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あなたと、コンビニ、

**FamilyMart**

**FamilyMart**

**Summary of selected data  
FYE February 2011**

July 2011

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—Disclaimer—

This report 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.

## 1. Financial summary (consolidated)

Financial summary					
(¥ mn)	FYE 2/2007	FYE 2/2008	FYE 2/2009	FYE 2/2010	FYE 2/2011
Total operating revenues	297,849	319,439	287,342	278,175	319,889
Operating income	29,609	31,214	36,532	33,531	38,223
Net income	14,969	16,438	16,452	15,103	18,023
Basic net income per share (¥)	158.8	173.5	172.6	158.5	189.7
Total equity	171,155	191,281	197,529	206,490	216,979
Total assets	315,256	351,271	398,126	424,209	436,034
Book value per share (¥)	1,771.3	1,921.6	2,001.5	2,096.4	2,207.5
ROA (%)	4.8	4.9	4.4	3.7	4.2
ROE (%)	9.0	9.5	8.8	7.7	8.8

## 1. Financial summary (non-consolidated)

### Financial summary

(¥ mn)	FYE 2/2007	FYE 2/2008	FYE 2/2009	FYE 2/2010	FYE 2/2011
Total net sales of FamilyMart stores	1,068,822	1,121,838	1,245,788	1,273,752	1,440,457
Operating revenues	194,080	210,351	236,134	233,024	270,818
Operating income	27,542	28,640	33,593	30,246	33,741
Net income	13,774	15,900	14,265	10,305	16,678
Basic net income per share (¥)	146.5	168.4	149.7	108.1	175.6

(¥ mn)	FYE 2/2007	FYE 2/2008	FYE 2/2009	FYE 2/2010	FYE 2/2011
Common stock	16,659	16,659	16,659	16,659	16,659
Number of shares issued (thousands of shares)	97,683	97,683	97,683	97,683	97,683
Total equity	163,718	182,600	191,639	195,476	204,405
Total assets	279,215	312,790	363,646	342,962	390,416
Book value per share (¥)	1,771.9	1,915.6	2,010.5	2,050.8	2,153.2
ROA (%)	4.9	5.4	4.2	2.9	4.5
ROE (%)	8.3	9.2	7.6	5.3	8.3

### Share price performance

(¥)	FYE 2/2007	FYE 2/2008	FYE 2/2009	FYE 2/2010	FYE 2/2011
Highest price during the term	3,920	3,620	4,980	3,270	3,325
Lowest price during the term	2,965	2,840	2,945	2,460	2,705

## 2. Consolidated subsidiaries

### Number of consolidated subsidiaries

	FYE 2/2010			FYE 2/2011			Increase		
	Domestic	Overseas	Total	Domestic	Overseas	Total	Increase	Decrease	Total
	Consolidated Subsidiaries	4	4	8	3	4	7	-	1
Non-consolidated Subsidiaries and Associated companies, accounted for by the equity method	6	14	20	6	17	23	3	-	3
Total	10	18	28	9	21	30	3	1	2

### Main consolidated subsidiaries

Company's name	Operating revenues	Operating income		Net income			
		FYE	FYE	FYE	FYE		
		2/2010	2/2011	2/2010	2/2011		
(¥ mn)	Shares						
Taiwan FamilyMart Co., Ltd.	43.50%	22,512	25,120	2,709	3,109	2,061	2,601
Siam FamilyMart Co., Ltd.	88.52%	18,085	21,041	66	217	3	15
FAMIMA CORPORATION	67.47%	1,306	1,057	(721)	(369)	(1,669)	(584)
famima.com Co., Ltd.	53.16%	5,127	4,991	1,287	1,298	757	767

※The figures for earnings contributions (shares) by affiliates and subsidiaries are as of February 28, 2011.

### Main equity-accounted affiliates

Company's name	Net income	Notes	
		FYE	FYE
		2/2010	2/2011
(¥ mn)	Shares		
Okinawa FamilyMart Co., Ltd.	48.98%	417	455
Minami Kyushu FamilyMart Co., Ltd.	49.00%	207	150
Hokkaido FamilyMart Co., Ltd.	49.00%	2	22
BOKWANG FAMILYMART CO., LTD.	23.48%	3,612	4,946
Famima Credit Corp.	30.10%	62	237
Shanghai FamilyMart Co., Ltd.	26.78%	(475)	(518)

※The figures for earnings contributions (shares) by affiliates and subsidiaries are as of February 28, 2011.

