

TSE Mothers, CODE 2418

<http://www.bestbridal.co.jp/>

BEST BRIDAL

Best Bridal Inc
Results of Operations for the
Second Quarter Ended June 30, 2010

August 06, 2010

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FY12/10 2Q

Financial Summary

FY12/10 2Q Summary of Consolidated Business Results

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Million yen	Actual		YoY change	
	FY12/09 2Q	FY12/10 2Q	Amount	Pct.
Net sales	15,021	17,186	+ 2,165	+ 14.4%
Domestic operation Net sales	13,812	15,811	+ 1,998	+ 14.5%
Overseas operation Net sales	1,208	1,375	+ 167	+ 13.8%
Operating profit	2,484	2,696	+ 211	+ 8.5%
Ordinary profit	2,497	2,540	+ 43	+ 1.8%
Net profit	1,402	1,367	- 34	- 2.5%


Annual dividend per share	¥ 2,500	¥ 2,500	-
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Both domestic and overseas sales increased reaching record high. Operating and ordinary profits also reached record high due to higher sales.

- For domestic operations, Noseki outlet opened in Nagoya in FY12/09 and Iseyama outlet opened in Yokohama in FY12/10, as well as favorable existing outlets contributed to increase in sales.
- Sales of overseas operations increased YoY due to increase in the number of weddings held.
- Increase in gross profit due to higher sales absorbed increase in SG&A expenses. As a result, operating profit continued to mark a record high.
- Recorded an exchange loss but increase in operating profit also raised ordinary profit YoY and continued to mark a record high.
- Slight decrease in net profit YoY as a result of increase in tax expense.

Comparison of Initial Forecast (Comparison between Forecast and Actual Results)

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単位:百万円	FY12/10 2Q		vs.Plan	
	Initial plans		Increase	Achievement rate
Net sales	16,000		+ 1,186	107.4%
Domestic operation Net sales	14,685		+ 1,126	107.7%
Overseas operation Net sales	1,315		+ 60	104.6%
Operating profit	2,240		+ 456	120.4%
Ordinary profit	2,110		+ 430	120.4%
Net profit	1,170		+ 197	116.8%

Domestic and overseas operations did well and net sales and profits far exceeded the initial plans.

- Average revenues per customer in domestic operations significantly improved compared with the initial plan.
- Big increase in the number of weddings held at the Iseyama outlet opened in Yokohama compared with the initial plan.
- Net sales and gross profit increased substantially compared with initial plans due mainly to the above two factors.
- Gross profit exceeded the initial plan. Meanwhile, SG&A expenses was generally in line with the plan and operating profit, ordinary profit and net profit far exceeded the initial plans.

Consolidated Gross Profit

Million yen	FY12/09 2Q	FY12/10 2Q	YoY change	
			Amount	Pct.
Consolidated gross profit	5,247	6,045	+ 797	+ 15.2%
Gross profit (Japan)	4,879	5,697	+ 818	+ 16.8%
Gross profit (Overseas)	367	347	- 20	- 5.5%

	FY12/09 2Q	FY12/10 2Q	YoY change
Consolidated gross profit margin	34.9%	35.2%	+ 0.3p
Gross profit margin(Japan)	35.3%	36.0%	+ 0.7p
Gross profit margin(Overseas)	30.4%	25.3%	- 5.1p

Increase in earnings in Japan raised consolidated gross profit. Despite increase in overseas sales, earnings decreased due to lower profit margin.

【 Domestic operations 】

- Gross profit increased YoY due to favorable performance of existing outlets and contribution of new outlets opened in FY12/09 and FY12/10 on earnings.
- Gross profit margin improved YoY due to rise in average revenues per couple and other factors.

【 Overseas operations 】

- Sales increased YoY. However, because sales composition of low profit margin travel business increased compared with wedding business, gross profit and gross profit margin declined YoY.

SG&A expenses and Pre-operating Expenses

【 Selling and general administrative 】

Million yen	FY12/09 2Q	FY12/10 2Q	YoY change	
			Amount	Pct.
Selling and general administrative expenses	2,762	3,348	+ 586	+ 21.2%
SG&A expenses margin	18.4%	19.5%	+ 1.1p	-

Increased YoY as a result of opening new large outlet and increasing staffs to strengthen the group.

- Personnel expenses increased YoY due mainly to increase in staffs associated with opening of Iseyama outlet and increase in staffs to strengthen the group.
- Advertising expenses slightly increased in accordance with increase in outlets but because of higher sales, SG&A expense ratio remained low compared with net sales resulting in 4.4%.

【 Pre-operating Expenses 】

Million yen	FY12/09 2Q	FY12/10 2Q	YoY change	
			Amount	Pct.
Pre-operating expenses	203	316	+ 112	+ 155.3%
Pct. of sales	1.4%	1.8%	+ 0.4p	-

*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 YoY for recording pre-operating expenses for Iseyama outlet (6 guest houses) in Yokohama.

