



# FY2025 Financial Results

T&G TAKE and GIVE NEEDS



# CONTENTS

- 00 Executive Summary
- 01 FY2025 Summary of Financial Results
- 02 Topics
- 03 Forecast for the Fiscal year ending  
December 31, 2026  
Long Term Business Policy “EVOL2030”
- 04 Appendix



00

# Executive Summary

## Executive Summary

### 1 FY2025 Performance Highlights

- Changed fiscal year-end from March to December. Current period is an irregular 9-month fiscal year.
- Net sales: 35,709 million yen. Operating profit: 1,626 million yen.
- Although the number of weddings performed decreased, the average wedding price increased. Furthermore, the impact of closing four directly managed stores was absorbed, maintaining the same level as the same period last year.

### 2 FY2026 Earnings Forecast/Dividend Forecast

- Net sales: 47,840 million yen. Operating profit: 1,240 million yen.
- With increased advertising investment starting in fiscal 2025, current order trends are strong. The number of weddings performed at company-operated stores (including TRUNK) is projected to be 9,230 for the full year.
- In FY2026, continue proactive investment in human resources and advertising to drive future growth. Accelerate hotel development projects and commence preparations for hotel openings in FY2027.

### 3 Reviewing future strategies, the mid-term management plan will be announced within this fiscal year.

- Revised the long-term management policy “EVOL2030” (announced in May 2022) in light of the current business environment
- Wedding Business: Expand the business portfolio in response to market changes, achieving both profitability and growth
- Hotel Business: Focus on expanding brands and schemes, resulting in securing multiple high-probability projects. Announce the T&G Group's growth strategy, including future hotel development plans, during this fiscal year



01

# FY2025 Summary of Financial Results

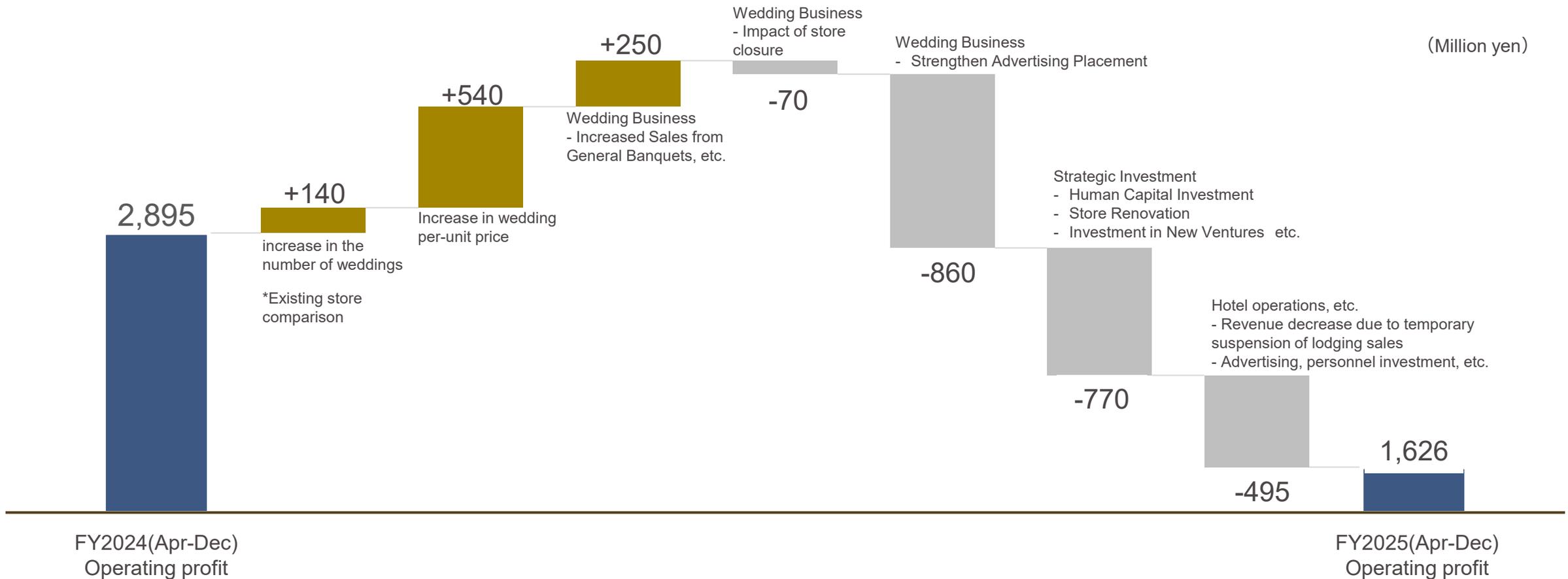
## 01-1. FY2025 Financial Highlights

- Net sales: 35,709 million yen. Maintained the same level as the same period last year, absorbing the impact of store consolidation and closures
- Operating profit of 1,626 million yen, below the level of the same period last year, due to proactive investment in personnel and advertising for future growth
- Recorded an impairment loss of 1,163 million yen based on a reassessment of future profitability primarily for regional stores; net income of 38 million yen

(Million yen) % : Sales ratio	FY2024 (Apr – Dec 2024) Results	FY2025 (Apr – Dec 2025) Results	Change	YoY(%)	(Reference) FY2025 (Apr – Dec 2025) Forecast
Net Sales	35,422	<b>35,709</b>	+287	+0.8%	<b>35,450</b>
Gross Profit	23,688 66.8%	<b>24,169</b> 67.7%	+481	+2.0%	-
SG&A Expenses	20,792 58.7%	<b>22,543</b> 63.1%	+1,750	+8.4%	-
Operating Profit	2,895 8.2%	<b>1,626</b> 4.6%	-1,269	-43.8%	<b>1,550</b> 4.4%
Ordinary Profit	2,455 6.9%	<b>1,218</b> 3.4%	-1,237	-50.4%	<b>1,200</b> 3.4%
Net Income	1,744 4.9%	<b>38</b> 0.1%	-1,706	-97.8%	<b>300</b> 0.8%

## 01-2. FY2025 Operating Profit Analysis

- Factors for profit growth: Increase in the number of weddings at existing stores and improvement in the average wedding price in the Domestic Wedding Business
- Factors for profit decline: Impact of store closures and increased advertising spending in the Domestic Wedding Business, other strategic investments, and decreased revenue in the Hotel Business



## 01-3. FY2025 Financial Results by Segments

- Due to an increase in average spending per wedding, net sales increased by 0.6% YoY despite a decline in the number of weddings handled in Domestic Wedding Business
- TRUNK (HOTEL) net sales decreased 200 million yen YoY due to temporary suspension of accommodation services in Q1 and Q2

(Million yen)	FY2024 (Apr – Dec 2024) Results	FY2025 (Apr – Dec 2025) Results	Change	YoY(%)
<b>Net sales</b>	35,422	<b>35,709</b>	+287	+0.8%
Domestic Wedding Business	34,313	<b>34,522</b>	+209	+0.6%
(TRUNK)	4,924	<b>4,723</b>	-201	-4.1%
Others	1,109	<b>1,186</b>	+77	+6.9%
<b>Gross profit</b>	23,688	<b>24,169</b>	+481	+2.0%
<b>SG&amp;A Expenses</b>	20,792	<b>22,543</b>	+1,751	+8.4%
<b>Operating profit</b>	2,895	<b>1,626</b>	-1,269	-43.8%
Domestic Wedding Business	4,162	<b>3,007</b>	-1,155	-27.8%
Others	296	<b>356</b>	+60	+20.3%
Company-wide costs, etc.	-1,563	<b>-1,737</b>	-174	—

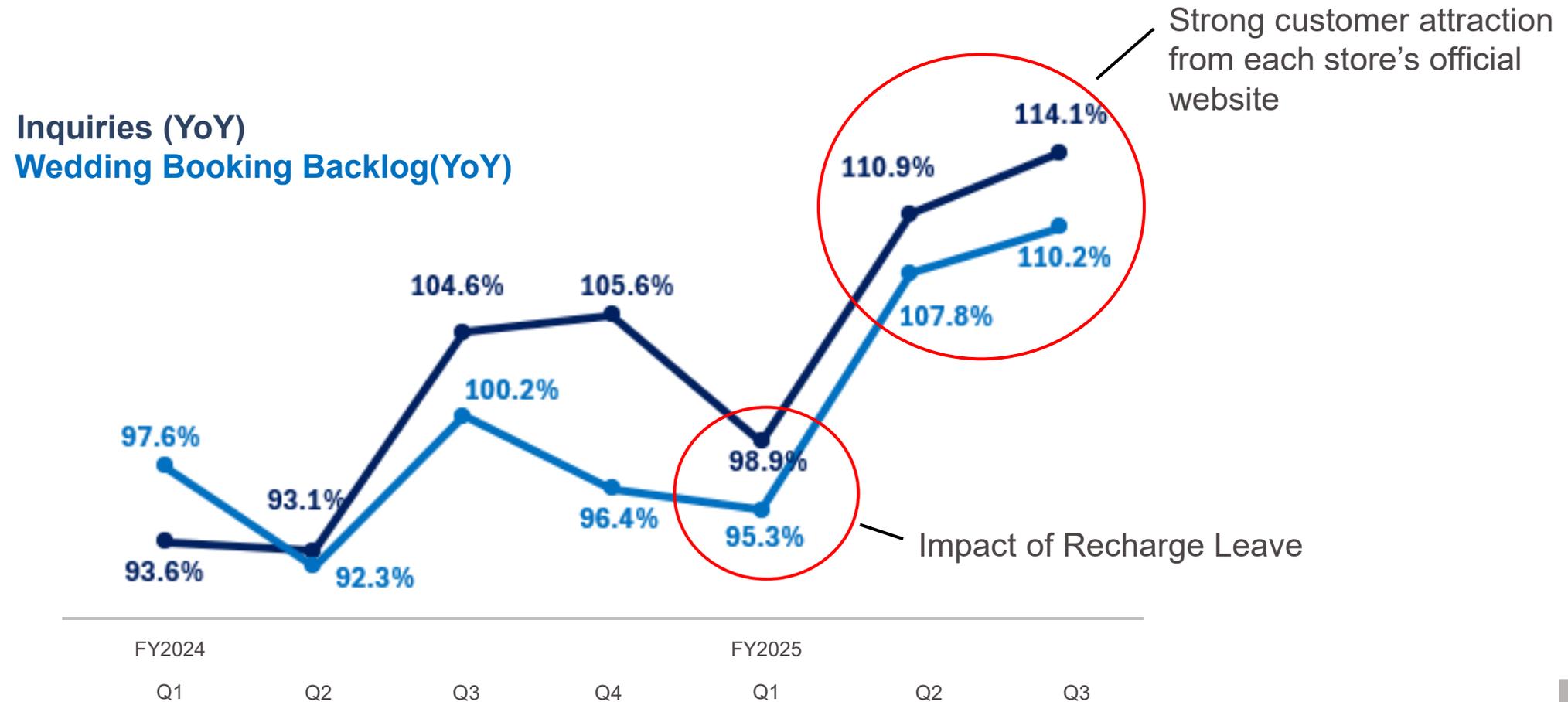
## 01-4. FY2025 Domestic Wedding Business

