

**SUSTAINABILITY  
REPORT 2025**



# Table of contents

● <b>Message from the President</b> .....	<b>P2</b>	Health Management (Occupational Health and Safety) .....	<b>P141</b>
● <b>Identification of Lawson's Material Issues</b> .....	<b>P4</b>	Personnel System .....	<b>P159</b>
● <b>Sustainability at LAWSON</b> .....	<b>P14</b>	Training System .....	<b>P164</b>
Sustainability Promotion System .....	<b>P15</b>	<b>Community Relations</b> .....	<b>P170</b>
Environmental Vision Lawson Blue Challenge 2050 ! ..	<b>P18</b>	Basic Concept .....	<b>P171</b>
● <b>Initiatives for Environment</b> .....	<b>P20</b>	Supporting Safety and Security in the Community ..	<b>P183</b>
TCFD Proposal Initiatives .....	<b>P21</b>	The Lawson Group's "Happiness in Communities"	
TNFD Proposal Initiatives .....	<b>P30</b>	Fundraising .....	<b>P187</b>
Installation of Store Equipment to Advance Energy		● <b>Governance</b> .....	<b>P191</b>
Conservation and Energy Creation .....	<b>P45</b>	Corporate Governance .....	<b>P192</b>
Initiatives Implemented Through Store Operations ...	<b>P53</b>	Compliance .....	<b>P195</b>
More Efficient Distribution .....	<b>P54</b>	Risk Management .....	<b>P203</b>
Reducing Plastic Shopping Bag .....	<b>P57</b>	Assuring Continuity of Business Operations .....	<b>P206</b>
Reduction of Plastic Use for Packaging .....	<b>P58</b>	● <b>ESG Data</b> .....	<b>P208</b>
For a More Sustainable Society:Development and Sale of			
Products Using Certified Raw Materials .....	<b>P61</b>		
Waste Reduction .....	<b>P70</b>		
● <b>Initiatives for Society</b> .....	<b>P79</b>		
<b>Respect for Human Rights</b> .....	<b>P80</b>		
<b>Customer Relations</b> .....	<b>P88</b>		
Delivering Superior Taste .....	<b>P89</b>		
Efforts to Ensure Safety and Security .....	<b>P93</b>		
Efforts to Improve People's Health .....	<b>P96</b>		
Efforts for Creating Stores Friendly to Various			
Customers .....	<b>P102</b>		
Efforts to Achieve Customer Satisfaction .....	<b>P105</b>		
Efforts to Respond to Customer Feedback .....	<b>P107</b>		
<b>Relationship with Franchise Owners</b> .....	<b>P110</b>		
Characteristics of the Lawson Franchise (FC)			
System .....	<b>P111</b>		
<b>Relationship with Suppliers</b> .....	<b>P120</b>		
Initiatives in Collaboration with Suppliers toward a			
Sustainable Society .....	<b>P121</b>		
<b>Employee Relations</b> .....	<b>P125</b>		
Promoting Diversity, Equity & Inclusion (DE&I) .....	<b>P126</b>		
Improvement of Labor Standards, Working Environment,			
and Other Measures .....	<b>P139</b>		

**Group Philosophy**  
**Creating Happiness and Harmony in Our Communities**

**Vision**  
**Our goal is to become the hub of refreshment in every community.**

**Lawson's Way(Code of Conduct)**

- 1. Create stores filled with the best smile in town.**
- 2. Speak out your ideas to take action.**
- 3. Enjoy your challenge.**
- 4. Value your friends to become one.**
- 5. Act in good faith.**

The Sustainability Report presents activities carried out to bring happiness to communities (Machi), based on the Group Philosophy: "Creating Happiness and Harmony in Our Communities."

- Reporting period: Primarily covers fiscal 2024 (March 1, 2024 – February 28, 2025), but also includes some activities conducted before and after this period.
- Reporting scope: Focuses mainly on Lawson, Inc. and its franchise stores, while also reporting on certain activities conducted in cooperation with affiliated companies and suppliers.
- Publication date: December 2025

For more details, please visit the "Sustainability" page on Lawson's official website:  
<https://www.lawson.jp/en/csr/>

# Message from the President

# Message from the President

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**Sadanobu Takemasu**  
President and CEO  
Representative Director  
Chairman of the Board and Chief Sustainability Officer

## Supporting customer convenience with technology while creating warm, in-person stores

Lawson celebrated its 50th anniversary milestone in June 2025. Since opening our first store in Toyonaka, Osaka in 1975, Lawson has evolved over the past 50 years in step with changes and needs in communities (Machi), and has now grown into a convenience store chain with over 14,500 stores in Japan and over 7,000 stores overseas. Today, under the Group Philosophy of “Creating Happiness and Harmony in Our Communities,” we are striving to become a truly indispensable presence in customers’ daily lives by not only enhancing the convenience of our physical stores but also realizing “new forms of conveniences” through the use of technology. For example, with our AI.CO (AI Customized Order) system, we determine merchandise assortments and inventory volumes that match customer demand, enabling a safe and convenient shopping experience along with efficient store management. In addition, AI recommends markdowns to help reduce food loss and waste. We have also introduced a system that instantly shows product inventory in stores, significantly expanding the range of products available for delivery services.

At Lawson, under the slogan “Real × Tech Convenience,” we aim to enhance customer satisfaction by continually creating “new forms of conveniences,” while at the same time providing community-based, warm, in-person service unique to physical stores and offering shelves that are always stocked with the products customers want.

