

TSE Mothers, CODE 2418

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BEST BRIDAL

Best Bridal Inc

**Results of Operations for the first half of
fiscal year ended December 31, 2009**

August 21, 2009

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FY12/09 First Half Consolidated Financial Summary

FY12/09 First Half Summary of Consolidated Business Results

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Million yen	Actual		YoY change	
	FY12/08 First Half	FY12/09 First Half	Amount	Pct.
Net sales	14,312	15,021	+ 709	+ 5.0%
Domestic operation Net sales	12,776	13,812	+ 1,036	+ 8.1%
Overseas operation Net sales	1,535	1,208	- 326	- 21.3%
Operating profit	2,410	2,484	+ 74	+ 3.1%
Ordinary profit	2,075	2,497	+ 421	+ 20.3%
Net profit	1,047	1,402	+ 355	+ 33.9%

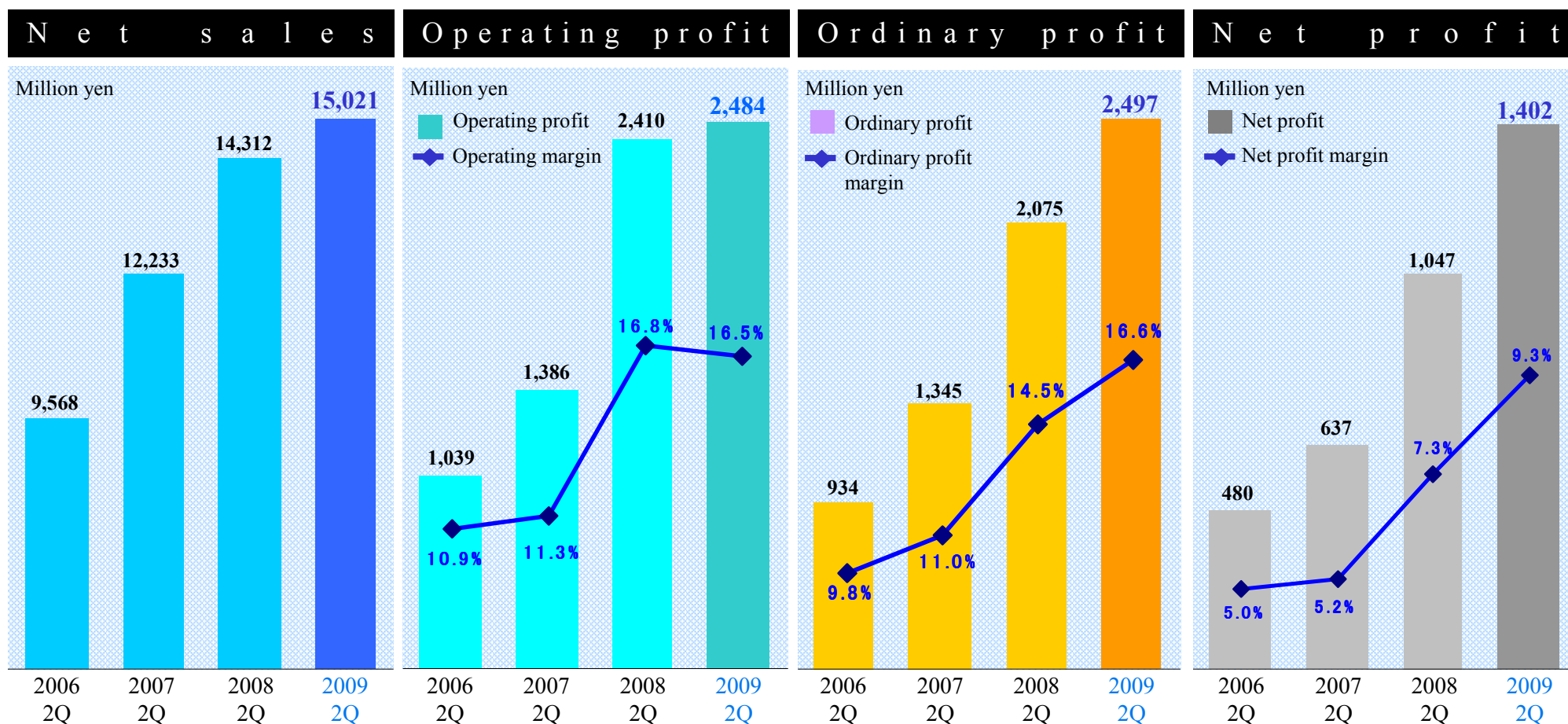
Annual dividend per share	¥ 2,000	¥ 2,500	+ ¥ 500
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Domestic operations were the key sales driver. Sales and earnings increased YoY and continued to mark a record high.

- Strong performance in Japan. Consolidated net sales hit record high offsetting the decrease in overseas sales.
- While gross profit increased due to higher sales, SG&A expenses rose only slightly. As a result, operating profit hit record high.
- Due to the improvement in non-operating income and expenses, ordinary profit increased substantially, which rose by more than 20%, and also marked a record high.
- No major extraordinary gains or losses incurred. Net profit also increased substantially, which rose by more than 30%, marking a record high.
- Paid an interim dividend of ¥2,500 per share, an increase of ¥500 compared with the same period a year earlier.

Consolidated Business Results

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Million yen	FY12/06 First Half	FY12/07 First Half	FY12/08 First Half	FY12/09 First Half
Net sales	9,568	12,233	14,312	15,021
Operating profit	1,039	1,386	2,410	2,484
Ordinary profit	934	1,345	2,075	2,497
Net profit	480	637	1,047	1,402

Consolidated Gross Profit

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Million yen	FY12/08 First Half	FY12/09 First Half	YoY change	
			Amount	Pct.
Consolidated gross profit	5,109	5,247	+ 138	+ 2.7%
Gross profit (Japan)	4,639	4,879	+ 240	+ 5.2%
Gross profit (Overseas)	469	367	- 101	- 21.6%

	FY12/08 First Half	FY12/09 First Half	YoY change
Consolidated gross profit margin	35.7%	34.9%	- 0.8p
Gross profit margin(Japan)	36.3%	35.3%	- 1.0p
Gross profit margin(Overseas)	30.6%	30.4%	- 0.1p

High earnings in Japan increased consolidated gross profit. Maintained profit margins overseas but earnings decreased due to drop in sales.

【 Domestic operations 】

- Gross profit increased YoY due to favorable performance of existing outlets and contribution of new outlets to the earnings in the previous fiscal year.
- Gross profit margin declined YoY but still maintains a high level.

【 Overseas operations 】

- Gross profit decreased YoY as a result of decrease in overseas sales.
- Gross profit declined YoY. However, profit margin remained at the same level due to the implementation of cost reduction measures.

SG&A Expenses and Pre-operating Expenses

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【Selling and general administrative】

Million yen	FY12/08 First Half	FY12/09 First Half	YoY change	
			Amount	Pct.
Selling and general administrative expenses	2,698	2,762	+ 63	+ 2.4%
SG&A expenses margin	18.9%	18.4%	- 0.5p	-

While advertising expenses only increased slightly YoY, increase in net sales lowered SG&A expenses margin.

