



3rd Quarter of December 2025

Financial Results Presentation

IBJ, Inc(TSE Prime 6071)

Disclaimer

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Operating summary

- As of 3Q, net sales were ¥14,946 million (YoY +14.2%), and operating profit was ¥2,979 million (YoY +49.8%)
- Exceeded 1Q operating profit of ¥ billion, setting a new quarterly profit record (For details of each business, please refer to the segment summary.)
- Upward revision of full-year forecasts for net sales, operating profit, and ordinary profit

KPI

- The number of IBJ marriage agencies increased steadily to 4,682 (YoY +5.7%)
- The number of new members at IBJ marriage agencies reached a record high of 20,279 (YoY +18.2%)
- The number of new business openings was 253 (YoY +2.0%), exceeding last year's results

Business Environment

- Conducted M&A of men's beauty services to expand the Life Design Business
- Conducted a TOB for Decollte Holdings Corporation. aiming for further business expansion to achieve the medium-term management plan

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Summary of Financial Results

Operating profit for the cumulative 3Q increased significantly by YoY +49.8%

(million)	2024 3Q (Cumulative)	2025 3Q (Cumulative)	increased/decreased amount (YoY)	Growth Rate (YoY)
Net Sales	13,091	14,946	+1,854	+14.2%
Operating profit	1,989	2,979	+990	+49.8%
Ordinary profit	1,979	2,981	+1,001	+50.6%
Net income attributable to owners of parent	1,316	1,859	+542	+41.2%

3Q Segment Performance Overview for FY2025 (Last 3 Years)

Each business segment continues to achieve steady growth

Net sales (million)	2023 3Q (Cumulative)	2024 3Q (Cumulative)	2025 3Q (Cumulative)	increased/decreased amount (YoY)	Growth Rate (YoY)
IBJ Platform Business	2,247	2,472	2,809	+336	+13.6%
Directly-Managed Lounge Business	6,275	6,699	7,041	+341	+5.1%
Matching Business	1,387	1,228	1,166	△61	△5.0%
Life Design Business	2,027	701	1,518	+816	+116.4%
K Village Business	1,617	1,988	2,410	+421	+21.2%
Business Profit (Millions of yen)	2023 3Q (Cumulative)	2024 3Q (Cumulative)	2025 3Q (Cumulative)	increased/decreased amount (YoY)	Growth Rate (YoY)
IBJ Platform Business	1,347	1,668	1,915	+246	+14.8%
Directly-Managed Lounge Business	1,377	1,483	1,749	+266	+17.9%
Matching Business	220	183	271	+88	+48.3%
Life Design Business	269	201	571	+370	+183.4%
K Village Business	207	271	363	+92	+34.0%

Revised Full-Year Forecast for FY2025

Upward revision of performance forecast to net sales of ¥20 billion and operating profit of ¥3.6 billion, backed by strong business growth

(million)	(Initial Forecast)	(Revised Forecast)	increased/decreased amount	Rate of change
Net Sales	19,405	20,000	+594	+3.1%
Operating profit	3,124	3,600	+475	+15.2%
Ordinary profit	3,085	3,464	+378	+12.3%
Net income attributable to owners of parent	1,989	1,562	△427	△21.5%

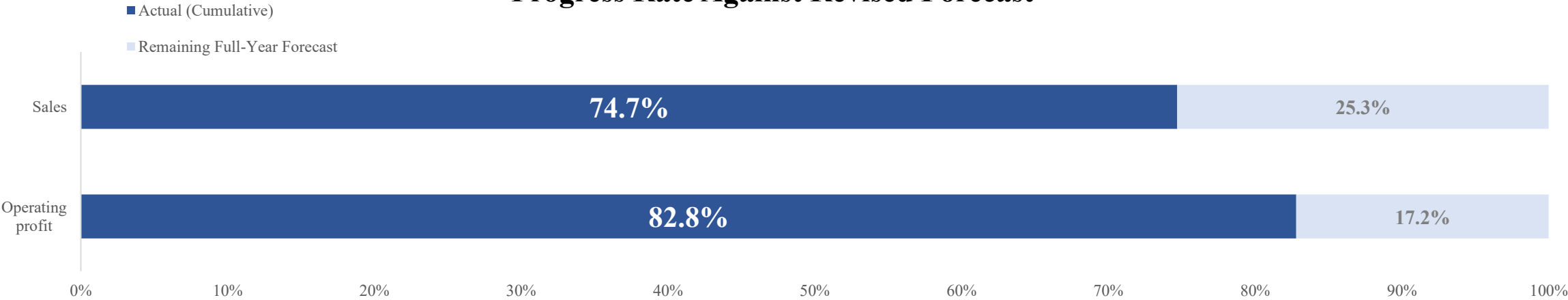
※Net income attributable to owners of parent is expected to be revised downward due to a software impairment loss of ¥381 million

Progress Against Revised Full-Year Consolidated Forecast for FY2025

Expected to exceed initial forecasts, with operating profit reaching a record high

(1,000,000 yen)		2025 Actual (3Q Cumulative)	2025 Revised Forecast	Progress Rate Against Full-Year Forecast
Sales		14,946	20,000	74.7%
Operating profit		2,979	3,600	82.8%

Progress Rate Against Revised Forecast





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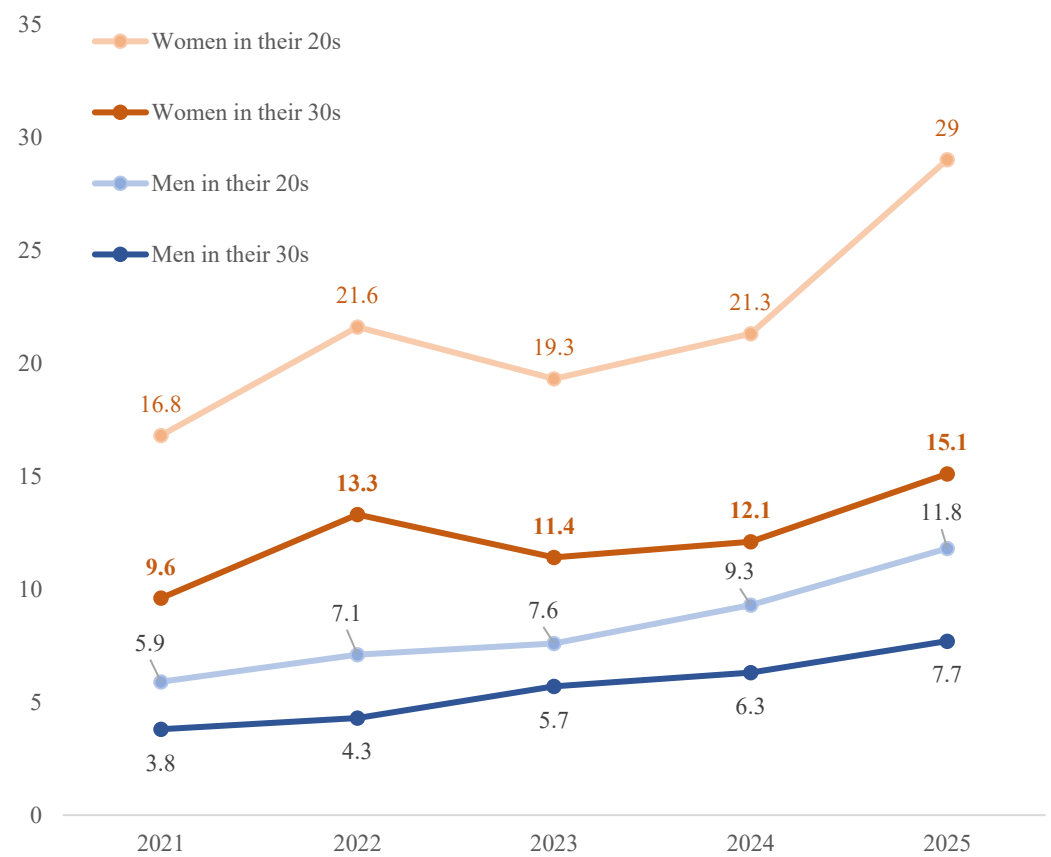
Growth Strategy

Budgeting for 2026 as a growth investment period to achieve discontinuous growth



With a view to potential market expansion
Incorporating "GROWBING Co., Ltd. (King of Eyebrows)" into the group
Aiming to create new growth in the "men's beauty sector" starting with M&A

Usage Rate of Eyebrow Salons by Gender



While demand for men's beauty is increasing year by year
There is a nearly 2-3 times difference in usage rates between men and women



A market with many business synergies and development opportunities
Aiming to enter new business formats starting with the eyebrow business

※According to Recruit Hot Pepper Beauty Academy
[Eye Beauty Salon] Usage Rate and Experience Rate ※(Overall/Single Response)
※ Experience Rate: "Used at least once in the past year" + "Not used in the past year but used in the past"



The "“Mayuge no ohsama”“(King of Eyebrows) acquired through M&A is a brand in a leading position as a men's specialty eyebrow salon

As a men's specialty salon
The largest number of stores in Japan

1st: 
23 store ※1

2nd: Company A 6stores ※2

3rd : Company B 5stores ※3

※1 As of the end of October 2025
※2 According to our research
※3 Quoted from Recruit Co., Ltd. ""Beauty Census 2024 First Half [Beauty Salon & Barber Shop Edition]""

High repeat rate



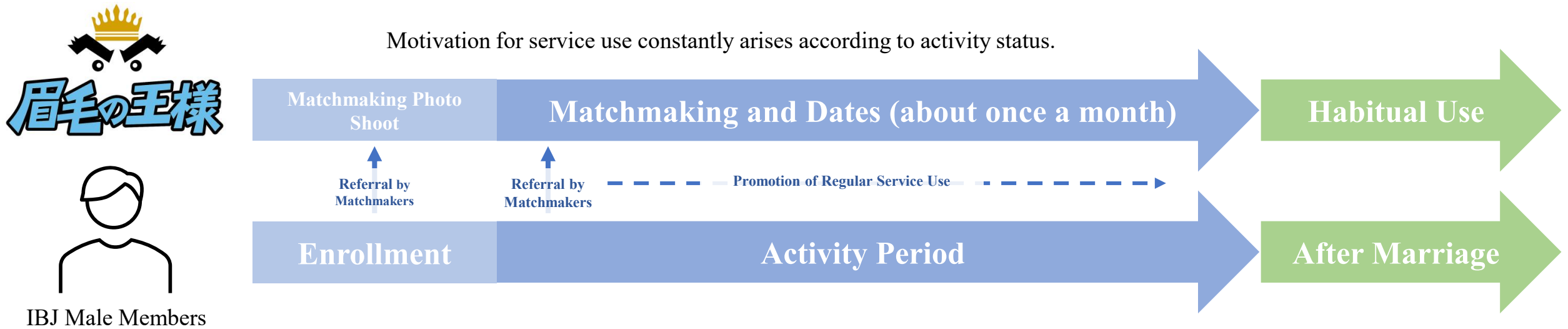
- ① High customer satisfaction due to high technical skill
→ Almost all stores have Google reviews with high ratings of ☆4.5 to ☆4.9
- ② Eyebrow salons becoming a habit
→ Tendency to become a habit like haircuts

High customer unit price



- ① The psychology of not wanting to fail
→ Emphasizing technical skill (certainty) over price
- ② Limited treatment areas
→ Completed in 1/2 to 1/3 the time of a regular beauty salon

The marriage agency business and men's beauty business are expected to have particularly high synergy effects.



