

Mid-Term Management Plan

2021–2027

February 10, 2021



東証一部上場

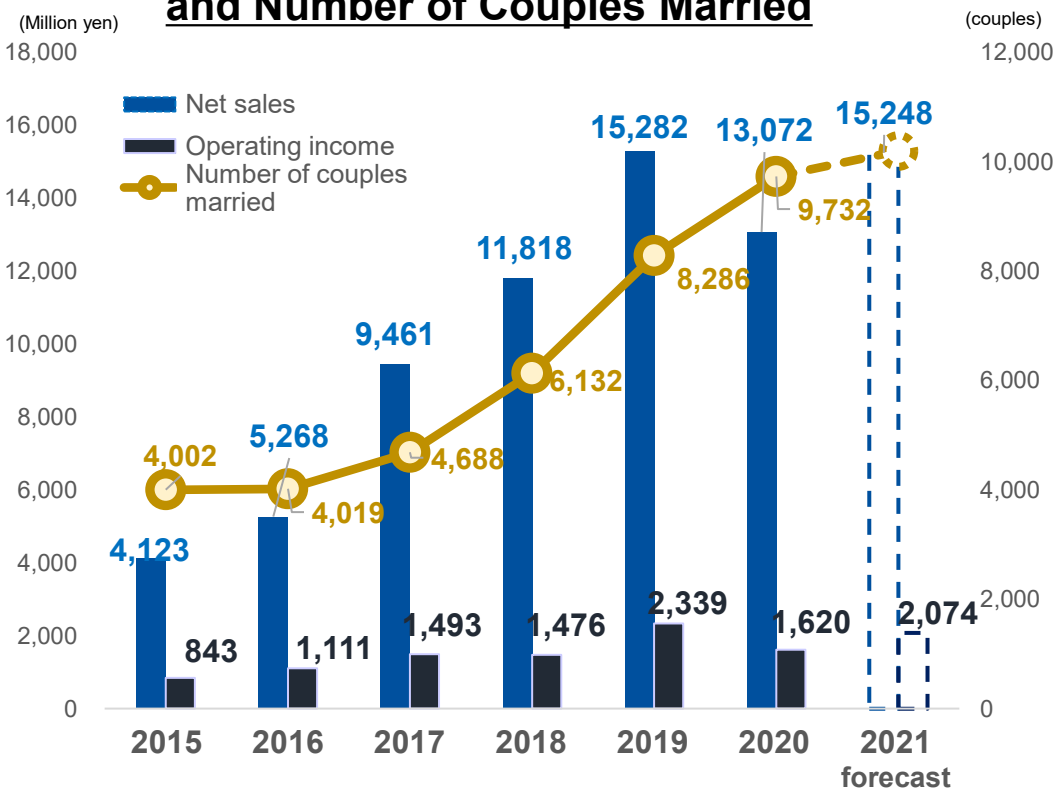
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— Revisiting Previous Mid-Term Management Plan (2018–2022) —

