

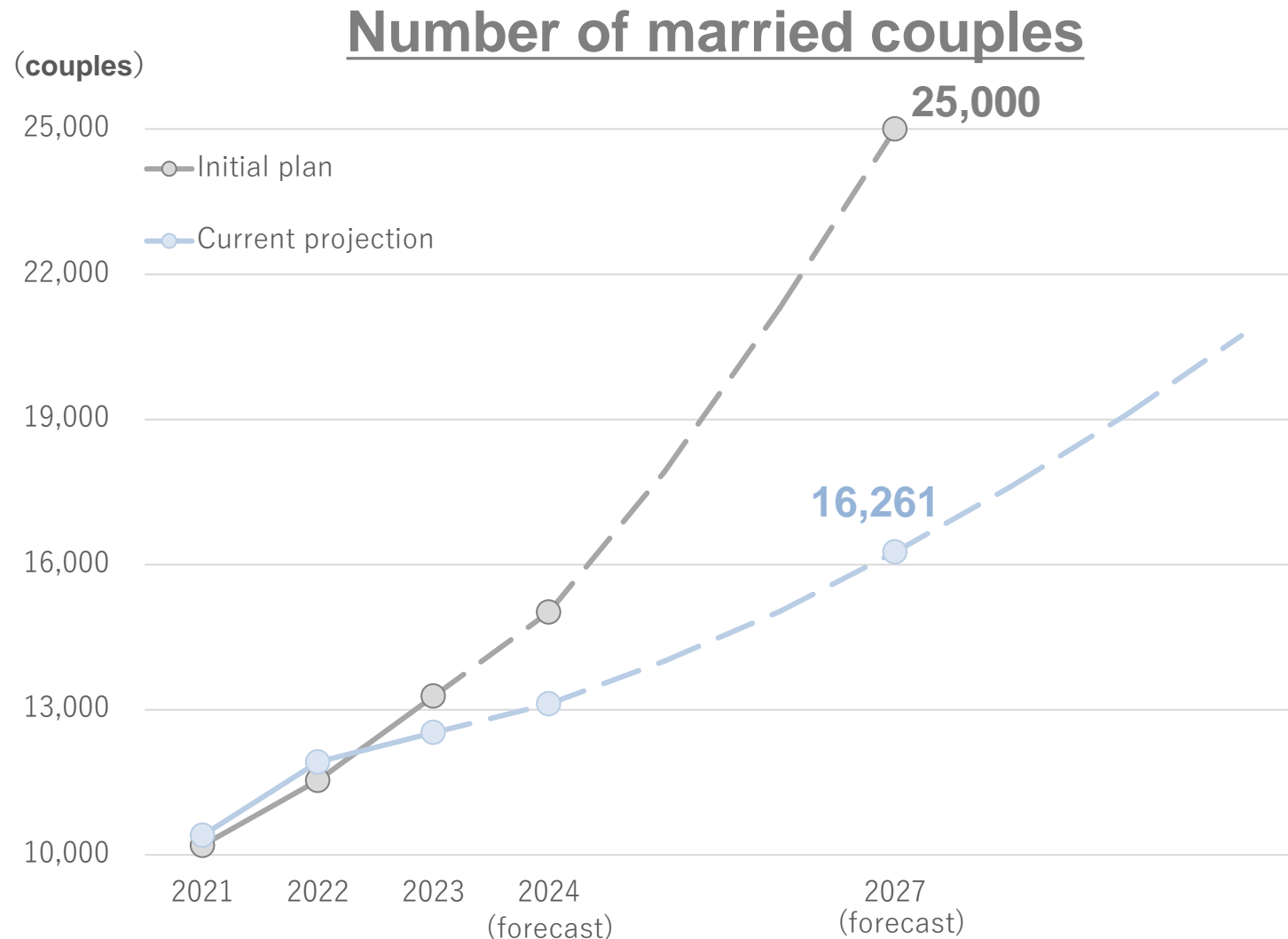
Progress and update of the Midterm Management Plan

