

FY2026 1Q Financial Results



2027 OPEN TRUNK(HOTEL) SAPPORO IMAGE



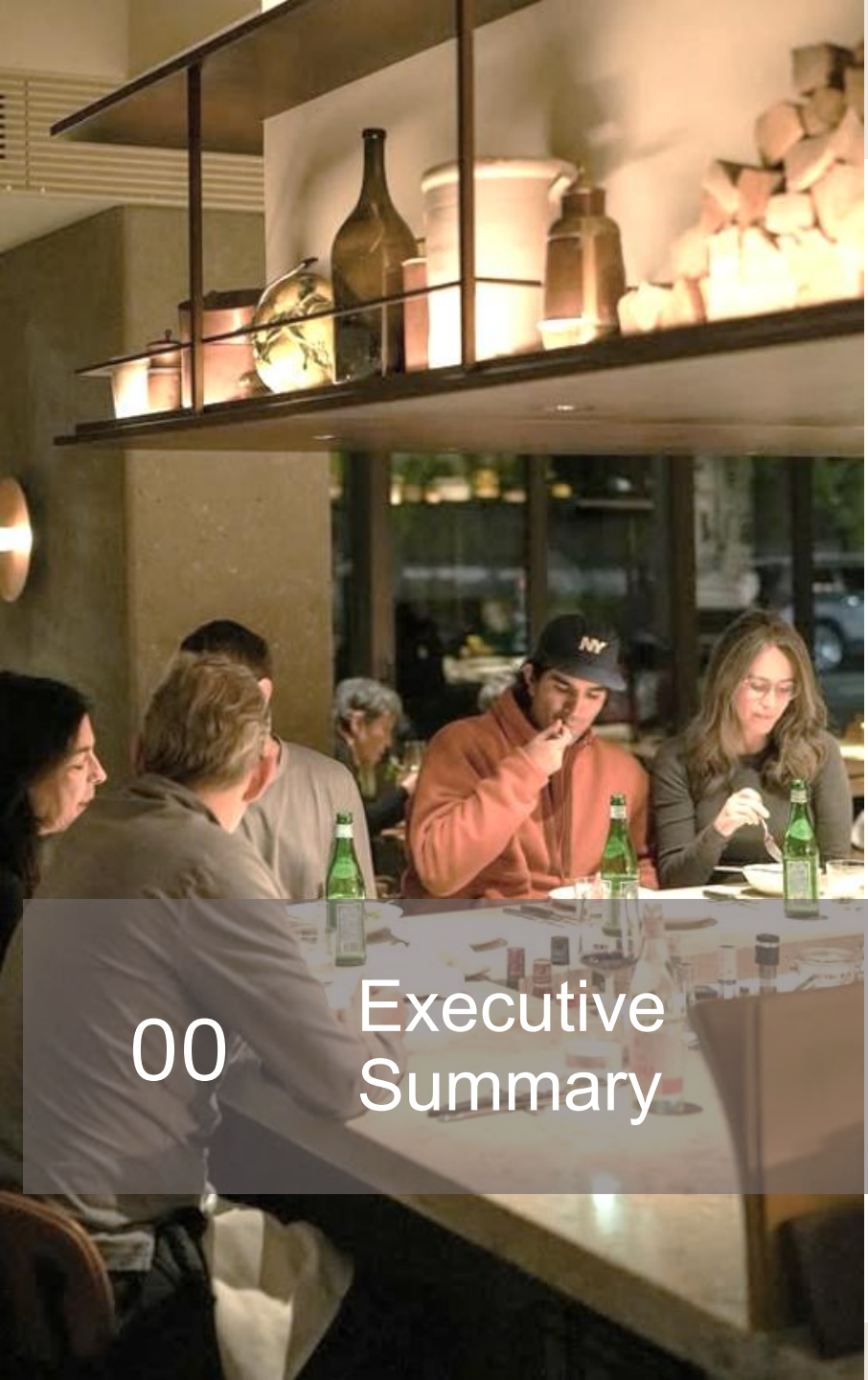
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Executive Summary

Executive Summary

1 FY2026 Q1 Performance Highlights

- Net sales were 11,763 million yen. Operating profit was 339 million yen -a start largely in line with plans
- Optimization of the customer acquisition strategy since last fiscal year has proven successful. The number of orders has remained strong
 - ▶ In addition to the growth achieved in the FY2026, steady expansion is expected from FY2027 onward
- Sales promotion initiatives are working as planned, and the average spending per wedding continues to rise

2 Decided on a new hotel opening, scheduled to reopen under a new brand in early 2027

- Secured the hotel management rights (MC contract) located in Koshigoe, Kamakura
- Scheduled to reopen in early 2027 as the first new hotel brand operated by T&G

3 Reviewing future strategies, the mid-term management plan will be announced in August 2026

- 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

A photograph of a modern dining room. The room features several round tables covered with white tablecloths, each set with glassware, plates, and a centerpiece of greenery and white flowers. The chairs are dark wood. Large floor-to-ceiling windows on the right side offer a view of a lush, green garden. The interior has a light-colored wood ceiling with recessed lighting and a modern chandelier with white globe lights. The wall behind the tables is a light grey with vertical wood paneling and an arched doorway.