- With the opening of Iseyama outlet in Yokohama in May, recorded cost of consumables, etc. at the time of opening. (Cost of sales)
- Recorded “personnel expenses, rental expense, etc.” of preparatory office before opening as pre-operating expenses. (SG&A expenses)

Consolidated Operating Profit, Ordinary Profit and Net Profit

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Million yen	FY12/09 2Q	FY12/10 2Q	YoY change	
			Amount	Pct.
Operating profit	2,484	2,696	+ 211	+ 8.5%
Operating margin	16.5%	15.7%	- 0.8p	-
Ordinary profit	2,497	2,540	+ 43	+ 1.8%
Ordinary profit margin	16.6%	14.8%	- 1.8p	-
Net profit	1,402	1,367	- 34	- 2.5%
Net profit margin	9.3%	8.0%	- 1.3p	-

Operating profit and ordinary profit reached record high in 2Q because of increase in earnings in the domestic operations.

【Operating profit】

- Continued to mark a record high as favorable domestic operations absorbed the expense for opening new large outlets and increase in SG&A expenses including personnel expenses.

【Ordinary profit】

- Recorded an exchange loss of ¥112 million (a ¥47 million exchange gain YoY) due to lower won.
Non-operating income and expenses worsened YoY but were absorbed by increase in operating profit and reached record high.

【Net profit】

- Recorded a loss of ¥22 million on disposal of fixed assets as an extraordinary loss but income before income taxes increased YoY.
Net profit slightly decreased YoY as a result of increase in tax expenses.

Summary of Domestic Operations

Million yen	FY12/09 2Q	FY12/10 2Q	YoY change	
			Amount	Pct.
Net sales	13,812	15,811	+ 1,998	+ 14.4%
No. of guest houses at end of period	46	53	+ 7	-
Of which multi-guest house type	31	40	+ 9	-
Of which Double-guest house type	10	8	※ - 2	-
Of which Single-guest house type	5	5	-	-
No. of weddings	3,200	3,561	+ 361	+ 11.3%
Operating rate	62.1%	62.6%	+ 0.5p	-
Average revenues per couple ※	¥ 4,208thousand	¥ 4,218thousand	+ ¥ 10thousand	+ 0.2%

※Average revenues per couple does not include “weddings only” and “general banquet”.

※Decrease in the no. of double-type compared with FY12/09 2Q is because of changing Aoyama outlet to multi-type and is not because of closing the outlets.

Big increase in net sales YoY due to the contribution of new outlets, in addition to favorable sales of existing outlets

- Favorable sales of existing outlets and Noseki outlet in Nagoya, which opened in FY12/09, contributed to higher revenues.
- Iseyama outlet in Yokohama opened in May but made a big contribution to increase in revenues and improvement in average revenues per couple for getting a good start.
- Opening of Iseyama outlet in Yokohama and an additional 1 guest house in Aoyama in FY12/09 raised the number of guest houses from 46 to 53 in 2Q.

Domestic Operations – Existing Outlets (non-consolidated basis)

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Million yen	FY12/09 2Q	FY12/10 2Q	YoY change	
			Amount	Pct.
Net sales	13,502	13,763	+ 261	+ 1.9%
Gross profit	3,968	3,968	+ 0	+ 0.0%
Gross profit margin	29.4%	28.8%	- 0.6p	-
SG&A expenses	821	824	+ 2	+ 0.3%
SG&A expenses margin	6.1%	6.0%	- 0.1p	-
Operating profit	3,146	3,144	- 2	- 0.1%
Operating margin	23.3%	22.8%	- 0.5p	-
No. of weddings	3,126	3,178	+ 52	+ 1.7%
Operating rate	62.7%	62.5%	- 0.2p	-
Average revenues per couple※	¥4,208thousand	¥4,193thousand	-¥ 14thousand	- 0.3%

Target outlets: Nihonbashi, Shirogane, Yokohama, Osaka, Sendai, Nagoya-Hoshigaoka, Shinurayasu, Omiya, Aoyama, Ichigaya, Shinsaibashi, Nagoya-Marunouchi, Kyoto, Nagoya-Yagoto, Chiba, Akasaka, Odaiba (total: 17 outlets). To assure comparability, YoY changes are calculated based on only existing outlets in operation for a full year.

※Average revenues per couple does not include “weddings only” and “general banquet”.

Favorable performance of existing outlets raised the number of weddings held and net sales. Operating profit was the same as in FY12/09 2Q.

- Strong orders increased the number of weddings held resulting in sales increase.
- Average revenues per couple slightly decreased YoY as the number of weddings held at small-group guest houses pushed the overall average down.
- Drop in average revenues per couple slightly reduced profit margin but operating profit remained the same as in FY12/09 2Q due to higher sales.

Domestic Operations – New Outlet Iseyama Hills

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Opened in May

A large outlet aiming to be the region's No.1

A good location, which is only 5-minute walk from Sakuragicho St. in Yokohama

Our first 2 chapels. Also handles Shinto Shrine weddings

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

Domestic Operations – New Outlet Iseyama Hills

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Oxford Garden



Venetian Gran



Bamboo Court



Diversified guest houses with various types and concepts



Blanche, Paris



Oriental, New York



Gramercy Sweet



Domestic Operations – Situation of Facilities

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**Multi-guest
house type
10 facilities,
40 guest
houses**



New Iseyama(6)



Yokohama(4)



Aoyama(3)



Shinurayasu(5)



Omiya(4)



Nagoya-Yagoto(4)



Nagoya-Noseki(3)



Osaka(5)



Kyoto(3)



Sendai(3)

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



Shirokane(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 FY12/10. Parentheses show the no. of guest houses of each facility.

