

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



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

IKK Holdings, Inc.
(Ticker code: 2198 TSE Prime)

I. 3Q FY2026 Consolidated Financial Highlights



Net sales marked a record-high for the cumulative 3rd quarter period

Record-high

Net sales were 17,016 million yen (up 7.3% from the previous year)

Domestic wedding business

The number of ceremonies held remained at a high level, and the ceremony unit price marked a record-high at 4,270 thousand yen (up 166 thousand yen from the previous year)

Photo business

The number of ceremonies held progressed steadily due to new store openings, and net sales marked a record-high

Food business

Gift sales expanded through strengthened collaboration with the wedding business, and net sales marked a record-high

Operating income was 1,028 million yen (up 43.2% from the previous year)

As a result of the above, operating income exceeded the previous year

Profit attributable to owners of parent

Net profit was 798 million yen (up 82.5% from the previous year)

In addition to the above, the gain on sale of fixed assets recorded in the 1st quarter continued to contribute

Backlog of orders (as of the end of July 2026) was 4,628 couples (down 1.5% from the previous year)

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

3Q FY2026 Consolidated Financial Highlights

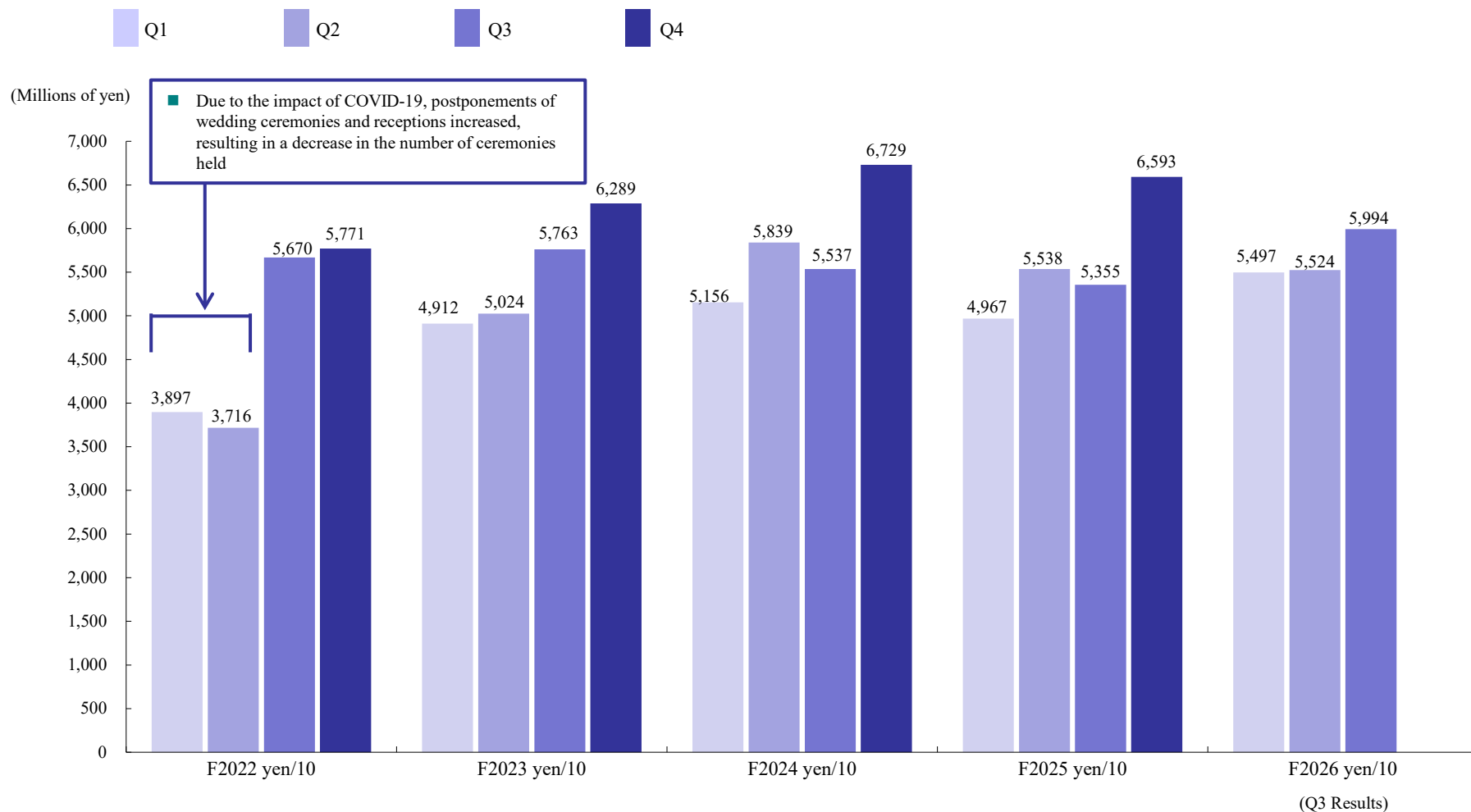
I. FY 2026.10 3Q Results

	F2025 yen/10 (3rd Quarter)		F2026 yen/10 (3rd Quarter)			
	Amount (Millions of yen)	Composition ratio (%)	Amount (Millions of yen)	Composition ratio (%)	YoY	
					Change (Millions of yen)	Rate of change (%)
Net sales	15,861	100.0	17,016	100.0	1,155	7.3
Wedding business	14,620	92.2	15,417	90.6	797	5.5
Nursing care business	493	3.1	495	2.9	2	0.5
Food business	324	2.0	791	4.7	466	143.7
Photo business	664	4.2	925	5.4	260	39.2
Gross profit	9,529	60.1	10,271	60.4	742	7.8
SG&A expenses	8,811	55.6	9,243	54.3	432	4.9
Operating income	717	4.5	1,028	6.0	310	43.2
Ordinary income	753	4.8	1,148	6.7	394	52.4
Profit attributable to owners of parent Net profit	437	2.8	798	4.7	360	82.5
Per share Net profit (yen)	15.17	-	27.39	-	-	-

Changes in net sales and number of banquet halls



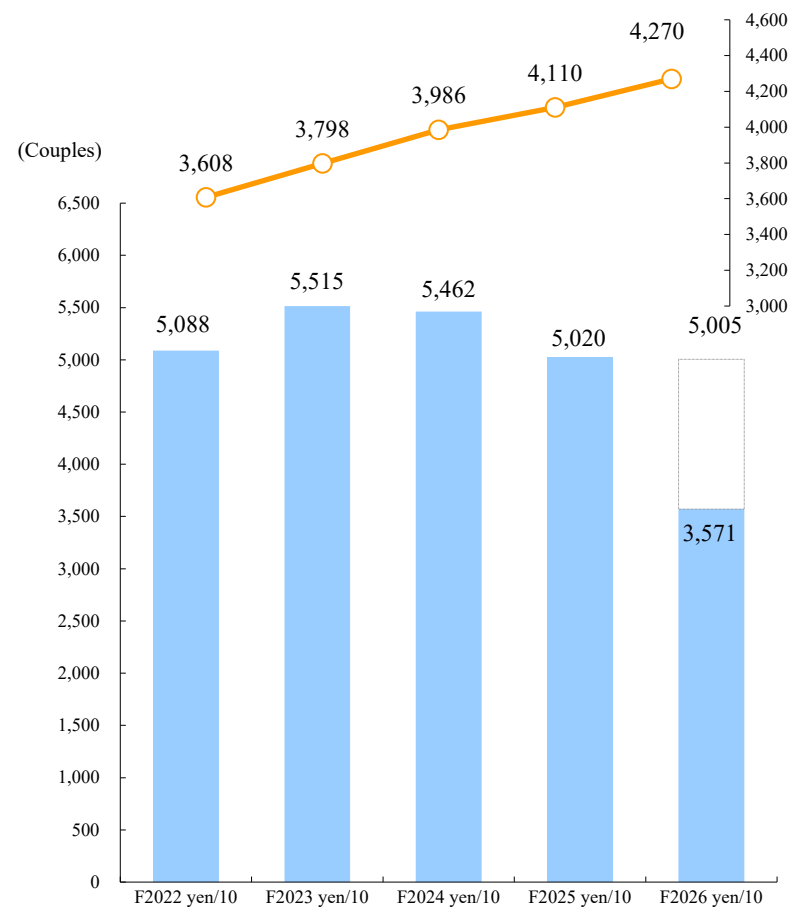
Net sales



	F2025 yen/10 Q3 Results	F2026 yen/10 Q3 Results	YoY	
			Change	Rate of change (%)
Wedding business net sales (Millions of yen)	14,620	15,417	797	5.5
Number of domestic stores	20	19	▲1	▲5.0
Number of overseas stores *1	6	6	0	0.0
Number of ceremonies held (couples)	3,539	3,571	32	0.9
Domestic	3,467	3,511	44	1.3
Overseas	72	60	▲12	▲16.7
Number of orders received *2 (couples)	3,763	3,727	▲36	▲1.0
Backlog of orders *2 (couples)	4,697	4,628	▲69	▲1.5
Ceremony unit price *3 (thousand yen)	4,103	4,270	166	4.1

Changes in number of ceremonies held and ceremony unit price

Number of ceremonies held (couples) Ceremony unit price (thousand yen)
(Thousand yen)



*Includes results of number of ceremonies held for overseas business

(Q3 Results)

*1 Number of overseas stores includes outsourced stores

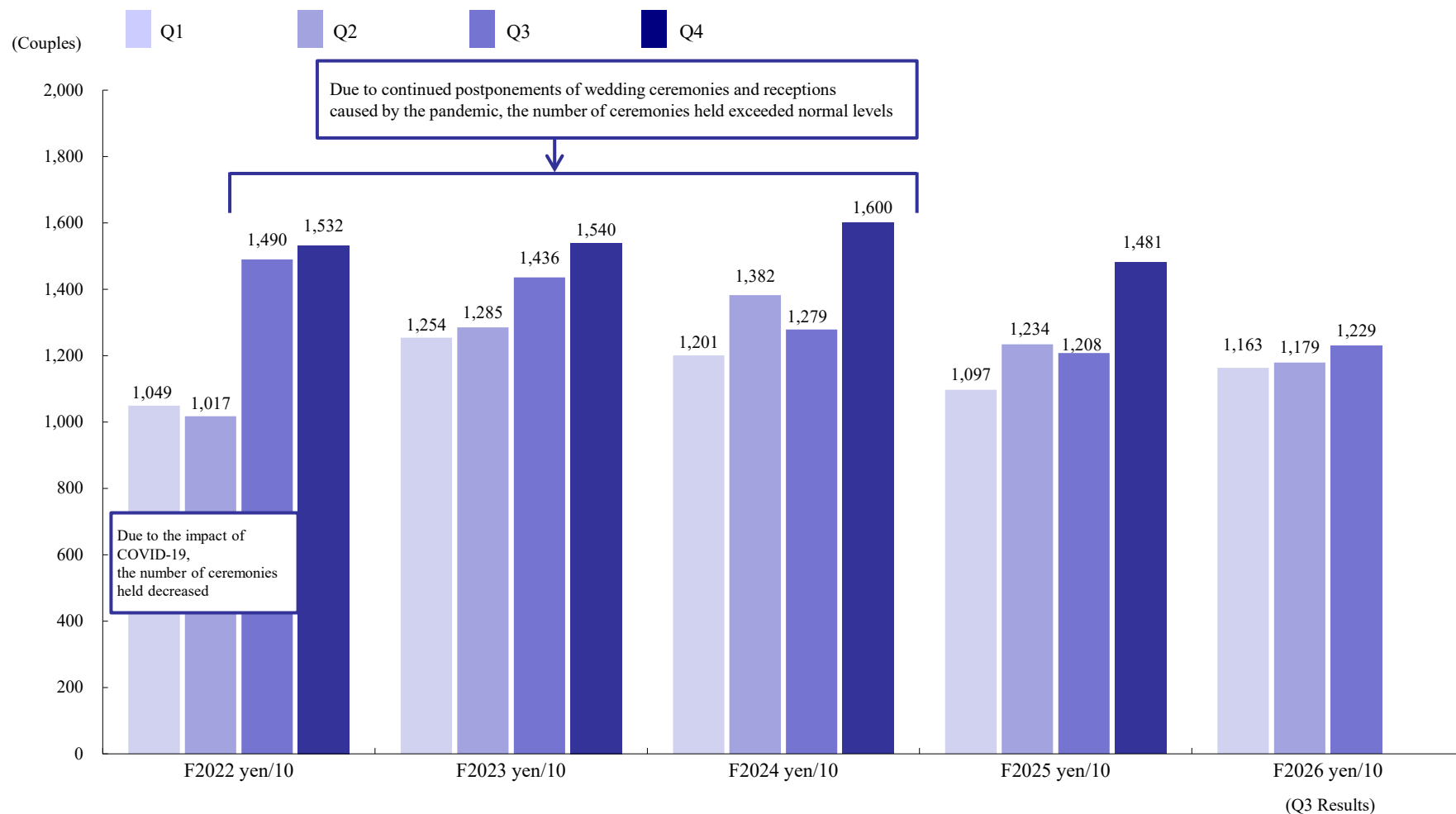
*2 Number of orders received and backlog of orders include results from "Overseas wedding business"

*3 Ceremony unit price is calculated excluding "General banquets," "Cancellation fees," and "Overseas wedding business"

Trends in the number of couples married (quarterly)

