FY2026 Q3

Financial Results



2027 OPEN THE GENTLE KAMAKURA IMAGE

©TAKE and GIVE NEEDS Co.,Ltd.



CONTENTS

00 Executive Summary

01 FY2026 Q3 Summary of Financial Results

02 Topics

03 Appendix

©TAKE and GIVE NEEDS Co.,Ltd.



00 Executive Summary

1 Expected to Achieve Upwardly Revised FY Forecast

- Q3 financial results were generally in line with plan
  Net sales:34,405 million yen; Operating profit:-420 million yen; Net income:253 million yen
- Q3 wedding volume followed the typical seasonal pattern seen in prior years and progressed as expected
- Strong Q4 volume and spending per wedding to deliver revised FY forecast

2 Steady Progress Toward Growth Beyond FY2027

- Announced new hotel brand and expansion plans
  - ✓ Held a media event for the new hotel brand “GENTLE”
  - ✓ Signed agreements regarding the management of new hotels below
    ・Scheduled to open in Minato-ku, Tokyo in FY2030
    ・Scheduled to open in Nikko, Tochigi in FY2031
- Preparations for hotel openings are moving into a more concrete phase
  - ✓ THE GENTLE KAMAKURA (opening Mar 2027) ⇒ Website & SNS launched
  - ✓ TRUNK(HOTEL) SAPPORO (opening Sep 2027) ⇒ Opening date set
  - ✓ GRAND GENTLE KOBE (opening spring 2028) ⇒ Brand decided

©TAKE and GIVE NEEDS Co.,Ltd.



01 FY2026 Q3 Summary of Financial Results

©TAKE and GIVE NEEDS Co.,Ltd.

1. Financial Highlights

Q3 results on track; upwardly revised full-year forecast remains achievable.

Net sales of 34,405 million yen and operating loss of 420 million yen amid wedding restrictions from venue renovations and continued upfront growth investment

Net income was 253 million yen, aided by a 973 million yen gain on sale of fixed assets and a 72 million yen gain on ARO reversal

(Million yen)	FY2026 Q3 Results (Jan-Sep 2026)	FY Forecast
Net sales	**34,405**	49,000
Gross profit	**23,047** **67.0%**	-
SG&A expenses	**23,468**	-
Operating profit	**-420**	1,500
Ordinary profit	**-766**	1,000
Net income	**253** **0.7%**	800

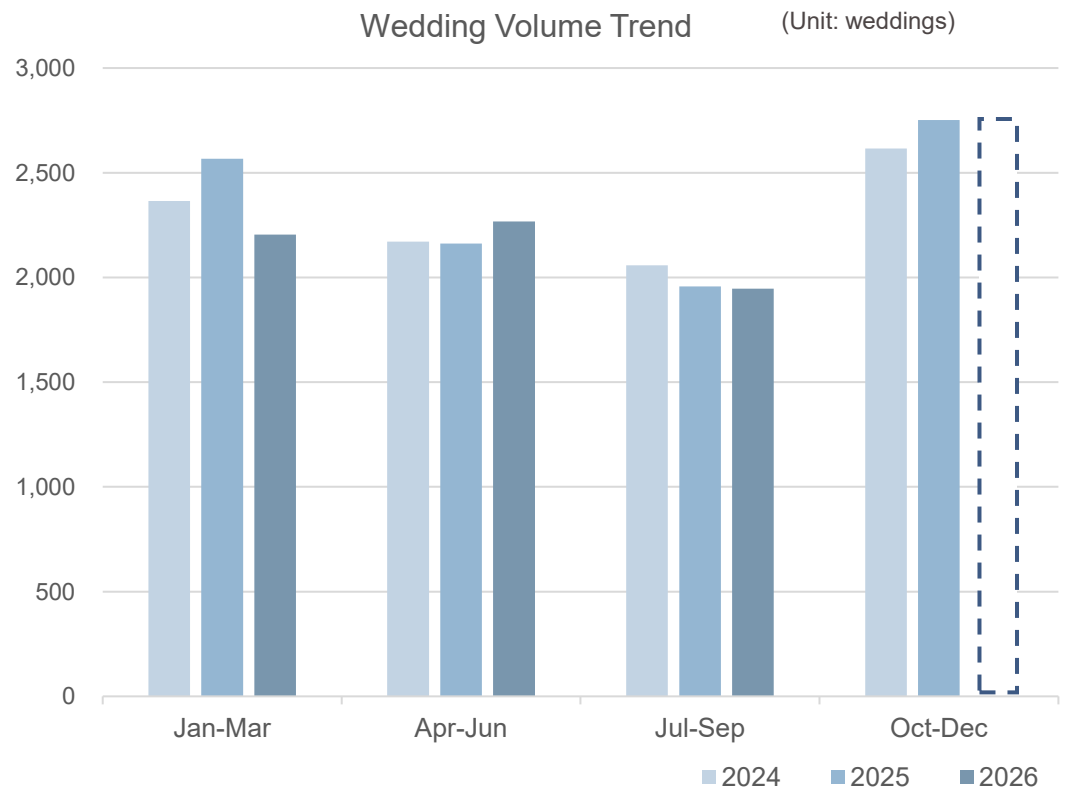
※ The previous fiscal year (ended December 2025) was an irregular nine-month period due to a change in the fiscal year-end. Therefore, no year-on-year comparison is provided.

©TAKE and GIVE NEEDS Co.,Ltd.

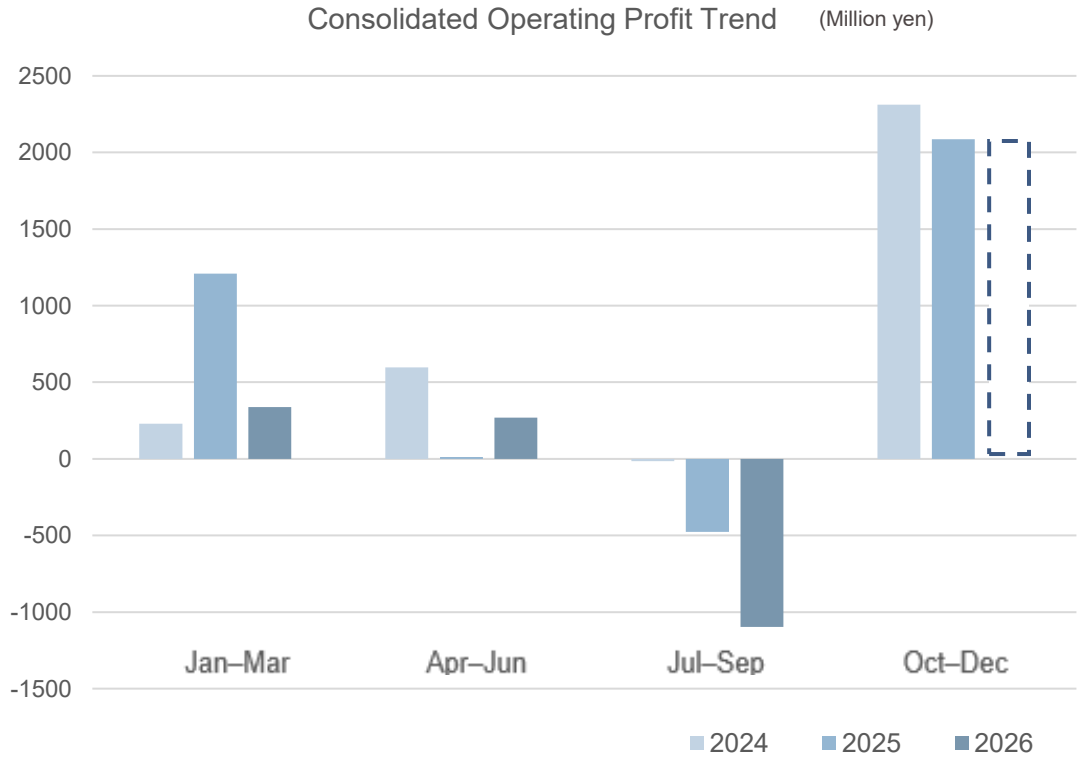
2. Quarterly Trends in Key Indicators

Q3 operating profit decline reflects operating constraints from renovating key wedding venues

Oct–Dec peak season typically brings higher volume, spending per wedding and operating profit; full-year forecast on track



※Weddings at company-operated venues (incl. TRUNK)



©TAKE and GIVE NEEDS Co.,Ltd.

3. FY2026 Q3 Results by Segments

Wedding volume in line with plan; spending per wedding remained strong

Management contract business grew steadily

(Million yen)	FY2026 Q3 Results (Jan-Sep 2026)
Net sales	34,405
Domestic wedding	33,217
(TRUNK)	4,232
Others	1,187
Gross profit	23,047
SG&A expenses	23,468
Operating profit	-420
Domestic wedding	1,150
Others	357
Company-wide costs, etc.	-1,928

【Domestic Wedding Business】

(Million yen)	FY2026 Q3 Results (Jan-Sep 2026)
Net sales	33,217
Weddings at company-operated venues (incl. TRUNK)	28,393
■ Number of weddings handled（wedding）	6,450
■ Average spending per wedding（per 1,000 yen）	4,264
■ Average guest count（person）	61.3
Consulting (outsourced weddings)	1,375
■ Number of weddings handled（wedding）	1,943
Accommodation, restaurants, etc.	3,448
Gross profit	22,592 68.0%
Operating profit	1,150 3.5%

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

©TAKE and GIVE NEEDS Co.,Ltd.

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

• Average spending has continued to increase due to promotional initiatives for key offerings

• Expand new management contract opportunities



Strengthening Hotel Development

• Preparations for the openings of THE GENTLE KAMAKURA, TRUNK(HOTEL) SAPPORO , TRUNK(HOTEL) DOGENZAKA(tentative), and GRAND GENTLE KOBE 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

©TAKE and GIVE NEEDS Co.,Ltd.