February 9, 2024



Progress of Midterm Management Plan

Business was going according to plan until 2023
but is projected to fall below the plan from 2024



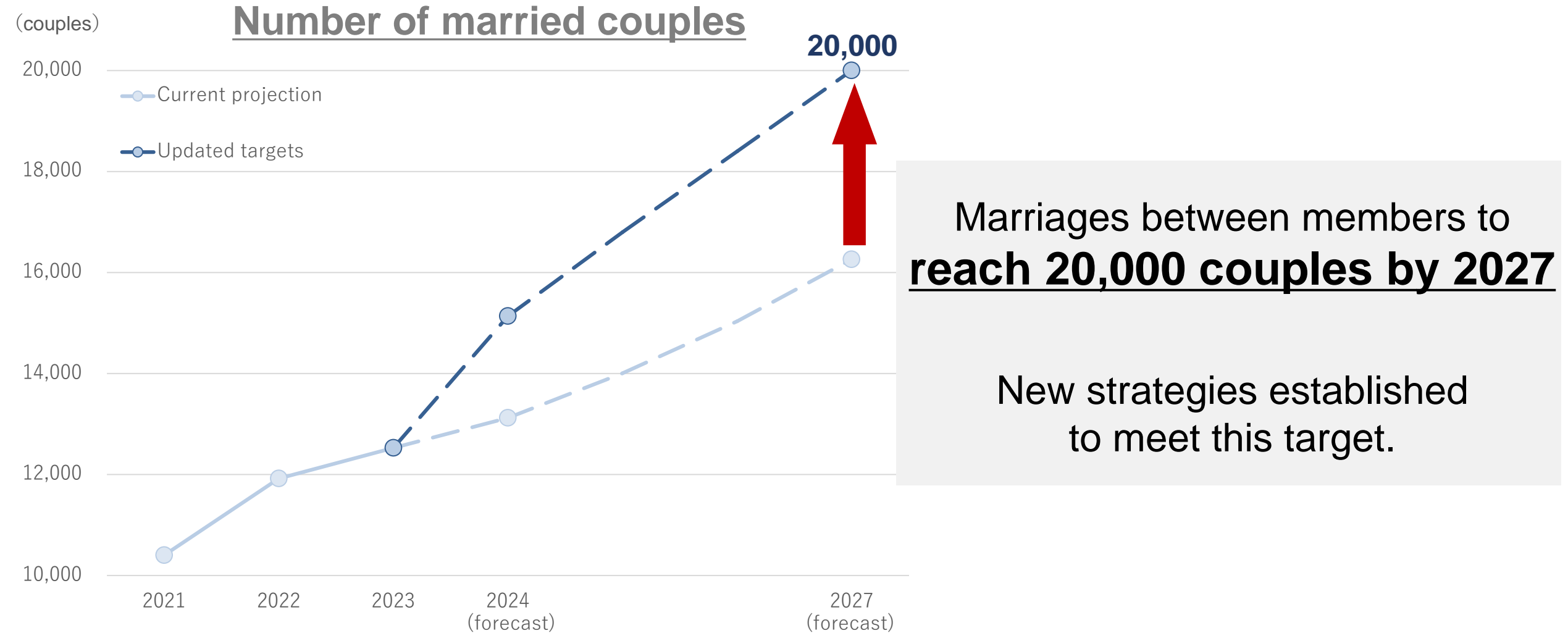
【Reasons】

- **two and a half years standstill due to the Covid**
- **Not enough franchisees and members to achieve the number of marriages between members.**
- **Marriage-hunting events struggled as they competed with matching apps**

However, marriage between members maintained the net increase trend. The number of franchisees and members is also expected to maintain a net increase.

