

# FY2025 Q1 Financial Results

T&G TAKE and GIVE NEEDS





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00

## Executive Summary

# Key Initiatives for FY2025, and Q1 Executive Summary

## 1 Focus on Expanding the Hotel Business as a Growth Driver

- Average room rate: 97,952 yen (up to 15,124 yen yoy)<sup>\*</sup>  
Despite a decline in the average spending per foreign tourist visiting Japan due to exchange rate fluctuations, TRUNK(HOTEL) maintained high occupancy rates and a high percentage of foreign guests, while increasing its average room rate
- Preparations begin for overseas expansion. International President invited to Japan

## 2 Maximizing Advertising Effectiveness in the Wedding Business

- Q1 results show year-on-year decline in revenue and profit, but budget exceeded
- Aggressive advertising investments driving sustained inquiry volumes exceeding 100% YoY
- Average spending per wedding continued to rise, increasing 3.0% YoY
- Further strengthen efforts in high-margin, asset-light peripheral segments such as inbound weddings and consulting-based outsourced wedding operations

## 3 Change in fiscal year end for streamlining management and global expansion

- Changed the fiscal year end from March to December. The fiscal year ending December 2025 will be an irregular nine-month fiscal year
- In line with the fiscal year-end in Europe and the US, prepare for overseas expansion centered on the hotel business.

<sup>\*</sup> During this quarter, TRUNK(HOTEL) YOYOGI PARK (Tomigaya, Shibuya-ku) was undergoing renovations and temporarily suspended accommodation services from April to June. Therefore, the figures are for TRUNK(HOTEL) CAT STREET (Jingumae, Shibuya-ku) only



01

# FY2025 Q1 Summary of Financial Results

## 01-1. Financial Highlights

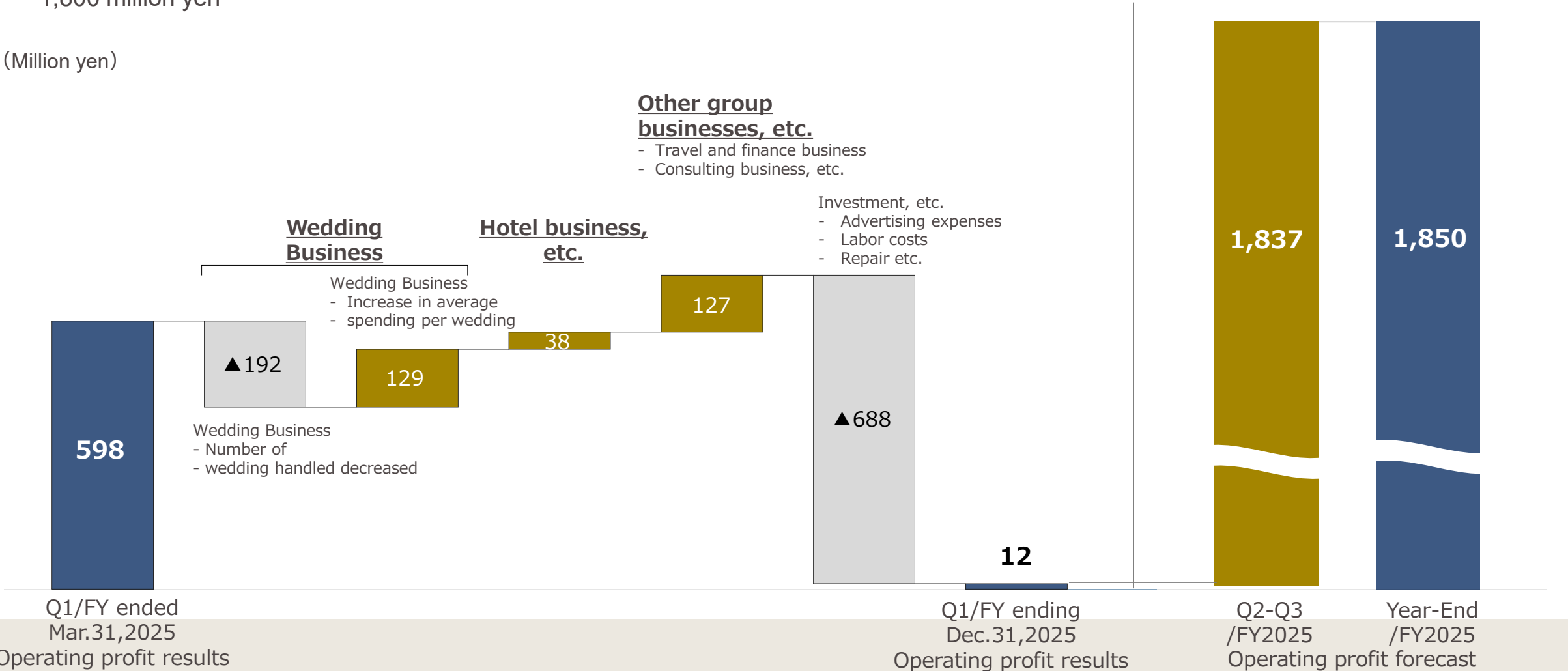
- FY2025 Q1 results show year-on-year decline in revenue and profit, but budget exceeded
- Operating profit decreased year-on-year due to the impact of renewed advertising efforts and investment in human resource development
- Average spend per wedding continue to rise. No change to consolidated earnings forecast due to steady current orders

| (Million yen)<br>% : Sales ratio                | Q1/FY ended<br>Mar.31, 2025 | Q1/FY ending<br>Dec.31, 2025 | Change | YoY(%) | Forecast for<br>FY ending<br>Dec. 31, 2025 |
|---|-----------------------------|------------------------------|--------|--------|--|
| Net sales                                       | 11,228                      | 11,100                       | -127   | -1.1%  | 35,450                                     |
| Gross profit                                    | 7,481<br>66.6%              | 7,504<br>67.6%               | +22    | +0.3%  | -  |
| Selling, general and<br>administrative expenses | 6,882<br>61.3%              | 7,492<br>67.5%               | + 609  | +8.9%  | -  |
| Operating profit                                | 598<br>5.3%                 | 12<br>0.1%                   | -586   | -98.0% | 1,850<br>5.2%                              |
| Ordinary profit                                 | 478<br>4.3%                 | -125<br>-                    | -603   | -      | 1,450<br>4.1%                              |
| Net income                                      | 605<br>5.4%                 | -43<br>-                     | -648   | -      | 500<br>1.4%                                |

# 01-2. Operating Profit Analysis

- Compensate for the decrease in the number of weddings handled by increasing unit prices, consulting and other businesses, and the hotel business as a growth driver  
However, Q1 profits declined due to significant advertising investments to attract customers and human resource investments for business growth
- The results are in line with the plan, and the earnings forecast remains unchanged. Operating profit for Q2 and Q3 are expected to exceed 1,800 million yen

