



# **1st-Quarter Financial Report for the Fiscal Year Ending December 31, 2020**

**May 12, 2020  
TSE 1st Section: 6071**

# Contents

- 1. Results Highlights**
- 2. Business Model**
- 3. Growth Strategy**
- 4. APPENDIX**

## 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. RESULTS HIGHLIGHTS**

# - 1Q Consolidated Results Highlights -

(Million yen)

	1Q 2019	1Q 2020	Amount of change	Percentage change
Net sales	3,666	3,458	-208	-5.7%
Operating income	421	530	+109	+26.0%
Ordinary income	449	517	+68	+15.2%
Profit attributable to parent company owners	242	324	+82	+34.1%

Due to COVID-19, the number of party participants, arranged marriage meetings and new memberships decreased as the government and the metropolitan government asked people to refrain from going out.

**Sales declined 5.7% despite the downsizing of services.**

# - Downward Revision of 2Q Consolidated Results Forecast -

- First half of the fiscal year ending December 31, 2020  
(January 1, 2020 – June 30, 2020)

(Million yen)

	Previous Forecast (2/14/2020)	Revised Forecast	Amount of change	Percentage change (%)
Net sales	<b>7,984</b>	<b>5,887</b>	<b>-2,097</b>	<b>-26.3%</b>
Operating income	<b>1,192</b>	<b>121</b>	<b>-1,071</b>	<b>-89.9%</b>
Ordinary income	<b>1,150</b>	<b>101</b>	<b>-1,049</b>	<b>-91.2%</b>
Profit attributable to parent company owners	<b>698</b>	<b>46</b>	<b>-652</b>	<b>-93.3%</b>

Since April, consumer confidence has continued to drop and activities have been restrained. The company has revised downward its 2Q consolidated results forecast. We hope to improve our results by partially shifting to online services.

# - Revision of Full-term Results Forecast to "TBD" -

- First half of the fiscal year ending December 31, 2020 (January 1, 2020 – December 31, 2020)

(Million yen)

Full-term	Previous Forecast (2/14/2020)	Revised Forecast	Amount of change	Percentage change (%)
Net sales	16,945	TBD	—	—
Operating income	2,818	TBD	—	—
Ordinary income	2,766	TBD	—	—
Profit attributable to parent company owners	1,714	TBD	—	—

At this stage, where it is uncertain as to when the COVID-19 situation will be resolved, the company has modified its full-term consolidated results forecast, setting it to "to be determined," with many factors remaining undecided.

The full-term consolidated results forecast is expected to be disclosed as soon as it is available.

# - Impact of COVID-19 -

- ▶ **Due to government's request for self-restraint, marriage hunting parties with a strong sense of entertainment are forced into an extremely difficult situation.**

The number of participants and parties are in decline from the previous term, and the operations were restricted to limited lounges and areas. We are aiming for a recovery through putting parties online.

- ▶ **In the directly managed lounge business, the number of arranged marriage meetings and people joining are in decline . The number of couples married is expected to decline in 2Q and beyond due to the postponement of arranged marriage meeting.**

Despite the fact that arranged marriage meetings are shifting online, there will be a significant impact on the number of couples married from 2Q onwards, as the number of arranged marriage meetings and people joining declines amid a mood of self-restraint.

- ▶ **In the life design business, there were a series of cancellations of reservations, particularly in the travel business, such as honeymoons, due to a ban on traveling.**

Some customers booked and departed because there were unclosed areas up to March, but cancellations increased in and after April.



