



TSE 1st Section: 6071

**The 3rd-Quarter of the
Fiscal Year Ending
December 31, 2021**

Financial Report

November 12, 2021



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3Q 2021 Consolidated Results Highlights

Personnel and advertising investments increased ahead of market recovery

(Million yen)	3Q 2020 Actual results (A)	3Q 2021 Actual results (B)	Amount of change (B) – (A)	Percentage change (B)/(A)
Net sales	9,523	10,375	+851	+8.9%
Operating income	1,124	1,068	▲56	▲5.0%
Ordinary income	1,052	993	▲58	▲5.5%
Profit attributable to owners of parent	346	636	+290	+83.8%

**The Affiliate and Directly Managed Lounge businesses
successfully increased stock revenues**

Comparison with Extraordinary Losses Deducted(3Q 2020 and 3Q 2021, Cumulative)

Comparing under the same conditions, sales and profit increased YoY

(Million yen)	3Q 2020 with extraordinary losses deducted(A)	3Q 2021 with extraordinary losses deducted(B)	Amount of change (B) – (A)	Percentage change (B)/(A)
Net sales	9,523	10,375	+851	+8.9%
Operating income	Extraordinary loss: -144 980	Extraordinary loss: -60 1,008	+27	+2.8%
Ordinary income	Extraordinary loss: -144 907	Extraordinary loss: -60 933	+25	+2.9%
Profit attributable to owners of parent	346	636	+290	+83.8%

In the previous fiscal year, 144 million yen of SG&A expenses was recorded as an extraordinary loss due to the impact of COVID-19. Restoring this portion of extraordinary losses into SG&A expenses, profit increased slightly YoY.

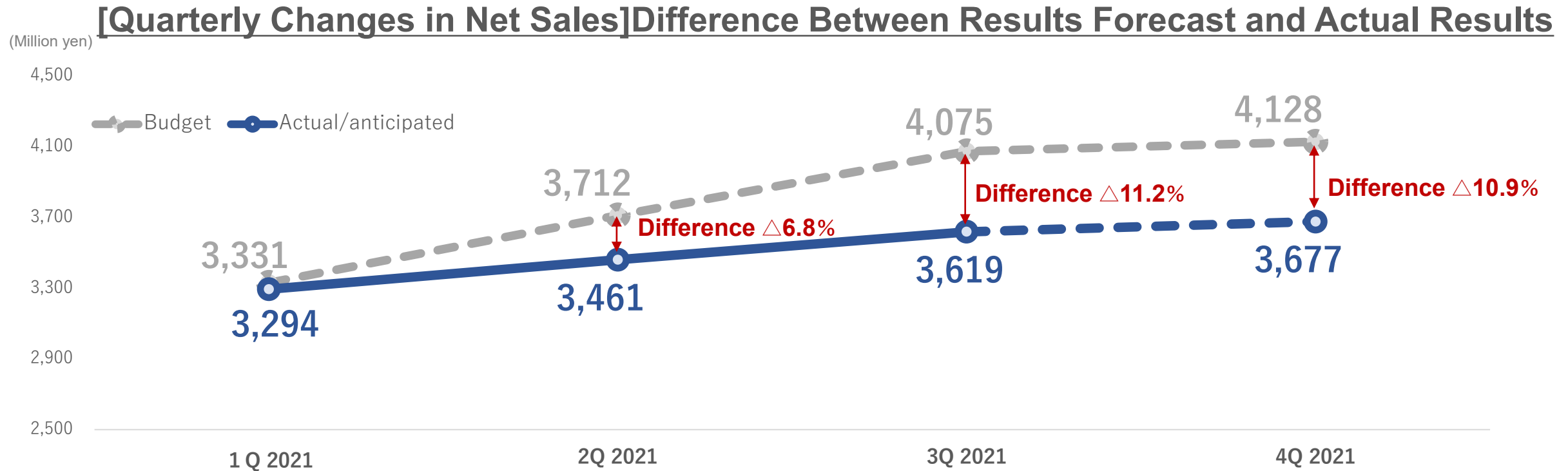
Revision to Consolidated Results Forecast

Full-year 2021 consolidated results forecast revised down

(Million yen)	Full-year 2020 Actual results	Full-year 2021 Previous forecast (A)	Full-year 2021 Revised forecast (B)	Amount of change (B) – (A)	Percentage change (B)/(A)
Net sales	13,072	15,248	14,052	▲1,195	▲7.8%
Operating income	1,620	2,074	1,473	▲600	▲28.9%
Ordinary income	1,518	1,966	1,367	▲599	▲30.5%
Profit attributable to owners of parent	686	1,134	814	▲319	▲28.2%

Expectations Under Initial Consolidated Results Forecast

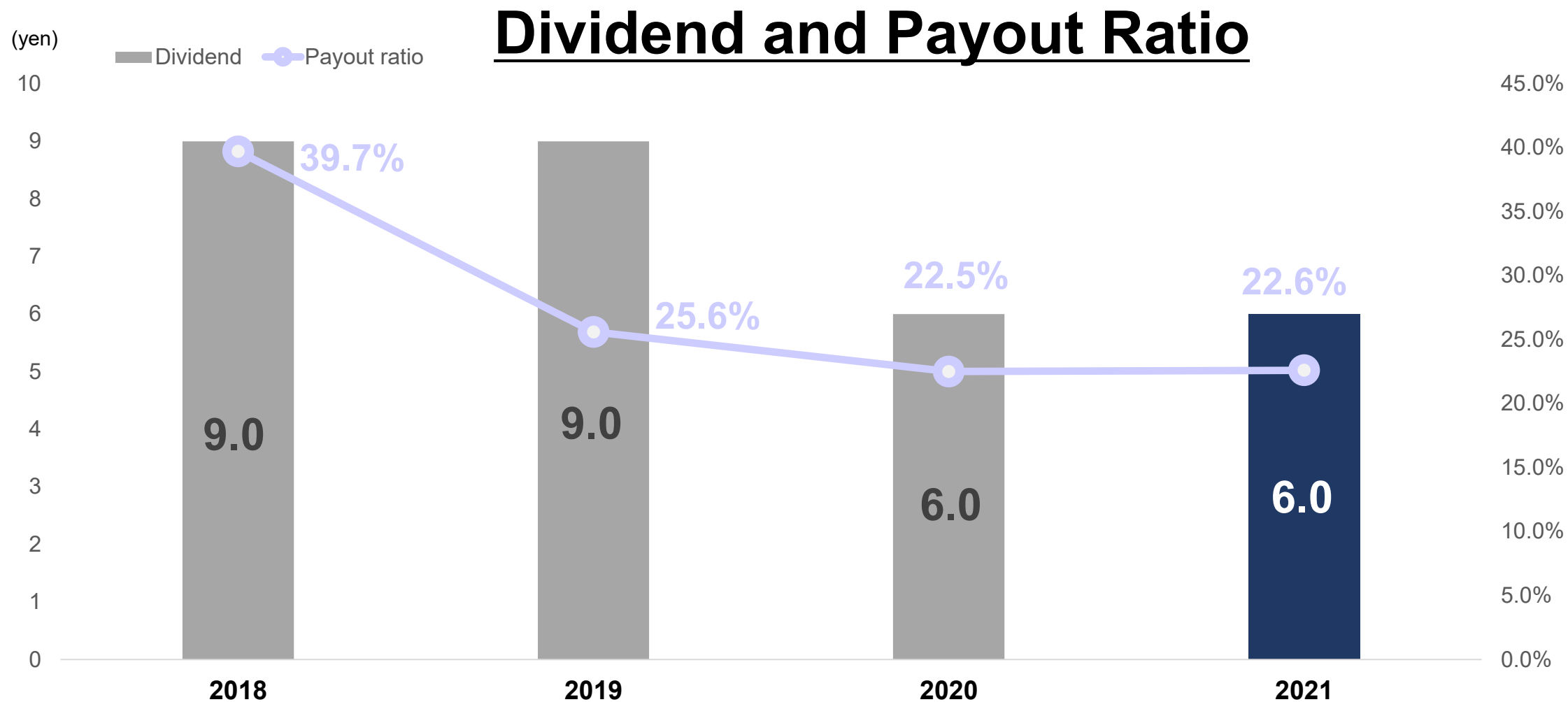
Business recovery delayed from the declaration of state of emergency being extended and spread of COVID-19



