

ズルい  
婚活。

結婚は  
♡ IBJ

IBJ 婚活アンバサダー  
森 香澄



Third Quarter of Fiscal Year  
Ending December 31, 2024

# Financial Report

IBJ, Inc.  
TSE Prime Market: 6071



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**Financial Results Summary**

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**Connecting Japan's Future  
with Nudges**

**3**

**References  
(Summary by Business)**



1

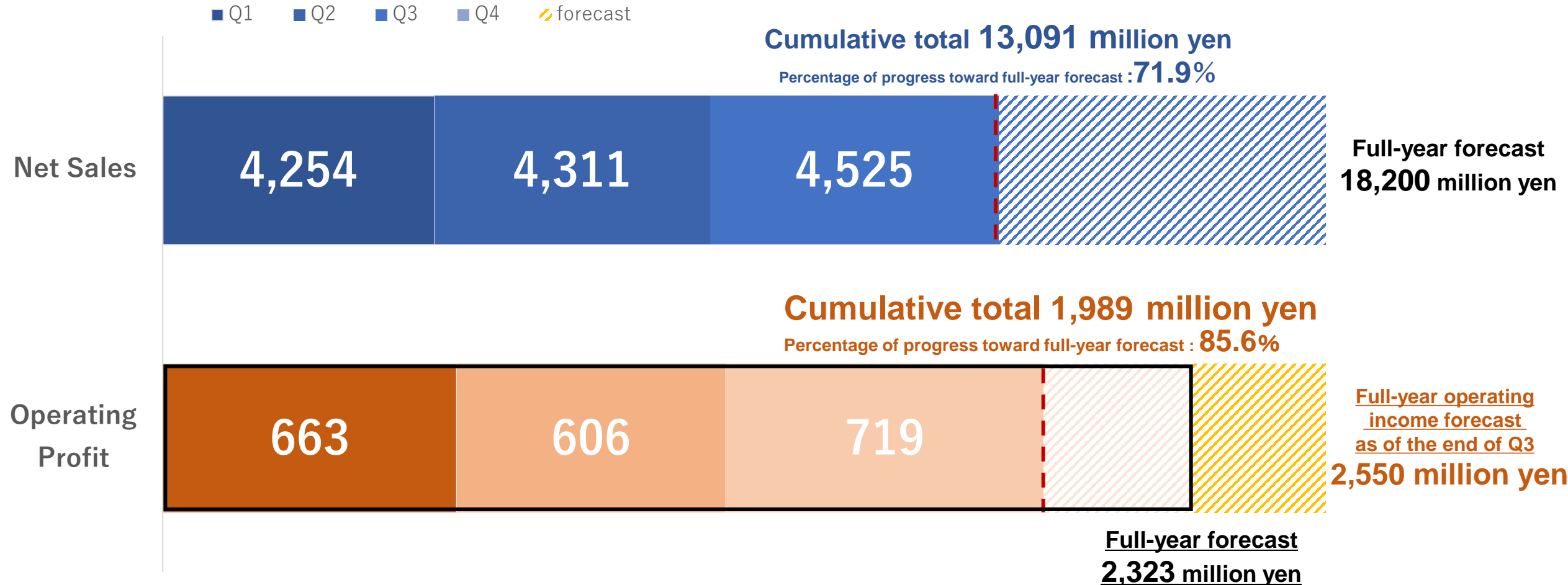
# Financial Results Summary

**Sales declined slightly in YoY due to one-time factors such as the sale of REITs (sales: approx. 1.5 billion yen, operating income: approx. 80 million yen)**

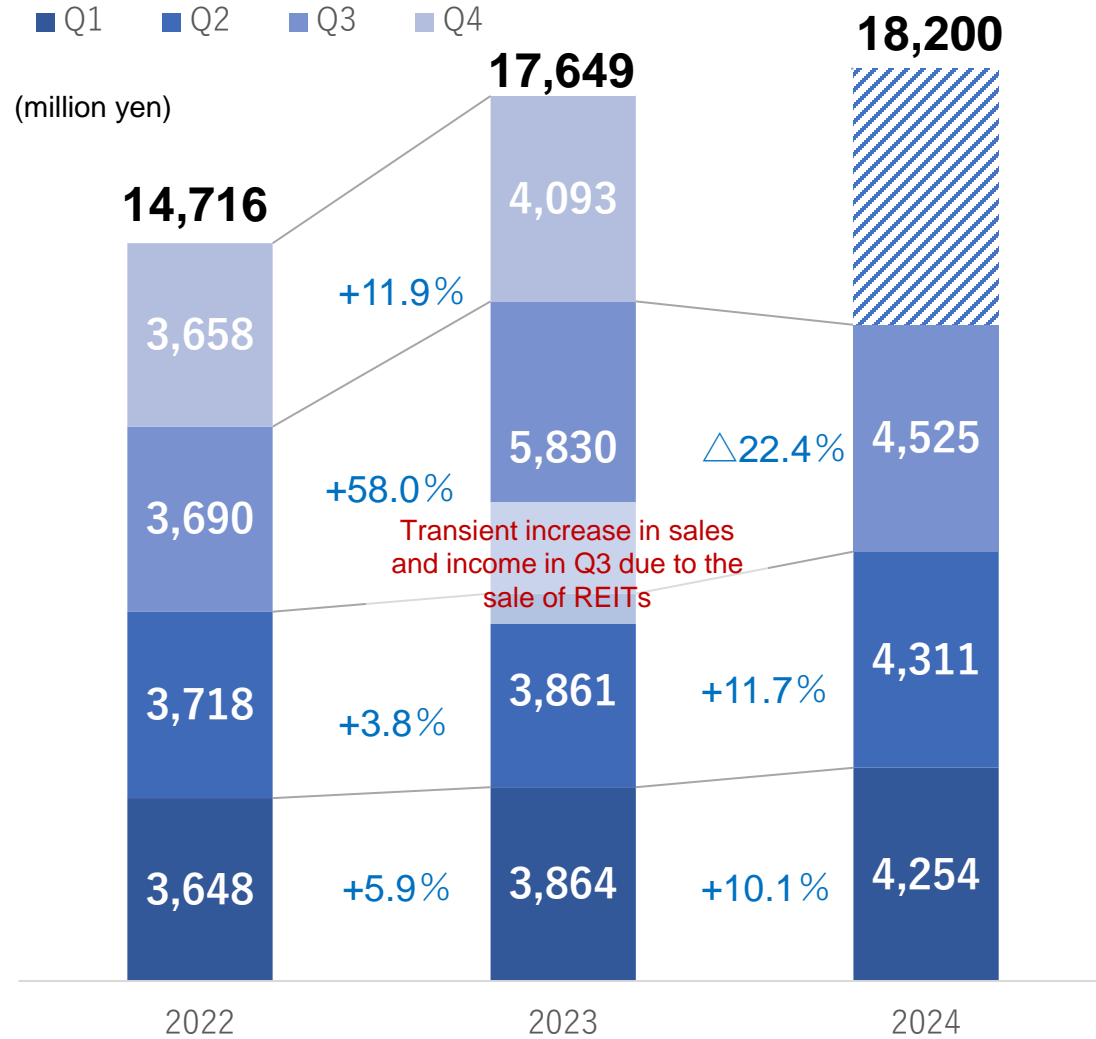
**Meanwhile, steady business growth led to a 14.3% increase in operating income.**

