

TSE 1st Section: 6071



**Full-year Financial Report
for the Fiscal Year Ended
December 31, 2021**

February 9, 2022

Agenda

- 01 Financial Results Summary**
- 02 Growth Strategy**
- 03 APPENDIX**

Topic

01

Financial Results Summary

02

Growth Strategy

03

APPENDIX

Summary of Full-year 2021 Consolidated Results

Net sales: 14,081 million yen (+1,009million yen YoY) with a large contribution from consolidation of ZWEI
 Operating income: 1,516million yen (-104 million yen YoY) even under a risky environment

(Million yen)	Full-year 2020 Actual results (A)	Full-year 2021 Actual results (B)	Amount of change (B)-(A)	YoY change (B)/(A)
Net sales	13,072	14,081	+1,009	+7.7%
Operating income	1,620	1,516	-104	-6.4%
Ordinary income	1,518	1,426	-91	-6.0%
Profit attributable to owners of parent	686	1,054	+367	+53.6%

Summary of Full-year 2021 Results by Business Division

(Million yen)		Full-year 2020 Actual results	Full-year 2021 Actual results	Amount of change	Change (%)
Agency opening support business	Net sales	1,073	951	-121	-11.3%
	Divisional profit	736	559	-176	-23.9%
Affiliate business	Net sales	878	1,058	+179	+20.5%
	Divisional profit	583	688	+105	+18.0%
Directly managed lounge business <small>*ZWEI was consolidated in May 2020.</small>	Net sales	4,865	6,818	+1,953	+40.1%
	Divisional profit	1,001	1,493	+492	+49.2%
Party business	Net sales	1,367	1,185	-182	-13.4%
	Divisional profit	232	23	-208	-89.9%
Apps business	Net sales	2,959	2,723	-235	-8.0%
	Divisional profit	524	233	-290	-55.5%
Life design business	Net sales	1,926	1,343	-583	-30.3%
	Divisional profit	14	90	+75	+511.0%

Full-year 2022 Consolidated Results Forecast

Expected to achieve higher growth vs the previous year despite investment in growth for the Mid-Term Management Plan
 Enhanced investment in IT and human resources to achieve sustainable growth

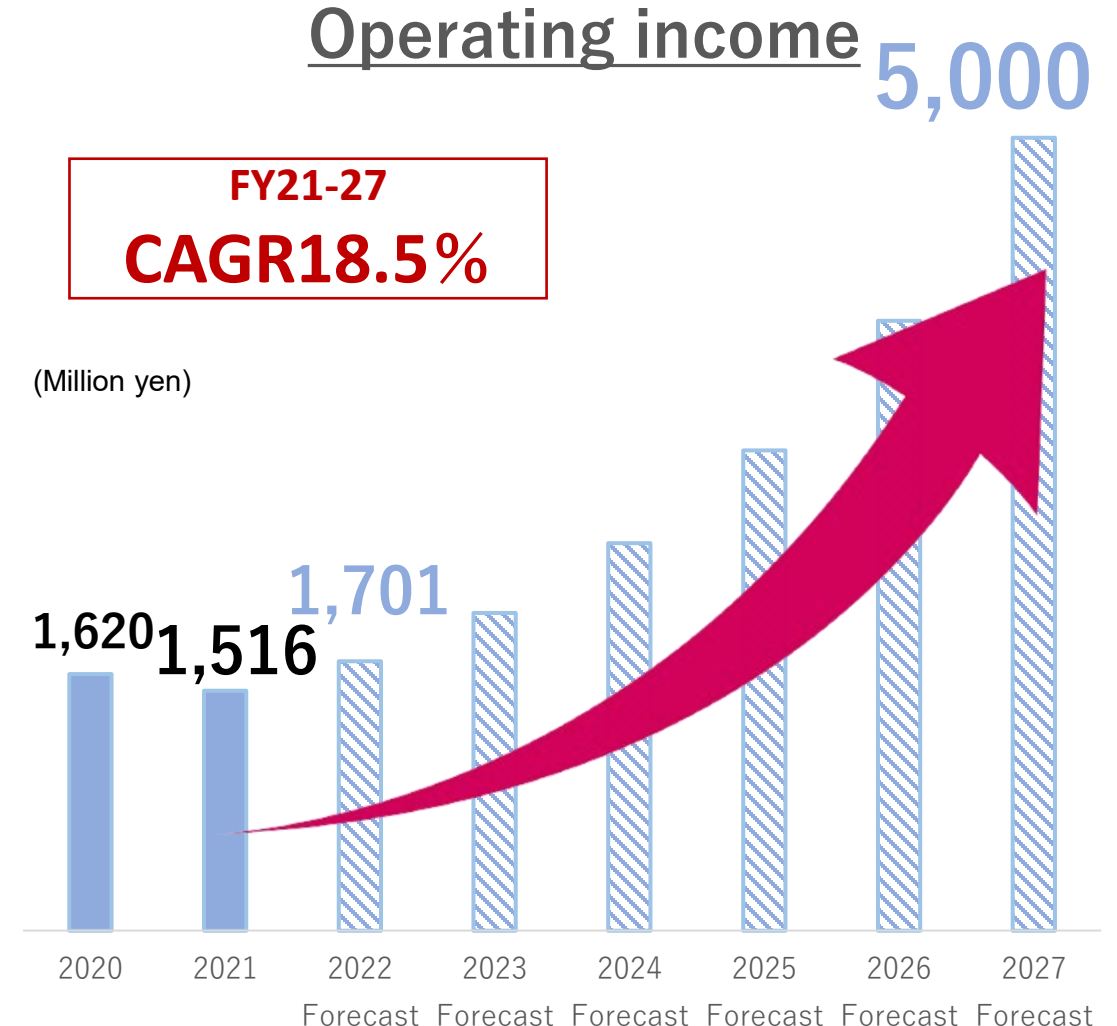
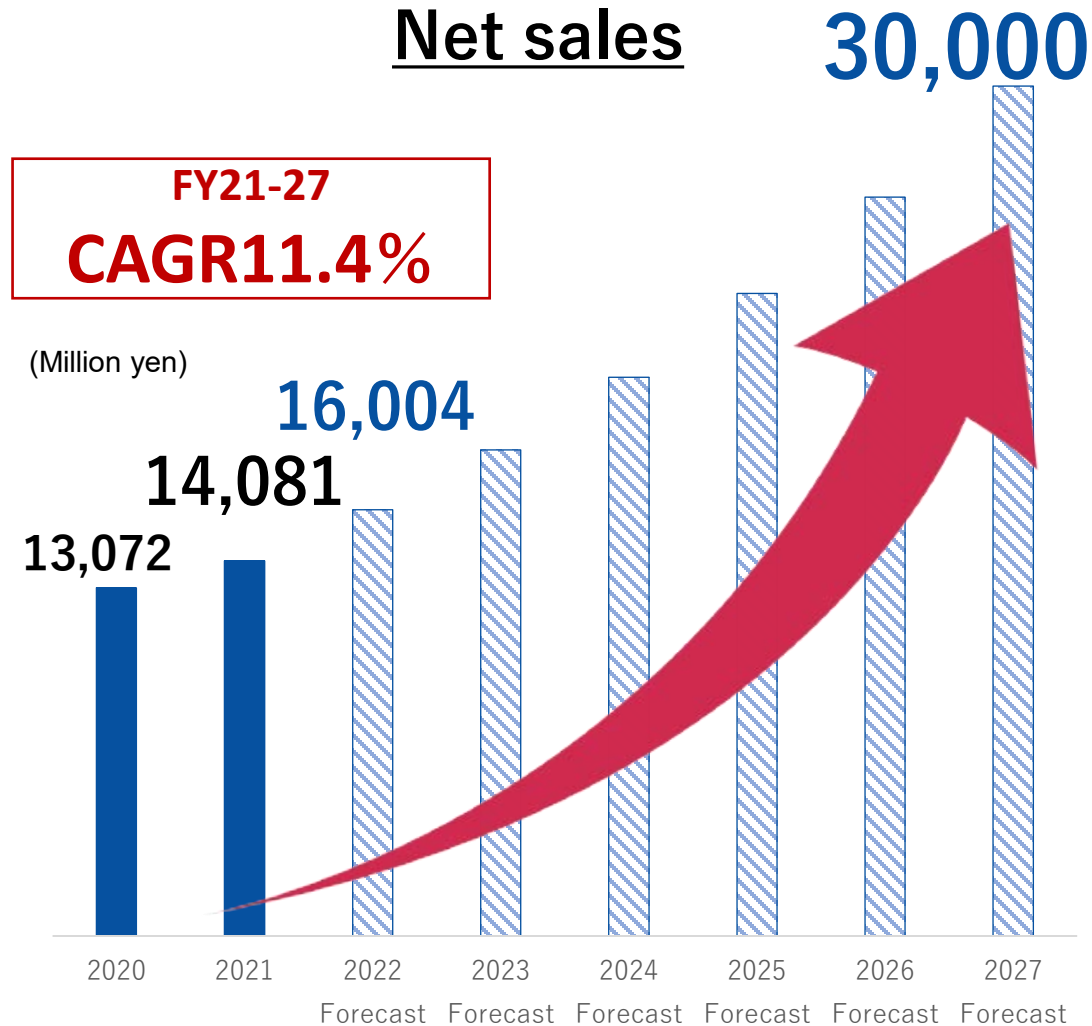
(Million yen)	Full-year 2021 Actual results (A)	Full-year 2022 Forecast (B)	Amount of change (B)-(A)	YoY change (B)/(A)
Net sales	14,081	16,004	+1,922	+13.7%
Operating income	1,516	1,701	+185	+12.2%
Ordinary income	1,426	1,680	+254	+17.8%
Profit attributable to owners of parent	1,054	1,334	+280	+26.6%

Full-year 2022 Results Forecast by Business Division



(Million yen)		Full-year 2021 Actual results (A)	Full-year 2022 Forecast (B)	Amount of change (B)-(A)	Change (%)
Agency opening support business	Net sales	951	1,039	+87	+9.2%
	Divisional profit	559	455	-104	-18.7%
Affiliate business	Net sales	1,058	1,336	+278	+26.3%
	Divisional profit	688	867	+178	+25.9%
Directly managed lounge business <small>*ZWEI was consolidated in May 2020</small>	Net sales	6,818	7,560	+742	+10.9%
	Divisional profit	1,493	1,799	+305	+20.4%
Party business	Net sales	1,185	1,583	+398	+33.6%
	Divisional profit	23	112	+88	+378.5%
Apps business	Net sales	2,723	2,727	+3	+0.1%
	Divisional profit	233	221	-11	-5.0%
Life design business	Net sales	1,343	1,748	+405	+30.2%
	Divisional profit	90	306	+215	+239.0%

The number of married couples, a significant 2021 KPI, is showing steady progress toward targets in the 2027 Mid-Term Management Plan

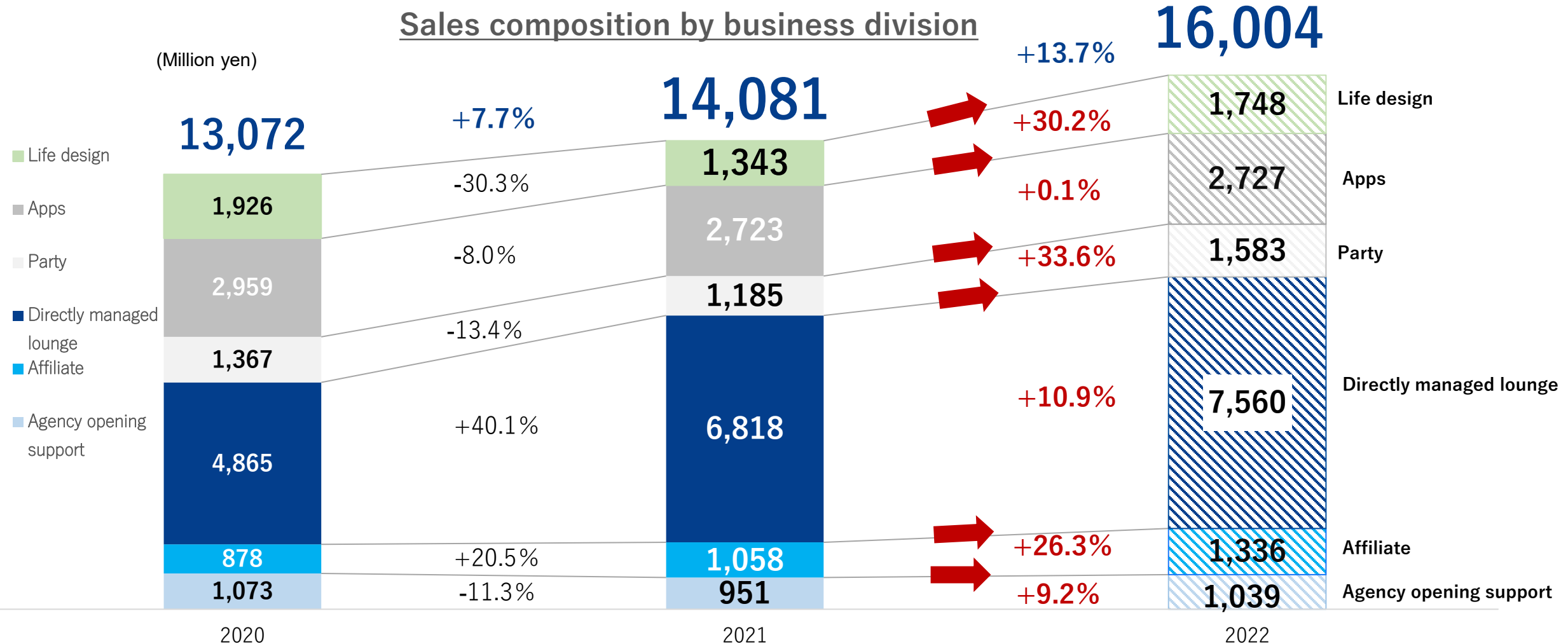


IBJ Changes in Sales Composition by Business Division

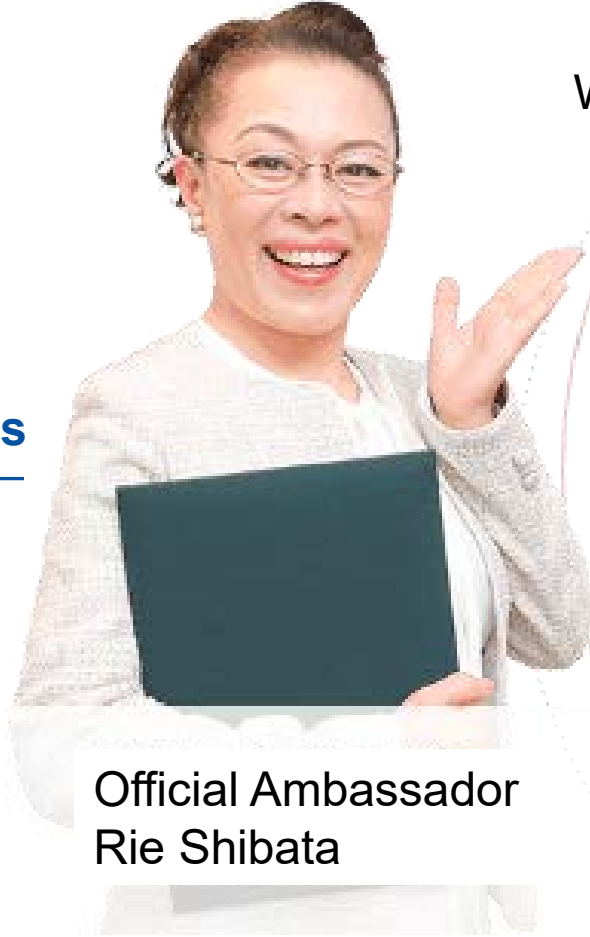
Net sales in 2022 are expected to exceed the previous year's level in all business divisions
 Driven by the affiliate business and the directly managed lounge business, sales in the party business are also expected to increase

Sales composition by business division

(Million yen)



Agency Opening Support Business



Official Ambassador
Rie Shibata

Why don't you **open** a marriage consulting agency?

