

あなたの町から、世界の町へ。 ファミリーマート

家族への愛や思いが世界共通であるように、
わたしたちの社名である
「ファミリー」という名前には込めた絆は、
国が変わっても、どこの国にあって
変わることはありません。
もっとあなたと、もっと世界と、ひとつに。
15,000店からさらに、
グローバル・ファミリーマートへ。



日本発ファミリーマートは、
台湾、韓国、タイ、中国、アメリカ、そしてベトナムへ。
おかげさまで世界15,000店。

あなたと、コンビニに、

FamilyMart

<http://www.family.co.jp>

Presentation to Investors

November 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.

Overview of Business Performance for the 1st Half of FYE 2/2010

**Operating environment becomes severe,
in sharp turnaround from favorable conditions in FYE 2/2009**

Consolidated (Millions of Yen)

	1st H of 10/2	1st H of 09/2	YoY(%)
Total operating revenues	143,382	147,020	(2.5)
Selling, general and administrative expenses	89,762	88,461	1.5
Operating income	19,631	21,689	(9.5)
Net income	9,864	11,746	(16.0)

Non-consolidated (Millions of Yen)

	1st H of 10/2	1st H of 09/2	YoY(%)
Total net sales of FM stores	651,279	624,029	4.4
Total operating revenues	121,177	120,423	0.6
Selling, general and administrative expenses	76,836	73,646	4.3
Operating income	18,283	20,283	(9.9)
Net income	6,036	10,513	(42.6)

Business performance (Non-consolidated)

	1st H of 10/2	1st H of 09/2	YoY difference
Average daily sales of total stores (Thousands of yen)	510	509	1
Growth rate of average daily sales of existing stores (%)	(0.6)	5.9	(6.5)
Gross profit ratio (%)	28.10	28.79	(0.69)
Average daily sales of new stores (Thousands of yen)	450	485	(35)
Store openings	306	268	38
Store closures	119	174	(55)

Note: Figures do not include TOMONY stores.

Number of stores

	1st H of 10/2	1st H of 09/2	YoY difference
FamilyMart stores (Non-consolidated)	7,085	6,792	293
Total stores in Japan (Including domestic area franchising stores)	7,604	7,295	309
Total stores overseas (Overseas area franchising stores)	7,636	6,988	648
Total chain stores (Japan and overseas)	15,240	14,283	957

- 1Q...Year-on-year improvement excluding *taspo* effect
- 2Q...Sluggish sales of “summer-special” items pull down both total sales and profit margin
- Reversal of a portion of deferred tax assets implemented; ¥3,755 million in deferred income taxes recognized on non-consolidated basis

Strategic Focus of Business Operations for the 2nd Half

Increasingly severe consumer environment

Convenience store industry has reached major turning point

Revitalize existing stores

Aim to build a global network of 20,000 stores

It is crucial for FamilyMart head office and our franchisees to work closely together

Company will maintain high priority on support for franchisees

Seeking to realize the ideals of the convenience store business

Stocking the products customers want to buy, when they want to buy them, and in the right amounts

Realizing product lineups that exhibit a good balance between value and price

Offering a pleasant shopping environment

Providing essential social infrastructure services

Each FamilyMart store will be the most popular convenience store in its local community

Revitalize Existing Stores – Products

- Create well-balanced product lineups that accord with our three marketing strategy principles – generation, price, and region
- Secure sufficient earnings by taking steps to counteract the decline in average selling price through higher total sales volume and larger profit margins

- Meet the rising demand for eating at home and expand multiple-item buying together with cigarette purchases
 - Famima Kitchen fast food
 - Introduce new delicatessen menu
 - Famima Fresh corners
 - Meet food-purchase needs of small families and single-person households

- Launch sales of chilled *bento* products at all stores (by end of September)
 - Develop tasty, high-quality products incorporating fresh ingredients
 - Grow sales by introducing chilled *bento* products which have a longer sell-by date than regular products, and raising volume of franchisees' inventory ordering

Priority Measures in the 2nd Half

(September 2009 to February 2010)

Revitalize Existing Stores – Attracting more customers

- Famima T Card
 - Loyal Customer Preferential Treatment System
 - First system in convenience store industry with individually customized approach
- Electronic money
 - Acceptance of WAON e-money system
 - WAON is particularly popular outside the major metropolitan areas, and is widely used by housewives as well as middle-aged and elderly customers

Revitalize Existing Stores – Forging stronger ties with franchisees

- “FamilyMart Feel” campaign
 - Reinforcing unity among franchisees through nationwide “FamilyMart Feel Workshop” campaign
 - Holding “FamilyMart Feel” sessions at newly opened stores
- Holding conferences and study sessions for franchisees

Growth rate of average daily sales of existing stores (full term): -1.2% Gross profit ratio (full term): 27.97%

Creating a High-Quality Store Network – Japan

- Maintaining net growth in store numbers at current pace
 - Emphasis on the three metropolitan areas and major provincial cities
 - Focus on opening new stores in highly competitive areas with good growth potential; more vigorously implement scrap-and-build strategy

Number of stores planned for opening in Japan in FYE 2/2010 = 550 (excluding TOMONY stores) for the full term/
Aiming at average daily sales at new stores of ¥428,000 (excluding TOMONY stores; full-term basis)

Business Performance Forecasts for FYE 2/2010

Creating a High-Quality Store Network – Overseas

- China: Employment of our standardized store-management system in all marketing territories, with goal of efficiently expanding the scale of our store network
- Thailand: Aiming to get back above the break-even point through improvement of management methods
- United States: Focused investment of management resources with prime focus on profitability and securing adequate earnings
- Total chain stores have reached 15,000 in Japan and Overseas; number of overseas stores overtakes number in Japan
- Implementing joint sales promotion campaign

Estimated number of stores

	10/2(est.)*	09/2
Japan	7,620	7,404
Overseas	7,942	7,247
Taiwan	2,402	2,336
South Korea	4,633	4,180
Thailand	570	525
China	327	194
U.S.A.	10	12
Total	15,562	14,651

Number of stores as of February 28, 2010

Overseas: 7,942 (up 695 YoY)

Total: 15,562 (up 911 YoY)

* Figures for 10/2(est.) do not include TOMONY stores.

Maintain Steady, Continuous Growth

Consolidated

(Millions of Yen)

	10/2(est.)	09/2	YoY(%)
Total operating revenues	281,400	287,342	(2.1)
Operating income	32,700	36,532	(10.5)
Net income	15,000	16,452	(8.8)

Non-consolidated

(Millions of Yen)

	10/2(est.)	09/2	YoY(%)
Total net sales of FM stores	1,279,000	1,245,788	2.7
Total operating revenues	233,800	236,134	(1.0)
Operating income	29,700	33,593	(11.6)
Net income	10,300	14,265	(27.8)

Business performance (Non-consolidated)

	10/2(est.)	09/2	YoY difference
Average daily sales of total stores (Thousands of yen)	504	508	(4)
Growth rate of average daily sales of existing stores (%)	(1.2)	7.1	(8.3)
Gross profit ratio (%)	27.97	28.40	(0.43)
Average daily sales of new stores (Thousands of yen)	428	460	(32)
Store openings	550	525	25
Store closures	350	342	8

Note: Figures do not include TOMONY stores.

Number of stores

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

* Figures for 10/2(est.) do not include TOMONY stores.