

The English version of this is a reference translation of the Japanese version, and its accuracy is not guaranteed.



**Results of Operations for the First Quarter of the
Fiscal Year Ending October 31, 2026**

**IKK Holdings Inc.
(Ticker Code: 2198 TSE Prime)**

I. Q1 F10 yen/26 Consolidated Financial Results Overview



Both sales and average unit price per wedding achieved record highs in the first quarter

record-high

Sales were 5,497 million (up 10.7% from the same period of the previous year)

Domestic Wedding Business

Number of weddings held remained at a high level, average unit price per wedding reached a record high of 4,259 thousand (up 130 thousand from the same period of the previous year)

Photo Business

Both number of weddings held and average unit price per wedding progressed favorably, sales achieved a record high

Income from Operations was 440 million (up 147.4% from the same period of the previous year)

In addition to the above results, we reviewed and reduced other miscellaneous expenses (utilities, consumables), resulting in performance exceeding the same period of the previous year

record-high

Net income attributable to shareholders of parent company

Quarterly net profit was 424 million (up 279.1% from the same period of the previous year)

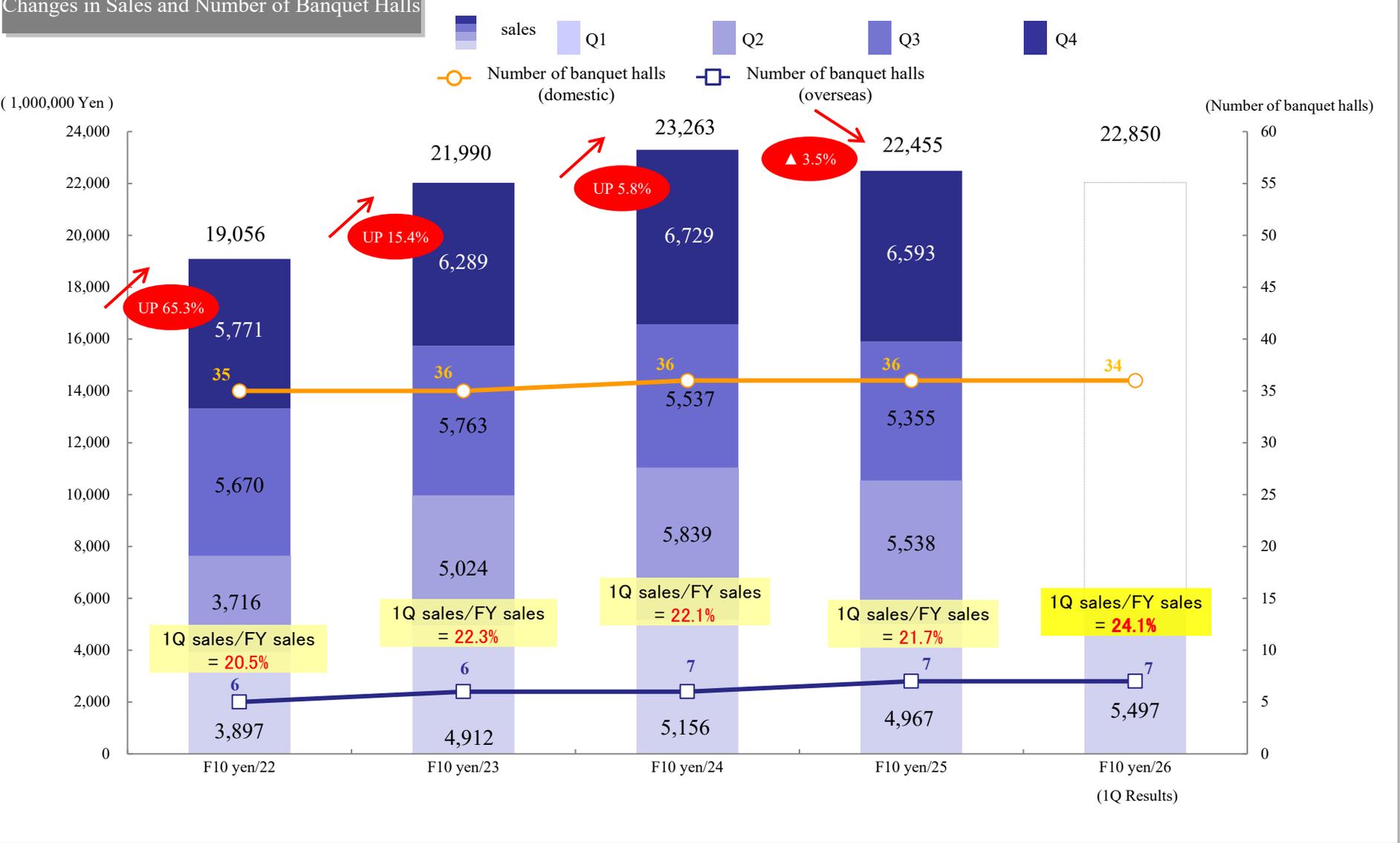
Due to recording of gain on sale of fixed assets, etc. associated with the transfer of one store

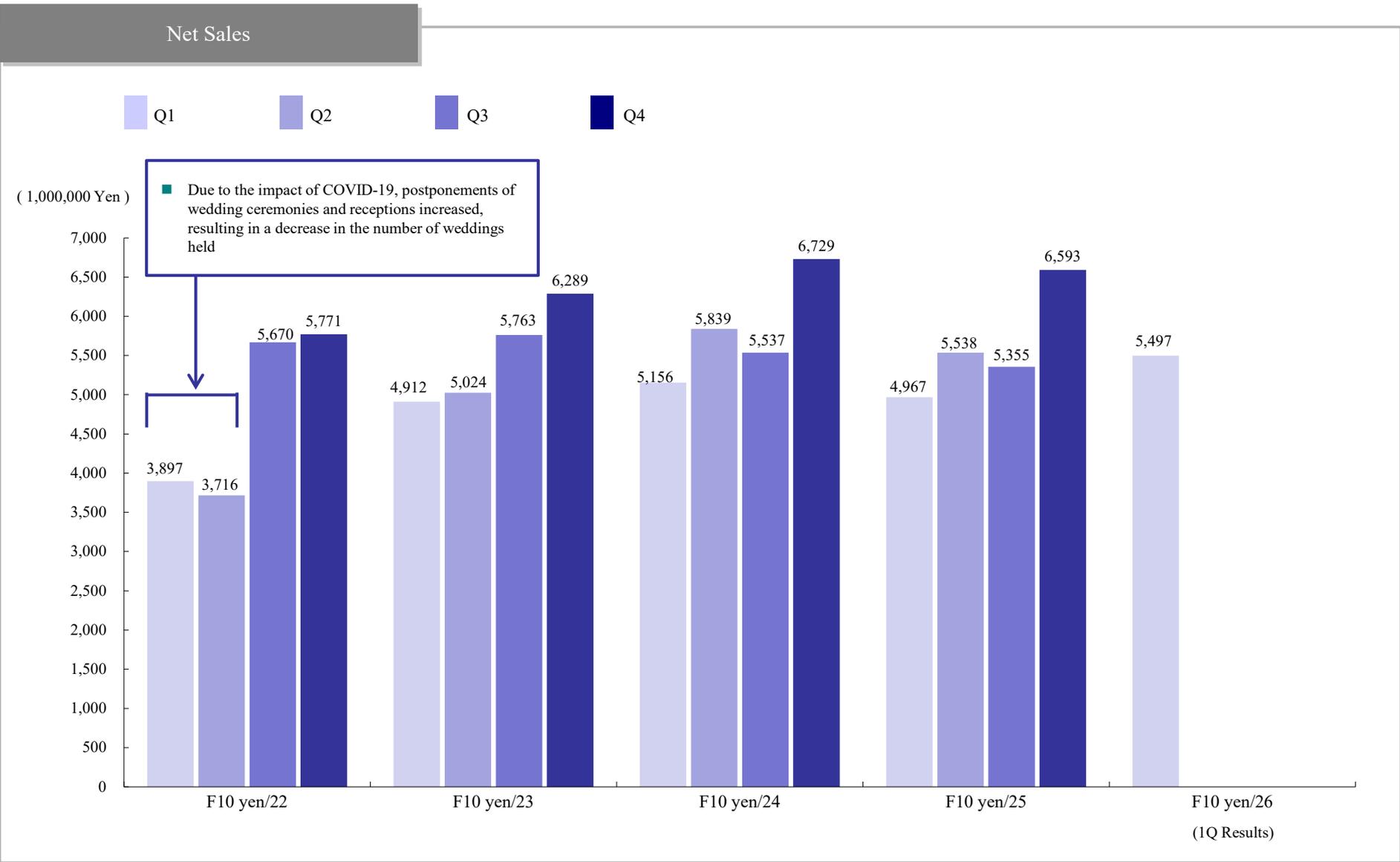
Backlog of orders (end of January 2026) was 4,535 couples (down 2.4% from the same period of the previous year)

Although backlog of orders decreased due to the transfer of one store, it remains at a high level

	F10 yen/25 (1st quarter)		F10 yen/26 (1st quarter)			
	price (1,000,000 Yen)	component ratio (%)	price (1,000,000 Yen)	component ratio (%)	increase in year-over-year spending	
					increased/decreased amount (1,000,000 Yen)	Rate of change (%)
sales	4,967	100.0	5,497	100.0	530	10.7
Wedding Business	4,582	92.3	5,030	91.5	448	9.8
Nursing care business	161	3.2	167	3.0	6	3.8
Food business	96	1.9	156	2.8	59	61.8
Photo Business	200	4.0	243	4.4	42	21.4
Gross Profit	2,962	59.7	3,254	59.2	291	9.8
Selling, general and administrative expenses	2,784	56.1	2,814	51.2	29	1.1
Income from Operations	178	3.6	440	8.0	262	147.4
Current Profit	185	3.7	492	9.0	306	165.3
Net income attributable to shareholders of parent company profit for the fourth quarter	111	2.3	424	7.7	312	279.1
Per share data Quarterly Net Income (Yen)	3.90	-	14.59	-	-	-

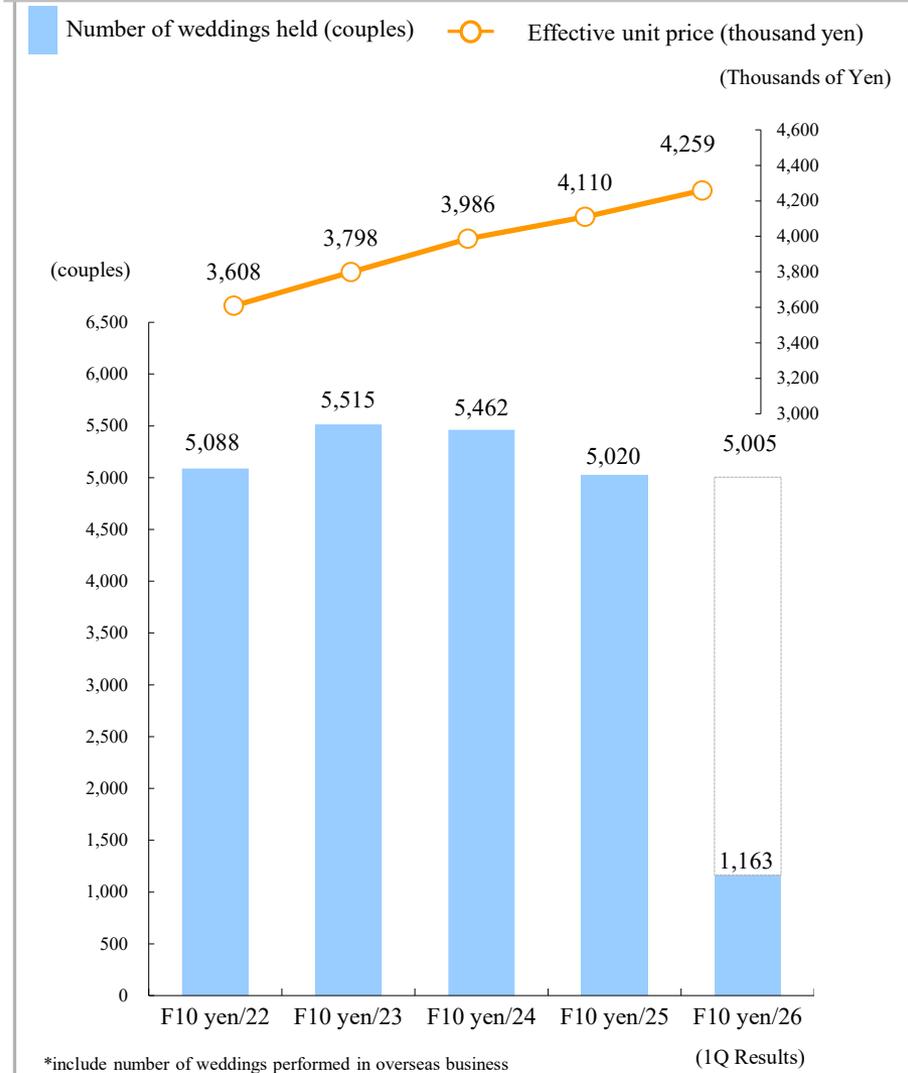
Changes in Sales and Number of Banquet Halls





	F10 yen/25 1 Q Result	F10 yen/26 1 Q Result	From the preceding year	
			Change	Rate of change (%)
Wedding business sales (Millions of yen)	4,582	5,030	448	9.8
Domestic branches	20	19	▲1	▲5.0
※ ¹ of stores abroad	6	6	0	0.0
Number of weddings held (couples)	1,097	1,163	66	6.0
Domestic	1,068	1,144	76	7.1
Overseas Affiliates	29	19	▲10	▲34.5
Number of orders* ² (couples)	1,272	1,226	▲46	▲3.6
Backlog of orders* ² (couples)	4,648	4,535	▲113	▲2.4
Average unit price per wedding* ³ (Thousands of Yen)	4,129	4,259	130	3.2