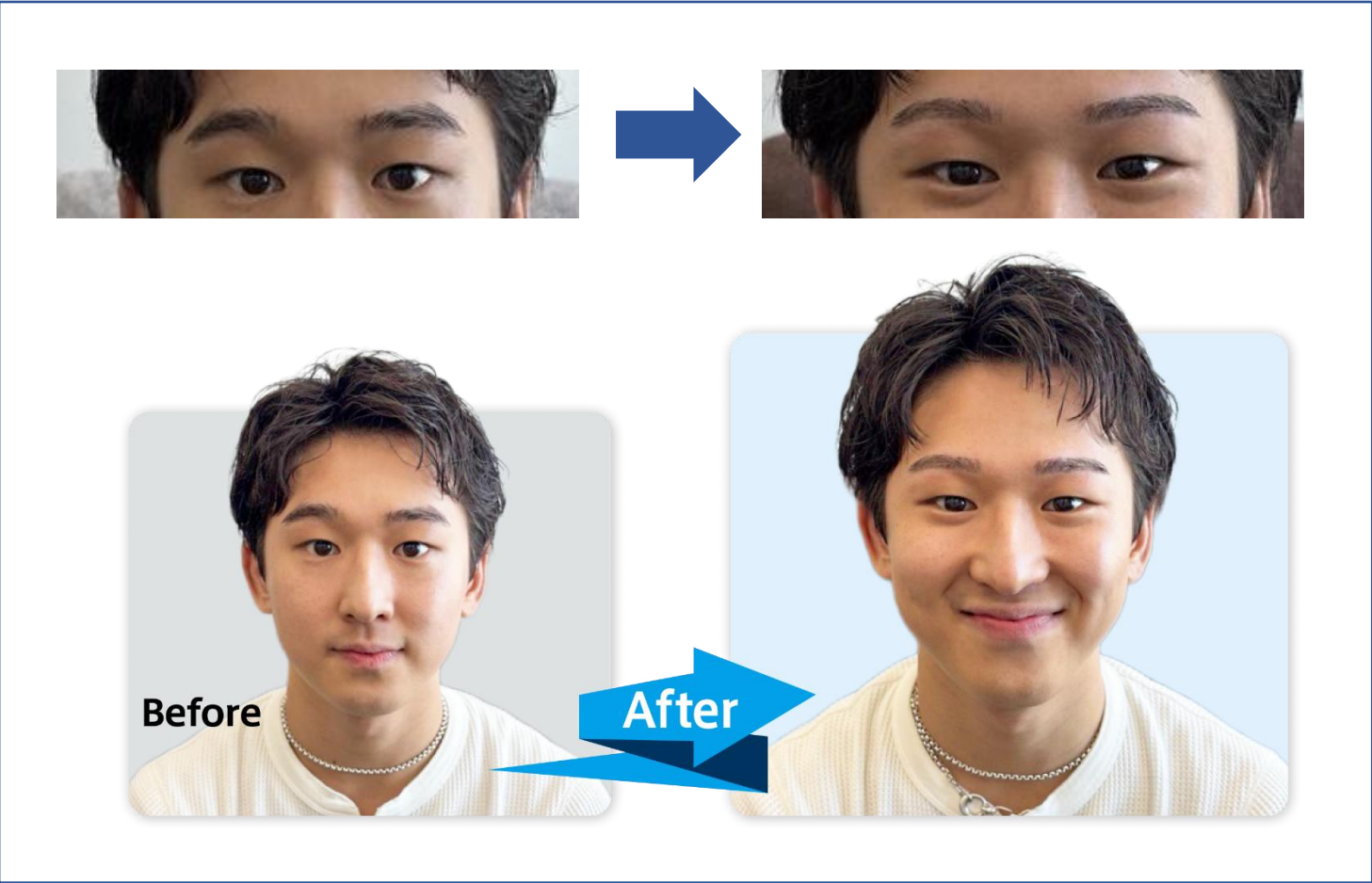
The activity period of the marriage agency offers abundant opportunities for service use (about once a month). Service use becomes habitual, and regular use is expected even after marriage.



Promoting customer referrals directly leads to business expansion and increased LTV.

Improving men's first impressions also contributes to increasing the number of matchmaking meetings and marriages.

Actual Treatment Image



Other treatment images are introduced on various SNS



Instagram



@MAYUGEOUSAMA



TikTok



TikTok

Accelerate FC expansion to aim for 100 stores by December 2027

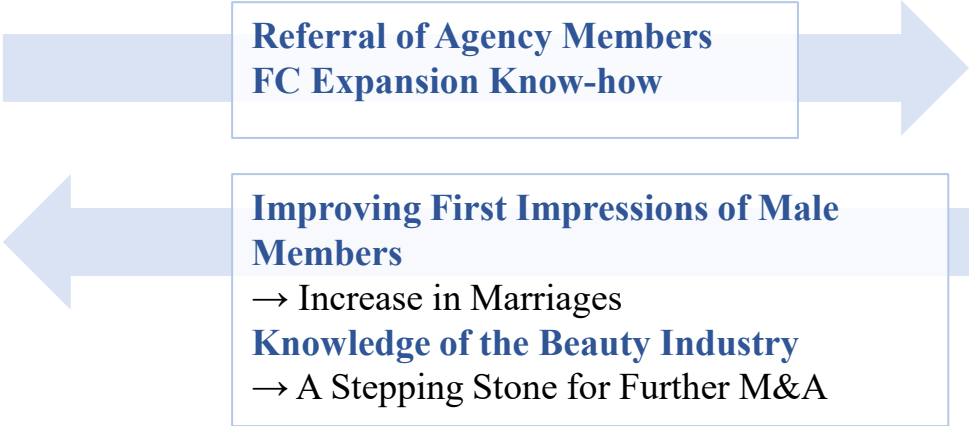
	2025 Year	2027 Year	Increase or decrease	Rate of change
Number of Stores (Directly Managed + FC)	23 store	100 store	+77 store	+334.7%
Sales	580 million yen	1,200 million yen	+620 million yen	+106.8%
Operating profit	177 million yen ※	500 million yen	+323 million yen	+182.4%