I. FY 2026.10 3Q Results

Changes in number of ceremonies held

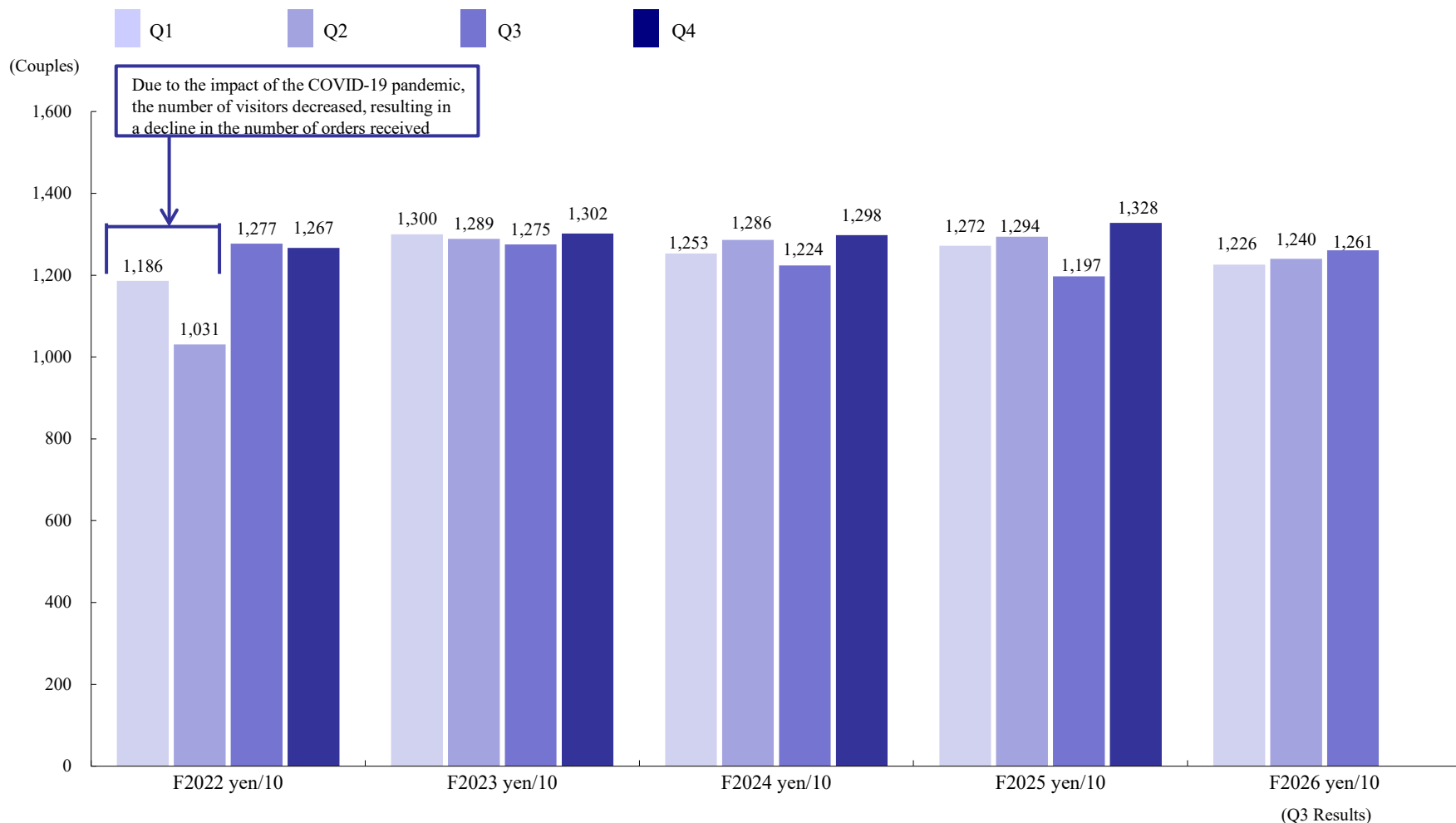


*Includes results of number of ceremonies held for overseas business

Trends in number of couples ordered (quarterly)

