

## Management Capitals Cultivated with the Community

Under its unique customer-oriented business model characterized by “responsiveness to the needs of everyday life,” “advanced store productivity” and “small commercial area-based manufacturing and retailing,” Lawson will utilize a variety of management capitals cultivated with the community to realize sustainable growth for the company and the creation of value for society.



### Operating Capital

Diverse store formats and functions that respond to the needs of everyday life and realize small commercial area-based manufacturing and retailing

- Domestic Convenience Store Business**
  - 14,476 stores**
  - NATURAL LAWSON: 143 stores
  - LAWSON STORE 100: 679 stores
  - Hospital LAWSON: 335 stores
  - Stores with nursing care consultation desks for seniors: 23 stores
  - Stores that sell over-the-counter pharmaceuticals: 250 stores
- Seijo Ishii Business**: 164 stores
- Entertainment-related Business**
  - HMV: 57 stores
  - UNITED CINEMAS: 389 screens
- Financial Services Business**: 13,458 Lawson ATMs
- Overseas Business**: 3,621 stores

Logos: SUPERMARKET 成城石井, UNITED CINEMAS, LAWSON STATION ローソン銀行, LAWSON STORE 100

### Intellectual Capital

Membership base for enhancing customer satisfaction and digital technology for realizing high-level of store productivity

- Group ID**
  - Ponta membership: Approximately 102.21 million people
  - Lawson online members\*1: Approximately 22 million people
  - CLUB SPICE members card members\*2: Approximately 2.2 million people
- Digital technology**
  - Self checkout registers: All stores
  - LAWSON Smartphone Checkout service: Approximately 500 stores
  - POS cash register with automatic change dispenser: Approximately 110 stores

\*1 Lawson online members is a membership service offering access to Lawson Group services such as HMV and “L-Tike.”  
\*2 A membership card for the United Cinemas group

### Social and Relationship Capital

Contribution to regions and society to support happy communities

- Comprehensive regional agreement**: 65 local governments
- Total donations collected by stores\***: 8,357,688,554 yen

Cumulative amount as of the end of June 2021

Logos: LAWSON BRAND 2021, NADESHIKO BRAND 2021

### Human Capital

Franchise stores and employees, who are the most important capital for realizing happiness in our communities and advanced store productivity

- Consolidated employees**: 10,385 people
- Franchise store owners**: 5,906 people
- Store crews**: Approximately 184,000 people
- Multiple store ownership ratio**: 45.5%
- Multiple store ratio**: 76.1%
- Selection as a Health and Productivity Management Brand**: 4 times
- Certified Health & Productivity Management Outstanding Organization**: 5 times
- Nadeshiko Brand Selection**: 6 times

Logos: 健康経営優良法人 ホワイト500, 健康経営銘柄 Health and Productivity

### Financial Capital

Stable financial foundation enabling a flexible response to changes in the community

- Shareholders' equity**: 262.5 billion yen
- Interest-bearing debt**: 438.3 billion yen

### Natural Capital

Environmentally friendly stores and functions to help realize a decarbonized, recycling-oriented society

- Stores with CO<sub>2</sub> refrigeration systems**: 4,161 stores
- Stores conducting food recycling**: 16,837 stores

# Community Happiness Creation Process

Through the “Three Promises” of its business policy, the Lawson group will respond to changes in the community and customer needs, while working to solve social issues. As our responsibilities as part of social infrastructure increase, we will further evolve as a customer-oriented “hub of refreshment in every community” and contribute to the happiness of the community so that we can continue to be an essential part of it.

