



**Briefing Materials on Consolidated
Results for the First Nine Months of
Fiscal Year 2012**

I. Overview of Consolidated Results for the First Nine Months of Fiscal Year 2012

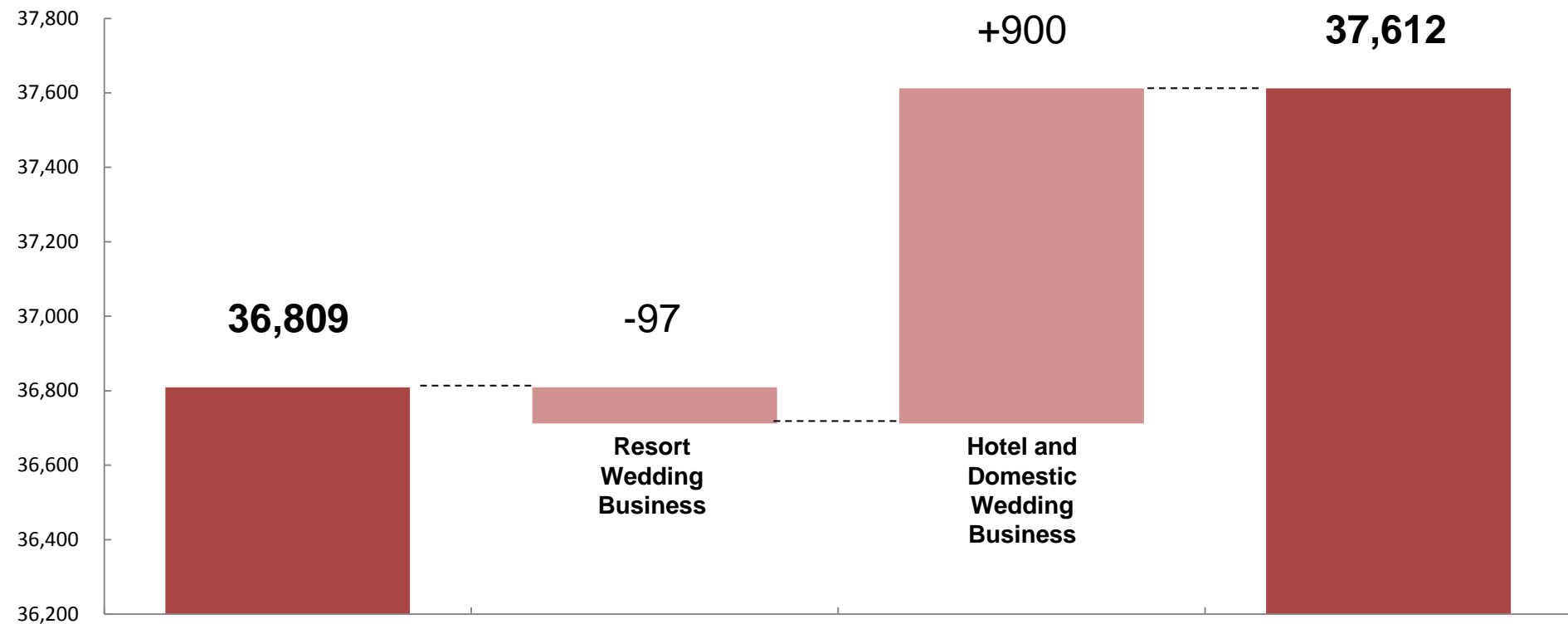
I-1. Overview of Consolidated Results

(Millions of yen)

Item	1Q-3Q FY2012	1Q-3Q FY2011	Change	FY2012 (Forecast)
Net sales	37,612	36,809	Up 2.2%	50,600
Gross profit	25,272	24,577	Up 2.8%	33,830
Gross profit ratio	67.2%	66.8%	Up 0.4 pp	66.9%
Selling, general and administrative expenses	24,155	23,644	Up 2.2%	32,330
SG&A ratio	64.2%	64.2%	—	63.9%
Operating income	1,117	932	Up 19.8%	1,500
Operating income ratio	3.0%	2.5%	Up 0.4pp	3.0%
Ordinary income	1,263	1,066	Up 18.4%	1,550
Ordinary income ratio	3.4%	2.9%	Up 0.5 pp	3.0%
Net income	591	231	Up 174.8%	700