Trends in Number of Weddings Held and Average Unit Price per Wedding

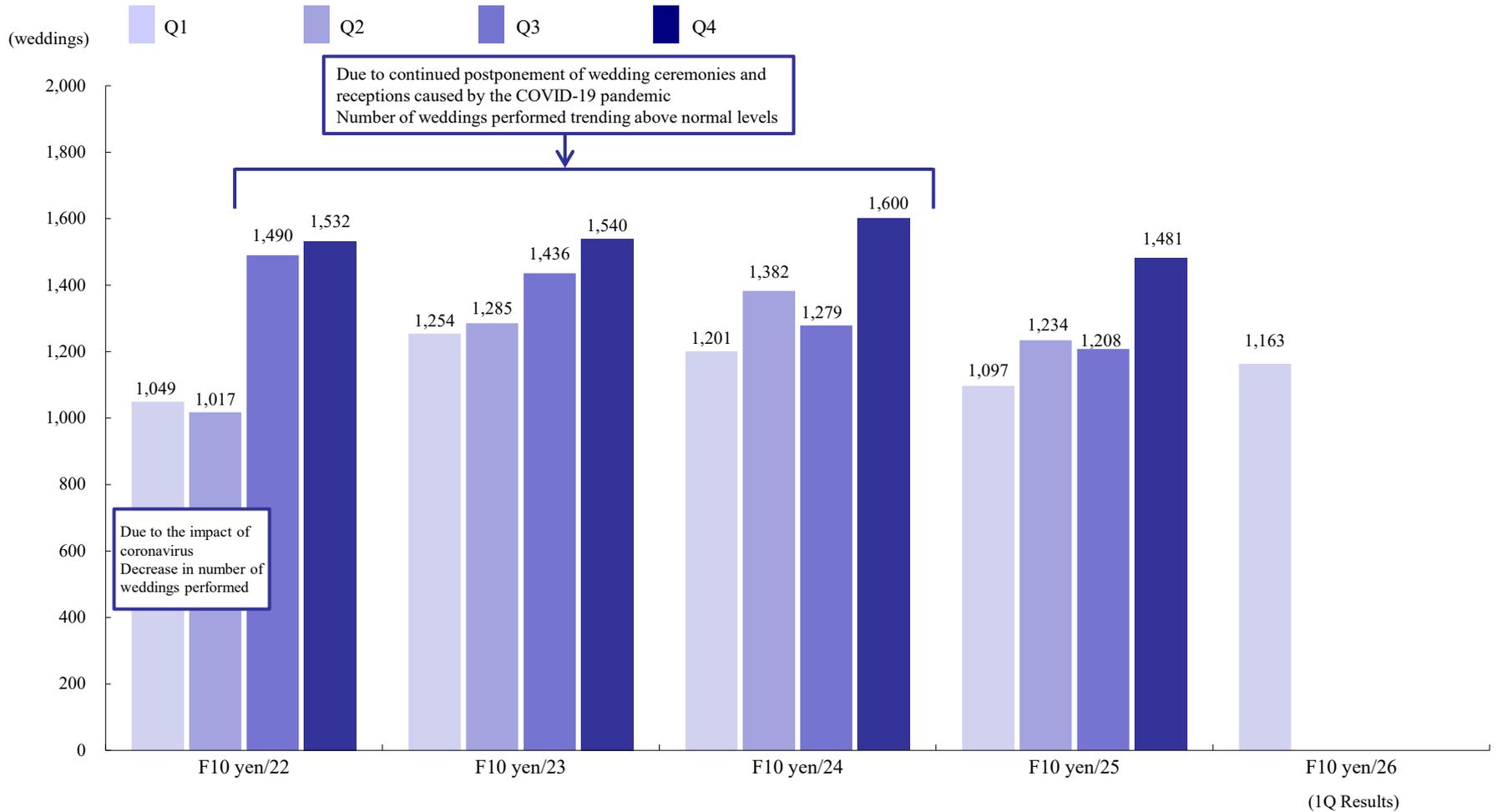


*1 Number of overseas stores includes outsourced stores

*2 Number of orders and backlog of orders include results of ""Overseas Wedding Business""

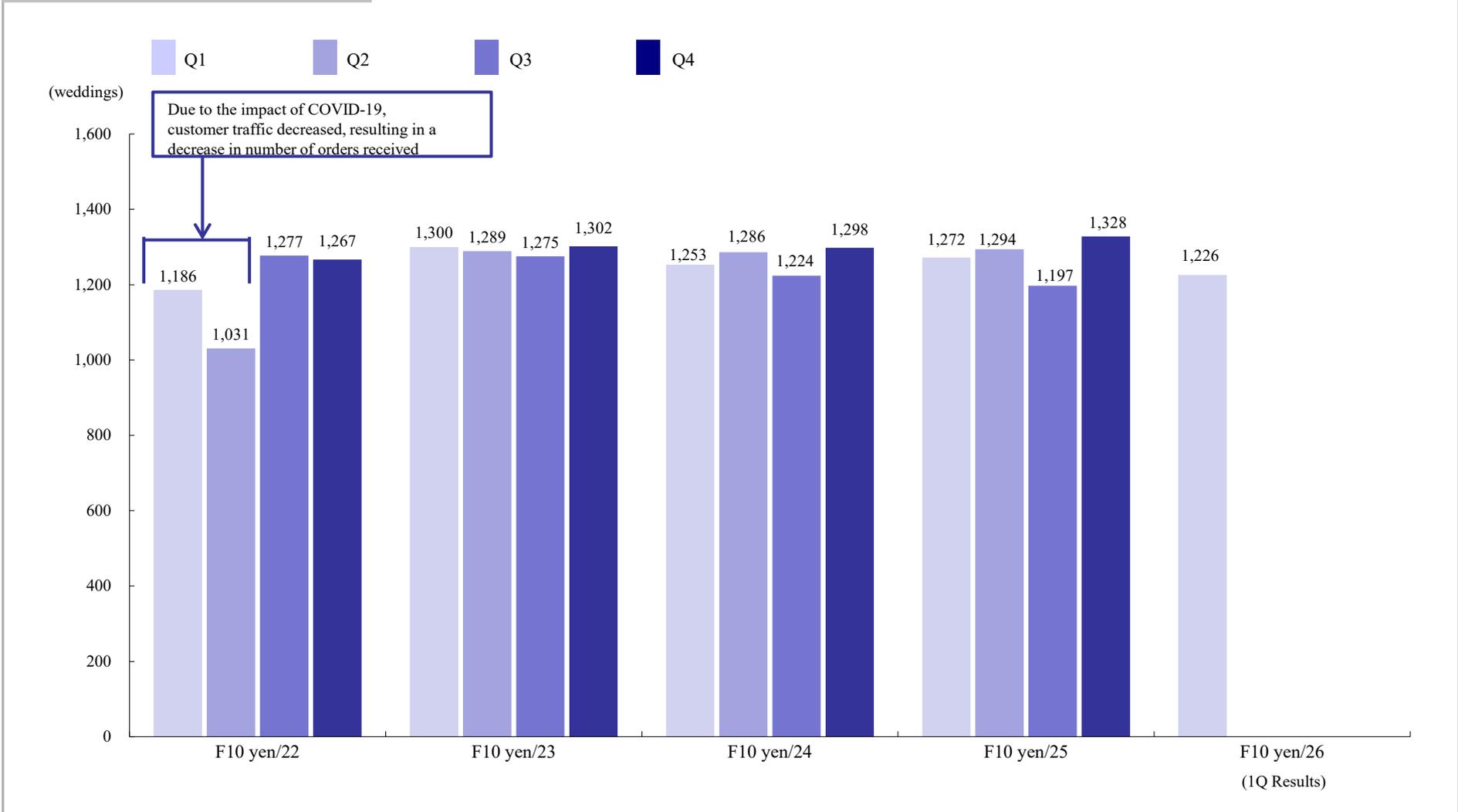
*3 Average unit price per wedding is calculated excluding ""General banquets,"" ""Cancellation fees,"" and ""Overseas Wedding Business""

Trends in the number of couples married



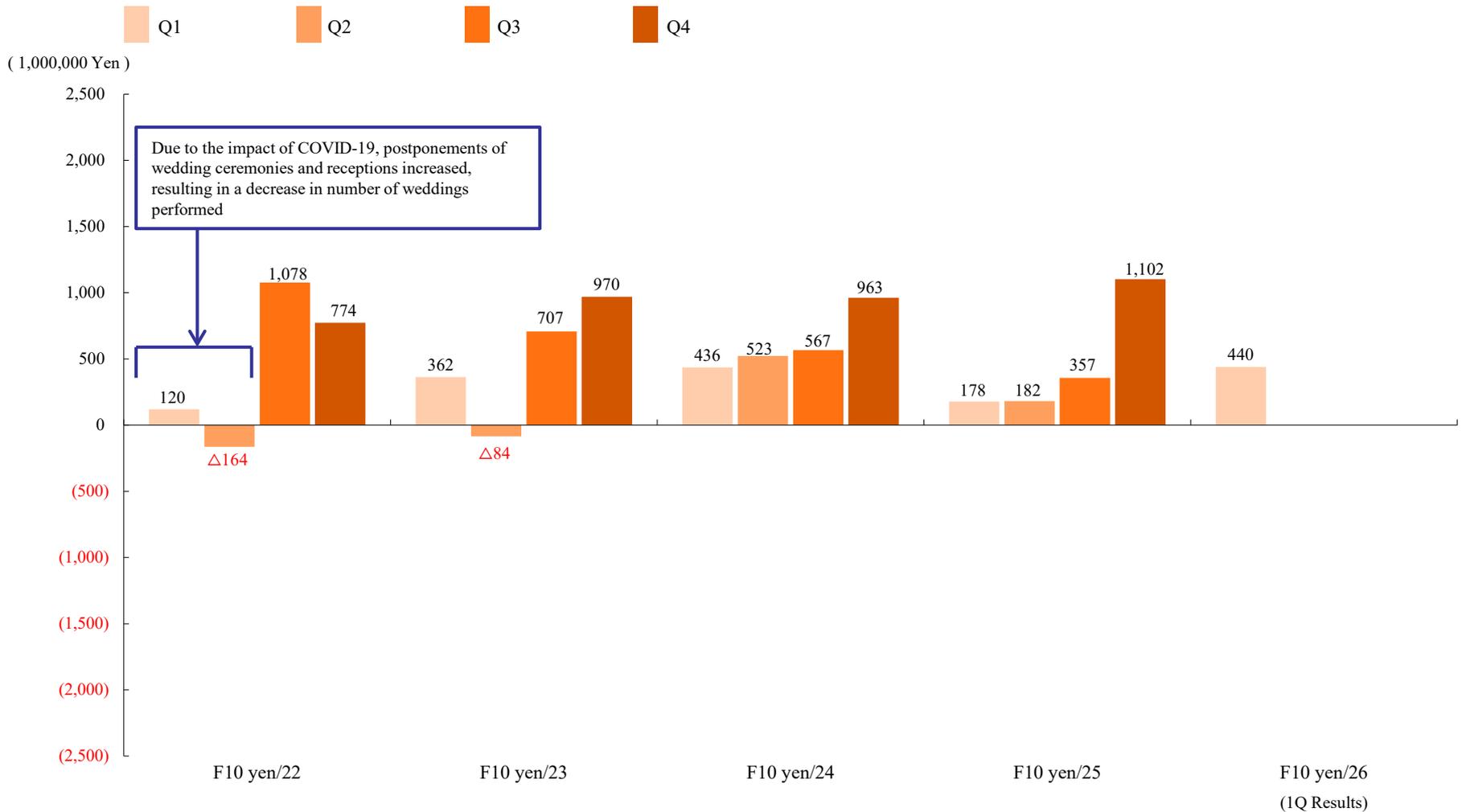
*include number of weddings performed in overseas business

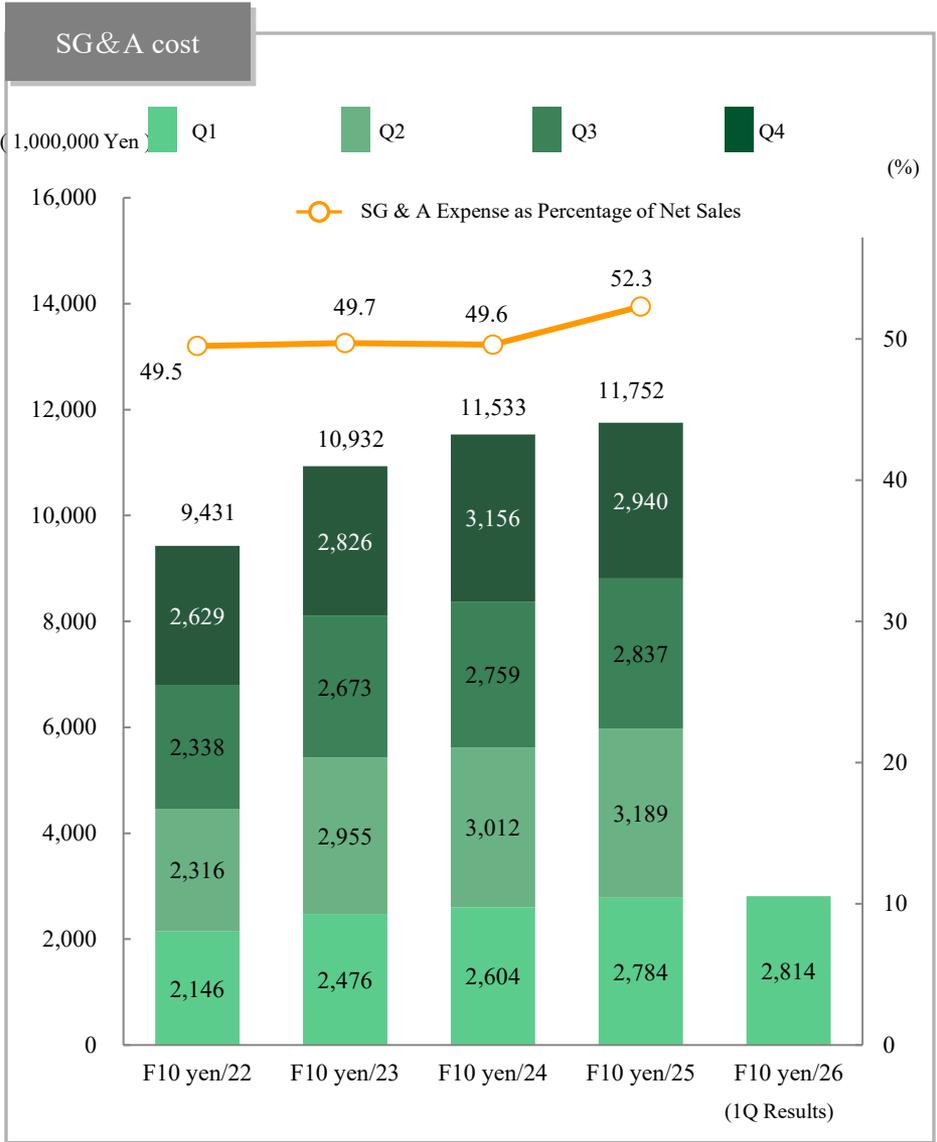
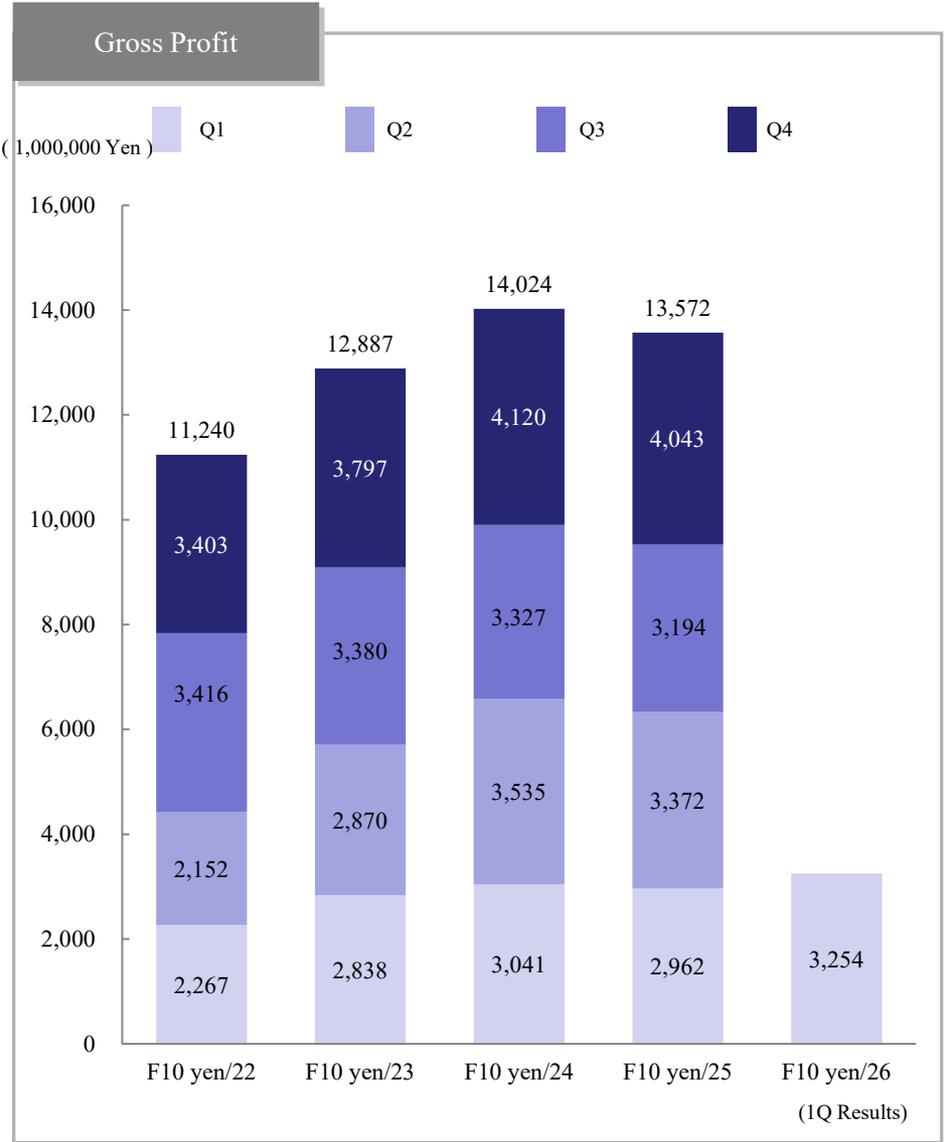
Trends in number of orders received



