



Shareholder Proposal to Tameny Inc. (TSE Growth: 6181)

April 15, 2025

Content of this proposal

(1) Proposal: Appointment of an outside director (1)

Candidate for outside director (1)  Director and Senior Executive Officer, IBJ Yasuyuki Yokogawa	October 2016	Supervisor, Lounge Business Department	What can be expected from Mr. Yokogawa ✓ Provide strategic advice, leveraging industry knowledge and best practices ✓ Plan and execute concrete measures for management reform and business expansion ✓ Strengthen governance for supporting the sustainable growth of Tameny
	March 2017	Director, IBJ, Inc. (current position)	
	January 2018	Supervisor, Event Business Department	
	January 2019	Representative Director, Sunmarie Co., Ltd.	
	January 2023	Chairman and Representative Director, Selfit Co., Ltd. Chairman and Representative Director, Salon Selfit Co., Ltd.	
	March 2023	Representative Director and Vice President, ZWEI inc.	
	January 2024	Executive Vice President, O-net, Inc. (current position)	
	October 2024	Supervisor, Sales Division (current position)	
	December 2024	Supervisor, Affiliate Division (current position)	

Reasons for recommendation

Mr. Yokogawa has excellent abilities as a corporate manager, having served as the Supervisor of IBJ's directly-managed marriage-hunting lounge business; the Representative Director of Sunmarie Co., Ltd., a long-established marriage agency that is a group company; and as the Executive Vice President of O-net, Inc., a major marriage agency with which IBJ has a capital and business alliance. He will provide strong leadership based on his sales track record, marketing know-how, and experience in organizational formation, such as human resource development and compliance, thereby contributing to improving Tameny's business performance and market capitalization by strengthening its sales force.

Content of this proposal

(2) Proposal: Appointment of an outside director (2)

Candidate for outside director (2)			What can be expected from Mr. Tsunemi
	January 2015	General Manager, Federation Department	
	October 2019	General Manager, Kansai Branch Office	
	April 2022	General Manager, Tokai Branch Office	
	January 2023	Supervisor and General Manager, Business Administration Department	
	March 2023	Executive Officer, IBJ, Inc. (current position) Representative Director and President, IBJ financial advisory Corporation (current position)	
	January 2024	Supervisor, Wedding Business Department	
	March 2024	Supervisor, Event Business Division	
Executive Officer		December 2024	Representative Director and Chairman, Selfit Co., Ltd. (current position)
Tetsuaki Tsunemi		March 2025	Outside Director of ZWEI inc. . (current position) Outside Director of Sunmarie Co., Ltd. (current position)

Reasons for recommendation

Mr. Tsunemi has knowledge and experience in many areas of business, having served as General Manager and branch manager of IBJ's directly-managed marriage-hunting lounge business and Marriage Consulting Federation business; in addition, after supervising the business administration division, he has served as Representative Director and Chairman of Selfit Co., Ltd., a group company which operates not only in the marriage-hunting field but also in the wedding business and marriage-hunting photography. Based on his extensive business experience, expertise in business management, and track record in implementing growth strategies for various business divisions, he will further develop and expand Tameny's business.

Outline of the reform resulting from the election of the two candidates

Proposed reform (1) Use IBJ's platform to promote successful matches

[Specific content]

- Introduction of a new matching system utilizing IBJ's platform
- Implementation of joint promotions to improve the marriage rate
- Strengthening of efficient marriage-hunting support measures using data analysis

Reform proposal (2) Strengthen responses to management issues

[Specific details]

- Performing detailed analysis and disclosure of factors contributing to the deterioration in performance that has occurred over the past several years
- Development and implementation of revenue improvement measures and specific action plans
- Review of the management policy and presentation of a medium- to long-term growth strategy

Promotion of management strategy and strengthening of governance through the participation of new outside directors

