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Securities Code 6071
March 12, 2026

(Start date of electronic provision measures: March 5, 2026)

To Shareholders with Voting Rights

1-23-7 Nishi-Shinjuku, Shinjuku-ku, Tokyo
IBJ, Inc.
Shigeru Ishizaka, CEO

Notice of Convocation of the 20th Annual General Meeting of Shareholders

We would like to express our sincere gratitude for your continued support and patronage.

We are pleased to announce the 20th Annual General Meeting of Shareholders of IBJ, Inc. (the “Company”) to be held as described below.

The Company takes measures for the electronic provision of information when convening the Annual General Meeting of Shareholders and therefore, information to be provided through such measures is posted as the Notice of Convocation of the 20th Annual General Meeting of Shareholders on the Internet website below.

The Company’s website: https://www.ibj-gl.com/ir/ir_lib/

Tokyo Stock Exchange’s website:

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

(Please access the above website, enter and search for the Company’s name or securities code, and then, select “Basic Information” followed by “Documents for public inspection/PR information.”)

In addition, in lieu of attending the day of the meeting, it is possible to exercise your voting rights in writing (mail) or by electronic means (via the Internet, etc.). Please review the Reference Documents for the General Meeting of Shareholders posted on the website as an item to be provided through the electronic provision measures and exercise your voting rights no later than 6:45 p.m. on Thursday, March 26, 2026, Japan time.

Details

1. Date and time:	Friday, March 27, 2026, at 10:00 a.m. (JST) (The reception will start at 9:30 a.m. (JST))
2. Venue:	Location: Shinjuku First West 3F, 1-23-7 Nishi-Shinjuku, Shinjuku-ku, Tokyo
3. Purpose of the meeting: Matters to be reported:	<ol style="list-style-type: none">1. The Business Report, the Consolidated Financial Statements, and the audit reports on the Consolidated Financial Statements by the Accounting Auditor and the Audit and Supervisory Board for the 20th Term (from January 1, 2025 to December 31, 2025)2. The Non-Consolidated Financial Statements for the 20th Term (from January 1, 2025 to December 31, 2025)
Matters to be resolved:	<p>Proposal 1: Dividends of Surplus Proposal 2: Partial Amendments to the Articles of Incorporation Proposal 3: Election of six Directors Proposal 4: Election of one Corporate Auditor</p>

- When attending the meeting, please present the enclosed voting rights exercise form at the reception desk.
- If you fail to indicate your vote for or against a proposal on the Voting Rights Exercise Form, your vote will be deemed as a vote in favor.
- Any corrections to items to be provided through the electronic provision measures will be posted on the website on which such item is posted.
- Pursuant to the provisions of laws and regulations and the Articles of Incorporation of the Company, the paper copy to be sent to shareholders who have requested it does not contain the items below. Accordingly, this document is part of the documents audited by Corporate Auditors and the Accounting Auditor in the preparation of their respective audit reports.
 - Notes to the Consolidated Financial Statements in the Consolidated Financial Statements, Notes to the Non-Consolidated Financial Statements in the Non-Consolidated Financial Statements, the Audit Report on the Consolidated Financial Statements by the Accounting Auditor, the Audit Report on the Non-Consolidated Financial Statements by the Accounting Auditor, and the Audit Report by the Audit and Supervisory Board

Reference Documents for the General Meeting of Shareholders

Proposal 1: Dividends of Surplus

The Company recognizes distributing profits to shareholders as one of the important management issues. Regarding distribution of profits, the fundamental policy is to strengthen the financial structure and secure internal reserves necessary to further expand operations as well as proactively provide dividends of surplus in line with performance.

Based on the aforementioned policy, the Company proposes a 10-yen Year-end dividend per share after comprehensively considering internal reserves for future growth investment.

