

Results Meeting for Fiscal Year Ended February 29, 2012

April 13, 2012, FamilyMart Co., Ltd.



Overview of Business Performance for FYE 2/2012

Record double-digit operating and ordinary income growth, consolidated and non-consolidated

Consolidated

(Millions of Yen)

	FYE 2/2012	FYE 2/2011	YoY (%)
Total operating revenues	329,218	319,889	2.9
Operating income	42,586	38,223	11.4
Ordinary income	44,810	39,907	12.3
Net income	16,584	18,023	(8.0)

Non-consolidated

(Millions of Yen)

	FYE 2/2012	FYE 2/2011	YoY (%)
Total store sales of FM stores	1,534,652	1,440,457	6.5
Total operating revenues	274,449	270,817	1.3
Selling, general and administrative expenses	179,033	176,265	1.6
Operating income	38,281	33,741	13.5
Ordinary income	40,650	35,887	13.3
Net income	14,321	16,678	(14.1)

Business performance (Non-consolidated)

* Figures do not include TOMONY stores.

	FYE 2/2012	FYE 2/2011	YoY difference
Average daily sales of total stores (Thousands of yen)	531	505	26
Growth rate of average daily sales at existing stores (%)	4.4	(0.2)	
Number of customer (all stores)	961	944	17
Spend per customer (all stores)	552	534	18
Gross profit ratio (%)	27.59	28.31	(0.72)
Average daily sales at new stores (Thousands of yen)	521	564	(43)
Store openings	844	736	108
Store closures	316	270	46

Number of stores

* Figures include TOMONY stores. [TOMONY stores (45 as of Feb. 29, 2012, up 7 YoY)]

	FYE 2/2012	FYE 2/2011	YoY difference
FamilyMart stores (Non-consolidated)	8,164	7,629	535
Total stores in Japan (Including domestic area franchising stores)	8,834	8,248	586
Total stores overseas (Overseas area franchising stores)	11,245	9,350	1,895
Total chain stores (Japan and overseas)	20,079	17,598	2,481

■ Brand integration with am/pm completed

- 733 stores converted to FamilyMart brand in two years, and average daily sales growth stays at 25% (including JR KYUSHU RETAIL)
- Operating income at former am/pm stores beats target at about ¥2 bn

■ New stores: 844, with average daily sales of ¥521 thousand

- New stores (excluding am/pm store converted to FamilyMart brand): 542, average daily sales hit record ¥504 thousand

■ Growth rate of average daily sales at existing stores: 4.4% YoY, and up even excluding higher cigarette sales due to higher prices

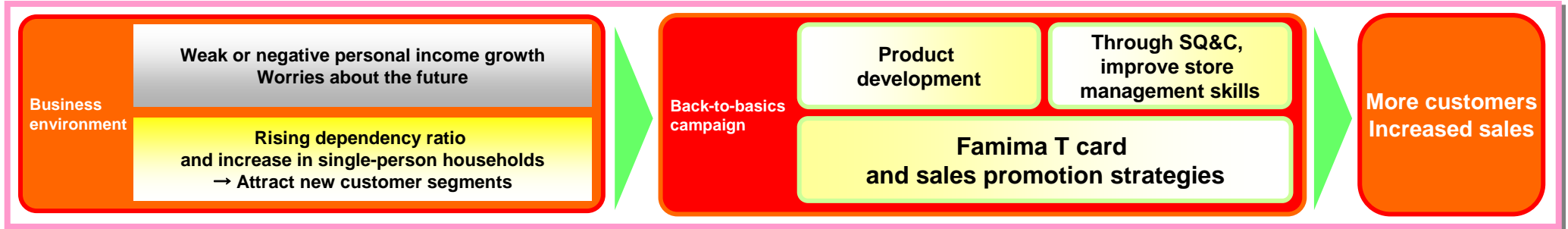
- Number of customer visits per day at existing stores : up 0.4% YoY;
- Number of customer visits per day at all stores: 961 (+17 YoY, a record)
- Spend per customer at existing stores: ¥556 (up about ¥20)
- *Kinmemai* Rice Balls, *IRODORI* famima DELI range sell well

■ Gross profit ratio: 27.59%

- Excluding cigarettes: 33.74% (up 0.20% YoY) → sustained growth momentum

■ Met target of 10,000 overseas and 20,000 total stores

Basic Strategy for Fiscal 2012



Product development

■ Focus more on 3 marketing strategies

- Generation-based marketing: Cater to “otona” over 50s
- Price-based marketing: Displays should range from affordable to high value-added items
- Region-based marketing: Source from local farmers



Bean and hijiki bento
Otona-conveni Laboratory

■ Strengthen priority categories, develop new ones

- Frozen ready-to-eat items: Create new bento, noodle, snack and side dishes
- Chilled bento and delicatessen items: Higher quality with longer shelf life, from new preparation methods
- Launch of "GELATO" premium ice-cream range
- Differentiate items by temperature zone to boost customer appeal



"Hayashi omelette rice" (frozen) "Chinese donburi" (chilled) "Sweets + GELATO" (ice-cream)

