※IBJ's Marriage Activity Ambassador Kasumi Mori

IBJ

Fiscal Year Ending December 31, 2024

Financial Report

IBJ, Inc.
TSE Prime Market: 6071

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Executive Summary for 2024

Financial Results

- Net sales: 17,739 million yen (up 0.5% YoY), operating profit: 2,579 million yen (up 15.6% YoY)
- Net sales fell short of the full-year forecast, but operating profit showed a strong trend, exceeding the forecast by 111.0%

KPIs

- The number of IBJ marriage agencies rose steadily to 4,502 (up 9.1% YoY).
- The number of new members enrolled in the IBJ marriage agencies achieved a record high of 64,305 (up 25.2% YoY).
- We redefined the number of married couples, the top KPI, and succeeded in helping 7,918 couples get married in the fiscal year ended December 31, 2024.
- Partial revision of the Medium-Term Management Plan(upward revision of operating income and revision of each definition)

Market Environment

- O-net joined the IBJ group, further boosting the market share of IBJ.
- The widespread use of matching apps further increased the number of those who used marriage agencies.
- More and more municipalities are supporting marriage activities, and the perception that measures to combat declining birthrates = support for marriage activities is spreading.

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1 Financial Results Summary

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Outline of FY12/24 Full-Year Financial Results

Net sales and operating profit both exceeded the previous year's levels.

The business grew steadily in 2024, offsetting the impact of the sale of REITs (about 1.7 billion yen) in 2023

(Million yen)	2023 results	2024 results	Change	Change (%)
Net sales	17,649	17,739	+90	+0.5%
Operating profit	2,230	2,579	+349	+15.7%
Ordinary profit	2,292	2,561	+269	+11.7%
Net income attributable to owners of parent	1,629	1,523	△105	△6.5%

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FY12/24 Consolidated Financial Results Against Forecast

Net sales fell short of the full-year forecast, while operating profit exceeded the forecast by 11.0%.

(Million yen)	2024 forecast	2024 results	Difference	Achievement rate
Net sales	18,200	17,739	△460	△2.5%
Operating profit	2,323	2,579	+255	+11.0%

Reasons for net sales falling short of the forecast

- The M&A planned at the beginning of the fiscal year were not carried out.

Reasons for operating profit exceeding the forecast

- Affects of O-Net membership (mainly system registration fees due to increased number of new members)
- Increase in profit in the franchise store business due to reassessment of pricing
- In the ZWEI business, net sales and divisional profit both saw a shaper increase than expected, thanks to a successful advertising strategy.
- In the K Village business, net sales and divisional profit both increased, boosted by a rise in franchise school openings in the music community business.

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FY12/25 Full-Year Performance Forecast

Net sales are expected to increase by 9.4% YoY, while operating profit is expected to increase by 21.1% YoY.

(Million yen)	2024 results	2025 forecast	Change	Growth rate
Net sales	17,739	19,405	＋1,666	＋9.4%
Operating profit	2,579	3,124	＋545	＋21.1%

Key growth drivers for 2025

- Price increase of some products in the Member Shop Business
- Increase in the number of new members by strengthening party collaboration between IBJ Members and Sunmarie
- Implement marketing measures such as revamping the websites of the three directly managed brands
  Attract new customers by reforming party service content
- Reform of service offerings at parties to attract new customers
- Enter new areas of business in the application business, aiming to collaborate with local governments.
- Increase in the number of customers in the insurance and wedding businesses by establishing a route to send customers from IBJ member marriage agencies.
- Increase earnings by promoting franchise development in the music community business within K Village.

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FY12/25 Full-Year Net sales Forecast by Business Segment

Business growth forecast to continue in 2025, with the marriage agency business leading the way

(Million yen)	2024 Net sales	2025 Net sales forecast	Change	Change (%)
Affiliate Business	3,365	3,906	+541	+16.1%
Directly-Managed Lounge Business	8,999	9,465	+466	+5.2%
Matching Business	1,634	1,555	△79	△4.9%
Life Design Business	3,740	4,338	+598	+16.0%

Forecasted YoY sales decline due to the termination of “IBJ Gohan Dating” service, etc.

※Internal transaction adjustments already accounted for
※The difference of xx million yen from the projected full-year sales 2024 on page 6 will be accounted for as the sales of functional divisions.

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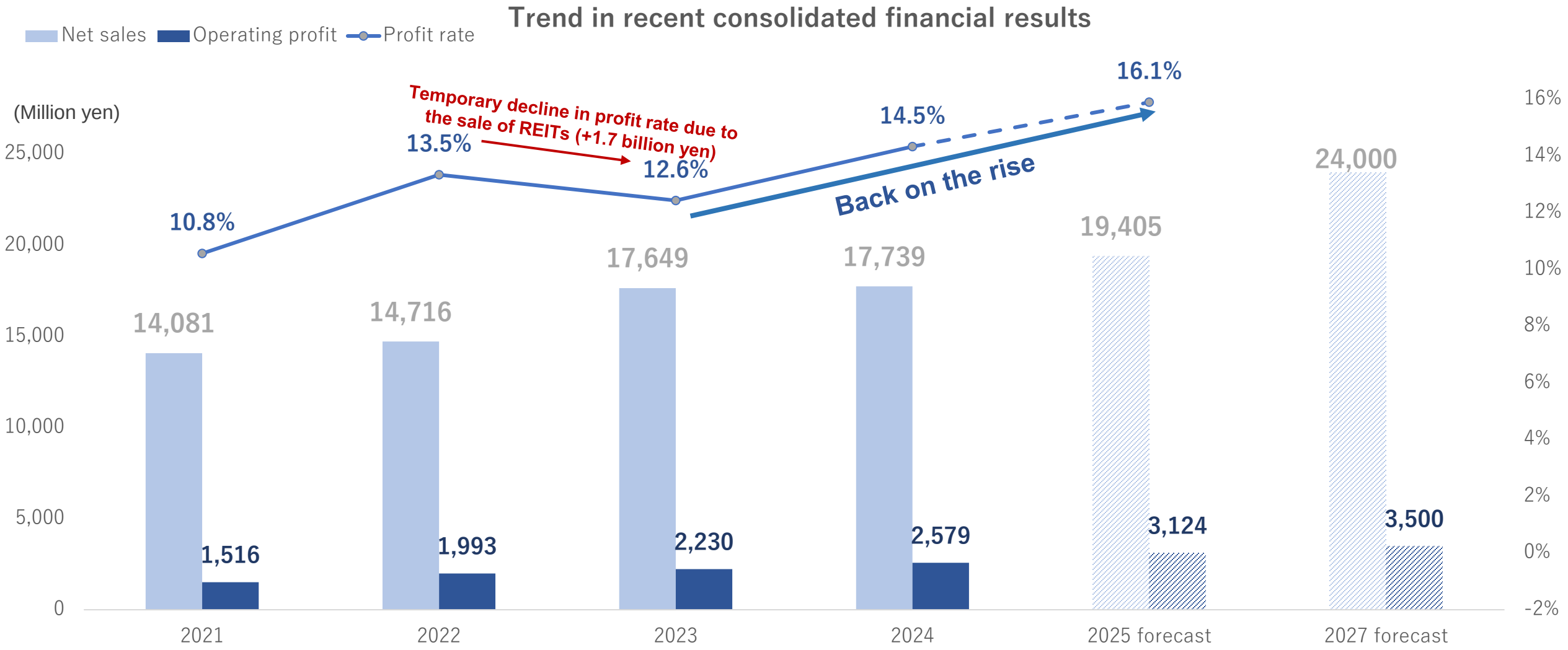
Trends in Financial Results

Operating profit has remained robust since 2021, and we aim to further enhance profitability in 2025.



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2 Market Environment and Growth

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Summary for Market Environment and Growth

(1) Marital status in modern society

- The number of marriages and births in Japan have been declining year after year, each decreasing by more than 30% over the past 20 years.
  On the other hand, the number of people between the ages of 18 and 34 who want to get married (needs) remains high at over 80%.
  In today's society, the number of people who “want to get married but cannot” is increasing.

(2) Marketability of Matching Services

- The marriage activity market is expected to be further revitalized by the combination of universalization of services by consumers, evolution of services by businesses, and support for marriage activity by the national government.

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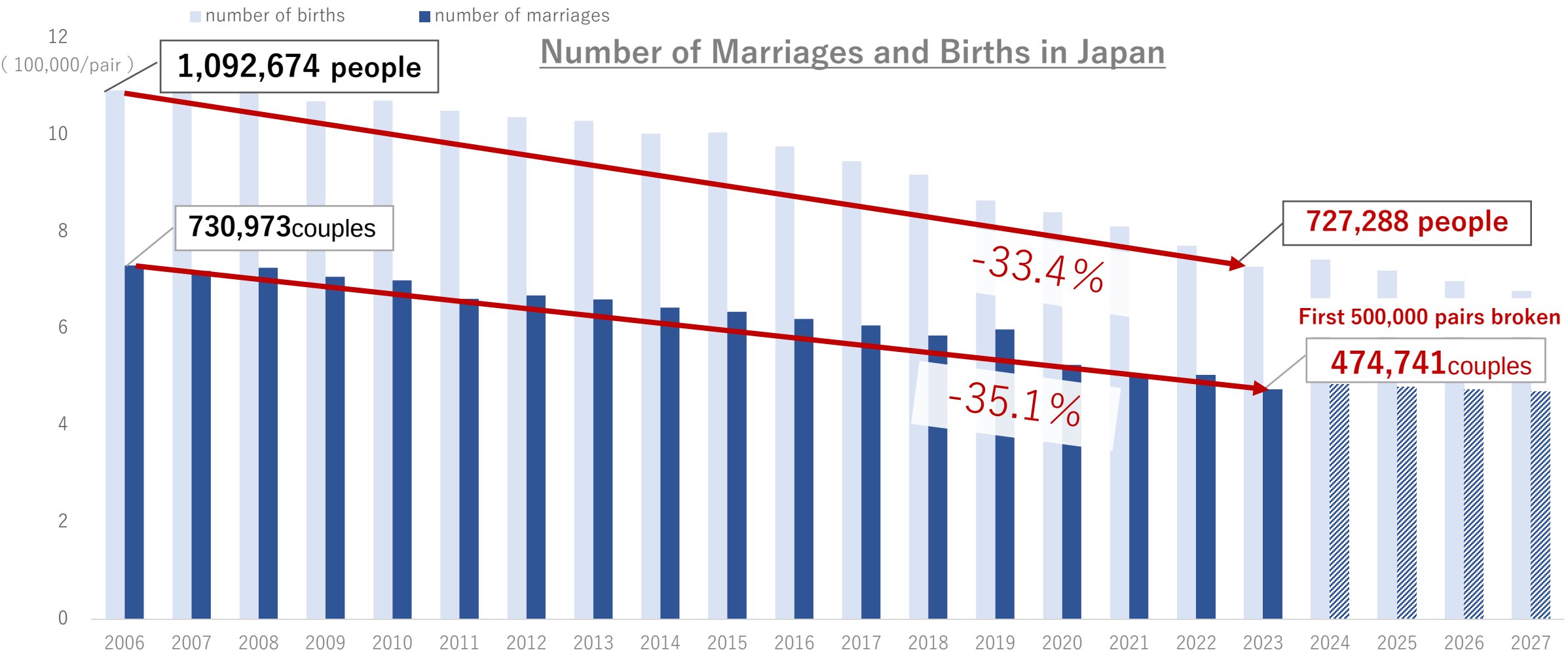
Number of Marriages and Births in Japan

The number of marriages and births in Japan has been declining year by year, with each declining by more than 30% in about 20 years.



*Number of marriages and births are based on the Ministry of Health, Labour and Welfare's “Preliminary Report on Vital Statistics (December 2023).

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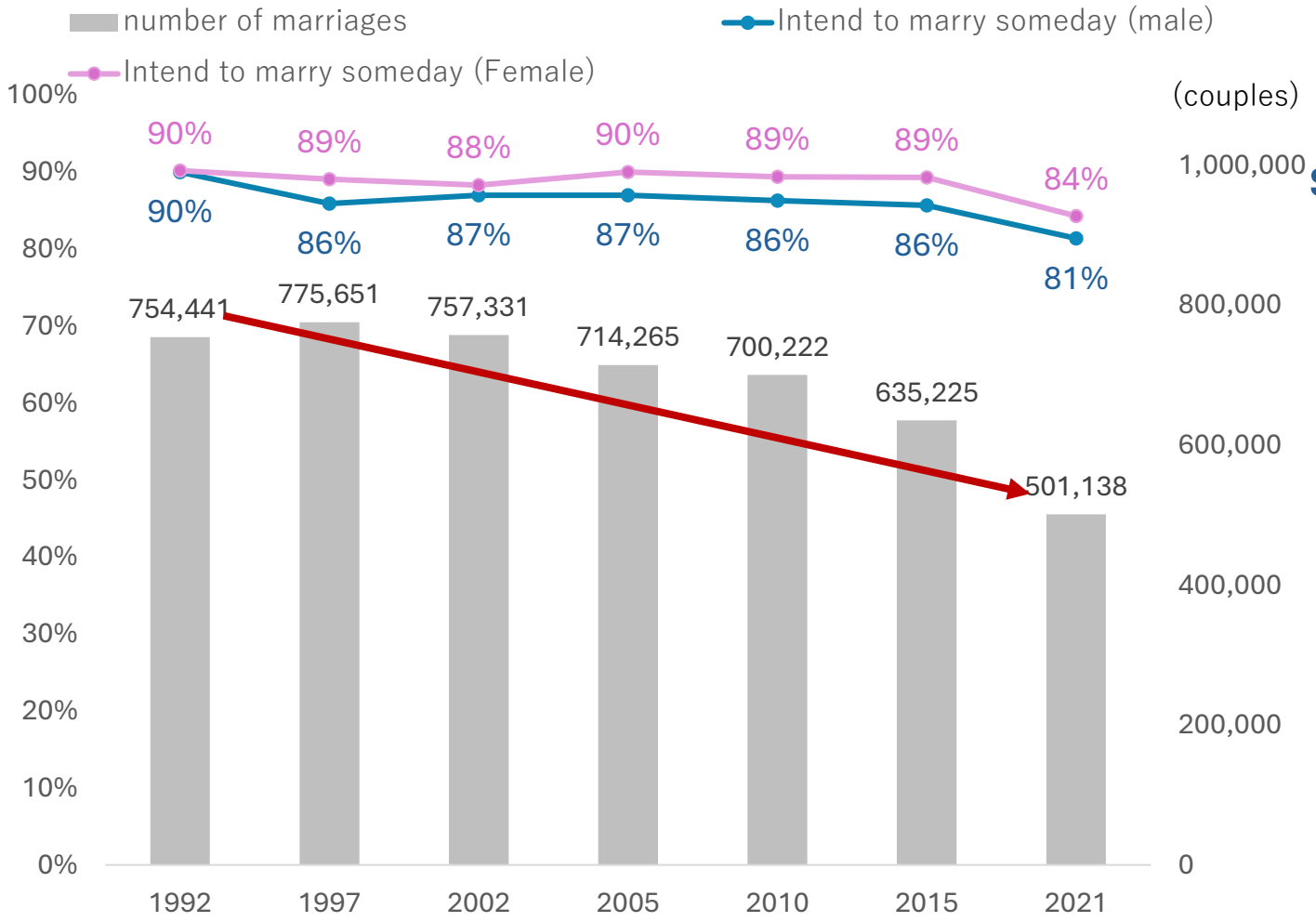
While the number of marriages declined significantly, the intention of men and women to marry remained high at over 80%.