Region	Tokyo	Tokyo area	Nagoya	Kansai	Other areas	Total
No. of guest houses	9	21	10	10	3	53

Summary of Overseas Operations

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	FY12/09 2Q	FY12/10 2Q	YoY change	
			Amount	Pct.
Net sales	¥1,208 million	¥ 1,375 million	+ ¥ 167 million	+ 13.8%
Year-end Facilities	9	9	—	—
No. of weddings	1,115	1,253	+ 138	+ 12.4%
Direct sales in Japan	324	422	+ 98	+ 30.2%
Alliance sales including travel agencies	596	564	- 32	- 5.4%
Direct sales in Hawaii/Bali (DW)	195	267	+ 72	+ 36.9%

※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.

The number of weddings held and net sales increased as a result of favorable direct sales and focusing on Destination Weddings.

- Direct sales in Japan and the number of Destination Weddings held increased resulting in big increase in the entire sales of overseas operations YoY.
- Direct sales were favorable due to a decline in fuel surcharge and market recovery resulting from the yen's appreciation.
- The number of Destination Weddings continued to increase in FY12/10.

【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】



House of Iris

【 Exclusive use】



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

Consolidated Balance Sheets

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Assets

Increase in tangible fixed assets

Increase in buildings and structures : Increase in outlet (Iseyama, Yokohama) opened in 2010
 Increase in tools, furniture and fixtures : Increase in outlet (Iseyama, Yokohama) opened in 2010
 Decrease in construction in progress : Shift to buildings and structures due to the opening of Iseyama outlet in Yokohama

Liabilities and net assets

*Details are on the next page

Interest-bearing debt

Amount of interest-bearing debt : ¥ 17,402mn (Up ¥331million from Dec. 31, '09)

Net assets

Net assets : ¥13,654mn (Up ¥1,108mn from Dec. 31, '09)

Million yen	Dec. 31, '09	Jun. 30, '10	Change
Current assets	9,536	9,503	-32
Cash and deposit	7,933	7,647	-286
Accounts receivable	72	266	194
Products	95	98	3
Raw materials and inventory goods	303	358	55
Fixed assets	27,985	30,447	2,461
Tangible fixed assets	20,849	21,487	638
Buildings and structures	18,550	23,132	4,581
Others	2,460	2,862	402
Accumulated depreciation	-8,383	-9,338	-954
Land	4,569	4,569	-
Construction in progress	3,652	261	-3,390
Intangible fixed assets	310	274	-35
Investments and other assets	6,826	8,685	1,859
Investment securities	903	1,659	756
Lease and guarantee deposits	2,708	3,889	1,181
Construction assistance fund receivables	1,151	1,086	-64
Deferred assets	8	16	7
Total assets	37,530	39,968	2,437

Million yen	Dec. 31, '09	Jun. 30, '10	Change
Total liabilities	24,984	26,287	1,302
Current liabilities	9,511	9,683	171
Accounts payable	1,484	1,686	201
Short-term debt	300	0	-300
Current portion of long-term debt	2,433	2,743	310
Current portion of bonds	376	436	60
Accrued amount payable	1,976	1,164	-812
Advances received	1,453	2,203	750
Fixed liabilities	15,472	16,603	1,131
Bond	890	1,162	272
Long-term debt	13,072	13,061	-10
Provision for loss on cancellation of lease contract	261	231	-30
Net assets	12,546	13,680	1,134
Shareholders' equity	12,679	13,843	1,163
Capital/capital surplus	1,106	1,106	-
Retained earnings	11,573	12,737	1,163
Valuation and translation adjustments	-133	-189	-55
Minority interest	-	25	25
Total liabilities and net assets	37,530	39,968	2,437

