

あなたと、コンビニ、

**FamilyMart**

2015年2月期 決算資料

Summary of  
Selected Financial Data  
*Year Ended February 28, 2015*

***Fun & Fresh***

株式会社ファミリーマート  
**FamilyMart Co., Ltd.**

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Note: Prepared in accordance with the financial accounting standards in Japan

—注意事項—

本資料の記述には、当社の将来の業績等に関する見通しが含まれていますが、これらは現在入手可能な情報から得られた当社経営陣の判断に基づいて  
います。実際の業績等は、経済の動向、当社を取り巻く事業環境等の様々な要因により、これらの見通しとは大きく異なる結果となりうることをご承  
知おきください。

—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. 決算の概要 Financial Summary

## ①連結 Consolidated

(単位：百万円 millions of yen)

|                                     | 11年2月期<br>Feb-11 | 12年2月期<br>Feb-12 | 13年2月期<br>Feb-13 | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|
| 連結営業総収入<br>Gross operating revenues | 319,889          | 329,218          | 334,087          | 345,603          | 374,430          |
| 連結営業利益<br>Operating income          | 38,223           | 42,586           | 43,107           | 43,310           | 40,417           |
| 連結経常利益<br>Ordinary income           | 39,907           | 44,810           | 45,410           | 47,315           | 42,520           |
| 連結当期純利益<br>Net income               | 18,023           | 16,584           | 25,020           | 22,611           | 25,672           |

|  |        |        |        |        |        |
|--|--------|--------|--------|--------|--------|
| 一株当たり当期純利益 (円)<br>Net income per share (yen) | 189.74 | 174.70 | 263.57 | 238.19 | 270.45 |
|--|--------|--------|--------|--------|--------|

|                     |         |         |         |         |         |
|---------------------|---------|---------|---------|---------|---------|
| 純資産<br>Net assets   | 216,979 | 225,939 | 247,755 | 265,458 | 284,829 |
| 総資産<br>Total assets | 436,034 | 472,822 | 526,758 | 588,136 | 666,244 |

|                           |          |          |          |          |          |
|---------------------------|----------|----------|----------|----------|----------|
| 一株当たり純資産 (円)<br>BPS (yen) | 2,207.53 | 2,299.14 | 2,515.61 | 2,686.37 | 2,872.40 |
| 総資本利益率 (%)<br>ROA         | 4.2      | 3.6      | 5.0      | 4.1      | 4.1      |
| 自己資本利益率 (%)<br>ROE        | 8.8      | 7.8      | 11.0     | 9.2      | 9.7      |

## ②単体 Non-Consolidated

(単位：百万円 millions of yen)

|   | 11年2月期<br>Feb-11 | 12年2月期<br>Feb-12 | 13年2月期<br>Feb-13 | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 |
|---|------------------|------------------|------------------|------------------|------------------|
| チェーン全店売上高<br>Total net sales of FamilyMart stores | 1,440,457        | 1,534,652        | 1,584,558        | 1,721,962        | 1,860,176        |
| 営業総収入<br>Gross operating revenues                 | 270,817          | 274,449          | 270,919          | 287,443          | 301,917          |
| 営業利益<br>Operating income                          | 33,741           | 38,281           | 38,935           | 37,890           | 34,001           |
| 経常利益<br>Ordinary income                           | 35,887           | 40,650           | 41,470           | 40,743           | 37,160           |
| 当期純利益<br>Net income                               | 16,678           | 14,321           | 24,186           | 21,402           | 28,697           |

|  |        |        |        |        |        |
|--|--------|--------|--------|--------|--------|
| 一株当たり当期純利益 (円)<br>Net income per share (yen) | 175.57 | 150.86 | 254.78 | 225.46 | 302.32 |
|--|--------|--------|--------|--------|--------|

|   |         |         |         |         |         |
|---|---------|---------|---------|---------|---------|
| 資本金<br>Common stock                                 | 16,658  | 16,658  | 16,658  | 16,658  | 16,658  |
| 発行済株式総数 (千株)<br>Issued shares (thousands of shares) | 97,683  | 97,683  | 97,683  | 97,683  | 97,683  |
| 純資産<br>Net assets                                   | 204,405 | 211,501 | 228,696 | 240,717 | 261,827 |
| 総資産<br>Total assets                                 | 390,416 | 422,516 | 464,849 | 508,586 | 569,739 |

|                           |          |          |          |          |          |
|---------------------------|----------|----------|----------|----------|----------|
| 一株当たり純資産 (円)<br>BPS (yen) | 2,153.16 | 2,227.94 | 2,409.15 | 2,535.83 | 2,758.27 |
| 総資本利益率 (%)<br>ROA         | 4.5      | 3.5      | 5.5      | 4.4      | 5.3      |
| 自己資本利益率 (%)<br>ROE        | 8.3      | 6.9      | 11.0     | 9.1      | 11.4     |

## ③株価推移 Share Price

(単位：円 yen)

|  |                | 11年2月期<br>Feb-11 | 12年2月期<br>Feb-12 | 13年2月期<br>Feb-13 | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 |
|--|----------------|------------------|------------------|------------------|------------------|------------------|
| 当期株価<br>Share price during<br>the term | 最高値<br>highest | 3,325            | 3,260            | 4,035            | 5,070            | 5,800            |
|  | 最安値<br>lowest  | 2,705            | 2,550            | 3,160            | 3,810            | 3,985            |

## 2. 連結対象会社について Consolidated Subsidiaries

### ①連結対象会社数 The Number of Consolidated Subsidiaries

|  | 14年2月末 Feb 28, '14 |                |            | 15年2月末 Feb 28, '15 |                |            | 増減             |                |
|--|--------------------|----------------|------------|--------------------|----------------|------------|----------------|----------------|
|  | 国内<br>Domestic     | 海外<br>Overseas | 計<br>Total | 国内<br>Domestic     | 海外<br>Overseas | 計<br>Total | 増加<br>Increase | 減少<br>Decrease |
| 連結子会社<br>Consolidated Subsidiaries   | 9                  | 3              | 12         | 12                 | 3              | 15         | 3              | -              |
| 持分法適用非連結子会社・関連会社<br>Non-consolidated Subsidiaries and Associated companies, accounted for by the equity method | 7                  | 22             | 29         | 6                  | 24             | 30         | 3              | 2              |
| 合計 Total   | 16                 | 25             | 41         | 18                 | 27             | 45         | 6              | 2              |

### ②主な連結子会社の状況 The Main Consolidated Subsidiaries

(単位: 百万円 millions of yen)

|  | 15年2月末<br>Feb 28, '15 | 14年2月期<br>Feb-14                  |                          |                     | 15年2月期<br>Feb-15                  |                          |                     |
|--|-----------------------|-----------------------------------|--------------------------|---------------------|-----------------------------------|--------------------------|---------------------|
|  | 取込比率<br>Shares        | 営業総収入<br>Gross operating revenues | 営業利益<br>Operating income | 当期純利益<br>Net income | 営業総収入<br>Gross operating revenues | 営業利益<br>Operating income | 当期純利益<br>Net income |
| 台湾FM<br>Taiwan FamilyMart              | 47.44%                | 38,474                            | 3,842                    | 3,613               | 44,263                            | 4,727                    | 4,532               |
| (株)ファミマ・ドット・コム<br>famima.com           | 54.25%                | 7,645                             | 1,703                    | 929                 | 8,640                             | 1,621                    | 978                 |
| 米国FM<br>FAMIMA CORPORATION             | 100.00%               | 1,292                             | △249                     | △260                | 1,426                             | △244                     | △388                |
| (株)シニアライフクリエイティブ<br>SENIOR LIFE CREATE | 82.83%                | 6,257                             | 498                      | 292                 | 8,420                             | 985                      | 585                 |

※1 取込比率については、2015年2月期末時点における数字となっております。

※1 The figures for earnings contributions (shares) by affiliates and subsidiaries are as of February 28, 2015.

※2 シニアライフクリエイティブの2015年2月期は、決算期の変更に伴い、14か月間の数字となっております。

※2 For fiscal 2014, figures for SENIOR LIFE CREATE are for a period of 14 months due to a change in the fiscal year-end.

