

## Area Franchisers

The FamilyMart Group's store development operations in specific areas of Japan and in specific overseas markets are handled by our area franchisers. This enables us to tailor store layouts and product lineups to the particular requirements of each region, allowing the rapid expansion of a network of highly profitable stores. As of the end of February 2011, the Group included 11 area franchisers operating a total of 9,969 stores. Our area franchisers in Japan and overseas act as powerful partners in our store network expansion initiative, and we look forward to continuing to work hand-in-hand with them.

### Domestic Area Franchisers

#### Okinawa



This rice ball is an original Okinawa specialty featuring pork and eggs, served with rice. This product is 50% larger than an ordinary rice ball.

#### Okinawa FamilyMart Co., Ltd. *Established 1987*

This area franchiser, established as a joint venture with the local retailer RYUBO CO., LTD., operates the largest convenience store chain in Okinawa Prefecture. The company tailors initiatives closely to its local market. These include sales contests for new ready-to-eat items and dessert products thought up by local college students as a part of practical internship programs. The company also sponsors futsal tournaments for students of elementary schools. Moreover, it puts effort into devising new food products that incorporate local produce. The company will continue to create a distinctive corporate image through local community activities carried out at the individual store level — following the Okinawan tradition of *yui*, or building harmonious relationships between people through mutual assistance.

#### Kagoshima & Miyazaki



Amami Keihan chicken rice was marketed based on a favorite recipe of local singer Kousuke Atari, of Amami island, Kagoshima.

#### Minami Kyushu FamilyMart Co., Ltd. *Established 1993*

Established as a joint venture with Homboshoten Co., Ltd., a liquor wholesaler in Kagoshima Prefecture, this company is the leading convenience store operator in the Minami (South) Kyushu region, encompassing the prefectures of Kagoshima and Miyazaki. Through the Group's "FamilyMart Feel" campaign in Minami Kyushu FamilyMart tailors its business activities to the local area. In fiscal 2010, the company made donations to victims of volcanic eruptions in South Kyushu and promoted activities to revitalize local communities, including a campaign to support baseball training camps held in Miyazaki.

#### Hokkaido



Vanilla pudding with Toyotomi milk produced in Sarobetsu Plain, Toyotomi Town, topped with egg-flavored cream and black-and-white stripped chocolate.

#### Hokkaido FamilyMart Co., Ltd. *Established 2006*

This company, established in a joint venture with Hokkaido's largest foodstuffs wholesaler Seico Fresh Foods Co., Ltd., operated 45 stores as of the end of February 2011. Stores have been opened in new types of location such as hospitals and hotels, and a growing number of stores are being opened in high-profitability locations. In merchandising, the company is developing its own original products to meet local customers' needs, centered on *bento* and desserts. In fiscal 2011, the company will continue to ensure products and store management to satisfy customers, under a policy of gearing store displays to daily needs and localizing operations.

### Domestic Area Franchiser (Joint-Area Franchiser)

#### Kyushu



A FamilyMart store inside JR Futsukaichi Station building. Because it is near a tourist area, the store carries a broad range of souvenir items.

#### JR KYUSHU RETAIL, INC. *Signed joint-area franchise agreement in 2010*

JR KYUSHU RETAIL, INC., which operates convenience store chains, kiosks, and UNIQLO outlets in Kyushu, operated 87 stores as of the end of February, 2011 under the terms of a joint-area franchise agreement signed with FamilyMart. While most of its stores follow the "Ekinaka" format (serving railway stations), it opened its first store on the platform of a Shinkansen station in March 2011. The company aims to expand store operations in city shopping districts and roadside sites, with development tailored to specific locations or local characteristics.

Overseas Area Franchisers

**Taiwan**



*Baked sweet potato, the chain's most popular item, using carefully selected potatoes and served hot from special ovens.*



*Oden hodgepodge and gravy using lots of healthy natural ingredients.*

**Taiwan FamilyMart Co., Ltd.** *Established 1988*

The company opened its first store in 1988 and operated over 2,600 stores at the end of February 2011. It is now one of the leading convenience store operators in Taiwan. The company has good prospects of further expansion thanks to its success in distinguishing itself from its rivals — in what is a fiercely competitive market — through the employment of the Japanese parent company's expertise in products and customer service, particularly in the field of ready-to-eat items. In fiscal 2011, in addition to launching popular *oden* hodgepodge and baked sweet potato meals, the company is upgrading its rice ball lineups, launching a wide variety of services such as ticketing, and creating in-store spaces where customers can eat or drink. Taiwan FamilyMart will continue to provide customer satisfaction through products and services tailored to local needs.



