



Q2 FY2026

**Financial Results
Presentation**

IBJ, Inc.
(TSE Prime 6071)

Disclaimer

This presentation has been prepared using AI-based translation tools. While care has been taken to ensure accuracy, some differences may exist between this English version and the original Japanese version.

Q2 FY2026 (Cumulative) Financial Highlights

Q2 (cumulative) results performed well, driven by ZWEI in the Directly-Managed Lounge Business

Net sales

14.04 billion yen

YoY+44.3%

Operating income

2.48 billion yen

YoY+38.7%

Number of marriage agencies

4,797 companies

YoY+5.6%

Number of IBJ Registered Members

109,712 members

YoY+12.1%

Number of marriages

11,371 couples

YoY+13.1%

- 1 Financial Results Summary (P.4)**
- 2 Growth Strategy: Two Domains (P.12)**
 - 2-1 Matchmaking Business: Redefinition to Match Tech (P.14)**
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- 3 Capital Policy (P.24)**
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Financial Results Summary

Q2 FY2026 Consolidated Financial Results (Cumulative)

Significant profit growth at all profit levels

(Millions of yen)	Q2 FY2025 (Cumulative)	Q2 FY2026 (Cumulative)	Change (YoY)	% Change (YoY)
Net sales	9,734	14,043	+4,309	+44.3%
Operating income	1,793	2,487	+694	+38.7%
Ordinary income	1,780	2,422	+641	+36.0%
Profit attributable to owners of parent				
Net income	1,096	1,238	+142	+13.0%

Q2 FY2026 Segment Performance Overview (Past 3 Years)

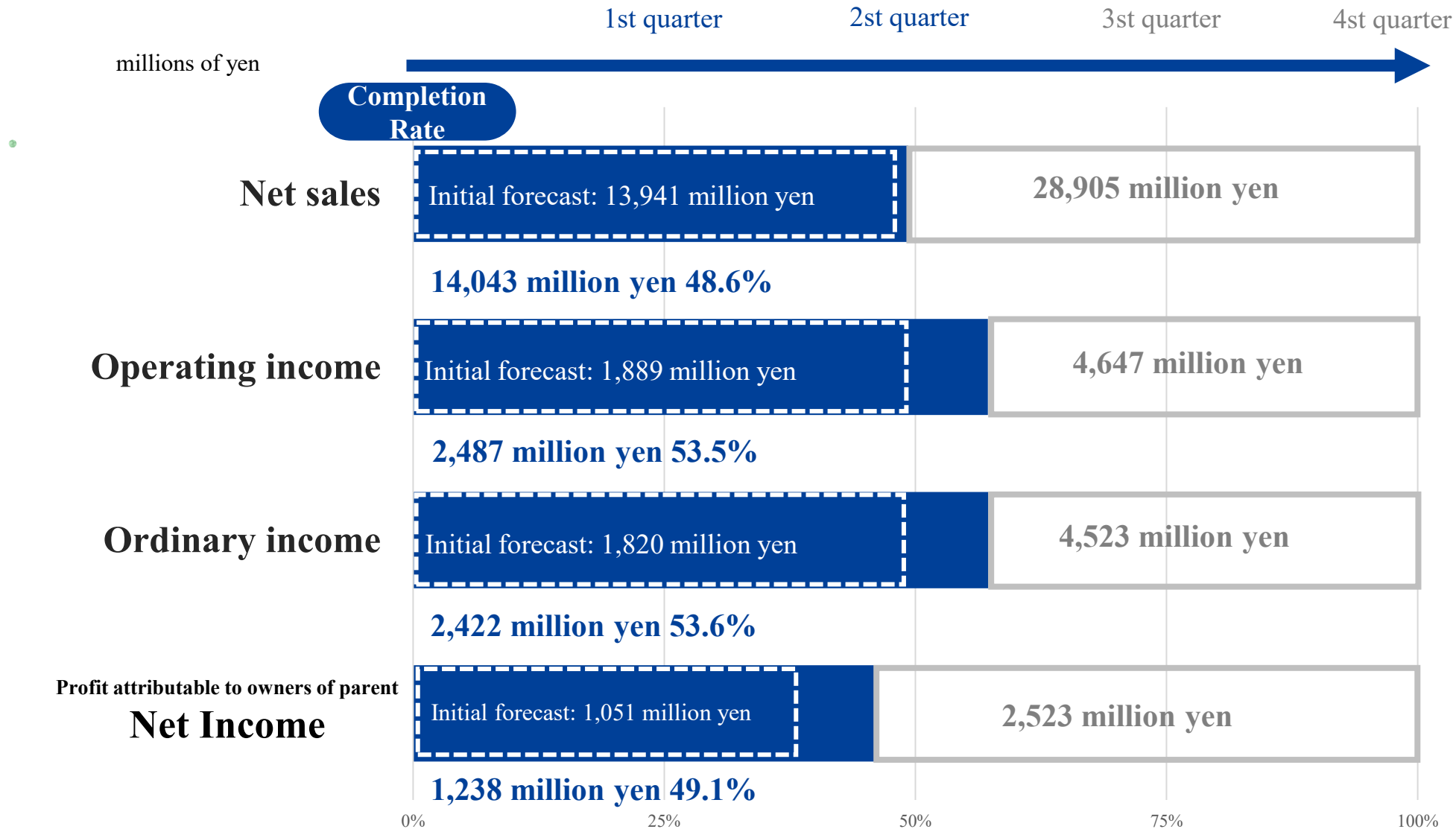
Net sales (Millions of yen)	Q2 FY2024 (Quarterly)	Q2 FY2025 (Quarterly)	Q2 FY2026 (Quarterly)	Change (YoY)	% Change (YoY)
IBJ Platform Business	784	864	982	+118	+13.7%
Directly-Managed Lounge Business	2,249	2,326	2,594	+267	+11.5%
Matching Business	400	373	426	+53	+14.3%
Life Design Business	93	311	309	▲2	▲0.7%
K Village business	649	879	902	+23	+2.6%
Wedding & Photo Business	133	163	1,406	+1,242	+758.2%
Divisional profit (Millions of yen)	Q2 FY2024 (Quarterly)	Q2 FY2025 (Quarterly)	Q2 FY2026 (Quarterly)	Change (YoY)	% Change (YoY)
IBJ Platform Business	515	576	699	+122	+21.3%
Directly-Managed Lounge Business	506	528	661	+132	+25.1%
Matching Business	53	83	110	+26	+31.3%
Life Design Business	28	116	67	▲49	▲42.5%
K Village business	85	120	164	+44	+36.5%
Wedding & Photo Business	23	29	184	+155	+532.9%

Revision of Full-Year Consolidated Forecast for FY2026

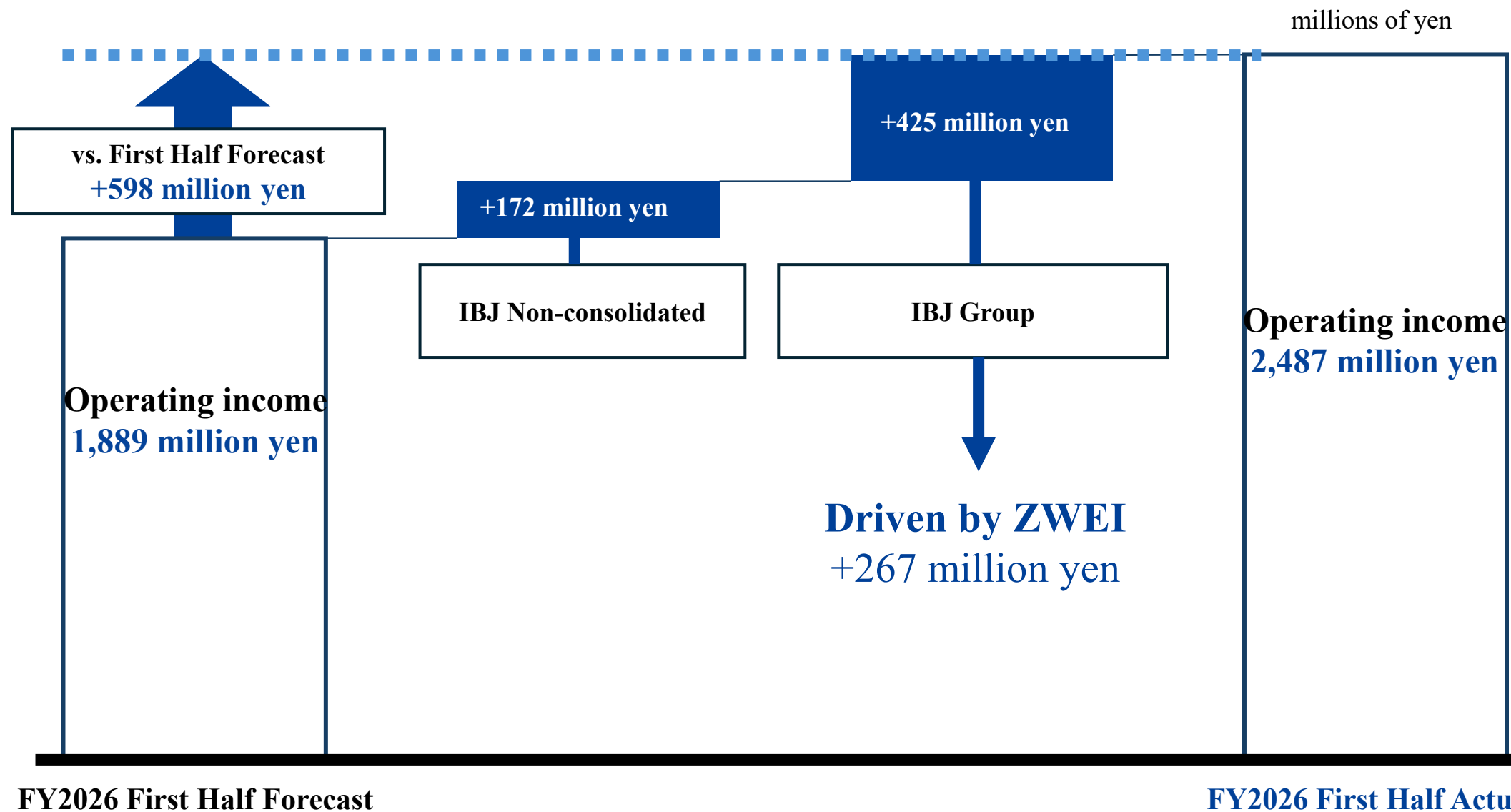
Full-year forecast revised upward based on strong first-half results

(Millions of yen)	FY2026 Forecast	FY2026 Revised Forecast	Change	% Change
Net sales	28,803	28,905	+102	+0.4%
Operating income	4,048	4,647	+598	+14.8%
Ordinary income	3,922	4,523	+601	+15.3%
Profit attributable to owners of parent Net Income	2,335	2,523	+187	+8.0%

Variance Between Initial Forecast and Actual Results for Q2 FY2026 (Cumulative)



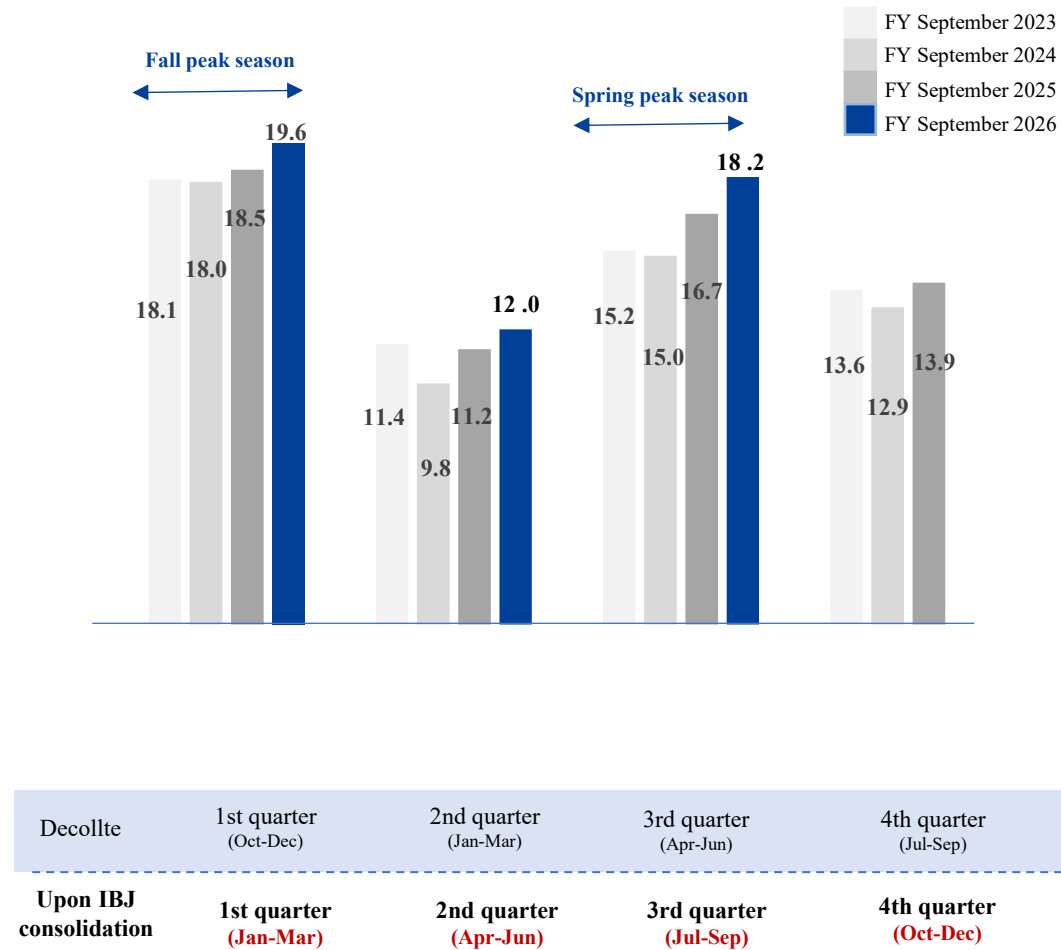
Factors Contributing to Operating Income Increase [vs. Initial Forecast]



Seasonal Factors of Decollte HD Upon IBJ Consolidation

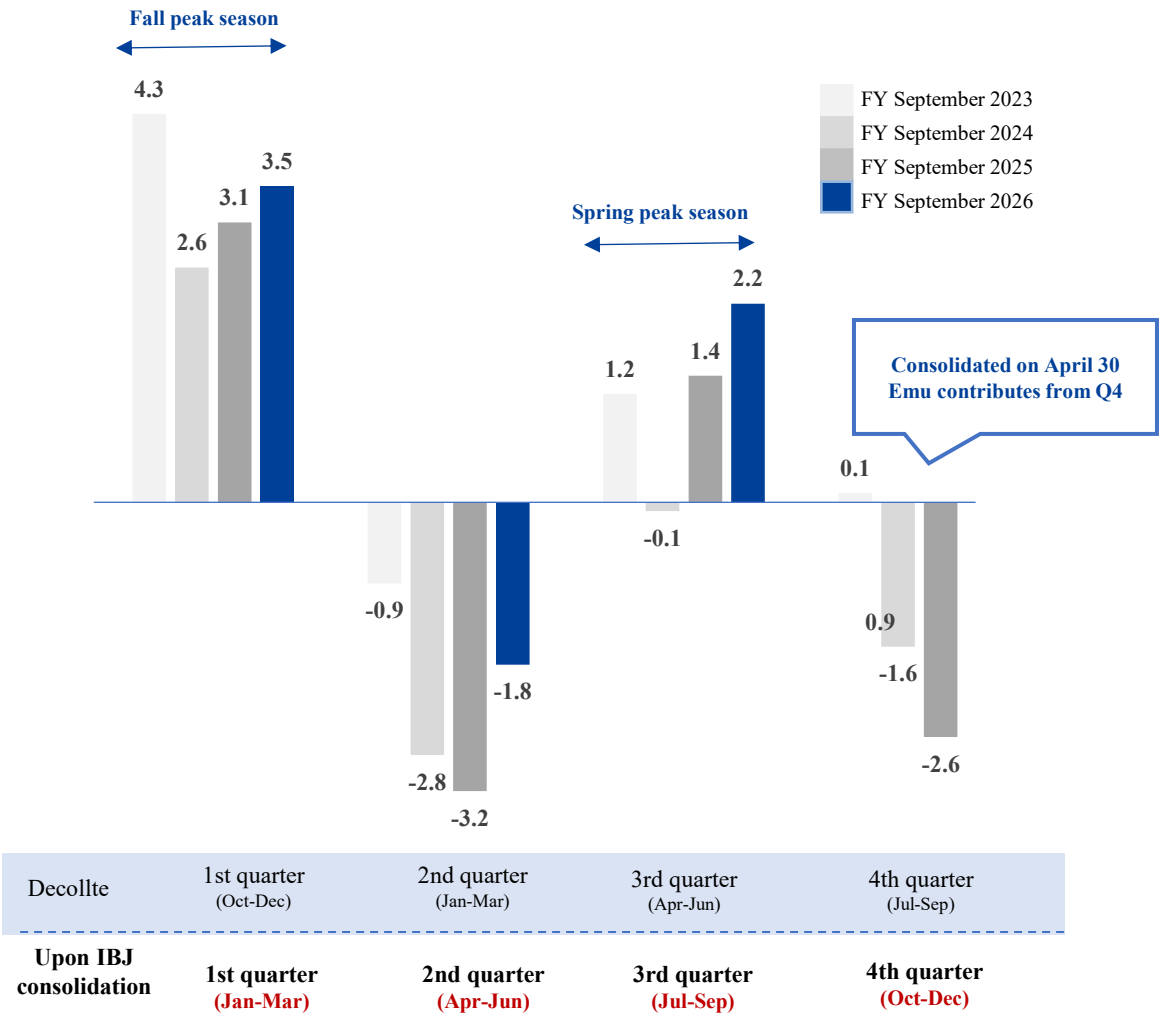
Net sales

[Unit: 100 million yen]



