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あなたと、コンビニ、

**FamilyMart**

**FamilyMart**

**Summary of selected data  
FYE February 2009**

July 2009

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—Disclaimer—

This report 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.

## 1. Financial summary (consolidated)

Financial summary					
(¥ mn)	FYE 2/2005	FYE 2/2006	FYE 2/2007	FYE 2/2008	FYE 2/2009
Total operating revenues	252,901	276,443	297,849	319,439	287,342
Operating income	30,869	32,662	29,609	31,214	36,532
Net income	12,623	14,195	14,969	16,438	16,452
Basic net income per share (¥)	129.5	145.7	158.8	173.5	172.6
Total equity	156,931	168,233	171,155	191,281	197,529
Total assets	286,771	314,121	315,256	351,271	398,126
Book value per share (¥)	1,619.5	1,736.2	1,771.3	1,921.6	2,001.5
ROA (%)	4.2	4.7	4.8	4.9	4.4
ROE (%)	8.3	8.7	9.0	9.5	8.8

## 1. Financial summary (non-consolidated)

Financial summary					
(¥ mn)	FYE 2/2005	FYE 2/2006	FYE 2/2007	FYE 2/2008	FYE 2/2009
Total net sales of FamilyMart stores	998,491	1,031,736	1,068,822	1,121,838	1,245,788
Operating revenues	173,371	184,065	194,080	210,351	236,134
Operating income	28,646	29,781	27,542	28,640	33,593
Net income	12,961	10,365	13,774	15,900	14,265
Basic net income per share (¥)	133.3	106.5	146.5	168.4	149.7
(¥ mn)	FYE 2/2005	FYE 2/2006	FYE 2/2007	FYE 2/2008	FYE 2/2009
Common stock	16,659	16,659	16,659	16,659	16,659
Number of shares issued (thousands of shares)	97,683	97,683	97,683	97,683	97,683
Total equity	162,567	169,383	163,718	182,600	191,639
Total assets	267,771	282,203	279,215	312,790	363,646
Book value per share (¥)	1,678.1	1,748.6	1,771.9	1,915.6	2,010.5
ROA (%)	4.6	3.8	4.9	5.4	4.2
ROE (%)	8.2	6.2	8.3	9.2	7.6

Share price performance					
(¥)	FYE 2/2005	FYE 2/2006	FYE 2/2007	FYE 2/2008	FYE 2/2009
Highest price during the term	3,730	4,210	3,920	3,620	4,980
Lowest price during the term	2,695	3,050	2,965	2,840	2,945

## 2. Consolidated subsidiaries

### Number of consolidated subsidiaries

	FYE 2/2008			FYE 2/2009			Increase		
	Domestic	Overseas	Total	Domestic	Overseas	Total	Increase	Decrease	Total
	Consolidated Subsidiaries	3	4	7	3	4	7	-	-
Unconsolidated Subsidiaries and Associated companies, accounted for by the equity method	5	14	19	6	14	20	2	1	1
Total	8	18	26	9	18	27	2	1	1

### Main consolidated subsidiaries

Company's name	Operating revenues		Operating income		Net income	
	FYE	FYE	FYE	FYE	FYE	FYE
	2/2008	2/2009	2/2008	2/2009	2/2008	2/2009
(¥ mn)						
Taiwan FamilyMart Co., Ltd.	29,253	26,732	2,994	2,850	2,270	2,307
Siam FamilyMart Co., Ltd.	20,335	19,131	(530)	(7)	(740)	(92)
FAMIMA CORPORATION	1,409	1,340	(939)	(910)	(1,548)	(1,223)
famima.com Co., Ltd.	61,499	5,363	1,081	1,219	896	712

### Main equity-accounted affiliates

Company's name	Net income		Notes
	FYE	FYE	
	2/2008	2/2009	
(¥ mn)			
Okinawa FamilyMart Co., Ltd.	348	370	
Minami Kyushu FamilyMart Co., Ltd.	165	252	
Hokkaido FamilyMart Co., Ltd.	(44)	2	
BOKWANG FAMILYMART CO., LTD.	4,235	4,052	
Famima Credit Corp.	107	(306)	