Renovations Completed at Six Venues This Summer
Inquiries at Renovated Venues Increased by 21.9% YoY


NEEDS Shonan Chigasaki by T&G WEDDING


NEEDS Shirokane by T&G WEDDING


NEEDS Kumamoto by T&G WEDDING


NEEDS Sendai by T&G WEDDING

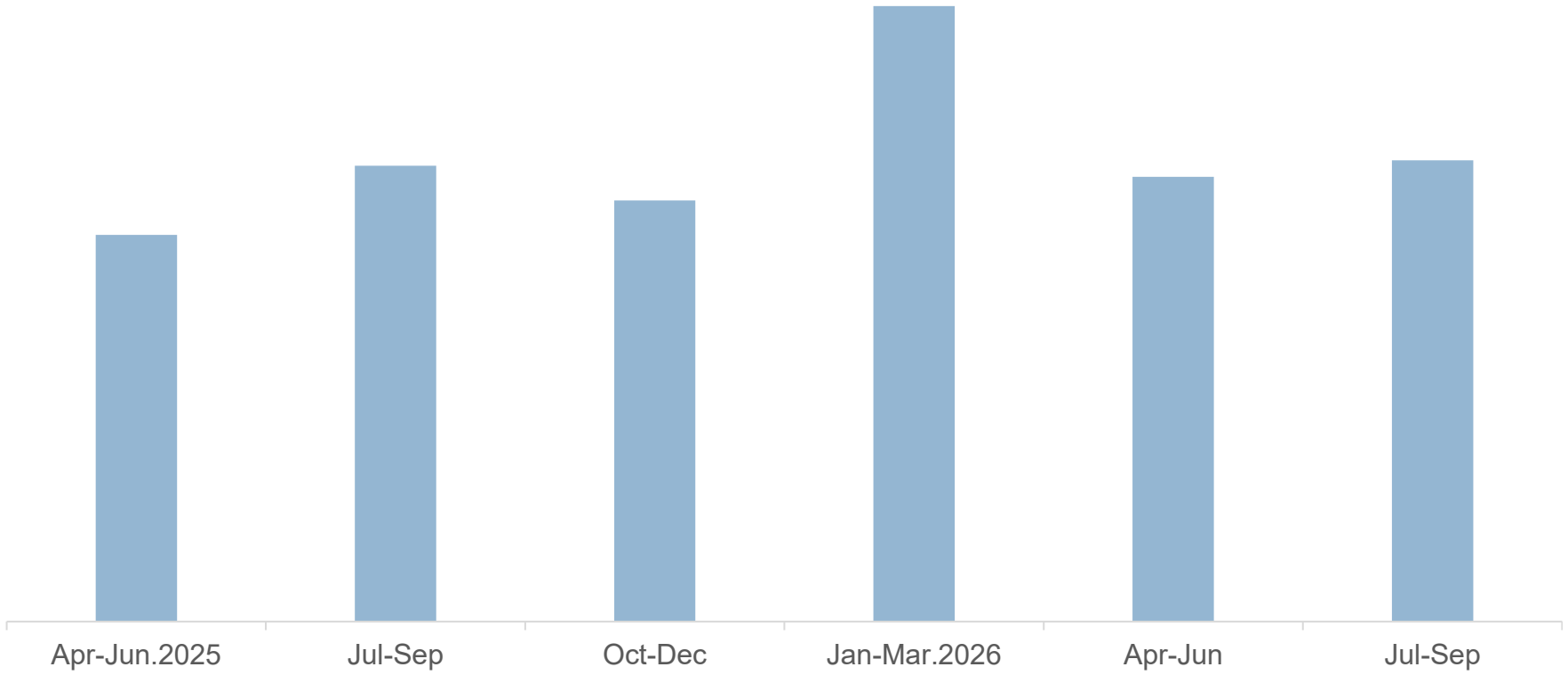

NEEDS Kyoto Kitayama by T&G WEDDING


TRUNK(HOTEL) CAT STREET

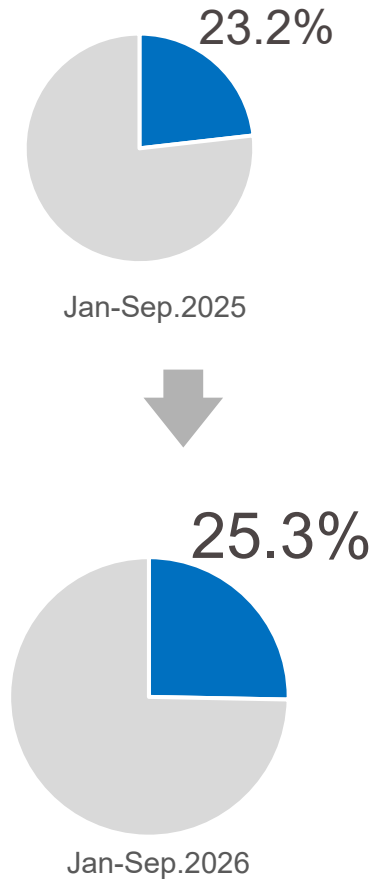
©TAKE and GIVE NEEDS Co.,Ltd.

Inquiries Stable; Media Mix Optimization Advancing
Owned Media Share of Inquiries Up YoY

Inquiry Volume Trend



Owned Media Trend in Inquiries by Source

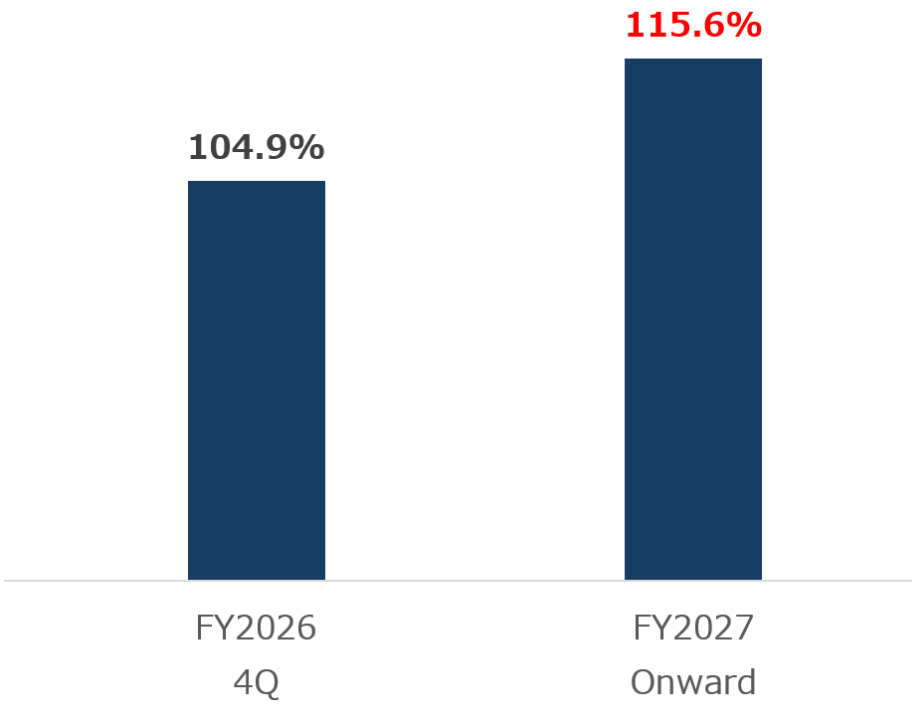


※ Weddings at company-operated venues (excluding closed venues, including TRUNK)

©TAKE and GIVE NEEDS Co.,Ltd.

Strong Sales Activity Drove Steady Backlog Growth
Promotional Initiatives Contributed Higher Spending per Wedding YoY

Wedding Booking Backlog (YoY)
As of the last week of September 2026



■Spending per wedding（Jan-Sep.2026）※1,000yen

4,264

（YoY ＋197）

■Average Guest Count (Jan-Sep.2026)

61.3 People

（YoY ＋0.7 people）

※ Weddings at company-operated venues (excluding closed venues, including TRUNK)

©TAKE and GIVE NEEDS Co.,Ltd.

4-1-4. Accelerating Growth in the Wedding Business

Management contract backlog continued to grow strongly
Partner venues contracted in the previous fiscal year showed steady growth

Number of Partner Venues

8 venues

（YoY ＋2 venues）

Wedding Booking Backlog:
4Q of FY2026 and Beyond
As of the last week of September 2026

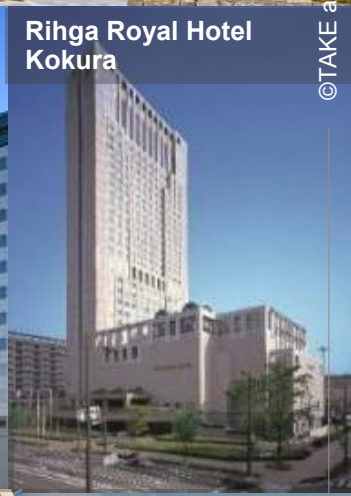
111.4%

















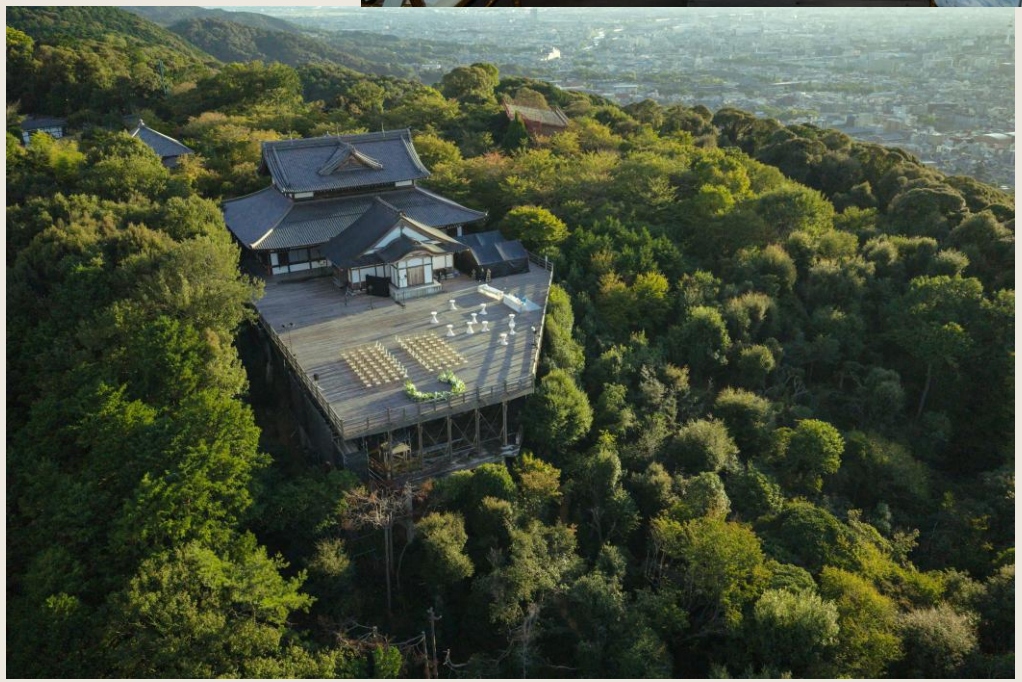


©TAKE and GIVE.NEEDS Co.,Ltd.

