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BEST BRIDAL

Best Bridal Inc.

Results of Operations for the Year Ended December 31, 2008

February 20,2009

Contents

1. FY12/08 Consolidated Financial Summary

2. Business Forecasts for FY12/09

3. Future Strategies

FY12/08 Consolidated Financial Summary

FY12/08 Summary of Consolidated Business Results

Domestic operations contributed to earnings. Marked a record high achieving substantial sales and earnings growth YoY.

❖ YoY rate of increase

Net sales	Operating profit	Ordinary profit	Net profit
up 2,813 million yen up10.0%	up 1,271 million yen up26.5%	up 509 million yen up11.2%	up 348 million yen up16.6%

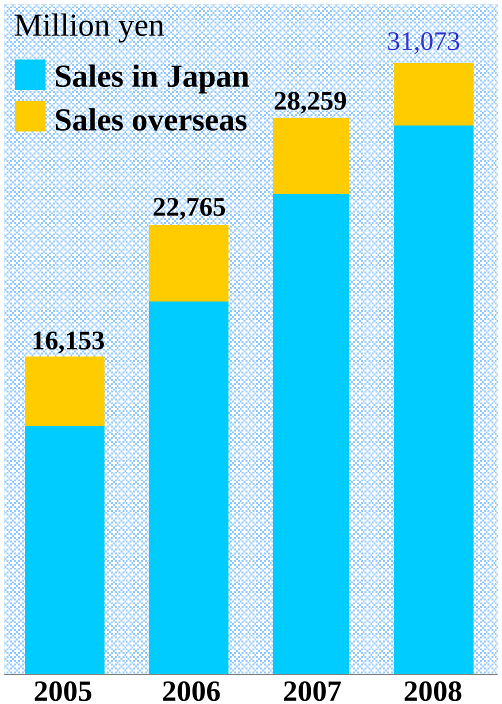
Million yen	Actual		YoY change	
	FY12/07	**FY12/08**	Amount	Pct.
Net sales	28,259	**31,073**	+ 2,813	+ 10.0%
Domestic operation Net sales	**24,297**	**27,931**	3,634	+ 15.0%
Overseas operation Net sales	**3,962**	**3,141**	- 820	- 20.7%
Gross profit	10,188	**11,548**	+ 1,359	+ 13.3%
Gross profit margin	36.1%	**37.2%**	+ 1.1p	—
SG&A expenses	5,382	**5,471**	+ 88	+ 1.6%
SG&A expenses margin	19.1%	**17.6%**	- 1.5p	—
Operating profit	4,805	**6,077**	+ 1,271	+ 26.5%
Operating margin	17.0%	**19.6%**	+ 2.6p	—
Ordinary profit	4,534	**5,043**	+ 509	+ 11.2%
Ordinary profit margin	16.0%	**16.2%**	+ 0.2p	—
Net profit	2,104	**2,453**	+ 348	+ 16.6%
Net profit margin	7.4%	**7.9%**	+ 0.5p	—

Consolidated EPS	¥ 25,792.37	**¥ 30, 065.64**	+ 16.6%
Annual dividend per share	¥ 3,000	**¥ 5,000**	+ ¥ 2,000

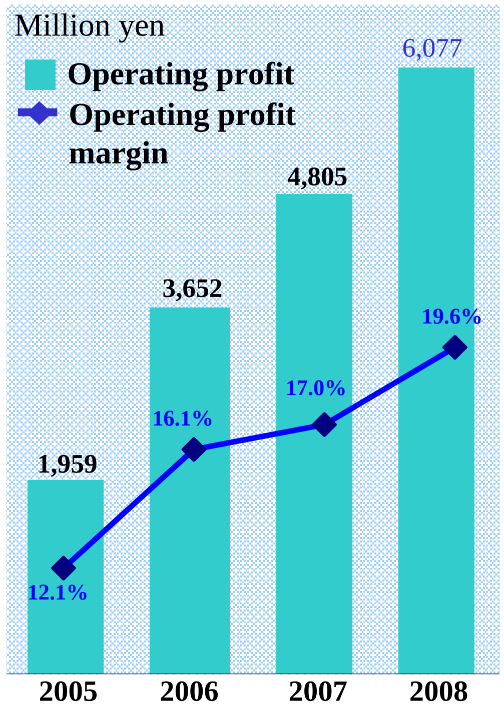
Consolidated Business Results

Continued increase in sales and earnings. Consolidated net sales, operating income, ordinary income and net income all marked record high.

