

# Presentation to Investors

April 2009

**Cautionary Statement:**

This presentation contains forward-looking statements, including the Company's strategies, future business plans, and projections. Such forward-looking statements are not based on historical facts and involve known and unknown risks and uncertainties that relate to, but are not necessarily confined to, such areas as economic trends and consumer preferences in Japan and abrupt changes in the market environment. Accordingly, the actual business performance of the Company may substantially differ from the forward-looking statements in this report.

# Review for Fiscal 2008

Records set for all profit levels on consolidated basis, and for operating income on non-consolidated basis

Consolidated	(Millions of Yen)		
	09/2	08/2	YoY(%)
Total operating revenues	287,342	319,439	(10.0)
Selling, general and administrative expenses	179,305	169,933	5.5
Operating income	36,532	31,214	17.0
Net income	16,451	16,438	0.1

Note: Total operating revenues have been adjusted to correspond to changes in the method of revenue recognition of famima.com Co., Ltd. (with effect from the start of the reporting term)

Non-consolidated	(Millions of Yen)		
	09/2	08/2	YoY(%)
Total net sales of FM stores	1,245,787	1,121,838	11.0
Total operating revenues	236,133	210,351	12.3
Selling, general and administrative expenses	150,041	139,990	7.2
Operating income	33,592	28,639	17.3
Net income	14,265	15,900	(10.3)

## Business performance (Non-consolidated)

	09/2	08/2	YoY difference
Average daily sales of total stores (Thousands of yen)	508	471	37
Growth rate of average daily sales of existing stores (%)	7.1	0.9	6.2
Gross profit ratio (%)	28.40	29.18	(0.78)
Average daily sales of new stores (Thousands of yen)	460	425	35
Store openings	525	515	10
Store closures	342	330	12

Note: The figures do not include the TOMONY stores.

## Number of stores

	09/2	08/2	YoY difference
FamilyMart stores (Non-consolidated)	6,891	6,691	200
Total stores in Japan (Including domestic area franchising stores)	7,404	7,187	217
Total stores overseas (Overseas area franchising stores)	7,247	6,688	559
Total chain stores (Japan and overseas)	14,651	13,875	776

## Basic Strategy for FYE 2/2009: A year that will cement us as a sector leader

- Strong focus on the basics of retailing
- Ongoing activities that represent the “FamilyMart Feel” concept
  - Realizing customer service full of hospitality
  - Ensuring that both headquarters staff and franchisees fully understand the concept of “FamilyMart Feel,” and that it is put into concrete action at the store level

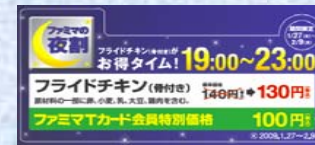
Growth rate of average daily sales of existing stores 7.1%  
\*Approx. 5% growth due to the impact of *taspo*;  
approx. 2% excluding *taspo* effect

Average customer visits (total stores) 921  
YoY +65 (record high)

# Review for Fiscal 2008

## Strengthening Merchandising and Marketing Capabilities

- Three marketing strategies: “generation,” “price,” and “regional”
- Priority product categories
  - Three-Star Pasta, Sweets+ line of desserts, and Famima Kitchen fast food
  - Established strong brand images for our products to realize competitive superiority
  - Achieved double-digit growth in dessert sales by offering products that really contain the essence of the time of year
  - Pushed up sales of fried foods around the clock through discounts for certain times of the day (e.g. evening discount campaign)
- Famima Fresh corners
  - Tailored merchandise lineups to specific areas and individual stores;
  - Attracted new customers by introducing range of foods kept at 4°C
- Took advantage of increase in customers due to *taspo* effect
  - Drew up individual sales plans for each store to make the most of the *taspo* effect (customers coming into the store only for cigarettes but buying other products as well)
- Daily sales per store of ready-to-eat foods . . . hit highest level for last ten years



Evening discount campaign



Whipped/custard Cream Éclair



Roast beef



Fugu (blowfish) sashimi



Ikijime Kanpachi fresh fish

**Gross profit ratio: 28.40%**  
(YoY + 0.37 points excluding cigarette sales)

## Creating a High-Quality Store Network

- Strengthened and speeded up store-site screening process
- Careful selection of promising sites and attraction of promising franchisee candidates

Store openings: 525 (excl. 17 TOMONY stores)  
Average daily sales at new stores: ¥460,000 (YoY +¥35,000)  
Number of stores at term-end: 6,891 (YoY +200 stores including TOMONY stores)

## Overseas Operations

- Thailand
  - Business performance improved thanks to progress in management reform
- Shanghai
  - Made a profit for the first time at the store level
- U.S.A.
  - Improvements recorded in daily sales and number of customers

Number of overseas stores = 7,247 (YoY +559)

# Basic Strategy for Fiscal 2009

## Success Depends on Continuity

Business environment is  
very harsh

We must perform the basics of retailing – the things that  
should be taken for granted – better than any of our rivals

FamilyMart, Where You are One of the Family

×

What people expect from a convenience store

Customers expect us to stock the products they want to buy,  
when they want to buy them, and in the right amounts.

