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TAKE AND GIVE. NEEDS Co., Ltd.
Consolidated Financial Results for the Fiscal Year Ended December 31, 2025
[Japanese GAAP]

Tokyo, February. 13, 2026

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 Scheduled date of general meeting of shareholders held: March 30, 2026
 Commencement date of dividend distribution scheduled: March 16, 2026
 Submission date of securities report scheduled: March 25, 2026
 Supplementary materials for financial results: Yes
 Financial results briefing held: No
 URL : <https://www.tgn.co.jp/en/ir/>

1. Consolidated Financial Results for the Fiscal Year Ended December 2025 (April 1, 2025 to December 31, 2025)

(Millions of yen: amounts are rounded down to nearest million yen)

(1) Consolidated Operating Results

(Percentage figures represent year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Net income attributable to owners of the parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Dec.31 2025	35,709	-	1,626	-	1,218	-	38	-
Mar.31 2025	47,668	1.4	4,104	-2.5	3,586	-4.5	3,547	93.7

Note: Comprehensive income

FY ended Dec.31,2025 : 84 million yen (-)

FY ended Mar.31,2025 : 3,620 million yen (101.7%)

	Basic earnings per share	Diluted earnings per share	Return on equity	Return on assets	Operating profit margin
Fiscal year ended	Yen	Yen	%	%	%
Dec.31 2025	2.64	-	0.2	2.3	4.5
Mar.31 2025	243.15	-	20.2	6.7	8.6

Reference: Equity Method Investment Gains and Losses

FY ended Dec.31,2025 : -million yen

FY ended Mar.31,2025 : -million yen

Note: Following the approval of the "Partial Amendment to the Articles of Incorporation" at the 27th Annual General Meeting of Shareholders held on June 25, 2025, the Company has changed its fiscal year-end from March 31 to December 31, effective from Fiscal Year 2025. For the current consolidated fiscal year, which represents the transition period for the fiscal year-end change, the consolidated period for the Company and its consolidated subsidiaries is an irregular nine-month period from April 1, 2025, to December 31, 2025. Therefore, comparative analysis with the same period of the previous year has not been performed.

(2) Consolidated Financial Position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
Dec.31, 2025	52,123	17,866	34.0	1,215.32
Mar.31, 2025	53,241	18,211	34.1	1,242.90

Reference: Equity capital

As of December 31, 2025: 17,746 million yen

As of March 31, 2025: 18,138 million yen

(3) Consolidated Cash Flow Statement

	Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities	Cash and cash equivalents at end of period
Fiscal year ended Dec.31 2025	Millions of yen 662	Millions of yen -2,615	Millions of yen -653	Millions of yen 6,202
Mar.31 2025	5,272	-596	-5,001	8,809

2. Cash Dividends

	Annual dividends per share					Total dividend amount	Dividend payout ratio (Consolidated)	Net asset dividend payout ratio (Consolidated)
	1 st Quarter	2 nd Quarter	3 rd Quarter	Year-End	Annual			
Year ended Mar.31, 2025	Yen -	Yen 10.00	Yen -	Yen 30.00	Yen 40.00	Millions of yen 583	% 16.4	% 3.2
Year ended Dec.31, 2025	-	-	-	31.00	31.00	452	1174.0	2.5
Year ending Dec.31, 2026 (Forecast)	-	20.00	-	20.00	40.00		-	

Note: The fiscal year ended December 31, 2025, was a transitional nine-month period from April 1, 2025 to December 31, 2025 due to a change in the fiscal year-end, the record dates for dividends have also been adjusted.

3. Consolidated Financial Results Forecast for the Fiscal Year Ending December 31, 2026 (January 1, 2026 to December 31, 2026)

(Percentage figures represent year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Net income attributable to owners of the parent		EPS
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending Jun. 30, 2026	23,350	-	170	-	-90	-	502	-	34.34
FY ending Dec. 31, 2026	47,840	-	1,240	-	720	-	570	-	38.99

Note: Following the approval of the "Partial Amendment to the Articles of Incorporation" at the 27th Annual General Meeting of Shareholders held on June 25, 2025, the Company has changed its fiscal year-end from March 31 to December 31, effective from Fiscal Year 2025. For the current consolidated fiscal year, which represents the transition period for the fiscal year-end change, the consolidated period for the Company and its consolidated subsidiaries is an irregular nine-month period from April 1 to December 31, 2025. Therefore, comparative analysis with the same period of the previous fiscal year has not been performed.

