



**The 2nd-Quarter of the Fiscal Year  
Ending December 31, 2022**

# Financial Report

**IBJ, Inc.**

TSE Prime Market: 6071



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## Significant increase in profit due to sales growth in our core businesses and the exclusion of an unprofitable business

(Million yen)	2Q 2021 Actual results	Announced 4/28 2Q 2022 Forecast (A)	2Q 2022 Actual results (B)	Amount of change (B) – (A)	Percentage change (B)/(A)
Net sales	6,755	7,222	7,366	+144	+ 2.0%
Operating income	684	666	931	+264	+ 39.7%
Ordinary income	619	663	978	+315	+ 47.6%
Profit attributable to owners of parent	367	490	743	+253	+ 51.6%

# Factors Behind Upward Revision to 2Q Results Forecast

Net sales

**7,366** million yen

**+144** million yen  
vs. forecast

Operating income

**931** million yen

**+264** million yen  
vs. forecast

## Factor 1 Affiliate Business

Strengthened marketing and expanded sales channels, increasing corporate affiliates

Cumulative new business openings in 2Q

**537 cases**

(+57.9% YoY)

## Factor 2 Directly-Managed Lounge Business

Increased new members joining through parties by enhancing training for sales personnel to attract new memberships

Cumulative new memberships in 2Q

**9,570 people**

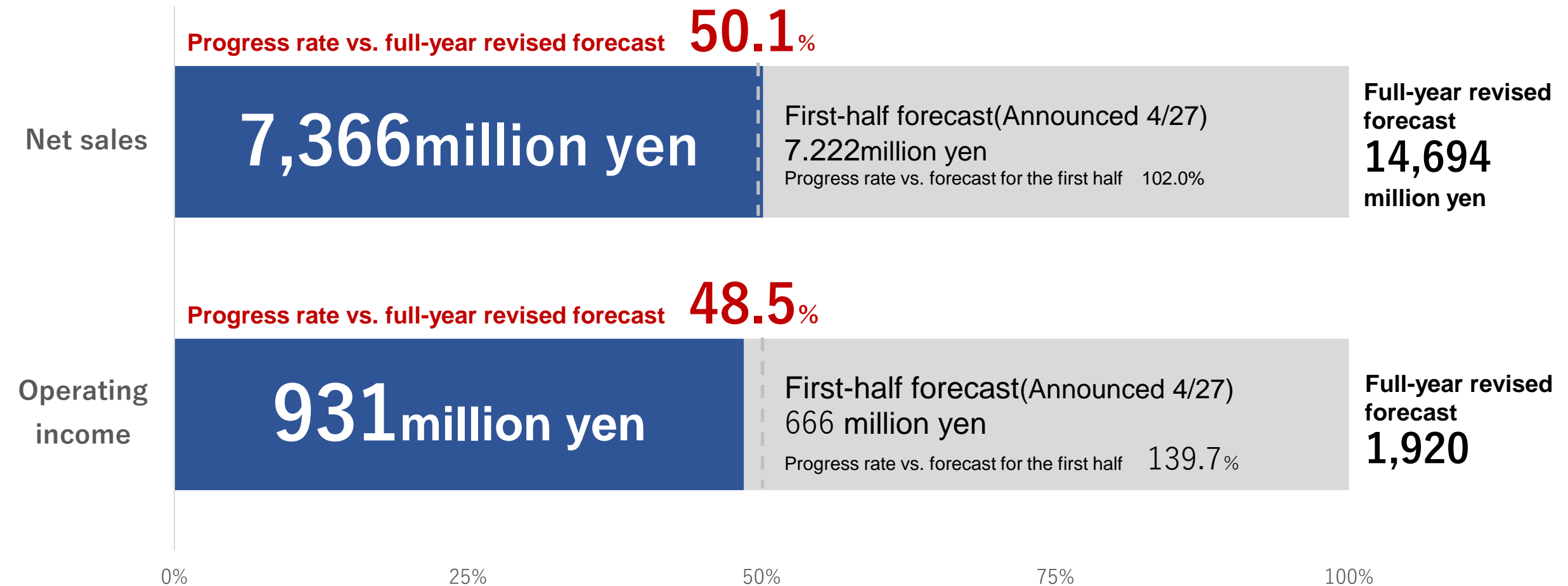
(+18.2% YoY)

# Full-year 2022 Consolidated Results Forecast Revised Upward

**Full-year consolidated results forecast revised upward as a result of a significant increase in profits for the first half**

(Million yen)	Full-year 2022 Previous forecast (A) <small>(Announced 4/27)</small>	Full-year 2022 Revised forecast (B)	Amount of change (B) – (A)	Percentage change (B)/(A)
Net sales	14,550	14,694	+144	+1.0%
Operating income	1,655	1,920	+264	+16.0%
Ordinary income	1,635	1,950	+315	+19.3%
Profit attributable to owners of parent	1,405	1,658	+253	+18.0%

## Up until Q2, both sales and operating profit made steady progress compared to the full-year forecast.



# Balance Sheet (B/S)

(Million yen)	December 31, 2021	June 30, 2022	Amount of change	Main factor behind change
<b>Current assets</b>	<b>7,440</b>	<b>7,315</b>	<b>△125</b>	
Cash and deposits	4,361	3,826	△534	Decrease due to excluding Diverse from the scope of consolidation and repayments of short-term borrowings
<b>Non-current assets</b>	<b>5,873</b>	<b>5,930</b>	<b>+56</b>	
Tangible and intangible assets	3,399	3,314	△85	Decrease in goodwill due to excluding Diverse from the scope of consolidation
Investments and other assets	2,473	2,616	+142	New acquisition of investment securities
<b>Total assets</b>	<b>13,314</b>	<b>13,245</b>	<b>△68</b>	
<b>Current liabilities</b>	<b>4,363</b>	<b>3,927</b>	<b>△436</b>	Decrease in advances received and account payable – other due to excluding Diverse from the scope of consolidation
<b>Non-current liabilities</b>	<b>2,327</b>	<b>2,180</b>	<b>△147</b>	Transferred long-term borrowings to short-term borrowings
<b>Total liabilities</b>	<b>6,691</b>	<b>6,107</b>	<b>△583</b>	
<b>Capital stock and capital surplus</b>	<b>1,502</b>	<b>1,554</b>	<b>+52</b>	
<b>Retained earnings</b>	<b>5,474</b>	<b>5,842</b>	<b>+368</b>	
<b>Treasury shares</b>	<b>△999</b>	<b>△901</b>	<b>+97</b>	
<b>Valuation and translation adjustments</b>	<b>193</b>	<b>263</b>	<b>+69</b>	
<b>Non-controlling interests</b>	<b>451</b>	<b>378</b>	<b>△72</b>	
<b>Total net assets</b>	<b>6,623</b>	<b>7,138</b>	<b>+514</b>	
<b>Total liabilities and net assets</b>	<b>13,314</b>	<b>13,245</b>	<b>△68</b>	



# Profit and Loss Statement (P/L)

(Million yen)	June 30, 2021	June 30, 2022	Amount of change	Main factor behind change
(Million yen)	6,755	7,366	+611	Increase in number of new business openings and raising joining fees, increase in new memberships for Directly-Managed Lounge Business
<b>Net sales</b>	208	243	+35	
<b>Cost of sales</b>	6,546	7,123	+576	
<b>Gross profit</b>	5,857	6,191	+334	Increased personnel expenses due to increase in staff, strengthened ZWEI advertising
Selling, general and administrative expenses	684	931	+247	
<b>Operating profit</b>	16	51	+35	
<b>Total non-operating income</b>	80	4	△76	
<b>Total non-operating expenses</b>	619	978	+359	
<b>Ordinary profit</b>	108	7	△100	Employment subsidy for Travel Business in 2021, gain on sale of new investment securities
<b>Total extraordinary income</b>	82	11	△71	Extraordinary loss from suspension of Travel Business in 2021 due to COVID-19
<b>Total extraordinary losses</b>	645	975	+329	
<b>Profit before income taxes</b>	234	278	+43	
<b>Total income taxes</b>	410	696	+286	
<b>Profit</b>	43	△46	△89	
<b>Profit attributable to non-controlling interests</b>	367	743	+375	

# Cash Flow Statement (C/F)

(Million yen)	June 30, 2021	June 30, 2022	Change	Main factor behind change
Cash flow from operating activities	210	828	+617	Carry-over of profit from 2021
Cash flow from investment activities	△231	△1,250	△1,018	Purchase of investment securities
Cash flow from financing activities	△1,718	△111	+1,607	Proceeds from long-term borrowings
Closing balance of cash and cash equivalents	4,213	3,829	△384	



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# Summary by Business Division

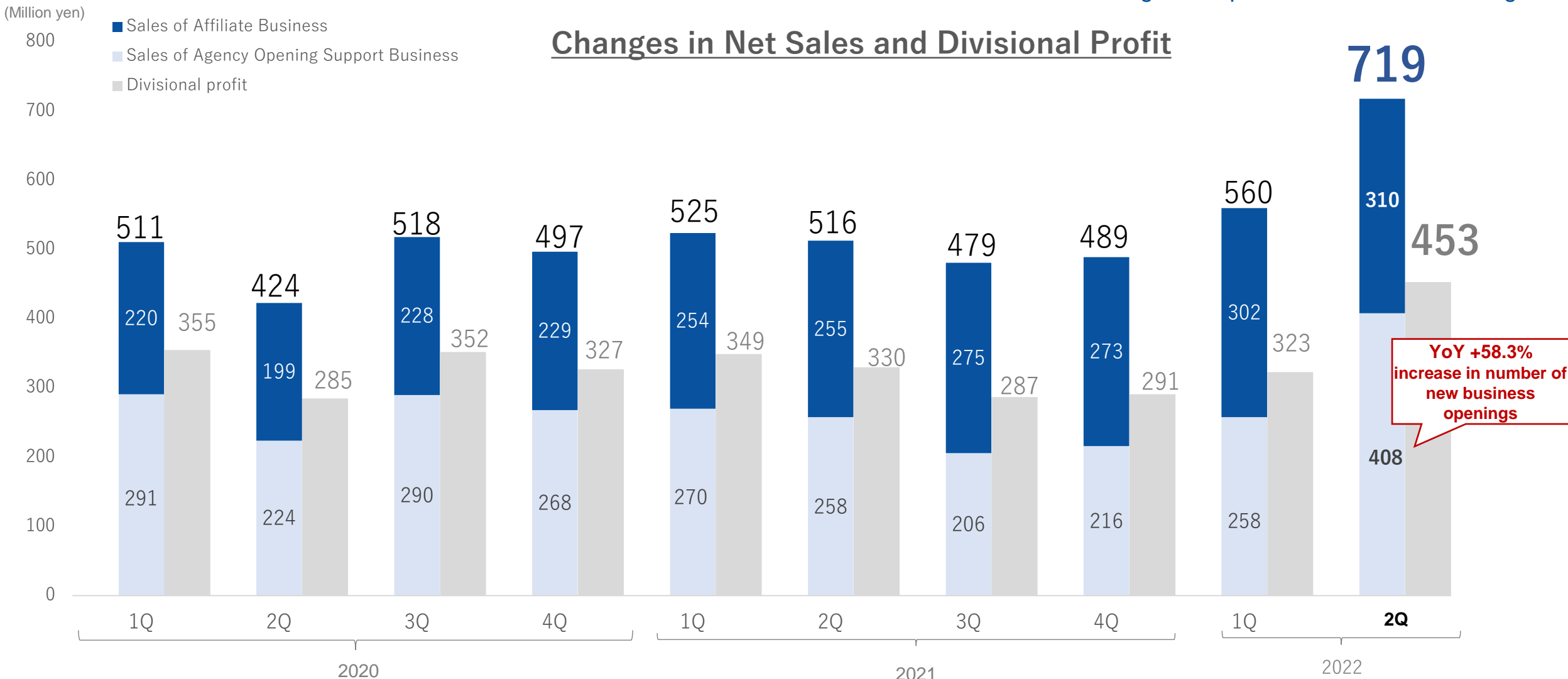
(Million yen)		2Q 2021 Actual results	2Q 2022 Actual results	Amount of change	Profit margin
<b>Affiliate Business</b>	Net sales	1,039	1,280	+ 241	60.7%
	Divisional profit	680	776	+ 96	
<b>Directly-Managed Lounge Business</b>	Net sales	3,259	3,902	+ 643	22.6%
	Divisional profit	628	881	+ 253	
<b>Matching Business</b> <small>*Diverse excluded from scope of consolidation from May 1, 2022</small>	Net sales	1,879	1,540	△ 339	8.5%
	Divisional profit	138	131	△ 6	
<b>Life Design Business</b>	Net sales	577	642	+ 65	11.4%
	Divisional profit	11	73	+ 61	

