



**Results of Operations
for the Third Quarter of the Fiscal Year
Ending October 31, 2020**



IKK Inc.

(Listed on TSE First Section, Securities code 2198)

I. 3Q FY2020 Consolidated Financial Highlights



Sales and earnings decreased due to wedding postponements caused by COVID-19

Net sales: ¥7,659 million (-45.9% YoY)

In addition to the increase in the number of wedding postponements caused by COVID-19, and with the health and safety of customers and employees being the highest priority, fewer orders were received for weddings because it was recommended that they be postponed until the end of August 2020.

Operating profit: ¥(2,527) million

Operating profit was down from one year earlier and below the plan because of COVID-19.

Profit attributable to owners of parent: ¥(1,793) million

Record high

Order backlog (at the end of July 2020): 5,218 weddings (+20.8% YoY)

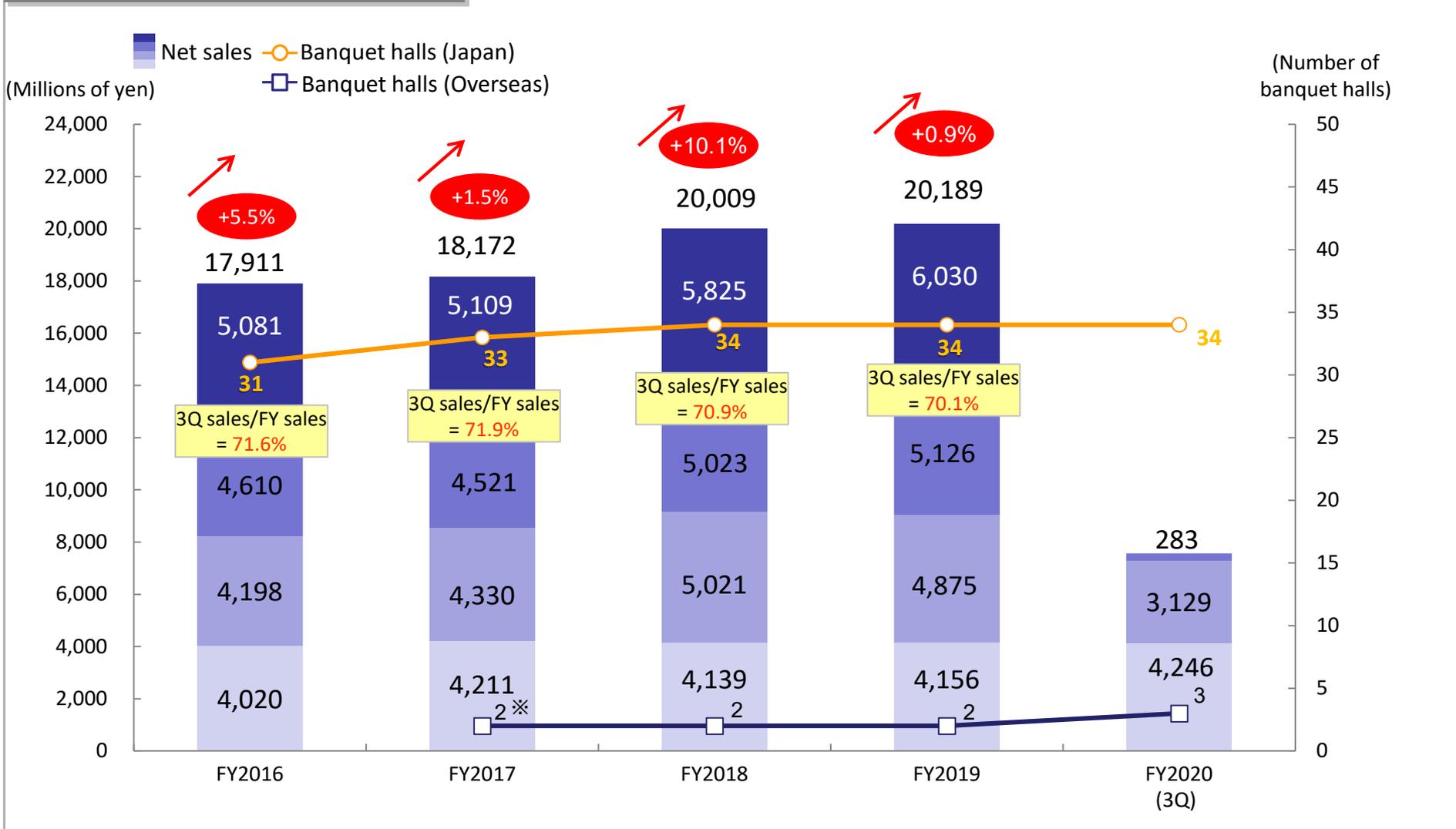
Postponements caused by COVID-19 have increased the number of orders received for weddings in the next fiscal year. As a result, the order backlog increased to an all-time high.

(Millions of yen)

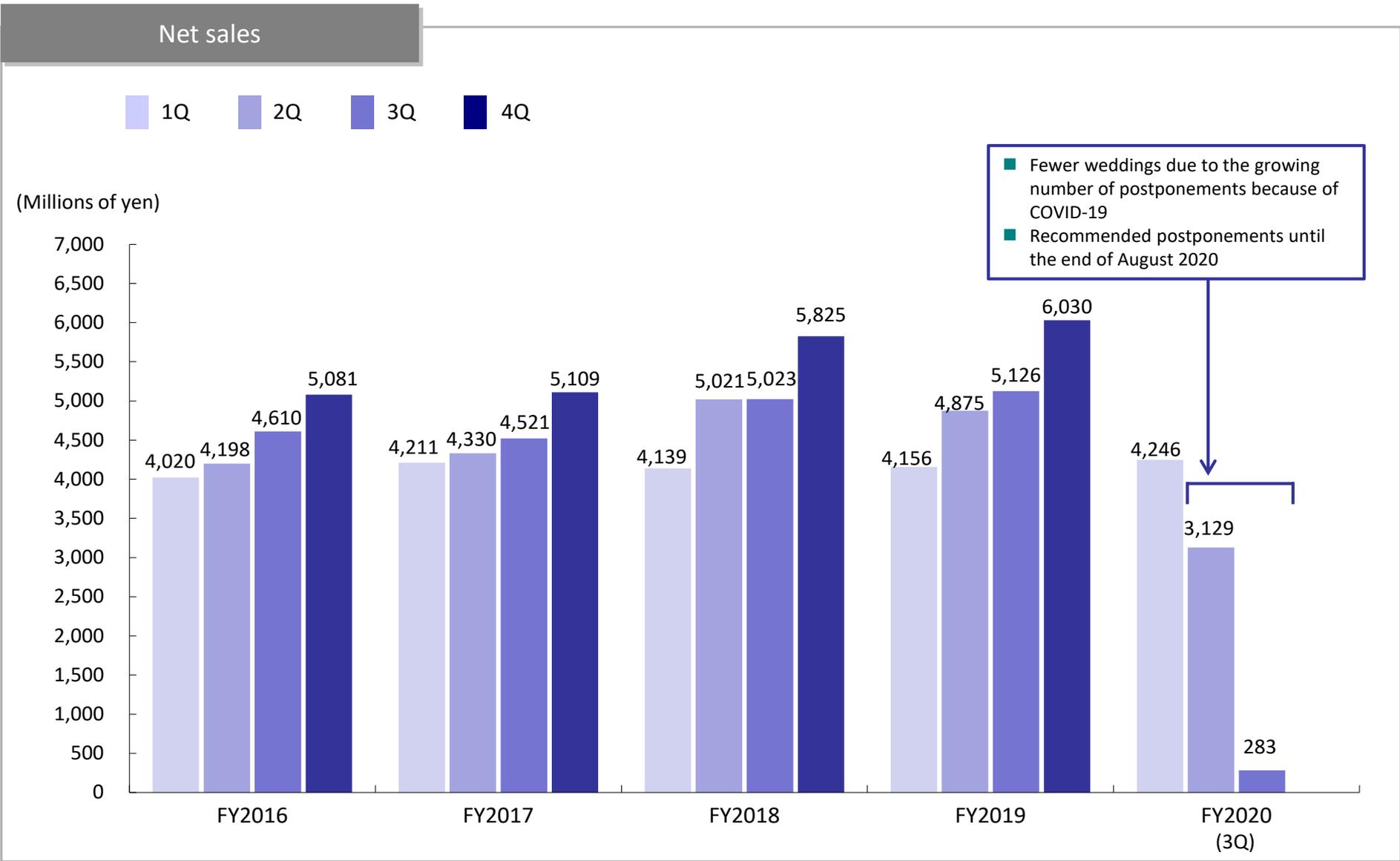
	3Q FY2019		3Q FY2020			
	Amount	% to sales	Amount	% to sales	YoY change	
					Amount	%
Net sales	14,158	100.0	7,659	100.0	(6,499)	(45.9)
Wedding operations	13,587	96.0	7,262	94.8	(6,325)	(46.6)
Funeral operations	190	1.3	-	-	(190)	-
Nursing-care operations	385	2.7	397	5.2	12	3.1
Gross profit	7,779	54.9	3,802	49.6	(3,977)	(51.1)
SG&A expenses	6,866	48.5	6,330	82.6	(536)	(7.8)
Operating profit	912	6.4	(2,527)	-	(3,440)	-
Ordinary profit	928	6.6	(2,510)	-	(3,438)	-
Profit attributable to owners of parent	630	4.5	(1,793)	-	(2,423)	-
Net income per share (Yen)	21.24	-	(60.38)	-	-	-

*On October 1, 2019, IKK sold 95% of the stock of a subsidiary which operates the funeral business. As a result, funeral operations are excluded from the scope of consolidation.

Net sales, number of banquet halls



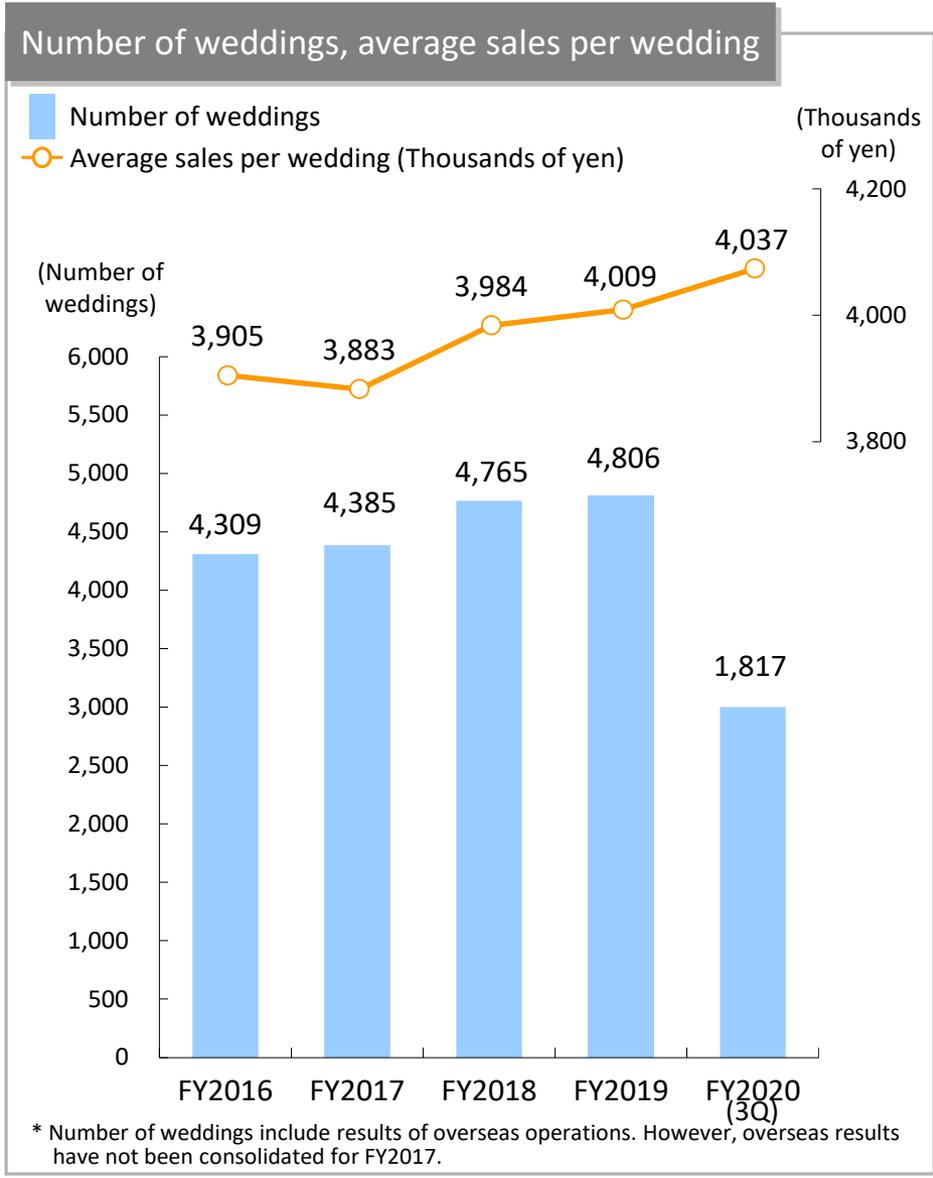
*Overseas wedding operations started in FY2017. However, overseas results have not been consolidated for FY2017.

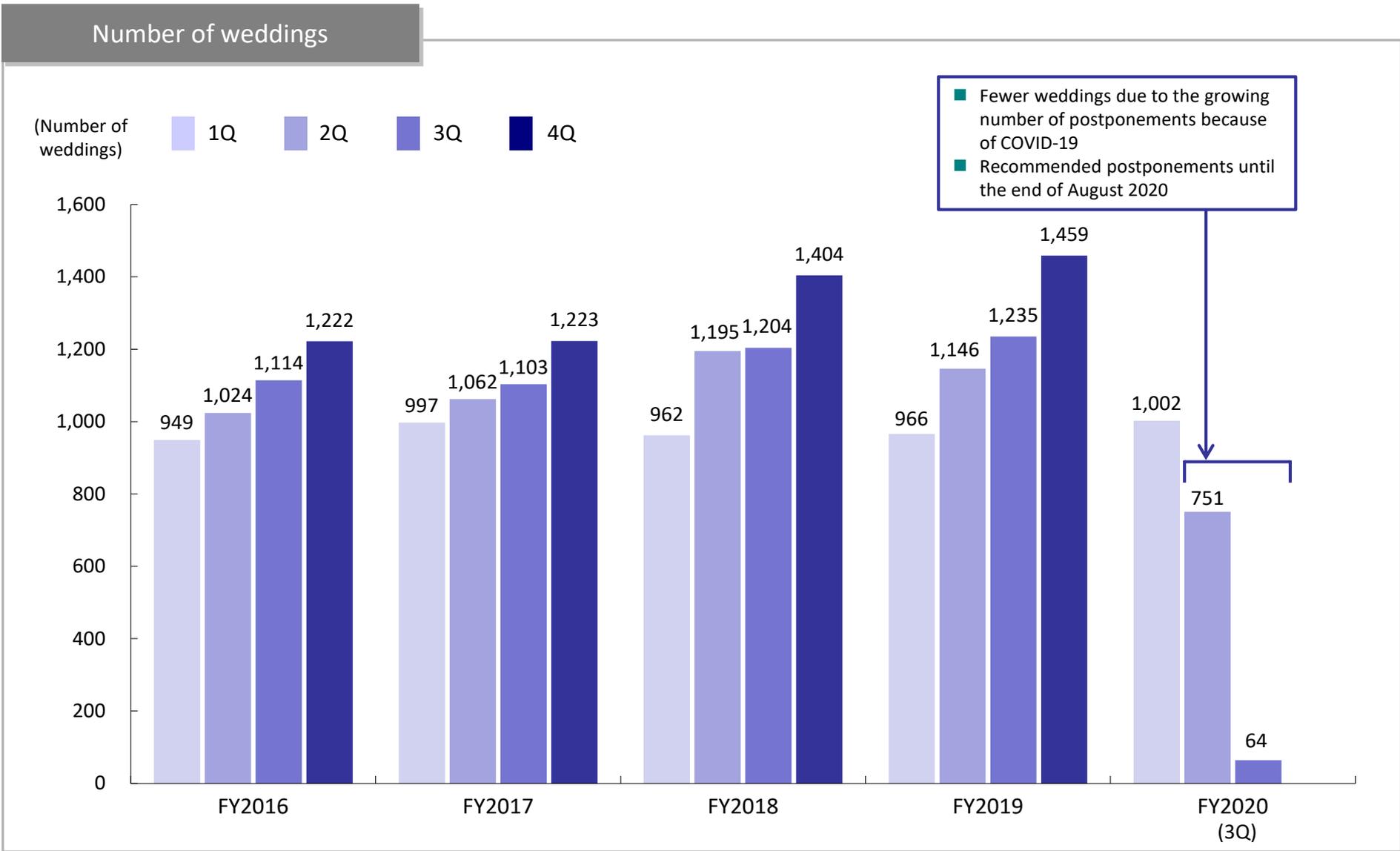


	3Q FY2019 results	3Q FY2020 results	YoY change	
			Amount	%
Net sales (Millions of yen)	13,587	7,262	(6,325)	(46.6)
Number of branches in Japan	18	18	0	-
Number of branches overseas	1	2	1	100.0
Number of weddings	3,347	1,817	(1,530)	(45.7)
	Japan	3,233	(1,527)	(47.2)
	Overseas	114	111	(3)
Orders for weddings* ¹	3,948	2,867	(1,081)	(27.4)
Order backlog* ¹	4,320	5,218	898	20.8
Average sales per wedding* ² (Thousands of yen)	4,029	4,037	7	0.2

