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IBJ Corporation (Marriage Agency Business) KPI Report for December 2025

| | December 2024 (A) | December 2025 (B) (preliminary) | Change(B)-(A) | Change(B)/(A) |
|--|-------------------|------------------------------------|----------------|--------------------|
| Number of Marriage Agencies | 4,502 | 4,766 | +264 | +5.9% |
| Number of IBJ Registered Members | 94,167 | 104,859 | +10,692 | +11.4% |
| Number of IBJ Paying Members | 70,697 | 99,120 | +28,423 | +40.2% |
| Number of New Members | 5,720 | 6,358 | +638 | +11.2% |
| Number of Marriage Meetings | 73,970 | 84,064 | +10,094 | +13.6% |
| Number of Couples (confirmation base) | 1,755 (839) | 2,165 (1,006) | +410 (+167) | +23.4% (+19.9%) |

According to the preliminary figures for December 2025, the capital and business alliance with a major marriage agency proved effective, resulting in the number of IBJ registered members reaching a record high of 104,859, representing a year-on-year increase of +11.4%.

In addition, the number of IBJ paying members increased by +40.2% year on year to 99,120. Along with the steady increase in the number of marriage meetings, the number of couples also reached a record high of 2,165. On a confirmation basis, the number of couples exceeded 1,000.

Supported by the significant growth across various KPIs, the number of couples, our most important KPI, exceeded 20,000 for the full year and reached a record high.

<Monthly KPI Trends>

| (Fiscal Year Ending December 2024) | January | February | March | April | May | June | July | August | September | October | November | December |
|---------------------------------------|---------|----------|--------|--------|--------|--------|--------|--------|-----------|---------|----------|----------|
| Number of Marriage Agencies | 4,195 | 4,194 | 4,211 | 4,260 | 4,274 | 4,317 | 4,361 | 4,376 | 4,428 | 4,449 | 4,484 | 4,502 |
| Number of IBJ Registered Members | 86,450 | 87,144 | 87,297 | 87,874 | 89,620 | 91,318 | 92,825 | 94,022 | 94,763 | 94,614 | 95,736 | 94,167 |
| Number of IBJ Paying Members | 57,142 | 57,375 | 58,681 | 59,249 | 60,466 | 61,695 | 62,999 | 64,542 | 66,476 | 67,808 | 69,343 | 70,697 |
| Number of New Members | 4,616 | 4,418 | 4,605 | 4,767 | 5,607 | 5,906 | 5,577 | 5,767 | 5,817 | 5,693 | 5,812 | 5,720 |
| Number of Marriage Meetings | 65,225 | 68,393 | 72,088 | 71,695 | 73,753 | 74,709 | 75,082 | 76,872 | 78,127 | 79,332 | 78,724 | 73,970 |
| Number of Couples (confirmation base) | 1,288 | 1,237 | 1,316 | 1,248 | 1,315 | 1,231 | 1,396 | 1,368 | 1,447 | 1,480 | 1,317 | 1,755 |
| | (627) | (580) | (627) | (634) | (635) | (596) | (726) | (634) | (672) | (692) | (651) | (839) |

| (Fiscal Year Ending December 2025) | January | February | March | April | May | June | July | August | September | October | November | December |
|---------------------------------------|---------|----------|--------|--------|--------|--------|--------|---------|-----------|---------|----------|----------|
| Number of Marriage Agencies | 4,523 | 4,520 | 4,541 | 4,528 | 4,528 | 4,541 | 4,585 | 4,633 | 4,682 | 4,711 | 4,734 | 4,766 |
| Number of IBJ Registered Members | 94,275 | 95,586 | 96,449 | 97,749 | 98,246 | 97,857 | 99,280 | 101,240 | 102,302 | 103,492 | 104,673 | 104,859 |
| Number of IBJ Paying Members | 70,959 | 72,126 | 74,088 | 75,056 | 76,614 | 77,900 | 93,599 | 94,972 | 96,235 | 96,883 | 98,364 | 99,120 |
| Number of Inactive members | - | - | - | - | - | - | 10,220 | 10,478 | 11,841 | 10,471 | 12,114 | 10,799 |
| Number of New Members | 6,062 | 5,992 | 6,242 | 6,403 | 6,662 | 6,245 | 6,691 | 7,031 | 6,557 | 6,587 | 6,671 | 6,358 |
| Number of Marriage Meetings | 77,141 | 79,323 | 87,150 | 85,469 | 89,070 | 85,279 | 90,746 | 91,564 | 90,220 | 94,185 | 89,907 | 84,064 |
| Number of Couples (confirmation base) | 1,637 | 1,561 | 1,763 | 1,618 | 1,624 | 1,851 | 1,702 | 1,641 | 1,792 | 1,799 | 1,814 | 2,165 |
| | (741) | (726) | (780) | (735) | (760) | (769) | (827) | (768) | (815) | (830) | (795) | (1,006) |

| 2025 compared to last year | January | February | March | April | May | June | July | August | September | October | November | December |
|---------------------------------------|---------|----------|--------|----------|----------|----------|----------|----------|-----------|----------|----------|----------|
| Number of Marriage Agencies | + 7.8% | + 7.8% | +7.8% | +6.3% | +5.9% | +5.2% | +5.1% | +5.9% | +5.7% | +5.9% | +5.6% | +5.9% |
| Number of IBJ Registered Members | + 9.1% | + 9.7% | +10.5% | +11.2% | +9.6% | +7.2% | +7.0% | +7.7% | +8.0% | +9.4% | +9.3% | +11.4% |
| Number of IBJ Paying Members | + 24.2% | + 25.7% | +26.3% | +26.7% | +26.7% | +26.3% | +48.6% | +47.1% | +44.8% | +42.9% | +41.9% | +40.2% |
| Number of New Members | + 31.3% | + 35.6% | +35.5% | +34.3% | +18.8% | +5.7% | +20.0% | +21.9% | +12.7% | +15.7% | +14.8% | +11.2% |
| Number of Marriage Meetings | + 18.3% | + 16.0% | +20.9% | +19.2% | +20.8% | +14.1% | +20.9% | +19.1% | +15.5% | +19.5% | +14.2% | +13.6% |
| Number of Couples (confirmation base) | + 27.1% | + 26.2% | +34.0% | +29.6% | +23.5% | +50.4% | +21.9% | +20.0% | +23.8% | +21.6% | +37.7% | +23.4% |
| | + 18.2% | + 25.2% | +24.4% | (+15.9%) | (+19.7%) | (+29.0%) | (+13.9%) | (+21.2%) | (+21.3%) | (+19.9%) | (+22.1) | (+19.9%) |

※Monthly data are preliminary figures and may differ from those at the time of financial results announcement

※The number of IBJ registered members includes those registered on the IBJ platform from both franchise and company-owned stores. The number of IBJ paying members refers to those from whom IBJ earns revenue through system usage fees from franchise stores.

※The number of new members and matchmaking meetings includes the total of members active on the IBJ platform and independent members of the direct group brands ZWEI and Sunmarie.

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

※Starting with the February monthly disclosure, the “number of new members” and “number of successful marriages and withdrawals” will include the figures for independent members of ZWEI and Sunmarie (non-users of the IBJ platform), and will be adjusted to the figures disclosed in the financial results report. (All historical figures on the next page are calculated retroactively.)

※The unit revenue per IBJ paying member is ¥750, while inactive members are accounted for at ¥100 per member under the Marriage Agency Business.

※The difference between the number of IBJ registered members and the number of IBJ paying members represents those who have registered in the database but have not yet started activities due to preparation periods or other reasons.