

The 1st Quarter of the Fiscal Year  
Ending December 31, 2022  
**Financial Report**



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**IBJ, Inc. (TSE Prime Market: 6071)**

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**May 10, 2022**

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# INDEX

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- 1. Financial Results Summary**
- 2. Summary by Business Division**
- 3. Growth Strategy**
- 4. APPENDIX**

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# Financial Results Summary

## **1. Financial Results Survey**

# 1Q 2022 Consolidated Results Highlights

**Net sales: 3,648 million yen** (+10.7% YoY)

**Operating Profit: 424 million yen** (+18.6% YoY)

(Million yen)	1Q 2021 Actual results	1Q 2022 Actual results	Amount of change	Percentage change
Net sales	3,294	3,648	+ 353	+ 10.7%
Operating income	357	424	+ 66	+ 18.6%
Ordinary income	330	424	+94	+28.7%
Profit attributable to owners of parent	252	361	+108	+43.0%

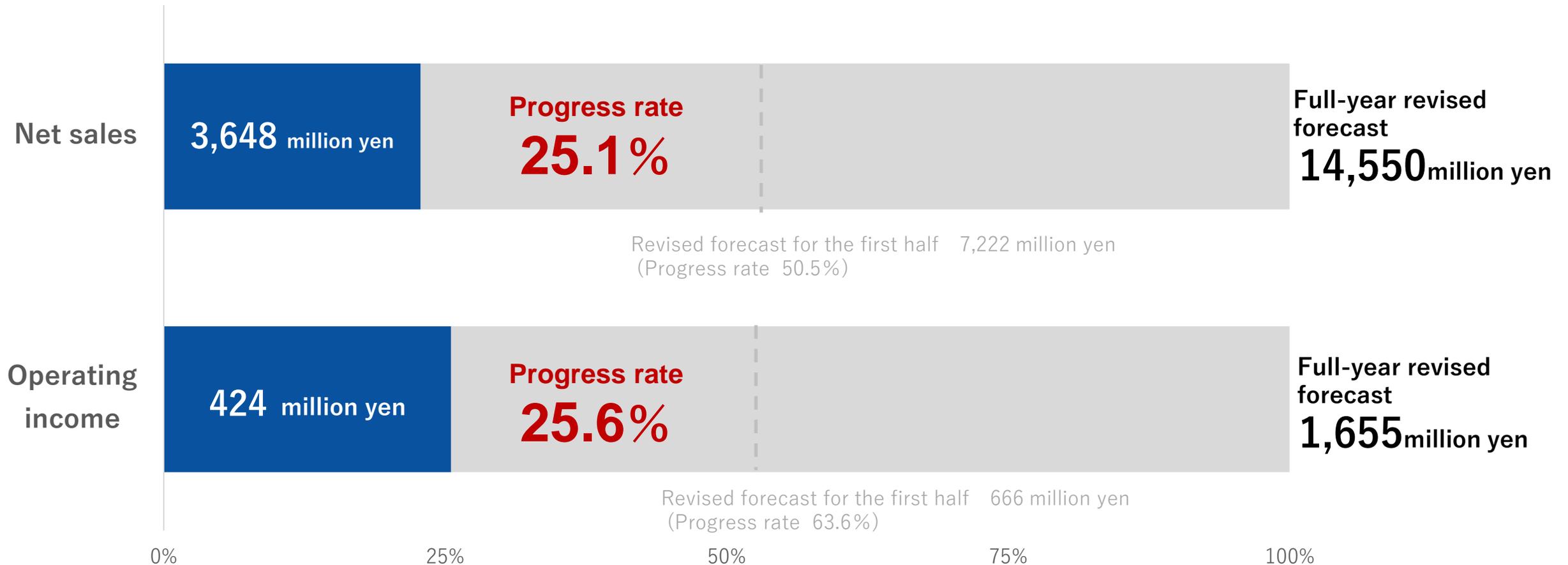
# Full-year 2022 Consolidated Results Forecast Revised

**Unprofitable business of our Group company (Diverse) was excluded from the scope of consolidation in light of differences in management policies**

(Million yen)	Full-year 2021 Actual results	Full-year 2022 Previous forecast (A)	Full-year 2022 Revised forecast (B)	Amount of change (B) – (A)	Percentage change (B)/(A)
Net sales	14,081	16,004	14,550	△1,453	△9.1%
Operating income	1,516	1,701	1,655	△45	△2.7%
Ordinary income	1,426	1,680	1,635	△45	△2.7%
Profit attributable to owners of parent	1,054	1,334	1,405	+70	+5.3%

# Progress vs. Revised Full-year Consolidated Results Forecast

**Strong start with net sales of 3,648 million yen (Progress rate of 25.1%)  
and operating income of 424 million yen (Progress rate of 25.6%)**



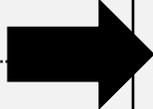
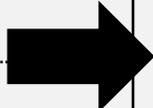
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## Summary by Business Division

## 2. Summary by Business Division

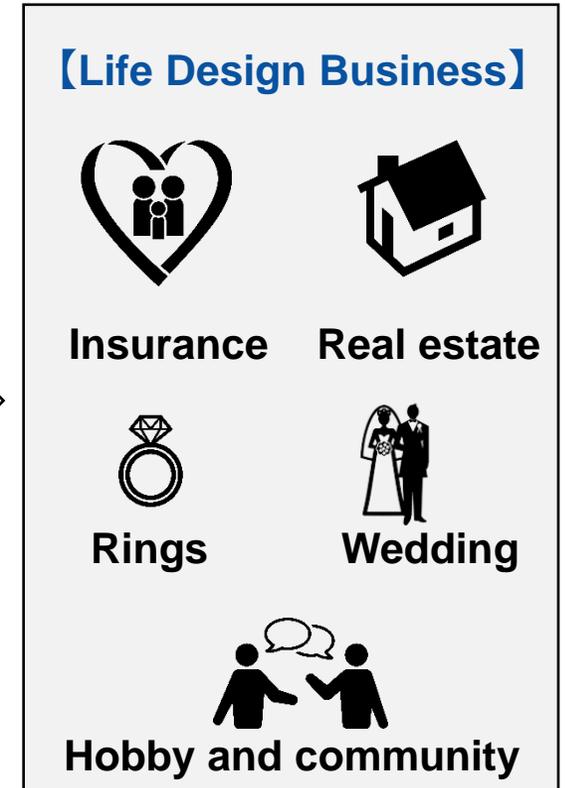
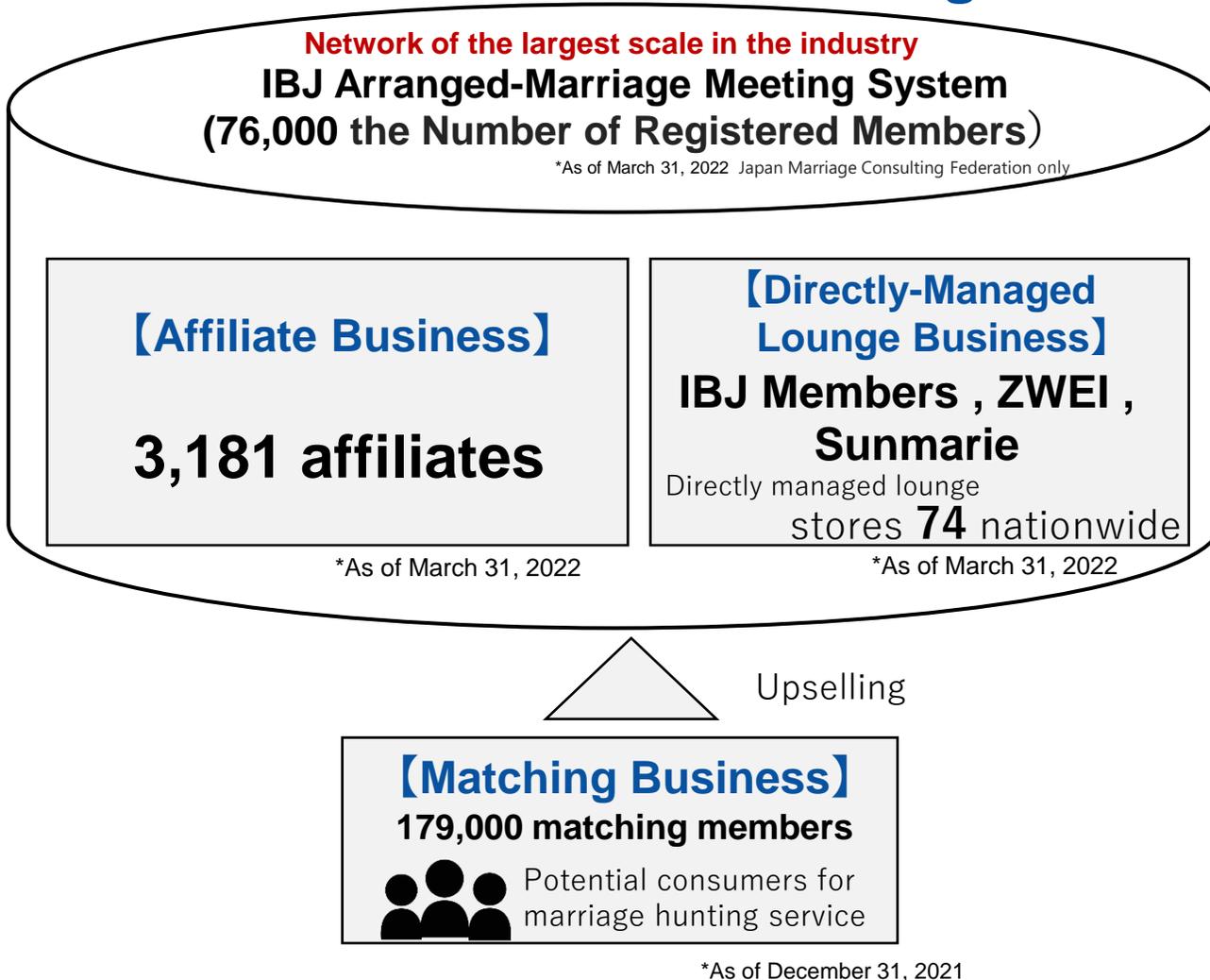
# IR Segment Information Revised