# Identification of Lawson's Material Issues

# Identification of Lawson’s Material Issues

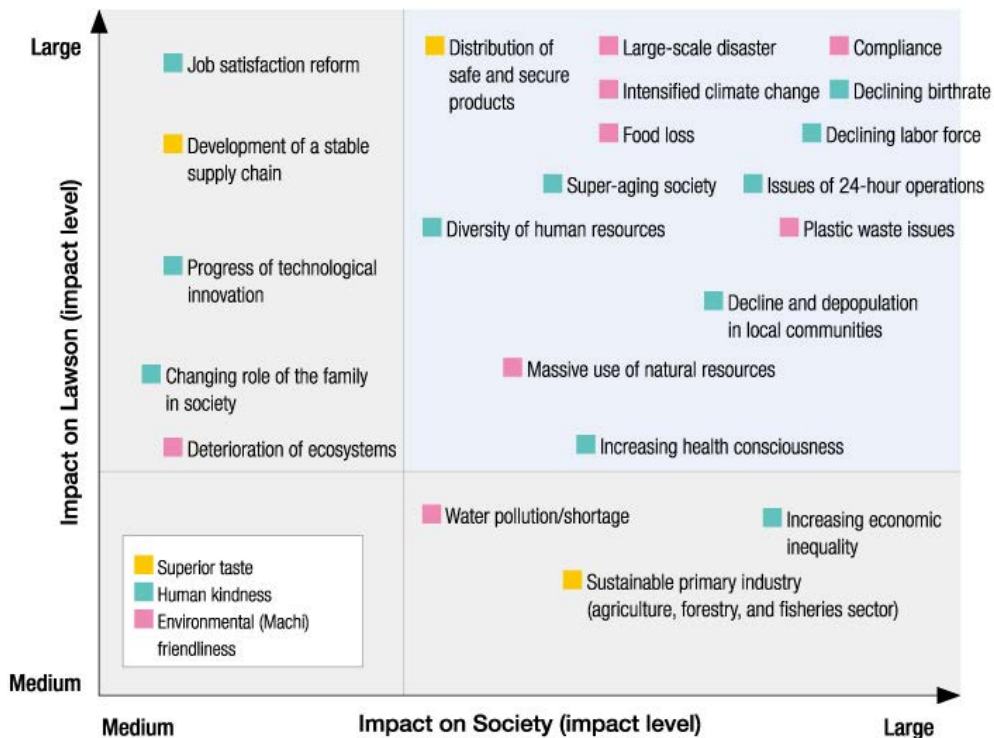
Based on the “Three Promises,” our business policy, we classified our value chain-related initiatives into six categories, taking into account social issues and conditions. We decided our material issues from the standpoint of customers, placing importance on our initiatives as an organization responsible for safe and secure social infrastructures, which is the most important thing for a retailer. Starting in fiscal 2021, our core group companies have also identified material issues and set targets (KPIs). The Lawson Group will work as one to solve social and environmental issues and aim to bring about a sustainable society.

## ● Identifying Material Issues

### Steps to Identifying “Material Issues”

- STEP 1** In order to find issues with heavy impacts on the environment, society and economy, and then identify Lawson’s own “material issues,” we categorized our business activities into value chain phases such as raw materials procurement, manufacturing, distribution, etc., and confirmed what initiative was helpful toward achieving each target or goal of the SDGs by clarifying social issues in every phase.
- STEP 2** From the social issues spotted in the feedback or questionnaire results from stakeholders such as customers, franchise stores, and suppliers, we selected the issues with heavy impacts on society.
- STEP 3** Cross-checking the social issues identified through stakeholder feedback with those impacting heavily on Lawson, we prioritized those necessary for us to become the “hub of refreshment in every community”
- STEP 4** We linked Lawson’s initiatives for the specified social issues to the “Three Promises,” and decided our material issues.

## ● Matrix -Impacts of Identified Social Issues Plotted on Graph-





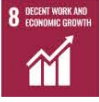





● Material issues (materiality)



\* We have been revising and discontinuing our major initiatives and services by removing those that have already been completed and adding new ones.

Business Policy	Applicable SDGs	Material Issues (Materiality)	Major Initiatives and Services*
	  	<p><u>Providing Safety/Security-oriented, Overwhelmingly High Value-Added Products and Services that are Friendly to Society and the Environment</u></p>	<ul style="list-style-type: none"> <li>● Providing high value-added private brand products</li> <li>● Deployment of Machikado Chubo in-store kitchen</li> <li>● Planning and developing locally produced products for local consumption, and spontaneously utilizing domestic ingredients</li> <li>● Developing and selling products under consideration of society and the environment</li> <li>● Deployment of LAWSON Farm agricultural products</li> <li>● Development of products and services in line with customer opinions</li> <li>● Developing and operating a supply chain with consideration for society (human rights, etc.) and the environment</li> <li>● Conducting fair trade with suppliers</li> </ul>

	 	<p><b><u>Supporting Health Promotion for All People Through Products and Stores</u></b></p>	<ul style="list-style-type: none"> <li>•Development of products with consideration for health-based on the 10 themes</li> <li>•Promoting production and sales of reliable products</li> <li>•Creating a comfortable store environment for use by all kinds of customers</li> <li>•Creation of a pharmaceutical product sales system</li> <li>•Expansion of NATURAL LAWSON and HealthCare LAWSON</li> <li>•Promotion of health promotion partnerships with local governments</li> <li>•Supporting and subsidizing health initiatives for owners and crew</li> <li>•Promotion of health and productivity management (mental healthcare, exercise promotion, etc.)</li> </ul>
	 	<p><b><u>Providing Comfortable Work Environments Leading to Job Satisfaction</u></b></p>	<ul style="list-style-type: none"> <li>•Creating a store and office work environment where all kinds of human resources can work proactively</li> <li>•Training and retention of store crews</li> <li>•Continuation of FC owner support system</li> <li>•Promoting the Management Owner system for multiple-store management</li> <li>•Enhancing communication with franchise stores</li> <li>•Promotion of job satisfaction reforms using DX, etc.</li> <li>•Development and expanded use of leave for maternity, childcare, nursing, long-term care, etc.</li> </ul>
	  	<p><b><u>Supporting Women and Seniors as well as Children's Growth</u></b></p>	<ul style="list-style-type: none"> <li>•Promoting fund-raising programs for children's futures (implementation and continuation of school afforestation and tree planting, as well as the Scholarship Program for Children from Single-Parent Families)</li> <li>•Creation of an environment to support children's career education</li> <li>•Donation of products to food banks</li> <li>•Deployment of "Care-focused LAWSON for Senior Citizens" program (support for long-term care), regional revitalization events</li> <li>•Promoting Safety Station (SS) activities (community watch service for women, children, and seniors)</li> </ul>

		<p><b><u>Coexisting Synergistically with Communities by Serving as Part of the Social Infrastructure</u></b></p>	<ul style="list-style-type: none"> <li>•Expansion of delivery services and mobile sales</li> <li>•Revitalizing local communities via initiatives carried out in accordance with characteristics of each region</li> <li>•Development of “Community Coexistence Convenience Stores” and stores combined with bookstores</li> <li>•Promotion of Lawson Bank ATM services</li> <li>•Government certificate issuance services</li> <li>•Executing comprehensive regional agreements with the local governments, promotion of partnerships</li> <li>•Collaboration with national and local governments to support stricken areas in the event of disaster</li> </ul>
	     	<p><b><u>Sustainable Environmental Conservation Activities Toward the Realization of a Carbon-Free Society</u></b></p>	<ul style="list-style-type: none"> <li>•CO2 reduction: Promoting energy efficient stores and offices</li> <li>•CO2 reduction: Utilizing and spreading renewable energy</li> <li>•CO2 reduction: Efficiency enhancement of distribution and changeover to environment-friendly trucks</li> <li>•Reducing food loss and waste: Appropriate ordering using the ordering system and the promotion of discount sales</li> <li>•Reduction of food loss: Promotion of food recycling</li> <li>•Reducing food loss and waste: strengthening development of frozen products and extending product freshness</li> <li>•Reduction of plastic waste: Reduction in amount of plastic used for containers, packaging, and sales promotion materials, etc.</li> <li>•Reduction of use of natural materials such as copy paper, etc.</li> <li>•Sustainable use of resources with consideration for biodiversity</li> <li>•Cleaning and beautification activities around stores, in parks, and on beaches and riverbeds</li> </ul>



**Material Issues : Providing Safety/Security-oriented, Overwhelmingly High Value-Added Products and Services that are Friendly to Society and the Environment**

The most important issue for our customers and other stakeholders is the safety and security of our products and services. For Lawson as a provider of products and services, safety and security is also its most important responsibility.