### 3. Business Outlook for the Fiscal Year Ending February 2010

#### Consolidated

(¥ mn)	Operating revenues	Operating income	Net income	Basic net income per share (¥)
Interim	147,100	21,900	11,600	121.7
Full Year	287,500	36,700	18,800	197.3

#### Non-consolidated

(¥ mn)	Total net sales of FamilyMart stores	Operating revenues	Operating income	Net income	Basic net income per share (¥)
Interim	661,700	124,700	21,000	11,300	118.6
Full Year	1,305,000	241,400	34,300	17,600	184.7

## 4. Consolidated statements of income

Years ended February 28, 2009 and February 29, 2008

(¥ mn)	FYE 2/2008	FYE 2/2009	Increase
<b>Operating revenues:</b>			
Commission from franchised stores	150,351	162,288	11,937
Net sales	147,856	102,483	(45,373)
Other operating revenues	21,232	22,571	1,339
<b>Total operating revenues</b>	<b>319,439</b>	<b>287,342</b>	<b>(32,097)</b>
<b>Operating expenses:</b>			
Cost of sales	118,292	71,504	(46,788)
Selling, general and administrative expenses	169,933	179,306	9,373
<b>Total operating expenses</b>	<b>288,225</b>	<b>250,810</b>	<b>(37,415)</b>
<b>Operating income</b>	<b>31,214</b>	<b>36,532</b>	<b>5,318</b>
<b>Other income (expenses):</b>			
Interest and dividend income	1,870	2,125	255
Equity in earnings of unconsolidated subsidiaries and associated companies	767	832	65
Gain on sales of marketable and investment securities-net	86	97	11
Loss on devaluation of marketable and investment securities	(33)	(4,101)	(4,068)
Loss on disposals/sales of property and store facilities-net	(2,427)	(1,744)	683
Loss on impairment of long-lived assets	(1,966)	(2,079)	(113)
Loss on cancellations of lease contracts	(1,411)	(1,164)	247
Other-net	732	(568)	(1,300)
<b>Other expenses-net</b>	<b>(2,382)</b>	<b>(6,602)</b>	<b>(4,220)</b>
<b>Income before income taxes and minority interests</b>	<b>28,832</b>	<b>29,930</b>	<b>1,098</b>
<b>Income taxes:</b>			
Current	11,654	12,673	1,019
Deferred	113	(231)	(344)
<b>Total income taxes</b>	<b>11,767</b>	<b>12,442</b>	<b>675</b>
<b>Minority interests in net income</b>	<b>627</b>	<b>1,036</b>	<b>409</b>
<b>Net income</b>	<b>16,438</b>	<b>16,452</b>	<b>14</b>

## 5. Major fluctuations in consolidated statements of income

Operating revenues				
(¥ mn)	FYE 2/2008	FYE 2/2009	Increase	Notes
Commission from franchised stores	150,351	162,288	11,937	(Parent company) Increase in sales of franchised stores
Net sales	147,856	102,483	(45,373)	(famima.com) Influence by the sales amount pure sum indication
Other operating revenues	21,232	22,571	1,339	
Total operating revenues	319,439	287,342	(32,097)	

Selling, general and administrative expenses				
(¥ mn)	FYE 2/2008	FYE 2/2009	Increase	Notes
Rental costs	60,557	65,641	5,084	(Parent company) Increase in store leasing contracts
Personnel expenses	35,259	37,507	2,248	(Parent company) Increase in part-time employees' salaries owing to increase in operating days at Company-owned stores
Maintenance and lease	17,655	17,554	(101)	
Advertising and promotional expenditure	11,797	13,066	1,269	(Parent company) Increase in cost of sales promotion for store
Depreciation and amortization expense	9,856	9,669	(187)	
Others	34,809	35,869	1,060	
Total	169,933	179,306	9,373	

Net income				
(¥ mn)	FYE 2/2008	FYE 2/2009	Increase	Notes
Consolidated	16,438	16,452	14	
(Non-consolidated)	15,900	14,265	(1,635)	
(Consolidated/Non-consolidated ratios)	1.03x	1.15x	0.12x	

