

Results of Operations for the Fiscal Year Ended October 31, 2024

IKK Holdings, Inc. (Ticker: 2198 TSE PRM)

#### **Table of Contents**



#### I. Consolidated Financial Results for the Fiscal Year Ended October II. 2025 Year Ending October (Full Year) Consolidated Earnings

31, 2024

 $Summary\ of\ Consolidated\ Financial\ Results\ for\ the\ Fiscal\ Year\ Ended\ October\ 31,2024\ ---3$ 

Consolidated Financial Results for the Fiscal Year Ended October 31, 2024 ---4

Net Sales---5

Trends in Net Sales (Quarterly) ---6

Wedding Business Situation ---7

Trends in the number of couples married (quarterly) --- 8

Trends in number of couples ordered (quarterly) ---9

Operating Income (Quarterly)---10

Gross Profit and SG&A Expenses ---11

Changes in Operating Income and Ordinary Income --- 12

Consolidated Balance Sheet Summary --- 13

Financial Condition --- 14

Cash Flows (Consolidated) --- 15

Initiatives for the Fiscal Year Ended October 2024 --- 16

#### Forecast

Key Points in the Outlook for the Year Ending October 2025 --- 19

Consolidated Financial Forecasts for the Fiscal Year Ending October 2025 --- 20

Forecast of Net Sales, Operating Income, and Ordinary Income (Consolidated) --- 21

Outlook for store opening plans and numbers of couples married, capital investment and depreciation ---22

Dividend plan ---23

#### Initiatives in III. 2025 Fiscal Year Ended October

[Wedding business] Plan to open a new wedding business in Koto-ku, Tokyo ---25

[Wedding business] Planning to open a new wedding business in Fukuoka City, Fukuoka Prefecture ---26

[Wedding business] Implemented renovations to strengthen the quality of branches --- 27

[Food Business] Suites Lab constructed in Kasuya County, Fukuoka Prefecture --- 28

[New Businesses] Began considering entering the hotel business ---29

Reference: Corporate Profile, Business Characteristics, Industry Trends

Corporate Profile and Business Characteristics --- 31

Industry Trends --- 54



I. Consolidated Financial Results for the Fiscal Year Ended October 31, 2024





# Summary of Consolidated Financial Results for the Fiscal Year Ended October 31, 2024

Achieved record highs in sales and profits thanks to the full-year operation of the Mito Branch and the strong enforcement unit price

Record high

Sales were 23.263 billion yen (+5.8% YoY,  $\blacktriangle 0.4\%$  vs. plan)

Despite a year-on-year decrease in the number of couples married, the unit price remained at a high level of 3,986 thousand yen (up 188 thousand yen year-on-year).

Strong performance by operating companies (see P.4)

Record high

Operating income was 2.49 billion yen (+27.4% YoY, +16.9% vs. plan)

YoY change In addition to the above results, increased profits in the photo business contributed

Vs. plan Gross profit margin remained at a high level, and SG&A expenses were generally in line with forecasts.

Record high

Profit attributable to owners of parent

Net income was 1.702 billion yen (+27.0% YoY, +19.9% vs. plan)

The number of couples in backlog (as of the end of October 2024) was 4473 couples (▲ 8.2% YoY)





# Consolidated Financial Results for the Fiscal Year Ended October 31, 2024

		October 2023 f	iscal year	October 2024 fiscal year						
			Composition			Composition-	From the preceding year		Vs.	plan
		Amount (Millions of yen)	ratio (%)	Planning (Millions of yen)	Amount (Millions of yen)	ratio (%)	Change (Millions of yen)	Rate of change (%)	Change (Millions of yen)	Rate of change (%)
Net sales		21,990	100.0	23,350	23,263	100.0	1,273	5.8	▲86	▲ 0.4
	Wedding business	21,007	95.5	-	21,903	94.2	895	4.3	-	-
	Nursing care business	592	2.7	-	634	2.7	41	7.1	-	-
	Food Business	260	1.2	-	346	1.5	85	32.8	-	-
	Photo business	310	1.4	-	672	2.9	362	116.9	-	-
	Wedding brokerage business	12	0.1	-	7	0.0	<b>▲</b> 5	<b>▲</b> 43.6	-	-
	Gross profit	12,887	58.6	13,630	14,024	60.3	1,137	8.8	394	2.9
	SGA cost	10,932	49.7	11,500	11,533	49.6	601	5.5	33	0.3
	Operating income	1,955	8.9	2,130	2,490	10.7	535	27.4	360	16.9
	Ordinary income	2,005	9.1	2,145	2,525	10.9	520	26.0	380	17.8
	Profit attributable to owners of parent Net Income	1,340	6.1	1,420	1,702	7.3	361	27.0	282	19.9
	Per share Net income (Yen)	45.93	-	49.52	59.35	-	-	-	-	-

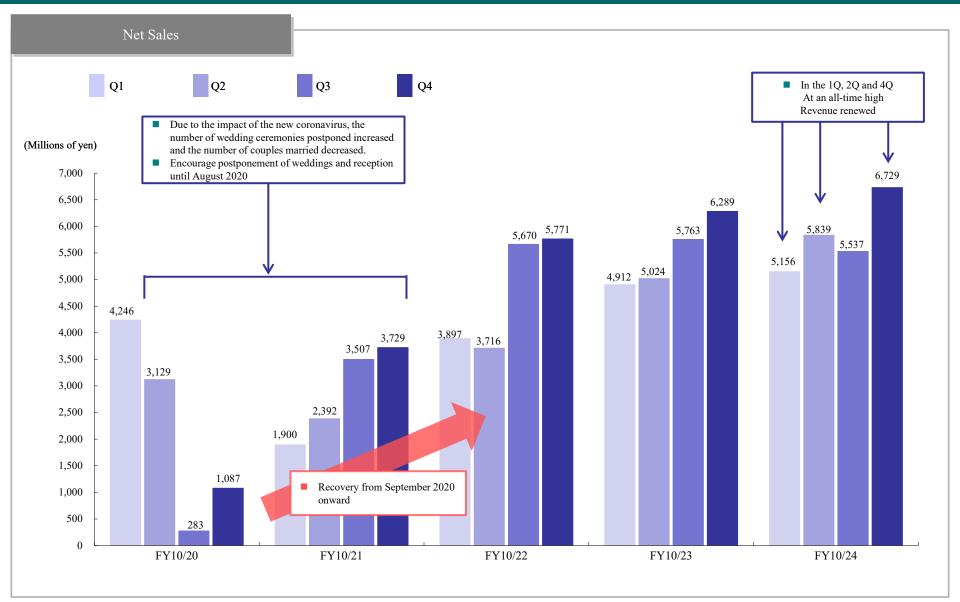


#### Net Sales





# Trends in Net Sales (Quarterly)

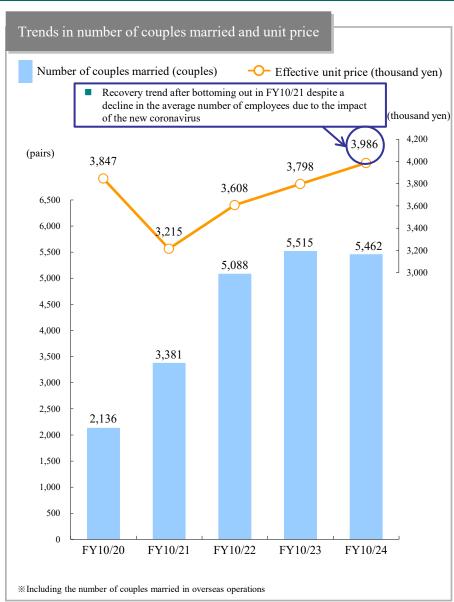




# Wedding Business Situation

	EV.10/22	EX.10/04	From the pro	eceding year
	FY10/23 Actual	FY10/24 Actual	Change	Rate of change (%)
Wedding business sales (Millions of yen)	21,007	21,903	895	4.3
Domestic branches	20	20	0	0.0
<sup>*1</sup> of stores abroad	5	6	1	20.0
Number of couples married (couples)	5,515	5,462	<b>▲</b> 53	<b>▲</b> 1.0
Domestic	5,430	5,357	<b>▲</b> 73	<b>▲</b> 1.3
Overseas	85	105	20	23.5
*2 of sets of orders (sets)	5,166	5,061	▲ 105	<b>▲</b> 2.0
Order backlog **2 (group)	4,874	4,473	<b>▲</b> 401	▲8.2
Price **3 (¥ thousand)	3,798	3,986	188	5.0

<sup>%1</sup> Number of overseas stores includes outsourcing stores



<sup>\*2</sup> The number of couples ordered and the number of couples backlog also includes results from the Overseas Wedding Business

<sup>\*3</sup> Unit prices are calculated excluding "general banquets," "cancellation fees," and "overseas wedding business."



