

A wide-angle photograph of a modern hotel rooftop infinity pool. The pool's edge is perfectly aligned with the horizon, creating a seamless transition between the turquoise water and the city skyline. Several light-colored lounge chairs with folded towels are arranged on the pool deck. The building's architecture features large glass windows and a wooden overhang. The sky is a vibrant blue with scattered white clouds, and the sun is shining brightly, casting a soft glow over the scene. In the distance, a dense urban landscape with various buildings and a port area with cranes is visible.

FY2025 Q2 Financial Results

T&G TAKE and GIVE NEEDS



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Executive Summary

1

Revision of Consolidated Earnings Forecast for FY2025

- Despite aggressive advertising investments to secure wedding bookings, the number of weddings handled in Q3 is expected to be fall short of plan, resulting in a revision of the earnings forecast

2

Focus on Expanding the Hotel Business as a Growth Driver

- Average room rates continued to climb, even with the impact of upgrade renovations and strategic promotions
- CAT STREET: Average room rate ¥97,159 (up to ¥16,792 YoY)
YOYOGI PARK: Average room rate ¥97,708 (up to ¥19,394 YoY)

3

Driving Further Growth in the Wedding Business

- Acquired two wedding facilities in Nagoya. Entered new business sectors including inbound weddings and casual weddings. Actively expanding Domestic Wedding Business
- Newly contracted to operate weddings at RIHGA Royal Hotel Kyoto

4

Change in Fiscal Year-end for Streamlining Management and Global Expansion

- Changed the fiscal year-end from March to December. The fiscal year ending December 2025 will be an irregular nine-month fiscal year

00

Executive
Summary

01

FY2025 Q2 Summary of Financial Results

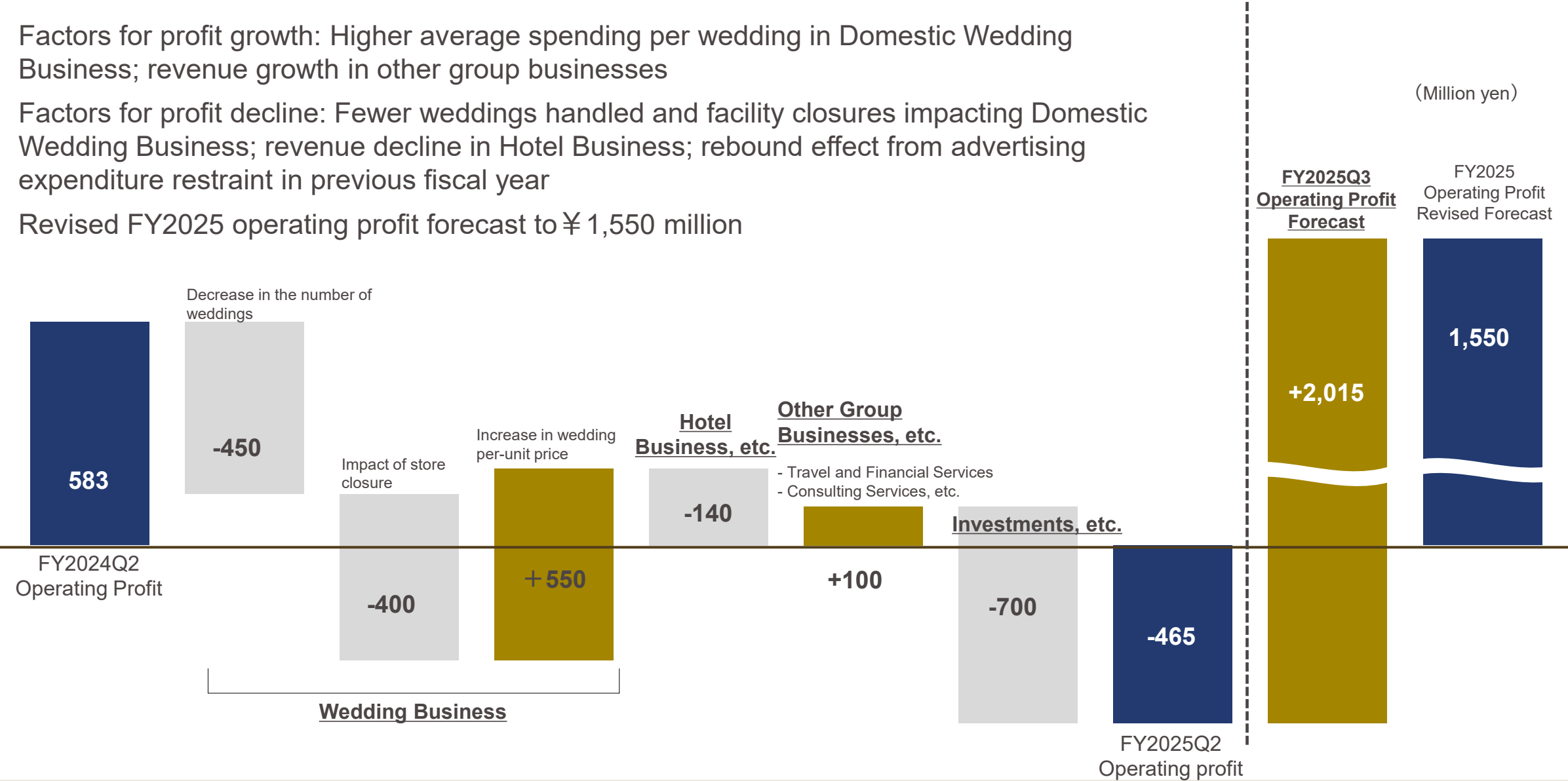
01-1. FY2025 Q2 Financial Highlights

- FY2025 Q2 results showed YoY decline in revenue and profit, in line with initial plans
- Operating profit decreased YoY due to the impact of renewed advertising efforts and rising fixed costs such as labor
- While Q3 profits are expected to improve significantly, the number of weddings handled is expected to fall short of plan, and profit for the FY2025 is expected to fall below initial forecast