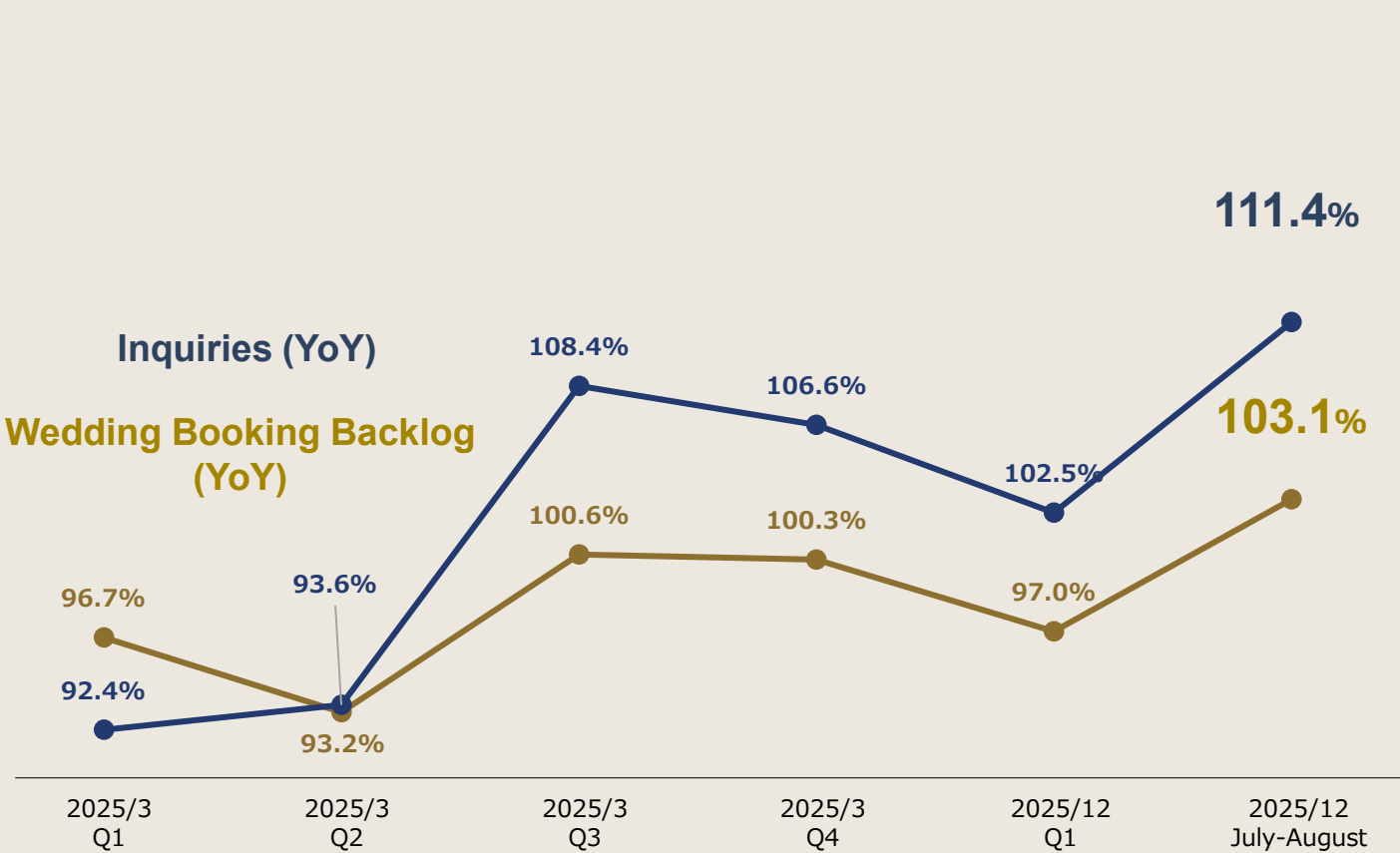
(Million yen)



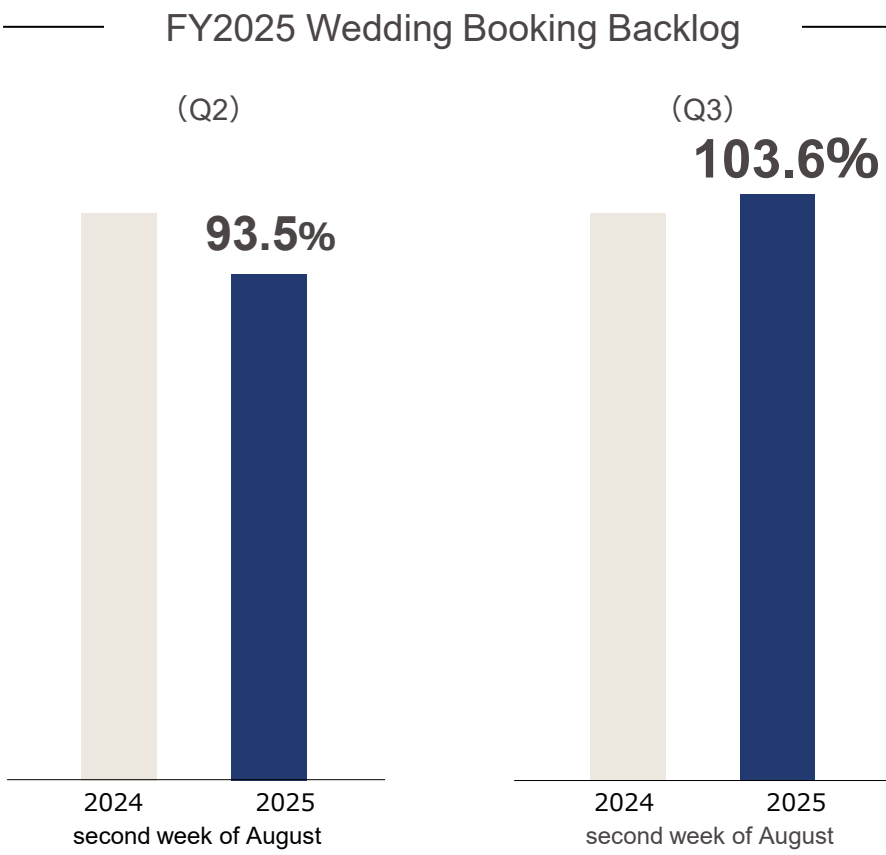


# 01-3. Domestic Wedding Business: Wedding Booking Backlog

- Advertising and promotion expenses were streamlined in the previous Q1, resulting in a slowdown in orders
- Continuous strengthening of advertising since previous Q2, with inquiries exceeding 100% year-on-year
- Orders received in Q1 temporarily fell below 100% due to factors such as store holidays, but recovered in July
- As a result, although the number of outstanding orders decreased due to weak accumulation from FY2024 and the impact of the off-season, it recovered to a level exceeding FY2024 in Q3



\* Comparison with existing wedding facilities



\* Graph showing the percentage of orders received relative to the same period of the previous year (2nd week of August 2024 = 100%)

## 01-4. Results by Segments

- Domestic Wedding Business; Sales decreased by 2.1% year on year due to a decline in the number of wedding handled as a result of rationalization of advertising expenditures in the previous FY, but this was offset by an increase in the average spend per wedding.
- TRUNK (HOTEL) YOYOGI PARK experienced a decrease in revenue due to the temporary suspension of accommodation services from April to June as a result of renovation work, but current reservations are strong

| (Million yen)                                   | Q1/FY ended<br>Mar.31,2025 | Q1/FY ending<br>Dec.31,2025 | Change | YoY(%) | Q3/FY ended<br>Dec.31,2025 | Forecast<br>FY ending<br>Dec. 31, 2025 |
|---|----------------------------|-----------------------------|--------|--------|----------------------------|--|
| Net sales                                       | 11,228                     | 11,100                      | -127   | -1.1%  | 35,422                     | 35,450                                 |
| Domestic Wedding Business                       | 10,872                     | 10,641                      | -231   | -2.1%  | 34,313                     |  |
| (TRUNK)   | 1,602                      | 1,426                       | -175   | -11.0% | 4,924                      |  |
| Others  | 355                        | 458                         | +103   | +29.2% | 1,109                      |  |
| Gross profit                                    | 7,481                      | 7,504                       | +22    | +0.3%  | 23,688                     |  |
| Selling, general and<br>administrative expenses | 6,882                      | 7,492                       | +609   | +8.9%  | 20,792                     |  |
| Operating profit                                | 598                        | 12                          | -586   | -98.0% | 2,895                      | 1,850                                  |
| Domestic Wedding Business                       | 1,045                      | 491                         | -554   | -53.0% | 4,162                      |  |
| Others  | 96                         | 122                         | +26    | +26.9% | 296                        |  |
| Company-wide costs, etc.                        | -543                       | -601                        | -57    | -      | -1,563                     |  |



