



Full-year for the Fiscal Year  
Ended December 31, 2023

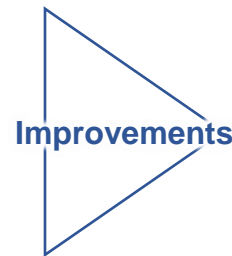
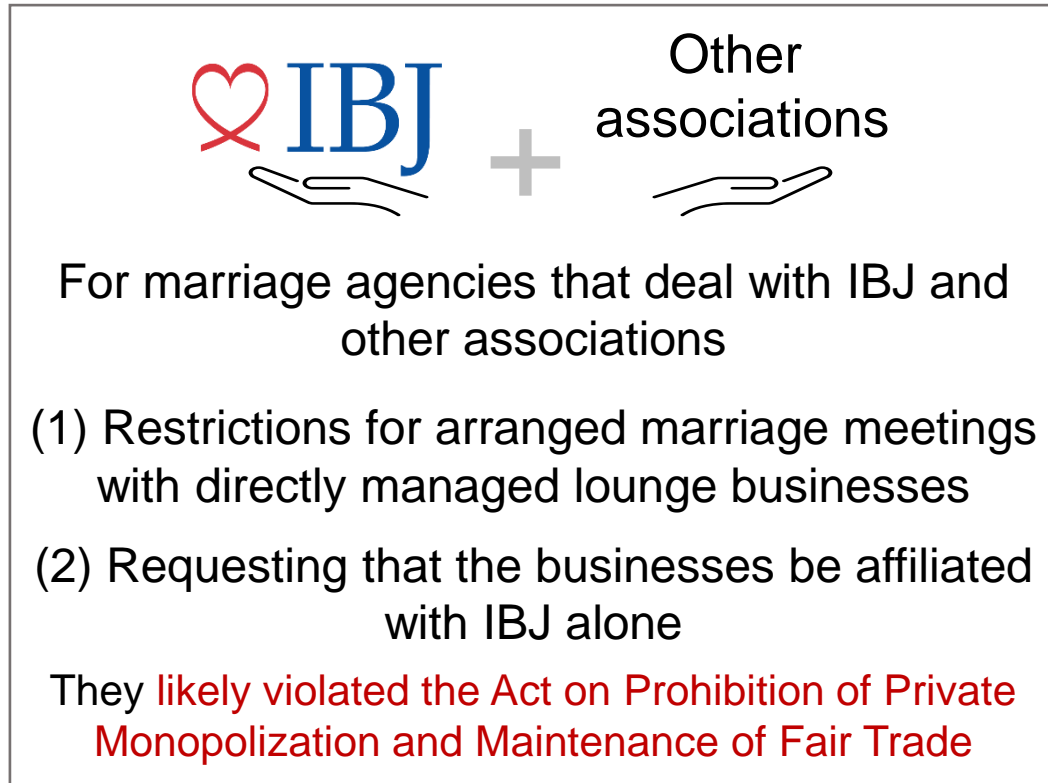
# Financial Report

IBJ,Inc.  
TSE Prime Market: 6071



# introduction

After the approximately one-year survey, the case ended with a **confirmation procedure**\*



## Effects expected from self-improvement

- (1) Increase in the number of arranged marriage meetings as the arranged marriage restrictions are lifted
- (2) Increase in the number of IBJ franchisees, as the restrictions for multiple memberships are lifted
- (3) Compliance awareness improves throughout IBJ

\* Confirmation procedure is a system for business operators to make a pact with the Japan Fair Trade Commission to autonomously resolve the suspicion of violating the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade. A confirmation plan is a plan that the business operator establishes and plans to execute to resolve the suspicion autonomously. We will not be subject to a cease and desist order, or payment of the surcharge.



- 1 Financial Results Summary**
- 2 2024 Growth Strategy**
- 3 Sustainability**
- 4 References**



**1 Financial Results Summary**

**2 2024 Growth Strategy**

**3 Sustainability**

**4 References**

Net sales 17,649 million yen (+19.9% YoY), operating profit 2,230 million yen (+11.8% YoY)

Net sales grew significantly with the growth of existing businesses and new sales from the Life Design Business

(Million yen)	FY12/22 full-year Results (A)	FY12/23 full-year Results (B)	Change (B) – (A)	Change (B)/(A)
<b>Net sales</b>	<b>14,716</b>	<b>17,649</b>	<b>+ 2,933</b>	<b>+19.9%</b>
<b>Operating profit</b>	<b>1,993</b>	<b>2,230</b>	<b>+237</b>	<b>+11.9%</b>
<b>Ordinary profit</b>	<b>2,051</b>	<b>2,292</b>	<b>+241</b>	<b>+11.8%</b>
<b>Profit</b> attributable to owners of parent	<b>1,493</b>	<b>1,629</b>	<b>+136</b>	<b>+9.1%</b>

This fiscal year is expected to be a period of aggressive growth investment, while earnings are also expected to grow.

(Million yen)	FY12/23 full-year Results (A)	FY12/24 full-year Results (B)	Change (B) – (A)	Change (B)/(A)
<b>Net sales</b>	17,649	<b>18,200</b>	+551	+3.1%
	Excluding REIT sales 15,898		<b>+2,302</b>	<b>+14.5%</b>
<b>Operating profit</b>	2,230	<b>2,323</b>	+92	+4.2%
	Excluding REIT sales 2,129		<b>+194</b>	<b>+9.1%</b>
<b>Ordinary profit</b>	2,292	<b>2,303</b>	+10	+0.5%
	Excluding REIT sales 2,191		<b>+112</b>	<b>+5.1%</b>
<b>Profit attributable to owners of parent</b>	1,629	<b>1,529</b>	▲100	▲6.2%
	Excluding REIT sales 1,528		<b>+1</b>	<b>+0.1%</b>

Existing businesses are projected to grow, **excluding the factors from selling REIT** the previous year

(Million yen)	Affiliate Business	Directly-Managed Lounge Business	Matching Business	Life Design Business (Excluding REIT sales)
2023 Consolidated net sales	<p>2,973 profit ratio 61.4%</p>	<p>8,379 profit ratio 22.1%</p>	<p>1,838 profit ratio 18.2%</p>	<p>2,706 profit ratio 13.3%</p>
	<p><b>+17.4%</b></p>	<p><b>+6.1%</b></p>	<p><b>+3.3%</b></p> <p><small>*Not included in Diverse consolidation effective May 1.</small></p>	<p><b>+37.3%</b></p>
2024 Consolidated net sales (forecast)	<p>3,237</p>	<p>8,887</p>	<p>1,899</p>	<p>3,714</p>

※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.





**1** Financial Results Summary

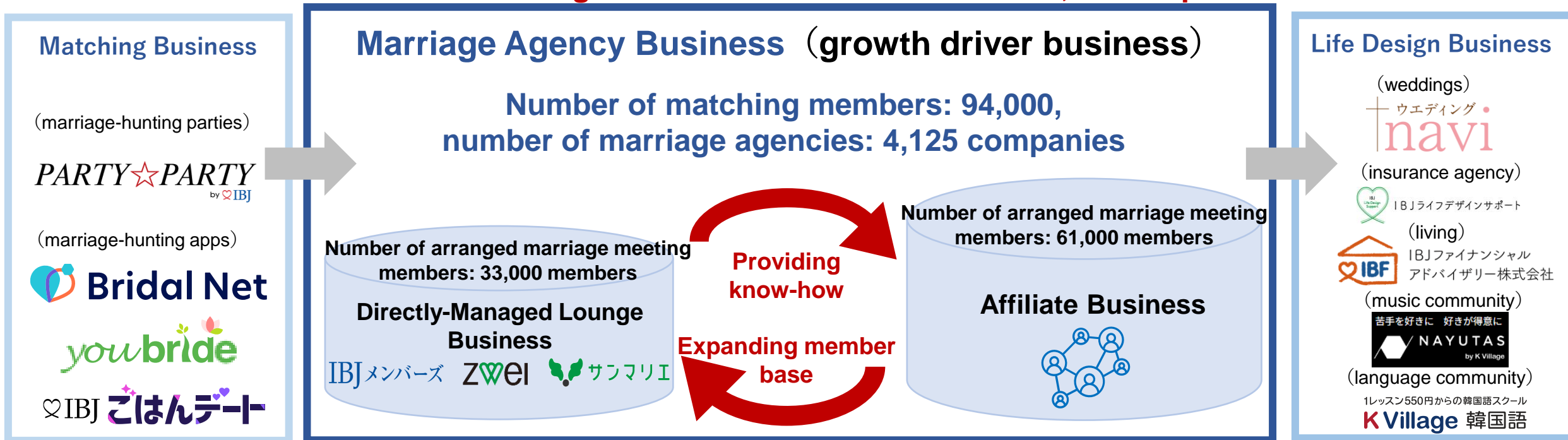
**2** 2024 Growth Strategy

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**4** References

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


**Number of marriages between members in 2023: 12,527 couples**

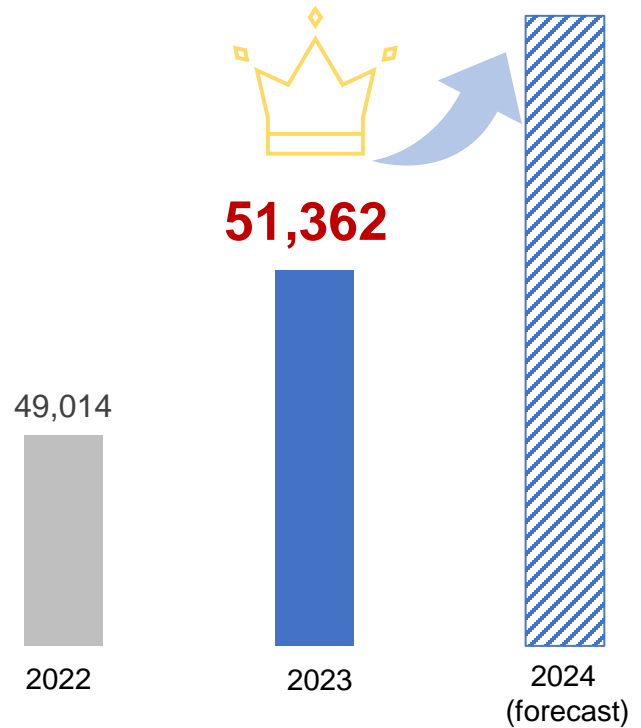


The matching business is the gateway service for our marriage agency business, and our life design business primarily targets the growing number of marriages between members

