

# Overview of 2011–2013 Mid-Term Management Plan

February 3, 2011

SENSHUKAI CO., LTD.

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# ❖ Agenda

## Senshukai Group's Growth Strategy and Growth Image

### 1. Create “New *Belle Maison*”

- ❖ Back to basics and responsive to change
- ❖ *Belle Maison* business policies and target

### 2. Strengthen the Internet business

- ❖ Strengthen Internet presence of *Belle Maison* business
- ❖ Strengthen other Internet businesses

### 3. Expand the bridal business

### 4. Fiscal 2011-2013 Plans

- ❖ Consolidated, non-consolidated, and *Belle Maison* sales plan
- ❖ Consolidated earnings plan for Fiscal 2013

# ❖ Fiscal 2011-2013 Senshukai Group's Growth Strategy

## 1. Create “*New Belle Maison*”

Separate functions of catalog sales, Internet marketing, and product development to strengthen Internet marketing and product development capabilities for the expansion of sales

## 2. Strengthen the Internet business

Cultivate multiple specialty e-commerce websites that differ from *Belle Maison Net* to expand sales

## 3. Expand the bridal business

Aggressively open new Dears Brain wedding halls, and strengthen MUSUBI and *Belle Maison Wedding* to expand sales

## 4. Conduct high-quality, low-cost business operations

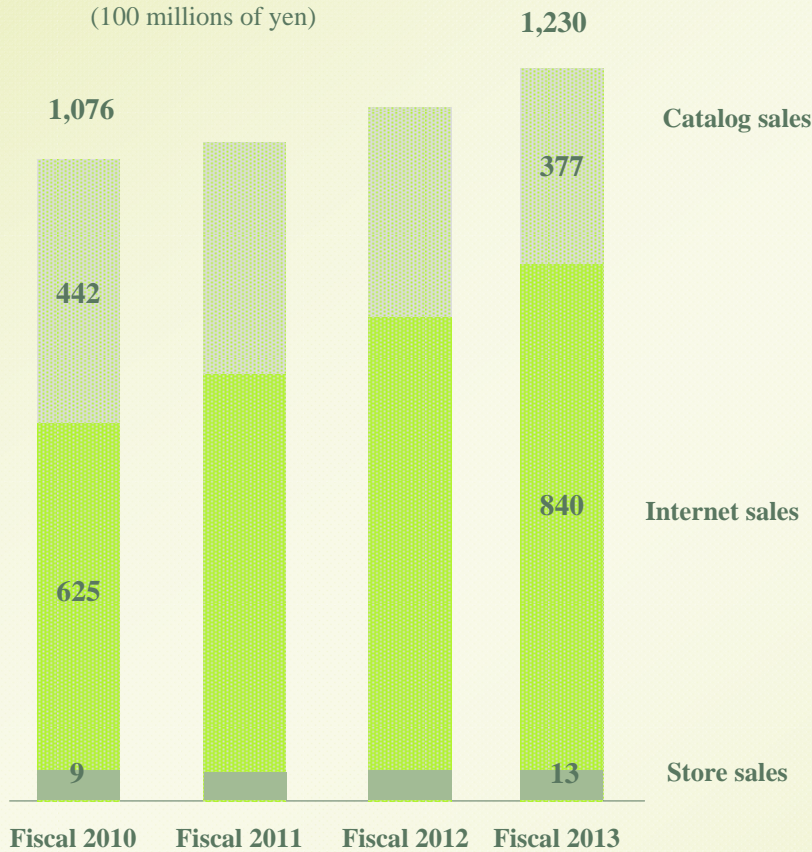
The entire Group will focus on getting back to basics in order to satisfy customers, and will conduct low-cost business operations that are capable of withstanding changes in the market