### 3. Business Outlook for the Fiscal Year Ending February 2012

#### Consolidated

(¥ mn)	Total operating	Operating	Basic net income	
	revenues	income	Net income	per share (¥)
Interim	164,100	22,100	2,700	28.4
			~4,700	~49.5
Full Year	318,900	38,500	10,000	105.3
			~12,000	~126.4

#### Non-consolidated

(¥ mn)	Total net sales of	Total operating	Operating	Basic net income	
	FamilyMart stores	revenues	income	Net income	per share (¥)
Interim	765,400	137,200	20,300	2,200	23.2
				~4,200	~44.2
Full Year	1,491,000	262,700	34,300	8,000	84.3
				~10,000	~105.3

## 4. Consolidated statements of income

Years ended February 28, 2011 and February 28, 2010

(¥ mn)	FYE 2/2010	FYE 2/2011	Increase
<b>Total operating revenues:</b>			
Commission from franchised stores	161,167	181,064	19,897
Net sales	94,020	111,696	17,676
Other operating revenues	22,988	27,129	4,141
<b>Total operating revenues</b>	<b>278,175</b>	<b>319,889</b>	<b>41,714</b>
<b>Operating expenses:</b>			
Cost of sales	65,301	77,713	12,412
Selling, general and administrative expenses	179,343	203,953	24,610
<b>Total operating expenses</b>	<b>244,644</b>	<b>281,666</b>	<b>37,022</b>
<b>Operating income</b>	<b>33,531</b>	<b>38,223</b>	<b>4,692</b>
<b>Other income (expenses):</b>			
Interest and dividend income	1,816	1,678	(138)
Equity in earnings of unconsolidated subsidiaries and associated companies	513	263	(250)
Loss on disposals/sales of property and store facilities-net	(1,973)	(1,619)	354
Loss on impairment of long-lived assets	(2,494)	(2,165)	329
Loss on cancellations of land and building lease contracts	(1,592)	(1,241)	351
Other-net	(1,522)	(763)	759
<b>Other expenses-net</b>	<b>(5,252)</b>	<b>(3,847)</b>	<b>1,405</b>
<b>Income before income taxes and minority interests</b>	<b>28,279</b>	<b>34,376</b>	<b>6,097</b>
<b>Income taxes:</b>			
Current	12,118	1,775	(10,343)
Deferred	268	13,139	12,871
<b>Total income taxes</b>	<b>12,386</b>	<b>14,914</b>	<b>2,528</b>
<b>Minority interests in net income</b>	<b>790</b>	<b>1,439</b>	<b>649</b>
<b>Net income</b>	<b>15,103</b>	<b>18,023</b>	<b>2,920</b>

## 5. Major fluctuations in consolidated statements of income

Total operating revenues				
(¥ mn)	FYE 2/2010	FYE 2/2011	Increase	Notes
Commission from franchised stores	161,167	181,064	19,897	(Parent company)Increase in sales and betterment of gross profit ratio
Net sales	94,020	111,696	17,676	(Parent company)Increase in the number of company-owned stores by the merger with am/pm
Other operating revenues	22,988	27,129	4,141	(Parent company)Increase in royalty revenue from area franchisers by the merger with am/pm
Total operating revenues	278,175	319,889	41,714	

Selling, general and administrative expenses				
(¥ mn)	FYE 2/2010	FYE 2/2011	Increase	Notes
Leasehold and office rents	69,878	81,529	11,651	(Parent company)Increase in the number of stores
Personnel expenses	37,192	41,670	4,478	(Parent company)Increase in employees by the merger with am/pm
Advertising expenses	12,309	14,180	1,871	
Others	59,964	66,574	6,610	(Parent company)Increase in expenses by the merger with am/pm
Total	179,343	203,953	24,610	

Net income				
(¥ mn)	FYE 2/2010	FYE 2/2011	Increase	Notes
Consolidated	15,103	18,023	2,920	
(Non-consolidated)	10,305	16,678	6,373	
(Consolidated/Non-consolidated ratios)	1.47x	1.08x	(0.39x)	



