

TSE Mothers, CODE 2418

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BEST BRIDAL

Best Bridal Inc.

Results of Operations for the Year Ended December 31, 2009

February 19, 2010

1. FY12/09 Consolidated Financial Summary

- P3 FY12/09 Summary of Consolidated Business Results
- P4 Consolidated Business Results
- P5 Consolidated Gross Profit
- P6 SG&A Expenses and Start-up Cost
- P7 Consolidated Operating Profit, Ordinary Profit and Net Profit
- P8 Summary of Domestic Operations
- P9 Domestic Operations — Order Backlog
- P10 Domestic Operations — Operation of Outlets
- P11 Domestic Operations — Existing Outlets (non-consolidated basis)

- P12 Summary of Overseas Operations
- P13 Overseas Operations — Facilities

- P14 Consolidated Balance Sheets
- P15 Interest-bearing Debt and Net Assets
- P16 Interest-bearing Debt — Outlook for Interest-bearing Debt Balance
- P17 Consolidated Cash Flows

2. Business Forecasts for FY12/10

- P19 Consolidated Business Forecasts for FY12/10
- P20 Strategies for Domestic Operations — Business forecasts
- P21 Strategies for Overseas Operations — Business forecasts

3. Future Strategies

- P23 Future Strategies
- P24 Strategies for Domestic Operations — Strategies for Opening Outlets
- P25 Strategies for Domestic Operations — Plans for Opening New Outlet
 - ①Iseyama Hills
- P27 Strategies for Domestic Operations — Plans for Opening New Outlet
 - ②Omiya – ArtGrace Wedding Chateaux
- P28 Strategies for Overseas Operations — Promotion of the
“Region’s No. 1 Facility” Strategy
- P29 Strategies for Overseas Operations and Subsidiaries

- P30 Corporate Data

FY12/09 Consolidated Financial Summary

FY12/09 Summary of Consolidated Business Results

3

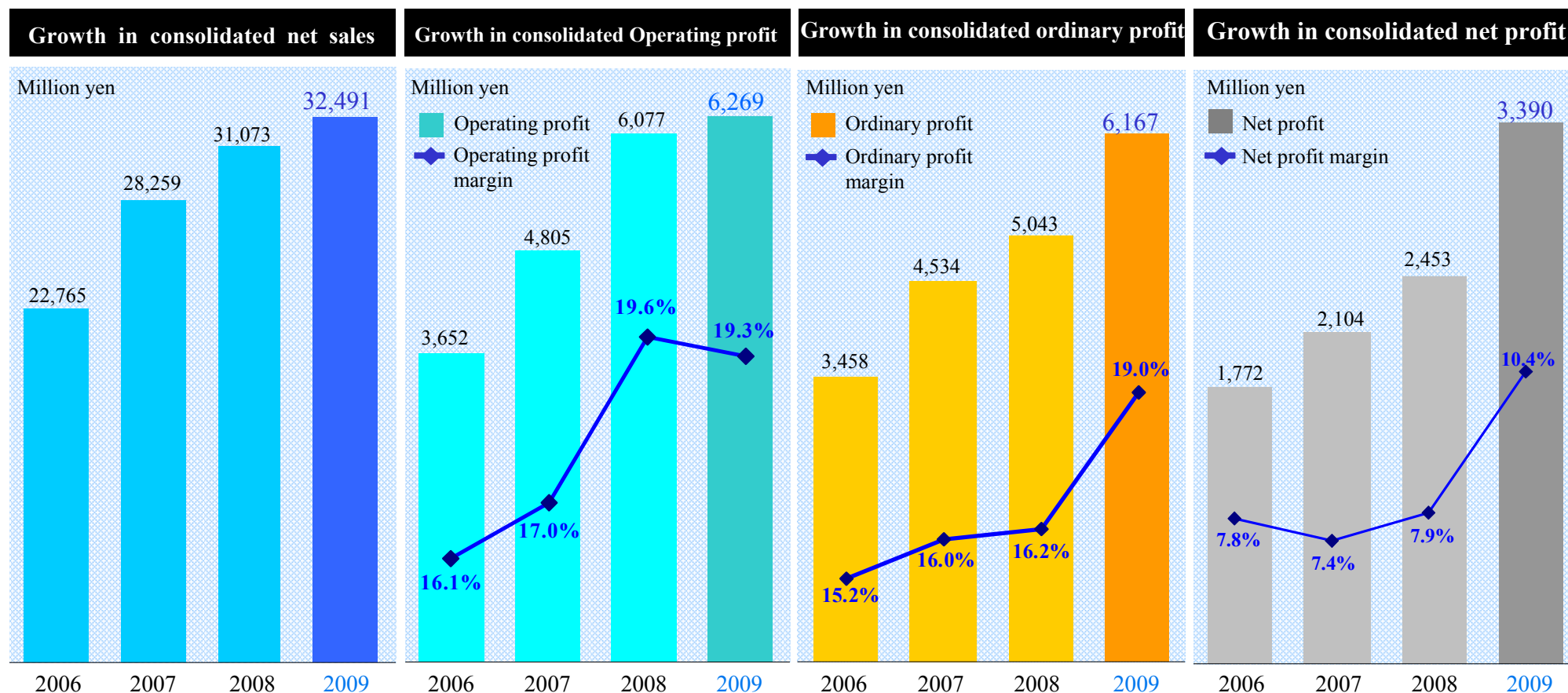
Million yen	Actual		YoY change	
	FY12/08	FY12/09	Amount	Pct.
Net sales	31,073	32,491	+ 1,418	+ 4.6%
Domestic operation Net sales	27,931	29,978	+ 2,047	+ 7.3%
Overseas operation Net sales	3,141	2,513	- 628	- 20.0%
Operating profit	6,077	6,269	+ 192	+ 3.2%
Ordinary profit	5,043	6,167	+ 1,124	+ 22.3%
Net profit	2,453	3,390	+ 936	+ 38.2%
Consolidated EPS	¥ 30,065.64	¥ 41,548.42	+ 38.2%	
Annual dividend per share	¥ 5,000	¥ 5,000	-	

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 a 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.
- Net profit also increased substantially, which rose by more than 30% marking a record high. This was due mainly to increase in income before income taxes and drop in corporate tax burden ratio resulting from recovery in earnings of overseas subsidiaries.