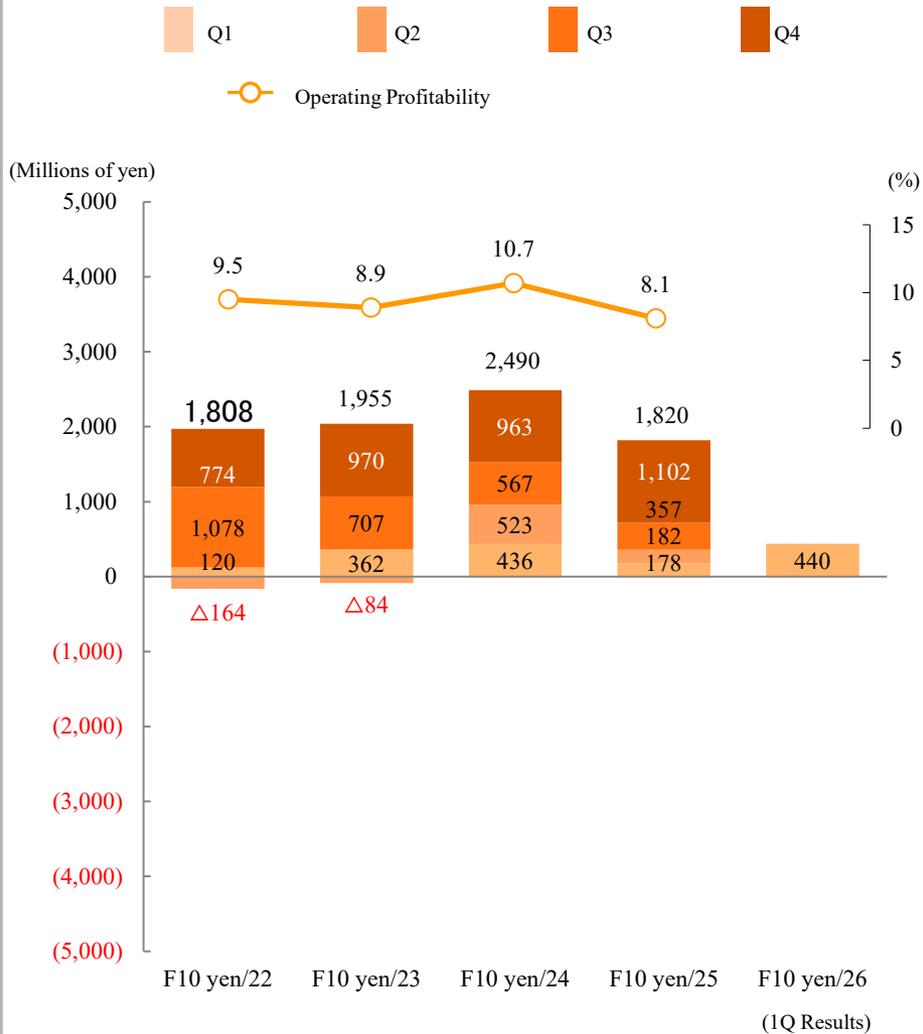
*include number of orders received in overseas business

Changes in operating profit

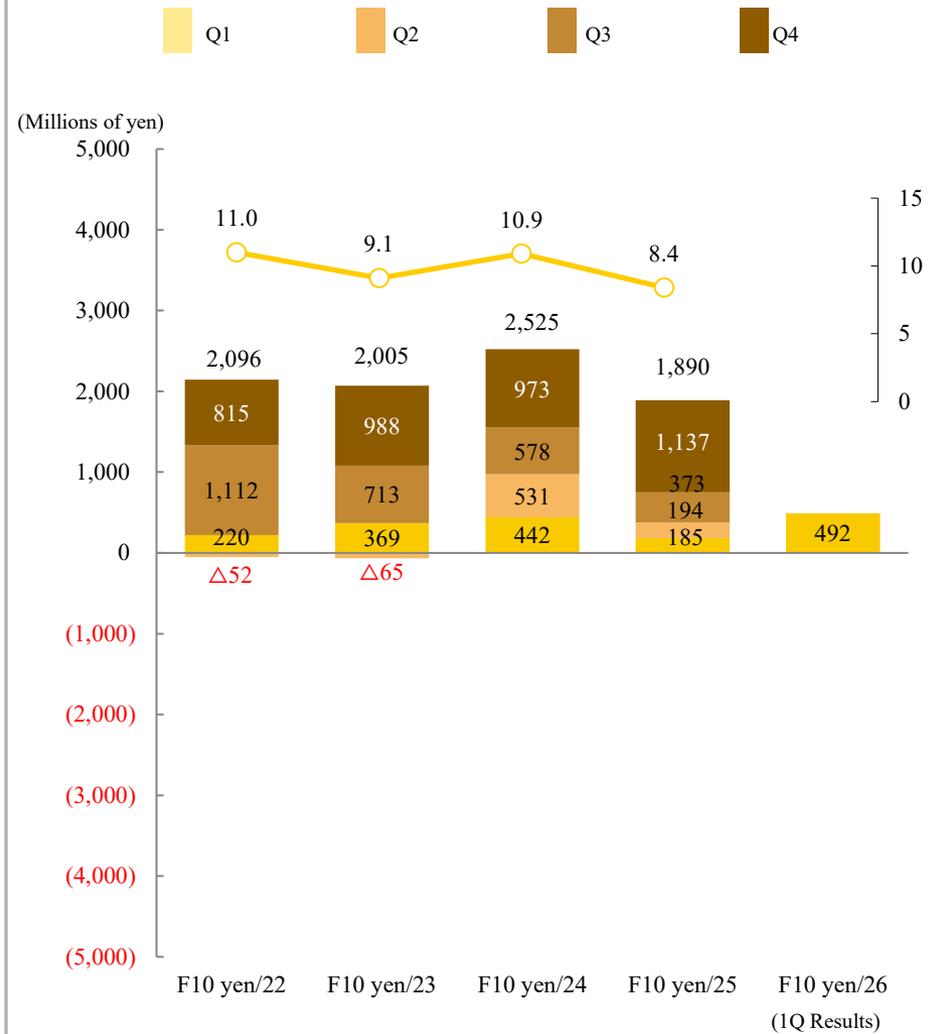




Operating income



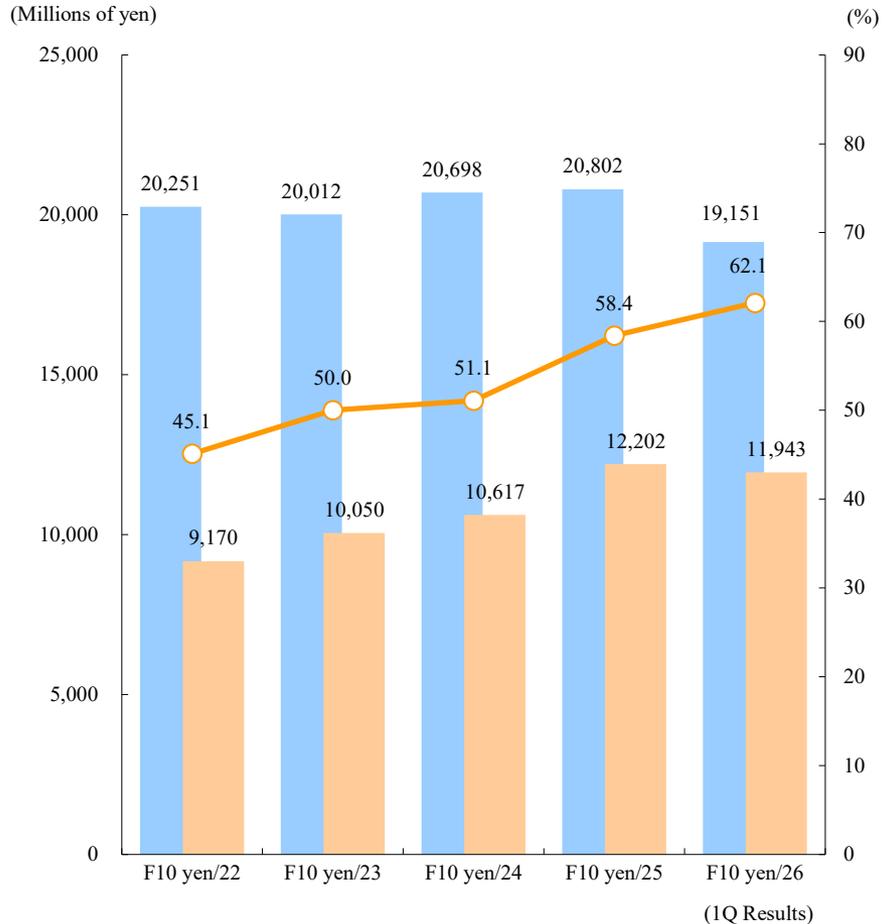
Ordinary income



	As of the end of October 2024		As of the end of October 2025		
	Amount (Millions of yen)	component ratio (%)	Amount (Millions of yen)	component ratio (%)	Change (Millions of yen)
Current Assets	6,727	32.3	5,218	27.2	▲1,509
(Cash and deposits)	5,494	26.4	4,202	21.9	▲1,291
(Trade receivable)	364	1.8	277	1.4	▲87
Fixed Asset	14,074	67.7	13,933	72.8	▲140
(Property, plant and equipment)	10,157	48.8	10,224	53.4	66
Total assets	20,802	100.0	19,151	100.0	▲1,650
Current Liabilities	5,155	24.8	3,849	20.1	▲1,305
(Trade payable)	1,005	4.8	456	2.4	▲549
(Income taxes payable)	268	1.3	62	0.3	▲205
Long-term liabilities	3,443	16.6	3,358	17.5	▲84
Total Liabilities	8,599	41.3	7,208	37.6	▲1,390
(Interest-Bearing Debt)	2,394	11.5	2,195	11.5	▲199
Total Net Assets	12,202	58.7	11,943	62.4	▲259
Total liabilities and net assets	20,802	100.0	19,151	100.0	▲1,650

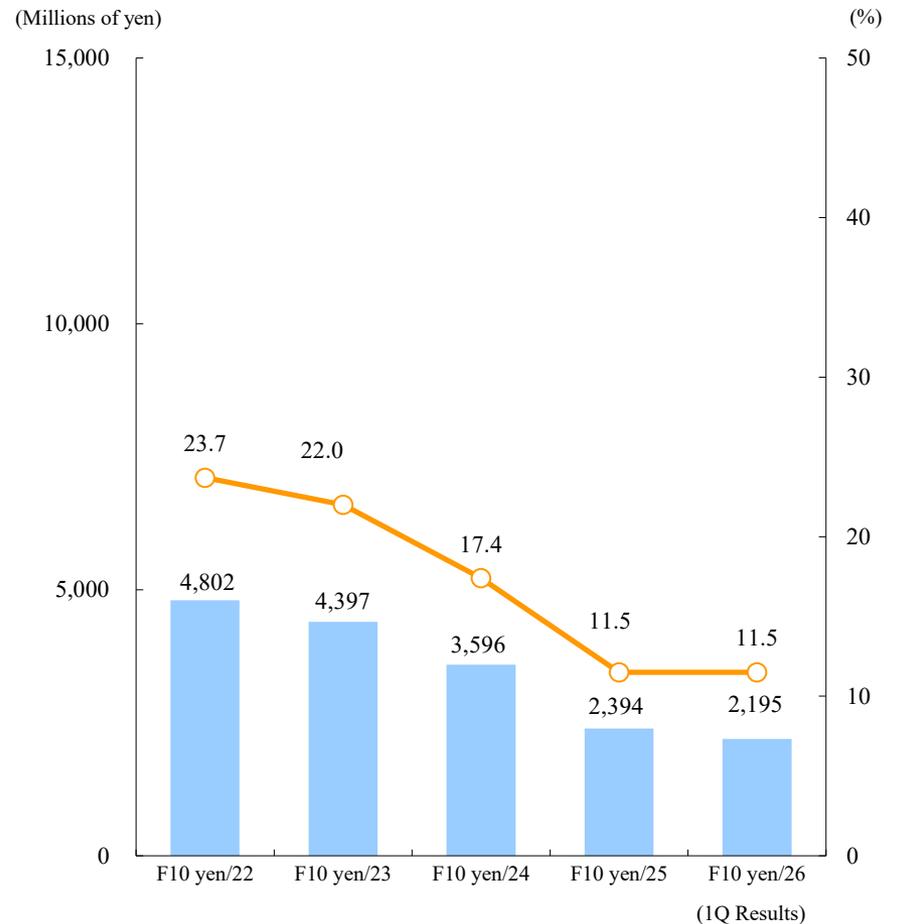
Total Assets, Net Assets, Equity Ratio

Total Assets Net assets Equity Ratio



Interest-bearing Debt

Borrowings Debt to total assets



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

II. F10 yen/26 (Full Year) Consolidated Results Outlook



In the domestic wedding business, unit prices continued to increase.
Other operating companies also forecast higher sales due to growth in earnings.

