



**The 2nd-Quarter of the Fiscal Year
Ending December 31, 2022**

Financial Report

IBJ, Inc.

TSE Prime Market: 6071



Contents

1

Financial Results Summary

2

Summary by Business Division

3

**Growth Strategy &
Mid-Term Management Plan**

4

APPENDIX



Contents

- 1** Financial Results Summary
- 2 Summary by Business Division
- 3 Growth Strategy & Mid-Term Management Plan
- 4 APPENDIX

Significant increase in profit due to sales growth in our core businesses and the exclusion of an unprofitable business

(Million yen)	2Q 2021 Actual results	Announced 4/28 2Q 2022 Forecast (A)	2Q 2022 Actual results (B)	Amount of change (B) – (A)	Percentage change (B)/(A)
Net sales	6,755	7,222	7,366	+144	+ 2.0%
Operating income	684	666	931	+264	+ 39.7%
Ordinary income	619	663	978	+315	+ 47.6%
Profit attributable to owners of parent	367	490	743	+253	+ 51.6%

Factors Behind Upward Revision to 2Q Results Forecast

Net sales

7,366 million yen

+144 million yen
vs. forecast

Operating income

931 million yen

+264 million yen
vs. forecast

Factor 1 Affiliate Business

Strengthened marketing and expanded sales channels, increasing corporate affiliates

Cumulative new business openings in 2Q

537 cases

(+57.9% YoY)

Factor 2 Directly-Managed Lounge Business

Increased new members joining through parties by enhancing training for sales personnel to attract new memberships

Cumulative new memberships in 2Q

9,570 people

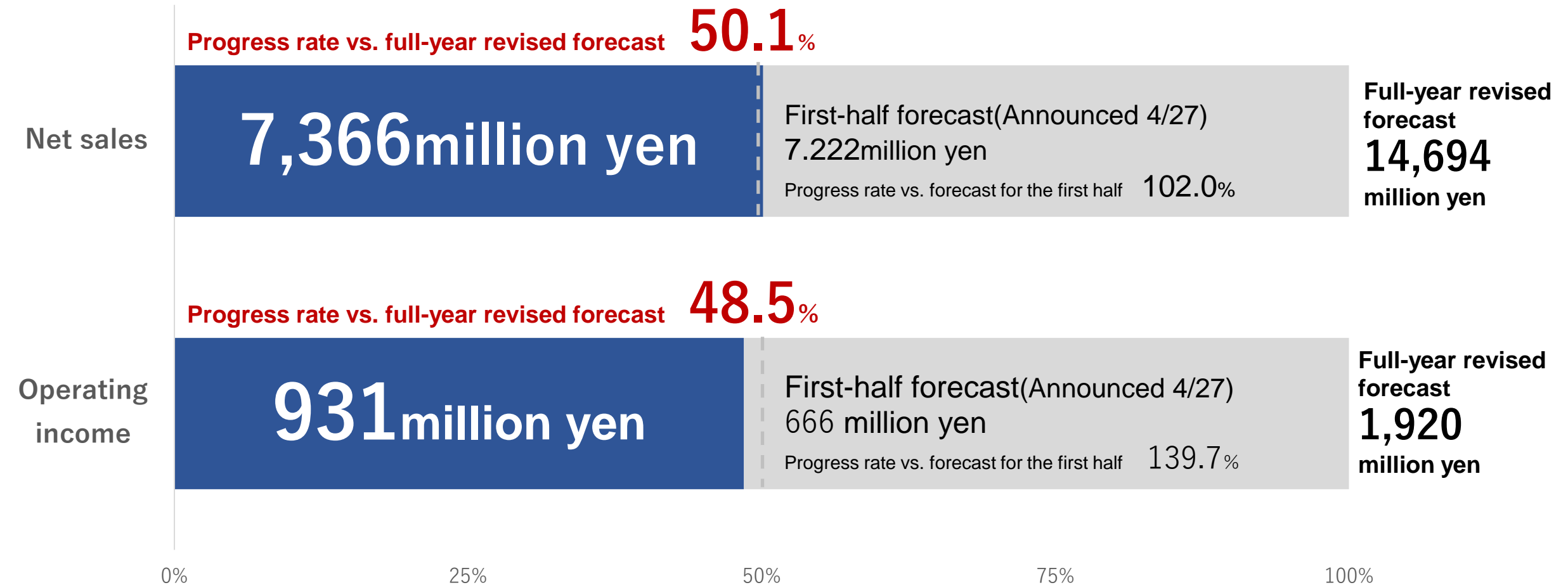
(+18.2% YoY)

Full-year 2022 Consolidated Results Forecast Revised Upward

Full-year consolidated results forecast revised upward as a result of a significant increase in profits for the first half

(Million yen)	Full-year 2022 Previous forecast (A) <small>(Announced 4/27)</small>	Full-year 2022 Revised forecast (B)	Amount of change (B) – (A)	Percentage change (B)/(A)
Net sales	14,550	14,694	+144	+1.0%
Operating income	1,655	1,920	+264	+16.0%
Ordinary income	1,635	1,950	+315	+19.3%
Profit attributable to owners of parent	1,405	1,658	+253	+18.0%

Up until Q2, both sales and operating profit made steady progress compared to the full-year forecast.



Balance Sheet (B/S)

(Million yen)	December 31, 2021	June 30, 2022	Amount of change	Main factor behind change
Current assets	7,440	7,315	△125	
Cash and deposits	4,361	3,826	△534	Decrease due to excluding Diverse from the scope of consolidation and repayments of short-term borrowings
Non-current assets	5,873	5,930	+56	
Tangible and intangible assets	3,399	3,314	△85	Decrease in goodwill due to excluding Diverse from the scope of consolidation
Investments and other assets	2,473	2,616	+142	New acquisition of investment securities
Total assets	13,314	13,245	△68	
Current liabilities	4,363	3,927	△436	Decrease in advances received and account payable – other due to excluding Diverse from the scope of consolidation
Non-current liabilities	2,327	2,180	△147	Transferred long-term borrowings to short-term borrowings
Total liabilities	6,691	6,107	△583	
Capital stock and capital surplus	1,502	1,554	+52	
Retained earnings	5,474	5,842	+368	
Treasury shares	△999	△901	+97	
Valuation and translation adjustments	193	263	+69	
Non-controlling interests	451	378	△72	
Total net assets	6,623	7,138	+514	
Total liabilities and net assets	13,314	13,245	△68	

Profit and Loss Statement (P/L)

(Million yen)	June 30, 2021	June 30, 2022	Amount of change	Main factor behind change
(Million yen)	6,755	7,366	+611	Increase in number of new business openings and raising joining fees, increase in new memberships for Directly-Managed Lounge Business
Net sales	208	243	+35	
Cost of sales	6,546	7,123	+576	
Gross profit	5,857	6,191	+334	Increased personnel expenses due to increase in staff, strengthened ZWEI advertising
Selling, general and administrative expenses	684	931	+247	
Operating profit	16	51	+35	
Total non-operating income	80	4	△76	
Total non-operating expenses	619	978	+359	
Ordinary profit	108	7	△100	Employment subsidy for Travel Business in 2021, gain on sale of new investment securities
Total extraordinary income	82	11	△71	Extraordinary loss from suspension of Travel Business in 2021 due to COVID-19
Total extraordinary losses	645	975	+329	
Profit before income taxes	234	278	+43	
Total income taxes	410	696	+286	
Profit	43	△46	△89	
Profit attributable to non-controlling interests	367	743	+375	

Cash Flow Statement (C/F)

(Million yen)	June 30, 2021	June 30, 2022	Change	Main factor behind change
Cash flow from operating activities	210	828	+617	Carry-over of profit from 2021
Cash flow from investment activities	△231	△1,250	△1,018	Purchase of investment securities
Cash flow from financing activities	△1,718	△111	+1,607	Proceeds from long-term borrowings
Closing balance of cash and cash equivalents	4,213	3,829	△384	



Contents

- 1 Financial Results Summary
- 2 Summary by Business Division**
- 3 Growth Strategy & Mid-Term Management Plan
- 4 APPENDIX

Summary by Business Division

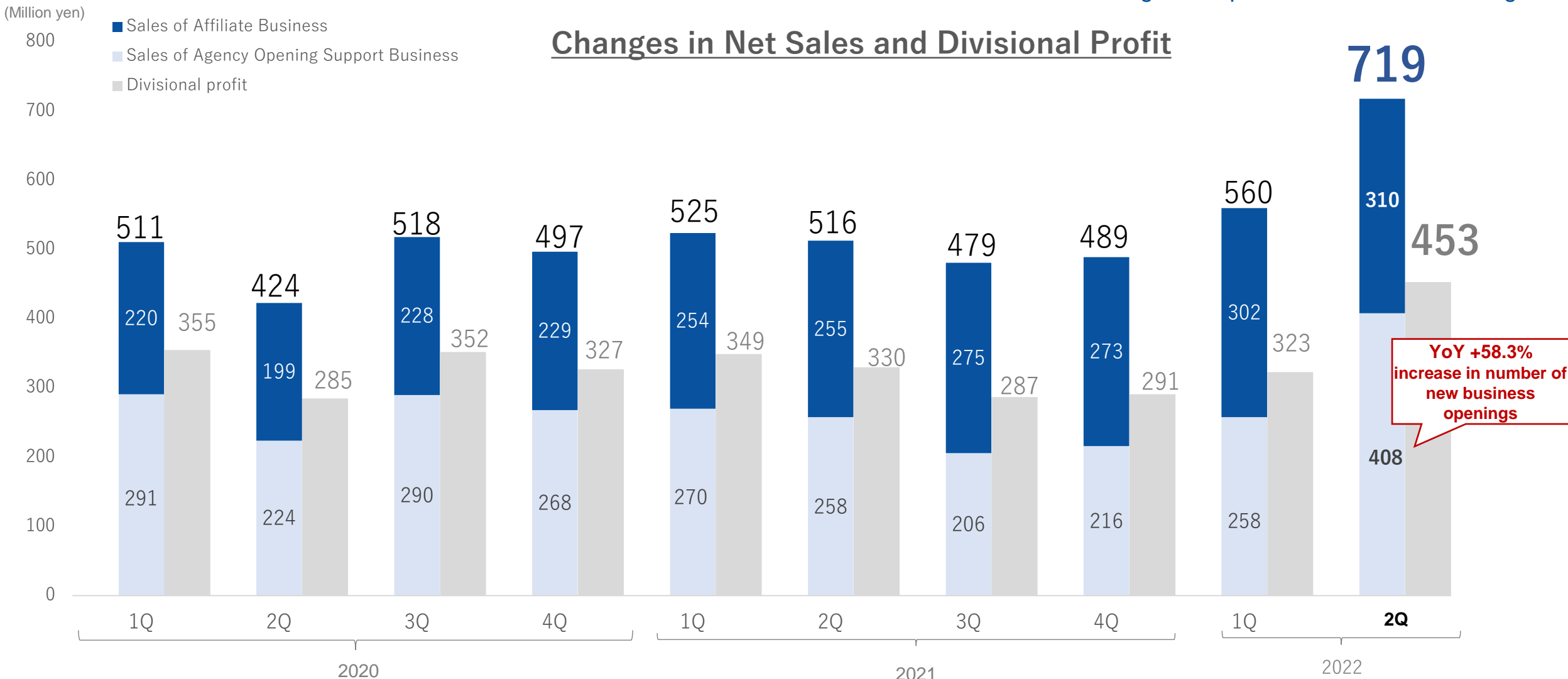
(Million yen)		2Q 2021 Actual results	2Q 2022 Actual results	Amount of change	Profit margin
Affiliate Business	Net sales	1,039	1,280	+ 241	60.7%
	Divisional profit	680	776	+ 96	
Directly-Managed Lounge Business	Net sales	3,259	3,902	+ 643	22.6%
	Divisional profit	628	881	+ 253	
Matching Business <small>*Diverse excluded from scope of consolidation from May 1, 2022</small>	Net sales	1,879	1,540	△ 339	8.5%
	Divisional profit	138	131	△ 6	
Life Design Business	Net sales	577	642	+ 65	11.4%
	Divisional profit	11	73	+ 61	

*Divisional profit = Operating income + Depreciation + Amortization of goodwill + Amortization of long-term prepaid expenses (after adjusting internal transactions)