Marriage intention and number of marriages among never-married persons aged 18-34



Reference: National Institute of Population and Social Security Research, "The 16th Basic Survey on Fertility Trends (Singles Survey)" (2021))

The proportion of both men and women who "intend to get married someday" remained high at over 80%.

▽

However, the number of marriages is declining.

▽

"want to get married but cannot" is increasing.

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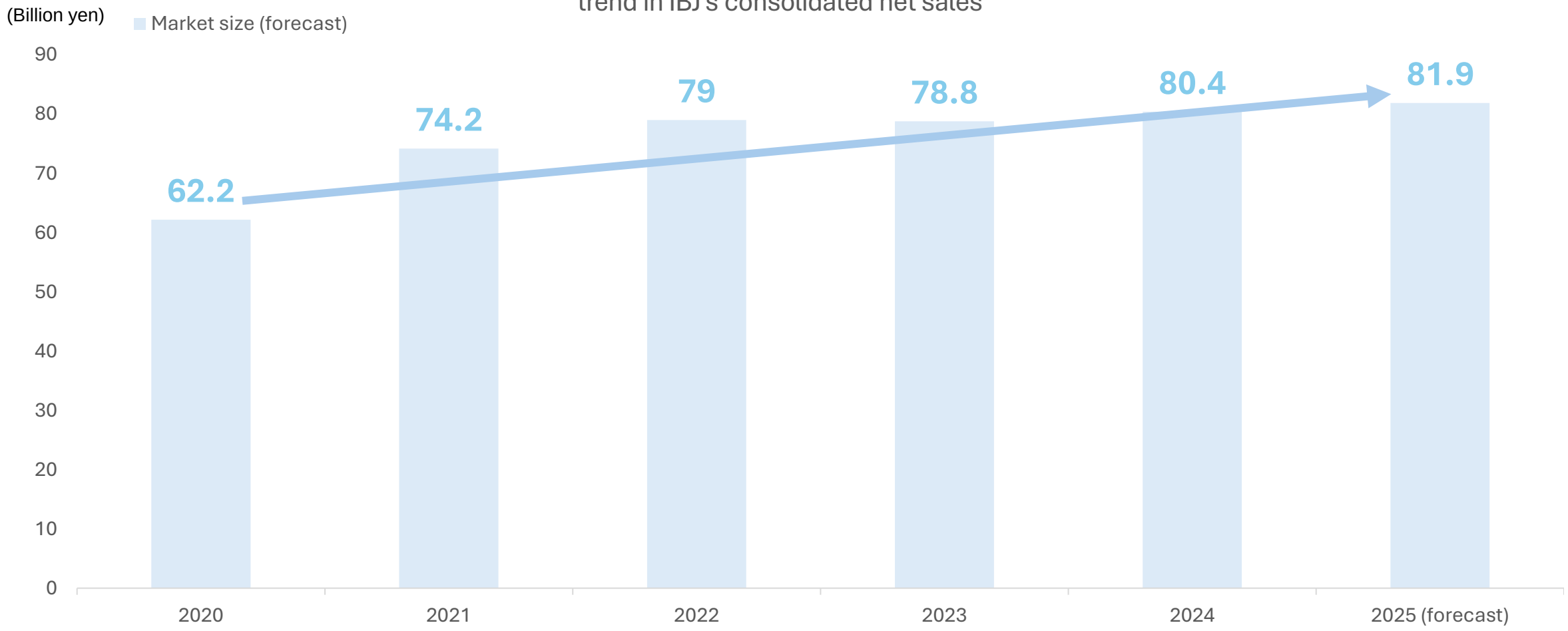
Market size of matching services

Needs for matching services continue to grow, and the market size is increasing year by year.

Expected market size for dating/marriage matching services in Japan and trend in IBJ's consolidated net sales



(Source) A matching app dubbed "tapple" conducted a survey on online dating/marriage matching services in Japan: https://prtimes.jp/main/html/rd/p/000000092.000044116.html
Survey method: holding interviews with companies in the industry such as IBJ, Inc., ange, Tameny Inc., Bachelor Date, marrish Co., Ltd.; collecting data from research subjects and research institutes; gathering publicly available information

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Matching Service Market —3 Key Players—

The marriage-hunting market is expected to be further revitalized with 3 key players of consumers, businesses, and the central government joining hands.

Consumers

Generalization of matching service

- Increase in marriages among consumers using services
- Change in recognition of marriage among customers and potential customers

Businesses

Improvement of service in response to changing user needs

- Broader service offerings to make the service accessible to everyone
- Online arranged marriages increasing opportunities to meet people even across long distances
- Meeting people using the metaverse, AI, etc.

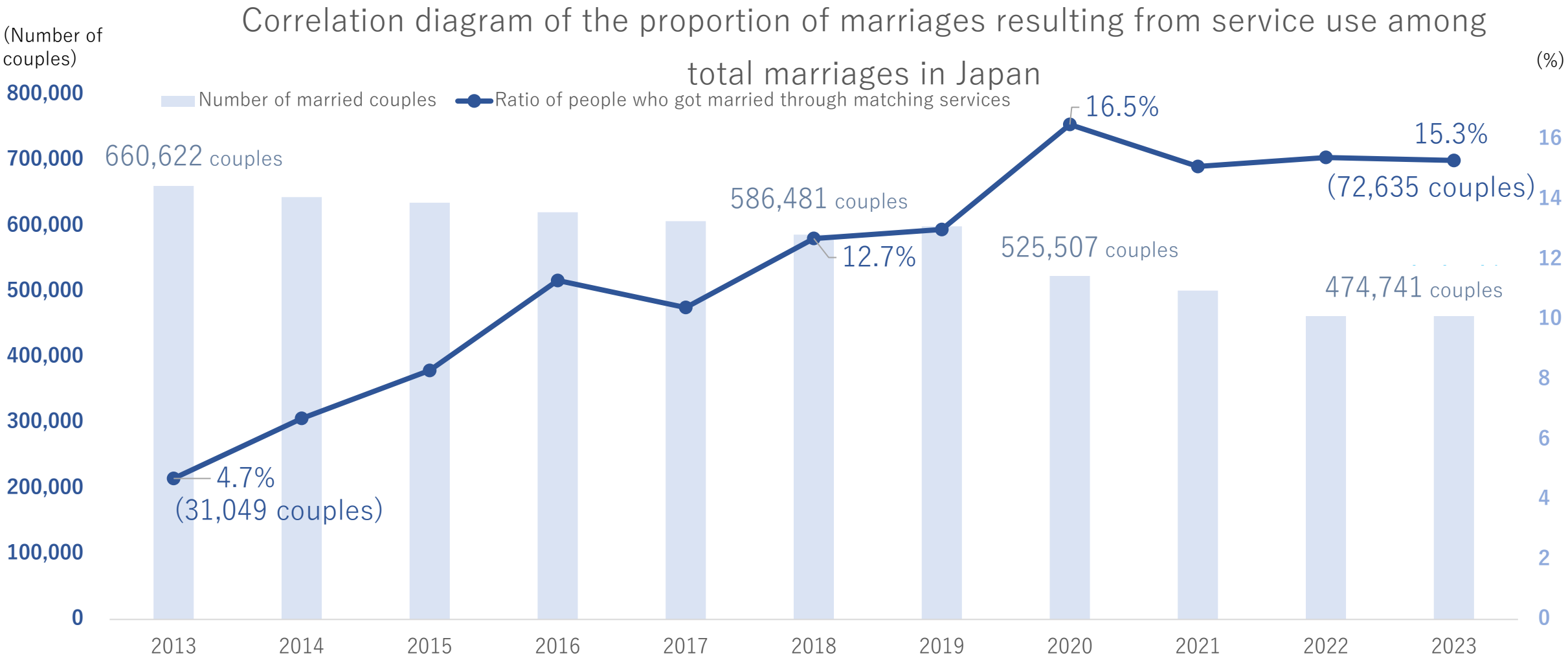
Central and local governments

Collaboration in marriage support initiatives

- Increase in marriage support programs led by local governments
- State budget allocation for marriage-hunting support initiatives

Generalization of Matching Service(1)

Marriages through domestic matching services have increased 2.3 times in 10 years, and 1 in 6 couples use the service.



* The number of married couples was compiled based on the preliminary data of "Vital Statistics for December 2023" released by the Ministry of Health, Labour and Welfare.
* Quoted from the "Marriage-Hunting Activity Survey 2024" released by Recruit Co., Ltd.: https://www.recruit.co.jp/newsroom/pressrelease/assets/20240924_marriage_02.pdf

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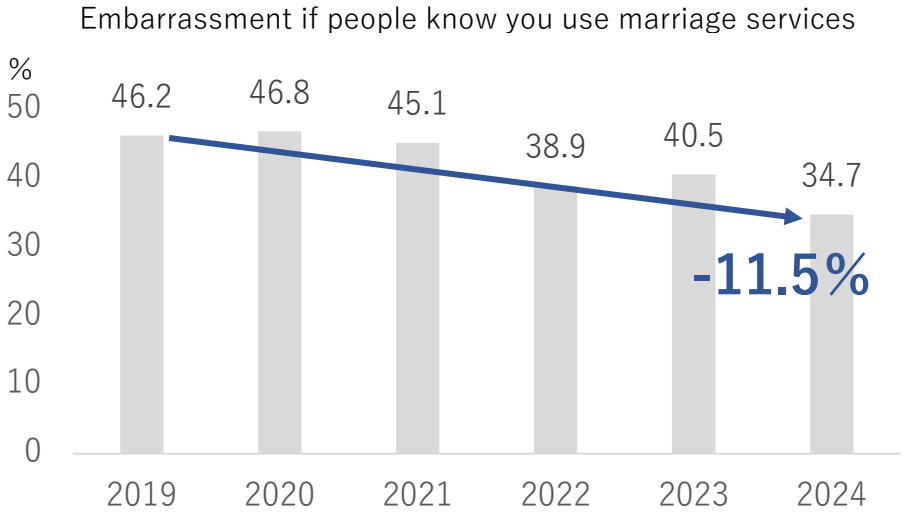
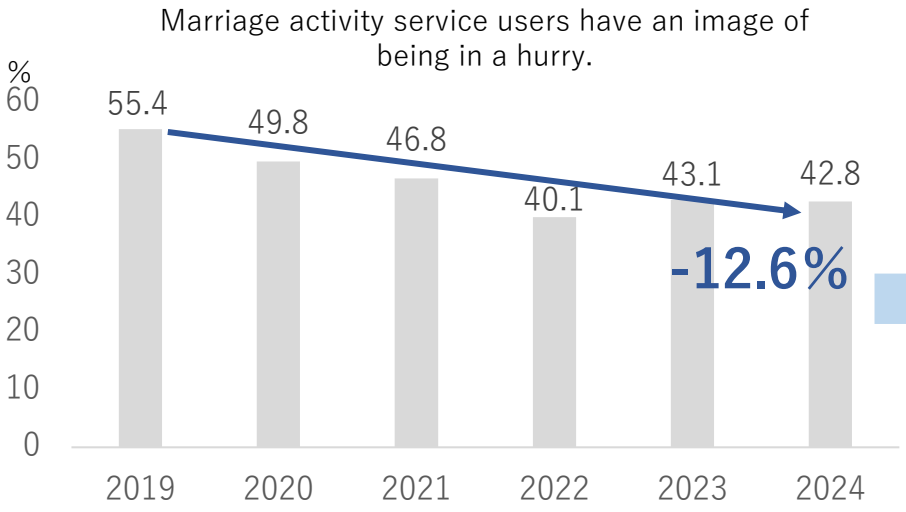
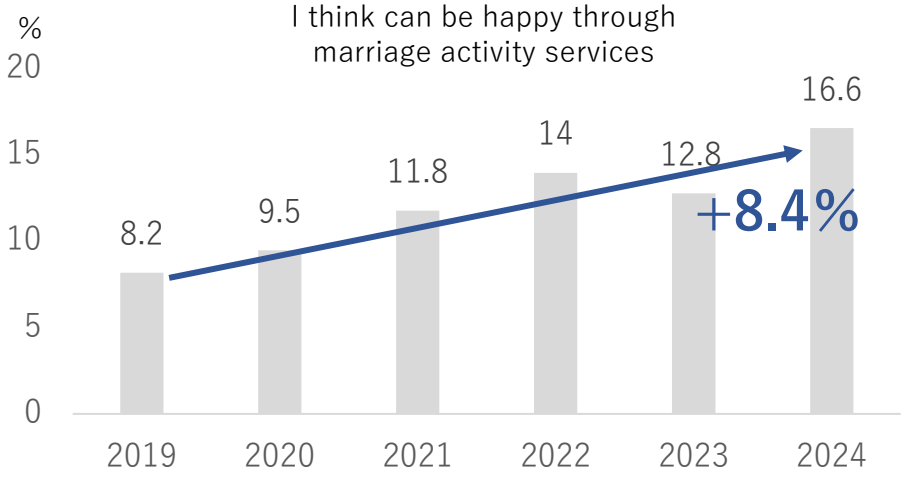
Generalization of Matching Service(2)

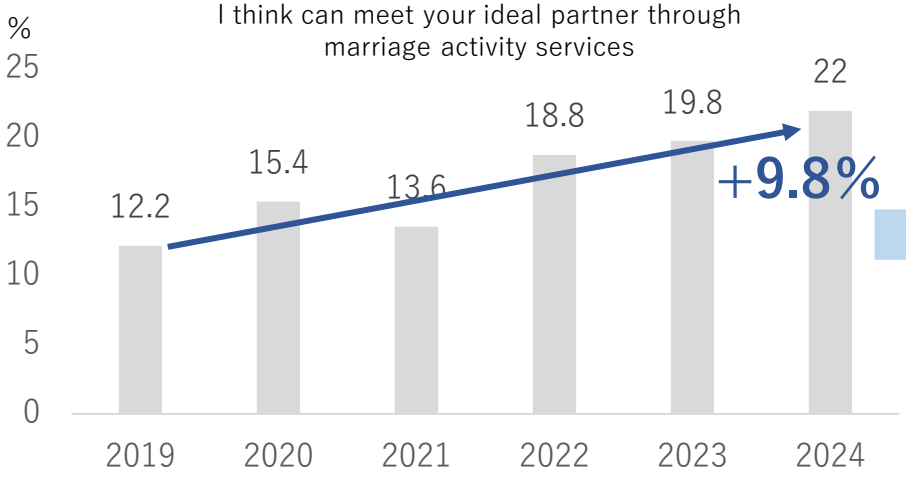
In the past few years, the threshold for service use has been lowered, and a positive change in attitude has been observed.