Continuing from last year, we will invest from a long-term perspective, aiming for dramatic corporate growth

Sales 22.85 billion yen (+1.8% YoY)

- Domestic wedding business: Plan to achieve a record high of 4,165 thousand yen, with an effective price of 55 thousand yen higher than in the previous fiscal year
- Food Business: Continue to promote initiatives to expand new products and sales channels
- Photo Business: New store openings in Shinjuku-ku, Tokyo, started operations in November 2025

Operating income 1.2 billion yen (-34.1% YoY)

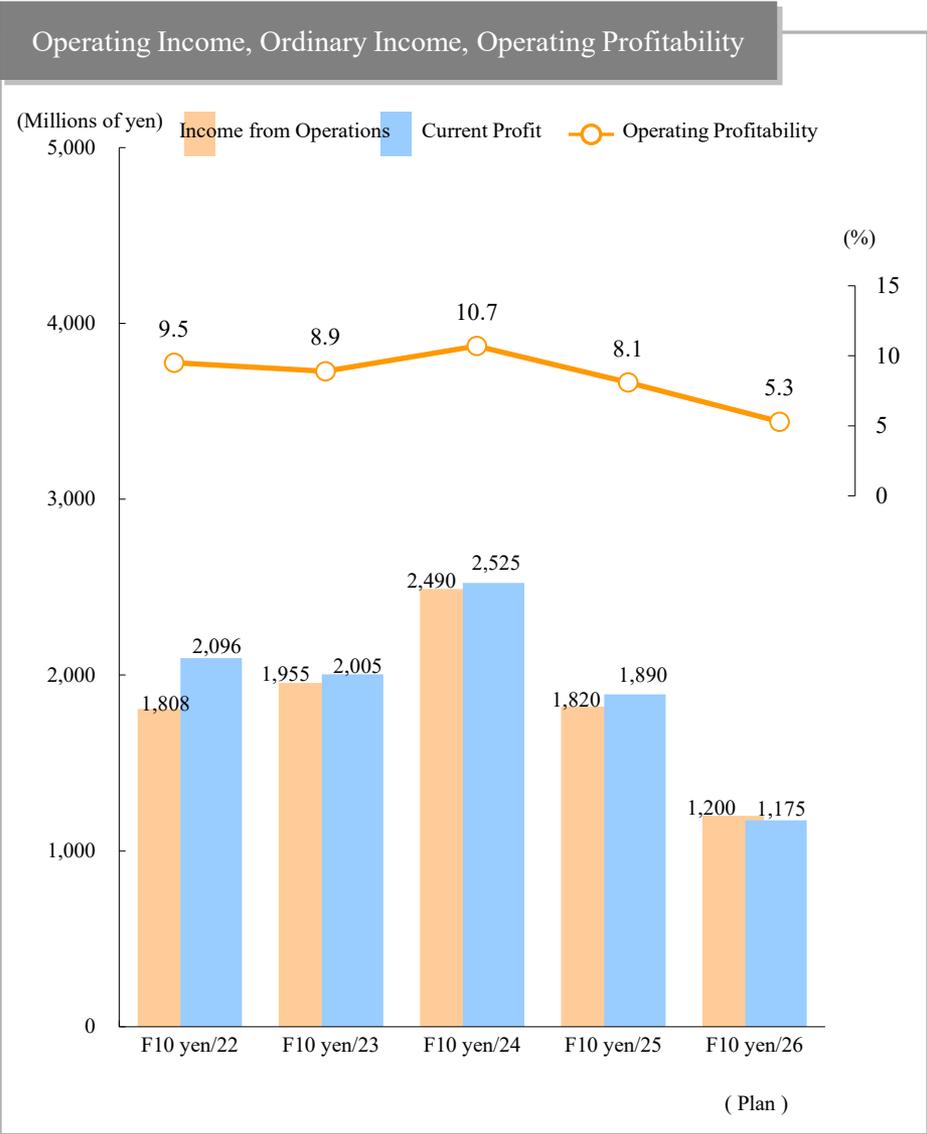
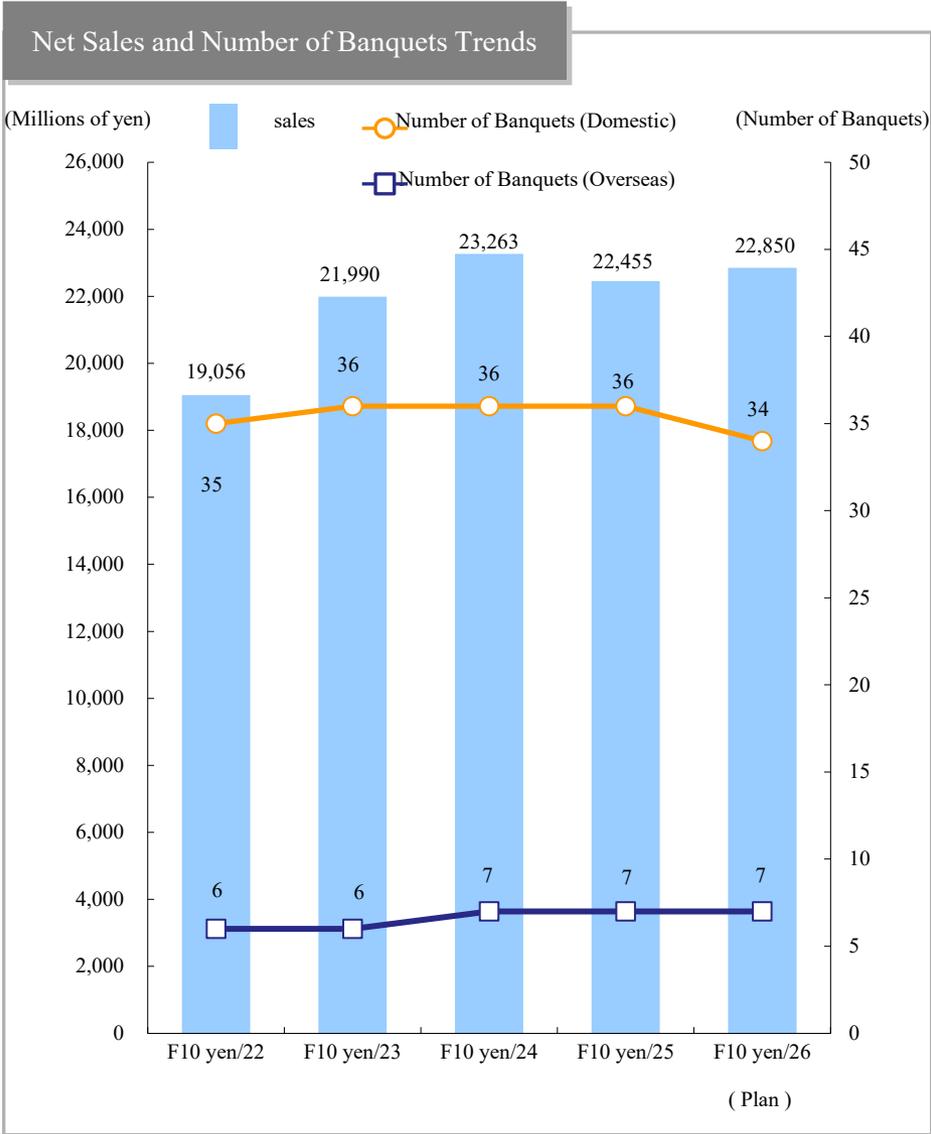
Incurrence of entry costs

- Domestic wedding business: Preparation costs for 3 new store openings and advertising expenses
- Photo business: Opening expenses for the Shinjuku store

Profit attributable to owners of parent 720 million yen (down 63.3% year on year)

*The forward-looking statements such as result forecasts included in this document are based on the information available to the Company at the time of the announcement and on certain assumptions considered reasonable, and the Company makes no representations as to their achievability. Actual results may differ materially from the forecast depending on a range of factors.

	Fiscal year ended October 2025		FY 2026/10			
	Amount (Millions of yen)	Component ratio (%)	Planning (Millions of yen)	Component ratio (%)	YoY change	
					Change (Millions of yen)	Rate of change (%)
Net sales	22,455	100.0	22,850	100.0	394	1.8
Gross Profit	13,572	60.4	13,360	58.5	▲212	▲1.6
Selling, general and administrative expenses	11,752	52.3	12,160	53.2	407	3.5
Income from Operations	1,820	8.1	1,200	5.3	▲620	▲34.1
Current Profit	1,890	8.4	1,175	5.1	▲715	▲37.9
Net income attributable to shareholders of parent company current net profit	1,963	8.7	720	3.2	▲1,243	▲63.3
Net Income per Share (Yen)	67.98	-	25.02	-	-	-

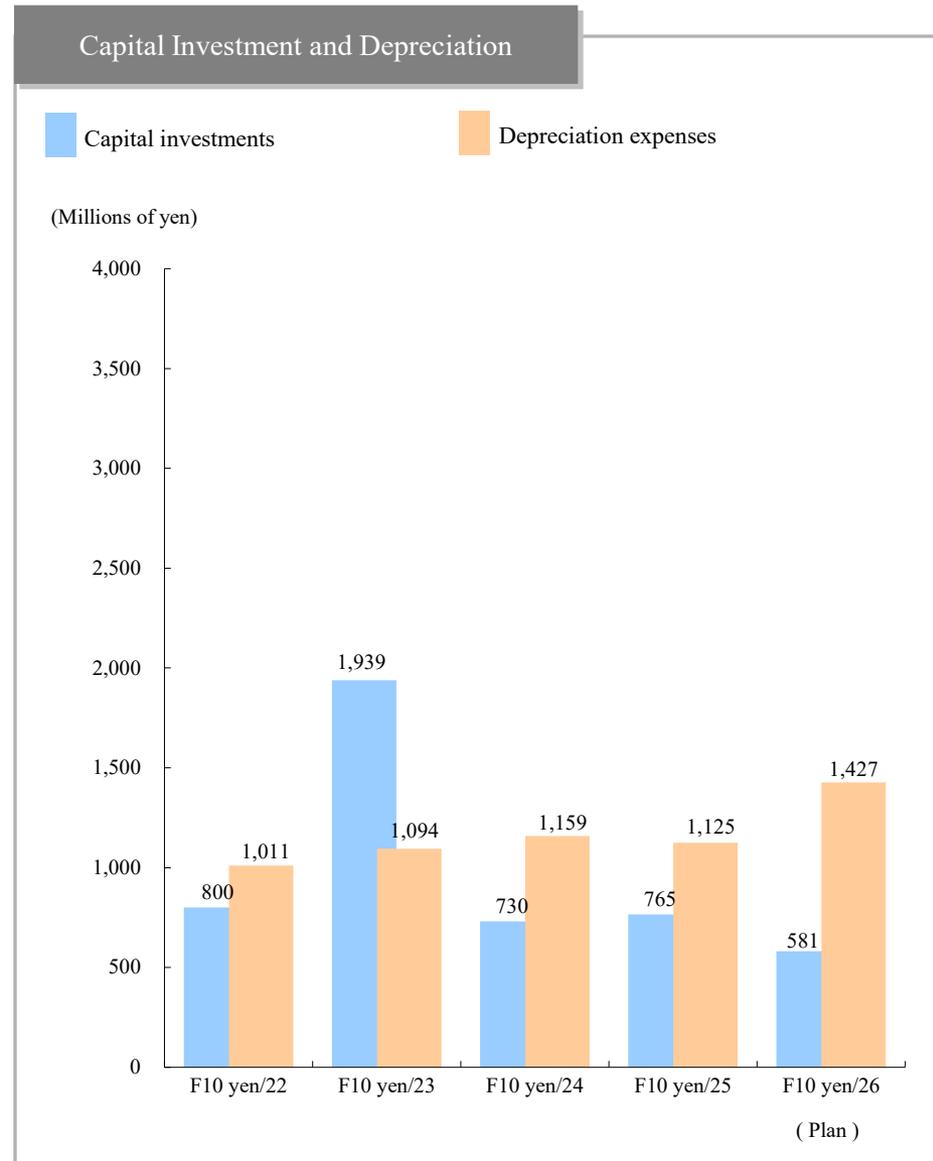


*Number of Banquets (Overseas) includes banquets at affiliated stores

	F10 yen/25 (Result)	F10 yen/26 (Plan)	Increase/De crease
Stores at year-end (Domestic)	20	19	▲ 1
Wedding facilities 4 banquets	1	1	-
Wedding facilities 3 banquets	5	5	-
Wedding facilities 2 banquets	3	2	▲ 1
Wedding facilities 1 banquet	6	6	-
Restaurant 1 banquet	5	5	-
Number of stores (overseas)	6	6	-
Wedding facilities 2 banquets	1	1	-
Wedding facilities 1 banquet	5	5	-
Number of Banquets	43	41	▲ 2
Number of couples married (couples)	5,020	5,005	▲ 15
Domestic	4,930	4,910	▲ 20
Overseas	90	95	5

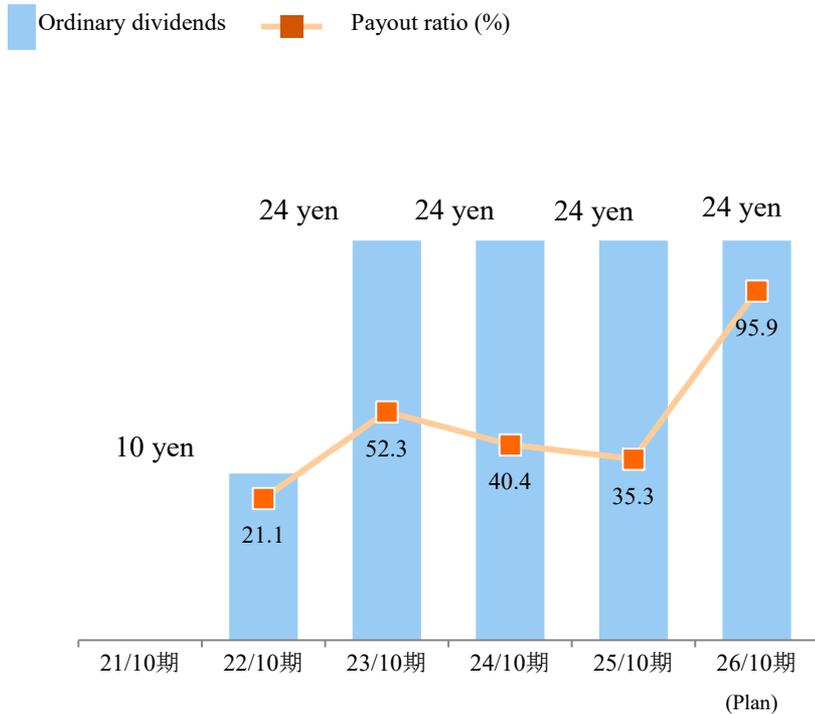
(Millions of yen)

	F10 yen/25 (Result)	F10 yen/26 (Plan)	Increase/De crease
Capital investments	765	581	▲ 184
Depreciation expenses	1,125	1,427	302



Annual dividend of 24 yen planned for FY10/26

- 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
- The basic policy for dividends is to achieve stable and sustainable growth.