\*Divisional profit = Operating income + Depreciation + Amortization of goodwill + Amortization of long-term prepaid expenses (after adjusting internal transactions)

# Change in Quarter Performance of Affiliate Business

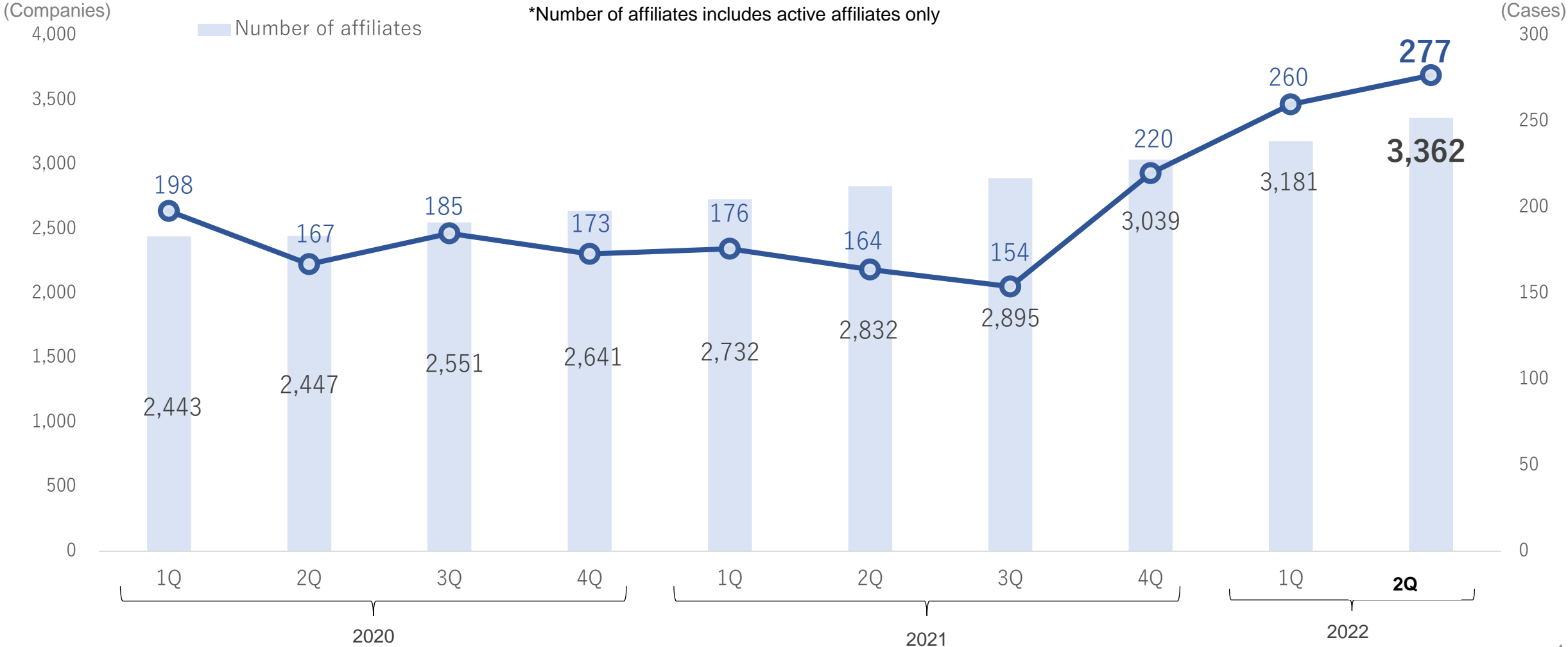
**Net sales: 719 million yen (+40.0%), Divisional profit 453 million yen (+37.1%)**

\*Figures in parentheses are YoY changes

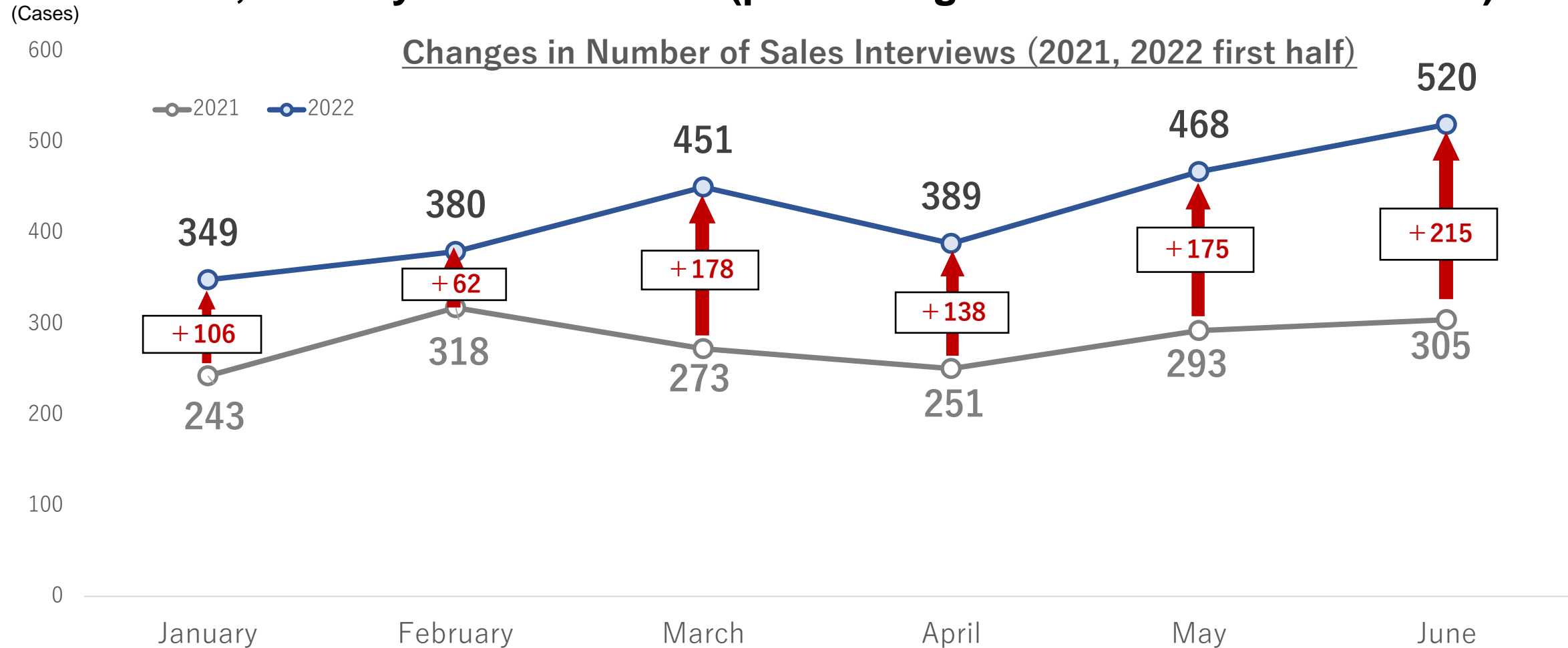


## 2Q 2022 Average number of new business openings per month increased to 92.3, strong growth in number of affiliates

### Change in Number of Affiliates and New Business Openings



**Acquisition of new business openings was supported by increased number of inquiries and sales interviews due to strengthened marketing from running ads in trains, subways and other PR (publishing in various media sources)**



# Strengthen approach to corporations in aiming to further increase corporate affiliates

Strengthen organizational framework for corporate sales



+

Establish new business unit specializing in corporate sales

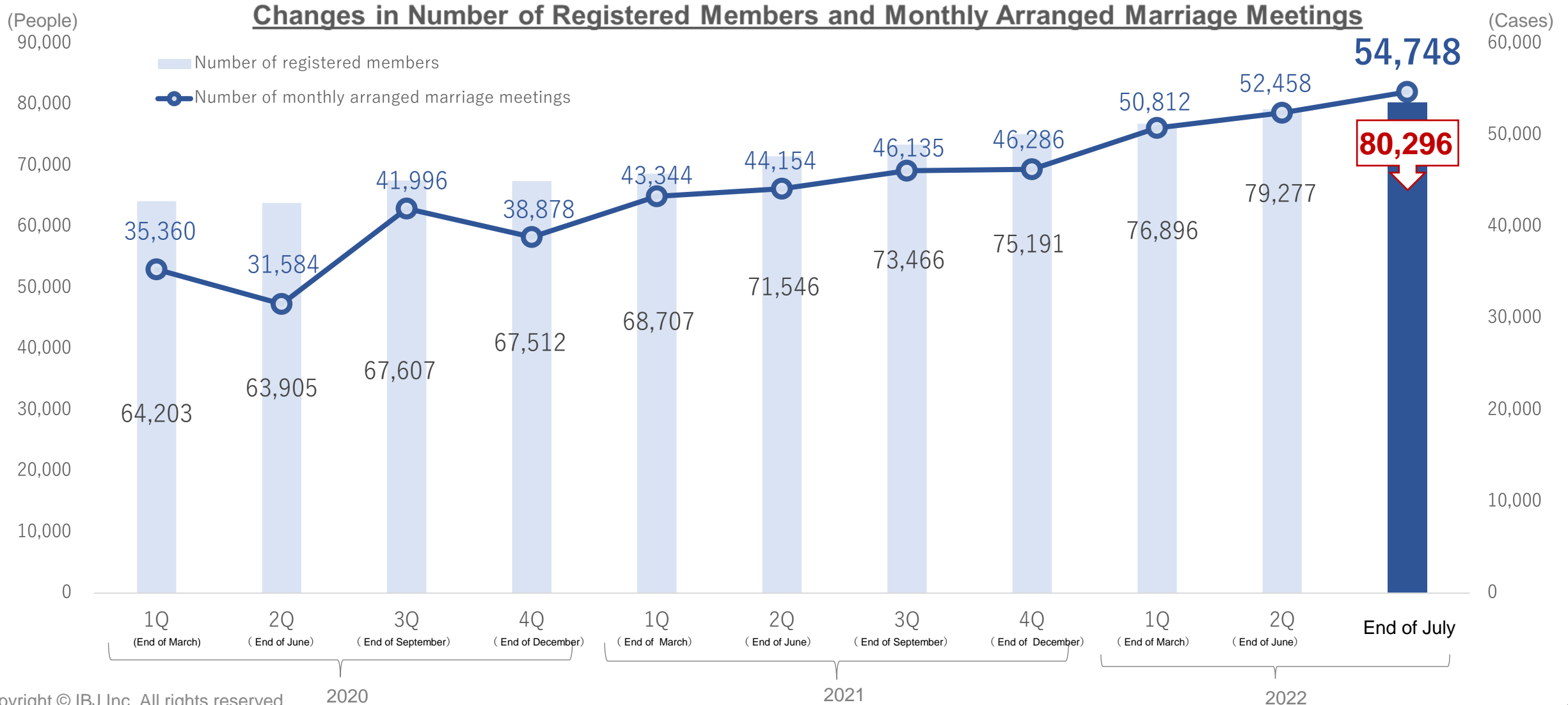


Strengthen corporate sales and increase the number of corporate affiliates (joining fee of 3.20 million yen) and corporate partnerships