# Fiscal 2011-2013 Senshukai Group's Growth Image

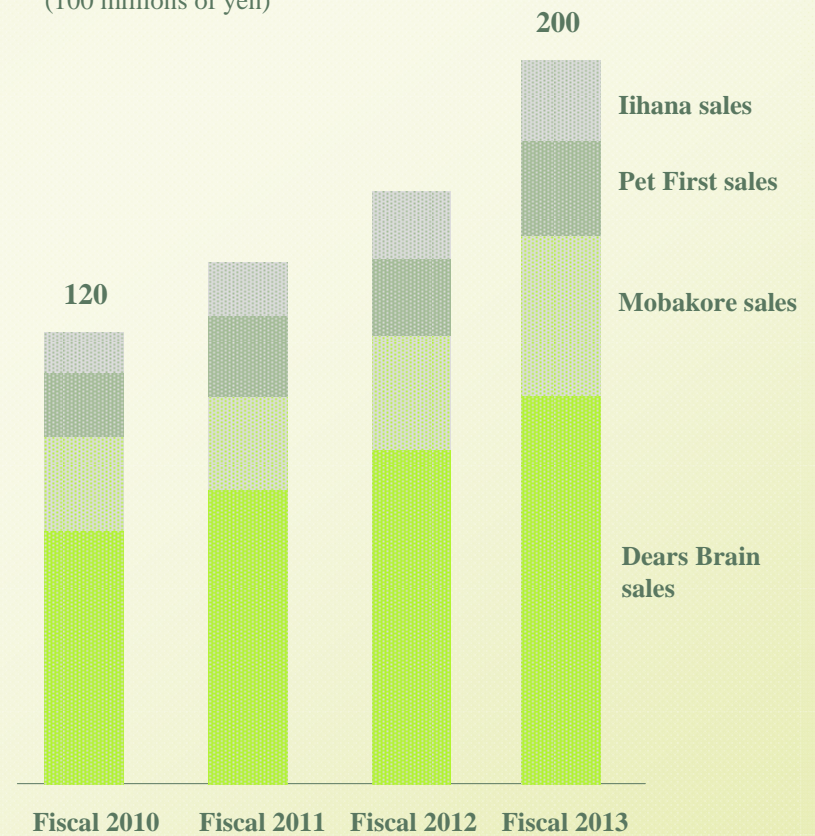
## ❖ Sales Plan for *Belle Maison* by Channel

(100 millions of yen)



## ❖ Sales Plan for Mainstay Subsidiaries

(100 millions of yen)



\*Excluding Monthly Business

# 1. Create “New *Belle Maison*”

## ❖ Back to basics

- ❖ Continue to propose new lifestyles through services by thinking about the needs and wants of customers (women) and noticing change
- ❖ Improve ability to discern good products and develop original products/services
- ❖ Create a *Belle Maison* that customers view as necessary

## ❖ Responsive to change

- ❖ Quickly discern changes in customers (women) and lead the competition in responding to the changes
- ❖ Quickly respond to the diverse needs of Internet shoppers in a rapidly changing e-commerce market
- ❖ Leverage strengths including the operation of a proprietary e-commerce website, and the ability to develop proprietary products

## ❖ *Belle Maison* Business Policies and Target

Five policies for the  
*Belle Maison* business



1. Expand *Belle Maison* Net
2. Strengthen merchandising
3. Review strategies for drawing in customers
4. Reorganize the catalog
5. Improve the added value of customer service

Establish unique position by offering a rich line-up of original and seasonal products