Operating income* (Japanese standards reference value)

[Unit: 100 million yen]

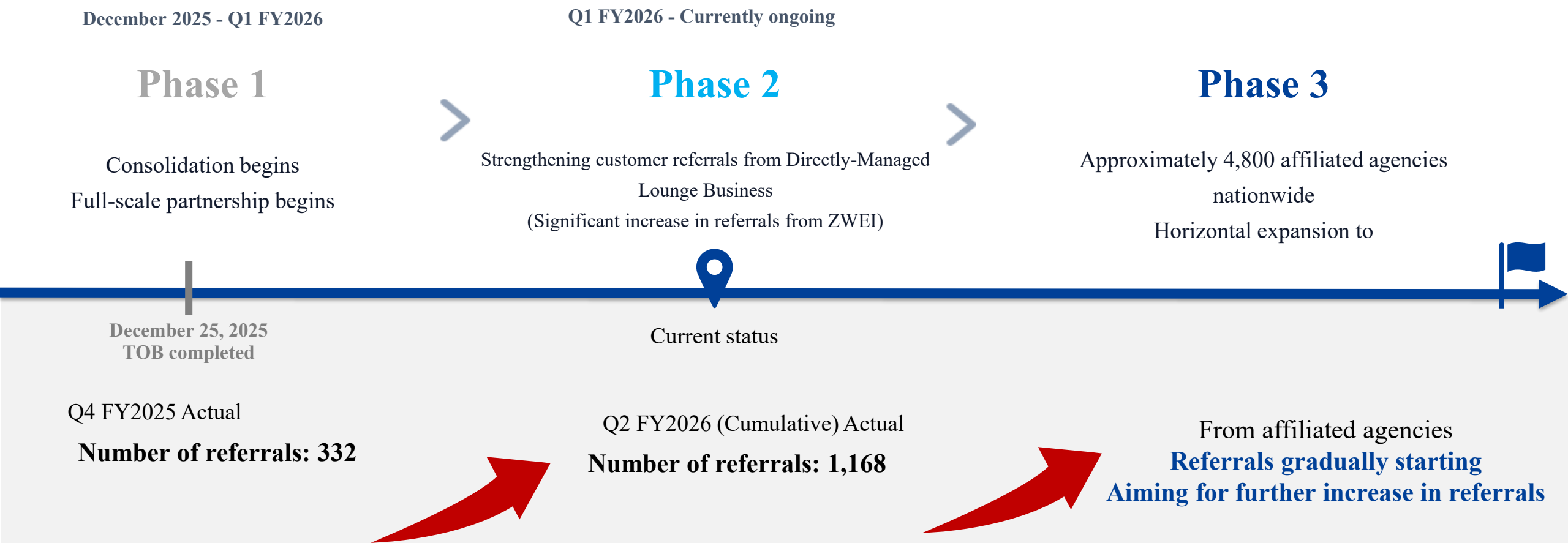


*Operating income: Reference value calculated by deducting goodwill amortization from Decollte HD's IFRS-based operating income due to reclassification to Japanese standards

Full-Scale Partnership with Decollte HD Begins

Strengthening partnership following integration into IBJ Group

Significant increase in referrals from Directly-Managed Lounge Business in approximately 6 months





2

Growth strategy

Three domains

Maximizing customer value through synergies between two domains

Matchmaking Business

Focused on marriage (engagement)
Sustainable growth model that delivers customer outcomes

**Maximizing the number
of marriages**

Life Design Business

Looking ahead to life events after marriage
Developing services as a sustainable revenue base

**Maximizing
LTV**

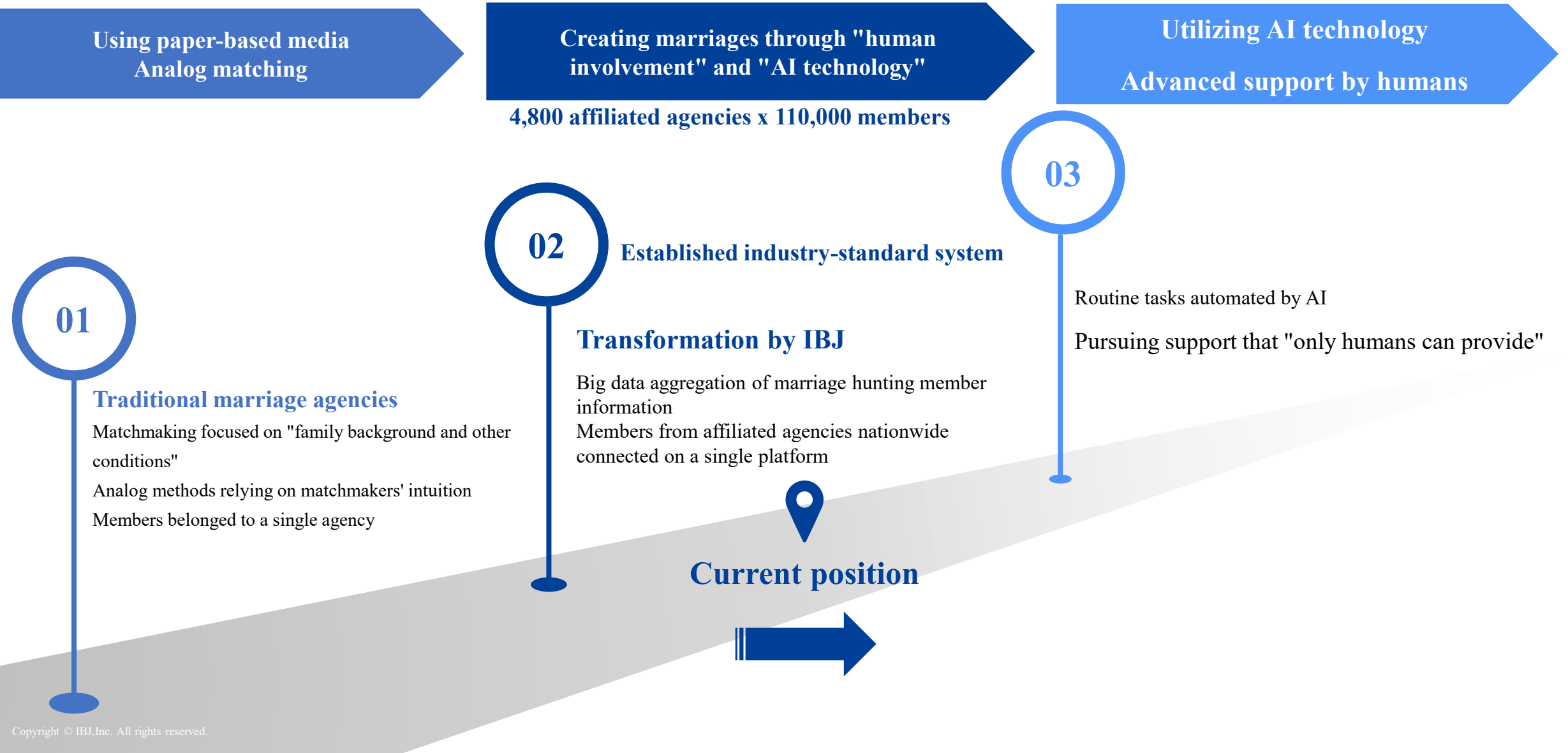


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Matchmaking Business

Redefinition to Match Tech

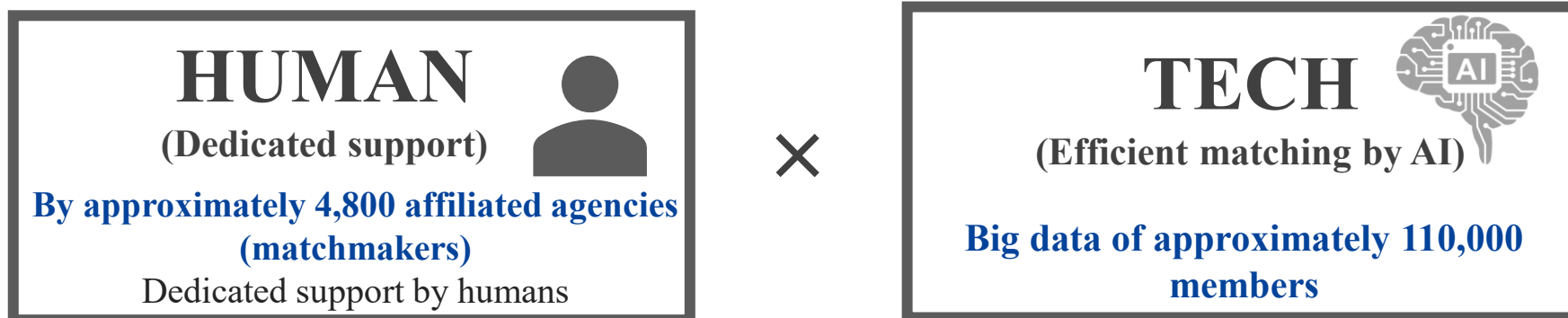
Evolution and Outlook of "Marriage Agencies"



Redefinition to Match Tech

"Human Involvement" and "AI Technology" Create Successful Marriages

Unique Business Model



=Match Tech

Competitive advantage created by "Human" x "AI Technology" in Matchmaking

[HUMAN (Dedicated Support)]

By approximately 4,800 affiliated agencies
(matchmakers)

Dedicated support that only humans can provide



[TECH (Efficient Matchmaking)]

Big data of approximately 110,000 members

HUMAN

Methods for Creating Successful Marriages

Unique know-how that creates over 20,000 successful marriages annually

HUMAN

Dedicated support by professional matchmakers

Meticulous support system enhances customer motivation and drives them toward successful marriage

TECH

Industry's largest marriage agency platform

Big data from approximately 4,800 affiliated agencies nationwide and approximately 110,000 members

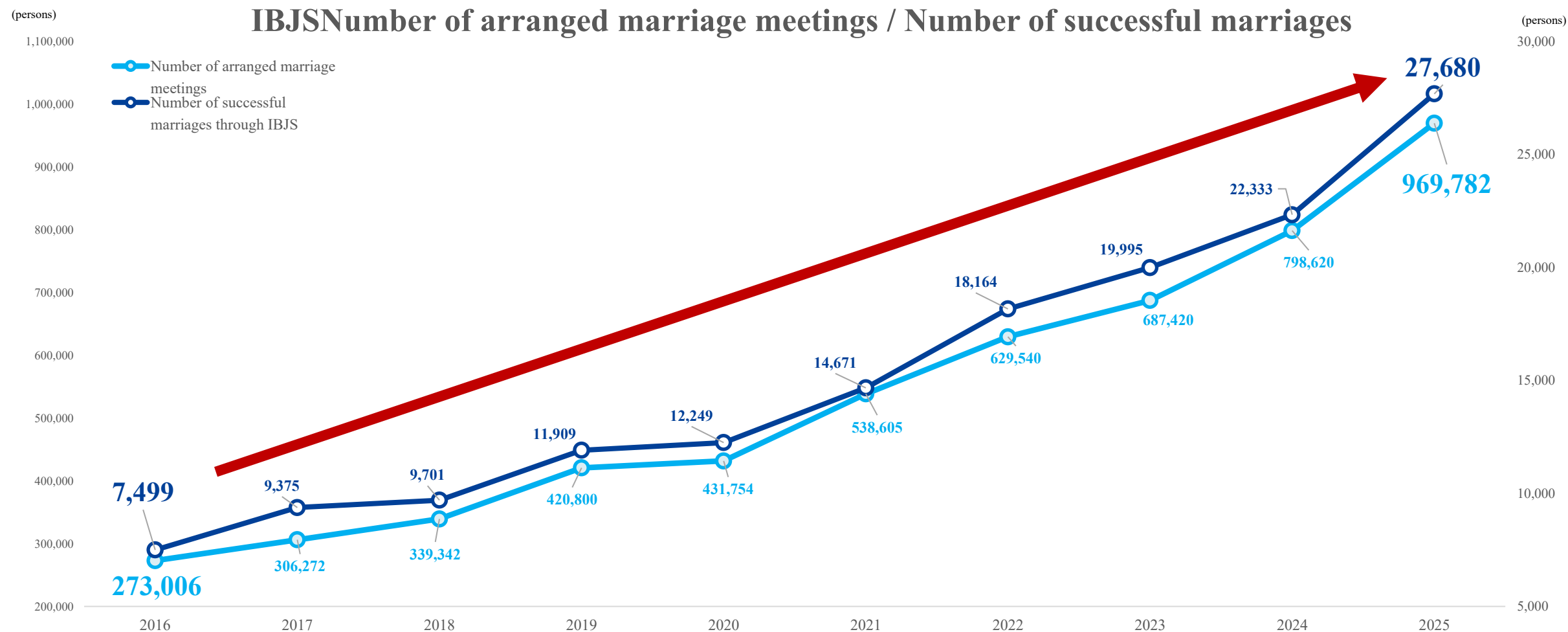
TECH

Industry-standard system for centralized management of member activities

CRM system essential for arranging meetings between members

Results created by "Match Tech"

From 2016 to 2025, the number of arranged marriage meetings and successful marriages increased more than threefold



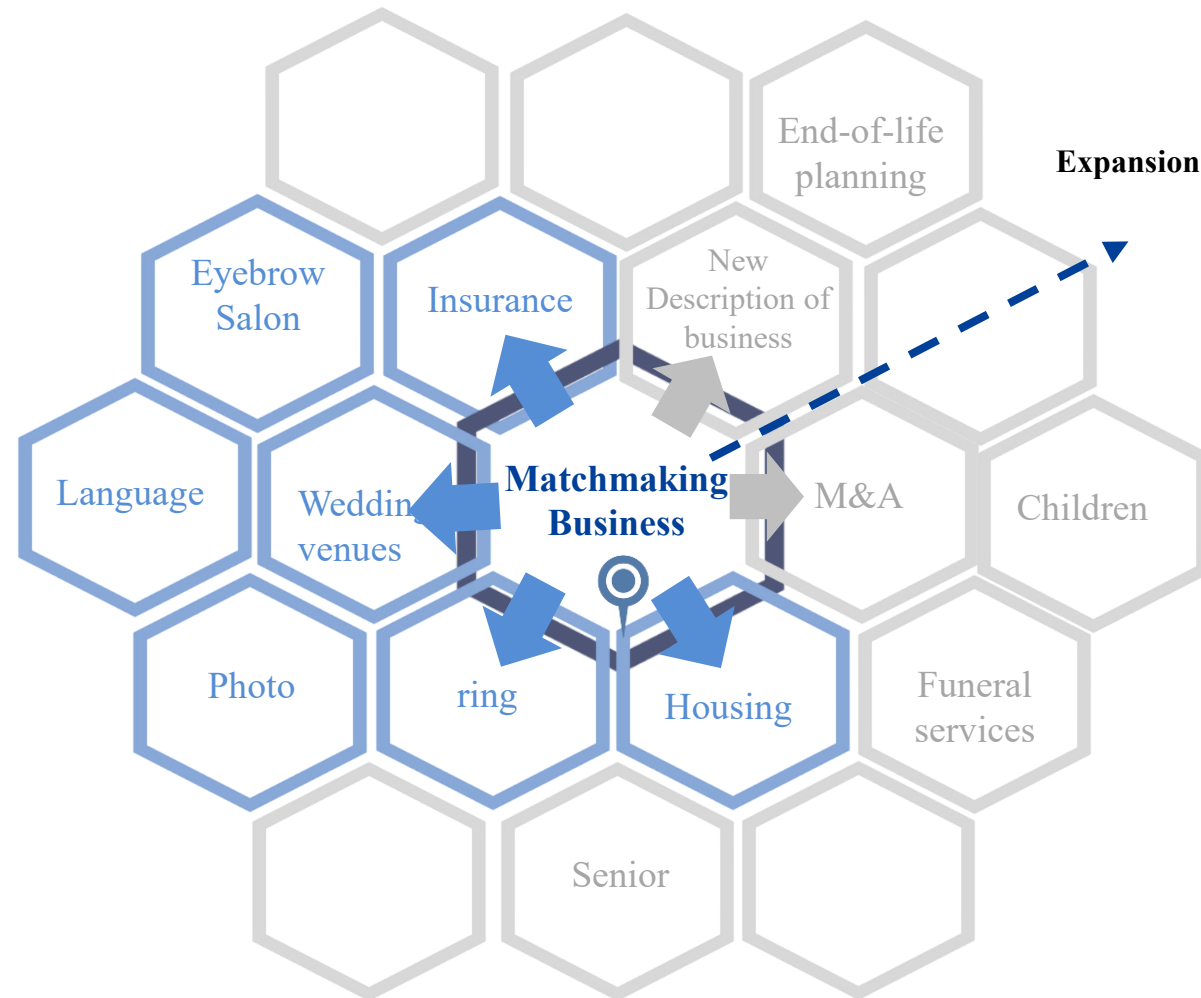


2-2

Life Design Business LTV Maximization Strategy

Increase cross-selling from Matchmaking domain to maximize LTV

One successful marriage is the starting point for "new household consumption"