- Despite an increase in average spending per wedding, the strategic restructuring of directly operated facilities and a decline in the number of weddings handled led to a decrease in revenue
- Operating profit of 3.0 billion yen due to strengthened advertising spending and strategic investments (personnel, store renovations, new businesses, etc.) for future business growth

(Million yen) % : Sales ratio	FY2024 (Apr – Dec 2024) Results	FY2025 (Apr – Dec 2025) Results	Change	YoY(%)
Net sales	34,313	34,522	+209	+0.6%
Weddings at Company-operated Venues (incl. TRUNK)	29,203	29,201	-2	-0.0%
■ Number of weddings handled(wedding)	7,182	6,994	-188	-2.7%
■ Average spending per wedding(per 1,000 yen)	4,034	4,159	+124	+3.1%
■ Average guest count(person)	60.3	61.1	+0.8	+1.3%
Consulting (Outsourced weddings)	1,219	1,373	+154	+12.6%
■ Number of weddings handled(wedding)	1,735	1,988	+253	+14.6%
Accommodation, restaurants, etc.	3,889	3,948	+59	+1.5%
Gross profit	23,116 67.4%	23,600 68.4%	+484 +1.0pt	+2.1%
Operating profit	4,162 12.1%	3,007 8.7%	-1,155 -3.4pt	-27.8%

## 01-5. Domestic Wedding Business: Wedding Booking Backlog (1)

- FY2025 : Increased sales activities due to strengthened advertising
- FY2026 : Aim to maximize profit through efficiency gains from the media mix



\* Comparison of existing stores excluding store closures

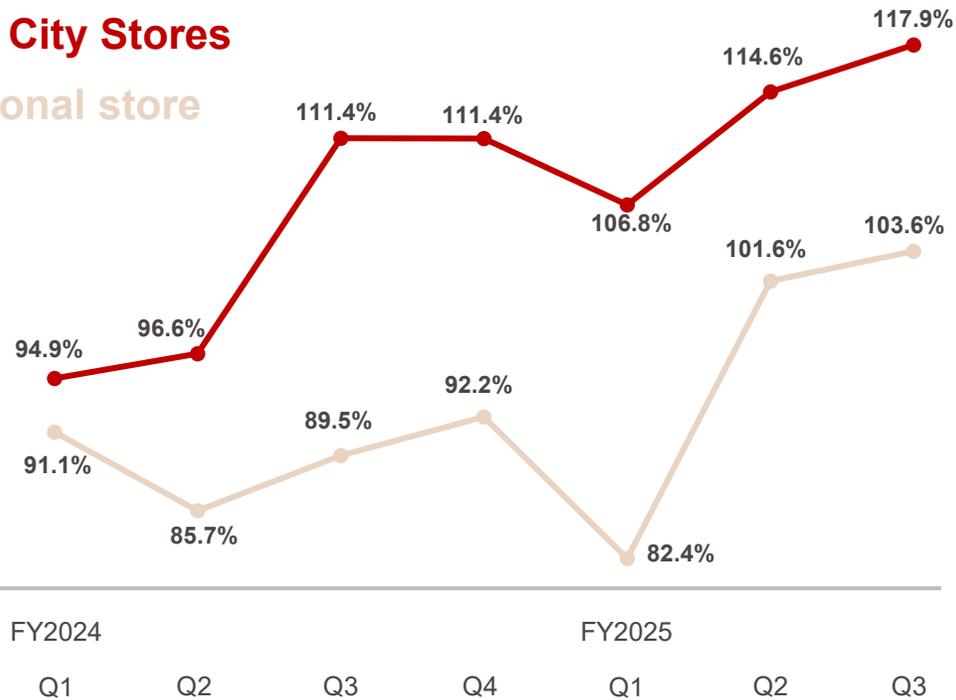
## 01-5. Domestic Wedding Business: Wedding Booking Backlog (2)

- Steady performance of major city stores, complementing regional stores affected by demographic shifts
- Consider strategic consolidation and restructuring focused on business efficiency, while carefully assessing competitor movements and demand levels

Inquiries (YoY)

### Major City Stores

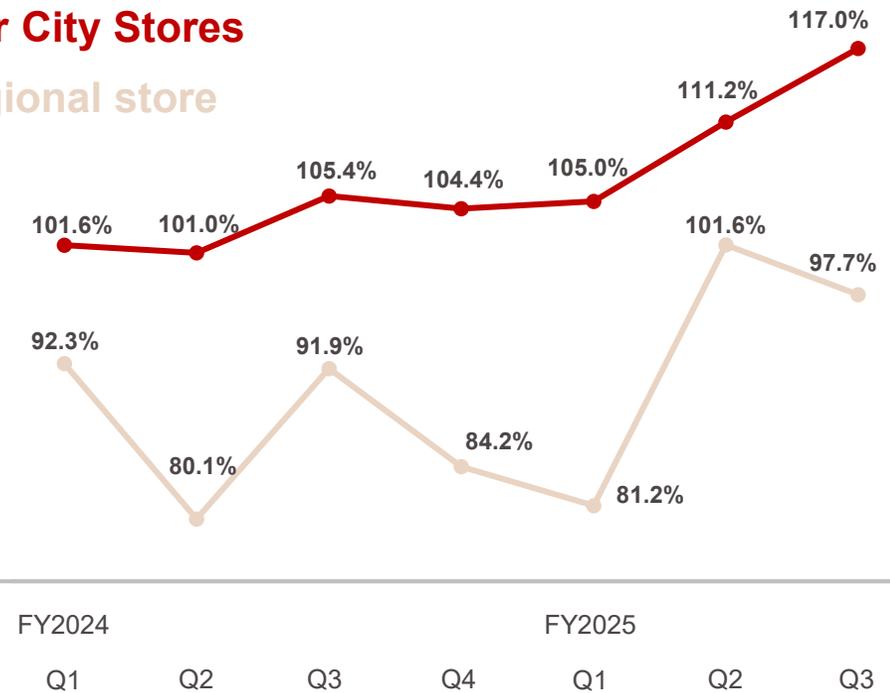
### Regional store



Wedding Booking Backlog(YoY)

### Major City Stores

### Regional store



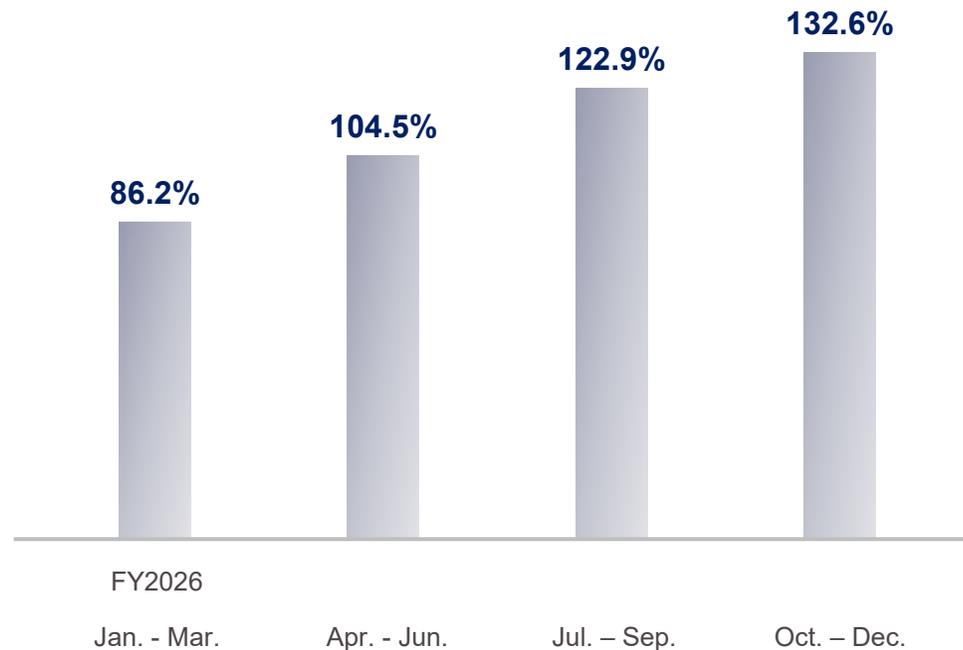
\* Comparison of existing stores excluding store closures

## 01-5. Domestic Wedding Business: Wedding Booking Backlog (3)

- Robust order backlog due to increased orders, securing sufficient orders to underpin FY2026 performance
- Decline in Jan.-Mar. 2026 due to the impact of the fiscal year-end change (previously, business activities were intensified for the Jan.-Mar. period as the fiscal year-end)
- Future order backlog trends expected to level off due to the change in fiscal year-end