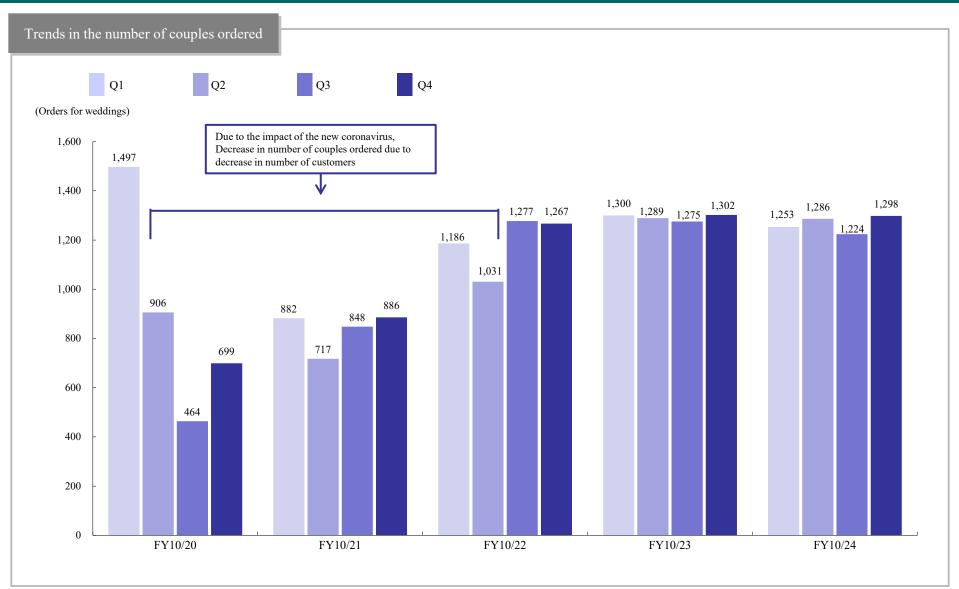
# Trends in the number of couples married (quarterly)



\* Including the number of couples married in overseas operations



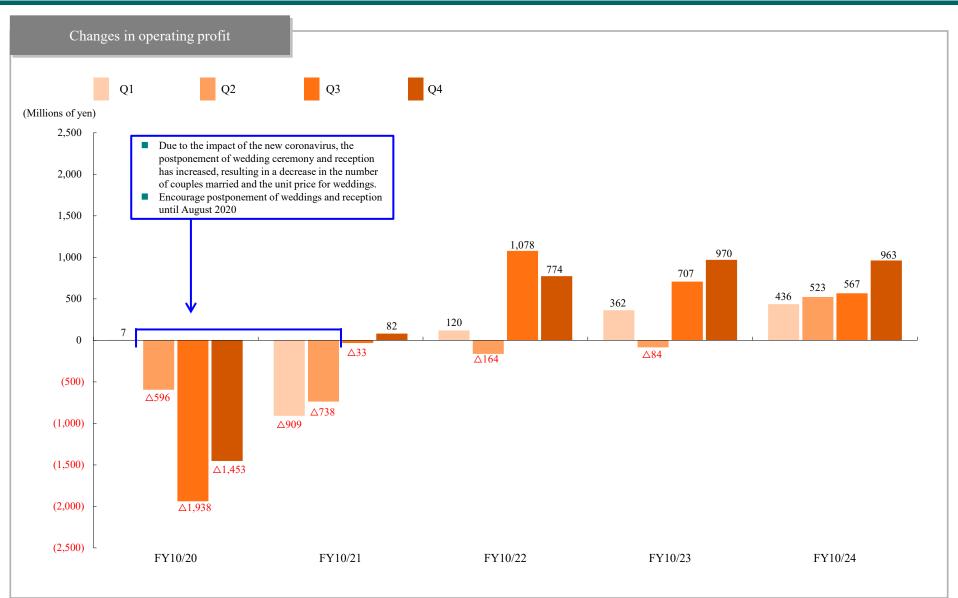
# Trends in number of couples ordered (quarterly)



\*Including the number of couples ordered in the overseas business

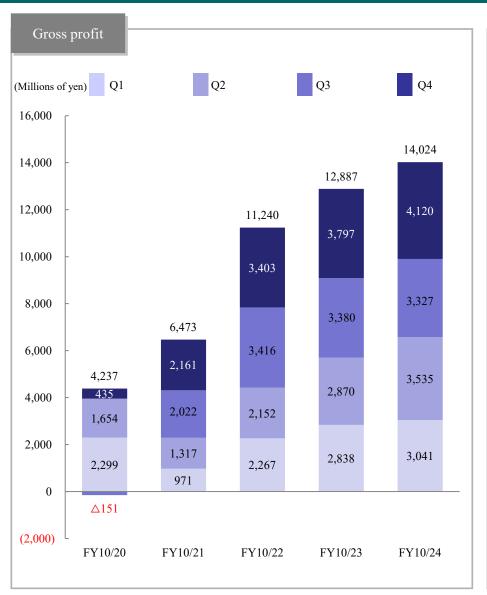


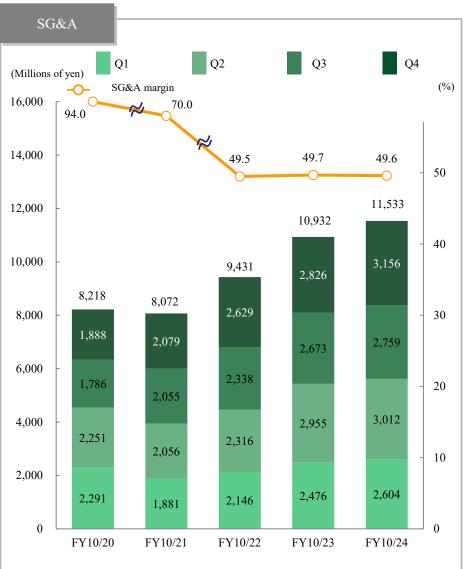
# Operating Income (Quarterly)





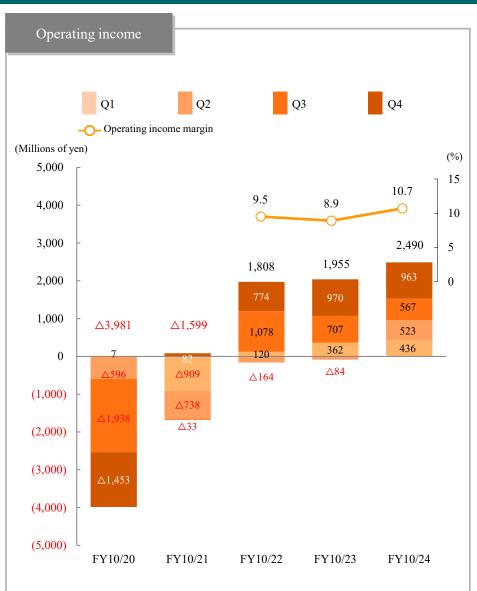
## Gross Profit and SG&A Expenses

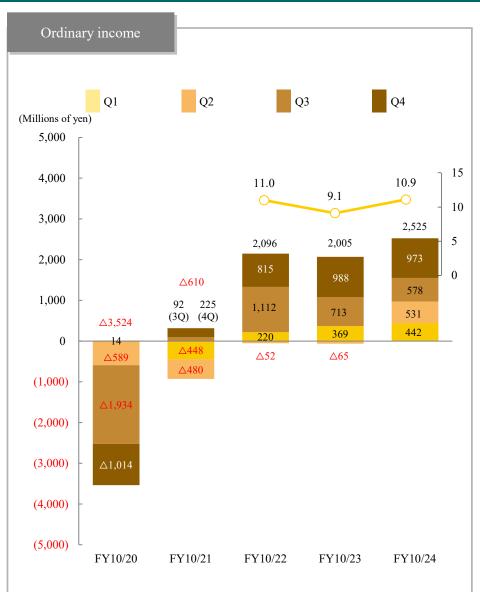






# Changes in Operating Income and Ordinary Income





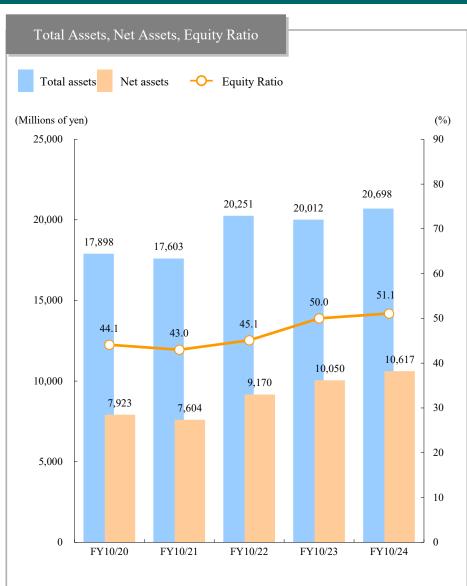


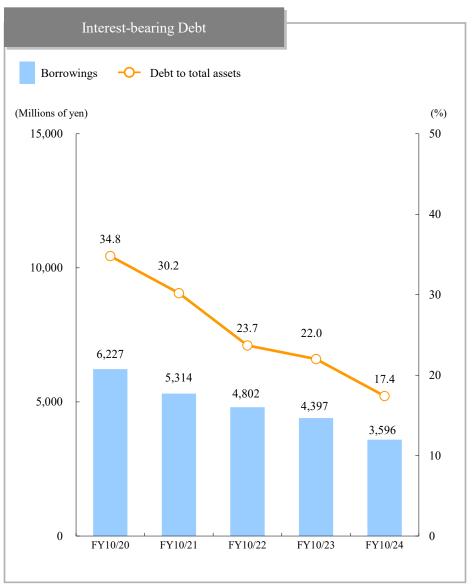
# Consolidated Balance Sheet Summary

	As of the end of October 2023		As of the end of October 2024			
	Amount (Millions of yen)	Composition ratio (%)	Amount (Millions of yen)	Composition ratio (%)	Change (Millions of yen)	
Current assets	6,376	31.9	7,797	37.7	1,420	
(Cash and deposits)	5,011	25.0	6,729	32.5	1,718	
(Trade receivables)	447	2.2	364	1.8	▲82	
Fixed assets	13,635	68.1	12,901	62.3	▲733	
(Property, plant and equipment)	11,109	55.5	10,652	51.5	▲457	
Total assets	20,012	100.0	20,698	100.0	686	
Current liabilities	5,103	25.5	5,818	28.1	715	
(Trade payables)	915	4.6	977	4.7	62	
(Income taxes payable)	315	1.6	457	2.2	142	
Long-term liabilities	4,858	24.3	4,262	20.6	<b>▲</b> 595	
Total liabilities	9,961	49.8	10,081	48.7	119	
(Interest-Bearing Debt)	4,397	22.0	3,596	17.4	▲800	
Total net assets	10,050	50.2	10,617	51.3	567	
Total liabilities and net assets	20,012	100.0	20,698	100.0	686	