Consolidated Business Results

4



Million yen	FY12/06	FY12/07	FY12/08	FY12/09
Net sales	22,765	28,259	31,073	32,491
Operating profit	3,652	4,805	6,077	6,269
Ordinary profit	3,458	4,534	5,043	6,167
Net profit	1,772	2,104	2,453	3,390

Consolidated Gross Profit

5

Million yen	FY12/08	FY12/09	YoY change	
			Amount	Pct.
Consolidated gross profit	11,548	11,978	+ 429	+ 3.7%
Domestic operation	10,555	11,232	+ 676	+ 6.4%
Overseas operation	993	746	- 246	- 24.9%

	FY12/08	FY12/09	YoY change
Consolidated gross profit	37.2%	36.9%	- 0.3p
Domestic operation	37.8%	37.5%	- 0.3p
Overseas operation	31.6%	29.7%	- 1.9p

Higher earnings in Japan increased consolidated gross profit. Drop in both profit and profit margin due to decrease in overseas sales.

【 Domestic operation 】

- Gross profit increased YoY due to favorable performance of existing outlets and contribution of new outlets to the earnings in FY12/08 and FY12/09.
- Gross profit margin declined YoY but remains high.

【 Overseas operation 】

- Gross profit decreased YoY as a result of decrease in sales.
- Despite the implementation of cost reduction measures, fixed expense ratio increased due to sales decrease. As a result, gross profit margin declined YoY.

SG&A Expenses and Start-up Cost

【 Selling and general administrative 】

Million yen	FY12/08	FY12/09	YoY change	
			Amount	Pct.
Selling and general administrative expenses	5,471	5,708	+ 237	+ 4.3%
SG&A expenses margin	17.6%	17.6%	-p	-

Advertising expenses increased but SG&A expense ratio remained the same as FY12/08 due to sales increase.

- Advertising expenses increased along with increase in outlets but SG&A expense ratio remained low resulting in 4.7% YoY.
- Compared with FY12/08, pre-operating expenses increased substantially but SG&A expenses to net sales was 17.6%, the same level as FY12/08.

【 Start-up cost 】

Million yen	FY12/08	FY12/09	YoY change	
			Amount	Pct.
Start-up cost	191	314	+ 123	+ 64.4%
Pct. of sales	0.6%	1.0%	+ 0.4p	-

※Rents and personnel expenses which have accrued by the opening of new facilities are included in the SG&A expenses as a start-up cost.

※Includes the cost of consumables (cost of sales) in the first month after opening.

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

- 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 advertising expenses and personnel expenses as pre-operating expenses.

Consolidated Operating Profit, Ordinary Profit and Net Profit

7

Million yen	FY12/08	FY12/09	YoY change	
			Amount	Pct.
Operating profit	6,077	6,269	+ 192	+ 3.2%
Operating margin	19.6%	19.3%	- 0.3p	-
Ordinary profit	5,043	6,167	+ 1,124	+ 22.3%
Ordinary profit margin	16.2%	19.0%	+ 2.8p	-
Net profit	2,453	3,390	+ 936	+ 38.2%
Net profit margin	7.9%	10.4%	+ 2.5p	-

Operating profit increased YoY as a result of higher earnings in Japan and improvement 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 a ¥45 million exchange gain (exchange loss of ¥688 million YoY) and because of decrease in interests paid associated with interest-bearing debt of outlets opened (down ¥26 million YoY). As a result, ordinary profit increased substantially, which rose by more than 20% YoY, marking a record high.

【Net profit】

- Recorded a loss associated with the cancellation of the opening of Kyoto-Kamogawa outlet as an extraordinary loss while recording a compensation for transfer of Tokyo salon as an extraordinary profit. As a result, substantial increase in ordinary profit led to a big increase in income before income tax. Moreover, corporate tax burden ratio dropped due to recovery in earnings of overseas subsidiaries. Consequently, net profit increased substantially, which rose by 38% YoY, marking a record high.

Summary of Domestic Operations

Million yen	FY12/08	FY12/09	YoY change	
			Amount	Pct.
Net sales	27,931	29,978	+ 2,047	+ 7.3%
No. of guest houses at end of period	43	47	+ 4	-
Of which multi-guest house type	28	34	+ 6	-
Of which Double-guest house type	10	8	-2*	-
Of which Single-guest house type	5	5	-	-
No. of weddings	6,352	6,952	+ 600	+ 9.4%
Operating rate	66.1%	65.5%	- 0.6p	-
Average revenues per couple ※	4,233thousand	4,192thousand	- 41thousand	- 1.0%

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

※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.

Net sales increased YoY due to the contribution of outlets opened in FY12/08 and FY12/09, in addition to favorable performance of existing outlets.