Expanding Inbound Wedding Demand Partnership with “Jing Meixue” to Accelerate Growth and Customer Acquisition



- The number of inquiries over the past year was 181.8% compared to the same period last year
- Haute Couture Design Team which has handled numerous weddings for celebrities both in Japan and abroad (offering fully custom-made weddings)-caters to a wide range of events, from ceremonies to large-scale parties, regardless of the venue or format
- In addition to Hong Kong’s major travel agency “EGL Tours Company Limited” and “Day Manor Club Japan,” T&G has begun entering into agency agreements with “Jing Meixue Co., Ltd.,” which operates “Guolou Wedding Planning”-the leading brand for custom-made weddings in Taiwan, where the number of visitors to Japan is on the rise
- Introducing T&G inbound wedding brand, “JAPAN WEDDING COLLECTION.” This marks T&G’s first partnership with an overseas wedding operator, and for Jing Meixue Co., Ltd., this is an exclusive agreement under which “JAPAN WEDDING COLLECTION” is the only brand handling wedding package products.



Produced by T&G Haute Couture Design Team at Kyoto Shogunzuka Seiryuden

©TAKE and GIVE NEEDS Co.,Ltd.

ADR and Occupancy Remained at High Levels

CAT STREET（Jingumae, Shibuya-ku）

■ Average Daily Rate

98,524 yen

（YoY -319yen）

■ Occupancy Rate

88.0%

（YoY -0.1pt）

YOYOGI PARK（Tomigaya, Shibuya-ku）

■ Average Daily Rate

101,480 yen

■ Occupancy Rate

93.9%



※ 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.

TRUNK(HOTEL) SAPPORO Set to Open on September 17, 2027 With 107 Rooms in Total and the Brand's First-Ever Spa, Expectations are Rising for the Property's Offerings

- TRUNK's first expansion beyond Tokyo, marking a new destination in Sapporo's Odori district. Located on floors 10-18 of Sapporo Dai Building.
- TRUNK(HOTEL) SAPPORO will feature the brand's first spa, TRUNK(BATH HOUSE), Sushi Saito's first Sapporo location, all-day dining showcasing Hokkaido cuisine, a live music lounge & bar, private studios, and banquet rooms.

【Overview】

Location	Minami 2 Nishi 4, Chuo-ku, Sapporo City, Hokkaido, Japan
Building Details	21 floors (19 floors + 2 basement levels)
Hotel Details	Floor 10: Reception; Sushi Saito Restaurant; All Day Dining Restaurant; Lounge & Bar; Chapel; Private Studio Spaces incl. multi-function room, cinema, karaoke room; Banquet Room KODACHI Floors 11-12: Banquet Rooms HINATA and MIYABI Floors 13-17: Guest Rooms Floor 18: Guest Rooms, Gym, TRUNK(BATH HOUSE)
Number of Guest Rooms	107 rooms
Guest Room Pricing	60,000-600,000 yen (estimated)
Preview Site	https://sapporo.trunk-hotel.com



©TAKE and GIVE NEEDS Co.,Ltd.

TRUNK(HOTEL) YOYOGI PARK Awarded One MICHELIN Key for the Third Consecutive Year
Strengthening a Stable Customer Base through Brand Enhancement



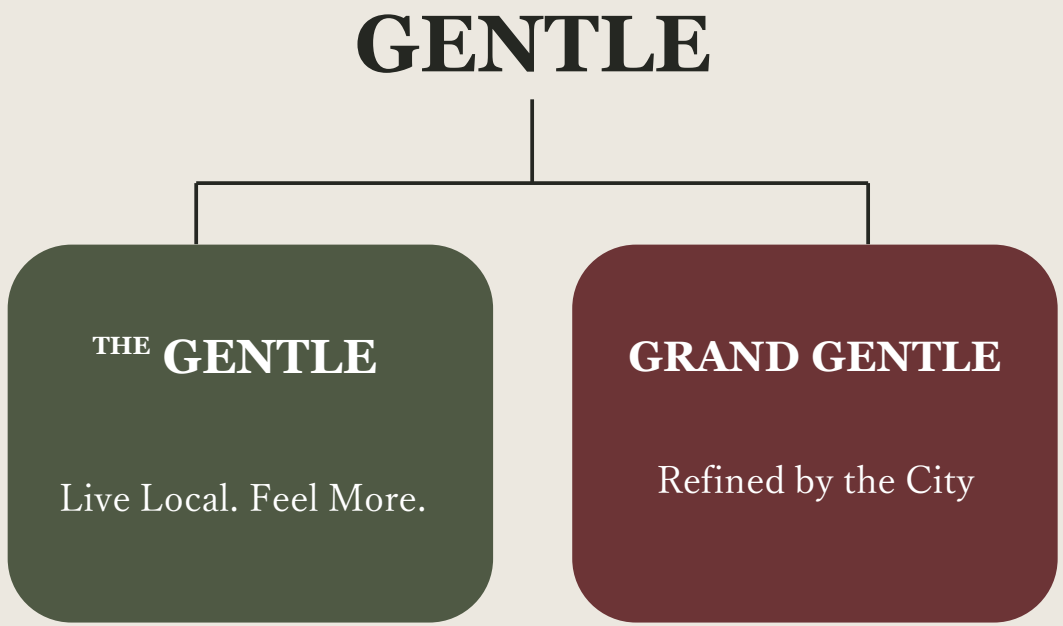
- The MICHELIN Key is a selection by the MICHELIN Guide that recognizes excellence in hospitality. This marks the third consecutive year that TRUNK(HOTEL) YOYOGI PARK has been awarded One MICHELIN Key, as a property that offers “a very special stay.”
- TRUNK(HOTEL) YOYOGI PARK offers a total of 25 guest rooms, along with a restaurant named PIZZERIA e TRATTORIA L’OMBELICO, an exclusive rooftop infinity pool and lounge known as TRUNK(POOL CLUB), which provides guests with panoramic views of the lush greenery of neighboring Yoyogi Park and the Tokyo skyline.
- With its distinctive concept, refined design, and unique guest experience, the hotel welcomes guests from Japan and abroad, particularly Europe and North America. It has also received numerous awards and distinctions, including the Michelin Key, AHEAD Global Top 10 / AHEAD Asia Hotel of the Year 2024, Condé Nast Traveler’s Hot List 2024, and Travel + Leisure’s It List 2024.

©TAKE and GIVE NEEDS Co.,Ltd.

Launched New Hotel Brand “GENTLE” under Our Multi-Brand Strategy Media Launch Event Held in September to Build Brand Awareness

- GENTLE is a hotel brand built around the concept of "Be Gentle. MAKE ROOM FOR YOURSELF." creating spaces where guests can naturally feel at ease. The brand explores emotions through four elements: Elevation, Discovery, Ease, and Stillness. Through thoughtfully designed spaces, services, and experiences, GENTLE brings these elements together in a process of reconnection, allowing guests to move naturally between different emotional states and rediscover sensitivities that may have been lying dormant.
- GENTLE features a shared brand concept and stay design, with multiple brands planned to suit location and purpose. “THE GENTLE” embraces each locale’s everyday life; “GRAND GENTLE” savors a city’s finest charms—two distinct stay values.





©TAKE and GIVE NEEDS Co.,Ltd.

First MC Hotel “THE GENTLE KAMAKURA” to Open in March 2027
Website and Social Media Launched to Build Pre-Opening Awareness

- Opening in Koshigoe, Kamakura in March 2027, THE GENTLE KAMAKURA is themed “Another Kamakura, by the Sea,” offering a retreat to immerse in the area’s time, daily life, and quiet space
- Offers 3-day, 2-night stays, including weddings; leveraging our house-wedding expertise to deliver unique weddings that make even the moments around the ceremony memorable

【Overview】

Location	3-1-7, Koshigoe, Kamakura City, Kanagawa, Japan
Building Details	4 floors above ground + rooftop
Hotel Details	Guest rooms, restaurants (dining, sushi), rooftop terrace, guest lounge, multi-space, banquet
Number of Guest Rooms	16 rooms
Guest Room Pricing	40,000 - 200,000 yen (estimated)
Opening	March 2027 (planned); *pre-opening in February
Preview Site	https://gentlehotels.com/ (GENTLE brand site) https://gentlehotels.com/the (THE GENTLE brand site) https://gentlehotels.com/the/kamakura (THE GENTLE KAMAKURA site)