**Initial expectations were that COVID-19 would be contained in 2Q.
However, COVID-19 continued to spread in 3Q onward and
the difference with actual results increased**

Dividends from Surplus (Year-end)

Maintain a dividend of 6.00 yen, the same amount as the previous year



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Summary by Business Division

Net sales

* Divisional profit (EBITDA) = Operating income + Depreciation + Amortization of goodwill

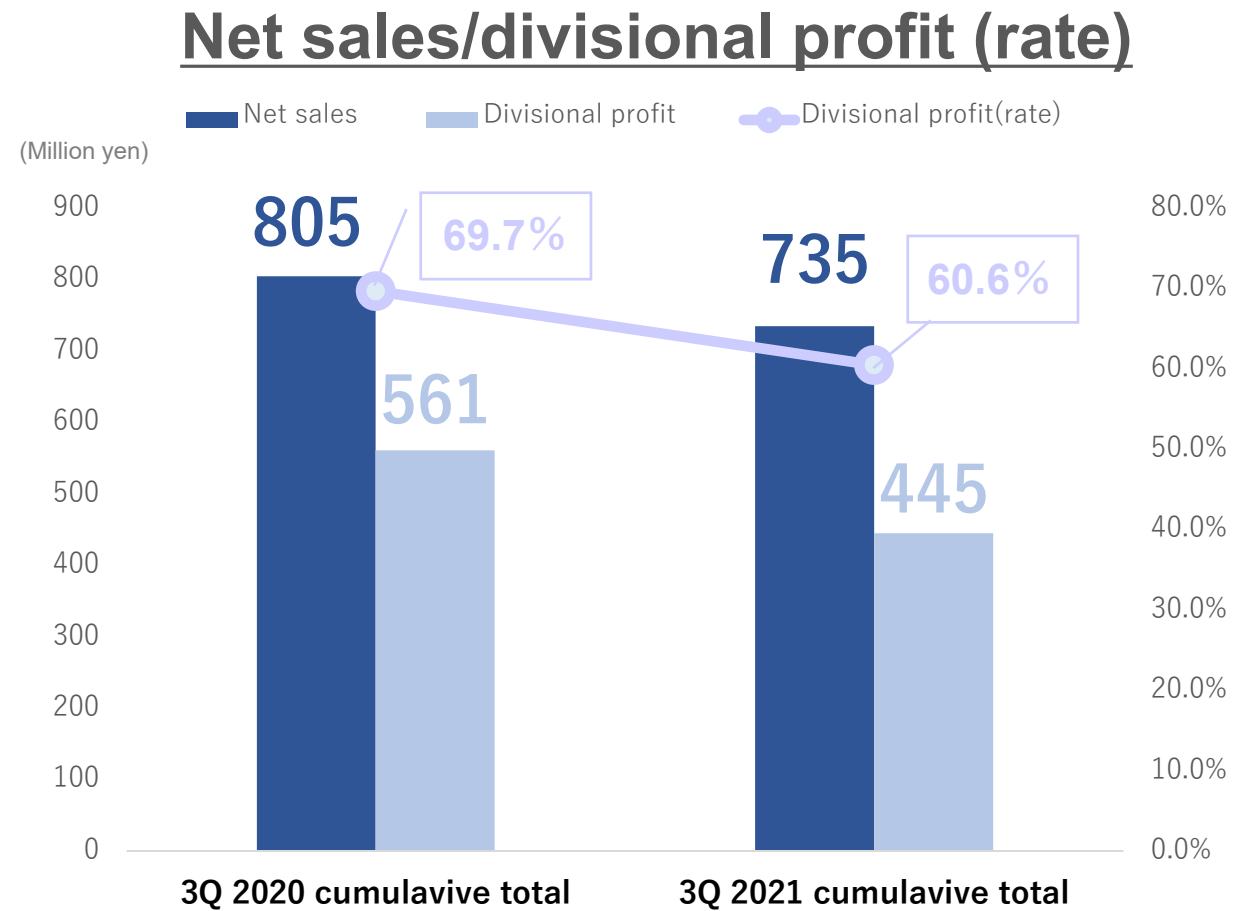
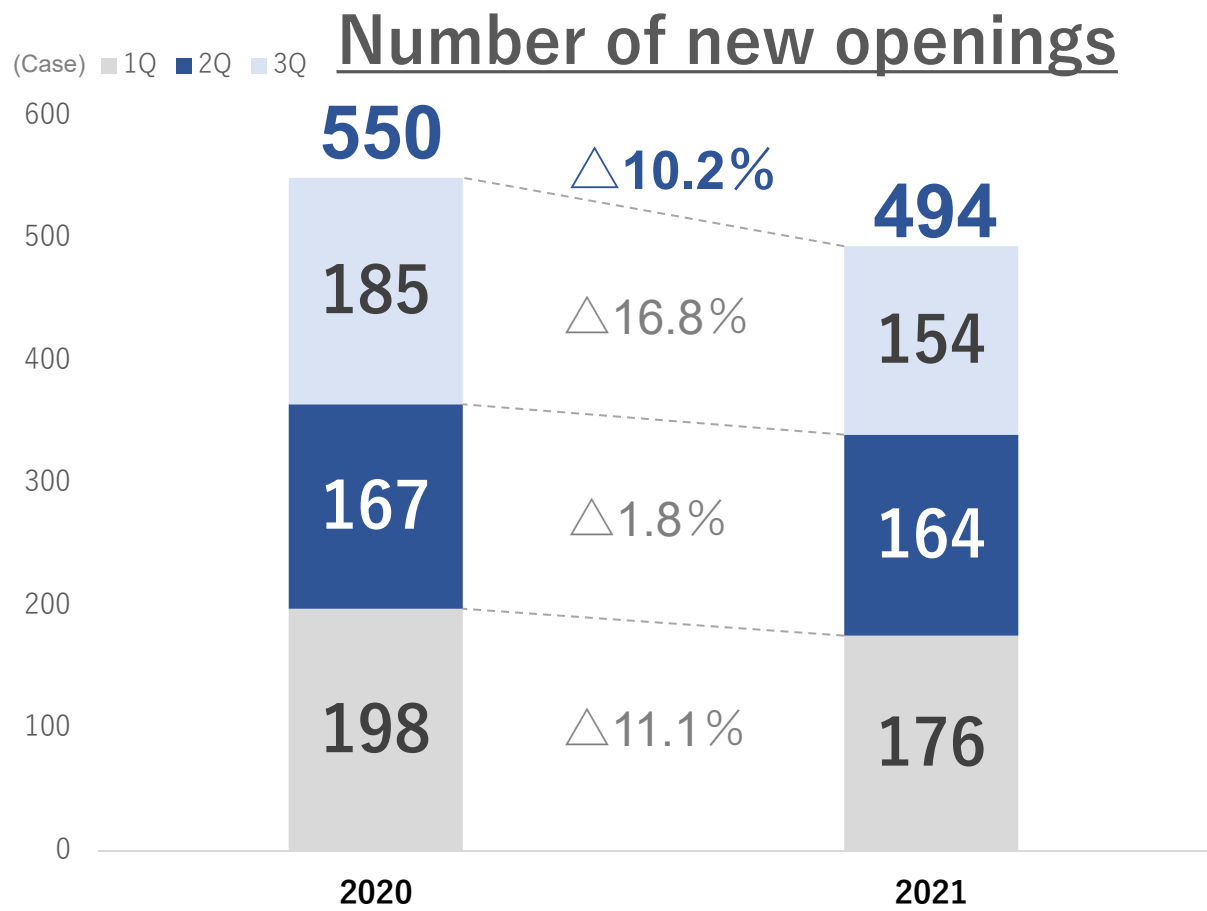
	Agency opening support	Affiliate	Directly managed lounge	Party	Apps	Life design
3Q 2020 cumulative total	805	648	3,332	945	2,246	1,545
3Q 2021 cumulative total	735	785	5,002	823	2,062	965
Percentage change	△8.7%	+21.0%	+50.1%	△12.9%	△8.2%	△37.5%

