

Results meeting for fiscal year ended February 28, 2011

April 8, 2011, FamilyMart Co., Ltd.



Overview of Business Performance for FYE 2/2011

Consolidated (Millions of Yen)

	FYE 2/2011	FYE2/2010	YoY (%)
Total operating revenues	319,889	278,175	15.0
Operating income	38,223	33,530	14.0
Ordinary income	39,907	35,760	11.6
Net income	18,023	15,102	19.3

Non-consolidated (Millions of Yen)

	FYE 2/2011	FYE 2/2010	YoY (%)
Total store sales of FM stores	1,440,457	1,273,752	13.1
Total operating revenues	270,817	233,024	16.2
Selling, general administrative expenses	176,265	153,366	14.9
Operating income	33,741	30,246	11.6
Ordinary income	35,887	32,682	9.8
Net income	16,678	10,305	61.8

Business performance (Non-consolidated)

* Figures do not include TOMONY stores.

	FYE 2/2011	FYE 2/2010	YoY difference
Average daily sales of total stores (Thousands of yen)	505	498	7
Growth rate of average daily sales at existing stores (%)	(0.2)	(2.4)	/
Average customer visits of total stores	944	923	21
Spend per customer of total stores (Yen)	534	540	(6)
Gross profit ratio (%)	28.31	27.96	0.35
Average daily sales at new stores (Thousands of yen)	564	439	125
Store openings	736	534	202
Store closures	270	278	(8)

* FYE 2/2011 include am/pm stores being converted to FamilyMart (excluding am/pm stores before conversion).

Number of stores

* Figures include TOMONY stores.

	FYE 2/2011	FYE 2/2010	YoY difference
FamilyMart stores (Non-consolidated)	7,629	7,158	471
Total stores in Japan (Including domestic area franchising stores)	8,248	7,688	560
Total stores overseas (Overseas area franchising stores)	9,350	8,101	1,249
Total chain stores (Japan and overseas)	17,598	15,789	1,809

* Total of am/pm stores as of February 28, 2011 am/pm Japan: 335, area franchise: 134, total 469 stores

Record results with double-digit YoY growth in all earnings categories except for non-consolidated ordinary income

■ Brand integration with am/pm, creation of high-quality store network

- Conversion of 329 am/pm stores, with some 20% growth in average daily sales maintained
- Average daily sales at new stores: ¥494 thousand (record high, not including conversion of am/pm stores)

■ Revitalization of existing stores

- Growth rate of average daily sales at existing stores: - 0.2%, ahead of target
- Measures to increase average spending per customer; significant recovery on strengthened lineups of higher-priced products, and broader marketing tailored to specific price ranges

Basic Strategy for Fiscal 2011



Store Development

- **Goal for brand integration —Some 720 am/pm stores converted in two years**
 - Tokyo area: Planned conversion of remaining 190 stores
 - Kansai area: Integration with am/pm Kansai (April 1), planned conversion of 100 stores
 - Kyushu: Completed conversion of all 102 stores by end of March
- **Goals for Japan stores: 500 new openings and ¥500,000 in average daily sales at new stores**
(non-consolidated, not including conversion of am/pm stores)
 - Step up property portfolio review and strengthen management, and establish Regional Development Department in Store Development Division

- **Overseas expansion: Toward 10,000 stores**
 - Thailand: Having established basic operational profitability, accelerate new store openings
 - China: Expand number of stores, including those in new areas
 - South Korea: Consolidate our position as leading convenience-store chain
 - ⇒ **Move into higher earnings bracket in each country**

Outlook for February 29, 2012
Number of stores in Japan and overseas: 19,433 (up 1,835 YoY)

Number of stores	Number of stores		
	FYE2/2012 (est.)	FYE2/2011	YoY
Japan*	8,759	8,248	511
Overseas	10,674	9,350	1,324
Taiwan	2,856	2,637	219
South Korea	6,231	5,511	720
Thailand	676	622	54
China: Shanghai	672	442	230
China: Guangzhou	148	88	60
China: Suzhou	65	36	29
U.S.A.	10	10	0
Vietnam	16	4	12
Total	19,433	17,598	1,835

Marketing

- **Capture new customer segments through focused target strategy**
 - Strengthen product development for the middle-aged and retired of 50-65 years (“otona” active mature adults)
 - Sweets+ (desserts): Refresh lineup
 - Delicatessen items and salads: Tap home-dining trend by creating new priority product category (2H FYE2/2011)
- **Increase average spending per customer**
 - Increase unit prices across lineups
 - Increase number of items purchased through greater accuracy of ordering and increasing appeal of display areas



(Premium custard pudding with fresh cream)



Makunouchi salmon and teriyaki mackerel bento

Business performance estimates for FYE 2/2012 (1) do not include figures for TOMONY stores scheduled to open in that year, or JR Kyushu Retail, Inc. am/pm stores, but (2) do include am/pm stores scheduled for brand conversion in that year.