I. FY 2026.10 3Q Results

Changes in number of orders received

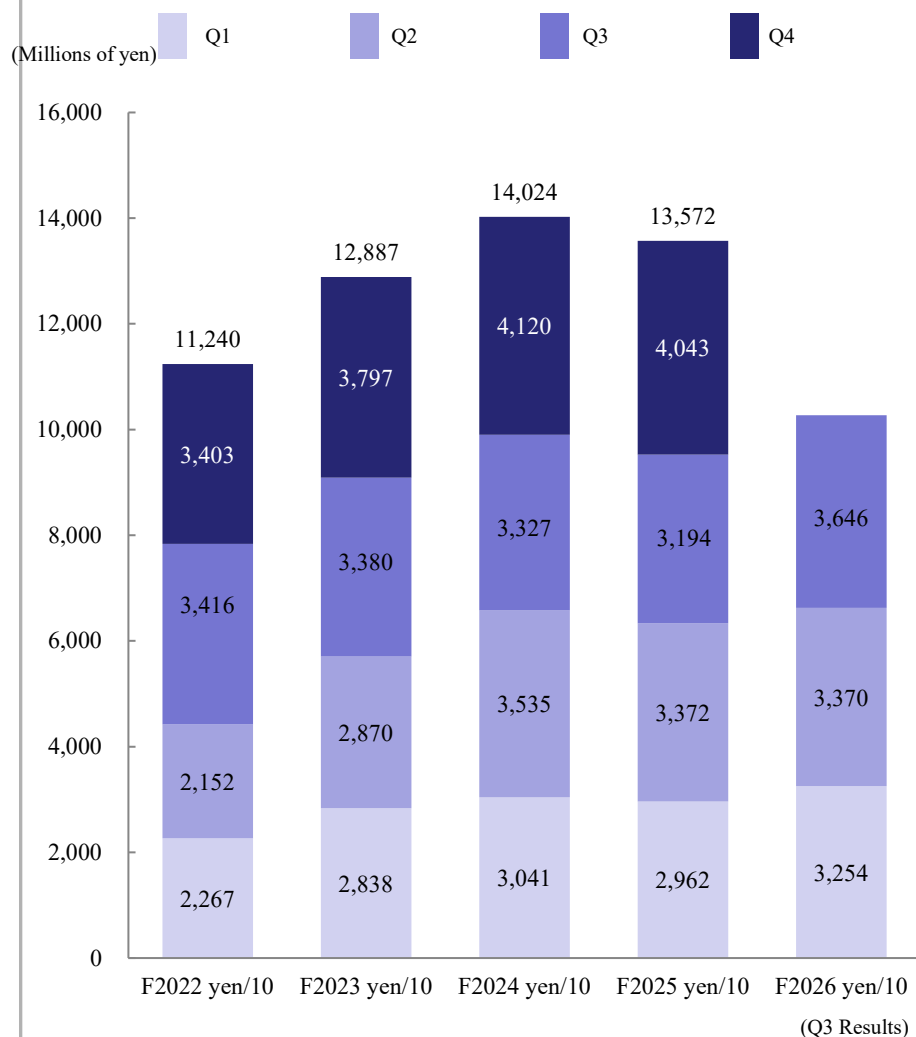


*Includes results of number of orders received for overseas business

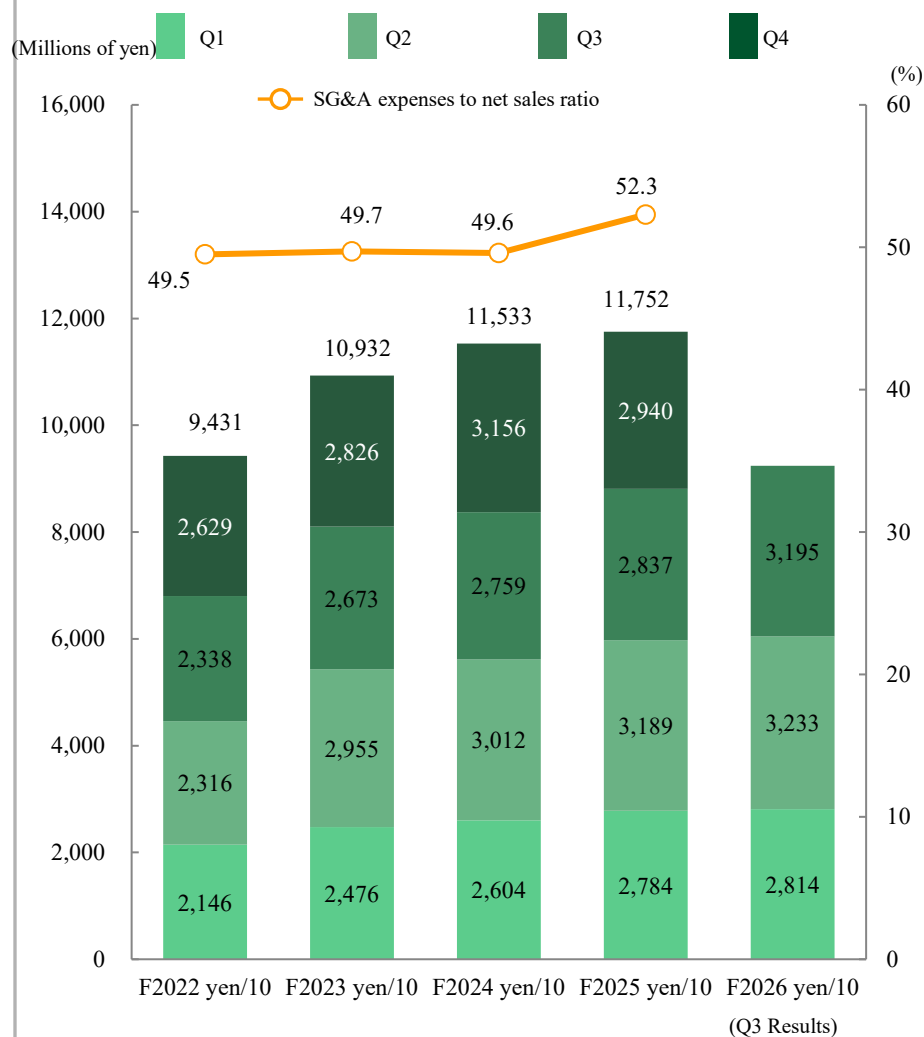
Changes in Operating Income



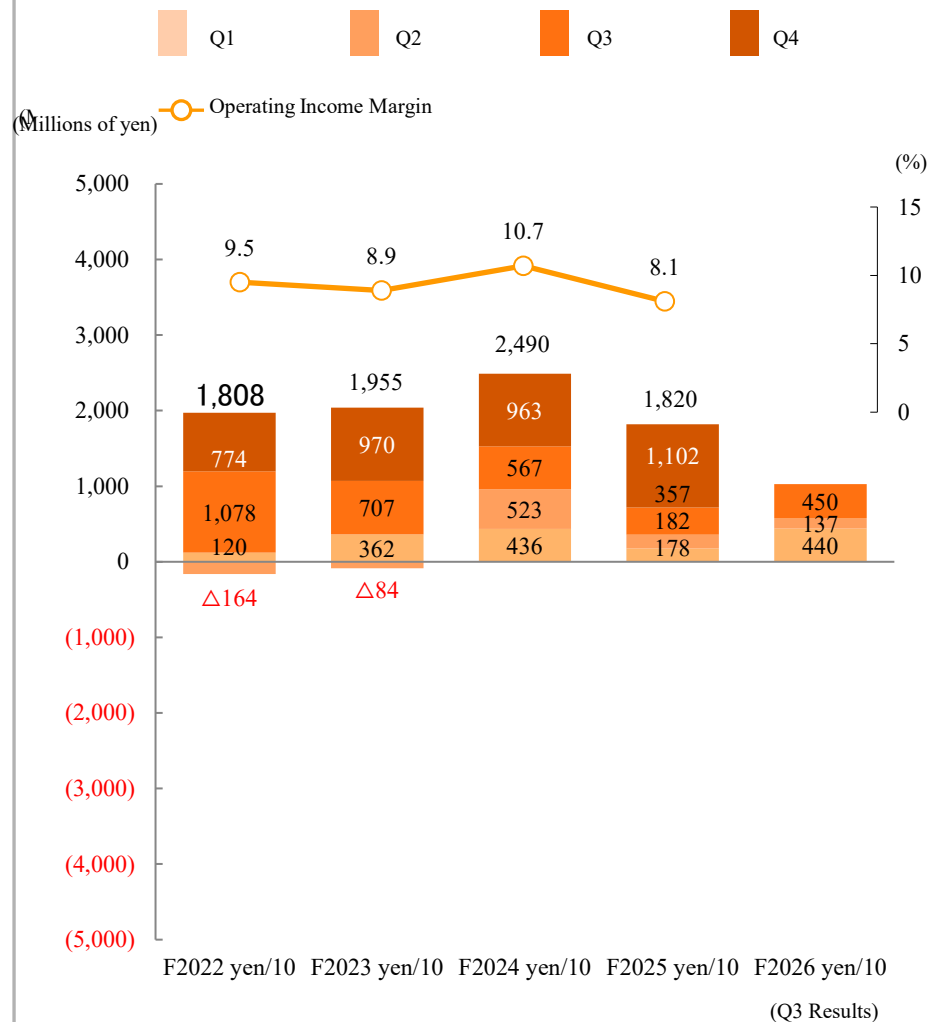
Gross profit



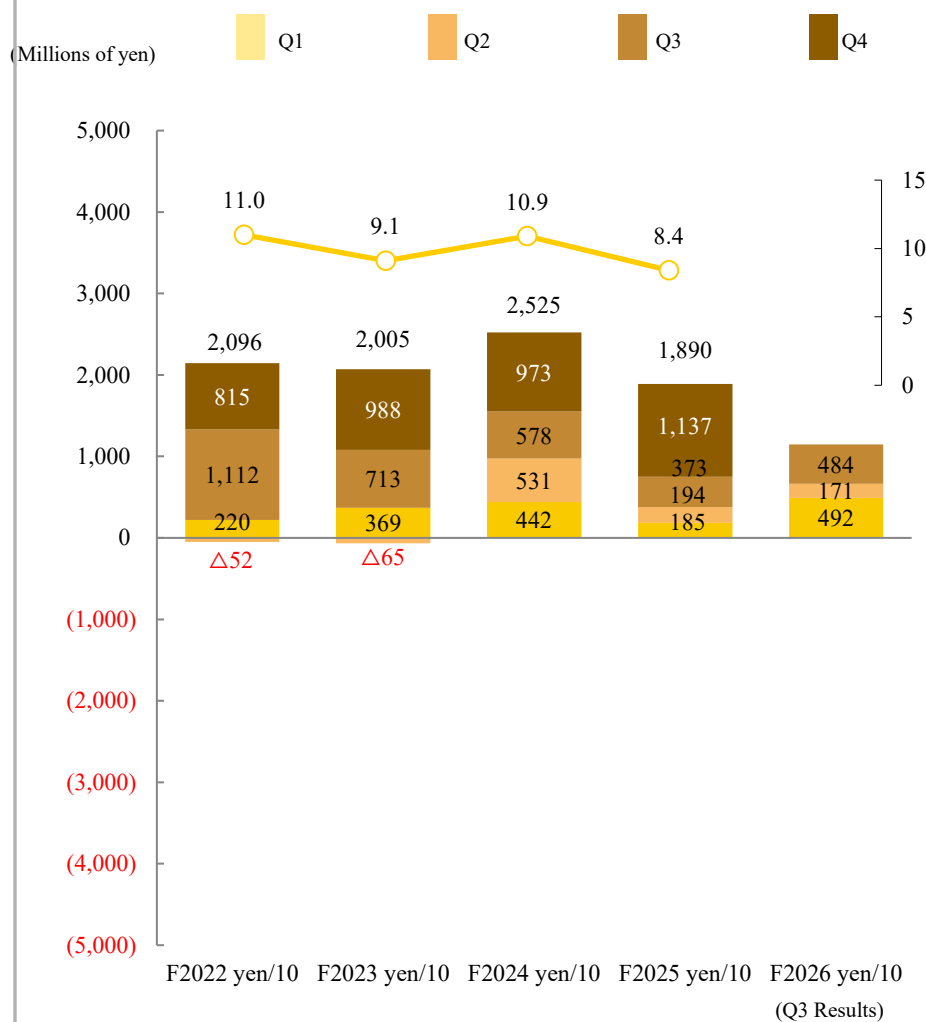
SG&A expenses



Operating income



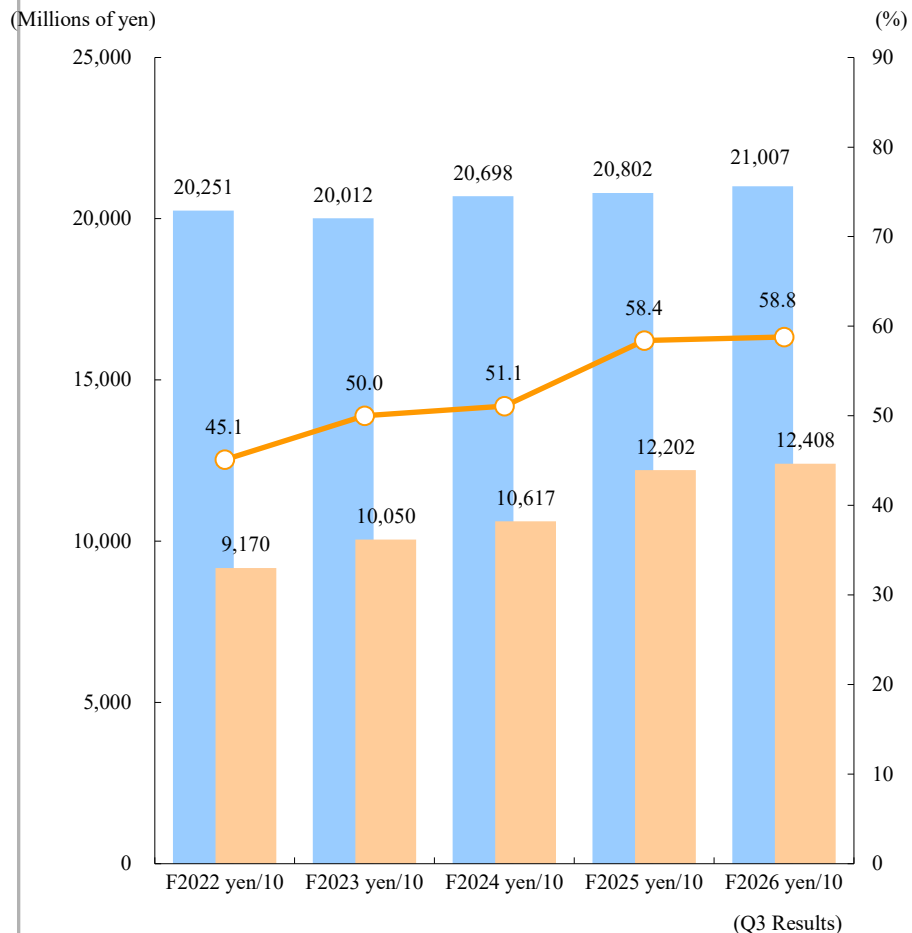
Ordinary income



		End of F10 yen/25		End of 3Q F10 yen/26		
		Amount (Millions of yen)	Composition ratio (%)	Amount (Millions of yen)	Composition ratio (%)	Change (Millions of yen)
	Current assets	6,727	32.3	5,685	27.1	▲1,042
	(Cash and deposits)	5,494	26.4	4,525	21.5	▲968
	(Trade receivables)	364	1.8	246	1.2	▲117
	Fixed assets	14,074	67.7	15,322	72.9	1,248
	(Tangible fixed assets)	10,157	48.8	11,385	54.2	1,228
Total assets		20,802	100.0	21,007	100.0	205
	Current liabilities	5,155	24.8	4,380	20.9	▲775
	(Trade payables)	1,005	4.8	687	3.3	▲318
	(Accrued income taxes)	268	1.3	52	0.3	▲215
	Long-term liabilities	3,443	16.6	4,218	20.1	774
Total liabilities		8,599	41.3	8,598	40.9	0
(Interest-bearing debt)		2,394	11.5	3,111	14.8	716
Total net assets		12,202	58.7	12,408	59.1	205
Total liabilities and net assets		20,802	100.0	21,007	100.0	205

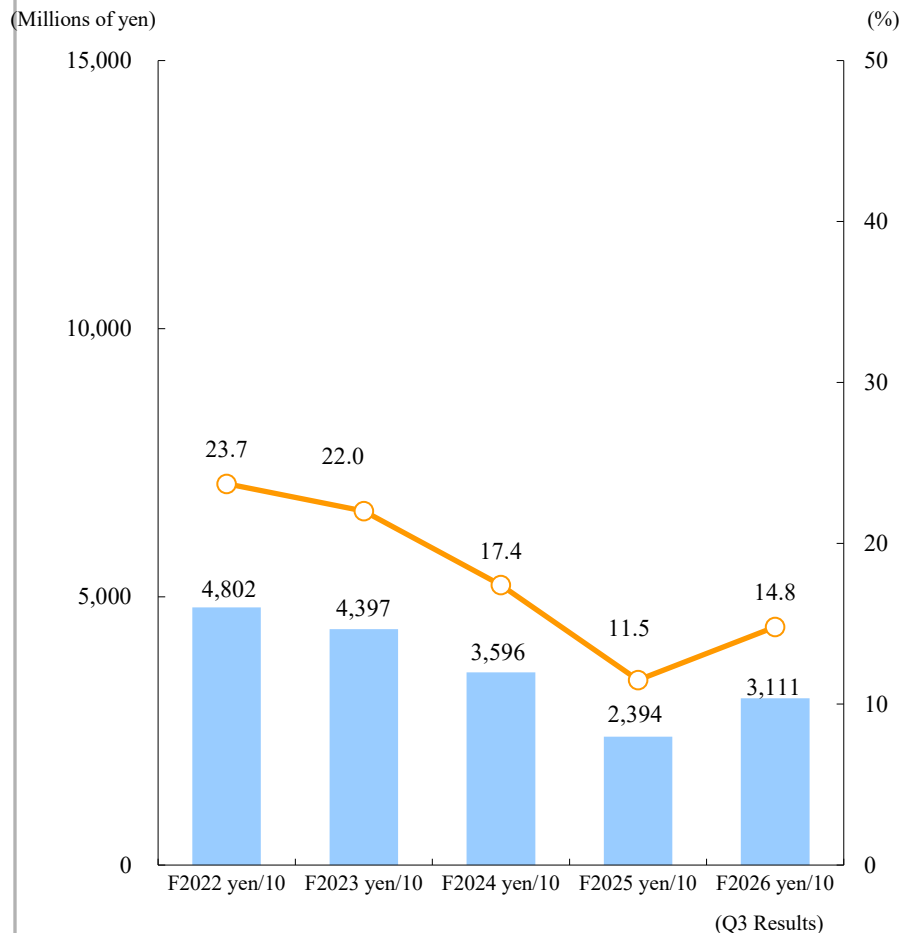
Total Assets, Net Assets, and Equity Ratio

■ Total assets ■ Net assets ○ Equity ratio



Interest-bearing debt

■ Borrowings ○ Interest-bearing debt ratio



* Interest-bearing debt ratio = Interest-bearing debt / Total assets

Awarded at the National Wedding Planner Contest for 12 Consecutive Years

- Our staff members have been selected among the Best 50 for 12 consecutive years at the "GOOD WEDDING AWARD 2026" hosted by Recruit Bridal Research Institute (Recruit Co., Ltd.). The selection of 5 members is the highest ever.
- Over 12 years, 34 staff members have been selected and received awards including the Runner-up Grand Prix and Soul Award



GOOD WEDDING AWARD

A contest hosted by Recruit Bridal Research Institute, operated by Recruit Co., Ltd., the publisher of "Zexy." A contest where wedding planners from across Japan submit weddings they believe were the most memorable of the year and beautifully fulfilled the couple's wishes and requests, with the Grand Prix winner selected from these entries. The contest has been held since 2011 with the aim of helping planners create unforgettable "memorable weddings" for both the bride and groom and their guests.

Launched Recruitment Support Consulting Services

- Commercializing the know-how we have developed in recruitment, follow-up with job offer recipients, retention support, and values-based education
- Providing seamless support from "recruitment" to "retention and success"
- In the Mynavi-Nikkei University Student Job Popularity Ranking by Headquarters Location [Kyushu/Okinawa]
Our strength lies in the know-how that achieved No. 1 for 4 consecutive years

Service Details

- (1) Recruitment strategy development
- (2) Recruitment operations support
- (3) Internship planning and management
- (4) Support for improving job offer decline rates
- (5) Organization and retention support

Competitive Advantages

- (1) Brand
 - Mynavi-Nikkei University Student Job Popularity Ranking by Headquarters Location: No. 1 for 4 consecutive years in the [Kyushu/Okinawa] regional ranking
 - Track record of consecutive No. 1 rankings in the industry
- (2) Culture
 - Proven track record and systems for "an environment where young employees grow," including promotion to managerial positions in as little as 10 months
 - Systems and operational know-how that enable diverse human resources to thrive
- (3) Hospitality
 - A consistent philosophy integration system spanning recruitment standards, evaluations, and behavioral indicators
 - A unique training system that links hospitality to human resource development
- (4) Experience
 - Not just theory, but "active practitioners" facing the same challenges provide hands-on support

Market Environment

Growing Challenges in New Graduate Recruitment

Recruitment Fulfillment Rate Declined by 18.0 Percentage Points vs. Class of 2017

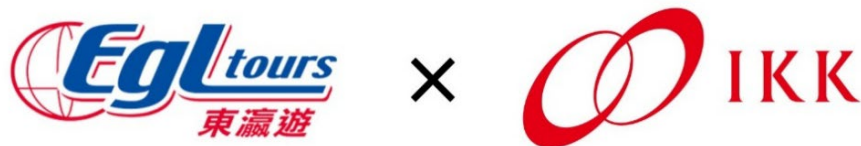


Source: Mynavi, FY2026 Survey on New Graduate Recruitment and Job Offer Status

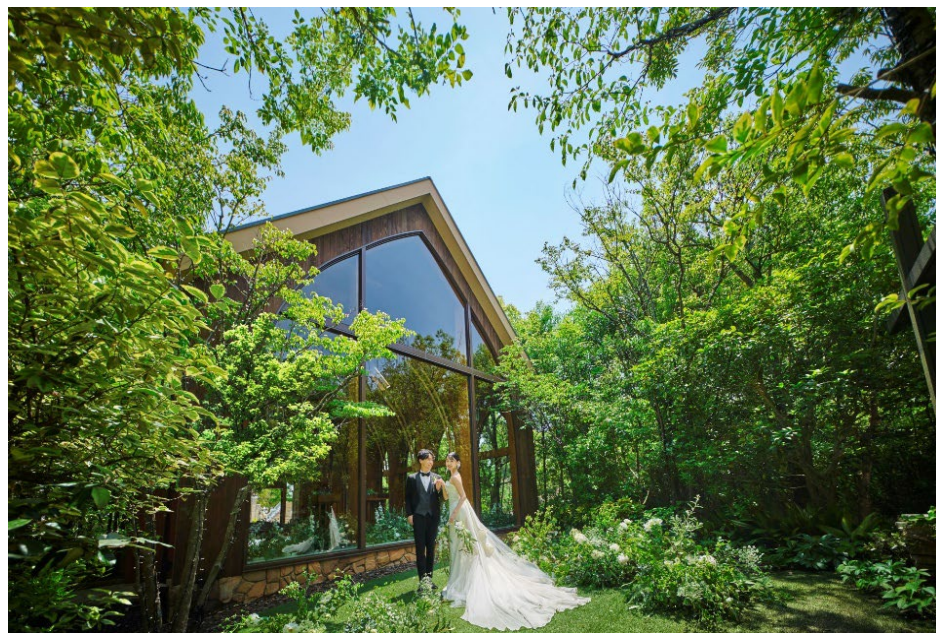
Commenced business alliance with major Hong Kong travel agency "EGL Tours Company Limited"

- Launch of inbound weddings in the domestic wedding business
- Business alliance with EGL Tours Company Limited to provide our unique hospitality wedding experience

Overview of Business Alliance



- Our unique extraordinary locations surrounded by nature, Japanese-Western fusion course cuisine using Japanese ingredients, and other elements that convey the excellence of Japanese hospitality are planned for weddings tailored to customers' needs
- We plan to offer guest house weddings including ceremonies, receptions, wedding cakes, cuisine, hair and makeup, etc., the same as in Japan



<Target Venue>

La La Chance Hakata no Mori (Fukuoka City, Fukuoka Prefecture)



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)

Inurrence 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.

