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**BEST BRIDAL**

**Best Bridal Inc.**

**Results of Operations for the Year Ended December 31, 2010**

***February 17, 2011***

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# **FY12/10**

# **Financial Summary**

# FY12/10 Summary of Consolidated Business Results

Million yen	Actual		YoY change	
	FY12/09	FY12/10	Amount	Pct.
Net sales	32,491	38,444	+ 5,952	+ 18.3%
Domestic operations Net sales	29,978	35,641	+ 5,663	+ 18.9%
Overseas operations Net sales	2,513	2,802	+ 289	+ 11.5%
Operating profit	6,269	7,221	+ 952	+ 15.2%
Ordinary profit	6,167	6,946	+ 779	+ 12.6%
Net profit	3,390	3,774	+ 384	+ 11.3%

Consolidated EPS	※ ¥41,548.42	¥15,418.91	※ +¥1,569.44
Annual dividend per share	※ ¥5,000	¥4,200	※ +¥866.66

※ The company conducted a 3-for-1 stock split as of October 1, 2010.

Consolidated EPS for FY12/09 when calculated using the shares outstanding at the end of Dec. 2010 is ¥13,849.47.

Also, annual dividend per share for FY12/09 is ¥3,333.33 (2Q dividend: ¥2,500; Year-end dividend: ¥833.33).

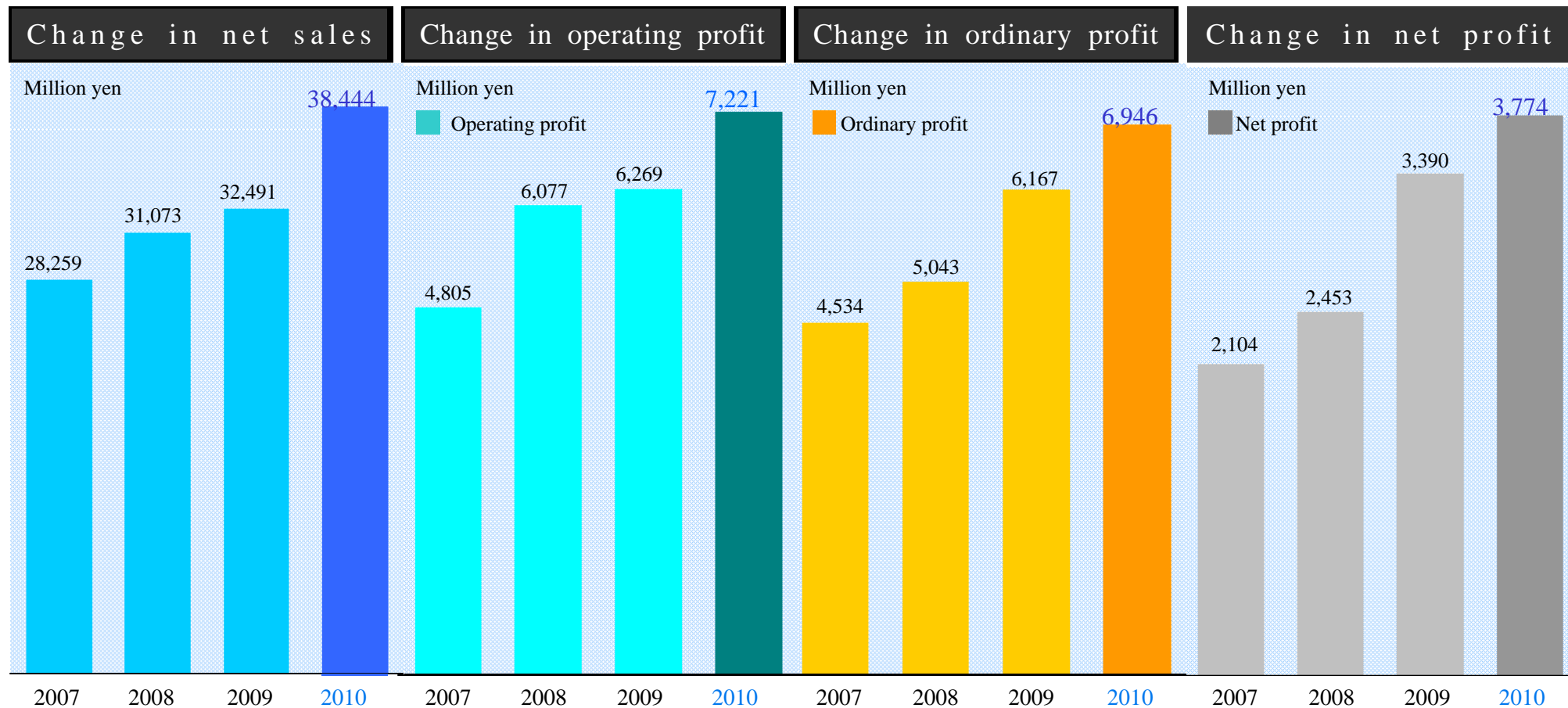
Domestic operations were the key sales driver. The performance of overseas operations also improved marking record-high net sales and profits.