Interest-bearing Debt Balance and Shareholders' Equity and Equity Ratio

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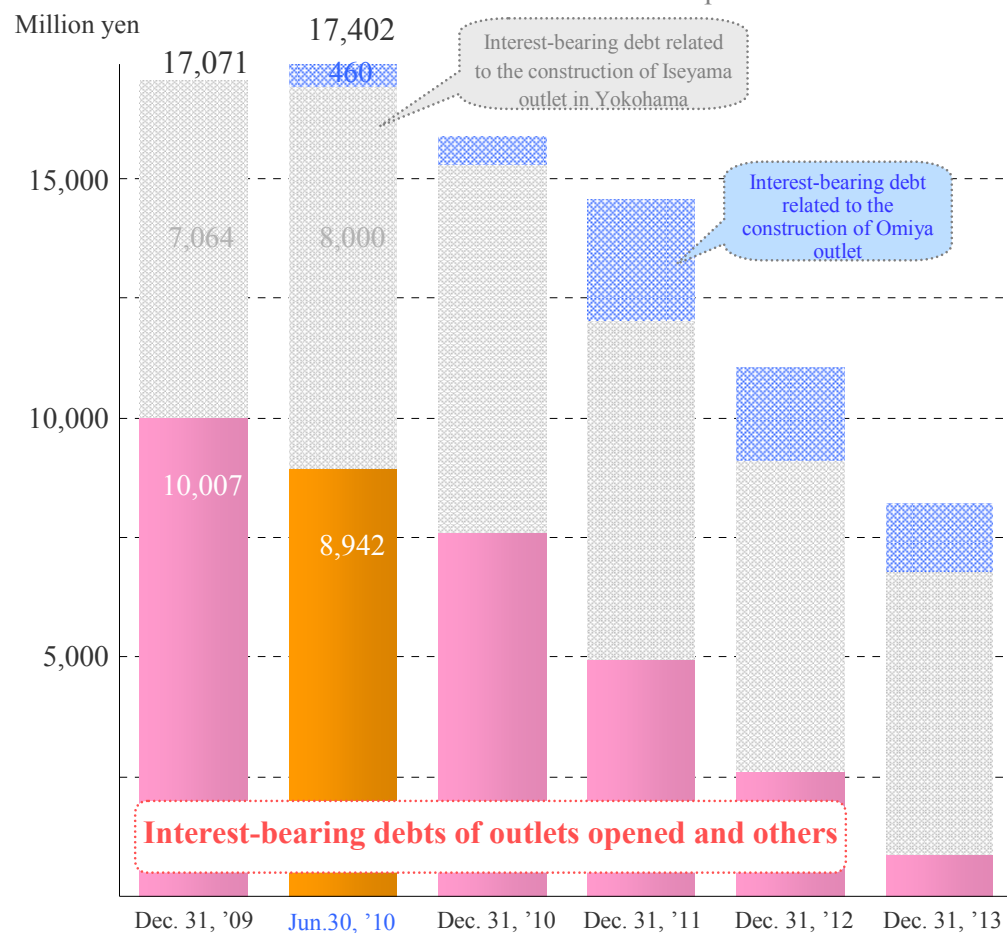
The repayment of interest-bearing debts of outlets opened almost completed after FY12/13

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

Small increase in balance in Jun. 30, '10 because of fund for building Iseyama outlet in Yokohama

Interest-bearing debt balance as of Jun. 30, '10 and outlook for balance at the end of year

Estimated year-end interest-bearing debt balance based on the current debt and redemption



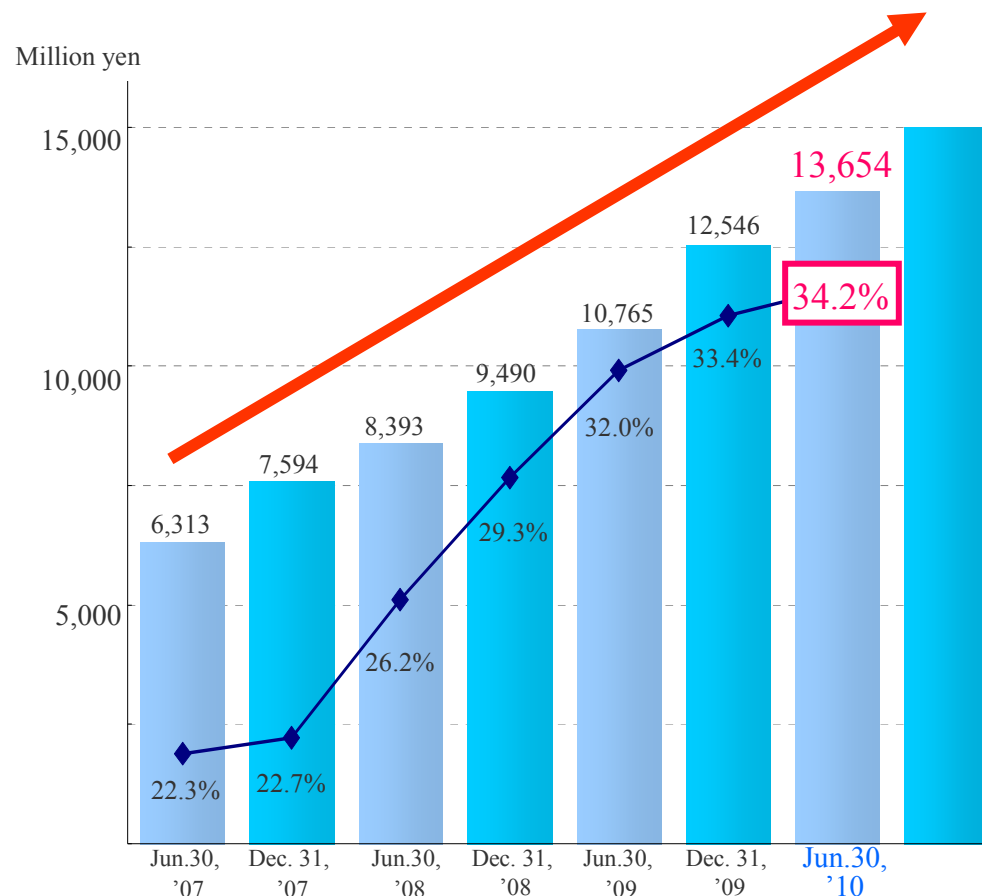
Shareholders' equity and equity ratio

Shareholders' equity exceeded ¥13.6bn and equity ratio improved by 34%

Vs. Dec. 31, '09: Shareholders' equity was ¥1,108mn and equity ratio improved by 0.7%