Cross-sell

17.3%

(Number of wedding/insurance contracts / Number of successful marriages)
*As of December 31, 2025



Not treating "successful marriage" as the goal, but creating continuous customer touchpoints

Promoting cross-selling to Life Design Business

Exponential expansion of LTV through combination

Achieve maximizing earnings by simultaneously extending two indicators

**Number of
marriages
Increase**



**Cross-sell rate
Improvement**



**LTV
Maximization**

(Number of wedding/insurance contracts / Number of successful marriages)

**Volume
expansion**

Through network effects
Scale expansion
AI and system investment

Quality enhancement

Service expansion (M&A, New Businesses)
Improvement of human resource skills
Building new systems

**Maximizing
earnings**

Maximize LTV per customer starting from successful marriage

Relationship of trust with matchmakers enables low-cost cross-selling
Maximum LTV is improving

Step Three
Life Design Phase



1 Cross-selling from relationship of trust

With matchmakers who accompanied them until marriage
Relationship of trust generates high contract rates

2 Low additional customer acquisition cost

Due to approaching those who achieved successful marriages,
Cross-selling is possible without additional costs

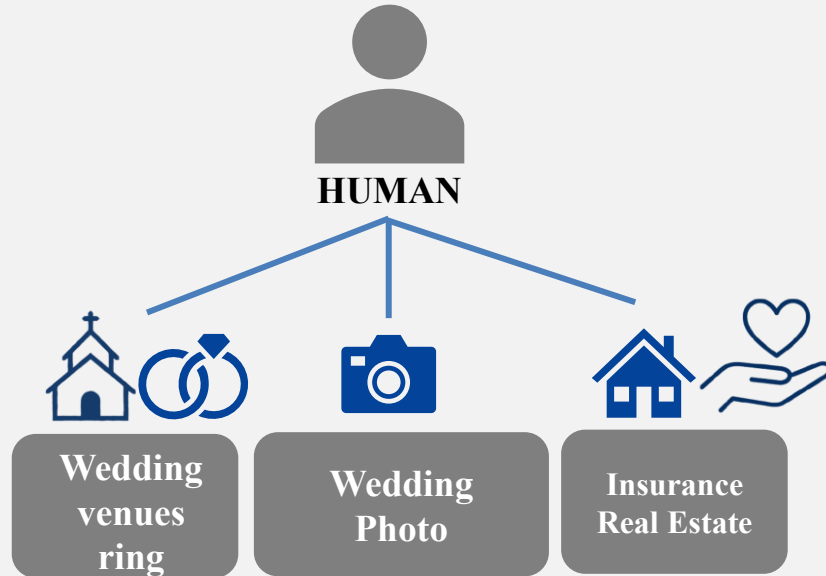
3 Future Outlook

Through domain expansion via M&A and New Businesses
Aim for "continuous value provision"

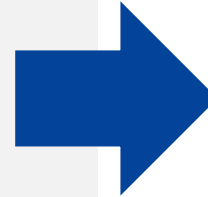
Evolution of Life Design Business

Knowledge gained from Match Tech (Human x AI Technology)
Will be connected to Life Design Business

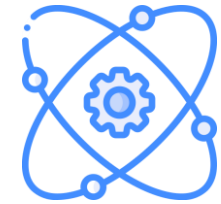
Before



Person-dependent customer referrals
(Relationship of trust between matchmakers and members)



After



AI Technology

Organization of customer referrals and AI technology

Create continuous customer touchpoints

Strengthening customer referral system
Standardization of customer referral skills



Building new systems
Database and AI integration



3

Capital Policy

Capital Allocation for Past 3-Year Cumulative Period (2023-2025)

Achieved dividend increases for three consecutive periods while actively investing
Aim to balance active investment and shareholder returns going forward

Dividends on Equity (DOE) Trend

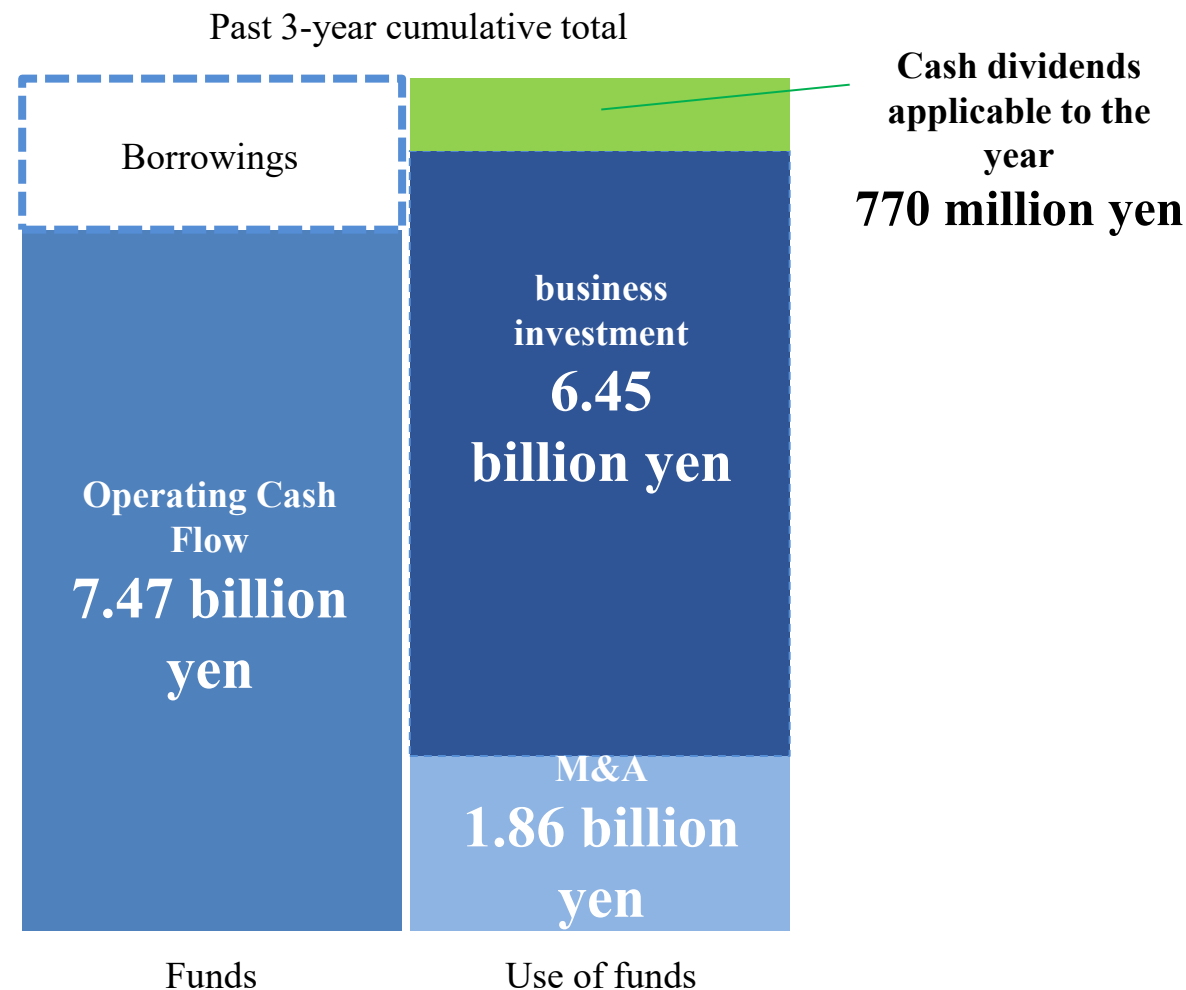
- December 31, 2023: 3.00%
- December 31, 2024: 3.57%
- December 31, 2025: 3.68%

Business investment breakdown (Past 3-year cumulative total)

- Capital and business tie-up: 2.93 billion yen
- Intangible asset acquisition: 1.39 billion yen
- Tangible asset acquisition: 2.11 billion yen

M&A (Past 3-year cumulative total)

- 2023: selfit (arranged marriage meeting photos)
- 2025: GROWBING (men's eyebrow salon)
- 2025: Decollte HD (wedding photos)



M&A Track Record

Performance expanded after joining IBJ Group

Korean Domain	Matchmaking Business	Life Design Business			
1レッスン550円からの韓国語スクール K Village 韓国語 Korean language school Entertainment business Net sales +564.5% ※ Operating income +350.4% 2019	 サンマリエ Matchmaking Business Net sales +42.5% ※ Operating income Achieved profitability 2019	zwei Matchmaking Business Net sales +76.0% ※ Operating income Achieved profitability 2020	 selfit photo studio Arranged marriage meeting photos Net sales +53.6% ※ Operating income +91.9% 2023	 眉毛の王様 (GROWBING) Men's eyebrow salon 24 stores nationwide Deployment (As of the end of June 2026) Planning franchise expansion 2025	DE & Co. DECOLTE & Company Wedding Photo 37 stores nationwide Deployment Full-scale customer referrals from marriage hunting domain 2025

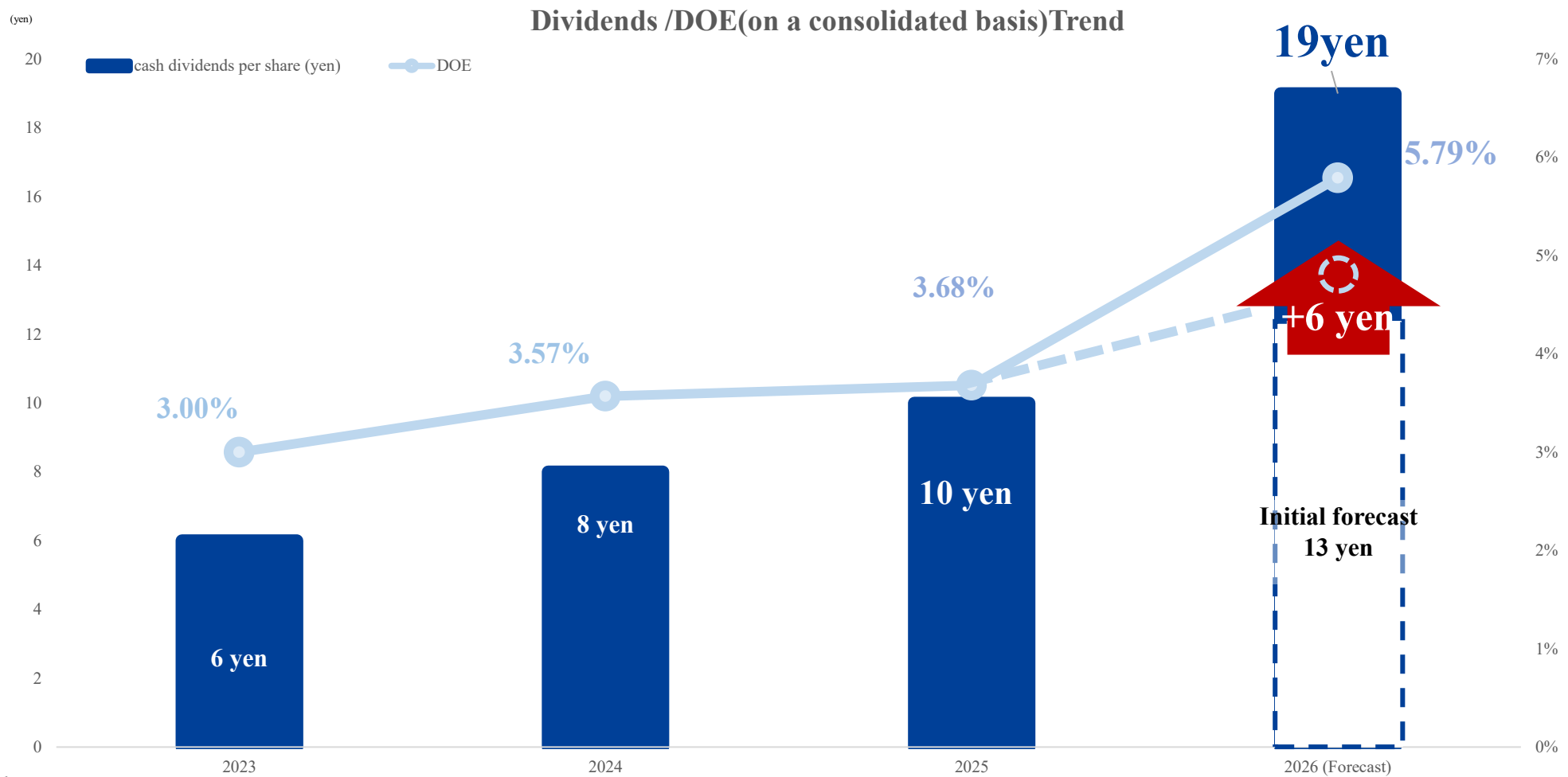
Year of consolidation

*Before elimination of internal transactions

*Net sales and operating income compare results from the period immediately before consolidation with results as of the end of December 2025

Increased dividends by 6 yen from full-year forecast and introduced progressive dividends

Year-end dividend for 2026 is planned at 19 yen, an increase of 6 yen from the forecast
Progressive dividends introduced as dividend policy, with DOE (Dividends on Equity) reaching 5.79%





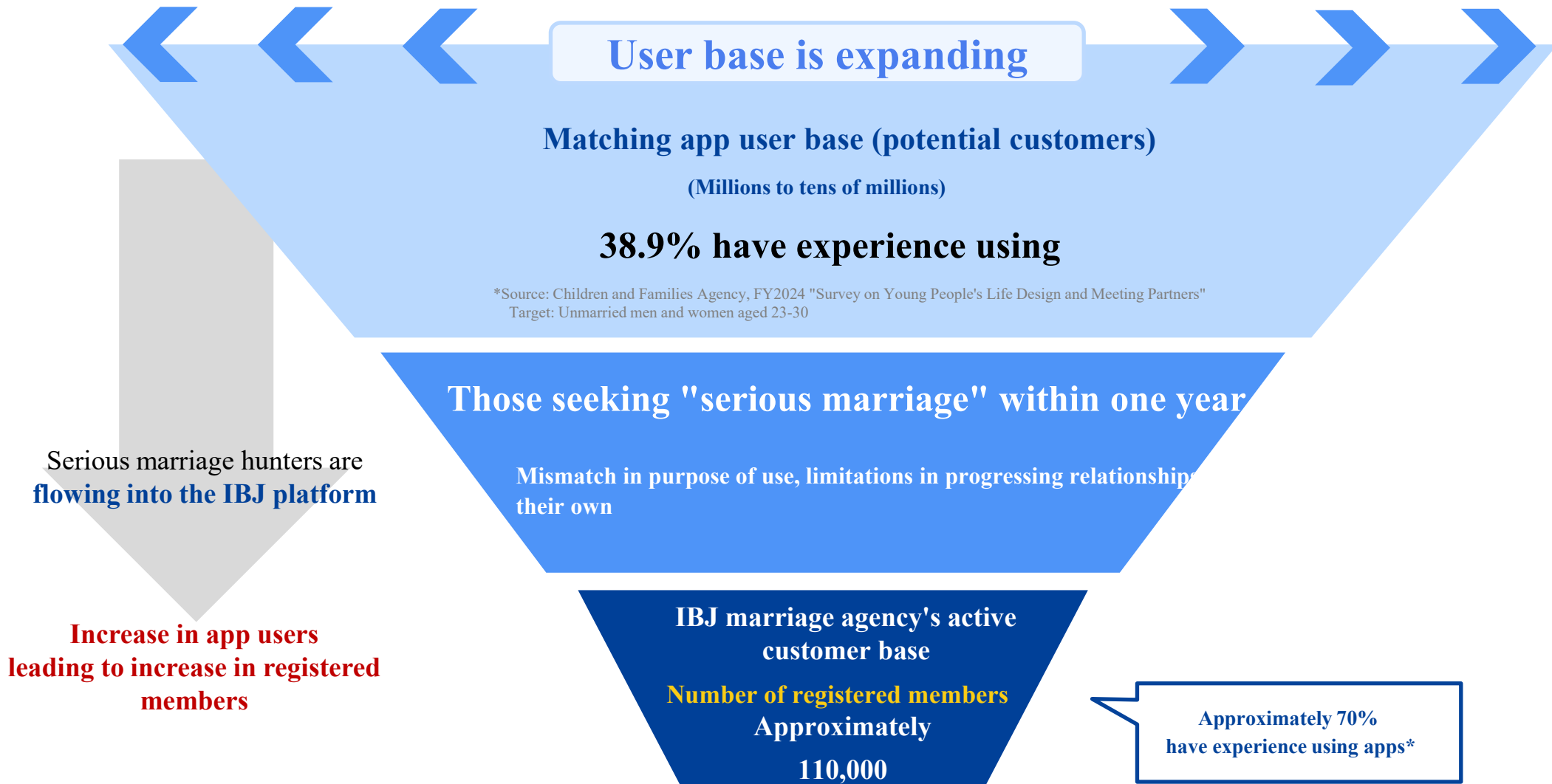
4-1

reference material

Market Environment and Strengths

Expanding potential customer base and IBJ's growth potential

Against a potential customer base of millions of matching app users,
there is significant room for growth in IBJ's registered members



