



**First quarter of December 2025**

**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.

## Summary of Results

- At the time of First Quarter, sales were **4,815 million yen (YoY+13.2%)**, and operating income was **1,006 million yen (YoY+51.7%)**.
- Sales reached **24.8%** of full-year forecast and operating profit **32.2%**

## KPI

- Number of IBJ Marriage agency increased steadily to **4,541 (YoY+7.8%)**
- Number of new memberships at IBJ Marriage agency **reached a record high of 18,296 during First Quarter term (YoY+34.1%)**
- With **206 Number of new business openings (YoY $\Delta$  of 8.4%)** in reaction to the last-minute surge in demand that occurred in December last year Slight decrease, but unit price improved

## Business Environment

- Concluded a capital and business tie-up agreement With Decollte Holdings Corporation, to collaborate with wedding customers

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# Financial Results

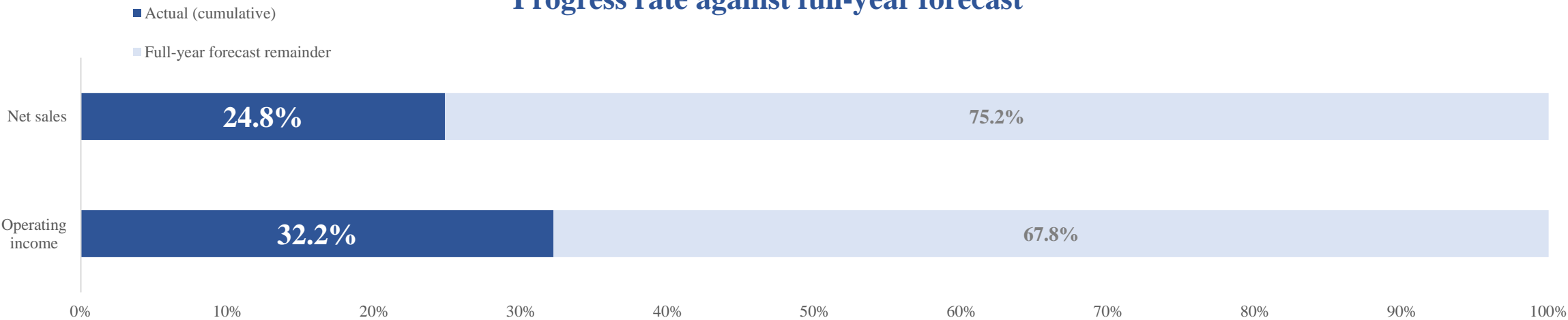
With business growth centered on Marriage agency Business (Directly-Managed Lounge Business and Affiliate Business) Achieved higher sales and profits by optimizing company-wide marketing

(Million yen)	2024 First Quarter	2025 First Quarter	Change (YoY)	Change (YoY)
Net sales	4,254	4,815	+560	+13.2%
Operating income	663	1,006	+342	+51.7%
Ordinary income	662	999	+337	+51.0%
Profit attributable to owners of parent				
Net income	481	614	+133	+27.7%

Steady progress toward full-year forecasts

(Million yen)	2025 Actual (First Quarter total)	In 2025 First half forecast	Progress Rate Against First Half Forecast	In 2025 Full-year forecast	Progress Rate Against Full-year Forecast
Net sales	4,815	9,468	50.9%	19,405	24.8%
Operating income	1,006	1,366	73.7%	3,124	32.2%

Progress rate against full-year forecast



Strong year-on-year growth in core Marriage agency Business (member and Directly-Managed Lounge Business) business  
Profit increased in Divisional profit due to a review of advertising expenditures in various businesses.

Net sales (Million yen)	2024 First Quarter	2025 First Quarter	Change (YoY)	Change (YoY)
Affiliate Business	834	912	+78	+9.4%
Directly-Managed Lounge Business	2,138	2,305	+166	+7.8%
Matching Business	413	371	Δ42	Δ10.2%
Life Design Business	241	433	+191	+79.1%
K Village business	625	792	+167	+26.7%

Divisional profit (Million yen)	2024 First Quarter	2025 First Quarter	Change (YoY)	Change (YoY)
Affiliate Business	583	601	+18	+3.1%
Directly-Managed Lounge Business	469	581	+112	+23.9%
Matching Business	60	90	+30	+50.0%
Life Design Business	88	176	+88	+99.9%
K Village business	71	126	+55	+77.7%

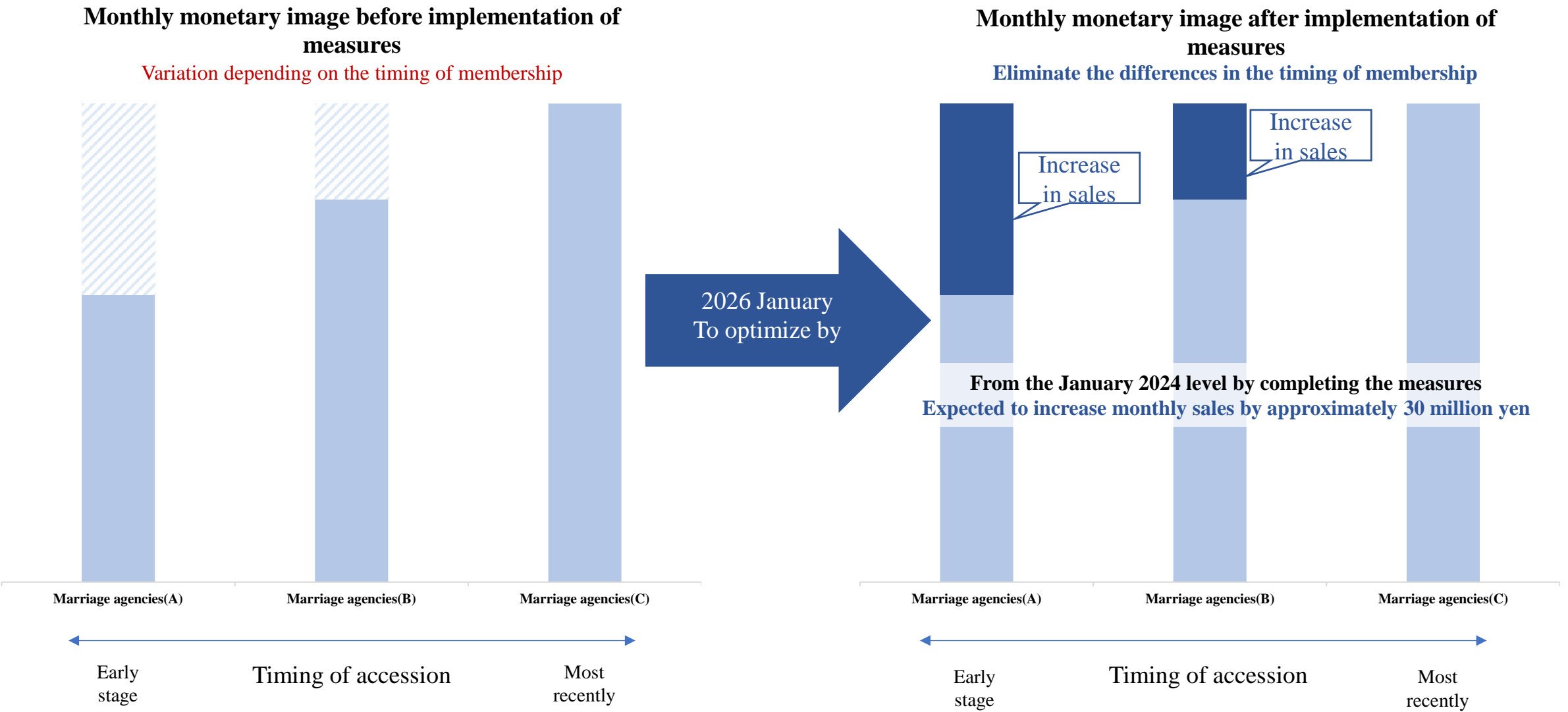


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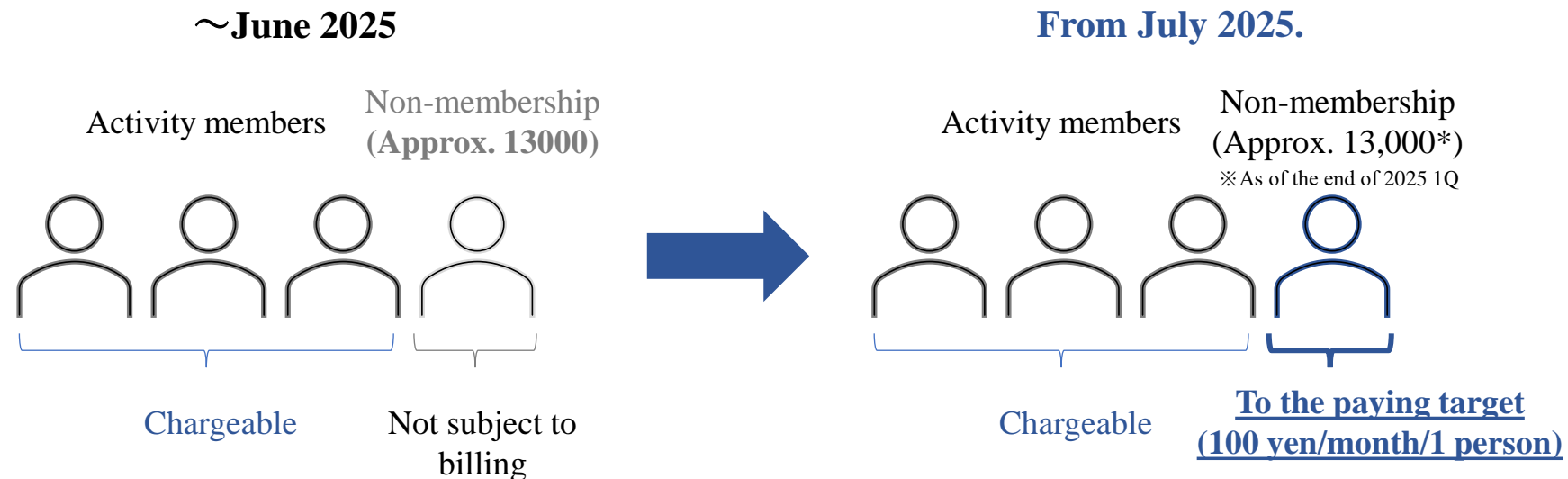
## **Affiliate Business Growth-Strategy**



From the standpoint of fairness among Affiliate Business for some consulting centers whose pricing differs depending on the period of membership  
Between January 2024 and January 2026, the monthly charge amount is being optimized at the consultation center.



**Optimize the membership mix by making the membership of the membership also chargeable.**



## Background to the target of the billing

Due to "members who are not already willing to engage in activities (long-term holidays, etc.)," which should be eliminated, To eliminate unnecessary server burdens and unhealthy member bases



## 3 M&A

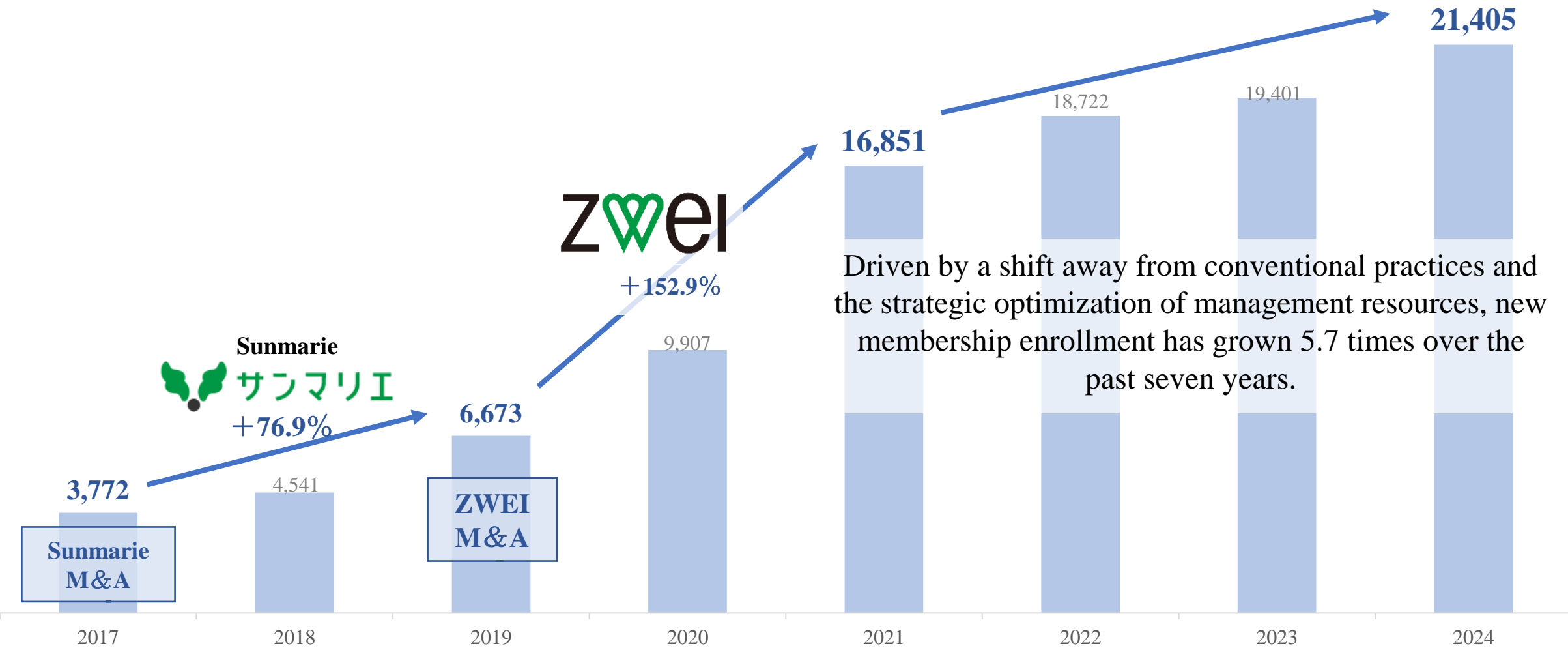
**Proactively considering M&A to achieve medium-to long-term growth**