Items Related to the Year-end Dividend

1. Type of dividend property

Cash

2. Allotment of dividend property and the aggregate amount

Per share of Company stock	10 yen
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Total amount of dividends	378,715,940 yen
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3. Effective date of dividends of surplus

March 30, 2026

Proposal 2: Partial Amendments to the Articles of Incorporation

1. Reasons for the proposal

The purpose of these amendments is to improve the stability and flexibility of the management structure by establishing provisions concerning the representative director system and the operation of general meetings of shareholders and meetings of the Board of Directors.

2. Details of the changes

The details of the changes are as follows.

(Amended portions are underlined.)

Current Articles of Incorporation	Proposed Amendments
<p>(Convenor and Chairperson)</p> <p>Article 14 Unless otherwise provided for in laws or ordinances, a meeting of shareholders shall be called by the <u>President, who is also a Representative Director, in accordance with</u> a resolution of the Board of Directors, and the <u>President</u> shall act as chairperson.</p> <p>2. In case the <u>President, who is also a Representative Director,</u> is prevented from so doing, one of the directors in accordance with the order of precedence determined in advance by the Board of Directors shall call the meeting of shareholders and act as chairperson.</p>	<p>(Convenor and Chairperson)</p> <p>Article 14 Unless otherwise provided for in laws or ordinances, a meeting of shareholders shall be called by the <u>Representative Director designated by</u> a resolution of the Board of Directors, and <u>such Representative Director</u> shall act as chairperson.</p> <p>2. In case the <u>Representative Director</u> is prevented from so doing, one of the directors in accordance with the order of precedence determined in advance by the Board of Directors shall call the meeting of shareholders and act as chairperson.</p>
<p>(Representative Directors and Executive Directors)</p> <p>Article 22 The Board of Directors shall appoint the President, who is also a Representative Director, by its resolution.</p> <p>2. The Board of Directors may appoint one Chairperson of the Board of Directors, one President who is also a Representative Director, and several Executive Vice Presidents, Senior Managing Directors, and Managing Directors by its resolution.</p>	<p>(Representative Directors and Executive Directors)</p> <p>Article 22 (Unchanged)</p> <p>2. (Unchanged)</p>
<p>(Newly established)</p>	<p>3. <u>Among the executive directors referred to in the preceding paragraph, the Chairperson of the Board of Directors may be appointed as a Representative Director, in addition to the President, as necessary.</u></p>

Current Articles of Incorporation	Proposed Amendments
<p>(Convenor and Chairperson of the Board of Directors)</p> <p>Article 23 Unless otherwise provided for in laws or ordinances, a meeting of the Board of Directors shall be called by the <u>President, who is also a Representative Director</u>, and the <u>President</u> shall act as chairperson.</p> <p>2. In case there is a vacancy in the position of the <u>President, who is also a Representative Director</u>, or the <u>President</u> is prevented from so doing, one of the directors in accordance with the order of precedence determined in advance by the Board of Directors shall call the meeting of the Board of Directors and act as chairperson.</p>	<p>(Convenor and Chairperson of the Board of Directors)</p> <p>Article 23 Unless otherwise provided for in laws or ordinances, a meeting of the Board of Directors shall be called by the <u>Representative Director</u>, and the <u>Representative Director</u> shall act as chairperson.</p> <p>2. In case there is a vacancy in the position of the <u>Representative Director</u> or the <u>Representative Director</u> is prevented from so doing, one of the directors in accordance with the order of precedence determined in advance by the Board of Directors shall call the meeting of the Board of Directors and act as chairperson.</p>

Proposal 3: Election of six Directors

The term of office for all six Directors will expire at the close of this Annual General Meeting of Shareholders. Accordingly, the Company newly proposes the election of six Directors.

The candidates for Director are as follows.