Updating the Midterm Management Plan without accepting the current projection

In the new Midterm Management Plan, we will raise targets from the current projection



The KPI of the new Midterm Management Plan (2023-2027)

Key KPI

2023-2027

Number of married couples
20,000

4% of all marriages in Japan

Number of affiliates
7,000

	End-2023	End-2024	End-2027
Number of married couples	12,527	15,136	20,000
Number of affiliates	4,125	4,600	7,000
Number of arranged marriage meeting members	94K	139K	173K
Number of matching members	204K	223K	250K

The strategy is all about enhancing the platform.
⇒ Three measures and M&A to achieve this

**(1) Capital and business alliance with
the largest marriage information service provider O-net**

(2) Renewing the Party Business. Acquiring app users

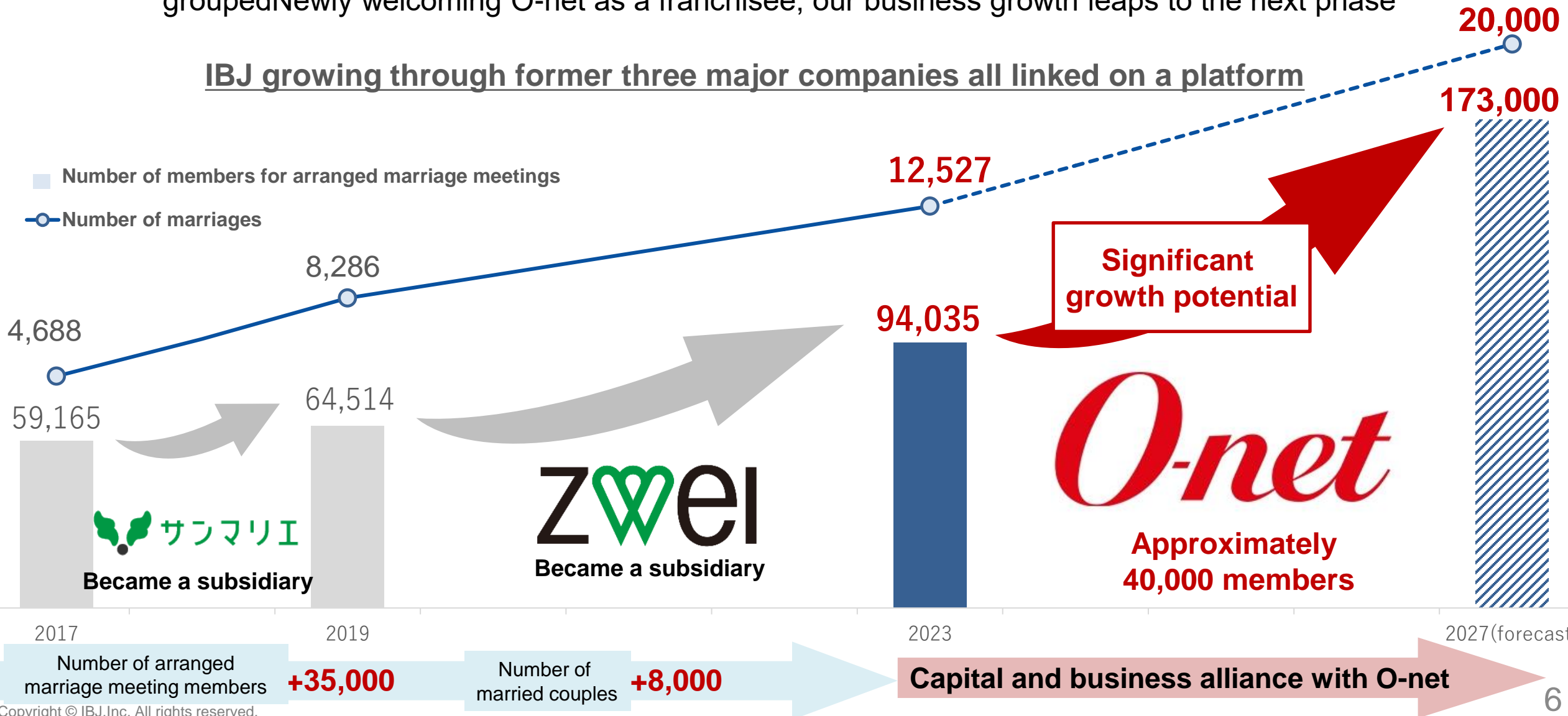
(3) Building a new matching platform

+ M&A in the Life Design domain

Measure (1): Capital and business alliance with the largest marriage information service provider O-net