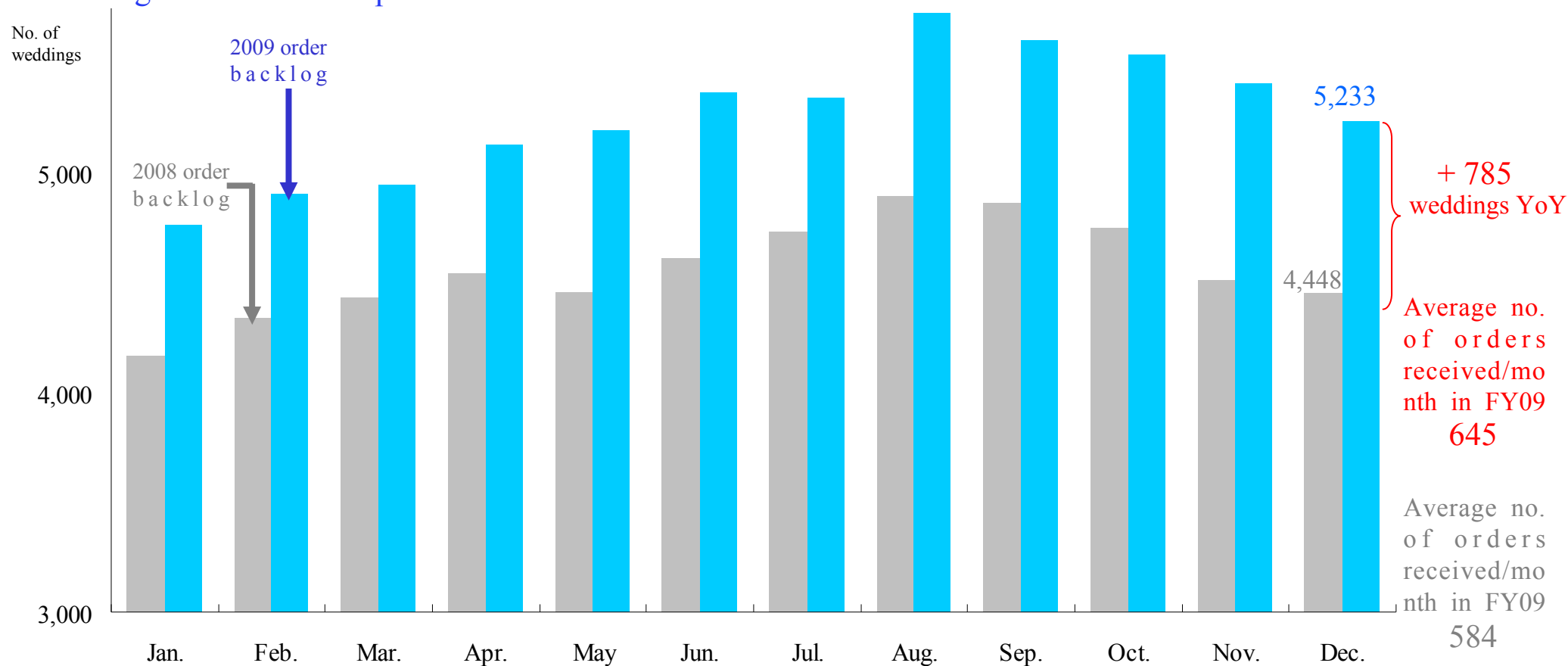
- Net sales increased YoY due to the contribution of outlets opened in Akasaka and Odaiba in FY12/08 and Noseki in Nagoya in FY12/09, in addition to favorable performance of existing outlets.
- Opening of Noseki outlet in Nagoya (3 guest houses) and an additional 1 guest house in Aoyama raised the number of guest houses from 43 to 47.
- Operating rate continued the high standing at 65.5% despite a 0.6 point decrease YoY.
- 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

9

	FY12/08	FY12/09	YoY change	
			Amount	Pct.
No. of orders	7,003	7,737	+ 734	+ 10.5%
Year-end order backlog	4,448	5,233	+ 785	+ 17.6%

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.



Domestic Operations – Situation of Facilities

10

**Multi-guest
house type
9 facilities,
34 guest
houses**



Aoyama (3)



Yokohama (4)



Shinuyarasu (5)



Omiya (4)



Nagoya-Yagoto
(4)



New Nagoya-Noseki
(3)



Osaka (5)



Kyoto (3)



Sendai (3)

**Double-guest
house type
4 facilities,
8 guest
houses**



Shirogane (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 during FY12/09.
Parentheses show the no. of
guest houses of each facility.

Region	Tokyo	Tokyo area	Nagoya	Kansai	Other areas	Total
No. of guest houses	9	15	10	10	3	47

Domestic Operations – Existing Outlets (non-consolidated basis)

11

Million yen	FY12/08	FY12/09	YoY change	
			Amount	Pct.
Net sales	27,239	27,771	+ 532	+ 2.0%
Gross profit	8,493	8,511	+ 18	+ 0.2%
Gross profit margin	31.2%	30.6%	- 0.6p	-
SG&A expenses	1,573	1,604	+ 30	+ 2.0%
SG&A expenses margin	5.8%	5.8%	-p	-
Operating profit	6,919	6,907	- 12	- 0.2%
Operating margin	25.4%	24.9%	- 0.5p	-
No. of weddings	6,291	6,453	162	+ 2.6%
Operating rate	66.7%	67.9%	+ 1.2p	-
Average revenues per couple ※	¥ 4,234thousand	¥ 4,185thousand	- ¥ 49thousand	- 1.2%

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

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

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

Strong orders raised both the number of weddings held and net sales. Increase in the number of weddings held also raised the operating rate.

- Strong orders increased the number of weddings held resulting in sales increase.
- Gross profit margin and operating margin decreased slightly YoY but remained high.
- Average revenues per customer declined because increase in the number of weddings held at small-group guest houses pushed the overall average down.

Summary of Overseas Operations

12

	FY12/08	FY12/09	YoY change	
			Amount	Pct.
Net sales	3,141million	2,513million	- 628million	- 20.0%
Year-end Facilities	8	9	+ 1	—
No. of weddings	2,249	2,278	+ 29	+ 1.3%
Direct sales in Japan	774	702	- 72	- 9.3%
Alliance sales including travel agencies	1,095	1,116	+ 21	+ 1.9%
Direct sales in Hawaii/Bali (DW)	380	460	+ 80	+ 21.1%

※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 Wedding (DW) increased, the number of weddings held through direct sales, and net sales decreased.

- The number of travelers from Japan to Hawaii and Paris decreased significantly impacted by fuel surcharge and new influenza. Also, abolition of fuel surcharge in 2H and a sharp decline in the travel expenses due to the yen's appreciation had a large impact on decrease in sales.
- The number of Destination Weddings (DW) held increased.
- The number of weddings held through alliance sales increased for signing an exclusive use contract with St. Andrew's Cathedral.
- Reduced fixed costs such as by cutting expenses including review of rent expenses and merger and abolition of salons in Japan to restructure revenue base.

【Opened 7 facilities in Hawaii and 2 facilities 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 facilities in Bali



Tirtha Uluwatu



Tirtha Luhur Uluwatu

※ House of Iris opened in February 2009.