Divisional profit

	Agency opening support	Affiliate	Directly managed lounge	Party	Apps	Life design
3Q 2020 cumulative total	561	423	708	104	398	△1
3Q 2021 cumulative total	445	522	986	△33	266	79
Percentage change	△20.7%	+23.4%	+39.3%	—	△33.2%	—

Agency Opening Support Business

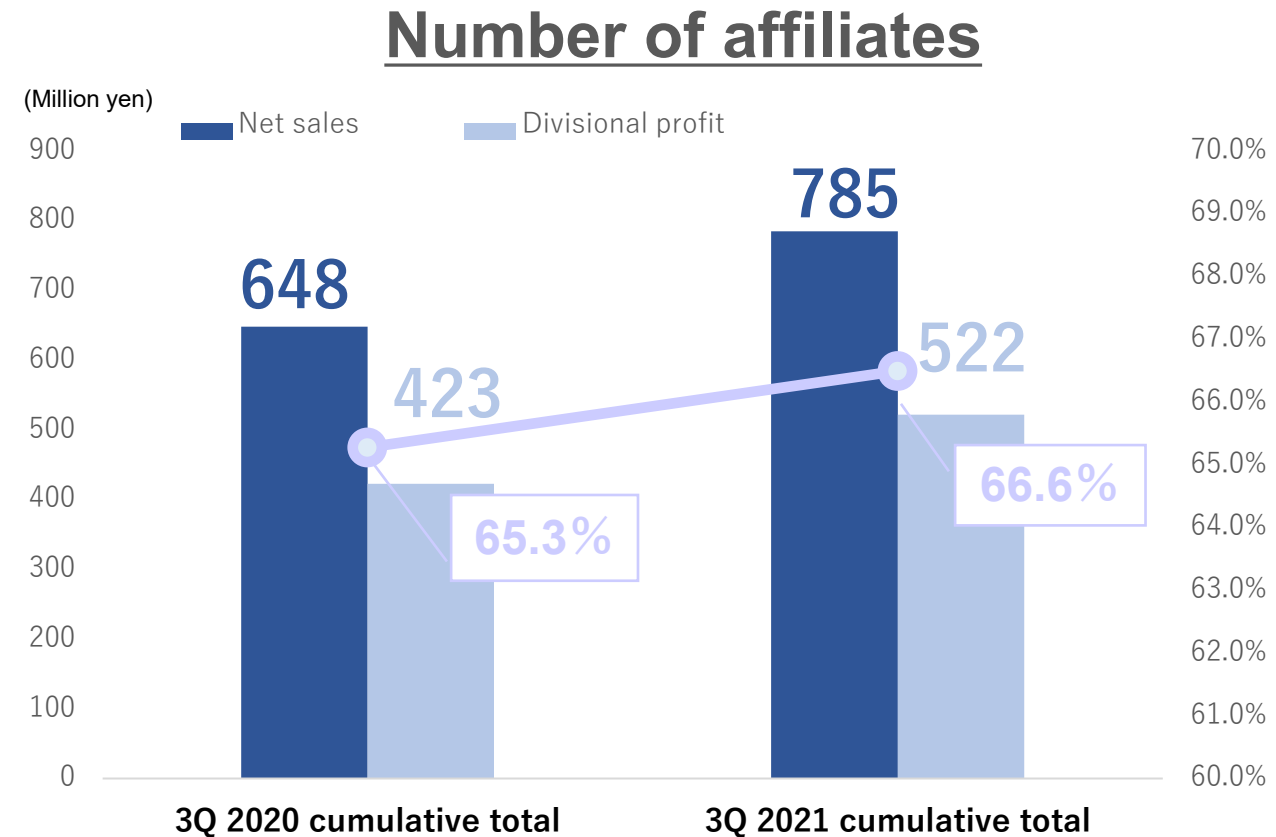
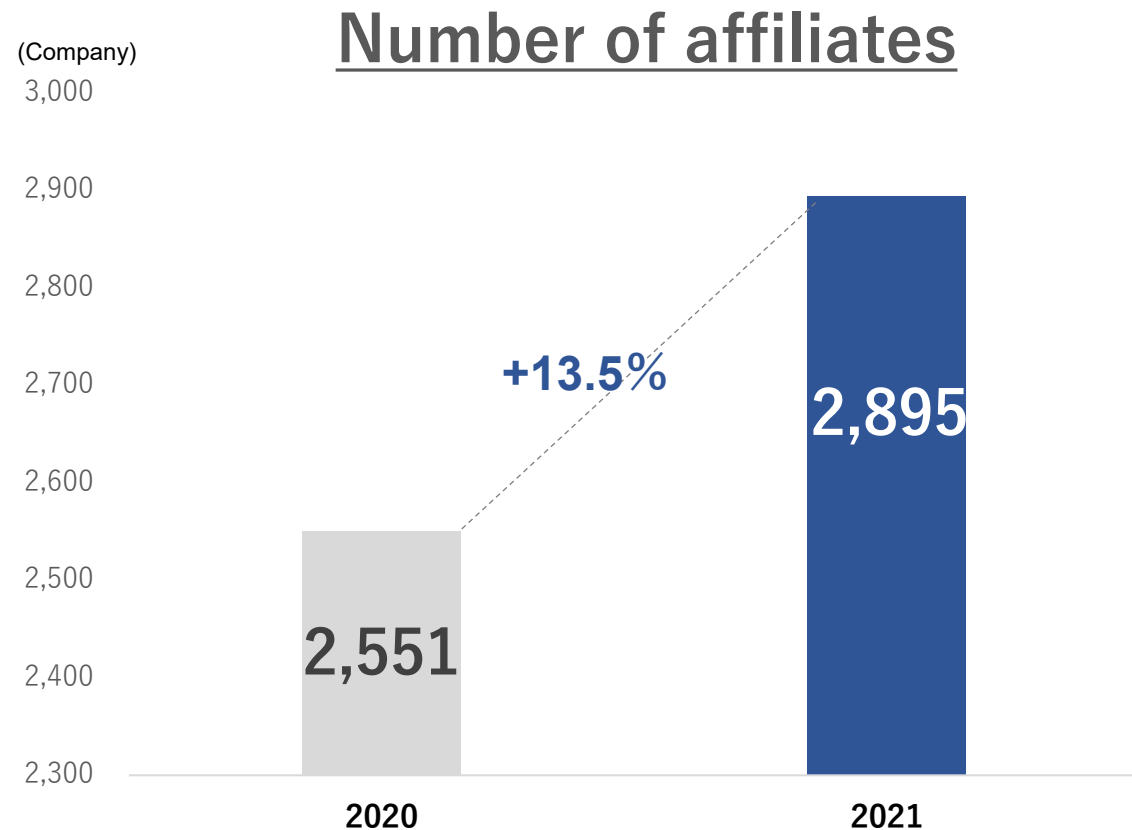
Hindered by the joining fee,
the contract rate declined amid the COVID-19 crisis