01 FY2026 Q1 Summary of Financial Results

01 FY2026 Q1 Summary of Financial Results

1. Financial Highlights

- Net sales were 11,763 million yen; sales promotion measures performed as planned, and the average spending per wedding continued to rise
- Proactively increased investment in talent acquisition and advertising to support future growth; despite costs exceeding normal levels, operating profit reached 339 million yen
- Net income was 614 million yen, driven by gains on the sale of fixed assets 986 million yen

(Million yen) % : Sales ratio	FY2026 Q1 Results (Jan – Mar 2026)	FY2026 Forecast		Progress Rate (H1)
		H1	FY	
Net Sales	11,763	23,350	47,840	50.4%
Gross Profit	7,963 67.7%	-	-	-
SG&A Expenses	7,624 64.8%	-	-	-
Operating Profit	339 2.9%	170 0.7%	1,240 2.6%	199.5%
Ordinary Profit	240 2.0%	-90 -	720 1.5%	-
Net Income	614 5.2%	502 2.1%	570 1.2%	122.5%

※ 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.

01 FY2026 Q1 Summary of Financial Results

2. FY2026 Q1 Results by Segments

- Weddings handled and spending per wedding both exceeded plan.
- At TRUNK(HOTEL), occupancy eased slightly due to seasonality but remained high at approximately 90%.

【Domestic Wedding Business】

(Million yen)	FY2026 Q1 (Jan-Mar 2026) Results
Net sales	11,763
Domestic Wedding Business	11,436
(TRUNK)	1,511
Others	327
Gross profit	7,963
SG&A Expenses	7,624
Operating Profit	339
Domestic Wedding Business	863
Others	94
Company-wide costs, etc.	-618

(Million yen)	FY2026 Q1 (Jan-Mar 2026) Results
Net sales	11,436
Weddings at Company-operated Venues (incl. TRUNK)	9,907
■ Number of weddings handled (wedding)	2,238
■ Average spending per wedding (per 1,000 yen)	4,306
■ Average guest count (person)	62.9
Consulting (Outsourced weddings)	455
■ Number of weddings handled (wedding)	638
Accommodation, restaurants, etc.	1,074
Gross Profit	7,837 68.5%
Operating profit	863 7.5%

※ 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.

01 FY2026 Q1 Summary of Financial Results

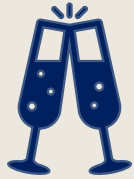
3. FY2026 Forecast

- For FY2026, investments will strategically be made in advance with a view to accelerating growth starting in FY2027 and beyond.
- Against the backdrop of Q1 results—including a strong order intake environment and a continued rise in average spending per wedding—the company is making steady progress toward achieving its earnings forecast.

(Millions of yen)	FY2025 (Apr – Dec 2025) Results	FY2026 Forecast	
		H1	FY
Net sales	35,709	23,350	47,840
No. of Weddings Held at Directly Operated Venues (Including TRUNK)	6,994	4,527	9,230
Operating profit	1,622	170	1,240
Ordinary profit	1,214	-90	720
Net income	-76	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.

Prioritized strategic investments in FY2026 to accelerate growth from FY2027 onward



Accelerating Growth in the Wedding Business

- Review advertising budget allocation and promote the use of owned media
- Expand brand awareness. Strengthen multi-channel advertising
- The average spending has increased continuously due to promotional initiatives for key offerings and measures to increase guest attendance
- Expand new management contract opportunities



Strengthening Hotel Development

- Preparations for the openings in SAPPORO, KOBE and DOGENZAKA are accelerating
- Expansion of brand scope and enhanced capacity to address new projects
- Strengthening efforts to secure new hotel contracts



Human Resource Investment

- Strengthening recruitment in preparation for hotel openings from FY2027 onward.
- Enhancing organizational execution through workforce optimization and improved compensation, including base salary increases.

Unified venue names in March 2026 to strengthen connections among venues nationwide and enhance brand recognition

NEEDS

by **T&G** TAKE and GIVE NEEDS
WEDDING

- Starting March 19, 2026, the names of all venues operated by T&G will be unified under the brand name “NEEDS by T&G WEDDING.”
- Enhancing synergies across nationwide venues to drive brand recall and position T&G’s wedding venues as a preferred choice.
- The name “NEEDS” carries forward the commitment embodied in our corporate philosophy: to listen attentively to even the smallest, yet unspoken needs.

※ The following venues are not subject to the name change: Harmonie Bien, Victoria Garden Ebisu Geihinkan, Aqua Garden Geihinkan Numazu, Harmonie Embrassee, Arc Club Geihinkan Fukuyama, and TRUNK BY SHOTO GALLERY.



Expanded customer touchpoints beyond wedding media to enhance recognition of “NEEDS by T&G WEDDING”

- Google / Yahoo advertising
- Social media advertising
- Outdoor advertising, etc.
- Active utilization of channels beyond wedding media

- Shibuya 109 Forum Vision: April 24 – 1 year
- Osaka (Hankyu Umeda Station): April 27 – May 3
- Nagoya (Nagoya Station Silver Clock): April 27 – May 3
- Shibuya Hikarie: June 8 – June 14