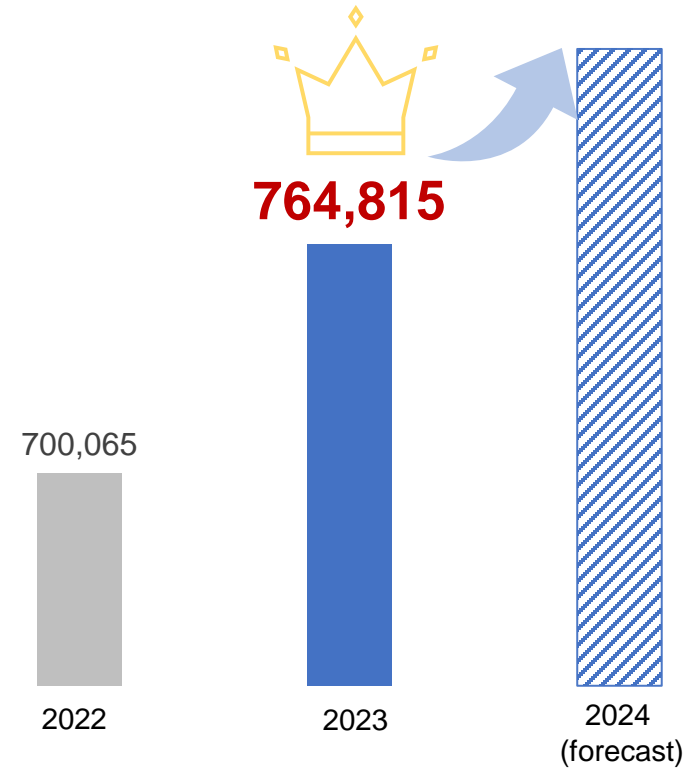
\*1 "Number of arranged marriage meeting members" refers to the number of members registered at marriage matching lounges of the Japan Wedding Consulting Center Federation, IBJ franchisees, IBJ Members, San Marie, and ZWEI.  
\*2 "Number of matching members" refers to the number of members who have a log-in history within 1 year of the number of registered members in PARTY☆PARTY, IBJ Gohan Date + Bridal Net, and the number of paying members of youbride at the end of the fiscal year (2022 to be excluded from Diverse consolidation)

**All** key indicators in IBJ's Matching Business, which is IBJ's growth driver, **were the highest ever in 2023**

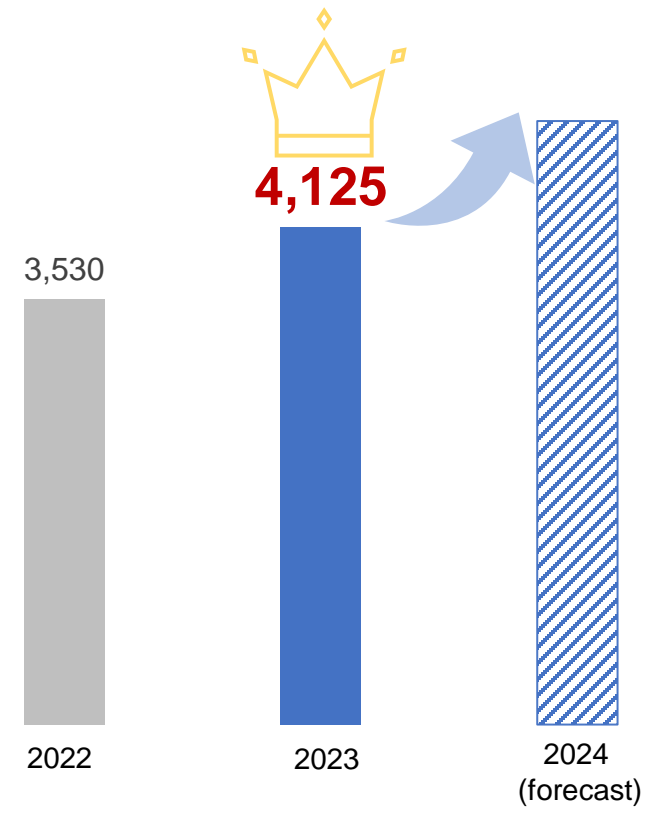
Number of new members 



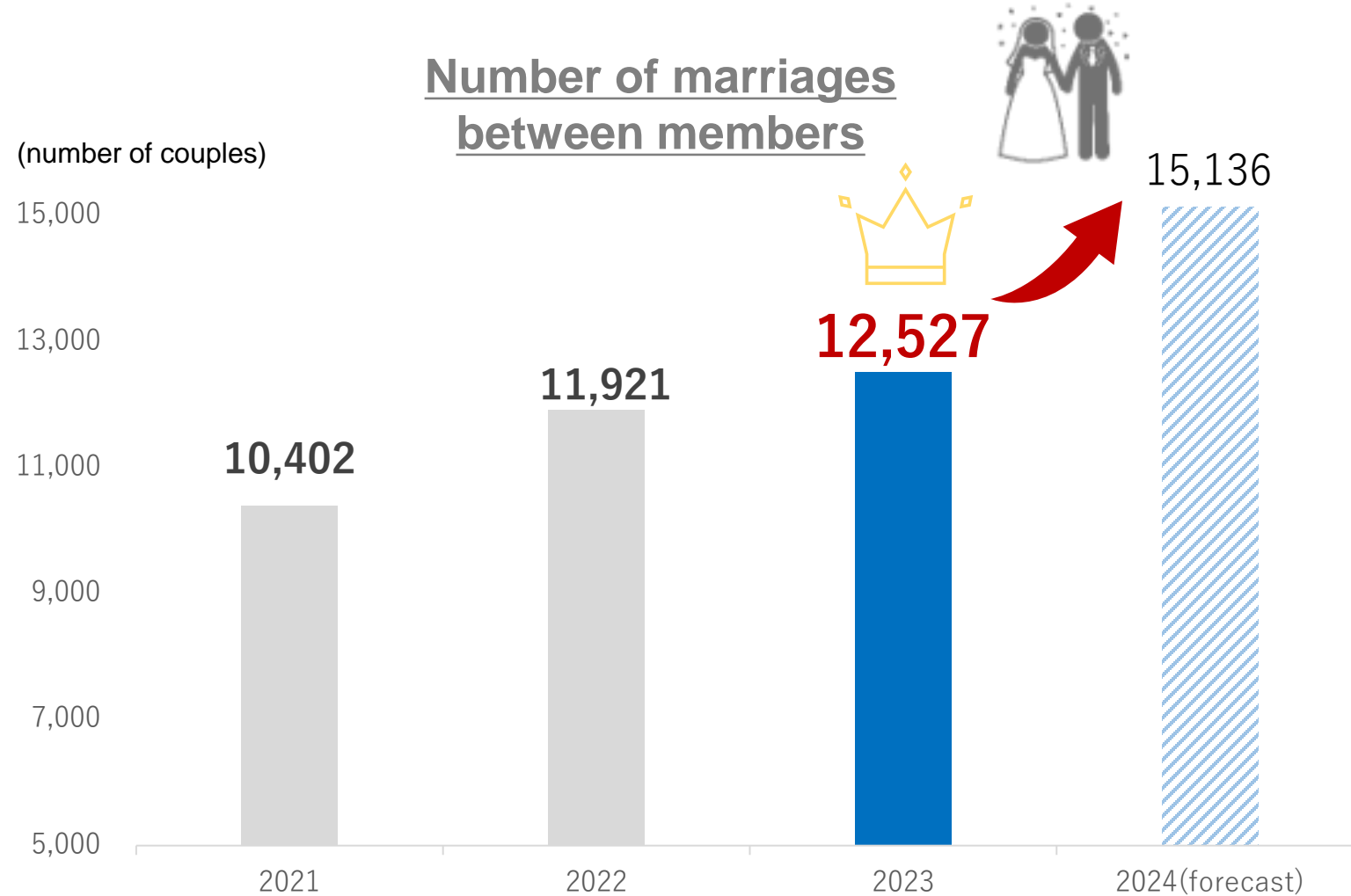
Number of arranged marriage meetings 



Number of franchisees 



**The number of marriages between members is the highest ever as users of marriage agencies increase**

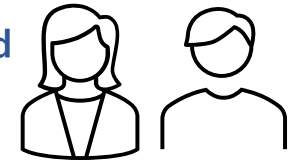


**The reason marriages increased**

(1) Number of arranged marriage meeting members increased as new franchisees opened



Mobilizing demand



Newly opened agencies

Potential customers

(2) The number of arranged marriage meetings increased as members increased

More members applying for arranged marriage meetings

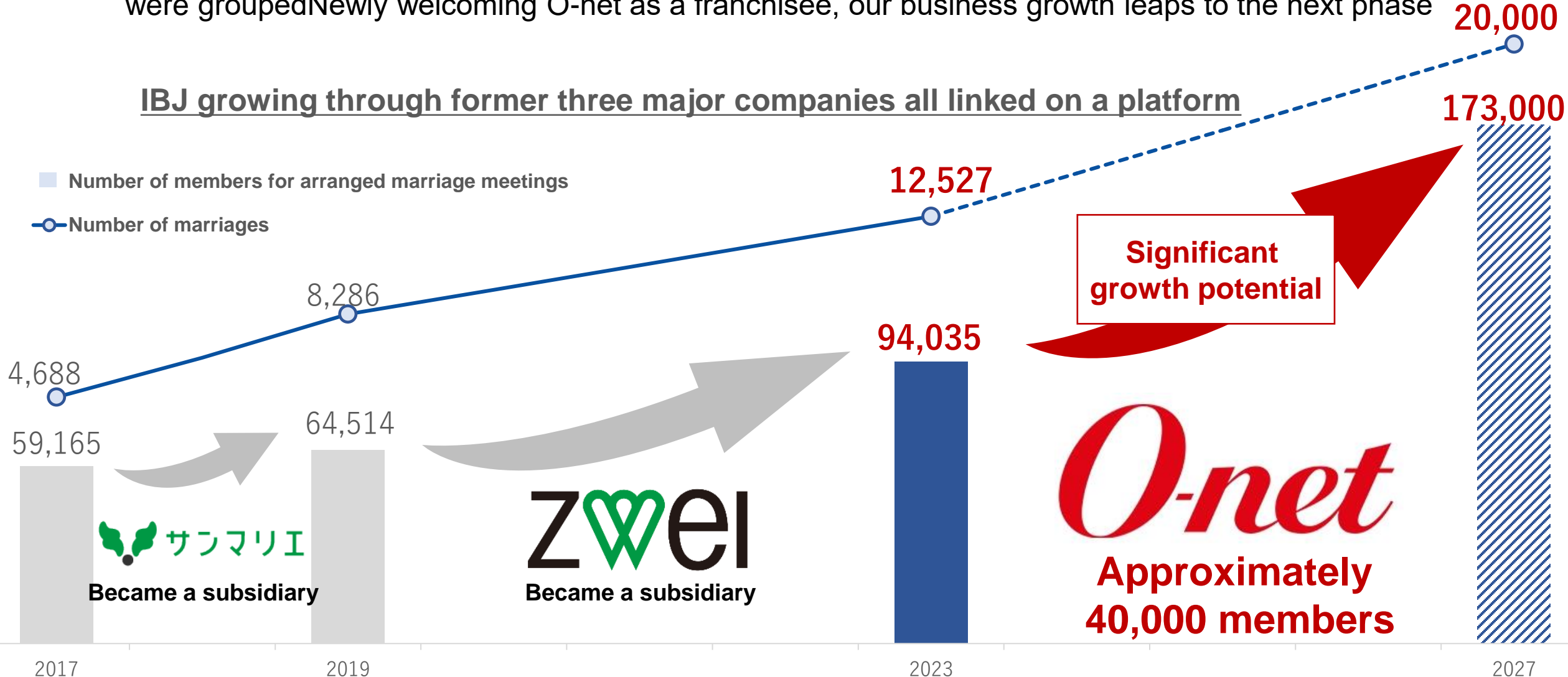


Increase in members for arranged marriage meetings

Number of members for arranged marriage meetings

Sunmarie and ZWEI, the companies that were said to be major marriage information companies until the 2000s, were grouped. Newly welcoming O-net as a franchisee, our business growth leaps to the next phase.

