



Second quarter of December 2025

Financial Results Presentation

IBJ,Inc(TSE Prime 6071)

Disclaimer

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Operating summary

- As of 2Q (cumulative), net sales were 9,734 million (YoY +13.6%), and operating profit was 1,793 million (YoY +41.2%)
- Progress against full-year forecast: net sales 50.2%, operating profit 57.4%

KPI

- The number of IBJ marriage agencies increased steadily to 4,541 (YoY +5.2%)
- The number of new members at IBJ marriage agencies reached a record high of 19,310 during the 2Q period (YoY +18.6%)
- The number of new openings was 177 (YoY Δ 24.7%), aim to increase the number of paying members and revenue through the development of new products.

Business Environments

- Entered into a capital and business alliance agreement with Tameny Co., Ltd., aiming to build a cooperative relationship and revitalize the industry
- Media coverage increased, raising attention in the industry for activities like matchmaking for people in their 20s and senior matchmaking

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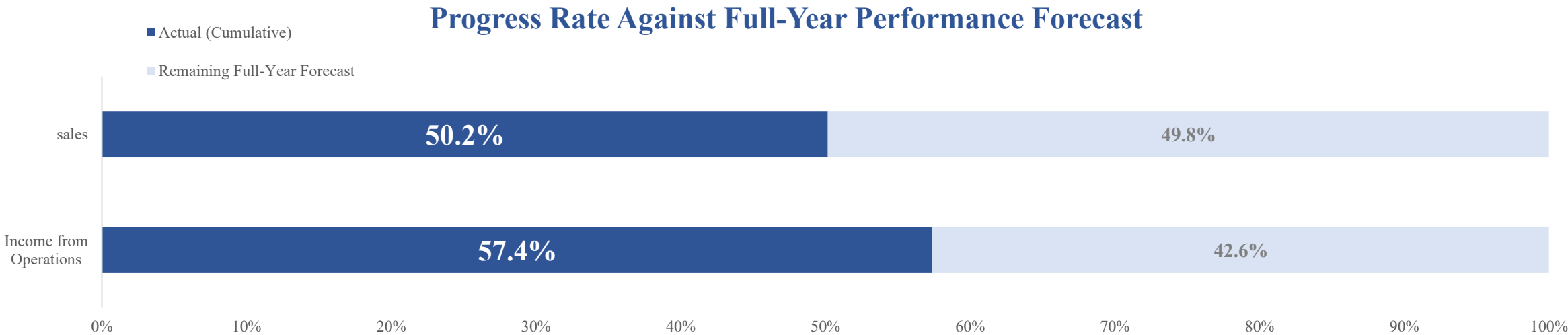
Summary of Financial Results

Business growth centered on franchise and directly-managed store businesses, and K Village business
Achieved increased sales and profits through company-wide marketing optimization

(Million Yen)	2024 2Q (Cumulative)	2025 2Q (Cumulative)	Change Amount (YoY)	Change Rate (YoY)
Net sales	8,566	9,734	+1,168	+13.6%
Operating income	1,270	1,793	+523	+41.2%
Ordinary income	1,268	1,780	+512	+40.4%
Net income attributable to owners of parent	866	1,096	+230	+26.6%

For the full-year forecast, net sales are as expected, and a slight upward revision is anticipated for operating profit

(Million Yen)	2025 years Results (2Q Cumulative)	2025 Year First Half Forecast	Against First Half Forecast Rate of progress	2025 Year Full-Year Forecasts	Against Full-Year Forecast Rate of progress
Net sales	9,734	9,468	102.8%	19,405	50.2%
Income from Operations	1,793	1,366	131.3%	3,124	57.4%



Achieved profit growth exceeding sales growth through marketing optimization in addition to growth in each business

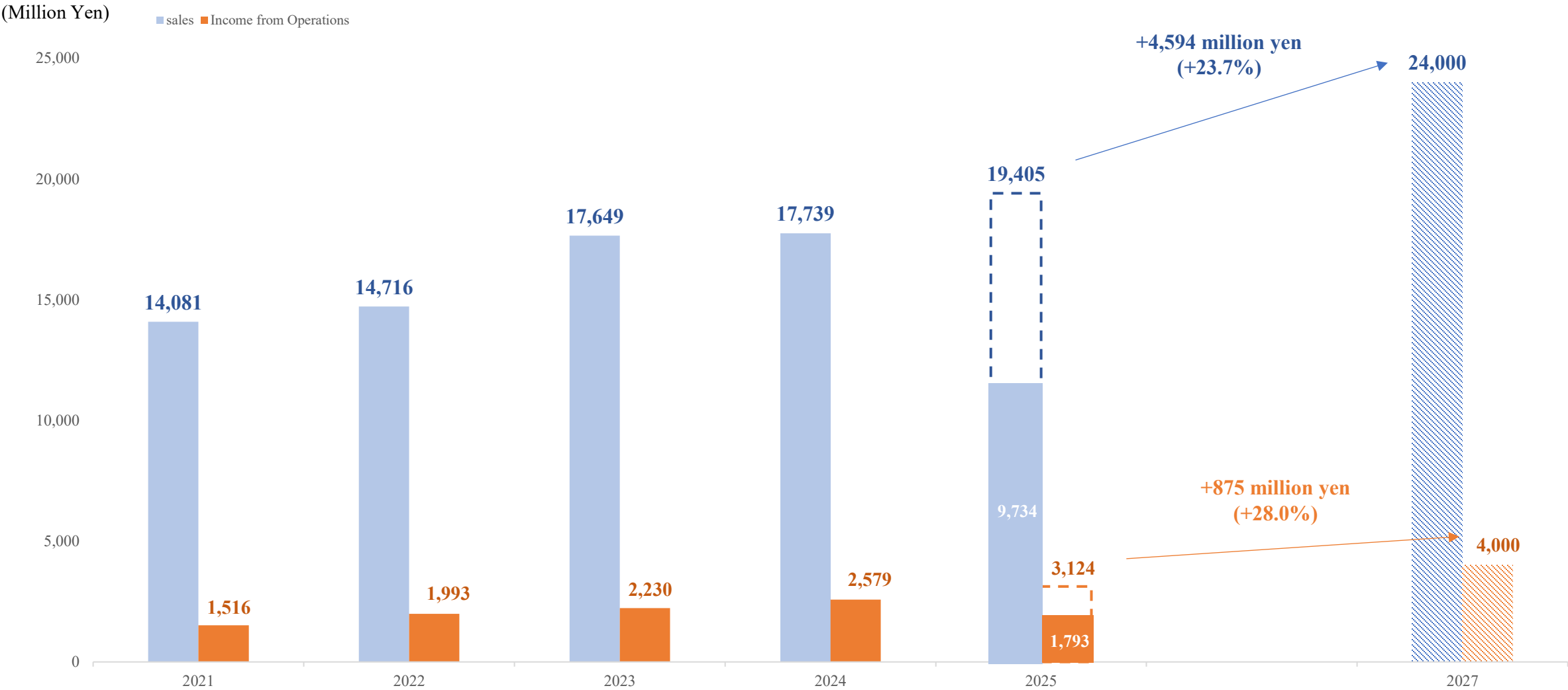
Net sales (Million Yen)	2023 2Q (Cumulative)	2024 2Q (Cumulative)	2025 2Q (Cumulative)	Change Amount (YoY)	Change Rate (YoY)
IBJ Platform Business	1,491	1,618	1,777	+158	+9.8%
Directly-Managed Lounge Business	4,157	4,388	4,631	+242	+5.5%
Matching Business	916	814	744	△69	△8.6%
Life Design Business	411	468	908	+439	+93.8%
K Village business	748	1,275	1,672	+397	+31.1%
Business Profit (Million Yen)	2023 2Q (Cumulative)	2024 2Q (Cumulative)	2025 2Q (Cumulative)	Change Amount (YoY)	Change Rate (YoY)
IBJ Platform Business	851	1,098	1,178	+79	+7.2%
Directly-Managed Lounge Business	891	976	1,110	+134	+13.8%
Matching Business	103	114	174	+60	+53.3%
Life Design Business	109	140	322	+182	+129.5%
K Village business	116	157	247	+90	+57.4%



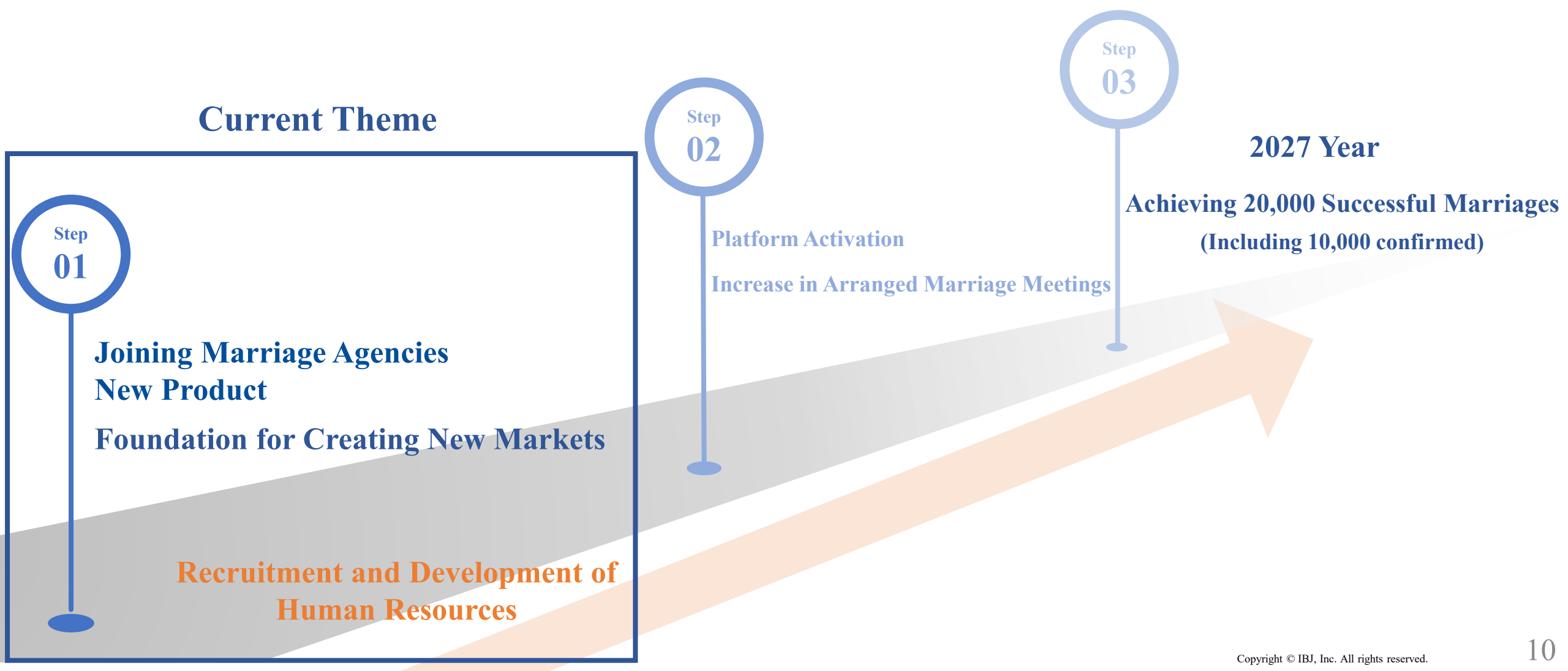
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Growth Strategy