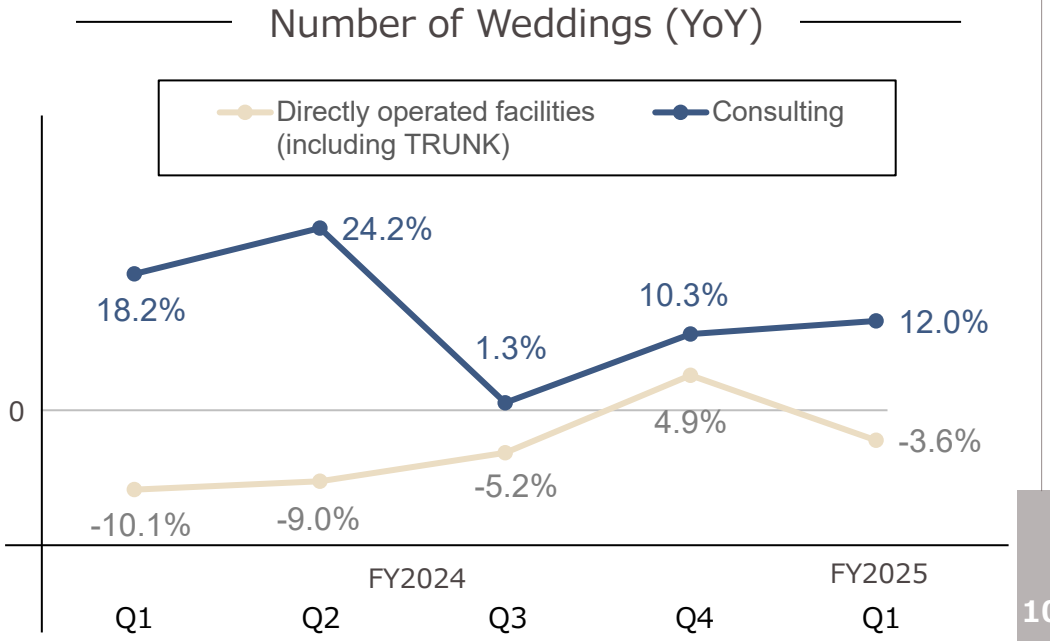
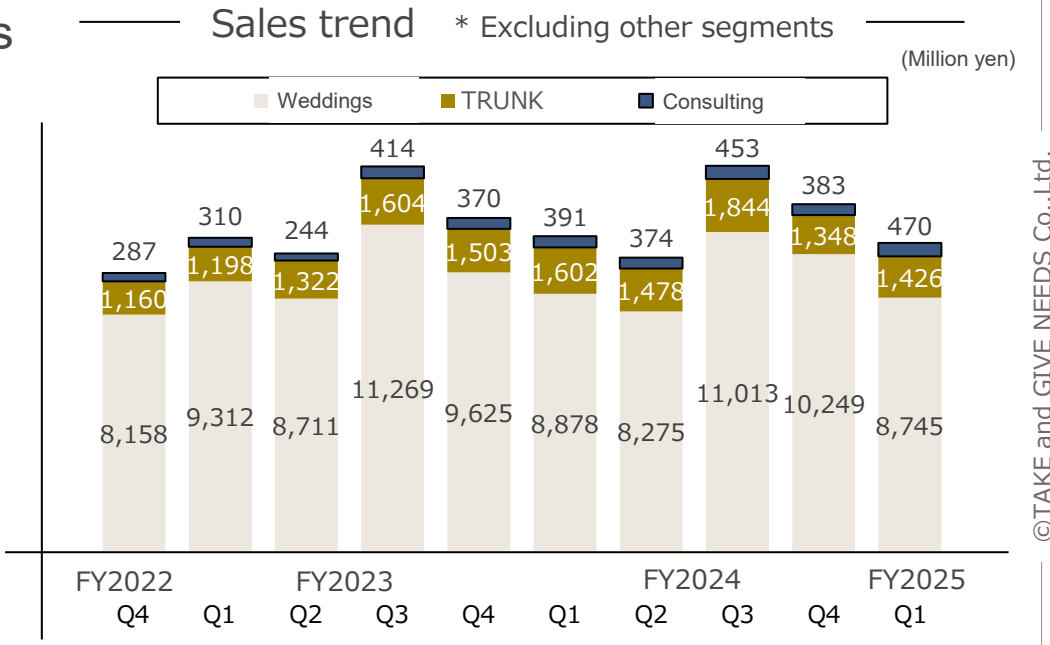
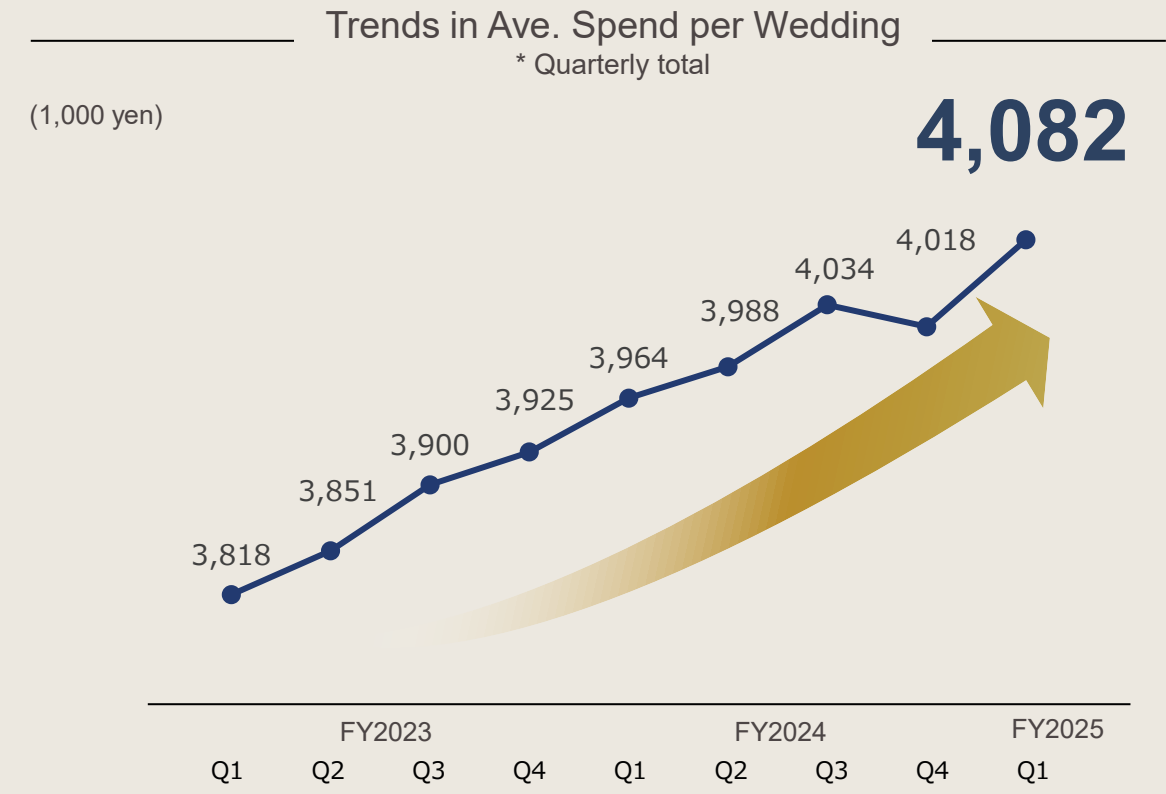
## 01-5. Domestic Wedding Business