Change in Quarter Performance of Affiliate Business

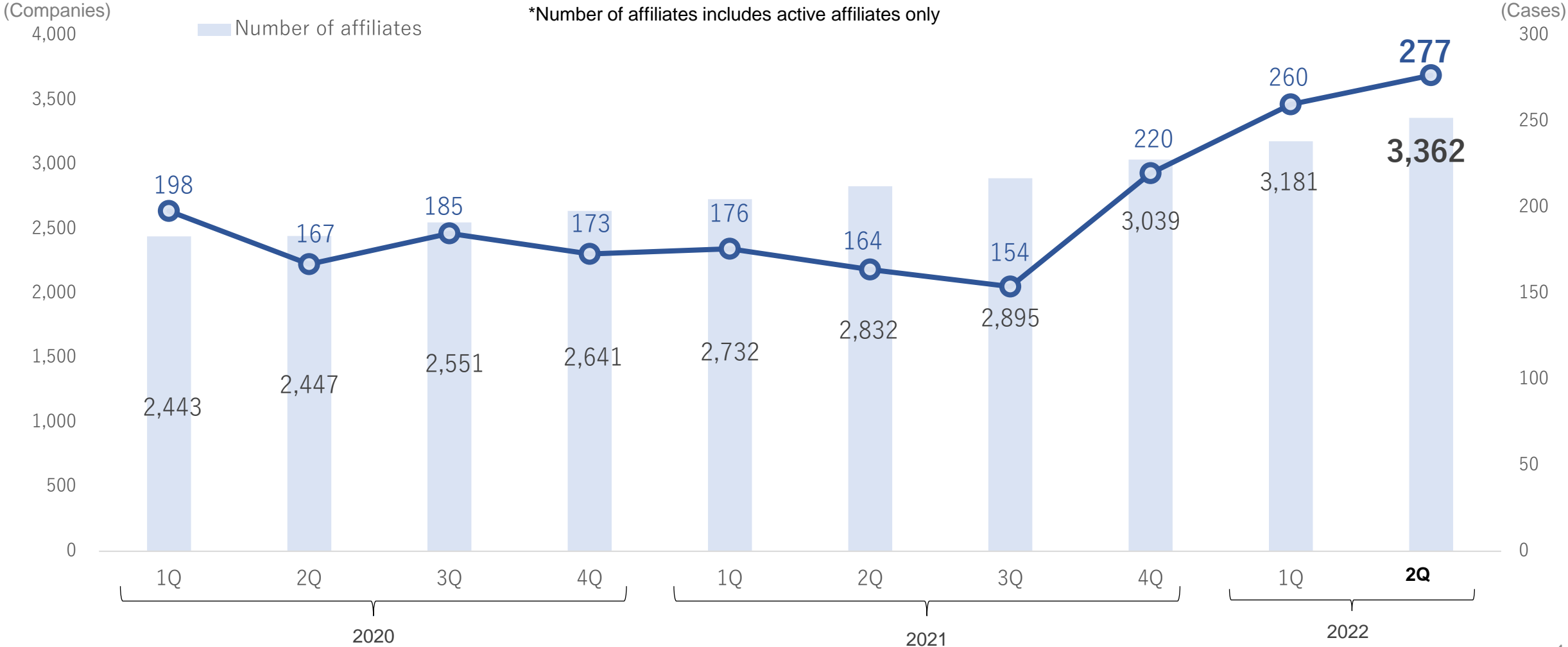
Net sales: 719 million yen (+40.0%), Divisional profit 453 million yen (+37.1%)

*Figures in parentheses are YoY changes

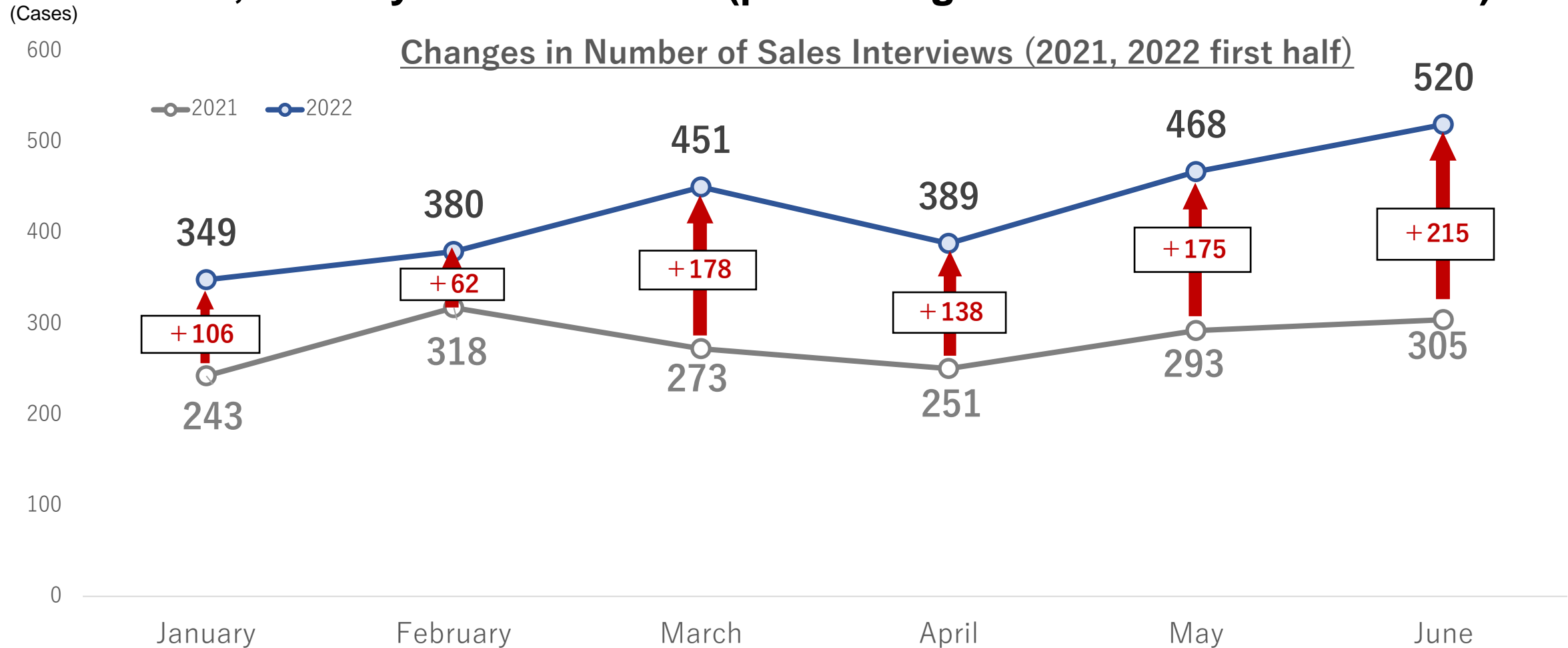


2Q 2022 Average number of new business openings per month increased to 92.3, strong growth in number of affiliates

Change in Number of Affiliates and New Business Openings



Acquisition of new business openings was supported by increased number of inquiries and sales interviews due to strengthened marketing from running ads in trains, subways and other PR (publishing in various media sources)



Strengthen approach to corporations in aiming to further increase corporate affiliates

Strengthen organizational framework for corporate sales



+

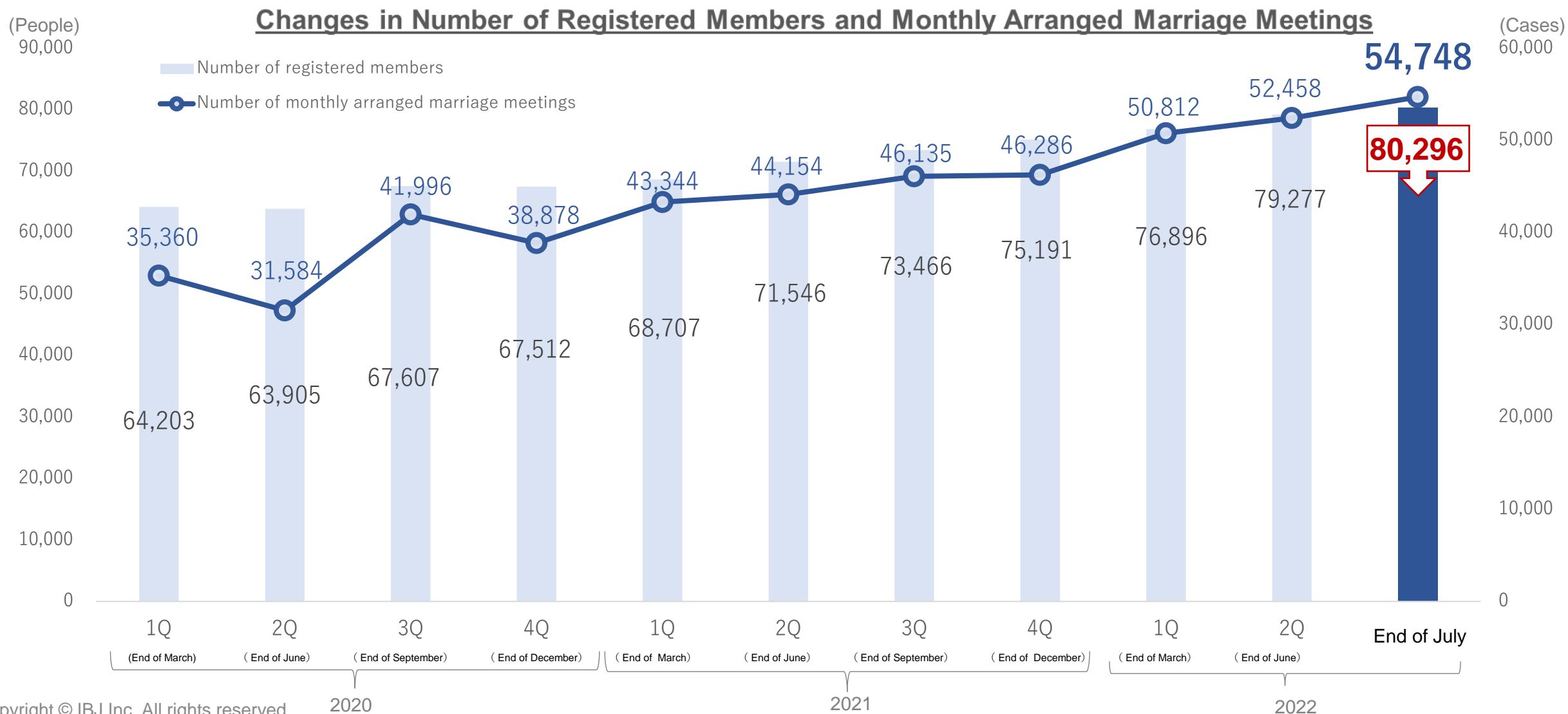
Establish new business unit specializing in corporate sales



Strengthen corporate sales and increase the number of corporate affiliates (joining fee of 3.20 million yen) and corporate partnerships