Through the expansion of the core marriage agency business and active M&A in the Life Design Business
Aiming for net sales of 24.0 billion and operating profit of 4.0 billion by 2027

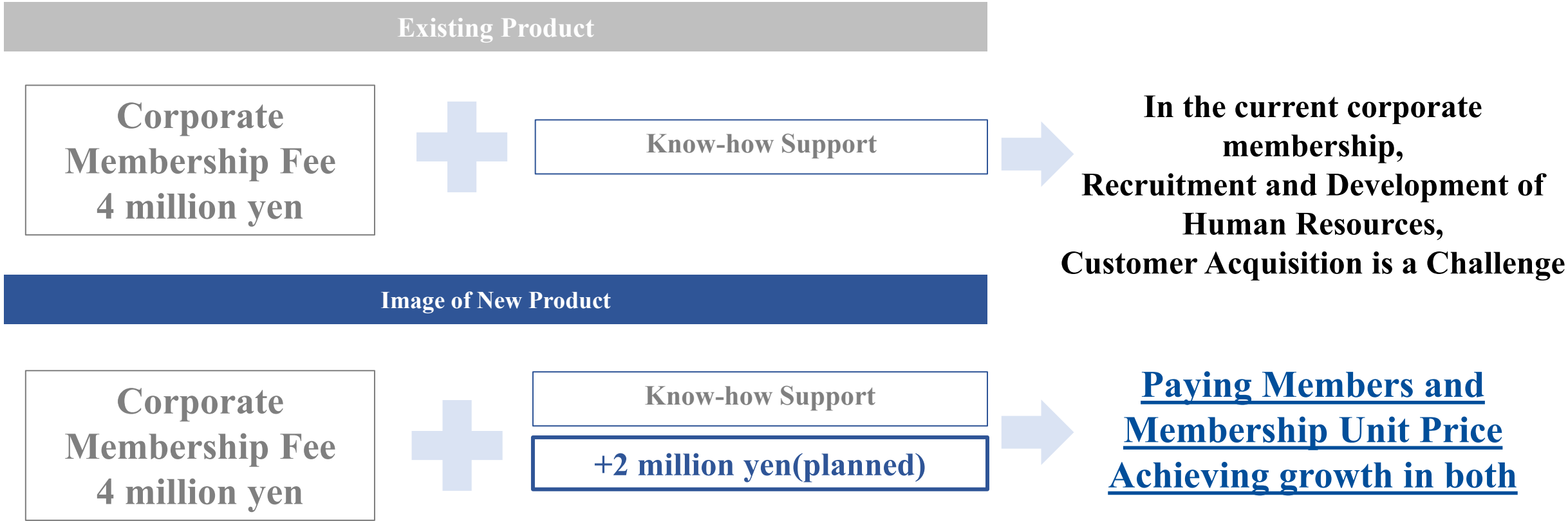


To achieve the medium-term management plan, in addition to increasing the number of paying members and arranged marriage meetings,
We consider the recruitment and development of human resources as an indispensable condition

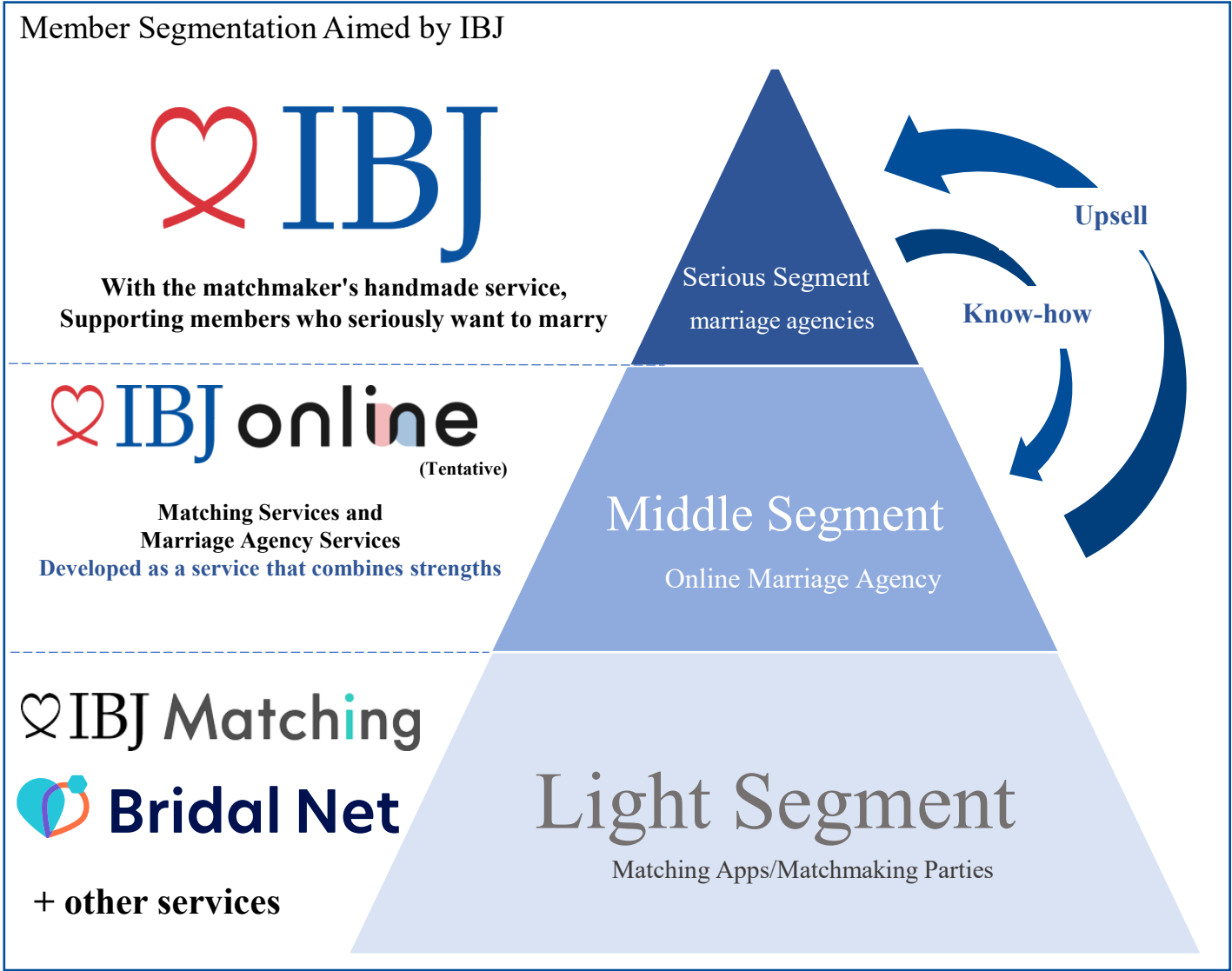
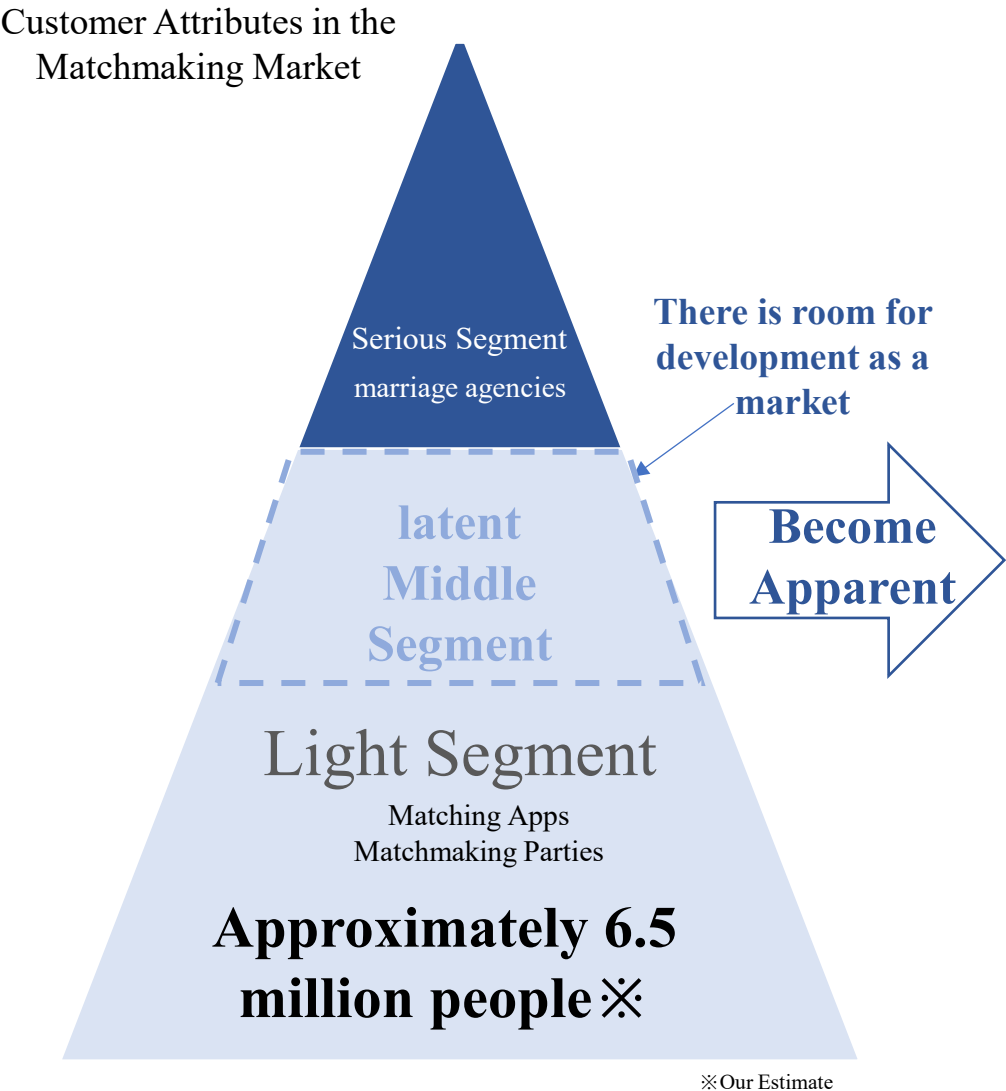


Introducing a product packaged with 'recruitment and development of human resources, and customer acquisition support' for corporations