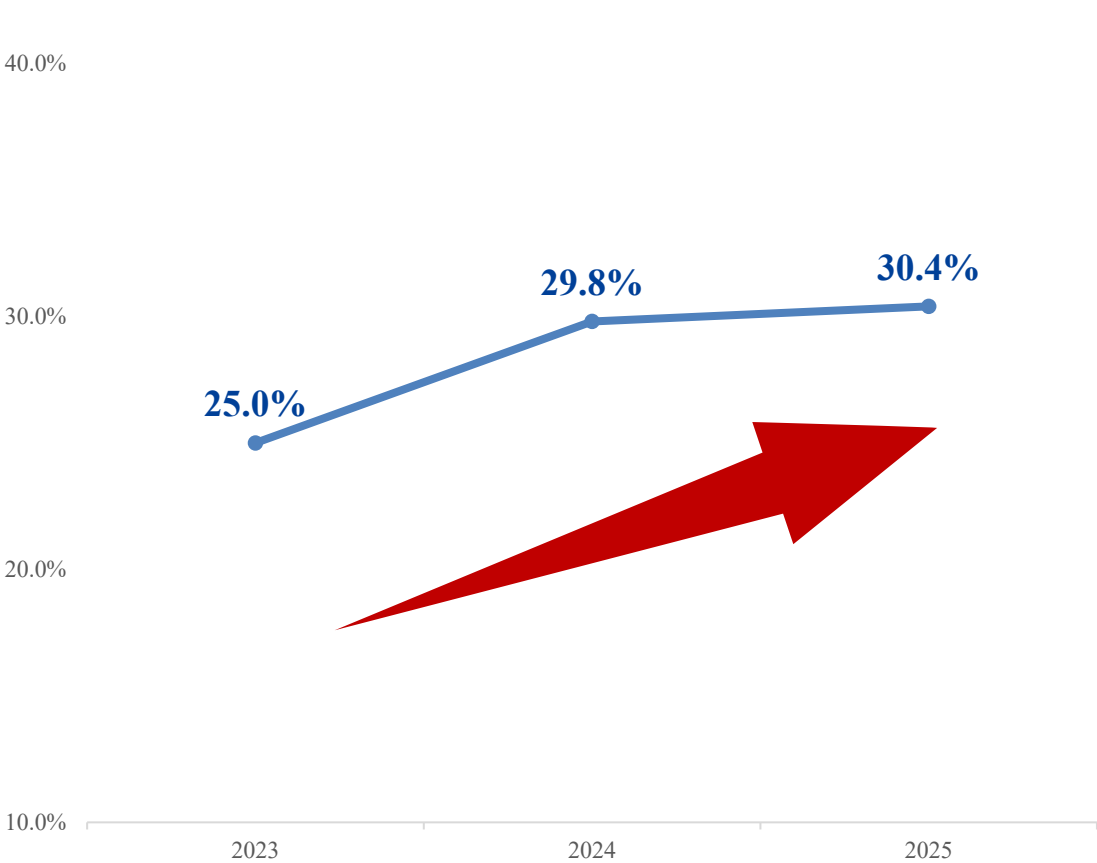
*Source: IBJ, Inc. "Survey on Usage of Marriage Hunting Apps and Matching Apps" (Released March 2025)

Number of IBJ new members is on an increasing trend

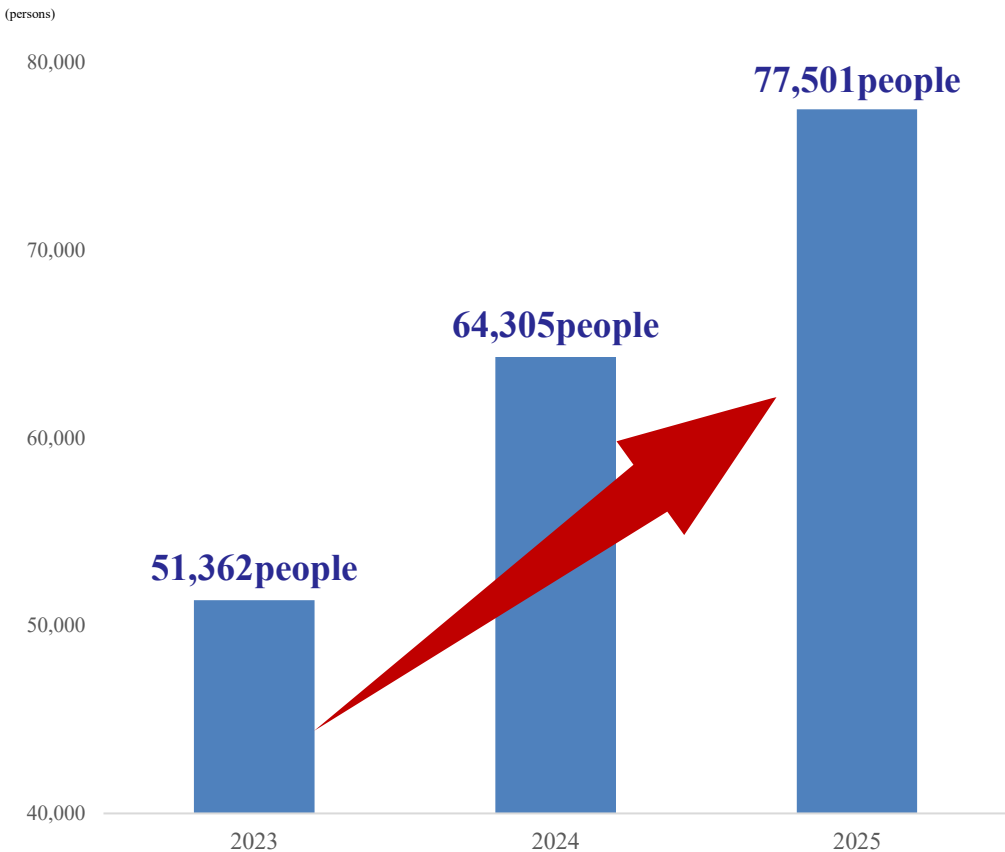
Marriage hunting services have become mainstream as a means to marriage

IBJ new members increase year by year while steadily capturing matching app users

Percentage of people who married using matching apps



Changes in the number of IBJ new members



*Source: Meiji Yasuda Life Insurance "Survey on Good Couple Day" Target: Couples who married within the past year

Why IBJ is chosen

Scale generates customer results, leading to further word of mouth (awareness)

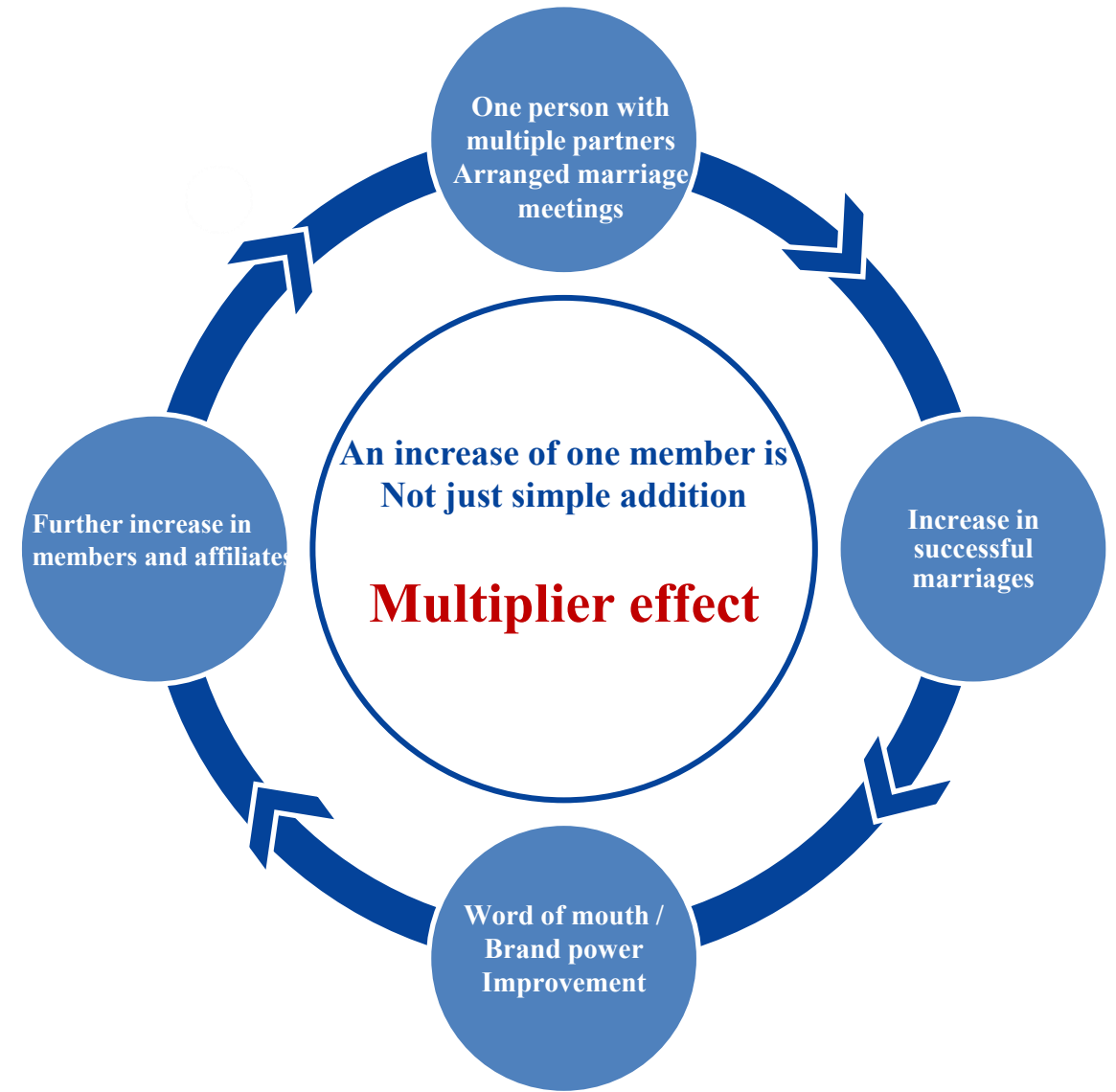
Established a model that generates sustainable growth regardless of the external environment

Strength 1: Certainty of arranged marriage meetings

**One of Japan's largest registered membership bases
(approx. 110,000 members)**

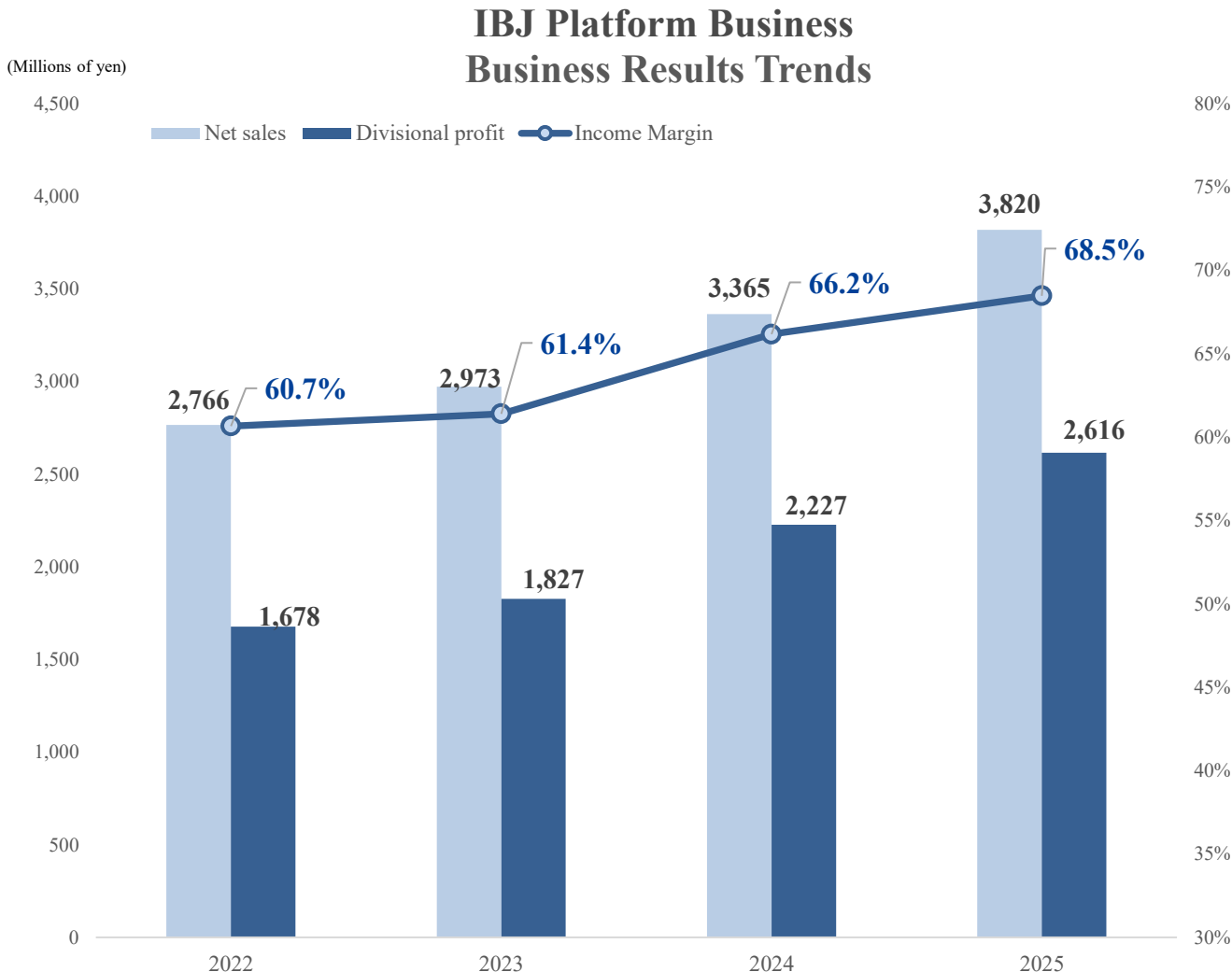
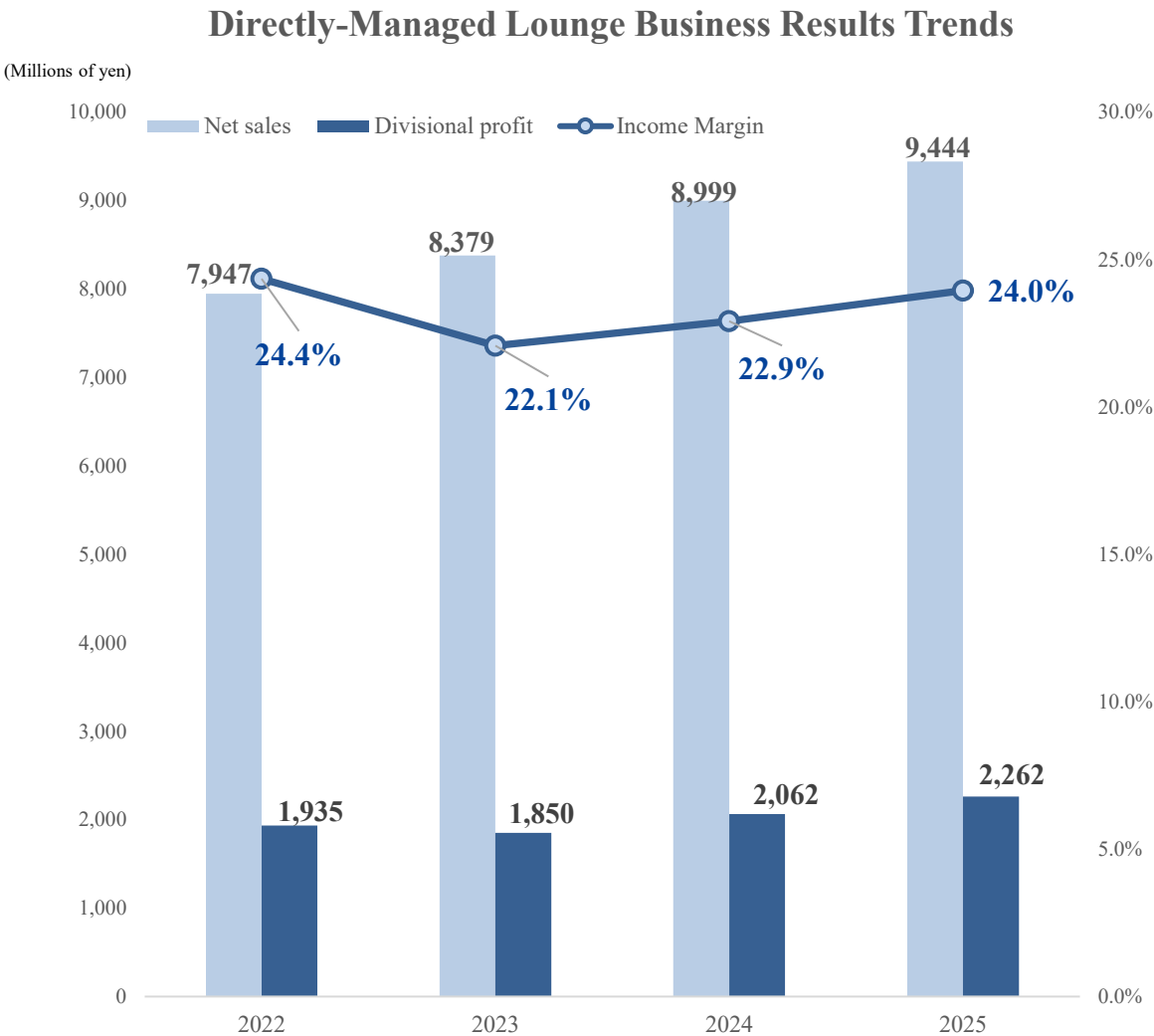
**Strength 2: Matchmakers' commitment to achieving
successful marriages**