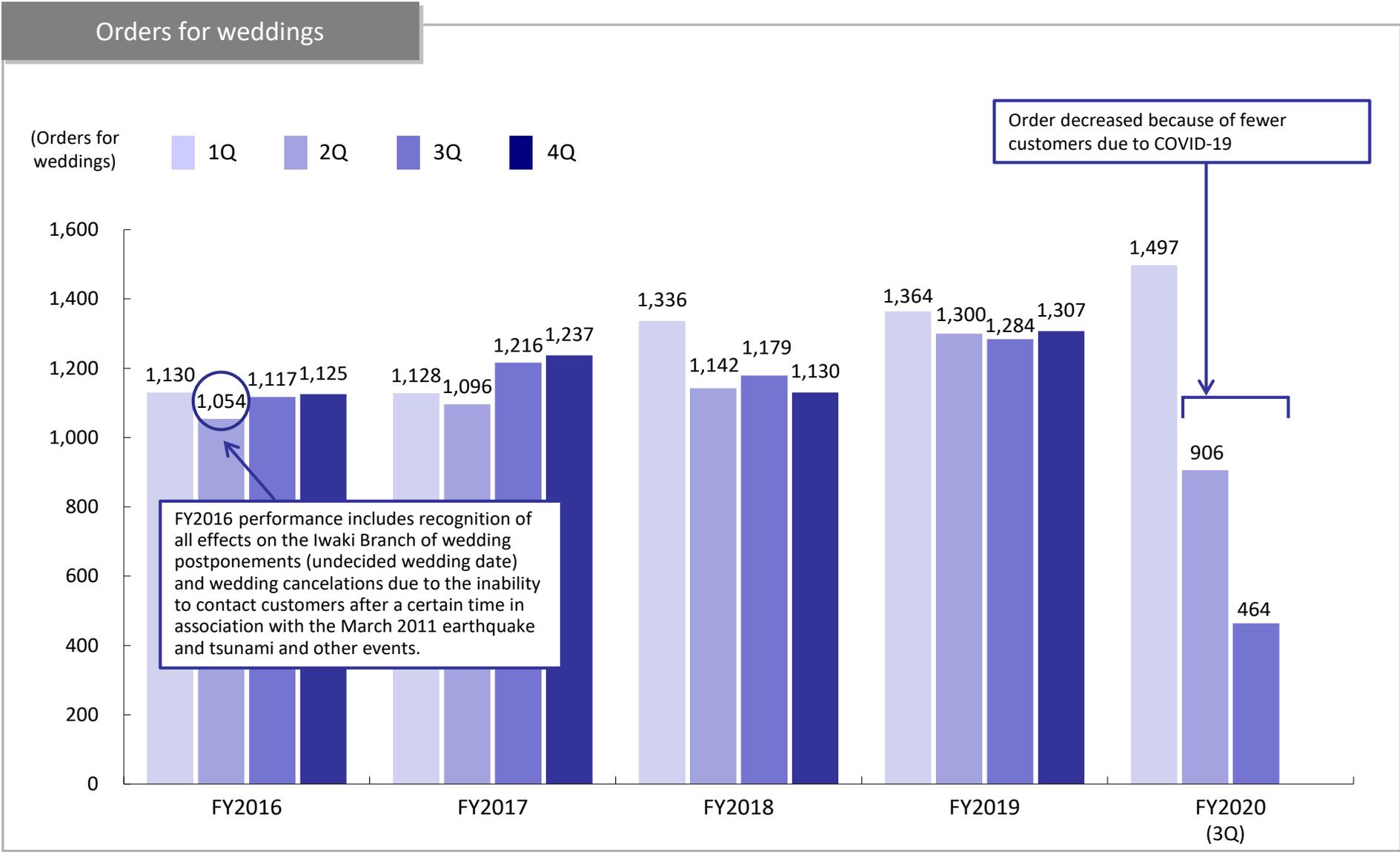
*1 Orders for weddings and order backlog do not include overseas wedding operations.

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

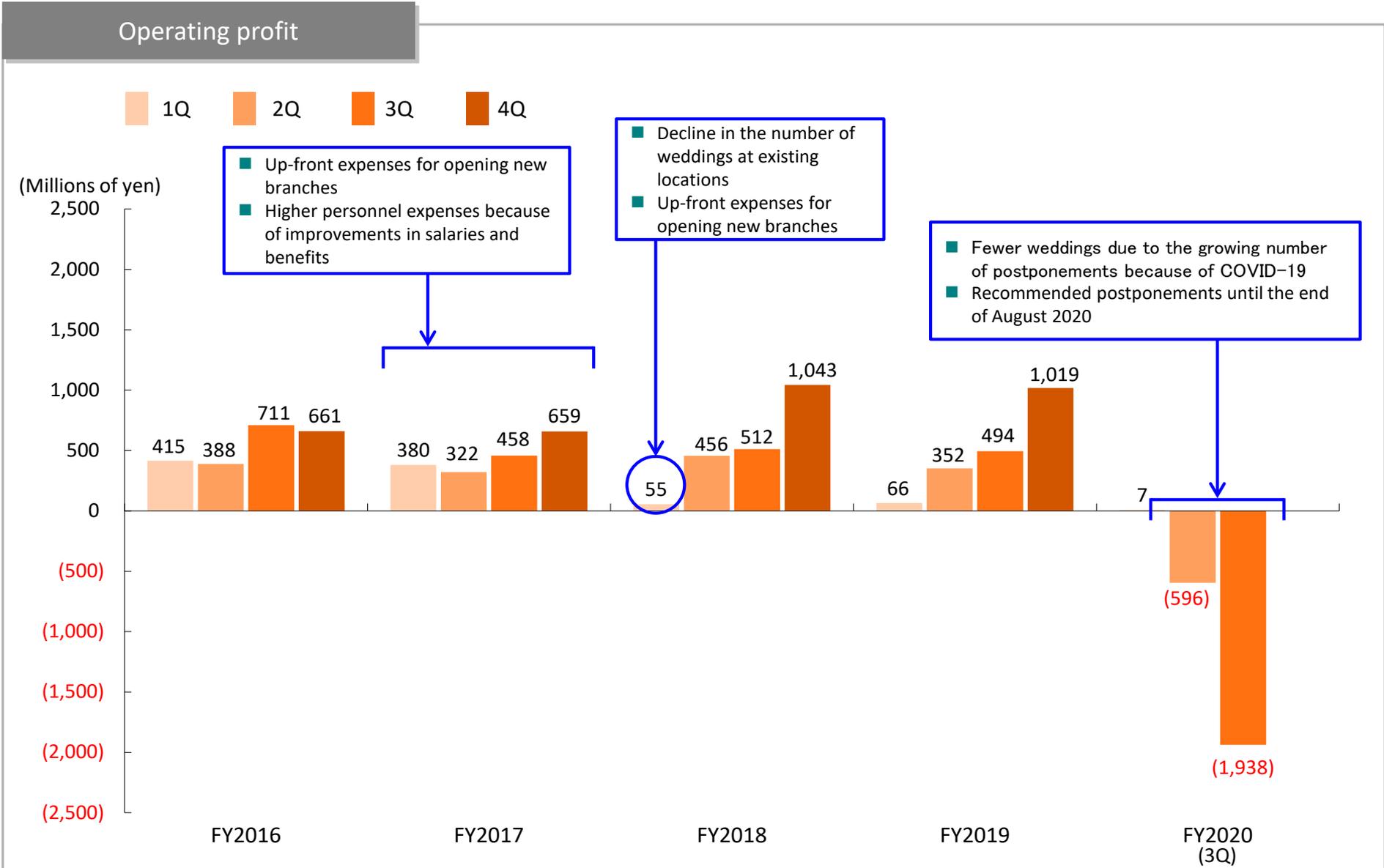


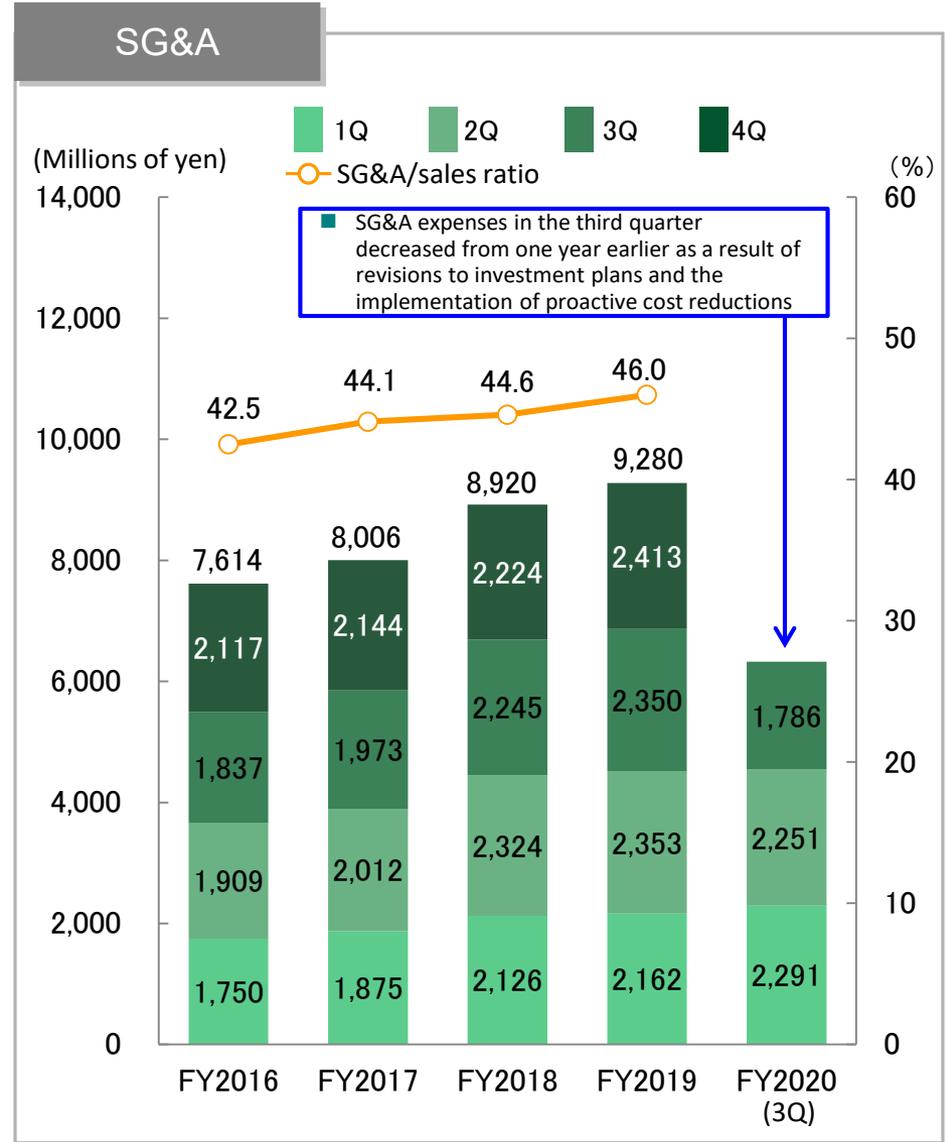
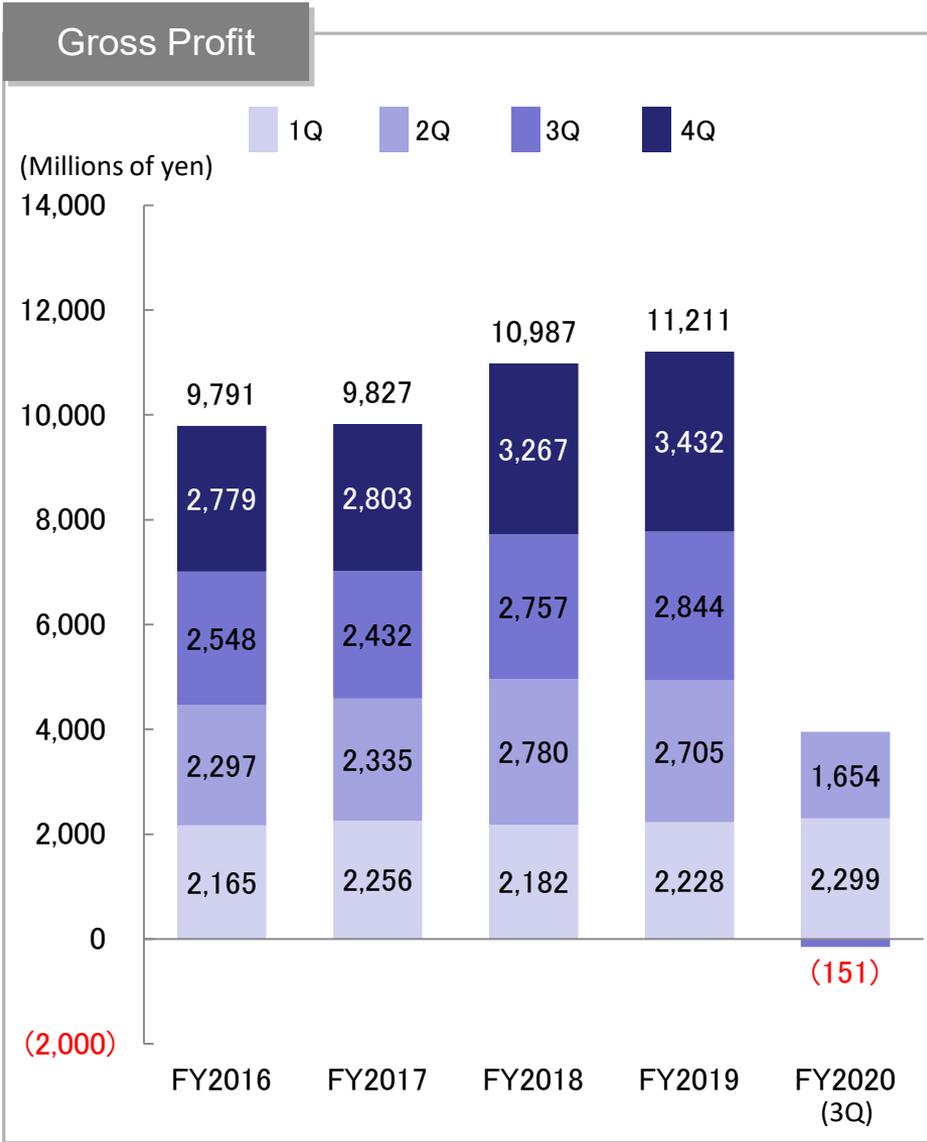


* Number of weddings include results of overseas operations. However, overseas results have not been consolidated for FY2017.