To deliver safety and security to customers, the Lawson headquarters and franchise stores work together to manage products and services from the selection of raw materials to the product manufacturing process and to the management of the point of sale at stores.

In response to changes in society, customer needs are constantly changing. In particular, in recent years, requests for products and services that are socially and environmentally friendly have been increasing.

Therefore, we are working to develop products and services that propose new value by exploring needs based on customer inputs that we receive every day and questionnaire surveys.

In the meantime, it is essential to build and operate a stable supply chain to ensure a stable supply of products and services to customers.

We promote fair and impartial transactions with our suppliers, and build and operate a sustainable and stable supply chain with the understanding and cooperation of suppliers.

● **Related SDGs**



● **Initiatives of Lawson**

Initiatives for Global Environmental Conservation

- [For a More Sustainable Society: Development and Sale of Products Using Certified Raw Materials](#)

Customer Relations

- [Delivering Superior Taste](#)
- [Efforts to Ensure Safety and Security](#)
- [Efforts to Achieve Customer Satisfaction](#)
- [Efforts to Respond to Customer Feedback](#)

Relationship with Suppliers

- [Initiatives in Collaboration with Suppliers toward a Sustainable Society](#)



## Material Issues : Supporting Health Promotion for All People Through Products and Stores

We believe that it is important to support a healthy long life through the provision of products consumed every day at convenience stores close to customers, and we are working to sell products and pharmaceuticals considerate of food safety and health. A wide variety of people visit convenience stores every day, including children, disabled people, elderly people, and foreigners. Creating stores that are easy for a wide variety of people to use is essential for a convenience store that serves as social infrastructure.

As a company that supports customers' overall healthy lifestyles, we also believe it is important to promote health and health management for employees of the Lawson Headquarters and for the franchise store owners and store crews (part-time and temporary workers) of franchised stores.

**● Related SDGs**




**● Initiatives of Lawson**

Customer Relations

- Efforts to Improve People's Health
- Efforts for Creating Stores Friendly to Various Customers

Owners

- Characteristics of the Lawson Franchise (FC) System

Employee Relations

- Health Management (Occupational Health and Safety)

Community Relations

- Basic Concept



## Material Issues : Providing Comfortable Work Environments Leading to Job Satisfaction

Because of differences in background, such as race, religion, and employment form, people have various ways of thinking, and there are also various ways of thinking in society.

The franchise store owners who manage the stores, the store crews who work in the stores (part-time and temporary workers), and the headquarters employees who support the stores are also from diverse backgrounds. Unless we establish an environment that is comfortable and rewarding for a diverse range of people, we are not able to create happiness in our communities (Machi).

We work to improve the store and workplace environments and foster human resources with the aim of creating an environment where diverse people can work comfortably and play an active role.

**● Related SDGs**

### ● Initiatives of Lawson

#### Owners

- Characteristics of the Lawson Franchise (FC) System

#### Employee Relations

- Promoting Diversity, Equity & Inclusion (DE&I)
- Improvement of Labor Standards, Working Environment, and Other Measures
- Personnel System
- Training System

## Material Issues : Supporting Women and Seniors as well as Children's Growth

As a member of local communities, the Lawson Group gives consideration to the rights of a diverse range of people, including children, elderly people, women, and persons with disabilities, and support their activities. In particular, we actively support the development of the next generation in cooperation with local communities and engage in a variety of social contribution activities based on the concept of for the future of children.

### ● Related SDGs



### ● Initiatives of Lawson

#### Customer Relations

- Efforts to Improve People's Health

#### Community Relations

- Supporting Safety and Security in the Community

#### Fundraising

- The Lawson Group's "Happiness in Communities" Fundraising

**Material Issues : Coexisting Synergistically with Communities by Serving as Part of the Social Infrastructure**

Since its founding, Lawson has responded to social changes, assessed customer needs, and created new products and services.

Lawson started out as a handyman in the city, providing utility bill collection services, selling tickets, setting up post boxes, and introducing delivery services, and has become part of the social infrastructure.

To continue playing an essential role that supports the overall lives of people living in city, we will further aim and advance to become the customer-oriented the hub of refreshment in every community.

● **Related SDGs**



● **Initiatives of Lawson**

Community Relations

- Basic Concept
- Supporting Safety and Security in the Community

**Material Issues : Sustainable Environmental Conservation Activities Toward the Realization of a Carbon-Free Society**

Climate change is becoming more intense year after year, and companies cannot realize a decarbonized society unless they work seriously to mitigate and adapt to climate change.

Therefore, the Lawson Group has established social and environmental targets (KPIs) for 2025, which marks the company's 50th anniversary, and for 2030, which is the target year of the SDGs, and is working to attain these goals.

To realize a decarbonized society by 2050 and pass on a green and prosperous global environment to the future, we have formulated as our long-term goal the environmental vision—Lawson Blue Challenge 2050!

To contribute to the SDGs, we will continue promoting initiatives that address environmental issues, such as reducing CO2 emissions, reducing food loss, and reducing the use of plastic containers and packaging and plastic shopping bags toward the attainment of the targets (KPIs) for 2025, 2030, and 2050.

● **Related SDGs**



● **Initiatives of Lawson**

- TCFD Proposal Initiatives
- TNFD Proposal Initiatives

**Carbon-free Initiatives**

- Installation of Store Equipment to Advance Energy Conservation and Energy Creation
- Initiatives Implemented Through Store Operations
- More Efficient Distribution

**Initiatives for Global Environmental Conservation**

- Reducing Plastic Shopping Bag
- Reduction of Plastic Use for Packaging
- For a More Sustainable Society: Development and Sale of Products Using Certified Raw Materials
- Waste Reduction

**Relationship with Suppliers**

- Environmental Preservation Activities throughout the Supply Chain
- Reducing CO2 Emissions throughout the Supply Chain

# Sustainability at LAWSON

# Sustainability Promotion System

## Identify Lawson’s Material Issues, and Promote Sustainable Initiatives to Realize Its Future Vision

The Lawson Group promotes its business activities from the customer's perspective with the aim of becoming the hub of refreshment in every community, based on our Group Philosophy, “Creating Happiness and Harmony in Our Communities.”

To create happiness in our communities, it is essential to realize a sustainable society for the future and live in harmony with stakeholders.

To pass on a prosperous future to children, the Lawson Group has established the Lawson Group Sustainability Policy based on the Lawson Group Corporate Conduct Charter and promotes sustainable business activities in cooperation with stakeholders.