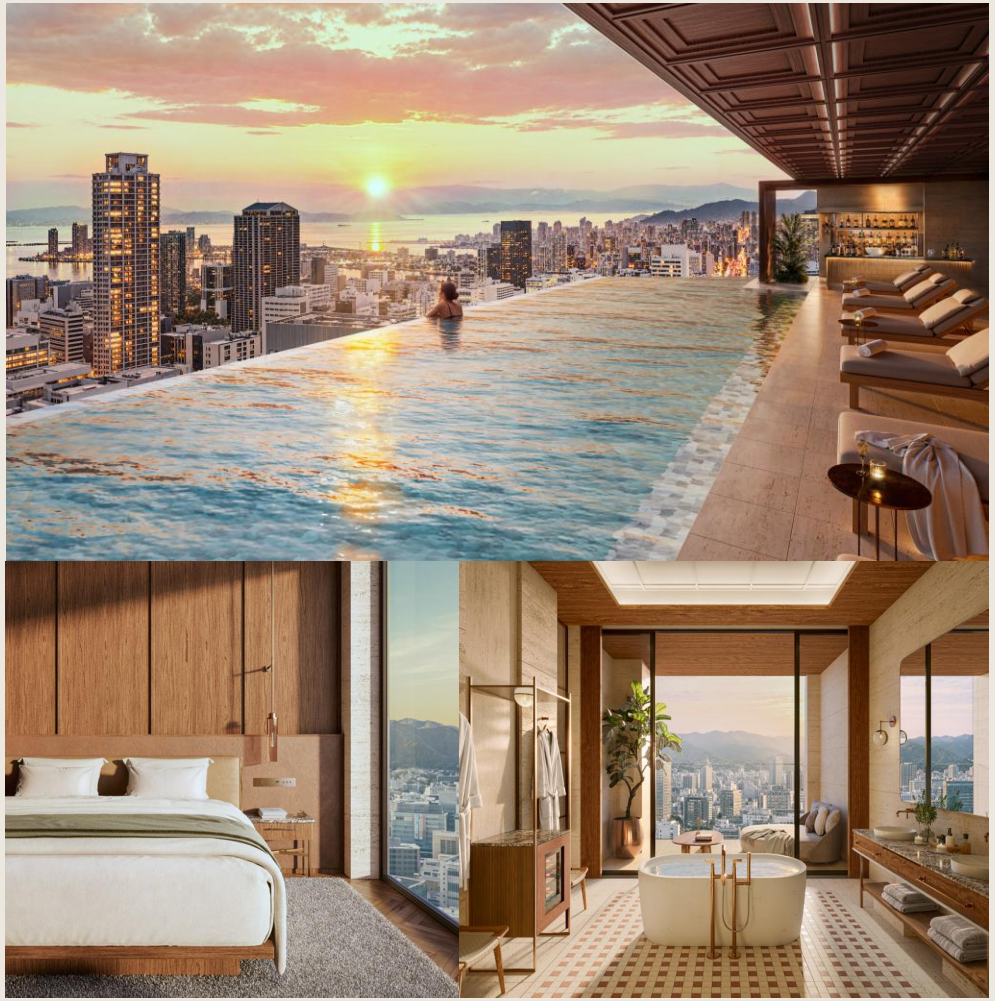
©TAKE and GIVE NEEDS Co.,Ltd.

Second Property under New Hotel Brand “GENTLE” “GRAND GENTLE KOBE” to Open in Spring 2028

- As the first GRAND GENTLE hotel, GRAND GENTLE KOBE will occupy the upper levels of a new 150-meter mixed-use complex directly connected to Kobe Sannomiya Station, offering panoramic views from the Rokko Mountains to the Seto Inland Sea. It will be Kobe′s first luxury lifestyle hotel.
- A chapel and banquet spaces will host weddings, conventions, and other events, from small gatherings to large-scale functions. Drawing on its wedding expertise, T&G plans to offer new approaches to weddings.

【Overview】

Location	5-chome Kumoi-dori, Chuo-ku, Kobe City, Hyogo, Japan
Building Details	Within “Kobe Sannomiya Twin Gate (Phase I Building),” a large-scale redevelopment in front of Kobe Sannomiya Station
Hotel Details	Guest rooms, all-day dining, specialty restaurant, specialty bar, rooftop pool, spa, fitness gym, banquet, chapel (planned)
Number of Guest Rooms	63 rooms
Guest Room Size	30㎡–130㎡
Guest Room Pricing	50,000–400,000 yen (estimated)



©TAKE and GIVE NEEDS Co.,Ltd.

Signed Agreement Regarding the Management of a New Hotel in Minato-ku, Tokyo, Opening in 2030

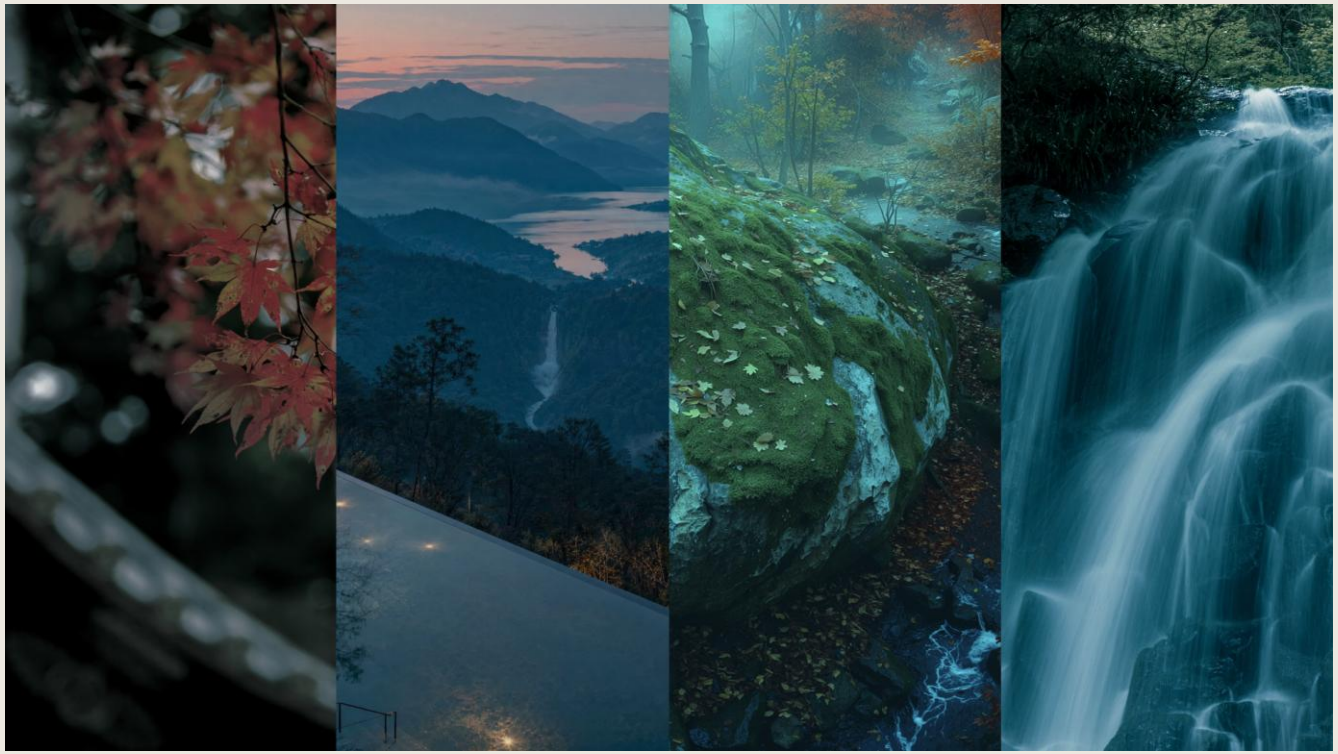


【Overview】

Category	Luxury
Name	TBD
Location	Minato-ku, Tokyo
Developer	Columbia Works Co., Ltd.
Operation Start	FY2030 (planned)

©TAKE and GIVE NEEDS Co.,Ltd.

Signed Agreement Regarding the Management of a New Hotel in Nikko City, Tochigi, Opening in 2031



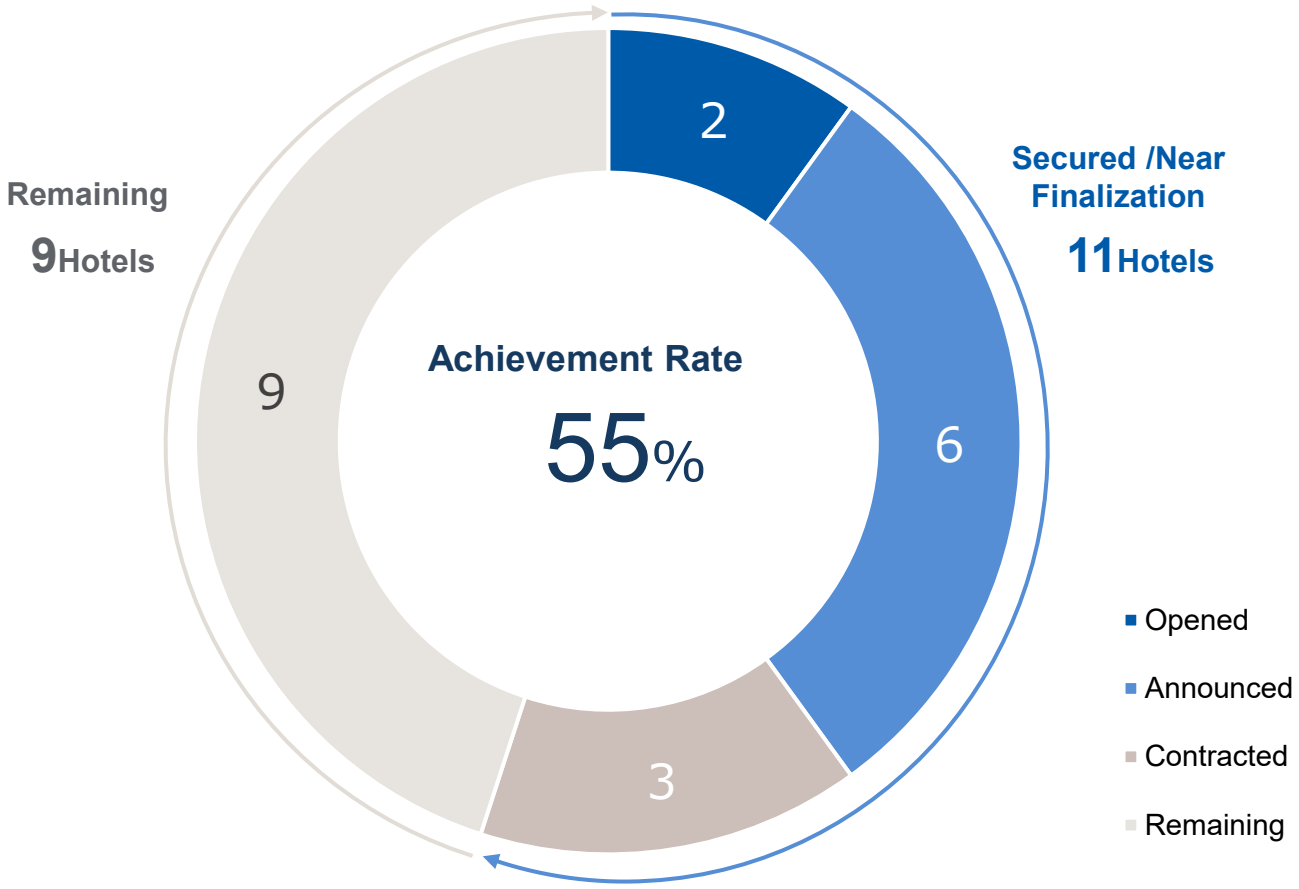
【Overview】

Category	Luxury
Name	TBD
Location	Nikko City, Tochigi
Developer	Columbia Works Co., Ltd.
Number of Guest Rooms	approx. 50 rooms
Guest Room Size	approx. 70 ㎡
Operation Start	FY2031 (planned)

©TAKE and GIVE NEEDS Co.,Ltd.