(Million yen)	Cumulative Total Q3		Change	Pct. change
	2023	2024		
<b>Net sales</b>	13,555	<b>13,091</b>	<b>△463</b>	<b>△3.4%</b>
<b>Operating Profit</b>	1,741	<b>1,989</b>	<b>+248</b>	<b>+14.3%</b>
<b>Ordinary Profit</b>	1,809	<b>1,979</b>	<b>+170</b>	<b>+9.4%</b>
<b>Net Income</b> Attributable to owners of parent	1,377	<b>1,316</b>	<b>△60</b>	<b>△4.4%</b>

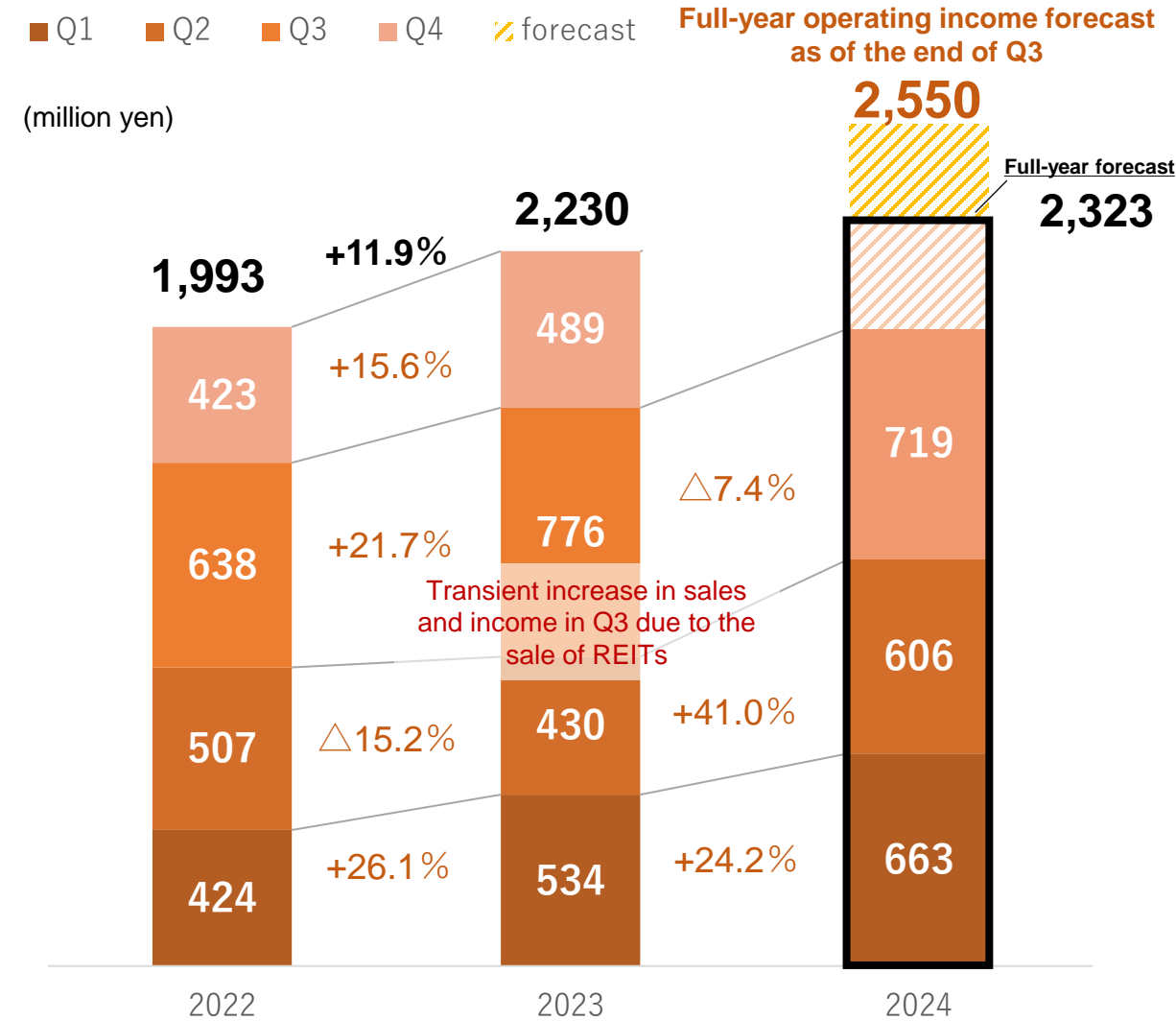
**Cumulative sales: 13,091 million yen, Cumulative operating income: 1,989 million yen**  
**Operating income is expected to exceed this year's forecast by about 10%.**