## IBJ growing through former three major companies all linked on a platform



Significant growth potential

**O-net**  
Approximately 40,000 members

Number of arranged marriage meeting members **+35,000**      Number of marriages **+8,000**

**Capital and business alliance with O-net**

As O-net joined, arranged marriage meetings at IBJ franchisees increased, increasing the franchisees' chance of profit significantly, energizing the entire market

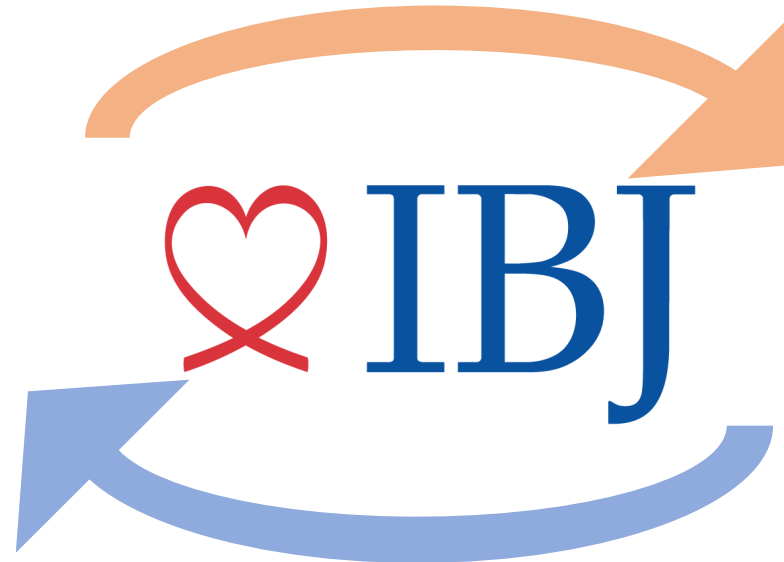
NEW!!

*O-net*

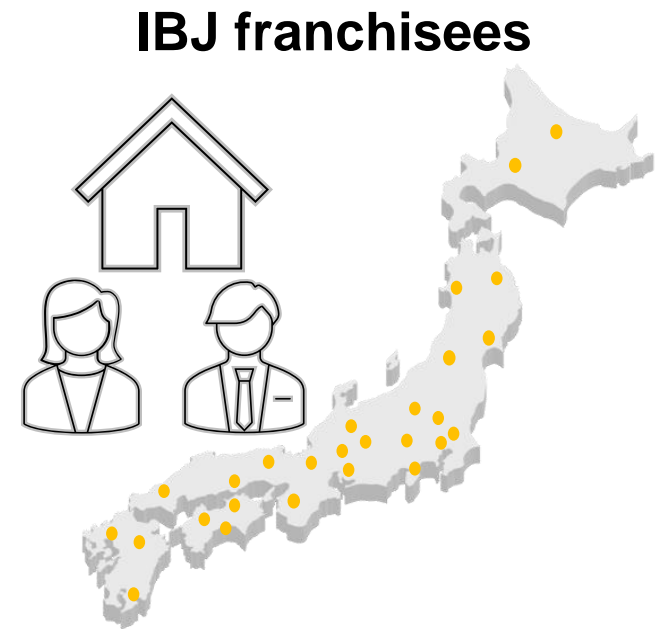
Directly managed lounges



Providing profit points through an increase of members

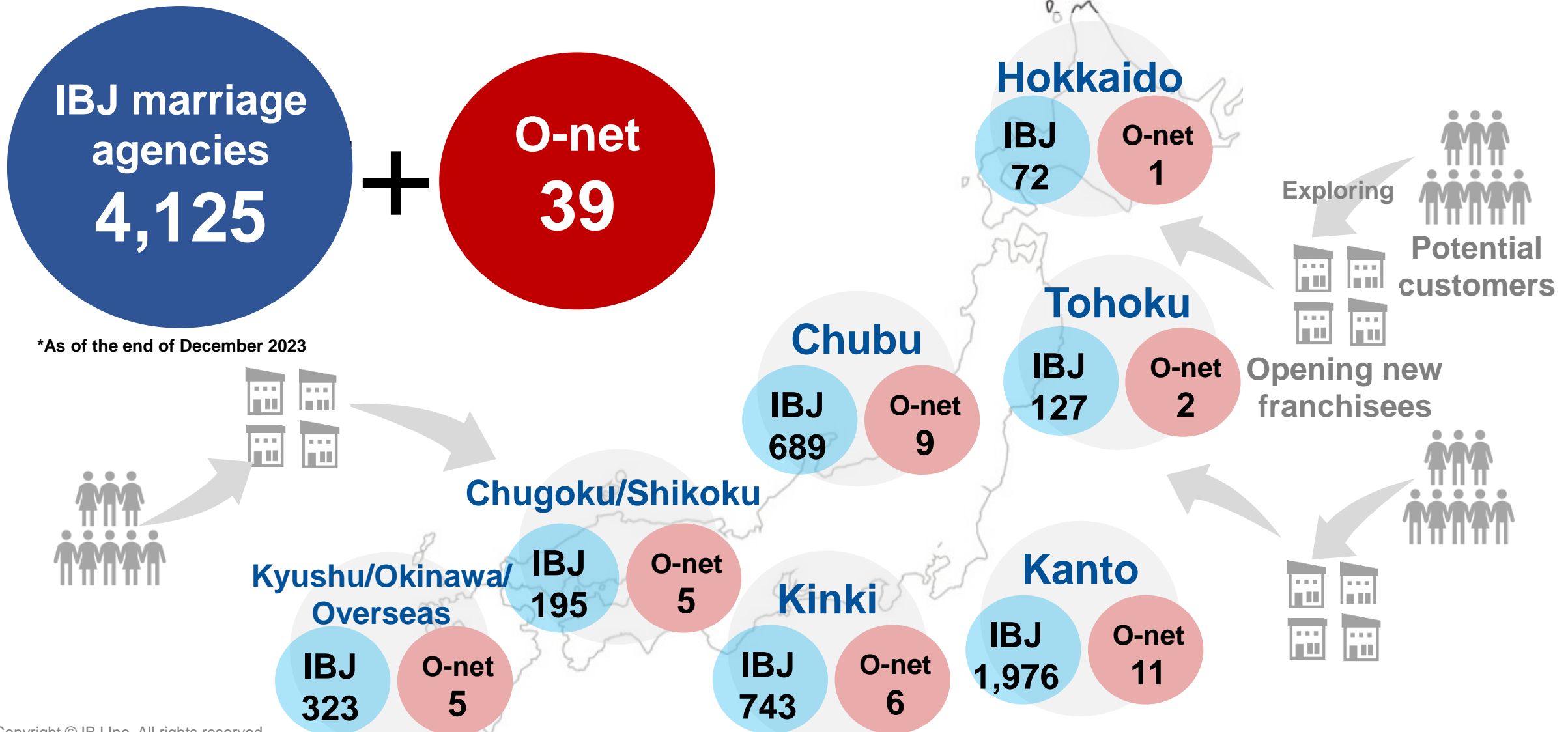


Contributing to a stronger member base and regional revitalization

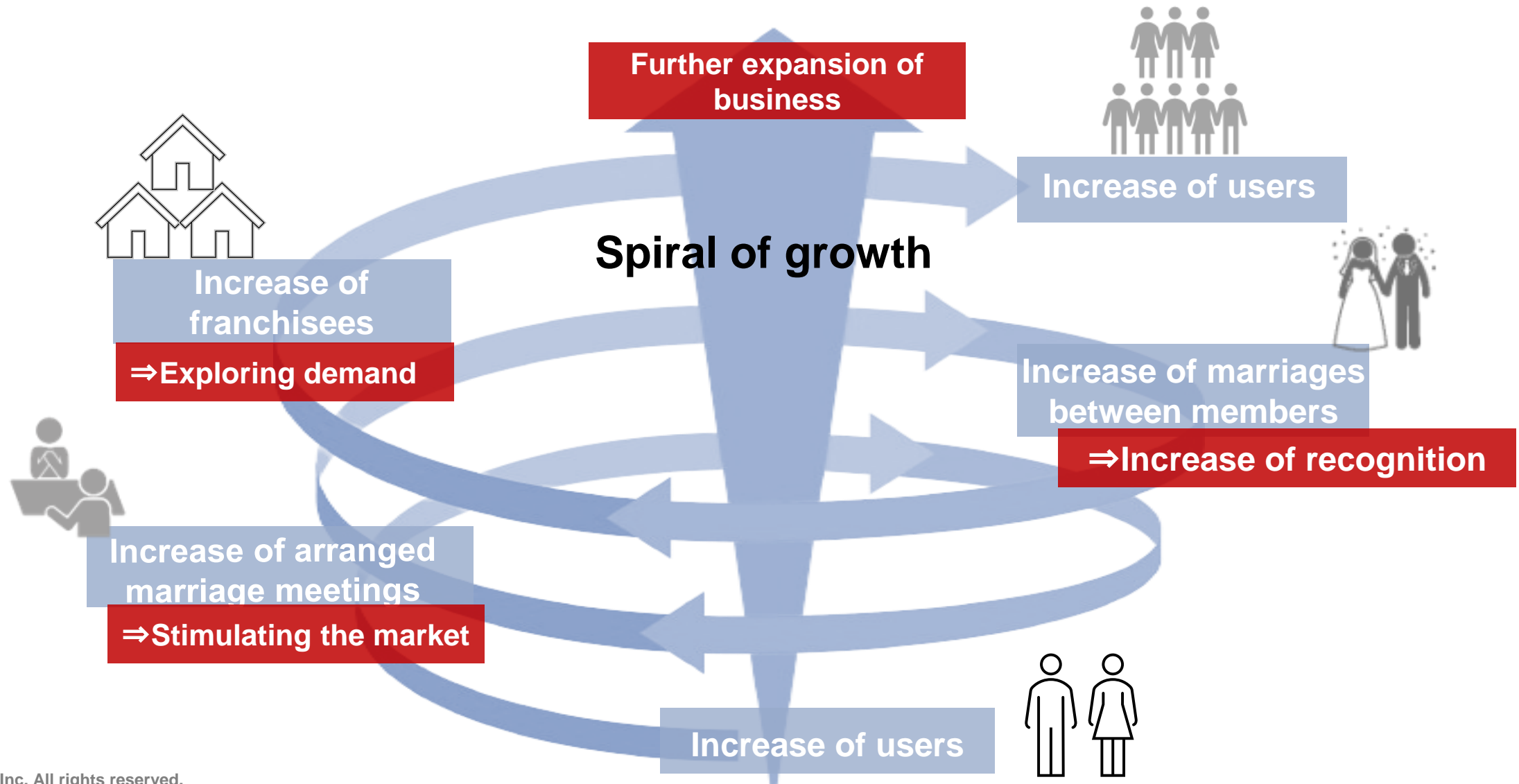


IBJ franchisees

Exploration of new franchisees opening accelerated, with O-net (39 branches) being a trigger  
**The platform's value increased** as the need for marriage-hunting in regional



## Synergy generated a spiral of growth







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IBJ creates value by bringing marriages between members, contributing to the issue of fewer people getting married and having children, making the people with whom we have a relationship happy

Five themes


Theme	Commitment
Society	Contributing to creating a society that accepts diverse values as well as views on marriage
Economy	Maintaining and improving safe and healthy places to meet potential partners, vitalizing the marriage market, driving its growth
Employees	Creating an organization where every employee can put their individuality and strengths to work, whose growth results in business results
Organization	Creating a resilient business foundation that is fit for us as the industry-leading company
Environment	Contributing to the healthy global environment for future generations, by promoting corporate activities in harmony with the environment



