

**TAKE AND GIVE. NEEDS Co., Ltd.**

**(Correction) Notice of Partial Correction to  
“FY2025 Financial Results”**

Tokyo, March 6, 2026

Stock Code: 4331 Tokyo Stock Exchange Prime Market  
Representative (Title) President and representative Director (Name) Kenji Iwase  
Contact person (Title) Director, General Manager of Administration Division (Name) Tatsuji Wakabayashi  
Phone: +81-3-3471-6806

TAKE and GIVE NEEDS Co., Ltd. (TSE:4331, “the Company”) hereby announces the following corrections to the financial results presentation materials published on February 13, 2026, as certain items require amendment. The corrected sections are indicated with red frames, and the revised materials are available on our company website.

**1. Reason for the Correction**

This document has been revised to reflect corrections made to the earnings release announced on February 13, 2025. For details, please refer to the notice published today: “(Correction/Numerical Data Revision) Notice Regarding Partial Correction of Consolidated Financial Results for the Fiscal Year Ended December 31, 2025 [Japanese GAAP].”

**2. Revised Sections**

Please refer to the following pages. Revised sections are indicated with red frames.

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## Executive Summary

Before correction

### 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



## Executive Summary

After correction

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### 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

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(Before correction) page 5 01-1. FY2025 Financial Highlights

01-1. FY2025 Financial Highlights

Before correction

- 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%

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5

(After correction) page 5 01-1. FY2025 Financial Highlights

01-1. FY2025 Financial Highlights

After correction

- 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 1,622 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 1,219 million yen** based on a reassessment of future profitability primarily for regional stores; **net loss of -76 million yen**

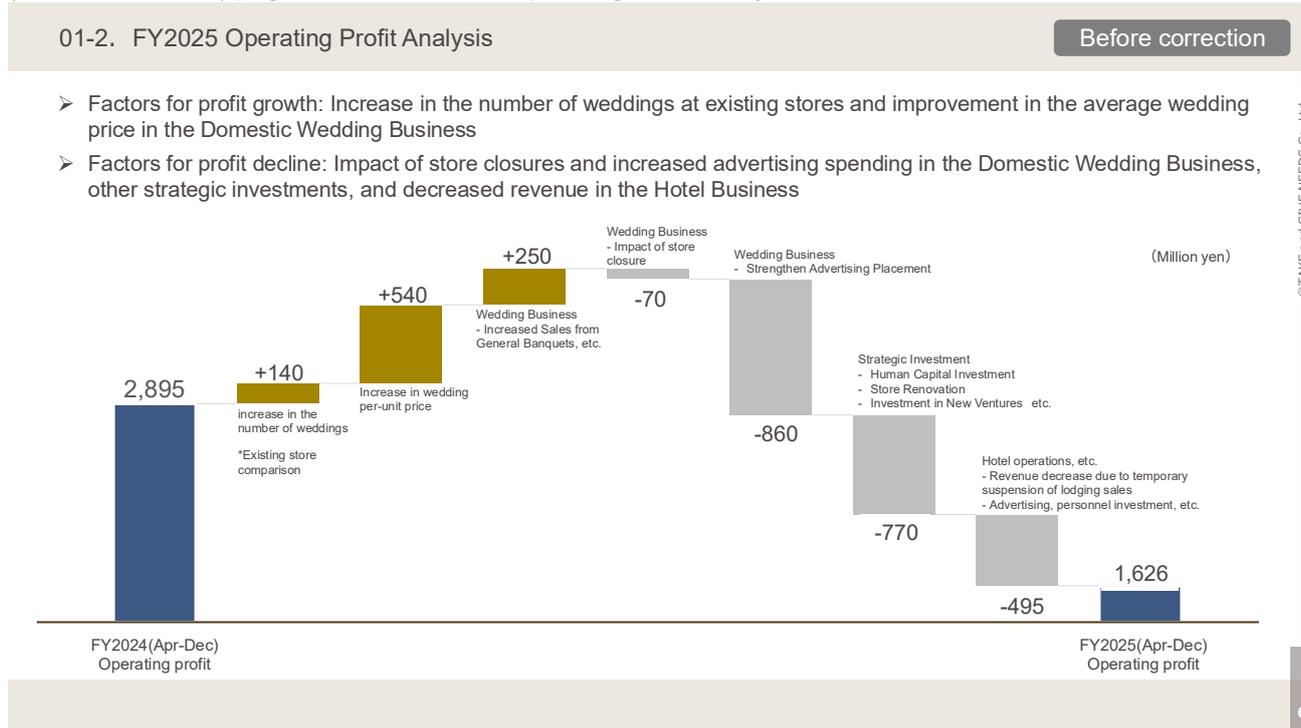
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SG&A Expenses	20,792 58.7%	<b>22,546</b> 63.1%	+1,753	+8.4%	-
Operating Profit	2,895 8.2%	<b>1,622</b> 4.5%	-1,272	-43.9%	<b>1,550</b> 4.4%
Ordinary Profit	2,455 6.9%	<b>1,214</b> 3.4%	-1,240	-50.5%	<b>1,200</b> 3.4%
Net Income	1,744 4.9%	<b>-76</b> -	-1,821	-	<b>300</b> 0.8%