#### **Financial Condition**

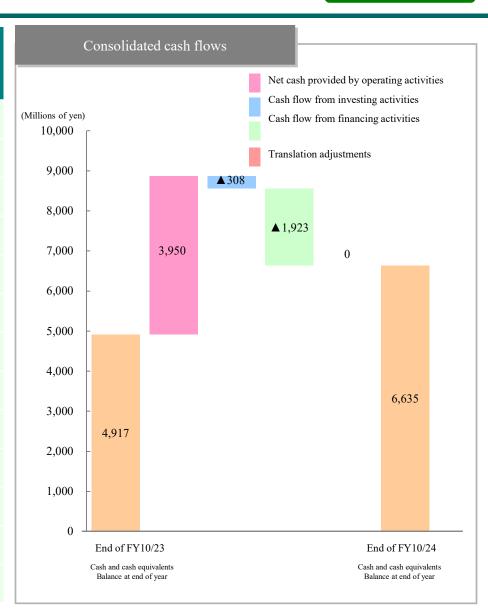






# Cash Flows (Consolidated)

	FY10/23 (Millions of yen)	FY10/24 (Millions of yen)
Operating Cash Flows	1,665	3,950
Income before income taxes	2,098	2,520
Depreciation and amortization	1,094	1,159
Decrease (increase) in notes and accounts receivable-trade (increase in $\Delta$ )	10	80
Increase (decrease) in notes and accounts payable-trade (decrease in $\Delta$ )	62	61
Income taxes paid	▲1,388	▲666
Cash flows from investing activities	▲1,685	▲308
Acquisition of tangible fixed assets	▲1,802	<b>▲</b> 544
Cash flows from financing activities	▲874	▲1,923
Effect of exchange rate change on cash and cash equivalents	11	0
Cash and cash equivalents at beginning of term	5,800	4,917
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	▲883	1,718
Cash and cash equivalents at end of term	4,917	6,635





### Business Activities in the Fiscal Year Ended October 2024 (1)

#### Strategic renovation improved customer attraction and number of couples ordered

- Respond to changes in customer needs through large-scale renewal of Tosu, Toyama, and Morioka branches
- Other branches will also make strategic capital investments based on plans, with a view to winning orders in the future
   Strengthen the quality

Renewal branches (Tosu, Toyama, and Morioka) 1,413 set [YoY]  $1,333_{Set}$ +6.0% **778** Set  $708_{Set}$ +9.9% Attracting customers Orders received

#### Tosu Branch

#### Toyama Branch

#### Morioka Branch







- On a combined basis for the renewed Tosu, Toyama and Morioka branches compared to the fiscal year ended October 2023
- Number of couples attracting customers was +80 (+6.0%), and the number of couples receiving orders was +70 (+9.9%).
- In addition to the above branches, the Imari and Okazaki branches underwent large-scale renovations in the 2H
- Expect to improve customer satisfaction by enhancing quality
- The year ended October 2025 also saw plans for several small-to large-scale renewals, Policy of making investments that accurately reflect customer needs
- Most recently, we plan to renew the Fukuoka branch of the flagship store and the Mito branch of the new store.



#### Business Activities in the Fiscal Year Ended October 2024 (2)

#### Concluded comprehensive cooperation agreements with Ogori City, Fukuoka Prefecture, Imari City, Saga Prefecture, and Tosu City

- Concluded a comprehensive partnership agreement with the aim of collaborating on wedding and matchmaking support and tourism promotion activities to revitalize local communities and improve citizen services
- Going forward, the Company's policy is to continue to aggressively implement initiatives, focusing on areas where stores are opened, and aims to contribute to local communities as a company

#### Results of Initiatives

- To those enrolled in the Ogori City Hall, a lottery is given to take preliminary photographs. Can be photographed even at designated cultural properties in the city
- With data from a commemorative photograph to commemorate enrollment at the Tanabata Ogoori event held by Ogori City

Present original marriage registration acceptance certificate

 Predecessor photographs taken at the Imari City Hall and the Tosu City Hall by lottery Give a gift

\*Previous photography is scheduled to be taken regularly 2 to 3 times a year

With Arita-cho in Saga Prefecture and Dazaifu City in Fukuoka Prefecture in early December 2024
Signed a comprehensive partnership agreement



At the former matsuzaki hatago aburaya, a cultural asset in ogori city,  $\blacktriangle$ 

Previous picture taken



Previous photo taken in Imari City, \( \bigcirc \)

# II. 2025 Year Ending October (Full Year) Consolidated Earnings Forecast





## Key Points in the Outlook for the Year Ending October 2025

# Planning a variety of investments, including new store openings and the opening of sweets labs in the food business

The number of couples married in the domestic wedding business decreased, resulting in a year-on-year decrease in business results.

Aiming for dramatic corporate growth by investing from a long-term perspective

#### Sales 22.9 billion yen (-1.6% YoY)

• Domestic wedding business: The number of couples married down 4.3% year on year to 5125 couples due to the impact of sluggish orders received in the previous fiscal year at some branches,

Expected to be 4,042 thousand yen, with the unit price for enforcement continuing to be steady

• Food Business: Continue to promote initiatives to expand new products and sales channels

#### Operating income 1.8 billion yen (-27.7% YoY)

#### **Incurrence of entry costs**

- Domestic wedding business: Open a temporary salon for 2 new stores (approx. 150 million yen)
- Photo Business: Planning to open new stores
- Food Business: Established Suites Lab (in-house manufacturing plant and new product development laboratory)

Profit attributable to owners of parent 1.11 billion yen (down 34.8% year on year)

<sup>\*\*</sup>The earnings forecasts and other forward-looking statements herein are based on information currently available to the Company and on certain assumptions deemed to be reasonable by the Company, and do not constitute guarantees by the Company of future performance. Actual results may differ materially from the forecast depending on a range of factors.



# Consolidated Financial Forecasts for the Fiscal Year Ending October 2025

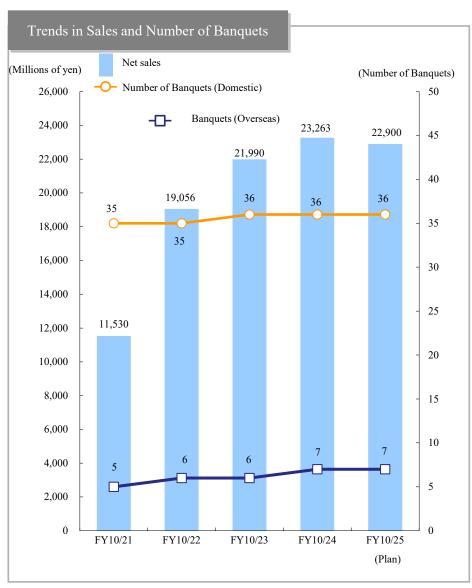
II. 2025.10 Forecast

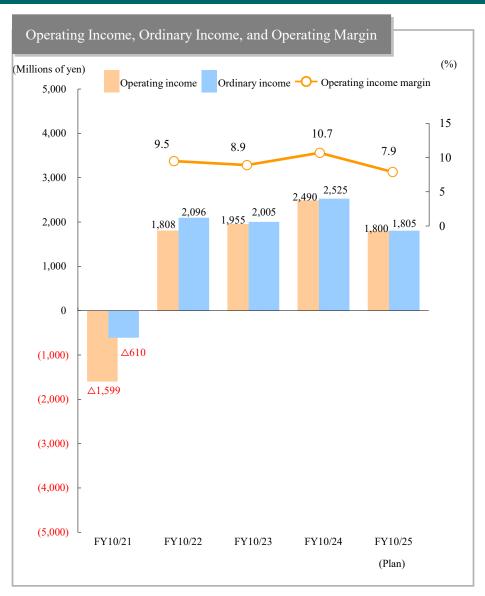
	October 2024 fi	scal year	Fiscal year ended October 2025			
	Amount	Composition	Planning	Compositi	YoY change	
	(Millions of yen)	ratio (%)	(Millions of yen)	on ratio (%)	Change (Millions of yen)	Rate of change (%)
Net sales	23,263	100.0	22,900	100.0	▲363	<b>▲</b> 1.6
Gross profit	14,024	60.3	13,450	58.7	<b>▲</b> 574	<b>▲</b> 4.1
SGA cost	11,533	49.6	11,650	50.9	116	1.0
Operating income	2,490	10.7	1,800	7.9	<b>▲</b> 690	▲27.7
Ordinary income	2,525	10.9	1,805	7.9	<b>▲</b> 720	▲28.5
Profit attributable to owners of parent Net Income	1,702	7.3	1,110	4.8	<b>▲</b> 592	▲34.8
Net income per share (yen)	59.35	-	38.65	-	-	-