## 6. Consolidated balance sheets

February 28, 2009 and February 29, 2008

(¥ mn)	FYE 2/2008	FYE 2/2009	Increase
<b>Assets</b>			
<b>Current assets:</b>			
Cash and cash equivalents	98,844	135,888	37,044
Time deposits	5	-	(5)
Marketable securities	3,771	607	(3,164)
<b>Receivables:</b>			
Due from franchised stores	8,449	16,550	8,101
Other	19,654	23,419	3,765
Allowance for doubtful receivables	(289)	(204)	85
Merchandise and supplies	8,100	7,468	(632)
Deferred tax assets	2,551	1,715	(836)
Prepaid expenses and other current assets	18,490	18,963	473
<b>Total current assets</b>	<b>159,575</b>	<b>204,406</b>	<b>44,831</b>
<b>Property and store facilities:</b>			
Land	11,850	11,666	(184)
Buildings and structures	54,736	53,420	(1,316)
Machinery and equipment	3,486	3,440	(46)
Furniture and fixtures	36,660	32,022	(4,638)
Construction in progress	939	419	(520)
<b>Total</b>	<b>107,671</b>	<b>100,967</b>	<b>(6,704)</b>
Accumulated depreciation	(54,976)	(52,630)	2,346
<b>Net property and store facilities</b>	<b>52,695</b>	<b>48,337</b>	<b>(4,358)</b>
<b>Investments and other assets:</b>			
Investment securities	8,544	8,872	328
Investments in and advances to unconsolidated subsidiaries and associated companies	18,633	19,179	546
Software	5,168	7,081	1,913
Goodwill	2,602	1,705	(897)
Leasehold deposits	91,273	94,987	3,714
Deferred tax assets	3,775	4,066	291
Other assets	9,006	9,493	487
<b>Total investments and other assets</b>	<b>139,001</b>	<b>145,383</b>	<b>6,382</b>
<b>Total</b>	<b>351,271</b>	<b>398,126</b>	<b>46,855</b>

## 6. Consolidated balance sheets (continued)

February 28, 2009 and February 29, 2008

(¥ mn)	FYE 2/2008	FYE 2/2009	Increase
<b>Liabilities and equity</b>			
<b>Current liabilities:</b>			
Short-term bank loans	309	156	(153)
Payables:			
Trade notes	741	366	(375)
Trade accounts for franchised and Company-owned stores	64,763	101,645	36,882
Due to franchised stores	3,013	1,021	(1,992)
Other	17,281	17,849	568
Income taxes payable	7,135	6,918	(217)
Deposit received	42,230	49,076	6,846
Accrued expenses	3,980	3,974	(6)
Allowance for impairment loss on leased property	225	286	61
Other current liabilities	2,252	1,734	(518)
<b>Total current liabilities</b>	<b>141,929</b>	<b>183,025</b>	<b>41,096</b>
<b>Long-term liabilities:</b>			
Liability for retirement benefits	5,734	6,056	322
Leasehold deposits from franchised stores	10,420	9,746	(674)
Allowance for impairment loss on leased property	952	1,157	205
Other long-term liabilities	955	613	(342)
<b>Total long-term liabilities</b>	<b>18,061</b>	<b>17,572</b>	<b>(489)</b>
<b>Equity</b>			
Common stock-authorized, 250,000,000 shares; issued, 97,683,133 shares	16,659	16,659	-
Capital surplus	17,388	17,388	0
Retained earnings	157,901	168,004	10,103
Unrealized gain (loss) on available-for-sale securities	(1,062)	21	1,083
Foreign currency translation adjustments	(44)	(3,653)	(3,609)
Treasury stock-at cost ( 2,376,899 shares in 2009 and 2,358,840 shares in 2008)	(7,605)	(7,664)	(59)
<b>Total</b>	<b>183,237</b>	<b>190,755</b>	<b>7,518</b>
Minority interests	8,044	6,774	(1,270)
<b>Total equity</b>	<b>191,281</b>	<b>197,529</b>	<b>6,248</b>
<b>Total</b>	<b>351,271</b>	<b>398,126</b>	<b>46,855</b>

