



# **Full-year Financial Report for the Fiscal Year Ended December 31, 2019**

**February 14, 2020  
TSE 1st Section: 6071**

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# **Management Philosophy**

**Bringing happiness to all the people  
who share a connection**

## **VISION**

**We will solve Japan's greatest  
domestic social problem, "population  
decline, declining birthrate and aging  
population"**

# 1 Company Profile

# — Business Model —

## Directly managed lounge

Number of members

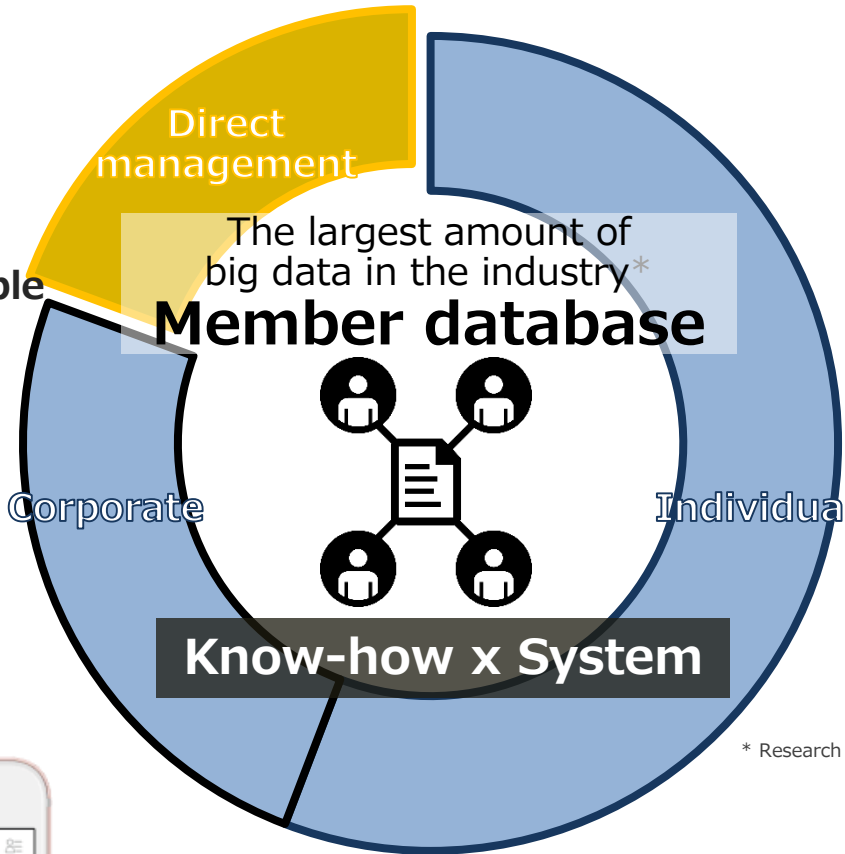
About **6,000**

Number of people joining per month

About **450 to 500** people (2019)

Joining route

- Marriage hunting party **PARTY☆PARTY**
- Marriage hunting app **Bridal Net**



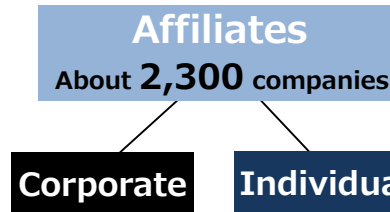
\* Research by JMRO, Inc. (surveyed on January 2019)



**PARTY☆PARTY**



**Bridal Net**



Number of members about **60,000**

Number of people joining per month

About **2,500** (2019)

[Joining route]

- Employee and existing customer base
- Regional network
- Referral

# IBJ's Efforts to Solve Social Problems

Matchmaker

- Provision of platform
- Provision of Know-how x Method x System
- Increase the number of matchmakers who give priority to success

Aim to solve the problem of declining birthrate and aging population, and population decline

Increase in the number of arranged marriage meetings and the number of couples married

- Quality support until success
- Provision of arranged marriage meeting system with high matching accuracy
- Activation of member activities by reinforcing the members' dating management



Member

# Achieved 2019 Target, 8,000 Couples Married

IBJ generates 1.42% of the total number of couples married in Japan

Mid-term management plan (3%)

17,490\*

2020 target

12,000

Achieved 1%

8,286

6,132

4,688

4,019

4,002

2020 target

Aim to have 12,000 couples married

2015

2016

2017

2018

2019

2020

2022

\* Calculated based on "2019 Annual Estimate of Vital Statistics" by the Ministry of Health, Labour and Welfare. (The total number of couples married in 2019 in Japan is 583,000.)