I-2. Net Sales: Analysis of Change (year on year)

(Millions of yen)



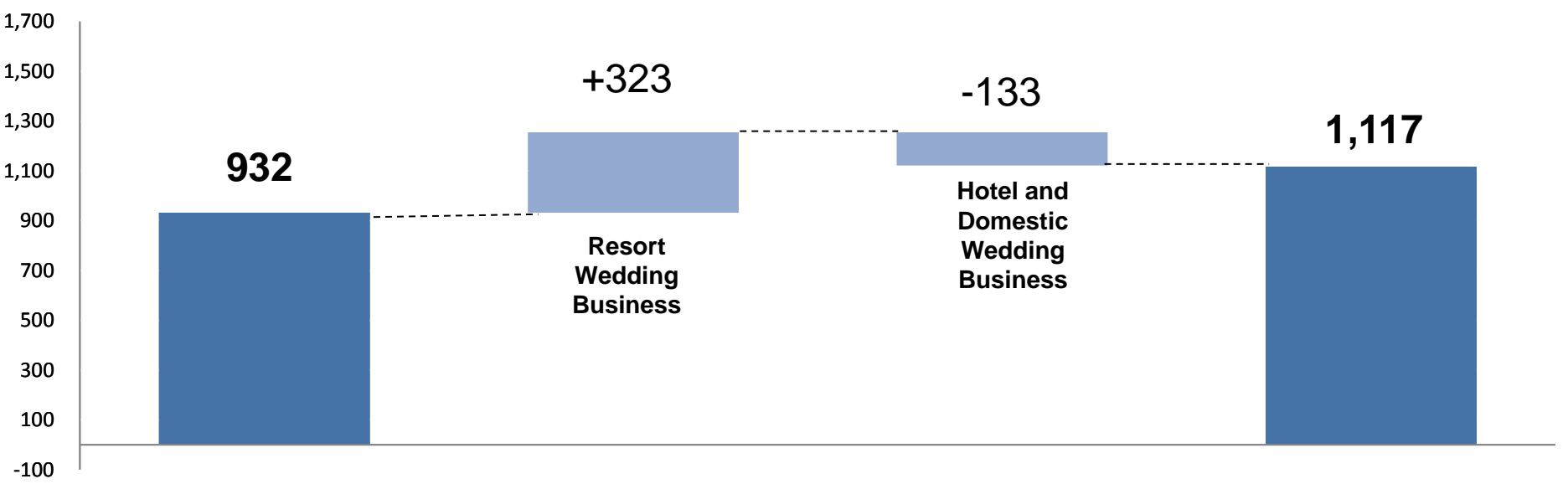
1Q-3Q
FY2011

Up ¥803 million

1Q-3Q
FY2012

I-3. Operating Income: Analysis of Change (year on year)

(Millions of yen)



*Adjustments: -5



II. Overview of the First Nine Months of Fiscal Year 2012 by Business Segment

II-1. Overview by Business Segment

(Millions of yen)

Item	Consolidated							
			Resort weddings		Hotels and domestic weddings		Adjustments	
	1Q-3Q FY2012	1Q-3Q FY2011	1Q-3Q FY2012	1Q-3Q FY2011	1Q-3Q FY2012	1Q-3Q FY2011	1Q-3Q FY2012	1Q-3Q FY2011
Net sales (Sales to customers)	37,612	36,809	15,509	15,606	22,103	21,203	0	0
Operating income	1,117	932	1,097	774	-3	130	23	28