*Includes full-year forecast before consolidation of our group

Improvement in Profitability

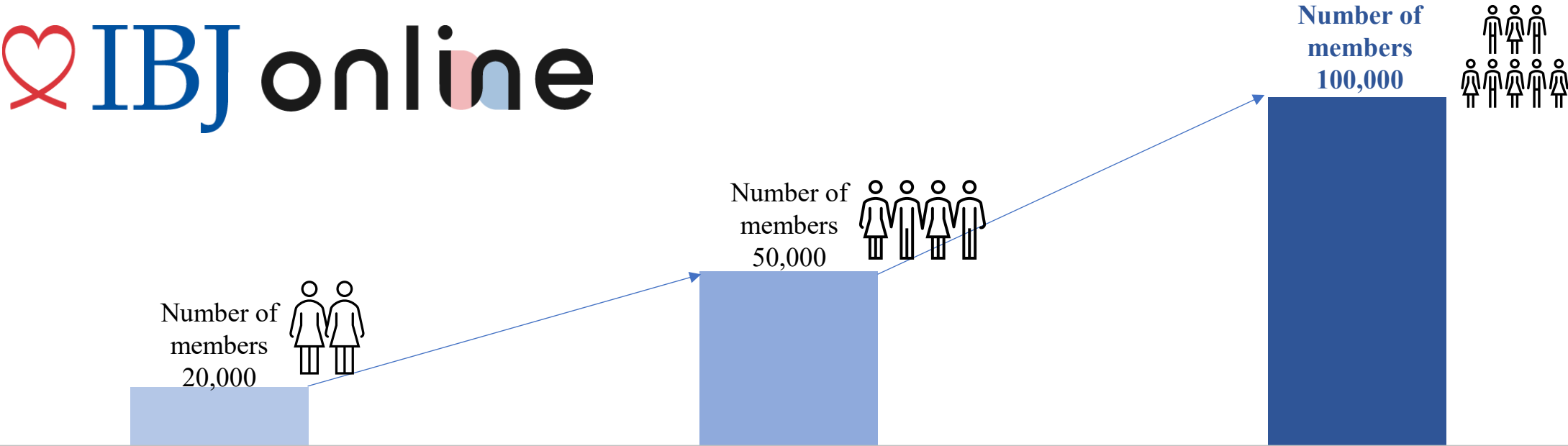


IBJ



Growth Investment (New Business): Growth Strategy for IBJ online

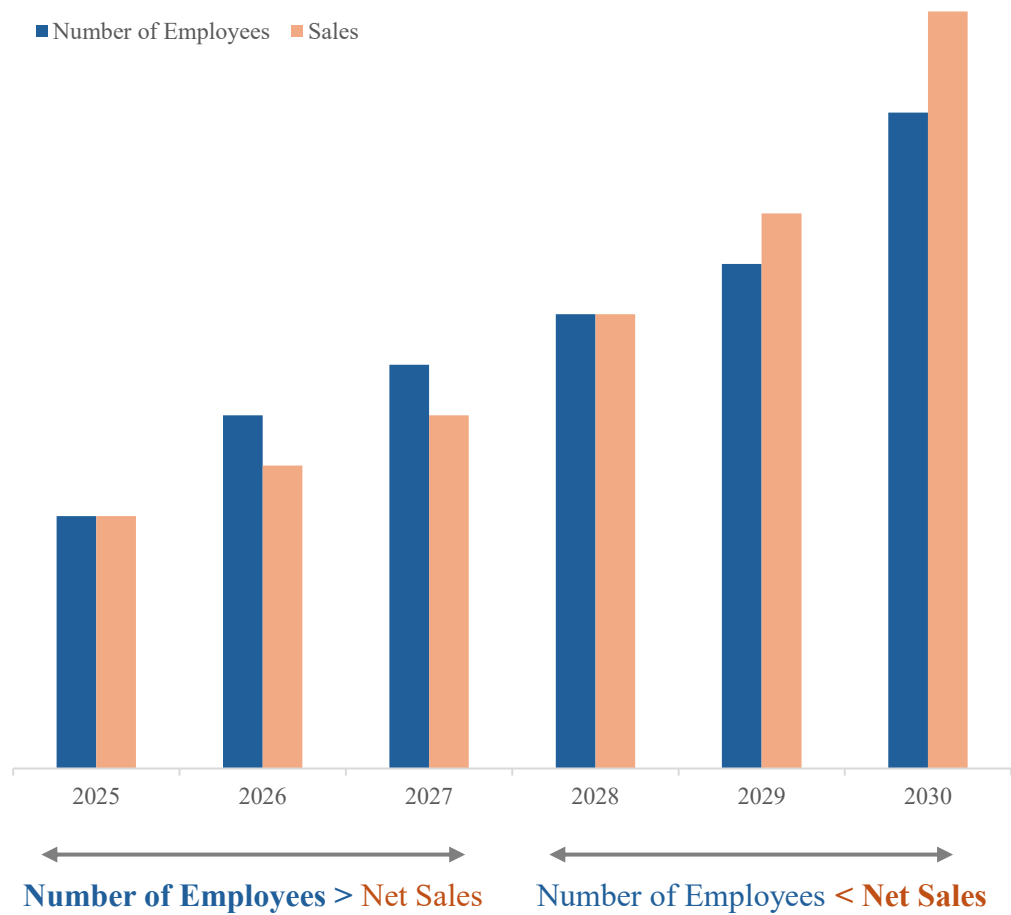
Collaborate with IBJ member stores, other agencies, and major matching apps to develop the marriage market for the light segment
Aim to achieve the largest 'online marriage platform' in Japan through medium- to long-term and sustainable growth



Phase 1(2026-2027)	Phase 2(2028-2030)	Phase 3(2031~)
Expansion of the Membership Base	Expansion of Partnerships	Improvement in Profitability
- Integration of Members of Own Services - Attract Other Agencies - Stable Operation of Services	- Cross-sell to IBJ member stores - Attract marriage agencies from other federations - With major matching apps Rapid expansion of the base through partnerships	Access to new customers Promotion of FC Opening (Individual/Corporate)

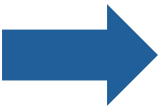
Securing and developing human resources is considered a core success factor of our service model
Build a strong and flexible human resource base that can respond to rapid growth after 2027

Image of the Growth Rate of Number of Employees and Net Sales



Recruitment Strategy

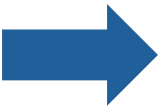
- Strengthen postings on recruitment media
- Increase personnel in the recruitment team
- Strengthen intergroup collaboration (focusing on directly managed stores)



Increase in Number of Hires

Development Strategy

- Actively implement job rotation within the group
Promote the development of management from a company-wide perspective
- Enhance in-house training (reskilling)
- Actively raise salary levels (pay raises)
- Promote the use of generative AI



Employee Development/Skill Enhancement

Strengthen bases as a foundation for realizing medium- to long-term growth

- A stepping stone for business expansion in the Western Japan area
- Develop member stores and expand referrals for life design
- Utilize as a place for **developing the next management layer** along with other branches

Newly established
Kyushu Branch

Expansion
Shinjuku Headquarters

- Strengthen IBJ Group collaboration and accelerate **decision-making**
- Integrate some group company offices
- Cross-group human resource development and utilization





3

About TOB

Conduct TOB aiming for the consolidation of Decollte Holdings Corporation

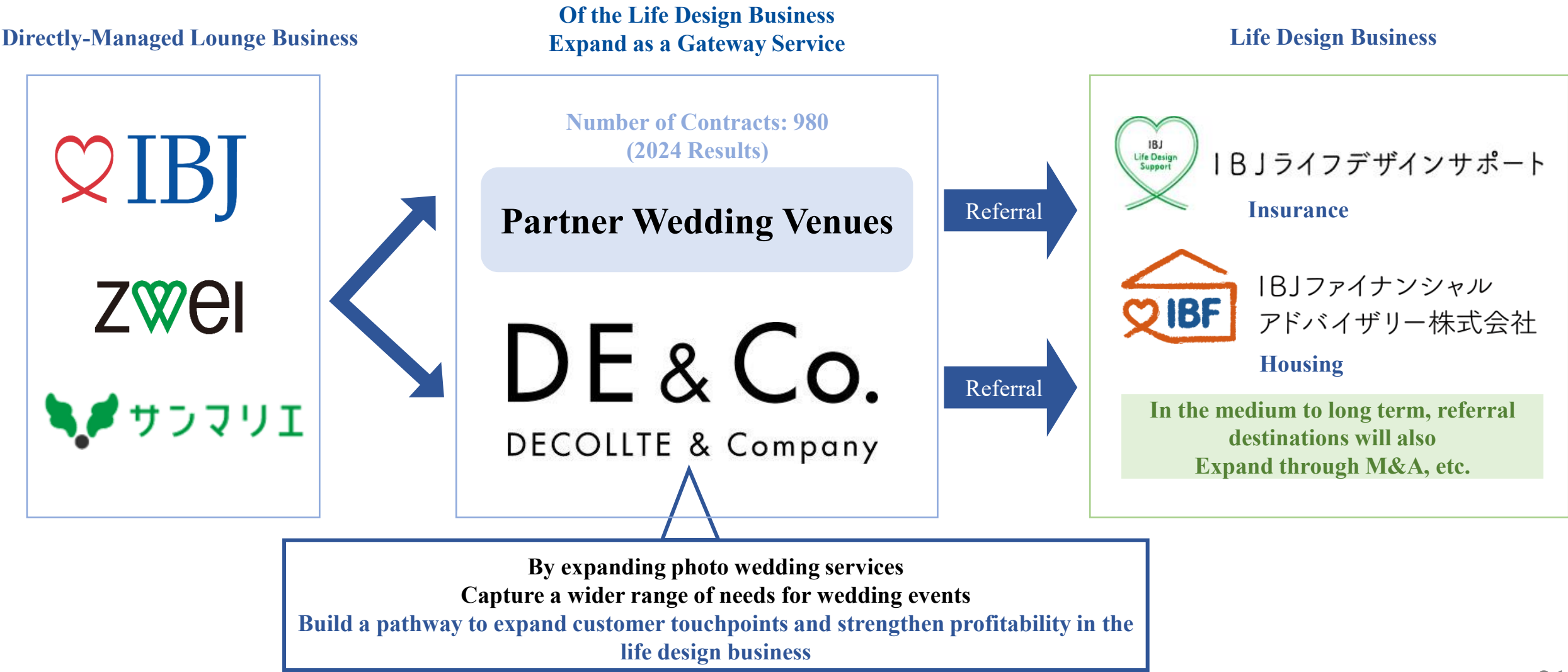


- ① Strengthen referrals to photo wedding services
→ Increase sales, reduce SG&A expenses
- ② Share and collaborate on marketing know-how and efficiently recruit and develop human resources
→ Improve cost efficiency, further enhance corporate value
- ③ Develop new businesses in the photo wedding service and surrounding industries
→ Accelerate the development of new markets



Aim not only to contribute to financial statements but also to create further added value

By consolidating a major photo wedding company, the service scope expands
Further business expansion of the entire life design business is expected