## Our IR segments were changed to 4 main business segments

Old IR segments	New IR segments
Agency Opening Support Business ..... Affiliate Business	 <b>Affiliate Business</b>
Directly-Managed Lounge Business	<b>Directly-Managed Lounge Business</b>
Party Business ..... App Business	 <b>Matching Business</b>
Life Design Business	<b>Life Design Business</b>

# Connection between IR Segments

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



\*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/YYC) as of the end of the fiscal year

# Summary by Business Division

(Million yen)		1Q 2021 Actual results	1Q 2022 Actual results	Amount of change	Profit margin
Affiliate Business	Net sales	525	560	+ 35	57.7%
	Divisional profit	349	323	△26	
Directly-Managed Lounge Business	Net sales	1,557	1,907	+ 350	24.3%
	Divisional profit	278	463	+ 184	
Matching Business	Net sales	920	861	△58	5.7%
	Divisional profit	89	49	△40	
Life Design Business	Net sales	290	317	+ 26	15.0%
	Divisional profit	21	47	+ 26	

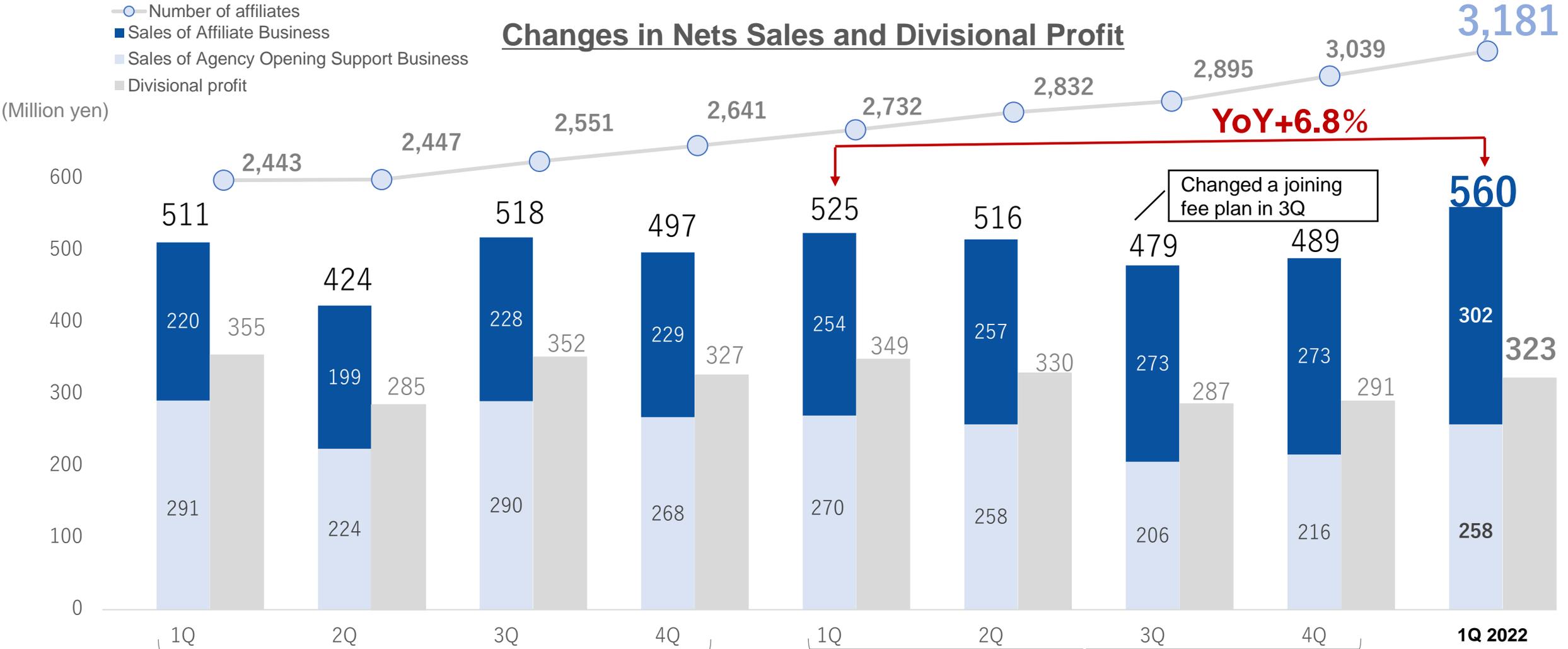
\* Divisional profit = Operating income + Depreciation + Amortization of goodwill + Amortization of long-term prepaid expenses (after adjusting internal transactions)

# Affiliate Business

**Net sales: 560 million yen (+6.8%), Divisional profit 323 million yen (-7.6%)**

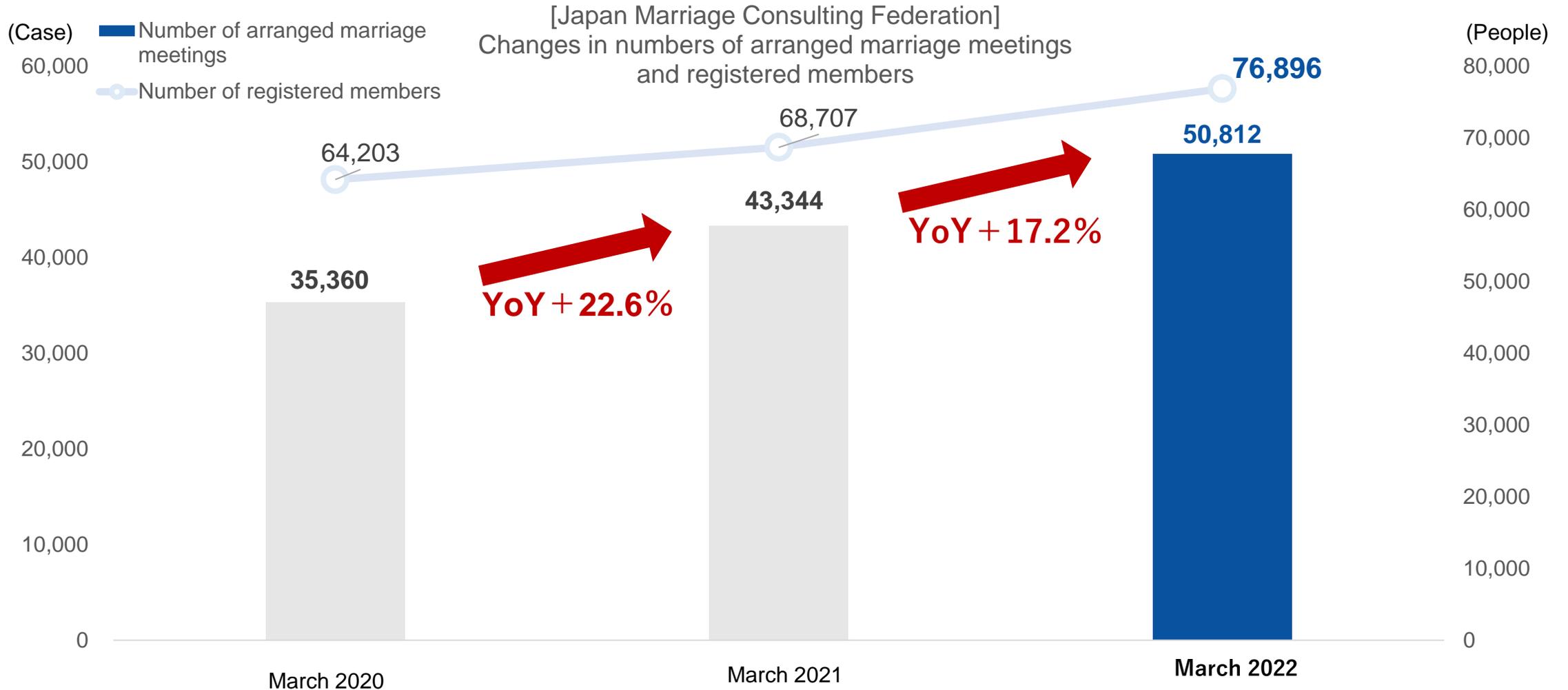
\* Figures in parentheses are YoY changes

## Changes in Nets Sales and Divisional Profit



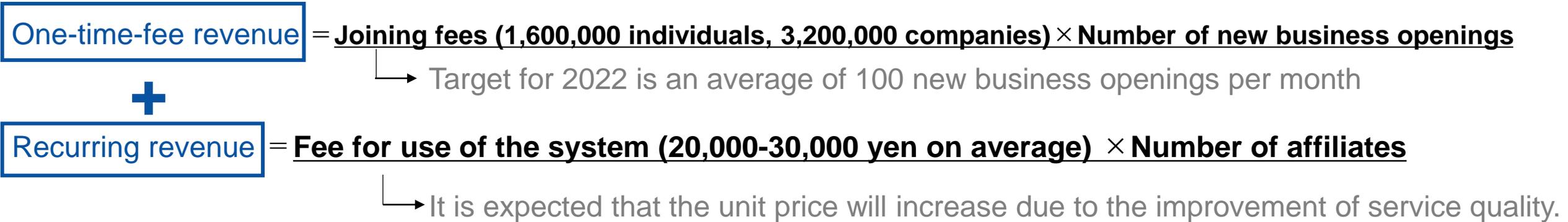
# Number of Arranged Marriage Meetings Exceeded 50,000