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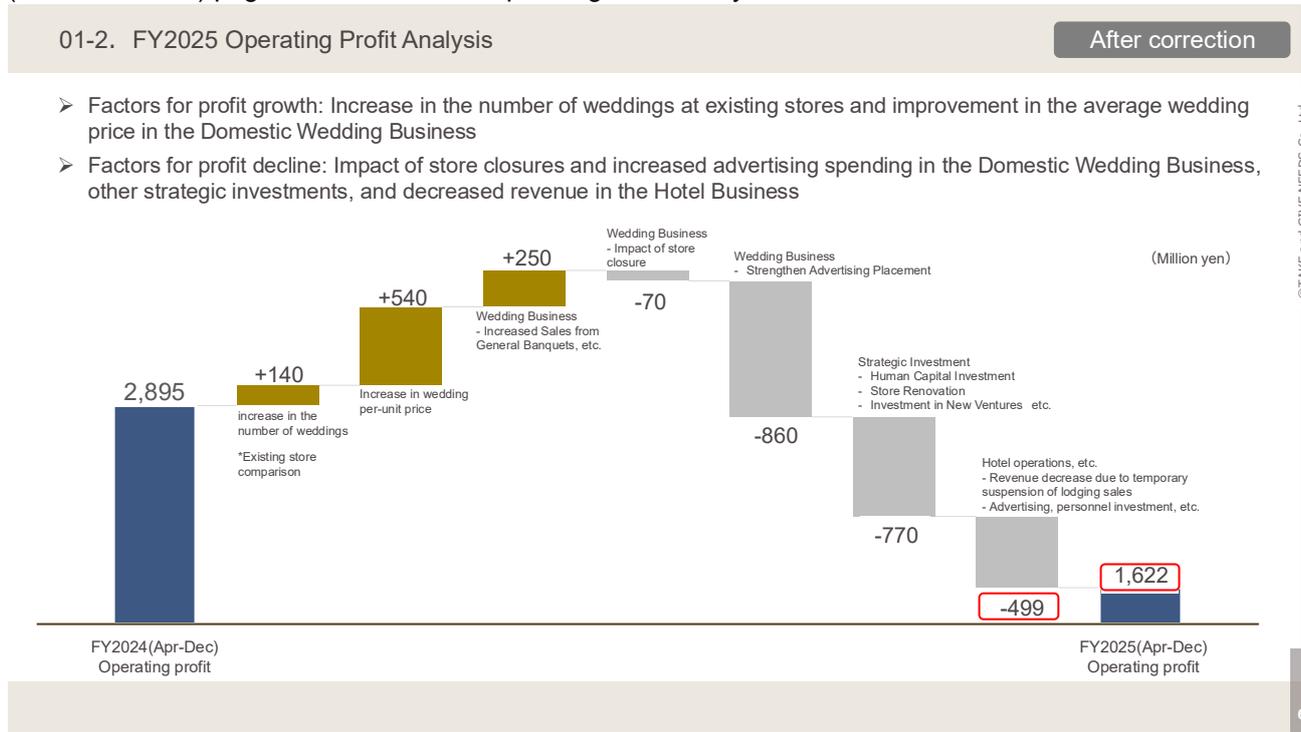
5

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(Before correction) page 6 01-2. FY2025 Operating Profit Analysis



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(Before correction) page 7 01-3. FY2025 Financial Results by Segments

