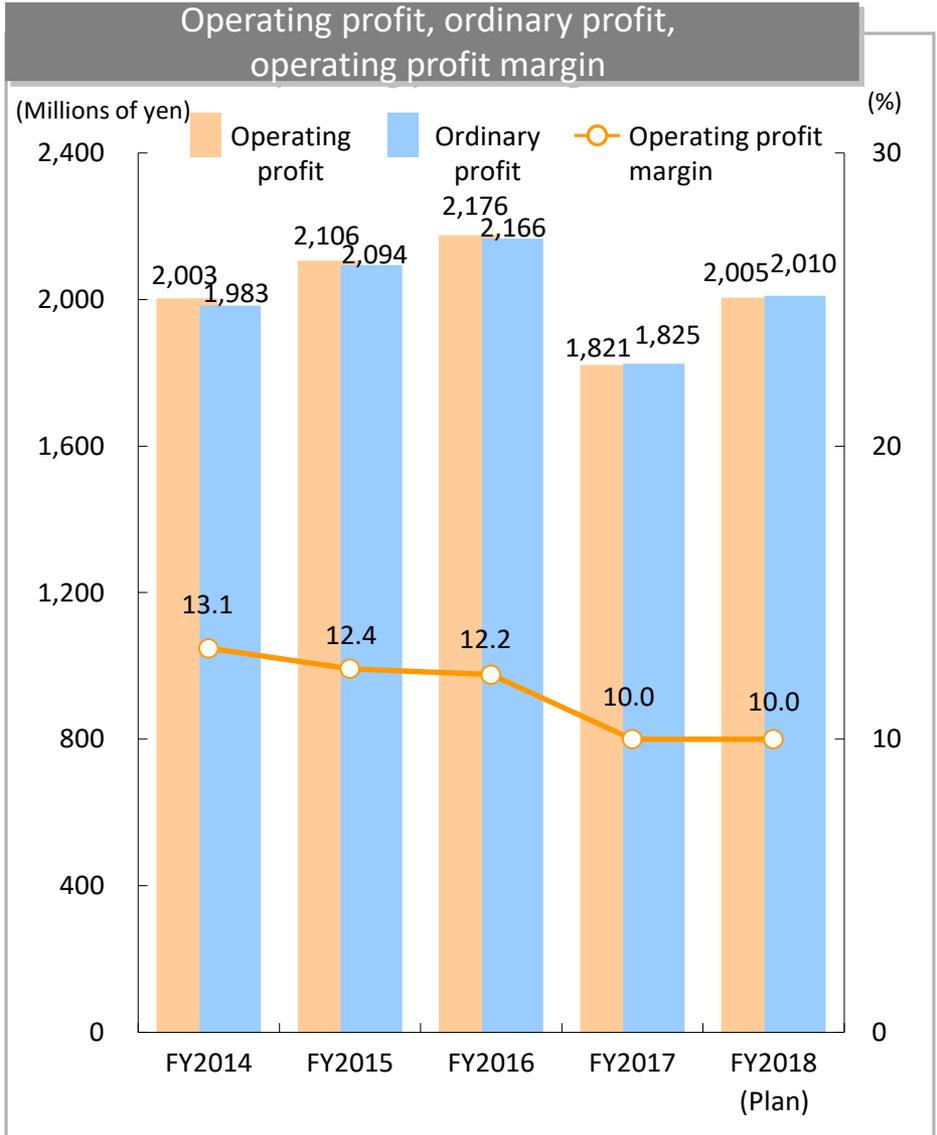
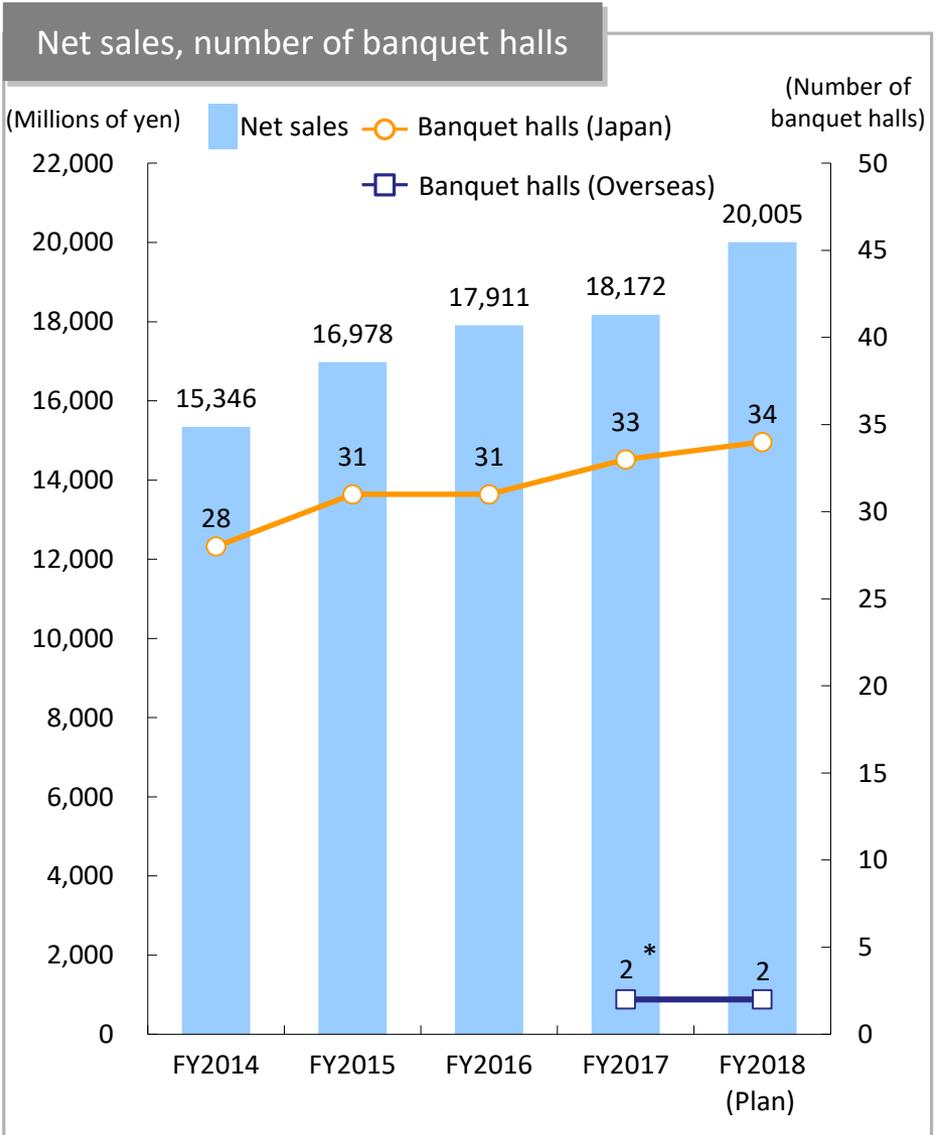
- In the wedding business in Japan, the outlook is for earnings growth of about ¥250 million because of the start of operations at new branches.
- The overseas wedding business will make its first full fiscal year contribution to performance. But this business is still at the stage of acquiring knowledge about the local wedding market, so an operating loss of about ¥50 million is expected.

Profit attributable to owners of parent: **¥1,290** million (down 2.2 % YoY)

- The forecast for lower earnings is mainly due to the one-time reduction in income taxes in FY2017 resulting from the end of a trust-type employee stock ownership incentive plan.

(Millions of yen)

	FY2017		FY2018			
	Amount	% to sales	Full-year plan	% to sales	YoY change	
					Amount	%
Net sales	18,172	100.0	20,005	100.0	1,832	10.1
Gross profit	9,827	54.1	10,765	53.8	937	9.5
SG&A expenses	8,006	44.1	8,760	43.8	753	9.4
Operating profit	1,821	10.0	2,005	10.0	183	10.1
Ordinary profit	1,825	10.0	2,010	10.0	184	10.1
Profit attributable to owners of parent	1,319	7.3	1,290	6.5	(29)	(2.2)
Net income per share (Yen)	44.91	—	43.72	—	—	—