# 2 Results Highlights



# — Consolidated Results Highlights —

(Million yen)

	4Q 2018	4Q 2019	Percentage change
Net sales	<b>11,818</b>	<b>15,282</b>	<b>+29.3%</b>
Operating income	<b>1,476</b>	<b>2,339</b>	<b>+58.4%</b>
Ordinary income	<b>1,468</b>	<b>2,346</b>	<b>+59.7%</b>
Profit attributable to owners of parent	<b>1,050</b>	<b>1,523</b>	<b>+44.9%</b>

**Overachieved the revised forecast of the full-term consolidated results announced on November 15, 2019.**

Comparison with the revised full-term forecast

**Net sales**  
**+0.3%**

(Full-term forecast 15,232 million yen)

**Operating income**  
**+3.1%**

(Full-term forecast 2,269 million yen)

# — Results Highlights —

## Non-consolidated basis

- ▶ **Acceleration of the increase in number of affiliates**  
Realized the pace of 50 new affiliate openings per month.  
Acquired momentum for expansion due to the new sales developments such as local banks and corporates.
- ▶ **Recovery of marriage-hunting parties**  
Without relying on postings on portal sites, we reinforced the measures to attract customers through our website.  
Although the weather affected us, the number of participants steadily recovered.
- ▶ **Increase in the number of couples married by directly managed lounges**  
The number of couples married was up due to improved know-how of the counselors at directly managed lounges.  
Members' dating management was reinforced. Member activities were activated by paying attention to all members and avoiding neglecting any members.

## Group Companies

- ▶ **The improvement of income earned by the group companies**  
Number of contracts increased due to customer sharing and synergy among IBJ group companies.  
Advertising and promotion expenses were reduced with the strategy of avoiding over-reliance on advertisements.

## — FY2020 Full-term Consolidated Result Forecast —

	FY2019 full-term Actual results	FY2020 full-term Result forecast	Percentage change
Net sales	<b>15,282</b>	<b>16,945</b>	<b>+10.9%</b>
Operating income	<b>2,339</b>	<b>2,818</b>	<b>+20.5%</b>
Ordinary income	<b>2,346</b>	<b>2,766</b>	<b>+17.9%</b>
Profit attributable to owners of parent	<b>1,523</b>	<b>1,714</b>	<b>+12.6%</b>

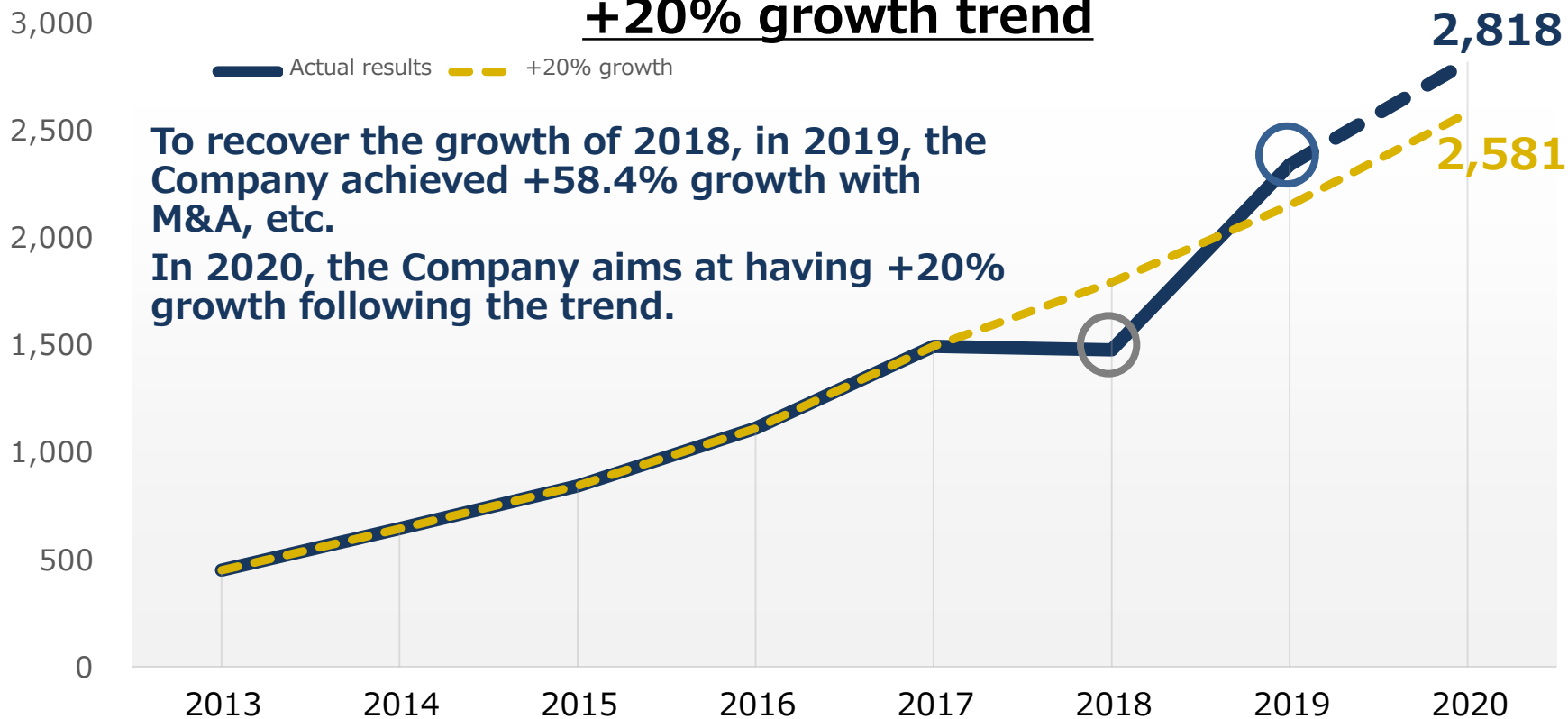
In 2020, due to the growth of the marriage hunting business whose profit ratio is over 30% and the reinforcement of group synergy,