11 Hotels Secured / Near Finalization Toward the Target Announced in the August Medium-Term Management Plan

Progress Toward the FY2035 Target of 20 Hotels



Opened Hotels

- TRUNK(HOTEL)CAT STREET 15rooms
- TRUNK(HOTEL)YOYOGI PARK 25rooms

Announced Hotels

- THE GENTLE KAMAKURA (Opens March 2027) 16rooms
- TRUNK(HOTEL) SAPPORO (Opens September 2027) 107rooms
- TRUNK(HOTEL) DOGENZAKA (tentative) (Opens 2028) 125rooms
- GRAND GENTLE KOBE (Opens 2028) 63rooms
- Minato-ku, Tokyo (Opens 2030)
- Nikko City, Tochigi (Opens 2031) approx. 50 rooms

©TAKE and GIVE NEEDS Co.,Ltd.

Awarded the “Contribution Organization Award” by Bridal Industry Association
130+ Employees Nationally Certified; Service Quality Recognized

- The award recognizes companies that have achieved outstanding organizational initiatives and results in advancing the bridal industry and developing the next generation of talent.
- Each year, multiple wedding planners take the Bridal Coordinator Skills Examination, a national qualification hosted by BIA, and T&G supports them with exam preparation and exam fee coverage.
- The cumulative number of certified employees now exceeds 130.
- In 2025, wedding planner Akana Miura placed as runner-up in “The Master of Bridal Coordinator” customer-service role-playing contest; the Company continues to strengthen wedding talent development and service quality in a variety of ways.



©TAKE and GIVE NEEDS Co.,Ltd.

T&G Holds Job Offer Ceremony for FY2027 New Hires 211 Incoming Employees Across All Job Categories Attend, Strengthening the Company's Talent Base





- On October 1 and 2, T&G held its job offer ceremony for prospective employees scheduled to join the Company in FY2027 at NEEDS Minatomirai VERANDA and NEEDS Kyoto Karasuma.
- More than a formality, the ceremony honors each recruit′s start as a hospitality company creating new value, centered on the hotel business
- The program included talks by department heads, Q&A sessions with senior employees and group work, helping recruits deepen their bonds, envision their future roles and consider the skills needed to achieve their goals

©TAKE and GIVE NEEDS Co.,Ltd.

02 Topics

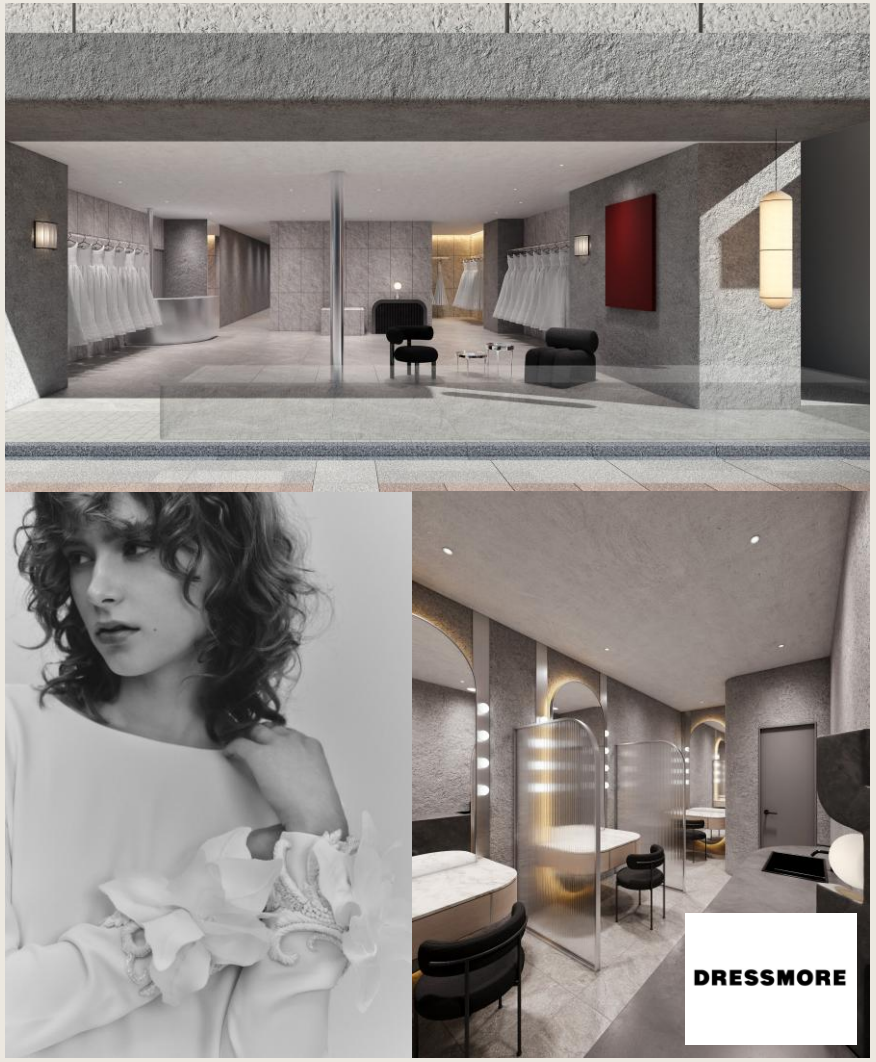


2027 OPEN TRUNK(HOTEL) SAPPORO IMAGE

©TAKE and GIVE NEEDS Co.,Ltd.

DRESSMORE to Open a New Store in Nagoya in May 2027
Profit Growth through In-House Dress and Beauty Services

- The fifth DRESSMORE dress shop, following Osaka, Kobe, Kyoto, and Umeda
- Targeting customers from five nearby T&G venues to increase the in-house service ratio, with future growth through expansion to customers of other venues
- DRESSMORE offers imported dresses from selected luxury designer brands worldwide, as well as original dresses, tuxedos, and traditional Japanese attire for sale and rental



©TAKE and GIVE NEEDS Co.,Ltd.

T&G Kids Project Held at 42 Venues Nationwide Record 2,300 Parents and Children Participated

- Launched in 2017, the T&G Kids Project offers hands-on work and food education programs as part of T&G's sustainability initiatives.
- The event helps children learn about careers and food while raising awareness of social issues such as food loss and resource recycling.



©TAKE and GIVE NEEDS Co.,Ltd.

Joined the “SDGs Joint Seminar” Hosted by Kansai, Hosei and Chuo Universities Actively Promoting Industry–Academia Collaboration

- To expand our sustainability activities, we are building ties with younger generations: joining the SDGs partner programs of Kansai and Hosei Universities, co-creating an upcycling event with the “Kansai University SDGs Campus Supporters” student group, and collaborating with Kansai University at Expo 2025 Osaka, Kansai
- Participated as a partner company in the “SDGs Joint Seminar,” a joint program of the three universities held in August
- The seminar brings students passionate about the SDGs together with companies to develop ideas for an ideal future society. About 30 students and 5 companies affiliated with the three universities took part: partner companies presented their own and industry challenges, and student groups developed and presented solutions
- We will continue our partnerships with each university’s SDGs groups and expand collaboration with more universities to advance industry–academia cooperation





©TAKE and GIVE NEEDS Co.,Ltd.

2nd Place Overall at the 44th French Cuisine Competition for Outstanding Young Chefs

T&G Cuisinier takes 2nd Place Overall

- Masato Sai, cuisinier at NEEDS Sendai by T&G WEDDING, won 2nd place overall at the French Cuisine Competition for Outstanding Young Chefs, hosted by Club Prosper Montagné Japan, an organization dedicated to preserving and advancing French food culture
- The competition is open to chefs under 25 with less than 4 years of experience, who compete in two categories: practical skills and taste/presentation
- Entries are judged by a panel of leading chefs in Japan; rankings are based on combined scores across both categories
- T&G has participated in this competition since 2013, and the second-place overall finish achieved by Sai in this year’s competition marks T&G’s best result to do





From left: sole with chives; pan-seared beef fillet with red wine sauce; crème caramel

©TAKE and GIVE NEEDS Co.,Ltd.

Sharing Our Hotel Strategy on the YouTube Business Media Channel “PIVOT”

Videos Explaining Our Business Strategy on the T&G IR YouTube Channel

- Chairman Nojiri appeared in a tie-up program on PIVOT’s official YouTube channel to discuss the hotel strategy in our Medium-Term Management Plan; 550,000 views as of end of October
- Our official IR YouTube channel features interviews with managers on business strategy and future plans, as well as videos on our new brand



▲ Link to video

Content	Status
Medium-Term Management Plan short video	Live
GENTLE new hotel brand launch event digest	Live
Why TRUNK is chosen by inbound travelers	Live
Why TRUNK does not depend on OTAs	Planned
How TRUNK delivers high added value through people	Planned
T&G through our people: Marketing edition	Planned



©TAKE and GIVE NEEDS Co.,Ltd.

New Shareholder Benefit Program Introduced
Giving More Investors a Chance to Know the Company

Name	TAKE AND GIVE. NEEDS Premium Benefit Club
Eligibility	Shareholders holding 700+ shares as of end of December each year
Benefit	5,000–90,000 points, based on shares held
Selection	5,000+ items to choose from, including gourmet food, sweets, appliances, experience gifts and e-money
Other	・Points can be exchanged for “WILLsCoin,” a shared benefit coin that can be combined with points from other Premium Benefit Club companies ・Combined WILLsCoin can be exchanged for a wider range of items, such as hotel stays and fine wine, or used for hometown tax donations

[Benefit Points Table] (1 point ≈ ¥1)

Shares Held	Points Awarded
700–799 shares	5,000 points
800–899 shares	6,000 points
900–999 shares	8,000 points
1,000–1,999 shares	20,000 points
2,000–2,999 shares	40,000 points
3,000+ shares	90,000 points

©TAKE and GIVE NEEDS Co.,Ltd.