- Advertising expenses increased only slightly due to increase in outlets but SG&A expenses margin dropped to 4.8%, down 0.1 point YoY as a result of higher sales.
- There are no substantial increase in other SG&A expenses. Consequently, SG&A expenses to net sales dropped to 18.4%, down 0.5 point YoY.

【Pre-operating Expenses】

Million yen	FY12/08 First Half	FY12/09 First Half	YoY change	
			Amount	Pct.
Pre-operating expenses	77	203	+ 126	+ 161.9%
Pct. of sales	0.5%	1.4%	+ 0.8p	-

*Rents and personnel expenses which have accrued by the opening of new outlets are included in the SG&A expenses as pre-operating expenses.

*Includes the cost of consumption (cost of sales) in the first month after opening.

Increased as a result of recording opening expenses for opening Noseki outlet in Nagoya and pre-operating expenses for Iseyama outlet in Yokohama in FY 2010.

- With the opening of Noseki outlet in Nagoya in March, recorded pre-operating expenses in January and February and cost of consumables at the time of opening.
- With the opening of preparatory office in Iseyama, Yokohama, recorded personnel and rent expenses as pre-operating expenses.

Consolidated Operating Profit, Ordinary Profit and Net Profit

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Million yen	FY12/08 First Half	FY12/09 First Half	YoY change	
			Amount	Pct.
Operating profit	2,410	2,484	+ 74	+ 3.1%
Operating margin	16.8%	16.5%	- 0.3p	-
Ordinary profit	2,075	2,497	+ 421	+ 20.3%
Ordinary profit margin	14.5%	16.6%	+ 2.1p	-
Net profit	1,047	1,402	+ 355	+ 33.9%
Net profit margin	7.3%	9.3%	+ 2.0p	-

Operating profit increased YoY as a result of higher earnings in Japan and improvement in income and expenses overseas. Improvement in non-operating income and expenses resulted in substantial increases in ordinary profit and net profit YoY.

【Operating profit】

- In domestic operations, profit increased absorbing the expenses for opening new large outlets. Income and expenses in overseas operations also improved. Consequently, operating profit hit record high.

【Ordinary profit】

- Non-operating income and expenses improved primarily because of recording (exchange loss of ¥220mn in the same period a year earlier) a ¥47mn exchange gain and because of decrease (down ¥22mn YoY) in interests paid associated with decrease in interest-bearing debt of existing outlets. As a result, ordinary profit increased substantially, which rose by more than 20% YoY, marking a record high.

【Net profit】

- No major extraordinary gains or losses were incurred and income before income taxes increased. In addition, the effective rate on a consolidated basis declined resulting from improvement in overseas subsidiaries' earnings. Consequently, net profit increased, which rose by more than 30% YoY, the highest ever.

Summary of Domestic Operations

Million yen	FY12/08 First Half	FY12/09 First Half	YoY change	
			Amount	Pct.
Net sales	12,776	13,812	+ 1,036	+ 8.1%
No. of guest houses at end of period	42	46	+ 4	-
Of which multi-guest house type	28	31	+ 3	-
Of which Double-guest house type	10	10	-	-
Of which Single-guest house type	4	5	+ 1	-
No. of weddings	2,875	3,200	+ 325	+ 11.3%
Operating rate	59.9%	62.1%	+ 2.1p	-
Average revenues per couple*	¥ 4,268thousand	¥ 4,208thousand	- ¥ 59thousand	- 1.4%

*Average revenue per wedding does not include wedding ceremony and reception-related sales and the number of weddings.

Net sales increased YoY due to the contribution of outlets opened in FY12/08, in addition to favorable performance of existing outlets.

- Net sales increased YoY due to the contribution of outlets opened in Akasaka and Odaiba in the previous fiscal year to the earnings, in addition to favorable performance of existing outlets.
- Opening of Noseki outlet in Nagoya in March raised the total number of guest houses to 46.
- As a result of the favorable performance of existing outlets, operating rate improved to 62.1%, up 2.1 points YoY.
- Average revenues per customer declined because increase in the number of weddings held at small-group guest houses pushed the overall average down.

【Open “St. Grace Cathedral”, a large outlet aiming for the region’s No. 1 outlet in Nagoya in March.】

An authentic Gothic-style cathedral

An independent authentic cathedral based on Gothic-style that can hold a maximum of 136 people.



Cathedral’s sacred space overlapping the lacy ceiling that resembles the bride’s veil



Colorful antique stained glass windows acquired from a church in England



3 guest houses with a garden surrounded by blue sky, water and greenery



“Bamboo Court” that resembles a luxurious resort hotel in Asia



“Casa Dolce” full of romantic and cute atmosphere



“Villa Primavera” with a relaxed atmosphere like a luxurious hotel

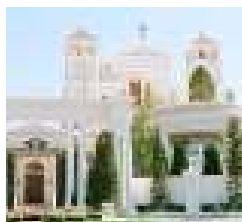
Domestic Operations Situation of Outlets by Type

10

**Multi-guest
house type**
8 facilities,
31 guest
houses



Yokohama (4)



Shinuyarasu (5)



Omiya (4)



Yagoto (4)



New Nagoya Noseki (3)



Osaka (5)



Kyoto (3)



Sendai (3)

**Double-guest
house type**
5 facilities,
10 guest
houses



Shirogane (2)



Aoyama (2)



Chiba (2)



Hoshigaoka (2)



Shinsaibashi (2)

**Single-guest
house type**
5 facilities,
5 guest
houses



Nihonbashi (1)



Ichigaya (1)



Akasaka (1)



Odaiba (1)



Nagoya-Marunouchi (1)

*Facilities with "New"
opened in FY12/08.
Parenthesis shows the no.
of guest houses of each
facility.*

Region	Tokyo	Tokyo area	Nagoya	Kansai	Other areas	Total
No. of guest houses	8	15	10	10	3	46

Domestic Operations Existing Outlets

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Million yen	FY12/08 First Half	FY12/09 First Half	YoY change	
			Amount	Pct.
Net sales	12,502	13,140	+ 637	+ 5.1%
Gross profit	3,720	3,945	+ 225	+ 6.0%
Gross profit margin	29.8%	30.0%	+ 0.3p	-
SG&A expenses	778	774	- 4	- 0.6%
SG&A expenses margin	6.2%	5.9%	- 0.3p	-
Operating profit	2,941	3,171	+ 230	+ 7.8%
Operating margin	23.5%	24.1%	+ 0.6p	-
No. of weddings	2,865	3,046	181	+ 6.3%
Operating rate	60.2%	65.2%	+ 4.9p	-
Average revenues per couple ※	¥4,267thousand	¥ 4,206thousand	- ¥61thousand	- 1.4%

*Target facilities: Nihonbashi; Shirogane; Yokohama; Osaka; Sendai; Nagoya-Hoshigaoka,; Shinurayasu ,Omiya,Aoyama,Ichigaya,Shinsaibashi,Nagoya-Marunouchi,Kyoto,Nagoya Yagoto,Chiba(total: 15 facilities)

To assure comparability, YoY changes are calculated based on existing outlets in operation for a full year.

*Average revenue per wedding does not include wedding ceremony and reception-related sales and the number of weddings.