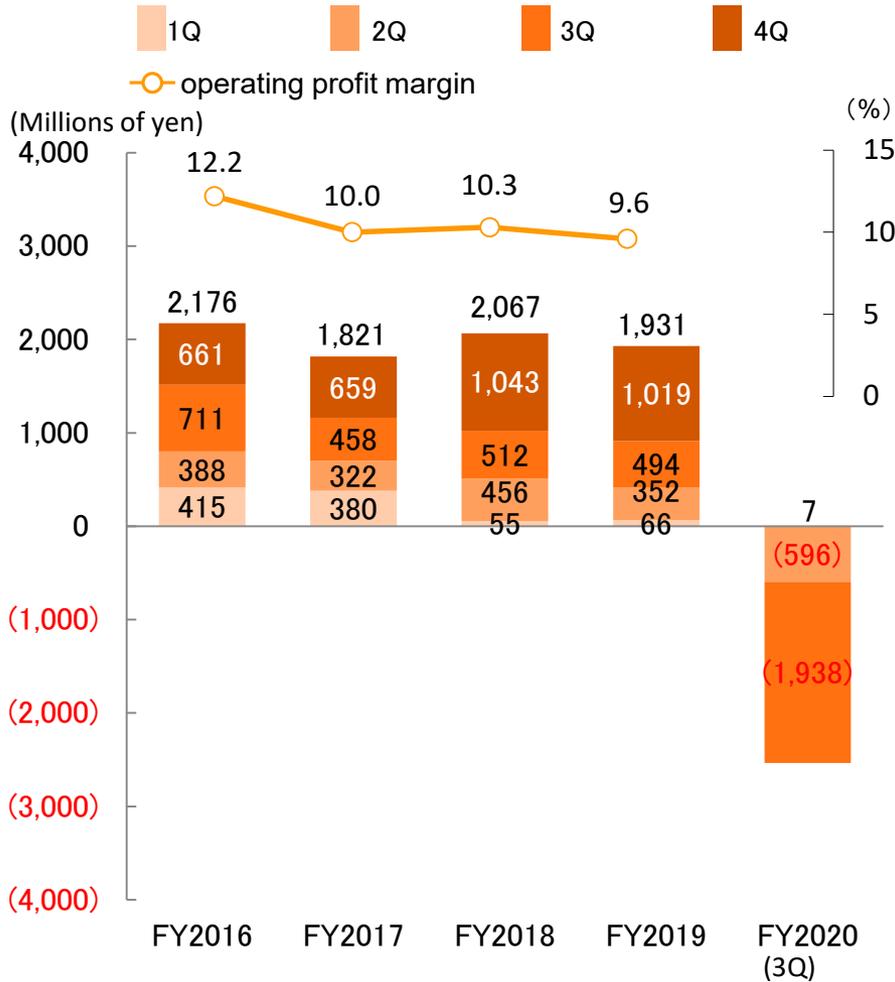


* Orders for weddings include results of overseas operations.

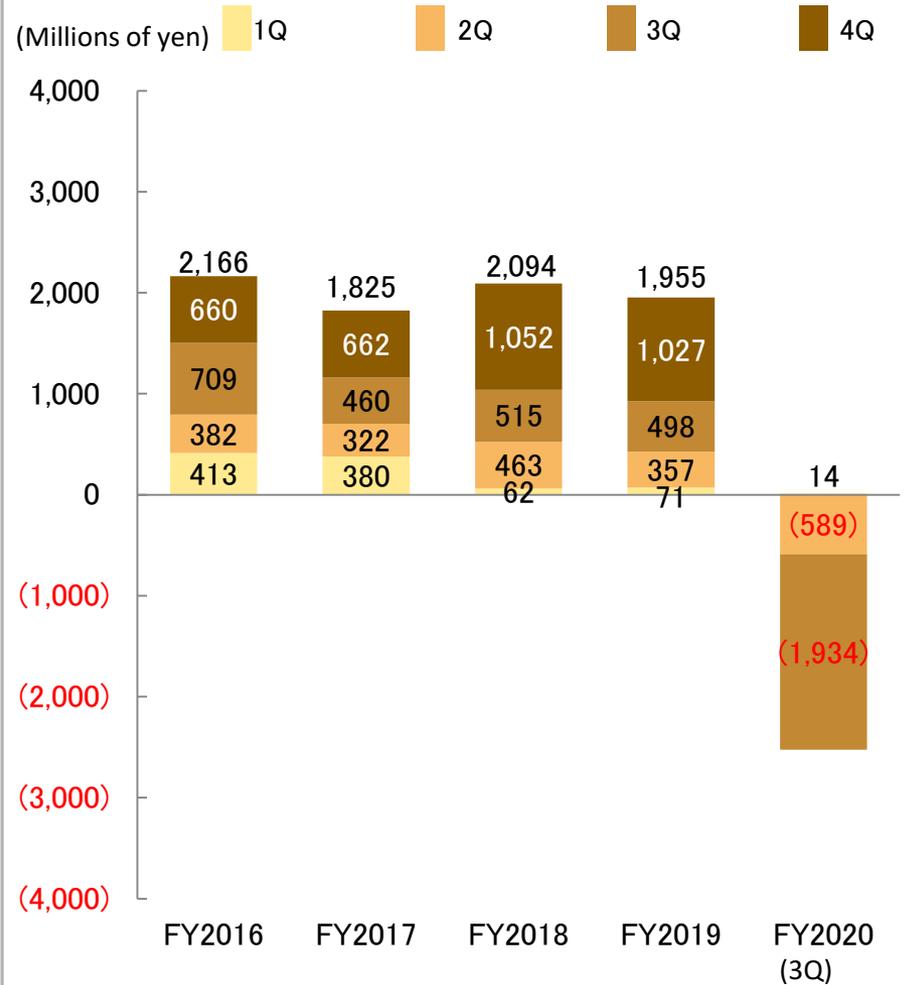




Operating Profit



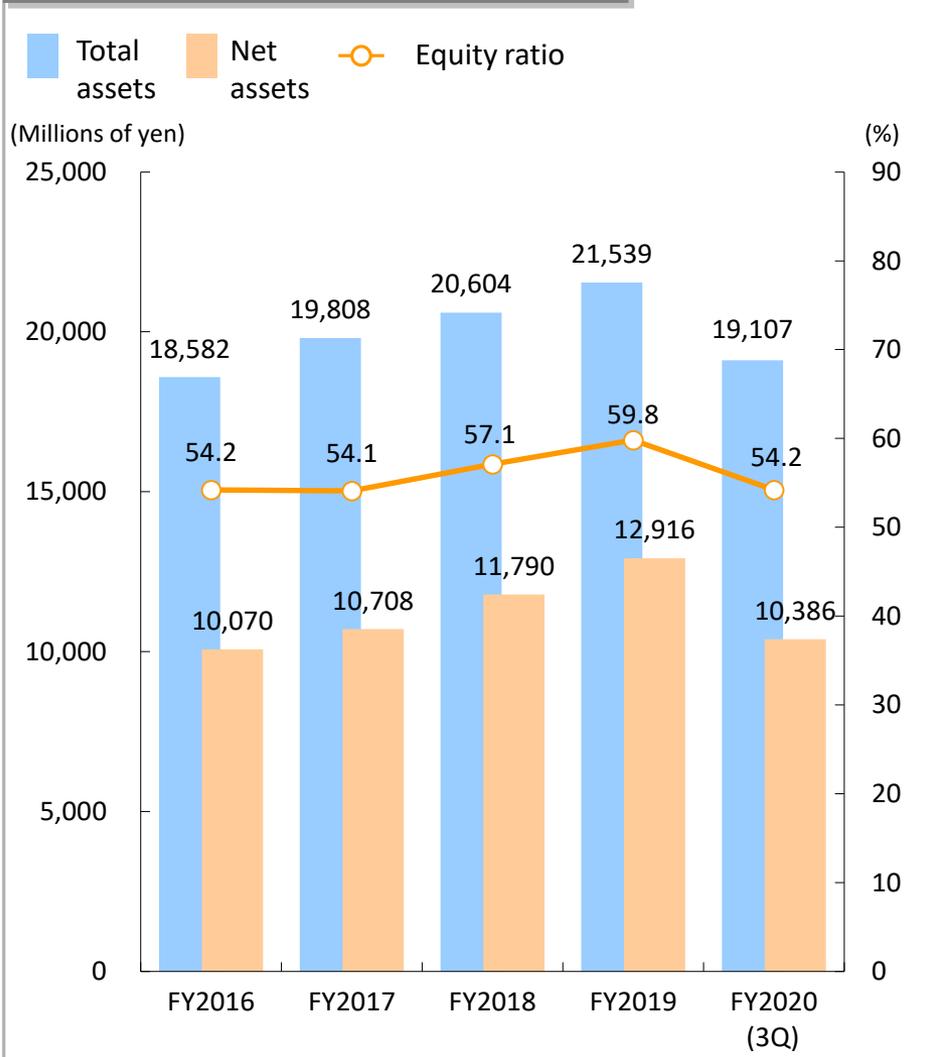
Ordinary Profit



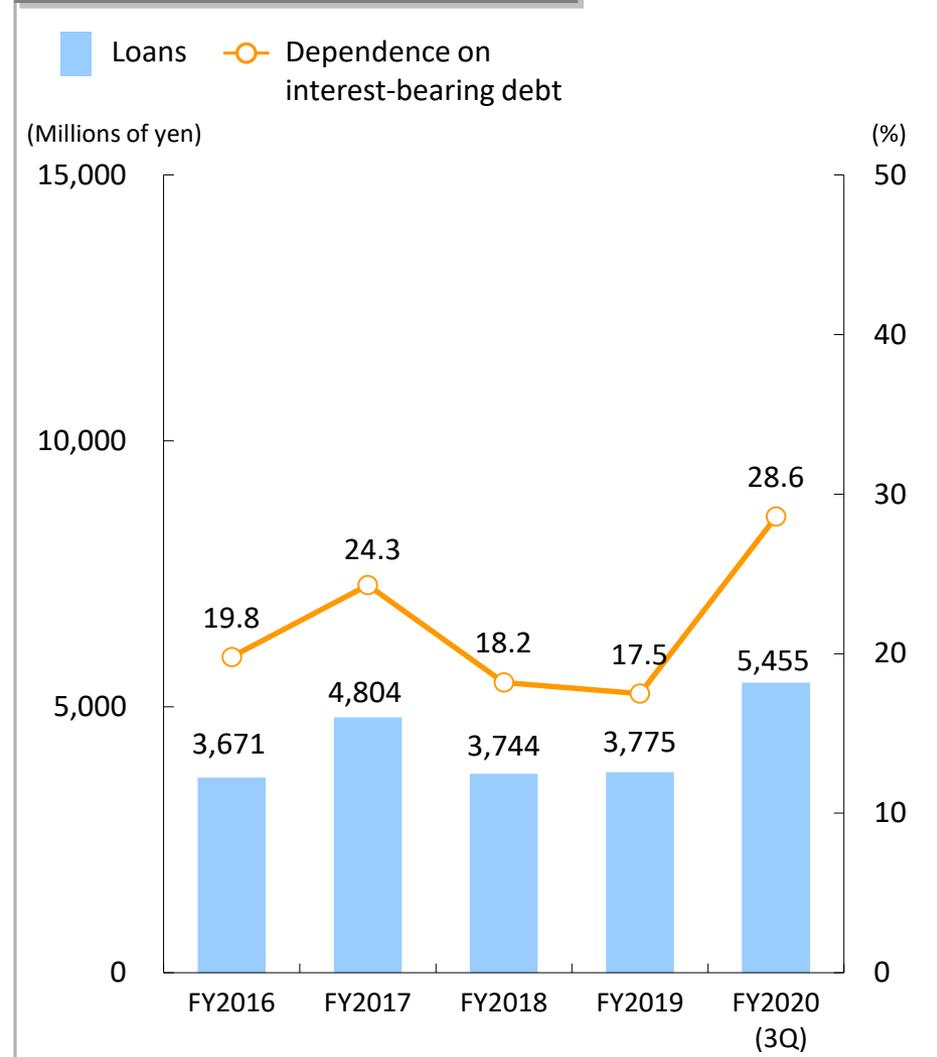
(Millions of yen)

	Oct. 31, 2019		July. 31, 2020		
	Amount	Comp. (%)	Amount	Comp. (%)	YoY change
Current assets	6,014	27.9	2,995	15.7	(3,019)
(Cash and deposits)	5,145	23.9	1,677	8.8	(3,467)
(Accounts receivable-trade)	303	1.4	107	0.6	(196)
Non-current assets	15,525	72.1	16,111	84.3	586
(Property, plant and equipment)	12,094	56.1	11,838	62.0	(256)
Total assets	21,539	100.0	19,107	100.0	(2,432)
Current liabilities	4,394	20.4	3,561	18.6	(832)
(Accounts payable-trade)	936	4.3	74	0.4	(861)
(Income taxes payable)	332	1.5	10	0.1	(322)
Non-current liabilities	4,228	19.6	5,158	27.0	930
Total liabilities	8,622	40.0	8,720	45.6	97
(Interest-bearing debt)	3,775	17.5	5,455	28.6	1,680
Total net assets	12,916	60.0	10,386	54.4	(2,530)
Total liabilities and net assets	21,539	100.0	19,107	100.0	(2,432)

Total assets, net assets, equity ratio



Interest-bearing debt



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

II. FY2020 Consolidated Forecast



Determining a reliable forecast is impossible due to the big impact of wedding postponements caused by COVID-19

No FY2020 forecast; an announcement will be made when a reliable forecast can be determined

IKK responses to the COVID-19 crisis

(1) Current account overdraft agreement and long-term loan

In addition to concluding a new current account overdraft agreement with a maximum overdraft amount of 9 billion yen, another long-term loan of 1.1 billion yen was arranged separately in June. The purpose of these facilities is to ensure a stable base of operations by maintaining ample liquidity on hand in order to be prepared in case the COVID-19 crisis continues for a long time.