Consolidated Financial Forecasts for the Fiscal Year Ending October 2026

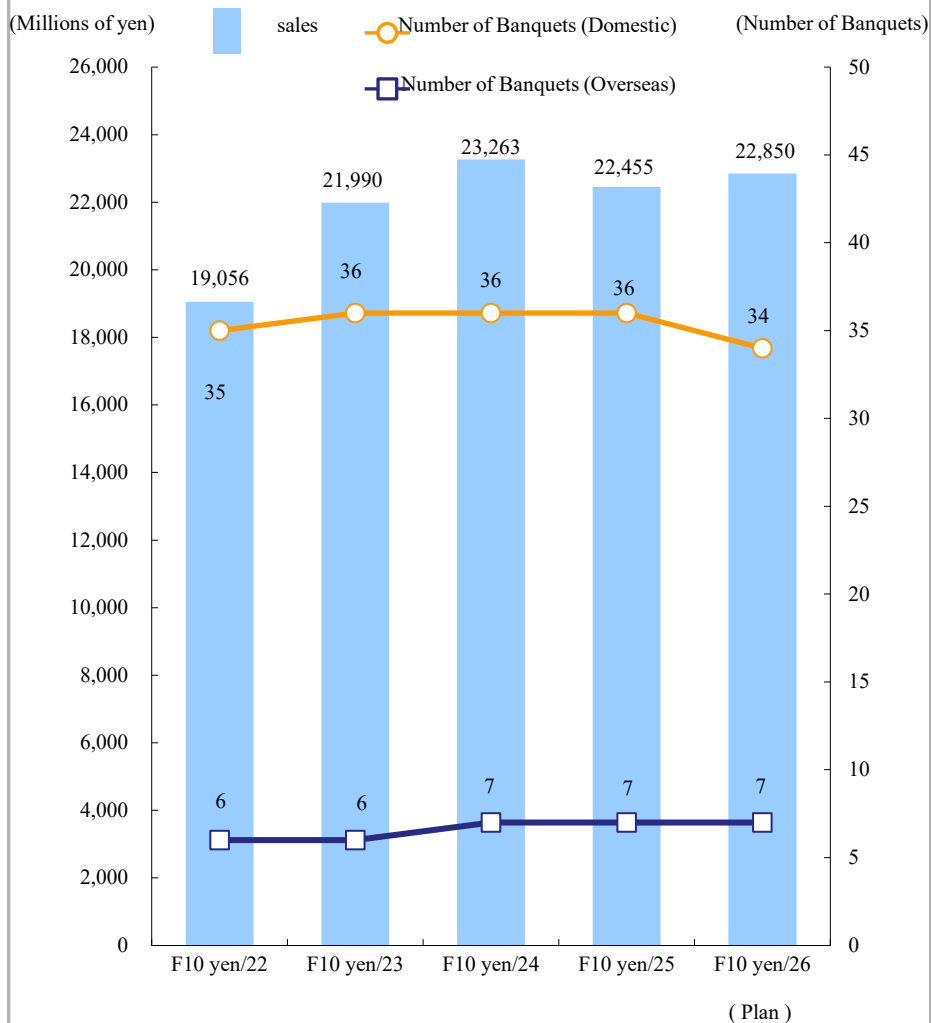
II. 2026.10 Forecast

	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	-	-	-

Net Sales, Operating Income and Ordinary Income Outlook (Consolidated)

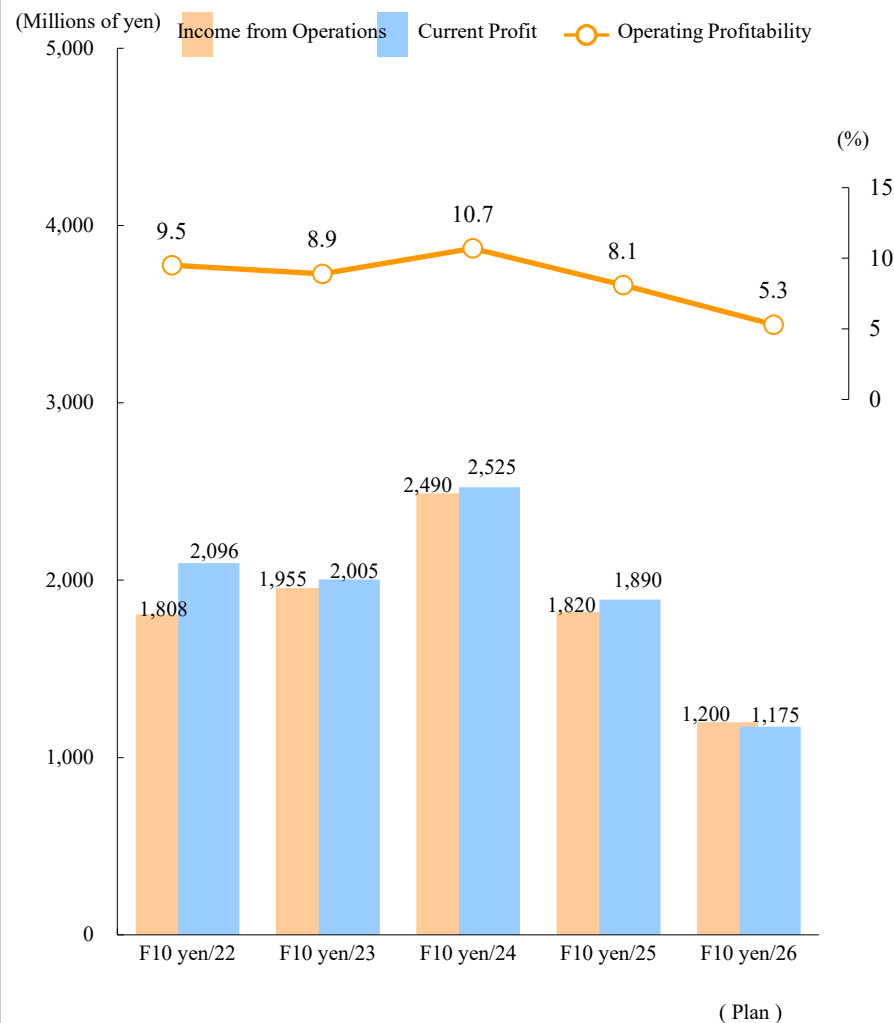
II. 2026.10 Forecast

Net Sales and Number of Banquets Trends



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

Operating Income, Ordinary Income, Operating Profitability



	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

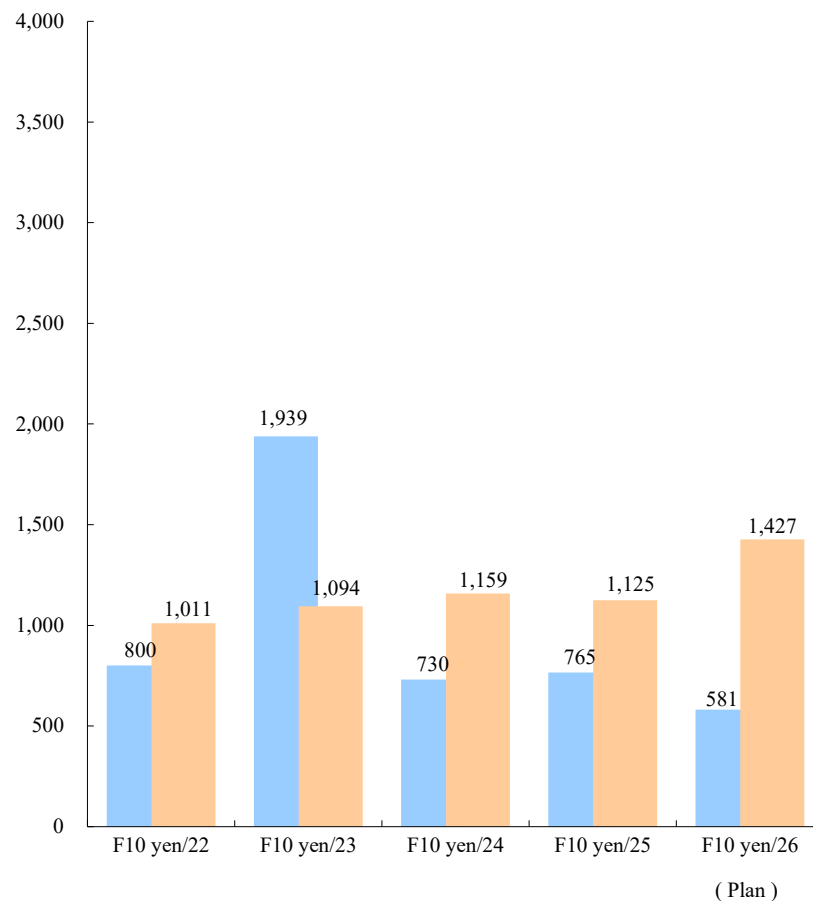
(Millions of yen)

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

Capital Investment and Depreciation

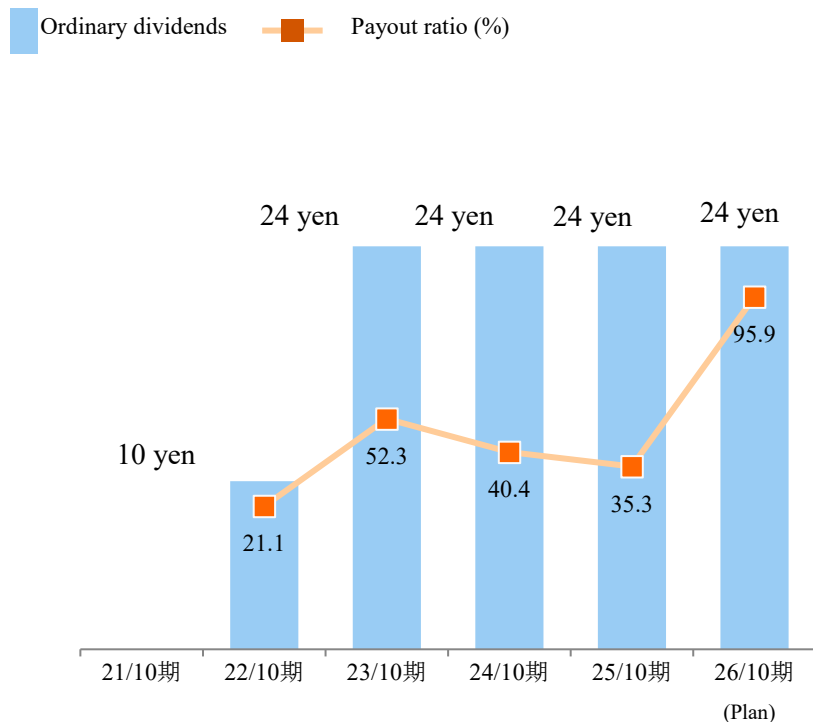
Capital investments Depreciation expenses

(Millions of yen)



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



Collaborating with local governments, planning new store openings in Tokyo and Fukuoka

The Tokyo Bay Resort PLAISIR



* This is an image

Address 1-chome Ariake, Koto-ku, Tokyo

Opening Date February 2027 (scheduled)

Facilities Marine Sports, Restaurant, Cafe, Multipurpose Hall (scheduled)

Nearest Station Tokyo Waterfront Area Rapid Transit Rinkai Line Ariake-Tennis-no-mori Station

We plan to open in the West Cove Zone of Tokyo Metropolitan Ariake Waterfront Park, providing a space where visitors can enjoy marine sports and beach sports, as well as a restaurant and cafe where weddings can also be held

Nishi Park Sora no Geihinkan



* This is an image

Address Nishi Park, Chuo-ku, Fukuoka City, Fukuoka Prefecture

Opening Date May 2027 (scheduled)

