

Results of Operations for the Fiscal Year Ended October 31, 2025

IKK Holdings Inc. (Ticker: 2198 TSE PRM)

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I. Consolidated Financial Results for the Fiscal Year Ended October 31, 2025







Summary (consolidated)

Net sales fell below forecast due to the impact of a decline in the number of couples married. New record-high unit prices throughout the year

Sales were 22.455 billion yen (▲3.5% YoY, ▲1.9% vs. plan)

Wedding

Although the number of couples married declined compared to the plan, the unit price of couples married reached a record high of 4,110 thousand yen (+ 68 thousand yen vs. plan)

Photo

Both the number of couples married (+61 couples vs. plan) and the unit price per couple sold (+14 thousand yen vs. plan) greatly exceeded the plan

Operating income was 1.82 billion yen (▲ 26.9% YoY, +1.1% vs. plan)

Gross profit improved due to higher unit prices, and the opening preparatory office for the domestic wedding and photo businesses Due to postponement of the opening

Profit attributable to owners of parent

Net income was 1.963 billion yen (+15.4% YoY, +76.9% vs. plan)

To a change in the classification of companies regarding the recoverability of deferred tax assets based on recent performance trends and future Prospects As a result of an increase in deferred tax assets

The number of couples in backlog (as of the end of October 2025) was 4,544 weddings (+1.6% YoY)

Wedding

1.4% YoY increase in the number of couples ordered as a result of strategic advertising expenditures with a view to the future



Summary of financial results (consolidated)

	October 2024 fiscal year		Fiscal year ended October 2025						
						From the preceding year		Vs. plan	
	Amount (Millions of yen)	Composition ratio(%)	Planning (Millions of yen)	Amount (Millions of yen)	Composition ratio(%)	Change (Millions of yen)	Rate of change(%)	Change (Millions of yen)	Rate of change(%)
Net sales	23,263	100.0	22,900	22,455	100.0	▲808	▲3.5	▲ 444	▲ 1.9
Wedding business	21,903	94.2	-	20,773	92.5	▲1,129	▲ 5.2	-	-
Nursing care business	634	2.7	-	663	3.0	29	4.7	-	-
Food Business	346	1.5	-	456	2.0	109	31.7	-	-
Photo business	672	2.9	-	904	4.0	231	34.5	-	-
Wedding brokerage business	7	0.0	-	-	-	-	-	-	-
Gross profit	14,024	60.3	13,450	13,572	60.4	▲ 452	▲3.2	122	0.9
SGA cost	11,533	49.6	11,650	11,752	52.3	218	1.9	102	0.9
Operating income	2,490	10.7	1,800	1,820	8.1	▲ 670	▲26.9	20	1.1
Ordinary income	2,525	10.9	1,805	1,890	8.4	▲ 635	▲25.1	85	4.7
Profit attributable to owners of parent Net Income	1,702	7.3	1,110	1,963	8.7	261	15.4	853	76.9
Per share Net income (Yen)	59.35	_	38.65	67.98	-	-	-	-	-

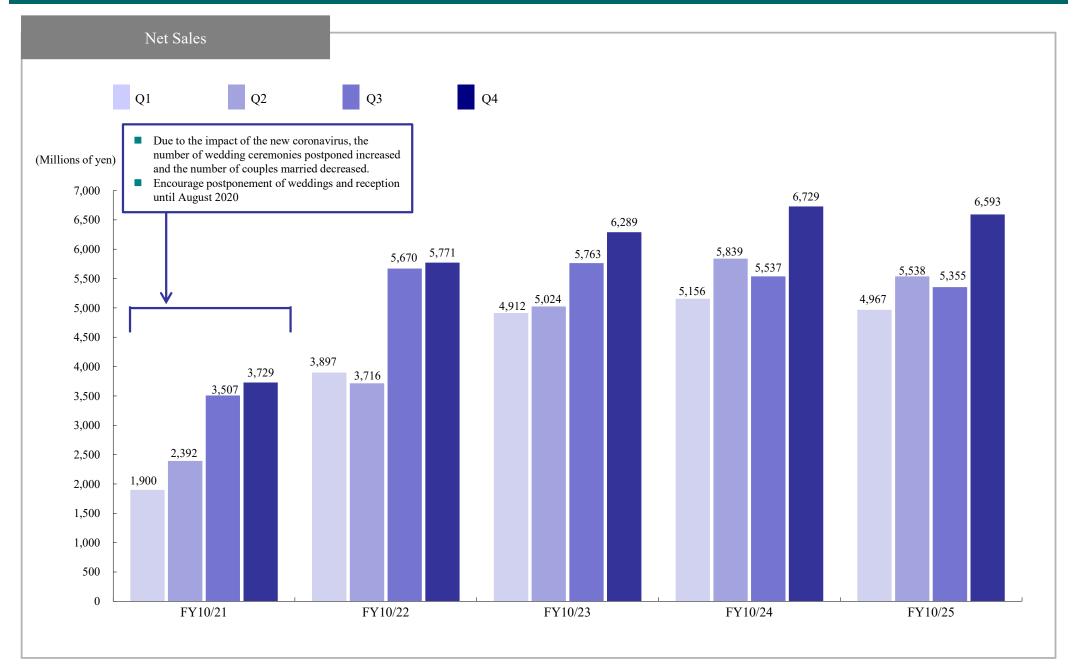


Net Sales





Trends in Net Sales (Quarterly)



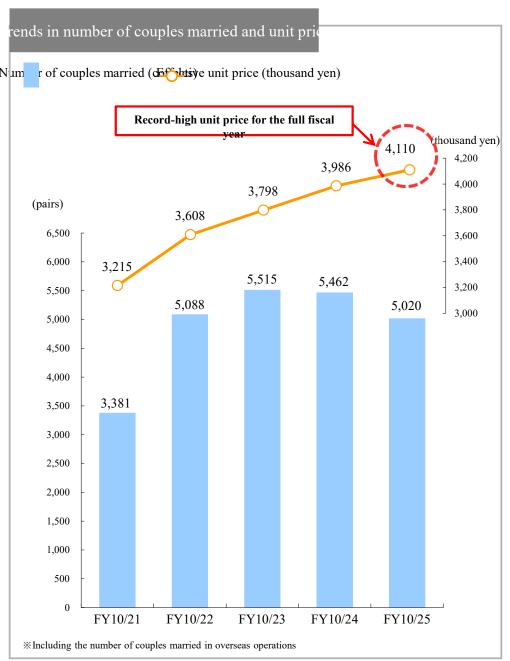


Wedding Business Situation

		EX.10/04	EX.10/07	From the pro	eceding year
		FY10/24 Actual			Rate of change (%)
We	edding business sales (Millions of yen)	21,903	20,773	▲1,129	▲ 5.2
I	Domestic branches	20	20	0	0.0
>	^{*1} of stores abroad	6	6	0	0.0
Num	ber of couples married (couples)	5,462	5,020	▲ 442	▲8.1
	Domestic	5,357	4,930	▲ 427	▲8.0
	Overseas	105	90	▲ 15	▲ 14.3
*2	of sets of orders (sets)	5,061	5,091	30	0.6
Ord	er backlog ^{*2} (group)	4,473	4,544	71	1.6
Pı	rice ^{※3} (¥ thousand)	3,986	4,110	124	3.1