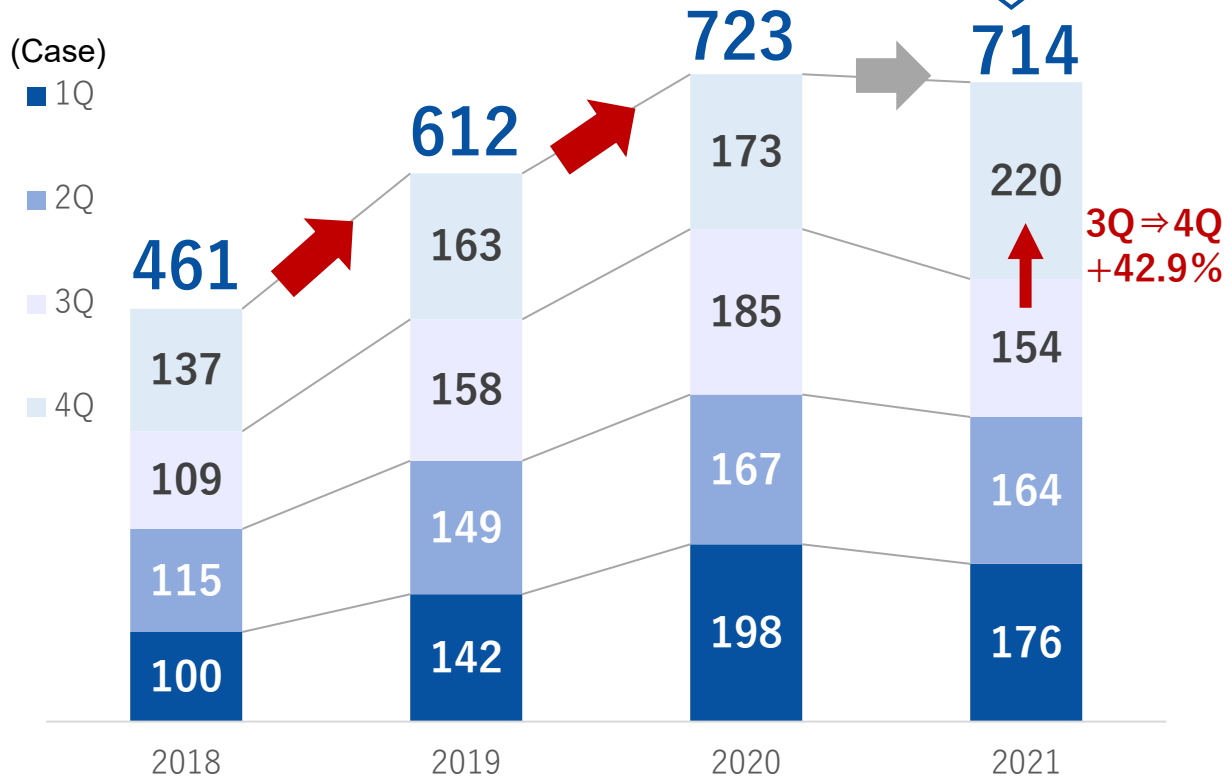
A job that can
make both people
and myself **happy**

Agency Opening Support Business

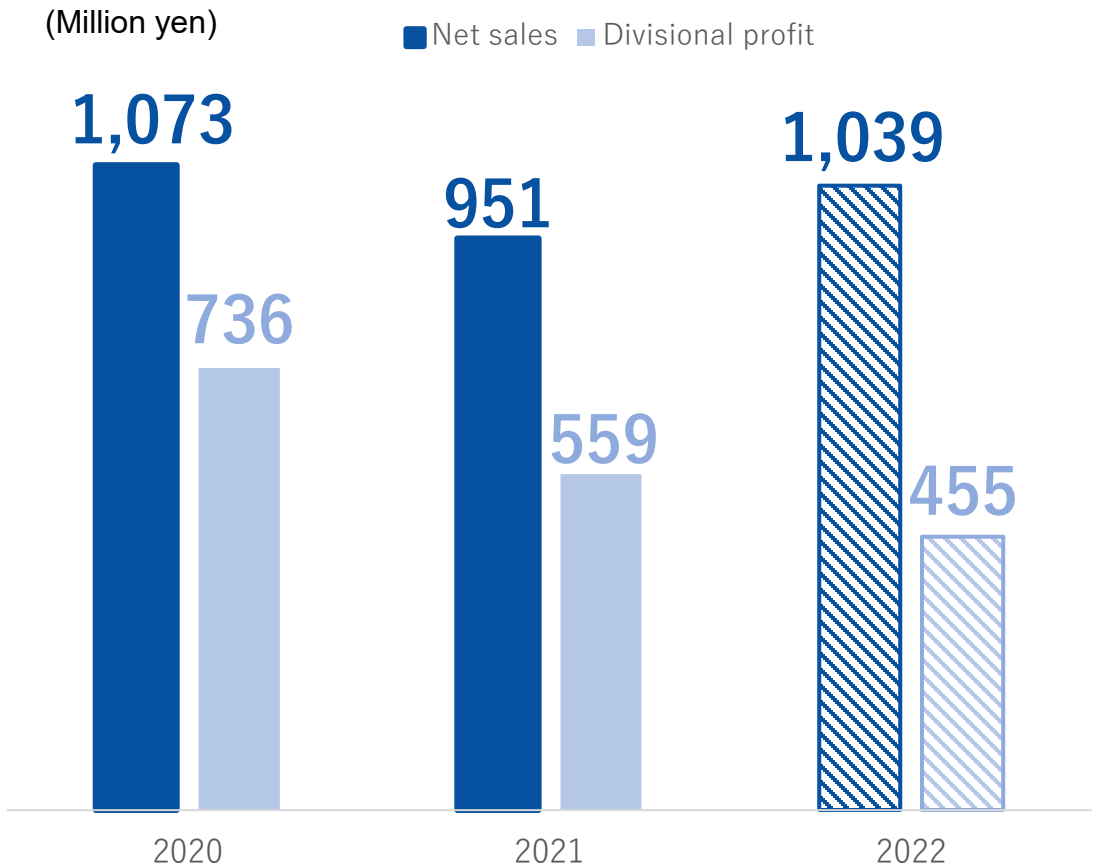
Introduction of a new joining fee structure dramatically increased the number of new openings
 Its impact on business performance was minimal, but it contributed to an increase in the number of affiliates in the medium to long term


Number of new openings

In November, introduced a new joining fee plan (payment by installments)



Net sales and Divisional profit



The number of members and the number of marriages are **No.1** 

Japan Marriage Consulting Federation

by  IBJ

Affiliate Business



* No.1: According to the survey by Japan Marketing Research Organization, Inc. (The survey was conducted in September 2020, targeting major marriage consulting agencies and federations)

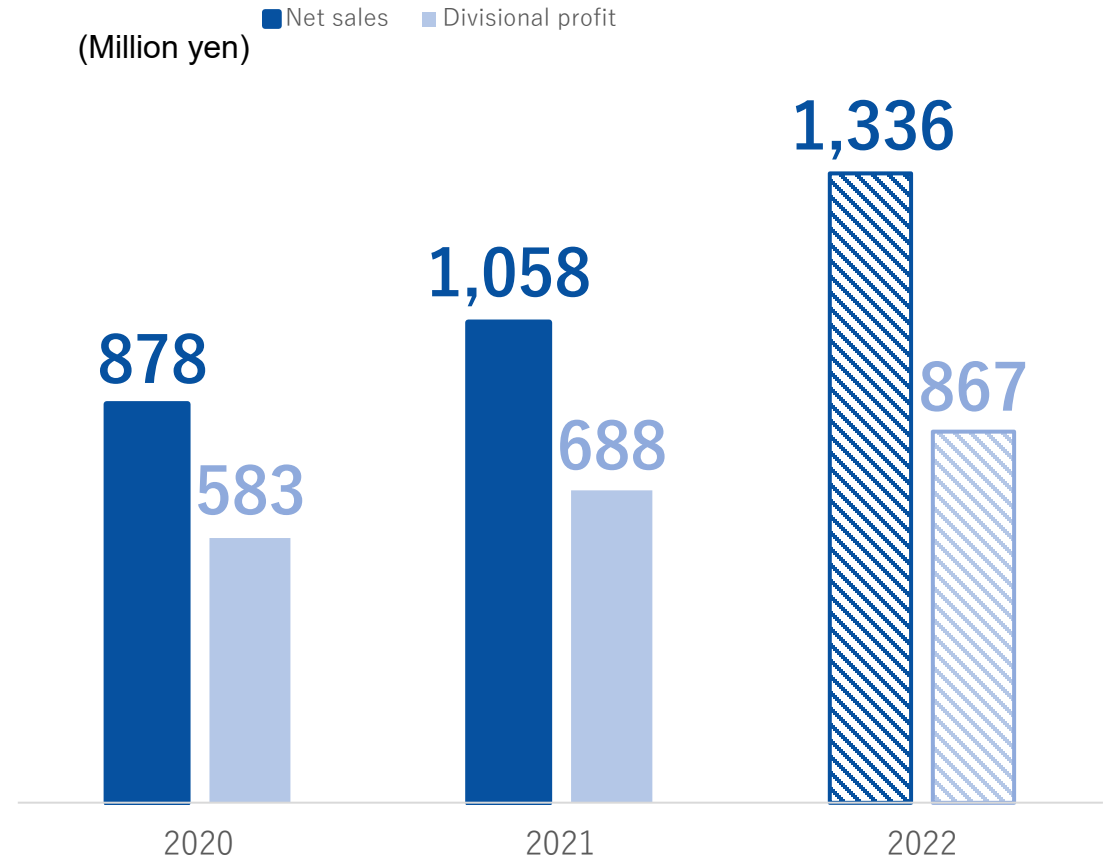
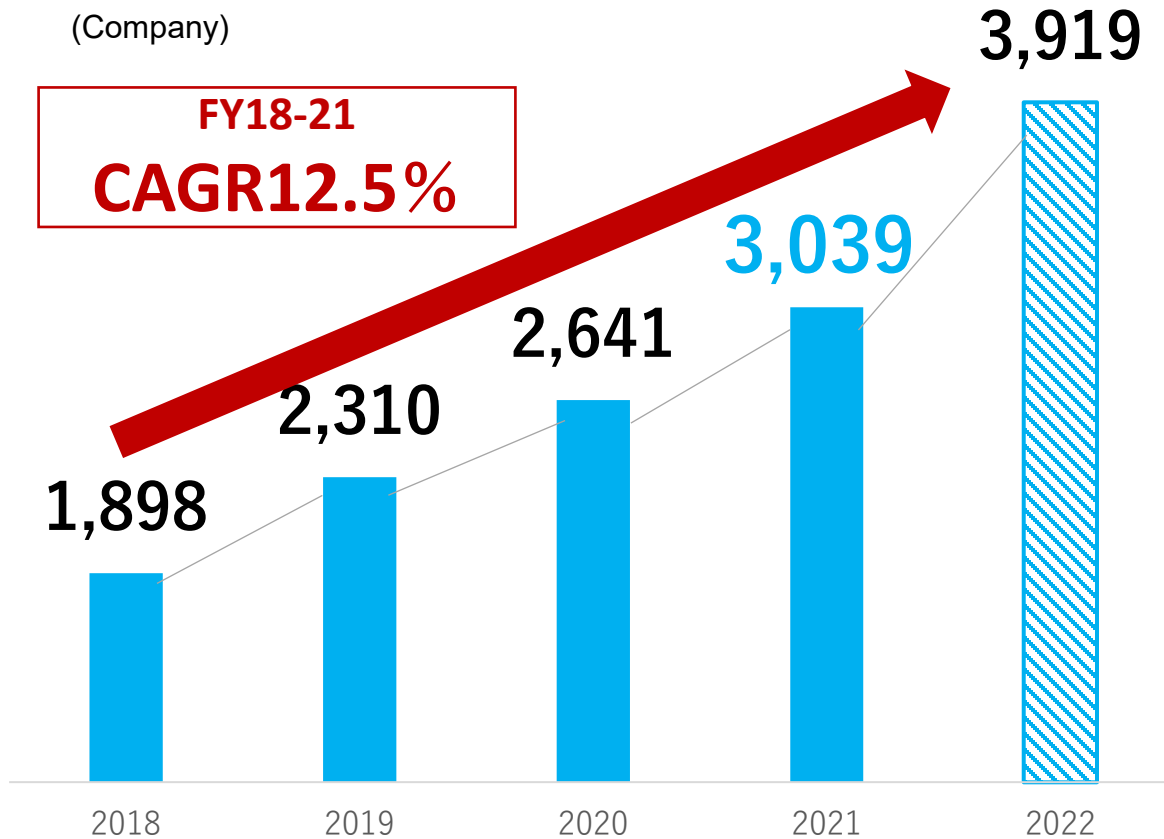
Number of people married: Includes those who married outside the system

Affiliate Business

Number of affiliates exceeded 3,000 companies in 2021
Aiming to reach 4,000 companies in 2022

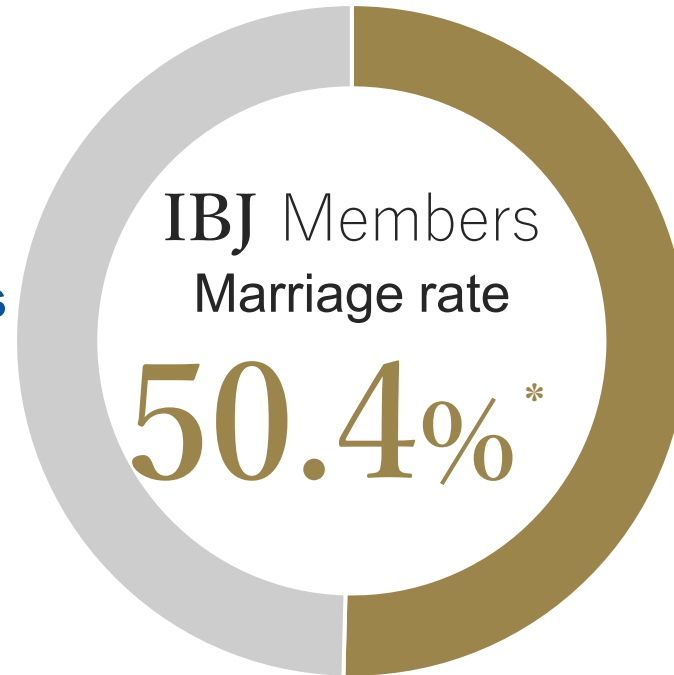
Number of affiliates

Net sales and Divisional profit



High-quality service focusing on 'marriage'

Directly Managed Lounge Business



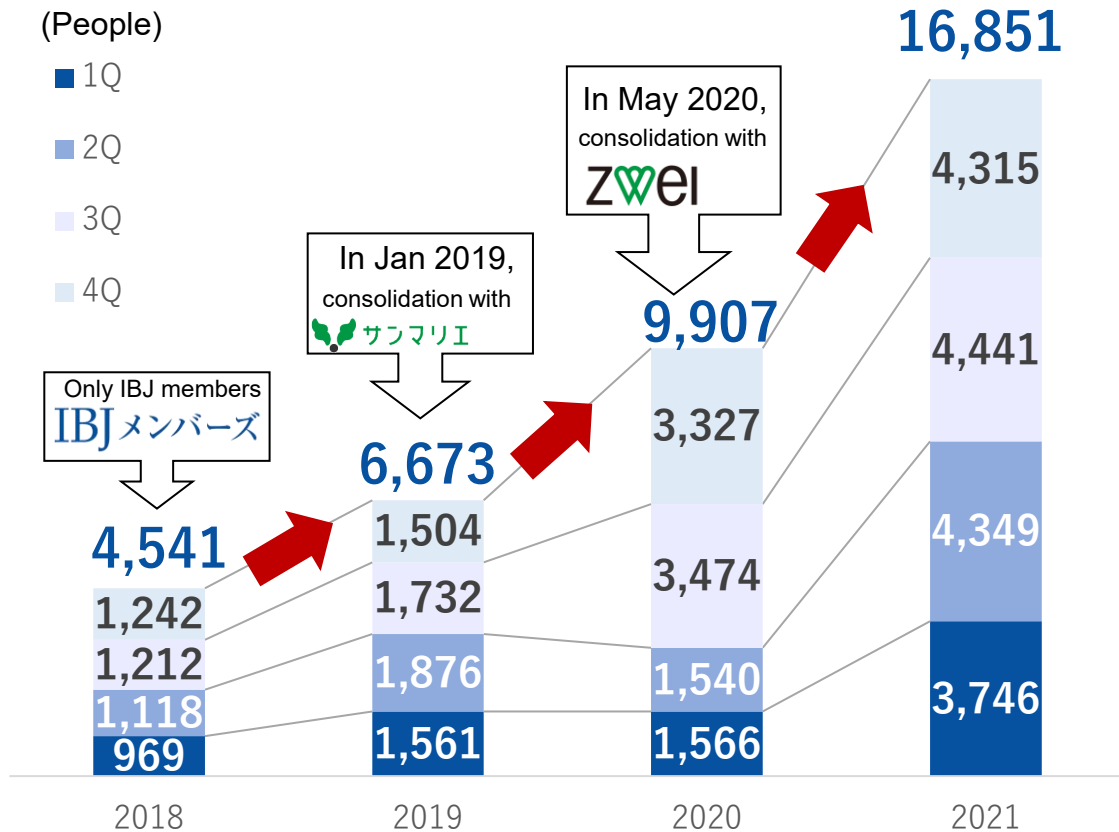
*Actual results of major courses in 6 months (from April to September 2020)
(The rate of withdrawals due to marriage to all withdrawals during
a certain period of time)



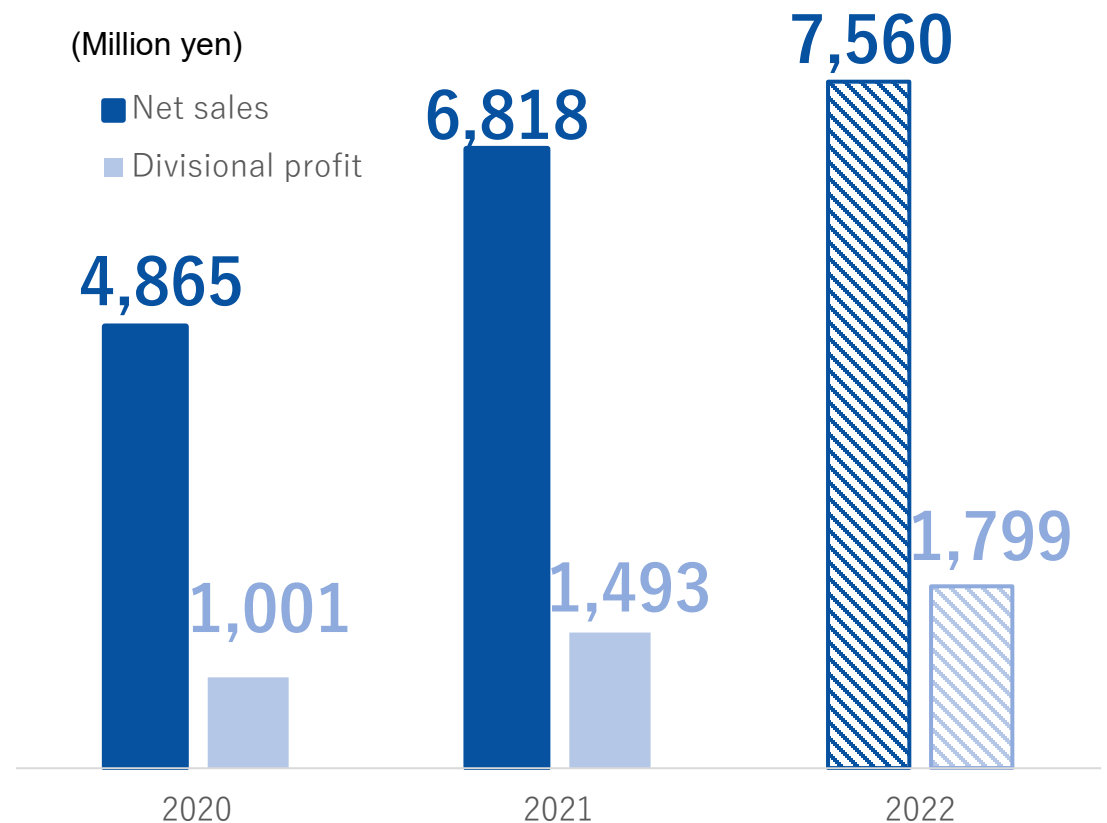
Directly Managed Lounge Business

Group companies were consolidated year by year in the directly managed lounge business
 The number of new memberships in 2021 was 16,851, an upward trend for the three brands of directly managed lounges

