



IBJ 婚活アンバサダー  
森 香澄



**First Quarter of Fiscal Year  
Ending December 31, 2024**

# Financial Report

**IBJ, Inc.  
TSE Prime Market: 6071**



# IBJ

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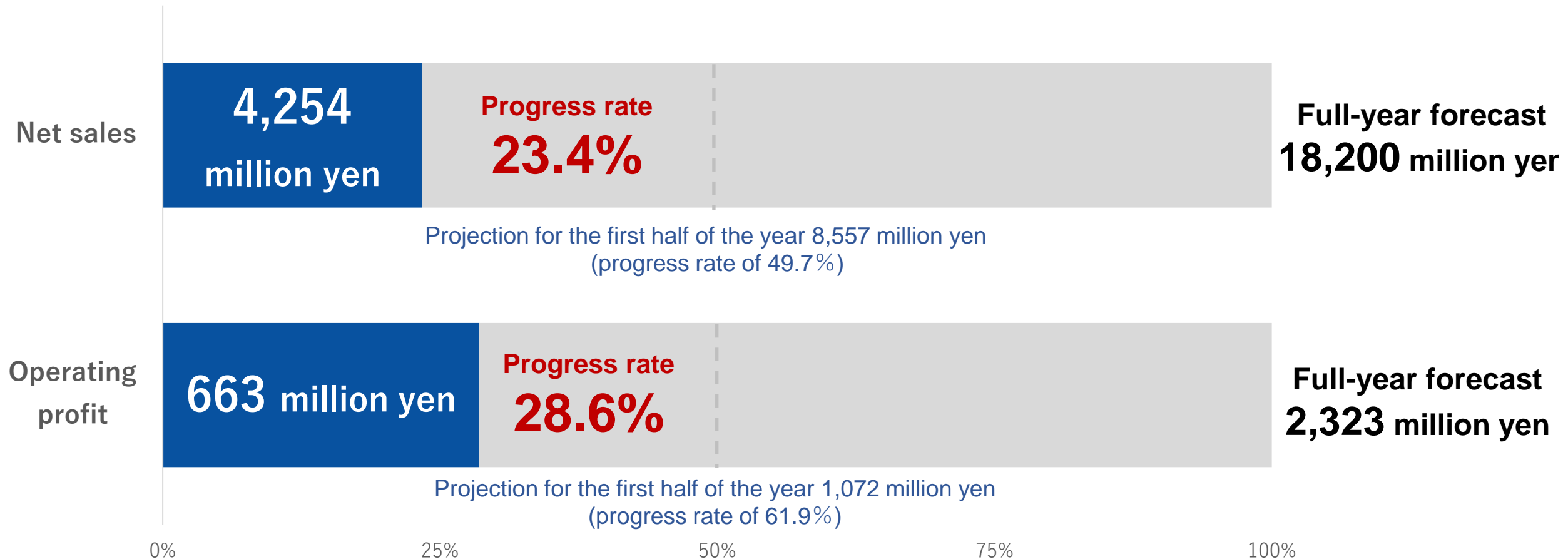
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Net sales 4,254 million yen (+10.1% YoY), operating profit 663 million yen (+24.2% YoY)

(Million yen)	FY12/23 1Q Results (A)	FY12/24 1Q Results (B)	Change (B) - (A)	Change (B)/(A)
<b>Net sales</b>	3,864	4,254	+ 390	+ 10.1%
<b>Operating profit</b>	534	663	+129	+24.2%
<b>Ordinary profit</b>	547	662	+114	+20.9%
<b>Quarterly profit</b> Attributable to owners of parent	365	481	+115	+31.7%

Net sales of 4,254 million yen (23.4% progress) and operating income of 663 million yen (28.6% progress) were in line with forecasts.

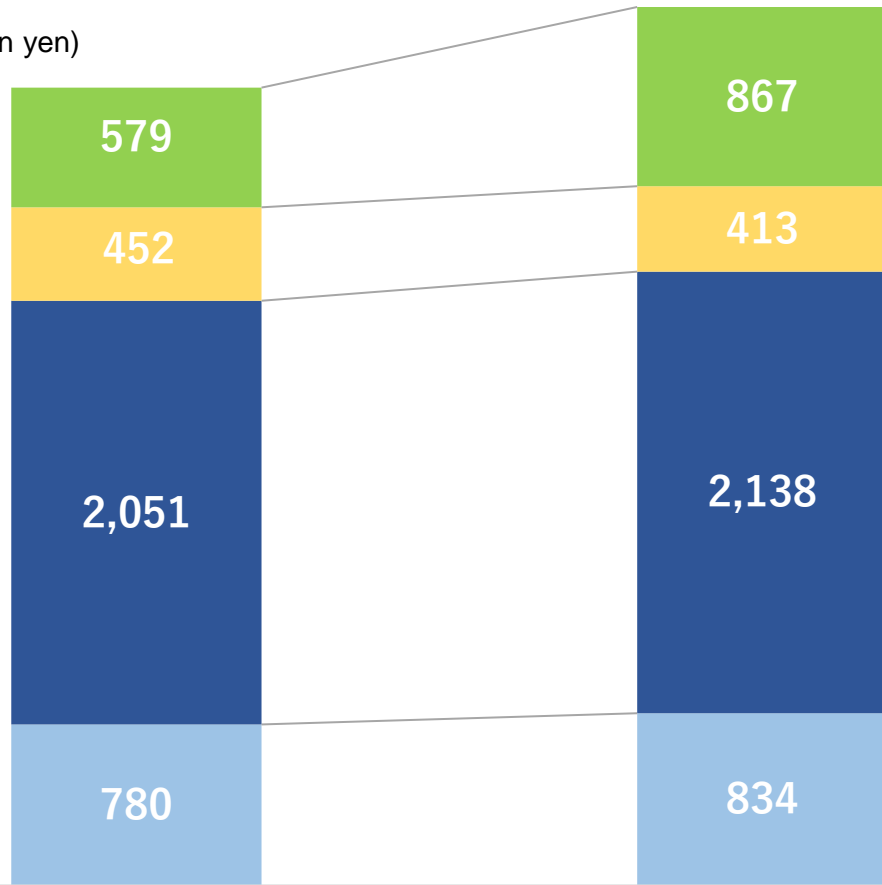


Directly managed stores and franchisees account for the majority of the total, driving overall business and growth

## Net sales by Business

- Affiliate business
- Matching Business
- Directly-Managed Lounge Business
- Life Design Business

(Million yen)



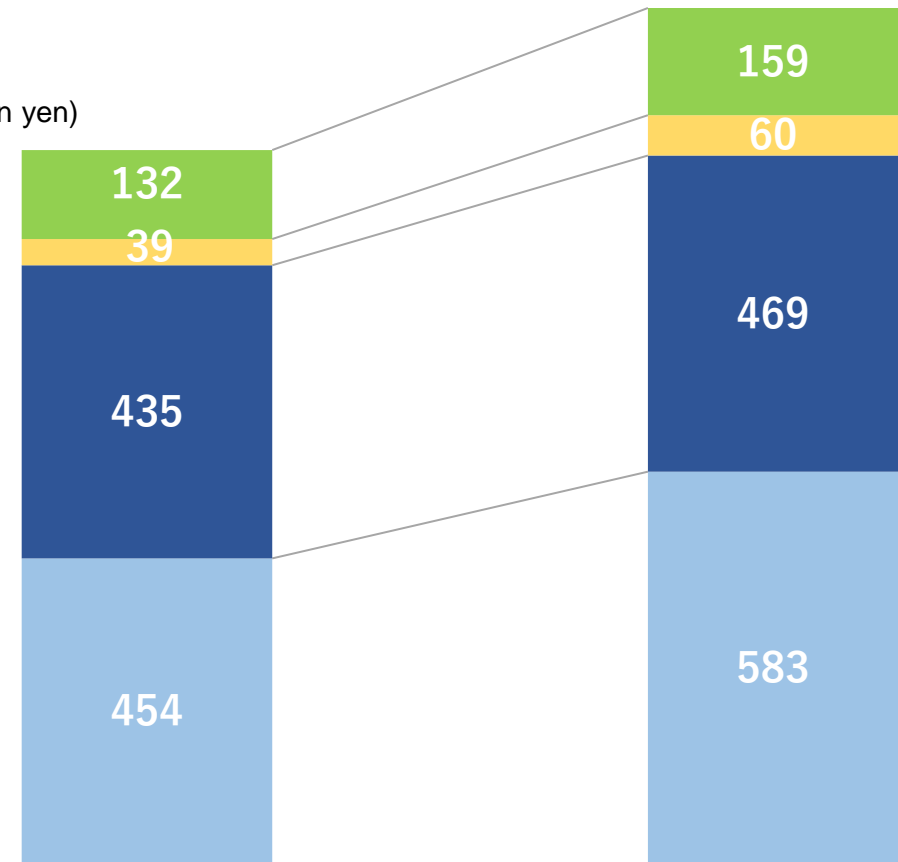
2023 1Q

2024 1Q

## Divisional Profit by Business

- Affiliate business
- Matching Business
- Directly-Managed Lounge Business
- Life Design Business

(Million yen)



2023 1Q

2024 1Q

\*Divisional profit = Operating profit + Depreciation and amortization + Amortization of goodwill + Amortization of long-term prepaid expenses, adjusted for internal transactions