(Million yen) % : Sales ratio	FY2024 Q2	FY2025 Q2	Change	YoY(%)	Revised Forecast	Previous Forecast	Revised Forecast YoY(%)
Net Sales	21,724	21,306	-418	-1.9%	35,450	35,450	±0%
Gross Profit	14,483 66.7%	14,443 67.8%	-40	-0.3%	-	-	
SG&A Expenses	13,900 64.0%	14,908 70.0%	+ 1,008	+7.3%	-	-	
Operating Profit	583 2.7%	-465 -	-1,048	-	1,550 4.4%	1,850 5.2%	-16.2%
Ordinary Profit	314 1.4%	-738 -	-1,052	-	1,200 3.4%	1,450 4.1%	-17.2%
Net Income	437 2.0%	-501 -	-938	-	300 0.8%	500 1.4%	-40.0%

01-2. FY2025 Q2 Operating Profit Analysis

- Factors for profit growth: Higher average spending per wedding in Domestic Wedding Business; revenue growth in other group businesses
- Factors for profit decline: Fewer weddings handled and facility closures impacting Domestic Wedding Business; revenue decline in Hotel Business; rebound effect from advertising expenditure restraint in previous fiscal year
- Revised FY2025 operating profit forecast to ¥ 1,550 million

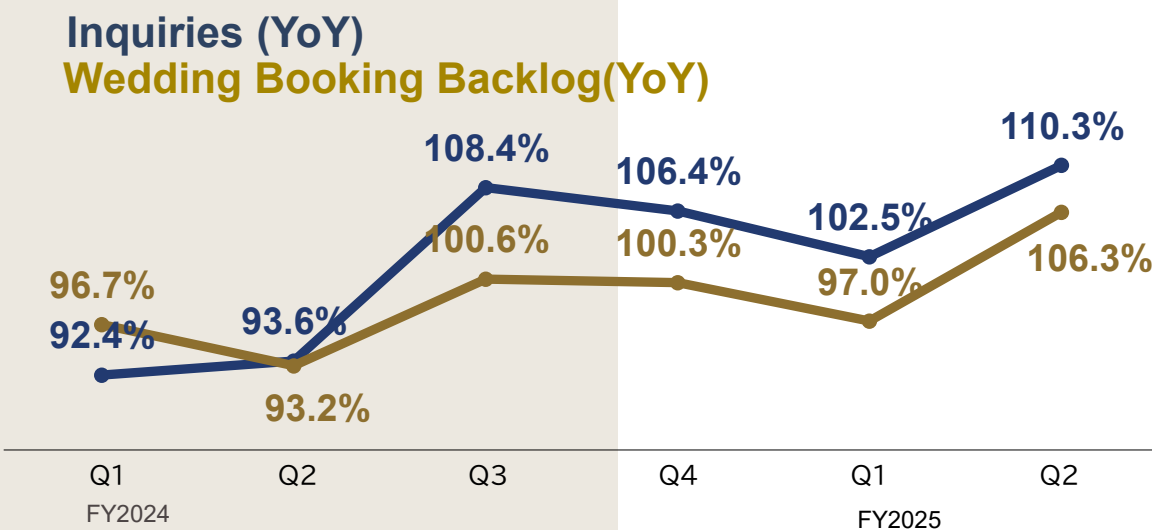


01-3. Domestic Wedding Business: Wedding Booking Backlog

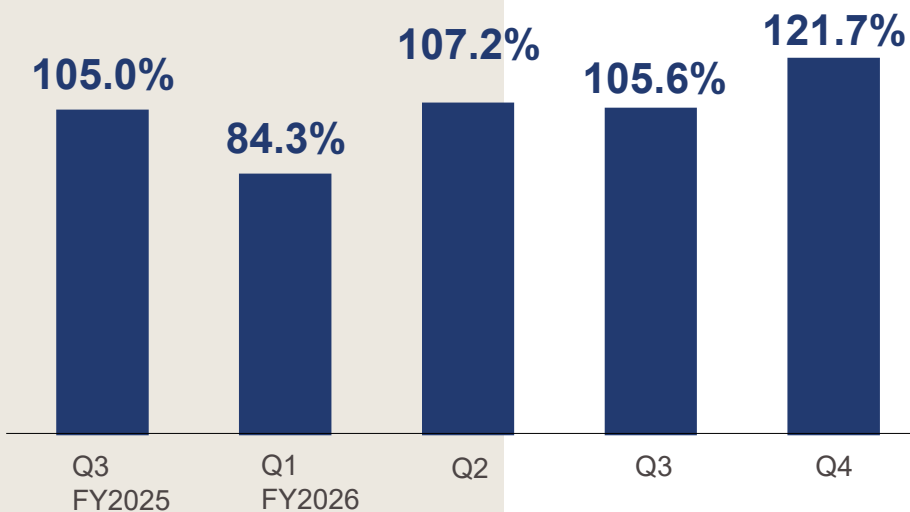
- Advertising expenses were streamlined in FY2024 Q1 resulting in a slowdown in orders
Continued to strengthen advertising from FY2024 Q2, with inquiries exceeding 100% YoY
- Orders received in FY2025 Q1 temporarily fell due to Recharge Days* implemented in June, but inquiries and order volumes continue to maintain high levels

* paid leave offered in addition to annual leave, allowing employees to recharge mentally and physically

- The decline in FY2026 Q1 is mainly due to seasonal shifts resulting from the fiscal year-end change
- Previously, sales efforts were concentrated around the January-March fiscal year-end period. With the new December year-end, booking patterns are expected to stabilize going forward
- Sufficient orders secured to support FY2026 performance levels



