The 3rd-Quarter of the Fiscal Year Ending December 31, 2022

Financial Report

IBJ, Inc.

TSE Prime Market: 6071

November 10, 2022

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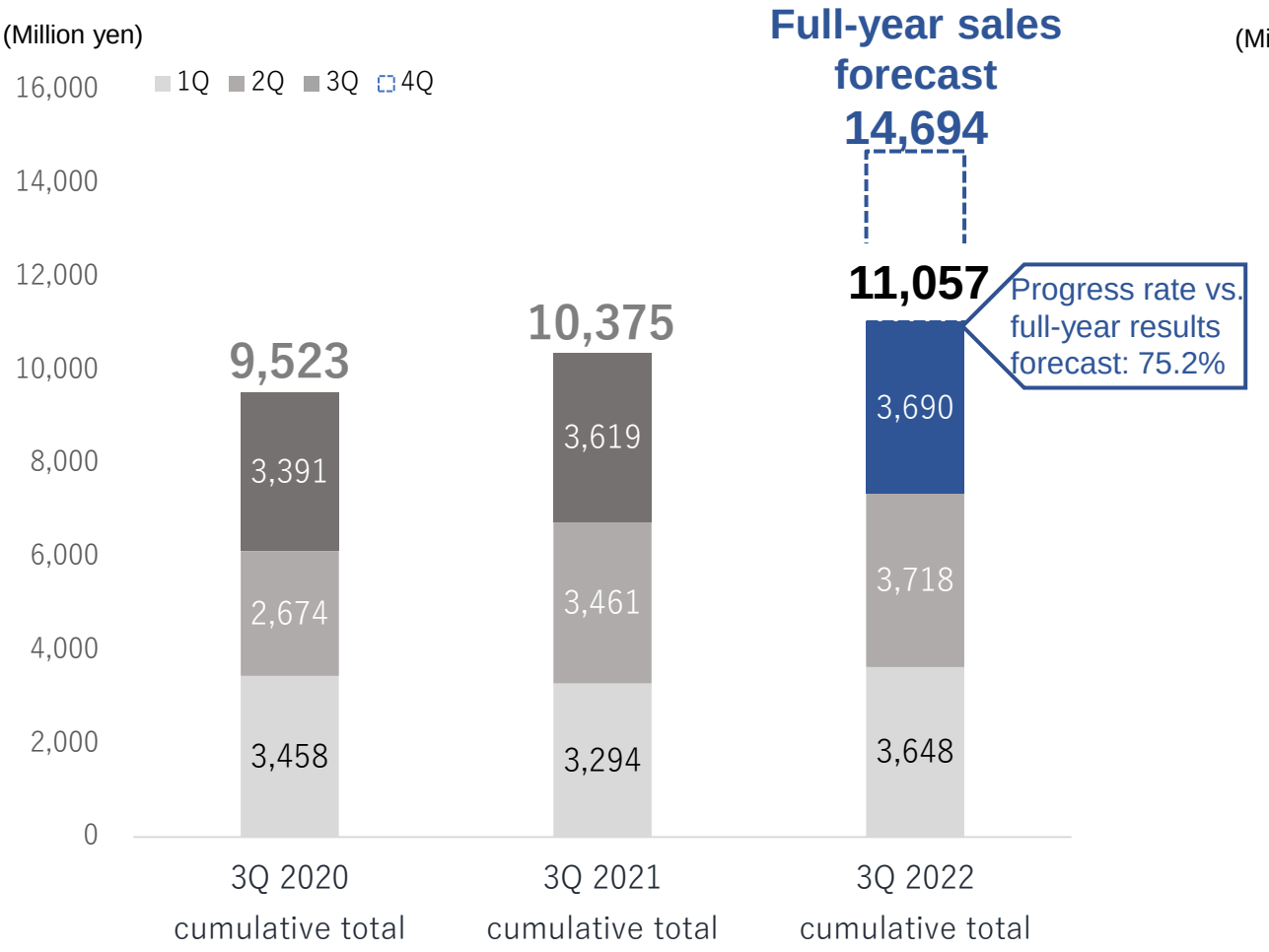
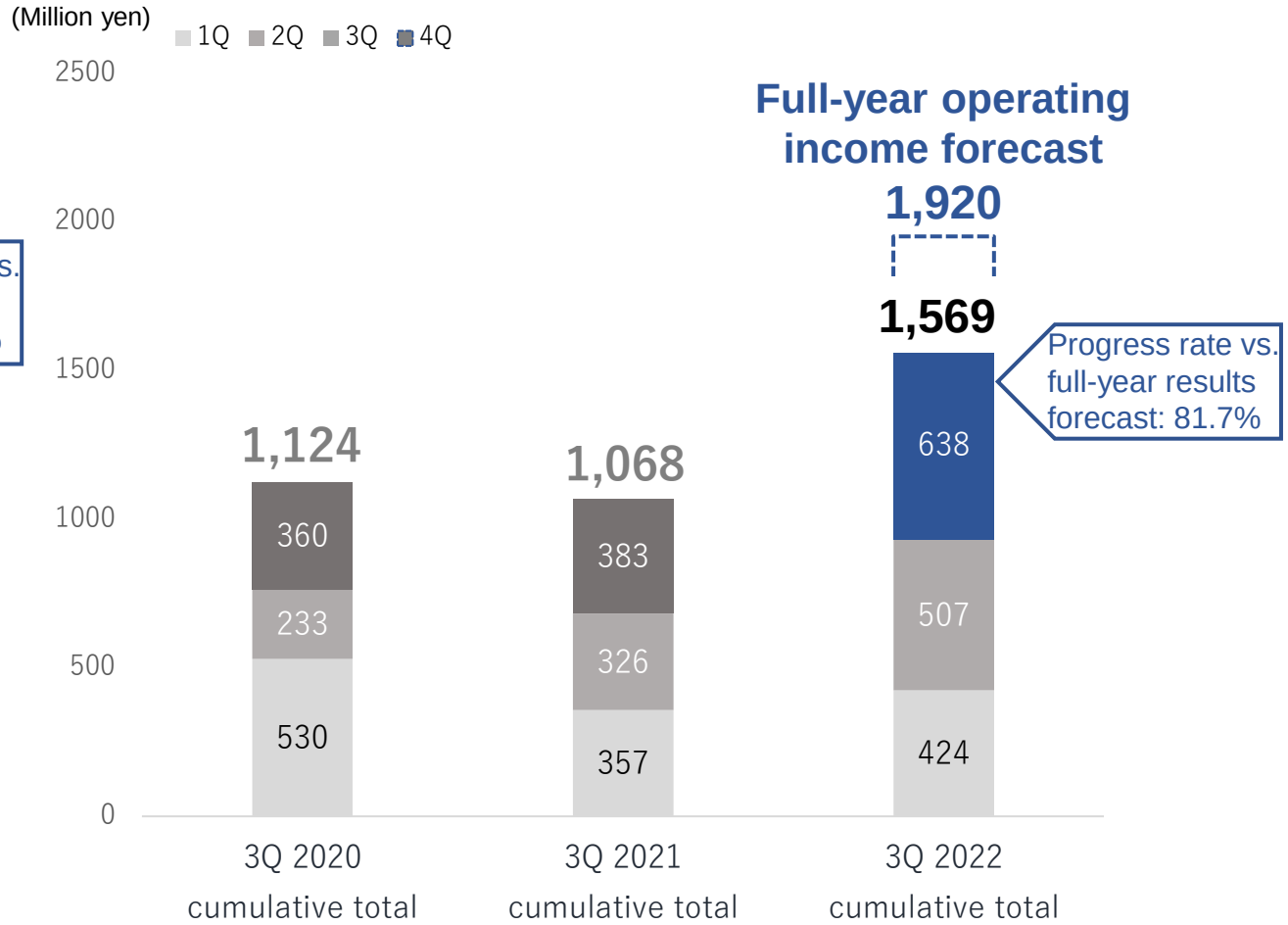
Changes in Consolidated Sales and Operating Income and Progress against the Full-Year Consolidated Results Forecast

