

# Review for Fiscal 2015

## Fiscal 2015 Review

### Consolidated

(Billions of Yen)

	FY 2014	FY 2015	YoY (%)
Total operating revenues	374.4	<b>427.6</b>	14.2
Operating income	40.4	<b>48.7</b>	20.6
Ordinary income	42.5	<b>51.8</b>	22.0
Net income	25.6	<b>21.0</b>	(17.9)

### Non-consolidated

(Billions of Yen)

	FY 2014	FY 2015	YoY (%)
Total store sales of FM stores	1,860.1	<b>2,005.5</b>	7.8
Total operating revenues	301.9	<b>325.8</b>	7.9
Selling, general administrative expenses	219.8	<b>231.9</b>	5.5
Operating income	34.0	<b>41.6</b>	22.6
Ordinary income	37.1	<b>45.5</b>	22.6
Net income	28.6	<b>17.0</b>	(40.4)

### Business performance (Non-consolidated)

	FY 2014	FY 2015	YoY
Average daily sales of total stores (Thousands of yen)	508	<b>516</b>	8
Growth rate of average daily sales at existing stores (%)	(2.2)	<b>1.3</b>	
Number of customer(all store)	914	<b>914</b>	0
Spend per customer(all store)	556	<b>565</b>	9
Gross profit ratio (%)	27.80	<b>27.68</b>	(0.12)
(Thousands of yen)	424	<b>480</b>	56
Store openings*	1,120	<b>765</b>	(355)
Store closures*	339	<b>437</b>	98

\* Figures include area franchised stores in Japan and TOMOMY stores.

■ Achieved record highs for total operating revenues, operating income, and ordinary income on both a consolidated and non-consolidated basis

■ Annual dividend: ¥110 per share (up ¥4)

### Number of stores

\*Figures include TOMOMY stores.

FamilyMart (Non-consolidated)	FY 2014		FY 2015		YoY		
	10,514		10,834		320		
Japan	FamilyMart Co., Ltd.		Okinawa				
	10,834		269				
	Minami Kyushu	Hokkaido	JR KYUSHU RETAIL				
	353		47		153		
Overseas	Taiwan	Thailand	Shanghai	Guangzhou	Suzhou	Hangzhou	Chengdu
	2,985	1,109	980	185	135	76	53
	Shenzhen	Wuxi	Beijing	Dongguan	Vietnam	Indonesia	Philippines
	32	44	14	11	87	27	108

\* China: 1,530 stores

Total	YoY
17,502	532
Japan sub-total	YoY
11,656	328
Overseas sub-total	YoY
5,846	204

### ■ Domestic Convince-Store Business

- First year of the medium-term management plan  
Adopted the strategic theme of "Fun & Fresh" to create a new image of next-generation convenience stores
- Product development: Achieved higher year-on-year sales of ready-to-eat products at existing stores through reforms in the structure of these products
- Store operations: Improved SQ&C level, drastically reformed ready-to-eat product volume
- Store development: Opened new stores to secure sound growth as a convenience-store chain with a network exceeding 10,000 stores

### ■ Overseas Convenience-Store Business

- Taiwan: Promoted reforms to ready-to-eat product structure, achieved performance projections
- China: Raised level of profits, achieved significantly higher profits than projected
- Thailand: Reformed business execution system, saw signs of improvement in daily sales and number of customers
- New regions: Expanded number of stores, achieved sales growth

### ■ New Businesses

- Carried out nationwide expansion of e-money (T MONEY) and credit cards issued by foreign financial institutions

# Targets for Fiscal 2016

## Approach to Management Plan in Fiscal 2016

### ■ Domestic Convenience-Store Business

Establish a foundation in the second year of the medium-term management plan for becoming the industry's leader

- Product development: Further refine reforms in ready-to-eat product structure to initiate a virtuous cycle
  - Shift to plants with separate temperature zones, install latest production lines
  - Evolve supply chain management
  - Continue television commercials and large-scale sales promotion campaigns
- CRM: Reinforce the acquisition of Famima T CARD members, promote increased utilization rates
- Store operations: Aim to be the No. 1 convenience-store chain in terms of quality
  - Create stores that put the customer first, innovate sales floor quality
- Store development
  - Accelerate decision-making for opening new stores
  - Reinforce the opening of integrated as well as scrap and build stores

### ■ Overseas Convenience-Store Business

Accelerate development of stores, centered on Asia

- Secure stable profits in Taiwan and China
- Improve profits in Thailand and the Philippines

### ■ New Businesses

- Capture demand in the fields of healthcare, nursing, and health; finance; online shopping; home delivery; and inbound tourism
- Conclude basic agreement with Japan Post Holdings Co., Ltd.
  - Japan Post Holdings: Introduce international e-commerce service
  - Establish the home delivery locker service HAKO POST
  - Japan Post Bank: Expand introduction of Japan Post Bank ATMs

**Plan for record-high operating income and ordinary income in fiscal 2016 on both a consolidated and non-consolidated basis. Plan for annual dividends to be up ¥2, to ¥112 per share, for 12th consecutive year of dividend increase**

