

**Results of Operations  
for the Third Quarter of the Fiscal Year  
Ending October 31, 2022**



**IKK Holdings Inc.**

**(Listed on TSE Prime Market, Securities code 2198)**





## I.3Q FY2022 Consolidated Financial Highlights

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The number of weddings and receptions recovered steadily as postponements of weddings and receptions declined.  
Weddings and receptions rose to a new record quarterly high in 3Q.

**Net sales: ¥13,285 million** (+70.3% YoY)

The number of weddings and receptions set a new quarterly record in 3Q due to a decline in postponements of these events.

As a result, the number of weddings and receptions in 3Q FY2022 was 1,256 higher YoY.

**Operating profit: ¥1,034 million** (compared with a ¥1,681 million loss one year earlier)

Operating profit reached a record quarterly high in 3Q due to these reasons.

**Profit attributable to owners of parent: ¥840 million**  
(compared with a ¥858 million loss one year earlier)

Subsidies for employment adjustment of ¥222 million recorded as non-operating income.

**Order backlog (at the end of July 2022): 5,488 weddings** (-4.5% YoY)

Despite a decrease due to an increase in the number of weddings and receptions, order backlog remained high.

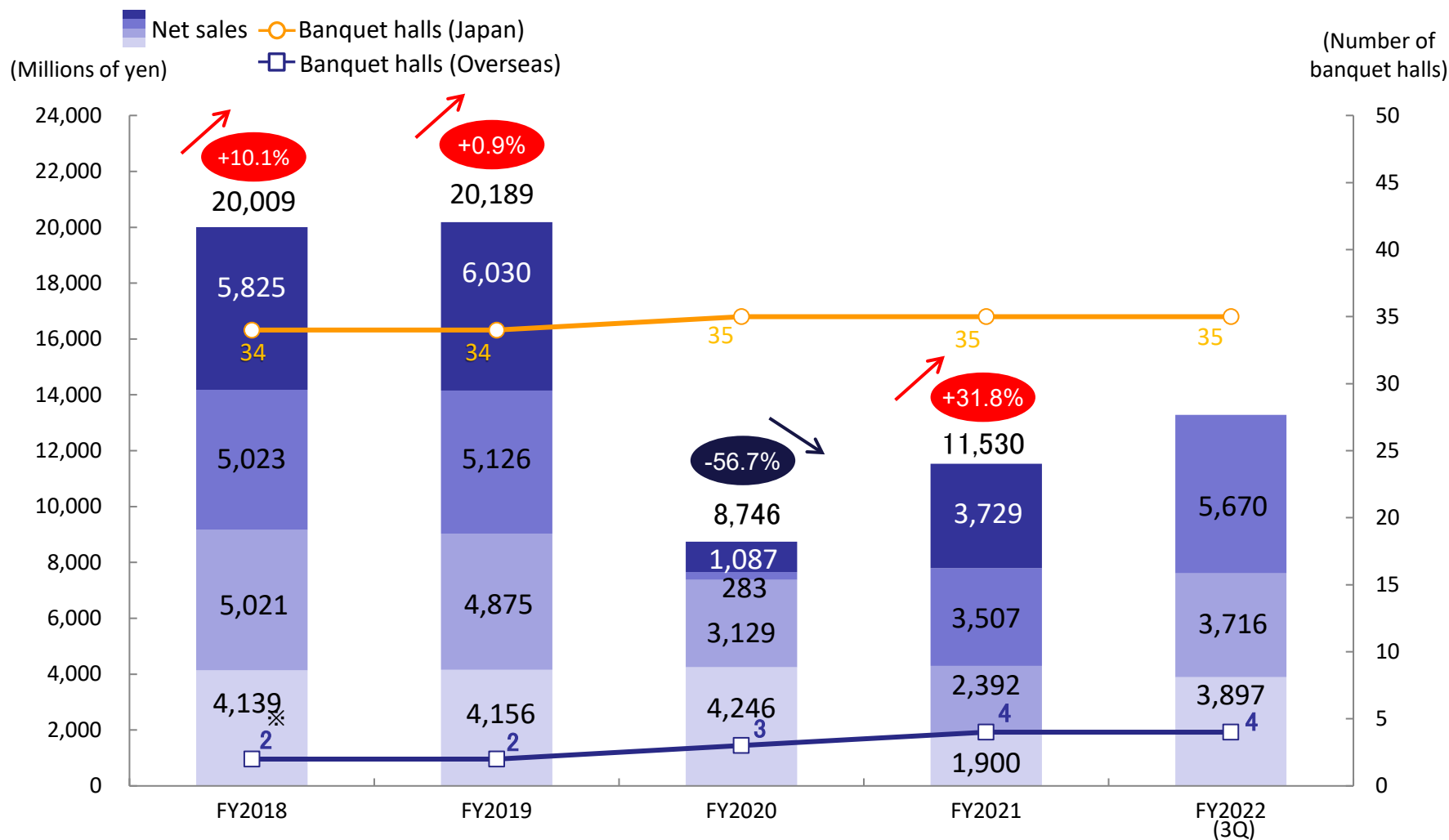
(Millions of yen)

	3Q FY2021		3Q FY2022			
	Amount	% to sales	Amount	% to sales	YoY change	
					Amount	%
Net sales	7,800	100.0	13,285	100.0	5,484	70.3
Wedding operations	7,352	94.3	12,838	96.6	5,486	74.6
Nursing-care operations	411	5.3	407	3.1	(4)	(1.0)
Food Business	90	1.2	121	0.9	30	33.7
Photography Business	-	-	-	-	-	-
Matrimonial Matchmaking Business	-	-	0	0.0	0	-
Gross profit	4,311	55.3	7,836	59.0	3,524	81.8
SG&A expenses	5,993	76.8	6,802	51.2	808	13.5
Operating income	(1,681)	-	1,034	7.8	2,716	-
Ordinary income	(836)	-	1,280	9.6	2,116	-
Profit attributable to owners of parent	(858)	-	840	6.3	1,698	-
Net income per share (Yen)	(29.32)	-	28.54	-	-	-

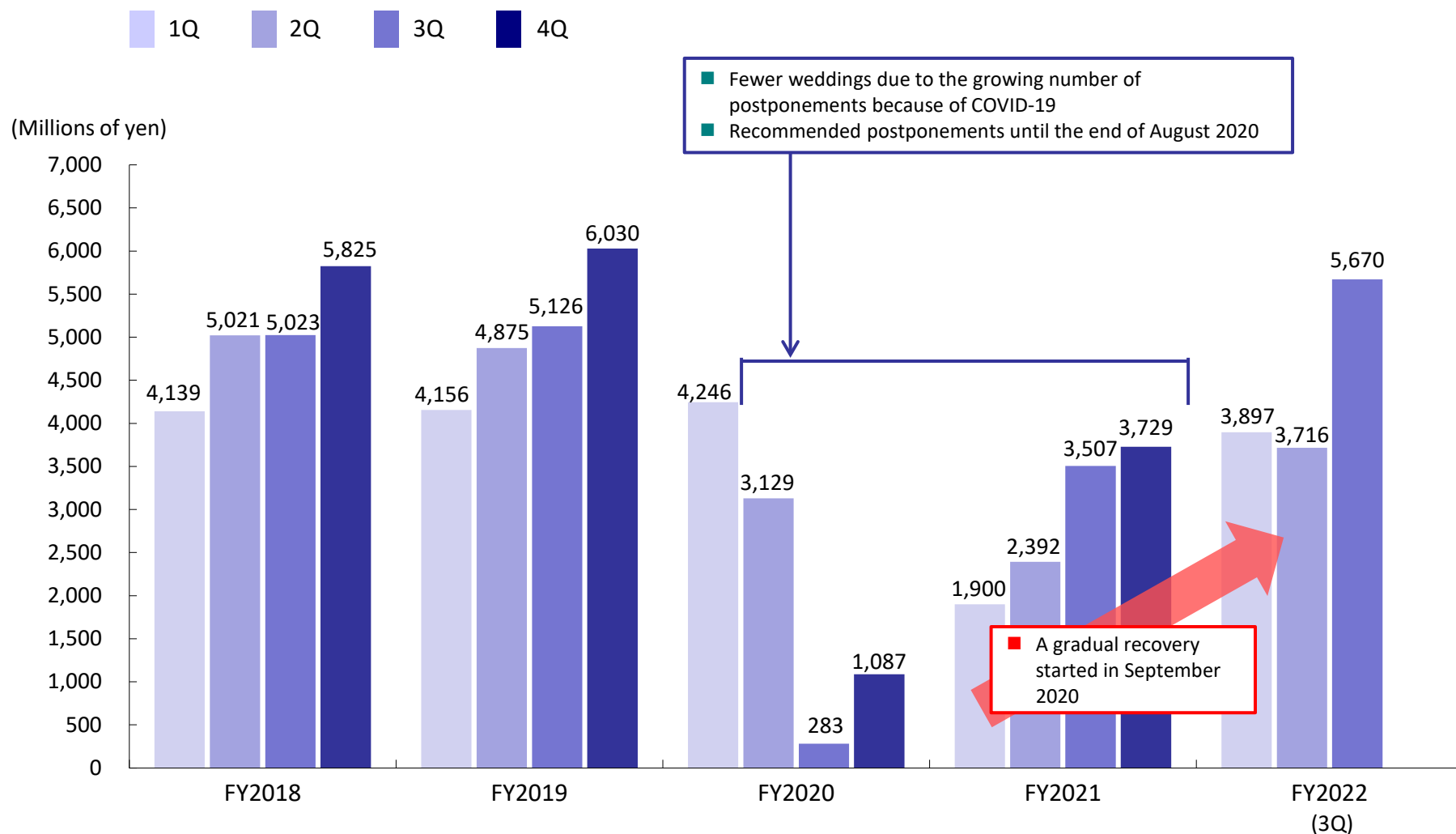
\* In November 2021, Ambihone Inc., which operates the photography business, and LALA COEUR Inc., which operates the matrimonial matchmaking business, were established.



Net sales, number of banquet halls



## Net sales



	3Q FY2021 results	3Q FY2022 results	YoY change	
			Amount	%
Net sales (Millions of yen)	7,352	12,838	5,486	74.6
Number of branches in Japan	19	19	0.0	0.0
Number of branches overseas	2	4	2	100.0
Number of weddings	2,300	3,556	1,256	54.6
Japan	2,261	3,517	1,256	54.6
Overseas	39	39	0	0.0
Orders for weddings* <sup>1</sup>	2,447	3,494	1,047	42.8
Order backlog* <sup>1</sup>	5,745	5,488	▲257	▲4.5
Average sales per wedding* <sup>2</sup> (Thousands of yen)	3,178	3,591	413	13.0

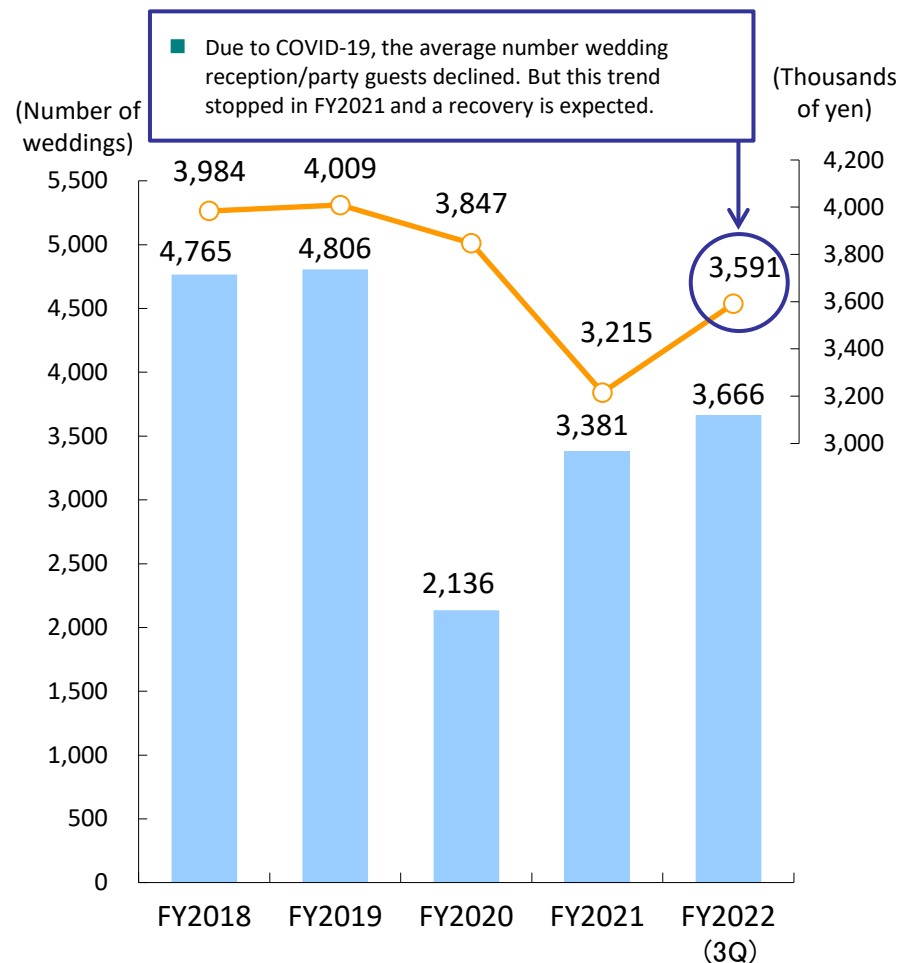
\*1 Orders for weddings and order backlog do not include overseas wedding operations.