Current members of the Board of Directors



Representative Director
and President
Shigeru Sato



Representative Director
and Chairman
Kensuke Kurisawa



Outside Director
Fujio Komura



Outside Director
Hiromi Watase



- **Proposals and opinions at meetings of the Board of Directors**

- **Contribute to improved business performance by strengthening cooperation and collaboration with IBJ**

- **Strengthen governance from the perspective of independent officers**

Candidates for new outside directors



Outside Director Candidate
Yasuyuki Yokogawa



Outside Director Candidate
Tetsuaki Tsunemi

Table of contents

1. IBJ's strategy

2. Reasons why Tameny and IBJ can achieve growth together

3. What IBJ can do to support Tameny's medium-term management plan

1. IBJ's strategy

IBJ is a leader in the marriage-hunting industry



Number of marriages between members

Number of paid IBJ members

Net sales

16,398 couples

70,697

JPY 17.7 billion

Of which, 7,918 couples confirmed (2024 results)

(As of the end of December 2024) (Fiscal year ended December 31, 2024)

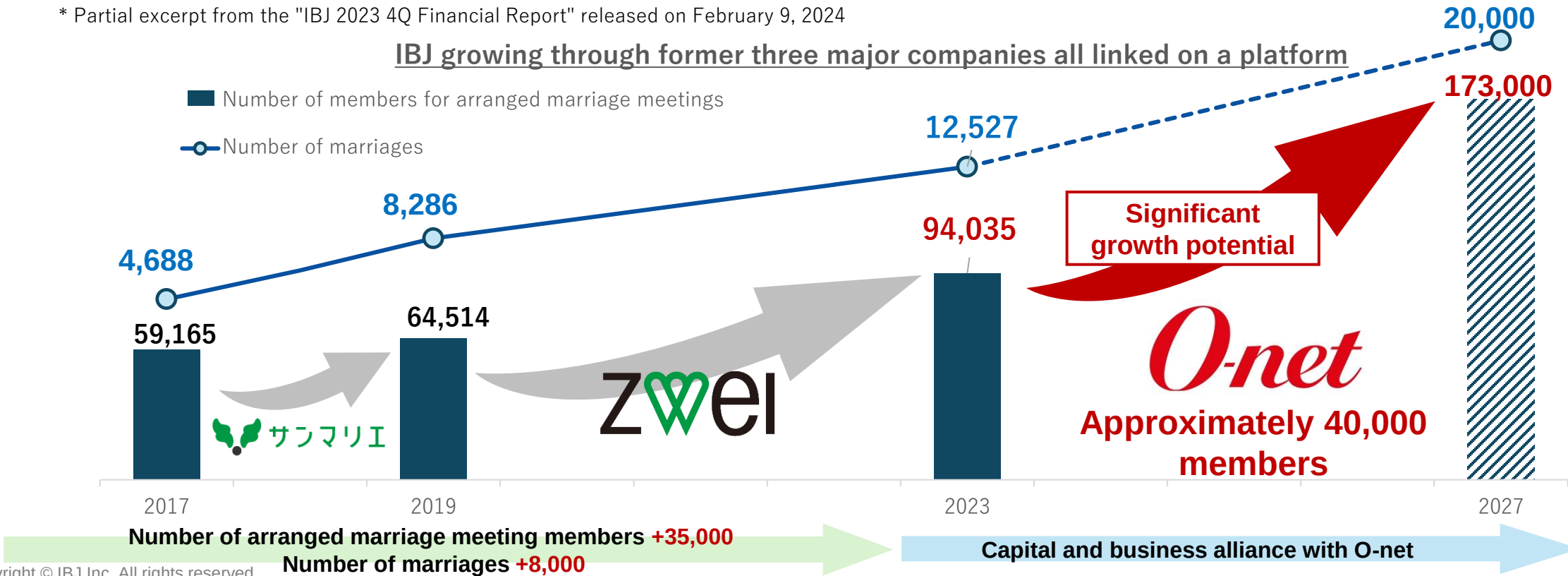
Development of services with a high level of customer satisfaction with the emphasis that a **successful match means getting engaged**

* No. 1: According to Japan Marketing Research Organization, Inc. (number of marriages between members: total for 2024, number of members: as of December 31, 2024, market research in designated areas for the fiscal year ended February 28, 2025), * Number of marriages between members: number of successful matches within IBJ Federation
* 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.