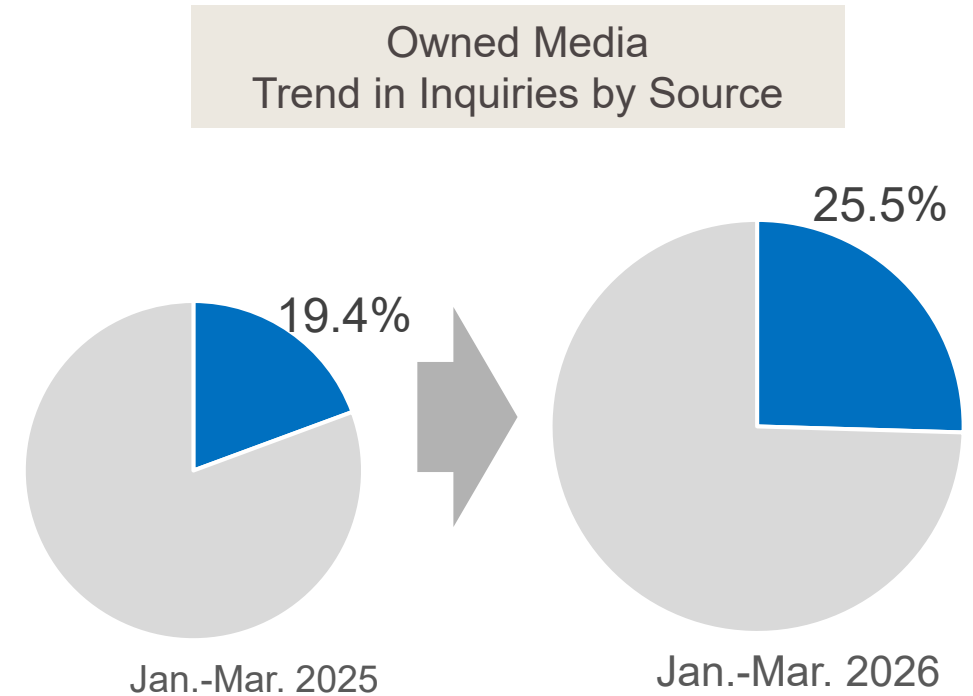
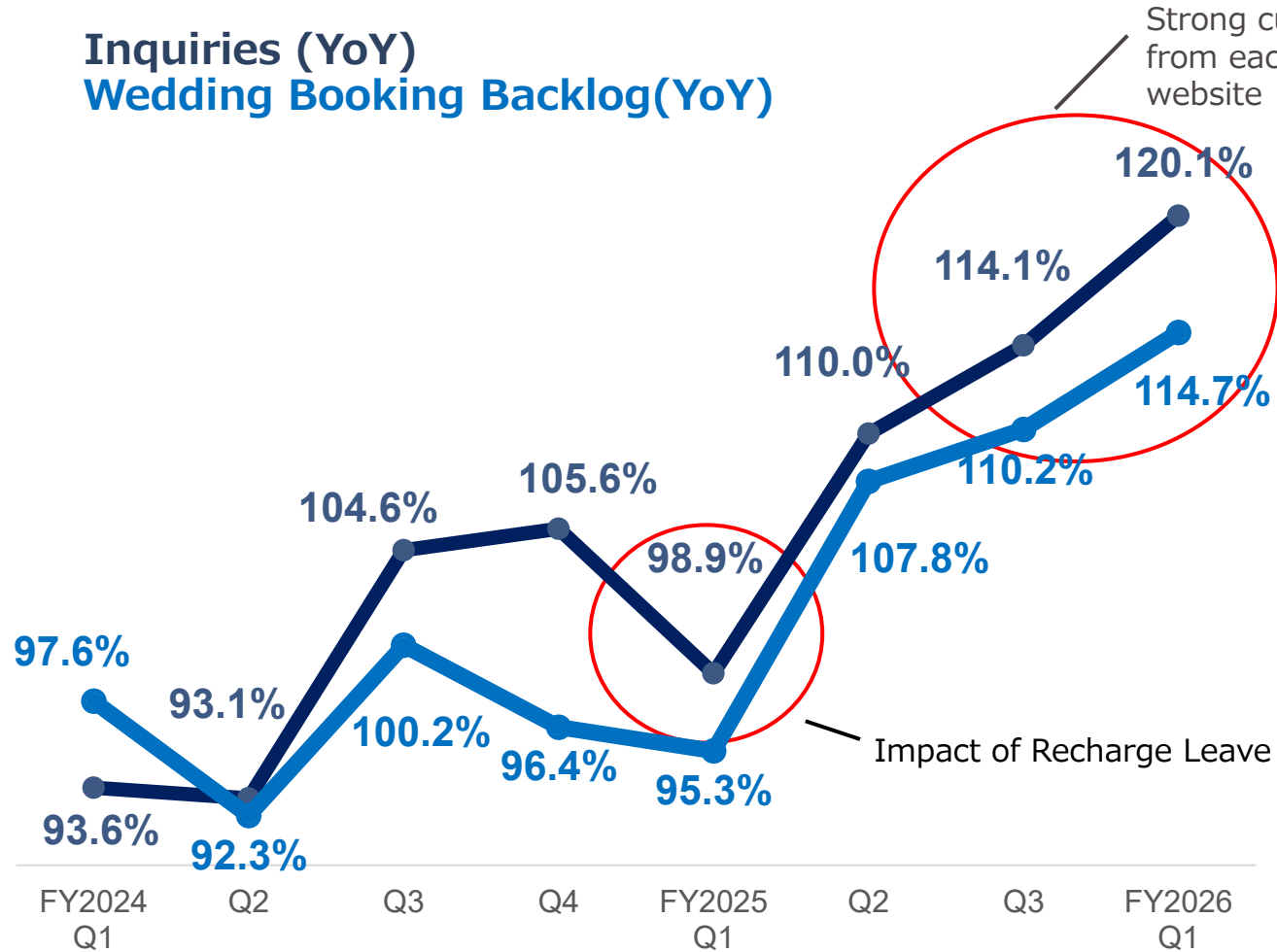
Outdoor advertising commenced at key locations, including large-format screens at Shibuya Scramble Crossing, the passage from Hankyu Umeda Station to JR lines in Osaka, and digital signage near the Shinkansen exit in Nagoya.