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

## Number of weddings, average sales per wedding

■ Number of weddings

○ Average sales per wedding (Thousands of yen)

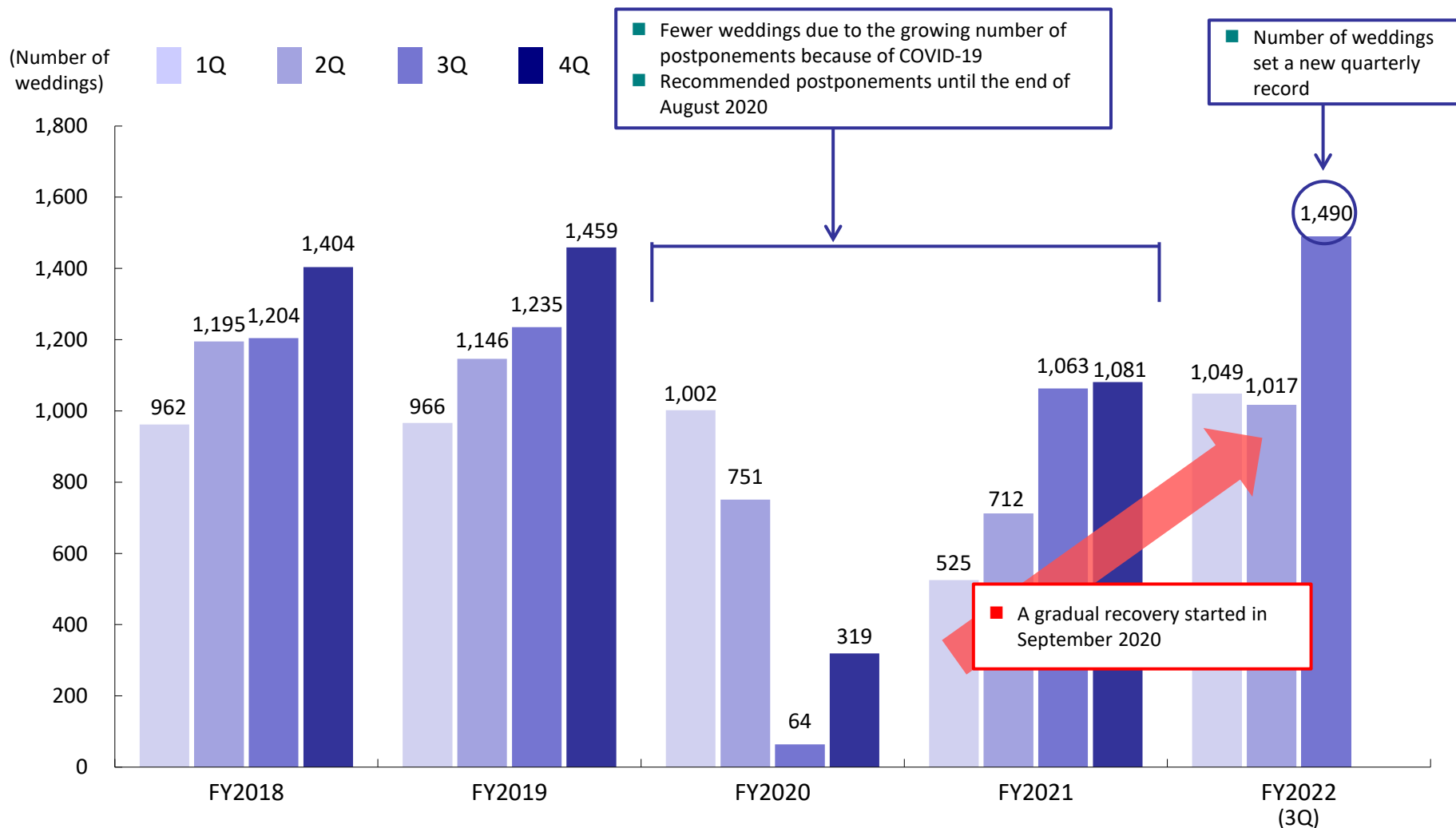


\* Number of weddings include results of overseas operations.

# Quarterly Trends in Number of Weddings

I. FY2022 3Q results

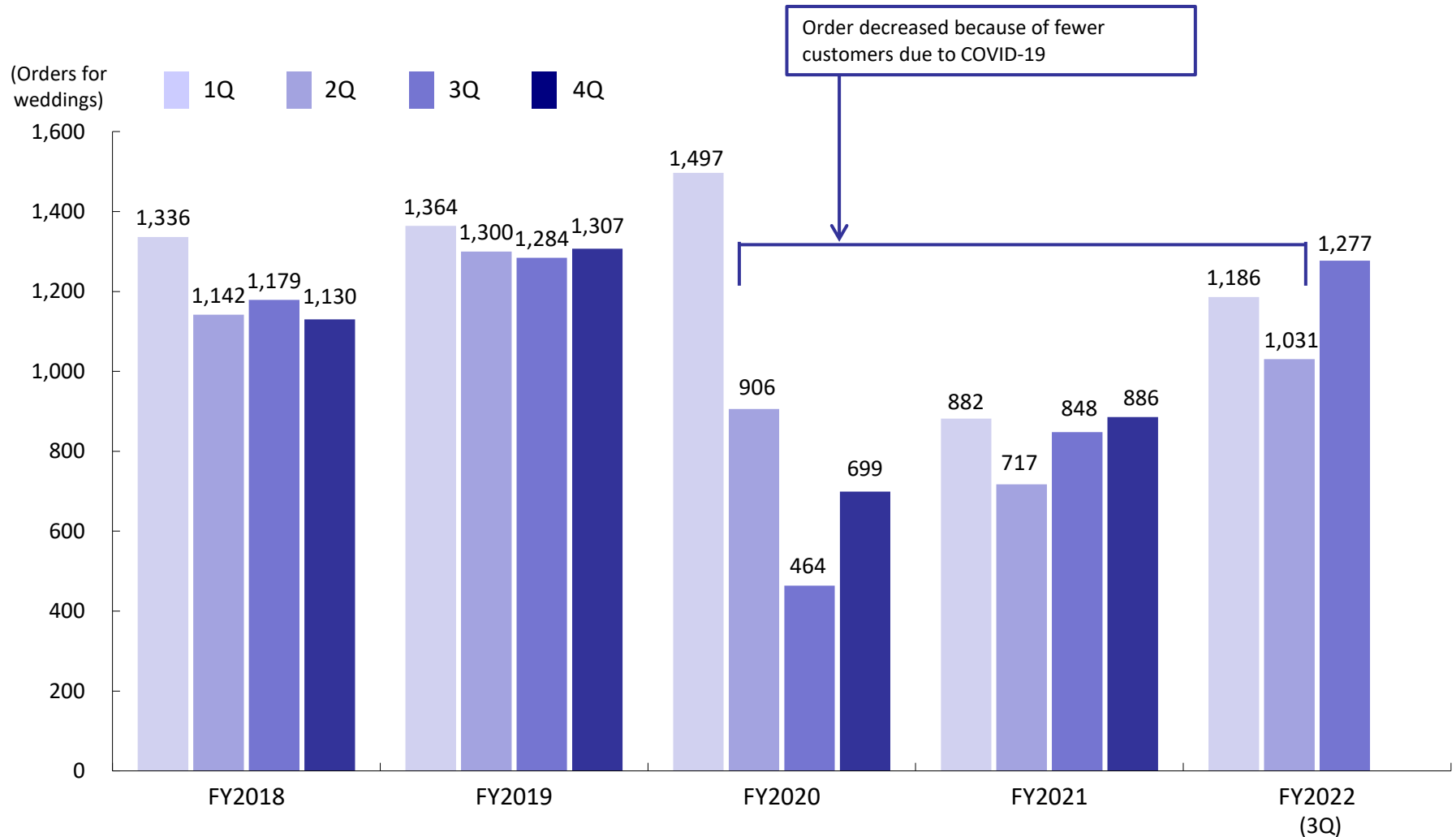
## Number of weddings



\* Number of weddings include results of overseas operations.



## Orders for weddings



\* Orders for weddings include results of overseas operations.