A nationwide network of approx. 4,800 marriage agencies



A high-margin business created by the multiplier effect

Due to the pay-per-use system based on the number of members,
Growth of affiliated marriage agencies generates high profit margins

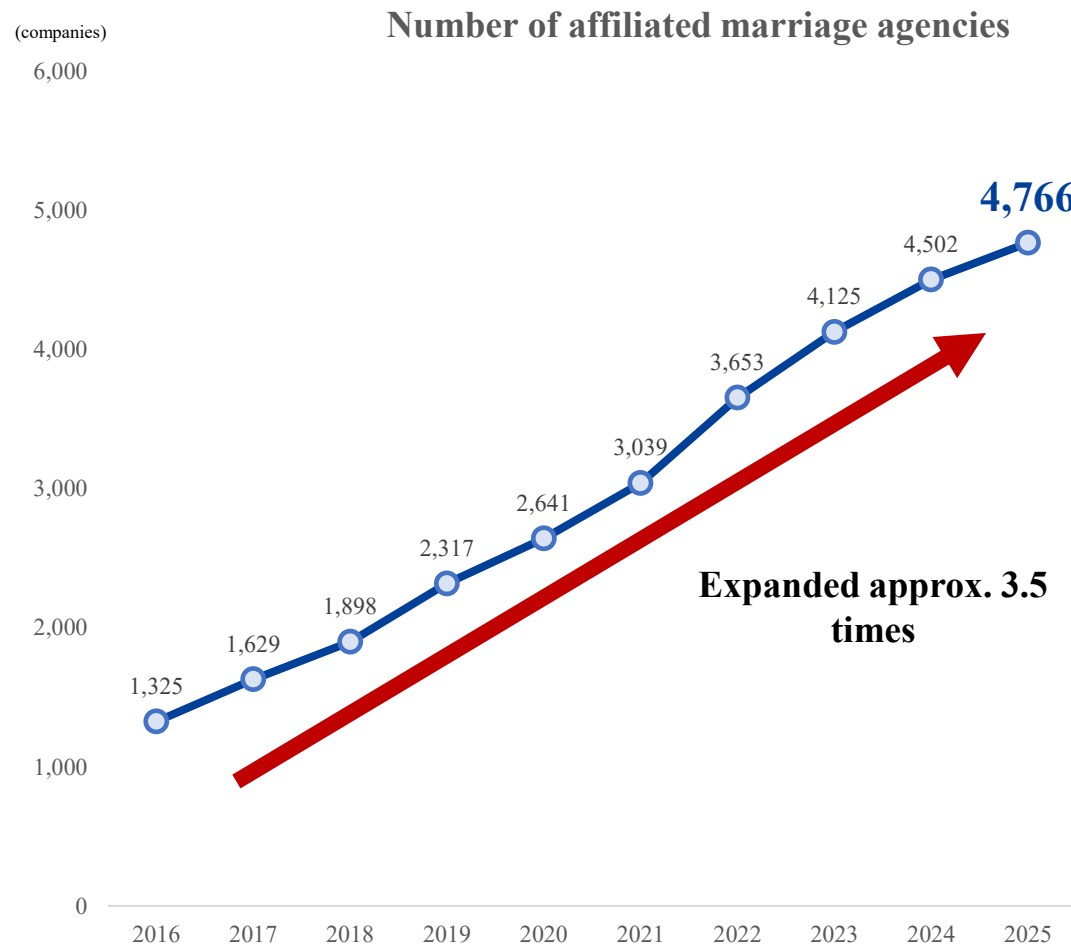


New entries into the high-margin marriage agency business are increasing

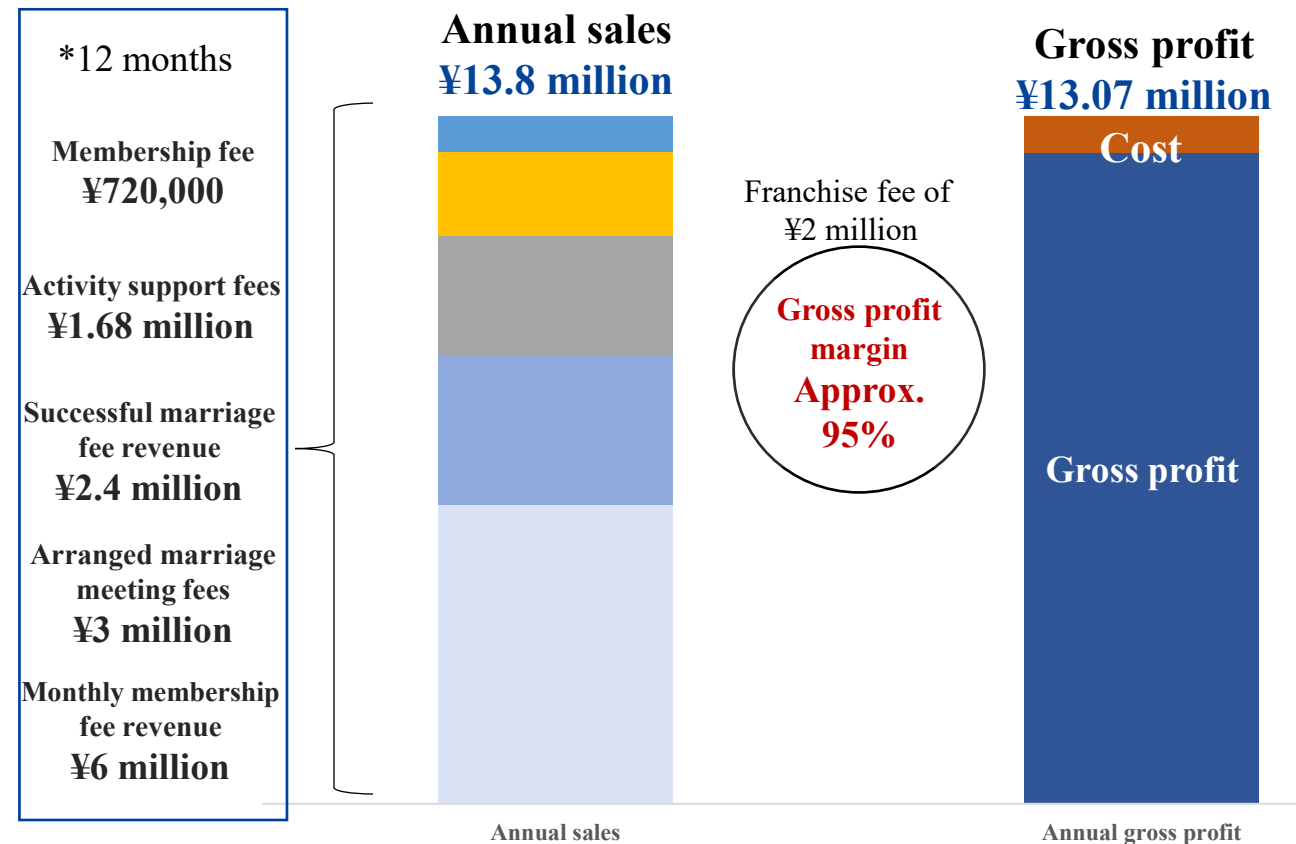
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Number of affiliated marriage agencies has expanded approx. 3.5 times since 2016
Gross profit margin for operators is approx. 95%, indicating high investment recoverability

(When starting as a sole proprietor)

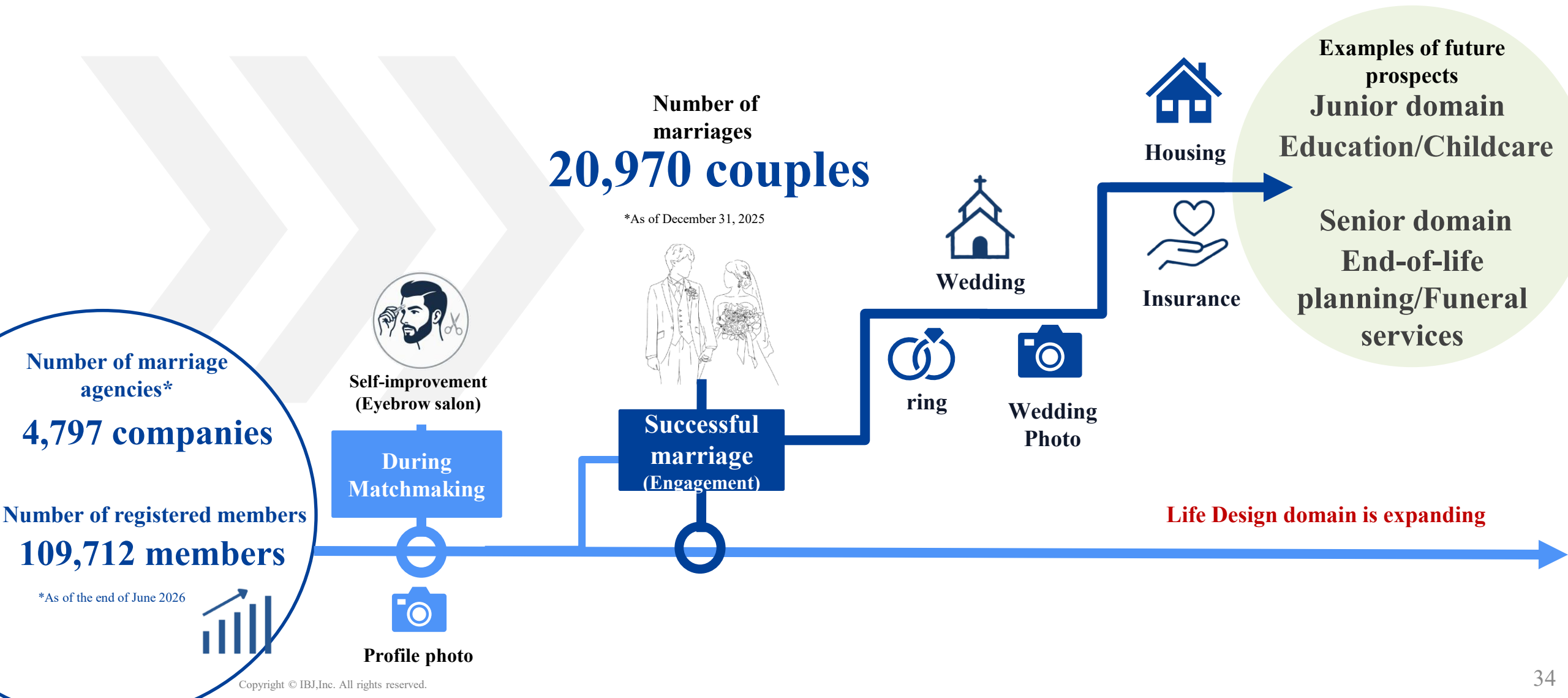


Conditions: (1 marriage counselor, 50 members, 2 new members/month, 1 successful marriage/month)



"Continuous value provision" aligned with life stage changes

Expansion of the number of marriage agencies and members increases "successful marriages," leading to use of Life Design services





4-2

reference material

Summary by Segment

Overview of IBJ Platform Business

(Millions of yen)	Q2 FY2025 (Quarterly)	Q2 FY2026 (Quarterly)	Change	Growth rate
Net sales	864	982	+118	+13.7%
Divisional profit	576	699	+122	+21.3%
Income Margin	66.7%	71.2%	-	-

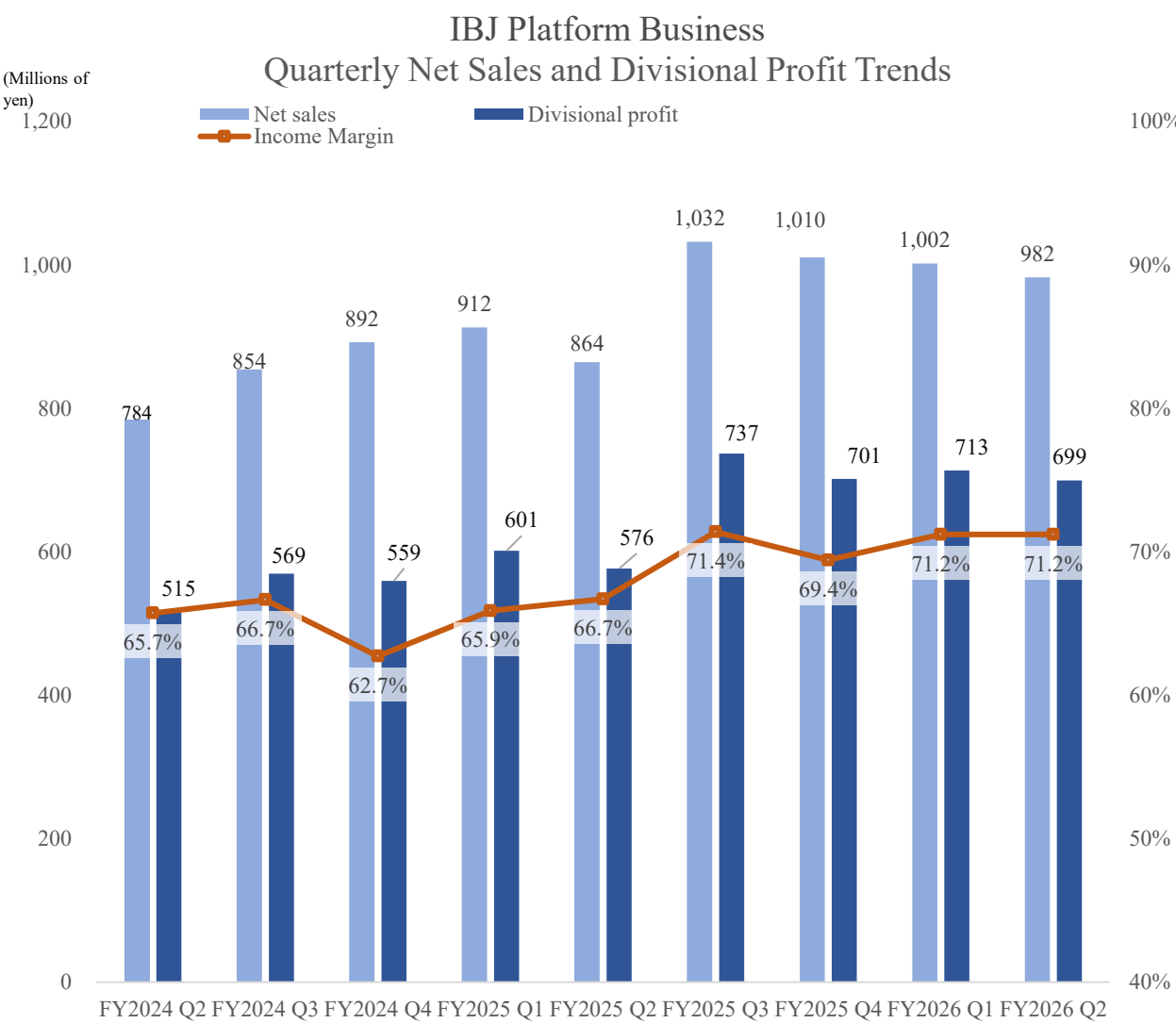
*Divisional profit is operating income plus internal transaction adjustments, plus depreciation + amortization of goodwill + amortization of long-term prepaid expenses

IBJ Platform Business

The number of arranged marriage meetings established in May reached a record high. The number of arranged marriage meetings was 297,080 (+14.3% YoY), with member activity within the platform becoming more active. Additionally, in response to increased new memberships in regional areas, "views on relocation" are now visualized on profiles. By eliminating opportunity losses caused by differences in "place of residence," we aim to create encounters beyond regional boundaries and contribute to regional revitalization.