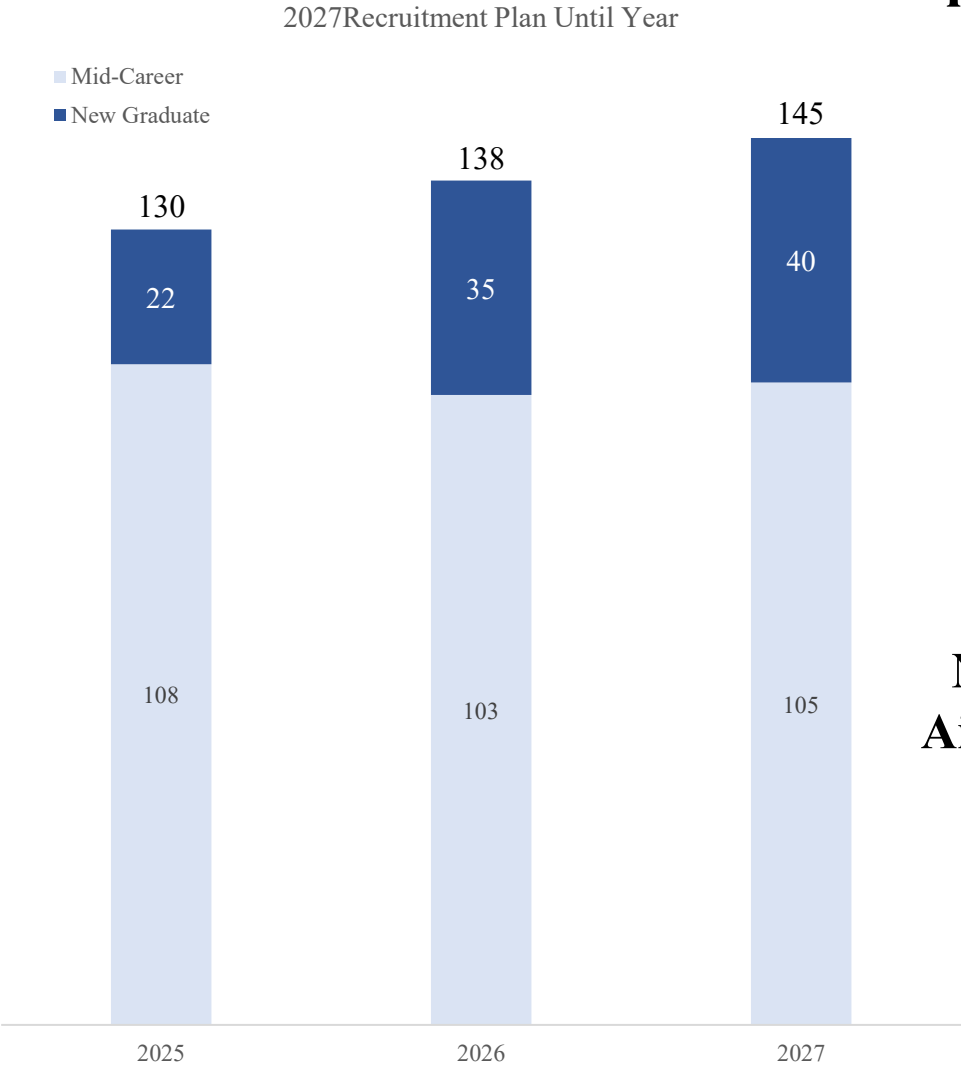
Promoting the accelerated expansion of the paying member base and the high value-added of the membership model



By infusing the know-how of the marriage agency business into the member base and system of IBJ's matching apps,
Aiming to develop a new market for the middle segment existing in the market



Aiming for an annual net increase of +50 employees through strengthening recruitment and securing human resources

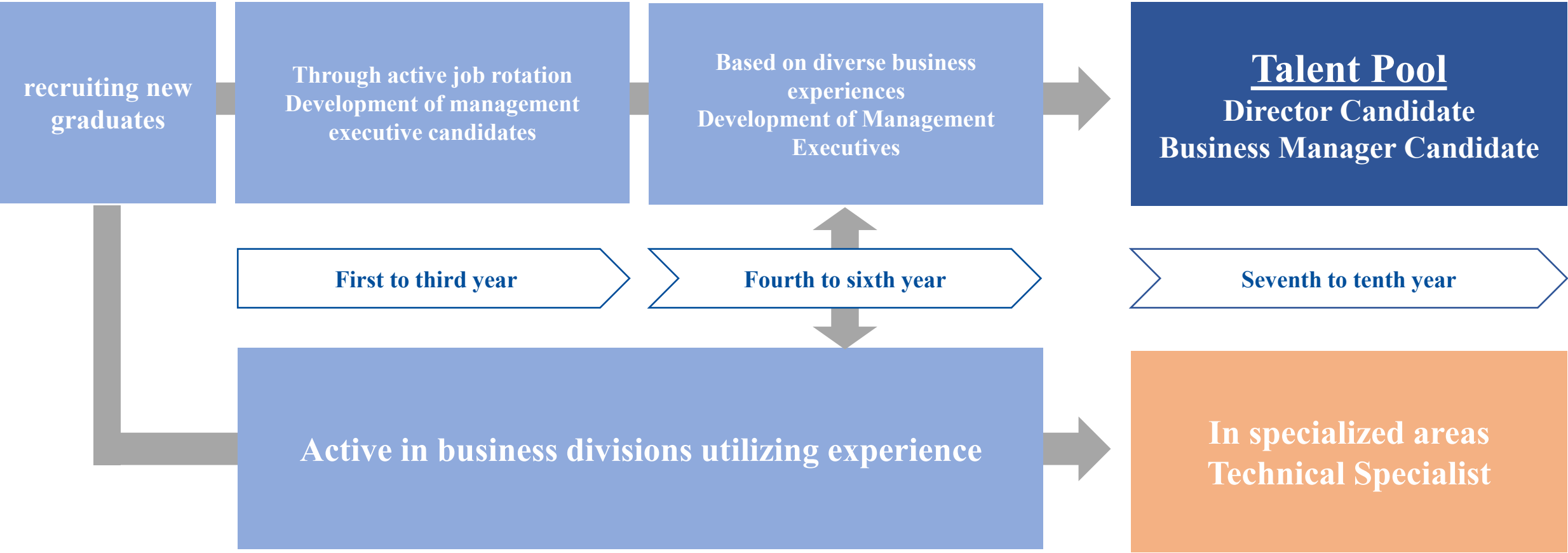


Strengthening recruitment centered on new graduates
2025: 22 people → 2027: 40 people

Securing and developing human resources is
The core success factor of our service model

Net increase in human resources according to business growth and
Aiming to establish a structure where recruitment exceeds retirement

Developing the next generation of executive candidates through active job rotation
Cultivating human resources for business expansion by gaining a lot of experience





3

IBJ's Growth Creation Power

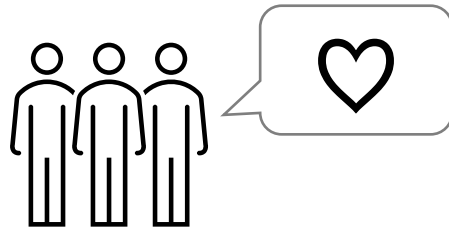
Example of K Village

The main businesses of K Village are the 'Korean Business' and 'Music Business'
Businesses acquired through M&A and business transfers utilizing IBJ's management know-how have grown rapidly

Korean Business

(Main business: Korean language school, Related businesses: Korean media, beauty, and study abroad support)

Possesses one of the largest Korean enthusiast communities in Japan



Korean Language School
Number of students: **16,090**



Information media users
Number of members: **62,817**

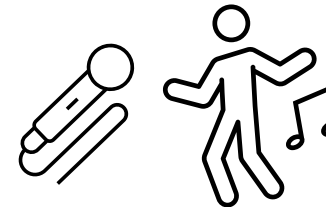
Approximately
78,900 people

Music Business

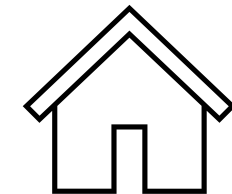
(Voice training school & dance school)

Rapid growth in the number of schools and students through
FC expansion

Key KPIs doubled in one year

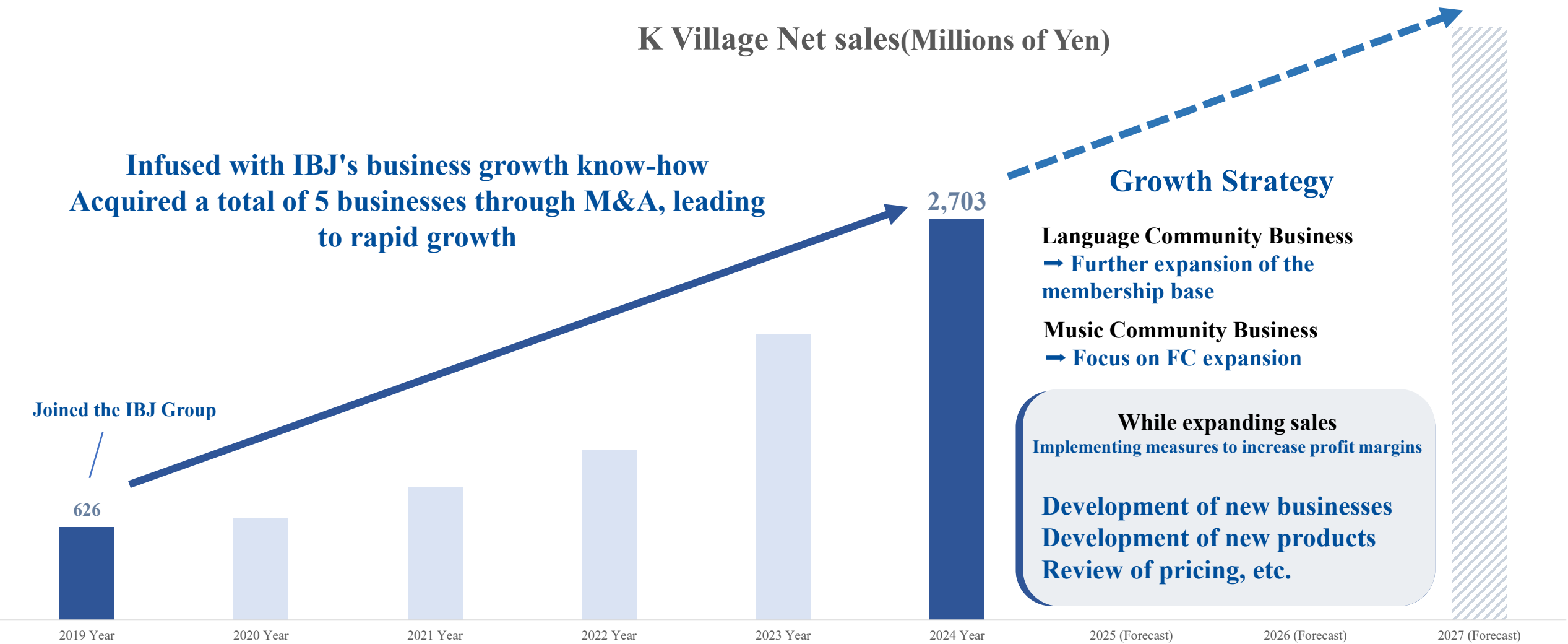


Number of students:
7,532
(YoY +**113.8%**)



Number of FC schools:
79
(YoY +**107.9%**)

Since its founding in 2010, it has expanded Korean language schools nationwide and promoted diversification through M&A and new businesses Achieved growth as an important revenue pillar within IBJ





4

Business Segment Results

(Million yen)	2024 Year 2 Q	2025 Year 2 Q	Change	Growth rate
Net sales	784	864	+80	+10.2%
Divisional profit	515	576	+61	+11.8%
Profit ratio	65.7%	66.7%	-	-

