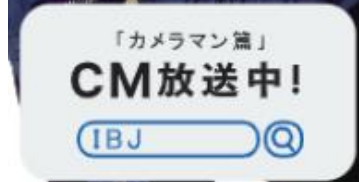


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IBJ

成婚数 No.1

婚約までサポートする結婚相談所

Financial Report

TSE Prime Market: 6071



1

**Financial Results
Summary**

2

**Summary by
Business Division**

3

Reference
(Business Model, Mid-term
Management Plan)



1

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2

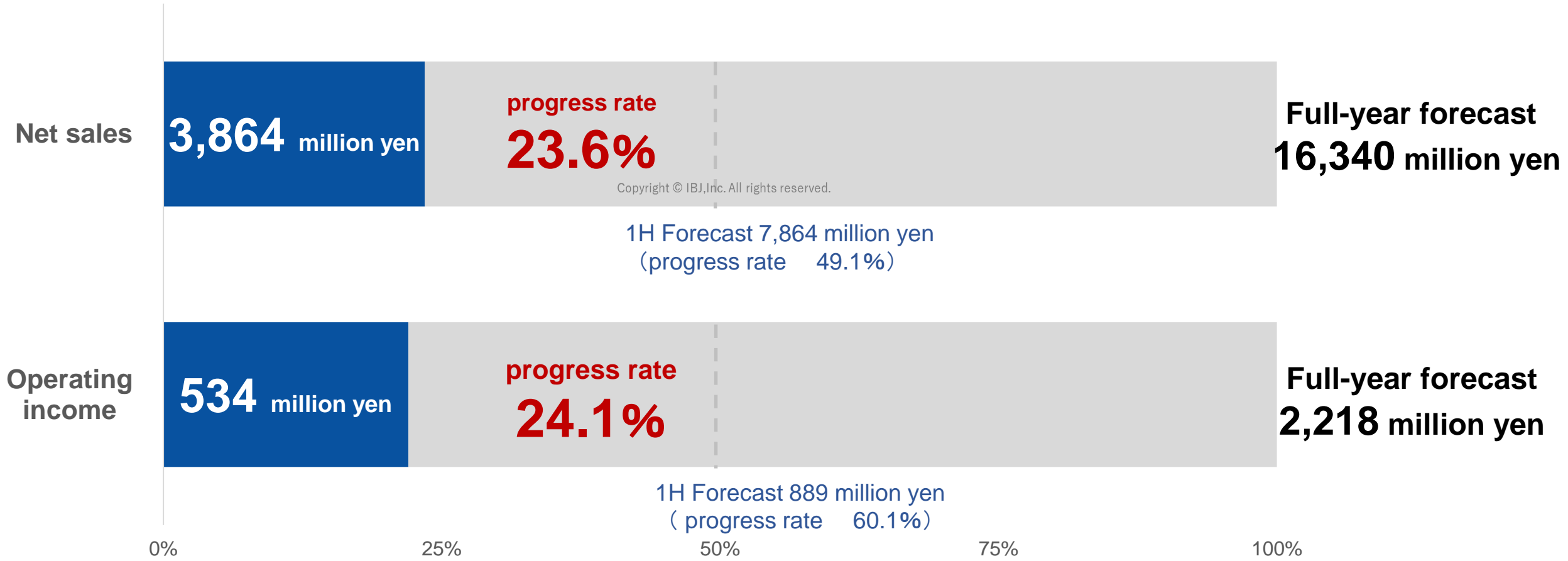
**Summary by
Business Division**

3

Reference
(Business Model, Mid-term
Management Plan)

Progress toward full-year consolidated earnings forecasts

Steady start with net sales of 3,864 million yen (progress rate of 23.6%) and operating income of 534 million yen (progress rate of 24.1%)



Profit and Loss Statement (P/L)

(Million yen)	2022				2023	YoY(Amount)	YoY(Percentage)
	Q1 total	Q2 total	Q3 total	Full year	Q1 Total		
Net sales	3,648	7,366	11,057	14,716	3,864	+216	+5.9%
Cost of sales	119	243	370	538	156	+36	+30.6%
Gross profit	3,528	7,123	6,161	14,178	3,707	+179	+5.1%
SG&A	3,104	6,191	9,117	12,185	3,173	+69	+2.2%
Operating income	424	931	1,569	1,993	534	+110	+26.1%
Total non-operating income	3	51	61	69	16	+13	+343.0%
Total non-operating expenses	3	4	5	11	3	+0	+19.8%
Ordinary income	424	978	1,626	2,051	547	+122	+29.0%
Total extraordinary income	0	7	7	7	69	+69	+100.0%
Total extraordinary loss	3	11	13	44	0	△2	△74.6%
Income before income taxes	421	975	1,619	2,013	615	+194	+46.3%
Income taxes	105	378	540	705	148	+43	+41.7%
Income taxes-deferred	3	△99	△54	△155	83	+80	+2,532.7%
Net income	312	696	1,133	1,464	382	+70	+22.4%
Net income attributable to non-controlling interests	△48	△46	△35	△29	17	+65	—
Net income attributable to owners of parent	361	743	1,168	1,493	365	+4	+1.2%

Balance Sheet (B/S)

(Million yen)	2022				2023	Amount of change	Rate of change
	Q1 total	Q2 total	Q3 total	Full year	Q1 total		
Current assets	7,598	7,315	7,477	7,420	7,471	+51	+0.7%
Cash and deposits	4,442	3,826	3,819	3,298	3,141	△157	△4.8%
Non-current assets	5,947	5,930	6,390	6,400	7,803	+1,402	+21.9%
Tangible and intangible assets	3,436	3,314	3,651	3,565	5,060	+1,494	+41.9%
Investments and other assets	2,510	2,616	2,738	2,835	2,743	△91	△3.2%
Total assets	13,545	13,245	13,868	13,820	15,275	+1,454	+10.5%
Current liabilities	4,181	3,927	4,117	3,868	4,036	+167	+4.3%
Non-current liabilities	2,625	2,180	2,086	1,988	3,139	+1,151	+57.9%
Total liabilities	6,806	6,107	6,203	5,856	7,175	+1,318	+22.5%
Capital stock and capital surplus	1,502	1,554	1,554	1,554	1,554	±0	±0.0%
Retained earnings	5,595	5,842	6,268	6,593	6,717	+124	+1.9%
Treasury shares	△999	△901	△901	△901	△901	±0	±0.0%
Valuation and translation adjustments	236	263	352	321	315	△5	△1.8%
Non-controlling interests	403	378	389	395	413	+17	+4.4%
Total net assets	6,739	7,138	7,664	7,964	8,099	+135	+1.7%
Total liabilities and net assets	13,545	13,245	13,868	13,820	15,275	+1,454	+10.5%



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Management Plan)

Summary by Business Division

(Million yen)		2022					2023	YoY(Amount)	YoY(Percentage)
		Q1	Q2	Q3	Q4	Full year	Q1		
Affiliate Business	Net sales	560	719	770	715	2,766	780	+219	+39.1%
	Lounge Opening Support Business	258	408	437	381	1,486	420	+162	+63.1%
	Affiliate Business	302	310	333	333	1,280	359	+56	+18.7%
	Divisional profit	323	453	484	417	1,678	454	+131	+40.5%
	Lounge Opening Support Business	116	233	242	197	790	218	+102	+87.3%
	Affiliate Business	206	219	241	220	887	235	+29	+14.0%
Directly-Managed Lounge Business <small>* The staff is moved from Party Business in 2023 1Q</small>	Net sales	1,907	1,995	2,005	2,039	7,947	2,051	+143	+7.5%
	Divisional profit	463	481	491	499	1,935	435	△27	△5.9%
Matching Business <small>*IBJ Gohan Date (formerly known: Rush) reclassified from the Party Business to the App Business, and retroactively changed Net sales and Divisional profit.</small>	Net sales	861	678	539	530	2,610	452	△408	△47.5%
	Party Business	262	338	333	343	1,277	270	+8	+3.3%
	App Business	599	340	206	186	1,332	182	△417	△69.6%
	Divisional profit	49	82	66	58	256	39	△9	△20.0%
	Party Business	7	29	13	17	68	0	△6	△88.2%
	App Business	42	52	53	40	187	38	△3	△8.0%
Life Design Business <small>*There are more contributions by the M&A enforcement than 1Q in 2023</small>	Net sales	317	325	375	374	1,392	579	+262	+82.5%
	Divisional profit	47	26	69	△1	141	132	+85	+179.7%