Net sales of 11,057 million yen (progress rate: 75.2%) and operating income of 1,569 million yen (progress rate: 81.7%) made steady progress compared to the full-year consolidated results forecast.

Consolidated net sales



Consolidated operating income



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Profit and Loss Statement (P/L)

(Million yen)	2021				2022				
	1Q cumulative total	2Q cumulative total	**3Q cumulative total**	Full-year	1Q cumulative total	2Q cumulative total	**3Q cumulative total**	YoY (Amount of Change)	YoY (Rate of Change)
Net sales	3,294	6,775	**10,375**	14,081	3,648	7,366	**11,057**	+682	+6.6%
Cost of sales	104	208	**339**	496	119	243	**370**	+30	+9.1%
Gross profit	3,189	6,546	**10,035**	13,584	3,528	7,123	**10,687**	+651	+6.5%
Selling, general and administrative expenses	2,831	5,857	**8,953**	12,052	3,104	6,191	**9,117**	+164	+1.8%
Operating profit	357	684	**1,068**	1,516	424	931	**1,569**	+501	+46.9%
Total non-operating income	9	16	**35**	55	3	51	**61**	+26	+74.8%
Total non-operating expenses	36	80	**109**	144	3	4	**5**	△104	△95.2%
Ordinary profit	330	619	**993**	1,426	424	978	**1,626**	+632	+63.6%
Total extraordinary income	71	108	**172**	186	0	7	**7**	△165	△95.7%
Total extraordinary losses	47	82	**108**	199	3	11	**13**	△94	△87.2%
Profit before income taxes	354	645	**1,058**	1,413	421	975	**1,619**	+561	+53.0%
Total income taxes	99	234	**364**	257	108	278	**486**	+121	+33.2%
Profit	254	410	**693**	1,155	312	696	**1,133**	+439	+63.4%
Profit attributable to non-controlling interests	2	43	**57**	101	△48	△46	**△35**	△92	△162.4%
Profit attributable to owners of parent	252	367	**636**	1,054	361	743	**1,168**	+532	+83.0%

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Balance Sheet (B/S)

(Million yen)	2021				2022				
	1Q cumulative total	2Q cumulative total	3Q cumulative total	Full-year	1Q cumulative total	2Q cumulative total	3Q cumulative total	Amount of change	Rate of change
Current assets	8,119	7,245	7,165	7,440	7,598	7,315	7,477	+37	+0.5%
Cash and deposits	5,082	4,023	4,077	4,361	4,442	3,826	3,819	△541	△12.4%
Non-current assets	5,344	5,329	5,608	5,873	5,947	5,930	6,390	+516	+8.8%
Tangible and intangible assets	3,253	3,227	3,261	3,399	3,436	3,314	3,651	+252	+7.4%
Investments and other assets	2,090	2,101	2,346	2,473	2,510	2,616	2,738	+264	+10.7%
Total assets	13,464	12,575	12,774	13,314	13,545	13,245	13,868	+553	+4.2%
Current liabilities	6,710	4,218	4,177	4,363	4,181	3,927	4,117	△246	△5.6%
Non-current liabilities	1,122	2,549	2,425	2,327	2,625	2,180	2,086	△240	△10.4%
Total liabilities	7,832	6,767	6,602	6,691	6,806	6,107	6,203	△487	△7.3%
Capital stock and capital surplus	1,476	1,484	1,502	1,502	1,502	1,554	1,554	+52	+3.5%
Retained earnings	4,673	4,787	5,056	5,474	5,595	5,842	6,268	+794	+14.5%
Treasury shares	△1,007	△999	△999	△999	△999	△901	△901	+97	-
Valuation and translation adjustments	147	152	171	193	236	263	352	+158	+82.1%
Non-controlling interests	340	381	439	451	403	378	389	△62	△13.8%
Total net assets	5,631	5,807	6,171	6,623	6,739	7,138	7,664	+1,040	+15.7%
Total liabilities and net assets	13,464	12,575	12,774	13,314	13,545	13,245	13,868	+553	+4.2%

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Summary by Business Division