Changes in Number of Registered Members and Monthly Arranged Marriage Meetings

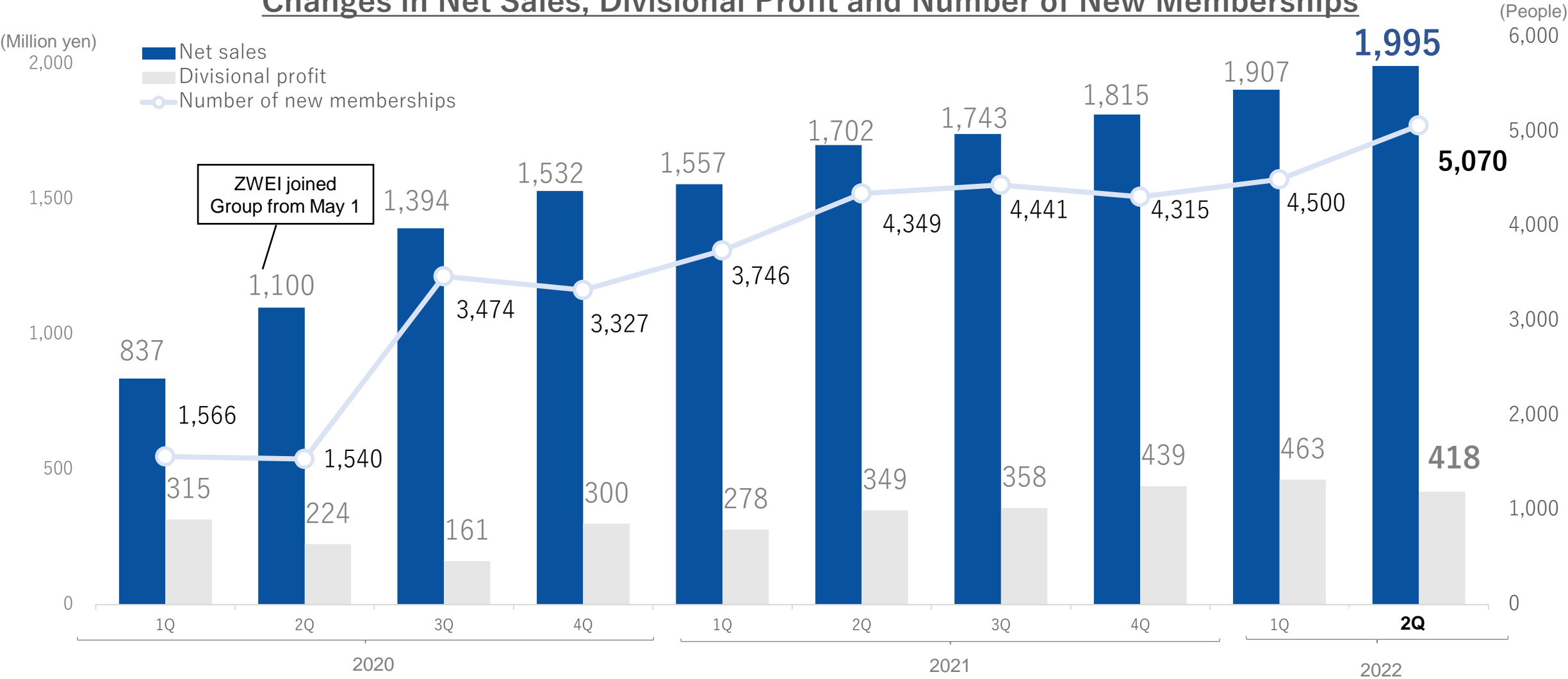
The number of registered members has steadily increased, exceeding **80,000** by the end of July, and the number of monthly arranged marriage meetings surpassed 50,000, setting a new performance record



Net sales: 1,995 million yen (+17.2%), Divisional profit 418 million yen (+19.5%)

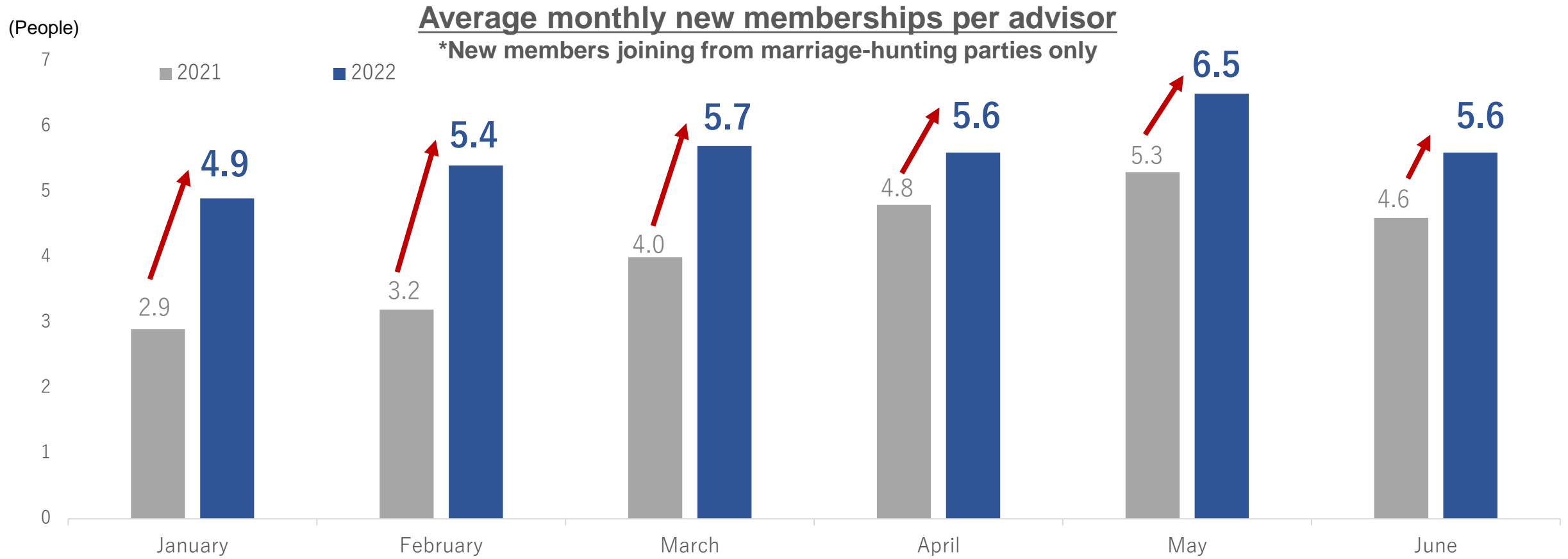
*Figures in parentheses are YoY changes

Changes in Net Sales, Divisional Profit and Number of New Memberships



Increase in Members Joining Directly-Managed Lounges from Marriage-Hunting Parties

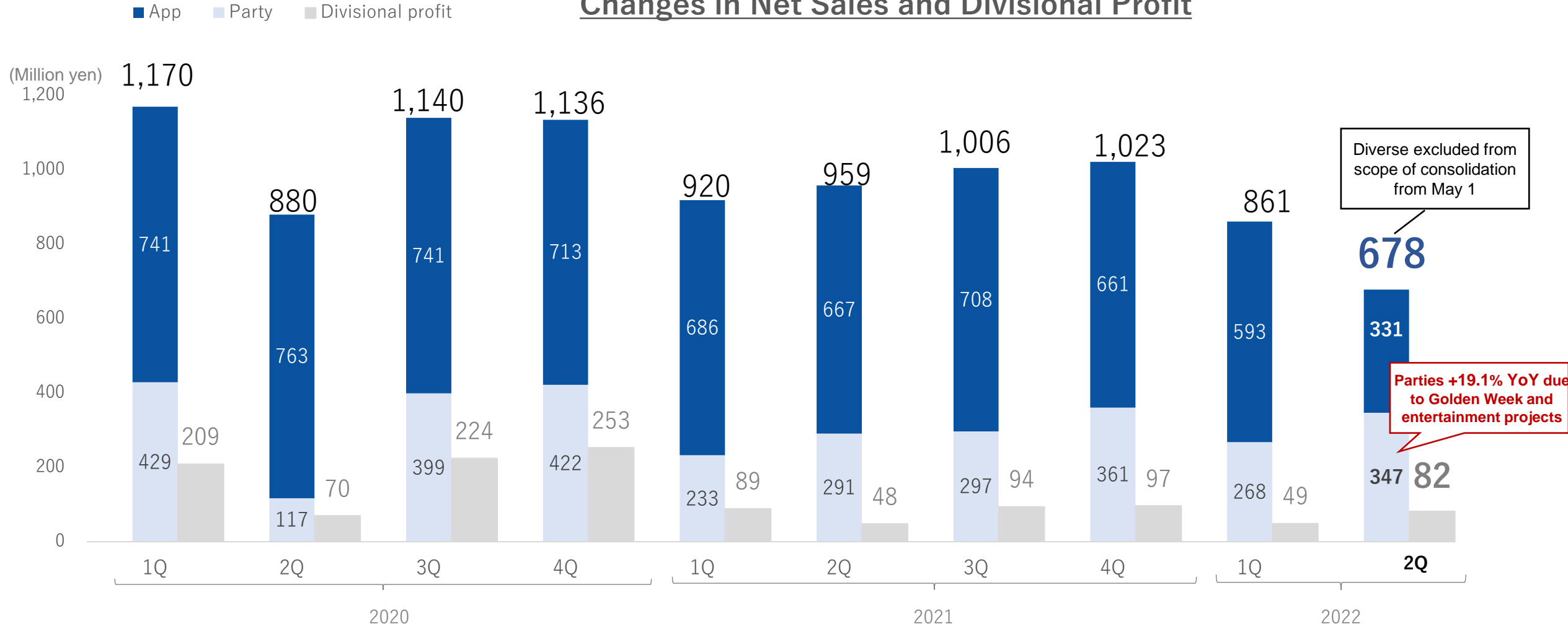
IBJ's own new membership method has spread among advisors (sales personnel attracting new memberships) and the number of members joining IBJ Members (directly-managed lounges) from marriage-hunting parties has increased



Net sales: 678 million yen (-29.2%), Divisional profit 82 million yen (+70.2%)

*Figures in parentheses are YoY changes

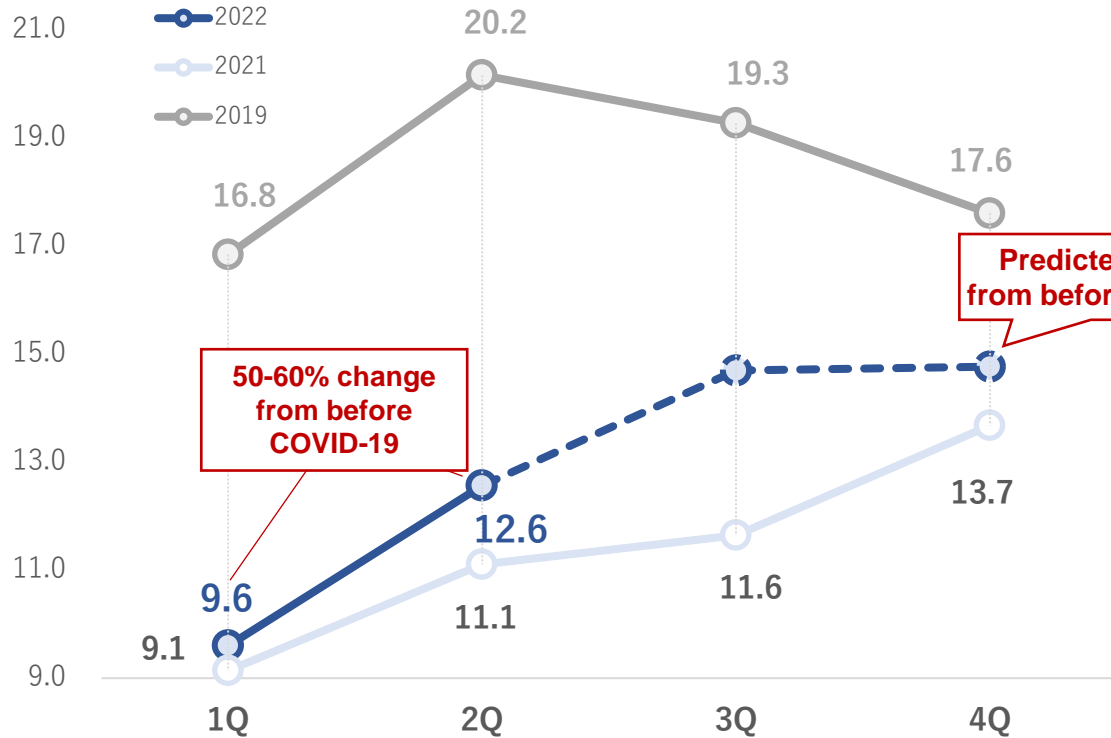
Changes in Net Sales and Divisional Profit



Gain new customers through entertainment projects on top of existing parties and send them to the Directly-Managed Lounge Business, which has a high profit margin

Number of Party Participants (Comparing 2019, 2021, 2022)

(Ten-thousand people)



50-60% change from before COVID-19

Predicted 70-80% from before COVID-19

Number of party participants in 4Q 2022 predicted to return to around 70-80% of levels from before the COVID-19 pandemic (2019)

Matching Business (Parties)