# Forecast of Net Sales, Operating Income, and Ordinary Income (Consolidated)

II. 2025.10 Forecast





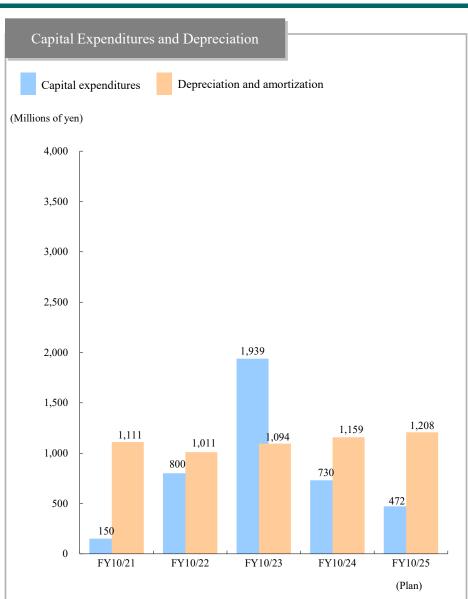
\*Banquets (overseas) include the number of affiliated stores



## Outlook for store opening plans and numbers of couples married, capital investment and depreciation

	FY10/24 (Actual)	FY10/25 (Plan)	Change
Number of stores at fiscal year-end (domestic)	20	20	_
Wedding facilities 4 Banquet	1	1	-
Wedding facilities 3 Banquet	5	5	-
Wedding facilities 2 Banquet	3	3	-
Wedding facilities 1 banquet	6	6	-
Restaurant 1 Banquet	5	5	-
Number of stores (overseas)	6	6	-
Wedding facilities 2 Banquet	1	1	-
Wedding facilities 1 banquet	5	5	-
Number of banks	43	43	-
Number of couples married (couples)	5,462	5, 245	▲217
Domestic	5,357	5,125	▲232
Overseas	105	120	15
			(Millions of yen)
	FY10/24 (Actual)	FY10/25 (Plan)	Change
Capital expenditures	730	472	<b>▲</b> 258

	FY10/24 (Actual)	FY10/25 (Plan)	Change
Capital expenditures	730	472	▲258
Depreciation and amortization	1,159	1,208	49

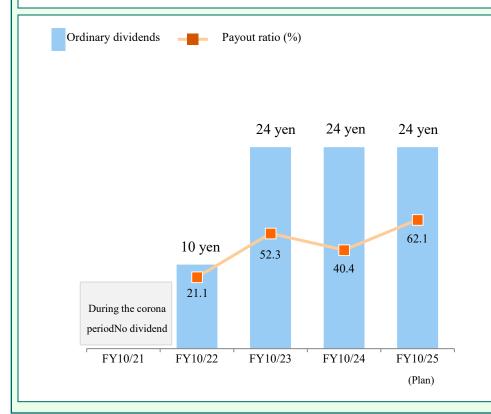




# Dividend plan

#### Annual dividend of 24 yen planned for FY10/25

- Policy of paying dividends in accordance with operating results while securing internal reserves necessary for medium-to long-term business plans and strengthening of management structure
- Our basic policy for dividend payments is to achieve stable and sustainable growth.



	Cash dividends	Dividend payout ratio
FY10/21	0 yen	-
FY10/22	10 yen	21.1%
FY10/23	24 yen	52.3%
FY10/24	24 yen	40.4%
FY10/25 (Plan)	24 yen	62.1%

# Initiatives in III. 2025 Fiscal Year Ended October





#### Initiatives for the Fiscal Year Ended October 2025 (1)

#### [Wedding business] Plan to open a new wedding business in Koto-ku, Tokyo



#### Facility Name THE Tokyo Bay Resort

Address	Ariake 1-chome, Koto-ku, Tokyo
Date of opening	Spring 2026 (planned)
Facilities	Marine sports, beach sports, cafes, restaurants,
	Multi-purpose hall (planned)
Nearest	Tokyo Waterfront New Traffic Waterfront Line, Ariake Tennis no Mori
station	Station

- As a result of an application for opening a public-private collaboration facility for the Tokyo Metropolitan Ariake Chikasui Kaihin Park in Koto Ward, Tokyo, it was selected as a planned store operator.
- The Metropolitan Ariake Chimizu Kaihama Park, which will be opened as a park that will inherit the legacy of the Tokyo 2020 Games, is being developed and opened in stages.
- We plan to open stores in the Nishi-Irie zone in the park as a restaurant, cafe, and other venues where we can enjoy marine sports and beach sports, as well as wedding ceremonies.



#### Initiatives for the Fiscal Year Ended October 2025 (2)

#### [Wedding business] Planning to open a new wedding business in Fukuoka City, Fukuoka Prefecture

## \*This parse is an image, and it is different from the actual.



#### Facility Name La La Chance Geihinkan (tentative)

Address	Nishikoen, Chuo-ku, Fukuoka-shi, Fukuoka
Date of opening	Spring 2026 (planned)
Facilities	Restaurants, cafes, multi-purpose halls, etc. (planned)
Nearest station	Fukuoka city subway ohori koen station

- ■Selected as a business operator as a result of the application for opening a store for the "Prefectural Nishi-Koen Public-Private Partnership Project" in Chuo-ku, Fukuoka City
- Located within a 10-minute drive from the Tenjin area, 1 of Fukuoka's most famous areas, the hotel is popular as a place of relaxation rich in nature, with a great view from a hill and a cherry blossom viewing spot.
- ■It has a perfect location with a panoramic view of Hakata Bay and Shikajima, and a simultaneous feeling of the sea, sky, and forest.



#### Initiatives for the Fiscal Year Ended October 2025 (3)

#### [Wedding business] Implemented renovations to strengthen the quality of branches

- In addition to regular maintenance, we will promote the improvement of design concepts to respond to changes in the market.
- La La Chance Hakata no Mori (Fukuoka Branch): large-scale chapel renewal
- La La Chance Bel Ami (Tosu Branch): Large-scale renovation of venues
- "The State Guesthouse Kairakuen Bettei" (Mito Branch): Large-scale illumination installed in Garden
- Other renovations of existing stores will be progressively implemented based on investment plans.



La La Chance Hakata no Mori (Fukuoka Branch) Santa Mour Church, a symbol of the Fukuoka Branch for 2023 years that has welcomed customers

The Fukuoka Branch conducts numerous weddings and reception as a flagship store.



La La Chance Bel Ami (Tosu Branch)
Large-scale renovation of the Tosu Branch, Kyushu's first
guest house wedding facility, for the second consecutive year
Creating a space where people can feel the nature of the
gardens while staying at the venue



The state guest house kairakuen bettei When it was used as a dinner hall at the 2023 Ibaraki Mito Interior Minister of State for Internal Affairs and Safety of G7 held at the Mito Branch in December 2023, the special-installed illumination was reproduced and the space was renewed into an illuminating space.



#### Initiatives for the Fiscal Year Ended October 2025 (4)

#### [Food Business] Opened Suites Lab in Kasuya County, Fukuoka Prefecture

- Strengthen product quality by manufacturing in-house
- Revitalize development of new products with the aim of expanding and branding the food business
- Developed Tashinabi, an original catalogue gift, and began expanding sales channels

#### New product "Tashinabi"

In June, Meitokuan Co., Ltd., a food business, launched its new product, Tashinabi, a card-type catalog gift. [Product Characteristics]

- Enriched a total of more than 100 brands, including the original-brand "All-Nichiwa morinoiro" Gift lineup
- 2 types of expansion: BOX and envelope types
- Price range is set in 12 stages, and you can select products that meet your budget.
- It is also possible to reduce the allocation time of gifts and sweets of the bride and groom





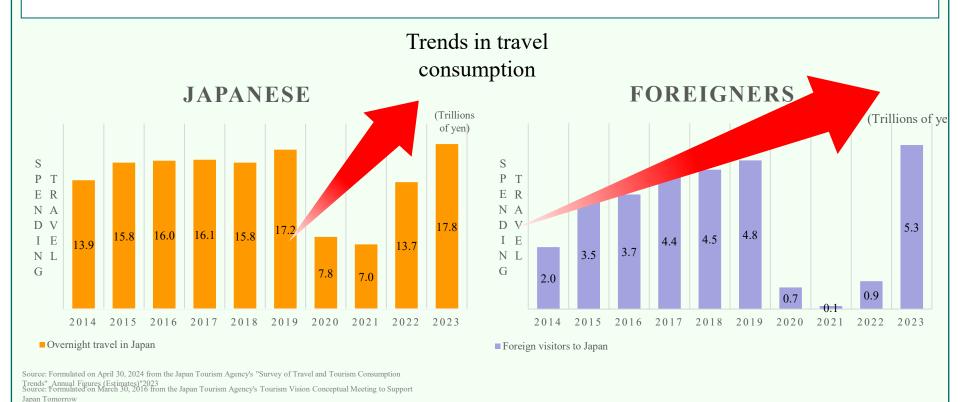




#### Initiatives for the Fiscal Year Ended October 2025 (5)

#### [New Businesses] Began considering entering the hotel business

- The government has set a goal of 60 million visitors to Japan by 2030, and urgently needs to develop hotels that accurately capture market needs
- Began considering entering the hotel business, where we can demonstrate the hospitality spirit of the planning and proposal skills, cooking skills, and customer service that we have cultivated in the wedding business