Estimated equity ratio will be raised to 40% on Dec. 31, '10

Estimated equity ratio based on the current FY12/10 forecasts



Business Forecasts for FY12/10

Consolidated Business Forecasts for FY12/10

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Million yen	FY12/09 Actual	FY12/10 Forecast	Change	
			Amount	Pct.
Net sales	32,491	37,700	+ 5,208	+ 16.0%
Operating profit	6,269	6,800	+ 530	+ 8.5%
Operating margin	19.3%	18.0%	-1.3p	—
Ordinary profit	6,167	6,500	+ 332	+ 5.4%
Ordinary profit margin	19.0%	17.2%	- 1.8p	—
Net profit	3,390	3,600	+ 209	+ 6.2%
Net profit margin	10.4%	9.5%	- 0.9p	—
EPS	¥ 41,548.42	¥ 44,117.65	+ 6.2%	
Annual dividend per share	¥ 5,000	¥ 5,000	- %	

※ The above figures include consolidated net sales of ¥1,240mn and net loss of ¥20mn of new subsidiary Best Hospitality Heart Inc.

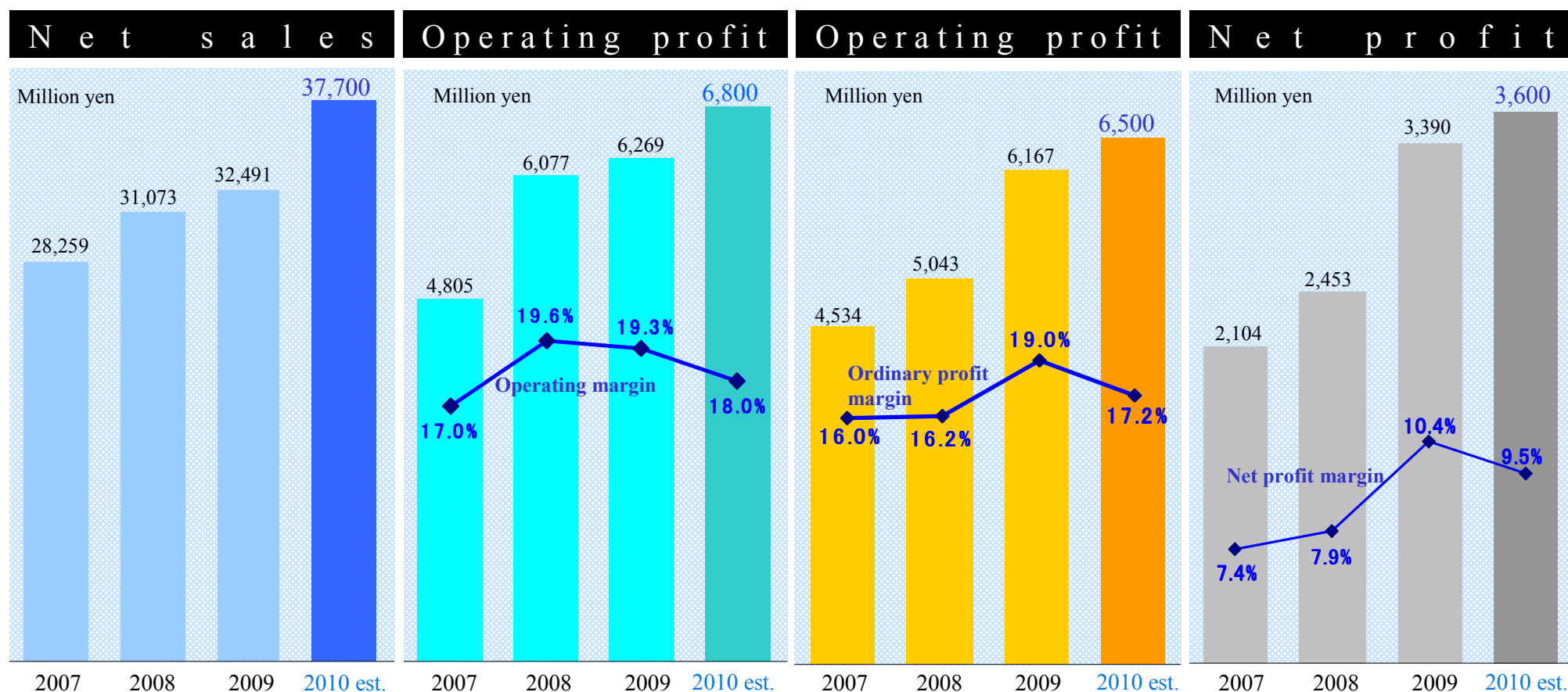
Domestic operations are expected to be the key sales driver leading sales and earnings to increase substantially and marking a record high.

- 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 record high for 15 consecutive periods* and net profit for 7 consecutive periods since the Company's establishment.

※ Excluding FY12/00 which was a 5-month transitional period due to a change in the fiscal year end.