4. Note

(1) Significant changes in the scope of consolidation during the period: No

(2) Changes in accounting policies, changes in accounting estimates, and restatement

- [1] Changes in accounting policies due to revisions to accounting standards and other regulations: No
- [2] Changes in accounting policies due to other reasons: No
- [3] Changes in accounting estimates: No
- [4] Restatement: No

(3) Number of shares issued (common stock)

[1] Total number of shares issued (including treasury stock)	As of Dec.31, 2025	14,619,330 Shares	As of Mar. 31, 2025	14,619,330 Shares
	As of Dec.31, 2025	17,187 Shares	As of Mar. 31, 2025	25,217 Shares
	As of Dec.31, 2025	14,598,625 Shares	As of Mar. 31, 2025	14,591,626 Shares
[2] Number of shares of treasury stock				
[3] Number of average shares outstanding during Apr. 1, 2025 – Dec. 31, 2025				

Reference: Summary of Individual Performance

1. Individual Financial Results for the Fiscal Year Ended December 2025 (April 1, 2025 to December 31, 2025)

(1) Non-consolidated Operating Results

(Percentage figures represent year-on-year changes)

	Net sales		Operating profit		Ordinary profit		Net income attributable to owners of the parent	
Fiscal year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Dec.31 2025	29,652	-	711	-	464	-	-380	-
Mar.31 2025	39,801	-0.7	2,629	-9.9	2,926	4.1	3,181	245.9

	Basic earnings per share	Diluted earnings per share
	Yen	Yen
Dec.31 2025	-38.15	-
Mar.31 2025	218.07	-

Note: Following the approval of the "Partial Amendment to the Articles of Incorporation" at the 27th Annual General Meeting of Shareholders held on June 25, 2025, the Company has changed its fiscal year-end from March 31 to December 31, effective from Fiscal Year 2025. For the current consolidated fiscal year, which represents the transition period for the fiscal year-end change, the consolidated period for the Company and its consolidated subsidiaries is an irregular nine-month period from April 1 to December 31, 2025. Therefore, comparative analysis with the same period of the previous fiscal year has not been performed.

(2) Non-consolidated Financial Position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of Dec.31, 2025	Millions of yen 46,408	Millions of yen 14,859	% 32.0	Yen 1,017.65
Mar.31, 2025	47,633	15,671	32.9	1,073.83

Reference: Equity capital

As of December 31, 2025: 14,859 million yen

As of March 31, 2025: 15,671 million yen

* Review of the accompanying quarterly consolidated financial statements by a certified public accountant or auditing firm: No

*Note to forecasts on the consolidated results of operations and other items.

(1) Cautionary Statement Regarding Forward-Looking Statements:

Descriptions regarding the future are estimated based on the information that the Company is able to obtain at the present point in time and assumptions which are deemed to be reasonable. However, actual results may be different due to various factors.

(2) Availability of Supplementary Financial Information

Supplementary materials for the financial results are available on TDnet.

Index of the Attachment

1.	Overview of Operating Results for the Current Consolidated Accounting Period	2
(1)	Analysis of Operating Results	2
(2)	Analysis of Financial Position	4
(3)	Overview of Cash Flows for the Current Period	4
(4)	Forecast	4
(5)	Basic Policy on Profit Distribution and Dividends for the Current and Next Fiscal Year	5
2.	Basic Approach to the Selection of Accounting Standards	5
3.	Consolidated Financial Statements and Supplementary Notes	6
(1)	Consolidated Balance Sheet	6
(2)	Consolidated Statement of Income and Comprehensive Income	8
	Consolidated Statement of Income	8
	Consolidated Statement of Comprehensive Income	9
(3)	Consolidated statements of changes in net assets	10
(4)	Consolidated Statements of Cash Flows Statement	12
(5)	Notes to Consolidated Financial Statements	13
	(Notes on Going Concern Assumptions)	13
	(Notes on Significant Changes in Shareholders' Equity)	13
	(Notes to Segment Information, etc.)	13
	(Per Share Information)	16
	(Significant Subsequent Events)	17

1. Overview of Operating Results for the Current Consolidated Accounting Period

(1) Analysis of Operating Results

Following the approval of the “Partial Amendment to the Articles of Incorporation” at the 27th Annual General Meeting of Shareholders held on June 25, 2025, the Company has changed its fiscal year-end from March 31 to December 31, effective from Fiscal Year 2025. For the current consolidated fiscal year, which represents the transition period for the fiscal year-end change, the consolidated period for the Company and its consolidated subsidiaries is an irregular nine-month period from April 1, 2025, to December 31, 2025. Therefore, comparative analysis with the same period of the previous year has not been performed.