### ③主な持分法適用関連会社の状況

#### The Main Associated Companies Accounted for by the Equity Method

(単位: 百万円 millions of yen)

|                                      | 15年2月末<br>Feb 28, '15 | 14年2月期<br>Feb-14    | 15年2月期<br>Feb-15    |
|--------------------------------------|-----------------------|---------------------|---------------------|
|                                      | 取込比率<br>Shares        | 当期純利益<br>Net income | 当期純利益<br>Net income |
| (株)沖縄FM<br>Okinawa FamilyMart        | 48.98%                | 821                 | 862                 |
| (株)南九州FM<br>Minami Kyushu FamilyMart | 49.00%                | 30                  | 31                  |
| (株)北海道FM<br>Hokkaido FamilyMart      | 49.00%                | △48                 | △89                 |
| 韓国BGF<br>BGFretail                   | -                     | 5,471               | 955                 |
| タイFM<br>Central FamilyMart           | 48.20%                | △79                 | △1,662              |
| 上海FM<br>Shanghai FamilyMart          | 30.72%                | 745                 | 1,212               |

※1 取込比率については、2015年2月期末時点における数字となっております。

※1 The figures for earnings contributions (shares) by affiliates and subsidiaries are as of February 28, 2015.

※2 韓国BGFは2014年5月に当社が保有する全株式を売却したことに伴い持分法適用関連会社から除外しています。

※2 BGFretail ceased an equity-method affiliate of FamilyMart in the fiscal year ending February 2015.

※3 北海道FMは、2015年度中に持分法適用関連会社から連結子会社に異動する予定です。

※3 Hokkaido FamilyMart will change from an associated company accounted for by the equity method to a consolidated subsidiary in FY 2015.

### (参考) コンビニエンスストア事業に係るチェーン全店売上高

#### (Reference) Total net sales of chain stores relating to the convenience store business

(単位: 百万円 millions of yen)

|                                    | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 |
|------------------------------------|------------------|------------------|
| 単体<br>Non-Consolidated             | 1,721,962        | 1,860,176        |
| 国内AFC計<br>Domestic area franchiser | 140,768          | 147,808          |
| 海外AFC計<br>Overseas area franchiser | 579,443          | 383,405          |
| 合計<br>Total                        | 2,442,173        | 2,391,390        |

## 3. 2016年2月期 業績予想

### Business Outlook for the Fiscal Year Ending February 29, 2016

#### ①連結 Consolidated

(単位: 百万円 millions of yen)

|                      | 営業総収入<br>Gross operating revenues | 営業利益<br>Operating income | 経常利益<br>Ordinary income | 当期純利益<br>Net income | 一株当たり<br>当期純利益(円)<br>Net income per share (Yen) |
|----------------------|-----------------------------------|--------------------------|-------------------------|---------------------|---|
| 第2四半期(累計)<br>Interim | 205,300                           | 25,100                   | 25,100                  | 11,900              | 125.36  |
| 通期<br>Full Year      | 411,800                           | 46,900                   | 48,700                  | 21,000              | 221.23  |

#### ②単体 Non-Consolidated

(単位: 百万円 millions of yen)

|                      | チェーン<br>全店売上高<br>Total net sales of FM stores | 営業総収入<br>Gross operating revenues | 営業利益<br>Operating income | 経常利益<br>Ordinary income | 当期純利益<br>Net income | 一株当たり<br>当期純利益(円)<br>Net income per share (Yen) |
|----------------------|---|-----------------------------------|--------------------------|-------------------------|---------------------|---|
| 第2四半期(累計)<br>Interim | 996,700                                       | 160,800                           | 21,900                   | 24,100                  | 12,000              | 126.42  |
| 通期<br>Full Year      | 1,990,500                                     | 317,300                           | 39,300                   | 42,000                  | 18,100              | 190.68  |

#### 4. 連結損益計算書 Consolidated Statements of Income

(単位：百万円 millions of yen)

|  | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|--|------------------|------------------|----------------|
| 加盟店からの収入<br>Income from franchised stores                        | 217,313          | 234,073          | 16,759         |
| その他<br>Other operating revenue                                   | 32,361           | 34,709           | 2,347          |
| 売上高<br>Net sales   | 95,928           | 105,647          | 9,719          |
| 営業総収入<br>Gross operating revenue                                 | 345,603          | 374,430          | 28,826         |
| 売上原価<br>Cost of sales  | 63,372           | 70,030           | 6,658          |
| 売上総利益<br>Gross profit  | 32,555           | 35,616           | 3,060          |
| 営業総利益<br>Operating gross profit                                  | 282,231          | 304,400          | 22,168         |
| 販売費及び一般管理費<br>Selling, general and administrative expenses       | 238,921          | 263,982          | 25,061         |
| 営業利益<br>Operating income   | 43,310           | 40,417           | △ 2,892        |
| 営業外収益<br>Non-operating income                                    | 5,185            | 4,082            | △ 1,102        |
| 営業外費用<br>Non-operating expenses                                  | 1,180            | 1,979            | 799            |
| 経常利益<br>Ordinary income  | 47,315           | 42,520           | △ 4,794        |
| 特別利益<br>Extraordinary income                                     | 2,826            | 15,591           | 12,764         |
| 特別損失<br>Extraordinary loss                                       | 7,635            | 13,976           | 6,341          |
| 税金等調整前当期純利益<br>Income before income taxes and minority interests | 42,506           | 44,135           | 1,628          |
| 法人税、住民税及び事業税<br>Income taxes - current                           | 17,146           | 19,736           | 2,589          |
| 法人税等調整額<br>Income taxes - deferred                               | 502              | △ 4,051          | △ 4,553        |
| 少数株主損益調整前当期純利益<br>Income before minority interests               | 24,857           | 28,450           | 3,593          |
| 少数株主利益<br>Minority interests in net income                       | 2,245            | 2,778            | 532            |
| 当期純利益<br>Net income  | 22,611           | 25,672           | 3,061          |

## 5. 連結損益計算書 主な増減明細

### Major Fluctuation of Consolidated Statements of Income

#### ① 営業総収入 Gross operating revenue

(単位：百万円 millions of yen)

|   | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|---|------------------|------------------|----------------|
| 加盟店からの収入<br>Income from franchised stores | 217,313          | 234,073          | 16,759         |
| その他<br>Other operating revenue            | 32,361           | 34,709           | 2,347          |
| 売上高<br>Net sales                          | 95,928           | 105,647          | 9,719          |
| 計<br>Total                                | 345,603          | 374,430          | 28,826         |

#### ② 販売費及び一般管理費 Selling, general and administrative expenses

|                                     | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|-------------------------------------|------------------|------------------|----------------|
| 借地借家料<br>Leasehold and office rents | 100,587          | 113,837          | 13,250         |
| 人件費<br>Personnel expenses           | 47,703           | 49,699           | 1,995          |
| 宣伝販促費<br>Advertising expenses       | 19,392           | 19,742           | 350            |
| 減価償却費<br>Depreciation               | 24,459           | 30,918           | 6,458          |
| その他<br>Other                        | 46,777           | 49,783           | 3,006          |
| 計<br>Total                          | 238,921          | 263,982          | 25,061         |

単体：店舗数の増加  
(Parent company) Increase in the number of stores

単体：リース等資産の増加  
(Parent company) Increase in lease assets

#### ③ 営業外収益 Non-operating income

|  | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|--|------------------|------------------|----------------|
| 受取利息<br>Interest income                        | 1,656            | 1,892            | 235            |
| 持分法による投資利益<br>Equity in earnings of affiliates | 2,351            | 395              | △ 1,955        |
| その他<br>Other                                   | 1,176            | 1,793            | 616            |
| 計<br>Total                                     | 5,185            | 4,082            | △ 1,102        |

#### ④ 営業外費用 Non-operating expenses

|                                 | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|---------------------------------|------------------|------------------|----------------|
| 営業外費用<br>Non-operating expenses | 1,180            | 1,979            | 799            |

#### ⑤ 特別利益 Extraordinary income

|   | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|---|------------------|------------------|----------------|
| 固定資産売却益<br>Gain on sale of fixed assets                           | 56               | 80               | 23             |
| 投資有価証券売却益<br>Gain on sale of investment securities                | 2,099            | 143              | △ 1,956        |
| 関係会社株式売却益<br>Gain on sales of subsidiaries and affiliates' stocks | 670              | 15,368           | 14,697         |
| 計<br>Total  | 2,826            | 15,591           | 12,764         |