Aim to increase the number of new openings by introducing a new joining fee structure for the next fiscal year

Affiliate Business

The number of affiliates is at 2,895 companies, making progress toward the target of 3,000 companies by the end of the year

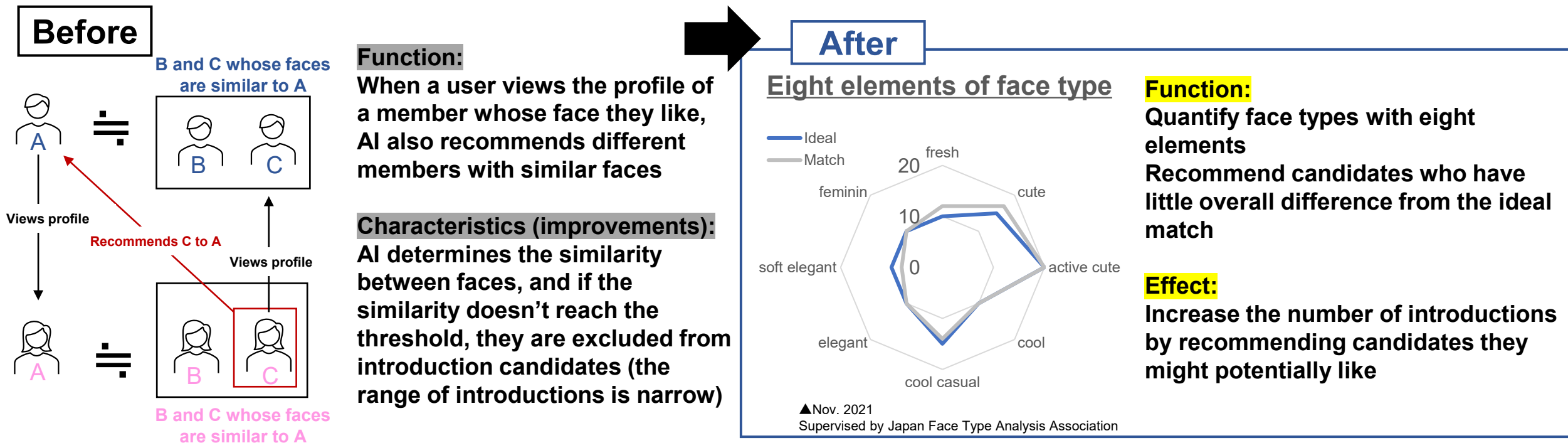


Fully revamp the AI Looks function in IBJ arranged-marriage meeting system in an aim to increase matching precision and number of arranged-marriage meetings

Revamped the AI function in IBJ arranged-marriage meeting system

Increase the number of people introduced and improve matching precision

Revamped the introduction algorithm on November 16 to facilitate the use of AI functions



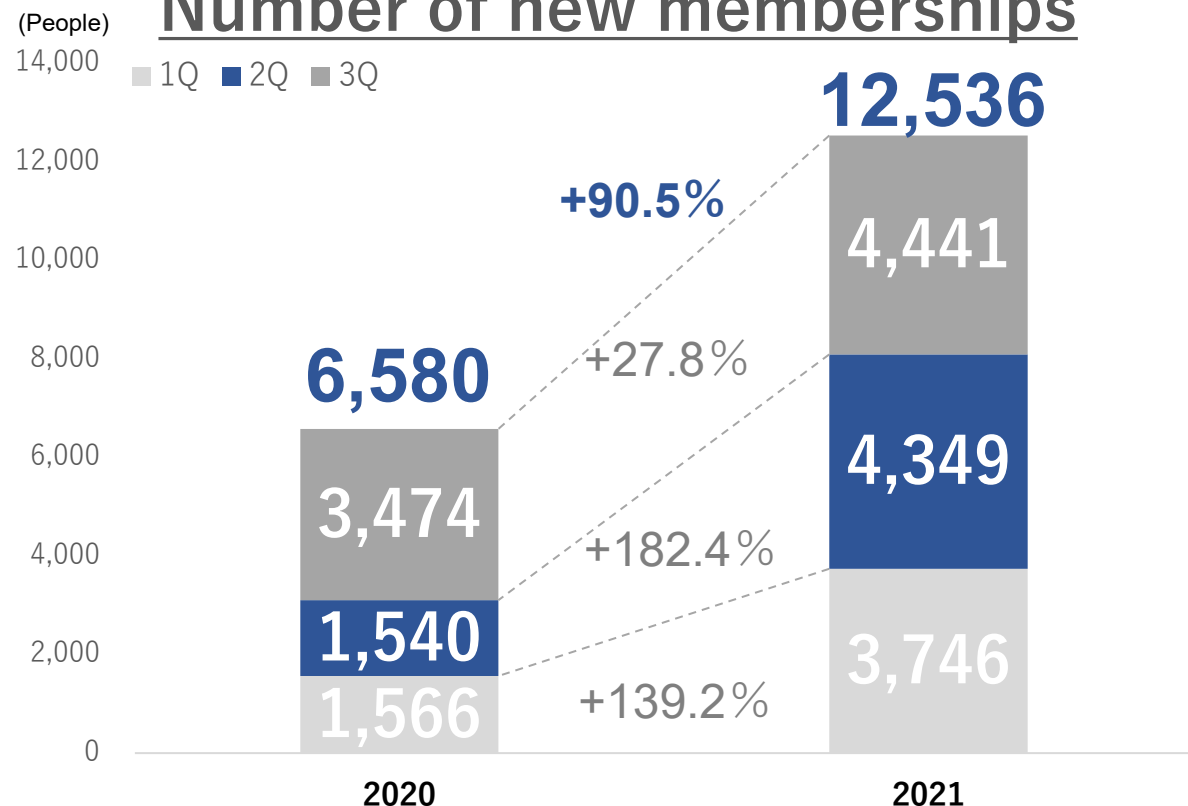
The revamp is expected to increase the number of marriages through increases in the number of candidates introduced and the number of arranged-marriage meetings

A revamp of the AI History function (deep learning for marriage hunting activities) is also scheduled for next spring