### Wedding Booking Backlog (YoY)

As of the third week of January 2026



### Wedding Booking Backlog by area (YoY)

As of the third week of January 2026

#### Major City Stores

#### Regional store



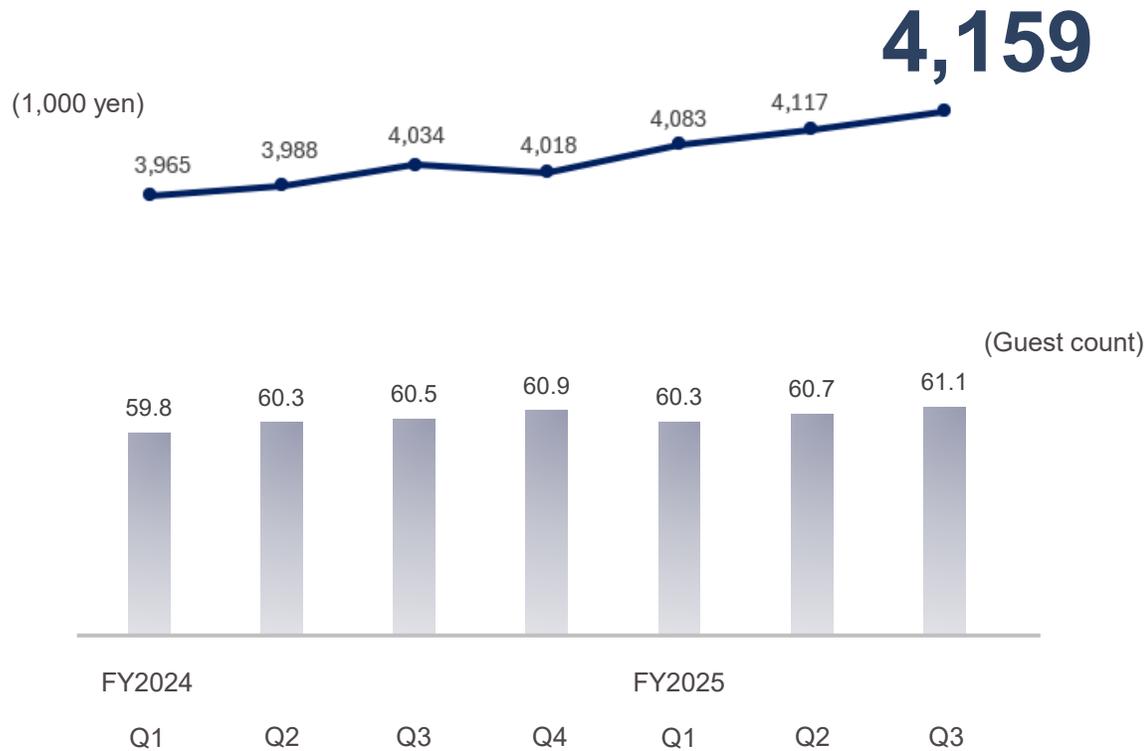
\* Comparison of existing stores excluding store closures

# 01-6. Domestic Wedding Business: Trends in Ave. Spend per Wedding

- Continued rise in average spend per wedding, despite seasonal fluctuations. Q3 spend per wedding + 194 thousand yen vs. Q1 FY2024
- Wedding guest numbers stabilized at a consistent level. Improved product sales performance due to planned sales promotion initiatives

Trends in Ave. Spend per Wedding and Guest Count

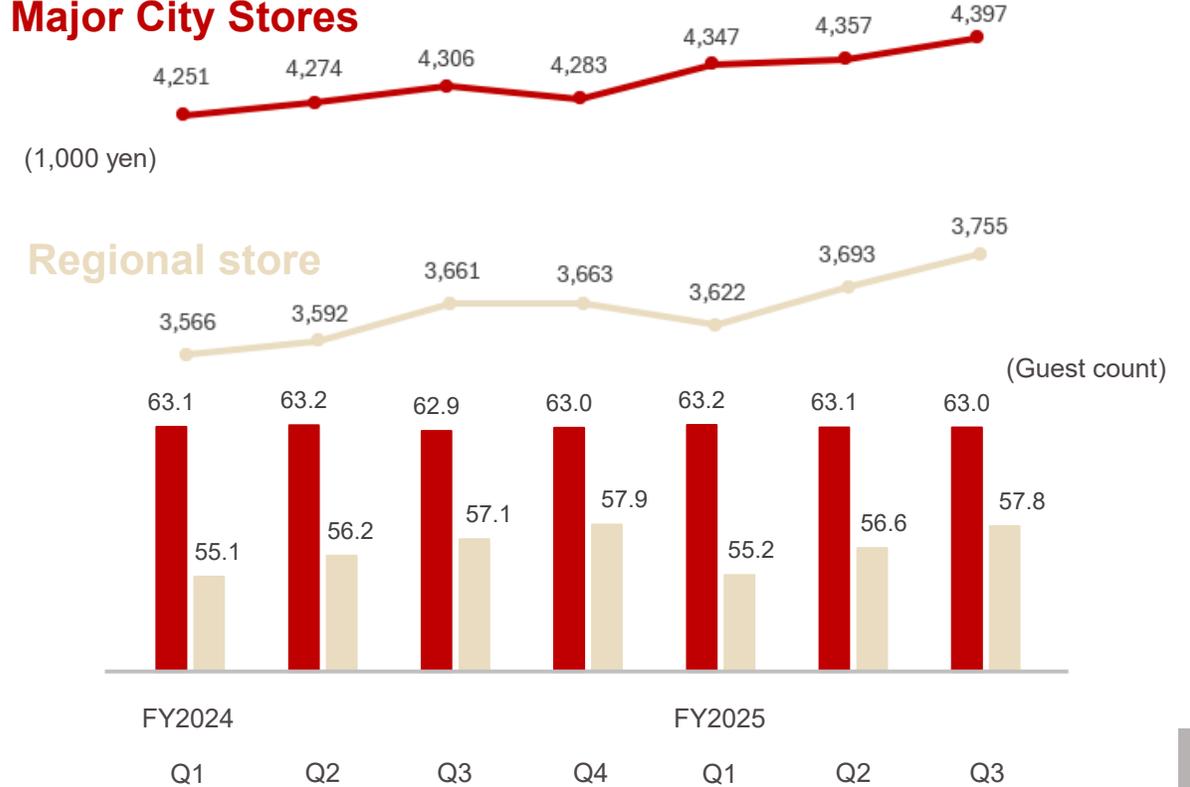
\* Quarterly total



Trends in Ave. Spend per Wedding and Guest Count by area

\* Quarterly total

## Major City Stores

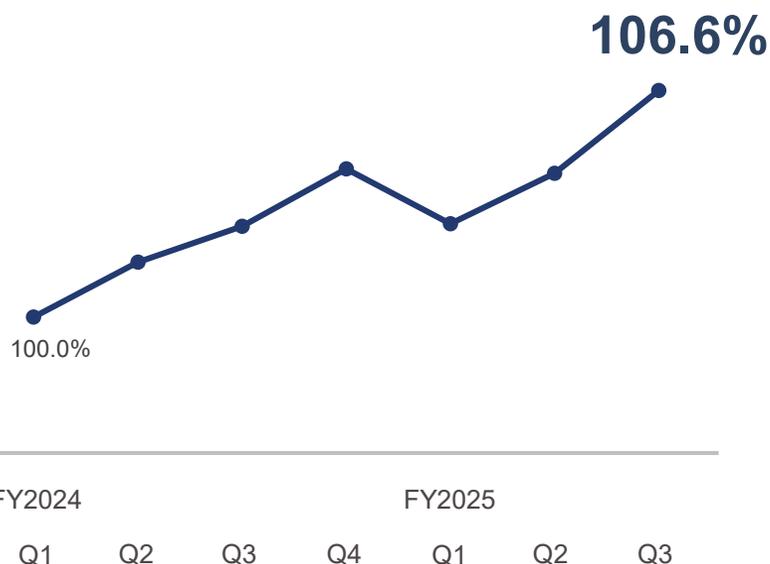


## 01-7. Domestic Wedding Business: Trend of Unit Prices for Major Products

- Key products contributed to the planned increase in average wedding price through sales promotion initiatives
- From FY 2026, further price growth is expected through phased strategic enhancements

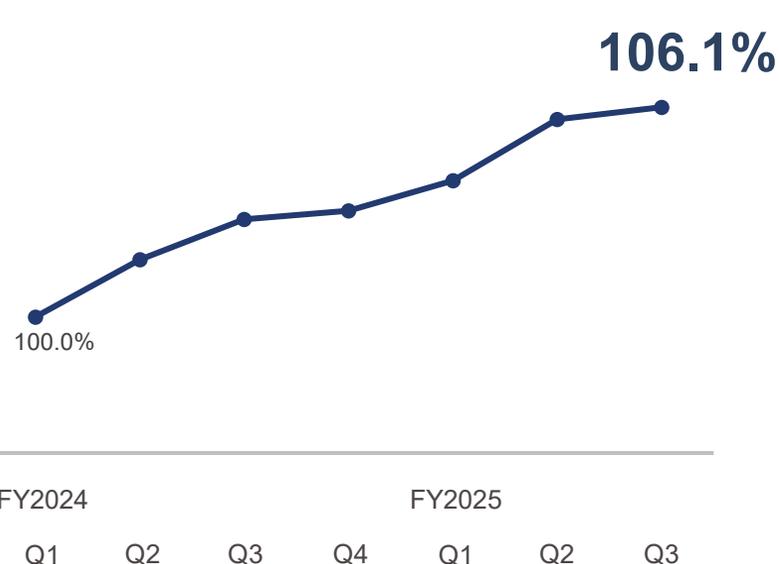
### Food and beverage

- Implementation of a sales promotion campaign
- Expansion of value-added menus, etc.



### Floral Arrangements

- Review of Floral Arrangement and Decor Package Contents
- Enhancement of the product portfolio, etc.