KPI by Business

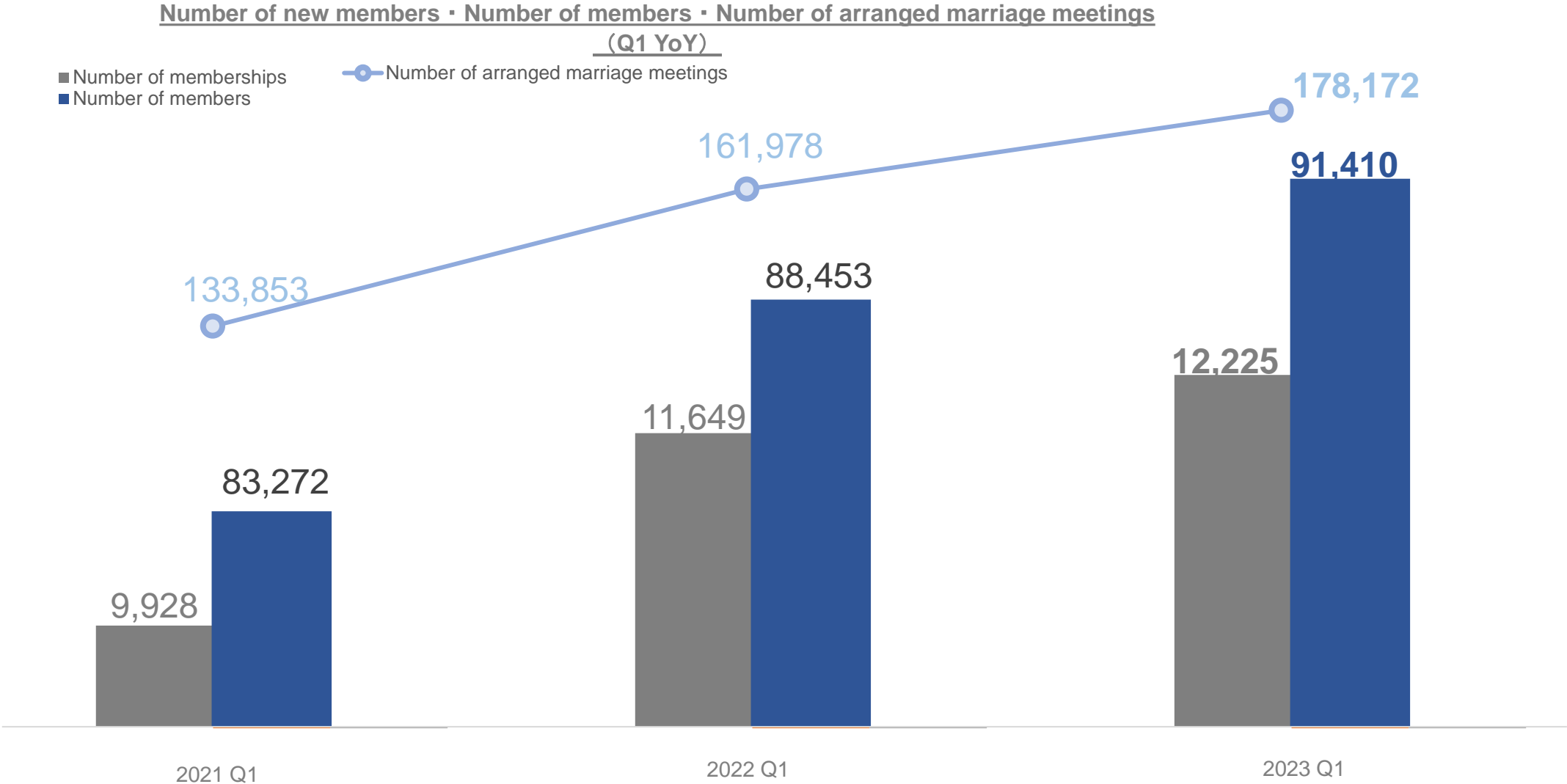
(by period)			2022					2023	YoY	YoY
			Q1	Q2	Q3	Q4	Total	Q1	(Amount)	(Percentage)
Marriage agency Business (Affiliate Business + Directly-Managed Lounge Business)	Number of marriage agency*		3,181	3,362	3,530	3,653	—	3,803	+622	+19.6%
	Number of new members		11,649	12,878	12,580	11,907	49,014	12,225	+576	+4.9%
	Number of arranged marriage meeting members		88,453	90,484	91,883	91,493	—	91,410	+2,957	+3.3%
	Number of arranged marriage meetings		161,978	175,361	183,764	178,962	700,065	178,172	+16,194	+10.0%
	Affiliate Business	Number of new openings	260	277	286	241	1,064	268	+8	+3.1%
		Number of new members	7,149	7,808	7,787	7,548	30,292	7,317	+168	+2.3%
		Number of arranged marriage meeting members*	56,897	58,044	58,996	58,803	—	58,461	+1,564	+2.7%
		Number of arranged marriage meetings	102,207	110,490	112,400	109,013	434,110	108,110	+5,903	+5.8%
	Directly-Managed Lounge Business	Number of new members	4,500	5,070	4,793	4,359	18,722	4,908	+408	+9.1%
		Number of arranged marriage meeting members*	31,556	32,440	32,887	32,690	—	32,949	+1,393	+4.4%
		Number of arranged marriage meetings	59,771	64,871	71,364	69,949	265,955	70,062	+10,291	+17.2%

*As of the end of each quarter

(by period)			2022					2023	YoY	YoY
			Q1	Q2	Q3	Q4	Total	Q1	(Amount)	(Percentage)
Matching Business	Number of party participants		96,085	125,677	123,122	121,942	466,826	95,727	△358	△0.4%
	Number of parties held		8,660	11,033	10,853	10,561	41,107	8,289	△371	△4.3%
	Number of matches (apps)		196,338	193,342	185,881	166,643	742,204	170,305	△26,033	△13.3%

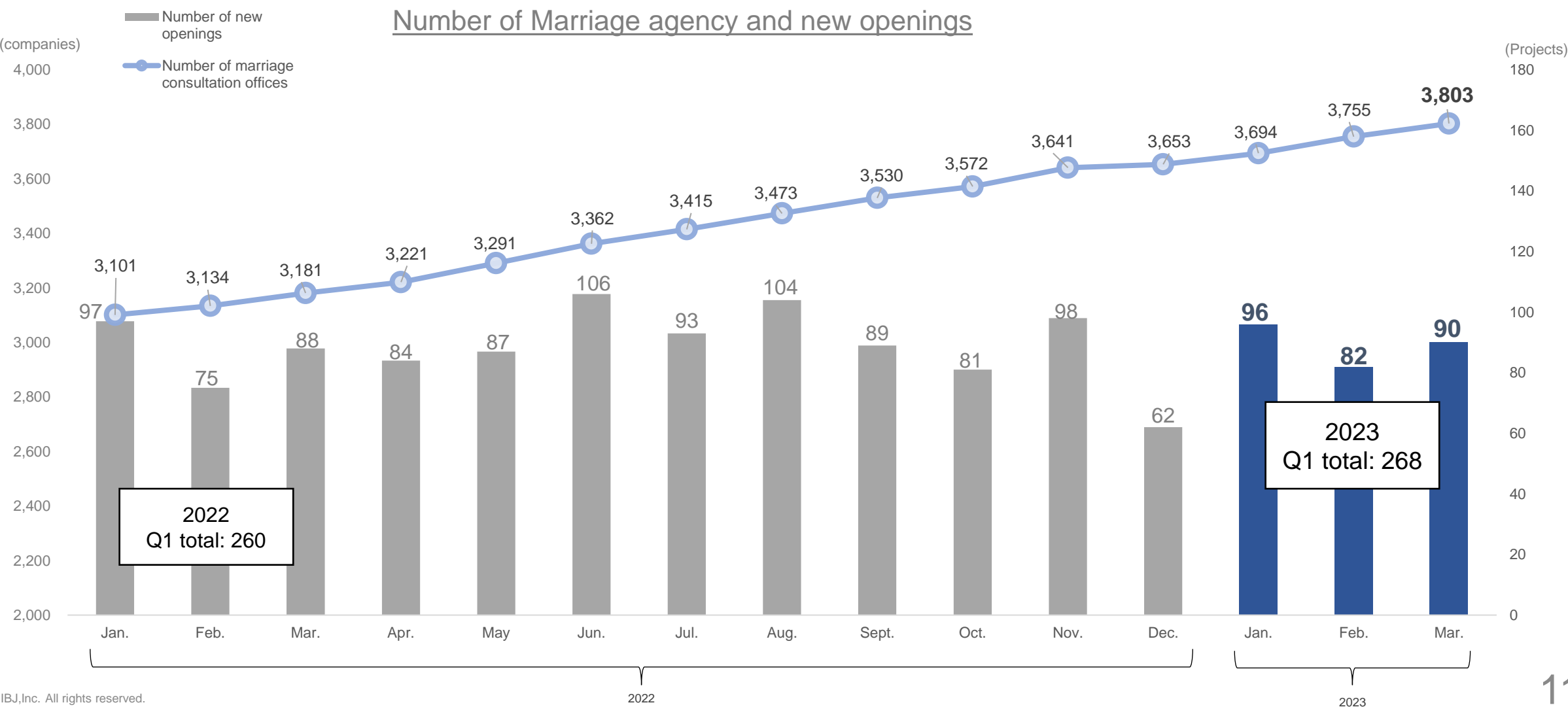
KPI of the Marriage agency Business (Affiliate Business + Directly-Managed Lounge Business)

All major 3KPI (Number of new members, Number of arranged marriage meeting members, Number of arranged marriage meetings) are on an upward trend



KPI Trends in the Affiliate Business

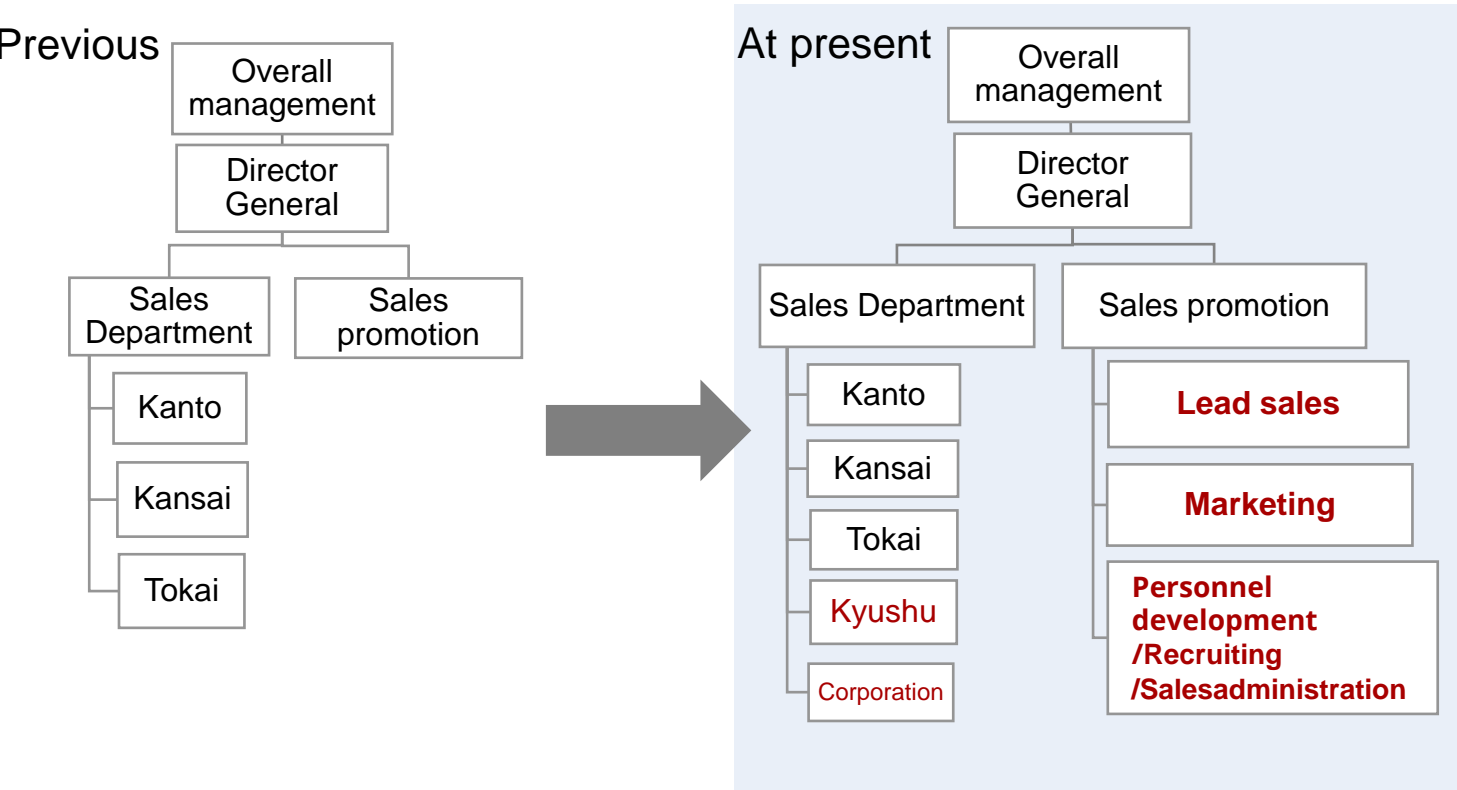
Although the number of new openings declined in December last year due to seasonal factors, the number of Marriage agency has steadily increased since January 2023, surpassing 3,800 companies in 2023