**The number of arranged marriage meetings in March 2022 exceeded 50,000 thanks to the robust growth of the number of registered members**



# Earnings Structure and Three Advantages of Affiliate Business

## Earnings structure



## Advantages

<b>1</b>	<b>Network of the largest scale in the industry</b>  Number of members for arranged marriage meetings <b>76,000 people</b>	<b>2</b>	<b>Know-how leading to marriage</b> Annual number of couples married <b>10,402 couples</b> <small>【2% of the annual number of couples married in Japan*1】</small>	<b>3</b>	<b>Support system for affiliates</b>  Number of affiliates <b>3,181 companies</b>
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※Number of registered members of the Japan Marriage Counseling Federation ( As of March 31, 2022 )

\*Actual results in 2021

\*As of March 31, 2022

\*1 Percentage of 514,242 couples reported by the Ministry of Health, Labour and Welfare (MHLW) in "2021 December Preliminary Report on Vital Statistics"

# Our Network of the Largest Scale in the Industry

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



### 1) Integrated management of members' marriage-hunting activities

Matchmakers manage the entire process from marriage partner introduction to relationship management in a single system



### 2) Database holding 76,000 members for arranged marriage meetings\*

A database accumulating big data, including member profiles and requirements for their marriage partner

※ Number of registered members of the Japan Marriage Counseling Federation  
\*As of March 2022

### 3) High accuracy of matching based on analysis using AI

AI-based analysis increases the number of introductions by identifying candidates they might potentially like

#### AI looks

AI quantifies face types with eight elements to recommend candidates the members might like

#### AI history

AI analyzes the members' past marriage-hunting activities and couples married to recommend candidates who match their preferences and tastes

# Know-how Leading to Marriage

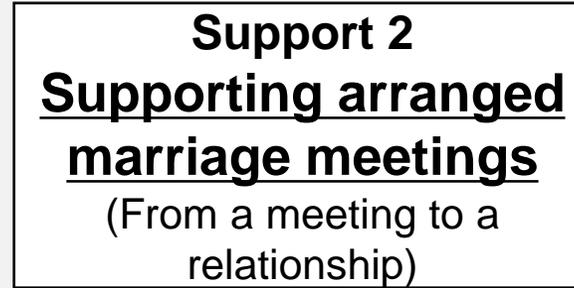
## Differentiate the quality of our support by using analog human-wave tactics in addition to DX of marriage-hunting activities

5,286 matchmakers\* responsible for marriage-hunting support adopt our support methods

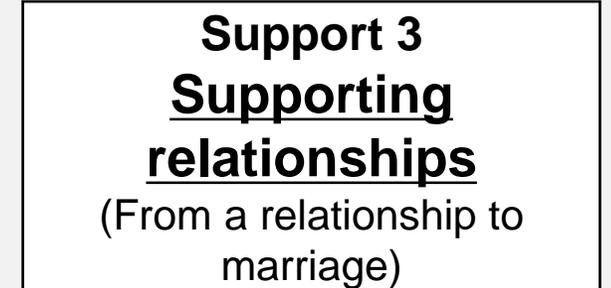
\* Number of unique users as of April 30, 2022



By when and with whom?



- Support self-PR
- Adjust a schedule for an arranged marriage meeting
- Provide advice
- Confirm their willingness to start a relationship, reply on behalf of them



- Provide advice on how to date effectively and develop a relationship
- Reconcile their views of marriage
- Support their proposal of marriage

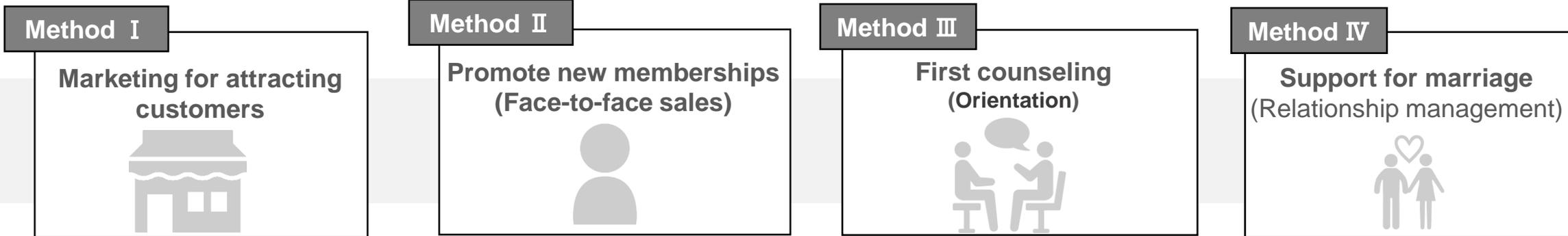
**Our three support methods for marriage** have resulted in more than 10,000 couples married in a year

# Enhance Training Programs and Development Support for Affiliates

## Strengthen affiliate network by spreading support methods

### 1) Method school

Provide support for “new openings,” “operations,” and “attracting customers” according to each field



### 2) Ambassador club (84 clubs)

Study groups/clubs where affiliates share best practices, etc., with each other

### 3) IBJ regular meeting / networking event

Meetings where IBJ conveys trends in marriage hunting to affiliates



▲ Scene of an online activity of an ambassador club

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

**The number of affiliates in different industries, including large corporations, has drastically increased**

## 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

### 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 wedding

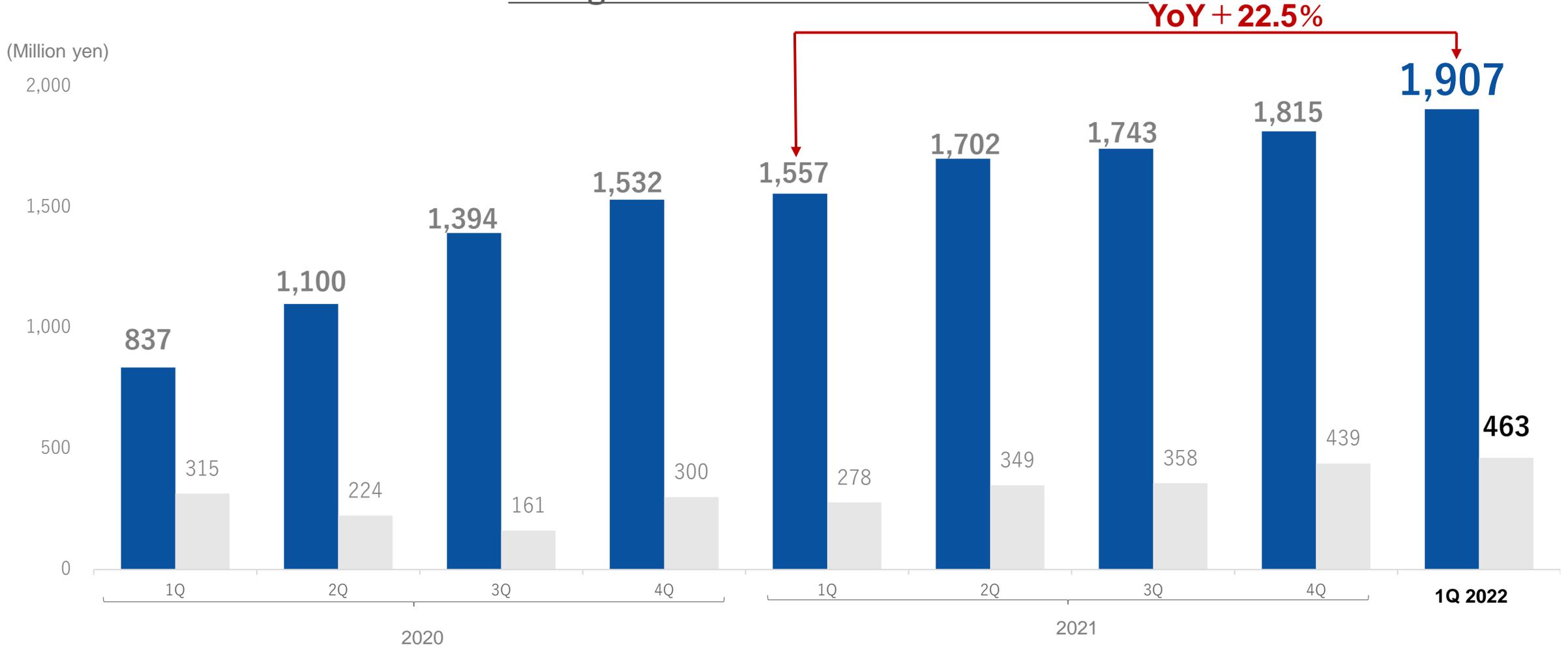


# Directly-Managed Lounge Business

**Net sales: 1,907 million yen (+22.5%), Divisional profit 463 million yen (+66.4%)**

\* Figures in parentheses are YoY changes

Changes in Net Sales and Divisional Profit



# Earnings Structure of Directly-Managed Lounge Business and Roles of Three Brands

## Earnings structure

**One-time-fee revenue**

= Initial costs (Registration fee, Activity support fee) × Number of newly joined members, Fee for marriage × Number of married couples

**Recurring revenue**

= Annual membership fee × Number of members

## Roles of three brands

IBJ Members  
**IBJ** メンバーズ  
 by 

With high cost and high quality service achieved overwhelming marriage rate(50.5%※).

\* Actual results of major courses in 6 months (from January to June 2021)

**IBJ Arranged-Marriage Meeting System**  
 (Send customers to and connect systems with each other within the Group)

**zwei**

50 stores nationwide helps expand local membership.



