



**Briefing Materials on Consolidated Results
for the Third Quarter Ended December 31,
2011**

I. Overview of Consolidated Results for the Nine Months Ended December 31, 2011

I-1. Overview of Consolidated Results

(Millions of yen)

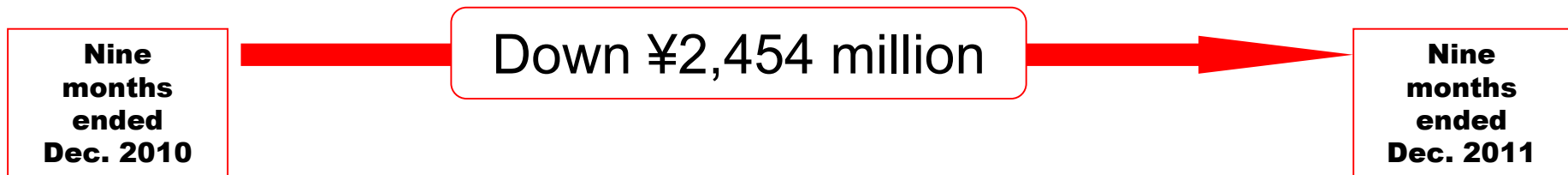
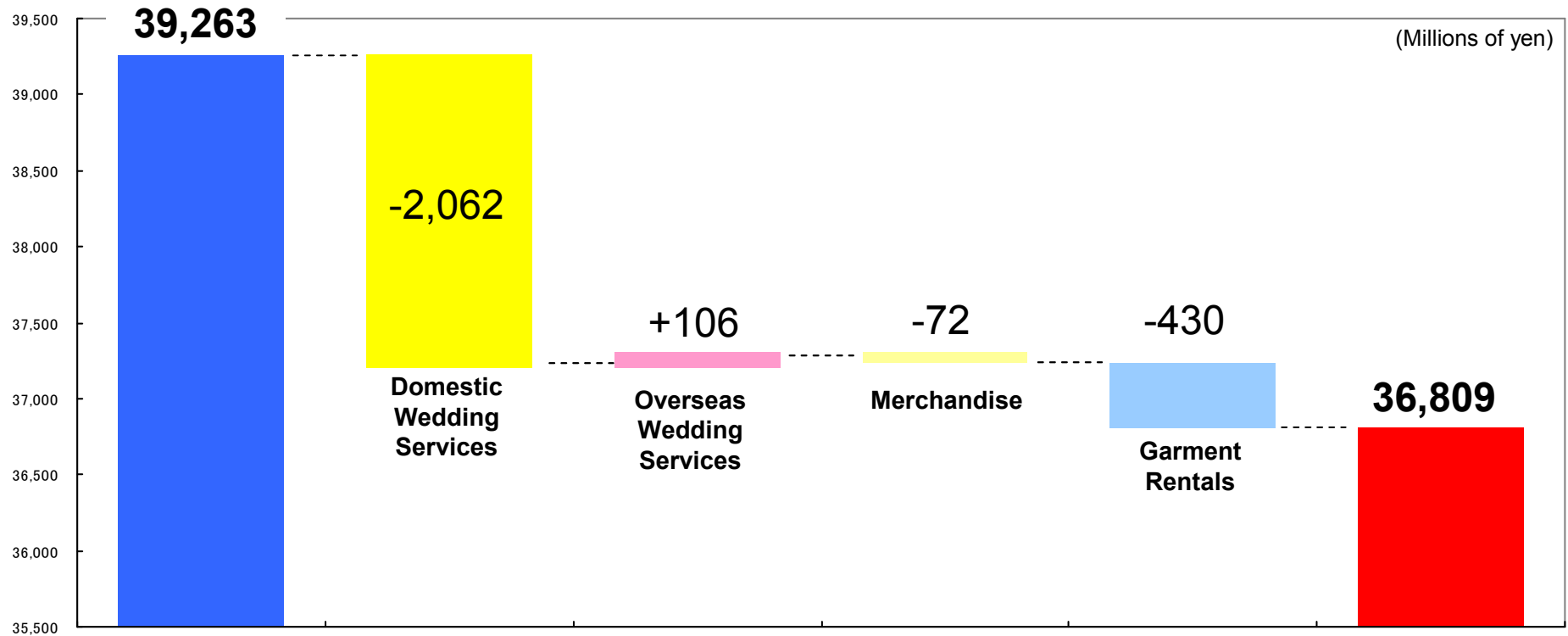
| | Nine months ended Dec. 2011 | Nine months ended Dec. 2010 | Change | Target |
|---|-----------------------------|-----------------------------|-------------------|---------------|
| Net sales | 36,809 | 39,263 | Down 6.3% | 50,400 |
| Gross profit | 24,577 | 25,849 | Down 4.9% | 33,404 |
| Gross profit ratio | 66.8% | 65.8% | Up 1.0 pp | 66.3% |
| Selling, general and administrative expenses | 23,644 | 24,138 | Down 2.0% | 32,204 |
| SG&A ratio | 64.2% | 61.5% | Up 2.7 pp | 63.9% |
| Operating income | 932 | 1,711 | Down 45.5% | 1,200 |
| Operating income ratio | 2.5% | 4.4% | Down 1.9 pp | 2.4% |
| Ordinary income | 1,066 | 1,598 | Down 33.3% | 1,200 |
| Ordinary income ratio | 2.9% | 4.1% | Down 1.2 pp | 2.4% |
| Net income | 215 | 724 | Down 70.3% | 460 |

I-2. Overview of Consolidated Results (Mielparque/Existing (other facilities))

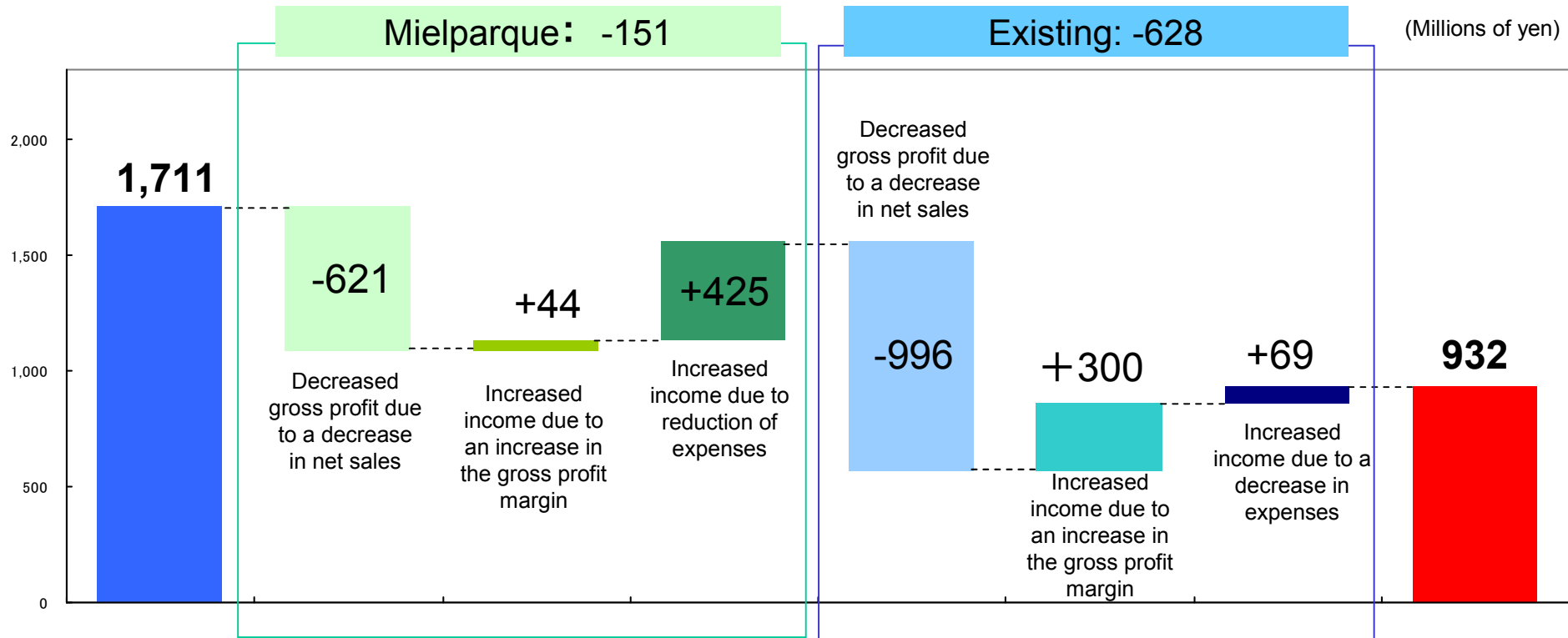
(Millions of yen)

| | Consolidated | | Existing | | Mielparque | |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| | Nine months ended Dec. 2011 | Nine months ended Dec. 2010 | Nine months ended Dec. 2011 | Nine months ended Dec. 2010 | Nine months ended Dec. 2011 | Nine months ended Dec. 2010 |
| Net sales | 36,809 | 39,263 | 23,484 | 25,030 | 13,325 | 14,233 |
| Gross profit | 24,577 | 25,849 | 15,427 | 16,123 | 9,149 | 9,726 |
| Gross profit ratio | 66.8% | 65.8% | 65.7% | 64.4% | 68.7% | 68.3% |
| Selling, general and administrative expenses | 23,644 | 24,138 | 14,508 | 14,577 | 9,136 | 9,561 |
| SG&A ratio | 64.2% | 61.5% | 61.8% | 58.2% | 61.8% | 67.2% |
| Operating income | 932 | 1,711 | 919 | 1,546 | 13 | 164 |
| Operating income ratio | 2.5% | 4.4% | 3.9% | 6.2% | 0.1% | 1.2% |
| Ordinary income | 1,066 | 1,598 | 1,027 | 1,427 | 39 | 171 |
| Ordinary income ratio | 2.9% | 4.1% | 4.4% | 5.7% | 0.3% | 1.2% |