II-2. Overview by Business Segment Resort Wedding Business

		1Q-3Q FY2012	1Q-3Q FY2011	Change
Net sales (Millions of yen) (Sales to customers)		15,509	15,606	Down 0.6%
Profit by business segment (Millions of yen)		1,097	774	Up 41.7%
Profit ratio (%)		7.1%	5.0%	Up 2.1pp
Number of weddings (Resort wedding business)		15,470	15,594	Down 0.8%
Resort wedding business for Japanese couples (Number of weddings)		14,337	14,654	Down 2.2%
Overseas resort weddings	Number of weddings	11,081	11,220	Down 1.2%
	Average amount spent per wedding (Thousands of yen)	589	572	Up 3.0%
Domestic resort weddings	Number of weddings	2,666	2,959	Down 9.9%
	Average amount spent per wedding (Thousands of yen)	609	649	Down 6.2%
Other*	Number of weddings	590	475	Up 24.2%
Wedding business in Asia (Number of weddings)		1,133	940	Up 20.5%
Resort weddings in Asia (Number of weddings)		723	557	Up 29.8%
	Resort weddings in Asia (Overseas) (Number of weddings)	452	384	Up 17.7%
	Resort weddings in Asia (Domestic) (Number of weddings)	271	173	Up 56.6%
Local weddings in Asia (Number of weddings)		410	383	Up 7.0%

*Felice Garden Hibiya, Hilton Odawara Resort & Spa, etc.

II-3. Overview by Business Segment

Hotel and Domestic Wedding Business

		1Q-3Q FY2012	1Q-3Q FY2011	Change
Net sales (Millions of yen) (Sales to customers)		22,103	21,203	Up 4.2%
Profit by business segment (Millions of yen)		-3	130	Down 102.5%
Profit ratio (%)		0.0%	0.6%	Down 0.6 pp
Total domestic wedding services (Number of weddings)		5,014	4,932	Up 1.7%
Mielparque	Number of weddings	3,148	3,067	Up 2.6%
	Average amount spent per wedding (Thousands of yen)	2,098	2,176	Down 3.6%
Meguro Gajoen	Number of weddings	1,187	1,175	Up 1.0%
	Average amount spent per wedding (Thousands of yen)	3,130	3,180	Down 1.6%
Other	Number of weddings	679	690	Down 1.6%

III. Cash Flows and Capital Investment and Balance Sheets

III-1. Balance Sheets (Consolidated)

(Millions of yen)

	As of Dec. 31, 2012	As of Mar. 31, 2012	Change		As of Dec. 31, 2012	As of Mar. 31, 2012	Change
Total current assets	10,979	10,208	+770	Total liabilities	10,899	10,944	-44
Cash and deposits	6,500	6,336	+164	Current liabilities	8,532	8,235	+296
Accounts receivable-trade	1,552	1,812	-259	Accounts payable-trade	1,911	2,044	-132
Other	2,926	2,060	+865	Short-term loans payable	1,200	900	300
Total noncurrent assets	14,955	15,366	-410	Income taxes payable	90	307	-216
Property, plant and equipment	9,502	10,090	-588	Advances received	1,855	2,172	-316
Buildings and structures	5,268	5,732	-463	Other	3,474	2,811	+662
Other	4,223	4,358	-15	Noncurrent liabilities	2,367	2,708	-341
Intangible assets	799	901	-101	Long-term loans payable	700	1,200	-500
Investments and other assets	4,653	4,374	+279	Asset retirement obligations	587	567	+20
				Other	1,079	940	+138
				Net assets	15,035	14,630	+404
				I. Shareholders' equity	16,392	16,098	+294
				Capital stock	4,176	4,176	—
				Capital surplus	4,038	4,038	—
				Retained earnings	8,178	7,884	+294
				II. Valuation and translation adjustments	-1,424	-1,510	+86
				III. Minority interests	67	43	+24
Total assets	25,935	25,575	+360	Total liabilities and net assets	25,935	25,575	+360
				Equity ratio	57.7%	57.0%	Up 0.7 pp

IV. Basic Policy for Fiscal Year 2012

IV-1. Basic Policy for Fiscal Year 2012

Basic Policy

Expand revenue to the fullest degree possible by drawing on the commitment of personnel who know the true meaning of hospitality.