### Net Sales Trends

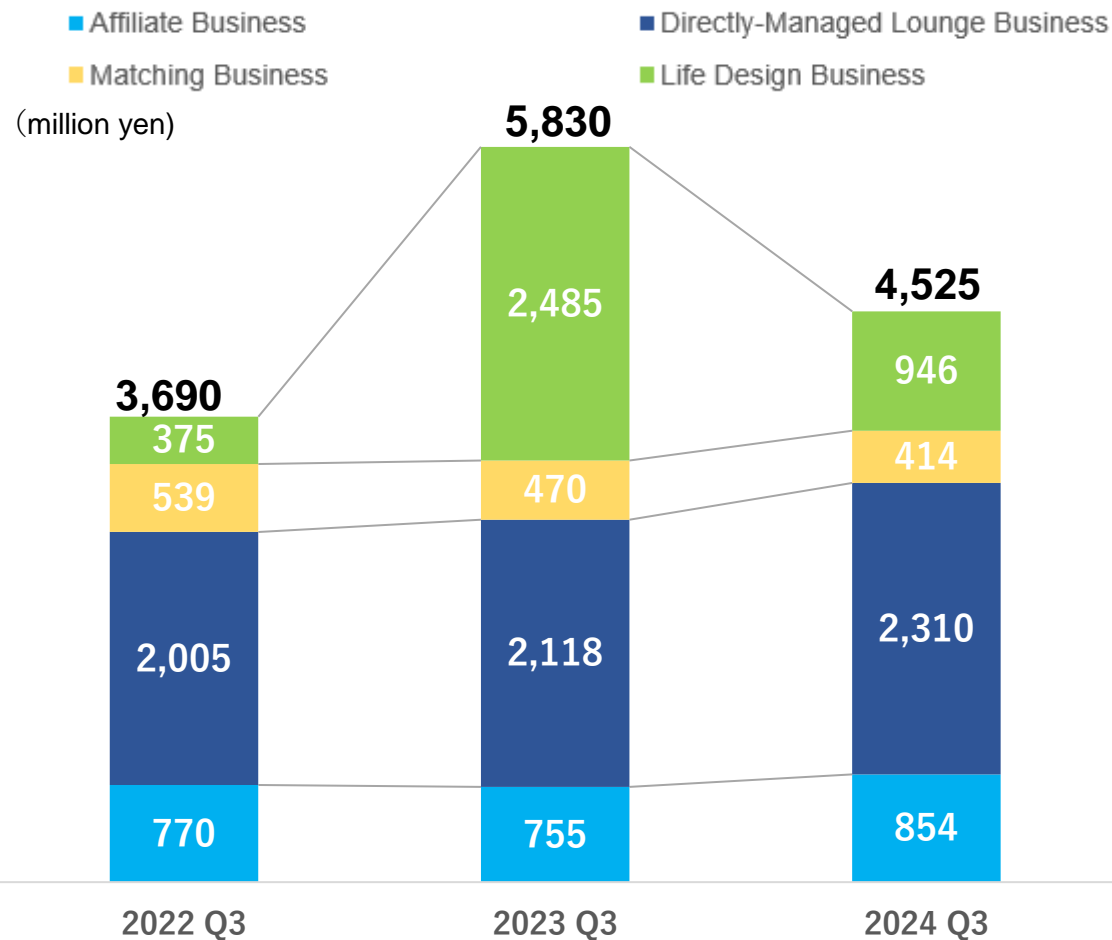


### Operating Profit Trends

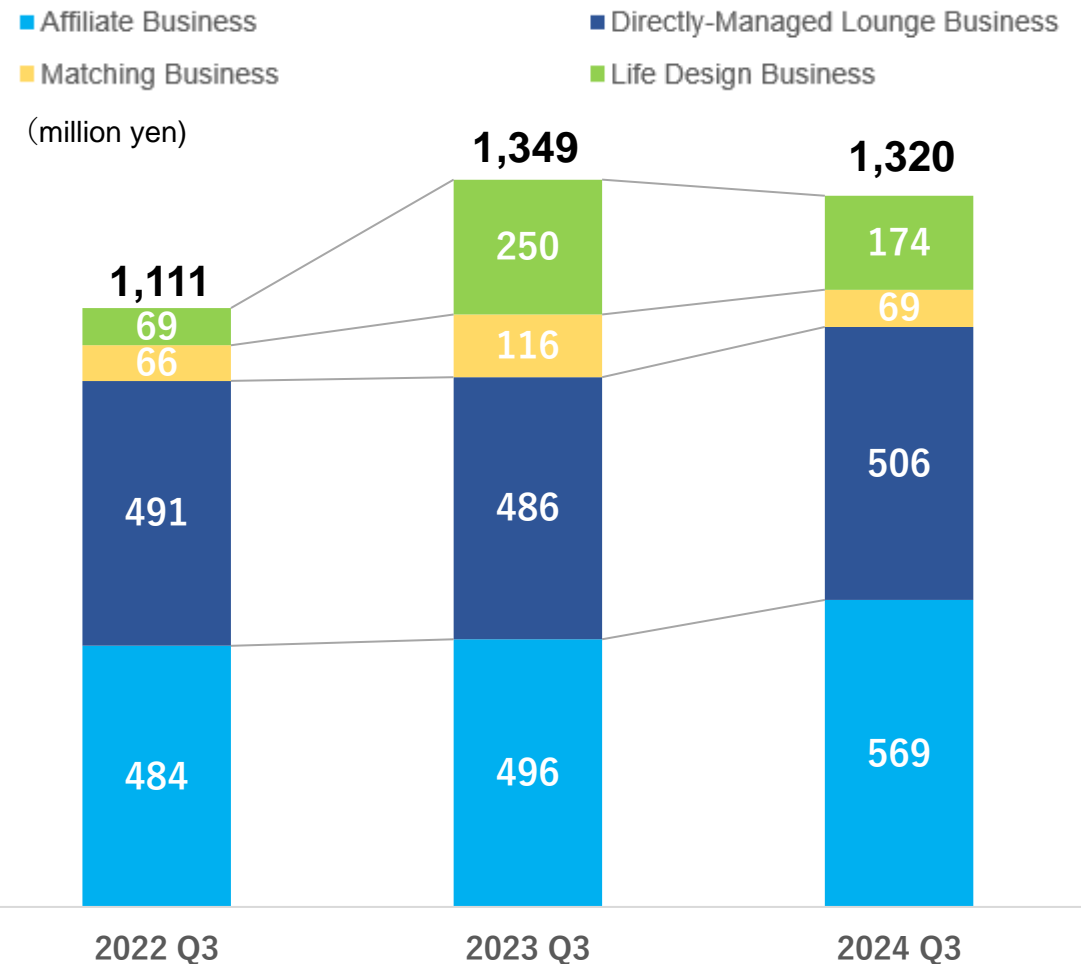


Steady growth in each business, centered on affiliate business and directly managed business

## Quarterly Net Sales by Business



## Quarterly Divisional Profit by Business



\*Divisional profit = Operating profit + Depreciation and amortization + Amortization of goodwill + Amortization of long-term prepaid expenses

\*Internal transactions adjusted.

\*Including respective adjustment amounts.

# Profit and Loss Statement (P/L)

(1) Financial Results Summary

(Million yen)	2023					2024			YoY (Change)	YoY (Pct. change)
	Q1	Q2	Q3	Q4	Full-year	Q1	Q2	Q3		
Net sales	3,864	3,861	5,830	4,093	17,649	4,254	4,311	4,525	△1,304	△22.4%
Cost of sales	156	158	1,939	298	2,552	294	296	317	△1,621	△83.6%
Gross profit	3,707	3,702	3,891	3,795	15,096	3,959	4,014	4,208	+317	+8.2%
SG&A	3,173	3,272	3,114	3,305	12,865	3,295	3,408	3,489	+374	+12.0%
Operating income	534	430	776	489	2,230	663	606	719	△57	△7.4%
Total non-operating income	16	31	32	0	80	3	5	△1	△34	—
Total non-operating expenses	3	5	4	5	19	5	5	6	+1	+28.6%
Ordinary income	547	456	804	483	2,292	662	606	711	△93	△11.6%
Total extraordinary income	69	248	82	0	400	82	1	—	△82	—
Total extraordinary loss	0	31	4	293	330	—	23	0	△4	△100.0%
Net income attributable to owners of parent	365	440	571	252	1,629	481	385	450	△121	△21.2%



(Million yen)	2023				2024			Prior year throughput ratio (fluctuation)	Prior year throughput ratio (Percentage)
	Q1	Q2	Q3	Full-year	Q1	Q2	Q3		
Current assets	7,471	7,722	8,109	8,091	6,170	7,035	7,310	△780	△9.6%
Cash and deposits	3,141	3,052	3,887	3,789	2,489	2,830	2,743	△1,045	△27.6%
Non-current assets	7,803	8,417	8,364	10,029	10,134	10,242	10,318	+289	+2.9%
Total assets	15,275	16,140	16,473	18,120	16,305	17,277	17,629	△490	△2.7%
Current liabilities	4,036	4,569	5,464	7,187	5,426	5,126	4,709	△2,477	△34.5%
Non-current liabilities	3,139	3,091	2,921	2,908	3,261	4,124	4,401	+1,492	+51.3%
Total liabilities	7,175	7,661	8,386	10,096	8,687	9,250	9,111	△985	△9.8%
Total net assets	8,099	8,478	8,086	8,023	7,617	8,027	8,518	+494	+6.2%
Total liabilities and net assets	15,275	16,140	16,473	18,120	16,305	17,277	17,629	△490	△2.7%

