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BEST BRIDAL

Best Bridal Inc.

Results of Operations for the Second Quarter Ended June 30, 2011

August 11, 2011

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FY12/11 2Q Financial Summary

Million yen	Actual		YoY change	
	FY12/10 2Q	FY12/11 2Q	Amount	Pct.
Net sales	17,186	18,673	+ 1,486	+ 8.7%
Domestic operation Net sales	15,811	17,375	+ 1,564	+ 9.9%
Overseas operation Net sales	1,375	1,297	△ 77	△ 5.7%
Operating profit	2,696	1,882	△ 814	△ 30.2%
Ordinary profit	2,540	1,852	△ 688	△ 27.1%
Net profit	1,367	551	△ 816	△ 59.7%

Annual dividend per share

※2,500円

※1,000円

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

Interim dividend per share for FY6/10 when calculated using shares outstanding at the end of Jun. 2011 is ¥833.33.

Sales rose due to increase in domestic sales but profits declined YoY due to the earthquake

- Sales increased YoY due mainly to rise in sales from consolidated subsidiary Hospitality Network, contribution of Iseyama outlet opened in May 2010 and expansion of Omiya outlet (Rikyu) opened in March 2011.
- Overseas sales decreased YoY because although the no. of weddings held increased due to an alliance with Kuraudia the no. of weddings directly operated by Best Bridal decreased in 2Q as a result of the earthquake.
- Decrease in exchange loss led to a significant improvement in non-operating income and expenses
- Posted asset retirement obligations in prior years associated with the change in accounting standards (¥446 million) as a n extraordinary loss.

Consolidated Gross Profit

Million yen	FY12/10 2Q	FY12/11 2Q	YoY change	
			Amount	Pct.
Consolidated gross profit	6,045	5,683	△ 362	△ 6.0%
Gross profit (Japan)	5,697	5,301	△ 396	△ 7.0%
Gross profit (Overseas)	347	381	+ 34	+ 9.8%

	FY12/10 2Q	FY12/11 2Q	YoY change
Consolidated gross profit margin	35.2%	30.4%	△ 4.7p
Gross profit margin (Japan)	36.0%	30.5%	△ 5.5p
Gross profit margin (Overseas)	25.3%	29.4%	+ 4.1p

Despite increase in overseas earnings, decrease in earnings in domestic operations lowered gross profit and profit margin.

【 Domestic operations 】

- Gross profit increased due to contribution of earnings from Iseyama outlet in Yokohama opened last May and due to a new consolidated subsidiary but gross profit decreased YoY for postponing weddings because of the earthquake. Drop in gross profit margin is mainly attributable to the launch of hotel business from FY12/11.

【 Overseas operations 】

- Gross profit and profit margin improved YoY as a result of strengthening marketing base and reduced subcontracting cost due to the yen's appreciation.

SG&A expenses and Pre-operating Expenses

【 Selling and general administrative 】

Million yen	FY12/10 2Q	FY12/11 2Q	YoY change	
			Amount	Pct.
Selling and general administrative expenses	3,348	3,801	+ 452	+ 13.5%
SG&A expenses margin	19.5%	20.4%	+ 0.9p	-

Increased YoY as a result of converting Hospitality Network into a consolidated subsidiary

- Small effect on higher SG&A expenses of Omiya-Rikyu, which opened in March, for sharing costs with the existing Omiya outlet

【 Pre-operating Expenses 】

Million yen	FY12/10 2Q	FY12/11 2Q	YoY change	
			Amount	Pct.
Pre-operating expenses	316	128	△ 188	△ 59.3%
Pct. of sales	1.8%	0.7%	△ 1.1p	-

*Rents, etc. which have accrued by the opening of new outlets 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.

Posted start-up costs for Omiya outlet (Rikyu) [4 guest houses] but decreased YoY.