Reference: Corporate Profile, Business Characteristics, Industry Trends





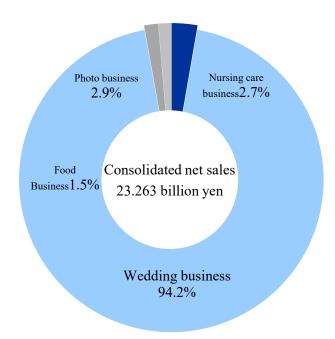


# Corporate Profile

#### Corporate Data (As of October 31, 2024)

Company Name	IKK Holdings, Inc. (English name: IKK Holdings Inc.)
Head Office	722-5 Shinten-cho, Imari-shi, saga
Business Activities	Business management of group companies
Representative	Mr. Kazuoshi Kaneko, CEO President and CEO
Incorporation	November 1, 1995
Date of settlement	October 31
Stock listing	Prime Market of the Tokyo Stock Exchange (Securities code: 2198)
Common stock	351 million yen
Group Company	(Wedding business) IKK Inc.  (Overseas wedding business)  PT. INTERNATIONAL KANSHA KANDOU INDONESIA  (Nursing-care business) I Care Inc.  (Food Business) Meitokuan Inc.  (Photography business) Ambihone Inc.
Number of employees	1026 (Consolidated)
Number of Shareholders	61,744 employees

Sales Breakdown by Business (Fiscal Year Ended October 2024)





## IKKHD Corporate Philosophy Chart

# Mission

#### Dedicated to the smiles and happiness of the special people in your life

# 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

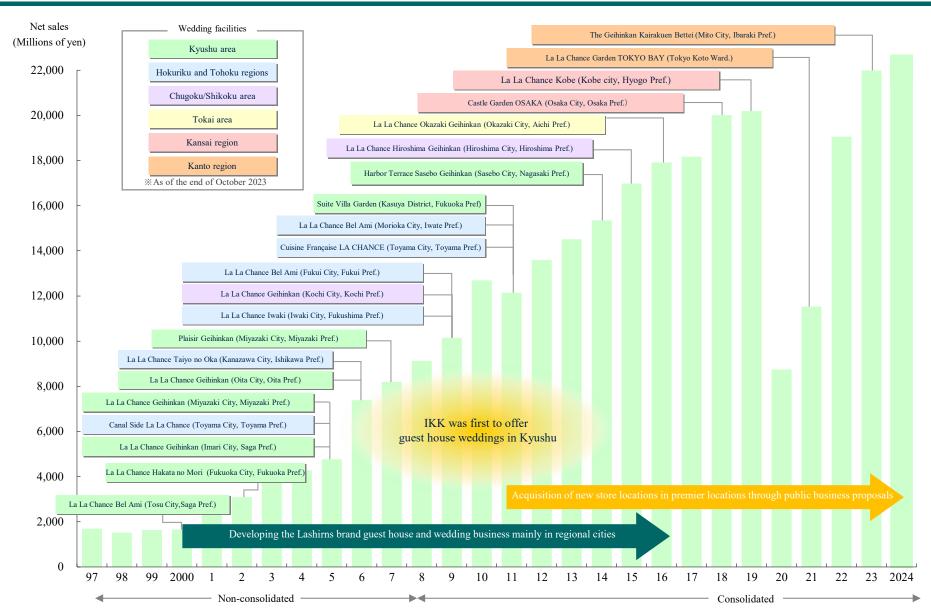
Use relationships and the desire to take on new challenges to attract and serve more customers

Strategy

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



## History of IKK





## Status of Store Development

#### Nationwide deployment of wedding facilities based on unique design concepts based on Kyushu

- Developing 20 wedding facilities with unique design concepts in 18 cities in Japan in harmony with the natural environment
- Overseas business: 6 stores in Jakarta, Republic of Indonesia

#### Domestic wedding business

#### Tohoku area 2 locations

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

#### Kanto area 2 location (to be opened) 1 location

- · La La Chance Garden Tokyo Bay (Tokyo, Koto, Ward.)
- The GEIHINKAN KAIRAKUEN BETTEI (Mito City, Ibaraki Pref.)

#### 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.)

# Overseas wedding business

#### Kansai area 2 locations

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

#### Hokuriku area 4 locations (to

(to be opened) 1 location

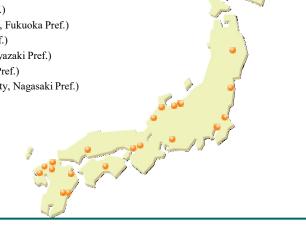
- · Canal Side La La Chance (Toyama City, Toyama Pref.)
- Cuisine Française LA CHANCE (Toyama City, Toyama Pref.)
- · La La Chance Taiyo no Oka (Kanazawa City, Ishikawa Pref.)
- La La Chance Bel Ami (Fukui City, Fukui Pref.)

#### 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.)

#### Indonesia Jakarta 6

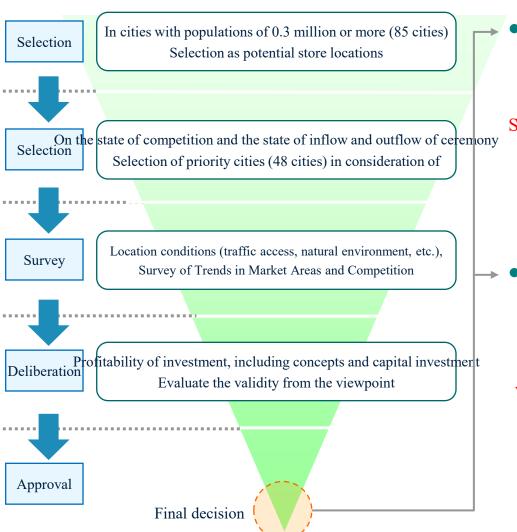
- · Menara Mandiri
- · Skenoo Hall
- · Financial Hall
- · Artotel Suites Mangkuluhur
- · Plataran(Hutan Kota)
- · Plataran(Kinandari)





# Growth Strategy: Sustainable Growth in the Domestic Wedding Business (1)

"Based on the premise of a ""2020-year winning facility"" for long-term, stable store management, we decided to open stores carefully as well as cautiously."



Developed in prime properties in regional cities

In harmony with the natural environment Opened stores in prime properties

Strengths are sales know-how in small commercial areas





 By leveraging the sales know-how cultivated in small commercial areas

Store openings in major cities

Into metropolitan areas where we can leverage our strengths

Establishment of store opening scheme

We will also open stores in 3 major metropolitan areas.



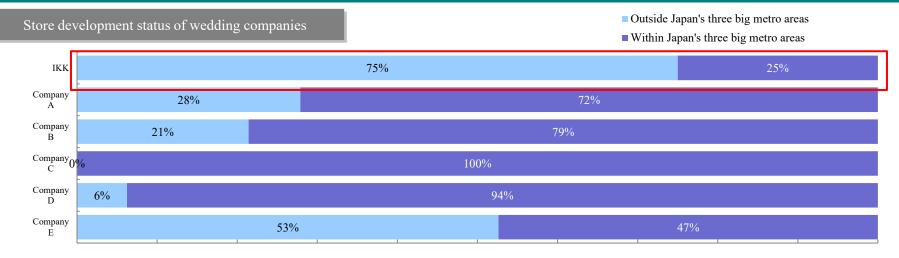




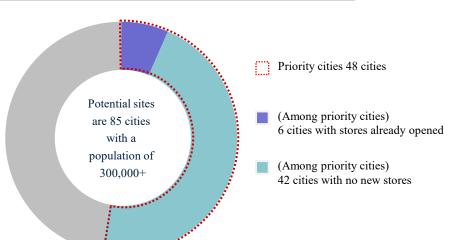
# Growth Strategy: Sustainable Growth in the Domestic Wedding Business (2)

Reference

### Continue medium-to long-term growth backed by significant room for store openings in the 3 major metropolitan areas







Plan to open 1 or 2 stores per year
Against the backdrop of significant
room for store openings,
Continue medium-to long-term growth

Source: Prepared by us from each company's briefing materials



## Develop facilities in harmony with the natural environment (1)

### Facility development based on unique design concepts that differ from chain operations of the same specifications

Average site area is about 9000 m2, placing importance on harmony with nature on a large site Wedding party renting a large house wrapped in sunlight and greenery









## Develop facilities in harmony with the natural environment (2)

With a wide range of facilities and services tailored to local cultures in harmony with nature and the landscape Becoming the "Number 1 Wedding Facility That Can Continue to Win for 2020 Years"

Renting out the mansion-style venue Non-routine private space Natural garden
At-home atmosphere

I expressed the personalities of the 2 of you. Free appearance

















### Focus on cities selected from a long-term perspective (1)

Based on a long-term perspective that looks 2020 years into the future, we will open optimal and best facilities that are in line with the commercial areas of the areas where we open stores.

## 1 Banquet 3 Banquet or more

## Miyazaki



(Miyazaki City 397000)

Kochi



(Kochi City 316000)

Sasebo



(Sasebo City 236000 persons)

2 Banquet



(Iwaki City 306000)

Tosu

Lashansberami Corp (Tosu-shi 74000)

Toyama

(Toyama City 406000)

Miyazaki



(Miyazaki City 397000)

Toyama



(Toyama City 406000)

Osaka



(Osaka City 2757000)

Fukui



(Fukui City 255000)

Imari

La La chins Guest Pavilion (Imari City, 52000 persons) (Kanazawa City 444000 persons)



Oita



(Oita City 474000)

Morioka



(Morioka City 280000 persons)

Kobe

Larshans KOBE

(Kobe City 1.5 million)

Okazaki



(Okazaki-shi, 383000 persons)

Hiroshima



(Hiroshima City 1178000)

Fukuoka (4 Banquet)



(Fukuoka City 1593000)

#### Tokyo



(Koto-ku, 539000 persons)

Mito Corporation



(Mito City 268000)

- Of the 20 facilities, 7 with red slots are opened through open recruitment by local governments.
- Opened facilities in favorable locations that would normally be unavailable

Figures in parentheses indicate the population of cities where we open stores.