Entertainment projects

Highly-entertaining projects feat. tie-ins and YouTuber collabs

Gain new customers in their 20s with new projects that appeal to young people

Ratio of entertainment project participants in their

20s: 33%



Send potential customers

Directly-Managed Lounge Business



Matching Business (App) Strategy

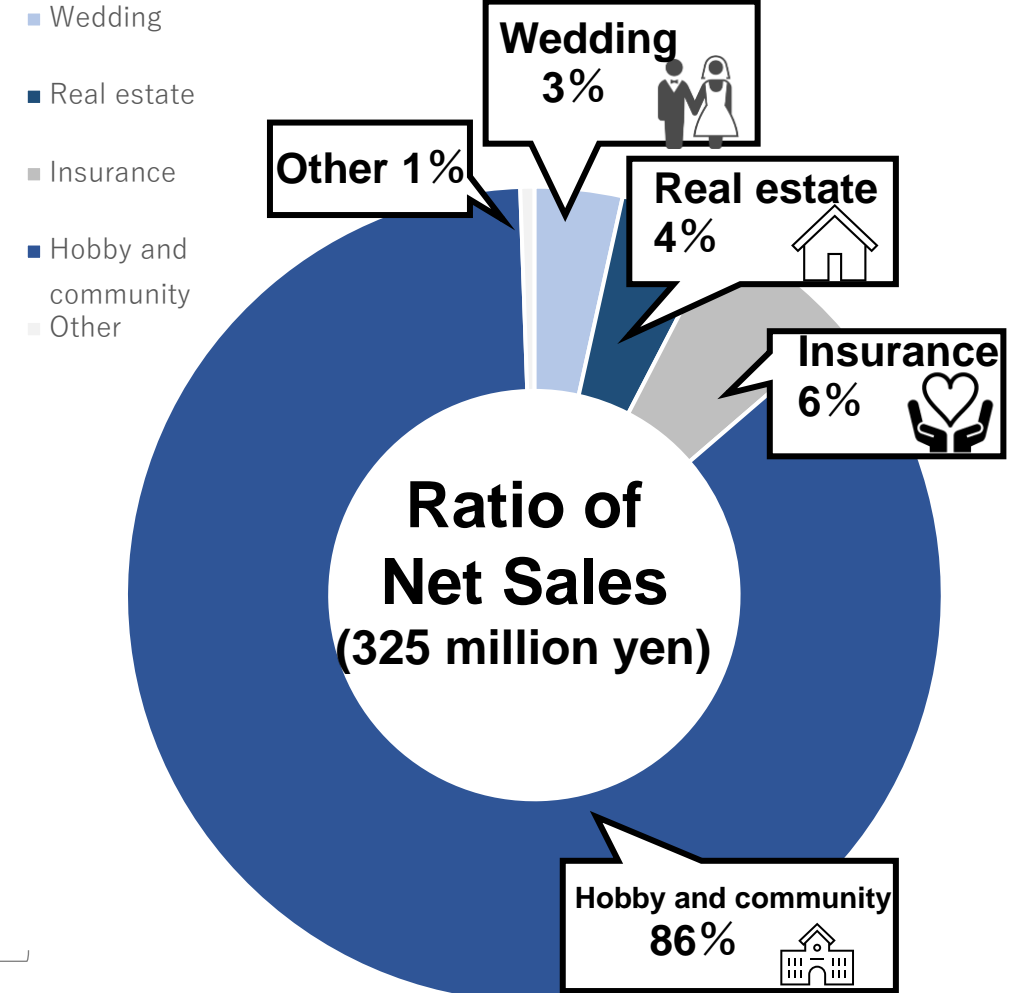
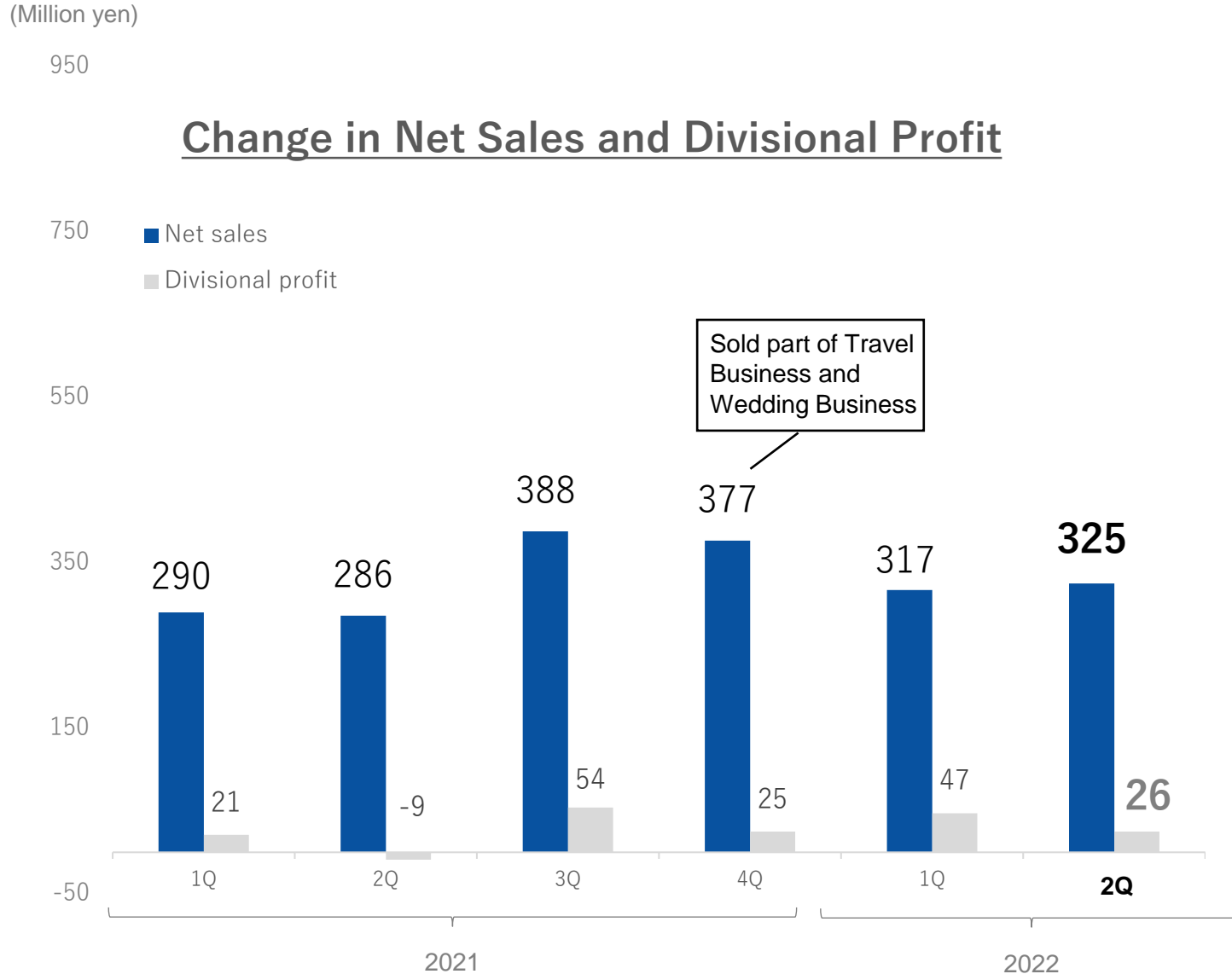
Aim to become a more serious marriage-hunting app, focus on separate targets for Bridal Net and youbride to increase number of members

		
Age group	Late 20s to late 40s	Late 30s to late 50s
Target	<ul style="list-style-type: none"> • Experience using apps (Unable to find relationships with apps from other companies) 	<ul style="list-style-type: none"> • No experience using apps • Interested in remarrying
Fee charged	Same amount for men and women (2,000 to 3,980 yen)	Same amount for men and women (2,400 to 5,380 yen)
Service features	<ul style="list-style-type: none"> • Overwhelming support from marriage counselors • Abundant content feat. journals, communities, partner introductions, etc. 	<ul style="list-style-type: none"> • Simple, easy-to-use interface designed for beginners • Many members ok with previously married partners

Net sales: 325 million yen (+13.7%), Divisional profit 26 million yen

*Figures in parentheses are YoY changes

Change in Net Sales and Divisional Profit



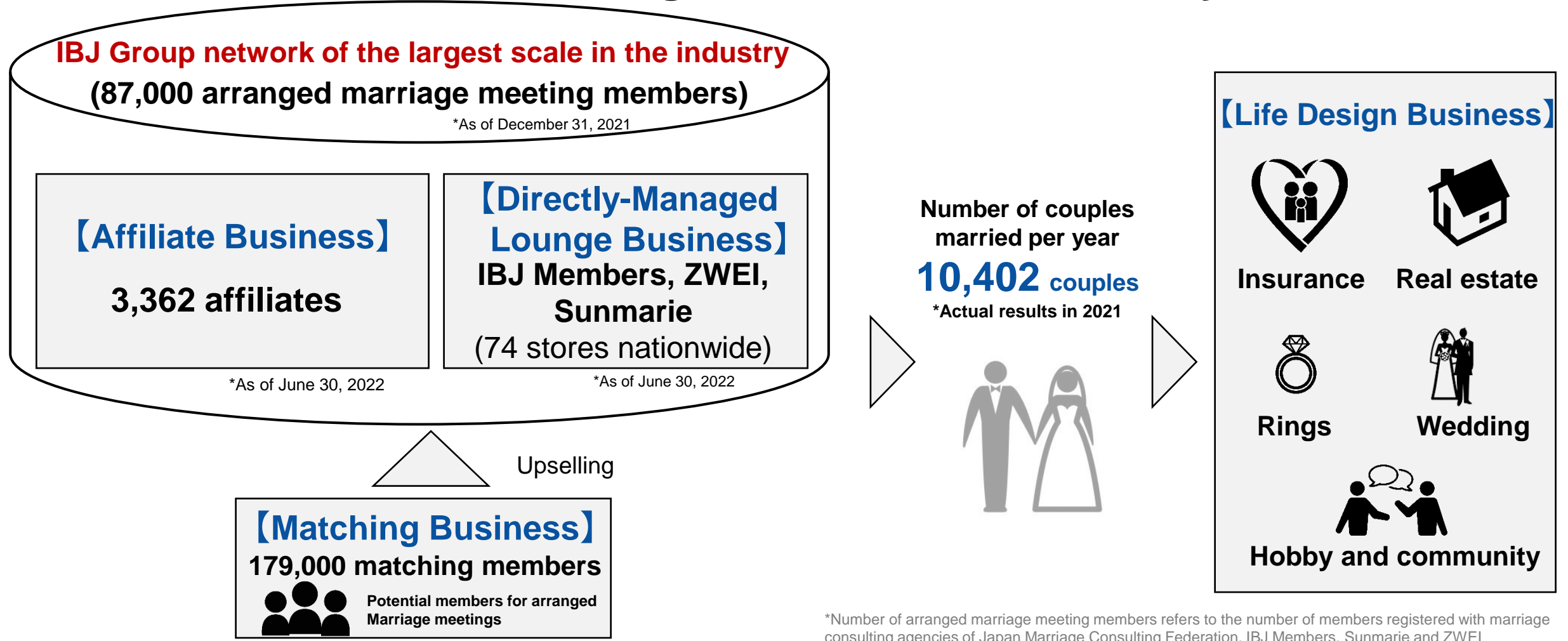


Contents

- 1 Financial Results Summary
- 2 Summary by Business Division
- 3 Growth Strategy & Mid-Term Management Plan**
- 4 APPENDIX

Our Business Model

Create married couples by utilizing the IBJ Group network and know-how of the largest scale in the industry



*Number of arranged marriage meeting members refers to the number of members registered with marriage consulting agencies of Japan Marriage Consulting Federation, IBJ Members, Sunmarie and ZWEI
*Number of matching members refers to the number of registered members of PARTY☆PARTY and Rush with a login record within 1 year + number of paid members of Bridal Net, youbride and YCC

IBJ's Strength: "System X Talents"

In addition to Marriage DX, hands-on human support differentiates quality



System



Talents

A platform driving DX of the marriage-hunting industry

Integrated management of members' marriage-hunting activities

High accuracy of matching based on analysis using AI

Database holding the largest number of members in Japan



Making full use of IBJ's marriage method for thorough and trustworthy marriage support

Support 1
Planning for marriage hunting
(Marriage-hunting plan)

Support 2
Supporting arranged marriage meetings
(From a meeting to a relationship)

Support 3
Supporting relationships
(From a relationship to marriage)



Mid-Term Management Plan (2021-2027)

Formulating primary KPIs and secondary KPIs that serve as leading indicators toward solving the issues of depopulation and declining birthrates in Japan

Roadmap of primary KPIs and secondary KPIs

	2021 actual results	2024 forecast	2027 forecast
Primary KPI			
Number of couples married	10,402 _{couples}	15,000 _{couples}	25,000 _{couples}
Primary KPI			
Number of affiliates	3,039 _{companies}	5,000 _{companies}	10,000 _{companies}
Secondary KPI			
Number of arranged marriage meeting members*1	87,000 _{people}	132,000 _{people}	200,000 _{people}
Secondary KPI			
Number of matching members*2	179,000 _{people}	195,000 _{people}	250,000 _{people}