- Domestic operations continued to be the key sales driver leading consolidated net sales to hit a record high for<sup>※15</sup> consecutive periods since the company's establishment.
- Operating profit and ordinary profit hit record highs for<sup>※15</sup> consecutive periods since the company's establishment due to increase in gross profit and cut in SG&A expenses as a result of effective business operations.
- Big increase in projected year-end dividend due to favorable performance and commemorative dividend for the 15th anniversary of the company's establishment. As a result, the company's projected year-end dividend has been revised.

※ Excluding FY12/00 which was a transitional 5-month accounting 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
Net sales	28,259	31,073	32,491	38,444
Operating profit	4,805	6,077	6,269	7,221
Ordinary profit	4,534	5,043	6,167	6,946
Net profit	2,104	2,453	3,390	3,774

# Consolidated Gross Profit

Million yen	FY12/09	FY12/10	YoY change	
			Amount	Pct.
Consolidated gross profit	11,978	14,148	+ 2,170	+ 18.1%
Domestic operations	11,232	13,386	+ 2,154	+ 19.2%
Overseas operations	746	761	+ 15	+ 2.1%

	FY12/09	FY12/10	YoY change
Consolidated gross profit margin	36.9%	36.8%	Δ 0.1p
Domestic operations	37.5%	37.6%	+ 0.1p
Overseas operations	29.7%	27.2%	Δ 2.5p

Increase in gross profit in domestic and overseas operations boosted consolidated gross profit.

## 【 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.

● Gross profit margin remained almost the same YoY.

## 【 Overseas operations 】

● Gross profit increased YoY due to higher sales. Because of rise in pct. of travel sales, gross profit margin declined YoY.

# SG&A Expenses and Start-up Cost

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## 【 Selling and general administrative expenses 】

Million yen	FY12/09	FY12/10	YoY change	
			Amount	Pct.
SG&A expenses	5,708	6,926	+ 1,218	+ 21.3%
SG&A expenses margin	17.6%	18.0%	+ 0.4p	-

Increased YoY due mainly to opening new large outlet and increase in advertising expenses toward stronger brand power

- Advertising expenses increased ¥278 million YoY mainly because of starting TV commercials toward stronger brand power. (vs. pct. of sales remains flat)
- Personnel expenses associated with the opening of Iseyama outlet increased but maintained the company-wide low cost operations due to effective business operations.