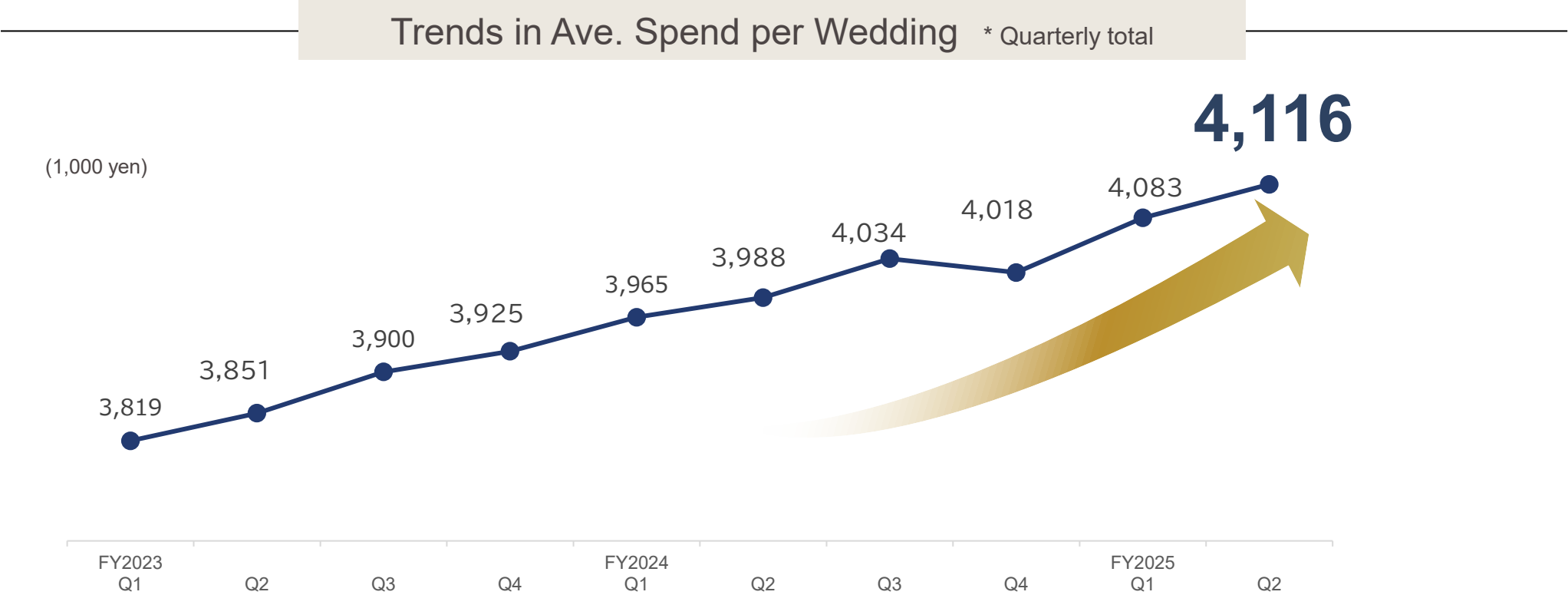
Wedding Booking Backlog (YoY)
As of the fourth week of October 2025



* 既存店比較

01-4. Domestic Wedding Business: Trends in Ave. Spend per Wedding

- The number of weddings handled declined due to the shrinking wedding market and strategic restructuring of directly operated facilities. However, average spending per wedding continued to rise
- Higher average spending significantly offset the impact of fewer weddings



01-5. FY2025 Q2 Results by Segments

- Due to an increase in average spending per wedding, net sales were down only 1.9% YoY despite a decline in the number of weddings handled in Domestic Wedding Business
- TRUNK (HOTEL) net sales decreased ¥232 million YoY due to temporary suspension of accommodation services in Q1 and Q2

(Million yen)	FY2024 Q2	FY2025 Q2	Change	YoY
Net sales	21,724	21,306	-418	-1.9%
Domestic Wedding Business	21,001	20,482	-518	-2.5%
(TRUNK)	3,080	2,847	-232	-7.6%
Others	722	823	+100	+14.0%
Gross profit	14,483	14,443	-40	-0.3%
SG&A Expenses	13,900	14,908	+1,008	+7.3%
Operating profit	583	-465	-1,048	-
Domestic Wedding Business	1,437	463	-974	-67.8%
Others	187	242	+54	+29.1%
Company-wide costs, etc.	-1,042	-1,171	-128	—

01-6. FY2025 Q2 Domestic Wedding Business

- Despite an increase in average spending per wedding, the strategic restructuring of directly operated facilities and a decline in the number of weddings handled led to a decrease in revenue
- Consulting business is performing well. The recently secured new wedding operations contract is expected to sustain strong performance from FY2026 onward

Million yen % : Sales ratio	FY2024 Q2	FY2025 Q2	Change	YoY
Net sales	21,001	20,482	-518	-2.5%
Weddings at Company-operated Venues (incl. TRUNK)	17,869	17,374	-495	-2.8%
■ Number of weddings handled(wedding)	4,431	4,187	-244	-5.5%
■ Average spending per wedding(per 1,000 yen)	3,988	4,116	+128	+3.2%
■ Average guest count(person)	60.1	60.7	+0.6	+0.9%
Consulting (Outsourced weddings)	766	799	+33	+4.4%
■ Number of weddings handled(wedding)	1,111	1,163	+52	+4.7%
Accommodation, restaurants, etc.	2,365	2,308	-56	-2.4%
Gross profit	14,112 67.2%	13,973 68.2%	-139 +1.0pt	-1.0%
Operating profit	1,437 6.8%	463 2.3%	-974 -4.5pt	-67.8%

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

- T&G Haute Couture Design Wedding has handled numerous weddings for celebrities in Japan and abroad
- Regardless of the existing venue or format, a wide range of services are available, from ceremonies to large-scale parties
- The number of weddings held in Japan by affluent overseas clientele has been increasing annually. **Number of weddings held in Q2 was double that of the same period last year**





CAT STREET (Jingumae, Shibuya-ku)

■ Average Daily Rate

97,159 yen

(YoY + 16,792円)

■ Occupancy Rate

83.0%

(YoY -8.7pt)

YOYOGI PARK (Tomigaya, Shibuya-ku)

■ Average Daily Rate

97,708 yen

(YoY + 19,394円)

■ Occupancy Rate

87.2%

(YoY -4.2pt)

- During Q2, CAT STREET temporarily suspended accommodation sales due to strategic promotions in August, while YOYOGI PARK saw a temporary decline in occupancy in early July due to upgrade construction in Q1. Despite both properties falling below 90% occupancy, ADR remained at a high level.