(2) Strengthen IT systems

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

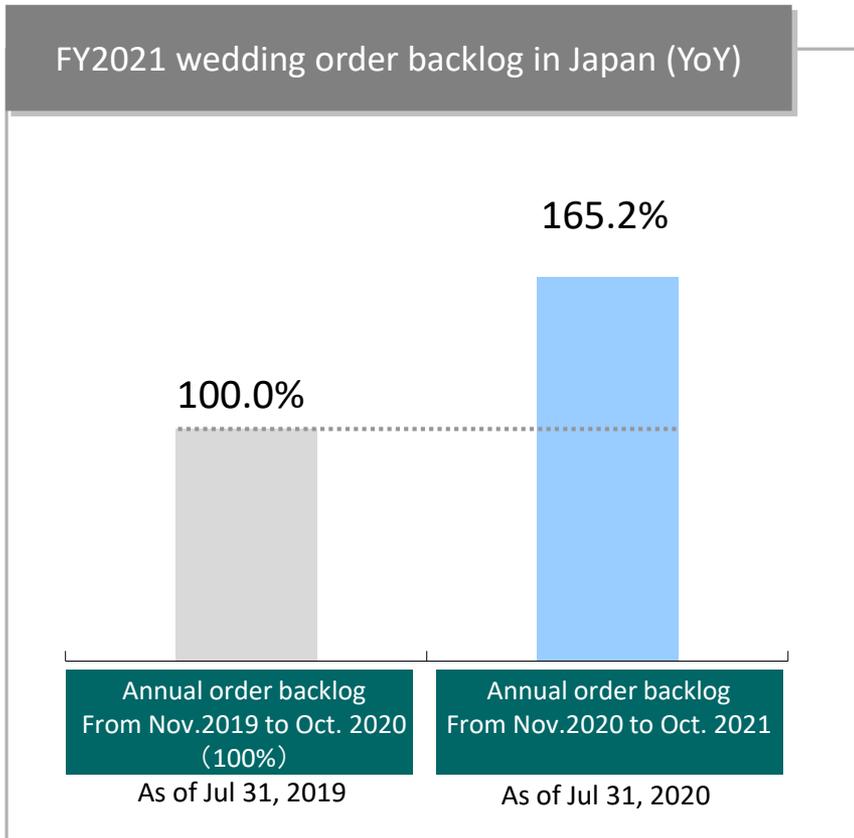
Business flows will be reexamined. Upgrading and increasing the use of these systems gives IKK a platform for business process reforms and innovation after the COVID-19 crisis ends.

(3) A stronger administrative framework

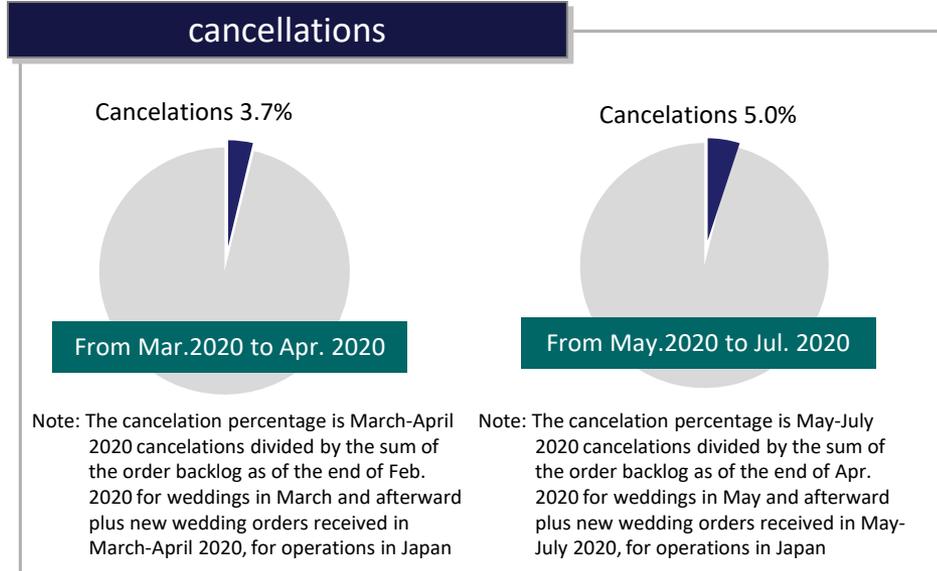
The COVID-19 Emergency Response Headquarters allows making fast decisions about dealing with this crisis in order to respond with flexibility to changes that are taking place every day.

FY2021 order backlog up because of wedding and reception postponements due to COVID-19

Very few cancelations as most couples push their weddings back to FY2021

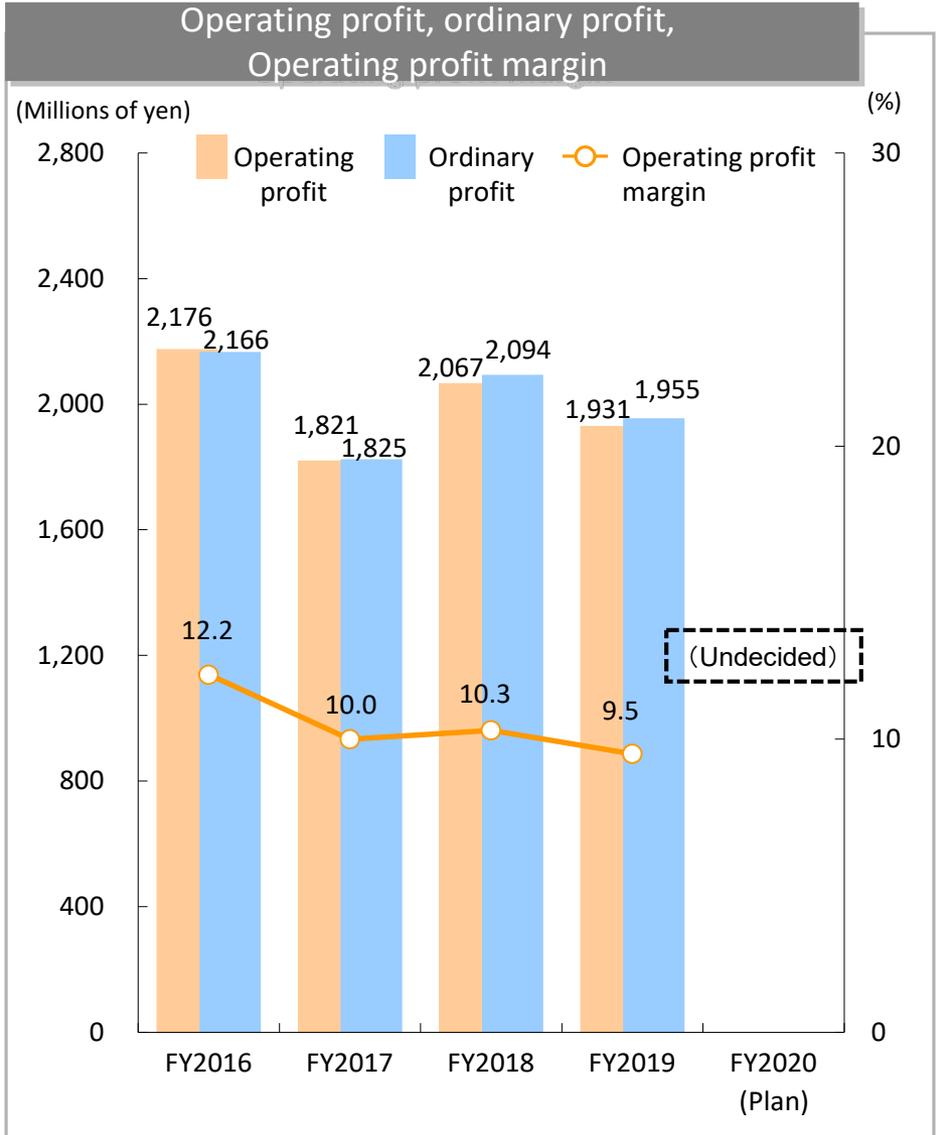
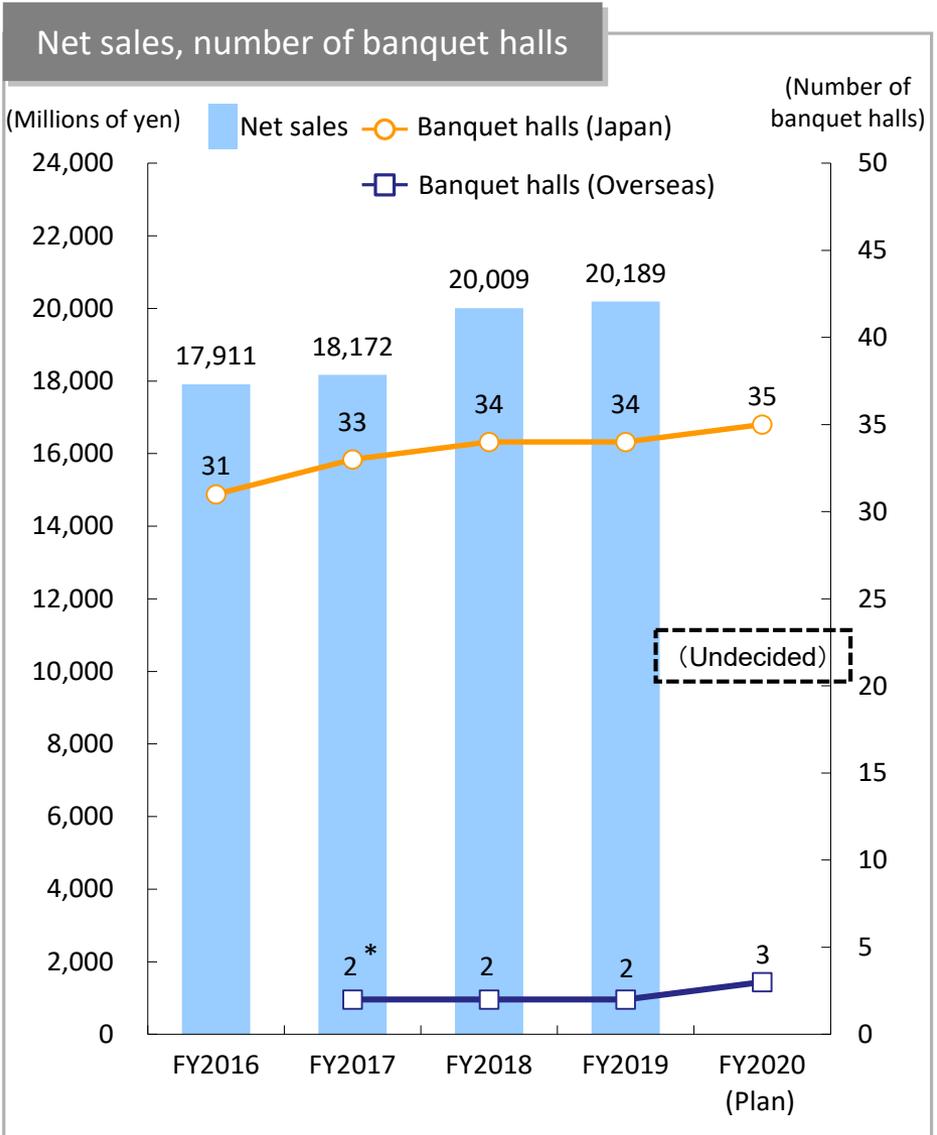


- Postponements are expected to contribute to FY2021 performance
- Cancellations under the declaration of a state of emergency increased slightly, but the order backlog for the next fiscal year remains firm



(Millions of yen)

	FY2019		FY2020			
	Amount	% to sales	Full-year plan	% to sales	YoY change	
					Amount	%
Net sales	20,189	100.0	(Undecided)	—	—	—
Gross profit	11,211	55.5	(Undecided)	—	—	—
SG&A expenses	9,280	46.0	(Undecided)	—	—	—
Operating profit	1,931	9.6	(Undecided)	—	—	—
Ordinary profit	1,955	9.7	(Undecided)	—	—	—
Profit attributable to owners of parent	1,350	6.7	(Undecided)	—	—	—
Net income per share (Yen)	45.48	—	(Undecided)	—	—	—

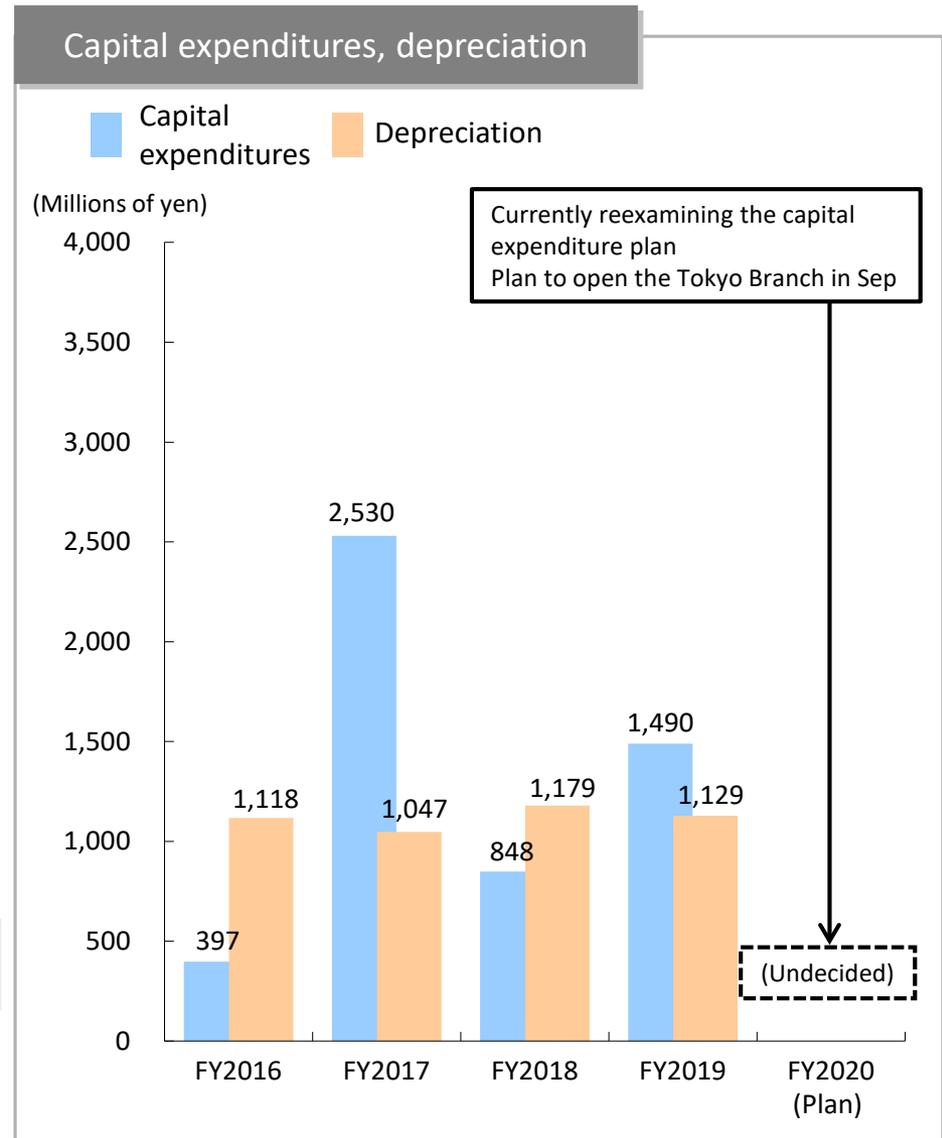


*Overseas wedding operations started in FY2017. However, overseas results have not been consolidated for FY2017.

