

Review for First Half of FY 2016

■ Domestic CVS business

Products: Advanced structural reforms related to ready-to-eat products, redesigned ready-to-eat products, and conducted large-scale promotional campaigns
 Realized generally positive growth in ready-to-eat products and daily sales at existing stores
 Store operation: Improved leadership capabilities of supervisors and stepped up store inspection and guidance activities
 Ranked No. 1 among major chains in comparative QSC survey conducted through external institution
 Store development: Advanced strategic scrap and build initiatives and developed stores integrated with other retail formats
 Converted Cocostore brand stores ahead of schedule

■ Overseas CVS business

Taiwan: Acquired equity interests of more than 50% in a subsidiary, developed integrated stores, and advanced structural reforms related to ready-to-eat products
 Thailand: Generated results through management reforms, bolstered lineups of ready-to-eat products, enhanced store facilities, and conducted promotional campaigns using point cards

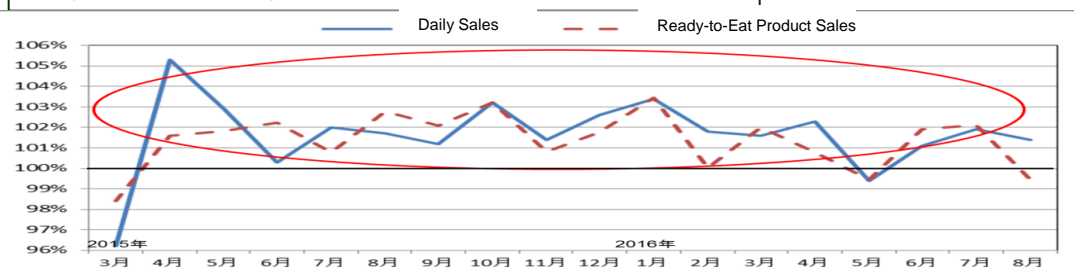
FamilyMart: Performance in FY2016 1H

	FY2016 1H	YoY change
Average daily sales of total stores (Thousands of yen)	529	8
Average daily sales at newly opened stores (Thousands of yen)	516	24
Average daily sales YoY change	1.2	

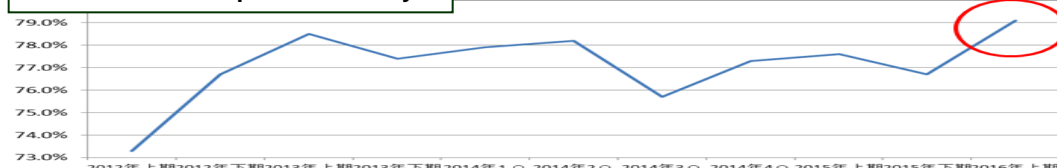
(Billions of Yen)

Consolidated	FY2015 1H	FY2016 1H	YoY change
Operating revenues	209.5	211.4	0.9
Operating income	28.3	26.5	(6.5)
Ordinary income	29.0	28.1	(3.0)
Profit attributable to owners of parent	13.0	10.6	(18.6)

Daily Sales and Ready-to-Eat Product Sales: YoY Comparison



Evaluation in Comparative Surveys



- Favorable growth rates for daily sales of all stores, new stores, and existing stores; increase in operating revenues
- Temporary rise in expenses associated with upfront investments for Cocostore brand conversion and management integration with UNY Group Holdings together with increase in impairment loss
- Lower operating income, ordinary income, and profit attributable to owners of parent

	FY2012 1H	FY2012 2H	FY2013 1H	FY2013 2H	FY2014 1Q	FY2014 2Q	FY2014 3Q	FY2014 4Q	FY2015 1H	FY2015 2H	FY2016 1H
Implementation of QSC initiatives (%)	73.3	76.7	78.5	77.4	77.9	78.2	75.7	77.3	77.6	76.7	79.1
Rank	4	3	3	3	3	3	3	3	2	2	1

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Plans / Numerical Targets for the 2nd Half of FY2016

New CVS Plan for the 2nd Half of Fiscal 2016

■ 2nd-Half Initiatives

Increase sales and daily sales capacity and earnings while advancing ongoing measures for reducing expenses other than those related to the management integration

- Accelerate brand integration of former CKS stores (target conversion of 795 stores)
- Complete Cocostore brand conversion and increase store earnings
- Improve quality through further ready-to-eat product structural reforms
- Introduce new FC packages that better support franchises
- Expand ready-to-eat product lineups and improve store QSC
- Boost cost competitiveness by leveraging economies of scale

New CVS Company Plan for 2nd Half

	Average daily sales	YoY change	Number of stores (incl. AFC stores)
FM stores	520	1.5	13,399
CKS stores	429	0.3	5,194

FM stores + CKS stores: 18,593 in total

Fiscal 2016 Numerical Targets for FUHD

HD: 2nd-Half Plan

* Figures for HD total include adjustments, etc.

(Billions of Yen)

	CVS business	GMS business	HD total
Total operating revenues	286.8	416.3	700.1
Operating income	19.7	10.3	29.9
Ordinary income	20.9	9.9	31.1
Profit attributable to owners of parent	6.2	4.9	11.2

HD: FY2016 Plan

* Figures for HD total include adjustments, etc.

(Billions of Yen)

	CVS business	GMS business	HD total
Total operating revenues	498.3	416.3	911.6
Operating income	46.3	10.3	56.5
Ordinary income	49.1	9.9	59.3
Profit attributable to owners of parent	16.8	4.9	21.9

- **Dividends: Interim dividend of ¥56 per share and year-end dividend of ¥56 per share making for annual dividend of ¥112 per share (up ¥2) and 12th consecutive year of higher dividends**
- **Fiscal 2020 targets (announced on October 15, 2015)
Operating income of ¥100.0 billion, profit attributable to owners of parent of ¥60.0 billion**