# 2. BUSINESS MODEL

# - Business Model -

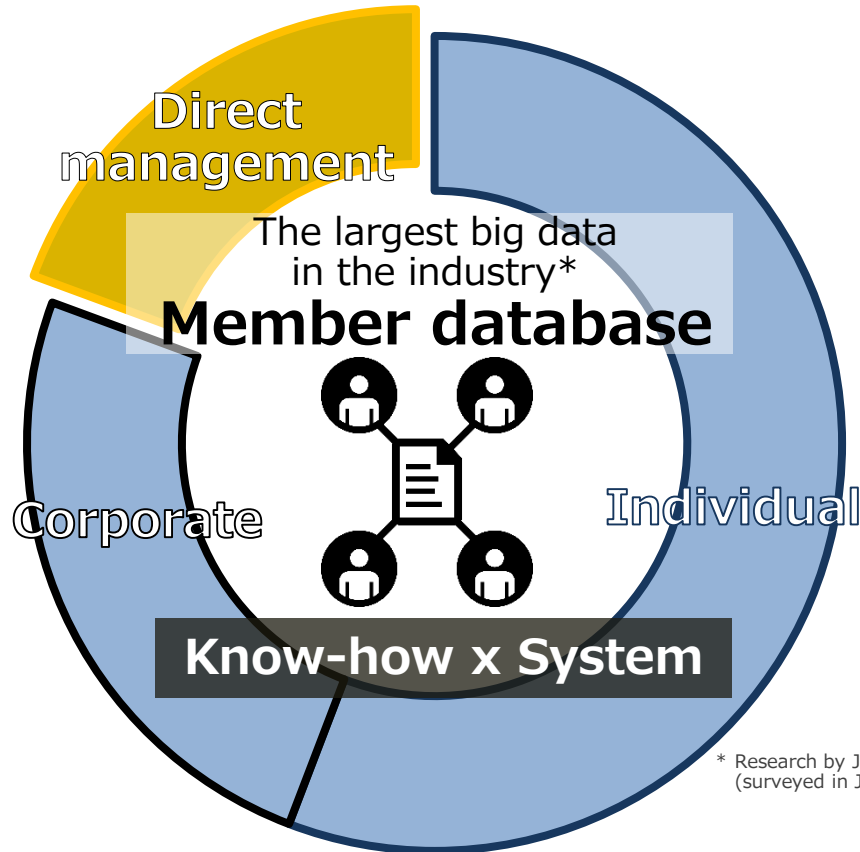
## Directly managed lounge

Number of members:  
Approx. **6,000**

Number of people joining per month:  
Approx. **400**

### Joining route

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



**Affiliates**  
Approx. 2,400 companies

### Corporate

Number of members: Approx. **60,000**

Number of people joining per month:  
Approx. **2,500**

### Individual

[Joining route]