単体：15/2期韓国BGF、14/2期ベトナムFM  
(Parent company)  
Feb-15 (South Korea) BGFretail、  
Feb-14 (Vietnam) VI NA FAMILYMART

#### ⑥ 特別損失 Extraordinary loss

|   | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|---|------------------|------------------|----------------|
| 固定資産除却損<br>Loss on disposal of fixed assets | 2,398            | 4,327            | 1,929          |
| 減損損失<br>Impairment loss                     | 3,400            | 6,050            | 2,650          |
| その他<br>Other                                | 1,836            | 3,598            | 1,761          |
| 計<br>Total                                  | 7,635            | 13,976           | 6,341          |

単体：Famiポート入れ替えに伴う処分損の増加等  
(Parent company) Increase in loss on replacement of Famiport

単体：賃貸借解約損の増加等  
(Parent company)  
Increase in loss on cancellation of leasehold contracts

#### ⑦ 当期純利益 Net income

|  | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|--|------------------|------------------|----------------|
| 連結決算<br>Consolidated                         | 22,611           | 25,672           | 3,061          |
| 単体決算<br>Non-consolidated                     | 21,402           | 28,697           | 7,295          |
| 連単倍率<br>Consolidated/Non-consolidated ratios | 1.06             | 0.89             | △ 0.17         |

## 6. 連結貸借対照表 Consolidated Balance Sheets

(単位：百万円 millions of yen)

|  | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|--|------------------|------------------|----------------|
| 現金及び預金<br>Cash and deposits                              | 95,612           | 104,707          | 9,095          |
| 加盟店貸勘定<br>Accounts receivable-due from franchised stores | 19,325           | 25,599           | 6,274          |
| 有価証券<br>Short-term investment securities                 | 20,398           | 9,699            | △ 10,699       |
| 未収入金<br>Accounts receivable-other                        | 36,840           | 45,036           | 8,195          |
| その他<br>Other   | 50,068           | 50,811           | 742            |
| 流動資産合計<br>Total current assets                           | 222,245          | 235,853          | 13,608         |
| 建物及び構築物（純額）<br>Buildings and structures, net             | 52,952           | 68,722           | 15,770         |
| 工具、器具及び備品（純額）<br>Tools, furniture and fixtures, net      | 68,940           | 92,782           | 23,842         |
| 土地<br>Land   | 17,047           | 19,455           | 2,408          |
| その他（純額）<br>Other, net                                    | 8,290            | 12,600           | 4,310          |
| 有形固定資産合計<br>Total property, plant and equipment          | 147,230          | 193,561          | 46,331         |
| のれん<br>Goodwill  | 8,622            | 9,395            | 772            |
| 個店営業権<br>Goodwill to individual store                    | 3,594            | 3,066            | △ 527          |
| その他<br>Other   | 10,928           | 10,903           | △ 25           |
| 無形固定資産合計<br>Total intangible assets                      | 23,145           | 23,365           | 220            |
| 敷金保証金<br>Lease and guarantee deposits                    | 135,884          | 149,564          | 13,679         |
| その他<br>Other   | 59,630           | 63,899           | 4,268          |
| 投資その他の資産合計<br>Total investments and other assets         | 195,515          | 213,463          | 17,948         |
| 固定資産合計<br>Total noncurrent assets                        | 365,890          | 430,391          | 64,500         |
| 資産合計<br>Total assets                                     | 588,136          | 666,244          | 78,108         |

|   | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|---|------------------|------------------|----------------|
| 支払手形及び買掛金<br>Notes and accounts payable-trade         | 85,919           | 94,757           | 8,838          |
| リース債務<br>Lease obligations                            | 11,504           | 17,478           | 5,974          |
| 預り金<br>Deposits received                              | 85,386           | 90,800           | 5,413          |
| その他<br>Other  | 50,225           | 60,520           | 10,295         |
| 流動負債合計<br>Total current liabilities                   | 233,035          | 263,557          | 30,522         |
| リース債務<br>lease obligations                            | 50,771           | 71,250           | 20,479         |
| 資産除去債務<br>Asset retirement obligations                | 14,494           | 16,624           | 2,130          |
| その他<br>Other  | 24,377           | 29,981           | 5,604          |
| 固定負債合計<br>Total noncurrent liabilities                | 89,643           | 117,857          | 28,214         |
| 負債合計<br>Total liabilities                             | 322,678          | 381,415          | 58,736         |
| 株主資本合計<br>Total shareholders' equity                  | 251,509          | 266,599          | 15,089         |
| その他の包括利益累計額<br>Accumulated other comprehensive income | 3,497            | 6,061            | 2,564          |
| 少数株主持分<br>Minority interests                          | 10,450           | 12,168           | 1,717          |
| 純資産合計<br>Total net assets                             | 265,458          | 284,829          | 19,371         |
| 負債及び純資産合計<br>Total liabilities and net assets         | 588,136          | 666,244          | 78,108         |

## 7. 連結貸借対照表 主な増減明細 Major Fluctuation of Consolidated Balance Sheets

### ①流動資産 Current Assets

(単位：百万円 millions of yen)

|  | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|--|------------------|------------------|----------------|
| 現金及び預金<br>Cash and deposits                              | 95,612           | 104,707          | 9,095          |
| 加盟店貸勘定<br>Accounts receivable-due from franchised stores | 19,325           | 25,599           | 6,274          |
| 有価証券<br>Short-term investment securities                 | 20,398           | 9,699            | △ 10,699       |

単体：短期運用目的債券等の減少  
(Parent company) Decrease in short-term bonds

### ②有形固定資産 Property, plant and equipment

|   | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|---|------------------|------------------|----------------|
| 建物及び構築物（純額）<br>Buildings and structures, net        | 52,952           | 68,722           | 15,770         |
| 工具、器具及び備品（純額）<br>Tools, furniture and fixtures, net | 68,940           | 92,782           | 23,842         |

### ③無形固定資産 Intangible assets

|                 | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|-----------------|------------------|------------------|----------------|
| のれん<br>Goodwill | 8,622            | 9,395            | 772            |

### ④投資その他の資産 Investment and other assets

|                                       | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|---------------------------------------|------------------|------------------|----------------|
| 敷金保証金<br>Lease and guarantee deposits | 135,884          | 149,564          | 13,679         |
| その他<br>Other                          | 59,630           | 63,899           | 4,268          |

単体：店舗数の増加  
(Parent company) Increase in the number of stores

### ⑤流動負債 Current Liabilities

|   | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|---|------------------|------------------|----------------|
| 支払手形及び買掛金<br>Notes and accounts payable-trade | 85,919           | 94,757           | 8,838          |
| リース債務<br>Lease obligations                    | 11,504           | 17,478           | 5,974          |
| 預り金<br>Deposits received                      | 85,386           | 90,800           | 5,413          |
| その他<br>Other                                  | 50,225           | 60,520           | 10,295         |

単体：店舗数の増加  
(Parent company) Increase in the number of stores

### ⑥固定負債 Noncurrent Liabilities

|  | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|--|------------------|------------------|----------------|
| リース債務<br>Lease obligations             | 50,771           | 71,250           | 20,479         |
| 資産除去債務<br>Asset retirement obligations | 14,494           | 16,624           | 2,130          |

単体：店舗数の増加  
(Parent company) Increase in the number of stores

### ⑦純資産 Net assets

|   | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|---|------------------|------------------|----------------|
| 株主資本合計<br>Total shareholders' equity                  | 251,509          | 266,599          | 15,089         |
| その他の包括利益累計額<br>Accumulated other comprehensive income | 3,497            | 6,061            | 2,564          |
| 少数株主持分<br>Minority interests                          | 10,450           | 12,168           | 1,717          |
| 純資産合計<br>Total net assets                             | 265,458          | 284,829          | 19,371         |