## 【 Start-up cost 】

Million yen	FY12/09	FY12/10	YoY change	
			Amount	Pct.
Start-up cost	314	343	+ 28	+ 9.0%
Vs. pct. of sales	1.0%	0.9%	Δ 0.1p	-

※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 YoY for recording pre-operating expenses associated with Iseyama outlet in Yokohama and expansion of Omiya outlet

- With the opening of Iseyama outlet in Yokohama in May, the company recorded cost of consumables, etc. at the time of opening. (Cost of sales)
- Recorded “personnel expenses, rental expenses, etc.” 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	FY12/10	YoY change	
			Amount	Pct.
Operating profit	6,269	7,221	+ 952	+ 15.2%
Operating margin	19.3%	18.8%	Δ 0.5p	-
Ordinary profit	6,167	6,946	+ 779	+ 12.6%
Ordinary profit margin	19.0%	18.1%	Δ 0.9p	-
Net profit	3,390	3,774	+ 384	+ 11.3%
Net profit margin	10.4%	9.8%	Δ 0.6p	-

Operating profit, ordinary profit and net profit reached record highs as a result of increase in earnings in the domestic operations

## 【Operating profit】

● Continued to mark a record high as steady earnings increase in domestic operations absorbed increases in expense for opening new large outlet and personnel expenses and advertising expenses

## 【Ordinary profit】

● Recorded an exchange loss of ¥198 million (a ¥45 million exchange gain in FY12/09) due to appreciation of the yen against the dollar and lower won. Non-operating profit and expenses worsened YoY but were absorbed by operating profit and hit a record high.

## 【Net profit】

● Recorded ¥162 million as an extraordinary loss including loss on disposal of fixed assets but was absorbed by a big increase in ordinary profit, and achieved a record high.



# Summary of Domestic Operations

	FY12/09	FY12/10	YoY change	
			Amount	Pct.
Net sales	¥29,978 million	¥35,641 million	+¥5,663million	+ 18.9%
No. of guest houses at end of period	47	53	+ 6	-
Of which multi-guest house type	34	40	+ 6	-
Of which Double-guest house type	8	8	-	-
Of which Single-guest house type	5	5	-	-
No. of weddings	6,952	8,157	+ 1,205	+ 17.3%
Operating rate ※1	65.5%	67.4%	+ 1.9p	-
Average revenue per couple※2	¥4,192 thousand	¥4,203 thousand	+¥11 thousand	+ 0.3%

※1: Operating rate does not include the no. of weddings held through outsourced operations of Best Hospitality Heart Inc.

※2: Average revenue per couple does not include “ceremony-only”, “general banquet” and “outsourced operations of Best Hospitality Heart Inc.”

**Net sales of domestic operations increased substantially YoY due to increase in existing outlet sales and contribution of new outlets**

- Favorable performance 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 revenue per couple for getting a good start
- Opening of Iseyama outlet in Yokohama raised the number of guest houses at the end of the year from 47 to 53.

## Domestic Operations — Existing Outlets (non-consolidated basis)

Million yen	FY12/09	FY12/10	YoY change	
			Amount	Pct.
Net sales	28,811	29,119	+ 308	+ 1.1%
Gross profit	8,716	8,558	△ 157	△ 1.8%
Gross profit margin	30.3%	29.4%	△ 0.9p	-
SG&A expenses	1,700	1,773	+ 73	+ 4.3%
SG&A expenses margin	5.9%	6.1%	+ 0.2p	-
Operating profit	7,016	6,784	△ 231	△ 3.3%
Operating margin	24.4%	23.3%	△ 1.1p	-
No. of weddings	6,682	6,769	+ 87	+ 1.3%
Operating rate	66.0%	67.5%	+ 1.5p	-
Average revenue per couple※	¥4,187 thousand	¥4,163 thousand	△¥23 thousand	△ 0.6%

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).

※Average revenue per couple does not include “ceremony-only” and “general banquet”

**Favorable performance of existing outlets raised the number of weddings held and net sales. Slight decrease in operating profit YoY.**

- Strong order activities raised the number of weddings held at existing outlets. Net sales increased YoY for working on various marketing activities.
- Average revenue per couple slightly decreased YoY as the number of weddings held at small-group guest houses pushed the overall average down
- Drop in average revenue per couple slightly reduced operating profit and operating margin YoY.