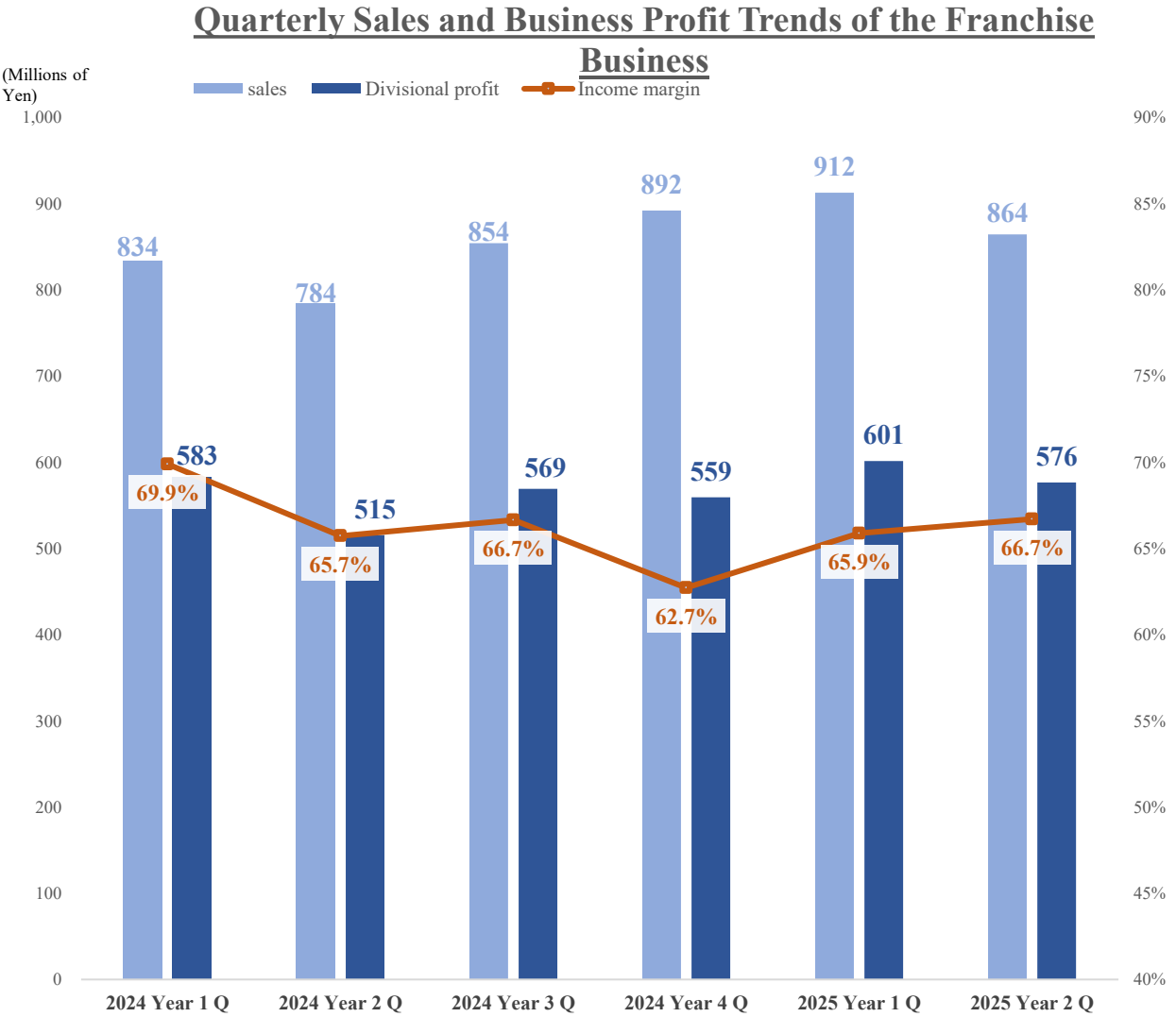
*Divisional profit is operating income plus internal transaction adjustments, plus depreciation + amortization of goodwill + amortization of long-term prepaid expenses

IBJ Platform Business

The number of new memberships exceeded 6,000 for three consecutive months, totaling 19,310 in 2Q (YoY +18.6%). In addition to the increase in paying members, the movement to optimize monthly fees at franchise agencies has also become full-fledged, achieving stable revenue and profit growth.

Agency Opening Support Business

The number of new openings in the second quarter stood at 177, reflecting a year-over-year decline. The revision of franchise fees has raised the hurdle for client acquisition, particularly in regional markets. Moving forward, we are working to enhance both the number of paying members and average franchise value by refining our marketing strategies and developing new products.



Accelerating growth for both companies through platform utilization and marketing at core stores



- ① Utilizing the IBJ platform at Tameny Inc.'s matrimonial agency
- ② Optimizing advertising costs and customer acquisition costs through joint marketing
Expanding memberships from matchmaking parties
- ③ Initiatives to enhance corporate value agreed upon by both parties

Sharing of systems and membership base

Tameny Inc.'s matrimonial agency (core store)
Improving IBJ's profitability by utilizing IBJ's platform

Support for strengthening party memberships

IBJ's know-how in party memberships
Expanding the membership base by providing

Industry promotion through collaboration between the two companies

Enhancing the corporate value of both parties and
Improving service quality to **Develop into a business capable of medium to long-term growth**

(Million yen)	2024 Year 2 Q	2025 Year 2 Q	Change	Growth rate
Net sales	2,249	2,326	+76	+3.4%
Divisional profit	506	528	+22	+4.4%
Profit ratio	22.5%	22.7%	-	-

*Divisional profit is operating income plus internal transaction adjustments, plus depreciation + amortization of goodwill + amortization of long-term prepaid expenses

IBJ Members

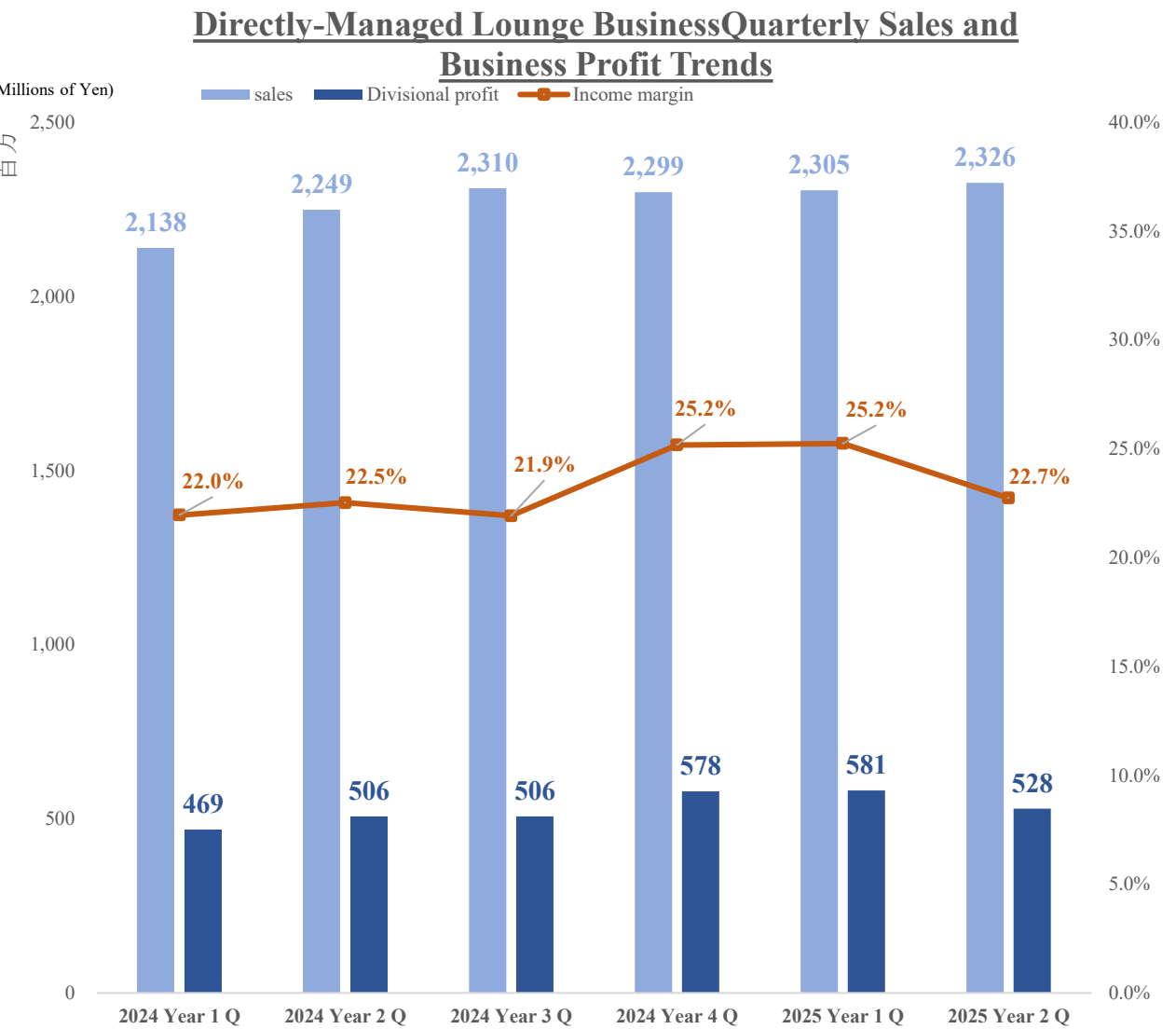
Membership numbers remain steady due to strengthened collaboration with the party business. Additionally, strengthening staff development has increased the acquisition per person, maintaining steady growth.

ZWEI

Due to successful marketing initiatives, membership numbers are steadily increasing. Furthermore, the number of successful matches increased significantly by +24.3% compared to the same period last year. Contributing to a significant increase in sales.

Sunmarie

Membership numbers through parties remain steady. In the second half, we aim to increase acquisitions from the web by reviewing inflow routes.