## 6. Consolidated balance sheets

February 28, 2011 and February 28, 2010

(¥ mn)	FYE 2/2010	FYE 2/2011	Increase
<b>Assets</b>			
Current assets:			
Cash and cash equivalents	85,161	95,486	10,325
Time deposits	1,357	2,546	1,189
Marketable securities	3,779	1,523	(2,256)
Receivables:			
Due from franchised stores	27,494	13,139	(14,355)
Other	29,952	46,965	17,013
Allowance for doubtful receivables	(1,601)	(554)	1,047
Merchandise	7,023	7,785	762
Deferred tax assets	2,322	11,801	9,479
Prepaid expenses and other current assets	21,757	27,643	5,886
<b>Total current assets</b>	<b>177,244</b>	<b>206,334</b>	<b>29,090</b>
Property and store facilities:			
Land	14,327	14,124	(203)
Buildings and structures	54,913	56,045	1,132
Machinery and equipment	4,420	5,510	1,090
Furniture and fixtures	41,720	54,289	12,569
Other	190	307	117
<b>Total</b>	<b>115,570</b>	<b>130,275</b>	<b>14,705</b>
Accumulated depreciation	(56,453)	(57,110)	(657)
<b>Net property and store facilities</b>	<b>59,117</b>	<b>73,165</b>	<b>14,048</b>
Investments and other assets:			
Investment securities	10,262	12,627	2,365
Investments in and advances to unconsolidated subsidiaries and associated companies	19,051	10,662	(8,389)
Software	8,413	9,187	774
Goodwill	25,060	793	(24,267)
Goodwill attributable to individual stores	4,674	2,918	(1,756)
Leasehold deposits	107,698	106,242	(1,456)
Deferred tax assets	3,208	3,727	519
Other assets	9,482	10,379	897
<b>Total investments and other assets</b>	<b>187,848</b>	<b>156,535</b>	<b>(31,313)</b>
<b>Total</b>	<b>424,209</b>	<b>436,034</b>	<b>11,825</b>

## 6. Consolidated balance sheets (continued)

February 28, 2011 and February 28, 2010

(¥ mn)	FYE 2/2010	FYE 2/2011	Increase
<b>Liabilities and equity</b>			
<b>Current liabilities:</b>			
Payables:			
Trade notes	244	192	(52)
Trade accounts for franchised and Company-owned stores	80,193	70,977	(9,216)
Due to franchised stores	2,843	5,929	3,086
Other	23,740	21,945	(1,795)
Current portion of long-term lease obligations	4,581	3,493	(1,088)
Income taxes payable	6,181	1,304	(4,877)
Deposit received	59,332	63,967	4,635
Accrued expenses	5,629	5,053	(576)
Other current liabilities	6,104	4,641	(1,463)
<b>Total current liabilities</b>	<b>188,847</b>	<b>177,501</b>	<b>(11,346)</b>
<b>Long-term liabilities:</b>			
Long-term lease obligations	7,994	19,965	11,971
Liability for retirement benefits	6,629	7,353	724
Leasehold deposits from franchised stores	10,645	10,391	(254)
Allowance for impairment loss on leased property	1,408	1,526	118
Other long-term liabilities	2,196	2,319	123
<b>Total long-term liabilities</b>	<b>28,872</b>	<b>41,554</b>	<b>12,682</b>
<b>Equity</b>			
Common stock-authorized, 250,000,000 shares; issued, 97,683,133 shares	16,659	16,659	-
Capital surplus	17,389	17,389	0
Retained earnings	176,275	187,544	11,269
Unrealized gain on available-for-sale securities	133	240	107
Foreign currency translation adjustments	(2,996)	(3,528)	(532)
Treasury stock-at cost ( 2,750,744 shares in 2011 and 2,367,308 shares in 2010)	(7,637)	(8,739)	(1,102)
<b>Total</b>	<b>199,823</b>	<b>209,565</b>	<b>9,742</b>
Minority interests	6,667	7,414	747
<b>Total equity</b>	<b>206,490</b>	<b>216,979</b>	<b>10,489</b>
<b>Total</b>	<b>424,209</b>	<b>436,034</b>	<b>11,825</b>

## 7. Major fluctuations in consolidated balance sheets

Current assets				
(¥ mn)	FYE 2/2010	FYE 2/2011	Increase	Notes
Cash and cash equivalents	85,161	95,486	10,325	
Receivables:				(Parent company)Due to closure of financial institutions on February 28, 2010.(Bank holiday)
Due from franchised stores	27,494	13,139	(14,355)	
Receivables:				(Parent company)Transfer from investment and other assets 'Advances to associated companies'
Other	29,952	46,965	17,013	
Property and store facilities				
(¥ mn)	FYE 2/2010	FYE 2/2011	Increase	Notes
Furniture and fixtures	41,720	54,289	12,569	(Parent company)Due to application of new accounting standards for leases
Investments and other assets				
(¥ mn)	FYE 2/2010	FYE 2/2011	Increase	Notes
Investments in and advances to unconsolidated subsidiaries and associated companies	19,051	10,662	(8,389)	(Parent company)Transfer long-term loans receivable from affiliates to short-term (Receivables: Other)
Goodwill	25,060	793	(24,267)	Transfer to deferred income tax assets (current assets) accompanied by the merger with am/pm
Current liabilities				
(¥ mn)	FYE 2/2010	FYE 2/2011	Increase	Notes
Payables:				(am/pm)Due to closure of financial institutions on February 28, 2010.(Bank holiday)
Trade accounts for franchised and Company-owned stores	80,193	70,977	(9,216)	
Income taxes payable	6,181	1,304	(4,877)	(Parent company)Due to operating loss carryforwards succeeded by merger
Deposit received	59,332	63,967	4,635	(Parent company)Increase in public utility charges-received
Noncurrent liabilities				
(¥ mn)	FYE 2/2010	FYE 2/2011	Increase	Notes
Long-term lease obligations	7,994	19,965	11,971	(Parent company)Due to application of new accounting standards for leases

