EARNINGS REVIEW | Q3 FY2026

IBJ, Inc. (TSE Prime : 6071)

Q3 FY2026 Earnings Review

November 13, 2026 Bitengyoushi Co., Ltd.

Net sales (9M)	Operating profit (9M)	OP progress vs. forecast	Members (end-Sep)
21,740 ¥m	**3,990¥m**	**86.1%**	**111,160**
+45.5% YoY	+34.2% YoY	Forecast: ¥4,647 m	+8.7% YoY

Executive Summary

In the first nine months of FY2026 (ending December 2026), IBJ delivered strong results, with consolidated net sales up 45.5% year on year and operating profit up 34.2%. Steady growth in the core matchmaking business, led by the directly operated brands (ZWEI), was boosted by the consolidation of Decollte Holdings (a group member since December 2025). Operating profit has reached 86.1% of the revised full-year forecast, in line with the company plan.

The core of the investment case is IBJ's evolution into a highly scalable “Match Tech” platform that combines AI technology with human support from matchmakers. Backed by a member base of roughly 110,000 and a network of 4,869 affiliated agencies nationwide, arranged meetings (307,979 in Q3 on a stand-alone basis, +13.0% YoY) and the number of successful matches (engagements) continue to grow. In addition, IBJ online, which reached 40,000 members about a year after launch, is a new growth entry point capturing the “middle segment” between dating-app users and matchmaking agencies.

The build-out of an ecosystem in the Life Design domain, using the point of marriage as the starting point for customer relationships, is also progressing. Referrals to Decollte Holdings rose 299.4% YoY (9M cumulative), confirming the model's ability to build customer lifetime value (LTV) at low additional acquisition cost. However, the Life Design segment itself posted lower sales and profit, and strengthening it, including via a group-wide CRM, remains a challenge.

Raising the year-end dividend forecast from ¥13 to ¥19 per share and introducing a progressive dividend policy signal a capital policy that gives greater weight to shareholder returns. Investors should watch (1) the Q4 profit landing, including the year-end peak season; (2) a recovery in new franchise sign-ups (−11.1% YoY in Q3); (3) the new medium-term plan due in February 2027; and whether sustained profit growth drives a valuation re-rating.

Q3 Earnings Review

HEADLINE

Core businesses remained strong, with every profit line up by double digits. Referrals to Decollte Holdings surged, and operating profit has reached 86.1% of the full-year forecast. IBJ online and Life Design expansion (higher LTV) are driving Match Tech into its next growth phase.

1. Q3 Financial Results Detailed results

Consolidated results for the first nine months of FY2026 were net sales of ¥21,740million (+45.5% YoY), operating profit of ¥3,999 million (+34.2%), ordinary profit of ¥3,889 million (+30.5%) and profit attributable to owners of parent of ¥2,129 million (+14.5%), with every profit line up sharply year on year. Operating profit stands at 86.1% of the full-year forecast raised at Q2, a healthy rate of progress.

Key drivers and Q3 (stand-alone) segment trends

- **Directly operated and franchise businesses both strong:** Directly operated stores posted net sales of ¥2,740 million (+13.7% YoY; segment profit +19.9%). ZWEI's marketing strategy paid off, and sign-ups across the three brands rose to 7,409 (+15.3%). The franchise business also grew, with net sales of ¥1,073 million (+4.0%; segment profit +3.9%) and a 71.4% segment margin, while arranged meetings reached a record 307,979 (+13.0%).
- **Wedding & Photo contribution:** Decollte Holdings contributed net sales of ¥2,031 million and segment profit of ¥592 million (29.2% margin), substantially lifting consolidated results. Referrals from directly operated stores were strong, and wedding contracts, including referred customers, rose to 518 (+23.0%).
- **Matching and K Village expanded:** Matching posted net sales of ¥470 million (+11.4%; segment profit +30.7%), and IBJ's first large-scale event drew 2,000 attendees, twice the 1,000 expected. K Village net sales were ¥1,013 million (+37.3%), and NAYUTAS (vocal training) students grew to 12,326 (+39.8%). Life Design, by contrast, saw lower sales and profit: net sales of about ¥370 million (−9.9%) and segment profit of ¥125 million (−37.7%), with insurance contracts flat at 634 (+0.5%).

Consolidated results, nine months ended September 2026

(¥ million)	9M FY2025	9M FY2026	Change (YoY)	% change (YoY)
Net sales	14,946	**21,744**	+6,797	**+45.5%**
Operating profit	2,979	**3,999**	+1,019	**+34.2%**
Ordinary profit	2,981	**3,889**	+908	**+30.5%**
Profit attributable to owners of parent	1,859	**2,129**	+270	**+14.5%**

Progress against full-year forecast

(¥ million)	FY2026 actual (9M)	FY2026 forecast (revised)	Progress
Net sales	21,744	28,905	**75.2%**
Operating profit	3,999	4,647	**86.1%**
Ordinary profit	3,889	4,523	**86.0%**
Profit attributable to owners of parent	2,129	2,523	**84.4%**

Source: Q3 FY2026 earnings presentation. The company forecast implies Q4 operating profit of about ¥648 million (Q4 FY2025 actual: ¥628 million). The head-office consolidation in January 2027 is expected to add roughly ¥60–70 million in costs per quarter. Segment profit is operating profit after intersegment adjustments plus depreciation and similar items.