## **Consideration conditions for M&A sourcing**

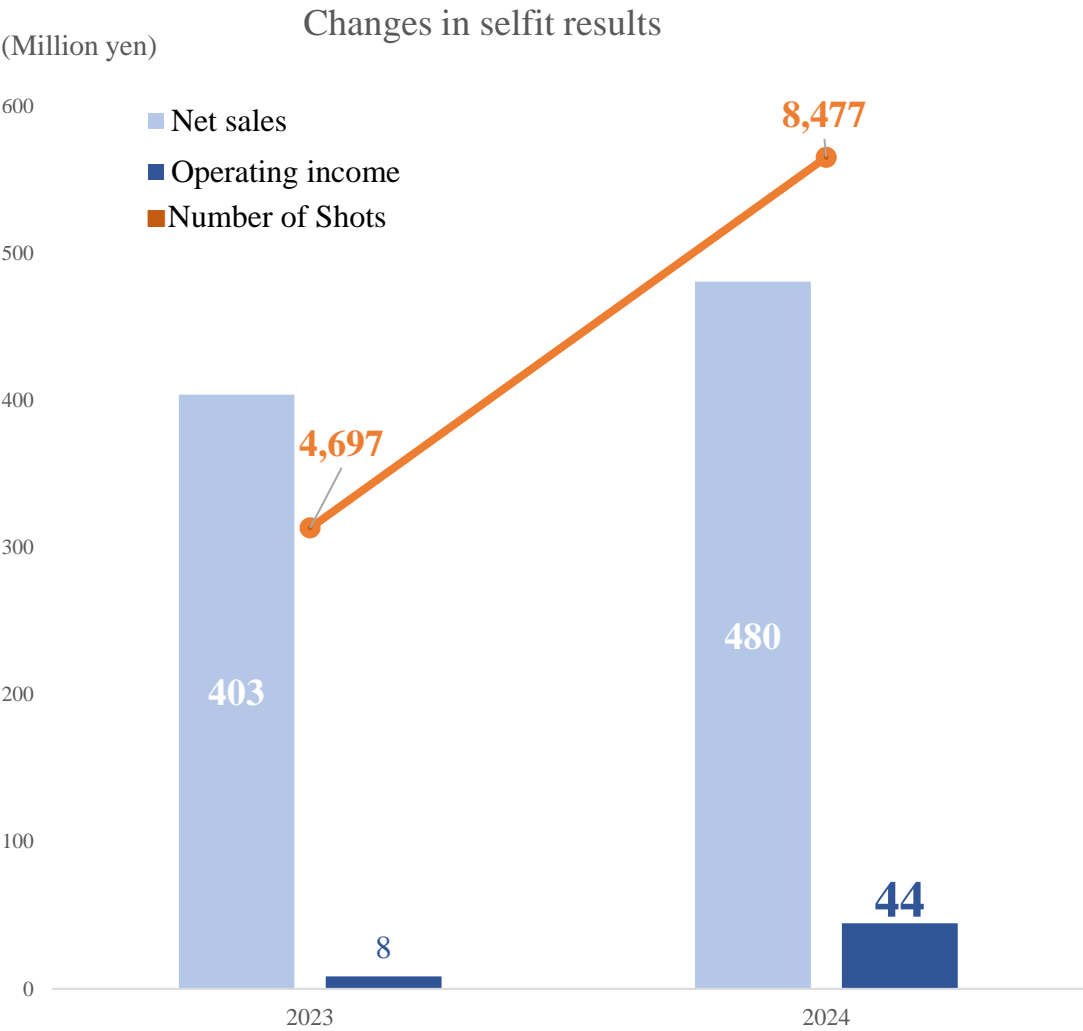
- **Areas where potential needs are expected and where there is little competition**
- **Synergies with IBJ's established businesses are expected**
- **Fields in which IBJ's know-how in FC expansion can be leveraged  
(with room for expansion through FC expansion)**
- **Platform-type business model expected to expand**

In 2017, the company acquired industry leader Sunmarie through an M&A, followed by the acquisition of ZWEI in 2019. By applying IBJ’s business expertise to both companies, significant business growth was achieved.

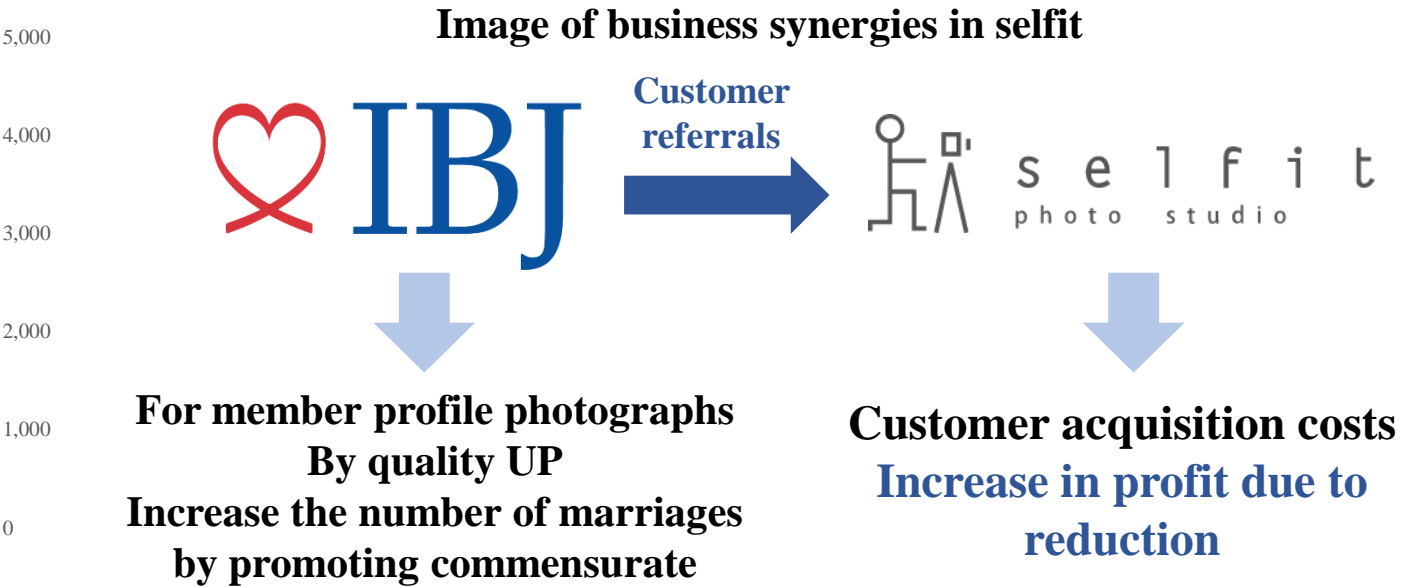
Trends in New Membership Enrollments in the Directly Managed Business



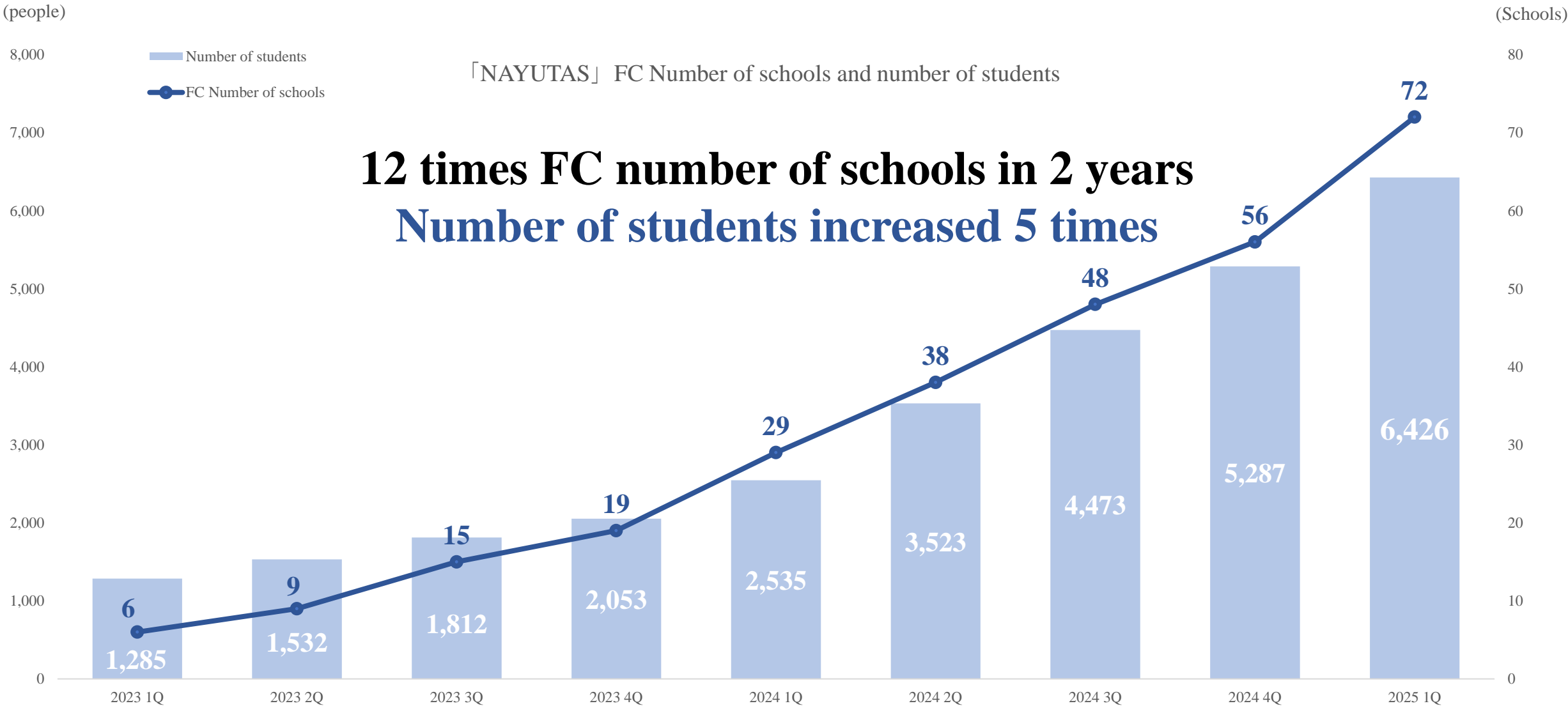
Selfit (photo business) is expected to generate business synergies with IBJ Marriage agency Business and will conduct M&A  
**Operating income of 5.2 times in 1 year since the start of M&A**



	Full-year 2023	Full-year 2024	Rate of change
Net sales	403 million yen	480 million yen	+19.0%
Operating income	8 million yen	44 million yen	+420.5%
Number of Shots (IBJ Photo Plan)	4,697	8,477	+80.5%



In NAYUTAS , the music-community business that conducted M&A within K Village  
Focus on FC expansion, rapidly expanding the number of schools since implementing M&A





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## **Significance of Regional Revitalization**

