

APPENDIX

Supplementary materials

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1. Overview of industry

Scale of domestic wedding market

Scale of wedding-related market



Data: T&G calculation on the basis of Bridal Industrial yearbook of 2016
by Yano Research Institute and a survey by Zexy on new life preparation in 2015

Scale of wedding ceremony and reception market

■ Average unit cost of wedding ceremony and reception (nationwide)

¥3.53 million

Data: Recruit Marketing Partners Co., Ltd.'s Zexy Wedding Trend Survey 2015

Scale of dedicated ceremonial hall and house wedding market

■ Venues for dedicated ceremonial hall and house wedding (share)

53.6%

Data: "Bridal Industry Yearbook, 2016 Edition," Yano Research Institute, Ltd.

■ Number of marriages in 2015

635,000 couples

Data: 2015 Population Statistics (estimates), Ministry of Health, Labour and Welfare

T&G

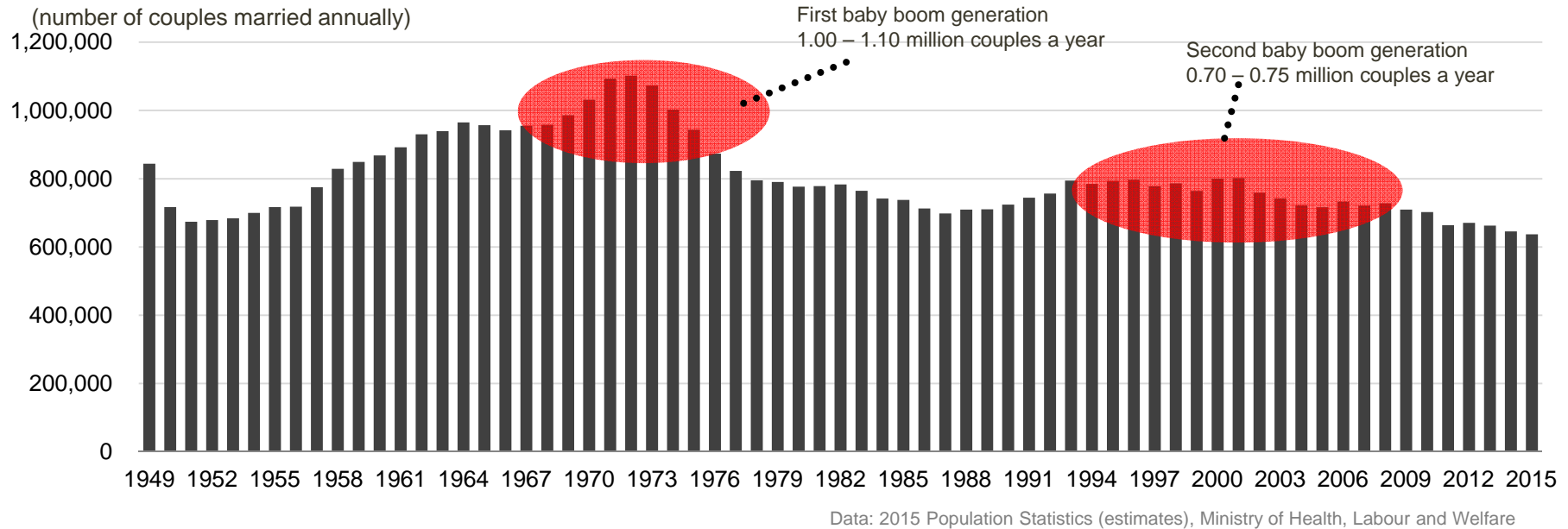
■ Number of wedding ceremonies and receptions handled in fiscal year ending in March 2016 (forecast)

Directly operated venues, Consulting operations, resort weddings, total

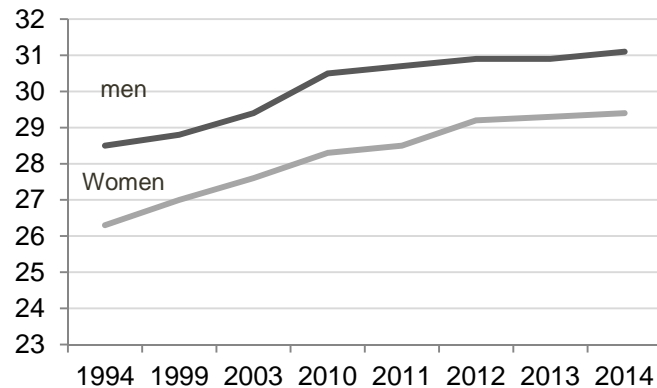
1 9,839 couples

Trends in number of marriages in Japan

Trends in number of marriages in Japan

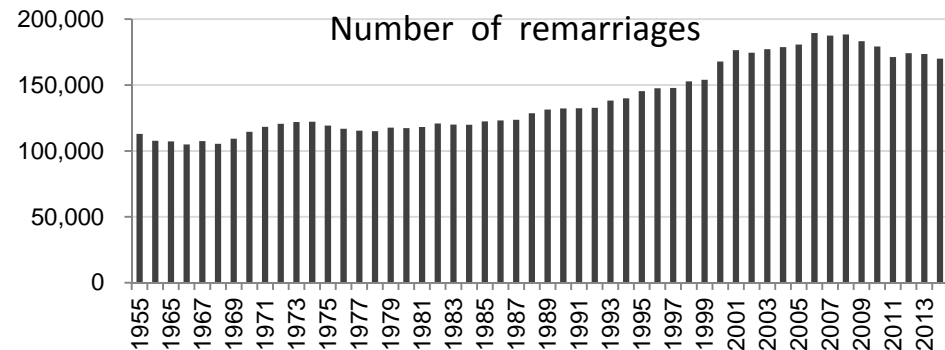


Trends in age at first marriage



Data: 2014 Population Statistics (estimates), Ministry of Health, Labour and Welfare