*1 Number of arranged marriage meeting members refers to the number of members registered with marriage consulting agencies of Japan Marriage Consulting Federation, IBJ Members, Sunmarie and ZWEI

*2 Number of matching members refers to the number of registered members of PARTY☆PARTY and Rush with a login record within 1 year + number of paid members of Bridal Net and Diverse (youbride/YCC) as of the end of the fiscal year (YYC excluded from 2022 onward)

Measures to Achieve Target Numbers of Couples Married and Affiliates

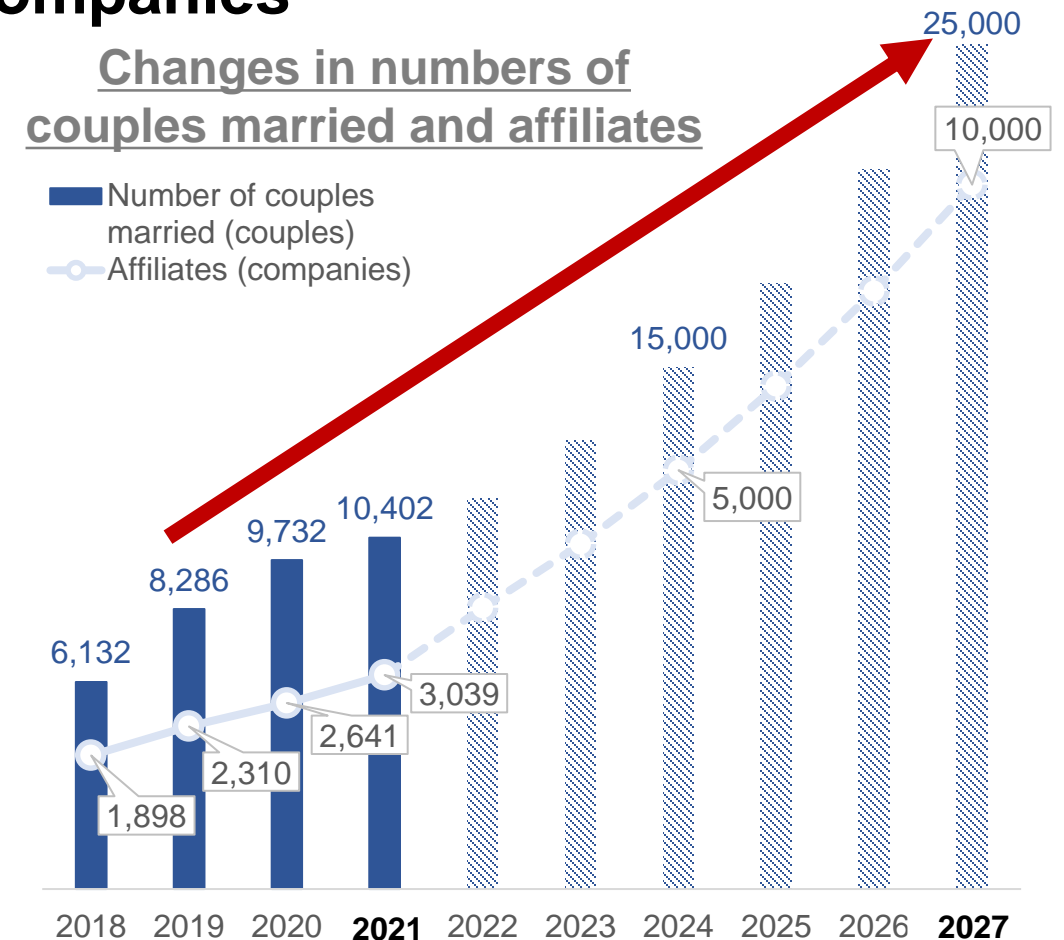
Strengthen the Affiliate Business and Directly-Managed Lounge Business to aim for increasing number of couples married to 5% (25,000 couples) and number of affiliates to 10,000 companies

Measures to increase number of couples married

- 1) Expand membership base for directly-managed lounges and improve marriage methods
- 2) Strengthen support for affiliates and provide know-how

Measures to increase number of affiliates

- 1) Expand tie-ups with local banks
After starting a tie-up with Yamanashi Chuo Bank in March 2022, the number of tie-ups with local banks became 15
- 2) Collaborate with businesses and organizations that have a high affinity with marriage hunting



Expanded Measures to Increase the Number of Affiliates to 10,000 Companies

Strengthen collaboration with businesses and organizations that have a high affinity with marriage hunting

Hotel New Otani

High-class people who have passed a strict screening by a major hotel become members



Tsukiji Hongwanji

Provide support exclusively to members of the Tsukiji Hongwanji Club for their marriage-hunting activities



TAKE and GIVE NEEDS

Provide full support for marriage hunting by utilizing abundant knowledge of weddings



Utilize our marriage methods and network of consulting agencies to collaborate on aiming to increase the number of marriages

Strategies to achieve net sales of 30 billion yen and operating income of 5 billion yen in 2027

Strategy 1 Develop new channels to attract customers

Develop New Channels to Attract Customers

Strategy 2 Increase LTV by expanding revenue points and enhancing added value

Seize the potential business opportunities surrounding marriage-hunting activities to make a profit

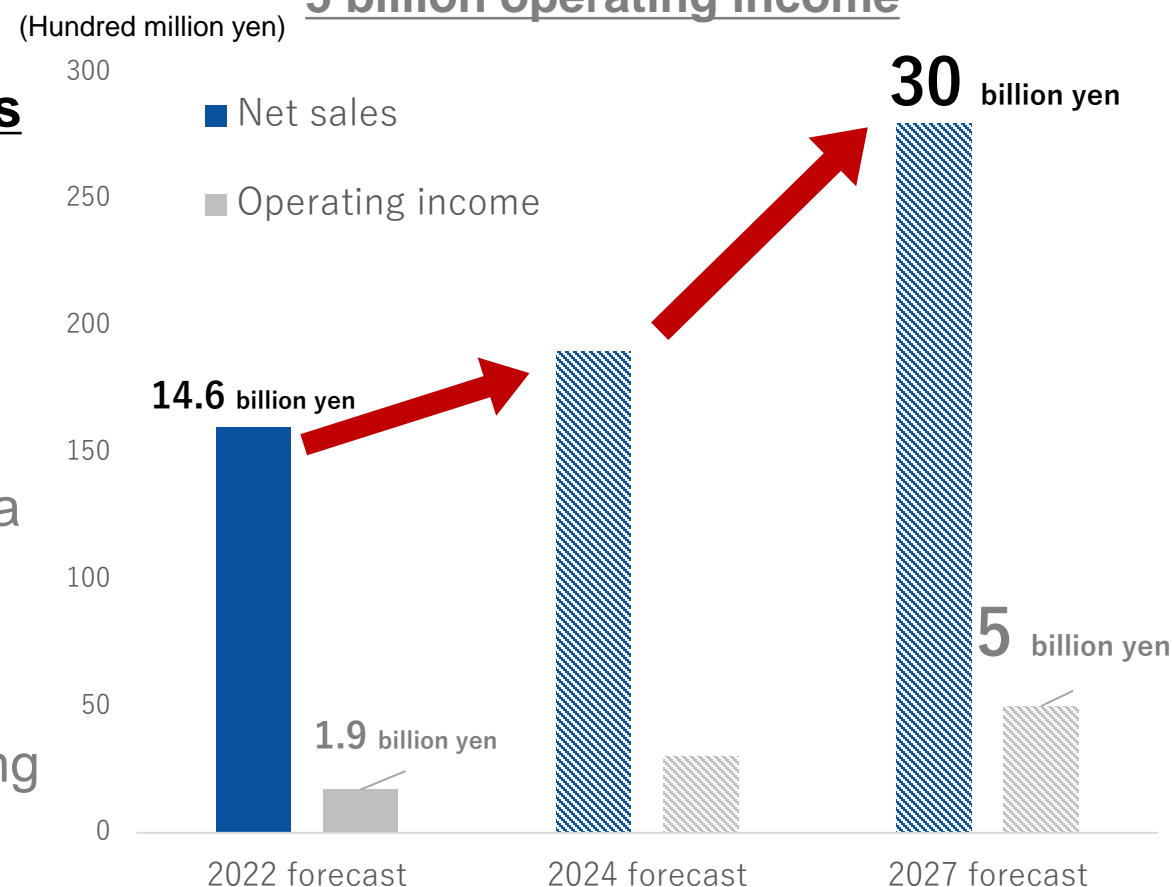
Strategy 3 Expand support for affiliates

Strengthen support for affiliates to expand business and a membership base

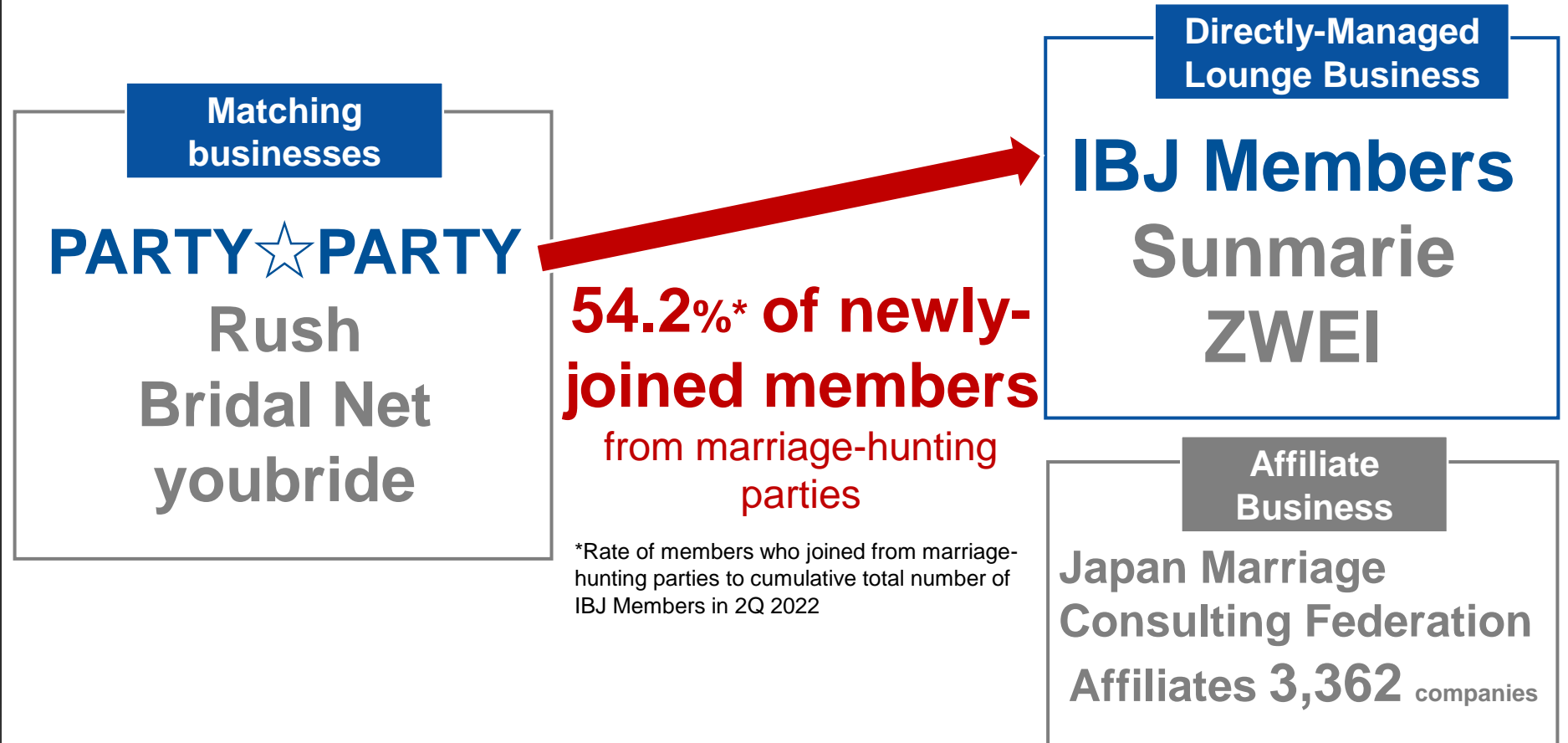
Strategy 4 Strengthen corporate branding

Aim to establish the position of “marriage/marriage hunting = IBJ” and improve ability to attract affiliates