# Getting members married with IBJ services

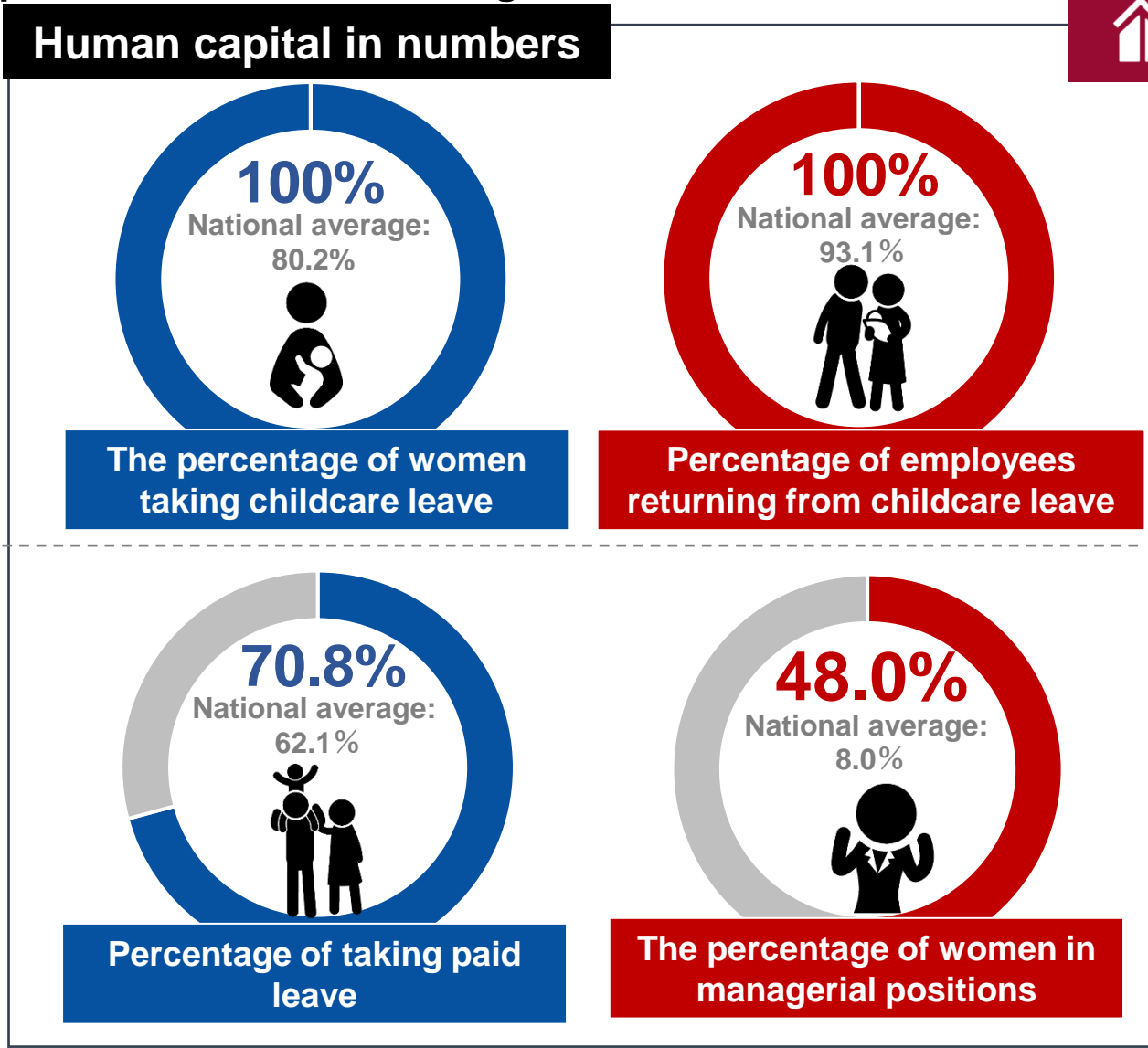


Social issues	Matters to be resolve	KPI
(1) Aging society problem	Increasing the number of franchisees and matchmakers (promoting the employment of senior citizens, measures against loneliness)	7,000 franchisees Number of arranged marriage meeting members: 170,000 members
(2) Regional issues	Increasing the number of franchisees and regional members (regional revitalization and the issue of businesses lacking successors)	
(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 (5% of Japan's annual marriages)

E (Environment)			S (Society)			G (Governance)		
Materiality	Goal	Target	Materiality	Goal	Target	Materiality	Goal	Target
<ul style="list-style-type: none"> <li>Running business with attention to the environment (environmental efficiency of our business operations)</li> </ul>		7.3	<ul style="list-style-type: none"> <li>Providing a safe place to meet potential partners (data security, protection of personal information)</li> <li>Securing expert personnel and developing personnel (diversity and inclusion, training program)</li> </ul>	 	4.4 8.1 8.2 8.5	<ul style="list-style-type: none"> <li>Code of conduct</li> <li>Corporate governance</li> </ul>		16.3 16.5 16.6 16.7
<ul style="list-style-type: none"> <li>Reducing power use (reducing overtime, introducing LED lighting)</li> <li>Saving paper (going paperless)</li> </ul>		13.1	<ul style="list-style-type: none"> <li>Corporate citizenship activities (contributing to communities) (Vitalizing marriage-hunting business through collaborations between regional corporations, banks and municipalities)</li> </ul>	 	10.3 16.3	<ul style="list-style-type: none"> <li>Ensuring healthy and transparent business management with dynamic and flexible management, and enhanced management monitoring functions</li> </ul>		

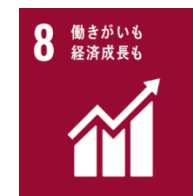
With work-style reform to maximize the value of human capital, we have a high score for the number of women in management at 48%, compared to the national average

Work-style reform supporting employees' work and childcare etc.	
Work-life balance	• Shorter-hour work system
	• Staggered hour system
	• Paid hourly leave
	• Remote-work system
	• Men getting childcare leave
Career support system	• System for encouraging employees to obtain qualifications
	• Job rotation system, internal recruitment system
	• Specific-region work system
Motivation improving system	• Re-recruitment (welcome back) system
	• Employee shareholding association
	• Employee award system
	• Stock option (stock rewarding) system



Ministry of Health, Labour and Welfare 2022 Basic Survey on Equal Employment Comprehensive Survey of Working Conditions

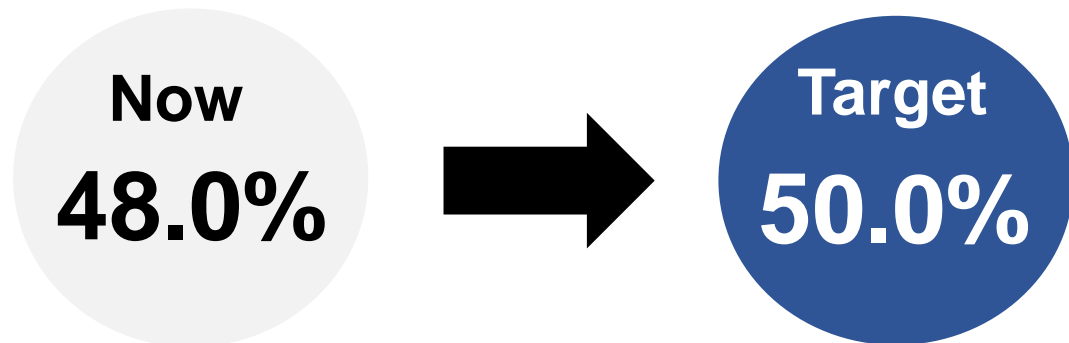
To promote the career advancement of working women, we are aiming for the **percentage of women in managerial positions to reach 50.0% by 2024**



The percentage of women in managerial positions

End of December 2023

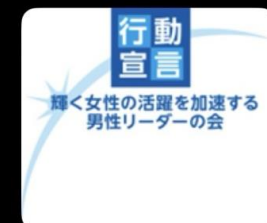
End of December 2025

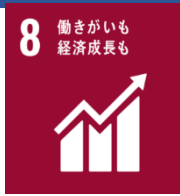


Announced support for the action statement of “Committee of Men Leaders Accelerating the Career Advancement of Working Women” (February 2016 to present)

**Action plan**

- Employees to continue **job rotation** so that they can identify their abilities and strengths
- **Selecting** employees who have worked at the company for up to five years, and **section-manager-level employees** who have been with the company for five to ten years
- Conducting **training about four times** a year. Having employees master necessary skills and aim for **promotion** to also improve one’s own level





In the IBJ Group, the president visits Korea, India etc., to actively hire global personnel

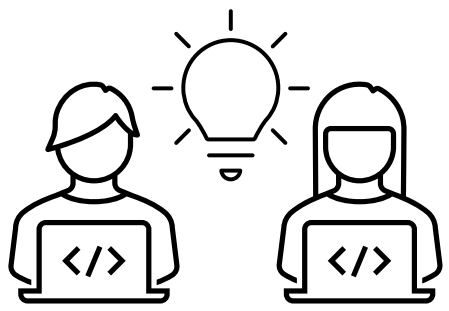


Total number of global hires

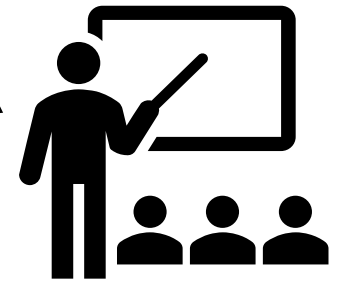
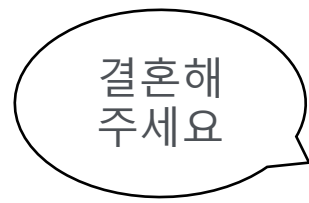
**35** persons※