- Posted cost of consumables at the time of opening (cost of sales).
- Also posted advertising expenses and rental expense before opening as start-up costs. (SG&A expenses)

Consolidated Operating Profit, Ordinary Profit and Net Profit

Million yen	FY12/10 2Q	FY12/11 2Q	YoY change	
			Amount	Pct.
Operating profit	2,696	1,882	△ 814	△ 30.2%
Operating margin	15.7%	10.1%	△ 5.6p	-
Ordinary profit	2,540	1,852	△ 688	△ 27.1%
Ordinary profit margin	14.8%	9.9%	△ 4.9p	-
Net profit	1,367	551	△ 816	△ 59.7%
Net profit margin	8.0%	3.0%	△ 5.0p	-

Profits decreased YoY due to the effect of the earthquake. Net income was also affected by the posting of an extraordinary loss.

【Operating profit】

- Decreased YoY due to a drop in gross profit and higher SG&A expenses resulting from converting Hospitality Network into a consolidated subsidiary

【Ordinary profit】

- Exchange loss decreased to ¥8 million (exchange loss of ¥112 million in FY10 2Q) and non-operating income and expenses improved YoY

【Net profit】

- Decreased YoY for posting asset retirement obligations in prior years associated with the change in accounting standards (¥446 million) as an extraordinary loss in addition to decreases in operating and ordinary profits.

Summary of Domestic Operations

	FY12/10 2Q	FY12/11 2Q	YoY change	
			Amount	Pct.
Net sales	¥15,811million	¥17,375million	+¥1,564million	+ 9.9%
No. of guest houses at end of period	54	58	+ 4	-
Of which multi-guest house type	41	45	+ 4	-
Of which Double-guest house type	8	8	-	-
Of which Single-guest house type	5	5	-	-
No. of weddings	3,629	3,797	+ 168	+ 4.6%
Operating rate ^{※1}	62.6%	55.9%	△ 6.7p	-
Average revenues per couple ^{※2}	¥4,218thousand	¥4,130thousand	△ ¥88thousand	△ 2.1%

*1: Operating rate does not include the no. of weddings held at Hotel Intercontinental Tokyo Bay.

*2: Average revenue per couple does not include “ceremony-only”, “general banquet” and no. of weddings held at Hotel Intercontinental Tokyo Bay.

Severely affected by the earthquake but sales and the no. of weddings held increased YoY

- Domestic sales and the no. of weddings held increased as a result of converting Hospitality Network into a consolidated subsidiary.
- Average revenue per couple dropped slightly resulting from decrease in the average no. of guests due to the earthquake.
- Opening of Omiya outlet (Rikyu) raised the no. of guest houses at the end of 2Q from 54 to 58.

Domestic Operations – Existing Outlets (non-consolidated basis)

Million yen	FY12/10 2Q	FY12/11 2Q	YoY change	
			Amount	Pct.
Net sales	14,664	12,930	△ 1,734	△ 11.8%
Gross profit	4,246	3,101	△ 1,144	△ 27.0%
Gross profit margin	29.0%	24.0%	△ 5.0p	-
SG&A expenses	877	905	+ 28	+ 3.2%
SG&A expenses margin	6.0%	7.0%	+ 1.0p	-
Operating profit	3,369	2,196	△ 1,172	△ 34.8%
Operating margin	23.0%	17.0%	△ 6.0p	-
No. of weddings	3,385	3,057	△ 328	△ 9.7%
Operating rate	63.2%	56.1%	△ 7.1p	-
Average revenues per couple*	¥4,200 thousand	¥4,087 thousand	△ ¥112千円	△ 2.7%

Target outlets: Nihonbashi, Shirogane, Yokohama, Osaka, Sendai, Nagoya-Hoshigaoka, Shinurayasu, Omiya, Aoyama, Ichigaya, Shinsaibashi, Nagoya-Marunouchi, Kyoto, Nagoya-Yagoto, Chiba, Akasaka, Odaiba Nagoyako (total: 18 outlets).