Sunmarie  
**サンマリエ**

Veteran matchmakers support a wide range of members from 20s to 50s

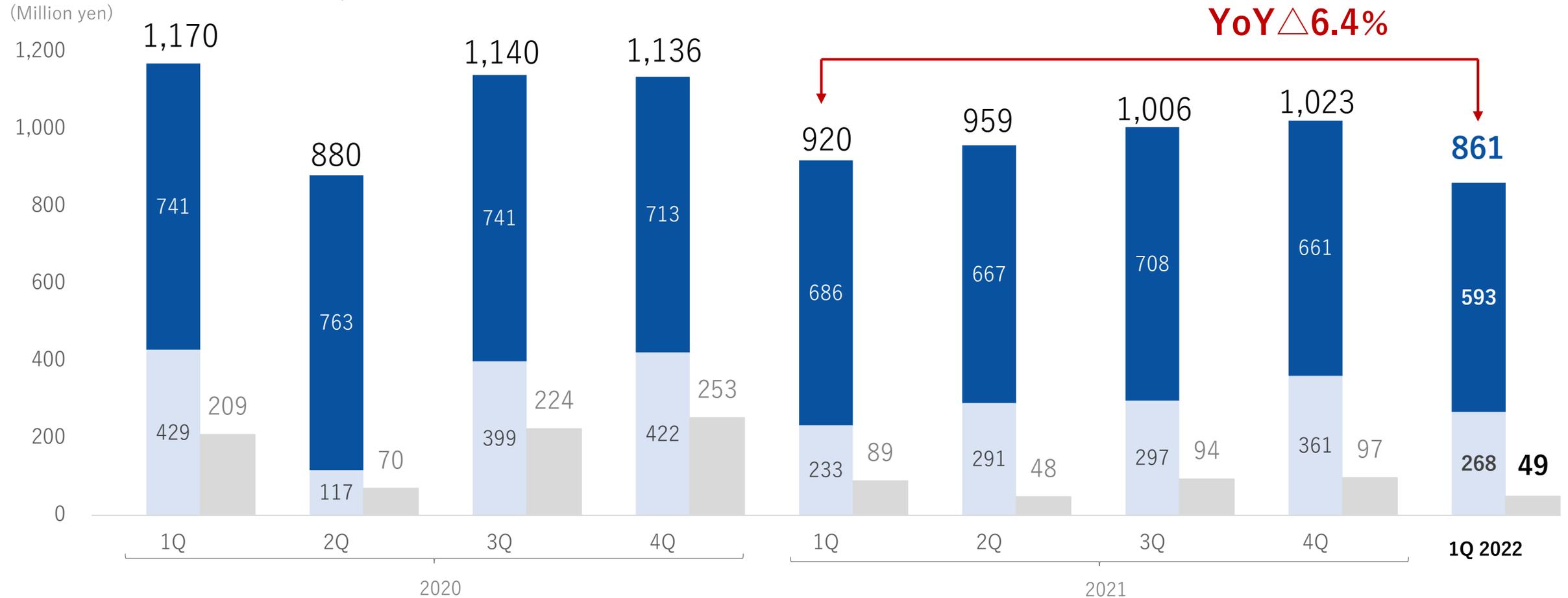
# Matching Business

**Net sales: 861 million yen (-6.4%), Divisional profit 49 million yen (-45.0%)**

\* Figures in parentheses are YoY changes

- App
- Party
- Divisional profit

## Changes in Net Sales and Divisional Profit



# Comparison of Target Members with Competitor Matching App

**Online other companies, We aim to acquire members in their 30s and 40s who are more conscious of marriage**

	IBJ (Bridal Net, youbride)	Major competing app
Purpose	Marriage hunting	Dating hunting
Age group	30s	20s
Charging a fee	<u>Same amount for men and women</u>	Charged only for men
Ratio of men to women	5 : 5	6 : 4

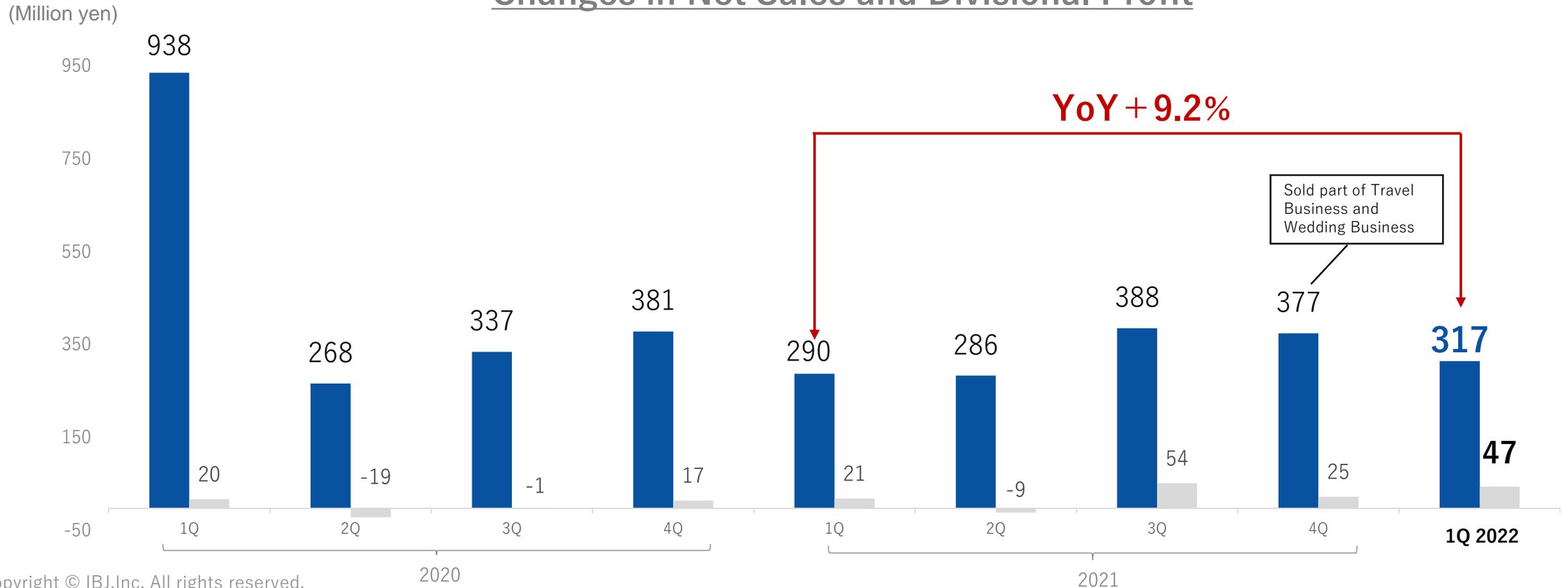
\* Based on our own survey

# Life Design Business

**Net sales: 317 million yen (+9.2%), Divisional profit 43 million yen (+102.2%)**

\* Figures in parentheses are YoY changes

## Changes in Net Sales and Divisional Profit



# Expanding the product lineup carried in each business

## Worked on a business pivot based on member characteristics and business environment

### Wedding



**Introduce wedding halls without being limited to magazines**

It has become possible to introduce wedding halls that meet customer demand.



Wedding Navi

### Insurance



**The number of partner insurance companies increased from 4 to 16**

By expanding insurance products, we will be able to make proposals tailored to our customers



IBJ Life Design Support

### Real estate



**Develop Housing Loan Business from Housing Referral Business**

Introducing the housing to based on their needs newlyweds



IBJ Financial Advisory



# Growth Strategy

## **3. Growth Strategy**

# Progress and Roadmap of the Mid-Term Management Plan (2021-2027)

**Revised the target number of matching members due to the exclusion of Diverse from the scope of consolidation**

**Working on strengthening investment in business growth toward 2027, the final year of the Mid-Term Management Plan**

## 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	87,000 <sub>people</sub>	132,000 <sub>people</sub>	200,000 <sub>people</sub>
<b>Secondary KPI</b> Number of matching members	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/YYC) as of the end of the fiscal year. (After 2022, YYC excluding)

## 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

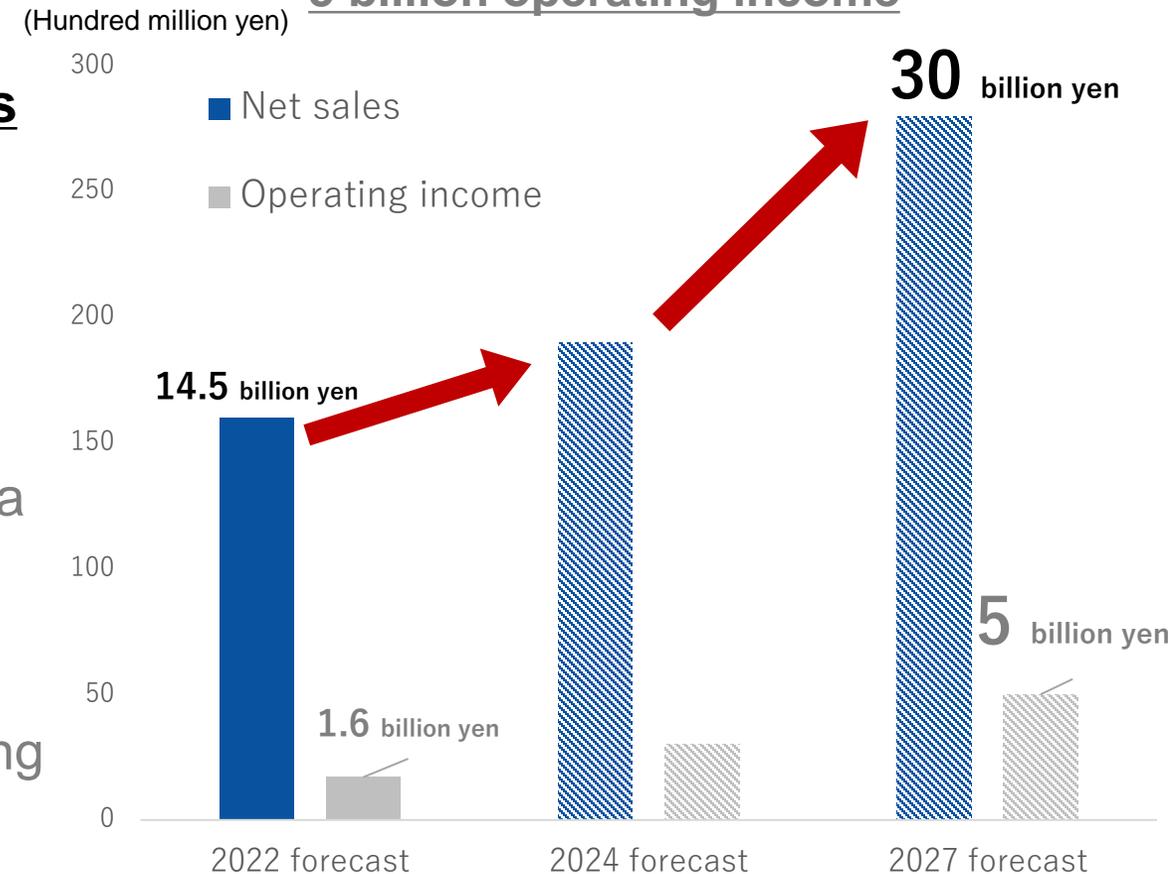
### Strategy 3 Expand support for affiliates