	FY2019 Results	FY2020 Plan	Change
Number of branches at end of period (Japan)	18	19	1
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	3	4	1
Number of branches at end of period (Overseas)	1	2	1
Wedding facility: 2 banquet halls	1	1	-
Wedding facility: 1 banquet halls	0	1	1
Number of banquet halls	36	38	2
Number of weddings	4,806	(Undecided)	-
Japan	4,667	(Undecided)	-
Overseas	139	(Undecided)	-

(Millions of yen)

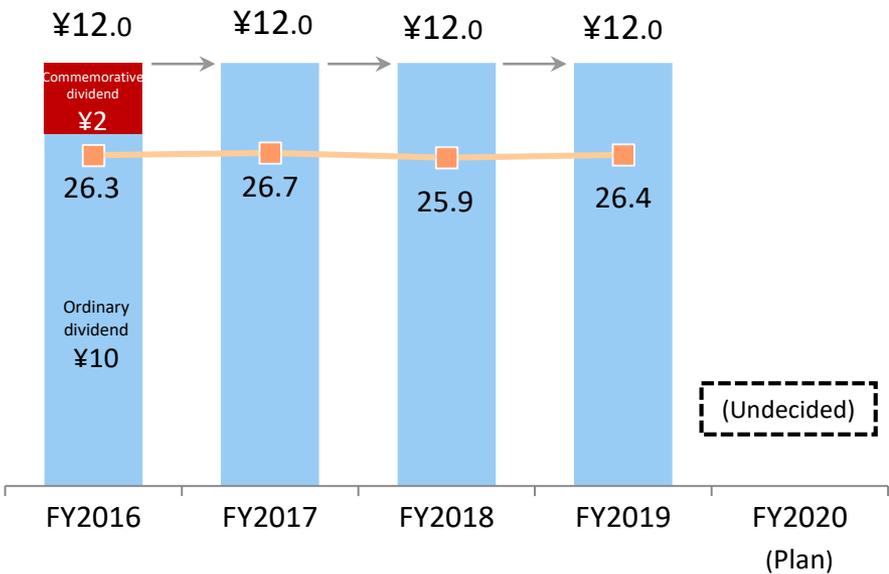
	FY2019 Results	FY2020 Plan	Change
Capital expenditures	1,490	(Undecided)	-
Depreciation	1,129	(Undecided)	-



No plan for the FY2020 year-end dividend because of the uncertain outlook

- 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.
- Expect to reduce the FY2020 forecast and there is uncertainty about future conditions. As a result, the FY2020 year-end dividend is undecided and will be announced later.

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



	Dividends	Dividends payout ratio
FY2016	¥12.0 (Commemorative dividend: ¥2)	26.3%
FY2017	¥12.0	26.7%
FY2018	¥12.0	25.9%
FY2019	¥12.0	26.4%
FY2020 (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

- Weddings and receptions canceled through May 31 (Recommend postponement until the end of August)
- 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
- Air-conditioners are used to assure continuous ventilation, and the doors and windows are opened once every 30 minutes.
- 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
- As a rule, facilities are not operating; when employees must go to a workplace, they are divided into small groups to minimize the risk of 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, use an alcohol sanitizer and put on gloves before continuing to do their jobs

Additional preventive measures are listed in the “Activities to Prevent the Spread of COVID-19” announcement (updated May 20) on the IKK website

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 (scheduled for September)

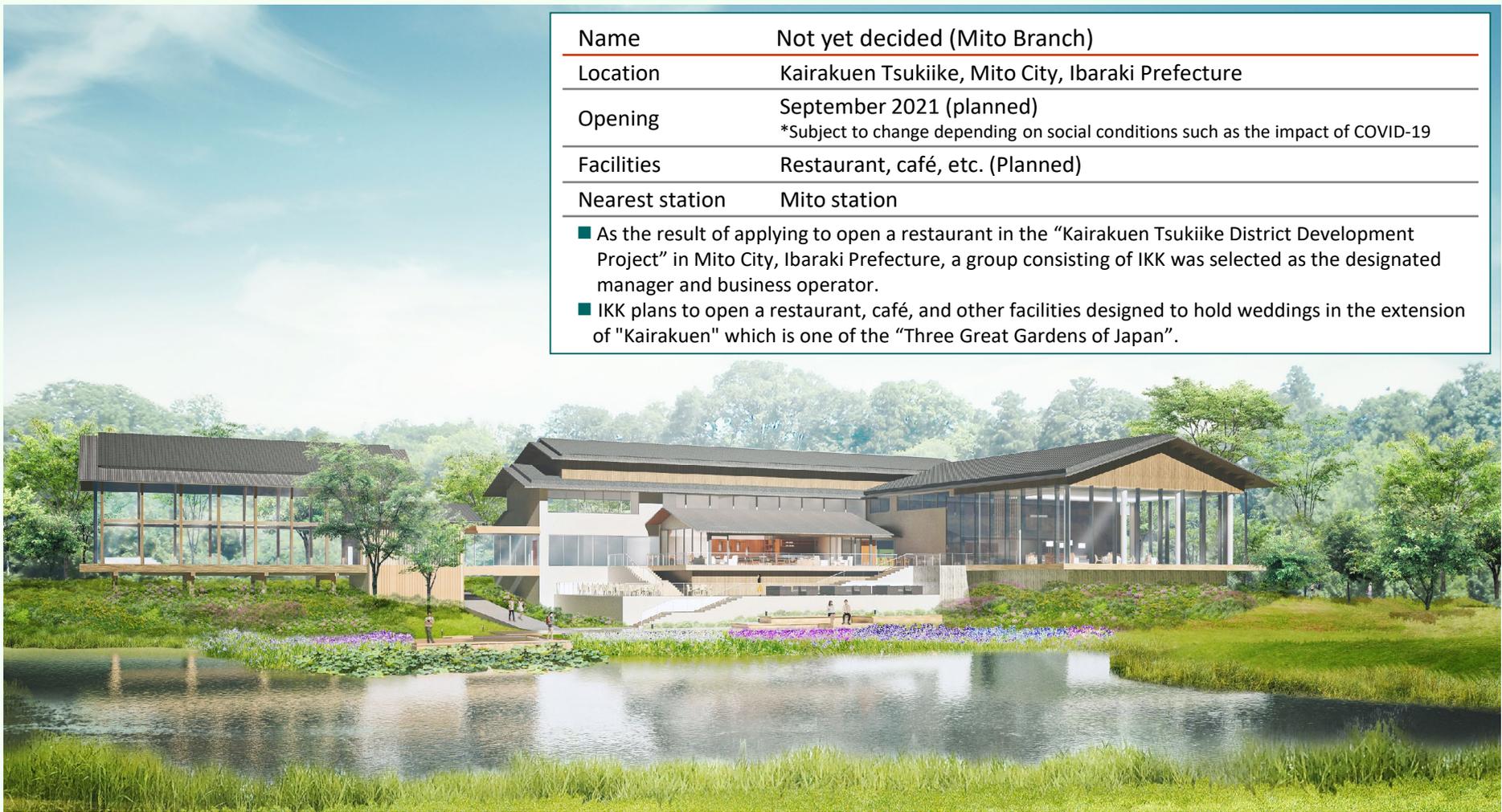


▲ Thorough implementation of staff safety management

IKK was selected by Mito City, Ibaraki Prefecture, to open a restaurant from a designated manager and business operator by open recruitment

Name	Not yet decided (Mito Branch)
Location	Kairakuen Tsukiike, Mito City, Ibaraki Prefecture
Opening	September 2021 (planned) *Subject to change depending on social conditions such as the impact of COVID-19
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

Establishment of a food business subsidiary specializing in wedding gifts and sweets

- Separated of the food business dept. newly established in October 2019, a new subsidiary will be established
- 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	IKK Foods Inc. (tentative)		
Location	3-6-5 Katamine, Kasuyagun Shimemachi, Fukuoka Prefecture	Establishment	October 2020 (tentative)
Capital	25 million yen	Representative	Katsushi Kaneko



▲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

Product line-up



▲A patisserie brand that only uses the highest quality materials in pursuit of their deliciousness

▲A health-conscious seasoning brand that complements your cuisine and makes it possible for you to enjoy a professional taste with ease

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 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

Until April 30, 2021

Listed company

IKK Inc.

Group-wide
management functions

Business/service
operations and development

From May 1, 2021

Listed company

IKK Holdings, Inc.
(tentative)

Wedding

IKK Inc.
(tentative)

Nursing-care

I Care Inc.

Overseas wedding

PT IKK
Indonesia

Food

IKK Foods Inc.
(tentative)

Scheduled to be established in October 2020

III. Initiatives for FY2020



- 1** Plan to open a new branch in Koto-ku, Tokyo
- 2** Renovations to improve the quality of existing locations
- 3** Start a food business and begin the planning and development of new products
- 4** In overseas operations (Indonesia), open the second location

Plan to open a new branch in Koto-ku, Tokyo



La La Chance Garden TOKYO BAY (Tokyo Branch)	
Location	6-5 Toyosu, Koto-ku, Tokyo
Opening	Sep. 2020 (planned)
Facilities	Restaurant, café, hall, etc.
Nearest station	Shijo-mae station on the Tokyo Waterfront New Transit Waterfront Line

- IKK was selected to open a restaurant from the designated manager and business operator of the “Toyosu Gururi Park Management and Operation Project” in Koto-ku, Tokyo.
- IKK plans to open a restaurant, café and other facilities designed to hold weddings also in the Toyosu Gururi park

▲ Rendering of the completed facility

Renovations to upgrade the quality of existing locations

La La Chance Bel Ami (Fukui Branch)

Location	Fukui city, Fukui Pref.
Completion of renovations	January 2020
Renovations	Major remodeling of the banquet



▲ Before remodeling



▲ After remodeling

Canal Side La La Chance (Toyama Branch)

Location	Toyama city, Toyama Pref.
Completion of renovations	February 2020
Renovations	Major remodeling of the chapel



▲ Before remodeling



▲ After remodeling

Investment plan for renovations of other existing locations will be reviewed.

Start a food business dept. and begin the planning and development of new products

- Products planned and developed by the Food Business dept. won the Grand Gold Quality Award and other medals at Monde Selection 2020
- Focusing on sales of gifts and sweets, commercialize as a subsidiary in October 2020, and plan to make general sales on the EC site around autumn of the same year
- We will produce “touch our customers’ hearts” for our wedding guests and other new customer by products

The mission of the food business dept.

1. Safety first.
2. Produce helpful products to make user happy.
3. Produce delicious, amazing experiences to user by products.



▲ Products will be produced by our highly skilled cuisine staff



Monde Selection 2020 Grand Gold Quality Award medal-winning products



■ Product concept

A remarkable ponzu (citrus-based sauce) combining pure-brewed soy sauce and two types of Asian citrus fruits

Kiseki no Shizuku “Tasty Ponzu sauce”

Features

- (1) Combu/katsuo stock mixed with soy sauce to add umami
- (2) Asian aromatic citrus fruits for fresh taste that never gets old
- (3) No preservatives or flavorings added; a seasoning perfect for any recipe

■ Monde Selection: Awards given by the International Quality Institute, which was founded in Brussels in 1961 as the world’s only quality assurance institute for consumer products. An international team of over 80 famous specialists use an independent methodology that ensures a 360° quality evaluation. For the 2020 awards, more than 3,200 products were submitted from more than 100 countries.

Operations started at new wedding facility location, the second in Jakarta, Indonesia

- IKK contracted to operate the “Skenoo Hall” on the 9th floor of the Emporium Pluit Mall (shopping mall)
- Operation began on August 6, 2019



Skenoo Hall

Floor	9F
Total floor area	1,056m ² (hall)
Capacity	Maximum 1,500 persons



▲ Interior of the Skenoo Hall





Reference:

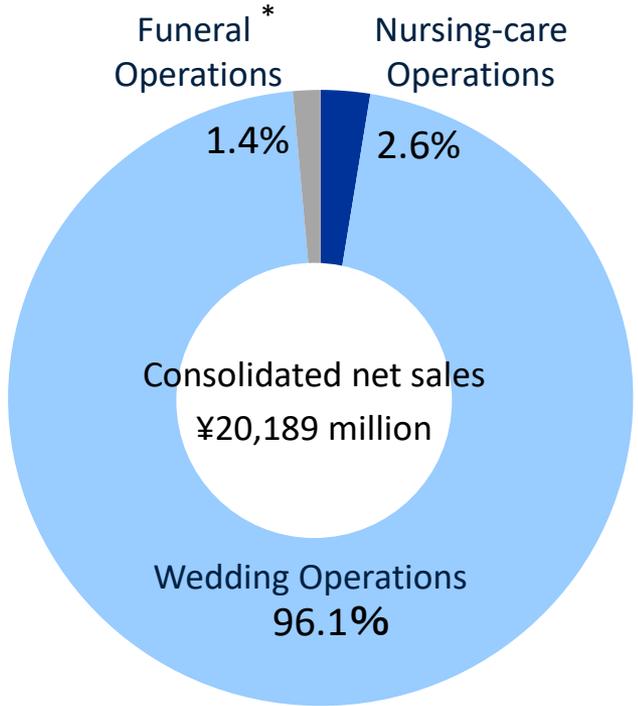
Company Profile, Business Activities and Industry Overview



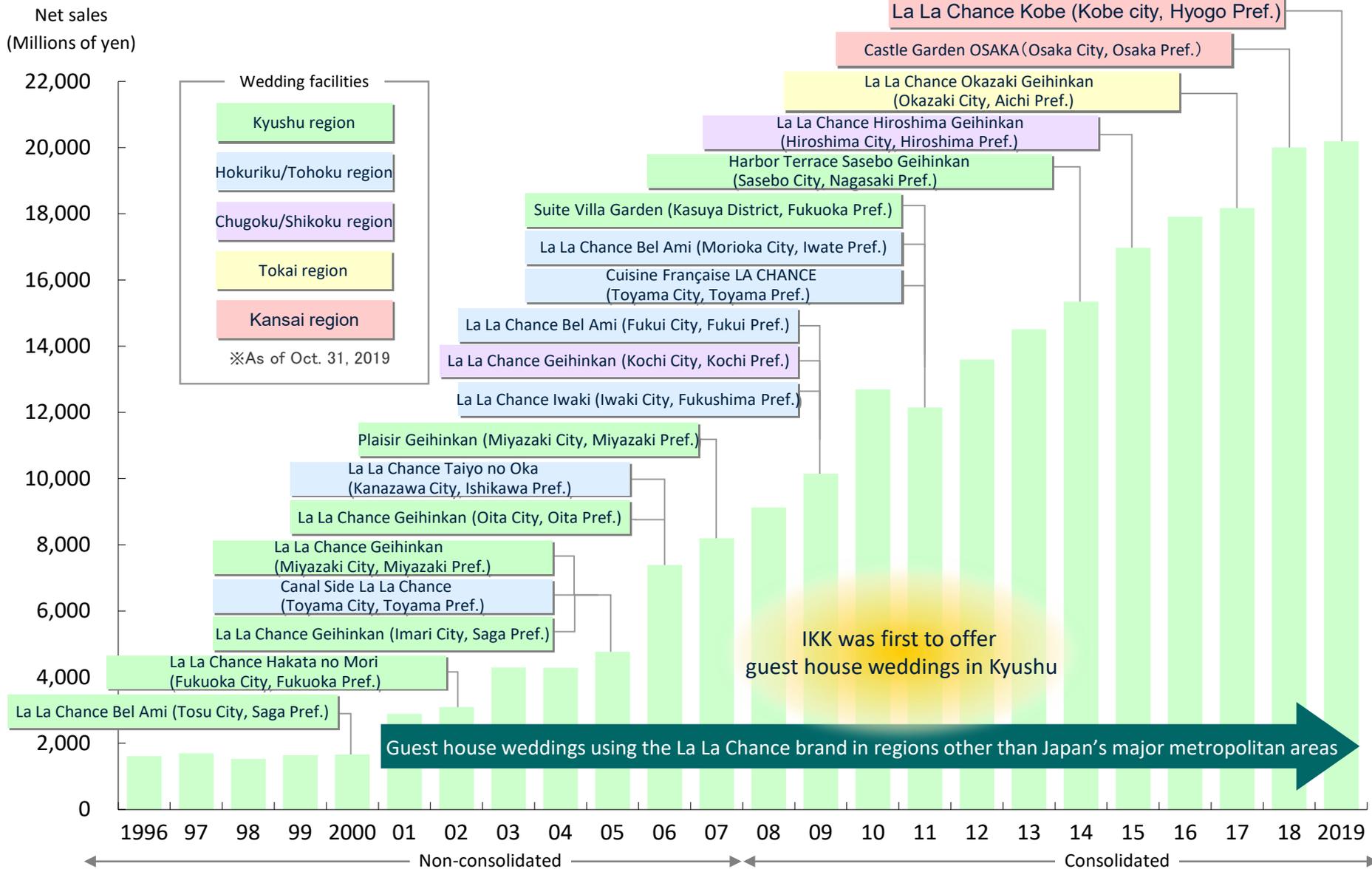
Company profile (as of Oct. 31, 2019)

Sales ratio by business segments (FY2019)

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, Chairman and chief Executive Officer Hiroki Murata, President and Chief Operating Officer (as of Jan. 28, 2020)
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
Consolidated subsidiaries	PT. INTERNATIONAL KANSHA KANDOU INDONESIA Provision of wedding and reception planning and coordination services in INDONESIA I Care Inc. Operation of private nursing homes and provision of nursing care and other services
Number of employees	826 (consolidated)
Number of shareholders	21,919 (as of Oct. 31, 2019)



*IKK sold 95% of the stock of I CEREMONY Inc., which operates the funeral business, on October 1, 2019. As a result, there are two segments (Wedding Operations and Nursing-care Operations) beginning in FY2020.