Improved Profitability

- **Concentrate management resources into the resort wedding business** ■

Concentrate management resources into the resort wedding business, where the market presents room for growth, and then strive to increase sales through a strategy to realize a recovery in the number of wedding bookings and boost profits through enhanced personnel efficiency.

Growth Strategy

- **Focus on investment in growth area centered on Asia** ■

Maintain steady investment in growth areas in Asia to underpin medium- to long-term corporate growth strategy.

IV-2. Plan for Fiscal Year 2012

(Millions of yen)

Item	FY2012 (Forecast)	FY2011	Change
Net sales	50,600	48,929	Up 3.4%
Gross profit	33,830	32,820	Up 3.1%
Gross profit ratio	66.9%	67.1%	Down 0.2 pp
Selling, general and administrative expenses	32,330	31,579	Up 2.4%
SG&A ratio	63.9%	64.5%	Down 0.6 pp
Operating income	1,500	1,241	Up 20.9%
Operating income ratio	3.0%	2.5%	Up 0.5 pp
Ordinary income	1,550	1,423	Up 8.9%
Ordinary income ratio	3.0%	2.9%	Up 0.1 pp
Net income	700	423	Up 65.1%

IV-3. Business Policies for Fiscal Year 2012

Business Policies

Business Policy 1

Resort Wedding Business:

Return to starting point — recovery in the number of wedding bookings and raise business efficiency

Business Policy 2

Hotel and Domestic Wedding Business:

Recovery from the Great East Japan Earthquake

Business Policy 3

Growth strategy: Strategic expansion in Asia

IV-3. Business Policies for Fiscal Year 2012

Business Policies

Business Policy 1

Resort Wedding Business:

Return to starting point — recovery in the number of wedding bookings and raise business efficiency

Business Policy 2

Hotel and Domestic Wedding Business:

Recovery from the Great East Japan Earthquake

Business Policy 3

Growth strategy: Strategic expansion in Asia

IV-3. Business Policy 1 Resort Wedding Business

Business Policy

Return to starting point — recovery in the number of wedding bookings and raise business efficiency

We will concentrate management resources into the resort wedding business to reverse the downward trend in the number of weddings handled and also strive to improve profitability by boosting personnel efficiency.

		FY2012	FY2011	
Net sales (Millions of yen) (Sales to customers)		20,916	20,338	Up 2.8%
Profit by business segment (Millions of yen)		1,110	975	Up 13.8%
Profit ratio (%)		5.3%	4.8%	Up 0.5 pp
Resort Wedding Business for Japanese couples (Number of weddings)		18,000	18,052	—
Overseas resort weddings (Number of weddings)		14,500	14,437	Up 0.4%
Domestic resort weddings (Number of weddings)		3,500	3,615	Down 3.2%

IV-3. Business Policy 1 Resort Wedding Business

Business Policy

Return to starting point — recovery in the number of wedding bookings and raise business efficiency

1. Measures aimed at a recovery in the number of wedding bookings

■ Launching activities to promote *Rizokon Heart*



式して、旅して、きちんとお披露目。

リゾート婚 
ハート

Business Policy

Return to starting point — recovery in the number of wedding bookings and raise business efficiency

1. Measures aimed at a recovery in the number of wedding bookings

■ Promoting *Rizokon Heart* in combination with a resort wedding and wedding receptions, etc., in Japan

式して、旅して、きちんとお披露目。



Resort wedding + family travel



Wedding receptions, etc., in Japan

Reception with family and friends	or	Reception with family + Reception with friends	or	Announcement via postcard or through SNS
-----------------------------------	----	--	----	--

IV-3. Business Policy 1 Resort Wedding Business

Business Policy

Return to starting point — recovery in the number of wedding bookings and raise business efficiency