\*Internal transactions adjusted

# 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		
Affiliate business	Net sales	780	711	755	726	2,973	834	+ 53	+ 6.9%
	Agency Opening Support Business	420	362	379	336	1,499	419	△1	△0.3%
	Affiliate Business	359	348	375	390	1,473	414	+ 55	+ 15.3%
	Divisional profit	454	396	496	479	1,827	583	+ 128	+ 28.3%
	Agency Opening Support Business	218	171	217	195	802	269	+ 50	+ 23.1%
	Affiliate Business	235	225	279	284	1,024	313	+ 78	+ 33.2%
Directly-Managed Lounge Business	Net sales	2,051	2,106	2,118	2,103	8,379	2,138	+ 87	+ 4.3%
	Divisional profit	435	455	486	473	1,850	469	+ 33	+ 7.8%
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	452	464	470	450	1,838	413	△39	△8.6%
	Party Business	270	280	274	260	1,085	230	△39	△14.7%
	App Business	182	183	196	190	752	182	+ 0	+ 0.4%
	Divisional profit	39	63	116	115	335	60	+ 20	+ 53.0%
	Party Business	0	28	52	57	139	22	+ 21	+ 2,489.2%
	App Business	38	35	64	57	196	37	△0	△2.0%
Life Design Business <small>*Includes contribution of business performance from M&amp;A since FY2023 Q1.</small>	Net sales	579	579	2,485	812	4,457	867	+ 287	+ 49.6%
	Divisional profit	132	93	250	33	509	159	+ 26	+ 20.2%

\*Divisional profit = Operating profit + Depreciation and amortization + Amortization of goodwill + Amortization of long-term prepaid expenses, adjusted for internal transactions

# KPI by Business (Marriage Agency Business)

## (1) Financial Results Summary

By period		2023					2024	YoY (Amount)	YoY (Percentage)	
		Q1	Q2	Q3	Q4	Full-year	Q1			
Marriage agency Business (Affiliate Business +Directly-Managed Lounge Business)	Number of marriage agencies*	3,803	3,883	4,050	4,125	—	4,211	+408	+10.7%	
	Number of new memberships	12,225	13,087	13,496	12,554	51,362	13,639	+1,414	+11.6%	
	Number of arranged marriage meeting members*	91,410	93,370	94,508	94,035	—	95,432	+4,022	+4.4%	
	Number of arranged marriage meetings	178,172	192,070	197,754	196,819	764,815	205,706	+27,534	+15.5%	
	Affiliate Business	Number of new business openings *	268	220	239	217	944	225	△43	△16.0%
		Number of new memberships	7,317	7,910	8,526	8,208	31,961	8,624	+1,307	+17.9%
		Number of arranged marriage meeting members*	58,461	59,633	60,524	60,581	—	60,915	+2,454	+4.2%
		Number of arranged marriage meetings	108,110	118,079	120,472	122,527	469,188	125,561	+17,451	+16.1%
	Directly-Managed Lounge Business	Number of new memberships	4,908	5,177	4,970	4,346	19,401	5,015	+107	+2.2%
		Number of arranged marriage meeting members*	32,949	33,737	33,984	33,454	—	34,517	+1,568	+4.8%
Number of arranged marriage meetings		70,062	73,991	77,282	74,292	295,627	80,145	+10,083	+14.4%	

\*As of the end of each quarter

\*The number of new business openings includes the number of marriages outside the business division for supporting the opening of new businesses



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

## (1) Financial Results Summary

By period		2023					2024	YoY (fluctuation)	YoY (Percentage)
		Q1	Q2	Q3	Q4	Full-year	Q1		
Matching Business	Number of party participants	95,715	91,375	82,731	75,946	345,767	70,610	△25,105	△26.2%
	Number of parties held	8,284	7,787	7,477	7,208	30,756	6,956	△1,328	△16.0%
	Number of matches (apps) ※	289,162	313,518	312,258	279,486	1,194,424	312,308	+23,146	+8.0%

\*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 (fluctuation)	YoY (Percentage)
		Q1	Q2	Q3	Q4	Full-year	Q1		
Life Design Business	Number of interviews (insurance & wedding)	564	631	801	660	2,656	622	+58	+10.3%
	The number of Selfit arranged marriage meeting photos taken	930	1,229	1,340	1,198	4,697	1,403	+473	+50.9%
	K village Number of students (Korean & voice training)※	12,450	13,118	14,010	14,696	—	15,909	+3,459	+27.8%

\*As of the end of each quarter

(Million yen)	2023					2024	YoY (fluctuation)	YoY (Percentage)
	Q1	Q2	Q3	Q4	Full-year	Q1		
Net sales	3,864	3,861	5,830	4,093	17,649	4,254	+ 390	+ 10.1%
Cost of sales	156	158	1,939	298	2,552	294	+ 138	+ 88.4%
Gross profit	3,707	3,702	3,891	3,795	15,096	3,959	+ 251	+ 6.8%
SG&A	3,173	3,272	3,114	3,305	12,865	3,295	+ 122	+ 3.9%
Operating income	534	430	776	489	2,230	663	+ 129	+ 24.2%
Total non-operating income	16	31	32	△0	80	3	△13	△76.9%
Total non-operating expenses	3	5	4	5	19	5	+ 1	+ 45.0%
Ordinary income	547	456	804	483	2,292	662	+ 114	+ 20.9%
Total extraordinary income	69	248	82	—	400	82	+ 13	+ 18.9%
Total extraordinary loss	0	31	4	293	330	—	△0	—
Net income attributable to owners of parent	365	440	571	252	1,629	481	+ 115	+ 31.7%

### Supplemental Information

- The increase in cost of sales was due to an increase in the number of consolidated subsidiaries in K Village.
- The decrease in non-operating income was due to the sale of investment securities in the previous fiscal year.

(Million yen)	2023				2024	Prior year throughput ratio (fluctuation)	Prior year throughput ratio (Percentage)
	Q1	Q2	Q3	Full-year	Q1		
Current assets	7,471	7,722	8,109	8,091	6,170	△1,920	△23.7%
Cash and deposits	3,141	3,052	3,887	3,789	2,489	△1,299	△34.3%
Non-current assets	7,803	8,417	8,364	10,029	10,134	+ 105	+ 1.1%
Total assets	15,275	16,140	16,473	18,120	16,305	△1,815	△10.0%
Current liabilities	4,036	4,569	5,464	7,187	5,426	△1,761	△24.5%
Non-current liabilities	3,139	3,091	2,921	2,908	3,261	+ 352	+ 12.1%
Total liabilities	7,175	7,661	8,386	10,096	8,687	△1,408	△14.0%
Total net assets	8,099	8,478	8,086	8,023	7,617	△406	△5.1%
Total liabilities and net assets	15,275	16,140	16,473	18,120	16,305	△1,815	△10.0%

### Supplemental Information

- The decrease in cash and deposits in current assets was due to the acquisition of treasury stock and investment securities.



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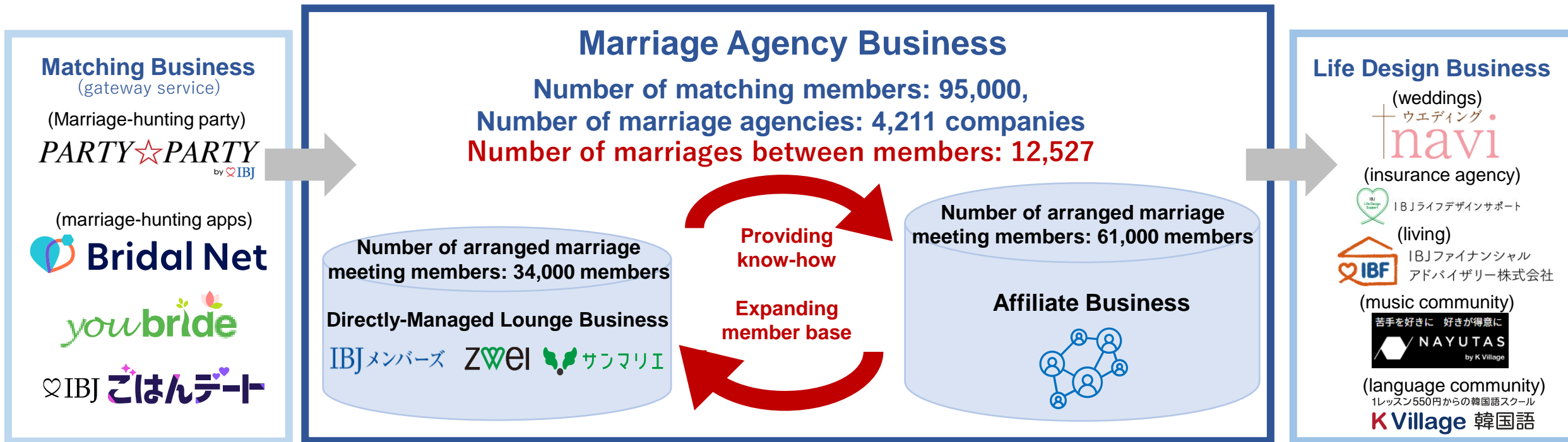
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## Operating the largest marriage-hunting platform in Japan with directly managed lounges and franchisees.