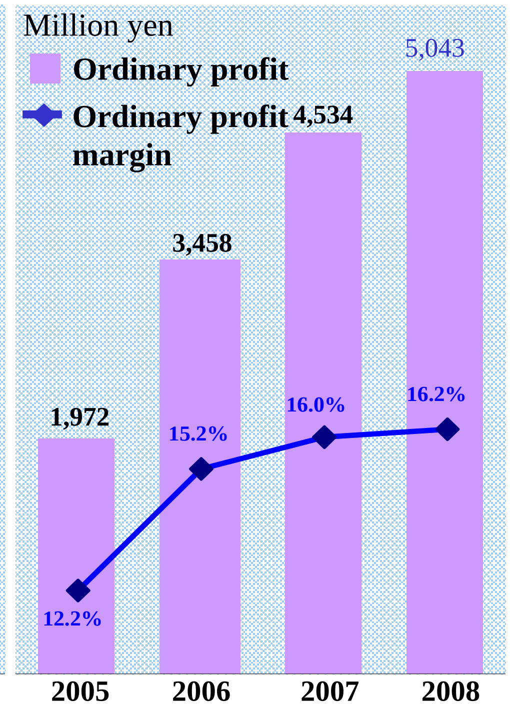
Growth in consolidated net sales



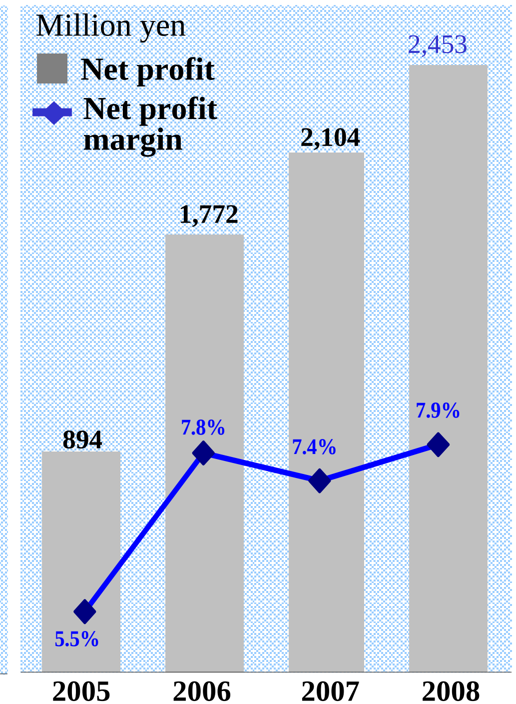
Growth in consolidated Operating profit



Growth in consolidated ordinary profit



Growth in consolidated net profit

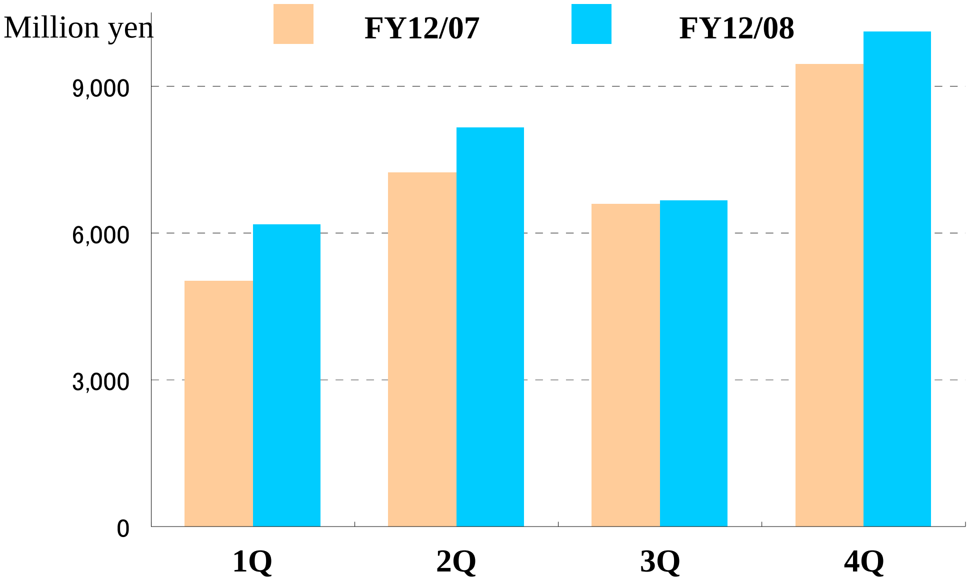


Million yen	FY12/05	FY12/06		FY12/07		FY12/08	
	Amount	Amount	Pct.	Amount	Pct.	Amount	Pct.
Consolidated net sales	16,153	22,765	40.9%	28,259	24.1%	31,073	10.0%
Domestic operation	12,590	18,845	49.7%	24,297	28.9%	27,931	15.0%
Overseas operation	3,562	3,920	10.0%	3,962	1.1%	3,141	- 20.7%
Consolidated Operating profit	1,959	3,652	86.4%	4,805	31.6%	6,077	26.5%
Consolidated ordinary profit	1,972	3,458	75.3%	4,534	31.1%	5,043	11.2%
Consolidated net profit	894	1,772	98.2%	2,104	18.8%	2,453	16.6%

Quarterly Business Results

Sales for each quarter increased YoY. Operating income for each quarter turned profitable.

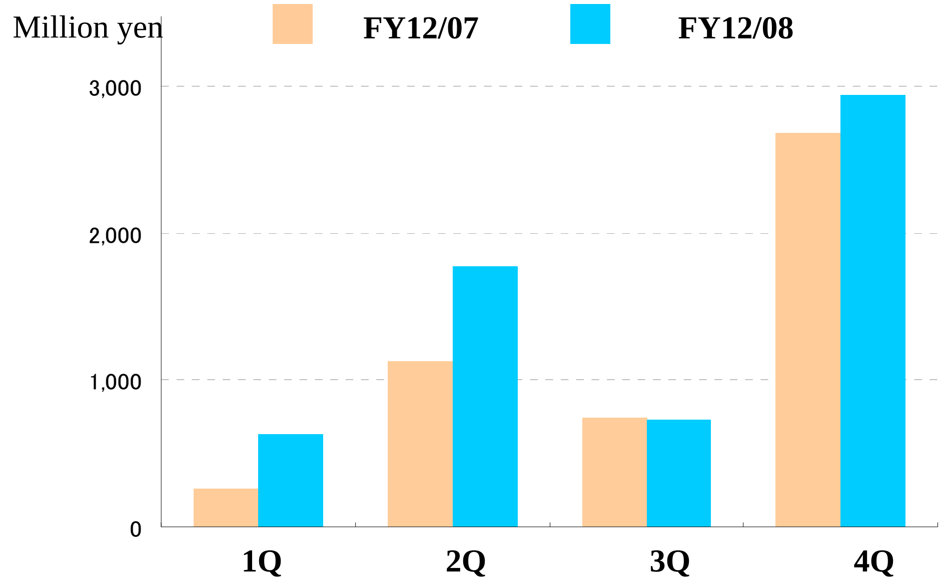
Growth in quarterly consolidated net sales



	1Q	2Q	3Q	4Q
FY12/08 actual	6,163	8,148	6,675	10,085
Pct. change	19.8%	26.2%	21.5%	32.5%
No. of guest houses	42	42	43	43

	1Q	2Q	3Q	4Q
FY12/07 actual	5,008	7,224	6,576	9,448
Pct. change	17.7%	25.6%	23.3%	33.4%
No. of guest houses	31	38	40	41

Growth in quarterly consolidated operating profit



	1Q	2Q	3Q	4Q
FY12/08 actual	634	1,776	729	2,937
Pct. change	10.5%	29.2%	12.0%	48.3%
No. of guest houses	42	42	43	43

	1Q	2Q	3Q	4Q
FY12/07 actual	256	1,129	740	2,678
Pct. change	5.4%	23.5%	15.4%	55.7%
No. of guest houses	31	38	40	41

Consolidated Gross Profit

【Gross profit】

Higher sales in Japan due mainly to the increasing number of weddings held and rise in average revenues contributed to a substantial increase YoY.

- ❖ 3 facilities (Nagoya-Yagoto, Kyoto-Kamogawa, Chiba) which opened in FY12/07 now operate throughout the year that the number of weddings held in Japan and sales increased along with gross profit.
- ❖ Rise in average revenues per couple contributed to increase in gross profit in Japan.
- ❖ As for overseas, sales decreased that gross profit also decreased YoY.

Million yen	FY12/07	FY12/08	YoY change	
	Amount	Amount	Amount	Pct.
Consolidated gross profit	10,188	**11,548**	+ 1,359	+ 13.3%
Gross profit (Japan)	8,964	**10,555**	+1,590	+ 17.7%
Gross profit (Overseas)	1,224	**993**	- 230	- 18.9%

【Gross profit margin】

Consolidated gross profit margin improved by 1.1 point due mainly to higher sales and rise in average revenues in Japan.

- ❖3 facilities which opened in FY12/07 now operates steadily throughout the year that fixed cost ratio including wedding facility operating cost declined and profit margin in Japan improved.
- ❖ Profit margin in Japan improved due to rise in average revenues per couple.
- ❖ As for overseas, although gross profit decreased, gross profit margin improved mainly because of implementing fixed cost-cutting measures.

	FY12/07	FY12/08	YoY change
Consolidated gross profit	36.1%	**37.2%**	+ 1.1p
Gross profit (Japan)	36.9%	**37.8%**	+ 0.9p
Gross profit (Overseas)	30.9%	**31.6%**	+ 0.7p

SG&A Expenses and Start-up Cost

【Selling and general administrative 】

SG&A expenses only increased slightly YoY. As a result, SG&A expenses margin declined by 1.5 point YoY.

❖ Increase (SG&A expenses margin remained flat YoY) in advertising expense for new facilities to be opened.

❖SG&A expenses margin declined by 1.5 point due to higher sales.

Million yen	FY12/07	FY12/08	YoY change	
			Amount	Pct.
Selling and general administrative expenses	5,382	**5,471**	+ 88	+ 1.6%
SG&A expenses margin	19.1%	**17.6%**	- 1.5p	-

【Start-up cost】

As there were only 2 newly-opened guest houses (FY12/07: 10 guest houses) in FY12/08, start-up cost decreased significantly YoY.

❖ As there were only 2 newly-opened facilities and 2 guest houses in Akasaka and Odaiba, start-up cost declined significantly compared with 2 facilities and 7 guest houses opened in FY12/07.