**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**

**Sanctuary court**

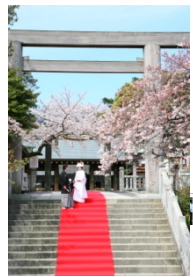
**Shinto shrine weddings**



A towering spire and bathed in light from stained glass windows






















The church of waters with a resort-like atmosphere



Neighboring Iseyama Jingu can be used for an authentic shrine wedding



<b>Multi-guest house type</b>  <b>10 facilities</b>  <b>40 guest houses</b>	 <b>New</b> Iseyama (6)	 Yokohahama (4)	 Aoyama(3)	 Shinurayasu(5)	 Omiya(4)
	 Nagoya-yagoto(4)	 Ngoya-noseki(3)	 Osaka(5)	 Kyoto(3)	 Sendai(3)
<b>Double-guest house type</b>  <b>4 facilities</b>  <b>8 guest houses</b>	 Shirogane(2)	 Chiba(2)	 Hoshigaoka(2)	 Shinsaibashi(2)	
	 Nihonbashi(1)	 Ichigaya(1)	 Okasaka(1)	 Odaiba(1)	 Nagoya-marunouchi(1)

Facilities with **New** opened during FY12/10. Parentheses show the no. of guest houses of each facility

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

	FY12/09	FY12/10	YoY change	
			Amount	Pct.
Net sales	¥2,513 million	¥2,802 million	+¥289 million	+ 11.5%
Year-end Facilities	9	9	—	—
No. of weddings	2,278	2,594	+ 316	+ 13.9%
Hawaii	1,815	2,225	+ 410	+ 22.6%
Bali	463	369	△ 94	△ 20.3%
Hawaii/Bali DW	335	471	+ 136	+ 40.6%

※The average price of overseas operations is not presented since revenue per couple varies significantly depending on with or without travel fees.

The number of weddings held and net sales increased as a result of rapid recovery in weddings in Hawaii and focusing on DWs.

- Direct sales in Japan and the number of DWs held increased YoY resulting in big increase in the entire sales of overseas operations
- Rapid recovery in weddings in Hawaii due to a decline in fuel surcharge and market recovery resulting from the yen's appreciation
- Weddings in Bali decreased YoY due to the effect of Japan Air Line's termination of direct flights
- The number of DWs showed steady increase in FY12/10.

【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 】



House of Iris

【 Exclusive use 】



St. Andrew's Cathedral

【 Exclusive use 】



Waioli Chapel

1 other facility

2 directly operated facilities in Bali



Tirtha Uluwatu



Tirtha Luhur Uluwatu

## Assets

### Changes 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

Million yen	Dec. 31, '09	Dec. 31, '10	Change
<b>Current assets</b>	<b>9,536</b>	<b>10,448</b>	<b>912</b>
Cash and deposits	7,933	8,581	647
Accounts receivable	72	317	245
Products	95	92	△ 2
Raw materials and inventory goods	303	384	81
<b>Fixed assets</b>	<b>27,985</b>	<b>30,429</b>	<b>2,443</b>
Tangible fixed assets	20,849	20,932	83
Buildings and structures	18,550	23,352	4,802
Others	2,460	2,958	498
Accumulated depreciation	△ 8,383	△ 10,279	△ 1,896
Land	4,569	4,563	△ 5
Construction in progress	3,652	337	△ 3,315
Intangible fixed assets	310	175	△ 135
Investment and other assets	6,826	9,320	2,494
Investment securities	903	1,819	916
Lease and guarantee	2,708	4,011	1,302
Construction assistance	1,151	1,020	△ 130
<b>Deferred assets</b>	<b>8</b>	<b>14</b>	<b>5</b>
<b>Total assets</b>	<b>37,530</b>	<b>40,891</b>	<b>3,361</b>

## Liabilities and net assets

### Interest-bearing debt

Amount of interest-bearing debt: ¥ 15,773mn  
(down ¥1,298million from Dec. 31, '09)