## 8. Non-consolidated statements of income

Years ended February 28, 2011 and February 28, 2010

(¥ mn)	FYE 2/2010	FYE 2/2011	Increase
Net sales of Company-owned stores	69,271	84,995	15,724
Net sales of franchised stores	1,204,481	1,355,462	150,981
Total net sales of FamilyMart stores	1,273,752	1,440,457	166,705
Commission from franchised stores	148,734	167,636	18,902
Net sales of Company-owned stores	69,271	84,995	15,724
Other operating revenues	15,019	18,187	3,168
Total operating revenues	233,024	270,818	37,794
Cost of sales of Company-owned stores	49,412	60,811	11,399
Selling, general and administrative expenses	153,366	176,266	22,900
Total operating cost and expenses	202,778	237,077	34,299
Operating income	30,246	33,741	3,495
Net income	10,305	16,678	6,373
Basic net income per share (¥)	108.1	175.6	67.5

## 9. Breakdown of sales by merchandise category (Non-consolidated)

(¥ mn)	FYE 2/2009			FYE 2/2010			FYE 2/2011		
		YoY	Share		YoY	Share		YoY	Share
Fast food	46,951	113.7%	3.8%	46,585	99.2%	3.7%	47,939	102.9%	3.5%
Daily food	386,649	105.4%	31.0%	381,012	98.5%	29.8%	400,686	105.2%	29.6%
Processed food	360,012	105.1%	28.9%	358,576	99.6%	28.2%	377,633	105.3%	28.0%
Liquor (License goods)	65,477	103.5%	5.3%	64,142	98.0%	5.0%	64,506	100.6%	4.8%
Food sub-total	793,612	105.7%	63.7%	786,173	99.1%	61.7%	826,258	105.1%	61.1%
Non-food	369,074	127.6%	29.6%	391,829	106.2%	30.8%	423,276	108.0%	31.3%
Cigarettes (License goods)	261,246	144.4%	21.0%	284,502	108.9%	22.3%	315,683	111.0%	23.4%
Services	28,350	103.5%	2.3%	28,890	101.9%	2.3%	30,561	105.8%	2.3%
Electronic Commerce	54,752	100.6%	4.4%	66,860	122.1%	5.2%	71,375	106.8%	5.3%
Total net sales of FamilyMart stores	<u>1,245,788</u>	<u>111.0%</u>	<u>100.0%</u>	<u>1,273,752</u>	<u>102.2%</u>	<u>100.0%</u>	<u>1,351,470</u>	<u>106.1%</u>	<u>100.0%</u>

※ The figures above do not reflect the performance results of the am/pm stores before conversion to FamilyMart stores.

### Note

The main description of each merchandise category as follows:

Fast food:	Fried chickens, steamed meat buns, oden, french fries and croquettes etc. made and sold over the counter.
Daily food:	Lunch boxes, noodles, sandwiches, delicatessen, desserts etc.
Processed food:	Beverages, liquor, instant noodles, confectionery, seasonings etc.
Non-food:	Magazines, daily goods, cigarettes etc.
Services:	Copy service, express service etc.
Electronic Commerce :	Sales by Famiport(Multimedia terminals) and internet shopping.