(Million yen)		2021				2022				
		1Q cumulative total	2Q cumulative total	3Q cumulative total	Full-year	1Q cumulative total	2Q cumulative total	3Q cumulative total	YoY (Amount of change)	YoY (Rate of change)
Affiliate Business	Net sales	525	1,039	1,520	2,010	560	1,280	2,051	+530	+34.9%
	L Agency Opening Support Business	270	528	735	951	258	667	1,104	+368	+50.2%
	L Affiliate Business	254	510	785	1,058	302	613	946	+161	+20.6%
	Divisional profit	349	680	968	1,259	323	776	1,261	+293	+30.3%
	L Agency Opening Support Business	175	338	445	559	116	350	593	+148	+33.3%
	L Affiliate Business	174	342	522	699	206	426	667	+144	+27.7%
Directly-Managed Lounge Business	Net sales	1,557	3,259	5,002	6,818	1,907	3,902	5,908	+905	+18.1%
	Divisional profit	278	628	986	1,425	463	944	1,435	+449	+45.5%
Matching Business *Diverse excluded from scope of consolidation from May 1, 2022	Net sales	920	1,879	2,885	3,909	861	1,540	2,080	△805	△27.9%
	L Party Business	233	525	823	1,185	268	616	959	+136	+16.6%
	L App Business	686	1,354	2,062	2,723	593	924	1,120	△942	△45.7%
	Divisional profit	89	138	233	330	49	131	197	△35	△15.1%
	L Party Business	△25	△36	△33	23	8	39	54	+87	-
	L App Business	115	174	266	306	41	92	143	△123	△46.2%
Life Design Business	Net sales	290	577	965	1,343	317	642	1,018	+52	+5.5%
	Divisional profit	21	11	66	92	47	73	142	+76	+115.3%

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

*In accordance with the "Notice of Partial Correction Regarding '(Correction) Consolidated Quarterly Financial Results for the First Six Months Ended June 30, 2022 (Under Japanese GAAP)'" disclosed on November 10, the above figures for the Directly-Managed Lounge Business for 2Q cumulative total in FY2022 have been partially corrected.

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KPIs by Business Division

(by period)		2021					2022				
		1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	YoY (Change)	YoY (Rate of change)
Affiliate Business	Number of new business openings	176	164	154	220	714	260	277	286	+132	+85.7%
	Number of interviews	834	849	802	722	3,207	1,180	1,377	1,454	+652	+81.3%
	Number of affiliates (operating only)*	2,732	2,832	2,895	3,039	-	3,181	3,362	3,530	+635	+21.9%
	[Number of registered members of the Japan Marriage Counseling Federation] Number of registered members*	68,707	71,546	73,466	75,191	-	76,896	79,277	81,276	+7,810	+10.6%
	[Number of registered members of the Japan Marriage Counseling Federation] Number of Monthly Arranged Marriage Meetings*	43,344	44,154	46,135	46,286	-	50,812	52,458	55,862	+9,727	+21.1%
Directly-Managed Lounge Business	Number of newly joined members (total of three brands)	3,746	4,349	4,441	4,315	16,851	4,500	5,070	4,793	+352	+7.9%
	Number of registered members (total of three brands)*	29,938	30,533	31,241	31,380	-	31,556	32,440	32,887	+1,646	+5.3%
	Number of Monthly Arranged Marriage Meetings(total of three brands)*	16,090	16,668	17,905	18,694	-	20,085	21,775	23,677	+5,772	+32.2%
Matching Business	Number of party participants	91,386	111,108	116,475	136,818	455,787	96,039	125,677	123,160	+6,685	+5.7%
	Number of parties held	8,883	9,280	10,361	11,772	40,296	8,654	11,033	10,905	+544	+5.3%
	Number of matches (Matching app)	180,239	177,121	179,454	182,808	719,622	194,347	193,342	185,881	+6,427	+3.6%

*Number of registered members and number of monthly arranged marriage Meetings of the Japan Marriage Counseling Federation and number of registered members number of monthly arranged marriage Meetings of the Directly-Managed Lounge Business (total of three brands) are as of the end of each quarter.

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IBJ APPENDIX

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

IBJ Group network of the largest scale in the industry
(87,000 arranged marriage meeting members)
*As of December 31, 2021

【Affiliate Business】
3,530 affiliates
*As of September 30, 2022

【 Directly-Managed Lounge Business 】
IBJ Members, Sunmarie, ZWEI
(74 stores nationwide)
*As of September 30, 2022

Upselling

【Matching Business】
179,000 matching members
Potential members for arranged marriage meetings
*As of December 31, 2021

Number of couples married per year
10,402 couples
***Actual results in 2021**

【Life Design Business】

Insurance
Real estate
Rings
Wedding
Hobby and community

*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
*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, youbride and YCC

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IBJ's Strength: "System X Talents"

In addition to Marriage DX, hands on human support differentiates quality

System × **Talents**

A platform driving DX of the marriage-hunting industry

- **Integrated management of members' marriage hunting activities**
- **High accuracy of matching based on analysis using AI**
- **Database holding the largest number of members in Japan**

Making full use of IBJ's marriage method for thorough and trustworthy marriage support

- **Support 1**
  Planning for marriage hunting
  (Marriage-hunting plan)
- **Support 2**
  Supporting arranged marriage meetings
  (From a meeting to a relationship)
- **Support 3**
  Supporting relationships
  (From a relationship to marriage)

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Earnings Structure and Three Advantages of Affiliate Business

Earnings structure

*Joining fee of 1,900,000 yen for companies with less than 30 employees as a small company.

One-time-fee revenue = **Joining fees (1,600,000 yen for individuals, 3,200,000 yen for companies*) × Number of new business openings**

→ Target for 2022 is an average of 100 new business openings per month

+

Recurring revenue = **Fee for use of the system × Number of affiliates**

→ It is expected that the unit price will increase due to the improvement of service quality.

Advantages

1

Network of the largest scale in the industry

Number of members for arranged marriage meetings

81,000 people

*Number of registered members of the Japan Marriage Counseling Federation (As of September 30, 2022)

2

High matching rate

Number of arranged marriage meetings

55,000 meetings per month

* Number of monthly arranged marriage Meetings of the Japan Marriage Counseling Federation (As of September 30, 2022)

3

Support system for affiliates

Number of affiliates

3,530 companies

*As of September 30, 2022

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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 = **Monthly membership fee × Number of members**

Roles of three brands

IBJ Members

IBJメンバーズ by IBJ

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)

zwei

50 stores nationwide help expand local membership.

IBJ Arranged Marriage Meeting System

(Send customers to and connect systems with each other within the Group)

Sunmarie

サンマリエ

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

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IBJ Major Earnings Models

Affiliate Business

■Joining fees (1.60 million yen for individuals, 3.20 million yen for companies)
■Monthly membership fee for IBJ Network: 15,000 yen
■Registration fee: 2,000 yen/new member ■Activity cost: 500 yen /member

*Joining fee of 1.90 million yen for small companies (with less than 30 employees)

Directly-Managed Lounge Business

■Initial costs (Registration fee, Activity support fee): 94,000-364,000 yen/ new member
■Monthly membership fee: 14,000-16,000 yen/member
■Fee for marriage: 200,000 yen

Matching Business

Matching App
■Monthly fee: 2,000-5,380 yen
Marriage Hunting Party
■Party participation fee: Average 3,020 yen

Earnings model of affiliates

*Pricing varies with each affiliate.