1. Measures aimed at a recovery in the number of wedding bookings

Taking reservations from February 1 for Watabe Wedding Limited Plan at **Royal Hawaiian Hotel**, a luxury resort hotel in Hawaii



IV-3. Business Policy 1 Resort Wedding Business

Business Policy

Return to starting point — recovery in the number of wedding bookings and raise business efficiency

1. Measures aimed at a recovery in the number of wedding bookings

■ New chapel to open

New chapel on the island of Bali to open in autumn 2013



IV-3. Business Policy 1 Resort Wedding Business

Business Policy

Return to starting point — recovery in the number of wedding bookings and raise business efficiency

1. Measures aimed at a recovery in the number of wedding bookings

■ Enhance product appeal of resort weddings

■ Introducing products in collaboration with well-known companies

WATABE produced by BEAMS
WEDDING

■ Resort weddings in Okinawa

Created wedding menu in collaboration with renown chef Hal Yamashita



IV-3. Business Policy 1 Resort Wedding Business

Business Policy

Return to starting point — recovery in the number of wedding bookings and raise business efficiency

2. Making management structure more efficient

- **Boost efficiency at directly operated stores**
- **Boost efficiency of local operating structures**
- **Boost efficiency of personnel**
- **Shift all dress manufacturing operations to factory in Vietnam**

IV-3. Business Policy 2 Hotel and Domestic Wedding Business

Business Policies

Business Policy 1

Resort Wedding Business:

Return to starting point — recovery in the number of wedding bookings and raise business efficiency

Business Policy 2

**Hotel and Domestic Wedding Business:
Recovery from the Great East Japan Earthquake**

Business Policy 3

Growth strategy: Strategic expansion
in Asia

IV-3. Business Policy 2 Hotel and Domestic Wedding Business

Business Policy

Recovery from the Great East Japan Earthquake

Establish tone for higher sales and higher income based on full-year of business activity at Mielparque Sendai, which reopened in November 2011, and full-year results from new facilities in operation at Meguro Gajoen, which opened last year.

		FY2012	FY2011	Change
Net sales (Millions of yen) (Sales to customers)		29,681	28,590	Up 3.8%
Profit by business segment (Millions of yen)		390	227	Up 71.8%
Profit ratio (%)		1.3%	0.8%	Up 0.5 pp
Total domestic wedding services (Number of weddings)		7,300	7,094	Up 2.9%
	Mielparque (Number of weddings)	4,200	4,050	Up 3.7%
	Meguro Gajoen (Number of weddings)	1,550	1,544	Up 0.4%
	Other (Number of weddings)	1,550	1,500	Up 3.3%

IV-3. Business Policy 2

Hotel and Domestic Wedding Business

Business Policy

Recovery from the Great East Japan Earthquake

1-1. Mielparque ~Wedding Business~

■ Mielparque Sendai marks full year of operations



- A year that saw recovery from the Great East Japan Earthquake and the success of structural reforms

- Mielparque Sendai reopened on November 1, 2011

IV-3. Business Policy 2

Hotel and Domestic Wedding Business

Business Policy

Recovery from the Great East Japan Earthquake

1-2. Mielparque ~Hotel Business~

■ Signed Non-Brand Franchise Agreement with Solare Hotels & Resorts



- Alliance draws on merits of scale in hotel operations
- Cooperative efforts among Mielparque Sendai, Mielparque Nagoya and Mielparque Hiroshima
- Boost overnight stays by Mielparque customers

IV-3. Business Policy 2

Hotel and Domestic Wedding Business

Business Policy

Recovery from the Great East Japan Earthquake

1-3. Mielparque ~Strategy for banquet~

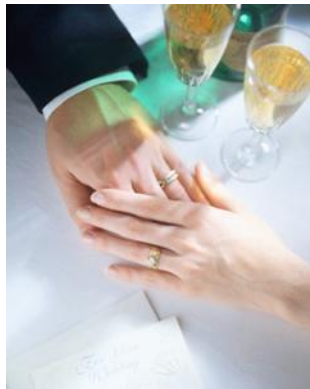
■ Promote Meguro Gajoen *Shukugasai* brand at Mielparque facilities