(Million yen)	2024 Year 2 Q	2025 Year 2 Q	Change	Growth rate
Net sales	400	373	△27	△6.9%
Divisional profit	53	83	+30	+57.0%
Profit ratio	13.4%	22.5%	-	-

*Divisional profit is operating income plus internal transaction adjustments, plus depreciation + amortization of goodwill + amortization of long-term prepaid expenses

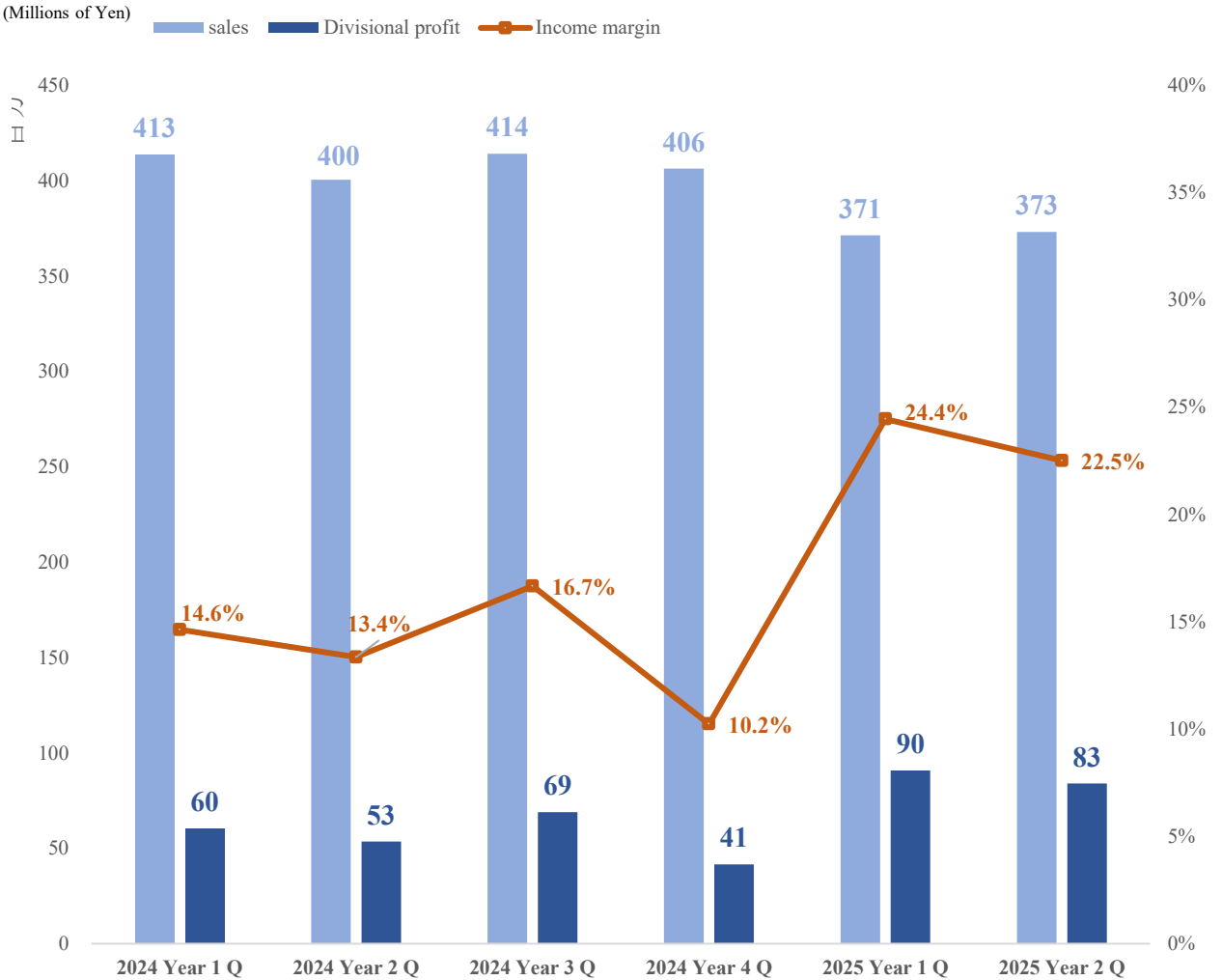
Party Business

The number of participants and events continues to increase. In May, a new 'Invitation Feature' was released to acquire new and repeat customers. Furthermore, party plans are designed to strengthen referrals to directly-managed matrimonial agencies, aiming to contribute to the expansion of the directly-managed store business.

App Business

Although sales slightly decreased due to the termination of some services last year, profits increased due to marketing optimization. In the second half, we aim for business growth by releasing an online matrimonial agency.

matchQuarterly Sales and Business Profit Trends of the Matching Business



(Million yen)	2024 Year 2 Q	2025 Year 2 Q	Change	Growth rate
Net sales	226	475	+248	+109.5%
Divisional profit	52	145	+93	+179.4%
Profit ratio	23.0%	30.7%	-	-

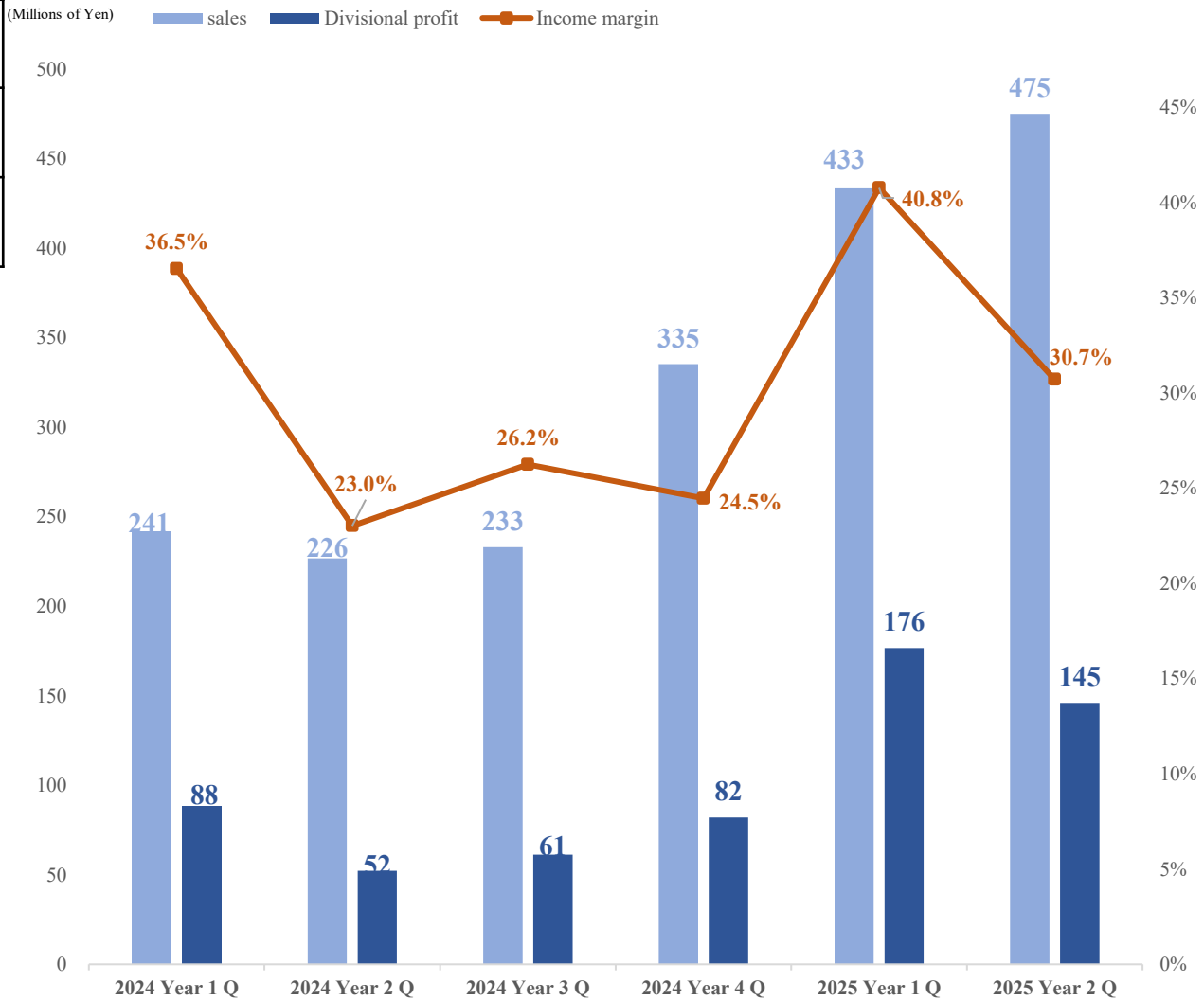
*Divisional profit is operating income plus internal transaction adjustments, plus depreciation + amortization of goodwill + amortization of long-term prepaid expenses

Wedding, Insurance, Housing, Photo

In addition to the increase in the number of successful matches, strengthening collaboration (referrals) with directly-managed stores led to an increase in users for each service, resulting in significant YoY revenue and profit growth.

The newly consolidated new business from 2Q achieved sales of 143 million yen and business profit of 46 million yen, significantly contributing to the expansion of the Life Design Business.

Life DesignQuarterly Sales and Business Profit Trends of the Life Design Business



(Million yen)	2024 Year 2 Q	2025 Year 2 Q	Change	Growth rate
Net sales	649	879	+230	+35.4%
Divisional profit	85	120	+34	+40.6%
Profit ratio	13.2%	13.7%	-	-

*Divisional profit is operating income plus internal transaction adjustments, plus depreciation + amortization of goodwill + amortization of long-term prepaid expenses

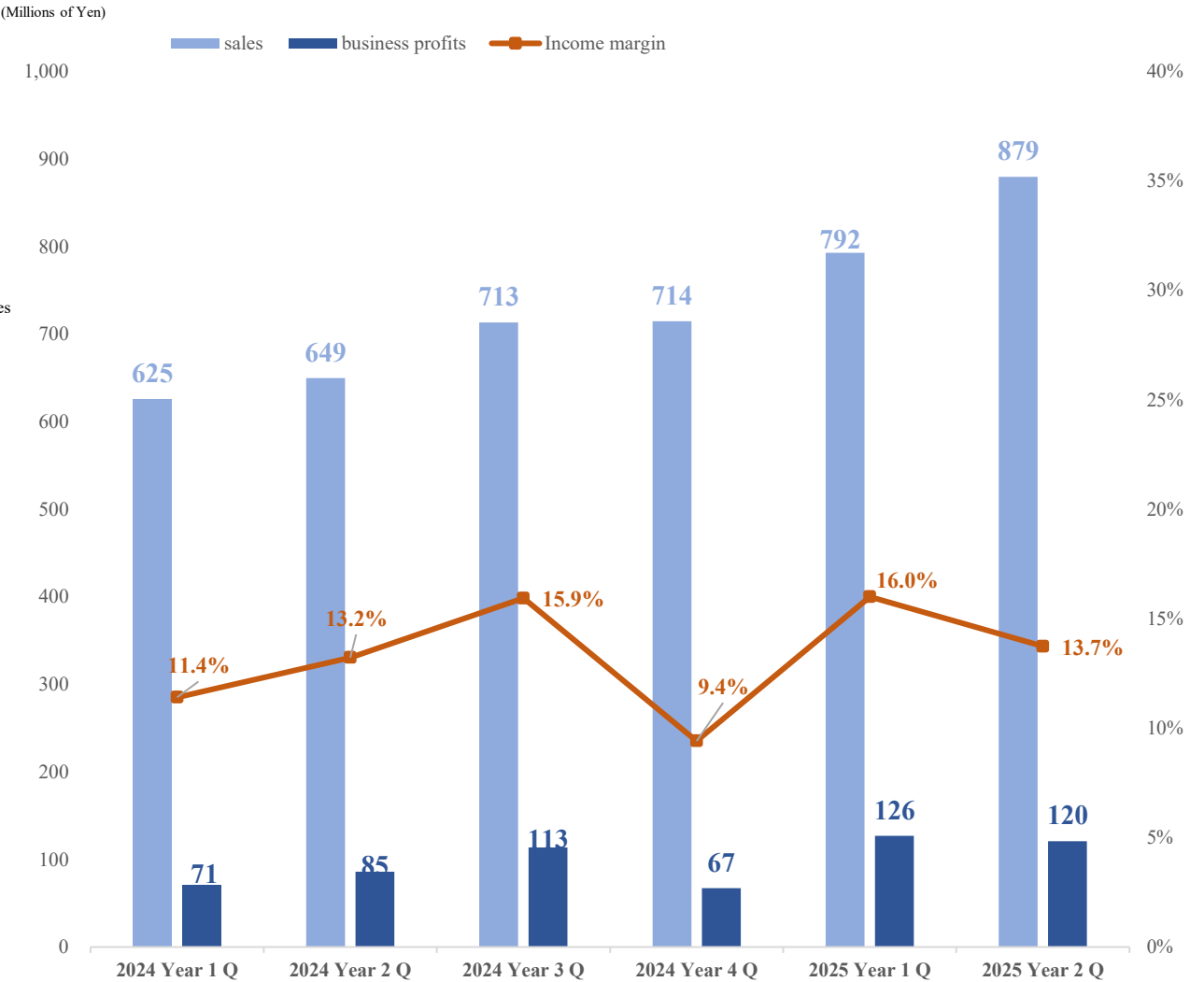
Korean Business

The number of students at the Korean language school 'K Village Korean' is increasing
The number of students at the end of 2Q was 16,090 (YoY +15.8%).
We aim to expand the scale while continuing to open new stores.