## 8. 単体損益計算書 Non-Consolidated Statements of Income

(単位：百万円 millions of yen)

|  | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|--|------------------|------------------|----------------|
| 加盟店からの収入<br>Income from franchised stores                  | 197,401          | 210,817          | 13,415         |
| その他<br>Other operating revenue                             | 22,043           | 23,771           | 1,728          |
| 売上高<br>Net sales   | 67,998           | 67,328           | △ 670          |
| 営業総収入<br>Gross operating revenue                           | 287,443          | 301,917          | 14,473         |
| 売上原価<br>Cost of sales                                      | 48,414           | 48,094           | △ 320          |
| 売上総利益<br>Gross profit                                      | 19,583           | 19,234           | △ 349          |
| 営業総利益<br>Operating gross profit                            | 239,029          | 253,823          | 14,794         |
| 販売費及び一般管理費<br>Selling, general and administrative expenses | 201,138          | 219,821          | 18,682         |
| 営業利益<br>Operating income                                   | 37,890           | 34,001           | △ 3,888        |
| 営業外収益<br>Non-operating income                              | 3,907            | 4,892            | 984            |
| 営業外費用<br>Non-operating expenses                            | 1,053            | 1,733            | 679            |
| 経常利益<br>Ordinary income                                    | 40,743           | 37,160           | △ 3,582        |
| 特別利益<br>Extraordinary income                               | 2,785            | 23,223           | 20,438         |
| 特別損失<br>Extraordinary loss                                 | 7,760            | 14,786           | 7,025          |
| 税引前当期純利益<br>Income before income taxes                     | 35,768           | 45,597           | 9,829          |
| 法人税、住民税及び事業税<br>Income taxes-current                       | 14,610           | 17,703           | 3,092          |
| 法人税等調整額<br>Income taxes-deferred                           | △ 245            | △ 803            | △ 557          |
| 当期純利益<br>Net income  | 21,402           | 28,697           | 7,295          |

## 9. 単体損益計算書 主な増減明細

### Major Fluctuation of Non-Consolidated Statements of Income

#### ① 営業総収入 Gross Operating Revenues

|   | (単位：百万円 millions of yen) |                  |                |  |
|---|--------------------------|------------------|----------------|--|
|   | 14年2月期<br>Feb-14         | 15年2月期<br>Feb-15 | 増減<br>Increase |  |
| 加盟店からの収入<br>Income from franchised stores | 197,401                  | 210,817          | 13,415         | 店舗数及び売上高の増加<br>Increase in sales and the number of franchised stores |
| その他<br>Other operating revenue            | 22,043                   | 23,771           | 1,728          |  |
| 売上高<br>Net sales                          | 67,998                   | 67,328           | △ 670          |  |
| 計<br>total                                | 287,443                  | 301,917          | 14,473         |  |

#### ② 販売費及び一般管理費 Selling, general and administrative expenses

|                                     | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |  |
|-------------------------------------|------------------|------------------|----------------|--|
| 借地借家料<br>Leasehold and office rents | 88,921           | 100,469          | 11,547         | 店舗数の増加<br>Increase in the number of stores |
| 人件費<br>Personnel expenses           | 37,181           | 37,838           | 656            |  |
| 営繕費及びリース料<br>Maintenance and lease  | 10,386           | 9,732            | △ 654          |  |
| 宣伝販促費<br>Advertising expenses       | 16,442           | 16,318           | △ 123          |  |
| 減価償却費<br>Depreciation               | 20,204           | 25,729           | 5,525          | リース等資産の増加<br>Increase in lease assets      |
| その他<br>Other                        | 28,001           | 29,731           | 1,730          |  |
| 計<br>total                          | 201,138          | 219,821          | 18,682         |  |

#### ③ 営業外収益 Non-operating income

|                           | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |   |
|---------------------------|------------------|------------------|----------------|---|
| 受取利息<br>Interest income   | 1,464            | 1,701            | 237            |   |
| 受取配当金<br>Dividends income | 1,555            | 2,236            | 680            | 台湾FM増配等<br>Increase in dividends from Taiwan FamilyMart |
| その他<br>Other              | 887              | 954              | 66             |   |
| 計<br>total                | 3,907            | 4,892            | 984            |   |

#### ④ 営業外費用 Non-operating expenses

|                                 | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |  |
|---------------------------------|------------------|------------------|----------------|--|
| 営業外費用<br>Non-operating expenses | 1,053            | 1,733            | 679            |  |

#### ⑤ 特別利益 Extraordinary income

|   | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |   |
|---|------------------|------------------|----------------|---|
| 投資有価証券売却益<br>Gain on sales of investment securities               | 2,099            | 143              | △ 1,956        |   |
| 関係会社株式売却益<br>Gain on sales of subsidiaries and affiliates' stocks | 652              | 23,045           | 22,392         | 15/2期韓国BGF、14/2期ベトナムFM<br>Feb-15 (South Korea) BGFretail<br>Feb-14 (Vietnam) VI NA FAMILYMART |
| その他<br>Other  | 32               | 34               | 1              |   |
| 計<br>Total  | 2,785            | 23,223           | 20,438         |   |

#### ⑥ 特別損失 Extraordinary loss

|  | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |   |
|--|------------------|------------------|----------------|---|
| 固定資産処分損<br>Loss on disposal/sales of property and store facilities   | 2,279            | 4,116            | 1,837          | Famiポート入れ替えに伴う処分損の増加等<br>Increase in loss on replacement of Famiport  |
| 減損損失<br>Impairment loss  | 3,147            | 5,870            | 2,723          |   |
| 関係会社等事業損失<br>Loss on business of subsidiaries, affiliates and others | 835              | 1,811            | 975            |   |
| その他<br>Other   | 1,499            | 2,987            | 1,488          | 賃貸借解約損の増加等<br>Increase in loss on cancellation of leasehold contracts |
| 計<br>Total   | 7,760            | 14,786           | 7,025          |   |

## 10. 単体貸借対照表 Non-Consolidated Balance Sheets

(単位：百万円 millions of yen)

|                      |  | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |        |
|----------------------|--|------------------|------------------|----------------|--------|
|                      | 現金及び預金<br>Cash and deposits                              | 74,428           | 71,941           | △ 2,487        |        |
|                      | 加盟店貸勘定<br>Accounts receivable-due from franchised stores | 19,325           | 25,599           | 6,274          |        |
|                      | 有価証券<br>Short-term investment securities                 | 20,398           | 9,699            | △ 10,699       |        |
|                      | 未収入金<br>Accounts receivable-other                        | 32,243           | 40,842           | 8,599          |        |
|                      | その他<br>Other   | 39,377           | 37,972           | △ 1,405        |        |
|                      | 流動資産合計<br>Total current assets                           |                  | 185,773          | 186,055        | 281    |
|                      | 建物（純額）<br>Buildings, net                                 | 35,807           | 44,379           | 8,571          |        |
|                      | 器具及び備品（純額）<br>Tools furniture and fixtures, net          | 57,507           | 78,333           | 20,825         |        |
|                      | 土地<br>Land   | 10,534           | 10,367           | △ 167          |        |
|                      | その他（純額）<br>Other, net                                    | 12,279           | 18,410           | 6,130          |        |
|                      | 有形固定資産合計<br>Total property, plant and equipment          |                  | 116,129          | 151,489        | 35,360 |
|                      | 無形固定資産合計<br>Total intangible assets                      |                  | 13,242           | 12,309         | △ 933  |
|                      | 敷金<br>Lease deposits                                     | 132,468          | 145,887          | 13,419         |        |
|                      |  | その他<br>Other     | 60,970           | 73,997         | 13,026 |
|                      | 投資その他の資産合計<br>Investments and other assets               |                  | 193,439          | 219,885        | 26,445 |
|                      | 固定資産合計<br>Total noncurrent assets                        |                  | 322,812          | 383,684        | 60,872 |
| 資産合計<br>Total assets |  | 508,586          | 569,739          | 61,153         |        |

|   |   | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|---|---|------------------|------------------|----------------|
|   | 買掛金<br>Accounts payable                                   | 75,035           | 84,540           | 9,504          |
|   | 未払金<br>Accounts payable-other                             | 21,498           | 22,418           | 919            |
|   | 預り金<br>Deposits received                                  | 62,809           | 63,930           | 1,120          |
|   | その他<br>Other  | 27,039           | 33,766           | 6,726          |
|   | 流動負債合計<br>Total current liabilities                       |                  | 186,383          | 204,655        |
|   | 退職給付引当金<br>Provision for retirement benefits              | 7,719            | 8,868            | 1,148          |
|   | リース債務<br>Lease obligations                                | 50,659           | 70,525           | 19,866         |
|   | 資産除去債務<br>Asset retirement obligations                    | 14,460           | 16,527           | 2,066          |
|   | その他<br>Other  | 8,644            | 7,335            | △ 1,309        |
| 固定負債合計<br>Total noncurrent liabilities        |   | 81,485           | 103,257          | 21,771         |
| 負債合計<br>Total liabilities                     |   | 267,869          | 307,912          | 40,043         |
|   | 株主資本合計<br>Total shareholders' equity                      | 238,513          | 256,628          | 18,115         |
|   | 評価・換算差額等合計<br>Total valuation and translation adjustments | 2,203            | 5,198            | 2,994          |
| 純資産合計<br>Total net assets                     |   | 240,717          | 261,827          | 21,110         |
| 負債及び純資産合計<br>Total liabilities and net assets |   | 508,586          | 569,739          | 61,153         |