Million yen	FY12/07	FY12/08	YoY change	
			Amount	Pct.
Start-up cost	540	**191**	- 349	- 64.6%
Pct. of sales	1.9%	**0.6%**	- 1.3p	-

※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.

Consolidated Operating Profit, Ordinary Profit and Net Profit

【Operating Profit】

Significant increase YoY as there was only a slight increase in SG&A expenses in addition to higher sales and improvement in gross profit margin.

Million yen	FY12/07	FY12/08	YoY change	
			Amount	Pct.
Operating profit	4,805	**6,077**	+ 1,271	+ 26.5%
Operating margin	17.0%	**19.6%**	+ 2.6p	-

【Ordinary Profit】

Increased YoY due to rise in operating profit but non-operating expenses increased mainly because of posting exchange loss associated with the weaker won.

❖ Exchange loss down ¥688mn (Breakdown: yen-dollar down ¥170mn; yen-won down ¥527mn; yen-rupiah up ¥17mn; others down ¥8mn)

Million yen	FY12/07	FY12/08	YoY change	
			Amount	Pct.
Ordinary profit	4,534	**5,043**	+ 509	+ 11.2%
Ordinary profit margin	16.0%	**16.2%**	+ 0.2p	-

【Net Profit】

Posted an exchange loss of ¥120mn due mainly to the cancellation of the opening of Kyoto facility but marked a record high.

Million yen	FY12/07	FY12/08	YoY change	
			Amount	Pct.
Net profit	2,104	**2,453**	+ 348	+ 16.6%
Net profit margin	7.4%	**7.9%**	+ 0.5p	-

Summary of Domestic Operations

Sales increased sharply due mainly to contributions from facilities opened during FY12/07 and higher average revenues.

- ❖ Number of weddings held and sales increased as facilities (Nagoya-Yagoto: May, Kyoto-Kamogawa: June, Chiba: September) opened in FY12/07 went into operation throughout the entire period.
- ❖ An increase in the number of weddings held and average revenues per couple boosted sales.

Million yen	FY12/07	FY12/08	YoY change	
			Amount	Pct.
Net sales	24,297	**27,931**	+ 3,634	+ 15.0%
No. of guest houses at end of period	41	**43**	+ 2	-
Of which multi-guest house type	28	**28**	-	-
Of which Double-guest house type	10	**10**	-	-
Of which Single-guest house type	3	**5**	+ 2	-
No. of weddings	5,601	**6,352**	+ 751	+ 13.4%
Operating rate	68.9%	**66.1%**	- 2.8p	-
Average revenues per couple	¥ 4,201thousand	**¥ 4,233thousand**	+ ¥32thousand	+ 0.8%

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

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 substantially YoY.

No. of weddings	FY12/07		FY12/08		YoY change	
	No. of orders	Year-end order backlog	No. of orders	Year-end order backlog	No. of orders	Year-end order backlog
Order situation	6,292	3,797	**7,003**	**4,448**	+ 711	+ 651

Domestic Operations　Existing Facilities

Decreased slightly YoY but maintained high profitability due to high profit margin and low-cost operations.

- ❖ Despite a slight decrease in the number of weddings held, sales and profits decreased only slightly due to rise in average revenues, thanks to marketing efforts.
- ❖ Gross profit margin remained high mainly because of reviewing outsourcing expense.
- ❖ Despite a slight increase in advertising expenses, pct. of sales remained low at 3.6% for attracting a large number of customers.

Million yen	FY12/07	FY12/08	YoY change	
			Amount	Pct.
Net sales	22,470	**22,257**	-213	- 0.9%
Gross profit	7,382	**7,175**	-207	- 2.8%
Gross profit margin	32.9%	**32.2%**	- 0.7p	-
SG&A expenses	1,134	**1,205**	+ 71	+ 6.3%
SG&A expenses margin	5.0%	**5.4%**	+ 0.4p	-
Operating profit	6,248	**5,969**	-278	- 4.5%
Operating margin	27.8%	**26.8%**	- 1.0p	-
No. of weddings	5,299	**5,191**	- 108	- 2.0%
Operating rate	75.0%	**70.5%**	- 4.5p	-
Average revenues per couple ※	¥ 4,204thousand	**¥ 4,258thousand**	+¥54thousand	+ 1.3%

※Target facilities: Nihonbashi; Shirogane; Yokohama; Osaka; Sendai; Nagoya-Hoshigaoka,; Shinurayasu ,Omiya,Aoyama,Ichigaya,Shinsaibashi, Nagoya-Marunouchi(total: 12 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.

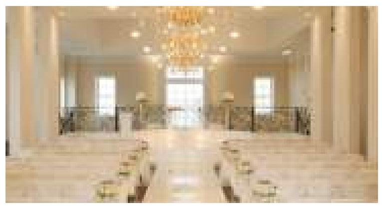
Domestic Operations Opening of New Facilities

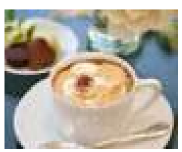
Opened Akasaka facility within "Akasaka Sacas", a large-scale urban development area and Odaiba facility, the 2nd revitalizing business facility in FY12/08.

AKASAKA APPLAUSE SQUARE GEIHINKAN

AKASAKA APPLAUSE SQUARE GEIHINKAN

Opened in March 2008 *1Guesthouse Type*





Can also enjoy as a creative French restaurant on weekdays which is situated in a good location.

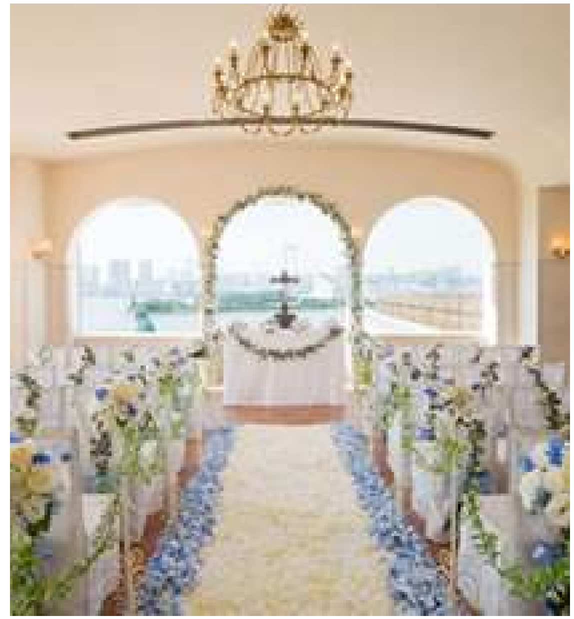
Opened within "Akasaka Sacas", a large-scale urban development area.

A new facility developed to take part in "creating a new town".

DAIBA Palazzo e mare

DAIBA Palazzo e mare

Opened in September 2008 *1Guesthouse Type*



Opened as a revitalizing business facility using the existing facilities

A multipurpose facility which offers "party house weddings"

Domestic Operations　Situation of Facilities

Balanced expansion of 17 facilities and 43 guest houses, particularly multi and double guest houses.

【 Type】

Multi-guest house type 7 facilities, 28 guest houses

Yokohama（4）

Shinuyarasu（5）

Omiya（4）

Yagoto（4）

Osaka（5）

Kyoto（3）

Sendai（3）

Double-guest house type 5 facilities, 10 guest houses

Shirogane（2）

Aoyama（2）

Chiba（2）

Hoshigaoka（2）

Shinsaibashi（2）

Single-guest house type 5 facilities, 5 guest houses

Nihonbashi（1）

Ichigaya（1）

New Akasaka（1）

New Odaiba（1）

Nagoya-Marunouchi（1）

Facilities with “*New*” opened during FY12/08. Parentheses show the no. of guest houses of each facility.