Favorable performance of existing outlets increased the number of weddings held and net sales. Increase in the number of weddings raised operating rate as well as profit margins.

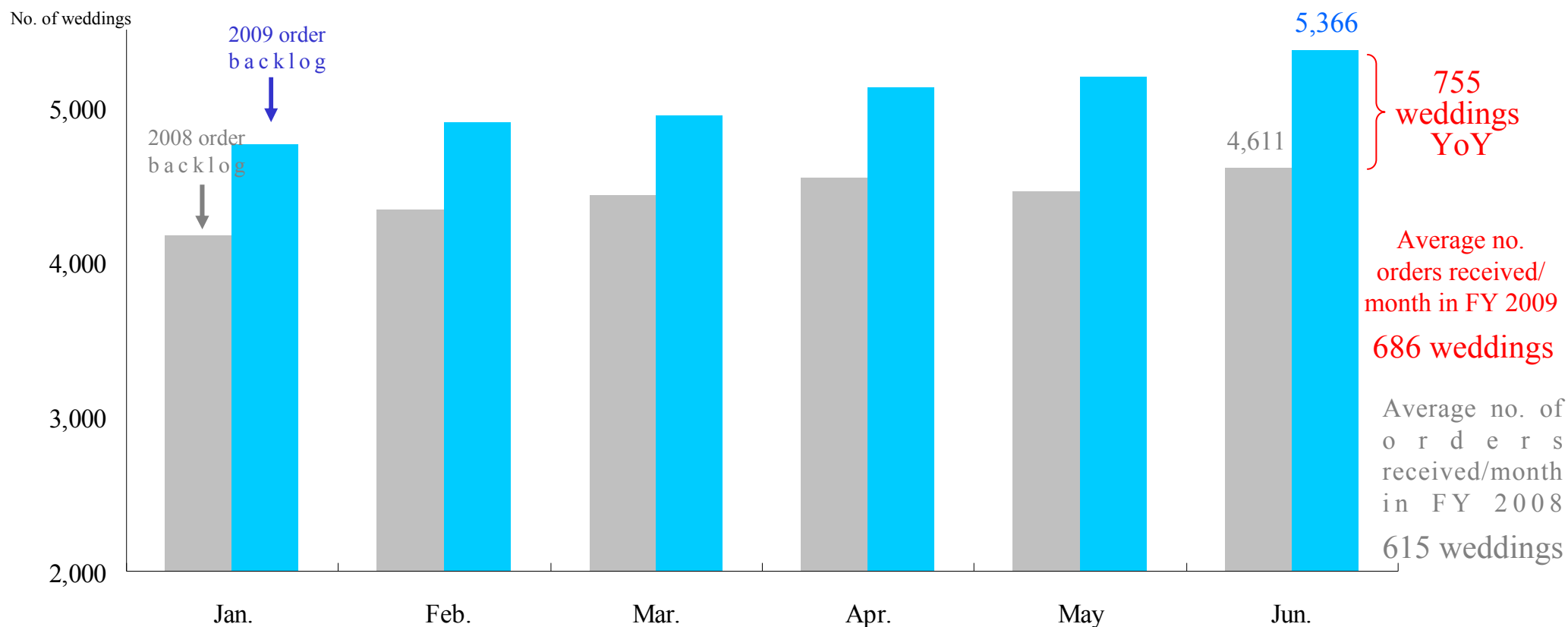
- Due to favorable orders, sales rose by more than 5% YoY.
- Rise in operating rate associated with increase in the number of weddings held raised both gross profit margin and operating margin, exceeding net sales.
- Average revenues per customer declined because increase in the number of weddings held at small-group guest houses pushed the overall average down.

Domestic Operations Order Backlog

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	FY12/08 First Half	FY12/09 First Half	YoY change	
			Amount	Pct.
No. of orders	3,689	4,118	+ 429	+ 11.6%
Year-end order backlog	4,611	5,366	+ 755	+ 16.4%

Due to continuation of good order situation, both the number of orders received during the period and order backlog at the end of the period increased YoY.



Summary of Overseas Operations

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	FY12/08 First Half	FY12/09 First Half	YoY change	
			Amount	Pct.
Net sales	¥1,535 million	¥1,208 million	- 326 million	- 21.3%
Year-end Facilities	9	9	—	—
No. of weddings	1,197	1,115	- 82	- 6.9%
Direct sales in Japan	381	324	- 57	- 15.0%
Alliance sales including travel agencies	632	596	- 36	- 5.7%
Direct sales in Hawaii/Bali (DW)	184	195	+ 11	+ 6.0%

*Unlike direct sales, alliance sales do not include travel-related sales. The average price of overseas weddings is not presented since revenue per overseas wedding varies significantly.

Although Destination Weddings (DW) increased, the number of weddings held through direct sales and alliance sales and net sales decreased.

- The number of travelers from Japan to Hawaii and Paris decreased significantly impacted by fuel surcharge and new influenza. Consequently, net sales decreased.
- The number of Destination Weddings (DW) held increased.
- Reduced fixed costs such as by cutting costs including review of rent expenses and merger and abolition of salons in Japan to strengthen our financial position.

【Opened 7 outlets in Hawaii and 2 outlets in Bali in Indonesia, a total of 9 facilities.】

4 directly operated and 3 exclusive chapels in Hawaii

【 Directly operated】



Hilton Hawaiian Village Ocean Crystal Chapel

【 Directly operated】



Paradise Cove Crystal Chapel

【 Directly operated】



Blue Lagoon Chapel

【 Directly operated】



***New* House of Iris** ※

【 Exclusive use】



***New* St. Andrew's Cathedral** ※

【 Exclusive use】



Waioli Chapel

【 Exclusive use】



St. Mark's Episcopal Church

2 directly operated outlets in Bali



Tirtha Uluwatu



Tirtha Luhur Uluwatu

*Opened House of Iris in February 2009.

Exclusive use contract with St. Andrew's Cathedral started in January 2009.

Consolidated Balance Sheets

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Assets

Increase in tangible fixed assets

Increase in buildings and structures : Increase in outlet (Noseki, Nagoya) opened in 2009
 Increase in tools, furniture and fixtures: Increase in outlet (Noseki, Nagoya) opened in 2009
 Increase in construction in progress : Increase in outlet (Iseyama, Yokohama) slated to open in 2010

Liabilities and net assets

*Details are on the next page

Interest-bearing debt

Amount of interest-bearing debt : ¥ 16,378mn (Up ¥515million compared to Dec, 31, '08)

Net assets

Amount of net assets : ¥10,765mn (up ¥1,275mn compared with FY12/08)

Million yen	FY12/08	FY6/09	Change
Current assets	7,870	7,392	-478
Cash and deposit	6,272	5,864	-408
Inventory assets	541	471	-70
Advances	122	97	-25
Prepaid expenses	273	385	111
Fixed assets	24,545	26,229	1,684
Tangible fixed assets	18,144	19,310	1,166
Buildings and structures	17,709	18,424	714
Tools and equipment	2,160	2,419	259
Automotive equipment	53	16	-36
Accumulated depreciation	-6,631	-7,546	-915
Land	4,421	4,566	144
Construction in progress	430	1,429	999
Intangible fixed assets	370	360	-10
Investments and other assets	6,030	6,558	527
Deposit	2,387	2,584	197
Deferred assets	11	9	-1
Total assets	32,427	33,632	1,204