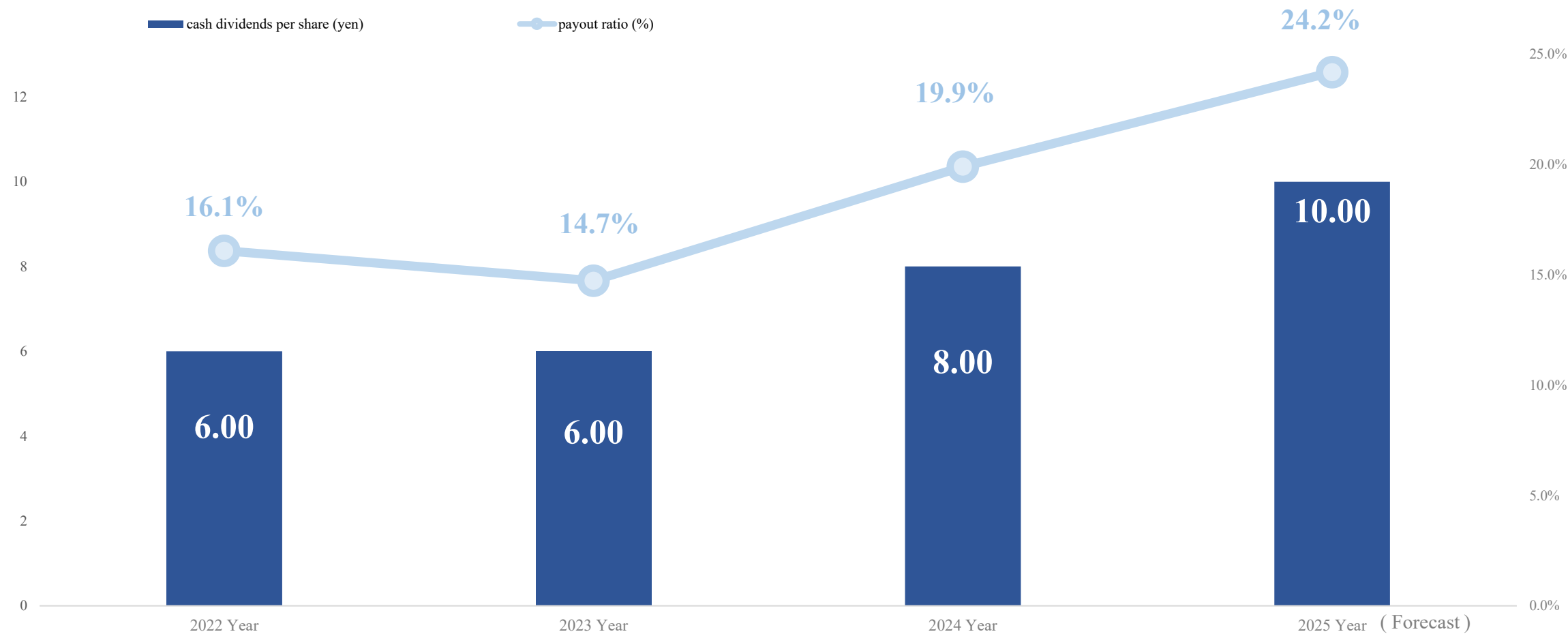


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Return to shareholders

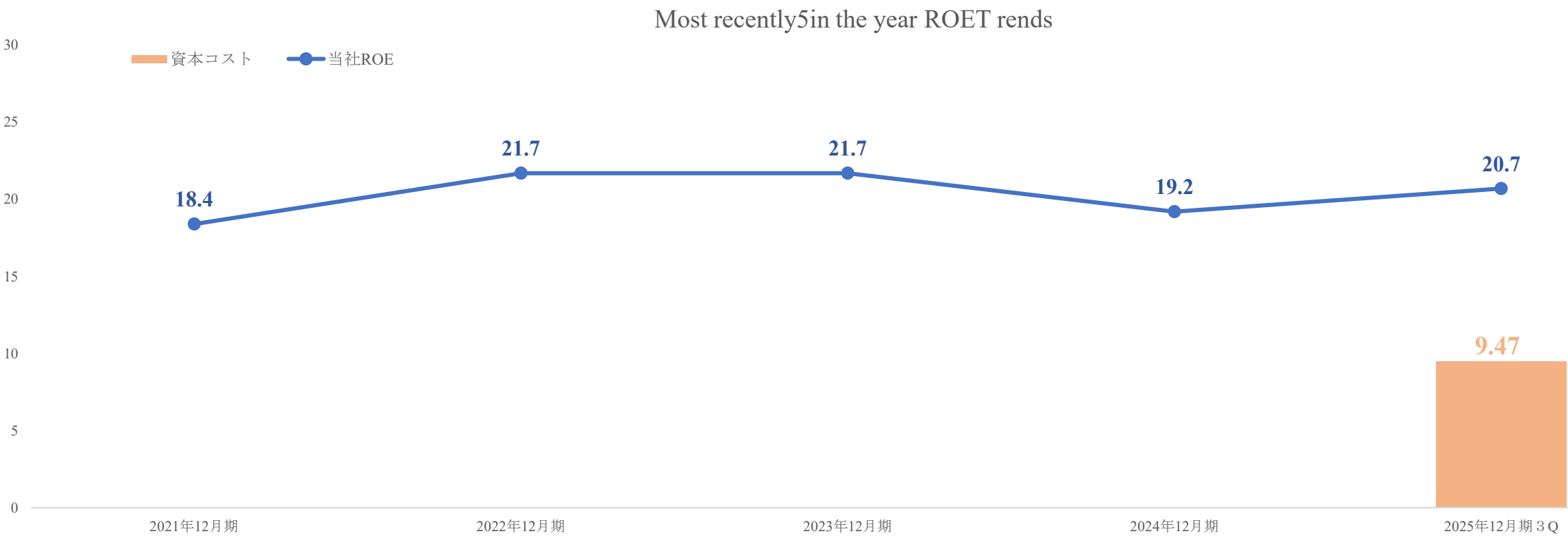
To enhance investments for business growth and continuous shareholder returns
The year-end dividend for 2025 is planned to increase by ¥2 to ¥10 compared to last year

Dividends and Payout Ratio(Consolidated)Trends



ROE is stably maintained above the capital cost level

- Target ROE range from 2025 onwards: around 20%
- Our capital cost (CAPM method): 9.47% *As of August 2025





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Business Segment Results

Overview of the Affiliate Business

million	2024 Year 3 Q	2025 Year 3 Q	increased/decreased amount	growth rate
Net Sales	854	1,032	+178	+20.9%
Divisional profit	569	737	+167	+29.4%
Income margin	66.7%	71.4%	-	-

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

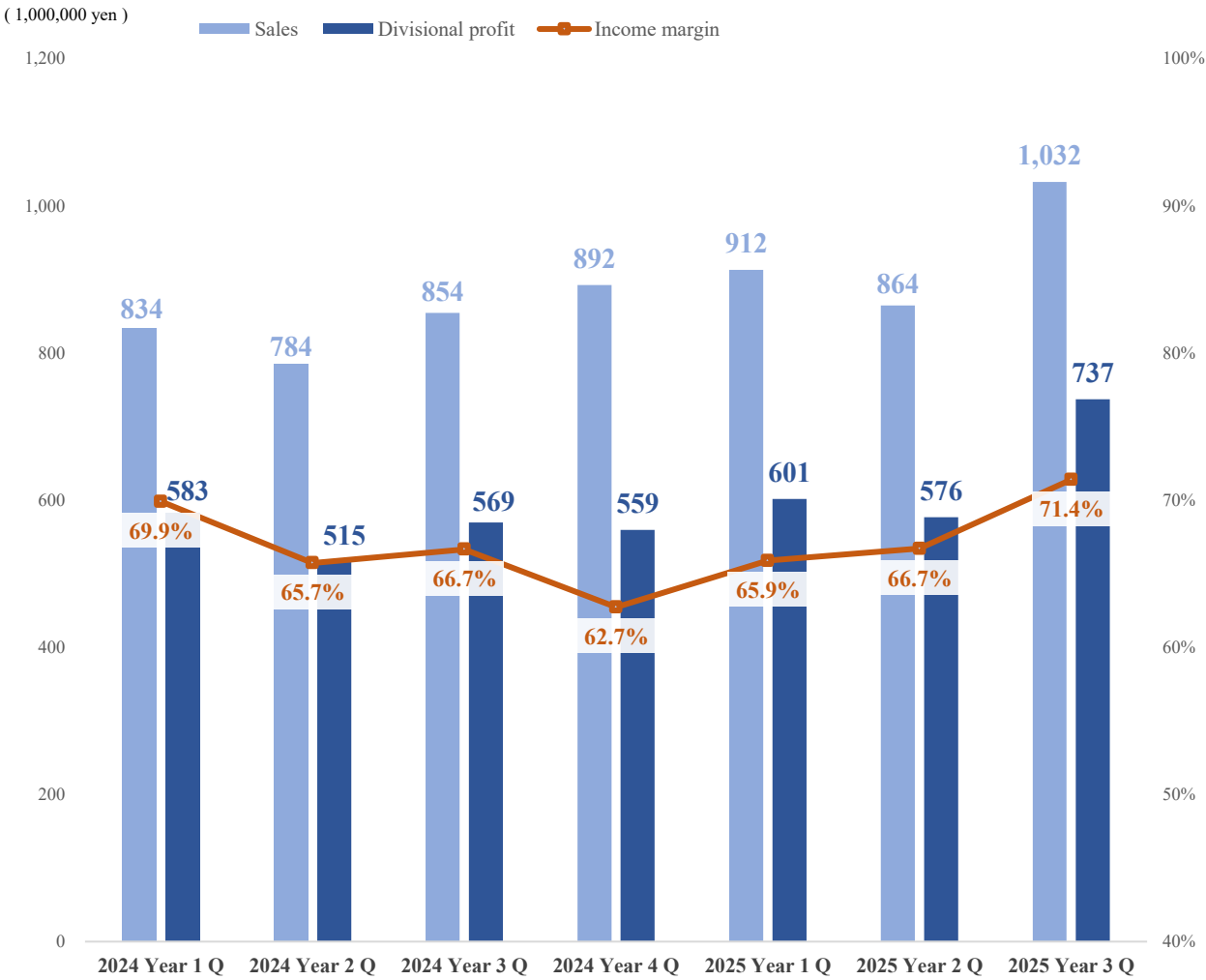
IBJ Platform Business

Performance continues on an upward trend. In addition to steady growth in existing businesses, the effects of a capital and business alliance with Tameny Inc., Ltd. and initiatives such as starting to charge inactive members also contribute.

Agency Opening Support Business

Due to the review of the organizational structure and increase in staff, the number of openings in 3Q was 253 cases (YoY+2.0%), exceeding last year's results. 4Q is also expected to maintain the number of cases.

Quarterly Sales and Divisional Profit Trends of the Affiliate Business



Overview of the Directly-Managed Lounge Business

million	2024 Year 3 Q	2025 Year 3 Q	increased/decreased amount	growth rate
Net Sales	2,310	2,409	+99	+4.3%
Divisional profit	506	638	+131	+26.0%
Income margin	21.9%	26.5%	-	-

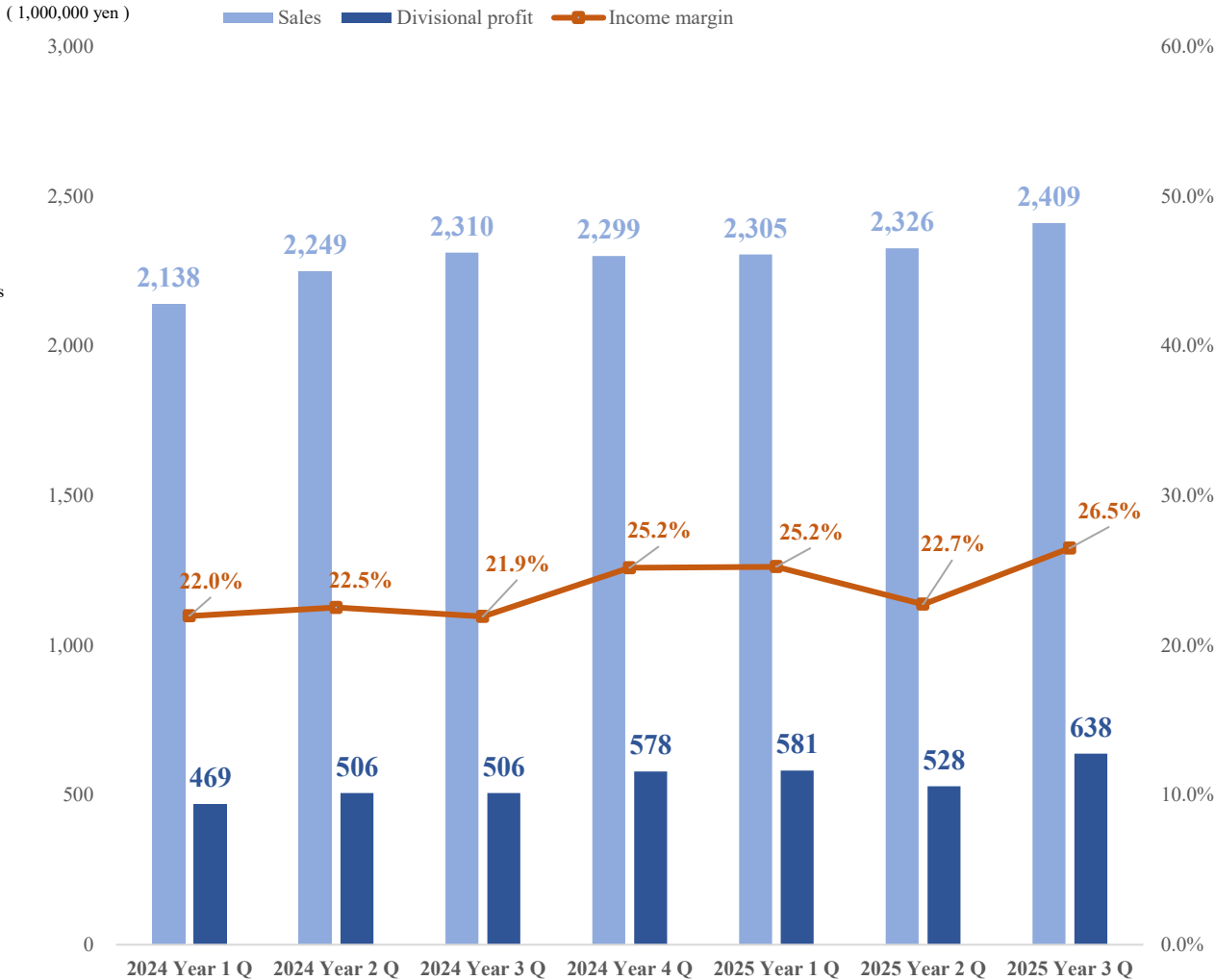
*Divisional profit is operating income plus internal transaction adjustments, plus depreciation + amortization of goodwill + amortization of long-term prepaid expenses