### Net assets

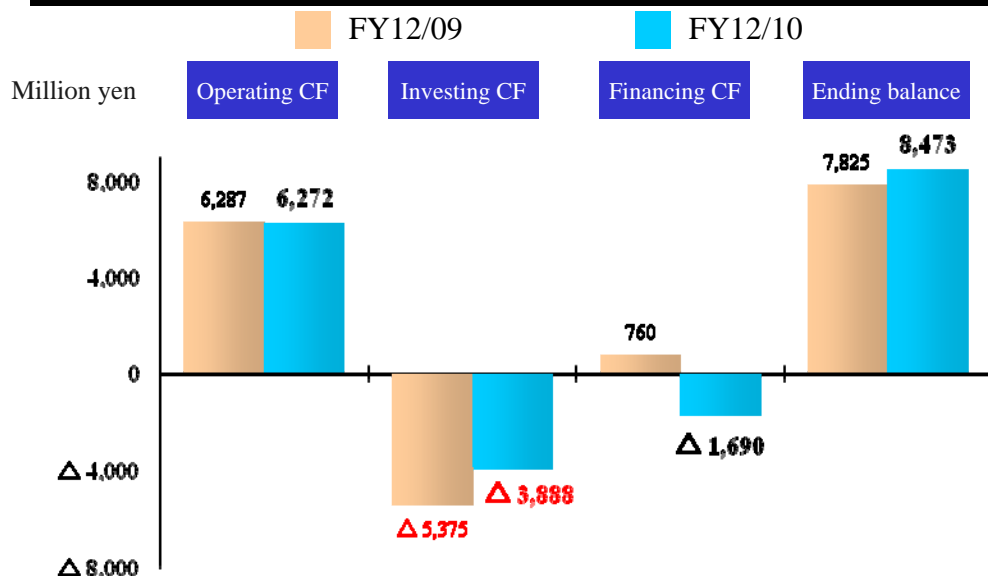
Net assets : ¥15,832mn (Up ¥3,285mn from Dec. 31, '09)

Million yen	Dec. 31, '09	Dec. 31, '10	Change
<b>Total liabilities</b>	<b>24,984</b>	<b>25,059</b>	<b>75</b>
<b>Current liabilities</b>	<b>9,511</b>	<b>10,105</b>	<b>593</b>
Accounts payable	1,484	1,733	249
Short-term debt	300	-	△ 300
Current portion of long-term debt	2,433	2,789	356
Current portion of bonds	376	356	△ 20
Accrued amount payable	1,976	2,164	187
Advances received	1,453	1,196	△ 256
<b>Fixed liabilities</b>	<b>15,472</b>	<b>14,954</b>	<b>△ 518</b>
Bond	890	984	94
Long-term debt	13,072	11,643	△ 1,428
Proposition for loss on cancellation of lease contract	261	205	△ 56
<b>Net assets</b>	<b>12,546</b>	<b>15,832</b>	<b>3,285</b>
<b>Shareholders' equity</b>	<b>12,679</b>	<b>1,604</b>	<b>3,366</b>
Capital/capital surplus	1,106	1,106	-
Retained earnings	11,573	14,939	3,366
Valuation and translation adjustments	△ 133	△ 214	△ 80
Minority interest	-	-	-
<b>Total liabilities and net assets</b>	<b>37,530</b>	<b>40,891</b>	<b>3,361</b>



【 Free CF increased for 3 consecutive periods due to strong operating CF while investing in new outlets 】

## Consolidated cash flow



## Free cash flow

Free cash flow = Operating CF + Investing CF



Million yen	FY12/09	FY12/10
Operating cash flow	6,287	6,272
Investing cash flow	Δ 5,375	Δ 3,888
Free cash flow	911	2,383
Financing cash flow	760	Δ 1,690
Exchange difference of cash and cash equivalents	Δ 10	Δ 44
Changes in cash and cash equivalents	1,661	647
Cash and cash equivalents at beginning of year	6,164	7,825
Cash and cash equivalents at end of year	7,825	8,473