I-3. Net Sales Factor Analysis (year on year)



I-4. Operating Income Factor Analysis (year on year)



Nine months ended Dec. 2010

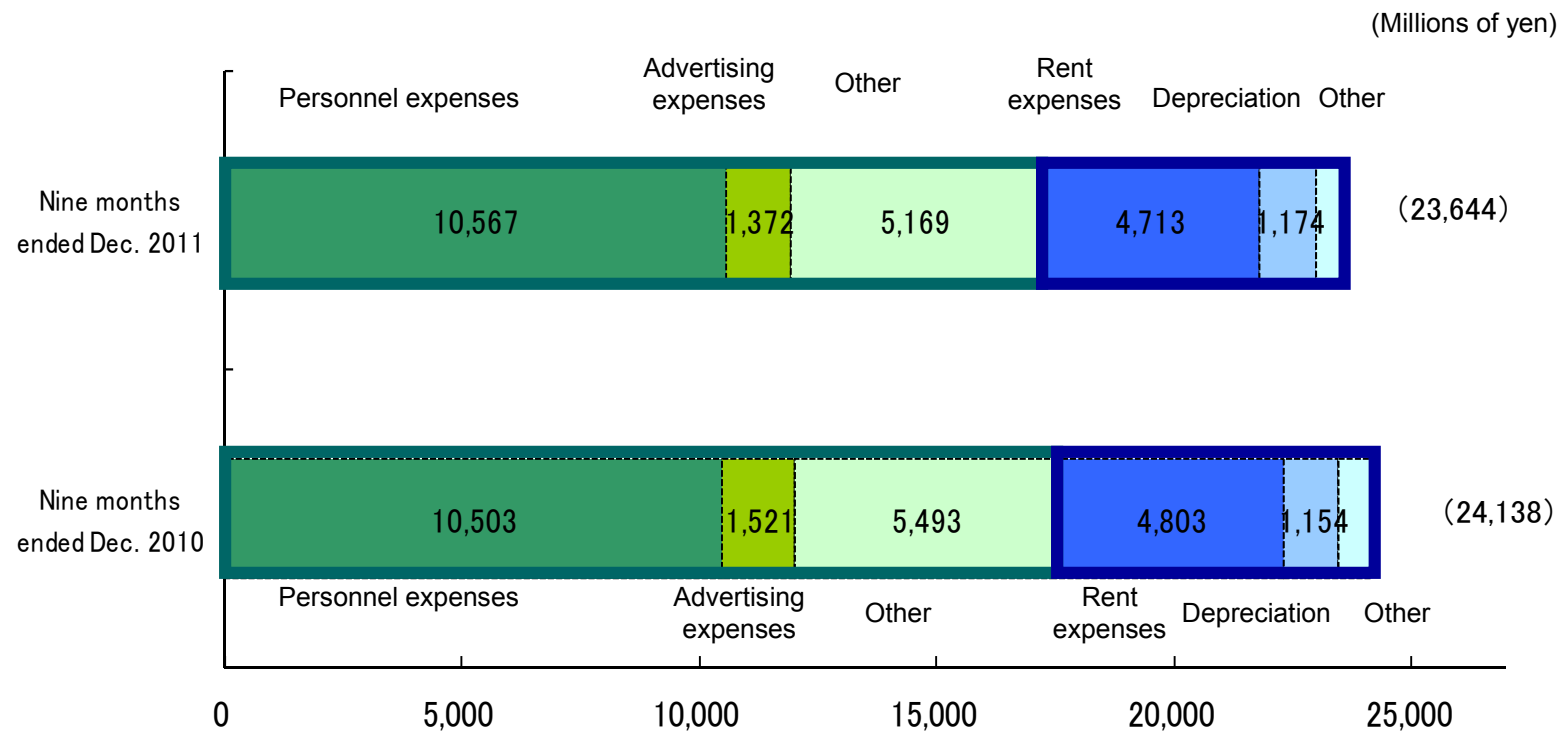
Down ¥779 million

Nine months ended Dec. 2011

I-5. Selling, General and Administrative Expenses (Changes in Expense Items)

Selling, general and administrative expenses

SG&A ratio Nine months ended Dec. 2010: 61.5% ➔ Nine months ended Dec. 2011: 64.2% (Up 2.7 points year on year)



II. Overview of the Nine Months Ended December 31, 2011 by Business Category

II-1. Overview of Profit/Loss by Business Category (year on year)

(Millions of yen)

Net sales

| | Nine months ended Dec. 2011 | | Nine months ended Dec. 2010 | | Change |
|---------------------------|-----------------------------|--------|-----------------------------|--------|-------------------|
| Domestic Wedding Services | 23,166 | 62.9% | 25,229 | 64.3% | Down 8.2% |
| Overseas Wedding Services | 7,117 | 19.3% | 7,011 | 17.9% | Up 1.5% |
| Merchandise | 2,467 | 6.7% | 2,540 | 6.5% | Down 2.9% |
| Garment Rentals | 3,332 | 9.1% | 3,762 | 9.6% | Down 11.4% |
| Commissions | 724 | 2.0% | 719 | 1.8% | Up 0.7% |
| Net sales | 36,809 | 100.0% | 39,263 | 100.0% | Down 6.3% |

Gross profit

| | | | | | |
|---------------------------|---------------|--------|---------------|--------|--------------------|
| Domestic Wedding Services | 15,281 | 66.0% | 16,616 | 65.9% | Up 0.1 pp |
| Overseas Wedding Services | 4,510 | 63.4% | 4,129 | 58.9% | Up 4.5 pp |
| Merchandise | 1,448 | 58.7% | 1,557 | 61.3% | Down 2.6 pp |
| Garment Rentals | 2,612 | 78.4% | 2,827 | 75.2% | Up 3.2 pp |
| Commissions | 724 | 100.0% | 719 | 100.0% | — |
| Gross profit | 24,577 | 66.8% | 25,849 | 65.8% | Up 1.0 pp |

The cost of goods in the fiscal year 2010 has been changed to match this year's level.

II-2. Overview of Profit/Loss by Business Category Domestic Wedding Services

| | | Nine months ended Dec. 2011 | Nine months ended Dec. 2010 | Change |
|---|---|-----------------------------|-----------------------------|-------------------|
| Net sales from Domestic Wedding Services (Millions of yen) | | 23,166 | 25,229 | Down 8.2% |
| | Number of weddings | 8,536 | 9,163 | Down 6.8% |
| | In-house chapel facilities | 32 | 32 | — |
| Gross profit from Domestic Wedding Services (Millions of yen) | | 15,281 | 16,616 | Down 8.0% |
| | Gross profit ratio | 66.0% | 65.9% | Up 0.1 pp |
| Mielparque^{*1} | Number of weddings | 3,067 | 3,176 | Down 3.4% |
| | Average amount spent per wedding (Thousands of yen) | 2,176 | 2,224 | Down 2.2% |
| Meguro Gajoen^{*1} | Number of weddings | 1,175 | 1,181 | Down 0.5% |
| | Average amount spent per wedding (Thousands of yen) | 3,130 | 3,196 | Down 2.0% |
| Resort weddings^{*2} | Number of weddings | 3,303 | 3,677 | Down 10.2% |
| | Average amount spent per wedding (Thousands of yen) | 764 | 795 | Down 3.9% |
| Including weddings in Okinawa^{*2} | Number of weddings | 2,660 | 3,040 | Down 12.5% |
| | Average amount spent per wedding (Thousands of yen) | 814 | 842 | Down 3.3% |
| Other | Number of weddings | 991 | 1,129 | Down 12.2% |
| | Average amount spent per wedding (Thousands of yen) | 2,371 | 2,485 | Down 4.6% |

[Overview]

Revenue declined due to the postponement and cancellation of weddings, banquets and accommodation bookings, and the suspension of operations of Mielparque Sendai resulting from the Great East Japan Earthquake.

[Mielparque]

The number of weddings declined due to wedding postponements and cancellations, and the suspension of operations of Mielparque Sendai as a result of the Great East Japan Earthquake.