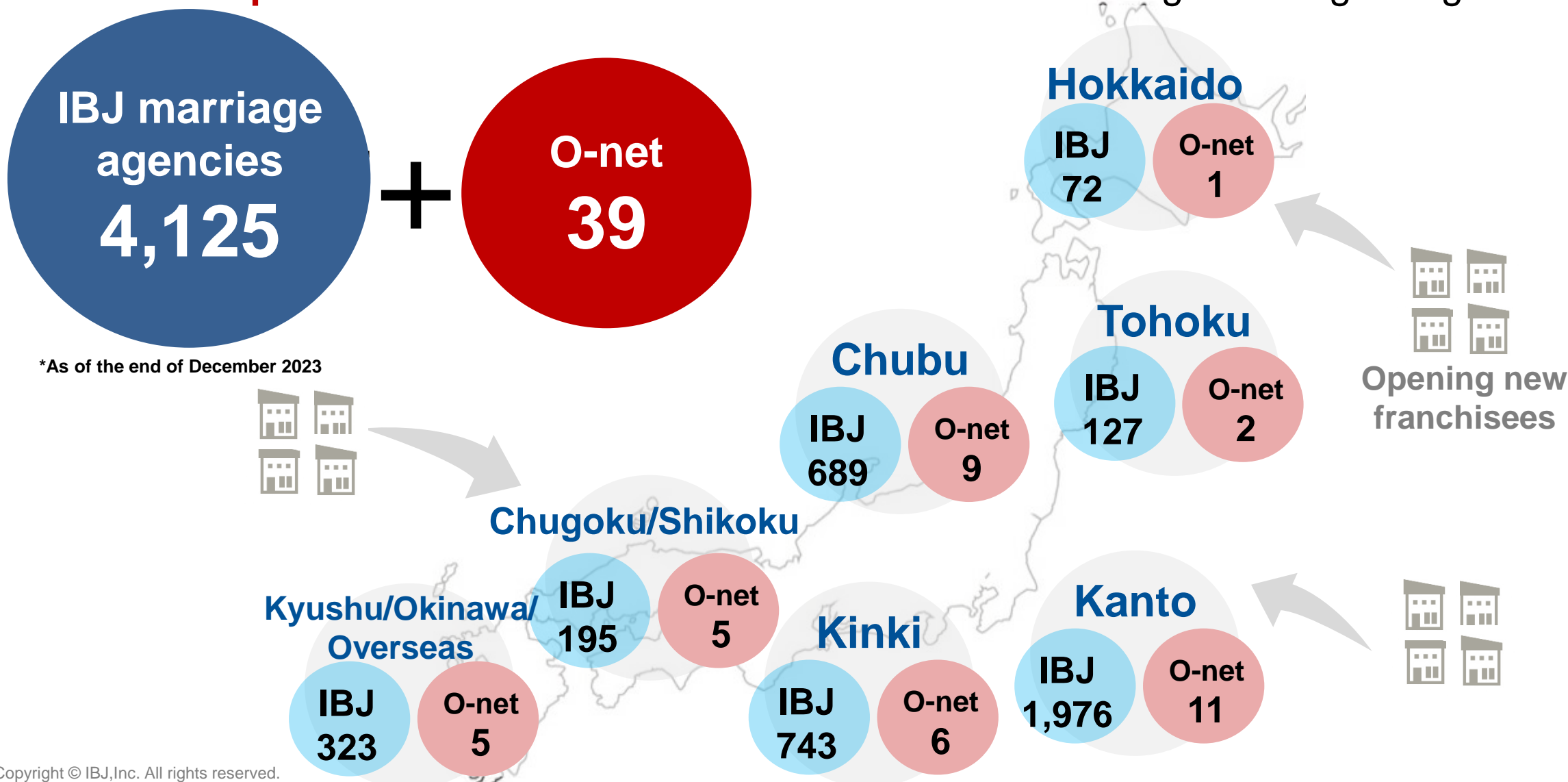
Sunmarie and ZWEI, the companies that were said to be major marriage information companies until the 2000s, were grouped. Newly welcoming O-net as a franchisee, our business growth leaps to the next phase.