【 Region】

	Tokyo	Tokyo area	Other areas	Kansai	Nagoya	Total
No. of guest houses	8	15	3	10	7	43

Summary of Overseas Operations

The number of weddings held in Bali increased steadily but decreased in Hawaii.

- ❖ The number of travelers decreased due mainly to rise in surcharge caused by soaring crude oil prices that the Hawaii business sales declined.
- ❖ Regarding Hawaii, fixed costs have been reduced mainly because of reviewing contract churches.
- ❖ A steady increase in the number of weddings held in Bali in Indonesia supported sales in the Overseas Department but sales declined as a whole.
- ❖ The number of Destination Weddings increased as we strengthened the Hawaii and Bali salon orders.

	FY12/07	FY12/08	YoY change	
			Amount	Pct.
Net sales	¥3,962million	**¥3,141million**	- ¥ 820million	- 20.7%
Year-end directly operated and exclusive chapels	9	**8**	- 1	—
No. of weddings	2,785	**2,249**	- 536	- 19.2%
Direct sales in Japan	1,081	**774**	- 307	- 28.4%
Alliance sales including travel agencies	1,366	**1,095**	- 271	- 19.8%
Direct sales in Hawaii/Bali (DW)	338	**380**	+ 42	+ 12.4%

※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.

Overseas Operations Facilities

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

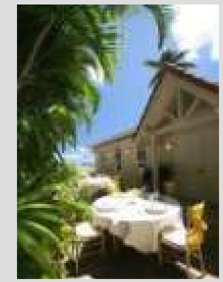
【Directly operated】

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

Assets

Increase in tangible fixed assets

Increase in buildings and structures : Increase in new facilities opened in 2008

Increase in construction in progress: Increase in new facilities slated to open in 2009 or later

Increase in investments and other assets

Deposit : Increase in deposits of Shin-Urayasu facility

Liabilities and net assets

Interest-bearing debt

Amount of interest-bearing debt: ¥15,862mn (down ¥3,187million compared to Dec, 31, '07)

Interest-bearing debt dependence: 48.9% (down 8.2 points compared to Dec. 31, '07)

Net assets

Amount of net assets : **¥9,490mn** (**up ¥1,896mn** compared with FY12/07)

Equity ratio : **29.3%** (**up 6.6 points** compared with FY12/07)

Million yen	FY12/07	FY12/08	Change
Current assets	8,445	7,870	-574
Cash and deposit	7,019	6,272	-747
Inventory assets	451	541	90
Advances	208	122	-86
Prepaid expenses	218	273	55
Fixed assets	24,926	24,545	-381
Tangible fixed assets	19,306	18,144	-1,162
Buildings and structures	17,560	17,709	149
Tools and equipment	1,938	2,160	221
Automotive equipment	46	53	7
Accumulated depreciation	-4,849	-6,631	-1,782
Land	4,353	4,421	68
Construction in progress	257	430	173
Intangible fixed assets	452	370	-81
Investments and other assets	5,167	6,030	863
Deposit	2,215	2,387	171
Deferred assets	13	11	-2
Total assets	33,386	32,427	-958

Million yen	FY12/07	FY12/08	Change
Total liabilities	25,791	22,937	-2,854
Current liabilities	13,338	8,781	-4,556
Accounts payable	1,462	1,359	-102
Short-term debt	4,881	-	-4,881
Current portion of long-term debt	2,309	2,350	41
Current portion of bonds	436	436	-
Accrued amount payable	454	477	22
Advances received	1,141	1,244	103
Fixed liabilities	12,453	14,155	1,701
Bond	1,702	1,266	-436
Long-term debt	9,721	11,809	2,088
Guaranty deposit	548	612	64
Net assets	7,594	9,490	1,896
Shareholders' equity	7,611	9,738	2,126
Capital/capital surplus	1,106	1,106	-
Retained earnings	6,504	8,631	2,126
Valuation and translation adjustments	-17	-247	-230
Total liabilities and net assets	33,386	32,427	-958

Interest-bearing Debt

Significantly reduced interest-bearing debt balance compared with FY12/07 to restore financial soundness.

Year-end interest-bearing debt balance

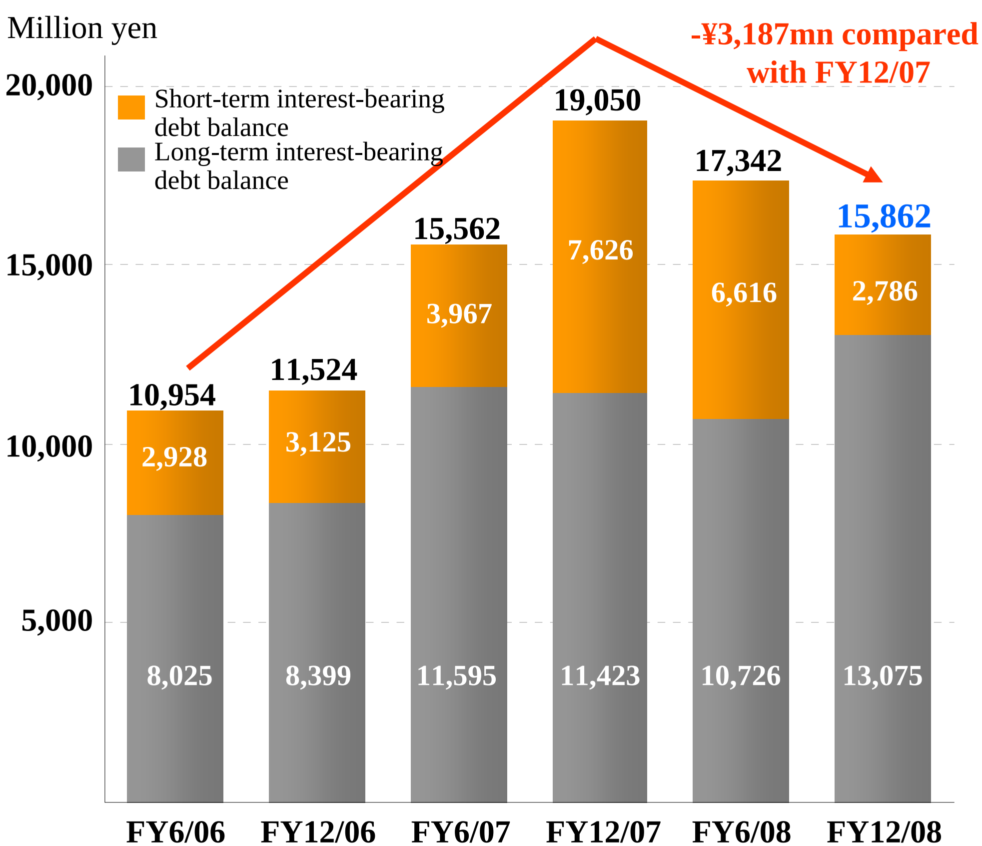
Year-end interest-bearing debt balance down ¥3,187mn compared with FY12/07