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

Consolidated Balance Sheets

14

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 : ¥ 17,071mn (Up ¥1,209million compared to Dec, 31, '08)

Net assets

Amount of net assets : ¥12,546mn (up ¥3,055mn compared with FY12/08)

Million yen	Dec. 31, '08	Dec. 31, '09	Change
Current assets	7,870	9,536	1,665
Cash and deposit	6,272	7,933	1,661
Accounts receivable	85	72	-13
Products	110	95	-14
Raw materials and inventory goods	431	303	-128
Fixed assets	24,545	27,985	3,440
Tangible fixed assets	18,144	20,849	2,705
Buildings and structures	17,709	18,550	840
Others	2,213	2,460	246
Accumulated depreciation	-6,631	-8,383	-1,751
Land	4,421	4,569	147
Construction in progress	430	3,652	3,222
Intangible fixed assets	370	310	-60
Investments and other assets	6,030	6,826	795
Investment securities	479	903	424
Lease and guarantee deposits	2,387	2,708	321
Deferred assets	11	8	-2
Total assets	32,427	37,530	5,103

Million yen	Dec. 31, '08	Dec. 31, '09	Change
Total liabilities	22,937	24,984	2,047
Current liabilities	8,781	9,511	729
Accounts payable	1,359	1,484	124
Short-term debt	-	300	300
Current portion of long-term debt	2,350	2,433	82
Current portion of bonds	436	376	-60
Accrued amount payable	1,720	1,976	256
Advances received	1,244	1,453	209
Fixed liabilities	14,155	15,472	1,317
Bond	1,266	890	-376
Long-term debt	11,809	13,072	1,264
Provision for loss on cancellation of lease contract	-	261	261
Net assets	9,490	12,546	3,055
Shareholders' equity	9,738	12,679	2,941
Capital/capital surplus	1,106	1,106	-
Retained earnings	8,631	11,573	2,941
Valuation and translation adjustments	-247	-133	114
Total liabilities and net assets	32,427	37,530	5,103

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

Increased in total YoY but decreased for the outlets opened.

Interest-bearing debt balance of outlets opened declined ¥2,127 YoY.

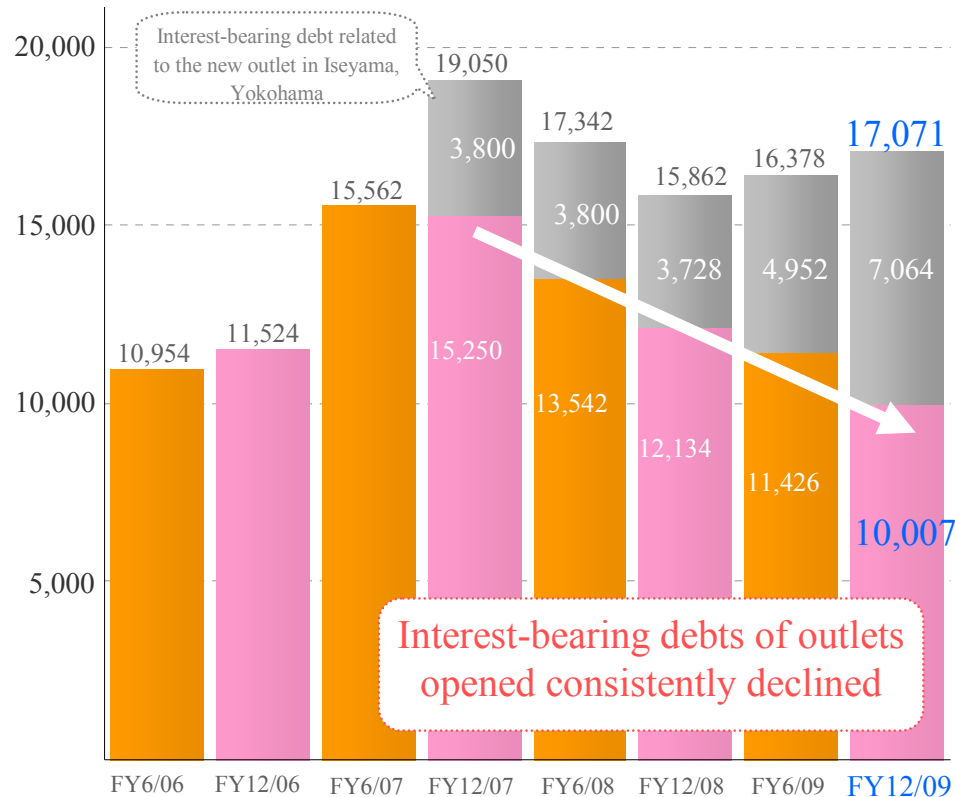
Increase is due to the borrowing of construction funds for Iseyama outlet in Yokohama.

Net assets and equity ratio

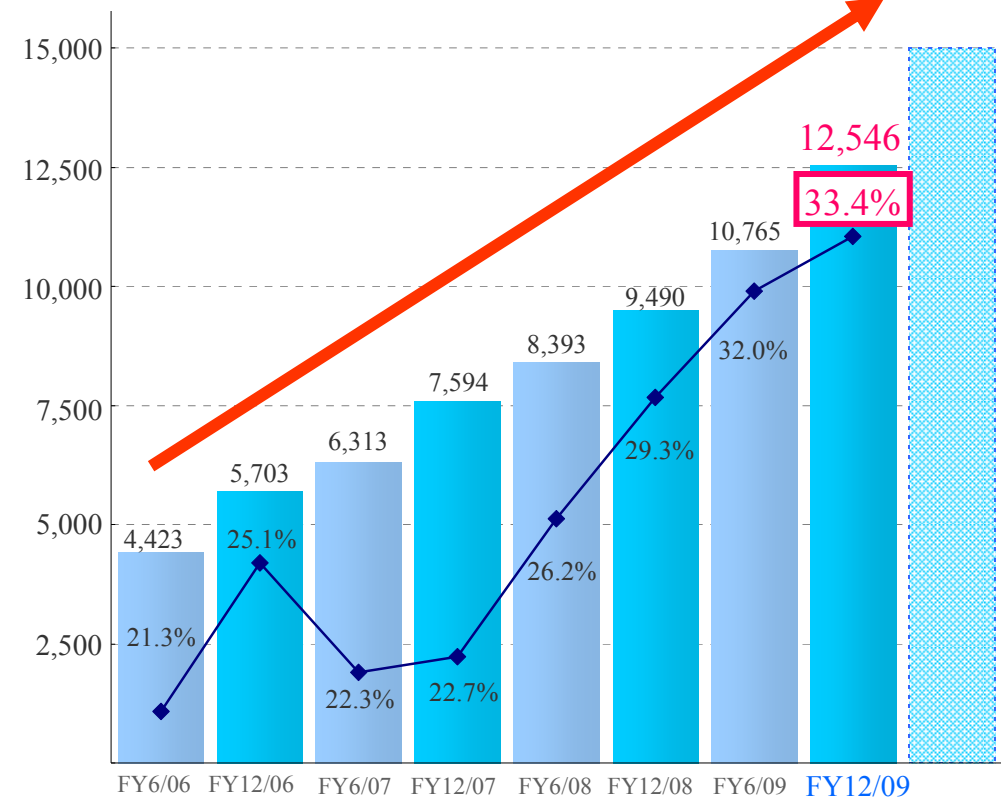
Net assets exceeded ¥12.5bn and equity ratio exceeded by 33%