[Meguro Gajoen]

The number of weddings declined due to wedding postponements and cancellations as a result of the Great East Japan Earthquake.

[Resort weddings]

The number of Okinawa resort weddings declined due to the launch of a new Okinawa chapel by a competitor.

^{*1} The average amount spent per wedding in Wedding Division was used as the average amount for Mielparque and Meguro Gajoen.

^{*2} A change has been made to the method used to calculate the average amount in Okinawa. The previous year's average amount has been recalculated to accommodate the change.

II-3. Overview of Profit/Loss by Business Category Overseas Wedding Services (1) Japanese Market

| | | Nine months ended Dec. 2011 | Nine months ended Dec. 2010 | Change |
|---|----------------------|------------------------------------|------------------------------------|-------------------|
| Net sales from Overseas Wedding Services (Millions of yen) | | 7,117 | 7,011 | Up 1.5% |
| Gross profit from Overseas Wedding Services (Millions of yen) | | 4,510 | 4,129 | Up 9.2% |
| Overseas Wedding Services Gross profit ratio | | 63.4% | 58.9% | Up 4.5 pp |
| Number of weddings | | 11,598 | 11,697 | Down 0.8% |
| Average spending per wedding (Thousands of yen) | | 566 | 563 | Up 0.5% |
| Number of weddings | Hawaii | 6,380 | 6,185 | Up 3.2% |
| | Micronesia | 3,406 | 3,548 | Down 4.0% |
| | Oceania | 575 | 711 | Down 19.1% |
| | North America | 197 | 134 | Up 47.0% |
| | Europe | 744 | 700 | Up 6.3% |
| | Bali | 296 | 419 | Down 29.4% |
| | Total | 11,598 | 11,697 | Down 0.8% |
| Usage rate of in-house chapels | | 73.1% | 72.7% | Up 0.4 pp |

[Overview]

Although there were postponements and cancellations of weddings resulting from the impact of the Great East Japan Earthquake, net sales increased due to the effect of a new chapel beginning operation in Hawaii.

[Cause for the decline in the number of weddings]

The number of weddings declined due to wedding postponements and cancellations as a result of the impact of the Great East Japan Earthquake.

[Cause for the increase in the average amount spent per wedding]

A high average amount spent per wedding was maintained at the new Honu Kai Lani chapel that opened in Hawaii last year, and improved functionality of the customer support center led to an increase in the average amount spent per wedding.

II-3. Overview of Profit/Loss by Business Category Overseas Wedding Services (2) Progress in Asia

| | Nine months ended Dec. 2011 | Nine months ended Dec. 2010 | Change |
|--|------------------------------------|------------------------------------|-----------------|
| Local wedding service business in Asia | | | |
| Taiwan: Grace Hill Net sales (Millions of yen) | 507 | 429 | Up 18.1% |
| Number of weddings | 364 | 298 | Up 22.1% |
| Singapore: Chijmes Hall Net sales (Millions of yen) | 41 | — | — |
| Number of weddings | 19 | — | — |
| Destination wedding service business in Asia*1 | | | |
| Number of weddings: Overseas to overseas | 384 | 213 | Up 80.3% |
| Number of weddings: Overseas to domestic | 173 | 154 | Up 12.3% |
| Total | 557 | 367 | Up 51.8% |

[Local wedding service business in Asia]

The number of weddings increased due to an increase in the number of weddings in Taiwan as a result of the Centennial of Taiwan.

[Destination wedding service business in Asia]

The number of weddings increased because of the heightened recognition of resort weddings in Taiwan and Hong Kong.

*1 The number of weddings for the Destination wedding service business in Asia is the figure for the number of couples who traveled from Hong Kong, Taiwan and Shanghai.

II-4. Overview of Profit/Loss by Business Category Merchandise

| | Nine months ended Dec. 2011 | Nine months ended Dec. 2010 | Change |
|---|-----------------------------|-----------------------------|--------------------|
| Net sales from Merchandise (Millions of yen) | 2,467 | 2,540 | Down 2.9% |
| Avica* dresses sold | 9,938 | 10,586 | Down 6.1% |
| Average price of Avica dresses sold (Thousands of yen) | 184 | 168 | Up 9.5% |
| UOMO tuxedos sold | 3,389 | 3,187 | Up 6.3% |
| Average price of UOMO tuxedos sold (Thousands of yen) | 91 | 82 | Up 11.0% |
| Gross profit from Merchandise (Millions of yen) | 1,448 | 1,557 | Down 7.0% |
| Merchandise Gross profit ratio | 58.7% | 61.3% | Down 2.6 pp |

[Overview]

The number of dresses sold decreased due to the decline in the number of weddings.

Note: The number of dresses sold includes those sold by Mielparque and Meguro Gajoen, but the net sales are included in domestic wedding services net sales.

(Reference) Total wedding dresses (Avica + RS)

| | | | |
|---|---------------|---------------|-------------------|
| Total dresses (sales and rentals) | 14,303 | 16,606 | Down 13.9% |
| Total dresses (sales and rentals) (Thousands of yen) | 165 | 148 | Up 11.5% |

* Avica: **Dress order system**

- A system for tailoring new dresses to match the customer's body shape based on over 90 designs and Japanese sizes ranging from 3 to 37.

II-5. Overview of Profit/Loss by Business Category Garment Rentals

| | Nine months ended Dec. 2011 | Nine months ended Dec. 2010 | Change |
|---|-----------------------------|-----------------------------|-------------------|
| Revenue from Garment Rentals (Millions of yen) | 3,332 | 3,762 | Down 11.4% |
| Number of RS*1 dresses sold | 4,365 | 6,020 | Down 27.5% |
| Average price of RS dresses sold (Thousands of yen) | 121 | 111 | Up 9.0% |
| Number of Studio Photo Plan sales | 5,914 | 7,715 | Down 23.3% |
| Average Studio Photo Plan*2 price (Thousands of yen) | 98 | 91 | Up 7.7% |
| Gross profit from Garment Rentals (Millions of yen) | 2,612 | 2,827 | Down 7.6% |
| Garment Rentals Gross profit ratio | 78.4% | 75.2% | Up 3.2 pp |

[Overview]

Net sales from garment rentals decreased due to the decrease in the number of weddings and the closure of garment salons.

*1 RS: **Garment rental reservation system**

This is a rental system whereby the customer reserves a dress/tuxedo at a Watabe Wedding branch in Japan, and a dress/tuxedo of the same design and size is provided at the overseas branch.

*2 Studio Photo Plan: **Plan whereby photos are taken in a studio in advance (excluding Mielparque)**

II-6. Balance Sheets (Consolidated)

(Millions of yen)

| | As of Dec. 31, 2011 | As of Mar. 31, 2011 | | | As of Dec. 31, 2011 | As of Mar. 31, 2011 | |
|--------------------------------|------------------------|------------------------|-------------|---|------------------------|------------------------|-------------|
| Total current assets | 9,153 | 9,035 | +118 | Total liabilities | 10,334 | 10,552 | -218 |
| Cash and deposits | 5,485 | 5,028 | +456 | Current liabilities | 7,662 | 7,759 | -97 |
| Accounts receivable-trade | 1,516 | 1,504 | +12 | Accounts payable-trade | 1,867 | 1,501 | +365 |
| Other | 2,151 | 2,503 | -351 | Short-term loans payable | 858 | 850 | +8 |
| Total noncurrent assets | 15,446 | 16,039 | -593 | Income taxes payable | 42 | 413 | -370 |
| Property, plant and equipment | 10,287 | 10,588 | -300 | Advances received | 1,953 | 2,335 | -381 |
| Buildings and structures | 5,839 | 5,961 | -122 | Other | 2,940 | 2,659 | +646 |
| Other | 4,448 | 4,626 | -178 | Noncurrent liabilities | 2,671 | 2,793 | -121 |
| Intangible assets | 912 | 973 | -60 | Long-term loans payable | 1,200 | 1,500 | -300 |
| Investments and other assets | 4,246 | 4,477 | -231 | Asset retirement obligations | 569 | 542 | +26 |
| Guarantee deposits | 3,290 | 3,476 | -185 | Other | 902 | 751 | +152 |
| Other | 955 | 1,001 | -45 | Net assets | 14,266 | 14,523 | -256 |
| Total assets | 24,600 | 25,075 | -475 | I. Shareholders' equity | 15,889 | 15,971 | -82 |
| | | | | Capital stock | 4,176 | 4,176 | — |
| | | | | Capital surplus | 4,038 | 4,038 | — |
| | | | | Retained earnings | 7,675 | 7,757 | -82 |
| | | | | II. Valuation and translation adjustments | -1,643 | -1,453 | -189 |
| | | | | | 19 | 4 | +14 |
| | | | | III. Minority interests | | | |
| | | | | Total liabilities and net assets | 24,600 | 25,075 | -475 |
| | | | | Equity ratio | 57.9% | 57.9% | — |