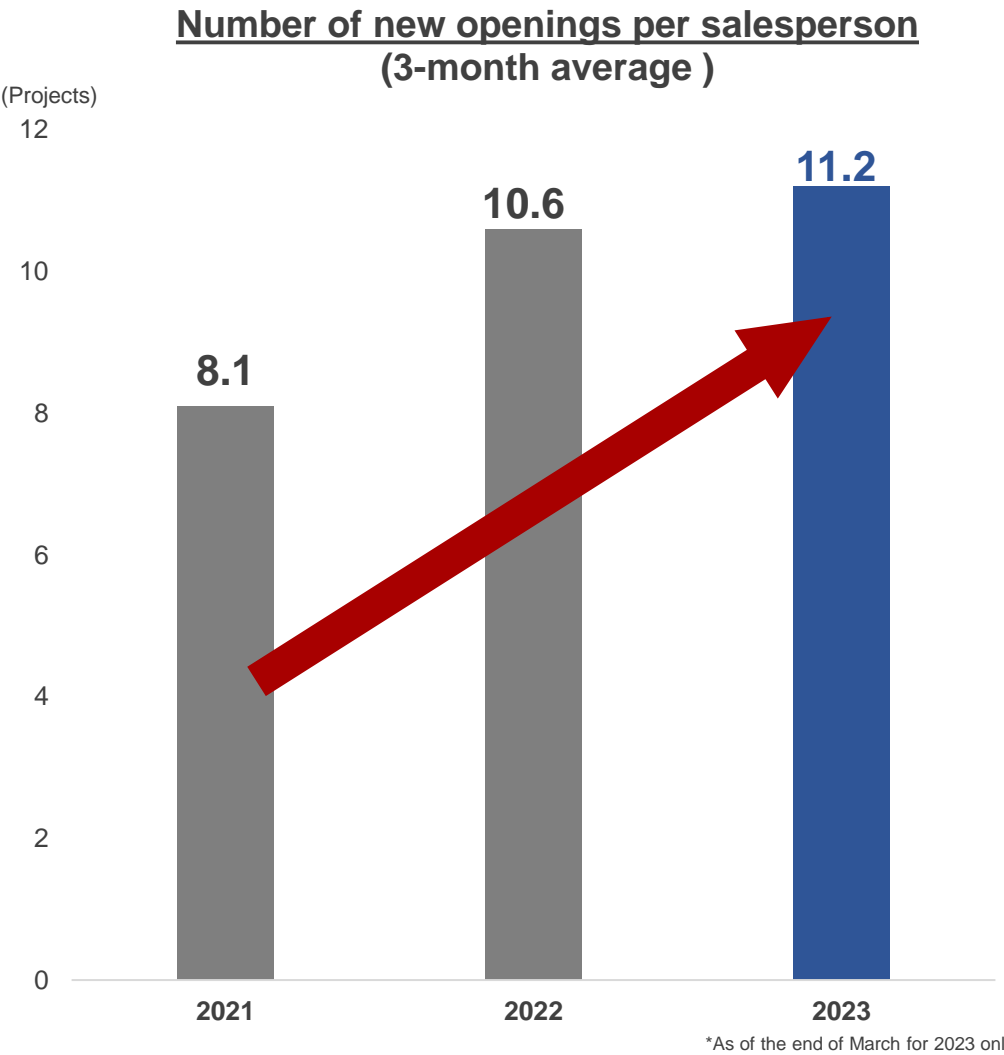
Growth Strategy of the Affiliate Business①

Increased number of new business openings per salesperson by clarifying roles and subdividing areas in charge

Strengthen organization of the Affiliate Business



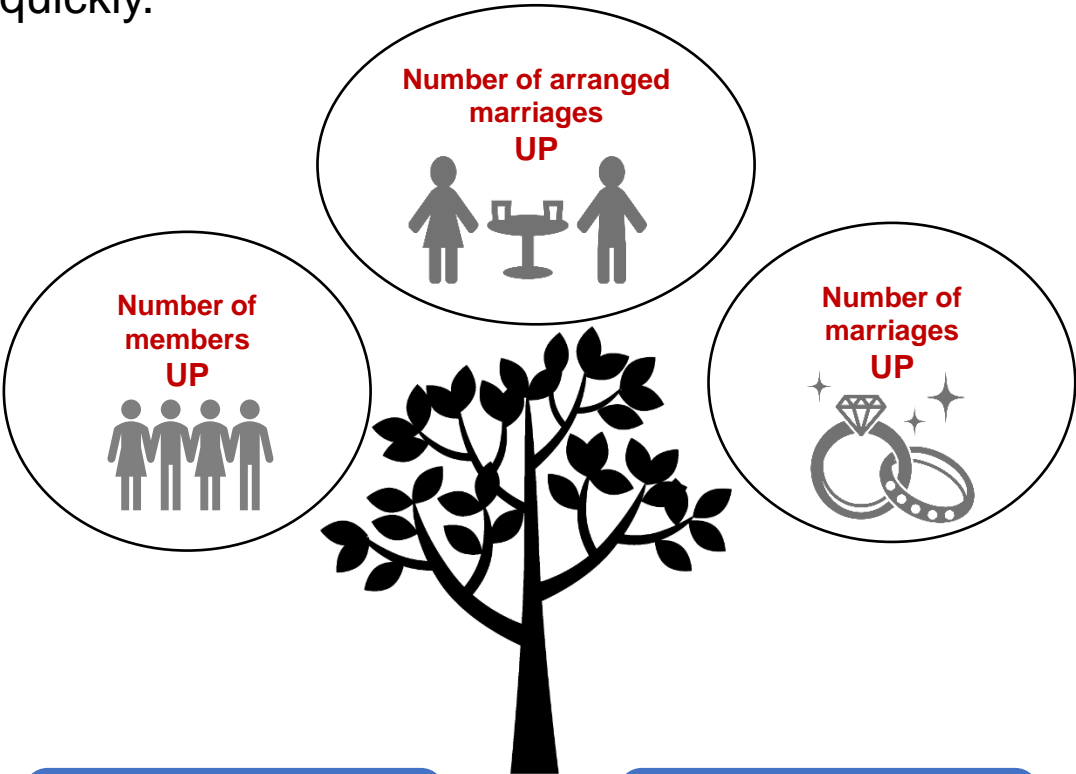
- Improve productivity by clarifying roles within departments
- Subdivide the sales area in charge and promote regional development



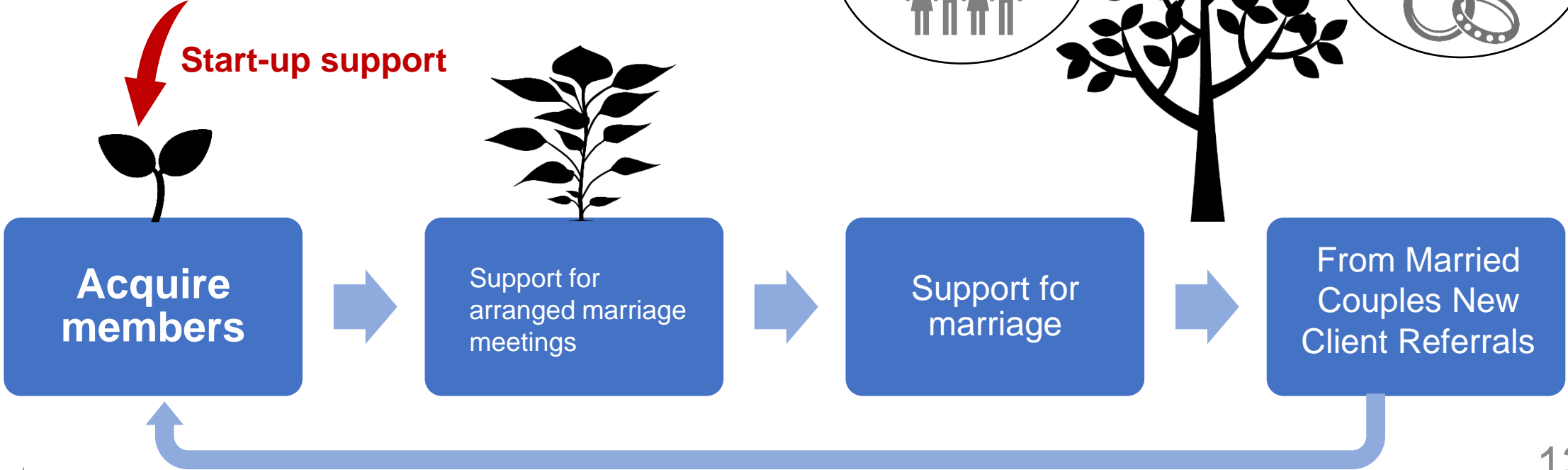
Growth Strategy of the Affiliate Business②

Aiming to increase major 3KPI (number of new members, number of members, and number of arranged marriages) in the overall Marriage agency Business by encouraging new franchised lounge to "acquire members" to get their business up and running quickly.