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

The no. of weddings held, sales and operating profit dropped YoY due mainly to the postponement of weddings following the earthquake

- Sales decreased YoY due to a drop in the no. of weddings held mainly at east Japan outlets.
- Drop in the no. of weddings held and average revenue per couple lowered operating profit and profit margin YoY.



Omiya Rikyu Adjacent to Omiya outlet **4 more** guesthouses
Opened in Mar. 2011 aiming for the region's No.1 outlet in Saitama. Built an authentic Japanese garden, aquatic temple and guesthouses for Japanese-style weddings.

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



Excellent wedding halls including aquatic temple and church surrounded by water

Established 4 guesthouses including guesthouses for Japanese-style wedding



Aquatic temple

Church surrounded by water



Bamboo court



Hollywood Sweet



New York

Expanded the outlet and raised operating efficiency and profitability by opening the outlet in the vicinity of the existing Omiya-ArtGrace Wedding Chateau



Blossom Garden

Established guesthouses for resort-style wedding as well as for Japanese-style wedding

Multi-guest house type
10 facilities,
45 guest houses



Iseyama(6)



Yokohama(4)



Aoyama(3)



Shinurayasu(5)



Omiya Chateau (4)



New Omiya Rikyu (4)



Nagoya-Yagoto(4)



Nagoya-Minato(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 FY12/11. Parentheses show the no. of guest houses of each facility.

Region	Tokyo	Tokyo area	Nagoya	Kansai	Other areas	Total
No. of guest houses	9	26	10	10	3	58

	FY12/10 2Q	FY12/11 2Q	YoY change	
			Amount	Pct.
Net sales	¥1,375million	¥1,297million	△ ¥77million	△ 5.7%
Year-end Facilities	9	8	△ 1	—
No. of weddings	1,253	1,340	+ 87	+ 6.9%
Hawaii	1,083	1,108	+ 25	+ 2.3%
Bali	170	232	+ 62	+ 36.5%
Hawaii/Bali DW	267	240	△ 27	△ 10.1%

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

The no. of weddings held increased due to market recovery but because weddings directly operated by Best Bridal in 2Q decreased resulting from the earthquake, sales dropped.

- Hawaiian wedding market recovered rapidly because of the yen's appreciation. Due to the earthquake, weddings directly operated by Best Bridal in 2Q decreased but an alliance with Klaudia raised the no. of weddings held YoY.
- The no. of weddings held increased YoY due to a recovery in the Bali wedding market.
- The no. of destination weddings (DW) in Bali increased. Because the no. of weddings in Hawaii where sales of less profitable products ended dropped, the no. of weddings held decreased YoY but sales as a whole were strong.
- Although the no. of weddings held in Hawaii and Bali increased, sales decreased YoY as a result of a drop in the no. of weddings directly operated by Best Bridal. Decrease in 1 facility out of exclusive chapels in Hawaii due to the termination of contract. (Minimal impact on net sales)

【Opened 6 outlets in Hawaii and 2 outlets in Bali in Indonesia, a total of 8 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】 【 Directly operated】



Blue Lagoon Chapel



House of Iris

【 Exclusive use】



St. Andrew's Cathedral

【 Exclusive use】



Waioli Chapel

2 directly operated outlets in Bali



Tirtha Uluwatu



Tirtha Luhur Uluwatu

Assets

Changes in tangible fixed assets

Increase in buildings and structures : Increase in outlet (Omiya-Rikyu) opened in 2011
 Increase in tools, furniture and fixtures: Increase in outlet (Omiya-Rikyu) opened in 2011
 Decrease in construction in progress : Shift to buildings and structures due to the opening of Omiya-Rikyu

Liabilities and net assets

Interest-bearing debt

Amount of interest-bearing debt: ¥ 20,130mn (up ¥4,357million from end of Dec.'10)

Net assets

Net assets : ¥16,047mn (Up ¥215mn from end of Dec.'10)