The wedding market during the current consolidated fiscal year (April 1, 2025 to December 31, 2025) shows a gradual recovery trend. According to preliminary demographic statistics for October 2025 released by the Ministry of Health, Labour and Welfare, the number of marriages in 2025 increased by approximately 10,000 couples compared to the previous year, continuing at a pace exceeding that of 2024. However, the market has yet to reach post-COVID levels seen in 2019 (approximately 600,000 couples). Factors such as the rising age of first marriage and the diversification of wedding styles continue to impact the market environment, requiring a cautious approach.

Furthermore, in the hotel market, the number of foreign visitors to Japan continues to significantly exceed pre-pandemic levels. The Japan National Tourism Organization (JNTO) reports that the number of foreign visitors to Japan in 2025 increased by 15.8% compared to the same period the previous year, continuing to show robust growth.

In this business environment, within our Group's core domestic wedding business, although the average wedding price continued to rise, revenue remained at 35,709 million yen, primarily due to the impact of the strategic reorganization of four directly managed stores implemented last fiscal year. Regarding profits, expenses increased to a level exceeding the same period last year as a result of actively investing in personnel and advertising to expand orders with an eye toward the next fiscal year and beyond. Operating profit was 1,626 million yen. Ordinary profit was 1,218 million yen, reflecting interest expenses on borrowings and other items of 410 million yen. Regarding extraordinary gains and losses, based on the “Accounting Standard for Impairment of Fixed Assets,” the Group conservatively assessed the profitability of fixed assets, including wedding facilities it operates. Consequently, an impairment loss of 1,163 million yen was recorded as an extraordinary loss for the current consolidated fiscal year. Consequently, net income attributable to owners of the parent was 38 million yen.

The results for the current consolidated accounting period are as follows.

	Fiscal year ended December 31, 2025 (April–December 2025)	(Ref.) Nine months ended Dec. 31, 2024
Net sales	35,709	35,422
Operating profit	1,626	2,895
Ordinary profit	1,218	2,455
Net income attributable to owners of parent	38	1,744

Domestic Wedding Business

(Wedding)

The number of weddings performed at company-operated venues (including TRUNK) reached 6,994 couples. This was due to the consolidation of four company-operated stores and six banquet halls last fiscal year to optimize management resources in response to market changes, as well as lower-than-expected wedding volumes during the third quarter (October–December 2025). The average wedding price reached 4,159 thousand yen. This increase was driven by successful sales promotion strategies for high-value-added product groups, including premium-priced cuisine and beverages, as well as other items such as bouquets arrangements, floral decorations, and table coordination. Furthermore, the outsourcing (consulting) of wedding operations at facilities managed by other companies, such as city hotels, continued to perform well, with the number of cases handled reaching 1,988 cases, exceeding the usual level. As a result, domestic wedding business sales reached 34,522 million

yen. Operating profit was 3,007 million yen, primarily due to increased investments in personnel and advertising, among other areas, aimed at expanding future orders.

In response to the recent decline in advertising return on investment, we have been optimizing our advertising methods and adjusting ad volume since the first quarter of the previous fiscal year. However, we did not achieve the anticipated results, leading to a decrease in inquiries and orders last fiscal year. This impact has become apparent starting from the first quarter of the current fiscal year. To respond promptly to the decline in orders, the Company once again intensified our advertising efforts since the second quarter of the previous fiscal year. As a result, we have steadily increased the number of inquiries leading to new orders.

Furthermore, the Company is actively expanding its high-value-added consulting business by maximizing the expertise cultivated in its wedding business. Following the signing of a wedding consulting contract with Mitsubishi Estate Hotels & Resorts Co., Ltd. in June 2025, the Company partnered with RRH Kyoto Operations LLC, which operates the Rihga Royal Hotel Kyoto, in October 2025. The Company commenced operations for the hotel's wedding division in January 2026. Also in October, the Company formed a business alliance with Hong Kong's major travel agency "EGL Tours" in the inbound wedding sector. Concurrently, we opened "UNWEDDING Nakanoshima," a specialized casual wedding facility in Osaka's Nakanoshima area, marking our new entry into the casual wedding business. In December, we acquired two stores in Nagoya from L.FLAT Inc.

Through these initiatives, our group is vigorously pursuing the expansion of our existing business share while also developing new markets beyond our traditional boundaries and broadening our business scope.