- Improve marketing method to attract customers
- How to attract customers through LINE and Google businesses
- Introduced a system of individual responsibility to strengthen start-up support.
- Training and individual follow-up are conducted consistently by the person in charge.
- Support for contract administration on the day of interviews



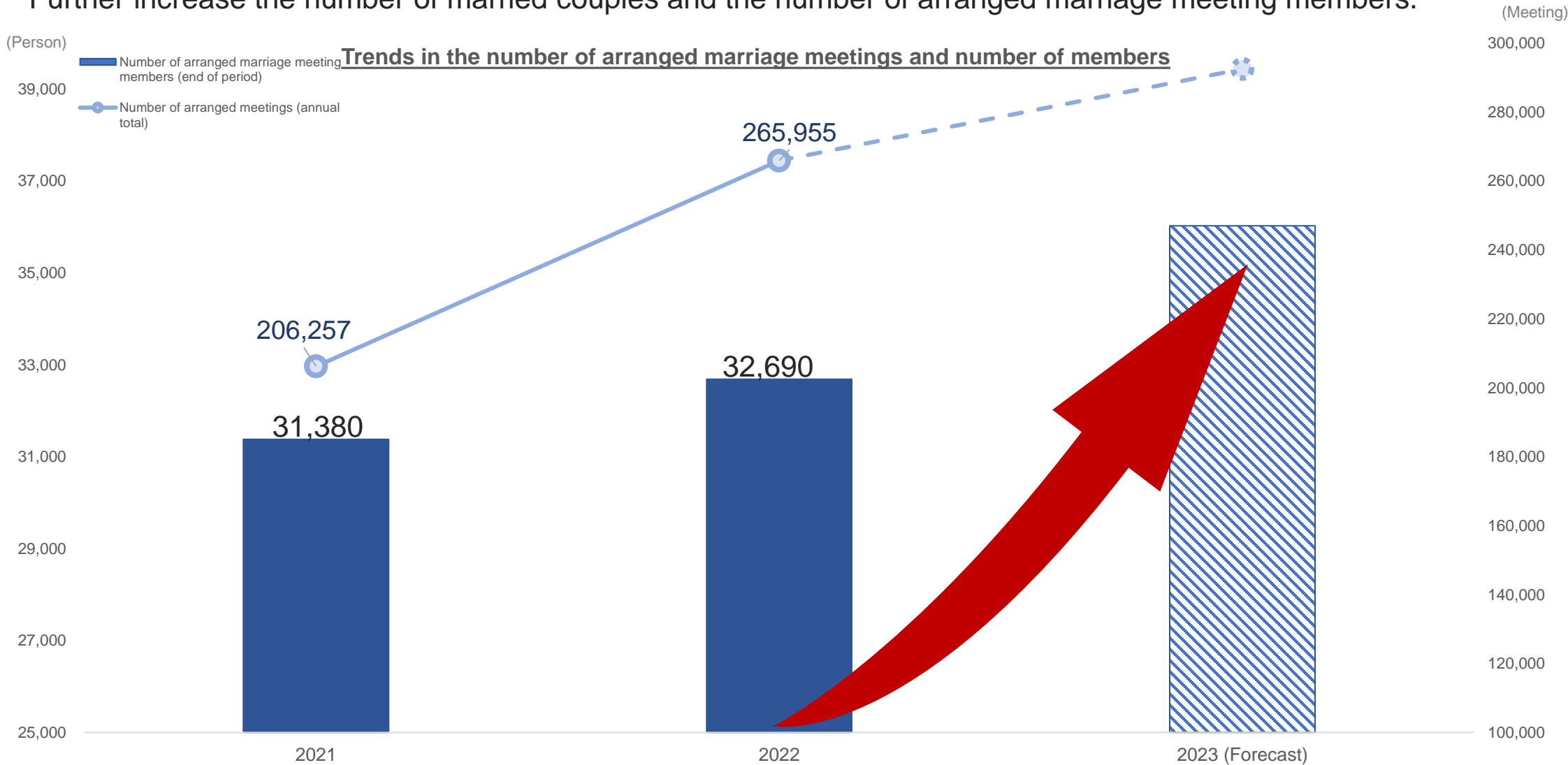
For IBJ franchisees
Four flows



KPI Trends in the Directly-Managed Lounge Business

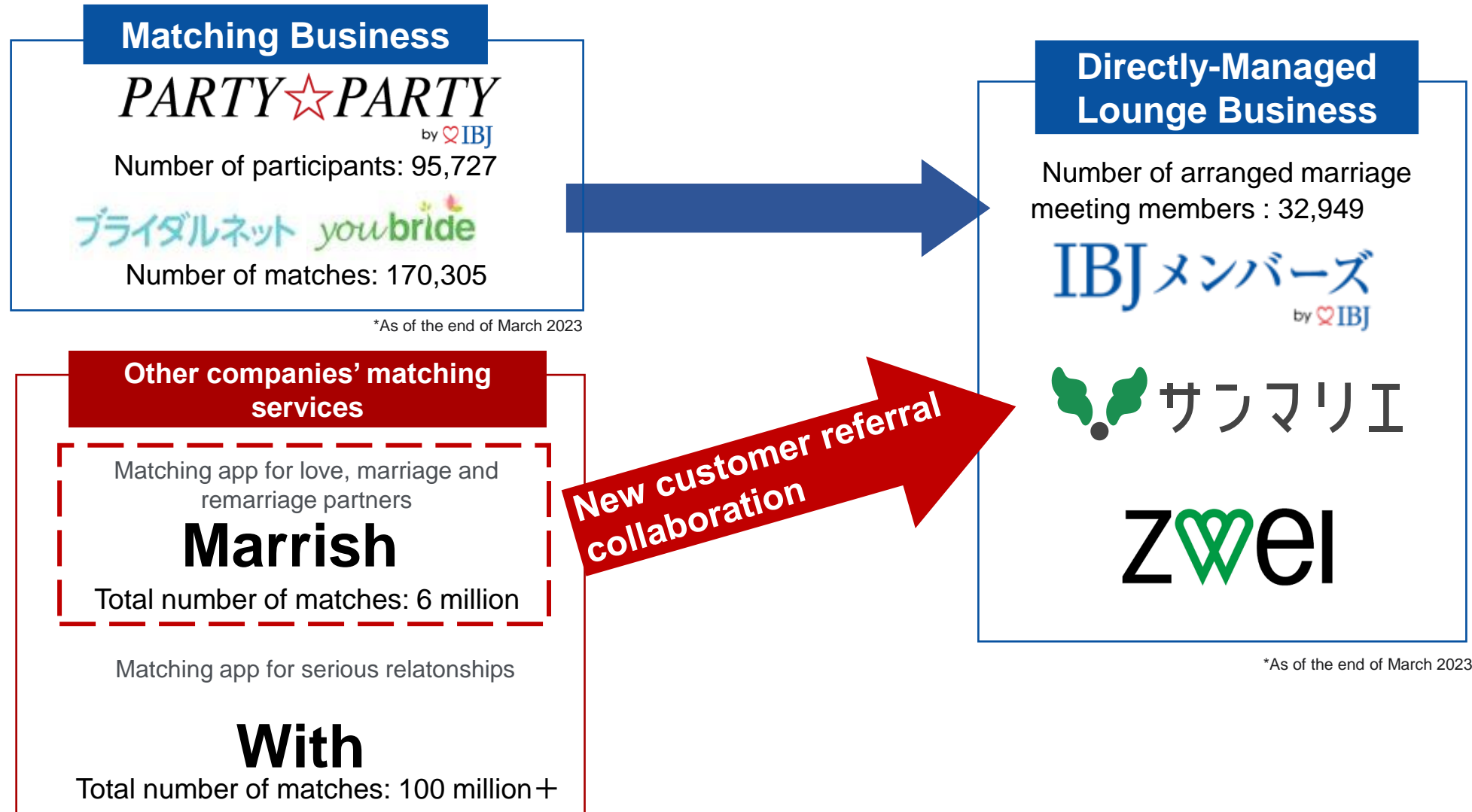
Customer satisfaction has improved as a result of an increase in the number of arranged marriage meetings, which is a leading indicator of marriages.

Further increase the number of married couples and the number of arranged marriage meeting members.



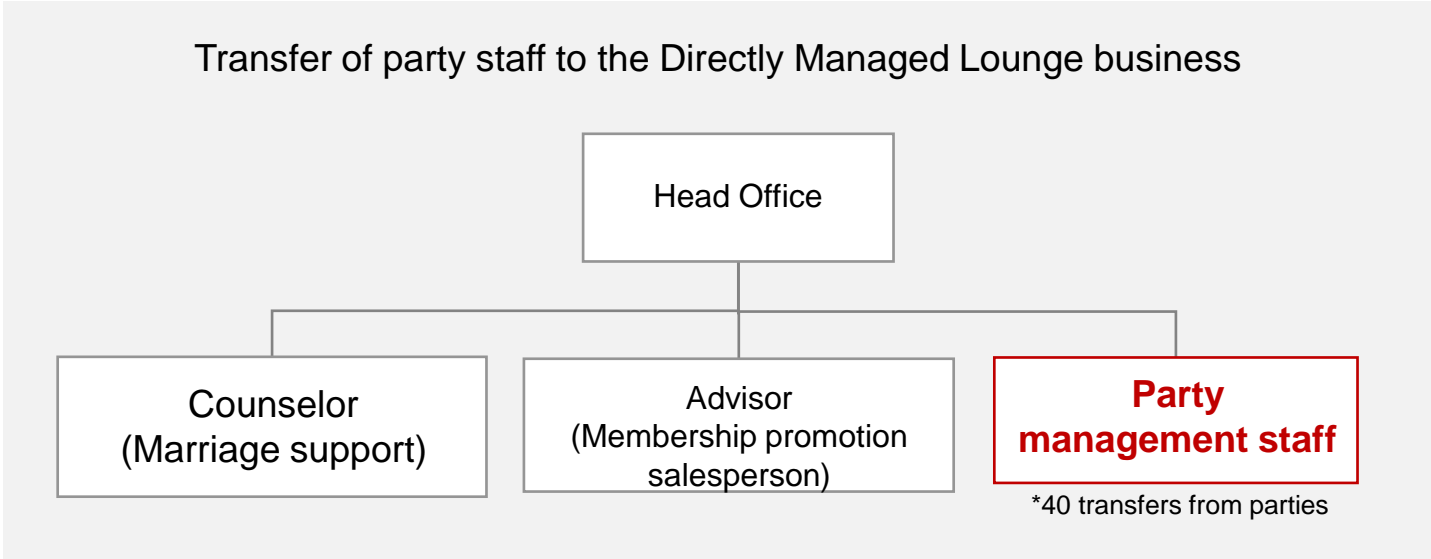
Growth Strategy of the Directly-Managed Lounge Business ①

In addition to sending customers from the Matching Business, expand the membership base of the arranged marriage meetings by attracting customers from other companies as a new sales channel.



Growth Strategy of the Directly Managed Lounge Business (IBJ Members) ②

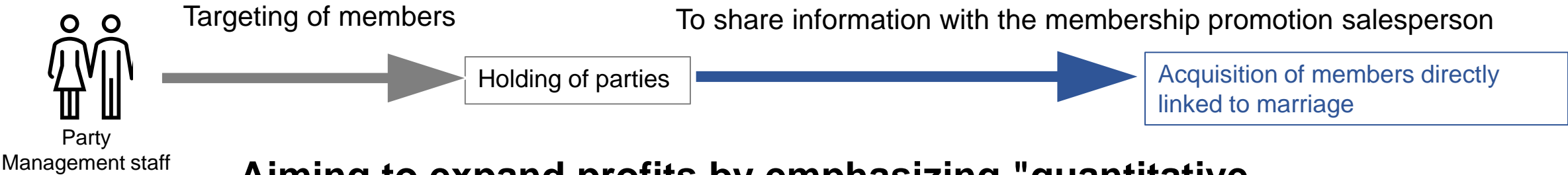
Aiming to acquire more members directly linked to marriage by strengthening the role of party management staff



Targeted segment of IBJ Members

Annual income (male members)	5 million yen or more	
Age	Men and women in their 20s and 30s	
Educational background	University or Master's graduate	

Strengthen the role of party management staff



Aiming to expand profits by emphasizing "quantitative expansion < **quality improvement**"

Growth Strategy of the Party Business

Review "Recruiting", "Operation" and "Contents" to improve UX which declined under the COVID-19 crisis from 2020. Now that the event restrictions are being removed with the lowering of the Corona 5 class, a large event is planned.