## 10. Gross profit ratio (Non-consolidated)

	FYE 2/2009		FYE 2/2010		FYE 2/2011		FYE 2/2012 (est.)	
		YoY		YoY		YoY		YoY
Fast food	50.61%	0.09%	50.96%	0.35%	51.92%	0.96%		
Daily food	35.03%	0.10%	35.23%	0.20%	35.80%	0.57%		
Processed food	35.17%	0.46%	35.68%	0.51%	36.63%	0.95%		
Liquor (License goods)	23.97%	0.72%	24.25%	0.28%	24.41%	0.16%		
<b>Food sub-total</b>	<b>36.02%</b>	<b>0.33%</b>	<b>36.37%</b>	<b>0.35%</b>	<b>37.11%</b>	<b>0.74%</b>		
Non-food	16.89%	(1.74%)	16.43%	(0.46%)	16.50%	0.07%		
Cigarettes (License goods)	10.49%	-	10.49%	-	11.07%	0.58%		
Services	12.48%	(0.68%)	11.74%	(0.74%)	11.16%	(0.58%)		
Electronic Commerce	3.60%	0.18%	3.42%	(0.18%)	3.45%	0.03%		
<b>Total</b>	<b>28.40%</b>	<b>(0.78%)</b>	<b>27.96%</b>	<b>(0.44%)</b>	<b>28.31%</b>	<b>0.35%</b>	<b>28.67%</b>	<b>0.36%</b>

※ The figures above do not reflect the performance results of the TOMONY and am/pm stores before conversion to FamilyMart stores.

## 11. Other operating data

### Business performance

	FYE 2/2009		FYE 2/2010		FYE 2/2011		FYE 2/2012 (est.)	
		YoY		YoY		YoY		YoY
Avg. daily sales ( ¥ 1,000)								
Total stores	508	37	498	(10)	505	7	522	17
Existing stores	510	37	501	(9)	502	1	522	20
New stores	460	35	439	(21)	564	125	514	(50)
Number of customers								
Total stores	921	65	923	2	944	21	935	(9)
Existing stores	922	64	926	4	932	6	927	(5)
Spend per customer ( ¥ )								
Total stores	551	-	540	(11)	534	(6)	558	24
Existing stores	553	2	540	(13)	539	(1)	563	24
Growth rate of avg. daily sales of existing stores (%)	7.1	/	(2.4)	/	(0.2)	/	3.5	/
Average inventory ( ¥ 1,000)	5,753	248	5,669	(84)	5,744	75	5,750	6
Turnover of goods	31.7	1.1	31.6	(0.1)	31.3	(0.3)	32.4	1.1

※ The figures above do not reflect the performance results of the TOMONY and am/pm stores before conversion to FamilyMart stores.

### Business hours

	FYE 2/2009			FYE 2/2010			FYE 2/2011		
	No. of stores	Share	YoY	No. of stores	Share	YoY	No. of stores	Share	YoY
24 hours	6,695	97.2%	182	6,948	97.1%	253	7,328	96.1%	380
Others	196	2.8%	18	210	2.9%	14	301	3.9%	91
Total	6,891	100.0%	200	7,158	100.0%	267	7,629	100.0%	471

※ The figures above do not reflect the performance results of the TOMONY and am/pm stores before conversion to FamilyMart stores.

## 11. Other operating data (continued)

### Liquor-licensed and cigarette-licensed stores

	FYE 2/2009			FYE 2/2010			FYE 2/2011		
	No. of stores	Share	YoY	No. of stores	Share	YoY	No. of stores	Share	YoY
Liquor	6,622	96.1%	215	6,963	97.3%	341	7,391	96.9%	428
Cigarettes	5,661	82.2%	340	6,266	87.5%	605	6,788	89.0%	522

Note : In Japan, sales of liquor and cigarettes are strictly controlled by the government and require a license.

※ The figures above do not reflect the performance results of the am/pm stores before conversion to FamilyMart stores.

### Number of employees (non-consolidated)

	FYE 2/2009		FYE 2/2010		FYE 2/2011	
		YoY		YoY		YoY
Number of full-time employees	3,060	210	3,065	5	3,358	293
Store developers	168	5	152	(16)	145	(7)
Store supervisors	997	17	1,016	19	1,137	121
Number of part-time employees	2,426	391	2,314	(112)	2,958	644

Note : Number of store developers and store supervisors doesn't include administrators.

### Number of employees (consolidated)

	FYE 2/2009		FYE 2/2010		FYE 2/2011	
		YoY		YoY		YoY
Number of full-time employees	6,950	303	7,204	254	7,569	365