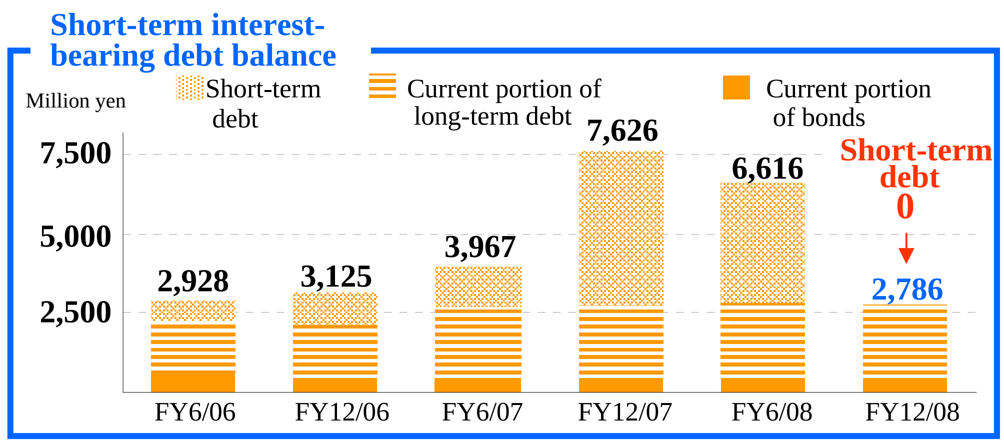
Operating CF remained high due mainly to increase in net profit and increase in depreciation while year-end interest-bearing debt balance decreased significantly compared with FY12/07 due to lower investing CF.

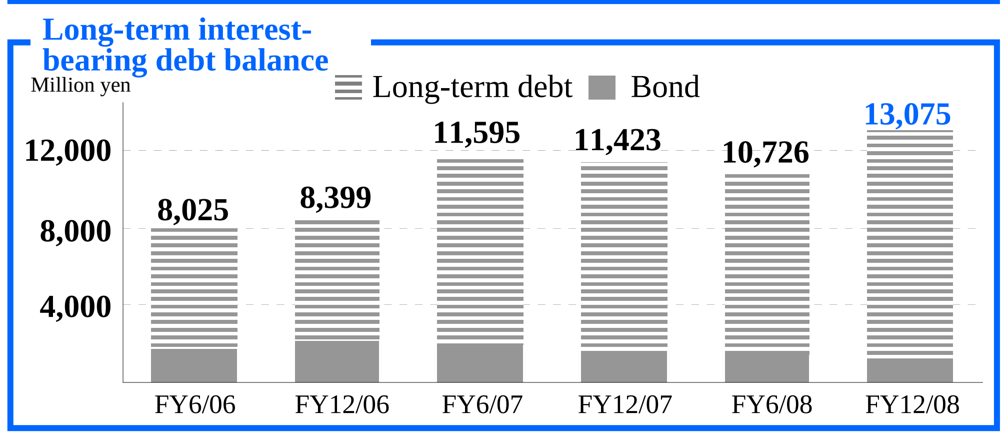
Breakdown of long-term and short-term interest-bearing debts

Reduced short-term debt to "0"

Only capital investment funds including facility development are covered by long-term interest-bearing debt. Regarding working capital, maintain a sound financial standing that can be covered by retained earnings and monthly sales.







Interest-bearing Debt　Outlook for Interest-bearing Debt Balance

Reduce interest-bearing debt procured as capital investment fund for existing facilities in a short period through operating CF generated by the existing facilities.

Almost complete the repayment of interest-bearing debt except land acquisition cost in FY12/14.

Existing interest-bearing debt is expected to be reduced substantially each period

Financial improvement will raise the estimated equity ratio to 33% in FY12/09

High operating CF will support the financial soundness

Dept redemption period: 2.3 years (land acquisition cost excluded)

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

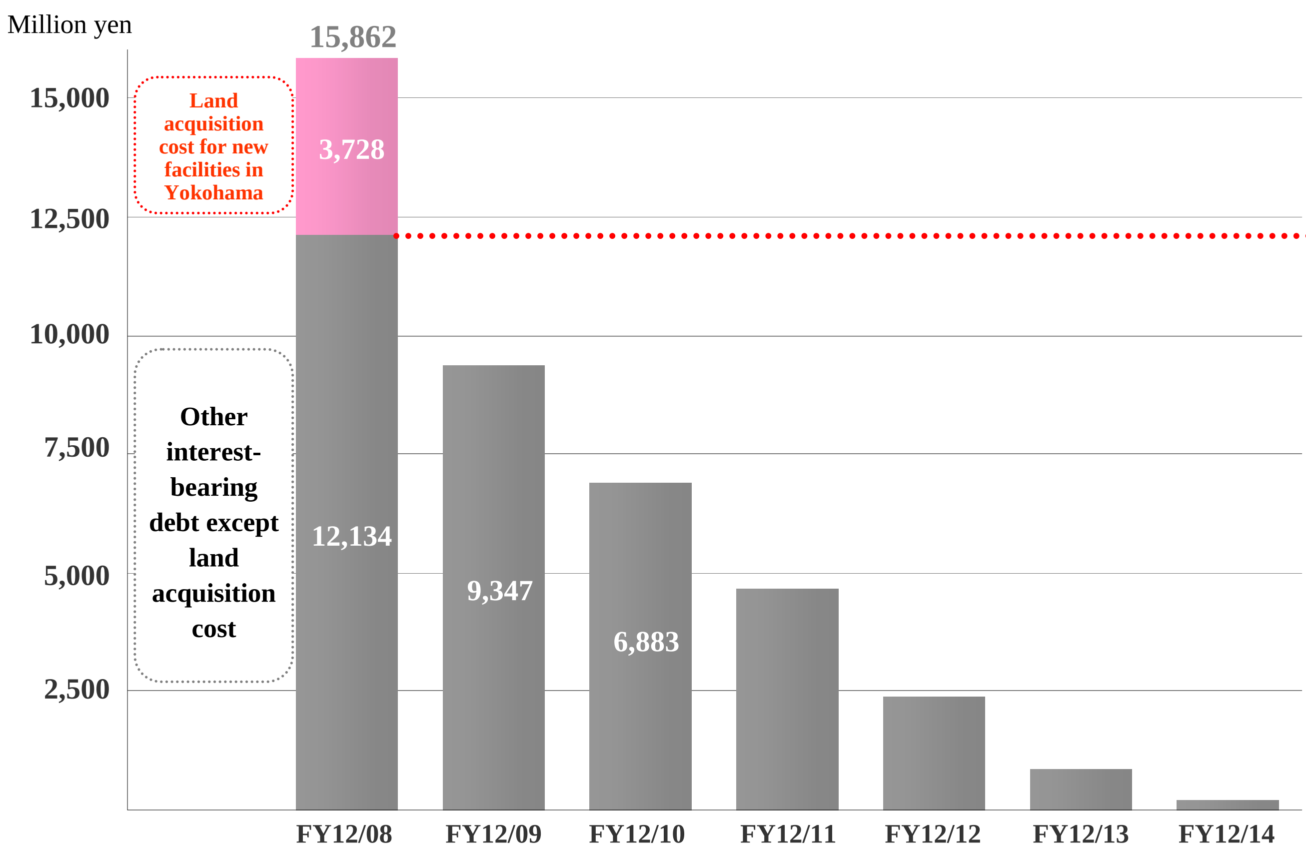
Outlook for the future year-end interest-bearing debt balance as of FY12/08