- Employee and existing customer base
- Regional network
- Referral

# IBJ's Efforts to Solve Social Problems

Match-maker

- 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

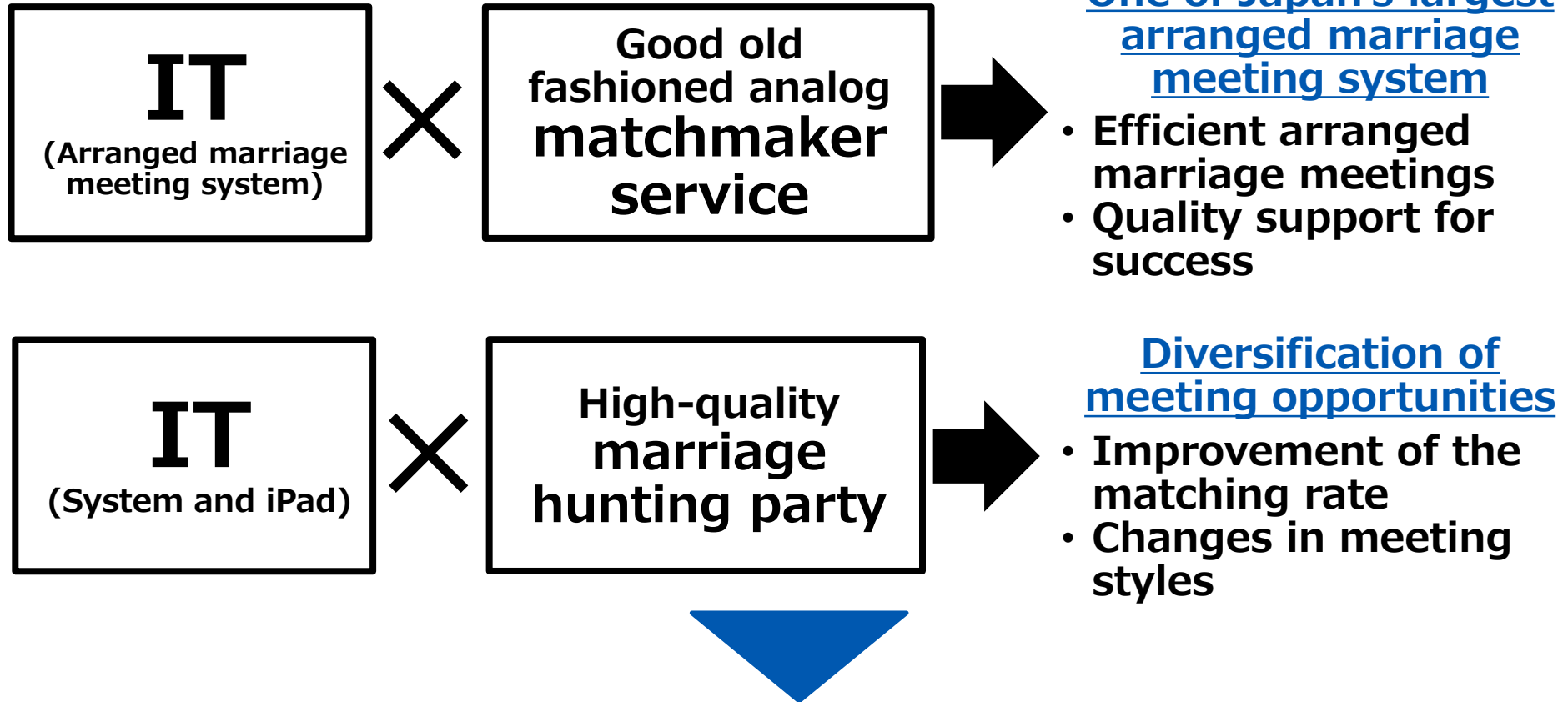
Increase in the number of arranged marriage meetings and the number of couples married

- 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



# - Integration of IT and Services Is IBJ's Strength -



**IBJ has grown and developed its services through the evolution of these business models.**

# - Shifting Service from Face-to-face to Online -

## Transformation of face-to-face services

### [Directly managed lounge]

- Number of online arranged marriage meetings: **2,324**
- Results of online proposals that led to marriage: **2**

(Results from April 1 to May 10, 2020)

- Number of online party participants: **3,003**
- Number of online parties: **299**

(Results from April 1 to May 10, 2020)

## Expansion of sales methods

- Number of online interviews for new openings: **79**
- Contract results from online interviews: **2**

(Results from February 1 to April 30, 2020)

**After the state of emergency is lifted, we will use the online services developed to steadily capture the demand for marriage hunting after the disaster.**

# - Steady Increase in Online Arranged Marriage Meetings -

- Changes in the number of arranged marriage meetings by directly managed lounges on weekends of April