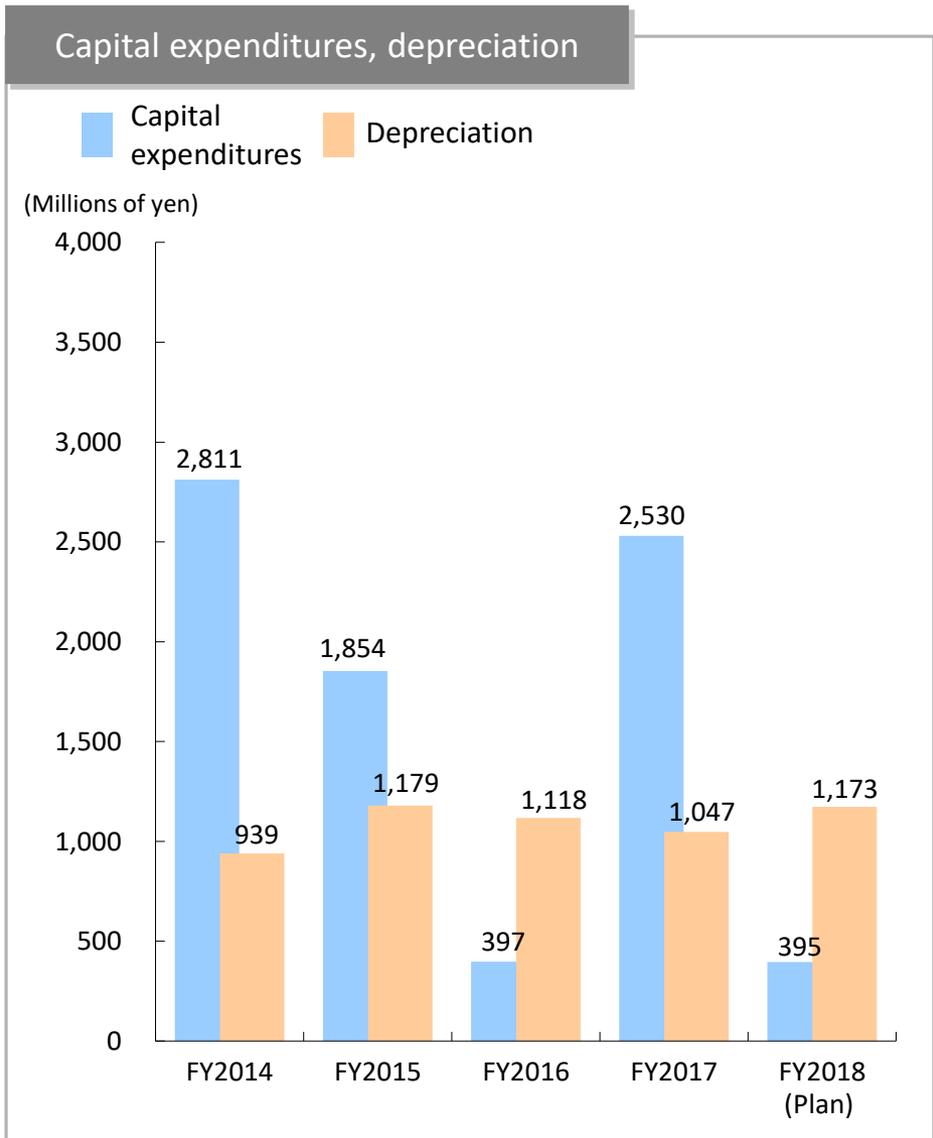
\*Overseas wedding operations started in FY2017. However, overseas results have not been consolidated for FY2017.

	FY2017 Results	FY2018 Plan	Change
Number of branches at end of period (Japan)	17	18	+1
Wedding facility: 4 banquet halls	1	1	±0
Wedding facility: 3 banquet halls	5	5	±0
Wedding facility: 2 banquet halls	3	3	±0
Wedding facility: 1 banquet hall	7	7	±0
Restaurant: 1 banquet hall	1	2	+1
Number of branches at end of period (Overseas)	1*	1	±0
Wedding facility: 2 banquet halls	1*	1	±0
Number of banquet halls	35*	36	+1
Number of weddings	4,385*	4,810	+425
Japan	4,384	4,720	+336
Overseas	1*	90	+89

\* Overseas results have not been consolidated for FY2017.

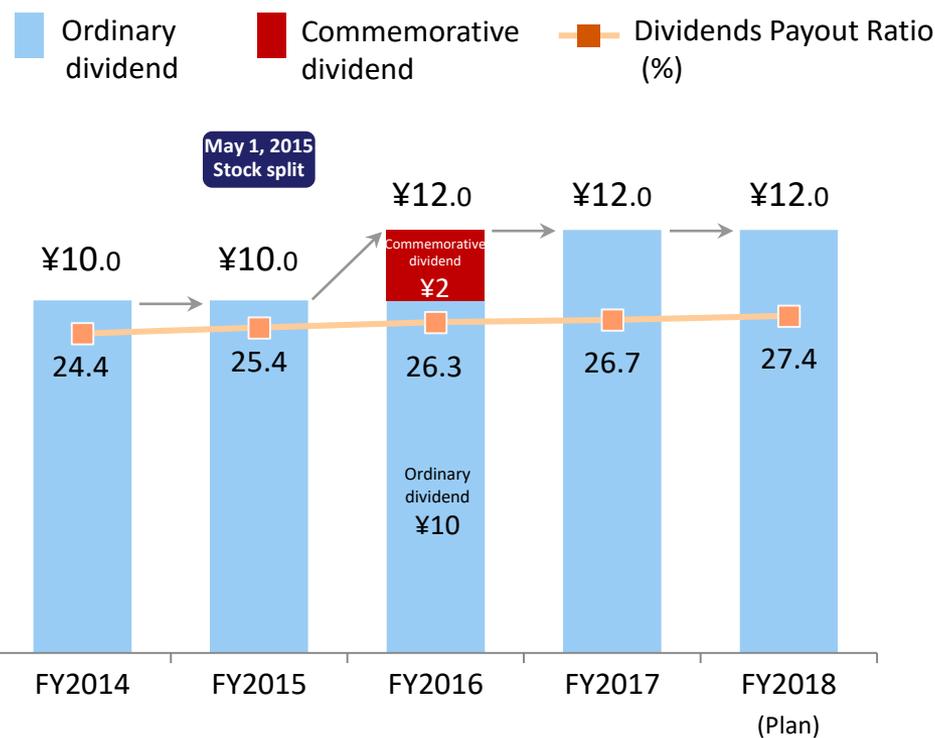
(Millions of yen)

	FY2017 Results	FY2018 Plan	Change
Capital expenditures	2,530	395	(2,135)
Depreciation	1,047	1,173	126



## Plan to pay the FY2018 ordinary dividend of ¥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



	Dividends	Dividends payout ratio
FY2014	¥10.0*	24.4%
FY2015	¥10.0*	25.4%
FY2016	¥12.0 (Commemorative dividend: ¥2)	26.3%
FY2017	¥12.0	26.7%
FY2018 (Plan)	¥12.0	27.4%

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

## Plan to open a new branch in Kobe City, Hyogo Prefecture

- IKK won the bid to open a restaurant within the premises of the Po-ai Shiosai park in Kobe City, Hyogo Prefecture.
- IKK plans to open a restaurant and café designed to hold weddings also in the premises of the Po-ai Shiosai park

### La La Chance KOBE (Kobe Branch)

Location	Kobe City, Hyogo Pref.
Opening	Early summer 2019 (planned)
Facilities	Restaurant, café, etc. (planned)
Nearest station	Minatojima station on the Port Island Line



Rendering of the completed facility

### III. Initiatives for FY2018

---



**1** Opened a new branch in Osaka City, Osaka Prefecture

---

**2** Renovations to improve the quality of existing locations

---

**3** Started providing wedding services in Indonesia

---

## Opened a new branch in Osaka City, Osaka Prefecture

- IKK was selected by the Osaka Castle Park Management Project and started operating a business on the park grounds
- This will be IKK's first branch in the Kansai region. The building will incorporate IKK's expertise in creating designs that blend with the surrounding natural environment

### Castle Garden OSAKA (Osaka Branch)

Location	Osaka City, Osaka Prefecture	Opening	December 15, 2017
Access	30 seconds walk from Osakajo-koen Station on the JR Osaka Loop Line	Facilities	Restaurant, Café, banquet hall, etc.



Rendering of the completed facility



Access map

## Renovations to upgrade the quality of existing locations

### La La Chance Geihinkan (Kochi Branch)

Location Kochi City, Kochi Pref.

Completion of renovations December 8, 2017

Renovations

- Projection mapping system
- Remodeled stairway



Rendering of the remodeled banquet hall

### La La Chance Bel Ami (Fukui Branch)

Location Fukui City, Fukui Pref.

Completion of renovations January 19, 2018

Renovations

- Large-scale multi-vision system



Rendering of the remodeled banquet hall

### La La Chance Taiyo no Oka (Kanazawa Branch)

Location Kanazawa City, Ishikawa Pref.