## 11. 単体貸借対照表 主な増減明細

### Major Fluctuation of Non-Consolidated Balance Sheets

#### ①流動資産 Current Assets

(単位：百万円 millions of yen)

|  | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |  |
|--|------------------|------------------|----------------|--|
| 現金及び預金<br>Cash and deposits                              | 74,428           | 71,941           | △ 2,487        |  |
| 加盟店貸勘定<br>Accounts receivable-due from franchised stores | 19,325           | 25,599           | 6,274          |  |
| 有価証券<br>Short-term investment securities                 | 20,398           | 9,699            | △ 10,699       | 短期運用目的債権等の減少<br>Decrease in short-term bonds |
| 未収入金<br>Accounts receivable-other                        | 32,243           | 40,842           | 8,599          |  |
| その他<br>Other   | 39,377           | 37,972           | △ 1,405        |  |

#### ②有形固定資産 Property, plant and equipment

|   | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |  |
|---|------------------|------------------|----------------|--|
| 建物（純額）<br>Buildings, net                        | 35,807           | 44,379           | 8,571          |  |
| 器具及び備品（純額）<br>Tools furniture and fixtures, net | 57,507           | 78,333           | 20,825         | 店舗数の増加<br>Increase in the number of stores |

#### ③無形固定資産 Intangible assets

|                                     | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|-------------------------------------|------------------|------------------|----------------|
| 無形固定資産合計<br>Total intangible assets | 13,242           | 12,309           | △ 933          |

#### ④投資その他の資産 Investment and other assets

|                      | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |   |
|----------------------|------------------|------------------|----------------|---|
| 敷金<br>Lease deposits | 132,468          | 145,887          | 13,419         | 店舗数の増加<br>Increase in the number of stores      |
| その他<br>Other         | 60,970           | 73,997           | 13,026         | 投資有価証券の増加等<br>Increase in investment securities |

#### ⑤流動負債 Current Liabilities

|                               | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |   |
|-------------------------------|------------------|------------------|----------------|---|
| 買掛金<br>Accounts payable       | 75,035           | 84,540           | 9,504          | 店舗数の増加等<br>Increase in the number of stores |
| 未払金<br>Accounts payable-other | 21,498           | 22,418           | 919            |   |
| 預り金<br>Deposits received      | 62,809           | 63,930           | 1,120          |   |
| その他<br>Other                  | 27,039           | 33,766           | 6,726          |   |

#### ⑥固定負債 Noncurrent Liabilities

|  | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |  |
|--|------------------|------------------|----------------|--|
| リース債務<br>Lease obligations             | 50,659           | 70,525           | 19,866         | 店舗数の増加<br>Increase in the number of stores |
| 資産除去債務<br>Asset retirement obligations | 14,460           | 16,527           | 2,066          |  |

#### ⑦純資産 Net assets

|   | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 増減<br>Increase |
|---|------------------|------------------|----------------|
| 株主資本合計<br>Total shareholders' equity                      | 238,513          | 256,628          | 18,115         |
| 評価・換算差額等合計<br>Total valuation and translation adjustments | 2,203            | 5,198            | 2,994          |
| 純資産合計<br>Total net assets                                 | 240,717          | 261,827          | 21,110         |

## 12. 商品分類別売上高の推移 Breakdown of Sales by Merchandise Category

(単位:百万円 millions of yen)

|                                      | 13年2月期 Feb-13 |            |              | 14年2月期 Feb-14 |            |              | 15年2月期 Feb-15 |            |              |
|--------------------------------------|---------------|------------|--------------|---------------|------------|--------------|---------------|------------|--------------|
|                                      |               | 前期比<br>YoY | 構成比<br>Share |               | 前期比<br>YoY | 構成比<br>Share |               | 前期比<br>YoY | 構成比<br>Share |
| ファスト・フード<br>Fast food                | 59,849        | 113.1%     | 3.8%         | 78,602        | 131.3%     | 4.6%         | 102,696       | 130.7%     | 5.5%         |
| 日配食品<br>Daily food                   | 448,593       | 104.7%     | 28.4%        | 482,115       | 107.5%     | 28.0%        | 519,425       | 107.7%     | 27.9%        |
| 加工食品<br>Processed food               | 417,404       | 104.5%     | 26.3%        | 444,413       | 106.5%     | 25.8%        | 471,668       | 106.1%     | 25.4%        |
| 酒(免許品)<br>Liquor (License goods)     | 67,753        | 103.6%     | 4.3%         | 72,886        | 107.6%     | 4.2%         | 79,016        | 108.4%     | 4.2%         |
| 食品小計<br>Food sub-total               | 925,847       | 105.1%     | 58.5%        | 1,005,131     | 108.6%     | 58.4%        | 1,093,790     | 108.8%     | 58.8%        |
| 非食品<br>Non-food items                | 526,742       | 103.0%     | 33.2%        | 547,385       | 103.9%     | 31.8%        | 573,092       | 104.7%     | 30.8%        |
| 煙草(免許品)<br>Cigarette (License goods) | 412,414       | 103.1%     | 26.0%        | 432,279       | 104.8%     | 25.1%        | 454,891       | 105.2%     | 24.5%        |
| サービス<br>Services                     | 33,118        | 101.2%     | 2.1%         | 33,511        | 101.2%     | 1.9%         | 33,798        | 100.9%     | 1.8%         |
| EC<br>Electronic Commerce            | 98,653        | 114.1%     | 6.2%         | 135,677       | 137.5%     | 7.9%         | 159,228       | 117.4%     | 8.6%         |
| 合計<br>Total net sales of FM stores   | 1,584,362     | 104.8%     | 100.0%       | 1,721,705     | 108.7%     | 100.0%       | 1,859,910     | 108.0%     | 100.0%       |

※ 上記にはASDを含んでおりません。

※ The figures above do not reflect the performance results of ASD machines.

(注) 商品分類の主な内訳は下記の通りです。

|           |   |
|-----------|---|
| ファスト・フード: | 店頭で調理・販売するフライドチキン、中華まん、おでん、フライドポテト、カウンターコーヒー等 |
| 日配食品:     | 米飯、調理麺、調理パン、惣菜、乳製品、デザート等                      |
| 加工食品:     | 飲料、酒、カップ麺、菓子、調味料等                             |
| 非食品:      | 雑誌、ゲーム、雑貨、煙草等                                 |
| サービス:     | コピー、宅急便等                                      |
| EC:       | チケット、プリペイドカード、Famiポートによる売上                    |

Note: The main description of each merchandise category as follows:

|                 |   |
|-----------------|---|
| Fast food:      | Fried chickens, steamed meat buns, <i>oden</i> , french fries and counter coffee 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 items: | Magazines, daily goods, cigarette etc.  |
| Services:       | Copy service, express service etc.  |
| EC:             | Ticket, pre-paid card, sales by Famiport(multimedia terminals).   |