# Net sales and Divisional Profit by Business

(1) Financial Results Summary

(Million yen)		2023					2024			YoY (Change)	YoY (Pct. change)
		Q1	Q2	Q3	Q4	Full-year	Q1	Q2	Q3		
Affiliate business	Net sales	780	711	755	726	2,973	834	784	854	+98	+13.1%
	Agency Opening Support Business	420	362	379	336	1,499	419	344	388	+8	+2.4%
	Affiliate Business	359	348	375	390	1,473	414	440	465	+89	+23.9%
	Divisional profit	454	396	496	479	1,827	583	515	569	+73	+14.8%
	Agency Opening Support Business	218	171	217	195	802	269	192	222	+5	+2.3%
	Affiliate Business	235	225	279	284	1,024	313	323	347	+68	+24.4%
Directly-Managed Lounge Business	Net sales	2,051	2,106	2,118	2,103	8,379	2,138	2,249	2,310	+192	+9.1%
	Divisional profit	435	455	486	473	1,850	469	506	506	+20	+4.2%
Matching Business	Net sales	452	464	470	450	1,838	413	400	414	△56	△12.0%
	Party Business	270	280	274	260	1,085	230	217	229	△44	△16.3%
	App Business	182	183	196	190	752	182	182	184	△11	△6.1%
	Divisional profit	39	63	116	115	335	60	53	69	△47	△40.8%
	Party Business	0	28	52	57	139	22	20	32	△19	△37.6%
	App Business	38	35	64	57	196	37	33	36	△27	△43.5%
Life Design Business	Net sales	579	579	2,485	812	4,457	867	876	946	△1,539	△61.9%
	Divisional profit	132	93	250	33	509	159	138	174	△75	△30.2%



2

## Connecting Japan's Future with Nudges

# We aim to achieve further growth by improving our recognition and reliability

IBJ's medium- to long-term growth image

Become an infrastructure company for encounters

**(5) Grow as a national policy company with public-private collaboration**

Expand the scale of business even further

**(3) Expand the Life Design Business**

**(4) Improve corporate recognition and reliability**

Establish business models

**(1) Reorganize the industry and differentiate**

**(2) Expand the platform**

2006–2023

2024–2027

2028 onward

## Industry transformations realized by IBJ from 2006 to 2023

Past competitor marriage agencies  
**(Focus on membership)**

Monthly membership fees > Marriages

Goal: **Retain members**

**(gain sales from membership fees)**

**Customer's objective ≠**

**Company's revenue**

**Not letting members get married**

IBJ's business model  
**(Focus on marriage)**

Monthly membership fees < Marriages

Goal: **Help members marry**

**(gain payment for marriage fees)**

**Customer's objective = Company's revenue**

**Matchmakers give thorough assistance for marriage**

IBJ's market share grew rapidly with thorough support and an objective focused on marriage. Two major competitor marriage agencies at the time became subsidiaries, and one secured a capital and business alliance with us.



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

The number of our **franchisees** in Japan is the fourth highest in the country. Here's how we rank alongside major companies:\*

Rank	Brand	Franchisees
1	7-Eleven	21,170
2	Family Mart	14,765
3	Lawson	14,439
<b>4</b>	<b>IBJ</b>	<b>4,428</b>
5	McDonald's	2,102

**Supporting marriage-hunting across Japan using IBJ's platform**

**Kyushu/Okinawa/  
Overseas: 353**

**4,428  
in Japan**

**Hokkaido: 71**

**Tohoku: 143**

**Chubu: 726**

**Kanto: 2,133**

**221**

**Kansai: 781**

**Chugoku/Shikoku:**

\*The numbers of franchisees at other companies are quoted from "Business Chance October 2024 Edition" by Business Chance Co., Ltd.  
The numbers of IBJ franchisees are based on data from September 30.

# Developing business with an aim to further expand performance and "nudges"

Marriage-hunting domain

Marriage

Life design domain

Matchmaker



Accompanied-style service



Passing the baton

Planner



Accompanied-style service



## IBJ's unique advantages

Increasing LTV without expending costs by providing integrated service offerings at marriage agencies

Strong UX with low customer burden, as almost all services are in-house



IBJ's strength is the way it organically integrates with the life design domain and continually grows

# Improved corporate recognition with an aim to achieve greater growth in performance

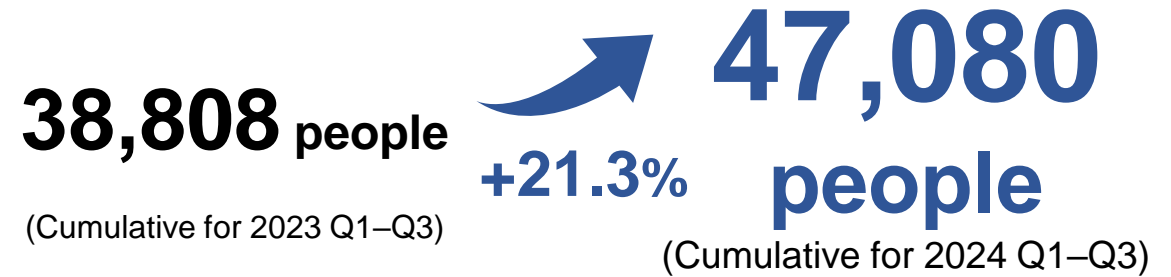
Measures to improve recognition with the keyword "**cunning marriage-hunting**"



Raise corporate awareness that **marriage hunting = IBJ**

# Greater recognition resulted in a significant number of new members at IBJ marriage agencies

YoY comparison of new members



Next year, we aim to improve recognition of our services and corporate reliability to bolster local government support

\*Based on data calculated by an advertising agency.  
 \*Target population Total individuals (12-69 years old): "SOTO/ex2022", "SOTO/ex2023" VR (Tokyo, Osaka) Total individuals (12-69 years old), "ACR/ex2021" VR (Nagoya, Fukuoka)  
 \*Total usage rate: "SOTO/ex2022" and "SOTO/ex2023" VR (Tokyo and Osaka), "ACR/ex2021" VR (Nagoya and Fukuoka)  
 Number of trips per day: "SOTO/ex2022", "SOTO/ex2023" VR (Tokyo, Osaka), "ACR/ex2021" VR (Nagoya, Fukuoka)  
 \*Route adoption rate: Dentetsu data  
 \*Ad attention rate: "JEKI Media Data 2019" and "TOKYO METRO MEDIA DATA 2015"



# Actively promoting public-private collaboration with the aim to resolve the declining birthrate using nudges



Supporting marriage-hunting  
= birthrate decline countermeasures

Provide local governments with our know-how for creating 2.6% of marriages in Japan

Systematize know-how

Practical training from IBJ matchmakers



Support the assistive capabilities of local government matchmakers to help tackle Japan's declining birthrate

Provide IBJ's know-how

Ideal scenario for measures to tackle the declining birthrate

Marriage-hunting matching support

- Implement a matching system
- Host marriage-hunting events

Focus on creating opportunities for encounters

Room for IBJ to give more support

Marriage support (support up until marriage)

- Support from dating to marriage by supporters and community revitalization

Realization of creation of married couples

Support for raising families

- Financial support for raising families
- Encourage people to take childcare leave through workstyle reform



