

Results of Operations for the Third Quarter of the Fiscal Year Ending October 31, 2025

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



I. 3Q FY2025 Consolidated Financial Highlights





3Q FY2025 Consolidated Overview

New record high in unit price in 3Q Earnings exceeded plan

Sales were 15.861 billion yen (-4.1% year on year)

Although the number of couples married decreased year-on-year, the effective price was 4,103 thousand yen (up 113 thousand yen year-on-year) in the 3Q, New highs for net sales.

Operating income was 717 million yen (-53.0% year on year)

In addition to the above results, personnel expenses increased from the previous fiscal year due to the effects of raising base salaries from April last year and securing human resources in preparation for new store openings.

In the domestic wedding business and photo business, aggressively investing in advertising to increase the number of weddings ordered

Domestic wedding business

→As a result, the number of couples ordered increased 0.8% year on year.

Photo business

→As a result, the number of couples ordered increased 29.0% year on year.

Profit attributable to owners of parent Quarterly net income was 437 million yen (-56.2% year on year).

The number of couples in backlog (as of the end of July 2025) was 4697 couples (-1.7% year on year)

As a result of aggressive investment in advertising, the number of couples in backlog for the next fiscal year and beyond has increased by 1.7% year on year.

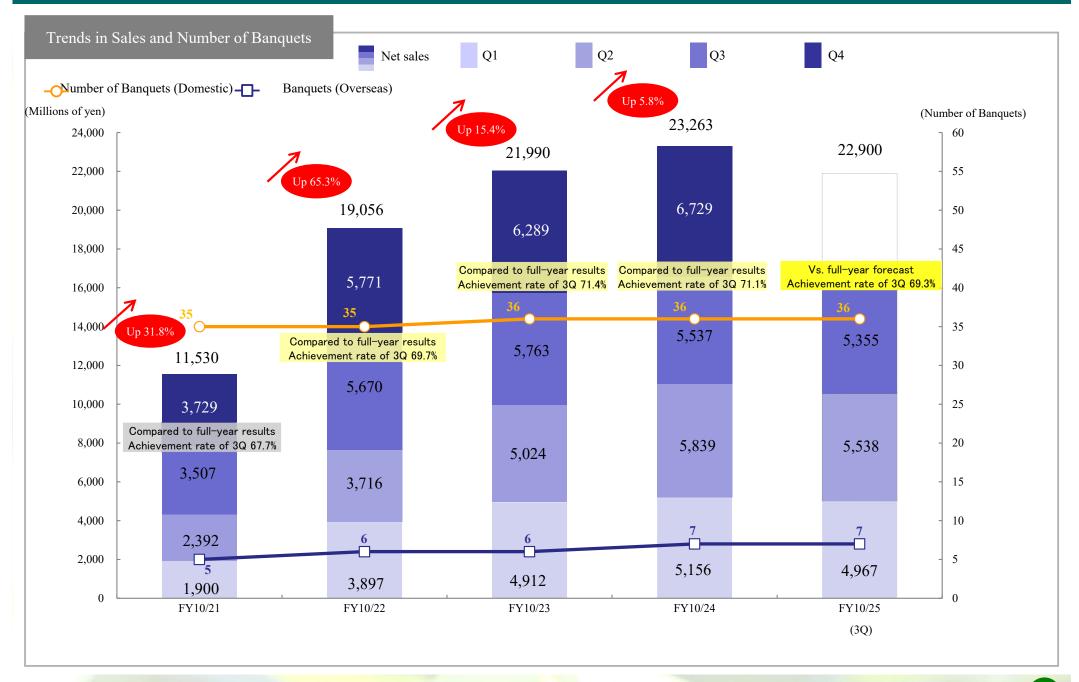


3Q FY2025 Consolidated Financial Highlights

	October 2024 f (3Q)	iscal year		Fiscal year ende		
	Amount			Composition	From the preceding year	
	Amount (Millions of yen)	Composition ratio (%)	Amount (Millions of yen)	ratio (%)	Change (Millions of yen)	Rate of change (%)
Net sales	16,533	100.0	15,861	100.0	▲ 672	▲ 4.1
Wedding business	15,520	93.9	14,620	92.2	▲900	▲ 5.8
Nursing care business	472	2.9	493	3.1	21	4.6
Food Business	225	1.4	324	2.0	99	44.1
Photo business	493	3.0	664	4.2	170	34.6
Wedding brokerage business	7	0.0	-	-	-	-
Gross profit	9,904	59.9	9,529	60.1	▲375	▲ 3.8
SGA cost	8,376	50.7	8,811	55.6	434	5.2
Operating income	1,527	9.2	717	4.5	▲809	▲ 53.0
Ordinary income	1,551	9.4	753	4.8	▲ 798	▲ 51.4
Profit attributable to owners of parent Net profit	998	6.0	437	2.8	▲ 561	▲ 56.2
Per share Quarterly net income (yen)	34.81	-	15.17	-	-	-

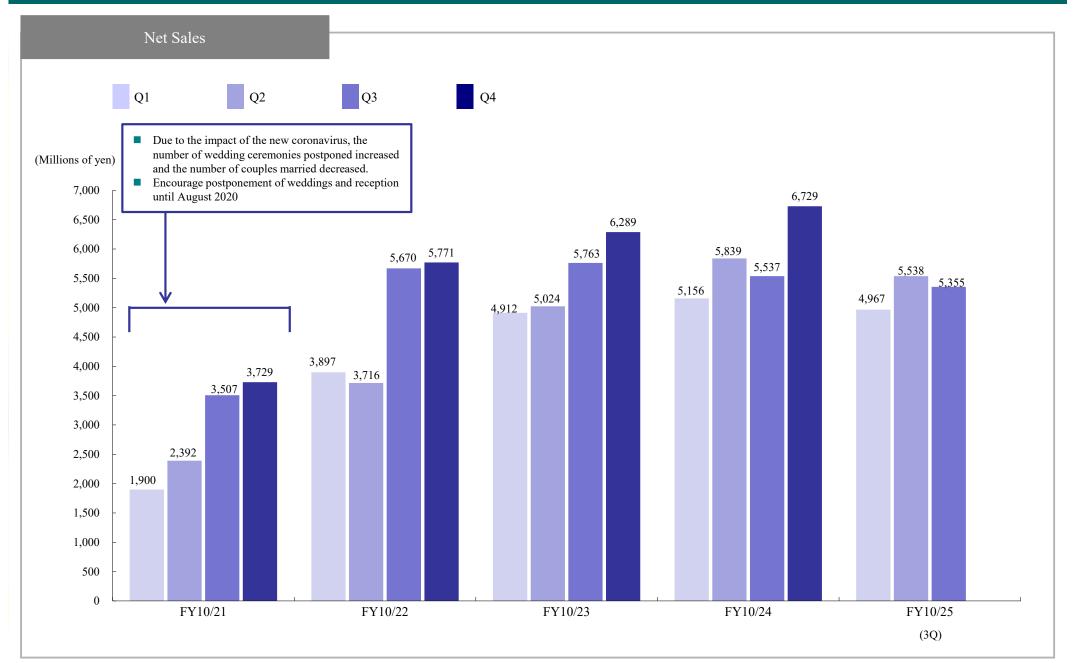


Net Sales





Trends in Net Sales (Quarterly)