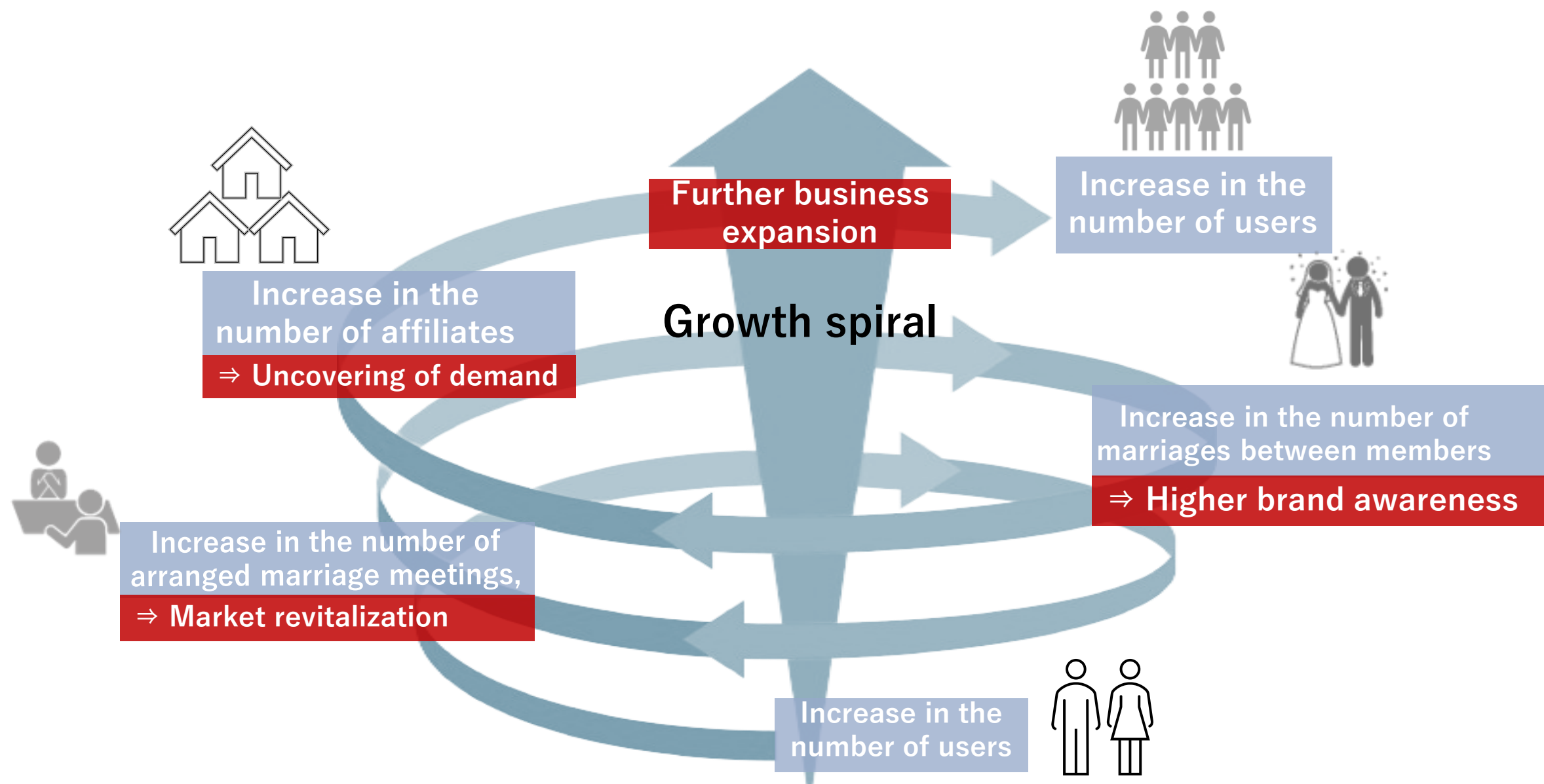
IBJ has revitalized long-established marriage-hunting agencies and contributed to rapid growth in the marriage-hunting industry

