

FY2026 Q2
Financial Results





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00 Executive Summary

Executive Summary

1 Upward Revision of Consolidated Earnings Forecast for FY2026

- Strong H1 results drive full-year forecast upgrade
Net sales: +1,160 million yen; Operating profit: +260 million yen; Net income: +230 million yen

2 FY2026 H1 Performance Exceeded Plan

- Net sales were 23,905 million yen. Operating profit was 609 million yen-results exceeded expectations
- Sales promotion initiatives are working as planned, and the average spending per wedding continues to rise
- Despite higher costs from strategic investments, ROI exceeded expectations.

3 Progress Toward Growth Beyond FY2027

- Steady growth order backlog for FY2027 and beyond driven by optimized customer acquisition strategy
- Hotel opening plans moving into execution phase
 - ✓ Kamakura (First MC Hotel, opening in 2027): Recruitment, staffing, and training underway
 - ✓ Sapporo (opening in 2027): Pre-opening office launched and bookings commenced
 - ✓ Dogenzaka (opening in 2028): Progressing as planned and scheduled for completion in 2027
 - ✓ Kobe (opening in 2028): Pre-opening office approved and progressing as planned

01

FY2026 Q2 Summary of Financial Results

01. FY2026 Q2 Summary of Financial Results

1 . FY2026 Forecast

- Strong H1 results, including sustained high spending per wedding, drive full-year forecast upgrade
- Additional hotel brand investment and expense timing differences expected in H2
- Profit forecast also revised upward, driven by higher revenue despite increased strategic investments

(Million yen)	FY2026			Reference※ FY2025 (Apr – Dec 2025) Results
	FY Forecast (Initial)	FY Forecast (Revised)	Change	
Net sales	47,840	49,000	+ 1,160	35,709
Number of weddings held at directly operated venues (incl. TRUNK)	9,230	9,330	+100	6,994
Operating profit	1,240	1,500	+ 260	1,622
Ordinary profit	720	1,000	+ 280	1,194
Net income	570	800	+ 230	-81
Dividend per share (yen)	40	40	-	31

※ 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.

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

01. FY2026 Q2 Summary of Financial Results

2 . Financial Highlights

- Net sales were 23,905 million yen; sales promotion measures performed as planned, and the spending per wedding exceeded plan
- Operating profit reached 609 million yen through disciplined cost control despite continued investment in talent and advertising
- Net income was 800 million yen, mainly due to gains of 973 million yen on the sale of fixed assets

(Million yen) % : Sales ratio	FY2026 H1 Results (Jan-Jun 2026)	FY2026 H1 Forecast	Change
Net sales	23,905	23,350	+555
Gross profit	16,091 67.3%	-	-
SG&A expenses	15,482	-	-
Operating profit	609 2.5%	170 0.7%	+439
Ordinary profit	378 1.6%	-90 -0.4%	+468
Net income	800 3.3%	502 2.1%	+298
Interim dividend (yen)	20	20	-

※ 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.

01. FY2026 Q2 Summary of Financial Results

3 . FY2026 Q2 Results by Segments

The number of weddings handled is progressing as planned, and spending per wedding remains high
Management contract business grew steadily and exceeded plan

		【Domestic Wedding Business】	
(Million yen)	FY2026 H1 (Jan-Jun 2026) Results	(Million yen)	FY2026 H1 (Jan-Jun 2026) Results
Net sales	23,905	Net sales	23,191
Domestic wedding	23,191	Weddings at company-operated venues (incl. TRUNK)	19,875
(TRUNK)	3,153	■ Number of weddings handled (wedding)	4,505
Others	714	■ Average spending per wedding (per 1,000 yen)	4,276
Gross profit	16,091	■ Average guest count (person)	61.6
SG&A expenses	15,482	Consulting (outsourced weddings)	1,003
Operating profit	609	■ Number of weddings handled (wedding)	1,346
Domestic wedding	1,647	Accommodation, restaurants, etc.	2,312
Others	212	Gross profit	15,819 68.2%
Company-wide costs, etc.	-1,251	Operating profit	1,647 7.1%

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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
- Expand new management contract opportunities



Strengthening Hotel Development

- Preparations for the openings of TRUNK(HOTEL)SAPPORO and Hotels in Kamakura, Dogenzaka, and 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

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



- In June 2026, advertising for NEEDS by T&G WEDDING took over the digital signage in the basement of Shibuya Hikarie
- During the same period, the Zexy Wedding Event (Tokyo Metropolitan Area BIG Festa) was held, attracting approximately 900 couples who were in the process of selecting a wedding venue.