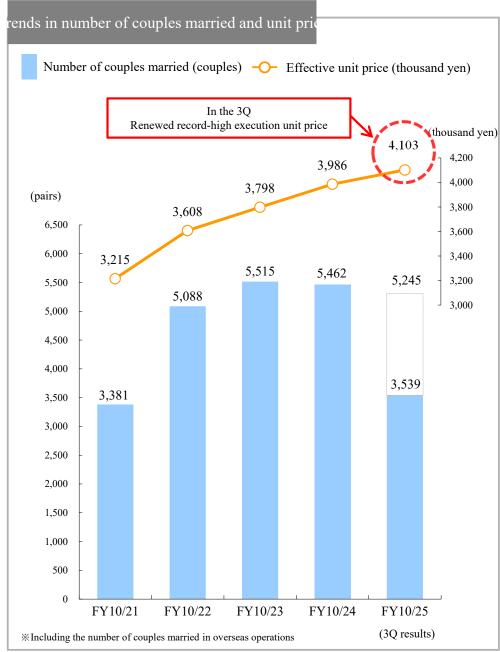




Wedding Business Situation

		FY10/24	FY10/25	From the pro	eceding year
		3Q performance	3Q performance	Change	Rate of change (%)
W	edding business sales (Millions of yen)	15,520	14,620	▲ 900	▲ 5.8
	Domestic branches	20	20	0	0.0
	*1 of stores abroad	6	6	0	0.0
Nur	nber of couples married (couples)	3,862	3,539	▲323	▲8.4
	Domestic	3,789	3,467	▲322	▲8.5
	Overseas	73	72	1	▲ 1.4
*2	of sets of orders (sets)	3,763	3,763	0	0.0
Or	der backlog ^{*2} (group)	4,776	4,697	▲ 79	▲ 1.7
F	Price *3 (¥ thousand)	3,990	4,103	113	2.8

- * 1 Number of overseas stores includes outsourcing stores
- *2 The number of couples ordered and the number of couples backlog also includes results from the Overseas Wedding Business
- *3 Unit prices are calculated excluding "general banquets," "cancellation fees," and "overseas wedding business."





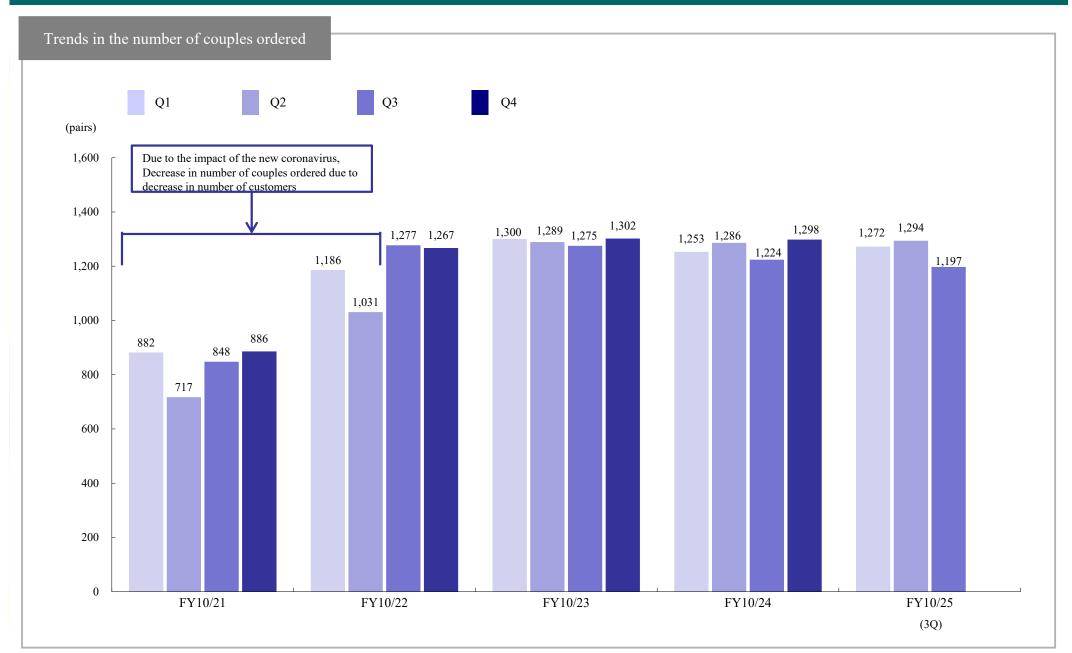
Trends in the number of couples married (quarterly)



* Including the number of couples married in overseas operations



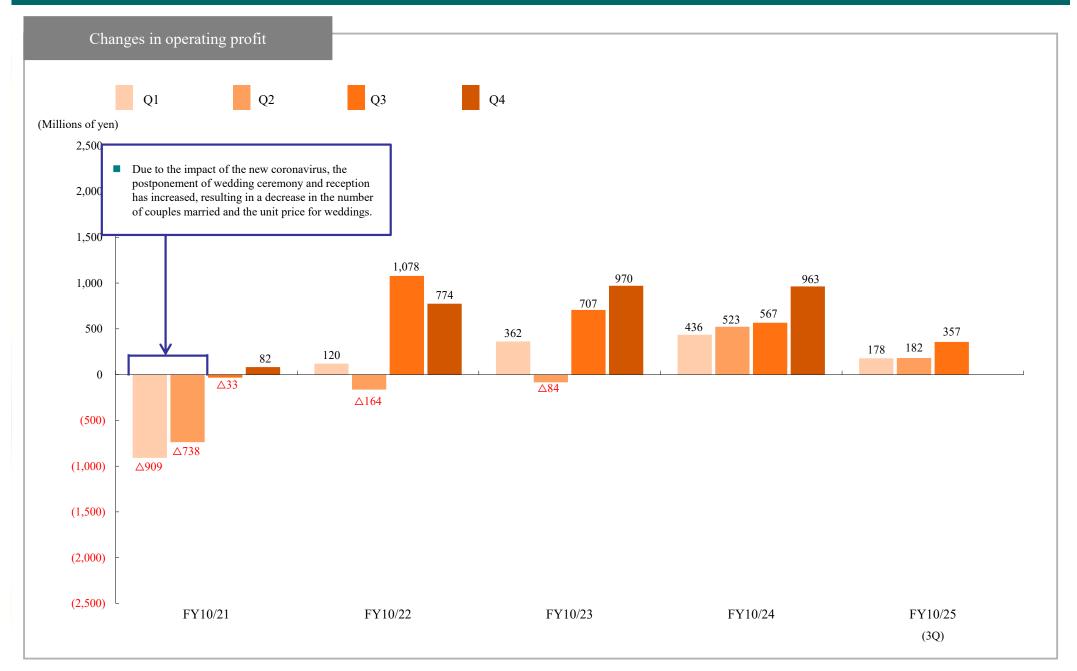
Trends in number of couples ordered (quarterly)