# Changes in Number of Registered Members and Monthly Arranged Marriage Meetings

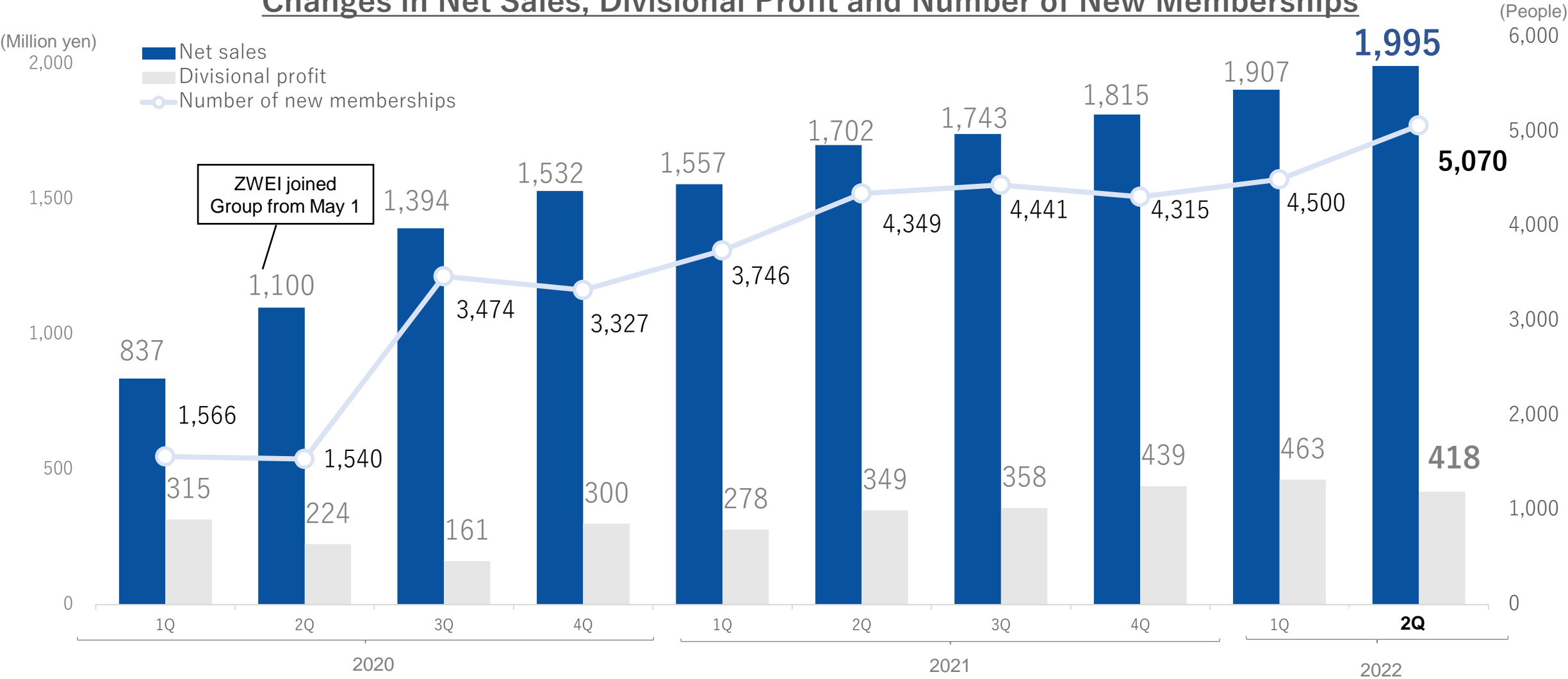
The number of registered members has steadily increased, exceeding **80,000** by the end of July, and the number of monthly arranged marriage meetings surpassed 50,000, setting a new performance record



**Net sales: 1,995 million yen (+17.2%), Divisional profit 418 million yen (+19.5%)**

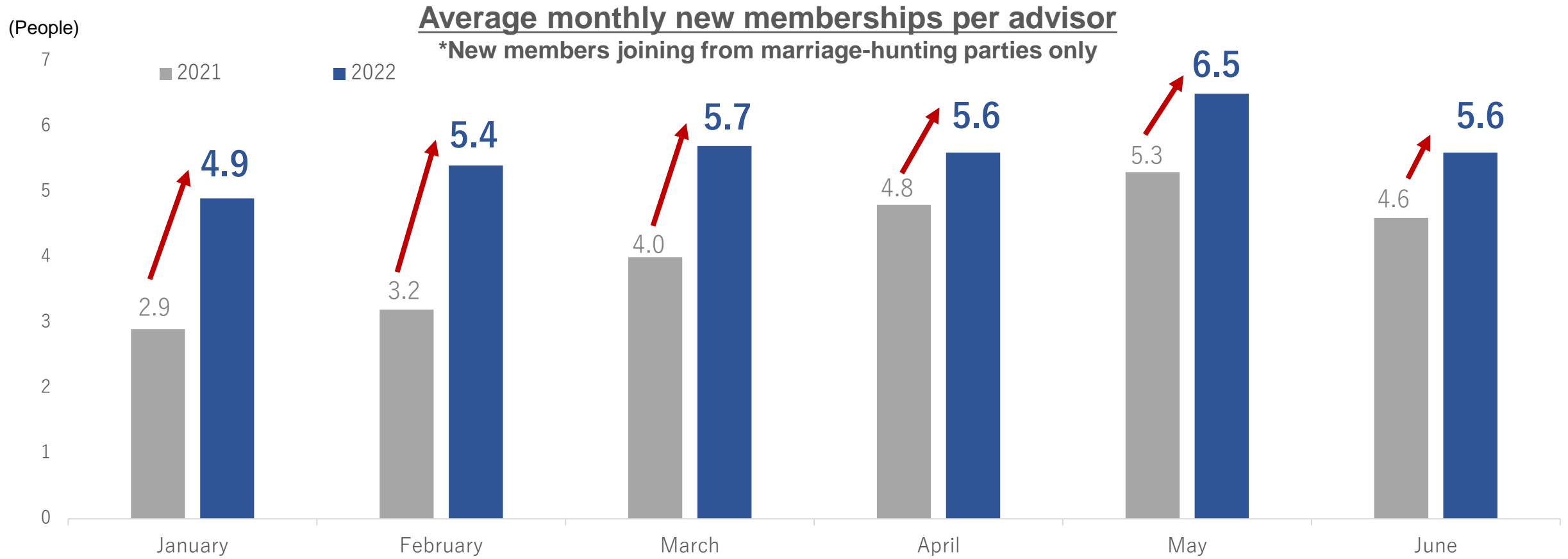
\*Figures in parentheses are YoY changes

**Changes in Net Sales, Divisional Profit and Number of New Memberships**



# Increase in Members Joining Directly-Managed Lounges from Marriage-Hunting Parties

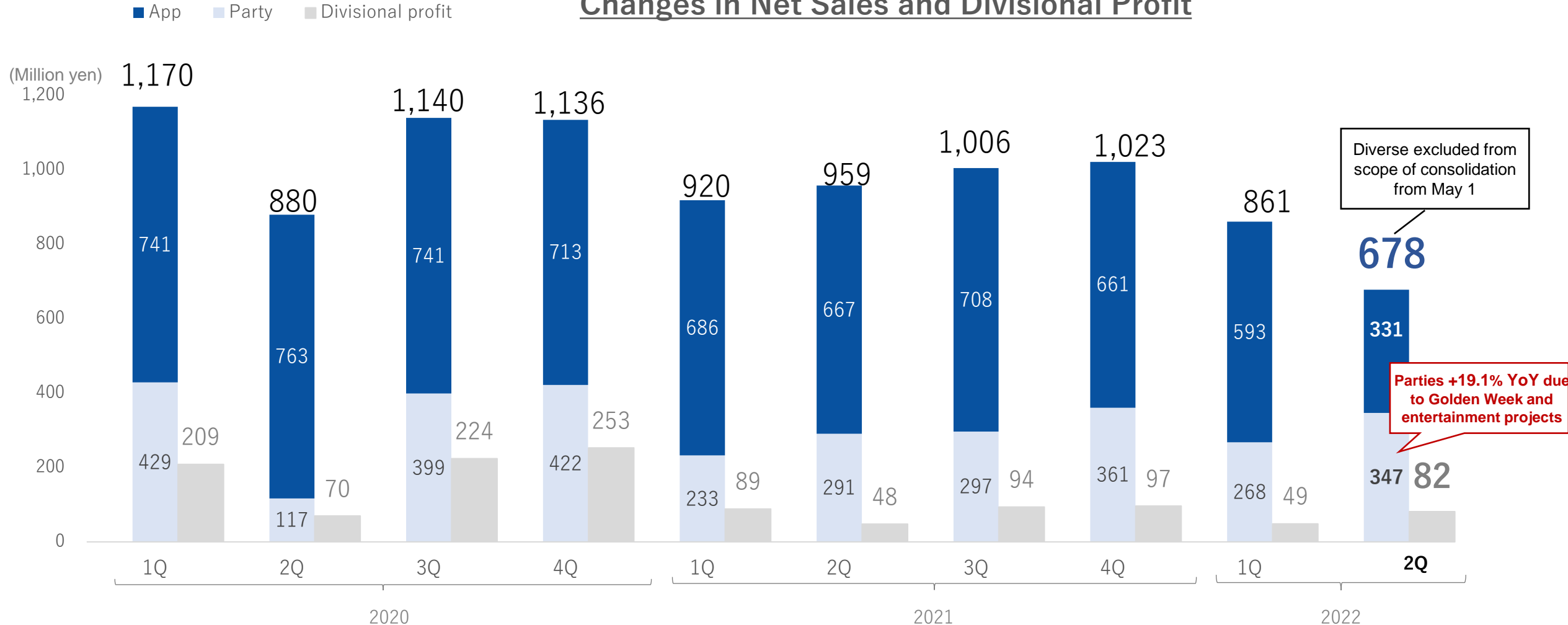
**IBJ's own new membership method has spread among advisors (sales personnel attracting new memberships) and the number of members joining IBJ Members (directly-managed lounges) from marriage-hunting parties has increased**



**Net sales: 678 million yen (-29.2%), Divisional profit 82 million yen (+70.2%)**

\*Figures in parentheses are YoY changes

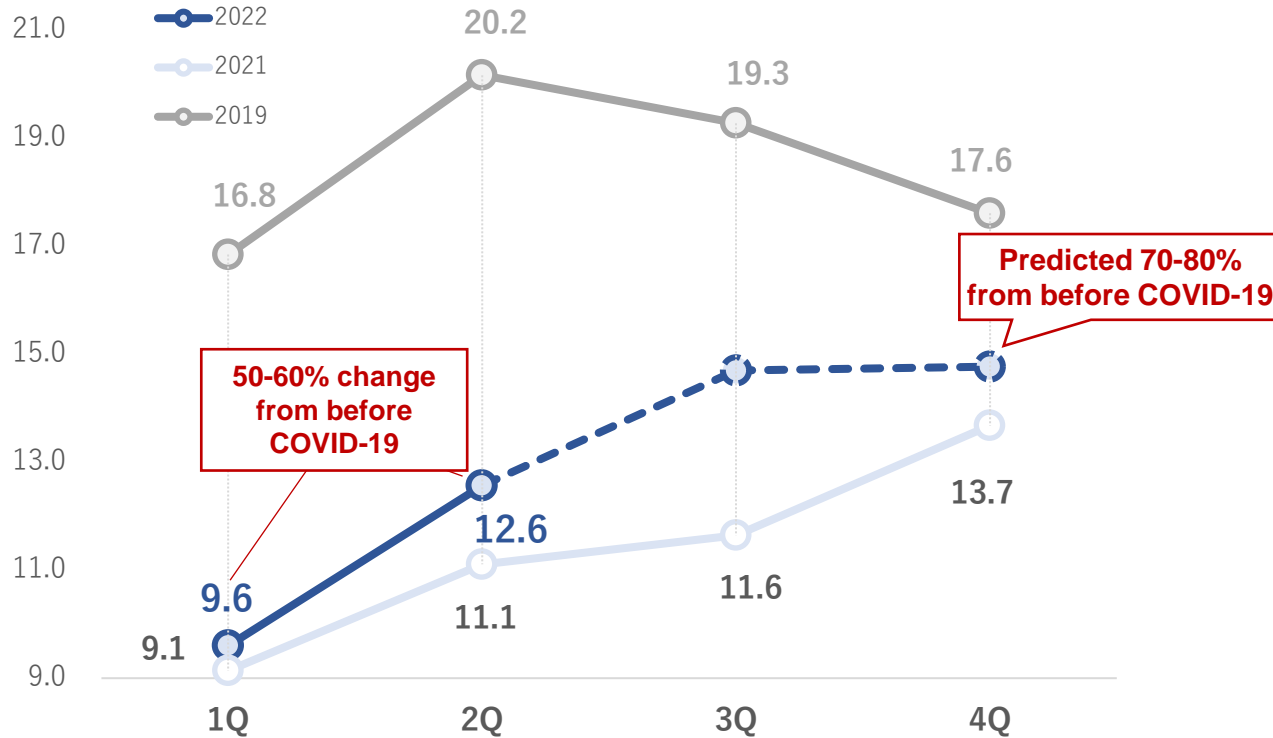
## Changes in Net Sales and Divisional Profit