01-3. FY2025 Financial Results by Segments

Before correction

- 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(%)
Net sales	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%
Gross profit	23,688	<b>24,169</b>	+481	+2.0%
SG&A Expenses	20,792	<b>22,543</b>	+1,751	+8.4%
Operating profit	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	—

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7

(After correction) page 7 01-3. FY2025 Financial Results by Segments

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7

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(Before correction) page 8 01-4. FY2025 Domestic Wedding Business

01-4. FY2025 Domestic Wedding Business

Before correction

- 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%

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8

(After correction) page 8 01-4. FY2025 Domestic Wedding Business

01-4. FY2025 Domestic Wedding Business

After correction

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8

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## (Before correction) page 28 03-1. FY2026 Forecast

### 03-1. FY2026 Forecast

Before correction

- 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.

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28

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(Before correction) page 34 04-1. Consolidated Balance Sheet

04-1. Consolidated Balance Sheet

Before correction

(Million yen)	As of Mar.31,2025	As of Dec.31,2025	Change	(Million yen)	As of Mar.31,2025	As of Dec.31,2025	Change
Current assets	14,515	12,530	-1,984	Total Liabilities	35,029	34,256	-773
Cash and deposits	9,074	6,586	-2,487	Total current liabilities	14,049	15,210	+1,160
Fixed assets	38,725	39,593	+867	Short-term borrowings	880	3,130	+2,250
Tangible fixed assets	28,429	28,422	-7	Current portion of long-term borrowings	5,409	5,197	-212
Intangible fixed assets	351	873	+522	Total long-term liabilities	20,980	19,046	-1,933
Investment and other assets	9,944	10,296	+352	Long-term borrowings	14,310	12,266	-2,043
Total Assets	53,241	52,123	-1,117	Total shareholders' equity	18,138	17,746	-392
				Capital surplus	11,074	11,065	-9
				Retained earnings	7,013	6,614	-399
				Total Net Assets	18,211	17,866	-344
				Total Liabilities and Net Assets	53,241	52,123	-1,117
				Interest-bearing liabilities	20,600	20,593	-6
				Equity-to-asset ratio	34.1%	34.0%	-0.1pt

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34

(After correction) page 34 04-1. Consolidated Balance Sheet

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After correction

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Cash and deposits	9,074	6,586	-2,487	Total current liabilities	14,049	15,155	+1,105
Fixed assets	38,725	39,338	+612	Short-term borrowings	880	3,130	+2,250
Tangible fixed assets	28,429	28,277	-152	Current portion of long-term borrowings	5,409	5,197	-212
Intangible fixed assets	351	705	+353	Total long-term liabilities	20,980	18,986	-1,994
Investment and other assets	9,944	10,355	+411	Long-term borrowings	14,310	12,266	-2,043
Total Assets	53,241	51,908	-1,332	Total shareholders' equity	18,138	17,631	-507
				Capital surplus	11,074	11,065	-9
				Retained earnings	7,013	6,499	-514
				Total Net Assets	18,211	17,766	-444
				Total Liabilities and Net Assets	53,241	51,908	-1,332
				Interest-bearing liabilities	20,600	20,593	-6
				Equity-to-asset ratio	34.1%	33.9%	-0.2pt

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34

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(Before correction) page 40 04-7. Consolidated Financial Performance Trends

04-7. Consolidated Financial Performance Trends

Before correction

	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%
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	3,661	4,208	4,104	1,622	
Operating profit margin (%)	5.0%	2.6%	4.1%	4.3%	6.4%	5.6%	-	5.3%	8.1%	8.9%	8.6%	4.5%	
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	1,214	
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	868	2,283	1,003	-16,214	1,877	4,108	1,831	3,547	-76	
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	9,862	
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	6,994	
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	4,159	
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	11	
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	51,908	
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%	33.9%	

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

40

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(After correction) page 40 04-7. Consolidated Financial Performance Trends

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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%
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	3,661	4,208	4,104	1,622	
Operating profit margin (%)	5.0%	2.6%	4.1%	4.3%	6.4%	5.6%	-	5.3%	8.1%	8.9%	8.6%	4.5%	
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	1,214	
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	868	2,283	1,003	-16,214	1,877	4,108	1,831	3,547	-76	
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	9,862	
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	6,994	
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	4,159	
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	11	
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	51,908	
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%	33.9%	

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

40

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