The ongoing maintenance of high profitability increased net sales annually to more than ¥12.5bn, up ¥3,.55mn compared with Dec. 31, '08. Equity ratio also increased significantly to 33.4%.

Million yen



Million yen



Interest-bearing Debt Outlook for Interest-bearing Debt Balance

16

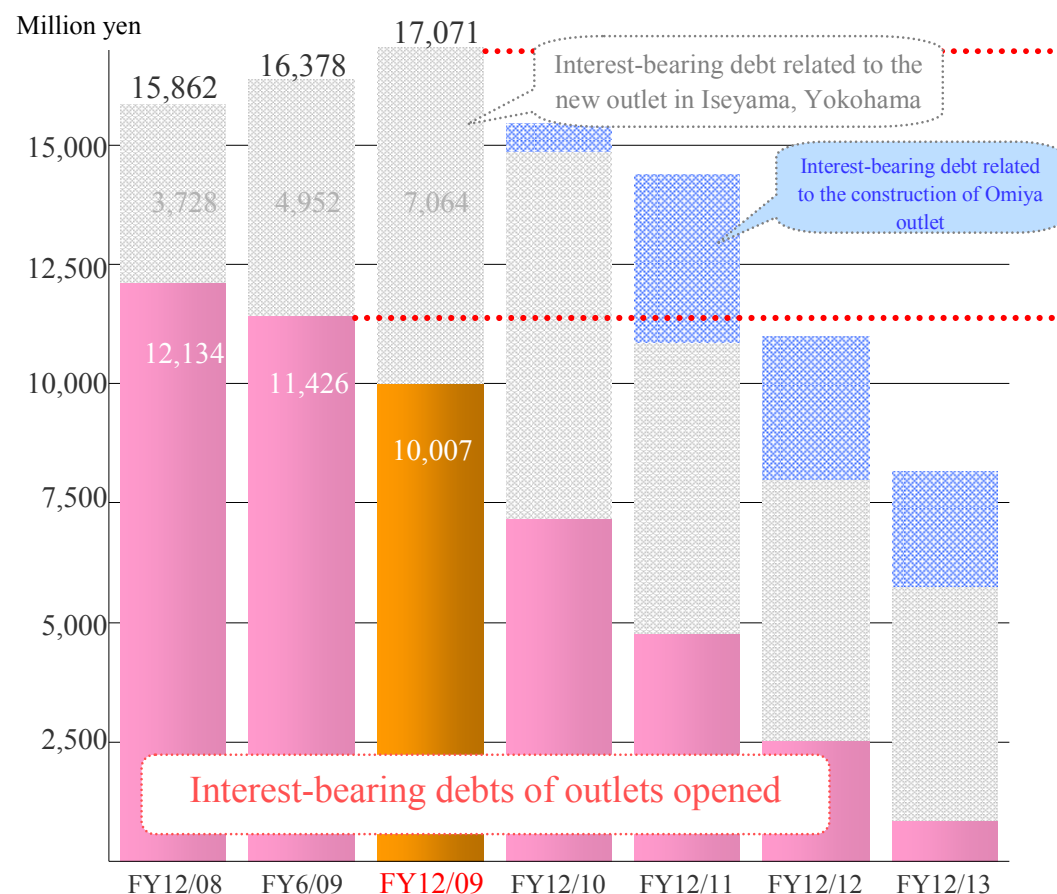
The repayment of interest-bearing debts of outlets opened almost completed in FY12/13

Interest-bearing debts of outlets opened is expected to be reduced substantially each period

Financial improvement will raise the estimated equity ratio to 40% on Dec. 31, '10.

Outlook for the future year-end interest-bearing debt balance as of FY12/09

- 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)



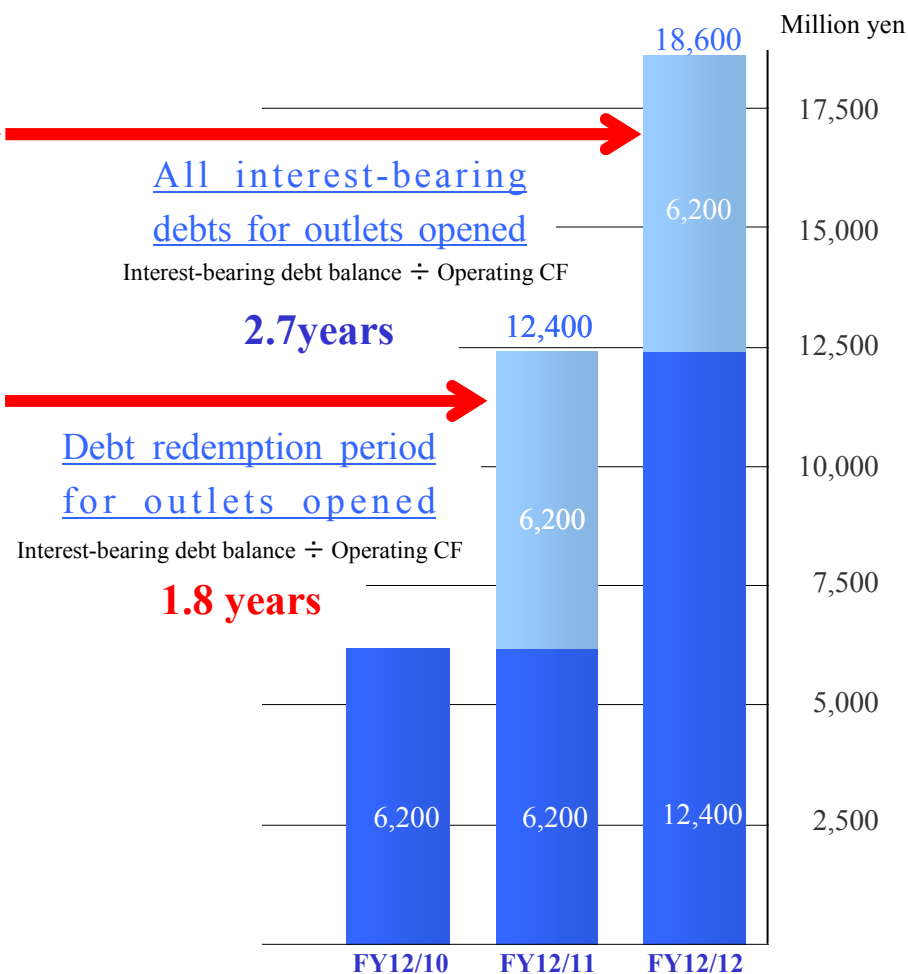
High operating CF will support the financial soundness