## 7. Major fluctuations in consolidated balance sheets

Current assets				
(¥ mn)	FYE 2/2008	FYE 2/2009	Increase	Notes
Cash and cash equivalents	98,844	135,888	37,044	(Parent company) Due to closure of financial institutions on February 28.(Bank holiday)
Receivables:				(Parent company) Due to closure of financial institutions on February 28.(Bank holiday)
Due from franchised stores	8,449	16,550	8,101	
Property and store facilities				
(¥ mn)	FYE 2/2008	FYE 2/2009	Increase	Notes
Furniture and fixtures	36,660	32,022	(4,638)	(Parent company) Disposal of store closing and store redecoration
Investments and other assets				
(¥ mn)	FYE 2/2008	FYE 2/2009	Increase	Notes
Software	5,168	7,081	1,913	(Parent company)Purchase of additional software
Leasehold deposits	91,273	94,987	3,714	(Parent company) Increase in lease-hold deposits
Current liabilities				
(¥ mn)	FYE 2/2008	FYE 2/2009	Increase	Notes
Payables:				
Trade accounts for franchised and Company-owned stores	64,763	101,645	36,882	(Parent company) Increase in trade accounts payable for franchised stores
Due to franchised stores	3,013	1,021	(1,992)	(Parent company) Due to closure of financial institutions on February 28.(Bank holiday)
Deposit received	42,230	49,076	6,846	(famima.com) Influence by the sales amount pure sum indication

## 8. Non-consolidated statements of income

Years ended February 28, 2009 and February 29, 2008

(¥ mn)	FYE 2/2008	FYE 2/2009	Increase
Net sales of Company-owned stores	59,044	73,621	14,577
Net sales of franchised stores	1,062,794	1,172,167	109,373
Total net sales of FamilyMart stores	1,121,838	1,245,788	123,950
Commission from franchised stores	137,580	148,840	11,260
Net sales of Company-owned stores	59,044	73,621	14,577
Other operating revenues	13,727	13,673	(54)
Total operating revenues	210,351	236,134	25,783
Cost of sales of Company-owned stores	41,721	52,500	10,779
Selling, general and administrative expenses	139,990	150,041	10,051
Total operating cost and expenses	181,711	202,541	20,830
Operating income	28,640	33,593	4,953
Net income	15,900	14,265	(1,635)
Basic net income per share (¥)	168.4	149.7	(18.7)

## 9. Breakdown of sales by merchandise category (Non-consolidated)

(¥ mn)	FYE 2/2007			FYE 2/2008			FYE 2/2009		
		YoY	Share		YoY	Share		YoY	Share
Fast food	38,502	112.3%	3.6%	41,286	107.2%	3.7%	46,951	113.7%	3.8%
Daily food	346,725	102.9%	32.4%	366,960	105.8%	32.7%	386,649	105.4%	31.0%
Processed food	327,043	101.8%	30.6%	342,502	104.7%	30.5%	360,012	105.1%	28.9%
Liquor (License goods)	60,842	99.7%	5.7%	63,259	104.0%	5.6%	65,477	103.5%	5.3%
Food sub-total	712,270	102.9%	66.6%	750,748	105.4%	66.9%	793,612	105.7%	63.7%
Non-food	276,656	105.6%	25.9%	289,239	104.5%	25.8%	369,074	127.6%	29.6%
Cigarettes (License goods)	166,315	111.0%	15.6%	180,933	108.8%	16.1%	261,246	144.4%	21.0%
Services	26,935	78.9%	2.5%	27,401	101.7%	2.4%	28,350	103.5%	2.3%
Electronic Commerce	52,961	122.5%	5.0%	54,450	102.8%	4.9%	54,752	100.6%	4.4%
Total net sales of FamilyMart stores	<u>1,068,822</u>	<u>103.6%</u>	<u>100.0%</u>	<u>1,121,838</u>	<u>105.0%</u>	<u>100.0%</u>	<u>1,245,788</u>	<u>111.0%</u>	<u>100.0%</u>

Note	The main description of each merchandise category as follows:
Fast food:	Fried chickens, steamed meat buns, oden, french fries and croquettes etc. made and sold over the counter.
Daily food:	Lunch boxes, noodles, sandwiches, delicatessen, desserts etc.
Processed food:	Beverages, alcoholic beverages, instant noodles, confectionery, seasonings etc.
Non-food:	Magazines, daily goods, cigarettes etc.
Services:	Copy service, express service etc.
Electronic Commerce :	Sales by Famiport(Multimedia terminals) and internet shopping.