### Costume

- Strengthening procurement of high-value-added products
- Sales Promotion and Employee Satisfaction Improvement through the Introduction of a Designated Sales System, etc.



\* Indexed to 100% based on the major product unit price in Q1 FY2024

\* Trends for Take and Give. Needs' Directly Operated Wedding Stores Only



CAT STREET (Jingumae, Shibuya-ku)

■ Average Daily Rate

**97,765 yen**

(YoY +12,593yen)

■ Occupancy Rate

**92.1%**

(YoY -2.2pt)

YOYOGI PARK (Tomigaya, Shibuya-ku)

■ Average Daily Rate

**102,364 yen**

(YoY +14,808円)

■ Occupancy Rate

**93.9%**

(YoY -1.5pt)



02

TOPICS

# Acquired Two Venues—Trifoglia NAGOYA and Infinito Nagoya

## Operations Start on December 1, 2025

### ■ Trifoglia NAGOYA

Location Marunouchi, Naka Ward,  
Nagoya City

Facility Banquet hall : 1  
Ceremony venue : 1

Feature 5 min by car from Nagoya Sta.  
Awarded 'Best Chapel in  
Japan' for Three Consecutive  
Years, Featuring an  
Enchanting Chapel



### ■ Infinito Nagoya

Location Meieki, Nakamura Ward,  
Nagoya City

Facility Banquet hall : 1  
Ceremony venue : 1

Feature 5 min walk from Nagoya Sta.  
Striking Dome Chapel and  
Exceptional Cuisine



## 02-2. Domestic Wedding Business: Full-Scale Entry into Inbound Wedding Market

Bringing T&G weddings to international clientele with our signature high-quality service, exceptional creativity, and warm hospitality

### **Established partnership with Major Hong Kong Travel Agency “EGL Tours Company Limited” in Inbound Wedding Business**

- EGL Tours has an established a solid position in the Japan travel area in Hong Kong, producing overseas weddings for over 15 years
- Visits to Japan from Hong Kong and Southeast Asian countries remain at high levels, and demand for holding overseas weddings in Japan is also increasing
- Initial rollout to six venues with direct flights from Hong Kong: Tokyo (Shirokane), Yokohama, Tokoname, Osaka, Hiroshima, and Takamatsu, primarily on weekdays
- Planning to expand more venues. Exploring potential for collaborations with venue locations to offer sightseeing and other experiences to the couple and guest



# Launch of 「UNWEDDING Nakanoshima」 in Osaka

## Brand Concept: A wedding without the spotlight

- Designed to address changing wedding needs
  - Generous photo session time, reflecting current preferences
  - Targeting couples who prefer relaxed, understated celebrations over traditional formality
  - A new wedding concept for those who want to feel natural and at ease rather than the center of attention
  - Also attracts non-wedding events such as reunions and corporate gatherings, boosting weekday venue utilization and creating additional revenue streams



Ceremony/Reception Didn't Feel Right (10%)



Venue fee	Basic Plan ¥660,000 + Food and Drink ¥11,000 per Person
Photographer	
Costumes & Accessories	
Makeup	
Bouquet	
Two meetings	

**Newly contracted to operate weddings at  
Sendai Royal Park Hotel  
Starting operations in October 2025**

Location	Izumi-ku, Sendai, Miyagi
Operator	Mitsubishi Estate Hotels & Resorts Co., Ltd.
Facility	Banquet hall : 5 Ceremony venue : 3 (Chapel:1, Temple:1, Garden:1)
Feature	A resort-style hotel celebrating its 30th anniversary Highly rated for its style, cuisine, and hospitality



## 02-5. Domestic Wedding Business: New Wedding Operations Contract Secured

### Newly contracted to operate weddings at RIHGA Royal Hotel Kyoto Starting operations in January 2026

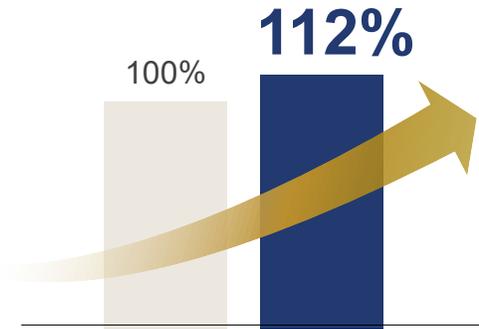
Location	Shimogyo Ward, Kyoto City
Operator	RRH Kyoto Operations LLC
Facility	Banquet hall : 7 Ceremony venue : 2 (Chapel:1, Temple:1)
Feature	Established in 1969, 489 rooms; a prestigious Kyoto hotel with great access to World Heritage sites and a rotating French restaurant



# 02-6. Consulting Business: Status of Management Contract Operations

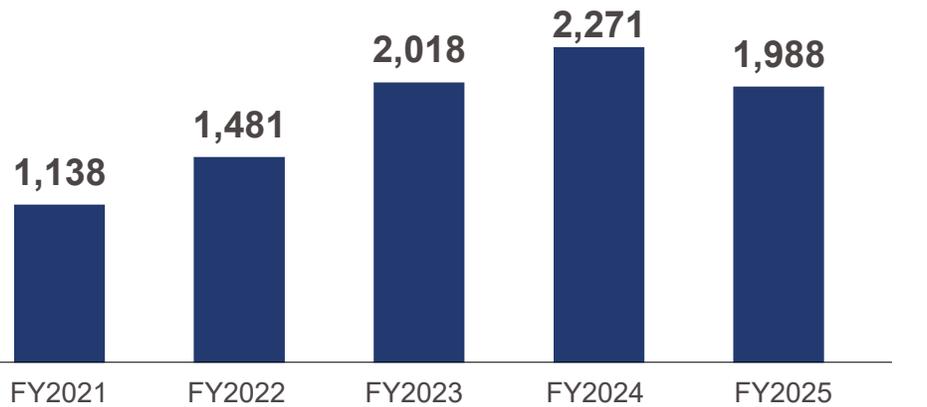
## Wedding Booking Backlog at Partner Hotels (YoY)

As of the third week of January 2026



※excluding Halekulani Okinawa

## Number of Entrusted Management Cases (wedding)



※9-month fiscal period



Partners : 8 hotels

Rihga Royal Hotel  
Kyoto



Halekulani Okinawa



Nishitetsu Grand Hotel  
Fukuoka



Rihga Royal Hotel  
Kokura



Yokohama Grand  
InterContinental Hotel



Rihga Royal Hotel  
Hiroshima



Tokyo Kaikan



Sendai Royal Park Hotel

## Toni Hinterstoisser Joins as International President to Lead Overseas Expansion and Enhance Global Capabilities

- A leading expert in the hotel industry who has spearheaded the expansion of luxury and lifestyle boutique hotels around the world
- He successfully launched Andaz Amsterdam and developed it into a symbol of the brand. He also led the launch and operation of multiple hotels for Hyatt and citizenM
- Most recently, as Vice President of citizenM Asia, he contributed significantly to the expansion of hotels and brand growth throughout Asia
- Harnessing his global network and cutting-edge insights to drive hotel development and amplify the TRUNK brand worldwide



Toni Hinterstoisser

A hospitality industry professional with over 30 years of experience in the development, operation, and management of luxury and lifestyle hotels.

He has held key positions such as general manager at Park Hyatt Tokyo, Andaz Wall Street, and Andaz Amsterdam.

## TRUNK(HOTEL) YOYOGI PARK

### Awarded One Michelin Key for Two Consecutive Years

- Awarded **One Michelin Key** in the Michelin Guide's hotel rating system, 'Michelin Keys'
- In **2025**, a total of **128 hotels in Japan** were selected as **Michelin Key properties**
- Recognized as a hotel that offers a **'special stay experience,'** receiving the award for **the second consecutive year**



## 02-9. T&G Sustainability Initiatives



Hosted the ethical consumption event “SHINAGAWA ETHICAL 2025” as the commissioned contractor for Shinagawa City’s 2025 Ethical Consumption Promotion and Awareness Project. Attendance doubled year-over-year to 1,100 visitors



Adorn seasons with flowers at their peak, harmonizing with the Earth’s rhythms. Launched the decorative plan “-Toki Tsuzuri-,” balancing coexistence with nature, environmental consideration, and support for domestic producers



Achieved a “B” score for the second consecutive year in the CDP Climate Change Program



Recognized as the highest-ranked “Best Workplace” at the “D&I Award 2025”

## 02-10. T&G Sustainability Initiatives



Launched rentals for three one-of-a-kind dresses blending traditional crafts, such as Arimatsu shibori dyeing. Introduced four new upcycled designs reconstructed from dresses slated for disposal



Participated in the “Expo Co-Creation Challenge” in collaboration with Kansai University. Advanced DE&I and co-creation initiatives through campus event exhibitions and talk sessions



Certified with the highest “Gold” rating for the second consecutive year in the PRIDE Index 2025 (evaluating workplace LGBTQ+ initiatives)