	Cash dividends	Dividend payout ratio
FY10/22	10 yen	21.1%
FY10/23	24 yen	52.3%
FY10/24	24 yen	40.4%
FY10/25	24 yen	35.3%
FY10/26 (Plan)	24 yen	95.9%

III. Initiatives for the Fiscal Year Ended October 2026



In collaboration with local governments, we plan to open new locations in Tokyo and Fukuoka

The Tokyo Bay Resort PLAISIR



*This is an image

Nishi Park Sora no Geihinkan



*This is an image

La Chance Geihinkan (tentative name)



*This is an image

Location	1-chome Ariake, Koto-ku, Tokyo
date of opening	Spring 2026 (scheduled)
equipment	Marine Sports, Restaurant, Café, Multi-Purpose Hall (scheduled)
Nearest Station	Tokyo Waterfront New Transit Waterfront Line Ariake Tennis-no-Mori Station

We plan to open a restaurant and café where weddings can also be held, as well as provide a space where visitors can enjoy marine and beach sports in the West Inlet Zone of Tokyo Metropolitan Ariake Shinsui Seaside Park

Location	Nishi Park, Chuo-ku, Fukuoka
date of opening	May 2027 (scheduled)
equipment	Restaurant, Café, Multi-Purpose Hall (scheduled)
Nearest Station	Fukuoka City Subway Ohori Park Station

We will open a facility with a multipurpose hall, café, restaurant, etc. at Prefectural Nishi Park, which is located within a 10-minute drive from the Tenjin area and offers an excellent location where visitors can experience the sea, sky, and forest all at once

Location	2128-1 Katamine 3-chome, Shime-machi, Kasuya-gun, Fukuoka
date of opening	Spring 2028 (scheduled)
equipment	Restaurant, Café
Nearest Station	Fukuoka Municipal Subway Fukuoka Airport Station

Conveniently located about 7 minutes by car from Fukuoka Airport, this is a lush and undulating space set on a hilly area. Enjoy various seasonal locations while creating a lively space where people and nature connect

Opening of the third photo studio in Shinjuku-ku, Tokyo

- Studio clori.TOKYO Shinjuku Store, the third photo studio in Shinjuku-ku, Tokyo, opened on November 22 2025
- The largest photo studio in Tokyo with 30 different types of photo space, including a full-fledged wedding chapel, in addition to a large number of cameras recognized in contests around the world



Site-name studio clori. TOKYO Shinjuku Store

Address	Nishi Shinjuku 6-chome, Shinjuku-ku, Tokyo 5-1 Shinjuku Island Tower 44F
Date of opening	November 22, 2025
Facilities	Photo studio facilities
Nearest station	Nishi-Shinjuku station



We will continue to operate the same format of stores mainly in major cities.

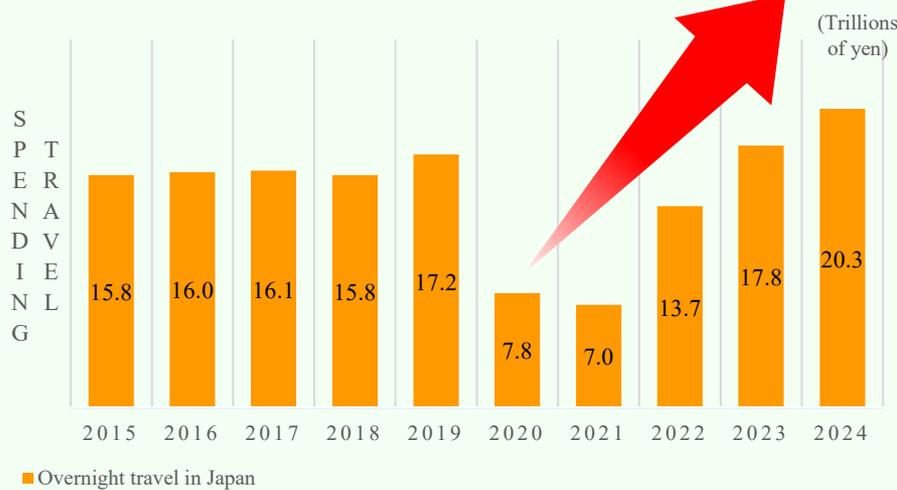
Aiming to open 1-2 new stores per year, vigorously cultivating sales offices

Began considering entering the hotel business

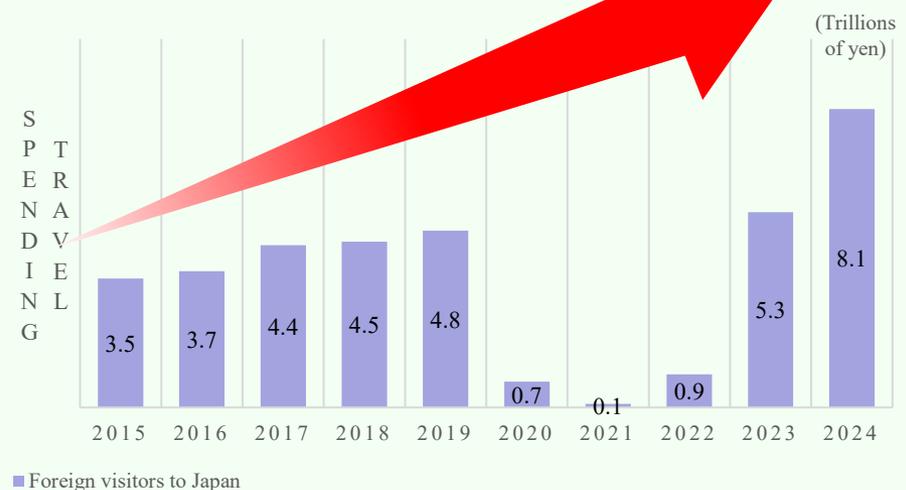
- The government has set a goal of 60 million visitors to Japan by 2030, and urgently needs to develop hotels that accurately capture market needs
- Looking ahead to the future of the tourism industry, we have begun considering entering the hotel business, where we can demonstrate the spirit of hospitality, such as our planning and proposal capabilities, cooking technologies, and customer service, which we have cultivated in the wedding business.

Trends in travel consumption

JAPANESE



FOREIGNERS



Source: Formulated on April 30, 2025 from the Japan Tourism Agency's "Survey of Travel and Tourism Consumption Trends" Annual figures (Estimates) for 2024
 Source: Formulated on March 30, 2016 from the Japan Tourism Agency's Tourism Vision Conceptual Meeting to Support Japan Tomorrow

Source: Formulated in March 2025 based on the results and analysis of the Consumption Trend Survey of Inbound Consumption by Foreigners Visiting Japan, Japan Tourism Agency

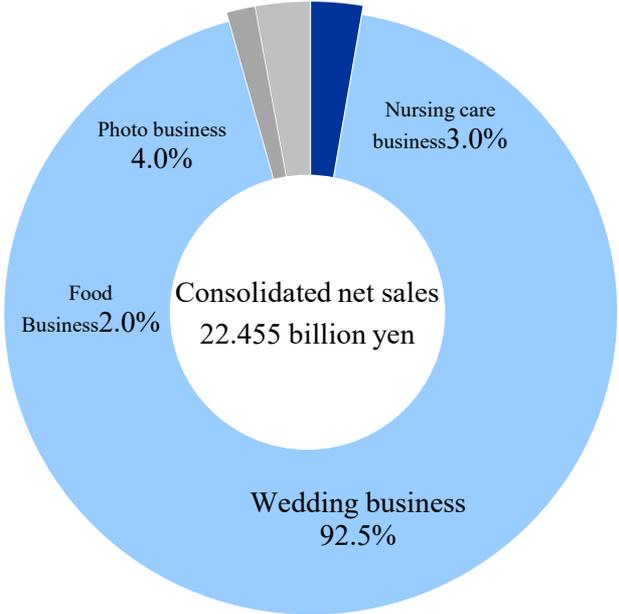
Reference: Corporate Profile, Business Characteristics, Industry Trends



Corporate Data

Sales Breakdown by Business (Fiscal Year Ended October 2025)

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	Representative Director, Chairman and CEO Katsushi Kaneko Representative Director, President, and COO Daisuke Nakashima
Incorporation	November 1, 1995
Date of settlement	October 31
Market Segmentation	TSE PRM (Code: 2198)
Common stock	351 million yen ※As of October 31, 2025
Group Company	<p>Wedding Business: i-0-0 Corporation</p> <p>International Wedding Business: PT INTERNATIONAL KANSHA KANDOU INDONESIA</p> <p>Eye Care Co., Ltd. (Nursing Care Business)</p> <p>Meitokuan Co., Ltd., Food Products Operations</p> <p>(Photo Business) Ambihone Co., Ltd.</p> <p>(Human Resources Business) IKK United Link Co., Ltd.</p>
Number of employees	1033 (Consolidated) ※As of October 31, 2025
Number of Shareholders	74,403 employees ※As of October 31, 2025



Management Philosophy

- 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]

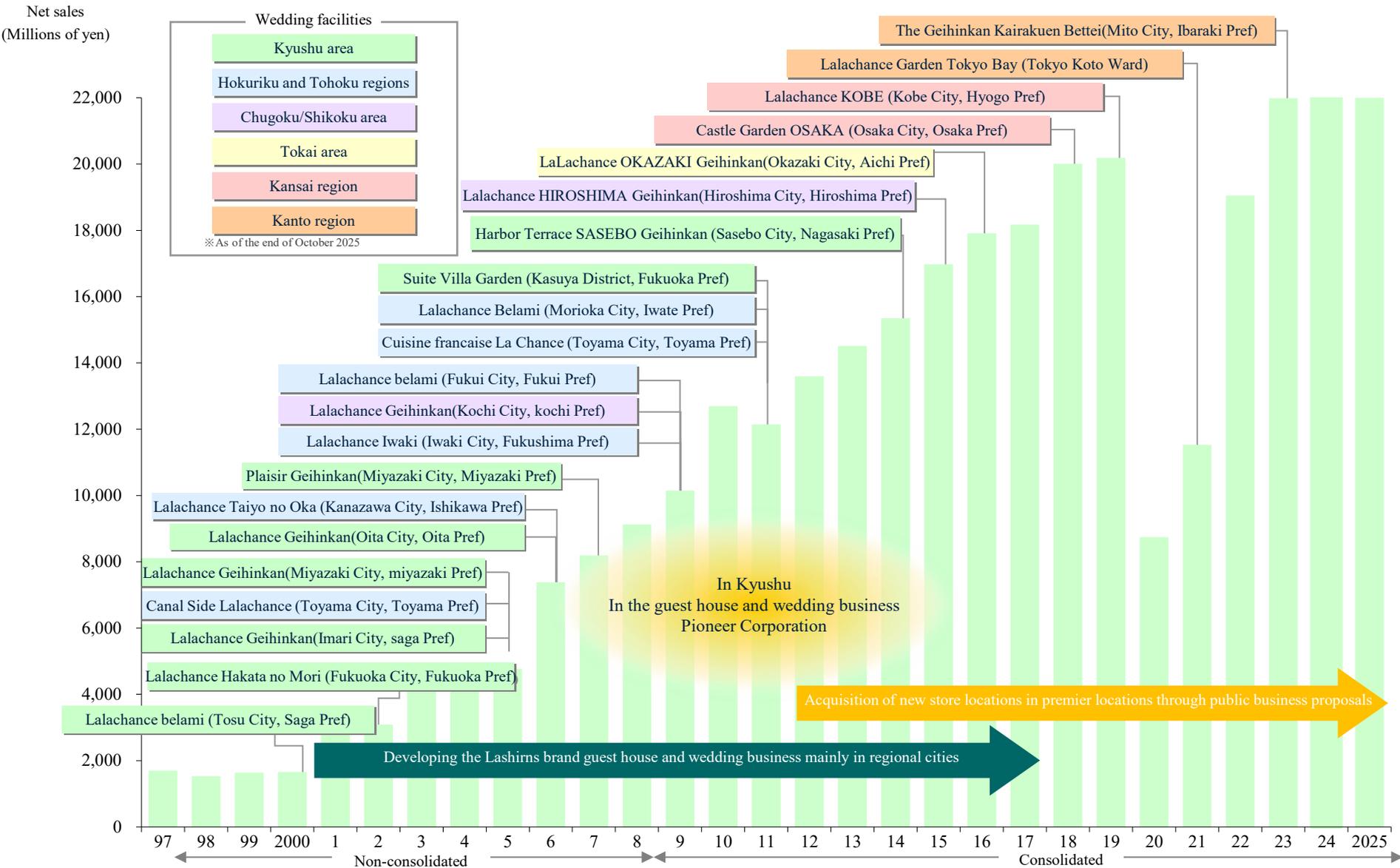
Be sincere! Take on challenges with passion!

[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



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

- Developing 19 wedding facilities with unique design concepts in 17 cities in Japan in harmony with the natural environment
- Overseas business: 6 stores in Jakarta, Republic of Indonesia

Domestic wedding business

1 stores in the Tohoku area

- Lalachance Belami (Morioka City, Iwate Pref)

2 stores in the Kanto area

2026: New store opening planned in Tokyo

- Lalachance Garden Tokyo Bay (Koto Ward, Tokyo)
- The Geihinkan Kairakuen Bettei (Mito City, Ibaraki Pref.)