**Net sales 30 billion yen Operating income 5 billion yen
Number of couples married 3% (18,000 couples)**

Changes in Net Sales, Operating Income and Number of Couples Married

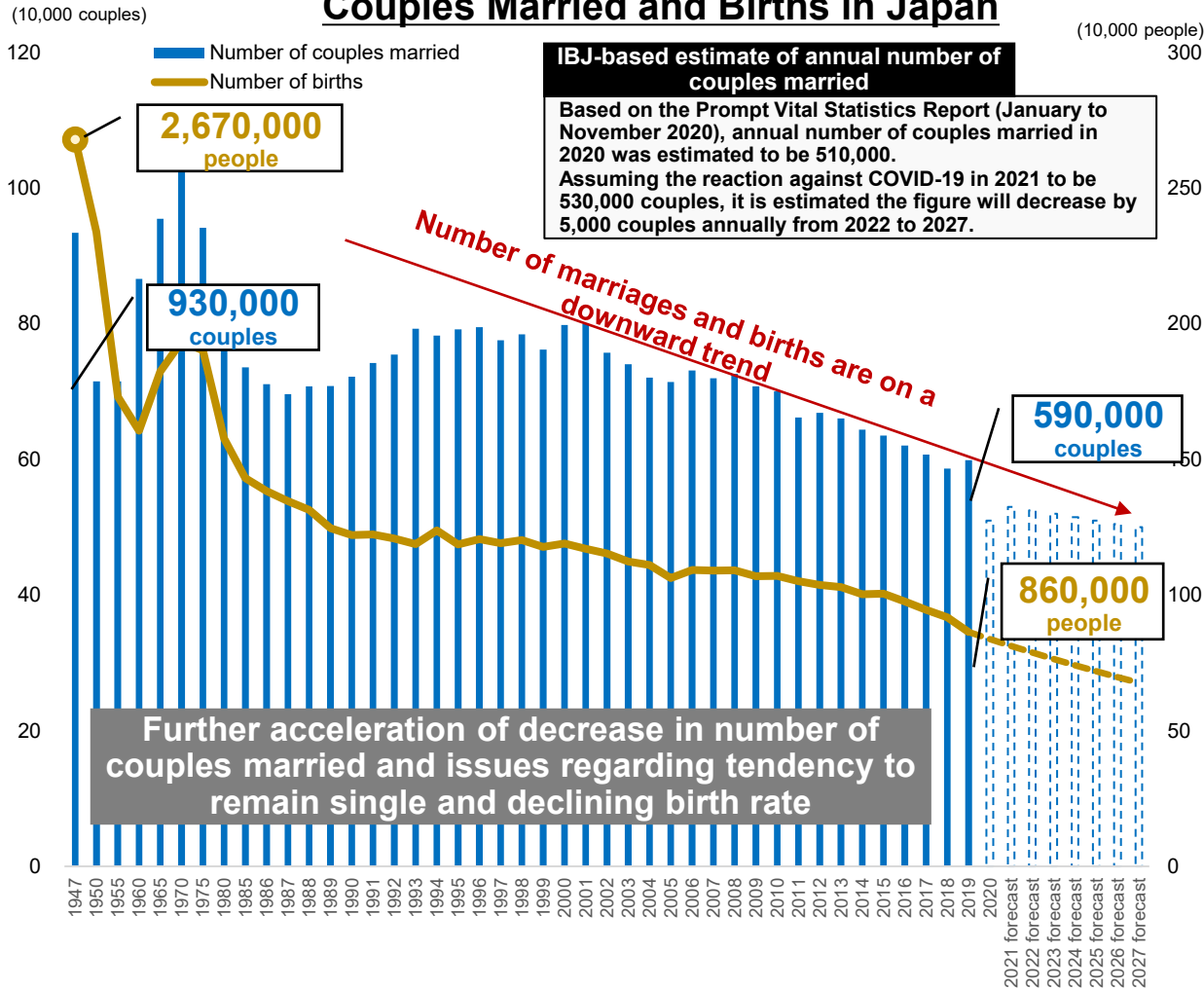


[Factors causing a difference with the Mid-Term Management Plan]

- Making ZWEI, a major marriage consulting agency, a Group company
- Impact of COVID-19 on performance of party and travel businesses
 - ⇒ Party business is on a recovery trend after declaration of a state of emergency was lifted in May
 - ⇒ Timing of recovery in the travel business is yet to be determined until overseas travel begins
- Mid- to long-term perspective was also reviewed for 2021 due to the declaration of state of emergency

— Forecast of Annual Number of Couples Married and Births in Japan —

Actual Results and Forecast of Annual Number of Couples Married and Births in Japan



* Based on IBJ's own calculation and is completely different from Vital Statistics.

Number of couples married in Japan is expected to decrease to **500,000** couples by 2027

Total fertility rate 1.36*
 ×
Annual number of couples married 500,000
 ≡
[2027 IBJ Forecast] Number of births falling to 680,000!?
 (Number of births in 2019 was 864,000*)

Prepared based on Ministry of Health, Labour and Welfare, "Yearly Estimate of 2019 Vital Statistics" for 1947-2018 and "2019 Vital Statistics, Final Data (announced on September 17, 2020)" for 2019; Estimated values from 2020 onward are based IBJ's own calculation

* Source: Ministry of Health, Labour and Welfare, "Summary of 2019 Vital Statistics (Final data)"

— Formulation of the New Mid-Term Management Plan —

2020 Actual results

Key indicators

- (1) Number of couples married **1.6%*1**
(9,732 couples)
- (2) Number of affiliates **2,641 companies**

Sub indicators

- (3) Number of arranged marriage meeting members*2 **84,000**
- (4) Number of matching members*3 **244,000**