III. Result of Progress for FY2011

III-1. Progress Versus Plan for FY2011

The effect of the Great East Japan Earthquake

Net sales: ¥845million

Operating income: ¥415million

(Millions of yen)

| | FY2011 (Forecast) (1) | Nine months ended Dec. 2011 (2) | (1) - (2) | Results for 4Q FY2010 |
|---|--------------------------|---------------------------------------|---------------|--------------------------|
| Net sales | 50,400 | 36,809 | 13,591 | 11,291 |
| Gross profit | 33,404 | 24,577 | 8,826 | 7,632 |
| Gross profit ratio | 66.3% | 66.8% | 64.9% | 67.6% |
| Selling, general and administrative expenses | 32,204 | 23,644 | 8,559 | 7,958 |
| SG&A ratio | 63.9% | 64.2% | 63.0% | 70.5% |
| Operating income | 1,200 | 932 | 267 | -326 |
| Operating income ratio | 2.4% | 2.5% | 2.0% | - |
| Ordinary income | 1,200 | 1,066 | 134 | -253 |
| Ordinary income ratio | 2.4% | 2.9% | 1.0% | - |
| Net income | 460 | 215 | 245 | -548 |

IV. Basic Policy for Fiscal Year 2011

IV-1. Basic Policy for Fiscal Year 2011

Basic Policy

Work toward V-shaped recovery through improved profitability

Improved Profitability

■ Place priority on resolving immediate issues in an effort to improve profitability ■

Our primary goal will be to achieve a V-shaped recovery in the fiscal year 2012, by countering the effects of the Great East Japan Earthquake to ensure earnings on par with the previous year, and by making this year one of refining our structural reforms

Growth Strategy

■ Focus on investment in growth area centered on Asia ■

Specialize in investment in growth areas centered on Asia, and focus on content that contributes to a V-shaped recovery next fiscal year

IV-2. Business Policies for Fiscal Year 2011

Business Policies

Business Policy 1

Recovery from the Great East Japan Earthquake

Business Policy 2

Structural reform: Year of refining

Business Policy 3

Growth strategy: Strategic expansion in Asia

IV-3. Business Policy 1

Recovery from the Great East Japan Earthquake

Business Policies

Business Policy 1

Recovery from the Great East Japan Earthquake

Business Policy 2

Structural reform: Year of refining

Business Policy 3

Growth strategy: Strategic expansion in Asia

IV-3. Business Policy 1

Recovery from the Great East Japan Earthquake

Policy

1-1. Recovery of competitiveness in main business

Forecast Figures

Occurrence of the
Great East Japan
Earthquake

(Millions of yen)

| | FY2008 | FY2009 | FY2010 | FY2011 (Forecast) |
|---|---------------|---------------|---------------|----------------------|
| Net sales | 34,864 | 31,892 | 32,116 | 32,000 |
| Growth of net sales | Down 1.2% | Down 8.5% | Up 0.9% | Down 0.4% |
| Gross profit | 22,365 | 20,920 | 20,855 | 20,800 |
| Growth profit ratio | 64.1% | 65.6% | 64.9% | 65.0% |
| Selling, general and administrative expenses | 19,989 | 19,329 | 19,487 | 19,750 |
| SG&A ratio | 57.3% | 60.6% | 60.7% | 61.7% |
| Operating income | 2,375 | 1,590 | 1,368 | 1,050 |
| Operating income ratio | 6.8% | 5.0% | 4.3% | 3.3% |

* The figures for FY2008, FY2009, FY2010 and the forecast for FY2011 are actual and forecast figures excluding Mielparque.

IV-3. Business Policy 1

Recovery from the Great East Japan Earthquake

Policy

1-1. Recovery of competitiveness in main business

Measures

Watabe Wedding

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

(2) Measures aimed at increasing average amount spent per wedding

(3) Measures aimed at reducing fixed expenses through structural reforms

Meguro Gajoen

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

(2) Meet individual demand (other than weddings) aimed at a recovery in banquet demand

IV-3. Business Policy 1

Recovery from the Great East Japan Earthquake

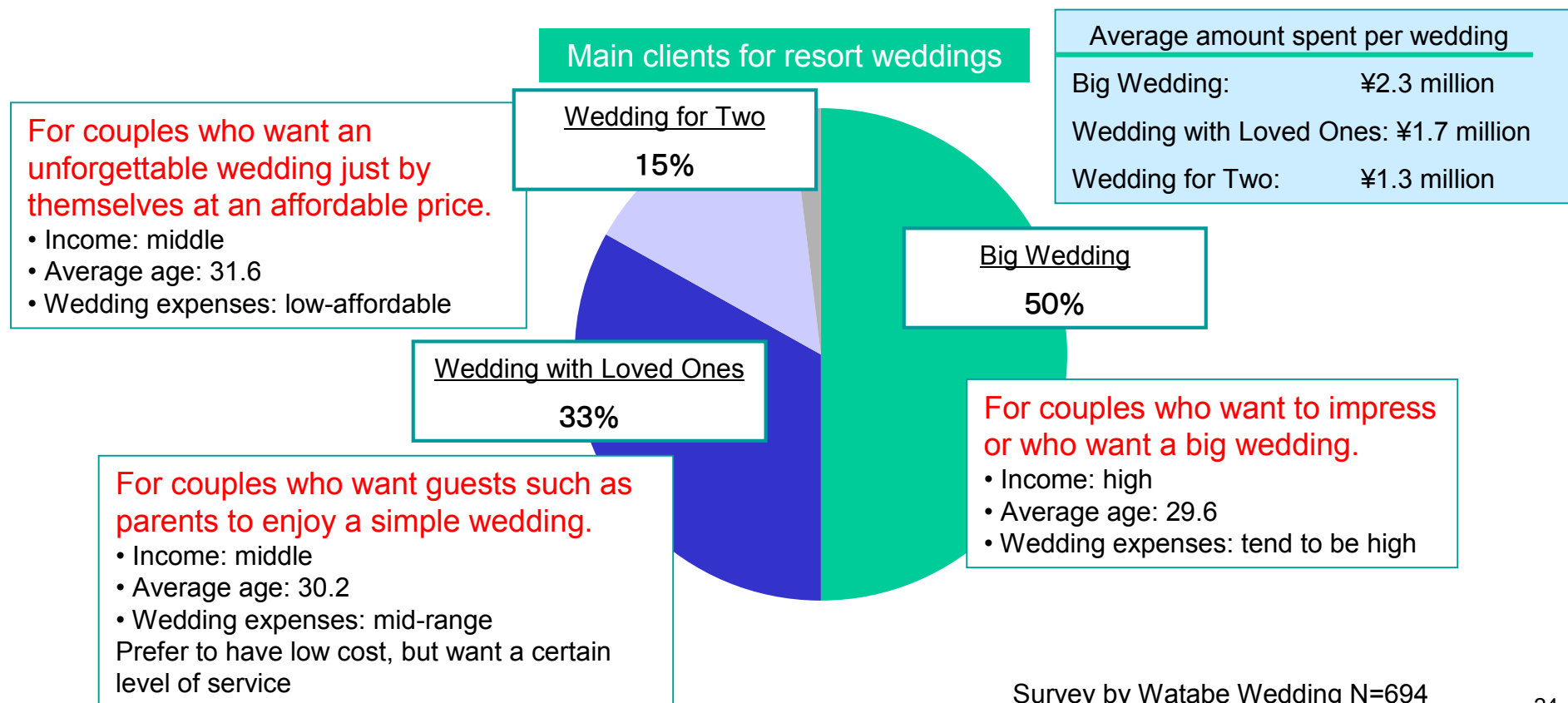
Policy

1-1. Recovery of competitiveness in main business

Watabe Wedding

(1) Measures aimed at recovery in number of weddings

Meet demand for resort weddings



Survey by Watabe Wedding N=694

IV-3. Business Policy 1 Recovery from the Great East Japan Earthquake

Policy

1-1. Recovery of competitiveness in main business

(1) Measures aimed at recovery in number of weddings

- Meet demand for resort weddings -
 - Year-round operation of new chapel in Hawaii
 - Renovation of facilities aimed at couples who want a Big Wedding

Hawaii



Opened in
Nov. 2010

Honu Kai Lani at Ko Olina Place of Welina

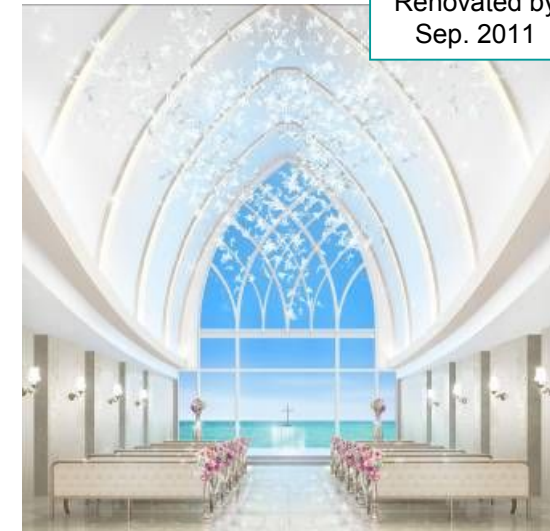
Guam



Renovated by
Sep. 2011

Blue Aster

Okinawa



Renovated by
Sep. 2011

Aquagrace Chapel

IV-3. Business Policy 1

Recovery from the Great East Japan Earthquake

Policy

1-1. Recovery of competitiveness in main business

(1) Measures aimed at recovery in number of weddings

- Meet demand for resort weddings -
- Refurbish directly operated stores - Target couples who want a Big Wedding -