The threshold for service use is declining.





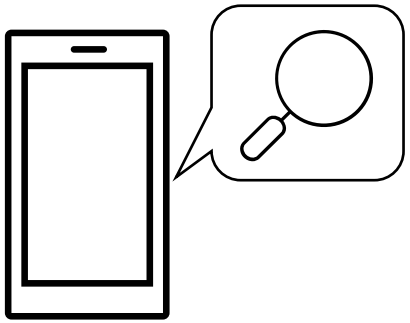
Increased positive impressions are seen

(出典)株式会社リクルート「婚活実態調査2024 」より ： https://www.recruit.co.jp/newsroom/pressrelease/assets/20240924_marriage_02.pdf

Evolution of services in line with changing times(1)

Over the past few years, many forms of service have emerged to meet the needs of users.

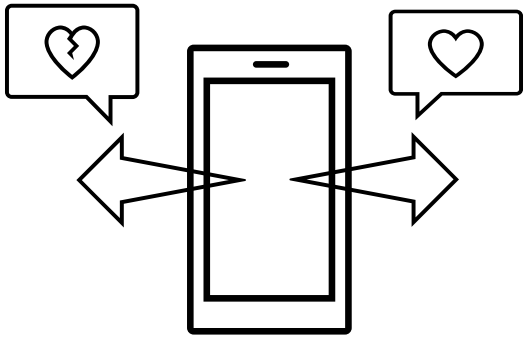
(1) Partner Search Type



Users enter their criteria and apply for matching with members who have hit the right match.

Service Examples
- Pairs
- Omiai
- With, etc.

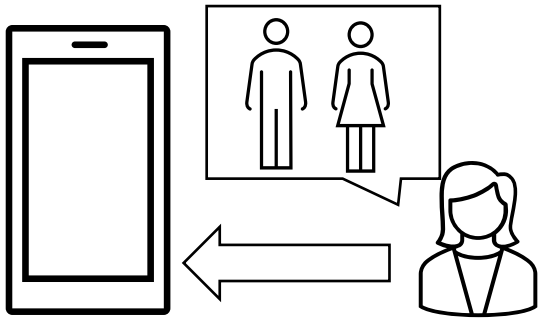
(2) Swipe type



Random matches are displayed and you are matched with a partner based on your intuition.

Service Examples
- Tinder
- Tantan, etc.

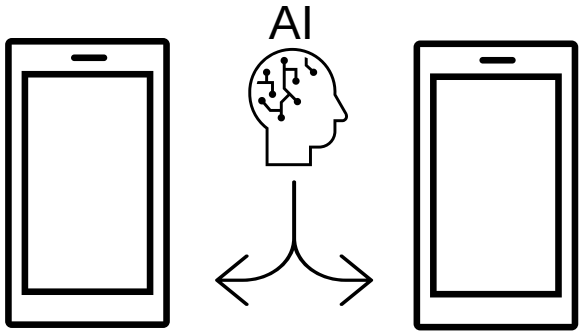
(3) Matchmaker Proposal Type



Matchmaking with compatible partners from the management with suggestions from matchmakers.

Service Examples
- Dine
- Hitoshi, etc.

(4) Auto matching type



Automatically introduces and matches partners using AI and other technologies.

Service Examples
- Bachelor dating
- Knew, etc.

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Evolution of services in line with changing times(2)

IBJ also achieved unique service development and function development

2006
Traditional "Marriage Agency"
Building a platform to create
Created innovations in the industry.

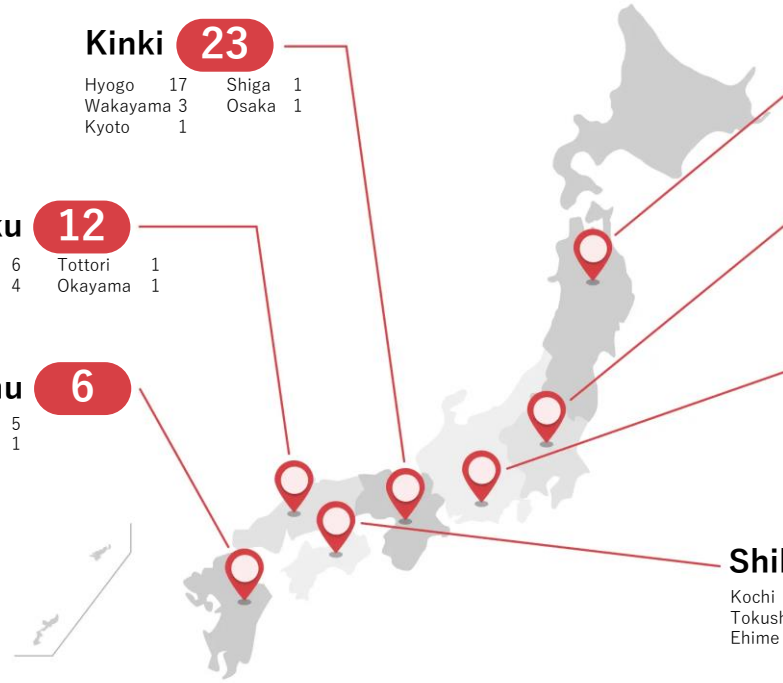
2020.
With the spread of COVID-19
Expansion of online matchmaking

2022
Matchmaking Proposal by Ai
Release of "Ai Matching"

2023
You can view yourself objectively with data
Release of "Matchmaking Analytics"

2024.
In cooperation with local governments
" Metaverse Marriage Activity" in
cooperation with local governments

Local governments and other government agencies begin to recognize the importance of marriage activity support



Kinki 23
Hyogo 17, Shiga 1, Wakayama 3, Osaka 1, Kyoto 1

Chugoku 12
Shimane 6, Tottori 1, Hiroshima 4, Okayama 1

Kyushu 6
Saga 5, Fukuoka 1

Tohoku 5
Yamagata 4, Miyagi 1

Kanto 39
Ibaraki 27, Chiba 2, Gunma 4, Tochigi 2, Saitama 3, Tokyo 1

Chubu 34
Gifu 13, Aichi 1, Nagano 8, Fukui 1, Shizuoka 7, Yamanashi 1, Toyama 2, Niigata 1

Shikoku 14
Kochi 8, Tokushima 5, Ehime 1

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.

Himeji City "Workation in Pursuit of Relationships in Himeji"
—Marriage-hunting event based on the theme of "Encounters, Tourism, and Work"—

- ✓ Achieved a matching rate of **50%**[*5]
- ✓ The number of applications received exceeded the capacity by **more than four times.**

Go to the website

Tochigi Prefecture "Riddle-Solving Game and Marriage-Hunting for 250 Participants"
—Promoting attractions in Tochigi Prefecture through local events—

- ✓ The number of applicants for the riddle-solving game and marriage-hunting event totaled **553**, exceeding the capacity.
- ✓ Organized a marriage-hunting bus tour featuring local attractions

Go to the website

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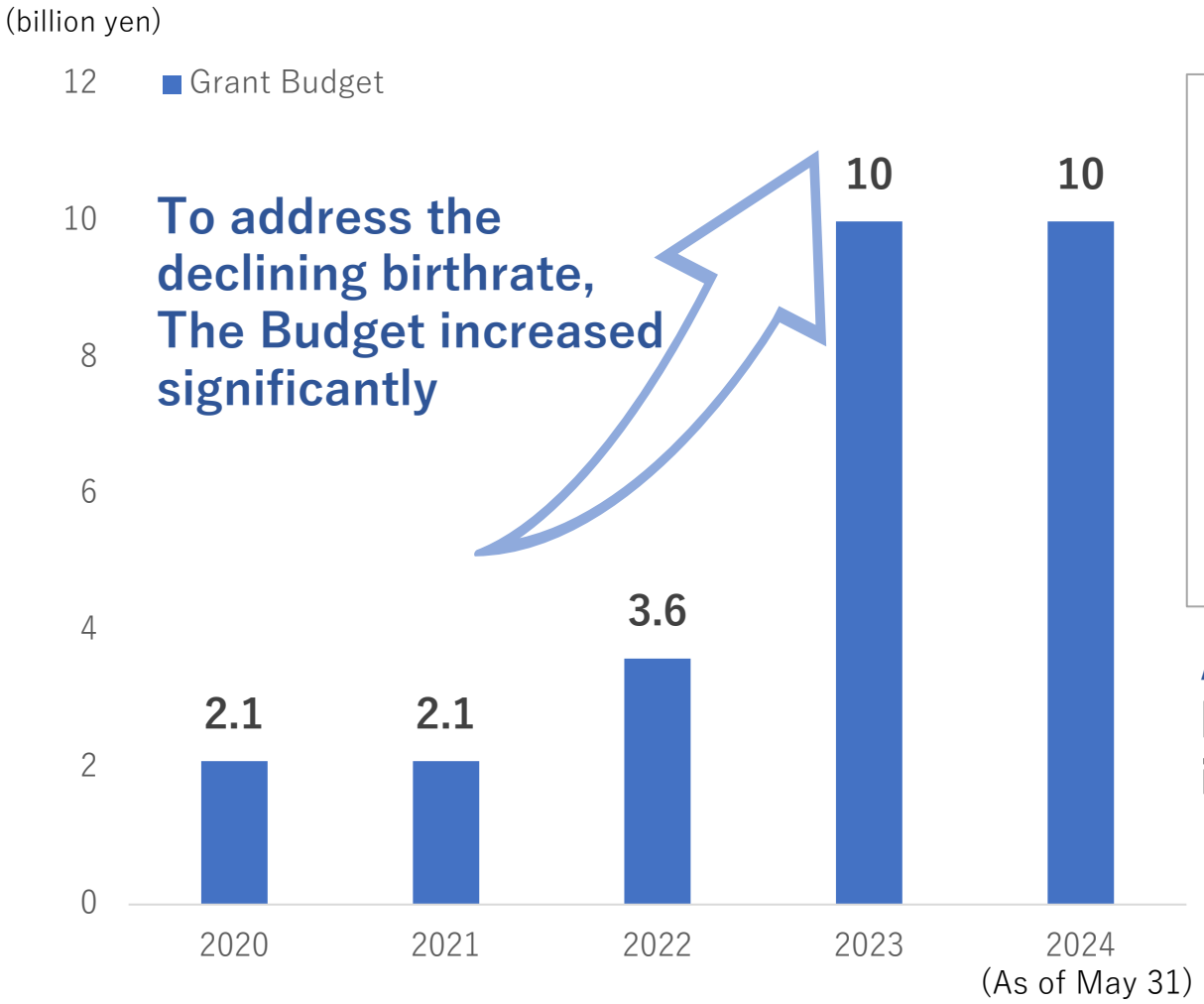
The Children and Families Agency's grants for priority promotion of regional fertility measures increase year by year.

Grants for Priority Promotion of Regional Fertility Reduction



Main contents of the Priority Promotion Project for Local Marriage Activity Support

- Initiatives involving collaboration among municipalities
- Improvement of matching systems including AI
- Improvement of marriage support services by utilizing local marriage support volunteers and businesses, etc.
- Model projects to promote marriage support based on analysis of regional issues using objective data, etc.
- Comprehensive life design seminars for the younger generation

Accompanying marriage support = marriage agency business is The importance of marriage activity support is now recognized as a subsidized project

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3

IBJ's market share and profitability

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Summary for IBJ's market share and profitability

(1) IBJ's market share

- The number of marriage agencies using the IBJ platform increases every year.
  IBJ has become the largest marriage agency platform in Japan with 4,502 agencies and 15,000 matchmakers nationwide.
- IBJ accounts for an estimated 69.5% of all successful marriages in Japan.
- IBJ has grown and established a strong position in the industry in terms of the overall market size of matching services.