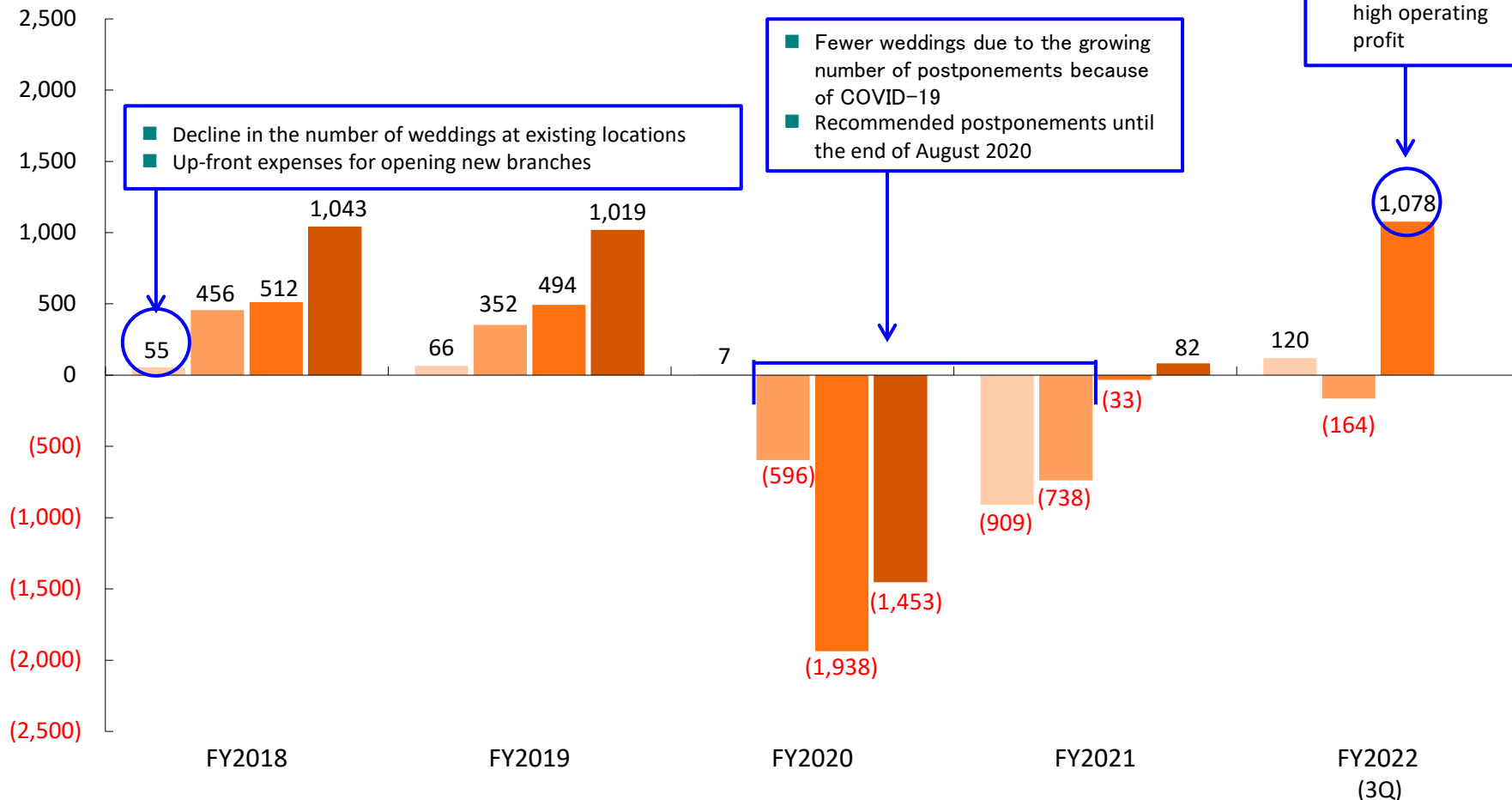
# Quarterly Trends in Operating Profit

I. FY2022 3Q results

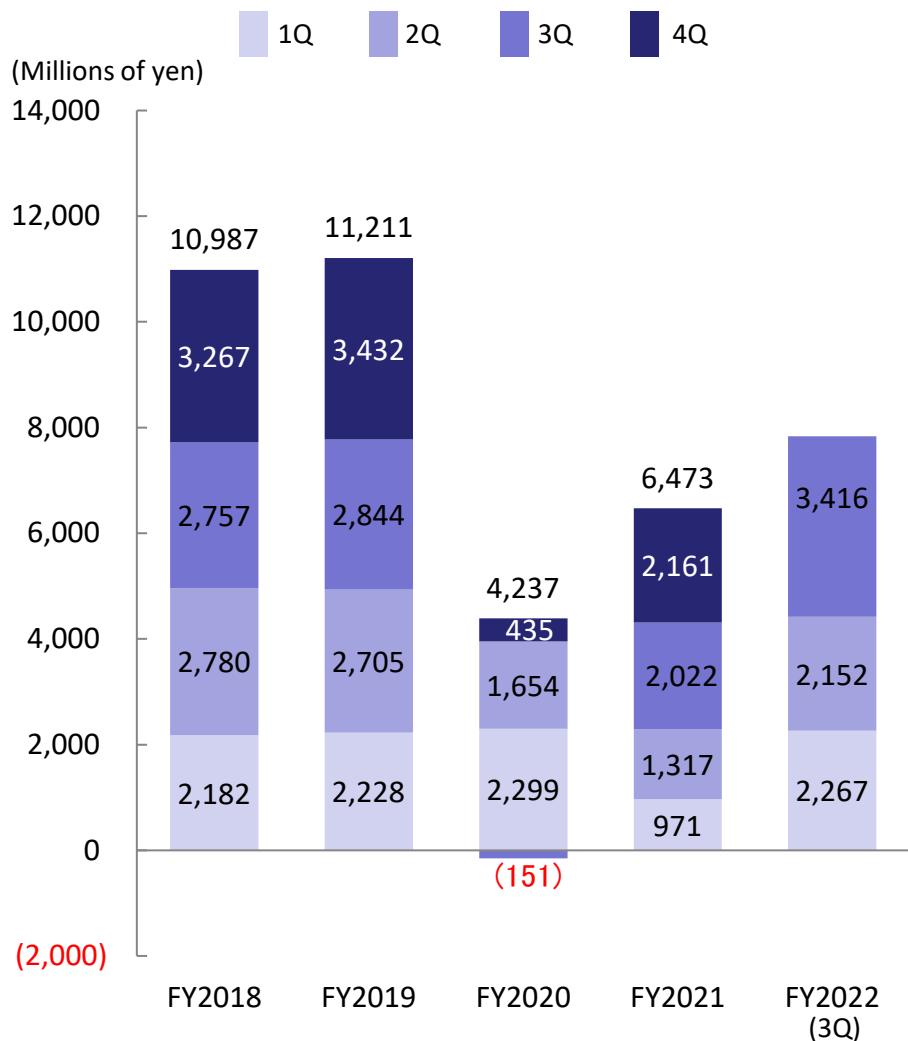
## Operating profit

1Q 2Q 3Q 4Q

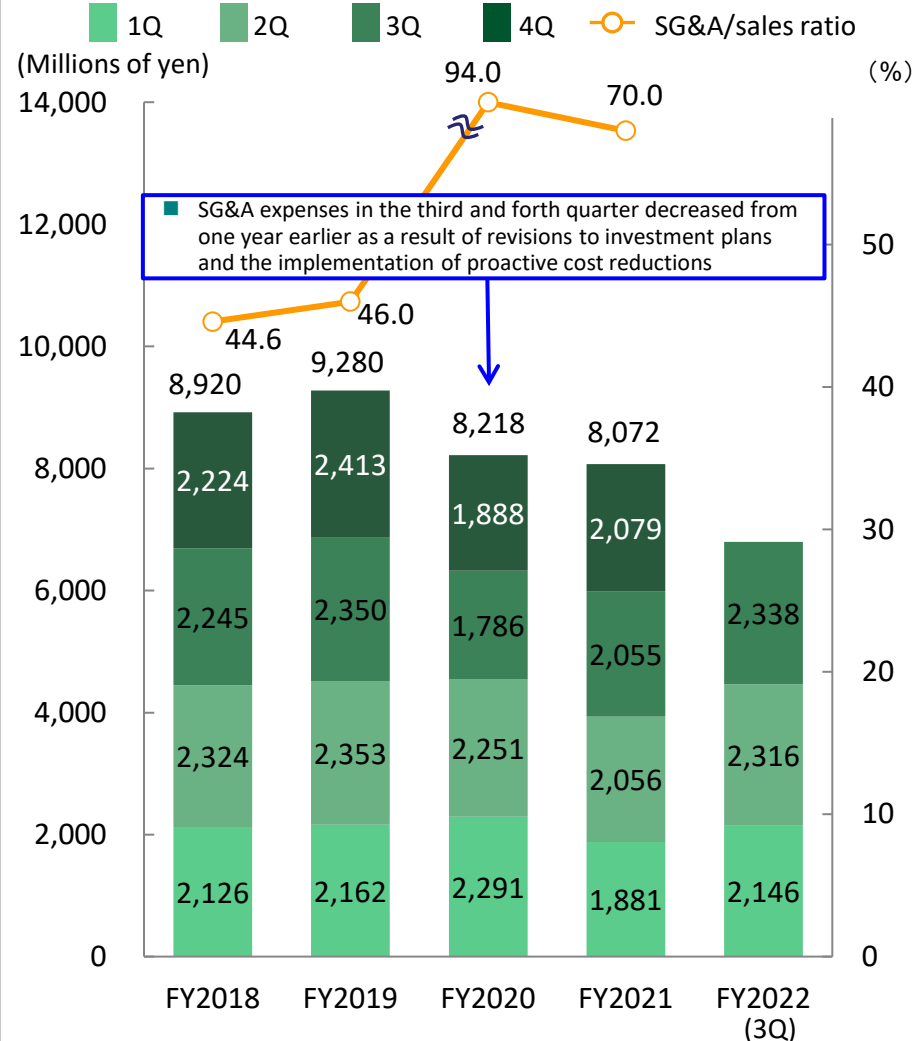
(Millions of yen)



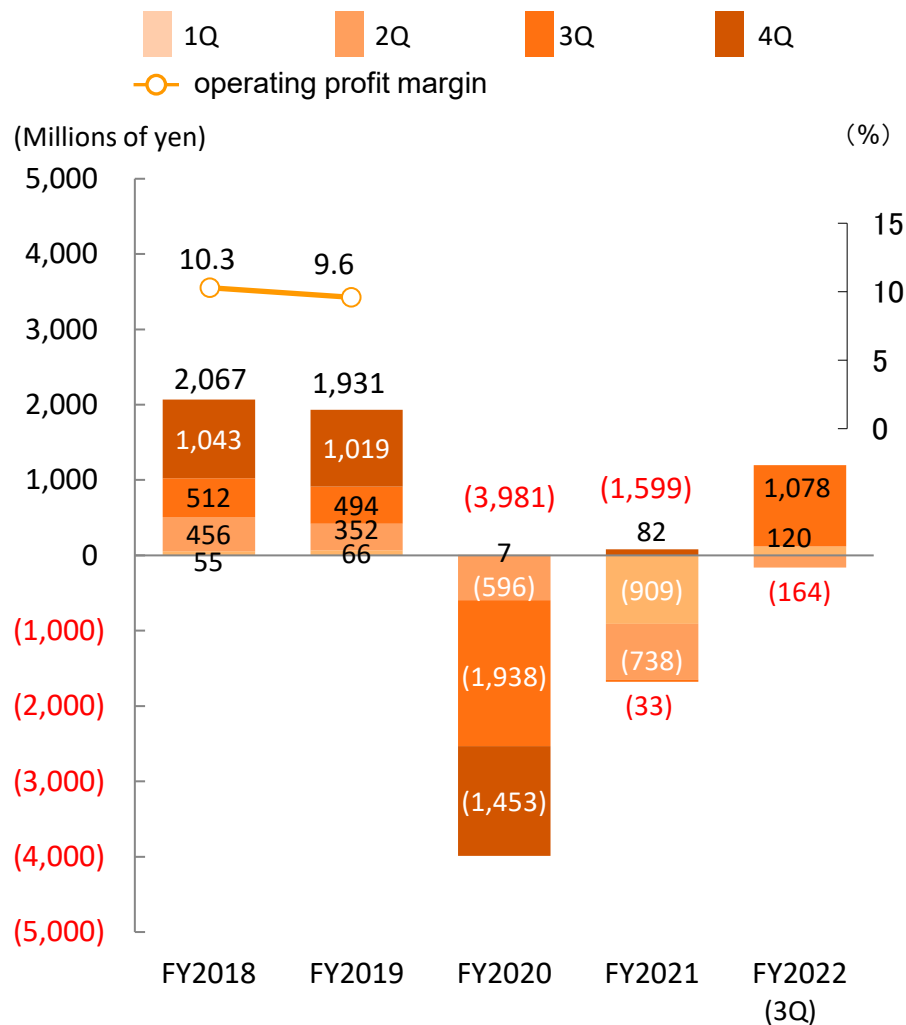
## Gross Profit



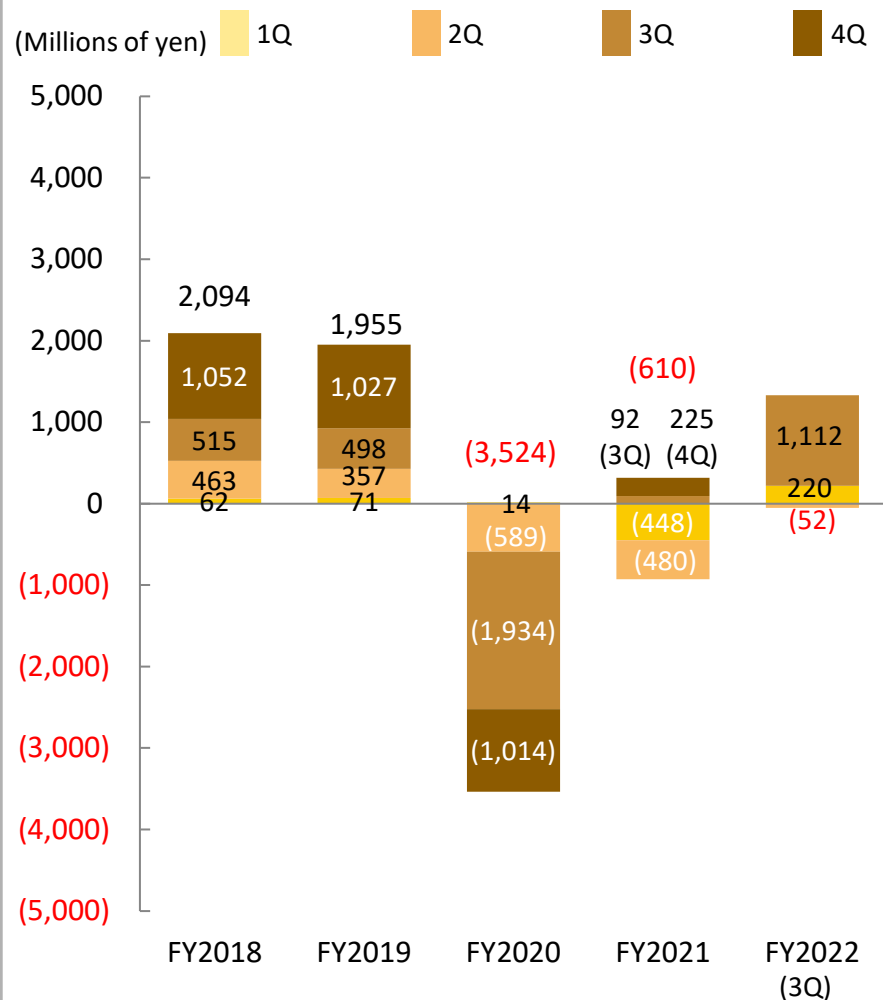
## SG&A



## Operating Profit



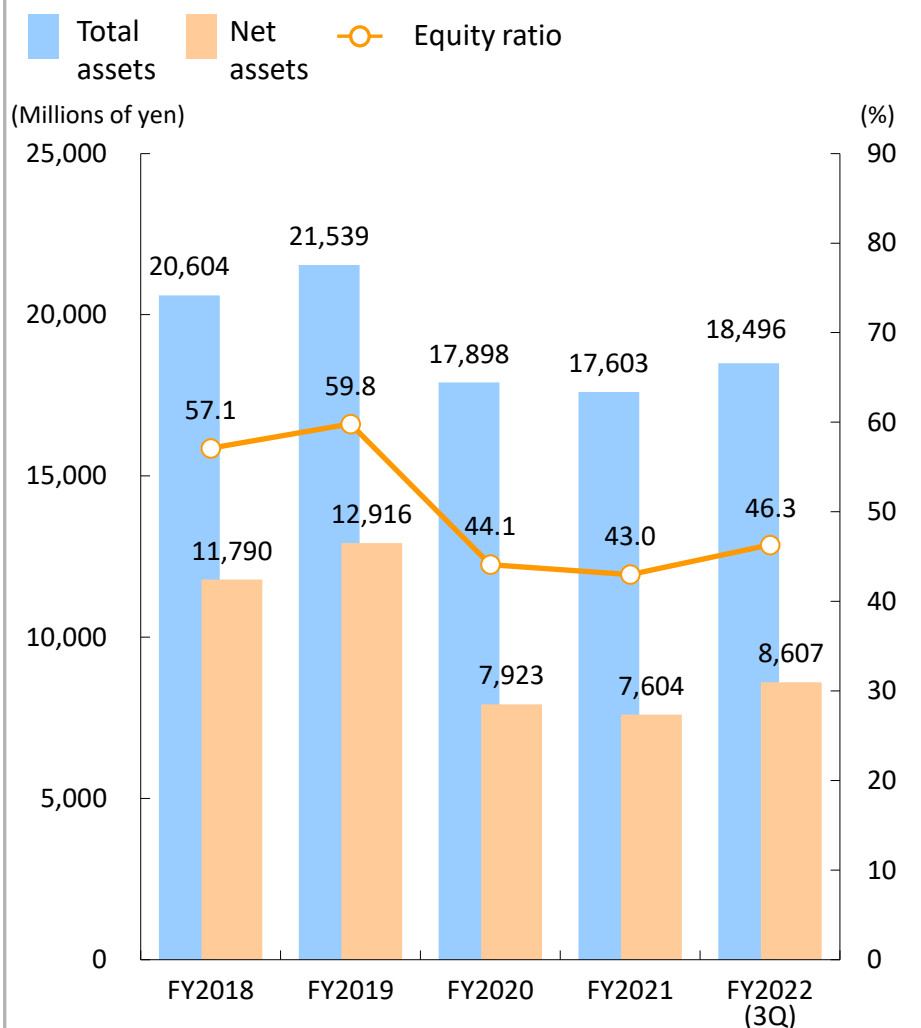
## Ordinary Profit



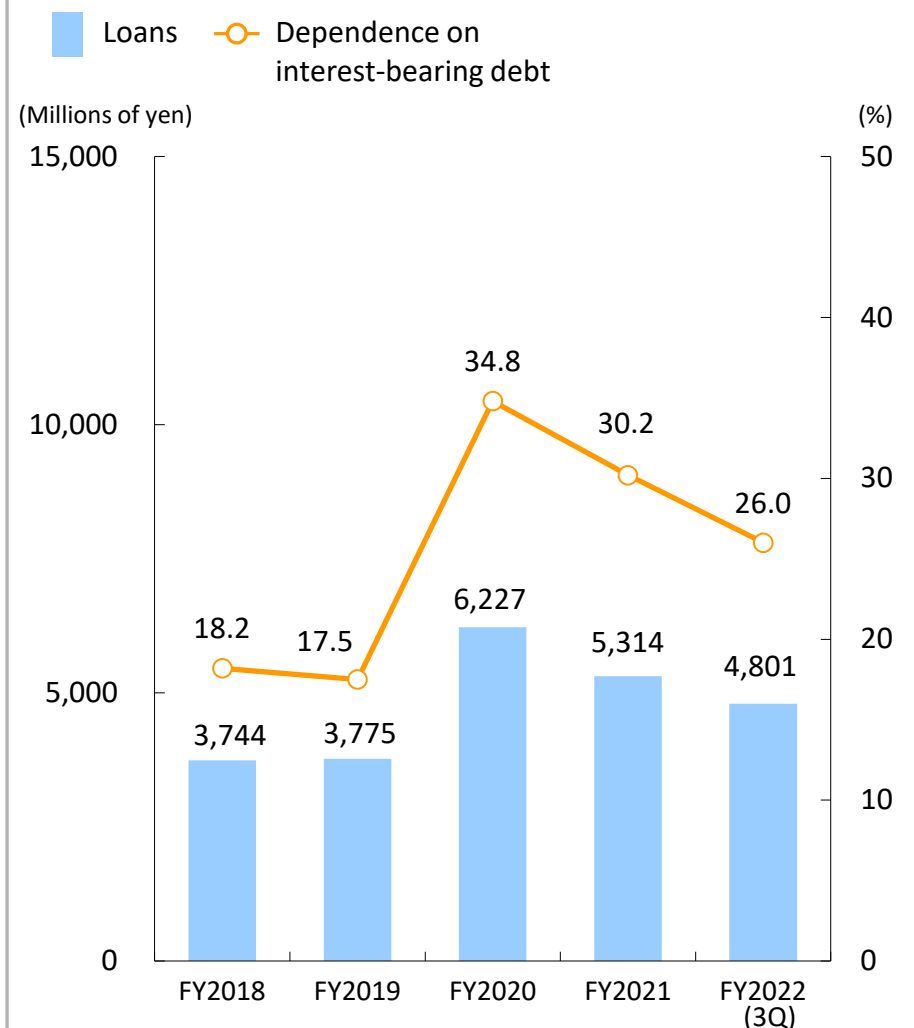
(Millions of yen)

		Oct. 31, 2021		July. 31, 2022		
		Amount	Comp. (%)	Amount	Comp. (%)	YoY change
	Current assets	4,441	25.2	5,542	30.0	1,100
	(Cash and deposits)	3,509	19.9	4,375	23.7	865
	(Accounts receivable-trade)	323	1.8	431	2.3	108
	Non-current assets	13,161	74.8	12,954	70.0	(207)
	(Property, plant and equipment)	10,537	59.9	10,278	55.6	(258)
Total assets		17,603	100.0	18,496	100.0	892
	Current liabilities	5,978	34.0	6,420	34.7	442
	(Accounts payable-trade)	589	3.4	701	3.8	111
	(Income taxes payable)	67	0.4	421	2.3	353
	Non-current liabilities	4,019	22.8	3,468	18.8	(551)
	Total liabilities	9,998	56.8	9,889	53.5	(109)
(Interest-bearing debt)		5,314	30.2	4,801	26.0	(513)
Total net assets		7,604	43.2	8,607	46.5	1,002
Total liabilities and net assets		17,603	100.0	18,496	100.0	892

## Total assets, net assets, equity ratio



## Interest-bearing debt



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



## First overall in the house wedding category of the 2022 Oricon Customer Satisfaction Survey®

- IKK was first overall for house weddings in the 2022 Oricon Customer Satisfaction Survey®.
- The survey covered 26 companies and used the responses of 4,825 people who used house weddings.
- This is the 8<sup>th</sup> announcement since the survey started in 2015, and IKK placed first for the first time.