■Initial costs (Registration fee, Activity support fee): 100,000 yen/new member
■Monthly membership fee: 10,000 yen/member
■Fee for marriage: 200,000 yen

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Formulating primary KPIs and secondary KPIs that serve as leading indicators toward solving the issues of depopulation and declining birthrates in Japan

Roadmap of primary KPIs and secondary KPIs

	2021 actual results	2024 forecast	2027 forecast
Primary KPI Number of couples married	10,402couples	15,000couples	25,000couples
Primary KPI Number of affiliates	3,039companies	5,000companies	10,000companies
Secondary KPI Number of arranges marriage meeting members*1	87,000people	132,000people	200,000people
Secondary KPI Number of matching members*2	179,000people	195,000people	250,000people

*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/YCC) as of the end of the fiscal year (YYC excluded from 2022 onward)

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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

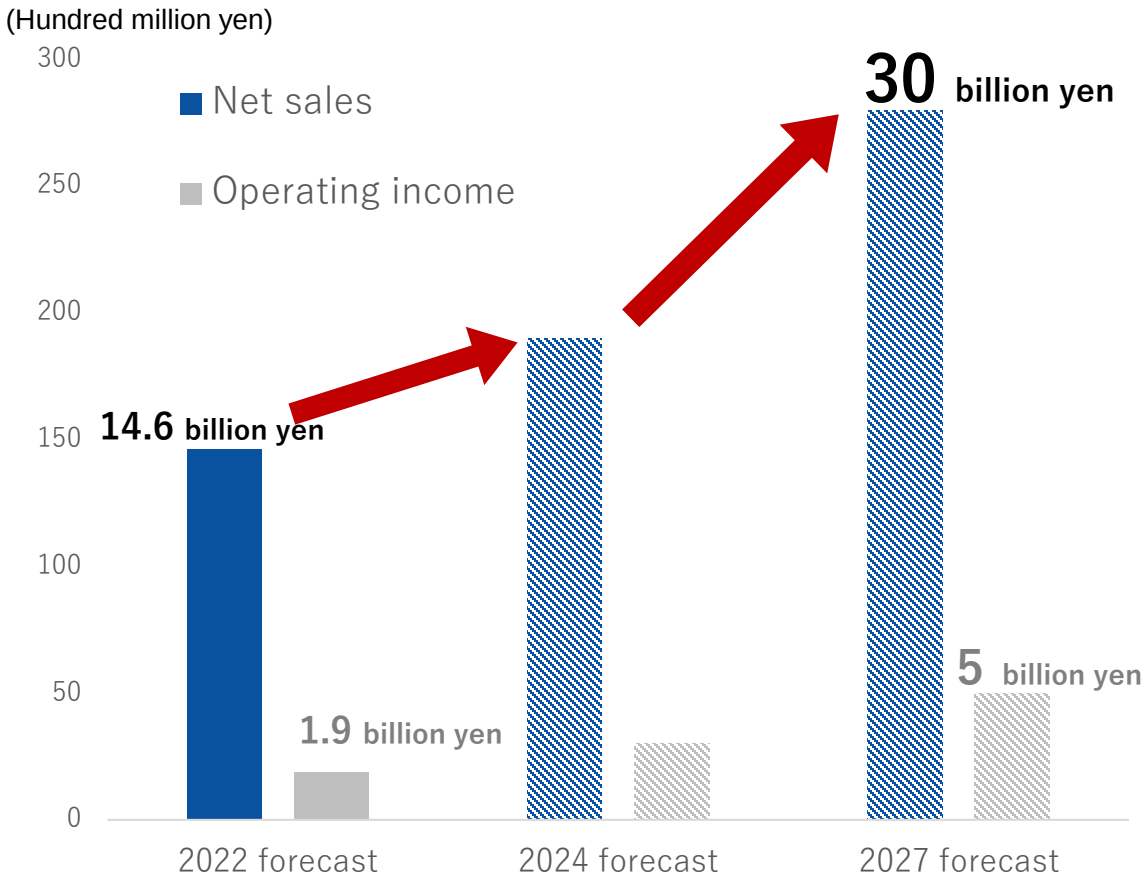
Strategy 3 **Expand support for affiliates**

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



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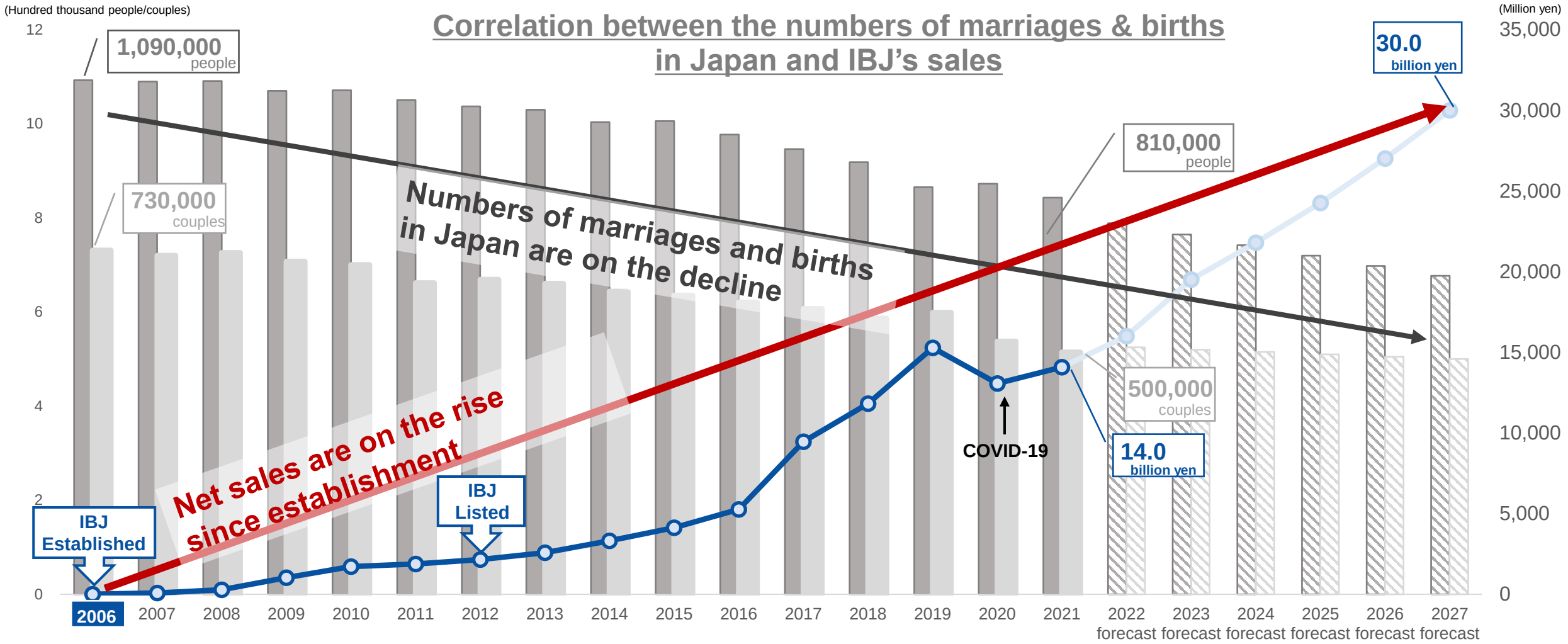
IBJ's performance is on the rise while the numbers of marriages and births in Japan are declining



