



**Third Quarter of Fiscal Year
Ending December 31, 2023**

Financial Report

IBJ, Inc.

TSE Prime Market: 6071



- 1 **Financial Results Summary**
- 2 **Summary by Business Division**
- 3 **Topics**
- 4 **Appendix**

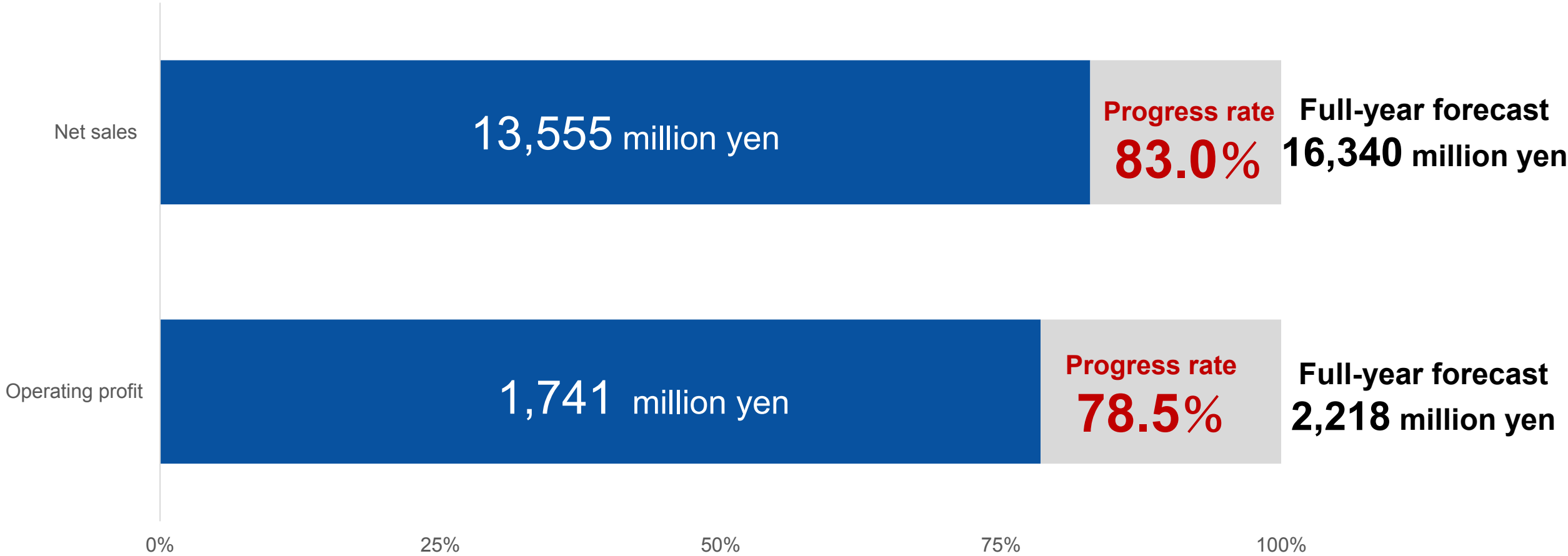


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Net sales: 13,555 million yen (+22.6% YoY), Operating profit: 1,741 million yen (+10.9% YoY)
Net sales increased significantly YoY due to growth in existing businesses and the sale of investment securities.

(Million yen)	FY12/22 Q3 Results(A)	FY12/23 Q3 Results(B)	Change (B) – (A)	Pct. change (B)/(A)
Net sales	11,057	13,555	+2,497	+22.6%
Operating profit	1,569	1,741	+ 171	+10.9%
Ordinary profit	1,626	1,809	+183	+11.3%
Profit attributable to owners of parent	1,168	1,377	+208	+17.8%

Progress rate against full-year forecasts was 83.0% for net sales and 78.5% for operating profit, generally in line with expectations.





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Net sales and Divisional Profit by Business

②Summary by Business Division

(Million yen)		2022					2023			YoY (Change)	YoY (Pct. change)
		Q1	Q2	Q3	Q4	Full-year	Q1	Q2	Q3		
Affiliate Business	Net sales	560	719	770	715	2,766	780	711	755	△15	△2.0%
	Agency Opening Support Business	258	408	437	381	1,486	420	362	379	△57	△13.1%
	Affiliate Business	302	310	333	333	1,280	359	348	375	+42	+12.7%
	Divisional profit	323	453	484	417	1,678	454	396	496	+11	+2.4%
	Agency Opening Support Business	116	233	242	197	790	218	171	217	△25	△10.6%
	Affiliate Business	206	219	241	220	887	235	225	279	+37	+15.6%
Directly-Managed Lounge Business	Net sales	1,907	1,995	2,005	2,039	7,947	2,051	2,106	2,118	+112	+5.6%
	Divisional profit	463	481	491	499	1,935	435	455	486	△5	△1.1%
Matching Business <small>*Sales and divisional profit changed retroactively due to the reclassification of IBJ Gohan Date (formerly known as: Rush) from Party Business to App Business.</small>	Net sales	861	678	539	530	2,610	452	464	470	△68	△12.8%
	Party Business	262	338	333	343	1,277	270	280	274	△59	△17.7%
	App Business	599	340	206	186	1,332	182	183	196	△9	△4.8%
	Divisional profit	49	82	66	58	256	39	63	116	+50	+76.1%
	Party Business	7	29	13	17	68	0	28	52	+39	+299.6%
	App Business	42	52	53	40	187	38	35	64	+11	+20.8%
Life Design Business <small>*Includes contribution of business performance from M&A since FY2023 Q1.</small>	Net sales	317	325	375	374	1,392	579	579	2,485	+2,110	+562.3%
	Divisional profit	47	26	69	△1	141	132	93	250	+181	+260.6%

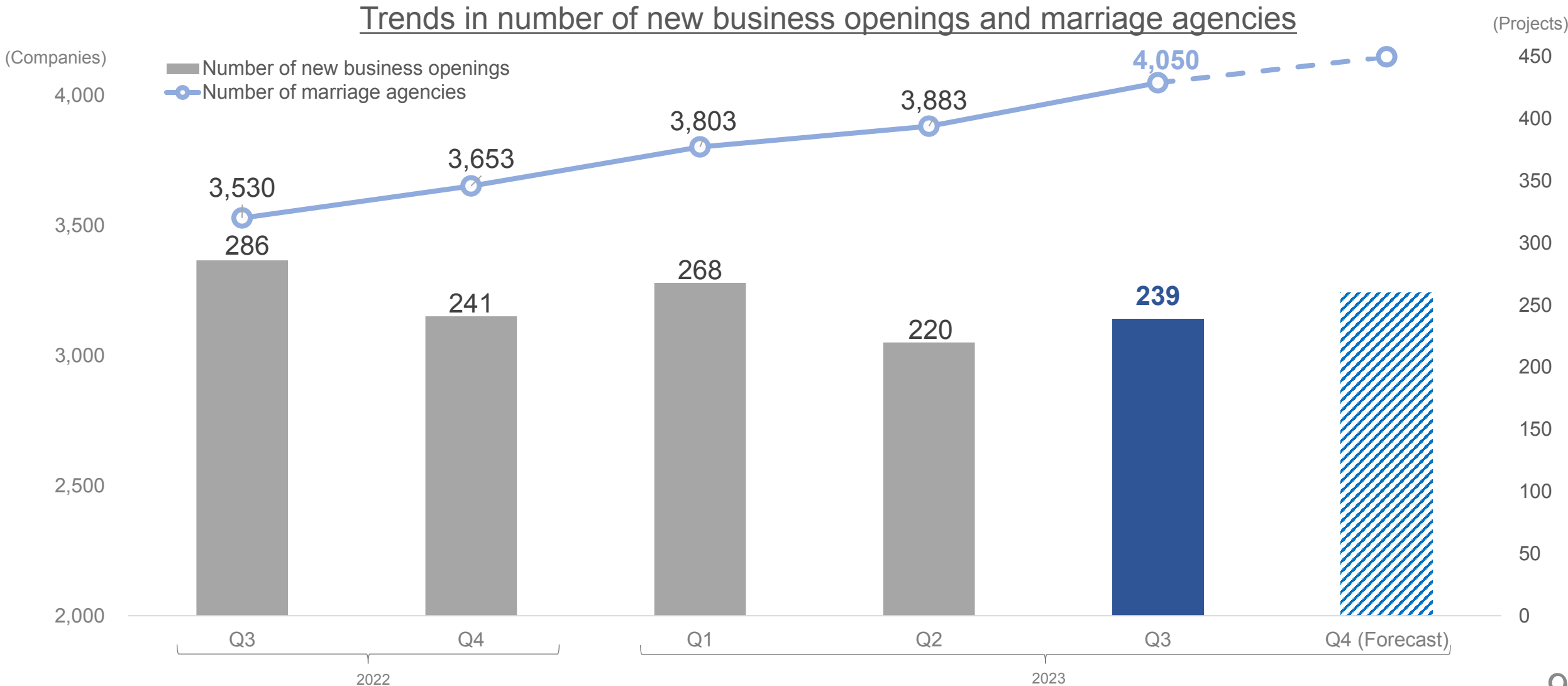
By period			2022					2023			YoY (Amount)	YoY (Percentage)
			Q1	Q2	Q3	Q4	Full-year	Q1	Q2	Q3		
Marriage agency Business (Affiliate Business + Directly-Managed Lounge Business)	Number of marriage agencies*		3,181	3,362	3,530	3,653	—	3,803	3,883	4,050	+520	+14.7%
	Number of new memberships		11,649	12,878	12,580	11,907	49,014	12,225	13,087	13,496	+916	+7.3%
	Number of arranged marriage meeting members*		88,453	90,484	91,883	91,493	—	91,410	93,370	94,508	+2,625	+2.9%
	Number of arranged marriage meetings		161,978	175,361	183,764	178,962	700,065	178,172	192,070	197,754	+13,990	+7.6%
	Affiliate Business	Number of new business openings	260	277	286	241	1,064	268	220	239	△47	△16.4%
		Number of new memberships	7,149	7,808	7,787	7,548	30,292	7,317	7,910	8,526	+739	+9.5%
		Number of arranged marriage meeting members*	56,897	58,044	58,996	58,803	—	58,461	59,633	60,524	+1,528	+2.6%
		Number of arranged marriage meetings	102,207	110,490	112,400	109,013	434,110	108,110	118,079	120,472	+8,072	+7.2%
	Directly-Managed Lounge Business	Number of new memberships	4,500	5,070	4,793	4,359	18,722	4,908	5,177	4,970	+177	+3.7%
		Number of arranged marriage meeting members *	31,556	32,440	32,887	32,690	—	32,949	33,737	33,984	+1,097	+3.3%
		Number of arranged marriage meetings	59,771	64,871	71,364	69,949	265,955	70,062	73,991	77,282	+5,918	+8.3%

*As of the end of each quarter

By period			2022					2023			YoY (Amount)	YoY (Percentage)
			Q1	Q2	Q3	Q4	Full-year	Q1	Q2	Q3		
Matching Business※	Number of party participants		96,087	125,689	123,126	122,090	466,992	95,715	91,375	82,760	△40,366	△32.8%
	Number of parties held		8,660	11,034	10,851	10,561	41,106	8,284	7,787	7,490	△3,361	△31.0%
	Number of matches (apps)		384,202	386,802	354,556	285,578	1,411,138	289,162	313,518	312,258	△42,298	△11.9%

※The number of people matched retroactively changed due to the reclassification of IBJ Gohan Dating (formerly Rush) from the Party business to the App business.