Consolidated Business Results

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Million yen	FY12/07	FY12/08	FY12/09	FY12/10 (est.)
Net sales	28,259	31,073	32,491	37,700
Operating profit	4,805	6,077	6,269	6,800
Ordinary profit	4,534	5,043	6,167	6,500
Net profit	2,104	2,453	3,390	3,600

Domestic Operations – Business Forecasts

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	FY12/09 Actual	FY12/10 Forecast	Change	
			Amount	Pct.
Net sales	¥ 29,978million	*¥ 34,950million	+ ¥ 4,971million	+ 16.6%
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	* 7,900	+ 948	+ 13.6%

※ The above forecast of domestic operations sales includes consolidated net sales of ¥1,240mn of new subsidiary Best Hospitality Heart Inc.

※ The above estimated no. of weddings held does not include the outsourcing of operations of Best Hospitality Heart Inc.

Expect continued increase in sales in FY12/10 mainly because of increase in sales from a new subsidiary and opening new outlet.

- Sales increase for converting new subsidiary Best Hospitality Heart Inc. into Best Bridal consolidated subsidiary and Noseki outlet opened in March 2009 in Nagoya contributed to revenues for the full year, expecting continued increase in sales YoY.
- Iseyama outlet opened in May 2010 in Yokohama made a big contribution to increase in sales.
- 6 guest houses were newly opened raising the number of guest houses from 47 to 53 at the end of year.

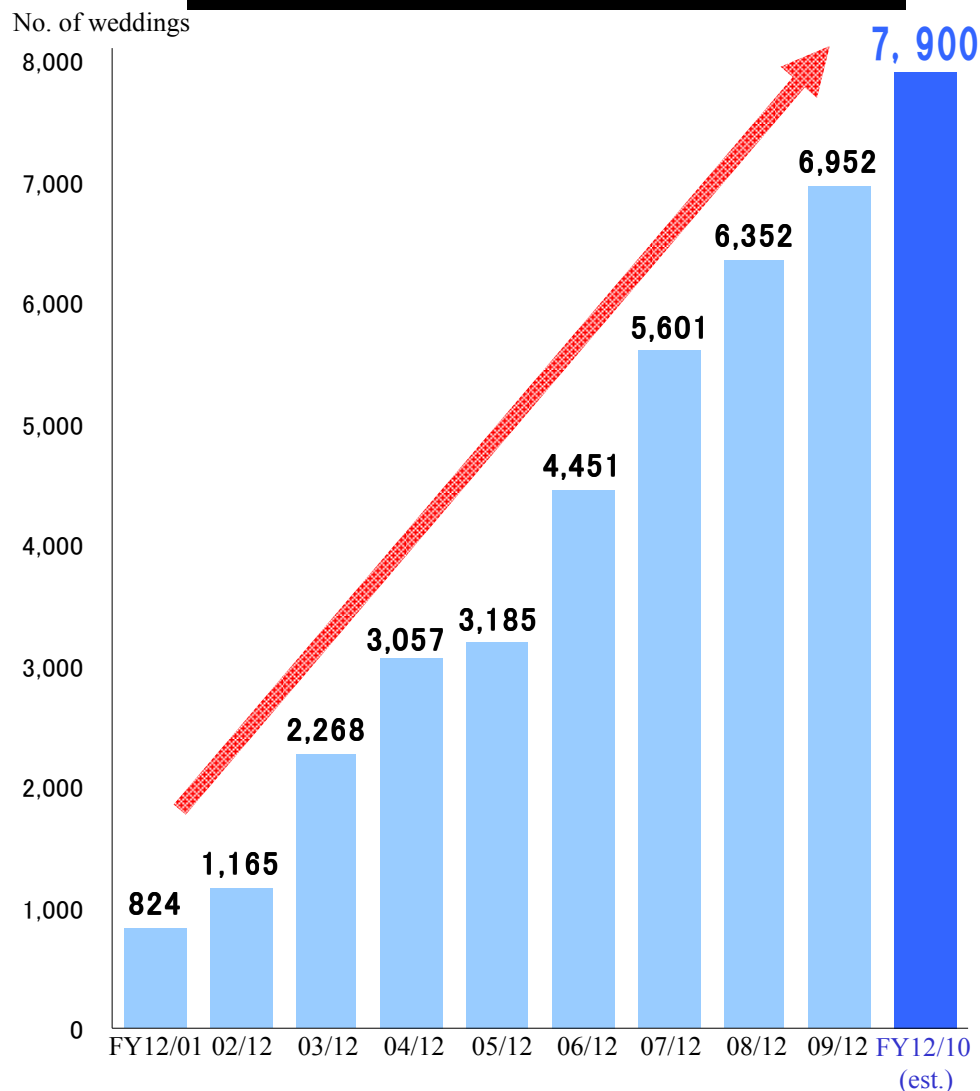
Domestic Operations – Number of Weddings Held and Achievement Rate

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【Big increase in the estimated no. of weddings held in FY12/10 2Q.