## 10. Gross profit ratio (Non-consolidated)

	FYE 2/2007		FYE 2/2008		FYE 2/2009		FYE 2/2010 (est.)	
		YoY		YoY		YoY		YoY
Fast food	50.52%	0.77%	50.52%	-	50.61%	0.09%		
Daily food	34.65%	0.57%	34.93%	0.28%	35.03%	0.10%		
Processed food	34.17%	0.43%	34.71%	0.54%	35.17%	0.46%		
Liquor (License goods)	22.98%	0.20%	23.25%	0.27%	23.97%	0.72%		
Food sub-total	35.29%	0.59%	35.69%	0.40%	36.02%	0.33%		
Non-food	19.05%	(0.48%)	18.63%	(0.42%)	16.89%	(1.74%)		
Cigarettes (License goods)	10.56%	0.08%	10.49%	(0.07%)	10.49%	-		
Services	13.59%	2.36%	13.16%	(0.43%)	12.48%	(0.68%)		
Electronic Commerce	3.26%	(0.40%)	3.42%	0.16%	3.60%	0.18%		
Total	<u>28.95%</u>	<u>0.18%</u>	<u>29.18%</u>	<u>0.23%</u>	<u>28.40%</u>	<u>(0.78%)</u>	<u>28.76%</u>	<u>0.36%</u>

Note: The figures above do not reflect the performance results of the TOMONY stores.

## 11. Other operating data

### Business performance

	FYE 2/2007		FYE 2/2008		FYE 2/2009		FYE 2/2010 (est.)	
		YoY		YoY		YoY		YoY
Avg. daily sales ( ¥ 1,000)								
Total stores	464	(4)	471	7	508	37	514	6
Existing stores	466	(5)	473	7	510	37	514	4
New stores	406	(12)	425	19	460	35	480	20
Number of customers								
Total stores	831	(4)	856	25	921	65	933	12
Existing stores	834	(4)	858	24	922	64	933	11
Spend per customer ( ¥ )								
Total stores	558	(3)	551	(7)	551	-	551	-
Existing stores	559	(3)	551	(8)	553	2	551	(2)
Growth rate of avg. daily sales of existing stores (%)	(1.4)	0.2	0.9	2.3	7.1	6.2	0.5	(6.6)
Average inventory ( ¥ 1,000)	5,460	86	5,505	45	5,753	248	5,775	22
Turnover of goods	30.3	(0.2)	30.6	0.3	31.7	1.1	32.1	0.4

Note: The figures above do not reflect the performance results of the TOMONY stores.

### Business hours

	FYE 2/2007			FYE 2/2008			FYE 2/2009		
	No. of stores	Share	YoY	No. of stores	Share	YoY	No. of stores	Share	YoY
24 hours	6,323	97.3%	217	6,513	97.3%	190	6,695	97.2%	182
Others	178	2.7%	-	178	2.7%	-	196	2.8%	18
Total	6,501	100.0%	217	6,691	100.0%	190	6,891	100.0%	200

## 11. Other operating data (continued)

### Liquor-licensed and cigarette-licensed stores

	FYE 2/2007			FYE 2/2008			FYE 2/2009		
	No. of stores	Share	YoY	No. of stores	Share	YoY	No. of stores	Share	YoY
Liquor	5,874	90.4%	690	6,407	95.8%	533	6,622	96.1%	215
Cigarettes	5,117	78.7%	247	5,321	79.5%	204	5,661	82.2%	340

Note : In Japan, sales of alcoholic beverages and cigarettes are strictly controlled by the government and require a license.

### Number of employees (non-consolidated)

	FYE 2/2007		FYE 2/2008		FYE 2/2009	
		YoY		YoY		YoY
Number of full-time employees	2,717	177	2,850	133	3,060	210
Store developers	173	6	163	(10)	168	5
Store supervisors	908	42	980	72	997	17
Number of part-time employees	1,715	199	2,035	320	2,426	391

Note : Number of store developers and store supervisors doesn't include administrators.