The number of new openings increased compared to Q2, and the number of marriage agencies steadily increased.

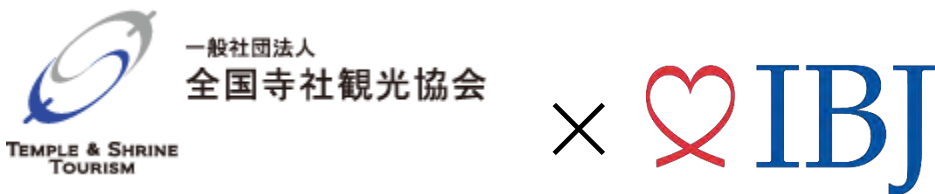


Local corporate affiliations are increasing, and momentum for opening new businesses is spreading to a variety of industries.



POINT

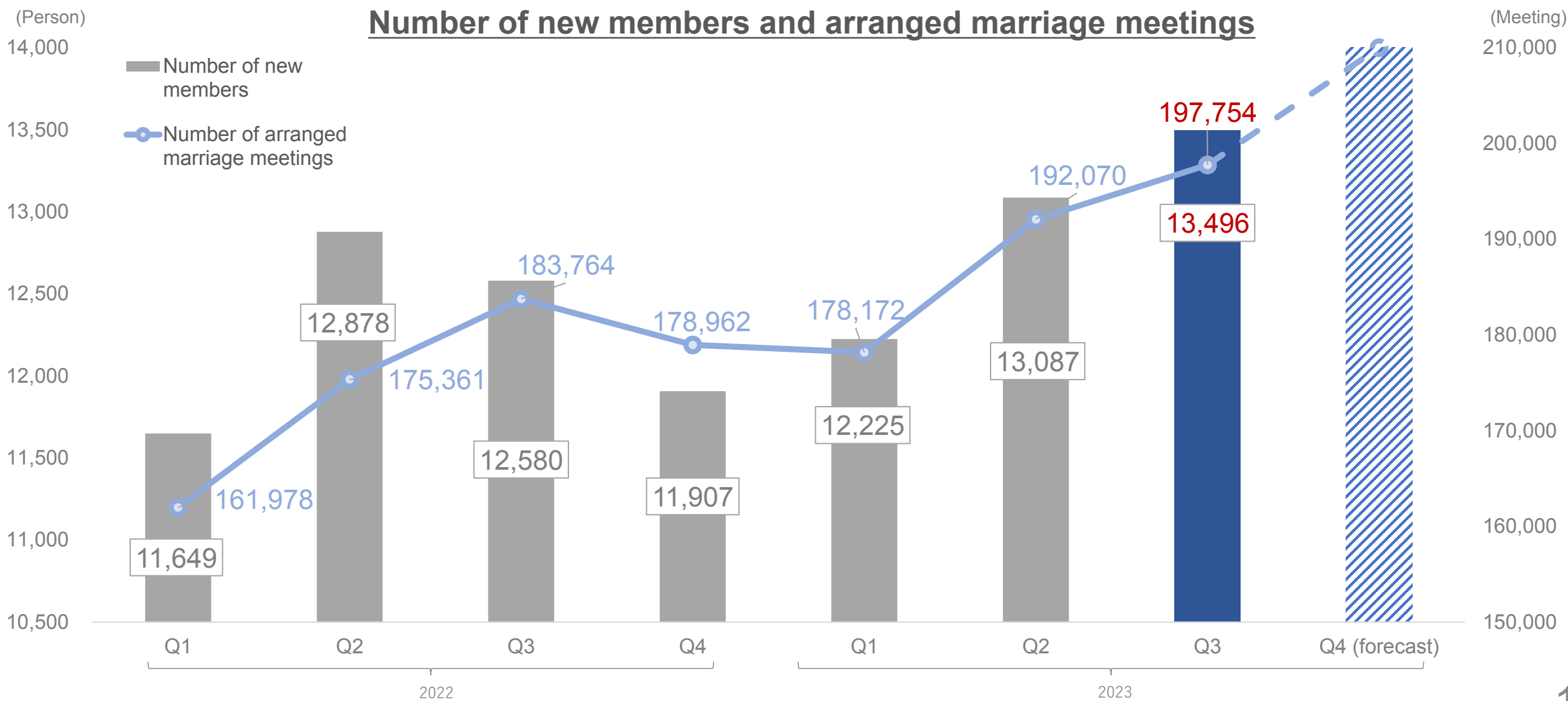
77 Human Design Co., Ltd. a group company of The 77 Bank, which is headquartered in Miyagi Prefecture, launched a marriage agency business.



POINT

The National Association of Temples and Shrines Tourism launches a marriage counseling business. Cooperating with temples and shrines throughout Japan to support marriage activities of singles interested in getting married.

Significant increase in the number of members and arranged marriage meetings, **reaching a new record high.**

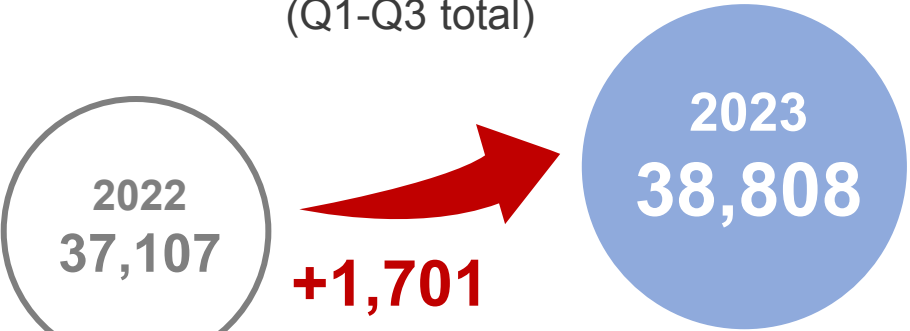


Factors for increase in the number of arranged marriage meetings

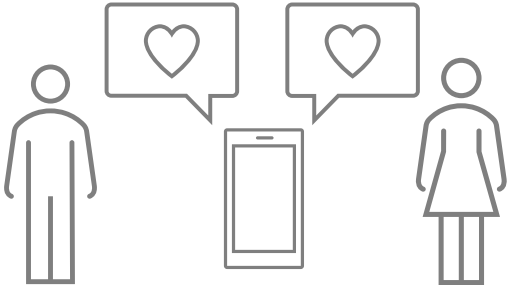
The number of arranged marriage meetings increased significantly due to an increase in the number of new members and generous support to encourage activity.

(1) Increase in the number of new members

Number of new members
(Q1-Q3 total)

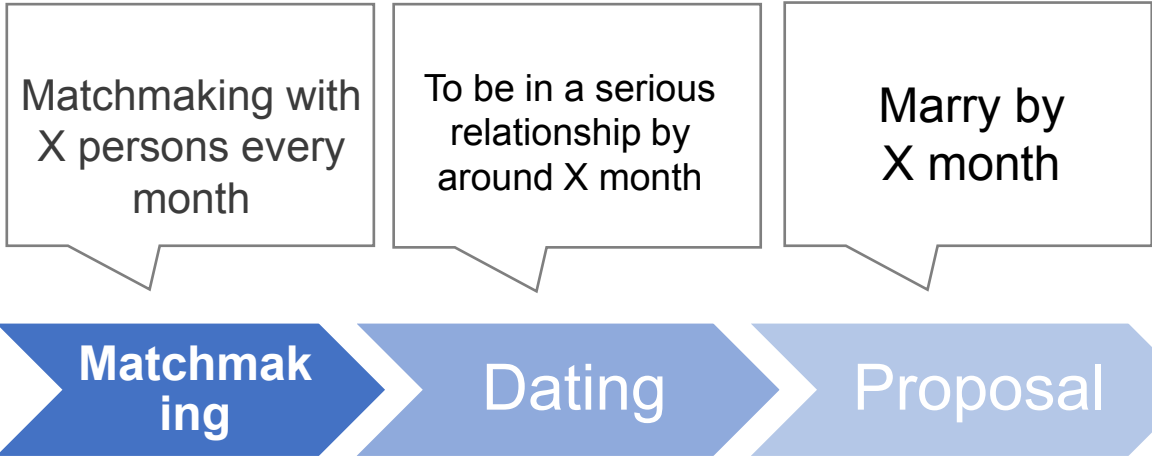


With the increase in the number of users of matching applications Increased demand for marriage counseling services among those in their 20s and 30s.