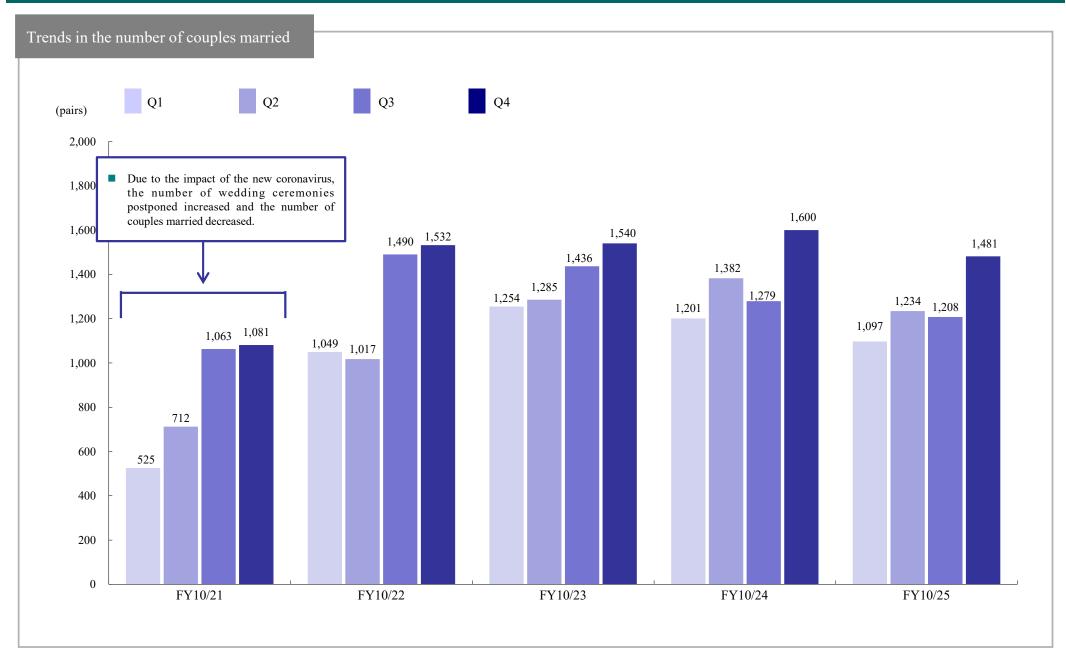
^{*2} The number of couples ordered and the number of couples backlog also includes results from the Overseas Wedding Business



X3 Unit prices are calculated excluding "general banquets," "cancellation fees," and "overseas wedding business."



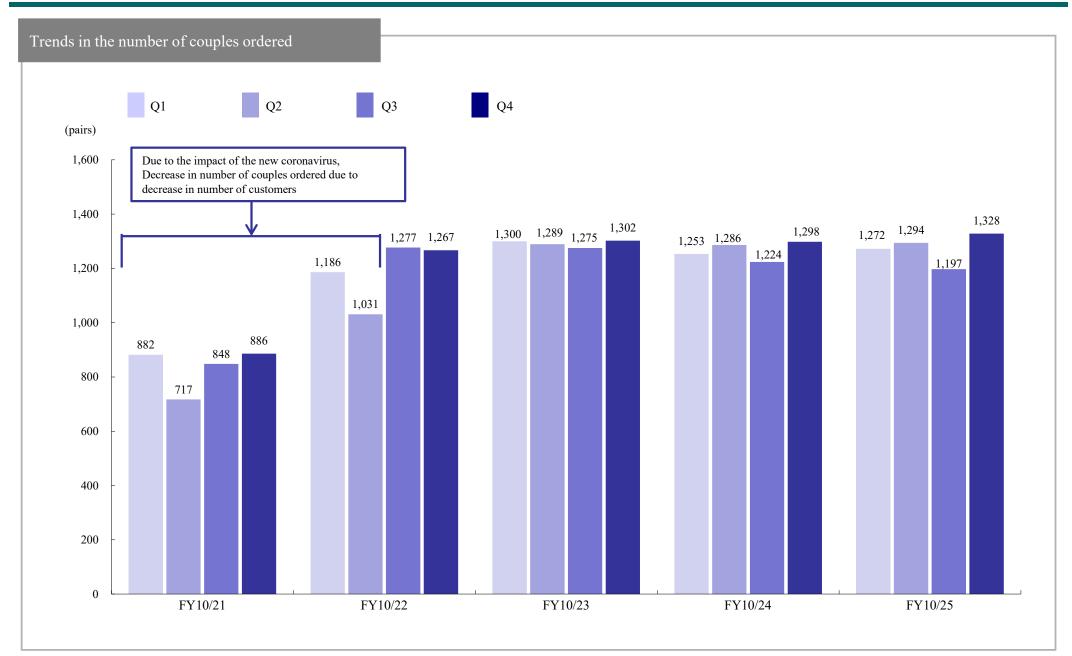
Trends in the number of couples married (quarterly)



* Including the number of couples married in overseas operations



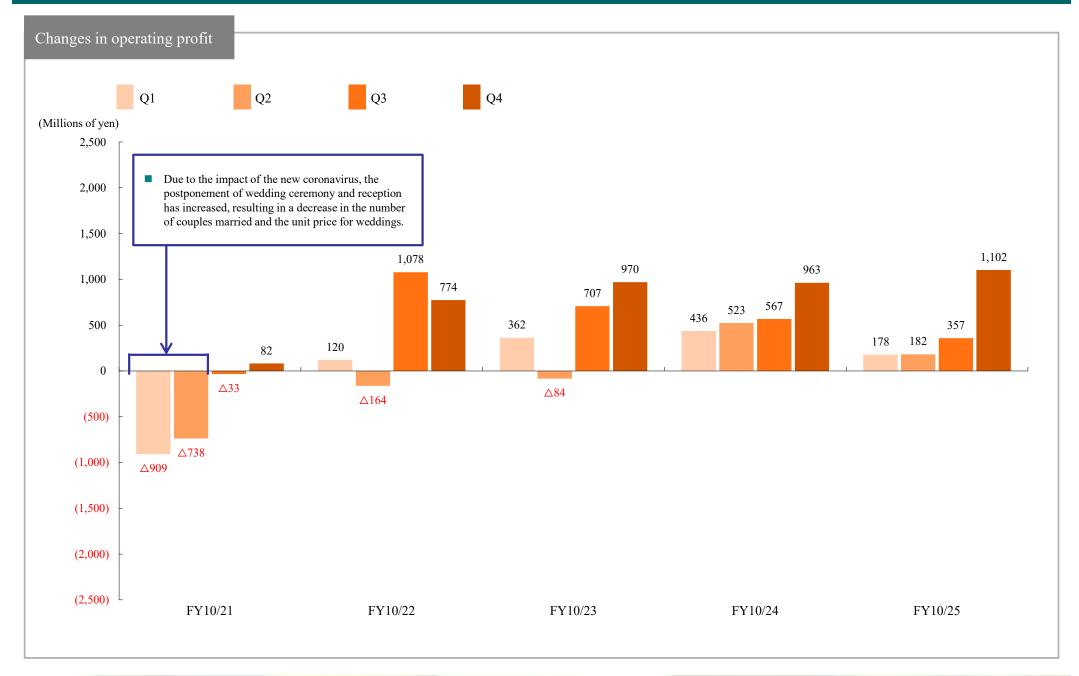
Trends in number of couples ordered (quarterly)