Million yen	FY12/08	FY6/09	Change
Total liabilities	22,937	22,866	-71
Current liabilities	8,781	8,321	-460
Accounts payable	1,359	1,288	-71
Short-term debt	-	300	300
Current portion of long-term debt	2,350	2,297	-53
Current portion of bonds	436	386	-50
Accrued amount payable/Accrued expense	948	947	0
Advances received	1,244	1,647	403
Fixed liabilities	14,155	14,544	389
Bond	1,266	1,098	-168
Long-term debt	11,809	12,296	487
Guaranty deposit	612	615	2
Net assets	9,490	10,765	1,275
Shareholders' equity	9,738	10,896	1,158
Capital/capital surplus	1,106	1,106	-
Retained earnings	8,631	9,789	1,158
Valuation and translation adjustments	-247	-130	117
Total liabilities and net assets	32,427	33,632	1,204

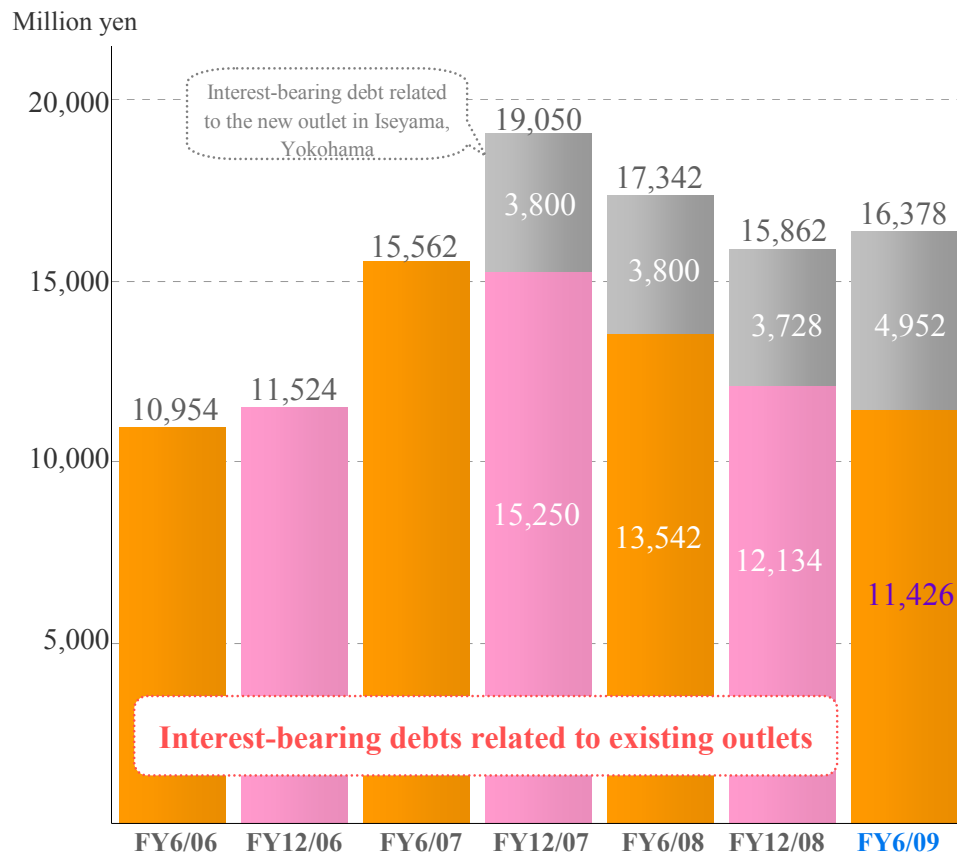
Interest-bearing Debt and Net Assets

**【Interest-bearing debt related to existing outlets continued to decline.
Equity ratio improved and financial soundness progressed.】**

Year-end interest-bearing debt balance

Slightly increased compared with FY12/08 but decreased for existing outlets

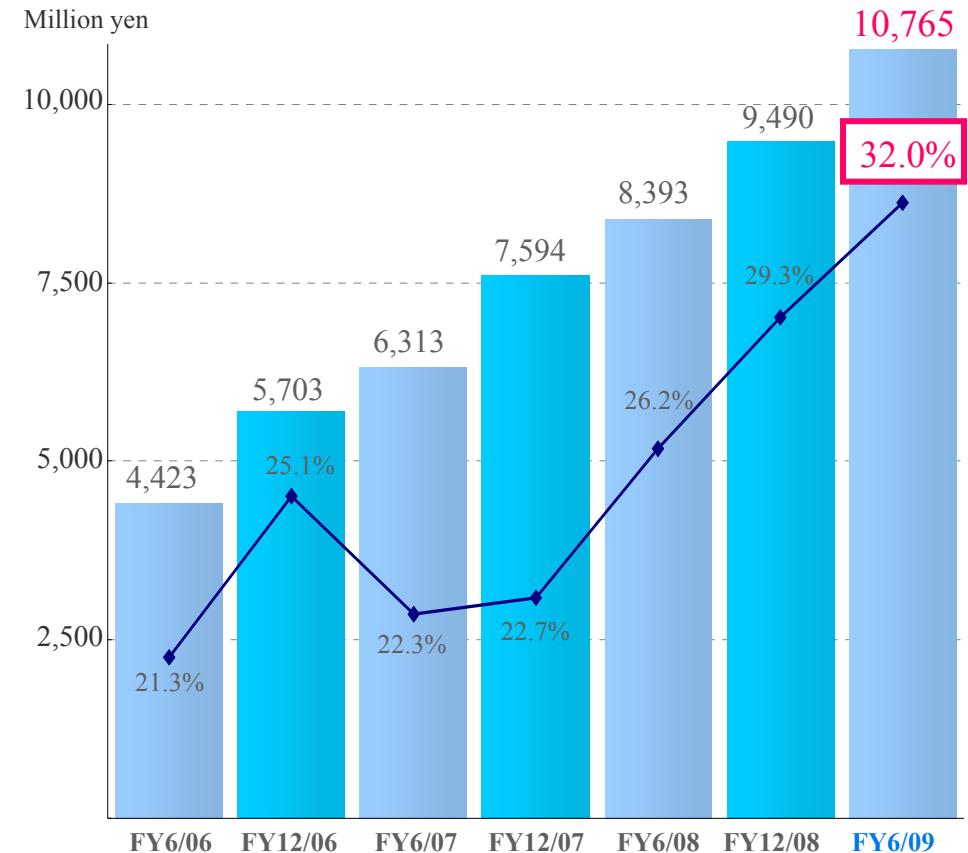
Interest-bearing debt related to existing outlets declined ¥708mn YoY. Increase is due to the borrowing of construction funds for Iseyama outlet in Yokohama.



Net assets and equity ratio

Net assets exceeded ¥10mn and equity ratio improved to 32%

The ongoing maintenance of high profitability increased net assets annually to more than ¥10bn, up ¥1,275mn compared with Dec. 31. '08. Equity ratio also increased significantly to 32%.