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### Operating CF

Income before income taxes ¥6,784million  
 Depreciation ¥ 2,310million  
 Corporate taxes paid Δ ¥ 3,234million

### Investing CF

Payments for acquisition of tangible fixed assets Δ ¥ 2,441million  
 Payments for lease and guarantee deposits Δ ¥ 696million

### Financing CF

Changes in short-term debt Δ ¥ 300million  
 Changes in long-term debt Δ ¥ 1,072million  
 Payments for redemption of bonds Δ ¥ 426million  
 Dividends paid Δ ¥ 407million

# **Business Forecasts for FY12/11**

Million yen	FY12/10 Actual	FY12/11 Forecast	YoY change	
			Amount	Pct.
Net sales	38,444	43,000	+ 4,555	+ 11.8%
Operating profit	7,221	7,250	+ 28	+ 0.4%
Operating margin	18.8%	16.8%	Δ 2.0p	—
Ordinary profit	6,946	6,950	+ 3	+ 0.1%
Ordinary profit margin	18.1%	16.2%	Δ 1.9p	—
Net profit	3,774	3,500	Δ 274	Δ 7.3%
Net profit margin	9.8%	8.2%	Δ 1.6p	—

Consolidated EPS	¥15,418.91	¥14,297.38	Δ¥1,121.52
Annual dividend per share	※ ¥4,200	¥2,000	※ Δ ¥533.33

※The company conducted a 3-for-1 stock split as of October 1, 2010.Breakdown of annual dividend per share for FY12/09 is ¥2,500 at the end of 2Q, year-end dividend of ¥1,200 and commemorative dividend of ¥500, and the amount is based on the stock split.

Domestic operations are expected to be the key sales driver resulting in sales increase. Change in accounting standards will reduce net profit.

● Domestic operations will continue to be the key sales driver. As a result, the company expects consolidated net sales to reach a record high for 16 consecutive periods since its establishment.

● Operating profit and ordinary profit are also expected to hit record highs for 16 consecutive periods\*. Expect profit margin to decline for starting a hotel business.

● Net profit down YoY for recording asset retirement obligations in prior years associated with the change in accounting standards (¥460 million) as an extraordinary loss.

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

	FY12/10 Actual	FY12/11 Forecast	YoY change	
			Amount	Pct.
Net sales	*¥35,641million	* ¥40,350 million	*+¥4,708 million	+ 13.2%
Total guest houses at end of period	53	57	+ 4	-
Of which multi-guest house type	40	44	+ 4	-
Of which Double-guest house type	8	8	-	-
Of which Single-guest house type	5	5	-	-
No. of weddings	8,157	8,750	+ 593	+ 7.3%

\*Net sales of domestic operations for FY12/10 include consolidated subsidiary Best Hospitality Heart Inc.'s consolidated net sales of ¥1,333 million and FY12/11 forecast of domestic operations net sales includes new consolidated subsidiary Hospitality Network Inc.'s consolidated net sales of ¥5,450 million.

The amount of increase in domestic operations sales for FY12/11 excluding the effect of both companies is expected to be ¥591 million.

Expect continued increase in sales due to rise in sales from a new consolidated subsidiary, expansion of Omiya outlet and contribution of Iseyama outlet for the full year

- Expect increase in sales due mainly to rise in sales from a new consolidated subsidiary Hospitality Network, contribution of Iseyama outlet opened in May 2010 for the full year and expansion of Omiya outlet to be opened in 2011.
- Expect a slight decrease in existing outlet sales because of predicting the average revenue conservatively.
- 4 guest houses (expansion of Omiya outlet) were newly opened raising the number of guest houses from 53 to 57 at the end of the year.
- Expect a big increase in the number of weddings held for the same reason as in increase in net sales.