- Focus of promoting consulting business. Acquired wedding management contract for Sendai Royal Park Hotel.
- Renovation investment for 3 wedding facilities are proceeding as planned

| Million yen<br>% : Sales ratio                 | Q1/FY ended<br>Mar.31,2025 | Q1/FY ending<br>Dec.31,2025 | Change         | YoY    |
|--|----------------------------|-----------------------------|----------------|--------|
| Net sales                                      | 10,872                     | 10,641                      | -231           | -2.1%  |
| Wedding stores (including TRUNK)               | 9,229                      | 9,096                       | -133           | -1.4%  |
| ■ Number of weddings handled (wedding)         | 2,276                      | 2,194                       | -82            | -3.6%  |
| ■ Average spending per wedding (per 1,000 yen) | 3,964                      | 4,082                       | +118           | +3.0%  |
| ■ Average guest count (person)                 | 59.5                       | 60.3                        | +0.8           | +1.3%  |
| Consulting (Outsourced weddings)               | 391                        | 470                         | +78            | +20.0% |
| ■ Number of weddings handled (wedding)         | 592                        | 654                         | +62            | +10.5% |
| Accommodation, restaurants, etc.               | 1,251                      | 1,068                       | -183           | -14.6% |
| Gross profit                                   | 7,300<br>67.1%             | 7,228<br>67.9%              | -72<br>+ 0.8pt | -1.0%  |
| Operating profit                               | 1,045<br>9.6%              | 491<br>4.6%                 | -554<br>-5.0pt | -53.0% |

# 01-6. Domestic Wedding Business: Quarterly Performance Trends

- In response to the shrinking of the domestic wedding market, maintain sales levels by increasing the ratio of hotel operations and consulting services.
- Secure profits by offsetting the decline in the number of wedding handled implemented at directly operated wedding venues with growth in the outsourced wedding (consulting business)
- Although the number of weddings is decreasing, sales levels are being maintained due to an increase in the average spending per wedding.





## 01-7. Haute Couture Design-Wedding

**In addition to weddings for prominent domestic figures, inquiries for inbound weddings continue to grow steadily**

- T&G Haute Couture Design Wedding has handled numerous weddings for celebrities in Japan and abroad.
- Regardless of the existing venue or format, a wide range of services are available, from ceremonies to large-scale parties.
- In recent years, the number of inquiries from affluent overseas clientele about weddings in Japan has increased rapidly, rising 42.9% year-on-year.



## 01-8. Hotel business KPIs



- Although the average spending per foreign visitor to Japan declined due to exchange rate fluctuations<sup>\* 1</sup>, TRUNK(HOTEL) maintained a high average room rate
- Occupancy rates and foreign resident ratios remain strong

### ■ Average Daily Rate

**97,952円** (YoY : +15,134円)

### ■ Occupancy Rate

**91.0%** (YoY : -3.8pt)

### ■ Foreign Guest Ratio

**93.6%** (YoY : +0.2pt)

\* During this quarter, TRUNK(HOTEL) YOYOGI PARK (Tomigaya, Shibuya-ku) was undergoing renovations and temporarily suspended accommodation services from April to June. Therefore, the figures are for TRUNK(HOTEL) CAT STREET (Jingumae, Shibuya-ku) only

\*<sup>1</sup> Japan Tourism Agency, "Inbound Consumption Trends Survey, April-June Summary"



## 02 TOPICS





## 02-1. Domestic Wedding Business: New Wedding Operations Contract Secured

- Business partnership with Sendai Royal Park Hotel starting in October 2025
- Revitalizing the brand by leveraging the Sendai Royal Park Hotel's reputation as a traditional hotel for weddings and T&G's leadership in guesthouse-style operations.
- The partnership aims to maximize the value of the hotel while leveraging T&G's expertise to further enhance the added value and customer satisfaction of the wedding business

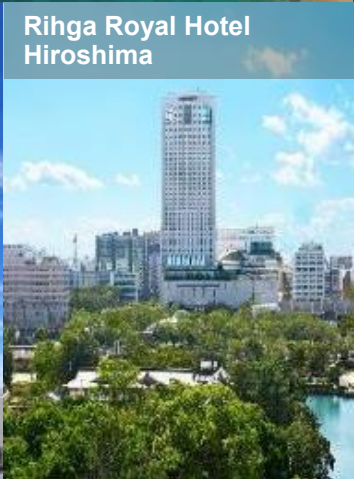
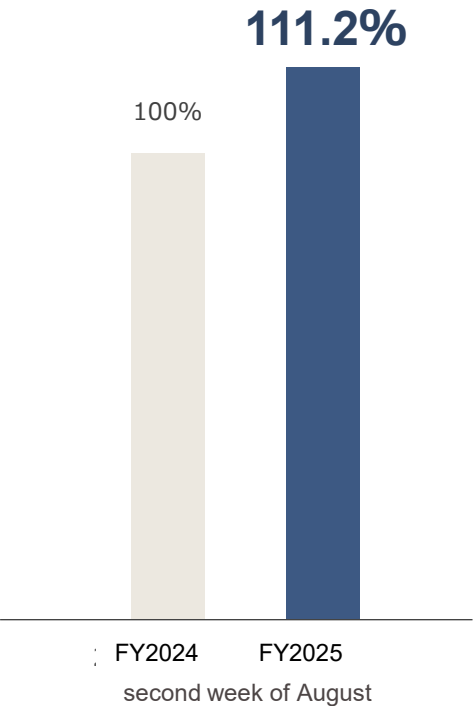


|          |   |
|----------|---|
| Location | Izumi-ku, Sendai, Miyagi  |
| Operator | Mitsubishi Estate Hotels & Resorts Co., Ltd.  |
| Facility | Banquet hall : 5<br>Ceremony venue : 3  |
| Feature  | A resort-style hotel celebrating its 30th anniversary<br>Highly rated for its style, cuisine, and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



# 02-2. Consulting Business: Backlog of Wedding Bookings

Wedding Booking Backlog  
at Partner Hotels (YoY)



### Toni Hinterstoisse 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.

## 02-4. Hotel opening plans

Promoting the development of new hotel locations with the aim of becoming a leading global hotel brand representing Japan

01.



**2027 Spring OPEN**

**TRUNK(HOTEL) SAPPORO** (Tentative name)

Number of guest rooms : 100~110 rooms  
2-4 Minami, Chuo-ku, Sapporo, Hokkaido

02.



**2028 Spring OPEN**

**TRUNK(HOTEL) DOGENZAKA** (Tentative name)

Number of guest rooms : 120~130 rooms  
2 Dogenzaka, Shibuya-ku, Tokyo

03.



**2028 Spring OPEN**

**TRUNK(HOTEL) KOBE** (Tentative name)

Number of guest rooms : 60~70 rooms  
5 Kumoidori, Chuo-ku, Kobe-shi, Hyogo



## 02-5. Developing the Talent that Will Shape the Future of the T&G Group

**Secure and retain talented personnel, aim for sustainable growth and enhanced competitiveness of the T&G Group, and promote the creation of a comfortable and desirable workplace environment**

- Expanded welfare programs and introduced a new quarterly MVP program to recognize outstanding employees since the last fiscal year
- Held this year's general meeting for all employees in Okinawa
- Held monthly e-learning sessions and discussion meetings to foster an LGBTQ+ friendly corporate culture



T&G Group General Meeting of Employees held in March 2025

## 02-5. Developing the Talent that Will Shape the Future of the T&G Group

TRUNK General Meeting of Employees held in March 2025



### TRUNK's employee engagement initiatives

All employees work together to promote global expansion, driven by an organization that acts independently and achieves self-realization

- To secure talented personnel, base salaries for employees will be increased by 8%. Including annual raises, wages will increase by 11-13% in FY2025
- Implementation of “Brand Caravan” to share and understand the company's vision and direction
- Creating an environment where employees can take initiative and challenge themselves through the “My Time” system
- Establish a system where employees' efforts are rewarded in a timely manner through four annual performance evaluations
- Enhanced recognition system, including monthly MVP selection. Annual MBP (Most Branding Person) award winners receive a two-week overseas training program in their desired location
- Referral hiring ratio: 42.1%