Completion of renovations February 9, 2018

Renovations

- Large-scale multi-vision system



Rendering of the remodeled banquet hall

**Other locations will be renovated based on our investment plan**

## Started providing wedding services in Indonesia

- Started accepting wedding ceremony orders in February 2017 in Jakarta, Indonesia
- Operating a wedding business for couples in Indonesia



Company name	PT INTERNATIONAL KANSHA KANDOU INDONESIA		
Location	Jakarta, Indonesia	Establishment	January 2017
Capital	50 billion rupiah	Start of operations	February 2017
Remarks	The company occupies the 9 <sup>th</sup> and 10 <sup>th</sup> floors of the Menara Mandiri building		

### Function Hall

Floor	9th
Total floor area	1,035m <sup>2</sup> (hall) 418m <sup>2</sup> (terrace)
Capacity	Maximum 1,500 persons



### Function Hall

Floor	10th
Total floor area	1,360m <sup>2</sup> (hall) 466m <sup>2</sup> (terrace)
Capacity	Maximum 2,000 persons



↑ A wedding ceremony at the Menara Mandiri building

Reference:

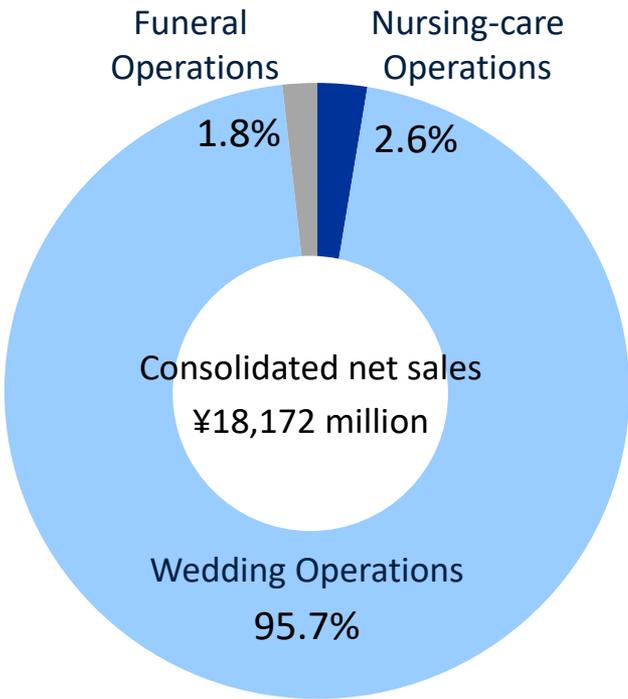
Company Profile, Business Activities and Industry Overview

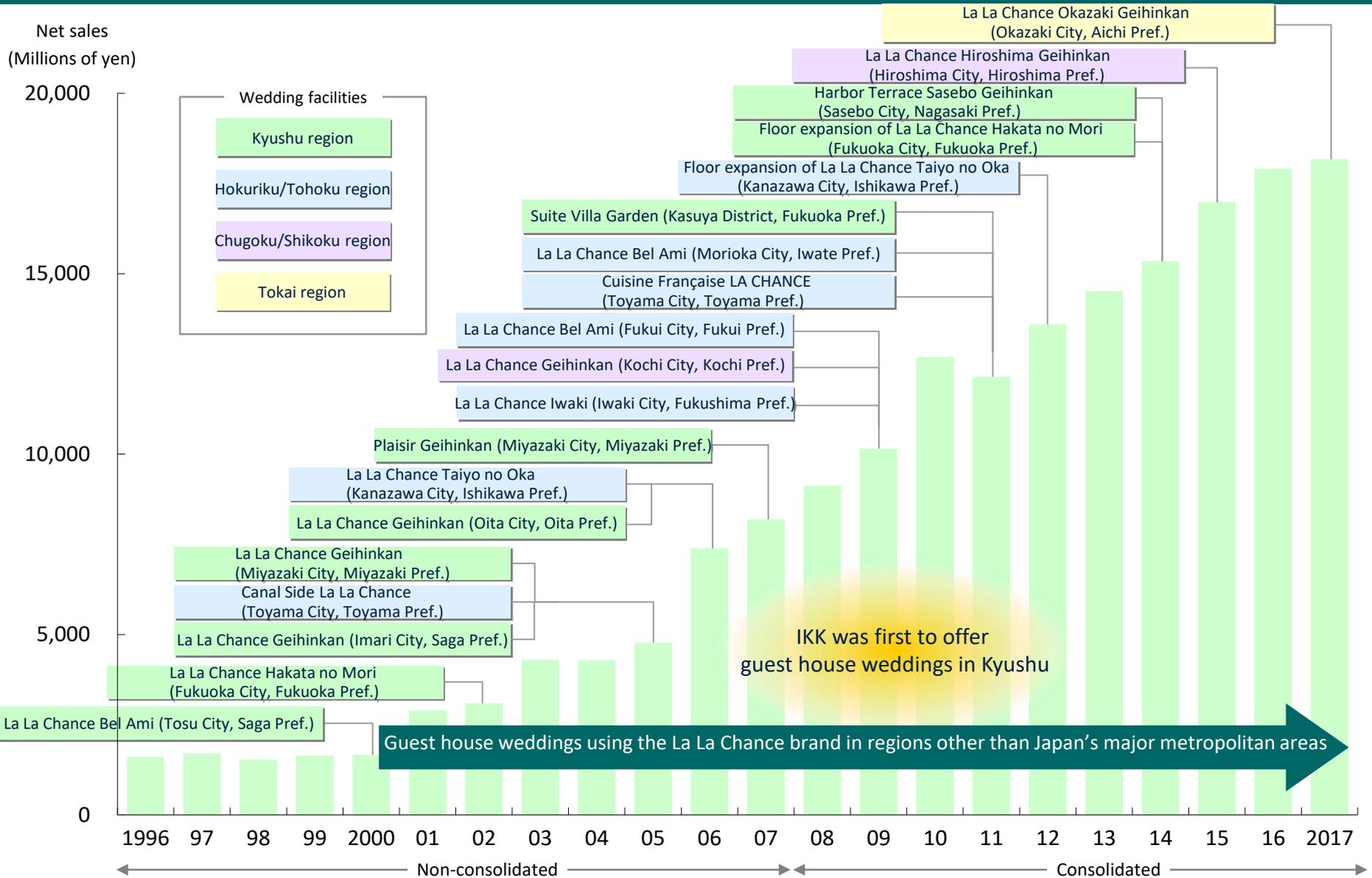


## Company profile (as of Oct. 31, 2017)

## Sales ratio by business segment (FY2017)

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	I CEREMONY Inc. (formerly 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	727 (consolidated)
Number of shareholders	13,140 (as of Oct. 31, 2017)





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



La La Chance Hakata no Mori



Suite Villa Garden



La La Chance Geihinkan



La La Chance Bel Ami



La La Chance Iwaki



La La Chance Geihinkan



La La Chance Hiroshima Geihinkan



Cuisine Française LA CHANCE



La La Chance Bel Ami



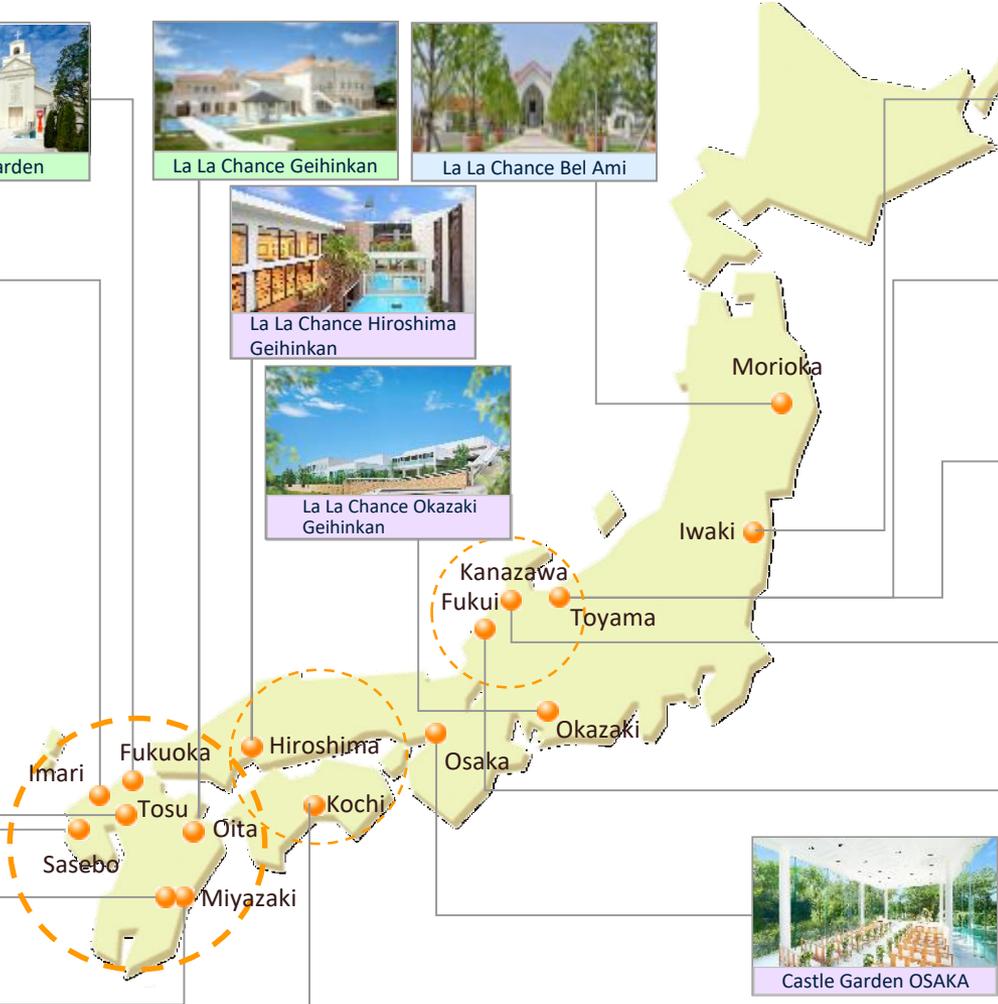
La La Chance Okazaki Geihinkan



Canalside La La Chance



Harbor Terrace Sasebo Geihinkan



La La Chance Taiyo no Oka



La La Chance Geihinkan



La La Chance Bel Ami



Plaisir Geihinkan



Castle Garden OSAKA



La La Chance Geihinkan

Mission

Contributing to Society by Touching Our Customers' Hearts

Management Philosophy

Credo: For happiness and deep impression

- 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
- To touch our customers' hearts, 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:  
404 thousand people)  
**Miyazaki**



