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IBJ Corporation (Marriage Agency Business) KPI Report for November 2025

	November 2024 (A)	November 2025 (B) (preliminary)	Change(B)-(A)	Change(B)/(A)
Number of Marriage Agencies	4,484	4,734	+250	+5.6%
Number of IBJ Registered Members	95,736	104,673	+8,937	+9.3%
Number of IBJ Paying Members	69,343	98,364	+29,021	+41.9%
Number of New Members	5,812	6,671	+859	+14.8%
Number of Marriage Meetings	78,724	89,907	+11,183	+14.2%
Number of Couples (confirmation base)	1,317 (651)	1,814 (795)	+497 (+144)	+37.7% (+22.1%)

According to the preliminary figures for November 2025, all major KPIs exceeded the levels of the same month last year, supported by solid business growth. The number of IBJ registered members has been increasing at a pace of approximately 1,000 per month, and the number of IBJ paying members is approaching 100,000, indicating further expansion across the entire platform.

In addition, IBJ has launched the YouTube distribution of The Marriage Project, a marriage-support reality program hosted by Kasumi Mori and Takeyama Cunning. The program surpassed 200,000 views within approximately two

weeks of release, reflecting rising public interest in marriage-related services. This increase in awareness is expected to contribute to further improvement in various KPIs.

Toward the end of the year, the number of successful matches typically increases. Accordingly, we expect KPIs and overall business performance to continue showing steady progress.

※The Marriage Project YouTube channel https://www.youtube.com/@The_Marriage_Project

<Monthly KPI Trends>

(Fiscal Year Ending December 2024)	January	February	March	April	May	June	July	August	September	October	November	December
Number of Marriage Agencies	4,195	4,194	4,211	4,260	4,274	4,317	4,361	4,376	4,428	4,449	4,484	4,502
Number of IBJ Registered Members	86,450	87,144	87,297	87,874	89,620	91,318	92,825	94,022	94,763	94,614	95,736	94,167
Number of IBJ Paying Members	57,142	57,375	58,681	59,249	60,466	61,695	62,999	64,542	66,476	67,808	69,343	70,697
Number of New Members	4,616	4,418	4,605	4,767	5,607	5,906	5,577	5,767	5,817	5,693	5,812	5,720
Number of Marriage Meetings	65,225	68,393	72,088	71,695	73,753	74,709	75,082	76,872	78,127	79,332	78,724	73,970
Number of Couples (confirmation base)	1,288	1,237	1,316	1,248	1,315	1,231	1,396	1,368	1,447	1,480	1,317	1,755
	(627)	(580)	(627)	(634)	(635)	(596)	(726)	(634)	(672)	(692)	(651)	(839)

(Fiscal Year Ending December 2025)	January	February	March	April	May	June	July	August	September	October	November	December
Number of Marriage Agencies	4,523	4,520	4,541	4,528	4,528	4,541	4,585	4,633	4,682	4,711	4,734	
Number of IBJ Registered Members	94,275	95,586	96,449	97,749	98,246	97,857	99,280	101,240	102,302	103,492	104,673	
Number of IBJ Paying Members	70,959	72,126	74,088	75,056	76,614	77,900	93,599	94,972	96,235	96,883	98,364	
Number of Inactive members	-	-	-	-	-	-	10,220	10,478	11,841	10,471	12,114	
Number of New Members	6,062	5,992	6,242	6,403	6,662	6,245	6,691	7,031	6,557	6,587	6,671	
Number of Marriage Meetings	77,141	79,323	87,150	85,469	89,070	85,279	90,746	91,564	90,220	94,185	89,907	
Number of Couples (confirmation base)	1,637	1,561	1,763	1,618	1,624	1,851	1,702	1,641	1,792	1,799	1,814	
	(741)	(726)	(780)	(735)	(760)	(769)	(827)	(768)	(815)	(830)	(795)	

※The unit revenue per IBJ paying member is ¥750, while inactive members are accounted for at ¥100 per member under the Marriage Agency Business.

2025 compared to last year	January	February	March	April	May	June	July	August	September	October	November	December
Number of Marriage Agencies	+ 7.8%	+ 7.8%	+7.8%	+6.3%	+5.9%	+5.2%	+5.1%	+5.9%	+5.7%	+5.9%	+5.6%	
Number of IBJ Registered Members	+ 9.1%	+ 9.7%	+10.5%	+11.2%	+9.6%	+7.2%	+7.0%	+7.7%	+8.0%	+9.4%	+9.3%	
Number of IBJ Paying Members	+ 24.2%	+ 25.7%	+26.3%	+26.7%	+26.7%	+26.3%	+48.6%	+47.1%	+44.8%	+42.9%	+41.9%	
Number of New Members	+ 31.3%	+ 35.6%	+35.5%	+34.3%	+18.8%	+5.7%	+20.0%	+21.9%	+12.7%	+15.7%	+ 14.8%	
Number of Marriage Meetings	+ 18.3%	+ 16.0%	+20.9%	+19.2%	+20.8%	+14.1%	+20.9%	+19.1%	+15.5%	+19.5%	+14.2%	
Number of Couples (confirmation base)	+ 27.1%	+ 26.2%	+34.0%	+29.6%	+23.5%	+50.4%	+21.9%	+20.0%	+23.8%	+21.6%	+37.7%	
	+ 18.2%	+ 25.2%	+24.4%	(+15.9%)	(+19.7%)	(+29.0%)	(+13.9%)	(+21.2%)	(+21.3%)	(+19.9%)	(+22.1)	

※Monthly data are preliminary figures and may differ from those at the time of financial results announcement

※The number of IBJ registered members includes those registered on the IBJ platform from both franchise and company-owned stores. The number of IBJ paying members refers to those from whom IBJ earns revenue through system usage fees from franchise stores.

※The number of new members and matchmaking meetings includes the total of members active on the IBJ platform and independent members of the direct group brands ZWEI and Sunmarie.

※The number of marriages includes the total of confirmed marriages within the IBJ platform and between Sunmarie independent members, as well as the total of engagement proposals from marriages within the IBJ platform, through other services or friend introductions, and between ZWEI independent members, with all figures rounded down to the nearest whole number.

※Starting with the February monthly disclosure, the “number of new members” and “number of successful marriages and withdrawals” will include the figures for independent members of ZWEI and Sunmarie (non-users of the IBJ platform), and will be adjusted to the figures disclosed in the financial results report. (All historical figures on the next page are calculated retroactively.)

※The unit revenue per IBJ paying member is ¥750, while inactive members are accounted for at ¥100 per member under the Marriage Agency Business.

※The difference between the number of IBJ registered members and the number of IBJ paying members represents those who have registered in the database but have not yet started activities due to preparation periods or other reasons.