On April 1, we launched five plans, each spotlighting one of life's joyous moments or a special time of appreciation

Gratitude and Remembrance Plan



Wedding Anniversary Plan



Children's Milestones Plan



Setting out on a New Road Plan



Birthday Plan



IV-3. Business Policy 2

Hotel and Domestic Wedding Business

Business Policy

Recovery from the Great East Japan Earthquake

2-1. Meguro Gajoen ~Strategy for wedding~

■ Time to spotlight the impact of our services at our new chapel and wedding-related facilities during the year

Opened in May 2011
Villa di Grazia



Opened in April 2012
Café and bar Yui-An



- Stand-alone chapel Villa di Grazia, which opened in May 2011, marked a full year of wedding activity

IV-3. Business Policy 2

Hotel and Domestic Wedding Business

Business Policy

Recovery from the Great East Japan Earthquake

2-1. Meguro Gajoen ~Strategy for wedding~

■ Debut of new bridal plan marking 85th anniversary of Meguro Gajoen



- Advance sales of the 85th Anniversary Plan, a special plan to commemorate the 85th anniversary of Meguro Gajoen in 2013, began in August 2012

- The 85th Anniversary Plan is offered at the six Meguro Gajoen Group facilities

IV-3. Business Policy 2 Hotel and Domestic Wedding Business

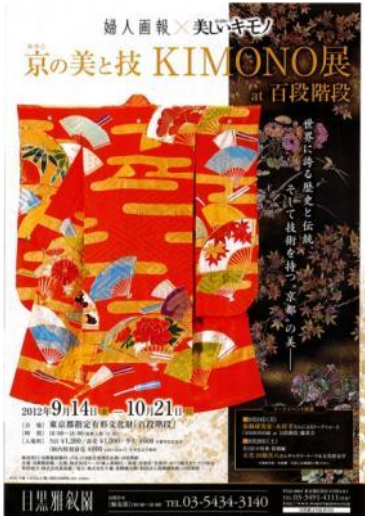
Business Policy

Recovery from the Great East Japan Earthquake



2-2. Meguro Gajoen ~Strategy for banquet~

Attract more visitors through events at *Hyakudan Kaidan* (100-Step Staircase), designated a tangible cultural property of Tokyo



IV-3. Business Policy 3

Growth strategy: Strategic expansion in Asia

Business Policies

Business Policy 1

Resort Wedding Business:

Return to starting point — recovery in the number of wedding bookings and raise business efficiency

Business Policy 2

Hotel and Domestic Wedding Business:

Recovery from the Great East Japan Earthquake

Business Policy 3

Growth strategy: Strategic expansion in Asia

IV-3. Business Policy 3

Growth strategy: Strategic expansion in Asia

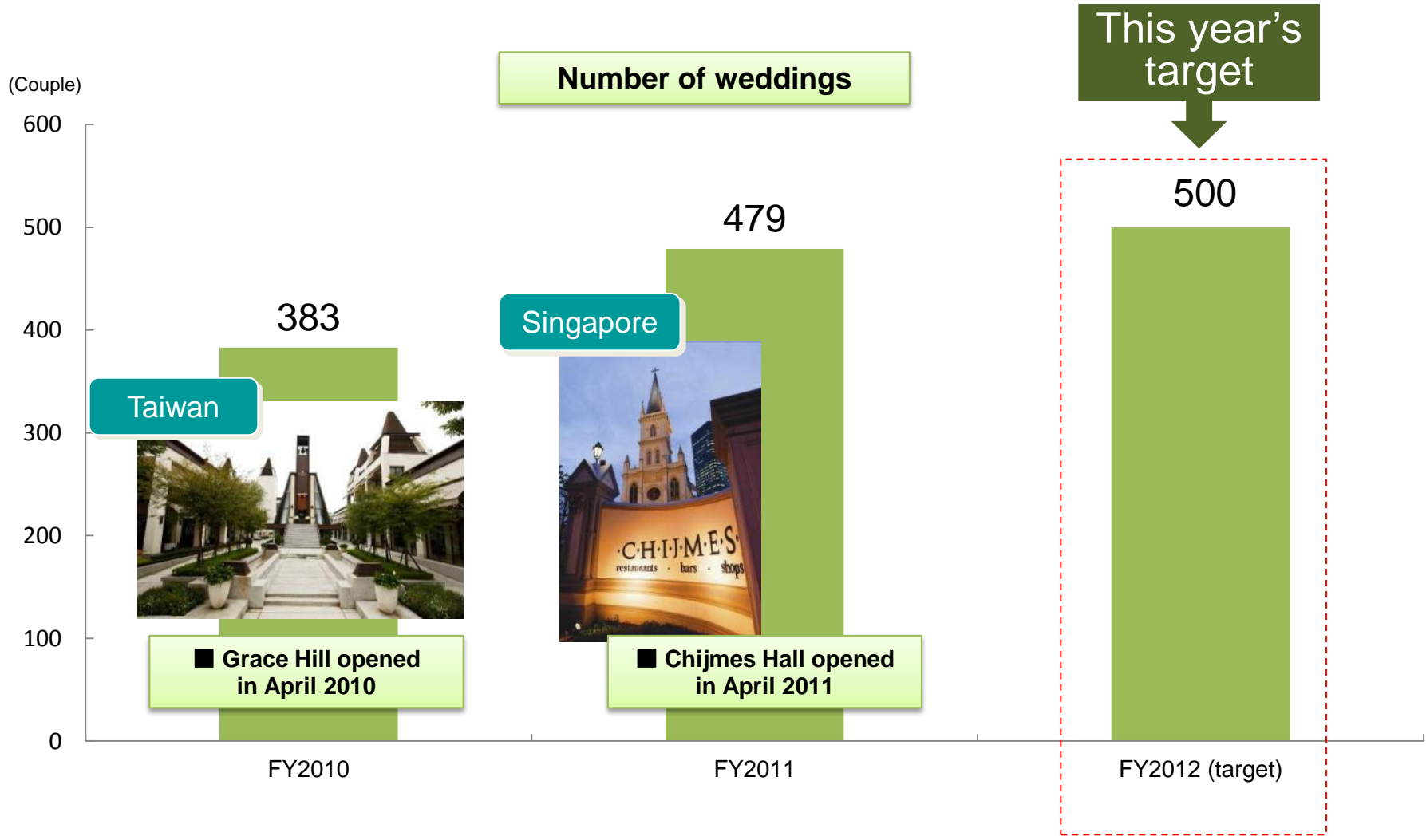
Ensure revenue through stable activities in existing businesses and promote energetic expansion measures geared to the next stage of corporate growth.

		FY2012	FY2011	
	Wedding business in Asia (Number of weddings)	1,400	1,276	Up 9.7%
	Resort weddings in Asia (Number of weddings)	900	797	Up 12.9%
	Resort weddings in Asia (Overseas) (Number of weddings)	600	535	Up 12.1%
	Resort weddings in Asia (Domestic) (Number of weddings)	300	262	Up 14.5%
	Local weddings in Asia (Number of weddings)	500	479	Up 4.4%