Strengthen support for affiliates to expand business and a membership base

### Strategy 4 Strengthen corporate branding

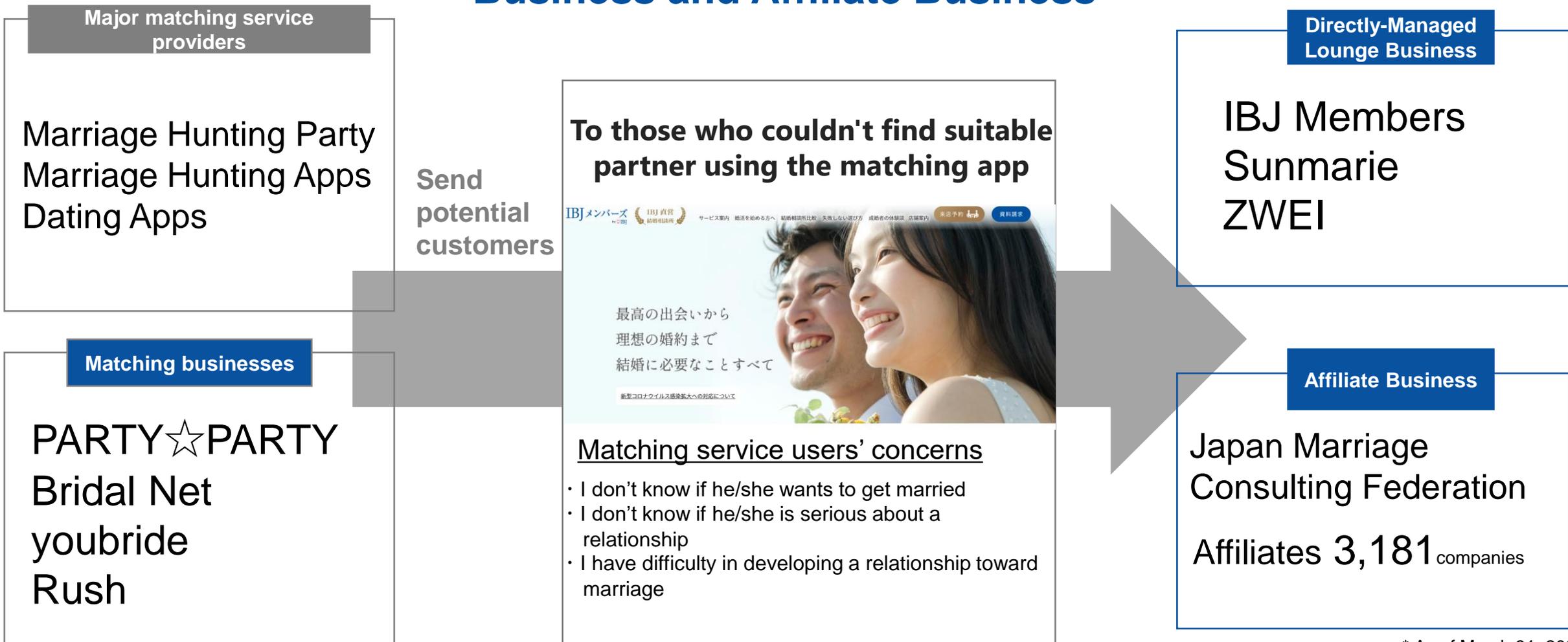
Aim to establish the position of “marriage/marriage hunting = IBJ” and improve ability to attract affiliates

Progress toward 30 billion net sales and 5 billion operating income



# Strategy 1 Develop New Channels to Attract Customers

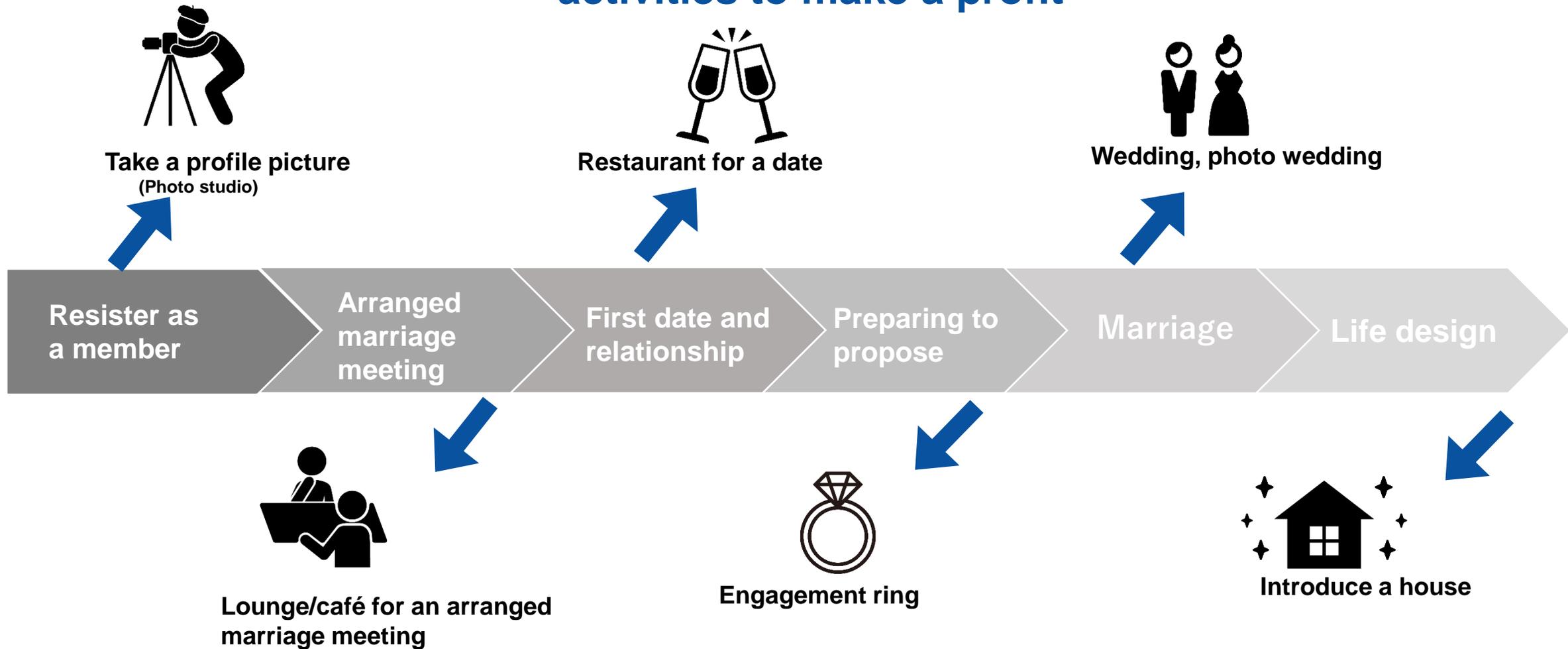
## Elevate people experienced in matching service to Directly-Managed Lounge Business and Affiliate Business



\* As of March 31, 2022

# 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

### Support for new memberships

(Support new memberships by utilizing a platform and providing know-how)

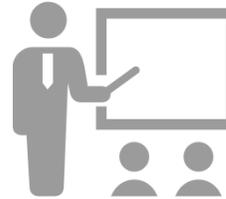


Enhance secretariat support

Japan Marriage Consulting Federation



Provide traffic-based support to attract customers



Provide know-how for sales activities for new memberships



**Increase the number of affiliates**

### Support for start-ups

(Provide strong support for business start-ups at the time of new opening)



Update initial training



Create a community for sharing know-how

Extras (Capital, talent)



**Increase profitability of affiliates**

# Strategy 4 Strengthen Corporate Branding

**Aim to establish the position of “marriage/marriage hunting = IBJ”  
and improve the ability to attract affiliates**

## Running ads in trains and subways nationwide on a large scale from April 2022

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 lines, and Fukuoka City Subway lines

\* Our ads are not placed on some routes.