*Including the number of couples ordered in the overseas business

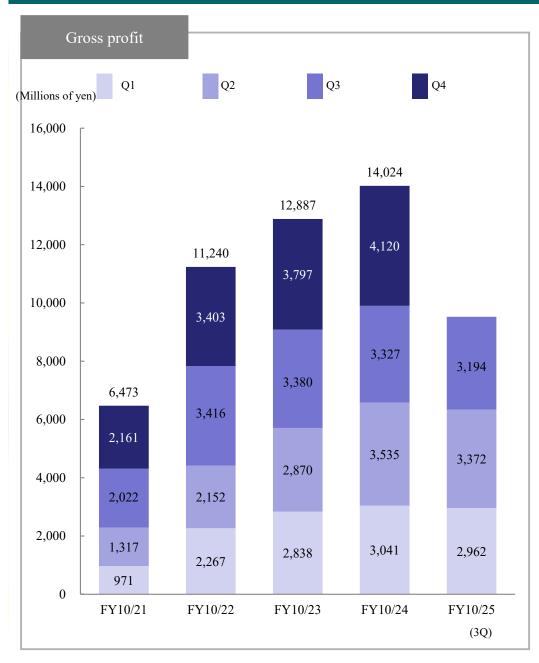


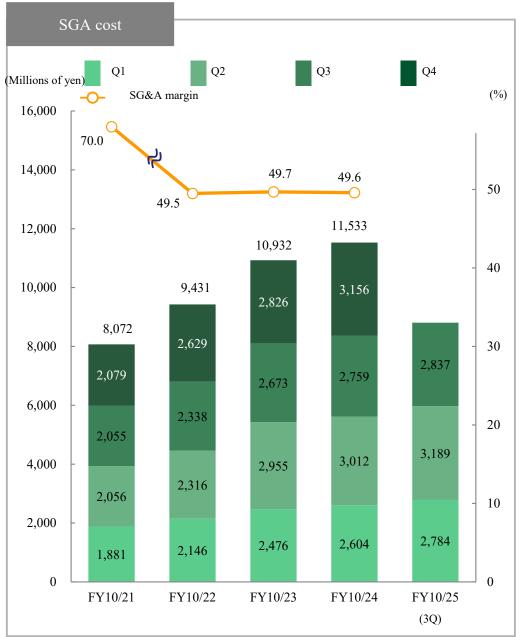
Operating Income (Quarterly)