Sunmarie	January 2019 Group consolidation	Became profitable one year after consolidation. Sales had increased 1.80 times five years after consolidation.
ZWEI	May 2020 Group consolidation	Became profitable one year after consolidation. Sales had increased 2.87 times four years after consolidation.
O-net	2023 Capital and business alliance	Increase in the number of matchmaking and marriages, as well as LTV.

* Partial excerpt from the "IBJ 2023 4Q Financial Report" released on February 9, 2024



IBJ will achieve a synergistic growth spiral and uncover latent demand



2.  **tameny** ×  **IBJ**

**Reasons why Tameny and IBJ
can achieve growth together**

Marriage-hunting support system

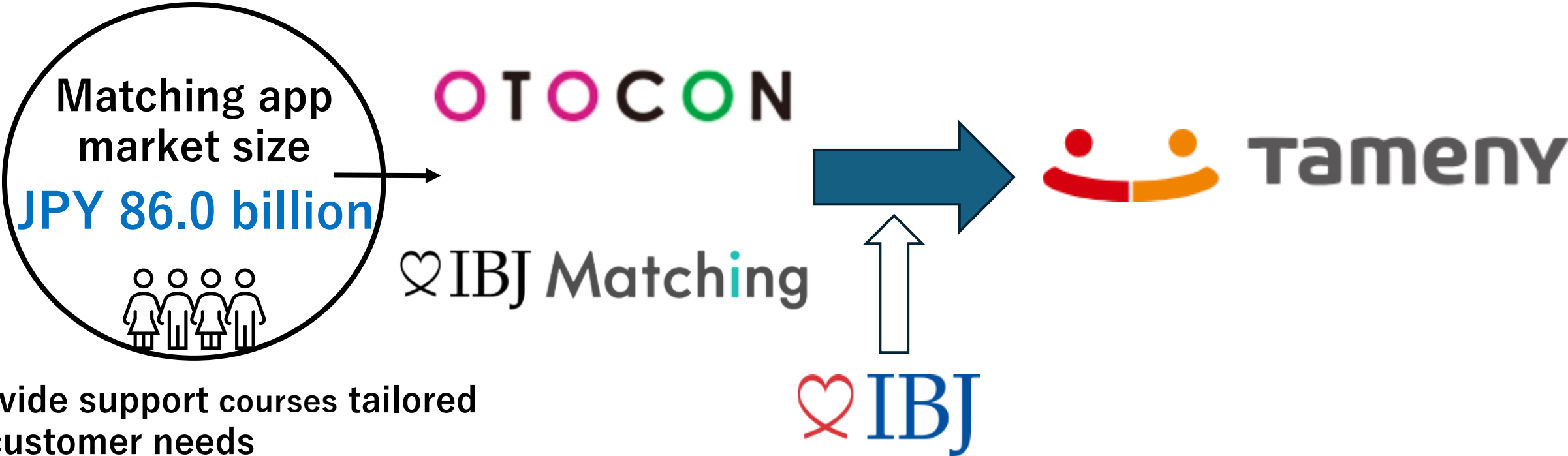


- (1) Functional proposals based on IBJ's know-how on successful matches
→ Increase in the number of marriages between members
- (2) Improvement of convenience for system users
→ Improvement of UI/UX for members
- (3) Proposal of a high-precision matching algorithm
→ Increase in the number of arranged marriage meetings