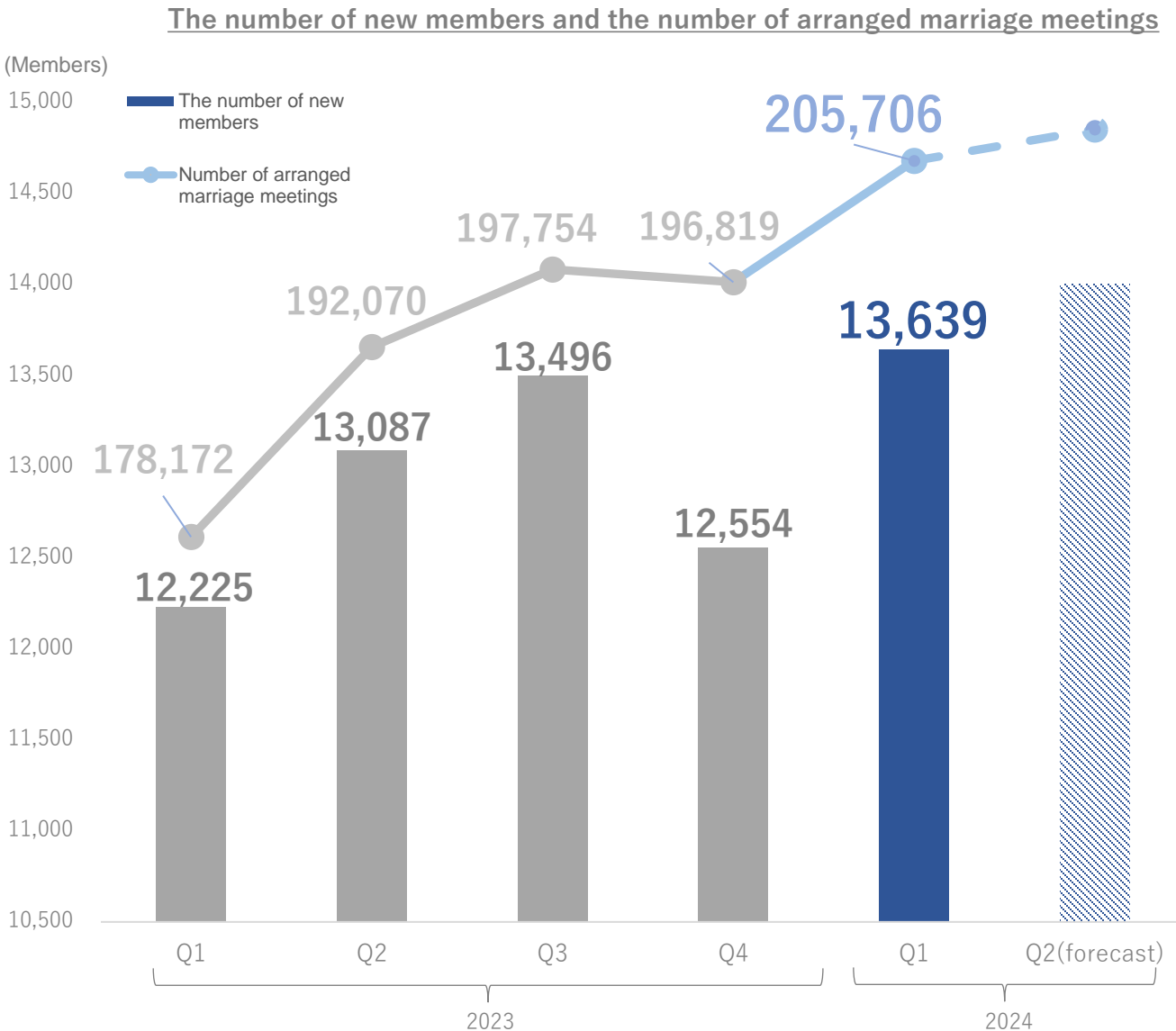


The matching business is the gateway service for our marriage agency business, and our life design business primarily targets the growing number of marriages between members

\*The number of married couples is the cumulative total from January to December 2023.

\*Number of matchmaking members and marriage agencies as of March 31, 2024

The number of new members and the number of arranged marriage meetings were the highest ever



The number of new members factors of increase

- Increased recognition by word of mouth and other means due to an increase in the number of marriages
- Supporting the start-up of franchisees to attract more customers



Factors behind the increase in the number of blind dates

- Increase in the number of matchmaking partners due to expansion of membership base
- Matchmaker's proactive push for matchmaking applications



Increase in number of marriages

KPI increased **multiplicatively** due to a combination of the above factors

**Introduced new measures (branch system) by grouping prefectures to improve "organizational strength" of the federation and to spread the IBJ method.**