Number of new memberships



Net sales and Divisional profit



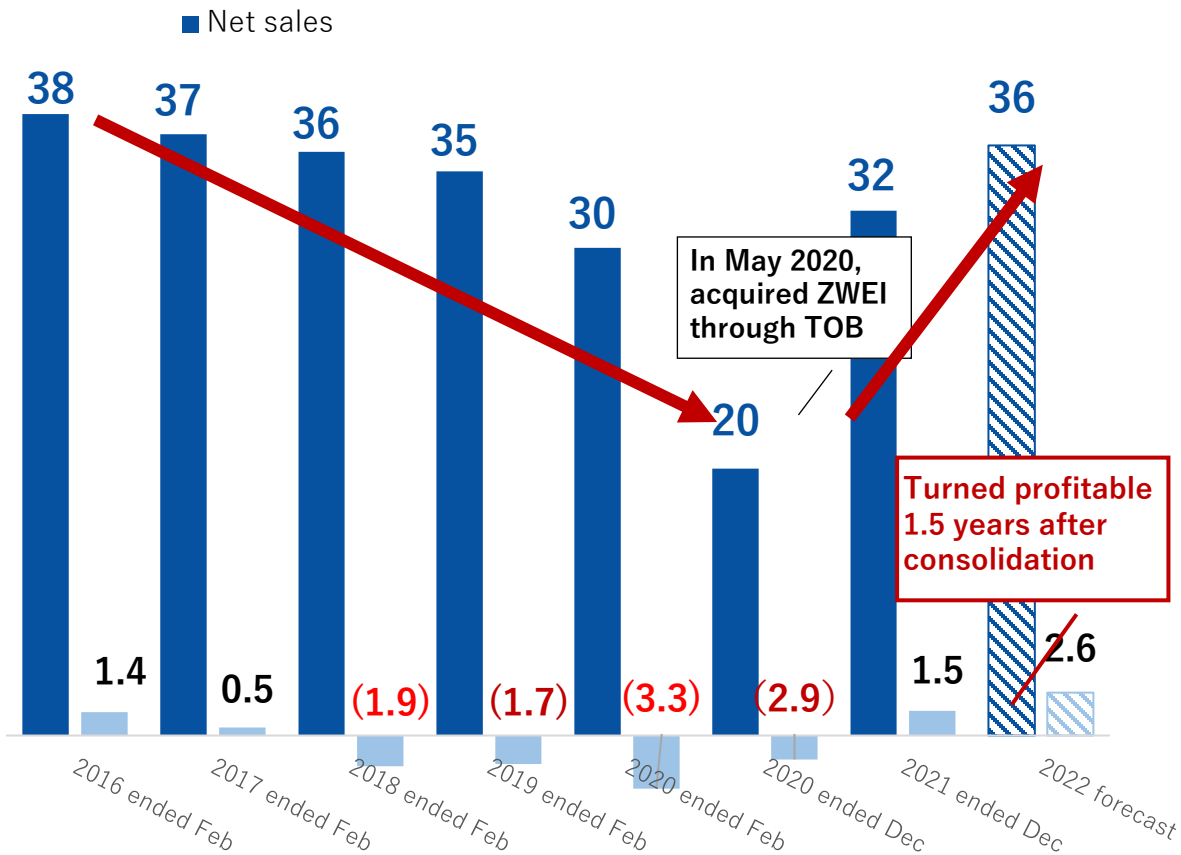
*In 2018, only IBJ was included in the number of new memberships. Sunmarie and ZWEI were included in the number of new memberships from January 2019 and from May 2020 respectively.
 *The number of new ZWEI memberships was calculated at 20th of each month in 2020 and at the end of each month in 2021.

ZWEI Turned Profitable in 1.5 Years after Consolidation

ZWEI's sales and profit are on an upward trend after joining the Group
 ZWEI is becoming our source of revenue to achieve the Mid-Term Management Plan

Net sales and operating profit or loss

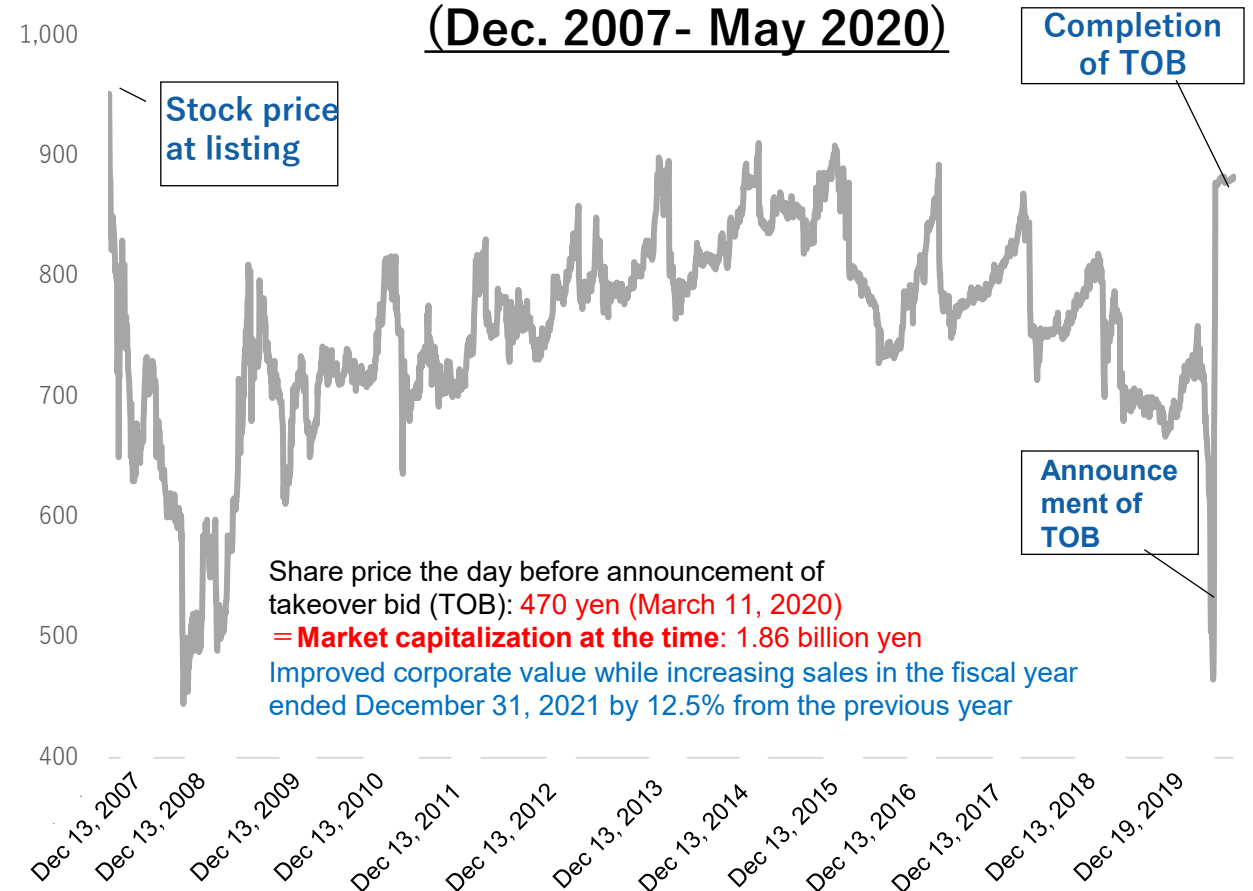
(Hundred million yen)



(Yen)

ZWEI's stock price since its listing

(Dec. 2007- May 2020)

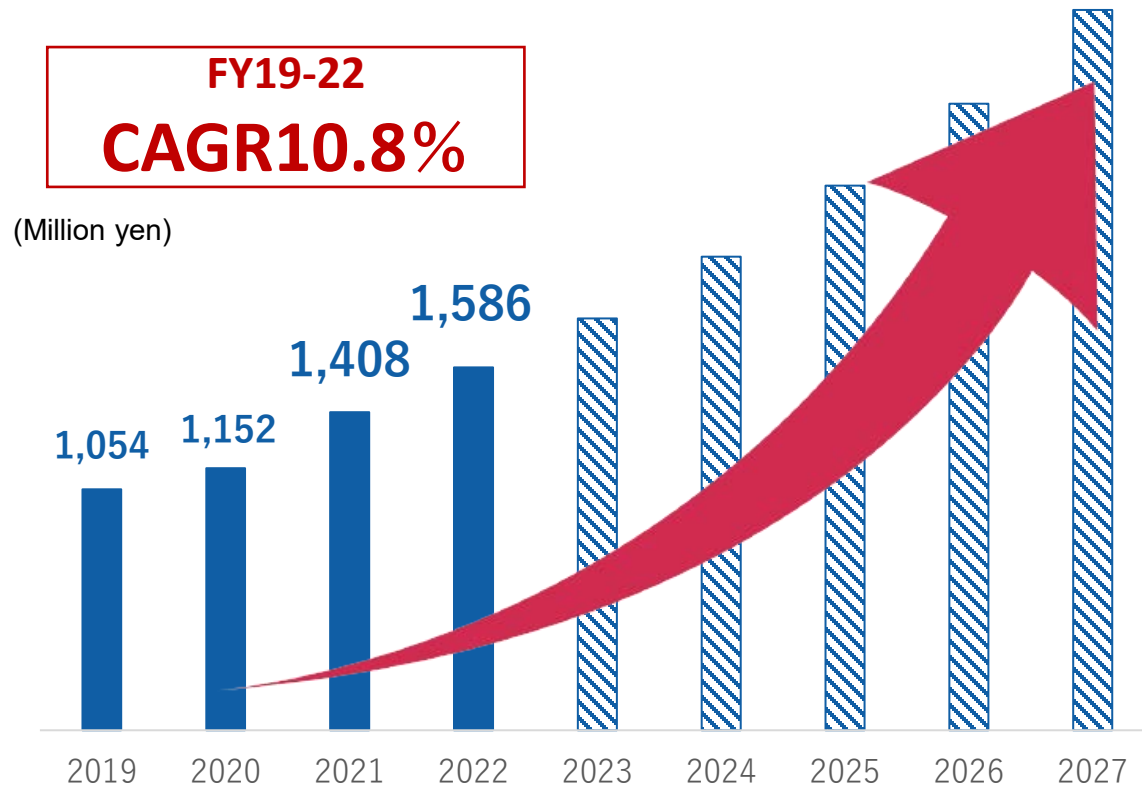


* IBJ consolidated data for fiscal 2020 ended December 31 covers May through December, but data provided here is for the period March through December, for consistency with other fiscal years.
 * ZWEI's net sales and operating profit/loss from the fiscal year ended February 29, 2016 to the fiscal year ended February 29, 2020 are quoted from Nikkei Corporate Information DIGITAL.

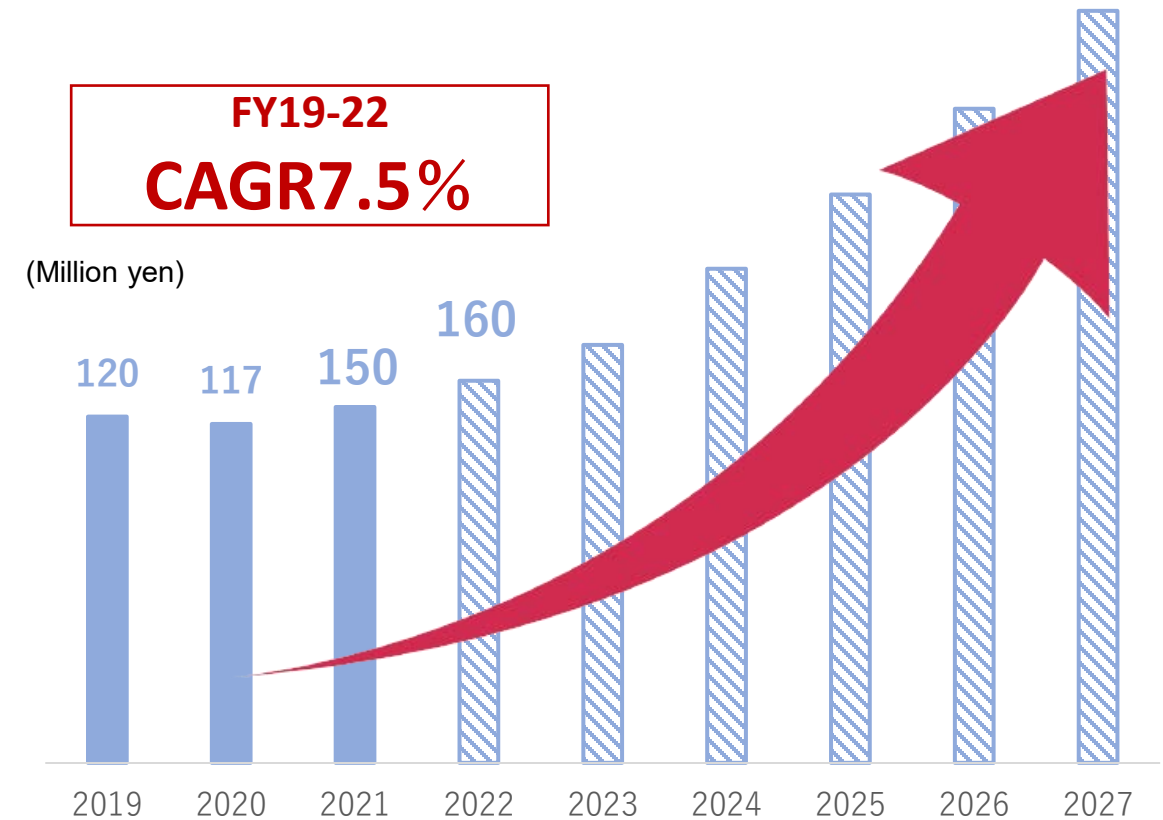
*Time series of stock prices are based on Yahoo! Finance.

Since joining the Group, Sunmarie has been profitable even under the COVID-19 crisis, resulting in it driving our entire business

Net sales



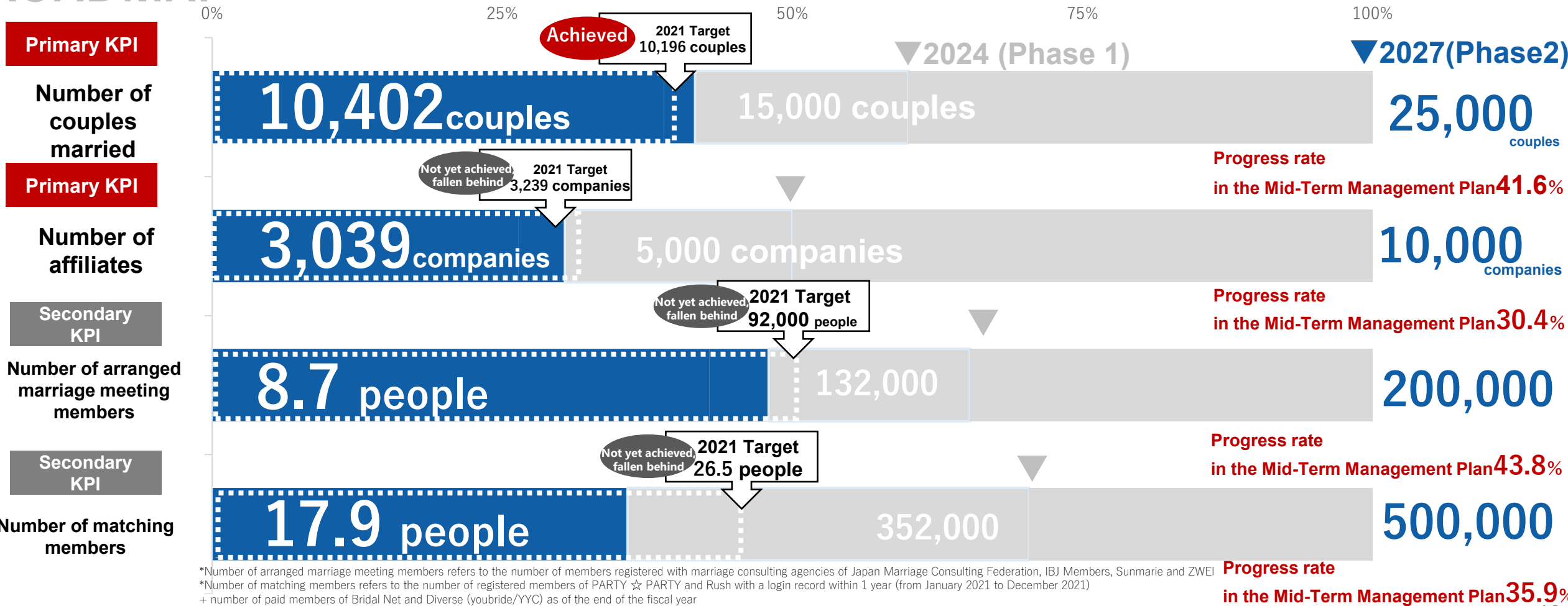
Operating income



Progress of the Mid-Term Management Plan (2021-2027)