## 13. 差益率の推移 Gross Profit Ratio

|                                      | 13年2月期 Feb-13 |            | 14年2月期 Feb-14 |            | 15年2月期 Feb-15 |            | 16年2月期(計画)<br>Feb-16 (est.) |            |
|--------------------------------------|---------------|------------|---------------|------------|---------------|------------|-----------------------------|------------|
|                                      |               | 前期差<br>YoY |               | 前期差<br>YoY |               | 前期差<br>YoY |                             | 前期差<br>YoY |
| ファスト・フード<br>Fast food                | 52.74%        | 0.49%      | 54.82%        | 2.08%      | 44.27%        | △10.55%    |                             |            |
| 日配食品<br>Daily food                   | 36.35%        | 0.16%      | 35.71%        | △0.64%     | 36.28%        | 0.57%      |                             |            |
| 加工食品<br>Processed food               | 37.82%        | 0.53%      | 37.68%        | △0.14%     | 38.34%        | 0.66%      |                             |            |
| 酒(免許品)<br>Liquor (License goods)     | 24.80%        | 0.21%      | 24.78%        | △0.02%     | 24.86%        | 0.08%      |                             |            |
| 食品小計<br>Food sub-total               | 38.07%        | 0.41%      | 38.08%        | 0.01%      | 37.92%        | △0.16%     |                             |            |
| 非食品<br>Non-food items                | 15.60%        | 0.15%      | 15.62%        | 0.02%      | 15.87%        | 0.25%      |                             |            |
| 煙草(免許品)<br>Cigarette (License goods) | 10.50%        | 0.02%      | 10.50%        | -          | 10.78%        | 0.28%      |                             |            |
| サービス<br>Services                     | 9.83%         | △0.06%     | 10.29%        | 0.46%      | 10.41%        | 0.12%      |                             |            |
| EC<br>Electronic Commerce            | 3.69%         | 0.32%      | 4.07%         | 0.38%      | 4.79%         | 0.72%      |                             |            |
| 合計<br>Total                          | 27.89%        | 0.30%      | 27.73%        | △0.16%     | 27.80%        | 0.07%      | 28.10%                      | 0.30%      |

※ 上記には、TOMONY 及び ASD を含んでおりません。

※ The figures above do not reflect the performance results of the TOMONY and ASD machines.

※ 15年2月期より、ファスト・フード包材の仕入計上方法を変更しております。尚、差益率合計への影響はございません。

※ From fiscal 2014, FamilyMart has changed its accounting method for the procurement of fast food packing materials.

This change does not affect the gross profit ratio.

#### 14. 営業実績の推移 Business Performance

(per store)

|  |                        | 13年2月期 Feb-13 |         | 14年2月期 Feb-14 |         | 15年2月期 Feb-15 |         | 16年2月期(計画) Feb-16 (est.) |         |
|--|------------------------|---------------|---------|---------------|---------|---------------|---------|--------------------------|---------|
|  |                        |               | 前期差 YoY |               | 前期差 YoY |               | 前期差 YoY |                          | 前期差 YoY |
| 日商(千円)<br>Average daily sales<br>(thousands of yen)                  | 全店<br>Total stores     | 523           | △8      | 521           | △2      | 508           | △13     | 512                      | 4       |
|  | 既存店<br>Existing stores | 527           | △4      | 525           | △2      | 512           | △13     | 513                      | 1       |
|  | 新店<br>New stores       | 429           | △92     | 440           | 11      | 424           | △16     | 480                      | 56      |
| 客数(人)<br>Number of customers   | 全店<br>Total stores     | 950           | △11     | 932           | △18     | 914           | △18     | 916                      | 2       |
|  | 既存店<br>Existing stores | 956           | -       | 940           | △16     | 921           | △19     | 921                      | -       |
| 客単価(円)<br>Spend per customer(yen)                                    | 全店<br>Total stores     | 551           | △1      | 559           | 8       | 556           | △3      | 559                      | 3       |
|  | 既存店<br>Existing stores | 551           | △5      | 559           | 8       | 556           | △3      | 557                      | 1       |
| 既存店日商伸び率(%)<br>Growth rate of average daily sales of existing stores |                        | 98.4          |         | 99.6          |         | 97.8          |         | 100.5                    |         |
| 平均在庫(千円)<br>Average inventory (thousands of yen)                     |                        | 6,221         | 224     | 6,531         | 310     | 6,798         | 267     | 6,966                    | 168     |
| 商品回転率(回)<br>Turnover of goods  |                        | 29.7          | △1.7    | 27.8          | △1.9    | 26.4          | △1.4    | 26.2                     | △0.2    |

※ 上記には、TOMONY を含んでおりません。

※ The figures above do not reflect the performance results of the TOMONY.

#### 15. 営業時間 Business Hours

|                          | 13年2月末 Feb 28, '13      |              |            | 14年2月末 Feb 28, '14      |              |            | 15年2月末 Feb 28, '15      |              |            |
|--------------------------|-------------------------|--------------|------------|-------------------------|--------------|------------|-------------------------|--------------|------------|
|                          | 店舗数<br>Number of stores | 構成比<br>Share | 前期差<br>YoY | 店舗数<br>Number of stores | 構成比<br>Share | 前期差<br>YoY | 店舗数<br>Number of stores | 構成比<br>Share | 前期差<br>YoY |
| 24時間営業<br>24 hours a day | 8,293                   | 94.5%        | 553        | 9,213                   | 94.2%        | 920        | 9,894                   | 94.1%        | 681        |
| その他<br>Others            | 479                     | 5.5%         | 55         | 567                     | 5.8%         | 88         | 620                     | 5.9%         | 53         |
| 計<br>Total               | 8,772                   | 100.0%       | 608        | 9,780                   | 100.0%       | 1,008      | 10,514                  | 100.0%       | 734        |

#### 16. 免許品(酒・煙草)有店 Liquor-Licensed and Cigarette-Licensed Stores

|                                   | 13年2月末 Feb 28, '13      |              |            | 14年2月末 Feb 28, '14      |              |            | 15年2月末 Feb 28, '15      |              |            |
|-----------------------------------|-------------------------|--------------|------------|-------------------------|--------------|------------|-------------------------|--------------|------------|
|                                   | 店舗数<br>Number of stores | 構成比<br>Share | 前期差<br>YoY | 店舗数<br>Number of stores | 構成比<br>Share | 前期差<br>YoY | 店舗数<br>Number of stores | 構成比<br>Share | 前期差<br>YoY |
| 酒有店<br>Liquor-licensed stores     | 8,458                   | 96.4%        | 628        | 9,468                   | 96.8%        | 1,010      | 10,199                  | 97.0%        | 731        |
| 煙草有店<br>Cigarette-licensed stores | 7,990                   | 91.1%        | 717        | 9,034                   | 92.4%        | 1,044      | 9,776                   | 93.0%        | 742        |

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

#### 17. 従業員の状況 Number of Employees

##### ①単体 Non-Consolidated

|   | 13年2月末 Feb 28, '13 |         | 14年2月末 Feb 28, '14 |         | 15年2月末 Feb 28, '15 |         |
|---|--------------------|---------|--------------------|---------|--------------------|---------|
|   |                    | 前期差 YoY |                    | 前期差 YoY |                    | 前期差 YoY |
| 従業員数<br>Number of full-time employees         | 3,364              | 8       | 3,694              | 330     | 3,896              | 202     |
| うち開発担当者<br>Number of store developers         | 216                | 16      | 257                | 41      | 240                | △17     |
| うち営業担当者<br>Number of store supervisors        | 1,138              | △27     | 1,250              | 112     | 1,386              | 136     |
| パートタイム社員 月平均<br>Number of part-time employees | 2,274              | △341    | 2,405              | 131     | 2,479              | 74      |

(注) 開発担当者・営業担当者は管理職を含みません。

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

##### ②連結 Consolidated

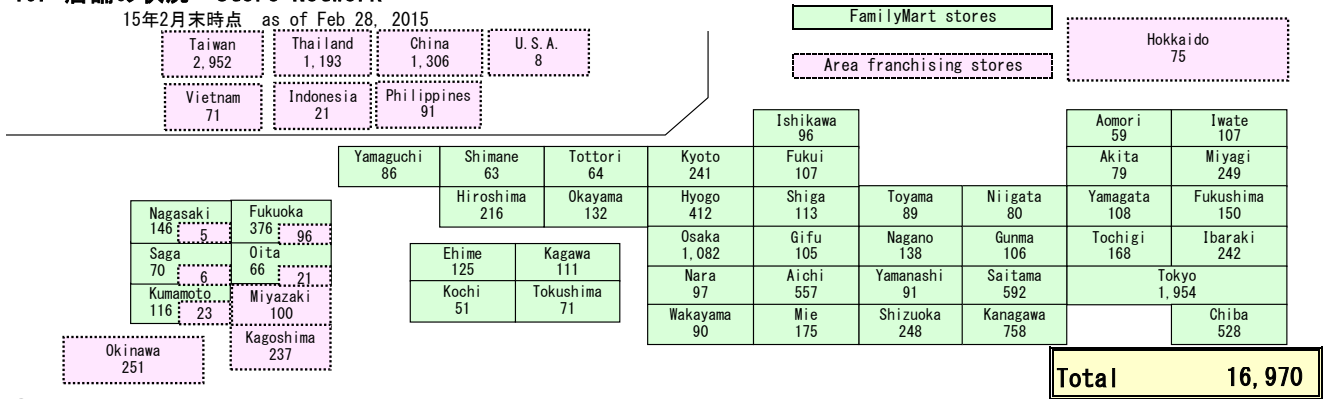
|                                       | 13年2月末 Feb 28, '13 |         | 14年2月末 Feb 28, '14 |         | 15年2月末 Feb 28, '15 |         |
|---------------------------------------|--------------------|---------|--------------------|---------|--------------------|---------|
|                                       |                    | 前期差 YoY |                    | 前期差 YoY |                    | 前期差 YoY |
| 従業員数<br>Number of full-time employees | 6,081              | △2,246  | 6,373              | 292     | 7,281              | 908     |