Reference: Trends in number of remarriages in Japan



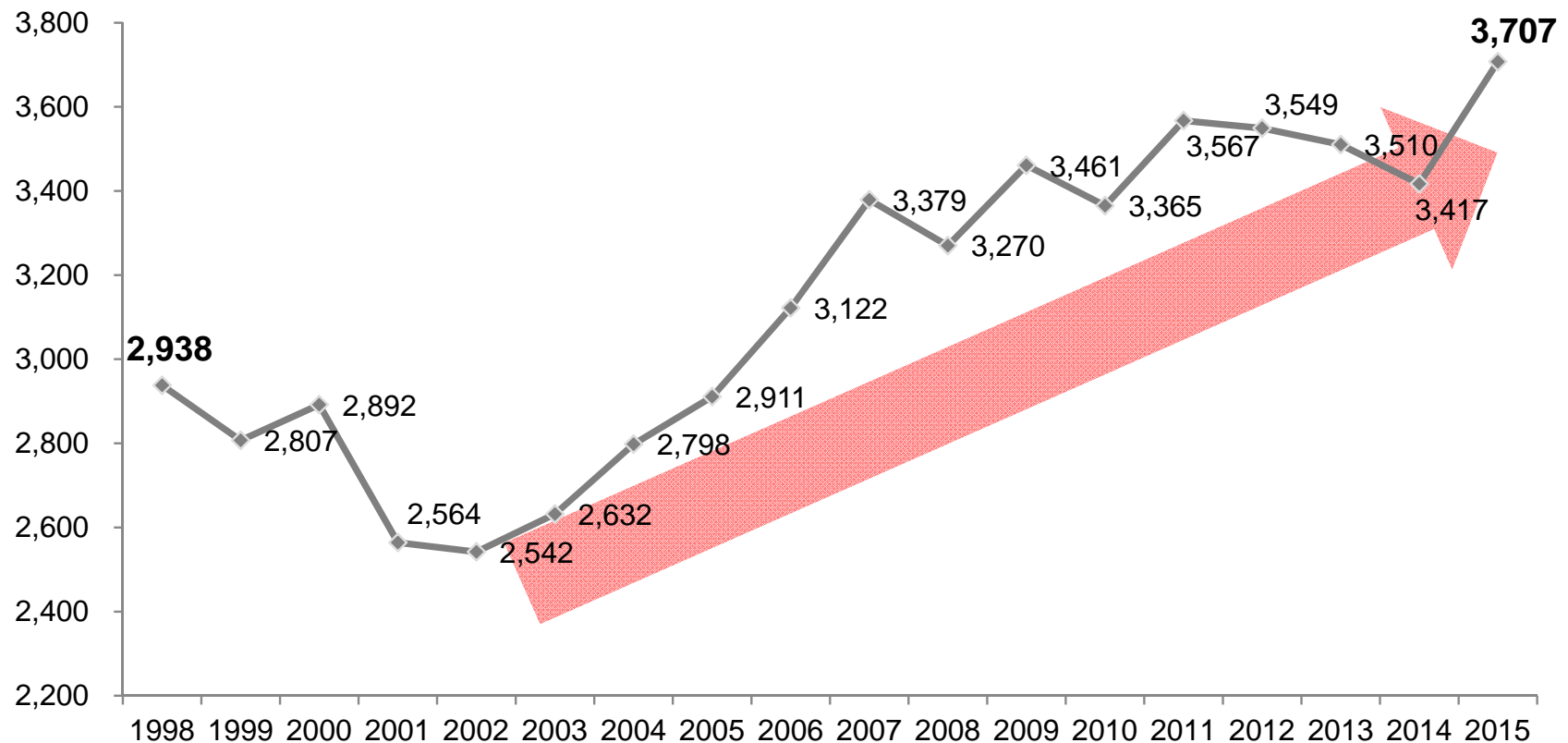
Data: 2014 Population Statistics (estimates), Ministry of Health, Labour and Welfare

Trends in unit cost of wedding ceremonies and receptions in Japan

Due to the popularization of house weddings, unit costs have remained high in recent years.

Trends in average unit cost of wedding ceremonies and receptions in Tokyo metropolitan area

(thousand yen)

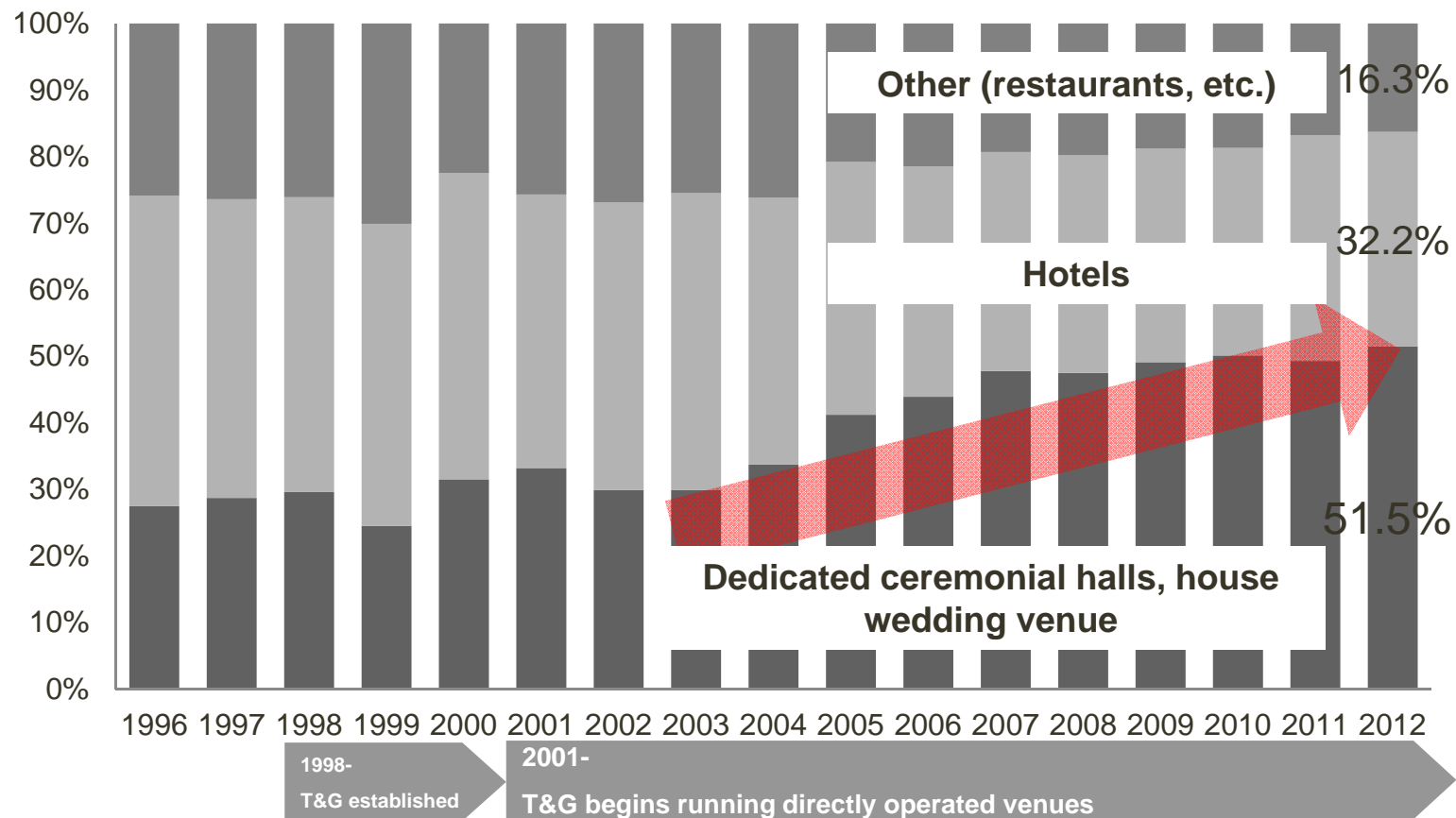


Data: Recruit Marketing Partners Co., Ltd.'s Zexy Wedding Trend Surveys 1998-2015

Trends in wedding ceremony and reception market in Japan

House wedding of market share in the domestic wedding is soaring

Trends in wedding ceremony and reception venues (nationwide)



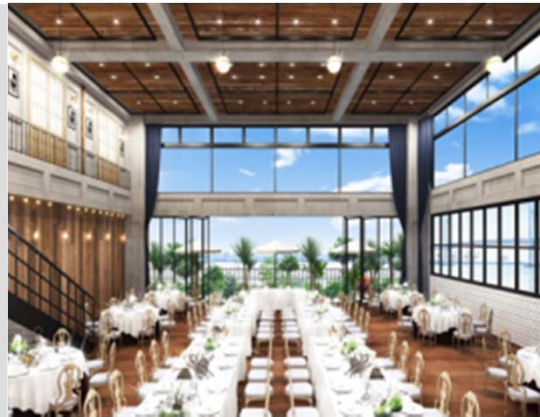
Data: Prepared by T&G using national edition and metropolitan region edition of Zexy Marriage Trend Survey 1996-2013, Recruit Co., Ltd.