### Number of employees (consolidated)

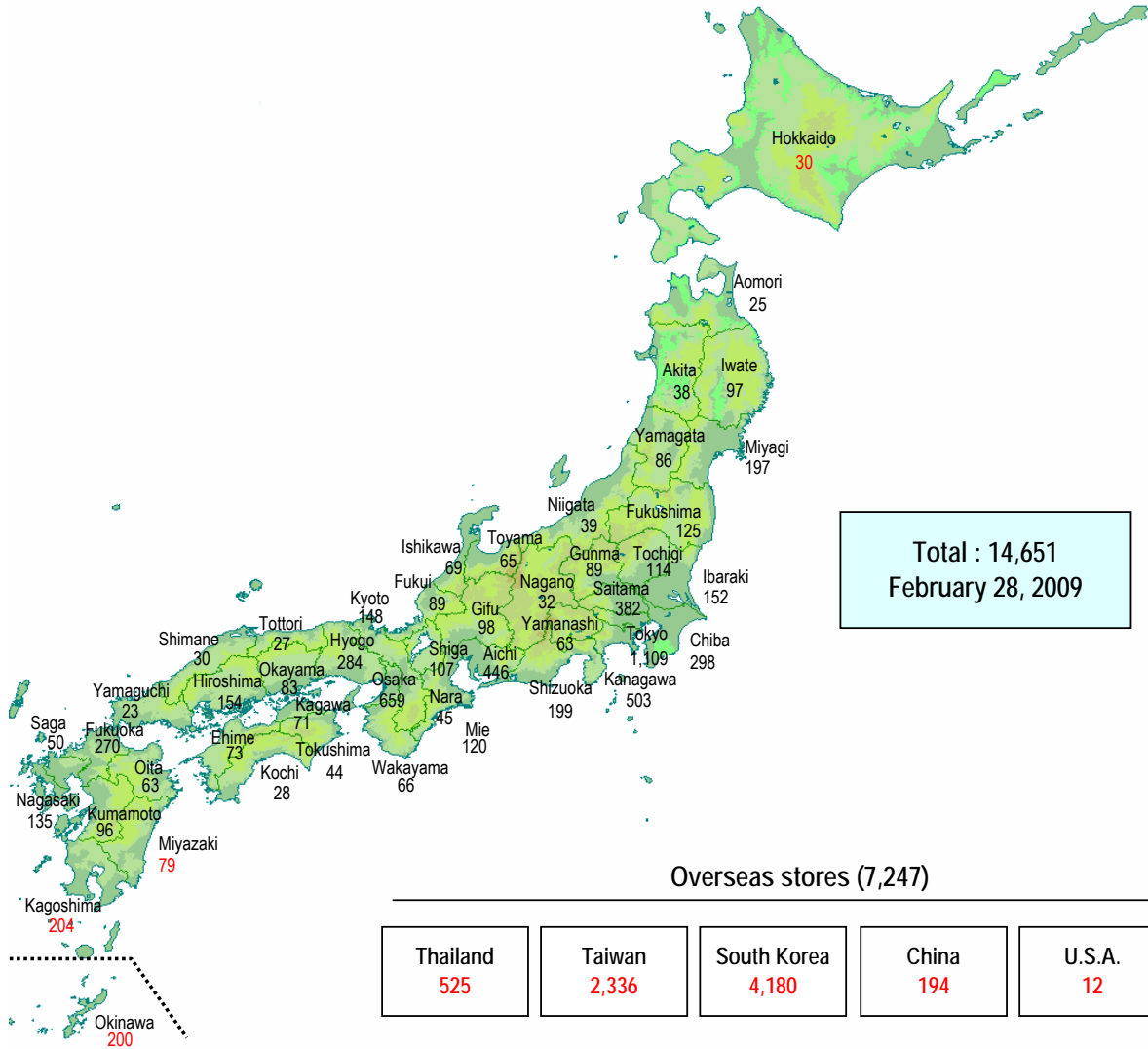
	FYE 2/2007		FYE 2/2008		FYE 2/2009	
		YoY		YoY		YoY
Number of full-time employees	6,735	687	6,647	(88)	6,950	303