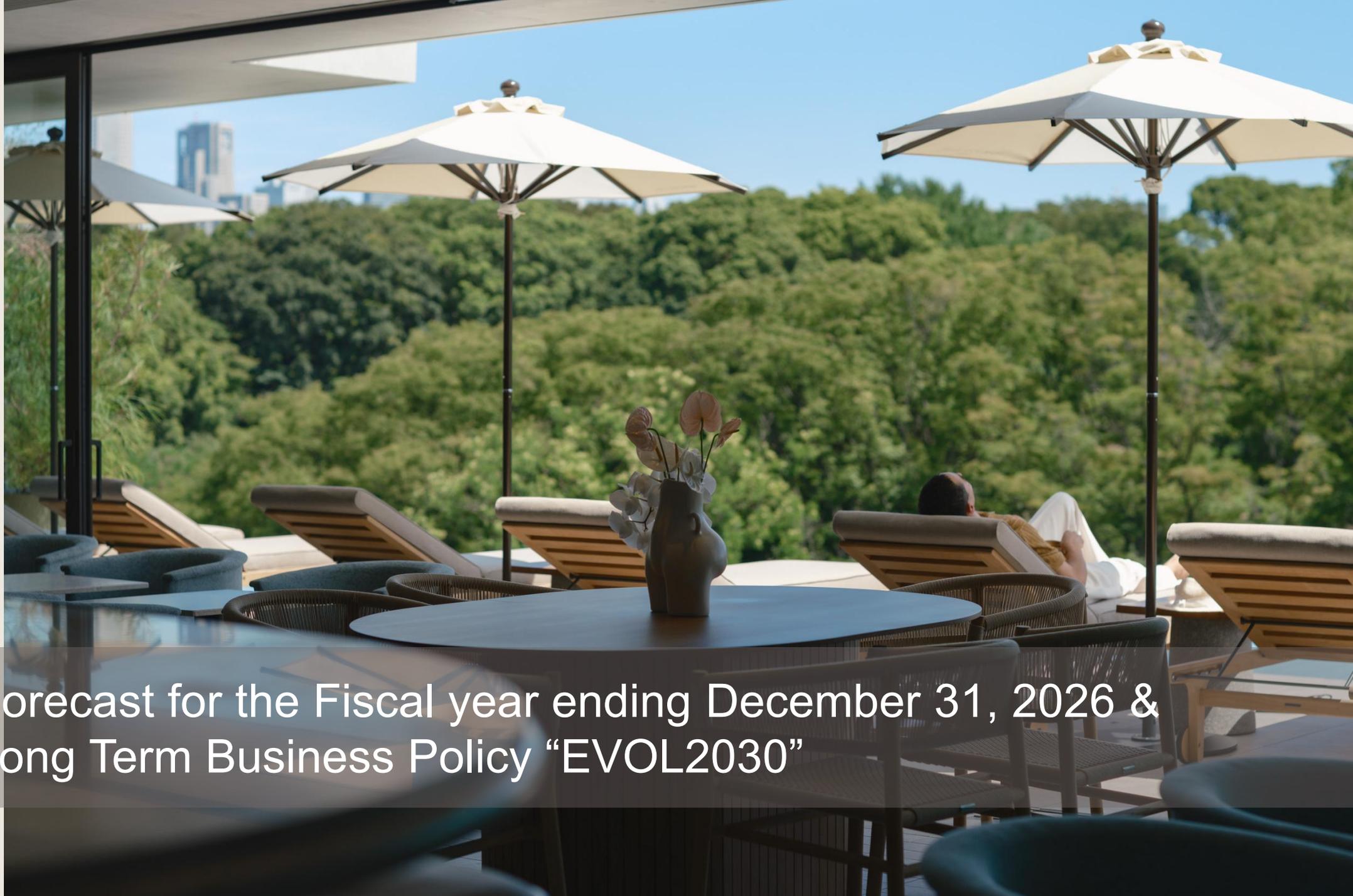


Held the “T&G Kids Project,” an experiential learning event for children on career and food education, at 49 venues nationwide. Reached a record-high participation of approximately 2,500 parents and children

## First wedding service provider to obtain “Tokyo Metropolitan Government Certified Social Farm” certification

- Obtained certification following the Tokyo Governor’s Award in the 2024 “Excellent Company Award for Hiring Persons with Disabilities”
- Established an environment where persons with disabilities can thrive and a unique support system
- Contributed to enhancing hospitality at wedding venues
- Received high praise for organizational development leveraging diversity





03 Forecast for the Fiscal year ending December 31, 2026 & Long Term Business Policy “EVOL2030”

## 03-1. FY2026 Forecast

- FY2026 Forecast: Net sales of 47,840 million yen and operating profit of 1,240 million yen
- Forecasted revenue growth driven by the continued rise in average wedding price
- Current period as a phase of upfront investment, looking ahead to growth from FY2027 onwards. Leading to the next phase of growth

(Millions of yen)	FY2025 (Apr – Dec 2025) Results	FY2026 Forecast	
		H1	FY
Net sales	35,709	23,350	47,840
Number of weddings performed at company-owned stores (incl. TRUNK) (wedding)	6,994	4,527	9,230
Operating profit	1,626	170	1,240
Ordinary profit	1,218	-90	720
Net income	38	502	570
Dividend per share (yen)	31	20	40

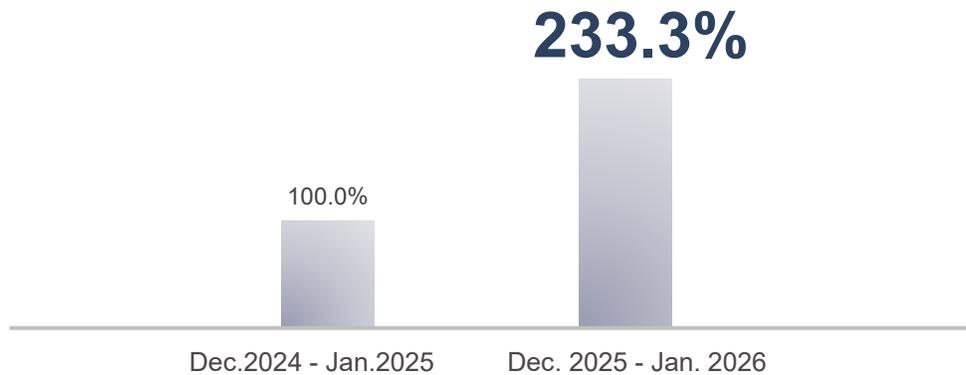
※ The previous fiscal year (ended December 2025) had an irregular nine-month period due to the impact of the fiscal year-end change. Therefore, no year-on-year comparison is provided.

## 03-2. FY2026 Key Initiatives

Key factor	Details
Review of the Store Portfolio	Store expansion through M&A and assessment of individual store profitability (including potential closure of low-performing locations)
Optimizing Customer Acquisition Strategy	Determine optimal media mix by region and review media composition Drive increased conversions on owned media (website, SNS, etc.)
Planned Increase in Average Wedding Price	Increase unit prices through enhanced product appeal and execution of phased sales promotion initiatives
Full-scale preparations for the hotel opening	Sapporo project scheduled to open in summer 2027 Dogenzaka (Shibuya) and Kobe openings progressing smoothly toward spring 2028

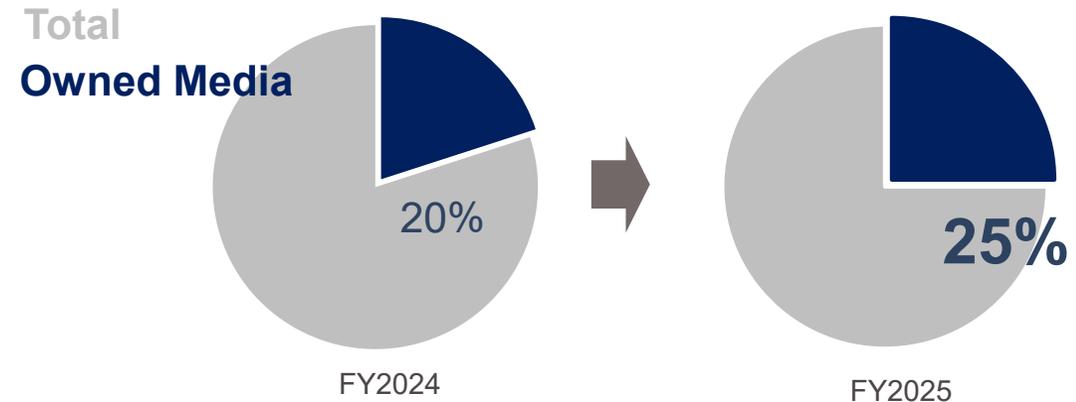
### M&A-acquired New Store Booking Backlog: Flash Report \*YoY

- Following the M&A, the number of booking backlog doubled
- Planned renewals in FY2026 to further boost order intake



### Owned Media Inquiry Composition Trend

- Increased FY2025 inquiries YoY, with a simultaneous rise in the proportion of owned media



\* Total inquiries set as 100%

### Delivering profitable and growth-oriented wedding operations backed by quality and execution excellence

#### Strategy to date

- Store restructuring  
Enhancing business efficiency through strategic consolidation and restructuring
- Accelerating investment in renewals  
Expanding sales centered on stores with further growth potential
- Driving the consulting business  
Expanding revenue opportunities through wedding operation contracts

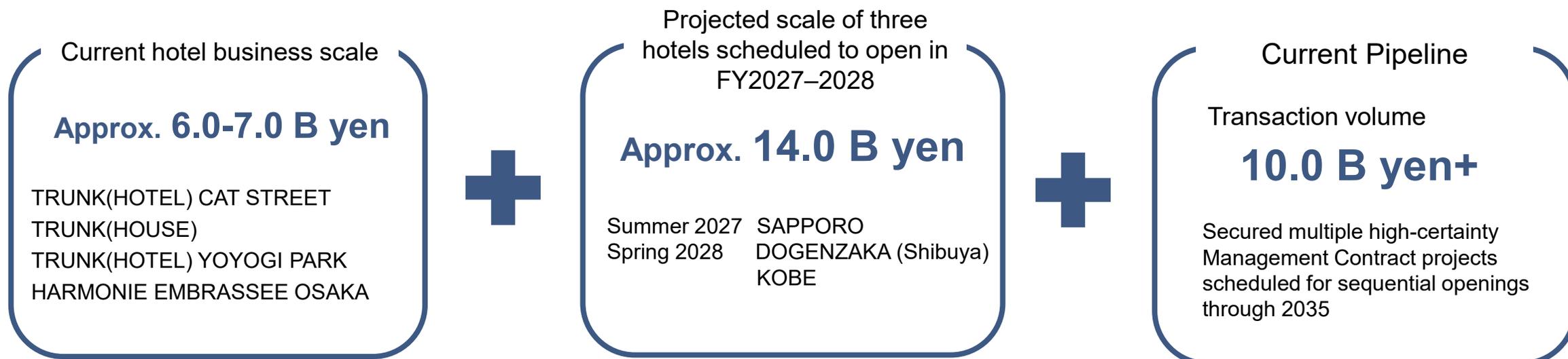
#### New growth initiatives in addition to existing growth strategies