(2) IBJ's profitability

- IBJ's core platform business is growing year after year as its market share expands, and its most significant feature is its extremely high profit margin.
- Profit margins are also high at member marriage agencies operating within the IBJ platform, and the marriage agency business is also a very profitable business model

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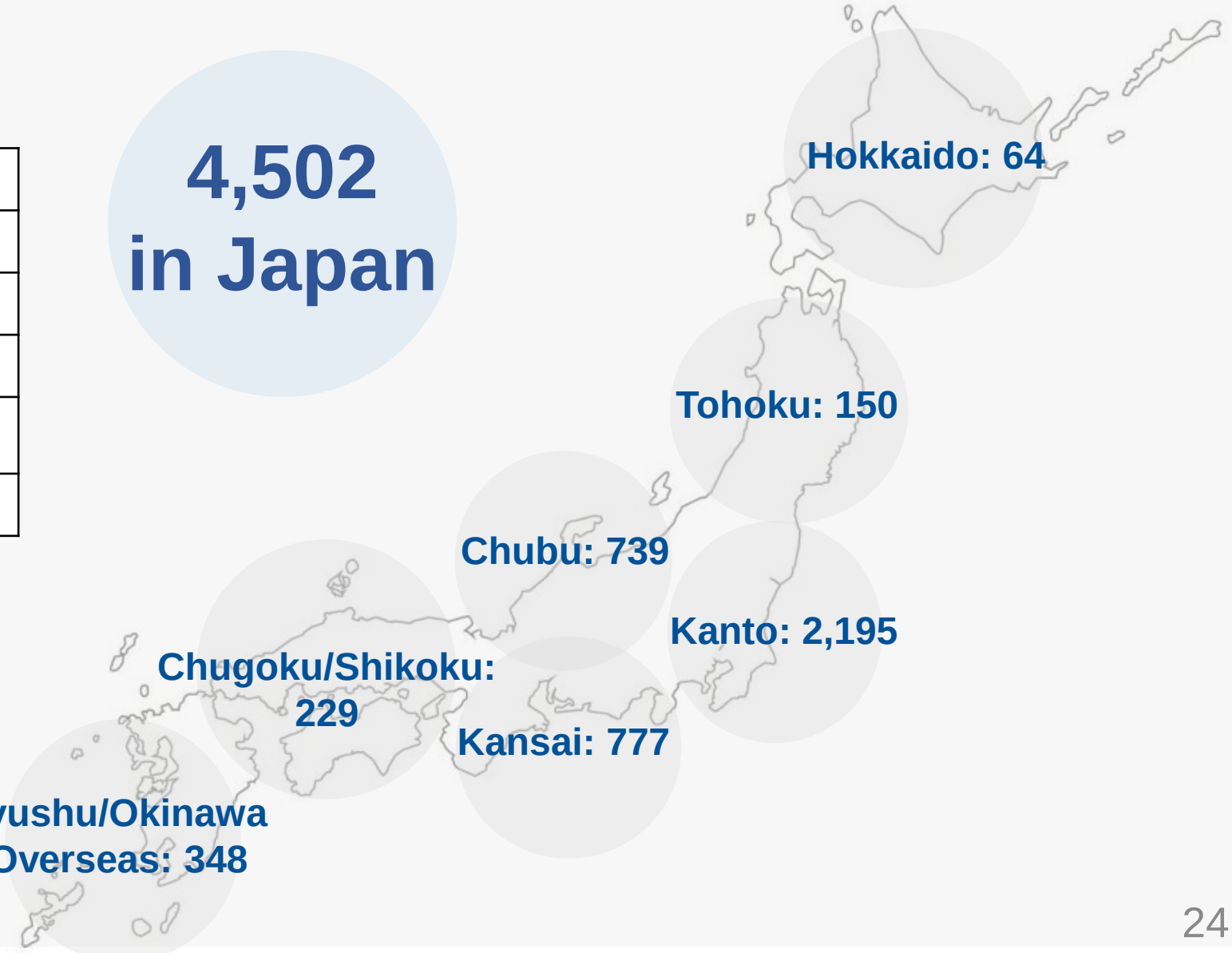
We have a franchise network rooted in local communities and the largest marriage-hunting platform in Japan

Our number of **franchises** in Japan is the fourth highest in the country.
Here's how we rank compared with major companies:*

Rank	Brand	Franchises
1	7-Eleven	21,170
2	Family Mart	14,765
3	Lawson	14,439
4	**IBJ**	**4,502**
5	McDonald's	2,102

4,502 in Japan



Supporting marriage-hunting across Japan using IBJ's platform

*The numbers of franchises at other companies are quoted from "Business Chance October 2024 Edition" by Business Chance Co., Ltd.
The numbers of IBJ franchises are based on data as of December 31, 2024.

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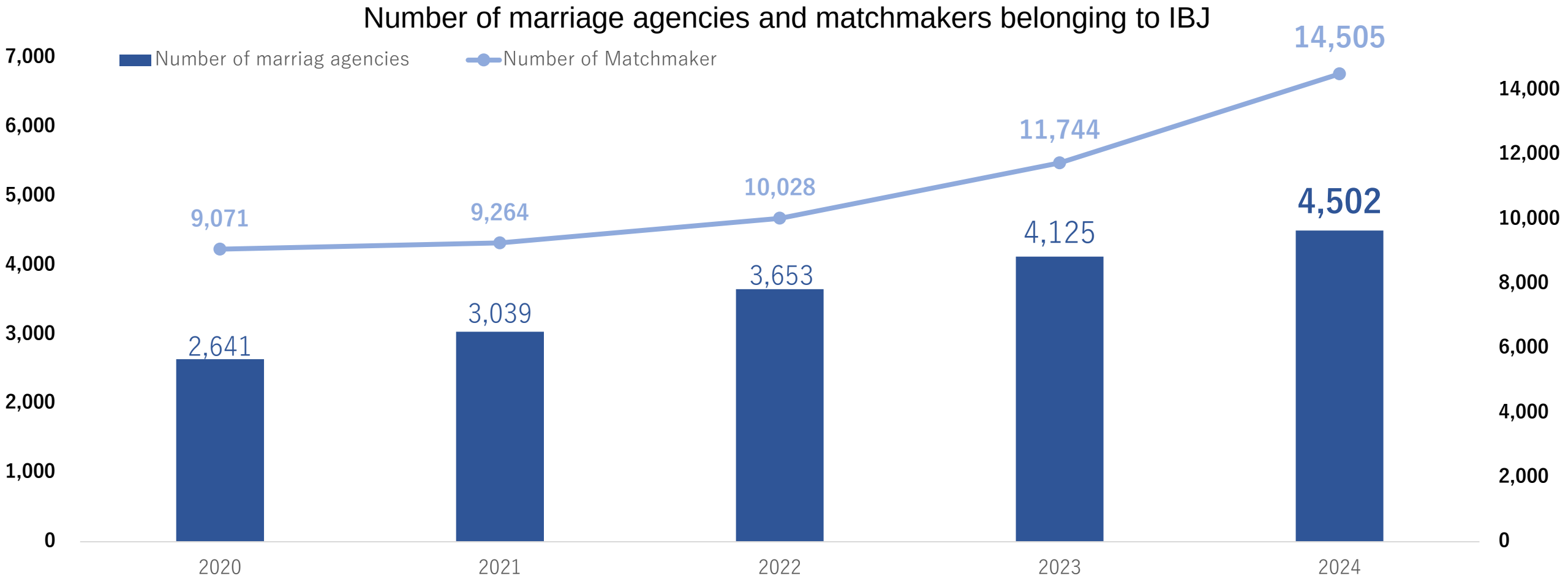
The number of IBJ marriage agencies has increased in proportion to the increase in the number of marriage activity support providers in Japan

Steadily increasing market share



*Refer to the number of accounts in the IBJ management system for the number of IBJ matches.

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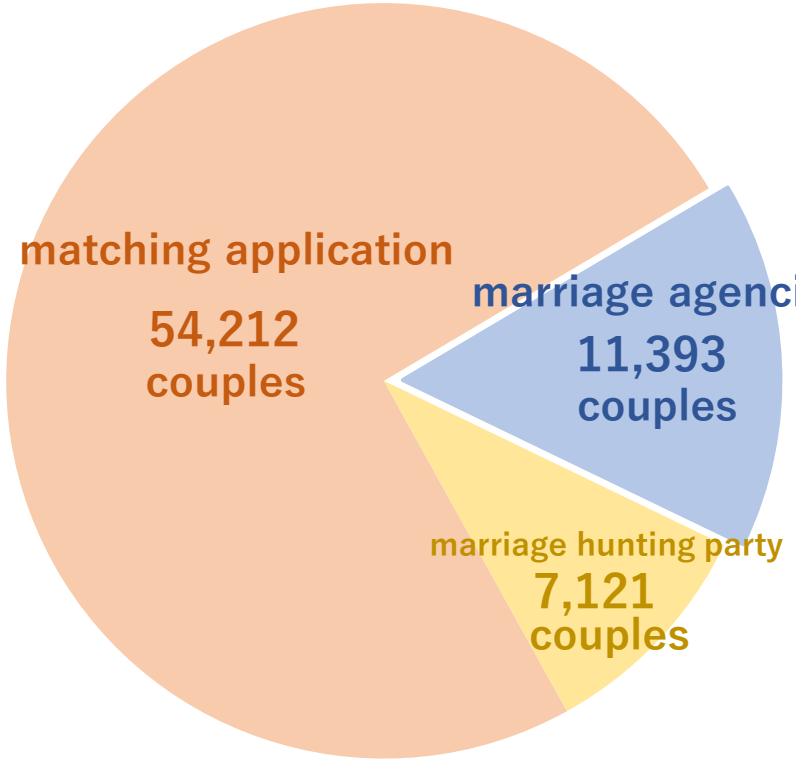
Industry Share of Married Couples in 2024(approximation)

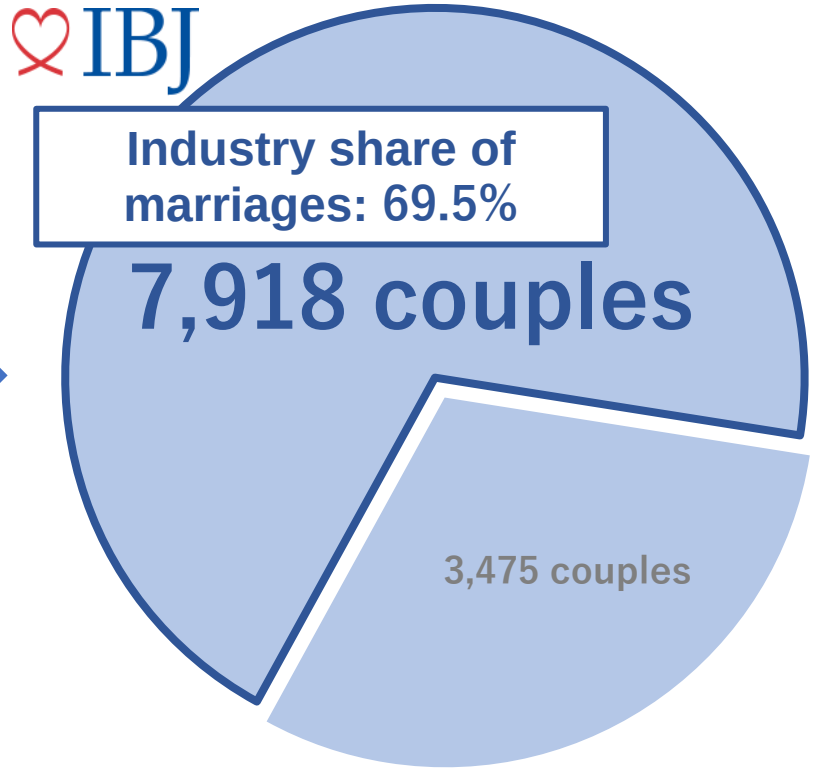
69.5% share in marriages, IBJ is the leading player in the marriage agency industry.

Number of each marriage service used in marriages in 2023



Matching apps　Marriage agencies　Marriage-hunting parties/events

Share of IBJ marriages in 2024 (approximate)



Marriage agencies operated by other companies
Number of married couples among members of IBJ and its group firms

* The number of couples who got married in 2023 is quoted from the estimates of the "Vital Statistics for June 2024" released by the Ministry of Health, Labour and Welfare.
* Ratio of couples who used marriage-hunting support services were calculated and prepared based on the related ratio in the "Marriage-Hunting Activity Survey 2023" conducted by Recruit Bridal Research Institute.

* Share is 2.4% of 474,741 marriages in 2023 (11,393 couples) vs. the number of IBJ marriages in 2024
* The number of married couples refer to the combined total of couples who got married on the IBM platform (7,687) and couples who were both Sunmarie members and got married (232).

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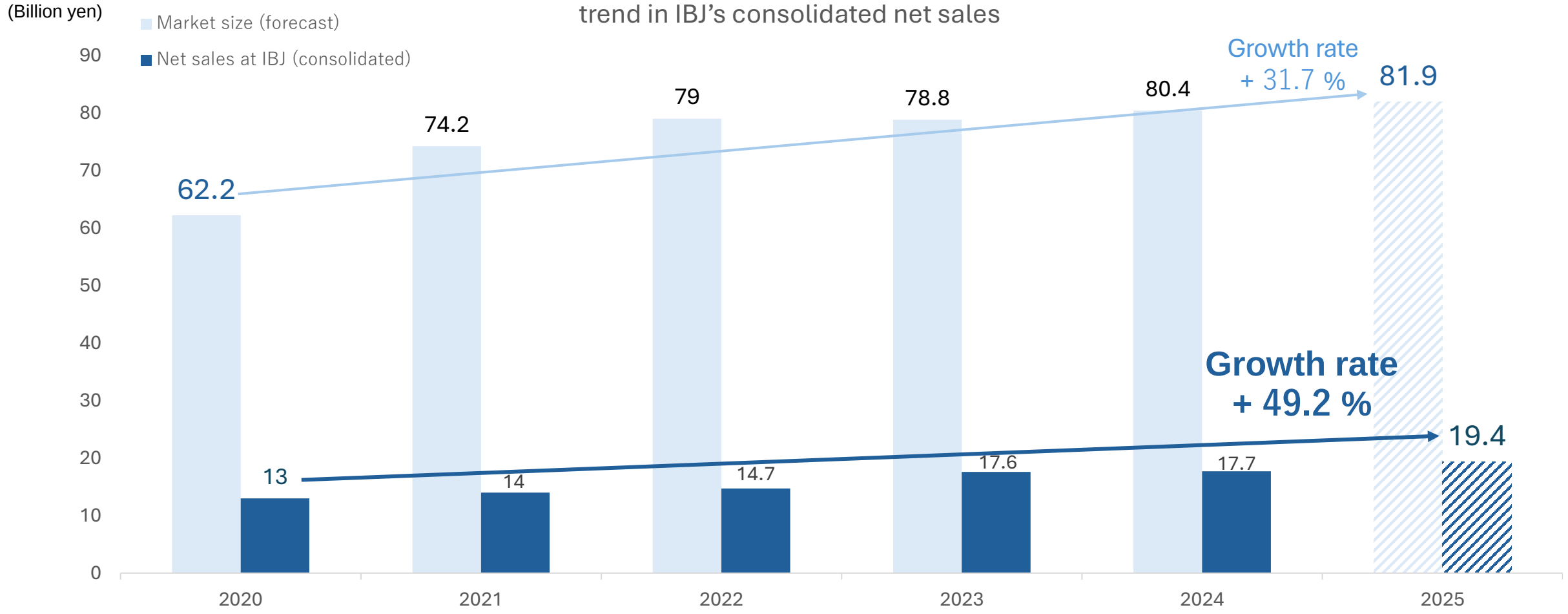
IBJ has continued to grow steadily, while the market expands only gradually.