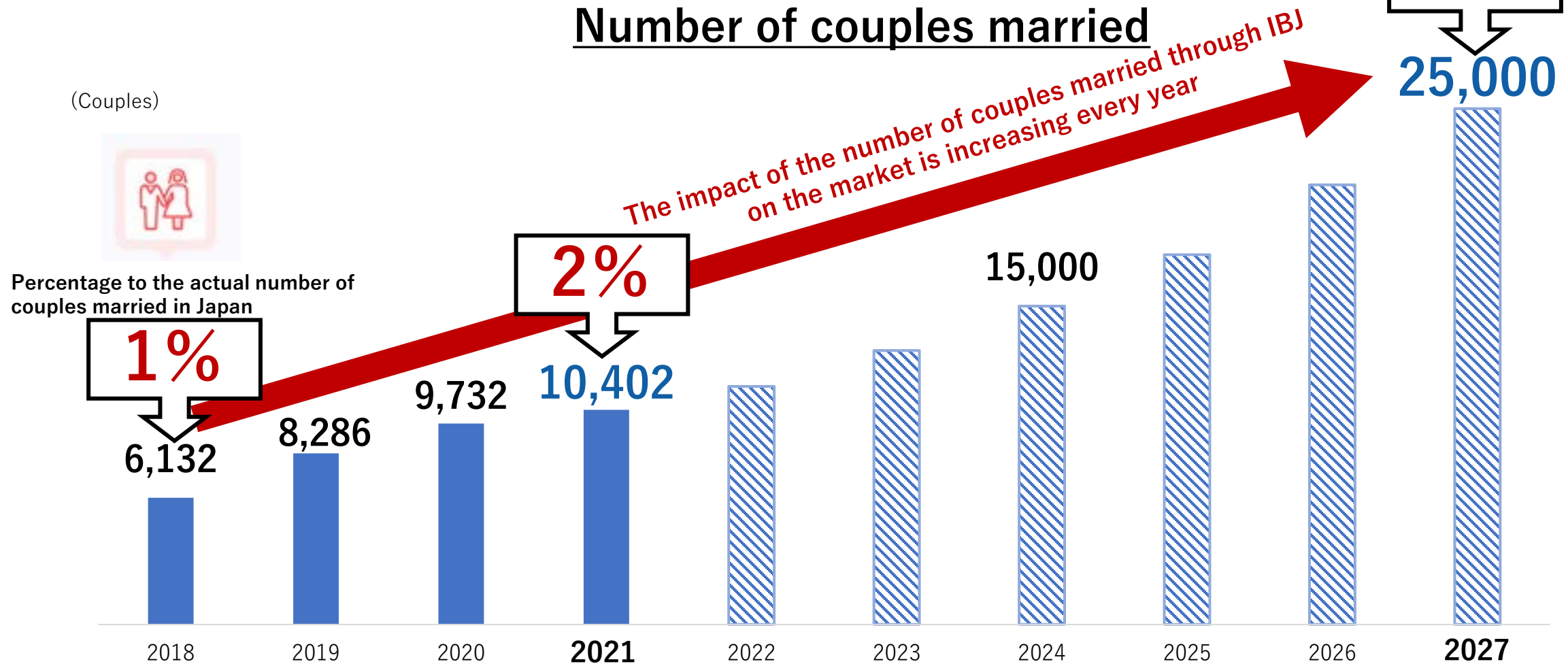
Significant 2021 KPIs are showing steady progress toward targets in the 2027 Mid-Term Management Plan
 Secondary KPIs to be reviewed in 2024 (Phase 1) due to prolonged impact of COVID-19

ROADMAP



Progress in Increasing Number of Couples Married to 5% (25,000 Couples)

The number of couples married through IBJ in 2021 favorably increased to 10,402 despite the current market conditions



Percentage to the actual number of couples married in Japan

The impact of the number of couples married through IBJ on the market is increasing every year

*1 The proportion of the annual number of couples married in 2021 (2%) is based on IBJ's own calculation by converting the number of couples married from January to August in 2021 (343,111 couples) reported in "2021 August Monthly Report on Vital Statistics (approximate figures)" published by the Ministry of Health, Labour and Welfare into an annual figure (514,656 couples) .
 *2 The annual number of couples married in 2027 was assumed to be 500,000 based on IBJ's own estimates.

Progress in Increasing Number of Affiliates to 10,000 Companies

Number of affiliates exceeded 3,000 in 2021, steadily increasing toward the target of 10,000 in 2027

2021 Target
3,239 companies

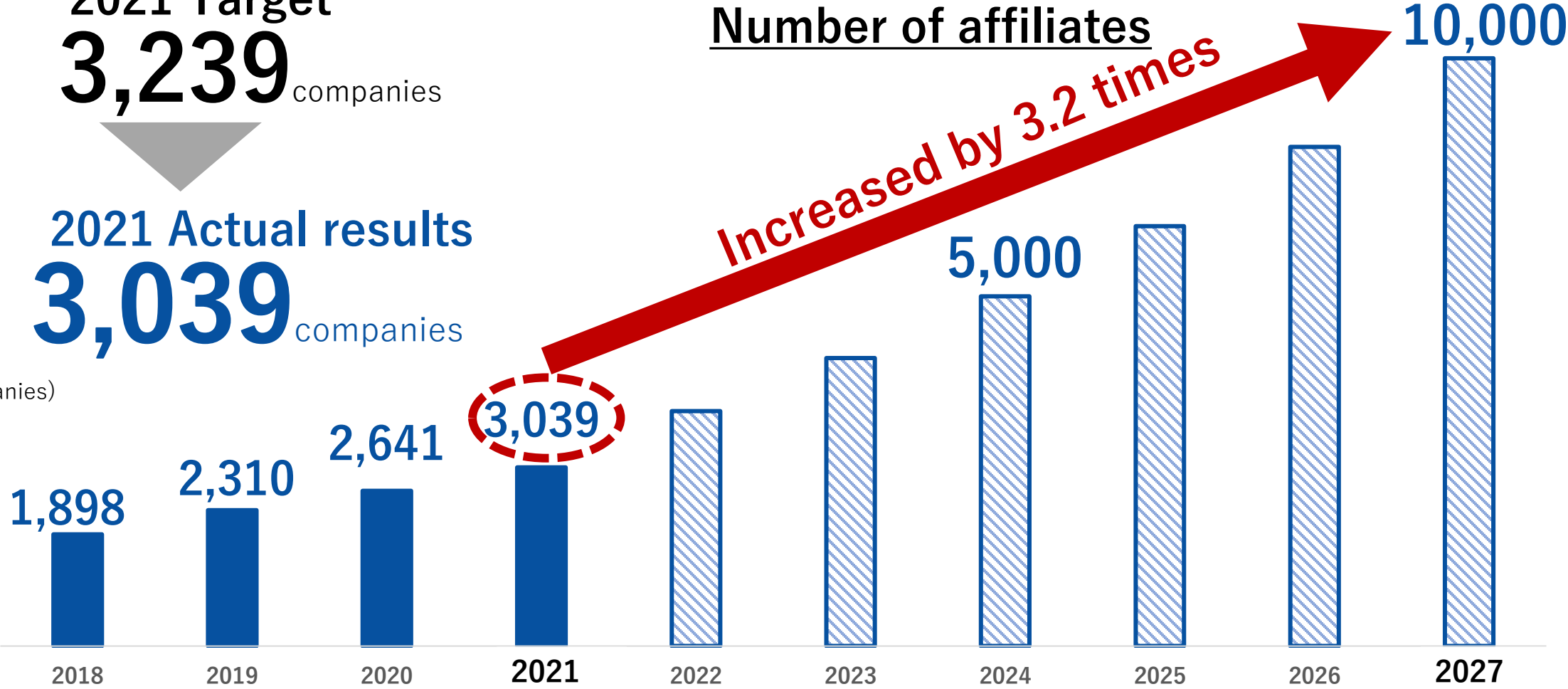
2021 Actual results
3,039 companies

(Companies)

Number of affiliates

Increased by 3.2 times

10,000

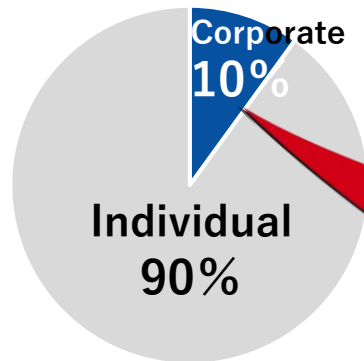


For Increasing Number of Affiliates to 10,000 Companies (1) Increase in Corporate Affiliates

The rate of corporate affiliates increased due to growing number of new memberships in struggling industries

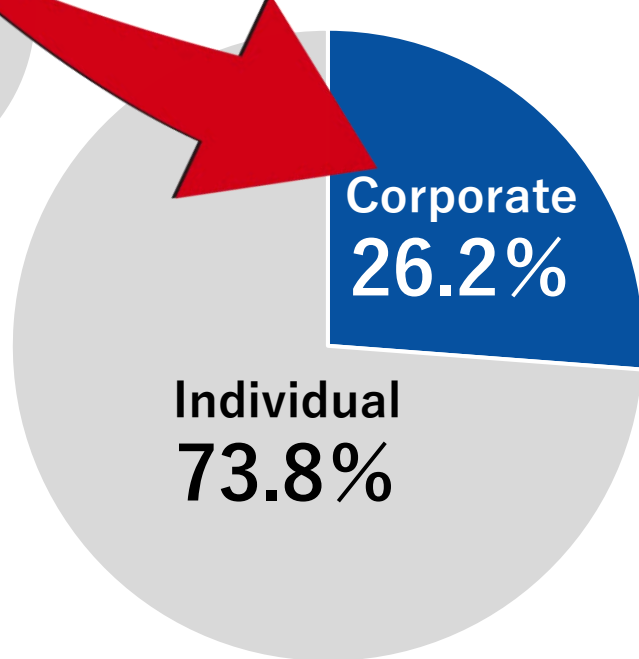
Rate of corporate affiliates before the COVID-19 crisis (2019)

■ Corporate ■ Individual



Increased 2.6 times
from 2019 before the pandemic

FY21



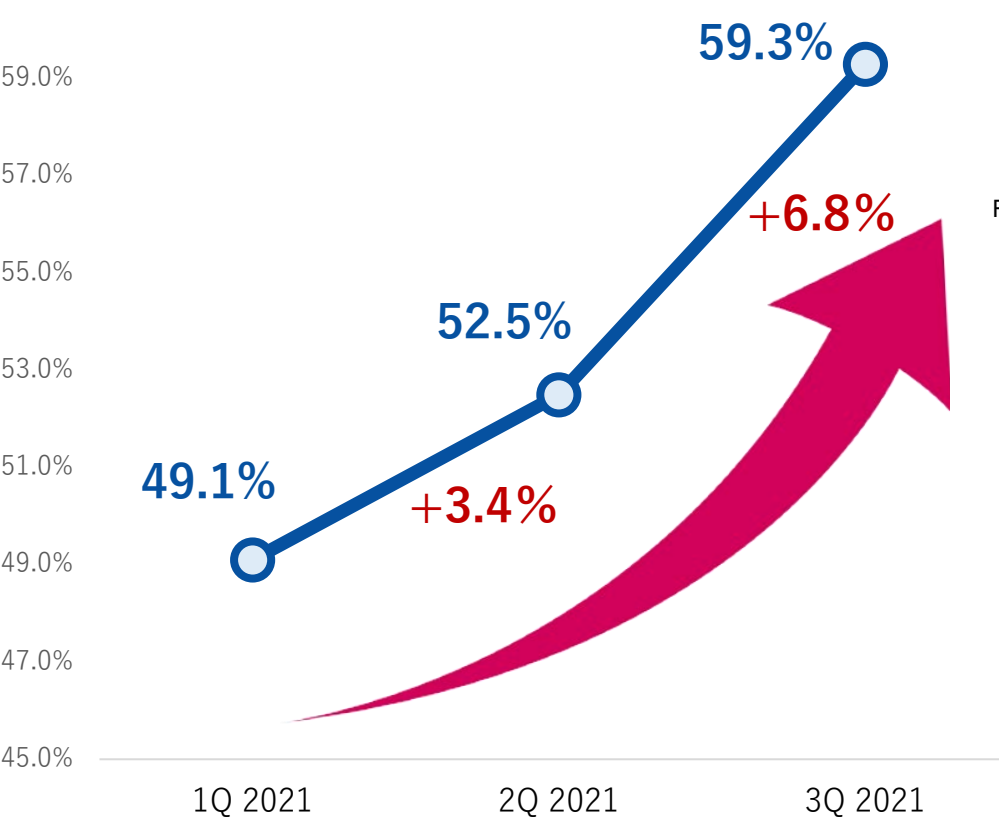
During May 2021, top 13 industries that faced a decrease in sales by 50% or more versus 2019 (descending order)

Ranking	Industry	Proportion	Respondents	N	IBJ Affiliate
1st	Accommodations	88.0%	36	45	
2nd	Eating and drinking services	44.7%	30	67	46.6%
3rd	Living-related/amusement services	40.7%	55	135	
4th	Retail of textiles, apparel, personal goods	30.7%	8	26	0.5%
5th	Academic research, professional/technical services	28.0%	86	307	-
6th	Wholesale of textiles, apparel	24.0%	18	75	-
7th	Retail of foods and drinks	23.2%	10	43	-
8th	Wholesale of various goods	22.0%	11	50	4.2%
9th	Education, learning support	21.4%	6	28	6.3%
10th	Real estate	20.1%	28	139	9.5%
11th	Construction	18.8%	104	552	
12th	Wholesale of foods and drinks	16.8%	36	214	-
13th	Information service, production	15.1%	51	337	7.9%

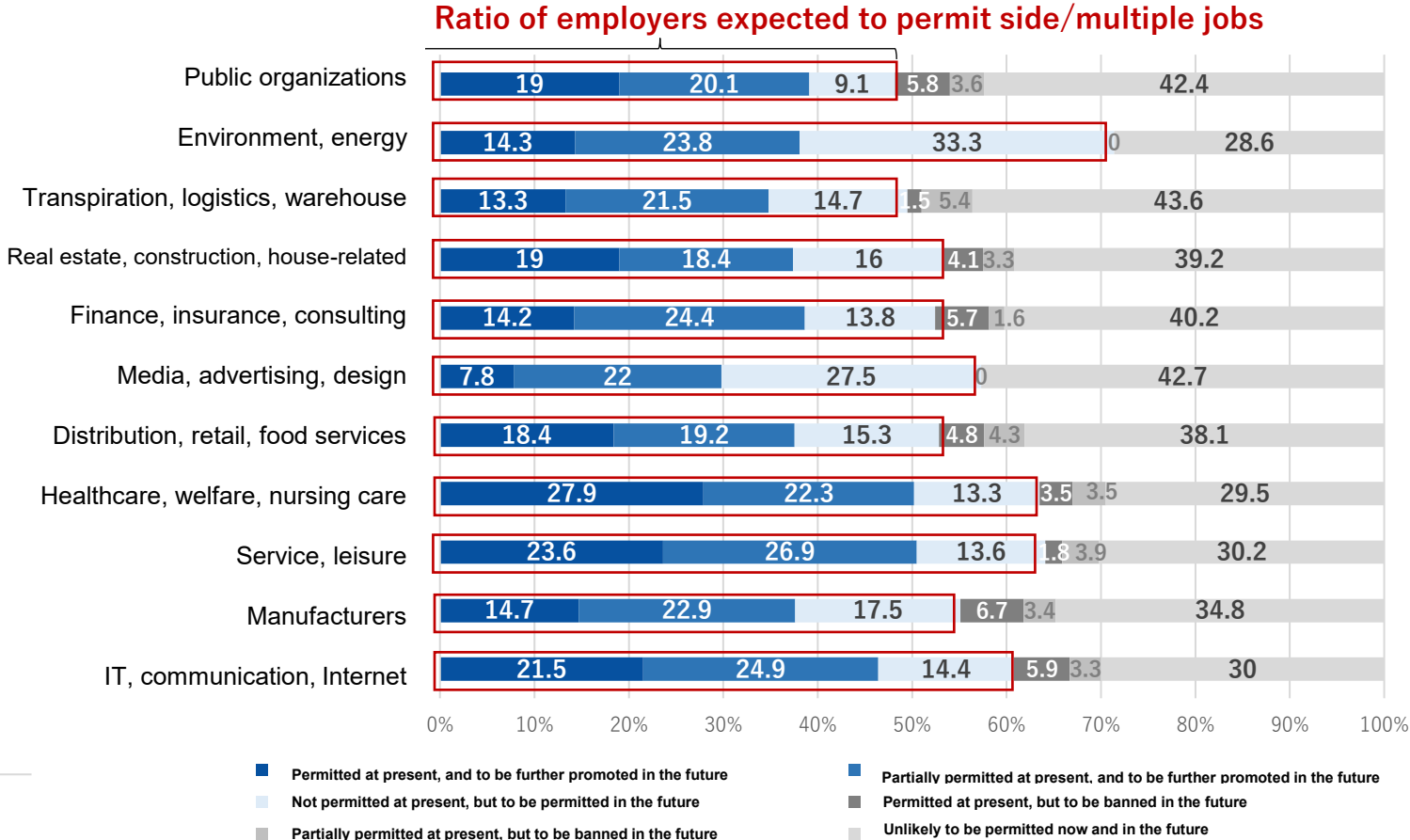
* The above list was created based on the "16th Survey on COVID-19" conducted by TOKYO SHOKO RESEARCH, LTD. (June 21, 2021)

The rate of openings increased as the ban on side jobs has been lifted in large companies. The trend of allowing employees to hold side/multiple jobs to be expanded in the future.