Strengthening of local government support for marriage-hunting

Expand the scale of marriage counseling services by capturing the customer base that flows from matching apps to romance and marriage activity parties



Provide support courses tailored to customer needs

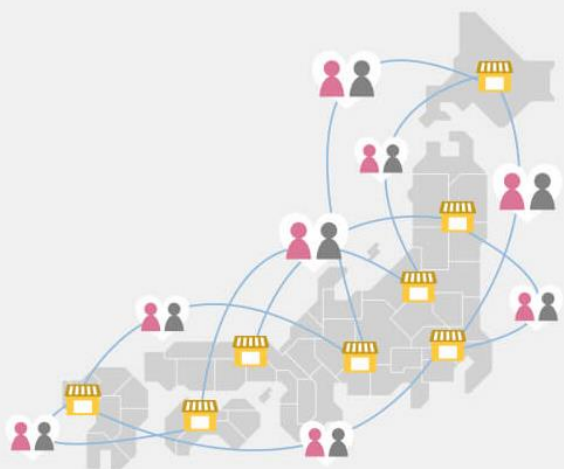
Supporting the increase of meeting rates from party participation, , and admission rates from interviews.

3. What IBJ can do to support Tameny's medium-term management plan

Committed to Tameny's medium and long-term growth



IBJ's profit margin: **14.5%**
A high profit margin in the industry



You can set up a blind date with anyone as long as it is between merchants.

Number of IBJ affiliates:
4,541 companies

Company-wide policies

- Build a foundation for sustainable growth over the next three years
- Aim for operating income of 10% or more for the fiscal year ending March 2027

1

Strengthen competitiveness and productivity

- Increase brand recognition, expand development area (including franchise development)
 ↳ Utilization of IBJ's consulting platform
- Business Innovation through IT/DX

2

Strengthen human and financial capital

- Strengthen training, improve institutional environment, promote diversity
- Improve profit margin and equity ratio, strengthen shareholder returns
 ↳ Increased revenues through increased arranged marriage meetings and successful matches with IBJ Group members (especially in rural areas)

3

Promotion of coexistence with society

- Strengthening the foundations of sustainable management
- Strengthening Partnerships with Local Communities
 ↳ IBJ's know-how on successful matches will improve the quality of services and strengthen local government support for marriage-hunting

*Partial excerpt from the "Financial Briefing Material for the year ended March 31, 2024 and 2nd Medium-Term Business Plan" released by Tameny Inc. on May 17, 2024.

*IBJ operating margin is the actual results for FY12/2024, and the number of IBJ member stores is as of the end of March 2025 (preliminary).

Strengthening Tameny's competitiveness and productivity with IBJ's marriage agency platform