Expected market size for dating/marriage matching services in Japan and trend in IBJ's consolidated net sales



(Source) A matching app dubbed "tapple" conducted a survey on online dating/marriage matching services in Japan: https://prtimes.jp/main/html/rd/p/000000092.000044116.html
Survey method: holding interviews with companies in the industry such as IBJ, Inc., ange, Tameny Inc., Bachelor Date, marrish Co., Ltd.; collecting data from research subjects and research institutes; gathering publicly available information

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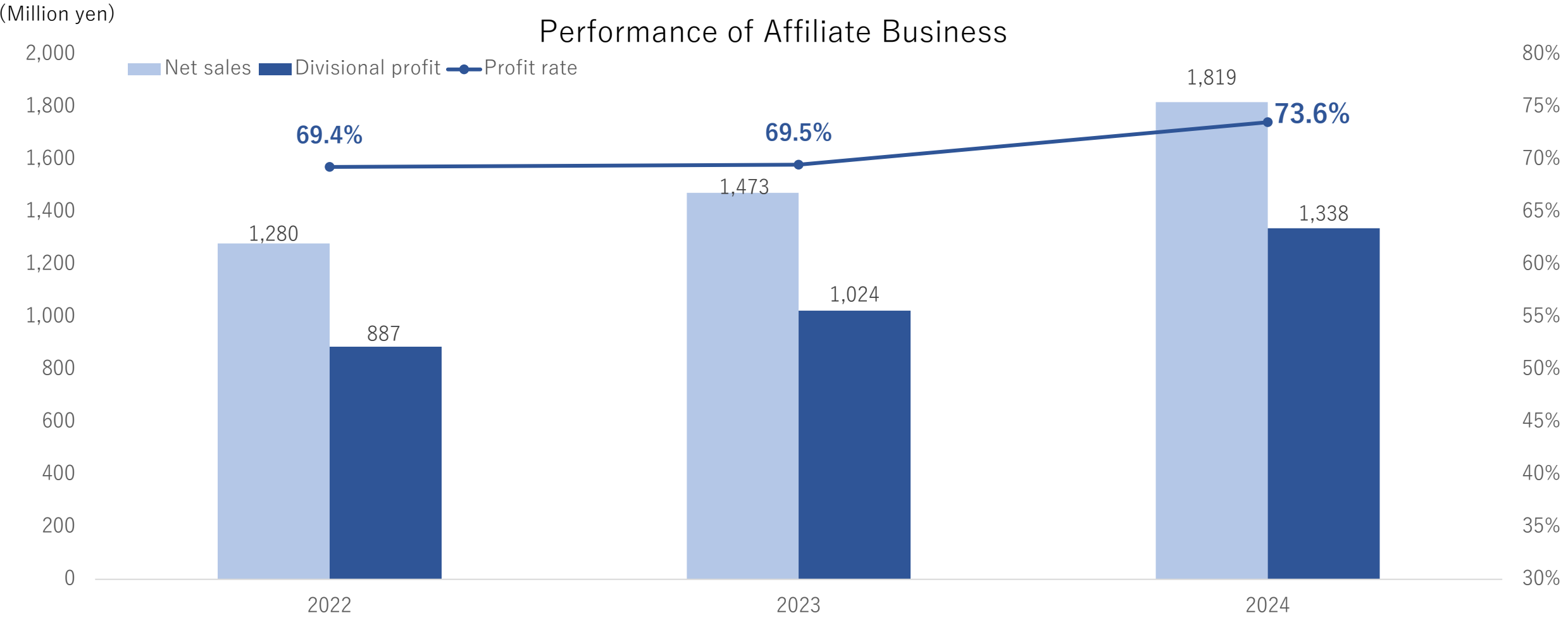
Profitability of Affiliate Business

Platform business is the most profitable of IBJ's businesses and achieves earnings growth every year
High profitability with a profit margin of approximately 70% on average over the past 3 years (2022-2024)



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Profitability in the Agency Business

Profit margins are also high at IBJ's member agencies, and the marriage agency business has excellent profitability

Example of IBJ Marriage Agency's revenue model (50 members scale)

Annual revenue
10.8 Million yen

Revenue from marriages
2.4 Million yen
(1 members x 200,000 yen x 12 months)

Membership enrollment revenue
2.4 Million yen
(2 member x 100,000 yen x 12 months)

Monthly membership fee revenue
6.0 Million yen
(50members x 10,000 yen x 12 months)

年間売上

1.0 Million yen

Annual growth margin
97.8 Million yen

年間粗利

IBJ Platform
Breakdown of usage cost image

①Data registration fees
48,000 yen (2,000 yen x 24 members)

②Account usage fees
45,600 yen (3,800 yen x 12 months)

③Account maintenance fees
120,000 yen (10,000 yen x 12 months)

④Member activity fees
450,000 yen (750 yen x 50members x 12 months)

⑤ Monthly membership fees
360,000 yen (30,000 yen x 12 months)

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4 Review of KPI and Mid-term Management Plan

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Summary for Review of KPI and Mid-term Management Plan

(1) Change KPI from 【Number of registered members】 to 【Number of IBJ paying members】

- To enable more realistic calculation of unit price by disclosing figures excluding members who are not billed due to membership suspension, etc., and using them as KPI.
- To enhance the transparency and soundness of IBJ Marriage Counseling Center and to distinguish it from other companies.

(2) “Number of Marriages” will be newly set as ‘Number of Married Couples’.

- KPIs are defined as KPIs with a high degree of certainty, excluding values that are estimates due to apps, parties, etc.
- The number of marriage confirmations (check-ups) between marriage counseling agencies will be used as a key indicator.

(3) Partial revision of the medium-term management plan (2027)

- Operating income was revised upward from 3.5 billion yen to 4.0 billion yen in light of the recent improvement in operating income margin.
- Revised the number of members and the number of marriages in accordance with the change in the definition of key indicators.

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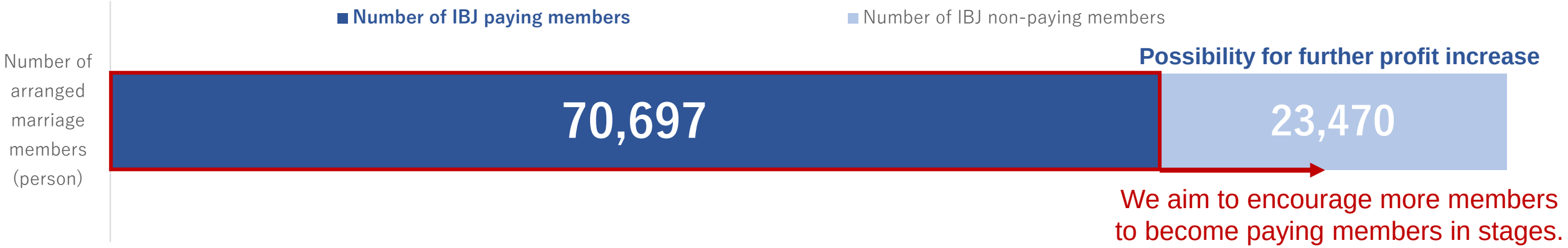
Number of IBJ Paying Members

We will replace the "number of arranged marriage members" with the "number of IBJ paying members" to visualize the actual profitability situation.

Breakdown of the "number of arranged marriage members" as of the end of December 2024



Number of IBJ paying members

Refers to the number of members who pay system registration and other fees to IBJ's affiliates and from whom IBJ receives revenue

Number of IBJ non-paying members

Refers to the number of members who are not charged due to reasons such as being in serious relationships or on leave of absence

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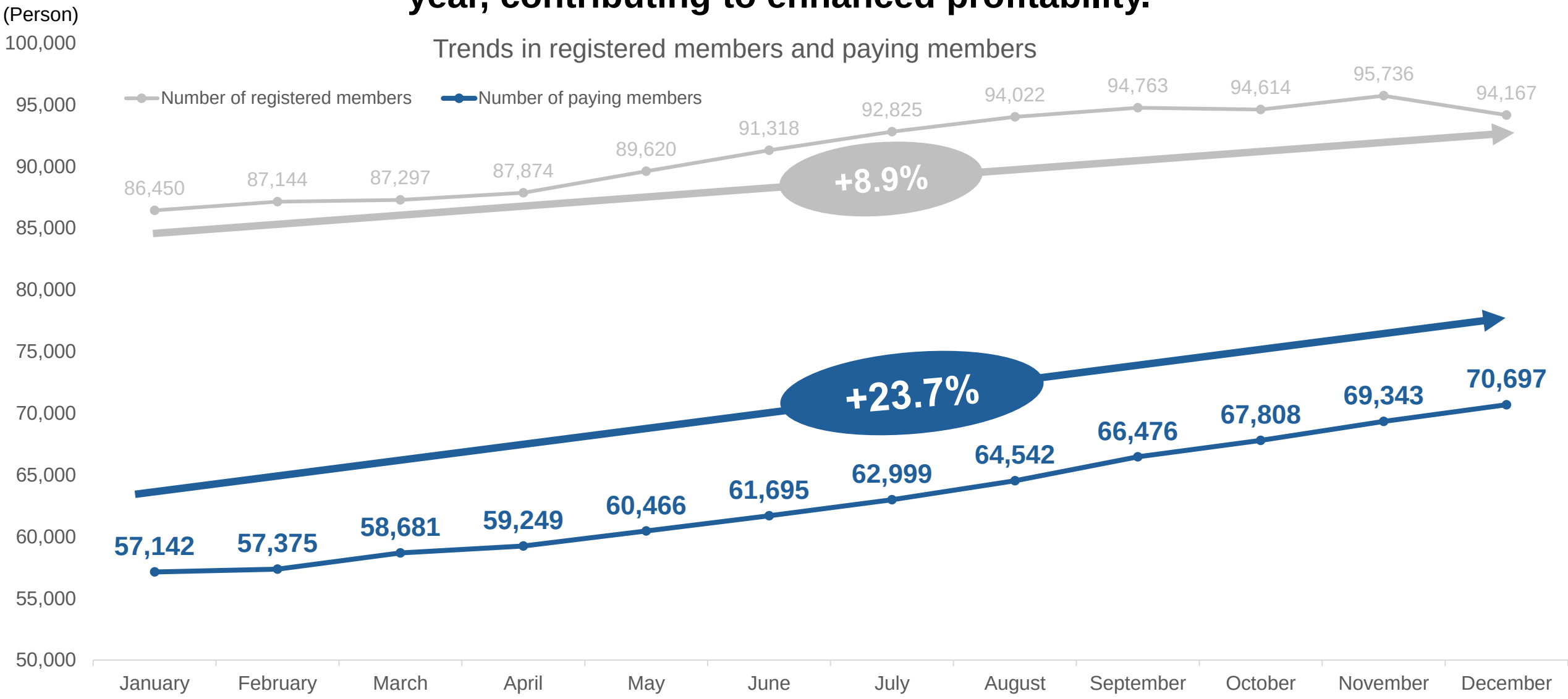
Trends in IBJ Registered Members and IBJ Paying Members

The number of paying members has steadily increased from the beginning of the fiscal year, contributing to enhanced profitability.



Number of Married Couples

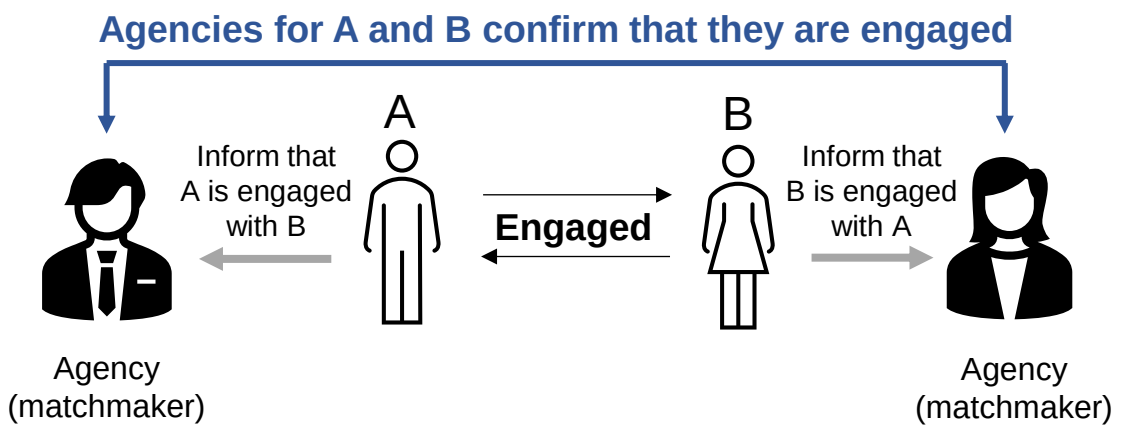
Parties, apps, and other items that are estimates are excluded.

The number of married couples is the sum of the two definitions in the marriage agency business.