Agency Opening Support Business

Through strengthened outbound sales, the number of interviews in Q2 continued to increase. North Pacific Bank, Ltd. became the second bank in Japan to start a marriage agency business as a bank entity*. The number of new openings was 206 (+16.4% YoY), continuing the upward trend.



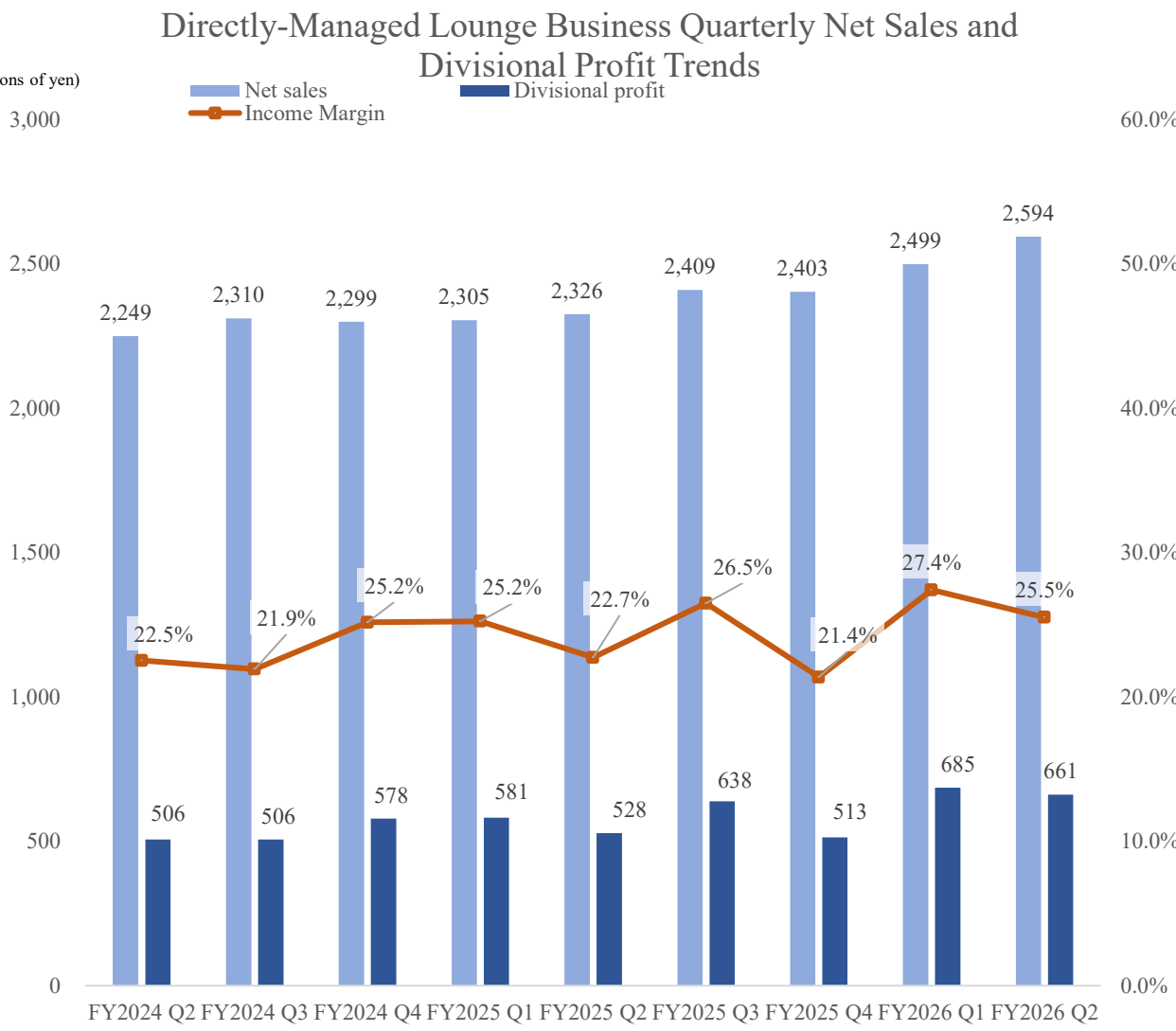
Overview of Directly-Managed Lounge Business

(Millions of yen)	Q2 FY2025 (Quarterly)	Q2 FY2026 (Quarterly)	Change	Growth rate
Net sales	2,326	2,594	+267	+11.5%
Divisional profit	528	661	+132	+25.1%
Income Margin	22.7%	25.5%	-	-

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

Overview of 3 brands

Improved customer conversion rate at ZWEI is driving the performance of the Directly-Managed Lounge Business. Q2 results for the 3 directly-managed brands showed steady progress with 6,616 new memberships (+11.1% YoY) and 97,883 arranged marriage meetings (+12.3% YoY). Simultaneously, customer referrals to Decollete HD and GROWBING (men's eyebrow salon) are also becoming more active, expanding inter-group synergies. In addition, Sunmarie redefined its target audience and executed a rebranding.



Overview of Matching Business

(Millions of yen)	Q2 FY2025 (Quarterly)	Q2 FY2026 (Quarterly)	Change	Growth rate
Net sales	373	426	+53	+14.3%
Divisional profit	83	110	+26	+31.3%
Income Margin	22.5%	25.9%	-	-

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

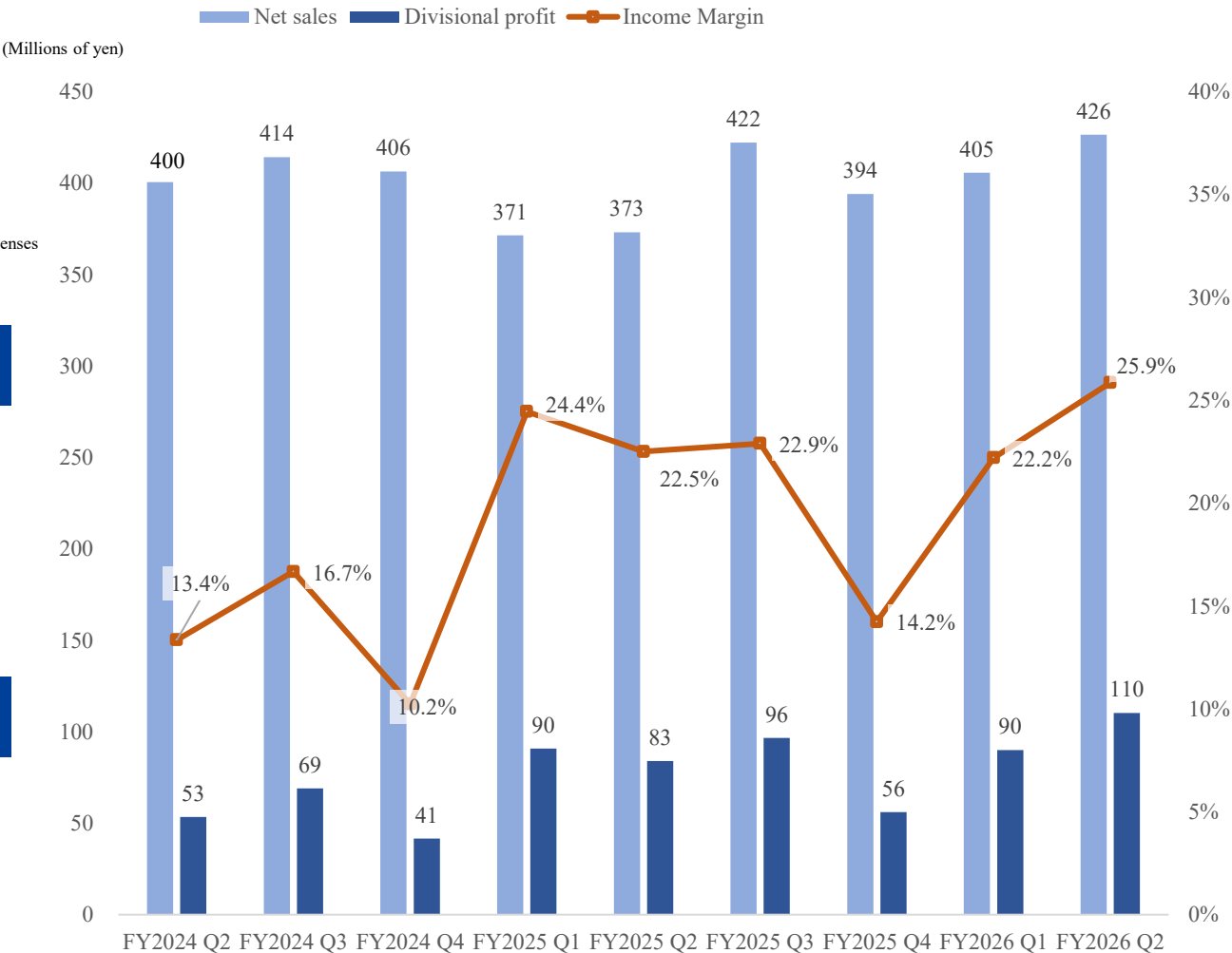
Party Business

Profitability has improved and returned to a growth trajectory. Large-scale events and commissioned event projects for local governments are steadily expanding, and promotional measures in collaboration with media are also progressing smoothly, driving sustainable business growth.

App Business

"IBJ online" has seen steady expansion of its platform foundation and increased matching numbers due to continuous growth in the number of affiliates and members. Through new affiliations and usability improvement measures, we aim to further maximize platform value.

Matching Business Quarterly Net Sales and Divisional Profit Trends



Overview of Life Design Business

(Millions of yen)	Q2 FY2025 (Quarterly)	Q2 FY2026 (Quarterly)	Change	Growth rate
Net sales	311	309	▲ 2	▲ 0.7%
Divisional profit	116	67	▲ 49	▲ 42.5%
Income Margin	37.5%	21.7%	-	-

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

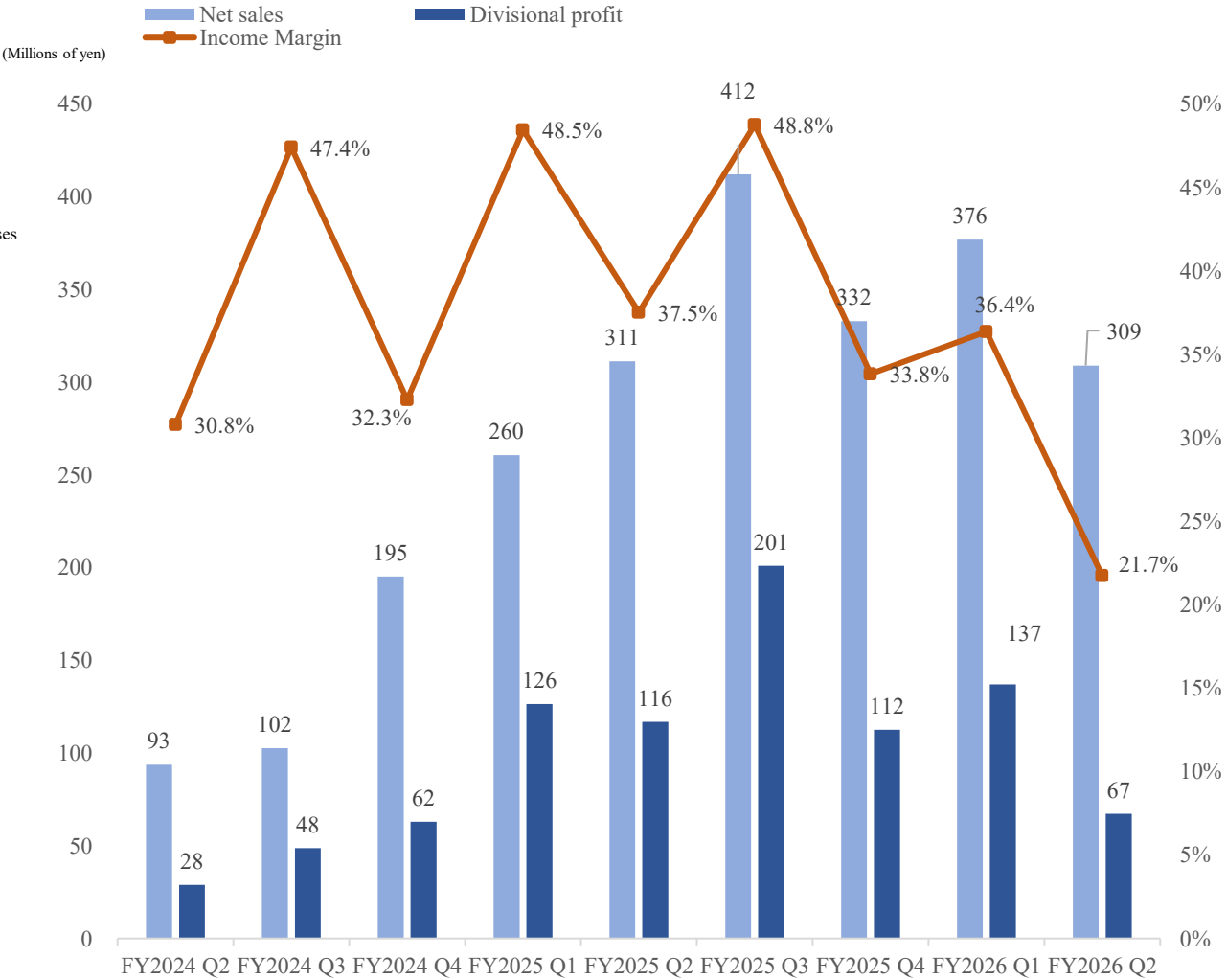
Insurance / Housing

Q2 insurance contracts reached 677 (+36.8% YoY), showing significant growth. We aim to expand LTV through continuous customer touchpoint creation via Life Design support.

GROWBING (Eyebrow salon)

Customer referral collaboration among the 3 directly-managed brands has been fully implemented, with ZWEI leading in referral numbers. Customer visits are also on an upward trend, and going forward, we aim to expand revenue by creating synergies through further strengthening the collaboration structure among group companies.