**South Korea**



*Iced coffee, with ice cubes coming with the cup for a tastier drink. Over 22 million cups were sold in fiscal 2010.*

**BOKWANG FAMILYMART CO., LTD.** *Established 1990*

The company, which started business in 1990, is now South Korea's leading convenience store operator, opening its 5,000th outlet in fiscal 2010. In the South Korean convenience store sector, store openings are accelerating and mergers are changing the industry landscape. Amid such intensified competition, FamilyMart plans to differentiate itself through *bento* products, sandwiches, desserts and other ready-to-eat items, based on our rigorous commitment to service, quality and cleanliness. We are also taking measures to further differentiate our products through the addition of private brand products. BOKWANG FAMILYMART has launched a wide range of social initiatives in cooperation with local authorities, such as school-lunch support and environmentally-friendly activities. It is committed to ensuring that customers enjoy their shopping experience and will always want to come back South Korea's leading convenience store.



**Thailand**



*Siam FamilyMart's original steamed plump shrimp shumai, a specialty in Thailand, developed by local employees. Another new launch was "Quick Serve Gold" (frozen bento), a premium version of the popular "Frozen Bento" line.*

**Siam FamilyMart Co., Ltd.** *Established 1992*

Siam FamilyMart opened its first store in 1993, and its 600th outlet in October 2010. Its stores are mainly in Bangkok, Pattaya and Phuket. In an increasingly competitive market, the company focuses on offering its customers a pleasant place to shop, through services that combine FamilyMart's Japanese-style service, quality and cleanliness program with the friendly hospitality for which the "Land of Smiles" is justly famous. As consumer demand patterns among younger people and women change each year in Thailand, the company is leveraging Japanese know-how to develop unique, high-quality food products that keep up with the latest trends. It is distinguishing itself from competitors through the use of innovative store designs and product lineups with the goal of conveying the "FamilyMart Feel" to customers.



## China



Panini, using puffy bread with a wide range of fillings, and four popular sandwich lines for women who eat them as "brunch."

**Shanghai FamilyMart Co., Ltd.** *Established 2004*  
**Guangzhou FamilyMart Co., Ltd.** *Established 2006*  
**Suzhou FamilyMart Co., Ltd.** *Established 2007*



FamilyMart aggressively develops its business in China in a consortium with Ting Hsin group, a major Chinese foodstuff industry grouping, our area franchiser Taiwan FamilyMart Co., Ltd., and major Japanese trading house ITOCHU Corporation. Starting with a pioneer store in Shanghai in 2004, store openings spread to the cities of Guangzhou in January 2007 and Suzhou in September 2007. Expansion is proceeding smoothly in China, whose economy continues to grow strongly, with over 500 new stores opened as of the end of February 2011.

In China, FamilyMart is embarking on a new stage of growth. In fiscal 2011, we are proactively opening new stores in "New Market" locations (such as Metro stations and airports), offering ready-to-eat items like *bento* and bakery products, as well as private brand fast-food items, including *oden* hodgepodge, soymilk and coffee drinks.

Leveraging expertise developed in Japan, Taiwan and other markets, we are working to differentiate our brand in China by making FamilyMart stores a friendly, fun place to shop at, where customers find a temptingly wide range of products spanning ready-to-eat items such as *bento*, pastries and fast foods, all based on our rigorous commitment to service, quality and cleanliness.

## United States



Popular "Fresh Sushi" prepared in front of customers at one of our new Famima!! brand counters. This Japanese staple has become popular around the world.



**FAMIMA CORPORATION** *Established 2004*

The first store in the United States under the Famima!! brand name was opened in 2005. FAMIMA CORPORATION operates stylish stores with high-quality products, services and hospitality mainly in downtown Los Angeles. Among the many original, high-quality products on offer are fast foods, *sushi*, rice balls, Panini sandwiches, pasta dishes, and various desserts. This lineup, differentiating us from competitors, has earned us strong support from local customers.



## Vietnam



Ready-to-eat items prepared by staff in the "central kitchen" are popular with students and other young people.



**Family Company Limited** *Established 2009*

We are preparing to establish area franchise joint ventures in Vietnam to support our growth in that country.

FamilyMart brought the Japanese convenience store experience to Vietnam in 2009, opening a store in Ho Chi Minh City, hub of this emerging economy. We now operate five stores in Ho Chi Minh City (end of March 2011). Focusing most on the first of our trio of competitive assets — service, quality and cleanliness — we welcome customers at our outlets with a bright smile and cheerful greetings. We are providing new shopping convenience and pleasure, based on our long-standing commitment to stocking the products customers want to buy, when they want to buy them.

Because convenience stores have not really spread much in Vietnam, we see ourselves as pioneers taking on the challenge of popularizing the format nationwide.