1 store in the Tokai area

- Lalachance OKAZAKI Geihinkan (Okazaki City, Aichi Pref)

Chugoku-Shikoku Area 2 stores

- Lalachance HIROSHIMA Geihinkan (Hiroshima City, Hiroshima Pref)
- Lalachance Geihinkan (Kochi City, Kochi Pref)

2 stores in the Kansai area

- Castle Garden OSAKA (Osaka City, Osaka Pref)
- Lalachance KOBE (Kobe City, Hyogo Pref)

4 stores in the Hokuriku area

- Canal Side Lalachance (Toyama City, Toyama Pref)
- Cuisine FranceisLA Chance (Toyama City, Toyama Pref)
- Lalchance Taiyo no Oka (Kanazawa City, Ishikawa Pref)
- Lalachance Belami (Fukui City, Fukui Pref)

7 stores in Kyushu area

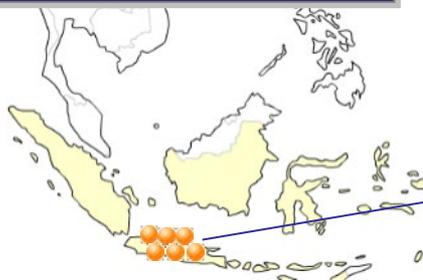
2027: New store opening planned in Fukuoka

2028: New store opening planned in Fukuoka

- LaLachance Geihinkan/Imari Geihinkan (Imari City, Saga Pref)
- Lalachance Belami (Tosu City, Saga Pref)
- Lalachance Hakata no Mori (Fukuoka City, Fukuoka Pref)
- Lalachance Geihinkan (Oita City, Oita Pref)
- Lalachance Geihinkan (Miyazaki City, Miyazaki Pref)
- Plaisir Geihinkan (Miyazaki City, Miyazaki Pref)
- Harbor Terrace SASEBO Geihinkan (Sasebo City, Nagasaki Pref)



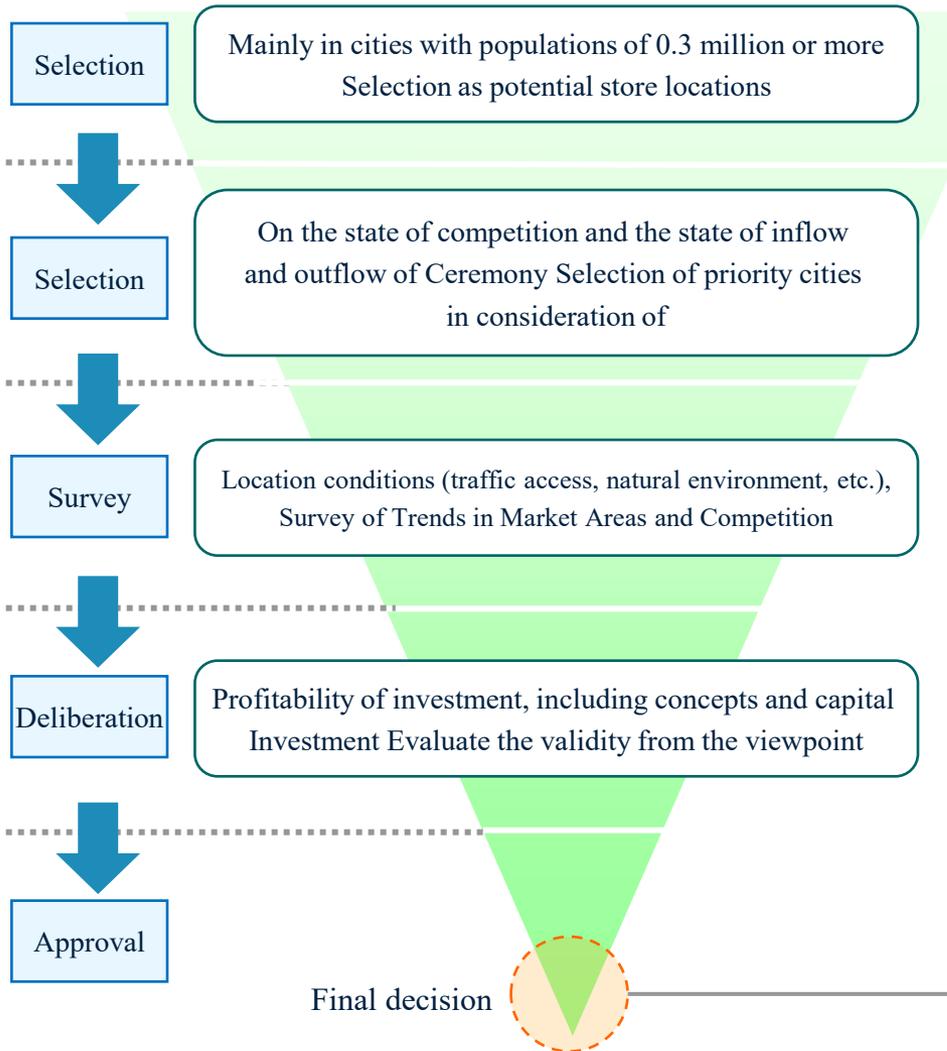
Overseas wedding business



Indonesia Jakarta 6

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

"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



Oita Branch



Kanazawa Branch

- **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.



Osaka Branch



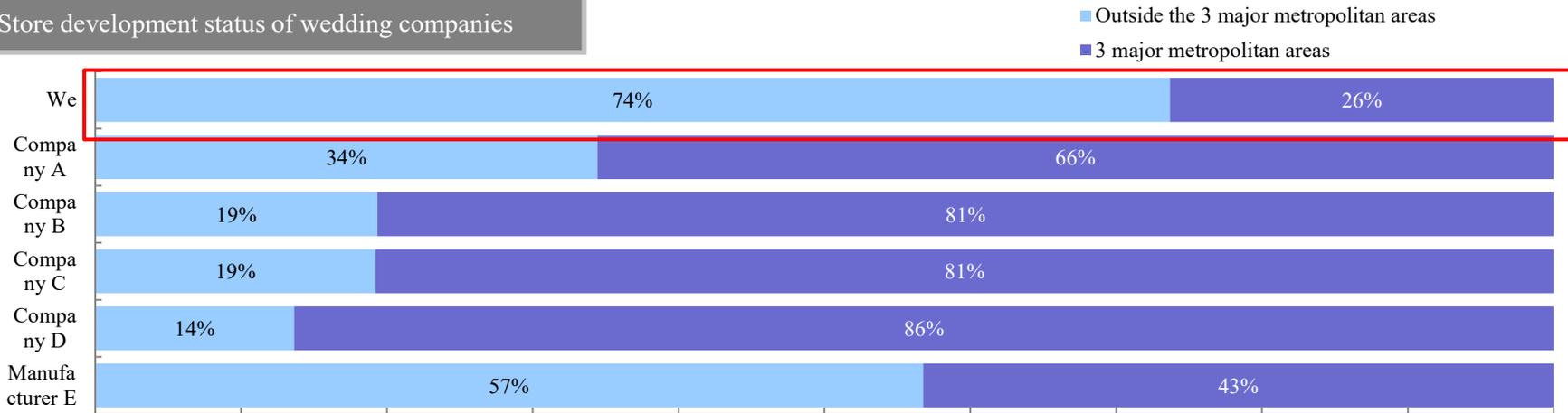
Tokyo Branch



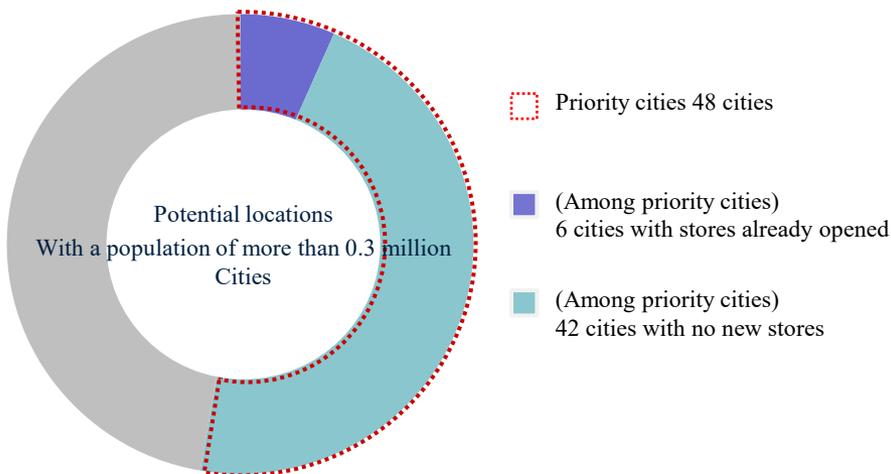
Second Tokyo Branch

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

Store development status of wedding companies



Our store openings



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

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



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



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

<p>Lalanchance Geihinkan (Miyazaki City 394000)</p>	<p>Lalanchance Geihinkan (Kochi City 312000)</p>	<p>Harbor Terrace SASEBO Geihinkan (Sasebo City 233000 persons)</p>
<p>Lalanchance Geihinkan (Miyazaki City 394000)</p>	<p>Cuisine Francais la Chance (Toyama City 403000)</p>	<p>Castle Garden OSAKA (Osaka City 2778000)</p>
<p>Lalanchance Geihinkan (Oita City 472000)</p>	<p>Lalanchance Belami (Morioka City 277000 persons)</p>	<p>Lalanchance KOBE (Kobe City 1493000)</p>
<p>Lamshine Garden Tokyo Bay (Koto Ward 541000 persons)</p>	<p>The Gehinkan Kairikuken Betta (Mito City 267000)</p>	

2 Banquet

<p>Lalanchance Belami (Fukui City 254000)</p>
<p>Lalanchance OKAZAKI Geihinkan (Okazaki City, 382000 persons)</p>

3 Banquet or more

<p>Lalanchance Belami (Tosu City 74000)</p>	<p>Canal side Lalanchance (Toyama City 403000)</p>
<p>Lalanchance Geihinkan (Imari City, 51000 persons)</p>	<p>Lalanchance Taiyo no oka (Kanazawa City 443000 persons)</p>
<p>Lalanchance HIROSHIMA Geihinkan (Hiroshima City 1173000)</p>	<p>Lalanchance Hakata no mori (Fukuoka City 1608000)</p>

- Of the 19 facilities, 7 with red slots are opened through open recruitment by local governments.
- Opened facilities in favorable locations that would normally be unavailable

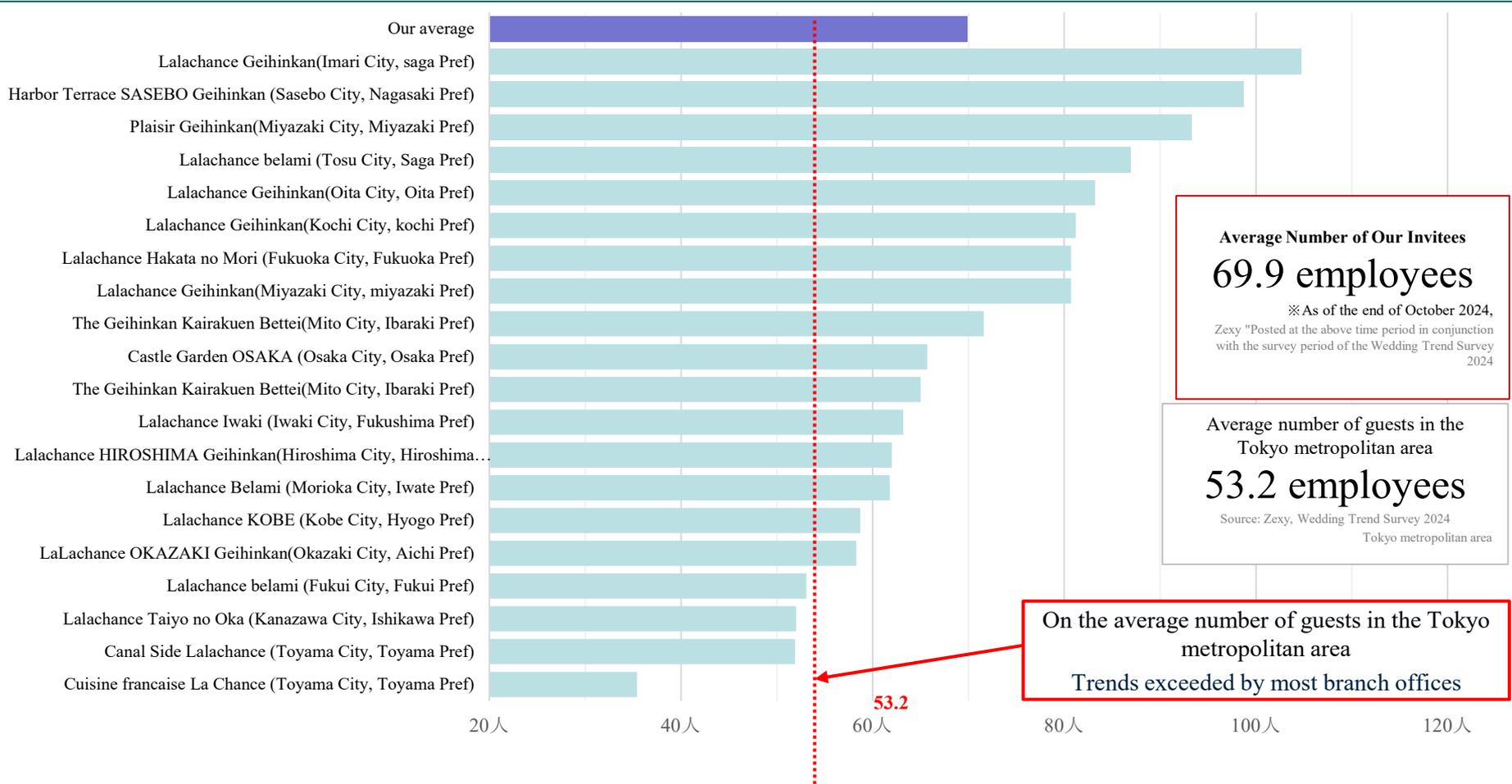
Source: National Geographic Survey Association, 2025 Basic Resident Register Population and Households Table

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

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 based on FY2024 results



Average Number of Our Invitees
69.9 employees
 ※ As of the end of October 2024,
 Zexy "Posted at the above time period in conjunction
 with the survey period of the Wedding Trend Survey
 2024

Average number of guests in the
 Tokyo metropolitan area
53.2 employees
 Source: Zexy, Wedding Trend Survey 2024
 Tokyo metropolitan area

On the average number of guests in the Tokyo
 metropolitan area
 Trends exceeded by most branch offices