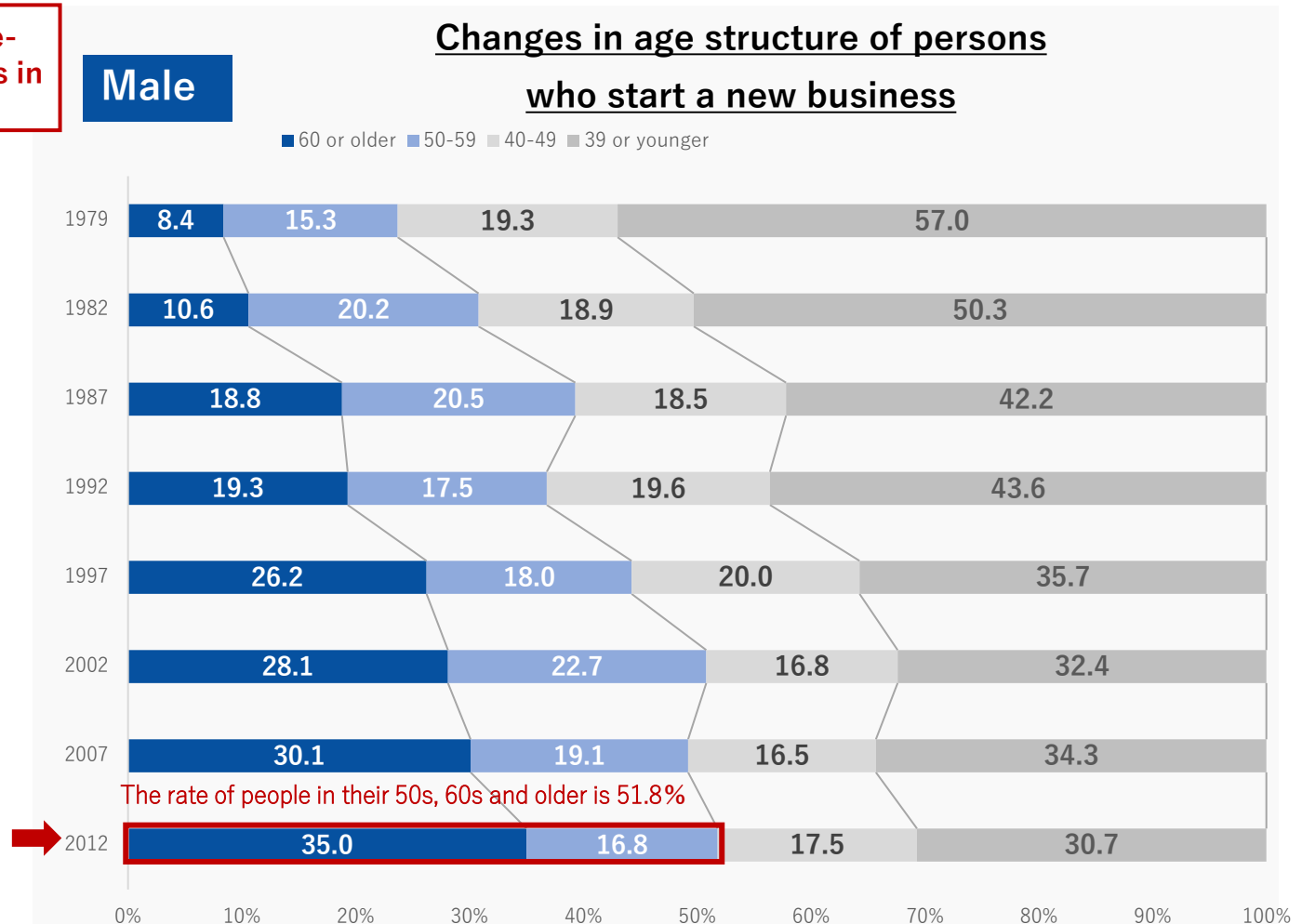
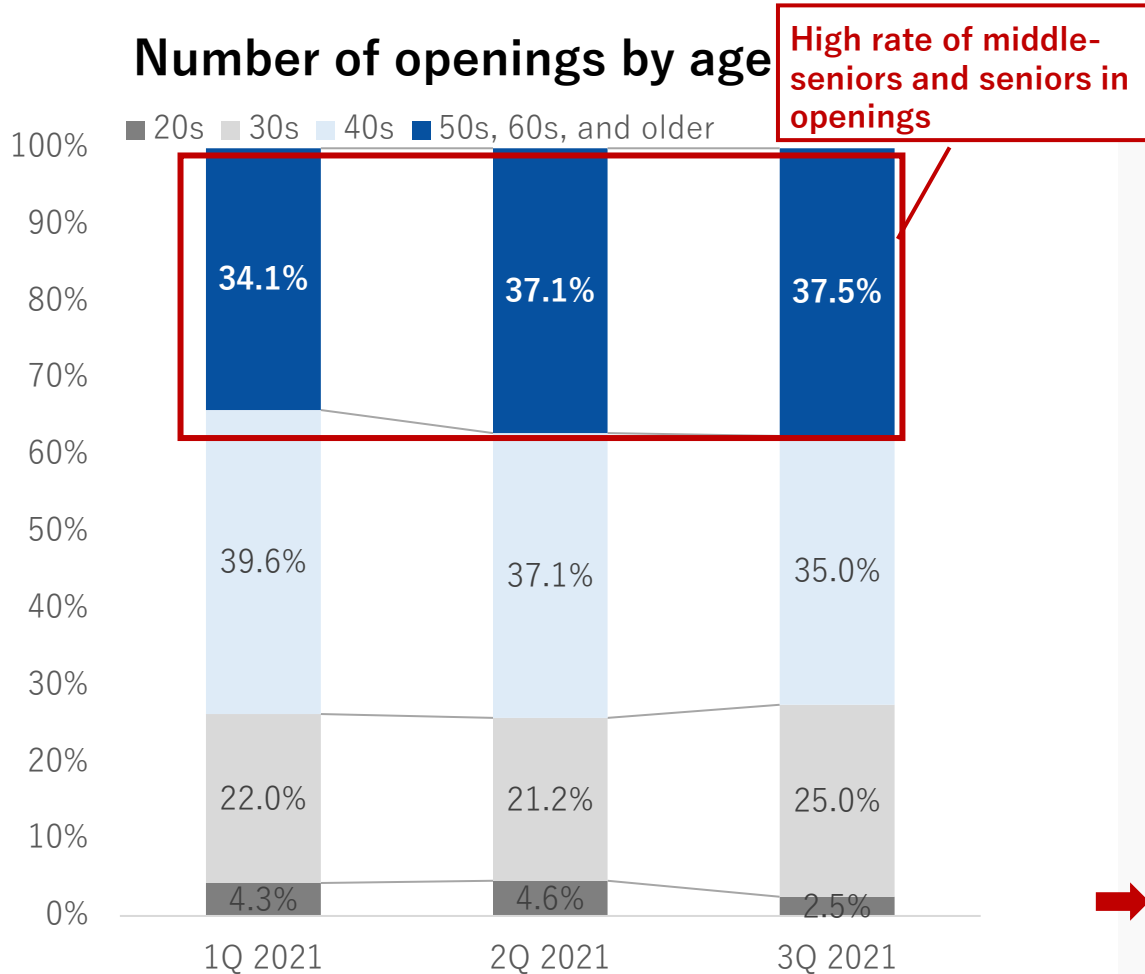
Ratio of side businesses to the total number of new businesses



Employers' response to side/multiple jobs



Middle-seniors and seniors accounts for about 50% of men who started a business
 There are many potential middle-seniors and seniors as our targets for openings

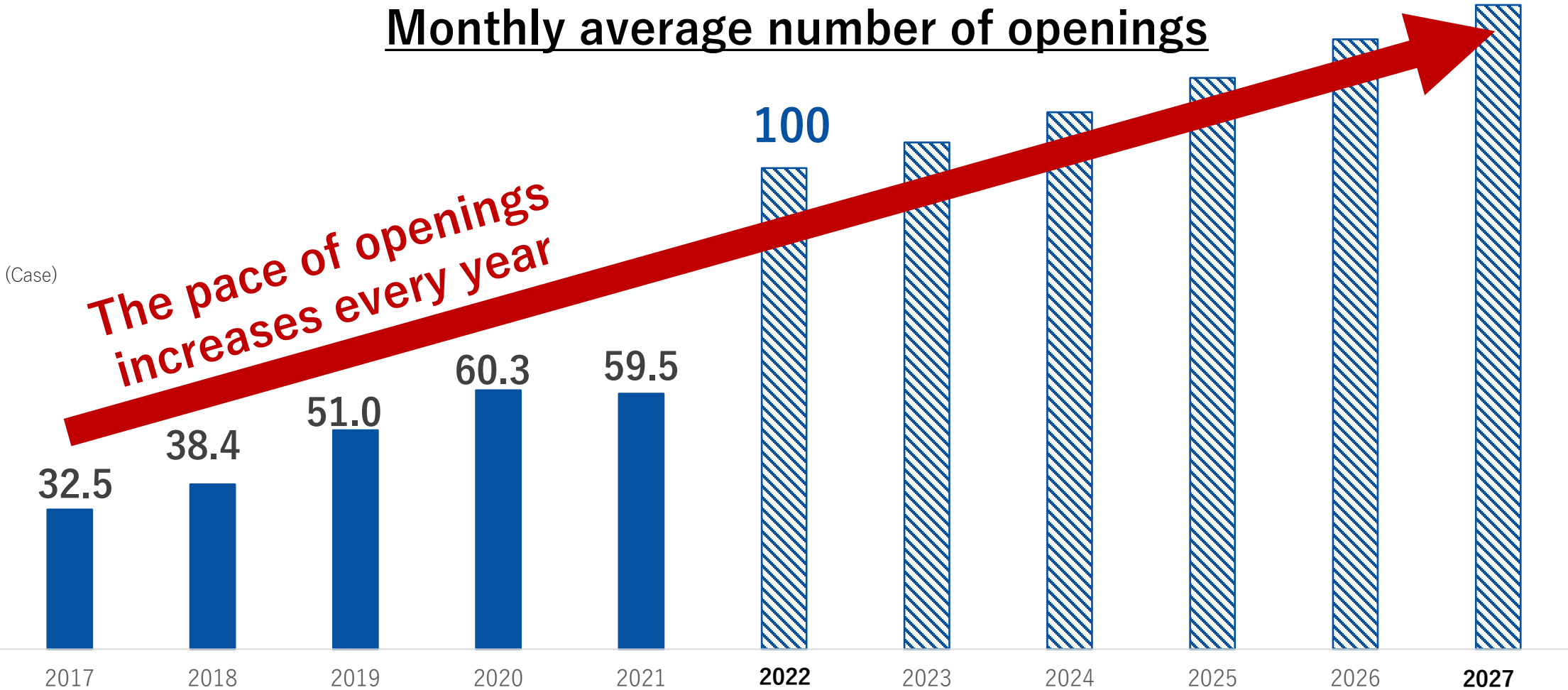


* Source: Compiled based on "2017 White Paper on Small and Medium Enterprises – Part II Life Cycle of Small and Medium Enterprises" published by the Small and Medium Enterprise Agency

Changes in Monthly Average Number of Openings

Aim to increase the number of affiliates to 4,000 by achieving the monthly target of 100 openings in 2022

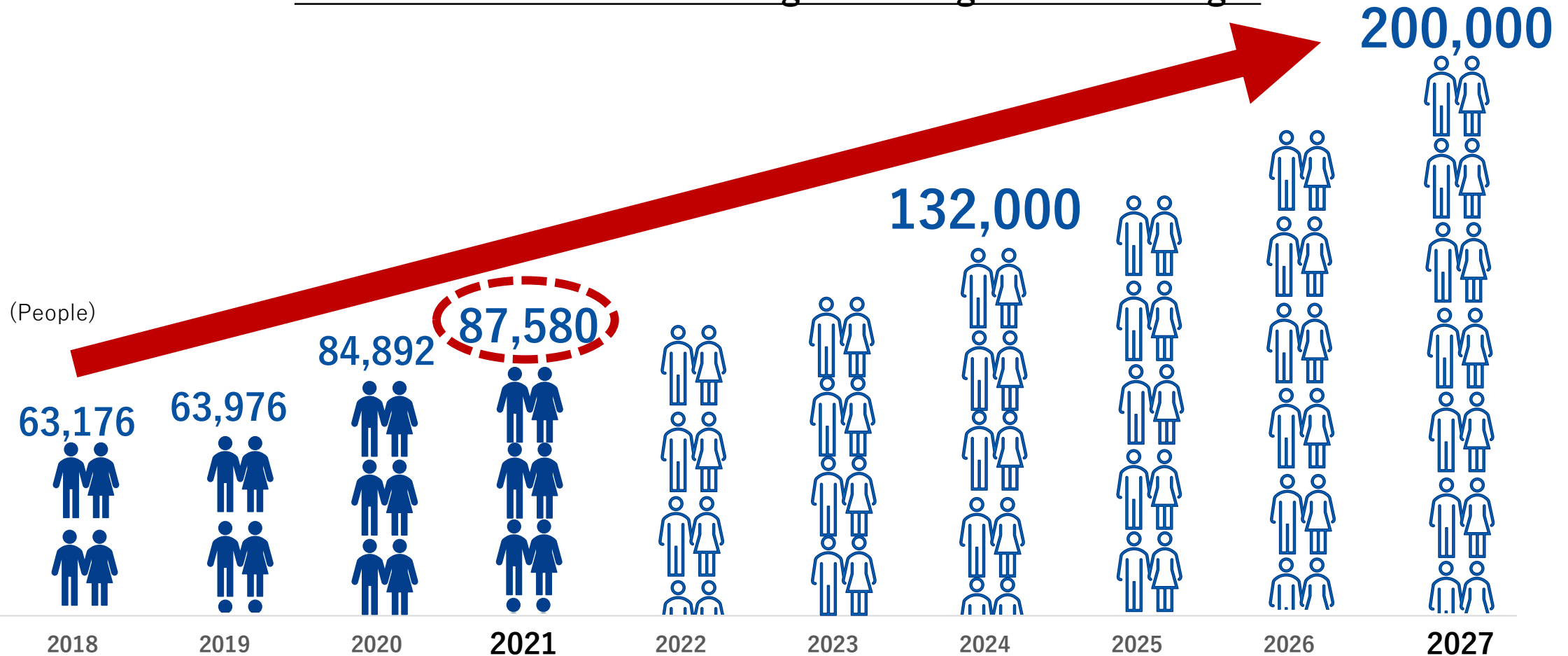
Monthly average number of openings



For Increasing Number of Members for marriage matchmakings to 200,000

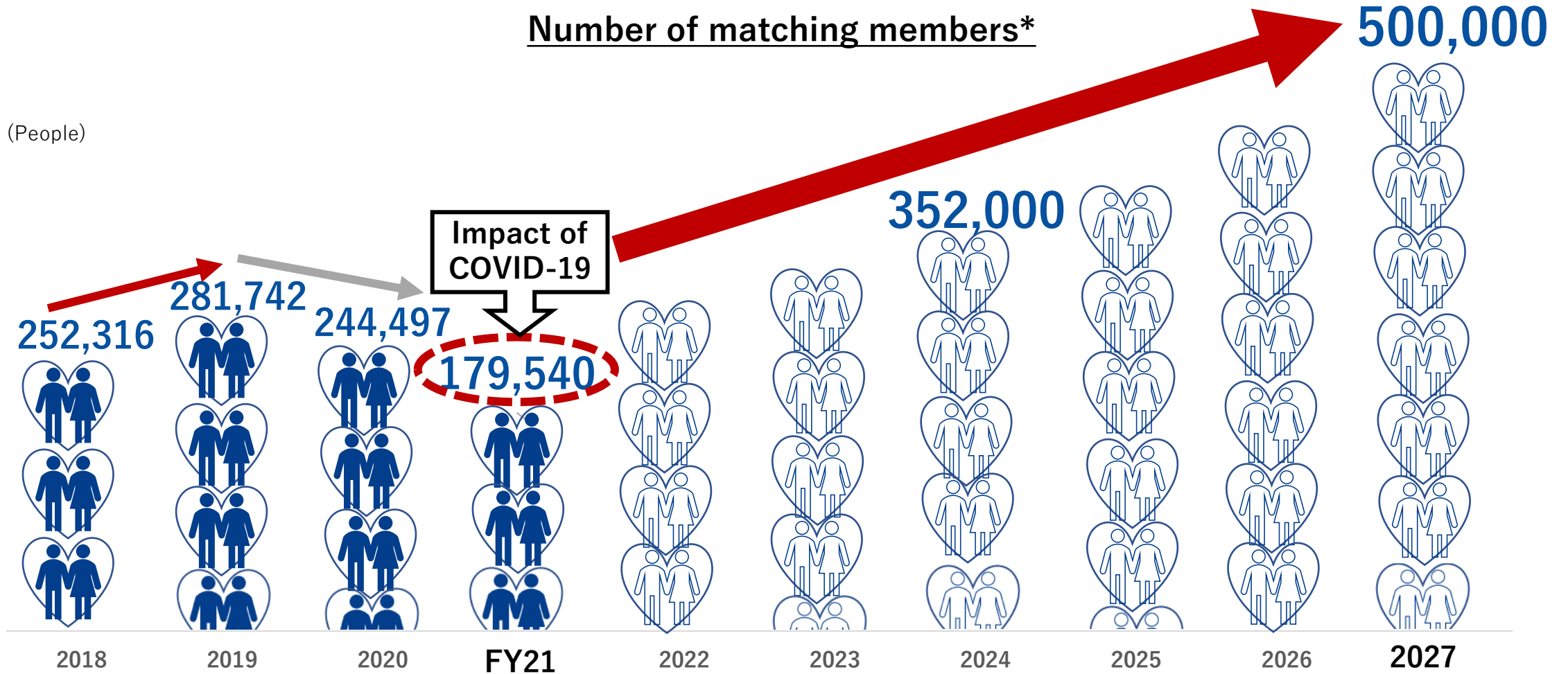
The membership base is expected to expand as a result of an increase in number of affiliates and group synergy of the directly managed lounge business

Number of members for arranged marriage matchmakings*



For Increasing Number of Matching Members to 500,000

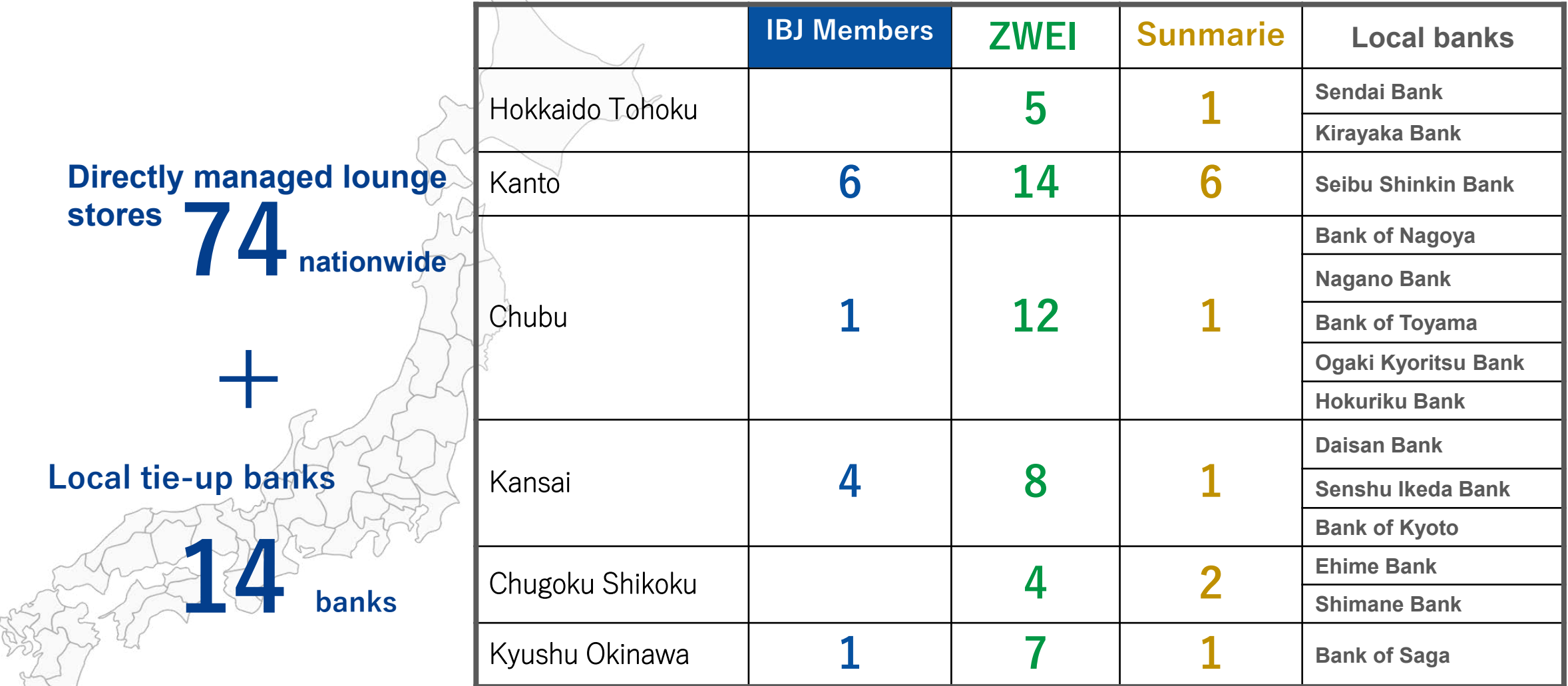
The number of matching members decreased due to the impact of COVID-19 on the Party Business and Apps Business, but is expected to increase after COVID-19 is contained