Directly Managed Lounge Business

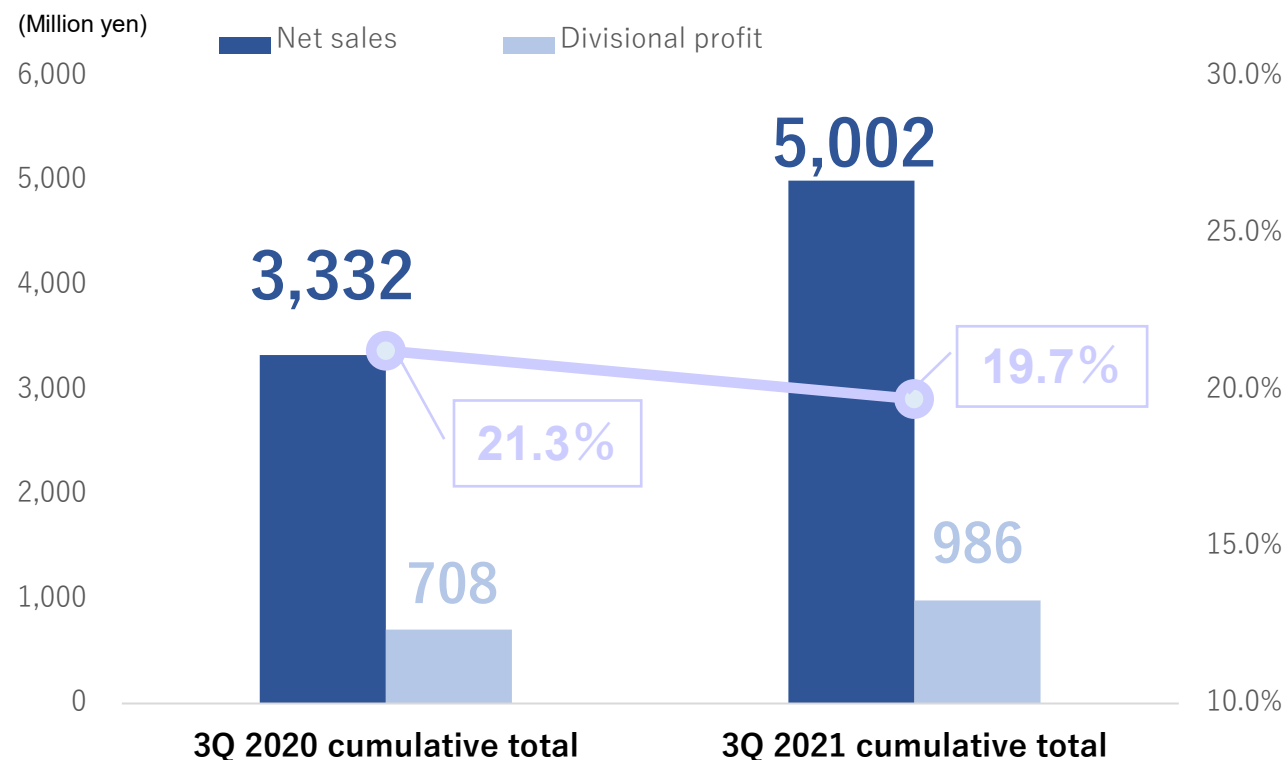
Net sales and divisional profit on a growth track with a significant increase in the number of new memberships

Number of new memberships



※ZWEI included in the number of new memberships from May 2020

Net sales/divisional profit (rate)



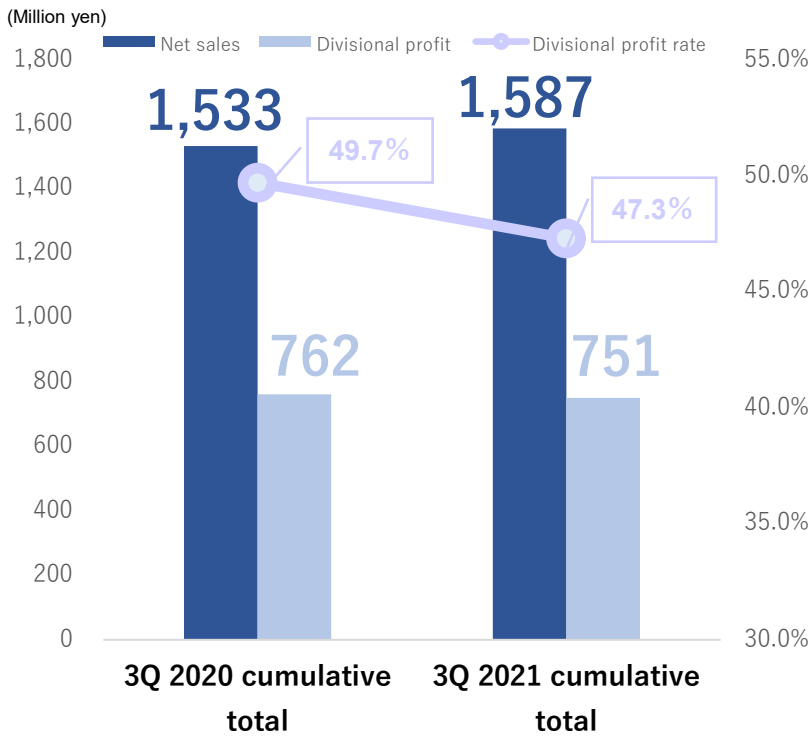
The number of new memberships in the first nine months of 2021 was up 90.5% YoY, and the number of marriages is expected to increase in 4Q

Directly Managed Lounge Business by Brand (IBJ Members, Sunmarie, ZWEI)

The three brands in the Directly Managed Lounge business bolstered overall net sales and divisional profit

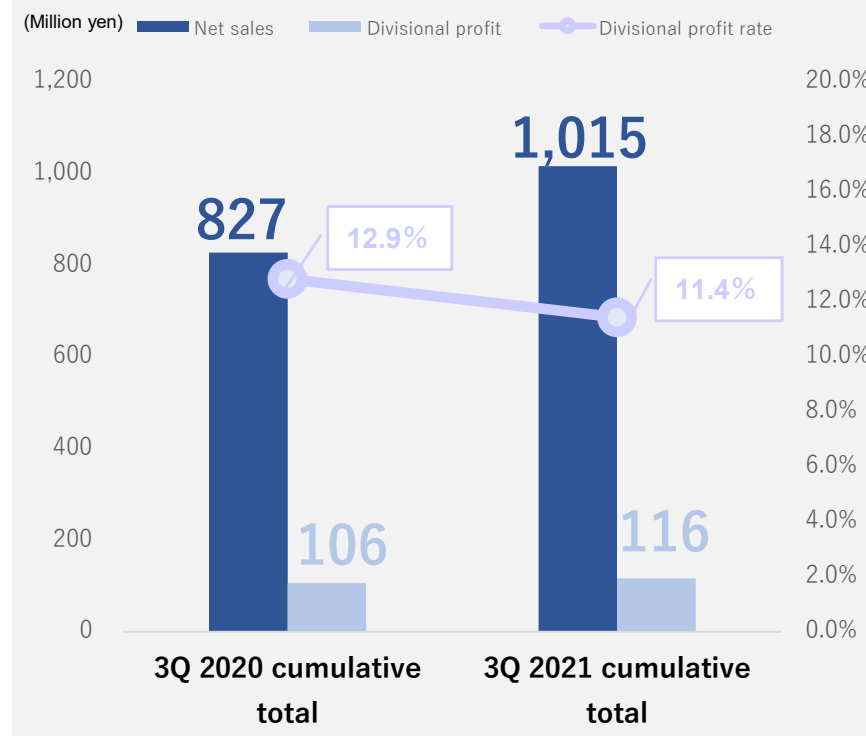
IBJメンバーズ

Net sales/divisional profit (rate)