3

## References

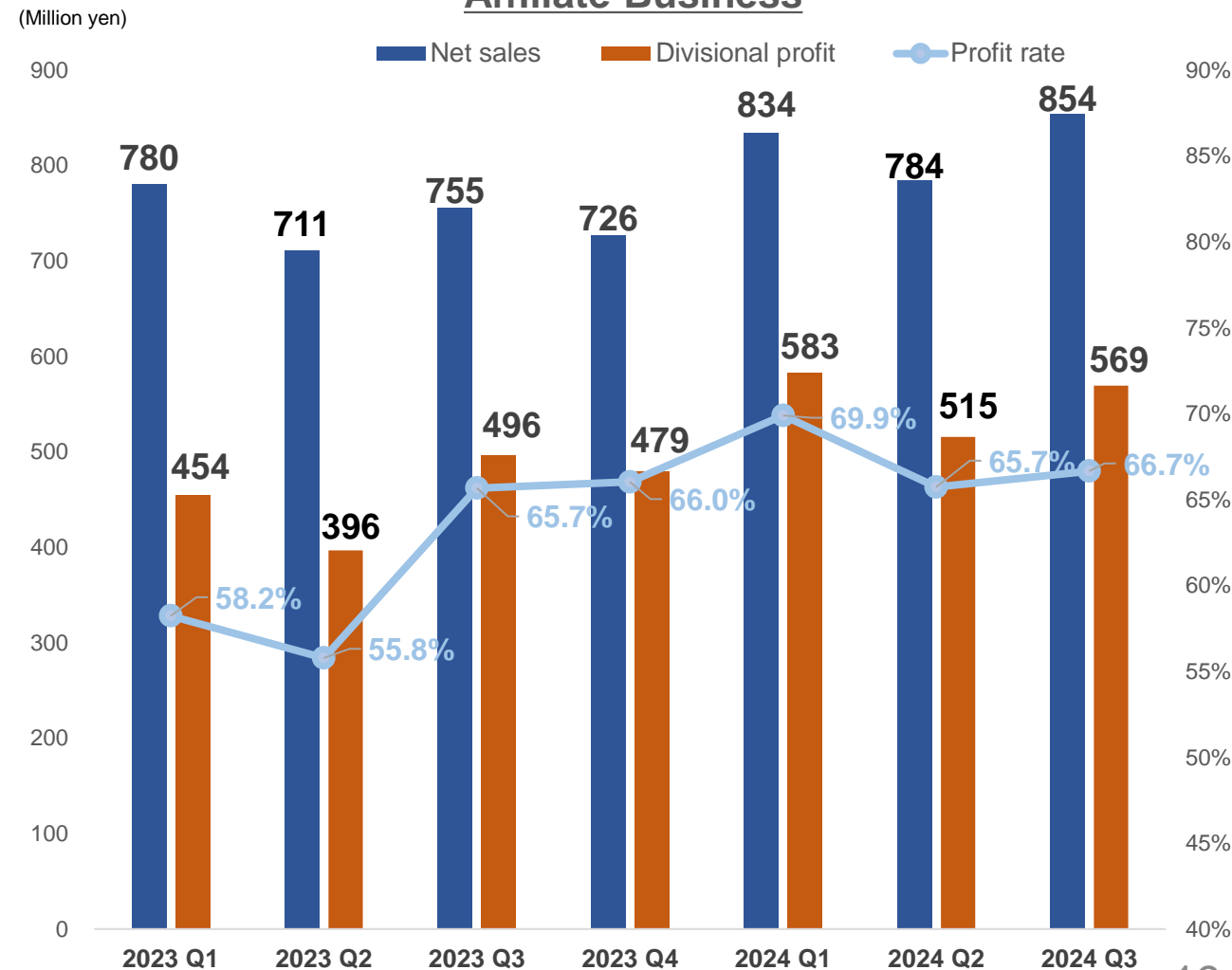
(Summary by Business)

## Each KPI continues to trend positively, with good results in both net sales and divisional profit

(Million yen)

Q3 net sales (year-on-year)	Q3 divisional profit (year-on-year)
<b>854 (+13.1%)</b>	<b>569 (+14.8%)</b>

Quarterly net sales and divisional profit for the Affiliate Business



### Affiliate Business

Each KPI continues to trend positive. Thanks to an increase in franchisees and effects from the collaboration with O-net, the number of new members at marriage agencies increased by 33.1% YoY.

### Agency Opening Support Business

The number of opened agencies increased from the previous quarter. We had steady growth in Q3 with 248 agencies. We will continue to search for new advertisement media and marketing routes. We have 4,428 franchisees (+9.3% YoY) as of Q3.

## Measures utilizing brand characteristics have brought a significant number of new memberships and a steady increase in sales and income

(Million yen)

Q3 net sales (year-on-year)	Q3 divisional profit (year-on-year)
<b>2,310 (+9.1%)</b>	<b>506 (+4.2%)</b>

### IBJ members

The average unit price at the time of enrollment increased, continuing from Q2. We have also focused on enrollments online, in parallel with party enrollments, resulting in a 10.3% YoY increase in new memberships.