Music Business

Focusing on FC expansion, the number of FC schools is steadily increasing. The number of FC schools at the end of 2Q was 79 (YoY +207.9%), achieving rapid growth, and we aim to further strengthen new FC openings and expand the business scale.

KVillageQuarterly Net Sales and Business Profits Trends





5 Reference Materials

(Million yen)	In 2024					In 2025					Change (YoY)	Rate of change (YoY)
	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year		
Net sales	4,254	4,311	4,525	4,647	17,739	4,815	4,918	—	—	—	+ 607	+ 14.1%
Cost of sales	294	296	317	367	1,276	432	436	—	—	—	+ 139	+ 47.0%
Gross profit	3,959	4,014	4,208	4,280	16,463	4,383	4,482	—	—	—	+ 467	+ 11.7%
SG&A	3,295	3,408	3,489	3,690	13,884	3,376	3,695	—	—	—	+ 287	+ 8.4%
Operating income	663	606	719	589	2,579	1,006	786	—	—	—	+ 180	+ 29.7%
Total non-operating income	3	5	△1	4	11	3	70	—	—	—	+ 65	+1,241.8%
Total non-operating expenses	5	5	6	11	28	10	76	—	—	—	+ 70	+1,320.8%
Ordinary income	662	606	711	581	2,561	999	781	—	—	—	+ 175	+ 28.9%
Total extraordinary income	82	1	-	1	85	-	0	—	—	—	△ 0	△59.3%
Total extraordinary loss	-	23	0	345	368	12	4	—	—	—	△18	△79.3%
Net income attributable to owners of parent	481	385	450	206	1,523	614	482	—	—	—	+ 96	+ 25.1%

(Million yen)	2024 Fourth Quarter	2025 First Quarter	Change (YoY)	Rate of change (YoY)	Factors behind changes
Current assets	8,918	9,052	+134	+1.5%	
Cash and cash equivalents Deposits	4,198	3,860	△337	△8.0%	
Fixed assets	9,547	12,233	+ 2,686	+ 28.1%	Acquisition of investment securities Lease and security deposits, etc.
Total assets	18,465	21,286	+2,821	+15.3%	
Current liabilities	5,220	7,311	+ 2,091	+ 40.1%	Short-term borrowings Current portion of long-term borrowings
Long-term liabilities	4,274	4,052	△221	△5.2%	
Total liabilities	9,495	11,364	+ 1,869	+ 19.7%	
Total net assets	8,970	9,922	+952	+10.6%	
Total liabilities and net assets	18,465	21,286	+2,821	+15.3%	
Equity Ratio	45.4%	43.5%	—	—	

(Million yen)		In 2024					In 2025					YoY (change)	YoY(Rate)
		1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year		
Affiliate Business	Net sales	834	784	854	892	3,365	912	864	—	—	—	+80	+10.2%
	Agency Opening Support Business	419	344	388	392	1,545	370	322	—	—	—	△22	△6.4%
	Affiliate Business	414	440	465	499	1,819	542	542	—	—	—	+102	+23.2%
	Divisional profit	583	515	569	559	2,227	601	576	—	—	—	+61	+11.8%
	Agency Opening Support Business	269	192	222	205	889	187	149	—	—	—	△43	△22.4%
	Affiliate Business	313	323	347	354	1,338	414	427	—	—	—	+104	+32.2%
Directly-Managed Lounge Business	Net sales	2,138	2,249	2,310	2,299	8,999	2,305	2,326	—	—	—	+76	+3.4%
	Divisional profit	469	506	506	578	2,062	581	528	—	—	—	+22	+4.4%
Matching Business	Net sales	413	400	414	406	1,634	371	373	—	—	—	△27	△6.9%
	Party Business	230	217	229	230	908	215	224	—	—	—	+6	+2.9%
	App Business	182	182	184	175	725	155	149	—	—	—	△33	△18.5%
	Divisional profit	60	53	69	41	224	90	83	—	—	—	+30	+57.0%
	Party Business	22	20	32	17	93	48	47	—	—	—	+26	+130.7%
	App Business	37	33	36	23	130	42	36	—	—	—	+3	+11.2%
Life Design Business	Net sales	241	226	233	335	1,037	433	475	—	—	—	+248	+109.5%
	Divisional profit	88	52	61	82	283	176	145	—	—	—	+93	+179.4%
K Village business	Net sales	625	649	713	714	2,703	792	879	—	—	—	+230	+35.4%
	Divisional profit	71	85	113	67	338	126	120	—	—	—	+34	+40.6%

(by period)		In 2024					In 2025						
Marriage agency Business (Affiliate Business +Directly- Managed Lounge Business		1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year	YoY(Change)	YoY(Rate)
	Number of marriage agencies*	4,211	4,317	4,428	4,502	—	4,541	4,541	—	—	—	+224	5.2%
	Number of new business openings	225	235	248	256	964	206	177	—	—	—	△58	△24.7%
	Number of new memberships	13,639	16,280	17,161	17,225	64,305	18,296	19,310	—	—	—	+3,030	+18.6%
	└Franchisee Marriage agency	8,624	10,649	11,352	12,275	42,900	12,653	13,354	—	—	—	+2,705	+25.4%
	└Marriage agency	5,015	5,631	5,809	4,950	21,405	5,643	5,956	—	—	—	+325	+5.8%
	Number of IBJ Registered Members*	87,297	91,318	94,763	94,167	—	96,449	97,857	—	—	—	+6,539	+7.2%
	└Franchisee Marriage agency	60,915	63,637	65,727	65,777	—	68,029	69,871	—	—	—	+6,234	+9.8%
	└Marriage agency	26,382	27,681	29,036	28,390	—	28,420	27,986	—	—	—	+305	+1.1%
	Number of IBJ Paying members*	58,681	61,695	66,476	70,697	—	74,088	77,900	—	—	—	+16,205	+26.3%
	└Franchisee Marriage agency	36,281	38,472	42,348	46,213	—	49,599	52,745	—	—	—	+14,273	+37.1%
	└Marriage agency	22,400	23,223	24,128	24,484	—	24,489	25,155	—	—	—	+1,932	+8.3%
	Number of arranged marriage meetings	205,706	220,157	230,081	232,026	887,970	243,614	259,818	—	—	—	+39,661	+18.0%
	└Franchisee Marriage agency	125,561	135,712	143,265	145,843	550,381	157,954	172,671	—	—	—	+36,959	+27.2%
	└Marriage agency	80,145	84,445	86,816	86,183	337,589	85,660	87,147	—	—	—	+2,702	+3.2%

(by period)		In 2024					In 2025					YoY (Change)	YoY (Rate)
		1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year		
Matching Business	Number of party participants	70,610	74,525	82,143	79,443	306,721	68,980	74,818	-	-	-	+293	+0.4%
	Number of parties held	6,956	7,967	8,746	7,744	31,413	5,695	6,038	-	-	-	△1,929	△24.2%
	Number of matches (apps) *	312,308	318,044	310,124	256,394	1,196,870	197,482	191,804	-	-	-	△126,240	△39.7%

(by period)		In 2024					In 2025					YoY (Change)	YoY (Rate)
		1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year		
Life design business	Number of wedding deals closed	246	234	243	257	980	348	301	-	-	-	+67	+28.6%
	Number of insurance contracts	361	337	327	349	1,374	435	495	-	-	-	+158	+46.9%
	Selfit Corp. Corresponding number of photographs taken	1,403	2,380	2,523	2,171	8,477	2,350	2,644	-	-	-	+264	+11.1%

(by period)		In 2024					In 2025					YoY (Change)	YoY (Rate)
		1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year		
K Village business	K village (Korean) student numbers	13,374	13,900	14,415	14,529	-	15,377	16,090	-	-	-	+2,190	+15.8%
	NAYUTAS (Boitle) Students	2,535	3,523	4,473	5,287	-	6,426	7,532	-	-	-	+4,009	+113.8%
	NAYUTAS (Boitle) FC Buildings	29	38	48	56	-	72	79	-	-	-	+41	+107.9%

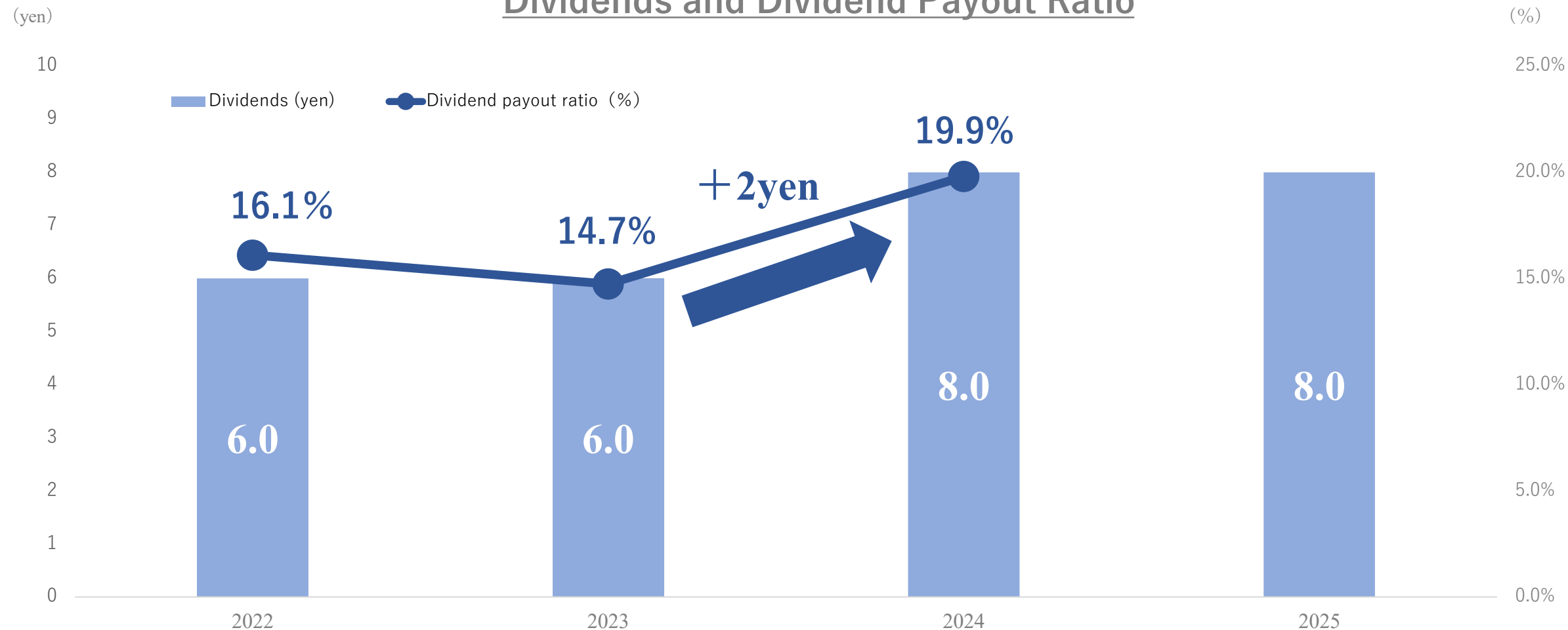
※ The number of parties and the number of parties held decreased in YoY due to the termination of IBJ Gohan Dating service.
※ The number of policies for each contract is booked for each contract, and 2 policies for each contract for each customer.
※ Student numbers in 0 Village Business are as of the end of First Quarter