Scan to Watch the Video



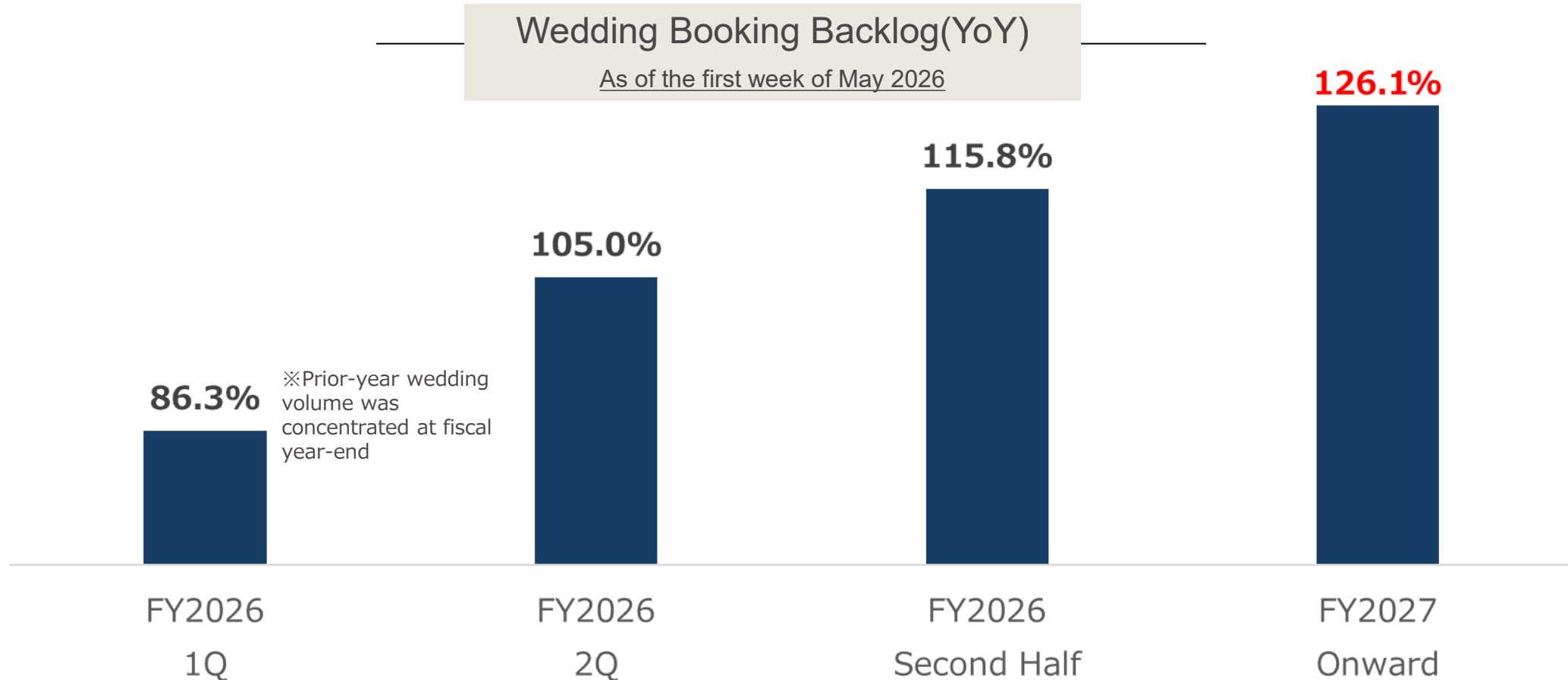
Media mix optimization is progressing, with a rising share of inquiries from owned media



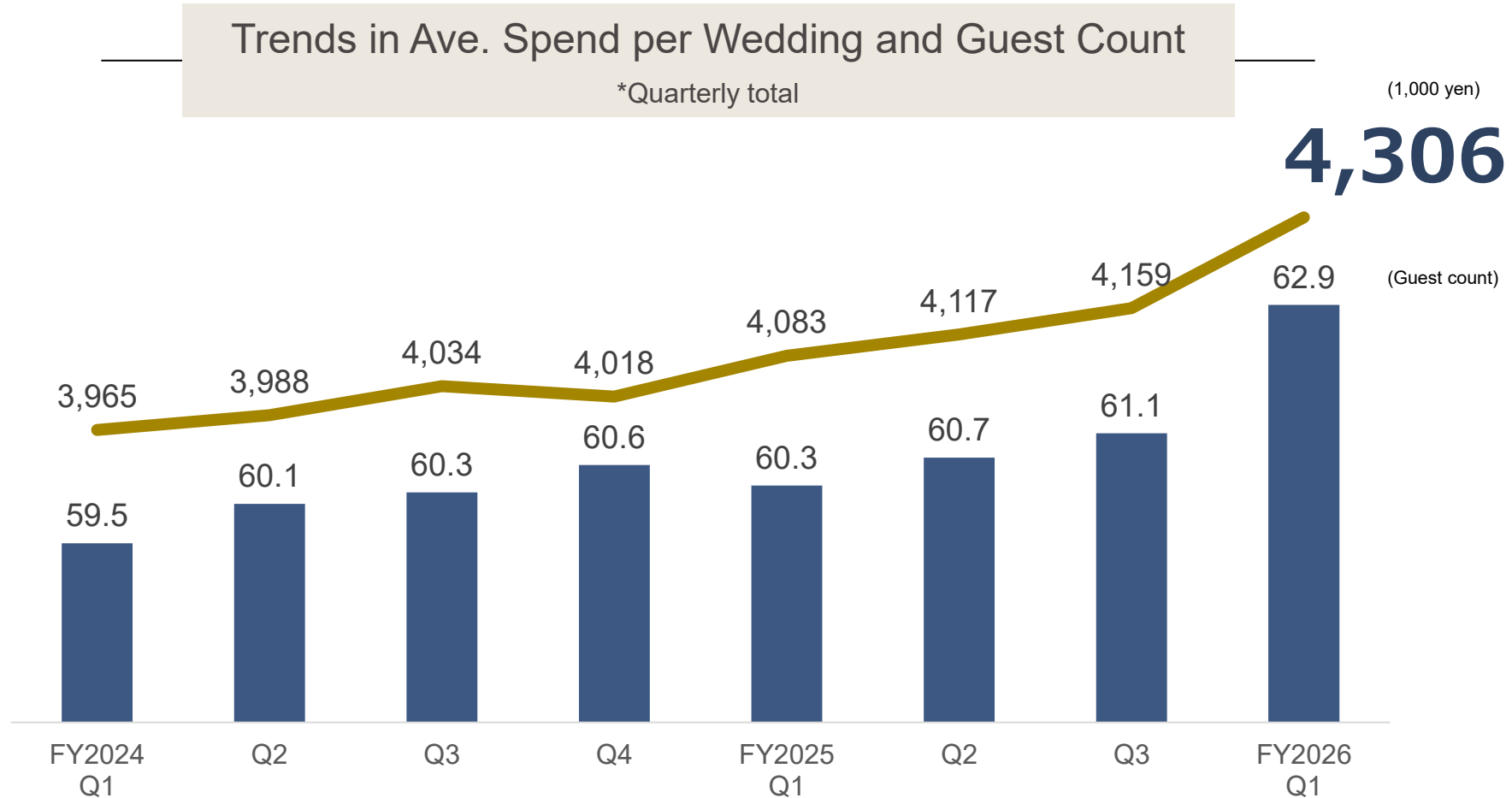
※Directly operated venues, excluding closed venues