Facilities Restaurant, Cafe, Multipurpose Hall (scheduled)

Nearest Station Fukuoka City Subway Ohori Park Station

We will open a facility with a multipurpose hall, cafe, restaurant, etc. at the prefectural Nishi Park, which is located within a 10-minute drive from the Tenjin area while offering an excellent location where you can experience the sea, sky, and forest simultaneously

KEIDOH Junikisetsu no Niwa



* This is an image

Address 2128-1 and others, Kataone 3-chome, Shime-machi, Kasuya-gun, Fukuoka Prefecture

Opening Date June 2027 (scheduled)

Facilities Restaurant, Cafe

Nearest Station Fukuoka City Subway Fukuoka Airport Station

Excellent access at approximately 7 minutes by car from Fukuoka Airport, yet a lush green space with varied terrain set on a hillside. Enjoying various locations throughout the seasons while creating a lively place 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

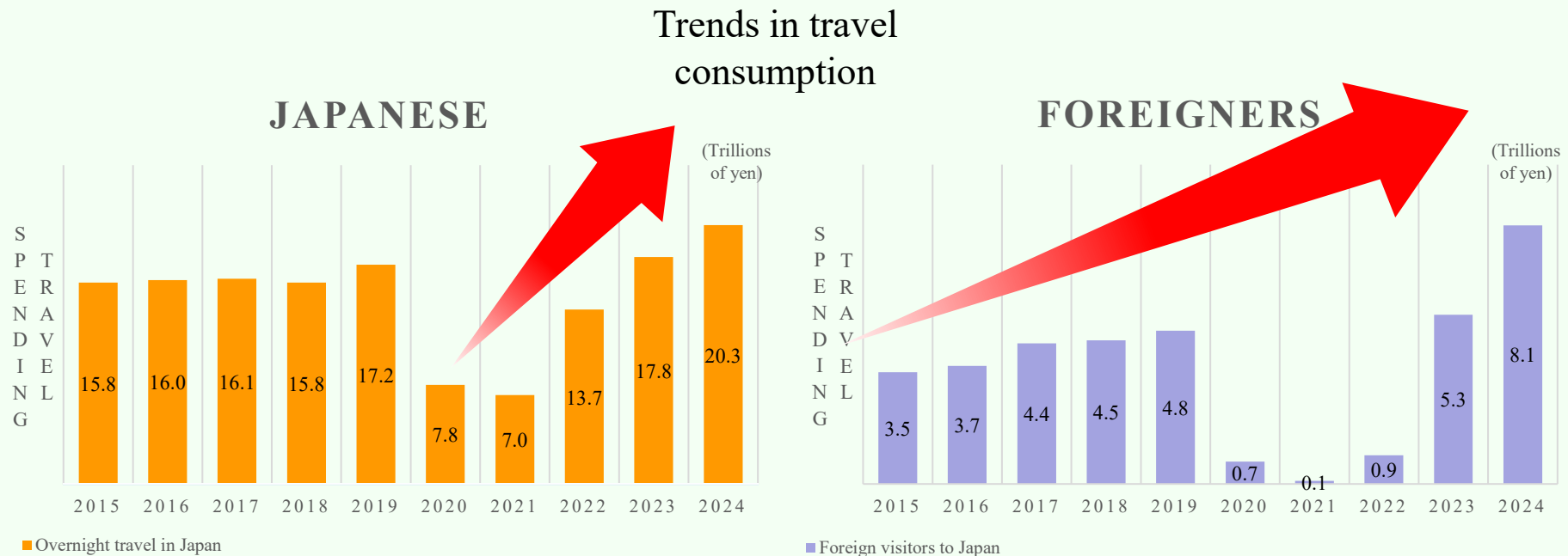


We will continue to operate the same format of stores mainly in major cities.

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.



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



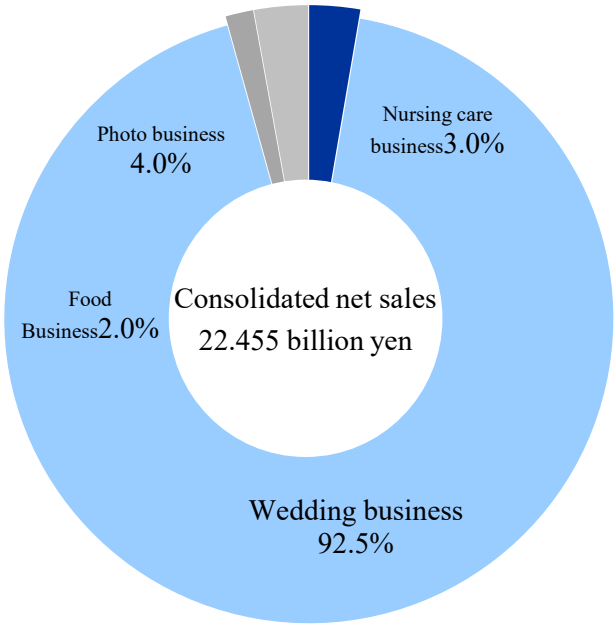
Reference: Corporate Profile, Business Characteristics, Industry Trends



Corporate Data

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	Wedding Business: i-0-0 Corporation International Wedding Business: PT INTERNATIONAL KANSHA KANDOU INDONESIA Eye Care Co., Ltd. (Nursing Care Business) Meitokuan Co., Ltd., Food Products Operations (Photo Business) Ambihone Co., Ltd. (Human Resources Business) IKK United Link Co., Ltd.
Number of employees	1033 (Consolidated) ※As of October 31, 2025
Number of Shareholders	74,403 employees ※As of October 31, 2025

Sales Breakdown by Business (Fiscal Year Ended October 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]

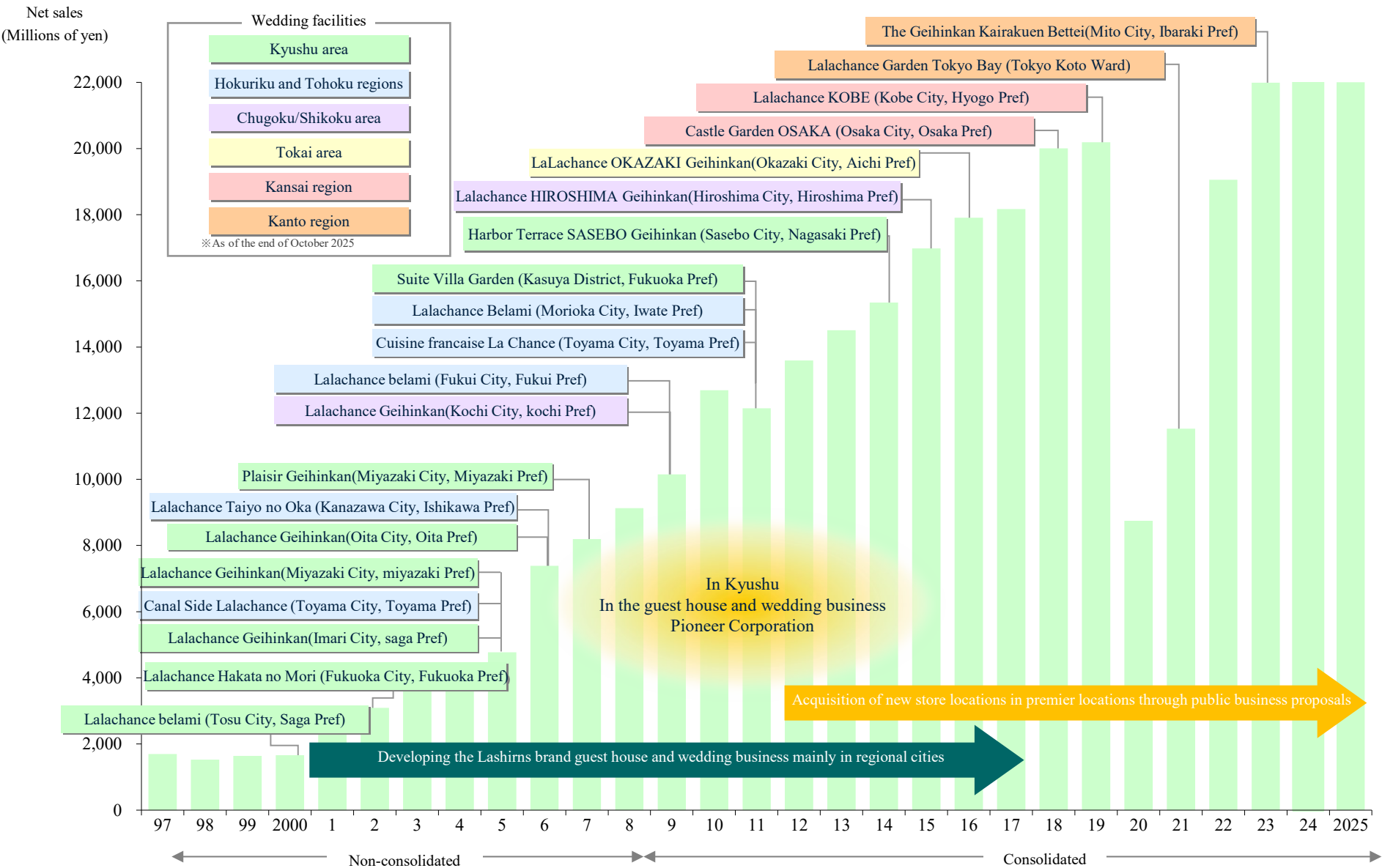
Be sincere! Take on challenges with passion!

[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 New Store Opening Planned in Tokyo in February 2027

- 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 FranceiseLA Chance (Toyama City, Toyama Pref)
- Lalchance Taiyo no Oka (Kanazawa City, Ishikawa Pref)
- Lalachance Belami (Fukui City, Fukui Pref)



7 stores in Kyushu area

New Store Opening Planned in Fukuoka in May 2027

New Store Opening Planned in Fukuoka in June 2027

- 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)