*Source: Prepared based on "Summary of 2020 Vital Statistics (final data)" (1947-2020) and "Annual number of couples married in December 2021 (Monthly Report on Vital Statistics – Annual Total [approximate figures])" published by the Ministry of Health, Labour and Welfare (MHLW)

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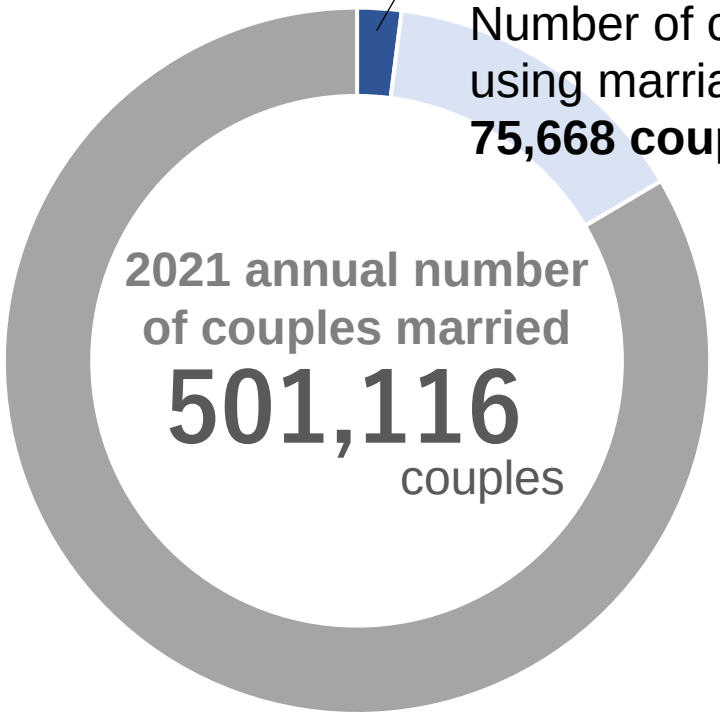
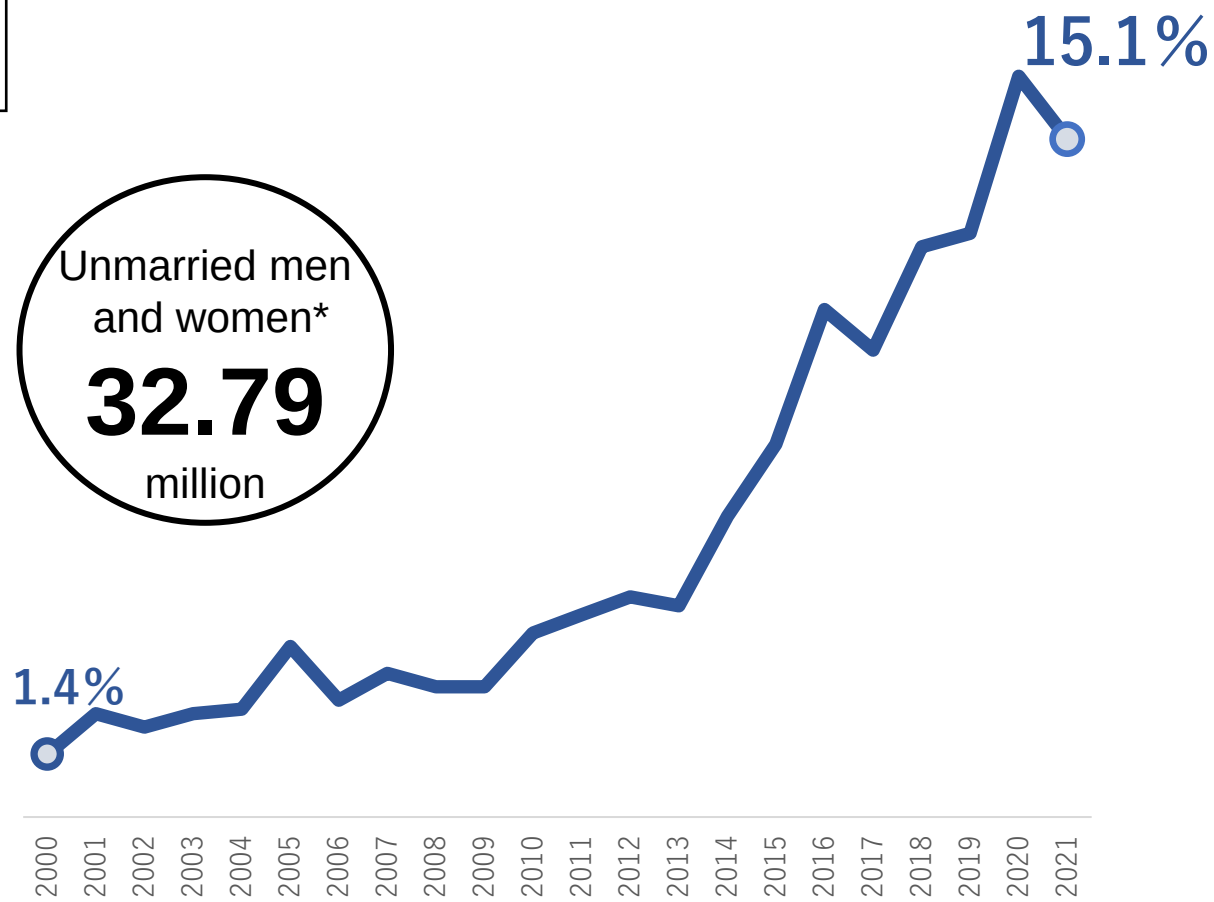
Marriage-Based Industry Share