(Hotels)

At TRUNK(HOTEL) CAT STREET, operated by our group, we temporarily reduced operational capacity during certain periods in August as part of a strategic promotion. Additionally, at TRUNK(HOTEL) YOYOGI PARK, we conducted back-of-house renovations during the first quarter to upgrade facilities and improve the working environment for staff. These factors led to a temporary decrease in operational opportunities. Meanwhile, we continued to capture lodging demand against the backdrop of robust inbound demand, maintaining high levels for both average daily rate (ADR) and occupancy rate.

Other Business

In the financial and credit business, outstanding loans reached a record high, and performance remained strong due to factors such as longer transaction periods. In the travel business, while the number of group tours handled showed a slowing trend, higher average sales per customer resulted in sales revenue exceeding previous years' levels. Consequently, sales revenue reached 1,186 million yen, and operating profit reached 356 million yen.

	(Millions of yen)	
	Fiscal year ended December 31, 2025 (April–December 2025)	(Ref.) Nine months ended Dec. 31, 2024
Net Sales	35,709	35,422
Domestic Wedding Business	34,522	34,313
TRUNK (HOTEL)	4,723	4,924
Other Business	1,186	1,109
Gross Profit	24,169	23,688
Selling, general and administrative expenses	22,543	20,792
Operating Profit	1,626	2,895
Domestic Wedding Business	3,007	4,162
Other Business	356	296
Company-wide costs, etc.	-1,737	-1,564

(2) Analysis of Financial Position

Total assets at the end of the current consolidated fiscal period amounted to 52,123 million yen, a decrease of 1,117 million yen compared to the end of the previous consolidated fiscal year. This decrease was primarily due to a reduction of 2,487 million yen in cash and assets.

Total liabilities at the end of the current consolidated fiscal year amounted to 34,256 million yen, a decrease of 773 million yen compared to the end of the previous consolidated fiscal year. This decrease resulted from a 1,161 million yen increase in current liabilities offset by a 1,931 million yen decrease in non-current liabilities. The primary factor driving this change was a shift in the composition of borrowings: short-term borrowings increased by 2,250 million yen, while long-term borrowings decreased by 2,043 million yen.

Net assets at the end of the current consolidated fiscal period decreased by 344 million yen compared to the end of the previous consolidated fiscal year, amounting to 17,866 million yen. This decrease was primarily due to a reduction of 399 million yen in retained earnings resulting from dividend payments and other factors.

(3) Overview of Cash Flows for the Current Period

Cash and cash equivalents (hereinafter referred to as "funds") for the current consolidated fiscal year decreased by 2,490 million yen compared to the end of the previous consolidated fiscal year, amounting to 6,318 million yen. This decrease resulted from factors including net income before taxes and other adjustments of 162 million yen, expenditures related to business acquisitions, and repayments of borrowings.

The status of each cash flow category and the factors affecting them during the current consolidated fiscal year are as follows. Note that the current fiscal year is an irregular fiscal period spanning nine months from April 1 to December 31, 2025, due to a change in the fiscal year-end. Therefore, no comparative figures for the same period of the previous fiscal year are provided.

(Cash Flows from Operating Activities)

Net cash provided by operating activities amounted to 662 million yen. This was primarily due to the recording of depreciation and amortization of 1,446 million yen and impairment loss of 1,163 million yen.

(Cash Flows from Investing Activities)

Cash used in investing activities amounted to 2,615 million yen. This was primarily due to the recognition of expenditures of 1,544 million yen for the acquisition of tangible fixed assets and 880 million yen for the acquisition of a business.

(Cash Flows from Financing Activities)

Cash used in financing activities amounted to 653 million yen. This was primarily due to the recognition of dividend payments of 437 million yen.

(4) Forecast

The business environment surrounding our company group in fiscal year 2026 shows a gradual recovery trend in the number of marriages, indicating a certain bottoming out of the long-term decline. While demand for traditional weddings remains to some extent, changing values regarding weddings and the diversification of wedding styles are expanding customer choices. The Company Group anticipate our order environment will continue to be competitive.

Despite this environment, the Company Group anticipate that our wedding handling volume for fiscal year 2026, excluding the impact of facility consolidation, will exceed the fiscal year 2025, 9-month period, level. This is driven by continued proactive investment in advertising, store renovations aligned with customer needs, and the provision of our uniquely attentive services. Furthermore, the Company expects our average wedding price to maintain its upward trend and continue performing solidly, supported by ongoing efforts to strengthen proposals for high-value-added services.