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

Delicious food that is well known in the community



He played in the world championships. Medallists enrolled in multiple names

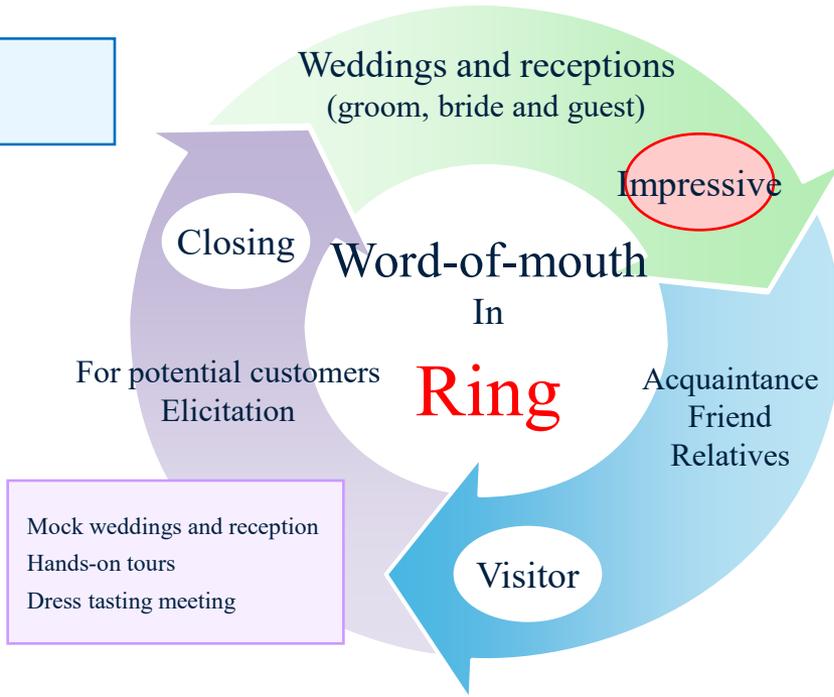


Weddings and receptions (groom, bride and guest)

Hospitality-rich service



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



Mock weddings and reception
Hands-on tours
Dress tasting meeting

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

Cuisine Francaise La Chance (Toyama City, Toyama Pref)

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

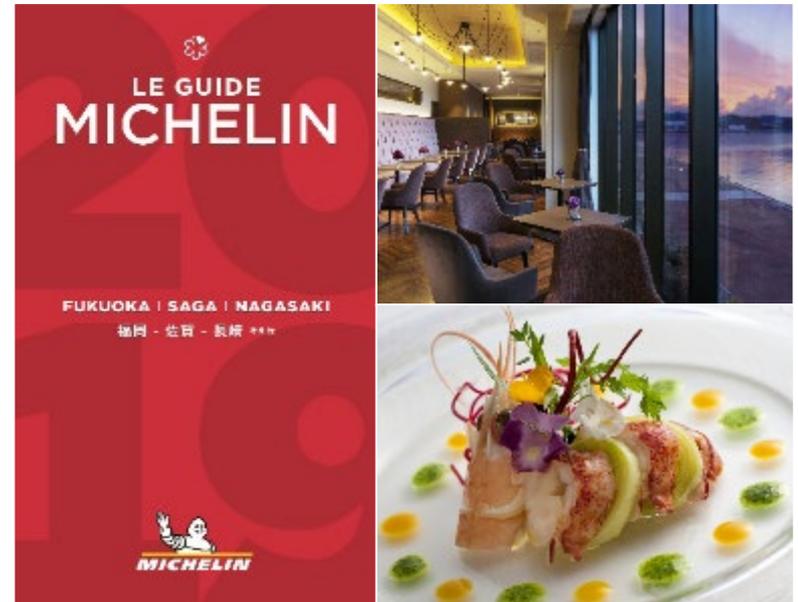


©MICHELIN

▲ Michelin Guide Hokuriku 2021 Specialized ※

Harbor Terrace SASEBO Geihinkan (Sasebo City, Nagasaki Pref)

- 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.



©MICHELIN

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

※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.

A result 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 102 people received 605 awards (as of October 31, 2025)
- 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).



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

- At the GOOD WEDDING AWARD sponsored by Recruit Bridal Research Institute (Recruit Co., Ltd.) Our staff selected as Best 50 for 2011 consecutive years (as of October 31, 2025)
- To date, a cumulative total of 29 staff have been selected to receive semi-grand prizes, Seoul awards, etc. (as of October 31, 2025)



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

- In the "Mynavi-Nikkei 2026 Popular Ranking for University Graduates Employment Companies" by region of head office [Kyushu-Okinawa]
Acquired first place for 3 consecutive years
- Ranked No. 1 for 2011 consecutive years in the company's popularity ranking by industry [Ceremony Funerals]

■ Popular Ranking of Employment Enterprises by Region of Head Office [Kyushu/Okinawa]: Top 10 *Number of Target Employees 2837

Rank	Company Name	Number of votes
1	IKK Holdings	178
2	West Japan City Bank	161
3	Fukuoka Financial Group	142
4	Kyushu Railway Company (JR Kyushu)	124
5	Cosmos Pharmaceutical	115
6	West Japan Railway Company	108
7	Nishihara Shokai Group	94
8	Kyushu Electric Power	85
9	TOTO	84
10	Fukuoka Toyota Motor	83

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

Rank	Company Name	Number of votes
1	IKK Holdings	178
2	Takami (TAKAMI BRIDAL)	22
3	Street	21
4	Brass	19
5	Arcvel/Crott	18
7	Take-and-give needs	15
8	Memorydo (Nagasaki, Saga, Fukuoka)/Watabe Wedding	13
10	Ai Plan/Anniversaire/Nagataya/BP/Heian-kaku (Ichinomiya)	11

■ Survey Targets Third-Year Graduates and First-Year Graduate School Graduates in March 2026 (as of the start of the survey)

■ Survey period October 1, 2024-March 2025, 2025

■ Job information websites "MyNavi 2026" and "MyNavi Kokusai Seijin Job" announced at the event venues held by MYNAVI and students with Nikkei ID scheduled to graduate from March 2026, and collected through a questionnaire form on the website.

Company popularity ranking is based on a series of reports from 5 companies. Company selection is based on 2 items selected for each company.

■ Valid responses: 35,419

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 Co., Ltd.	9.90
2	Recruit Zexy Nabai Co., Ltd.	9.57
3	Oriental Land Co., Ltd.	9.50
4	IKK Inc.	9.43
5	Starbucks Coffee Japan Co., Ltd.	9.39
6	Mitsukoshi U.S.A., Ltd.	9.10
7	ANNIVERSAIRE CORPORATION	9.06
8	DoCoMo CS Inc.	8.93
9	MARUI CORP	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.
- Companies with 25 or more respondents were included in the company evaluation report for the service industry (calculation period: July 2007 to May 2018)

"Corporate Ranking with Women's Growth Environment"

Rank	Company Name	Growth environment Score
1	P&G Japan G.0.	26.295
2	Google LLC	26.190
3	Recruit Management Solutions Corporation	25.594
4	Goldman Sachs Japan Co., Ltd.	25.436
5	Suntory Holdings, Inc.	25.403
6	Salesforce.com Co., Ltd.	25.222
7	IKK Inc.	25.215
8	Cosmos Initia Co., Ltd.	25.026
9	JPMorgan Securities Japan Co., Ltd.	25.014
10	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)
- 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.

※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.

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,
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"

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 42.1%,
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



※ 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.

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

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
Incorporation	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



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



Market size
86.9 billion yen

Source: 2024 Vital Statistics, Ministry of Health, Labour and Welfare

Source: Survey 2024(Photoraït of Photo Wedding Trends)

Corporate Profile

Trade Name	Ambihone Co., Ltd.
Address	6-5, Katamine 3-chome, Shime-cho, Kasuya-gun, Fukuoka
Incorporation	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
- Opened in Shinjuku-ku, Tokyo in November 2025
- Targeting cities with a population of 0.5 million or more, aggressively cultivating sales offices to open 1-2 stores per year



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



Corporate Profile

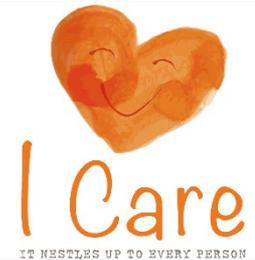
Trade Name	Meitokuan Corporation
Address	6-5, Katamine 3-chome, Shime-cho, Kasuya-gun, Fukuoka
Incorporation	2020 October
Common stock	25 million yen

- "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.

- Taking on the challenge of further business expansion with the start of operations at Suites Lab (in-house manufacturing plant and new product development laboratory) in April 2025
- Aiming to contribute to local communities by creating Kyushu-Fukuoka's leading sweets village by 2029 as a vision

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
- By contributing to the lives of people and local communities



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

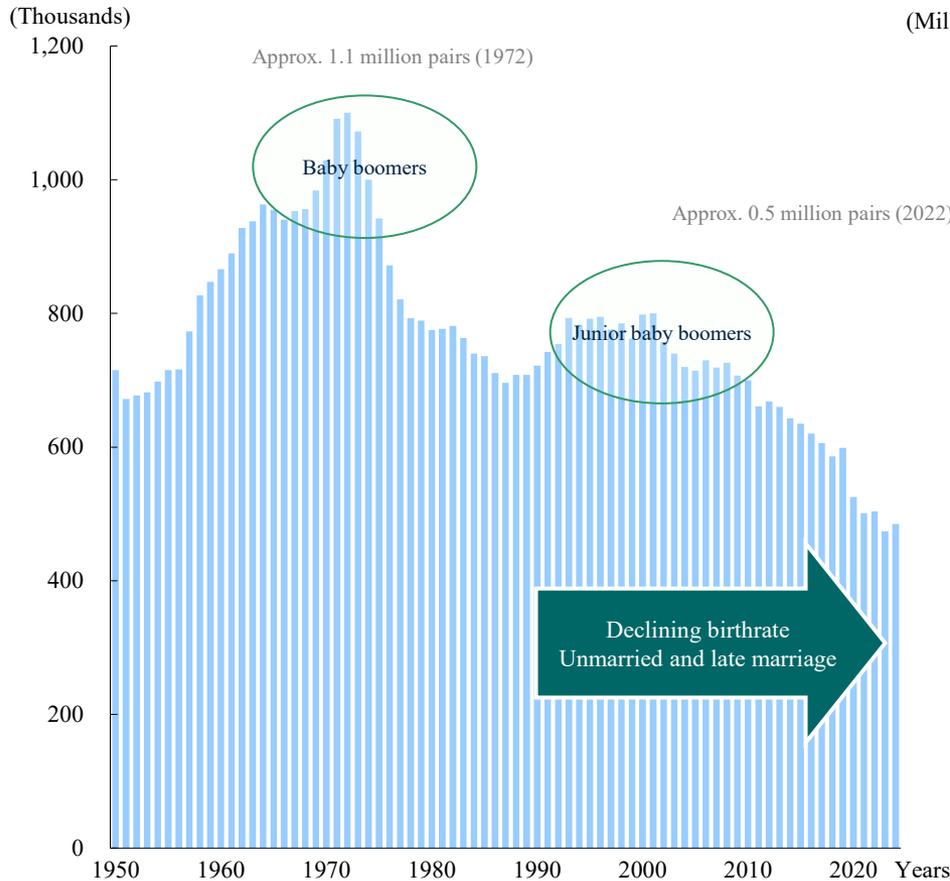
Corporate Profile

Trade Name	Eyecare Co., Ltd.
Address	6-5, Katamine 3-chome, Shime-cho, Kasuya-gun, Fukuoka
Incorporation	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

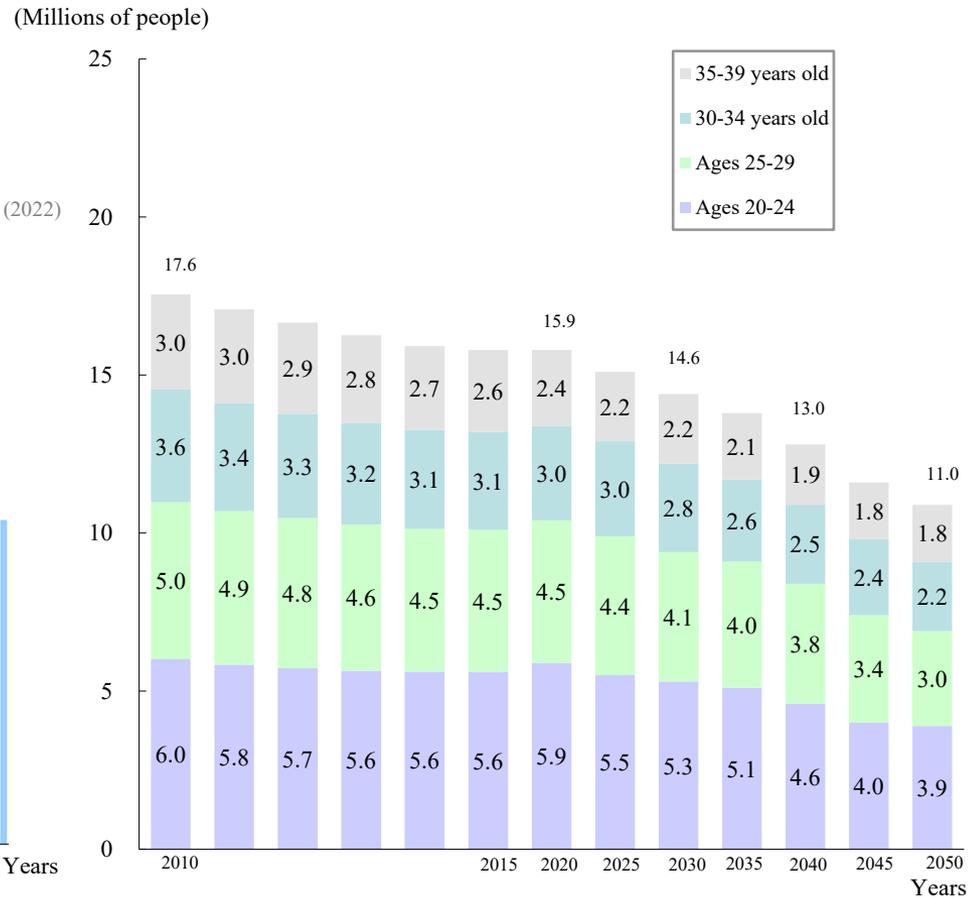
Against the backdrop of a declining birth rate and a decline in the number of weddings and reception destinations, the number of weddings will continue to decline gradually.