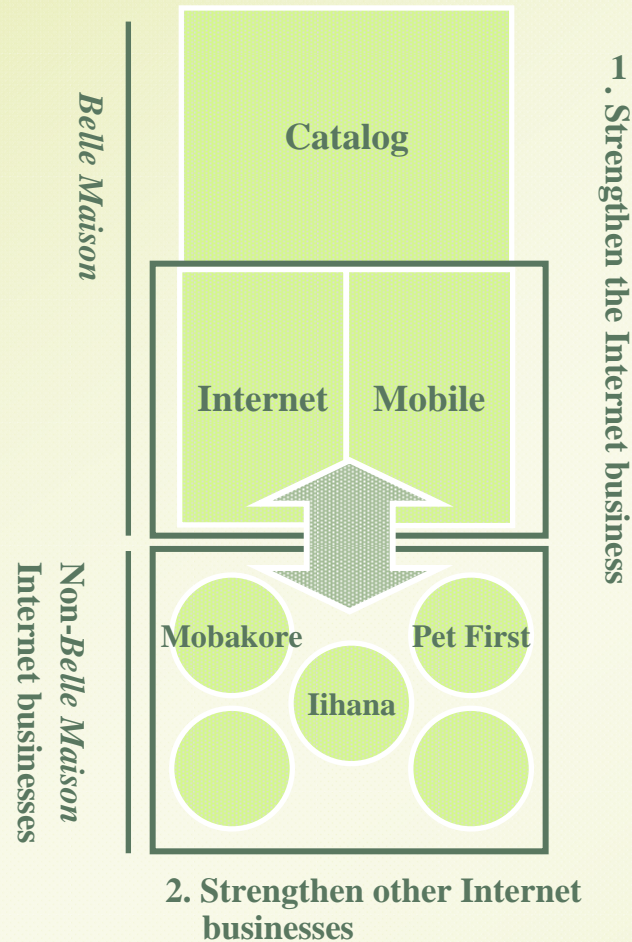
Cultivate ability to discern products for lifestyle proposals

Gain recognition of “good quality x good price” as high value

Provide friendly and hospitable service

## 2. Strengthen the Internet Business

### ❖ Strengthen Internet presence of *Belle Maison* business

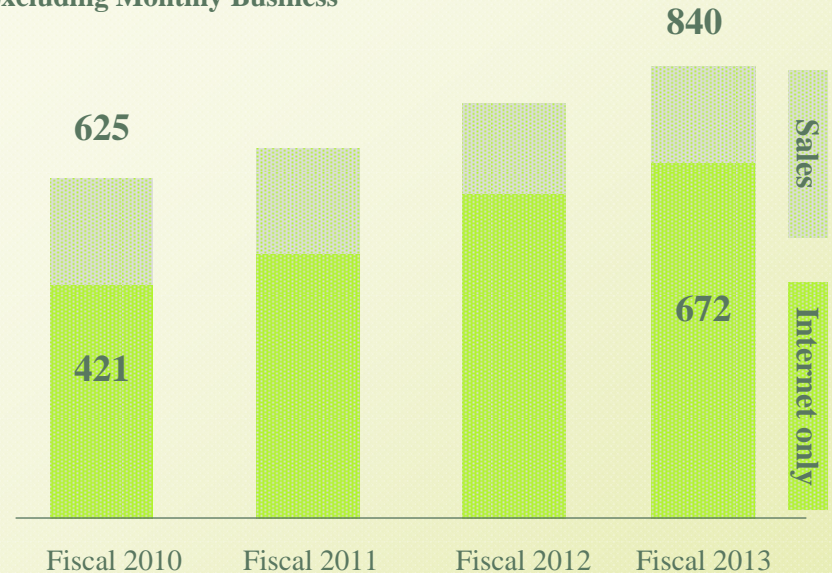


- ❖ Strengthen Internet presence of *Belle Maison* business (sales over the Internet only)
- ❖ Achieve synergies between *Belle Maison* and other Internet businesses (raise the overall value of *Belle Maison Net*)

### ❖ Internet Sales of *Belle Maison* Business

\* Excluding Monthly Business

(100 millions of yen)



## ❖ Strengthen Other Internet Businesses

Cultivate multiple specialty e-commerce websites to contribute to an expansion of group-wide sales and profits



- ❖ Expand as a fashion brand e-commerce site that is accessible via PC or mobile handset



- ❖ Convert from a site specializing in flower gifts to an e-commerce site that offers a comprehensive range of gifts



- ❖ Develop “PetFirst.jp” into a value-added e-commerce site that specializes in pet healthcare  
Strengthen collaboration with real stores to improve profitability