Strong sales activity accelerated the buildup of future bookings

Bookings for FY2027 onward exceeded the level of the same period last year and continued to expand steadily



Promotional initiatives for key offerings and measures to increase guest attendance effectively drove a steady increase in spending per wedding

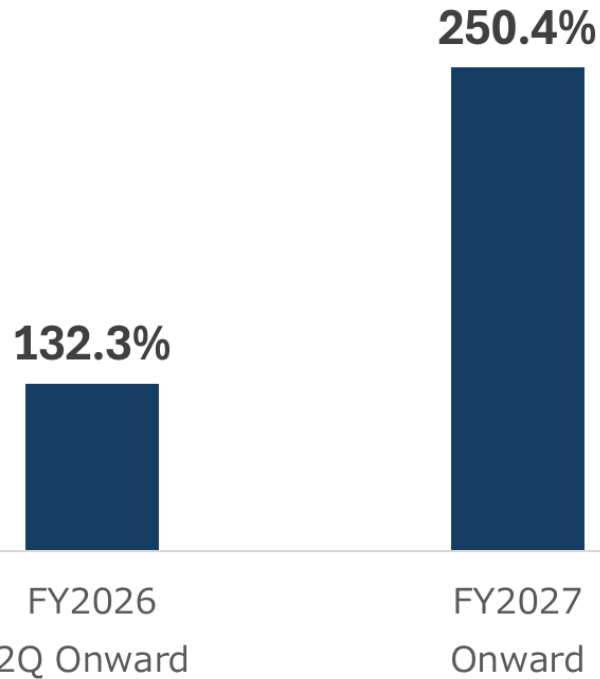


※Directly operated venues, excluding closed venues

Management contract backlog expanded Partner venues grew steadily

Wedding Booking Backlog at Partner Hotels (YoY)

As of the first week of May 2026



New hotel management contract secured Renovation and reopening scheduled for early 2027

Planning a new lifestyle hotel brand by T&G

- The first MC contract for the T&G Group
- Renovations will be completed during FY2026, with operations set to begin in early 2027
- Located in the Kamakura area, which attracts 16 million visitors annually, featuring ocean views overlooking Enoshima
- Targeting lifestyle-conscious urban travelers from Japan and overseas seeking a refined stay away from the crowds

【Hotel Overview】

Location	Kamakura
Facilities	16 Guest Rooms Rooftop Terrace(Garden Chapel), Indoor Chapel, Banquet Restaurant
Highlights	A prime location offering a refined stay while being close to the vibrant energy of Kamakura, which attracts approximately 16 million visitors annually.





ADR remained at a high level
Occupancy declined due to seasonality, but remained strong at approximately 90%

CAT STREET (Jingumae, Shibuya-ku)

■ Average Daily Rate

99,872yen

(YoY +7,605yen)

■ Occupancy Rate

89.2%

(YoY -2.2pt)

YOYOGI PARK (Tomigaya, Shibuya-ku)

■ Average Daily Rate

101,777yen

■ Occupancy Rate

91.0%

※ Year-on-year comparison is not presented, as the corresponding period in the previous year was affected by non-recurring factors, including upgrade-related construction.

2026 New Employee Orientation Held A total of 191 new employees attended

- On April 1, the FY2026 induction ceremony was held at “NEEDS Chiba Minato by T&G WEDDING.”
- Each new employee received surprise messages from their assigned venues.
- A balloon release in the corporate colors symbolized our hopes for their future growth.