03 Appendix



2028 OPEN GRAND GENTLE KOBE IMAGE

©TAKE and GIVE NEEDS Co.,Ltd.

1. Consolidated Balance Sheet

(Million yen)	As of Dec.31, 2025	As of Sep.30, 2026
Current assets	12,569	14,156
Cash and deposits	6,586	7,036
Fixed assets	39,297	37,975
Tangible fixed assets	28,262	26,885
Intangible fixed assets	705	678
Investment and other assets	10,330	10,411
Total assets	51,956	52,317

(Million yen)	As of Dec.31, 2025	As of Sep.30, 2026
Total liabilities	34,141	35,056
Total current liabilities	15,155	17,338
Short-term borrowings	3,130	3,200
Current portion of long-term borrowings	5,197	5,623
Total non-current liabilities	18,986	17,718
Long-term borrowings	12,266	11,439
Total shareholders' equity	17,658	17,174
Capital surplus	11,065	11,054
Retained earnings	6,526	6,035
Total Net Assets	17,814	17,260
Total Liabilities and Net Assets	51,956	52,317
Interest-bearing debt*1	23,488	23,171
Equity-to-asset ratio *2	34.0%	32.8%

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

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

※ Figures for FY2025 have been retrospectively adjusted to reflect the accounting policy change adopted from the interim period of FY2026.

©TAKE and GIVE NEEDS Co.,Ltd.

2. Company Overview

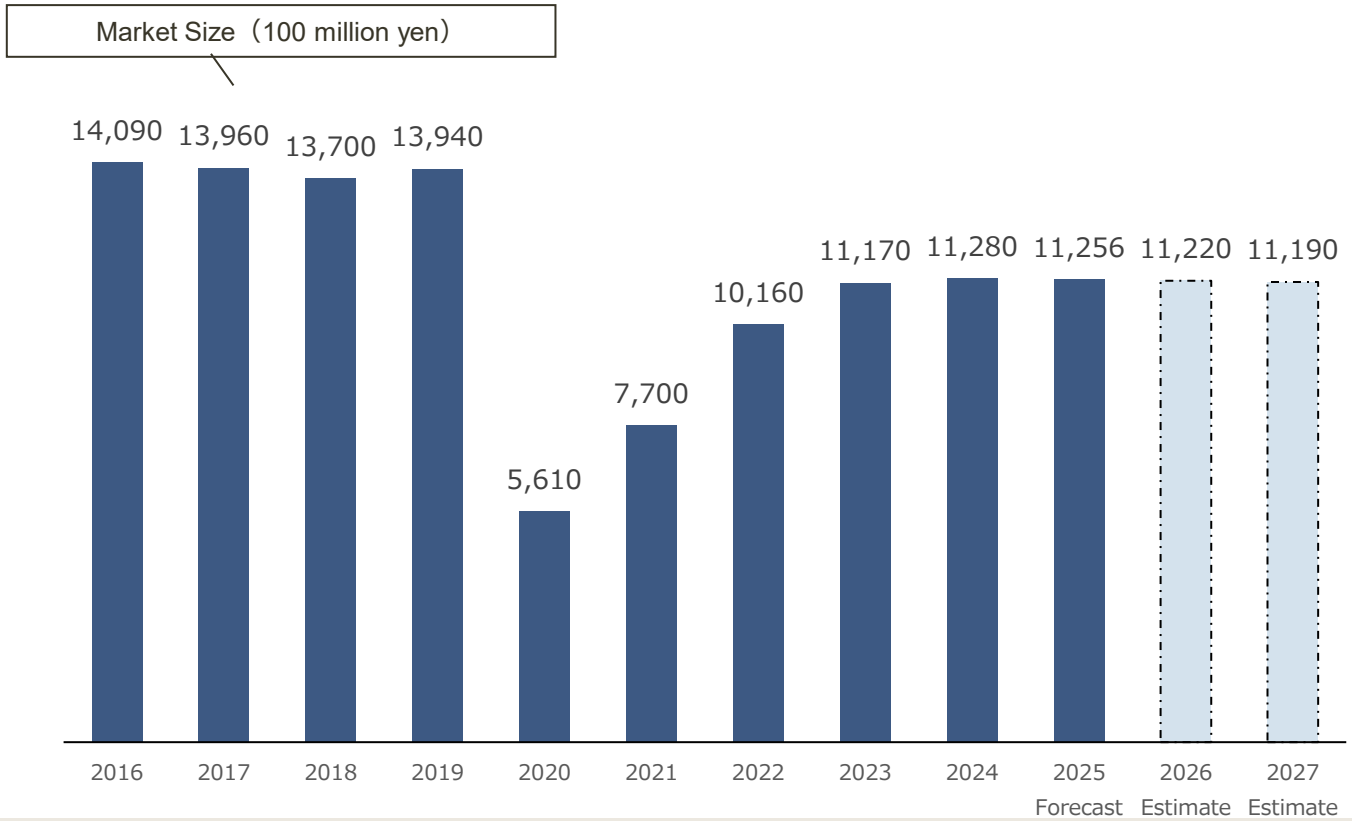
Company Name	TAKE AND GIVE. NEEDS Co., Ltd.	
Established	October 19, 1998	
Representative	Chairman & Representative Director Yoshitaka Nojiri President & Representative Director Kenji Iwase	
Capital	100 million yen	
Stock Listing	TSE Prime	
Number of Employees	Consolidated : 1,846 (As of Dec.31,2025) Non-consolidated: 1,447 (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 (As of Jun.30,2026)	Yoshitaka Nojiri Tokyo Wells Co., Ltd. The Master Trust Bank of Japan, Ltd. TSUNAGU INVESTMENTS PTE. LTD. SBI SECURITIES Co.,Ltd.	16.83% 7.09% 6.31% 5.28% 3.87%



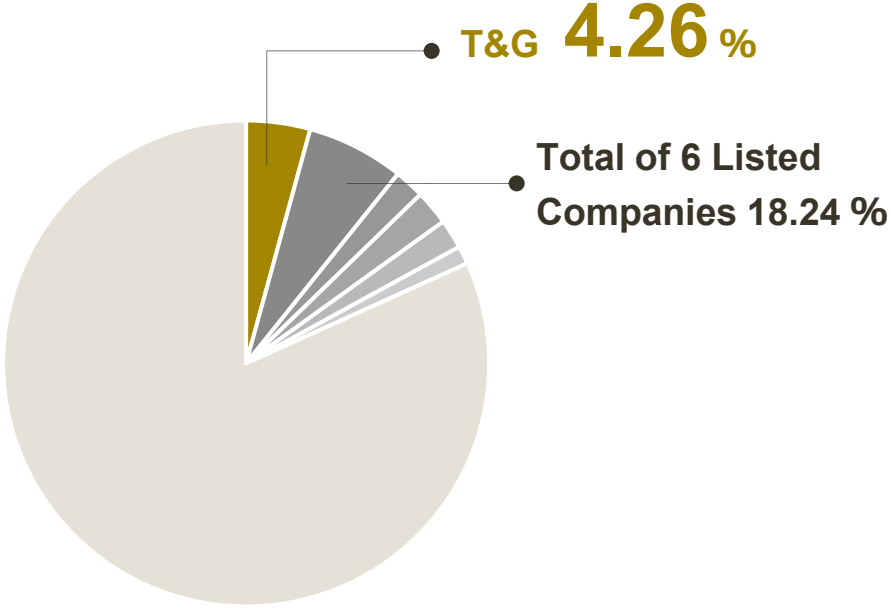
©TAKE and GIVE NEEDS Co.,Ltd.

3. Domestic Wedding Market Overview

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



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



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

*2 T&G estimate based on Yano Research Institute’s “Bridal Industry Annual Report 2026”

©TAKE and GIVE NEEDS Co.,Ltd.

Strengths in the Wedding Business

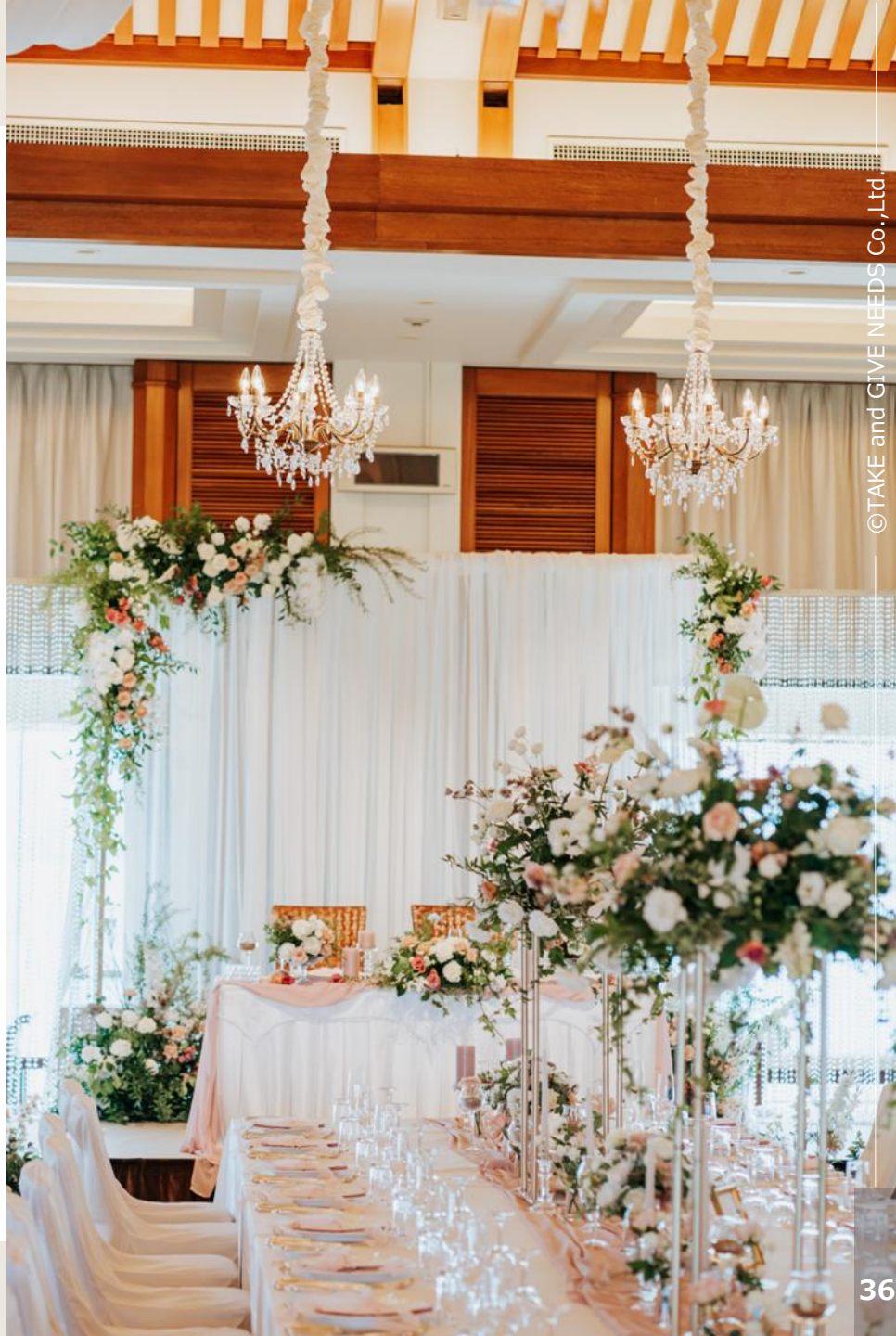
No.1 in Domestic Wedding Volume
Overwhelming market presence backed by trust and a proven track record