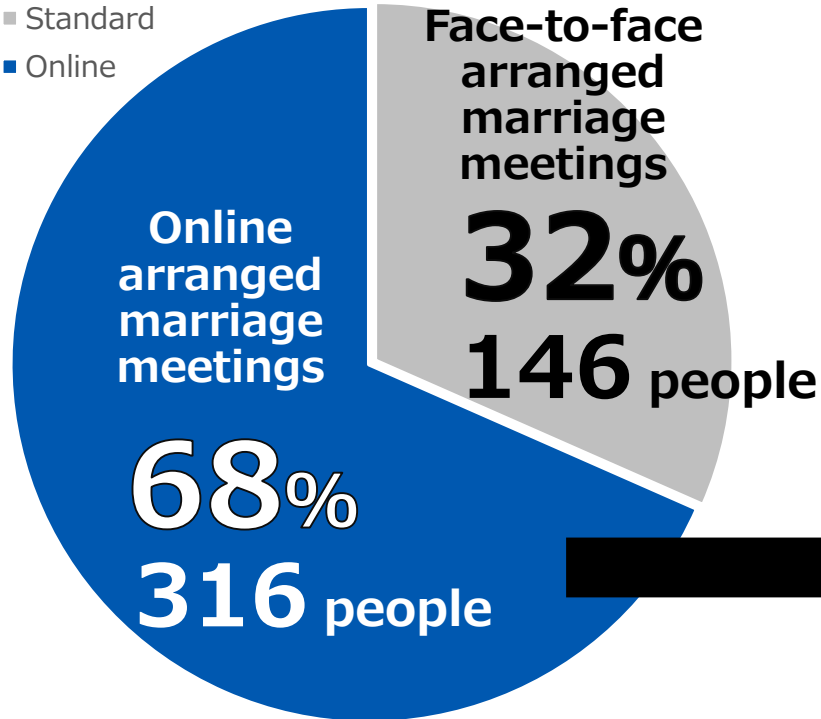
Number of arranged marriage meetings on weekends of April	Week 1 (4-5 days)	Week 2 (11-12 days)	Week 3 (18-19 days)	Week 4 (25-26 days)
Total number of arranged marriage meetings	542	283	462	606
L-face-to-face	536	212	146	122
L-online	6	71	316	484
Ratio of online	1%	25%	68%	80%

Demand for online arranged marriage meeting surged while self-restraint from providing face-to-face services is increasing.