* Number of matching members refers to the number of registered members of PARTY ☆ PARTY and Rush with a login record within 1 year + number of paid members of Bridal Net and Diverse (youbride/YYC) as of the end of the fiscal year

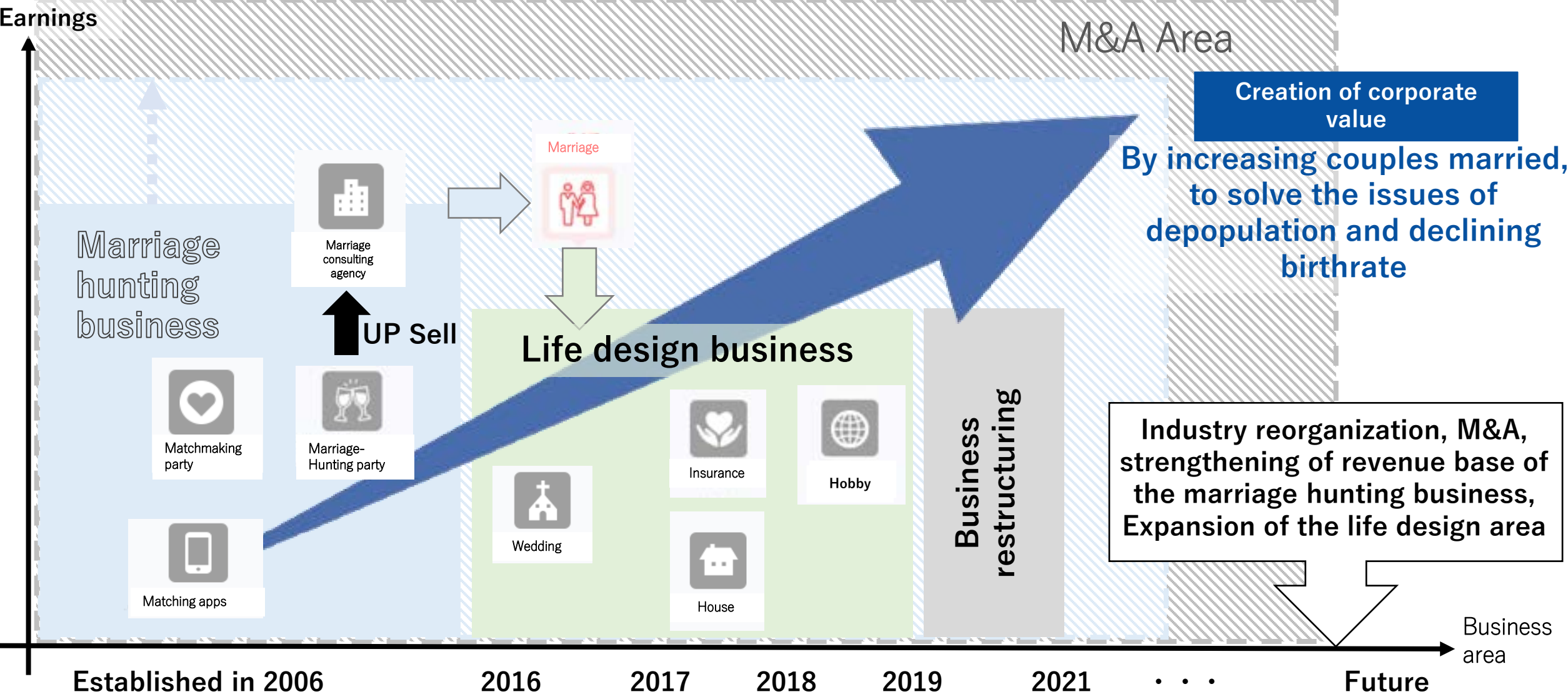
Regional Development Strategy toward the Mid-Term Management Plan

Increase the number of affiliates and expand membership base nationwide in cooperation with local banks and local governments



Review of the Business Portfolio toward the Mid-Term Management Plan

Leading the industry through business expansion and restructuring to increase corporate value, with a focus on the marriage hunting business

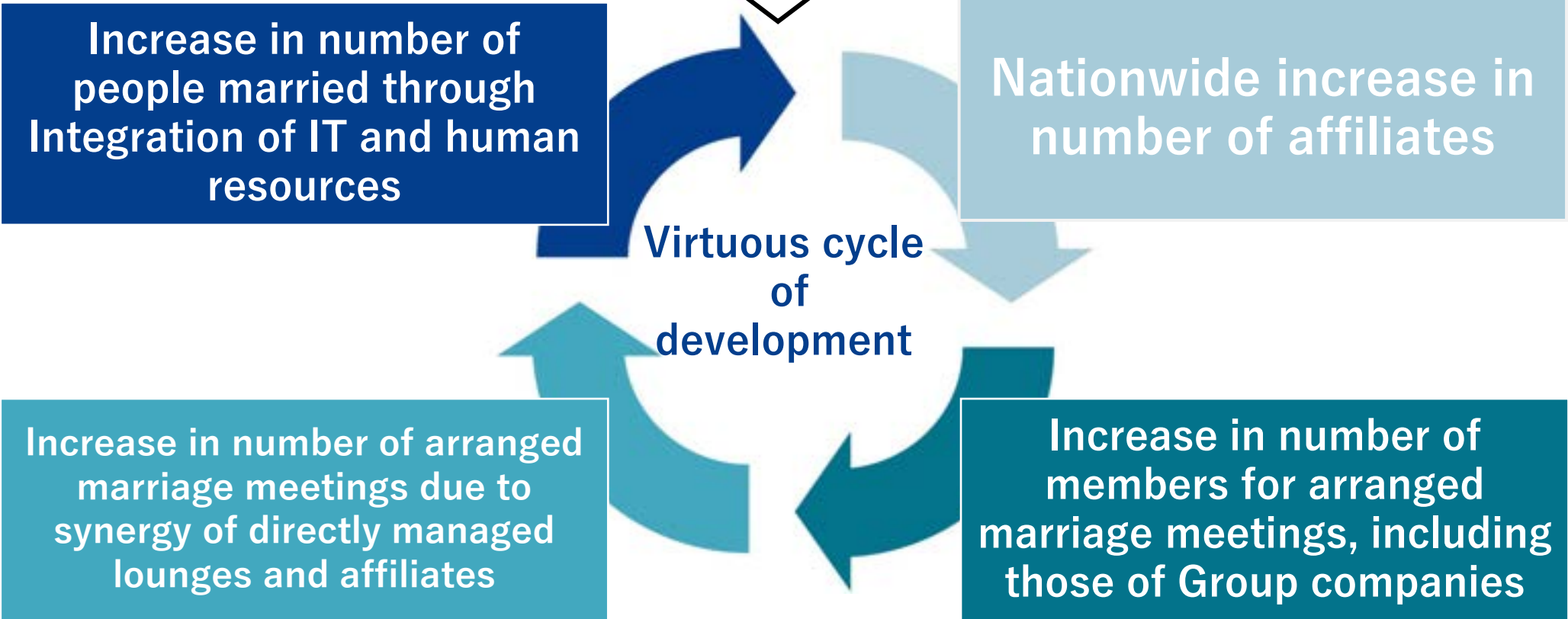


IBJ's Sustainable Development Cycle

IBJ's value creation

We will contribute to solving the issues regarding tendency to remain single and declining birthrate by creating married couples, and bringing happiness to all the people who share a connection.

We aim to achieve sustainable development through socially, economically, and environmentally friendly business operations.



Topic

01

Financial Results Summary

02

Growth Strategy

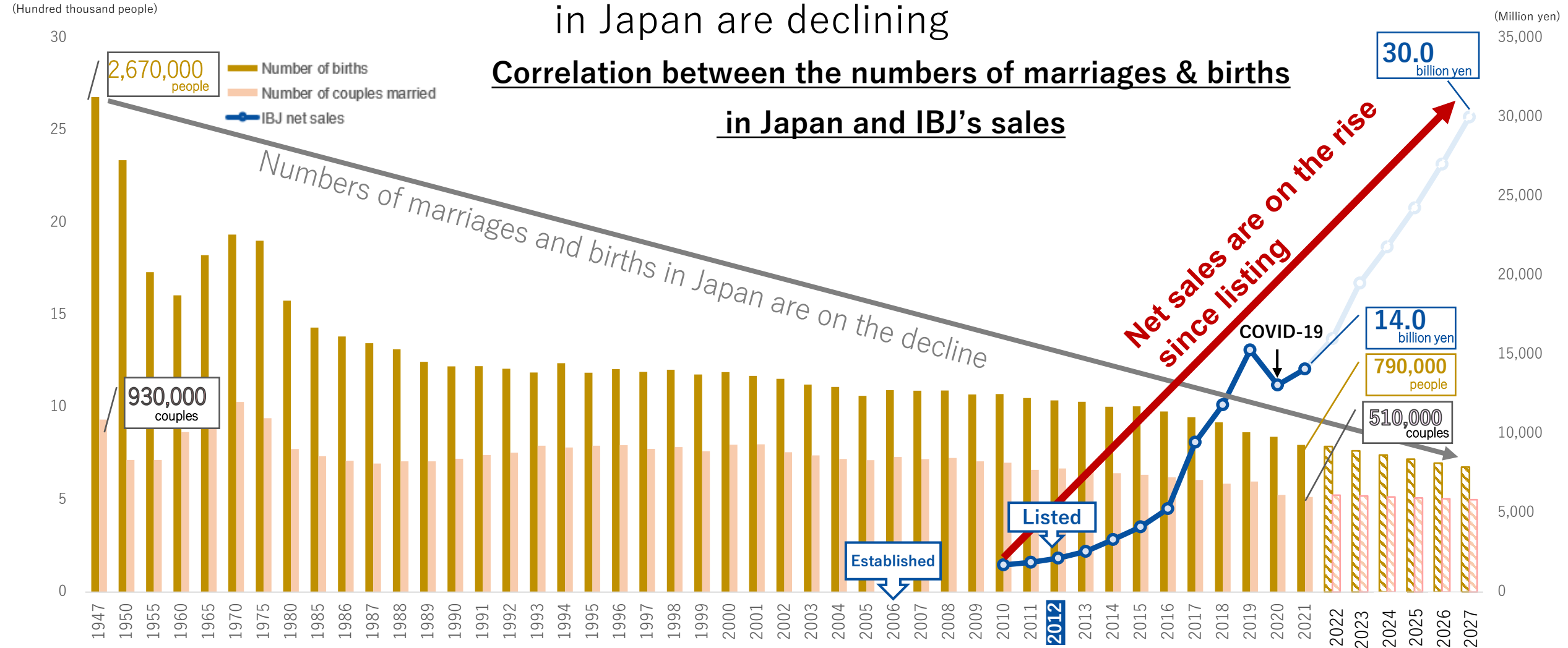
03

APPENDIX

IBJ Net Sales Has Grown Favorably, Contrary to the Macro Environment

IBJ's performance is on the rise while the numbers of marriages and births in Japan are declining

Correlation between the numbers of marriages & births in Japan and IBJ's sales

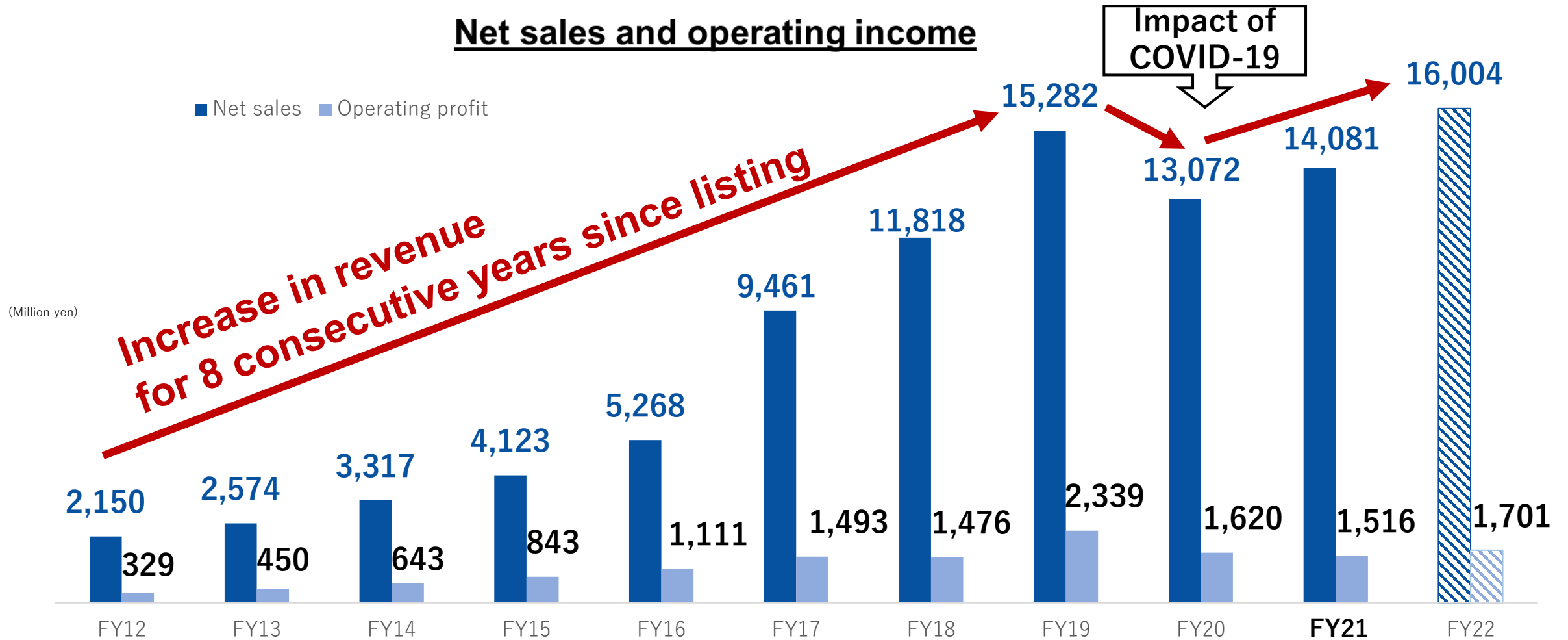


* Prepared based on "Summary of 2020 Vital Statistics (final date)" (1947-2020) published by the Ministry of Health, Labour and Welfare (MHLW). The numbers of births and married couples in 2021 are based on IBJ's own calculation by converting the figures reported in MHLW's "2021 August Monthly Report on Vital Statistics (approximate figures)" (January-August 2021) into the annual figures. The number of couples married in 2021 (514,656 couples) and the number of births in 2021 (796,896 people) are based on IBJ's own calculation. Estimated values from 2022 onward are based on IBJ's own calculation.