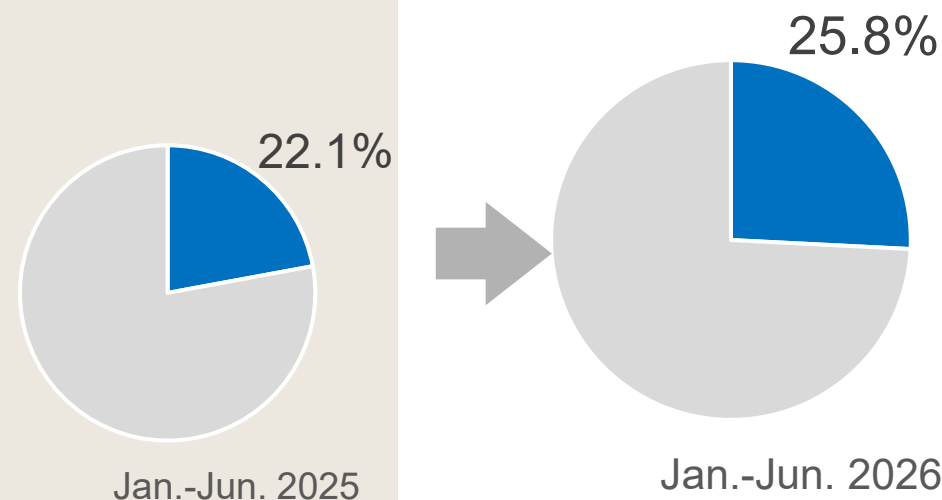


Scan to Watch the Video



- Since December 2025, “FRAME”, a content marketing initiative, has delivered weekly short films featuring family moments at weddings on NEEDS by T&G WEDDING's official Instagram account.
- T&G Instagram followers grew from 25K to 38K (As of Aug.3, 2026) “FRAME” transformed real wedding family moments into ads, generating 5.22M views and 150K likes

Owned Media
Trend in Inquiries by Source



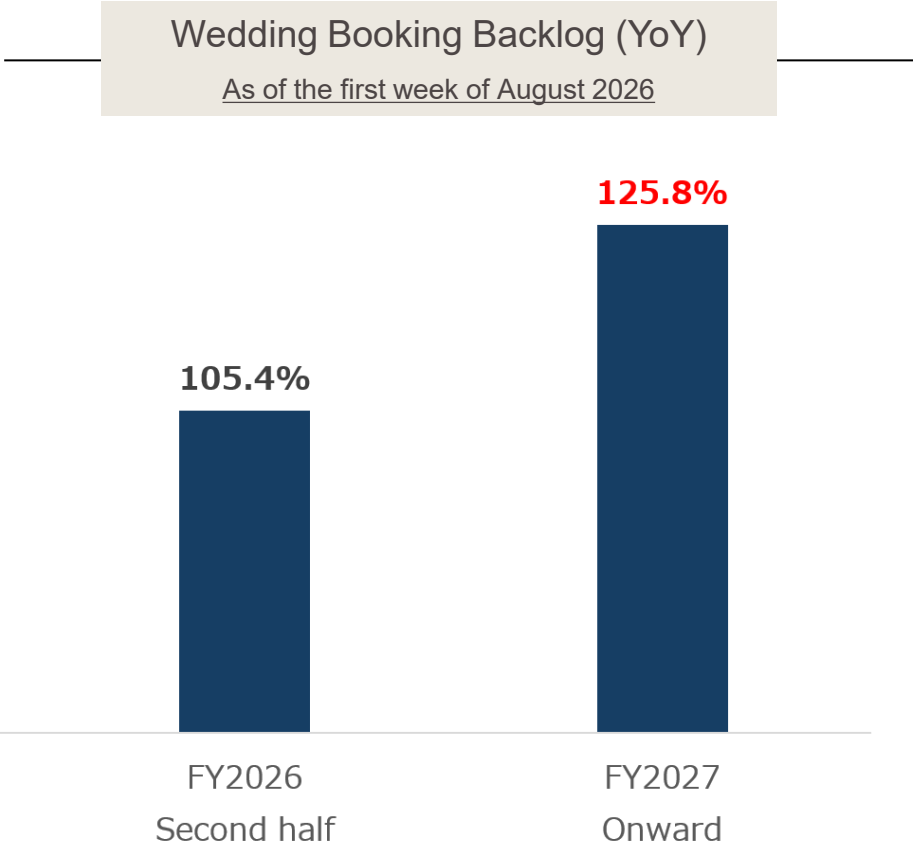
Inquiries YoY
(Jan.-Jun. 2026)

117.1%

※Excluding closed venues

Strong sales activity drove steady backlog growth.

Promotional initiatives contributed higher spending per wedding YoY.



■ Spend per Wedding (FY2026 H1) ※1,000yen

4,276

(YoY +193)

■ Average Guest Count (FY2026 H1)

61.6people

(YoY +1.3 people)

※Excluding closed venues

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 +2venues)

Wedding Booking Backlog:
Second Half of FY2026 and Beyond
As of the first week of August 2026

121.2%



Partners : 8 venues



Halekulani Okinawa



Yokohama Grand InterContinental Hotel



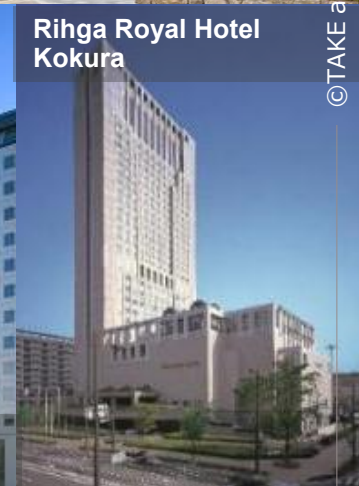
Rihga Royal Hotel Hiroshima



Rihga Royal Hotel Kyoto



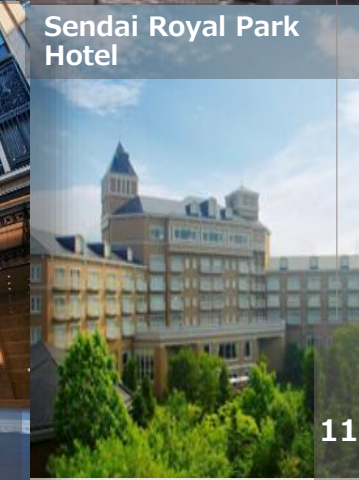
Nishitetsu Grand Hotel Fukuoka



Rihga Royal Hotel Kokura



Tokyo Kaikan



Sendai Royal Park Hotel

Business expansion driven by growing inbound demand

T&G Haute Couture Design Wedding expanded its capacity to serve customers by opening of a private salon