2027 Target

Key indicators

- (1) Number of couples married **5.0%**
(25,000 couples)
- (2) Number of affiliates **10,000 companies**

Sub indicators

- (3) Number of arranged marriage meeting members **200,000**
- (4) Number of matching members **500,000**

*1 1.6% (percentage of annual couples married in 2020) refers to the percentage with respect to the actual annual number of couples married in Japan in 2019 before the spread of COVID-19 (599,007 couples; 2019 Vital Statistics, Final data (announced on September 17, 2020))

*2 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

*3 Number of matching members refers to the number of registered members of PARTY☆PARTY and Rush with a login record within 1 year (from January 2020 to December 2020) + number of paid members of Bridal Net and Diverse (youbride/YYC) as of the end of the fiscal year

— Two Strategies of the New Mid-Term Management Plan —

Strategy 1

Activation of customer attracting channels toward expansion of affiliates and membership bases

- 1-(1) Strengthening of nationwide expansion centering on Group companies' directly managed lounges
- 1-(2) Increasing the number of people married by enhancing cooperation among the 3 marriage consulting agency brands

Strategy 2

Investment in the core system of arranged marriage meetings

Renewal of core system for marriage consulting agency service to improve convenience and matching rate of members

— Roadmap for 2021–2027 —

Phase 1 (2021–2024)

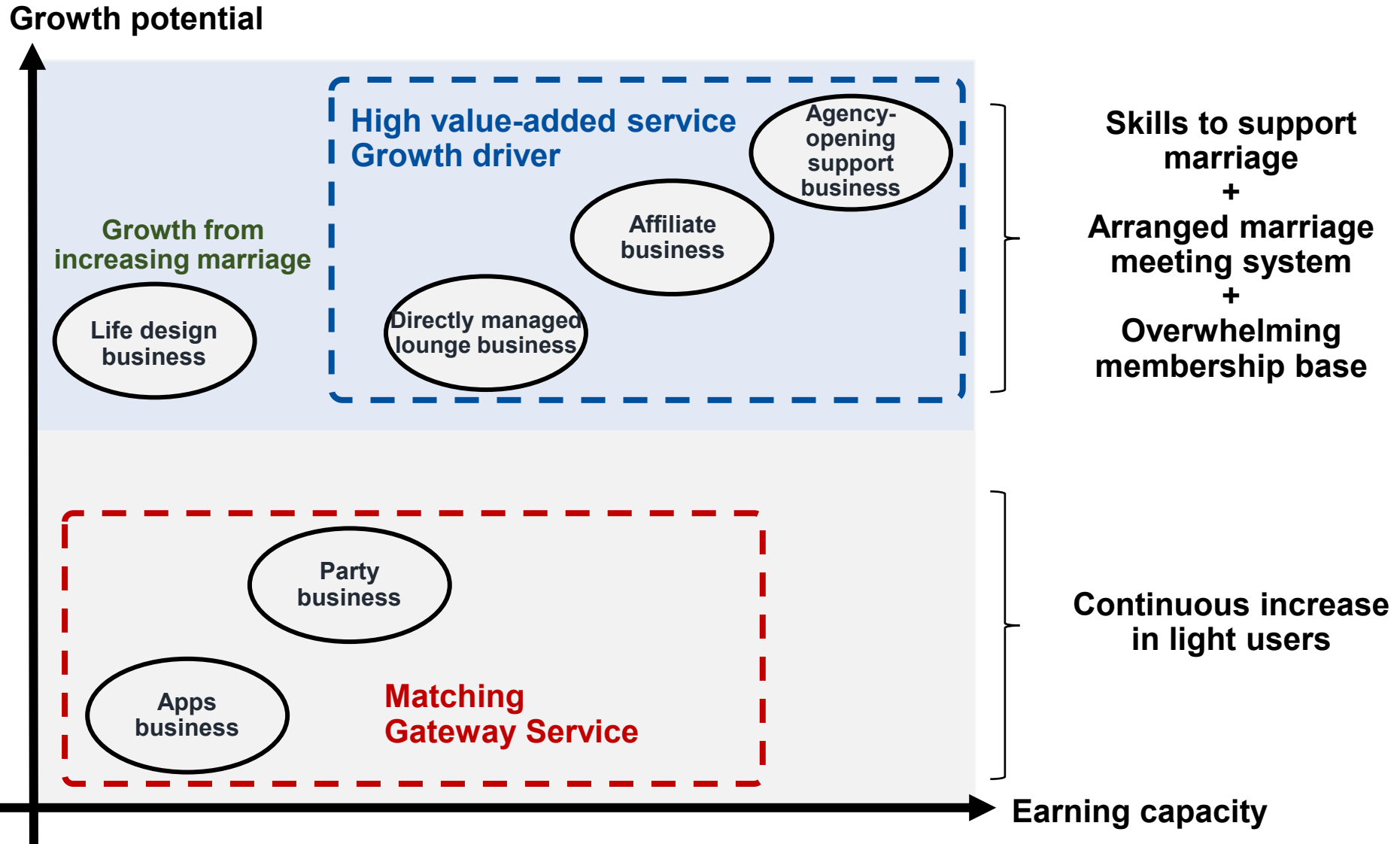
Number of couples married 3%
(15,000 couples)
Affiliates 5,000 companies