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

Strong Branding Strategy and Industry-Leading Talent
Delivering high-quality wedding services through extensive expertise and exceptional human capital

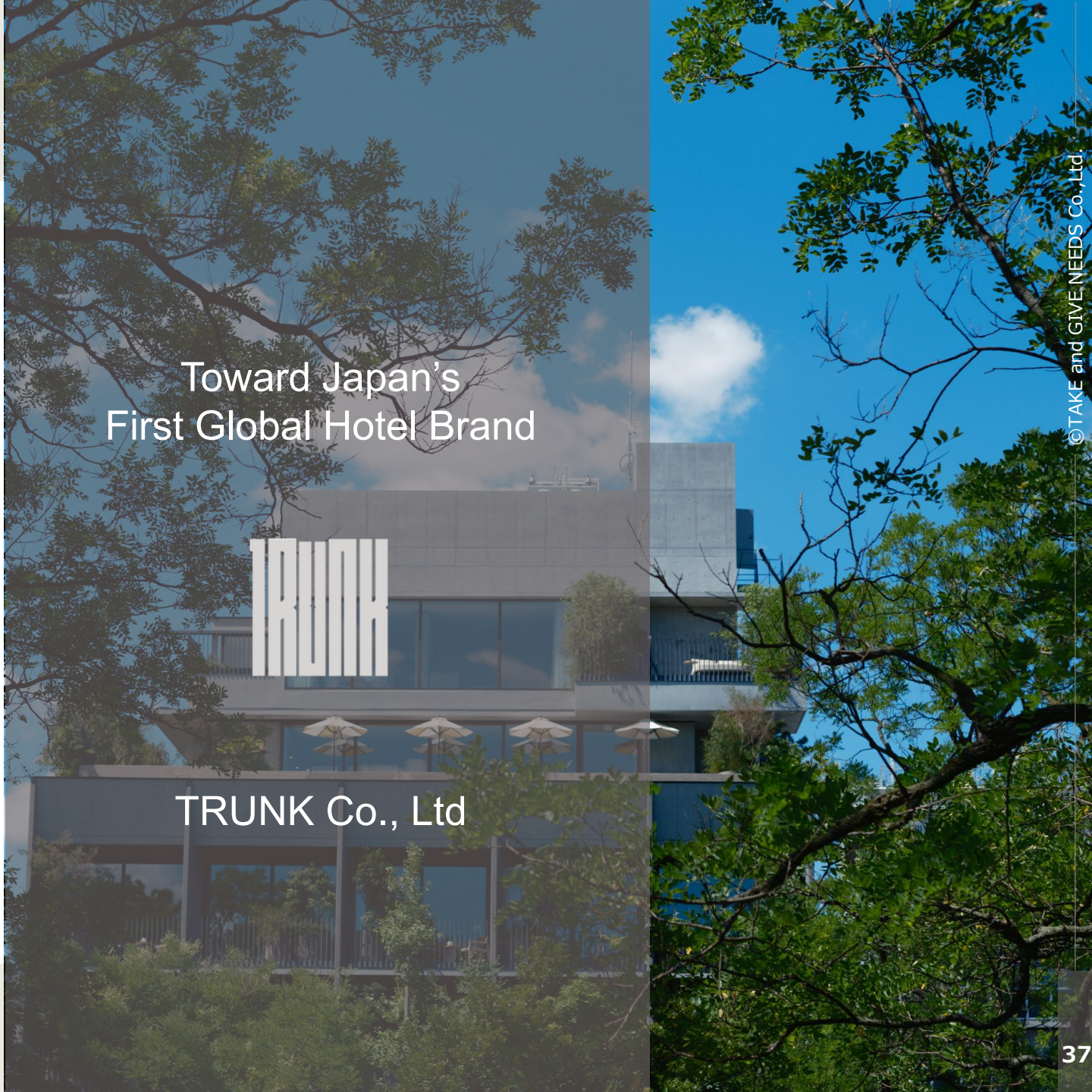


©TAKE and GIVE NEEDS Co.,Ltd.

03. Appendix

5. TRUNK Co., Ltd. – Company Overview

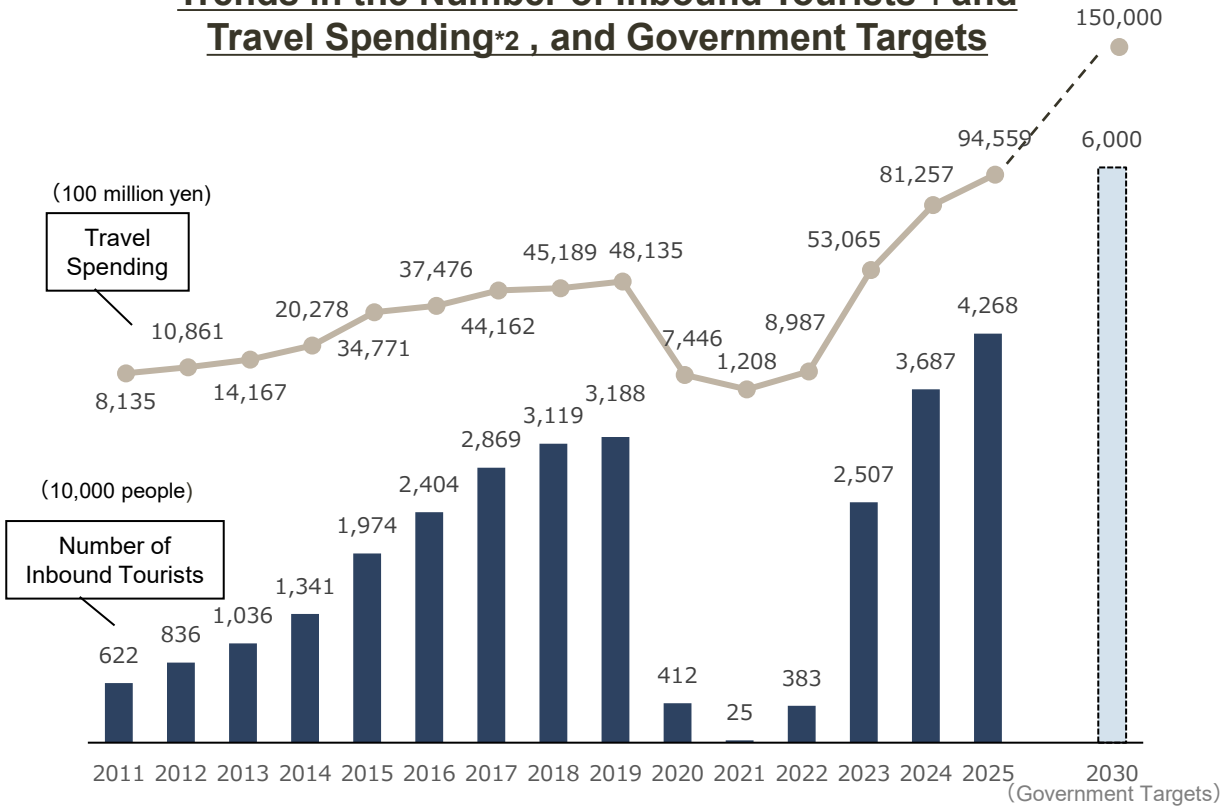
Company Name	TRUNK Co., Ltd
Established	December 19, 2016
Representative	President and Representative Director Yoshitaka Nojiri
Capital	14 million yen
No. of Employees	312 (As of December 2025)
Business Description	Hotel development, management, and operation



©TAKE and GIVE NEEDS Co.,Ltd.