- Inquiries over the past 12 months increased 32.6% YoY
- T&G Haute Couture Design Wedding team, specializing in fully customized weddings for celebrities in Japan and overseas, opened a private salon in Aoyama, Tokyo, in response to growing inbound demand..
- The team presented its inbound wedding initiatives at “WEX – Wedding Expo,” Vietnam’s first wedding expo, which attracted approximately 10,000 visitors.



“WEX-Wedding Expo,” Vietnam’s first wedding expo

ADR and occupancy remained at high levels

CAT STREET (Jingumae, Shibuya-ku)

■ Average Daily Rate

97,081yen

(YoY -391yen)

■ Occupancy Rate

90.6%

(YoY -0.9pt)

YOYOGI PARK (Tomigaya, Shibuya-ku)

■ Average Daily Rate

102,353yen

■ 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.



Preparations for Hotel Openings in 2027 and Beyond Move into a More Advanced Stage

PROJECT 01 — Opening in 2027



Kamakura (Kanagawa)

- 16 guest rooms / 1 banquet
- First hotel operated under a management contract by the T&G Group
- Recruitment, staffing, and training underway
- The brand is scheduled to be announced in late September

PROJECT 02 — Opening in 2027



Sapporo (Hokkaido)

- 107 guest rooms / 3 banquets
- Established Polo Hotel Management Co., Ltd. to operate and manage the hotel
- Pre-opening office and website launched in July; wedding bookings commenced

PROJECT 03 — Opening in 2028



Dogenzaka, Shibuya (Tokyo)

- 125 guest rooms
- Scheduled for completion in 2027

PROJECT 04 — Opening in 2028



Kobe (Hyogo)

- 63 guest rooms / 4 banquets
- Pre-opening office approved; preparations progressing as planned

Enhancing talent for hotel development and operations

Selecting hotel opening team members through internal recruitment and other initiatives

Launched practical training through long-term external assignments at other hotels

- In addition to external hiring, hotel opening team members were selected through an internal recruitment program that allows employees to apply for positions of their choice.
- Launched long-term external assignments at two hotel companies under the “External Fellowship Program,” which allows employees to gain work experience at other companies while remaining employed by T&G.
- Participants contribute to host companies through wedding-industry hospitality expertise while gaining insights to enhance future hotel guest experiences.



Host company① : Pasona Group Inc. 「Awaji Nature Lab & Resort」 「Senshin Waho」



Host company② : SUISEI Inc.

Overseas Training Programs to Develop a Global Perspective and Creativity

Enhancing creativity through exposure to diverse cultures and experiences

- A one-week overseas training program for 10 employees selected from across the company to learn cutting-edge design, coordination, operations, production, and cuisine in the wedding, event, and entertainment industries
- Participants select their own destinations, including New York, London, Paris, Milan, Copenhagen, and Barcelona, and design their own training programs, including networking with local coordinators and professionals
- Knowledge and insights gained through the program are shared across the company, bringing world-class creativity to all employees

<Examples of Training by Job Category>

Wedding Planners: Visits to wedding venues; networking with local designers

Flower Coordinators: Visits to local flower markets and renowned designers' studios

Kitchen Staff: Hands-on work experience at restaurants



02

TOPICS



The T&G booth attracted approximately 2,000 visitors at “Tokyo Pride 2026,” one of Asia’s largest LGBTQ+ events

Launched an LGBTQ+ wedding website in conjunction with the event

- On June 6 and 7, T&G participated in the “Pride Festival” at “Tokyo Pride 2026,” held at Yoyogi Park, with a booth featuring a photo corner decorated with message cards. T&G also gave away original items expressing support as an LGBTQ+ ally, along with flowers repurposed from weddings.
- Under the key message “EVERY LOVE. EVERY HAPPINESS.,” the website introduces the diverse wedding styles and venues offered by T&G WEDDING, as well as testimonials from same-sex couples who held their weddings with T&G. Venue tours and consultations can be booked by phone or through the official LINE account.

【T&G WEDDING LGBTQ + Wedding Website】

<https://www.tgn.co.jp/lp/cp/lgbtqwedding/>



誰の、どんな幸せにも。

EVERY LOVE.
EVERY HAPPINESS.

誰の、どんな幸せにも。

“Kazue-chan,” who is actively engaged in LGBTQ+ awareness efforts, has been appointed as an Inclusive Wedding Advisor

- Kazue-chan primarily shares information about LGBTQ+ issues, drawing on firsthand experiences as a gay individual and the voices of LGBTQ+ couples. Kazue-chan previously worked as a wedding planner at T&G.
- Drawing on wedding planning experience and expertise in LGBTQ+ issues, Kazue-chan will develop internal training programs and guidelines, as well as provide advice on weddings and on-site support at venues..