## 03 Appendix

## 03-1. Forecast for the Fiscal year ending December 31, 2025

- No change to FY2025 forecast
- Focus on expanding the Hotel Business as a growth driver. Preparations for overseas expansion
- Shifting fiscal year-end from March to December to streamline management and facilitate global expansion
- Maximizing advertising effectiveness in the Wedding Business

| (Million yen)    | Forecast for the FY ending Dec. 31, 2025<br>(Short fiscal period 9 months) |                             |             | Reference: 12-month comparison |                             |             |
|------------------|--|-----------------------------|-------------|--------------------------------|-----------------------------|-------------|
|                  | Apr. - Dec. 2025<br>Forecast   | Apr. - Dec. 2024<br>Results | YoY changed | Jan. - Dec. 2025<br>Forecast   | Jan. - Dec. 2024<br>Results | YoY changed |
| Net sales        | 35,450   | 35,422                      | +27         | 47,700                         | 47,169                      | +530        |
| Operating profit | 1,850  | 2,895                       | -1,045      | 3,150                          | 3,125                       | +24         |
| Ordinary profit  | 1,450  | 2,495                       | -1,045      | 2,600                          | 2,593                       | +6          |
| Net income       | 500  | *1<br>1,744                 | -1,244      | *2,3<br>2,300                  | *1.2<br>1,426               | +873        |

\*1 Extraordinary income recorded: April 2024 / Transfer of non-current assets (land and buildings in Oita Prefecture) Gain on transfer: 469 million yen

\*2 Extraordinary losses: Impairment losses on stores of ¥820 million for FYE Mar 2025 Impairment losses on stores of ¥530 million for FYE Mar 2024

\*3 Income taxes - deferred: Deferred tax assets - review of recoverability: -704 million yen for FYE Mar 2025



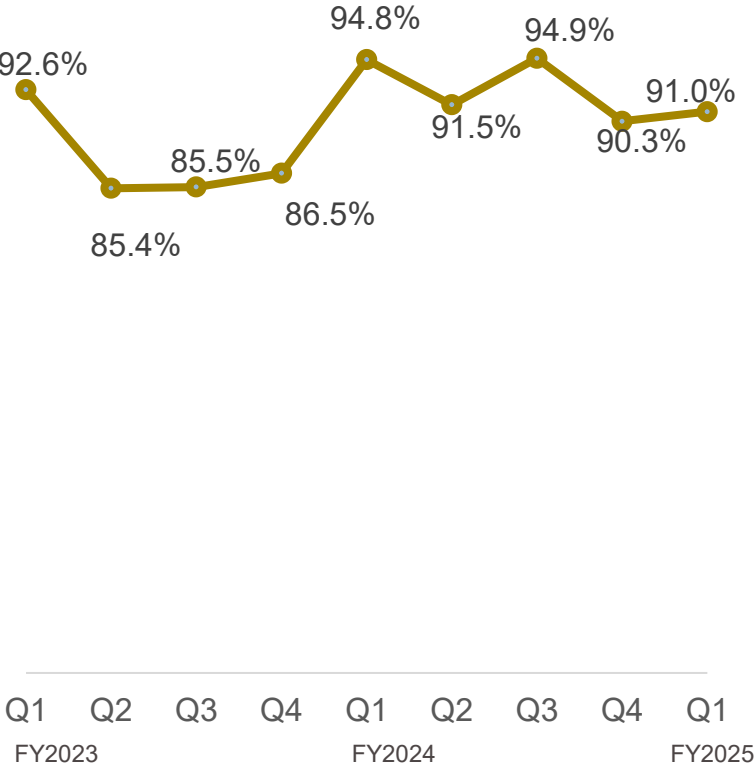
## 03-2. Consolidated Balance Sheet

| (Million yen)               | As of<br>Mar.31,2025 | As of<br>Jun.30,2025 | Change |
|-----------------------------|----------------------|----------------------|--------|
| Current assets              | 14,515               | 12,527               | -1,987 |
| Cash and deposits           | 9,074                | 7,169                | -1,905 |
| Fixed assets                | 38,725               | 39,252               | +526   |
| Tangible fixed assets       | 28,429               | 28,822               | +392   |
| Intangible fixed assets     | 351                  | 346                  | -5     |
| Investment and other assets | 9,944                | 10,083               | +139   |
| Total Assets                | 53,241               | 51,780               | -1,461 |

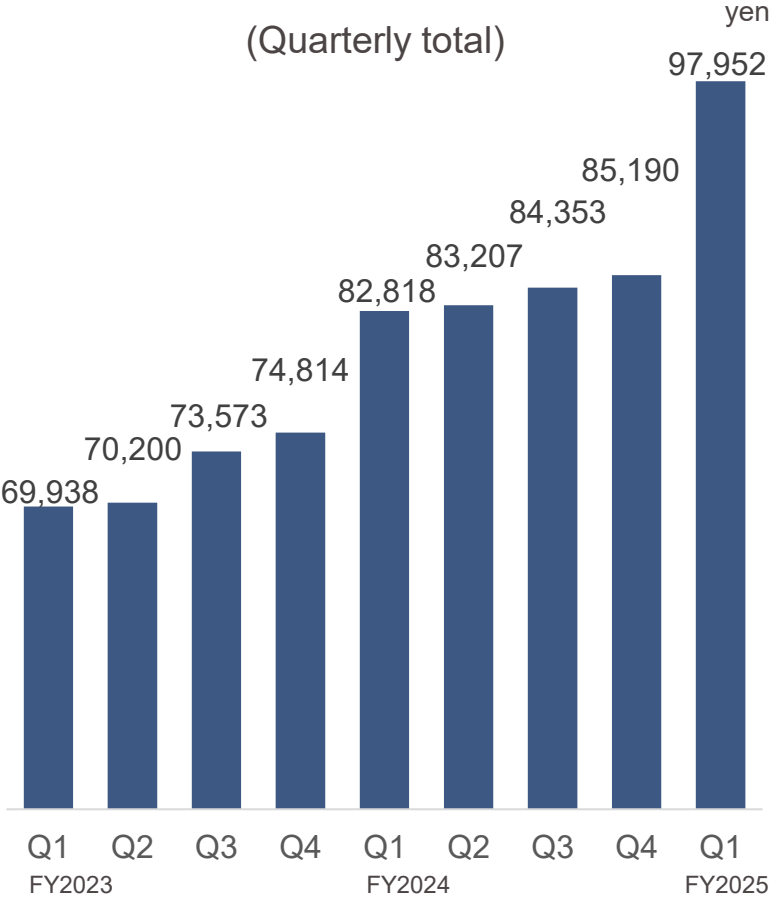
| (Million yen)                           | As of<br>Mar.31,2025 | As of<br>Jun.30,2025 | Change |
|---|----------------------|----------------------|--------|
| Total Liabilities                       | 35,029               | 34,055               | -974   |
| Total current liabilities               | 14,049               | 14,025               | -23    |
| Short-term borrowings                   | 880                  | 2,580                | +1,700 |
| Current portion of long-term borrowings | 5,409                | 5,043                | -366   |
| Total long-term liabilities             | 20,980               | 20,029               | -950   |
| Long-term borrowings                    | 14,310               | 13,128               | -1,182 |
| Total shareholders' equity              | 18,138               | 17,657               | -481   |
| Capital surplus                         | 11,074               | 11,074               | +0     |
| Retained earnings                       | 7,013                | 6,532                | -481   |
| Total Net Assets                        | 18,211               | 17,724               | -486   |
| Total Liabilities and Net Assets        | 53,241               | 51,780               | -1,461 |
| Interest-bearing liabilities            | 20,600               | 20,751               | +151   |
| Equity-to-asset ratio                   | 34.1%                | 34.1%                | ±0pt   |