Perfecting Our Formula for Success

# Principal Measures Planned for Fiscal 2009

## Enhancing the Competitiveness of Individual Stores

### • Famima T Card

- Promoting the Famima T Card to increase total customer visits
- Increasing customers through fullscale use of IT systems for CRM objectives
- Introduction of Royal Customer preferential treatment system
- Leveraging the Famima T Card for sales promotion in individual regions and to out-compete rival stores

### •Nurturing store staff

- Staff training using the Store Staff Total (SST) system to ensure service, quality and cleanliness (SQ&C)
- Encouraging staff to acquire primary-grade qualifications (aiming to increase frequency of customer praise)
  - Encouraging staff to acquire new intermediate-grade qualifications
  - Offering training for multiple-store franchisees and future franchised store operators
  - Further expanding and enhancing staff training and support programs

## Strengthening Merchandising and Marketing Capabilities

### • “Ajiwai Famima Café” (chilled-cup drinks)

- In addition to our existing three priority food product categories of pasta, fast food and desserts, we will be promoting chilled-cup drinks as our fourth priority brand
- Effective use of ingredients to enhance flavor

### • Continued steps to strengthen selling power of existing ready-to-eat foods category

- Chilled bento products: stimulate new customer interest in our bento products category through use of new types of fresh ingredients
- Developing wider range of new products jointly with local food producers



Ajiwai Famima Café drinks



Tuna-Yukhoe Seafood  
Bibimbap-Bowl (chilled)



Rice omelette with  
demi-glaze sauce (chilled)

Growth rate of average daily sales of  
existing stores (planned): **0.5%**

Gross profit ratio (planned): **28.76%**  
(YoY +0.36%)

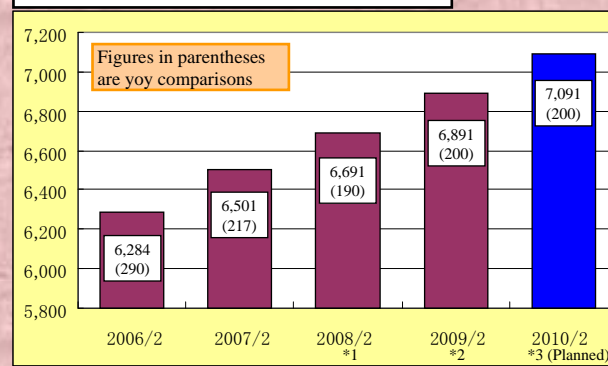
# Principal Measures Planned for Fiscal 2009

## Creating a High-Quality Store Network

- Maintain net growth in number of stores to realize future growth plans
  - Continue to emphasize Japan's three major metropolises
  - New types of store location, development of corporate franchisees, and encouragement of multiple franchises by individuals

**Store openings (planned): 550**  
**Average daily sales at new stores (planned): ¥480,000**  
**(YoY +¥20,000)**

Number of stores at term-end



\*1. & 2. include figures for TOMONY stores  
 \*3. Excludes TOMONY stores to be opened in FY2009

## Expanding our Global Network

- Fullscale expansion of store network
  - Number of stores overseas expected to surpass domestic stores by the end of February 2010
- FamilyMart has declared a global target of 40,000 stores
  - Strengthening of head office support for overseas stores, and mutual collaboration among overseas area franchisers

**Number of overseas stores (planned): 7,914**  
**(YoY +667)**  
**Total number of stores (planned): 15,546**

Estimated number of stores			
	10/2 (est.)	09/2	YoY difference
Japan	7,632	7,404	228
Overseas	7,914	7,247	667
Taiwan	2,418	2,336	82
South Korea	4,599	4,180	419
Thailand	573	525	48
China	305	194	111
U.S.A.	19	12	7
<b>Total</b>	<b>15,546</b>	<b>14,651</b>	<b>895</b>

# Business Performance Forecasts for FYE 2/2010

**Realizing higher revenues and earnings through more efficient management**

## Consolidated (Millions of Yen)

	10/2 (est.)	09/2	YoY(%)
Total operating revenues	<b>287,500</b>	287,342	0.1
Operating income	<b>36,700</b>	36,532	0.5
Net income	<b>18,800</b>	16,451	14.3

## Non-consolidated (Millions of Yen)

	10/2 (est.)	09/2	YoY(%)
Total net sales of FamilyMart stores	<b>1,305,000</b>	1,245,787	4.8
Total operating revenues	<b>241,400</b>	236,133	2.2
Operating income	<b>34,300</b>	33,592	2.1
Net income	<b>17,600</b>	14,265	23.4

## Business performance (Non-consolidated)

	10/2 (est.)	09/2	YoY difference
Average daily sales of total stores (Thousands of yen)	<b>514</b>	508	6
Growth rate of average daily sales of existing stores (%)	<b>0.5</b>	7.1	(6.6)
Gross profit ratio (%)	<b>28.76</b>	28.40	0.36
Average daily sales of new stores (Thousands of yen)	<b>480</b>	460	20
Store openings	<b>550</b>	525	25
Store closures	<b>350</b>	342	8

Note: The figures do not include the TOMONY stores.

## Number of Stores

	10/2 (est.)	09/2	YoY difference
FamilyMart stores (Non-consolidated)	<b>7,091</b>	6,891	200

Note: The figures for 10/2 do not include the TOMONY stores.