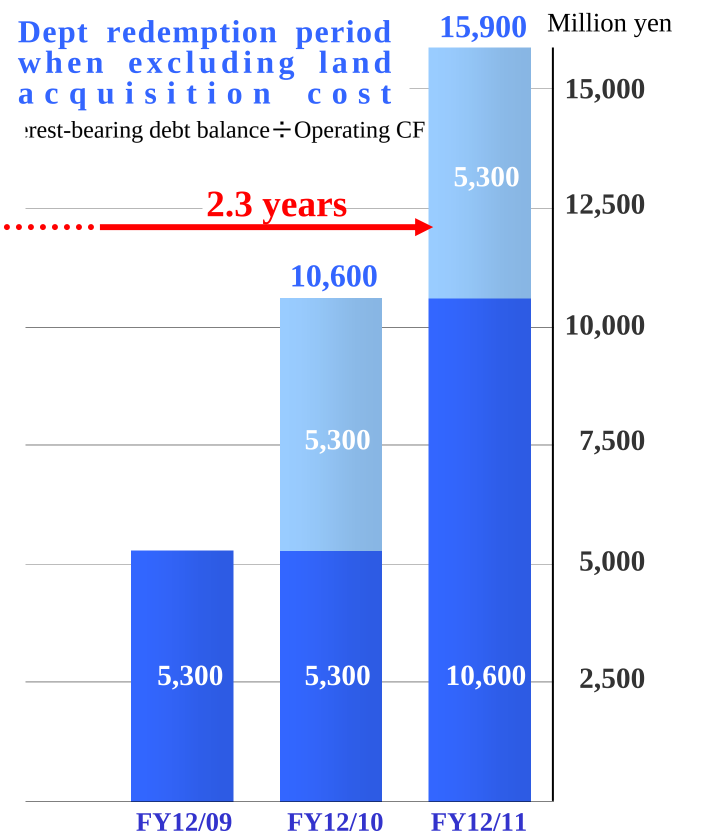
•Estimated year-end interest-bearing debt balance based on the current debt and redemption agreements (land acquisition cost excluded)

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

Estimated total amount of operating CF

When the estimated operating CF is on a par with FY12/08

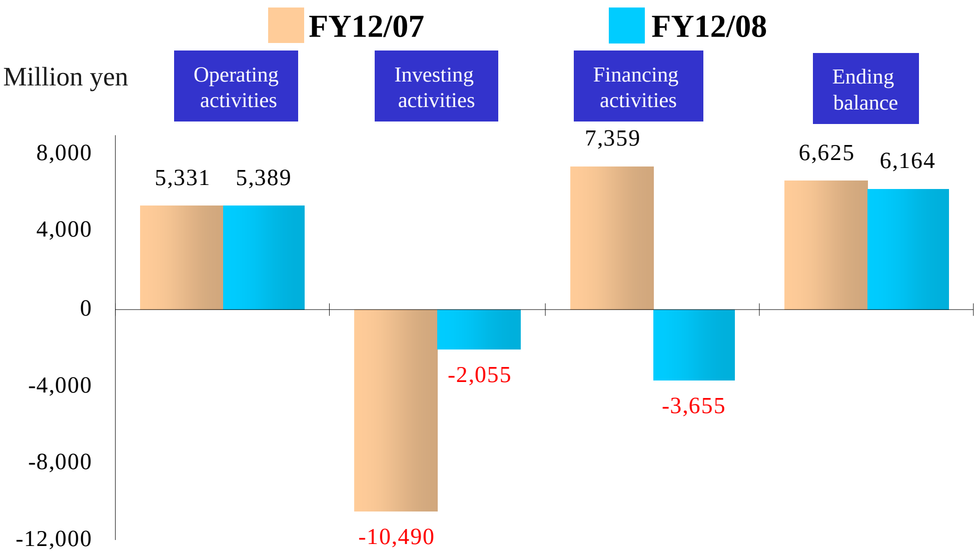




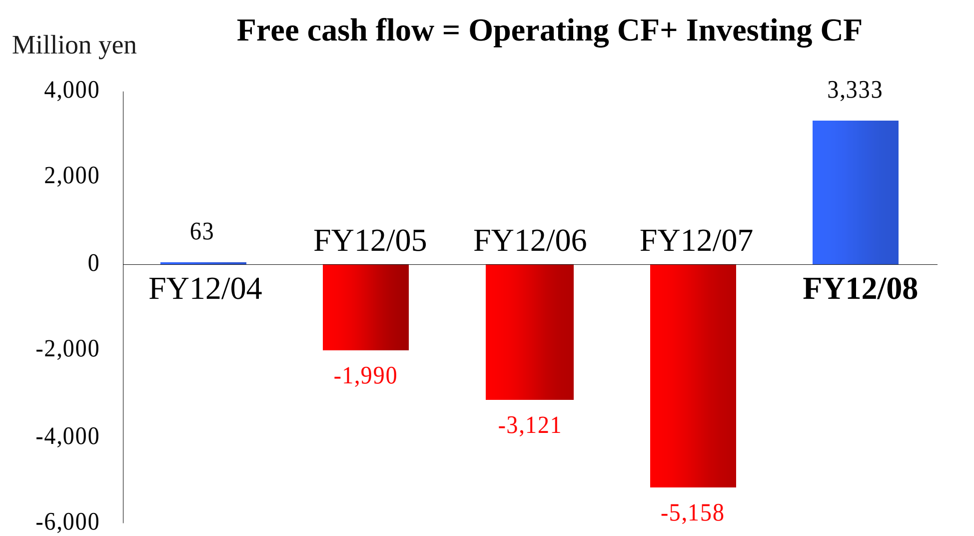
Consolidated Cash Flows

Substantial increase in free cash flow, due to increased operating CF and decreased investing CF.

Consolidated cash flow



Free cash flow



Million yen	FY12/07	FY12/08
Operating activities	5,331	5,389
Investing activities	- 10,490	- 2,055
Financing activities	7,359	- 3,639
Exchange difference of cash and cash equivalents	0	- 156
Changes in cash and cash equivalents	2,200	- 461
Cash and cash equivalents at beginning of year	4,425	6,625
Cash and cash equivalents at end of year	6,625	6,164

Major factors

○ Operating activities

Income before income taxes ¥4, 928million
Depreciation ¥2,018million
Corporate taxes paid -¥2,777million

○ Investing activities

Payments for acquisition of tangible fixed assets -¥1,759million
Payments for guarantee deposits -¥304million

○ Financing activities

Changes in short-term debt -¥4,856million
Changes in long-term debt ¥1,979million
Payments for redemption of bonds -¥436million

Business Forecasts for FY12/09

Consolidated Business Forecasts for FY12/09

【Full year forecasts】

Domestic operations are expected to be the principal sales driver again in the current term. Exchange loss will be reduced and we expect substantial sales and earnings growth YoY.

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

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

【First half forecasts】

Million yen	FY12/08 Actual	FY12/09 Forecast	Change	
			Amount	Pct.
Net sales	14,312	**14,800**	+ 487	+ 3.4%
Operating profit	2,410	**2,200**	- 210	- 8.7%
Ordinary profit	2,075	**2,000**	- 75	- 3.6%
Net profit	1,047	**1,100**	+ 52	+ 5.0%

Strategies for Domestic Operations　Plan for FY12/09

【Domestic Operations Plan】

Currently, orders for existing facilities are favorable. We expect substantial sales again in the current term due to the effect of opening new facilities.

- ❖ Orders for existing facilities are favorable that sales are expected to increase compared with FY12/08.
- ❖ Nagoya and Noseki facilities slated to open in spring 2009 will also contribute to sales increase.
- ❖ Aoyama facility will expand its ancillary facilities in autumn 2009 to change it into multi-type (3 guest houses) from the current double-type (2 guest houses).
- ❖ Average revenues per customer slightly decreased as a whole compared with FY12/08 due to increase in small ceremony plan.
- ❖ There are currently 4 guest houses (Noseki: 3, Aoyama: 1 to be additionally operated) slated to open that start-up cost is expected to slightly increase compared with FY12/08.