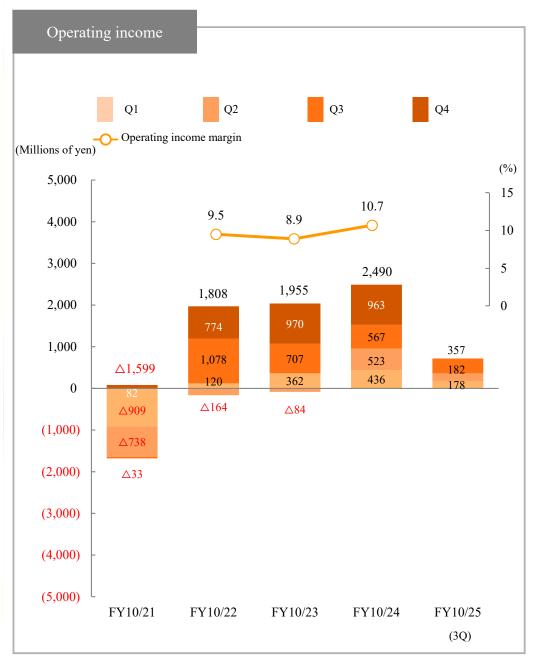
Gross Profit and SG&A Expenses

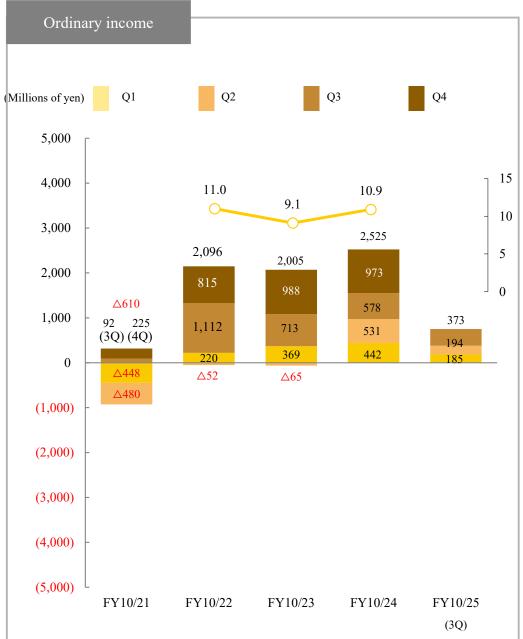






Changes in Operating Income and Ordinary Income





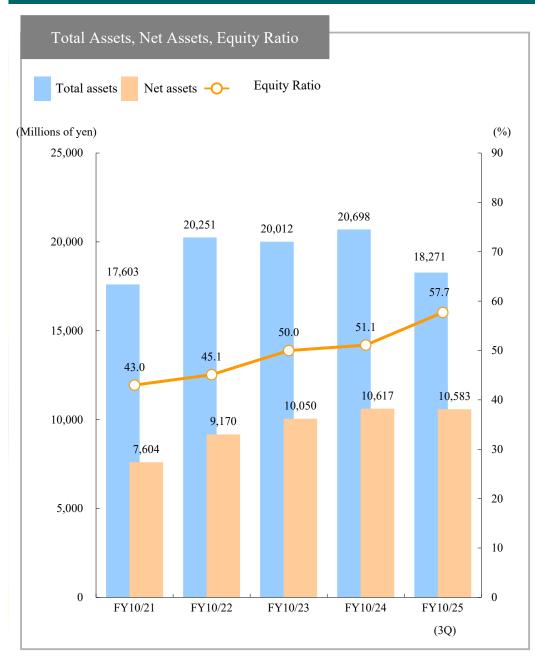


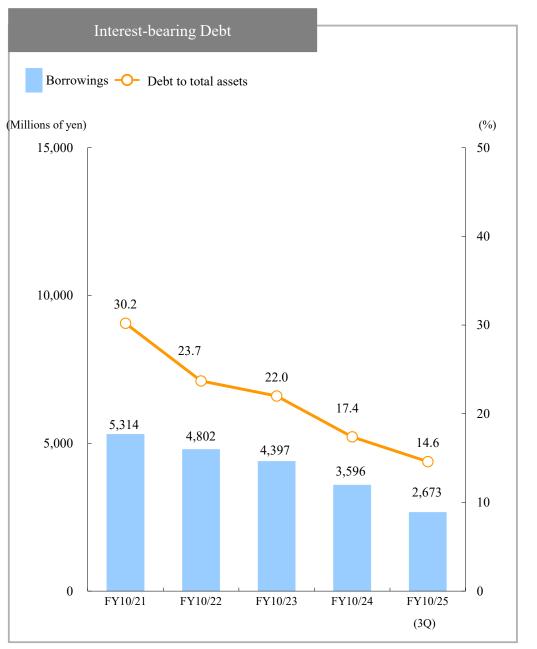
Consolidated Balance Sheet Summary

	As of the end of October 2024		End o	f Q3 FY10/2025	
	Amount (Millions of yen)	Composition ratio (%)	Amount (Millions of yen)	Composition ratio (%)	Change (Millions of yen)
Current assets	7,797	37.7	4,899	26.8	▲2,897
(Cash and deposits)	6,729	32.5	3,587	19.6	▲3,142
(Trade receivables)	364	1.8	275	1.5	▲89
Fixed assets	12,901	62.3	13,372	73.2	470
(Property, plant and equipment)	10,652	51.5	10,422	57.0	▲230
Total assets	20,698	100.0	18,271	100.0	▲2,427
Current liabilities	5,818	28.1	4,019	22.0	▲1,799
(Trade payables)	977	4.7	617	3.4	▲360
(Income taxes payable)	457	2.2	66	0.4	▲391
Long-term liabilities	4,262	20.6	3,669	20.1	▲ 593
Total liabilities	10,081	48.7	7,688	42.1	▲2,392
(Interest-Bearing Debt)	3,596	17.4	2,673	14.6	▲923
Total net assets	10,617	51.3	10,583	57.9	▲34
Total liabilities and net assets	20,698	100.0	18,271	100.0	▲ 2,427



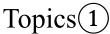
Financial Condition





※Interest-bearing debt = Interest-bearing debt/Total assets





Established IKK United Link Co., Ltd. (tentative name), which operates Overseas Human Resources Business

- Responding to the worsening shortage of domestic human resources and cultivating new growth areas
- Contribute to solving social issues by establishing a system that integrates processes from recruitment of overseas human resources to education and acceptance support, and by improving service quality and business speed

We will differentiate ourselves from competitors through marketing activities and sales that can resolve industry issues such as "quality of human resources," "matching," and "retention."

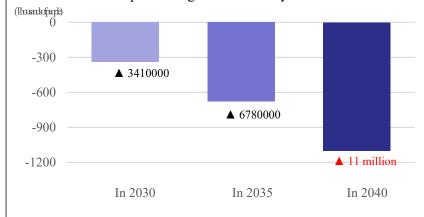


Trade Name	IKK United Link Corporation (tentative name)
Address	6-5, Katamine 3-chome, Shime-machi, Kasuya-gun, Fukuoka
Common stock	50 million yen
Incorporation	2025 October
President and Representative Director	Daisuke Nakashima

Labor market conditions in Japan

The Japanese working population will ▲ 3410000 in 2030, 6780000 in 2035, and 11 million in 2040. Supply of the working population is expected to be urgent.

The number of foreign workers is expected to increase substantially in the future in proportion to the decline in the Japanese labor force, and the market is expected to grow sustainably.





Topics(2)

Plans to open a new Branch in Shime-machi, Kasuya-gun, Fukuoka Prefecture





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 5,125 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 a new store in Shinjuku-ku, Tokyo
- 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)

^{**}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.

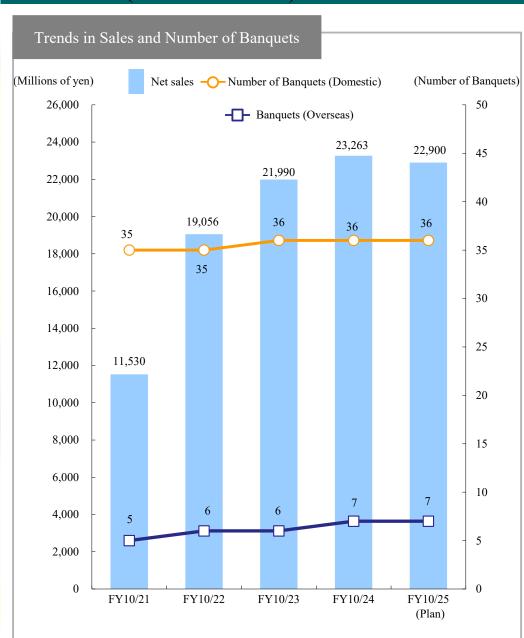


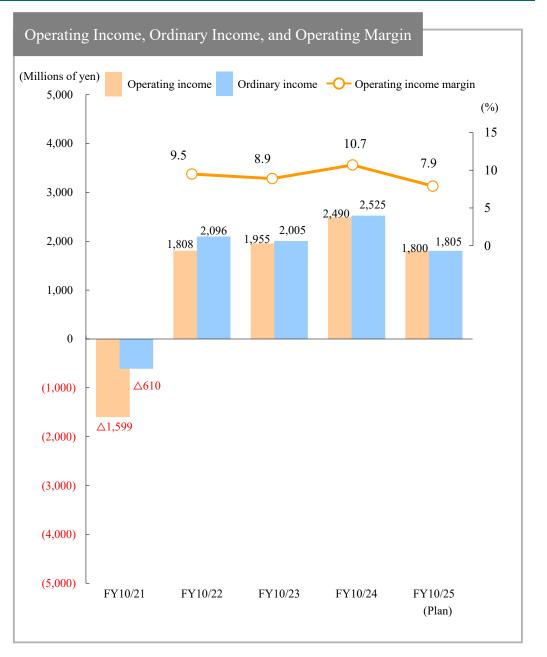
Consolidated Financial Forecasts for the Fiscal Year Ending October 2025

	October 2024 fi	scal year	Fiscal year ended October 2025				
	Amount	Composition	Planning	Compositi	YoY o	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	▲ 1.6	
Gross profit	14,024	60.3	13,450	58.7	▲ 574	▲ 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	▲ 690	▲27.7	
Ordinary income	2,525	10.9	1,805	7.9	▲ 720	▲28.5	
Profit attributable to owners of parent Net Income	1,702	7.3	1,110	4.8	▲ 592	▲34.8	
Net income per share (yen)	59.35	-	38.65	-	-	-	