Phase 2 (2025–2027)

Number of couples married 5%
(25,000 couples)
Affiliates 10,000 companies

	FY2020	FY2024	FY2027
Number of couples married	9,732 couples	15,000 couples	25,000 couples
Number of affiliates	2,641 companies	5,000 companies	10,000 companies
Number of arranged marriage meeting members	84,000 people	132,000 people	200,000 people
Number of matching members	244,000 people	352,000 people	500,000 people

— Business portfolio assuming diversification of marriage hunting needs —

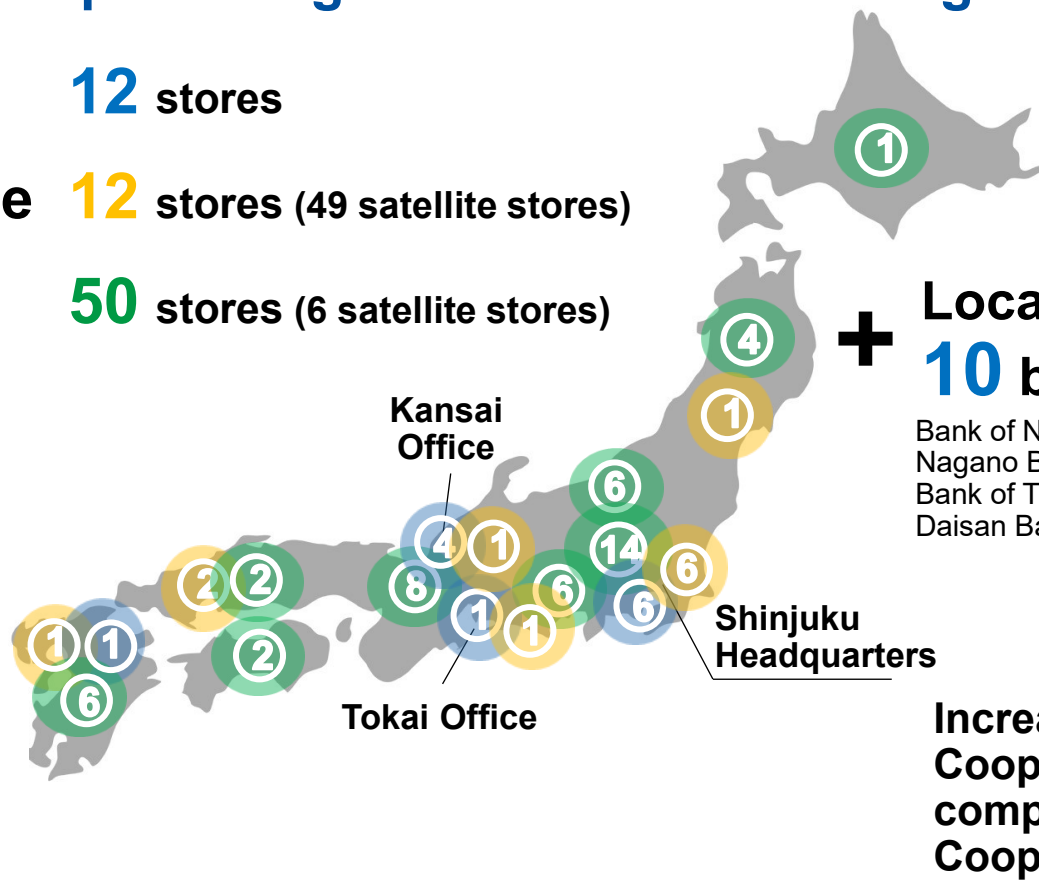


Activation of customer attracting channels toward expansion of affiliates and membership bases