**Oita**  
Plaisir Geihinkan  
(Miyazaki City:  
404 thousand people)  
**Oita**



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



**Kochi**  
La La Chance Geihinkan  
(Kochi City:  
334 thousand people)  
**Toyama**



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



**Morioka**  
La La Chance Bel Ami  
(Morioka City:  
292 thousand people)



**Fukuoka**  
Suite Villa Garden  
(Kasuya District:  
229 thousand people)  
**Sasebo**



**Osaka**  
Harbor Terrace Sasebo Geihinkan  
(Sasebo City:  
256 thousand people)  
**Osaka**



**Osaka**  
Castle Garden OSAKA  
(Osaka City:  
2,691 thousand people)

Two banquet halls



**Iwaki**  
La La Chance Iwaki  
(Iwaki City:  
329 thousand people)  
**Fukui**



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



**Okazaki**  
La La Chance Okazaki Geihinkan  
(Okazaki City:  
384 thousand people)

Three banquet halls or more



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



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



**Hiroshima**  
La La Chance Hiroshima Geihinkan  
(Hiroshima City:  
1,193 thousand people)



**Toyama**  
Canalside La La Chance  
(Toyama City:  
418 thousand people)  
**Kanazawa**



**Kanazawa**  
La La Chance Taiyo no Oka  
(Kanazawa City:  
454 thousand people)  
**Fukuoka (4 banquet halls)**

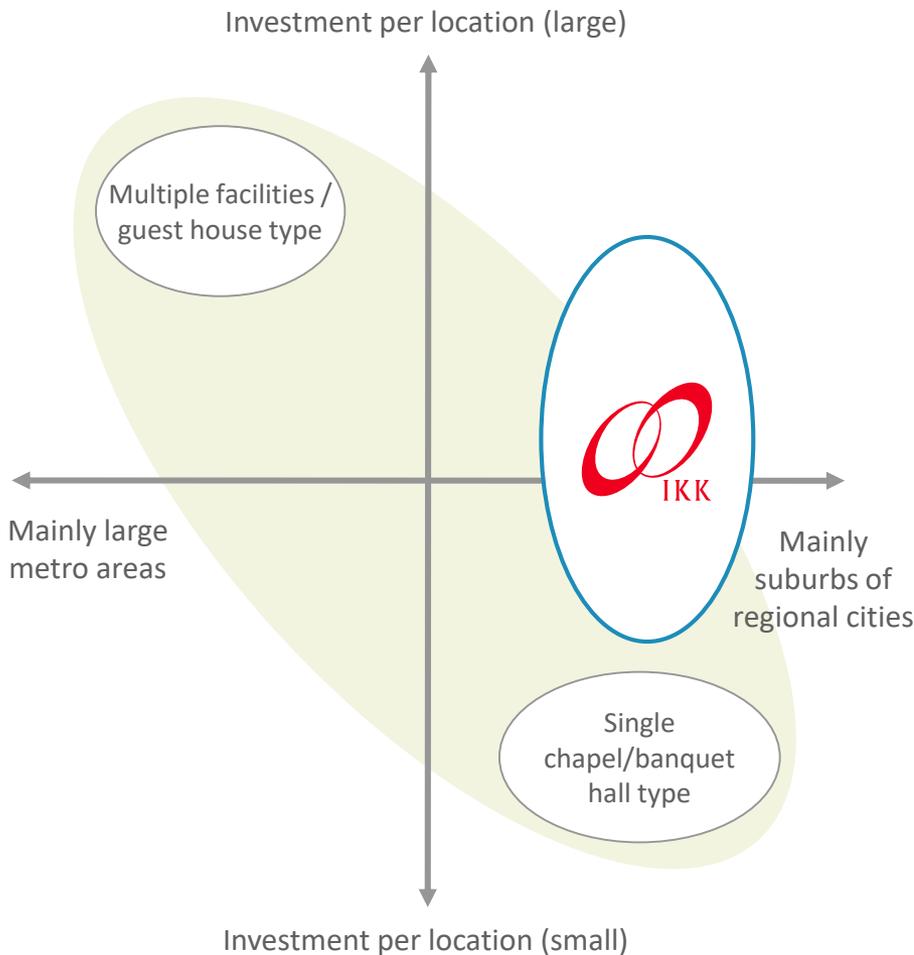


**Fukuoka**  
La La Chance Hakata no Mori  
(Fukuoka City:  
1,514 thousand people)

All locations except those in Fukuoka and Hiroshima and Osaka 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 2017"

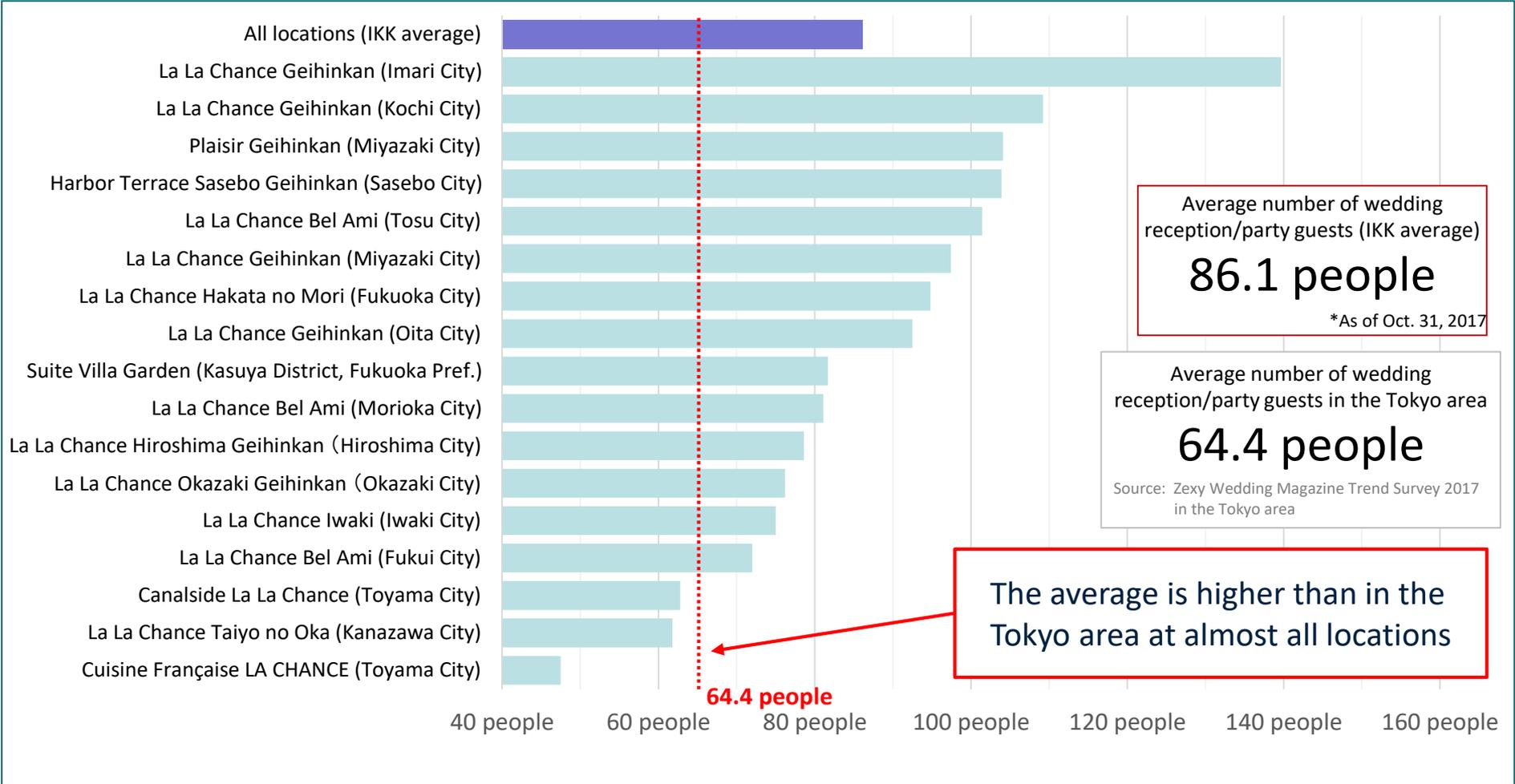
Targeting regional cities by using expertise (location, marketing, operations, etc.) and experience gained from operations in small markets