Store operation

* SST: Store Staff Total (SST) system
FamilyMart's in-house skills development program

■ Based on SQ&C, ensure greater accuracy in ordering

- Through SST*, delegate ordering responsibilities more effectively
 - Boost number of employees SST-qualified to handle ordering from 16,000 to 40,000
- Make better use of "catchment area analysis" sheets
 - Tailor stock displays to customer profile of individual stores

Famima T Card and sales promotion strategies

■ Make more of Famima T Card

- Stay well to function and ahead of competition by boosting number of partners and members,
- Support for achieving 500 members per store, the critical level for boosting sales

■ Sales promotion

- Use of media (Yoshimoto Kogyo (entertainment agency), national soccer teams of Japan)

Raise average daily sales at existing stores by 1.0%
Increase gross profit ratio to 28.71% (up 1.12% YoY)

Basic Strategy for Fiscal 2012

Store development

■ Bolster leading status in Tokyo, Osaka and other regions

- Respond to changes in the business and living environment, and the increase in customers outside retail catchment areas
- Position group for further store openings
 - Strengthen store development teams
 - Speed up decision-making in new store planning

■ Expand store network with openings in off-street “new market” locations

- Work with leading railway companies
- Open stores at highway service and parking areas, and hospitals

■ Contribute to local lifestyle infrastructure through stores

- Use temporary stores, “Famima-go” mobile sales vehicles and “ASD*” machines to serve customers in isolated locations

※ASD: Automatic Super Delice vending machine



Temporary store at Rikuzentakata Takekomacho, in the disaster zone



“Famima-go” mobile store



ASD machine

■ 9,000 stores in Japan (Including domestic area franchising stores)

Overseas operations

■ Continue aggressively opening stores in Asia

- China
 - Over 50% increase to 1,200 stores by end of fiscal year
 - Launch operations in Chengdu
- Planned store openings in Indonesia and the Philippines
- Launch global promotional campaigns through all overseas stores

Number of stores

	FYE 2/2013 (est.)	FYE 2/2012	YoY difference
Japan*	9,388	8,834	554
Overseas	13,221	11,245	1,976
Taiwan	2,861	2,809	52
South Korea	8,310	6,910	1,400
Thailand	769	687	82
China: Shanghai	919	639	280
China: Guangzhou	191	121	70
China: Suzhou	92	48	44
China: Hangzhou	25	5	20
U.S.A.	9	8	1
Vietnam	45	18	27
Total	22,609	20,079	2,530



Store-opening ceremony in Hangzhou (China)



A Taiwan FamilyMart store

The figures for FYE 2/2013(est.) do not including planned new TOMONY store

Total of new stores: 800; Net increase: 500

Number of stores at end of year: 8,664 (non-consolidated basis)

Average daily sales at new stores: ¥515,000

Total of stores at end of February 2013

Overseas: 13,221 (+1,976 from end of February 2012)

Japan and overseas: 22,609 (+2,530)

Business Performance Forecasts for FYE 2/2013

Other Businesses

■ Actively diversify into peripheral businesses

- Convert SENIOR LIFE CREATE Co., Ltd. into subsidiary
- Home delivery for the elderly



Targets for year ended February 28, 2013

Consolidated

(Millions of Yen)

	FYE 2/2013 (est.)	FYE 2/2012	YoY (%)
Total operating revenues	353,700	329,218	7.4
Operating income	45,000	42,586	5.7
Ordinary income	47,800	44,810	6.7
Net income	21,400	16,584	29.0

Business performance (Non-consolidated)

* Figures do not include TOMONY stores

	FYE 2/2013 (est.)	FYE 2/2012	YoY difference
Average daily sales of total stores (Thousands of yen)	539	531	8
Growth rate of average daily sales at existing stores (%)	1.0	4.4	
Gross profit ratio (%)	28.71	27.59	1.12
Average daily sales at new stores (Thousands of yen)	515	521	(6)
Store openings	800	844	(44)
Store closures	300	316	(16)

Non-consolidated

(Millions of Yen)

	FYE 2/2013 (est.)	FYE 2/2012	YoY (%)
Total store sales of FM stores	1,630,000	1,534,652	6.2
Total operating revenues	278,300	274,449	1.4
Operating income	40,500	38,281	5.8
Ordinary income	42,500	40,650	4.5
Net income	19,600	14,321	36.9

Number of stores

* The figures for 13/2 do not include planned new TOMONY stores.

	FYE 2/2013 (est.)	FYE 2/2012	YoY difference
FamilyMart stores (Non-consolidated)	8,664	8,164	500
Total stores in Japan (Including domestic area franchising stores)	9,388	8,834	554

◆ Record levels in all earnings categories

◆ Dividend: Annual payout of ¥92 (up ¥10); Increase for 8th consecutive term

—Disclaimer— This report contains forward-looking statements regarding future business performance, based on judgments made by management using materials available at the time of writing. Actual business performance may substantially differ from these forward-looking statements due to changes in economic trends and the market environment facing the Company.