No.	Candidate Name	Current position at the Company	Candidate Attributes	Attendance at Board of Director meetings
1	Shigeru Ishizaka	CEO	Reappointment	13/13
2	Kenjiro Tsuchiya	Executive Vice President	Reappointment	13/13
3	Yasuyuki Yokogawa	Director	Reappointment	13/13
4	Kohzoh Umezu	Outside Director	Reappointment Outside Independent Officer	13/13
5	Megumu Murakami	Outside Director	Reappointment Outside Independent Officer	13/13
6	Mai Satou	Outside Director	Reappointment Outside Independent Officer	12/13

No.	(Date of Birth: Reappointment)	Number of shares of the Company held:
1 Shigeru Ishizaka	Sep. 6, 1971)	11,849,700
Career summary; position and responsibilities at the Company (significant concurrent positions)		
Apr. 1995	Joined Industrial Bank of Japan, Ltd. (presently Mizuho Bank, Ltd.)	Mar. 2022 Director, ZWEI CO., LTD.
Feb. 2006	CEO, the Company (current position) Unifying the execution of operations for the entire corporate business	Oct. 2022 Director, IBJ financial advisory Corporation
Dec. 2021	Outside Director, HITOSUKE, inc.	Dec. 2022 Outside Director, Faber Company Inc. (current position) Dec. 2025 Representative Director and President, GROWBING, Inc. (current position)

(Reasons for nomination as candidate for Director)

With a management philosophy of “bringing happiness to all the people who share a connection,” Mr. Shigeru Ishizaka founded the Company in 2006. Building up unique strengths that rival firms lack, such as marriage support capabilities, arranged marriage meeting systems, and an overwhelming membership base, the Company has developed an integrated business model by combining IT and services. With a wealth of management experience, essential opinions, and judgement ability, he has contributed to the improvement of corporate value of the entire Group by having successive positions as Director of the Group, developing human resources, and establishing operational methods and compliance systems, etc. The Company proposes that he be elected to continue as Director as it expects contributions to promoting the Group’s long-term improvement of corporate value and growth strategy in the future.

No.	2 Kenjiro Tsuchiya	(Date of Birth: Apr. 22, 1973)	Reappointment	Number of shares of the Company held: 2,162,600
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Career summary; position and responsibilities at the Company (significant concurrent positions)				
Apr. 1998	Joined Shoko Fund Company Group	Mar. 2023	Managing Director	
Oct. 2007	Director, the Company	Dec. 2024	Officer in charge, Community Business Department (current position)	
Apr. 2017	Managing Director	Jan. 2025	Executive Vice President (current position)	
			Officer in charge, Personnel Department	
Mar. 2022	Managing Executive Officer	Jun. 2025	Supervisor, Design & Systems Department (current position)	
Jan. 2023	Supervisor, Affiliate Division Officer in charge, Sales Division, Business Administration Department	Oct. 2025	Supervisor, Personnel Department (current position)	
Mar. 2023	Officer in charge, Lounge Business Division	Dec. 2025	Director, Decollte Holdings Corporation (current position)	

(Reasons for nomination as candidate for Director)

Having successive positions as Officer in charge of various departments including the Sales Division, Business Administration Department, and with the current position of the Executive Vice President of the Company, Mr. Kenjiro Tsuchiya possesses a wealth of experience and knowledge about multiple businesses and deep insights into management. The Company proposes that he be elected to continue as Director as it expects contributions to promoting the Group's long-term improvement of corporate value and growth strategy in the future, with this business experience utilized.

No.	3 Yasuyuki Yokogawa		(Date of Birth: Jan. 31, 1981)	Reappointment	Number of shares of the Company held: 36,400
Career summary; position and responsibilities at the Company (significant concurrent positions)					
Oct. 2009	Representative Director and President, iVision Co., Ltd.		Apr. 2022	Supervisor, Community Business Division	
Mar. 2012	Director and Vice President, STYLEEDGE Co., Ltd.		Jan. 2023	Supervisor, FP Business Department Representative Director, Selfit Corporation Representative Director, Salon Selfit Corporation	
Jun. 2016	Joined the Company General Manager assigned to Business Planning Office		Jan. 2024	Executive Vice President, O-net, Inc. (current position)	
Oct. 2016	General Manager, Lounge Business Department		Oct. 2024	Supervisor, Sales Division (current position)	
Mar. 2017	Director, the Company (current position)		Dec. 2024	Supervisor, Affiliate Division (current position)	
Jan. 2018	Supervisor, Lounge Business Department				
Jan. 2019	Representative Director, Sunmarie Co., Ltd				

