

お帰りなさい

～ファミマって、ありがとう。～

家族というワクワクを届え、街を歩いて生きるあなたに。そして、人生をイキイキと楽しむあなたに。

「うん、ありがたね」と言ってくれたいから、私たちファミリーマートも、

コンビニというワクワクを届え、あなたの毎日を元気に応援します。

さあ、笑顔で、気軽に、ホッと、お家に帰るように、ファミリーマートへ、お帰りなさい。

Presentation to Investors

April 2010

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.

Note :Prepared in accordance with financial accounting in Japan

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Review for Fiscal 2009

Overview of Business Performance for FYE2/2010

Consolidated

(Millions of Yen)

	10/2	09/2	YoY(%)
Total operating revenues	278,175	287,342	(3.2)
Selling, general and administrative expenses	179,342	179,305	0.0
Operating income	33,530	36,532	(8.2)
Net income	15,102	16,451	(8.2)

Business performance(Non-consolidated)

	10/2	09/2	YoY difference
Average daily sales of total stores (Thousands of yen)	498	508	(10)
Growth rate of average daily sales of existing stores (%)	(2.4)	7.1	↘
Gross profit ratio(%)	27.96	28.40	(0.44)
Average daily sales of new stores (Thousands of yen)	439	460	(21)
Store openings	534	525	9
Store closures	278	342	(64)

Note: The figures do not include TOMONY stores.

Non-consolidated

(Millions of Yen)

	10/2	09/2	YoY(%)
Total net sales of FM stores	1,273,752	1,245,787	2.2
Total operating revenues	233,024	236,133	(1.3)
Selling, general and administrative expenses	153,366	150,041	2.2
Operating income	30,246	33,592	(10.0)
Net income	10,305	14,265	(27.8)

Number of Stores

	10/2	09/2	YoY difference
FamilyMart stores (Non-consolidated)	7,158	6,891	267
Total stores in Japan (Including domestic area franchising stores)	7,688	7,404	284
Total stores overseas(Overseas area franchising stores)	8,101	7,247	854
Total chain stores (Japan and overseas)	15,789	14,651	1,138

* Total of am/pm stores as of February 28, 2010
am/pm Japan: 854, area franchise: 250, total 1,104 stores

■ Demanding trading environment

- 1H: Reaction after "Taspo" effect fades, sluggish merchandise sales in summer
- Slowdown in consumer spending

■ Further efforts to revitalize existing stores

- Increased subsidies for franchised stores

■ Preparing for the future

15,000 stores in Japan and abroad / more stores overseas than in Japan

Integration of am/pm

Review of Fiscal 2009

Fiscal 2009 Growth rate of average daily sales of existing stores: -2.4%; Gross profit ratio: 27.96%

Securing earnings (through product range)

■ Meeting a wide range of needs through triple marketing strategy (Generation, Price and Region)

■ **Ajiwai Famima Café (chilled-cup drinks)**

- Cumulative sales surpass 60 million cups
- Increase in product prices, higher profit

■ **Chilled *bento* products**

- increase in proportion of *bento* sales
- Completed rollout in all stores, ahead of rivals
- High quality, fine taste
- Sales of longer-life products after peak lunch-hour



Ajiwai Famima Café items

■ Strengthen lineup of regional products

- Launch more products with price markup ratio of at least 50%
- Profit contribution (higher productivity, logistics cost-cutting)

■ Discount promotions (special bargain, set discounts a promotions for particular time bands and particular days of the week)

- Encouraging impulse purchases and fostering new loyal customers



Tuna with grated yam (chilled *bento* products)



Gomoku mix (chilled *bento* products)



Tajima barbecued chicken (available only in Kansai)

Increasing customer numbers

■ **Famima T Card**

- Higher membership and usage rate: Lifts customer numbers
- Loyal Customer Preferential Treatment System
 - Volume effect
 - Shift from mass marketing to individual marketing
- T Coupon
 - Alliance enables sharing of customers

■ **WAON (e-money)**

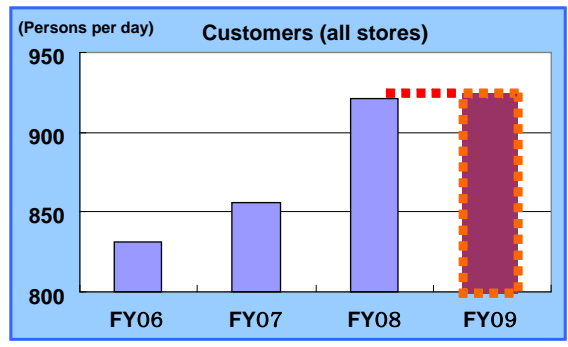
- Develop customer groups: Housewives and rural residents