Facilities



Mirraza Shinjuku Salon (Tokyo)

The concept is
a traditional resort

Use of ACTUS furniture

Implemented in Shinjuku,
Nagoya and Omiya

System



Touch panels and iPads for
customer service

Customer service manuals
for personnel

Hospitality



With Kids' Room @ Mirraza Shinjuku Salon

Consideration given to
customers with children

Assignment of wedding
concierges

IV-3. Business Policy 1

Recovery from the Great East Japan Earthquake

Policy

1-1. Recovery of competitiveness in main business

(1) Measures aimed at recovery in number of weddings

- Meet demand for resort weddings -
 - Attract the “no-wedding-ceremony” group of customers to resort weddings
- Meet demand for Wedding for Two -

おふたり婚
WEDDING & PHOTO PLAN

ウェディングプラン
WEDDING PLAN

フォトプラン
PHOTO PLAN

プランに含まれるもの

- 挙式
- ヘアメイク
- ドレス
- 撮影・データ

対象期間：2011年11月30日までのお申込・挙式

憧れの土地でおふたりでお手軽に挙式を行えるプランです。
ご家族やご友人のご参列やご会食・パーティなどのご相談も承ります。

海外 国内

ハワイ | グアム | サイパン | オーストラリア | タヒチ | パリ | ヨーロッパ | アメリカ

ハワイ

ST. PETER'S EPISCOPAL CHURCH
セント・ピーターズ・エписコパル教会

ヨーロッパの本城を彷彿させるゴシック様式の外観、白い壁と空に向かってそびえる三角屋根が美しく映えるチャペルです。

挙式パッケージ料金 ¥128,000 16,000挙式限定

- 挙式
- ヘアメイク
- ドレス
- 撮影・データ

アクセス 空見より車で約20分、ワタベウェディング・ホテル川原より車で約10分

■ ■ Key Points ■ ■

■ Affordable

■ Only sold on the Internet

■ Made easy by phone or e-mail applications

IV-3. Business Policy 1

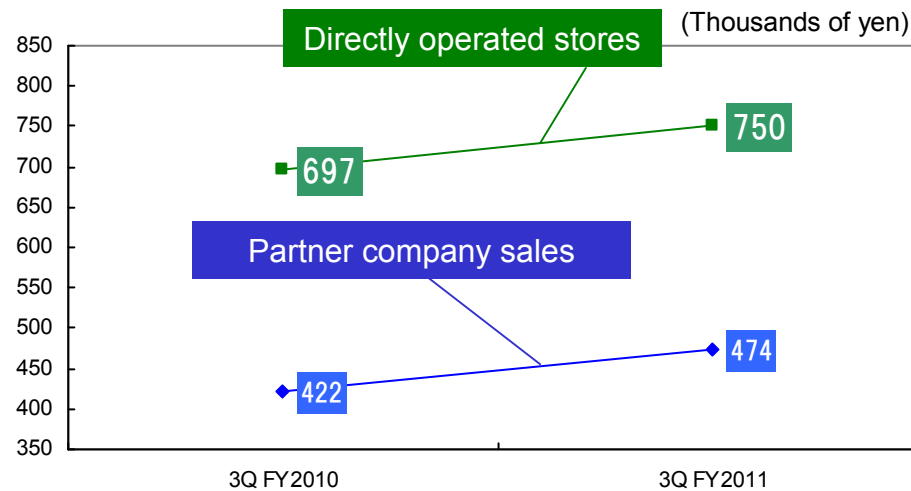
Recovery from the Great East Japan Earthquake

Policy

1-1. Recovery of competitiveness in main business

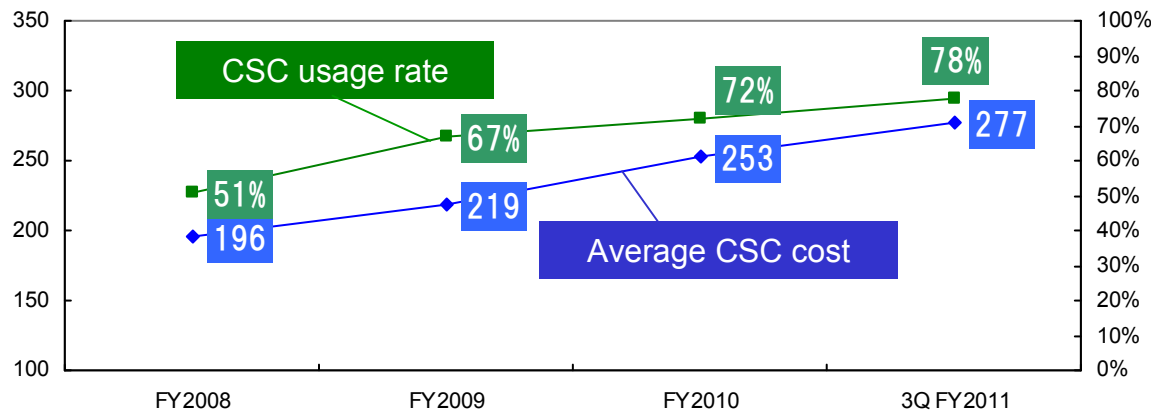
(2) Measures aimed at increasing average amount spent per wedding

- Strengthening customer support center (CSC) functions



■ ■ Key Point ■ ■

■ Train customer support personnel for partner companies' sales team

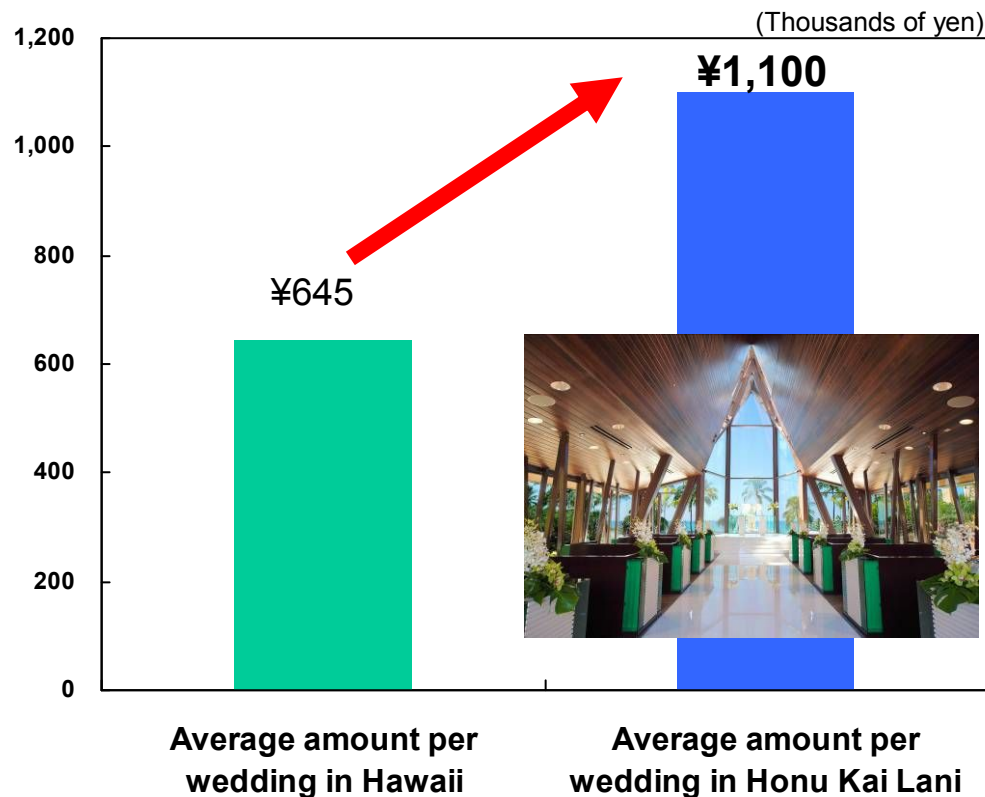


IV-3. Business Policy 1 Recovery from the Great East Japan Earthquake

Policy

1-1. Recovery of competitiveness in main business

(2) Measures aimed at increasing average amount spent per wedding
Year-round operation of Honu Kai Lani, our new facility in Hawaii



■ ■ Key Points ■ ■

■ Increase average amount spent per wedding through year-round operation of premium facilities

■ Target average amount spent on overseas wedding at ¥587,000 (¥20,000 more than the previous year)