### Bill settlement service

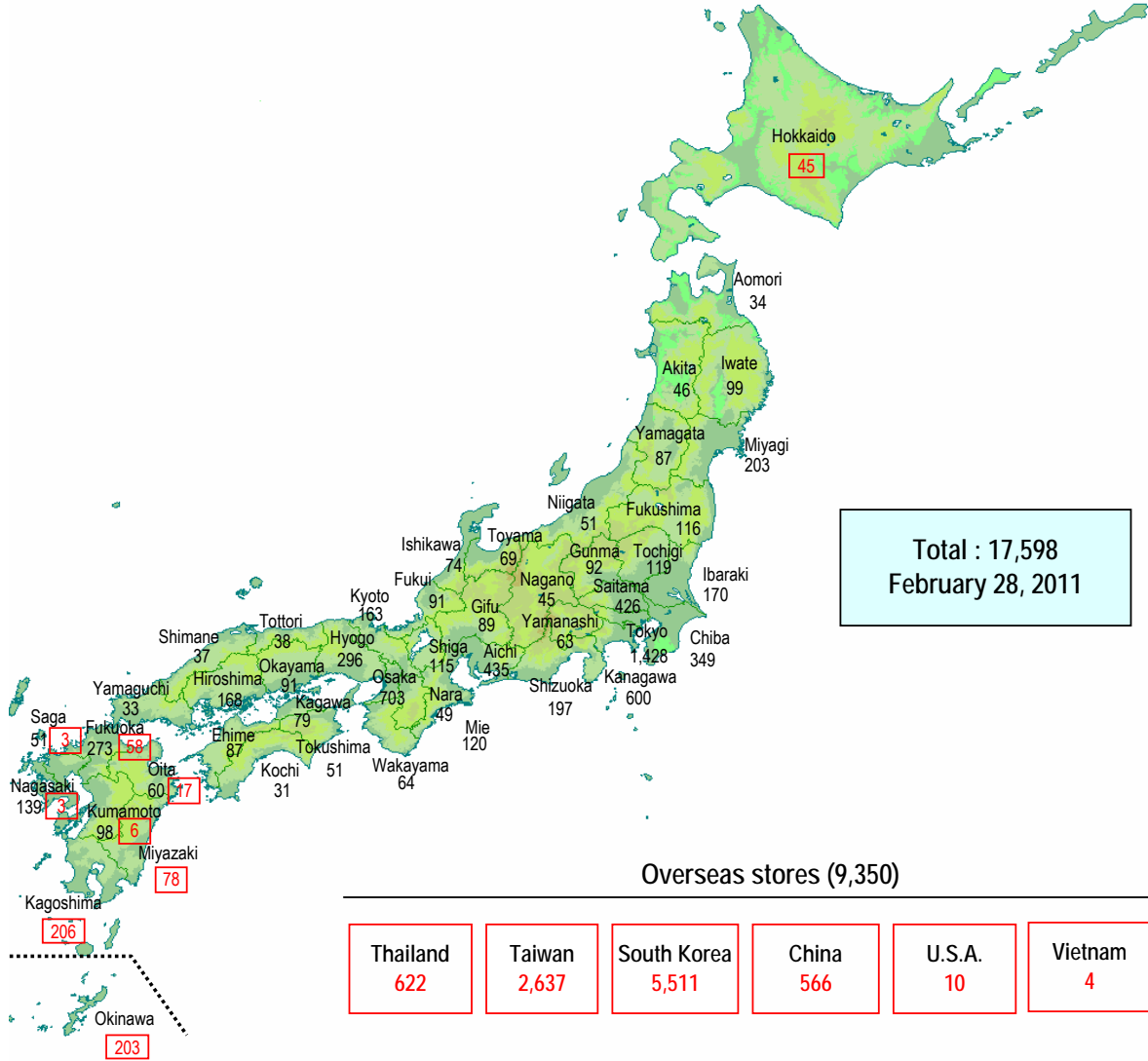
	FYE 2/2009		FYE 2/2010		FYE 2/2011	
		YoY		YoY		YoY
Transaction volume(millions of yen)	1,332,213	111.2%	1,442,621	108.3%	1,604,653	111.2%
Number of transactions(thousand)	147,956	112.9%	154,956	104.7%	171,978	111.0%

※ The figures above do not reflect the performance results of the am/pm stores before conversion to FamilyMart stores.



## 12. Store network

Domestic stores (8,248)



Overseas stores (9,350)