Famima T Card



WAON Card



Customers (all stores): 923 (+2 YoY)

Basic Strategy for Fiscal 2010

Deeper commitment to stocking only the products customers want to buy, when they want to buy them

Becoming the natural choice

Integration with am/pm

- **Integration with am/pm: union of two large brands**
 - Between 30-40 stores converted each month to FamilyMart brand ⇒ Approx. 580 stores in the Tokyo metropolitan area to be converted by the end of fiscal 2011
 - Total network of over 8,700 stores in Japan (at time of merger completion)
 - Economies of scale
 - Increased profitability, lower costs



Store conversion

Creation of high-quality store network

- **Creation of high-quality store network**
 - Open more stores in the three major metropolitan areas and leading regional cities
 - Boost profitability at individual stores

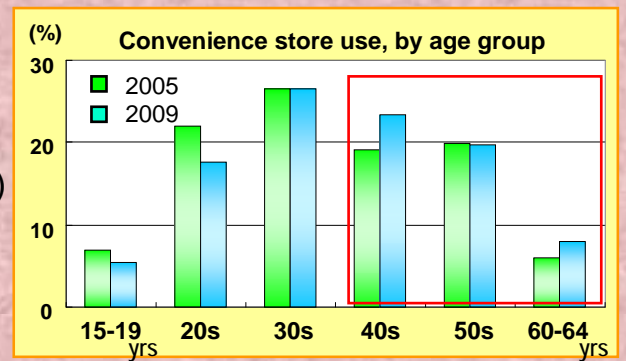
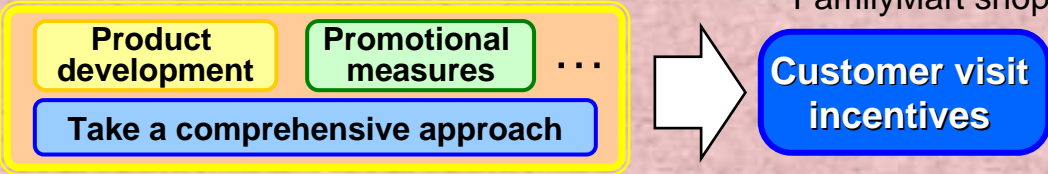
am/pm brand conversion: 350 stores / New stores: 450 / Average daily sales at new stores: ¥500,000

Key Strategies for Fiscal 2010

Identify target groups

- **Customers over 50** - a new target market
 - Respond to social change
 - Increased population ⇒ future core consumers

- **Focus on customers in 30s** (largest segment) **and children** (future FamilyMart shoppers)



Overhaul store displays (stronger product development and individual-store competitiveness)

- **Products: develop characteristic FamilyMart line**
 - Cater to increased demand for meals at home amid graying of the population and growth in single-person households
 - Five temperature-band strategy (Frozen, Chilled, Constant temperature, Room temperature and Hot)

- **Frozen foods**
 - Broaden range of ingredients
 - Leverage pricing edge
 - Leverage am/pm technologies



Gyudon beef bowl (frozen)



Grilled chicken meal (frozen)

- **Chilled foods**
 - *Famima Fresh* corners: more stores offering *sashimi*
 - "Home-made taste": expand range of hot items



"Home-made taste" (delicatessen meal)

- **Hot items**
 - Consolidate leading position in fast food

- **Boost sales and earnings through better display management**
 - Tailor lineups to individual stores and improve accuracy of ordering
 - Increase item sales and price per sale
 - Store Staff Total (SST) system: Train more intermediate grade staff
 - Introduce new order terminals

Growth rate of average daily sales stores (target): 0.0% ; Gross profit ratio (target): 28.27%