Inclusive Wedding Advisor Kazue-chan's Profile

Born in Fukui, 1982

After working as a wedding planner and life insurance agent, went to study in Canada at the age of 30. Since returning to Japan in 2016, has been conducting interviews and creating YouTube videos focused on LGBTQ+ themes. While continuing to interview LGBTQ+ individuals and their families across Asia, gives lectures and conducts training sessions for companies, local governments, and educational institutions, while also creating opportunities for people to reflect on diversity and human rights.

Aug.2020

Joined Sanyo Chemical Industries, Ltd. (Headquarters: Kyoto) as a part-time contract employee, providing training for internal and external audiences

Sep.2022 Established the NPO Narossa ALLY Fukui and assumed the position of Vice Chairperson

Jul.2025 Ran in the Fukui electoral district in the 27th House of Councillors election

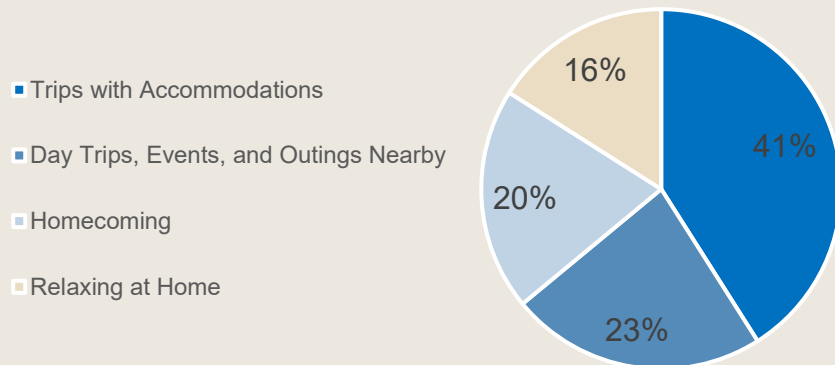


All Venues Closed Simultaneously for “Recharge Leave” Again This Year Providing Employees with Time for Rest and Professional Development

- “Recharge Leave” provides frontline employees with five consecutive days off, including weekends, to recharge and gain knowledge applicable to their work.
- In addition to “Recharge Leave,” a self-development allowance of 80,000 yen worth of points per employee supports learning and professional development.

How Employees Spent Their Recharge Leave

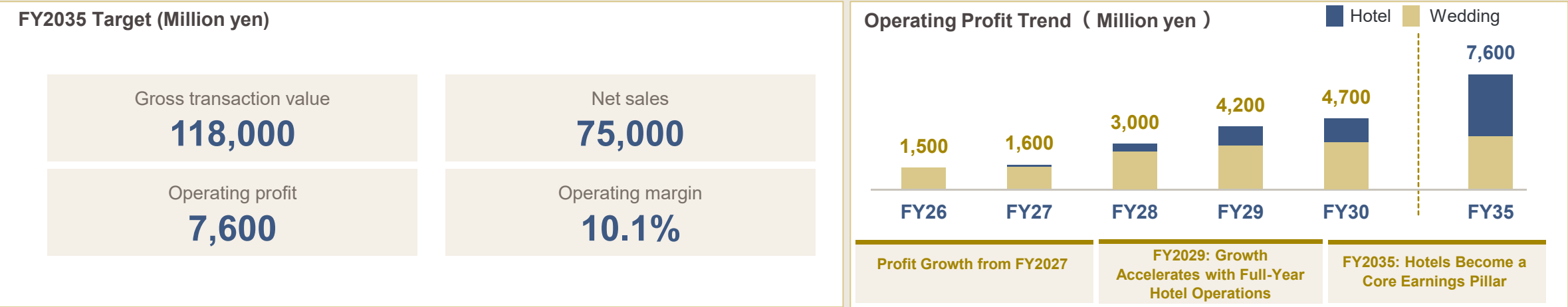
Source: FY2025 Internal Survey



Transitioning from Investment to Monetization

Hotels as the Next Growth Driver, Built on Stable Earnings from the Wedding Business

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



GROUP STRATEGY

- 1 Portfolio Expansion

Hotel : Multi-brand & MC for capital-efficient growth

Wedding : Broader styles to expand market segments
- 2 Strengthening Demand Creation

Hotel : Integrated Development and Operations Drive High Value

Wedding : Stimulating Demand with New Offerings
- 3 Brand-Building Communications

Hotel : Brand value drives MC acquisition

Wedding : Brand value expands customer reach
- 4 Strengthening Human Capital

Higher Retention Strengthens Value Creation

03 Appendix



03. Appendix

1. Consolidated Balance Sheet

(Million yen)	As of Dec.31,2025	As of Jun.30,2026
Current assets	12,569	11,140
Cash and deposits	6,586	4,837
Fixed assets	39,297	37,724
Tangible fixed assets	28,262	26,705
Intangible fixed assets	705	659
Investment and other assets	10,330	10,359
Total assets	51,956	48,953

(Million yen)	As of Dec.31,2025	As of Jun.30,2026
Total liabilities	34,141	30,749
Total current liabilities	15,155	15,708
Short-term borrowings	3,130	3,700
Current portion of long-term borrowings	5,197	4,981
Total non-current liabilities	18,986	15,040
Long-term borrowings	12,266	8,557
Total shareholders' equity	17,658	18,013
Capital surplus	11,065	11,054
Retained earnings	6,526	6,874
Total Net Assets	17,814	18,204
Total Liabilities and Net Assets	51,956	48,953
Interest-bearing liabilities*1	23,488	20,215
Equity-to-asset ratio *2	34.0%	36.8%

*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.