However, operating profit is projected to fall below the usual level. This is due to increased personnel expenses associated with strengthening investment in human capital, implementation of renovation investments aimed at enhancing competitiveness at wedding facilities, and the incurrence of upfront costs for future growth, such as establishing opening preparation offices for hotels scheduled to open in fiscal years 2027 and 2028.

Based on the above, consolidated results for the fiscal year ending December 2026 are projected as follows: Net sales of 47,840 million yen, operating profit of 1,240 million yen, ordinary profit of 720 million yen, and net profit attributable to owners of parent of 570 million yen.

(Millions of yen)

	Fiscal year ending December 31, 2026	(Ref.) Fiscal year ended December 31, 2025 (April–December 2025)
Net sales	47,840	35,709
Number of weddings handled at Company-operated venues (incl. TRUNK)	9,230 cases	6,994 cases
Operating profit	1,240	1,626
Ordinary profit	720	1,218
Net income attributable to owners of parent	570	38

(5) Basic Policy on Profit Distribution and Dividends for the Current and Next Fiscal Year

The Company Group's basic policy is to make appropriate and stable returns to shareholders while investing to achieve continuous corporate growth. Furthermore, to further clarify our policy of maintaining continuous dividends while preserving the Group's strong financial foundation, we have adopted a dividend on equity (DOE) ratio of 3.0% or higher as a target indicator. Due to the change in the fiscal year-end, the current fiscal year is an irregular nine-month period from April 2025 to December 2025. Consequently, for the current fiscal year, no interim dividend was paid, and the year-end dividend will be 31 yen per share.

For the next fiscal year (ending December 2026), the planned dividend per share is 20 yen for the interim dividend and 20 yen for the year-end dividend, totaling 40 yen.

2. Basic Approach to the Selection of Accounting Standards

The Group applies Japanese accounting standards to ensure comparability with domestic peers.

3. Consolidated Financial Statements and Supplementary Notes

(1) Consolidated Balance Sheet

(Millions of yen)

	As of Mar. 31, 2025	As of Dec. 31, 2025
Assets		
Current assets		
Cash and deposits	9,074	6,586
Accounts receivable	562	736
Operating loans	3,410	3,645
Merchandise	182	199
Inventory	65	56
Prepaid expenses	665	750
Other	627	642
Allowance for doubtful accounts	-72	-86
Total current assets	14,515	12,530
Fixed assets		
Tangible fixed assets		
Buildings and structures	32,877	34,091
Accumulated depreciation and impairment losses	-21,490	-22,576
Buildings and structures (Net)	11,386	11,515
Machinery and equipment	132	137
Accumulated depreciation and accumulated impairment losses	-113	-112
Machinery and vehicles (Net)	19	25
Tools, fixtures, and equipment	7,625	7,141
Accumulated depreciation and impairment losses	-6,750	-6,286
Tools, fixtures, and equipment (net)	874	854
Land	13,030	13,030
Leased assets	5,267	5,243
Accumulated depreciation and accumulated impairment losses	-2,878	-3,138
Lease assets (net)	2,388	2,105
Construction in progress	730	891
Total tangible fixed assets	28,429	28,422
Intangible fixed assets		
Goodwill	-	417
Others	351	456
Total intangible fixed assets	351	873
Investments and other assets		
Investment securities	15	15
Long-term loans	65	-
Long-term prepaid expenses	72	80
Deferred tax assets	5,056	5,221
Leasehold and security deposits	4,799	4,978
Other	213	277
Allowance for doubtful accounts	-278	-277
Total investments and other assets	9,944	10,296
Total fixed assets	38,725	39,593
Total assets	53,241	52,123

	(Millions of yen)	
	As of Mar. 31, 2025	As of Dec. 31, 2025
Liabilities		
Current liabilities		
Accounts payable	1,949	1,473
Short-term borrowings	880	3,130
Long-term borrowings due within one year	5,409	5,197
Unpaid amounts	1,557	2,006
Accrued income taxes	233	158
Provision for bonuses	472	246
Stock-based compensation reserve	5	1
Contract liabilities	1,845	1,872
Other	1,696	1,122
Total current liabilities	<u>14,049</u>	<u>15,210</u>
Long-term liabilities		
Long-term borrowings	14,310	12,266
Long-term lease obligations	3,105	2,894
Asset retirement obligations	3,044	2,988
Other	519	897
Total fixed liabilities	<u>20,980</u>	<u>19,046</u>
Total liabilities	<u>35,029</u>	<u>34,256</u>
Net assets		
Shareholders' equity		
Capital stock	100	100
Capital surplus	11,074	11,065
Retained earnings	7,013	6,614
Treasury stock	-49	-33
Total shareholders' equity	<u>18,138</u>	<u>17,746</u>
Stock options	-	1
Non-controlling interests	72	118
Total net assets	<u>18,211</u>	<u>17,866</u>
Total liabilities and net assets	<u>53,241</u>	<u>52,123</u>