Engagement confirmation cases

The number of married couples to whom the agencies provided support in the entire process from engagement to proposal, and **who the agencies on both sides confirmed to be engaged.**

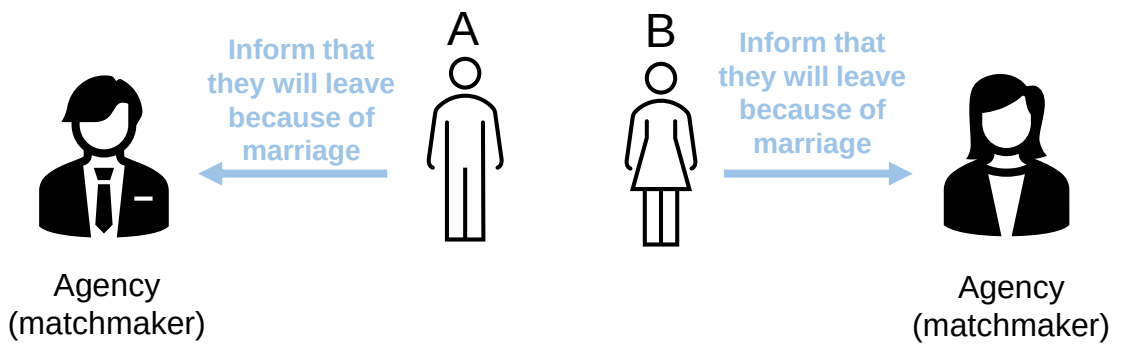
Process of engagement confirmation



Engagement notification cases

The number of married couples who their agencies did not confirm to have proposed marriage or been engaged, but **who notified the agencies that they would leave because they decided to marry.**

Process of engagement notification



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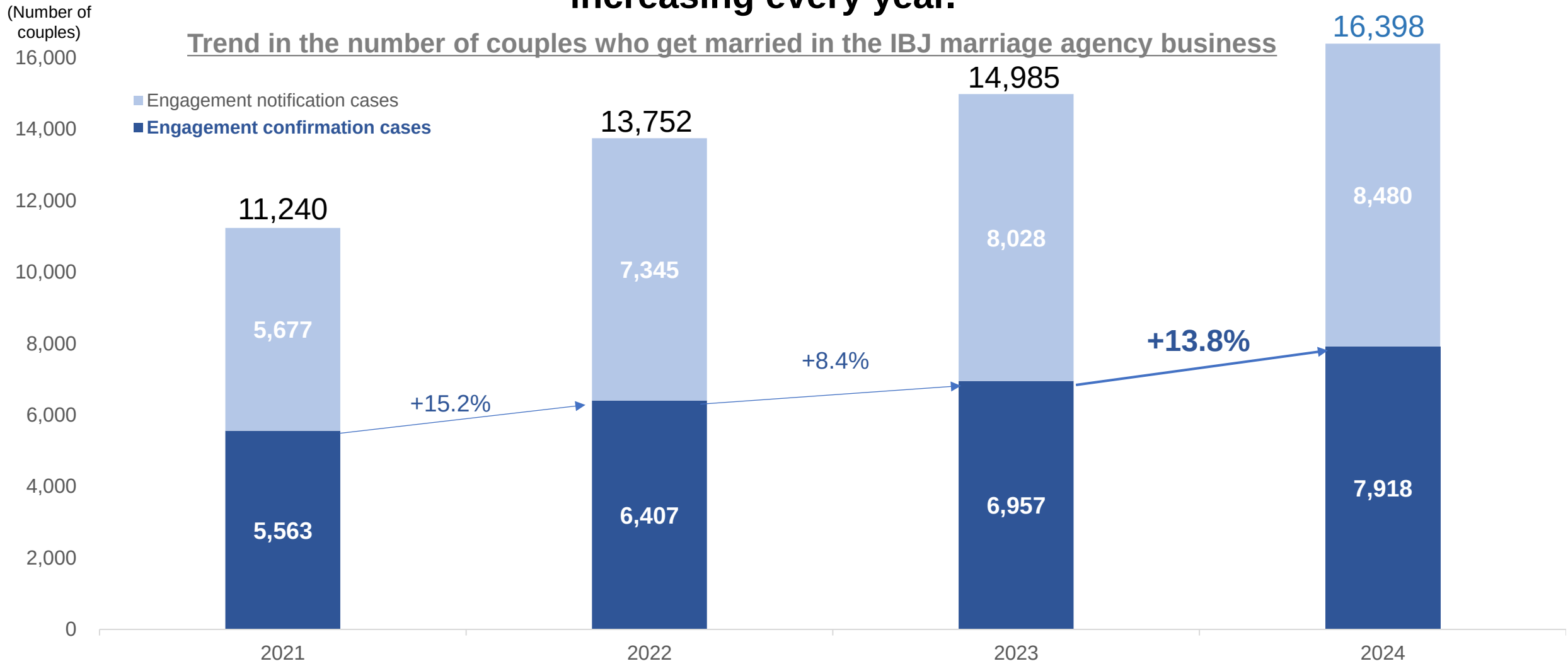
Number of Married Couples

The number of couples who get married in the IBJ marriage agency business has been increasing every year.



* The engagement confirmation base is the total of successful marriages within the IBJ platform (7,687 couples) and successful marriages between Sanmarie's own members (231 couples).
* The number of engagement offers is the total of marriages of IBJ platform members through other services or introductions by friends (6,959 couples) and marriages between ZWEI original members and marriages through other services or introductions by friends (1,501 couples).
* The number of marriages from 2021 to 2023 is calculated retroactively according to the new definition.

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Revised operating income target upward in line with recent profit margin improvement Changed the "number of matchmaking members" to "IBJ billing members," which is more directly related to revenue.

	2027 (before review)	2027 (after review)	Review Details
Net sales	240billion	240billion	No change
Operating profit	35billion	40billion	Target operating income revised upward by 5 billion yen
Number of married couples	20,000couples	20,000couples (10,000 couples based on internal confirmation)	Revision of accounting and calculation methods
Number of Marriage agency	7,000	7,000	Names and unification
Number of IBJ paying members	-	140,000	Establish new indicators as key indicators
Number of matching members	250,000	-	Exclude from key indicators in the mid-term management plan

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Steady progress, although the target is more stretched than initially expected.

	Actual 2024	2027 (after review)	rate of achievement
Net sales	177billion	240billion	73.8%
Operating profit	25billion	40billion	62.5%
Number of married couples	16,379couples (7,918 couples based on internal confirmation)	20,000couples (10,000 couples based on internal confirmation)	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%

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5 Summary by Segment

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Strong growth compared to last year due to the effect of O-Net membership

(Million yen)	2023 results	2024 results	Change	Growth rate
Net sales	2,973	3,365	+391	+13.2%
Divisional profit	1,827	2,227	+400	+21.9%
Profit rate	61.4%	66.2%	-	-

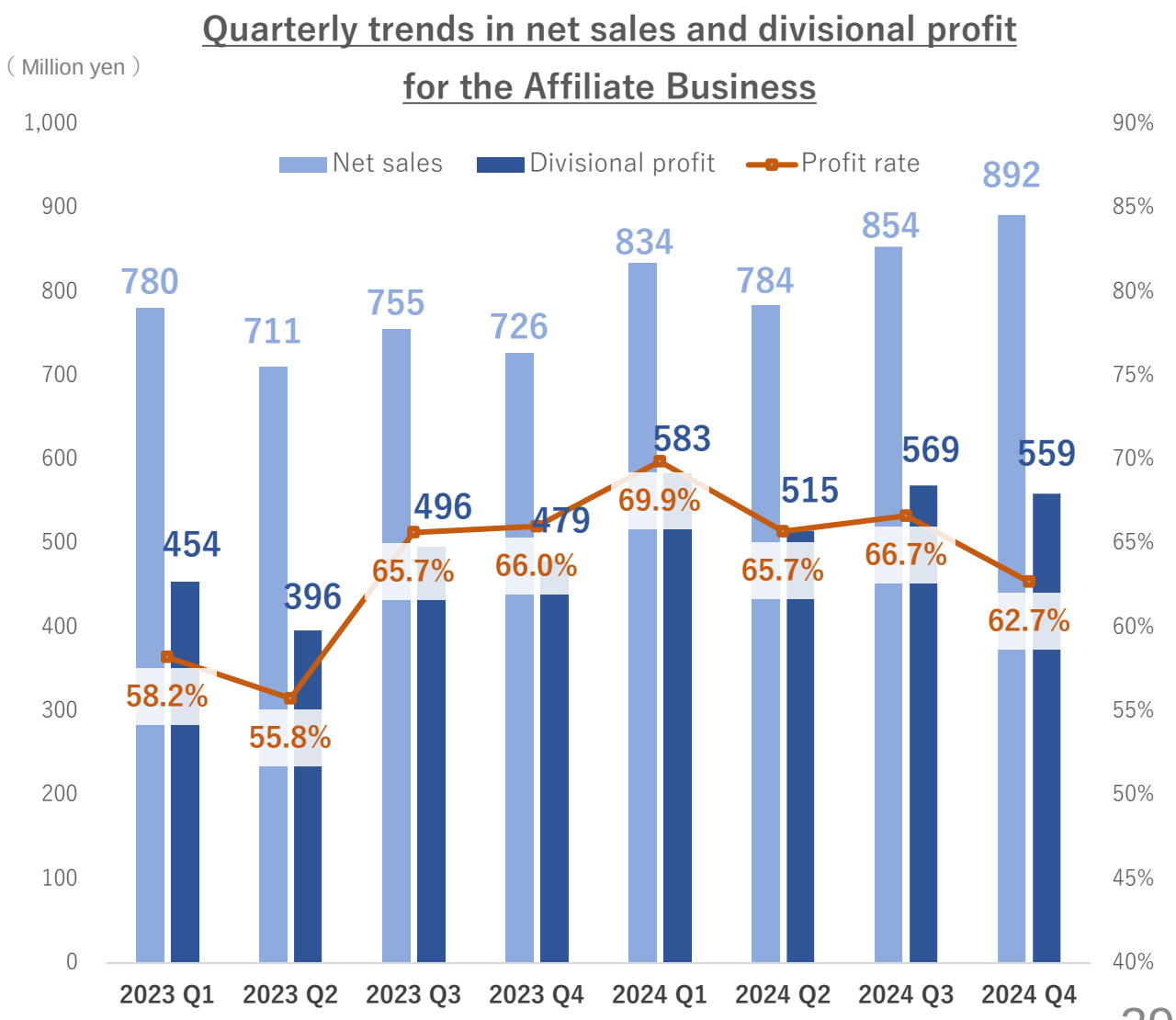
*Divisional profit is operating income plus internal transaction adjustments, plus depreciation + amortization of goodwill + amortization of long-term prepaid expenses.

Affiliate Business

Net sales and operating income were strong due to the expansion of the membership base through the addition of O-Net and an increase in the number of marriages due to strengthened cooperation among member agencies.
The company aims to further improve profit margins in the next fiscal year by revising pricing, which was done at the end of the fiscal year.

Agency Opening Support Business

A review of marketing and the training of sales staff have resulted in a steady increase in the cumulative number of openings to 964.
In the next fiscal year, the company will continue to improve advertising efficiency and staff training,In the next fiscal year, we will continue to improve advertising efficiency and staff training, while strengthening our approach to regional areas and raising franchise fees to further improve results.



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All 3 brands achieved YoY growth, led by ZWEI

(Million yen)	2023 results	2024 results	Change	Growth rate
Net sales	8,379	8,999	+619	+7.4%
Divisional profit	1,850	2,062	+211	+11.4%
Profit rate	22.1%	22.9%	-	-

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

IBJ Members

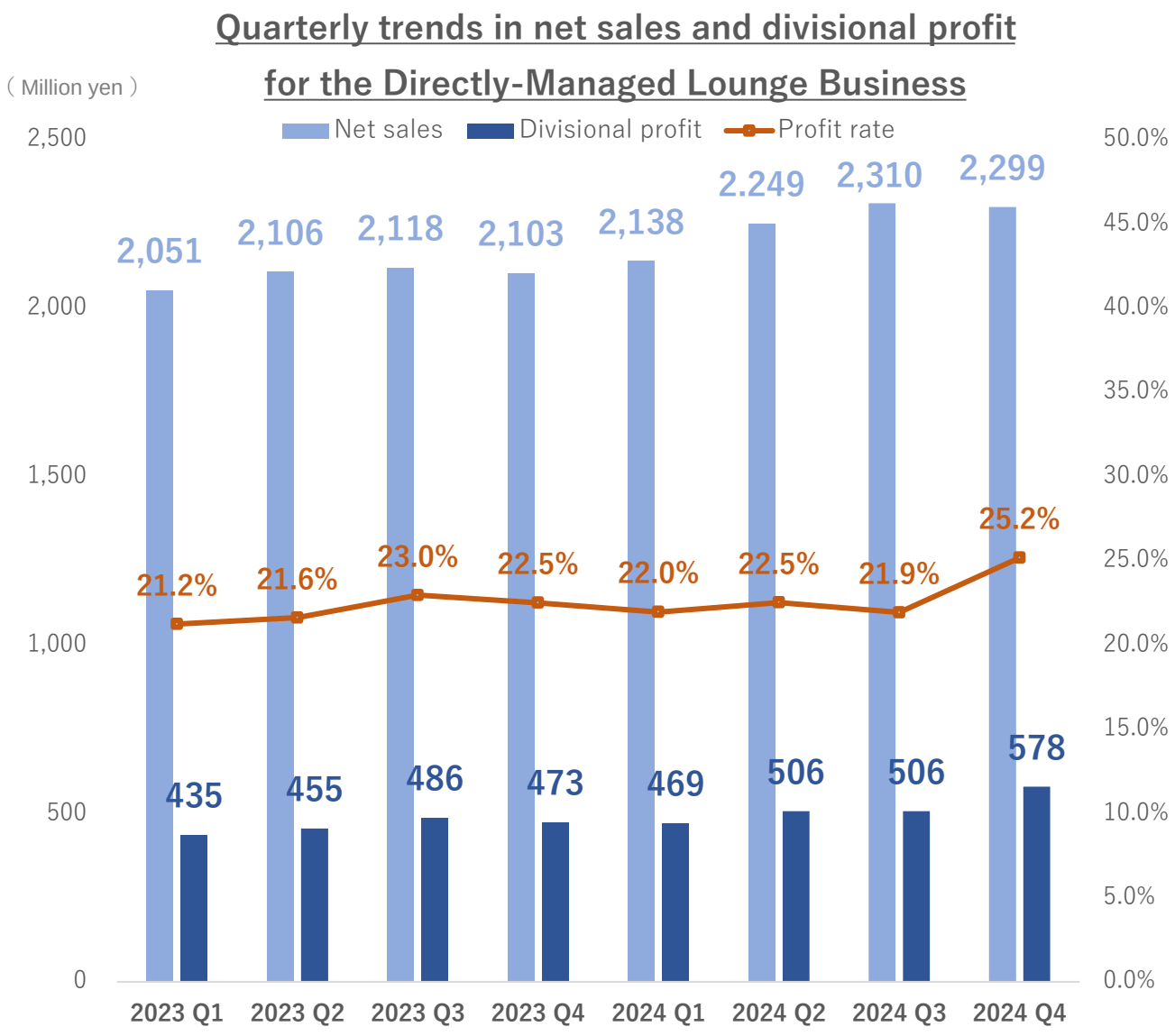
Option sales have increased the unit price per customer, while the number of enrollments has remained mostly unchanged. 2025 will be a year in which the company aims to strengthen its ability to acquire customers, with its top priorities being to strengthen cooperation with parties and human resource development.