2. T&G's business description

Business fields

Wedding production

- House weddings
- Restaurant weddings
- Hotel weddings
- House weddings with a restaurant



Hotel operations



Original honeymoon

Bridal credit

Treatments and spa

Overseas wedding production



Horticultural design

Celebrity weddings

Event production

Premium Party & Conference



Restaurant management

Directly operated venues: 70 venues nationwide (105 halls)

* Bride's word has 9 venues and 20 halls

(As of March 31, 2016)

■ Kinki area

- Arthentia Geihinkan (Osaka)
- Arferique Geihinkan (Osaka)
- Bayside Park Geihinkan (Osaka)
- Aqua Garden Terrace (Osaka)
- Arthentia Taishikan (Osaka)
- Bayside Geihinkan (Wakayama)
- Arverir Geihinkan (Himeji)
- Bayside Geihinkan (Kobe)
- Yamate Geihinkan (Kobe Sannomiya)
- Kitayama Geihinkan (Kyoto)
- InStyle wedding KYOTO (Kyoto)
- Aqua Terrace Geihinkan (Otsu)
- Harmonie Embrassée (Osaka)*
- Harmonie H (Himeji)*

■ Chugoku and Shikoku area

- Ark Club Geihinkan (Hiroshima)
- Arverir Geihinkan (Okayama)
- Ark Club Geihinkan (Fukuyama)
- Bayside Geihinkan (Matsuyama)
- Arverir Geihinkan (Takamatsu)
- Hillside Club Geihinkan

■ Kyushu area

- Arkangel Geihinkan (Fukuoka)
- Arferique Geihinkan (Fukuoka)
- Arferique Geihinkan (Kumamoto)
- Bayside Geihinkan (Kagoshima)
- Arferique Geihinkan (Kokura)
- Bayside Geihinkan (Nagasaki)
- Garden Hills Geihinkan (Oita)
- Harmonie Cinq (Kokura)*

■ Shinetsu and Hokuriku area

- Ark Club Geihinkan (Niigata)
- Arverir Geihinkan (Toyama)
- Ark Club Geihinkan (Kanazawa)
- Garden Hills Geihinkan (Matsumoto)
- Harmonie Bien (Matsumoto)*



■ Tokyo

- Arkangel Daikanyama
- Azabu Geihinkan
- Arferique Shirogane
- TRUNK BY SHOTO GALLERY (Shibuya Shoto)
- Omotesando Terrace
- Aoyama Geihinkan
- Shirogane Club
- Hillside Club Geihinkan (Hachioji)
- Victoria Garden Ebisu Geihinkan*
- HarmonieSOLUNA Omotesando*

■ Hokkaido and Tohoku area

- Hillside Club Geihinkan (Sapporo)
- Arkangel Geihinkan (Sendai)
- Ark Club Geihinkan (Koriyama)

■ Tokai area

- Arkangel Geihinkan (Nagoya)
- Arverir Geihinkan (Nagoya)
- Arthentia Geihinkan (Hamamatsu)
- Arferique Geihinkan (Gifu)
- Aqua Garden Geihinkan (Numazu)
- Garden Club Geihinkan (Mie)
- Bayside Geihinkan (Shizuoka)
- Aqua Garden Geihinkan (Okazaki)
- Arthentia Geihinkan (Shizuoka)
- Harmonie Terrasse (Gifu)*
- Harmonie Villa Eau Jardin (Tokoname)*

■ Kanto area

- Arthentia Geihinkan (Kashiwa)
- Arkangel Geihinkan (Utsunomiya)
- Arthentia Geihinkan (Takasaki)
- Ark Club Geihinkan (Mito)
- Arverir Geihinkan (Omiya)
- Yamate Geihinkan (Yokohama Yamate)
- Garden Hills Geihinkan (Saitama Shintoshir)
- Bayside Park Geihinkan (Chiba)
- Aqua Terrace Geihinkan (Shin Yokohama)
- Cotton Harbor Club (Yokohama)
- Chigasaki Geihinkan (Chigasaki)
- THE SEASON'S (Yokohama)*
- BAYSIDE GEIHINKAN VERANDA Minatomirai (Yokohama)

Consulting operations: 16 facilities nationwide (hotels, restaurants, etc.)

(As of March 31, 2016)

■ Affiliated hotels

- ✓ Hotel Green Tower Makuhari (Makuhari)
- ✓ Yokohama Bay Sheraton Hotel & Towers (Yokohama)
- ✓ Hotel Buena Vista (Matsumoto)
- ✓ Hotel Boston Plaza Kusatsu (Shiga)
- ✓ The Crown Palace New Hankyu Kochi (Kochi)
- ✓ Sheraton Hiroshima (Hiroshima)



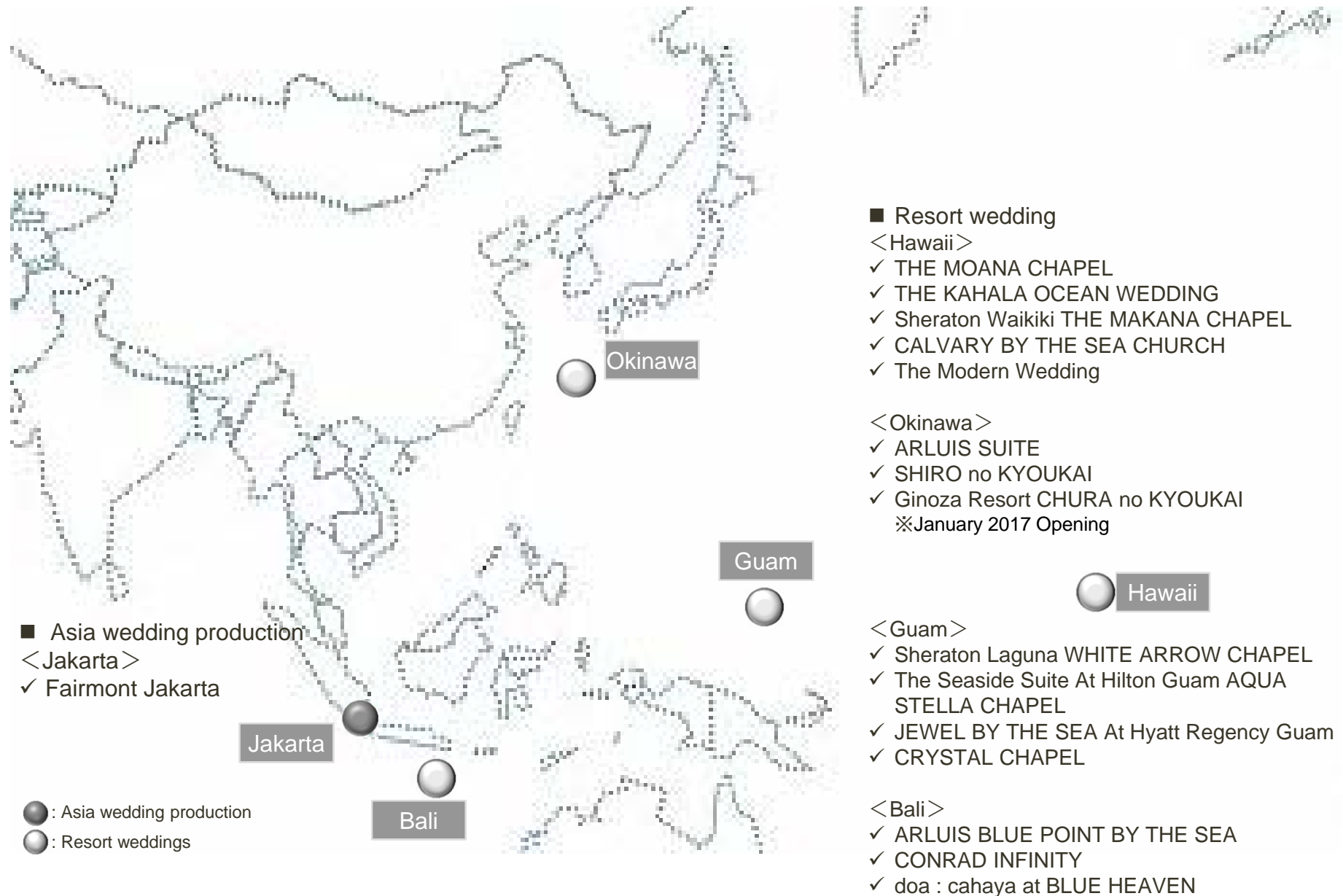
- : Affiliated hotels
- : Affiliated restaurants and other