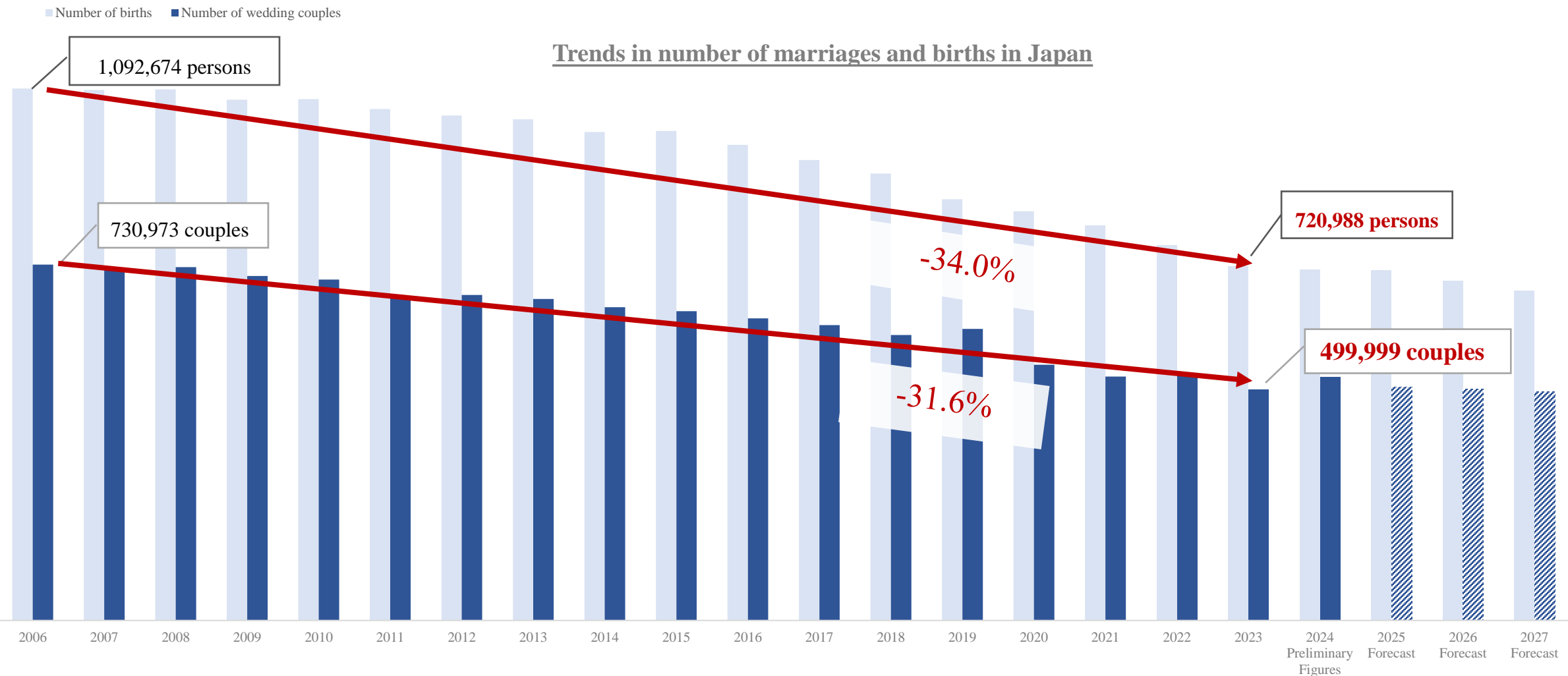


## **Declining birth rate on the brink of awaiting**

**In Japan, where the marriage system is regarded as important  
Wedding support is 1 of the most important issues**

**There is a need for companies to work together.  
I believe that we should 'do whatever we can'**

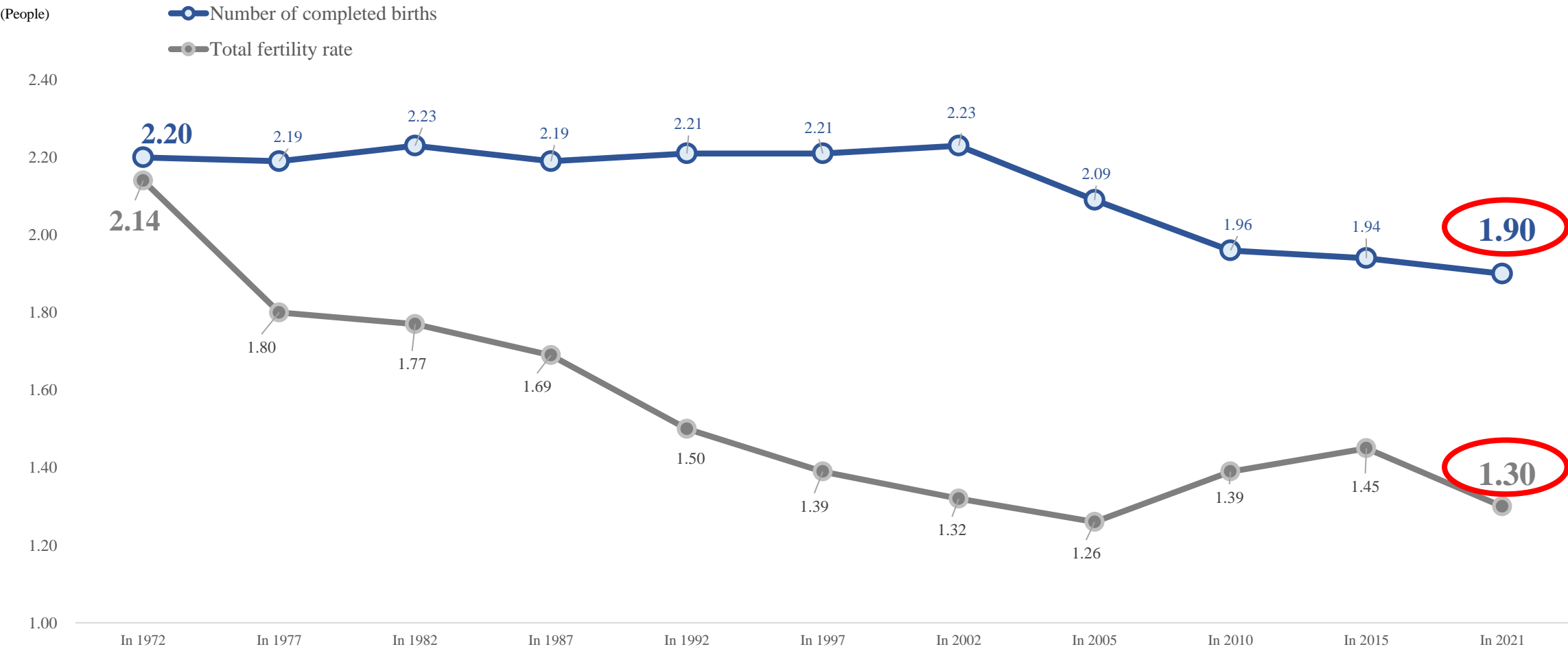
The number of marriages and births in Japan will decrease year by year, and each will decrease by more than 30% in about 2020 years.



※The number of marriages and births are based on "Preliminary Vital Statistics (December 2023)" published by the Ministry of Health, Labour and Welfare.  
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The number of births from wedding couples remains unchanged at about 2.0 for 50 years.

Trends in the number of completed births and the total fertility rate



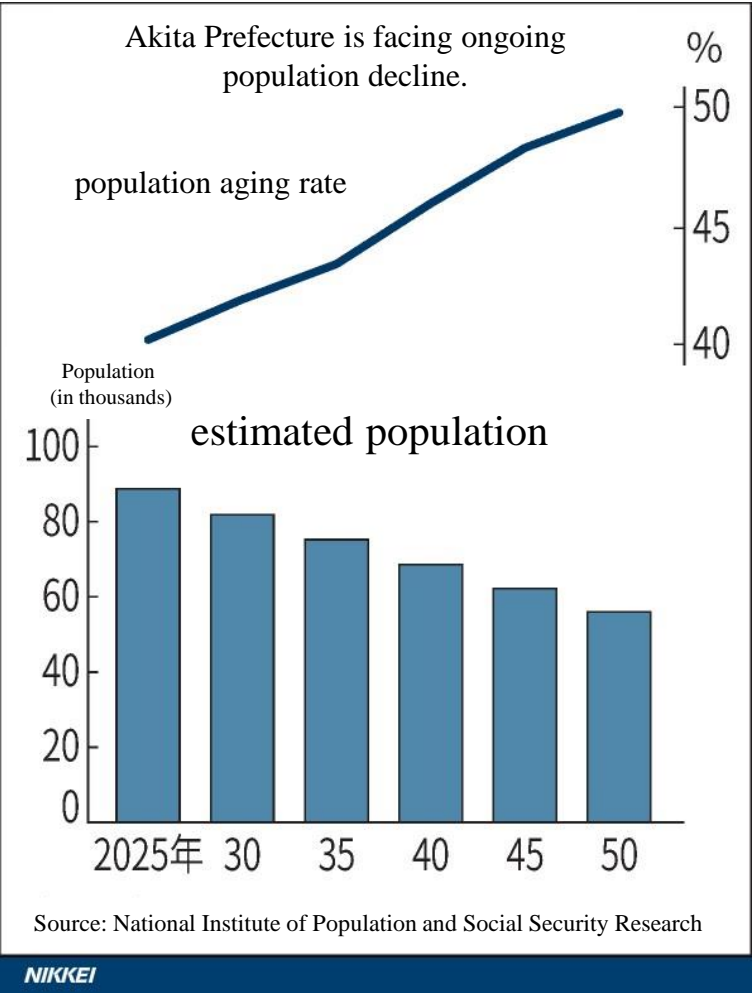
In the 11th highest-ranked prefectures, there was a reduction of approximately 40% in 2010 years, resulting in a high-speed decline in birth.

[2013-2023: Work-running of 2010-year birth rate decline rate in prefectures]

Worst	Prefecture	In 2013	In 2023	Decreasing number	Rate of decrease
1	Akita Prefecture	6,177	3,611	-2,566	41.5%
2	Iwate Prefecture	9,231	5,432	-3,799	41.2%
3	Fukushima Prefecture	14,546	9,019	-5,527	38.0%
4	Aomori Prefecture	9,126	5,696	-3,430	37.6%
5	Shizuoka Prefecture	30,260	18,969	-11,291	37.3%
6	Yamagata Prefecture	8,159	5,151	-3,008	36.9%
7	Tochigi Prefecture	15,588	9,958	-5,630	36.1%
8	Niigata Prefecture	17,066	10,916	-6,150	36.0%
9	Hokkaido	38,190	24,430	-13,760	36.0%
10	Kochi Prefecture	5,266	3,380	-1,886	35.8%
11	Ehime Prefecture	10,696	6,950	-3,746	35.0%

※Calculated from demographic overview

Akita Prefecture, the worst 1 of the birthrate decline rate, is moving ahead with both natural attrition and social attrition



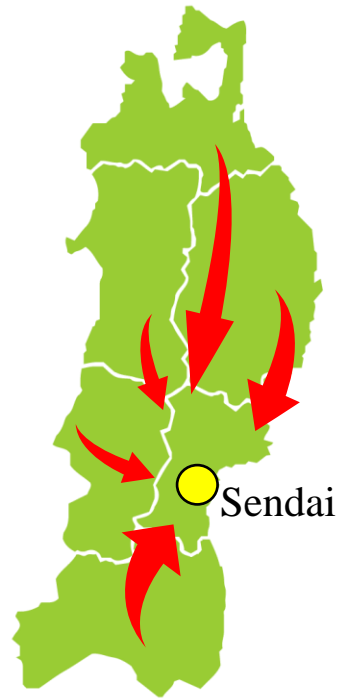
After falling below one million in April 2017, the population dropped below 900,000 in just over seven years (first in Tohoku)

Akita City, along with 24 other municipalities, has been designated as a "municipality at risk of extinction," defined as one where the population of young women is projected to decline by more than 50% between 2020 and 2050.

Source: "The population of Akita Prefecture is below 0.9 million, July 1, the first in 6 Tohoku prefectures."  
<https://www.nikkei.com/article/DGXZQOCC071300X00C24A7000000/>

**The population is from the 5 prefectures of Tohoku to Sendai. Sendai's population flows out to the Tokyo metropolitan area**

**Of the total 41,452 transfers to Tohoku  
31% (13,048 people) moved to Sendai**



**Of Sendai's 38,348 transfers,  
33% (12,727) moved to the Tokyo**

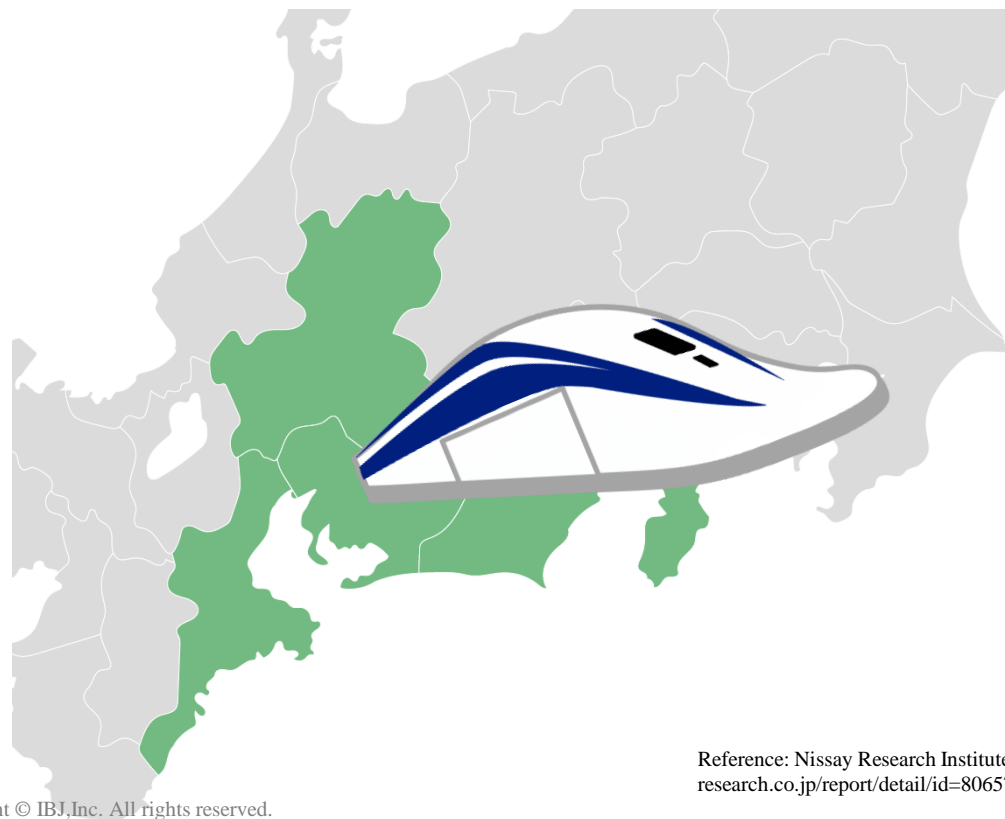


Source: Social Trends Based on Basic Resident Register Population (R4)