▲ IBJ Official Ambassador: Rie Shibata (celebrity)

# Our Investment Strategy toward the Mid-Term Management Plan

**Aim to grow dramatically through investment not only for growth of existing businesses but also in M&A**

## Investment for growth of existing businesses



System



Talents



Brand

## Investment in M&A



Marriage hunting



Life design



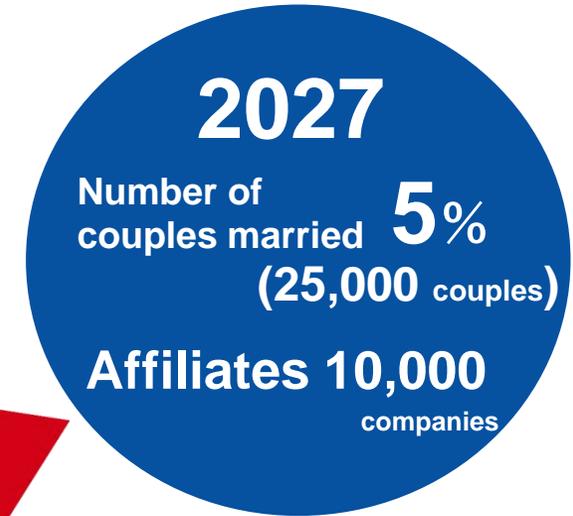
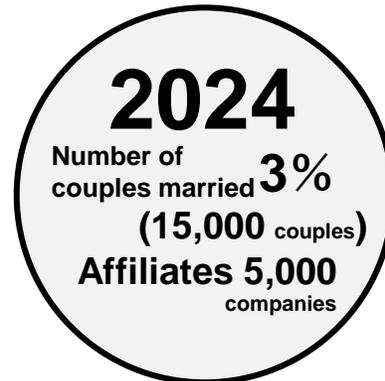
IT



Regional revitalization



Net sales 14.0 billion yen  
 Operating income 1.5 billion yen



Net sales 30.0 billion yen  
 Operating income 5.0 billion yen



# 4.APPENDIX

## Collaboration between a major hotel and a leading company in the marriage-hunting industry has created new demand



Handling over 50,000 weddings

High-class members who have passed a strict screening

Press conference on Feb. 24, 2022

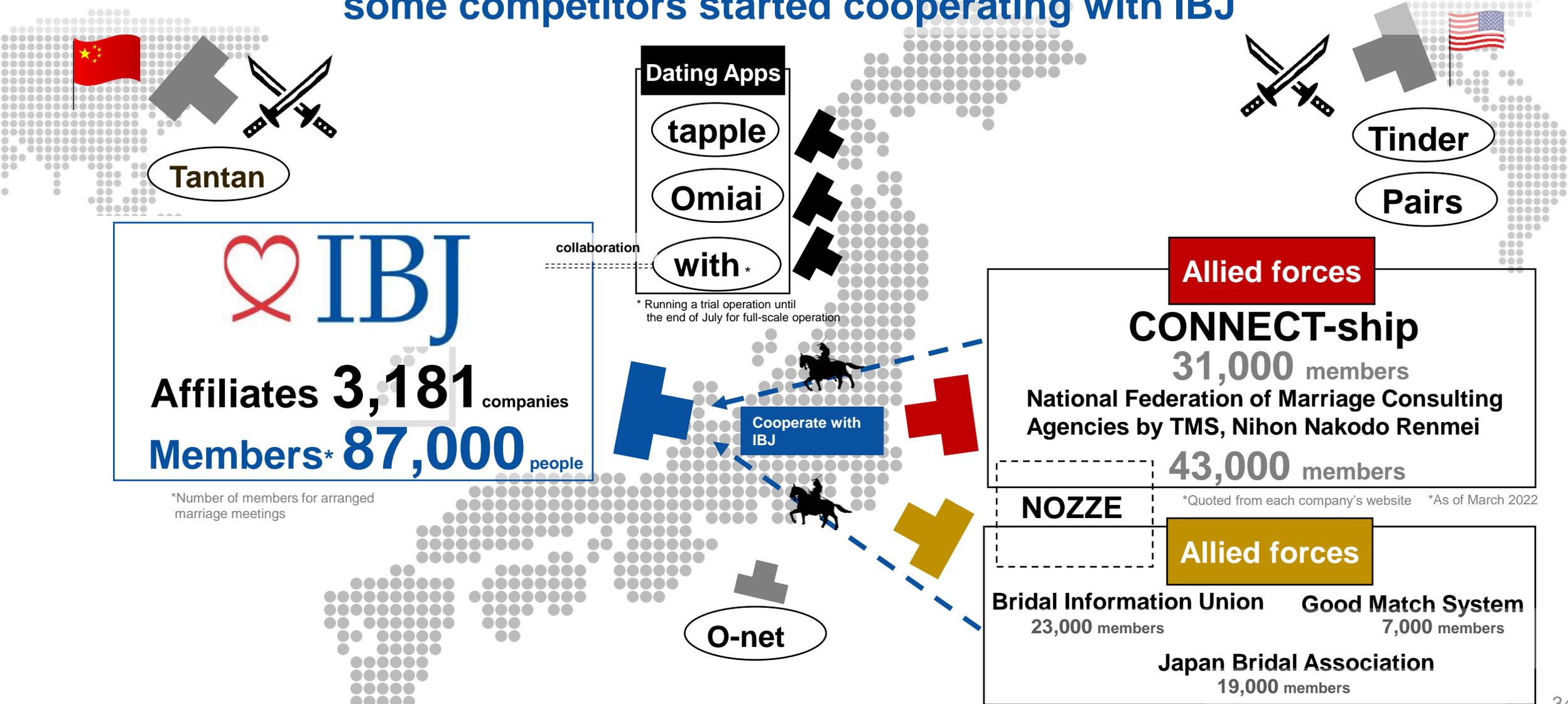
Japan Marriage Consulting Federation

Hotel New Otani × 日本結婚相談所連盟

by

# TOPIC 2: The Distribution of Power in Marriage-Hunting War

Although the underlying structure of rivalry remains unchanged, some competitors started cooperating with IBJ

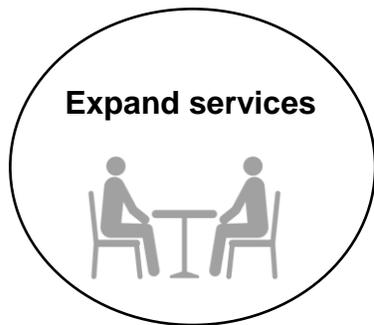


# TOPIC 3: Collaboration between a Major Matching Company and a Marriage Consulting Agency

## Expand the membership base by upselling from a matching app to marriage consulting agency services

# with

Major matching app



Expand services



Improve customer satisfaction

**No.1** satisfaction in date-hunting / marriage-hunting apps \*1

\*1 2021 ORICON Customer Satisfaction® Research

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# ZWEI

Long-established marriage consulting agency with 38 years of history



Increase number of members



Increase number of marriages

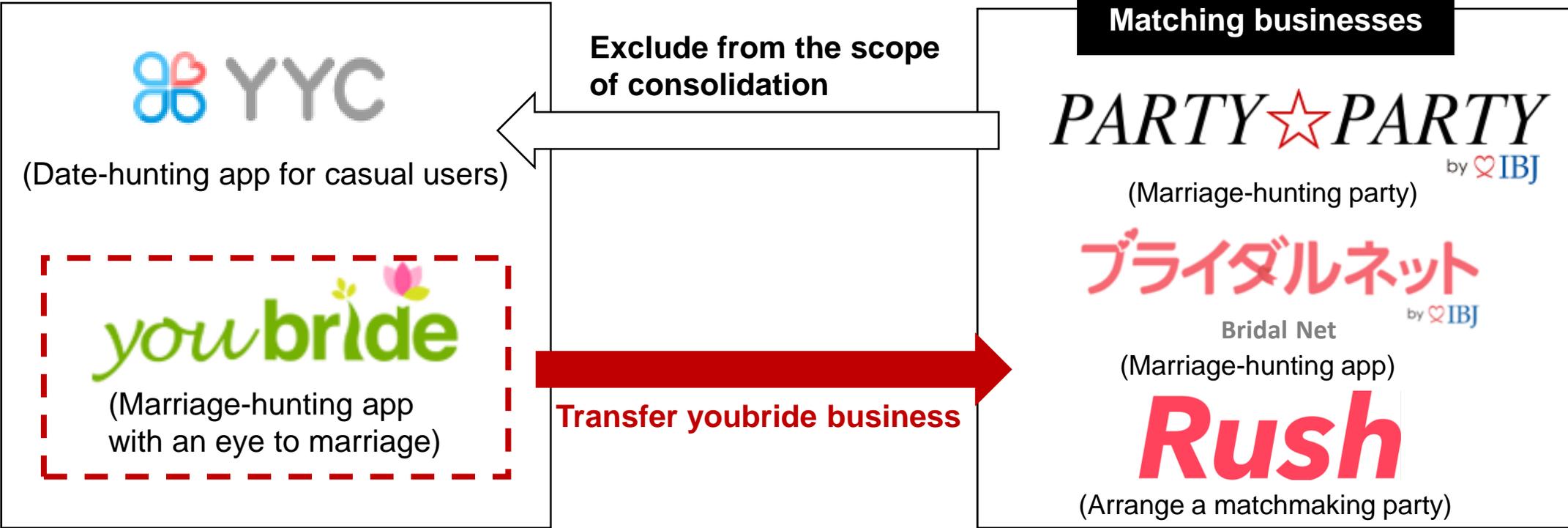
**No.1** share in number of stores \*2

\*2 According to the survey by Japan Marketing Research Organization, Inc.