■ Affiliated restaurants, etc

- ✓ THE JEWELS (Sapporo)
- ✓ Felicita (Omotesando)
- ✓ Manoir d'Inno (Omotesando)
- ✓ RRIMS YANAGIDATE (Omotesando)
- ✓ Antico Buttero (Hiroo)
- ✓ Il Buttero (Hiroo)
- ✓ Mireaculeuse (Yurakucho)
- ✓ Fish Bank TOKYO (Shiodome)
- ✓ TERAKOYA (Musashino)
- ✓ Turandot Wakiya (Minato-Mirai)

Overseas and Resort : 16 venues

(As of March 31, 2016)



3. T&G's positioning

Typical directly operated venues

Aoyama Geihinkan (Minato-ku, Tokyo)

- Concept is “elegance.”
Image based on estate of French aristocracy accustomed to a relaxed lifestyle
- Features: Chapel with ceiling that can be opened up, marble bar counter, etc.
- Capacity: 120 seated guests, 150 guests for standing buffet style
- Area: Land area of 1,359 m², building area of 856 m²
Banquet hall area: 207 m², banquet hall ceiling height of 5.8 m
Chapel area: 113.36 m²
- Established: February 2008

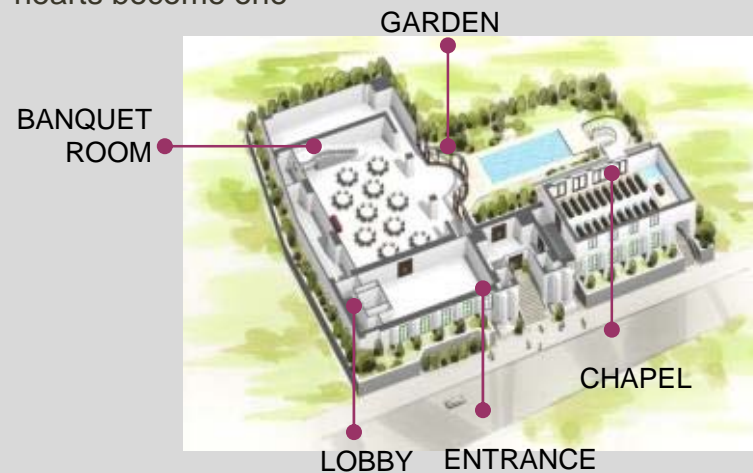


< Features of T&G Halls >

■ Single-family home rental

Full rental of chapel, party hall and garden for the enjoyment of the wedding party and their guests

Production of an environment creating the moment in which hearts become one



■ One planner per client system

All clients have a single wedding planner to handle the entire process from contract to the party to ensure that the bride and groom's wishes are reflected in creating their ultimate day. Lengthy conversations over a long period help the planner identify all the bride and groom's wishes.



Overseas and Resort weddings

Features of the resort wedding

- A concept is “Even wind in a wedding becomes a memory”
- Overseas Chapels expand a collaboration with leading brand hotels longed from the world
- Setting “All in One Hotel”, we propose a resort wedding style in which we fulfill everything in hotel grounds

Instance of venues : THE MOANA CHAPEL(Hawaii)

- If you step into the chapel colored all in white ... you can see endless horizontal line in front of you. Majesty only God’s island, Hawaii could have dwells.



Own dress salon WITH A WHITE

- Abundantly line up original and popular designs suitable for resort wedding



Instance of venues : SHIRO no KYOUKAI

- Approach lined with fukugi (the “happiness tree”) leading to chapel. Okinawa’s first designer chapel waits for the couple on top of a hill, wrapped in the sun streaming through the trees.



Hotel operations, restaurant operations

Example of hotel TRUNK HOTEL (Harajuku, Jingumae)

- T&G's first directly operated hotel to be opened in May 2017
- The concept is socializing with a new approach based on giving back to the community.
- Hotel with capacity of 60-70 people, six multi-purpose facilities, four restaurants



Example of restaurant Pie Holic (Yokohama Minato Mirai)

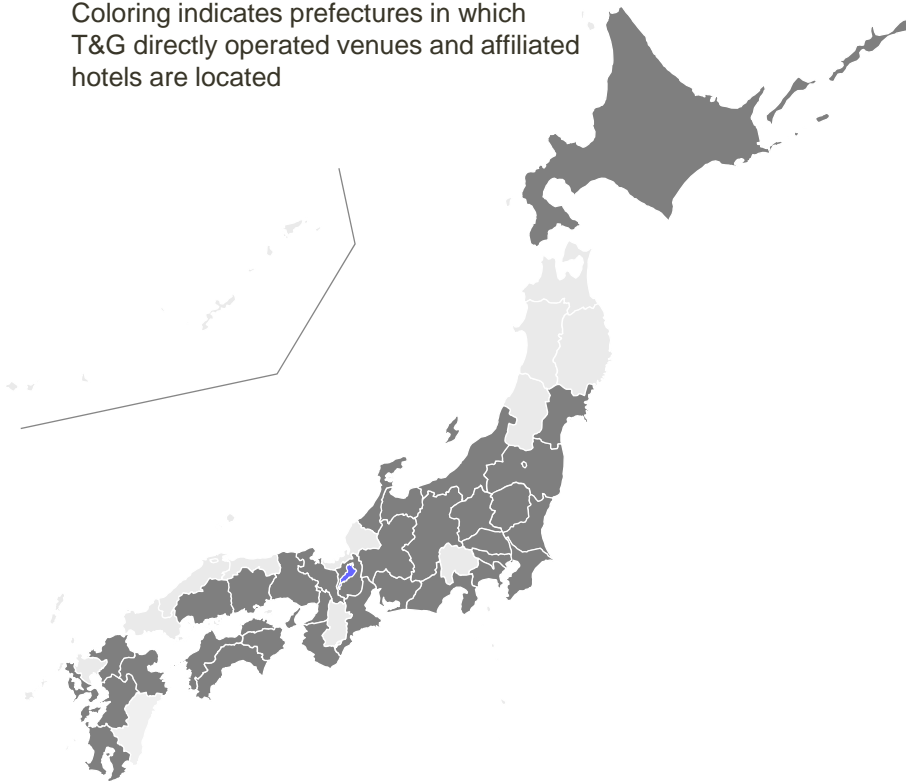
- Opened as a specialty café and restaurant in MARINE & WALK YOKOHAMA in Minato Mirai in March 2016
- A restaurant specializing in California-style pie that is distinctive for its creative and freewheeling concepts that play with food and cooking methods. This “soul food” pie comes from the US West Coast.