(2) Consolidated Statements of Income and Comprehensive Income

Consolidated Statement of Income

	(Millions of yen)	
	Fiscal year ended Mar. 31, 2025	Fiscal year ended Dec. 31, 2025
Net sales	47,668	35,709
Cost of sales	15,839	11,540
Gross profit	31,829	24,169
Selling, general and administrative expenses	27,724	22,543
Operating profit	4,104	1,626
Non-operating profit		
Interest income	3	5
Insurance claim income	2	-
Adjustment allowance for employing persons with disabilities	3	-
Other	15	9
Total non-operating profit	23	14
Non-operating expenses		
Interest expenses	512	410
Commission expenses	3	-
Other	26	17
Total non-operating expenses	541	427
Ordinary profit (loss)	3,586	1,218
Extraordinary income		
Gain on sale of fixed assets	469	106
Total extraordinary income	469	106
Extraordinary losses		
Impairment loss	820	1,163
Total extraordinary losses	820	1,163
Net income before income taxes	3,235	162
Income taxes	-384	77
Net income attributable to non-controlling interests	72	46
Net income attributable to owners of the parent	3,547	38

Consolidated Statement of Comprehensive Income

(Millions of yen)

	Fiscal year ended Mar. 31, 2025	Fiscal year ended Dec. 31, 2025
Net income	3,620	85
Comprehensive income	3,620	85
(Breakdown)		
Comprehensive income attributable to owners of the parent	3,547	38
Comprehensive income attributable to non-controlling interests	72	46

(3) Consolidated statements of changes in net assets

Previous Consolidated Accounting Period (From April 1, 2024 to March 31, 2025)

	Shareholders' equity					(Millions of yen)
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity	
Current period opening balance	100	13,084	3,845	-66	16,963	
Current period variation amount						
Distribution of surplus			-379		-379	
Net income attributable to owners of the parent			3,547		3,547	
Acquisition of treasury stock				-2,001	-2,001	
Cancellation of treasury stock		-2,009		2,018	8	
Net changes in items other than shareholders' equity						
Total changes during the period	-	-2,009	3,168	16	1,175	
Balance at the end of the period	100	11,074	7,013	-49	18,138	

	Accumulated other comprehensive income	Total accumulated other comprehensive income	Non-controlling interests	stock option	Total net assets
	Valuation difference on other securities				
Current period opening balance	-	-	-	-	16,963
Current period variation amount					
Distribution of surplus					-379
Net income attributable to owners of the parent					3,547
Acquisition of treasury stock					-2,001
Cancellation of treasury stock					8
Net changes in items other than shareholders' equity			72	-	72
Total changes during the period	-	-	72	-	1,247
Balance at the end of the period	-	-	72	-	18,211

Consolidated Accounting Period (From April 1, 2025 to December 31, 2025)

((Millions of yen))

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Current period opening balance	100	11,074	7,013	-49	18,138
Current period variation amount					
Distribution of surplus			-437		-437
Net income attributable to owners of the parent			38		38
Acquisition of treasury stock				-0	-0
Cancellation of treasury stock		-9		16	7
Net changes in items other than shareholders' equity					
Total changes during the period	-	-9	-399	16	-392
Balance at the end of the period	100	11,065	6,614	-33	17,746

	Accumulated other comprehensive income		Non-controlling interests	stock option	Total net assets
	Valuation difference on other securities	Total accumulated other comprehensive income			
Current period opening balance	-	-	72	-	18,211
Current period variation amount					
Distribution of surplus					-329
Net income attributable to owners of the parent					38
Acquisition of treasury stock					-0
Cancellation of treasury stock					7
Net changes in items other than shareholders' equity			46	1	47
Total changes during the period	-	-	46	1	-345
Balance at the end of the period	-	-	118	1	17,866

(4) Consolidated Cash Flow Statement

(Millions of yen)