[▶ Click here for Lawson Group Sustainability Policy](#)

## Governance

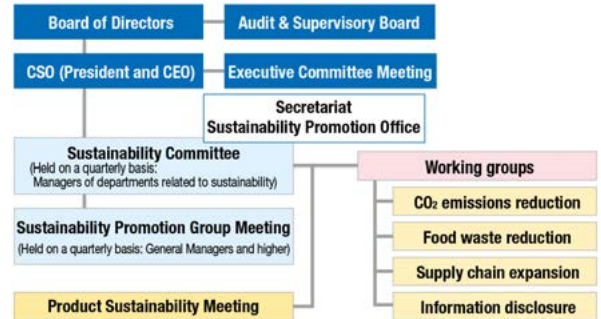
### Solving issues and sharing progress through the Sustainability Committee

The Lawson Group has appointed Chief Sustainability Officer (CSO) to address environmental issues, such as climate change, and social issues, such as human rights, through the implementation of ESG-based Management, and the president and CEO has assumed this role. The Sustainability Promotion Office\*, which directly reports to the President, has also been established as a dedicated department responsible for sustainability activities across the entire Group. The Sustainability Committee (held four times a year)\* is attended by the heads of organizations related to sustainability as members, and the Sustainability Promotion Office serves as the secretariat to promote the Lawson Group’s sustainability initiatives.

Under the Sustainability Committee, we have established working groups and other bodies on issues that need to be addressed by the Lawson Group with a particular sense of urgency (reducing CO2 emissions, reducing food loss and waste, reducing plastic use, supply chain, and communication), and are examining specific promotional measures. Based on the results of these discussions, the Sustainability Committee confirms the direction to be headed and, as necessary, makes decisions at Executive Committee Meetings and the Board of Directors.

With regard to the issues to be addressed, based on our Three Promises, we have identified the six material issues on sustainability that should be prioritized from the issues that have a large impact on the environment, society, and economy in our business activities, including the value chain of the Group. Each division of the Company and each Group company stringently adheres to the Three Promises and promotes ambitious initiatives in cooperation with one another to address the material issues. We regularly report the status of these initiatives to the Sustainability Committee to ensure progress across the Group.

### ● Sustainability Committee Organization (as of March 1, 2025)



\* Name changed as of March 2025



In our business policy, the “Three Promises,” we promise to provide “Superior taste,” “Human kindness,” and “Friendliness for communities (Machi)” with our customers as the starting point. By doing so, our goal is to become the hub of refreshment in every community by offering the three “Whew!” Surprises.

- Superior taste: Surprising discoveries in products and services
- Human kindness: Creating clean stores and providing pleasant customer service
- Friendliness for communities (Machi): Reduction of CO2 emissions, food loss, and plastic

## Lawson's Material Issues and Environmental Vision (Targets for 2025 and 2030 and 2050)

► Identification of Lawson's Material Issues

► Environmental Vision Lawson Blue Challenge 2050 !

## Lawson's Way of Thinking in Advancing Initiatives

The Lawson Group seeks to contribute to sustainability from the following two main perspectives.

First, we pursue activities that make proactive contributions to society and the environment. In particular, we are endeavoring to determine the volume of CO2 emissions released from our supply chain and installing the latest energy-efficient equipment in our stores as part of our efforts to reduce CO2 emissions from our operations.

Second, we provide proactive support for our customers' social and environmental activities by delivering eco-friendly products and services.



## Social and Environmental Education

Lawson implements social and environmental training for headquarters employees, franchise store owners, store managers, and store crews (part-time and temporary workers).

For headquarters employees, we implement e-learning training for all employees once a year.

We also hold occasional online study sessions specializing in material issues to provide explanation concerning the importance of social and environmental issues, as well as the future needs to be addressed, to employees who voluntarily participate in the sessions.

For franchise store owners, store managers, and store crews, we regularly share information through in-house magazines, Lawson seminars, and other means of sharing information, in addition to training at the time of store opening.

At consolidated subsidiaries and affiliates, we also implement social and environmental training tailored to the circumstances of each company, including lecture-style training, e-learning, and self-study.

### ● Social and Environmental Education

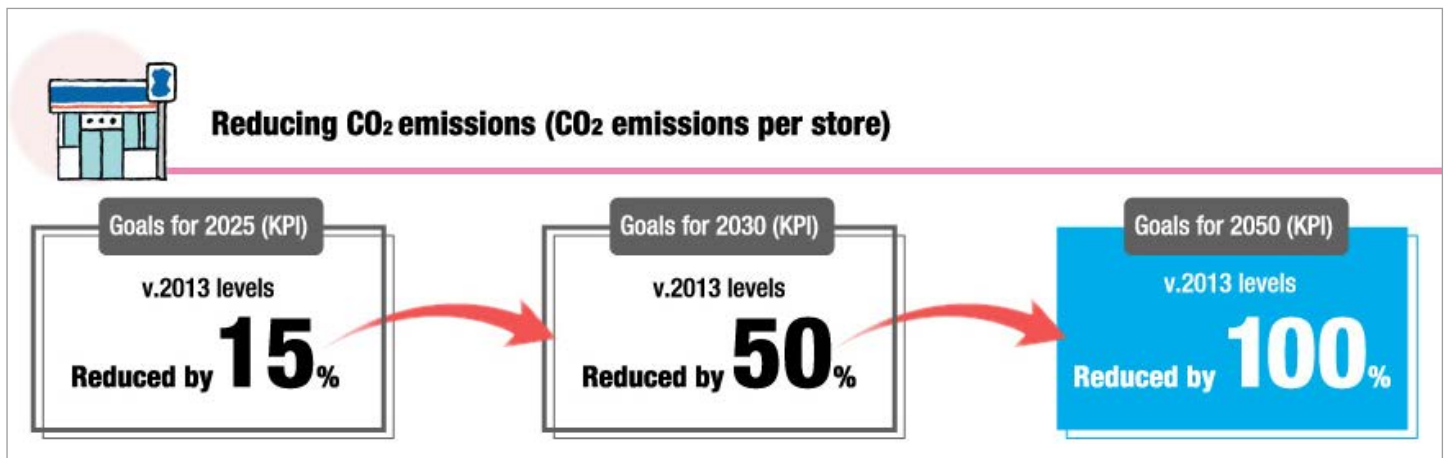
Target	Method	Frequency	Description
Franchise owners, store managers, store crew members	Training at the time of opening and sharing of initiatives through in-house magazines, Lawson seminars, and other means of sharing information.	Once a month or more	Sharing information on social and environmental activities related to stores and promoting compliance with environmental laws and regulations
Headquarters employees	Training at the time of joining the company, e-learning, online study sessions, sharing of initiatives through the in-house network and other ways.	Once a year or more	Sharing information relevant to the Lawson Group's activities about social and environmental initiatives and promoting environmental legal compliance
Affiliated companies	Lectures, e-learning, self-directed learning, etc.	Once a year or more	Sharing information relevant to the Lawson Group's activities about social and environmental initiatives and promoting environmental legal compliance