Source: National Geographic Survey Association, 2024 Basic Resident Register Population and Households Table

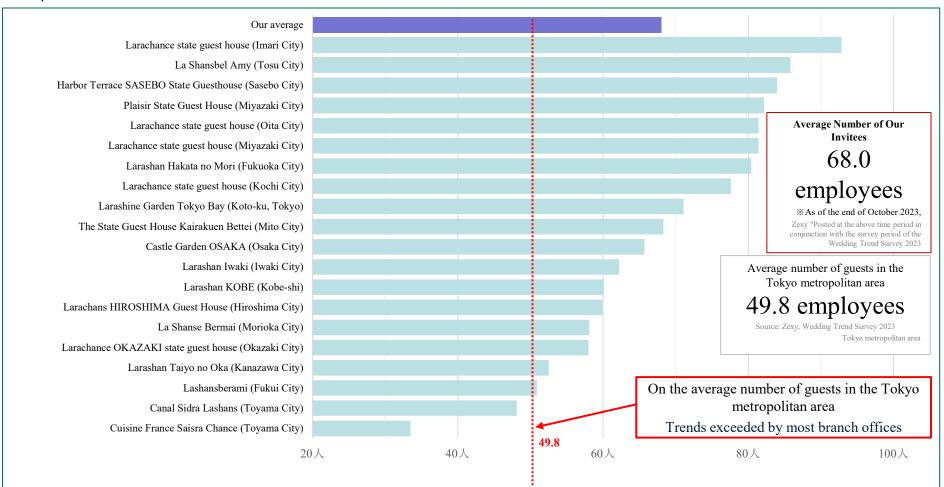


## Focus on cities selected from a long-term perspective (2)

### Although regional cities are small business areas, the number of guests invited to wedding receptions and parties is large

Our average number of invited guests and the average number of invited guests per facility (in descending order)

#### **X** Comparison with FY 2023 results





# To be a brand rooted in the community and loved by the community (1)

### Build a "virtuous cycle in which customers attract customers" by creating the best inspiration

Delicious food that is well known in the community

Weddings and receptions (groom, bride and guest)

Hospitality-rich service



Closing Word-of-mouth In

For potential customers Elicitation Ring

Acquaintance Friend Relatives

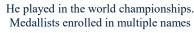
Impressive

Mock weddings and reception Hands-on tours Dress tasting meeting

Visitor



For a wedding (a great day) once a lifetime Non-routine spaces that are full of nature













## To be a brand rooted in the community and loved by the community (2)

### 2 stores are listed as Michelin 1-star stores in our restaurants.

#### Cuisine France Saisra Chance (Toyama-shi, Toyama)

- Listed as 1 of 20 star restaurants in Toyama Prefecture
- Attractiveness of locations along the canal of Toyama Prefecture's Tomiiwa Canal Rin Water Park, which is rich in nature



- @MICHELIN
- ▲ Michelin Guide Hokuriku 2021 Specialized \*\*

#### Harbor Terrace SASEBO Guesthouse (Sasebo, Nagasaki)

- The only restaurant in Sasebo City to be listed as a starred restaurant
- Located in the Sasebo Goban Avenue, a commercial complex, is a good 1-minute walk from Sasebo Station.



@MICHELIN

▲ Michelin Guide Fukuoka, Saga, Nagasaki 2019 Extraordinary Edition \*

<sup>\*\*</sup>Nippon Michelin Corporation's Beauty Food Guidebook, which is based on the evaluation method that expresses delicious dishes in terms of the number of stars, is anonymously implemented by Michelin Guides researchers who have expertise in the hotel and restaurant industries. 5 evaluation criteria are "quality of ingredients, high level of cooking technology, originality, price commensurate with value, consistency of the entire stable cooking." Based on these criteria, 3 stars, 2 stars, and 1 star are added in descending order of evaluation.



# To be a brand rooted in the community and loved by the community (3)

### A number of achievements in wedding photo contests held at home and abroad

- Our Group's photographers are not only in the domestic market, but also in global contests in Europe, Asia, and elsewhere. Cumulative total of 95 people received 581 awards
- The world's leading auditors evaluate the high level of technology and artfulness
- Making use of refined skills for photography on the day of the wedding to improve customer satisfaction

#### Photo contest with a history

「WPE International photography awards」

COSMOS AWARDS

[AsiaWPA International Photography & Videography Competition]

"Zexy Wedding Photo Contest"

NAPA-Nippon Fine Art Photographers Association

[WPPI-Wedding and Portrait Photographers International]

"Wedding Photo Awards"

"Japan Wedding Photo Grand Prix"

#### Selected as Japan's Representative Photographer

Our group's photographer was selected as the Japanese Representative Photographer in Wedding Documentary section of World Photographic Cup (World Photographic Cup).

\*\*World Photographic Cup(WPC) is the first "world convention in photography" in the professional photography industry. It started in 2013 with the participation of the Asian Pro Photo Union (UAPP) and the Oceanian Union by the invitation of the National Association of Professional Photographers (PPA) and the European Union of Pro Photo (FEP).















# To be a brand rooted in the community and loved by the community (4)

### A number of achievements in wedding photo contests held at home and abroad

- At the GOOD WEDDING AWARD sponsored by Recruit Bridal Research Institute (Recruit Co., Ltd.) Our staff selected as Best 50 for 2010 consecutive years
- To date, a total of 27 staff have been selected to receive semi-grand prizes, Seoul awards, etc.



GOOD WEDDING AWARD 2019 Seoul prize



GOOD WEDDING AWARD 2021

Quasi-grand prize



GOOD WEDDING AWARD 2023 Seoul prize

### Conducted independent in-house contests

As a wedding planner, we learn about the value and meaning of weddings while sharing them with our colleagues. We held an in-house contest once a year to think about "What is a good wedding?" By taking pride in our work, we want to pursue "creating a better wedding," which creates a synergistic effect among our staff and leads to proposals that truly satisfy our customers.





# Initiatives to Spread Management Philosophy and Examples of Achievements (1)

### Successful efforts to recruit and cultivate talented human resources

- Ranked No. 1 in the Kyushu and Okinawa areas by location of the popular corporate rankings for Mynavi and Nikkei
- Ranked No. 1 for 7 consecutive years in the company's popularity ranking by industry [Ceremony Funerals]
- Ranked 47th in the ranking of popularity among literary general employment enterprises nationwide
  - Popular Ranking of Employment Enterprises by Region of Head Office [Kyushu/Okinawa]: Top 12 \*Number of participants 3039

Rank	Company Name	Number of votes	Ranking in the previous year
1	IKK Holdings Inc.	235	1
2	THE NISHI-NIPPON CITY BANK, LTD.	160	3
3	Fukuoka Financial Group	145	2
4	Nishihara shokai Co., Ltd.	126	10
5	Cosmos Pharmaceutical Corporation	116	4
6	TOTO LTD.	109	7
6	Nishi-Nippon Railroad Co., Ltd.	109	5
8	KYUSHU ELECTRIC POWER CO.,INC.	90	6
9	ANA FUKUOKA AIRPORT CO.,LTD.	86	8
10	KYUSHU ELECTRIC POWER CO.,INC.	73	8
11	JR Kyushu Railway Company	64	11
12	Nishihara shokai Co., Ltd.	54	17

■ Popular Ranking of Employment Enterprises by Industry [Ceremony funerals]: Top 10

Rank	Company Name	Number of votes
1	IKK Holdings Inc.	235
2	BP Co., Ltd.	58
3	DEARS BRAIN	44
4	TAKAMI BRIDAL	29
5	TAKE AND GIVE. NEEDS Co., Ltd.	28
6	Treat Co., Ltd.	26
6	Memolead (Nagasaki, Saga, Fukuoka)	26
8	ANNIVERSAIRE INC.	16
9	Nihon Ceremony	14
10	Memolead (Nagasaki, Saga, Fukuoka)	12
10	Watabe Wedding Corporation	12
10	ESCRIT INC.	12

<sup>■</sup> Survey: March 2025, 3rd grade students, graduate school graduates, 1st grade ■ Survey period: October 1, 2023 to March 17, 2024

<sup>■</sup> Survey Methods We conducted questionnaire announcements at job information websites such as "MYNAVI 2025" and employment information magazines published by MYNAVI, and at event venues sponsored by MYNAVI, and collected them on WEB questionnaire form.

\*Company popularity ranking is based on a series of 5 companies. \*Reasons for selection are multiple responses to select 2 items for 1 company. ■ Valid responses 39,225



## Initiatives to Spread Management Philosophy and Examples of Achievements (2)

### Appreciated for efforts to recruit and train talented "human assets"

 Selected as 1 of the top rankings in a survey report conducted by OpenWork, which operates job market platforms for job seekers and job changes

<Service industry>

Employee satisfaction ranking, which leads to customer satisfaction

Rank	Company Name	Total score
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

<sup>■</sup>Compiled data from reports on companies with at least 1 year of employment, which responded to over 500 free descriptive items and 8 evaluation items.