We  
forecast

**Net sales +10.9% YoY,**  
**Operating income +20.5%**

# — Forecasted Trend of Sustainable +20% Growth —

## The gap between actual operating income and +20% growth trend



**+20% growth trend (assumption)**

2018 1,792 million yen (YoY +20.0%) >>> 2019 2,151 million yen (YoY +20.0%) >>> 2020 2,581 million yen (YoY +20.0%)

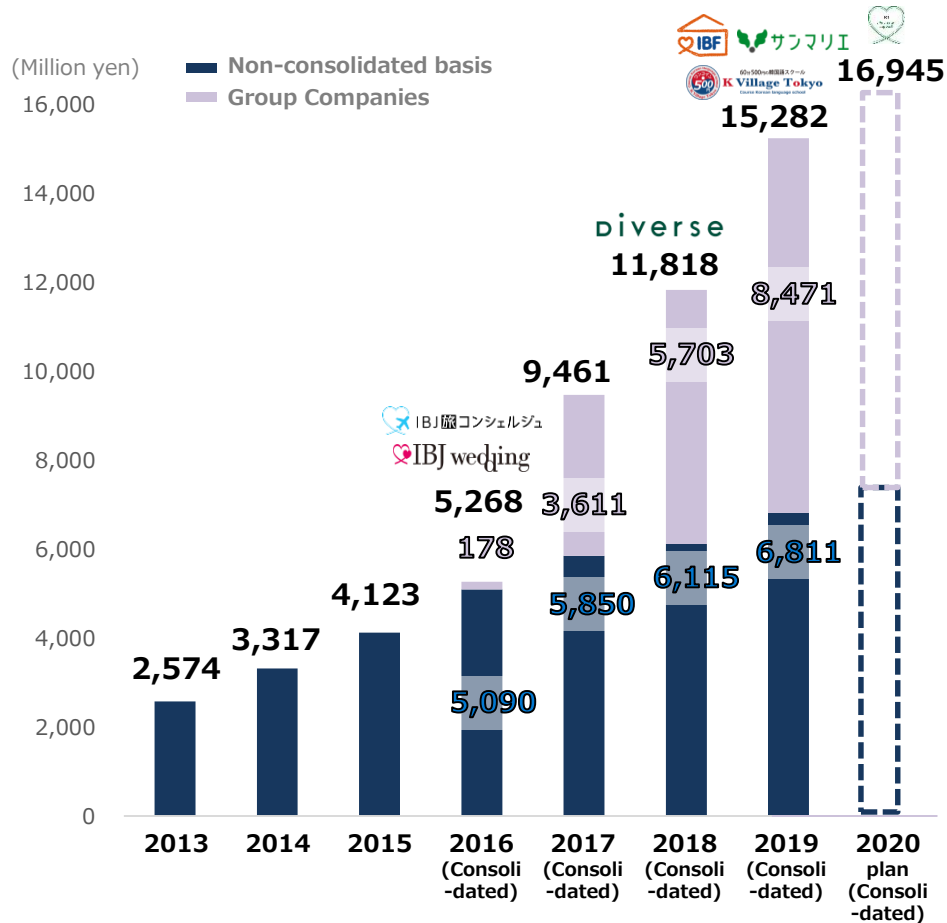
**Actual results/forecast**

2018 1,476 million yen (YoY -1.1%) >>> 2019 **2,339 million yen** (YoY +58.4%) >>> 2020 **2,818 million yen** (YoY +20.5%)