* Including the number of couples ordered in the overseas business

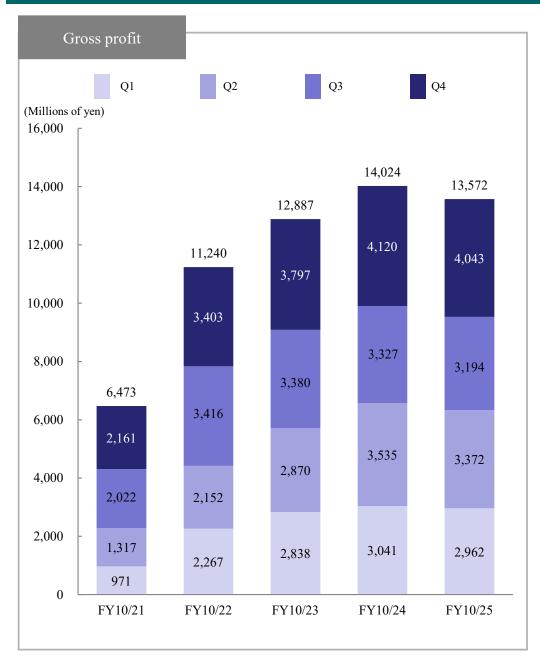


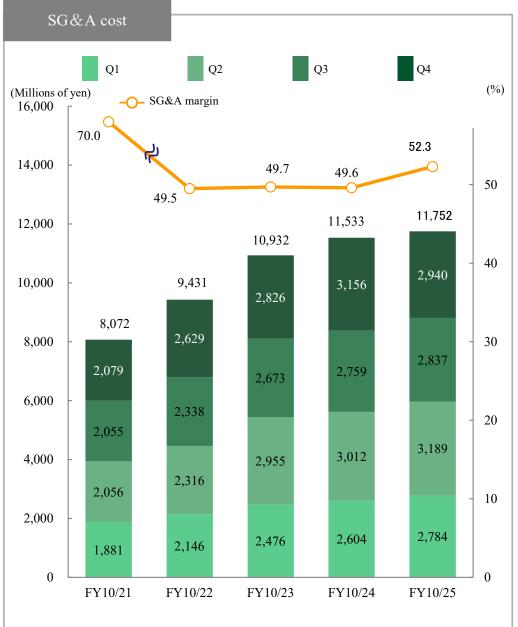
Operating Income (Quarterly)





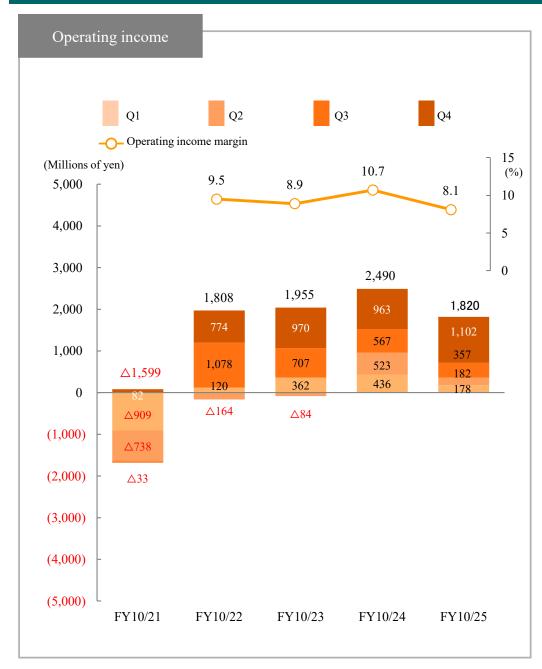
Gross Profit and SG&A Expenses

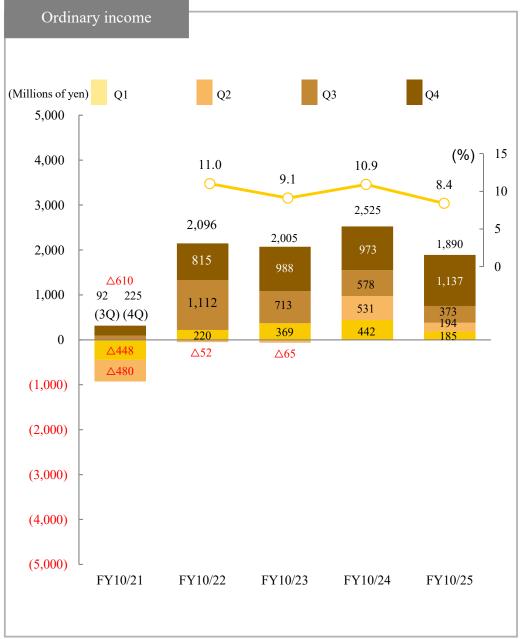






Changes in Operating Income and Ordinary Income





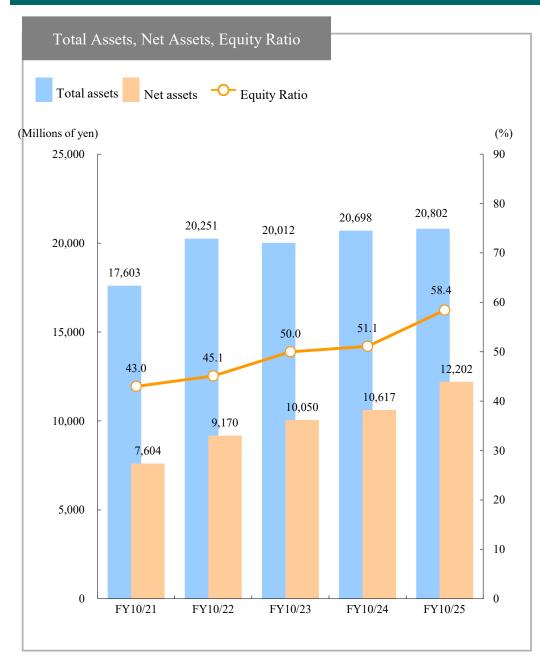


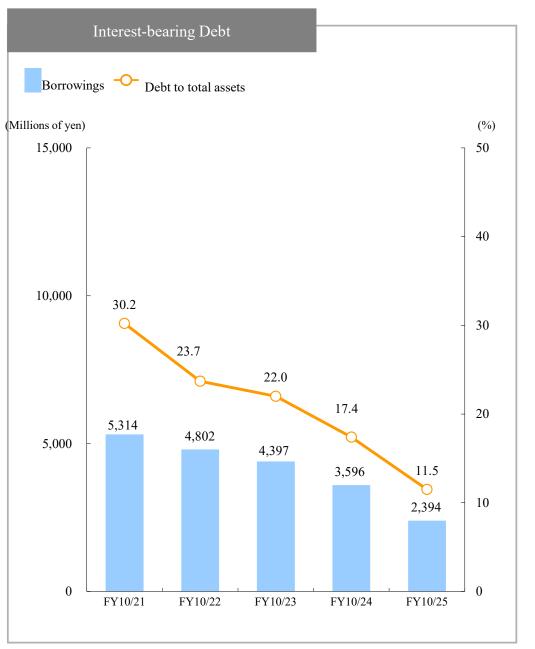
Consolidated Balance Sheet Summary

	As of the end of O	ctober 2024	As of the end of October 2025		
	Amount (Millions of yen)	Composition ratio (%)	Amount (Millions of yen)	Composition ratio (%)	Change (Millions of yen)
Current assets	7,797	37.7	6,727	32.3	▲ 1,069
(Cash and deposits)	6,729	32.5	5,494	26.4	▲1,235
(Trade receivables)	364	1.8	364	1.8	0
Fixed assets	12,901	62.3	14,074	67.7	1,172
(Property, plant and equipment)	10,652	51.5	10,157	48.8	▲ 494
Total assets	20,698	100.0	20,802	100.0	103
Current liabilities	5,818	28.1	5,155	24.8	▲ 663
(Trade payables)	977	4.7	1,005	4.8	27
(Income taxes payable)	457	2.2	268	1.3	▲ 189
Long-term liabilities	4,262	20.6	3,443	16.6	▲819
Total liabilities	10,081	48.7	8,599	41.3	▲ 1,482
(Interest-Bearing Debt)	3,596	17.4	2,394	11.5	▲ 1,201
Total net assets	10,617	51.3	12,202	58.7	1,585
Total liabilities and net assets	20,698	100.0	20,802	100.0	103