UX improvement measures ①

Clarify customer needs and prevent mismatches



Clarified by objective participation conditions

Limited to those who meet attractive conditions

Able to balance work and private.
More than five confessions etc.

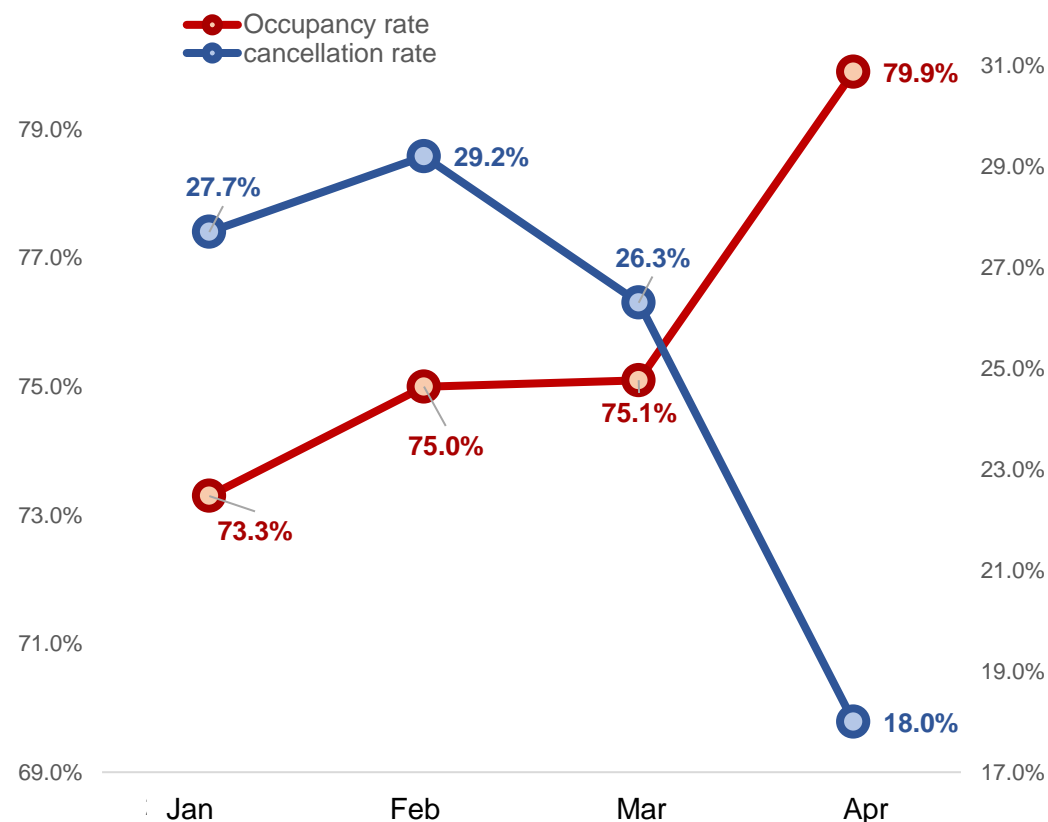
UX improvement measures ②

Smart participate reception on the day using the app



Simplify the presentation of identity confirmation documents at the reception with a PARTY☆PARTY app

Occupancy rate and cancellation rate in 2023



Occupancy rates improved and cancellation rates decreased significantly

Differentiation through UI/UX improvements and extensive support to retain members who are highly motivated to get married

Improve UI/UX (application window)

(Previous)



(Current)



Display sub-photos showing hobbies and values on the application screen to improve the number of matches.



Generous support that other companies cannot provide

	IBJ's matching app	Other companies' matching apps
Counselor in charge	Support utilizing know-how of directly managed Marriage agency	Support by staffs *Some matching apps
Provision of matching locations	Rent out our marriage meeting spaces to provide "safe and secure" locations.	None

Providing marriage-focused services unique to IBJ, which operates Marriage agency

Strategy of the Life Design Business

Expand the Life Design Business domains through M&A and business alliances

Expand product lineup



Insurance

Reinforcing the Customer referrals from Marriage agency Business



Wedding/Engagement rings

Business expansion in South Korea

Korean skincare EC website Korean Information Media



Discovery of potential customers

Send customers



Hobby and community

Proposals for housing suited to the life stage

Marriage



Lease and housing loans

New marriage



Brokerage

Moving
Raising children



IBJファイナンシャル
アドバイザー株式会社

Real Estate

Photo studio sales

Affiliated photo studios:
38 companies
group company: 1 company
Business alliance: 1 company
477 million yen

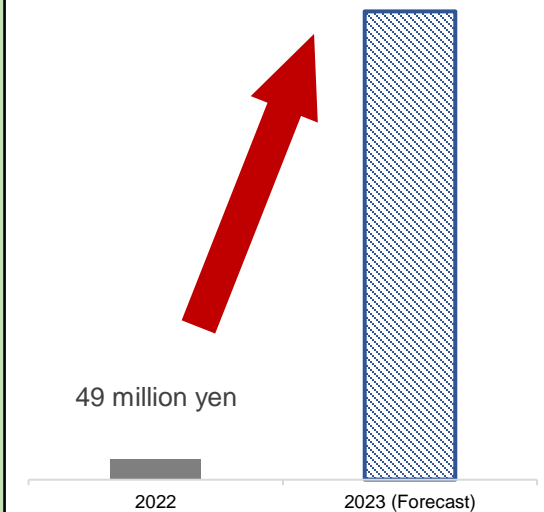




Photo studio

Hobby and community business


Acquired Gangnam Doll Co., Ltd., which operates the Korean skincare EC and beauty care information website.
Now that Korea's popularity is growing in Japan, we will further capture the needs of the market.



Sell Korean cosmetics produced by the local doctors and other specialists by purchasing them through our own channels.



A facial treatment device



Beauty cream

Advertising Korean language classes for buyers



Sales promotions for students of Korean language schools and app users

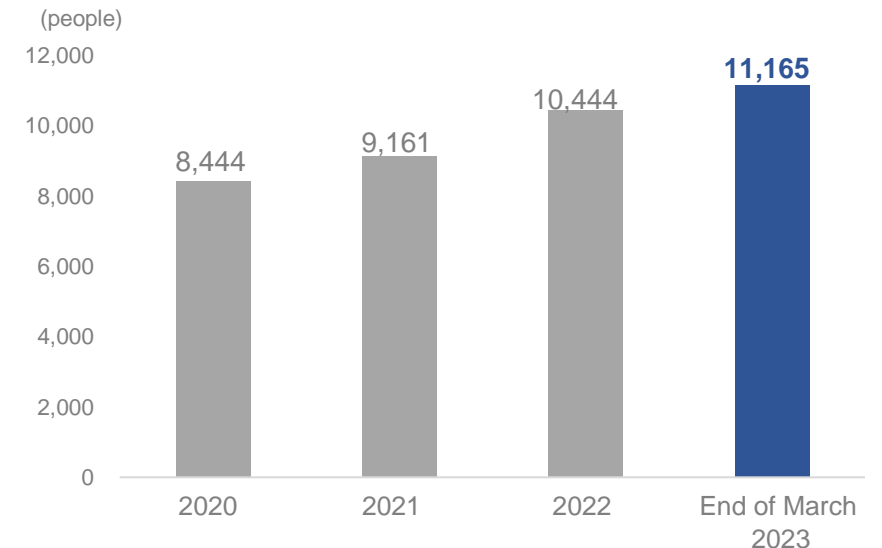
Expansion of sales channels

Expansion of student base

K Village Tokyo

Korean language schools with No1 student numbers*
Operate Japan's largest Korean information media

Number of Students



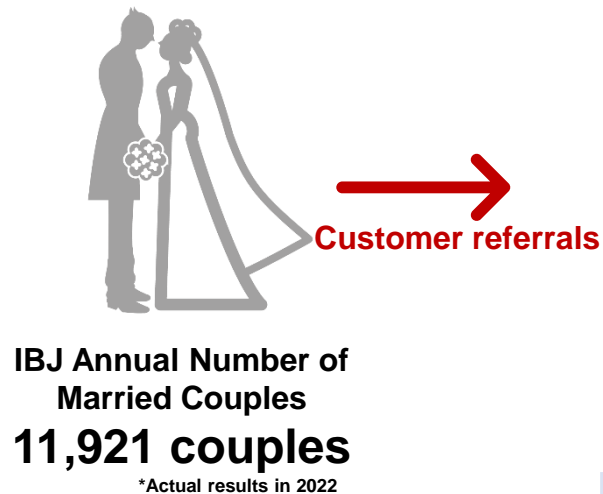
*Japan Marketing Research Institute survey for the fiscal year ended January 2021

A step toward building largest community of Japan-Korea
"Korea is known as K Village."

Housing Business Strategy

Increase LTV by sending married couples to owned properties, and connect to real estate brokerage after the fixed-term lease period.

Rental condominiums for IBJ wedding couples



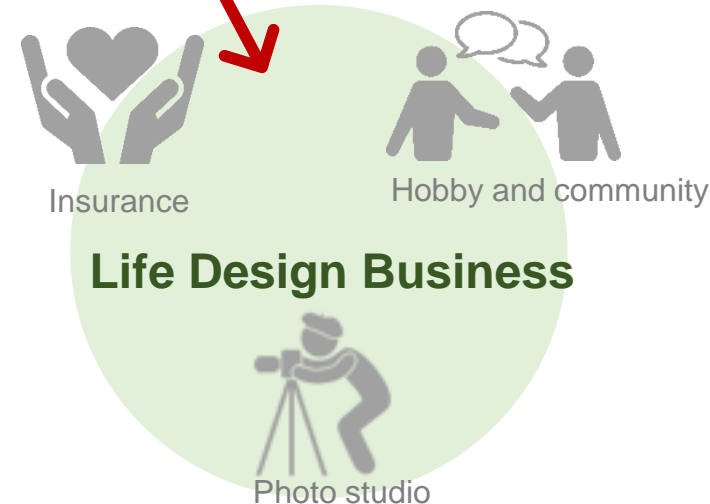
Full renovation

Equipment for furniture and appliances (fee-based option)

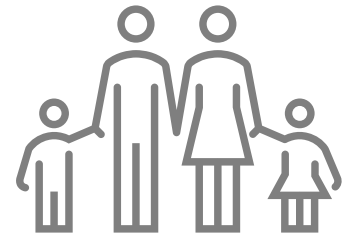
Easy-to-live floor plan (2LDK • 2DK)

Fixed borrowing for two years

Customer referrals



Brokerage



The second measure to strengthen corporate branding by appointing Yosuke Asari, a talented actor who has appeared in many films, as our brand ambassador.