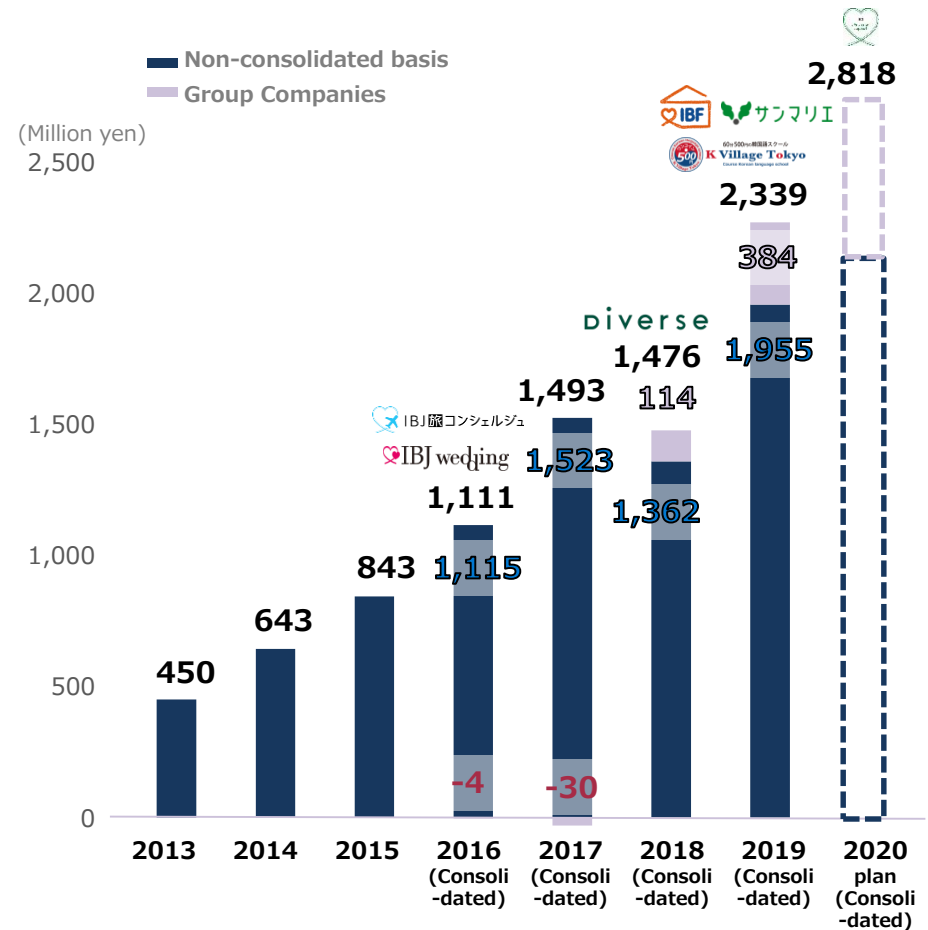
**The forecast exceeds +20% growth trend.**

# — Consolidated Net Sales and Operating Income —

## [Net sales]



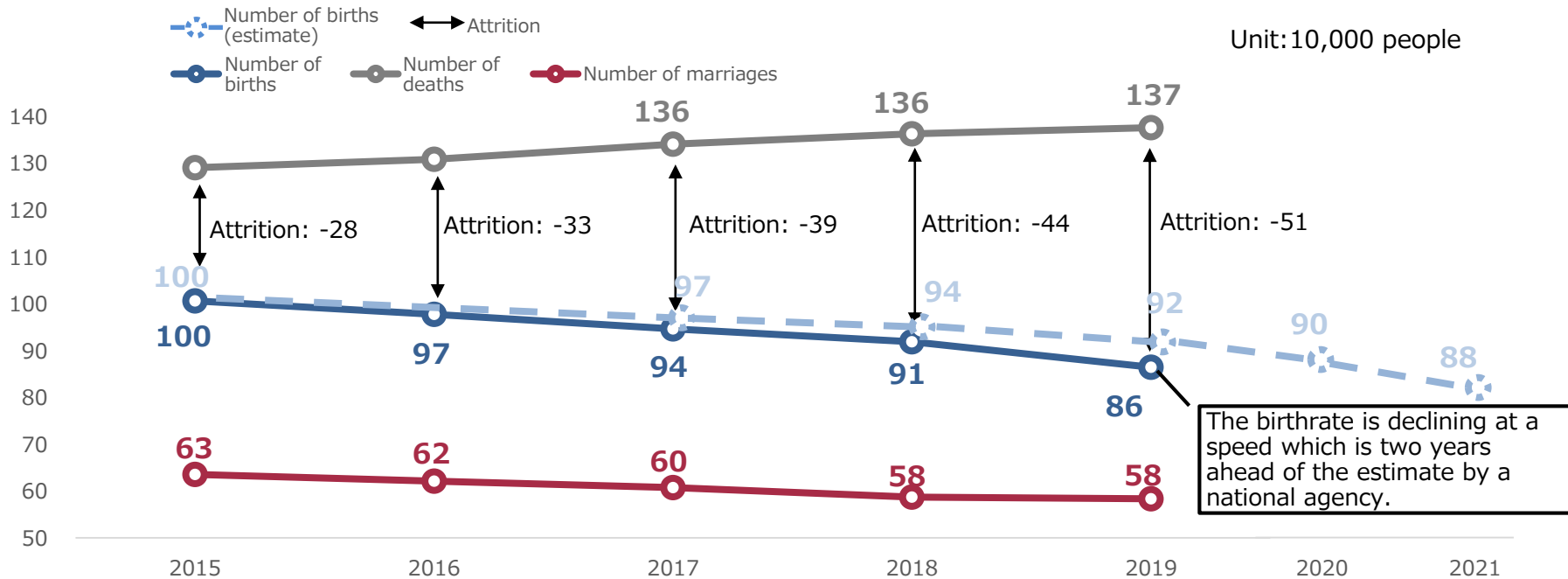
## [Operating income]



# 3 Growth Strategy

# Population Decline Problem Is Getting Worse Faster Than the Forecast

According to "2019 Annual Estimate of Vital Statistics" by the Ministry of Health, Labour and Welfare, there were fewer than 900,000 births, and the population fell (attrition) by over 500,000 for the first time.