Life Design Business Quarterly Net Sales and Divisional Profit Trends



Overview of K Village Business

(Millions of yen)	Q2 FY2025 (Quarterly)	Q2 FY2026 (Quarterly)	Change	Growth rate
Net sales	879	902	+23	+2.6%
Divisional profit	120	164	+44	+36.5%
Income Margin	13.7%	18.3%	-	-

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

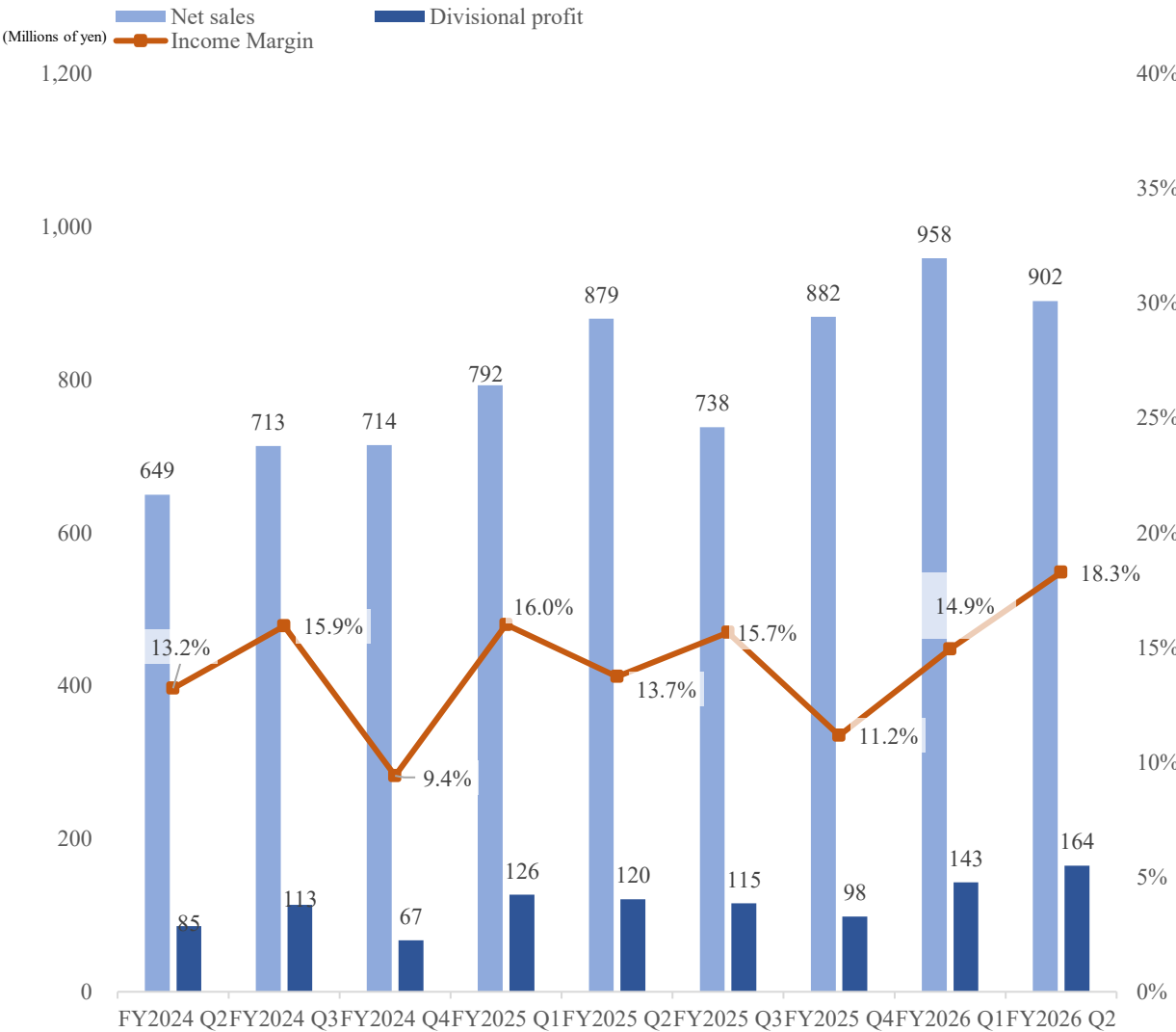
Korean Business

From 2026, franchise expansion in the Korean language school business has been fully implemented. The number of Korean language franchise schools at the end of Q2 was 8 (+700.0% YoY), showing steady progress. We will promote further expansion of the FC network to enhance brand recognition and achieve medium- to long-term revenue growth.

Entertainment business

The number of NAYUTAS (voice training) schools reached 116 (+46.8% year-on-year), showing steady growth. Against the backdrop of FC-driven location expansion, the number of NAYUTAS students also increased steadily to 11,784 (+56.5% year-on-year). Achieved steady expansion of service scale.

KVillageQuarterly Net Sales and Divisional Profit by Business



Overview of Wedding & Photo Business

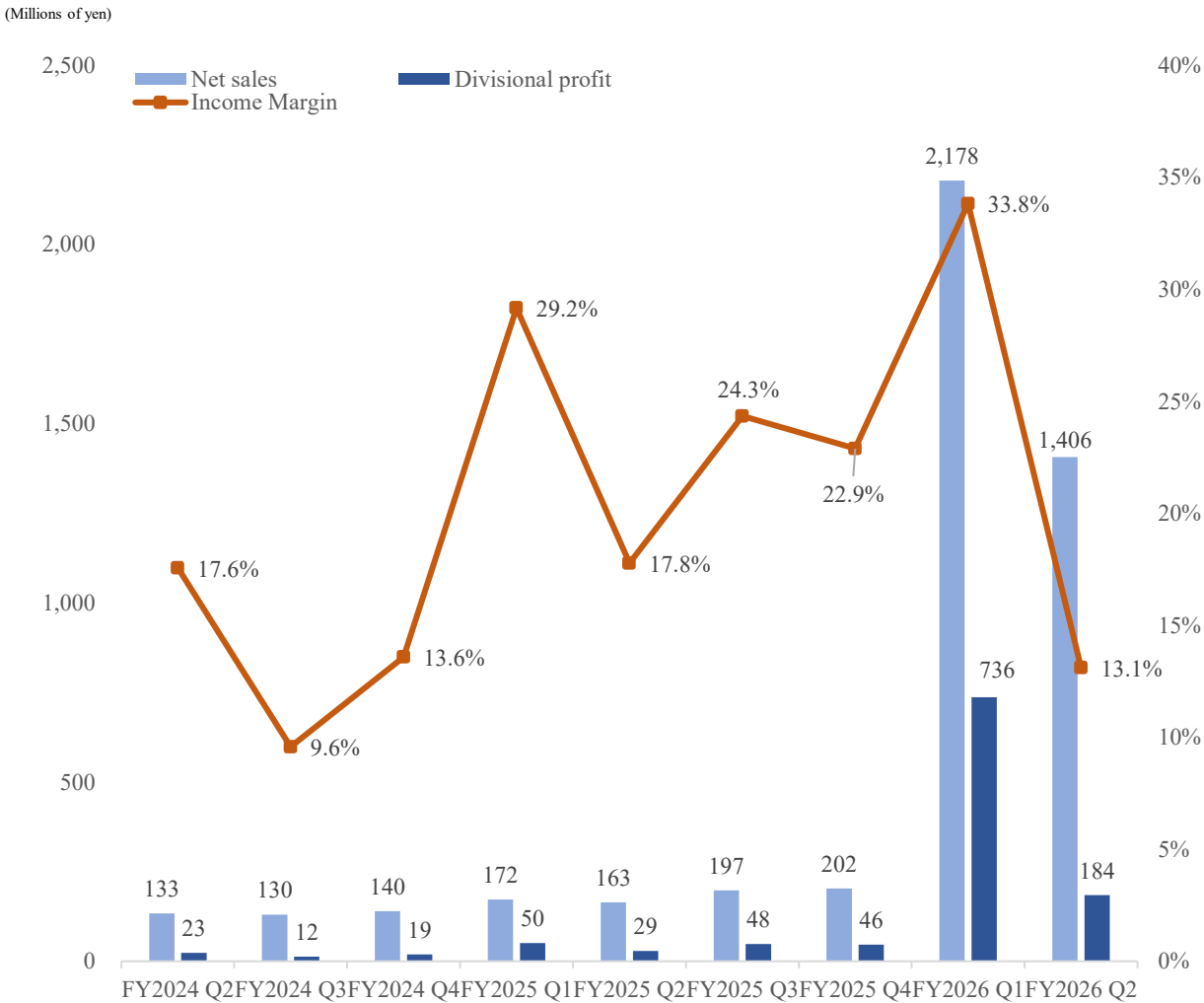
(Millions of yen)	Q2 FY2025 (Quarterly)	Q2 FY2026 (Quarterly)	Change	Growth rate
Net sales	163	1,406	+1,242	+758.2%
Divisional profit	29	184	+155	+532.9%
Income Margin	17.8%	13.1%	-	-

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

Wedding & Photo Business

Customer referrals from the Directly-Managed Lounge Business to Decollte HD have begun in earnest.
Customer referrals from approximately 4,800 affiliate stores nationwide have also begun sequentially.
We aim to further increase the number of customer referrals. In addition, the number of contracts in the Wedding Business in Q2 was 504 (+52.3% year-on-year), showing significant growth, and we aim to further expand the after-marriage domain.

Wedding&PhotoBusiness
Quarterly Net Sales and Divisional Profit





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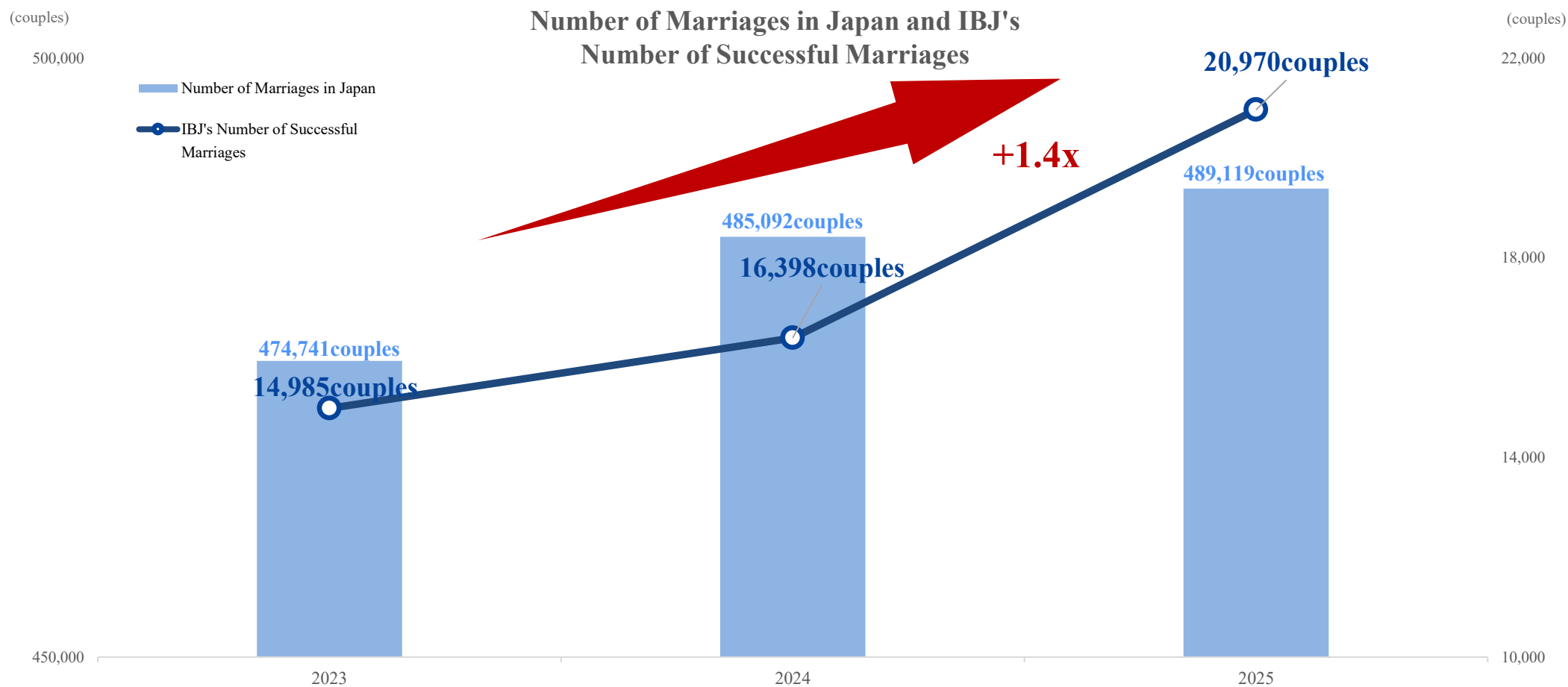
reference material

Other

The net increase in IBJ's successful marriages supports the number of marriages in J

While cultivating potential customers in the marriage hunting market, IBJ's number of successful marriages has grown approximately 1.4 times over the past 3 years

IBJ's growth contributes to measures against declining birthrate in Japan



Source: Ministry of Health, Labour and Welfare "Vital Statistics" *2025 figures are preliminary

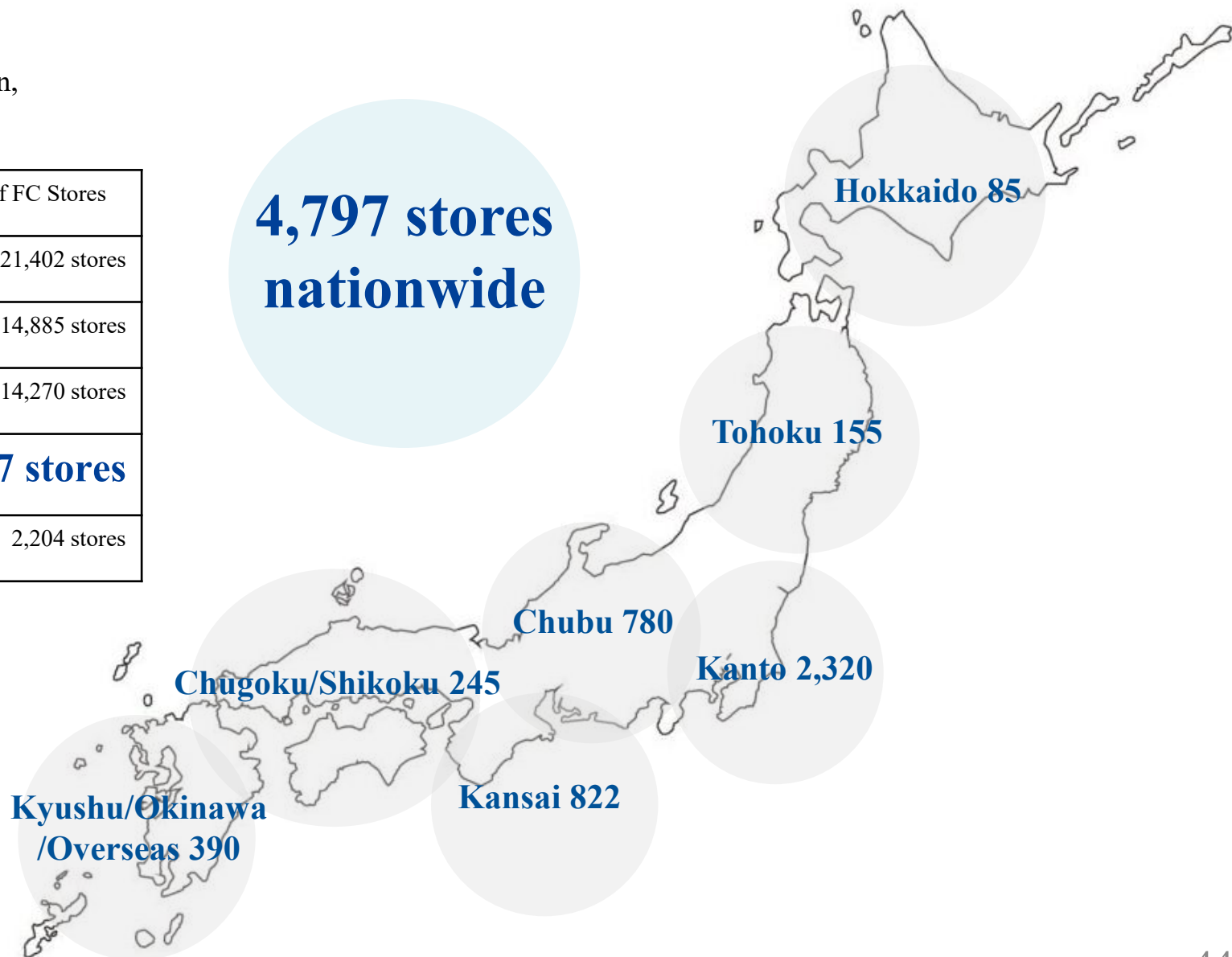
Having a locally-rooted affiliate network and Japan's largest marriage hunting platform

In terms of the number of franchise stores (FC) in Japan,
We rank 4th among major companies*

Rank	Brand	Number of FC Stores
1	Seven-Eleven	21,402 stores
2	FamilyMart	14,885 stores
3	Lawson	14,270 stores
4	IBJ	4,797 stores
5	McDonald's	2,204 stores

**Using IBJ's platform,
Providing Matchmaking
support throughout Japan**

**4,797 stores
nationwide**



*Number of FC stores for other companies is quoted from Business Chance Co., Ltd. "Business Chance August 2025 Issue"

*Number of IBJ affiliates is as of the end of June 2026

IBJ's marriage support initiatives expanding nationwide

Together with the national and local governments,
We are striving to address the social issue of "declining birthrate"

Over 200 achievements nationwide

August 2025: Business agreement signed with
Okayama Prefecture



Event Examples



April 2026: Partnership agreement signed
with Akita Prefecture

Operational support for Akita Marriage Support Center



- Events (marriage hunting parties, etc.)
- Partnership Agreements
- Seminars (life design seminars, etc.)