**An important issue is preventing the outflow of local population, although it is a social increase.**

**Aichi Prefecture began to move into areas with surplus outflows in 2019, making it an area contributing to a unipolar concentration in Tokyo  
(10% of the concentrated population is net increase due to movement from Aichi Prefecture)**

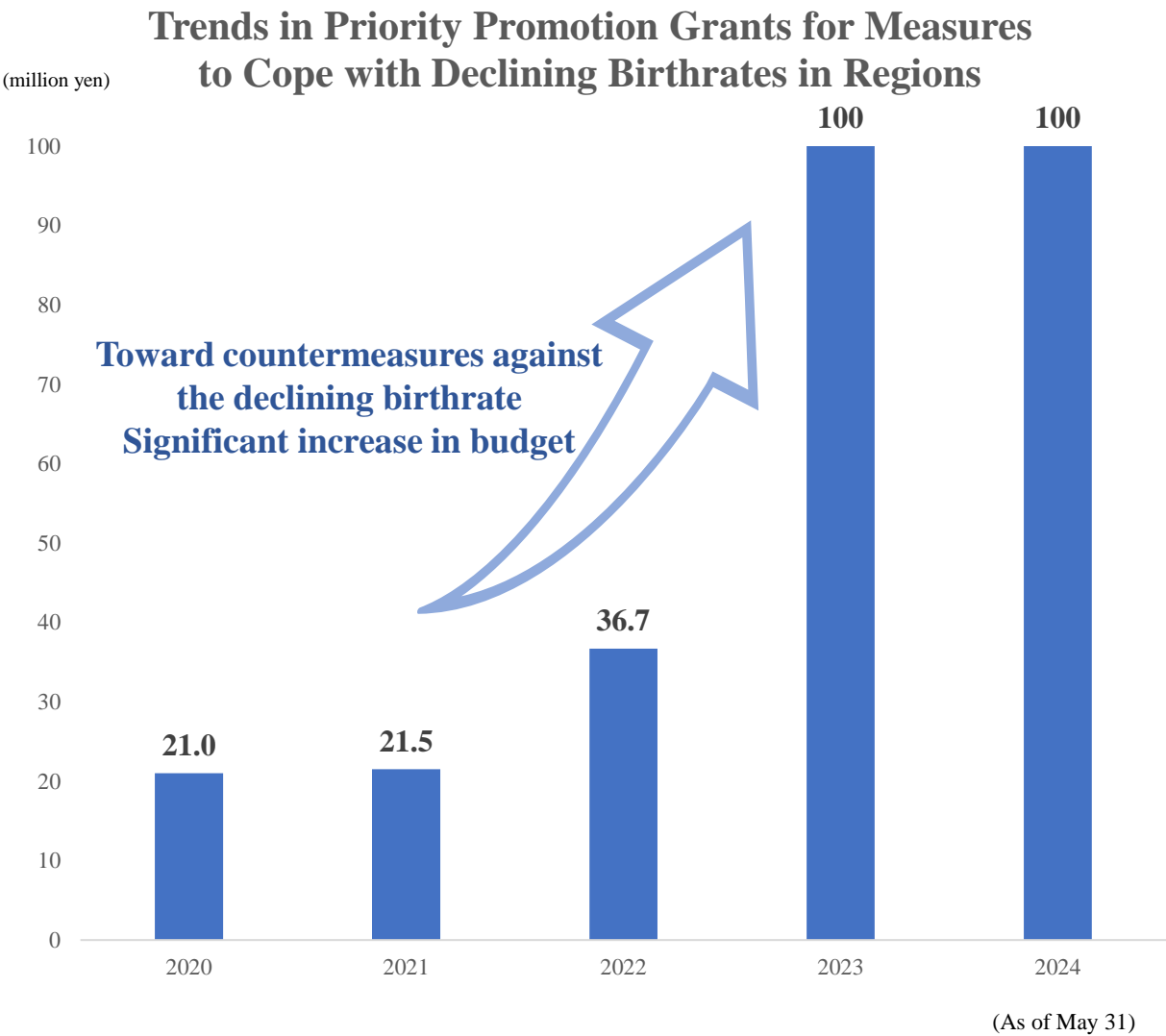
※ The number of women employed in the Tokyo area has increased, and the Chukyo area is also ranked high for the worst rate of birth loss  
(5th in Shizuoka, 14th in Gifu, 15th in Mie)



Linear opening between Tokyo and Nagoya in 2027 (planned)  
There are concerns about the "straw effect" of this,  
If the development of the labor market remains delayed compared to  
the Tokyo area

**Women's social decline is likely to accelerate**

Priority promotion subsidy for measures to cope with the declining birthrate by the Children and Families Agency increases year by year.



Major Activities of the Regional Matchmaking Support Priority Promotion Program

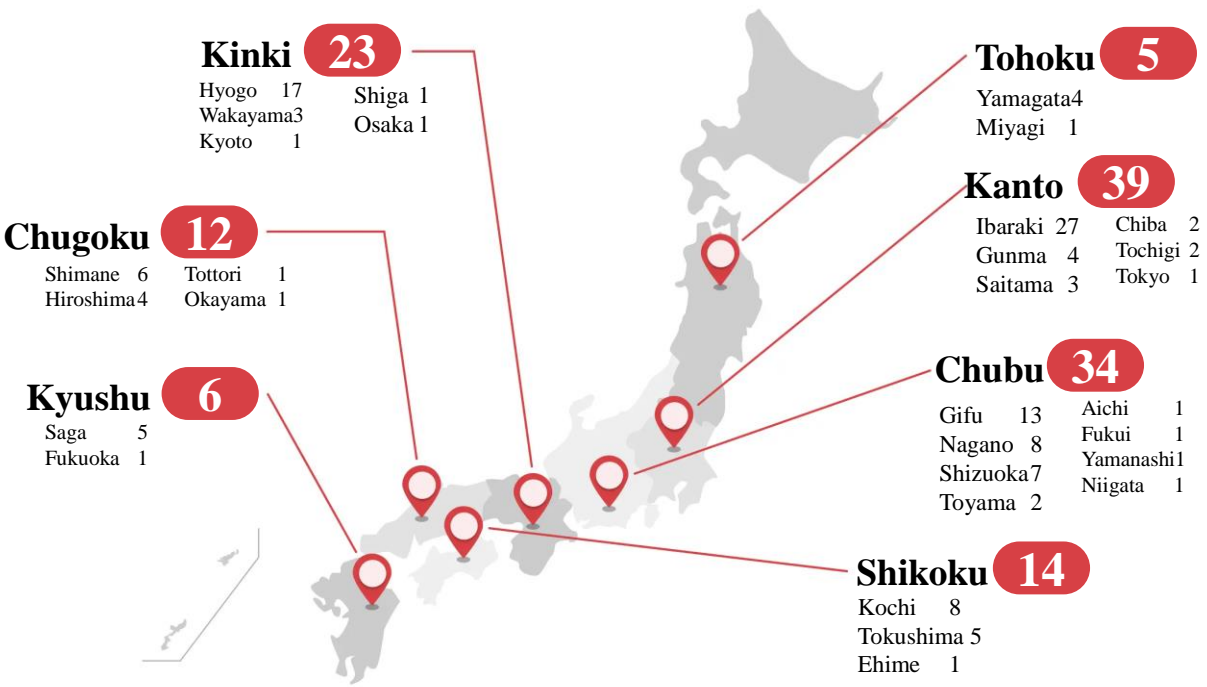
- Initiatives that involve collaboration among local governments
- Sophistication of matching systems, including AI
- **Local matchmaking support volunteers, businesses, etc.**
- **Enhancement of accompanying wedding support utilizing**
- On regional issues based on objective data
- Model Program to Promote Wedding Support Based on Analysis
- Comprehensive life design seminar for the younger generation




To the accompanying wedding support = Marriage agency Business  
Begin to recognize the importance of matchmaking support as a subsidy



More than 130 matchmaking support programs held nationwide for local governments



**Plans/Events**



**Comprehensive services that include event planning, customer attraction, event management, and post-matching support**

- Marriage-hunting and workation tour
- Marriage-hunting in the metaverse
- Marriage-hunting and community revitalization party

etc.

**Trainings/seminars**



**Various seminars for unmarried men and women, and for local governments**

- “Result-oriented marriage support” for local governments
- “Skill enhancement and training programs” for matchmakers
- “Workshop on how to dress appropriately to increase the chance of getting married” for unmarried people
- Seminar to prevent problems related to personal information

etc.

※ Calculated by counting the number of seminars and events held as a single event, which is the total of IBJ Group's outsourcing results  
※ As of May 2024 (Aggregation period: IBJ 2014 year to onward, ZWEI 2019 to onward)



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## **Business Segment Results**

(Millions yen)	2024 First Quarter	2025 First Quarter	Change	Growth rate
Net sales	834	912	+78	+9.4%
Divisional profit	583	601	+18	+3.1%
Profit ratio	69.9%	65.9%	-	-

※Figures for Divisional profit are adjusted for intercompany transactions by Operating income and include depreciation expenses + amortization of goodwill + amortization of long-term prepaid expenses.

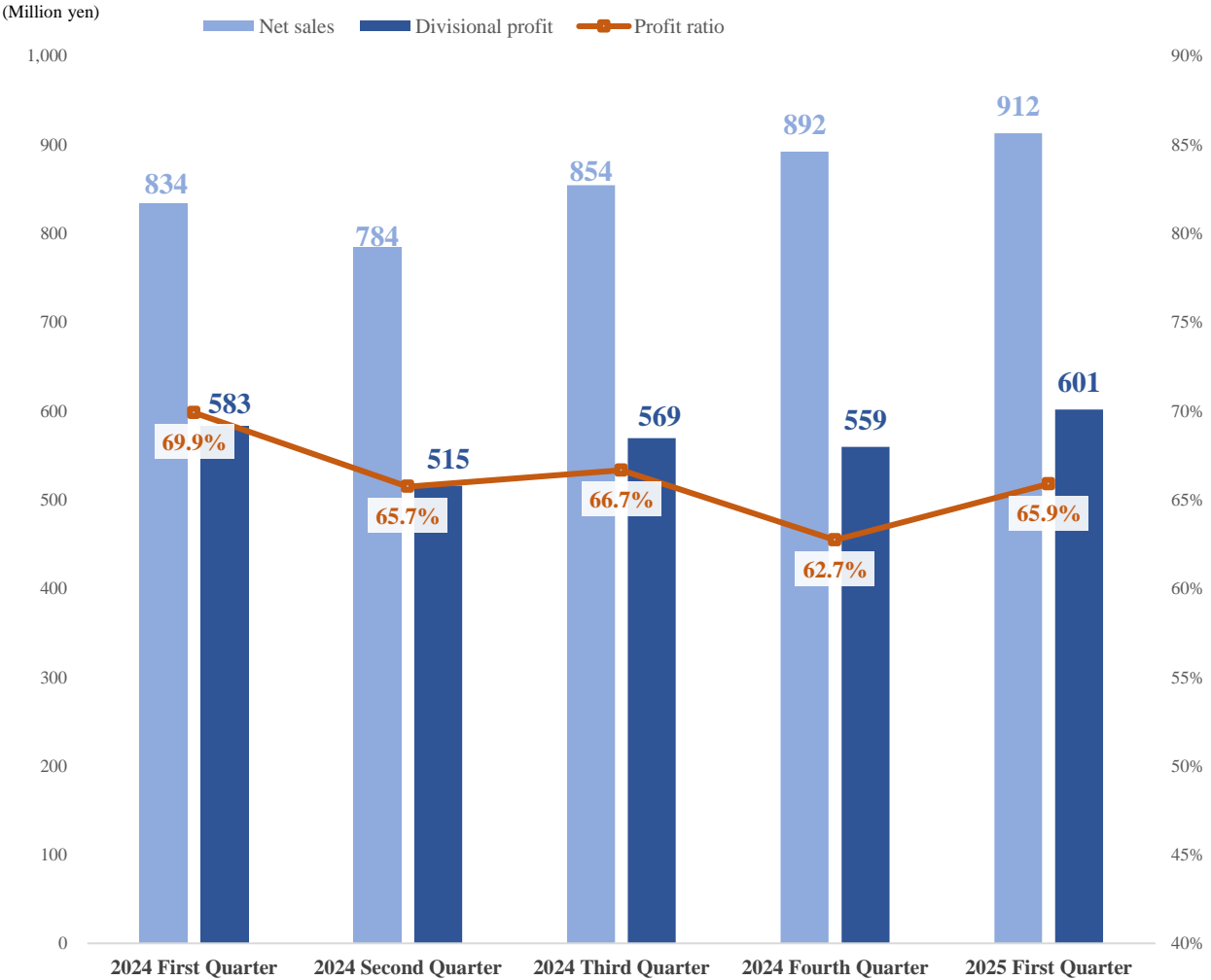
Affiliate Business

Both Number of marriage agencies\* and membership increased, and platform-wide expansion. In First Quarter, sales and profits grew steadily thanks to the particularly strong performance of Number of new memberships.

