

## FY2012 results: Record earnings across the board (consolidated and non-consolidated)

### Consolidated

(Billions of Yen)

	FY 2011	FY 2012	YoY (%)
Total operating revenues	329.2	<b>334.0</b>	1.5
Operating income	42.5	<b>43.1</b>	1.2
Ordinary income	44.8	<b>45.4</b>	1.3
Net income	16.5	<b>25.0</b>	50.9

### Non-consolidated

(Billions of Yen)

	FY 2011	FY 2012	YoY (%)
Total store sales of FM stores	1,534.6	<b>1,584.5</b>	3.3
Total operating revenues	274.4	<b>270.9</b>	(1.3)
Selling, general administrative expenses	179.0	<b>183.6</b>	2.6
Operating income	38.2	<b>38.9</b>	1.7
Ordinary income	40.6	<b>41.4</b>	2.0
Net income	14.3	<b>24.1</b>	68.9

### Number of stores

\* Figures include TOMONY stores.

FamilyMart (Non-consolidated)	FY 2011						FY 2012			YoY	
	8,164						8,772			608	
Japan	FamilyMart Co., Ltd.					Okinawa		Japan sub-total	YoY		
	8,772					220					
	Minami Kyushu		Hokkaido		JR KYUSHU RETAIL		9,481	647			
	304		58		127						
Overseas	Taiwan	South Korea	Thailand	Shanghai	Guangzhou	Suzhou	Overseas sub-total	YoY	Total	YoY	
	2,851	8,001	806	741	146	70					
	Hangzhou	Chengdu	U.S.A.	Vietnam	Indonesia		12,700	1,455			
	17	15	9	39	5						

#### ■ New stores: 900, including TOMONY outlets, a record-high;

#### Average daily sales at new stores: ¥429,000

- Strategic groundwork, aggressive store-opening and scrap-and-build activities
- Strengthened collaborations with railway operators
- Opened stores incorporating a pharmacy area

#### ■ Growth in average daily sales at existing stores: -1.6%

#### Daily average of customers at all stores: 950

- Strengthened lineups of delicatessen items, salads, daily food items and vegetables
- Introduced "FamilyMart collection," scored hit with Famima Premium Chicken
- Offered freshly ground and brewed coffee under the *Ajiwai* Famima Café brand prepared at some 2,300 stores

#### ■ Gross profit ratio: 27.89% (up 0.30% YoY)

#### ■ Created value as a "social and lifestyle infrastructure enterprise"

#### ■ Number of overseas stores: 12,700 (up 1,455 YoY)

- Thailand: Accelerated pace of business development
- China: Opened stores in Chengdu, a new market
- Indonesia: Opened 5 stores
- Philippines: Opened first store on April 7, 2013

### Business performance (Non-consolidated)

	FY 2011	FY 2012	YoY
Average daily sales of total stores (Thousands of yen)	531	<b>523</b>	(8)
Growth rate of average daily sales at existing stores (%)	4.4	<b>(1.6)</b>	
Number of customer(all store)	961	<b>950</b>	(11)
Spend per customer(all store)	552	<b>551</b>	(1)
Gross profit ratio (%)	27.59	<b>27.89</b>	0.30
Average daily sales at new stores (Thousands of yen)	521	<b>429</b>	(92)
Store openings*	851	<b>900</b>	49
Store closures*	316	<b>292</b>	(24)

\* Figures include TOMONY stores. [TOMONY stores (57 as of Feb. 28, 2013, up 12 YoY)]

# Basic Strategy for Fiscal 2013

Achieve the "25,000 stores worldwide" target by FY2015

Become No.1 in quality in Japan  
Become global No.1 in scale among Japanese-origin convenience-store chains

Fiscal 2013  
The key year for the next decade

## FY2013: Performance targets

### Consolidated

(Billions of Yen)

	FY 2012	FY 2013 (est.)	YoY (%)
Total operating revenues	334.0	354.1	6.0
Operating income	43.1	45.1	4.6
Ordinary income	45.4	47.8	5.3
Net income	25.0	22.5	(10.1)
Total assets	526.5	570.0	8.3
Total equity	248.1	260.0	4.8

### Business performance (Non-consolidated)

	FY 2012	FY 2013 (est.)	YoY
Average daily sales of total stores (Thousands of yen)	523	527	4
Growth rate of average daily sales at existing stores (%)	(1.6)	1.0	
Gross profit ratio (%)	27.89	28.30	0.41
Average daily sales at new stores (Thousands of yen)	429	450	21
Store openings*	900	1,500	600
Store closures*	292	350	58

\* Figures include TOMONY stores.