Gain new customers through entertainment projects on top of existing parties and send them to the Directly-Managed Lounge Business, which has a high profit margin

Number of Party Participants (Comparing 2019, 2021, 2022)

(Ten-thousand people)



50-60% change from before COVID-19

Predicted 70-80% from before COVID-19

Number of party participants in 4Q 2022 predicted to return to around 70-80% of levels from before the COVID-19 pandemic (2019)

Matching Business (Parties)



Entertainment projects

Highly-entertaining projects feat. tie-ins and YouTuber collabs

Gain new customers in their 20s with new projects that appeal to young people

Ratio of entertainment project participants in their

**20s: 33%**



Send potential customers

Directly-Managed Lounge Business



# Matching Business (App) Strategy

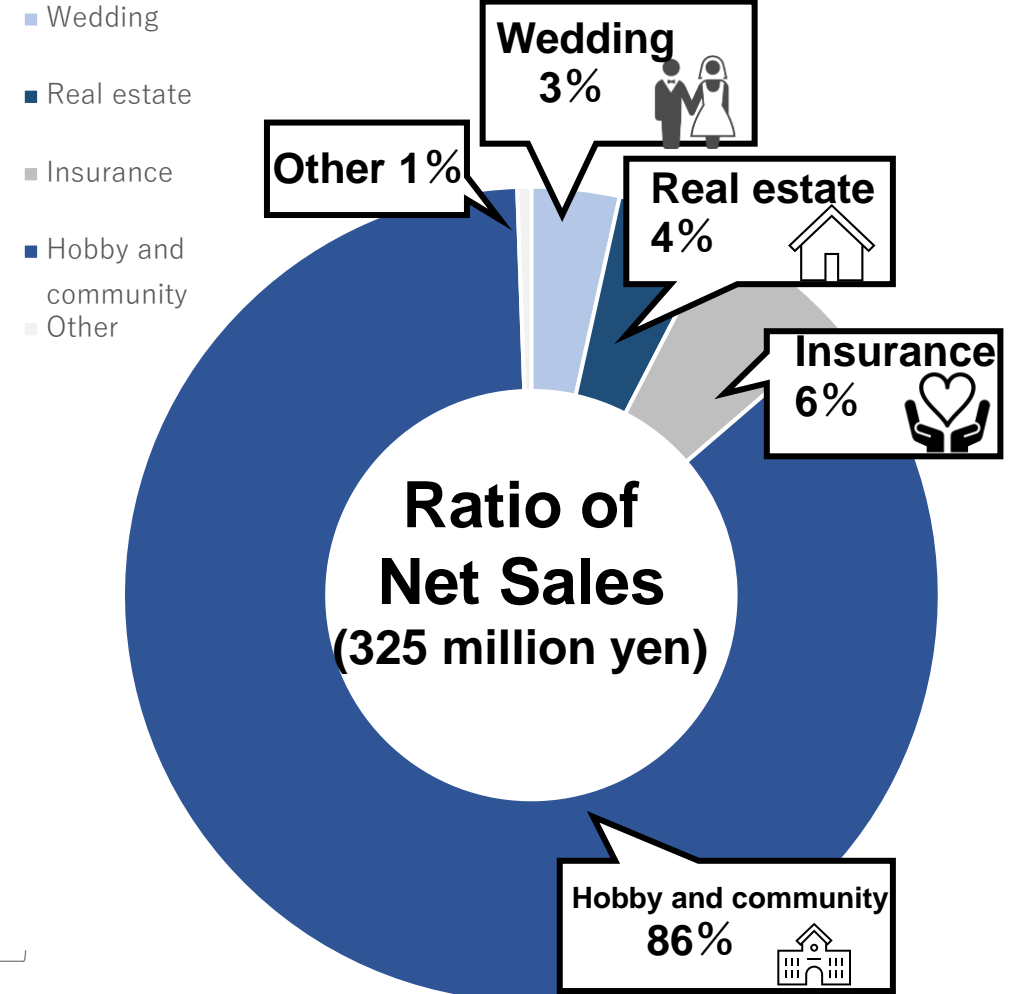
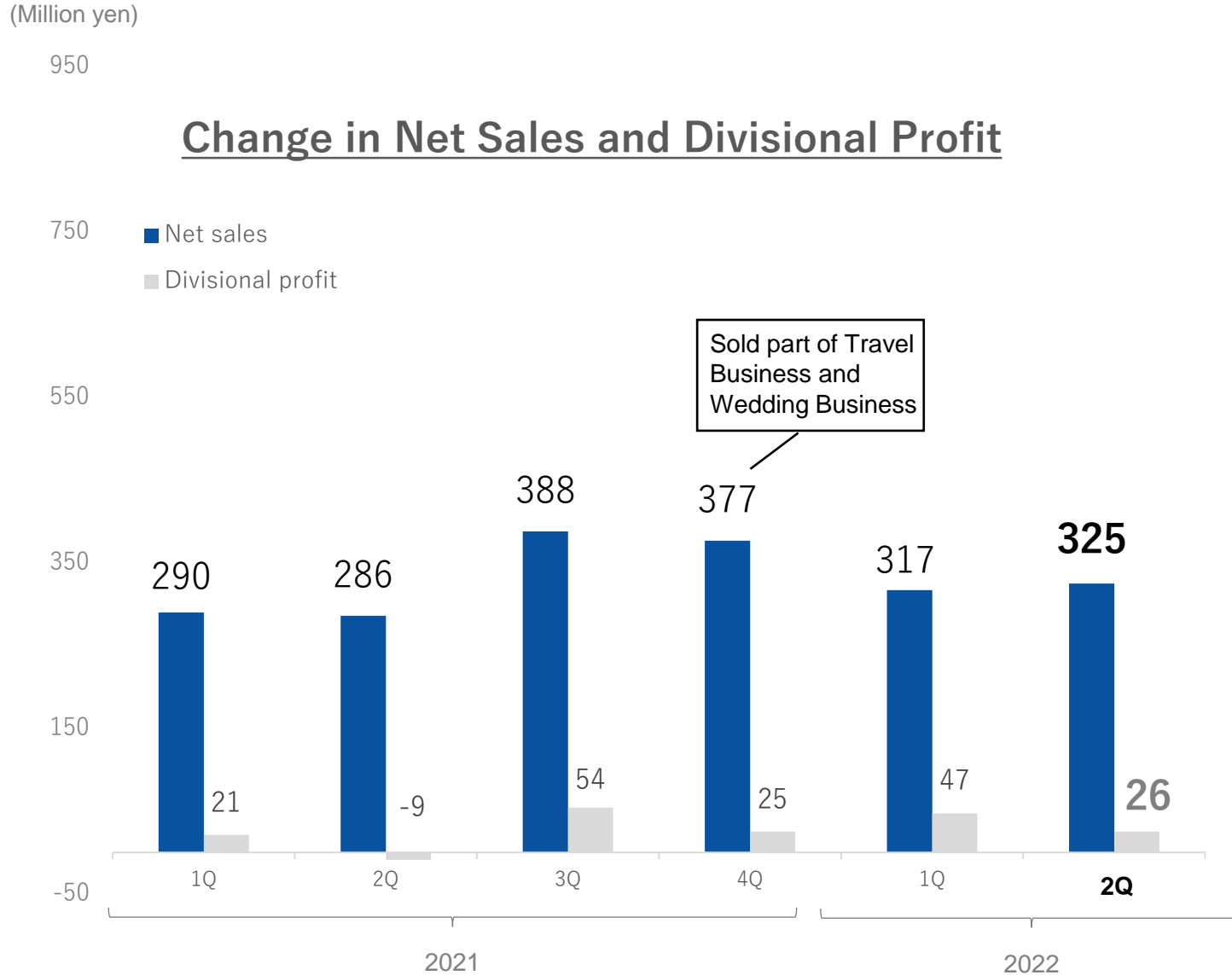
**Aim to become a more serious marriage-hunting app, focus on separate targets for Bridal Net and youbride to increase number of members**

		
<b>Age group</b>	<b>Late 20s to late 40s</b>	<b>Late 30s to late 50s</b>
<b>Target</b>	<ul style="list-style-type: none"> <li>• Experience using apps (Unable to find relationships with apps from other companies)</li> </ul>	<ul style="list-style-type: none"> <li>• No experience using apps</li> <li>• Interested in remarrying</li> </ul>
<b>Fee charged</b>	<b>Same amount for men and women (2,000 to 3,980 yen)</b>	<b>Same amount for men and women (2,400 to 5,380 yen)</b>
<b>Service features</b>	<ul style="list-style-type: none"> <li>• Overwhelming support from marriage counselors</li> <li>• Abundant content feat. journals, communities, partner introductions, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Simple, easy-to-use interface designed for beginners</li> <li>• Many members ok with previously married partners</li> </ul>

**Net sales: 325 million yen (+13.7%), Divisional profit 26 million yen**

\*Figures in parentheses are YoY changes

Change in Net Sales and Divisional Profit





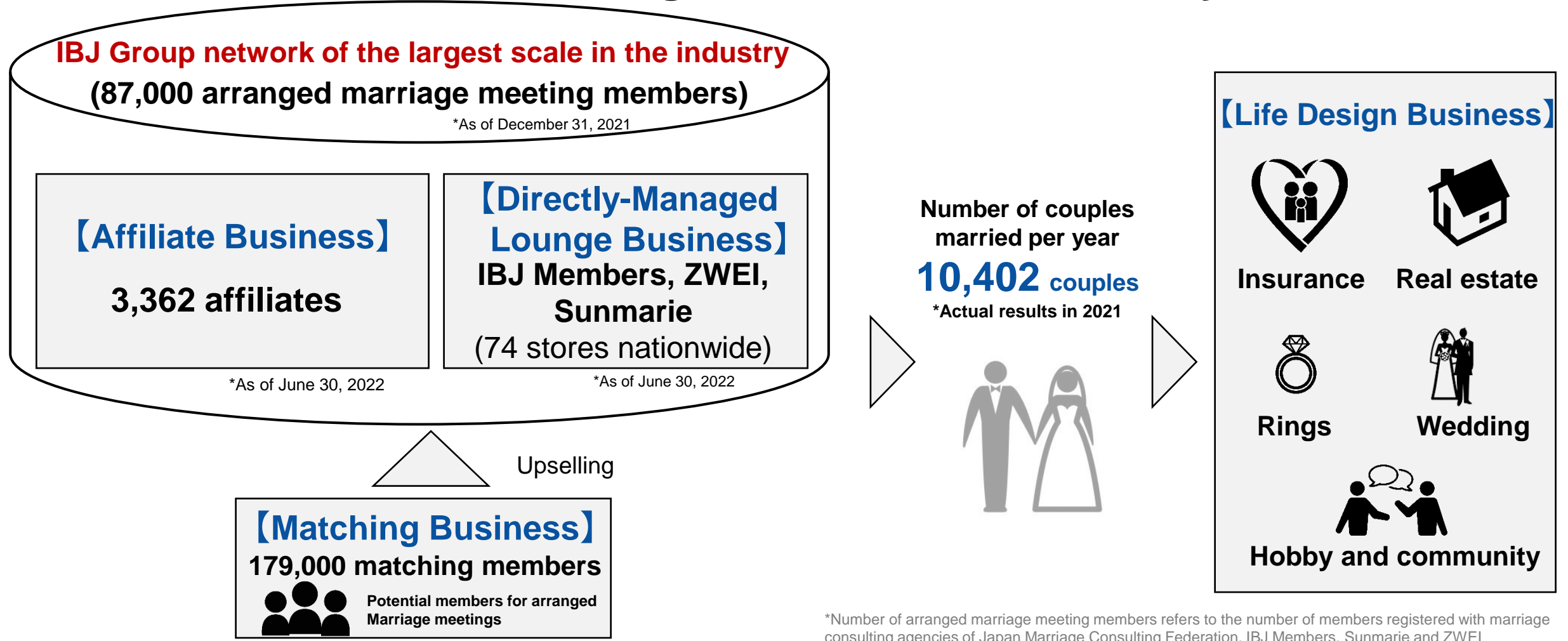
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# Our Business Model

Create married couples by utilizing the IBJ Group network and know-how of the largest scale in the industry