Strategy 1-(1)

Expansion of affiliates centering on the 74 nationwide stores and membership base of ZWEI and Sunmarie, along with enhancement of relationships among local banks and local governments

- **IBJ** **12** stores
- **Sunmarie** **12** stores (49 satellite stores)
- **ZWEI** **50** stores (6 satellite stores)



+ Local tie-up banks
10 banks

Bank of Nagoya, Sendai Bank, Kirayaka Bank, Nagano Bank, Senshu Ikeda Bank, Ehime Bank, Bank of Toyama, Hokuriku Bank, Bank of Saga, Daisan Bank



Increase in local membership
Cooperation with local companies
Cooperation with local governments

Strategy 1-(2)

Development from matching service to marriage consulting agency service and enhancement of cooperation among the 3 marriage consulting agency brands to seek an increase in membership and number of marriages

Matching service



High value-added service with highest marriage rate

IBJメンバーズ

Upselling to marriage consulting agency service

- Marriage rate 50.8%*
- Competitive in metropolitan area
- Joining route from marriage-hunting parties
- High cost, high quality

* Actual results of major courses (from January to December 2019)

Overwhelming supporting skills of experienced matchmakers providing great care

Zwei

Number of people married, number of arranged marriage meetings, memberships
Inter-Group introduction of customers, system linkage



サムリエ

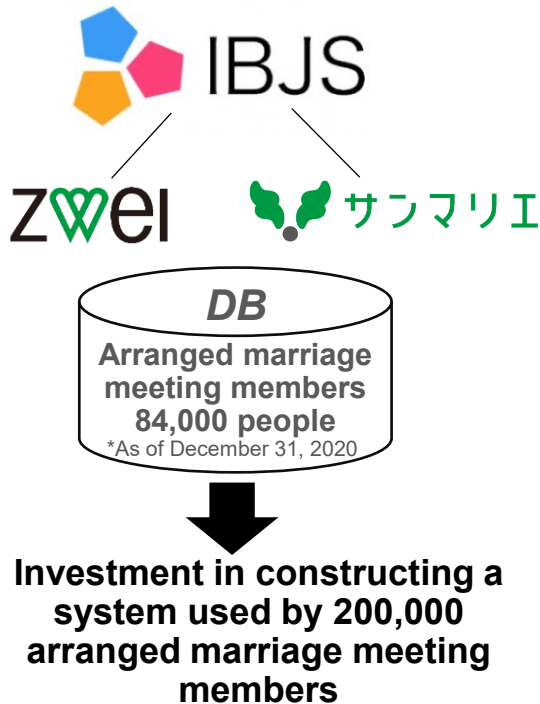
- Local strategy
- Large membership base
- Competitive data matching
- Easy cycling of customers with matching members

- Broad member base
- Competitive in supporting skills of experienced matchmakers
- Quick implementation of original measures such as online projects
- Many satellite offices nationwide

Strategy 2 System Investment

- Realization of an overwhelming interface in the industry
- Enhancement of matching accuracy utilizing big data

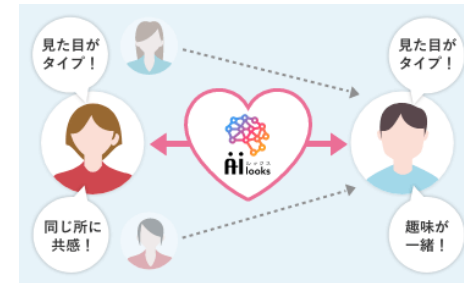
IBJ arranged-marriage meeting system



AI Match

1 AI looks

Analyzes one's appearance and position of facial parts, and selects people who are each others' type and may be interested