Seminar Examples



December 2025: Partnership agreement signed with
Yamanashi Prefecture

Supporting matchmaking support programs for people in
their 20s



IBJ Executive Officer Hiroki Mori promotes regional marriage hunting support



IBJ, Inc. Executive Officer and Head of Regional Revitalization Division

Hiroki Mori

Collaborating with local governments and administrations nationwide to address declining birthrate and aging population issues in each region
With extensive experience as a seminar instructor and consultant,
An expert in life design guidance that supports young people

Examples of Initiatives (Excerpts)	Content
Children and Families Agency	Introduced and discussed case studies of life design-related initiatives by private businesses at the "Working Group on Life Design and Encounters Envisioned by Young Generations"
Ministry of Economy, Trade and Industry	Participated as a service demonstration provider at the "Life Design Management Practicing Companies Symposium" and introduced life design service content and effects
Liberal Democratic Party of the House of Councillors	Spoke at the Policy Council as an expert on marriage support, giving a lecture on "How Do People in Their 20s Think About Whether to Get Married or Not" Exchanged opinions with participating members of parliament
Chiba Prefecture/Toyama Prefecture	Participated as an instructor at life design seminars for young professionals
Akita Prefecture	Participated as an instructor at seminars aimed at revitalizing marriage support projects
Ishikawa Prefecture	Participated as an instructor at life design support seminars for corporate representatives
Yamanashi Prefecture	Gave a lecture on the theme of "Marriage Support from Each Perspective" for the marriage support network
Shimane Prefecture	Gave a lecture on "Marriage Support Required by Government" to municipal marriage support departments and matchmaking support center staff at the Shimane Marriage Support Policy Promotion Conference

5 Steps to Successful Marriage

STEP 01 Registration

STEP 02 Arranged marriage meetings

STEP 03 Pre-Dating (Multiple dating is OK)

STEP 04 Serious Dating

STEP 05 Successful marriage



Matchmaker Support Details

- ✓ **Introduction of matchmaking partners**
Checking member profiles and preferences
- ✓ **Making a good impression at matchmaking meetings**
Advice

Appropriate attire and manners for matchmaking meetings, how to expand conversations, etc.



Matchmaker Support Details

- ✓ **Confirmation and support of dating status**
Checking recent activities such as whether they are in regular contact and going on dates
- ✓ **Confirming the feelings of members and their dating partners**
Understanding each other's situation and deciding whether to proceed to serious dating



Matchmaker Support Details

- ✓ **Confirming intention to marry**
Also confirming their vision after marriage and status of introductions to parents
- ✓ **Proposal advice**
Proposal situations, how to choose a ring, etc.



GOAL

IBJ's definition of successful marriage is
"Successful marriage = Engagement"

Business Opening Support for Affiliate Consultation Offices

Branch System

Regular forums held at the "prefectural level"

Information exchange and networking according to area characteristics



Ambassador Club

A study club led by matchmakers regardless of area

You can learn know-how while stimulating each other with senior matchmakers



01

Business Opening Preparation

Orientation
Creating pricing plans and building services
3C analysis for marriage consultation offices



02

Customer Acquisition

Preparation and review for acquiring monitors
Senior matchmaker training, IBJ site features and submission methods
Early-stage customer acquisition, Google Business Profile, HP, blog, SNS, LINE



03

Registration Interview

Registration interview methods based on the IBJ method
Document preparation, anticipating solution proposals
Role-playing (male version, female version)



04

Contract

Preparation and procedures for contract documents with members
Series of procedures from registration to start of activities
IBJ guidelines, rules & manners



05

Support

First counseling
Matchmaking support, flow from dating to successful marriage, and troubleshooting techniques



06

Other

About the System
Such as matchmaking analytics
30 courses available before starting business

Enhancing Corporate Value through Capital Cost-Conscious Management

Through improving cash flow and optimizing cost of capital,
We aim to establish a solid earnings base, achieve proactive shareholder returns, and enhance sustainable corporate value

Corporate Value Target

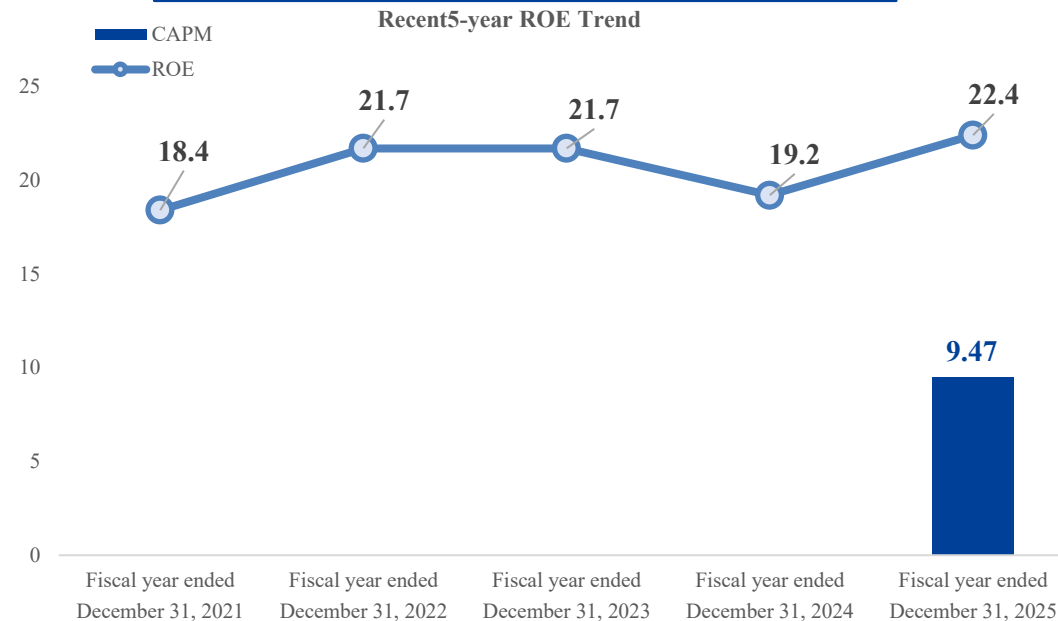
Enhancement of Corporate Value
Market capitalization target: 50 billion yen

Enhancement of Shareholder Returns
Dividend Policy: "Progressive Dividend"

Planned for fiscal year ending December 31, 2026
Dividend: 19 yen
DOE:5.79%

Cost of Capital Target

ROE exceeds cost of capital
ROE target range around 20%
*Cost of equity
Estimated at approximately 9% (CAPM method)



Action Plan

- Improving cash flow

- Improving asset efficiency

Through portfolio strengthening
Steady profit growth, cost reduction

- Optimization of cost of capital

Low-cost financing and financial
Leverage control

- Utilization of treasury shares
- dividend increase

Profit and Loss Statement (P/L)

(Millions of yen)	2025					2026					YoY (Change)	YoY (% Change)
	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year		
Net sales	4,815	4,918	5,212	5,226	20,172	7,421	6,621	-	-	-	+1,703	+34.6%
Cost of sales	432	436	279	363	1,511	1,314	974	-	-	-	+538	+123.4%
Gross profit	4,383	4,482	4,932	4,862	18,661	6,107	5,647	-	-	-	+1,164	+26.0%
SG&A	3,376	3,695	3,746	4,234	15,052	4,527	4,739	-	-	-	+1,043	+28.2%
Operating income	1,006	786	1,186	628	3,608	1,580	907	-	-	-	+121	+15.4%
Total non-operating income	3	70	25	△77	22	19	11	-	-	-	△59	△84.2%
Total non-operating expenses	10	76	12	60	159	47	48	-	-	-	△27	△36.5%
Ordinary income	999	781	1,200	490	3,471	1,552	870	-	-	-	+89	+11.4%
Total extraordinary income	-	0	-	243	244	222	33	-	-	-	+32	+5002.5%
Total extraordinary loss	12	4	3	409	430	4	517	-	-	-	+512	+10507.4%
Profit attributable to owners of parent Net income	614	482	762	217	2,077	1,029	209	-	-	-	△272	△56.5%

Balance Sheet (B/S)

(Millions of yen)	FY2025 4Q	FY2026 2Q	Change (vs. previous full year)	% Change (vs. previous full year)
Current assets	12,782	16,052	+3,270	+25.6%
Cash and deposits	4,935	7,090	+2,155	+43.7%
Non-current assets	19,742	18,484	▲ 1,258	▲ 6.4%
Total assets	32,524	34,536	+2,012	+6.2%
Current liabilities	11,596	13,523	+1,927	+16.6%
Non-current liabilities	9,005	8,199	▲ 805	▲ 8.9%
Total liabilities	20,601	21,723	+1,121	+5.4%
Total net assets	11,923	12,813	+890	+7.5%
Total liabilities and net assets	32,524	34,536	+2,012	+6.2%
Equity-to-asset ratio	31.3%	31.8%	-	-

Net sales and Divisional Profit by Business

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

(Millions of yen)		2025					2026					YoY (Change)	YoY (% Change)
		1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year		
IBJ Platform Business	Net sales	912	864	1,032	1,010	3,820	1,002	982	-	-	-	+118	+13.7%
	Agency Opening Support Business	370	322	470	437	1,599	414	405	-	-	-	+83	+26.0%
	Affiliate Business	542	542	562	573	2,220	587	576	-	-	-	+34	+6.3%
	Divisional profit	601	576	737	701	2,616	713	699	-	-	-	+122	+21.3%
	Agency Opening Support Business	187	149	280	244	860	215	214	-	-	-	+65	+43.6%
	Affiliate Business	414	427	456	457	1,755	497	485	-	-	-	+57	+13.5%
Directly-Managed Lounge Business	Net sales	2,305	2,326	2,409	2,403	9,444	2,499	2,594	-	-	-	+267	+11.5%
	Divisional profit	581	528	638	513	2,262	685	661	-	-	-	+132	+25.1%
Matching Business	Net sales	371	373	422	394	1,560	405	426	-	-	-	+53	+14.3%
	Party Business	215	224	274	251	965	269	279	-	-	-	+55	+24.7%
	App Business	155	149	147	142	594	136	147	-	-	-	Δ1	Δ1.3%
	Divisional profit	90	83	96	56	327	90	110	-	-	-	+26	+31.3%
	Party Business	48	47	60	19	176	57	68	-	-	-	+21	+45.3%
	App Business	42	36	35	36	150	32	41	-	-	-	+4	+13.2%
Life Design Business	Net sales	260	311	412	332	1,317	376	309	-	-	-	Δ2	Δ0.7%
	Divisional profit	126	116	201	112	556	137	67	-	-	-	Δ49	Δ42.5%
K Village business	Net sales	792	879	738	882	3,292	958	902	-	-	-	+23	+2.6%
	Divisional profit	126	120	115	98	461	143	164	-	-	-	+44	+36.5%
Wedding & Photo Business	Net sales	172	163	197	202	737	2,178	1,406	-	-	-	+1,242	+758.2%
	Divisional profit	50	29	48	46	174	736	184	-	-	-	+155	+532.9%

KPI by Business (Marriage agency Business)

(By period)		2025					2026					YoY (Change)	YoY (% Change)
		1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year		
Matchmaking Business (Affiliate + Directly-Managed)	Number of marriage agencies*1	4,541	4,541	4,682	4,766	4,766	4,783	4,797	-	-	-	+256	+5.6%
	Number of new business openings	206	177	253	238	874	217	206	-	-	-	+29	+16.4%
	Number of new memberships	18,296	19,310	20,279	19,616	77,501	19,956	19,602	-	-	-	+292	+1.5%
	Affiliate	12,653	13,354	13,853	14,046	53,906	13,247	12,986	-	-	-	Δ368	Δ2.8%
	Directly-Managed	5,643	5,956	6,426	5,570	23,595	6,709	6,616	-	-	-	+660	+11.1%
	Number of IBJ Registered Members*1	96,449	97,857	102,302	104,859	104,859	107,597	109,712	-	-	-	+11,855	+12.1%
	Affiliate	68,029	69,871	73,226	75,845	75,845	77,248	78,677	-	-	-	+8,806	+12.6%
	Directly-Managed	28,420	27,986	29,076	29,014	29,014	30,349	31,035	-	-	-	+3,049	+10.9%
	Number of IBJ Paying members*1	74,088	77,900	96,235	99,120	99,120	101,884	104,017	-	-	-	+26,117	+33.5%
	Affiliate	49,599	52,745	68,323	70,864	70,864	72,770	74,216	-	-	-	+21,471	+40.7%
	Directly-Managed	24,489	25,155	27,912	28,256	28,256	29,114	29,801	-	-	-	+4,646	+18.5%
	Number of arranged marriage meetings	243,614	259,818	272,530	268,786	1,044,748	280,025	297,080	-	-	-	+37,262	+14.3%
	Affiliate	157,954	172,671	182,237	182,394	695,256	187,613	199,197	-	-	-	+26,526	+15.4%
	Directly-Managed	85,660	87,147	90,293	86,392	349,492	92,412	97,883	-	-	-	+10,736	+12.3%
	Number of marriages (of which confirmed)*2	4,962 (2,249)	5,094 (2,265)	5,136 (2,411)	5,778 (3,128)*3	20,970 (10,054)	5,659 (2,894)	5,712 (2,818)	-	-	-	+618 (+553)	+12.1% (+24.4%)

*1 Number of marriage agencies and members as of the end of each quarter
*2 Confirmed basis refers to the number of couples whose marriages have been confirmed by both parties on the IBJ Group's system
*3 For FY2025, the "confirmed basis" figure includes 496 marriages between ZWEI's own members that were originally confirmed but added in 4Q due to system modifications

KPI by Business (Matching Business, Life Design Business, K Village business, Wedding & Photo Business)

(By period)		2025					2026					YoY	YoY
		1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year	(Change)	(% Change)
Matching Business	Number of party participants	68,980	74,818	91,179	78,791	313,770	79,959	85,704	-	-	-	+10,886	+14.5%
	Number of parties held	5,695	6,038	6,792	6,045	24,570	6,139	7,082	-	-	-	+1,044	+17.3%
	Number of matches (App)*1	166,708	158,236	154,444	146,790	626,178	136,544	148,972	-	-	-	▲9,264	▲5.9%

(By period)		2025					2026					YoY	YoY
		1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year	(Change)	(% Change)
Life Design Business	Number of insurance contracts	435	495	631	592	2,153	534	677	-	-	-	+182	+36.8%

(By period)		2025					2026					YoY	YoY
		1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year	(Change)	(% Change)
K Village business*2	K Village (Korean) number of students*3	15,453	16,217	16,612	16,601	16,601	16,804	17,127	-	-	-	+910	+5.6%
	K Village (Korean) number of FC schools	1	1	1	2	2	4	8	-	-	-	+7	+700.0%
	NAYUTAS (Voice training) number of students	6,426	7,532	8,817	9,563	9,563	10,960	11,784	-	-	-	+4,252	+56.5%
	NAYUTAS (Voice training) number of FC schools	72	79	94	98	98	106	116	-	-	-	+37	+46.8%

(By period)		2025					2026					YoY	YoY
		1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year	(Change)	(% Change)
Wedding & Photo Business	Number of wedding deals closed	348	301	421	401	1,471	438	504	-	-	-	+203	+67.4%
	selfit Total number of matchmaking photo shoots	2,350	2,644	3,091	2,995	11,380	3,301	3,578	-	-	-	+934	+35.3%

*1 Starting from this fiscal year, we changed the tabulation criteria for youbride and conducted member data cleanup. The 2025 figures have also been retroactively revised and presented based on the new criteria.

*2 KPIs for the K Village business are as of the end of each quarter.

*3 Starting from FY2026, the number of franchise students has been added to the tabulation. The FY2025 figures have also been retroactively revised and presented based on the same criteria.

Corporate Profile

Company Name: IBJ, Inc.

Established: February 2006

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

Number of Employees: 1,523 (as of June 2026) *Full-time employees only

Officers: Chairman and Representative Director: Shigeru Ishizaka
President and Representative Director: Kenjiro Tsuchiya
Managing Director: Yasuyuki Yokogawa
Outside Director: Kohzoh Umezu
Outside Director: Megu Murakami
Outside Director: Mai Sato
Full-Time Auditor: Yuki Futatsuya
Auditor: Koichiro Yoneda
Auditor: Naoya Haraigawa

Listed Market: Tokyo Stock Exchange Prime Market (6071)

Tokyo Stock Exchange Prime Market (Securities Code: 6071)

IBJ, Inc.

〒160-0023

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

Shinjuku First West 12F & 17F

This document has been prepared by the Company to help investors understand the current status of the Company as a reference for investment decisions.

The content of this document has been prepared based on the generally recognized economic and social conditions as of the end of June 2026 and certain assumptions that the Company has reasonably determined. However, it may be subject to change without notice due to changes in the business environment or other factors.

**On our official LINE account dedicated to IR,
we distribute IR information and conduct Q&A sessions.**



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人と人をつなぐのは、人だと思う。