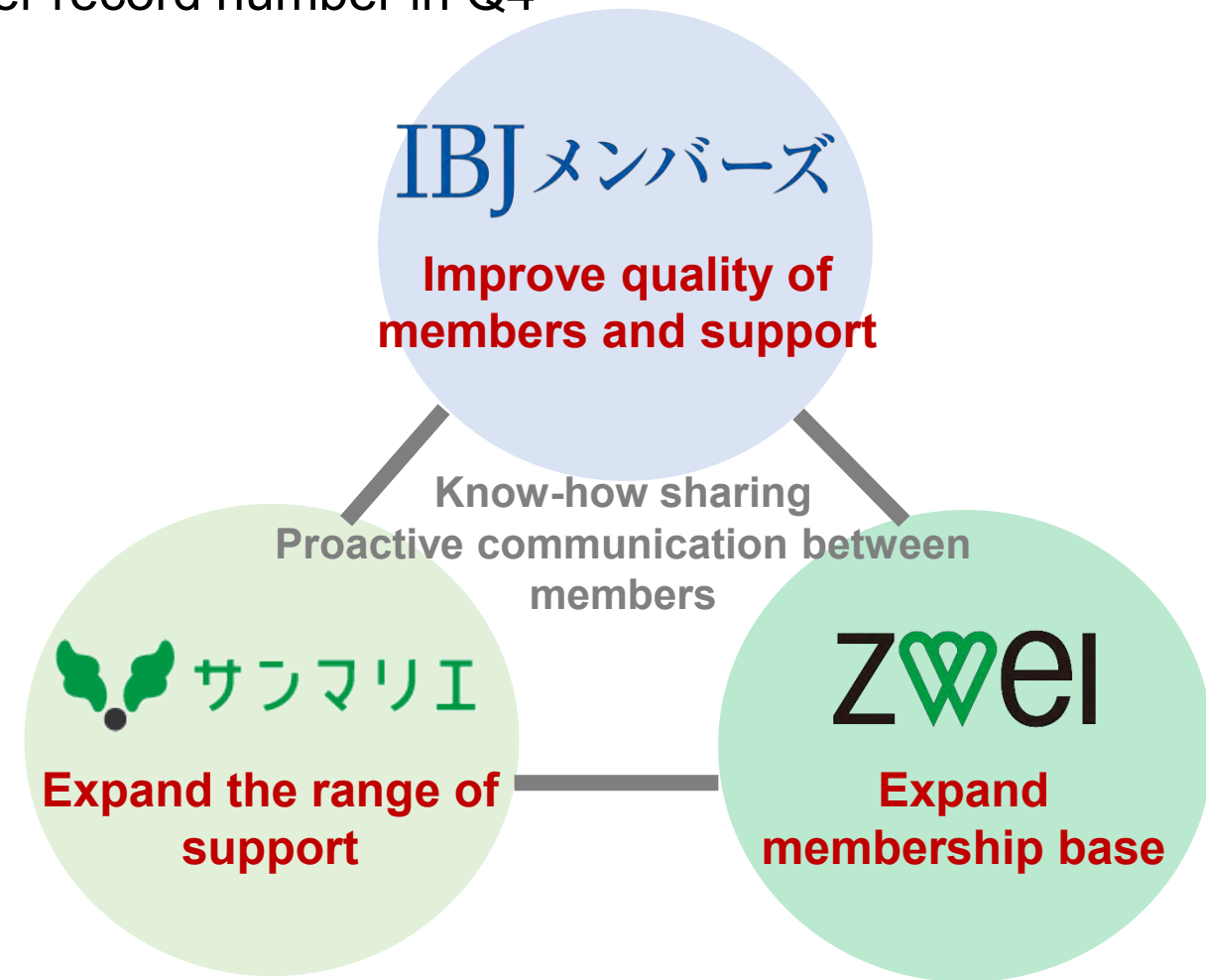
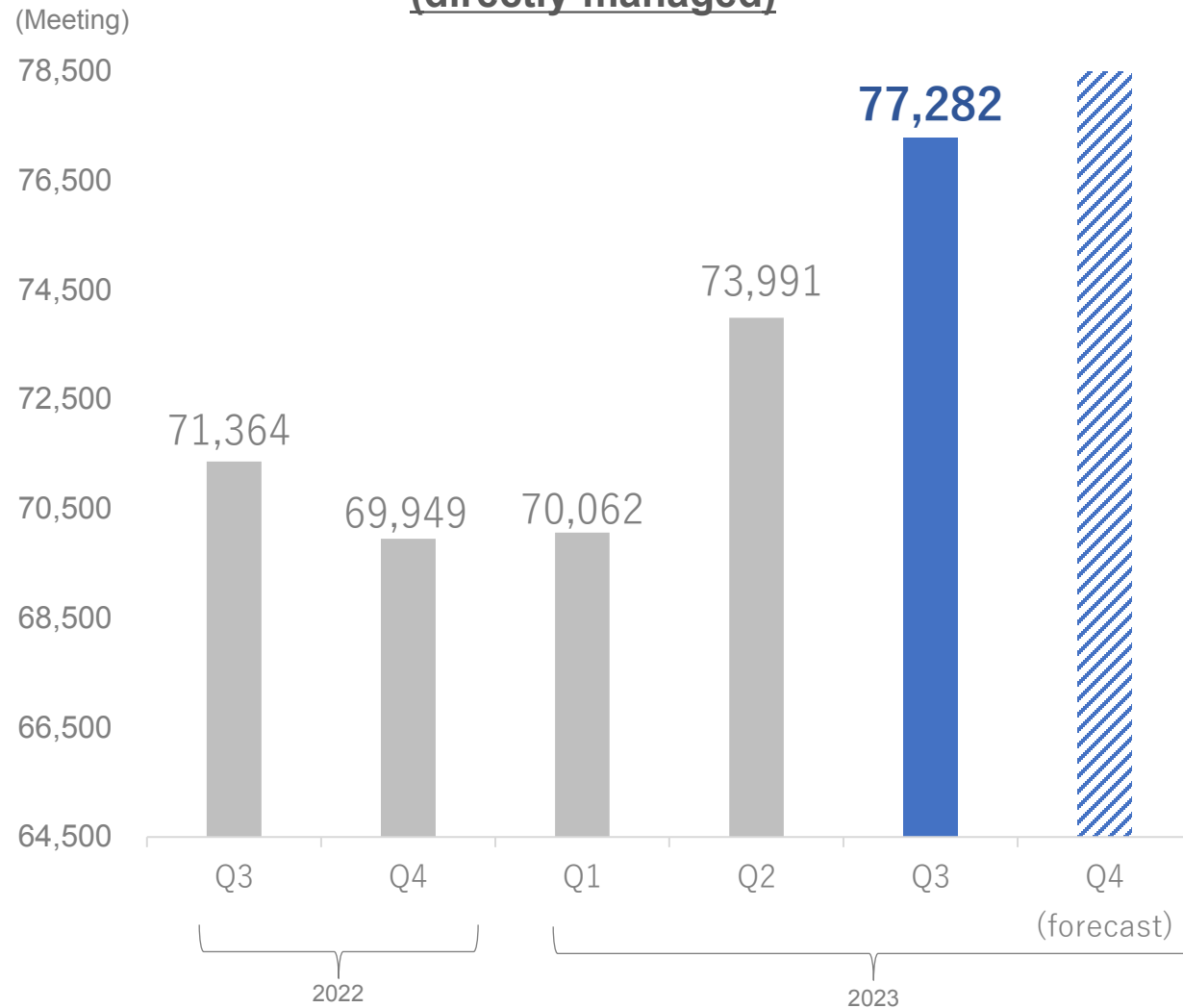
(2) Counselor support

Encourage active matchmaking by setting a goal set backwards from marriage



Directly-Managed Lounge Business had a **record number of matchmaking**,
aiming for another record number in Q4

Number of arranged marriage meetings
(directly-managed)



Aiming to increase the number of married couples in the group as a whole, while clearly differentiating the role of each brand

Aim to increase the number of Marriage-hunting party participants by optimizing pricing according to age groups



Increase the number of enrollments in Directly-Managed Lounge agency by increasing the number of Marriage-hunting party participants



Increase sending customers to other businesses

Aiming to attract "**potential customers for marriage agencies**" with a new promotion

Held Craft Beer Festival in Meguro

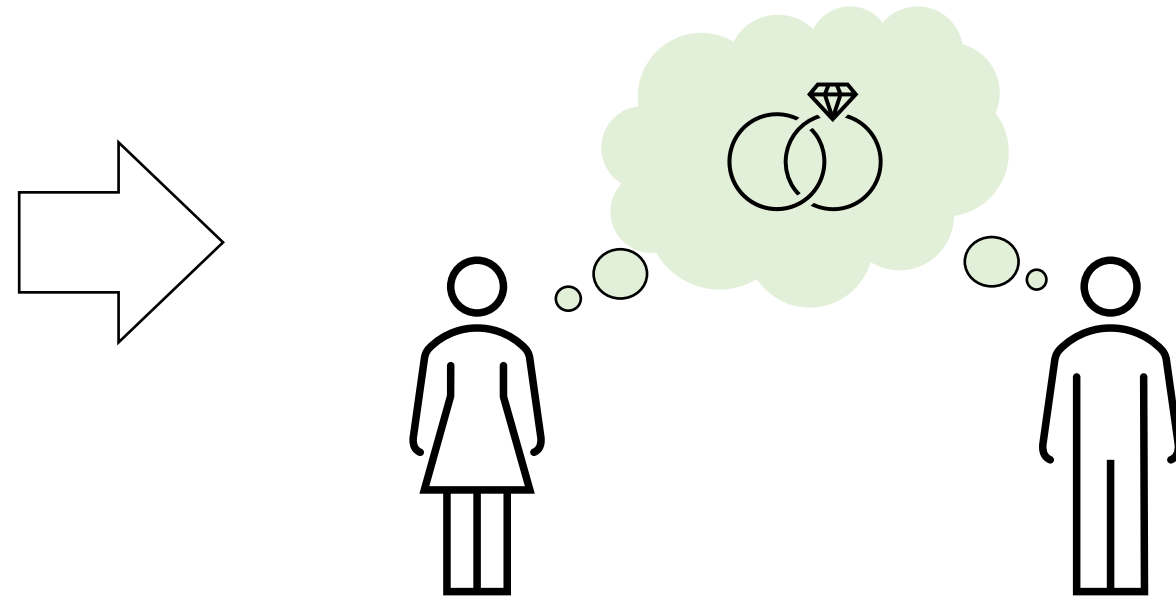


Started production of "Love Reality Show"