Location 

Started placing advertisements on trains and signage at major stations of JR East (Yamanote Line, Yokosuka Line, Sobu Line Rapid Service), Tokyo Metro, Toei Subway, Nagoya Railway, Osaka Metro, and Fukuoka Subway



▲ New Visual: Yosuke Asari

Partial name change to strengthen branding of
“When it comes to marriage matching, you can imagine IBJ”

日本結婚相談所連盟
by  IBJ



Unified the name to "IBJ" in order to differentiate ourselves
from other federations

Rush



The name reflects the idea of supporting encounters that lead to
the future, from casual invitations such as "Let's go out for
luch/dinner!"



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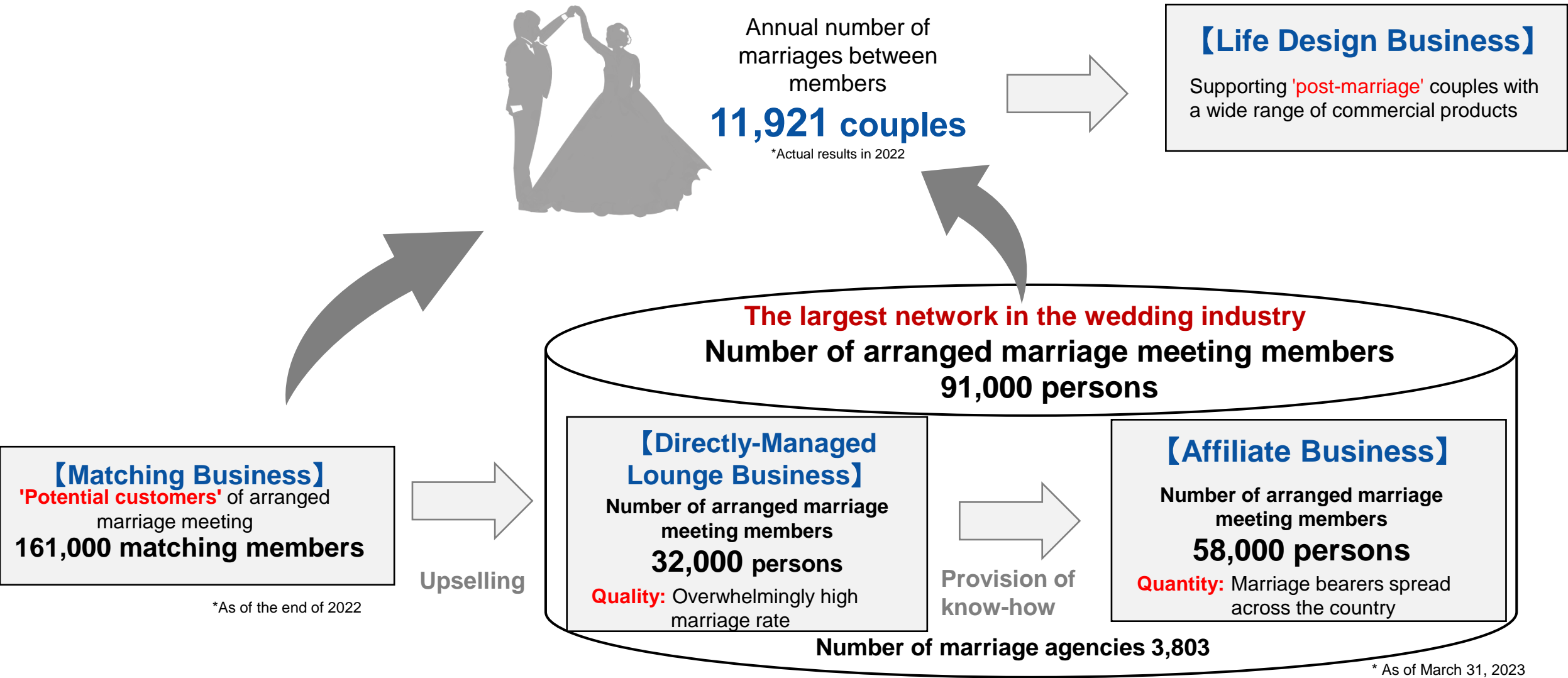
Summary by
Business Division

3

Reference
(Business Model, Medium-Term
Management Plan)

Our Business Model

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



*1 "Number of arranged marriage meeting members" refers to the number of members registered at marriage matching lounges of the Japan Wedding Consulting Center Federation, IBJ franchisees, IBJ Members, San Marie, and ZWEI.
*2 "Number of matching members" refers to the number of members who have a log-in history within 1 year of the number of registered members in PARTY☆ PARTY, IBJ Gohan Date + Bridal Net, and the number of paying members of youbride at the end of the fiscal year (2022 to be excluded from Diverse consolidation)

* As of March 31, 2023

Earnings structure

One-time-fee revenue

= Franchise fee (1.6 million yen for individuals and 3.2 million yen for corporations*) × number of new openings

*For companies with less than 30 employees, the franchise fee is 1.9 million yen as a small company.

+

→ New openings monthly average: 89.3 in 2023 Q1

Recurring revenue

= Basic system usage fee (15 thousand yen) × IBJ franchisees
Registration fee × number of members, membership activity fee × number of registered members

*Excluding non-membership

→ Unit price is expected to increase due to improvement in IBJ franchisees and member numbers

Superiority

1

Industry's largest network

Number of members

58,000 persons

*As of the end of March 2023

2

High matching rate

Number of arranged marriage meetings

108,000

*Total from January to the end of March 2023

3

Supporting IBJ franchisees

Number of marriage agency

3,803

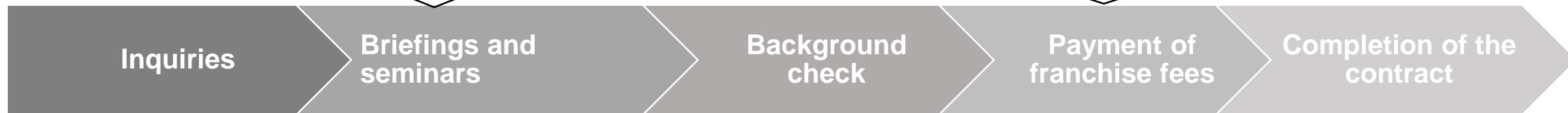
*As of the end of March 2023

Process from Contract to Opening

▪ Flow to contract

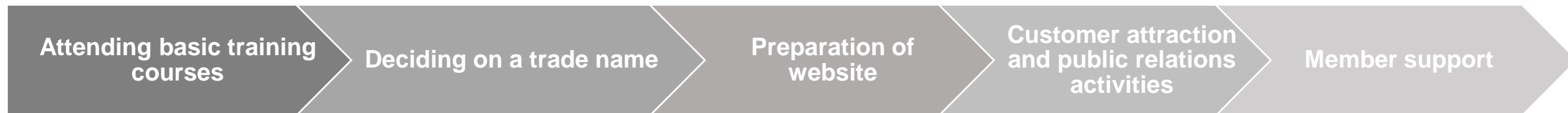
- **Briefing for lounge openings**
1-on-1 briefings held every day
- **Seminars**
Joint briefing sessions

- **Individuals (franchise fee: 1.6 million yen)**
Major attributes: side businesses, senior citizens
- **Corporation (franchise fee: 3.2 million yen)**
Example: Hotel New Otani, Tsukiji Hongan-ji, Take and Give Needs



- Screening for anti-social forces
- Credit check
- **Checking the suitability and personality of the matchmaker**

▪ Flow to Opening



Basic training to acquire knowledge as a matchmaker

Training and support according to each step

"Opening," "Operation," and "Attracting customers": training support according to each step

Initial training	Training Name	Content
	Basic Course I-II	Gain basic knowledge of marriage matching lounges
	Word-of-mouth customer attraction training	Training to prepare for the word-of-mouth customer attraction
	Method school	Sharing IBJ's unique know-how From customer attraction to management
	Regular meetings and exchange meetings	Information provided by the secretariat Meetings to exchange opinions between the secretariat and IBJ affiliate members
	Senior matchmaker training	Share experiences of senior matchmakers
	Ambassador Club	Matchmaker-led club activities, including case study sharing
	e-learning	Participation in a variety of training courses using videos

Method school curriculum



Method I: Attracting Customers and Marketing

How to attract customers through referrals from married couples, events, web, etc.

Method II: Promote entry (face-to-face sales)

Interviews with customers about their marriage matching and how to propose solutions