	Fiscal year ended Mar. 31, 2025	Fiscal year ended Dec. 31, 2025
Cash Flows from Operating Activities		
Net income before taxes	3,235	162
Depreciation and amortization	2,054	1,446
Impairment loss	820	1,163
Amortization of goodwill	-	5
Offset of Lease Payments Against Security Deposits and Guarantees	38	28
Increase (decrease) in provision for bonuses	-92	-225
Increase (decrease) in allowance for doubtful accounts	-0	12
Increase (decrease) in stock-based compensation expense	0	-3
Interest and Dividend Income	-3	-5
Insurance proceeds	-2	-
Interest paid	512	430
Loss (gain) on sale of fixed assets	-469	-106
Decrease (increase) in operating loans	-185	-234
Decrease (increase) in accounts receivable	55	-173
Decrease (increase) in accounts payable	325	-475
Increase (decrease) in prepaid expenses	-19	-84
Decrease (increase) in accrued liabilities	-533	734
Increase (decrease) in advance received	-46	-1
Increase (decrease) in contract liabilities	-26	26
Other	587	-1,280
Subtotal	6,249	1,420
Interest and Dividend Income	3	5
Interest paid	-519	-411
Income from insurance proceeds	2	-
Corporate income tax payments	-272	-351
Cash flows from operating activities	5,462	662
Cash flows from investing activities		
Decrease (increase) in trust deposits	0	-2
Expenditure for software acquisition	-87	-90
Proceeds from sale of tangible fixed assets	906	106
Expenditures for acquisition of tangible fixed assets	-1,449	-1,544
Expenditures for asset retirement obligations	-189	-117
Payments for acquisition of businesses	-	-880
Proceeds from collection of loans receivable	1	-
Payments for security deposits and guarantees	-56	-173
Income from recovery of security deposits and guarantees	87	86
Cash flows from investing activities	-786	-2,615
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	240	2,250
Proceeds from long-term borrowings	3,470	2,000
Payments for repayment of long-term borrowings	-6,049	-4,256
Purchase of treasury stock	-2,001	0
Payment of lease obligations	-280	-211
Dividend payments	-379	-437
Cash flows from financing activities	-5,001	-653

Translation differences on cash and cash equivalents	-	-
Net increase (decrease) in cash and cash equivalents	-325	-2,606
Cash and cash equivalents at beginning of period	9,134	8,809
Cash and cash equivalents at end of period	8,809	6,202

(5) Notes to the Consolidated Financial Statements

(Note on the Going Concern Assumption)

Not applicable.

(Notes on Significant Changes in Shareholders' Equity)

Not applicable.

(Notes to Segment Information, etc.)

(Segment Information,etc.)

1. Overview of Reportable Segments

The Group's reportable segments are components within the Group for which separate financial information is available and which are subject to regular review by the Board of Directors for the purpose of determining the allocation of management resources and evaluating performance.

The Group operates businesses across multiple industries, including domestic weddings, finance and credit, and travel. Each business segment is classified by industry, and the Company and its consolidated subsidiaries (hereinafter referred to as "business operating companies") operate as independent management units, each engaged in a single business.

Therefore, the Group is composed of segments based on these business operating companies and classified by industry, with the "Domestic Wedding Business" designated as the reportable segment.

The "Domestic Wedding Business" plans and operates domestic house weddings and restaurant weddings, and develops various products.

2. Calculation Method for Sales, Profit or Loss, Assets, Liabilities, and Other Items by Reportable Segment

The accounting treatment for the reported business segments is consistent with the disclosure in the "Significant Accounting Policies for Preparing Consolidated Financial Statements."

Segment profit is based on operating profit figures.

Inter-segment revenues and transfers are based on market prices.

3. Information on the amounts of revenue, profit or loss, assets, liabilities, and other items by reportable segment
 Previous Consolidated Accounting Period (From April 1, 2024 to March 31, 2025)

	Reportable segment	Other (Note 1)	(Millions of yen) Total
	Domestic wedding business		
Sales			
Revenue arising from contracts with customers	46,276	954	47,230
Other revenue	17	419	437
a. Sales to external customers	46,294	1,374	47,668
b. Inter-segment internal sales or transfers	2	419	421
Total	46,296	1,793	48,090
Segment Profit	5,844	370	6,215
Segment assets	36,658	4,835	41,494
Other items			
Depreciation and amortization (note 2)	1,928	12	1,940
Amortization of goodwill	-	-	-
Increase in property, plant, and equipment and intangible assets (note 2)	1,792	12	1,805

(Note 1) The "Other" category represents business segments not included in the reportable segments and includes financial and credit services, travel services, etc.