# Environmental Vision Lawson Blue Challenge 2050 !

## Environmental Vision Lawson Blue Challenge 2050 ! Save our blue planet!

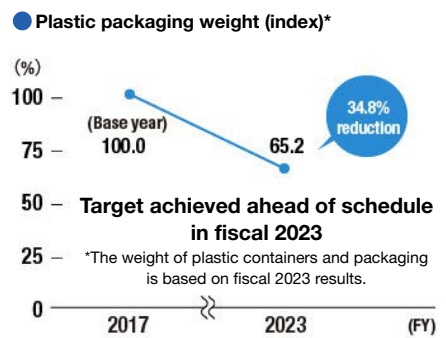
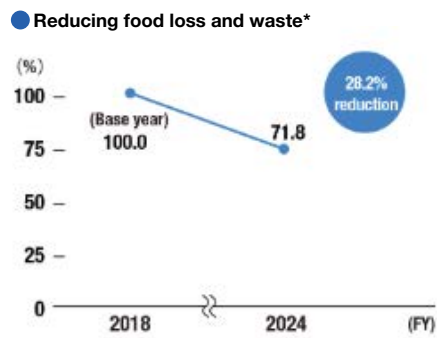
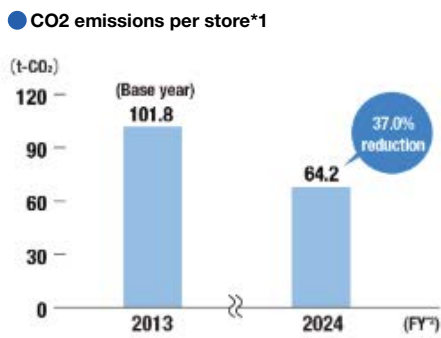
Lawson Group is pursuing efforts to achieve the KPIs we determined for social and environmental aspects in 2025, our 50th anniversary of our founding, and 2030, target year of the SDGs, as target years. Furthermore, Lawson Group also formulated its environmental vision, Lawson Blue Challenge 2050!, aiming to realize a carbon-free society by 2050 and ensure an abundant, blue planet for the future.

In order to contribute to the ideal world that the Sustainable Development Goals (SDGs) aim to realize, we will continue our initiatives to address environmental issues, such as reducing CO<sub>2</sub> emissions, reducing food waste, and reducing plastic in containers and shopping bags, as we take on difficult challenges to achieve our goals (the KPIs) for 2025, 2030, and 2050.





**FY2024**



\*1 As for the data used to calculate CO2 emissions, the "CO2 Emission Coefficients by Electric Power Company" were used.

\*2 Calculated from April 1 to March 31 of the following year to coincide with the administrative fiscal year.

# Initiatives for Environment

# TCFD Proposal Initiatives

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The Lawson Group (hereinafter “the Group”), in order to achieve the Group Philosophy of “Creating Happiness and Harmony in Our Communities” and sustain the blessings of the Earth for future generations, has determined to operate its business while constantly considering the natural environment and local communities as well as to take proactive actions toward coexistence with local communities and sustainable development as the basic principles of the Lawson Group Environmental Policy\*1.

Furthermore, in determining the Group’s Material Issues\*2, we consider the issue of climate change, which is becoming more severe year by year, to be an extremely important issue. As the core company of the Lawson Group, Lawson, Inc. (hereinafter “Lawson”) endorsed the Task Force on Climate-related Financial Disclosures (TCFD)\*3 in April 2020 and decided to follow its recommendations to promote disclosure of information on governance, strategy, risk management, and metrics and targets while promoting analysis of the financial impact of climate change on the Group’s operations.

\*1 [Lawson Group Environmental Policy](#)

\*2 [Material issues](#)

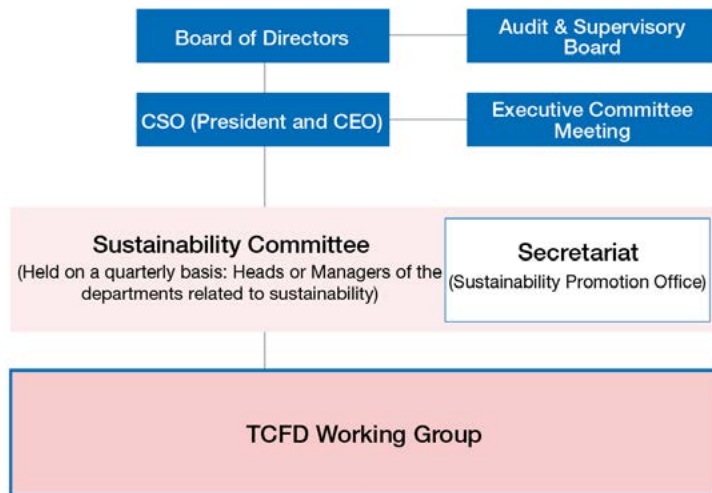
\*3 The Task Force on Climate-related Financial Disclosures (TCFD) was established by the Financial Stability Board (an international financial supervisory body comprising national financial ministries and central banks) at the request of the G20 to examine ways in which climate-related information should be disclosed and the response of financial institutions. The TCFD released its final report in June 2017, recommending that companies disclose information on climate change-related risks and opportunities.

## Governance

Lawson created the Sustainability Committee in March 2019 (renamed in March 2025), aiming to help realize a sustainable society through its business activities. The committee meets four times a year and is under the direct supervision of the President. Executive directors and managers of departments related to sustainability participate in the meetings. The committee has declared its intention to engage in “sustainable environment preservation activities toward a carbon-free society,” in order to realize “friendliness for communities (Machi).” The committee also formulates implementation plans and manages progress toward achieving its targets (KPIs), and regularly reports to the Board of Directors on the status of efforts to address climate change and other issues.

A working group has been established under the Sustainability Committee, tasked with promoting the disclosure of information related to climate change. The departments in charge of corporate strategy, accounting, and investor relations, etc., are promoting disclosure of information related to governance, strategy, risk management, as well as metrics and targets, as recommended by the TCFD. The working group analyzes risks and opportunities related to climate, grasps their impact on business strategy and revises the strategy, and examines various countermeasures for mitigating and adapting to climate change, while promoting information disclosure.

To further strengthen our efforts to reduce greenhouse gas (GHG) emissions in our business activities and other environmental issues, on March 1, 2021, we established the position of Chief Sustainability Officer (CSO), which has been assumed by the president, CEO, and representative director.