\*Number of arranged marriage meeting members refers to the number of members registered with marriage consulting agencies of Japan Marriage Consulting Federation, IBJ Members, Sunmarie and ZWEI  
\*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, youbride and YCC

# IBJ's Strength: "System X Talents"

In addition to Marriage DX, hands-on human support differentiates quality



**System**



**Talents**

**A platform driving DX of the marriage-hunting industry**

**Integrated management of members' marriage-hunting activities**

**High accuracy of matching based on analysis using AI**

**Database holding the largest number of members in Japan**



**Making full use of IBJ's marriage method for thorough and trustworthy marriage support**

**Support 1**  
**Planning for marriage hunting**  
(Marriage-hunting plan)

**Support 2**  
**Supporting arranged marriage meetings**  
(From a meeting to a relationship)

**Support 3**  
**Supporting relationships**  
(From a relationship to marriage)



# Mid-Term Management Plan (2021-2027)

Formulating primary KPIs and secondary KPIs that serve as leading indicators toward solving the issues of depopulation and declining birthrates in Japan

## Roadmap of primary KPIs and secondary KPIs

	2021 actual results	2024 forecast	2027 forecast
<b>Primary KPI</b>			
Number of couples married	10,402 <sub>couples</sub>	15,000 <sub>couples</sub>	25,000 <sub>couples</sub>
<b>Primary KPI</b>			
Number of affiliates	3,039 <sub>companies</sub>	5,000 <sub>companies</sub>	10,000 <sub>companies</sub>
<b>Secondary KPI</b>			
Number of arranged marriage meeting members*1	87,000 <sub>people</sub>	132,000 <sub>people</sub>	200,000 <sub>people</sub>
<b>Secondary KPI</b>			
Number of matching members*2	179,000 <sub>people</sub>	195,000 <sub>people</sub>	250,000 <sub>people</sub>

\*1 Number of arranged marriage meeting members refers to the number of members registered with marriage consulting agencies of Japan Marriage Consulting Federation, IBJ Members, Sunmarie and ZWEI

\*2 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/YCC) as of the end of the fiscal year (YYC excluded from 2022 onward)

# Measures to Achieve Target Numbers of Couples Married and Affiliates

**Strengthen the Affiliate Business and Directly-Managed Lounge Business to aim for increasing number of couples married to 5% (25,000 couples) and number of affiliates to 10,000 companies**

## Measures to increase number of couples married

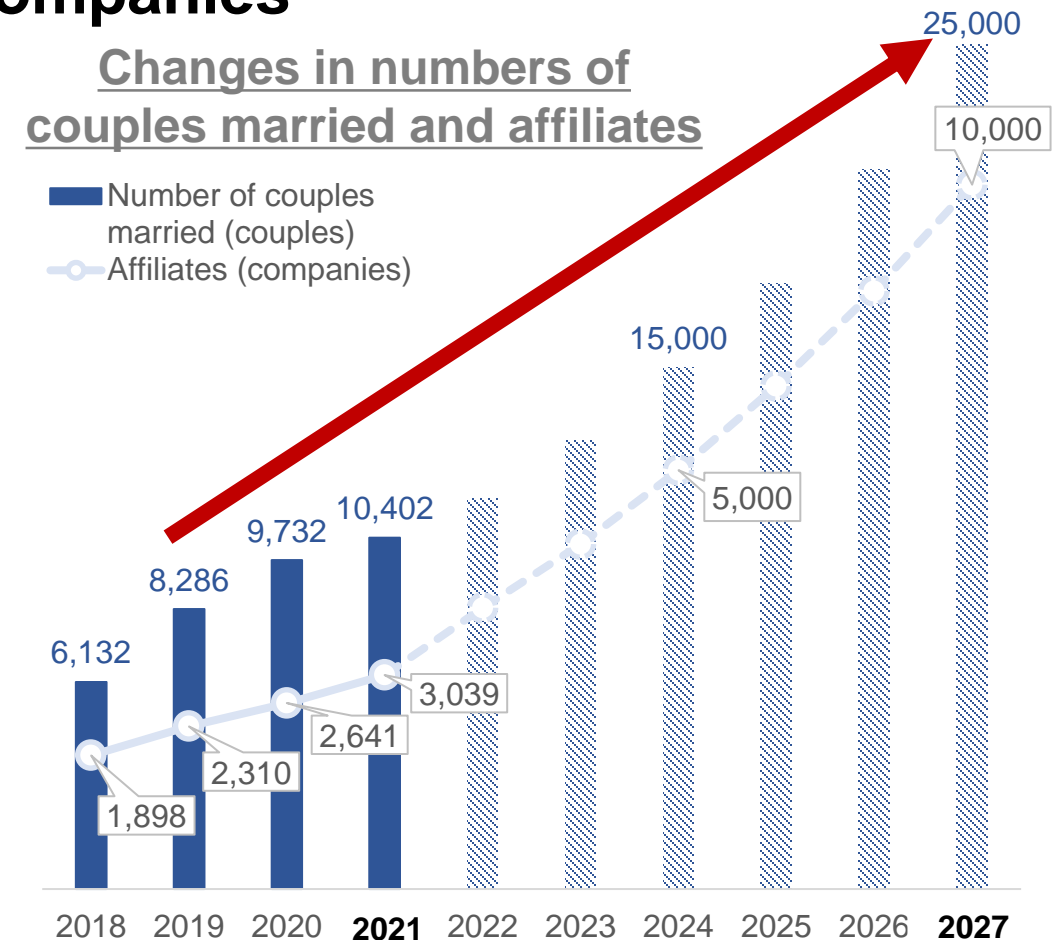
- 1) Expand membership base for directly-managed lounges and improve marriage methods
- 2) Strengthen support for affiliates and provide know-how

## Measures to increase number of affiliates

### 1) Expand tie-ups with local banks

After starting a tie-up with Yamanashi Chuo Bank in March 2022, the number of tie-ups with local banks became 15

### 2) Collaborate with businesses and organizations that have a high affinity with marriage hunting



# Expanded Measures to Increase the Number of Affiliates to 10,000 Companies

## Strengthen collaboration with businesses and organizations that have a high affinity with marriage hunting

### Hotel New Otani

High-class people who have passed a strict screening by a major hotel become members



### Tsukiji Hongwanji

Provide support exclusively to members of the Tsukiji Hongwanji Club for their marriage-hunting activities



### TAKE and GIVE NEEDS

Provide full support for marriage hunting by utilizing abundant knowledge of weddings



Utilize our marriage methods and network of consulting agencies to collaborate on aiming to increase the number of marriages

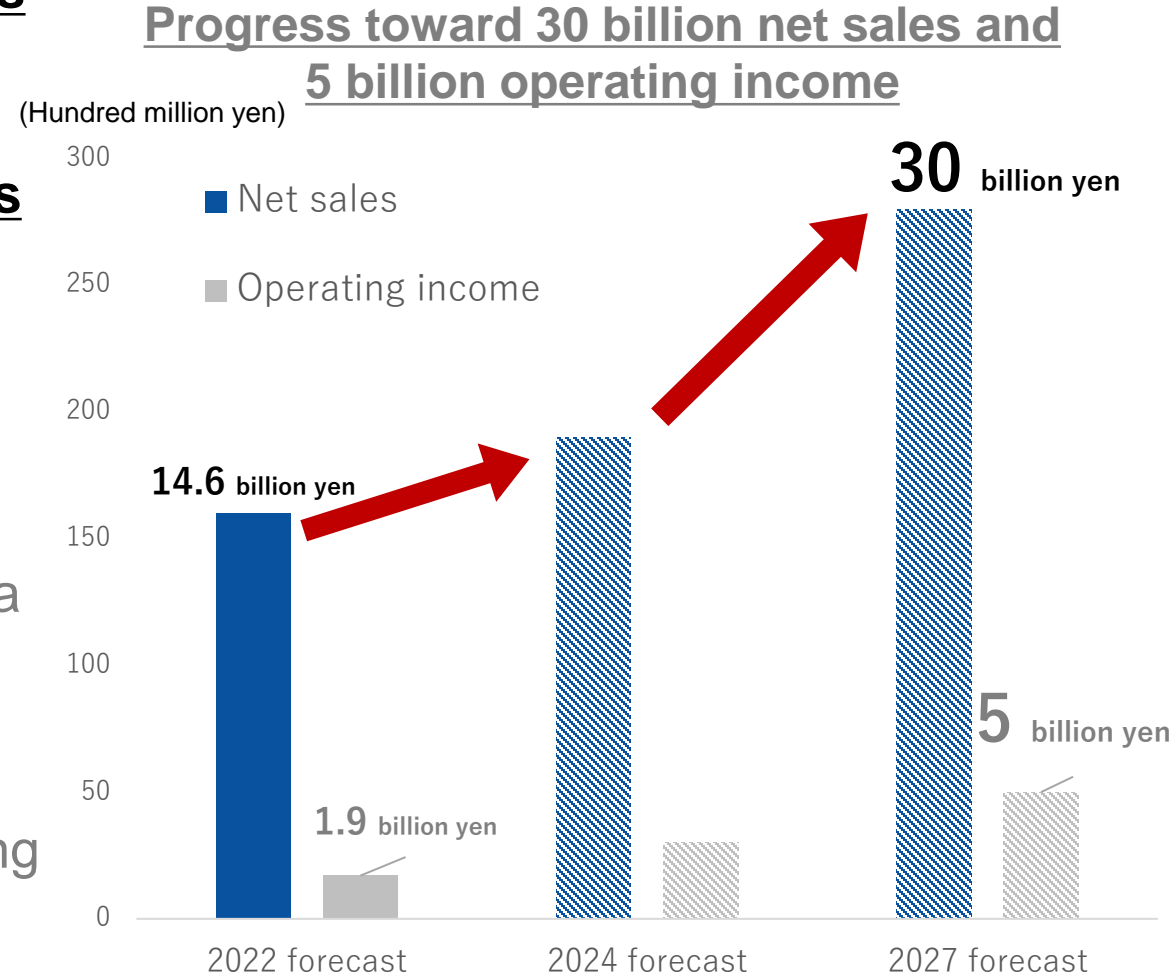
## Strategies to achieve net sales of 30 billion yen and operating income of 5 billion yen in 2027

**Strategy 1** Develop new channels to attract customers  
Develop New Channels to Attract Customers

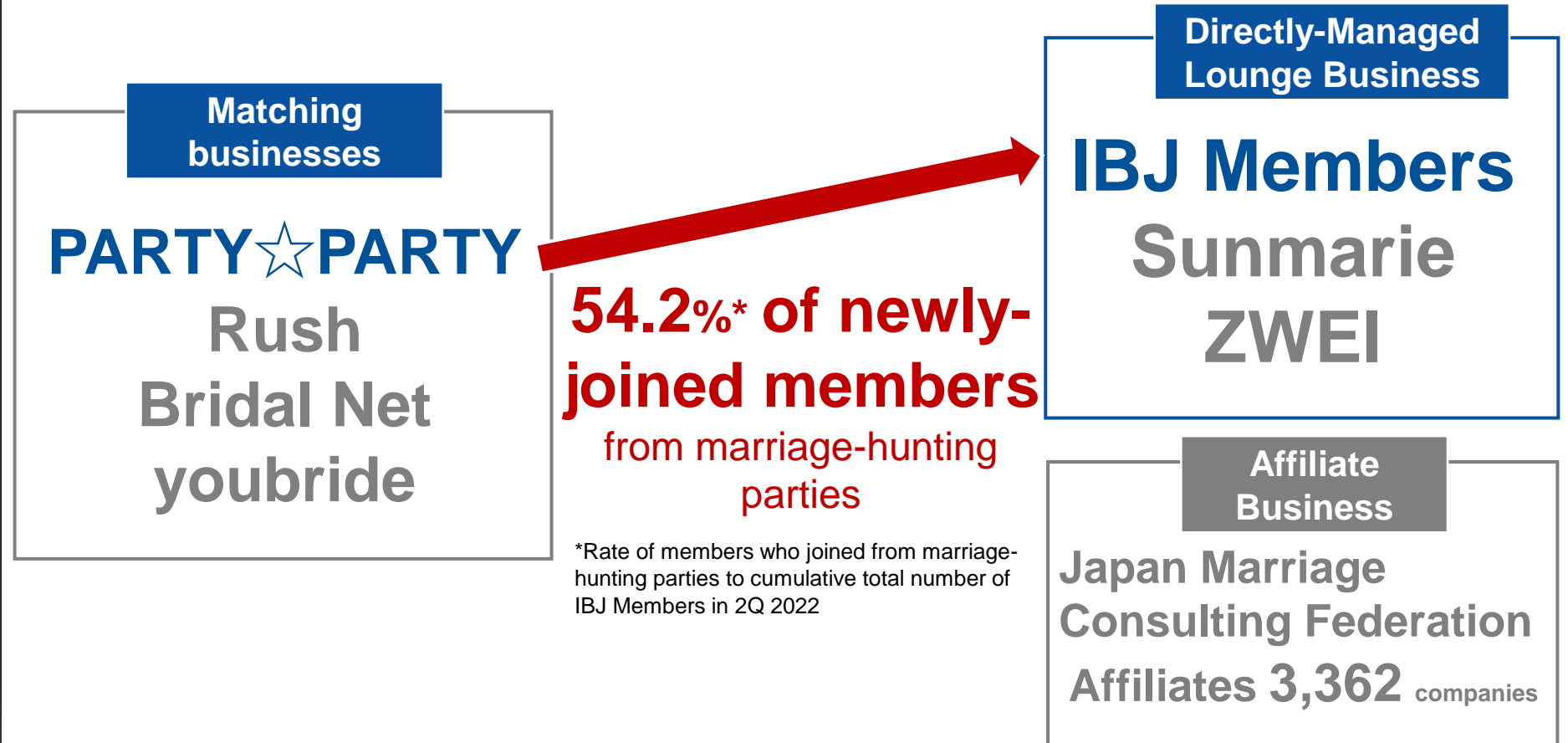
**Strategy 2** Increase LTV by expanding revenue points and enhancing added value  
Seize the potential business opportunities surrounding marriage-hunting activities to make a profit