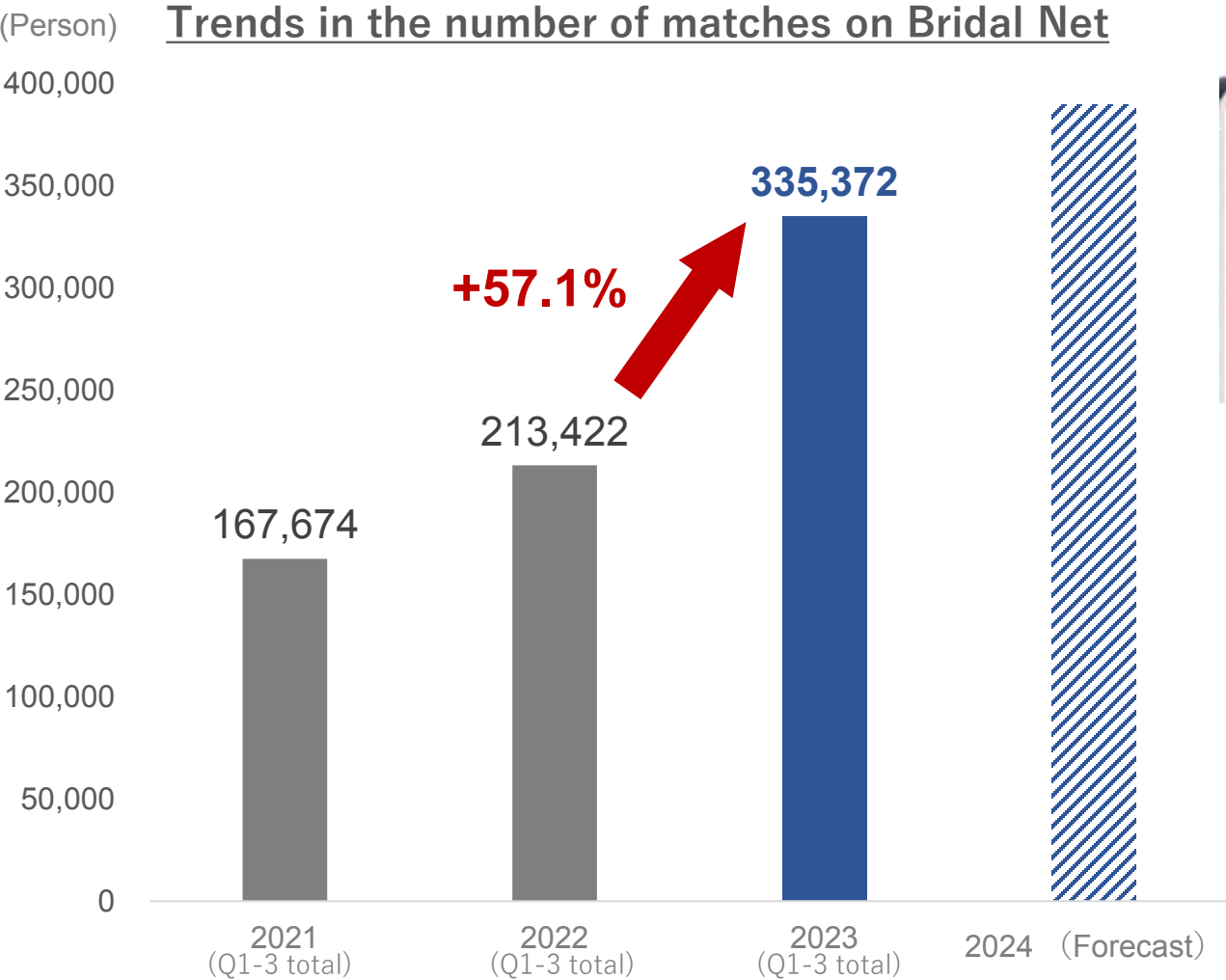
▲Participants will be selected from the general public, and the unscripted real-life marriage hunting party will be broadcast as a YouTube program.

Capture "**potential customers for marriage agencies**" in their 20s and 30s who are about to start their marriage activities.



Focusing on projects for potential customers in addition to existing target customers

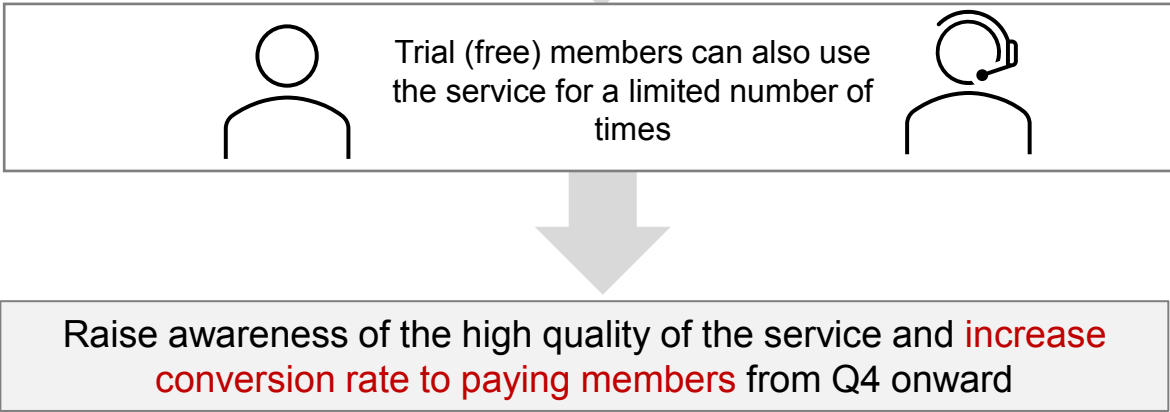
Bridal Net’s matching numbers are growing steadily, aiming to increase paying members in Q4.



Professional for marriage matchmaking "Kon (marriage) cierge".
Consultation available at your own pace on everything from profile writing to date planning



Measures to promote use of "Kon (marriage) cierge"



KPIs performed well with an increase in the number of marriages in the Marriage Agency Business.

Ring sales



Number of contracts: 2,527

(+11.9% YoY) ※Q1~Q3

The number of contracts remained stable due to an increase in the number of married couples.

Insurance



Number of meetings: 1,370

(+50.2% YoY) ※Q1~Q3

Increased the number of planners to improve interview efficiency

Real estate



Number of properties held: 52

(+173.7% YoY) ※ end of Q3

Increased the number of properties for newlyweds and strengthened acceptance

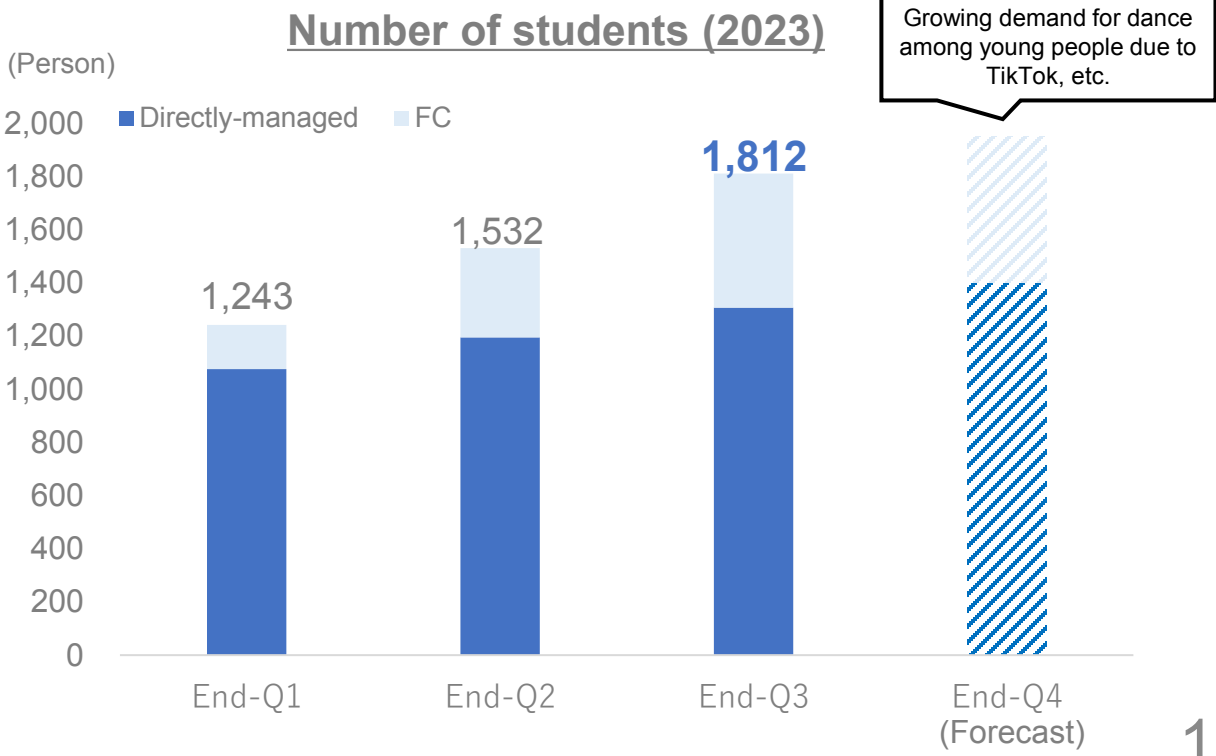
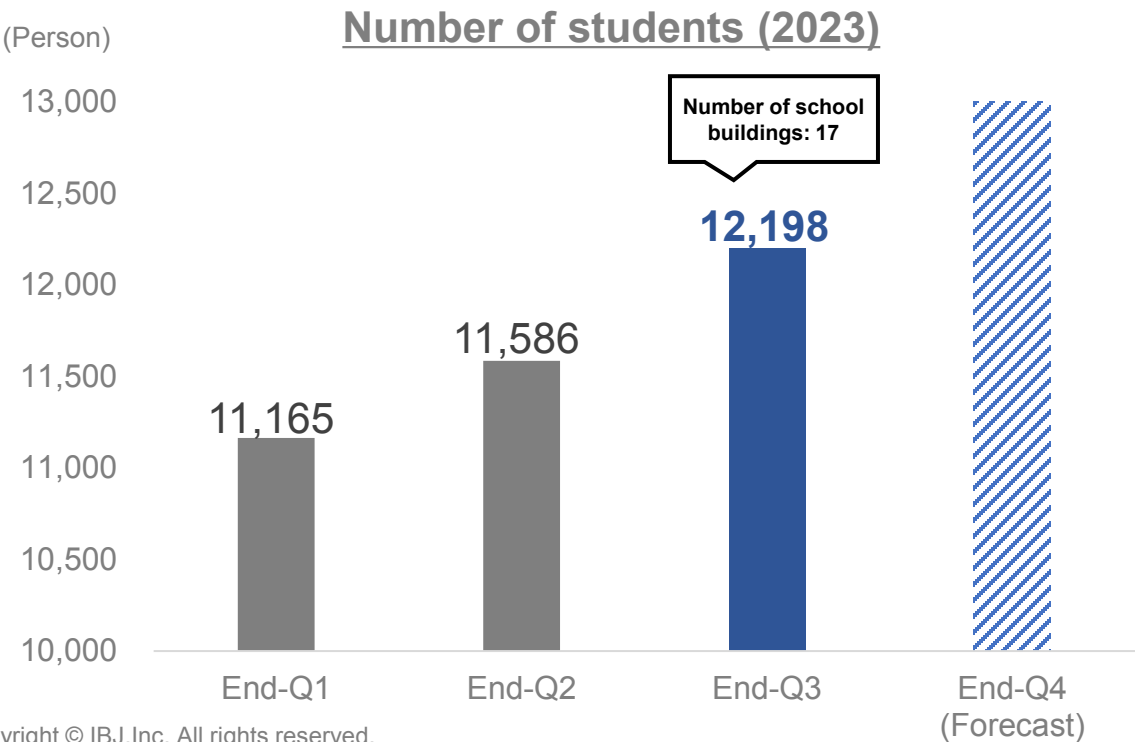
Number of students is on the rise due to demand for voice training and dance classes triggered by the K-POP boom.