Agency Opening Support Business

Contracts were concentrated in December due to last-minute demand prior to membership price increases, In January and February, Number of new business openings declined as a reaction. On the other hand, the unit price per business opened increased due to the effect of price increases. Note that last First Quarter there was a 1-time profit from Aunet's membership fee (100 million yen), and if these are excluded, both sales and profits will increase compared to the previous year.

Net sales and Divisional profit of Affiliate Business by period



(Million yen)	2024 First Quarter	2025 First Quarter	Change	Growth rate
Net sales	2,138	2,305	+166	+7.8%
Divisional profit	469	581	+112	+23.9%
Profit ratio	22.0%	25.2%	-	-

※Figures for Divisional profit are adjusted for intercompany transactions by Operating income and include depreciation expenses + amortization of goodwill + amortization of long-term prepaid expenses.

IBJ Members

By strengthening ties with IBJ Matching (matchmaking parties), membership through parties increased by +12.0% compared to First Quarter in 2024.  
Improve the unit price per customer by continuing to sell additional options at the time of admission.

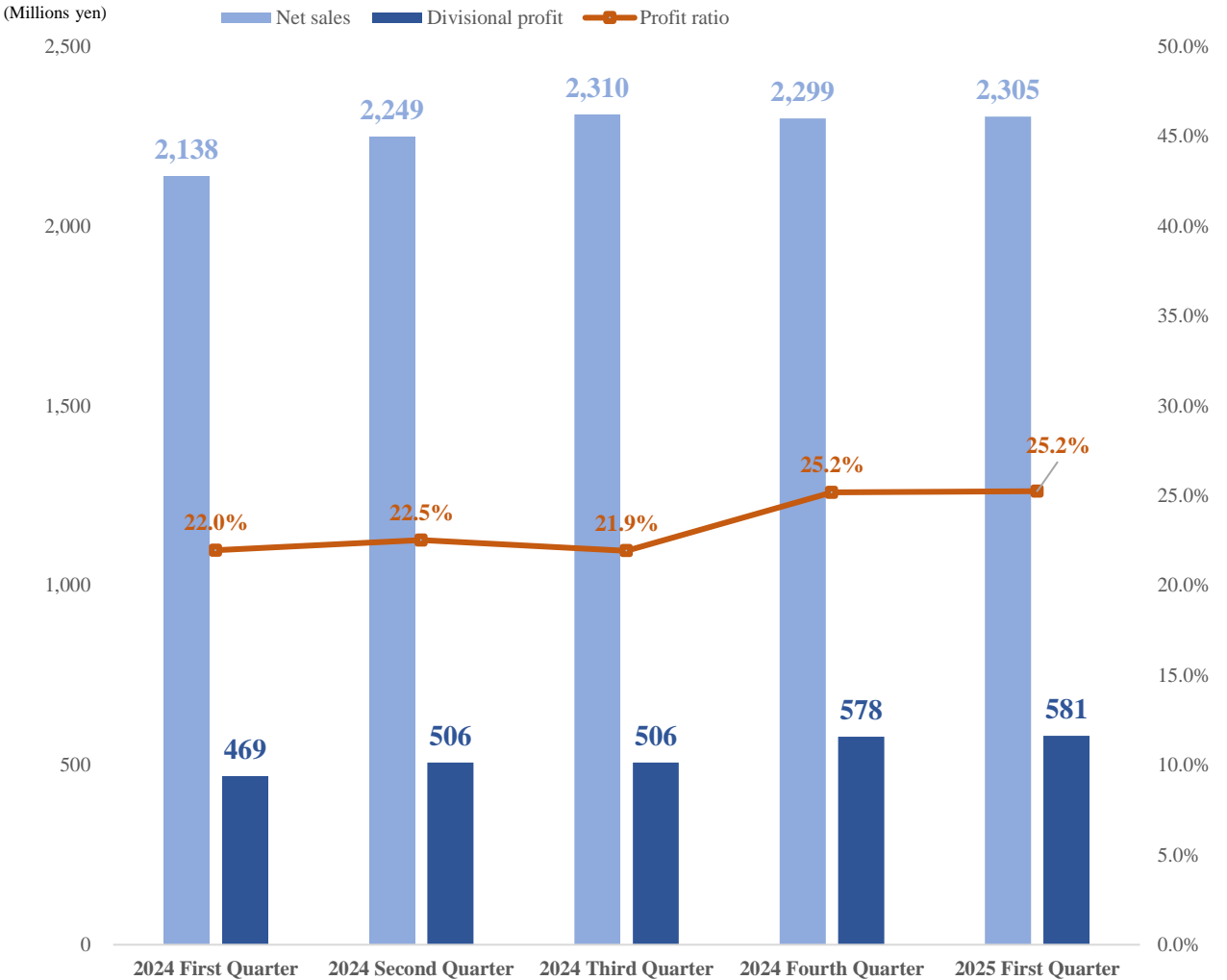
ZWEI

YoY growth of +16.3% in membership.  
In First Quarter, the number of weddings increased and both sales and income grew.

Sunmarie

Sunmarie's non-consolidated Divisional profit increased by +19.7% thanks to the success of the company's efforts to sell memberships through parties that began last Fourth Quarter.  
Aim to further expand results by promoting recruitment and training of sales staff.

Directly-Managed Lounge BusinessNet sales and Divisional profit by period



(Million yen)	2024 First Quarter	2025 First Quarter	Change	Growth rate
Net sales	413	371	△42	△10.2%
Divisional profit	60	90	+30	+50.0%
Profit ratio	14.6	24.5%	-	-

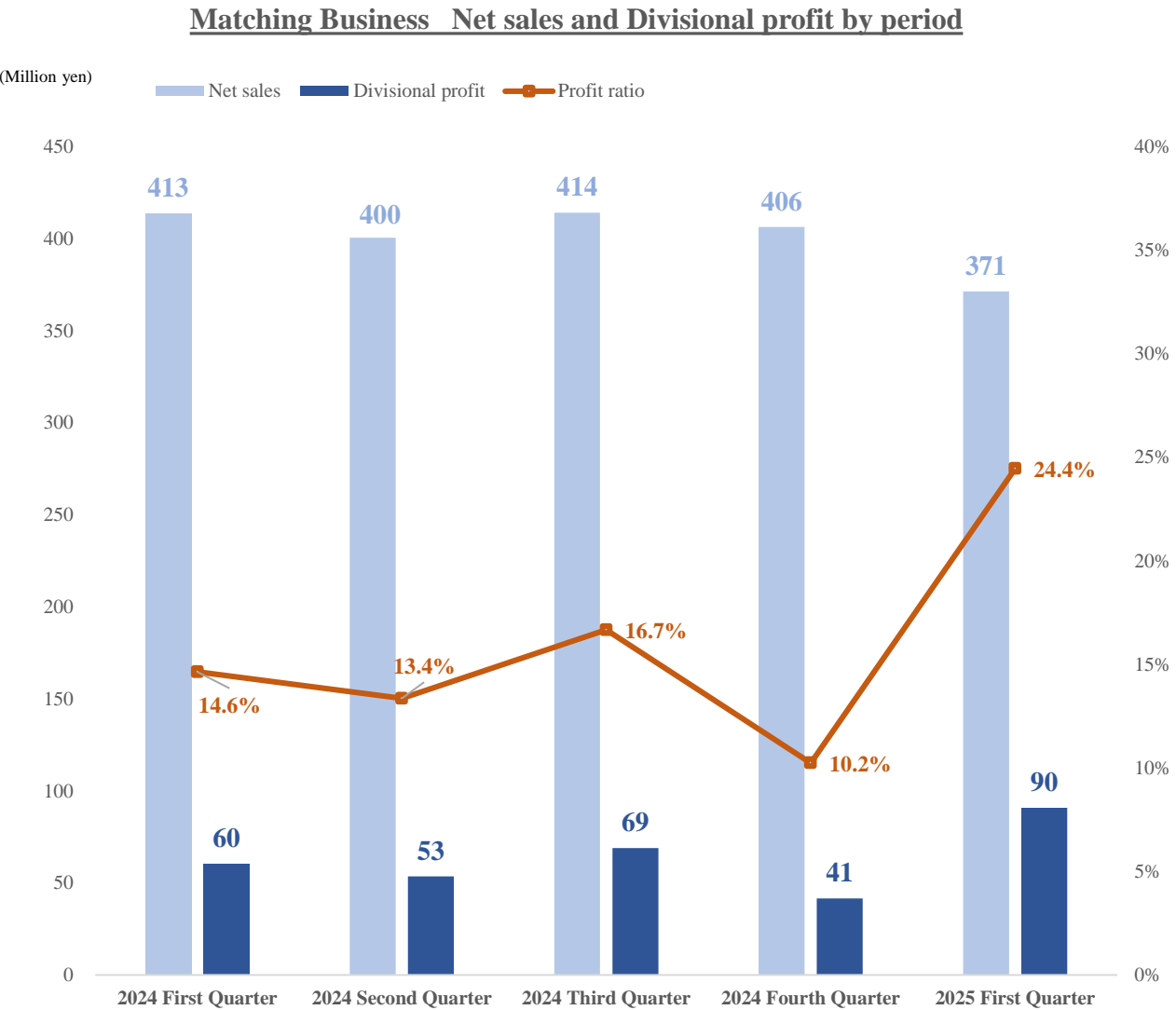
※Figures for Divisional profit are adjusted for intercompany transactions by Operating income and include depreciation expenses + amortization of goodwill + amortization of long-term prepaid expenses.

Party Business

Both the number of participants and the number of units held increased from the same period of the previous year due to the impact of the campaign targeting new customers in IBJ Matching. Profitability improved due to the review of marketing in addition to the effects of premium parties implemented since 2024. Furthermore, it aims to strengthen collaboration with Directly-Managed Lounge Business through planning and designing with a view to referring customers to IBJ Members and Sunmarie.

App Business

Despite a slight decrease in Net sales, marginal increase in income due to cuts in advertising expenses. Aim for performance growth by continuing to strengthen approaches to local governments and new areas and develop services.



(Million yen)	2024 First Quarter	2025 First Quarter	Change	Growth rate
Net sales	241	433	+191	+79.1%
Divisional profit	88	176	+88	+99.9%
Profit ratio	36.5%	40.8%	-	-

※Figures for Divisional profit are adjusted for intercompany transactions by Operating income and include depreciation expenses + amortization of goodwill + amortization of long-term prepaid expenses.