(Note 2) Depreciation and amortization, as well as increases in tangible and intangible fixed assets, include long-term prepaid expenses and their amortization.

Consolidated Accounting Period (From April 1, 2025 to December 31, 2025)

(Millions of yen)

	Reportable segment	Other (note 1)	Total
	Domestic wedding business		
Sales			
Revenue arising from contracts with customers	34,508	822	35,331
Other revenue	14	364	378
a. Sales to external customers	34,522	1,186	35,709
b. Inter-segment internal sales or transfers	1	447	448
Total	34,524	1,634	36,158
Segment profit	3,007	356	3,363
Segment assets	37,064	5,390	42,455
Other Items			
Depreciation and Amortization (note 2)	1,447	11	1,458
Amortization of Goodwill	0	0	0
Increase in Property, Plant, and Equipment and Intangible Assets (note 2)	3,049	9	3,058

(Note 1) The "Other" category represents business segments not included in the reportable segments and includes financial and credit services, travel services, etc.

(Note 2) Depreciation and amortization, as well as increases in tangible and intangible fixed assets, include long-term prepaid expenses and their amortization.

4. Difference between the total amount for reportable segments and the amount recorded in the consolidated financial statements, and the main components of such difference (matters related to difference adjustments)

(Millions of yen)

Sales	Previous Consolidated Accounting Period	Consolidated Accounting Period
Reportable Segment Total	46,296	34,524
Sales in the "Other" category	1,793	1,634
Eliminations of inter-segment transactions	-421	-448
Consolidated Financial Statements Revenue	47,668	35,709

Profit	Previous Consolidated Accounting Period	Consolidated Accounting Period
Reportable Segment Total	5,844	3,007
Profit in the "Other" category	370	356
Eliminations of inter-segment transactions	7	7
Company-wide costs (Note)	-2,117	-1,744
Operating Income on Interim Consolidated Statement of Income	4,104	1,626

(Note) Company-wide costs primarily consist of general and administrative expenses not attributable to any reporting.

Assets	Previous Consolidated Accounting Period	Consolidated Accounting Period
Reportable Segment Total	36,658	37,064
Assets in the "Other" category	4,835	5,390
Corporate assets (Note)	11,688	9,668
Total Assets in the Consolidated Financial Statements	53,241	52,123

(Note) Corporate assets primarily consist of headquarters' facilities not attributable to any reporting segment.

	Reportable segment total		Other		Adjustment amount		Amount recorded in the consolidated financial statements	
	Previous consolidated accounting period	Consolidated accounting period	Previous consolidated accounting period	Consolidated accounting period	Previous consolidated accounting period	Consolidated accounting period	Previous consolidated accounting period	Consolidated accounting period
Depreciation and amortization	1,928	1,447	12	11	113	2	2,054	1,460
Increase in property, plant, and equipment and intangible assets	1,792	3,049	12	9	57	119	1,862	3,178

(Note) The adjustment amount for the Increase in Property, Plant, and Equipment and Intangible Assets represents the amount of capital expenditures at the head office.

(Per Share Information)

	Previous consolidated accounting period (From April 1, 2024 to March 31, 2025)	Consolidated accounting period (From April 1, 2025 to December 31, 2025)
Net assets per share	1,242.90 Yen	1,215.32 Yen
Basic earnings per share	243.15 Yen	2.64 Yen

(Note 1) The basis for calculating net income per share and diluted net income per share is as follows.

	Previous consolidated accounting period (From April 1, 2024 to March 31, 2025)	Consolidated accounting period (From April 1, 2025 to December 31, 2025)
Net assets per share		
(Basis for Calculation)		
Net income attributable to owners of the parent (Millions of yen)	3,547	38
Net income attributable to owners of the parent for the current period related to common stock (Millions of yen)	3,547	38
Number of average shares (Shares)	14,591,626	14,598,625

(Note 2) The basis for calculating net assets per share is as follows.

	Previous consolidated accounting period (As of March 31, 2025)	Consolidated accounting period (As of December 31, 2025)
Total of Net Assets (Millions of yen)	18,211	17,866
Amount deducted from the total amount of net assets (Millions of yen)	-	-
Of which stock acquisition rights (Millions of yen))	-	1
Of which non-controlling interests (Millions of yen))	72	118
Net assets attributable to common stock at the end of the period (Millions of yen)	18,211	17,866
Number of shares of common stock outstanding at the end of the period used in calculating net assets per share (Shares)	14,594,113	14,602,143

(Significant Subsequent Events)

Not applicable.