ZWEI

Marketing measures were successful and enrollment remained steady. In the next fiscal year, in addition to continuing to strengthen marketing,In the next fiscal year, the company aims to achieve further business growth by aggressively opening new stores in addition to continuing to strengthen marketing.

Sunmarie

The number of enrollments increased significantly from the party due to the expansion of sales branches and the training of sales personnel. In the next fiscal year, the company aims to build a profitable organization by improving advertising efficiency while continuing to enhance its sales force.



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Overview of Matching Business and Growth Strategy

The company aims to maximize growth in the directly-managed store business through a change in services,However, the directly-managed store business performed well and the measures were successful.

(Million yen)	2023 results	2024 results	Change	Growth rate
Net sales	1,838	1,634	△203	△11.1%
Divisional profit	335	224	△110	△33.0%
Profit rate	18.2%	13.7%	-	-

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

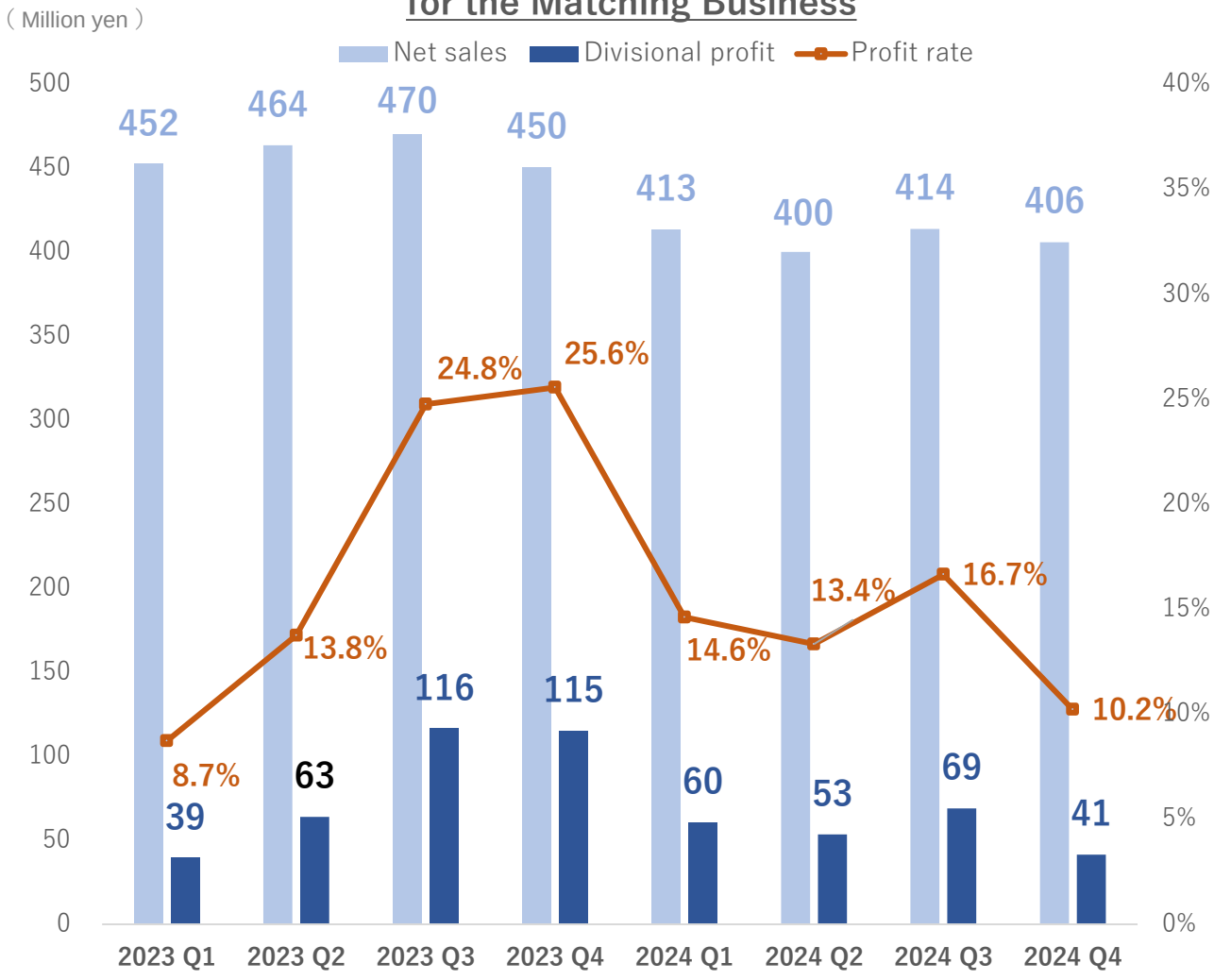
Party Business

In 2024, strengthen the role of IBJ Members and Sanmarie as gateway services in their directly managed business.
Furthermore, the service name was changed to “IBJ Matching”. Going forward, the company will continue to develop services that leverage the strengths of both marriage activity parties and matching applications.

App Business

Financial results were mostly unchanged. Both sales and profits declined temporarily due to the termination of the “IBJ Gohan Dating” service.
In 2025, the company aims to achieve earnings growth by strengthening its approach to municipalities and new areas and developing services.

Quarterly trends in net sales and divisional profit for the Matching Business



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Steady business growth in both the marriage activity peripheral business and K Village

(Million yen)	2023 results	2024 results	Change	Growth rate
Net sales	4,457	3,740	△717	△16.1%
Divisional profit	509	622	+112	+22.0%
Profit rate	11.4%	16.6%	-	-

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

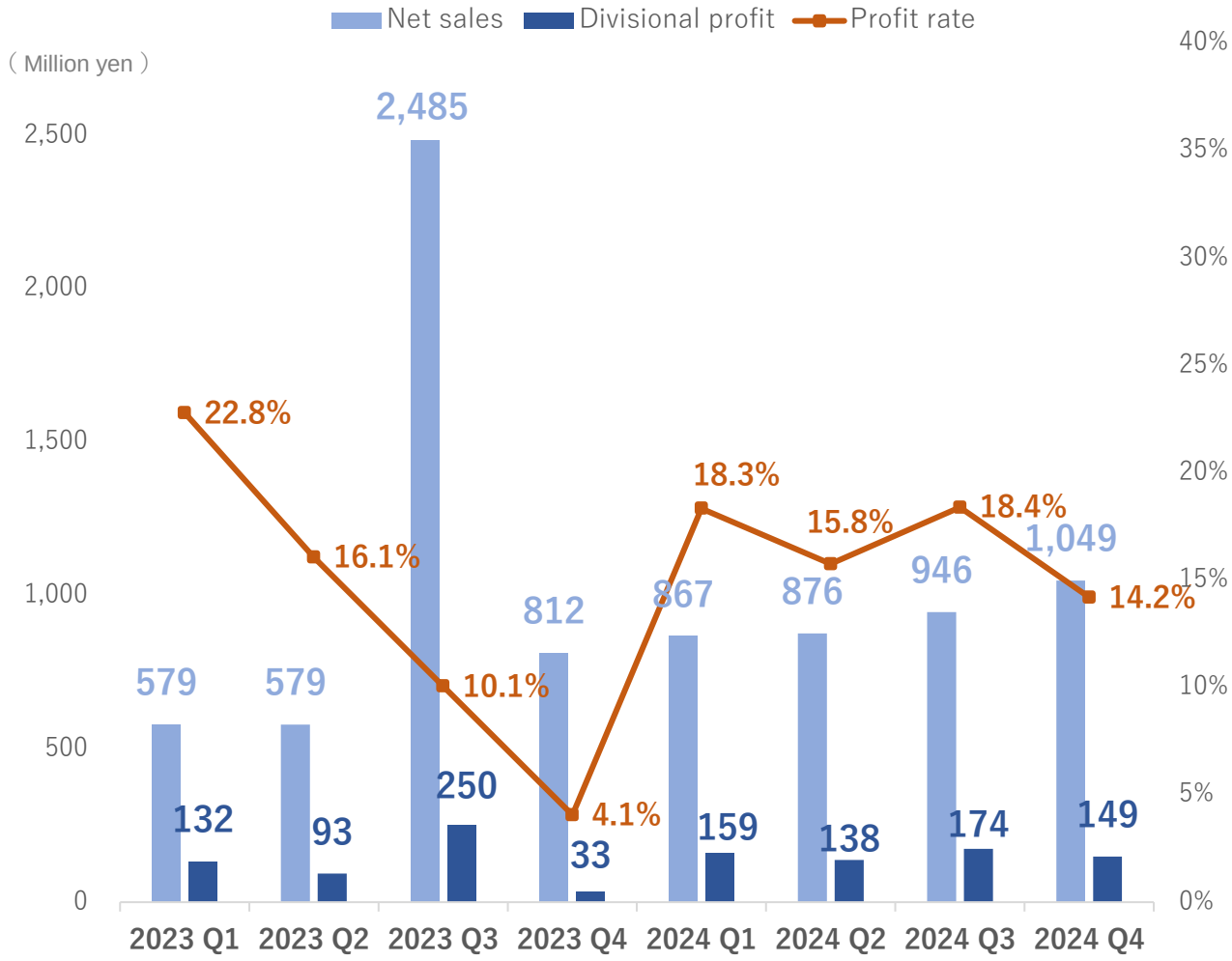
Peripheral areas of marriage activity (insurance, real estate, weddings, photography)

Steady performance growth in line with the increase in the number of marriages in the marriage agency business.
Aim to acquire more customers by establishing and strengthening routes to send customers from member marriage agencies in addition to directly managed agencies.

K Village

The mainstay language community and music community businesses achieved significant growth.
Growth was supported by a particularly strong increase in the opening of franchise schools in the music community business.
In 2025, the company aims to expand its business by strengthening marketing to further increase awareness.

Quarterly trends in net sales and divisional profit for the Life Design Business



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6 Reference

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Profit and Loss Statement (P/L)

(Million yen)	2023					2024					YoY (Change)	YoY (Pct. change)
	1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year		
Net sales	3,864	3,861	5,830	4,093	17,649	4,254	4,311	4,525	**4,647**	17,739	**+90**	**+0.5%**
Cost of sales	156	158	1,939	298	2,552	294	296	317	**367**	1,276	△1,276	△50.0%
Gross profit	3,707	3,702	3,891	3,795	15,096	3,959	4,014	4,208	**4,280**	16,463	+1,366	+9.1%
SG&A	3,173	3,272	3,114	3,305	12,865	3,295	3,408	3,489	**3,690**	13,884	+1,018	+7.9%
Operating income	534	430	776	489	2,230	663	606	719	**589**	2,579	**+348**	**+15.6%**
Total non-operating income	16	31	32	△0	80	3	5	△1	**4**	11	△69	△85.7%
Total non-operating expenses	3	5	4	5	19	5	5	6	**11**	28	+9	+49.6%
Ordinary income	547	456	804	483	2,292	662	606	711	**581**	2,561	**+269**	**+11.7%**
Total extraordinary income	69	248	82	—	400	82	1	—	1	85	△315	△78.7%
Total extraordinary loss	0	31	4	293	330	—	23	0	**345**	368	+38	+11.6%
Net income attributable to owners of parent	365	440	571	252	1,629	481	385	450	**206**	1,523	**△105**	**△6.5%**

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Only major items are excerpted; for details, please refer to the financial statements.

Balance Sheet (B/S)

(Million yen)	2023				2024				Prior year throughput ratio (fluctuation)	Prior year throughput ratio (Percentage)
	1Q	2Q	3Q	Full-year	1Q	2Q	3Q	Full-year		
Current assets	7,471	7,722	8,109	8,091	6,170	7,035	7,310	8,918	+827	+10.2%
Cash and deposits	3,141	3,052	3,887	3,789	2,489	2,830	2,743	4,198	+409	+10.8%
Non-current assets	7,803	8,417	8,364	10,029	10,134	10,242	10,318	9,547	△482	△4.8%
Total assets	15,275	16,140	16,473	18,120	16,305	17,277	17,629	18,465	+345	+1.9%
Current liabilities	4,036	4,569	5,464	7,187	5,426	5,126	4,709	5,220	△1,966	△27.4%
Non-current liabilities	3,139	3,091	2,921	2,908	3,261	4,124	4,401	4,274	+1,365	+47.0%
Total liabilities	7,175	7,661	8,386	10,096	8,687	9,250	9,111	9,495	△601	△6.0%
Total net assets	8,099	8,478	8,086	8,023	7,617	8,027	8,518	8,970	+946	+11.8%
Total liabilities and net assets	15,275	16,140	16,473	18,120	16,305	17,277	17,629	18,465	+345	+1.9%

Only major items are excerpted; for details, please refer to the financial statements.