Language Community Business

1レッスン550円からの韓国語スクール

K Village 韓国語

Music Community Business

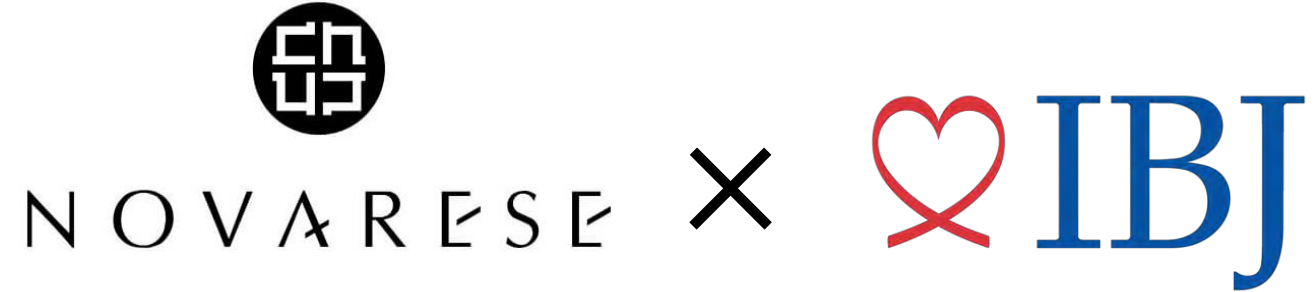
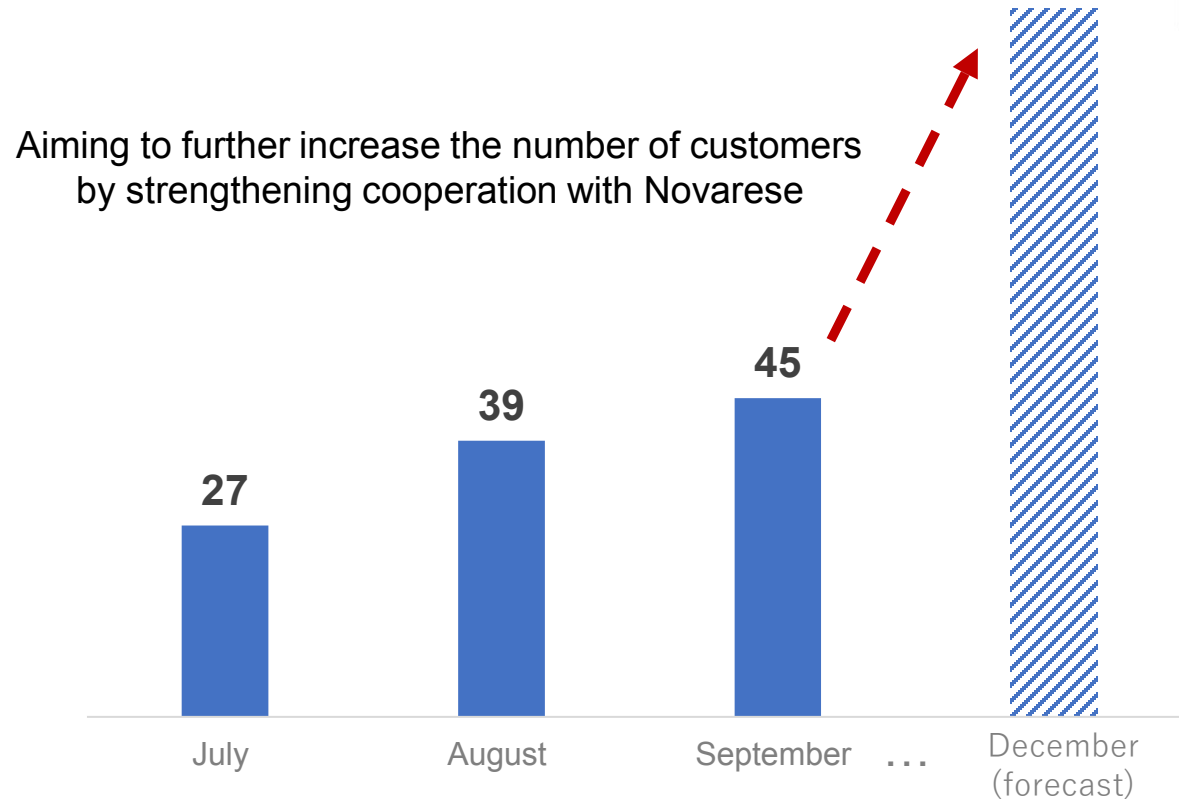




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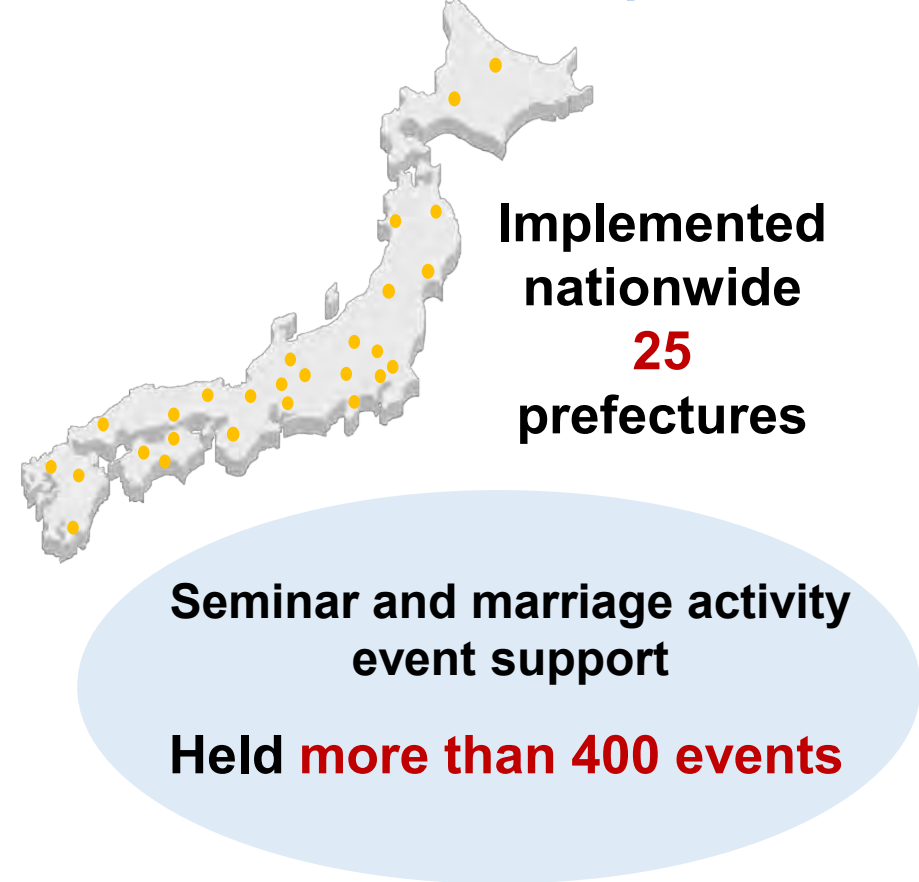
Started sending customers to Novarese wedding venue business in July, aiming to send 100 customers per month by the end of the year.

Monthly number of customers sent to Novarese wedding venues (2023)



Provide IBJ methods and know-how to support local marriage activities and contribute to regional development

IBJ Group Initiatives for Local Governments and Corporations



Increasingly forming alliances with regional banks nationwide

Support for opening of business + introduction of singles

• Bank of Nagoya	• Toyama Bank	• Seibu Shinkin Bank ※1
• Kirayaka Bank	• Hokuriku Bank	• Shimane Bank
• Sendai Bank	• Saga Bank	• Yamanashi Chuo Bank
• Ehime Bank	• Sanjusan Bank	• Kiramboshi Consulting ※2
• Nagano Bank	• Kyoto Bank	• Towa Bank
• Senshu Ikeda Bank	• Ogaki Kyoritsu Bank	

+

Management Company
*1 Seibu Community Center
*2 Tokyo Kiriboshi Financial Group

Marriage Counseling Agency Management ※3

• Bank of Nagoya	NEW
• Sanjusan Bank	• The 77 Bank
• Ogaki Kyoritsu Bank	

※3 Operated by a group of regional banks

Aiming for regional revitalization by taking advantage of business characteristics rooted in the community

Providing support for local marriage activities in cooperation with Nippon Travel Agency, which is operating nationwide



POINT

Mutual cooperation in marriage activity support in each region through Nippon Travel Agency (operation of marriage matching parties, marriage counseling support, etc.)