Progress toward 30 billion net sales and 5 billion operating income



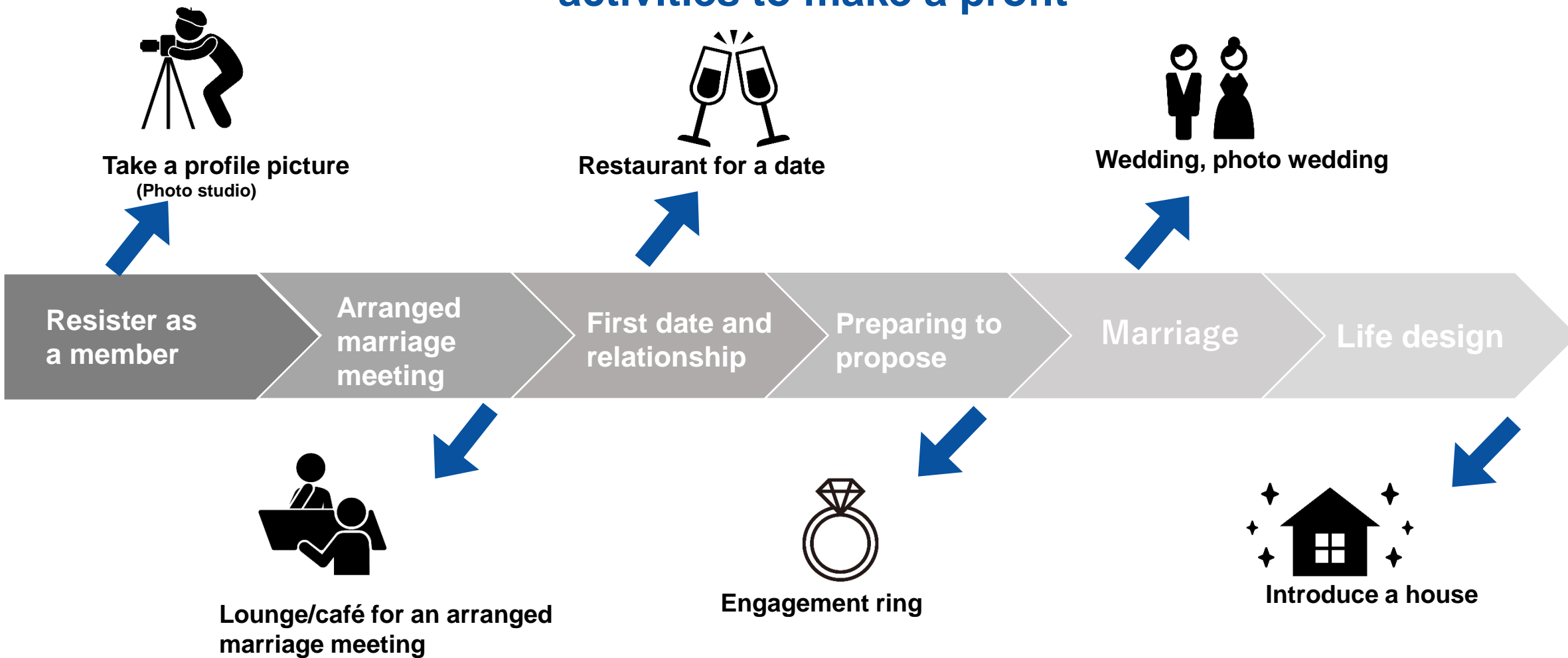
Elevate people experienced in matching service to Directly-Managed Lounge Business and Affiliate Business



*Rate of members who joined from marriage-hunting parties to cumulative total number of IBJ Members in 2Q 2022

*As of June 30, 2022

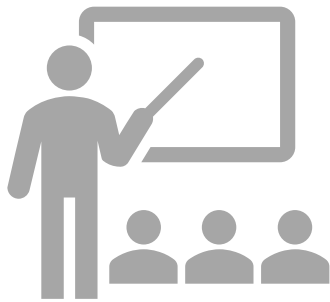
Seize the potential business opportunities surrounding marriage-hunting activities to make a profit



Strengthen support for affiliates to expand business and a membership base

Updated training curriculum

Launched e-learning training sessions to learn “basic skills” that can’t be mastered in required introductory courses alone



Training content

- Methods for supporting members from first meeting to starting a relationship
- Designing a website
- How to create a fee plan, etc.

Strengthen branding for affiliates

Plan to produce videos feat. content that conveys matchmakers’ personalities and mindsets, etc., and post on affiliates’ websites and federation website



Scheduled to begin recording in July at an exclusive studio in our headquarters

Release page to promote new memberships


Special page to promote memberships exclusively for affiliates who have received the IBJ Award*



Covering accomplished affiliates recommended by IBJ

Updated ad visuals to target users of marriage consulting agencies featuring Ito Shiraishi, who has appeared in many television shows and movies



Routes where our ads are placed 

Started placing ads in trains and subways in metropolitan areas such as Tokyo Metro lines, Toei Subway lines, Osaka Metro lines, Meitetsu Nagoya lines, and Fukuoka City Subway lines

▲New visuals: Feat. actress Ito Shiraishi

A large blue circle on the left side of the page contains the IBJ logo and the word 'Contents'. The logo consists of a white heart shape with a stylized 'X' inside, followed by the letters 'IBJ' in a white serif font. Below this, the word 'Contents' is written in a white sans-serif font.

IBJ Contents

1

Financial Results
Summary

2

Summary by
Business Division

3

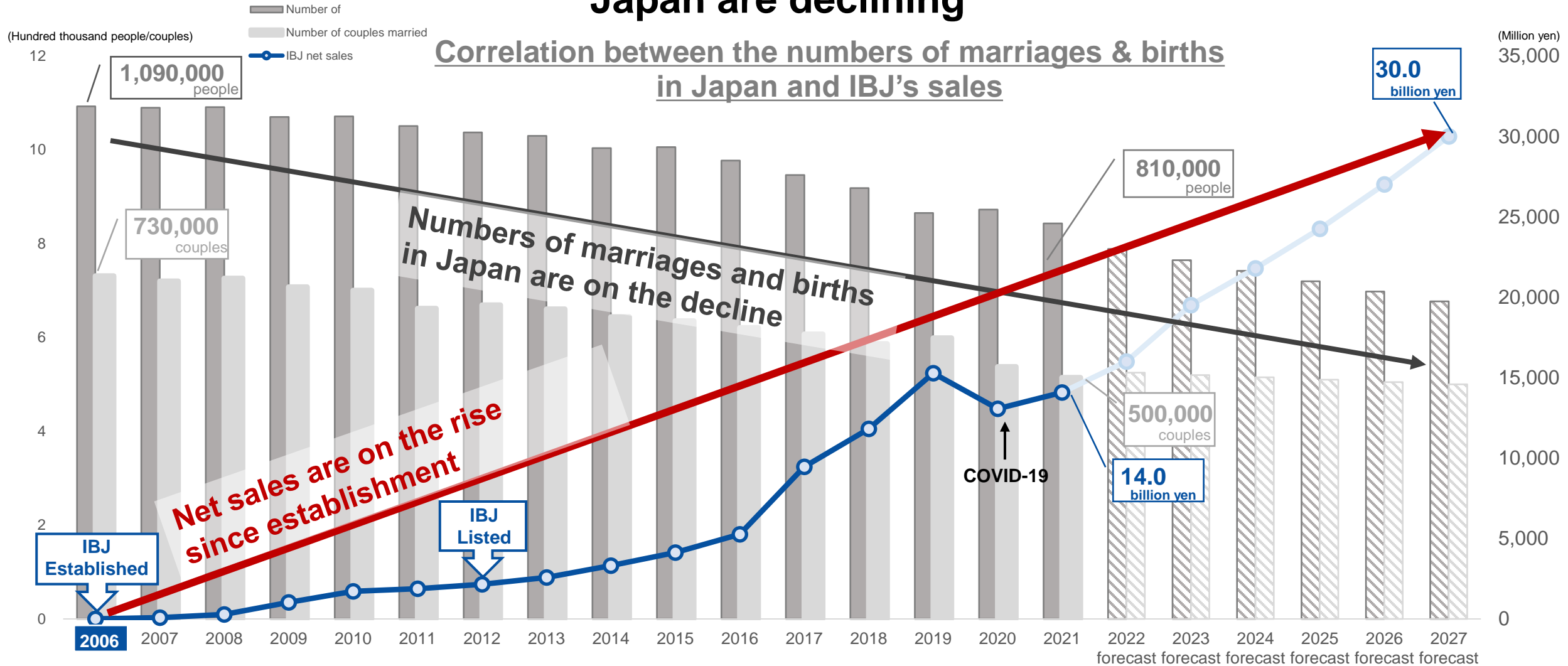
Growth Strategy &
Mid-Term Management Plan

4

APPENDIX

Changes in Social Climate and IBJ's Performance

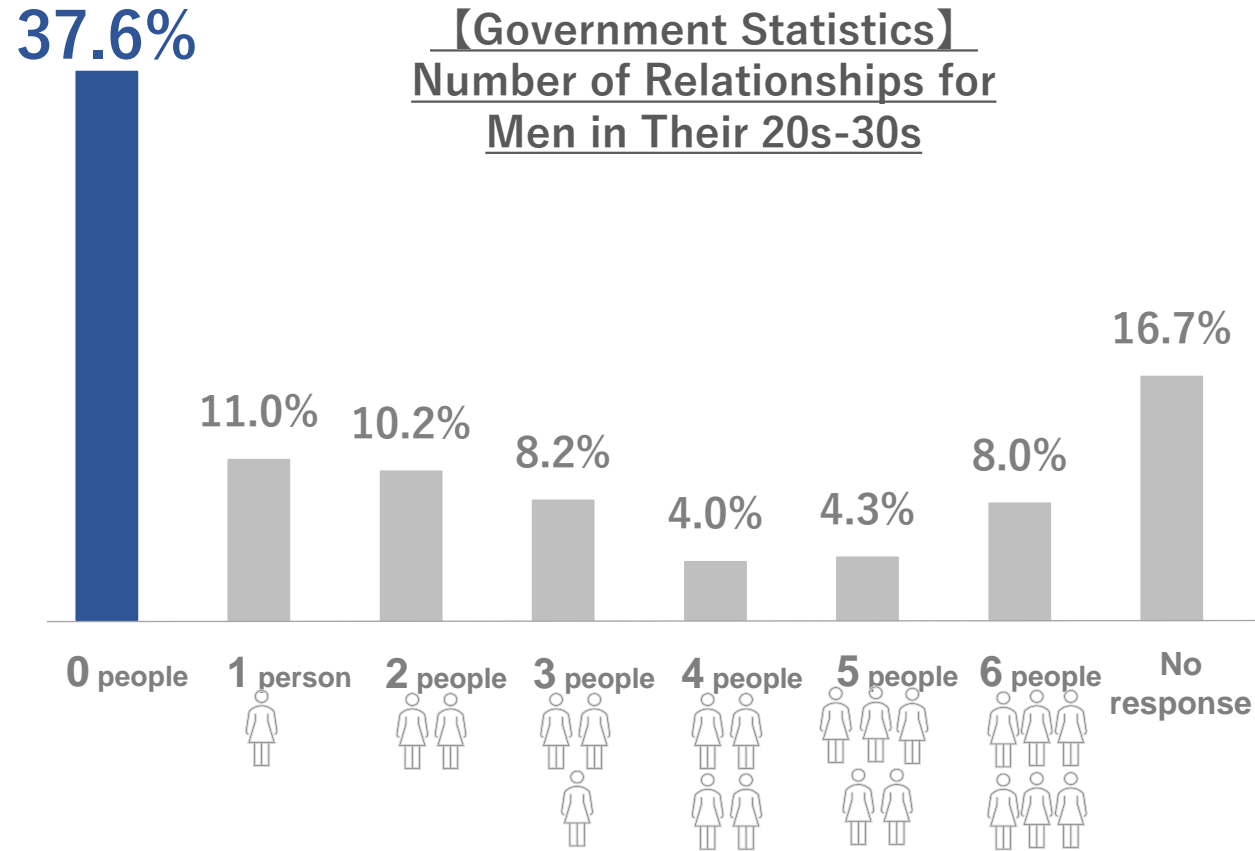
IBJ's performance is on the rise while the numbers of marriages and births in Japan are declining



*Source: Prepared based on "Summary of 2020 Vital Statistics (final data)" (1947-2020) and "Annual number of couples married in December 2021 (Monthly Report on Vital Statistics – Annual Total [approximate figures])" published by the Ministry of Health, Labour and Welfare (MHLW)