#### 18. 料金代行収納の状況 Bill Settlement Service

|  | 13年2月期 Feb-13 |         | 14年2月期 Feb-14 |         | 15年2月期 Feb-15 |         |
|--|---------------|---------|---------------|---------|---------------|---------|
|  |               | 前期比 YoY |               | 前期比 YoY |               | 前期比 YoY |
| 取扱金額(百万円)<br>Transaction Volume(millions of yen) | 1,791,706     | 106.6%  | 1,896,979     | 105.9%  | 2,065,351     | 108.9%  |
| 取扱件数(千件)<br>Number of Transactions(thousand)     | 186,852       | 105.1%  | 195,783       | 104.8%  | 208,531       | 106.5%  |

### 19. 店舗の状況 Store Network

15年2月末時点 as of Feb 28, 2015



#### ① 店舗数の推移 Number of Stores

|   | 13年2月末<br>Feb 28, '13   |            | 14年2月末<br>Feb 28, '14   |            | 15年2月末<br>Feb 28, '15   |            | 16年2月末(計画)<br>Feb 29, '16 (est.) |            |
|---|-------------------------|------------|-------------------------|------------|-------------------------|------------|----------------------------------|------------|
|   | 店舗数<br>Number of stores | 前期差<br>YoY | 店舗数<br>Number of stores | 前期差<br>YoY | 店舗数<br>Number of stores | 前期差<br>YoY | 店舗数<br>Number of stores          | 前期差<br>YoY |
| 直営店 Company-owned stores                          | 397                     | 10         | 386                     | △11        | 416                     | 30         | 369                              | △47        |
| 1FC Type1   | 5,475                   | 462        | 6,071                   | 596        | 6,360                   | 289        |                                  |            |
| 2FC Type2   | 2,900                   | 136        | 3,323                   | 423        | 3,738                   | 415        |                                  |            |
| 加盟店 Franchised stores                             | 8,375                   | 598        | 9,394                   | 1,019      | 10,098                  | 704        | 10,725                           | 627        |
| 国内プロパー計 (単体) FamilyMart stores (non-consolidated) | 8,772                   | 608        | 9,780                   | 1,008      | 10,514                  | 734        | 11,094                           | 580        |
| 沖縄FM Okinawa FamilyMart                           | 220                     | 8          | 232                     | 12         | 251                     | 19         |                                  |            |
| 南九州FM Minami Kyushu FamilyMart                    | 304                     | 13         | 333                     | 29         | 337                     | 4          |                                  |            |
| 北海道FM Hokkaido FamilyMart                         | 58                      | 6          | 68                      | 10         | 75                      | 7          |                                  |            |
| JR九州リテール JR KYUSHU RETAIL                         | 127                     | 12         | 134                     | 7          | 151                     | 17         |                                  |            |
| 国内AFC計 Domestic area franchising stores           | 709                     | 39         | 767                     | 58         | 814                     | 47         | 836                              | 22         |
| 国内計 Domestic chain stores                         | 9,481                   | 647        | 10,547                  | 1,066      | 11,328                  | 781        | 11,930                           | 602        |
| 台湾 (Taiwan)                                       | 2,851                   | 42         | 2,897                   | 46         | 2,952                   | 55         | 2,994                            | 42         |
| 韓国 (South Korea)                                  | 8,001                   | 1,091      | 7,925                   | △76        | -                       | △7,925     |                                  |            |
| タイ (Thailand)                                     | 806                     | 119        | 1,070                   | 264        | 1,193                   | 123        | 1,300                            | 107        |
| 上海 (Shanghai)                                     | 741                     | 102        | 792                     | 51         | 893                     | 101        | 998                              | 105        |
| 広州 (Guangzhou)                                    | 146                     | 25         | 142                     | △4         | 161                     | 19         | 180                              | 19         |
| 蘇州 (Suzhou)                                       | 70                      | 22         | 93                      | 23         | 106                     | 13         | 122                              | 16         |
| 杭州 (Hangzhou)                                     | 17                      | 12         | 34                      | 17         | 55                      | 21         | 80                               | 25         |
| 成都 (Chengdu)                                      | 15                      | 15         | 26                      | 11         | 36                      | 10         | 51                               | 15         |
| 深圳 (Shenzhen)                                     |                         |            | 6                       | 6          | 22                      | 16         | 39                               | 17         |
| 無錫 (Wuxi)   |                         |            | 2                       | 2          | 25                      | 23         | 47                               | 22         |
| 北京 (Beijing)                                      |                         |            |                         |            | 5                       | 5          | 21                               | 16         |
| 東莞 (Dongguan)                                     |                         |            |                         |            | 3                       | 3          | 12                               | 9          |
| 中国小計 (China Sub-total)                            | 989                     | 176        | 1,095                   | 106        | 1,306                   | 211        | 1,550                            | 244        |
| 米国 (U. S. A.)                                     | 9                       | 1          | 9                       | -          | 8                       | △1         | 8                                | -          |
| ベトナム (Vietnam)                                    | 39                      | 21         | 28                      | △11        | 71                      | 43         | 110                              | 39         |
| インドネシア (Indonesia)                                | 5                       | 5          | 12                      | 7          | 21                      | 9          | 35                               | 14         |
| フィリピン (Philippines)                               |                         |            | 39                      | 39         | 91                      | 52         | 165                              | 74         |
| 海外AFC計 Overseas area franchising stores           | 12,700                  | 1,455      | 13,075                  | 375        | 5,642                   | △7,433     | 6,162                            | 520        |
| 国内・海外AFC計 Total area franchising stores           | 13,409                  | 1,494      | 13,842                  | 433        | 6,456                   | △7,386     | 6,998                            | 542        |
| FMチェーン計 Total chain stores                        | 22,181                  | 2,102      | 23,622                  | 1,441      | 16,970                  | △6,652     | 18,092                           | 1,122      |

※ 15年2月末において、鉄道事業者13社との取り組みにより、国内計で466店を展開しております。(国内AFC含む)

※ Total of railway station stores as of Feb.-15 is 466 stores in 13 railway organizations of Domestic. (incl. domestic area franchising stores)

#### ② 出店・閉店数の推移 Number of Store Opening and Closure

|  | 13年2月期<br>Feb-13 |               |                    | 14年2月期<br>Feb-14 |               |                    | 15年2月期<br>Feb-15 |               |                    | 16年2月期(計画)<br>Feb-16 (est.) |               |                    |
|--|------------------|---------------|--------------------|------------------|---------------|--------------------|------------------|---------------|--------------------|-----------------------------|---------------|--------------------|
|  | 出店<br>Opening    | 閉店<br>Closure | 純増<br>Net Increase | 出店<br>Opening    | 閉店<br>Closure | 純増<br>Net Increase | 出店<br>Opening    | 閉店<br>Closure | 純増<br>Net Increase | 出店<br>Opening               | 閉店<br>Closure | 純増<br>Net Increase |
| 国内計 (国内AFC含む)<br>Domestic chain stores<br>(incl. domestic area franchising stores) | 959              | 312           | 647                | 1,355            | 289           | 1,066              | 1,120            | 339           | 781                | 1,000                       | 398           | 602                |
| うち国内プロパー(単体)<br>FamilyMart (non-consolidated)                                      | 900              | 292           | 608                | 1,284            | 276           | 1,008              | 1,061            | 327           | 734                | 930                         | 350           | 580                |