### Roles of the working group

- Analysis of risks and opportunities related to climate change
- Ascertainment of impacts on business strategy
- Examination of climate change mitigation and adaptation measures
- Disclosure of information regarding climate change-related initiatives

## Strategy

### (1) Identification of risks and opportunities

Lawson has established a company-wide Compliance and Risk Management Committee Meeting under the Chief Compliance and Risk Officer (CRO) to extract risks and create risk scenarios every year in the committee meeting. Furthermore, the committee evaluates each of these risk scenarios based on the impact level and frequency of occurrence. The committee categorizes risks that greatly influence our financial condition, business performance, cash flow status, and strategies as critical risks and identifies risks related to climate change as a type of major risk.

Climate change-related risks include those associated with the transition to a decarbonized economy, such as regulations on greenhouse gas (GHG) emissions, and those associated with adaptation to physical changes caused by climate change, such as weather disasters of increased intensity. These risks may affect the Group’s performance and financial condition. We evaluate the level of impact on our finances based on the time when the influence of these risks and opportunities occur, as well as a simplified scenario analysis.

● Main risks and opportunities associated with climate change

- Time of occurrence and realization  
 Short term: Less than 3 years  
 Medium term: 3 to 10 years  
 Long term: 10 years or more
- Level of impact on finances  
 High: 10 billion yen or more  
 Medium: 2 billion to 10 billion yen  
 Low: Less than 2 billion yen

Main risks and opportunities			Timing of manifestation or realization	Level of impact on finances
Transition risks	Introduction and increase of carbon pricing Tightening of GHG emissions regulations	Increase in store operation costs due to introduction of carbon pricing	Medium term	High
		Increase in costs of raw material procurement and manufacturing due to introduction of carbon pricing	Medium term	High
	Tightening of fluorocarbon regulations	Increase in investment costs for non-fluorocarbon equipment, etc., in stores	Medium term	Medium
	Tightening of plastic regulations	Increase in procurement costs for substitute raw materials compliant with plastic restrictions	Medium term	Medium
	Increase in electricity prices	Increase in energy cost due to increase in electricity prices	Medium term	Medium
		Increase in costs of raw material procurement and manufacturing due to increase in electricity prices	Medium term	Medium
	Changes in consumer lifestyles and preferences	Degradation of brand image due to delayed response to environmental awareness	Medium term	Medium
	Tightening of regulations on gasoline-powered vehicles	Expanded use of electric vehicles for business operations and delivery	Long term	Low
Changes in preferences of investors	Drop in stock prices due to lowered reputation caused by delayed response to environmental sustainability	Medium term	High	
Physical risks	Increased severity of weather disasters	Damage due to flooding in stores, decrease in sales due to suspension of operations	Short term	High
	Average temperature increase	Increase in electricity usage at stores, distribution centers, etc.	Long term	Medium

Opportunities	Introduction and increase of carbon pricing	Decrease in raw material procurement costs due to increased efficiency in suppliers' business processes and facilities	Medium term	Medium
		Decrease in transport costs due to increased efficiency in logistics	Medium term	Medium
	Technological development in renewable energy	Decrease in energy costs due to installation of reduced-cost solar power facilities	Long term	Medium
	Changes in consumer lifestyles and preferences	Increase in sales due to development of environmentally conscious products and services	Medium term	Medium
	Spread of use of energy-saving technology	Decrease in energy costs by saving energy in stores	Medium term	High
	Increased social awareness about food loss	Decrease in raw material procurement costs by reducing food loss	Medium term	Medium
		Decrease in waste processing costs by reducing food loss	Medium term	Medium
	Tightening of plastic regulations	Decrease in the provision of cutlery in accordance with plastic regulations	Medium term	Low
	Average temperature increase	Increase in sales due to development of products and services tailored to changes in customer preferences resulting from higher temperatures	Short term	Low

## (2) Scenario analysis

We are conducting scenario analysis for the entire Group regarding the impacts of risks and opportunities on the business with the following analysis targets. We also plan to add consolidated subsidiaries and affiliates, including our consistently expanding overseas chain-store development and operations, to the analysis targets.

Target businesses	Domestic convenience store business (LAWSON and NATURAL LAWSON brand stores)
Scope of analysis	Lawson and franchise stores (about 14,000)
Analysis period	2030, 2050
Analysis theme	①Increase in-store operating costs due to the introduction of carbon pricing ②Impact of increased severity of weather disasters on stores ③Increased net sales through environmentally conscious products
Main external scenarios referenced	<ul style="list-style-type: none"> <li>• IEA WEO 2019, SDS STEPS (2°C), CPS (4°C)</li> <li>• IEA WEO 2022 NZE (1.5°C), APS(2°C), STEPS(4°C)</li> <li>• IPCC Fifth Assessment Report, RCP2.6 (2°C), RCP8.5 (4°C)</li> <li>• IPCC sixth Assessment Report, SSP1-2.6 (2°C), SSP5-8.5 (4°C)</li> </ul>

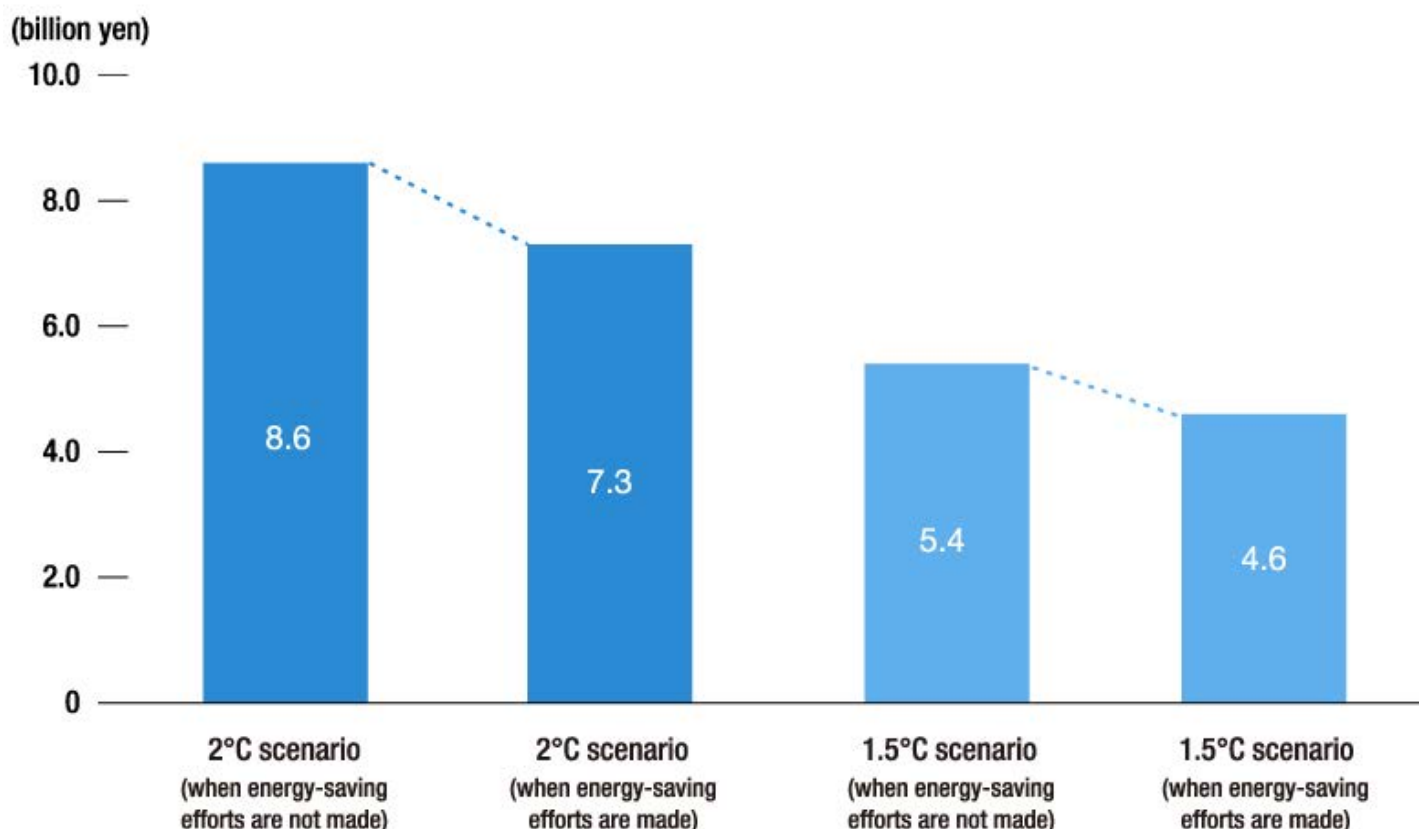
## ① Increase in-store operating costs due to the introduction of carbon pricing