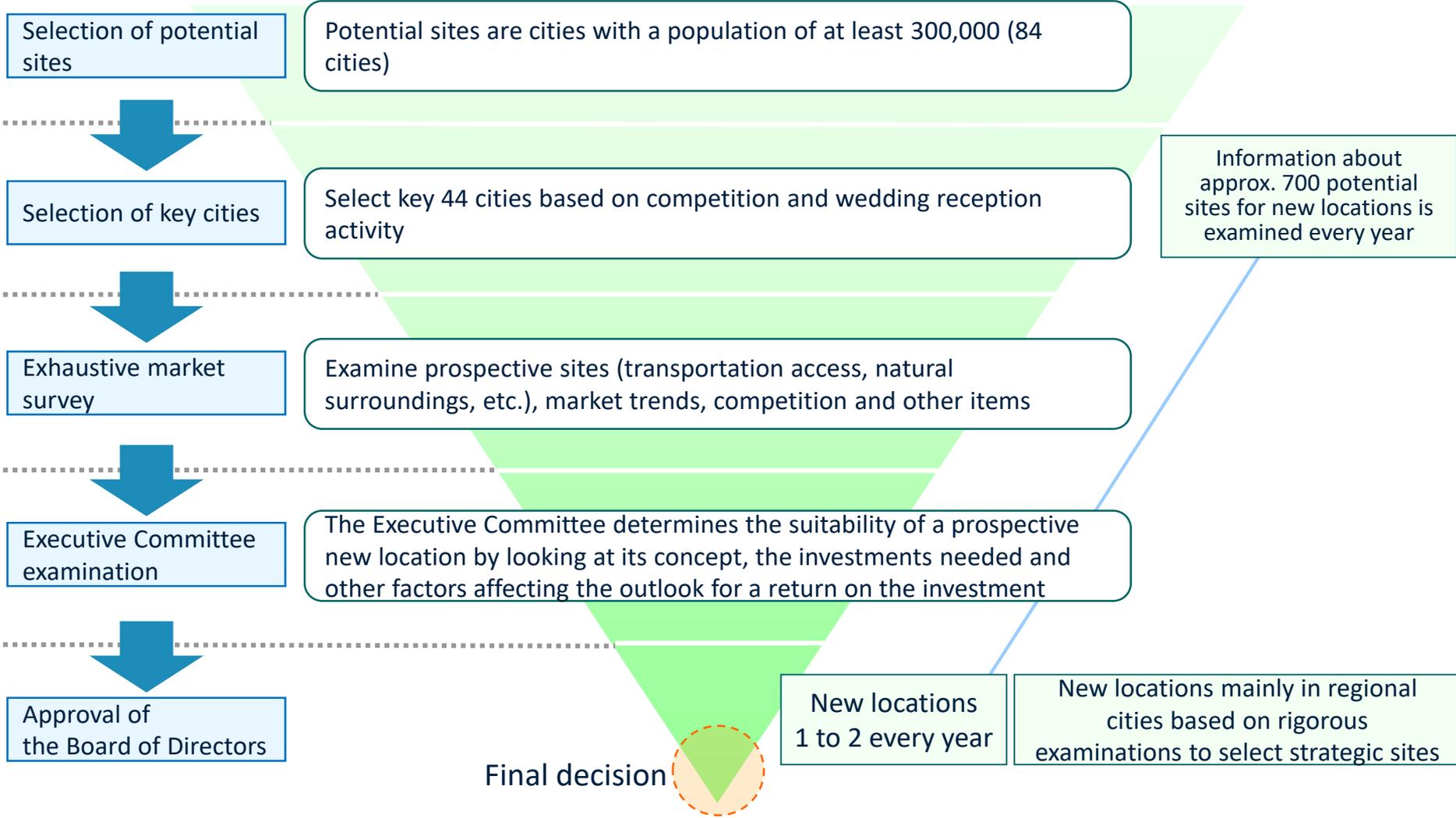
	Large metro areas (Example: Tokyo)	<b>Regional cities</b> (Example: Large cities in Kyushu)
Market	<b>Large</b>	<b>Small/ Medium</b>
Competition	<b>High</b>	<b>Low</b>
Operating cost (rent, advertising, etc.)	<b>High</b>	<b>Low</b>
Greenery/nature	<b>Minimal</b>	<b>Abundant</b>
Word-of-mouth	<b>Small/medium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

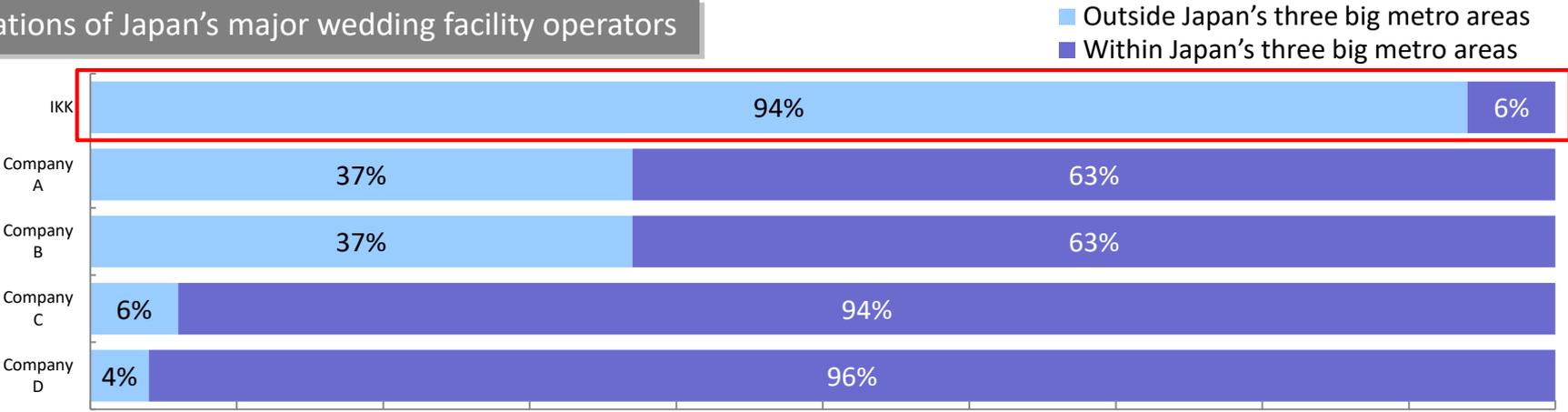


Extremely thorough site selection process to create branches that can succeed for 20 years – Building a base for stable, long-term operation of branches

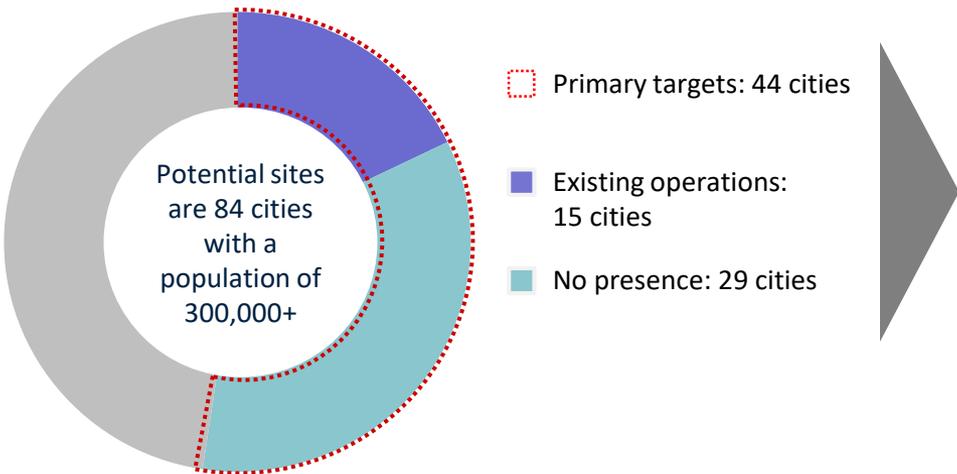


Much potential for new locations in places with little competition, both outside Japan's three big metro areas as well as within these areas

Locations of Japan's major wedding facility operators



IKK wedding facility locations



Plan on opening one to 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

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 10,000m<sup>2</sup>



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





# A Brand with Deep Local Roots and Strong Ties with Local Residents (1)

Reference

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

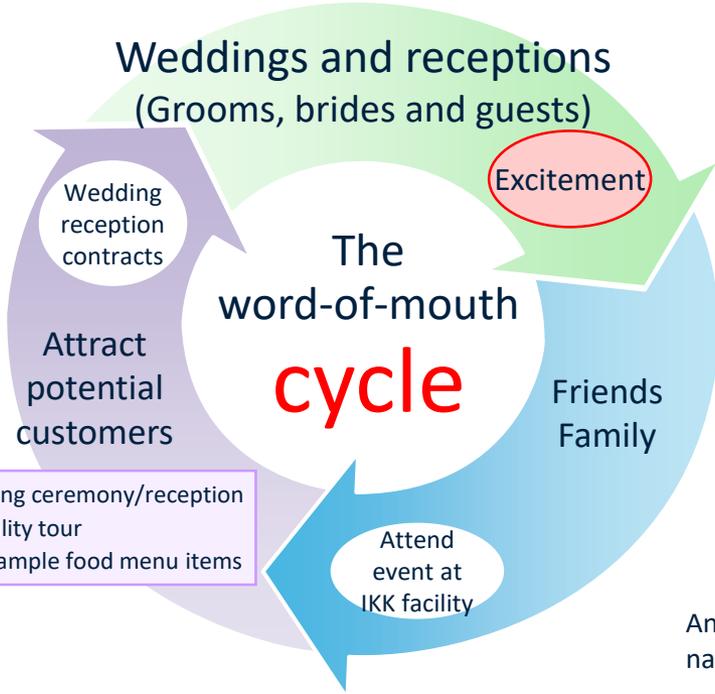
A local reputation for serving outstanding food



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



Weddings and receptions (Grooms, brides and guests)



Simulated wedding ceremony/reception  
Participatory facility tour  
Try on dresses/sample food menu items

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 2017 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 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, 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, 17th Zexy Wedding Photo Contest



The groom and other band members from junior high school days performed together for the first time in many years, bringing tears to their eyes with a treasured memory. The photo shows the moment when everyone once again realizes the importance of friends.