Average of 7 persons per year

\*2019 - end of 2023

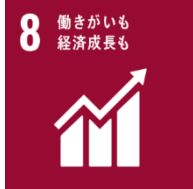


Hiring engineers



Hiring teachers for Korean language schools

We are also continuing global recruitment in various other domains too

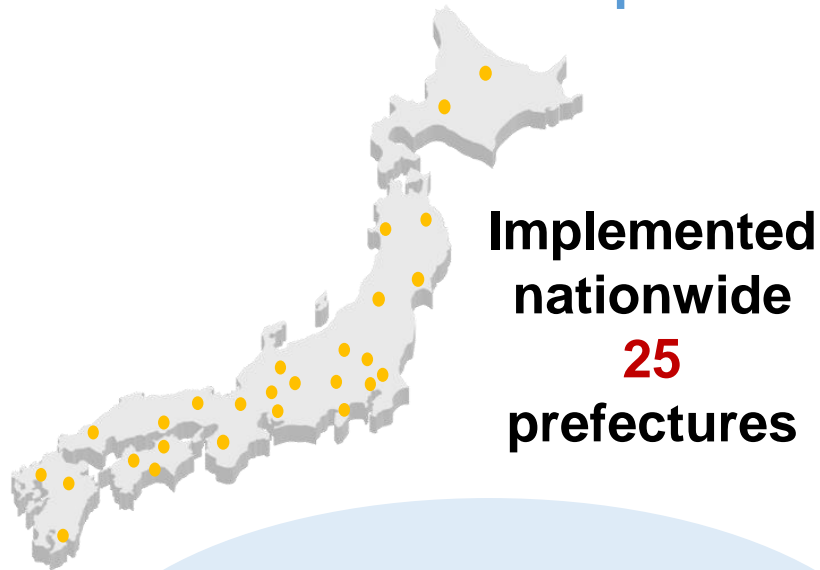


# Various training programs that will develop personnel who will be proud of and motivated to work, working vibrantly

	Strengthening the organization			Supporting individuals becoming independent		Expert skills
	Training by job rank	Selective educational training	Basic promotion training	Career development training	Mandatory training	Method training
<b>Board members</b>	Training by job rank (board members, general managers)	Business study groups	New general managers	Career development training	Mandatory training	<ul style="list-style-type: none"> <li>• Training when joining the company</li> <li>• Training at six months after joining the company</li> <li>• Smiling and making everyone happy</li> <li>• IBJ masters</li> <li>• Compliance</li> <li>• Training on the protection of personal information</li> </ul>
<b>Managers (branch managers, general managers)</b>						
<b>Managers (team managers)</b>	New team managers					
<b>Mid-level employees</b>	Training by job rank (general managers, team managers)					
<b>New and young employees</b>	Training by job rank (leaders, development representatives)					<ul style="list-style-type: none"> <li>• Method (1-4)</li> <li>• Training at six months after joining the company (1-4)</li> </ul>
	New employee training <ul style="list-style-type: none"> <li>• New employee training</li> <li>• 3-month training</li> <li>• Training at six months after joining the company</li> <li>• Training at one year after joining the company</li> </ul>					

# Providing IBJ methods and know-how to support regional people finding marriage partners, and support regional revitalization

## IBJ Group Initiatives for Local Governments and Corporations



**Implemented nationwide 25 prefectures**

**Seminar and marriage activity event support**

**Held more than 400 events**

## Increasingly forming alliances with regional banks nationwide

### Support for opening of business + introduction of singles

- Bank of Nagoya
- Kirayaka Bank
- Sendai Bank
- Ehime Bank
- Nagano Bank
- Senshu Ikeda Bank
- Toyama Bank
- Hokuriku Bank
- Saga Bank
- Sanjusan Bank
- Kyoto Bank
- Ogaki Kyoritsu Bank
- Seibu Shinkin Bank ※1
- Shimane Bank
- Yamanashi Chuo Bank
- Kiramboshi Consulting ※2
- Towa Bank
- Minami Nihon Bank ←NEW



Management Company  
 \*1 Seibu Community Center  
 \*2 Tokyo Kiriboshi Financial Group

### Marriage Counseling Agency Management ※3


- Bank of Nagoya
- Sanjusan Bank
- Ogaki Kyoritsu Bank
- The 77 Bank

※3 Operated by a group of regional banks

Aiming for regional revitalization by taking advantage of business characteristics rooted in the community



Contributing to regional revitalization by supporting one of the best-known shopping malls in Saga, both in business and financially

モラージュ佐賀 



▲Mallage Saga photo

Track record of supporting Saga's marriage-hunting efforts

Saga Deai Support Center 



Training for the staff of the Deai Support Center  
Sharing our know-how to solve regional problems

Future prospects

Successfully opened and invited marriage hunting and life design service stores in the shopping mall and peripheral areas

### Actively participated in local community-building and green volunteering

#### Volunteering at a children's development center



Have been delivering balloons to the children of the center every year, since we funded the development of an educational communication system for the children

#### Participated in Chuo-ku, Tokyo's "Machikado Green Day"



Participated in the forestation of "Furusato no Mura" in the mountain at the back of Younji Temple, Honmachida, organized by the Tree and Environment Network Association

3 すべての人に健康と福祉を



11 住み続けられるまちづくりを



**We are donating to an international NGO that specializes in supporting children, and are a sponsor for para taekwondo championships**



**We donate 1% of our initial membership charge to Save the Children, an international NGO that specializes in supporting children**



## Save the Children

We are advocating for the rights of children, working to fight child poverty, child abuse, and through emergency and recovery support for the victims of the Great East Japan Earthquake and Kumamoto Earthquake

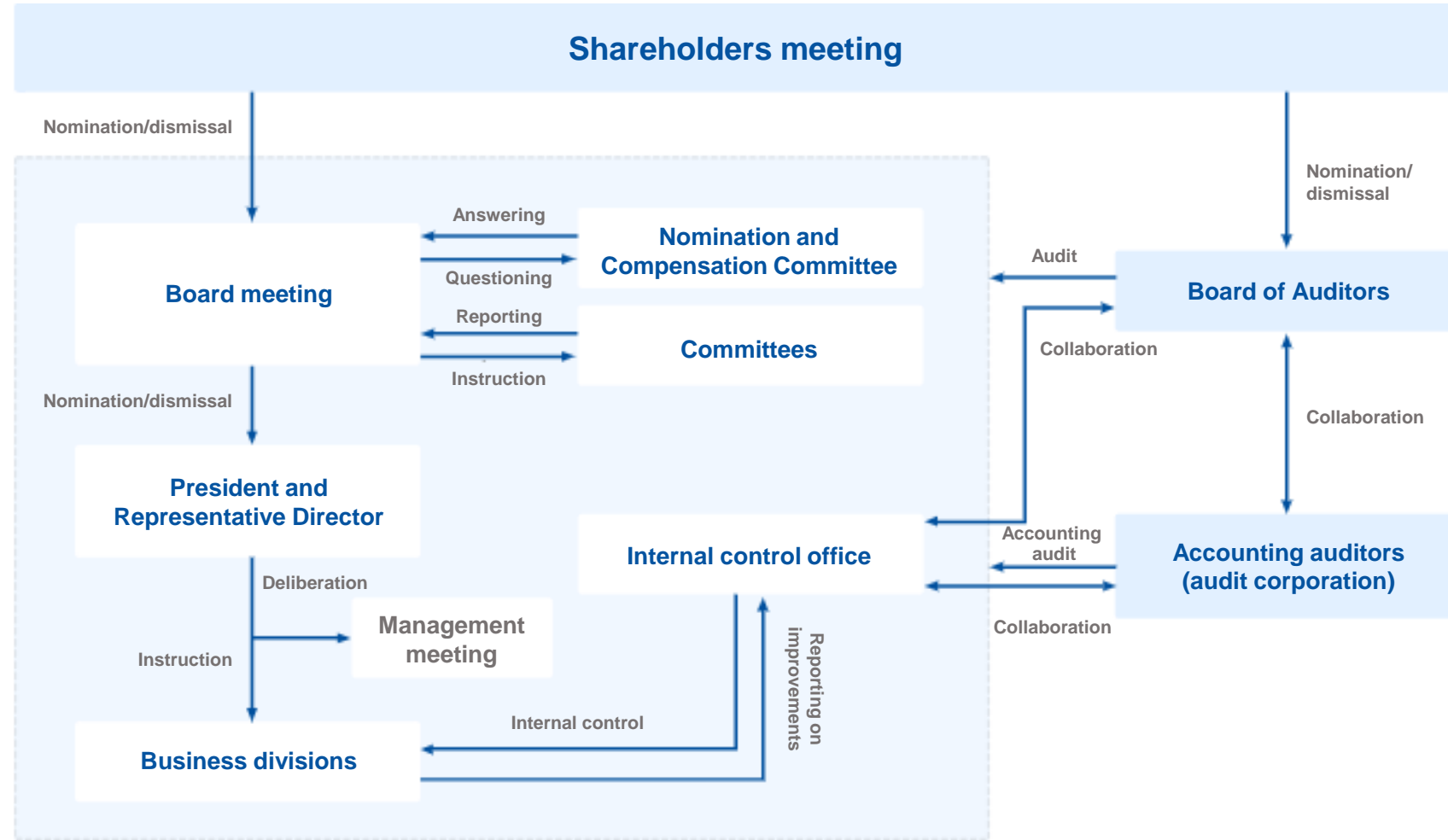
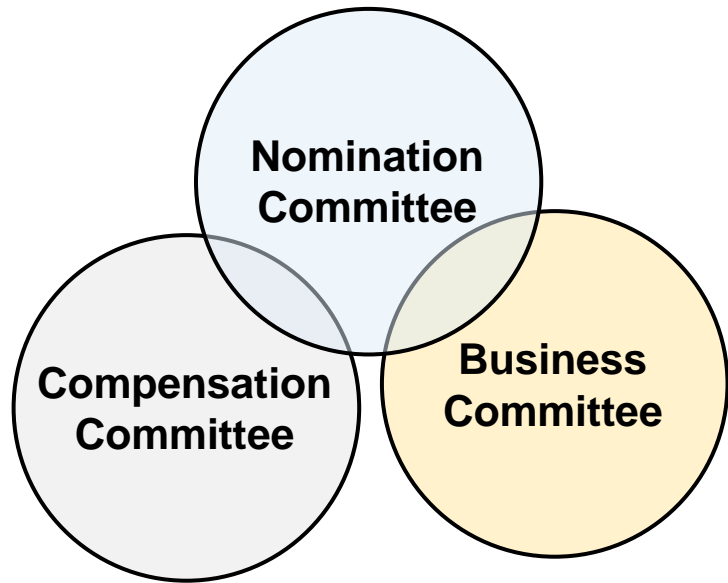
**San Marie Cup held at Japan Foundation Para Arena**



As we were touched by the strong will of para-athletes to not give up despite challenges, and their mental strength and stance to challenge their limits, we decided to contribute as a sponsor for the Cup

# Enhancing corporate governance structure with the committee system

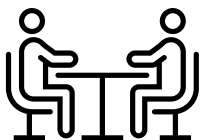
Separating monitoring and execution of business management



Compliance is positioned as the basic policy of business management, and enlightening the group to abide by the law

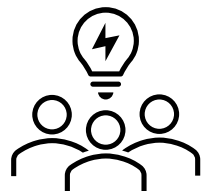
Item	Details	2023 implementation record
<b>All-employee training (once a year)</b>	Training mainly on information security such as protecting personal information	All IBJ employees
<b>Training by job rank and division (as needed)</b>	Conducting training on respective themes by employee types, such as for new employees, and for non-Japanese personnel, including from group companies (on general knowledge, relevant laws and regulations, and information security, etc.)	New IBJ employees: 192 people employee types:270 people
<b>Conducting a test once a year to check the level of dissemination</b>	Conducting tests for all employees to gauge their understanding, mainly on information security	All IBJ employees (average score of 94.3)
<b>Self-inspection system (once a month)</b>	Each division conducting self inspections, mainly on information security	All IBJ employees

## Maximizing opportunities for constructive dialogue with stakeholders such as shareholders and investors



### Number of interviews

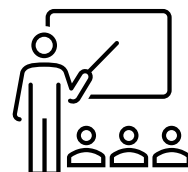
	2022	2023
Number of interviews with domestic institutional investors	252	287
Number of interviews with overseas institutional investors	78	60
<b>Total</b>	<b>330</b>	<b>347</b>



### Number of new investors

	2022	2023
Number of new investors contacted	84	97

(people)



We are enhancing our approach from various angles, from financial statement briefings to video streaming

### Financial statement briefing etc.

	2022	2023
Financial statement briefing	4	4
Individual investor briefing	3	1
Other IR events*	9	9
<b>Total</b>	<b>16</b>	<b>14</b>