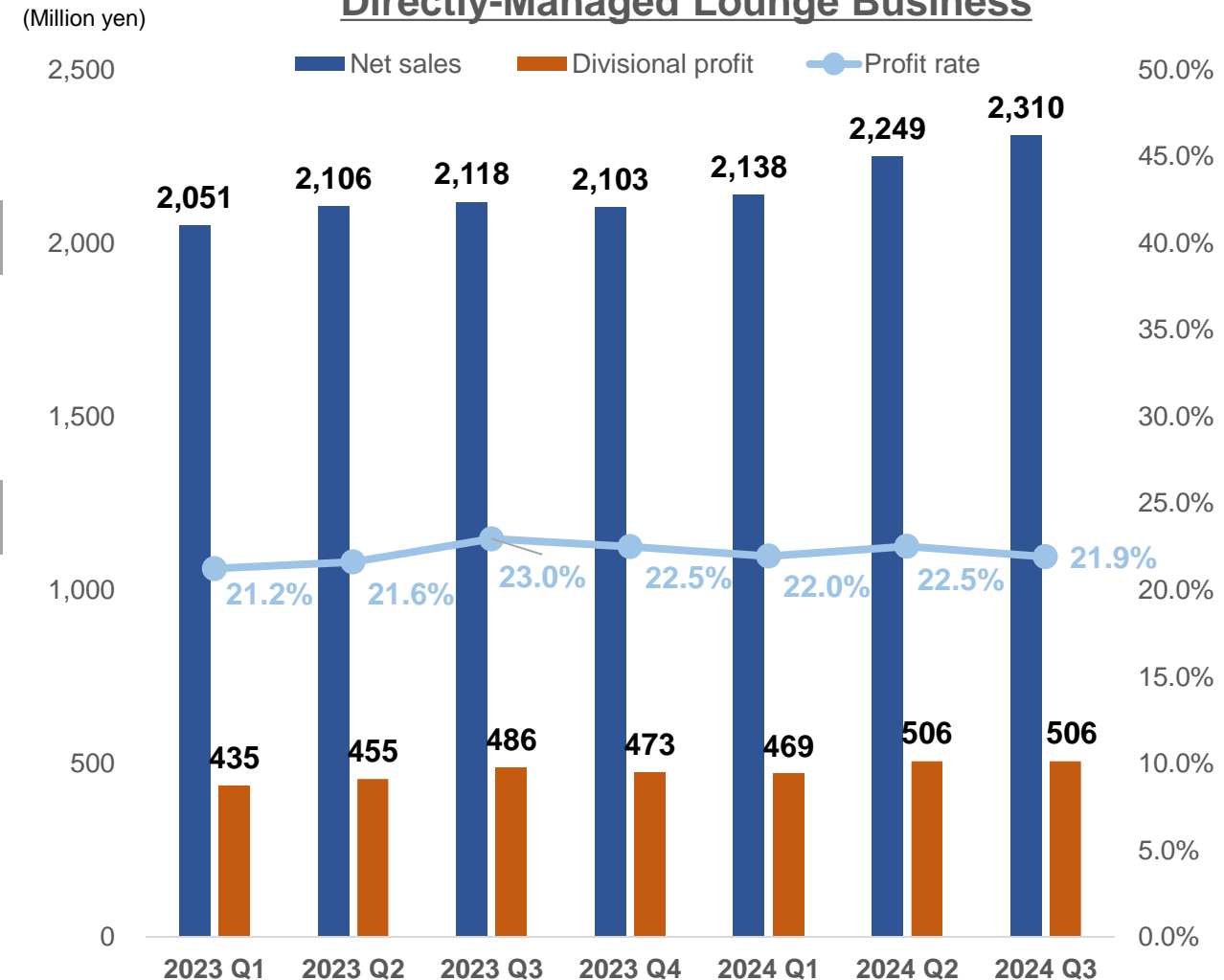
### ZWEI

Marketing measures have been successful. The number of new memberships increased by 22.2% YoY, driving growth in directly-managed lounges.

### Sunmarie

We had a significant number of enrollments from the Matching Business (parties). The number of new memberships increased by 7.7% YoY, showing steady growth.

Quarterly net sales and divisional profit for the Directly-Managed Lounge Business



## We have achieved steady business growth due to the measures for gaining new enrollments held since Q2

(Million yen)

Q3 net sales (year-on-year)	Q3 divisional profit (year-on-year)
<b>414 (△12.0%)</b>	<b>69 (△40.8%)</b>

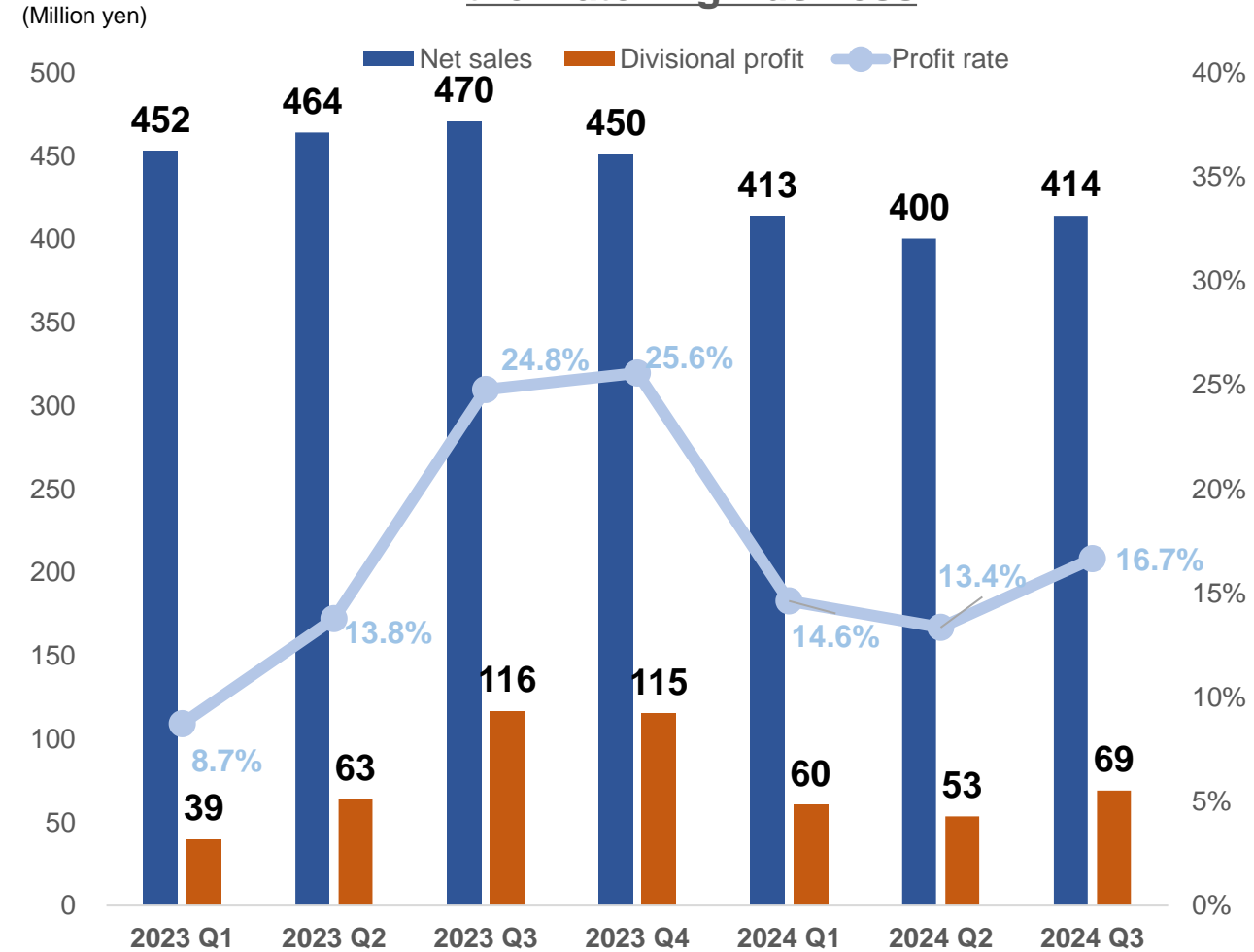
### Party Business

Campaigns and new advertisement media (site publication) helped boost participants and events held QoQ, resulting in improved advertisement efficiency. The full-scale launch of premium parties began in August and participants are increasing.

### App Business

Net sales and divisional profit were flat. We have continued to refine our services with the aim of increasing the number of paying members.

Quarterly net sales and divisional profit for the Matching Business



**There was a YoY fall owing to investment projects in Q3 of last year, but we achieved strong growth QoQ**

(Million yen)