Million yen	Dec. 31, '09	Jun. 30, '10	Change
Current assets	10,448	10,468	20
Cash and deposit	8,581	8,673	91
Accounts receivable	317	254	△ 63
Products	92	55	△ 37
Raw materials and inventory goods	384	334	△ 49
Fixed assets	30,429	35,371	
Tangible fixed assets	20,932	23,247	2,314
Buildings and structures	23,352	26,991	3,638
Others	2,958	3,383	424
Accumulated depreciation	△ 10,279	△ 11,708	△ 1,428
Land	4,563	4,566	2
Construction in progress	337	15	△ 321
Intangible fixed assets	175	1,350	1,174
Investments and other assets	9,320	10,773	1,452
Investment securities	1,819	1,396	△ 422
Lease and guarantee deposits	4,011	5,710	1,698
Construction assistance fund receivables	1,020	954	△ 66
Deferred assets	14	47	32
Total assets	40,891	45,886	4,995

Million yen	10/12末	11/6末	増減
Total liabilities	25,059	29,839	4,779
Current liabilities	10,105	10,427	321
Accounts payable	1,733	1,685	△ 48
Short-term debt	—	10	10
Current portion of long-term debt	2,789	3,520	731
Current portion of bonds	356	640	284
Accrued amount payable	2,164	736	△ 1,427
Advances received	1,196	2,083	886
Fixed liabilities	14,954	19,411	4,457
Bond	984	2,522	1,538
Long-term debt	11,643	13,437	1,793
Provision for loss on cancellation of lease contract	205	178	△ 26
Asset retirement obligation	—	1,052	1,052
Net assets	15,832	16,047	215
Shareholders' equity	16,046	16,181	135
Capital/capital surplus	1,106	1,106	—
Retained earnings	14,939	15,074	135
Valuation and translation adjustments	△ 214	△ 133	80
Total liabilities and net assets	40,891	45,886	4,995

Business Forecasts for FY12/11

Million yen	FY12/11 forecast		vs. Initial forecast
	Initial forecast	Revised forecast	Change
Net sales	43,000	40,400	△ 2,600
Domestic operation Net sales	40,350	37,750	△ 2,600
Overseas operation Net sales	2,650	2,650	—
Operating profit	7,250	5,470	△ 1,780
Ordinary profit	6,950	5,420	△ 1,530
Net profit	3,500	2,360	△ 1,140

Best Bridal revised its business forecasts due to the effect of the earthquake.

Breakdown of downward revision of domestic operations

→ wedding-related (guesthouses): △¥1,700 million, hotel-related: △¥900 million

- Drop in sales due to temporary suspension of outlets in disaster-stricken Sendai and postponement and cancellation of weddings at east Japan outlets.
- Lower operating rate and sales of hotels as a result of decrease in foreign travelers.
- Sales will decrease due to the above factors while profits are expected to fall short of the initial forecasts due to burden of fixed costs including facility cost and labor cost.

Consolidated Business Forecasts for FY12/11

Million yen	FY12/10 Actual	FY12/11 Forecast	Change	
			Amount	Pct.
Net sales	38,444	40,400	+ 1,955	+ 5.1%
Operating profit	7,221	5,470	△ 1,751	△ 24.3%
Operating margin	18.8%	13.5%	△ 5.3p	—
Ordinary profit	6,946	5,420	△ 1,526	△ 22.0%
Ordinary profit margin	18.1%	13.4%	△ 4.7p	—
Net profit	3,774	2,360	△ 1,415	△ 37.5%
Net profit margin	9.8%	5.8%	△ 4.0p	—

EPS	¥15,418.91	¥9,640.52	△ ¥5,778.39
Annual dividend per share	* ¥4,200	¥2,000	* △ ¥533.33

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

Breakdown of annual dividend per share for FY12/10 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.

Sales will increase YoY due to higher domestic sales but expect decrease in earnings due to the effect of the earthquake.