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Net sales and Divisional Profit by Business

(Million yen)		2023					2024					YoY (Change)	YoY (Pct. change)
		1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year		
Affiliate Business	Net sales	780	711	755	726	2,973	834	784	854	892	3,365	+391	+13.2%
	Agency Opening Support Business	420	362	379	336	1,499	419	344	388	392	1,545	+45	+3.1%
	Affiliate Business	359	348	375	390	1,473	414	440	465	499	1,819	+345	+23.4%
	Divisional profit	454	396	496	479	1,827	583	515	569	559	2,227	+400	+21.9%
	Agency Opening Support Business	218	171	217	195	802	269	192	222	205	889	+86	+10.8%
	IBJ Platform Business	235	225	279	284	1,024	313	323	347	354	1,338	+314	+30.6%
Directly-Managed Lounge Business	Net sales	2,051	2,106	2,118	2,103	8,379	2,138	2,249	2,310	2,299	8,999	+619	+7.4%
	Divisional profit	435	455	486	473	1,850	469	506	506	578	2,062	+211	+11.4%
Matching Business	Net sales	452	464	470	450	1,838	413	400	414	406	1,634	△203	△11.1%
	Party Business	270	280	274	260	1,085	230	217	229	230	908	△176	△16.3%
	App Business	182	183	196	190	752	182	182	184	175	725	△26	△3.6%
	Divisional profit	39	63	116	115	335	60	53	69	41	224	△110	△33.0%
	Party Business	0	28	52	57	139	22	20	32	17	93	△45	△32.7%
	App Business	38	35	64	57	196	37	33	36	23	130	△65	△33.3%
Life Design Business	Net sales	579	579	2,485	812	4,457	867	876	946	1,049	3,740	△717	△16.1%
	Divisional profit	132	93	250	33	509	159	138	174	149	622	+112	+22.0%

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

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KPI by Business (Marriage Agency Business)

By period		2023					2024					YoY (Change)	YoY (Pct. 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***	**3,803**	**3,883**	**4,050**	**4,125**	—	**4,211**	**4,317**	**4,428**	**4,502**	—	**+377**	**+9.1%**
	Number of new business openings	**268**	**220**	**239**	**217**	944	**225**	**235**	**248**	**256**	964	**+20**	**+2.1%**
	Number of new memberships	**12,225**	**13,087**	**13,496**	**12,554**	51,362	**13,639**	**16,280**	**17,161**	**17,225**	64,305	**+12,943**	**+25.2%**
	└Affiliate Business	7,317	7,910	8,526	8,208	31,961	8,624	10,649	11,352	12,275	42,900	+10,939	+34.2%
	└Directly-Managed Lounge Business	4,908	5,177	4,970	4,346	19,401	5,015	5,631	5,809	4,950	21,405	+2,004	+10.3%
	Number of IBJ Registered Members*	**82,371**	**84,360**	**85,855**	**85,854**	—	**87,297**	**91,318**	**94,763**	**94,167**	—	**+8,313**	**+9.7%**
	└Affiliate Business	58,461	59,633	60,524	60,581	—	60,915	63,637	65,727	65,777	—	+5,196	+8.6%
	└Directly-Managed Lounge Business	23,910	24,727	25,331	25,273	—	26,382	27,681	29,036	28,390	—	+3,117	+12.3%
	Number of IBJ Paying members*	**53,065**	**54,262**	**55,542**	**55,850**	—	**58,681**	**61,695**	**66,476**	**70,697**	—	**+14,847**	**+26.6%**
	└Affiliate Business	32,144	32,936	33,785	33,993	—	36,281	38,472	42,348	46,213	—	+12,220	+35.9%
	└Directly-Managed Lounge Business	20,921	21,326	21,757	21,857	—	22,400	23,223	24,128	24,484	—	+2,627	+12.0%
	Number of arranged marriage meetings	**178,172**	**192,070**	**197,754**	**196,819**	764,815	**205,706**	**220,157**	**230,081**	**232,026**	887,970	**+123,155**	**+16.1%**
	└Affiliate Business	108,110	118,079	120,472	122,527	469,188	125,561	135,712	143,265	145,843	550,381	+81,193	+17.3%
	└Directly-Managed Lounge Business	70,062	73,991	77,282	74,292	295,627	80,145	84,445	86,816	86,183	337,589	+41,962	+14.2%

*As of the end of each quarter

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KPI by Business (Matching Business and Life Design Business)

By period		2023					2024					YoY (Change)	YoY (Pct. change)
		1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year		
Matching Business	Number of party participants	95,715	91,375	82,731	75,946	345,767	70,610	74,525	82,143	79,443	306,721	△39,046	△11.3%
	Number of parties held	8,284	7,787	7,477	7,208	30,756	6,956	7,967	8,746	7,744	31,413	+657	+2.1%
	Number of matches (apps) *	289,162	313,518	312,258	279,486	1,194,424	312,308	318,044	310,124	256,394	1,196,870	+2,446	+0.2%

By period		2023					2024					YoY (Change)	YoY (Pct. change)
		1Q	2Q	3Q	4Q	Full-year	1Q	2Q	3Q	4Q	Full-year		
Life Design Business	Number of signing a contract (insurance & wedding) *	420	382	432	466	1,700	607	571	570	606	2,345	+645	+37.9%
	The number of Selfit arranged marriage meeting photos taken	930	1,229	1,340	1,198	4,697	1,403	2,380	2,523	2,171	8,477	+3,780	+80.5%
	K village Number of students (Korean & voice training) *	12,450	13,118	14,010	14,696	–	15,909	17,423	18,888	19,816	–	+5,120	+34.8%

*Number of insurance contracts per product contracted; if one customer contracts two products, it is counted as two contracts.
*K village Number of students As of the end of each quarter.

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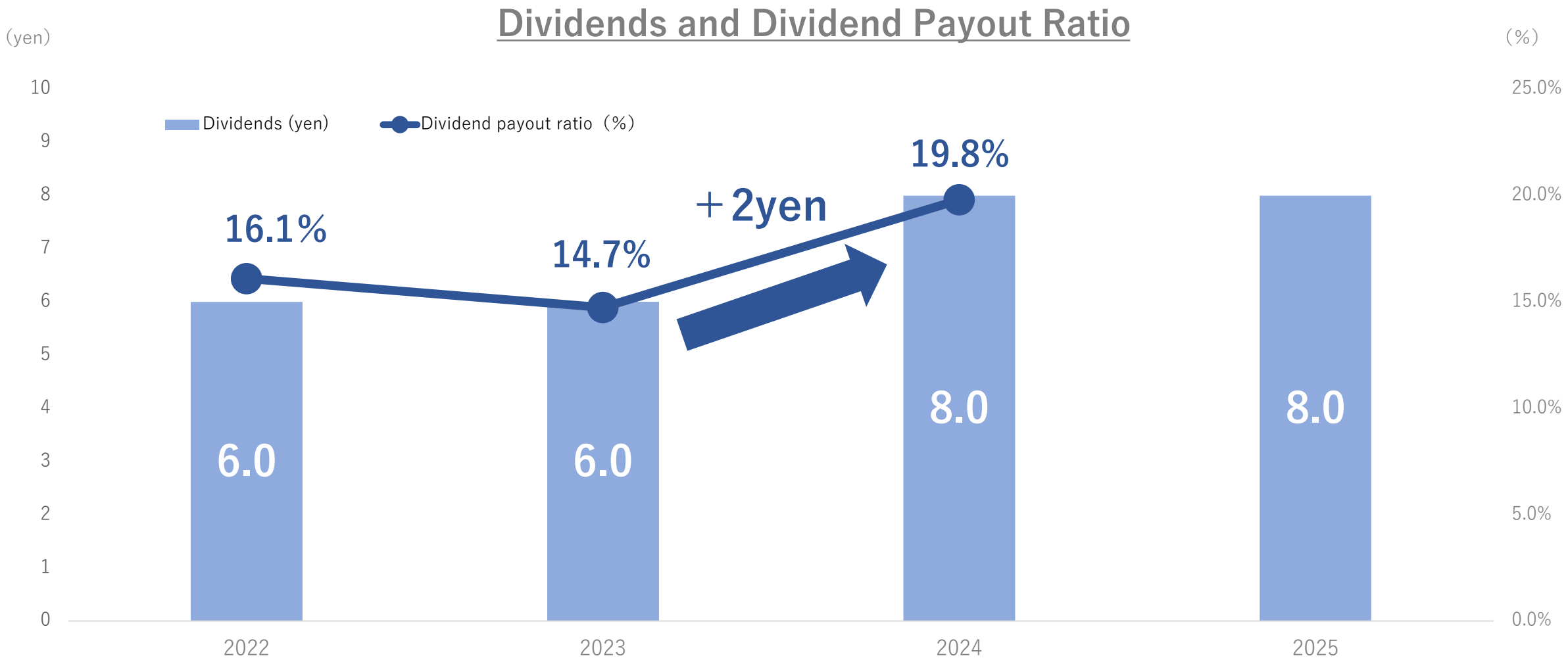
Shareholder returns (dividends and treasury stock repurchases)

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



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Our Unique Business Model

Operating the largest marriage-hunting platform in Japan with directly managed lounges and franchisees.

Matching Business
(gateway service)

(Marriage-hunting party)

IBJ Matching

(marriage-hunting apps)

Bridal Net

youbride

Marriage Agency Business

Directly-Managed Lounge Business

IBJメンバーズ Zwei

サンマリエ

Expanding member base

Affiliate Business

Life Design Business

(weddings)

ウエディングnavi

(insurance agency)

IBJライフデザインサポート

(living)

IBJファイナンシャルアドバイザリー株式会社

(music community)

苦手を好きに　好きが得意に NAYUTAS by K Village

(language community)

1レッスン550円からの韓国語スクール K Village 韓国語

The matching business is the gateway service for our marriage agency business, and our life design business primarily targets the growing number of marriages between members

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Business Model (Matching 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

Sending marriage-hunting members who are highly motivated

IBJ Matching

Directly-Managed Lounge agency

Support offered from getting the membership to meeting partner candidates

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Business Models (Marriage agency Business)

Directly-Managed Marriage agency Business

Initial cost: ￥90,000 to ￥300,000
Monthly membership fee※: ￥15,000
Marriage fee: ￥200,000

*Price per capita

Directly-Managed Marriage agency

IBJメンバーズ
zwei
サンマリエ

Members of directly managed lounges

Marriage Supporting

Counselor

Affiliate Business

Initial cost: ￥100,000
Monthly membership fee: ￥10,000
Marriage fee: ￥200,000

*Pricing varies by lounge
*Price per capita

Franchised lounge

Membership fee: ￥2,000,000 (individual)
Corporate: ￥4,000,000
Monthly membership fee: ￥30,000 (average spend)

*Differ according to the number of members at each consultation center

[Affiliate Business]

IBJ

IBJ affiliates member

Marriage Supporting

Matchmaker

Systems and know-how

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Business Models (1) (Life design Business)

High engagement rates are achieved through a comprehensive service line that extends to after marriage.

Marriage-hunting domain → **Marriage** → **Life design domain**

Matchmaker

Accompanied-style service

Passing the baton

Planner

Supporting Married Couples

Interviews with members who are engaged in marriage to hear their values and wishes

Proposals in line with customers' wishes based on the content of interviews

IBJ's Unique Advantages

High level of trust in matchmakers who stayed with them until marriage, and high effectiveness in sending customers to the life design area

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(Sustainability) Promoting SDGs

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)

Materiality	Goal	Target
• **Running business with attention to the environment** (environmental efficiency of our business operations)	7 エネルギーをみんなに そしてクリーンに	7.3
Reducing power use (reducing overtime, introducing LED lighting) Saving paper (going paperless)	13 気候変動に具体的な対策を	13.1

S (Society)

Materiality	Goal	Target
• **Providing a safe place to meet potential partners** (data security, protection of personal information)	4 質の高い教育をみんなに	4.4
• **Securing expert personnel and developing personnel** (diversity and inclusion, training program)	8 働きがいも経済成長も	8.1 8.2 8.5
• **Corporate citizenship activities (contributing to communities)** (Vitalizing marriage-hunting business through collaborations between regional corporations, banks and municipalities)	10 人や国の不平等をなくそう 16 平和と公正をすべての人に	10.3 16.3

G (Governance)

Materiality	Goal	Target
• **Code of conduct** • **Corporate governance** Ensuring healthy and transparent business management with dynamic and flexible management, and enhanced management monitoring functions	16 平和と公正をすべての人に	16.3 16.5 16.6 16.7

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Corporate History

2006	・IBJ Inc. is established and the Japan Association of Marriage Agency Platform Business is launched ・Took over the Bridal Net and Marriage hunting party business (IBJ Matching) from the predecessor company
2012	・Listed on the Osaka Stock Exchange JASDAQ Market (currently the Tokyo Stock Exchange)
2014	・Changed to the Second Section of the Tokyo Stock Exchange
2015	・**Listed on the First Section of the Tokyo Stock Exchange**
2018	・Selected as one of "Asia's 200 Best Under A Billion" by Forbes Asia ・Established IBJ Financial Advisory Co., Ltd. to operate real estate business
2019	・Made Sunmarie Co., Ltd. and K Village Co., Ltd. subsidiaries
2020	・Made ZWEI Co., Ltd. subsidiaries
2022	・**Transitioned to the Tokyo Stock Exchange Prime Market**
2023	・ Capital and business alliance with O-Net Inc.
2024	・Number of marriage agencies exceeded 4,500 companies ・**The number of new members enrolled in the IBJ marriage agencies achieved a record high of 64,305**

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Company Profile

Company name: IBJ, Inc.

Date of Establishment: February 2006

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

Number of Employees: 1,236 (December 2024)

Directors:
President and Representative Director: Shigeru Ishizaka
Executive Vice President: Kenjiro Tsuchiya
Director: 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: Syuhei Takahashi

Listing Market: Tokyo Stock Exchange Prime Market (6071)

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TSE Prime Market: 6071

IBJ, Inc

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These presentation materials are prepared as a reference for investors to give them an understanding of the current status of IBJ, Inc. The information contained in this presentation is based on a generally accepted understanding of economic and social conditions as of August 2024 as well as certain assumptions considered to be rational. The information contained herein may be altered without notice due to changes in the business environment and other such reasons.

The updated information on IR is available on our official LINE account.

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IBJ

人と人をつなぐのは、人だと思う。

An Interpersonal encounter is arranged only by a human.

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