Debt redemption period: 1.8 years (for outlets opened)

Collect investment fund in less than 2 years even if the operating CF is the same as FY12/09.

Estimated total amount of operating CF

When the estimated operating CF is on a par (¥6.2bn) with FY12/09



All interest-bearing debts for outlets opened

Interest-bearing debt balance ÷ Operating CF

2.7 years

Debt redemption period for outlets opened

Interest-bearing debt balance ÷ Operating CF

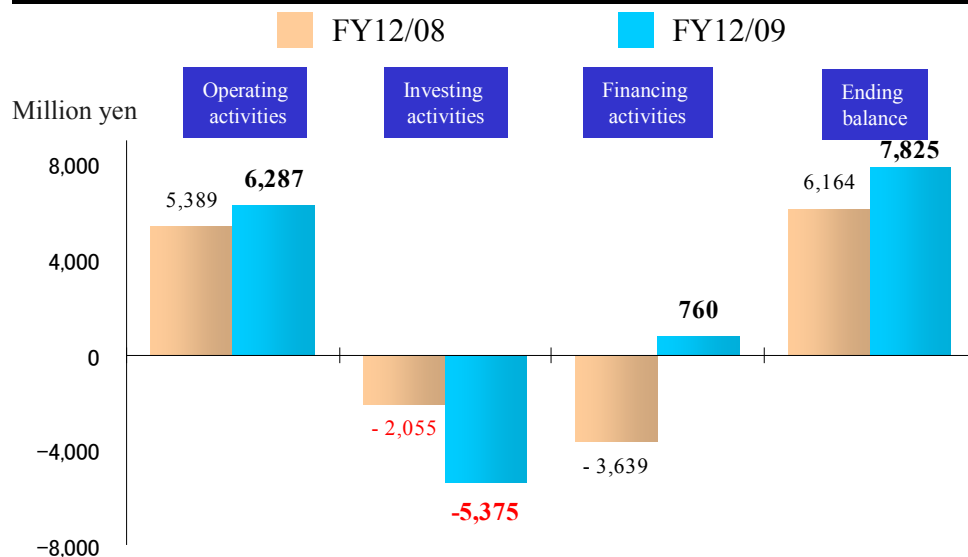
1.8 years

Consolidated Cash Flows

17

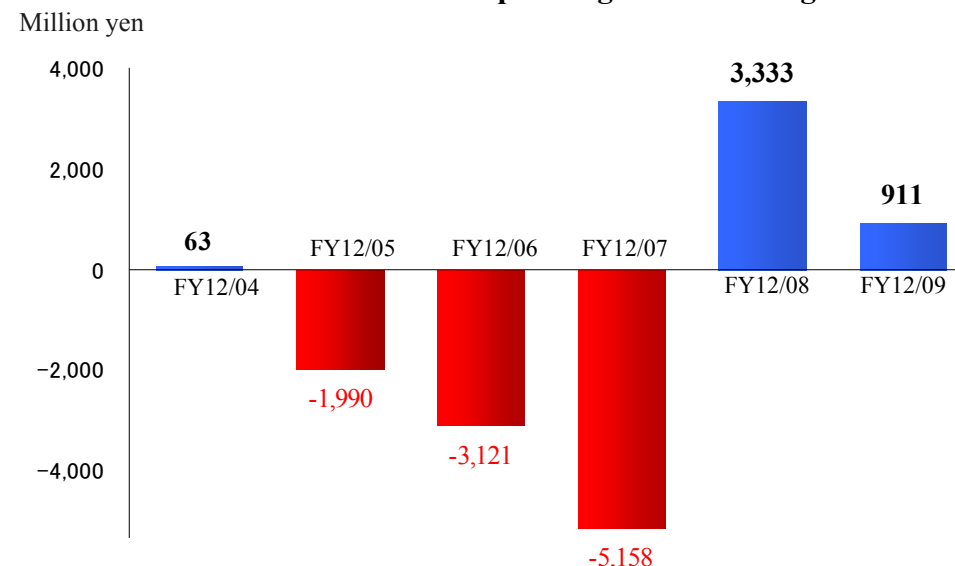
【Free CF increased for 2 consecutive periods due to a big increase in operating CF while investing in new outlets】

Consolidated cash flow



Free cash flow

Free cash flow = Operating CF+ Investing CF



Million yen	FY12/08	FY12/09
Operating activities	5,389	6,287
Investing activities	- 2,055	- 5,375
Free cash flow	3,333	911
Financing activities	- 3,639	760
Exchange difference of cash and cash equivalents	- 156	- 10
Changes in cash and cash equivalents	- 461	1,661
Cash and cash equivalents at beginning of year	6,625	6,164
Cash and cash equivalents at end of year	6,164	7,825