03-3. TRUNK(HOTEL) KPIs

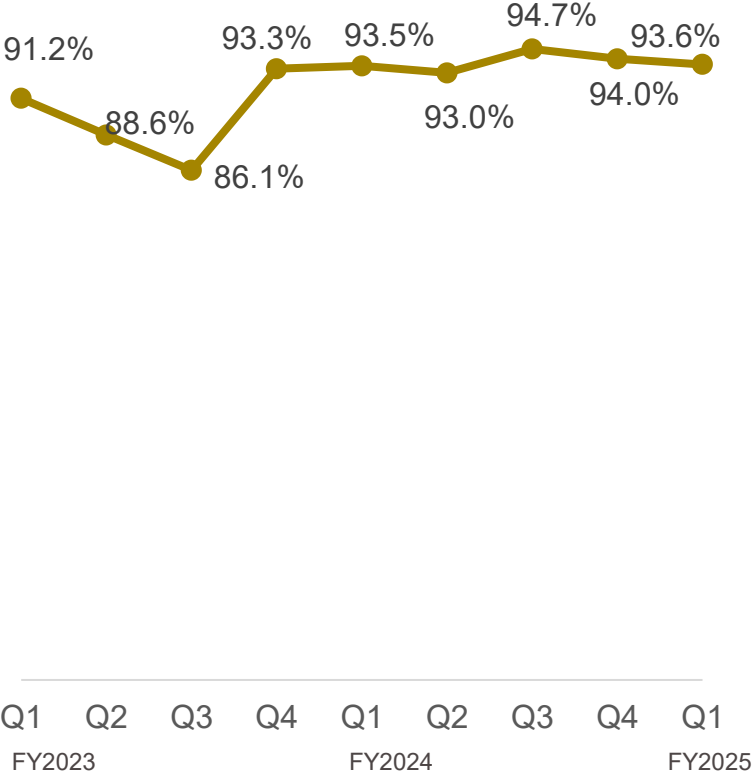
Occupancy Rate



Average Daily Rate  
(Quarterly total)



Foreign Guest Ratio



\* The figures represent the total for CAT STREET (Jingumae, Shibuya-ku) and YOYOGI PARK (Tomigaya, Shibuya-ku)



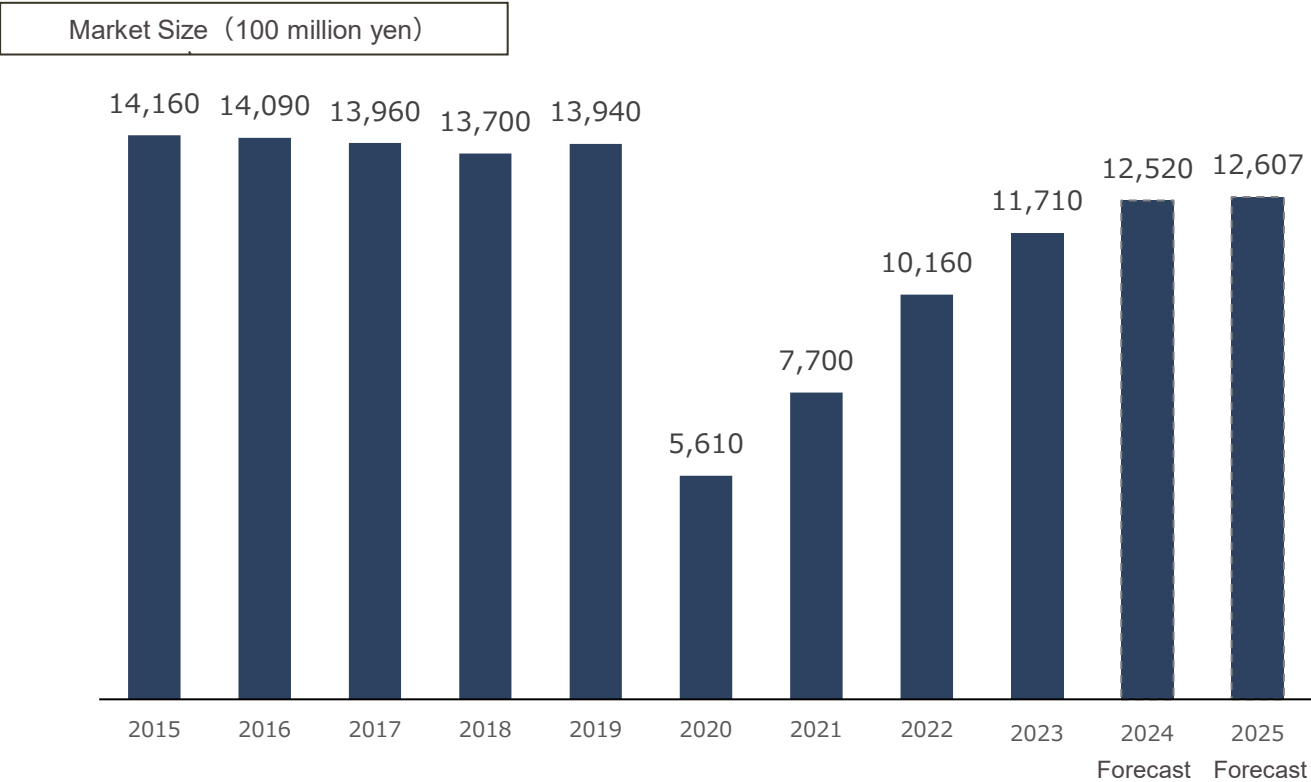
# Company Overview

|                      |  |        |
|----------------------|--|--------|
| Company Name         | Take and Give Needs Co., Ltd.  |        |
| Established          | October 19, 1998   |        |
| Representative       | Chairman & Representative Director Yoshitaka Nojiri<br>President & Representative Director Kenji Iwase |        |
| Capital              | 100 million yen  |        |
| Stock Listing        | TSE PRIM   |        |
| Number of Employees  | Consolidated : 1,725 (As of Mar.31,2025)<br>Non-consolidated : 1,378 (As of Mar.31,2025)               |        |
| Business Description | Domestic Wedding Business<br>TRUNK (HOTEL) Business<br>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.   | 10.59% |
|                      | TSUNAGU INVESTMENTS PTE. LTD.  | 7.47%  |
|                      | Tokyo Wells Co., Ltd.  | 7.09%  |
|                      | Custody Bank of Japan, Ltd. (trust account)  | 4.23%  |



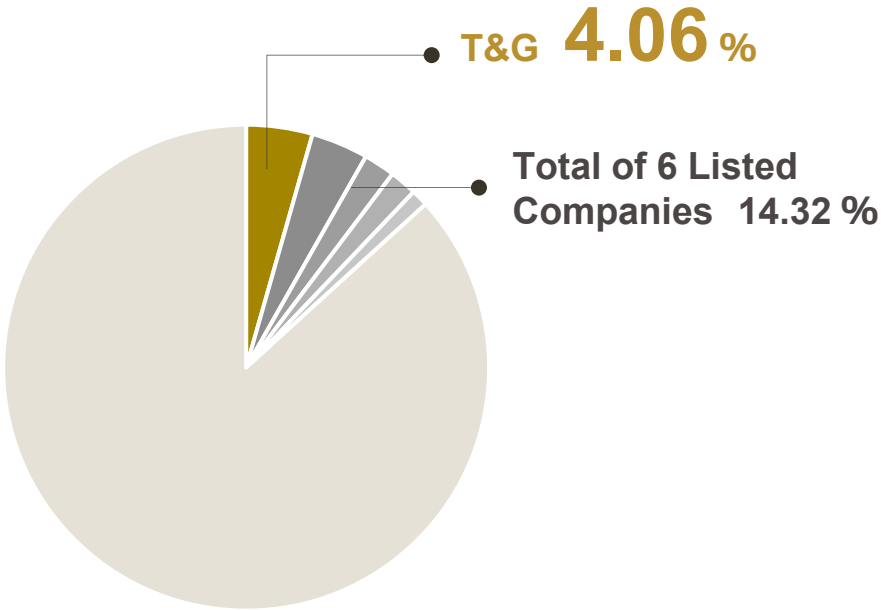
Despite the decline in the number of marriages,  
the market size exceeds 1 trillion yen

Trends in Market Size of Wedding Ceremonies, Reception,  
and Celebration Parties \*1



\*1 Yano Research Institute, "Bridal Industry Yearbook" (2025)

Market Share of 6 Listed Companies (2024 Results) \*2



\*2 Yano Research Institute, "Bridal Industry Yearbook" (2025)  
Financial Statements of Each Company (2023-2024)