\*Including small meetings and investor tours

(times)



Enhanced information expansion through PR disclosures

### Number of disclosures

	2022	2023
Number of disclosures (timely disclosure and Tokyo Stock Exchange PR disclosure)	35	55



**1** Financial Results Summary

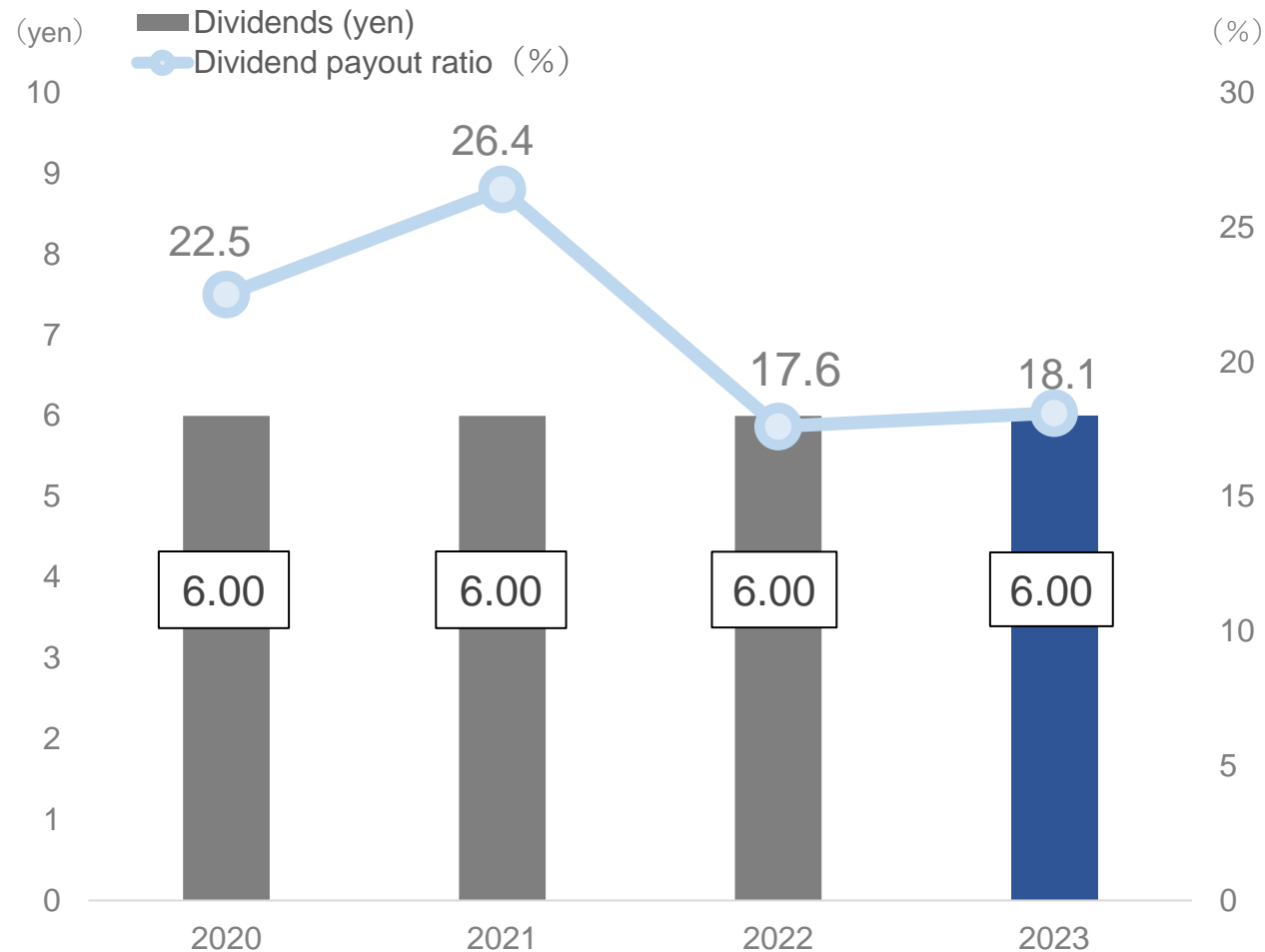
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## Stable shareholder returns through dividends in line with initial forecasts and aggressive repurchase of treasury stock

### Dividends and Dividend Payout Ratio



### Share Repurchases





# Net sales and Divisional Profit by Business

## ④ References

(Million yen)		2022					2023					YoY (Change)	YoY (Pct. change)
		Q1	Q2	Q3	Q4	Full-year	1Q	2Q	3Q	4Q	Full-year		
Affiliate Business	Net sales	560	719	770	715	2,766	780	711	755	726	2,973	+207	+7.5%
	Agency Opening Support Business	258	408	437	381	1,486	420	362	379	336	1,499	+13	+0.9%
	Affiliate Business	302	310	333	333	1,280	359	348	375	390	1,473	+193	+15.1%
	Divisional profit	323	453	484	417	1,678	454	396	496	479	1,827	+148	+8.9%
	Agency Opening Support Business	116	233	242	197	790	218	171	217	195	802	+11	+1.5%
	Affiliate Business	206	219	241	220	887	235	225	279	284	1,024	+136	+15.4%
Directly-Managed Lounge Business	Net sales	1,907	1,995	2,005	2,039	7,947	2,051	2,106	2,118	2,103	8,379	+432	+5.4%
	Divisional profit	463	481	491	499	1,935	435	455	486	473	1,850	△84	△4.4%
Matching Business <small>*Sales and divisional profit changed retroactively due to the reclassification of IBJ Gohan Date (formerly known as: Rush) from Party Business to App Business.</small>	Net sales	861	678	539	530	2,610	452	464	470	450	1,838	△771	△29.6%
	Party Business	262	338	333	343	1,277	270	280	274	260	1,085	△191	△15.0%
	App Business	599	340	206	186	1,332	182	183	196	190	752	△580	△43.5%
	Divisional profit	49	82	66	58	256	39	63	116	115	335	+79	+31.0%
	Party Business	7	29	13	17	68	0	28	52	57	139	+71	+104.3%
	App Business	42	52	53	40	187	38	35	64	57	196	+8	+4.4%
Life Design Business <small>*Includes contribution of business performance from M&amp;A since FY2023 Q1.</small>	Net sales	317	325	375	374	1,392	579	579	2,485	812	4,457	+3,064	+220.0%
	Divisional profit	47	26	69	△1	141	132	93	250	33	509	+368	+260.8%

\*In accordance with the "Notice of Partial Correction of (Correction) Financial Results for the Second Quarter of the Fiscal Year Ending December 31, 2022 [Japanese GAAP] (Consolidated)" disclosed on November 10, 2023, the above figures for Directly-Managed Lounge Business for 2022 Q2 have been partially corrected.  
 \*Divisional profit = Operating profit + Depreciation and amortization + Amortization of goodwill + Amortization of long-term prepaid expenses, adjusted for internal transactions

By period		2022					2023					YoY (Amount)	YoY (Percentage)	
		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*	3,181	3,362	3,530	3,653	—	3,803	3,883	4,050	4,125	—	+472	+12.9%	
	Number of new memberships	11,649	12,878	12,580	11,907	49,014	12,225	13,087	13,496	12,554	51,362	+2,348	+4.8%	
	Number of arranged marriage meeting members*	88,453	90,484	91,883	91,493	—	91,410	93,370	94,508	94,035	—	+2,542	+2.8%	
	Number of arranged marriage meetings	161,978	175,361	183,764	178,962	700,065	178,172	192,070	197,754	196,819	764,815	+64,750	+9.2%	
	Affiliate Business	Number of new business openings	260	277	286	241	1,064	268	220	239	217	944	△120	△11.3%
		Number of new memberships	7,149	7,808	7,787	7,548	30,292	7,317	7,910	8,526	8,208	31,961	+1,669	+5.5%
		Number of arranged marriage meeting members*	56,897	58,044	58,996	58,803	—	58,461	59,633	60,524	60,581	—	+1,778	+3.0%
	Directly-Managed Lounge Business	Number of arranged marriage meetings	102,207	110,490	112,400	109,013	434,110	108,110	118,079	120,472	122,527	469,188	+35,078	+8.1%
		Number of new memberships	4,500	5,070	4,793	4,359	18,722	4,908	5,177	4,970	4,346	19,401	+679	+3.6%
		Number of arranged marriage meeting members *	31,556	32,440	32,887	32,690	—	32,949	33,737	33,984	33,454	—	+764	+2.3%
	Number of arranged marriage meetings	59,771	64,871	71,364	69,949	265,955	70,062	73,991	77,282	74,292	295,627	+29,672	+11.2%	

By period		2022					2023					YoY (Amount)	YoY (Percentage)
		1Q	2Q	3Q	4Q	Full year	1Q	2Q	3Q	4Q	Full year		
Matching Business※	Number of party participants	96,087	125,689	123,126	122,090	466,992	95,715	91,375	82,760	75,946	345,767	△121,225	△26.0%
	Number of parties held	8,660	11,034	10,851	10,561	41,106	8,284	7,787	7,490	7,208	30,756	△10,350	△25.2%
	Number of matches (apps)	384,202	386,802	354,556	285,578	1,411,138	289,162	313,518	312,258	279,486	1,194,424	△216,714	△15.4%

\*The number of people matched retroactively changed due to the reclassification of IBJ Gohan Dating (formerly Rush) from the Party business to the App business. \*As of the end of each quarter