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

- Currently operating 18 wedding locations in 16 cities in Japan featuring a distinctive design concept that is in harmony with natural surroundings
- Overseas operations consist of two 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 (to be opened) 1 location

opened in Sep 2020

- La La Chance Garden Tokyo Bay (Toyosu, Koto-ku, Tokyo)

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 2 locations

- Menara Mandiri (Jakarta)
- Skenoo Hall (Jakarta)



Mission

Contributing to Society by Touching Our Customers' Hearts

Management Philosophy

Credo: For your 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

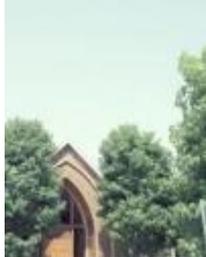
Vision 2023
Become a leader in Japan in the creation of emotion and aim for growth in other countries

Strategy

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

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



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



Plaisir Geihinkan
(Miyazaki City:
403 thousand people)
Oita



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



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



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



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



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



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



Castle Garden OSAKA
(Osaka City:
2,714 thousand people)
Kobe



La La Chance KOBE
(Kobe City:
1,538 thousand people)

Two banquet halls



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



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



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

Three banquet halls or more



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



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



La La Chance Hiroshima Geihinkan
(Hiroshima City:
1,196 thousand people)



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



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

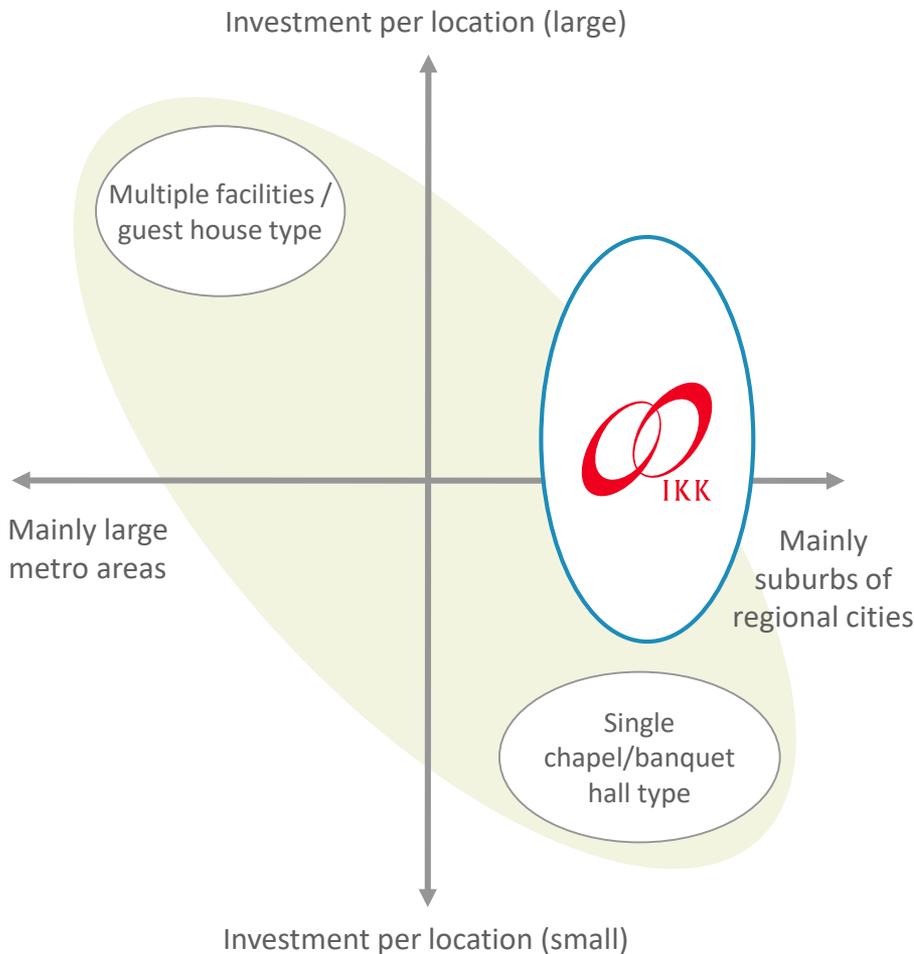


La La Chance Hakata no Mori
(Fukuoka City:
1,540 thousand people)

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 2019"

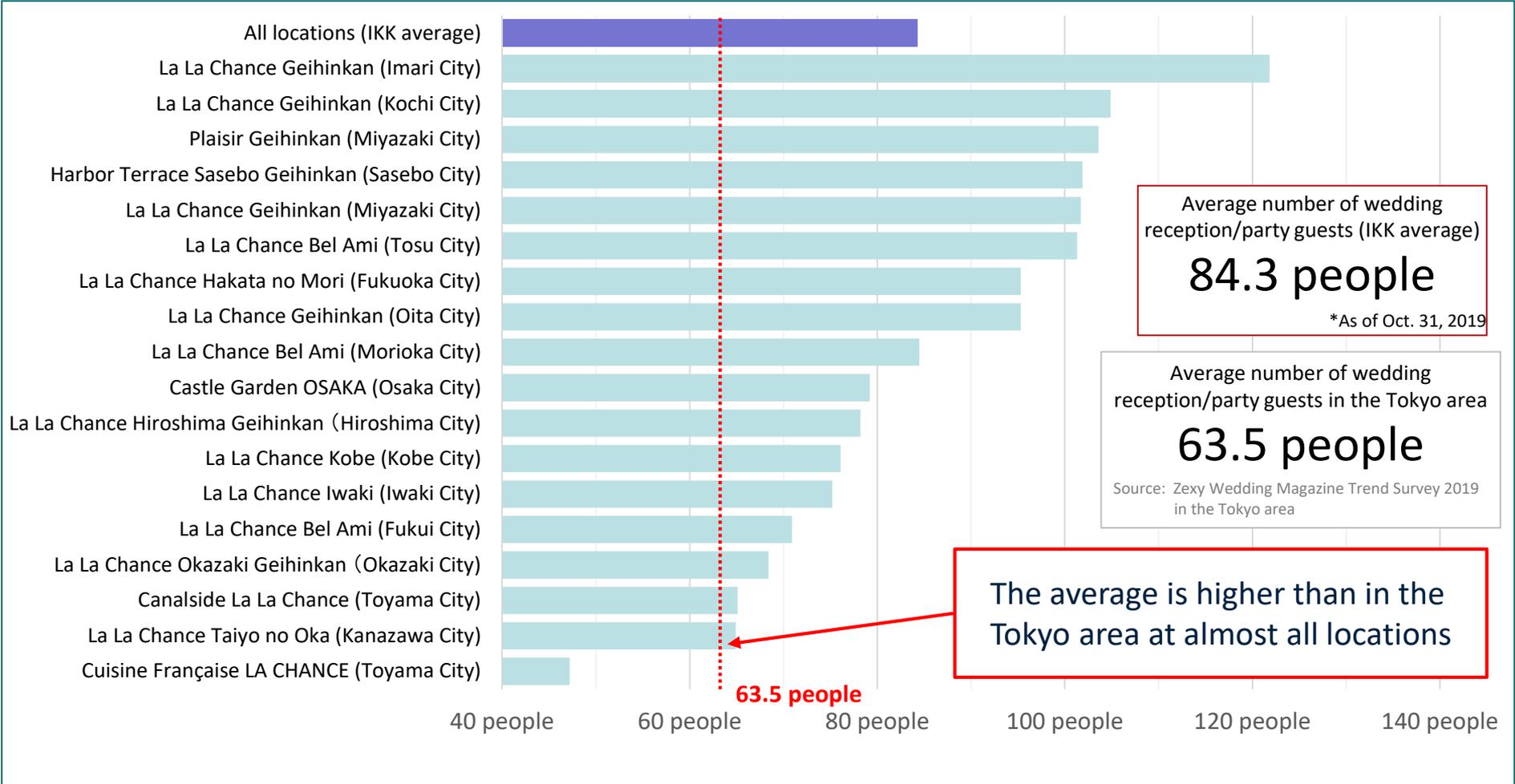
Targeting regional cities by using expertise (location, marketing, operations, etc.) and experience gained from operations in small markets



	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



Average number of wedding reception/party guests (IKK average)
84.3 people
*As of Oct. 31, 2019

Average number of wedding reception/party guests in the Tokyo area
63.5 people
Source: Zexy Wedding Magazine Trend Survey 2019 in the Tokyo area

The average is higher than in the Tokyo area at almost all locations



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

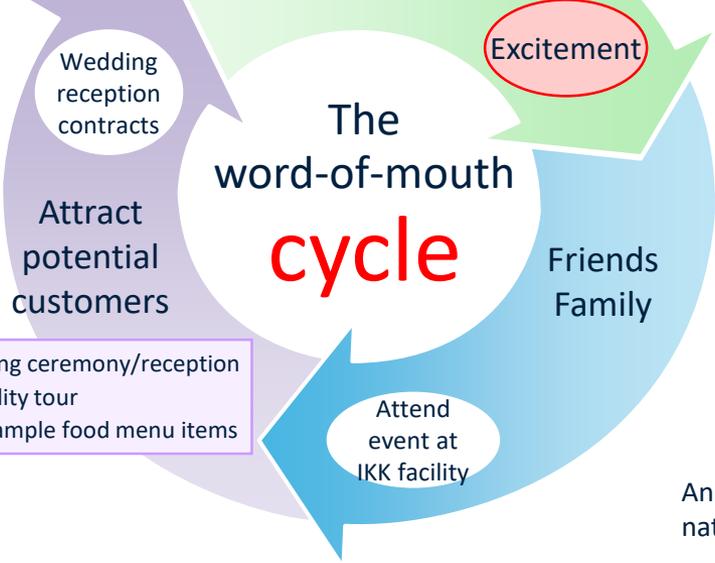
A local reputation for serving outstanding food



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



Weddings and receptions (Grooms, brides and guests)



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 10 starred restaurants in Toyama
- Attractive location alongside the canal in the Fugan Canal Kansui Park, Toyama Prefecture, with its rich natural beauty

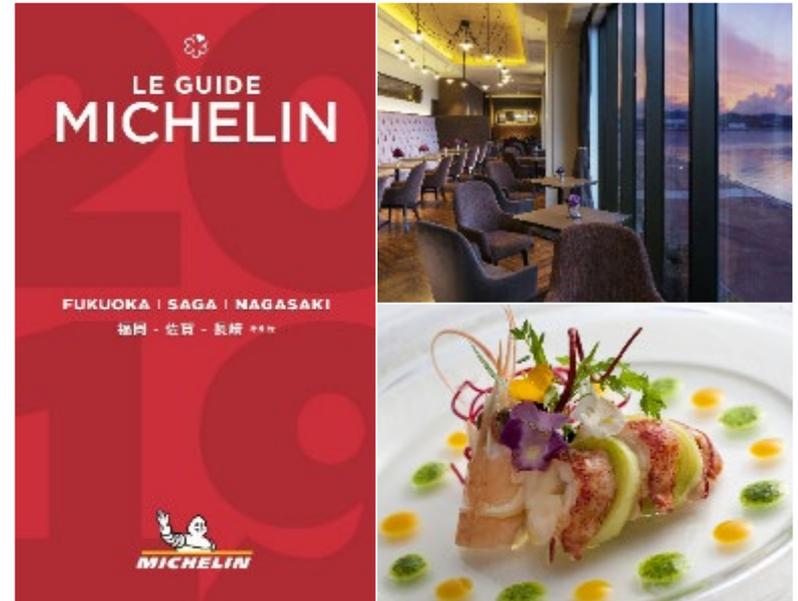


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▲The MICHELIN Guide Toyama-Ishikawa (Kanazawa) 2016 Special Edition*

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.



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 2019 at the Salon du Chocolat in Paris
- Sells merchandise using the Mont St. Clair brand and 13 other brands, each of which has a distinct concept

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

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)
Japan Wedding Photo Grand Prix, 8th place, other prizes (3 people)
Wedding Photo Awards, Gold Prize (1 people)

2019

Wedding Portrait Photographers International 2019, 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 International Photography & Videography Competition 1st half First Place (1 people), Excellence Award (3 people)
AsiaWPA2019 International Photography & Videography Competition 2nd half First Place (1 people), Excellence Award (5 people)

2020

Wedding Portrait Photographers International 2020, selected for award judging (4 works)
AsiaWPA2019 International Competition Grand award (2 people), other prizes (1 people)
20th Zexy Wedding Photo Contest, First Prize, other prizes (2 people)

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

Creative Award at Good Wedding Awards 2015



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

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

Soul Award 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

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

Benefits of recruiting outstanding human resources and providing extensive training

- First place for the third consecutive year in the 2021 Mynavi and Nikkei New Graduate Company Popularity Ranking for Kyushu/Okinawa
- First place for the third consecutive year in the Job-hunting Popularity for Individual Industries, and placed 42nd overall for humanities college graduates

- Job-hunting Popularity Based on Head Office Location Top 10 for Kyushu and Okinawa *Survey of 2,850 people

Rank	Company name	Votes	Rank in 2019
1	IKK Inc.	250	1
2	JR Kyushu Railway Company	178	2
3	ANA FUKUOKA AIRPORT CO.,LTD.	144	3
4	Nishi-Nippon Railroad Co., Ltd.	138	9
5	TOTO LTD.	129	4
6	LEVEL-5 Inc.	118	6
7	Star Flyer Inc.	117	12
8	Fukuoka Financial Group	111	8
9	KYUSHU ELECTRIC POWER CO.,INC.	92	9
10	SAIBU GAS CO.,LTD.	82	9

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

Rank	Company name	Votes
1	IKK Inc.	250
2	Watabe Wedding Corporation	73
3	TAKAMI BRIDAL	56
4	TAKE AND GIVE. NEEDS Co., Ltd.	54
5	Treat Co., Ltd.	49
6	Brass Corporation	30
7	NOVARAZE, Inc.	29
7	Best Bridal Inc.	29
9	Bridal Produce Co., Ltd.	21
10	Nihon Ceremony (Ai-group Inc.)	17

- The survey covers third-year university students and first-year graduate school students in Japan planning to graduate in March 2021.
- The survey took place from December 1, 2019 to March 20, 2020.
- The survey was conducted by using the Mynavi 2021 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 30,630 responses.

Benefits of recruiting outstanding human resources and providing extensive training

- IKK ranked the top 4 companies and 1st 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
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.)

*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.