- Sales are expected to increase YoY as domestic sales will remain high.
- Operating profit and ordinary profit are expected to decline because profit margin is likely to decline from the beginning of the fiscal year for starting the hotel business and drop in sales due to the earthquake.
- Expect a decrease in net profit due to the effect of the earthquake and for posting asset retirement obligations in prior years as an extraordinary loss.

	FY12/10 Actual	FY12/11 Forecast	Change	
			Amount	Pct.
Net sales	*¥35,641 million	*¥37,750 million	‡ ¥2,108 million	+ 5.9%
Total guest houses at end of period	54	58	+ 4	-
Multi-guest house type	41	45	+ 4	-
Double-guest house type	8	8	-	-
Single-guest house type	5	5	-	-
No. of weddings	8,157	8,390	+ 233	+ 2.9%

*Domestic sales for FY12/10 include hotel-related sales of ¥1,333 million and FY12/11 forecast of domestic sales includes hotel-related sales of ¥4,550 million.

The amount of increase in domestic sales for FY12/11 excluding the effect of the above is expected to be ¥1,109 million.

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

- Sales are expected to fall short of the initial plan due to the earthquake but sales likely to increase YoY as a result of rise in sales from consolidated subsidiary Hospitality Network and contribution of Iseyama outlet for the full year which opened in May 2010.
- Sales of existing outlets are expected to decrease YoY due mainly to the postponement of weddings at east Japan outlets.
- Open 4 guest houses (expansion of Omiya outlet) raising the no. of guest houses from 54 to 58 at the end of the year.
*4 other wedding halls including Hotel Intercontinental Tokyo Bay have been added due to converting Hospitality Network into a subsidiary from FY11/12.
- Expect an increase in the no. of weddings held for the same reason as in increase in net sales

	FY12/10 Actual	FY12/11 Forecast	Change	
			Amount	Pct.
Net sales	¥2,802million	¥2,650million	△ ¥152million	△ 5.4%
Year-end Facilities	9	8	△ 1	-
No. of weddings	2,594	2,660	+ 66	+ 2.5%

Expect drop in sales YoY due to suspension of less profitable business but the no. of weddings will increase and profitability will improve

- Expect the no. of weddings held in Hawaii to increase due to the improvement of the market environment.
- The no. of weddings in Bali is expected to increase as the market will bottom out and recover and DWs will increase.
- The no. of DWs held is as planned.
- Sales will decrease YoY as a result of suspending less profitable business but profitability will improve.
Decrease in 1 facility out of exclusive chapels in Hawaii due to the termination of contract.
(Minimal impact on net sales)

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. Increase profitability of Hotel Intercontinental Tokyo Bay
3. Strengthen efforts towards Japanese-style wedding needs
4. Efficiently strengthen existing outlets through re-innovation
5. Strengthen efforts towards effective use of Best Bridal's facilities
6. Strengthen efforts towards wedding business

Strategies for Overseas Operations

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 toward Destination Weddings
9. Strengthen efforts towards Asian strategy

Corporate Strategies

10. Strengthen efforts company-wide towards reducing costs including utility costs, purchasing and subcontracting costs and rents
11. Continue to further strengthen financial base
12. Continue to strengthen the hiring of new graduates and development of human resources
13. 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 other facilities