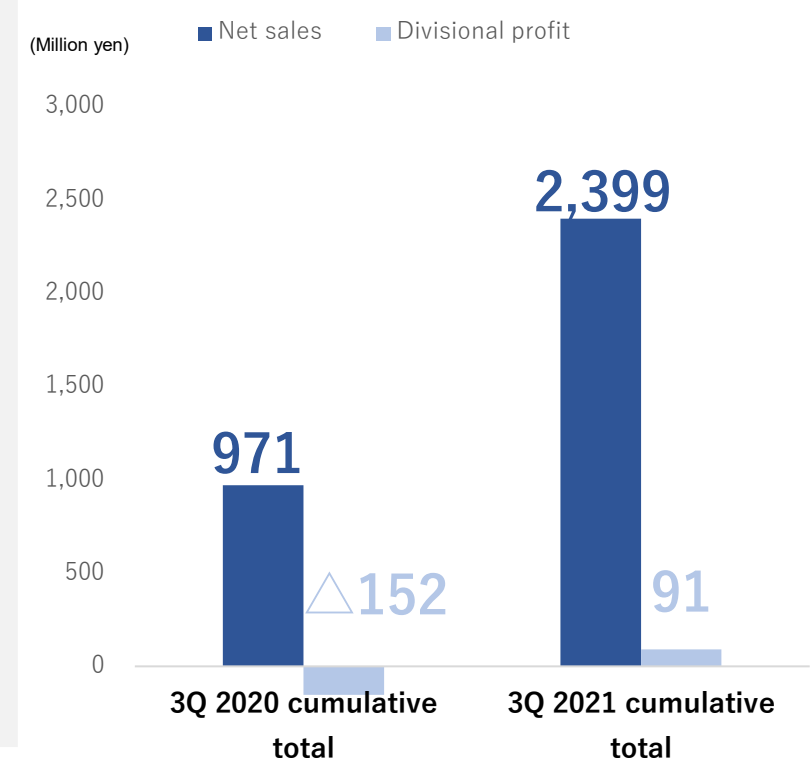
サンマリエ

Net sales/divisional profit (rate)



ZWEI

Net sales/divisional profit

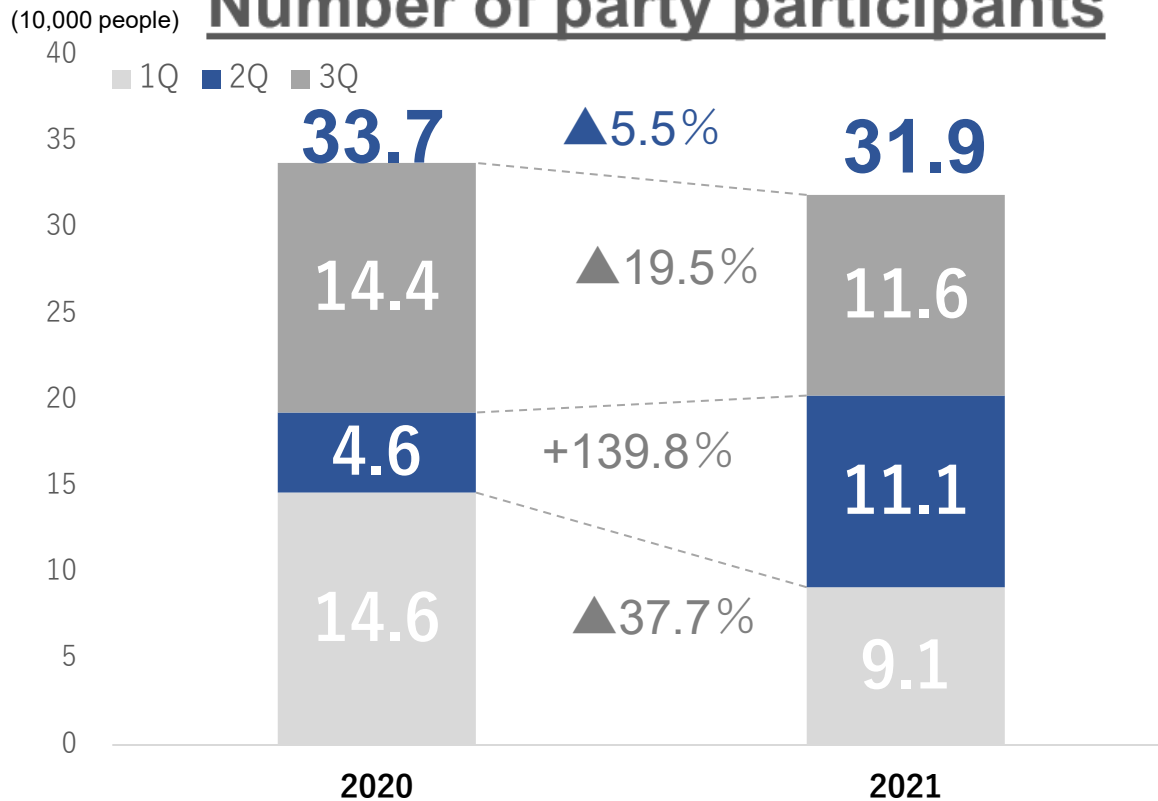


After joining the Group in May 2020, ZWEI became profitable in one year
 Divisional profit of over 100 million yen is expected for the full year,
 increasing its contribution to consolidated financial results

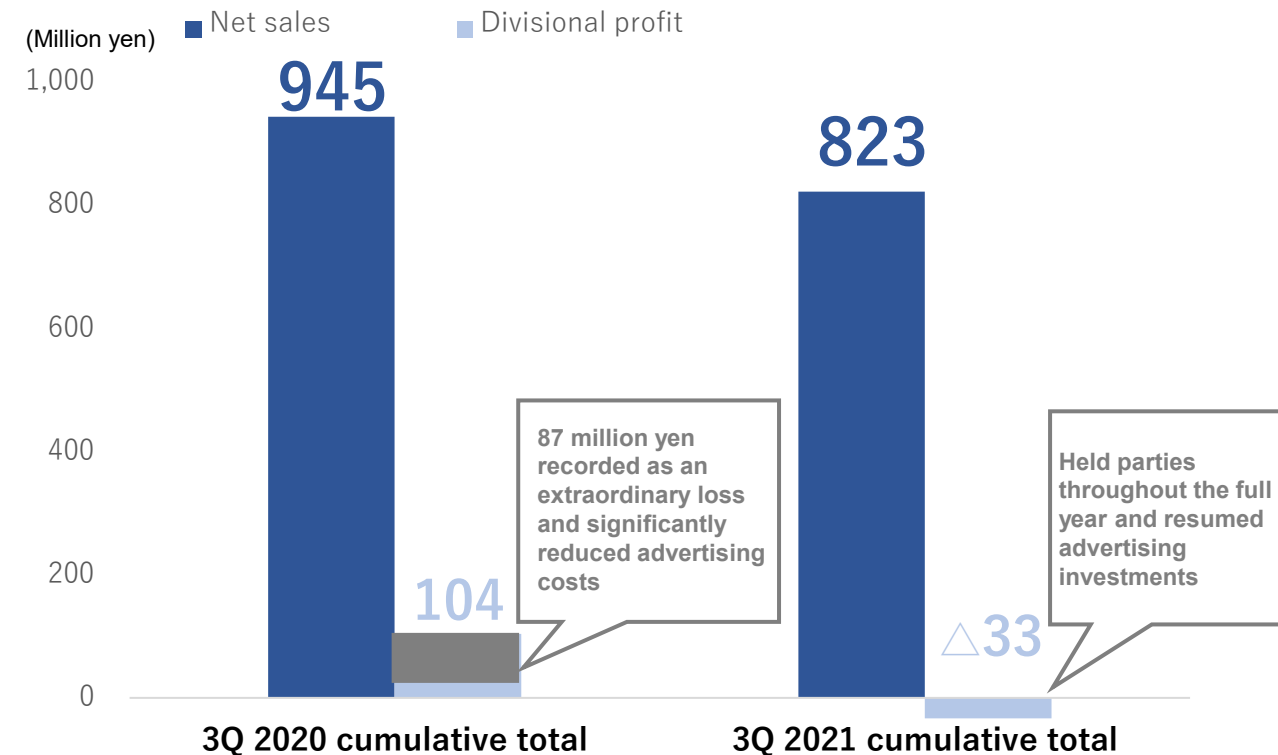
Party Business

Number of party participants at the same level as 2Q
despite the limited number of parties held