**Strategy 3** Expand support for affiliates  
Strengthen support for affiliates to expand business and a membership base

**Strategy 4** Strengthen corporate branding  
Aim to establish the position of “marriage/marriage hunting = IBJ” and improve ability to attract affiliates



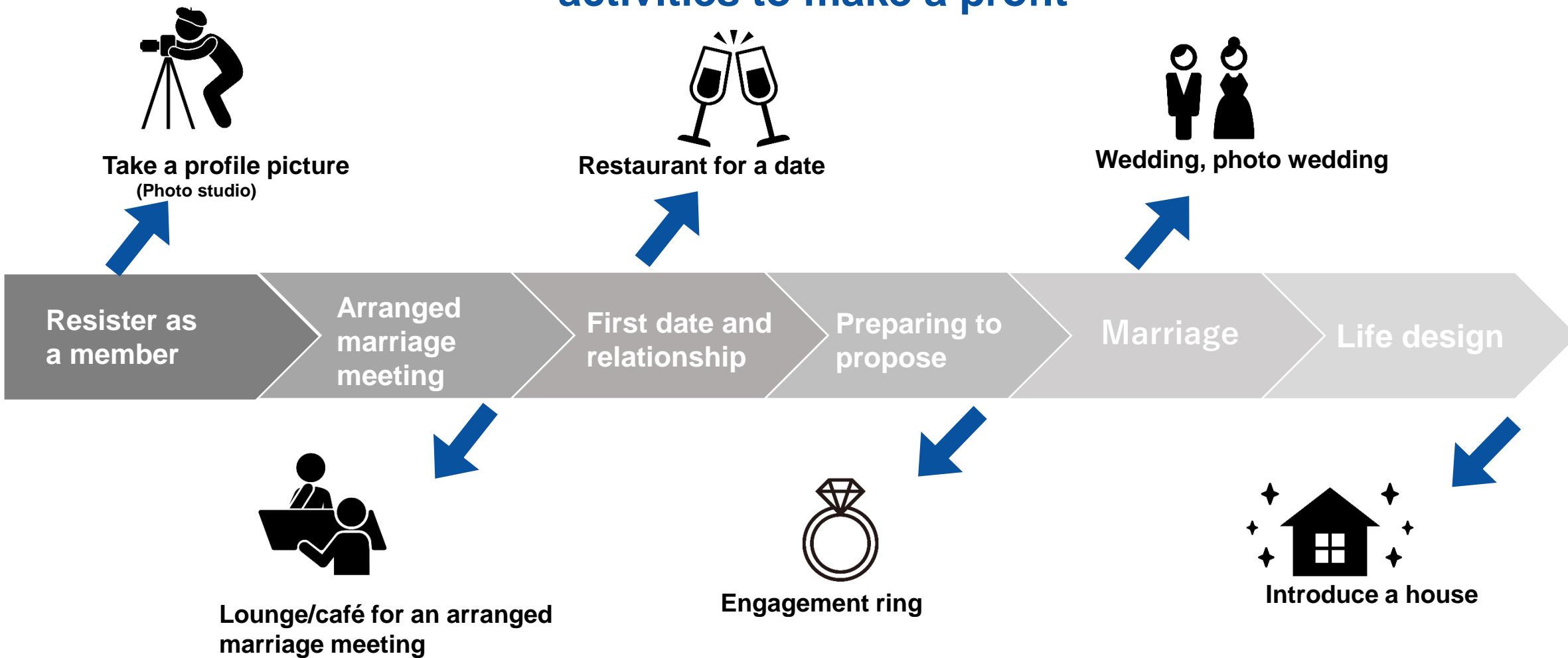
## Elevate people experienced in matching service to Directly-Managed Lounge Business and Affiliate Business



\*Rate of members who joined from marriage-hunting parties to cumulative total number of IBJ Members in 2Q 2022

\*As of June 30, 2022

## Seize the potential business opportunities surrounding marriage-hunting activities to make a profit

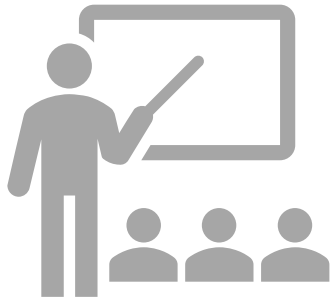




## Strengthen support for affiliates to expand business and a membership base

### Updated training curriculum

Launched e-learning training sessions to learn “basic skills” that can’t be mastered in required introductory courses alone



### Training content

- Methods for supporting members from first meeting to starting a relationship
- Designing a website
- How to create a fee plan, etc.

### Strengthen branding for affiliates

Plan to produce videos feat. content that conveys matchmakers’ personalities and mindsets, etc., and post on affiliates’ websites and federation website



Scheduled to begin recording in July at an exclusive studio in our headquarters

### Release page to promote new memberships


Special page to promote memberships exclusively for affiliates who have received the IBJ Award\*



Covering accomplished affiliates recommended by IBJ

Updated ad visuals to target users of marriage consulting agencies featuring Ito Shiraishi, who has appeared in many television shows and movies



Routes where our ads are placed 

Started placing ads in trains and subways in metropolitan areas such as Tokyo Metro lines, Toei Subway lines, Osaka Metro lines, Meitetsu Nagoya lines, and Fukuoka City Subway lines

▲New visuals: Feat. actress Ito Shiraishi



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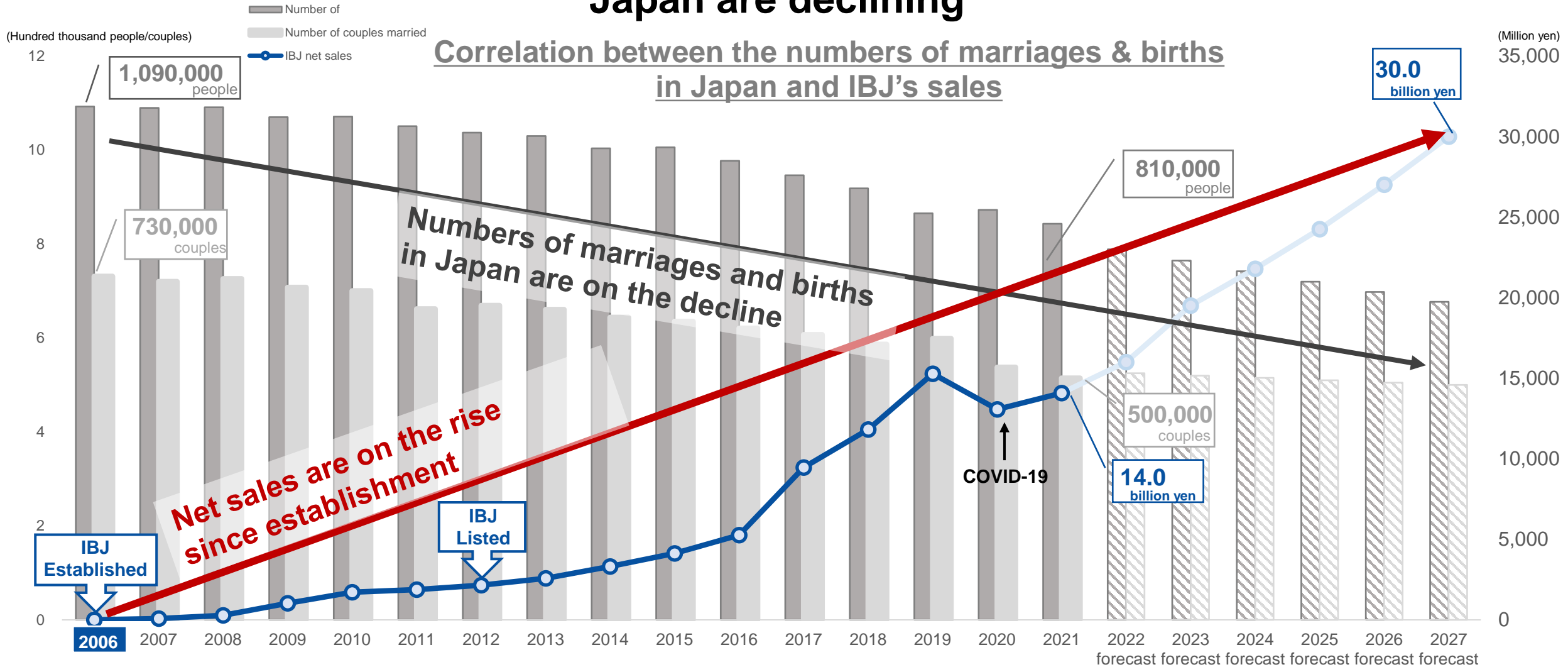
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# Changes in Social Climate and IBJ's Performance

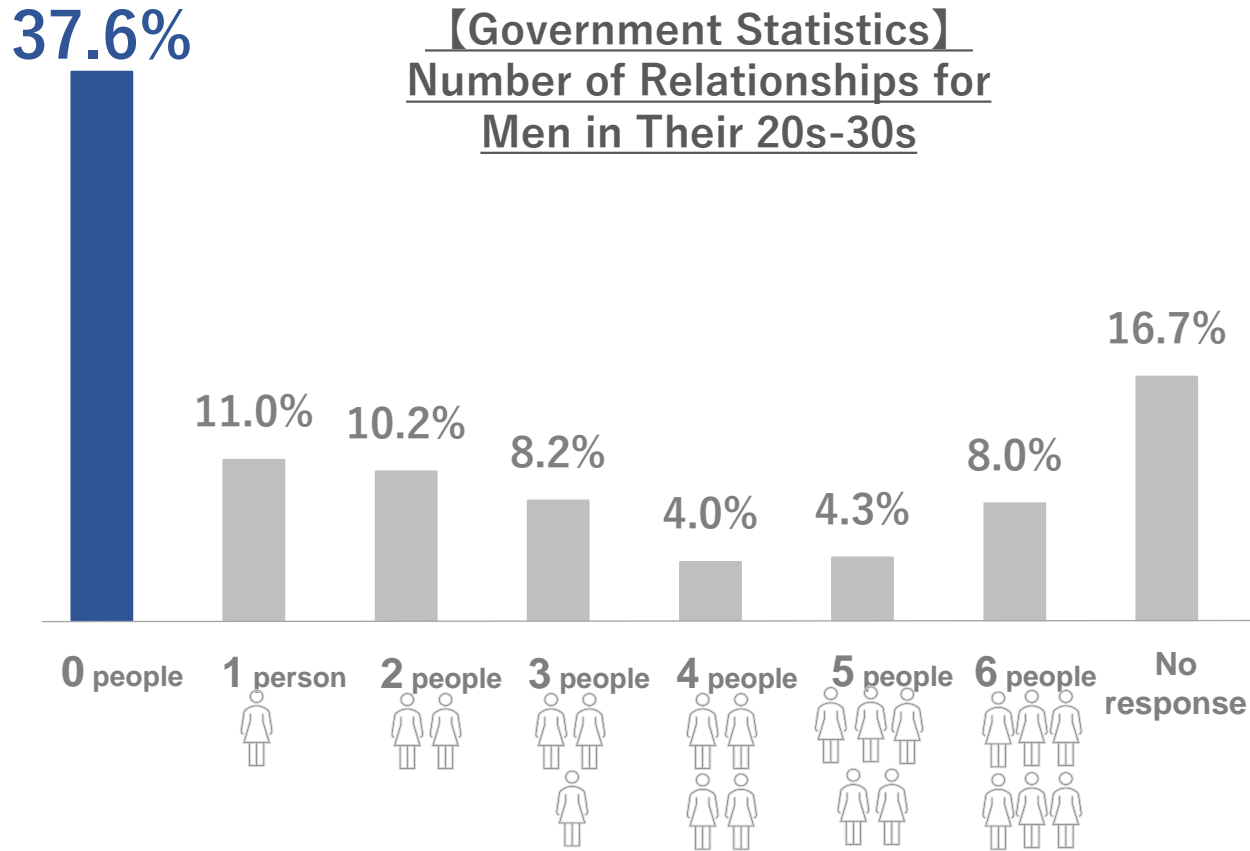
**IBJ's performance is on the rise while the numbers of marriages and births in Japan are declining**



