



## Presentation to Investors June 2008

# Strategy Review for FYE 2/2008

FYE  
2/2008

A year for building a stronger business foundation, leading to healthy earnings in the future

- Strengthen support for franchisees
  - Invest in system infrastructure ahead of our rivals
- Thorough attention to SQ&C, the basics of retailing
- Ongoing activities to promote the “FamilyMart feel”

Revenues and earnings posted year-on-year increases on both a consolidated and non-consolidated basis

## Consolidated

(Millions of Yen)

	08/2	07/2	YoY(%)
Total operating revenues	319,439	297,849	7.2
Operating income	31,214	29,609	5.4
Net income	16,438	14,969	9.8

## Business performance (Non-consolidated)

	08/2	07/2	YoY difference
Average daily sales of total stores (Thousands of yen)	471	464	7
Growth rate of average daily sales of existing stores (%)	0.9	(1.4)	2.3
Gross profit ratio (%)	29.18	28.95	0.23
Average daily sales of new stores (Thousands of yen)	425	406	19
Store openings	515	586	(71)
Store closures	330	369	(39)

Note: The figures do not include the TOMONY stores.

## Non-consolidated

(Millions of Yen)

	08/2	07/2	YoY(%)
Total net sales of FM stores	1,121,838	1,068,822	5.0
Total operating revenues	210,351	194,080	8.4
Operating income	28,640	27,542	4.0
Net income	15,900	13,774	15.4

## Number of stores

	08/2	07/2	YoY difference
FamilyMart stores (Non-consolidated)	6,691	6,501	190
Total stores in Japan (Including domestic area franchising stores)	7,187	6,974	213
Total stores overseas (Overseas area franchising stores)	6,688	6,148	540
Total chain stores (Japan and overseas)	13,875	13,122	753

# Strategy Review for FYE 2/2008

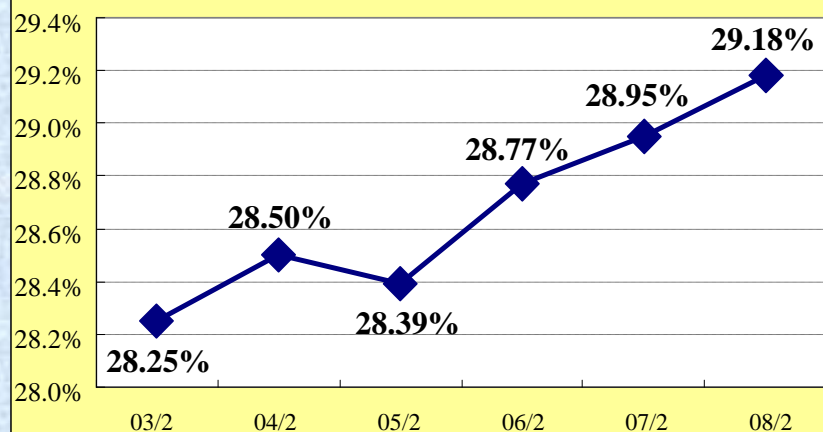
## Strengthening Merchandising

- Pasta, fast food, desserts (Priority Categories)
  - Sales promotion and more efficient ordering
  - Develop overwhelming advantage in sector
- Full-year YoY growth of over 1% in ready-to-eat foods (existing store basis)
- Famima Fresh corners
  - Introduced by more than 1,000 stores
  - Helping spur a rise in sales and expand customer categories



Famima Fresh corners

### Gross Profit Ratio



Gross profit ratio : 29.18% (YoY +0.23%)

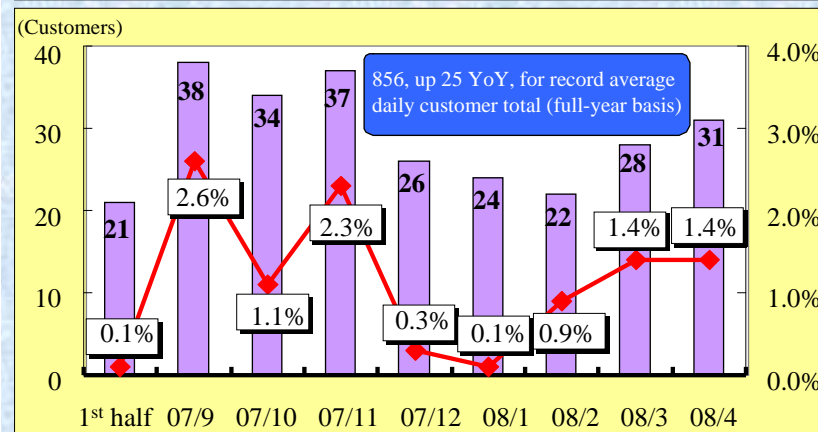
## Thorough Attention to SQ&C

- Ongoing activity to promote the “FamilyMart feel”
  - Offering our services in a spirit of hospitality
- Expanding number of stores where it is possible to use e-money
- Introduction of Famima T Card
  - Leverage CRM and T-POINT Alliance strengths