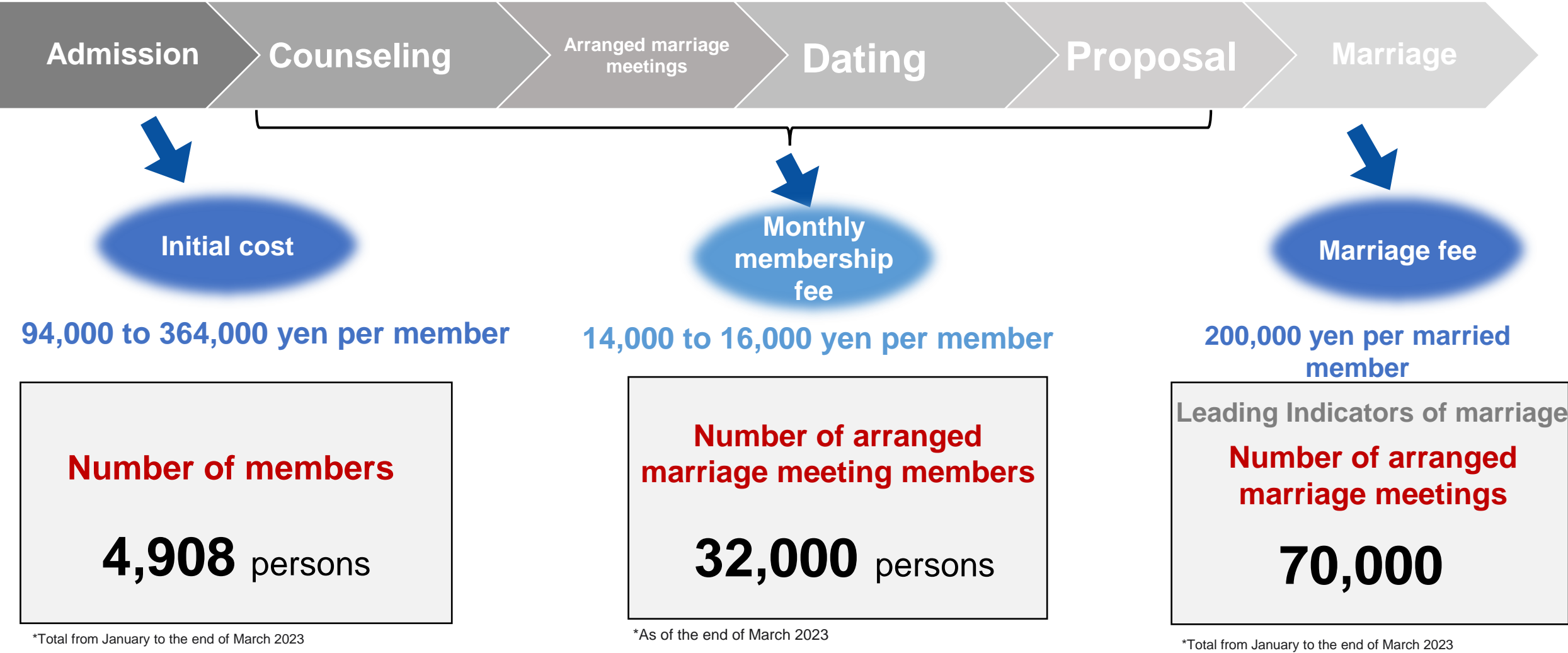
Method III: First Counseling

How to set goals and specific activity schedules until marriage

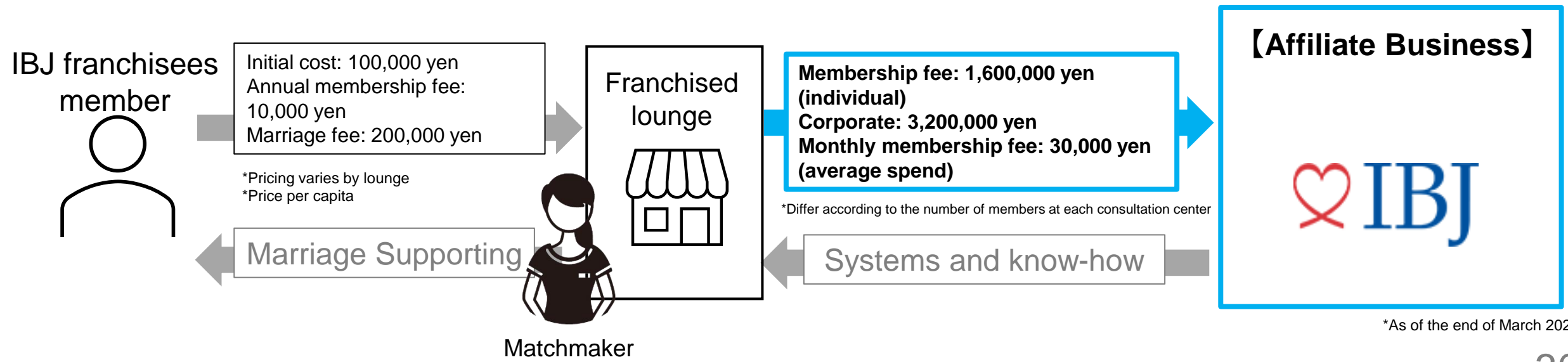
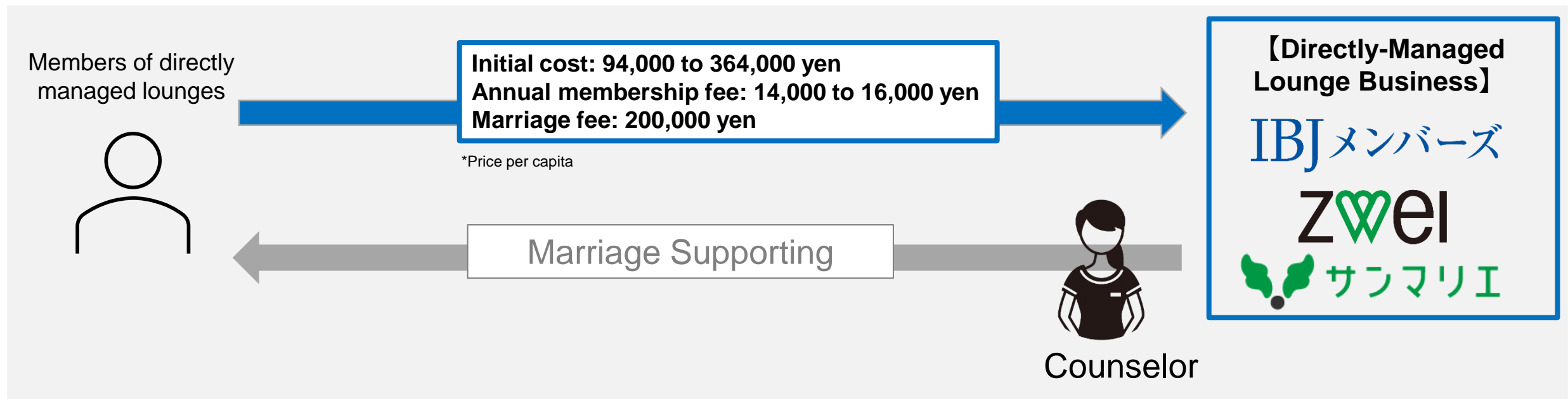
Method IV: Marriage Support

Supporting methods by stage from arranged marriage meetings to entertainment to marriage

The process from admission to marriage and profit points



Differences in Revenue Points Among the Affiliate Business and the Directly-managed Lounge Business