Orders are increasing steadily that the orders for FY12/10 2Q are almost accomplished.】

No. of weddings held for FY12/10

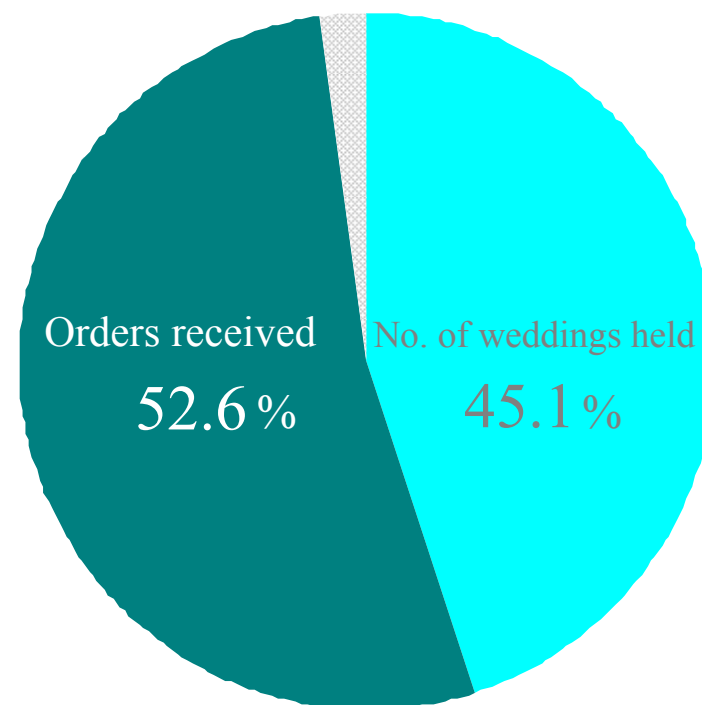


Achievement rate

$$= \frac{\text{No. of weddings held} + \text{Orders received (for FY12/10 2Q)}}{\text{No. of weddings planned for FY12/10}}$$

No. of weddings planned for FY12/10 **7,900 件**

Achievement rate at the end of 2Q **97.7 %**



※The above estimated no. of weddings held does not include the outsourcing of operations of Best Hospitality Heart Inc.

Overseas Operations – Business Forecasts

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	FY12/09 Actual	FY12/10 Forecast	Change	
			Amount	Pct.
Net sales	¥ 2,513million	¥ 2,750million	+ ¥ 236million	+ 9.4%
Year-end Facilities	9	9	-	-
No. of weddings	2,278	2,800	+ 522	+ 22.9%

Anticipate increases in the no. of weddings held and net sales due to an alliance with Kuraudia, in addition to direct sales with strong 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.
- Expect a continued increase in the number of Destination Weddings held in FY12/10.

Future Strategies

Continue with new business strategies aiming for a corporate entity which enables continuous and stable growth.

Strategies for Domestic Operations

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

Strategies for Overseas Operations

6. Provision of weddings that meets the diversified customer needs in Hawaii(Cathedral weddings, guest house weddings, etc.)
7. Continue to take an active approach toward Destination Weddings

Corporate Strategies

8. Continue to strengthen financial position toward financial soundness
9. Continue to strengthen the hiring of new graduates and development of human resources
10. Further strengthen the governance function and compliance of the entire group including subsidiaries

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 region 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



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 outlet” that meet a diverse range of customers’ wedding needs

Strategies for Domestic Operations – Strategies for Opening Outlets

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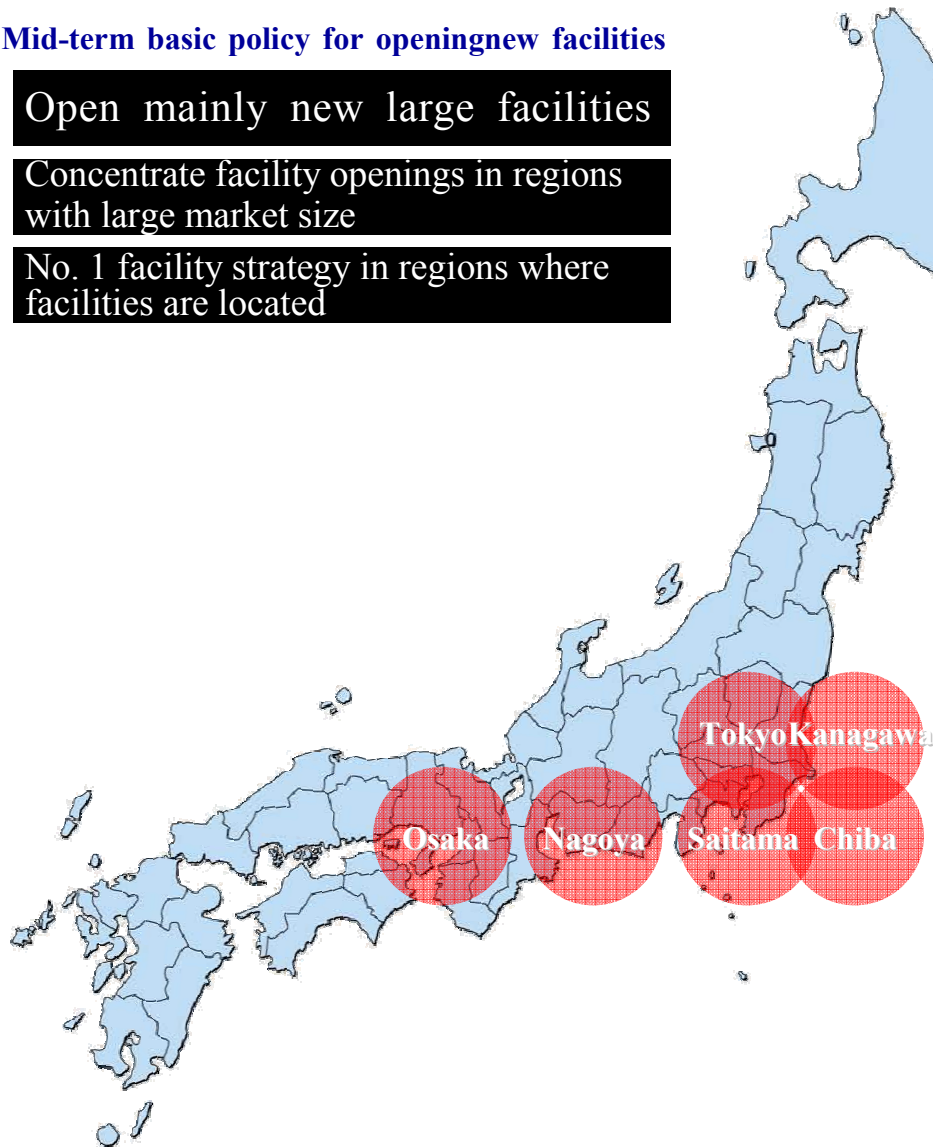
Open mainly large outlets in the Tokyo area (Tokyo, Kanagawa, Chiba, Saitama), Chukyo region and Kansai region.