Marriage-based market share 13.7%

IBJ **10,402** couples (2021)



Rate of people married through marriage-hunting service



Potential market scale is expanding

*Referenced "The 2020 Population Census," Statistics Bureau, Ministry of Internal Affairs and Communications, actual annual number of couples married in Japan in 2021: 501,116 couples, Ministry of Health, Labour and Welfare, "December 2021 (Summary of Monthly Report on Vital Statistics –Annual Total [approximate figures])
*Prepared based on the figure calculated from the ratio of the annual number of couples married in December 2021 (Monthly Report on Vital Statistics –Annual Total [approximate figures]) to the rate of people using a marriage hunting service ("2022 Survey on Actual Conditions of Marriage Hunting" by Bridal Souken by Recruit)

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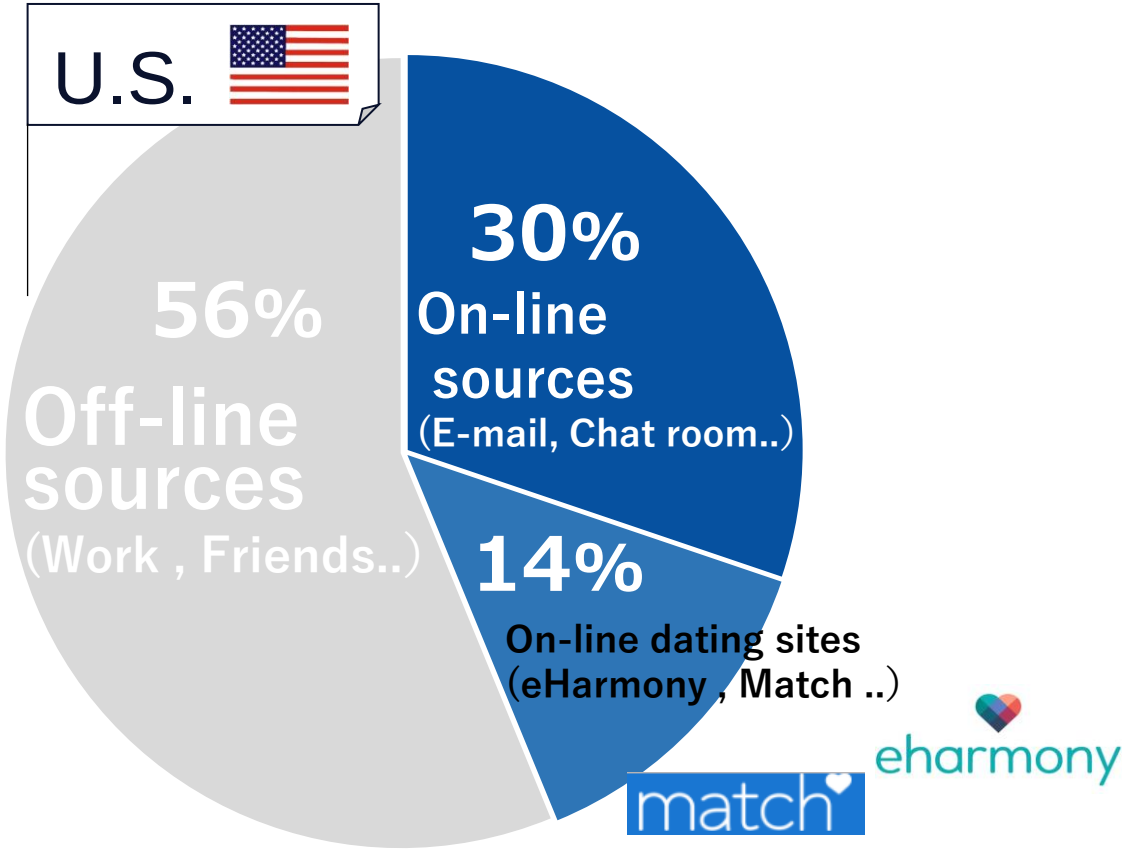
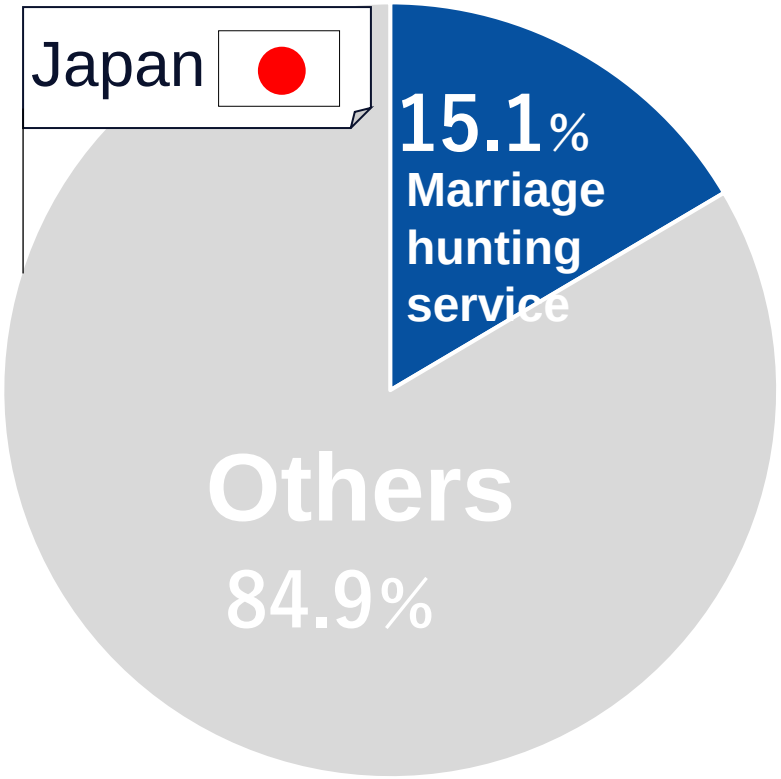
The size of Japan's marriage hunting market vs U.S.