2. Growth Strategy Two domains for sustainable growth

Matchmaking: redefined as Match Tech (technology × human)

- **The hybrid advantage of AI technology and human matchmakers**

  AI handles the maximization of meeting opportunities through criteria matching and administrative efficiency, while reading emotional nuance, easing anxieties about marriage and giving the final push toward a decision remain the work of human matchmakers. 89.1% of people report “dating-app fatigue,” and about 38.9% of unmarried men and women aged 23–30 have used dating apps; roughly 70% of IBJ members have used them as well. This large pool of prospects is shifting toward “serious marriage.” With about 110,000 members and 4,869 affiliated agencies, and IBJ online (launched October 2025) now at 40,395 members and 23 partner companies (end-October 2026), IBJ is forming the “middle segment.”

Life Design: maximizing customer lifetime value (LTV)

- **Life-event expansion starting from marriage**

  IBJ is deploying a long-term, circular model that redefines marriage (engagement) not as the end of service but as “the starting point of new household spending.” It refers customers from wedding services (through Decollte Holdings) to insurance, housing and beauty (GROWBING). Because couples are already customers within IBJ's platform, LTV can be maximized without additional customer acquisition cost (CAC). Referrals to Decollte Holdings surged 299.4% YoY on a nine-month cumulative basis.

STEP 1	STEP 2	STEP 3
Matchmaking phase	**Wedding phase**	**Life Design phase**
approx. ¥400,000	**approx. ¥400,000**	**¥8 million+**
Enrollment, monthly fees, activity support fees + success fee	Wedding photos, venue and ring referrals	Insurance and housing (20,970 couples matched to date)

Source: Earnings presentation (p.17). Customer spend per phase. Cumulative couples as of end-December 2025.

3. Capital Allocation Finance and shareholder returns

Backed by solid business growth, management is pursuing growth investment and shareholder returns at a high level at the same time. **Reflecting the upward revision of earnings, the year-end dividend forecast for FY2026 was raised by ¥6 from the initial ¥13 to ¥19 per share. The company also introduced a progressive dividend policy, and the dividend on equity (DOE) ratio rises to 5.79% (3.68% in FY2025).**

Year-end dividend forecast	DOE ratio	ROE (FY2025)	Market cap target
¥19	**5.79%**	**22.4%**	**¥100 bn**
+¥6 vs. initial ¥13	FY2025: 3.68%	Cost of equity ~8.5–9%	¥50 bn within 2027

ROE has run at 18.4–22.4% over 2021–2025, well above the ~8.5–9% cost of equity (CAPM), yet the P/E ratio is only about 14x. To close the gap, the company is raising its free-float ratio, boosting trading volume through IR events and expanding one-on-one meetings with institutional investors.

4. Future Outlook Looking ahead

While Japan's marriage count has edged up only slightly, IBJ's number of successful matches has grown about 1.4x, from 14,985 couples in 2023 to 20,970 in 2025, as it evolves into a “Match Tech platform.” The FY2026 forecast already equals 91.8% (net sales) and 96.8% (operating profit) of the FY2027 medium-term plan targets, with a new plan due in February 2027. Bitengyoushi’s analysts see three growth pillars behind a step-change in corporate value.

1. Standardizing group quality through the “marriage-success method” (IP-based model)

Typical challenge	Adding group companies and stores makes uniform service quality harder to sustain.
IBJ's distinctive strategy	Method to “marriage = engagement” and franchise-opening support are systematized, and ZWEI's know-how is rolled out group-wide via the CRM division.
Benefit to investors	Low-cost, high-efficiency quality equalization enables high-margin brand expansion.

2. Expanding affiliated agencies through regional networks (Asset-light expansion)

Typical challenge	Entering new markets requires heavy cost and risk to secure stores and people in-house.
IBJ's distinctive strategy	4,869 affiliated agencies (No. 4 in Japan by franchise store count) support a 71.4% franchise segment margin. Beyond 200+ local-government partnerships, IBJ online is adding corporate partners (23 toward 100).
Benefit to investors	Fast market entry with limited capital: expansion with high ROE and low risk.

3. Building a Life Design ecosystem (LTV-maximizing platform)

Typical challenge	When service ends at marriage, the customer relationship lapses and LTV stays short-lived.
IBJ's distinctive strategy	Marriage (engagement) is treated as “the starting point of new household spending,” with a consistent offering across wedding, insurance, housing and beauty (GROWBING). Referrals to Decollte Holdings rose 299.4% YoY (9M cumulative).
Benefit to investors	Customers keep using group services, building margin and LTV without added CAC.

Together, these strengths in IP, asset-light expansion and LTV should turn IBJ from a collection of businesses into an ecosystem that creates sustainable value, supporting a re-rating of its valuation multiple.

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