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 (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%

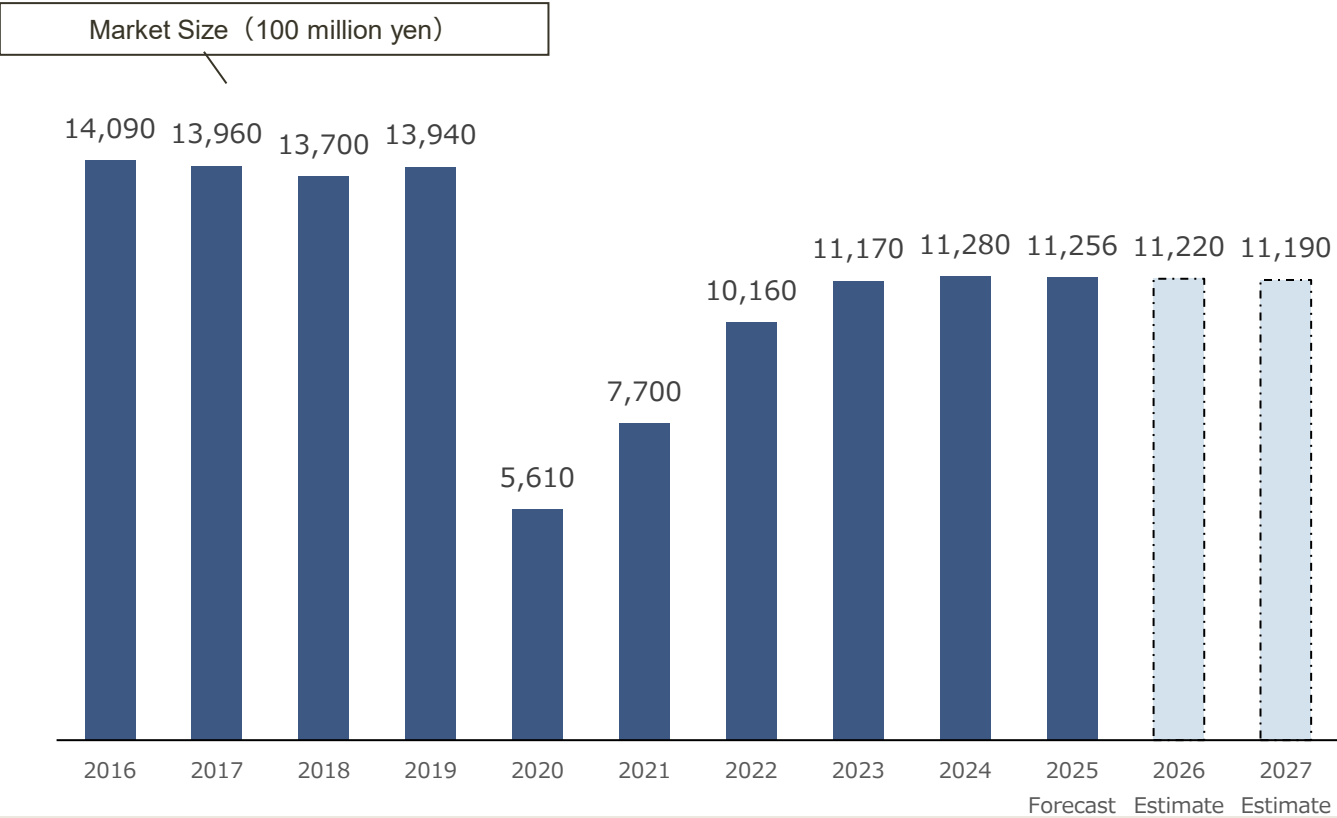


Spark Innovation
in the Hospitality Industry

03. Appendix

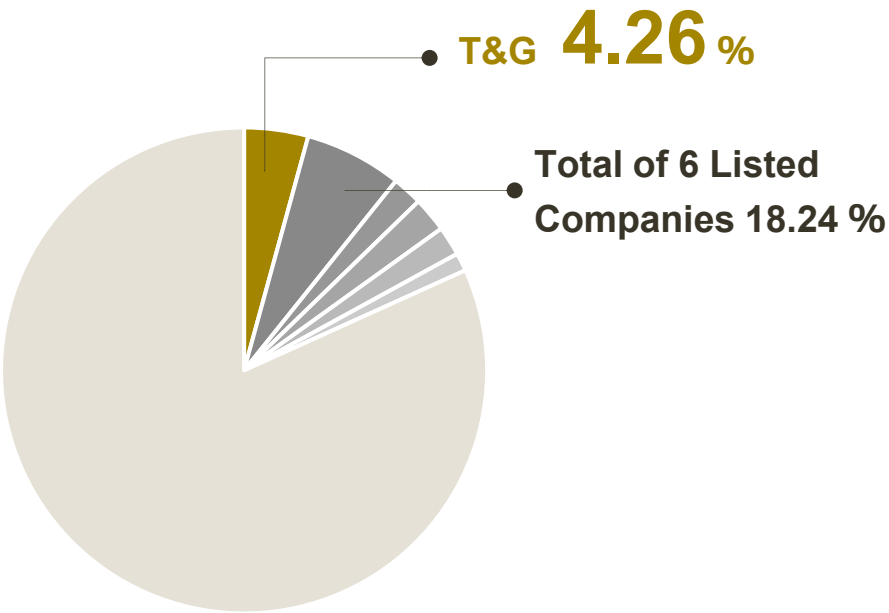