New websites

- ❖ Develop new speciality e-commerce websites

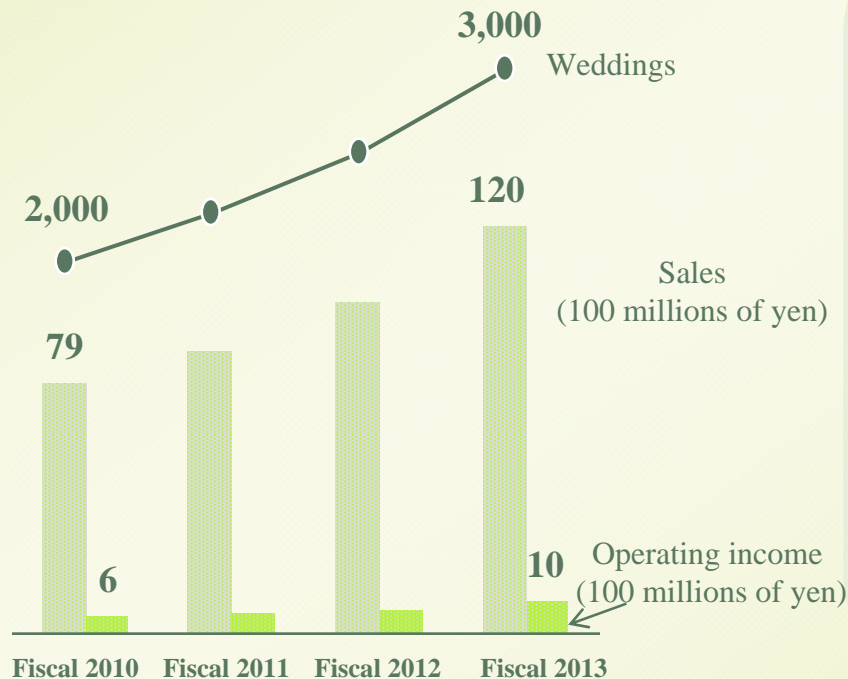


### 3. Expand the Bridal Business

#### ❖ Continue to invest in the expansion of Dears Brain

Enhance cooperation within the Group based on the strategic positioning of “weddings” as an important source of information for existing businesses