Overseas strategy

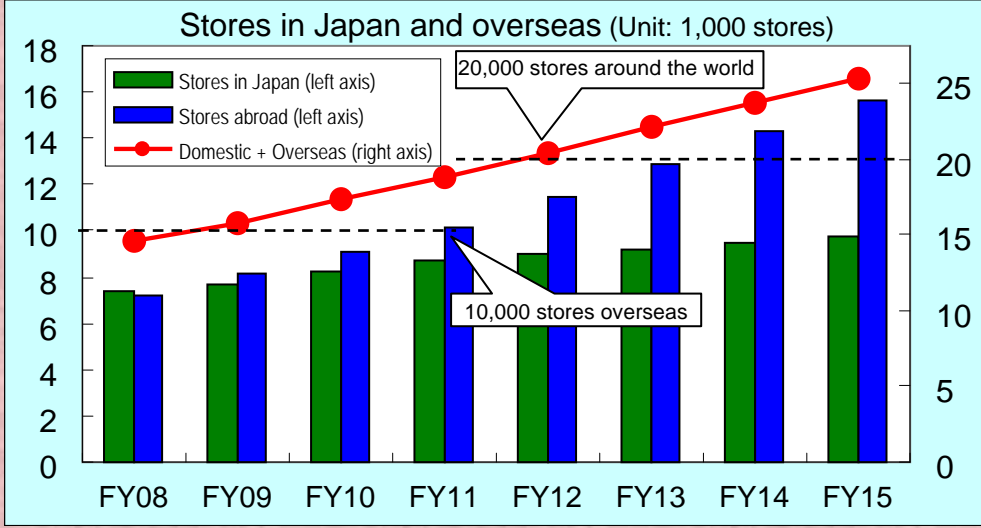
Increase profit contribution by building up chain scale in each country

- **15,000 stores in Japan and overseas (July 2009)**
 - (Vietnam) Opened first store (December 2009)
 - (Thailand) Turn profitable in fiscal 2009, speed up store franchising
 - (U.S.A.) Improve existing store infrastructure
 - (Korea) Bring store total up to 5,000 in fiscal 2010
 - (China) Complete infrastructure (plant and logistics) for increase in store numbers
 - (Taiwan) Pursue stable growth
- **Profit from overseas: About 20% of total by fiscal 2015**



Opening of first store in Vietnam

Number of stores



Estimated number of stores

	11/2(est.)*	10/2	YoY difference
Japan	8,258	7,688	570
Overseas	9,130	8,101	1,029
Taiwan	2,583	2,424	159
South Korea	5,263	4,743	520
Thailand	623	565	58
China	643	359	284
U.S.A.	13	9	4
Vietnam	5	1	4
Total	17,388	15,789	1,599

*Figures for 11/2 (est.)
 1) do not include TOMONY
 2) Include am/pm stores to be converted to FamilyMart (am/pm stores before conversion are excluded)

End of February 2011, total of stores abroad: 9,130 (+1,029 YoY) Total of stores in chain: 17,388 (+1,599 YoY)

Business Performance Forecasts for FYE2/2011

Sales and profit growth targets after integration of am/pm

Consolidated

(Millions of Yen)

	11/2 (est.)	10/2	YoY(%)
Total operating revenues	312,000	278,175	12.2
Operating income	34,200	33,530	2.0
Net income	16,400	15,102	8.6

Non-consolidated

(Millions of Yen)

	11/2 (est.)	10/2	YoY(%)
Total net sales of FM stores	1,436,000	1,273,752	12.7
Total operating revenues	264,400	233,024	13.5
Operating income	30,300	30,246	0.2
Net income	15,100	10,305	46.5

Business performance (Non-consolidated)

	11/2* (est.)	10/2	YoY difference
Average daily sales of total stores (Thousands of yen)	505	498	7
Growth rate of average daily sales of existing stores (%)	0.0	(2.4)	↗
Gross profit ratio (%)	28.27	27.96	0.31
Average daily sales of new stores(Thousands of yen)	500	439	61
Store openings	800	534	266
Store closures	250	278	(28)

* Targets for year ending February 2011 include am/pm stores being converted to FamilyMart format (am/pm stores before conversion are excluded).

• Number of planned store openings for year ending February 2011 is total of 350 to-be-converted am/pm stores plus 450 FamilyMart new stores.

• Note: The figures do not include TOMONY stores

Number of Stores (Non-consolidated)

	11/2* (est.)	10/2	YoY difference
FamilyMart stores	7,708	7,158	550

*The figures for 11/2 (est.)

1) do not include TOMONY stores

2) Include am/pm stores to be converted to FamilyMart (am/pm stores before conversion are excluded)