Million yen	FY12/08 actual	FY12/09 forecast	YoY change	
			Amount	Pct.
Net sales	27,931	**29,900**	+ 1,968	+ 7.0%
Total guest houses at end of period	43	**47**	+ 4	-
Multi-guest house type	28	**34**	+ 6	-
Double-guest house type	10	※ **8**	※ - 2	-
Single-guest house type	5	**5**	-	-
No. of weddings	6,352	**7,000**	+ 648	+ 10.2%

* Decrease in the no. of double-type compared with FY12/08 is caused by changing Aoyama facility to multi-type and is not because of facility closure.

Strategies for Overseas Operations Plan for FY12/09

【 Overseas operations Plan】

Although the number of weddings held in Bali will increase steadily, weddings in Hawaii will decrease. As a result, sales will decrease YoY.

❖ Despite the surcharge decrease and effect of the yen's appreciation, we can not anticipate a rapid recovery in the Hawaiian wedding market due to decrease in the number of flights and customers' "cheap, near and short" travel trend.

❖ Relatively high revenue customers, our target, tend to shift to domestic weddings.

❖ Expects the number of weddings held in Hawaii and sales to decrease also because of price falling associated with intensifying competition.

❖ Even in a smaller market, we will reorganize to a size which we can definitely raise profits

- Cost-cutting effect due to merger and abolition (Sannomiya, Kyoto, Shinsaibashi, Omiya) of salons in Japan･･･down ¥50mn
- Rent revision in Hawaii, cost-cutting effect due to withdrawal of projects･･･down $700 thousand

❖ A steady increase in the number of weddings held in Bali in Indonesia will support sales in the Overseas Department but sales will decline as a whole YoY.

❖ Continue with Destination Weddings

	FY12/08 actual	FY12/09 forecast	YoY change	
			Amount	Pct.
Net sales	¥ 3,141million	**¥ 2,900million**	- ¥ 241million	- 7.7%
Year-end directly operated and exclusive chapels	8	**9**	+ 1	-
No. of weddings	2,249	※ **1,750**	- 499	- 22.2%

•The no. of weddings held (about 700) in Saint Andrew's Church which we signed an exclusive use agreement in Jan. 2009 are expected to be added as well as the above no. of weddings held.

Future Strategies

Future Strategies

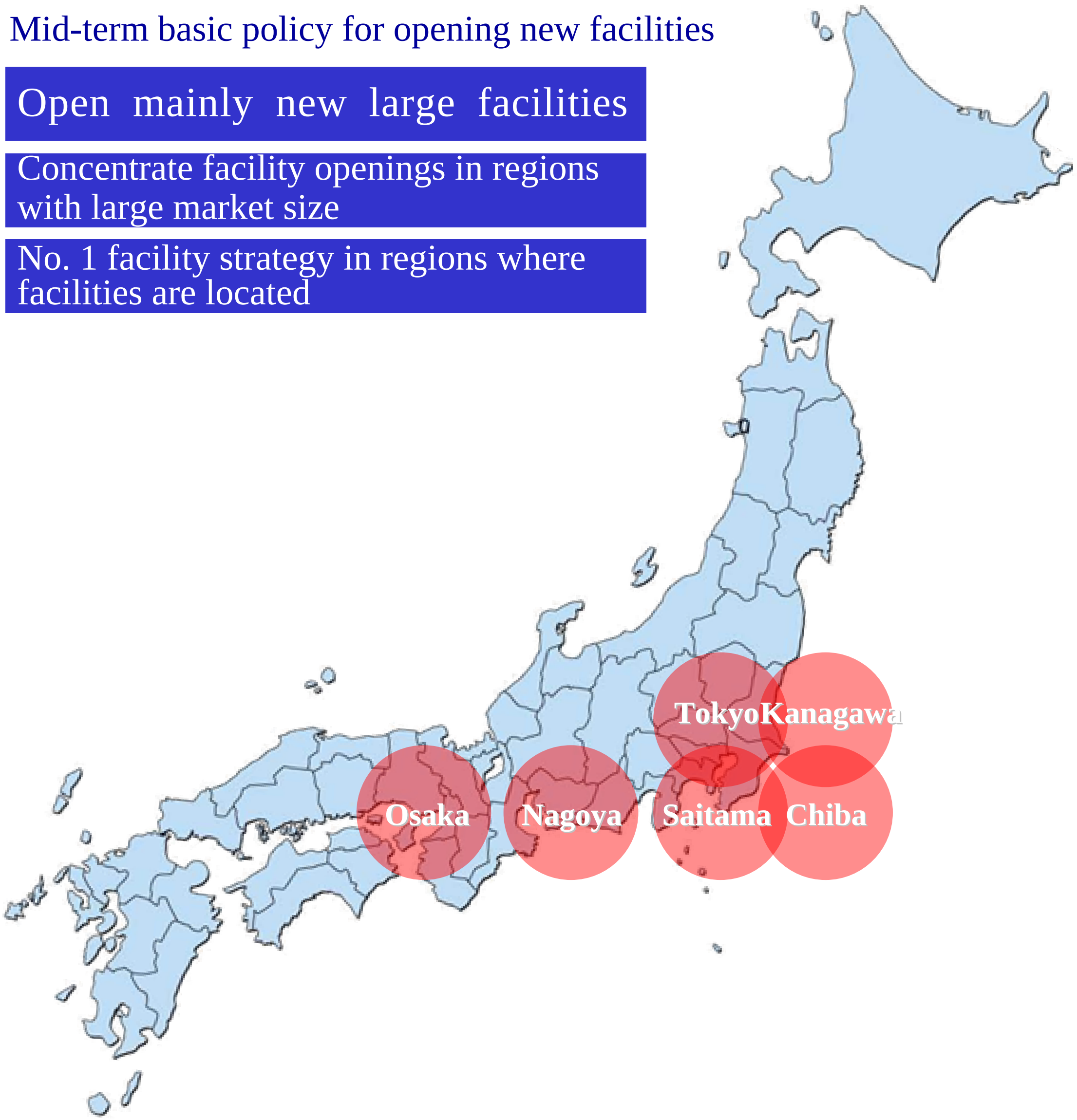
Continue with new business strategies aimed at continuous and steady growth

Strategy up to FY12/07	Strategies for FY12/08 onwards
Strategies for domestic operations	**Strategies for domestic operations**
1.Aggressively opened 5 to 8 guest houses annually	1.Region's No. 1 facility strategy (open large facilities in major cities, incremental development in adjacent areas)
2. Opened in major cities and government-designated cities	2. Target a broad range of needs for wedding ceremonies (Japanese ceremonies, small ceremonies and ceremony-only, etc.)
3. Strengthened existing facilities through re-innovation	3. Efficiently strengthen existing facilities through re-innovation
	4. Approach towards revitalization business
Strategies for overseas operations	**Strategies for overseas operations**
4. Expansion and strengthening of directly operated salons	5. Continuation of earnings improvement measure through reduction of fixed costs
5. Strengthening of alliance sales strategy	6. Improve sales while reducing investments (tie-up with existing churches, re-innovation of facilities)
	7. Continue working on Destination Weddings
Corporate strategies	**Corporate strategies**
6. Diversification of fund procurement method	8. Continue strengthening financial standing towards a better financial standing
7. Strengthening of human resources development	9. Continue strengthening human resources development

Open mainly large facilities 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 facilities slated to open (current plan only)

【No. of guest houses by region】

	End of 2008	New facilities to be opened 2009	New facilities to be opened 2010	End of 2010
Corporate	43	+ 4	+6	53
Tokyo	8	+ 1	-	9
Tokyo area (Kanagawa, Chiba, Saitama)	15	-	+ 6	21
Other areas	3	-	-	3
Kansai (Osaka, Kyoto)	10	-	-	10
Nagoya	7	+ 3	-	10

【No. of guest houses by type】

	End of 2008	New facilities to be opened 2009	New facilities to be opened 2010	End of 2010
Corporate	43	+ 4	+ 6	53
Multi-type	28	※ + 6	+ 6	※ 40
Double-type	10	- 2	-	8
Single-type	5	-	-	5

•Decrease in the no. of double-type is caused by changing Aoyama facility to multi-type and is not because of facility closure.