2025 Annual General Meeting Held

Shared transition-phase policies with all employees

- All employees gather to present their achievements from the past year and share their expertise
- Recognizing outstanding stores and individuals for their performance and excellence in wedding planning



02 TOPICS



Expansion of Collaboration Following the Sapporo SDGs Advanced Company Certification

- Following the selection as a first-batch certified company under the “Sapporo SDGs Leading Company Certification System” in 2025, strengthened connections with companies and schools in Sapporo
- Presented T&G’s sustainability policy and concrete actions at the Sapporo Future Collaboration Summit ~SAPPORO NEXT LEADING × Sapporo SDGs~, hosted by the City of Sapporo in February as a first-round certified company
- At HAPPY WOMAN FESTA 2026 HOKKAIDO in March, T&G’s General Manager of the Sustainability Promotion Office, Kanai, introduced initiatives including “Femself BOX,” a support program for women’s health issues.
- Going forward, T&G plans to broaden collaboration for SDGs activities with local governments, companies, and schools through the acquisition of SDGs certifications and registrations in regions where its stores operate.



Co-hosted “International Women’s Day Leadership Forum 2026”

- This was the third collaboration with An-Nahal Inc. on an International Women’s Day event.
- The event brought together 170 participants—ranging from frontline employees to executive management—along with experts on gender equality and diversity from companies, universities, and NPOs. Attendees exchanged views through keynote speeches, panel discussions, breakout sessions, and networking events led by these experts.



For more information on sustainable decorations at this event, please watch the following video.



Industry-Government-Academia-Community Collaboration Initiatives with Junior High and High School Students

- Through its sustainability activities, T&G collaborates with government agencies, junior and senior high schools, and private organizations to promote ethical consumption, create opportunities for inquiry-based learning, and advance DE&I initiatives.
- Collaborated with the Clothing Club of Shinagawa Joshi Gakuin Junior & Senior High School on upcycled dress-shaped sachets and costume creation for fashion shows.
- Provided reusable event materials to the SDGs Club of Seiryō Junior High and Senior High School for reuse in school activities.
- In collaboration with Certified Nonprofit Organization KATARIBA, T&G conducted a career experience program for high school students with foreign roots.
- Ongoing collaboration with Kansai University Hokuyo Senior High School on a program to propose solutions to business challenges, while exploring career education initiatives with Shinagawa Joshi Gakuin Junior & Senior High School



03 Appendix



03. Appendix

1. Consolidated Balance Sheet

(Million yen)	As of Dec.31,2025	As of Mar.31,2026
Current Assets	12,569	12,579
Cash and deposits	6,586	6,022
Fixed Assets	39,338	37,814
Tangible fixed assets	28,277	26,787
Intangible fixed assets	705	698
Investment and other assets	10,355	10,328
Total Assets	51,908	50,394

(Million yen)	As of Dec.31,2025	As of Mar.31,2026
Total Liabilities	34,141	32,452
Total current liabilities	15,155	15,944
Short-term borrowings	3,130	2,450
Current portion of long-term borrowings	5,197	4,997
Total non-current liabilities	18,986	16,508
Long-term borrowings	12,266	9,875
Total shareholders' equity	17,631	17,793
Capital surplus	11,065	11,065
Retained earnings	6,499	6,661
Total Net Assets	17,766	17,941
Total Liabilities and Net Assets	51,908	50,394
Interest-bearing liabilities*1	23,775	20,369
Equity-to-asset ratio *2	34.0%	35.3%

*1: Interest-bearing debt = short- and long-term borrowings + lease liabilities

*2: Equity-to-asset ratio = equity attributable to owners of parent ÷ total assets

03. Appendix

2. Company Overview

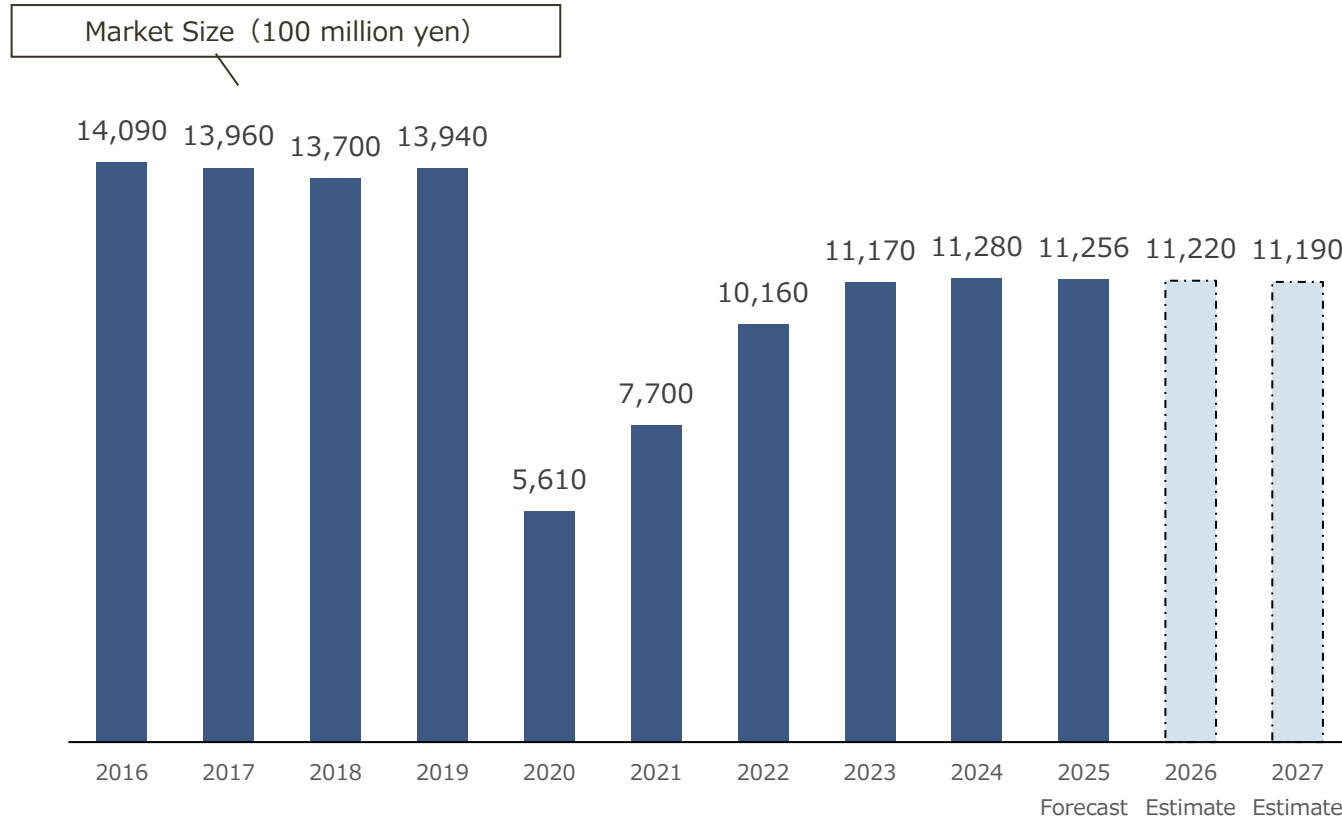
Company Name	TAKE AND GIVE. NEEDS Co., Ltd.	
Established	October 19, 1998	
Representative	Chairman & Representative Director Yoshitaka Nojiri President & Representative Director Kenji Iwase	
Capital	100 million yen	
Stock Listing	TSE PRIM	
Number of Employees	Consolidated : 1,846 (As of Dec.31,2025) 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	16.85%
	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