(Reasons for nomination as candidate for Director)

Mr. Yasuyuki Yokogawa has experience as a Representative Director in the IT sector, and with the position of Representative Director of one of the Company's Group companies, he possesses impressive abilities as a corporate administrator. Also, with multiple successive positions as Supervisor of the Company's Lounge Business Division, Community Business Division, etc., he has demonstrated immense leadership in the aforementioned business efforts, marketing expertise, development of human resources, and establishing a system of compliance. The Company proposes that he be elected to continue as Director as it expects contributions to promoting the Group's long-term improvement of corporate value and growth strategy.

No.		(Date of Birth:	Reappointment	Number of shares of the
4	Kohzoh Umezu	Apr. 30, 1940)	Outside Independent Officer	Company held: 1,100
Career summary; position and responsibilities at the Company (significant concurrent positions)				
Apr. 1965	Joined Industrial Bank of Japan, Ltd. (presently Mizuho Financial Group, Inc.)	May 2008	Advisor, KABUKI CONSTRUCTION co., Ltd.	
Feb. 1996	Managing Director	Jun. 2008	Representative Director and Chairman, NU IP Financial Services, Inc.	
Jun. 1996	Representative Director and President, Industrial Bank NW Asset Management Co., Ltd. (presently Asset Management One Co., Ltd.)	Jun. 2016	Outside Director, Japan Health Science Research Laboratory, Inc. (presently Miahelsa Corporation)	
		Mar. 2022	Outside Director, the Company (current position)	

(Reasons for nomination as candidate for Outside Director and outline of expected roles)

Mr. Kohzoh Umezu has been in successive key positions at the Industrial Bank of Japan, Ltd. (presently Mizuho Financial Group, Inc.), Industrial Bank NW Asset Management Co., Ltd. (presently Asset Management One Co., Ltd.), and NU IP Financial Services, Inc., and possesses a wealth of experience as a corporate administrator in financial institutions with essential opinions in financial affairs and capital policy, as well as personal connections. As the Company promotes strategic business investment aiming for sustainable growth, it expects that in addition to his appropriate recommendations that leverage these experiences, he can demonstrate supervisory functions on business execution to contribute toward the Group's further development and improvement of corporate value, and thus proposes that he be elected to continue as Outside Director.

No.		(Date of Birth: Apr. 23, 1975)	Reappointment Outside Independent Officer	Number of shares of the Company held: -
5	Megumu Murakami			
Career summary; position and responsibilities at the Company (significant concurrent positions)				
Apr. 1999	Joined Industrial Bank of Japan, Ltd. (presently Mizuho Bank, Ltd.)		Apr. 2010	Assigned to the Center for the Strategy of Emergence
Mar. 2003	Retired from Mizuho Corporate Bank, Ltd. (presently Mizuho Bank, Ltd.)		Mar. 2024	Outside Director, the Company (current position)
Apr. 2003	Joined the Japan Research Institute, Limited, assigned to the Research Division (presently the Research & Consulting Division)		Jul. 2024	Chief Specialist, Center for the Strategy of Emergence, the Japan Research Institute, Limited (current position)
			Jul. 2025	Director, the Institute for Societal Values in Future Generations, the Japan Research Institute, Limited (current position)

(Reasons for nomination as candidate for Outside Director and outline of expected roles)

Ms. Megumu Murakami is currently engaged in research at the Center for the Strategy of Emergence in the Japan Research Institute, Limited into ESG-related corporate investigation, SDGs and corporate management, climate changes and finance, and child participation as her special fields. She also participates in the Cabinet Office's "Commission for Promoting the Outline of Measures against the Declining Birthrate" as a member, the Tokyo Environmental Council as a member, and the Osaka SDGs Advisory Committee as a member. Thus, she possesses profound knowledge about sustainability. As the Group promotes sustainable growth, it expects that she can leverage her experience to provide appropriate supervision and advice to management, and thus proposes that she be elected to continue as Outside Director.