Overview of the 3 brands

The number of new memberships is steady, maintaining a net increase pace in membership. The number of new memberships during 3Q was 6,426 (YoY+10.6%), contributing to increased revenue and profit.

In 4Q, with an eye on growth in 2026, we will focus on upfront investment in advertising expenses, strengthening recruitment, and optimizing personnel among brands.

Quarterly Sales and Divisional Profit Trends of the Directly-Managed Lounge Business



Overview of the Matching Business

million	2024 Year 3 Q	2025 Year 3 Q	increased/decreased amount	growth rate
Net Sales	414	422	+7	+1.9%
Divisional profit	69	96	+27	+40.0%
Income margin	16.7%	22.9%	-	-

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

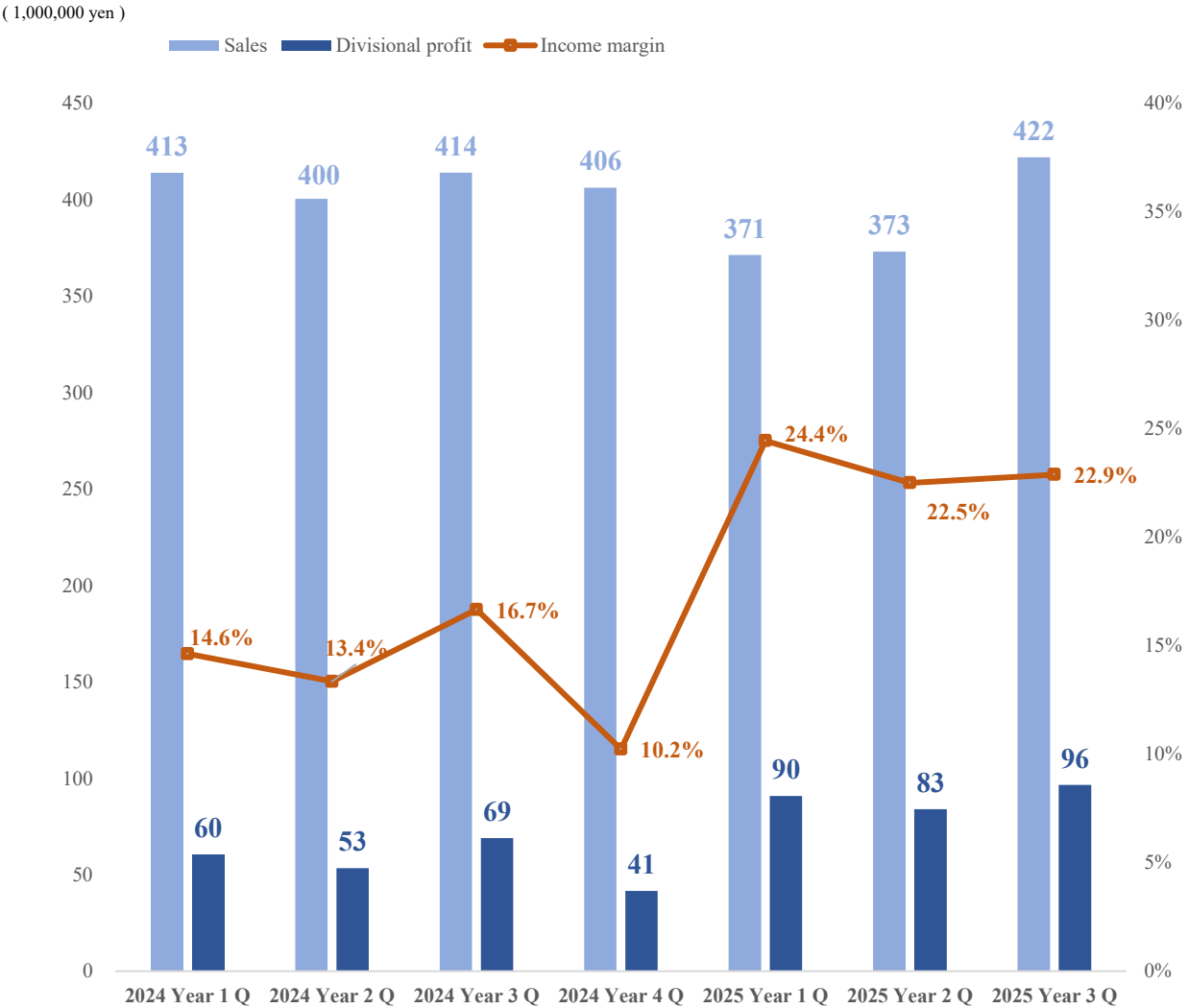
Party Business

The number of party participants during 3Q increased to 91,179 (YoY+11.0%), influenced by an increase in the number of large-scale events and television broadcasts. Additionally, the implementation of new features through app updates aims to acquire new and repeat customers.

App Business

""IBJ online,"" a new revenue pillar for the Matching Business, was released in October. The first phase involves expanding the database as an investment period.

Quarterly Sales and Divisional Profit Trends of the Matching Business



Overview of the Life Design Business

million	2024 Year 3 Q	2025 Year 3 Q	increased/decreased amount	growth rate
Net Sales	233	610	+377	+161.8%
Divisional profit	61	249	+188	+307.4%
Income margin	26.2%	40.8%	-	-

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

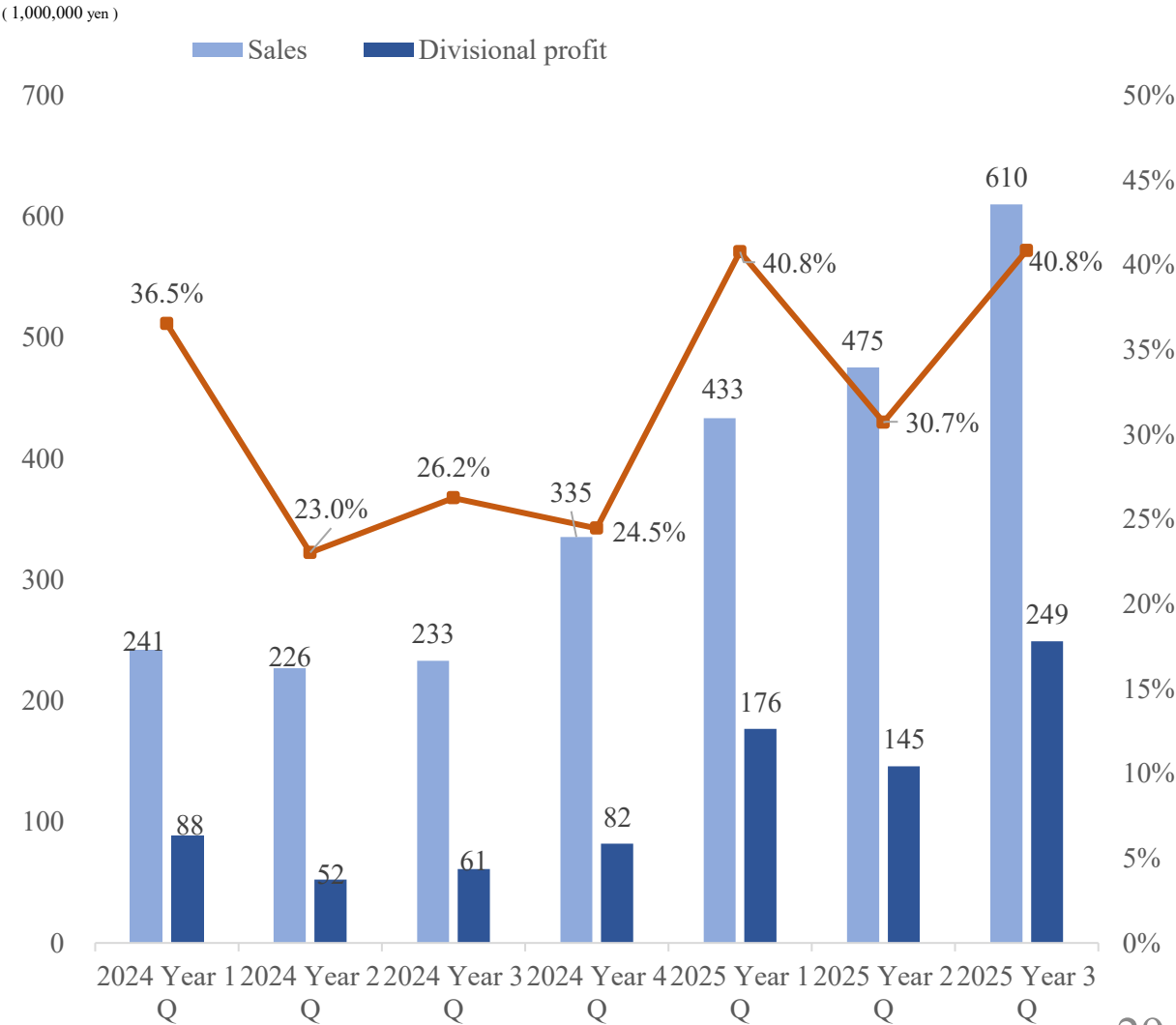
Wedding, Insurance, Housing, Photo

Each business achieved steady growth on a YoY basis. The number of wedding contracts was 421 (YoY+73.3%), and the number of insurance contracts was 631 (YoY+93.0%). The business is performing well, linked to an increase in successful matches in the marriage agency business.