Interest-bearing Debt Outlook for Interest-bearing Debt Balance

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The repayment of existing outlets' interest-bearing debt almost completed in FY12/14

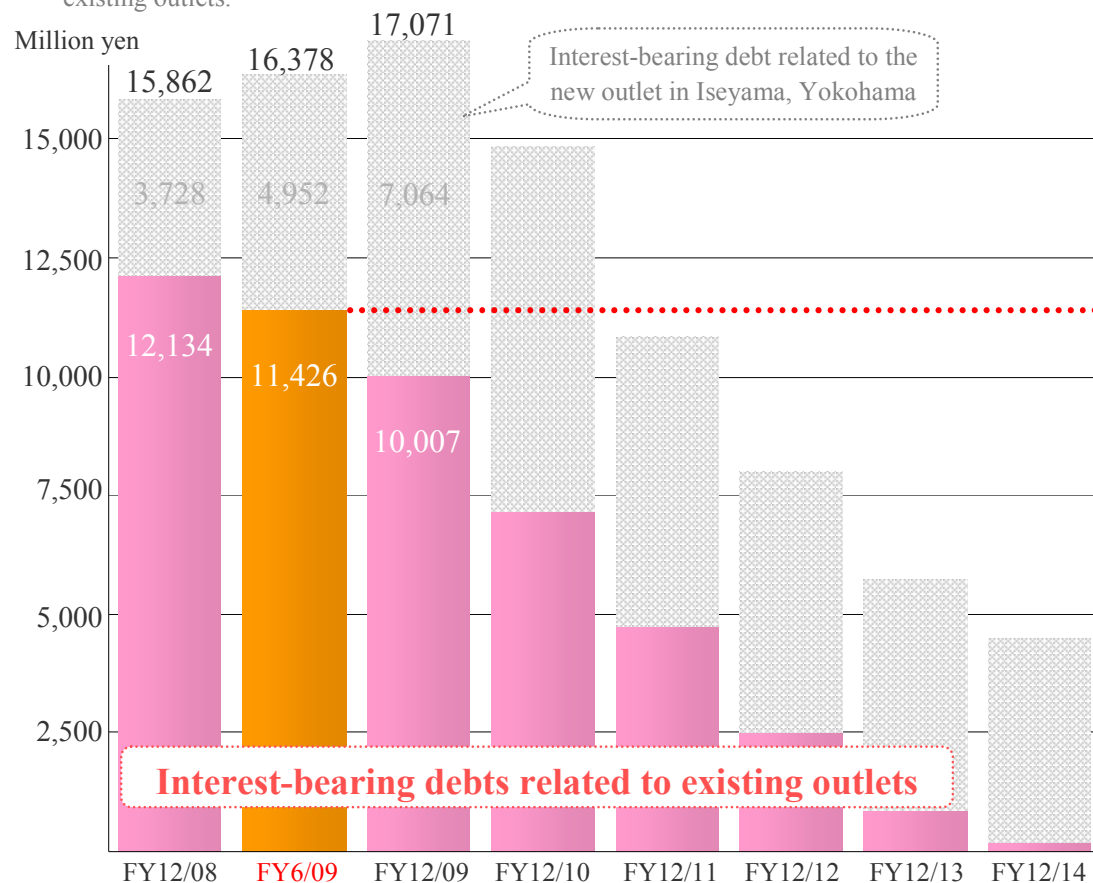
Existing Outlets' interest-bearing debts are expected to be reduced substantially each period

Financial improvement will raise the estimated equity ratio to 34% on Dec. 31, '09

Outlook for the interest-bearing debt balance as of Jun. 30, '09 and balance at the end of year

*Estimated year-end interest-bearing debt balance based on the current debt and redemption agreements (interest-bearing debt for the new Iseyama outlet in Yokohama excluded)

*The below chart does not include renovation costs and other additional debts for the future existing outlets.



High operating CF will support the financial soundness

Debt redemption period: 2.2 years (for existing outlets)

Collect investment fund in 2 years or so even if the estimated operating CF is the same as the previous fiscal year.

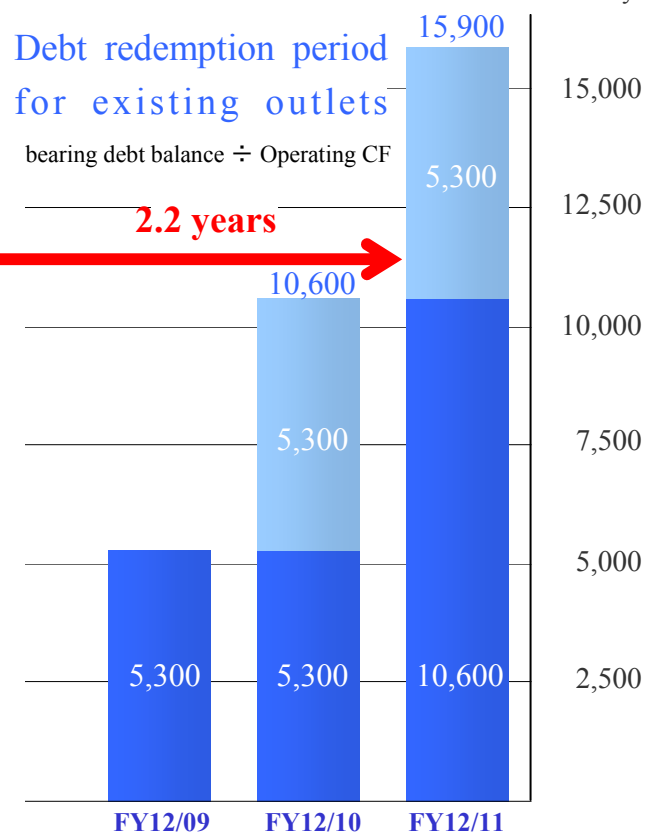
Estimated total amount of operating CF

When the estimated operating CF is on a par (¥5.3bn) with FY12/08

Debt redemption period for existing outlets

bearing debt balance ÷ Operating CF

2.2 years



Business Forecasts for FY12/09

Consolidated Business Forecasts for FY12/09

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Million yen	FY12/08 Actual	FY12/09 Forecast	Change	
			Amount	Pct.
Net sales	31,073	32,800	+ 1,726	+ 5.6%
Operating profit	6,077	6,200	+ 122	+ 2.0%
Operating margin	19.6%	18.9%	- 0.7p	—
Ordinary profit	5,043	5,900	+ 856	+ 17.0%
Ordinary profit margin	16.2%	18.0%	+ 1.8p	—
Net profit	2,453	3,200	+ 747	+ 30.4%
Net profit margin	7.9%	9.8%	+ 1.9p	—

EPS	¥ 30, 065.64	¥ 39,215.69	+ 30.4%
Annual dividend per share	¥ 5,000	¥ 5,000	— %

Domestic operations are expected to be the key sales driver leading sales and earnings to increase substantially and marking a record high.

- Domestic operations will continue to be the key sales driver leading consolidated net sales to mark a record high for the 14 consecutive period* since the Company's establishment.
- Increase in gross profit due to higher sales. SG&A expenses will increase only slightly and operating profit will mark a record high for the 14 consecutive period* since the Company's establishment.
- Both ordinary profit and net profit will increase significantly YoY due to improvement in non-operating income and expenses and overseas subsidiaries' performance. In addition, ordinary profit will mark a record high for the 14 consecutive period* and net profit for the 6 consecutive period since the Company's establishment.