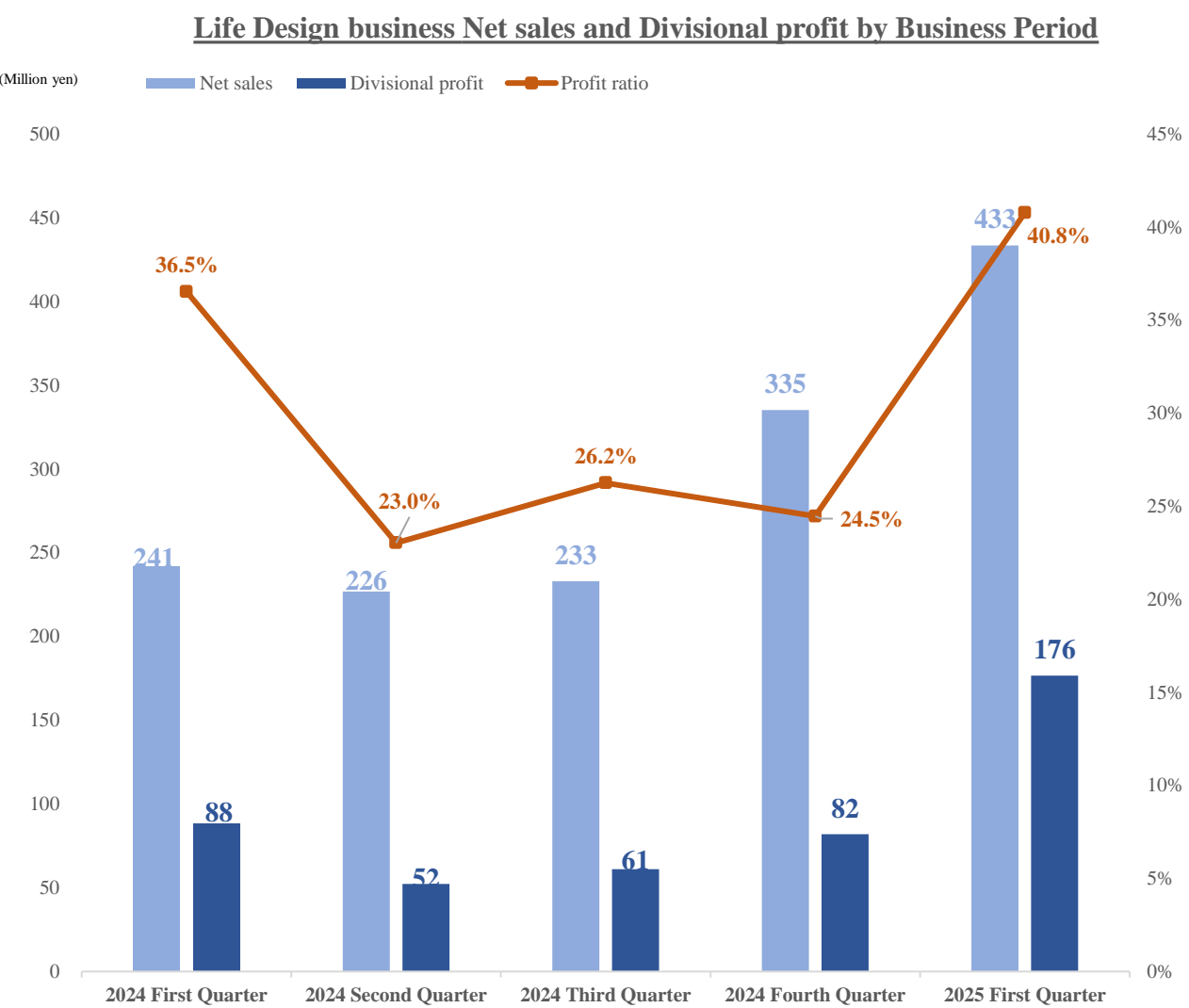
Wedding, insurance, housing, and photo

In 2024, the number of weddings increased, and the number of users of weddings, insurance, and housing increased thanks to the strengthening of cooperation with Directly-Managed Lounge Business (customer referrals). In particular, the number of deals closed in the wedding business, which serves as the entrance to the Life Design Service, was +41.5% YoY, and in conjunction with this, the number of users is expected to increase in insurance and housing.

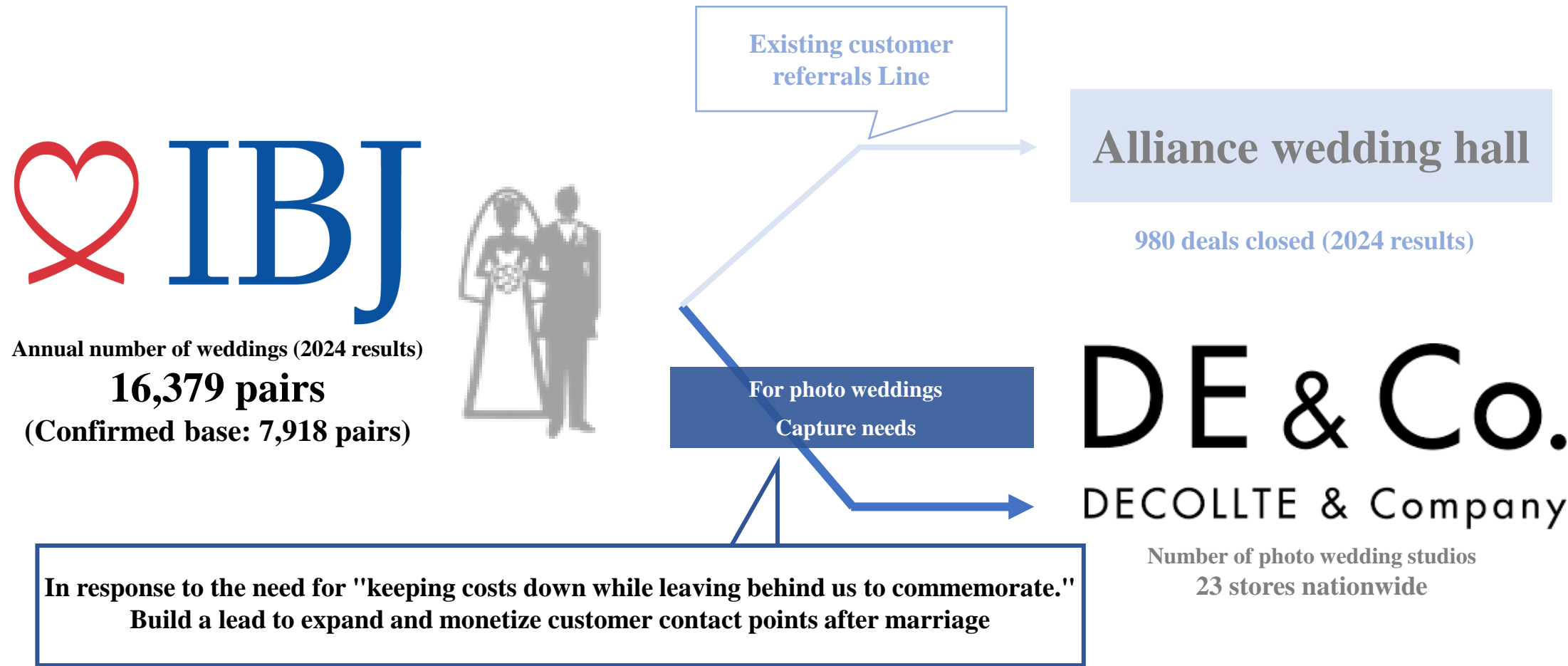
The capital and business alliance with Decolte Holdings Corporation is described on the next page.

Investment

The sale of investment securities and other investment-related transactions contributed 124 million yen in revenue and approximately 73 million yen in Divisional profit



**Capital and business alliance with Decollte Holdings Corporation, a major photo wedding company**  
**The number of contracts in the wedding business is expected to increase further due to an increase in the number of proposals to customers.**



(Million yen)	2024 First Quarter	2025 First Quarter	Change	Growth rate
Net sales	625	792	+167	+26.7%
Divisional profit	71	126	+55	+77.7%
Profit ratio	11.4%	16.0%	-	-

※Figures for Divisional profit are adjusted for intercompany transactions by Operating income and include depreciation expenses + amortization of goodwill + amortization of long-term prepaid expenses.

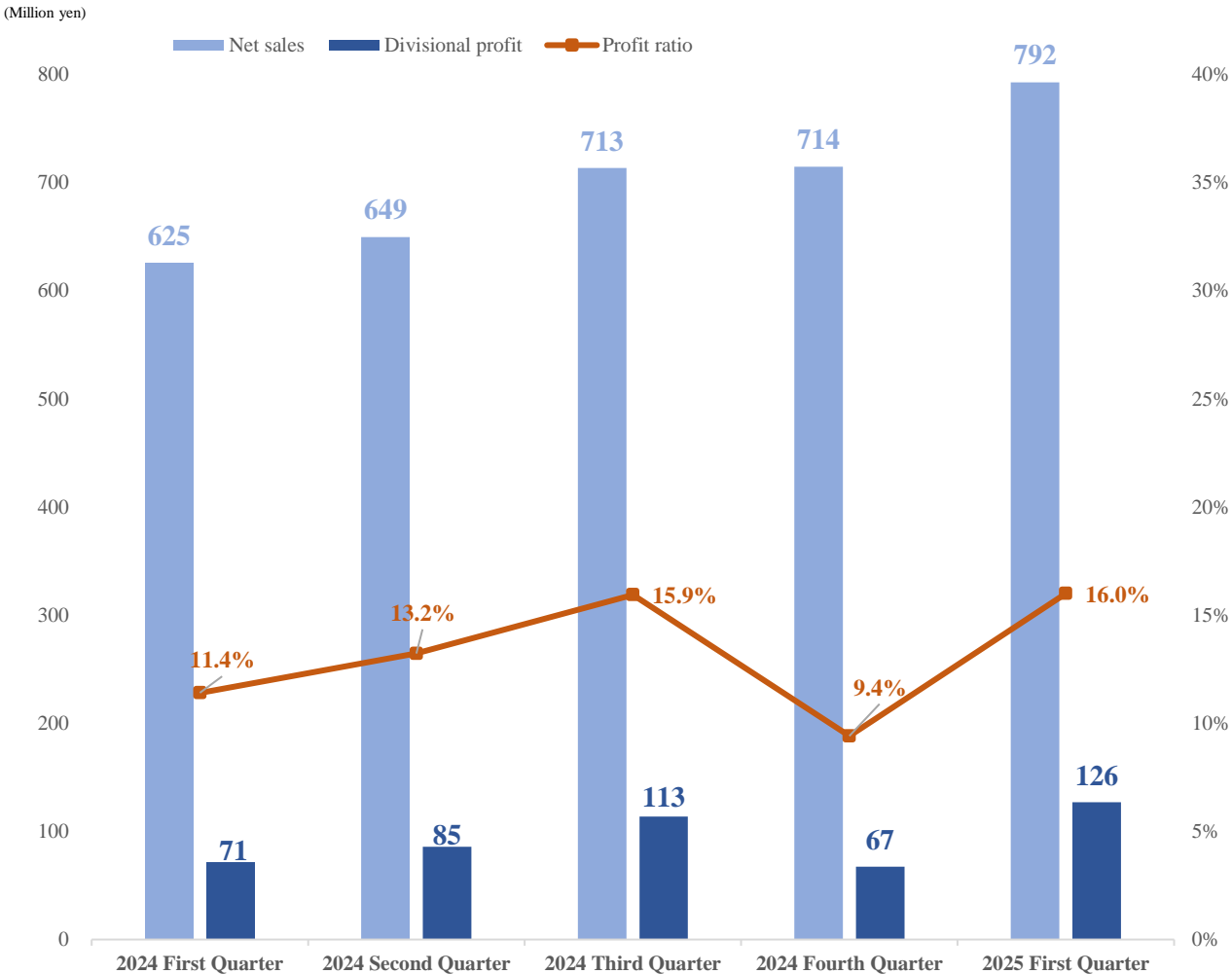
Language community

“K Village Korean” students at Korean Language Schools continued to increase, and as of the end of First Quarter, there were 15,377 students (YoY+15.0%).  
Aim to expand scale while continuing to open new stores.

Music community

“NAYUTAS “ which offers voice training and dancing schools, is focusing on FC development and continues to steadily increase the number of new schools opened. As of the end of First Quarter, the number of FC schools was 72, and it has grown rapidly to +43 from the same period in the previous year. The Company aims to continue to strengthen new openings in FC and expand the scale of its business.

K village business Net sales and Divisional profit by Business Period







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## **Reference Materials**

(Million yen)	In 2024					In 2025					Change (YoY)	Rate of change (YoY)
	1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year		
Net sales	4,254	4,311	4,525	4,647	17,739	4,815	-	-	-	-	+560	+13.2%
Cost of sales	294	296	317	367	1,276	432	-	-	-	-	+137	+46.5%
Gross profit	3,959	4,014	4,208	4,280	16,463	4,383	-	-	-	-	+423	+10.7%
SG&A	3,295	3,408	3,489	3,690	13,884	3,376	-	-	-	-	+80	+2.4%
Operating income	663	606	719	589	2,579	1,006	-	-	-	-	+342	+51.7%
Total non-operating income	3	5	△1	4	11	3	-	-	-	-	△0	△7.2%
Total non-operating expenses	5	5	6	11	28	10	-	-	-	-	+5	+88.8%
Ordinary income	662	606	711	581	2,561	999	-	-	-	-	+337	+51.0%
Total extraordinary income	82	1	-	1	85	-	-	-	-	-	━	━
Total extraordinary loss	-	23	0	345	368	12	-	-	-	-	━	━
Net income attributable to owners of parent	481	385	450	206	1,523	614	-	-	-	-	+133	+27.7%

(Million yen)	2024 First Quarter	2024 Fourth Quarter	2025 First Quarter	Change (YoY)	Rate of change (YoY)	Factors behind changes
Current assets	6,170	8,918	7,732	△1,185	△13.3%	
Cash and cash equivalents	2,489	4,198	2,829	△1,369	△32.6%	Due to the acquisition of marketable securities and related assets
Deposits						
Fixed assets	10,134	9,547	11,678	+ 2,131	+ 22.3%	Due to the acquisition of investment securities and the recognition of goodwill
Total assets	16,305	18,465	19,411	+945	+5.1%	
Current liabilities	5,426	5,220	6,712	+ 1,491	+ 28.6%	As a result of increased short-term loans
Long-term liabilities	3,261	4,274	3,350	△923	△21.6%	
Total liabilities	8,687	9,495	10,063	+ 568	+ 6.0%	
Total net assets	7,617	8,970	9,347	+377	+4.2%	
Total liabilities and net assets	16,305	18,465	19,411	+945	+5.1%	
Equity Ratio	43.5%	45.4%	44.9%	—	—	