# 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





|                     |  |
|---------------------|--|
| Name                | TRUNK Co., Ltd   |
| Established         | December 19, 2016  |
| Representative      | Yoshitaka Nojiri<br>President and Representative Director  |
| Capital             | 14 million yen   |
| No. of Employees    | 261 (As of January 2025)   |
| Outline of Business | Hotel development, management, and operation   |
| Strategy            | FY2025<br>Brand portfolio expansion and acquisition of new hotel contracts<br>Establishing overseas subsidiaries and preparing international offices<br>Advancing preparations for new hotels scheduled to open from 2027 onward |

Japan's First True  
Global Hotel Brand

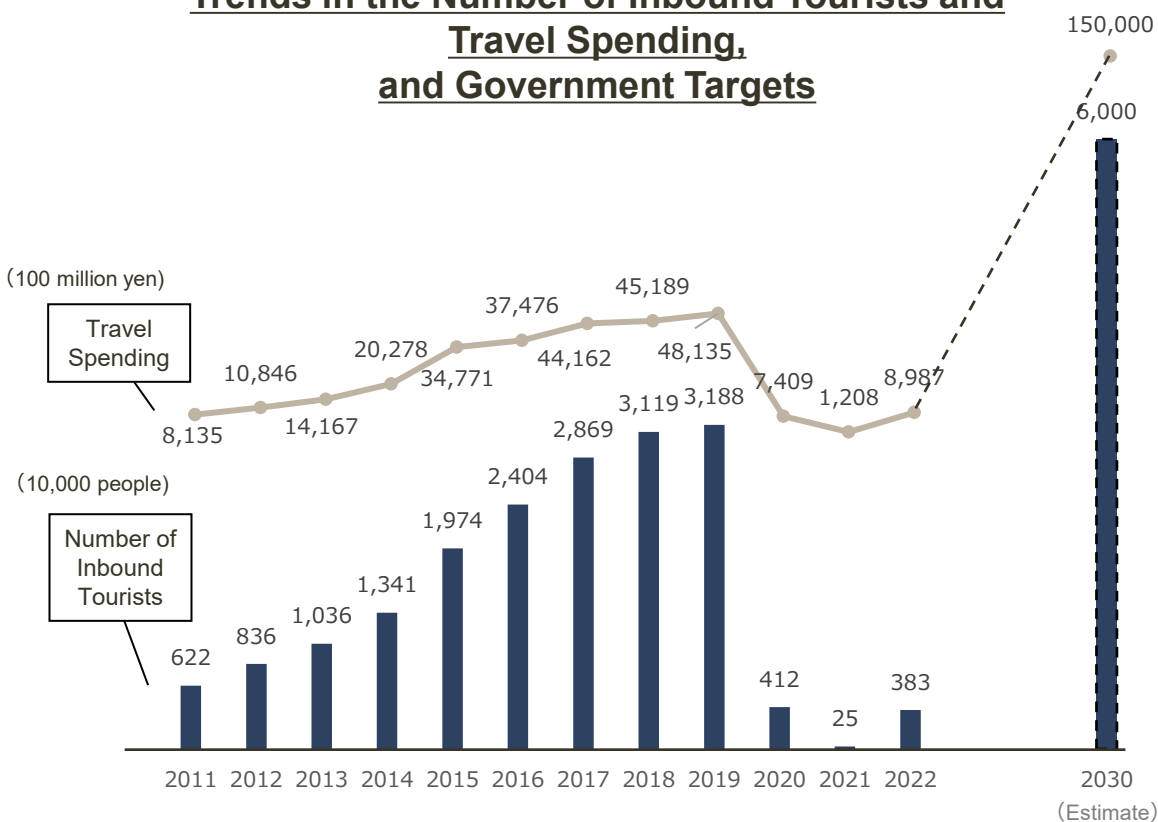


TRUNK Co., Ltd

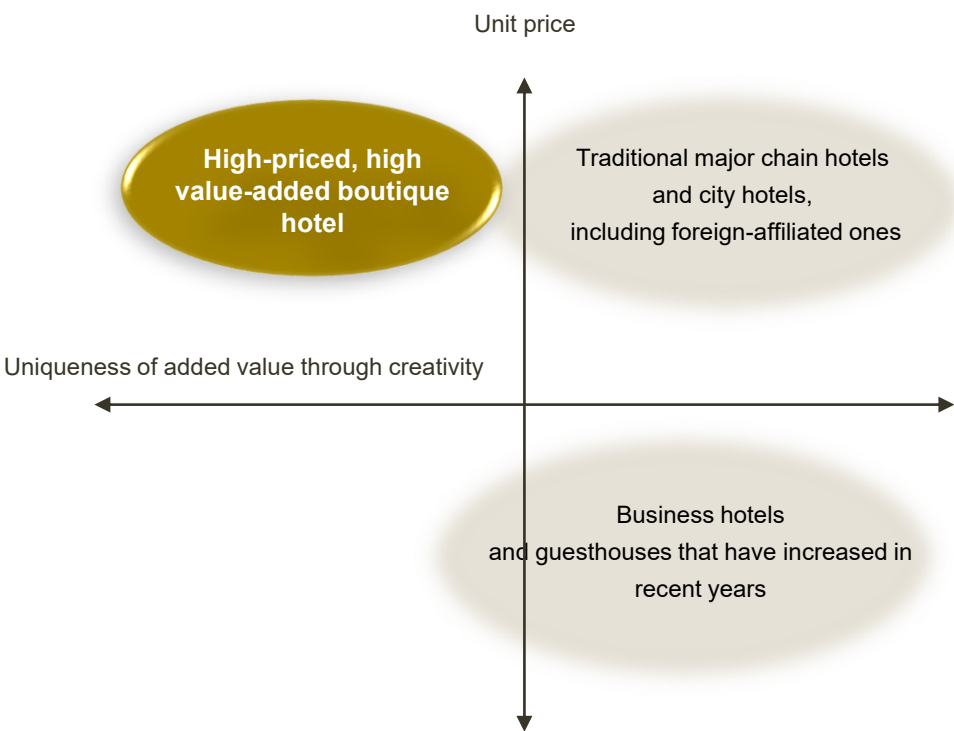


## Opened Japan's First Boutique Hotel With the aim of Creating a New Market

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



**Target segment**



Prepared by our company based on data from the Japan National Tourism Organization (JNTO) 'Inbound Visitor Statistics', the Japan Tourism Agency's 'Consumption Trends of Inbound Tourists Survey', and government announcements

\*The calendar year 2020 figures are estimates due to partial suspension of surveys caused by COVID-19