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



Civil wedding

Guest houses

Diversified guest houses which differ in type and concept



British style



French style



Italian style



American style



Bali style



Oriental style



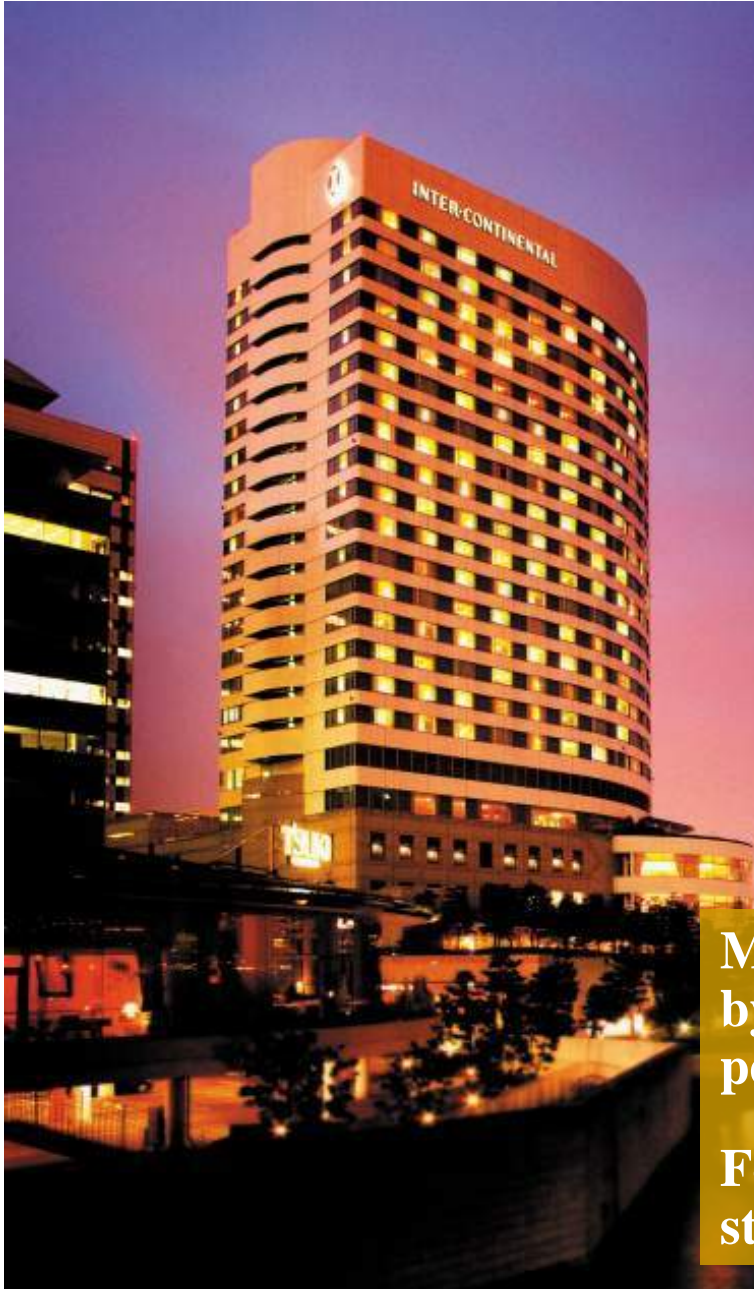
Japanese style

Up to the present

- **Accommodation and restaurant divisions**
Started off well as planned in January and February but were greatly affected by a considerable decline in the no. of days visited by foreigners after the earthquake in March
*Gradually recovered from June
- **Wedding division**
Despite being affected by the earthquake, made a good start toward revitalization by introducing Best Bridal's knowhow and personnel

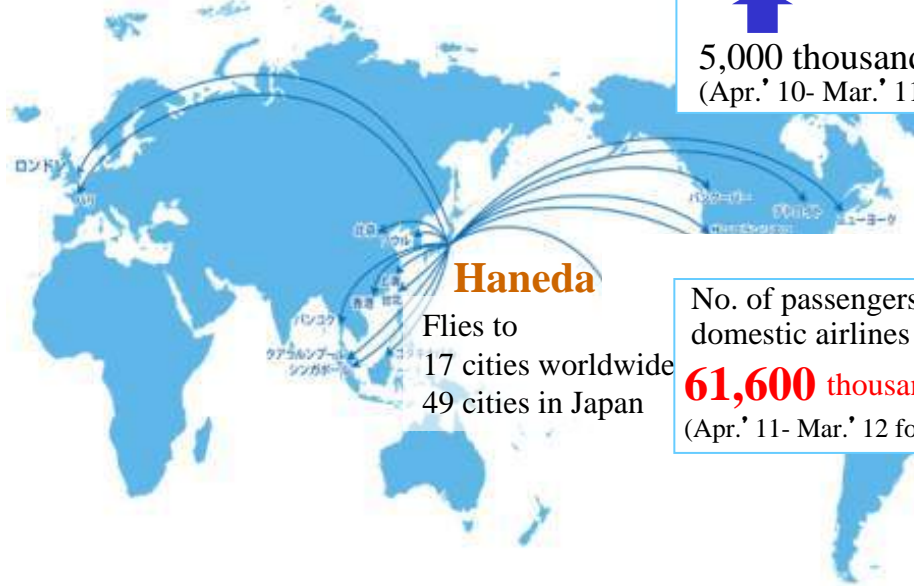
Making efforts to raise profitability from FY12/11 by shifting to a hotel which serves the purpose of people with wedding business at the core