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





*Banquets (overseas) include the number of affiliated stores





amortization

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	▲258
Depreciation and	1 159	1 208	49

1,159

1,208

Capital I	Expenditures	and Deprecia	tion		
Capital	expenditures	Depreciat	tion and amorti	zation	
(Millions of yen))				
4,000	-				
3,500	-				
3,000	-				
2,500	-				
2,000	-		1,939		
1,500	-				4.000
1,000	1,111	1,011	1,094	1,159 730	1,208
500					472
0	150 FY10/21	FY10/22	FY10/23	FY10/24	FY10/25 (Plan)

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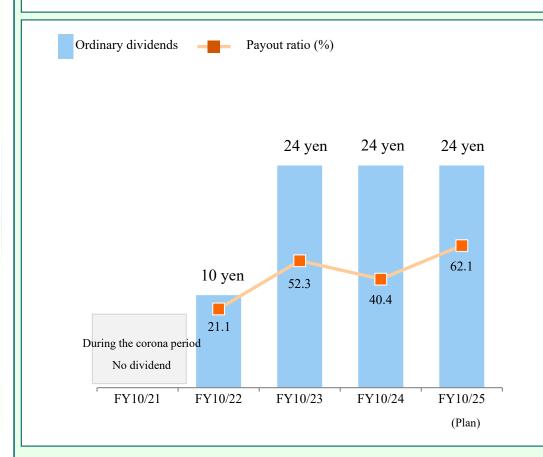
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Dividend plan

Annual dividend of 24 yen planned for FY 10/25

- 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%



III. Initiatives for the Fiscal Year Ending October 2025





Initiatives for the Fiscal Year Ended October 2025 (1)

Plan to open a new wedding business in Koto-ku, Tokyo



Facilities 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 station	Tokyo Waterfront New Traffic Waterfront Line, Ariake Tennis no Mori 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)

Planning to open a new wedding business in Fukuoka City, Fukuoka



Facility Name Lalachance Geihinkan (tentative)

Address	Nishikoen, Chuo-ku, Fukuoka-shi, Fukuoka
Date of opening	Winter 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.
- Lalachanece Hakata-no-Mori (Fukuoka Branch), Lalachance berami (Tosu Branch), Renewal of The Geihinkan Kairakuen Bettei (Mito Branch) completed
- Other renovations of existing stores will be progressively implemented based on investment plans.







Lalashance 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.

Lalachance bel Amy (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 Geihinkan Kairakuen Bettei (Mito Branch)

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

- 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





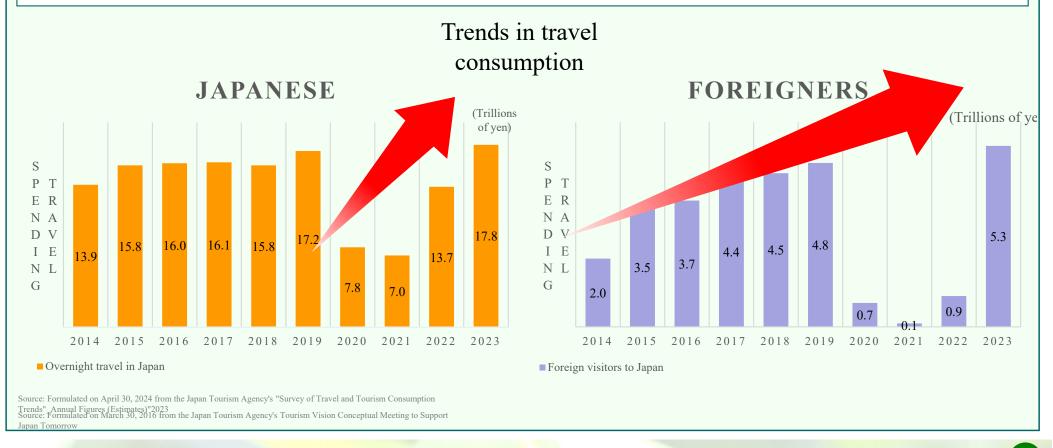




Initiatives for the Fiscal Year Ended October 2025 (5)

[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
- Looking ahead to the future of the tourism industry, we have begun considering entering the hotel business, where we can demonstrate the spirit of hospitality, such as our planning and proposal capabilities, cooking technologies, and customer service, which we have cultivated in the wedding business.





Reference: Corporate Profile, Business Characteristics, Industry Trends







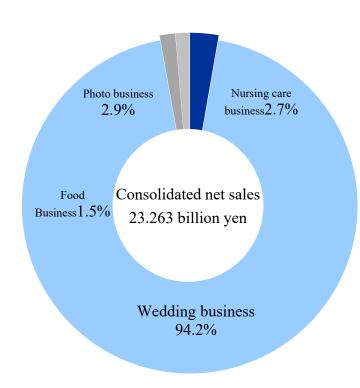


Corporate Profile

Corporate Data (As of October 31, 2024)

Company Name	IKK Holdings, Inc.
Head Office	722-5 Shinten-machi, Imari-shi, saga
Business Activities	Business management of group companies
Representative	Mr. Katsushi Kaneko, CEO President and CEO
InHoldings	November 1, 1995
Date of settlement	October 31
M a r k e t Segmentation	TSE PRM (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	1,026 (Consolidated)
Number of Shareholders	61,744 employees

Sales Breakdown by Business (Fiscal Year Ended October 2024)





IKKHD Corporate Philosophy Chart

Management Philosophy

- 一. Integrity, trust, and trust
- —. We will cooperate with each other with honesty and do what is best immediately.
- —. We will take on the challenge of creating an excellent future by becoming a person who demonstrates his/her abilities regardless of nationality, religion, gender, age, or experience.

Vision

[Core Value]

Be sincere! Take on challenges with passion!