Changes in the number of marriages nationwide



Source: Ministry of Health, Labour and Welfare, Vital Statistics, 2024 Vital Statistics (Defined Numbers)

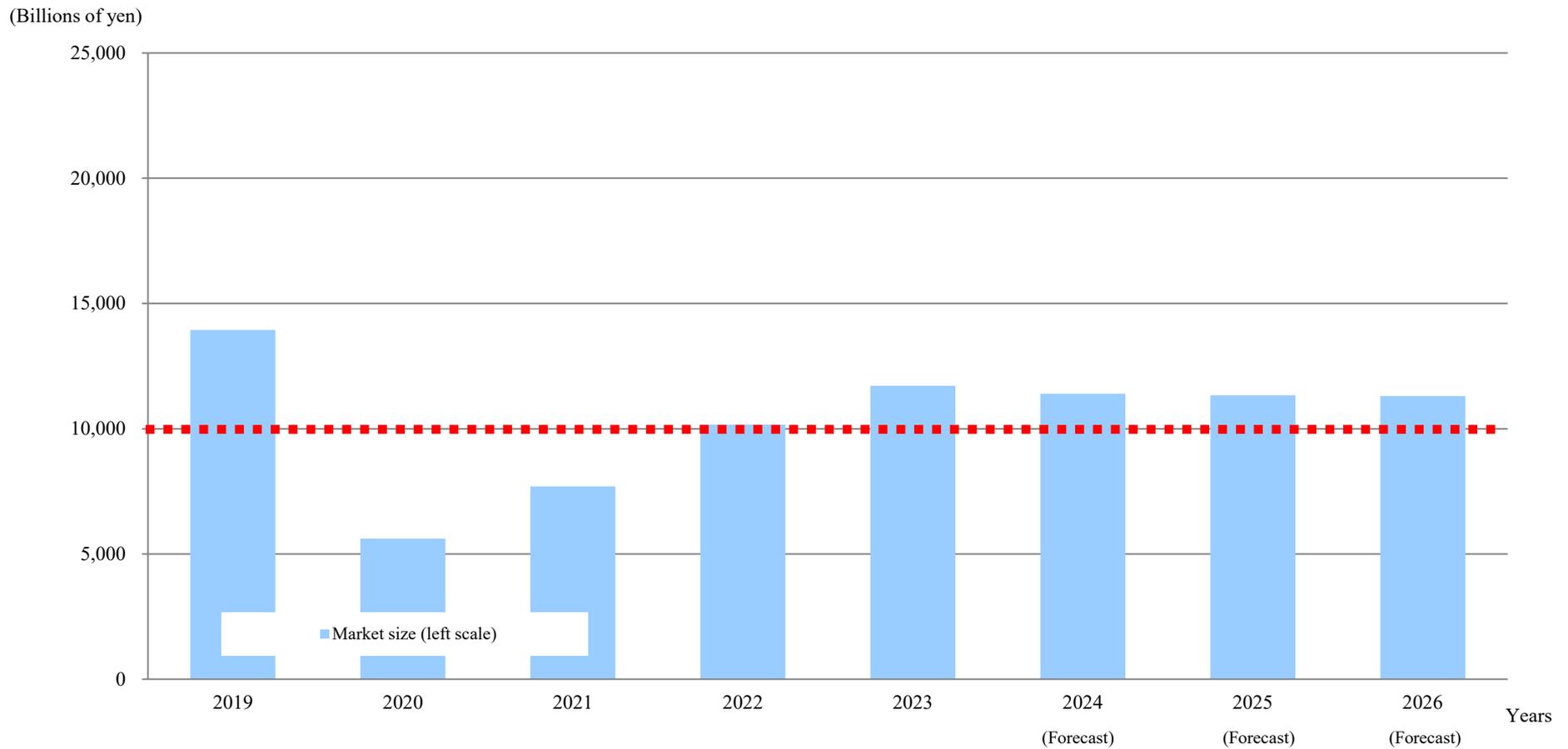
Trends and Forecasts of the Wedding Unmarried Age Population



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

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

Wedding ceremony and reception party market trends and forecasts



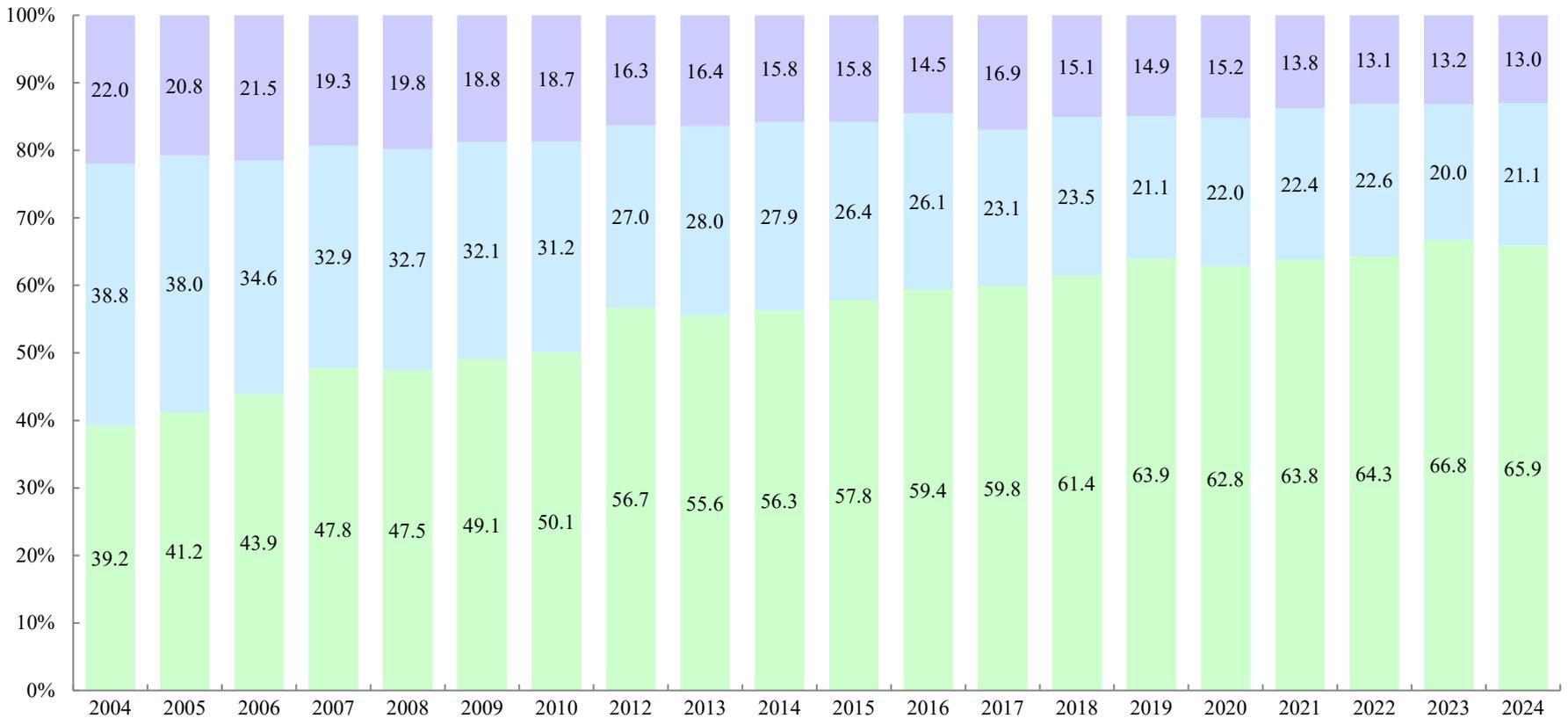
Source: Yano Research Institute Ltd., Bridal Industry Yearbook 2025, Note: Forecasts as of March 2025

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

Changes in market share by type of reception

(%)

- Others (Restaurants, etc.)
- Hotel
- General halls and guest house weddings

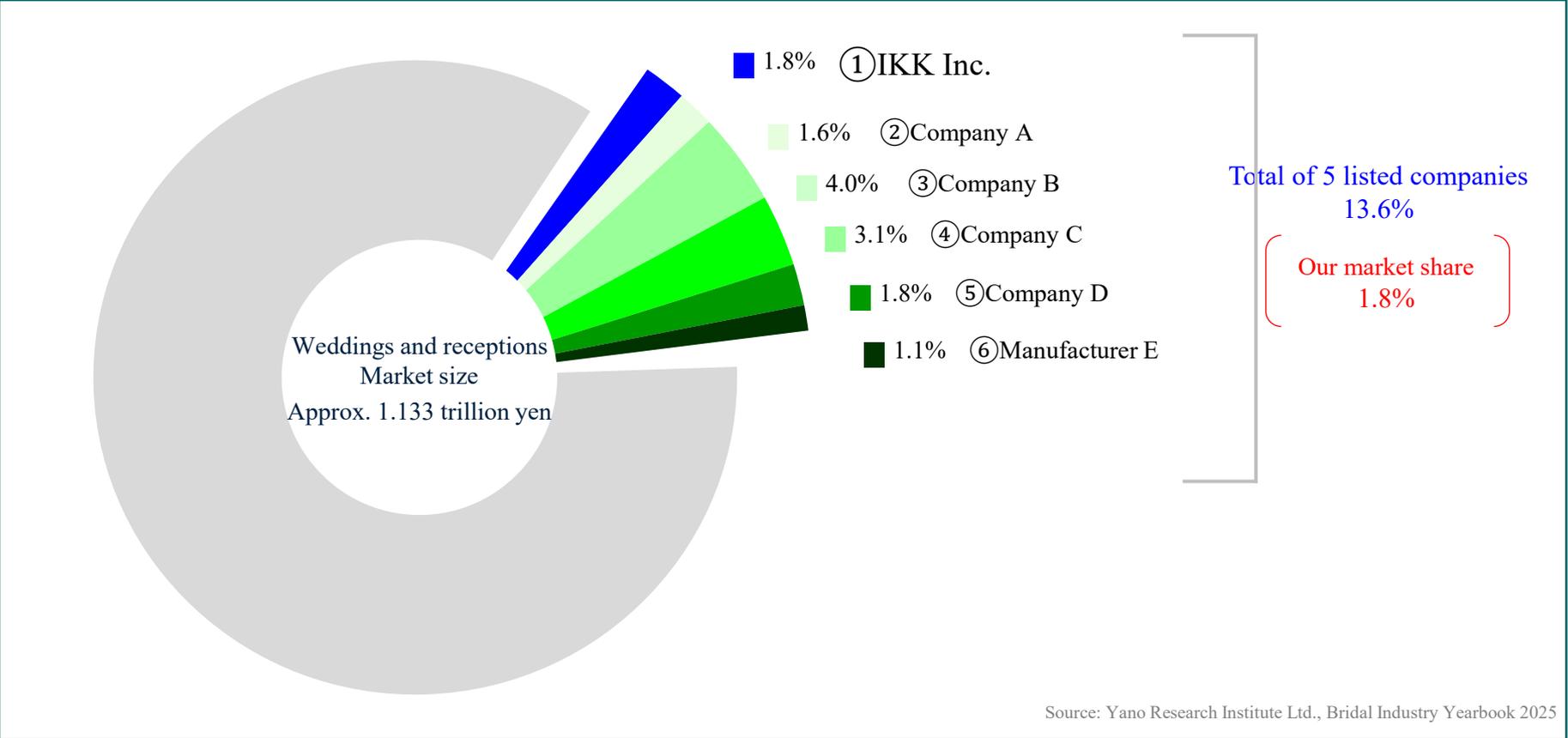


Years

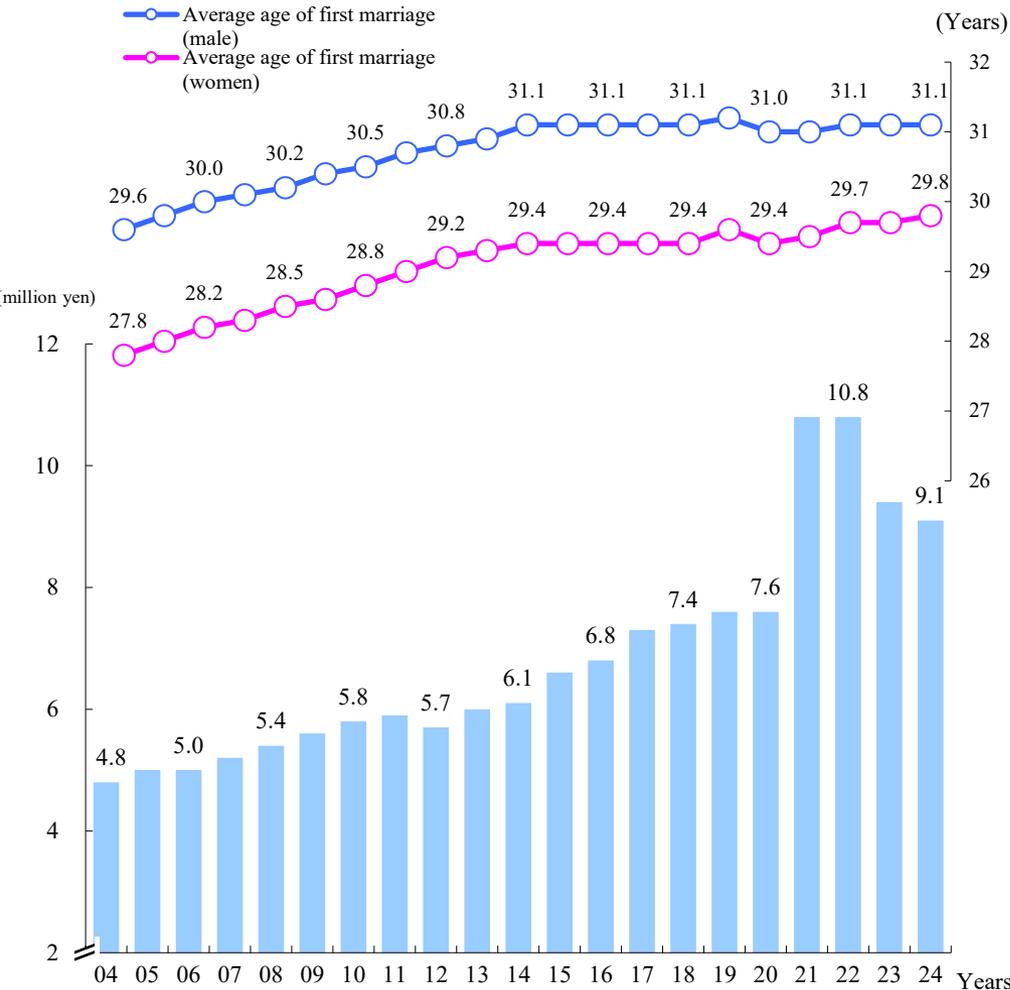
Source: Zexy, Wedding Trend Survey 2024 (estimated figures) Held at reception and wedding parties

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

Share of total sales of the 6 listed companies in the number of weddings and reception weddings



Average First Wedding Age and Wedding Invitees Cost per capita



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 "2024 Vital Statistics"

Wedding costs are on the rise

- [Factors]
- ① Because it is a big event once in a lifetime I want to leave for celebration
 - ② 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)



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 IKK 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/>