Number of party participants



Net sales/divisional profit (rate)

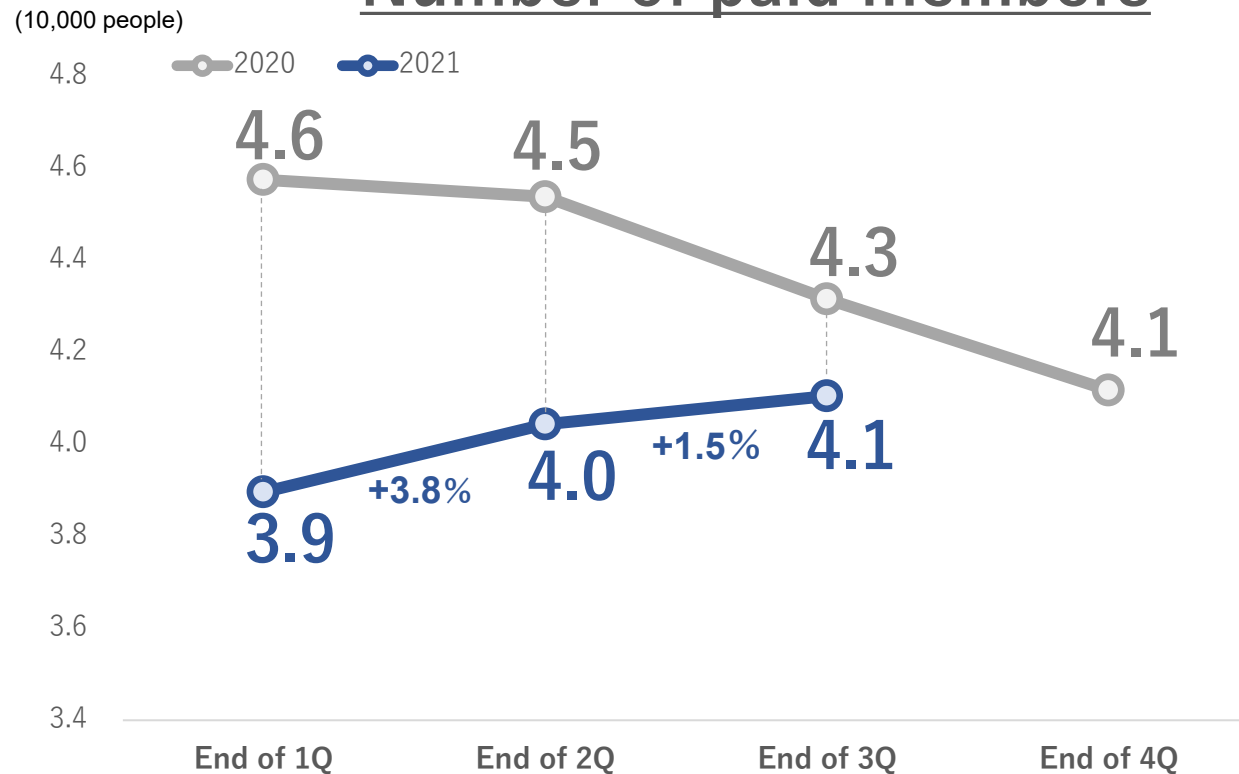


**The impact of the spread of COVID-19 over the summer was heavy,
but aim to regain momentum in 4Q
with the declaration of state of emergency lifted at the end of September**