Financial Condition

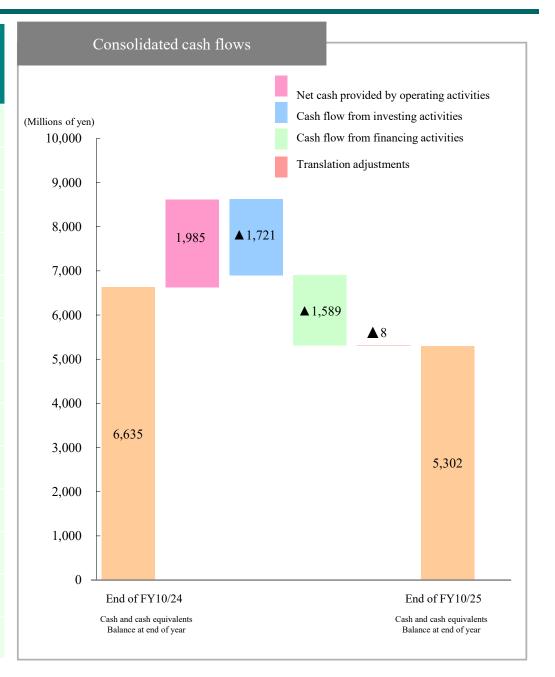






Cash Flows (Consolidated)

	FY10/24 (Millions of yen)	FY10/25 (Millions of yen)
Operating Cash Flows	3,950	1,985
Income before income taxes	2,520	1,739
Depreciation and amortization	1,159	1,125
Decrease (increase) in notes and accounts receivable-trade (increase in \triangle)	80	1
Increase (decrease) in notes and accounts payable-trade (decrease in Δ)	61	27
Income taxes paid	▲ 666	▲857
Cash flows from investing activities	▲308	▲1,721
Acquisition of tangible fixed assets	▲ 544	▲781
Cash flows from financing activities	▲1,923	▲1,589
Effect of exchange rate change on cash and cash equivalents	0	▲8
Cash and cash equivalents at beginning of term	4,917	6,635
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	1,718	▲1,333
Cash and cash equivalents at end of term	6,635	5,302





Topics 1

He was selected as the designated manager of the city-designated cultural property, the former Matsuzaki Hongo-yuya, from Ogori City, Fukuoka Prefecture.

- In February 2024, the Comprehensive Partnership Agreement was concluded with the aim of revitalizing local communities and improving civil services.
- In September 2025, he was selected as the designated manager. By providing a hospitality space that delivers heartfelt satisfaction to visitors, we plan to create a lively community and build a community.

Results of Initiatives

- Designated sentences in the city by lottery to those enrolled in Ogori City Hall Pre-taken photographs that can also be taken with a commodity are given as a gift
- As a commemorative photograph at the "Tanabata Ogoori" festival held by Ogori City

Present data and original marriage registration acceptance certificate









Established IKK United Link Co., Ltd., an overseas human resources business

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

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

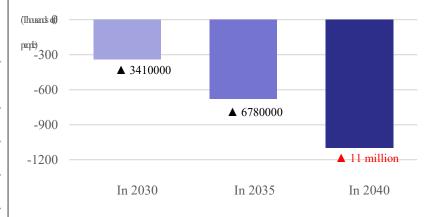


Trade Name	i-0 United Link Co., Ltd
Address	6-5, Katamine 3-chome, Shime-cho, Kasuya-gun, Fukuoka
Common stock	50 million yen
Incorporation	2025 October
President and Representative Director	Daisuke Nakashima

Labor market conditions in Japan

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

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





II. 2026 Year Ending October (Full Year) Consolidated Earnings Forecast







Points of FY10/2026 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 on from last year, invest from a long-term perspective and aim 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: Expenses such as preparation for opening 3 new outlets and advertising expenses
- Photo Business: Expenses for opening Shinjuku Store

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

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

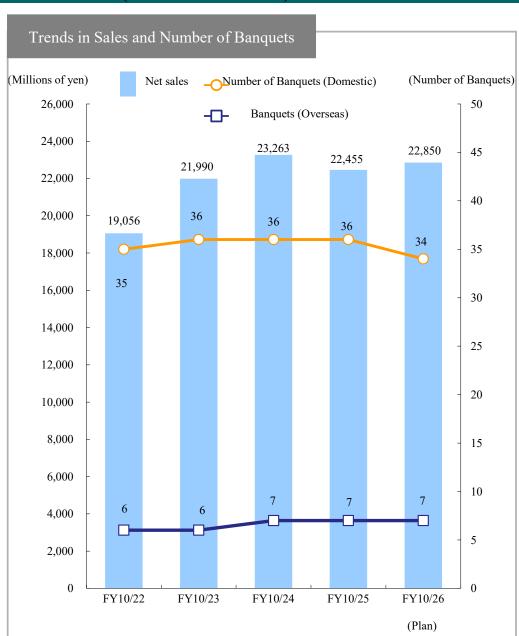


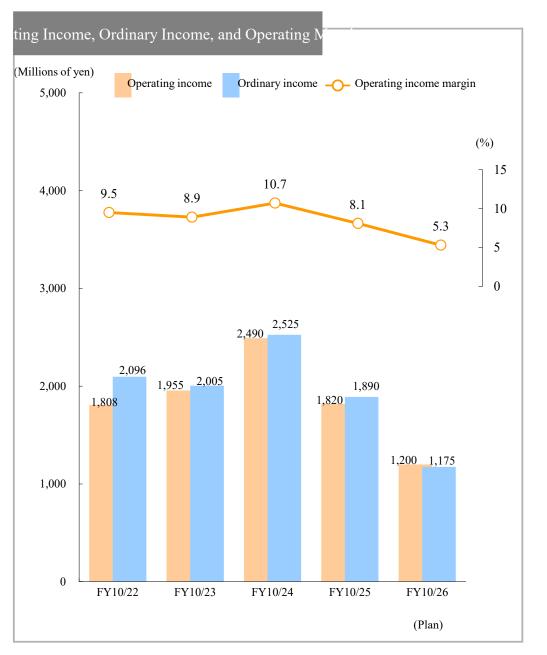
Consolidated Financial Forecasts for the Fiscal Year Ending October 2026

	Fiscal year ended (October 2025	FY 2026/10			
	Amount	Composition	Planning	Compositi	YoY change	
	(Millions of yen) ratio (%)		(Millions of yen)	on ratio (%)	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
SGA cost	11,752	52.3	12,160	53.2	407	3.5
Operating income	1,820	8.1	1,200	5.3	▲ 620	▲34.1
Ordinary income	1,890	8.4	1,175	5.1	▲715	▲37.9
Profit attributable to owners of parent Net Income	1,963	8.7	720	3.2	▲ 1,243	▲63.3
Net income per share (yen)	67.98	-	25.02	-	-	-



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





*Banquets (overseas) include the number of affiliated stores

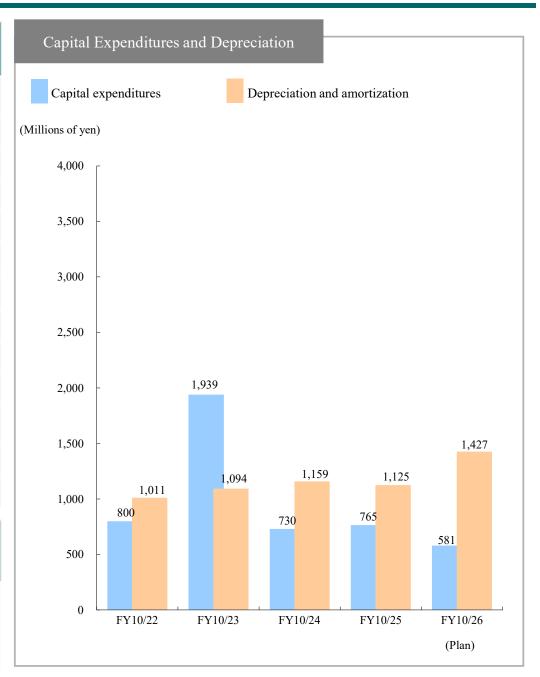




Outlook for store opening plans and numbers of couples married, capital investment and depreciation