IV-3. Business Policy 1

Recovery from the Great East Japan Earthquake

Policy

1-1. Recovery of competitiveness in main business

Meguro Gajoen

(1) Measures aimed at recovery in number of weddings

Opening of new chapel

Opened in
May 2011



Villa di grazia

■ ■ Key Points ■ ■

- Introduce new theme of close ties into ceremonies
- Open first stand-alone chapel in Meguro Gajoen
- Attract new customers to a new chapel in Meguro Gajoen, well-known for Japanese-style weddings

IV-3. Business Policy 1

Recovery from the Great East Japan Earthquake

Policy

1-1. Recovery of competitiveness in main business

Meguro Gajoen

(2) Measures aimed at recovery in demand for banquets

Meet individual demand for ceremonies (other than weddings)

Events held at
100-Step Staircase



Establish *SHUKUGASAI* brand



■ ■ Key Points ■ ■

■ Increase number of visitors through events at 100-Step Staircase

■ *SHUKUGASAI* (celebration) anniversary merchandise

IV-3. Business Policy 1

Recovery from the Great East Japan Earthquake

Policy

1-2. Rebuilding of Mielparque

Forecast Figures

Reduced number of wedding bookings and occurrence of the Great East Japan Earthquake

(Millions of yen)

| | FY2008 | FY2009 | FY2010 | FY2011 (Target) |
|---|---------------|---------------|---------------|--------------------|
| Number of weddings | 2,741 | 4,649 | 4,010 | 4,000 |
| Net sales | 11,541 | 20,190 | 18,438 | 18,400 |
| Gross profit | 7,493 | 13,261 | 12,627 | 12,604 |
| Gross profit ratio | 64.9% | 65.7% | 68.5% | 68.5% |
| Selling, general and administrative expenses | 7,093 | 13,078 | 12,610 | 12,454 |
| SG&A ratio | 61.5% | 64.8% | 68.4% | 67.7% |
| Operating income | 399 | 182 | 16 | 150 |
| Operating income ratio | 3.5% | 0.9% | 0.1% | 0.8% |

IV-3. Business Policy 1

Recovery from the Great East Japan Earthquake

Policy

1-2. Rebuilding of Mielparque

Mielparque Sendai reopened on November 1



Complete refurbishing of the facility



Refurbished and reopened in October 2011
Banquet room Socia

IV-3. Business Policy 1

Recovery from the Great East Japan Earthquake

Policy

1-2. Rebuilding of Mielparque

Measures

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

(2) Strengthening of products

(3) Measures aimed at reducing fixed expenses through structural reforms

IV-3. Business Policy 1

Recovery from the Great East Japan Earthquake

Policy

1-2. Rebuilding of Mielparque

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

1) Revamp attractiveness to customers

■ Redesign of the Mielparque website

October 2010

Redesign of the Mielparque wedding website

April 2011

Launch of the Mielparque wedding mobile site

October 2011

Redesign of all Mielparque sites

Increased number of page views of the website
Increased requests for information and reservations
to visit facilities via the website



IV-3. Business Policy 1

Recovery from the Great East Japan Earthquake

Policy

1-2. Rebuilding of Mielparque

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

1) Revamp attractiveness to customers

■ Refurbishment of facilities

| Facility | Areas refurbished | Timing of refurbishment |
|----------------------|--|---|
| Mielparque Sendai | Matsushima Chapel Foyer (4F) Banquet room Socia | August 2010 August 2010 December 2010 October 2011 |
| Mielparque Tokyo | Bridal salon Shrine Chapel | December 2010 August 2011 September 2011 |
| Mielparque Yokohama | Chapel Lobby (1F) | August 2010 August 2011 |
| Mielparque Nagano | Banquet room Mille Clemence | January 2011 |
| Mielparque Nagoya | Bride's room Garden chapel | June 2010 August 2011 |
| Mielparque Osaka | Lobby counter (1F) Banquet room Soleil La'mage | August 2010 August 2011 |
| Mielparque Okayama | Banquet room Akebono-no-ma Banquet room Nishiki-no-ma | July 2010 November 2011 |
| Mielparque Matsuyama | Banquet room Raffine | August 2010 |
| Mielparque Kumamoto | Banquet room Lienduheur Bridal salon Banquet room Ariake-no-ma | September 2010 February 2011 April 2011 |

IV-3. Business Policy 1

Recovery from the Great East Japan Earthquake

Policy

1-2. Rebuilding of Mielparque

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

2) Improved booking rate

January 2010: Allocation of dedicated staff from the Group

- Unification of customer questionnaires
- Survey of customer service by external researchers

October 2010: Introduction of local staff from Watabe Wedding

Improved booking rate

IV-3. Business Policy 1

Recovery from the Great East Japan Earthquake

Policy

1-2. Rebuilding of Mielparque

(2) Strengthening of products

Improved gross margin ratio through synergy effects

(1) Internal manufacture of wedding dresses

■ In addition to the Avica 90 Watabe Wedding original dresses, Mielparque original dresses will also be produced

(2) Internal operation of photo studios

■ Studio operation completely internalized in 10 Mielparque locations from April 2009

■ Sale of original photo album products made at the Shanghai album factory

Strengthening of the Cuisine Division

(1) Introduction of special Mielparque menu

■ Released on September 1, 2011

Development of special menus for each location
Release of a total of 20 dishes



Mielparque Nagoya

Bizen Chargrilled Nagoya Kochin Chicken Set

(2) Improvement of wedding menu

■ September 15, 2011

Wedding menu contest

A wedding menu contest was run by all Mielparque venues as an effort to evaluate, improve and commercialize the wedding cuisine

Gross margin ratio 65.7% in FY2009 → 68.7% in 3Q of FY2011

IV-3. Business Policy 2

Structural reform: Year of refining

Business Policies

**Business
Policy 1**

Recovery from the Great East Japan Earthquake

**Business
Policy 2**

Structural reform: Year of refining

**Business
Policy 3**

Growth strategy: Strategic expansion in Asia

IV-3. Business Policy 2

Structural reform : Year of refining

Policy

2-1. Recovery of competitiveness in main business

(3) Measures aimed at reducing fixed expenses through structural reforms

Cost of structural reforms in FY2010: ¥70 million

Scheduled cost of structural reforms in FY2011: ¥240 million

1) Consolidation of directly operated stores

| | |
|-----------|---|
| Dec. 2010 | Consolidation of the Tachikawa branch and Shinjuku Wedding Salon → Mirraza Shinjuku Salon |
| Jan. 2011 | Consolidation of two branches in Nagoya |
| Jun. 2011 | Consolidation of Omiya, Takasaki and Utsunomiya branches |
| Jun. 2011 | Closure of Hamamatsu Branch |
| Nov. 2011 | Closure of Shizuoka Branch |

2) Completion of transfer of dress manufacturing to Vietnam

IV-3. Business Policy 2

Structural reform : Year of refining

Policy

2-2. Rebuilding of Mielparque

(3) Measures to reduce fixed expenses through structural reforms

Cost of structural reforms in FY2010:

¥630 million

Scheduled cost of structural reforms in FY2011:

¥280 million

1) Reduction of personnel expenses

Review of full-time waitstaff

Review of outsourcing agreements

Reduction of personnel in head office and facilities

Measures aimed at the elderly

Review of personnel system, etc.

2) Reduction of SG&A

Review of outsourcing agreements

Thorough management of departments' heating and lighting expenses, etc.