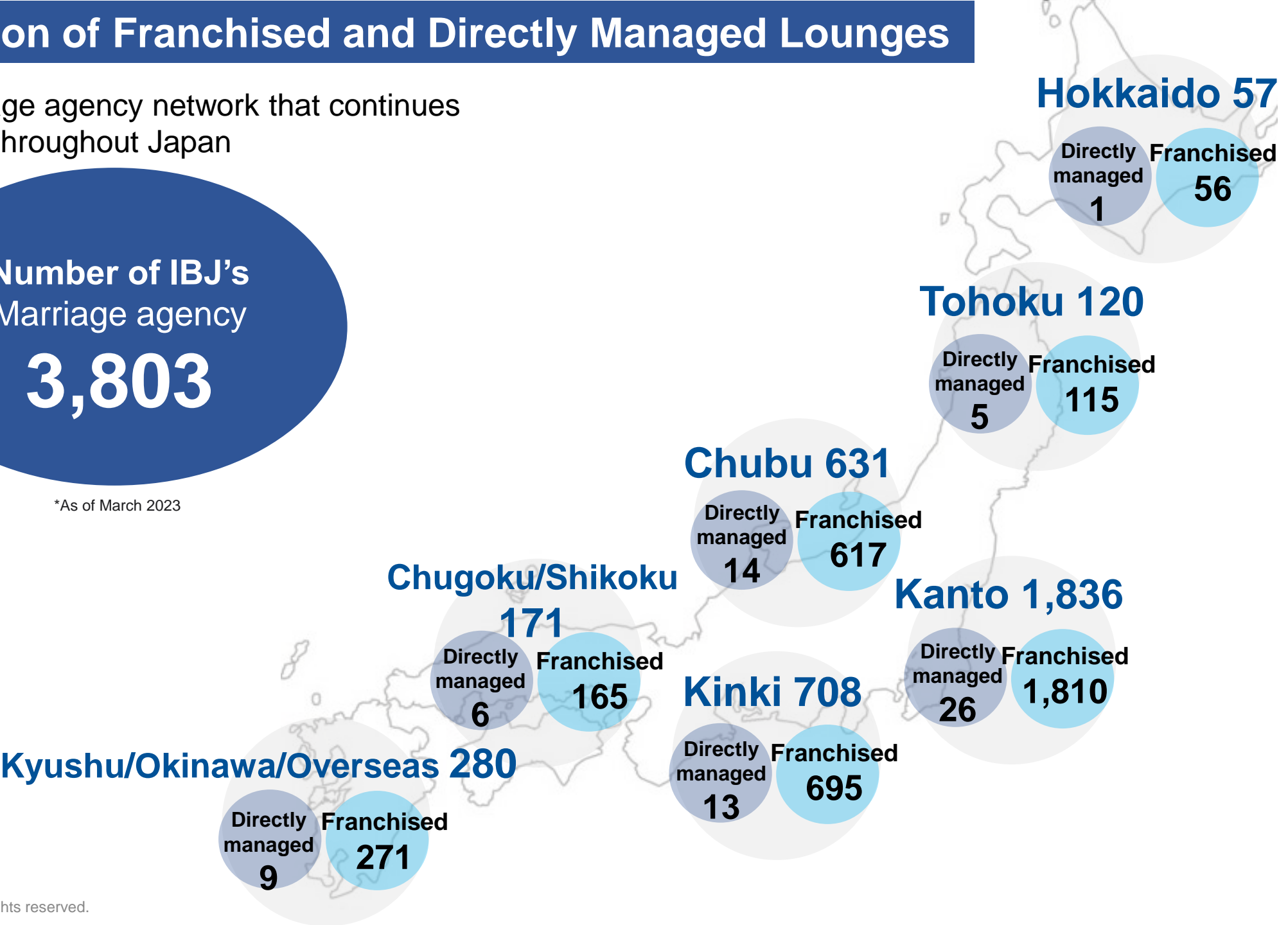
*As of the end of March 2023

Distribution of Franchised and Directly Managed Lounges

IBJ's Marriage agency network that continues to expand throughout Japan

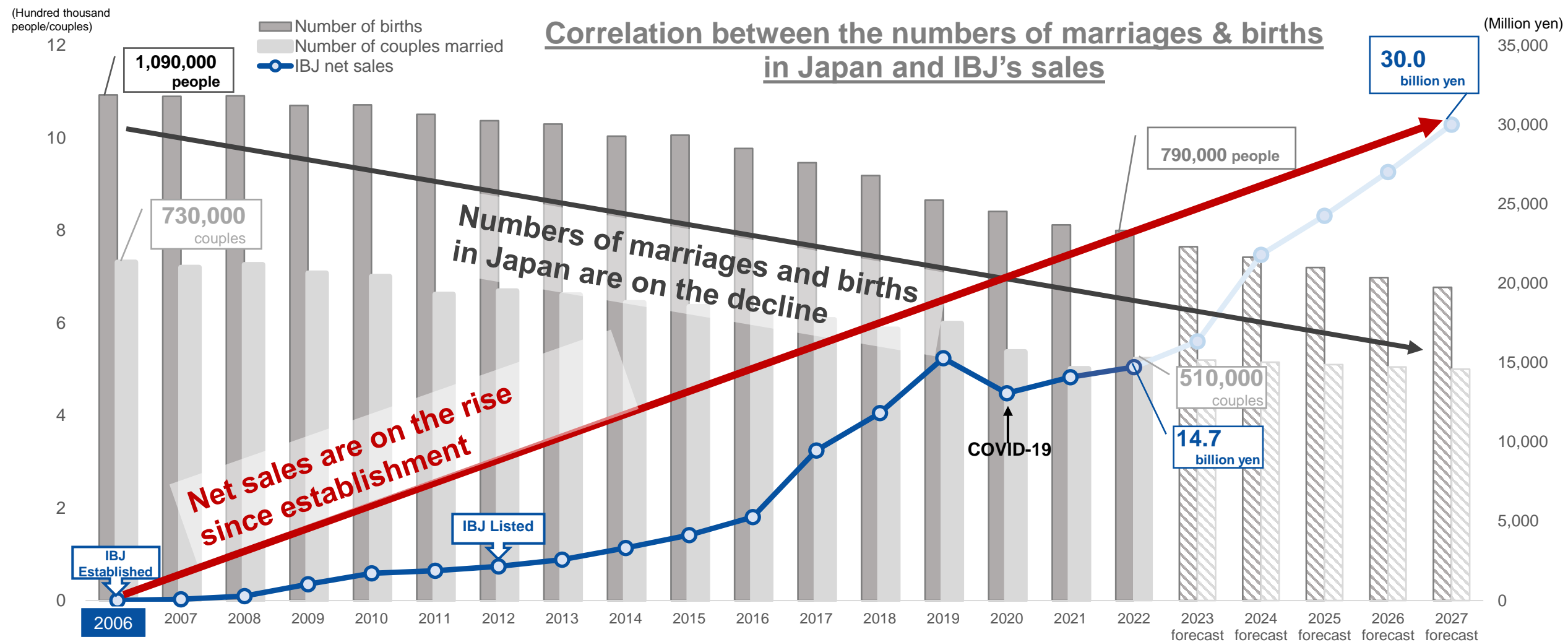


*As of March 2023



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:※ "2021 Summary of Vital Statistics (Fixed Number)" (1947-2021), Ministry of Health, Labour and Welfare.
※Refer to the Ministry of Health, Labour and Welfare's "Preliminary Report on Vital Statistics (December 2022)" for the number of marriages and births in 2022.

Roadmap for the New Medium-Term Management Plan (2021-2027)

Phase 1: Major KPI

2021-2024

Number of married couples
15,000 couples

3% of all marriages in Japan

Number of franchised lounges
5,000 companies

Phase 2: Major KPI

2025-2027

Married couples
25,000 couples

5% of all marriages in Japan

Number of franchised lounges
10,000 companies

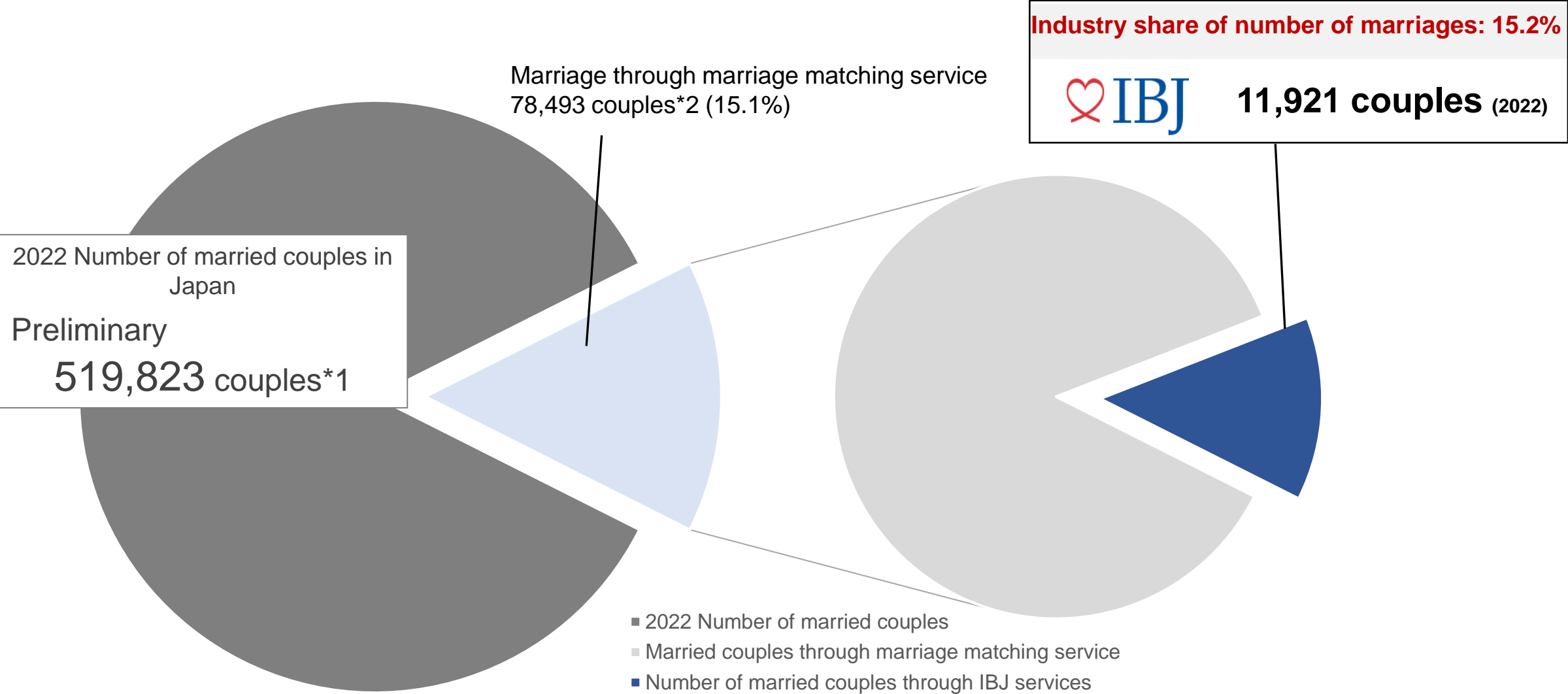
	End-2022	End-2024	End-2027
Number of marriages between members	11,921	15,000	25,000
Number of affiliates	3,653	5,000	10,000
Number of arranged marriage meeting members ^{*1}	91 千	132 千	200 千
Number of matching members ^{*2}	161 千	195 千	250 千

^{*1} "Number of arranged marriage meeting members" refers to the number of members registered at marriage matching lounges of the Japan Wedding Consulting Center Federation, IBJ franchisees, IBJ Members, San Marie, and ZWEI.

^{*2} "Number of matching members" refers to the number of members who have a log-in history within 1 year of the number of registered members in PARTY☆ PARTY, IBJ Gohan Date + Bridal Net, and the number of paying members of youbride at the end of the fiscal year (2022 to be excluded from Diverse consolidation)

Industry share of number of marriages 2022

One of the industry's leading shares of the number of marriages in the marriage matching industry at 15.2%.



*1 The number of marriages in 2022 is based on the Ministry of Health, Labour and Welfare's Monthly Vital Statistics Report (Preliminary Report) for December 2022.
*2 Calculated and prepared based on the percentage of marriage activity service use in the "Marriage Activity Survey 2022 (Recruit Bridal Research Institute)".

Medium-to long-term sales growth image

Life Design Business

[Upselling business]

Develop business from marriage matching to the life design field after marriage

Affiliate Business

[Income Driver Business]

Expand the network of franchisees by increasing the number of new franchisees and improve support for existing franchisees

Directly-Managed Lounge Business

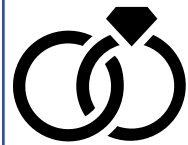
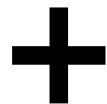
[Core Business]

Improve IBJ methods and know-how for franchisees
Increase the number of couples married through propagation

Matching Business

[Gateway Business]

Increase customer referrals by strengthening collaboration with franchised stores and directly managed lounge business, which are growth drivers



Marriage
matching

M & A



Life Design



Regional
Development

Expand sales and profits with a view to investing in more large-scale M&As than ever before.

Revenue: 16.3bn

Sales: 30bn + α

2023 (Forecast)

2027

M & A

Life Design
Business

Affiliate Business

Directly-Managed
Lounge Business

Matching
Business

Company Profile

Company name: IBJ, Inc.

Date of Establishment February 2006

Location: Shinjuku First West 12 and 17F, 1-23-7
Nishi-Shinjuku, Shinjuku-ku, Tokyo

Number of Employees: 1,109 (March. 2023)

Directors:

President and Representative Director: Shigeru Ishizaka

Managing Director: Kenjiro Tsuchiya

Director: Yasuyuki Yokokawa

Outside Director: Kozo Umezu

Outside Director: Masahide Kamachi

Outside Director: Tetsuji Kawaguchi

Full-time Auditor: Yuki Futatsuya

Corporate Auditor: Nobuyuki Teramura

Corporate Auditor: Kaoru Yagi

Listing Market: Tokyo Stock Exchange Prime Market (6071)



Company History

2006	<ul style="list-style-type: none">• IBJ Inc. is established and the Japan Association of Marriage Agencies business is launched• Took over the BridalNet and PARTY☆PARTY businesses from the predecessor company
2012	<ul style="list-style-type: none">• Listed on the Osaka Stock Exchange JASDAQ Market (currently the Tokyo Stock Exchange)
2014	<ul style="list-style-type: none">• Changed to the Second Section of the Tokyo Stock Exchange
2015	<ul style="list-style-type: none">• Listed on the First Section of the Tokyo Stock Exchange
2018	<ul style="list-style-type: none">• Selected as one of "Asia's 200 Best Under A Billion" by Forbes Asia• Established IBJ Financial Advisory Co., Ltd. to operate real estate business
2019	<ul style="list-style-type: none">• Made Sunmarie Co., Ltd. and K Village Tokyo Co., Ltd. subsidiaries
2020	<ul style="list-style-type: none">• Made ZWEI Co., Ltd. subsidiaries
2022	<ul style="list-style-type: none">• Transitioned to the Tokyo Stock Exchange Prime Market• 11,921 marriages created (2.3% of all marriages in Japan)
2023	<ul style="list-style-type: none">• Partnerships with regional financial institutions (The Towa Bank, Ltd.) , 17th case• Number of marriage agencies exceeds 3,800• K Village Tokyo, an IBJ Group company, made Kang Nam Doll a subsidiary.

IBJ,Inc

12th & 17th floor, Shinjuku First West 1-23-7 Nishi Shinjuku,
Shinjuku-ku, Tokyo 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 2023 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、人だと思う。

An Interpersonal encounter is arranged only by a human.