Stretch target, but steady progress

	2024 Actual	2027 (after revision)	Progress rate
Net sales	17.7 billion yen	24 billion yen	73.9%
Operating income	2.5 billion yen	4 billion yen	64.5%
Number of married couples	16,379 (Confirmed base: 7918)	20,000 (Confirmed base: 10,000)	81.9% (79.2%)
Number of Marriage agency	4,502	7,000	64.3%
Number of IBJ paying members	70,697	140,000	50.5%

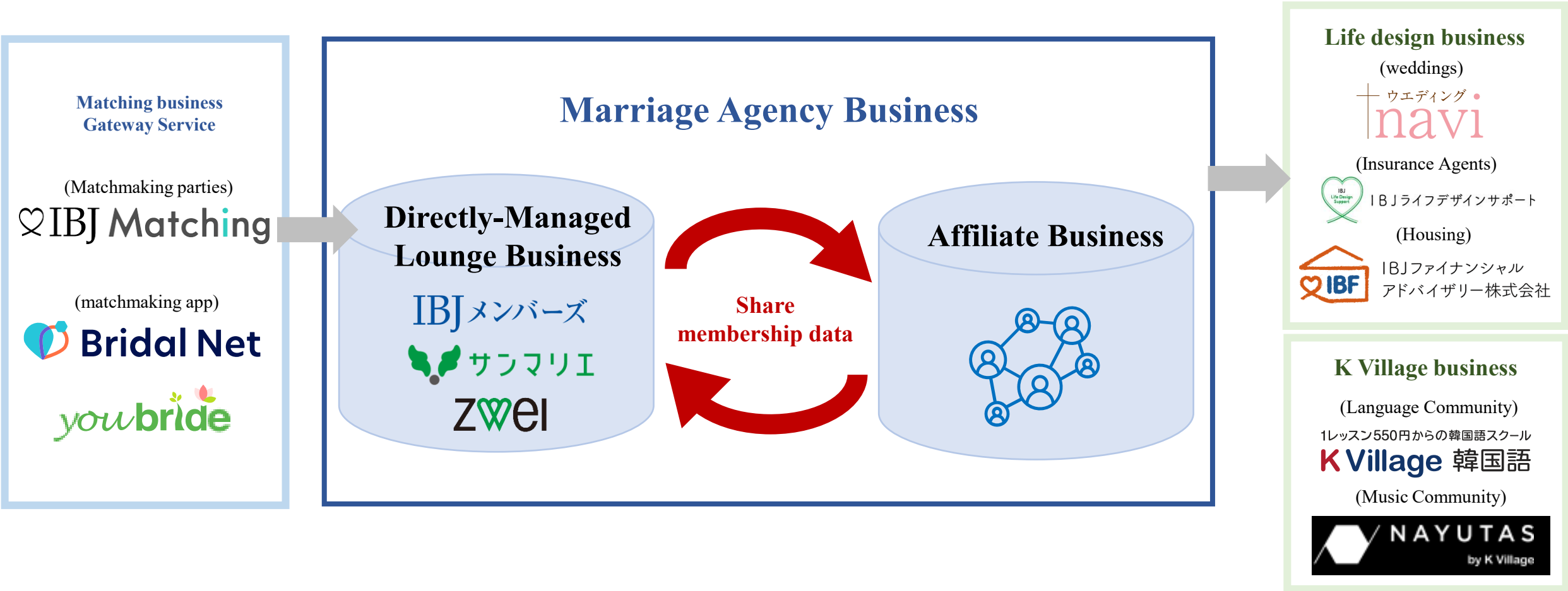
Aiming for proactive shareholder returns,
positively considering revisions based on performance trends

Dividends and Dividend Payout Ratio



Operation of Japan's largest matchmaking platform through Directly-Managed Lounge Business and Affiliate Business

Unique business model with growth in peripheral businesses centered on Marriage Agency Business



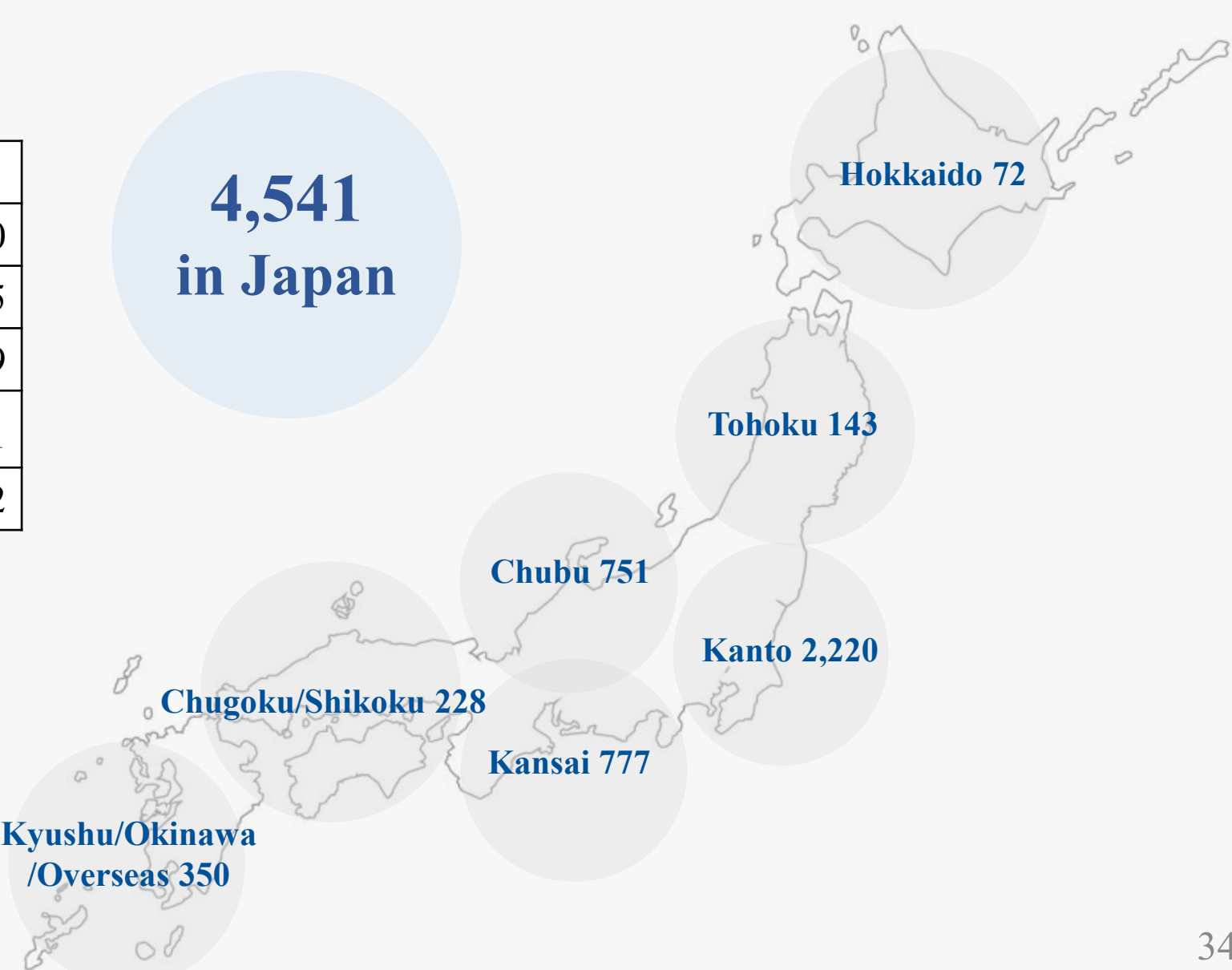
The matching business is a gateway service for wedding consultation offices,
"Life Design Business" is a service targeting wedding consultation center users

Have a network of franchisees rooted in the region and Japan's largest matchmaking platform

In FC, the number of affiliated stores in Japan
It ranks fourth among major companies*

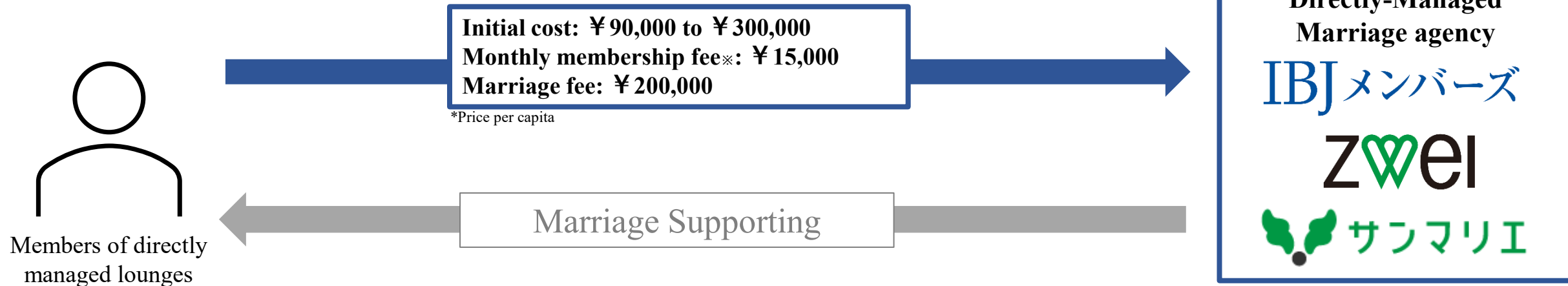
Rank	Brand	Franchises
1	7-Eleven	21,170
2	Family Mart	14,765
3	Lawson	14,439
4	IBJ	4,541
5	McDonald's	2,102