### ■ 2022 Oricon Customer Satisfaction Survey® for house weddings

Rank	Company	Score	Rank in 2021	Rank	Company	Score	Rank in 2021
1	IKK Inc.	85.4	2	7	Bridal Produce Co., Ltd.	82.3	4
2	Brass Corporation	84.9	1	8	ANNIVERSAIRE INC.	82.0	7
3	FIVESTAR WEDDING	84.1	3	8	NOVARESE, Inc.	82.0	9
4	Dears Wedding	84.0	6	10	Arc-en-Ciel Co.,Ltd.	81.8	8
5	TAKE AND GIVE. NEEDS Co., Ltd	83.4	5	11	ESCRIT INC.	80.0	11
6	Plan Do See Inc	82.9	10	12	BEST BRIDAL Inc.	78.9	12

<Summary> 2022 Oricon Customer Satisfaction Survey® for house weddings

■ Company: Oricon ME Inc. ■ Method: Internet survey ■ Ranking date: August 1, 2022 ■ Sample: 4,825 people ■ Required sample: At least 100 ■ Companies covered: 26 ■ Scope: Companies in Japan that operate guest houses in Japan for weddings with flexibility and originality and where the location can be reserved exclusively; evaluations are for companies rather than individual wedding locations ■ Time: March 7 to 30, 2022, April 15 to 26, 2021, March 16 to 27, 2020 ■ Responses: Individuals between ages of 18 and 69 (but not high school students) Location: All areas of Japan Participants: All responses are from individuals who held a wedding/reception at a guest house operated directly by a wedding company in Japan within the past five years

## Opening of the “studio clori.” wedding photo studio in Osaka Castle Park

- The new photo studio is at JO-TERRACE OSAKA commercial complex, where Osaka Castle can be used as the background for photos.
- The studio can meet a broad range of photo requests from couples and uses many world-wide award-winning photographers.

Name studio clori.

Location JO-TERRACE OSAKA E TERRACE  
3-1 Osakajo, Chuo-ku, Osaka City, Osaka

Opening August 26, 2022

Facilities Three photo studios  
(ceremony, garden, Korean photo)

Nearest station Osakajokoen station



▲Example of wedding photo

Many locations for photos



▲Ceremony studio



▲Indoor garden studio

IKK plans to open more photo studios mainly in other large cities

- The second wedding photo studio is planned for Nagoya in Aichi prefecture.
- Preparations are under way with operations scheduled to begin between January and March 2023.





## II. FY2022 Consolidated Forecast

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

**FY2022 operating profit is expected to recover to about 85% of the pre-pandemic level (FY2019)**

**Upward revision on June 13, 2022**

Net sales **¥19,250** million (+67.0% YoY)

- Sales growth is expected on the back of large backlog
- The number of weddings is expected to reach a record high of 5,160, up 1,779 from the previous fiscal year.
- Sales per wedding are expected to recover slowly as we continue to implement thorough infection prevention measures.

Operating profit **¥1,650** million (compared with ¥(1,599) million one year earlier)

- Based on this outlook, the operating profit forecast is about 85% of the pre-pandemic level (FY2019)

Ordinary profit **¥1,900** million (compared with ¥(610) million one year earlier)

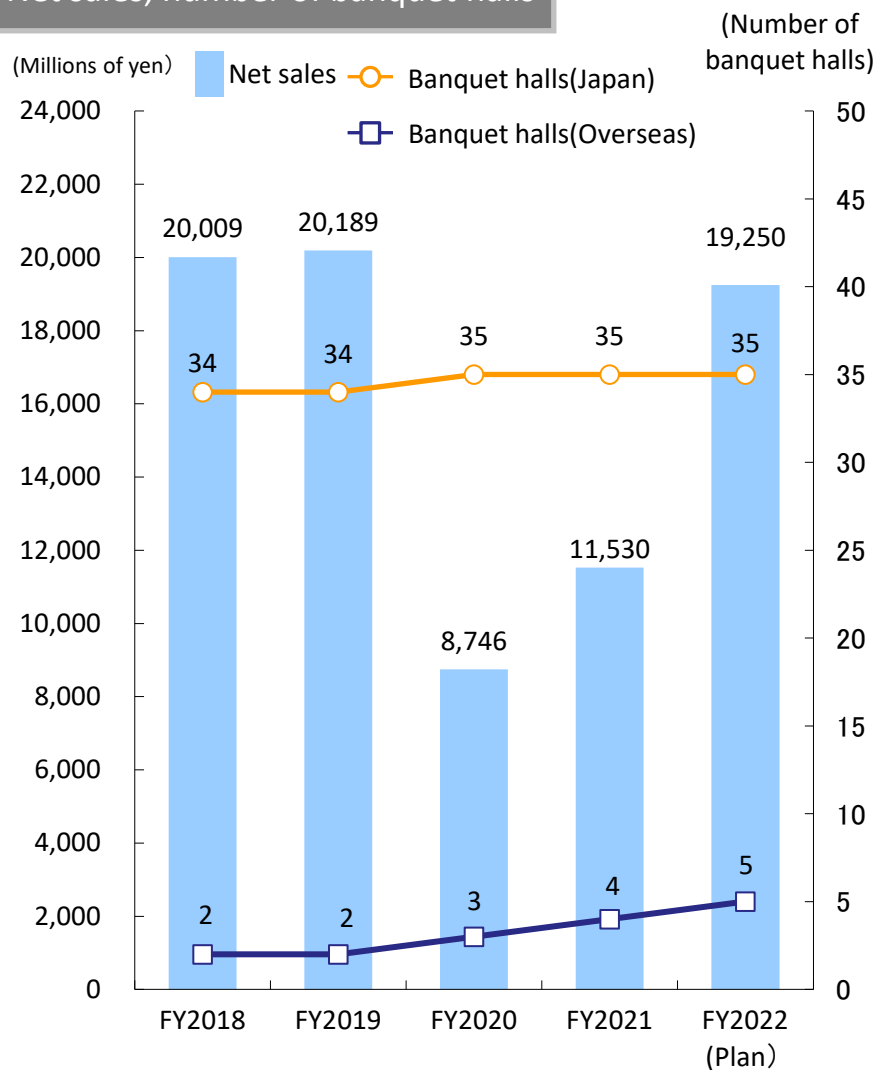
Profit attributable to owners of parent **¥1,400** million (compared with ¥(411) million one year earlier)

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

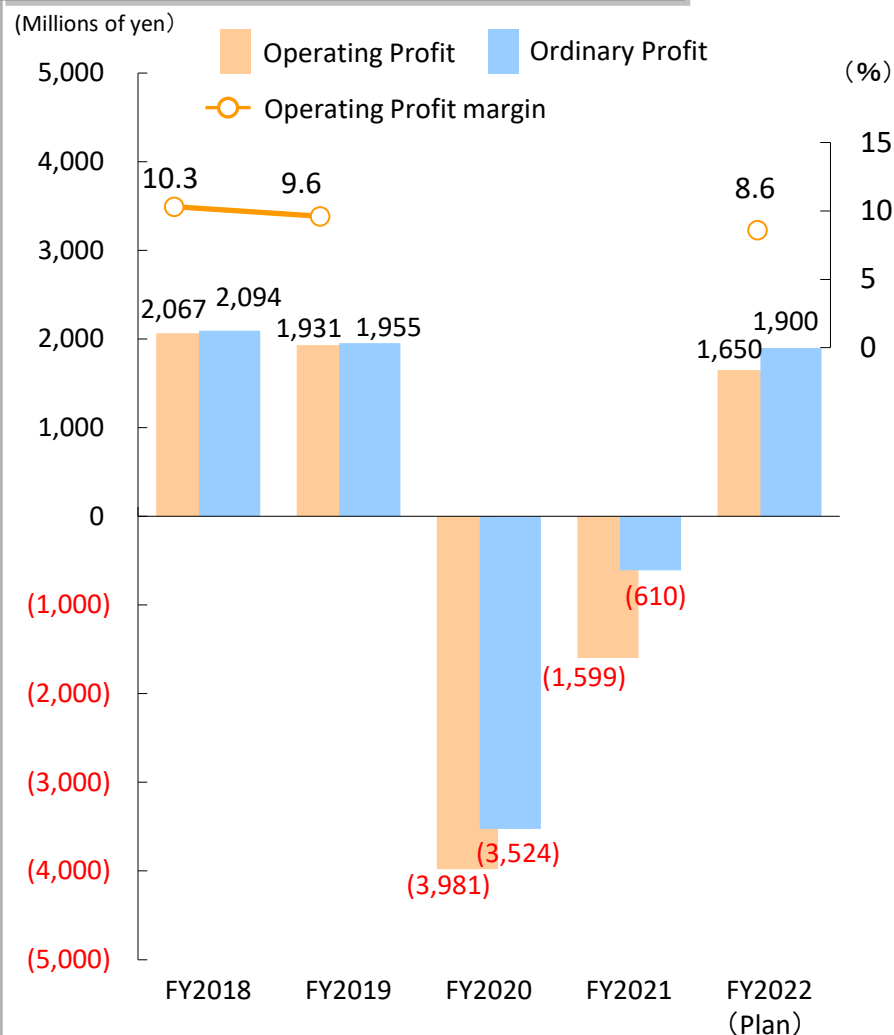
(Millions of yen)

	FY2021		FY2022			
	Amount	% to sales	Plan	% to sales	YoY change	
					Amount	%
Net sales	11,530	100.0	19,250	100.0	7,719	67.0
Gross profit	6,473	56.1	11,100	57.7	4,626	71.5
SG&A expenses	8,072	70.0	9,450	49.1	1,377	17.1
Operating profit	(1,599)	—	1,650	8.6	3,249	—
Ordinary profit	(610)	—	1,900	9.9	2,510	—
Profit attributable to owners of parent	(411)	—	1,400	7.3	1,811	—
Net income per share(Yen)	(14.03)	—	47.52	—	—	—

## Net sales, number of banquet halls



## Operating Profit, Ordinary Profit and Operating Profit margin





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

II. FY2022 forecast

	FY2021 results	FY2022 Plan	Amount
Number of branches at end of period (Japan)	19	19	-
Wedding facility: 4 banquet halls	1	1	-
Wedding facility: 3 banquet halls	5	5	-
Wedding facility: 2 banquet halls	3	3	-
Wedding facility: 1 banquet hall	6	6	-
Restaurant: 1 banquet hall	4	4	-
Number of branches at end of period (Overseas)	3	4	+1
Wedding facility: 2 banquet halls	1	1	-
Wedding facility: 1 banquet hall	2	3	+1
Number of banquet halls	39	40	+1
Number of weddings	3,381	5,160	+1,779
Japan	3,334	5,100	+1,766
Overseas	47	60	+13

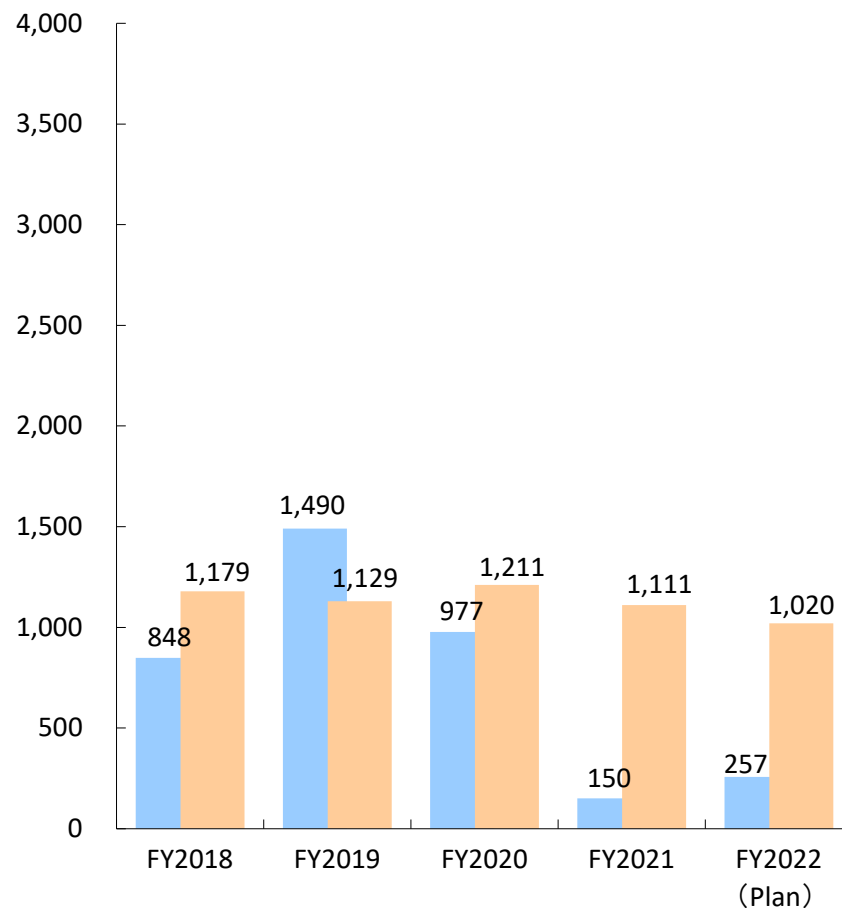
(Millions of yen)

	FY2021 results	FY2022 Plan	Amount
Capital expenditures	150	257	+107
Depreciation	1,111	1,020	(91)

## Capital expenditures and depreciation

Capital expenditures Depreciation

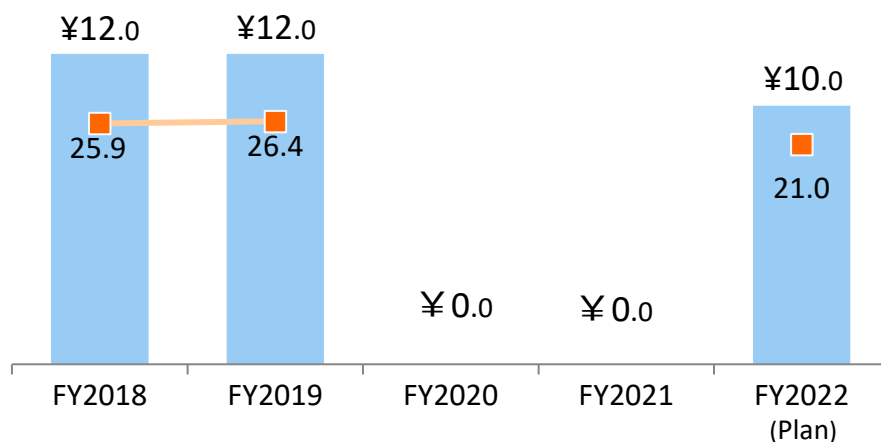
(Millions of yen)



## Plan to pay a dividend of ¥10 for FY2022 because of the recovery in sales and earnings

- Our policy is to pay dividends that reflect operating results while retaining earnings needed for achieving the medium to long-term business plan and strengthening our operations.
- Plan to resume dividends with a ¥10 dividend for FY2022 due to the recovery in sales and earnings

■ Ordinary dividend
 —■ Dividend payout ratio (%)



	Dividends	Dividend payout ratio
FY2018	¥12.0	25.9%
FY2019	¥12.0	26.4%
FY2020	¥0.0	-
FY2021	¥0.0	-
FY2022 (Plan)	¥10.0	21.0%

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

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

### For customers

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

### For employees

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

### For service personnel

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

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

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

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



NEW NORMAL for HAPPY WEDDING

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

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

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



▲ Providing online guidance



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



▲ Thorough implementation of staff safety management



### III. Initiatives for FY2022

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

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- 2 Establish Ambihone Inc. to operate a photography business

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

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- 4 Capital and business alliance with Tameny Inc.