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 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

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



- 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%)



- 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%)



- 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; **36.4%** of officers and **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

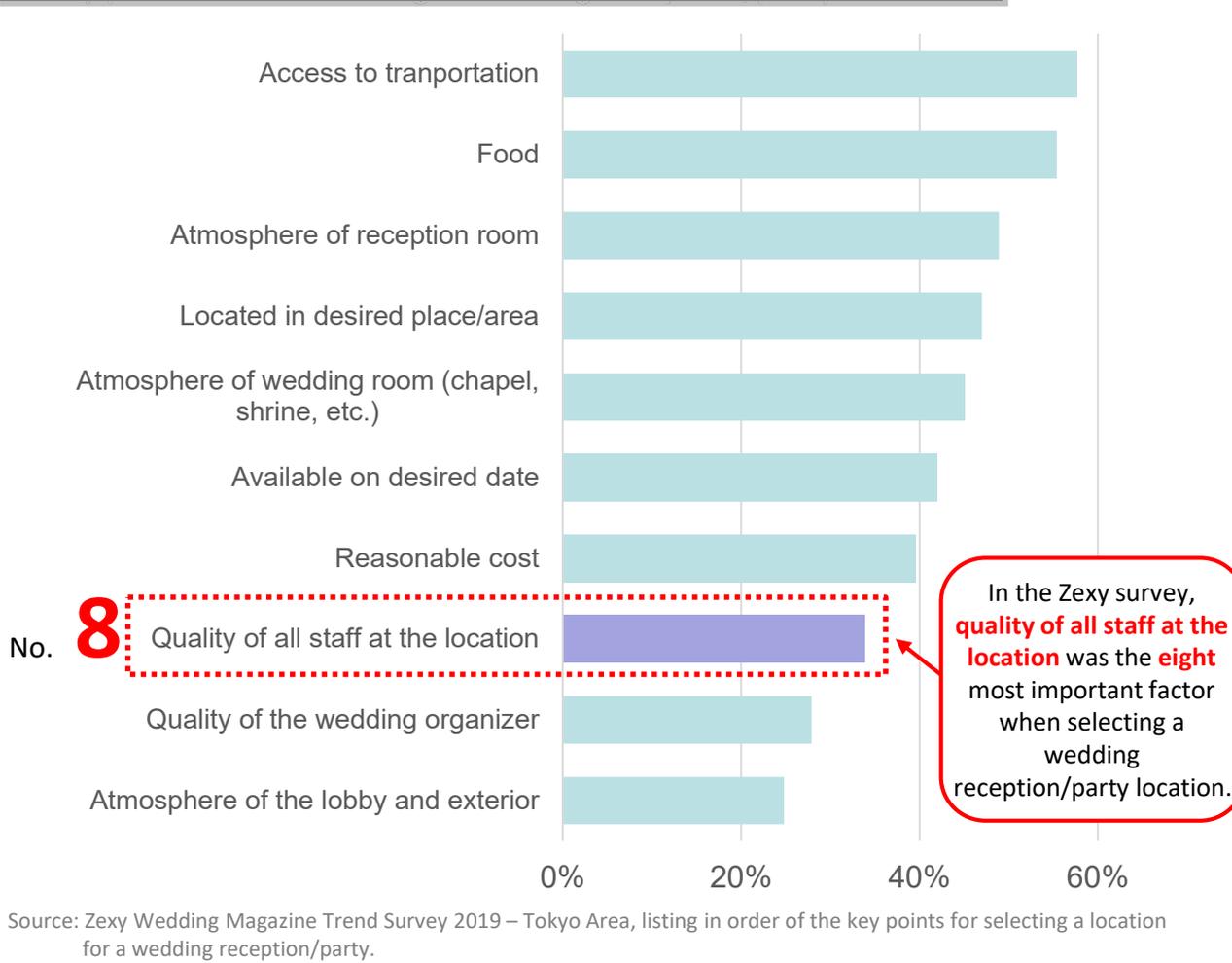


FSMS:548713 / ISO22000:2005

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 2019 – Tokyo Area
Key points when selecting a wedding reception/party location



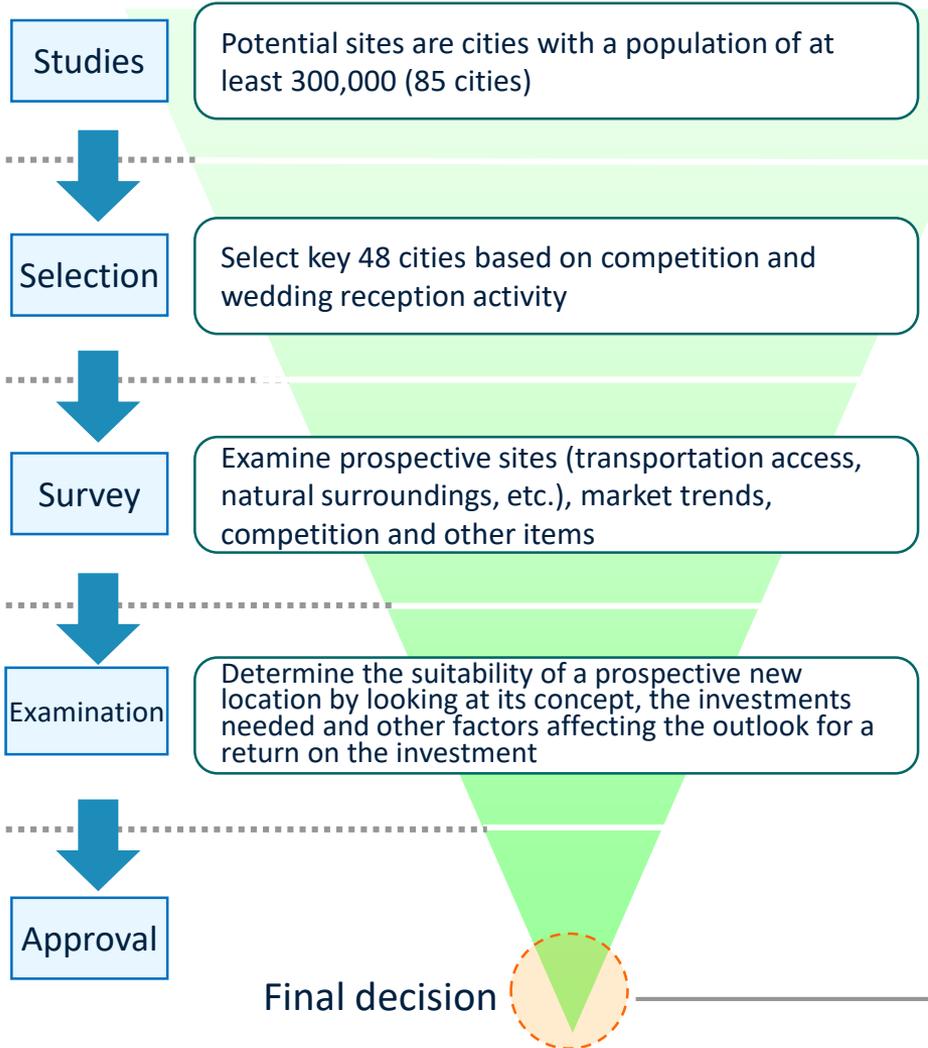
In the Zexy survey, **quality of all staff at the location** was the **eight** most important factor when selecting a wedding reception/party location.

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

Source: IKK study (Oct. 31, 2019)

- 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



Oita Branch



Kanazawa Branch

● **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



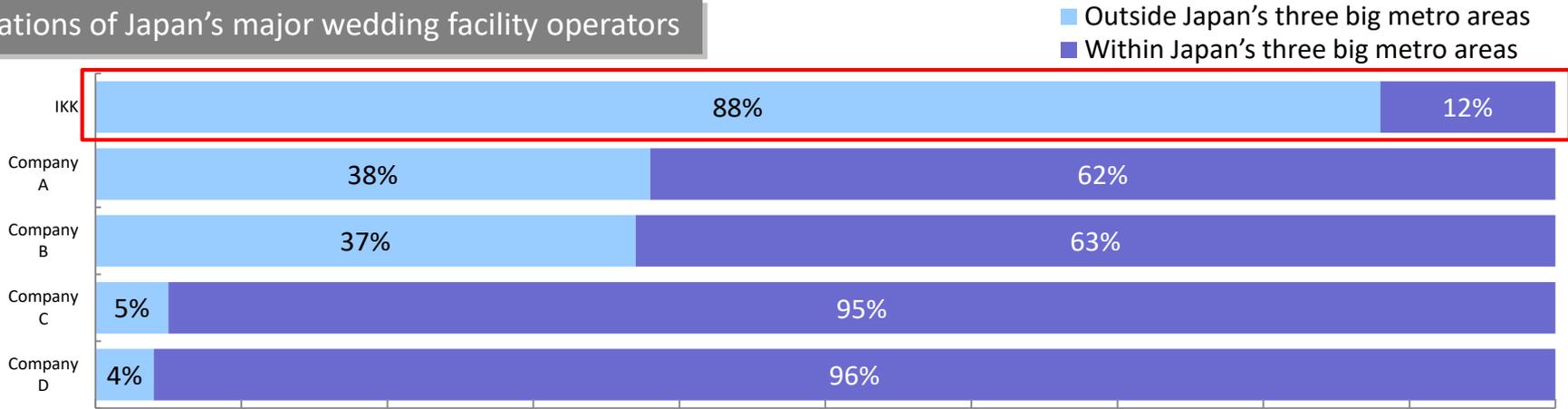
Osaka Branch



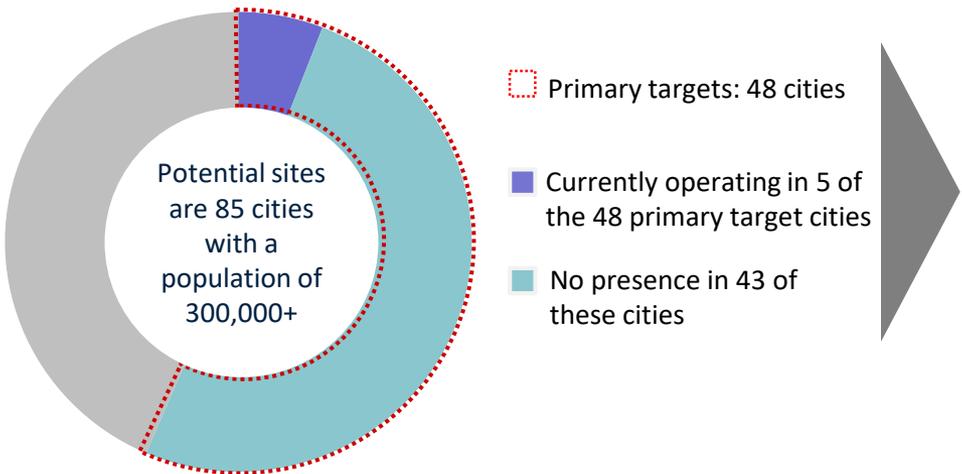
Kobe Branch

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



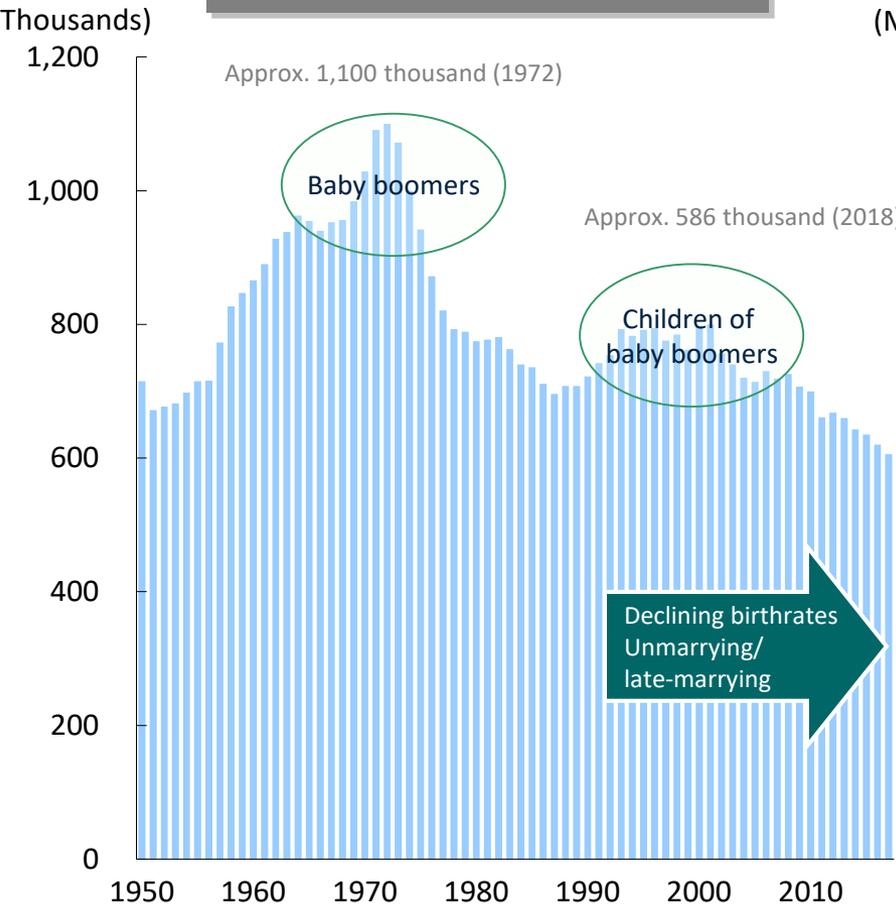
▲ A traditional dance by the bride



▲ A party with a buffet

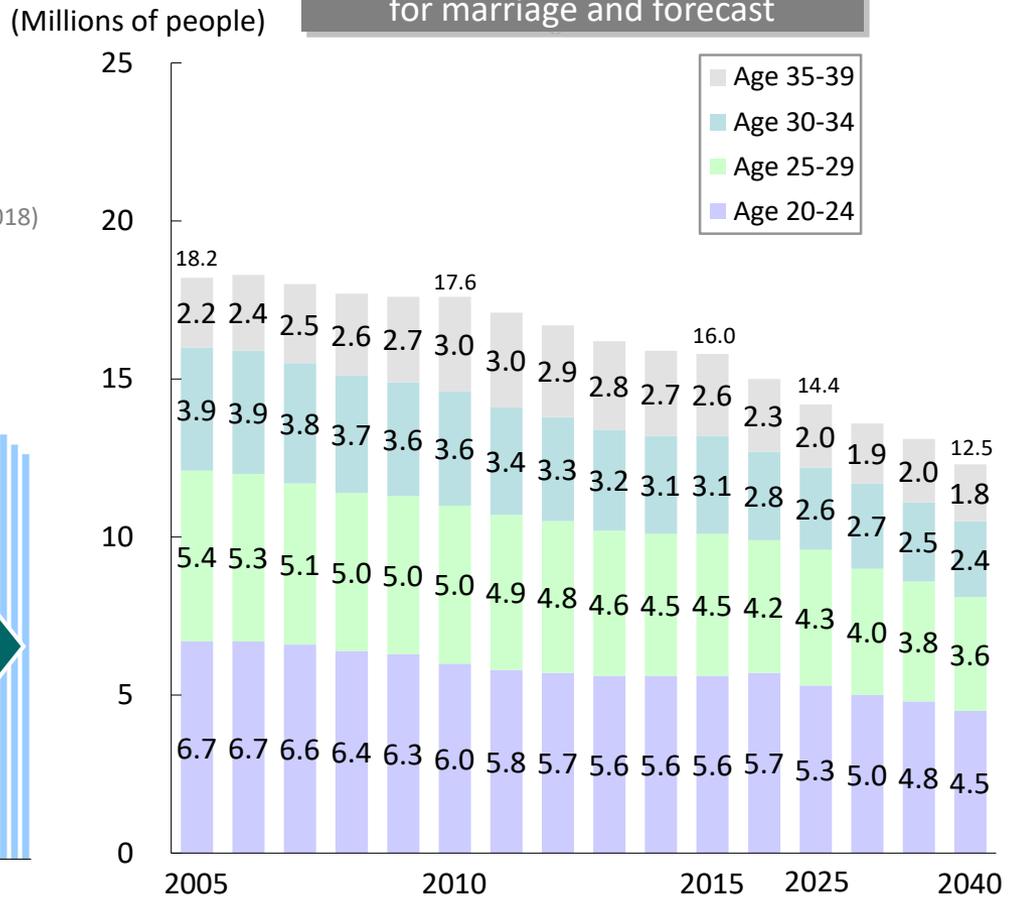
Weddings and receptions in Japan continue to decline along with the numbers of children and people in the prime age segments for marriage