Prospects

(1) Holding marriage matching parties utilizing the Metaverse

Expanding the possibility of meeting people in remote locations throughout Japan through avatars

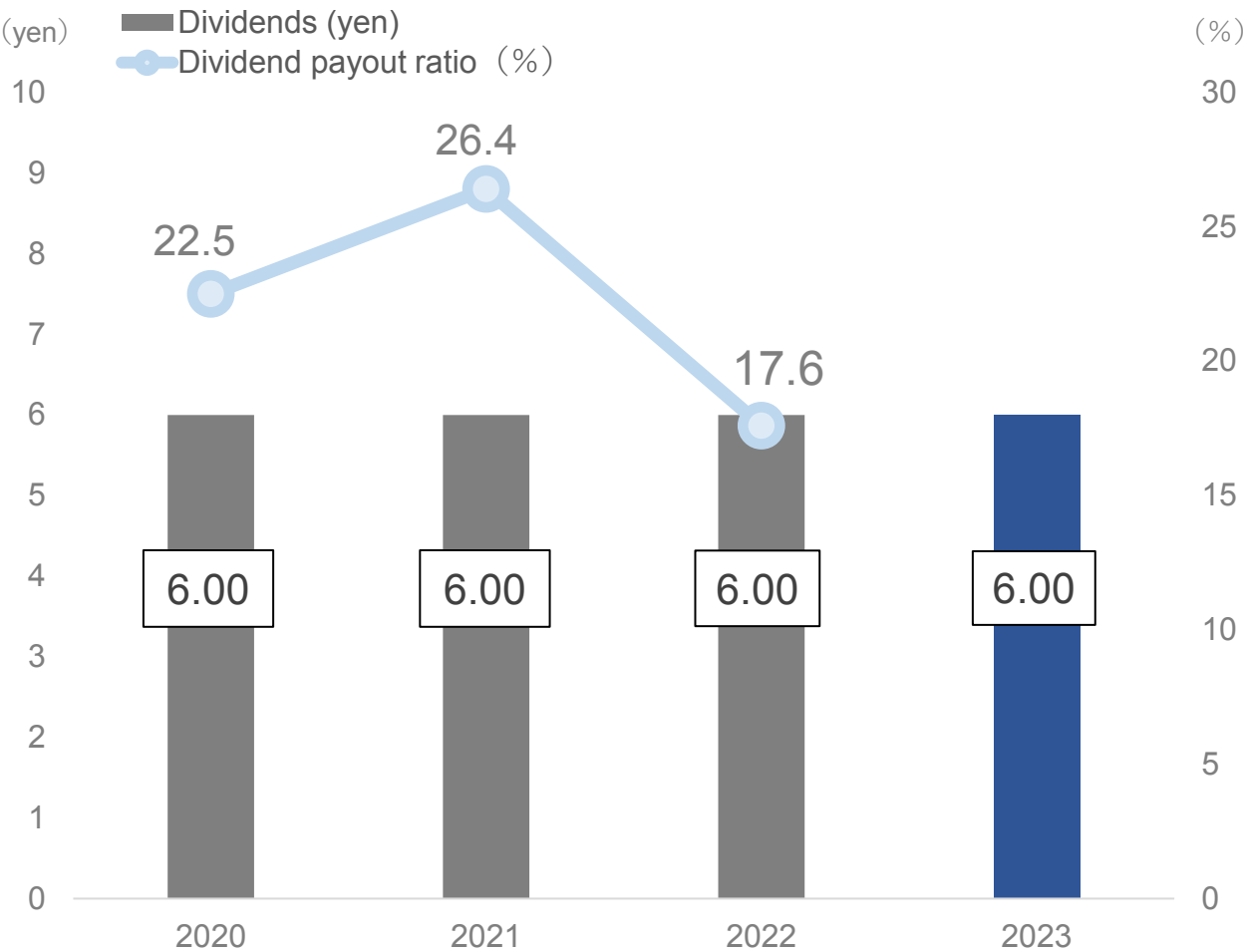
(2) Support for marriage activity for the purpose of moving

Matching singles who are considering moving from urban areas to rural areas across areas to increase the population through marriage.



Stable shareholder returns through dividends in line with initial forecasts and aggressive repurchase of treasury stock

Dividends and Dividend Payout Ratio



Share Repurchases

(1st round) August 14, 2023 - August 30, 2023
Total number of shares repurchased: 786,900 shares(1.94% of shares issued)
Total amount of shares repurchased: 499,972,300 yen
(2nd) September 1, 2023 - October 17, 2023
Total number of shares repurchased: 800,000 shares(2.04% of shares issued)
Total amount of shares repurchased: 492,913,700 yen
(3rd) October 18, 2023 - Ongoing
Total number of shares to be repurchased: 800,000 shares(2.04% of the number of shares issued)
Total amount to be repurchased: 500,000,000 yen

Expansion of benefits other than marriage service in order to encourage more shareholders to use the benefits coupons

Benefit for marriage activity services



Marriage activity application

Bridal Net half-price discount coupon for annual membership fee



Marriage counseling agencies

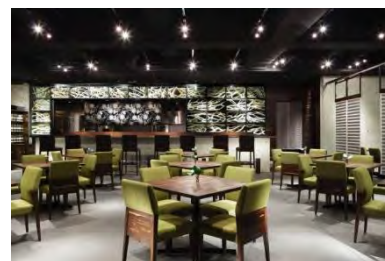
Approved Marriage Consulting Agency 30,000 yen discount coupon for admission fee



Affiliate business opening

100,000 yen discount coupon for IBJ agency membership fee (individual)

Other benefits



Restaurants

Novarese Corporation 1 discount coupon for group restaurants



Bedding / sofa etc.

Dream Bed Co. 1 Discount coupon for one of the company's products



Life design goods

Antrex Corporation Discount coupon for products on the company's website



Hotel

Route Inn Japan Co. Discount on accommodation



Photo

Decorte Corporation 2 discount coupons for photo service



Photo

Selfit Corporation 1 discount coupons for photo service

IBJ's 4th corporate branding strategy with Yosuke Asari, a talented actor who has appeared in many films, as our image character.

The concept is "There is a short way to marriage." TV commercial airing from November 2023.



Transit advertising and station signage



▲ JR Yamanote Line, Yokosuka Line, Sobu Line Rapid Service



▲ Digital signage in Osaka and Nagoya



Taxi advertising



Broadcast in 11,500 taxis throughout Tokyo's 23 wards

IBJ Summit Held for the First Time in Four Years with Special Guests
Reaffirming the role and necessity of marriage counselors with approximately 700 matchmakers from across Japan



Member of the House of Councillors
Ms. Junko Mihara

Speech on her desire to support marriage activity in addition to supporting children and child-rearing



Economic Analyst
Ms. Mariko Mabuchi

Showing that the role of counselors has a great deal to do with "a society where people who want to get married can do so".



President, Population Decline Research Institute
Mr. Masashi Kawai

Says it is important to support marriage in order to slow the pace of birthrate contraction

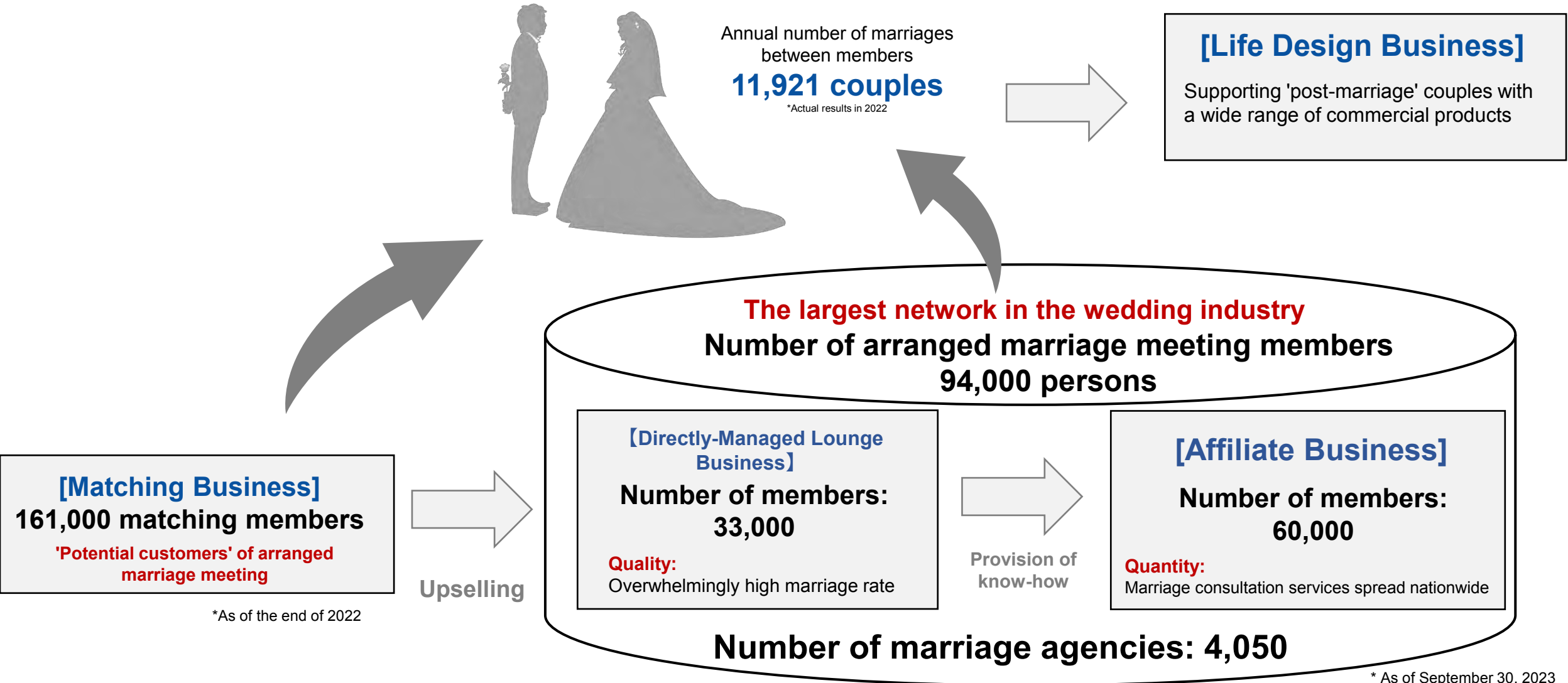


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(Million yen)	2022				2023			YoY (Amount)	YoY (Percentage)
	Q1 total	Q2 total	Q3 total	Full year	Q1 total	Q2 total	Q3 total		
Net sales	3,648	7,366	11,057	14,716	3,864	7,725	13,555	+2,497	+22.6%
Cost of sales	119	243	370	538	156	315	2,254	+1,884	+509.1%
Gross profit	3,528	7,123	10,687	14,178	3,707	7,409	11,301	+613	+5.7%
SG&A	3,104	6,191	9,117	12,185	3,173	6,445	9,560	+442	+4.8%
Operating income	424	931	1,569	1,993	534	964	1,741	+171	+10.9%
Total non-operating income	3	51	61	69	16	48	81	+20	+32.7%
Total non-operating expenses	3	4	5	11	3	8	13	+8	+158.3%
Ordinary income	424	978	1,626	2,051	547	1,004	1,809	+183	+11.3%
Total extraordinary income	0	7	7	7	69	317	400	+392	+5337.8%
Total extraordinary loss	3	11	13	44	0	32	36	+22	+165.4%
Income before income taxes	421	975	1,619	2,013	615	1,289	2,172	+552	+34.1%
Income taxes	105	378	540	705	148	420	680	+140	+25.9%
Income taxes-deferred	3	△99	△54	△155	83	31	57	+111	-
Net income	312	696	1,133	1,464	383	837	1,434	+301	+26.6%
Net income attributable to non-controlling interests	△48	△46	△35	△29	17	31	57	+93	-
Net income attributable to owners of parent	361	743	1,168	1,493	365	805	1,377	+208	+17.8%