\* Prepared based on "2019 Annual Estimate of Vital Statistics" by the Ministry of Health, Labour and Welfare and "Population Projections for Japan (April 10, 2017)," by the National Institute of Population and Social Security Research Statistic Bureau.

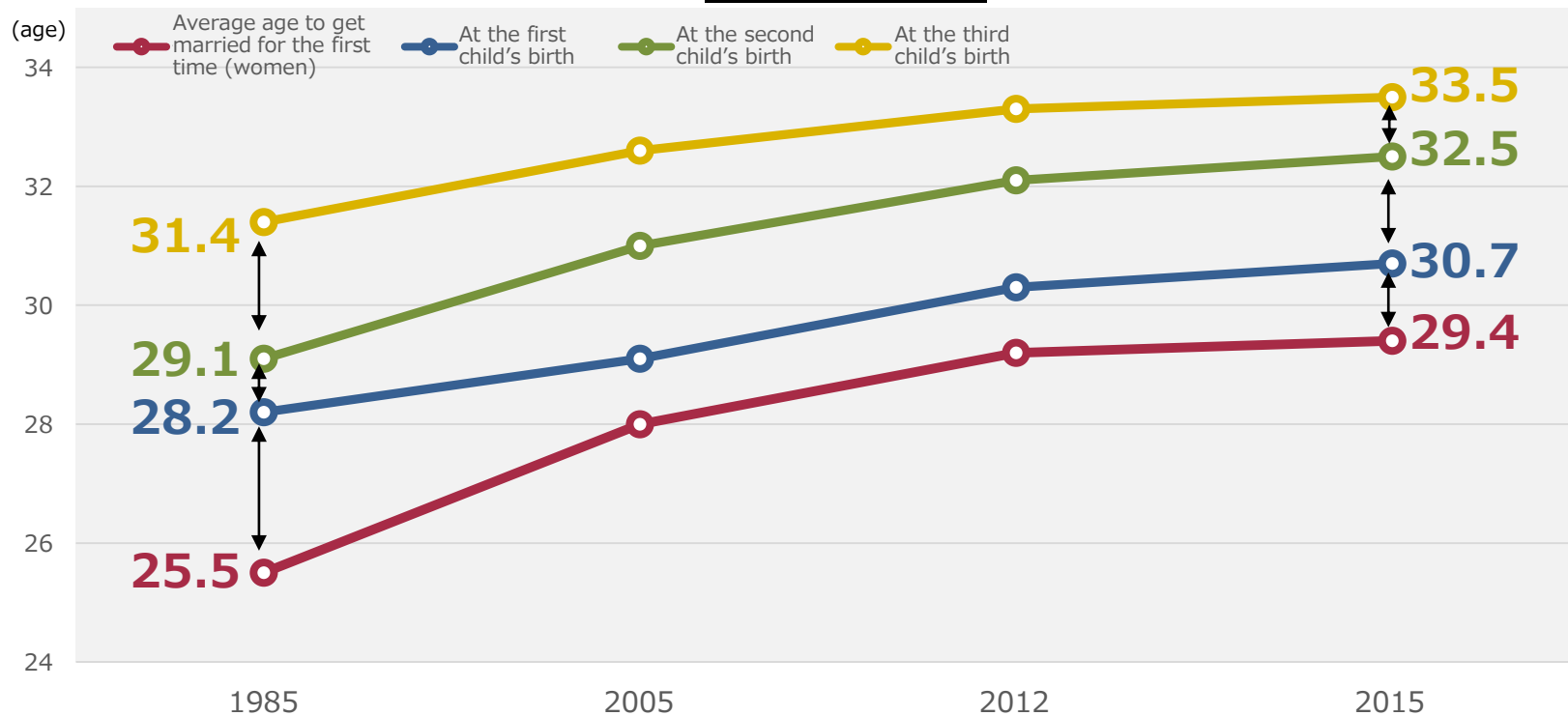
**A number of people equal to the population of Tottori disappeared.**

▶ **Every year, the population equal to that of a prefecture is disappearing.**



# Since the Average Age of People Who Are Getting Married for the First Time Is on the Rise, More and More People Are Having a Baby at a Higher Age.

- The average age of married women who have their first, second or third child



\* Prepared based on "Average mothers' age of child of each birth order by year" of Vital Statistics (2017).

**Japan has a low ratio of childbirth out of marriage. So due to the rise of average age of the first marriage, the gap between the birth year of the first, second and third babies is becoming small.**

- ▶ **To solve the problem of a population decline, it is necessary to increase the number of married couples.**



**— 2020 Target —**  
**Affiliates: 3,000 companies**      **Number of couples married: 12,000**

**Enhancement of the affiliate system in local cities**

To approach small local cities, increase the number of hub consulting agencies that serve as a core for the development.

**Increase in affiliates**

**Improvement of group synergy**

Promote customer sharing and customer rotation by reinforcing service partnerships among group companies.

**Expansion of Life Design Business**

**Achievement of staffing business and in-bound international marriages**

Expansion of staffing business by holding recruiting events and the realization of international marriages by setting up global affiliates.

