

## Input

### Operating Capital

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

<b>Domestic convenience store business</b>	<b>14,631 stores</b>	<b>Seijo Ishii business</b>	<b>175 stores</b>
• NATURAL LAWSON	<b>131 stores</b>	<b>Entertainment-related business</b>	
• LAWSON STORE 100	<b>661 stores</b>	• HMV	<b>55 stores</b>
• Hospital LAWSON	<b>345 stores</b>	• UNITED CINEMAS	<b>399 screens</b>
• Stores with nursing care consultation desks for seniors	<b>20 stores</b>	<b>Financial services business Lawson ATMs</b>	<b>13,519</b>
• Stores that sell over-the-counter pharmaceuticals	<b>298 stores</b>	<b>Overseas business</b>	<b>6,160 stores</b>

### Intellectual Capital

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

<b>Group ID</b>	<b>Digital technology</b>
• Ponta membership	• Self-checkout registers
<b>Approximately 113.78 million people</b>	<b>All stores</b>
<small>(As of the end of July 2023)</small>	
• Lawson online members*	• LAWSON Smartphone Checkout service
<b>Approximately 27.5 million people</b>	<b>107 stores</b>

\*Lawson online members is a membership service offering access to Lawson Group services such as HMV and L-Tike.

### Financial Capital

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

<b>Shareholders' equity</b>	<b>271.2 billion yen</b>	<b>Interest-bearing debt</b>	<b>339.3 billion yen</b>
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### Human Capital

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

<b>Consolidated employees</b>	<b>10,648 people</b>	<b>Selection as a Health and Productivity Management Brand</b>	<b>4 times</b>
		<b>Certified Health &amp; Productivity Management Organization</b>	<b>7 times</b>
		<b>Nadeshiko Brand Selection</b>	<b>6 times</b>

### Social and Relationship Capital

Customers, involved in the happiness of our communities

<b>Total number of visitors to Lawson stores per day (domestic)</b>	<b>Approximately 10 million</b>
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### Natural Capital

Food resources for remaining close to our customers

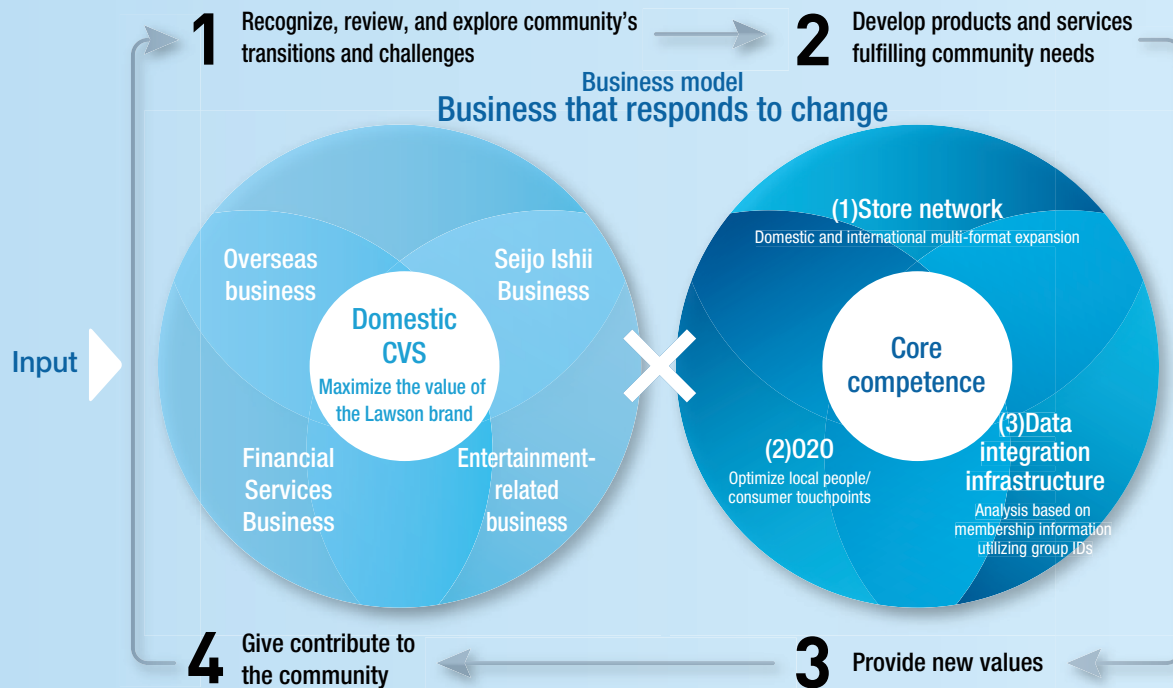
<b>Established</b>	<b>16 LAWSON Farms</b>
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Strategies for Growth

# Lawson Group Challenge 2025

Our Vision (Goals)

## New hubs of refreshment in every community



Domestic convenience store business

- Community based × individual customer and individual store-focused
- Provide products and services suited to the local area and the business environment of individual stores
- Stores well-established in the local community

Seijo Ishii business

- Offer distinctive, high-quality products

Entertainment-related business

- Provide entertainment through ticketing and cinema complex businesses

Financial services business

- Develop and offer new retail bank services

Overseas business

- Japanese-style convenience stores overseas
- Providing products and services tailored to that country's culture

Social value

### New convenience in practice

- Products and services responsive to customer feedback
- Sustainable joint ventures with franchise stores
- Provide social infrastructure

Results Consolidated results for fiscal 2022

- Gross operating revenue **988.6 billion yen**
- Operating income **55.0 billion yen**
- Profit attributable to owners of the parent **24.6 billion yen**
- Dividend per share **150 yen**

Lawson Blue Challenge 2050 !

- CO<sub>2</sub> emissions Reduce by **100%**  
Per store 2013 levels
- Food waste Reduce by **100%**  
Per store 2018 levels
- Containers and packaging of Lawson's original products Eco-friendly materials **100%** used

[A Management Foundation for Creating Happiness in Our Communities]

Corporate governance, internal control, sustainability management

Job satisfaction

Spirit of challenge

[Group Philosophy]

Creating Happiness and Harmony in Our Communities