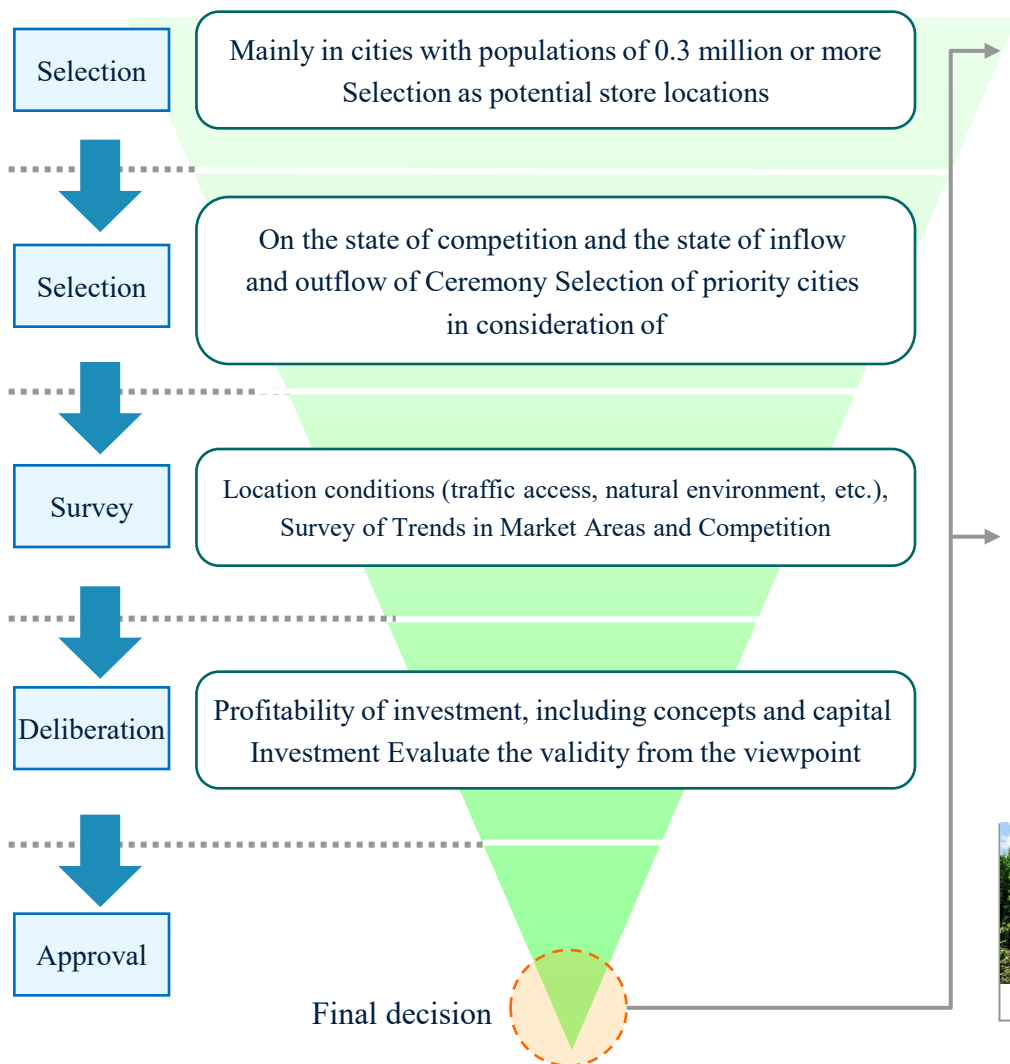
Overseas wedding business



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



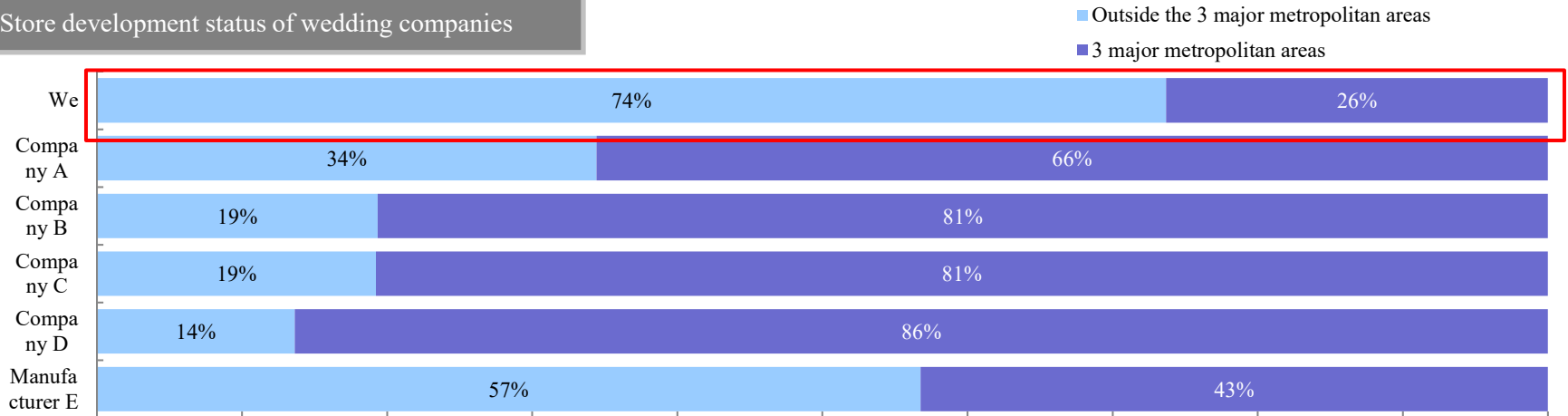
Tokyo Branch



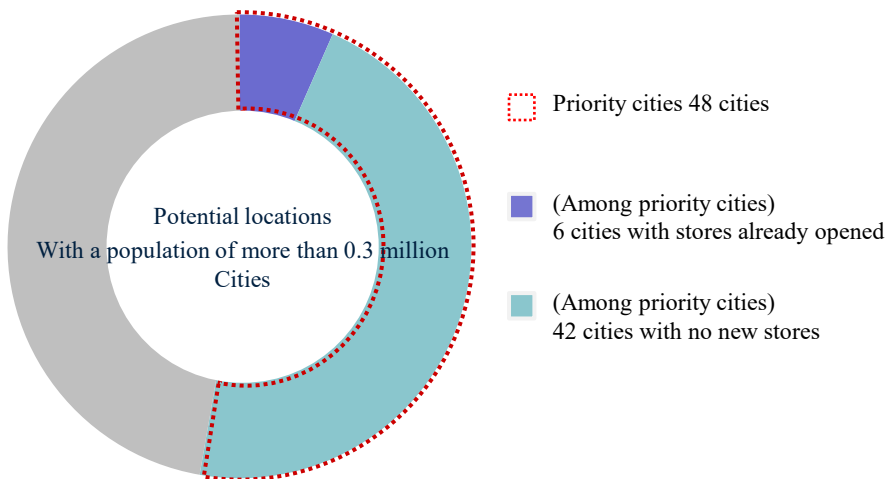
Second Tokyo Branch

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

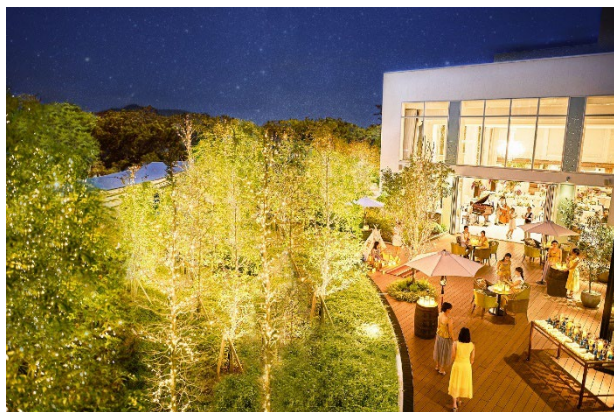
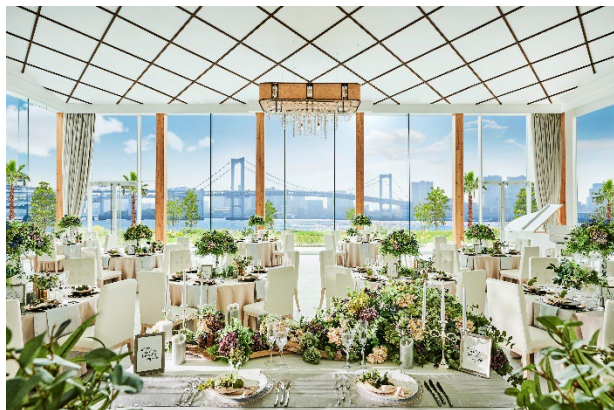


With a wide range of facilities and services tailored to local cultures in harmony with nature and the landscape
Becoming the "Number 1 Wedding Facility That Can Continue to Win for 2020 Years"

Renting out the mansion-style venue
Non-routine private space

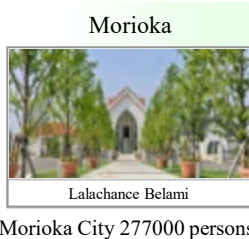
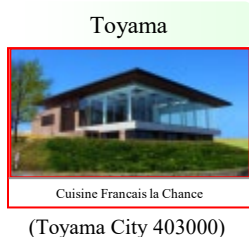
Natural garden
At-home atmosphere

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.

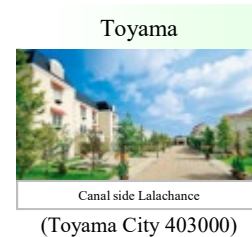
1 Banquet



2 Banquet



3 Banquet or more



- 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

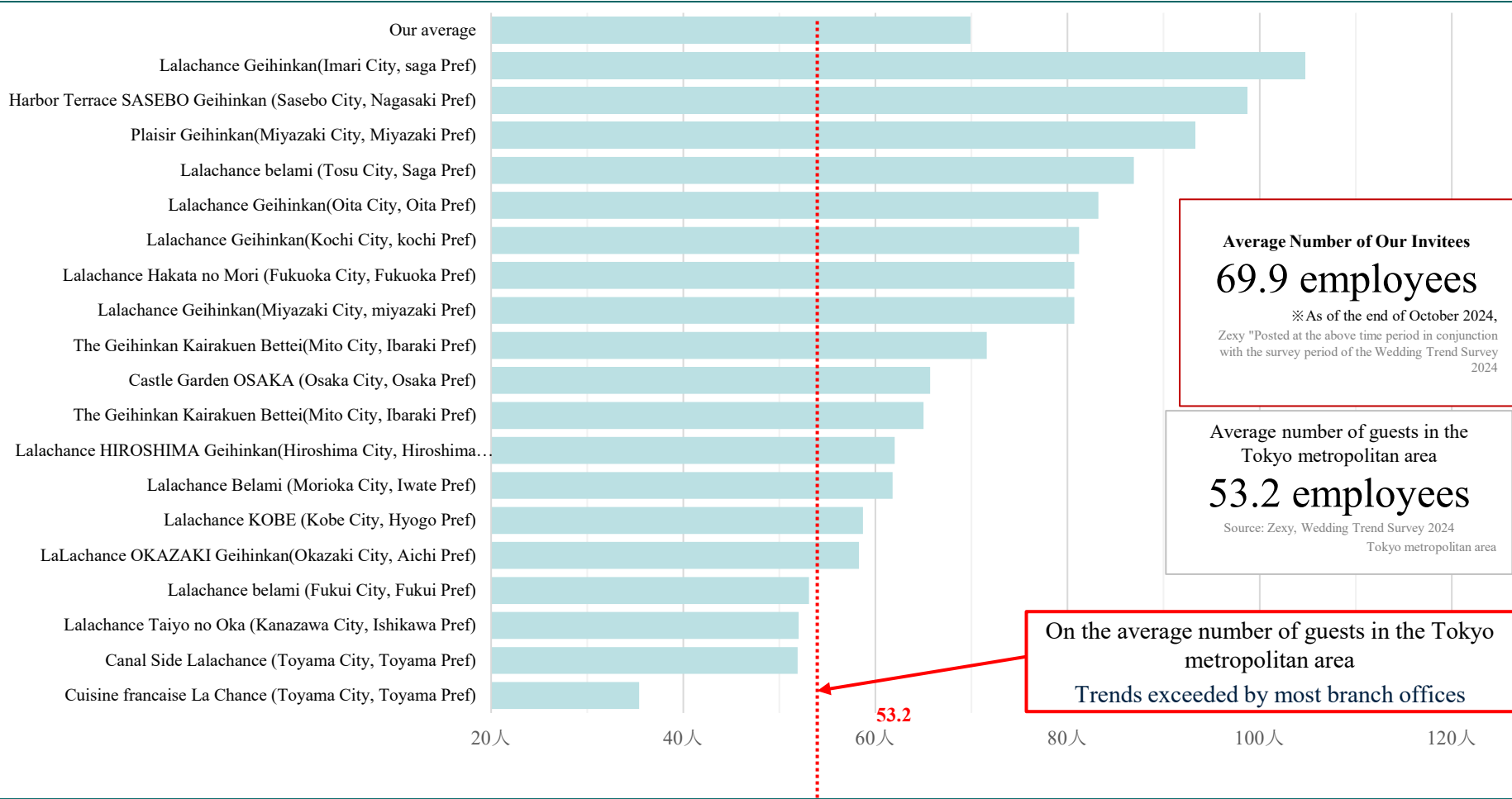
Source: National Geographic Survey Association, 2025 Basic Resident Register Population and Households Table

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



By creating the greatest impressions, we build a "virtuous cycle where customers bring in customers"

Delicious cuisine renowned in the region



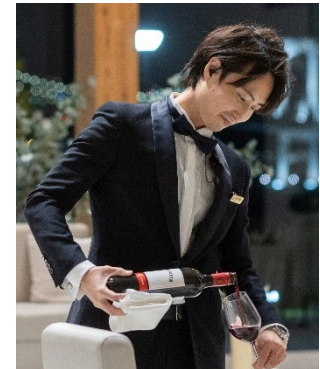
Multiple medalists

who excelled at world competitions are on staff

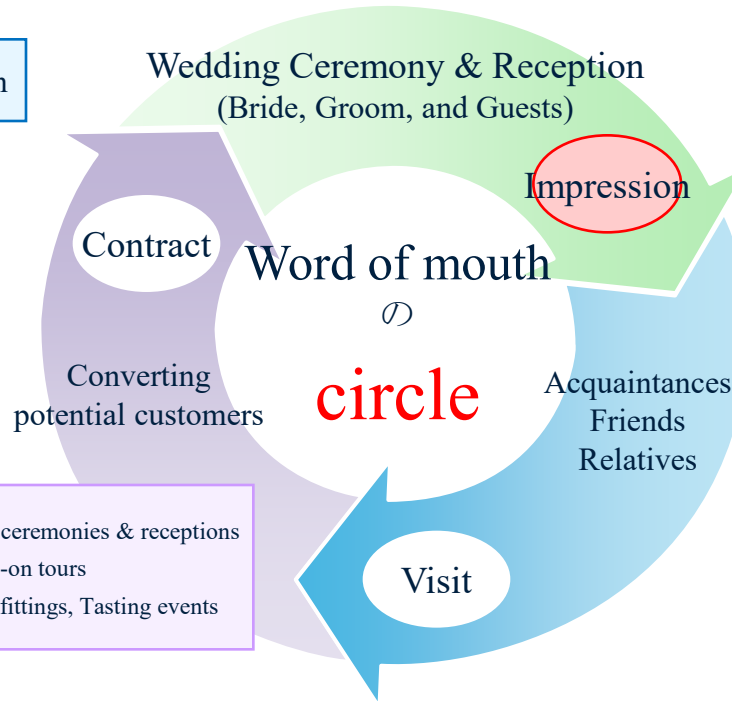


Wedding Ceremony & Reception
(Bride, Groom, and Guests)

Hospitality-filled service



An extraordinary space filled with nature
to create a once-in-a-lifetime wedding (special day)



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).