# 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 |
|---|--------|--------|--------|--------|--------|--------|--------|---------|--------|--------|--------|--------|
| 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 |
| Operating profit (million yen)  | 255    | 494    | 1,595  | 3,454  | 4,981  | 6,625  | -901   | 675     | 2,519  | 2,282  | 2,212  | 2,832  |
| 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%   |
| 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  |
| 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%   |
| Net income (million yen)  | 119    | 215    | 674    | 2,049  | 2,905  | 4,172  | -2,055 | -1,048  | 371    | 214    | 453    | 1,086  |
| Net margin (%)  | 4.0%   | 4.1%   | 5.9%   | 9.4%   | 8.6%   | 9.1%   | -      | -       | 0.8%   | 0.5%   | 0.9%   | 2.1%   |
| 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 |
| 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 |
| Consulting (Outsourced weddings)  | 900    | 876    | 944    | 1,023  | 1,010  | 1,037  | 977    | 1,197   | 965    | 638    | 805    | 1,026  |
| 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  |
| 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     |
| 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     |
| Number of Consulting Partnerships at the end of fiscal year                   | 10     | 10     | 11     | 12     | 13     | 13     | 17     | 16      | 15     | 11     | 13     | 14     |
| 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 |
| 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%  |
|   | 2014/3 | 2015/3 | 2016/3 | 2017/3 | 2018/3 | 2019/3 | 2020/3 | 2021/3  | 2022/3 | 2023/3 | 2024/3 | 2025/3 |
| Net sales (million yen)   | 60,714 | 59,221 | 59,524 | 60,186 | 64,590 | 66,871 | 63,678 | 20,044  | 39,482 | 45,532 | 47,020 | 47,668 |
| Operating profit (million yen)  | 3,706  | 2,973  | 1,545  | 2,439  | 2,785  | 4,281  | 3,579  | -11,191 | 2,089  | 3,681  | 4,208  | 4,104  |
| Operating profit margin (%)   | 6.1%   | 5.0%   | 2.6%   | 4.1%   | 4.3%   | 6.4%   | 5.6%   | -       | 5.3%   | 8.1%   | 8.9%   | 8.6%   |
| Ordinary profit (million yen)   | 3,342  | 2,784  | 1,377  | 2,100  | 2,489  | 3,900  | 3,381  | -11,687 | 1,548  | 3,181  | 3,754  | 3,586  |
| Ordinary profit margin (%)  | 5.5%   | 4.7%   | 2.3%   | 3.5%   | 3.9%   | 5.8%   | 5.3%   | -       | 3.9%   | 7.0%   | 8.0%   | 7.5%   |
| Net income (million yen)  | 1,370  | 1,008  | 230    | 360    | 888    | 2,283  | 1,003  | -16,214 | 1,877  | 4,108  | 1,831  | 3,547  |
| Net margin (%)  | 2.3%   | 1.7%   | 0.4%   | 0.6%   | 1.4%   | 3.4%   | 1.6%   | -       | 4.8%   | 9.0%   | 3.9%   | 7.4%   |
| Number of domestic weddings handled (couple)                                  | 13,408 | 13,385 | 13,191 | 12,921 | 12,551 | 13,244 | 12,963 | 5,059   | 11,371 | 12,339 | 12,371 | 12,124 |
| Directly operated facilities  | 11,803 | 11,484 | 11,491 | 11,695 | 11,988 | 12,537 | 11,596 | 4,556   | 10,233 | 10,857 | 10,350 | 9,853  |
| Consulting (Outsourced weddings)  | 1,605  | 1,901  | 1,700  | 1,226  | 563    | 707    | 1,367  | 503     | 1,138  | 1,482  | 2,021  | 2,271  |
| Average unit cost for directly operated venues (thousand yen)                 | 4,093  | 4,017  | 3,971  | 3,923  | 3,980  | 3,868  | 3,947  | 3,455   | 3,575  | 3,764  | 3,924  | 4,017  |
| Number of halls owned by directly operated venues at the end of fiscal year * | 101    | 103    | 105    | 103    | 105    | 102    | 94     | 93      | 93     | 92     | 92     | 88     |
| Number of halls owned by produced venues at the end of fiscal year *          | 69     | 70     | 70     | 69     | 69     | 67     | 64     | 63      | 63     | 62     | 62     | 60     |
| Number of Consulting Partnerships at the end of fiscal year                   | 17     | 17     | 17     | 14     | 7      | 6      | 6      | 6       | 6      | 9      | 10     | 10     |
| Total assets (million yen)  | 48,282 | 48,091 | 49,286 | 52,176 | 56,025 | 57,130 | 58,197 | 48,578  | 54,032 | 55,235 | 54,380 | 53,176 |
| Equity-to-asset ratio (%)   | 39.6%  | 42.2%  | 41.0%  | 38.9%  | 37.3%  | 40.2%  | 40.6%  | 14.9%   | 21.9%  | 28.5%  | 31.2%  | 34.1%  |

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



## Directly Operated Wedding Venues 58 facilities and 86 venues across Japan

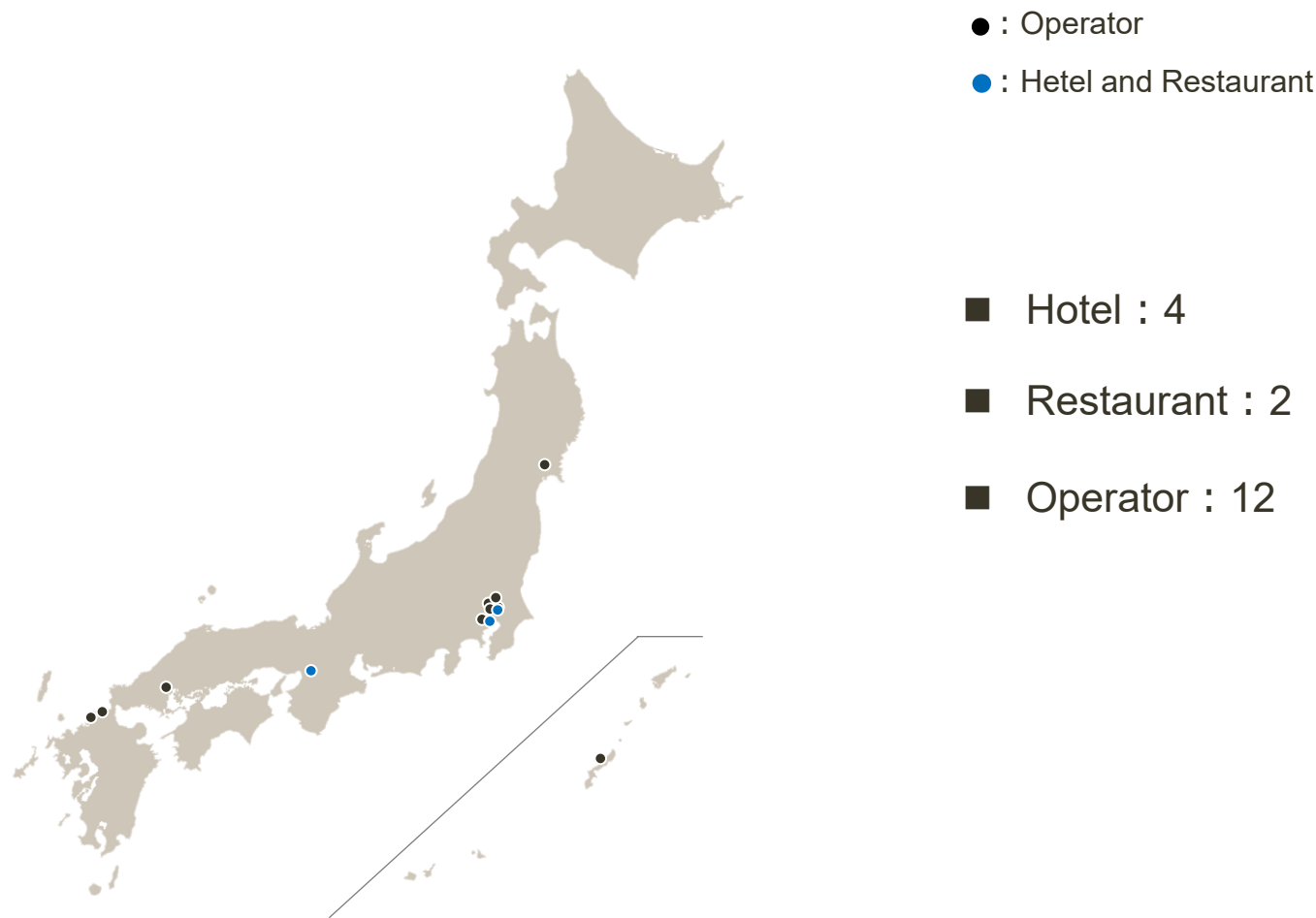
(As of June 30, 2025)



- Hokkaido and Tohoku Region : 3
- Kanto Region : 12
- Tokyo Region : 10
- Tokai Region : 7
- Shinetsu and Hokuriku Region : 4
- Kinki Region : 12
- Chugoku and Shikoku Region : 6
- Kyushu Region : 4

# Directly Operated Hotels and Restaurants, Operators 18 facilities across Japan

(As of June 30, 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.

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