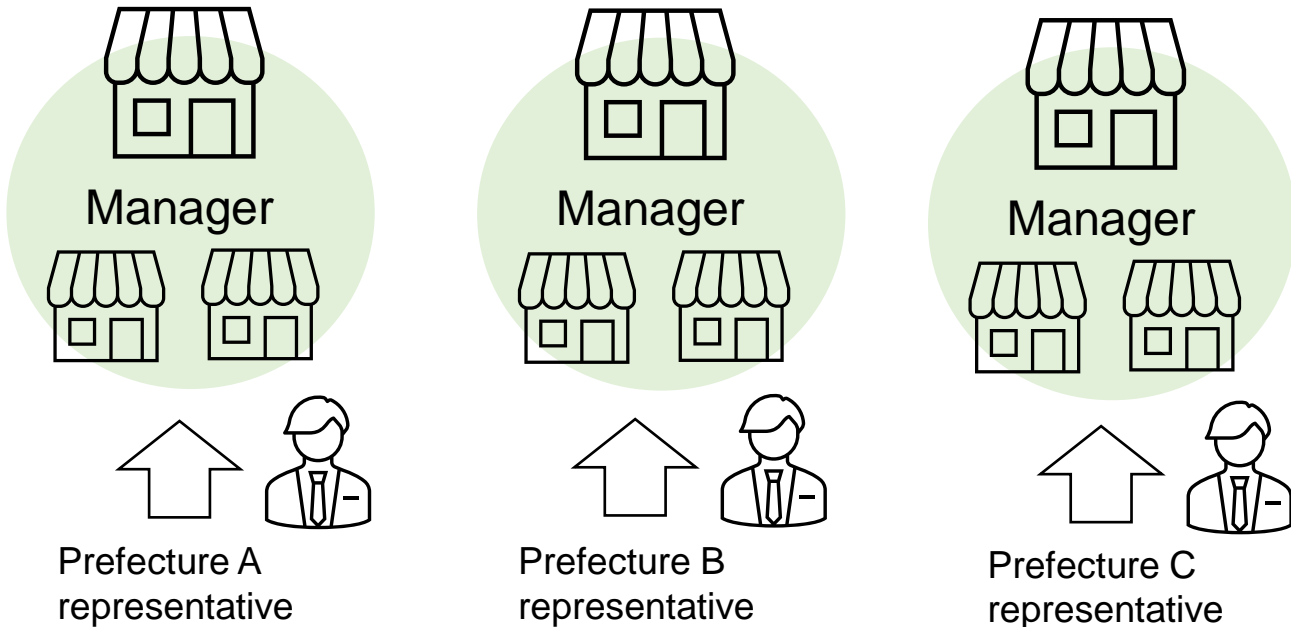
## Branch system

Structure of regular meetings and social gatherings by prefecture

Branch in Prefecture A

Branch in Prefecture B

Branch in Prefecture C



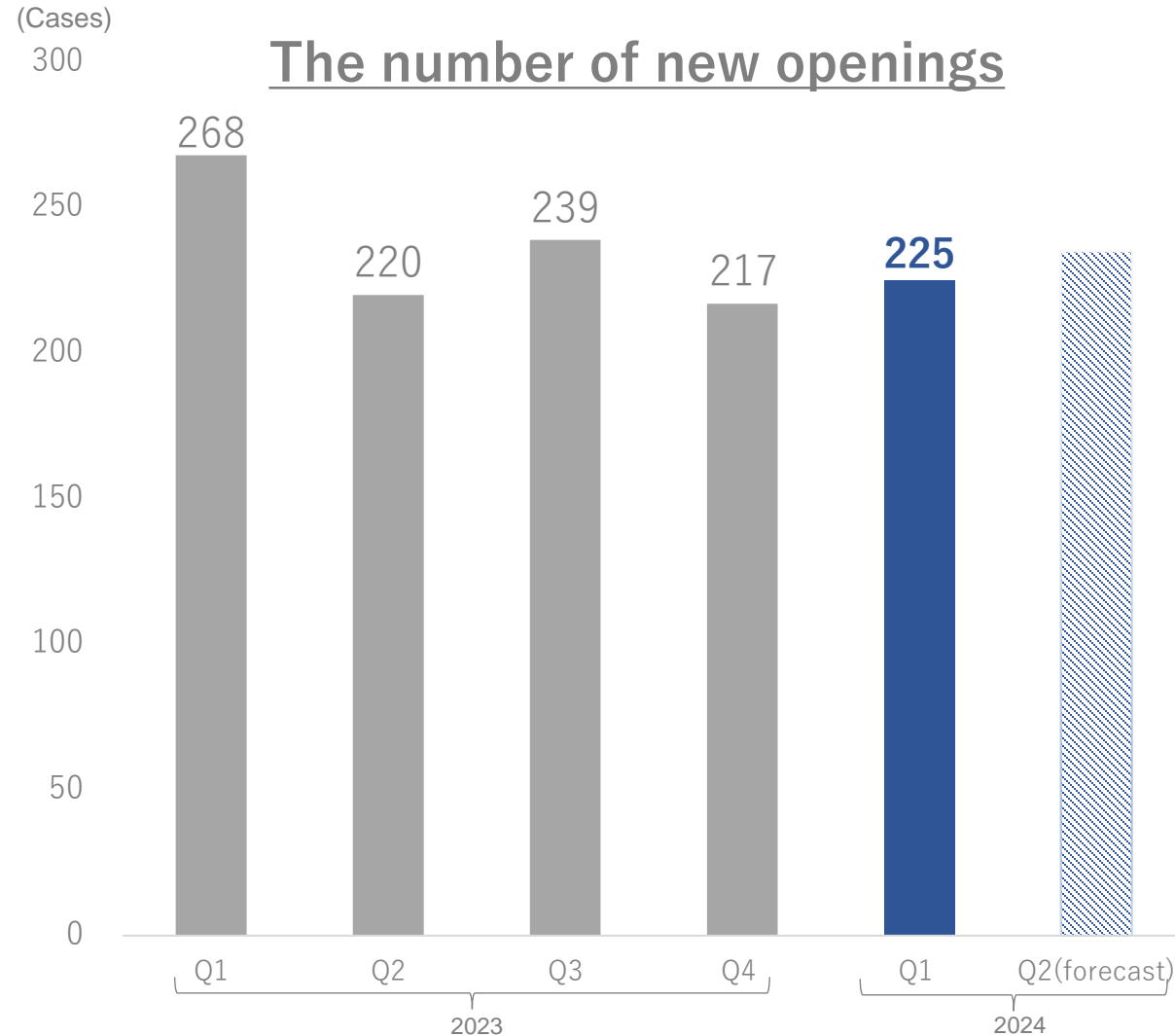
## Benefits of the branch system

- (1) **Spreading IBJ method to all franchisees**
- (2) **Increased motivation through stronger interaction among member stores**
- (3) **IBJ's support according to every branch's respective issues**



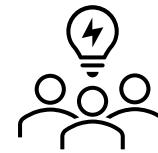
**Aiming to increase the number of members and successful marriages by replicating the IBJ method at all member branches**

Business profit rate increased by 12.3% by enhancing the organizational structure and with optimized marketing



Initiatives aimed at strengthening the role of each line

#### Marketing



Appropriate marketing with focus on CPA and CPO

#### Potential customers



Changing the indicator to the number of new members to the number of successes out of the new members

#### Sales



Meticulous case management  
Focus on developing new staff

**These initiatives resulted in an optimized profit level with no waste**

FY2023 Q1

FY2024 Q1

Business profit rate

51.9%



64.2%

**+12.3% YoY**

**We will promote quantitative growth in the next phase**



## Pricing strategy launched in mid-February aims to improve per-customer spend



Review pricing to increase new members from parties

### Highest unit-price plan

Before price revision  
**Approximately 400,000 yen**

Activity support & arranged marriage meetings



After price revision  
**Approximately 290,000 yen**

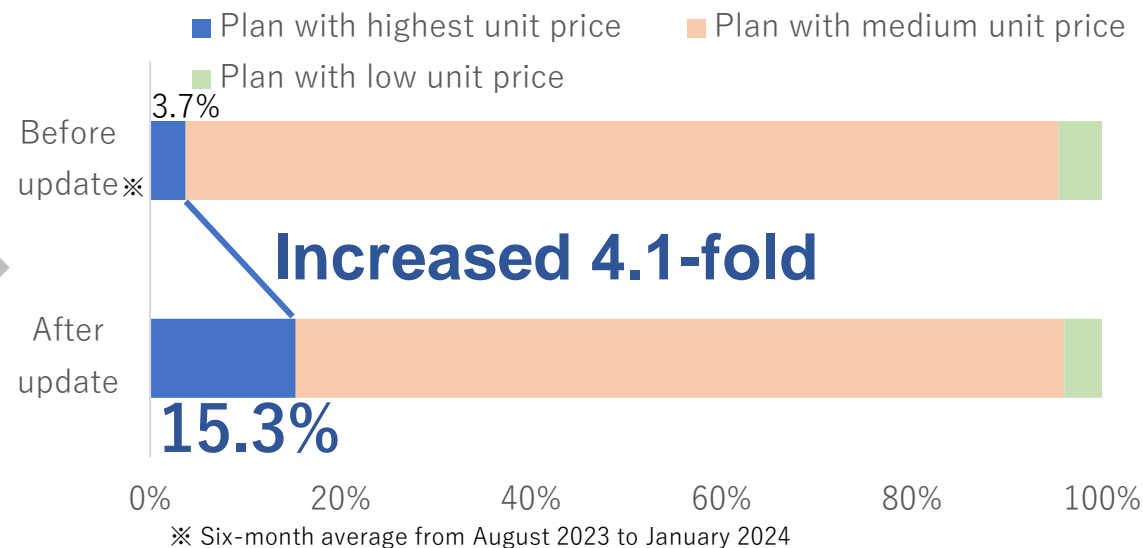
Activity support & arranged marriage meetings



**NEW**

**Self-coaching seminars and examinations**

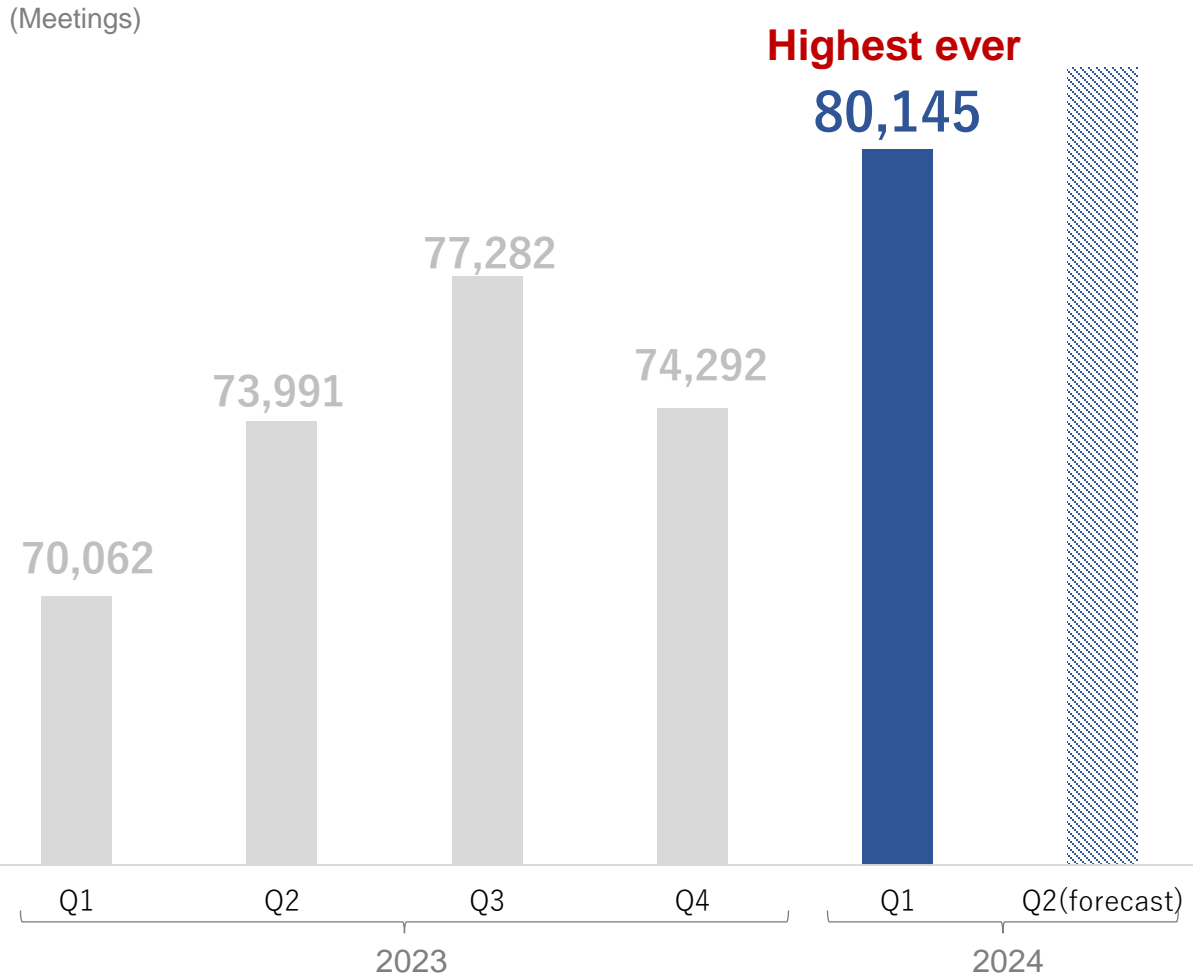
### Increase average unit customer price with new members on the highest unit-price plan



Average unit customer price in March 2024  
**increased by approximately 15,000 yen**

## Over 80,000 arranged marriage meetings recorded for the first time due to the increase of new group agency memberships and members

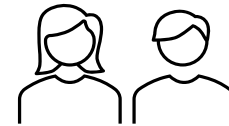
The number of arranged marriage meetings from the three directly managed brands



Focused on developing sales staff and new memberships increased

New members

**+7.1%** YoY



Number of arranged marriage meetings

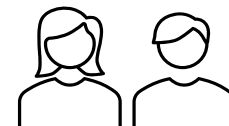
**+19.7%** YoY



Member base increased with the business transfer of Prime Marriage

Number of arranged marriage meeting members

**+20.3%** YoY



Number of arranged marriage meetings

**+30.4%** YoY



Gathering potential customers who are extremely driven to get married, which will result in the **increase of directly managed business's memberships**

**(1) Clarify concept to gather highly likely potential customers**

<b>Concept</b>	<b>Entertainment party</b> (parties in town)	<b>Marriage-hunting party</b>
Age group	Age 20–50	Age 25–39
Customer group	Casual encounters	Looking for partners to marry
Aim	<b>Getting potential customers</b>	<b>Sending customers to directly managed lounges</b>

**(2) Change the number of people at marriage activity parties to attract personality-driven participants**

**Up to 16 on 16**



To the atmosphere where everyone can take time talking to each other



**Up to 8 on 8**



**Focus on the number of people to meet**  
**Focus on the first impression**

**Focus on the quality of meets**  
**Focus on Values and personality**



**Improves the sales opportunity for directly managed lounges' memberships**

Increase LTV by taking advantage of the superiority of our integrated service offerings

## Marriage-hunting domain

Matchmaker



Accompanied-  
style service



## Marriage



Passing the baton

Member Information Sharing  
(Hearing details, etc.)

