

Community Happiness Creation Process

Input

Human Capital

Employees, who are the most important capital for realizing happiness in our communities and advanced store productivity [▶ P. 40](#)

Number of consolidated employees: **11,666**

Employee awareness survey
Positive response rate: **75.0%**

Number of 100 Million Yen
Challenge entries: **501**

Intellectual capital

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

Group ID

- Ponta membership

Approx. **117.77** million people
(As of the end of May 2024)

- Lawson online members*

Approx. **27.70** million people

Digital technology

- Self-checkout registers

All stores

- LAWSON smartphone
checkout service

102 stores
(As of July 1, 2024)

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

Social and relationship capital

Franchise store owners and partners meeting customer and community needs

Total number of visitors to
Lawson stores per day
(domestic)

Approx. **10** million

Franchise store
owners

Approx. **5,400** people

Achieving product development
meeting the customers' needs

Vendor network

Financial capital

Stable financial foundation enabling a flexible response to changes in the business environment

Capital

(Total equity attributable
to owners of parent)

284.7 billion yen

Interest-bearing debt

256.0 billion yen

Natural capital

System for coexisting synergistically with the planet and society [▶ P. 34](#)

CO₂ emissions
reduction rate **33.5%**

Food loss and waste
reduction rate **26.2%**

Plastic use
reduction rate **34.8%**

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

14,643 stores

- NATURAL LAWSON

130 stores

- LAWSON STORE 100

648 stores

- Hospital LAWSON

342 stores

- Stores with nursing care
consultation desks for seniors

19 stores

- Stores that sell over-the-counter
pharmaceuticals

309 stores

Seijo Ishii business

216 stores

Entertainment-related business

- HMV

49 stores

- Lawson United Cinemas

43 theaters

Financial Services Business
Lawson Bank ATMs

13,591

Overseas business

7,344 stores

Notes: 1. For the Seijo Ishii business, the total number of directly managed stores, franchise stores, restaurants, and bakeries is shown.

2. As of March 1, 2024, United Cinemas Co., Ltd.'s name was changed to Lawson United Cinemas, Inc.

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Medium-term management vision
Lawson Group Challenge 2025

▶ P. 17

Business model

Business that
responds to change

Environmental vision
Lawson Blue Challenge 2050!

▶ P. 33

Resolving social issues aiming for a sustainable future

Hands-on capabilities ▶ P. 20

2.
Develop products
and services fulfilling
community needs

1.
Recognize, review,
and explore
communities'
transitions and
challenges



Real Convenience, safety,
and security
in daily life

Tech New forms of
conveniences
utilizing technology

3.
Provide new values

4.
Give back to the
community

Happiness and Harmony
in Our Communities

A Management Foundation for Creating Happiness in Our Communities

Corporate governance, internal control, SDGs promotion system ▶ P. 44

Group Philosophy

Creating Happiness and Harmony in Our Communities

Output

Domestic Convenience Store Business

- Provide products and services suited to the local area and the business environment of individual stores
- Operate stores as social infrastructure that closely supports communities and customers' lives

Seijo Ishii Business

- Offer distinctive, high-quality products

Entertainment-related Business

- Provide entertainment through ticketing and cinema complex businesses

Financial Services Business

- Based on the convenience store concept, provide necessary financial services when they are needed

Overseas Business

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

Outcome

Becoming an essential part of the community that provides support for residents ▶ P. 37

Customers

- Provide products with superior taste and various services
- Provide a place people can stop by anytime

Local communities

- Resolve social issues and offer safety and security to communities

Franchise store owners

- Provide opportunities for self-actualization and fulfillment by contributing to communities

Store crews and other store staff

- Offer opportunities for self-realization through motivating work

Business partners

- Build a collaborative framework for resolving social and environmental issues

Group employees

- Provide appropriate evaluation, compensation, placement, and job satisfaction