	FY10/25 (Actual)	FY10/26 (Plan)	Change
Number of stores at fiscal year-end (domestic)	20	19	▲ 1
Wedding facilities 4 Banquet	1	1	-
Wedding facilities 3 Banquet	5	5	-
Wedding facilities 2 Banquet	3	2	▲ 1
Wedding facilities 1 banquet	6	6	-
Restaurant 1 Banquet	5	5	-
Number of stores (overseas)	6	6	-
Wedding facilities 2 Banquet	1	1	-
Wedding facilities 1 banquet	5	5	-
Number of banks	43	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)
	FY10/25	FY10/26	Change

	FY10/25 (Actual)	FY10/26 (Plan)	Change
Capital expenditures	765	581	▲184
Depreciation and amortization	1,125	1,427	302

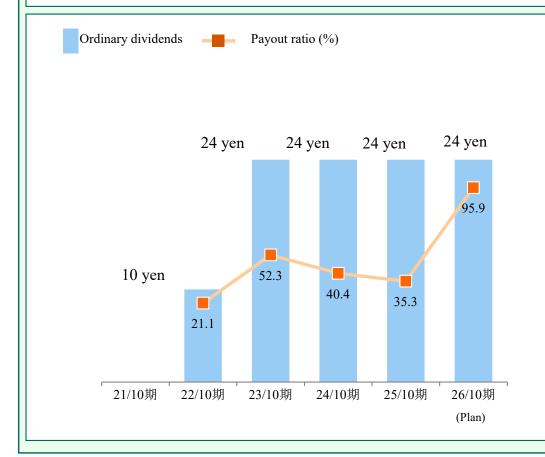




Dividend plan

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





Initiatives for the Fiscal Year Ended October 2026 (1)

Plans to open new stores in Tokyo and Fukuoka in collaboration with government

The tokyo bay resort



Address	Ariake 1-chome, Koto-ku, Tokyo	
Date of opening	Spring 2026 (planned)	
Facilities	Marine sports, restaurants, cafes, Multi-purpose hall (planned)	
Nearest station	Tokyo Waterfront New Traffic Waterfront Line Ariake tennis forest station	

Planning to provide spaces where marine sports and beach sports can be enjoyed in the Nishi-Irie zone of the Tokyo Metropolitan Ariake Chimizu Kaihama Park, and to open stores as restaurants, cafes, etc. that can also hold weddings

Nishi koen SORA no geihinkan



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

Located within 10 minutes by car from the Tenjin area, we opened a facility with a multi-purpose hall, cafe, restaurant, etc. in the prefectural Nishi-Koen, which has an excellent location where we can feel the sea and the sky forest at the same time.

Lalachance geihinkan (tentative name)



Address	Katamine 3-chome, Shimemachi, Kasuya-gun, Fukuoka
Date of opening	Spring 2027 (planned)
Facilities	Restaurants, cafes
Nearest station	Fukuoka city subway fukuoka airport station

The space is rich in greenery and undulations on the hilly land, although it is a good access for about 7 minutes by car from Fukuoka Airport. Enjoying various seasonal locations, creating a place where people and nature are connected and thriving



Initiatives for the Fiscal Year Ended October 2026 (2)

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
- 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.

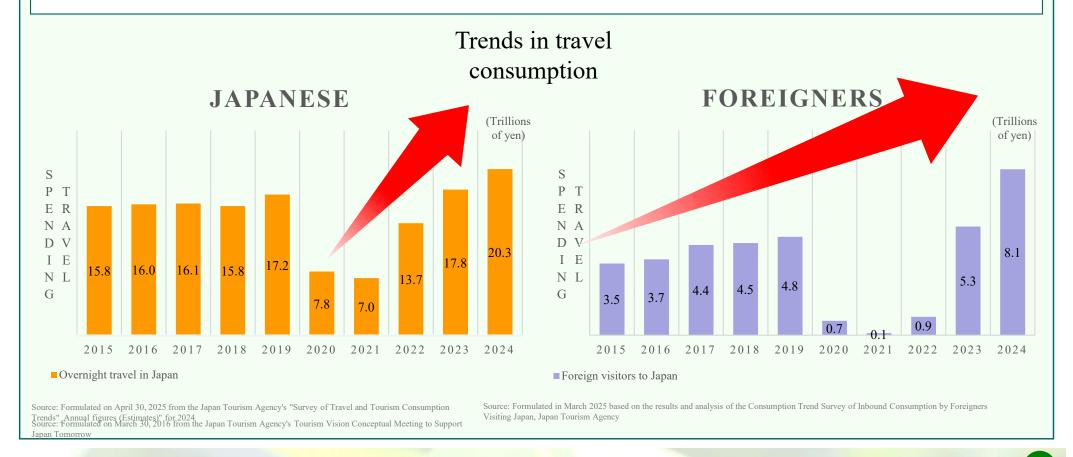
Aiming to open 1-2 new stores per year, vigorously cultivating sales offices



Initiatives for the Fiscal Year Ended October 2026 (3)

Began considering entering the hotel business

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





Reference: Corporate Profile, Business Characteristics, Industry Trends







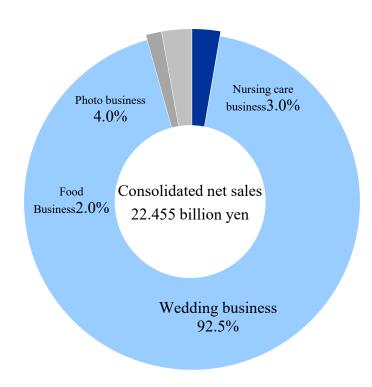


Corporate Profile

Corporate Data (As of October 31, 2025)

Company Name	IKK Holdings, Inc. (English name: IKK Holdings Inc.)
Head Office	722-5 Shinten-cho, Imari-shi, saga
B u s i n e s s A c t i v i t i e s	Business management of group companies
Representative	Mr. Katsushi Kaneko, CEO President and CEO
Incorporation	November 1, 1995
Date of settlement	October 31
M a r k e t Segmentation	TSE PRM (Code: 2198)
Common stock	351 million yen
Group Company	Wedding Business: 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. (Overseas Human Resources Business) IKK United Link Co., Ltd.
Number of employees	1033 (Consolidated)
Number of Shareholders	74,403 employees

reakdown by Business (Fiscal Year Ended Octobe





IKKHD Corporate Philosophy Chart

Management Philosophy

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

Vision

[Core Value]

Be sincere! Take on challenges with passion!