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



Name	The GEIHINGAN KAIRAKUEN BETTEI(Mito Branch)
Location	Kairakuen Park, 2692-1, Senbacho, Mito City, Ibaraki Prefecture
Opening	April 7, 2023 (planned)
Facilities	Restaurant, café, etc. (planned)
Nearest station	Mito station

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

▲ Rendering of the completed facility

## Establish Ambihone Inc. to operate a photography business

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

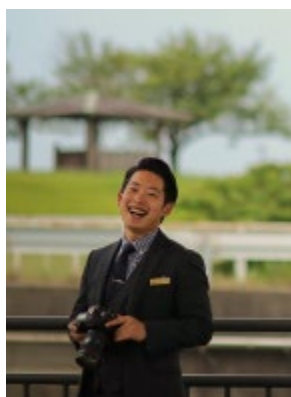
Company name	Ambihone Inc.		
Location	3-6-5 Katamine, Kasuyagun Shimemachi, Fukuoka Prefecture	Establishment	November 2021
Capital	25 million yen	Start of operations	August 26, 2022

### Vision

Become a global  
company that links  
people and  
memorable times

Be a source of  
happiness

### Business Overview



▲ Award-winning photographers  
active in Japan and other countries

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



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



## Establish LALA COEUR Inc. to operate a matrimonial matchmaking business

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

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

### Vision

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

Make meaningful  
contributions to  
communities and  
society

### Business Overview

- Matrimonial matchmaking centered on employee training and development skills based on a sound business philosophy
- Marriage support is provided by a nationwide network of offices



▲ Marriage concierges support at bases nationwide



**Offices in 17 cities**  
\*as of the end of October 2021



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

## Capital and business alliance with Tameny Inc.

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

### Overview of the capital and business alliance

As of December 29, 2021

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

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







Reference:

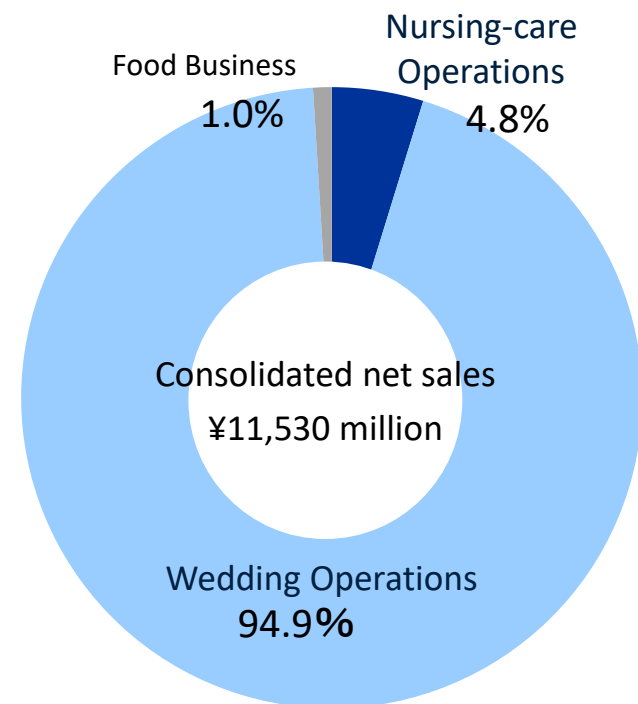
Company Profile, Business Activities and Industry Overview



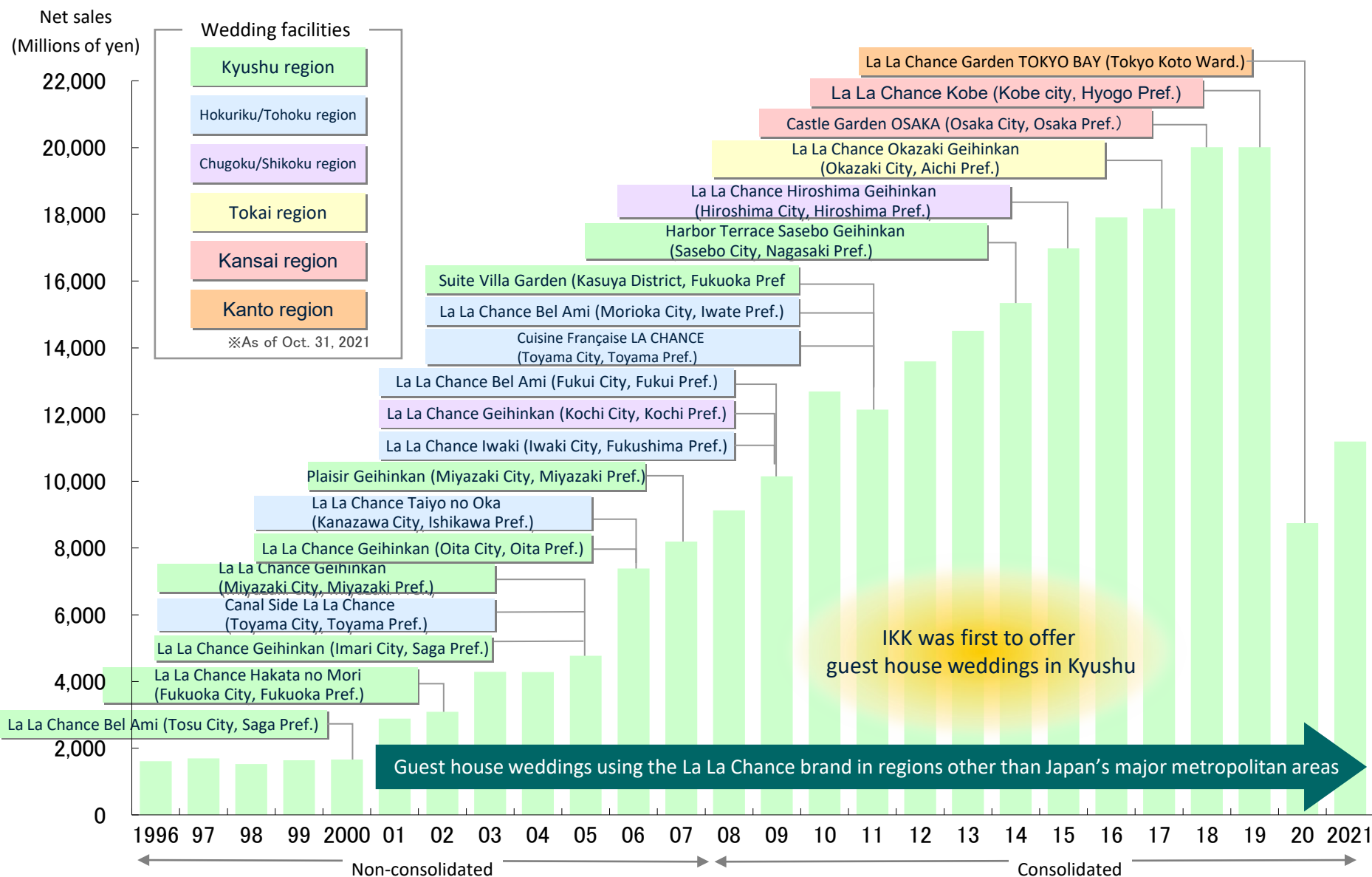
## Company profile (as of Nov. 1, 2021)

## Sales ratio by business segments (FY2021)

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







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

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

## Wedding facilities in Japan

### Tohoku area 2 locations

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

### Kanto area 1 location

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

### Tokai area 1 location

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

### Chugoku/Shikoku area 2 locations

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

### Kansai area 2 locations

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

### Hokuriku area 4 locations

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

### Kyushu area 7 locations

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

## Overseas locations

### Jakarta, Indonesia 4 locations

- Menara Mandiri
- Skenoo Hall
- Financial Hall
- Artotel Suites



## Mission

For the smiles and happiness of the people connected to you

## Management Philosophy

- Sincerity, Trust, Reliance
- We will do our best immediately in a sincere spirit of collaboration
- We will be the talented personnel regardless of its nationality, religion, gender, age or experience and will challenge to create the wonderful future

## Code of Conduct

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

## Vision

### Vision 2042

With the love and passion of each and every one of us, Connecting and challenging ourselves, and become Japan's leading inspirational company that bring smiles and happiness to our customers

### Vision 2032

With the love and passion of each and every one of us, Connecting and challenging ourselves, and become Japan's leading inspirational company that bring smiles and happiness to our customers

## Core Strategy

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

## Strategy

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

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

Couples can hold wedding receptions at elegant mansions with abundant sunlight and greenery and large sites with an average area of about 9,000m<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



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

## One banquet hall

### Miyazaki



La La Chance Geihinkan  
(Miyazaki City:  
402 thousand people)  
**Miyazaki**



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



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



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

### Kochi



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



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



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



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

### Sasebo



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



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



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

## Two banquet halls

### Iwaki



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



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



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

## Three banquet halls or more

### Tosu



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



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



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

### Toyama



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



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

### Fukuoka (4 banquet halls)

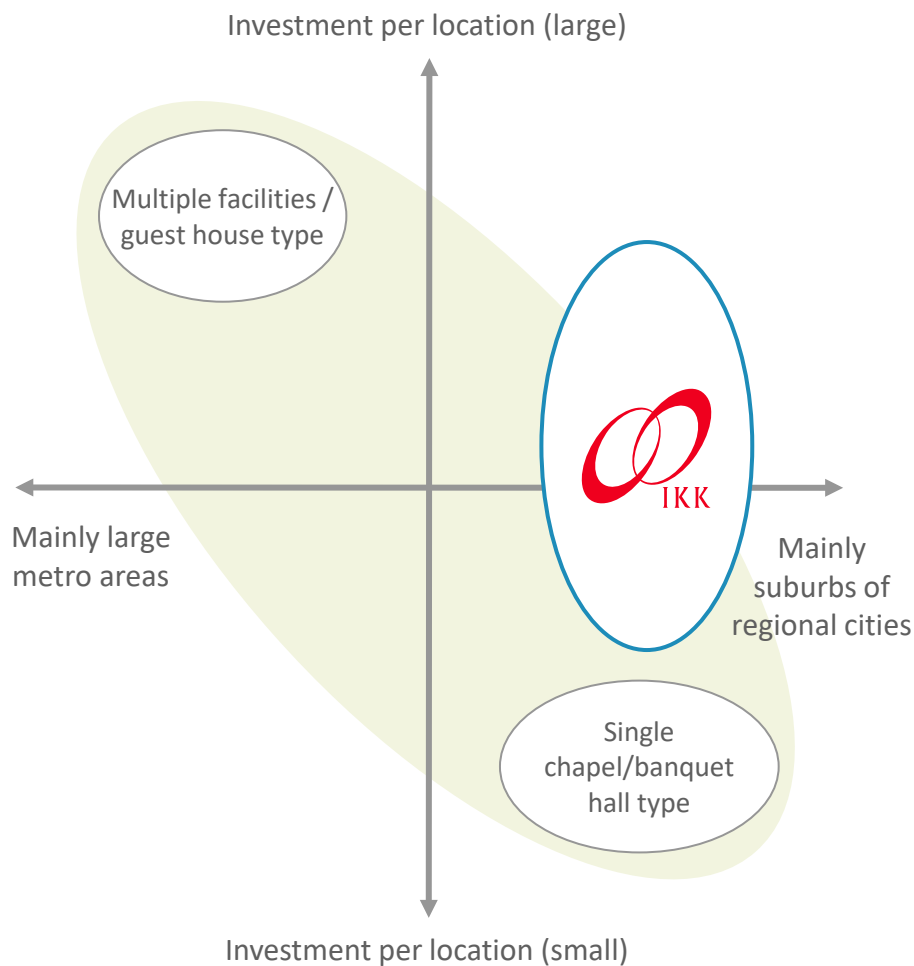


La La Chance Hakata no Mori  
(Fukuoka City:  
1,562 thousand people)

All locations except those in Fukuoka, Hiroshima, Osaka, Kobe and Koto-ku, Tokyo are in regional cities with populations under 500,000

The figures in parentheses show the populations of cities where IKK's branches are located  
Source: Japan Geographic Data Center "Basic Resident Register 2021"