#### ③ B & S (ビルドアンドスクラップ) 数の推移 Number of Store Re-location

| 13年2月期 Feb-13   | 14年2月期 Feb-14   | 15年2月期 Feb-15   |
|-----------------|-----------------|-----------------|
| B&S Re-location | B&S Re-location | B&S Re-location |
| 102             | 96              | 110             |

## 20. 設備投資の状況 Capital Expenditure

### ①単体 Non-Consolidated

(単位:百万円 millions of yen)

|   | 13年2月期<br>Feb-13 |            | 14年2月期<br>Feb-14 |            | 15年2月期<br>Feb-15 |            | 16年2月期(計画)<br>Feb-16 (est.) |            |
|---|------------------|------------|------------------|------------|------------------|------------|-----------------------------|------------|
|   |                  | 前期比<br>YoY |                  | 前期比<br>YoY |                  | 前期比<br>YoY |                             | 前期比<br>YoY |
| 敷金<br>Lease deposits                    | 20,761           | 157.7%     | 31,299           | 150.8%     | 27,633           | 88.3%      | 18,843                      | 68.2%      |
| 新設店投資<br>New stores                     | 9,522            | 152.7%     | 15,917           | 167.2%     | 15,867           | 99.7%      | 14,158                      | 89.2%      |
| 既存店投資<br>Existing stores                | 2,189            | 86.7%      | 3,003            | 137.2%     | 8,194            | 272.8%     | 7,974                       | 97.3%      |
| 店舗投資計<br>for stores                     | 11,712           | 133.7%     | 18,921           | 161.5%     | 24,061           | 127.2%     | 22,132                      | 92.0%      |
| 内装設備・器具備品等<br>Head office investment    | 350              | 75.0%      | 726              | 207.1%     | 675              | 93.0%      | 423                         | 62.7%      |
| システム投資(注)<br>System investment (Note)   | 3,438            | 120.3%     | 4,570            | 132.9%     | 3,442            | 75.3%      | 6,237                       | 181.2%     |
| 本部投資計<br>for head office                | 3,789            | 113.9%     | 5,297            | 139.8%     | 4,117            | 77.7%      | 6,661                       | 161.8%     |
| リース<br>Lease                            | 15,190           | 112.3%     | 28,027           | 184.5%     | 38,054           | 135.8%     | 24,573                      | 64.6%      |
| 単体設備投資額 合計<br>Total capital expenditure | 51,453           | 132.7%     | 83,545           | 162.4%     | 93,867           | 112.4%     | 72,210                      | 76.9%      |
| 単体減価償却費<br>Depreciation                 | 15,463           | 118.8%     | 20,204           | 130.7%     | 25,729           | 127.3%     | 26,640                      | 103.5%     |

※有形固定資産の減価償却方法については、従来、主に定率法を採用していましたが、16年2月期より定額法に変更いたします。  
この変更により、従来の方法に比べて、16年2月期の営業利益・経常利益の予想は、それぞれ28億円増加しております。

※ For the depreciation of property, store and equipment, in previous years the Company principally used the declining-balance method, but from fiscal 2015 the Company has adopted the straight-line method. This change is expected to have the effect of increasing operating profit and recurring profit by 2,800 million yen compared to results calculated with the declining-balance method.

(注) 各年度のシステム投資の内訳は下記の通りです。

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

(単位:百万円 millions of yen)

|   | 13年2月期<br>Feb-13 | 14年2月期<br>Feb-14 | 15年2月期<br>Feb-15 | 16年2月期<br>(計画)<br>Feb-16<br>(est.) |
|---|------------------|------------------|------------------|------------------------------------|
| POSレジ関連投資<br>POS Systems  | -                | -                | -                | 781                                |
| システム開発投資(ソフトウェア)<br>System improvement and software             | 3,101            | 4,031            | 3,115            | 5,220                              |
| 本部パソコン他<br>Hardware and software for the head office and others | 337              | 539              | 327              | 235                                |
| 合計<br>Total   | 3,438            | 4,570            | 3,442            | 6,237                              |

### ②連結 Consolidated

(単位:百万円 millions of yen)

|   | 13年2月期<br>Feb-13 |            | 14年2月期<br>Feb-14 |            | 15年2月期<br>Feb-15 |            | 16年2月期(計画)<br>Feb-16 (est.) |            |
|---|------------------|------------|------------------|------------|------------------|------------|-----------------------------|------------|
|   |                  | 前期比<br>YoY |                  | 前期比<br>YoY |                  | 前期比<br>YoY |                             | 前期比<br>YoY |
| 連結設備投資額 合計<br>Total capital expenditure | 60,480           | 130.6%     | 93,256           | 154.2%     | 111,717          | 119.8%     | 82,844                      | 74.2%      |
| 連結減価償却費<br>Depreciation                 | 19,005           | 117.4%     | 24,459           | 128.7%     | 30,918           | 126.4%     | 33,187                      | 107.3%     |



## 21. 株主の状況(2015年2月末時点) Principal Shareholders in February 28, 2015

### ① 大株主の状況 The Ten Largest Shareholders

|    | 株主名<br>Name of Shareholders   | 所有株式数(千株)<br>Number of Shares<br>(thousands) | 所有株式数割合<br>% of Shares<br>in issue |
|----|---|--|------------------------------------|
| 1  | 伊藤忠商事 株式会社<br>ITOCHU Corporation  | 35,011.5                                     | 35.84%                             |
| 2  | JP MORGAN CHASE BANK 385632   | 3,400.2                                      | 3.48%                              |
| 3  | 株式会社 NTTドコモ<br>NTT DOCOMO, INC.   | 2,930.5                                      | 3.00%                              |
| 4  | 日本マスタートラスト信託銀行 株式会社 (信託口)<br>The Master Trust Bank of Japan, Ltd. (Trust account) | 2,407.5                                      | 2.46%                              |
| 5  | 株式会社 みずほ銀行<br>Mizuho Bank, Ltd.   | 2,085.1                                      | 2.13%                              |
| 6  | 日本トラスティ・サービス信託銀行 株式会社 (信託口)<br>Japan Trustee Services Bank, Ltd. (Trust account)  | 1,602.4                                      | 1.64%                              |
| 7  | 日本生命保険相互会社<br>Nippon Life Insurance Company                                       | 1,571.6                                      | 1.60%                              |
| 8  | NORTHERN TRUST GLOBAL SERVICES LIMITED RE<br>15PCT TREATY ACCOUNT (NON LENDING)   | 1,537.0                                      | 1.57%                              |
| 9  | JP MORGAN CHASE BANK 385174   | 1,138.4                                      | 1.16%                              |
| 10 | THE BANK OF NEW YORK MELLON SA/NV 10  | 1,027.5                                      | 1.05%                              |
|    | 計<br>Total  | 52,711.8                                     | 53.96%                             |

(注) 上記のほか、自己株式が2,759千株あります。

Note: In addition to the above, the Company also holds 2,759 thousand shares in treasury.

### ② 所有者別状況 Distribution of the Shares

|  | 14年2月末 Feb 28, '14                      |  |  | 15年2月末 Feb 28, '15                      |  |  |
|--|---|--|--|---|--|--|
|  | 株主数<br>(人)<br>Number of<br>shareholders | 所有株式数<br>(単元)<br>Number of<br>shares<br>(hundreds) | 所有株式数<br>割合<br>% of Shares<br>in issue | 株主数<br>(人)<br>Number of<br>shareholders | 所有株式数<br>(単元)<br>Number of<br>shares<br>(hundreds) | 所有株式数<br>割合<br>% of Shares<br>in issue |
| 金融機関・証券会社<br>Japanese financial institutions<br>and securities companies | 116                                     | 199,419  | 20.43%                                 | 111                                     | 181,138  | 18.55%                                 |
| その他の法人<br>Other Japanese corporations                                    | 263                                     | 351,391  | 36.01%                                 | 258                                     | 402,107  | 41.20%                                 |
| 外国法人等<br>Foreign institutions and individuals                            | 410                                     | 352,912  | 36.17%                                 | 444                                     | 324,432  | 33.24%                                 |
| 個人・自己株式 他<br>Japanese individuals and others                             | 9,243                                   | 72,069   | 7.39%                                  | 8,072                                   | 68,154   | 6.97%                                  |
| 計<br>Total   | 10,032                                  | 975,791  | 100.00%                                | 8,885                                   | 975,831  | 100.00%                                |

(注) 1単元の株式数100株

Note: 100 shares per unit