Famima T Card

### YoY increase in number of customers per store (total store basis) (□) and growth rate of average daily sales of existing stores (◆)



Growth rate of average daily sales of existing stores : 0.9%

# Basic Strategy and Principal Measures for FYE 2/2009

## Basic Strategy for FYE 2/2009

A year that will position us as a sector leader



*FamilyMart, Where You Are One of the Family*

Stores that offer across-the-board hospitality

## Enhancing the Competitiveness of Individual Stores

- Store staff qualification system, encouraging all staff to pass the primary grade
  - Keen, stable sales teams
  - Greater commitment to SQ&C
- Response to new cigarette demand after machine-sale restrictions
  - Cultivate new potential customers
  - Encourage purchases of non-tobacco products too



Customer service training



FF corners

Growth rate of average daily sales of existing stores : 2.5%

# Principal Measures for FYE 2/2009

## Strengthening Merchandising and Marketing Capabilities

- Focus on Three Marketing Strategy Factors
  - Generation, Price and Region
- Priority Categories
  - Further increase leading brand strength within the sector
- Better boxed lunches
  - Lineups for diversifying needs
  - More local ingredients for local communities
  - Broader range of chilled boxed lunches
- Full launch of sashimi sales
  - Lineups for customer categories and individuals



Chilled box lunches



Sashimi corner



Sashimi

**Gross profit ratio: 29.26% (YoY +0.08%)**

## Creating a High-Quality Store Network

- Strengthen our dominance in three major metropolises, and major provincial cities
  - Meet net increase targets
- “Scrap & Build” approach
  - Growth through more efficient store location policies

**Store openings : 550**

**Average daily sales at new stores : ¥445,000**

Note: The figures do not include TOMONY stores.

# Principal Measures for FYE 2/2009

## Expanding Global Network

- **Thailand**
  - Business performance improving more rapidly
  - Higher average daily sales through more rigorous S&QC
- **China (Shanghai)**
  - Higher average daily sales through ready-to-eat sales
  - Creation of better revenue model
- **U.S.A.**
  - Broaden target customer base
  - Increase local recruitment of management staff for smoother communication channels

Number of stores			
	09/2 (est.)	08/2	YoY difference
Japan	7,412	7,187	225
Overseas	7,328	6,688	640
Taiwan	2,359	2,247	112
South Korea	4,187	3,787	400
Thailand	571	507	64
China	198	136	62
U.S.A.	13	11	2
<b>Total</b>	<b>14,740</b>	<b>13,875</b>	<b>865</b>

**Total in Japan and overseas:  
14,740 (YoY +865)**

## Business Performance Forecasts for FYE 2/2009 –Towards Sustained, Stable Growth

### Consolidated (Millions of Yen)

	09/2 (est.)	08/2	YoY(%)
Total operating revenues	<b>282,900</b>	319,439	(11.4)
Operating income	<b>32,400</b>	31,214	3.8
Net income	<b>16,600</b>	16,438	1.0

### Non-consolidated (Millions of Yen)

	09/2 (est.)	08/2	YoY(%)
Total net sales of FamilyMart stores	<b>1,195,000</b>	1,121,838	6.5
Total operating revenues	<b>222,200</b>	210,351	5.6
Operating income	<b>29,200</b>	28,640	2.0
Net income	<b>16,100</b>	15,900	1.3

### Business performance (Non-consolidated)

	09/2 (est.)	08/2	YoY difference
Average daily sales of total stores (Thousands of yen)	<b>490</b>	471	19
Growth rate of average daily sales of existing stores (%)	<b>2.5</b>	0.9	1.6
Gross profit ratio (%)	<b>29.26</b>	29.18	0.08
Average daily sales of new stores (Thousands of yen)	<b>445</b>	425	20
Store openings	<b>550</b>	515	35
Store closures	<b>350</b>	330	20

Note: The figures do not include the TOMONY stores.

### Number of FamilyMart Stores (including area franchise stores)

	09/2 (est.)	08/2	YoY difference
Total chain stores (Japan and overseas)	<b>14,740</b>	13,875	865

Note: The figures for 09/2 do not include the TOMONY stores.