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



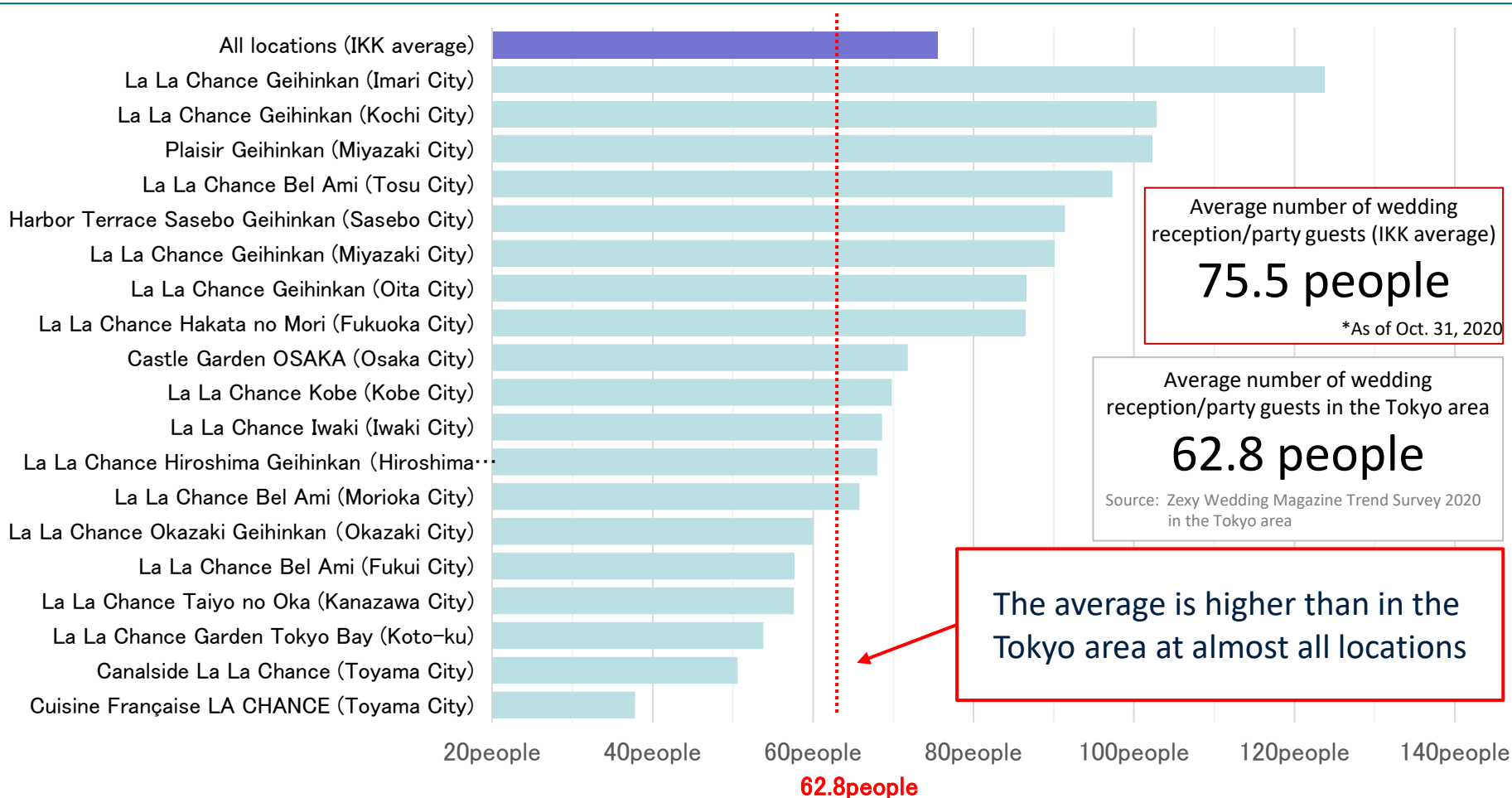
	Large metro areas (Example: Tokyo)	Regional cities (Example: Large cities in Kyushu)
Market	Large	Small/ Medium
Competition	High	Low
Operating cost (rent, advertising, etc.)	High	Low
Greenery/nature	Minimal	Abundant
Word-of-mouth	Small/medium effect	Big effect



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

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

※ Comparison based on FY2020 results





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

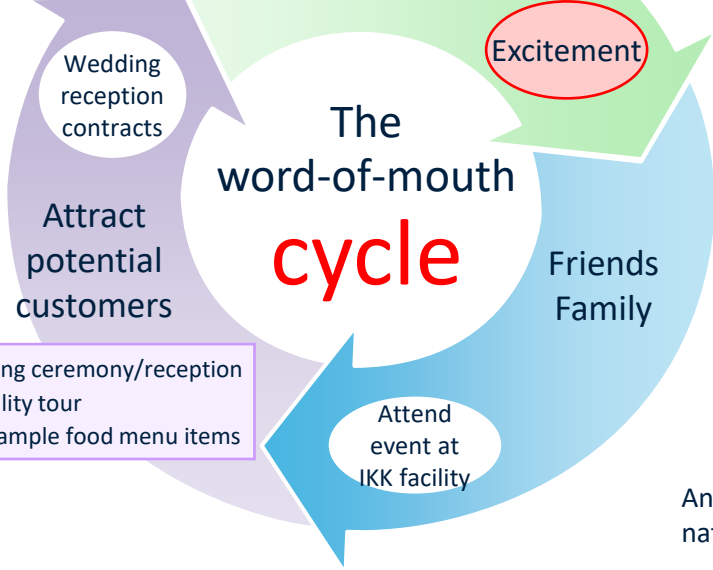
A local reputation for serving outstanding food



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



Weddings and receptions  
(Grooms, brides and guests)



Services with warmth and sincerity



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



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

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

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



©MICHELIN

▲The MICHELIN Guide Hokuriku 2021 Special Edition\*

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

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



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

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

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

### First Prize, 20th Zexy Wedding Photo Contest



**Title: Red lips, today and in the future**

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.

### First Prize, 22nd Zexy Wedding Photo Contest



**Title: The ring boy**

One year after taking pre-wedding photos, a child born during the pandemic postponement of weddings served as the ring boy for the wedding. This photo was taken at the peak of the happiness of everyone to see the boy at the rehearsal.

### Prize-winning photos

#### 2017

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

#### 2018

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

#### 2019

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

#### 2020

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

#### 2021

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

#### 2022

22nd Zexy Wedding Photo Contest, First Prize, other prizes (2 people)

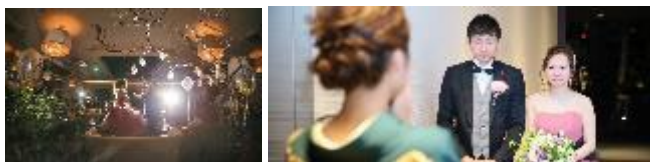


## Wedding planning skills backed by training programs based on a sound concept

### Soul Prize at Good Wedding Awards 2019



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



**Wedding theme: Only to day**

### Second Prize at Good Wedding Awards 2021



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



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

### Wedding planner awards

**2011**

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

**2013**

2nd Home Town Wedding Contest, honorable mention

**2014**

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

**2015**

Good Wedding Awards 2015, Creative Award

**2016**

5th Home Town Wedding Contest, Bridal Industry Newspaper Prize

**2017**

6th Home Town Wedding Contest, Bridal Industry Newspaper Prize

**2018**

7th Home Town Wedding Contest, Bridal Industry Newspaper Prize

**2019**

Good Wedding Awards 2019, Soul Prize

**2021**

Good Wedding Awards 2021, Second Prize

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

- IKK ranks high in Kyushu/Okinawa every year in the regional job-hunting popularity survey of Mynavi/Nikkei
- First place for the fifth consecutive year in the Job-hunting Popularity for Individual Industries.
- 80th place in the New Graduate Company Popularity Ranking for humanities college graduates.

- Job-hunting Popularity Based on Head Office Location Top 5 for Kyushu and Okinawa \*Survey of 2,679 people

Rank	Company	Votes	Rank in 2021
1	THE NISHI-NIPPON CITY BANK, LTD.	154	3
2	Fukuoka Financial Group	152	2
3	IKK Holdings Inc.	132	1
4	Nishihara shokai Co., Ltd.	103	3
5	Cosmos Pharmaceutical Corporation	99	13

- Job-hunting Popularity for Individual Industries Top 3 for the Wedding, Funeral and Other Services Sector

Rank	Company	Votes
1	IKK Holdings Inc.	132
2	TAKAMI BRIDAL	44
2	TAKE AND GIVE. NEEDS Co., Ltd.	44

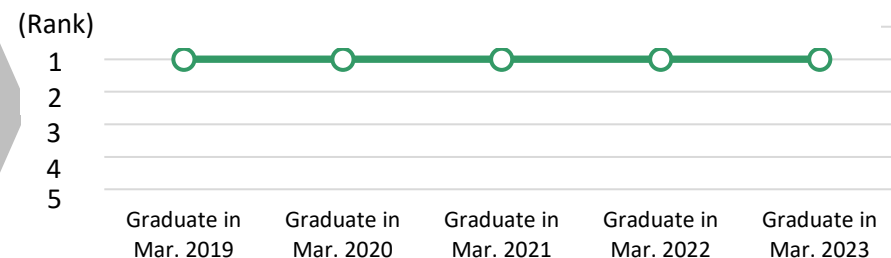
■ The survey covers third-year university students and first-year graduate school students in Japan planning to graduate in March 2023. ■ The survey took place from December 1, 2021 to March 20, 2022.

■ The survey was conducted by using the Mynavi 2023 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 33,159 responses.

- Five-year New Graduate Job-hunting Popularity Ranking of IKK Based on Head Office Location



- Five-year New Graduate Job-hunting Popularity Ranking by Industry



\*Based on survey for popularity of companies for job-hunting among new college graduates

## 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 OpenWork, a company that operates a job market platform for job hunting and job changing

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

Rank	Company	Total scores
1	Plan Do See Inc.	9.90
2	Recruit Zexy Navi Co., Ltd.	9.57
3	Oriental Land Co.,Ltd.	9.50
4	<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
1	<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

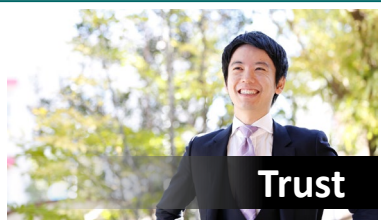
■ Includes data in evaluation reports submitted to OpenWork for 840 companies with head offices in locations other than the Tokyo, Nagoya and Osaka regions (Tokyo, Osaka, Aichi, Kanagawa, Saitama, Chiba, Hyogo and Kyoto). Amount of overtime and paid vacation utilization rates are each scored by using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

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

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

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

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



Trust

- Employees are entrusted with responsible work at this company

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

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

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



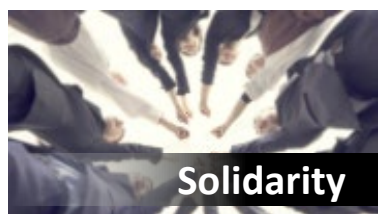
Pride

- I am proud of the business operations of the company

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

- I believe the company is contributing to communities and society

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



Solidarity

- The company holds celebrations whenever there is a special occasion

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

- The company creates a mood of solidarity and teamwork

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

\*Average for companies in the 2018 Best Workplaces Lists



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

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

- Promotions are based on performance, in accordance with consistent standards, to recognize the best people; **27.3%** of officers and **17.6%** of supervisors are women
- Employees are encouraged to use paid vacation time and can use up to **16 days** consecutively
- Mental health support program; periodic distribution of questionnaires with unrestricted responses to hear the thoughts and suggestions of employees
- Regular health check-ups as well as blood tests and assistance for gynecology examinations

### The DBJ Employees' Health Management Rated Loan Program

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



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

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

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

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

- ◆ Suppliers of food must submit product specifications to ensure the safety of all ingredients and finished products
- ◆ Food preparation processes are thoroughly supervised and constantly recorded to ensure the safety of all food served to guests
- ◆ All personnel must strictly comply with the Food Safety Management System standards
- ◆ The three La La Chance Hakata no Mori locations have ISO22000:2005 certification (August 2009)  
\*When this certification was renewed in June 2021, certification was expanded to four La La Chance Hakata locations: Villa Foret, Chez la Foret, Grand Vent-Vert and the Hakata no Mori Geihinkan
- ◆ All other food operations at IKK also comply with the standards of the Food Safety Management System