Many staff members have won awards at national wedding planner contests

- At the "GOOD WEDDING AWARD" hosted by Recruit Bridal Research Institute (Recruit Co., Ltd.), our staff have been selected in the top 50 for 12 consecutive years (as of July 31, 2026)
- A cumulative total of 34 staff members have been selected and have received awards such as Runner-up Grand Prix and Soul Award (as of July 31, 2026)



GOOD WEDDING AWARD 2019
Soul Award



GOOD WEDDING AWARD 2021
Runner-up Grand Prix



GOOD WEDDING AWARD 2023
Soul Award

Conducting our own in-house contest

As wedding planners, we hold an annual in-house contest to learn while sharing the value and meaning of weddings with colleagues, and to consider "What makes a good wedding?" By taking pride in their work and pursuing the desire to create "better weddings," synergies are created among staff, leading to proposals that truly satisfy our customers



Efforts to recruit and develop excellent human resources have borne fruit

- In the "Mynavi-Nikkei 2027 Graduate Employment Popularity Ranking" survey, in the Head Office Location category [Kyushu/Okinawa],
we have achieved 1st place for 4 consecutive years
- In the Industry-based Employer Popularity Ranking [Ceremonial Occasions], we have been selected as No. 1 for 12 consecutive years

■ Popular Employer Ranking by Head Office Location [Kyushu/Okinawa]: Top 10 *Target respondents: 2,973

Rank	Company Name	Votes
1	IKK Holdings	245
2	Fukuoka Financial Group	156
3	Nishihara Shokai Group	147
4	Atsumaru	145
5	Cosmos Pharmaceutical	139
6	The Nishi-Nippon City Bank	129
7	Nishi-Nippon Railroad	113
8	Kyushu Railway Company (JR Kyushu)	110
9	ANA Fukuoka Airport	101
10	Aso	98

■ Popular Employer Ranking by Industry [Ceremonial Occasions]: Top 9

Rank	Company Name	Votes
1	IKK Holdings	245
2	Takami (TAKAMI BRIDAL)	48
3	BP	39
4	Nagataya	27
5	Ai Plan/Brass	21
7	Nihon Ceremony	21
8	TREAT	19
9	Croto	14

■ Survey Targets: Nationwide university juniors and first-year graduate students expected to graduate/complete their programs in March 2027 (at the start of the survey)

■ Survey Period: 1 October 2025 to 23 March 2026

■ Announcements were made to members of job information sites "Mynavi 2027" and "Mynavi International Jobs," students with Nikkei IDs expected to graduate in March 2027, and at Mynavi-hosted event venues, with responses collected via online questionnaire forms.

The employer popularity ranking uses a 5-company consecutive listing method, with multiple-choice responses selecting 2 items per company for reasons for selection

■ Valid Responses: 34,905

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"

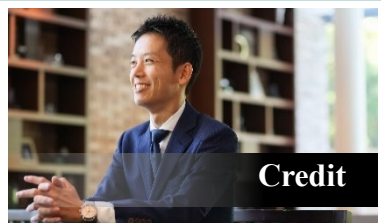
Rank	Company Name	Growth environment Score
1	P&G Japan G.O.	26.295
2	Google LLC	26.190
3	Recruit Management Solutions Corporation	25.594
4	Goldman Sachs Japan Co., Ltd.	25.436
5	Suntory Holdings, Inc.	25.403
6	Salesforce.com Co., Ltd.	25.222
7	IKK Inc.	25.215
8	Cosmos Initia Co., Ltd.	25.026
9	JPMorgan 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
- With the company's vision for management and managers
Clarify the process of realizing this

90% (mean ※86%)

85% (mean ※78%)



- I am proud of the work we are doing as a whole.
- I think this company contributes to the local community and society.

87% (mean ※80%)

88% (mean ※76%)



- In this company, if there is something special,
We're all celebrating.
- Be a company that can feel a sense of unity

88% (mean ※84%)

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.

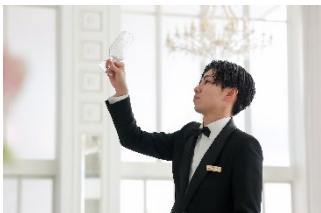
Acquired ISO22000:2005 certification, the first international standard for food safety management systems in the hotel and wedding industries

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



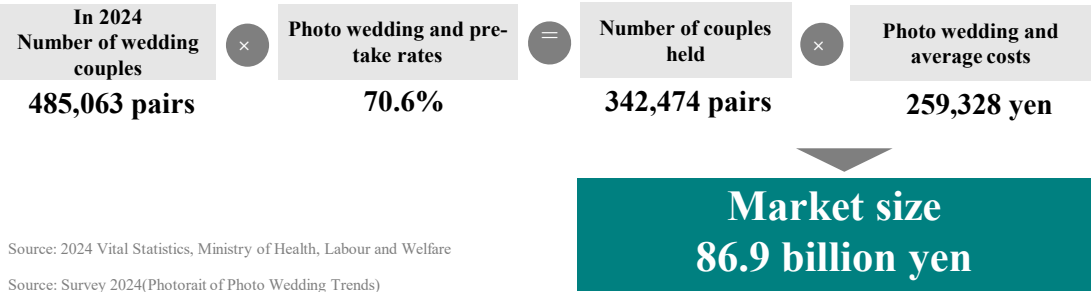
Entry into the photo business by adapting to the diversity of the wedding industry

- 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



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

In 2014

In 2015



In 2023



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

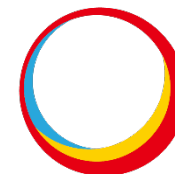
Corporate Profile

Trade Name	Eyecare Co., Ltd.
Address	6-5, Katamine 3-chome, Shime-cho, Kasuya-gun, Fukuoka
Incorporation	2012 December
Common stock	95 million yen

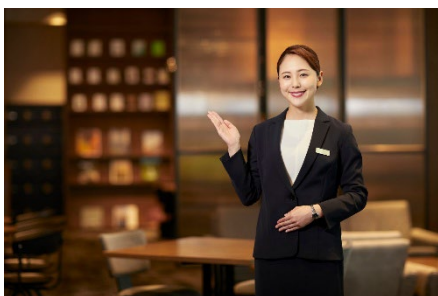
- An open design that feels "green," "light," and "sky," and a delicious, safe meal made in an open kitchen
- Develop day services, occupancy services, and visiting services
- Going forward, aggressively embark on WEB initiatives

From "We can't do it because we don't have people" to "We can take on challenges because we have people"

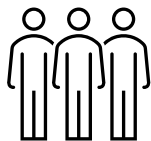
- Matching utilizing hospitality skills cultivated in the wedding business to support people
- Providing seamless support from training to retention
- Opened a human assets development center (LPK) in Indonesia to provide boarding-style training



IKK United Link



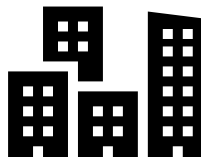
Human assets



IKK United Link

Support services

Companies



Company Profile

Trade name IKK United Link, Inc.

Address 3-6-5 Katamine, Shime-machi, Kasuya-gun, Fukuoka Prefecture

Date of Establishment October 2025

Common stock 50 Millions of yen

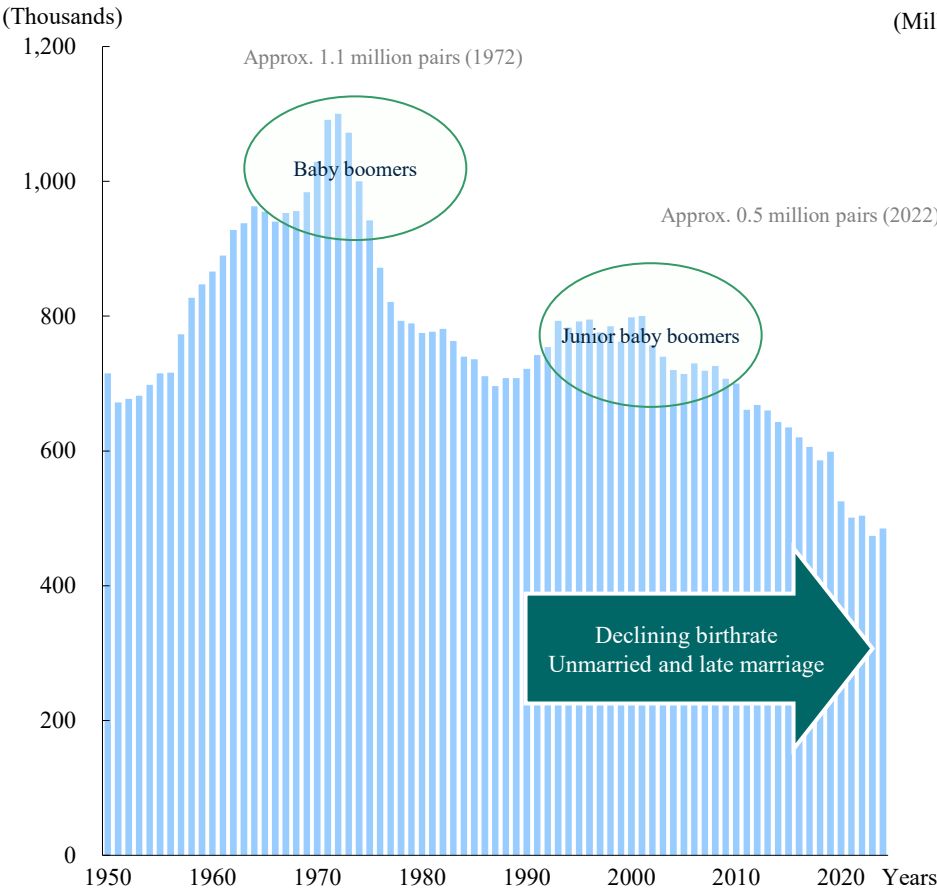
License numbers, etc.

- Paid Employment Placement Business License No.: 40-Yu-301729
- Worker Dispatching Business License No.: Ha40-302047
- Registered Support Organization Registration No.: 25To-012899

Solving industry challenges such as "quality of human assets," "matching," and "retention"
Differentiating from competitors through effective marketing activities and sales

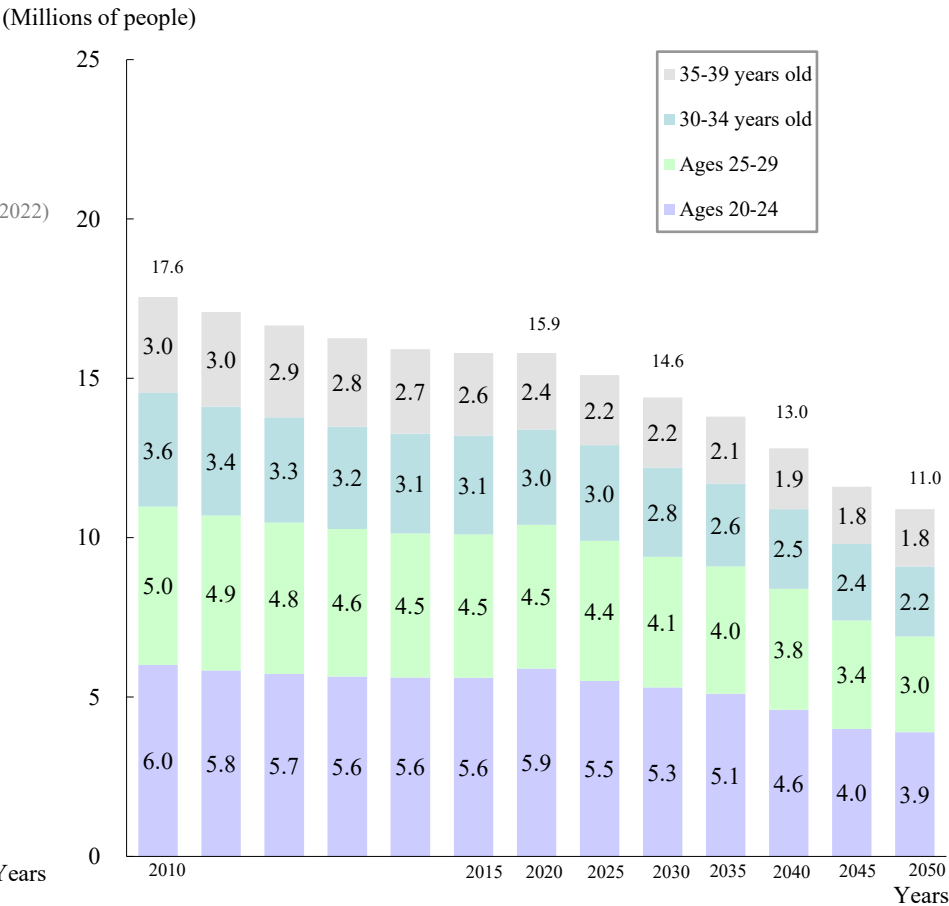
Against the backdrop of a declining birth rate and a decline in the number of weddings and reception destinations, the number of weddings will continue to decline gradually.