**Expansion of staffing business  
Realization of international marriages**

**Artificial intelligence (AI) and professional matchmakers**

Increase the number of successes with the synergy of the AI function of the arranged marriage meeting system (facial recognition and deep learning) and the know-how of professional matchmakers.

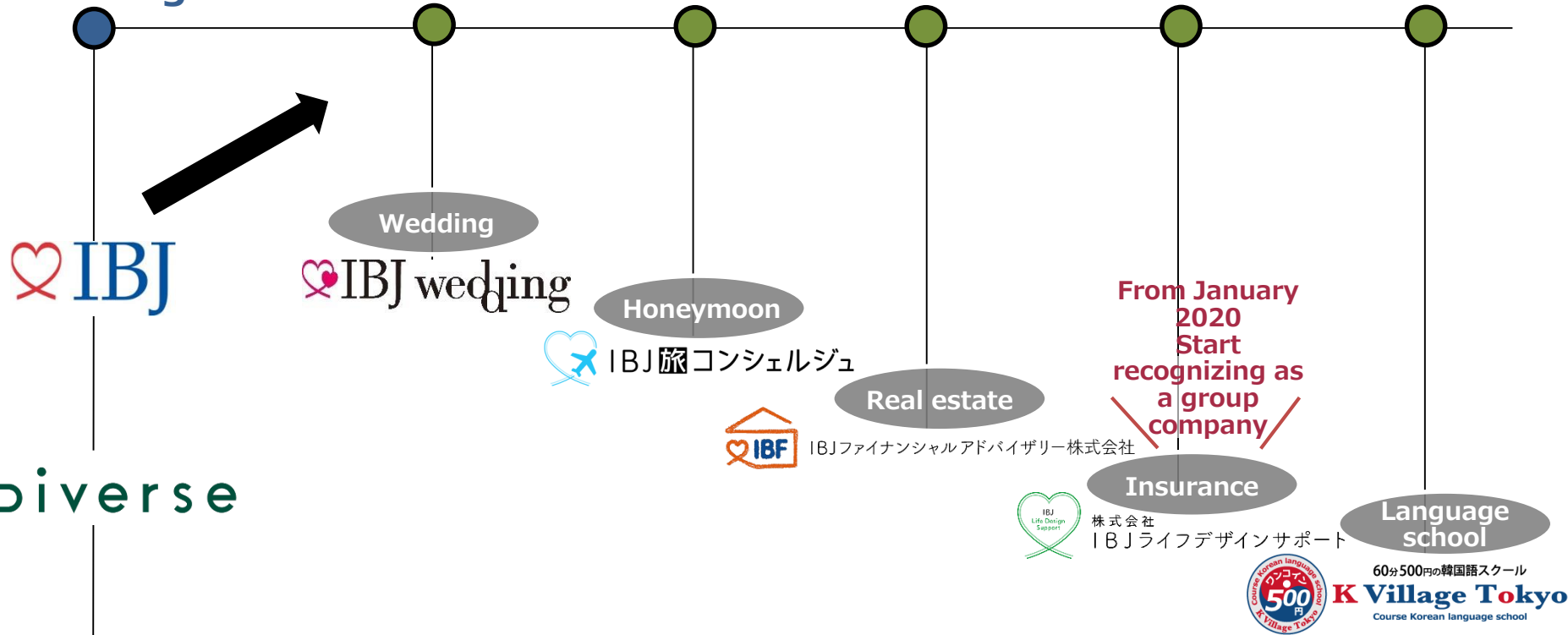
**Increase in the number of arranged marriage meetings and the number of couples married**

# Increase the number of customers introduced by the marriage hunting business to the life design business

Affiliates  
About 2,300  
companies

Marriage  
hunting

Life design



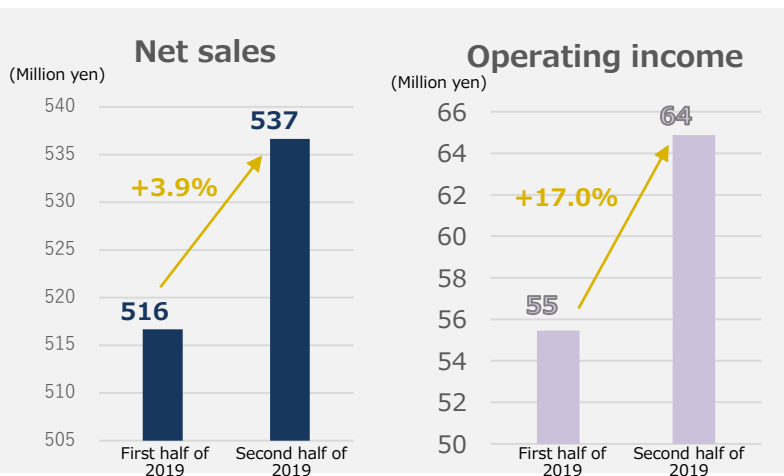
The number of contracts for the life design business significantly increased to 2,862 (20.7% YoY increase).

# 4 APPENDIX

# TOPICS

A wedding industry trade journal, *Bridal Sangyo Shimibun* featured Vice President Nakamoto.