Net Sales and Operating Income by Business Segment

(Million yen)		In 2024					In 2025					YoY (change)	YoY (YoY)
		1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year		
Affiliate Business	Net sales	834	784	854	892	3,365	912	-	-	-	-	+78	+9.4%
	Agency Opening Support Business	419	344	388	392	1,545	370	-	-	-	-	Δ49	Δ11.7%
	Affiliate Business	414	440	465	499	1,819	542	-	-	-	-	+127	+30.8%
	Divisional profit	583	515	569	559	2,227	601	-	-	-	-	+18	+3.1%
	Agency Opening Support Business	269	192	222	205	889	187	-	-	-	-	Δ82	Δ30.5%
	Affiliate Business	313	323	347	354	1,338	414	-	-	-	-	+100	+32.1%
Directly-Managed Lounge Business	Net sales	2,138	2,249	2,310	2,299	8,999	2,305	-	-	-	-	+166	+7.8%
	Divisional profit	469	506	506	578	2,062	581	-	-	-	-	+112	+23.9%
Matching Business	Net sales	413	400	414	406	1,634	371	-	-	-	-	Δ42	Δ10.2%
	Party Business	230	217	229	230	908	215	-	-	-	-	Δ14	Δ6.5%
	App Business	182	182	184	175	725	155	-	-	-	-	Δ27	Δ15.0%
	Divisional profit	60	53	69	41	224	90	-	-	-	-	+30	+50.0%
	Party Business	22	20	32	17	93	48	-	-	-	-	+25	+114.9%
	App Business	37	33	36	23	130	42	-	-	-	-	+4	+11.2%
Life Design Business	Net sales	241	226	233	335	1,037	433	-	-	-	-	+191	+79.1%
	Divisional profit	88	52	61	82	283	176	-	-	-	-	+88	+99.9%
K Village business	Net sales	625	649	713	714	2,703	792	-	-	-	-	+167	+26.7%
	Divisional profit	71	85	113	67	338	126	-	-	-	-	+55	+77.7%

(by period)		In 2024					In 2025					YoY (Change)	YoY (Change)
		1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year		
Marriage agency Business (Affiliate Business +Directly- Managed Lounge Business	Number of marriage agencies*	4,211	4,317	4,428	4,502	-	4,541	-	-	-	-	+330	+7.8%
	Number of new business openings	225	235	248	256	964	206	-	-	-	-	△19	△8.4%
	Number of new memberships	13,639	16,280	17,161	17,225	64,305	18,296	-	-	-	-	+4,657	+34.1%
	└Franchisee Marriage agency	8,624	10,649	11,352	12,275	42,900	12,653	-	-	-	-	+4,029	+46.7%
	└Marriage agency	5,015	5,631	5,809	4,950	21,405	5,643	-	-	-	-	+628	+12.5%
	Number of IBJ Registered Members*	87,297	91,318	94,763	94,167	-	96,449	-	-	-	-	+9,152	+10.5%
	└Franchisee Marriage agency	60,915	63,637	65,727	65,777	-	68,029	-	-	-	-	+7,114	+11.7%
	└Marriage agency	26,382	27,681	29,036	28,390	-	28,420	-	-	-	-	+2,038	+7.7%
	Number of IBJ Paying members*	58,681	61,695	66,476	70,697	-	74,088	-	-	-	-	+15,407	+26.3%
	└Franchisee Marriage agency	36,281	38,472	42,348	46,213	-	49,599	-	-	-	-	+13,318	+36.7%
	└Marriage agency	22,400	23,223	24,128	24,484	-	24,489	-	-	-	-	+2,089	+9.3%
	Number of arranged marriage meetings	205,706	220,157	230,081	232,026	887,970	243,614	—	—	—	—	+ 37,908	+ 18.4%
	└Franchisee Marriage agency	125,561	135,712	143,265	145,843	550,381	157,954	—	—	—	—	+ 32,393	+ 25.8%
	└Marriage agency	80,145	84,445	86,816	86,183	337,589	85,660	—	—	—	—	+ 5,515	+ 6.9%

(by period)		In 2024					In 2025					YoY (Change)	YoY (Change)
		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	-	-	-	-	Δ1,630	Δ2.3%
	Number of parties held	6,956	7,967	8,746	7,744	31,413	5,695	-	-	-	-	Δ1,261	Δ18.1%
	Number of matches (apps) *	312,308	318,044	310,124	256,394	1,196,870	197,482	-	-	-	-	Δ114,826	Δ36.8%

(by period)		In 2024					In 2025					YoY (Change)	YoY (Change)
		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	-	-	-	-	+102	+41.5%
	Number of insurance contracts	361	337	327	349	1,374	435	-	-	-	-	+74	+20.5%
	Selfit Corp. Corresponding number of photographs taken	1,403	2,380	2,523	2,171	8,477	2,350	-	-	-	-	+947	+67.5%

(by period)		In 2024					In 2025					YoY (Change)	YoY (Change)
		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	-	-	-	-	+2,003	+15.0%
	NAYUTAS (Boitle) Students	2,535	3,523	4,473	5,287	-	6,426	-	-	-	-	+3,891	+153.5%
	NAYUTAS (Boitle) FC Buildings	29	38	48	56	-	72	-	-	-	-	+43	+148.3%

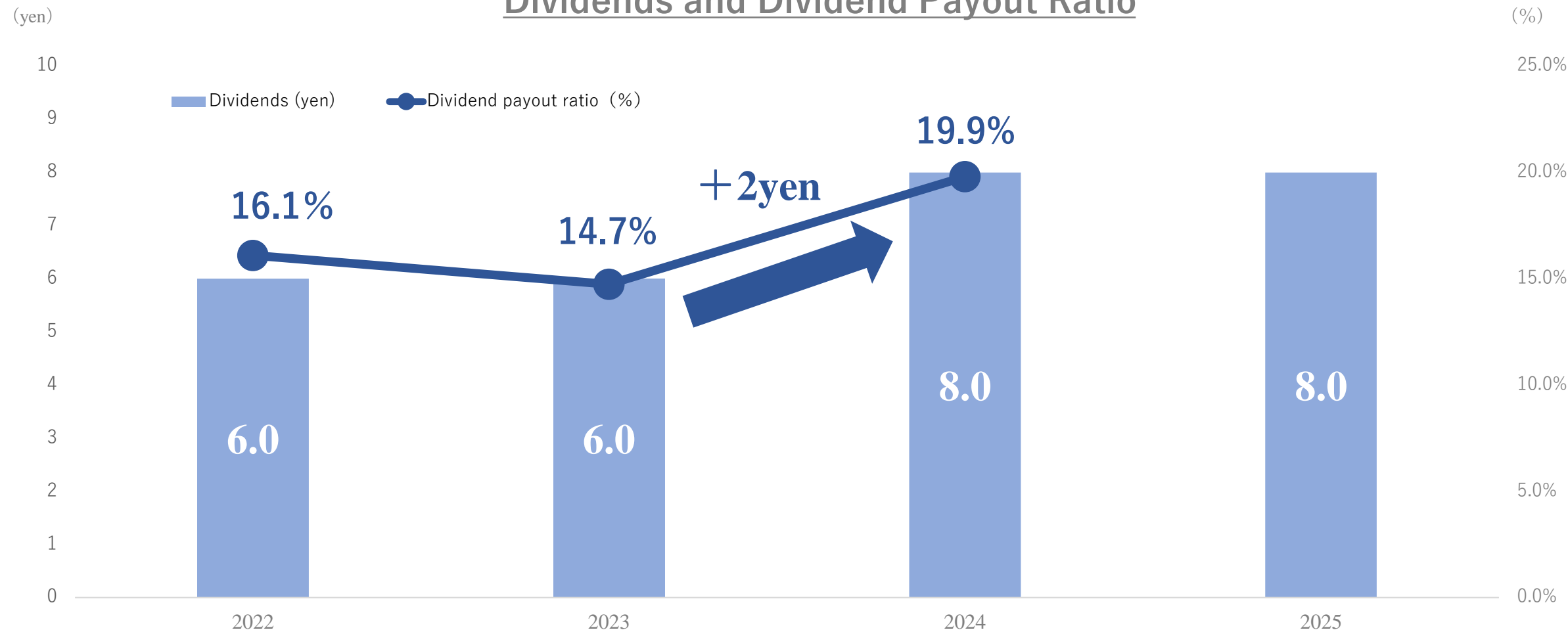
※ The number of parties and the number of parties held decreased in YoY due to the termination of IBJ Gohan Dating service.  
※ The number of policies for each contract is booked for each contract, and 2 policies for each contract for each customer.  
※ Student numbers in 0 Village Business are as of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

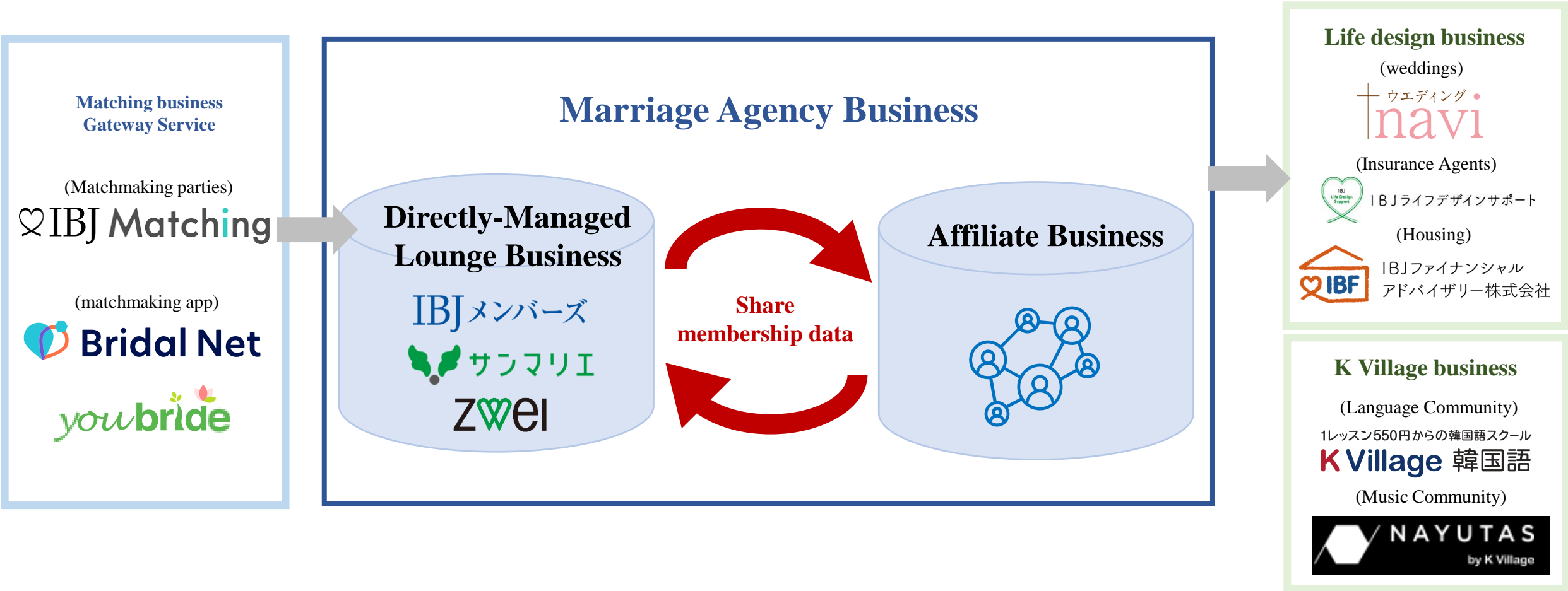
Aiming for proactive shareholder returns,  
positively considering revisions based on performance trends

Dividends and Dividend Payout Ratio





Operation of Japan's largest matchmaking platform through Directly-Managed Lounge Business and Affiliate Business  
Unique business model with growth in peripheral businesses centered on Marriage Agency Business