- Promoting of M&A  
Expanding the store network in major metropolitan areas
- Expanding the business portfolio in response to changes in the market environment  
Expanding into casual and inbound wedding markets to meet diversifying customer needs
- Redesigning Advertising Strategy  
Driving and enhancing a strategic media mix centered on owned media

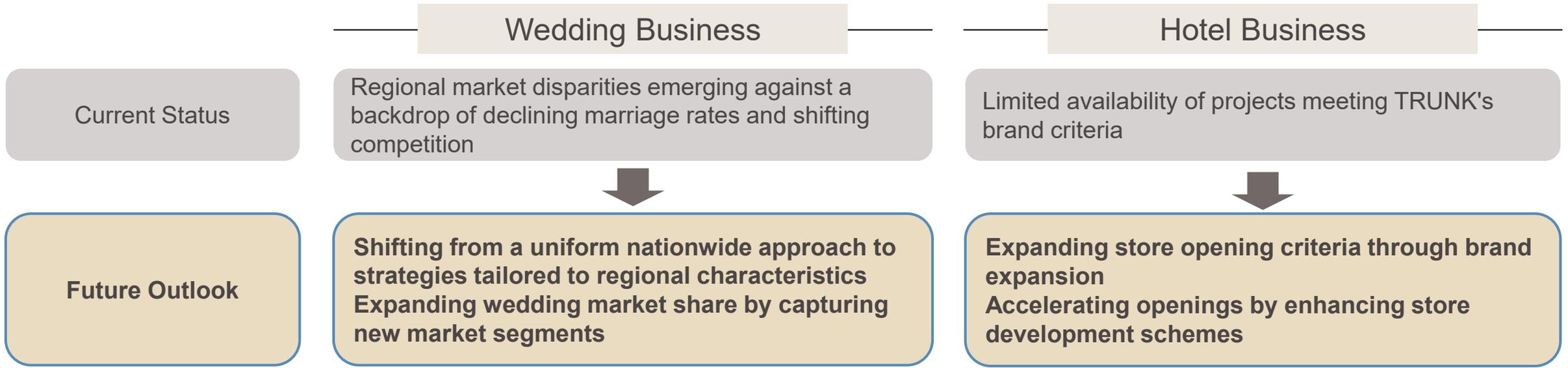


## 03-4. Hotel Business: Hotel Opening Progress

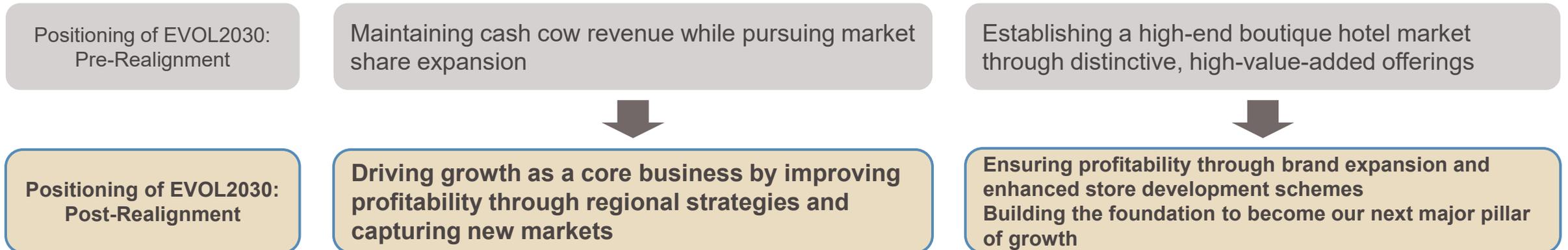
- The three hotels **opening in FY2027 and FY2028** projected to generate **14.0 billion yen in sales**
- Exploring **new hotel brand** development for medium-to-long-term growth, tailored to usage scenarios, location characteristics, and target demographics
- Continuing to drive promotional activities to secure domestic and international hotel development projects
- **Secured multiple high-certainty projects** and signed LOIs for openings through 2035; total pipeline exceeds **10 billion yen in transaction volume**



## 03-5. EVOL2030 Realigning our strategy



### Strategic realignment of EVOL2030 in light of the above (Announcement scheduled within the current fiscal year)





04 Appendix

## 04-1. Consolidated Balance Sheet

(Million yen)	As of Mar.31,2025	As of Dec.31,2025	Change
Current assets	14,515	12,530	-1,984
Cash and deposits	9,074	6,586	-2,487
Fixed assets	38,725	39,593	+867
Tangible fixed assets	28,429	28,422	-7
Intangible fixed assets	351	873	+522
Investment and other assets	9,944	10,296	+352
<b>Total Assets</b>	<b>53,241</b>	<b>52,123</b>	<b>-1,117</b>

(Million yen)	As of Mar.31,2025	As of Dec.31,2025	Change
<b>Total Liabilities</b>	<b>35,029</b>	<b>34,256</b>	<b>-773</b>
Total current liabilities	14,049	15,210	+1,160
Short-term borrowings	880	3,130	+2,250
Current portion of long-term borrowings	5,409	5,197	-212
Total long-term liabilities	20,980	19,046	-1,933
Long-term borrowings	14,310	12,266	-2,043
Total shareholders' equity	18,138	17,746	-392
Capital surplus	11,074	11,065	-9
Retained earnings	7,013	6,614	-399
<b>Total Net Assets</b>	<b>18,211</b>	<b>17,866</b>	<b>-344</b>
<b>Total Liabilities and Net Assets</b>	<b>53,241</b>	<b>52,123</b>	<b>-1,117</b>
Interest-bearing liabilities	20,600	20,593	-6
Equity-to-asset ratio	34.1%	34.0%	-0.1pt

## 04-2. Company Overview

Company Name	Take and Give. Needs Co., Ltd.	
Established	October 19, 1998	
Representative	Chairman & Representative Director Yoshitaka Nojiri President & Representative Director Kenji Iwase	
Capital	100 million yen	
Stock Listing	TSE PRIM	
Number of Employees	Consolidated : 1,846 (As of Dec.31,2025) Non-consolidated: 1,810 (As of Dec.31,2025)	
Business Description	Domestic Wedding Business TRUNK (HOTEL) Business Other Wedding-Related Businesses	
Head Office Location	Higashi-Shinagawa, Shinagawa-ku, Tokyo	
Major Shareholders	Yoshitaka Nojiri	16.86%
	The Master Trust Bank of Japan, Ltd.	9.13%
	Tokyo Wells Co., Ltd.	7.10%
	TSUNAGU INVESTMENTS PTE. LTD.	5.76%
	SBI SECURITIES Co.,Ltd.	4.05%



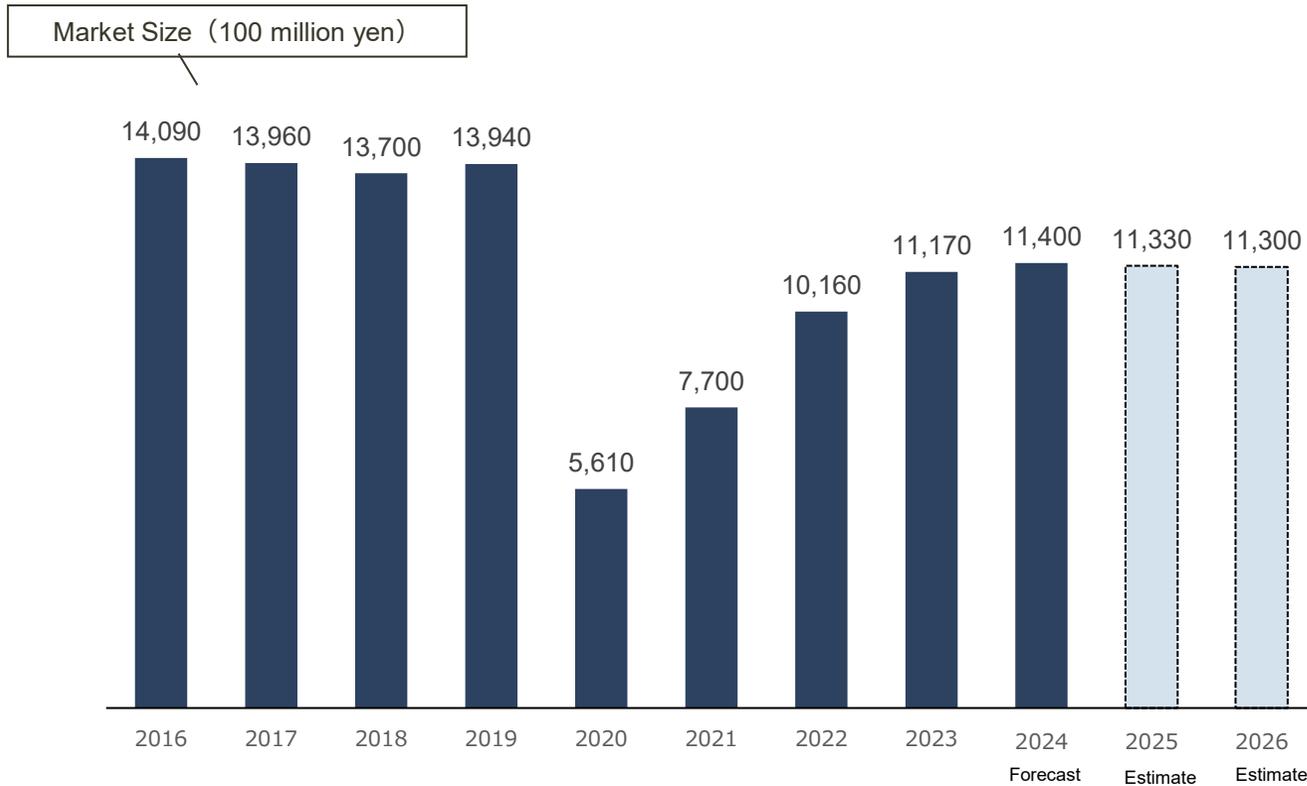
Spark Innovation  
in the Hospitality Industry