T&G Group's domestic business expansion and market share

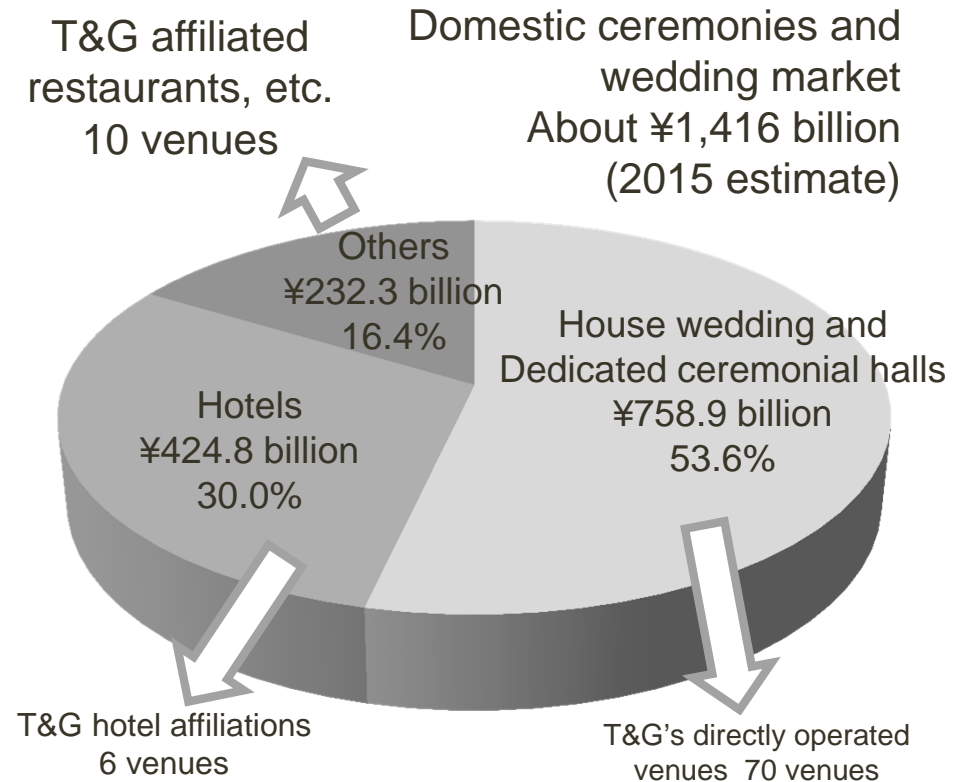
Area of business operations in Japan

Coloring indicates prefectures in which T&G directly operated venues and affiliated hotels are located



Directly operated house wedding venues and affiliated hotels (wedding contract operations, etc.) located in 34 prefectures in Japan

Number of venues in Japan and market share



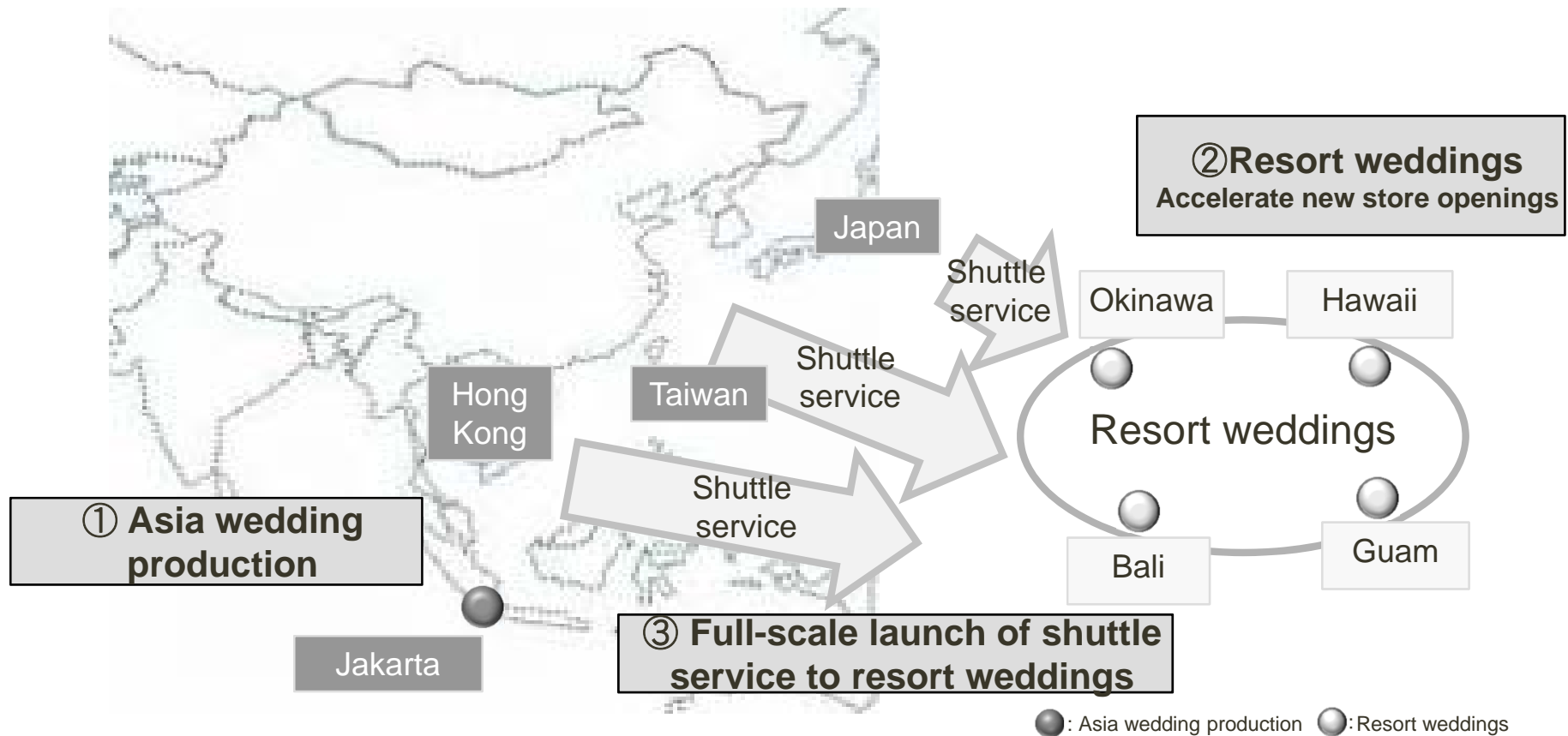
- Business operations are focused on house weddings and also extend to hotels and other
- 15.4% share of house wedding market (T&G and BW's directly operated venues have sales of ¥44.6 billion)