### Bill settlement service

	FYE 2/2007		FYE 2/2008		FYE 2/2009	
		YoY		YoY		YoY
Transaction volume(millions of yen)	1,048,380	115.7%	1,198,266	114.3%	1,332,213	111.2%
Number of transactions(thousand)	114,641	112.0%	131,061	114.3%	147,956	112.9%

## 12. Store network

Domestic stores (7,404)



Black : FamilyMart stores

Red : Area franchising stores

## 12. Store network (continued)

### Number of stores

	FYE 2/2007		FYE 2/2008		FYE 2/2009		FYE 2/2010 (est.)	
	Stores	YoY	Stores	YoY	Stores	YoY	Stores	YoY
FamilyMart Co., Ltd.								
Company-owned stores	358	16	460	102	469	9	450	(19)
Type one (TOMONY)	3,509	166	3,627	118	3,861	234	/	/
Type two	2,634	35	2,604	(30)	2,561	(43)	/	/
Franchised stores	6,143	201	6,231	88	6,422	191	6,641	219
FamilyMart stores	6,501	217	6,691	190	6,891	200	7,091	200
Domestic area franchising								
Okinawa FamilyMart Co., Ltd.	194	13	200	6	200	-	/	/
Minami Kyushu FamilyMart Co., Ltd.	266	(3)	273	7	283	10	/	/
Hokkaido FamilyMart Co., Ltd.	13	13	23	10	30	7	/	/
Domestic area franchising stores	473	23	496	23	513	17	541	28
Domestic chain stores	6,974	240	7,187	213	7,404	217	7,632	228
Overseas area franchising								
Taiwan FamilyMart Co., Ltd. (Taiwan)	2,023	154	2,247	224	2,336	89	2,418	82
BOKWANG FAMILYMART CO., LTD. (S. Korea)	3,471	262	3,787	316	4,180	393	4,599	419
Siam FamilyMart Co., Ltd. (Thailand)	538	2	507	(31)	525	18	573	48
Shanghai FamilyMart Co., Ltd. (China)	102	1	118	16	165	47	241	76
FAMIMA CORPORATION (USA)	12	9	11	(1)	12	1	19	7
Guangzhou FamilyMart Co., Ltd. (China)	2	2	11	9	17	6	40	23
Suzhou FamilyMart Co., Ltd. (China)	/	/	7	7	12	5	24	12
Overseas area franchising stores	6,148	430	6,688	540	7,247	559	7,914	667
Total area franchising stores	6,621	453	7,184	563	7,760	576	8,455	695
Total chain stores	13,122	670	13,875	753	14,651	776	15,546	895

Note: The figures for FYE2/2010 do not include the TOMONY stores.

### Number of store openings and closures

	FYE 2/2007			FYE 2/2008			FYE 2/2009			FYE 2/2010 (est.)		
	Open	Close	Net increase	Open	Close	Net increase	Open	Close	Net increase	Open	Close	Net increase
FamilyMart	586	369	217	515	330	185	525	342	183	550	350	200
TOMONY	/	/	/	5	-	5	17	-	17	/	/	/
Total	586	369	217	520	330	190	542	342	200	550	350	200

### Number of store re-location

FYE 2/2007	FYE 2/2008	FYE 2/2009
Re-location	Re-location	Re-location
53	67	75

### 13. Capital expenditure

#### Capital expenditure (non-consolidated)

(¥ mn)	FYE 2/2008		FYE 2/2009		FYE 2/2010(est.)	
		YoY		YoY		YoY
Leasehold deposits	14,958	98.5%	14,764	98.7%	15,679	106.2%
New stores	3,643	69.4%	4,242	116.4%	3,667	86.4%
Existing stores	1,750	110.7%	1,565	89.4%	2,800	178.9%
For stores	5,393	78.9%	5,807	107.7%	6,467	111.4%
Head office investment	175	259.2%	241	138.2%	-	-
System investment	2,101	39.8%	3,973	189.1%	3,702	93.2%
For head office	2,276	42.5%	4,214	185.2%	3,702	87.8%
Total capital expenditure	22,627	82.7%	24,785	109.5%	25,848	104.3%
Depreciation and amortization expense	6,043	75.1%	6,059	100.3%	6,690	110.4%

Note: The details of system investment in each fiscal year as follows :