With IBJ platforms
Realizing matchmaking support
throughout Japan

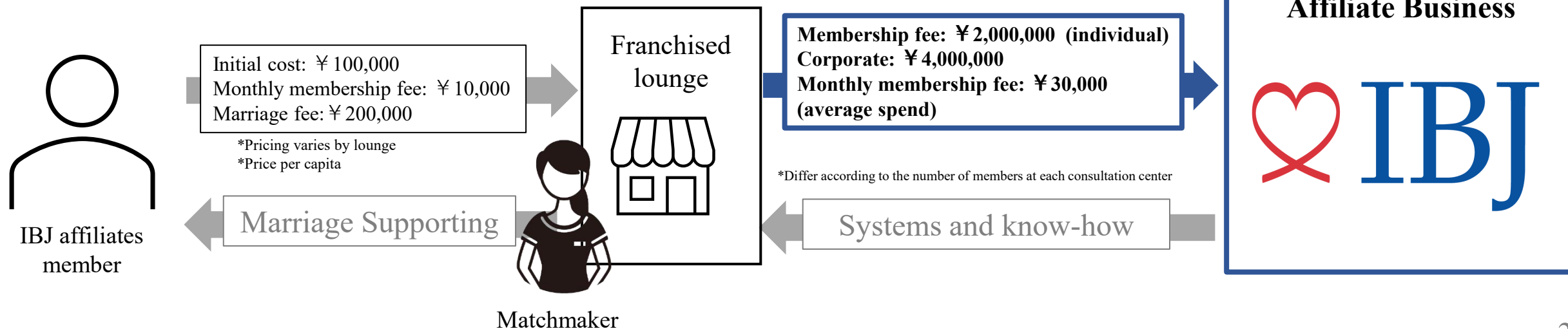


※The number of stores FC to other companies is quoted from the October 2024 issue of Business Opportunities, Inc.
※IBJ member restaurants used as of march 31, 2025

Directly-Managed Marriage agency Business

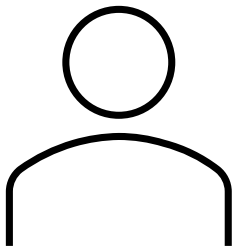


Affiliate Business



Party Business

Party members



Participation fee per party
Average for men and women
about 3,000 yen

*Average price per person

♡IBJ Matching

Store-type parties
Held in lounges exclusively for
marriage-hunting parties

Entertainment party
Held at a wide variety of venues
e.g. aquarium, fireworks, etc

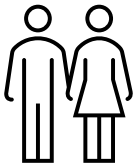


Recommend joining
IBJ Members

IBJメンバーズ

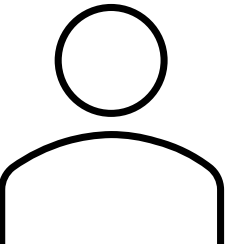


Matching



App Business

Matching app members



Monthly membership fee
¥2,000 to ¥5,380

*Fluctuations such as additional options

Bridal Net

youbride

Support offered from
getting the membership to
meeting partner candidates



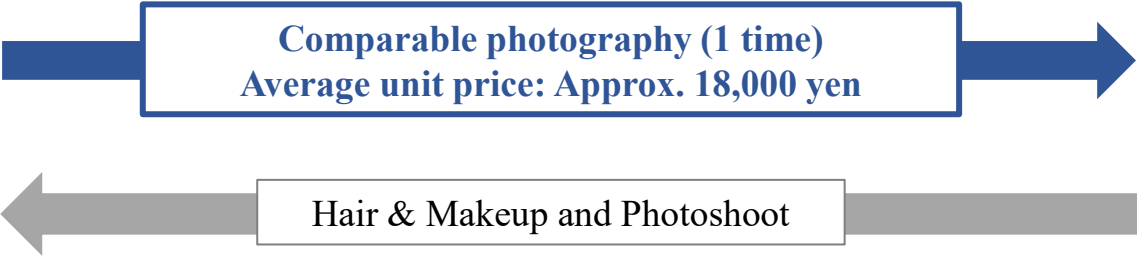
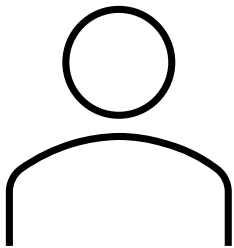
♡IBJ Matching

Sending marriage-
hunting members who
are highly motivated

Directly-Managed
Lounge agency

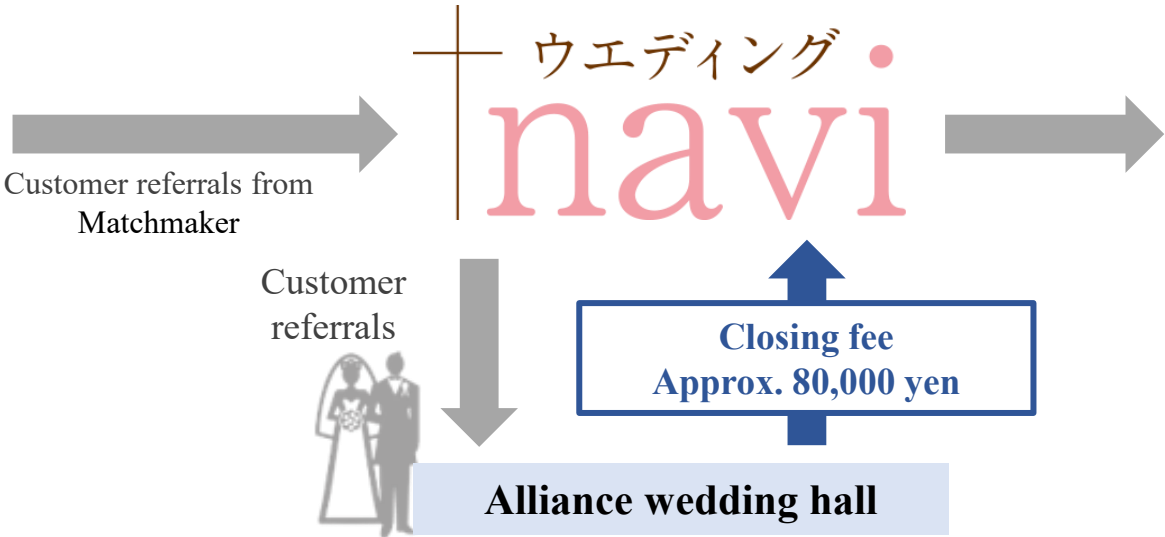
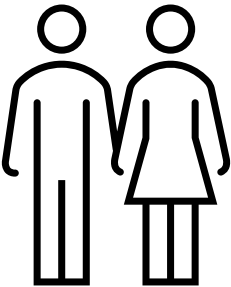
For wedding consultation members

Marriage agency
Activity members



For wedding couples

Wedding couple










Sales of insurance and housing

IBJ ライフデザインサポート

IBJ ファイナンシャル
アドバイザー株式会社

Getting members married with IBJ services

Social issues			Matters to be resolved			KPI		
(1) Aging society problem			Increasing the number of franchisees and matchmakers (promoting the employment of senior citizens, measures against loneliness)			7,000 franchisees		
(2) Regional issues			Increasing the number of franchisees and regional members (regional revitalization and the issue of businesses lacking successors)			Number of IBJ paying members: 140,000 members		
(3) Countermeasures to the declining birthrate			Increase the number of members and marriages between members (countermeasures to fewer people getting married, raising the number of births)			Number of marriages between members: 20,000 couples		
E (Environment)			S (Society)			G (Governance)		
Materiality	Goal	Target	Materiality	Goal	Target	Materiality	Goal	Target
<ul style="list-style-type: none">Running business with attention to the environment (environmental efficiency of our business operations)		7.3	<ul style="list-style-type: none">Providing a safe place to meet potential partners (data security, protection of personal information)		4.4	<ul style="list-style-type: none">Code of conductCorporate governance		16.3
Reducing power use (reducing overtime, introducing LED lighting)			<ul style="list-style-type: none">Securing expert personnel and developing personnel (diversity and inclusion, training program)		8.1			16.5
Saving paper (going paperless)		13.1	<ul style="list-style-type: none">Corporate citizenship activities (contributing to communities) (Vitalizing marriage-hunting business through collaborations between regional corporations, banks and municipalities)		8.2	Ensuring healthy and transparent business management with dynamic and flexible management, and enhanced management monitoring functions		16.6
					8.5			16.7
					10.3			
					16.3			

2006	<ul style="list-style-type: none">• IBJ Inc. is established and the Japan Association of Marriage Agency Platform Business is launched• Took over the Bridal Net and Marriage hunting party business (IBJ Matching) from the predecessor company
2012	<ul style="list-style-type: none">• Listed on the Osaka Stock Exchange JASDAQ Market (currently the Tokyo Stock Exchange)
2014	<ul style="list-style-type: none">• Changed to the Second Section of the Tokyo Stock Exchange
2015	<ul style="list-style-type: none">• Listed on the First Section of the Tokyo Stock Exchange
2018	<ul style="list-style-type: none">• Established IBJ Financial Advisory Co., Ltd. to operate real estate business
2019	<ul style="list-style-type: none">• Made Sunmarie Co., Ltd. and K Village Co., Ltd. subsidiaries
2020	<ul style="list-style-type: none">• Made ZWEI Co., Ltd. subsidiaries
2022	<ul style="list-style-type: none">• Transitioned to the Tokyo Stock Exchange Prime Market
2023	<ul style="list-style-type: none">• Capital and business alliance with O-Net Inc.
2024	<ul style="list-style-type: none">• Number of marriage agencies exceeded 4,500 companies
2025	<ul style="list-style-type: none">• Entered into a capital and business alliance agreement with Decorte Holdings.• Capital and Business Alliance with Tameny Inc.

Corporate Profile

Company Name: IBJ Co., Ltd.

Established in February 2006

Location 1-23-7 Nishi-Shinjuku, Shinjuku-ku, Tokyo
Shinjuku First West 12・17F

Number of Employees 1,266 (June 2025)

Directors:

President and CEO: Shigeru Ishizaka

Executive Vice President and Senior Executive Officer: Kenjiro Tsuchiya

Director and Senior Executive Officer: Yasuyuki Yokogawa

Outside Director: Kohzoh Umezu

Outside Director: Megumu Murakami

Outside Director: Mai Satou

Full-time Auditor: Yuki Futatsuya

Corporate Auditor: Nobuyuki Teramura

Corporate Auditor: Koichiro Yoneda

Listed on the Tokyo Stock Exchange Prime Market (6071)



IBJ/IBJ,Inc Co., Ltd.

〒160-0023

Nishi-Shinjuku, Shinjuku-ku, Tokyo 1-23-7

Shinjuku First West 12・17F

In order to assist in the investment of this material, we (hereafter, "our")
We have created this report for the purpose of understanding the current situation.
As of the end of March 2025, the contents of this document are generally used.
As well as the perceived economic and social conditions and our reasonable judgment
For the management environment based on certain assumptions
It may be changed without advance notice due to changes or other reasons.

**On a IR dedicated LINE official account
We distribute IR data and conduct Q&A.**



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人と人をつなぐのは、人だと思う。

An Interpersonal encounter is arranged only by a human.