## Life design domain

Planner



Supporting Married Couples



### Predominance(1)

- **High level of trust** in matchmakers who stayed with them until marriage, and **high effectiveness in sending customers** to the life design area

### Predominance(2)

- **Appropriate proposals** based on the content of the hearing during the marriage
- **Highly satisfactory** because you and the planner work together to plan your future life, not just purchase and sign a contract for a product.

## Expand business domain with M&A in mind to increase LTV and improve business performance

Areas where business expansion is expected

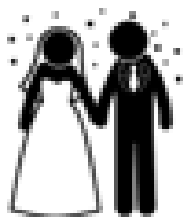
M&A with operating income of 500 million to 1 billion yen

Business areas where  
IBJ's business  
foundation can be  
utilized

or  
New business areas  
with high potential  
needs

ex) Wedding, housekeeping, education, beauty, etc...

成婚カップル



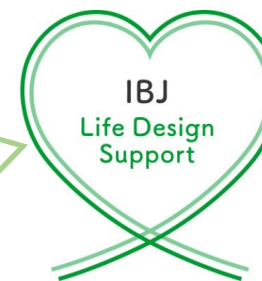
ウエディング  
navi

Weddings

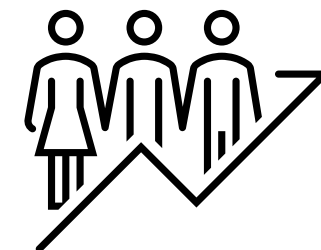


Looking for  
residence

Insurance and  
Asset Management



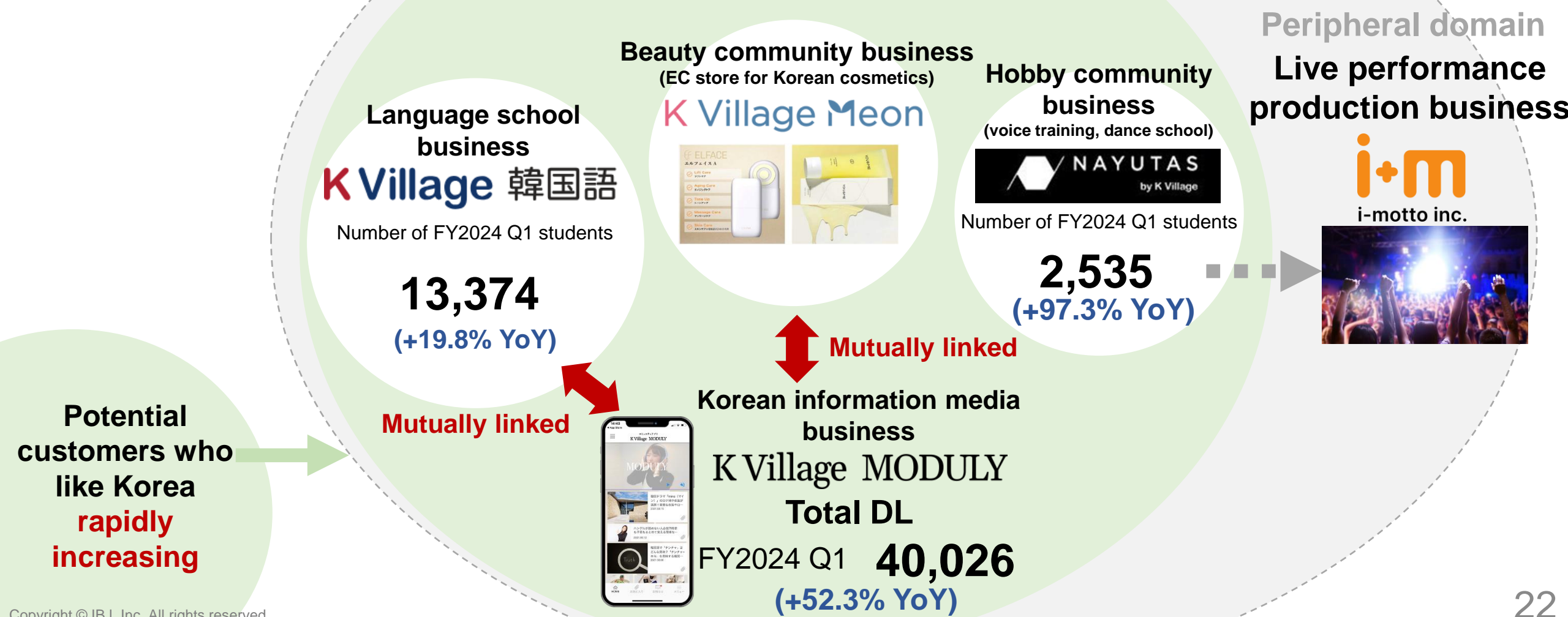
Further increase  
LTV through  
business domain  
expansion



Service development tailored to life stages

Expanding business as the largest Korean community in Japan and Korea by capturing the needs of Korean lovers as **a new revenue pillar**

### Largest Korean community in Japan and Korea





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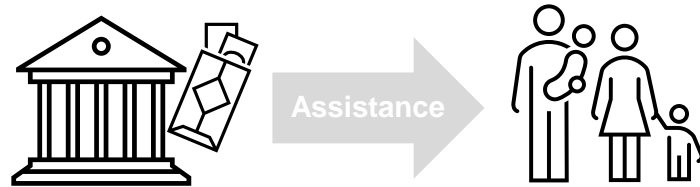
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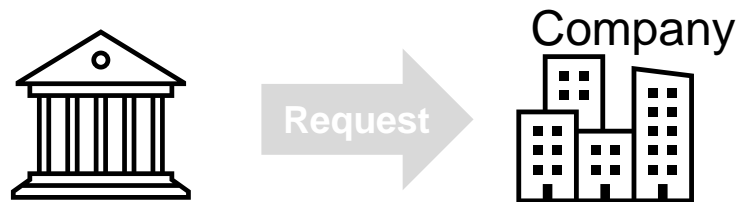
## Creating wedding couples to fundamentally solve the problem of society with fewer children

The government's measure for society with fewer children is support for people raising families

- Financial support for raising family

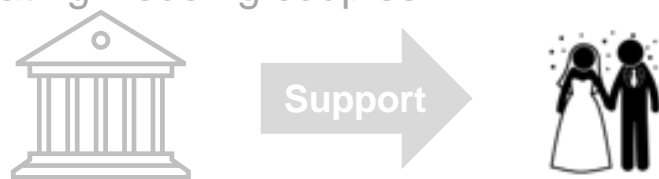


- Helping double-income households to raise family



Not enough

- Creating wedding couples



IBJ  
support

 **IBJ** Supporting marriage-hunting  
= birthrate decline

**Fundamental reason** people are having fewer children  
**People**, especially young people, **not getting married,**  
**and getting married later,**

The final number of children people have in Japan  
(the average final number of children between couples)

1972

2021

2.20 → 1.90

The birth rate between couples has not changed for 50 years, at around 2. To solve the problem of people having fewer children, it is important to increase the number of marrying couples