6. Hotel Market - Overview

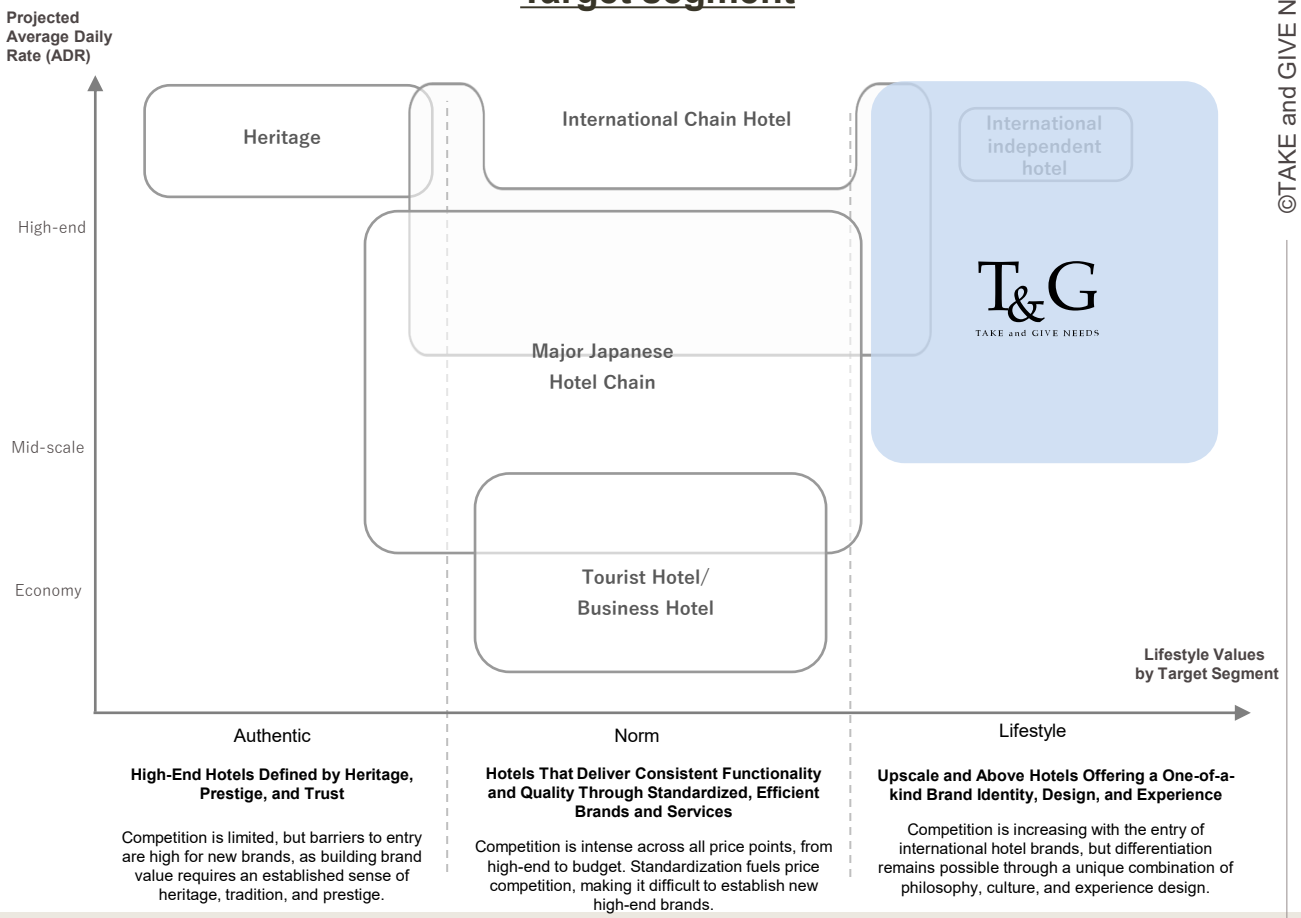
Trends in the Number of Inbound Tourists*1 and Travel Spending*2 , and Government Targets



*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



High-End Hotels Defined by Heritage, Prestige, and Trust

Competition is limited, but barriers to entry are high for new brands, as building brand value requires an established sense of heritage, tradition, and prestige.

Hotels That Deliver Consistent Functionality and Quality Through Standardized, Efficient Brands and Services

Competition is intense across all price points, from high-end to budget. Standardization fuels price competition, making it difficult to establish new high-end brands.

Upscale and Above Hotels Offering a One-of-a-kind Brand Identity, Design, and Experience

Competition is increasing with the entry of international hotel brands, but differentiation remains possible through a unique combination of philosophy, culture, and experience design.

©TAKE and GIVE NEEDS Co.,Ltd.

From Upfront Investment to Monetization Phase
Driving Growth through the Hotel Business, Backed by Stable Wedding Earnings

Medium-Term Management Plan —EVOL2030 Final Stage Toward 2035 Vision—

FY2035 Long-Term Targets （million yen）

GTV	Net sales	Operating Profit	Operating Margin
118,000	**75,000**	**7,600**	**10.1%**

GROUP STRATEGY

1 Portfolio Expansion

Hotel：
Accelerate Hotel Openings and Improve Capital Efficiency Through a Multi-Brand × MC Strategy
Wedding：
Expand Market Segments Through a Broader Range of Wedding Styles

2 Enhancing Demand Creation Capabilities

Hotel：
Create High Value Through an Integrated End-to-End Operating Model
Wedding：
Drive Demand Through New Products and Services

3 Brand-Building Communication

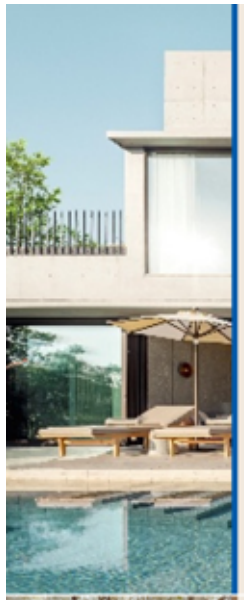
Hotel ：
Stronger Brand Equity Drives MC Opportunities
Wedding：
Enhanced Brand Value Drives Brand-Led Customer Acquisition

4 Human Capital Enhancement

Enhance the Value Creation Foundation Through Improved Retention

©TAKE and GIVE NEEDS Co.,Ltd.

7. Medium-Term Management Plan



HOTEL

Driving future growth

Multi-brand × MC contracts
to open 20 hotels in the lifestyle
hotel market by FY2035



WEDDING

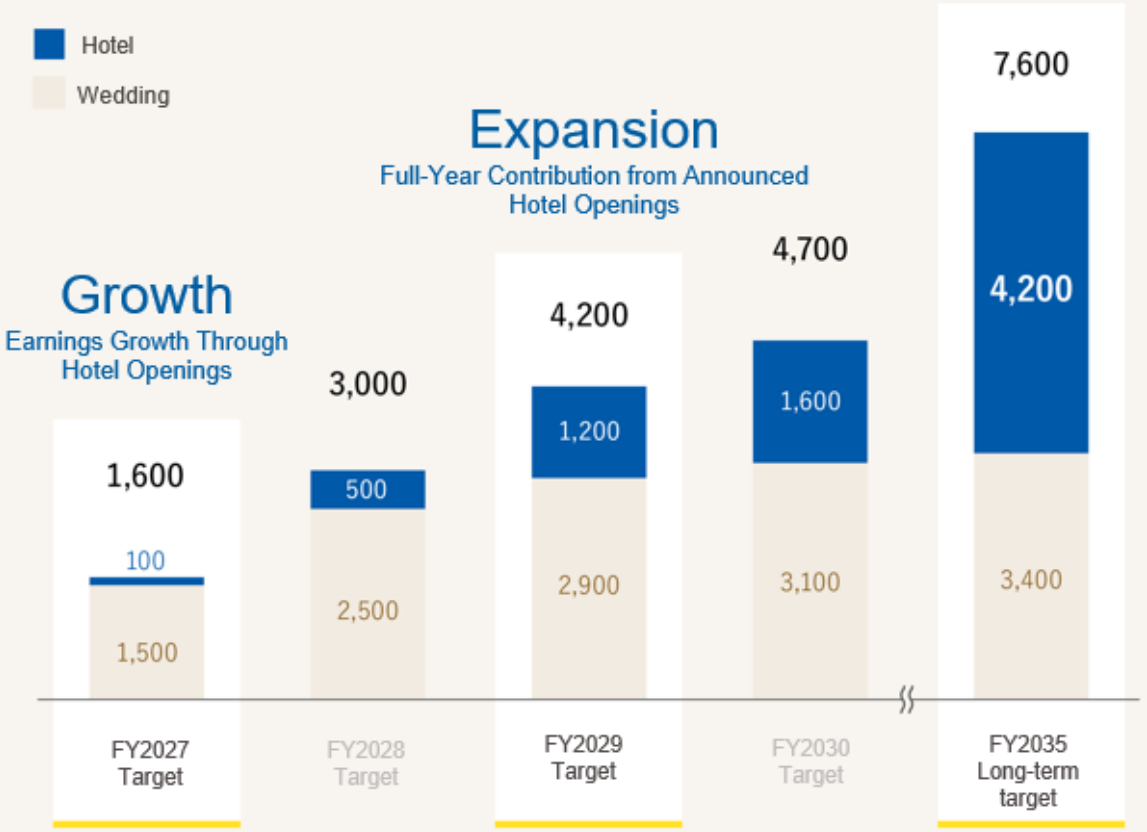
Profit growth via new demand

Optimizing the portfolio to
raise product value while
improving cost efficiency

Operating profit (million yen)

Develop into a Core driver

A Key Profit Driver, Surpassing the Wedding Business



©TAKE and GIVE NEEDS Co.,Ltd.

03. Appendix

8. 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	1,194
Ordinary profit margin（%）	4.7%	2.3%	3.5%	3.9%	5.8%	5.3%	-	3.9%	7.0%	8.0%	7.5%	3.3%
Net income (million yen)	1,008	230	360	888	2,283	1,003	-16,214	1,877	4,108	1,831	3,547	-81
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	51,956
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

※ Figures for FY2025 have been retrospectively adjusted to reflect the accounting policy change adopted from the interim period of FY2026.

©TAKE and GIVE NEEDS Co.,Ltd.

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

(As of September 30, 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

©TAKE and GIVE NEEDS Co.,Ltd.

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

(As of September 30, 2026)



● : Operator
● : Hotel and Restaurant

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

©TAKE and GIVE NEEDS Co.,Ltd.

The forward-looking statements, including forecasts, strategies and plans, contained in this document are based on information currently available to the Company and assumptions deemed reasonable by the Company. Actual results may differ materially from those expressed or implied in these forward-looking statements. This document is intended to provide a better understanding of the Company's business operations and management strategies and is not intended as a solicitation to invest in the Company's securities. Investment decisions should be made at your own discretion and responsibility. The Company undertakes no obligation to update or revise these forward-looking statements to reflect new information, future events or otherwise, except as required by applicable laws and regulations.

Contact Information
TAKE AND GIVE. NEEDS Co., Ltd. Corporate Planning Department
2-3-12 Higashi-Shinagawa, Shinagawa-ku, Tokyo 140-0002, Japan
E-mail： ir-presen@tgn.co.jp

©TAKE and GIVE NEEDS Co.,Ltd.