Number of marriages in Japan



Source: Ministry of Health, Labour and Welfare, "Vital Statistics 2018" (Vital Statistics, Final Figures)

Population of prime age segments for marriage and forecast



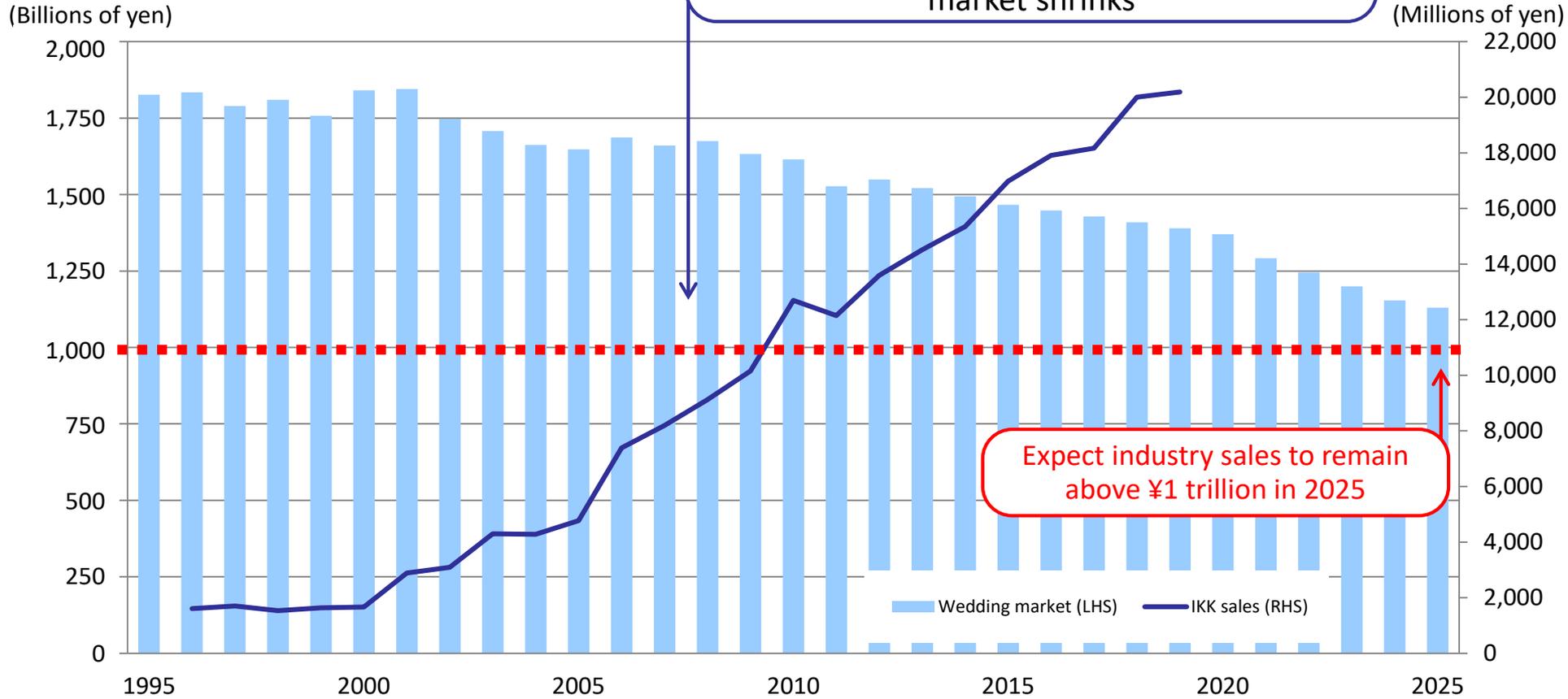
Source: National Institute of Population and Social Security Research, "Household Projections for Japan" (January 2018) Population by sex, five-year age group, and marital status

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

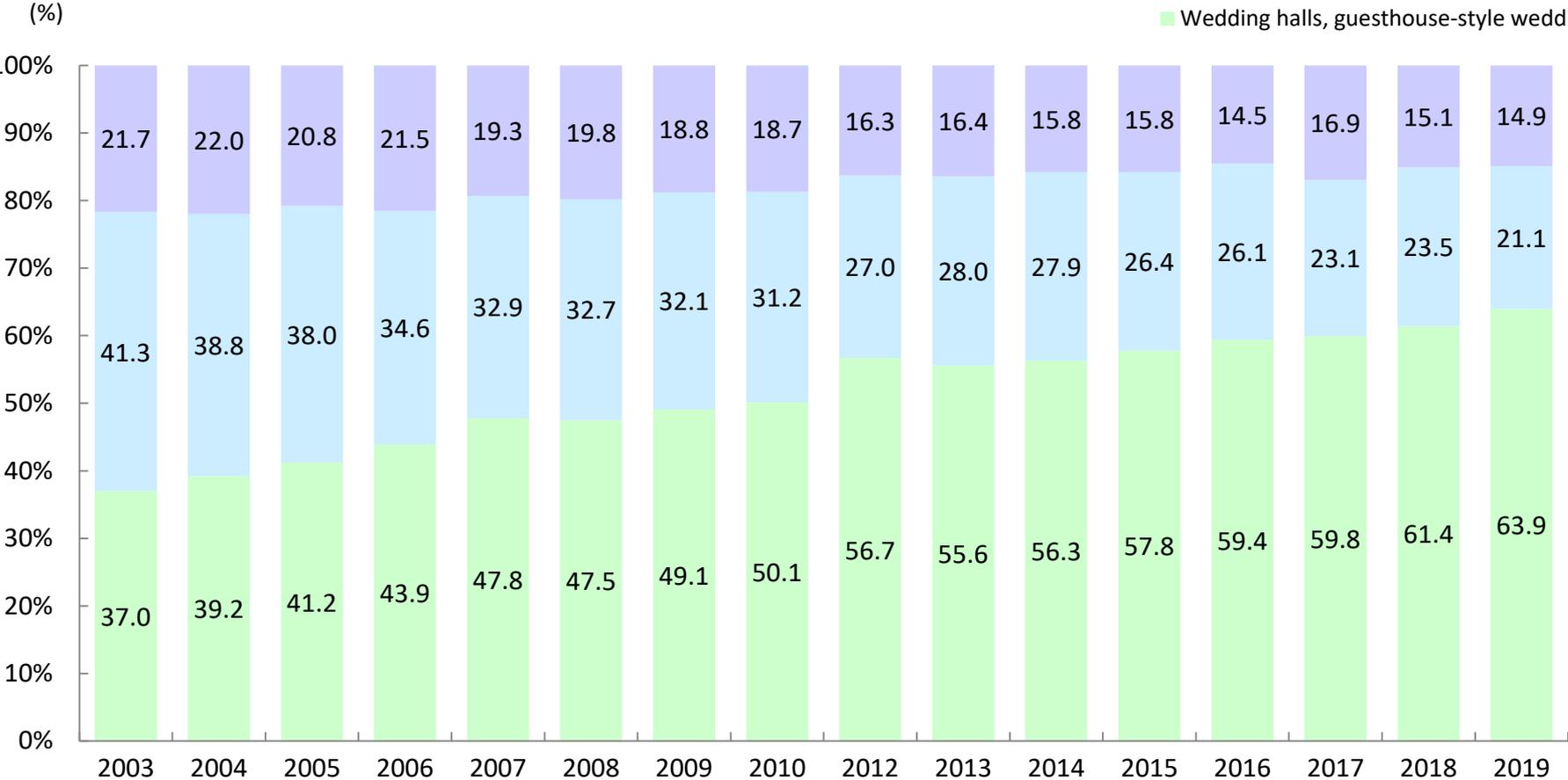


Source: IKK estimates

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

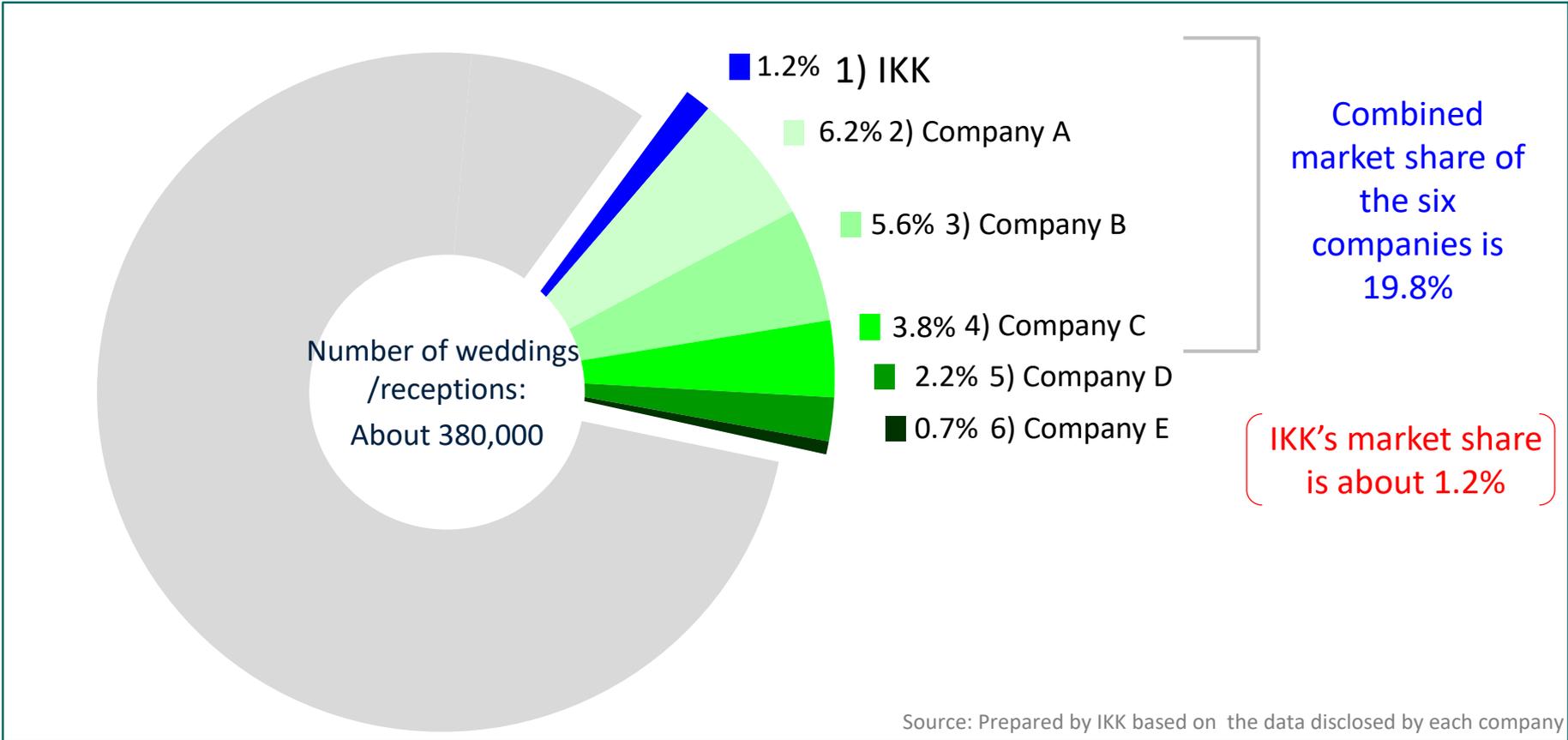
- Others (restaurants, etc.)
- Hotels
- Wedding halls, guesthouse-style weddings



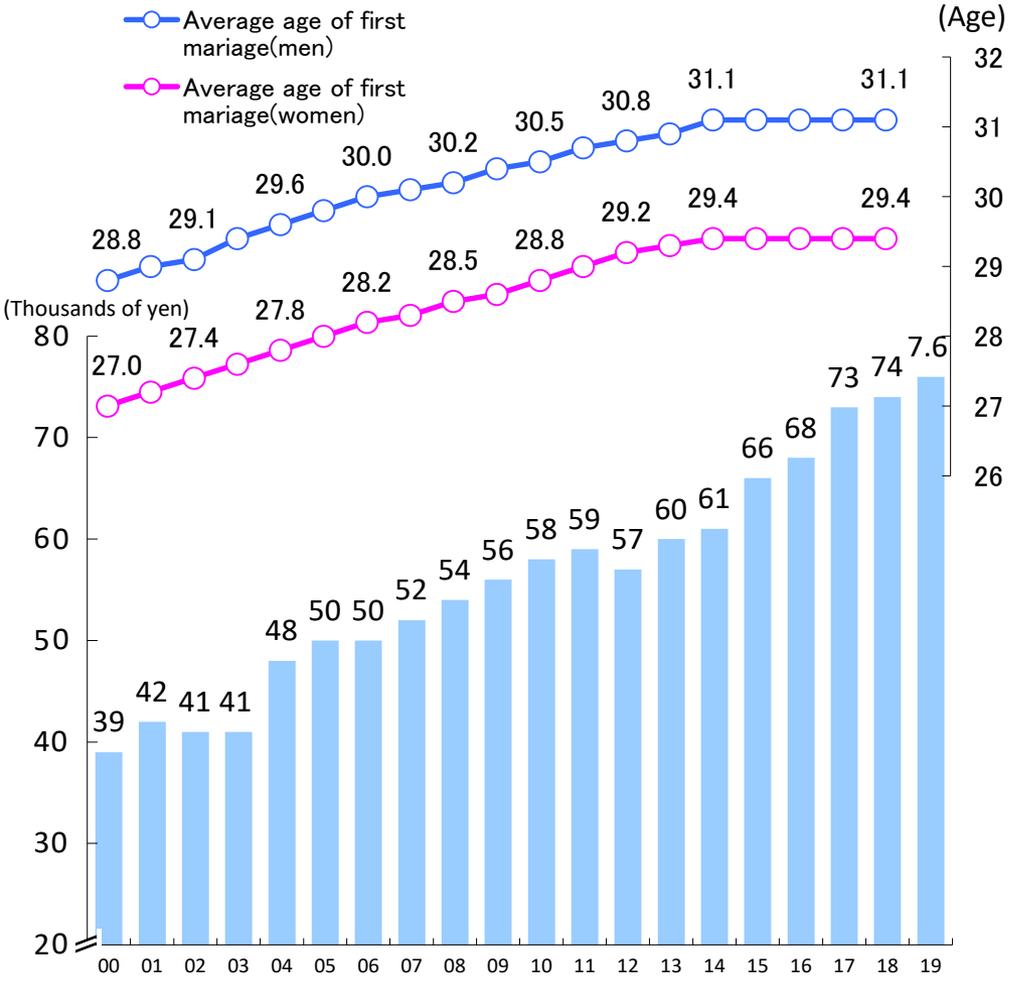
Source: Zexy Wedding Magazine Trend Survey 2019 Nationwide(Estimates), facilities that host wedding receptions

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 2019 – Tokyo Area, total per-guest cost for wedding ceremony and reception/party, Ministry of Health, Labour and Welfare, "Vital Statistics 2018"



Precautions about this presentation

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

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



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