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



Measure (1): Capital and business alliance with the largest marriage information service provider O-net

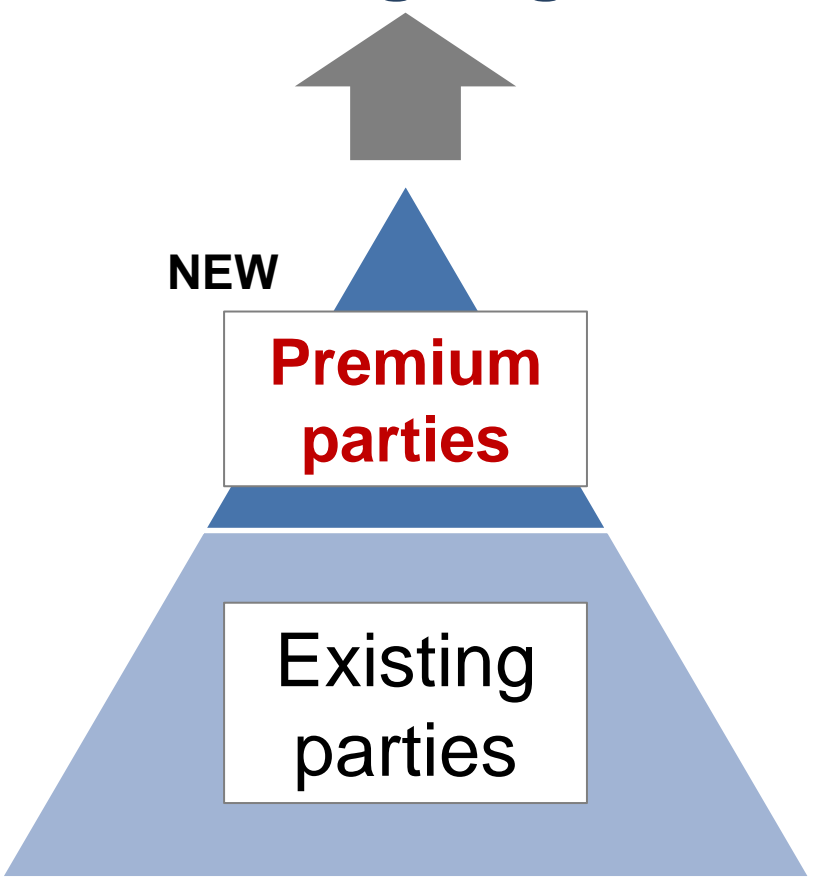
Exploration of new franchisees opening accelerated, with O-net (39 branches) being a trigger
The platform's value increased as the need for marriage-hunting in regional



Measure (2): Renewing the Party Business

Overhauling the format of the Party Business and taking measures to actively acquire app users

IBJ marriage agencies



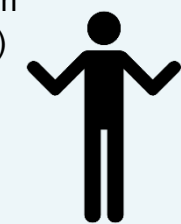
(1) Hosting premium parties

Holding premium marriage-hunting parties for quality members who are more likely to find a match

Like
(high scores from other members)