"Corporate Ranking with Women's Growth Environment"

1	6	
Rank	Company	Scores
1	The P&G Japan Limited	26.295
2	Google LLC	26.190
3	Recruit Management Solutions Co.,Ltd.	25.594
4	Goldman Sachs	25.436
5	Suntory Holdings Limited.	25.403
6	Salesforce.com Co., Ltd.	25.222
7	IKK Inc.	25.215
8	COSMOS INITIA Co.,Ltd.	25.026
9	J.P. Morgan	25.014
10	The Prudential Life Insurance Co., Ltd.	24.940

<sup>■</sup> Of the 185,201 corporate assessment reports posted on OpenWork by female employees, 1281 companies with 30 or more respondents were surveyed (calculation period: July 2007 to July 2021)

\*\* Since the scores and numbers of word-of-mouth comments in the rankings are the figures at the time of aggregation, they may differ from the figures listed in the "OpenWork" section.

<sup>■</sup>Companies with 25 or more respondents were included in the company evaluation report for the service industry (calculation period: July 2007 to May 2018)

<sup>■</sup>In addition to the 5-level scores of "Appropriateness of personnel evaluation," "Growth environment in the 20s," "Long-term development of human resources," "Satisfaction with treatment," and "Motivation of employees," which are important in measuring career growth, free answers of "Ease of working for women" and "Satisfaction and growth" are analyzed by machine learning to convert them to scores.



## Initiatives to Spread Management Philosophy and Examples of Achievements (3)

### Items selected as rewarding companies with particularly high evaluations

- Great Place to Work(R) Selected for 7 consecutive years since 2013 in the 2019 "Companies with Rewarding Work" ranking conducted by Institute Japan
- Create a rewarding work environment based on annual employee surveys



■In this company, employees are entrusted with responsible work

90% (mean \*86%)

■With the company's vision for management and managers
Clarify the process of realizing this

85% (mean \*\*78%)



■I am proud of the work we are doing as a whole.

87% (mean \*80%)

■I think this company contributes to the local community and society.

88% (mean \*76%)



■In this company, if there is something special,

88% (mean \*84%)

We're all celebrating.

77% (mean \*\*72%)

■Be a company that can feel a sense of unity

\*2019 Average of Best Company Mid-sized Companies that are "rewarding companies"



## Initiatives to Spread Management Philosophy and Examples of Achievements (4)

### Promoting the creation of a comfortable working environment where women can play an active role

- Creating a comfortable working environment for female employees
- Of the Development Bank of Japan's DBJ Health-Management Rating in recognition of the creation of a comfortable working environment
   Acquisition of "first" credit ratings in the wedding industry
- The ratio of female directors is 18.2%, and the ratio of managing directors is 29.6%,
   Personnel promotion based on personnel evaluation based on the philosophy
- Established a 16-day continuous vacation system to encourage employees to take paid vacations
- Establishment of a mental health contact point and open-ended response system within the company To employees by conducting regular questionnaire surveys Start to improve downloading
- Conducting blood tests and gynecologic examinations in addition to routine medical examinations
   In addition to providing subsidies, GLTD (group long-term disability coverage)
   Introduced the system as part of welfare programs (since November 2022)
- Introduction of the Lunalna Office, a femtech service

Provided videos of seminars under the supervision of a gynecology physician to all employees, regardless of gender Online medical service specializing in obstetrics and gynecology Visiting gynecology Implemented support and effectiveness verification for improvement of menstruation-related conditions



This is the world's first loan menu to introduce a specialized method of "Health and Productivity Management Rating," which involves evaluating and selecting companies with outstanding employee health-conscious initiatives and setting loan terms according to those evaluations using the Development Bank of Japan's own evaluation system









## Initiatives to Spread Management Philosophy and Examples of Achievements (5)

Acquired ISO22000:2005 certification, the first international standard for food safety management systems in the hotel and wedding industries

Strengthen safety measures by positioning "safety and security" for customers as a top priority in cooking operations

◆ In order to fulfill our corporate responsibility for the prevention of food accidents and the food management system,
Focus on the preparation and operation of hygiene standard operating procedures (SSOP) based on Food Sanitation Control Standards
(PRP)

### Establishment of the Food Safety Management System (FSMS) through Cooking and Service Collaboration

- Request product specifications from suppliers to procure safe foodstuffs and foods
- ♦ Thorough management of the cooking process to provide safe dishes and continuous record
- ◆ Strictly adhere to the level of control over FSMS built by all staffs
- ♦ Acquired ISO22000:2005 certification at 3 Lashian Hakata Forest facilities (August 2009)
  - \*\*A re-certification audit was conducted in June 2021, and 4 facilities (Villa Forre and She La Forre) were included in the La Shansha Hakata Forest.

    Grand Van Vert and Hakata-no-Mori State Guest House acquired certification.
- ♦ Expand FSMS control standards to all stores other than the same facilities











FSMS:548713 / ISO22000:2018

"ISO22000": An international standard for food safety management systems that combines HACCP's food hygiene management methods with the quality management methods of ISO9001, an international standard for quality management systems



### Segment: Overseas Wedding Business

### Developing a wedding business in Indonesia as the first step in our overseas expansion strategy

- Expansion against the backdrop of the penetration of the culture of weddings in the countries of pro-Japanese, developing countries
- Expanding Wedding Know-how in Japan Overseas
- Offering weddings and reception for local customers









### **Corporate Profile**

Trade Name PT INTERNATIONAL KANSHA KANDOU INDONESIA

Address Jakarta, indonesia

Incorpora tion January, 2021

Common stock Rp. 50 billion

 Started offering Japanese food in August 2024, differentiating ourselves from competitors Aim at

 Aiming to open 1 new store per year in Jakarta Careful implementation of sales office development



### Segment: Photography Business

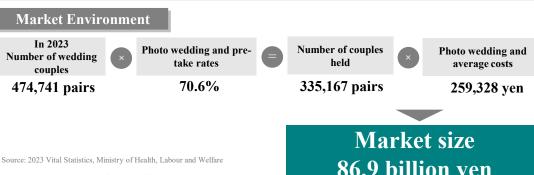
### Entry into the Photography business by adapting to the diversity of the wedding industry

Entered the photo business to deliver important memories of family members to the future, and photographed by a group of photographers with a large number of award winners both domestically and overseas



Aiming to capture demand for commemorative photographs, etc.

## Ambihone



86.9 billion yen Source: Survey 2024(Photorait of Photo Wedding Trends)







Corpora	te Profile

Trade Name	Ambihone (Ambione) Co., Ltd.
Address	6-5, Katamine 3-chome, Shime-cho, Kasuya-gun, Fukuoka
Incorporati on	November, 2021
Common stock	25 million yen

- Opened in Osaka City, Osaka Prefecture in August 2022
- Opened in Nagoya City, Aichi Prefecture, in March 2023
- New studio openings planned for 2025
- Targeting cities with a population of 0.5 million or more, aggressively cultivating sales offices to open 1-2 studios per year



### Segment: Food Business

## Developing our own-brand seasoning, Universal Nichiwa, and baked confectionery, morinoiro, through EC websites and other media

Mainly for items drawn on the market and confectionery, souvenir sales floors such as EC websites and stations,

Providing a Wide Range of Products through Pop-Up Stores to Department Stores

Products developed have won many awards, including Monde Selection



#### Seasoning material "Universal Hiwa"



#### Morinoiro baked confectionery



- □ "All-Nichiwa" is a miracle Shizuku "umami pon vinegar" that won the Monde Selection's highest gold award. First, develop soup soup stock using 7 seasonings and domestic raw materials
- Morinoiro brand includes Hakata-no-Mori premium Raw Barm, a signage product, as well as chocolate cakes and cheese cakes.

### **Corporate Profile**

Meitokuan Corporation
6-5, Katamine 3-chome, Shime-cho, Kasuya-gun, Fukuoka
October, 2020
25 million yen

- Around spring 2025, we will construct a sweets laboratory
   (an in-house manufacturing plant and a new product development laboratory) and take on the challenge of further expanding our business.
- Aiming to contribute to local communities by creating
   Kyushu-Fukuoka leading sweets village by 2028 as a vision



## Segment: Nursing Care Business

### To become an indispensable company in Saga Prefecture by contributing to local communities

- Leveraging the expertise cultivated in the wedding business in areas such as delicious cooking and human resource development
- Operates 4 different types of facilities in Saga Prefecture

In 2015

Contributing to local communities and people's lives







In 2023

In 2013 In 2014

In 2013

Opened iCare Residence Imari Residential nursing homes (total 48 beds)

<u>In 2014</u>

Opened Eye Care Residence Saga Residential nursing homes (total 45 beds)

<u>In 2015</u>

IKEA Higashikaratsu opened Private nursing homes (30 beds in total)

In 2023

Opened Life Care Imari

Multifunctional long-term care in a small group home establishment

**Corporate Profile** 

Trade Name	Eyecare Co., Ltd.
Address	6-5, Katamine 3-chome, Shime-cho, Kasuya-gun, Fukuoka
Incorporati on	December, 2021
Common stock	95 million yen

 The Company celebrated its 10th anniversary in December 2022,

Redefinition of Vision and Perpass (raison d'etre)