Japan' Potential for Market Growth Is about 2.9 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: 2022 Survey on Actual Conditions of Marriage Hunting (Bridal Souken by Recruit)

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The 3rd-Quarter of the Fiscal Year Ending December 31, 2022

TOPICS

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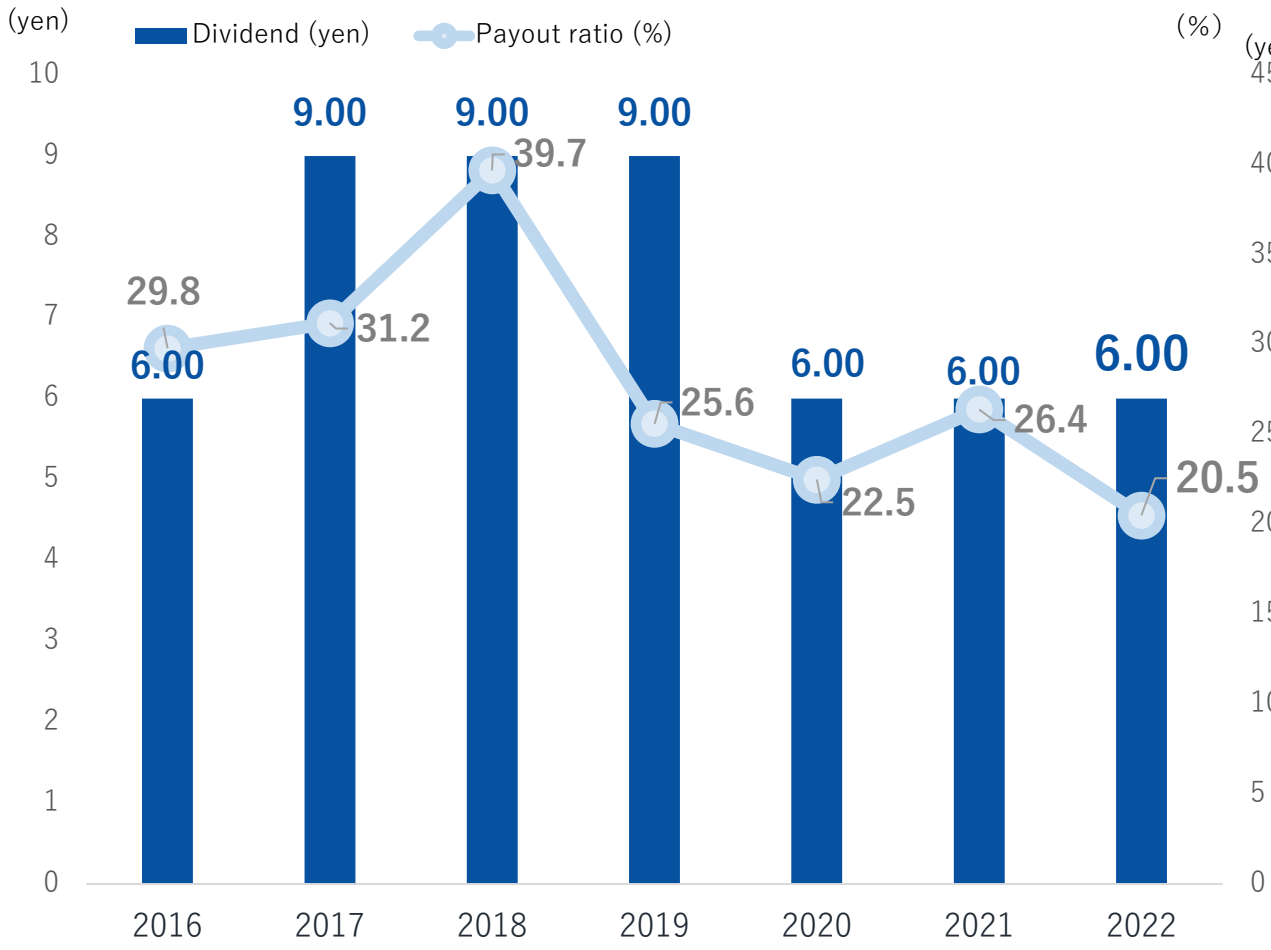
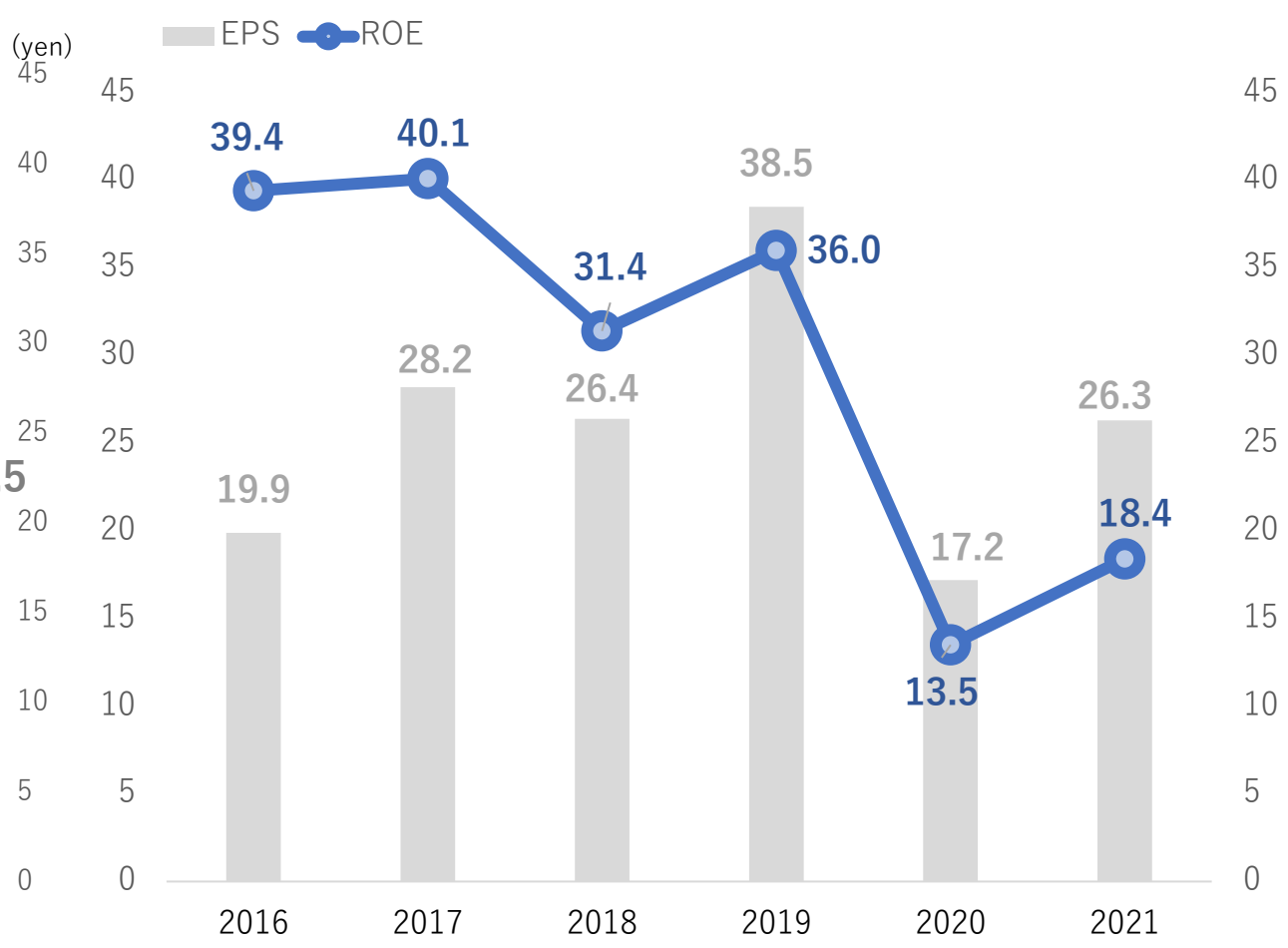
Maintain stable shareholder returns with a strong financial base while investing for growth