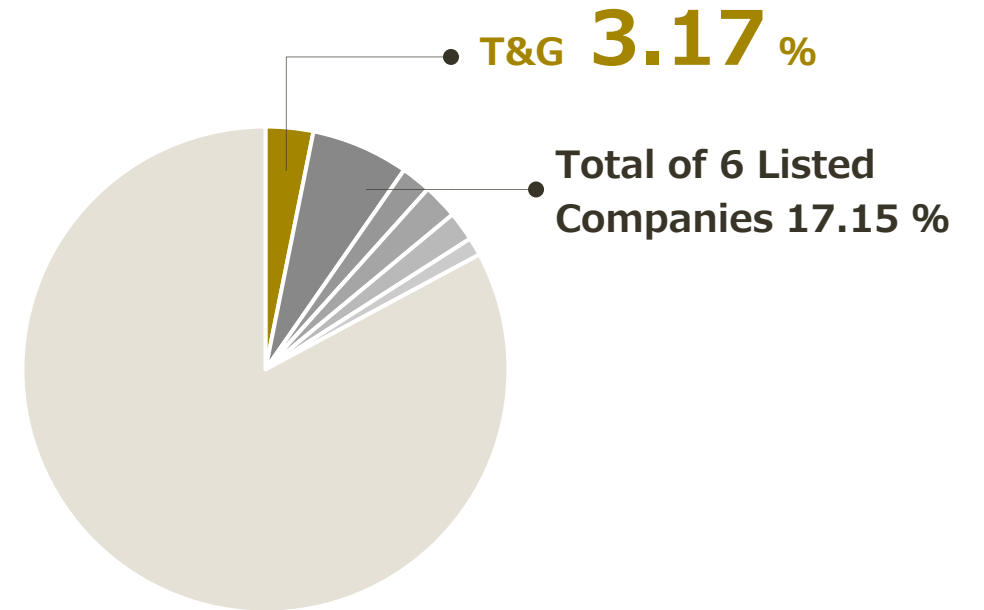
3. Domestic Wedding Market Overview

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



*1 Yano Research Institute, "Bridal Industry Yearbook" (2026)

Market Share of 6 Listed Companies (2025 Results) *2



*2 T&G estimate based on Yano Research Institute's "Bridal Industry Annual Report 2026"

03. Appendix

4. Domestic Wedding Business' Competitive Advantage

Strengths in the Wedding Business

Pioneer in House Weddings

Industry leader with an overwhelming number of weddings handled

One Planner per Couple

Personalized services delivered through attentive support by experienced wedding planners

Fully Customized Weddings

Creating one-of-a-kind experiences that exceed each couple's expectations

No.1 in Domestic Wedding Volume

Overwhelming market presence backed by trust and a proven track record

Strong Branding Strategy and Industry-Leading Talent

Delivering high-quality wedding services through extensive expertise and exceptional human capital