IV-3. Business Policy 3

Growth strategy: Strategic expansion in Asia

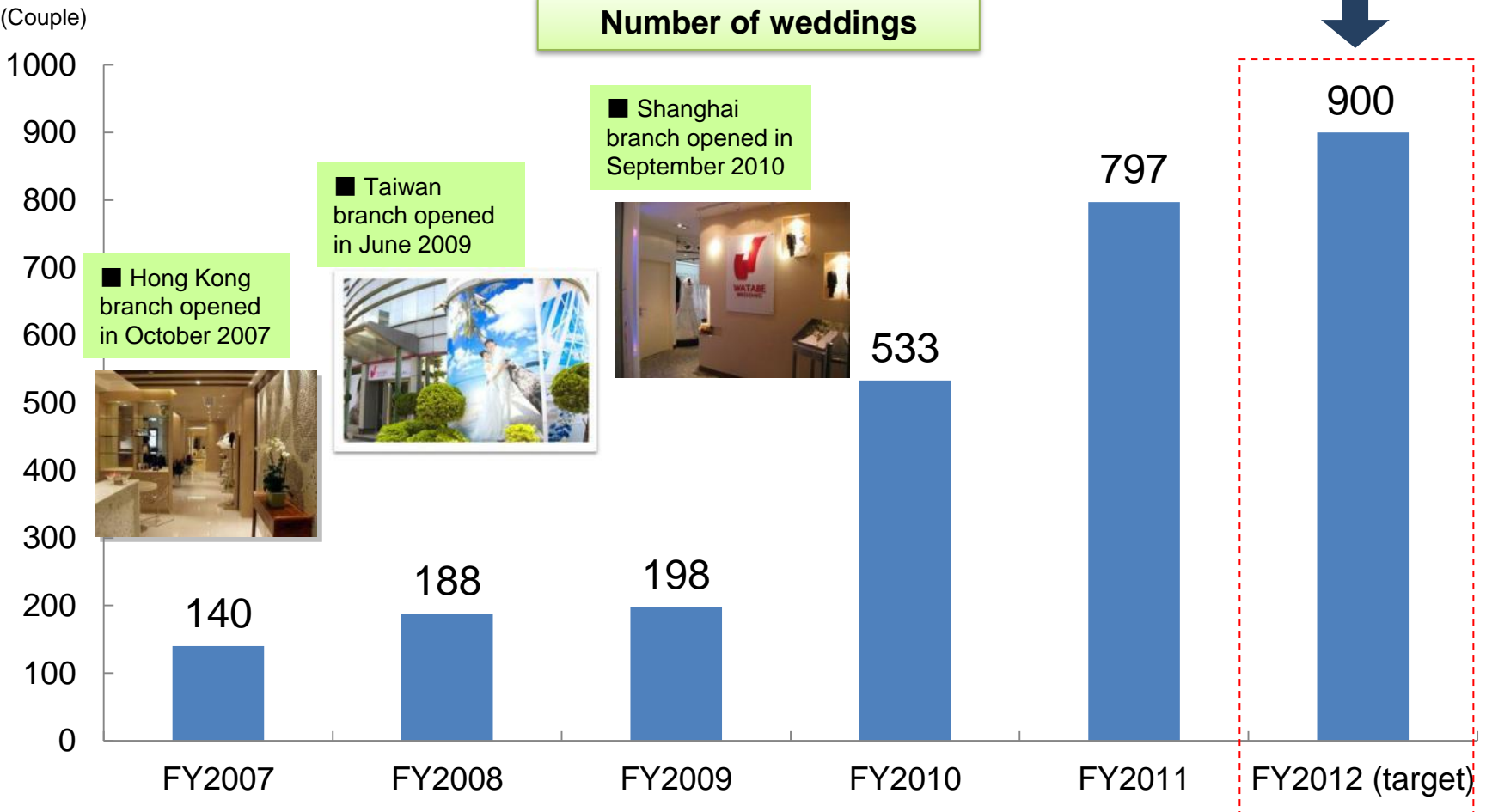
Local Weddings in Asia



IV-3. Business Policy 3

Growth strategy: Strategic expansion in Asia

Resort Weddings in Asia



For inquiries concerning this document contact:

Watabe Wedding Corporation

Management Strategy Division

Tel: +81-3-5202-4166

Fax: +81-3-5202-4144

E-mail: ir@watabe-wedding.co.jp

<http://www.watabe-wedding.co.jp/>

The forward-looking statements contained in this document are based upon targets and estimates and do not constitute any guarantees or warranties. When using this document, please be aware that actual results may differ from forecasts.