T&G Group's overseas business expansion

Expand local weddings in ASEAN

Full-scale launch of shuttle service to resort weddings from locations in Asia

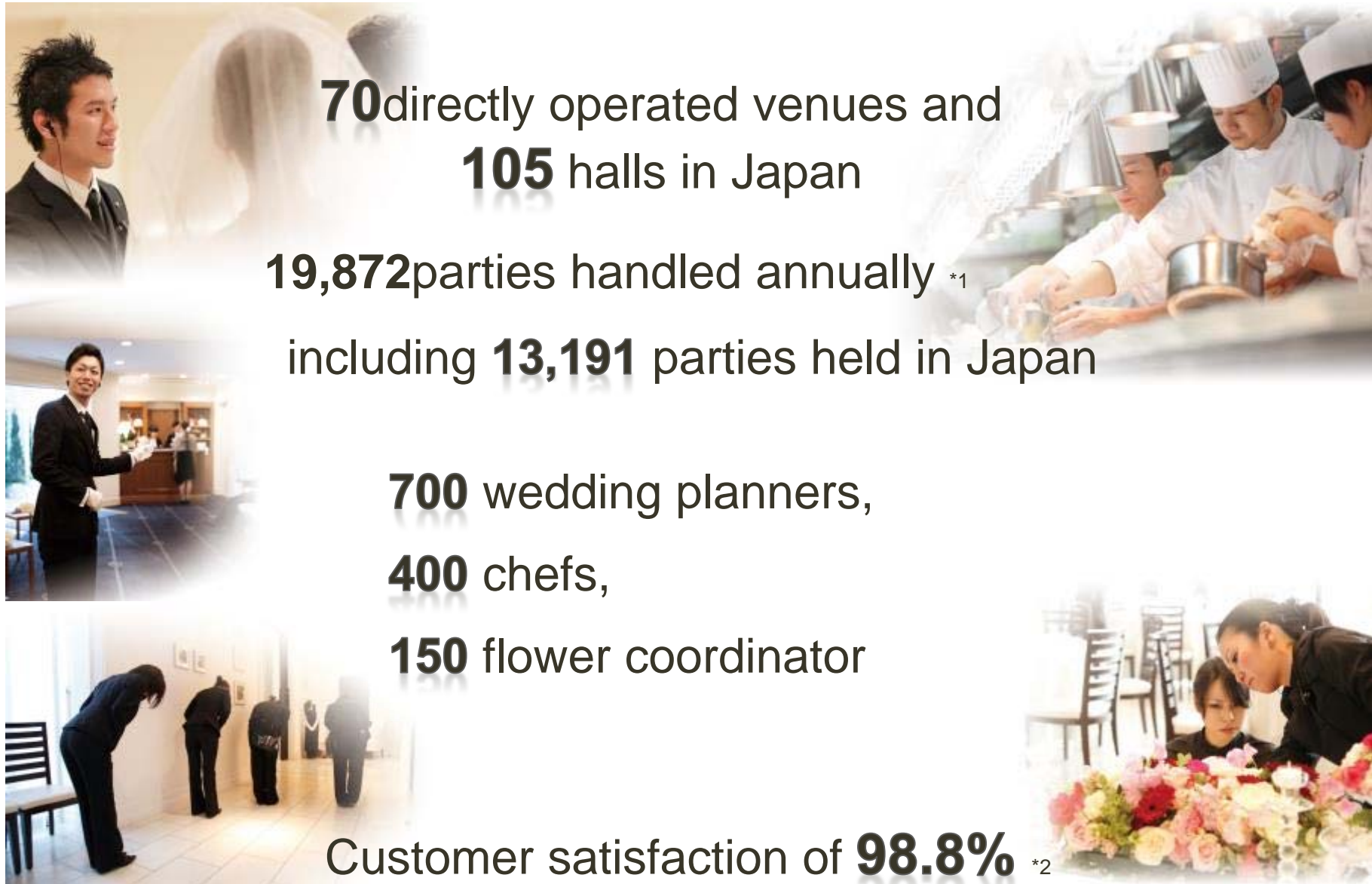
Overall image of overseas strategy



4. T&G's strengths

About T&G

(As of March 31, 2016)



70 directly operated venues and
105 halls in Japan

19,872 parties handled annually ^{*1}
including **13,191** parties held in Japan

700 wedding planners,
400 chefs,
150 flower coordinator

Customer satisfaction of **98.8%** ^{*2}

*1 Result for fiscal year ending in March 2016

*2 Those who responded in a questionnaire given to bridegrooms and brides that they were satisfied.

Overview of T&G's strengths

T&G achieves its superiority with its four strengths: an ability for total coordination, the ability to express the heart's desires, the ability to identify needs and the ability to convey our message

Ability to convey our message

- Penetration of our corporate brand
- Convey our strengths and appeals to the internal and external of T&G, and increase fans of T&G in the world

Ability for total coordination

- Ability for spatial designs and decorations that convey a unified worldview based on the concept

Ability to identify needs

- Superior operations built up through persistent improvements based on customers' opinions
- System enabling potential needs

Ability to express the heart's desires

- One Heart Wedding
(Ability to feel and realize the bride and groom's hearts' desires; ability to create moments that bring together everyone's hearts.)
- One Stop Service
(Hospitality)

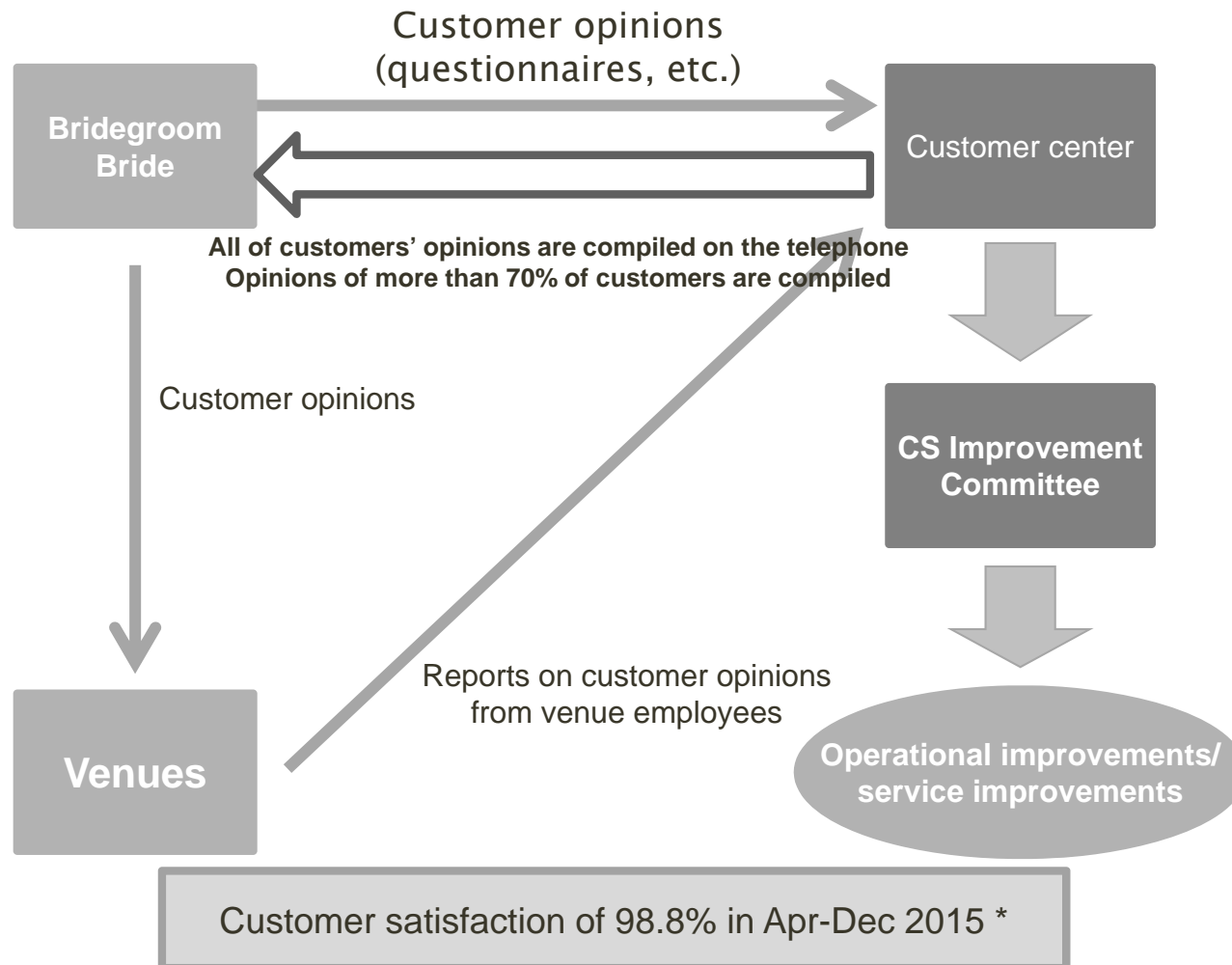
Ability for total coordination (Design skills, space production skills)

Plan designs, spatial designs and decorations that convey a unified worldview based on the party concept



Ability to identify and realize needs (System (1): Customer Center)

Personal interviews enabling potential needs as well as actualized needs to be identified
 Superior operations built up through persistent improvements based on customers' opinions
 and strong customer service



Customer center
 Established April 1, 2012
 Organization for compiling various opinions from customers in a unified manner
 A telephone report service was introduced for all venues in October 2012 to ensure that the customers' opinions lead to better operations and services

CS Improvement Committee
 Established April 1, 2012
 Organization in which all executives and managers of relevant departments consider measures to improve operations and service based on customer opinions compiled at the customer center

* Those who responded in a questionnaire given to bridegrooms and brides that they were very satisfied.