[Parts]

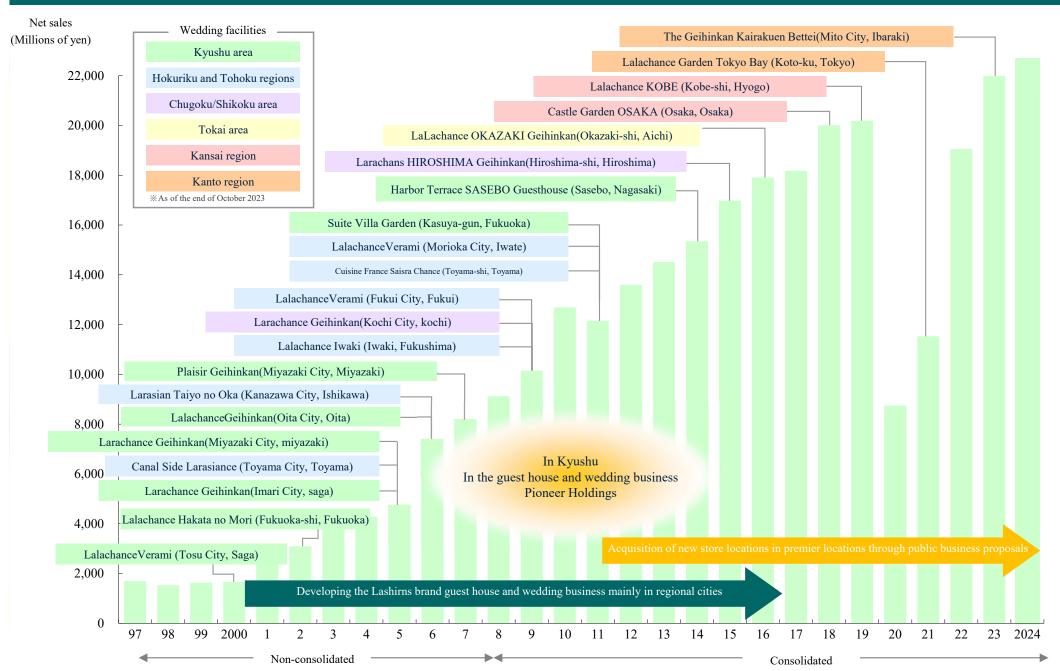
For the smiles of those with whom we have a relationship

[Mission]

- We cooperate fully in achieving the missions of our group companies.
- By 2028, we will represent Japan 7 years from now, Create exciting future businesses



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

2 stores in the Tohoku area

- · Larashan Iwaki (Iwaki, Fukushima)
- · Larashans Verami (Morioka City, Iwate Prefecture)

2 stores in the Kanto area

Scheduled to open new stores in Tokyo in 2026

- · Larashine Garden Tokyo Bay (Koto-ku, Tokyo)
- The State Guest House Kairakuen Bettei (Mito City, Ibaraki Pref.)

1 store in the Tokai area

• LaLachance OKAZAKI State Guest House (Okazaki-shi, Aichi)

The Tokyo Bay Resort

Chugoku-Shikoku Area 2 stores

- · Larachans HIROSHIMA State Guest House (Hiroshima-shi, Hiroshima)
- · Larachance state guest house (Kochi City, kochi Prefecture)

Overseas wedding business

Indonesia Jakarta 6

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

2 stores in the Kansai area

- · Castle Garden OSAKA (Osaka, Osaka)
- · Larashan KOBE (Kobe-shi, Hyogo)

4 stores in the Hokuriku area

- · Canal Side Larasiance (Toyama City, Toyama Prefecture)
- · Cuisine France Saisra Chance (Toyama-shi, Toyama)
- Larasian Taiyo no Oka (Kanazawa City, Ishikawa Prefecture)
- · Larashans Verami (Fukui City, Fukui)

7 stores in Kyushu area

New store opening planned for Fukuoka in 2026

New store opening planned for Fukuoka in 2028

- · LaLachance State Guest House/Imari State Guest House (Imari City, Saga Prefecture)
- · Larashans Verami (Tosu City, Saga)
- · Larashan Hakata no Mori (Fukuoka-shi, Fukuoka)
- Larashans State Guest House (Oita City, Oita Prefecture)
- Larachance state guest house (Miyazaki City, miyazaki Prefecture)
- Plaisir State Guest House (Miyazaki City, Miyazaki Prefecture)

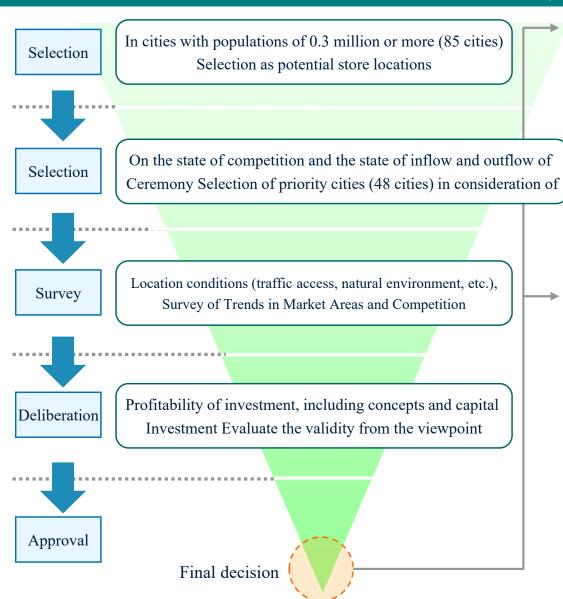






Growth Strategy: Sustainable Growth in the Domestic Wedding Business 1

"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

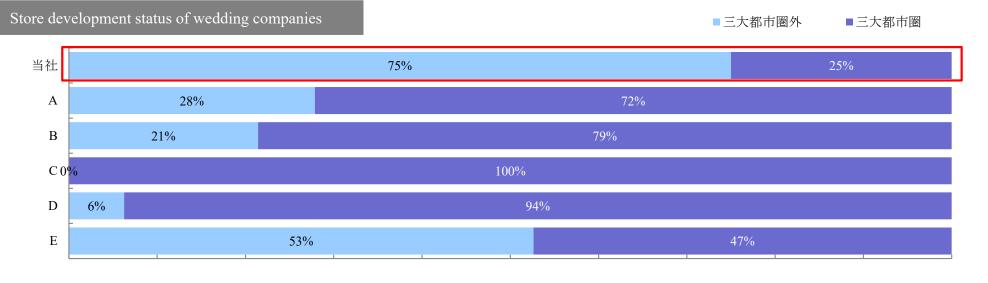
Establishment of store opening scheme

We will also open stores in 3 major metropolitan areas.

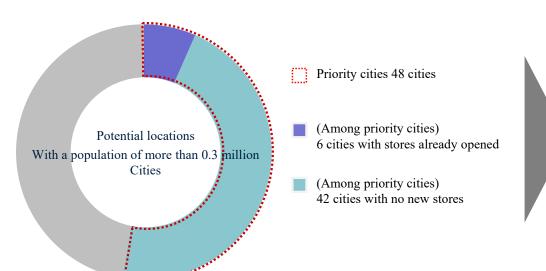












Plan to open 1 or 2 stores per year
Against the backdrop of significant room for store openings,

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.