For the Lawson and franchise stores analyzed above, we recognize that the majority of our GHG emissions are derived from electricity. If regulations are tightened and carbon pricing is introduced for emissions to mitigate climate change in the future, we would incur additional costs in the procurement of electricity. Therefore, the degree of financial impact may significantly differ depending on our electricity usage including efforts to reduce it for the future, the CO<sub>2</sub> emission factor of the energy we procure, and the price of the electricity.

We conducted scenario analysis on how future carbon pricing will impact our operating costs in the case where Lawson conducts initiatives to save energy, which has been implemented as a material issue, based on future temperature rise scenarios (1.5°C, 2°C, 4°C).

As a result, it is forecast that, if we take measures to save energy, we will be able to reduce not only the burden of carbon pricing, but also electricity charges, as compared to when we do not take any measures, allowing the financial impact in 2030 to be suppressed by a considerable amount. We will continue to promote energy-saving initiatives aiming to work toward reducing electricity consumption by installing glass or acrylic doors on showcases for refrigerated/frozen foods and by introducing non-CFC refrigeration equipment as standard for new stores.

Financial impact of carbon pricing in 2030



Carbon prices as of 2030 indicated in the IEA WEO-2022 are used for trial calculation with \$135 for the 2°C scenario and \$140 for the 1.5°C scenario.

In the IEA WEO-2022 scenario we used for this review, the emission factor of the electric power sector in Japan is estimated to be significantly reduced by 2050. Therefore, the analysis results suggest that the financial impact caused by the carbon price in 2050 and procurement of renewable energy would be limited. However, we understand that the results were provided assuming that society as a whole, including Lawson, proceeds with initiatives toward decarbonization. We will proactively conduct initiatives toward decarbonization by introducing renewable energy by measures such as increasing the number of stores that use solar power facilities.

## ② Impact of increased severity of weather disasters on stores

As a group, we not only prepare for large-scale disasters, but also aim to quickly restore damaged stores and resume (or continue) operations by taking various disaster response measures so as to fulfill our role as a lifeline for the community in the event of a disaster. Steps we intend to take include confirming the safety of franchise store and headquarters employees and the status of damage in the event of a disaster, as well as ascertaining the status of product deliveries at suppliers.

With an aim to establish a strong store network that can continue operations and be quickly restored in the case of a disaster, we are currently evaluating the impact of the increased severity of weather disasters on our stores. We conducted screening for the risk of immersion of stores in Japan due to floods and tidal waves, and then graded stores in five levels from A (high risk) to E (low risk). During this screening, we evaluated the potential risk of immersion based on terrain conditions even for stores that are not located in areas prone to flooding and graded them. Furthermore, for the financial impact amount generated by the increased damage from flooding and immersion due to climate change, we performed trial calculations on the expected values for an increase in expenses for restoring stores as well as a decrease in sales during the restoration period for 2030 and 2050.

As a result of analysis, it was discovered that although the risk of immersion increases due to the increased severity of weather disasters, the financial impact by 2050 caused by the increased damage due to flooding and tidal waves is limited in both the 2°C and 4°C scenarios.

For example, if a Class 1 river\*4 floods in the Kanto region where many Lawson stores are located, the total restoration expenses and reduction in sales due to closing stores were calculated to be approximately 2.5 billion yen by 2030 and 9.7 billion yen by 2050 in the 2°C scenario.

\*4 Arakawa River, Tama River, Edo River, Naka and Ayase Rivers, Sagami River, Fuji River, Kanna River, Karasu River, Watarase River, Kinu River, Naka River, Kuji River, Kokai River, Tone River (excluding Kasumigaura)

### ● Main external information sources used for this analysis

- “Point-Specific Immersion Simulation Search System” (Flooding Navi) and “Overlay Hazard Map” by the Ministry of Land, Infrastructure, Transport and Tourism of Japan
- Maps of areas prone to flooding and tidal waves disclosed by prefectural governments
- WRI Aqueduct Floods Hazard Maps
- IPCC AR6 Climate Change 2021: The Physical Science Basis
- IPCC Working Group 1 Interactive Atlas
- Yukiko Hirabayashi et al. (2013). Global flood risk under climate change. *Nature Climate Change*, 3(9), 816-821.

**[Results of trial calculation of increased amount for store restoration expenses  
in accordance with future changes in flood occurrence]  
(Evaluation target: Stores located near Class 1 rivers in the Kanto region)**

(billion yen)

Increased amount of store restoration expenses	2°C scenario (RCP2.6)		4°C scenario (RCP8.5)	
	2030	2050	2030	2050
Single year	0.21	0.24	0.22	0.29
Cumulative total*5	1.55	6.07	1.58	6.75

\*5 Cumulative total from 2023

**[Results of trial calculation of decrease in sales during restoration period  
in accordance with future changes in flood occurrence]  
(Evaluation target: Stores located near Class 1 rivers in the Kanto region)**

(billion yen)