# IBJ's know-how (organization of nudges)

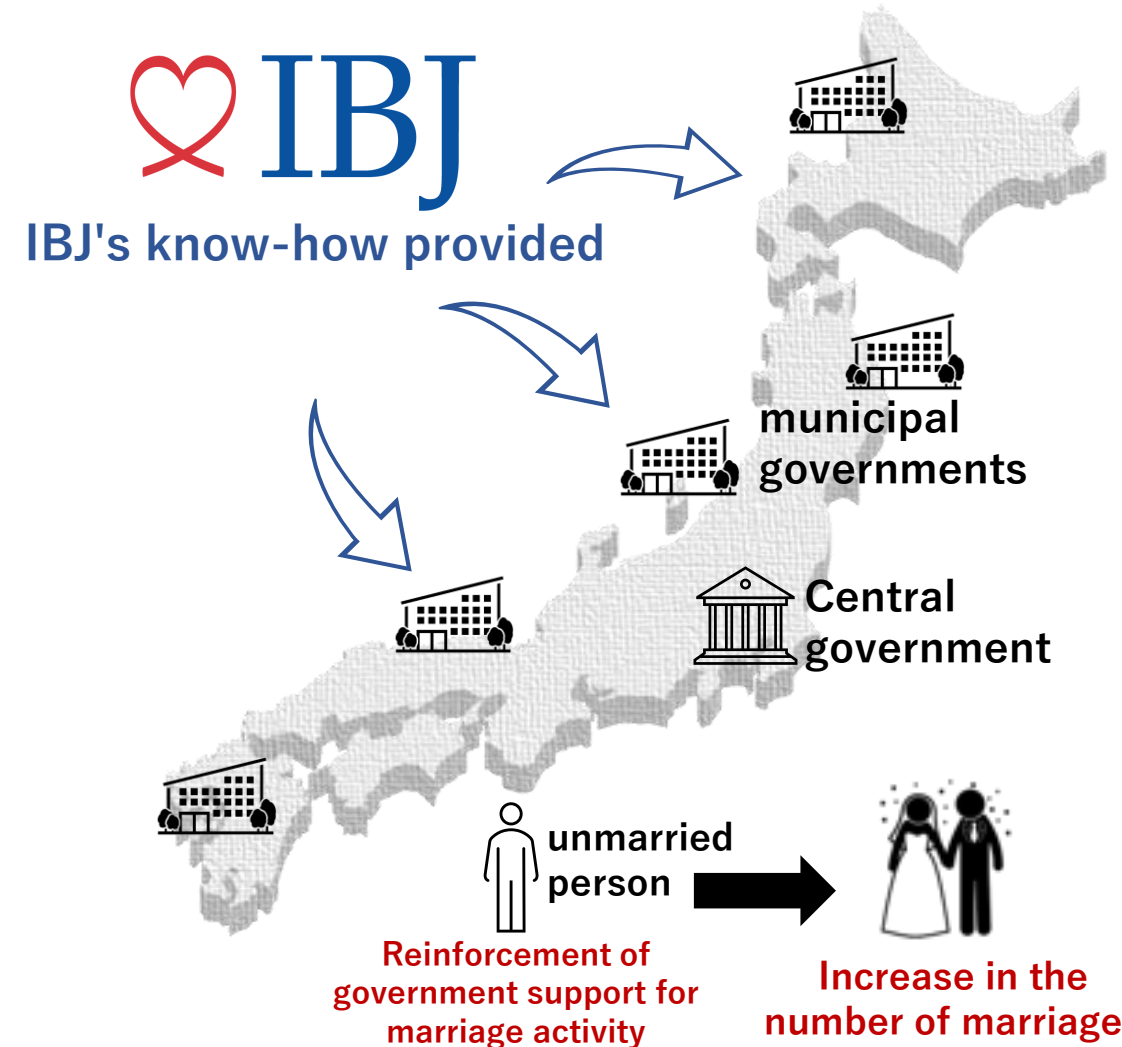
(3) Aiming to collaborate with the government  
(Central government and municipal governments)

Strengthening support for marriage activity by providing the government with the know-how of nudges (nudge) certified by an industry organization as a "marriage activity counselor certified educational institution".

Japan Life Design Counselors Association, a non-profit organization in the marriage counseling industry, accredits IBJ as a "Certified Educational Institution for Marriage Activity Counselors"

Systematically learn the knowledge needed to be a marriage counselor.

(1) Compliance knowledge (2) Counseling tips (3) Support practices

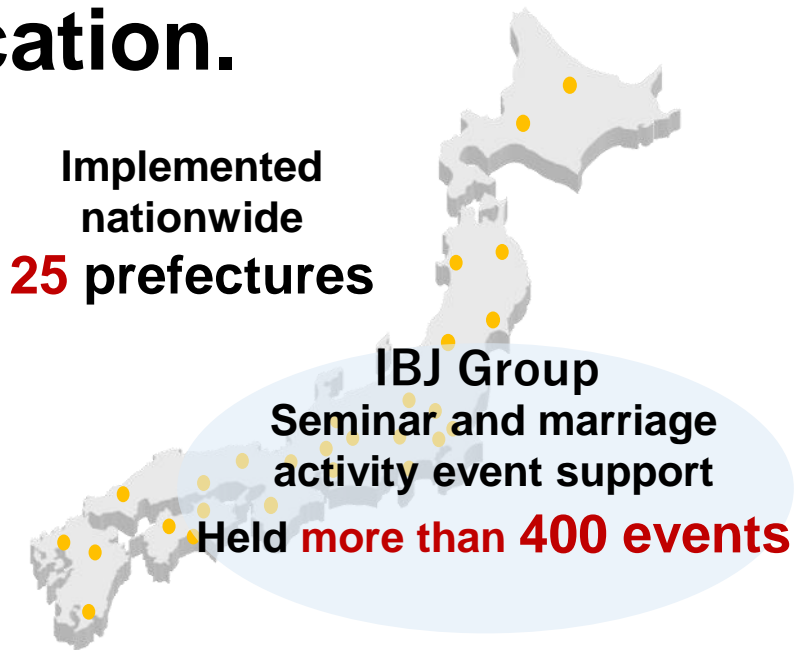


# In addition to seminars and marriage activity events on consignment, we provide practical support by encouraging the acquisition of certification.

Scenes from staff training of Saga Prefecture's "Deai Support Center"



Implemented nationwide  
**25** prefectures



IBJ Group  
Seminar and marriage  
activity event support  
Held **more than 400 events**



Aiming to become a leader in the infrastructure of marriage activity by spreading IBJ's know-how to central and local governments



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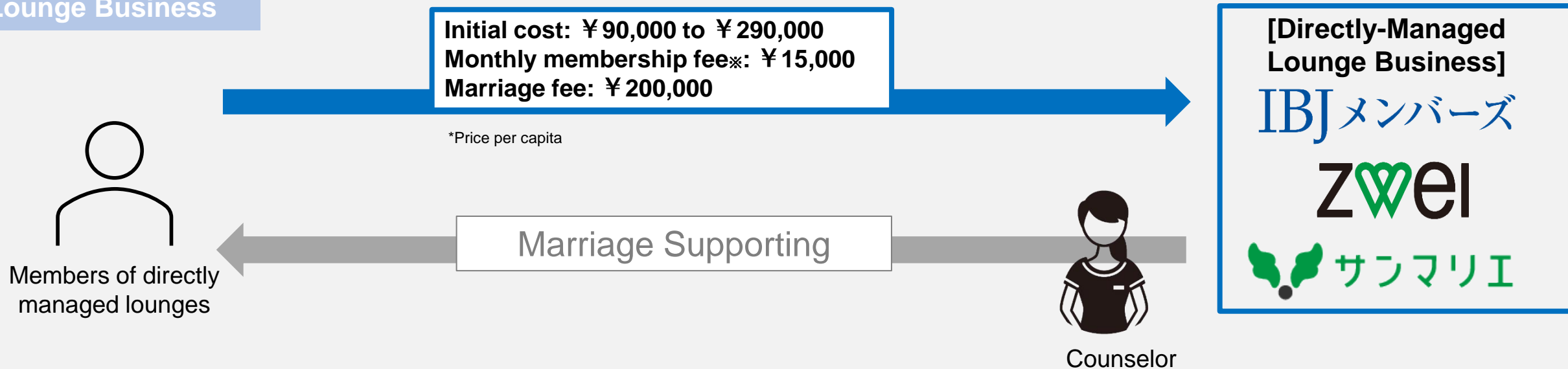
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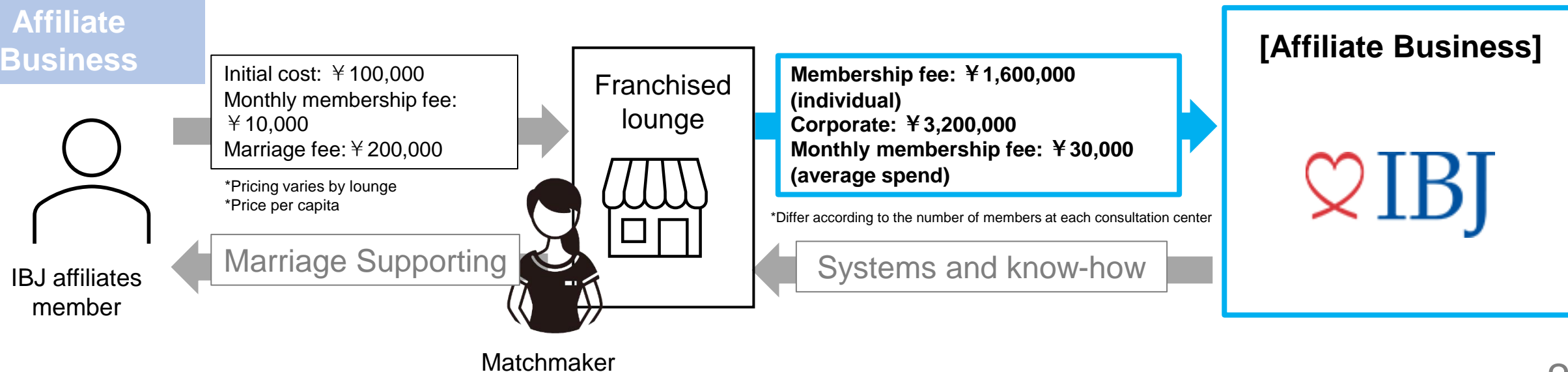
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## Directly-Managed Lounge Business

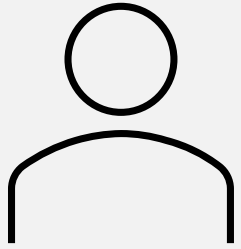


## Affiliate Business



## Party Business

Party members



**Participation fee per party  
¥1,000 to ¥7,500**

\*Average price per person

**PARTY☆PARTY**  
by IBJ

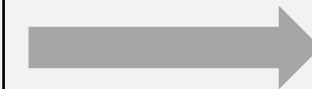
- Store-type parties  
Held in lounges exclusively for marriage-hunting parties