# Profit and Loss Statement (P/L)

## ④ References

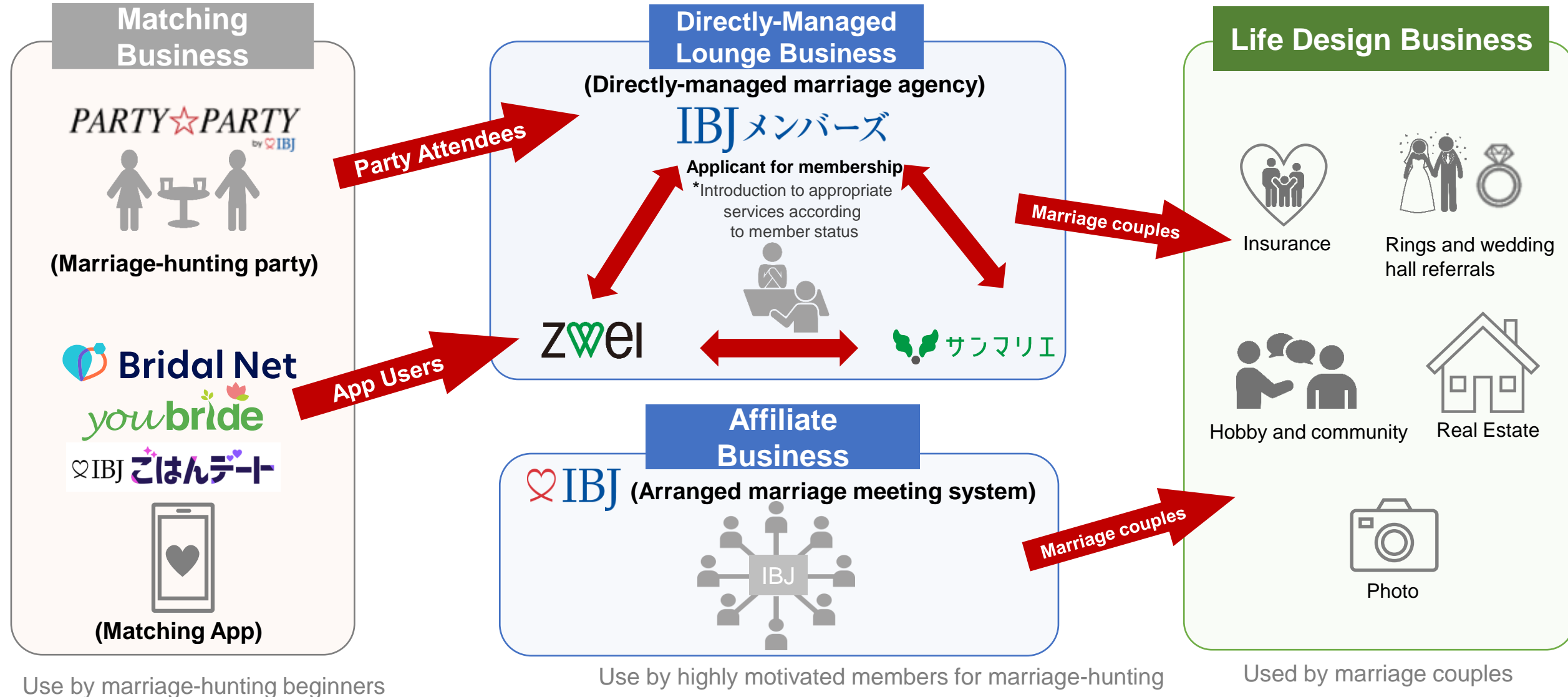
(Million yen)	2022				2023				Change (FY2023 Full-year)	Pct. change (FY2023 Full-year)
	Q1 total	Q2 total	Q3 total	Full year	Q1 total	Q2 total	Q3 total	Full year		
Net sales	3,648	7,366	11,057	14,716	3,864	7,725	13,555	17,649	+2,932	+19.9%
Cost of sales	119	243	370	538	156	315	2,254	2,571	+2,032	+377.6%
Gross profit	3,528	7,123	10,687	14,178	3,707	7,409	11,301	15,078	+899	+6.3%
SG&A	3,104	6,191	9,117	12,185	3,173	6,445	9,560	12,847	+662	+5.4%
Operating income	424	931	1,569	1,993	534	964	1,741	2,230	+237	+11.9%
Total non-operating income	3	51	61	69	16	48	81	80	+11	+16.4%
Total non-operating expenses	3	4	5	11	3	8	13	19	+7	+66.3%
Ordinary income	424	978	1,626	2,051	547	1,004	1,809	2,292	+241	+11.8%
Total extraordinary income	0	7	7	7	69	317	400	400	+392	+5337.8%
Total extraordinary loss	3	11	13	44	0	32	36	330	+286	+643.2%
Income before income taxes	421	975	1,619	2,013	615	1,289	2,172	2,361	+347	+17.3%
Income taxes	105	378	540	705	148	420	680	877	+171	+24.3%
Income taxes-deferred	3	△99	△54	△155	83	31	57	△186	△30	-
Net income	312	696	1,133	1,464	383	837	1,434	1,671	+207	+14.1%
Net income attributable to non-controlling interests	△48	△46	△35	△29	17	31	57	41	+71	-
Net income attributable to owners of parent	361	743	1,168	1,493	365	805	1,377	1,629	+135	+9.1%

# Balance Sheet (B/S)

## ④ References

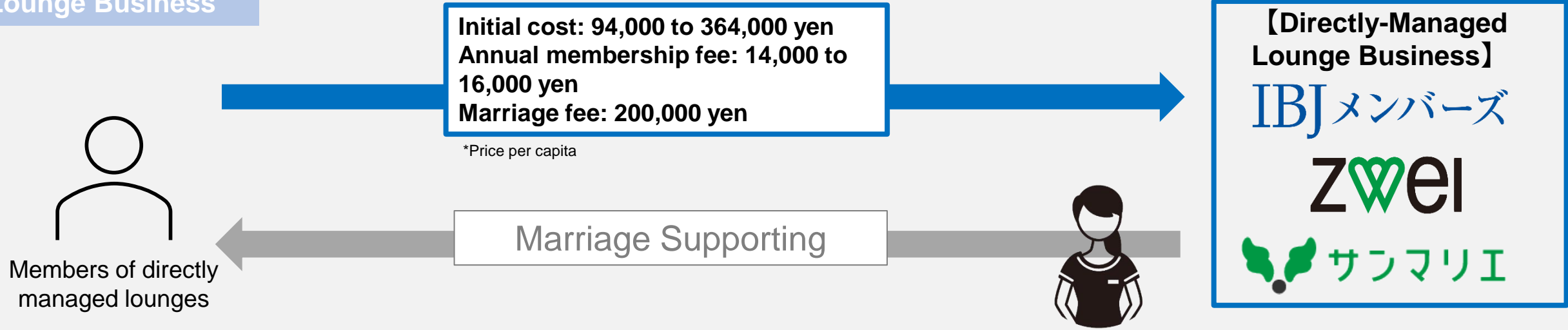
(Million yen)	2022				2023				Change (FY2023 Full- year)	Pct. change (FY2023 Full- year)
	Q1 total	Q2 total	Q3 total	Full year	Q1 total	Q2 total	Q3 total	Full year		
Current assets	7,598	7,315	7,477	7,420	7,471	7,722	8,109	8,091	+671	+9.0%
Cash and deposits	4,442	3,826	3,819	3,298	3,141	3,052	3,887	3,789	+490	+14.9%
Non-current assets	5,947	5,930	6,390	6,400	7,803	8,417	8,364	10,029	+3,628	+56.7%
Tangible and intangible assets	3,436	3,314	3,651	3,565	5,060	5,013	5,053	5,607	+2,042	+57.3%
Investments and other assets	2,510	2,616	2,738	2,835	2,743	3,404	3,310	4,421	+1,586	+56.0%
<b>Total assets</b>	13,545	13,245	13,868	13,820	15,275	16,140	16,473	18,120	+4,299	+31.1%
Current liabilities	4,181	3,927	4,117	3,868	4,036	4,569	5,464	7,187	+3,319	+85.8%
Non-current liabilities	2,625	2,180	2,086	1,988	3,139	3,091	2,921	2,908	+920	+46.3%
<b>Total liabilities</b>	6,806	6,107	6,203	5,856	7,175	7,661	8,386	10,096	+4,239	+72.4%
Capital stock and capital surplus	1,502	1,554	1,554	1,554	1,554	1,629	1,629	1,629	+74	+4.8%
Retained earnings	5,595	5,842	6,268	6,593	6,717	7,157	7,729	7,981	+1,388	+21.1%
Treasury shares	△999	△901	△901	△901	△901	△749	△1,524	△1,843	△941	-
Valuation and translation adjustments	236	263	352	321	315	△58	△279	△320	△641	△199.6%
Non-controlling interests	403	378	389	395	413	466	491	476	+80	+20.2%
<b>Total net assets</b>	6,739	7,138	7,664	7,964	8,099	8,478	8,086	8,023	+59	+0.8%
<b>Total liabilities and net assets</b>	13,545	13,245	13,868	13,820	15,275	16,140	16,473	18,120	+4,299	+31.1%

## Providing one-stop services from marriage-hunting to life design after marriage

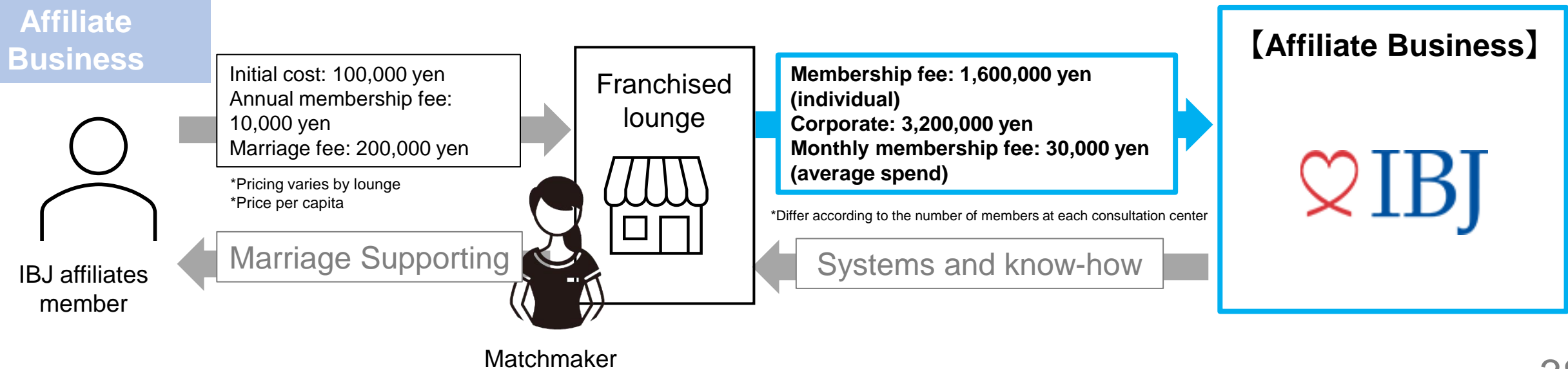


# Business Models (Matching Business)

## Directly-Managed Lounge Business

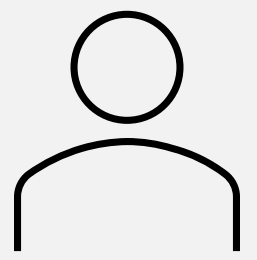


## Affiliate Business



## Party Business

Party members



**Participation fee per party  
¥2,000 to ¥7,500**

\*Average price per person

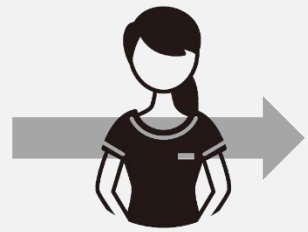
**PARTY☆PARTY**  
by IBJ



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

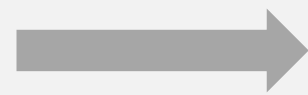


- Entertainment party  
Held at a wide variety of venues  
e.g. aquarium, fireworks, etc