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

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

Existing 4 Guesthouse Type

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

One of Japan's largest churches

4 guesthouses, each with a different design motif and capacity

Able to attract many guests and maintain a high utilization rate



Adjacent to the existing outlet **4 more guesthouses** (slated to open in spring 2011)

Omiya Rikyu (tentative)

Further develop toward region's overwhelming No.1 outlet by responding to various wedding needs and enhancing amenities

Enhance amenities, including an authentic Japanese garden and a large lobby



Excellent wedding halls including aquatic temple and church surrounded by water



Aquatic temple



Church surrounded by water

Resort-style ceremonies are also possible, including at a penthouse that floats on water



Also

Establish 2 guesthouses specifically for Japanese-style weddings

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

The above pictures of garden, wedding halls and guesthouses are all renderings

Strategies for Domestic Operations – Development of Business Portfolio

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With various business forms, achieve financial soundness while developing a stable and highly profitable business portfolio.

Acceptance of operations

Establish a subsidiary in collaboration with Hospitality Network Inc. which operates Hotel Intercontinental Tokyo Bay.

Accept the entire wedding ceremonies and banquet businesses through the subsidiary and introduce Best Bridal's bridal business knowhow.

Hotel Intercontinental Tokyo Bay



Conventional outlet

Develop outlets mainly in large markets including the Tokyo metropolitan area, Chukyo area and Kansai.

Implement regular, effective and efficient re-innovation to realize high competitiveness of outlets and high profitability.

Large outlet

Increase the no. of weddings halls by enlarging the outlets and further enhance amenities.

Compared with conventional outlets, the investment amount will increase but able to attract more customers and realize high profitability.

Iseyama Hills



Revitalization

Use existing facilities to open a new outlet in a short period of time and at a lower investment amount compared with constructing a new outlet.

Revitalize business in a short period of time by introducing Best Bridal's knowhow.

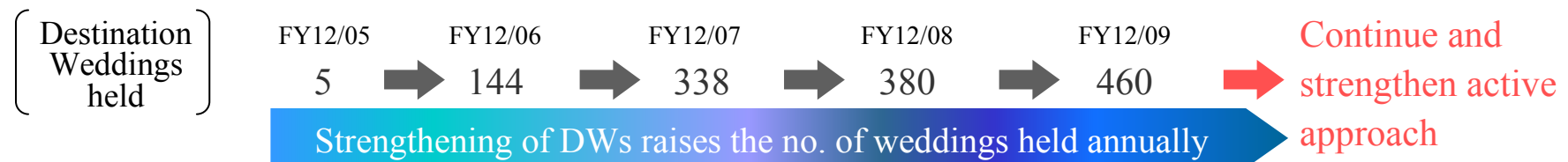
Strategies for Overseas Operations and Subsidiary

29

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

Continue and strengthen Destination Weddings

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



Acqua Grazie, Inc.: Opened as a flagship store within Aoyama Belle Commons and a large store in Yokohama Landmark to further strengthen profitability.

Acqua Grazie Aoyama Main Store



3F Belle Commons in Aoyama

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

Merge and enlarge the main store in Aoyama and Aoyama Nord store. Further strengthen product lineup to attract more customers and to be highly profitable.



Open a large store in Yokohama Landmark Tower this summer. Expand revenues through synergy between Yokohama and Iseyama stores.



Opens this summer on the 10F of Yokohama Landmark Tower

Landmark Tower Yokohama store



Corporate Data

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: 1,106 Non-consolidated: 422
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	1,086
A c t i v i t i e s	<ol style="list-style-type: none"> 1. Planning, design, operation, management and consulting of hotels, restaurants, wedding halls and other related facilities in Japan and overseas 2. Planning, operation, implementation and introduction of meals, banquet and parties 3. Travel agency business based on the Travel Law 4. Other incidental business
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 Hospitality Heart 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

BEST BRIDAL

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