Ability to identify and realize needs (System (2): People)

Corporate philosophy at root of T&G services spreads across the world

First in the industry to adopt a system in which personnel growth supports corporate growth

Corporate philosophy

Mission: the meaning for our existence

Value: what we prize

 One Heart

Vision: what we aspire to

EVOL

Main structure for T&G's personnel growth

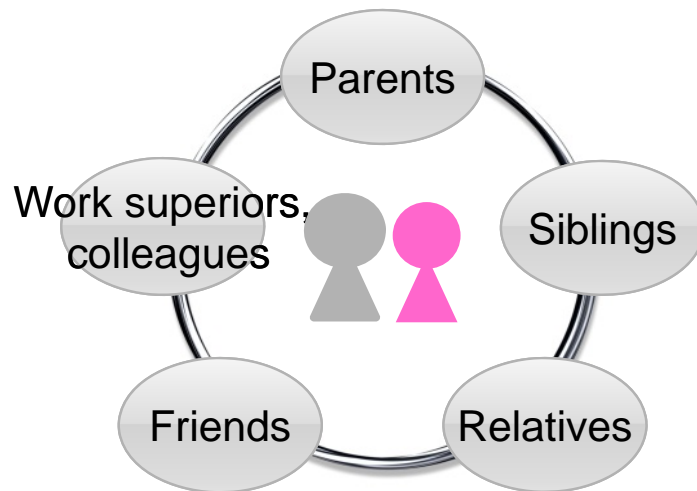
- ✓ Overseas training
- ✓ Professional choice
- ✓ Free planner system
- ✓ Chef independent support program
- ✓ Job rotation, career change
- ✓ Master venue manager program
- ✓ Creative grade program
- ✓ T&G Assist Member Program

Ability to express the heart's desires

Identify the bride and groom's hearts' desires and create moments that bring together everyone's hearts

One Heart Wedding

Moment in which the hearts of the bride and groom, their families and guests become one



Booklet collecting the accounts of 12 wedding ceremonies that make the reader remember the important people in our lives that we tend to forget during our daily routine.

Includes true stories of the wedding stories that author, Ariga, worked on and that have remained with her over 12 years, as well as accounts of wedding ceremonies created by T&G's wedding planners

"Stories of weddings that make you want to see the important people in your life" (excerpts)

■ Gentle memories

"Thoughts to be passed on from father to daughter"

A small miracle occurred when the father read the letter describing all these thoughts at the wedding ceremony.

■ Words we never said

It's been a long fight between brothers. As a result of a mere accident, brothers that had been so close haven't spoken for two years. And then the younger brother had his wedding ceremony. The younger brother was able to convey the thoughts that he had found so hard to say at his wedding ceremony.

■ 30th anniversary wedding ceremony

There are some thoughts that can't be conveyed simply by saying "thank you."

On his wedding day, the son wanted to express his appreciation to the parents that had raised him.

Instead of saying "thank you," the son said "congratulations."

He had secretly arranged a wedding ceremony to celebrate his parents' 30 years of marriage since they had not had a ceremony themselves.

* In addition, the actual stories of 12 wedding ceremonies are included.

Ability to convey our message

Convey our strengths and appeals to the internal and external of T&G, and increase fans of T&G in the world

「To enrich hearts and lives」

1. Ability for
total
coordination

2. Ability to
identify needs

3. Ability to
express the
heart's desires

To the world our commitment

YouTube/Facebook/Instagram



**Media exposure number
in 2015:1,292 review**

TV/Magazines/radio



5. Company overview

Company overview

(As of December 31, 2015)

Company name	TAKE AND GIVE NEEDS Co., LTD.
Headquarters location	2-3-12 Higashi Shinagawa, Shinagawa-ku, Tokyo
Established	October 19, 1998
Representative	Chairman of the Board of Directors and representative director Yoshitaka Nojiri President and representative director Kenji Chishiki
Capital	¥5,264 million
Stock exchange	First section of Tokyo Stock Exchange (securities code: 4331)
Earnings	Net sales ¥59,524million Operating income ¥1,545 million Net income ¥230 million
Number of employees	Consolidated: 2,101 / Non-consolidated: 1,370

*Consolidated fiscal year ended March 31, 2016

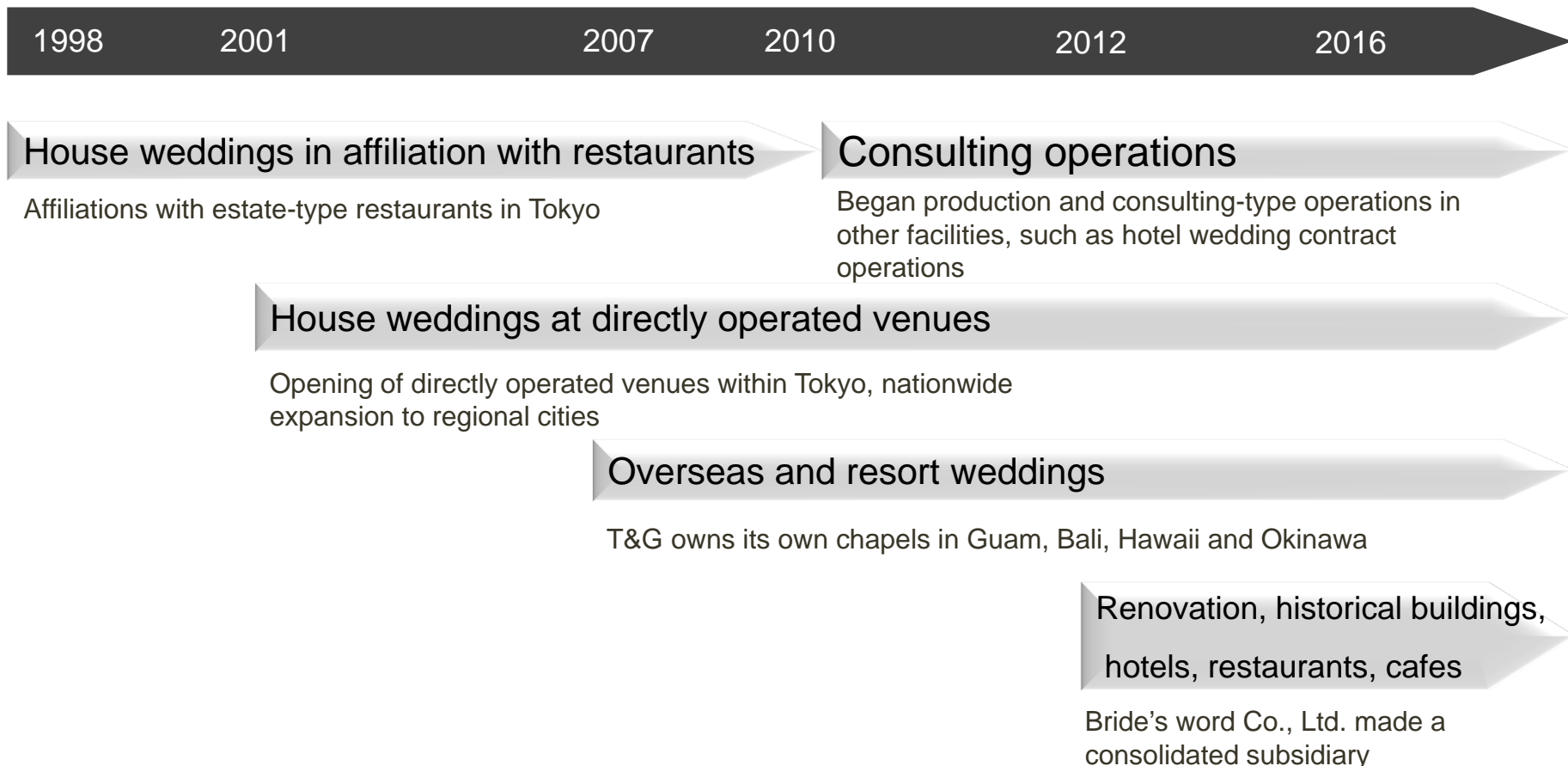
*Consolidated fiscal year ended March 31, 2016