Aim to double the number of bridal customers by removing the barrier between the marriage and bridal businesses.



## 婚活成婚者の式場送客「来年は倍増」

IBJ wedding

婚活企業のブライダル市場への影響力が、年々高まっている。婚活最大手のIBJ(東京都新宿区)は、ブライダルジュエリー会社ニューアートへの紹介額が年間3億円に達し、子会社のIBJウエディングによる式場送客数も今年は年間1200組(前年比20%増)、来年にはさらに倍増を視野に入れている。婚活サービス利用率が拡大し、お見合いカップルも増加する中で、ブライダル業界にとっても婚活を一体としてとらえるべき時代に突入している。ニューアートとの連携のキーマンであるIBJウエディング中本哲宏社長に、一体化のためのポイント聞いた。

IBJウエディング 代表取締役社長 中本哲宏氏

「IBJ成婚者の式場送客数が、順調に増加しています。中本「昨年1000組から、今年は20%増の1200組を超える見込みです。来年はさらに倍増を目標としています。式場送客を担うウエディングnaviは、現行101の店舗で、今後も増やしていく予定です。お見合いカップルならではの接客も両社で協力しながら作り上げてきました。中本「IBJ直営店の会員を紹介する際には、カウンセラーから営業スタッフの店員に連絡しています。加盟店の場合にはバンケットホールやレストランなど、お見合いから挙式まで、専任スタッフを揃えて紹介。接客、運営面も、IBJのノウハウを活かしてまいります。」

2/5(水)「ブライダル事業者「婚活ビジネス」の可能性」セミナー  
婚活事業に参入するブライダル関連会社が増加  
新規事業としてのメリットと成功事例を紹介  
第1部 13:30-14:30  
【新規事業としてのメリット】  
講師:Essentia&COMPANY 代表取締役 江口 貴彦氏  
「成長する婚活マーケットを新規事業としてとらえる。これからさらに拡大する市場の成長性。さらにブライダル事業者が参入する際の投資計画、その収益性を解説。結婚式をはじめとした既存事業とのシナジーも含めて、ブライダル事業者が婚活事業を手掛けるメリットとは。」  
第2部 14:45-16:30  
【対談-婚活ビジネス参入の成功事例】  
講師:IBJウエディング 代表取締役社長 中本 哲宏氏  
講師:マリナーズ・ジューズ KUMAMOTO 専任スタッフ 鬼塚紀美子氏  
「本社の結婚式場が相談所事業に着手。事業スタートから現在までの軌跡を、専任スタッフを揃えて紹介。接客、運営面も、IBJのノウハウを活かしてまいります。」  
Essentia&COMPANY 代表取締役 江口 貴彦氏  
MARIANNE'S JEWELRY KUMAMOTO カウンセラー 鬼塚紀美子氏

\* Bridal Sangyo Shimibun issued on December 11, 2019

## Revival of Sunmarie Improvement of profit and management reorganization

Implement a large-scale management reorganization by making it a group company  
In the second half of 2019, profit improved, recording a 17.0% increase from the first half.

February 13, 2020  
Lecture on "The Conversion into Life Design Salon"  
for wedding companies, being hosted by Funai Consulting Incorporated

It is possible for wedding companies to expand their business by developing potential demand through the marriage hunting business.

ウェディング業界の成長市場  
「婚活・無婚マーケット」攻略

～ライフデザインサロン付加で2.1億円増～

東京 2020年2月13日(木)

ゲスト講師  
株式会社IBJ  
代表取締役社長 石坂 茂氏

# — Changes in Shareholder Benefits System —

## (Reintroduction of Marriage-hunting Party Tickets)

[Existing]

Shareholder benefits for shareholders on the register as of the end of June every year

Special QUO card



Shareholder benefits for shareholders on the register as of the end of December every year

Marriage consulting agencies that are members of the Japan Marriage Consulting Federation (excluding some agencies)  
30,000 yen discount ticket



Travel coupons that can be used at Kamome Co., Ltd., the Company's subsidiary operating the travel business  
100,000 yen × 10 (by lot)  
\* Winners will receive the prize with no prior announcement.



## Change to a new system from shareholders on the register as of the end of June and December 2020

[New system]

Shareholder benefits for shareholders on the register as of the end of June every year

Special QUO card



Shareholder benefits for shareholders on the register as of the end of December every year

- Marriage consulting agencies that are members of the Japan Marriage Consulting Federation (excluding some agencies)  
30,000 yen discount ticket