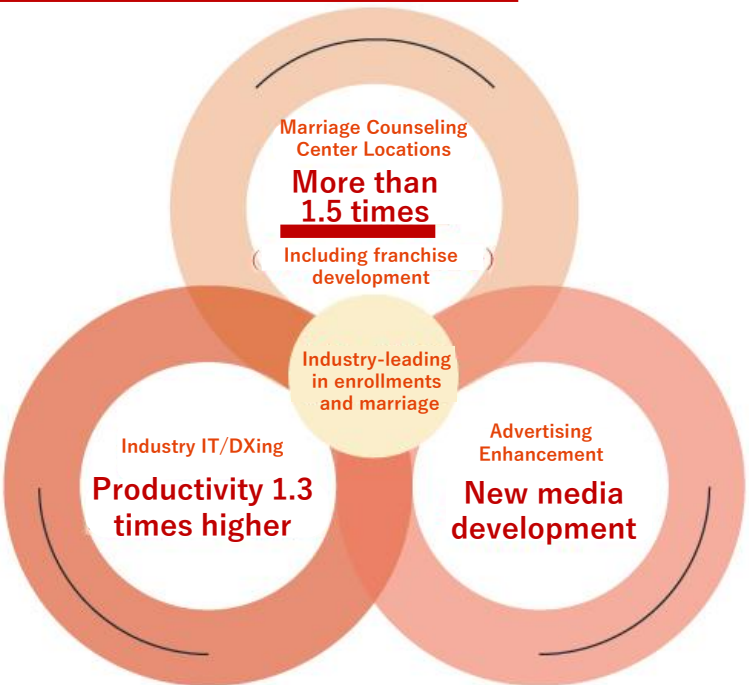


Tameny 24 marriage agencies

Focus on improving brand recognition, expanding business areas (including franchise development), and business innovation through IT/DX

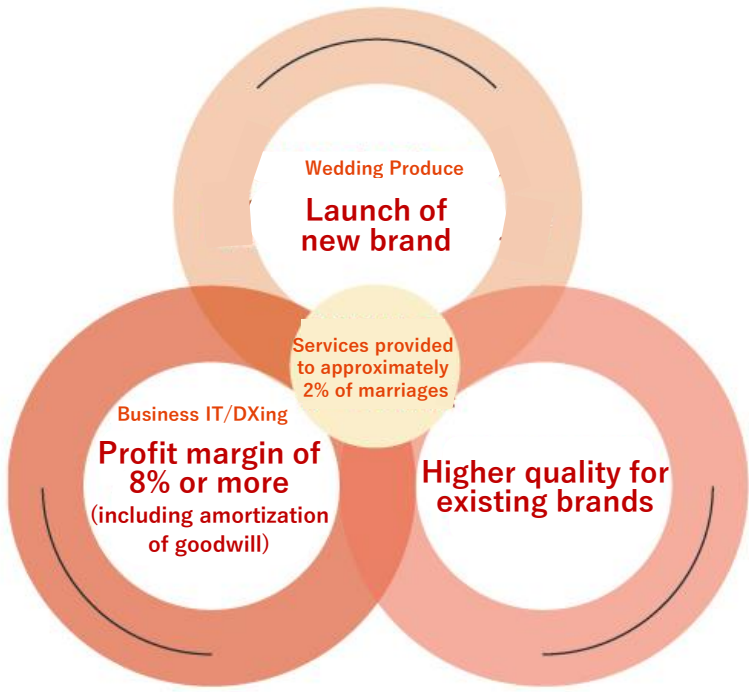
< Key Themes of the Marriage Activity Business >

Collaborate with partner companies to achieve industry-leading enrollment and marriage rates



< Key Themes for Casual Wedding Business >

Aiming to provide services to approximately 2% of marriages



Increased opportunities for members to meet through the use of a marriage agency platform
4,541 marriage agencies, 96,449 registered members, 87,150 arranged marriage meetings per month

* Partial excerpt from the "Financial Briefing Material for the year ended March 31, 2024 and 2nd Medium-Term Business Plan" released by Tameny Inc. on May 17, 2024.