02 TOPICS



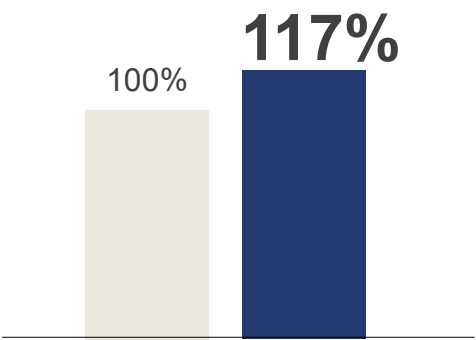
**Newly contracted to operate weddings at
RIHGA Royal Hotel Kyoto
Starting operations in January 2026**

Location	Shimogyo Ward, Kyoto City
Operator	RRH Kyoto Operations LLC
Facility	Banquet hall : 7 Ceremony venue : 2
Feature	Established in 1969, 489 rooms; a prestigious Kyoto hotel with great access to World Heritage sites and a rotating French restaurant



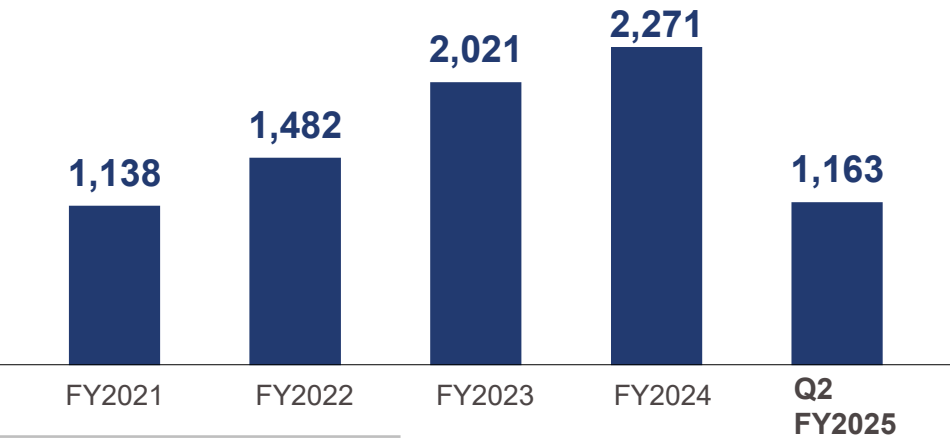
02-2. Consulting Business:
Status of Management Contract Operations

Wedding Booking Backlog
at Partner Hotels (YoY)
As of the fourth week of October 2025



※excluding Halekulani Okinawa

Number of Entrusted Management
Cases(wedding)



02-3. Domestic Wedding Business: Full-Scale Entry into Inbound Wedding Market

Bringing T&G weddings to international clientele with our signature high-quality service, exceptional creativity, and warm hospitality

Established partnership with Major Hong Kong Travel Agency “EGL Tours Company Limited” in Inbound Wedding Business

- EGL Tours has an established a solid position in the Japan travel area in Hong Kong, producing overseas weddings for over 15 years
- Visits to Japan from Hong Kong and Southeast Asian countries remain at high levels, and demand for holding overseas weddings in Japan is also increasing
- Initial rollout to six venues with direct flights from Hong Kong: Tokyo (Shirokane), Yokohama, Tokoname, Osaka, Hiroshima, and Takamatsu, primarily on weekdays
- Planning to expand more venues. Exploring potential for collaborations with venue locations to offer sightseeing and other experiences to the couple and guests



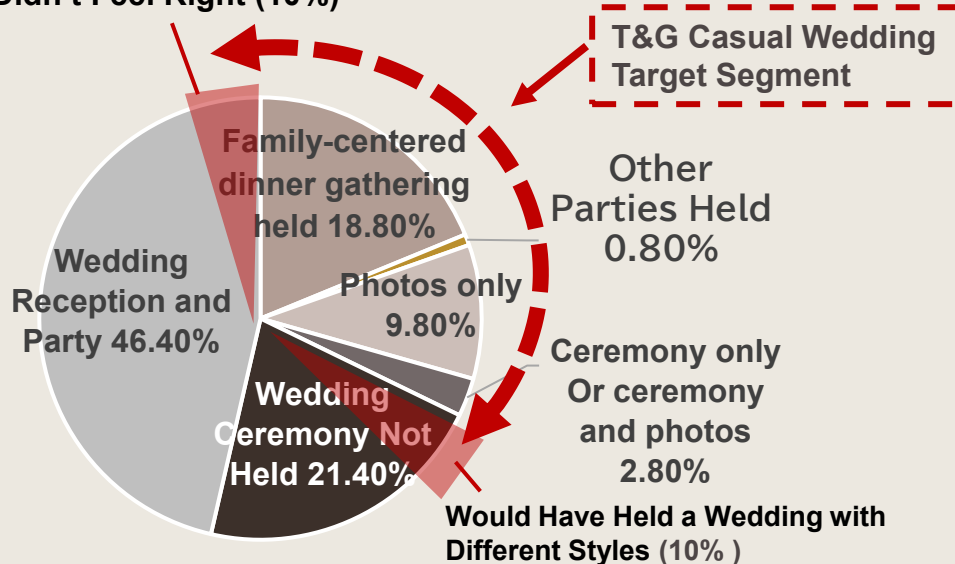
Launch of 「UNWEDDING Nakanoshima」 in Osaka

Brand Concept: A wedding without the spotlight

■ Designed to address changing wedding needs

- Generous photo session time, reflecting current preferences
- Targeting couples who prefer relaxed, understated celebrations over traditional formality
- A new wedding concept for those who want to feel natural and at ease rather than the center of attention
- Also attracts non-wedding events such as reunions and corporate gatherings, boosting weekday venue utilization and creating additional revenue streams

Ceremony/Reception
Didn't Feel Right (10%)



Venue fee

Photographer

Costumes & Accessories

Makeup

Bouquet

Two meetings

Basic Plan

¥660,000

+

Food and Drink

¥11,000 per Person



Acquired Two Venues—Triforia NAGOYA and Infinito Nagoya

Operations Start on December 1, 2025

■ Triforia NAGOYA

Location	Marunouchi, Naka Ward, Nagoya City
Facility	Banquet hall : 1 Ceremony venue : 1
Feature	5 min by car from Nagoya Sta. Awarded ‘Best Chapel in Japan’ for Three Consecutive Years, Featuring an Enchanting Chapel



■ Infinito Nagoya

Location	Meieki, Nakamura Ward, Nagoya City
Facility	Banquet hall : 1 Ceremony venue : 1
Feature	5 min walk from Nagoya Sta. Striking Dome Chapel and Exceptional Cuisine