[Parts]

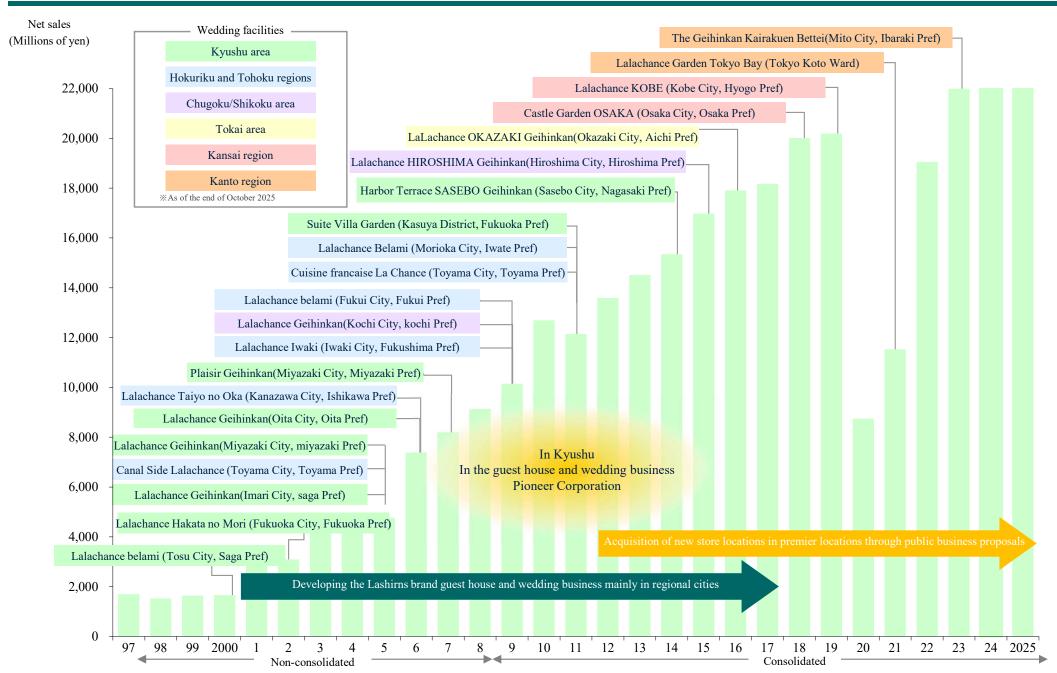
For the smiles of those with whom we have a relationship

[Mission]

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



History of IKK





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

Scheduled to open new stores in Tokyo in 2026

- 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)

Overseas wedding business

Indonesia Jakarta 6

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

The Tokyo Bay Resor

- · Plataran(Hutan Kota)
- · Plataran(Kinandari)

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 for Fukuoka in 2026

New store opening planned for Fukuoka in 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)

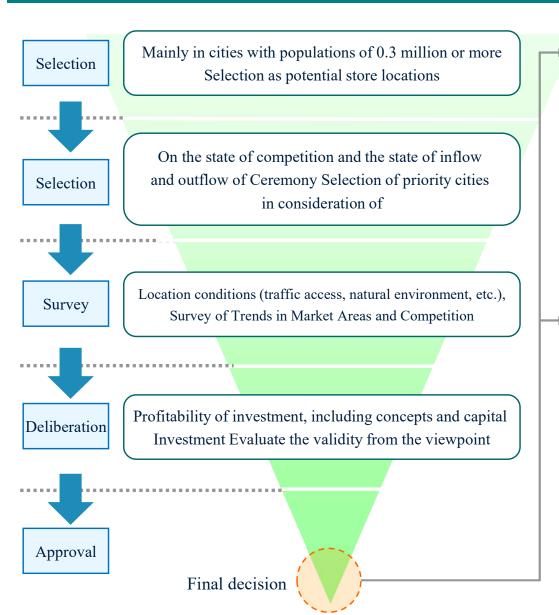






Growth Strategy: Sustainable Growth in the Domestic Wedding Business (1)

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



Developed in prime properties in regional cities

In harmony with the natural environment Opened stores in prime properties

Strengths are sales know-how in small commercial areas





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

Store openings in major cities

Into metropolitan areas where we can leverage our strengths

Establishment of store opening scheme

We will also open stores in 3 major metropolitan areas.

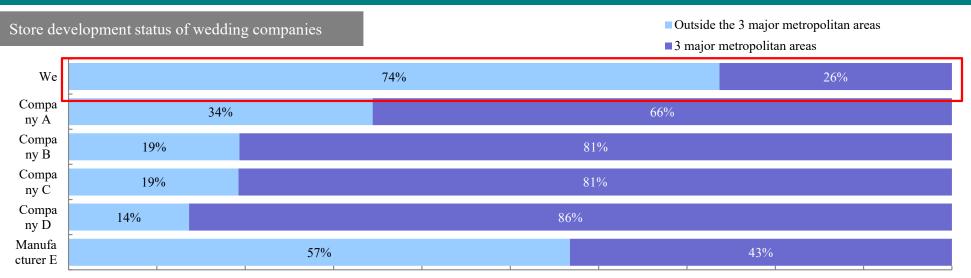




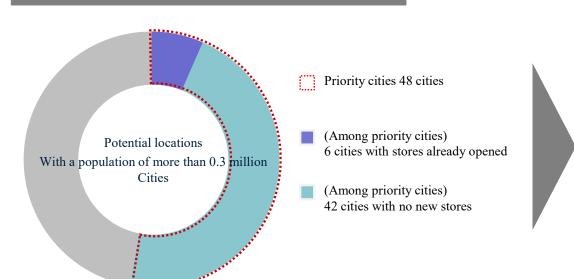
Growth Strategy: Sustainable Growth in the Domestic Wedding Business (2)

Reference

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



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

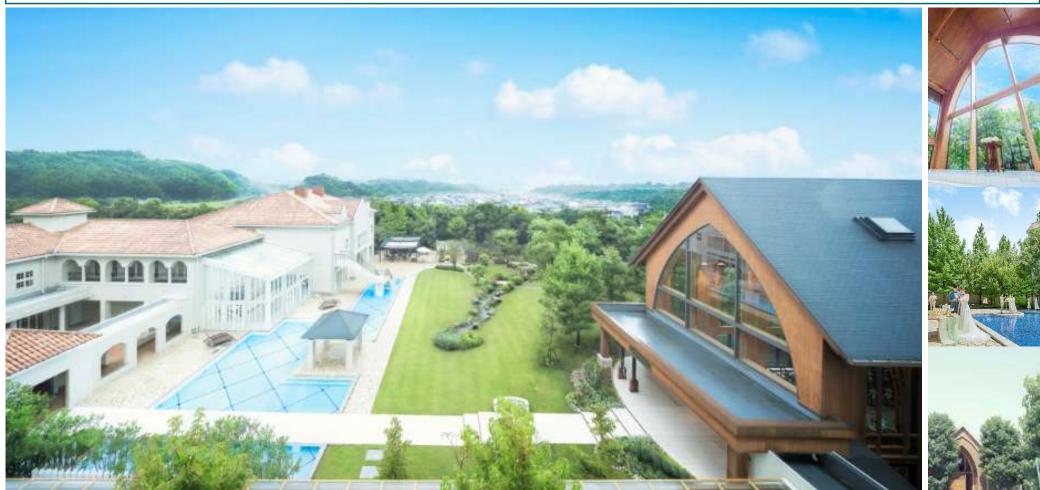
Source: Prepared by us from each company's briefing materials



Develop facilities in harmony with the natural environment (1)

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

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





Develop facilities in harmony with the natural environment (2)

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

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

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















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

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

1 Banquet 2 Banquet 3 Banquet or more Sasebo Miyazaki Kochi Tosu Toyama Fukui Harbor Terrace SASEBO Geihinkar Lalachance Belami (Sasebo City 233000 persons) (Toyama City 403000) (Miyazaki City 394000) (Tosu City 74000) (Kochi City 312000) (Fukui City 254000) Miyazaki Okazaki Imari Kanazawa Toyama Osaka Lalachance OKAZAKI Geihinkan Lalachance Geihinkan Cuisine Français la Chance Castle Garden OSAKA Lalachance Geihinkan Lalachance Taiyo no oka (Okazaki City, 382000 persons) (Toyama City 403000) (Osaka City 2778000) (Imari City, 51000 persons) (Kanazawa City 443000 persons) (Miyazaki City 394000) Kobe Fukuoka (4 Banquet) Oita Morioka Hiroshima Lalachance KOBE Lalachance Geihinkan Lalachance Belami Lalachance HIROSHIMA Geihinakan Lalachance Hakata no mori (Kobe City 1493000) (Hiroshima City 1173000) (Fukuoka City 1608000) (Morioka City 277000 persons) (Oita City 472000) Tokyo Mito