(Million yen)	2022				2023			Change (FY2023 Full-year)	Pct. change (FY2023 Full-year)
	Q1 total	Q2 total	Q3 total	Full year	Q1 total	Q2 total	Q3 total		
Current assets	7,598	7,315	7,477	7,420	7,471	7,722	8,109	+689	+9.3%
Cash and deposits	4,442	3,826	3,819	3,298	3,141	3,052	3,887	+588	+17.8%
Non-current assets	5,947	5,930	6,390	6,400	7,803	8,417	8,364	+1,963	+30.7%
Tangible and intangible assets	3,436	3,314	3,651	3,565	5,060	5,013	5,053	+1,487	+41.7. %
Investments and other assets	2,510	2,616	2,738	2,835	2,743	3,404	3,310	+475	+16.8%
Total assets	13,545	13,245	13,868	13,820	15,275	16,140	16,473	+2,652	+19.2%
Current liabilities	4,181	3,927	4,117	3,868	4,036	4,569	5,464	+1,596	+41.3%
Non-current liabilities	2,625	2,180	2,086	1,988	3,139	3,091	2,921	+933	+47.0%
Total liabilities	6,806	6,107	6,203	5,856	7,175	7,661	8,386	+2,529	+43.2%
Capital stock and capital surplus	1,502	1,554	1,554	1,554	1,554	1,629	1,629	+74	+4.8%
Retained earnings	5,595	5,842	6,268	6,593	6,717	7,157	7,729	+1,135	+17.2%
Treasury shares	△999	△901	△901	△901	△901	△749	△1,524	△622	-
Valuation and translation adjustments	236	263	352	321	315	△58	△279	△601	△187.1%
Non-controlling interests	403	378	389	395	413	466	491	+95	+24.2%
Total net assets	6,739	7,138	7,664	7,964	8,099	8,478	8,086	+122	+1.5%
Total liabilities and net assets	13,545	13,245	13,868	13,820	15,275	16,140	16,473	+2,652	+19.2%

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

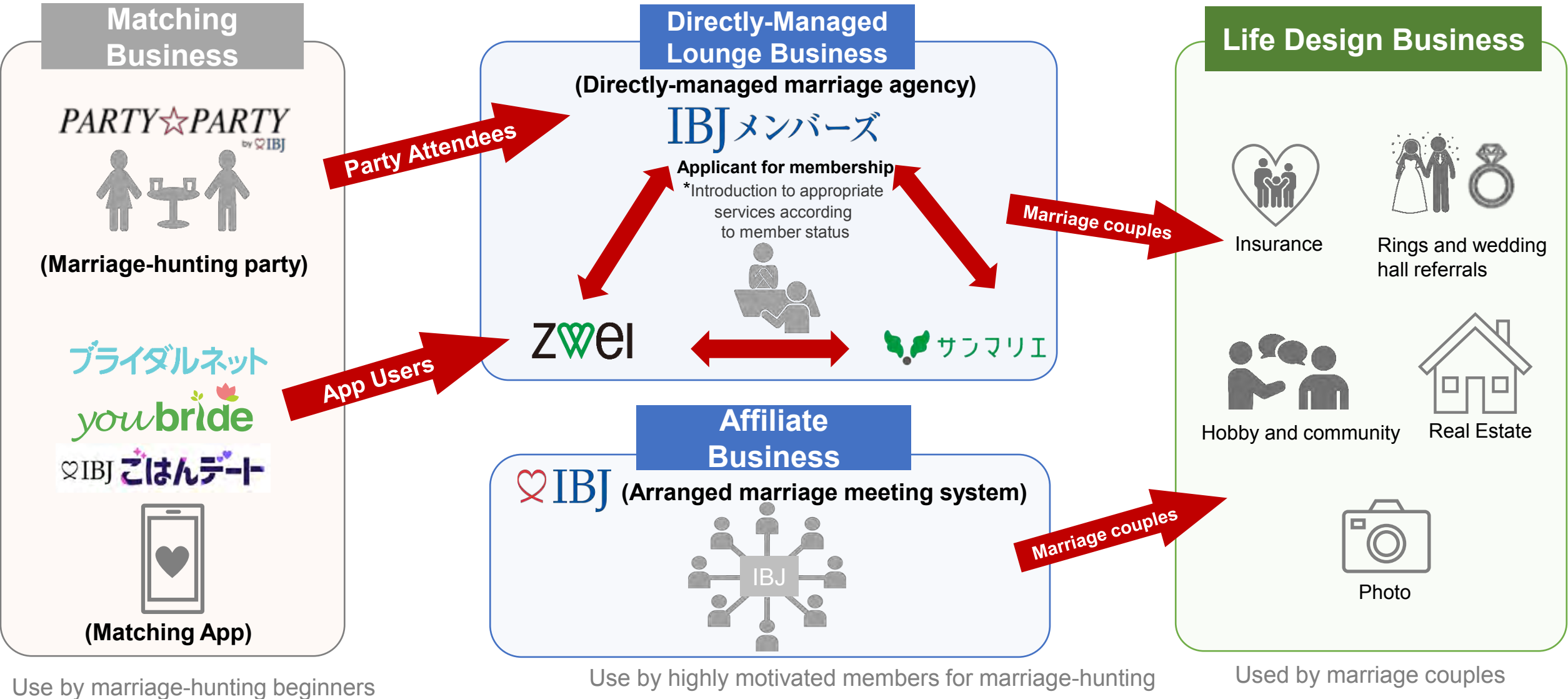


*As of the end of 2022

* As of September 30, 2023

*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)

Providing one-stop services from marriage-hunting to life design after marriage



Business Models (Matching Business)

Directly-Managed Lounge Business

Initial cost: 94,000 to 364,000 yen
Annual membership fee: 14,000 to 16,000 yen
Marriage fee: 200,000 yen

*Price per capita

【Directly-Managed Lounge Business】

IBJメンバーズ

zwei

サフマリエ

Marriage Supporting

Members of directly managed lounges

Affiliate Business

Initial cost: 100,000 yen
Annual membership fee: 10,000 yen
Marriage fee: 200,000 yen

*Pricing varies by lounge
*Price per capita

Franchised lounge

Membership fee: 1,600,000 yen (individual)
Corporate: 3,200,000 yen
Monthly membership fee: 30,000 yen (average spend)

*Differ according to the number of members at each consultation center

【Affiliate Business】

IBJ

Marriage Supporting

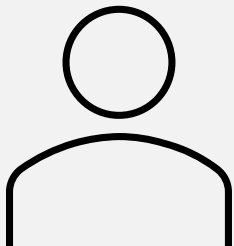
Systems and know-how

IBJ affiliates member

Matchmaker

Party Business

Party members



Participation fee per party
¥2,000 to ¥7,500

*Average price per person

PARTY☆PARTY
by IBJ

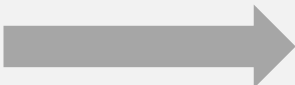
- Store-type parties
Held in lounges exclusively for marriage-hunting parties

- Entertainment party
Held at a wide variety of venues
e.g. aquarium, fireworks, etc



Recommend joining
IBJ Members

IBJメンバーズ

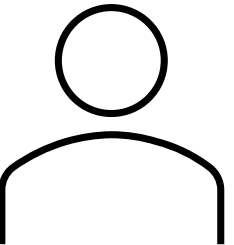


Matching



App Business

Matching app members



Monthly membership fee
¥2,000 to ¥5,380

*Fluctuations such as additional options

ブライダルネット

Generous support
from becoming a
member to encounter



PARTY☆PARTY
by IBJ

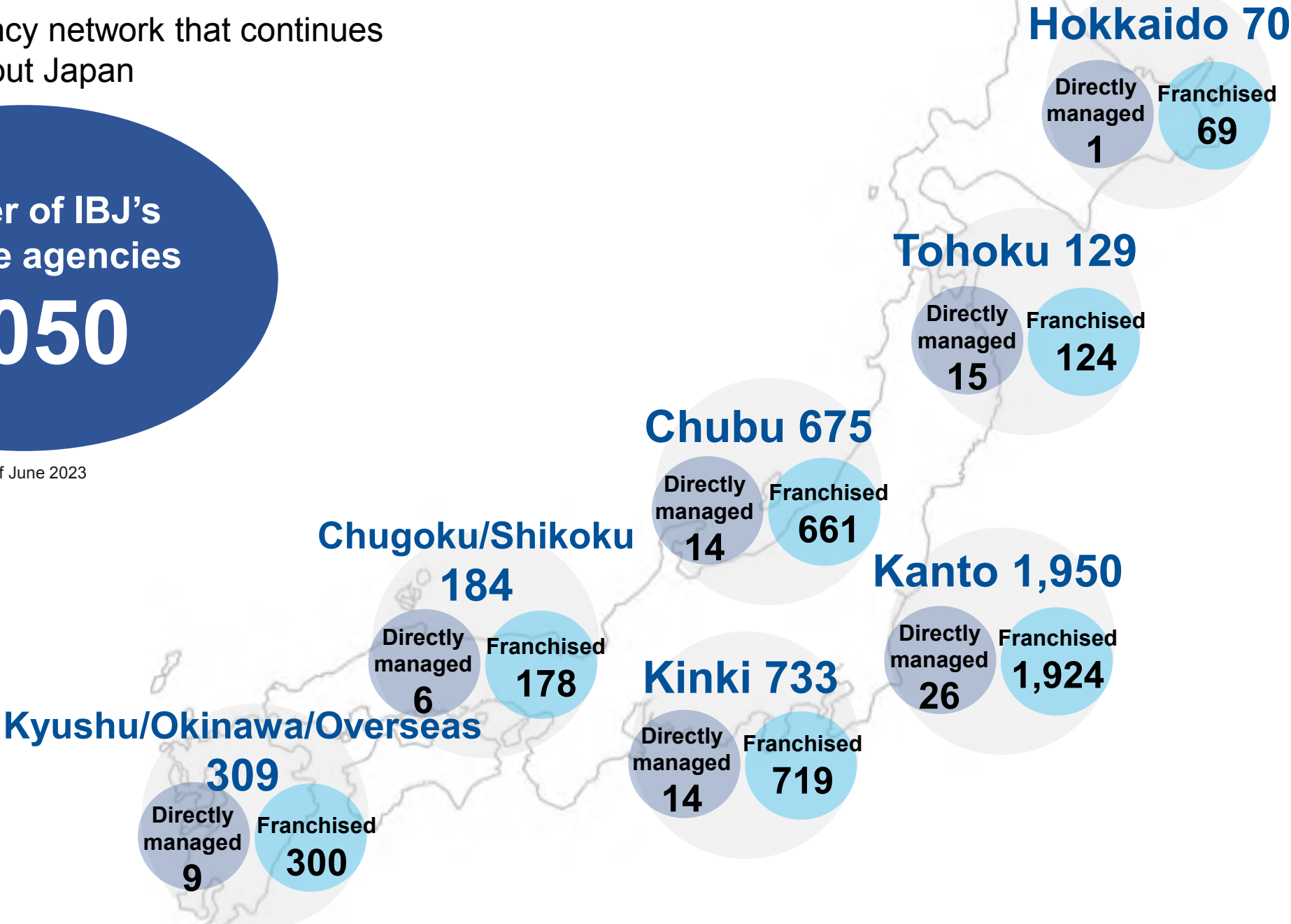
Sending marriage-hunting members
who are highly
motivated