Changes in the number of marriages nationwide



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

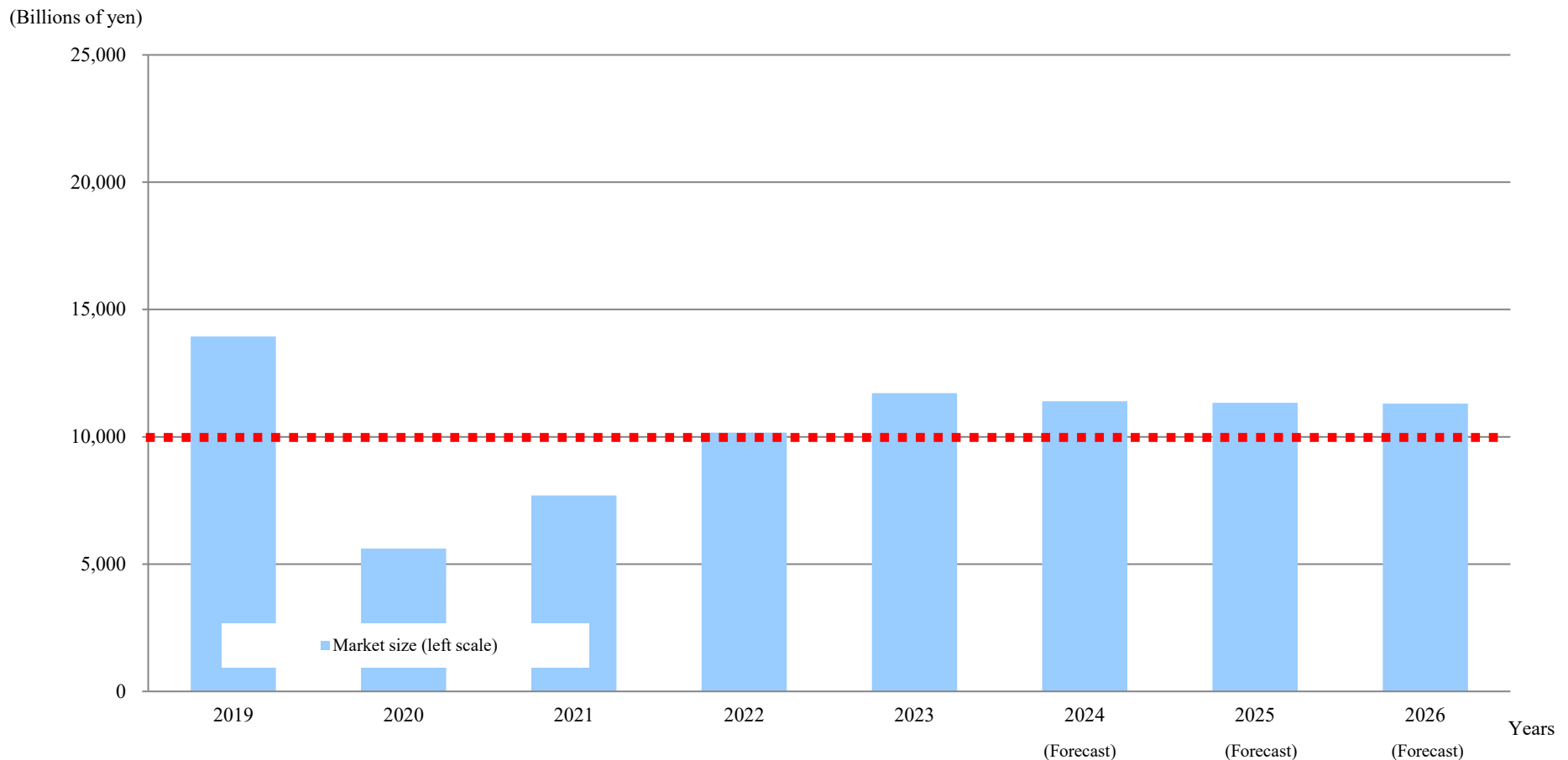
Trends and Forecasts of the Wedding Unmarried Age Population



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

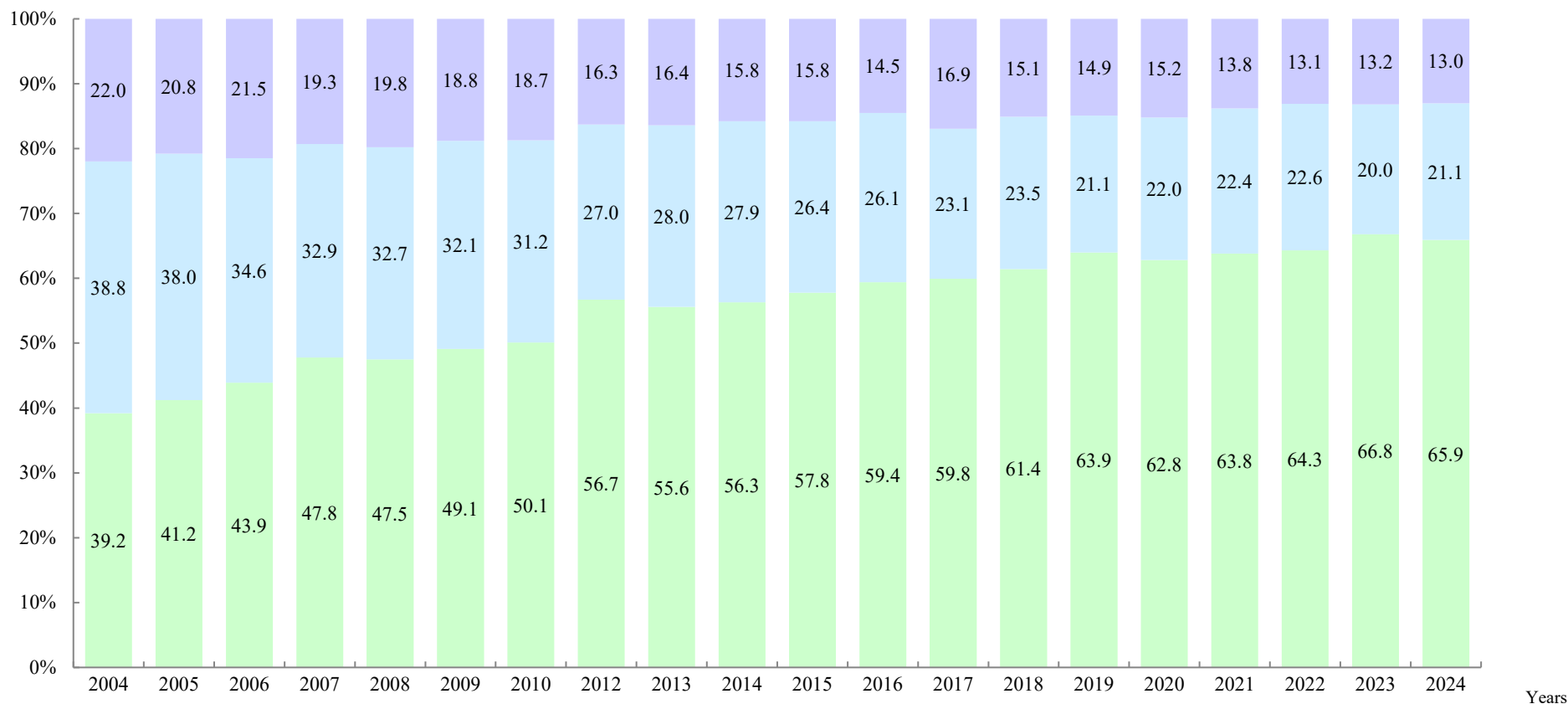
Changes in market share by type of reception

(%)

Others (Restaurants, etc.)

Hotel

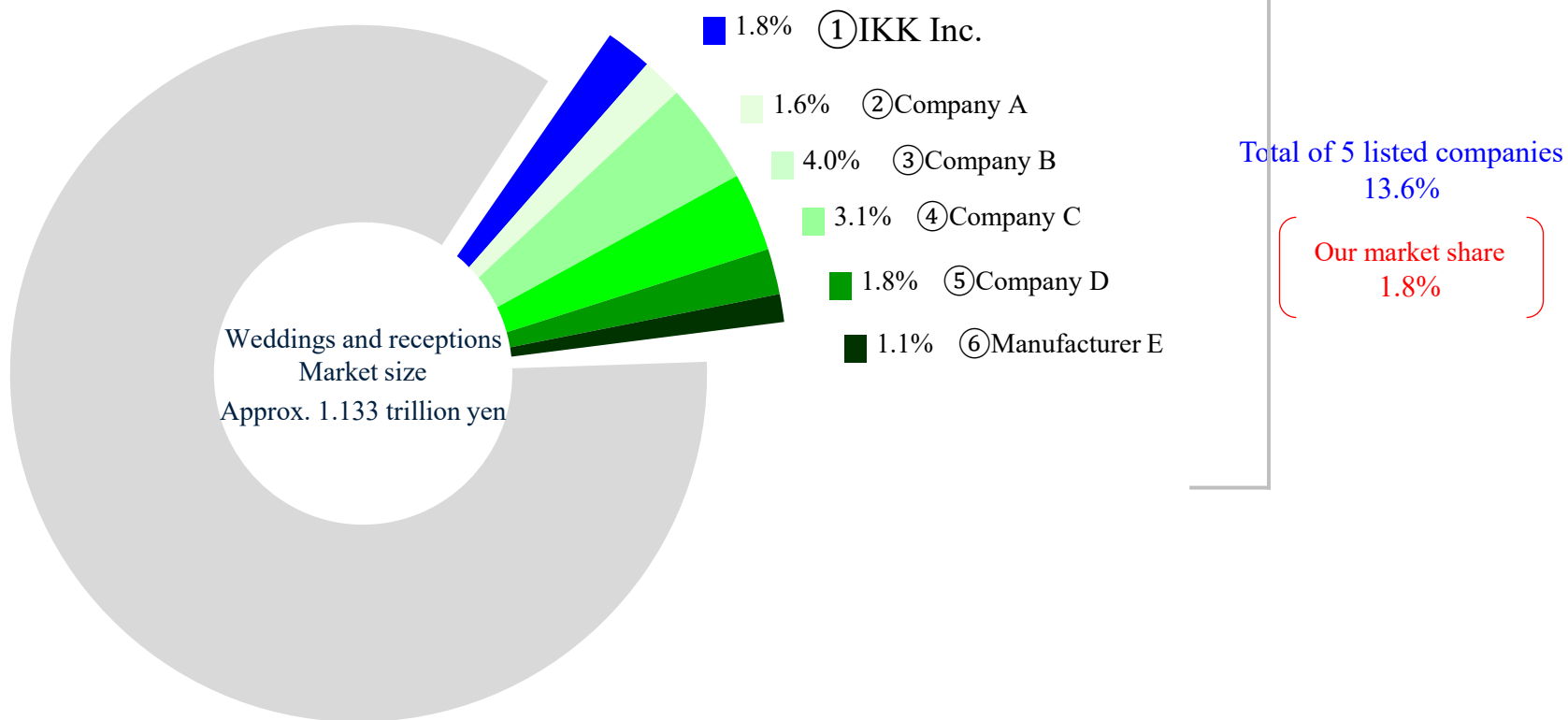
General halls and guest house weddings



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

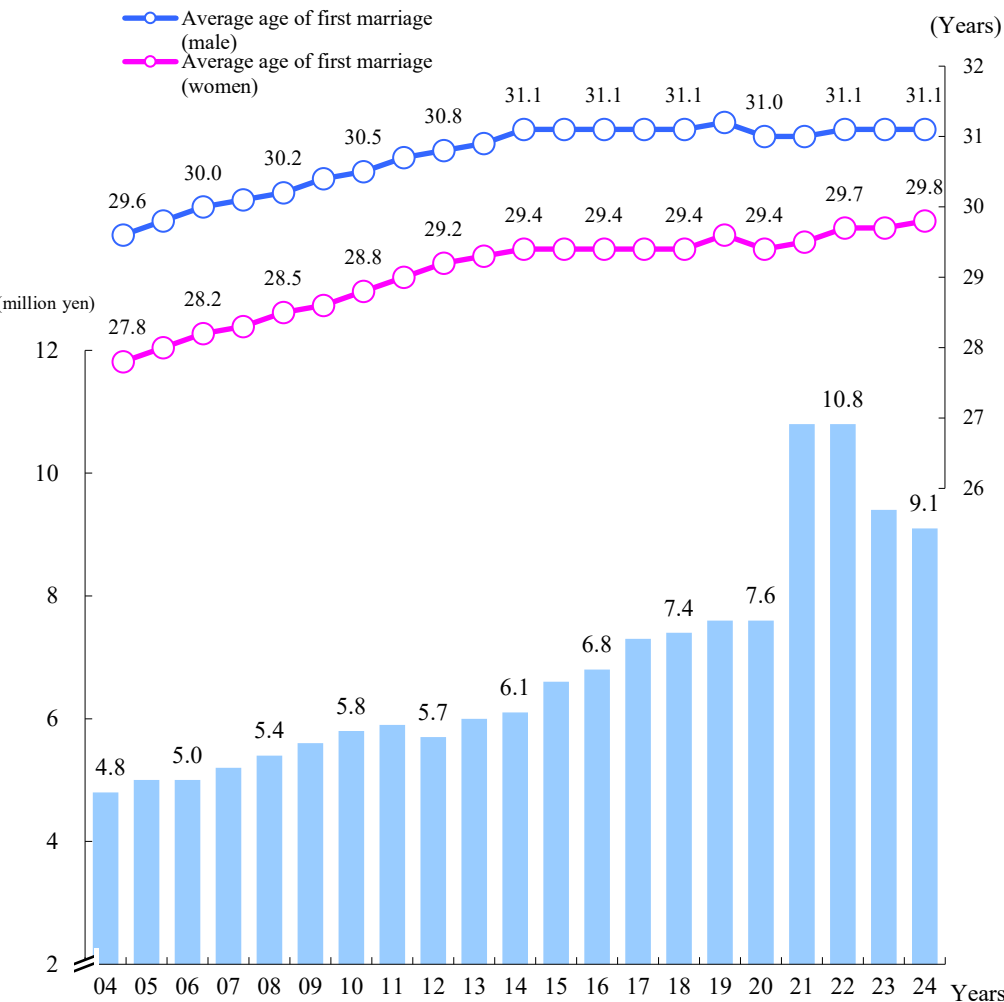
In the wedding market, oligopolization by the top companies has not progressed, and room for share expansion is large and attractive.

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



Source: Yano Research Institute Ltd., Bridal Industry Yearbook 2025

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 KK Holdings Co., Ltd. (hereinafter "the Company").
- These forward-looking statements and materials are not historical facts, but rather are projections made by the Company based on information available at the time of publication.
- It also includes potential risks and uncertainties, such as economic trends and the state of competition with other companies.
As a result, actual results, business developments or financial conditions may differ materially from the forward-looking statements due to a variety of factors, including future economic trends, competition in the industry, market demand, and other economic, social, and political conditions.



Inquiries regarding this material and our IR

IKK Holdings Co., Ltd. Management Planning Office Tsutsuki

TEL (050)3539-1122

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