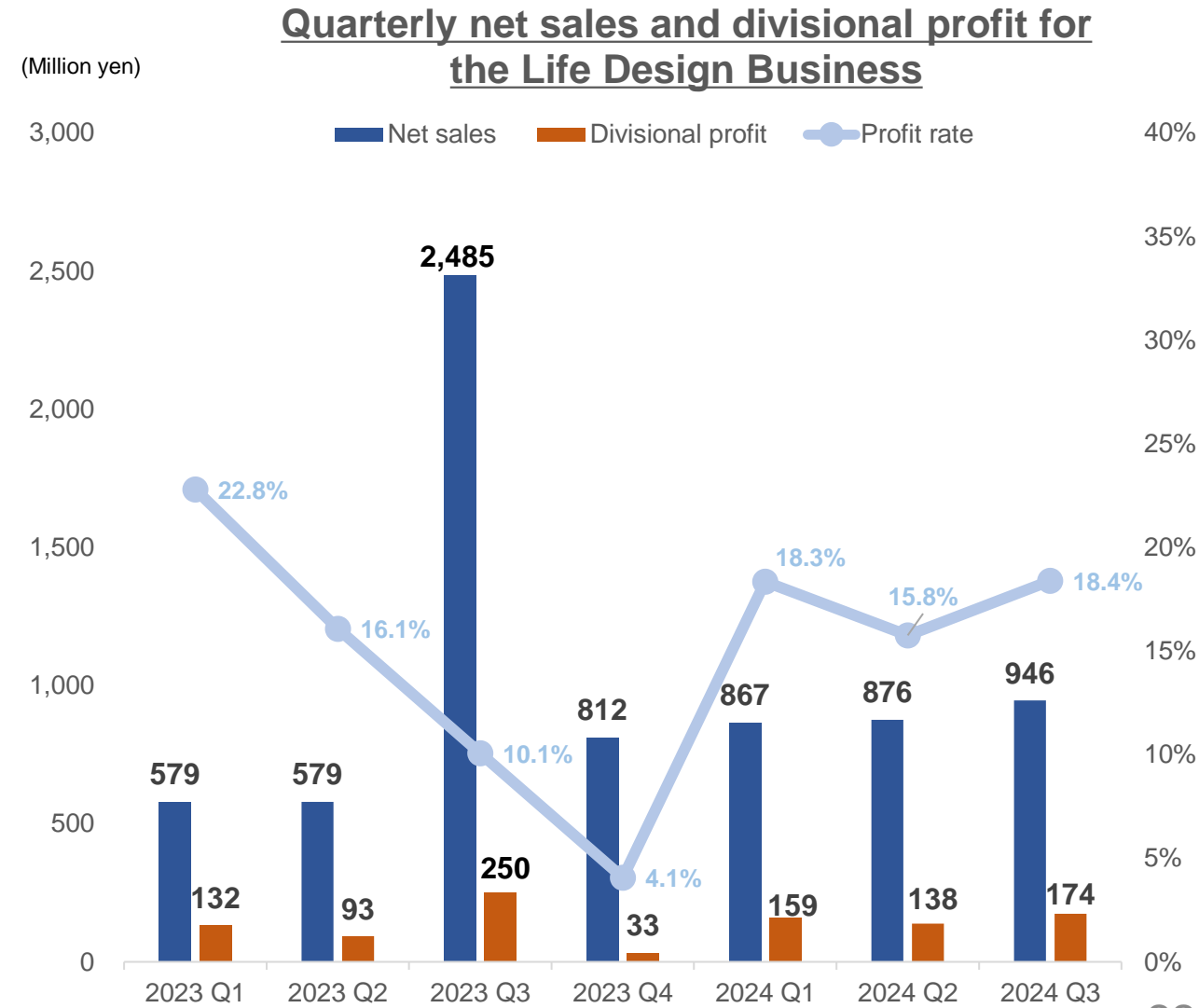
Q3 net sales (year-on-year)	Q3 divisional profit (year-on-year)
<b>946 (△61.9%)</b>	<b>174 (△30.2%)</b>

## Domains surrounding marriage-hunting (insurance, real estate, weddings, and photos)

Owing to more marriages and more customers sent from the Marriage Agency Business, the number of service users is steadily increasing. We aim to gain even more customers by bolstering collaboration with the Directly-Managed Lounge Business.

## K Village (Korean Community Business)

Strong growth in the number of students in the language community business, up 34.8% in YoY. We have also had strong performance in opening franchises within the Music Community Business. The number of schools has increased by 163.6% YoY, showing strong growth.



# KPI by Business (Marriage Agency Business)

(3) References

By period		2023					2024			YoY (Change)	YoY (Pct. change)	
		Q1	Q2	Q3	Q4	Full-year	Q1	Q2	Q3			
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	+378	+9.3%	
	Number of new memberships	12,225	13,087	13,496	12,554	51,362	13,639	16,280	17,161	+3,665	+27.2%	
	Number of arranged marriage meeting members*	91,410	93,370	94,508	94,035	—	95,432	98,837	101,689	+7,181	+7.6%	
	Number of arranged marriage meetings	178,172	192,070	197,754	196,819	764,815	205,706	220,157	230,081	+32,327	+16.3%	
	Affiliate Business	Number of new business openings	268	220	239	217	944	225	235	248	+9	+3.8%
		Number of new memberships	7,317	7,910	8,526	8,208	31,961	8,624	10,649	11,352	+2,826	+33.1%
		Number of arranged marriage meeting members*	58,461	59,633	60,524	60,581	—	60,915	63,637	65,727	+5,203	+8.6%
		Number of arranged marriage meetings	108,110	118,079	120,472	122,527	469,188	125,561	135,712	143,265	+22,793	+18.9%
	Directly- Managed Lounge Business	Number of new memberships	4,908	5,177	4,970	4,346	19,401	5,015	5,631	5,809	+839	+16.9%
		Number of arranged marriage meeting members*	32,949	33,737	33,984	33,454	—	34,517	35,200	35,962	+1,978	+5.8%
Number of arranged marriage meetings		70,062	73,991	77,282	74,292	295,627	80,145	84,445	86,816	+9,534	+12.3%	

# KPI by Business (Matching Business and Life Design Business)

(3) References

By period		2023					2024			YoY (Change)	YoY (Pct. change)
		Q1	Q2	Q3	Q4	Full-year	Q1	Q2	Q3		
Matching Business	Number of party participants	95,715	91,375	82,731	75,946	345,767	70,610	74,525	82,143	△588	△0.7%
	Number of parties held	8,284	7,787	7,477	7,208	30,756	6,956	7,967	8,746	+1,269	+17.0%
	Number of matches (apps) *	289,162	313,518	312,258	279,486	1,194,424	312,308	318,044	310,124	△2,134	△0.7%

\*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.

By period		2023					2024			YoY (Change)	YoY (Pct. change)
		Q1	Q2	Q3	Q4	Full-year	Q1	Q2	Q3		
Life Design Business	Number of signing a contract (insurance & wedding) *	420	382	432	466	1,700	607	571	570	+138	31.9%
	The number of Selfit arranged marriage meeting photos taken	930	1,229	1,340	1,198	4,697	1,403	2,380	2,523	+1,183	88.3%
	K village Number of students (Korean & voice training) *	12,450	13,118	14,010	14,696	—	15,909	17,423	18,888	+4,878	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