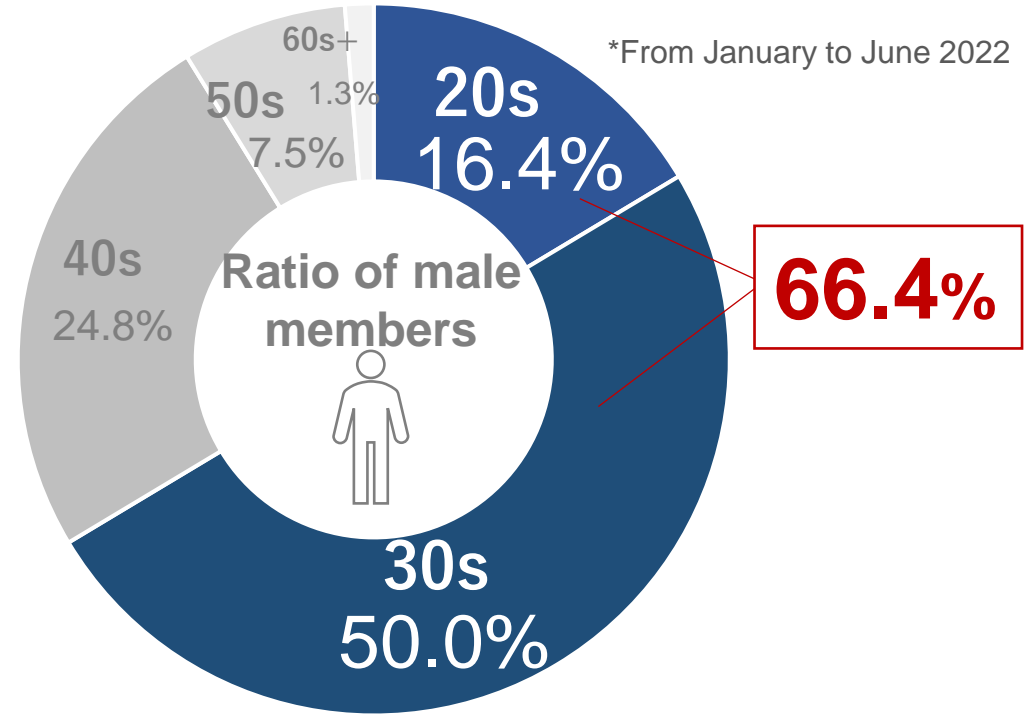
Ratio of Male Members in Their 20s and 30s

37.6% of single men (in their 20s and 30s) have never been in a relationship
Nevertheless, the need for marriage consulting agencies is increasing among men in their 20s and 30s who are looking for serious relationships



*Source: The White Paper On Gender Equality 2022

【Directly-Managed Lounge Business】
Ratio of Male Members by Age



Men in their 20s and 30s make up over 60% of the members for the three directly-managed lounge brands

Ideal Marriage Pattern

Increasing the number of successful marriages through a quality membership base and IBJ's superior marriage support services

Number of arranged marriage meetings

Men **11.0** times

Women **10.0** times

Age

Men **38**

Women **35**

Membership length

Men **301** days (~10 months)

Women **244** days (~8 months)

Male partner's income

6.0-7.0 million yen

June 2, 2022

IBJ Marriage White Paper ~2021~
released



Analysis of the "Ease of Marriage" based on 9,987 actual successful marriages

Number of relationships


Men **5** people

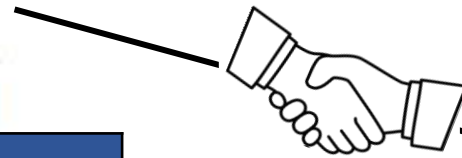
Women **4** people

Partnership with Bridal Information Union

Form business partnership with one of the leading associations and build an even stronger foundation

Japan Marriage Consulting Federation

日本結婚相談所連盟
by 



Strengths

1) Matchmaker-style marriage consulting agency based on marriage principles

2) Industry's highest number of members and affiliates

Members: **79,277** people

Affiliates: **3,362** companies

*As of June 30, 2022

3) Arranged-marriage meeting system and support for affiliates

Industry's leading system and strong support for launching affiliates

Other associations

 Bridal Information Union
日本ブライダル連盟
Members: **66,000** people

Rnet
Members: about 40,000 people

CONNECT-ship
Members: 31,507 people

National Federation of Marriage Consulting Agencies by TMS
Members: 29,991 people

Nihon Nakodo Renmei
Members: about 14,000 people

Japan matchmaker's association
Members: about 10,000 people

Japan Marriage Network
Members: 9,759 people

*Cited from the Internet

*Bridal Information Union, CONNECT-ship are listed as of June 30, 2022

*National Federation of Marriage Consulting Agencies by TMS, Japan Marriage Network are listed as of May 2022

*Rnet is listed as of January 2021. Japan matchmaker's association is listed as of July 2018

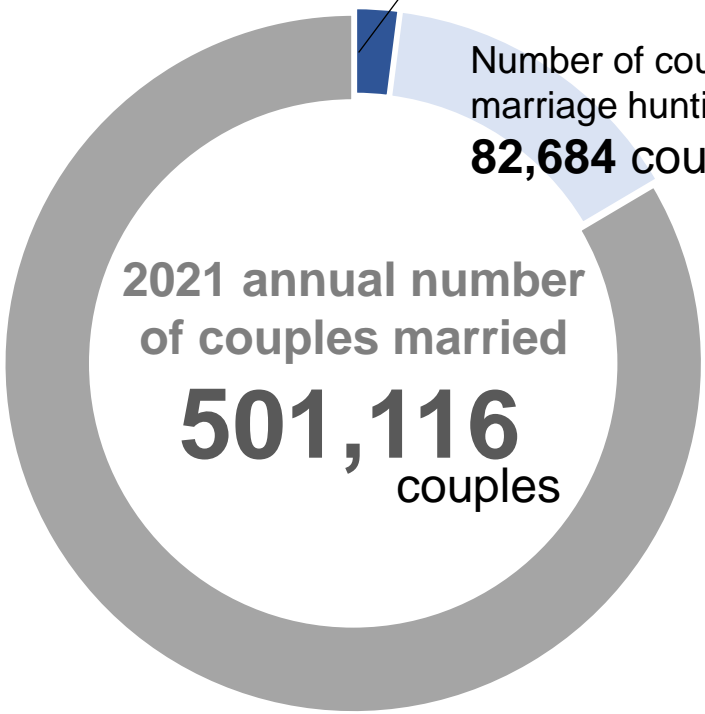
*Nihon Nakodo Renmei is referenced from the company's website as of August 8, 2022

Seeking differentiation from matching apps, expanding market for consulting agencies in the marriage-hunting market

Marriage-Based Industry Share

Marriage-based market share 12.6%

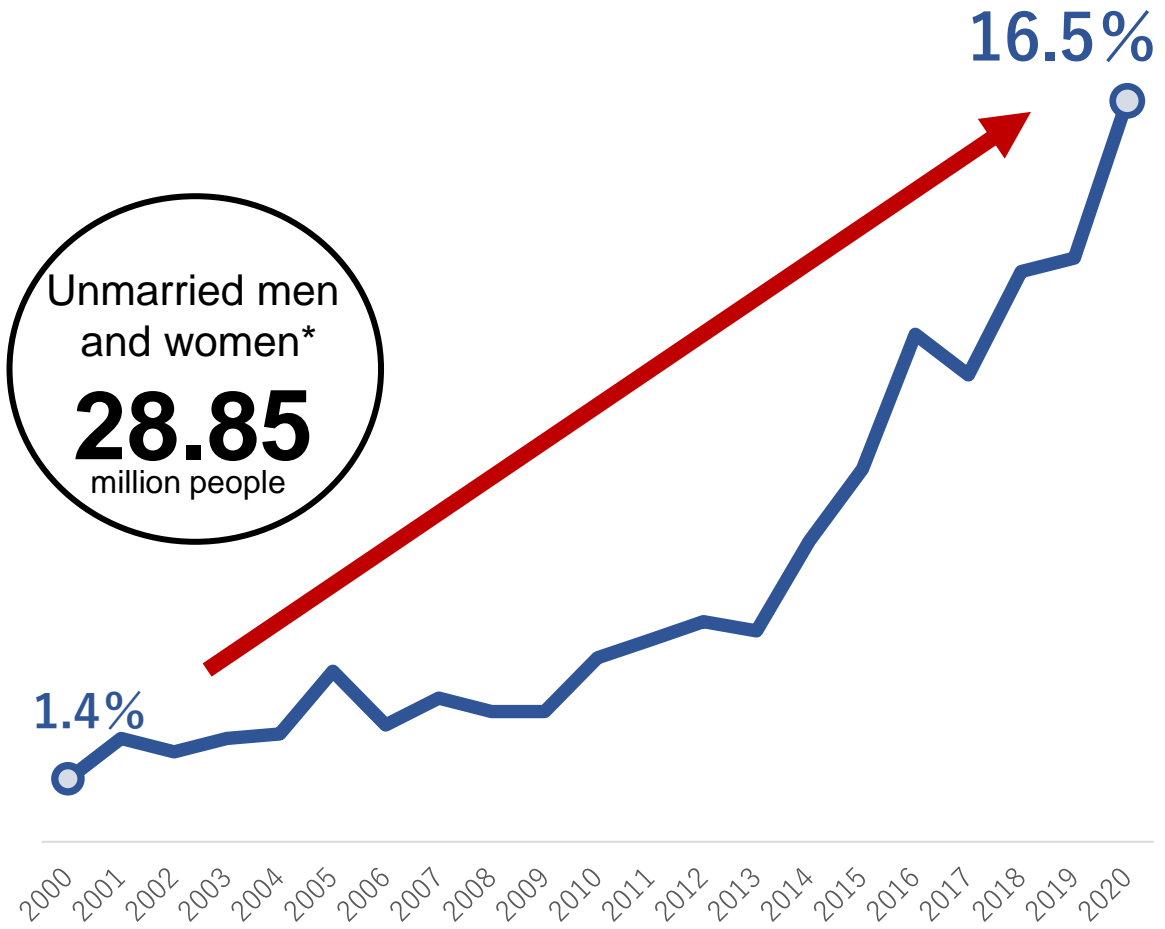
 **10,402 couples (FY2021)**



Number of couples married by using marriage hunting services
82,684 couples* (16.5%)

- Number of couples married through IBJ
- Number of couples married through marriage hunting service
- Number of couples married without marriage hunting service

Rate of people married through marriage-hunting service



Potential market scale is expanding

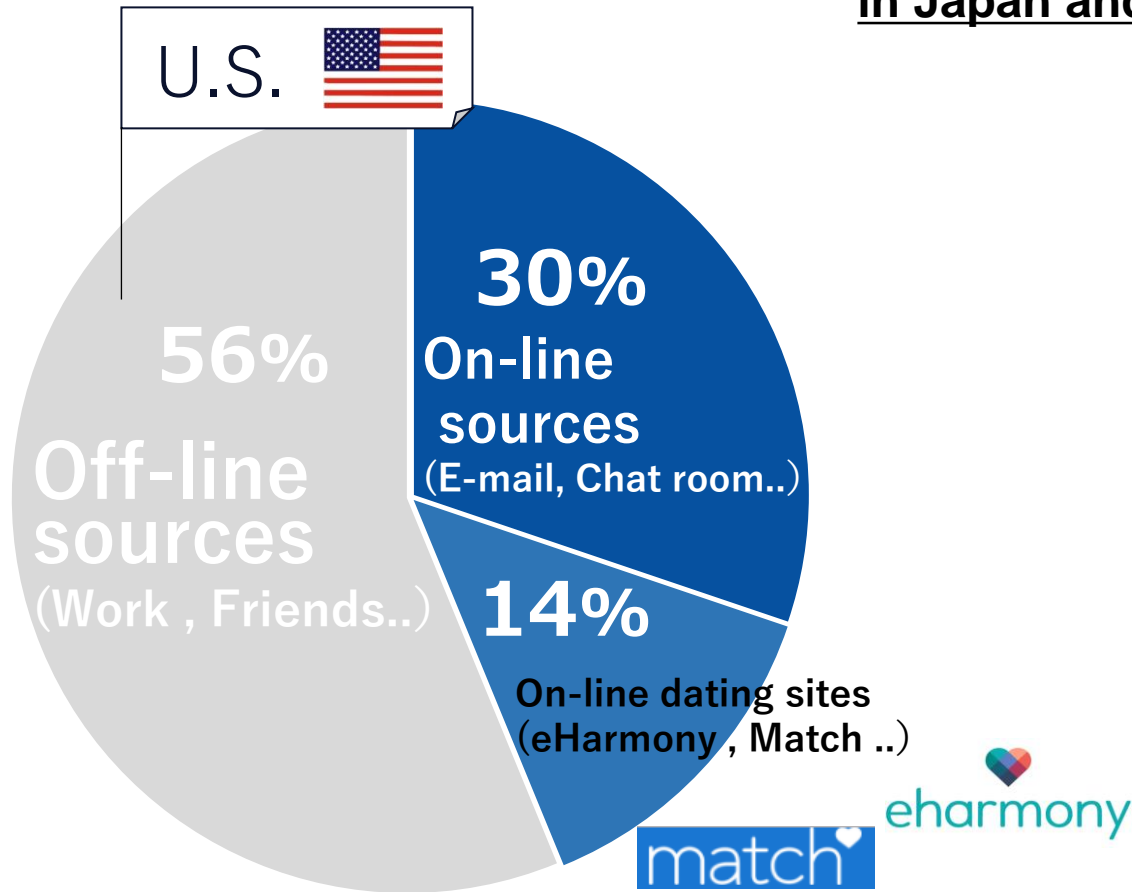
*Referenced "The 2015 Population Census," Statistics Bureau, Ministry of Internal Affairs and Communications, June 29, 2016, actual annual number of couples married in Japan in 2021: 501,116 couples, Ministry of Health, Labour and Welfare, "December 2021 (Summary of Monthly Report on Vital Statistics – Annual Total [approximate figures])"