(¥ mn)	FYE 2/2008	FYE 2/2009	FYE 2/2010 (est.)
System improvement and software	1,979	3,618	3,702
Hardware and software for the head office and others	122	355	-
Total	2,101	3,973	3,702
Lease	6,508	1,701	1,610

#### Capital expenditure (consolidated)

(¥ mn)	FYE 2/2008		FYE 2/2009		FYE 2/2010(est.)	
		YoY		YoY		YoY
Total capital expenditure	27,504	83.3%	29,167	106.0%	29,684	101.8%
Depreciation and amortization expense	9,856	85.2%	9,669	98.1%	10,205	105.5%

## 14. Principal shareholders in February 2009

### Ten largest shareholders

Shareholder	Number of shares held (thousands)	% of total issued shares
Family Corporation Inc.	29,941	30.7 %
The Master Trust Bank of Japan, Ltd. (Trust account)	5,329	5.5 %
Japan Trustee Services Bank, Ltd. (Trust account 4G)	4,959	5.1 %
Japan Trustee Services Bank, Ltd. (Trust account)	3,023	3.1 %
NTT DoCoMo, Inc.	2,931	3.0 %
MELLOM BANK, N.A. TREATY CLIENT OMNIBUS	2,200	2.3 %
Mizuho Bank, Ltd.	2,085	2.1 %
State Street Bank and Trust Company	1,985	2.0 %
Nippon Life Insurance Company	1,964	2.0 %
THE CHASE MANHATTAN BANK, N.A. LONDON SECS LENDING OMNIBUS ACCOUNT	1,775	1.8 %
Total	56,192	57.5 %

Note: In addition to the above, the Company also holds 2,365 thousand shares in treasury.



















### Distribution of shares

	FYE 2/2008			FYE 2/2009		
	No. of shareholders	No. of shares (hundreds)	% of shares	No. of shareholders	No. of shares (hundreds)	% of shares
Japanese financial institutions and securities companies	111	215,393	22.1%	114	230,358	23.6%
Other Japanese corporations	347	353,582	36.2%	309	354,537	36.4%
Foreign institutions and individuals	306	321,979	33.0%	404	319,159	32.7%
Japanese individuals and others	12,980	84,553	8.7%	10,159	71,548	7.3%
Total	13,744	975,507	100.0%	10,986	975,602	100.0%

Note: 100 shares per unit.

## 15. Major convenience store chains

Major convenience store chains

Chain	Group	FYE 2/2007		FYE 2/2008		FYE 2/2009		
		No. of stores	YoY	No. of stores	YoY	No. of stores	YoY	
 FamilyMart	ITOCHU Corp.	13,122	670	13,875	753	14,651	776	
 Seven-Eleven・J	Seven & i Holdings	11,839	444	12,151	312	12,428	277	
 LAWSON	Mitsubishi Corp.	8,858	248	8,908	50	9,821	913	
 Sunkus	Circle K Sunkus	3,278	(59)	3,181	(97)	3,168	(13)	
 Circle K		3,057	22	2,957	(100)	2,998	41	
Other		1	1	1	—	—	(1)	
 MINISTOP	AEON	2,974	119	3,082	108	3,270	188	
 Daily Yamazaki	Yamazaki Baking	1,692	(132)	1,598	(94)	1,641	43	
 am/pm・J	REX HOLDINGS	1,265	(57)	1,146	(119)	1,124	(22)	
 HOT SPAR	MICS Group	429	(4)	379	(50)	/	/	
 Coco!		CocoStore	332	(21)	306	(26)	655	349
 every one		every one	214	9	225	11	239	14
 RIC マート	RIC SUPPORT SYSTEMS	90	90	84	(6)	193	109	
 Seicomart	Maruyo Nishio	1,014	3	1,032	18	1,039	7	
 Three F	Supermarket	714	17	722	8	712	(10)	
 POPLAR	POPLAR Group	784	(34)	755	(29)	701	(54)	
 SAVE ON	Beisia Group	553	12	557	4	568	11	
 JR-EAST	JR-EAST	401	11	406	5	413	7	
 Community Store	KOKUBU & CO., LTD.	322	(57)	290	(32)	271	(19)	
Total		51,713	1,270	52,480	767	53,892	1,412	

Source : Convenience Store News Flash