\*Source: Prepared based on "Summary of 2020 Vital Statistics (final data)" (1947-2020) and "Annual number of couples married in December 2021 (Monthly Report on Vital Statistics – Annual Total [approximate figures])" published by the Ministry of Health, Labour and Welfare (MHLW)

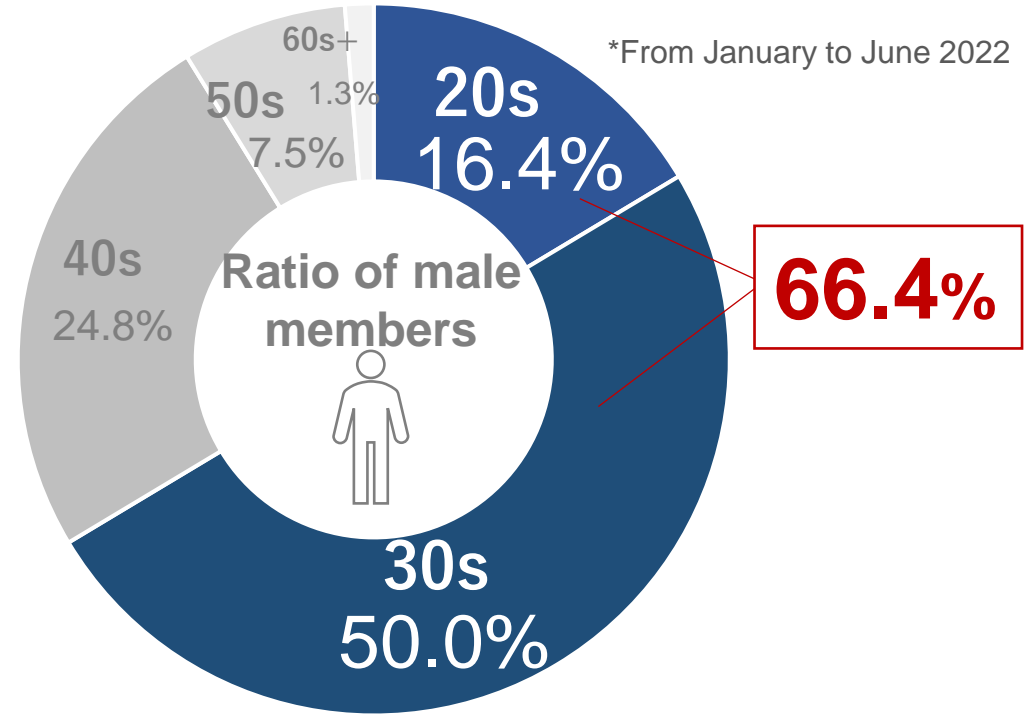
# Ratio of Male Members in Their 20s and 30s

**37.6% of single men (in their 20s and 30s) have never been in a relationship**  
**Nevertheless, the need for marriage consulting agencies is increasing among men in their 20s and 30s who are looking for serious relationships**



\*Source: The White Paper On Gender Equality 2022

【Directly-Managed Lounge Business】  
Ratio of Male Members by Age



**Men in their 20s and 30s make up over 60% of the members for the three directly-managed lounge brands**

# Ideal Marriage Pattern

Increasing the number of successful marriages through a quality membership base and IBJ's superior marriage support services

Number of arranged marriage meetings

Men **11.0** times

Women **10.0** times

Age

Men **38**

Women **35**

Membership length

Men **301** days (~10 months)

Women **244** days (~8 months)

Male partner's income

**6.0-7.0** million yen

June 2, 2022  
**IBJ Marriage White Paper ~2021~**  
released



Analysis of the "Ease of Marriage" based on 9,987 actual successful marriages

Number of relationships


Men **5** people

Women **4** people

# Partnership with Bridal Information Union

Form business partnership with one of the leading associations and build an even stronger foundation

Japan Marriage Consulting Federation

日本結婚相談所連盟  
by 



## Strengths

**1) Matchmaker-style marriage consulting agency based on marriage principles**

**2) Industry's highest number of members and affiliates**

Members: **79,277** people

Affiliates: **3,362** companies

\*As of June 30, 2022

**3) Arranged-marriage meeting system and support for affiliates**

Industry's leading system and strong support for launching affiliates

## Other associations



Bridal Information Union

日本ブライダル連盟

Members: **66,000** people

Rnet

Members: about 40,000 people

CONNECT-ship

Members: 31,507 people

National Federation of Marriage Consulting Agencies by TMS  
Members: 29,991 people

Nihon Nakodo Renmei

Members: about 14,000 people

Japan matchmaker's association

Members: about 10,000 people

Japan Marriage Network

Members: 9,759 people

\*Cited from the Internet

\*Bridal Information Union, CONNECT-ship are listed as of June 30, 2022

\*National Federation of Marriage Consulting Agencies by TMS, Japan Marriage Network are listed as of May 2022

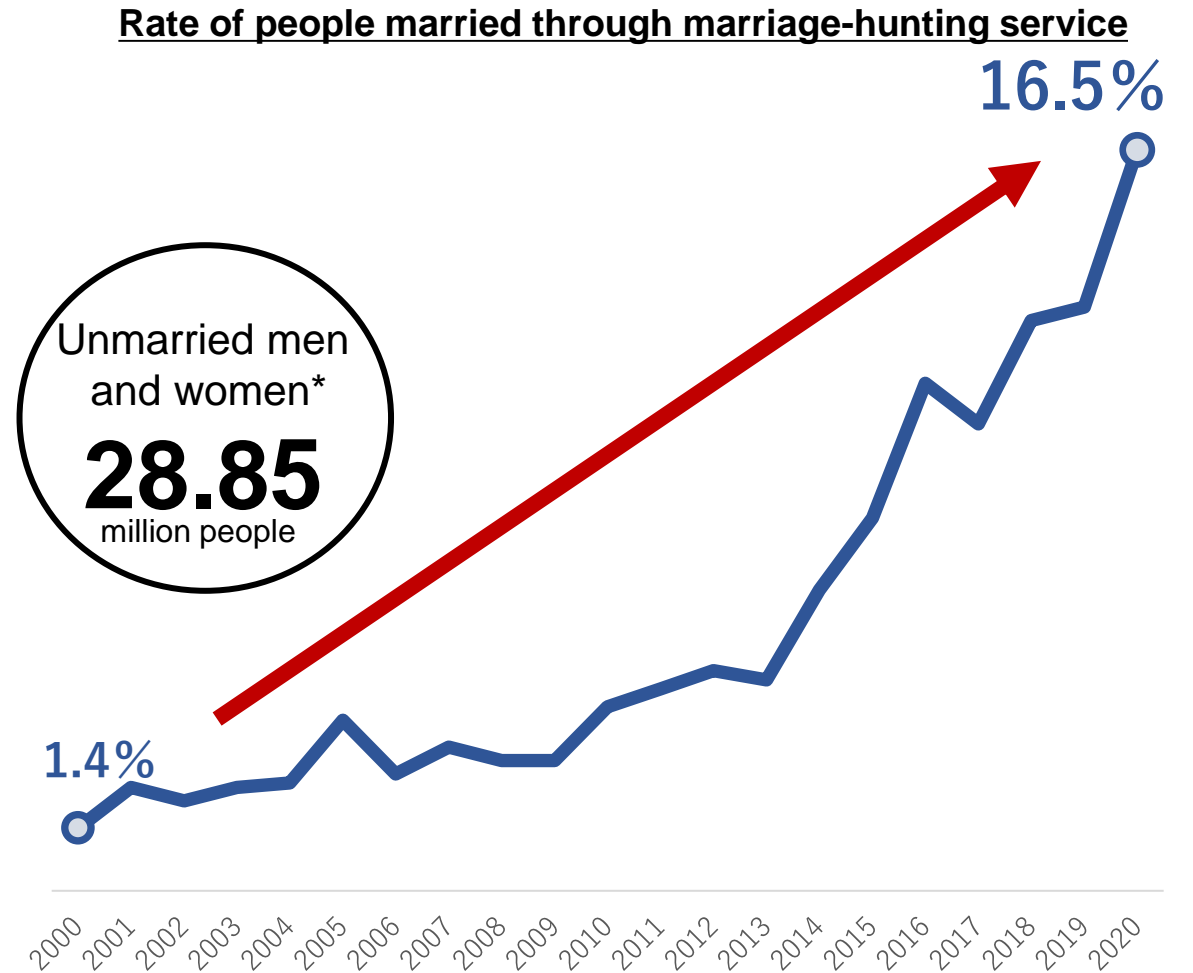
\*Rnet is listed as of January 2021. Japan matchmaker's association is listed as of July 2018

\*Nihon Nakodo Renmei is referenced from the company's website as of August 8, 2022

Seeking differentiation from matching apps, expanding market for consulting agencies in the marriage-hunting market

# Marriage-Based Industry Share

**Marriage-based market share 12.6%**  
IBJ 10,402 couples (FY2021)



## Potential market scale is expanding

\*Referenced "The 2015 Population Census," Statistics Bureau, Ministry of Internal Affairs and Communications, June 29, 2016, actual annual number of couples married in Japan in 2021: 501,116 couples, Ministry of Health, Labour and Welfare, "December 2021 (Summary of Monthly Report on Vital Statistics – Annual Total [approximate figures])"