# - Dating Rate of Online Arranged Marriage Meetings Is High -

## ■ Ratio of online arranged marriage meetings

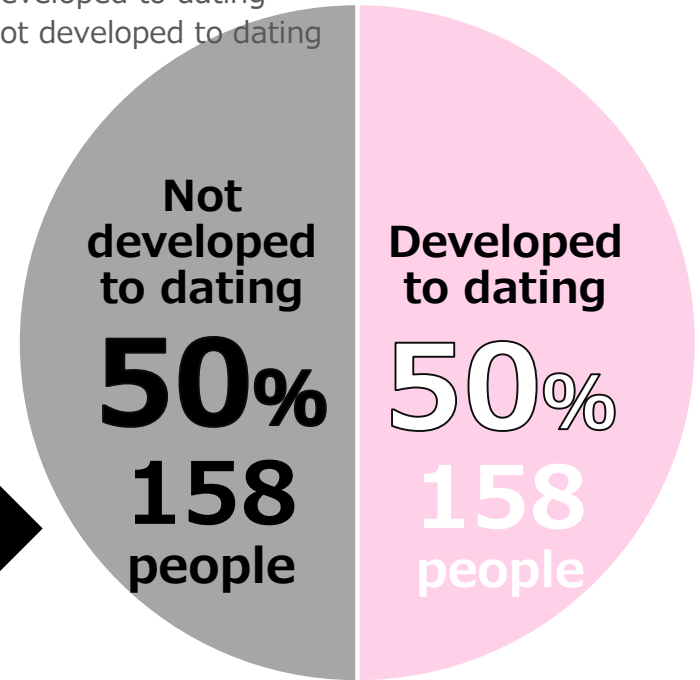
- Standard
- Online



**Total number of arranged marriage meetings: 462 people**  
(Weekend of the third week of April)

## ■ Ratio of dating from online arranged marriage meetings

- Developed to dating
- Not developed to dating



**Number of online arranged marriage meetings: 316 people**  
(Weekend of the third week of April)

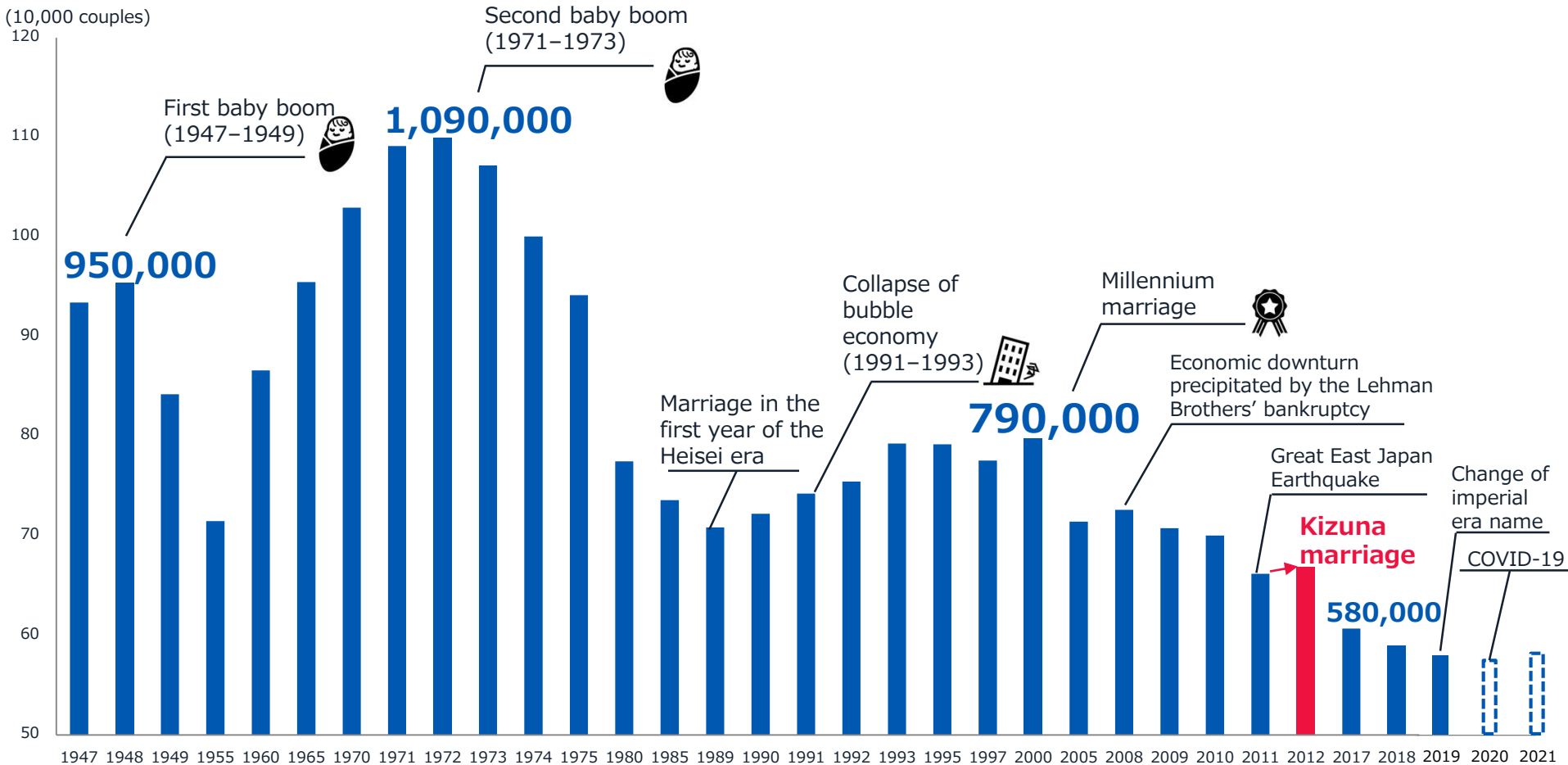
**The rate of dating that developed from face-to-face arranged marriage meetings is about 30%, while that of online arranged marriage meetings is as high as 50%.**