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



Recommend joining  
IBJ Members

**IBJ**メンバーズ

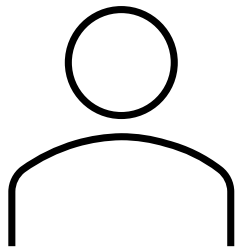


Matching



## 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**

**youbride**

Support offered from  
getting the membership  
to meeting partner  
candidates

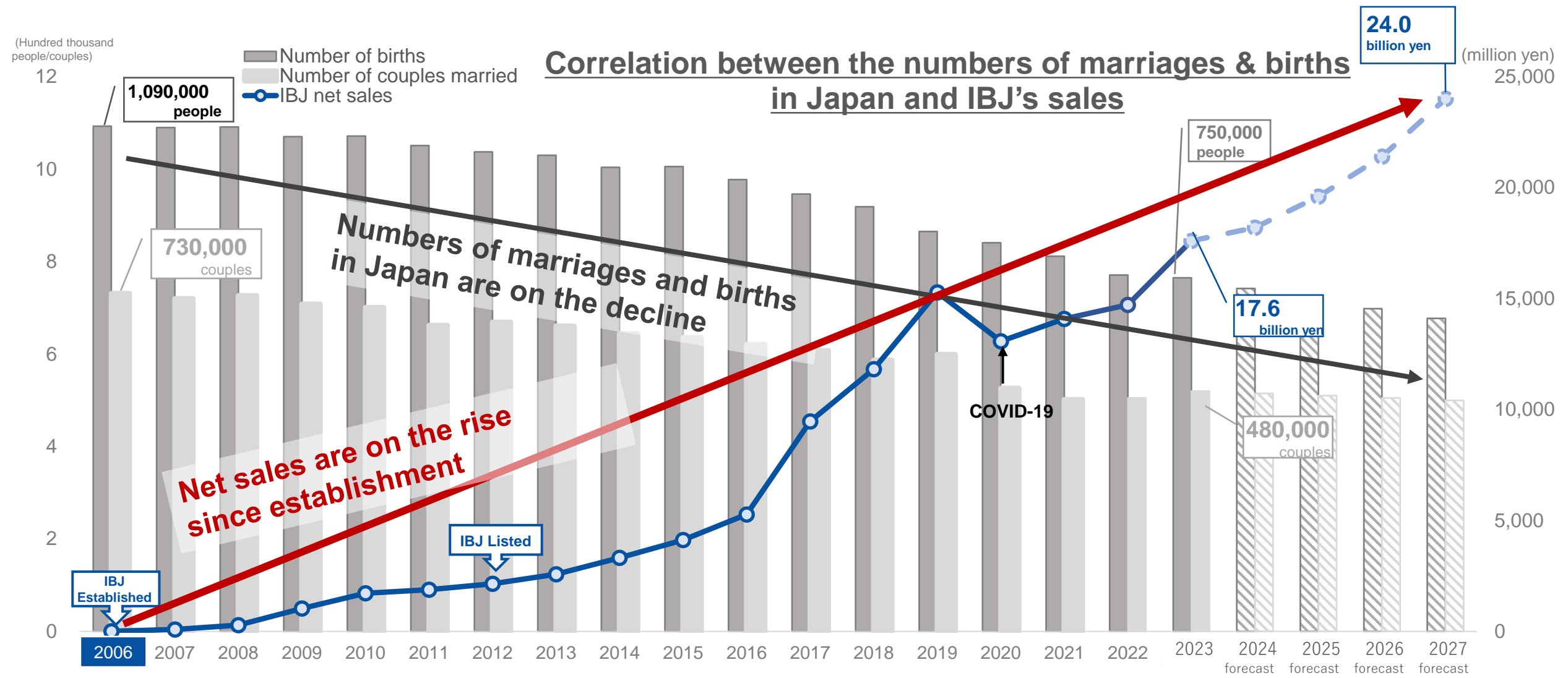


Sending marriage-hunting members who are highly motivated

**PARTY☆PARTY**  
by IBJ

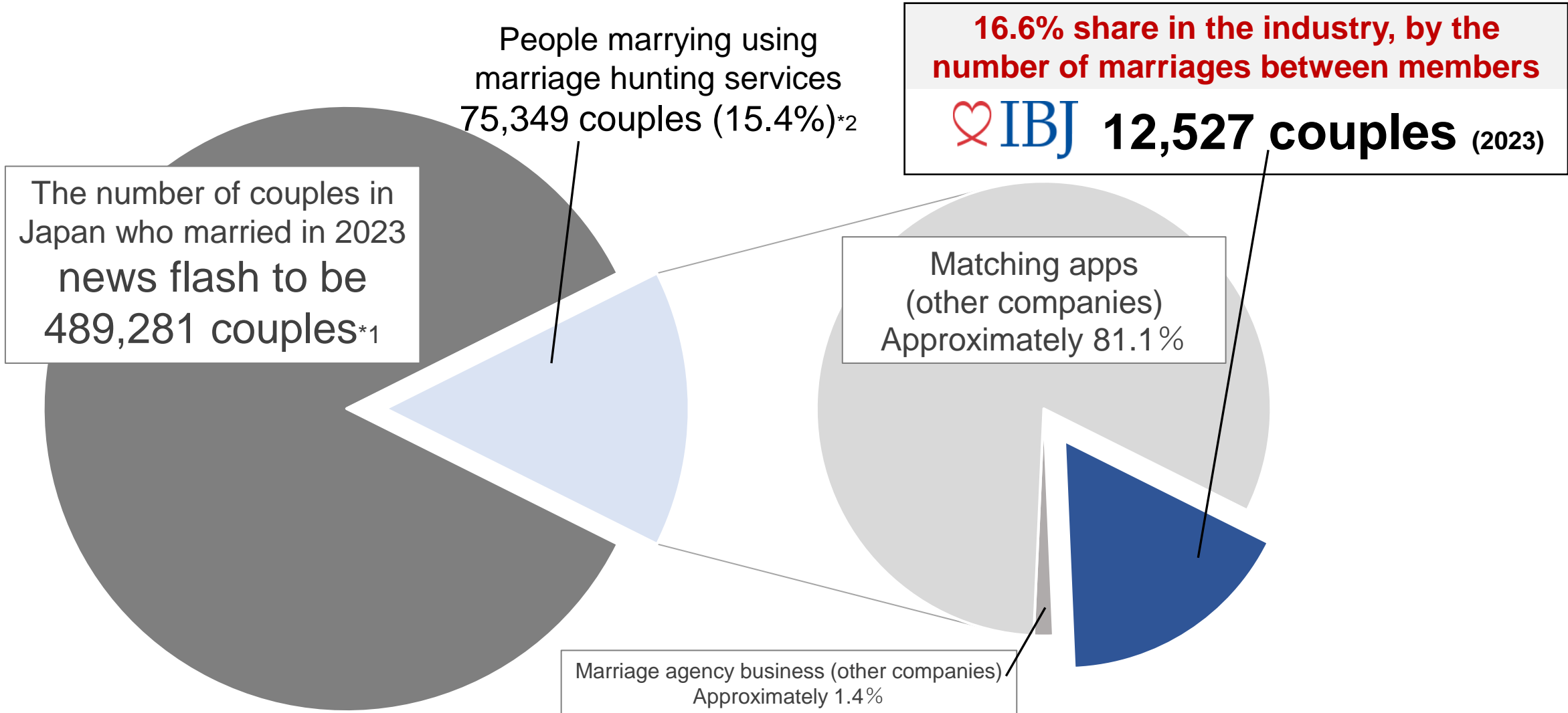
**Directly-Managed  
Lounge agency**

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



\*Based on the Ministry of Health, Labour and Welfare's "Summary of Vital Statistics (Fixed Number) for 2022 (1947-2022)" and the Ministry of Health, Labour and Welfare's "Preliminary Vital Statistics (December 2023)" for the year 2023.

We boast one of the best shares in the marriage-hunting industry, by the number of marriages between members, at 16.6%



\*1Based on the Ministry of Health, Labour and Welfare's "Summary of Vital Statistics (Fixed Number) for 2022 (1947-2022)" and the Ministry of Health, Labour and Welfare's "Preliminary Vital Statistics (December 2023)" for the year 2023.