TRUNK(HOTEL) YOYOGI PARK

Awarded One Michelin Key for Two Consecutive Years

- Awarded **One Michelin Key** in the Michelin Guide's hotel rating system, 'Michelin Keys'
- In 2025, a total of 128 hotels in Japan were selected as **Michelin Key properties**
- Recognized as a hotel that offers a '**special stay experience,**' receiving the award for **the second consecutive year**





03 Appendix

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

- Revision of earnings forecast announced May 14, 2025 based on latest performance trends
- Average spending per wedding remains strong and net sales are on track with initial forecasts, despite the number of weddings handled expected to fall short of initial plan
- Q3 profits are expected to improve significantly. However, with the number of weddings falling short of plan and rising fixed costs, the profit for full-year period is projected below initial plans. As a result, the initial forecast is revised downward

(Million yen)	Revised Consolidated Earnings Forecast (from Mar - Dec 2025)				(Reference) Apr – Dec 2024 Results
	Apr – Dec 2025 Previous Forecast	Apr – Dec 2025 Revised Forecast	YOY	YOY(%)	
Net sales	35,450	35,450	±0	±0%	35,422
Operating profit	1,850	1,550	-300	-16.2%	2,895
Ordinary profit	1,450	1,200	-250	-17.2%	2,495
Net income	500	300	-200	-40.0%	1,744

03-2. Consolidated Balance Sheet

(Million yen)	As of Mar.31,2025	As of Sep.30,2025	Change
Current assets	14,515	13,598	-916
Cash and deposits	9,074	7,765	-1,308
Fixed assets	38,725	39,653	+927
Tangible fixed assets	28,429	28,600	+170
Intangible fixed assets	351	376	+24
Investment and other assets	9,944	10,676	+732
Total Assets	53,241	53,252	+11

(Million yen)	As of Mar.31,2025	As of Sep.30,2025	Change
Total Liabilities	35,029	36,002	+973
Total current liabilities	14,049	15,368	+1,319
Short-term borrowings	880	3,390	+2,510
Current portion of long-term borrowings	5,409	4,916	-492
Total long-term liabilities	20,980	20,634	-346
Long-term borrowings	14,310	13,903	-406
Total shareholders' equity	18,138	17,206	-932
Capital surplus	11,074	11,065	-9
Retained earnings	7,013	6,074	-939
Total Net Assets	18,211	17,249	-961
Total Liabilities and Net Assets	53,241	53,252	+11
Interest-bearing liabilities	20,600	22,210	+1,610
Equity-to-asset ratio	34.1%	32.3%	-1.8pt

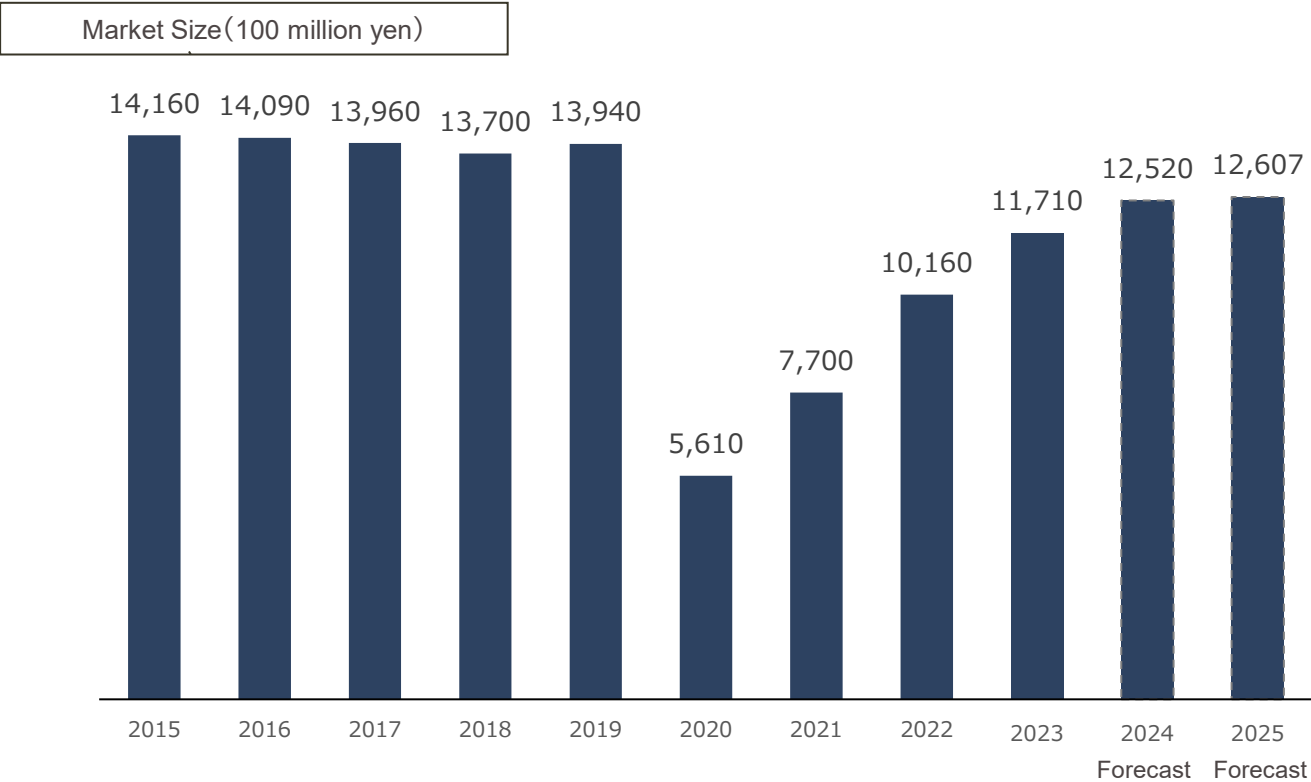
03-3. Company Overview

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 : 1,725 (As of Mar.31,2025) Non-consolidated : 1,378 (As of Mar.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	16.86%
	The Master Trust Bank of Japan, Ltd.	10.59%
	TSUNAGU INVESTMENTS PTE. LTD.	7.47%
	Tokyo Wells Co., Ltd.	7.09%
	Custody Bank of Japan, Ltd. (trust account)	4.23%