GROWBING (Eyebrow Salon)

Operates 23 stores nationwide. Amid strong demand, plans to expand FC stores and strengthen collaboration with the marriage agency business to increase the number of referrals from next year.

Quarterly Sales and Divisional Profit Trends of the Matching Business



Overview of the K Village Business

million	2024 Year 3 Q	2025 Year 3 Q	increased/decreased amount	growth rate
Net Sales	713	738	+24	+3.5%
Divisional profit	113	115	+1	+1.6%
Income margin	15.9%	15.7%	-	-

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

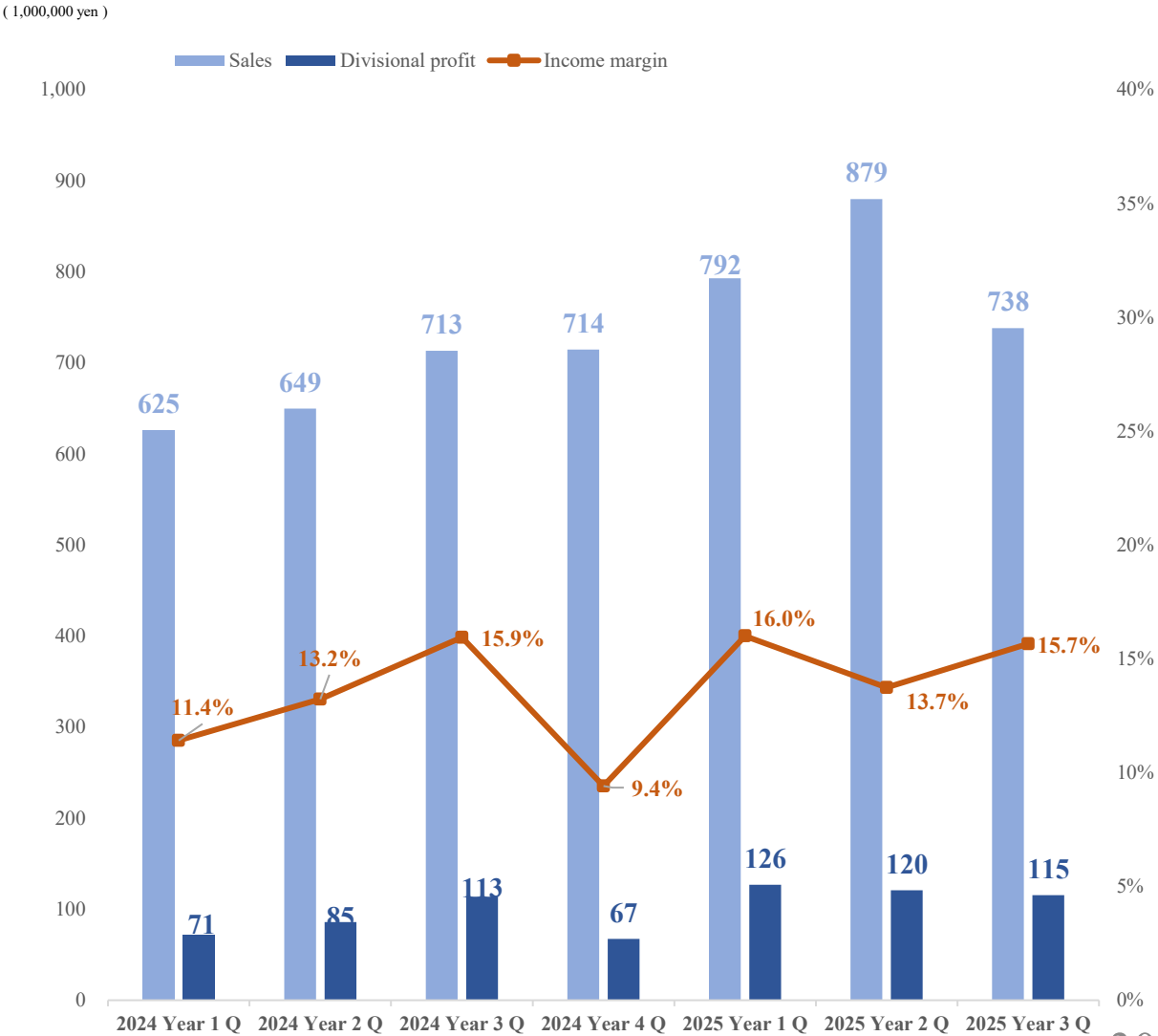
Korean Business

The number of students continues to increase steadily, and the business is doing well.
Despite making capital investments such as school repairs to improve customer UX, divisional profit increased by YoY+1.6%.

Music Business

The franchise business continues to expand steadily, with the number of FC schools at 94 (YoY+95.8%), approaching the milestone of 100 schools.
The number of students also reached 8,817 (YoY+97.1%), achieving an expansion in service scale linked to the number of schools.

Quarterly Sales and Divisional Profit Trends of the K village Business





5 Reference Materials

Profit and Loss Statement (P/L)

(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	5,212	—	—	+ 686	+ 15.2%
Cost of sales	294	296	317	367	1,276	432	436	279	—	—	△37	△11.9%
Gross profit	3,959	4,014	4,208	4,280	16,463	4,383	4,482	4,932	—	—	+ 724	+ 17.2%
SG&A	3,295	3,408	3,489	3,690	13,884	3,376	3,695	3,746	—	—	+ 257	+ 7.4%
Operating income	663	606	719	589	2,579	1,006	786	1,186	—	—	+ 467	+ 65.0%
Total non-operating income	3	5	△1	4	11	3	70	25	—	—	+ 27	—
Total non-operating expenses	5	5	6	11	28	10	76	12	—	—	+ 6	+ 104.1%
Ordinary income	662	606	711	581	2,561	999	781	1,200	—	—	+ 488	+ 68.7%
Total extraordinary income	82	1	—	1	85	—	0	—	—	—	—	—
Total extraordinary loss	—	23	0	345	368	12	4	3	—	—	+3	—
Net income attributable to owners of parent	481	385	450	206	1,523	614	482	762	—	—	+ 312	+69.4%

Balance Sheet (B/S)

(Million yen)	2024 Fourth Quarter	2025 Third Quarter	Change (YoY)	Rate of change (YoY)	Factors behind changes
Current assets	8,918	9,822	+904	+10.1%	
Cash and cash equivalents Deposits	4,198	4,003	△194	△4.6%	
Fixed assets	9,547	12,120	+ 2,573	+ 27.0%	Acquisition of investment securities security deposits, etc.
Total assets	18,465	21,943	+3,477	+18.8%	
Current liabilities	5,220	7,302	+ 2,081	+ 39.9%	Short-term borrowings Current portion of long-term borrowings
Long-term liabilities	4,274	3,952	△322	△7.5%	
Total liabilities	9,495	11,254	+ 1,759	+ 18.5%	
Total net assets	8,970	10,689	+1,718	+19.2%	
Total liabilities and net assets	18,465	21,943	+3,477	+18.8%	
Equity Ratio	45.4%	45.5%	—	—	

Net Sales and Operating Income by Business Segment

(Million yen)		In 2024					In 2025					YoY (change)	YoY(Rate)
		1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year		
IBJ Platform Business	Net sales	834	784	854	892	3,365	912	864	1,032	—	—	+178	+ 20.9%
	Agency Opening Support Business	419	344	388	392	1,545	370	322	470	—	—	+81	+ 20.9%
	Affiliate Business	414	440	465	499	1,819	542	542	562	—	—	+97	+ 20.8%
	Divisional profit	583	515	569	559	2,227	601	576	737	—	—	+167	+ 29.4%
	Agency Opening Support Business	269	192	222	205	889	187	149	280	—	—	+58	+ 26.3%
	Affiliate Business	313	323	347	354	1,338	414	427	456	—	—	+109	+31.5%
Directly-Managed Lounge Business	Net sales	2,138	2,249	2,310	2,299	8,999	2,305	2,326	2,409	—	—	+99	+ 4.3%
	Divisional profit	469	506	506	578	2,062	581	528	638	—	—	+131	+26.0%
Matching Business	Net sales	413	400	414	406	1,634	371	373	422	—	—	+7	+1.9%
	Party Business	230	217	229	230	908	215	224	274	—	—	+44	+19.6%
	App Business	182	182	184	175	725	155	149	147	—	—	△36	△20.1%
	Divisional profit	60	53	69	41	224	90	83	96	—	—	+27	+40.0%
	Party Business	22	20	32	17	93	48	47	60	—	—	+28	+85.6%
	App Business	37	33	36	23	130	42	36	35	—	—	△0	△1.3%
Life Design Business	Net sales	241	226	233	335	1,037	433	475	610	—	—	+377	+161.8%
	Divisional profit	88	52	61	82	283	176	145	249	—	—	+188	+307.4%
K Village business	Net sales	625	649	713	714	2,703	792	879	738	—	—	+24	+3.5%
	Divisional profit	71	85	113	67	338	126	120	115	—	—	+1	+ 1.6%

Business KPI (wedding counseling offices)