Following the wedding division, Best Bridal will strengthen its accommodation and restaurant divisions



Improve earnings in the accommodation and restaurant divisions by using the convenience of closeness to the Haneda Airport and brand power

Haneda connects major cities in Japan and also continues to open up new international routes



Passengers using international airlines
8,000 thousand people
(Apr.' 11- Mar.' 12 forecast)

5,000 thousand people
(Apr.' 10- Mar.' 11)

No. of passengers using domestic airlines
61,600 thousand people
(Apr.' 11- Mar.' 12 forecast)



Haneda will continue to serve as a hub airport due to the expansion of international routes
Ease of access to city center will raise the no. of users

➡ Attract Japanese and overseas customers through high-quality hospitality and brand power of Intercontinental Hotels & Resorts

Target businesspeople as well as overseas customers as it is near the Haneda airport which links with 49 cities in Japan

Began working toward improving revenues of accommodation and restaurant divisions through a multiple approach on weekdays and holidays

Create a mechanism to attract guests with “purpose”



Activation of accommodation division

Weekday → Attract business executives and female customers

- Attract businesspeople through brand power and convenience
- Provide shuttle bus service from Hamamatsucho to boost convenience
- New business lounge, expand the club
- Establish a floor and guest rooms for women only

Holiday → Attract wedding guests and individual customers

- Guests' no. of nights to stay will increase by increasing the no. of weddings

Activation of restaurant division

Weekday → Attract business customers

- Attract demand for business entertainments by making space for a private room in the main dining room

Holiday → Attract individual customers

- Attract various demands including engagement ceremonies, celebrations, anniversaries and gatherings
- Attract higher-income group living nearby on holidays

Increase the no. of wedding couples by adding new halls and remodeling into a large chapel.

4 halls capable of responding to various attendances
(located where you can see Tokyo Bay and Rainbow Bridge)

Willard



For 100-160 people

Legrand



For 80-130 people

Carlton



For 30-90 people

Mayfair



For 30-80 people

Carry out measures to enhance the attractiveness as a hotel for wedding

Addition of a new concept hall



Ocean view terrace New

Remodel into a large

Remodel into a large chapel that can hold 60 to 100 people to increase its appeal

Addition of a private chapel

Remodel suite rooms on the top floor into a private wedding hall for a small-group of people to organize small-group weddings including remarriage and family wedding