Impact of the Disaster

■ Damage

(Stores)

- A total of 33 stores in the coastal areas of Iwate, Miyagi, Fukushima and Ibaraki prefectures were washed away or completely destroyed and cannot be reopened. 8 stores have suspended operations in areas around Fukushima Nuclear Power Plant in Fukushima Prefecture
- ⇒ As of April 8, some 540 FamilyMart stores in the Tohoku (northeast) region had reopened for business
- ⇒ Relief teams comprising local staff and staff sent from headquarters in Ikebukuro are helping restore operations and supporting franchisees whose livelihoods have been affected by the disaster

(Production and logistics)

- Since our plants producing ready-to-eat meals and distribution centers in Morioka, Sendai, Yamagata Prefecture and Fukushima Prefecture were damaged, we are supplying products from bases in the Hokuriku and Kanto regions

(Impact in the Tokyo area)

- Damage was sustained at some production and logistics centers
- Due to gasoline shortages and rolling power cuts, orders and deliveries will remain irregular

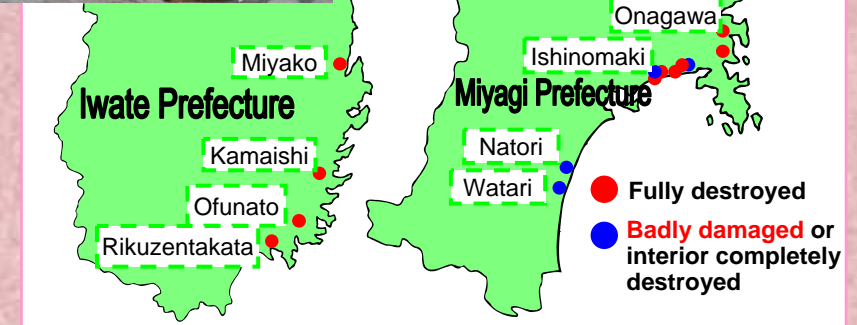
■ Projected impact on business results

- We expect a negative impact of more than a ¥4.0 billion on sales (all stores in Japan) in March, with ¥3.0 billion of that impact in the Tohoku region

Growth in average daily sales at existing stores: Around 7% (before the disaster) ⇒ Around 4% (after the disaster, including the Tohoku region); over 5% in total for March

In April, we expect a negative impact on sales at all stores in Japan of around ¥2.0billion

■ Main towns affected



	Number of stores*	Closed/ Under preparation	Fully or badly damaged	Nuclear plant evacuation zone
Aomori	34	0	0	0
Akita	46	0	0	0
Iwate	99	4	4	0
Miyagi	203	25	25	0
Yamagata	87	0	0	0
Fukushima	116	10	2	8
Tohoku total	585	39	31	8

*As of FYE 2/2011. Before the quake, 1 new store had opened in Miyagi Prefecture (total of stores at the time of the disaster was 204 in Miyagi and 586 in all six northeastern prefectures).

Ibaraki	170	2	2	0
Tohoku + Ibaraki	755	41	33	8

Business Performance Forecasts for FYE2/2012

Business Performance Forecasts for FYE2/2012

Consolidated

(Millions of Yen)

	FYE2/2012 (est.)	FYE2/2011	YoY (%)
Total operating revenues	318,900	319,889	(0.3)
Operating income	38,500	38,223	0.7
Ordinary income	40,500	39,907	1.5
Net income	10,000 ~ 12,000	18,023	(44.5) ~ (33.4)

Non-consolidated

(Millions of Yen)

	FYE2/2012 (est.)	FYE2/2011	YoY (%)
Total store sales	1,491,000	1,440,457	3.5
Total operating revenues	262,700	270,817	(3.0)
Operating income	34,300	33,741	1.7
Ordinary income	35,900	35,887	0.0
Net income	8,000 ~ 10,000	16,678	(52.0) ~ (40.0)

Business performance (Non-consolidated) * Figures do not include TOMONY stores

	FYE2/2012(est.)	FYE2/2011	YoY
Average daily sales of total stores (Thousands of yen)	522	505	17
Growth rate of average daily sales at existing stores (%)	3.5	(0.2)	✓
Gross profit ratio (%)	28.67	28.31	0.36
Average daily sales at new stores (Thousands of yen)	514	564	(50)
Store openings	790	736	54
Store closures	300	270	30

Estimates for FYE 2/2012

- (1) Includes am/pm stores scheduled for conversion to FamilyMart brand
- (2) Total of new stores is 790, including 290 am/pm stores converted to FamilyMart brand (of which 100 are am/pm Kansai Co., Ltd. stores)

Cautionary Statement: This presentation contains forward-looking statements, including 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.

■ Impact (cost) of the East Japan Earthquake

From beginning of fiscal year

- Total store sales: -¥22 billion
- Operating income: -¥2.5 billion (flat YoY due to redoubled marketing initiatives)
- Average daily sales growth at existing stores: -1.1% (4.6% → 3.5%)
- Extraordinary losses: -¥4.0 billion to - ¥7.0 billion as of time of reporting
- Impact on net income for the period: -¥4.0 billion to -¥6.0 billion

Consolidated

	Likely impact (cost) of earthquake	
	(Minimum)	(Maximum)
Total operating revenues	- ¥3.6 billion	
Operating income	- ¥2.5 billion	
Ordinary income	- ¥2.5 billion	
Extraordinary losses	- ¥7.0 billion	~ - ¥4.0 billion
Net income	- ¥6.0 billion	~ - ¥4.0 billion

Non-consolidated (reference only)

Total net sales of FamilyMart stores	- ¥22.0 billion
Growth rate of average daily sales at existing stores	-1.1%

■ Expected impact on asset retirement obligations (consolidated)

- Extraordinary losses of ¥7.8 billion, leading to approximately ¥5.0 billion erosion of net income

■ Dividend

- Year ending February 2012: ¥72 per share, same as in previous year