*Prepared based on the figure calculated from the ratio of the annual number of couples married in December 2021 (Monthly Report on Vital Statistics – Annual Total [approximate figures]) to the rate of people using a marriage hunting service ("2020 Survey on Actual Conditions of Marriage Hunting" by Bridal Souken by Recruit)

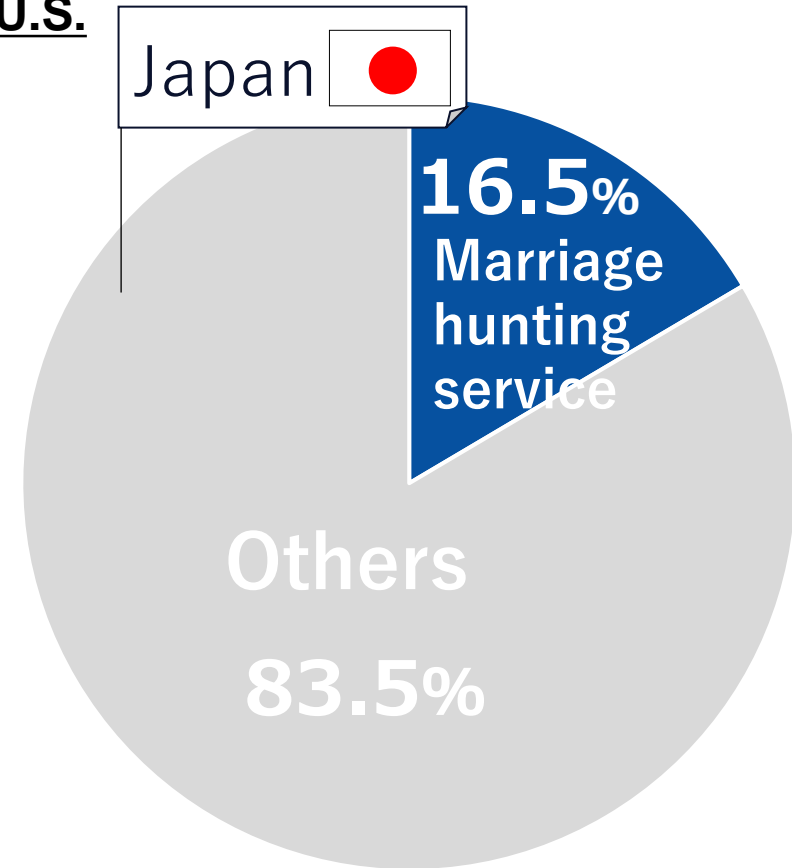
The size of Japan's marriage hunting market vs U.S.

Japan' Potential for Market Growth Is about 2.7 Times Higher than U.S.

Rate of couples married using marriage hunting services in Japan and the U.S.



Target: 19,131 people who got married between 2005 and 2012
Source: U.S. Bureau of Labor Statistics (2012)



*Target: 50,000 men and women aged 20-49 nationwide
*Marriage hunting services: marriage consulting agencies, marriage-hunting websites/apps, dating-hunting websites/apps, marriage-hunting parties/events
*The percentage of the respondents who used one of marriage hunting services and were able to get married through that service
*Married persons: Both first marriage and second marriage are included, Source: 2020 Survey on Actual Conditions of Marriage Hunting (Bridal Souken by Recruit)

Marriage Consulting Federation - Industry Ranking

IBJ took the top in three categories with our overwhelming strengths in numbers of affiliates, members, and arranged marriage meetings *Based on our own survey



Number of Affiliates

Number of Members

Arranged Marriage Meetings Per Month

 **Japan Marriage Consulting Federation (IBJ)**
3,362 companies
*Number of affiliates as of June 30, 2022

 **Japan Marriage Consulting Federation (IBJ)**
79,277 people
*Number of active members as of June 30, 2022

 **Japan Marriage Consulting Federation (IBJ)**
52,458 cases
*As of June 30, 2022

 **Japan matchmaker's association**
 about **1,800 companies**

 **Bridal Information Union**
 about **66,000 people**

 **CONNECT-ship**
25,330 cases

 **Bridal Information Union**
 about **1,600 companies**

 **Rnet**
 about **40,000 people**

 **National Federation of Marriage Consulting Agencies by TMS**
6,167 cases

*Cited from the Internet. The number of members of Rnet is the number of registered members including cooperative partnerships as of January 2021. The number of arranged marriages of the National Federation of Marriage Consulting Agencies by TMS is the monthly average calculated by dividing the actual results from January to December 2021 by 12 months.

*Number of affiliates of the Bridal Information Union is the number of consultation offices registered in the BIU system as of June 2022. Japan matchmaker's association is listed as of July 2018

IBJ M&A Strategy

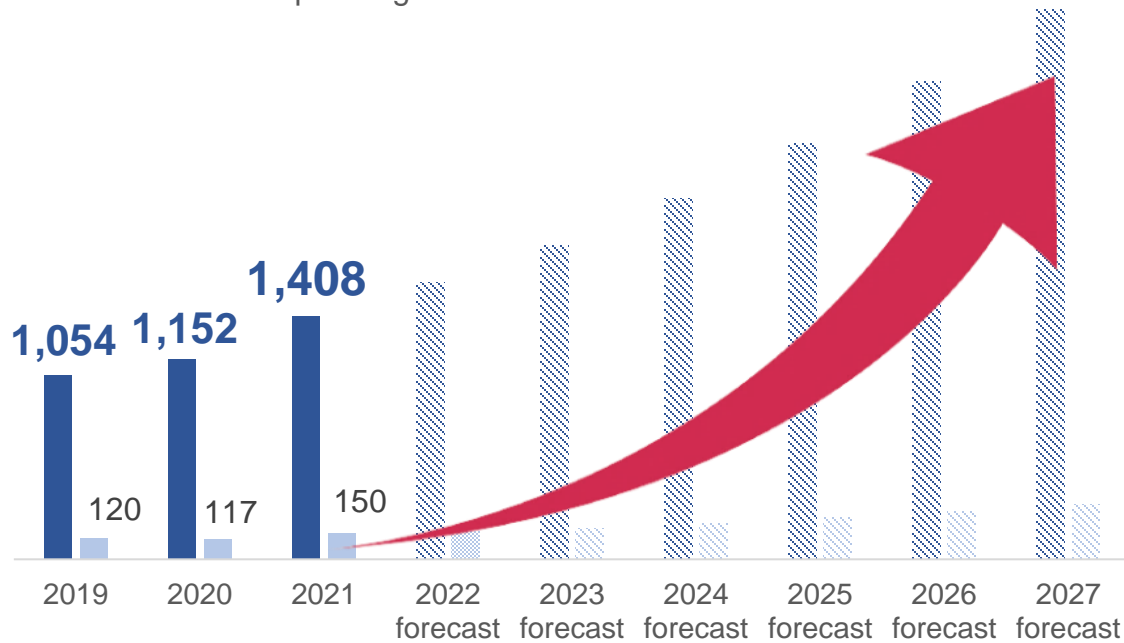
Used our strengths in “System X Talents” to restructure companies that joined the Group
Continue to promote M&A through management strategies that leverage our own business model

Sunmarie
 サマリエ Joined Group in Jan. 2019

Net Sales/Operating Income

(Million yen)

■ Net sales ■ Operating income

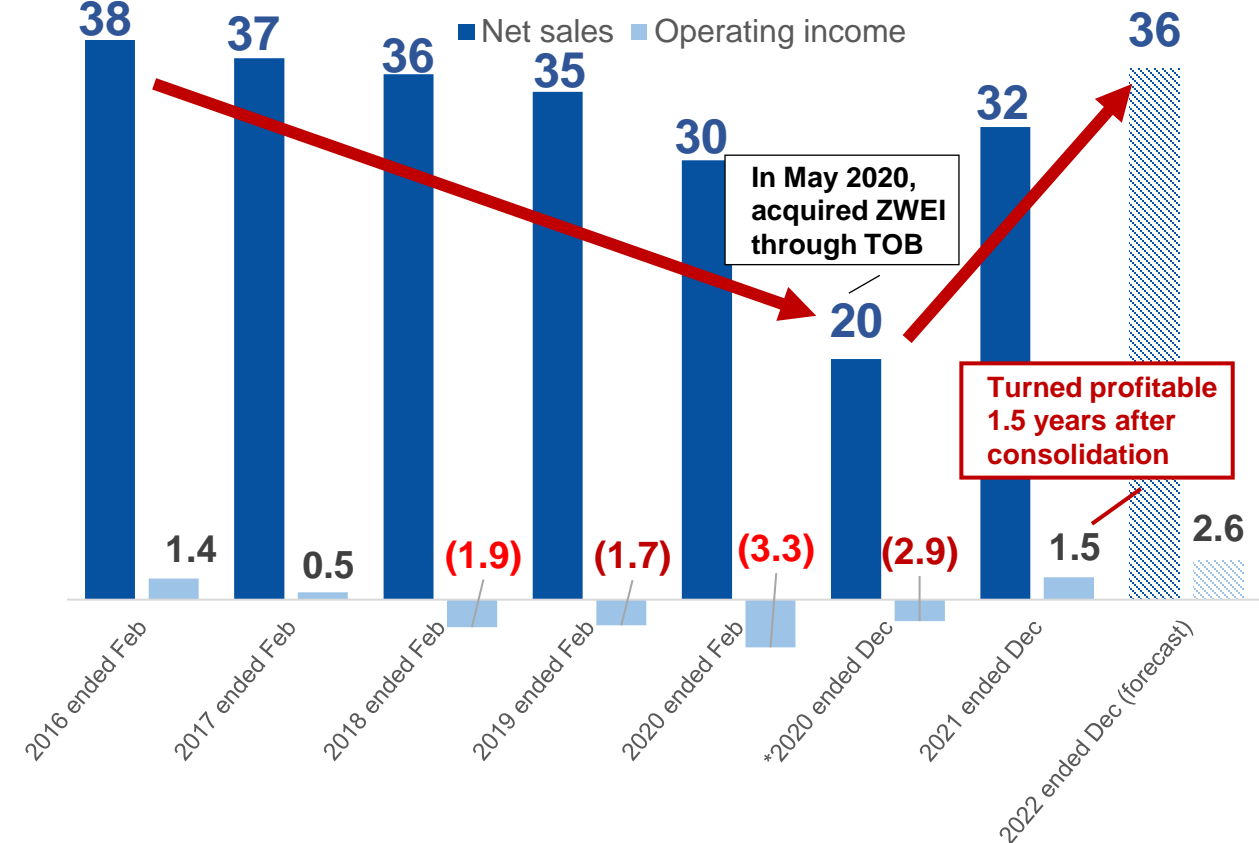


ZWEI
 Joined Group in May 2020

Net Sales/Operating Income

(Hundred million yen)

■ Net sales ■ Operating income



IBJ,Inc

12th & 17th floor, Shinjuku First West 1-23-7 Nishi
Shinjuku, Shinjuku ku, Tokyo 160-0023

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 2022 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.