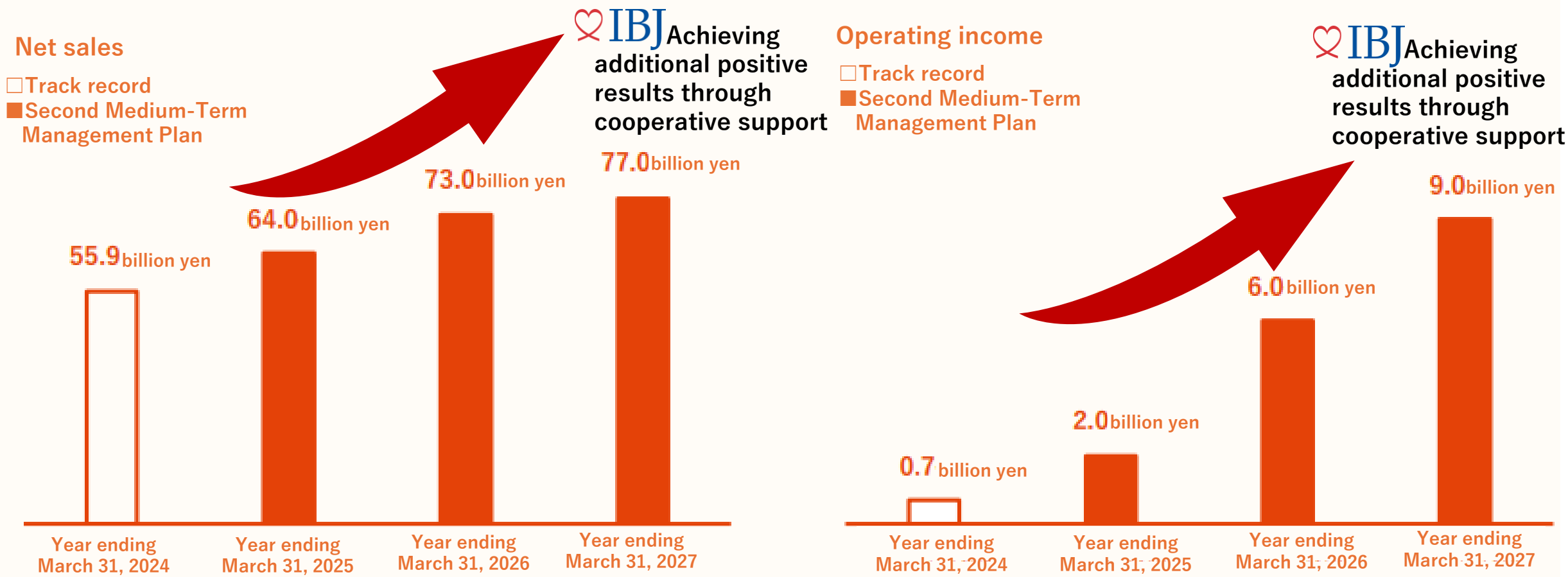
*Number of IBJ marriage agencies, registered members, and monthly matchmaking numbers as of March 31, 2025 (preliminary)

Exceeding Tameny's earnings plan for the fiscal year ending March 31, 2027 with IBJ's cooperative support

Aiming for sales of 7.7 billion yen, operating income of 900 million yen, and operating margin of 11.7% or more in the fiscal year ending March 2027.



- Net sales are expected to benefit from improved brand recognition in the wedding activity business and casual wedding business, as well as from expansion in areas where they are deployed.
- Operating income is expected to increase due to higher sales and improved profitability from business innovation through IT/DX



Earnings targets and key indicators for the marriage-hunting business increased significantly with the use of IBJ's consulting agency platform

Collaborate with partner companies to achieve industry-leading enrollment and marriage rates