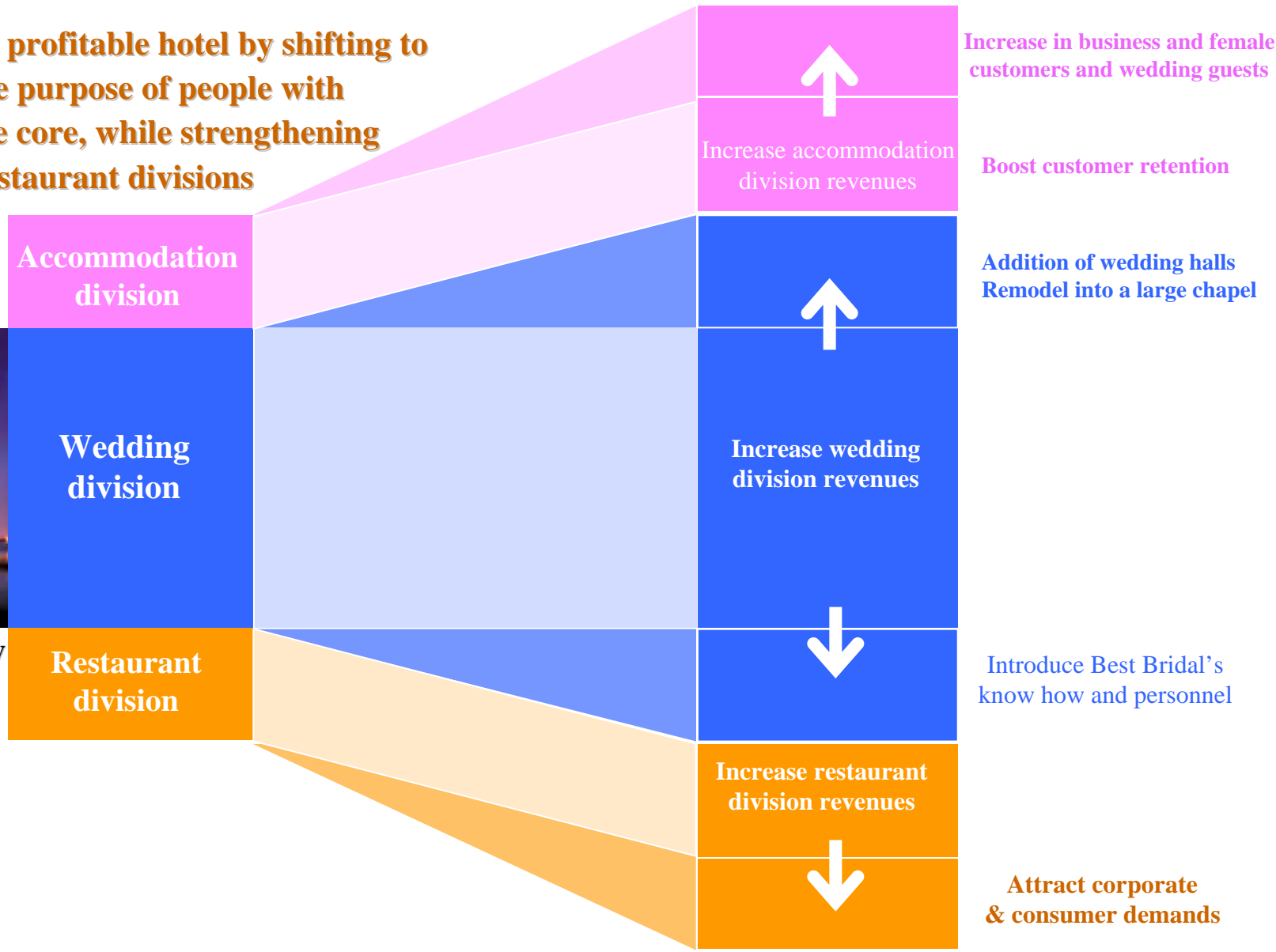
Undergo the above remodeling this August

Strengthen profitability at an early stage by introducing Best Bridal's know how and personnel and extracting Tokyo Bay's strong potentia

Aim to shift to a highly profitable hotel by shifting to a hotel which serves the purpose of people with wedding business at the core, while strengthening accommodation and restaurant divisions



To Best Bridal's core facility in Tokyo



N a m e	BEST BRIDAL Inc.
E s t a b l i s h e d	October 1995
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: 1,308 Non-consolidated: 436
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	2,455
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 overseas2. Planning, operation, implementation and introduction of meals, banquet and parties3. Travel agency business based on the Travel Law4. 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. Hospitality Network 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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