



MEDIUM-TERM MANAGEMENT PLAN Update

Revision of target indicators

	2027 (Before Revision)	2027 (After Revision)	Revision Details
Net Sales	¥24.0 billion	¥31.5 billion	¥7.5 billion upward revision
Operating profit	¥4.0 billion	¥4.8 billion	¥0.8 billion upward revision
Number of Marriages	20,000 couples	30,000 couples	10,000 couples Upward revision
Number of marriage agencies*	7,000 agencies	—	MEDIUM-TERM MANAGEMENT PLAN Excluded from key indicators
Number of IBJ paying members	140,000 members	—	MEDIUM-TERM MANAGEMENT PLAN Excluded from key indicators

Number of marriage agencies and IBJ paying members will continue to be disclosed in monthly KPI reports

Overview of Medium-Term Management Plan Update (Sales/Operating Income)

Following steady growth in the Matchmaking Business and Life Design Business,
targets revised upward due to successful M&A

Results for December 31, 2025

Net Sales ¥20.1 billion

Operating Income ¥3.6 billion

2027 Target (Before Revision)

Net Sales ¥24.0 billion

Operating Income ¥4.0 billion

M&A Results for FY2025

GROWBING (Men's Eyebrow Salon)

Became a consolidated subsidiary during FY2025

Decollte Holdings (Photo Wedding)

Became a consolidated subsidiary (50.1%) in December through TOB

Expected to contribute to business results from 2026

2027 Target Revised Upward

Net Sales ¥31.5 billion

Operating Income ¥4.8 billion

Overview of Medium-Term Management Plan Update (Number of Marriages)

Regarding the number of marriages (confirmed basis),
achieved the pre-revision target 2 years ahead of schedule in 2025

2027 Target (Before Revision)

20,000 couples



Results for December 31, 2025

20,970 couples

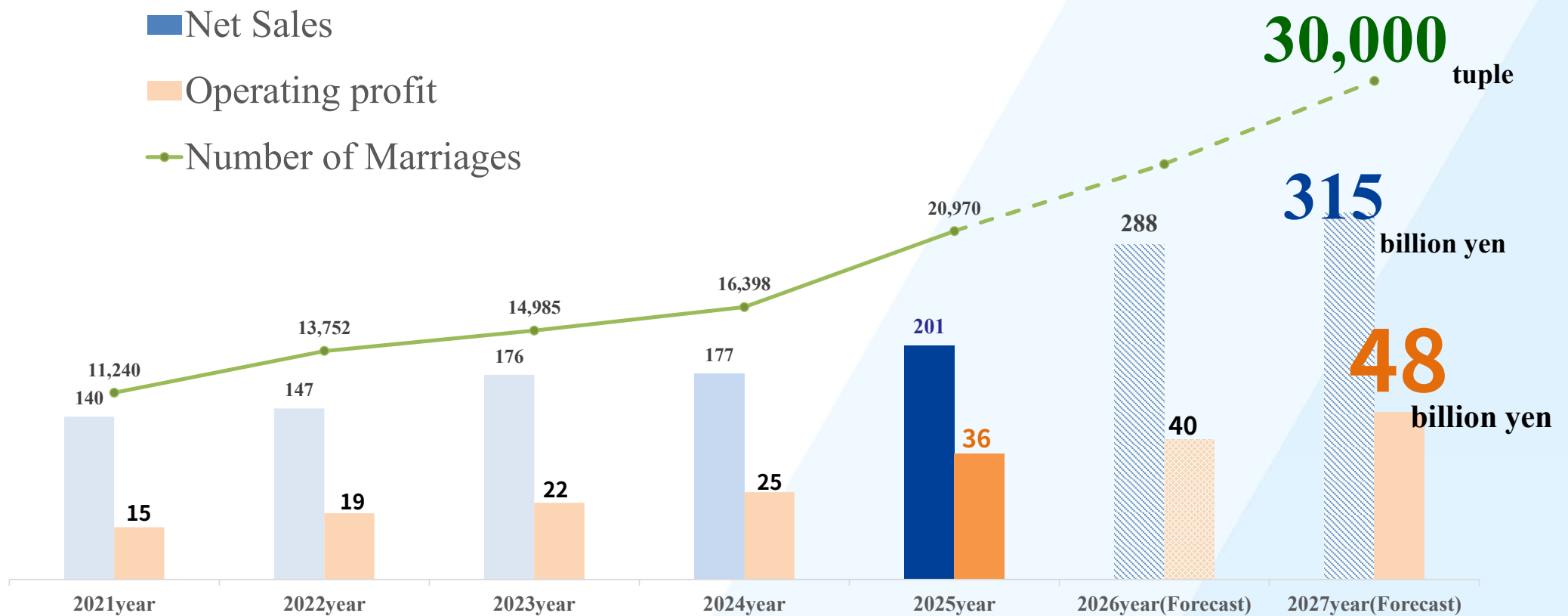


2027 Target Revised Upward

30,000 couples

Progress to Date and Growth Through 2027

2027 Medium-Term Management Plan Target





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