## Targets for Fiscal 2016

### Consolidated

(Billions of Yen)

	FY 2015	FY 2016 (est.)	YoY (%)
Total operating revenues	427.6	410.3	(4.1)
Operating income	48.7	50.0	2.6
Ordinary income	51.8	52.5	1.2
Net income	21.0	22.0	4.4
Total assets	730.2	770.0	5.5
Total equity	295.2	310.0	5.0

### Non-consolidated

(Billions of Yen)

	FY 2015	FY 2016 (est.)	YoY (%)
Total store sales of FM stores	2,005.5	2,101.4	4.8
Total operating revenues	325.8	329.8	1.2
Selling, general administrative expenses	231.9	244.6	5.4
Operating income	41.6	42.2	1.3
Ordinary income	45.5	45.6	0.1
Net income	17.0	19.0	11.1

### Business performance (Non-consolidated)

	FY 2015	FY 2016 (est.)	YoY (%)
Average daily sales of total stores (Thousands of yen)	516	525	9
Growth rate of average daily sales at existing stores (%)	1.3	1.5	
Gross profit ratio (%)	27.68	28.30	0.62
Average daily sales at new stores (Thousands of yen)	480	490	10
Store openings*	765	1,200	435
Store closures*	437	459	22

\* Figures include area franchised stores in Japan and TOMOMY stores.

Notes: The Company is planning a business merger with UNY Group Holdings Co., Ltd. on September 1, 2016. However, this merger will not factor into business performance forecasts. The forecasts contained in this presentation reflect management judgments based on information available at the present time. Please be aware that general economic conditions and market fluctuations could cause actual results to diverge materially from these forecasts.

# Management Integration with UNY Group Holdings Co., Ltd.

## About the Management Integration

## Image of Profit Growth after Management Integration

### [Basic Policy]

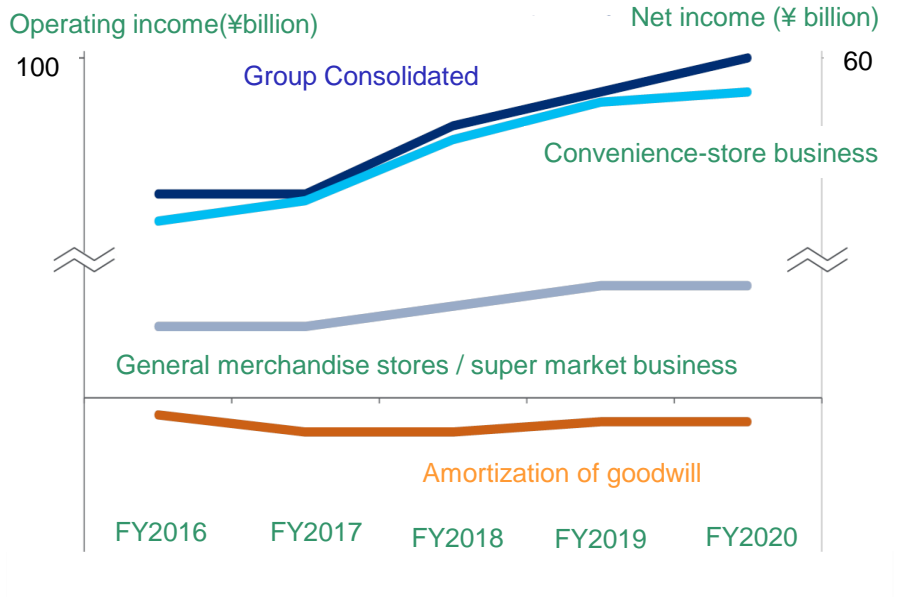
- Leverage the business foundation possessed by the general merchandise store / supermarket business to maximize synergistic effects
- Expand earnings by establishing new business models
- Adjust inefficient assets from the perspective of management efficiency, carry out accounting measures
- General merchandise store / supermarket business
  - Establish overwhelming dominance in the Chubu region
  - Create new business models
- Convenience-store business
  - Expand scale, enhance quality
  - Aim to become the top convenience-store chain
- New holding company
  - Allocate resources to each business with an awareness of investment efficiency

### [General Merchandise Store / Supermarket Business]

- Change to a retail format that can respond to changes in consumer preference
- Food product sales floor
  - Strengthen foodstuffs, improve gross profit
- Other than food product sales floor
  - Reduce Company-operated sales floors
  - Attract and increase prominent tenants

### [Convenience-Store Business]

- Promote increased distribution efficiency and structural reforms in ready-to-eat products
- Become the No. 1 convenience-store chain in the three major metropolitan areas (Tokyo, Osaka, and Nagoya) in terms of both quality and quantity
- Extend progress made in the three metropolitan areas nationwide
- Accomplish brand integration 2.5 years after the Management Integration



**Aim for operating income of over ¥100.0 billion, net income of over ¥60.0 billion, and ROE of over 12% in fiscal 2020**

Note: The forecasts contained in this presentation reflect management judgments based on information available at the present time. Please be aware that general economic conditions and market fluctuations could cause actual results to diverge materially from these forecasts