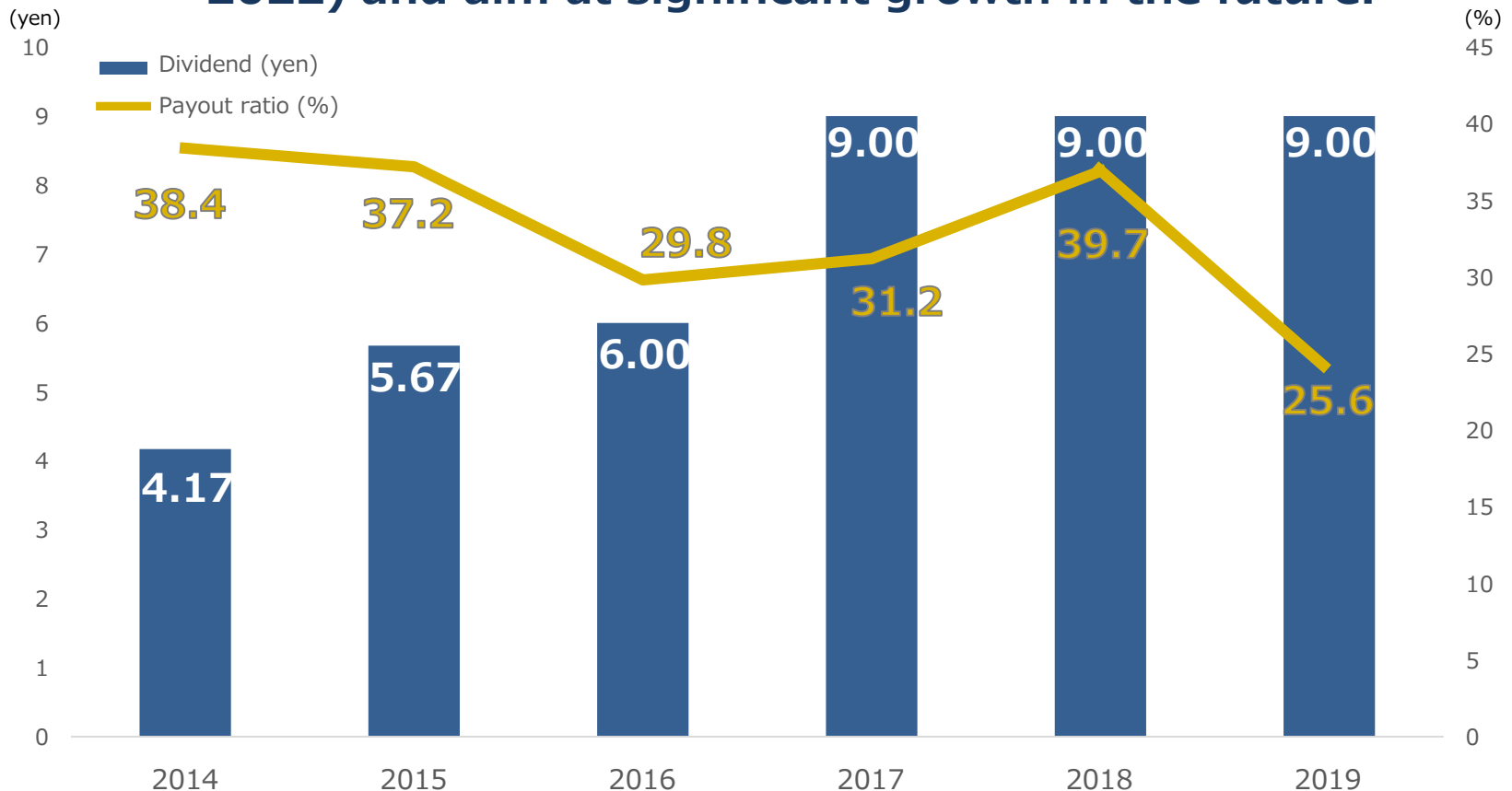


- Free marriage-hunting party ticket only for shareholders  
Equivalent to 4,000 yen



# — Dividend and Payout Ratio —


The Company positioned 2020 as the period of aggressive business investment to achieve the mid-term management plan (2018 - 2022) and aim at significant growth in the future.



**Maintain 9 yen as the year-end dividend per share.  
Payout ratio is 25.6%.**

# — M&A, Business Partnership and Group Companies —

## Roll up in existing business

- 2018/7~ **Diverse** Diverse ... Casual marriage hunting app service
- 2019/1 ~  **サフマリエ** ... Long-established marriage consulting agency with 39 years of history

## Expansion of Life Design Business

- 2016/6 ~  **IBJ wedding** IBJ Wedding ... Magazine specialized in wedding halls, introduction of halls
- 2016/12 ~  **IBJ 旅 コンシェルジュ** Kamome ... Travel agency with 37 years of history
- 2019/1 ~  **K Village Tokyo** 60分500円の韓国語スクール  
Course Korean language school ... One of Japan's largest Korean language schools
- 2019/3 ~  **IBF** IBJファイナンシャルアドバイザー株式会社 ... Real estate and housing loan (Aruhi FC)
- 2020/1 ~  **株式会社 IBJライフデザインサポート** ... Jointly established with Sony Life Insurance Co., Ltd.

# IBJ is celebrating its 20th anniversary in 2020.



(IBJ, Inc.)

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Shinjuku-ku, Tokyo, Japan 160-0023**

These presentation materials are prepared as a reference for investors to give them an understanding of the current status of IBJ, Inc.

The information contained in this presentation is based on a generally accepted understanding of economic and social conditions as of February 2020 as well as certain assumptions considered to be rational. The information contained herein may be altered without notice due to changes in the business environment and other such reasons.

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