3. Domestic Wedding Market Overview

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

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

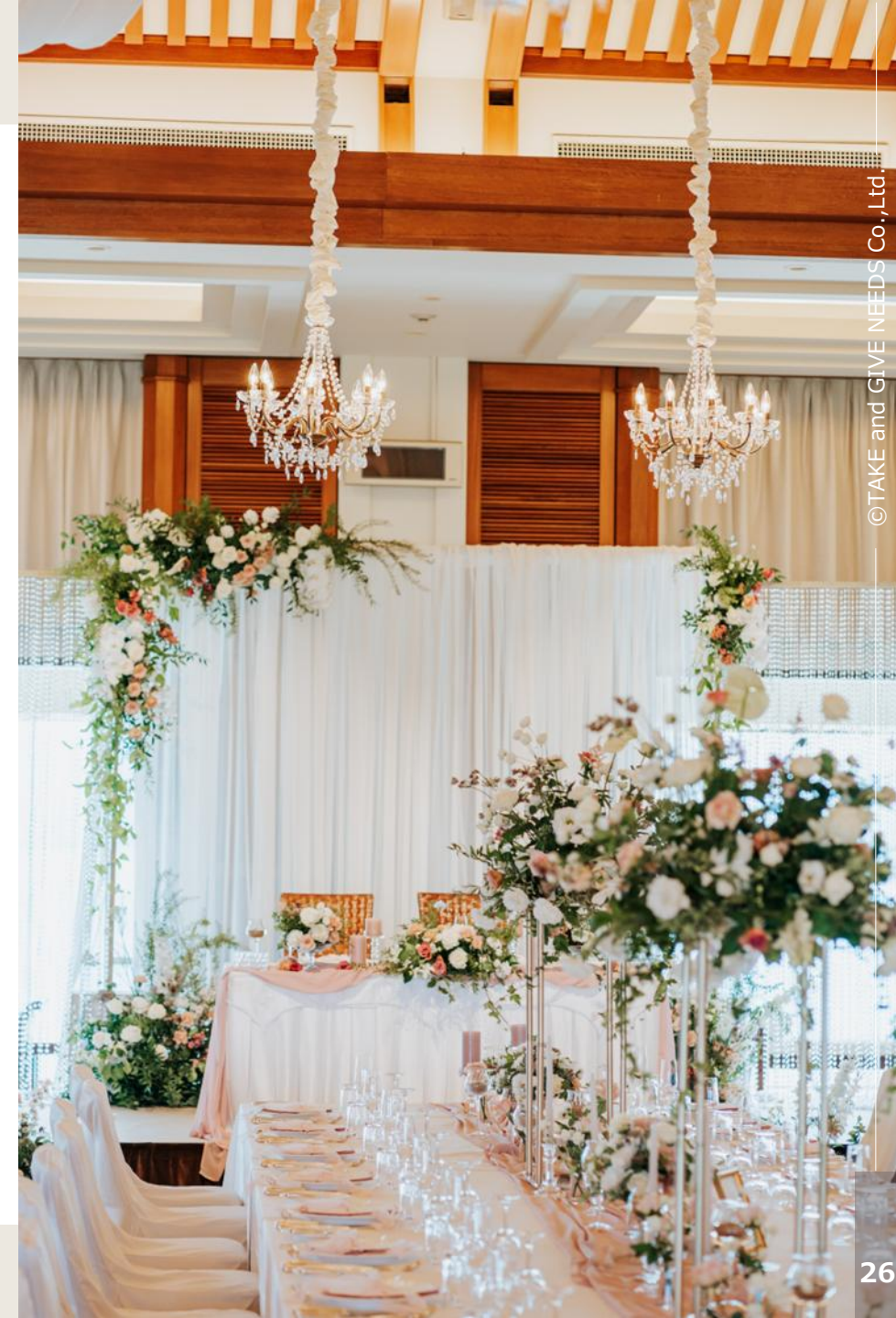
Personalized services delivered through attentive support by experienced wedding planners