T&G TAKE and GIVE NEEDS

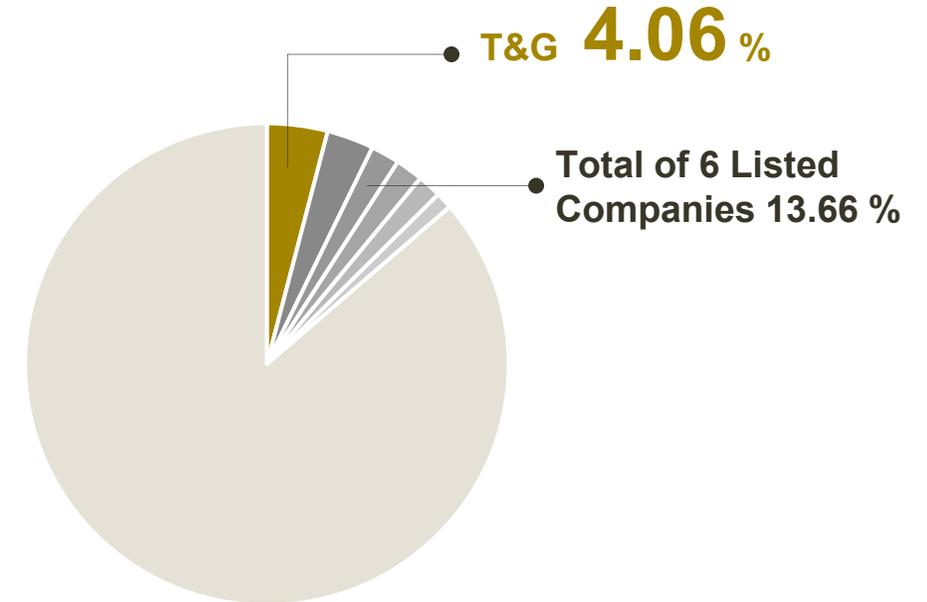
Despite the decline in the number of marriages,  
the market size exceeds 1 trillion yen

**Trends in Market Size of Wedding Ceremonies,  
Receptions, and Celebration Parties**<sup>\*1</sup>



<sup>\*1</sup> Yano Research Institute, "Bridal Industry Yearbook" (2025)

**Market Share of 6 Listed Companies (2024 Results)**<sup>\*2</sup>



<sup>\*2</sup> Yano Research Institute, "Bridal Industry Yearbook" (2025)  
Financial Statements of Each Company (2024-2025)

## 04-4. Domestic Wedding Business' Competitive Advantage

### Strengths in the wedding business

- The pioneer of house weddings  
Leading the industry with an overwhelming number of weddings handled
- One-to-One Client Representative System  
Delivering bespoke experiences through the attentive expertise of seasoned wedding planners
- Crafting entirely bespoke weddings — curating an unparalleled day that transcends every couple's vision
- Japan's leading domestic wedding provider — commanding market share through unwavering trust and a proven legacy
- Iconic branding strategies paired with one of the industry's most accomplished teams  
Delivering exceptional wedding operations through decades of refined expertise and world-class talent



## 04-5. TRUNK Co., Ltd. – Company Overview

Name	TRUNK Co., Ltd
Established	December 19, 2016
Representative	Yoshitaka Nojiri President and Representative Director
Capital	14 million yen
No. of Employees	312 (As of December 2025)
Outline of Business	Hotel development, management, and operation

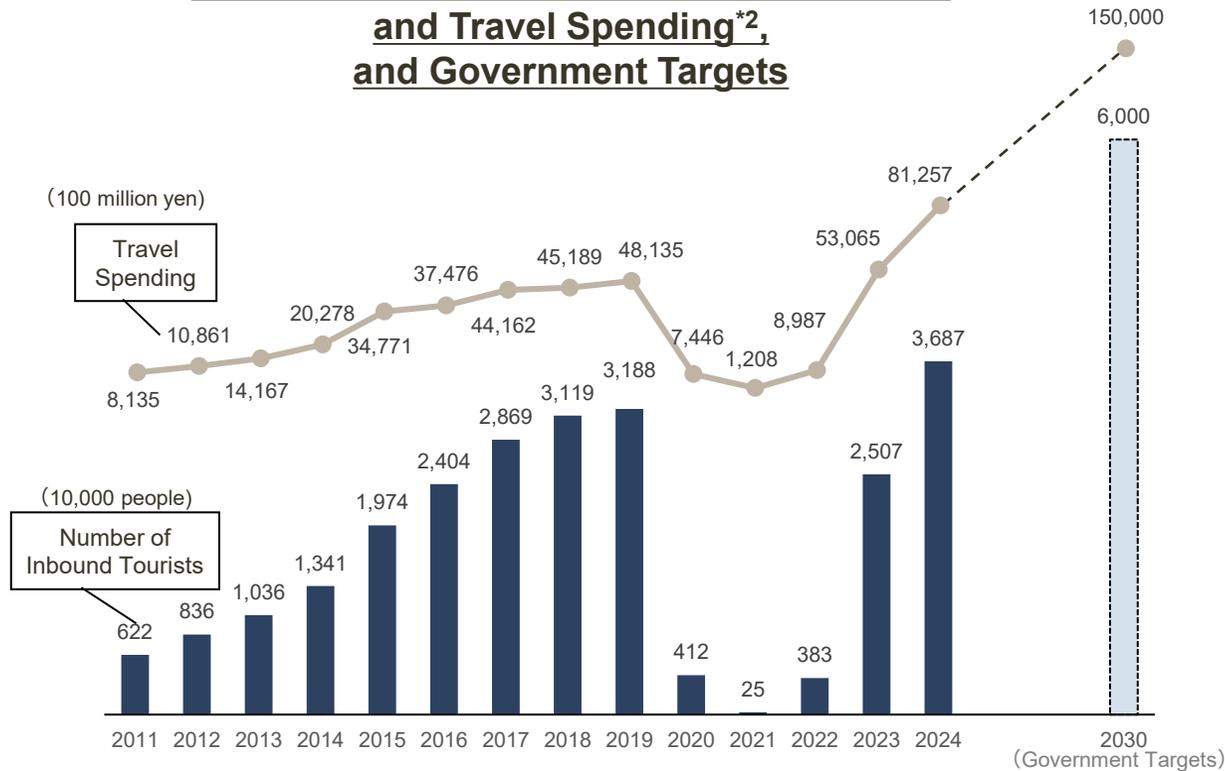
日本初の  
グローバルホテルブランドになる

TRUNK

TRUNK Co., Ltd

## Opened Japan's First Boutique Hotel With the aim of Creating a New Market

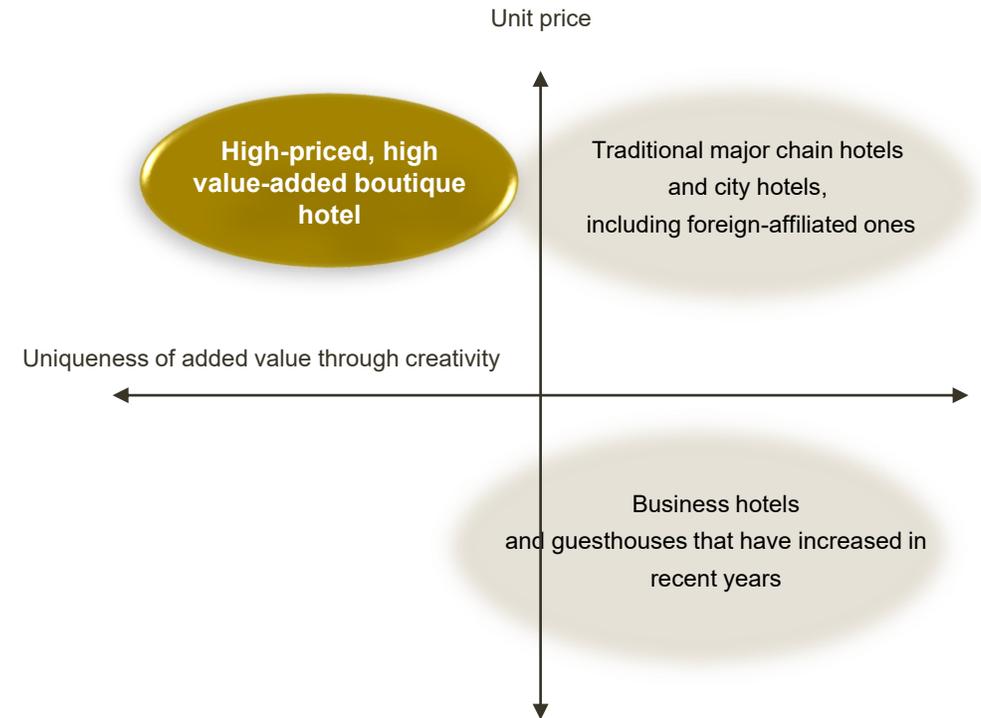
**Trends in the Number of Inbound Tourists\*1  
and Travel Spending\*2,  
and Government Targets**



\*1 Prepared by our company based on data from the Japan National Tourism Organization (JNTO) "Number of Overseas Visitors to Japan" and government announcements

\*2 Prepared by our company based on data from Japan Tourism Agency: "Inbound Consumer Trends Survey (formerly: Survey on Consumption Trends of Foreign Visitors to Japan)" and government announcements