03. Appendix

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

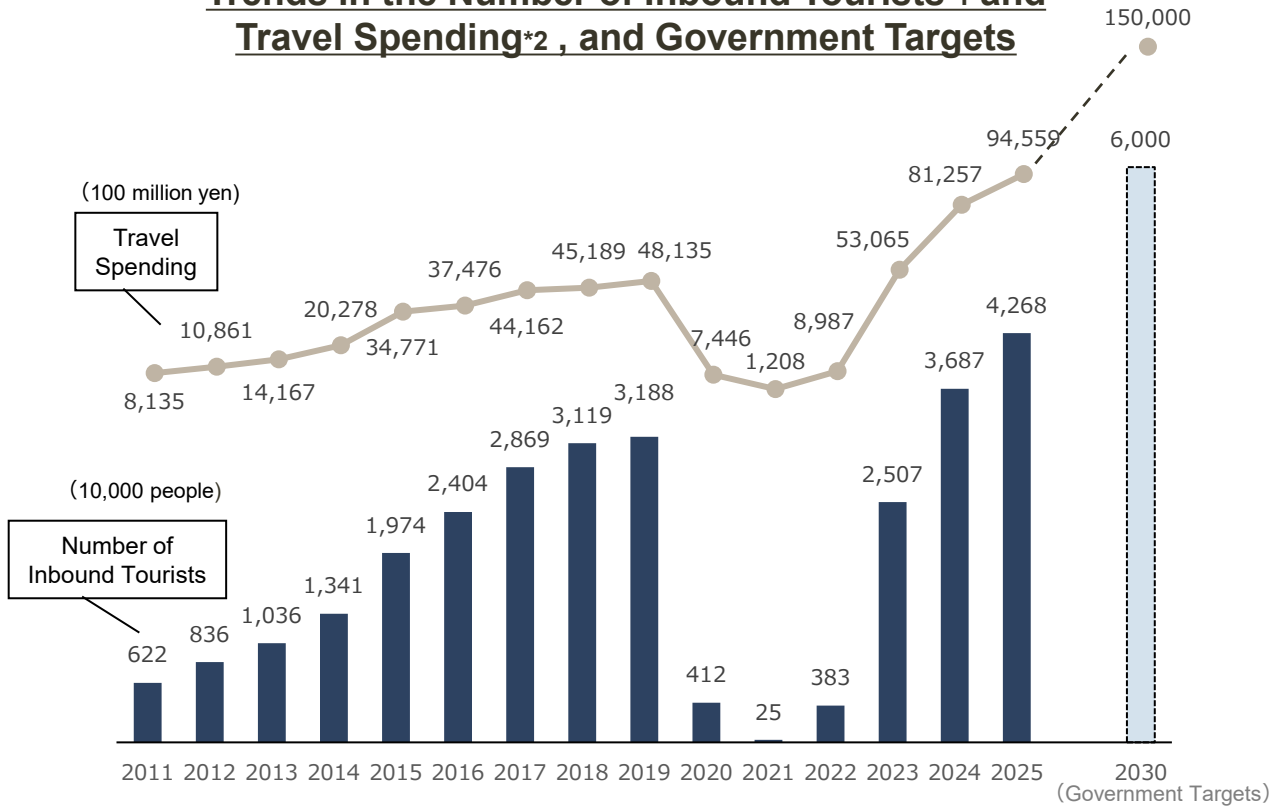
Toward Japan's
First Global Hotel Brand

TRUNK

TRUNK Co., Ltd

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

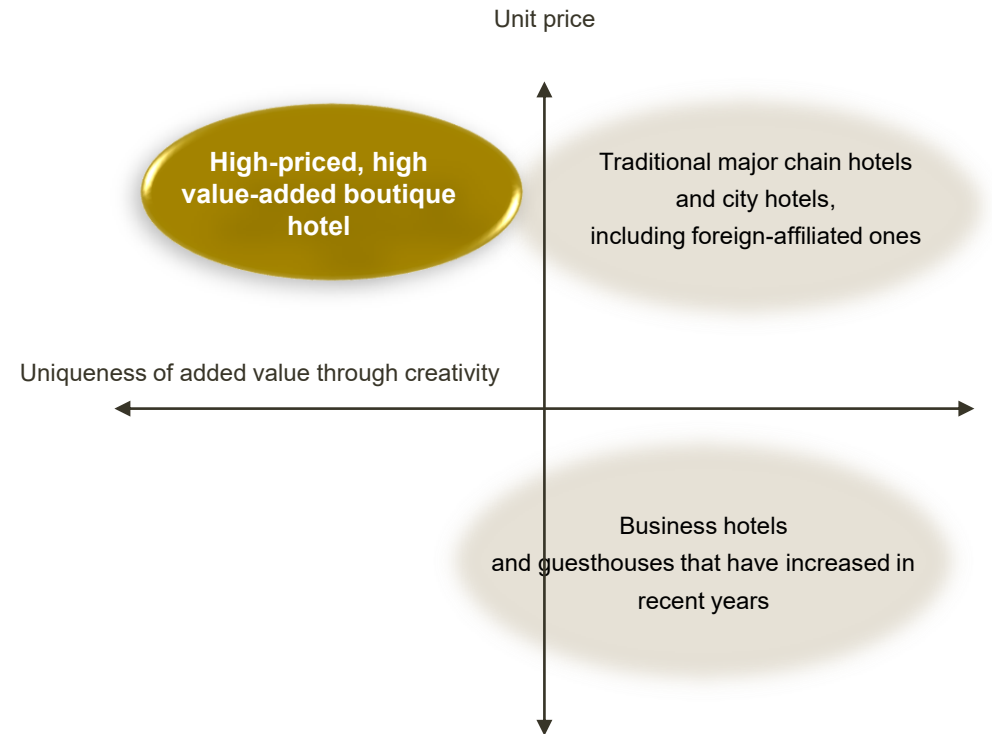
Trends in the Number of Inbound Tourists*1 and Travel Spending*2, and Government Targets



*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



03. Appendix

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	1,622	
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	888	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%	-	
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	8,982	
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	90	
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%	34.0%	

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

03. Appendix

8. Directly Operated Wedding Venues 59 facilities and 85 venues across Japan

(As of April 1, 2026)



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

03. Appendix

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

(As of April 1, 2026)



- : Operator
- : Hotel and Restaurant

- Hotel: 4
- Restaurant : 2
- Operator : 12

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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