Fully Customized Weddings

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

Strong Branding Strategy and Industry-Leading Talent

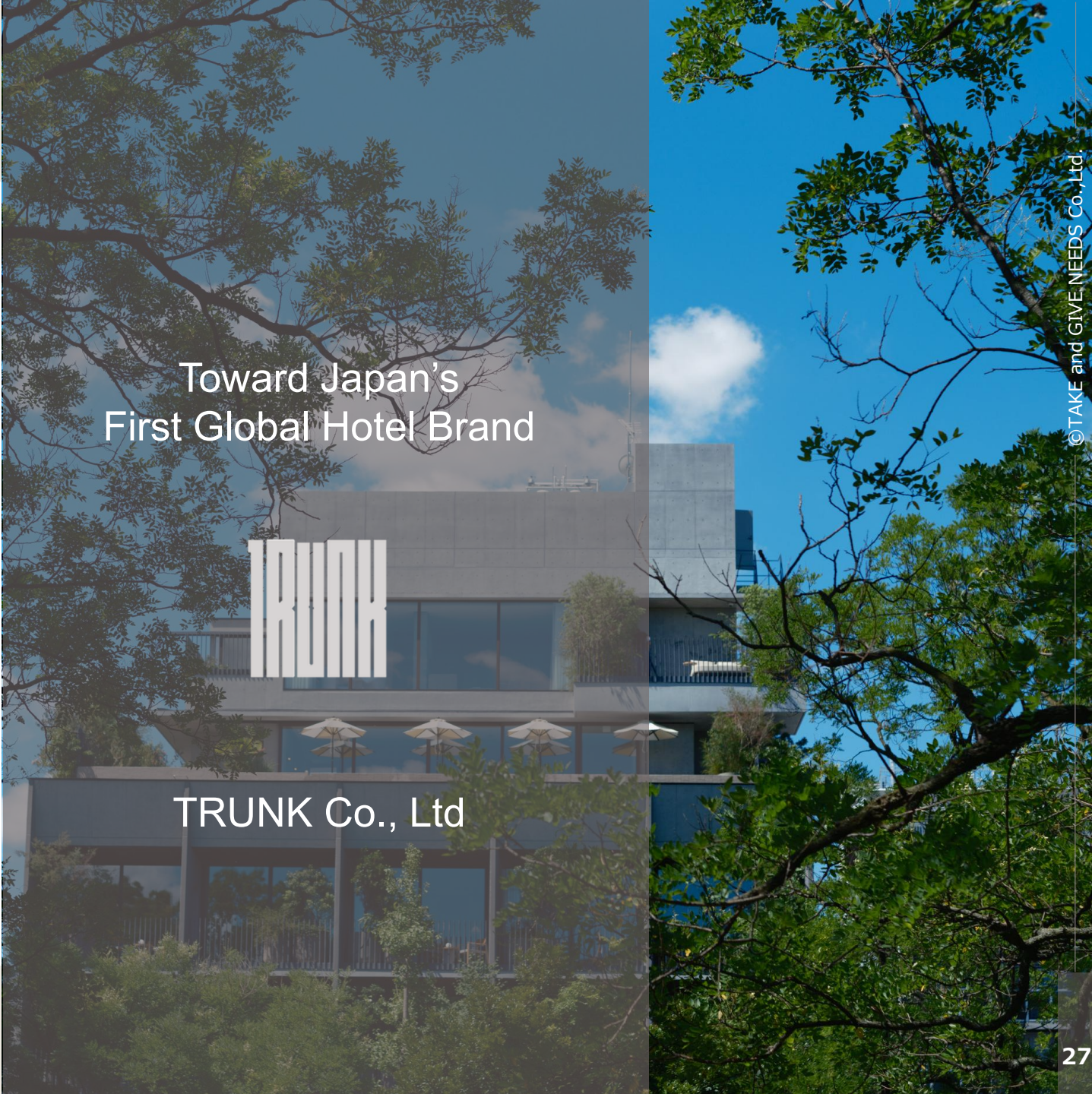
Delivering high-quality wedding services through extensive expertise and exceptional human capital



03. Appendix

5. TRUNK Co., Ltd. – Company Overview

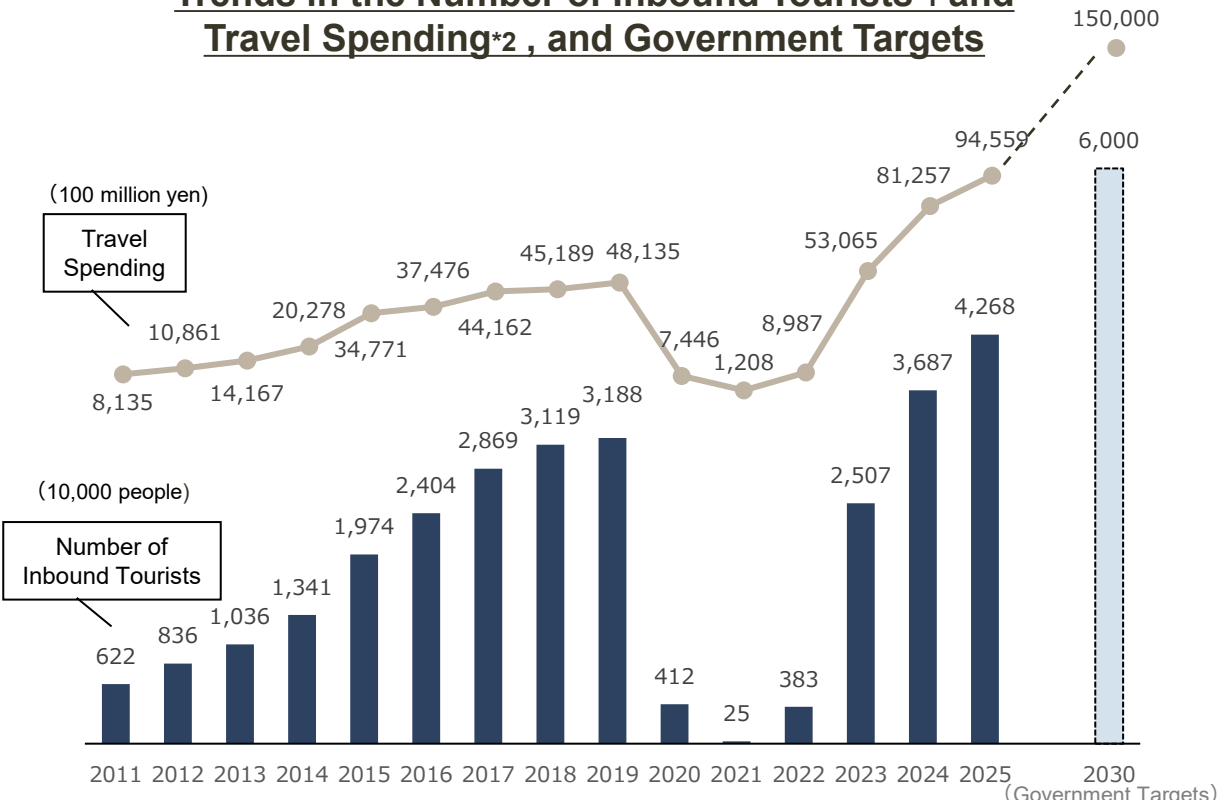
Company Name	TRUNK Co., Ltd
Established	December 19, 2016
Representative	President and Representative Director Yoshitaka Nojiri
Capital	14 million yen
No. of Employees	312 (As of December 2025)
Business Description	Hotel development, management, and operation