(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*1	4,211	4,317	4,428	4,502	—	4,541	4,541	4,682	—	—	+254	+5.7%
	Number of new business openings	225	235	248	256	964	206	177	253	—	—	+5	+2.0%
	Number of new memberships	13,639	16,280	17,161	17,225	64,305	18,296	19,310	20,279	—	—	+3,118	+18.2%
	↳Franchisee Marriage agency	8,624	10,649	11,352	12,275	42,900	12,653	13,354	13,853	—	—	+2,501	+22.0%
	↳Marriage agency	5,015	5,631	5,809	4,950	21,405	5,643	5,956	6,426	—	—	+617	+10.6%
	Number of IBJ Registered Members*1	87,297	91,318	94,763	94,167	—	96,449	97,857	102,302	—	—	+7,539	+8.0%
	↳Franchisee Marriage agency	60,915	63,637	65,727	65,777	—	68,029	69,871	73,226	—	—	+7,499	+11.4%
	↳Marriage agency	26,382	27,681	29,036	28,390	—	28,420	27,986	29,076	—	—	+40	+0.1%
	Number of IBJ Paying members*1	58,681	61,695	66,476	70,697	—	74,088	77,900	96,235	—	—	+29,759	+44.8%
	↳Franchisee Marriage agency	36,281	38,472	42,348	46,213	—	49,599	52,745	68,323	—	—	+25,975	+61.3%
	↳Marriage agency	22,400	23,223	24,128	24,484	—	24,489	25,155	27,912	—	—	+3,784	+15.7%
	Number of arranged marriage meetings	205,706	220,157	230,081	232,026	887,970	243,614	259,818	272,530	—	—	+42,449	+18.4%
	↳Franchisee Marriage agency	125,561	135,712	143,265	145,843	550,381	157,954	172,671	182,237	—	—	+38,972	+27.2%
	↳Marriage agency	80,145	84,445	86,816	86,183	337,589	85,660	87,147	90,293	—	—	+3,477	+4.0%
	Number of Couples (confirmation base)※2	3,841 (1,834)	3,794 (1,865)	4,211 (2,032)	4,552 (2,182)	16,398 (7,913)	4,962 (2,249)	5,094 (2,265)	5,136 (2,411)	—	—	+925 (+ 379)	+21.9% (18.7%)

※1 Number of wedding consultation centers and members as of the end of each Q
※2 The number of marriages includes the total of confirmed marriages within the IBJ platform and between Sunmarie independent members, as well as the total of engagement proposals from marriages within the IBJ platform, through other services or friend introductions, and between ZWEI independent members, with all figures rounded down to the nearest whole number.

Business KPI (matching, life design, and 0 Village businesses)

(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	91,179	-	-	+9,036	+11.0%
	Number of parties held	6,956	7,967	8,746	7,744	31,413	5,695	6,038	6,792	-	-	△1,954	△22.3%
	Number of matches (apps) *	312,308	318,044	310,124	256,394	1,196,870	197,482	191,804	177,270	-	-	△132,854	△42.8%

(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	421	-	-	+178	+73.3%
	Number of insurance contracts	361	337	327	349	1,374	435	495	631	-	-	+304	+93.0%
	Selfit Corp. Corresponding number of photographs taken	1,403	2,380	2,523	2,171	8,477	2,350	2,644	3,091	-	-	+568	+22.5%

(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	16,450	-	-	+2,035	+14.1%
	NAYUTAS (Boitle) Students	2,535	3,523	4,473	5,287	-	6,426	7,532	8,817	-	-	+4,344	+97.1%
	NAYUTAS (Boitle) FC Buildings	29	38	48	56	-	72	79	94	-	-	+46	+95.8%

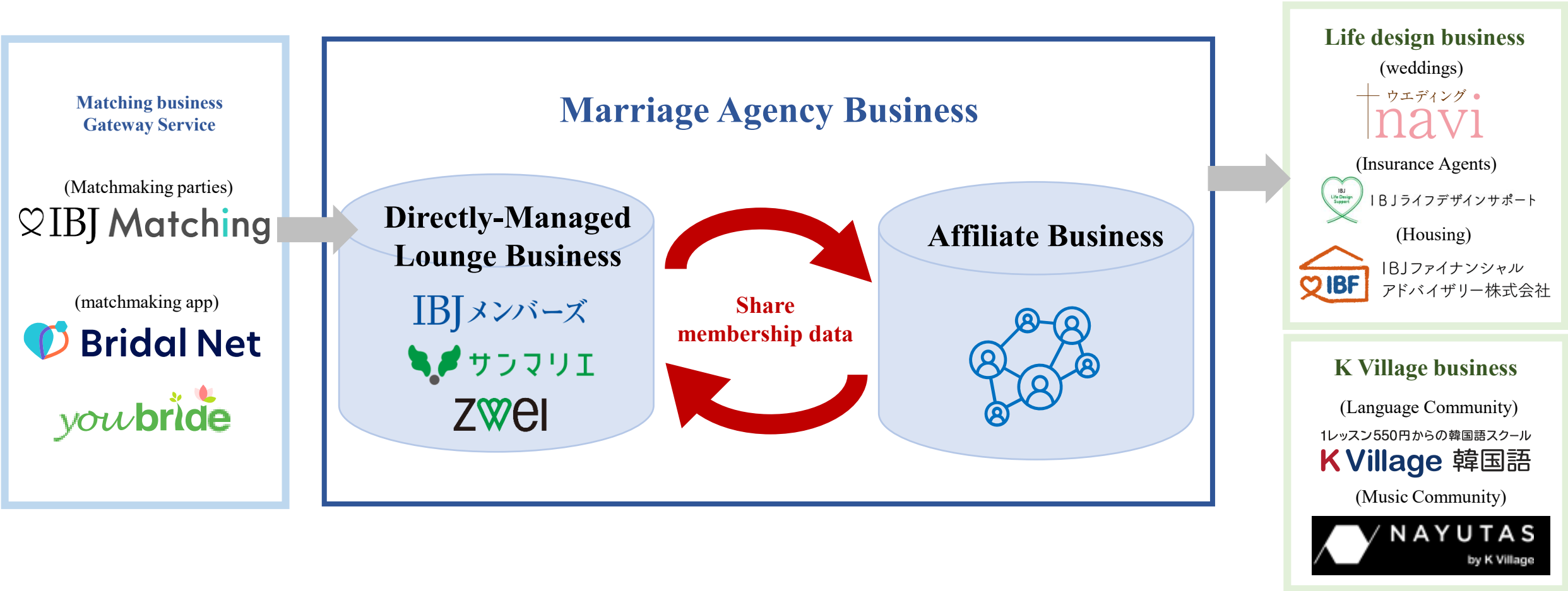
※The number of parties and the number of parties held decreased in YoY due to the termination of IBJ Gohan Dating service.
※The number of policies for each contract is booked for each contract, and 2 policies for each contract for each customer.
※Student numbers in 0 Village Business are as of the end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

Stretch target, but steady progress

	2024 Actual	2027 (after revision)	Progress rate
Net sales	17.7 billion yen	24 billion yen	73.8%
Operating income	2.5 billion yen	4 billion yen	62.5%
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%

※The number of marriages includes the total of confirmed marriages within the IBJ platform and between Sunmarie independent members, as well as the total of engagement proposals from marriages within the IBJ platform, through other services or friend introductions, and between ZWEI independent members, with all figures rounded down to the nearest whole number.

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



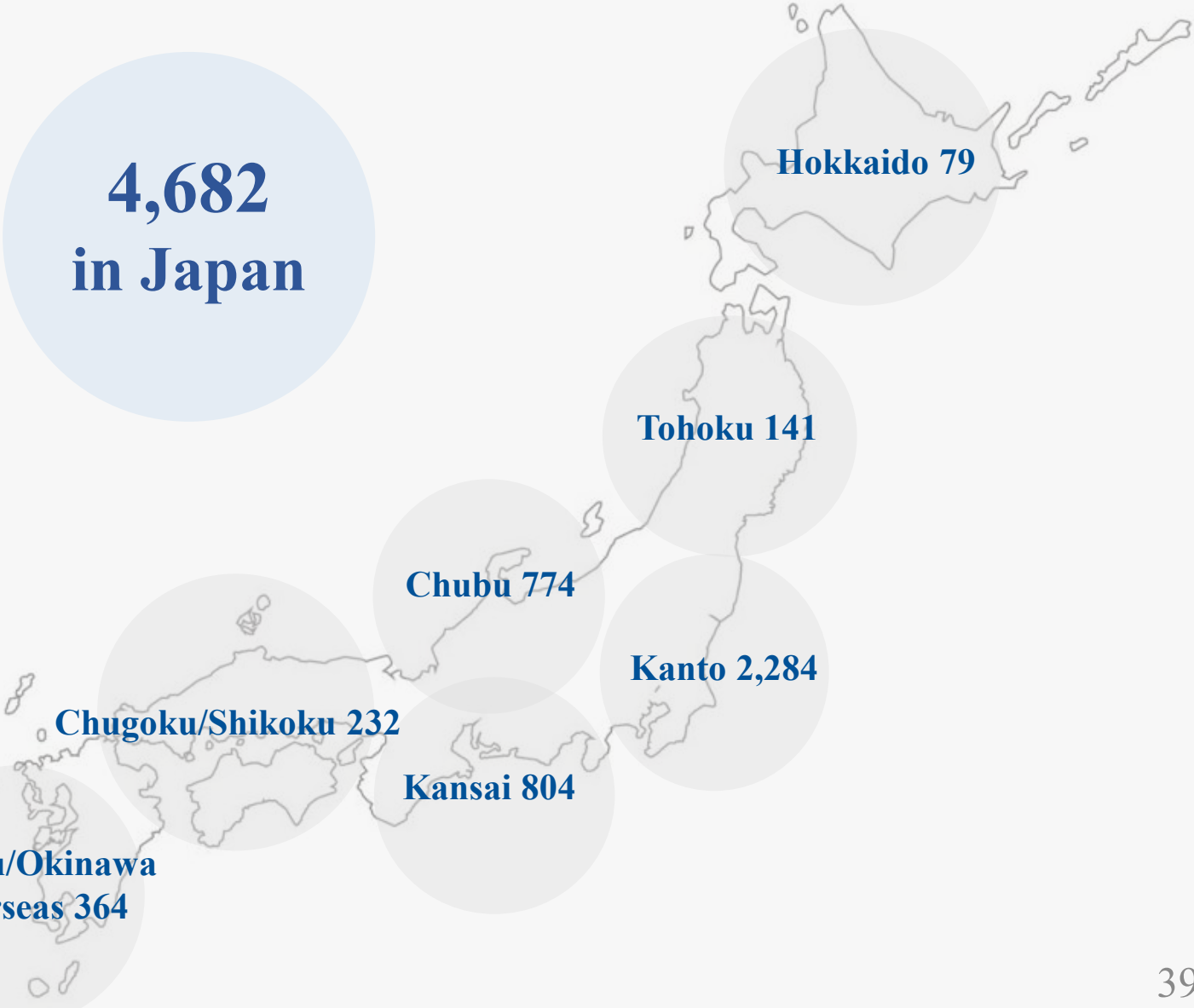
The matching business is a gateway service for wedding consultation offices,
"Life Design Business" is a service targeting wedding consultation center users