* Source: MHLW "Summary of 2020 Vital Statistics (final date)" (1947-2020), created based on "2021 August Monthly Report on Vital Statistics (approximate figures)"

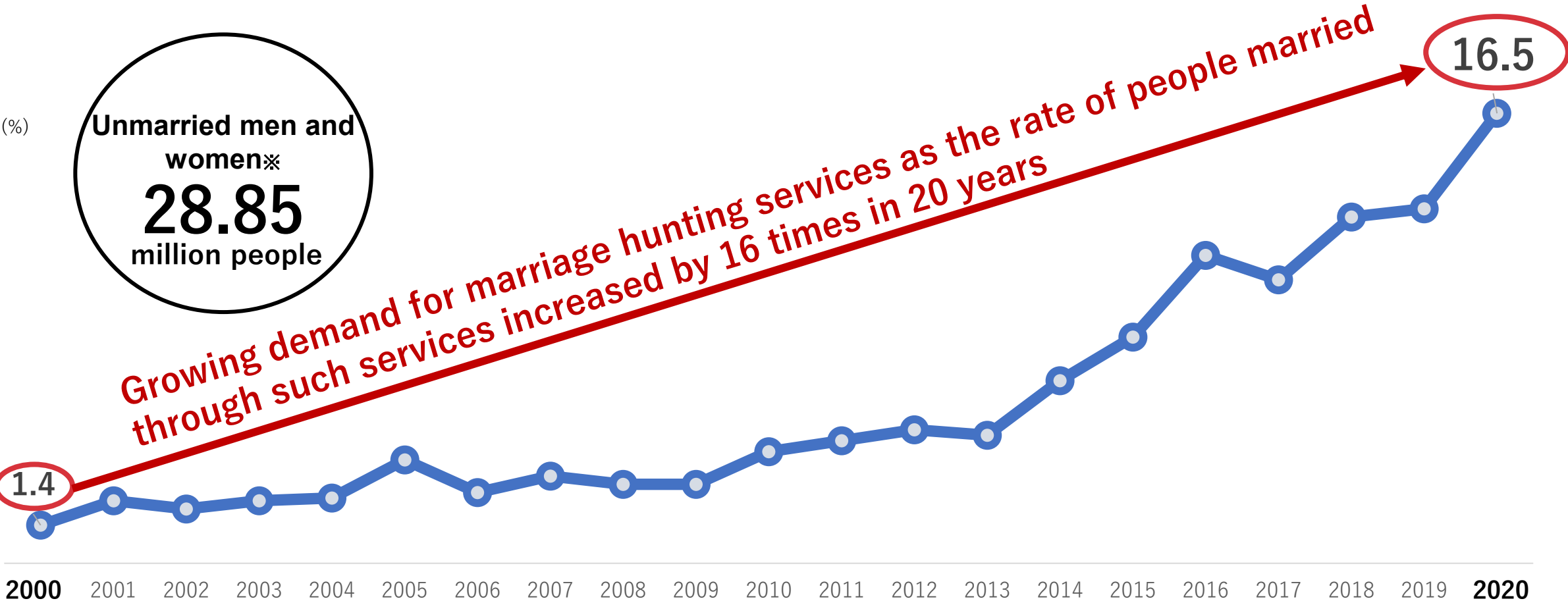
Change in IBJ Performance since Listing

IBJ Group performance has continued to grow even under widely unfavorable environment



Marriage Hunting Market in Japan on a Growth Track against the Macro Environment

Rate of people married through marriage hunting service

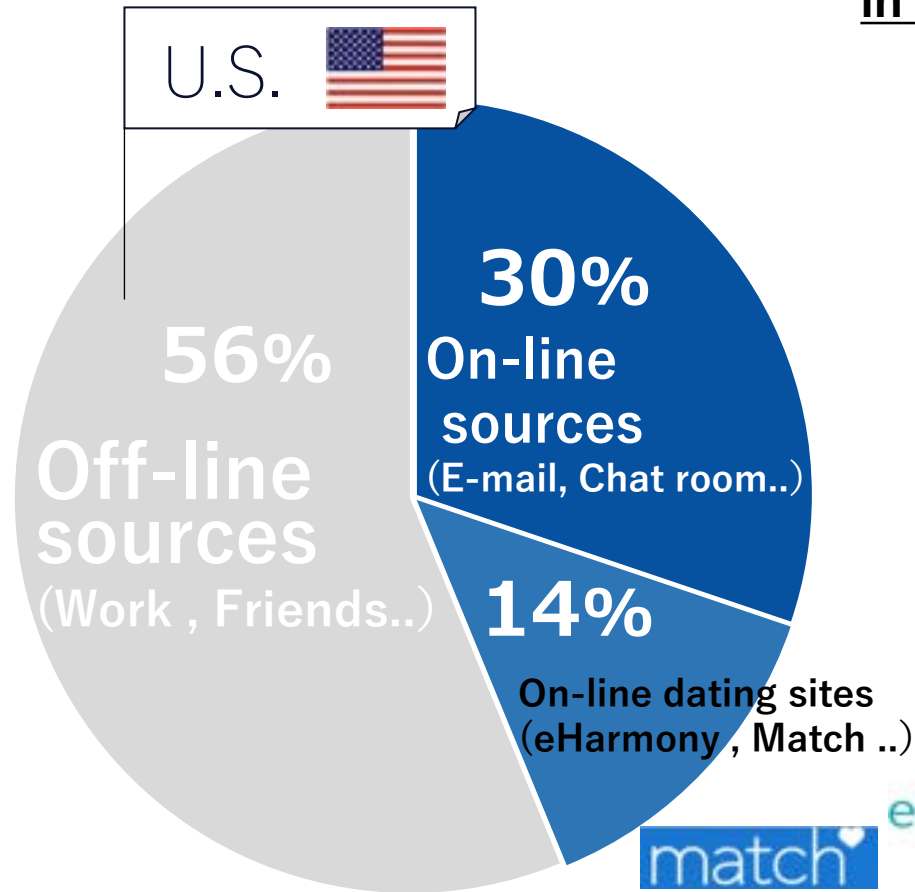


*Source: "2021 Survey on Actual Conditions of Marriage Hunting" by Bridal Souken by Recruit (The rate of people married through marriage hunting services)

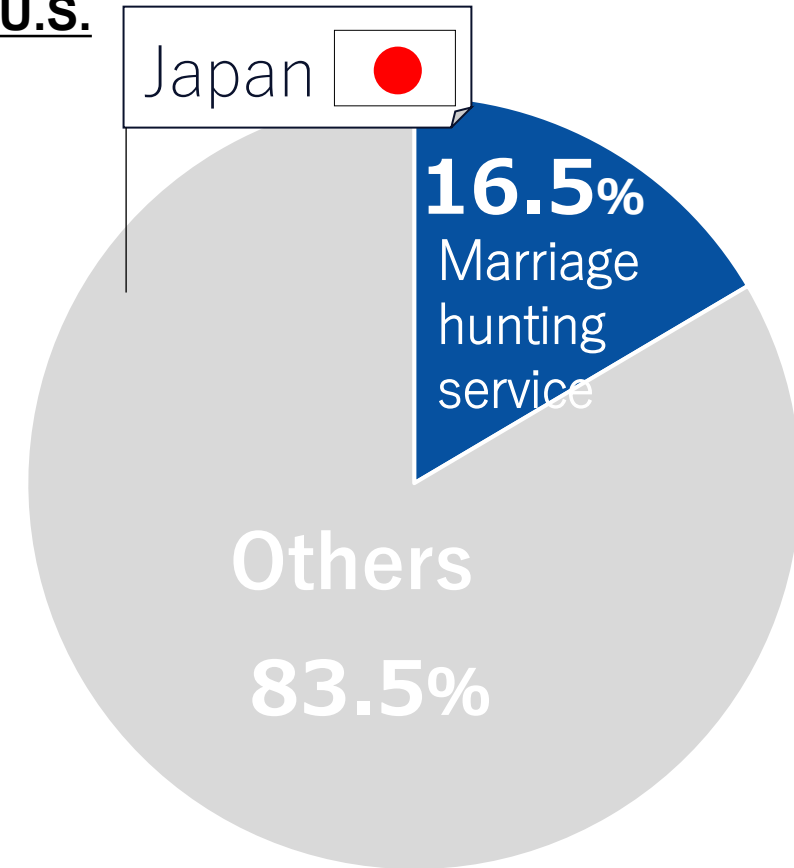
*Source: Preliminary Report on Summary of the Results of 2015 Population Census (Population aged 15 and over by sex) (Unmarried men and women)

The size of Japan's marriage hunting market vs U.S.

Rate of couples married using marriage hunting services in Japan and the U.S.



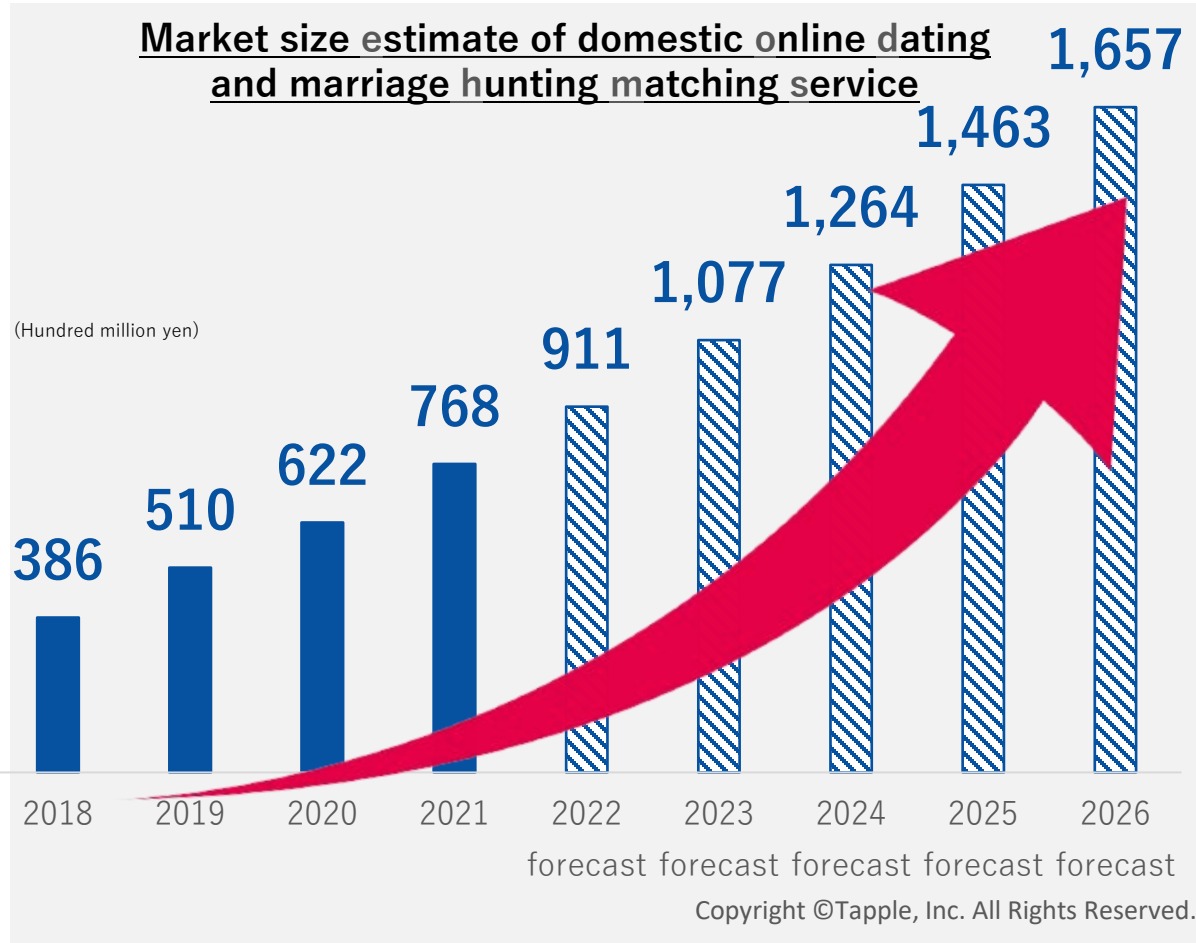
Target: 19,131 people who got married between 2005 and 2012
Source: U.S. Bureau of Labor Statistics (2012)



*Target: 50,000 men and women aged 20-49 nationwide
*Marriage hunting services: marriage consulting agencies, marriage-hunting websites/apps, dating-hunting websites/apps, marriage-hunting parties/events
*The percentage of the respondents who used one of marriage hunting services and were able to get married through that service
*Married persons: Both first marriage and second marriage are included, Source: 2020 Survey on Actual Conditions of Marriage Hunting (Bridal Souken by Recruit)

Why Are Many Japanese Young People Still Single?

They are not meeting the right person although the online marriage hunting market is expanding
 In order to increase the number of married couples in Japan, services that provide a place to find a serious relationship are needed



Source: Matching Service Market Size (Tapple, Inc.) (Digital InFact Inc. Survey)

Reasons unmarried men and women are still single



1st

I haven't met the right person

57.0%

2nd

I don't want to give up my freedom and carefreeness

32.9%

3rd

I don't think I have enough money to live on after marriage

29.6%

4th

I don't think I need to get married

28.3%

5th

I don't have enough money saved up for marriage

24.9%

* Source: "2020 Report on the International Survey on Declining Birthrate" (Full version) published by the Cabinet Office

Expectations for marriage hunting services are rising, with support of Japanese government and local governments

Infertility treatment subsidy program

Subsidy amount: 300,000 yen/treatment
Number of subsidies: 6 times for each child
(3 times for wives aged 40 and over and under 43)
Eligibility: Wives under age of 43

Source: "Support for Couples Suffering from Absence of Pregnancy" by the Ministry of Health, Labour and Welfare

Measures against declining birthrate

- Japan secured 2 billion yen for measures against the declining birthrate
- The Japanese government supports local governments' efforts to adopt AI-based matchmaking system by providing two-thirds of its cost.

Source: "Promotion of Measures for Society with Declining Birthrate (Summary)" by the Cabinet Office

Newlywed support program

Eligibility: Both spouses under 39 years old at the time of submitting a registration of marriage, combined income of 4 million yen or less (equivalent to annual household income of up to 5.4 million yen)
Support: Cost of buying a new house, cost of new rent, etc.
Support rate 50% Maximum amount: 300,000/household

Source: The Cabinet Office "Newlywed Support Program"

IBJ Aims to Become Top in its Niche

Aiming to gain large market share in the niche marriage hunting industry

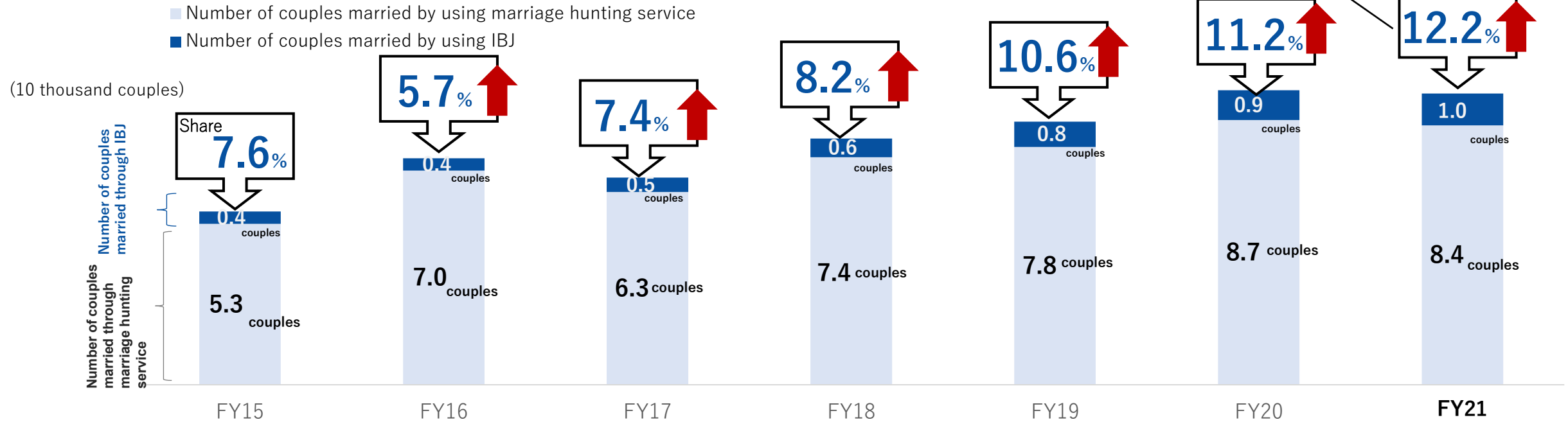
IBJ's share in number of couples married

*Shares of marriage hunting services and IBJ in the annual number of couples married

Marriage-based market share 12.2%

10,402 couples (2021)

Number of couples married by using marriage hunting services **84,918** couples

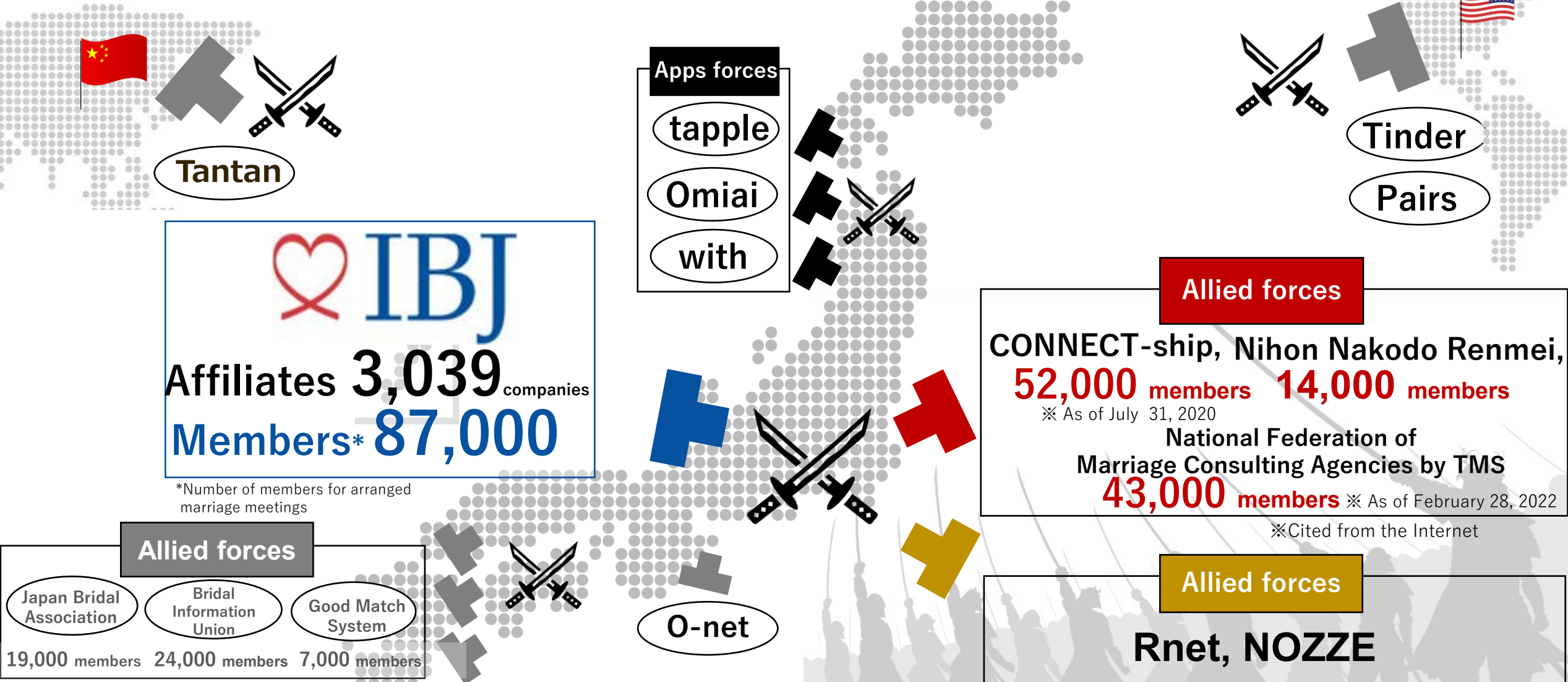


Annual number of couples married	635,225 couples	620,707 couples	606,952 couples	586,481 couples	599,007 couples	525,507 couples	Estimated 514,656 couples
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*Source: Ministry of Health, Labour and Welfare (MHLW), "Summary of 2020 Vital Statistics (Final data)" (2015 - 2020)
 The proportion of the annual number of couples married in 2021 was based on IBJ's own calculation by converting the number of couples married from January to August in 2021 (343,111 couples) reported in "2021 August Monthly Report on Vital Statistics (approximate figures)" published by MHLW into the annual figure (514,656 couples).
 Prepared based on the figure calculated by multiplying the annual number of couples married (MHLW 2020 Vital Statistics) by the rate of people using a marriage hunting service ("2020 Survey on Actual Conditions of Marriage Hunting" by Bridal Souken by Recruit)