\*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"



## Public transport ad further enhanced, featuring rising star Kasumi Mori

Ads run in 11,500 taxis in Tokyo's 23 wards



▲Image (two types, with a news-style video + an ad video)

Played a total of approximately  
**2.33 million times\***

\*Total number the ad is played from April 1 to 7

Public transport ad enhanced with **new and increased channels**



Ginza Line and Marunouchi Line in Tokyo, and JR lines in the Tokai and Kansai areas



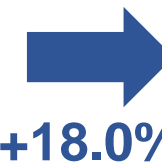
Stickers for the ad inside trains

**Increased to 10,635 stickers (+3,750 stickers from before)**

▲New visual

Estimated number of people seeing the ad per year\*

April 2023–March 2024  
358.77 million people



April 2024–March 2025  
**423.24 million people**

Plays a part in further improving recognition

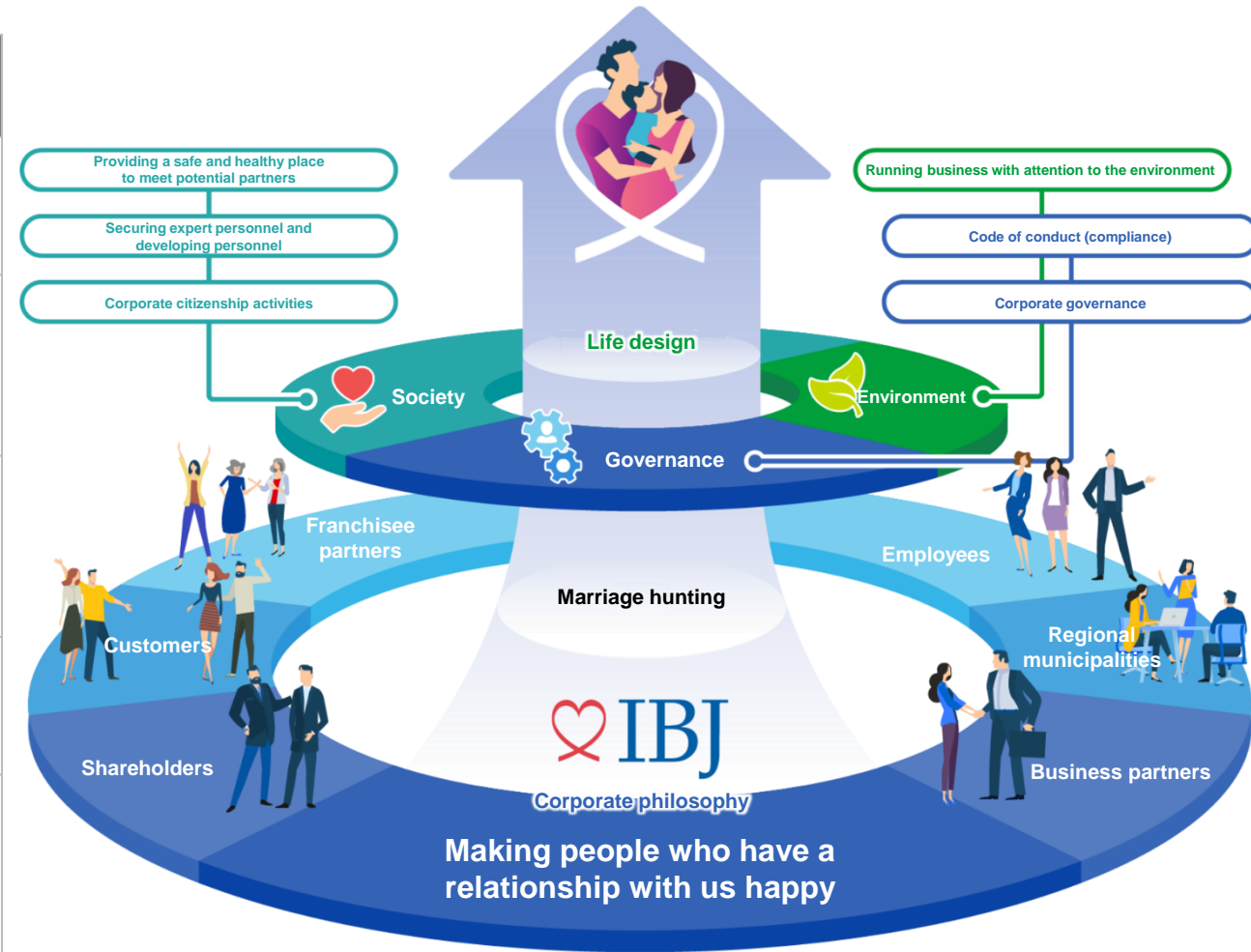
\* Target demography: "SOTO/ex2023" VR (men and women aged 12 to 69) "ACR/ex2022" VR (men and women aged 12 to 69) \*GRP: "SOTO/ex2023" VR "ACR/ex2022" VR (men and women aged 12 to 69)  
\* Number of times used per day: "SOTO/ex2023"VR "ACR/ex2022" VR (men and women aged 12 to 69) \*Rate of introduction in the lines: railway data \*Rate of focusing on the ad: "TOKYO METRO MEDIA DATA2015" "JEKI MEDIA DATA 2019"



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 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>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> <li>Corporate citizenship activities (contributing to communities) (Vitalizing marriage-hunting business through collaborations between regional corporations, banks and municipalities)</li> </ul>		4.4	<ul style="list-style-type: none"> <li>Code of conduct</li> <li>Corporate governance</li> </ul>		16.3
<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			8.1	Ensuring healthy and transparent business management with dynamic and flexible management, and enhanced management monitoring functions		16.5
					8.2			16.6
					8.5			16.7
					10.3			
					16.3			

## Communicating the benefits of marriage to increase the number of young people inclined to get married

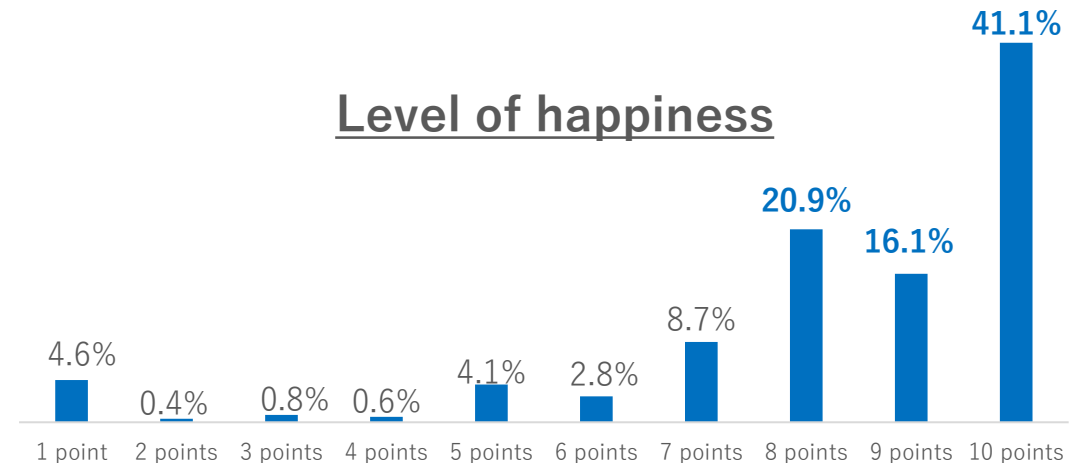
- For both men and women, the No.1 answer regarding the benefits of getting married was “being able to have kids and family”

Source: Created based on the National Institute of Population and Social Security Research’s “The 15<sup>th</sup> basic survey on birth trends”

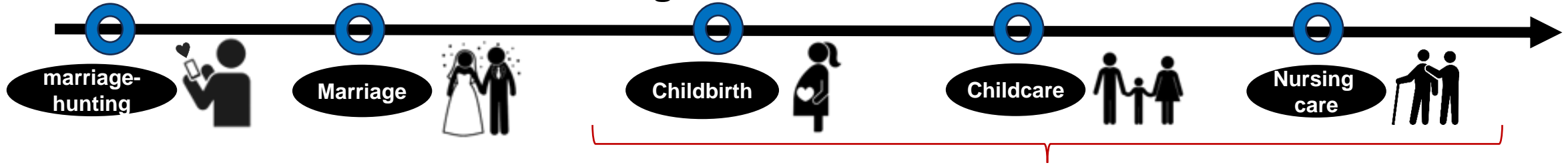
Benefit item	Men	Women
Can have children and family	33.6%	47.7%
Can get a place of mental comfort	32.3%	29.7%
Can respond to the expectations of parents and others	14.6%	19.1%

- Married people are happy 78.1% of them rated their happiness as 8–10 points

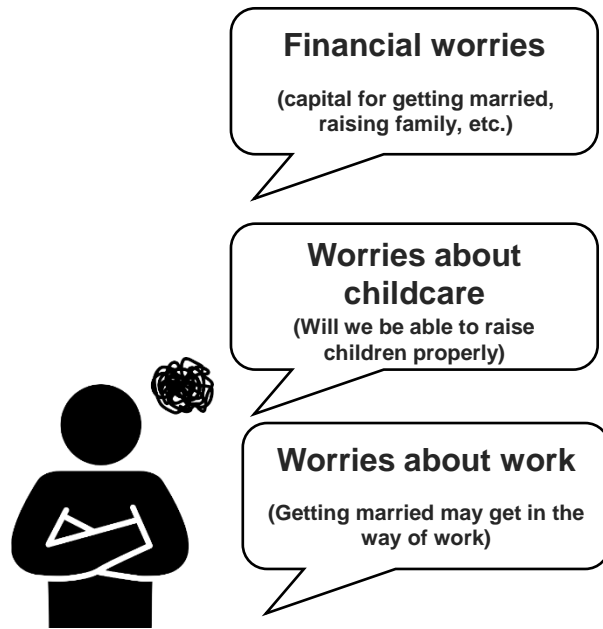
Source: IBJ (surveyed between February 16-March 1, 2022, 1,860 men and women who married through the IBJ network)



## Supporting members continuously even after they get married, to lower the hurdle for marriage and harness demand



Members get life-planning services from IBJ about the way forward



### Examples of Initiatives with Prenup Association (a general incorporated association)

Members are to think about how they want their marital life to be and Prenup provides documentation services such as for prenups

#### Provisions in prenups and notarial documents

- About married life
- About work
- About money
- About parents and kids

Going forward we will consider systems that will eliminate concerns and risks after marriage, and consider enhancing programs

# Corporate History

**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**

- 12,527 marriages created (2.6% of all marriages in Japan)
- Capital and business alliance with O-Net Inc.

**2024**

- Number of marriage agencies exceeded 4,200 companies



# Company Profile

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: 1,258 (Mar. 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 May 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.