### Non-consolidated

(Billions of Yen)

	FY 2012	FY 2013 (est.)	YoY (%)
Total store sales of FM stores	1,584.5	1,723.3	8.8
Total operating revenues	270.9	290.7	7.3
Operating income	38.9	40.2	3.2
Ordinary income	41.4	42.1	1.5
Net income	24.1	20.6	(14.8)

- ◆ Target record operating and ordinary income
  - ◆ Dividend: Full-year payout of ¥102 per share (up ¥2)
- ⇒ Ninth consecutive annual increase

## Consolidated balance sheets and non-consolidated cash flows

### ■ Consolidated balance sheets

- Build up assets that will generate future earnings, while upholding financial soundness

### ■ Non-consolidated cash flows

- To develop future earnings drivers, aggressively channel cash investments into store development and other activities

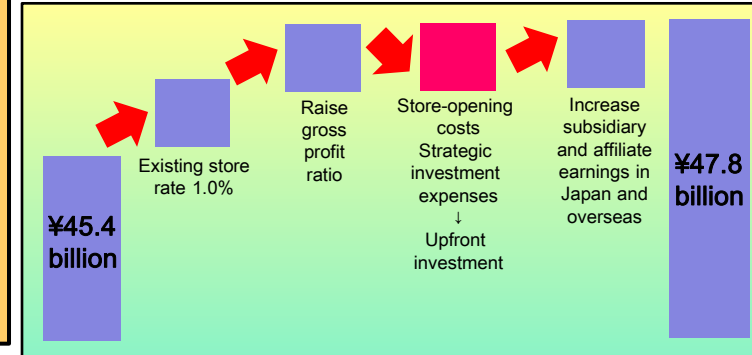
# Fiscal 2013: Basic Policies

## Consolidated ordinary income

### Full-year targets

- Growth in average daily sales at existing stores: 1.0%
- Gross profit ratio: 28.30% (up 0.41% YoY)
- Store-opening expenses: Frontload strategic investment expenses, etc
- Increase subsidiary and affiliate earnings contributions in Japan and overseas

Consolidated ordinary income target: ¥47.8 billion  
(¥2.4 billion increase from ¥45.4 billion in FY2012)



## Improving average daily sales at existing stores

### ■ Renew commitment to service, quality and cleanliness

- High-quality customer service = Hospitality and personalized approach
- Bolster stock display basics and make sure lineups are right

### ■ Product development

- Strengthen sales of counter-prepared items
  - > Grow sales of Famima Premium Chicken
  - > Fully launch counter-prepared premium coffee
  - > Introduce future growth-driver products
- Expand "FamilyMart collection" ranges
  - > Expand lineup to more than 500 items
- Add gondola shelving
- Introduce advanced stock ordering system tailored to individual store performance and circumstances
  - > Improve the quality of stock displays overall



Famima Premium Chicken



Counter-prepared coffee

### FamilyMart collection



Launch April 9

Launch April 16



Upgraded ordering system



Miso soup with egg and asparagus



Low-sugar Gensen Coffee



Potato chips with lemon salt flavor



## Fiscal 2013: Basic Policies

## Improving the gross profit ratio

### ■ Continue reform of profit structure

- Supply chain: Improve value inputs in all categories, leveraging economies of scale by increasing store total
- Ready-to-eat meal production system: Investment and financing aimed at improving meal production efficiency
- Logistics hubs: Revamp logistics hubs and cut delivery costs

## Store development

Number of new stores  
(excluding area franchising stores): 1,500  
Average daily sales at new store: ¥450,000

### ■ Organizational overhaul

- Strengthen frontline preparedness through introduction of Store Development Division system

### ■ Secure prime locations

- Unearth new potential in existing markets, step up scrap-and-build activities

### ■ Expand railway station outlet market

- Alliances with Kintetsu Corporation and other partners

### ■ Full-scale development of convenience stores incorporating elements of other formats

- Strengthen alliances with pharmacies and other retail categories

Number of Stores

	FY2012	FY2013 (est.)	YoY
FamilyMart stores (non-consolidated)	8,772	9,922	1,150
Total stores in Japan (including area franchising stores)	9,481	10,707	1,226

## Subsidiaries and affiliates earnings contributions in Japan and Overseas operations

Total stores in Japan, end of FY2013: 10,707  
Total stores overseas, end of FY2013: 13,671

Number of Stores

### ■ Overseas businesses

- China: Improve individual-store profitability
- Taiwan: Maintain sound near-term momentum
- South Korea: Shift to earnings growth
- Accelerate store openings in all regions with FamilyMart stores, including new markets
- Create systematic business development package for overseas operations

### ■ New businesses

- Full-fledged development of SENIOR LIFE CREATE Co., Ltd.

	FY2012	FY2013 (est.)	YoY
Japan	9,481	10,707	1,226
Overseas	12,700	13,671	971
Taiwan	2,851	2,900	49
South Korea	8,001	8,607	606
Thailand	806	977	171
China: Shanghai	741	750	9
China: Guangzhou	146	138	(8)
China: Suzhou	70	75	5
China: Hangzhou	17	26	9
China: Chengdu	15	32	17
U.S.A.	9	10	1
Vietnam	39	89	50
Indonesia	5	37	32
Philippines	-	30	30
<b>Total</b>	<b>22,181</b>	<b>24,378</b>	<b>2,197</b>