	FY12/10 Actual	FY12/11 Forecast	YoY change	
			Amount	Pct.
Net sales	¥2,802 million	¥2,650 million	△ ¥152 million	△ 5.4%
No. of year-end directly operated and exclusive chapels	9	8	△ 1	-
No. of weddings	2,594	2,670	+ 76	+ 2.9%

Favorable orders expect to raise the number of weddings held but forecast a drop in sales due to the yen's appreciation

- The positive factor is that the number of travelers will increase due to a decline in fuel surcharge and yen's appreciation against the dollar, while the negative factor is that travel expenses will decrease. As a result, sales are expected to decrease.
- Expect the number of weddings held in Hawaii to increase due to the improvement of the market environment.
- The number of weddings held in Bali is expected to increase YoY as a results of rise in DWs although the effect of the Japan Air Line's termination of direct flights will continue.
- Expect a continued increase in the number of DWs.
- Decrease in 1 facility out of exclusive chapels in Hawaii due to the termination of contract. (Minimal impact on net sales)

# Future Strategies

We will continue to “create a new value” by focusing on potential demand for the new era.

## Strategies for Domestic Operations

1. Region’s No.1 outlet strategy (opening of large outlets in major cities, incremental development adjacent areas, etc.)
2. Proposals for various new wedding needs～a flexible product design (shotgun marriage, second marriage, 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
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 to further strengthen financial base
10. Continue to strengthen the hiring of new graduates and development of human resources
11. Further strengthen the governance function and compliance of the entire group including subsidiaries



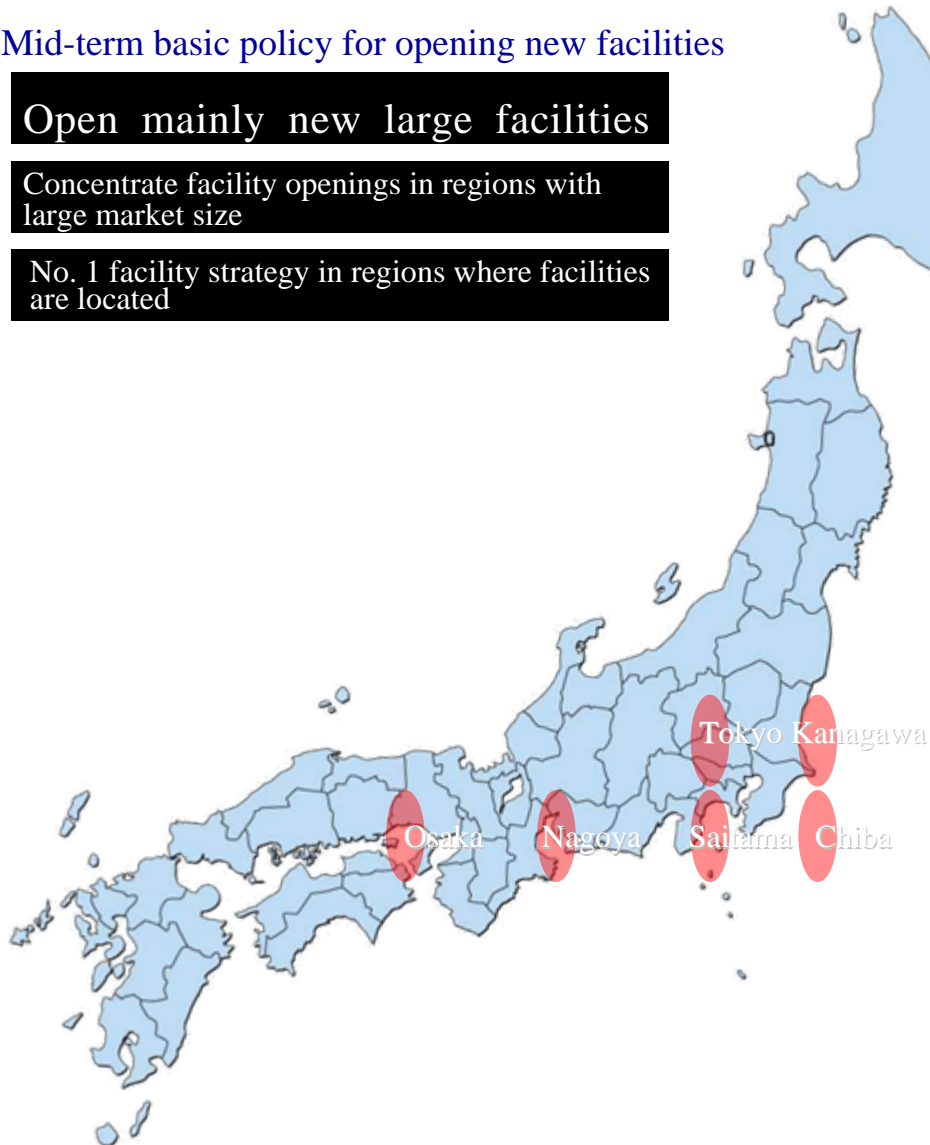
Open mainly large outlets in the Tokyo area (Tokyo, Kanagawa, Chiba, Saitama), Chukyo region and Kansai region.