*Excluding the fiscal year ended Dec. 2000 which was a 5-month transitional period due to a change in the fiscal year end.

Strategies for Domestic Operations Plan for FY12/09

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	FY12/08 Actual	FY12/09 Forecast	Change	
			Amount	Pct.
Net sales	¥ 27,931million	¥ 29,900million	+ 1,968million	+ 7.0%
Total guest houses at end of period	43	47	+ 4	-
Multi-guest house type	28	34	+ 6	-
Double-guest house type	10	8	- 2	-
Single-guest house type	5	5	-	-
No. of weddings	6,352	7,000	+ 648	+ 10.2%

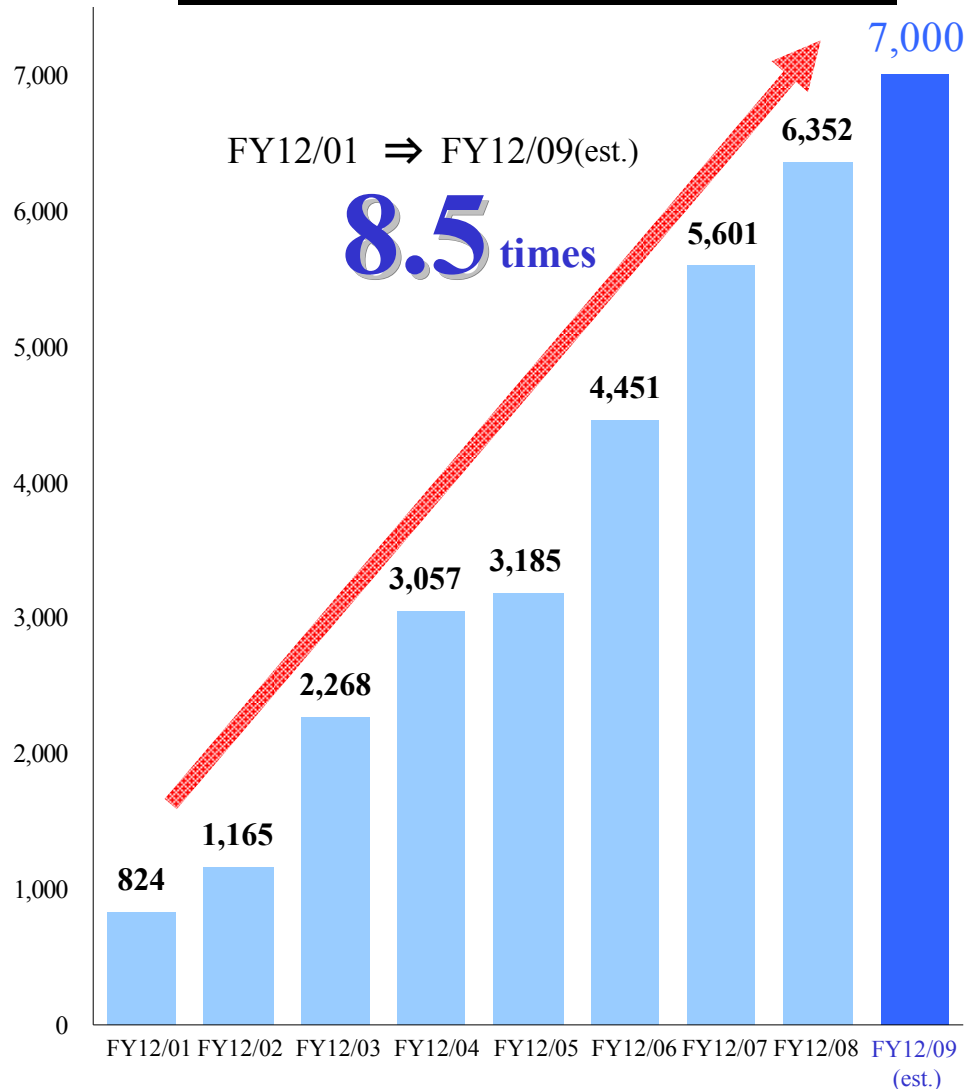
*Decrease in the number of double-type compared with FY12/08 is because of changing Aoyama outlet to multi-type and is not because of closing the outlets.

Orders for existing outlets are favorable. Expect higher sales again in the current fiscal year due to the effect of opening new outlets.

- Orders for existing outlets are favorable. Expect sales to rise by almost ¥2bn YoY.
- Noseki outlet in Nagoya opened in March 2009 will also contribute to sales increase.
- Aoyama outlet will expand its ancillary facilities to change it into multi-type (3 guest houses) from the current double-type (2 guest houses) in October.
- Average revenues per customer slightly declined YoY because increase in the number of weddings held at small-group guest houses pushed the overall average down.
- There are 4 new guest houses (Noseki: 3, Aoyama: 1 to be additionally operated) slated to open that pre-operating expenses will increase YoY.

**【Substantial increase in the estimated number of weddings in FY12/09.
Orders are increasing steadily that the orders for the current period are almost accomplished.】**

Number of weddings held for the full year



Achievement rate

$$\frac{\text{No. of weddings held} + \text{Order backlog (weddings for FY12/09)}}{\text{No. of weddings held for the full year}}$$

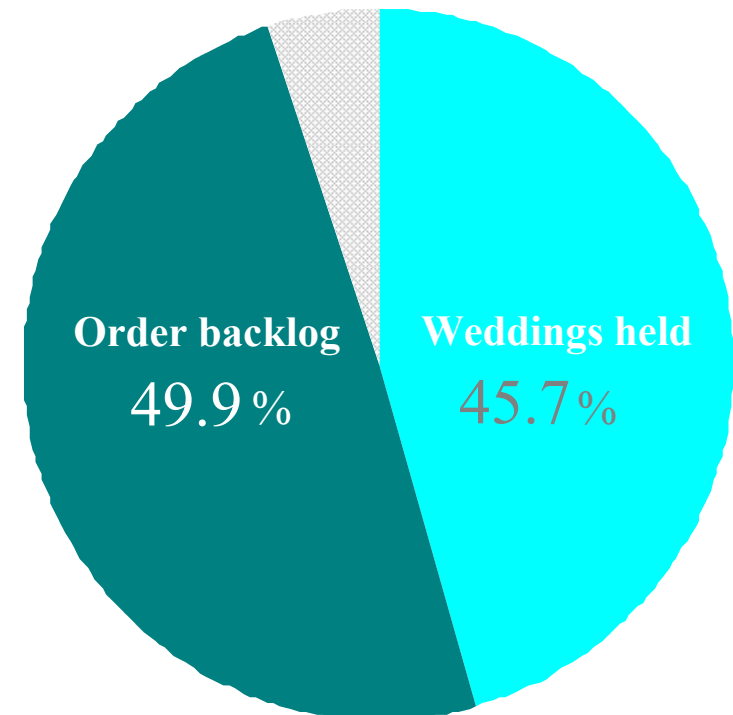
No. of weddings held for the full year

Estimated no. of weddings held for the full year

7,000

Achievement rate at the end of 1st half

95.6 %



	FY12/08 Actual	FY12/09 Forecast	Change	
			Amount	Pct.
Net sales	¥ 3,141million	¥ 2,900million	- ¥ 241million	- 7.7%
Year-end Facilities	8	9	+ 1	-
No. of weddings	2,249	※ 1,750	- 499	- 22.2%

*The number of weddings held (about 700) in Saint Andrew's Church, which we signed an exclusive use agreement in Jan. 2009, are expected to be added as well as the above number of weddings held.