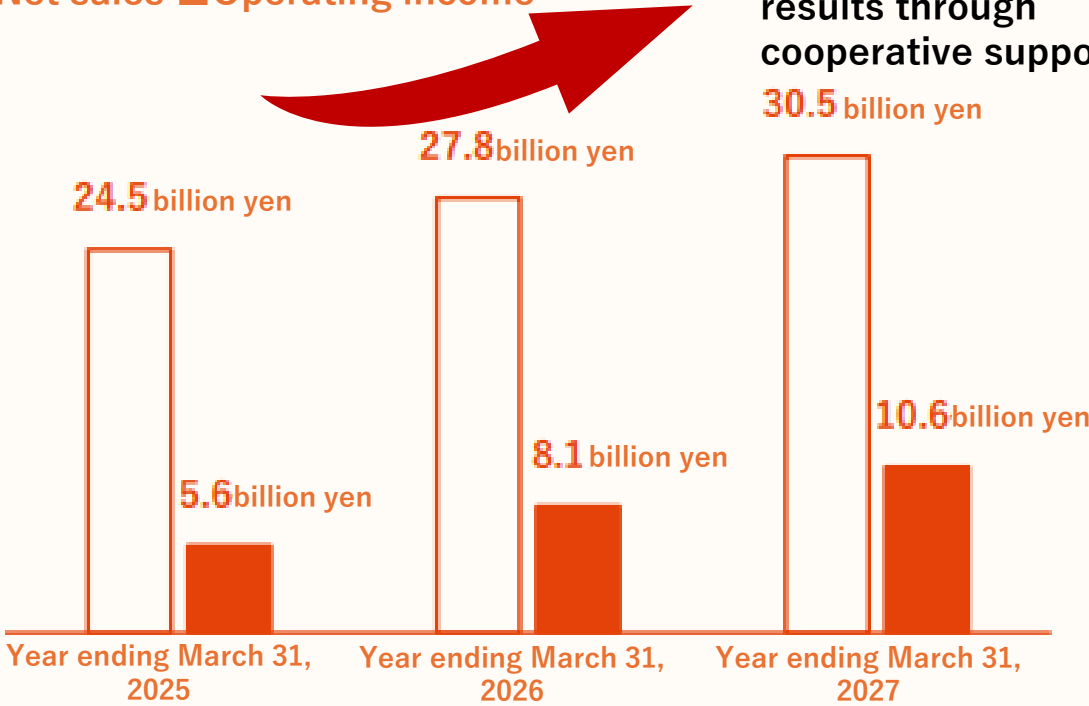


- Net sales of 3.05 billion yen and operating income of 1.06 billion yen in the fiscal year ending March 2027,
- Expansion of marriage counseling center locations (including franchise development), etc., is expected to increase the number of new members by approximately 1.9 times from FY03/2024, and the number of enrolled members by approximately 1.4 times from FY03/2024.

Performance Targets and Key Indicators

□ Net sales ■ Operating income

♡ IBJ Achieving additional positive results through cooperative support



♡ IBJ Cooperative support leading to additional positive results in key indicators

(Key Indicators)

	Year ending March 31, 2024	Year ending March 31, 2025	Year ending March 31, 2026	Year ending March 31, 2027
Number of new members	4,601	5,536	7,689	8,743
Number of enrolled members	8,160	8,707	10,273	11,625

What can be accomplished through collaboration between Tameny and IBJ

Improvement of corporate value and customer satisfaction

- By IBJ and Tameny joining forces, they will provide more members with **optimal dating opportunities**.
- In an increasingly competitive environment, this will be an effective means of improving Tameny's competitiveness.
- An increased marriage rate will lead to an improvement in Tameny's **brand value and profitability**.

Strengthening of management structure and governance

- **Strengthening** Tameny's **management structure** will enable more rapid decision-making.
- Execution capabilities will be enhanced toward **improving the marriage rate and profitability**.
- Participation of officers with industry expertise will accelerate the growth strategy.

Benefits to shareholders

- (1) Increased number of arranged marriage meetings through the use of IBJ’s marriage agency platform will result in an increase in the number of marriages between members and corporate value.
- (2) Improved corporate value will help meet the higher standards for continued listing.

Applicable after 10 years of listing (Tameny’s listing: October 27, 2015)

TSE Growth Market	Closing price on April 14	Current maintenance standard	2030 maintenance standard
Market capitalization	3.34 billion yen	At least 4 billion yen	At least 10 billion yen
Stock price	128 yen	151.9 yen	379.8 yen

1.19 times the current level

2.97 times the current level

Conclusion

This proposal has been submitted with the goal of achieving **further growth for Tameny and improving corporate value**, and reflects our sincere desire to work together with Tameny **to contribute to the development of the industry.**

IBJ values our cooperative relationship with Tameny and we intend to support Tameny's growth to the best of our ability.

We respectfully request your positive consideration of this proposal.



人と人をつなぐのは、人だと思う。