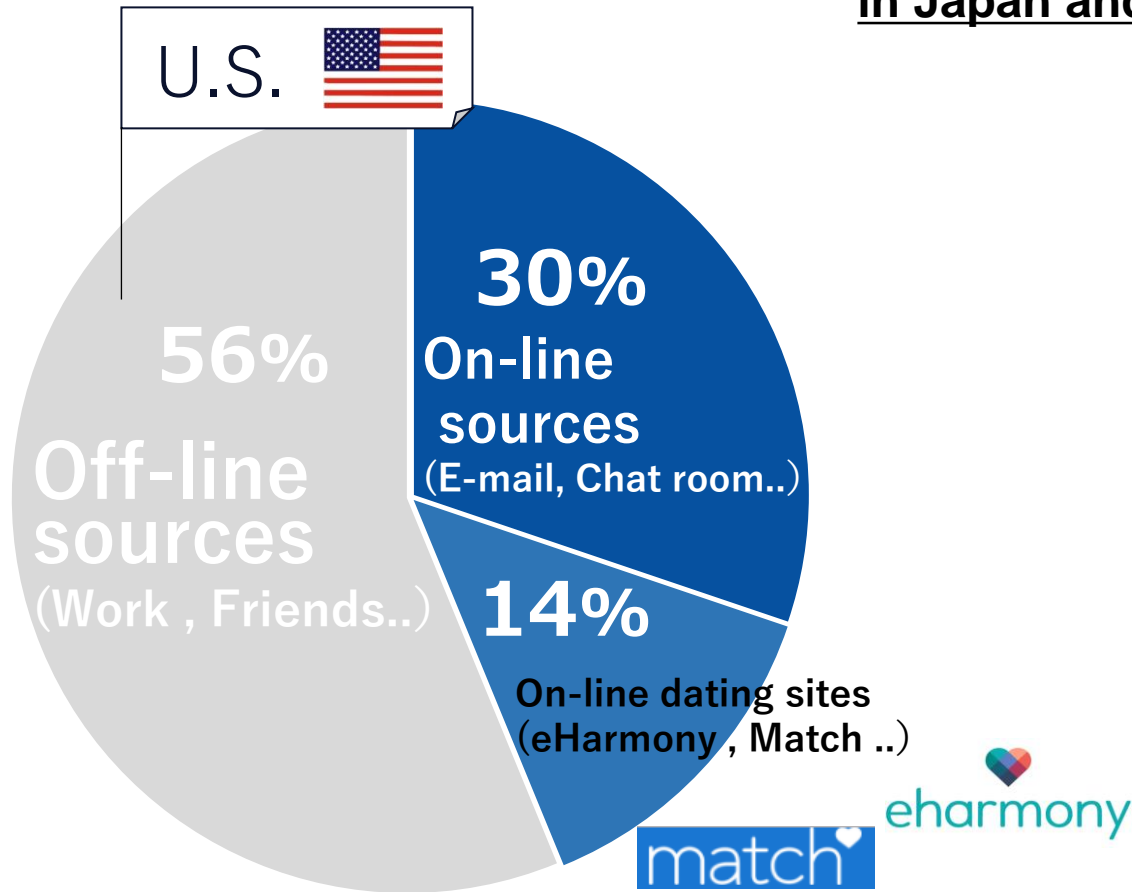
\*Prepared based on the figure calculated from the ratio of the annual number of couples married in December 2021 (Monthly Report on Vital Statistics – Annual Total [approximate figures]) to the rate of people using a marriage hunting service ("2020 Survey on Actual Conditions of Marriage Hunting" by Bridal Souken by Recruit)



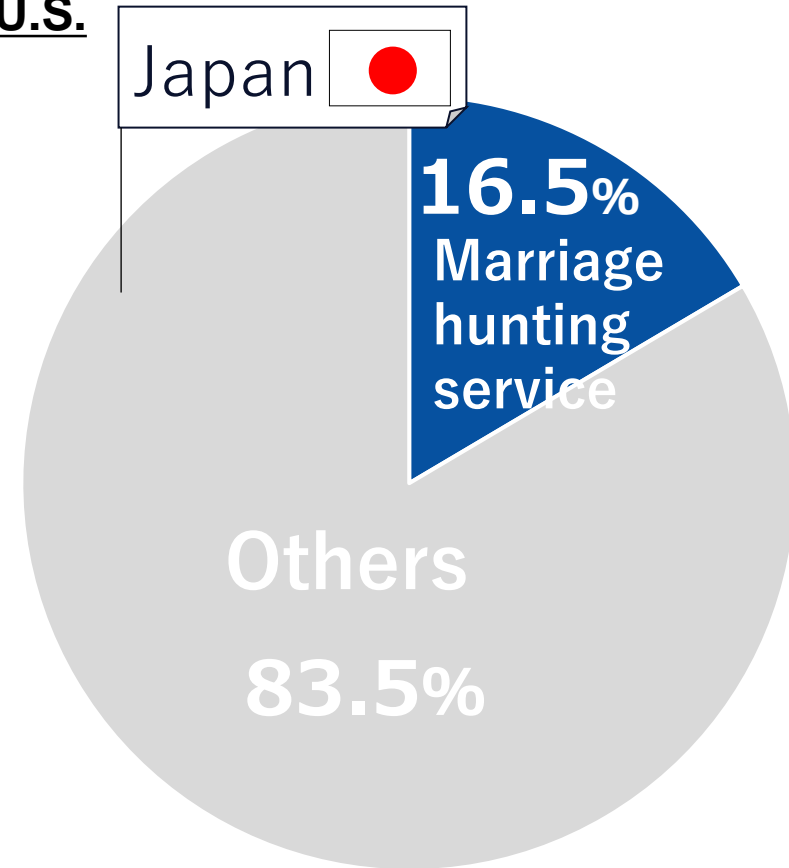
# The size of Japan's marriage hunting market vs U.S.

## Japan' Potential for Market Growth Is about 2.7 Times Higher than 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)

# Marriage Consulting Federation - Industry Ranking

IBJ took the top in three categories with our overwhelming strengths in numbers of affiliates, members, and arranged marriage meetings \*Based on our own survey



## Number of Affiliates

## Number of Members

## Arranged Marriage Meetings Per Month



**Japan Marriage Consulting Federation (IBJ)**

**3,362 companies**  
\*Number of affiliates as of June 30, 2022



**Japan matchmaker's association**

about **1,800 companies**



**Bridal Information Union**

about **1,600 companies**



**Japan Marriage Consulting Federation (IBJ)**

**79,277 people**  
\*Number of active members as of June 30, 2022



**Bridal Information Union**

about **66,000 people**



**Rnet**

about **40,000 people**



**Japan Marriage Consulting Federation (IBJ)**

**52,458 cases**  
\*As of June 30, 2022



**CONNECT-ship**

**25,330 cases**



**National Federation of Marriage Consulting Agencies by TMS**

**6,167 cases**

\*Cited from the Internet. The number of members of Rnet is the number of registered members including cooperative partnerships as of January 2021. The number of arranged marriages of the National Federation of Marriage Consulting Agencies by TMS is the monthly average calculated by dividing the actual results from January to December 2021 by 12 months.

\*Number of affiliates of the Bridal Information Union is the number of consultation offices registered in the BIU system as of June 2022. Japan matchmaker's association is listed as of July 2018

# IBJ M&A Strategy

Used our strengths in “System X Talents” to restructure companies that joined the Group  
 Continue to promote M&A through management strategies that leverage our own business model

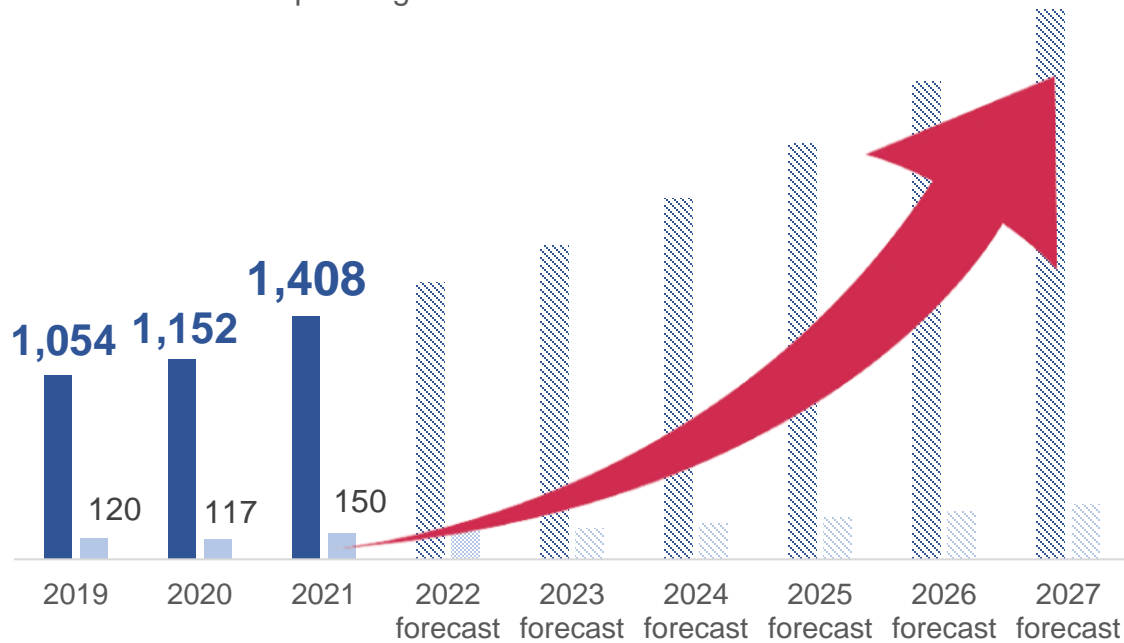
Sunmarie  
 サマリエ Joined Group in Jan. 2019

ZWEI  
 Joined Group in May 2020

## Net Sales/Operating Income

(Million yen)

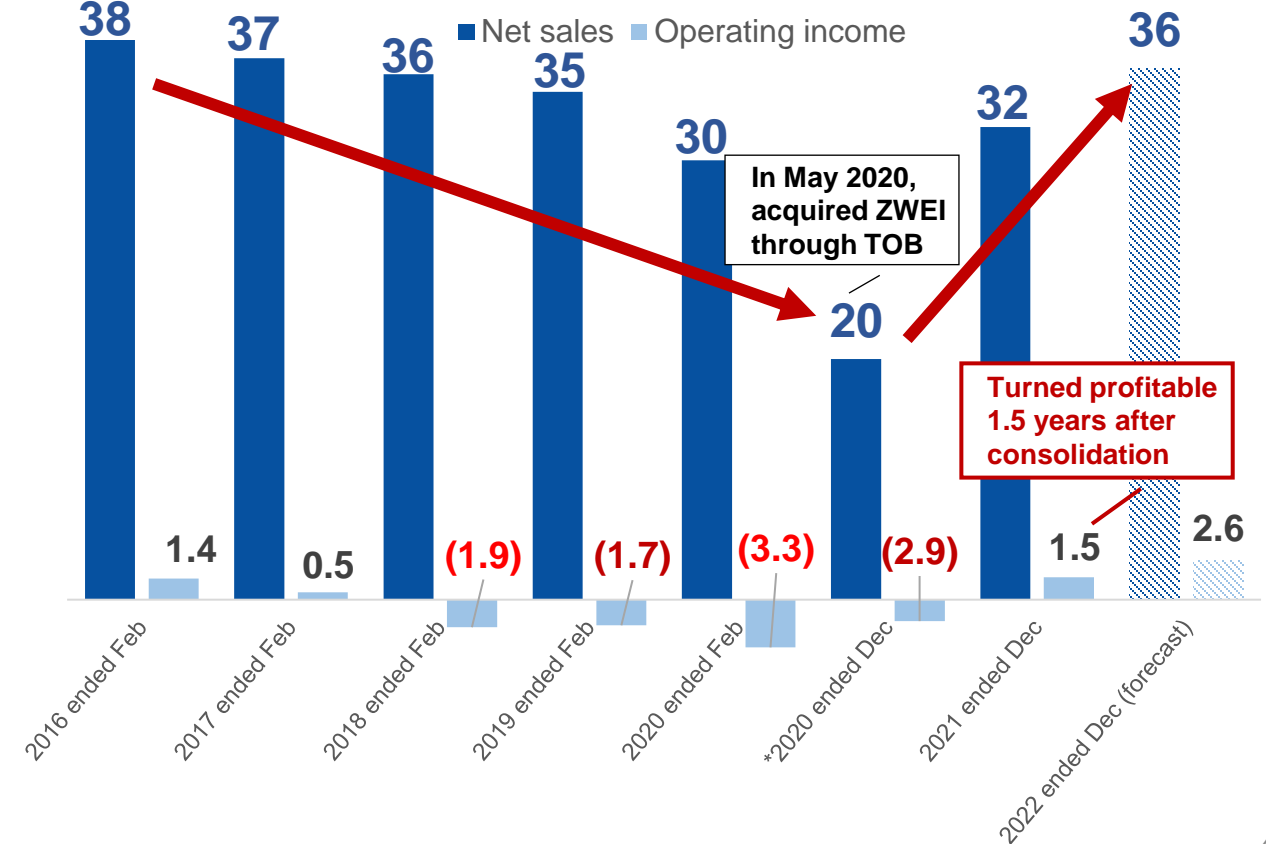
■ Net sales ■ Operating income



## Net Sales/Operating Income

(Hundred million yen)

■ Net sales ■ Operating income



## IBJ, Inc

12<sup>th</sup> & 17<sup>th</sup> floor, Shinjuku First West 1-23-7 Nishi  
Shinjuku, Shinjuku ku, Tokyo 160-0023

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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 August 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.](#)





人と人をつなぐのは、人だと思ふ。

An Interpersonal encounter is arranged only by a human.