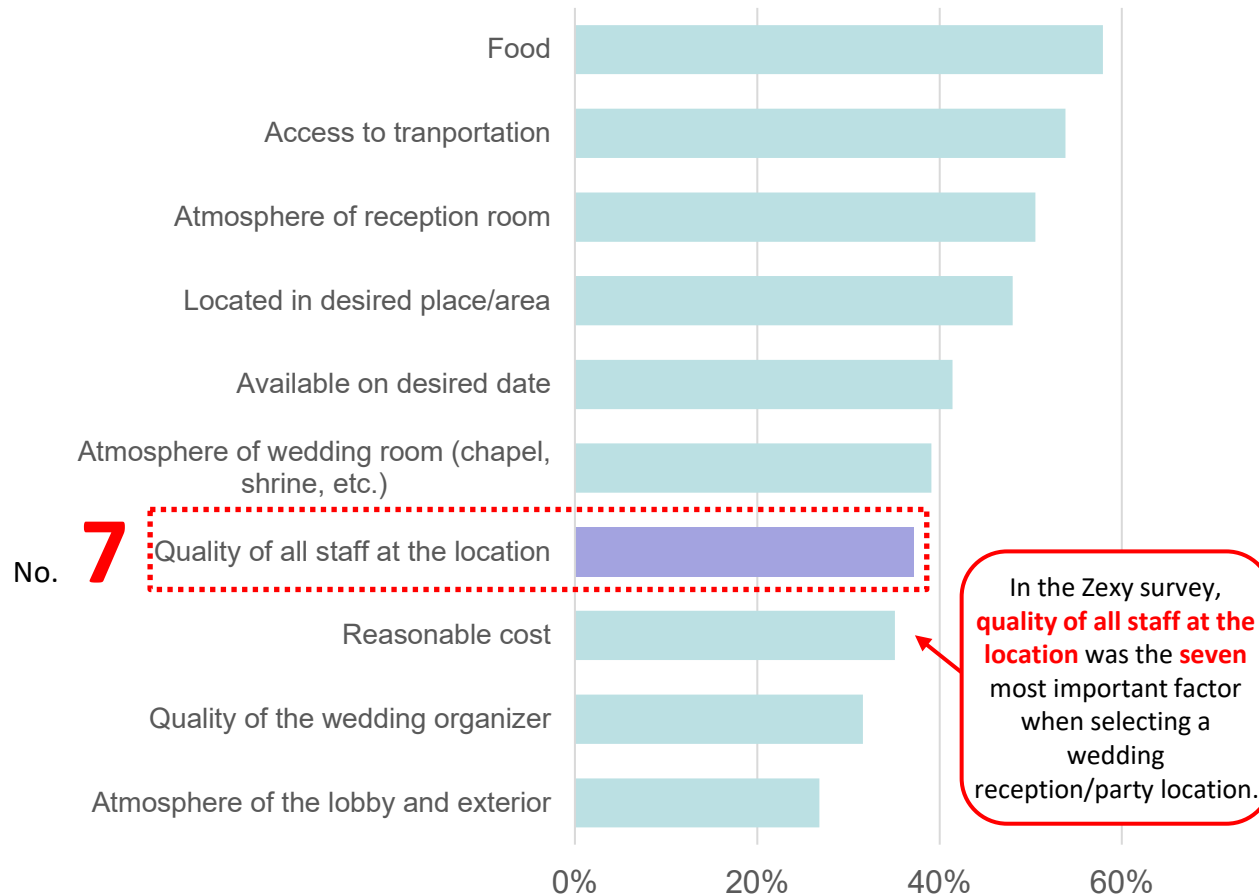


FSMS:548713 / ISO22000:2018

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

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

## Zexy Wedding Magazine Trend Survey 2020— Key points when selecting a wedding reception/party location



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

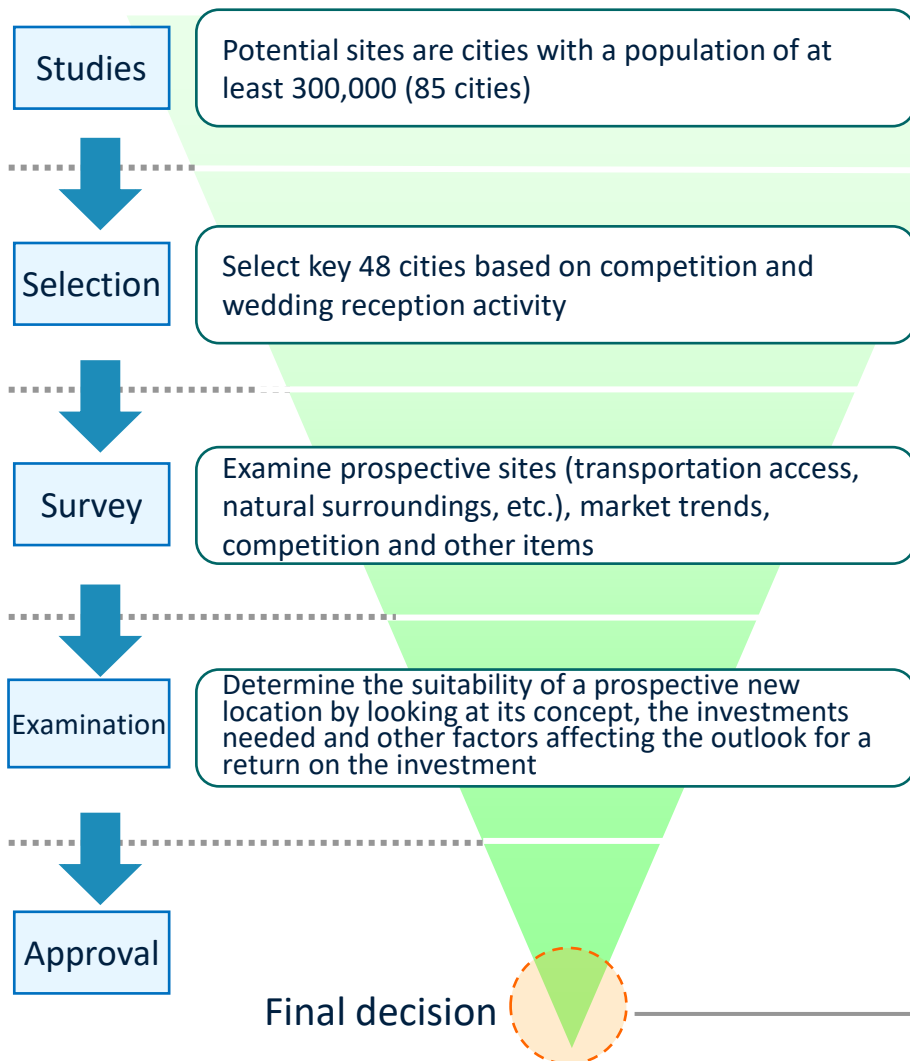
Rank of customer service in reasons for selecting an IKK location <sup>2</sup>	Rank
Imari Branch	1
Tosu Branch	1
Fukuoka Branch	1
Toyama Branch	1
Miyazaki Branch	1
Oita Branch	2
Kanazawa Branch	1
Miyazaki Branch #2	1
Iwaki Branch	2
Kochi Branch	1
Fukui Branch	1
Morioka Branch	1
Toyama Restaurant Branch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

Source: IKK study (Oct. 31, 2020)

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

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

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



## ● Prime locations in regional cities

Build wedding facilities in locations with natural beauty

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



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



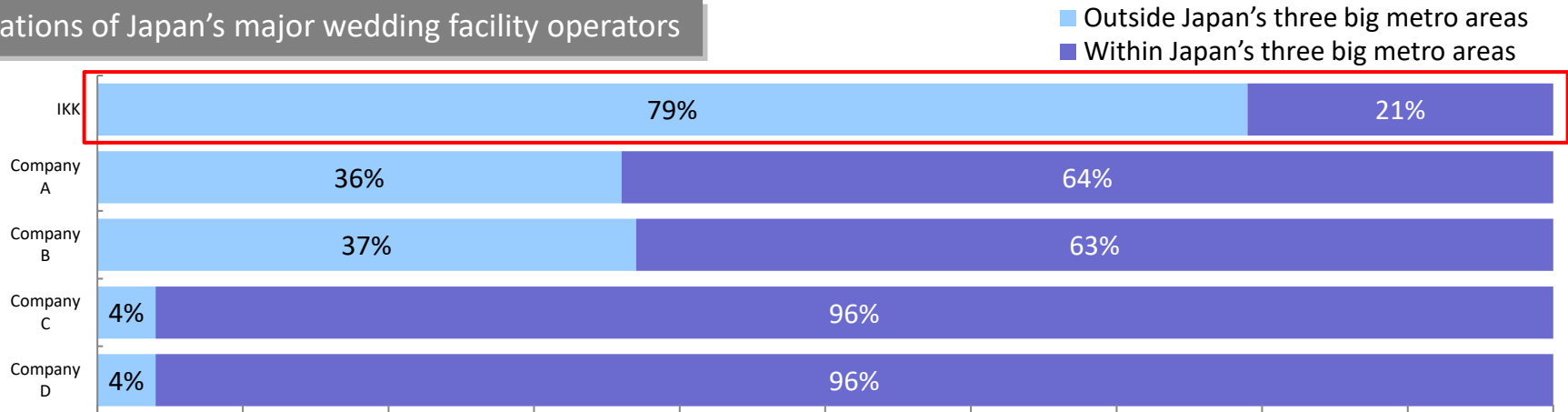
Osaka Branch



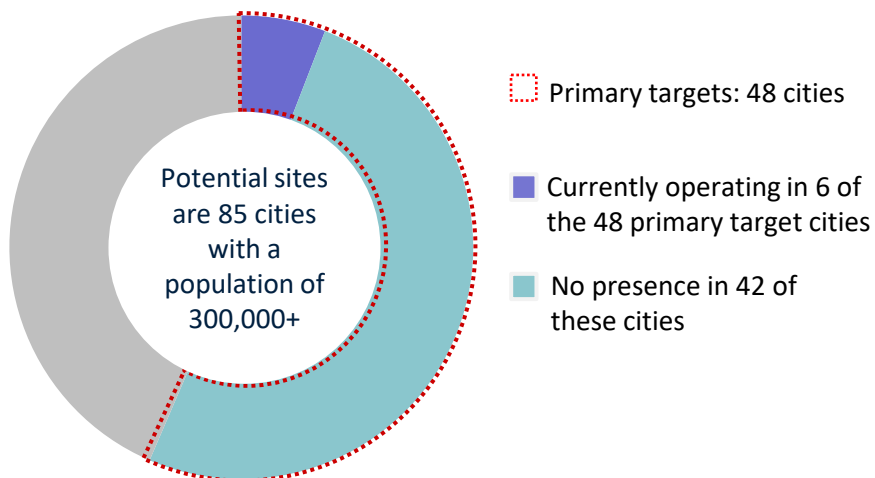
Tokyo Branch

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



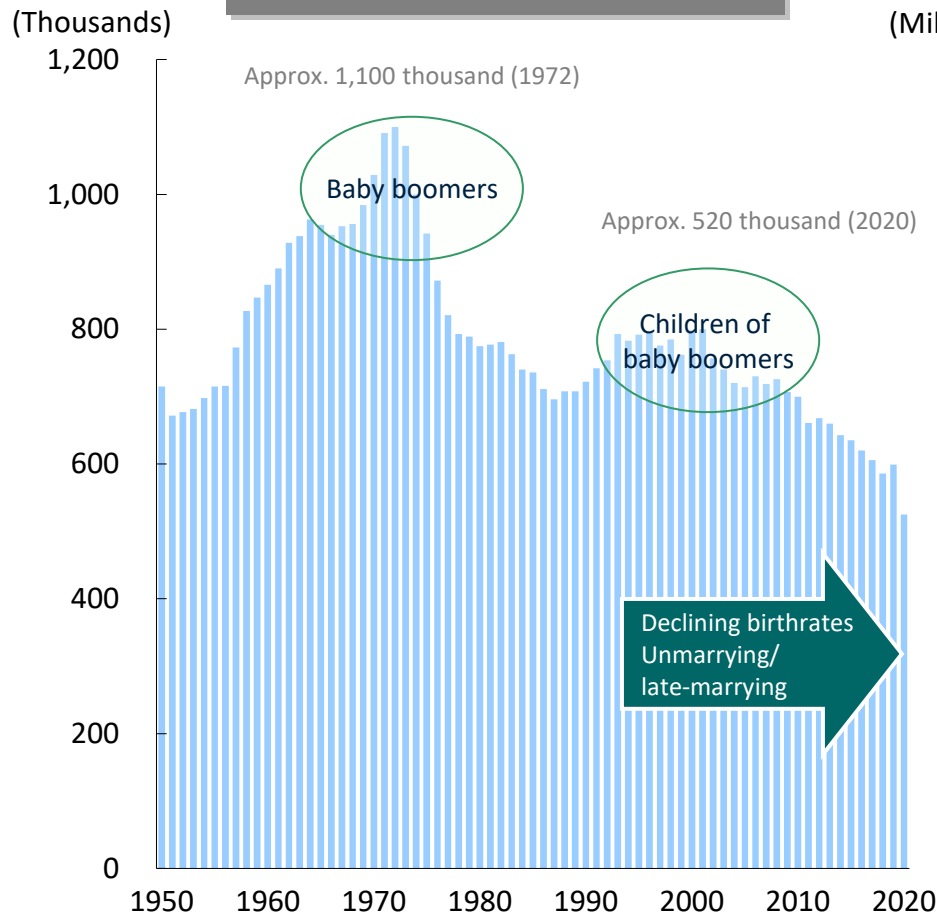
▲ A traditional dance by the bride



▲ A party with a buffet

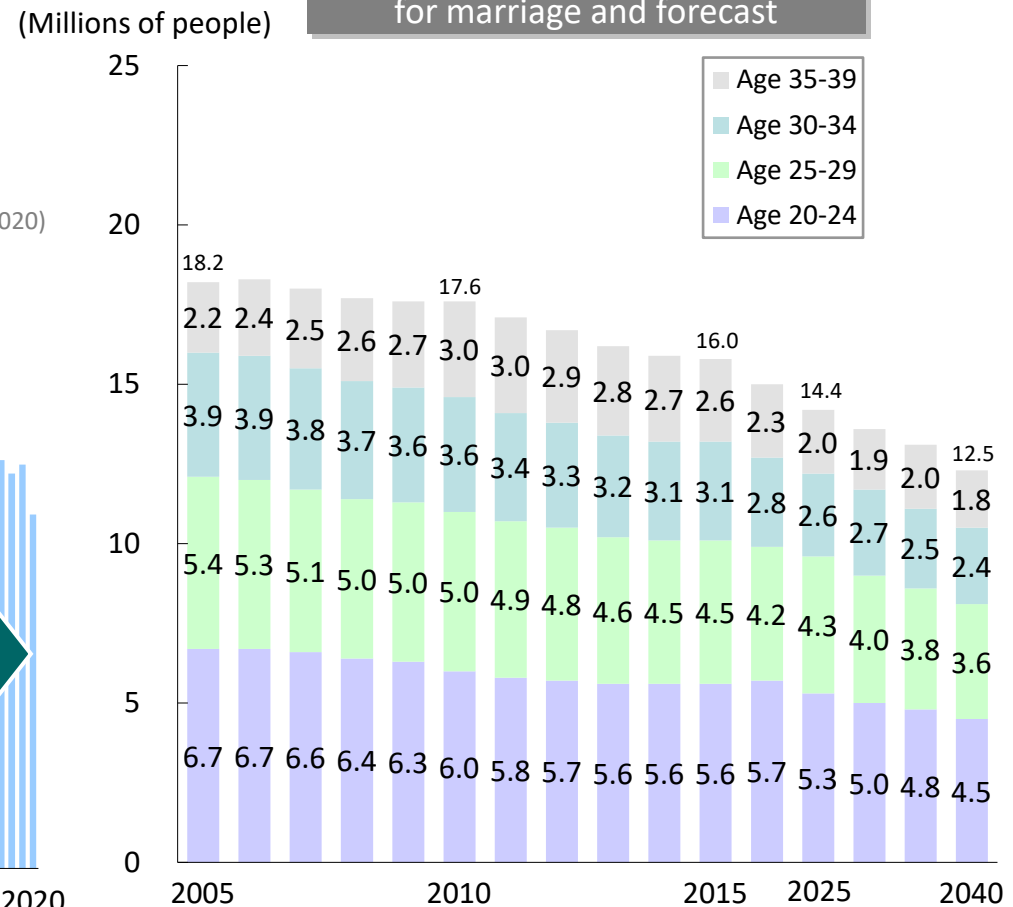
Weddings and receptions in Japan continue to decline along with the numbers of children and people in the prime age segments for marriage