**Target segment**



## 04-7. Consolidated Financial Performance Trends

	2002/3	2003/3	2004/3	2005/3	2006/3	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3
Net sales (million yen)	2,961	5,275	11,444	21,830	33,962	45,833	43,642	46,206	46,039	46,716	47,983	52,804	60,714
Operating profit (million yen)	255	494	1,595	3,454	4,981	6,625	-901	675	2,519	2,282	2,212	2,832	3,706
Operating profit margin (%)	8.6%	9.4%	13.9%	15.8%	14.7%	14.5%	-	1.5%	5.5%	4.9%	4.6%	5.4%	6.1%
Ordinary profit (million yen)	229	467	1,447	3,501	5,153	6,857	-1,403	31	1,882	1,541	1,588	2,459	3,342
Ordinary profit margin (%)	7.7%	8.9%	12.6%	16.0%	15.2%	15.0%	-	0.1%	4.1%	3.3%	3.3%	4.7%	5.5%
Net income (million yen)	119	215	674	2,049	2,905	4,172	-2,055	-1,048	371	214	453	1,086	1,370
Net margin (%)	4.0%	4.1%	5.9%	9.4%	8.6%	9.1%	-	-	0.8%	0.5%	0.9%	2.1%	2.3%
Number of domestic weddings handled (couple)	1,294	1,794	3,020	5,132	7,945	11,048	9,921	10,996	11,036	10,535	10,543	11,494	13,408
Directly operated facilities	394	918	2,076	4,109	6,935	10,011	8,944	9,799	10,071	9,897	9,738	10,468	11,803
Consulting (Outsourced weddings)	900	876	944	1,023	1,010	1,037	977	1,197	965	638	805	1,026	1,605
Average unit cost for directly operated venues (thousand yen)	3,347	3,796	4,248	4,350	4,349	4,123	4,137	3,825	3,773	3,890	3,975	4,019	4,093
Number of halls owned by directly operated venues at the end of fiscal year *	1	7	22	41	62	84	88	87	87	87	87	99	101
Number of halls owned by produced venues at the end of fiscal year *	1	6	16	29	42	58	62	61	61	61	61	68	69
Number of Consulting Partnerships at the end of fiscal year	10	10	11	12	13	13	17	16	15	11	13	14	17
Total assets (million yen)	1,963	5,254	14,250	17,185	19,212	32,340	41,160	41,425	43,456	44,634	43,390	46,510	48,282
Equity-to-asset ratio (%)	54.9%	24.6%	48.3%	52.1%	61.8%	39.2%	30.6%	29.7%	37.4%	36.7%	38.4%	38.2%	39.6%

	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3	2025/12
Net sales (million yen)	59,221	59,524	60,186	64,590	66,871	63,678	20,044	39,482	45,532	47,020	47,668	35,709
Operating profit (million yen)	2,973	1,545	2,439	2,785	4,281	3,579	-11,191	2,089	3,681	4,208	4,104	1,626
Operating profit margin (%)	5.0%	2.6%	4.1%	4.3%	6.4%	5.6%	-	5.3%	8.1%	8.9%	8.6%	4.6%
Ordinary profit (million yen)	2,784	1,377	2,100	2,489	3,900	3,381	-11,687	1,548	3,181	3,754	3,586	1,218
Ordinary profit margin (%)	4.7%	2.3%	3.5%	3.9%	5.8%	5.3%	-	3.9%	7.0%	8.0%	7.5%	3.4%
Net income (million yen)	1,008	230	360	888	2,283	1,003	-16,214	1,877	4,108	1,831	3,547	38
Net margin (%)	1.7%	0.4%	0.6%	1.4%	3.4%	1.6%	-	4.8%	9.0%	3.9%	7.4%	0.1%
Number of domestic weddings handled (couple)	13,385	13,191	12,921	12,551	13,244	12,963	5,059	11,371	12,339	12,371	12,124	9,003
Directly operated facilities	11,484	11,491	11,695	11,988	12,537	11,596	4,556	10,233	10,857	10,350	9,853	7,015
Consulting (Outsourced weddings)	1,901	1,700	1,226	563	707	1,367	503	1,138	1,482	2,021	2,271	1,988
Average unit cost for directly operated venues (thousand yen)	4,017	3,971	3,923	3,980	3,868	3,947	3,455	3,575	3,764	3,924	4,017	4,158
Number of halls owned by directly operated venues at the end of fiscal year *	103	105	103	105	102	94	93	93	92	92	88	88
Number of halls owned by produced venues at the end of fiscal year *	70	70	69	69	67	64	63	63	62	62	60	61
Number of Consulting Partnerships at the end of fiscal year	17	17	14	7	6	6	6	6	9	10	10	12
Total assets (million yen)	48,091	49,286	52,176	56,025	57,130	58,197	48,578	54,032	55,235	54,380	53,176	52,123
Equity-to-asset ratio (%)	42.2%	41.0%	38.9%	37.3%	40.2%	40.6%	14.9%	21.9%	28.5%	31.2%	34.1%	34.0%

\*From FY2007 to FY2019, the Overseas Resort Wedding Business is included

## 04-8. Directly Operated Wedding Venues 61 facilities and 90 venues across Japan

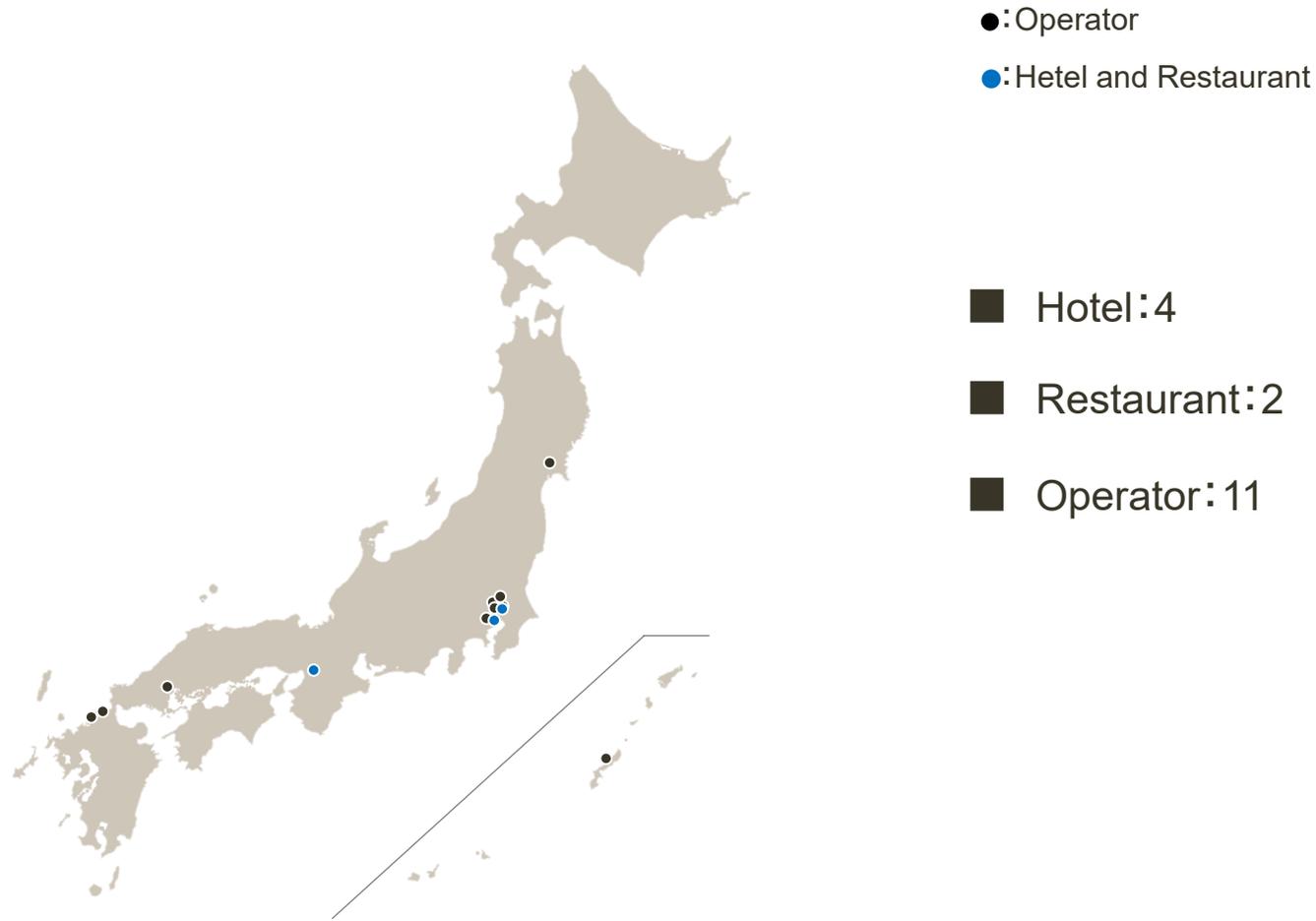
(As of December 31, 2025)



- Hokkaido and Tohoku Region:3
- Kanto Region:12
- Tokyo Region:10
- Tokai Region:9
- Shinetsu and Hokuriku Region:4
- Kinki Region:13
- Chugoku and Shikoku Region:6
- Kyushu Region:4

## 04-9. Directly Operated Hotels and Restaurants, Operators 18 facilities across Japan

(As of December 31, 2025)



The future forecasts, strategies, plans, etc. described in this document have been prepared based on currently available information and certain assumptions deemed reasonable, and do not guarantee future performance or actual results. This document is intended to provide a better understanding of our business operations and management strategies and is not intended to solicit investment.

Please make your own final investment decisions at your own discretion. Furthermore, we are under no obligation to update or revise this document to reflect new information or future events regarding future projections.

#### **Contact Information**

Take and Give. Needs Co., Ltd. Corporate Planning Department  
2-3-12 Higashi-Shinagawa, Shinagawa-ku, Tokyo 140-0002, Japan  
E-mail : [ir-presen@tgn.co.jp](mailto:ir-presen@tgn.co.jp)