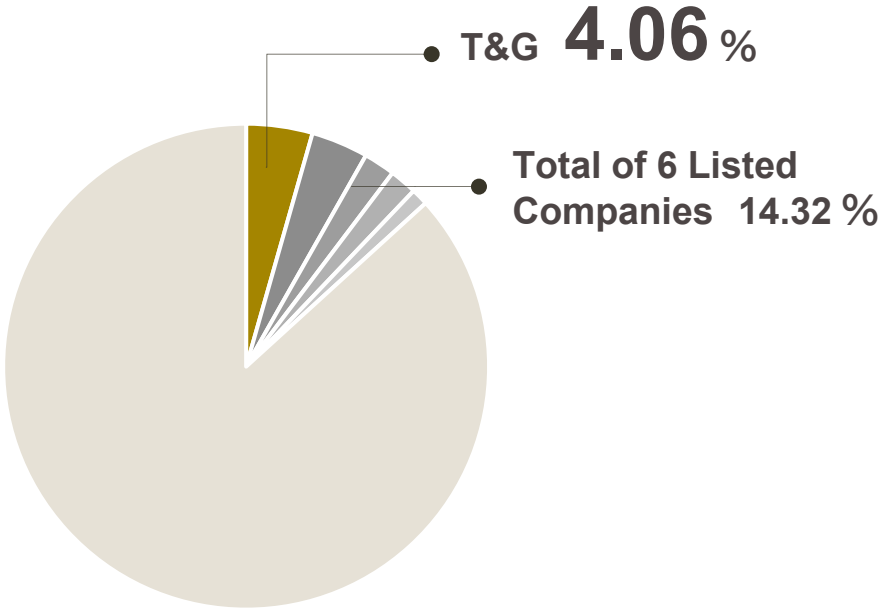
Despite the decline in the number of marriages,
the market size exceeds 1 trillion yen

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



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

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



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

03-5. Domestic Wedding Business' Competitive Advantage

Strengths in the wedding business

- The pioneer of house weddings
Leading the industry with an overwhelming number of weddings handled
- One-to-One Client Representative System
Delivering bespoke experiences through the attentive expertise of seasoned wedding planners
- Crafting entirely bespoke weddings — curating an unparalleled day that transcends every couple's vision
- Japan's leading domestic wedding provider — commanding market share through unwavering trust and a proven legacy
- Iconic branding strategies paired with one of the industry's most accomplished teams
Delivering exceptional wedding operations through decades of refined expertise and world-class talent



03-6. 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	261 (As of January 2025)
Outline of Business	Hotel development, management, and operation
FY2025 Business Strategy	Brand portfolio expansion and acquisition of new hotel contracts Establishing overseas subsidiaries and preparing international offices Advancing preparations for new hotels scheduled to open from 2027 onward



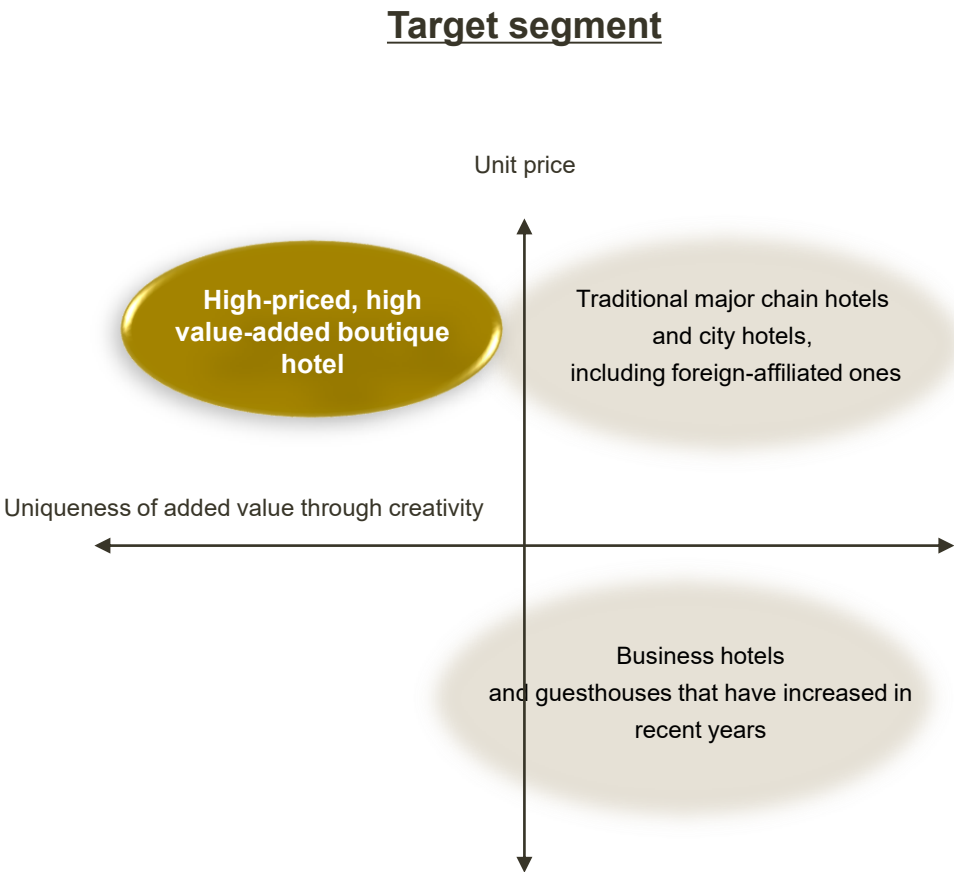
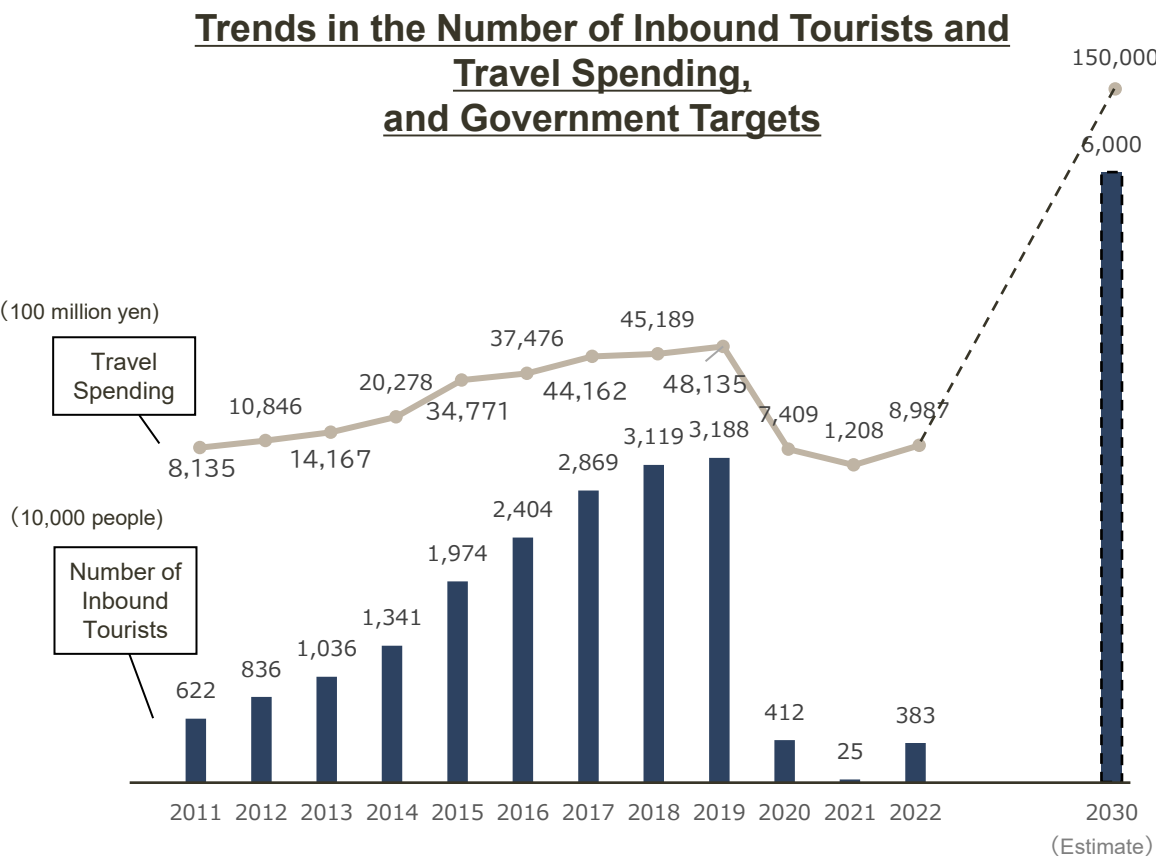
Japan's First True
Global Hotel Brand