## Number of marriages in Japan



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

## Population of prime age segments for marriage and forecast



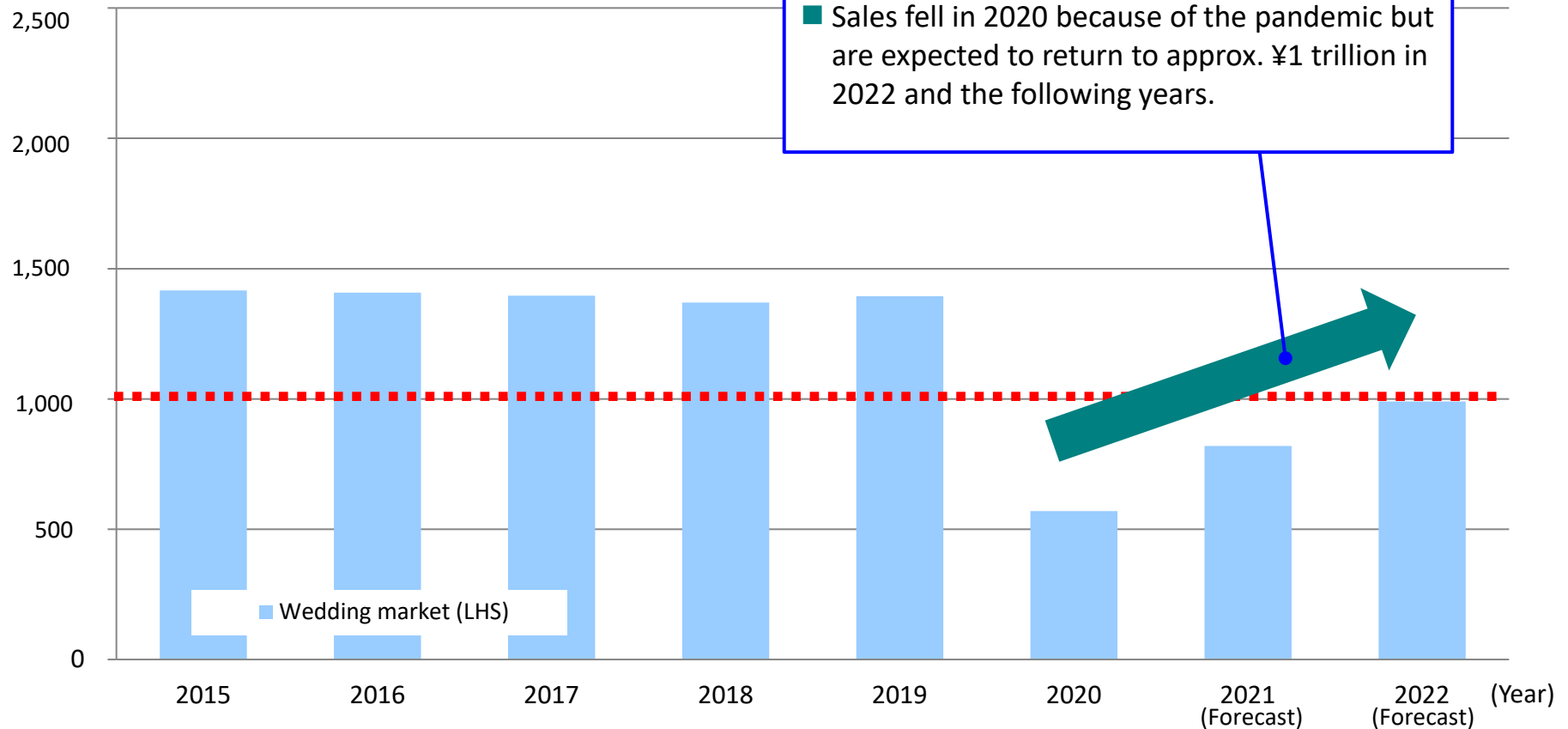
Source: National Institute of Population and Social Security Research, "Household Projections for Japan" (2018) Population by sex, five-year age group, and marital status



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

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

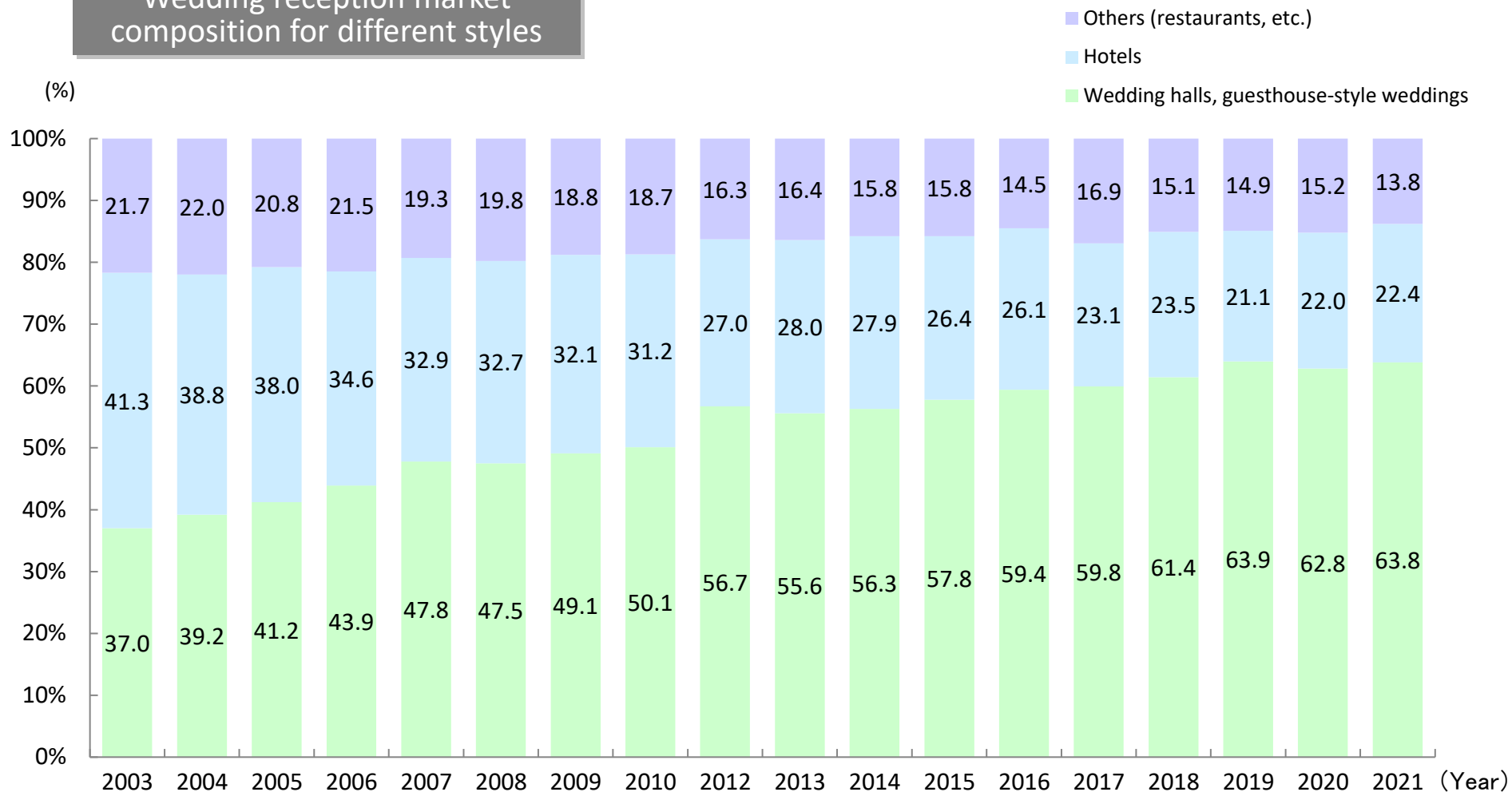
(Billions of yen)



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

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

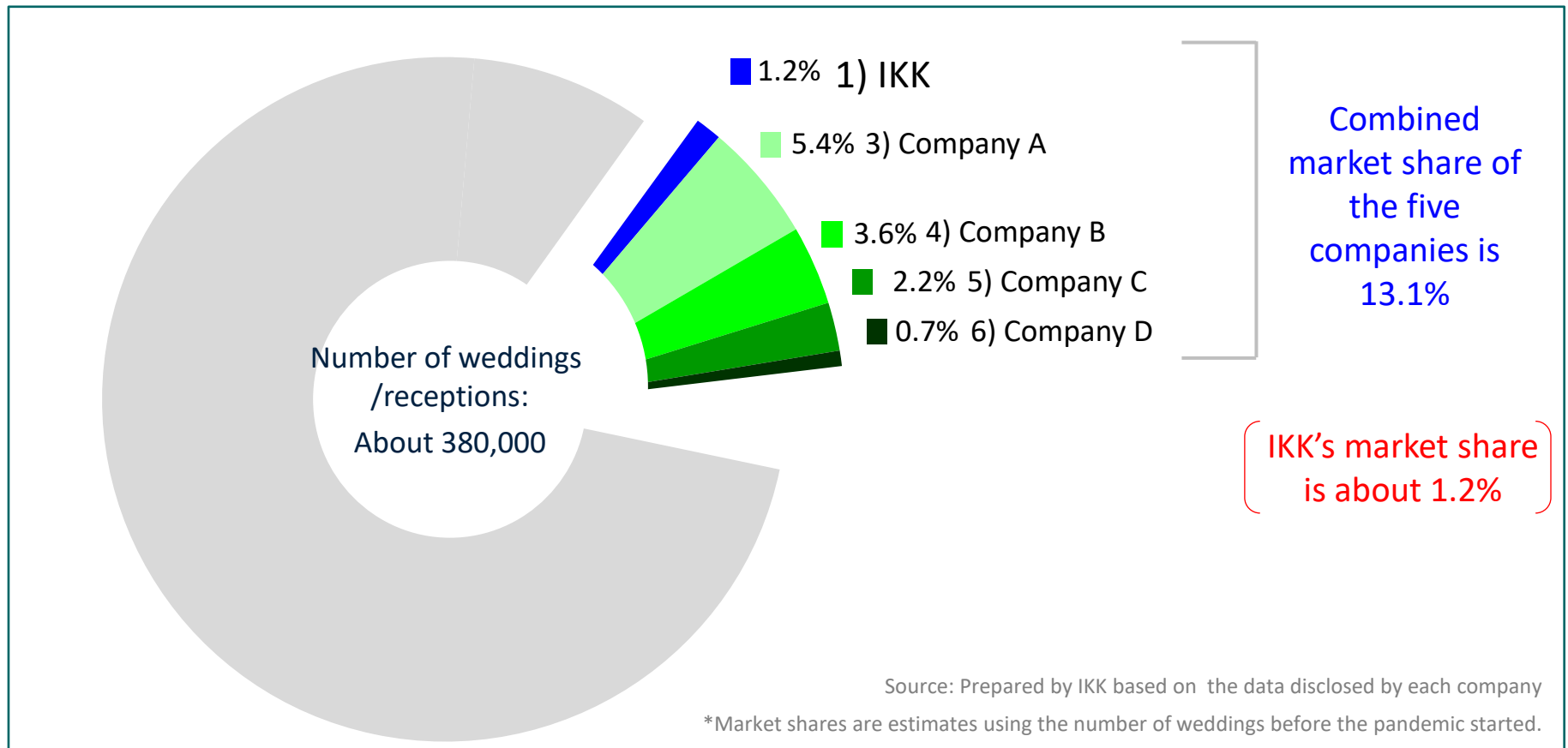
Wedding reception market composition for different styles



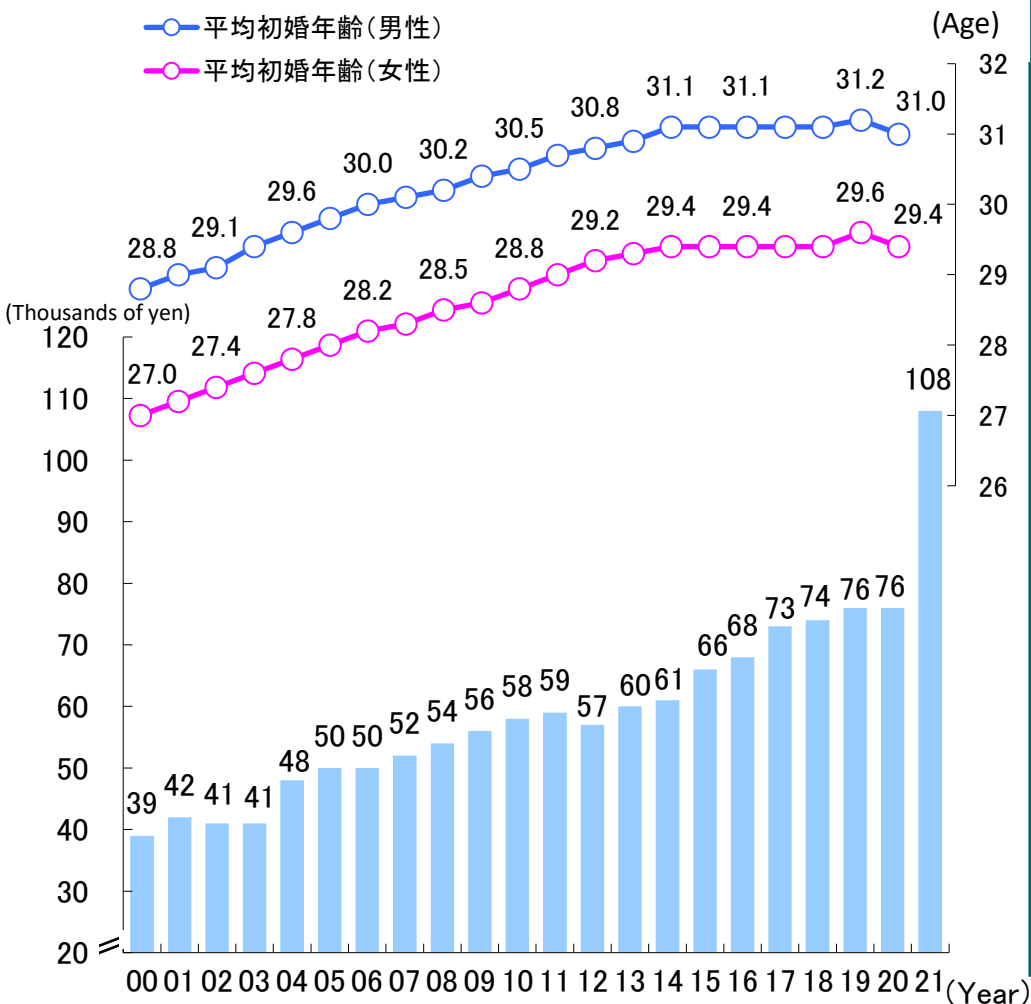
Source: Zexy Wedding Magazine Trend Survey 2021 Nationwide(Estimates), facilities that host wedding receptions/parties

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

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



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



## Couples continue to spend more on weddings despite deflation in Japan

### Primary causes

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

Consistent growth in the amount spent per wedding guest

(Increased about 90% between 2000 and 2020)



## Precautions about this presentation

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

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



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