IV-3. Business Policy 3

Growth strategy: Strategic expansion in Asia

Business Policies

Business Policy 1

Recovery from the Great East Japan Earthquake

Business Policy 2

Structural reform: Year of refining

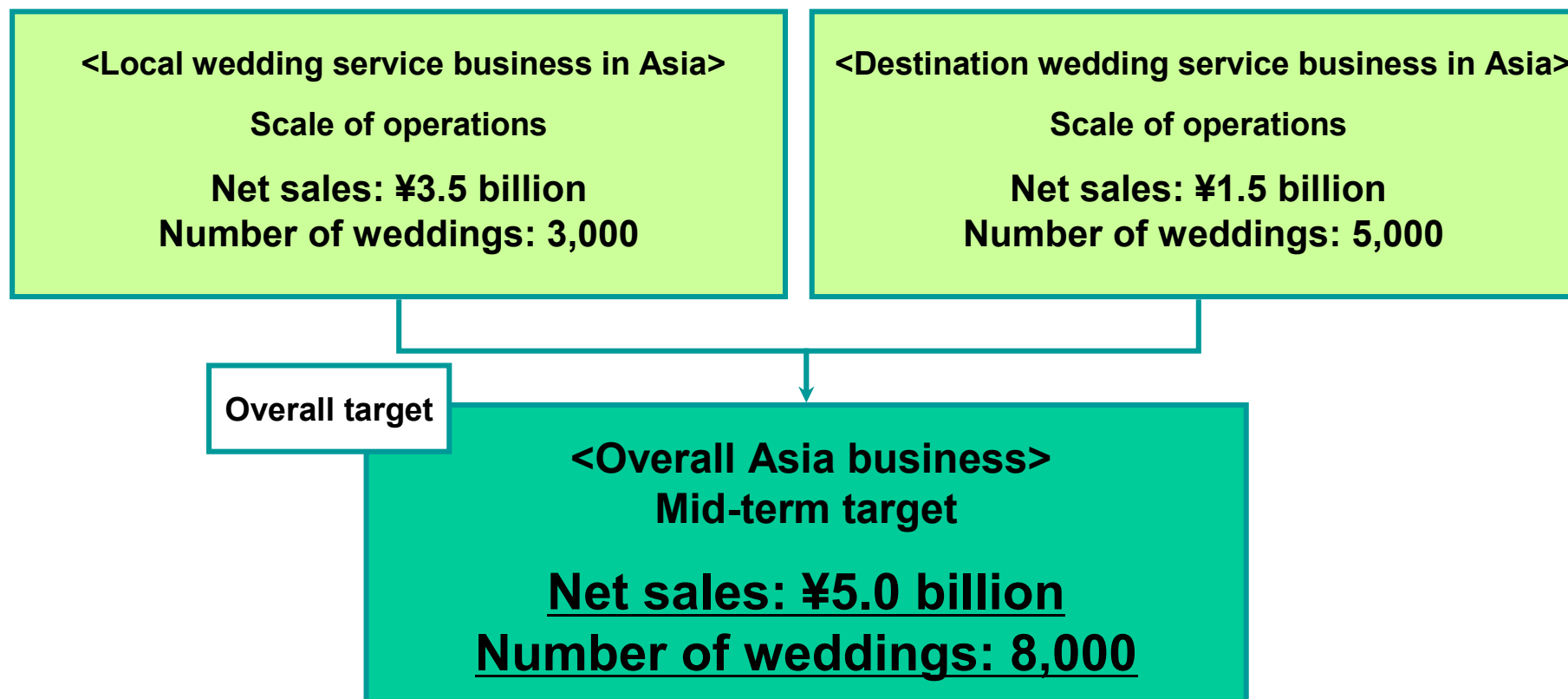
Business Policy 3

Growth strategy: Strategic expansion in Asia

IV-3. Business Policy 3

Growth strategy: Strategic expansion in Asia

| | |
|-----------------|--|
| Policy | Growth strategy: Strategic expansion in Asia |
| Measures | [1] Expansion of the local wedding service business in Asia [2] Expansion of the destination wedding service business in Asia |

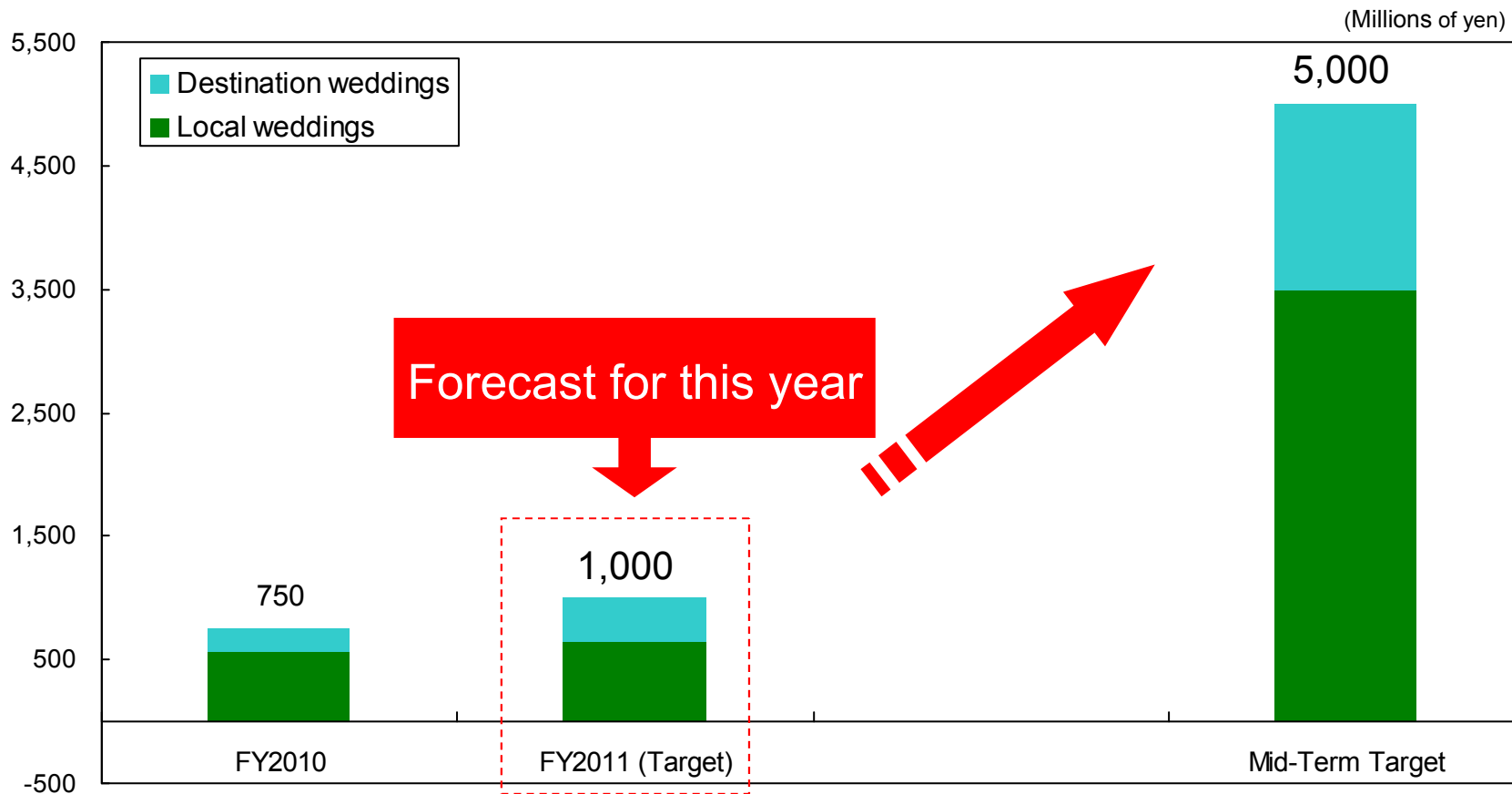


IV-3. Business Policy 3

Growth strategy: Strategic expansion in Asia

Policy

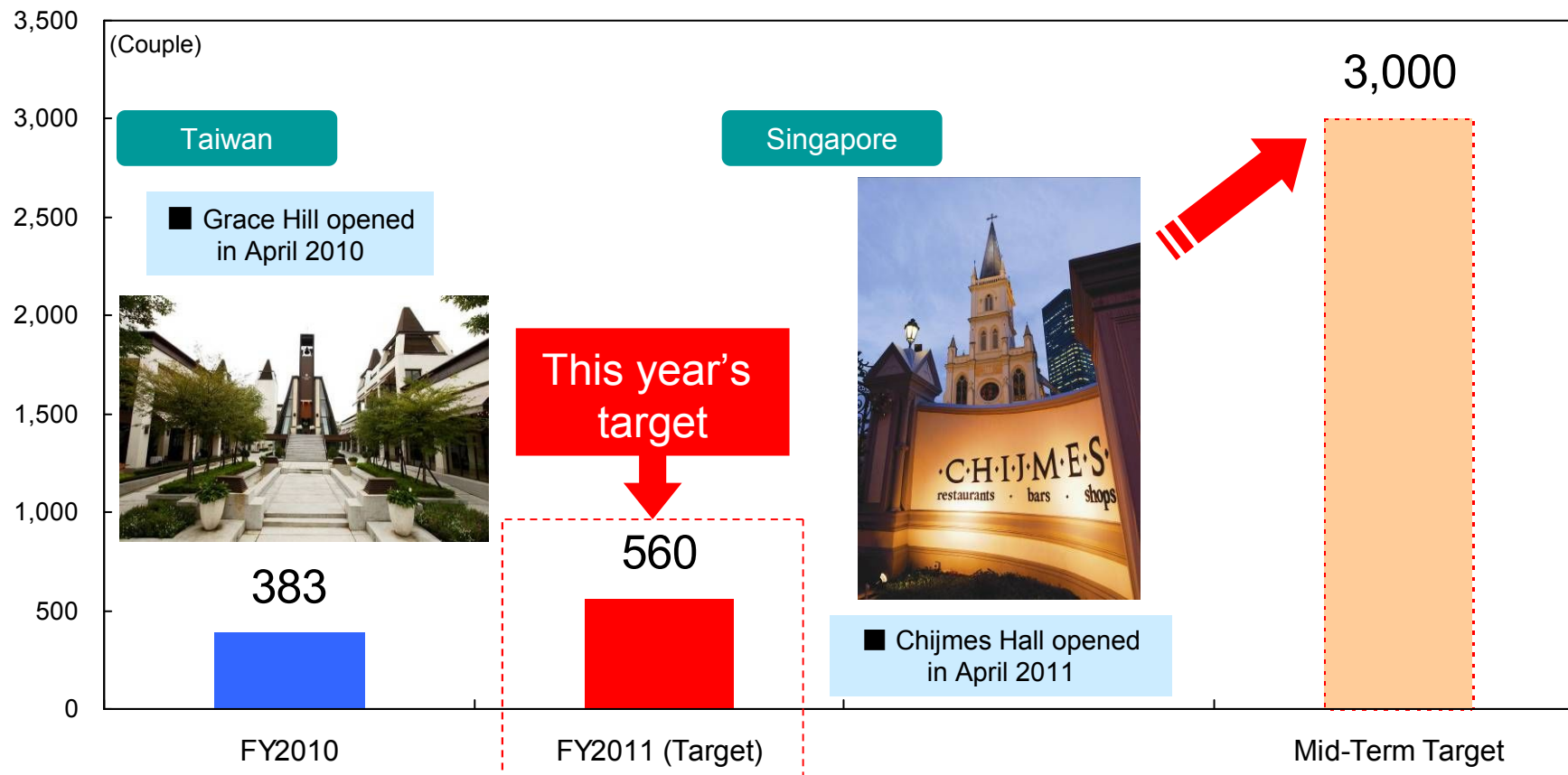
Growth strategy: Strategic expansion in Asia