Number of weddings held and net sales will decrease YoY but the market environment will slightly recover in 2H. Anticipate continued increases in the number of DWs held and net sales YoY.

- Market environment will slightly recover due to the decline in fuel surcharge and new influenza and appreciation of the yen. Orders from May onwards are favorable but the effect on the operating results for the current fiscal year is insignificant.
- Number of weddings held and net sales are expected to decline owing to price falling associated with intensifying competition.
- Continue to take an active approach towards Destination Weddings (DW). Expect increases in the number of weddings held and net sales.

Future Strategies

Continue with new business strategies aimed at continuous and steady growth

Strategies for Domestic Operations

1. Region's No. 1 outlet strategy (open large outlets in major cities, incremental development in adjacent areas)
2. Target a broad range of needs for wedding ceremonies (Japanese ceremonies, small ceremonies and ceremony-only, etc.)
3. Efficiently strengthen existing outlets through re-innovation
4. Strengthen efforts towards after-party business
5. Approach towards revitalization business

Strategies for Overseas Operations

6. Raise the outlets' operating rate through strategic business alliance with Kuraudia Co., Ltd. in Hawaii
7. Provision of weddings that meets the diversified customer needs in Hawaii(cathedral weddings, guest house weddings, etc.)
8. Continue to take an active approach towards Destination Weddings (DW)

Corporate strategies

9. Continue strengthening financial position towards financial soundness
10. Continue to strengthen the hiring of new graduates and development of human resources
11. Further strengthening of governance functions and compliance including subsidiaries

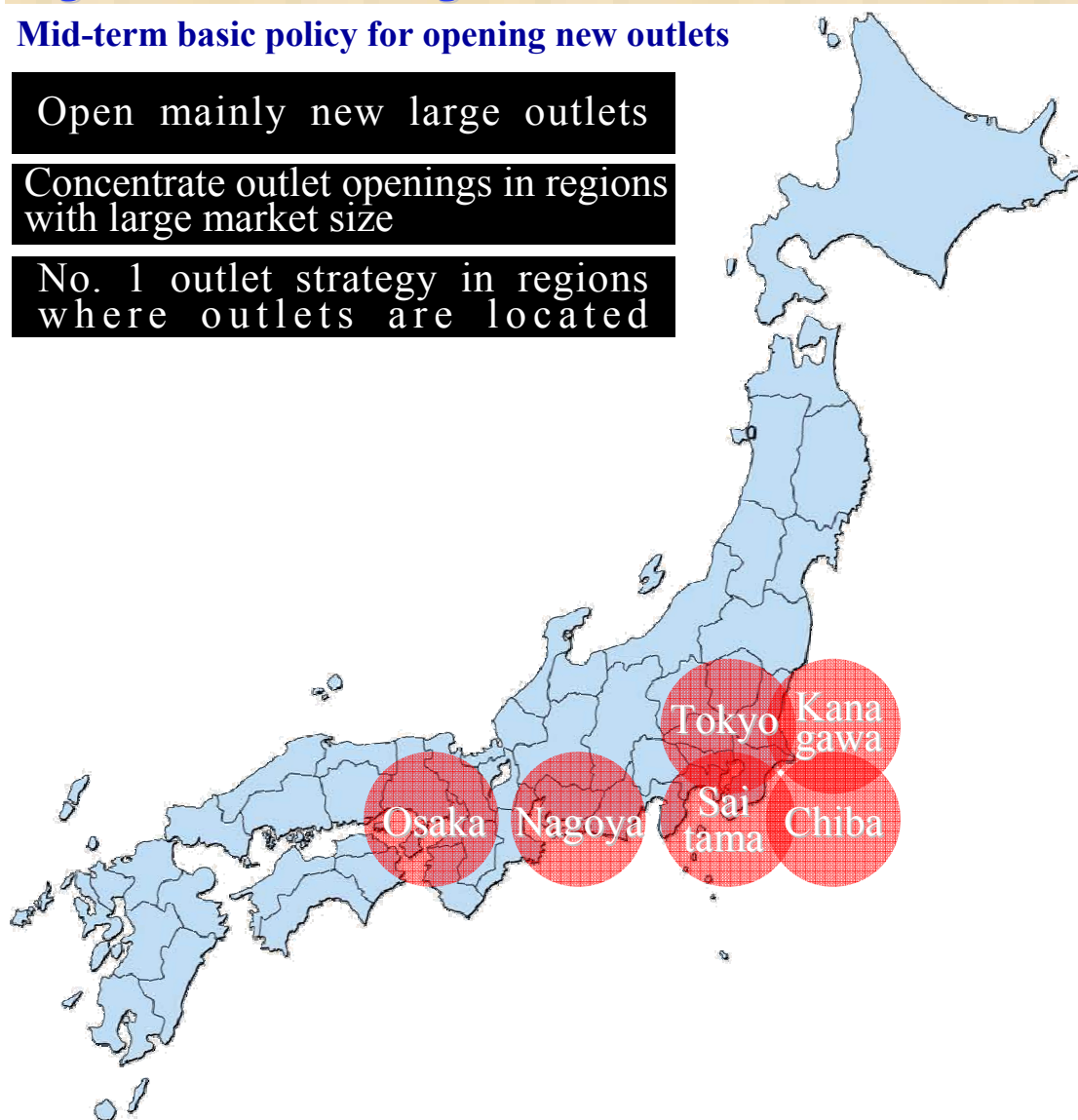
Open mainly large outlets in the Tokyo area (Tokyo, Kanagawa, Chiba, Saitama), Chukyo region and Kansai region.

Mid-term basic policy for opening new outlets

Open mainly new large outlets

Concentrate outlet openings in regions with large market size

No. 1 outlet strategy in regions where outlets are located



New outlets slated to open (current plan only)

【 No. of guest houses by region 】

	2008	No. of new facilities		2010
		2009	2010	
Corporate	43	+ 4	+6	53
Tokyo	8	+ 1	-	9
Tokyo area (Kanagawa.Chiba.Saitama)	15	-	+ 6	21
Other areas	3	-	-	3
Kansai(Osaka.Kyoto)	10	-	-	10
Nagoya	7	+ 3	-	10

【 No. of guest houses by type 】

	2008	No. of new facilities		2010
		2009	2010	
Corporate	43	+ 4	+ 6	53
Of which multi-guest house	28	+ 6	+ 6	40
Of which Double-guest house	10	※ - 2	-	※ 8
Of which single-guest house	5	-	-	5

*Decrease in the number of double-type compared with FY12/08 is because of changing Aoyama outlet to multi-type and is not because of closing the outlets

Large wedding hall to open in Iseyama, Yokohama in the spring of 2010 Part of strategies to become number-one in each region and launch a new business model

Iseyama Wedding Hills Yokohama (tentative name)

Iseyama - Weddinghills Yokohama

To open in spring 2010 **6 Guesthouse Type**



Best Bridal's largest wedding hall, located only a five-minute walk from Sakuragicho Station in Yokohama

Our first location with two chapels
Also prepared to handle Shinto shrine weddings

One of Japan's largest wedding centers,
featuring six guest houses with different design motifs

The Church of the Waters has a resort-like atmosphere and two chapels underneath a towering spire and bathed in light from stained glass windows.