**Title: Friendship**

### Prize-winning photos

#### 2011

Japan Wedding Photo Grand 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 Grand 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 Grand 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 Grand Prix, 19th place  
Wedding Photo Awards, Gold Prize (2 people)

#### 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)

## 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

#### 2017

6th Home Town Wedding Contest, Bridal Industry Newspaper Prize

#### 2018

7th Home Town Wedding Contest, Bridal Industry Newspaper Prize

## Benefits of recruiting outstanding human resources and providing extensive training

- First place in 2019 in the Mynavi and Nikkei New Graduate Company Popularity Ranking for Kyushu/Okinawa
- Recruiting information meetings have the same excitement as weddings and receptions
- First place in the Job-hunting Popularity for Individual Industries for the Wedding, Funeral and Other Services Sector

Rank	Company name	Votes
1	<b>IKK Inc.</b>	<b>344</b>
2	JR Kyushu Railway Company	249
3	Inc.SOGO MEDICAL CO., LTD.	201
4	Nishi-Nippon Railroad Co., Ltd.	185
5	ANA FUKUOKA AIRPORT CO.,LTD.	169
6	KYUSHU ELECTRIC POWER CO., INC.	168
7	Aishitoto Co., Ltd.	158
8	Star Flyer Inc.	146
9	LEVEL-5	140
10	Fukuoka Financial Group	127

- The survey covers third-year university students and first-year graduate school students in Japan planning to graduate in March 2019.
- The survey took place from February 1 to April 10, 2018.
- Sources of survey data are 1) input forms on the Mynavi 2019 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 3,507 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.



## Benefits of recruiting outstanding human resources and providing extensive training

- IKK ranked the top 4 companies and 1<sup>st</sup> place in the surveys of Vorkers, 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
<b>4</b>	<b>IKK Inc.</b>	<b>9.43</b>
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
<b>1</b>	<b>IKK Inc.</b>	<b>16.20</b>
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 Vorkers 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 Vorkers.

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

- IKK has placed in the 2018 Best Workplaces Lists by the Great Place to Work® Institute Japan for the past six consecutive years
- Input from annual employee questionnaires is used to maintain workplaces that are pleasant and rewarding



- Skill of executives and managers who oversee business operations **84%** (avg. for all companies\* is 77%)
- Executives and managers clearly define a vision and how to accomplish that vision **90%** (avg. for all companies\* is 80%)



- I am proud of the business operations of the company **90%** (avg. for all companies\* is 82%)
- I believe the company is contributing to communities and society **91%** (avg. for all companies\* is 76%)



- The company holds celebrations whenever there is a special occasion **91%** (avg. for all companies\* is 84%)
- The company creates a mood of solidarity and teamwork **84%** (avg. for all companies\* is 75%)

\*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; **33.3%** 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 2017 – Tokyo Area**  
Key points when selecting a wedding reception/party location



In the Zexy survey, **quality of all staff at the location** was the **eight** most important factor when selecting a wedding reception/party location.

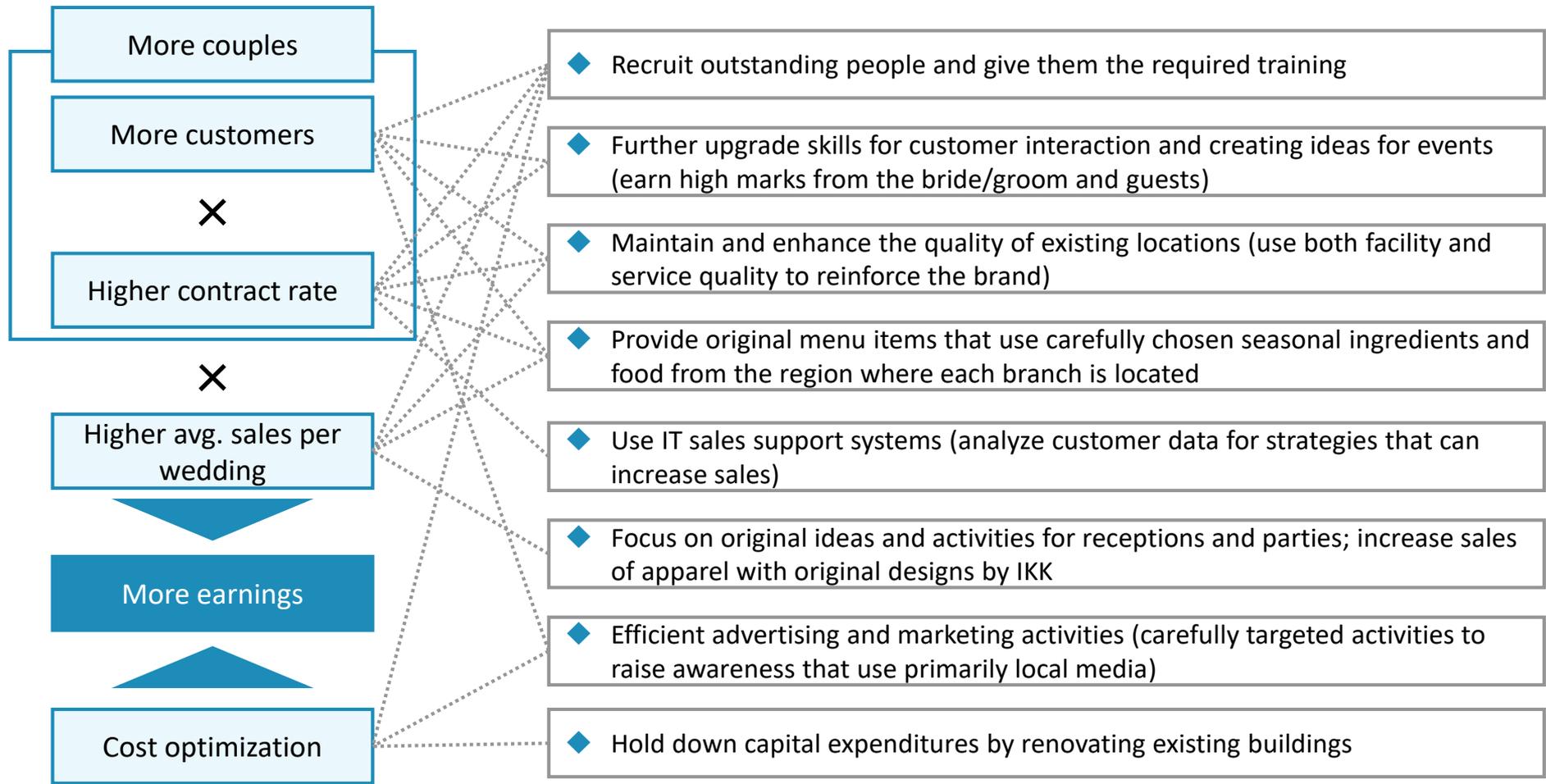
Rank of customer service in reasons for selecting an IKK location	Rank
Imari Branch	1
Tosu Branch	1
Fukuoka Branch	2
Toyama Branch	1
Miyazaki Branch	1
Oita Branch	2
Kanazawa Branch	1
Miyazaki Branch #2	1
Iwaki Branch	1
Kochi Branch	1
Fukui Branch	1
Morioka Branch	1
Toyama Restaurant Branch	2
Suite Villa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

Source: IKK study (Oct. 31, 2017)

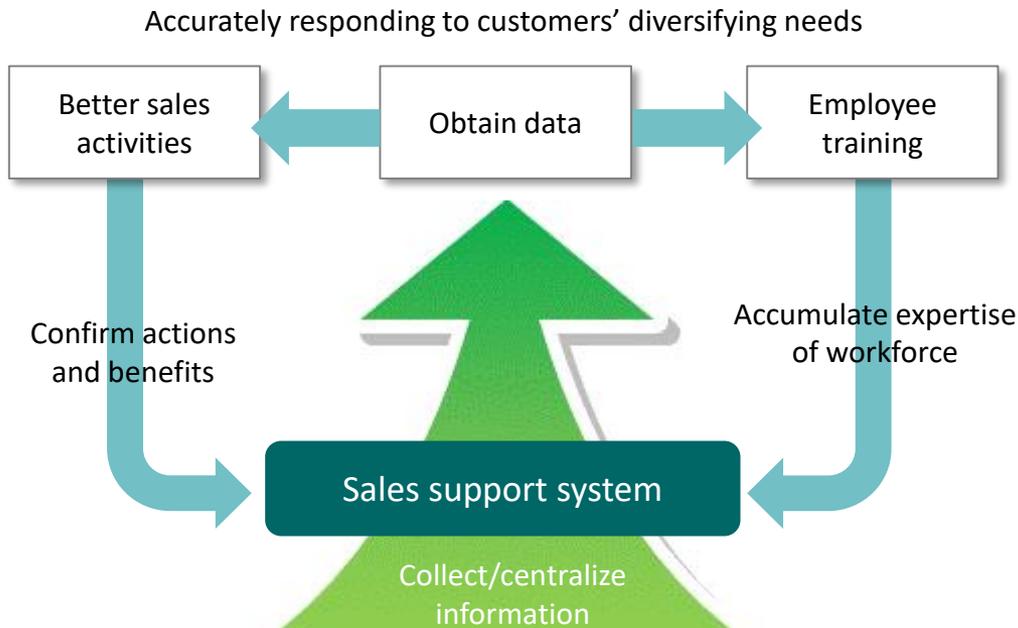
- Thanks to extensive training programs, the dedication of our people to excellence in customer service is the most important reason that people select an IKK wedding facility
- Customer service is the main reason that people select IKK at more than half of all locations

Source: Zexy Wedding Magazine Trend Survey 2017 – Tokyo Area, listing in order of the key points for selecting a location for a wedding reception/party.