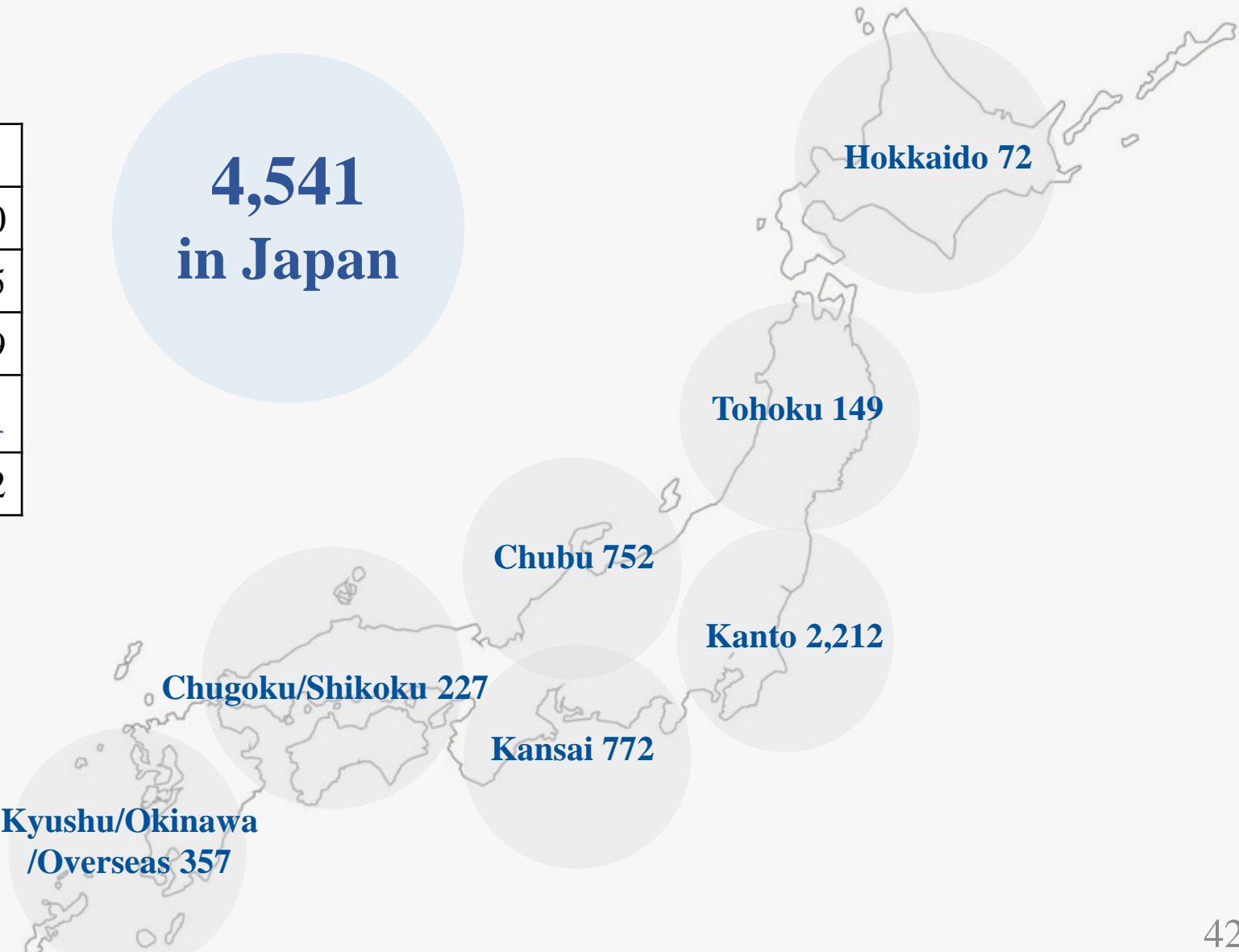
The matching business is a gateway service for wedding consultation offices,  
"Life Design Business" is a service targeting wedding consultation center users

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

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

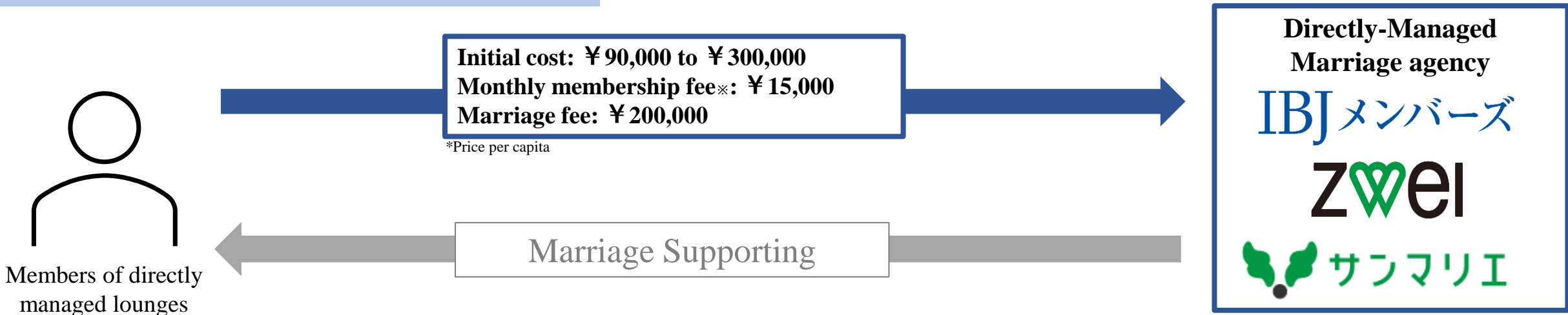
Rank	Brand	Franchises
1	7-Eleven	21,170
2	Family Mart	14,765
3	Lawson	14,439
4	<b>IBJ</b>	<b>4,541</b>
5	McDonald's	2,102

With IBJ platforms  
Realizing matchmaking support  
throughout Japan

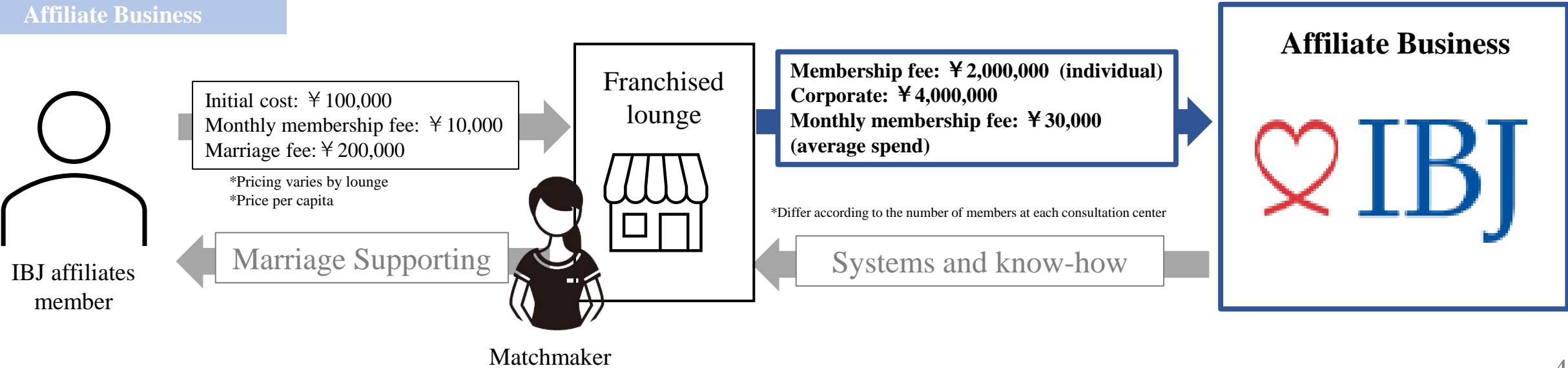


※The number of stores FC to other companies is quoted from the October 2024 issue of Business Opportunities, Inc.  
※IBJ member restaurants used as of march 31, 2025

Directly-Managed Marriage agency Business

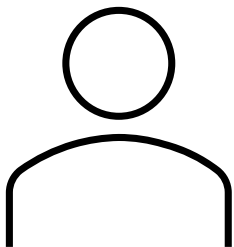


Affiliate Business



Party Business

Party members



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

\*Average price per person

♡IBJ Matching

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

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

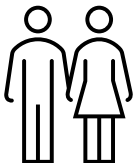


Recommend joining  
IBJ Members

IBJメンバーズ

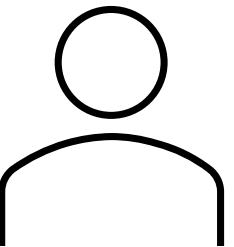


Matching



App Business

Matching app members



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

\*Fluctuations such as additional options

Bridal Net

youbride

Support offered from  
getting the membership to  
meeting partner candidates

♡IBJ Matching

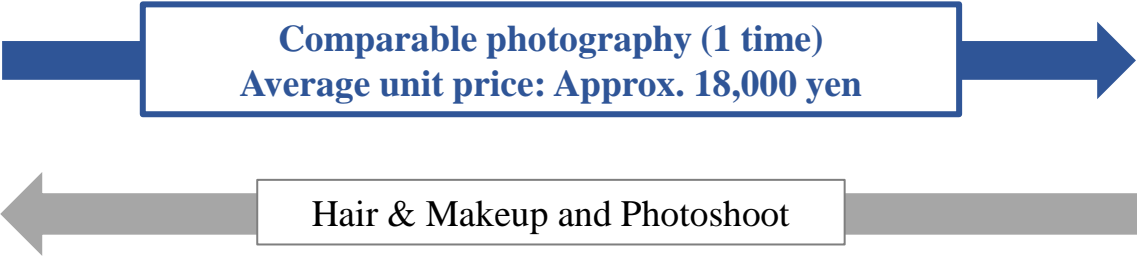
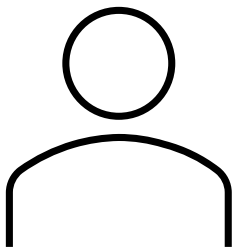


Sending marriage-  
hunting members who  
are highly motivated

Directly-Managed  
Lounge agency

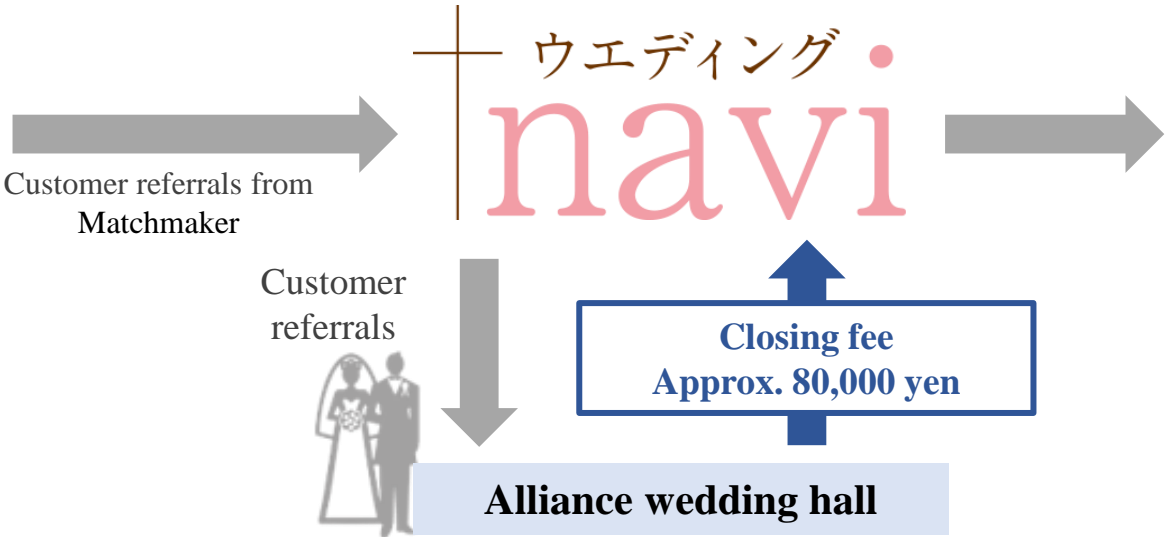
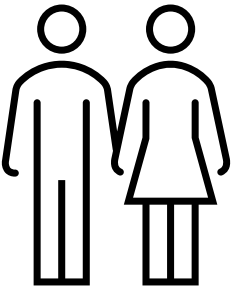
For wedding consultation members

Marriage agency  
Activity members




For wedding couples


Wedding couple



Sales of insurance and housing











IBJライフデザインサポート



IBJファイナンシャル  
アドバイザー株式会社

Getting members married with IBJ services

Social issues			Matters to be resolved			KPI		
(1) Aging society problem			Increasing the number of franchisees and matchmakers (promoting the employment of senior citizens, measures against loneliness)			7,000 franchisees		
(2) Regional issues			Increasing the number of franchisees and regional members (regional revitalization and the issue of businesses lacking successors)			Number of IBJ paying members: 140,000 members		
(3) Countermeasures to the declining birthrate			Increase the number of members and marriages between members (countermeasures to fewer people getting married, raising the number of births)			Number of marriages between members: 20,000 couples		
E (Environment)			S (Society)			G (Governance)		
Materiality	Goal	Target	Materiality	Goal	Target	Materiality	Goal	Target
• Running business with attention to the environment (environmental efficiency of our business operations)  Reducing power use (reducing overtime, introducing LED lighting) Saving paper (going paperless)		7.3	• Providing a safe place to meet potential partners (data security, protection of personal information)  • Securing expert personnel and developing personnel (diversity and inclusion, training program)  • Corporate citizenship activities (contributing to communities) (Vitalizing marriage-hunting business through collaborations between regional corporations, banks and municipalities)		4.4	• Code of conduct • Corporate governance  Ensuring healthy and transparent business management with dynamic and flexible management, and enhanced management monitoring functions		16.3
					8.1			16.5
					8.2			16.6
					8.5			16.7
		13.1			10.3			
					16.3			

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

# Corporate Profile

Company Name: IBJ Co., Ltd.

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Established in February 2006

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

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Number of Employees 1,229 (March 2025)

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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

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Listed on the Tokyo Stock Exchange Prime Market (6071)

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IBJ/IBJ,Inc Co., Ltd.

〒160-0023

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

Shinjuku First West 12・17F

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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.