No.			Reappointment	
		(Date of Birth:	Outside	Number of shares of the
	6 Mai Satou	Aug. 11, 1989)	Independent	Company held:
			Officer	200
Career summary; position and responsibilities at the Company (significant concurrent positions)				
Apr. 2012	Joined SIRIUS Co., Ltd.	Mar. 2020	Representative, DELTA CREATE LLC (current position)	
May 2014	Joined Toshima Glass Co.	Mar. 2024	Outside Director, the Company (current position)	
Jun. 2017	Opened SRCdata (sole proprietor)			

(Reasons for nomination as candidate for Outside Director and outline of expected roles)

Ms. Mai Satou, after enrolling in the Faculty of Economics and Business Administration of Fukushima University, studied statistics and marketing and won a prize at the Marketing Analysis Contest held by Nomura Research Institute, Ltd. while in school. She started a data and statistics analysis business on her own in 2017 and currently operates a YouTube channel “Nazotoki (Riddle) Statistics | Satomai” as the Representative of DELTA CREATE LLC, possessing profound knowledge as a business statistics expert and marketing researcher. As the Group promotes sustainable growth, it expects that she can leverage her experience to provide appropriate supervision and advice to management, and thus proposes that she be elected to continue as Outside Director.

- (Notes)
1. There are no special interests between any Director candidates and the Company.
 2. Mr. Kohzoh Umezu, Ms. Megumu Murakami, and Ms. Mai Satou are candidates for Outside Directors and we have reported them as Independent Officers to the Tokyo Stock Exchange.
 3. Term of office as Outside Director of the Company for Mr. Kohzoh Umezu will be four years at the close of this Annual General Meeting of Shareholders. The term of office as Outside Directors of the Company for Ms. Megumu Murakami and Ms. Mai Satou will be two years at the close of this Annual General Meeting of Shareholders.
 4. The Company has entered into a contract of directors’ and officers’ liability insurance (D&O insurance) with an insurance company with the Directors and Corporate Auditors as insured parties. This insurance contract will cover damages such as monetary damages to be borne by the insured parties. If the candidates assume office as Directors, they will become the insured parties under said insurance contract. Details of said insurance contract are outlined in Status of Company Officers “(3) Outline of directors’ and officers’ liability insurance contract” in the Japanese version of this document.
 5. The Company has entered into an agreement with Mr. Kohzoh Umezu, Ms. Megumu Murakami, and Ms. Mai Satou pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act to limit their liability for damages set forth in Article 423, Paragraph 1 of the said act. According to this agreement, the limit of liability for damages shall be 100 thousand yen or the minimum liability limit pursuant to the provisions of Article 425, Paragraph 1 of the Companies Act, whichever is higher.

Proposal 4: Election of one Corporate Auditor

Corporate Auditor Nobuyuki Teramura will resign from his position at the close of this Annual General Meeting of Shareholders. Accordingly, the Company proposes the election of one Corporate Auditor to substitute him.

The Audit and Supervisory Board has already given its consent to this proposal.

The candidate for Corporate Auditor is as follows.

		New Candidate		
		Outside		
Naoya Haraikawa		(Date of Birth: Mar. 4, 1965)	Independent Officer	Number of shares of the Company held: -
Career summary; position and responsibilities at the Company (significant concurrent positions)				
Apr. 1988	Joined Ministry of Transport (presently Ministry of Land, Infrastructure, Transport and Tourism)	Jul. 2020	Director-General, Road Transport Bureau, Ministry of Land, Infrastructure, Transport and Tourism	
Jan. 2001	Administrative Reform Promotion Secretariat, Cabinet Secretariat (in charge of reform of special corporations)	Jun. 2022	Senior Vice Commissioner, Japan Tourism Agency	
Jul. 2017	Deputy Director General, Tourism Strategy Promotion Office, Cabinet Secretariat	Jul. 2023	Councillor, Cabinet Secretariat (assistant to Assistant Chief Cabinet Secretary)	
Jul. 2018	Councillor, Cabinet Secretariat (assistant to Assistant Chief Cabinet Secretary)	Jul. 2024	Commissioner, Japan Tourism Agency (until July 2025)	