Tokyo



(Koto-ku, 539,000 persons)

Mito

The Geihinkan Kairakuen Bettei (Mito City 268,000)

- - 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

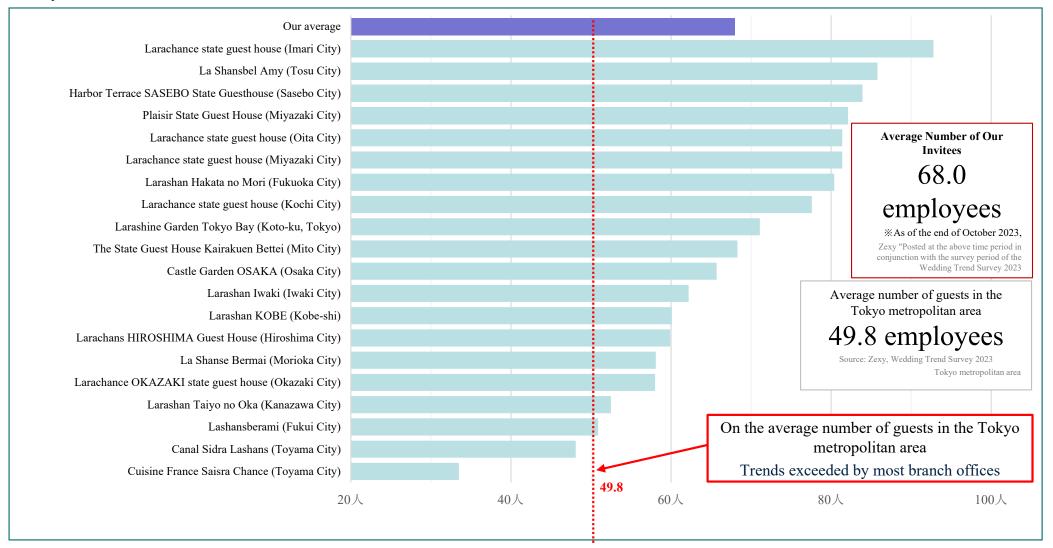


Focus on cities selected from a long-term perspective (2)

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)

*****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

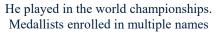
Impressive

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 La Chance (Toyama City, Toyama)

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



©IVITETIEEH (

▲ Michelin Guide Hokuriku 2021 Specialized **

Harbor Terrace SASEBO Geihinkan (Sasebo City, Nagasaki)

- Listed as the only restaurant in Sasebo City with a star
- Located in the Sasebo Goban Avenue, a commercial complex, is a good 1-minute walk from Sasebo Station.



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

**Nippon Michelin Holdings'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.

40

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)

Large number of staff received awards in the nationwide wedding planner contest

- At the GOOD WEDDING AWARD sponsored by Recruit Bridal Research Institute (Recruit inc.) 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.





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 3,039

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

[■] Survey: March 2025, 3rd grade students, graduate school graduates, 1st grade ■ Survey period: October 1, 2023 to March 17, 2024

[■] 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



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

[■]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"

Rank	Company Name	Growth environment Score
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

[■] 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.

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

[■]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.



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

Credit
0000

■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, We're all celebrating.

88% (mean *84%)

■Be a company that can feel a sense of unity

77% (mean **72%)

*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

X Outline of DBJ Healthcare Management Rating

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 Promote Management Philosophy and Examples of Achievements (5)

Reference

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 Lalachance Hakata no mori facilities (August 2009)
- ◆ Expand FSMS control standards to all stores other than the same facilities
 - **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 no mori.

 Grand Van Vert and Hakata-no-Mori Geihinkanacquired certification.











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

InHoldings 2017 January

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: Photo Business

Entry into the photo 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

Market Environment

In 2023 Number of wedding couples

474,741 pairs

×

Photo wedding and pretake rates

70.6%



Number of couples held



Photo wedding and average costs

335,167 pairs

259,328 yen

Source: 2023 Vital Statistics, Ministry of Health, Labour and Welfare

Source: Survey 2024(Photorait of Photo Wedding Trends)

Market size 86.9 billion yen







Corporate Profile

Trade Name Ambihone inc.

Address 6-5, Katamine 3-chome, Shime-cho, Kasuya-gun, Fukuoka

InHoldings November, 2021

Common stock 25 million yen

- Opened in Osaka City, Osaka in August 2022
- Opened in Nagoya City, Aichi, in March 2023
- Planning to open a new store in Shinjuku-ku, Tokyo in 2025
- Targeting cities with a population of 0.5 million or more,
 aggressively cultivating sales offices to open 1-2 stores 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

Trade Name	Meitokuan inc.
Address	6-5, Katamine 3-chome, Shime-cho, Kasuya-gun, Fukuoka
InHoldings	2020 October
Common stock	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 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
- Contributing to local communities and people's lives







In 2013

Opened iCare Residence Imari Residential nursing homes (total 48 beds) In 2014

Opened Eye Care Residence Saga Residential nursing homes (total 45 beds) In 2015

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

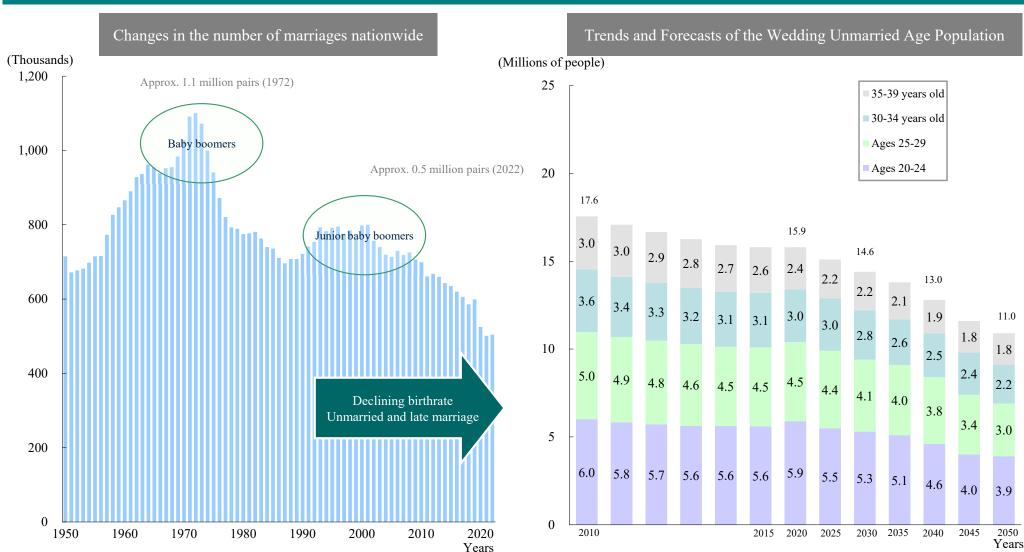
Trade Name	I Care Inc.
Address	6-5, Katamine 3-chome, Shime-cho, Kasuya-gun, Fukuoka
InHoldings	2012 December
Common stock	95 million yen

- An open design that feels "green," "light," and "sky," and a delicious, safe meal made in an open kitchen
- Develop day services, occupancy services, and visiting services
- 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.