03. Appendix

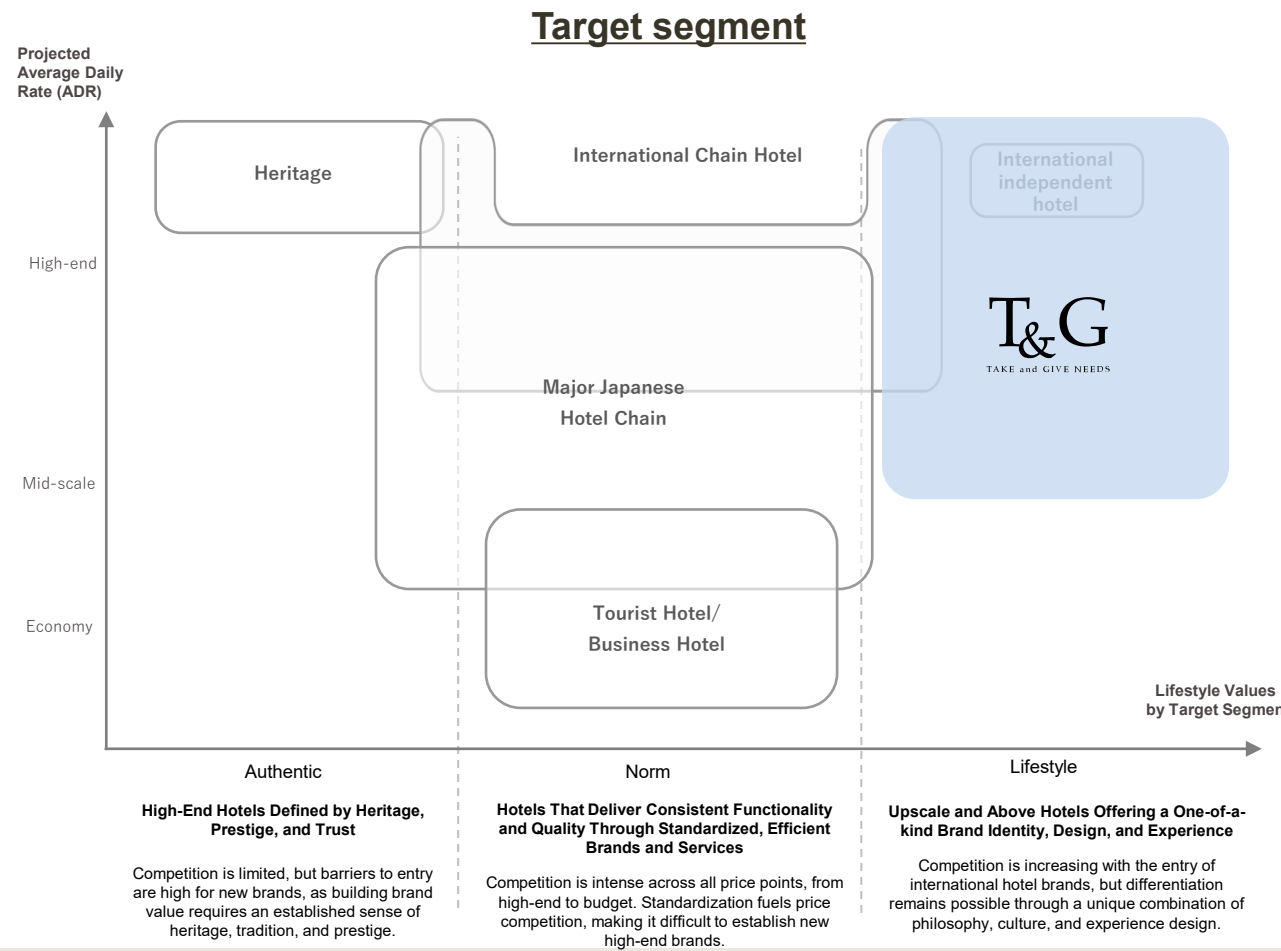
6. Hotel Market - Overview

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



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	1,194	
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	51,908	
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%	33.9%	

※ 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.

(As of June 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

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

(As of June 30, 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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