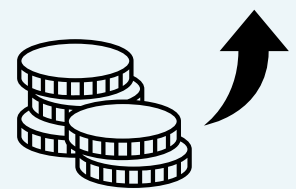


Like
(high scores from other members)



Quality members

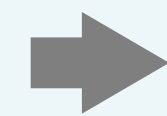
(2) Raising unit prices and introducing option fees



Hosting parties with higher unit prices than existing parties

+ α (options)

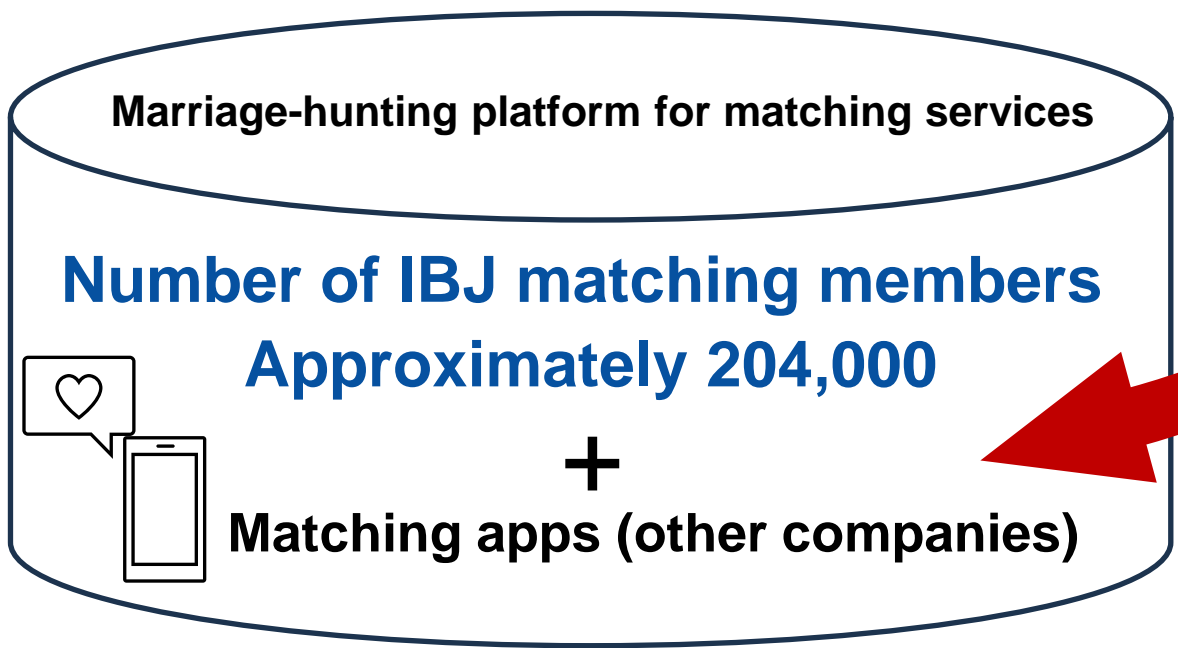
Additional options for premium parties



Expanding profit

Measure (3): Building a new matching platform

As the operator of a marriage agency platform, IBJ runs a platform for matching services