#### ❖ Sales, Operating Income, and Weddings



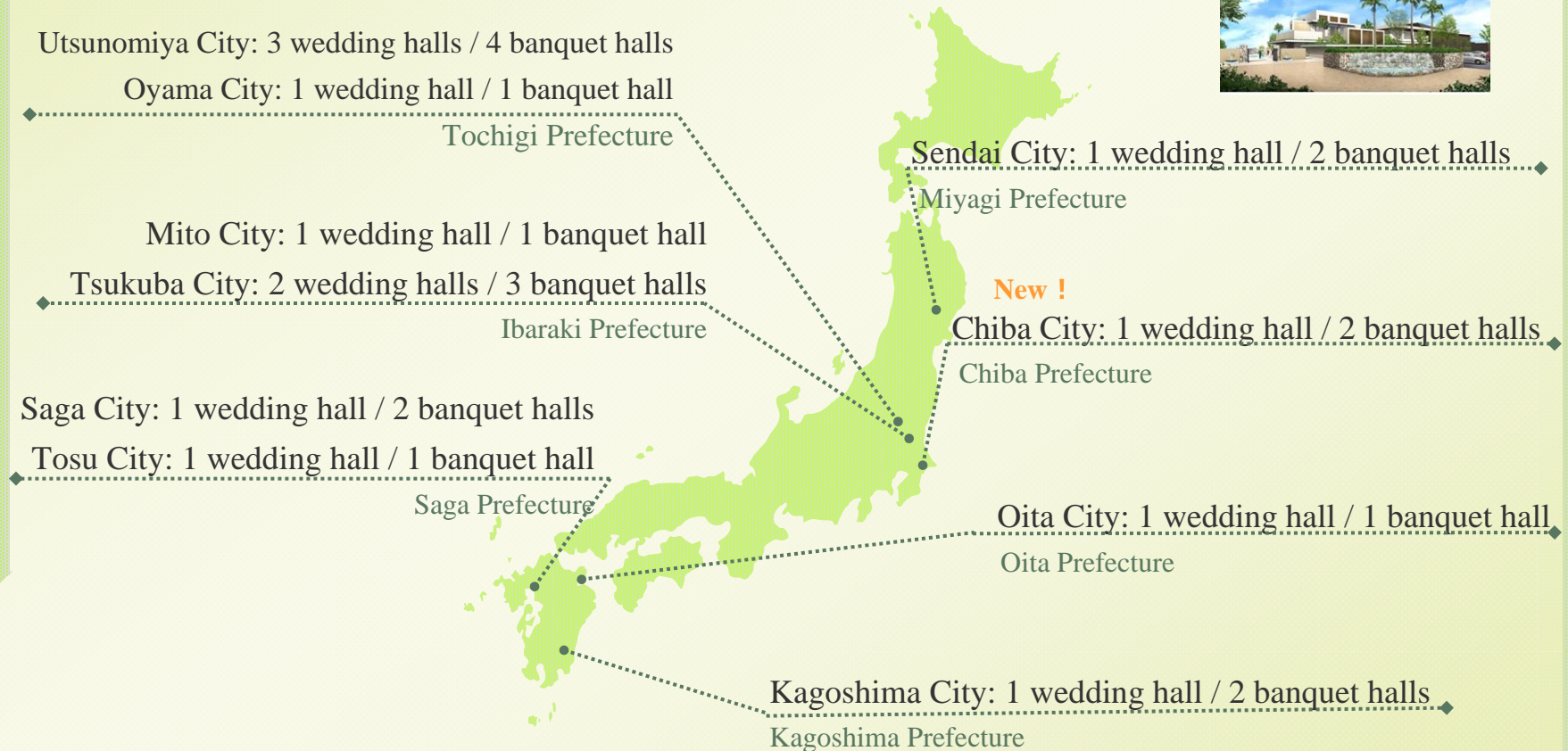
❖ Distribute *Belle Maison* catalogs to the bride and guests to win them over as new customers of *Belle Maison*

❖ Strengthen sales by bolstering the merchandising of MUSUBI (a catalog of gifts for wedding guests)

❖ Strengthen relationship with wedding halls nationwide by enhancing the wedding hall introduction site “*Belle Maison Wedding*”

## ❖ Dears Brain Network

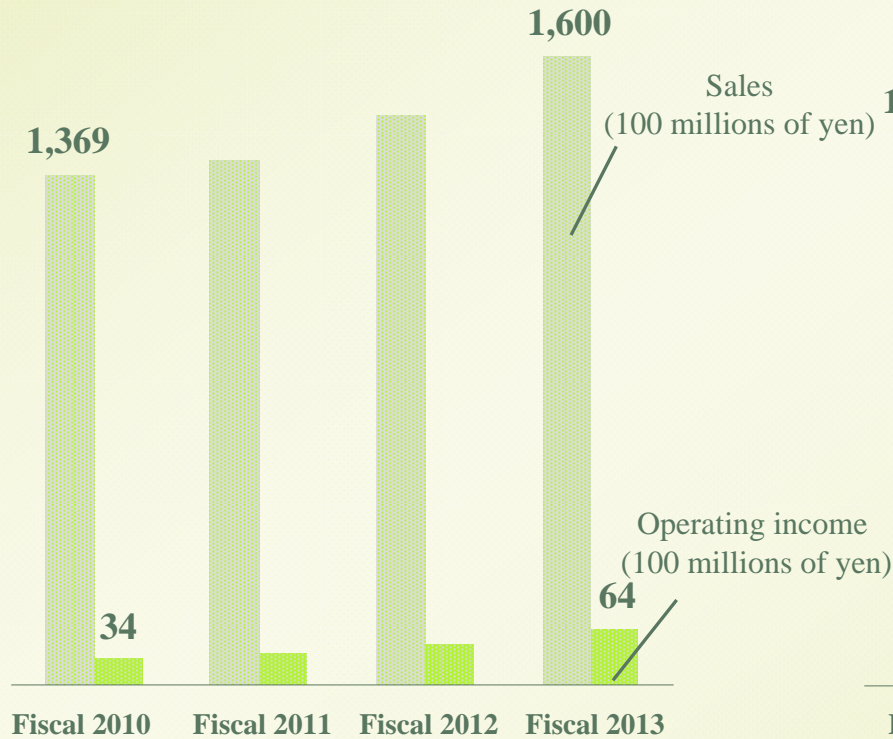
**From 12 wedding halls (17 banquet halls) at end-2010 to 17 wedding halls (27 banquet halls) by end-2013**