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	4,682
5	McDonald's	2,102

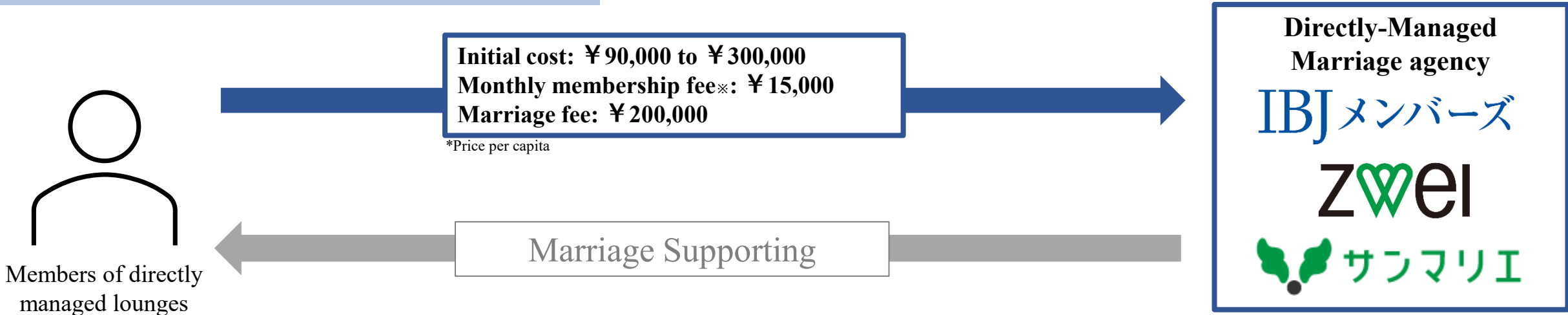
With IBJ platforms
Realizing matchmaking support
throughout Japan



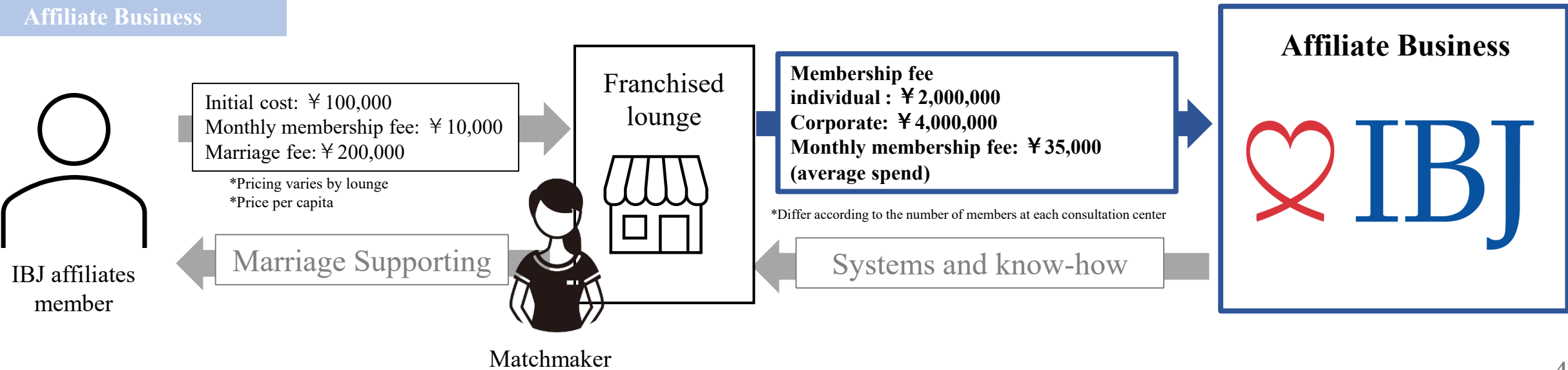
※The number of stores FC to other companies is quoted from the October 2024 issue of Business Opportunities, Inc.
※IBJ member restaurants used as of September 31, 2025

Business Models (Marriage agency Business)

Directly-Managed Marriage agency Business



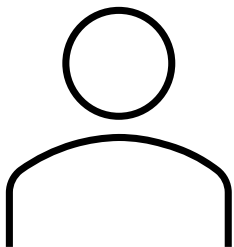
Affiliate Business



Business Model (Matching 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

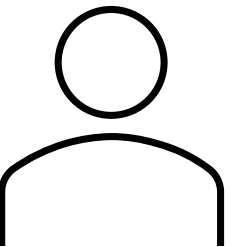


Matching



App Business

Matching app members



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

*Fluctuations such as additional options

 **Bridal Net**

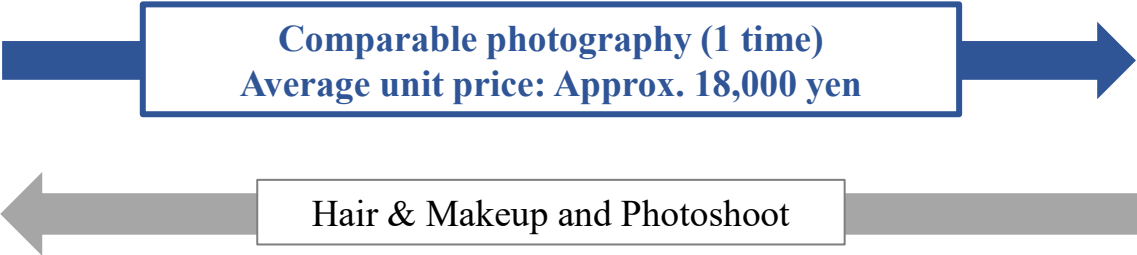
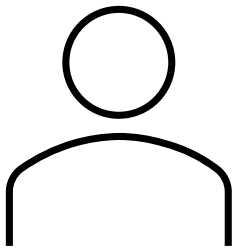


Support offered from
getting the membership to
meeting partner candidates

Business model of the Life Design Business (matchmaking-related business)

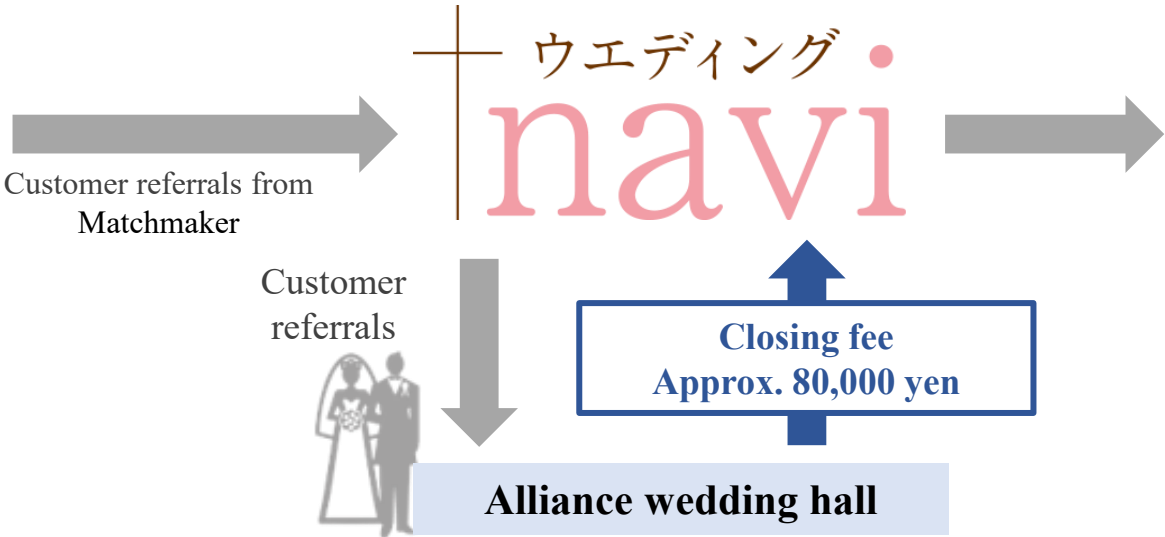
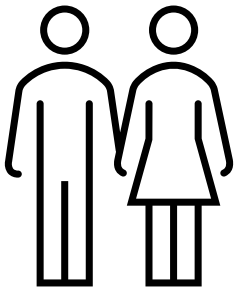
For wedding consultation members

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

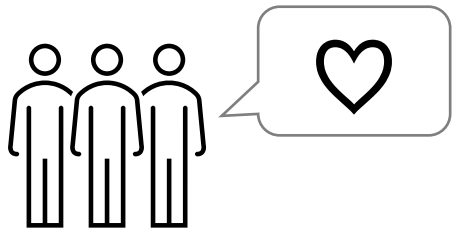
Main Business of K Village

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: 16,450



Information media users
Number of members: 66,674

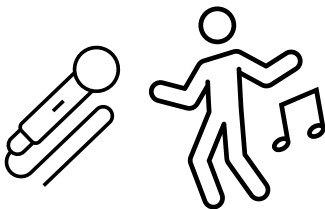
Approximately
83,000 people

Music Business

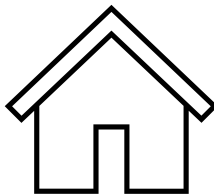
(Voice training school & dance school)

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

Key KPIs doubled in one year



Number of students:
8,817
(YoY +97.1%)



Number of FC schools:
94
(YoY +95.8%)

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
Running business with attention to the environment (environmental efficiency of our business operations)		7.3	Providing a safe place to meet potential partners (data security, protection of personal information)		4.4	- Code of conduct - Corporate governance		16.3
Reducing power use (reducing overtime, introducing LED lighting)			Securing expert personnel and developing personnel (diversity and inclusion, training program)		8.1			16.5
Saving paper (going paperless)		13.1	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	• 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	• Listed on the Osaka Stock Exchange JASDAQ Market (currently the Tokyo Stock Exchange)
2014	• Changed to the Second Section of the Tokyo Stock Exchange
2015	• Listed on the First Section of the Tokyo Stock Exchange
2018	• Established IBJ Financial Advisory Co., Ltd. to operate real estate business
2019	• Made Sunmarie Co., Ltd. and K Village Co., Ltd. subsidiaries
2020	• Made ZWEI Co., Ltd. subsidiaries
2022	• Transitioned to the Tokyo Stock Exchange Prime Market
2023	• Capital and business alliance with O-Net Inc.
2024	• Number of marriage agencies exceeded 4,500 companies
2025	• Entered into a capital and business alliance agreement with Decollte Holdings Corporation • Capital and Business Alliance with Tameny Inc.

Corporate Profile

Company Name: IBJ, Inc.

Established in February 2006

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

Number of Employees 1,272 (September 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, Inc.

〒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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An Interpersonal encounter is arranged only by a human.