Source: Ministry of Health, Labour and Welfare, Vital Statistics, 2023 Vital Statistics (Defined Numbers)

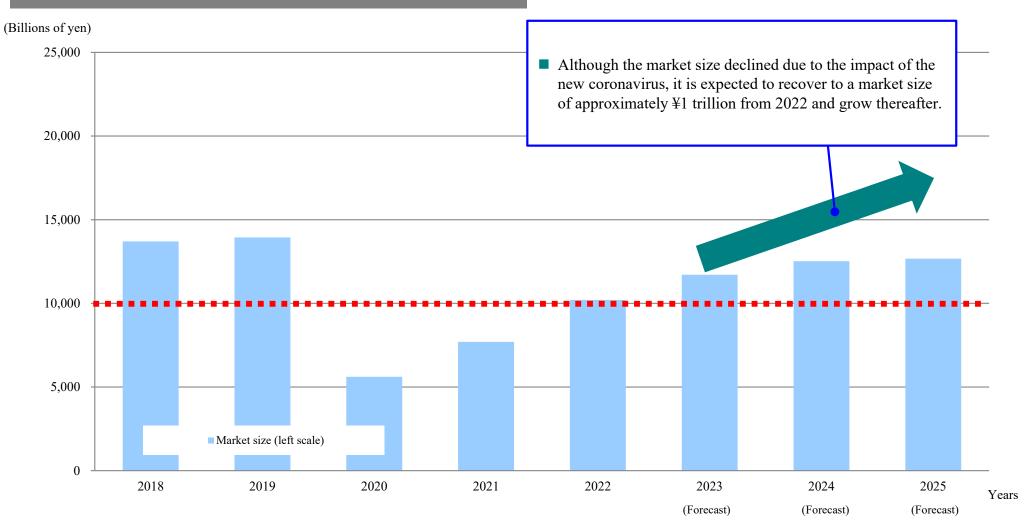
Source: National Institute of Population and Social Security Research, "Future Estimates of the Number of Households"

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

(%)

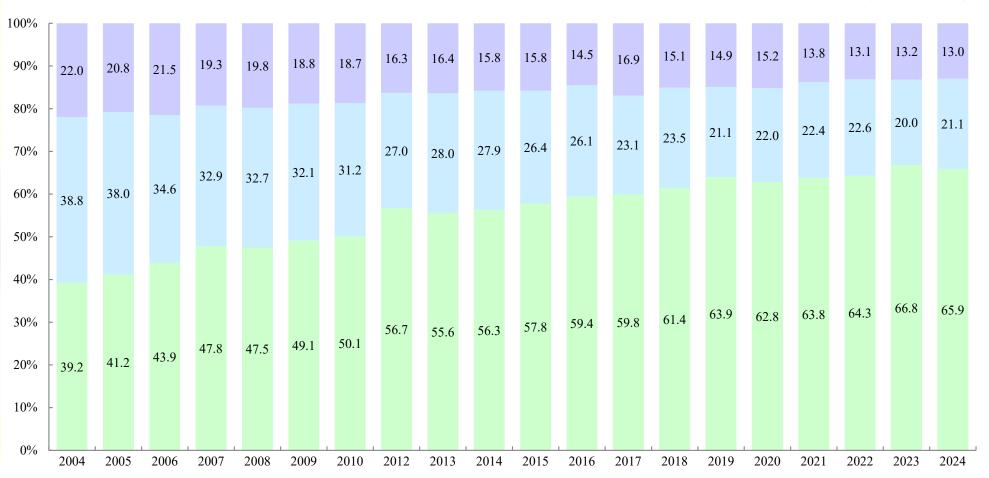
Original weddings and reception-oriented, not constrained by tradition or formality, increased share of the house wedding market



Others (Restaurants, etc.)

Hotel

General halls and guest house weddings



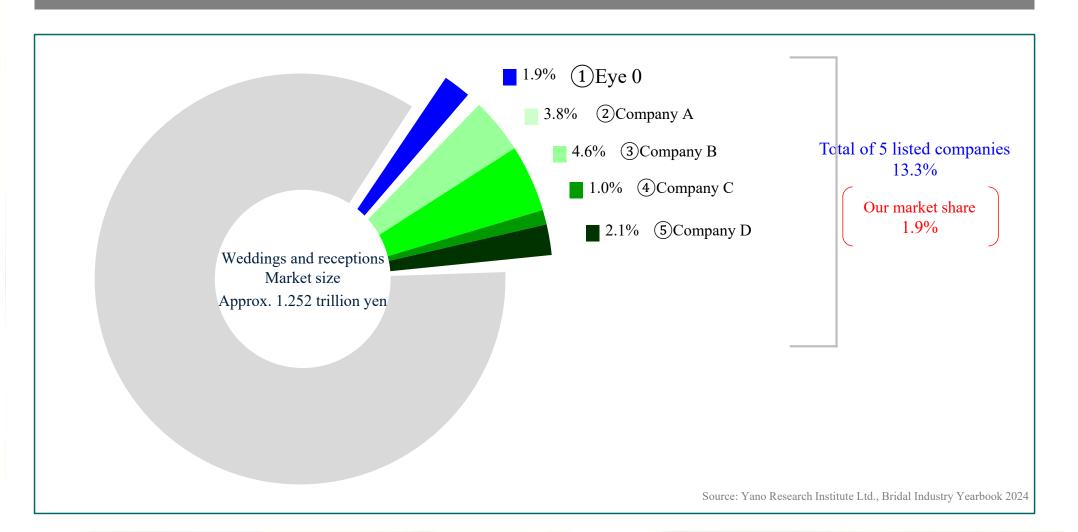
Years

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.

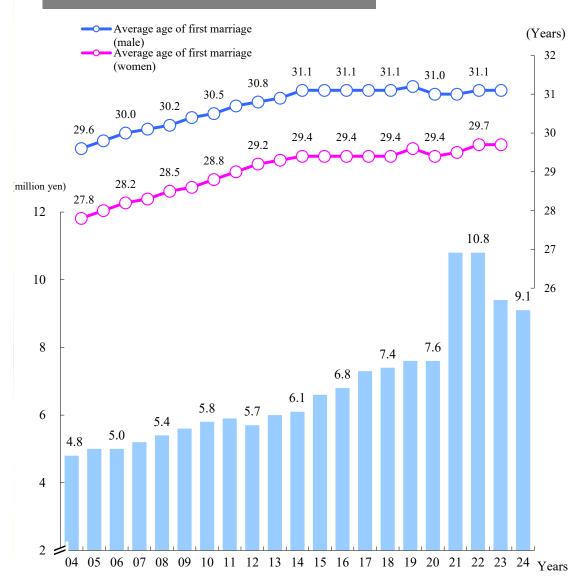
Share of the total number of weddings and reception couples held by the 5 listed companies





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 to leave for celebration
- Partly because of the rising age of first marriage,
 With an emphasis on hospitality to guests
 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.



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