(Reasons for nomination as candidate for Outside Corporate Auditor)

Mr. Naoya Haraikawa has been involved in national strategies and policy coordination for many years at the Ministry of Land, Infrastructure, Transport and Tourism and the Cabinet Secretariat, and has held successive key positions at the center of the national administration, such as Councillor of the Cabinet Secretariat, Senior Vice Commissioner of the Japan Tourism Agency, and Commissioner of the Japan Tourism Agency.

Especially, he has been deeply involved in the promotion of the service industry based on the mobility and interaction of people through tourism policies, promotion of public-private partnerships, and management of large-scale organizations. Thus, he possesses deep insights into governance. As the Group promotes sustainable growth, it expects that he can leverage his experience to provide objective and effective supervision and advice to management overall, and thus proposes that he be elected as Outside Corporate Auditor.

- (Notes)
1. There are no special interests between the Corporate Auditor candidate and the Company.
 2. Mr. Naoya Haraikawa is a candidate for Outside Corporate Auditor.
 3. If the election of Mr. Naoya Haraikawa is approved, we plan to report him as an Independent Officer set forth by the Tokyo Stock Exchange.
 4. If the election of Mr. Naoya Haraikawa is approved, the Company plans to enter into an agreement with Mr. Naoya Haraikawa pursuant to the provisions of Article 427, Paragraph 1 of the Companies Act to limit his liability for damages set forth in Article 423, Paragraph 1 of the said act. According to this agreement, the limit of liability for damages will be 100 thousand yen or the minimum liability limit pursuant to the provisions of Article 425, Paragraph 1 of the Companies Act, whichever is higher.
 5. The Company has entered into a contract of directors' and officers' liability insurance (D&O insurance) with an insurance company with the Directors and Corporate Auditors as insured parties. This insurance contract will cover damages such as monetary damages to be borne by the insured parties. If the candidates assume office as Corporate Auditors, they will become the insured parties under said insurance contract. Details of said insurance contract are outlined in Status of Company Officers "(3) Outline of directors' and officers' liability insurance contract" in the Japanese version of this document.

(Reference)

Criteria for Judging Independence of Outside Officers

In the Company's selection by the Board of Directors and the Audit and Supervisory Board of Outside Directors and Outside Corporate Auditors (hereinafter collectively the "Outside Officers") as Independent Officers, the Board of Directors selects candidates for Independent Officers persons to which none of the following items apply, who are determined to have substantial independence, and possess achievements, experience, and expertise that can be expected to contribute to candid, active, and constructive deliberations in the Board of Directors.

1. A person who executes business of the Company or its subsidiaries or affiliates (collectively, the "Group"), a Director who does not execute business of the Company, or an accounting advisor (restricted to cases where an Outside Corporate Auditor is designated Independent Officer)
2. A person or executor whose principal business partner is the Group
3. The Group's principal business partner or person who executes business for the principal business partner
4. A person who receives considerable monetary compensation or other property besides officer remuneration from the Group as a consultant, accounting specialist, or legal specialist (if the receiving party of said property is an organization such as a corporate body or association, the person belonging to said organization)
5. The Company's major shareholder (if the receiving party of said property is a corporate body, the person who executes business for the corporate body)
6. A person or executor who receives vast monetary contributions from the Group
7. A person to whom any of the above items 1. through 6. have applied during the past three years
8. For those applicable to the above items 1. through 7., close relatives
9. Also, any person at risk of having a permanent conflict of interest with any general shareholders even if they do not fall within items 1. through 8. above