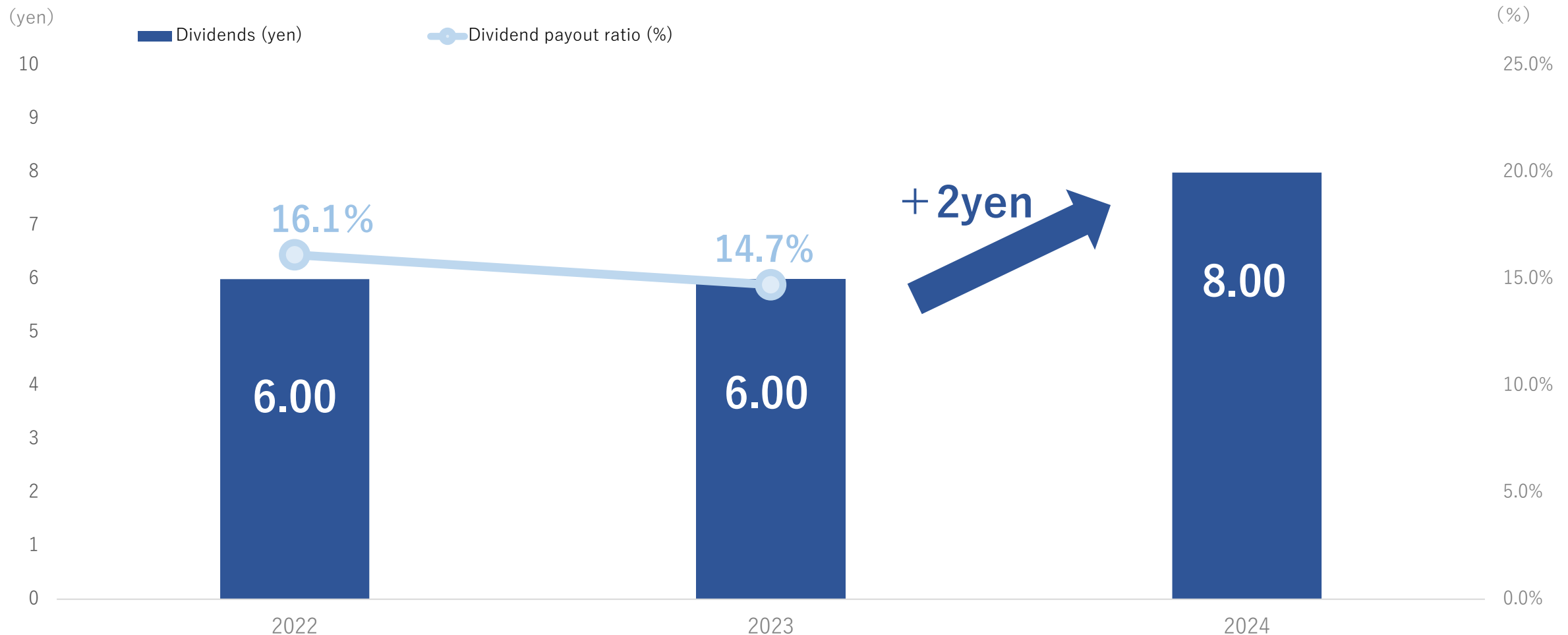


Progressing generally as expected against plan.

	2024 (actual)	2027 (target)	rate of progress
<b>Net sales</b>	<b>18.2 billion</b> (full-year forecast)	<b>24 billion</b>	<b>75.8%</b>
<b>Operating profit</b>	<b>2.3 billion</b> (full-year forecast)	<b>3.5 billion</b>	<b>65.7%</b>
<b>Number of married couples</b>	<b>15,136 couples</b> (forecast)	<b>20,000 couples</b>	<b>75.7%</b>
<b>Number of affiliates</b>	<b>4,428</b> (End of 3Q)	<b>7,000</b>	<b>63.3%</b>
<b>Number of arranged marriage meeting members</b>	<b>101,689</b> (End of 3Q)	<b>173,000</b>	<b>58.4%</b>
<b>Number of matching members</b>	<b>162,000</b> (forecast)	<b>250,000</b>	<b>64.8%</b>

Aiming for proactive shareholder returns, we plan to pay a year-end dividend of 8 yen per share, an increase of 2 yen from the previous year.

Dividends and dividend payout ratio (consolidated)



We have expanded our benefits beyond marriage-hunting services so that more of our shareholders can use their complimentary tickets

## Benefits with our services



### Marriage agencies Participating marriage agencies

Enrollment fee discount coupon worth 30,000 yen



### Starting as a franchisee IBJ agency membership fee (individual)

Discount coupon worth 100,000 yen



### Marriage-hunting app Bridal Net

50% discount coupon for annual membership fees



### Photos Selfit Co., Ltd.

Discount coupon for photo services

## Benefits with partner companies

### New Partner Companies



### Hair care products Artnature Inc.

Discount coupon for the company's products



### Miniature museum SMALL WORLDS Inc.

Discount coupon for entry fees



### Education (qualifications academy) TAC Co., Ltd.

Discount coupon for tuition/enrollment fees



### Furniture and interior furnishings BALMUDA Inc.

Discount coupon for the company's online store



### Photos Decolte Corporation

Discount coupon for photo services



### Beds and sofas DREAMBED CO., LTD.

Discount coupon for the company's products



### Restaurants NOVARESE, Inc.







Discount coupon for restaurants belonging to the company's group

\*For details on the conditions of use for each company, see the reverse side of your complimentary coupon.

## Getting members married with IBJ services



Social issues	Matters to be resolved	KPI
(1) <b>Aging society problem</b>	<b>Increasing the number of franchisees and matchmakers</b> (promoting the employment of senior citizens, measures against loneliness)	<b>7,000 franchisees</b> <b>Number of arranged marriage meeting members: 173,000 members</b>
(2) <b>Regional issues</b>	<b>Increasing the number of franchisees and regional members</b> (regional revitalization and the issue of businesses lacking successors)	
(3) <b>Countermeasures to the declining birthrate</b>	<b>Increase the number of members and marriages between members</b> (countermeasures to fewer people getting married, raising the number of births)	

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



<b>2006</b>	<ul style="list-style-type: none"><li>• IBJ Inc. is established and the Japan Association of Marriage Agency Platform Business is launched</li><li>• Took over the Bridal Net and Marriage hunting party business (IBJ Matching) from the predecessor company</li></ul>
<b>2012</b>	<ul style="list-style-type: none"><li>• Listed on the Osaka Stock Exchange JASDAQ Market (currently the Tokyo Stock Exchange)</li></ul>
<b>2014</b>	<ul style="list-style-type: none"><li>• Changed to the Second Section of the Tokyo Stock Exchange</li></ul>
<b>2015</b>	<ul style="list-style-type: none"><li>• <b>Listed on the First Section of the Tokyo Stock Exchange</b></li></ul>
<b>2018</b>	<ul style="list-style-type: none"><li>• Selected as one of “Asia’s 200 Best Under A Billion” by Forbes Asia</li><li>• Established IBJ Financial Advisory Co., Ltd. to operate real estate business</li></ul>
<b>2019</b>	<ul style="list-style-type: none"><li>• Made Sunmarie Co., Ltd. and K Village Co., Ltd. subsidiaries</li></ul>
<b>2020</b>	<ul style="list-style-type: none"><li>• Made ZWEI Co., Ltd. subsidiaries</li></ul>
<b>2022</b>	<ul style="list-style-type: none"><li>• <b>Transitioned to the Tokyo Stock Exchange Prime Market</b></li></ul>
<b>2023</b>	<ul style="list-style-type: none"><li>• 12,527 marriages created (2.6% of all marriages in Japan)</li><li>• Capital and business alliance with O-Net Inc.</li></ul>
<b>2024</b>	<ul style="list-style-type: none"><li>• Number of marriage agencies exceeded 4,400 companies</li><li>• IBJ Matchmaking System has more than 94,000 registered members.</li></ul>

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: 1,253 (September.2024)

Directors:

President and Representative Director: Shigeru Ishizaka

Managing Director: 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)



## 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 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.](#)**





人と人をつなぐのは、人だと思ふ。

An Interpersonal encounter is arranged only by a human.