Directly-Managed
Lounge agency

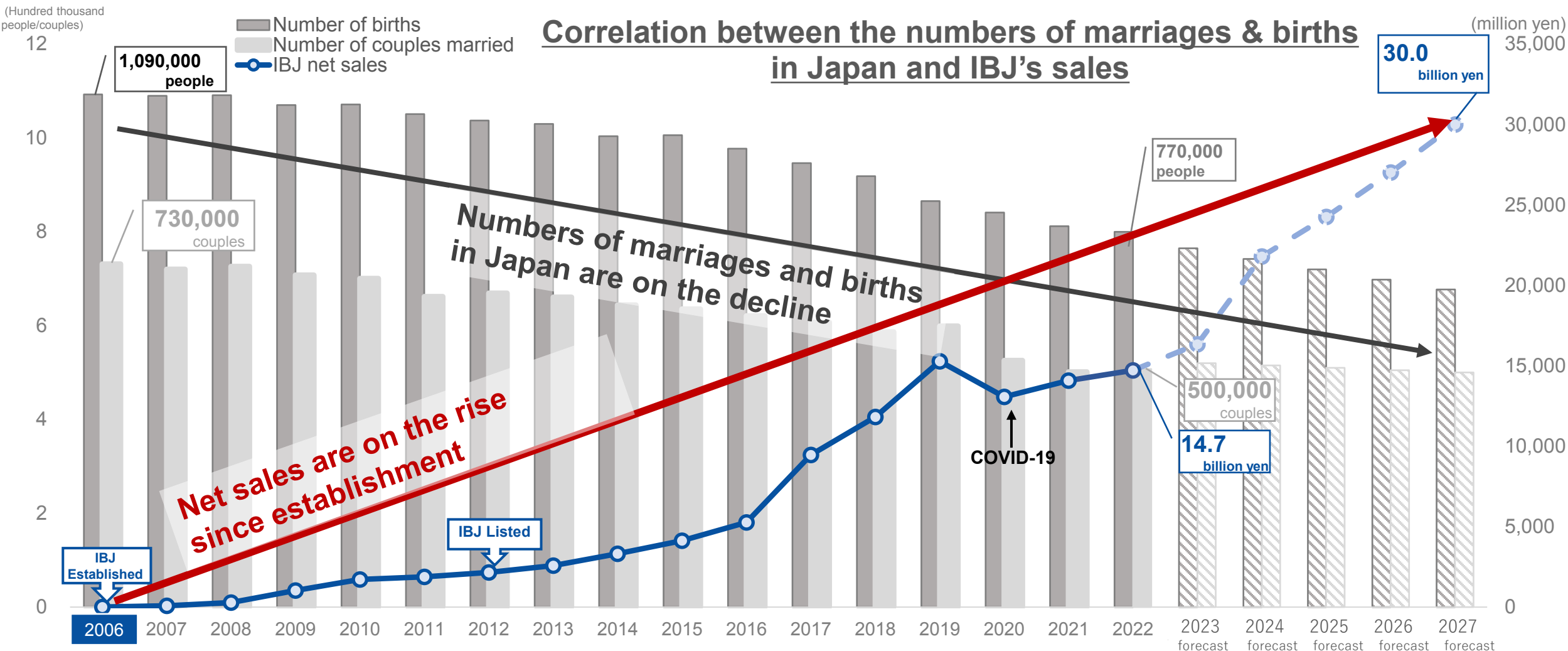
IBJ's Marriage agency network that continues to expand throughout Japan



*As of June 2023

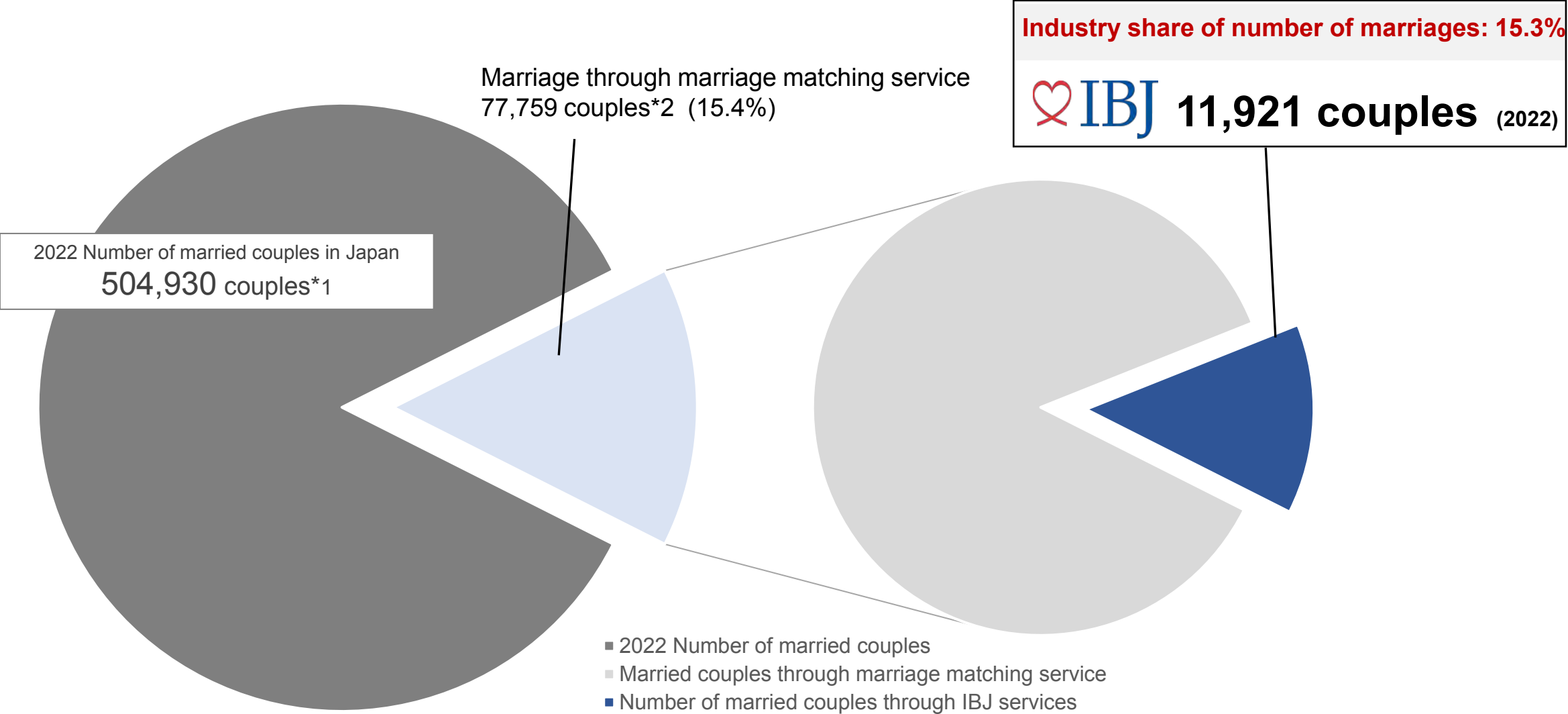


IBJ's performance is on the rise while the numbers of marriages and births in Japan are declining



*Refer to the Ministry of Health, Labour and Welfare's "2022 Summary of Vital Statistics (Fixed Number)" (1947-2022).

One of the industry's leading shares of the number of marriages in the marriage matching industry at 15.3%.



*1 For the number of marriages in 2022, refer to the Ministry of Health, Labor and Welfare's December 2022 Vital Statistics Monthly Report (confirmed number).
*2 Calculated and prepared based on the percentage of marriage activity service use in the "Marriage Activity Survey 2023 (Recruit Bridal Research Institute)".

2006	<ul style="list-style-type: none"> • IBJ Inc. is established and the Japan Association of Marriage Agencies business is launched • Took over the Bridal Net 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 (2.4% of all marriages in Japan)
2023	<ul style="list-style-type: none"> • Number of marriage agencies exceeded 4,000 companies • The number of arranged marriages meetings in September exceeded 60,000, the highest for a single month • K Village Tokyo, an IBJ Group company, acquired “Gangnam Doll” as a subsidiary

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: 1,136 (Sep. 2023)

Directors:

President and Representative Director: Shigeru Ishizaka

Managing Director: Kenjiro Tsuchiya

Director: Yasuyuki Yokogawa

Outside Director: Kohzoh Umezu

Outside Director: Masahide Kamachi

Outside Director: Tetsushi Kawaguchi

Full-time Auditor: Yuki Futatsuya

Corporate Auditor: Nobuyuki Teramura

Corporate Auditor: Kaori Yagi

Listing Market: Tokyo Stock Exchange Prime Market (6071)



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 November 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.