\* Running a trial operation until the end of July for full-scale operation

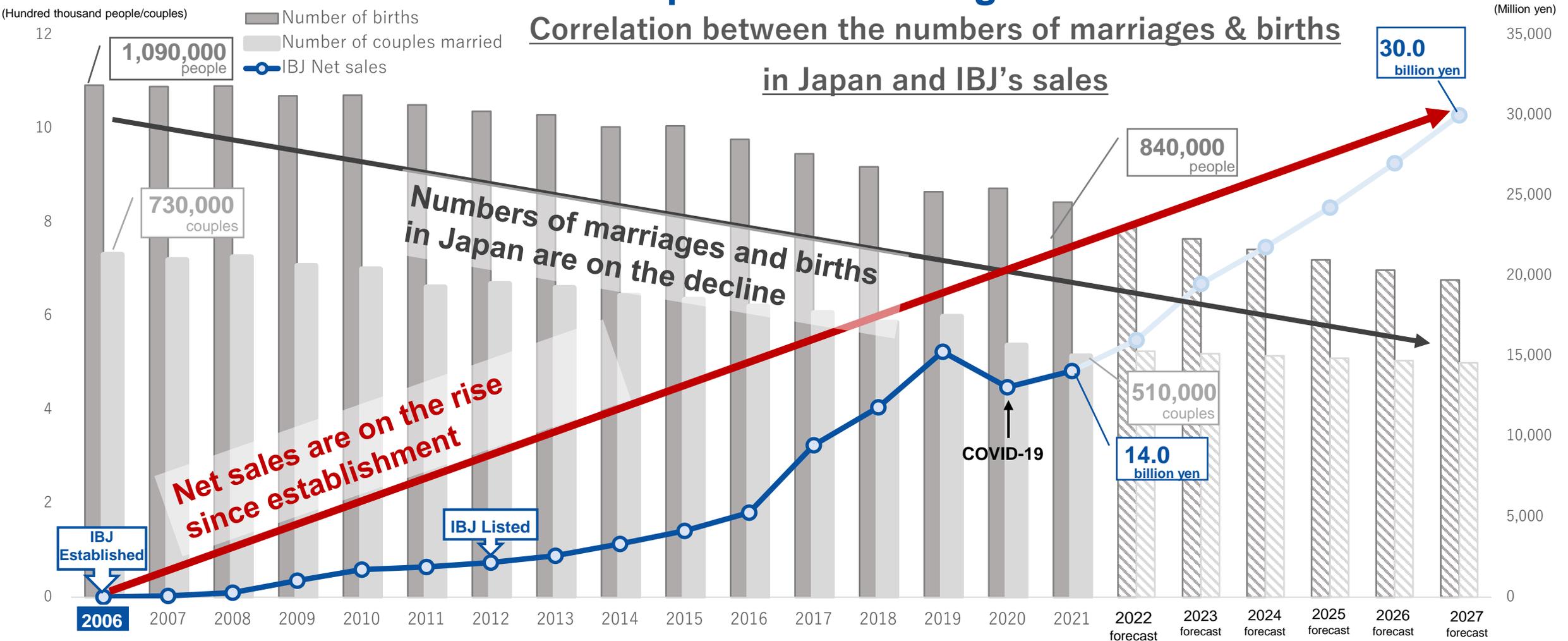
Acquired the youbride Business which is close to IBJ's business policy

Diverse



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

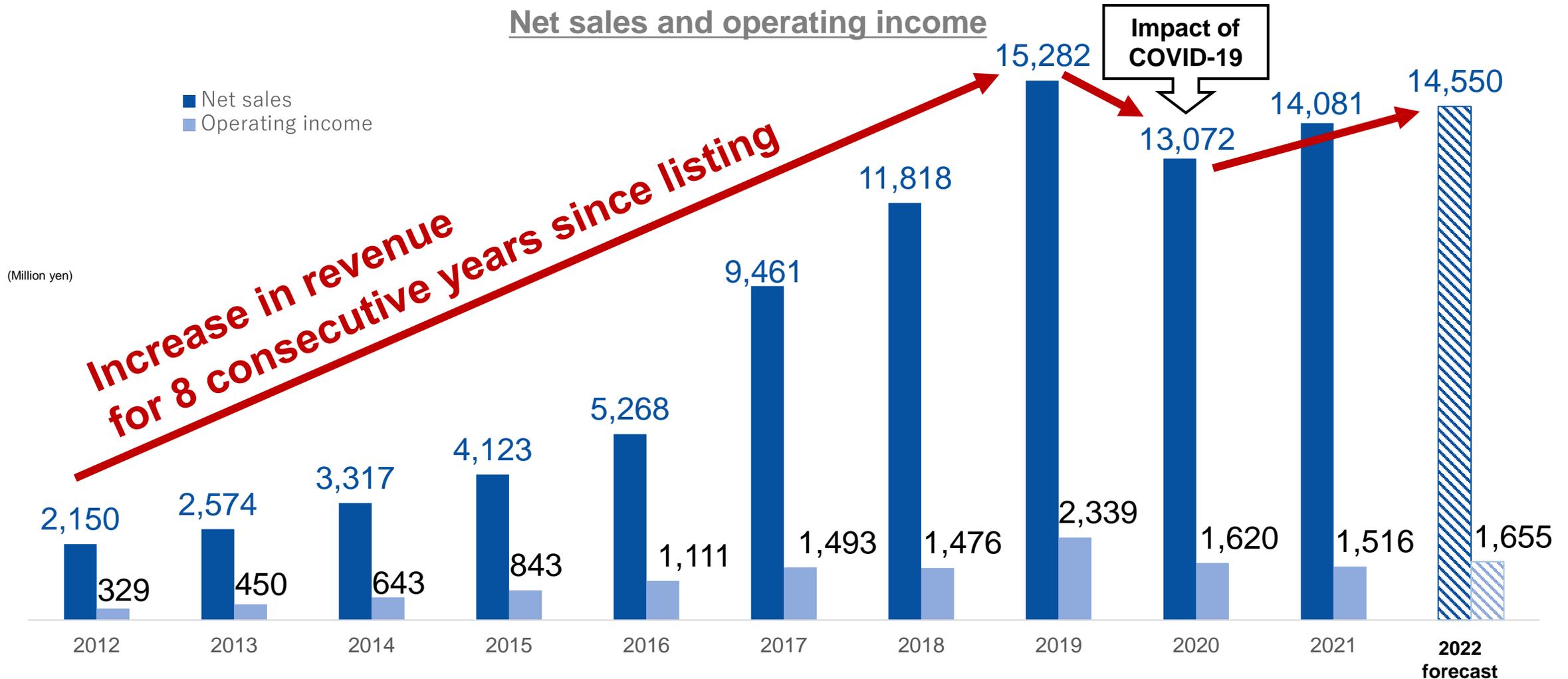
**Correlation between the numbers of marriages & births in Japan and IBJ's sales**



Source: Prepared based on "Summary of 2020 Vital Statistics (final data)" (1947-2020) and "Preliminary Report on Vital Statistics (December 2021)" published by the Ministry of Health, Labour and Welfare (MHLW)

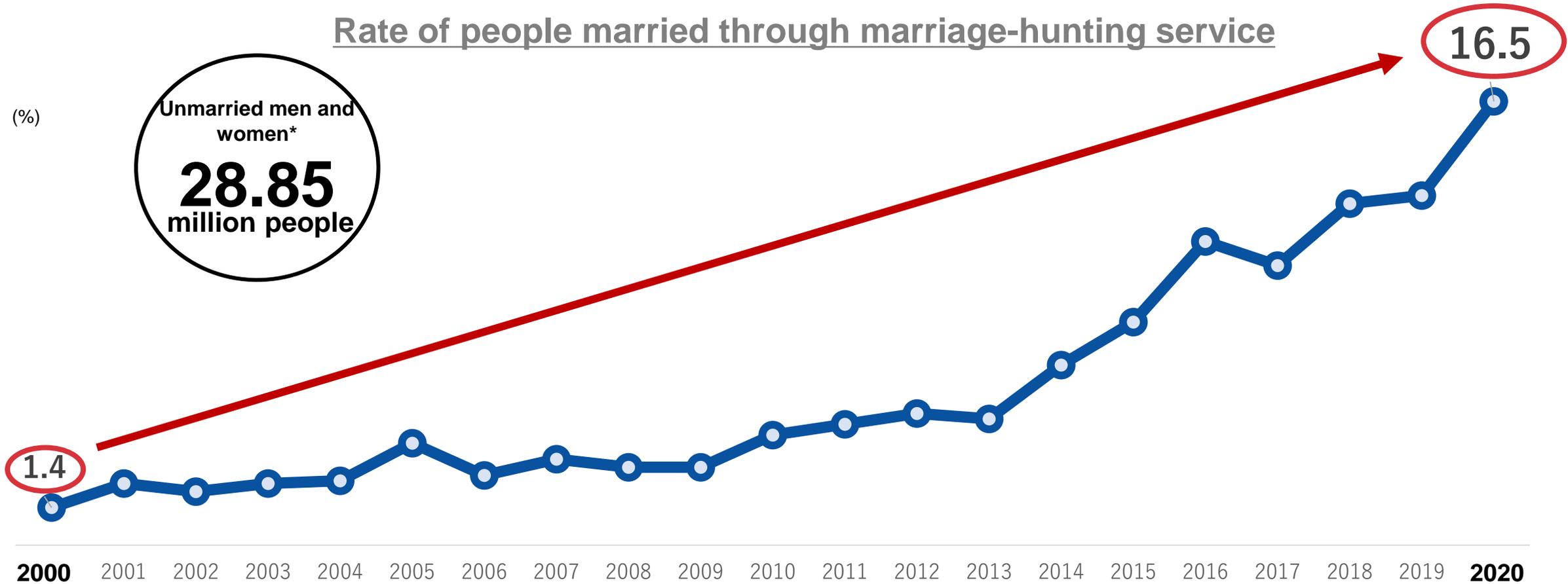
## IBJ Group performance has continued to grow even under widely unfavorable environment