Change in dividend and payout ratio



Change in ROE & EPS



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Expanding Shareholder Benefit Plan

Added benefits other than marriage hunting services to the existing year-end shareholder benefit plan in order to encourage more shareholders to use benefit coupons.

Plan to distribute premium discount tickets (valid for one year) from partner companies to IBJ's shareholders who are our stakeholders

Opening of marriage consulting agency

【 Japan Marriage Counseling Federation】
One discount ticket for 100,000 yen off joining fee (for individuals)

Photo studios

【Decollte Corporation】
Two discount tickets for photo service
・5,000 yen discount for anniversary photos
・10,000 yen discount for wedding photos

【Selfit】
One discount ticket for photo service
(1,000 yen discount)

Beauty salon

【NEW ART Health & Beauty Co., Ltd.】
Custom-made diet course
(available for men and women)
One ticket for a 3,000 yen spa experience
(equivalent to the regular price of 30,000 yen)
*Offer for signing up on the same day as the trial:
20% discount ticket for purchase price

Restaurants

【Gyro Holdings】
One discount ticket for restaurant service
(20% discount ticket)

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Leading Matching App Members to Marriage Consulting Business

"with," a major matchmaking company, and ZWEI signed a business alliance agreement, which is expected to further expand membership base for arranged marriage meetings in the future

Major matching app

with **No.1** satisfaction in date-hunting /marriage-hunting app*

*2021 ORICON Customer Satisfaction®Research

Directly-Managed Lounge Business

ZWEI

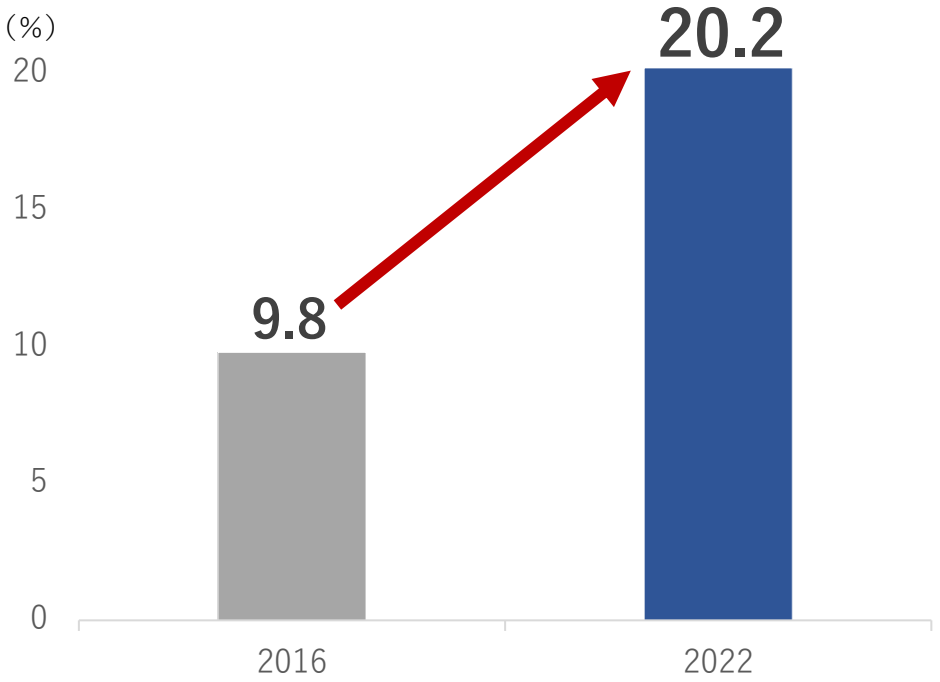
Long-established marriage consulting agency with 50 stores nationwide, with 38 years of history

Affiliate Business

Japan Marriage Consulting Federation Affiliates 3,350 companies

＊As of September 30, 2022

For singles without a boyfriend/girlfriend who intend to date or get married
Percentage of those who have used online marriage-hunting services



*Percentage of those who have used online marriage-hunting services: Prepared based on "2019 & 2022 Survey on Actual Conditions of Marriage Hunting" by Bridal Souken by Recruit

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TSE Prime Market: 6071

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IBJ

人と人をつなぐのは、人だと思う。

An Interpersonal encounter is arranged only by a human.

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