An authentic church



Church of the Waters



Neighboring Iseyama Jingu can be used for an authentic shrine wedding.



Iseyama Wedding Hills has six guest houses, each with a different design motif, to meet a broad range of preferences. Couples can hold an unforgettable guest house wedding on a garden terrace surrounded by greenery and sunlight.

Expansion of the Omiya wedding chateau, which is performing very well, will be completed in the spring of 2011, reinforcing Best Bridal's dominant position in Saitama prefecture.

Omiya- ArtGrace WEDDING CHATEAUX

Opened in March 2006 *4 Guesthouse Type*

Current facility is highly profitable as one of the most appealing places to hold a wedding in Saitama prefecture.



One of Japan's largest churches

Four guest houses, each with a different design motif and capacity

Able to attract many guests and maintain a high utilization rate

To open in spring 2011

+ adjacent to the existing facility **4 more guest houses**

Ability to meet even more diverse needs along with the addition of more and better amenities will reinforce Best Bridal's overwhelming No.1 position in this region.



The addition will have an authentic Japanese garden

※The photograph is a development image.

Even more amenities, including an authentic Japanese garden and a large lobby

Two guest houses specifically for Japanese-style weddings

Resort-style ceremonies are also possible, including at a penthouse that appears to float on water.

Larger size of this location is expected to raise operating efficiency and profitability.

Aim for the Region’s No. 1 outlet by responding to various wedding styles while offering wedding receptions of diverse concepts.

Aim for overwhelming No. 1 outlets in regions where outlets are located as well as attract customers who shifted to hotel weddings.

Wedding halls

Chapels and an authentic temple which create various wedding scenes



Stained glass cathedral



Ocean view church



Church surrounded by forest



Church surrounded by water



An authentic temple



Shinto-style wedding

Guest houses

Diversified guest houses which differ in type and concept



British style



French style



Italian style



American style



Bali style



Oriental style



Japanese style

Promote the “Region’s No. 1 outlet” that meet a diverse range of customers’ wedding needs

Strategies for Overseas Operations

Use business alliances and cut fixed expenses to strengthen operations while preparing for new initiatives. Resume growth once the market starts to recover.

Strategic business alliance with Kuraudia Co., Ltd.

Outsource the wholesale of Hawaii chapels for which Best Bridal owns or has exclusive use rights exclusively to Kuraudia co., Ltd.

➡ **Strategic significance of the Company's partnership with Kuraudia Co.,Ltd.**

- Higher operating rate of facilities (chapels) in Hawaii
- Improve financial soundness by receiving steady leasing income
- Reinforce direct operating structure to separate wedding activities from the operations of travel companies, where prices are falling rapidly

Continue working on Destination Weddings

We continue to aggressively promote DWs by using directly produced weddings to reinforce the Best Bridal brand and reputation for quality.

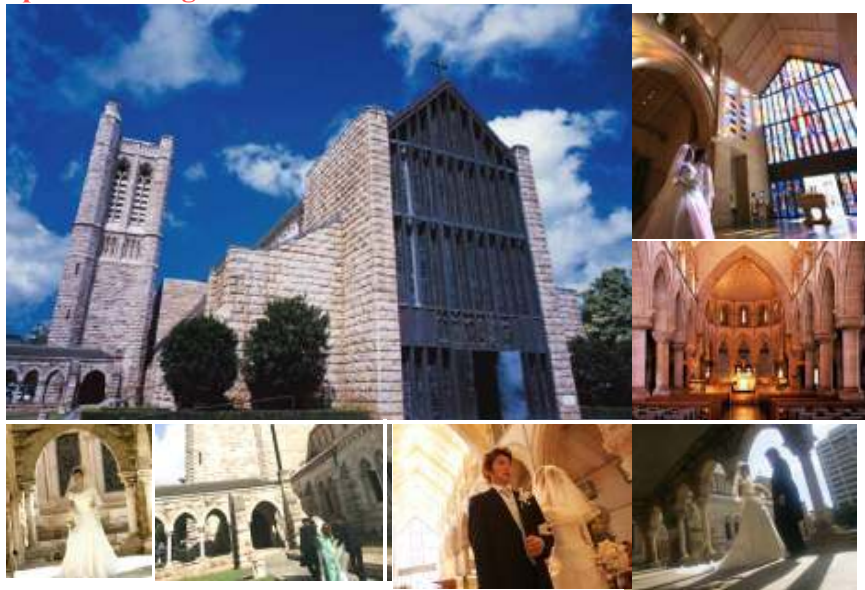
(Destination weddings)

2005		2006		2007		2008		Aiming for
5	➡	144	➡	338	➡	380	➡	more growth

Offer ceremonies in Hawaii that target a diverse array of customer needs

Best Bridal has exclusive rights at St. Andrew's Cathedral in Honolulu, Hawaii's most popular location for weddings.

➡ **We expect St. Andrew's to start contributing to earnings after the transitional fiscal period ending in March 2010.**



We have started offering weddings at houses, too.

➡ **Taking many actions to meet a diverse range of customer needs**



Corporate Data

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N a m e	BEST BRIDAL Inc.
E s t a b l i s h e d	October 1996
H e a d o f f i c e	3-11-10 Higashi, Shibuya-ku, Tokyo
C E O	Masayuki Tsukada, President
C a p i t a l	¥472million
E m p l o y e e s	Consolidated: 969 Non-consolidated: 374
S h a r e s i s s u e d	81,600 shares No trading unit
S h a r e h o l d e r s	911
A c t i v i t i e s	1. Design, planning, concepts and operations for wedding halls, guest houses, chapels and associated facilities 2. Planning, concepts and operations for banquets, buffet dinners and parties 3. Planning, concepts and operations for restaurants and cafes 4. Design, planning, concepts and operations for chapels and guest houses outside Japan 5. Planning, production and sale of overseas weddings and receptions and the products or these events 6. Travel agency business based on the Travel Law
C o n s o l i d a t e d s u b s i d i a r i e s	Best Bridal Hawaii, Inc. (U.S subsidiary) Best Planning Inc. A Lliliale, Inc. Acqua Grazie, Inc. Best Bridal Korea, Inc. (Korea subsidiary) PT. Tirtha Bridal (Indonesia subsidiary)
E q u i t y - m e t h o d a f f i l i a t e	Marizin Inc

***As of June 30, 2009**

BEST BRIDAL

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IR contact: Public Relations & Investor Relations, BEST BRIDAL Inc.

TEL : +81-3-5464-0081 e-mail : ir@bestbridal.co.jp