**IBJ**メンバーズ

Recommend joining  
IBJ Members

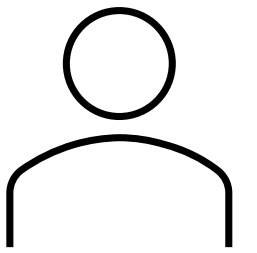


Matching



## App Business

Matching app members



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

\*Fluctuations such as additional options

**ブライダルネット**



Generous support  
from becoming a  
member to encounter

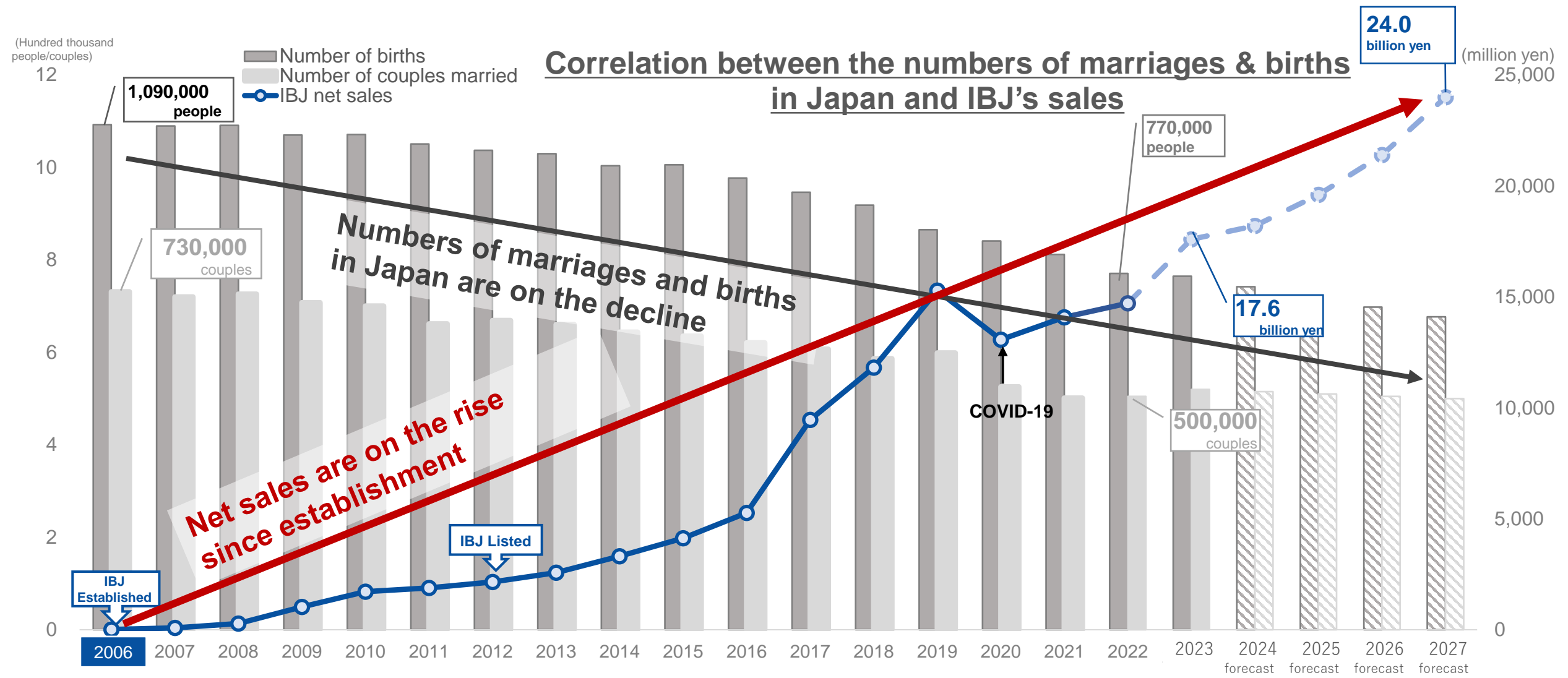


**PARTY☆PARTY**  
by IBJ

Sending marriage-hunting members who are highly motivated

Directly-Managed  
Lounge agency


IBJ's performance is on the rise while the numbers of marriages and births in Japan are declining

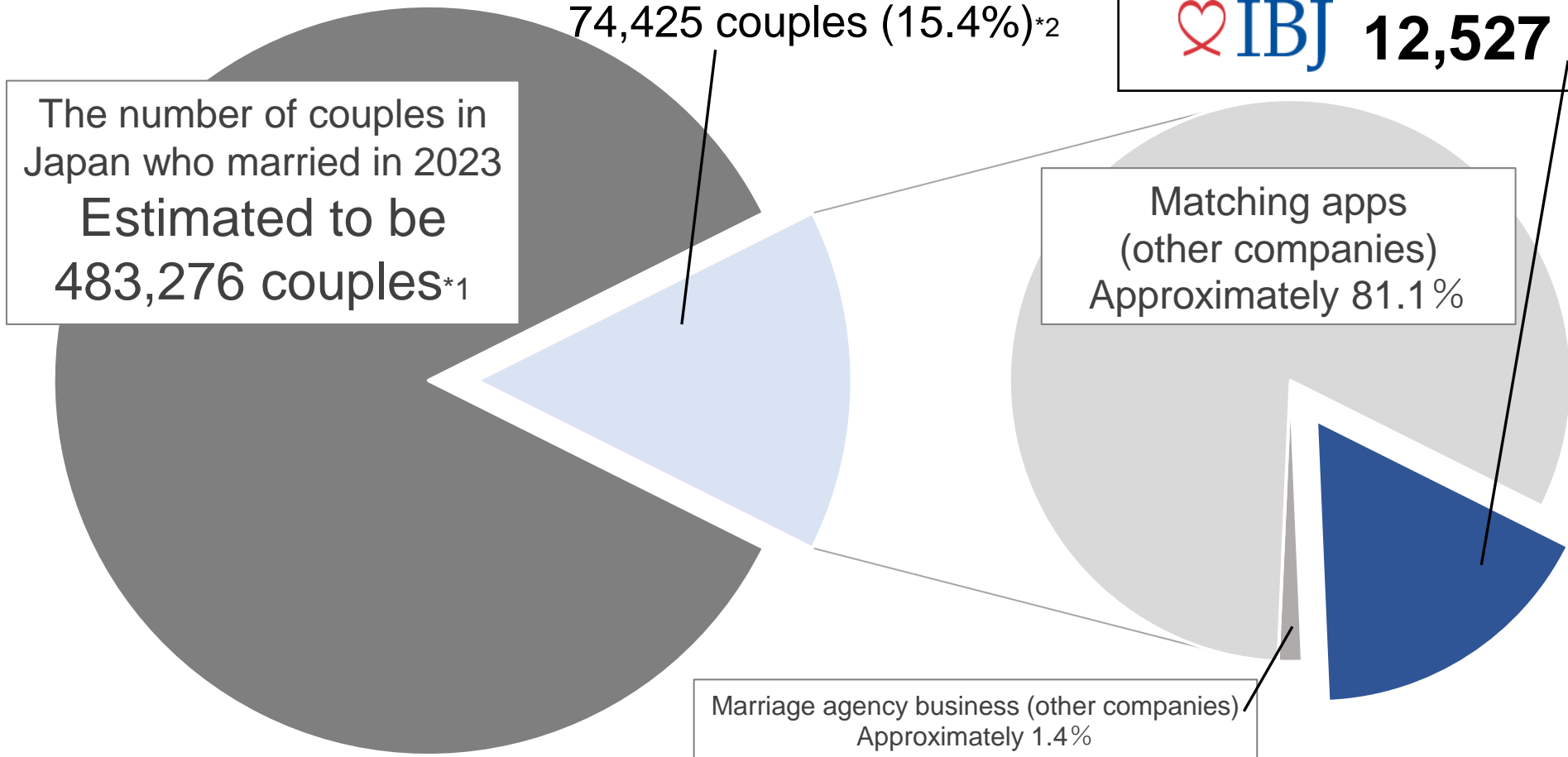


\*Refer to the Ministry of Health, Labour and Welfare's "2022 Summary of Vital Statistics (Fixed Number)" (1947-2022).



We boast one of the best shares in the marriage-hunting industry, by the number of marriages between members, at 16.8%

**16.8% share in the industry, by the number of marriages between members**  
 **12,527 couples (2023)**



\*1 The Number of annual marriages was uniquely calculated by converting 322,184, the number of couples who married between January and August 2023, from the Ministry of Health, Labour and Welfare's "Monthly Report of Vital Statistics (approximations), August 2021) to an annual number (483,276 couples)

\*2 Calculated and created based on the ratio of people using marriage hunting services, as presented by Recruit Bridal Research's "Marriage-hunting service usage survey 2023"

# Featuring rising personality Kasumi Mori to strengthen approach to young people

Started broadcasting a TV ad with the concept **“That marriage hunting is not fair.”**



## Kasumi Mori's profile

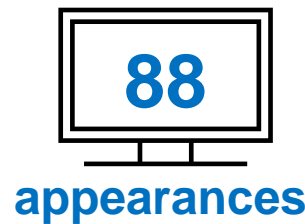


Kasumi is affiliated with production company seju. She works actively not only as an announcer but as a performer, musician, and TV show personnel.

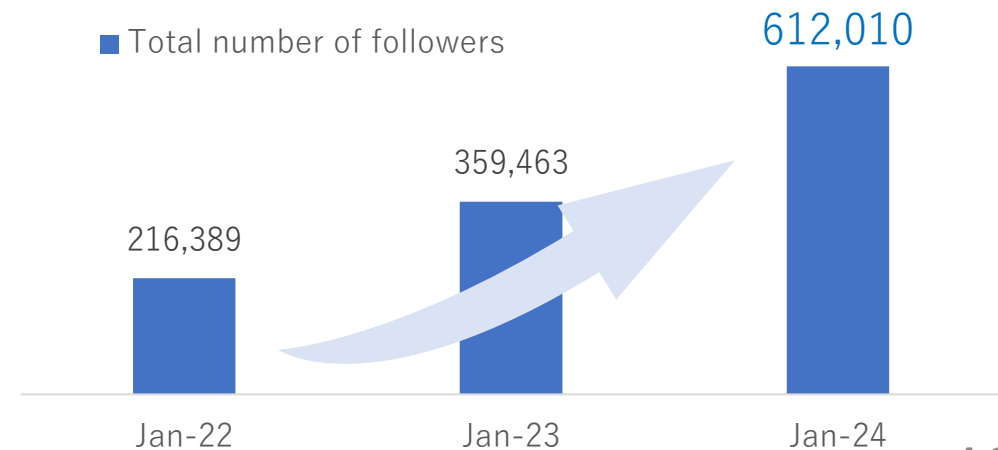
### 2023 TV appearances

(After being TV show personnel up until December 2023)

- 〈 Appeared in these major programs 〉
- ⇒ A drama called “Even if I forget you”
- “Sunday Japan,” an information program
- Variety shows such as “Dancing sanma palace!!” and “Tokyo University King”



Total Instagram followers tripled in two years.



**2006**

- IBJ Inc. is established and the Japan Association of Marriage Agencies business is launched
- Took over the Bridal Net and PARTY☆PARTY businesses 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 Tokyo Co., Ltd. subsidiaries

**2020**

- Made ZWEI Co., Ltd. subsidiaries

**2022**

- **Transitioned to the Tokyo Stock Exchange Prime Market**

**2023**

- Number of marriage agencies exceeded 4,000 companies
- The number of arranged marriages meetings in September exceeded 60,000, the highest for a single month
- 12,527 marriages created (2.6% of all marriages in Japan)
- **Capital and business alliance with O-Net Inc.**

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: 1,230 (Dec. 2023)

Directors:

President and Representative Director: Shigeru Ishizaka

Managing Director: Kenjiro Tsuchiya

Director: Yasuyuki Yokogawa

Outside Director: Kohzoh Umezu

Outside Director: Masahide Kamachi

Outside Director: Tetsushi Kawaguchi

Full-time Auditor: Yuki Futatsuya

Corporate Auditor: Nobuyuki Teramura

Corporate Auditor: Kaori Yagi

Listing Market: Tokyo Stock Exchange Prime Market (6071)



## IBJ,Inc

**12<sup>th</sup> & 17<sup>th</sup> floor, Shinjuku First West 1-23-7 Nishi  
Shinjuku, Shinjuku-ku, Tokyo 160-0023**

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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 November 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.](#)**





人と人をつなぐのは、人だと思ふ。

An Interpersonal encounter is arranged only by a human.