Lead to further growth

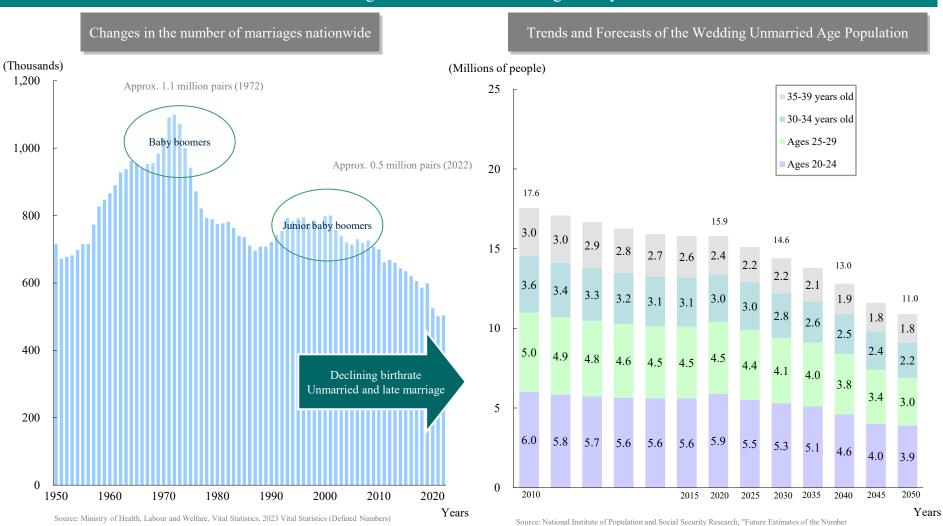
• Going forward, aggressively embark on WEB initiatives





### Trends in the bridal market (1)

Against the backdrop of a declining birth rate and a decline in the number of weddings and reception destinations, the number of weddings will continue to decline gradually.



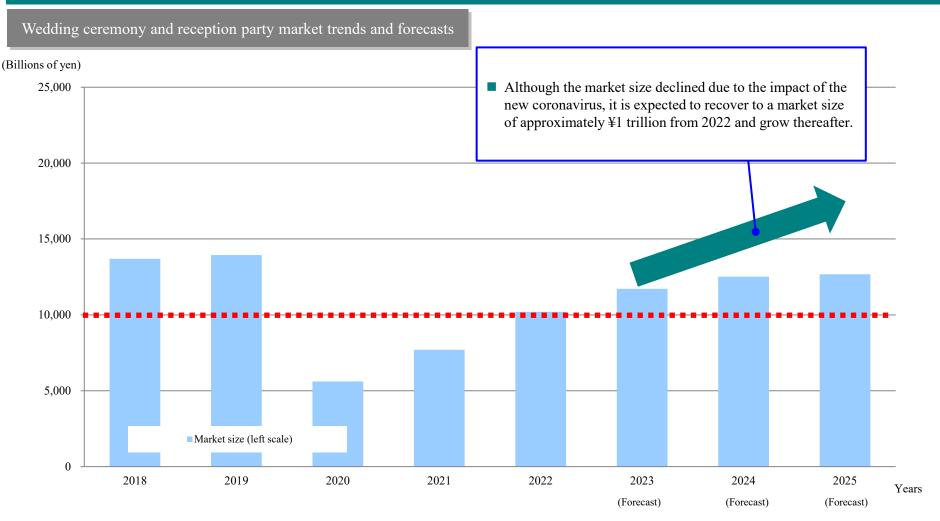
of Households in Japan (National Estimates)."

(2024 Reiwa 6 Estimate) Population by Marginal Relationship, by Gender and Women's Age Range of 5 Years



### Trends in the bridal market (2)

## Expected to be a 1 trillion-yen industry from 2022 onward, despite being affected by the declining birthrate and aging population



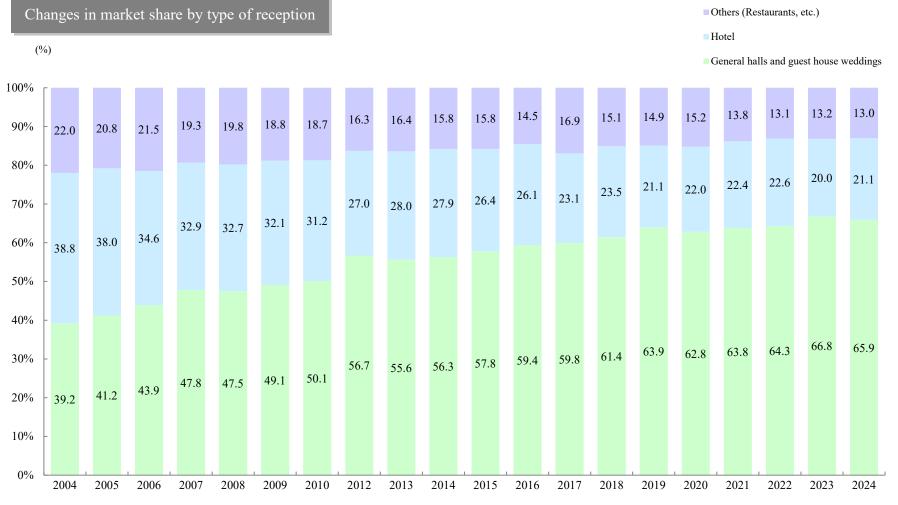
Source: Yano Research Institute Ltd., Bridal Industry Yearbook 2023, Note: Forecasts as of March 2024

Years



### Trends in the bridal market (3)

Original weddings and reception-oriented, not constrained by tradition or formality, increased share of the house wedding market



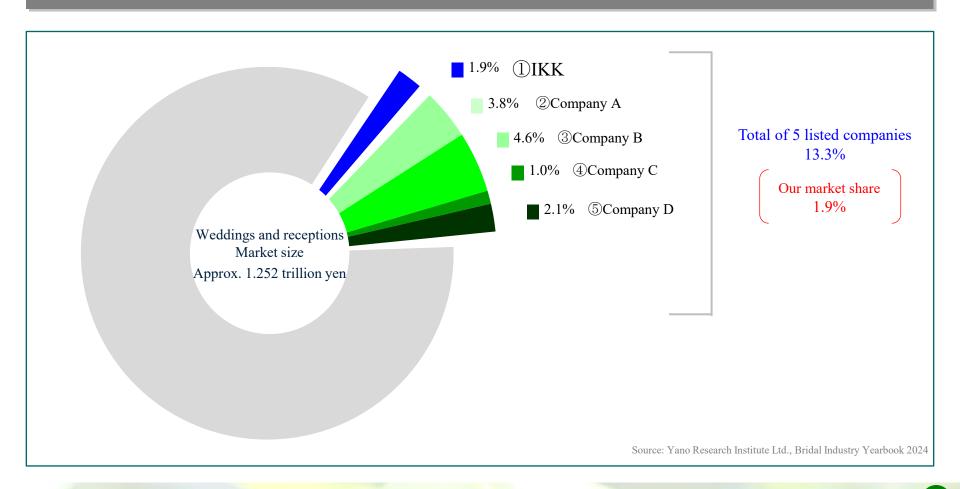
Source: Zexy, Wedding Trend Survey 2024 (estimated figures) Held at reception and wedding parties



### Trends in the bridal market (4)

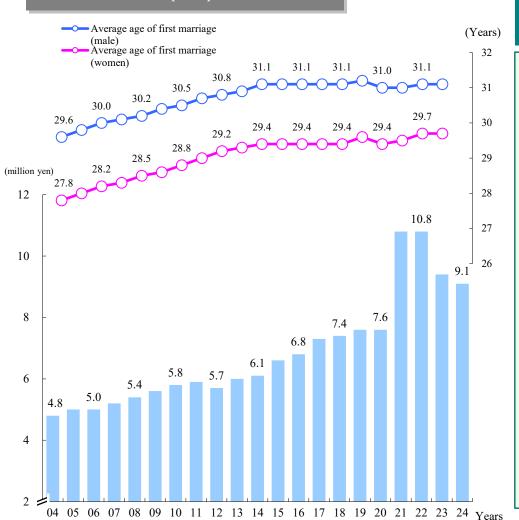
In the wedding market, oligopolization by the top companies has not progressed, and room for share expansion is large and attractive.

Share of the total number of weddings and reception couples held by the 5 listed companies



### Trends in the bridal market (5)

## Average First Wedding Age and Wedding Invitees Cost per capita



### Wedding costs are on the rise

### [Factors]

- ① Because it is a big event once in a lifetime I want it to be a keepsake.
- Partly because of the rising age of first marriage,
   With an emphasis on hospitality
   Increase in couples incorporating their own dedication
- ③ Even if you don't want the flashy of everyday life, I want to spend money for a wedding, Increase in the number of young people choosing and making a difference

Etc.

Expenses per invited guest increase year by year (approximately 1.9 times increase from 2004 to 2024)

Source: Zexy "Wedding Trend Survey 2024" Total cost of weddings, reception and reception party per invitee (Tokyo metropolitan area), Ministry of Health, Labour and Welfare "2023 Vital Statistics"



#### Notes, etc. in this document

- This presentation material contains statements and materials that indicate the future outlook for the performance, strategies, business plans, etc. of Eye KK Holdings Co., Ltd. (hereinafter "the Company").
- These forward-looking statements and materials are not historical facts, but rather are projections made by the Company based on information available at the time of publication.
- It also includes potential risks and uncertainties, such as economic trends and the state of competition with other companies.

  As a result, actual results, business developments or financial conditions may differ materially from the forward-looking statements due to a variety of factors, including future economic trends, competition in the industry, market demand, and other economic, social, and political conditions.



Inquiries regarding this material and our IR

IKK Holdings Co., Ltd. Management Planning Office Tsutsuki

TEL (050)3539-1122

URL https://www.ikk-grp.jp/