Marriage Hunting Industry Entered the Warring States Period

The Distribution of Power



Affiliates 3,039 companies
Members* 87,000

*Number of members for arranged marriage meetings

Allied forces

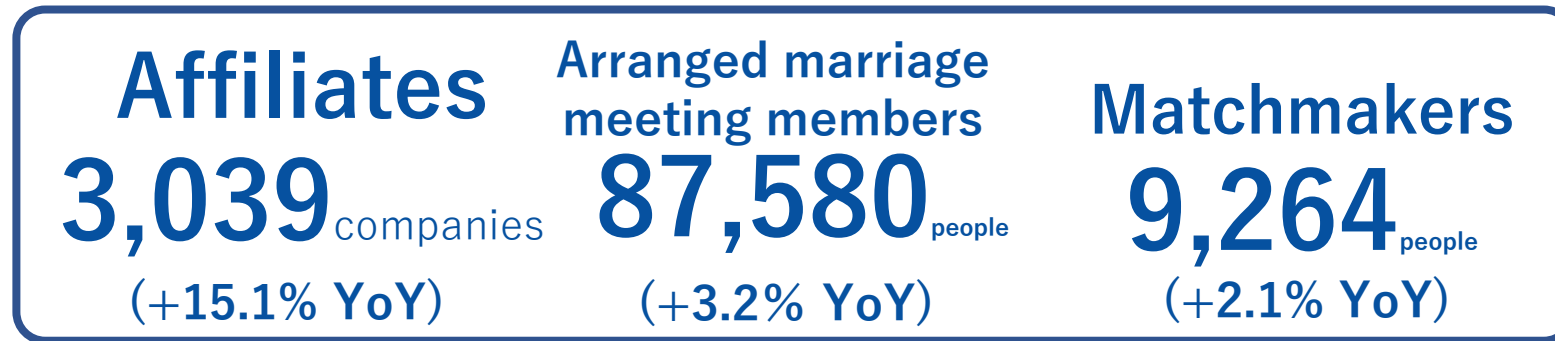
- Japan Bridal Association: 19,000 members
- Bridal Information Union: 24,000 members
- Good Match System: 7,000 members

※ As of December 31, 2020, Cited from the Internet
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IBJ's Advantages (1)

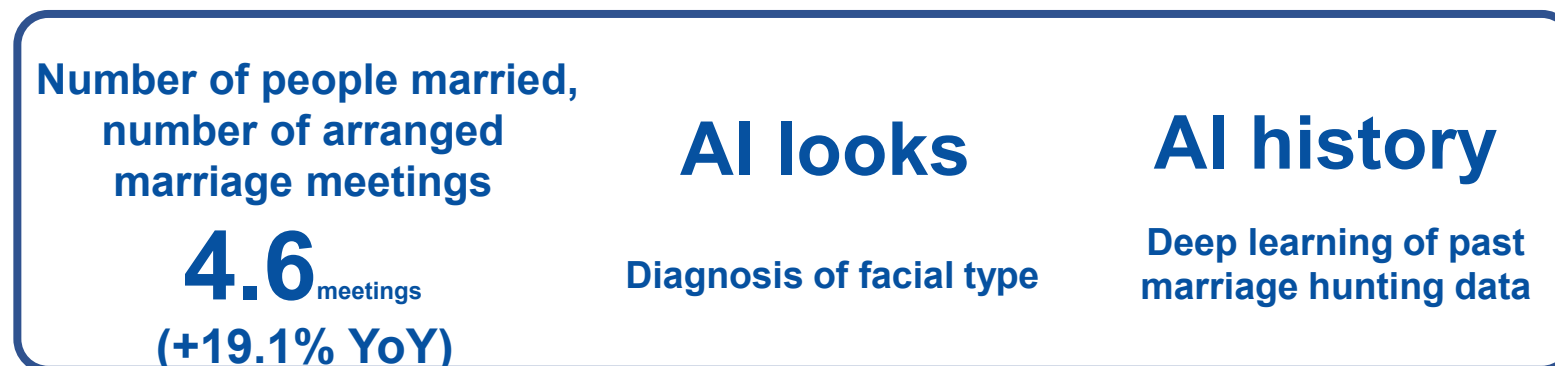
Established overwhelming numbers in marriages and affiliates, and membership base by using our unique business model integrating systems with people

Advantages Overwhelming numbers nationwide



*As of December 31, 2021

High degree of matching accuracy utilizing AI



*As of December 31, 2021

IBJ's Advantages (2)

Improving methods of marriage consulting agency service with a focus on marriage
Strengthening the connection (human network) between matchmakers
to raise barriers to entry

Develop human resources for creating couples married and improve its methods

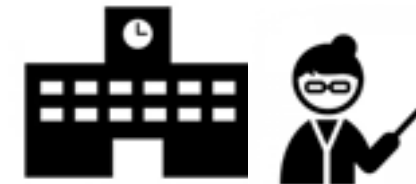
Share know-how of directly managed lounges and Strengthen schooling for affiliates

Directly managed lounges

Affiliates

IBJメンバーズ

Teach methods



Selection of professional matchmakers

Training, study sessions

Sharing of know-how



9,264 matchmakers

※ As of December 31, 2021

IBJ's Investment in Management Resources

With an eye toward larger-scale investment in M&A

Investment for growth of existing businesses



System



Talents



Brand

Investment in M&A



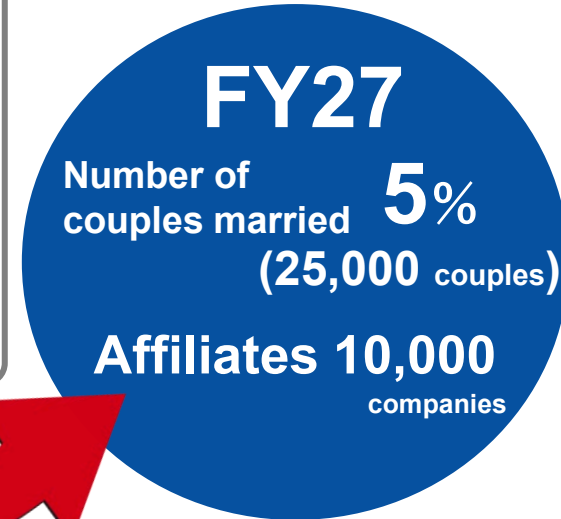
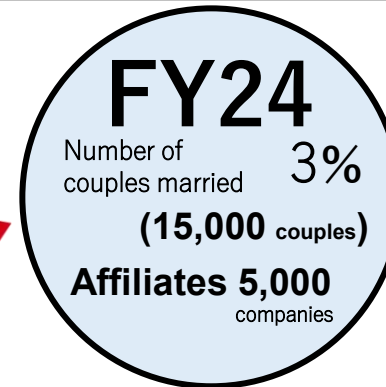
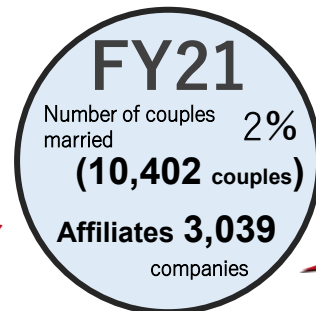
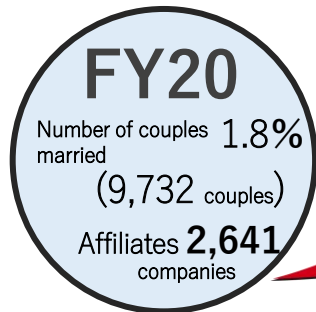
IT



Services



Regional revitalization



Net sales 14.0 billion yen
 Operating income 1.5 billion yen

Net sales 30.0 billion yen
 Operating income 5.0 billion yen

Net sales 13.0 billion yen
 Operating income 1.6 billion yen

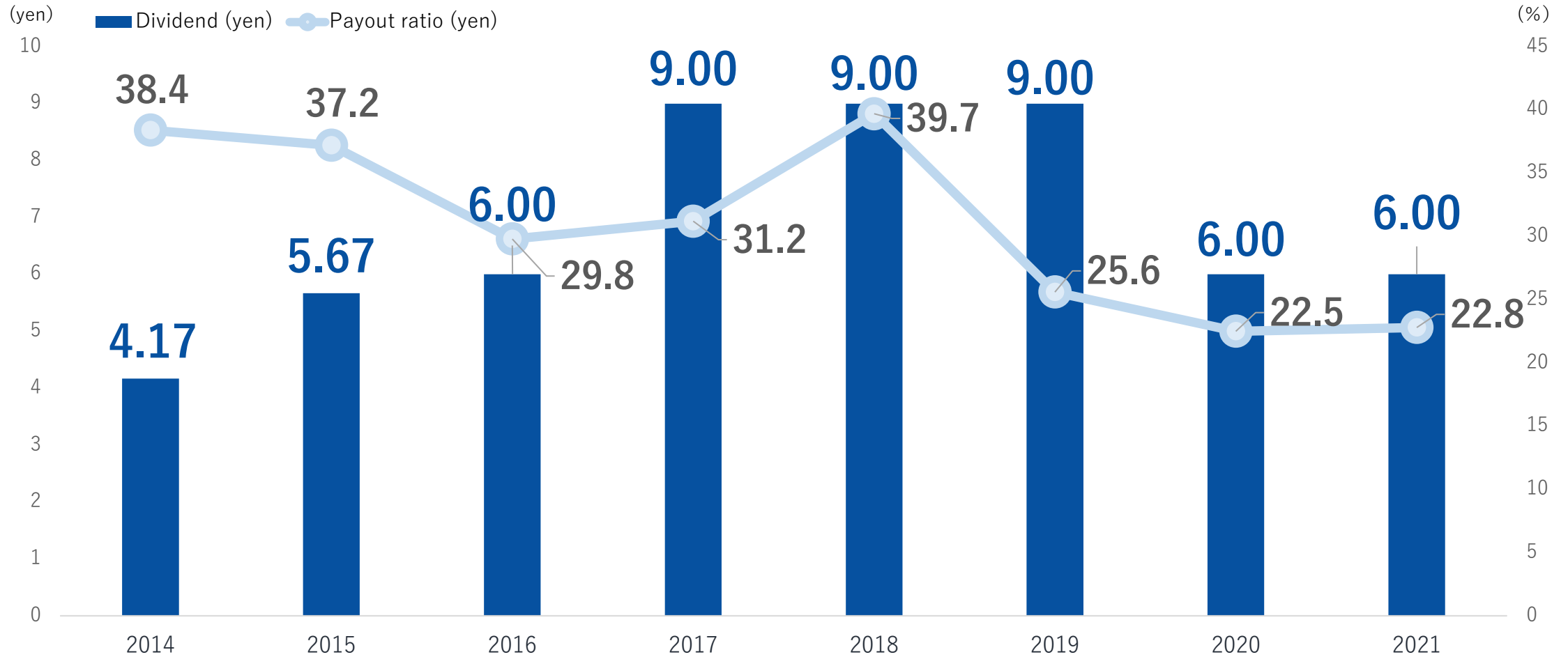
Topic

- 01 Financial Results Summary
- 02 Growth Strategy
- 03 APPENDIX**

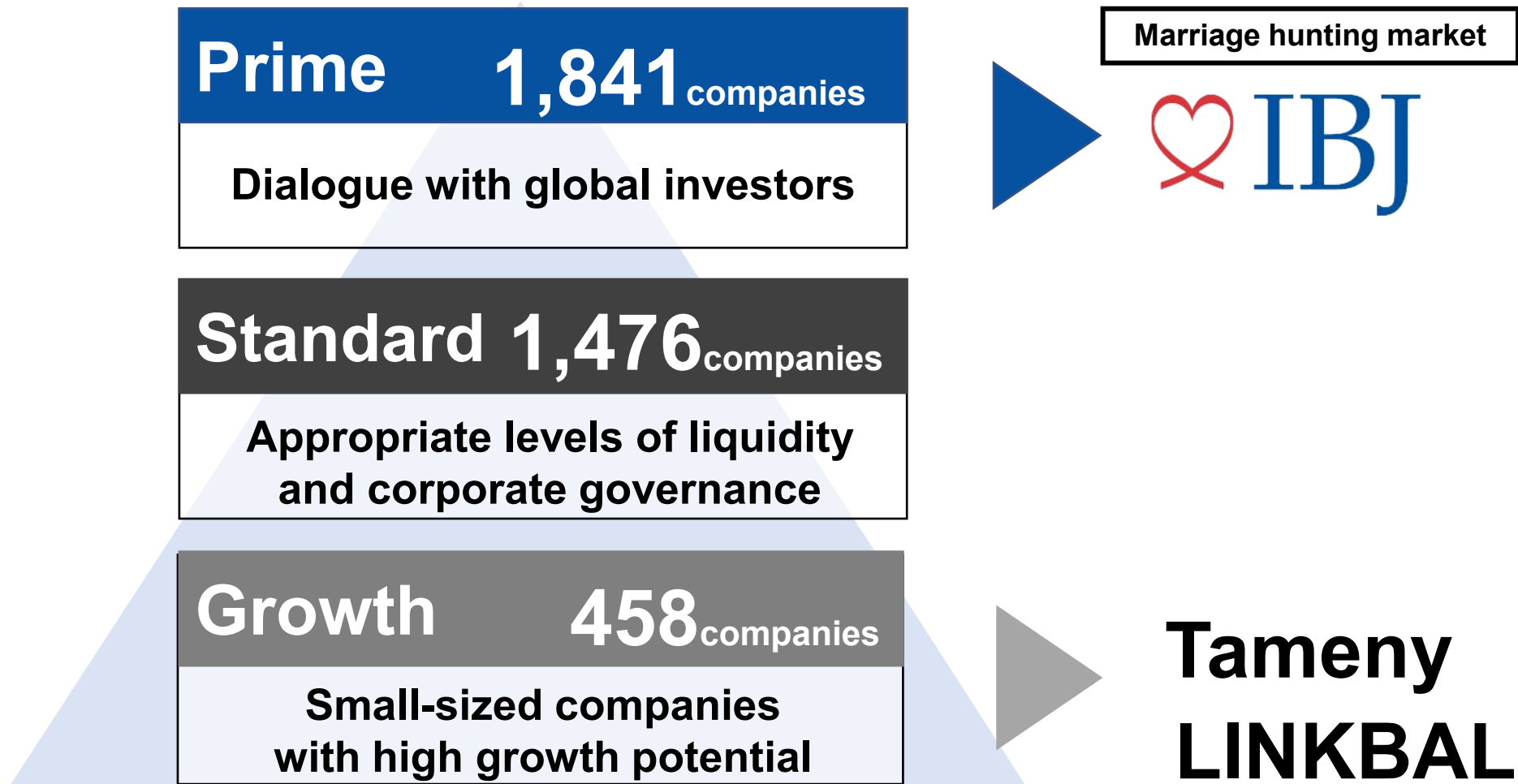
Stable Shareholder Return with a Dividend of 6.00 Yen

Year-end dividend per share of 6 yen was maintained, with a payout ratio of 22.8%

Changes in dividend and payout ratio



Aiming to continue to be a leading company in the marriage hunting market, being far ahead of all others in the sophisticated Prime Market



Create couples married through IBJ services



Social issues	Matters to be solved	KPIs
(1) Aging population Issue	Increase the numbers of affiliates and matchmakers (Promotion of employment of seniors, measures against solitude)	Number of affiliates 10,000 companies
(2) Local issue	Increase the numbers of affiliates and local members (Regional revitalization, contribution to business succession issue)	Number of members for arranged marriage meetings 200,000 people
(3) Declining birthrate issue	Increase the numbers of members and couples married (Measures against the issue regarding tendency to remain single, raising of birthrate)	Number of couples married 25,000 couples (5% of couples married in Japan)

E (Environment)		
Materiality	Goals	Target
<ul style="list-style-type: none"> Environmental friendly business operations (Eco-efficiency of operations) 		7.3
<ul style="list-style-type: none"> Reduction of power consumption (Reduction of overtime work, introduction of LED lighting) Reduction of paper Consumption (Realization of paperless office) 		13.1

S (Social)		
Materiality	Goals	Target
<ul style="list-style-type: none"> Providing a safe meeting place (Data security, personal information protection) 		4.4
<ul style="list-style-type: none"> Securing highly specialized human resources and developing talents (Diversity & inclusion, human resource development program) 		8.1
		8.2
		8.5
		10.3
<ul style="list-style-type: none"> Corporate regional activities (contribution to communities) (Revitalization of the marriage hunting business in collaboration with local companies, banks, and governments) 		16.3

G (Governance)		
Materiality	Goals	Target
<ul style="list-style-type: none"> Code of conduct Corporate governance 		16.3
Ensuring sound business practices and transparency by adopting a management style that is +-dynamic and flexible and continually improving management monitoring functions		16.5
		16.6
		16.7

Balance Sheet

(Million yen)	December 31, 2020	December 31, 2021	Amount of change
Current assets	8,585	7,440	-1,144
Cash and deposits	5,937	4,361	-1,575
Non-current assets	5,302	5,873	+571
Tangible and intangible assets	3,199	3,399	+200
Investments and other assets	2,102	2,473	+371
Total assets	13,887	13,314	-573
Current liabilities	6,864	4,363	-2,500
Non-current liabilities	1,359	2,327	+968
Total liabilities	8,223	6,691	-1,531
Capital stock and capital surplus	1,476	1,502	+25
Retained earnings	4,660	5,474	+813
Treasury shares	-1,007	-999	+8
Valuation and translation adjustments	131	193	+62
Non-controlling interests	403	451	+48
Total net assets	5,664	6,623	+958
Total liabilities and net assets	13,887	13,314	-573

(Million yen)	December 31, 2020 (Consolidated)	December 31, 2021 (Consolidated)	TOPICS
Cash flow from operating activities	1,042	1,055	
Cash flow from investment activities	-1,311	-896	
Cash flow from financing activities	1,728	-1,750	
Increase (decrease) in cash equivalents	1,459	-1,591	
Increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation	108	—	
Opening balance of cash equivalents	4,385	5,953	
Closing balance of cash equivalents	5,953	4,361	



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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 2022 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 updated information on IR is available on our official LINE account.