



# **MEDIUM-TERM MANAGEMENT PLAN Update**

# Revision of target indicators

	2027 (Before Revision)	2027 (After Revision)	Revision Details
Net Sales	¥24.0 billion	<b>¥31.5 billion</b>	¥7.5 billion upward revision
Operating profit	¥4.0 billion	<b>¥4.8 billion</b>	¥0.8 billion upward revision
Number of Marriages	20,000 couples	<b>30,000 couples</b>	<b>10,000 couples</b> Upward revision
Number of marriage agencies*	7,000 agencies	—	MEDIUM-TERM MANAGEMENT PLAN Excluded from key indicators
Number of IBJ paying members	140,000 members	—	MEDIUM-TERM MANAGEMENT PLAN Excluded from key indicators

Number of marriage agencies and IBJ paying members will continue to be disclosed in monthly KPI reports

# Overview of Medium-Term Management Plan Update (Sales/Operating Income)

Following steady growth in the Matchmaking Business and Life Design Business, targets revised upward due to successful M&A

## Results for December 31, 2025

Net Sales ¥20.1 billion

Operating Income ¥3.6 billion

## 2027 Target (Before Revision)

Net Sales ¥24.0 billion

Operating Income ¥4.0 billion

### M&A Results for FY2025

#### GROWBING (Men's Eyebrow Salon)

Became a consolidated subsidiary during FY2025

#### Decollte Holdings (Photo Wedding)

Became a consolidated subsidiary (50.1%) in December through TOB

Expected to contribute to business results from 2026

## 2027 Target Revised Upward

**Net Sales ¥31.5 billion**

**Operating Income ¥4.8 billion**

# Overview of Medium-Term Management Plan Update (Number of Marriages)

Regarding the number of marriages (confirmed basis),  
achieved the pre-revision target 2 years ahead of schedule in 2025

2027 Target (Before Revision)

20,000 couples

Results for December 31, 2025

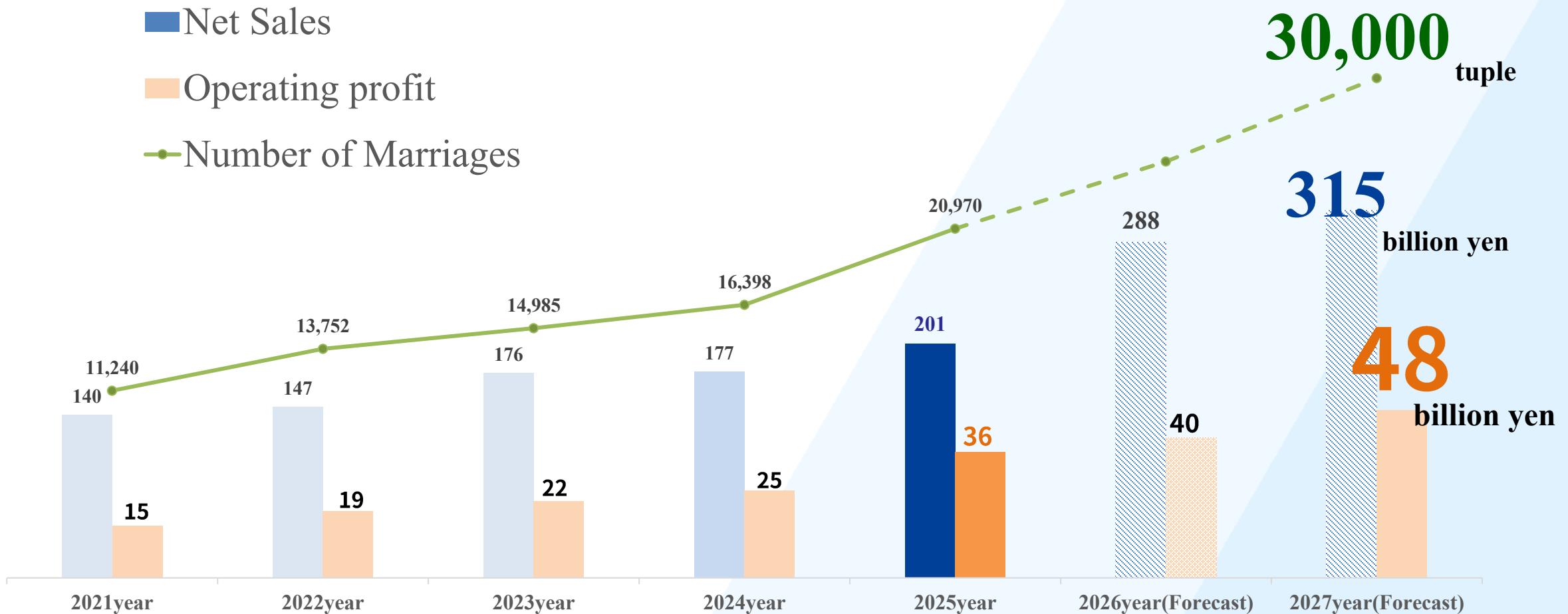
20,970 couples

2027 Target Revised Upward

30,000 couples

# Progress to Date and Growth Through 2027

## 2027 Medium-Term Management Plan Target





人と人をつなぐのは、人だと思う。