# 3. GROWTH STRATEGY



# - Marriage Hunting Business Is Strong Even in Recession, Earthquake Disaster, Etc. -

## ■ Changes in the number of couples married in Japan



**“Kizuna marriages” increased in the year after the Great East Japan Earthquake in 2011.**

**Demand for marriage hunting is likely to rise after the disaster of COVID-19.**

# - Business Development after COVID-19 -

## Service and business

- arranged marriage meetings and marriage hunting parties will capture demand through a combination of face-to-face and online meeting.
- Expand the sales opportunities nationwide actively online for affiliate openings and joining of the marriage consulting agencies.

## Improvement of productivity

Increase the number of marriages by improving the method and know-how using online study sessions for matchmakers at affiliates nationwide.

## Business and capital investment

Achieve efficient business growth to catch up by concentrating human resources and halls into businesses with high growth potential.

Apr. 24...ZWEI's take over bid (TOB) was realized, and Tetsuhiro Nakamoto, Vice President, will be appointed as Representative Director of ZWEI (scheduled for May 28).



+

Other actions:  
Alliance with regional banks, etc.

## Marriage hunting

**Marriage consulting agency** + Consolidating ZWEI into the Group

Affiliates 婚活ラウンジ IBJメンバーズ サマリエ

**Apps** diverse **ブライダルネット** by IBJ

**Party** PARTY☆PARTY by IBJ **Rush**

## Life design

<b>Wedding</b> IBJ wedding	<b>Language school</b> 60分500円の韓国語スクール <b>K Village Tokyo</b> Course Korean language school	<b>Insurance</b> 株式会社 IBJライフデザインサポート
<b>Honeymoon</b> IBJ旅コンシェルジュ	<b>Housing/loan</b> IBF IBJファイナンシャルアドバイザー株式会社	

The IBJ Group will further expand its business and aim to become the top in each business.

# - 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**

## 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**

## Improvement of group synergy

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

**Expansion of Life  
Design Business**

## 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**

# 4. APPENDIX

# TOPICS

## Capturing demand with online services when people are refraining from going out

 **IBJ** Online service users are on the rise



[Online party]



[Online arranged marriage meetings]

### Others

- Online opening interview
- Online study session for affiliates
- Online mixer
- Online proposal, etc.



Supported by professional matchmakers

サンマリエ

立ち会い付き  
オンラインお見合い  
サービス開始!

サンマリエの専任プロ仲人がお見合いに立ち会うから、安心♪

[Chaperoned online arranged marriage meeting service]

サンマリエ

オンライン  
デート・サービス

はじめました

[Online dating service]

結婚相談所  
サンマリエ

会員限定プログラム  
オンライン婚活カレッジ

[Online marriage hunting college]



株式会社  
IBJライフデザインサポート

Support life planning according to the life stage.  
Being online, seminars can be attended without stress



[Online seminar]



[Online interview]



60分500円の韓国語スクール

**K Village Tokyo**  
Course Korean language school

Lessons can be taken from home



[Online lesson]

# - Shareholder Benefits Program -

Applied to shareholders on the register as of the end of June and December 2020

## 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



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

## Roll up in existing businesses

- 2018/7-  ... Casual marriage hunting app service
- 2019/1-  ... Long established marriage consulting agency with 39 years of history
- 2020/5-  ... A leading marriage consulting agency with 51 branches across the country

## Expansion of Life Design Business

- 2016/6-  ... Magazine specialized in wedding halls and introduction of halls
- 2016/12-  **Kamome** IBJ 旅 コンシェルジュ ... 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, Inc.)**

**12th floor, Shinjuku First West,  
1-23-7 Nishi-Shinjuku, 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 May 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.**

**The company transmits the latest information on  
IR and inquiries by LINE@**



**LINE@ > Add friend**