Apps Business

Decrease in the number of paid members was on a steadily increasing trend

Number of paid members



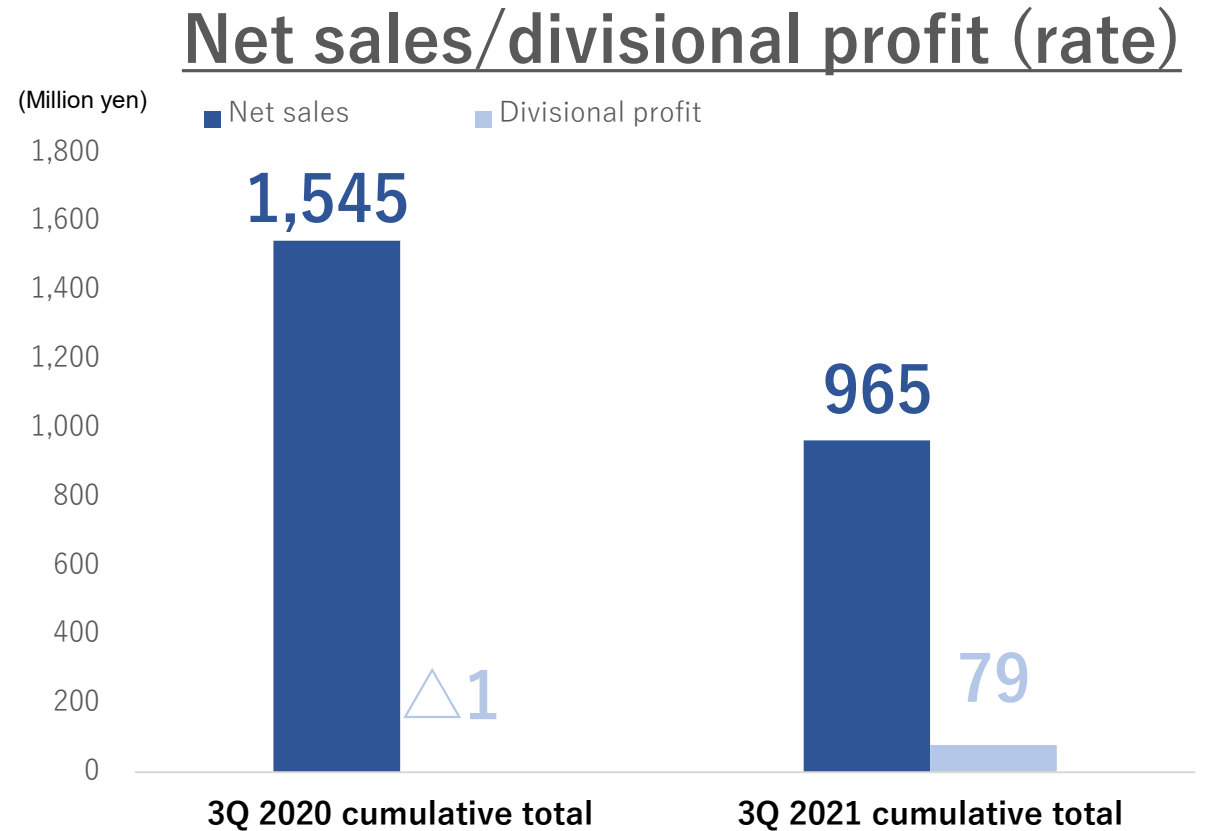
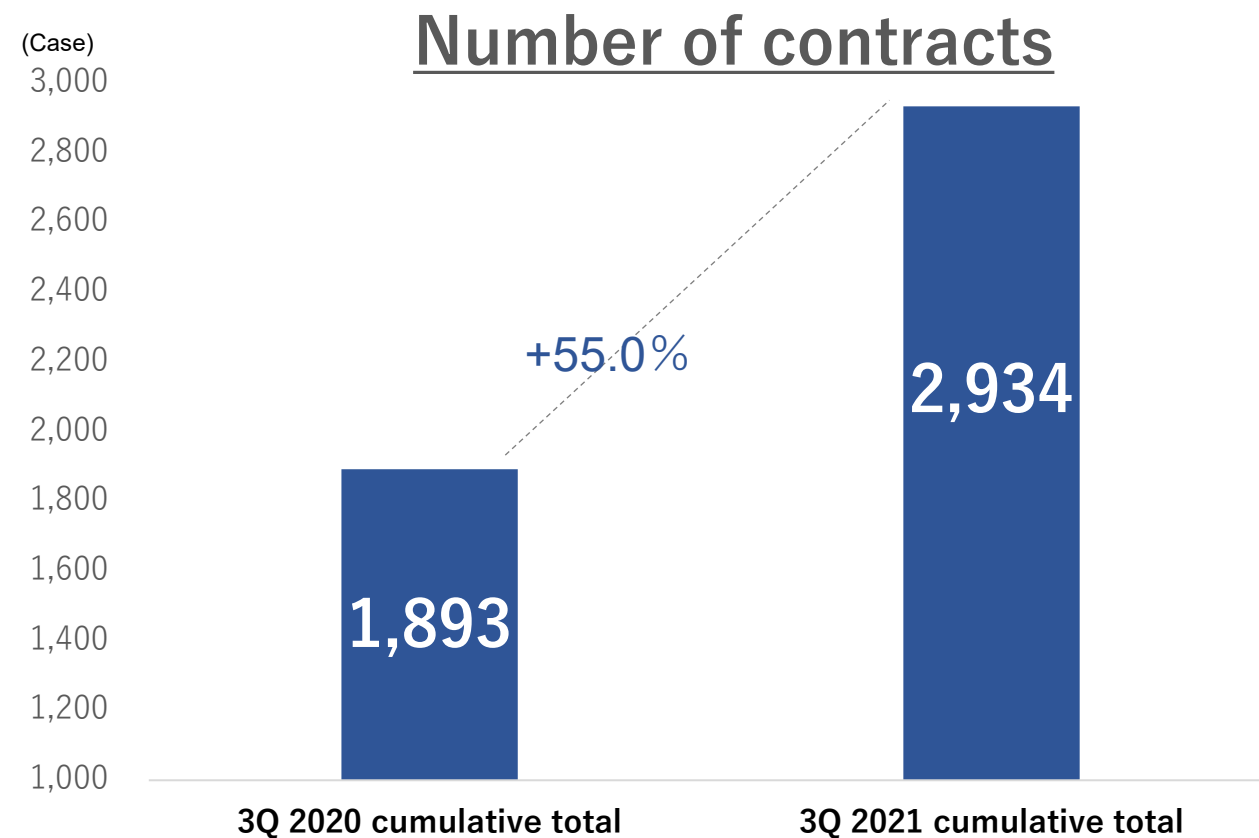
Net sales/divisional profit (rate)



The task is to make new member acquisitions less reliant on promotional campaigns
In Bridal Net, the number of members on the 12-month Plan increased
after a partial plan revision

Life Design Business

Number of contracts significantly increased
due to an increase in the number of married couples in the Group



Posted a divisional profit of 79 million yen owing to profit bolstered by the Real Estate and Language School businesses as well as cost controls

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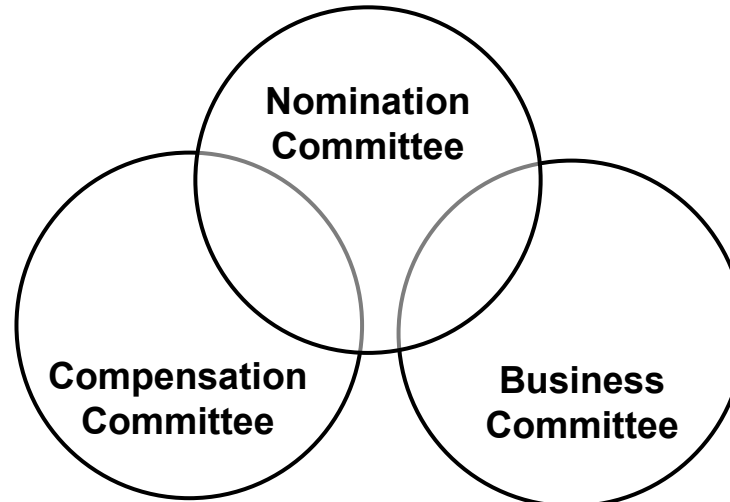
Rationalizing Management Structure

Changing management structure to a single-representative system

Streamlining management and accelerating decision-making

Established the Nomination Committee and other committees for the Prime Market

Discussing enhancement of corporate governance structure



Establishment of various committees
Introduced on a trial basis



**IBJ CEO
SHIGERU ISHIZAKA**

Measures to Improve Profitability

For optimizing the business portfolio



Selection and concentration in management ⇒ Divest some of the businesses to non-Group companies



IBJ Wedding
Wedding business

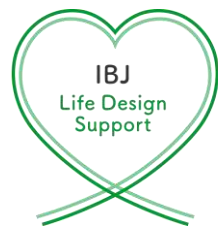
Continuance of the magazine advertising business is intended to lead to contribution to the bridal market
* The referral counter business (sending couples to wedding halls) will be transferred to IBJ



Kamome
Travel business

Currently, the business has been effectively suspended due to the impact of COVID-19.
Collaborate with companies that can create synergies quickly

Cancelled joint venture agreement with Sony Life Insurance Co., Ltd.



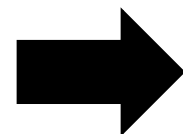
株式会社

IBJライフデザインサポート

Sony Life Insurance 30% stake

IBJ 70% stake

(At the time of establishment)



IBJ to hold 100% stake

Mainly targeting people who are marriage-hunting, aim to expand business by offering associated services that meet a variety of customer needs (including introductions and referrals to related services) in addition to proposing insurance products

Balance Sheet (B/S)

(Million yen)	As of December 31, 2020	As of September 30, 2021	Amount of Change
Current Assets	8,585	7,165	△1,419
Cash and Deposits	5,937	4,077	△1,859
Non-current Assets	5,302	5,608	+306
Property, Plant and Equipment/Intangible Assets	3,199	3,261	+62
Investments and Other Assets	2,102	2,346	+243
Total Assets	13,887	12,774	△1,113
Current Liabilities	6,864	4,177	△2,686
Non-current Liabilities	1,359	2,425	+1,066
Total Liabilities	8,223	6,602	△1,620
Capital Stock/Capital Surplus	1,476	1,502	+26
Retained Earnings	4,660	5,056	+396
Treasury Stock	▲1,007	▲999	+8
Valuation and Translation Adjustments	131	171	+40
Stock Acquisition Rights	0	0	—
Non-controlling Interests	403	439	+36
Total Net Assets	5,664	6,171	+506
Total Liabilities and Net Assets	13,887	12,774	△1,113



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