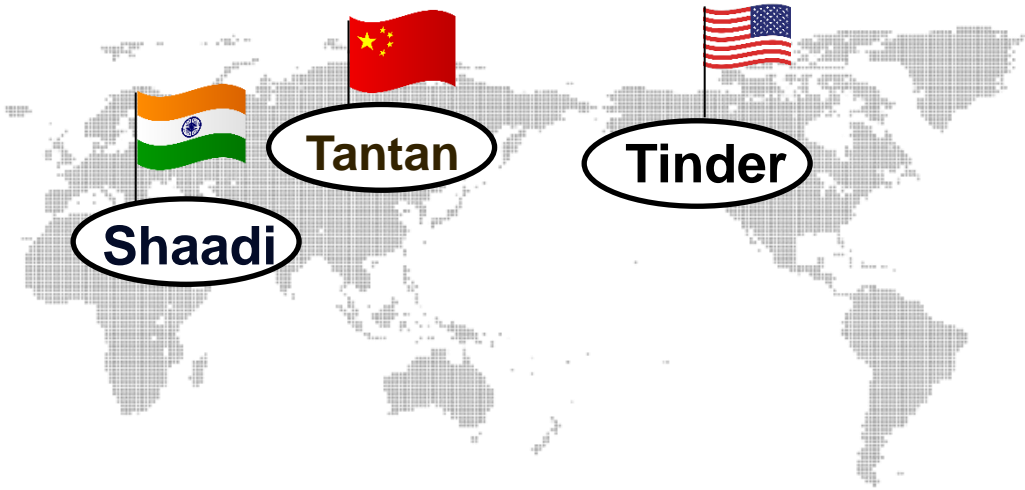


*As of the end of December 2023

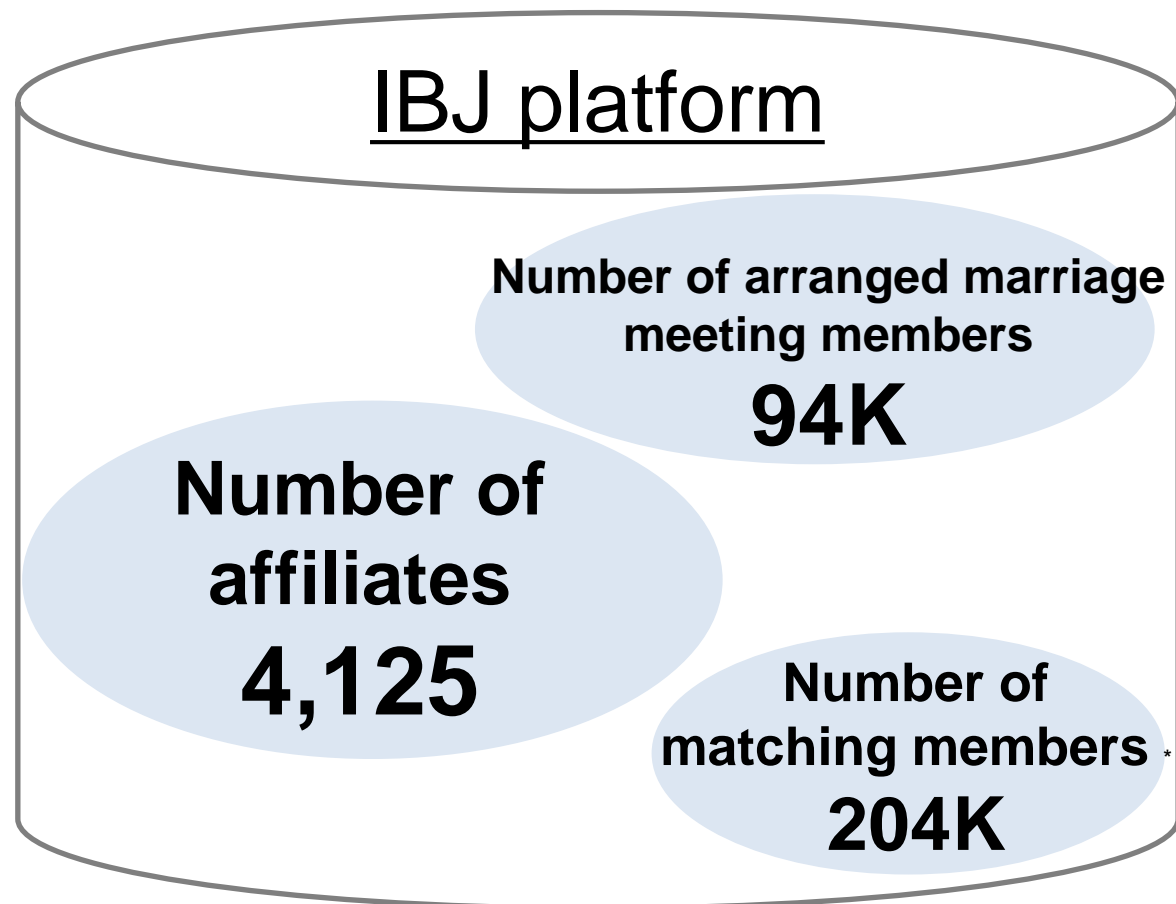
Candidates for collaboration

with	Omiai	Marrish
Pairs	tapple	Tokyo Calendar Date
		Dine

Overseas matching apps could also participate



We will raise M&A targets with an operating profit of around 500 million to one billion yen by 2026



*As of the end of December 2023

Business domain



Wedding



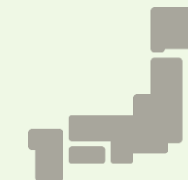