TRUNK Co., Ltd

©TAKE and GIVE NEEDS
Co., Ltd

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



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

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

03-8. Hotel opening plans

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

01.



2027 Spring OPEN

TRUNK(HOTEL) SAPPORO (Tentative name)

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

02.



2028 Spring OPEN

TRUNK(HOTEL) DOGENZAKA (Tentative name)

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

03.



2028 Spring OPEN

TRUNK(HOTEL) KOBE (Tentative name)

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

03-9. Consolidated Financial Performance Trends

	2002/3	2003/3	2004/3	2005/3	2006/3	2007/3	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3
Net sales (million yen)	2,961	5,275	11,444	21,830	33,962	45,833	43,642	46,206	46,039	46,716	47,983	52,804
Operating profit (million yen)	255	494	1,595	3,454	4,981	6,625	-901	675	2,519	2,282	2,212	2,832
Operating profit margin (%)	8.6%	9.4%	13.9%	15.8%	14.7%	14.5%	-	1.5%	5.5%	4.9%	4.6%	5.4%
Ordinary profit (million yen)	229	467	1,447	3,501	5,153	6,857	-1,403	31	1,882	1,541	1,588	2,459
Ordinary profit margin (%)	7.7%	8.9%	12.6%	16.0%	15.2%	15.0%	-	0.1%	4.1%	3.3%	3.3%	4.7%
Net income (million yen)	119	215	674	2,049	2,905	4,172	-2,055	-1,048	371	214	453	1,086
Net margin (%)	4.0%	4.1%	5.9%	9.4%	8.6%	9.1%	-	-	0.8%	0.5%	0.9%	2.1%
Number of domestic weddings handled (couple)	1,294	1,794	3,020	5,132	7,945	11,048	9,921	10,996	11,036	10,535	10,543	11,494
Directly operated facilities	394	918	2,076	4,109	6,935	10,011	8,944	9,799	10,071	9,897	9,738	10,468
Consulting (Outsourced weddings)	900	876	944	1,023	1,010	1,037	977	1,197	965	638	805	1,026
Average unit cost for directly operated venues (thousand yen)	3,347	3,796	4,248	4,350	4,349	4,123	4,137	3,825	3,773	3,890	3,975	4,019
Number of halls owned by directly operated venues at the end of fiscal year *	1	7	22	41	62	84	88	87	87	87	87	99
Number of halls owned by produced venues at the end of fiscal year *	1	6	16	29	42	58	62	61	61	61	61	68
Number of Consulting Partnerships at the end of fiscal year	10	10	11	12	13	13	17	16	15	11	13	14
Total assets (million yen)	1,963	5,254	14,250	17,185	19,212	32,340	41,160	41,425	43,456	44,634	43,390	46,510
Equity-to-asset ratio (%)	54.9%	24.6%	48.3%	52.1%	61.8%	39.2%	30.6%	29.7%	37.4%	36.7%	38.4%	38.2%
	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3	2025/3
Net sales (million yen)	60,714	59,221	59,524	60,186	64,590	66,871	63,678	20,044	39,482	45,532	47,020	47,668
Operating profit (million yen)	3,706	2,973	1,545	2,439	2,785	4,281	3,579	-11,191	2,089	3,681	4,208	4,104
Operating profit margin (%)	6.1%	5.0%	2.6%	4.1%	4.3%	6.4%	5.6%	-	5.3%	8.1%	8.9%	8.6%
Ordinary profit (million yen)	3,342	2,784	1,377	2,100	2,489	3,900	3,381	-11,687	1,548	3,181	3,754	3,586
Ordinary profit margin (%)	5.5%	4.7%	2.3%	3.5%	3.9%	5.8%	5.3%	-	3.9%	7.0%	8.0%	7.5%
Net income (million yen)	1,370	1,008	230	360	888	2,283	1,003	-16,214	1,877	4,108	1,831	3,547
Net margin (%)	2.3%	1.7%	0.4%	0.6%	1.4%	3.4%	1.6%	-	4.8%	9.0%	3.9%	7.4%
Number of domestic weddings handled (couple)	13,408	13,385	13,191	12,921	12,551	13,244	12,963	5,059	11,371	12,339	12,371	12,124
Directly operated facilities	11,803	11,484	11,491	11,695	11,988	12,537	11,596	4,556	10,233	10,857	10,350	9,853
Consulting (Outsourced weddings)	1,605	1,901	1,700	1,226	563	707	1,367	503	1,138	1,482	2,021	2,271
Average unit cost for directly operated venues (thousand yen)	4,093	4,017	3,971	3,923	3,980	3,868	3,947	3,455	3,575	3,764	3,924	4,017
Number of halls owned by directly operated venues at the end of fiscal year *	101	103	105	103	105	102	94	93	93	92	92	88
Number of halls owned by produced venues at the end of fiscal year *	69	70	70	69	69	67	64	63	63	62	62	60
Number of Consulting Partnerships at the end of fiscal year	17	17	17	14	7	6	6	6	6	9	10	10
Total assets (million yen)	48,282	48,091	49,286	52,176	56,025	57,130	58,197	48,578	54,032	55,235	54,380	53,176
Equity-to-asset ratio (%)	39.6%	42.2%	41.0%	38.9%	37.3%	40.2%	40.6%	14.9%	21.9%	28.5%	31.2%	34.1%