Strategies for Domestic Operations Plans for New Facility Openings

Open large facilities in Noseki, Nagoya in spring 2009 and Iseyama, Yokohama in spring 2010 aiming for regions' no. 1 facilities.

Open our first facility in the port area in Nagoya region

St. Grace Cathedral

St. Grace Cathedral

Slated to open in spring 2009 3 *Guesthouse Type*

Open our second multi-guest house in the port area in Nagoya region, which is about 20 min. from Nagoya station.

An authentic Gothic style cathedral with colorful antique stained glass windows acquired from a church in England.

Also offer Japanese ceremonies in addition to guest house weddings at 3 guest houses with a garden surrounded by blue sky, water and greenery.

Open the largest facility with 2 chapels and 6 guest houses

Iseyama-Weddinghills Yokohama (tentative name)

Iseyama - Weddinghills Yokohama

Slated to open in spring 2010 6 *Guesthouse Type*

Open the largest facility with 2 chapels and 6 guest houses on the location which is only 7 min. walk from the North exit of Sakuragicho st. in Yokohama.

An authentic stained glass windowed cathedral with a high steeple, and 2 chapels "surrounded by water". An authentic western style wedding at a nearby Iseyama Kodai Shrine is available.

Construct 6 different types of guest houses which meet wide-ranging needs. Offer a guest house wedding feeling the light and wind at an open guest house with a garden terrace full of greenery.

Offer Japanese ceremonies, small ceremonies and ceremony-only plans to meet a diverse range of customer needs.

"Original Japanese ceremony" for couples who want Japanese garments and traditions

To serve customers who want a Japanese ceremony, we have expanded the selection of products and services to offer the new "Hana Biyori" Japanese wedding program.

Starting in this fiscal year, our Shin-Urayasu salon is offering a comprehensive package of services for an "original Japanese wedding." These weddings draw on our experience, expertise and salon network to hold ceremonies that incorporate a full range of Japanese traditions and customs.

Provision of the small ceremony plan

Offer a plan for small ceremonies that allows couples to rent a location entirely for themselves and as few as 10 guests.

Provision of the ceremony-only plan

Use large chapels at our guest houses to hold weddings for couples who want only a ceremony.

Promotion of the "Region's No. 1 facility" strategy

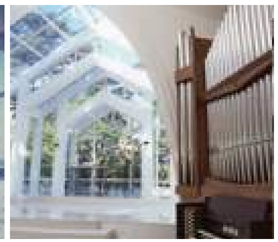
Aim for the Region's No. 1 facility by responding to various wedding styles while offering wedding receptions of diverse concepts.

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


French style


American style


British style


Italian style


Japanese style


Bali style


Oriental style

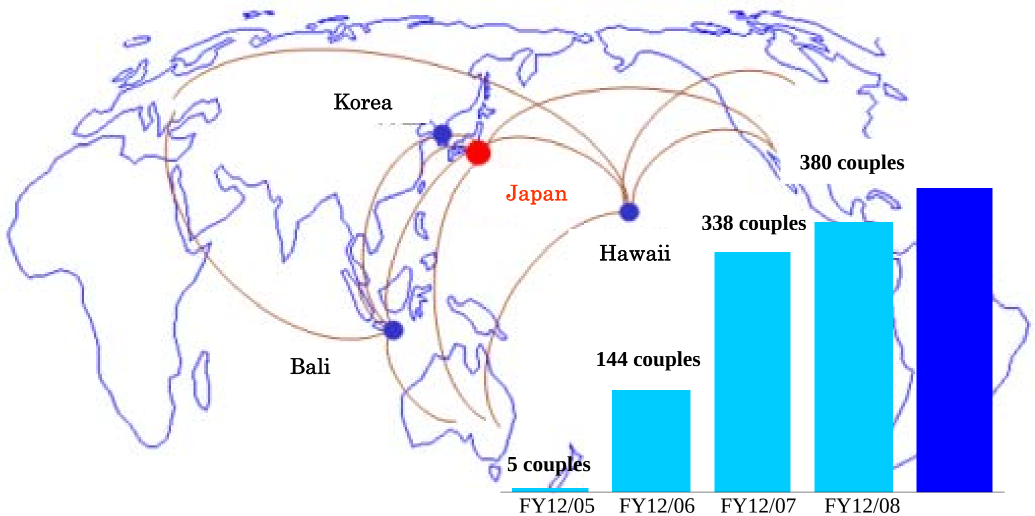
Promote the "Region's No. 1 facility" that meet a diverse range of customers' wedding needs

Strategies for Overseas Operations

Continue working on Destination Weddings. Also, opened a new facility in Hawaii.

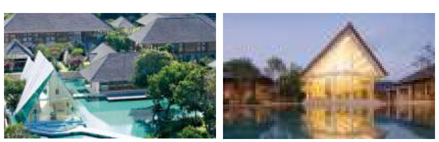
Continue working on Destination Weddings

Continue working on Destination Weddings by offering our service quality and brand power through direct planning and management.



Hawaii 7 facilities

Bali 2 facilities



Korea 2 guest houses

Opened a new facility in Hawaii

Opened a new facility that matches the current market trend and needs to always offer new value to customers.

Offer a full banquet from wedding ceremony to wedding party within our luxury premises with a chapel and private garden to 2 couples per day.

A daylight wedding which you can have the blue sea, sky and greenery to yourself

A twilight wedding shifting from sunshine to sunset

Corporate Data

Name	BEST BRIDAL Inc.
Established	October 1996
Head office	3-11-10 Higashi, Shibuya-ku, Tokyo
CEO	Masayuki Tsukada, President
Capital	¥472million
Employees	Consolidated: 890 Non-consolidated: 349
Shares issued	81,600 shares No trading unit
Shareholders	1,015
Activities	1. Design, planning, concepts and operations for wedding halls, guest houses, chapels and associated facilities 2. Planning, concepts and operations for banquets, buffet dinners and parties 3. Planning, concepts and operations for restaurants and cafes 4. Design, planning, concepts and operations for chapels and guest houses outside Japan 5. Planning, production and sale of overseas weddings and receptions and the products or these events 6. Travel agency business based on the Travel Law
Consolidated subsidiaries	Best Bridal Hawaii, Inc. (U.S subsidiary) Best Planning Inc. A Lliliale, Inc. Acqua Grazie, Inc. Best Bridal Korea, Inc. (Korea subsidiary) PT. Tirtha Bridal (Indonesia subsidiary) and 1 other
Equity-method affiliate	Marizin Inc

As of December 31, 2008

BEST BRIDAL

IR contact: Corporate Planning Department, Administrative Headquarter, BEST BRIDAL Inc

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