IV-3. Business Policy 3

Growth strategy: Strategic expansion in Asia

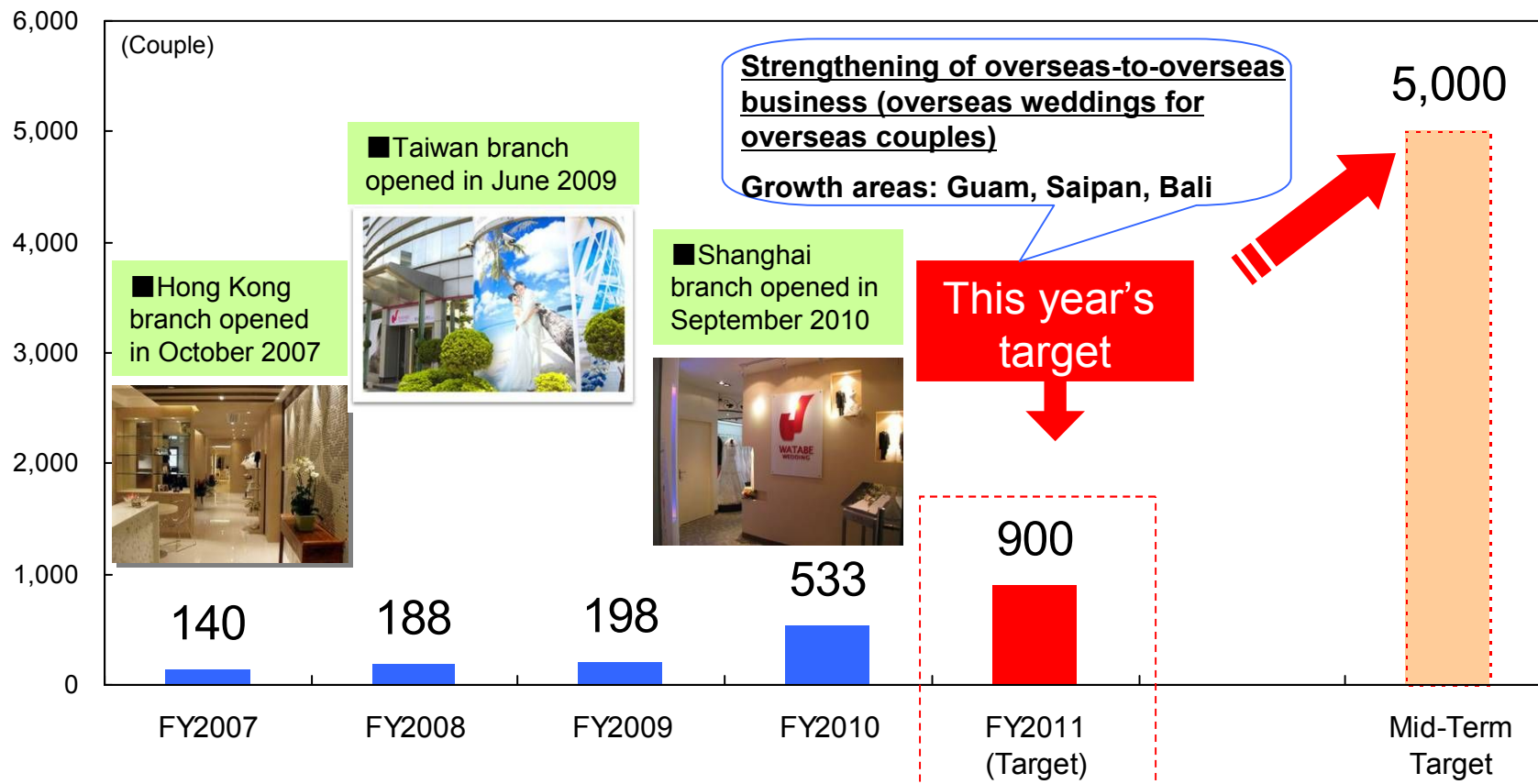
| | |
|-----------------|---|
| Policy | Growth strategy: Strategic expansion in Asia |
| Measures | [1] Expansion of the local wedding service business in Asia |



IV-3. Business Policy 3

Growth strategy: Strategic expansion in Asia

| | |
|-----------------|---|
| Policy | Growth strategy: Strategic expansion in Asia |
| Measures | [2] Expansion of the destination wedding service business in Asia |



IV-3. Business Policy 3

Growth strategy: Strategic expansion in Asia

In China

(Projected figures)

Approx.
10 million
weddings

Approx.
700 thousand
weddings

Japan

Taiwan

Approx.
26 thousand
weddings

Approx.
150 thousand
weddings

Singapore

In ASEAN countries



VI. Reference Materials

VI-1. Plan for Fiscal Year 2011 (Mielparque/Existing)

(Millions of yen)

| | Consolidated | | Existing | | Mielparque | |
|---|--------------------|---------------|--------------------|---------------|--------------------|---------------|
| | FY2011 (Target) | FY2010 | FY2011 (Target) | FY2010 | FY2011 (Target) | FY2010 |
| Net sales | 50,400 | 50,555 | 32,000 | 32,116 | 18,400 | 18,438 |
| Gross profit | 33,404 | 33,482 | 20,800 | 20,855 | 12,604 | 12,627 |
| Gross profit ratio | 66.3% | 66.2% | 65.0% | 64.9% | 68.5% | 68.5% |
| Selling, general and administrative expenses | 32,204 | 32,097 | 19,750 | 19,487 | 12,454 | 12,610 |
| SG&A ratio | 63.9% | 63.5% | 61.7% | 60.7% | 67.7% | 68.4% |
| Operating income | 1,200 | 1,385 | 1,050 | 1,368 | 150 | 16 |
| Operating income ratio | 2.4% | 2.7% | 3.3% | 4.3% | 0.8% | 0.1% |
| Ordinary income | 1,200 | 1,345 | 1,050 | 1,322 | 150 | 23 |
| Ordinary income ratio | 2.4% | 2.7% | 3.3% | 4.1% | 0.8% | 0.1% |
| Net income | 460 | 176 | | | | |

VI-2. Plan for Fiscal Year 2011: Net Sales by Business Category

(Millions of yen)

| | FY2011 (Plan) | FY2010 | Change |
|----------------------------------|---------------|---------------|------------------|
| Domestic Wedding Services | 31,550 | 32,134 | Down 1.8% |
| Overseas Wedding Services | 10,000 | 9,046 | Up 10.6% |
| Merchandise | 3,600 | 3,646 | Down 1.3% |
| Garment Rentals | 4,300 | 4,772 | Down 9.9% |
| Commissions | 950 | 954 | Down 0.4% |
| Net sales | 50,400 | 50,555 | Down 0.3% |

VI-3. Plan for Fiscal Year 2011: Number of Weddings

Number of weddings (Target)

| | FY2011 (Target) | FY2010 | Change |
|------------------------------------|-----------------|---------------|-------------|
| ■ Domestic Wedding Services | | | |
| Number of weddings | 11,300 | 11,561 | -261 |
| Mielparque | 4,000 | 4,010 | -10 |
| Meguro Gajoen | 1,450 | 1,437 | +13 |
| Resort wedding | 4,500 | 4,732 | -232 |
| Other | 1,350 | 1,382 | +32 |
| ■ Overseas Wedding Services | | | |
| Number of weddings | 15,500 | 14,960 | +540 |

VI-4. Plan for Fiscal Year 2011: Investment and Depreciation

**Planned investment:
Approx. ¥2.0 billion**

**Depreciation:
Approx. ¥1.85 billion**

For inquiries concerning this document contact:

Watabe Wedding Corporation

Public Relations Team

Tel: +81-3-5202-4133

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.