Major factors

Operating activities

Income before income taxes	¥ 6,021million
Depreciation	¥ 2,031million
Corporate taxes paid	- ¥ 2,755million

Investing activities

Payments for acquisition of tangible fixed assets	¥ 4,642million
Payments for lease and guarantee deposits	¥ 367million

Financing activities

Changes in short-term debt	¥ 300million
Changes in long-term debt	¥1,345million
Payments for redemption of bonds	- ¥ 436million
Dividends paid	- ¥ 448million

Business Forecasts for FY12/10

Consolidated Business Forecasts for FY12/10

19

Million yen	FY12/09 Actual	FY12/10 Forecast	Change	
			Amount	Pct.
Net sales	32,491	35,500	+ 3,008	+ 9.3%
Operating profit	6,269	6,550	+ 280	+ 4.5%
Operating margin	19.3%	18.5%	- 0.8p	—
Ordinary profit	6,167	6,300	+ 132	+ 2.1%
Ordinary profit margin	19.0%	17.7%	- 1.3p	—
Net profit	3,390	3,530	+ 139	+ 4.1%
Net profit margin	10.4%	10.0%	- 0.4p	—
EPS	¥ 41,548.42	¥ 43,259.80	+ 4.1%	
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 15 consecutive periods* 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 15 consecutive periods since the Company's establishment
- Both ordinary profit and net profit will increase significantly YoY due to increase in sales of domestic operations and improvement in overseas subsidiaries' performance. In addition, ordinary profit will mark a record high for 15 consecutive periods* and net profit* for 7 consecutive periods 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 – Business forecasts

20

	FY12/09 actual	FY12/10 forecast	YoY change	
			Amount	Pct.
Net sales	29,978million yen	32,750million yen	+ 2,771million yen	+ 9.2%
Total guest houses at end of period	47	53	+ 6	-
Multi-guest house type	34	40	+ 6	-
Double-guest house type	8	8	-	-
Single-guest house type	5	5	-	-
No. of weddings	6,952	7,750	+ 798	+ 11.5%

Orders for existing outlets are favorable. Expect higher sales again in FY12/10 due to the effect of opening new outlets.

- Continue to expect increase in sales YoY as the orders for existing outlets are favorable and Noseki outlet in Nagoya opened in March 2009 will contribute to earnings for the full year.
- Iseyama outlet in Yokohama slated to open in May 2010 will contribute significantly to increase in sales.
- Aim for a further improvement in services and stable operations by equalizing wedding ceremonies and receptions, which concentrate in the peak season (autumn) throughout the year. In FY12/10, which will go through the process of equalization, a slight decline in the average revenues per customer is expected.
- Plan to open 6 new guest houses (Iseyama). As a result, the number of guest houses at the end of year will increase from 47 to 53.
- Rate of progress of orders as of Dec. 31,, '09 against the estimated number of weddings to be held (7,750 weddings) in FY12/10 is 66.4% (62.6% in FY12/08).

Strategies for Overseas Operations – Business forecasts

21

	FY12/09 actual	FY12/10 forecast	YoY change	
			Amount	Pct.
Net sales	2,513million yen	2,750million yen	+ 236million yen	+ 9.4%
Year-end directly operated and exclusive chapels	9	9	-	-
No. of weddings	2,278	2,800	+ 522	+ 22.9%

Anticipate increases in both the number of weddings held and net sales due to an alliance with Kuraudia, in addition to direct sales with favorable orders.

- The negative factor is that travel expenses will decrease due to the yen's appreciation. Meanwhile, the positive factor is that the number of travelers will increase.
- The number of outlets decreased due to merger and abolition of salons in Japan in FY12/09. However, orders for direct sales will be strong due to a decline in fuel surcharge and market recovery resulting from the yen's appreciation. Order backlog at the beginning of year will increase YoY.
- Expect a continued increase in the number of Destination Weddings (DW) in FY10/12.
- Expect an increase in the number of weddings held for signing an exclusive use agreement with St. Andrew's Cathedral.
- Expect an increase in the number of weddings held in Hawaii from April due to the effect of an alliance with Kuraudia.

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

Strategies for Domestic Operations Strategies for Opening Facilities

24

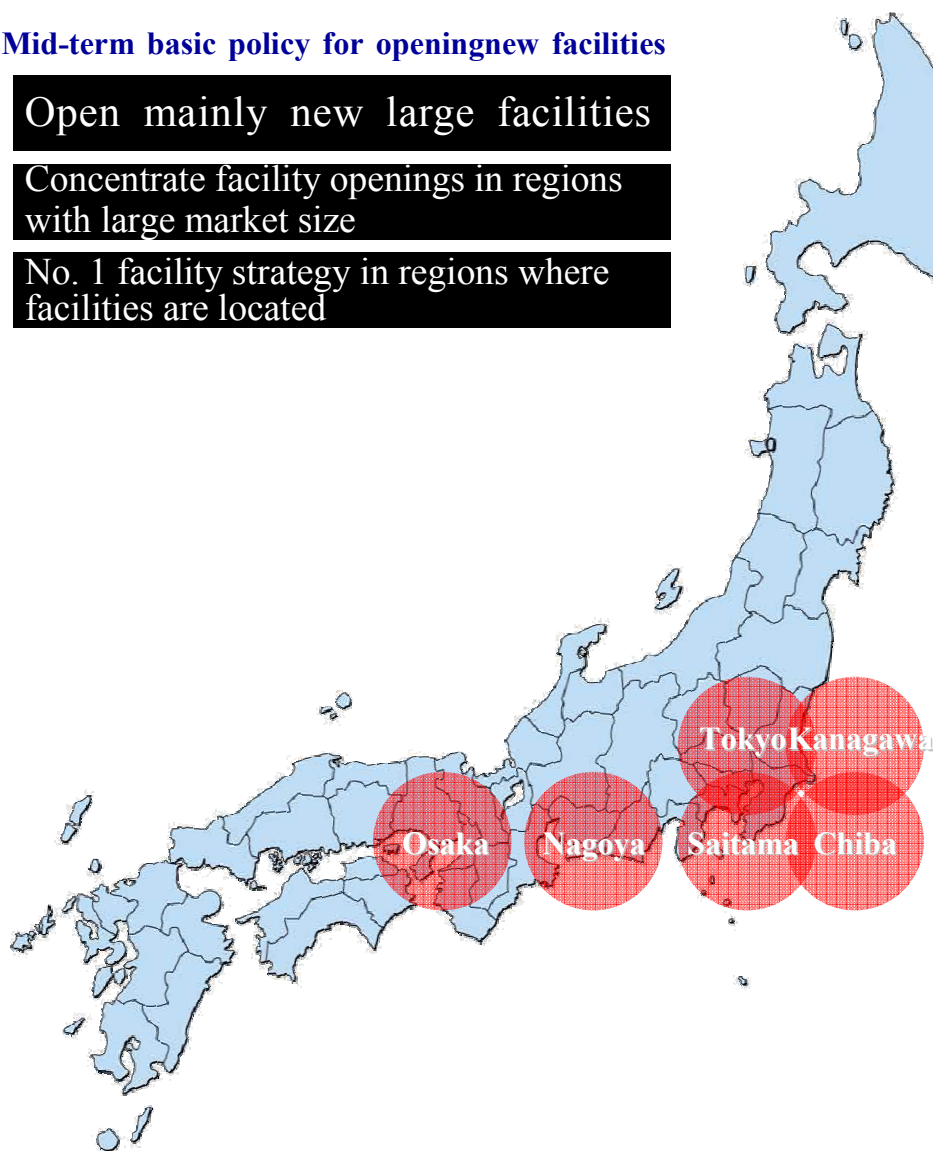
Open mainly large outlets in the Tokyo area (Tokyo, Kanagawa, Chiba, Saitama), Chukyo region and Kansai region.