Domestic help services



Education



Beauty

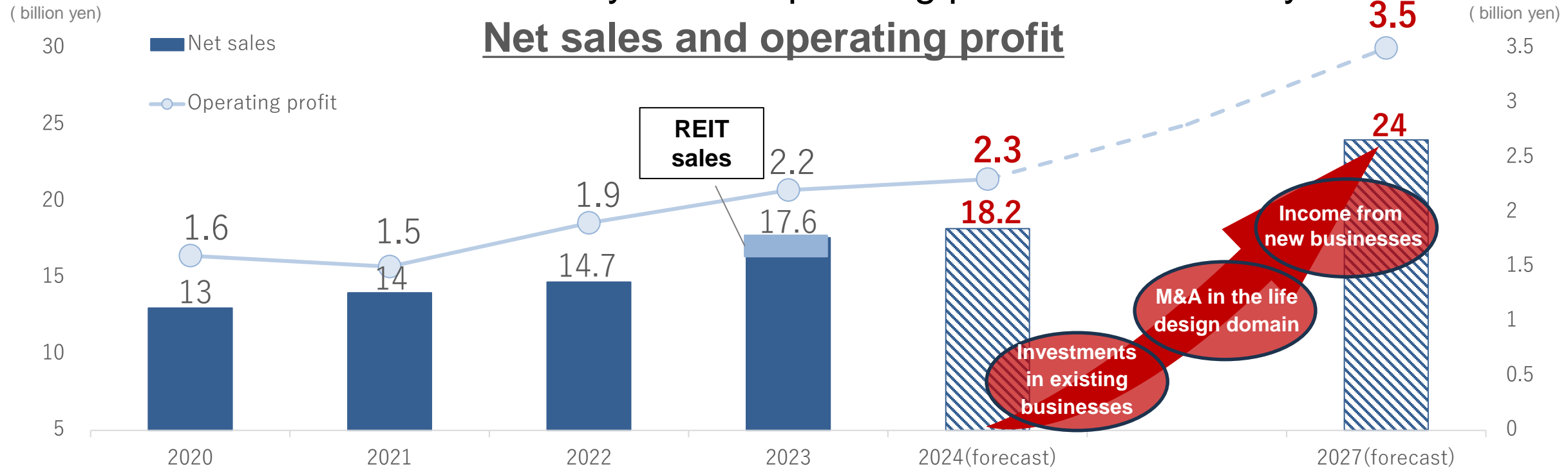


Regional development

Midterm performance targets toward 2027

Reach 20,000 marriages between members by 2027,
with sales of 24 billion yen and operating profit of 3.5 billion yen

Net sales and operating profit



	2023 results	2024 (forecast)	2027 (forecast)
Net sales	17.6 billion	18.2 billion	24 billion
Operating profit	2.2 billion	2.3 billion	3.5 billion