2 AI history

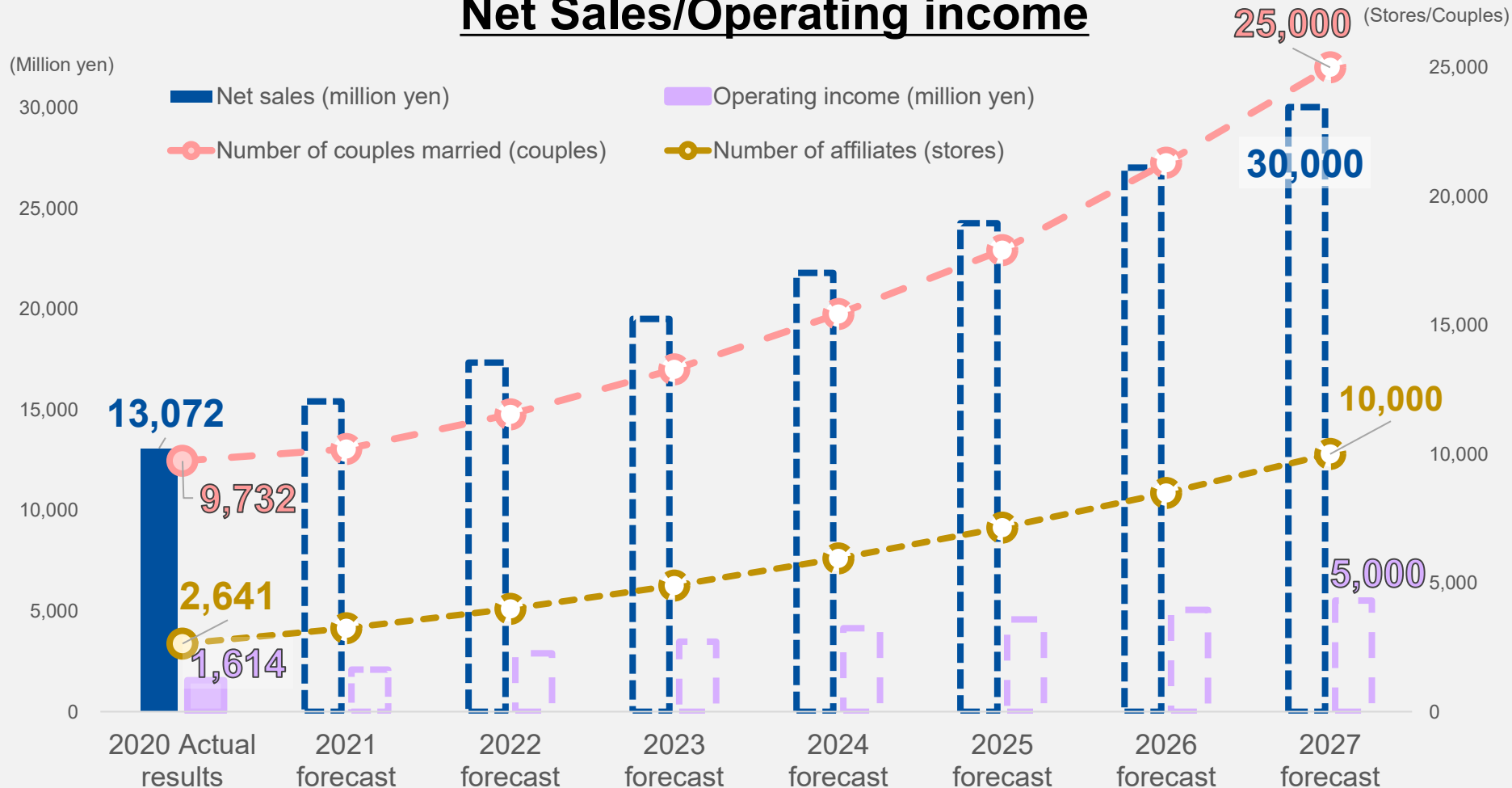
Conducts deep learning of past arranged marriage meeting data and member's activity record, etc., selects and introduces someone who they may get along well with



Enhance convenience of existing members and acquisition of new members by improving functions and interfaces of IBJS and Group companies' original systems

Forecasts of Net Sales and Operating Income in 2027 when Achieving the 5% in Number of Couples Married and 10,000 Affiliates

Number of couples married/Number of affiliates/ Net Sales/Operating income



— IBJ Vision —

Solve Japan's social issues (depopulation, declining birthrate and aging population)

Increase the number of people married and affiliates

Aging population issue

→ **Promotion of employment**

Increase in matchmakers of affiliates

→ **Measures against solitude**

Creation of a new community via matchmaker network

Local issue

→ **Regional revitalization**

Population increase from marriage of local members

→ **Contribution to business succession issue**

Marriage hunting support toward successors of local companies

Declining birth rate issue

→ **Increase in number of marriages**

→ **Raising of birth rate**

→ **Increase in international marriages**



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