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



#### Sales information

- Customer data (gender, age, region, others)
- Information about competitors
- Market trends (time that facilities are used, information media, others)
- Reason for using an IKK wedding facility

#### ◆ Quickly make new and inexperienced employees productive

Accumulate expertise of highly successful salespeople and share this knowledge to assemble a framework for constantly developing skills

#### ◆ Obtain timely performance indicators at any time

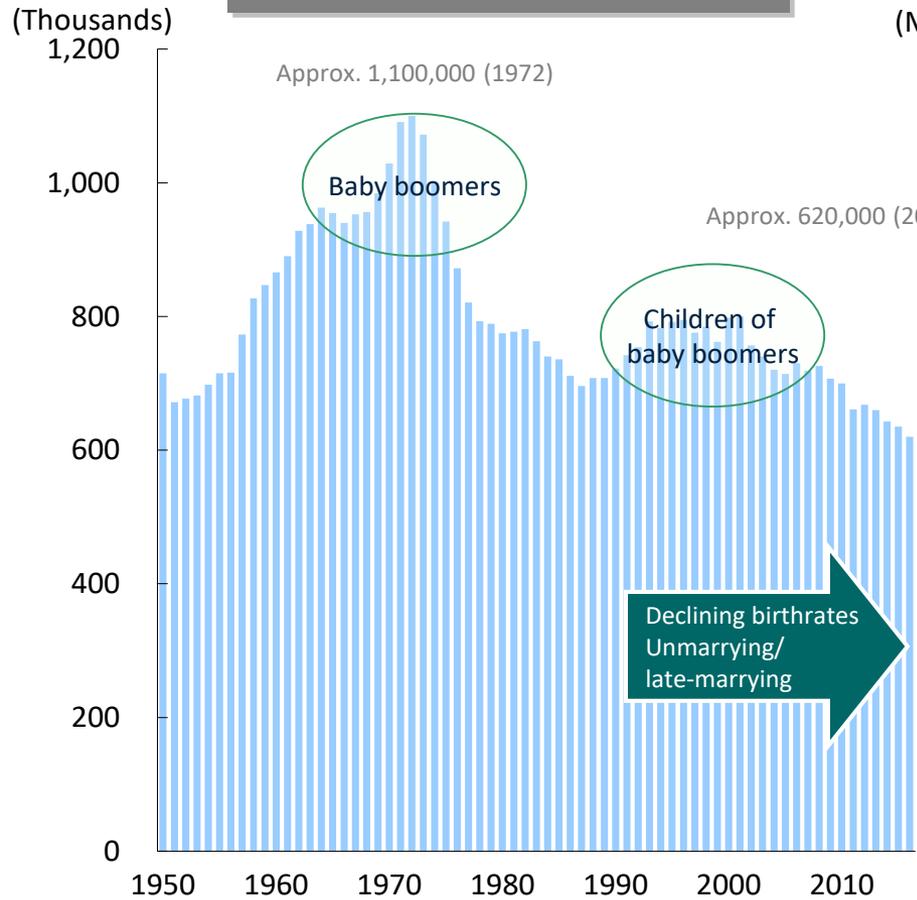
Take the most suitable and effective actions by using the latest information from nationwide branches and employees about orders received, progress toward goals and other items

#### ◆ Collect information for use as marketing data

Collect and centralize customer information for use as marketing data to facilitate effective and on-target sales and other business initiatives

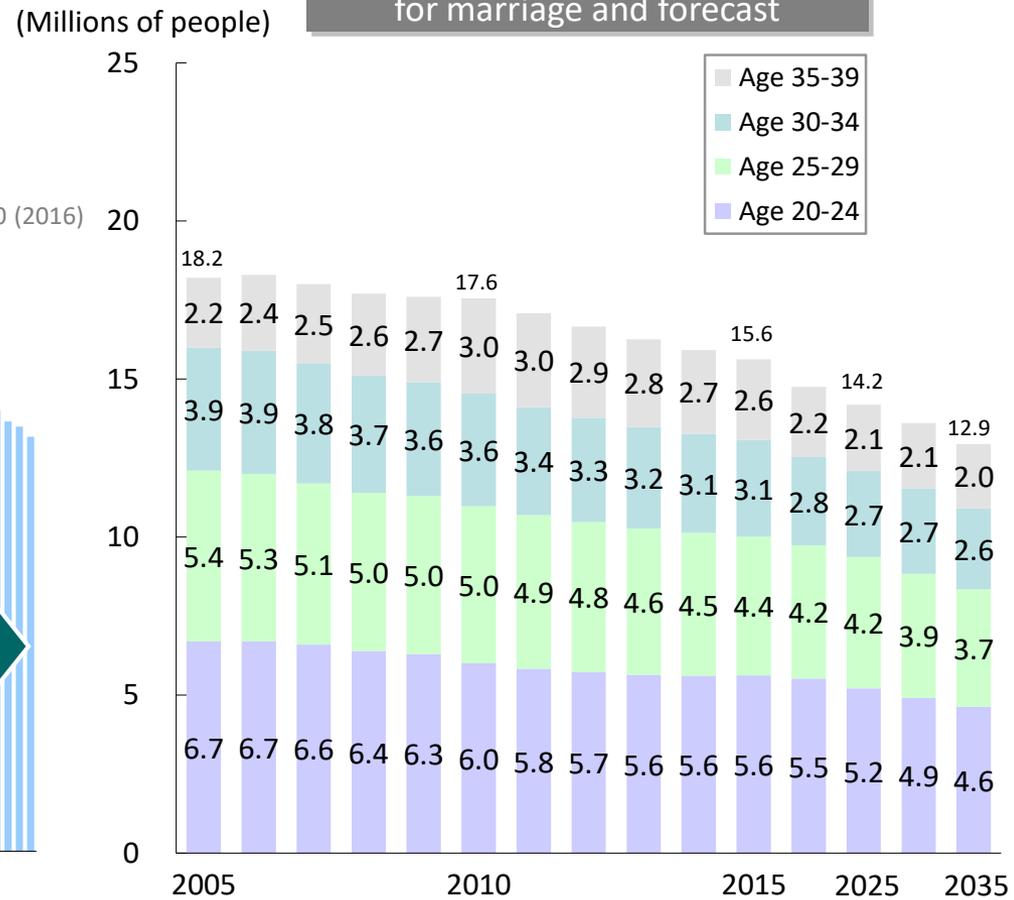
Weddings and receptions in Japan continue to decline along with the numbers of children and people in the prime age segments for marriage

Number of marriages in Japan



Source: Ministry of Health, Labour and Welfare, "Vital Statistics 2016" (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

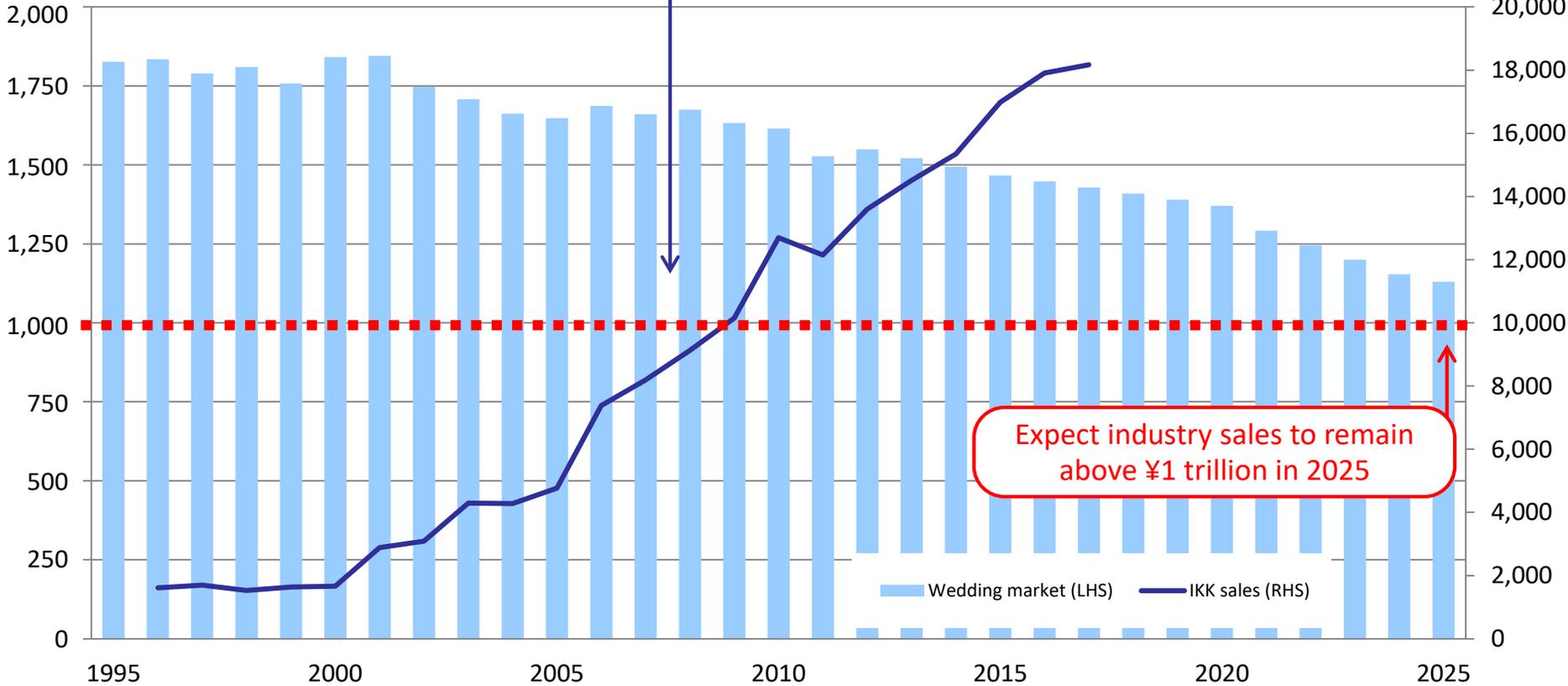
Annual sales in Japan's wedding market and forecast