T&G Group's History

1998	October	T&G established; house wedding business launched at affiliated restaurant
2001	June	Began directly operated house wedding business
2001	December	Listed on NASDAQ Japan (currently Hercules)
2004	February	Listed on second section of Tokyo Stock Exchange
2005	June	Made capital investment in GOOD LUCK Corporation
2005	July	Established LIFE ANGEL Co., Ltd. and began finance business
2006	February	Established Anniversary Travel Co., Ltd. and began travel business (joint venture with JTB)
2006	March	Listed on first section of Tokyo Stock Exchange
2007	January	Made GOOD LUCK Corporation a consolidated subsidiary (73.8% equity stake) and began overseas and resort wedding business
2007	April	Made additional investment in GOOD LUCK Corporation (91.8% equity stake)
2012	December	Made Bride's word Co., Ltd. a consolidated subsidiary (100% equity stake as of end-March 2013)
2013	August	Established local office in Taiwan for GOOD LUCK Corporation
2013	September	Established Taiwan salon and began resort wedding shuttle service from Asia on a full scale
2014	December	Established PT TAKE AND GIVE.NEEDS INDONESIA(Jakarta)

Trends in T&G Group's business expansion

- After establishment, prioritized accumulation of expertise and began house wedding business through restaurant affiliation and:
- 2001: Began business utilizing directly operated venues for house weddings
- 2007: Began overseas and resort wedding business
- 2010: Began consulting-type operations in other facilities, such as hotel wedding contract operations
- 2012: Began rejuvenation projects and operations for historical buildings and hotels



Consolidated earnings trends

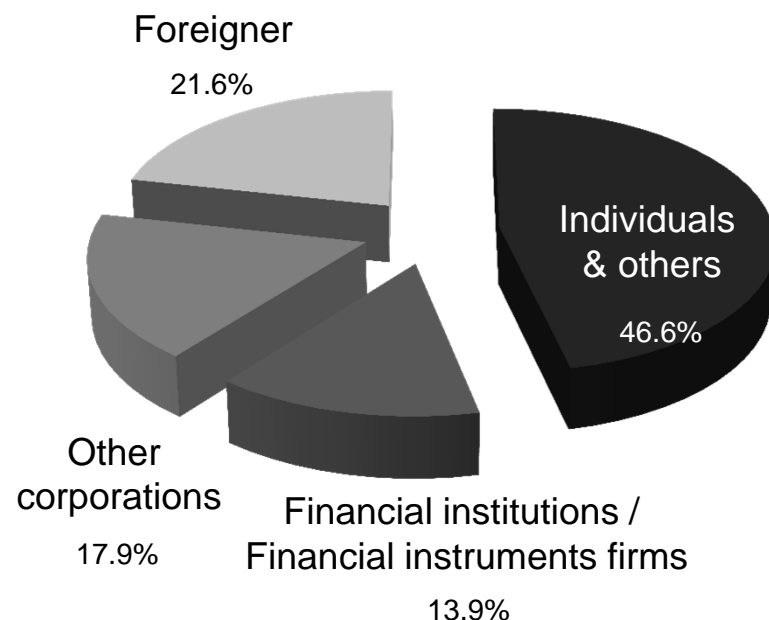
■ Trends in major areas (consolidated from FY ended March 2007)

	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	2015/3	2016/3	year-on-year change
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	59,269	59,524	+0.4%
Number of weddings handled	1,294	1,794	3,020	5,132	7,942	11,048	11,440	13,567	13,807	14,250	14,446	15,838	18,762	19,451	19,872	+2.2%
domestic weddings	1,294	1,794	3,020	5,132	7,942	11,048	9,921	10,996	11,036	10,535	10,543	11,480	13,408	13,385	13,191	-1.4%
overseas weddings	—	—	—	—	—	—	1,519	2,571	2,771	3,715	3,903	4,358	5,354	6,066	6,681	+10.1%
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	4,017	3,971	-1.1%
Operated income	255	494	1,595	3,454	4,981	6,625	-901	675	2,519	2,282	2,212	2,832	3,706	3,021	1,545	-48.9%
Ratio of operating income to sales	8.6%	9.4%	13.9%	15.8%	14.7%	14.5%	-2.1%	1.5%	5.5%	4.9%	4.6%	5.4%	6.1%	5.1%	2.6%	-2.5pt
Ordinary income (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	2,784	1,377	-50.5%
Ratio of ordinary income to sales	7.7%	8.9%	12.7%	16.0%	15.2%	15.0%	-3.2%	0.1%	4.1%	3.3%	3.3%	4.7%	5.5%	4.7%	2.3%	-2.4pt
Net income (million yen)	119	215	674	2,049	2,905	4,172	-2,055	-1,048	371	214	453	1,086	1,370	1,008	230	-77.2%
Ratio of net income to sales	4.0%	4.1%	5.9%	9.5%	8.6%	9.2%	-4.7%	-2.3%	0.8%	0.5%	0.9%	2.1%	2.3%	1.7%	0.4%	-1.3pt
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	103	105	+2
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	70	70	+0
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	48,091	49,368	+1,277
Shareholders' equity 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%	42.2%	41.3%	-0.9pt
Number of employees	78	136	342	535	797	1,093	1,303	1,185	1,259	1,544	1,545	1,879	1,911	2,059	2,101	+42

* The number of directly operated venues and halls includes Bride's word.

Status of shareholdings (as of March 2016)

Distribution by shareholder



Top 10 major shareholders

Shareholder Name	Owned shares	Shareholding Ratio
Yoshitaka Nojiri	246095	18.8%
Tokyo Weld Co., Ltd.	1045970	8.0%
Unimat Life Corporation	500000	3.8%
BNY GCM CLIENT ACCOUNT JPRD AC ISG(FE-AC)	451728	3.5%
WELD Trading Co., Ltd.	450000	3.4%
CHASE MANHATTAN BANK GTS CLIENTS ACCOUNT ESCROW	301050	2.3%
MSIP CLIENT SECURITIES	300200	2.3%
CBNY DFA INTL SMALL CAP VALUE PORTFOLIO	249590	1.9%
GOLDMAN SACHS INTERNATIONAL	246462	1.9%
Japan Trustee Services Bank, Ltd.	238300	1.8%

Number of shares

13,059,330

Number of shareholders

10,782

To enrich hearts and lives

T&G

TAKE and GIVE NEEDS