(Koto Ward 541000 persons)

The Geihinakn Kairakuen Bettei (Mito City 267000)

- 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

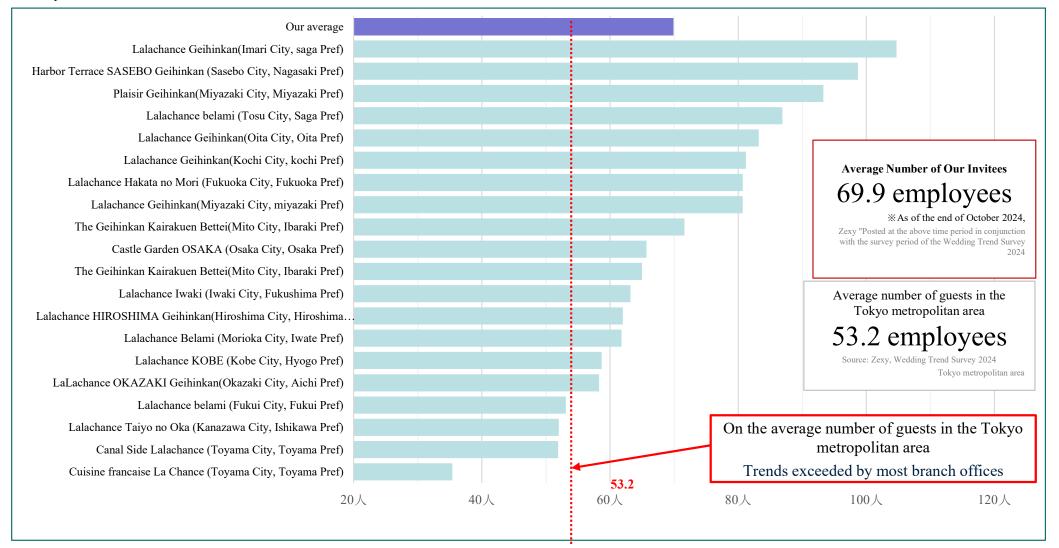


Focus on cities selected from a long-term perspective (2)

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

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

X Comparison based on FY2024 results





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

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

Delicious food that is well known in the community

Weddings and receptions (groom, bride and guest)

Hospitality-rich service



Closing Word-of-mouth

For potential customers Elicitation Ring

Acquaintance Friend Relatives

Impressive ...

Mock weddings and reception Hands-on tours

Dress tasting meeting

Visitor



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









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

by the community (

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

Cuisine Française 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 Tomiiwa Canal Rin Water Park, which is rich in nature



▲ 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.



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

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).















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

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

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





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

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

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

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	тото	84
10	Fukuoka Toyota Motor	83

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 company selection is based on 2 items selected for each company.

■ Valid responses: 35,419



Initiatives to Spread the Management Philosophy and Examples Achievements (2)

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

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

<Service industry>

Employee satisfaction ranking, which leads to customer satisfaction

Rank	Company Name	Total score
1	Plan · Do · See 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.

"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)

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

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

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

Initiatives to Promote Management Philosophy and Examples of Achievements (3)

Items selected as rewarding companies with particularly high evaluations

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



■In this company, employees are entrusted with responsible work

■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

77% (mean *72%)

88% (mean *84%)

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



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

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

- Creating a comfortable working environment for female employees
- Of the Development Bank of Japan's DBJ Health-Management Rating in recognition of the creation of a comfortable working environment
 Acquisition of "first" credit ratings in the wedding industry
- The ratio of female directors is 18.2%, and the ratio of managing directors is 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

X Outline of DBJ Healthcare Management Rating

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









Initiatives to Promote Management Philosophy and Examples of Achievements (5)

Reference

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

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

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

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

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

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











FSMS:548713 / ISO22000:2018

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



Segment: Overseas Wedding Business

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

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









Corporate Profile

Trade Name	PT INTERNATIONAL KANSHA KANDOU INDONESIA
Address	Jakarta, indonesia
Incorpora tion	2017 January

Common stock Rp. 50 billion

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

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



Segment: Photo Business

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

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



Aiming to capture demand for commemorative photographs, etc.

Ambihone

Market Environment

In 2024 Number of wedding couples

Photo wedding and pretake rates



Number of couples held



Photo wedding and average costs

259,328 yen

485,063 pairs

70.6%

342,474 pairs

Market size 86.9 billion yen

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

Source: Survey 2024(Photorait of Photo Wedding Trends)







Corporate Profile

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

- 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



Segment: Food Business

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

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

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

Products developed have won many awards, including Monde Selection



Seasoning material "Universal Hiwa"



Morinoiro baked confectionery



■ "All-Nichiwa" is a miracle Shizuku "umami pon vinegar" that won the Monde Selection's highest gold award. First, develop soup soup stock using 7 seasonings and domestic raw materials

■ Morinoiro brand includes Hakata-no-Mori premium Raw Barm, a signage product, as well as chocolate cakes and cheese cakes.

Corporate Profile

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

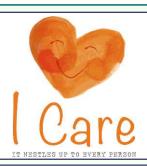
- Taking on the challenge of further business expansion with the start of operations at Suites Lab (in-house manufacturing plant and new product development laboratory) in April 2025
- Aiming to contribute to local communities by creating
 Kyushu-Fukuoka's leading sweets village by 2029 as a vision



Segment: Nursing Care Business

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

- Leveraging the expertise cultivated in the wedding business in areas such as delicious cooking and human resource development
- Operates 4 different types of facilities in Saga Prefecture
- By contributing to the lives of people and local communities







<u>In 2013</u>

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

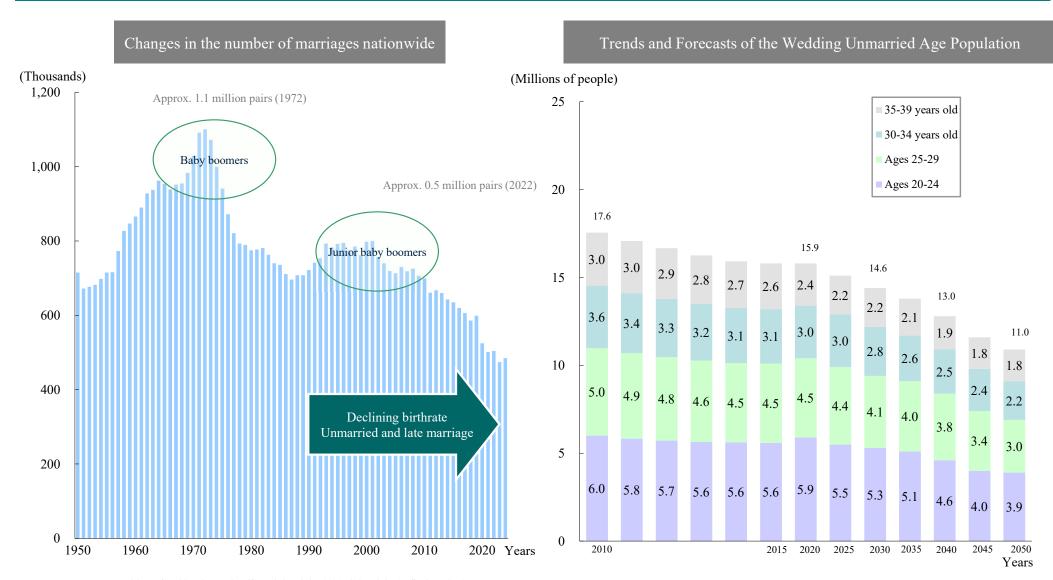
Trade Name	Eyecare Co., Ltd.
Address	6-5, Katamine 3-chome, Shime-cho, Kasuya-gun, Fukuoka
Incorporati on	2012 December
Common stock	95 million yen
	·

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



Trends in the bridal market (1)

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



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

Source: National Institute of Population and Social Security Research, "Future Estimates of the Number of Households in Japan (National Estimates)."