Thailand	Taiwan	South Korea	China	U.S.A.	Vietnam
622	2,637	5,511	566	10	4

Black : FamilyMart stores

Red : Area franchising stores

## 12. Store network (continued)

	Number of stores							
	FYE 2/2009		FYE 2/2010		FYE 2/2011		FYE 2/2012 (est.)	
	Stores	YoY	Stores	YoY	Stores	YoY	Stores	YoY
<b>FamilyMart Co., Ltd.</b>								
Company-owned stores	469	9	434	(35)	437	3	360	(77)
Type one (TOMONY)	3,861	234	4,086	225	4,487	401	/	/
Type two	22	17	33	11	38	5	/	/
Type two	2,561	(43)	2,638	77	2,705	67	/	/
Franchised stores	6,422	191	6,724	302	7,192	468	7,759	567
FamilyMart stores	6,891	200	7,158	267	7,629	471	8,119	490
<b>Domestic area franchising</b>								
Okinawa FamilyMart Co., Ltd.	200	-	201	1	203	2	/	/
Minami Kyushu FamilyMart Co., Ltd.	283	10	289	6	284	(5)	/	/
Hokkaido FamilyMart Co., Ltd.	30	7	40	10	45	5	/	/
JR KYUSHU RETAIL ,INC.	-	-	-	-	87	87	/	/
Domestic area franchising stores	513	17	530	17	619	89	640	21
Domestic chain stores	7,404	217	7,688	284	8,248	560	8,759	511
<b>Overseas area franchising</b>								
Taiwan FamilyMart Co., Ltd. (Taiwan)	2,336	89	2,424	88	2,637	213	2,856	219
BOKWANG FAMILYMART CO., LTD. (S. Korea)	4,180	393	4,743	563	5,511	768	6,231	720
Siam FamilyMart Co., Ltd. (Thailand)	525	18	565	40	622	57	676	54
Shanghai FamilyMart Co., Ltd. (China)	165	47	287	122	442	155	672	230
Guangzhou FamilyMart Co., Ltd. (China)	17	6	46	29	88	42	148	60
Suzhou FamilyMart Co., Ltd. (China)	12	5	26	14	36	10	65	29
China(total)	194	58	359	165	566	207	885	319
FAMIMA CORPORATION (USA)	12	1	9	(3)	10	1	10	-
Vietnam	-	-	1	1	4	3	16	12
Overseas area franchising stores	7,247	559	8,101	854	9,350	1,249	10,674	1,324
Total area franchising stores	7,760	576	8,631	871	9,969	1,338	11,314	1,345
Total chain stores	14,651	776	15,789	1,138	17,598	1,809	19,433	1,835

※1: The figures for FYE2/2012(est.) do not include the TOMONY stores and JR KYUSHU RETAIL.

※2: The figures for FYE2/2012 (est.) include am/pm stores earmarked for conversion to FamilyMart stores.

※3: Total of am/pm stores as of Feb-11 is 469 (335 am/pm Japan stores and 134 area franchised stores).

※4: We are preparing to establish area franchise joint ventures in Vietnam to support our growth in that country.

### Number of store openings and closures

	FYE 2/2009			FYE 2/2010			FYE 2/2011			FYE 2/2012 (est.)		
	Open	Close	Net increase	Open	Close	Net increase	Open	Close	Net increase	Open	Close	Net increase
	FamilyMart	525	342	183	534	278	256	407	270	137	500	300
TOMONY	17	-	17	11	-	11	5	-	5	/	/	/
am/pm → FamilyMart	/	/	/	/	/	/	329	-	329	290	-	290
Total	542	342	200	545	278	267	741	270	471	790	300	490

### Number of store re-location

FYE 2/2009	FYE 2/2010	FYE 2/2011
Re-location	Re-location	Re-location
75	80	82

## 13. Capital expenditure

### Capital expenditure (non-consolidated)

(¥ mn)	FYE 2/2010		FYE 2/2011		FYE 2/2012(est.)	
		YoY		YoY		YoY
Leasehold deposits	14,579	98.7%	10,108	69.3%	13,149	130.1%
New stores	4,298	101.3%	4,742	110.3%	5,121	108.0%
Existing stores	2,264	144.7%	1,865	82.4%	3,559	190.8%
For stores	6,562	113.0%	6,607	100.7%	8,680	131.4%
Head office investment	104	42.7%	246	238.8%	-	-
System investment (Note)	3,771	94.9%	3,232	85.7%	3,724	115.2%
For head office	3,875	91.9%	3,478	89.8%	3,724	107.1%
Lease	9,212	-	15,696	170.4%	11,452	73.0%
<b>Total capital expenditure</b>	<b>34,228</b>	<b>138.1%</b>	<b>35,889</b>	<b>104.9%</b>	<b>37,005</b>	<b>103.1%</b>
Depreciation and amortization expense	7,343	121.2%	9,711	132.2%	14,050	144.7%

※ Due to adoption of the new lease accounting standards (Accounting Standard for Lease Transactions) from the year ended February 28, 2010, capital expenditures and depreciation amounts from the year ended February 28, 2010 included those for lease assets.