IKK's sales are climbing steadily even as the market shrinks

Expect industry sales to remain above ¥1 trillion in 2025

(Billions of yen)

(Millions 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

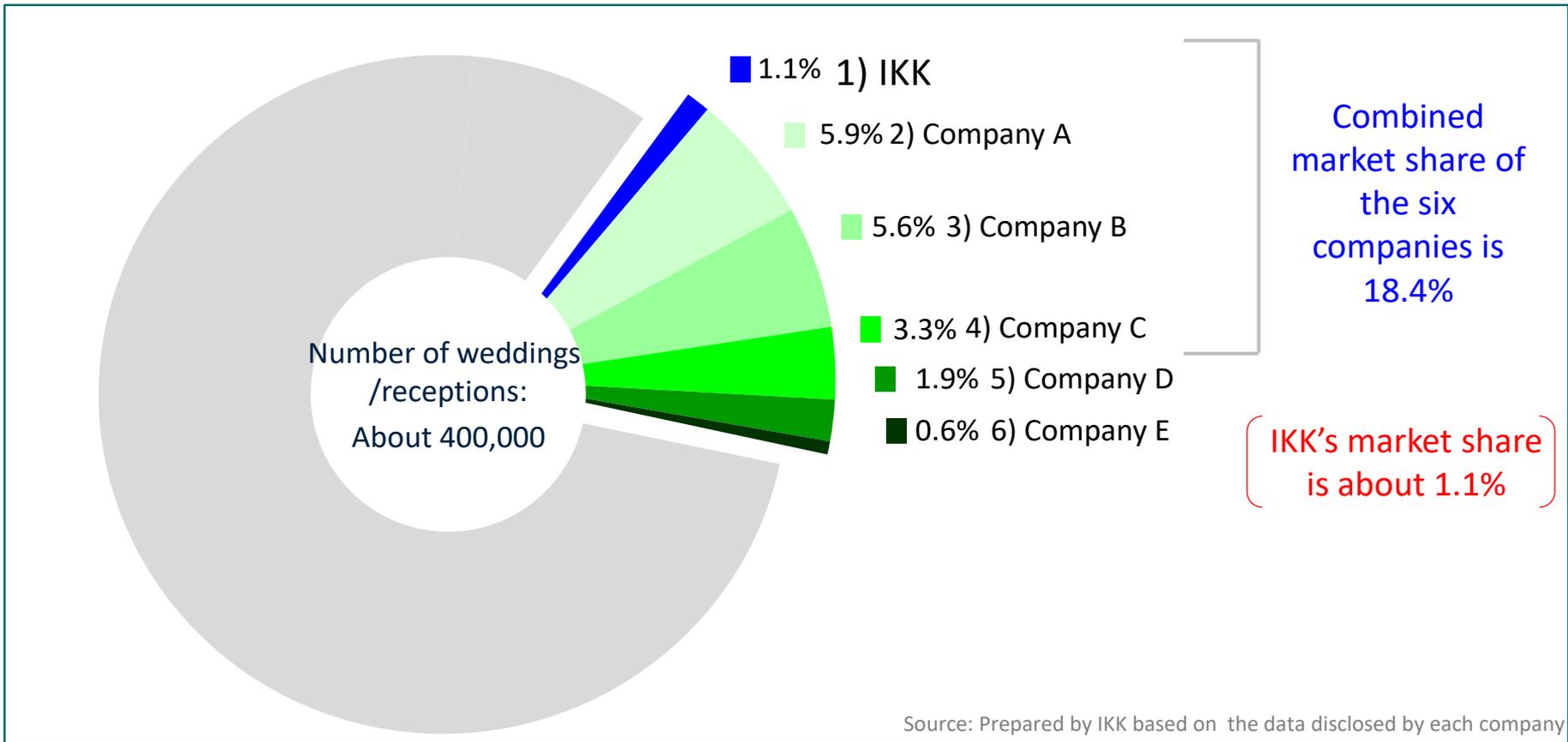
- Others (restaurants, etc.)
- Hotels
- Wedding halls, guesthouse-style weddings



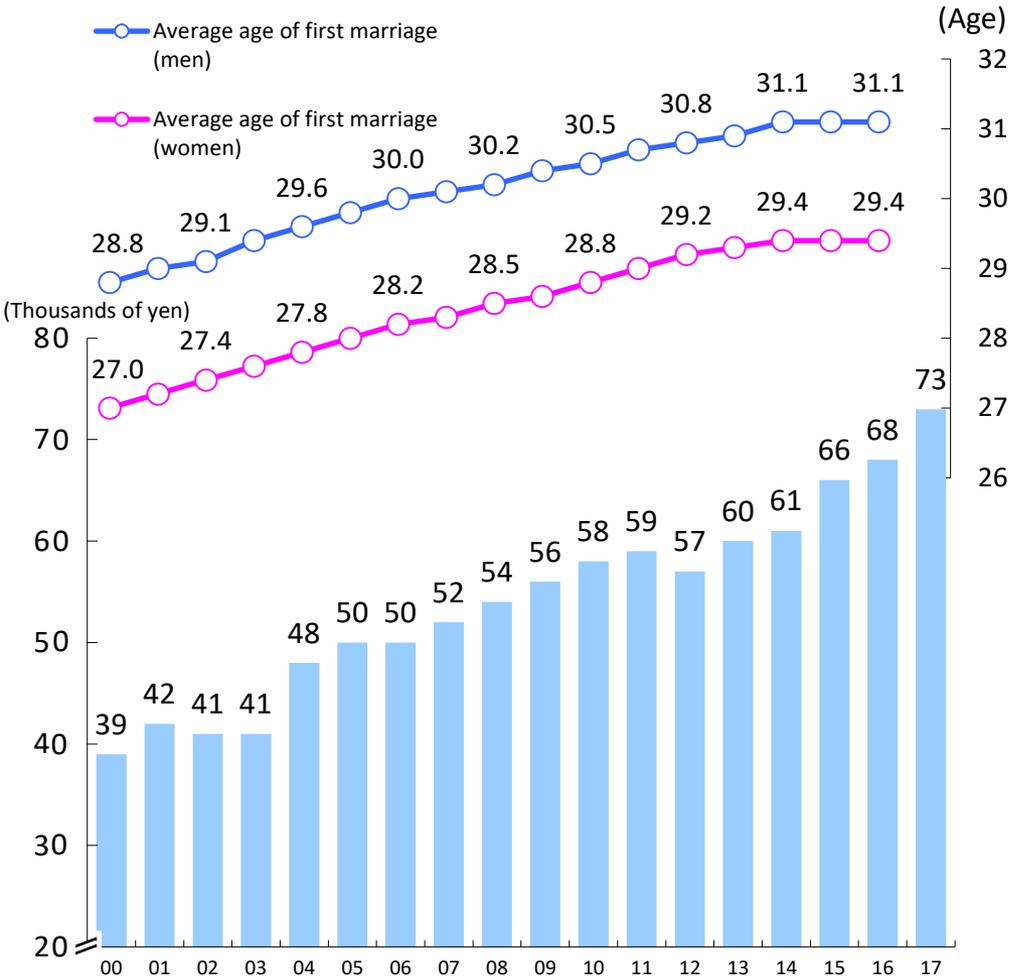
Source: Zexy Wedding Magazine Trend Survey 2017 (Estimates), facilities that host wedding receptions/parties

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  
(now about 90% higher than in 2000)

Source: Zexy Wedding Magazine Trend Survey 2017 – Tokyo Area, total per-guest cost for wedding ceremony and reception/party, Ministry of Health, Labour and Welfare, "Vital Statistics 2016"



## 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.



IR Contact:

Management Div. ( [info-ir@ikk-grp.jp](mailto:info-ir@ikk-grp.jp) )

URL <http://www.ikk-grp.jp/>