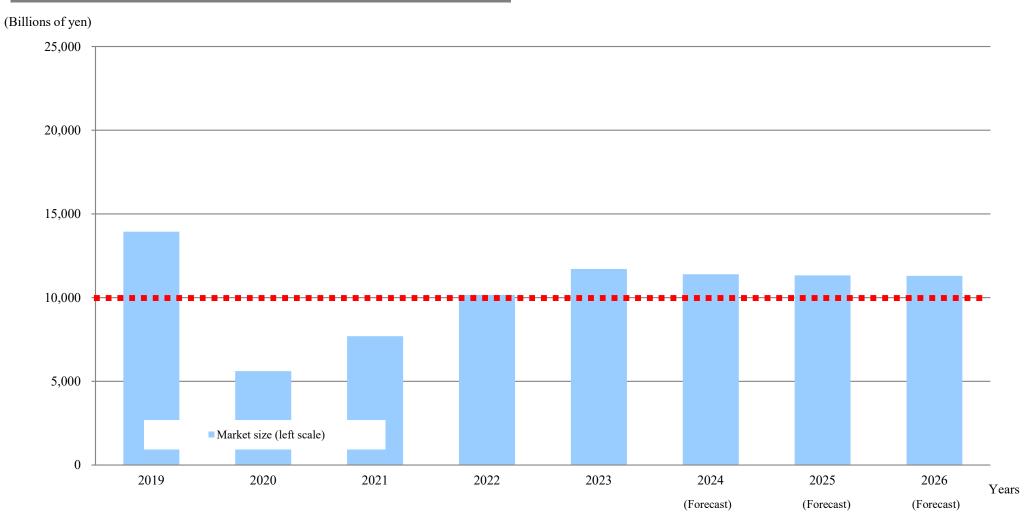
(2024 Reiwa 6 Estimate) Population by Marginal Relationship, by Gender and Women's Age Range of 5 Years



Trends in the bridal market (2)

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

Wedding ceremony and reception party market trends and forecasts



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



(%)

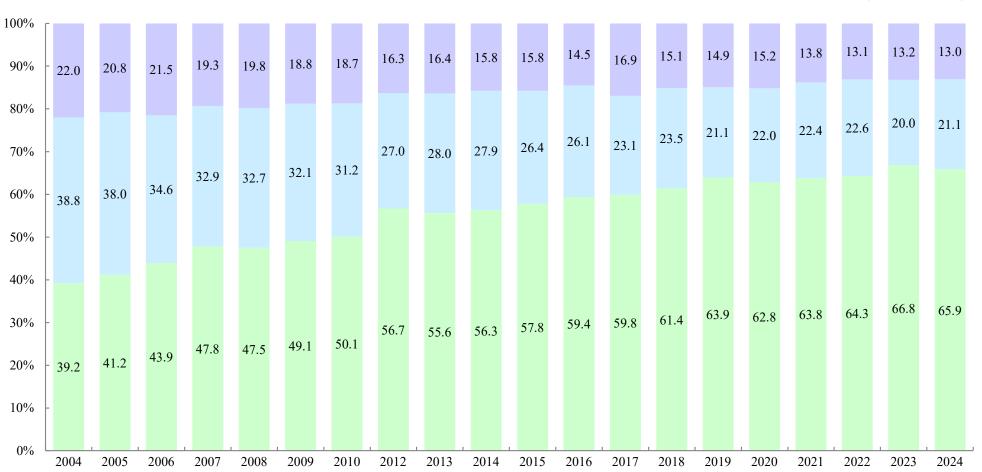
Original weddings and reception-oriented, not constrained by tradition or formality, increased share of the house wedding market



Others (Restaurants, etc.)

Hotel

General halls and guest house weddings



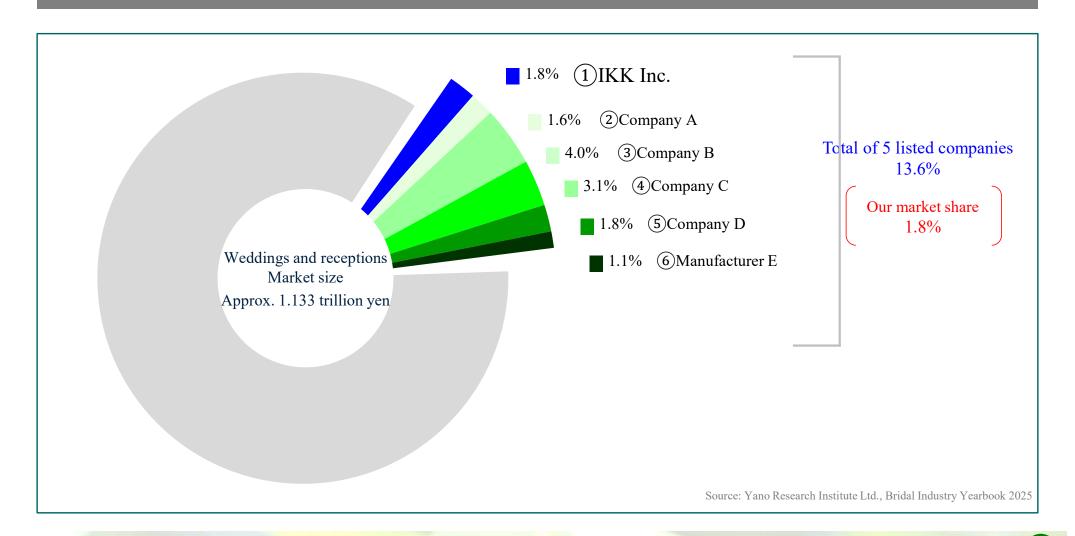
Years

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

Trends in the bridal market (4)

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

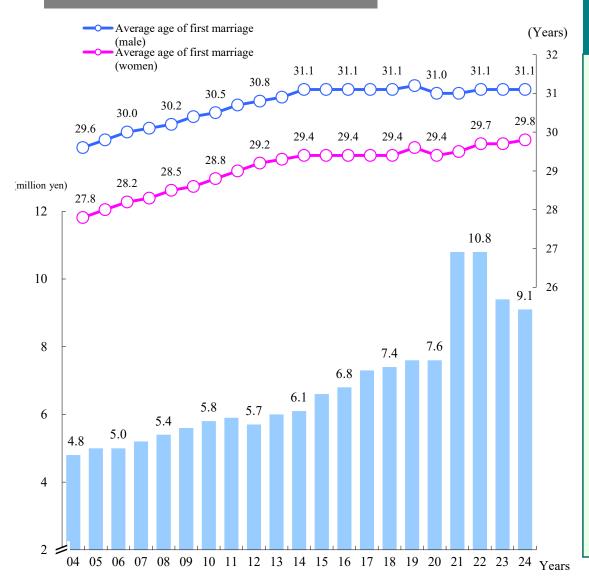
Share of total sales of the 6 listed companies in the number of weddings and reception weddings





Trends in the bridal market (5)

Average First Wedding Age and Wedding Invitees Cost per capita



Wedding costs are on the rise

[Factors]

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

Etc.

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

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



Notes, etc. in this document

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

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



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