Note: The details of system investment in each fiscal year as follows :

(¥ mn)	FYE 2/2010	FYE 2/2011	FYE 2/2012 (est.)
POS system	72	-	-
System improvement and software	3,485	3,146	3,724
Hardware and software for the head office and others	214	86	-
<b>Total</b>	<b>3,771</b>	<b>3,232</b>	<b>3,724</b>

### Capital expenditure (consolidated)

(¥ mn)	FYE 2/2010		FYE 2/2011		FYE 2/2012(est.)	
		YoY		YoY		YoY
Total capital expenditure	40,290	138.1%	40,303	100.0%	41,670	103.4%
Depreciation and amortization expense	10,339	106.9%	12,582	121.7%	17,474	138.9%

## 14. Principal shareholders in February 2011

### Ten largest shareholders

Shareholder	Number of shares held (thousands)	% of total issued shares
ITOCHU Corporation	29,941	30.7 %
Japan Trustee Services Bank, Ltd.(Trust account)	6,348	6.5 %
The Master Trust Bank of Japan, Ltd.(Trust account)	3,332	3.4 %
NTT DoCoMo, Inc.	2,931	3.0 %
Mizuho Bank, Ltd.	2,085	2.1 %
Nippon Life Insurance Company	1,964	2.0 %
Japan Trustee Services Bank, Ltd.(Trust account 9)	1,530	1.6 %
State Street Bank and Trust Company 505223	1,412	1.5 %
THE CHASE MANHATTAN BANK, N.A. LONDON SECS LENDING OMNIBUS ACCOUNT	1,261	1.3 %
Deutsche Securities Inc.	1,089	1.1 %
<b>Total</b>	<b>51,894</b>	<b>53.1 %</b>

Note: In addition to the above, the Company also holds 2,750 thousand shares in treasury.

### Distribution of shares

	FYE 2/2010			FYE 2/2011		
	No. of shareholders	No. of shares (hundreds)	% of shares	No. of shareholders	No. of shares (hundreds)	% of shares
Japanese financial institutions and securities companies	106	205,546	21.1%	120	253,395	26.0%
Other Japanese corporations	301	357,852	36.6%	288	353,243	36.2%
Foreign institutions and individuals	373	337,113	34.6%	393	292,958	30.0%
Japanese individuals and others	11,151	75,134	7.7%	10,210	76,089	7.8%
<b>Total</b>	<b>11,931</b>	<b>975,645</b>	<b>100.0%</b>	<b>11,011</b>	<b>975,685</b>	<b>100.0%</b>

Note: 100 shares per unit.

## 15. Supplemental Data for Business Outlook

### ① Consolidated

(millions of yen)

	FYE 2/2011	【a】 FYE 2/2012(est.) Before the earthquake	【b】 FYE 2/2012(est.) After the earthquake(revised)		【b】—【a】		YoY change
			Minimum	Maximum	Minimum	Maximum	
Total operating revenue	319,889	322,500	318,900		(3,600)		99.7%
Operating income	38,223	41,000	38,500		(2,500)		100.7%
Extraordinary loss	(6,752)	(14,000)	(21,000) ~ (18,000)		(7,000) ~ (4,000)		311.0% ~266.6%
(excluding ¥8 billion in asset retirement obligations)		(6,200)					
Net income	18,023	16,000	10,000 ~ 12,000		(6,000) ~ (4,000)		55.5% ~66.6%
(excluding a ¥5 billion impact from asset retirement obligations)		19,700					
Net income per share(Yen)	189.7	168.5	105.3 ~ 126.4		(63.2) ~ (42.1)		
(exclude asset retirement obligations)		207.5					

### ② Non-Consolidated

(millions of yen)

	FYE 2/2011	【a】 FYE 2/2012(est.) Before the earthquake	【b】 FYE 2/2012(est.) After the earthquake(revised)		【b】—【a】		YoY change
			Minimum	Maximum	Minimum	Maximum	
Total net sales of FM stores	1,440,457	1,513,000	1,491,000		(22,000)		103.5%
Operating income	33,741	36,800	34,300		(2,500)		101.7%
Operating profit ratio	2.3%	2.4%	2.3%		(0.1%)		
Growth rate of average daily sales of existing stores	(0.2%)	4.6%	3.5%		(1.1%)		

### ③ Operational Situation of Stores in Northeastern Region and Ibaraki Prefecture

(as of April 6, 2011)

	Number of stores as of Feb 28, 2011	Closed /Under preparation
Aomori	34	0
Akita	46	0
Iwate	99	4
Miyagi	203	25
Yamagata	87	0
Fukushima	116	10
Tohoku region (North Honshu)	585	39
Ibaraki	170	2
Tohoku+Ibaraki	755	41