Net sales and operating income



# The rate of people married through marriage-hunting services increased by 16 times in 20 years

Rate of people married through marriage-hunting service

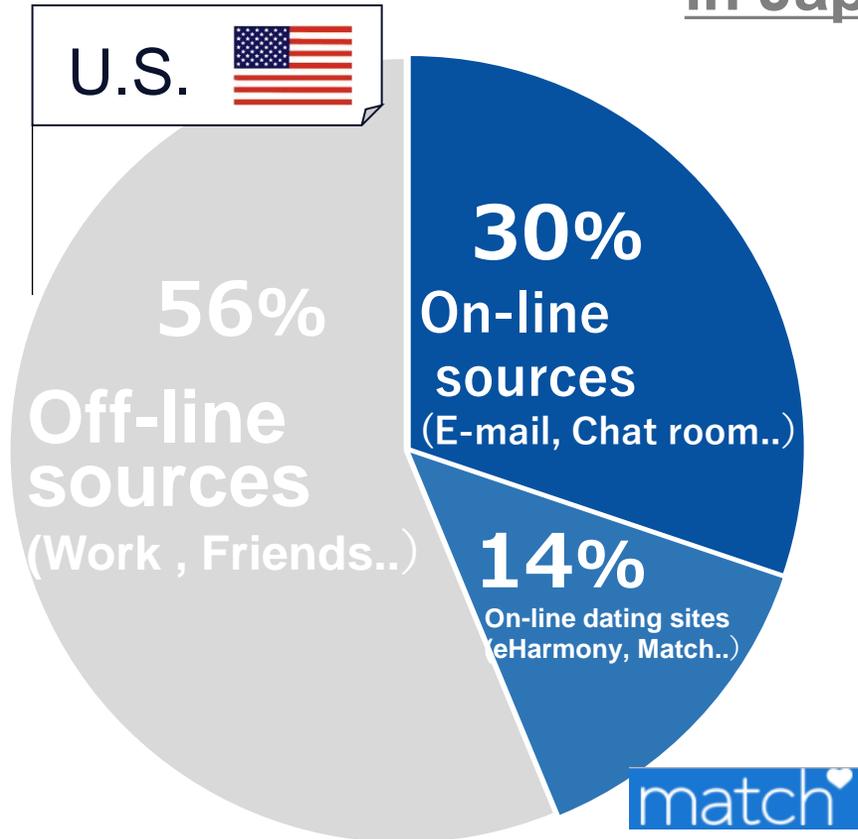


\*Source: "2021 Survey on Actual Conditions of Marriage Hunting" by Bridal Souken by Recruit (The rate of people married through marriage hunting services)

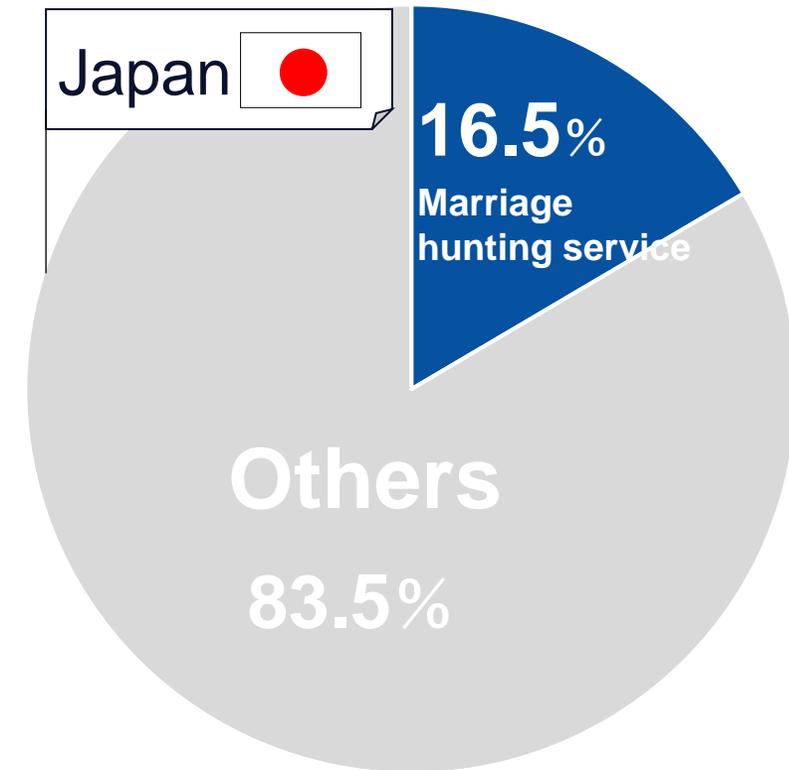
\*Source: Preliminary Report on Summary of the Results of 2015 Population Census (Population aged 15 and over by sex) (Unmarried men and women)

## 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: 20,343 people who got married between 2005 and 2013  
 Source: U.S. Bureau of Labor Statistics (2013)



\*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-Hunting Market & IBJ's Position 5: IBJ Aims to Become Top in its Niche

## Aiming to gain large market share in the niche marriage hunting industry

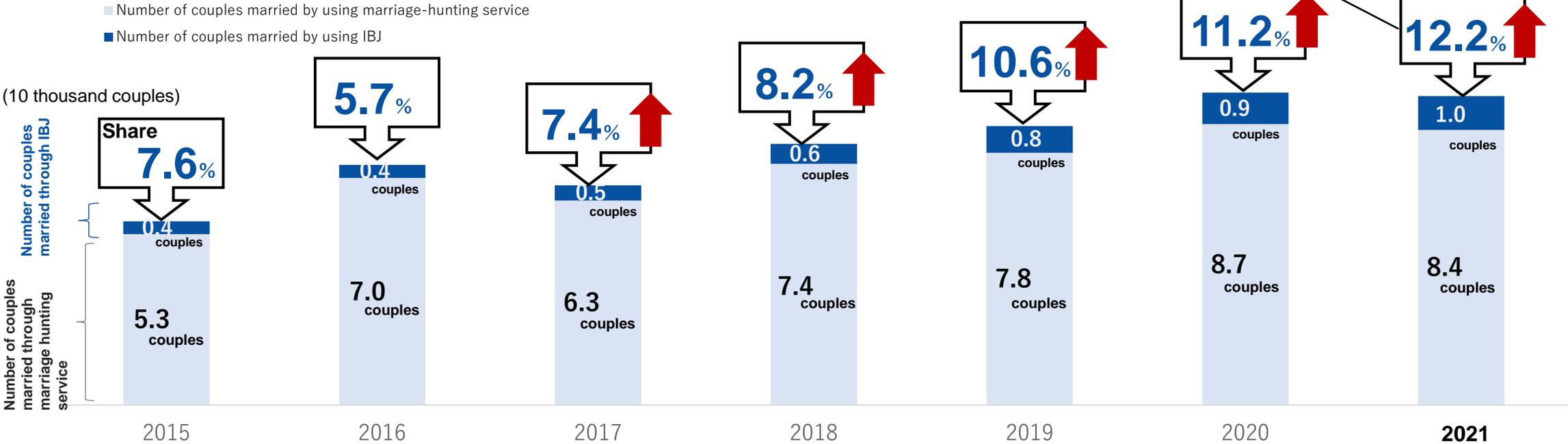
### IBJ' share in number of couples married

\*Shares of marriage hunting services and IBJ in the annual number of couples married

**Marriage-based market share 12.3%**

**10,402 couples (FY2021)**

Number of married couples  
Who used marriage hunting services **84,849 couples**



Annual number of couples married	635,000 couples	620,000 couples	606,000 couples	586,000 couples	599,000 couples	525,000 couples	514,000 couples
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\*Source: Ministry of Health, Labour and Welfare (MHLW), "Summary of 2020 Vital Statistics (Final data)" (2015 - 2020)  
 \*The number of couples married in 2021 was 514,242 according to the "2021 December Preliminary Report on Vital Statistics" published by MHLW.  
 \*Prepared based on the figure calculated by multiplying the annual number of couples married (MHLW 2020 Vital Statistics) by the rate of people using a marriage hunting service ("2020 Survey on Actual Conditions of Marriage Hunting" by Bridal Souken by Recruit)

# Balance Sheet

(Million yen)	December 31, 2021	March 31, 2022	Amount of change
<b>Current assets</b>	<b>7,440</b>	<b>7,598</b>	<b>+ 158</b>
Cash and deposits	4,361	4,442	+ 81
<b>Non-current assets</b>	<b>5,873</b>	<b>5,947</b>	<b>+ 73</b>
Tangible and intangible assets	3,399	3,436	+ 36
Investments and other assets	2,473	2,510	+ 36
<b>Total assets</b>	<b>13,314</b>	<b>13,545</b>	<b>+ 231</b>
<b>Current liabilities</b>	<b>4,363</b>	<b>4,181</b>	<b>△182</b>
<b>Non-current liabilities</b>	<b>2,327</b>	<b>2,625</b>	<b>+ 297</b>
<b>Total liabilities</b>	<b>6,691</b>	<b>6,806</b>	<b>+ 115</b>
Capital stock and capital surplus	1,502	1,502	± 0
Retained earnings	5,474	5,595	+120
Treasury shares	△999	△999	± 0
Valuation and translation adjustments	193	236	+43
<b>Non-controlling interests</b>	<b>451</b>	<b>403</b>	<b>△48</b>
<b>Total net assets</b>	<b>6,623</b>	<b>6,739</b>	<b>+115</b>
<b>Total liabilities and net assets</b>	<b>13,314</b>	<b>13,545</b>	<b>+231</b>

**TSE Prime Market: 6071**

## **IBJ, Inc.**

**12th 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 May 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.