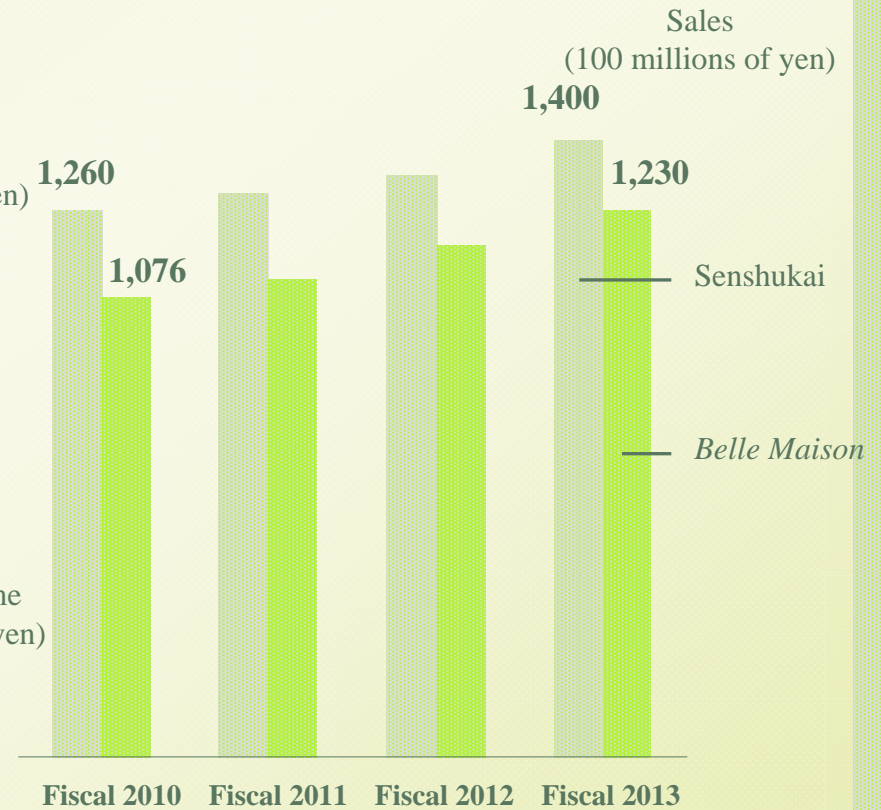
## 4. Fiscal 2011-2013 Plans

### ❖ Consolidated, Non-consolidated, and *Belle Maison* Sales Plans

#### ❖ Senshukai Group's Consolidated Sales and Income Plans



#### ❖ Senshukai and *Belle Maison* Sales Plans



## ❖ Fiscal 2013 Consolidated Earnings Plan

(100 millions of yen)

	Fiscal 2010 results	Fiscal 2013 plan	Difference	YoY change
❖ Net sales	1,369	1,600	+231	+16.9%
❖ Operating income	34 (2.5%)	64 (4.0%)	+30	+88.2%
❖ Ordinary income	32 (2.3%)	64 (4.0%)	+32	+100.0%
❖ Net income	20 (1.5%)	38 (2.4%)	+18	+90.0%