Mid-term basic policy for opening new facilities

Open mainly new large facilities

Concentrate facility openings in regions with large market size

No. 1 facility strategy in regions where facilities are located



New outlets slated to open

【No. of guest houses by region】

	End of 2009	New facilities to be opened		End of 2011
		2010	2011	
C o r p o r a t e	47	+ 6	+ 4	57
T o k y o	9	-	-	9
T o k y o a r e a (K a n a g a w a, C h i b a, S a i t a m a)	15	+ 6	+ 4	25
O t h e r a r e a s	3	-	-	3
K a n s a i (O s a k a, K y o t o)	10	-	-	10
N a g o y a	10	-	-	10

【No. of guest houses by type】

	End of 2009	New facilities to be opened		End of 2011
		2010	2011	
C o r p o r a t e	47	+ 6	+ 4	57
M u l t i - t y p e	34	+ 6	+ 4	44
D o u b l e - t y p e	8	-	-	8
S i n g l e - t y p e	5	-	-	5

Strategies for Domestic Operations – Plans for Opening New Outlet ①Iseyama Hills 25

Open a large wedding hall as a new business model in Iseyama, Yokohama this spring. Also aim to become the region's number-one.



Iseyama - Hills

Slated to open in a good location, which is only a 5-minute walk from Sakuragicho St. in Yokohama, in the spring of 2010

Open as our first outlet with 2 chapels

Also prepared to handle Shinto shrine weddings. Offer 3-style wedding with 2 chapels

One of Japan's largest wedding centers, featuring 6 guest houses with different design motifs

St. Grace Cathedral



A towering spire and bathed in light from stained glass windows

Sanctuary court



The church of waters with a resort-like atmosphere

Shinto shrine weddings



Neighboring Iseyama Jingu can be used for an authentic shrine wedding

Strategies for Domestic Operations – Plans for Opening New Outlet ①Iseyama Hills 26

One of Japan's largest wedding centers that meet the needs of customers, featuring 6 guest houses with different design motifs



Oxford Garden



Venetian Gran



Bamboo Court



Diversified guest houses with various types and concepts



Blanche, Paris



Oriental, New York



Gramercy Sweet

Strategies for Domestic Operations — Plans for Opening New Outlet ②Omiya – ArtGrace Wedding Chateaux²⁷

Further expand Omiya outlet, which is performing well, in the spring of 2011, aiming for the region's No.1 outlet in Saitama.

Omiya- ArtGrace WEDDING CHATEAUX

Opened in March 2006 *4 Guesthouse Type*

One of the most appealing wedding halls in Saitama with high profitability



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**

Aim for the region's overwhelming No.1 outlet by responding to diverse wedding needs (Japanese weddings, etc.) and enhancing ancillary facilities



The addition will have an authentic Japanese garden

※The pictures are renderings

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 facility by responding to various wedding styles while offering wedding receptions of diverse concepts.

Aim for overwhelming No. 1 facilities in regions where facilities 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



Western 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 facility” that meet a diverse range of customers’ wedding needs

Strategies for Overseas Operations and Subsidiaries

29

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 for Kuraudia.

➡ Strategic significance of the Company's partnership with Kuraudia

- Higher operating rate of facilities (chapels) in Hawaii
- Stable earnings by receiving steady 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 (DW)

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

(Destination weddings) couples

FY12/05	FY12/06	FY12/07	FY12/08	FY12/09	
5	➡ 144	➡ 338	➡ 380	➡ 460	➡ Aiming for more growth

Acqua Grazie, Inc.: Opened as a flagship store within Aoyama Belle Commons to further strengthen profitability.

Opened a flagship store with large selection of products in Aoyama, the center of fashion

Bridal Styling

Aoyama Flagship Store, Acqua Grazie



Opened on 3F of Belle Commons

Further strengthen Acqua Grazie, which operates a highly profitable business, centering on wedding dress rental.

Merge and enlarge the main store in Aoyama and Aoyama Nord store, and further strengthen product lineup to aim to attract customers and secure high earnings



Corporate Data

30

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: 928 Non-consolidated: 369
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	995
A c t i v i t i e s	1. Planning, design, operations, management and consulting of hotels, restaurants, wedding halls and related facilities in Japan and overseas 2. Planning, operations, implementations, mediation and introduction of banquets and parties 3. Travel agency business based on the Travel Law 4. Other related businesses
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 Planning Inc. Acqua Grazie, Inc. Best Bridal Hawaii, Inc. (U.S subsidiary) 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 December 31, 2009

BEST BRIDAL

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