Mid-term basic policy for opening new 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	End of 2011
		2011	
<b>C o r p o r a t e</b>	53	+ 4	57
<b>T o k y o</b>	9	-	9
<b>Tokyo area</b> (Kanagawa, Chiba, Saitama)	21	+ 4	25
<b>Other areas</b>	3	-	3
<b>K a n s a i</b> (O s a k a , K y o t o)	10	-	10
<b>N a g o y a</b>	10	-	10

【 No. of guest houses by type 】

	End of 2009	New facilities	End of 2011
		2011	
<b>C o r p o r a t e</b>	53	+ 4	57
<b>Multi-type</b>	40	+ 4	44
<b>Double-type</b>	8	-	8
<b>Single-type</b>	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**

+

**4 Guesthouse Type**

**Omiya Rikyu** Adjacent to the existing outlet **4 More Guesthouse**

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



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

Part of the above pictures of garden, wedding halls and guesthouses is a rendering

Turned Hospitality Network into a subsidiary and started operating Hotel Intercontinental Tokyo Bay

## Hotel Intercontinental Tokyo Bay



High potential as a wedding facility which takes over a high-quality hospitality of Intercontinental Hotels&Resorts

Convenient as it is direct from Yurikamome line's "Takebashi" station

Luxurious atmosphere of the city with views of Tokyo Bay and Rainbow Bridge

Accommodations that can respond to guests coming from afar

Introduce the company's knowhow and human resources with an aim to shift to a highly profitable hotel with wedding business at the core.

### Past

- Mainly accommodations and restaurant sales  
⇒ Severe price competition among hotels
- Parties mainly for corporate use  
⇒ Decline in demand due to relocation of companies surrounding the hotel, construction of new hotels in the neighborhood and sluggish economy
- Foreign guests decreased after the Lehman shock

**Introduced the company's knowhow and personnel**



**Activate the entire hotel by activating wedding business**

**To a core facility in Tokyo**

### Future

- Shift to hotel centered on wedding
- Other than weddings, attract various demands including
  - Celebrations
  - Anniversaries
  - Parties & gatherings for individuals



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

## Hotel

Start operating Hotel Intercontinental Tokyo Bay following the Nagoya-Yagoto outlet.

Introduce the company's human resources and knowhow and shift the business model to hotel business with wedding business at the core aiming to realize high profitability

## 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.

**Hotel Intercontinental Tokyo Bay**



## 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.

**Iseyama Hills**



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: 1,063    Non-consolidated: 401
S h a r e s   i s s u e d	244,800 shares No trading unit
S h a r e h o l d e r s	4,688
A c t i v i t i e s	<ol style="list-style-type: none"> <li>1. Planning, design, operation, management and consulting of hotels, restaurants, wedding halls and other related facilities in Japan and overseas</li> <li>2. Planning, operation, implementation and introduction of meals, banquet and parties</li> <li>3. Travel agency business based on the Travel Law</li> <li>4. Other incidental business</li> </ol>
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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