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

03-10. Directly Operated Wedding Venues 58 facilities and 86 venues across Japan

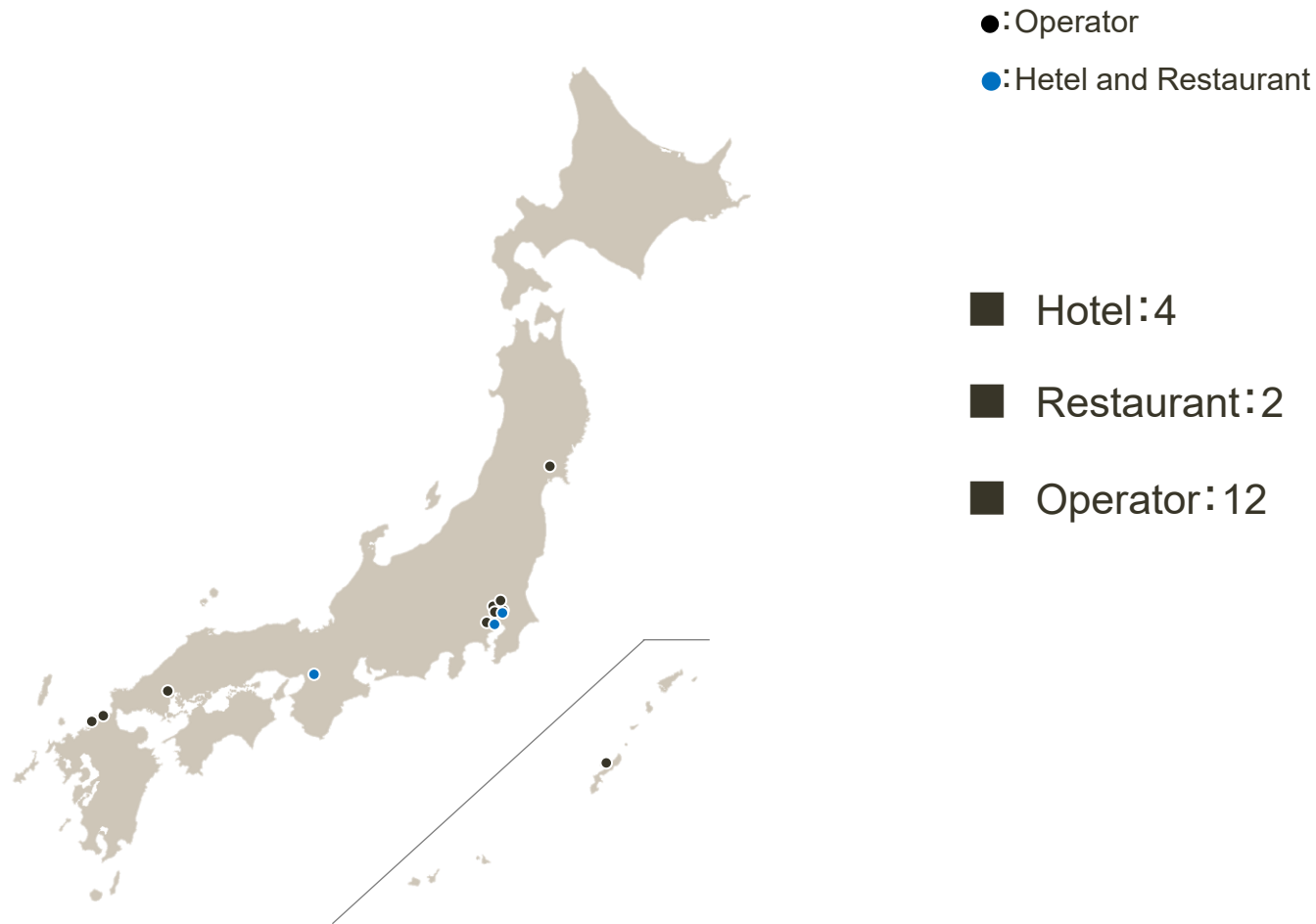
(As of October 31, 2025)



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

03-11. Directly Operated Hotels and Restaurants, Operators 18 facilities across Japan

(As of October 31, 2025)



The future forecasts, strategies, plans, etc. described in this document have been prepared based on currently available information and certain assumptions deemed reasonable, and do not guarantee future performance or actual results. This document is intended to provide a better understanding of our business operations and management strategies and is not intended to solicit investment. Please make your own final investment decisions at your own discretion. Furthermore, we are under no obligation to update or revise this document to reflect new information or future events regarding future projections.

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