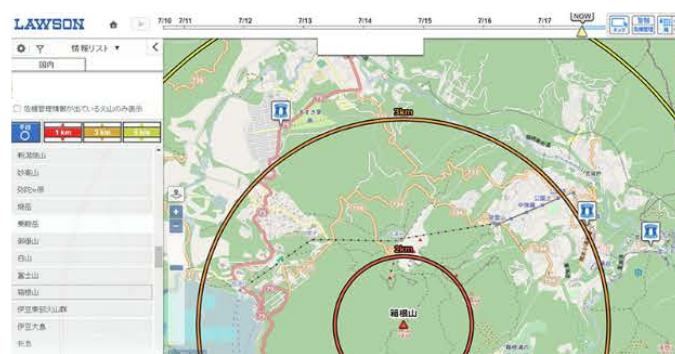
Decrease in sales during the store closure period	2°C scenario (RCP2.6)		4°C scenario (RCP8.5)	
	2030	2050	2030	2050
Single year	0.13	0.14	0.13	0.17
Cumulative total*6	0.92	3.59	0.94	3.98

\*6 Cumulative total from 2023

Based on these analysis results, we will review the business continuity plan (BCP), prepare disaster control manuals, and carry out training programs and drills for employees to be able to continue store operations. We will also grasp an understanding of the impact on our business strategies and finances while taking various measures to review these strategies and adapt to climate change\*7. Furthermore, when a disaster is expected to occur due to a typhoon, heavy rain, or heavy snow, we establish a headquarters for disaster control in advance and secure the safety of customers and employees by closing stores in a planned manner and taking other measures.

● **Examples of initiatives to continue store operation**

- Identification of evacuation sites based on hazard maps
- Introduction of a disaster information map system for quickly sharing information on damage to stores and supporting these stores
- Reviewing construction methods for store equipment in order to secure an electric system in the event of water damage



▲ Disaster information map system

\*7 [Assuring Continuity of Business Operations](#)

### ③ Increased net sales through environmentally conscious products

Lawson responds to changes in communities and customer needs, and works to solve social issues while promoting initiatives to decrease the environmental burden through decarbonization and the reduction of food loss as well as the use of plastic. In response to recent changes where customers are becoming more environmentally conscious, we plan to develop new products and services while formulating measures to contribute to environmental preservation in order to expand opportunities to sell environmentally conscious products as much as possible.

An example is the MACHI café coffee service where coffee is freshly made in stores only using coffee beans produced in Rainforest Alliance Certified farms\*8. We also sell soft drinks in paper cups and paper packs made of materials with forest certification\*9 as part of our initiatives to develop and sell sustainable, certified products. We carried out scenario analysis to see whether or not there will be certain opportunities to expand sales of these environmentally conscious products during the transition to a decarbonized economy.

During the analysis, we examined variations in net sales of environmentally conscious products based on the factor of changes in “generation-specific percentages of customers purchasing environmentally conscious products” in order to understand future changes in customers’ environmental consciousness and estimate the impact on demand for the products we sell.

In a society shifting toward decarbonization, the number of people who purchase environmentally conscious products is estimated to increase over time.

Environmentally conscious products that we develop have a certain appeal to highly environmentally conscious customers in a decarbonized society. For this reason, we believe that we will have an opportunity to increase sales of such products as the percentage of people who purchase them increases.

#### Net sales of environmentally conscious products

Carbon-free society	
2030	2050
Approx. 6.5 billion yen	Approx. 19.4 billion yen

As a result of this scenario analysis, we plan to increase the sales of environmentally conscious products by appropriately responding to increases in customers’ environmental consciousness while contributing to a sustainable society via initiatives to develop and provide environmentally conscious products as society shifts toward decarbonization.

\*8 Mocha Blend is not of the scope.

\*9 [For a More Sustainable Society: Development and Sale of Products Using Certified Raw Materials](#)

### (3) Policy and initiatives going forward based on analysis results

Lawson has identified climate change-related risks and opportunities, and conducted analysis of their impact on the business based on the 2°C and 4°C scenarios. Going forward, we will strive to further enhance our initiatives.

In addition, with the recent increase in momentum on climate change issues around the world, there has been significant activity in Japan and globally in terms of creating policies, laws, and regulations regarding climate change. Under these conditions, we will work to revise our business strategies and increase the accuracy of our analysis, partly to promote countermeasures that contribute to climate change mitigation and adaptation. Furthermore, by disclosing the results of this analysis, we will respond to the demands of our stakeholders.

## Risk management

Lawson identifies factors that might inhibit the achievement of organizational goals as risks. We implement activities to minimize the possibility of risks materializing, reduce the impact if they do materialize, and maximize opportunities arising from such risks that contribute to achieving organizational goals. In the event that risks materialize, leading to emergencies or crises such as business interruptions or losses, or situations that could potentially cause such outcomes, we work to minimize their impact and, if we fall into a critical situation, we carry out activities aimed at quickly overcoming it and returning to normal operations.

We have established departments that oversee risk management and promote related initiatives. The departments in charge of risk management formulate risk management-related regulations and create a group-wide system to prevent risks during normal times. In each department as well, we identify risks that may greatly influence management related to our business goals, analyze the probabilities of such risks occurring and the level of their impact, assess the risks to see if they require intensive measures, and take measures in accordance with the characteristics of the risks. The analysis/assessment results and measures against risks are reported at Executive Committee Meetings and other meetings where the members discuss responses to major risks that are recognized to have a potential to cause a critical impact on management. Regarding the execution of especially important operations, any risks related to the relevant issue are identified, and measures against them are checked and discussed in advance before making decisions at the Board of Directors or Executive Committee Meeting and then executing these measures.

We analyze and assess the probability of risks occurring and the level of impact caused by such risks on the Group. We assess risks based on the level of impact, such as the scale of damage, as well as their occurrence frequency from recent trends, and visualize the results as a corporate risk map. For the identified risks, we discuss measures against them according to their level of importance based on the analysis/assessment results from checking their occurrence frequency and level of impact. Then, we determine how to respond to them including avoiding or reducing these risks, or transferring the risks by taking out insurance.

We consider climate-related risks to be major risks among management strategy risks. We analyze/assess the probability of these risks surfacing, new risks occurring in the future, and the level of impact of the risks, and evaluate the level of impact on our business. Then, we discuss responses according to the degree of importance of the risks and determine how to respond to them including avoiding or reducing these risks, or transferring the risks by taking out insurance.

## Metrics and Targets

In light of social issues and circumstances, we have set goals (KPIs) related to social and environmental aspects and are working to achieve them by 2025, the 50th anniversary of our foundation, and by 2030, the target year of the SDGs. Furthermore, in an effort to contribute to the formation of a decarbonized society and the vision of the SDGs, we have taken on the challenge of even higher targets (reducing CO2 emissions, reducing food waste, reducing plastic) in our [Environmental Vision, Lawson Blue Challenge 2050 !](#) [“Save our blue planet!”](#)

# TNFD Proposal Initiatives

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## Basic Approach to Natural Capital and Biodiversity

The central goal of the Lawson Group (hereafter, the Group) is to put its Group Philosophy, “Creating Happiness and Harmony in Our Communities,” into practice. Part of these efforts is upholding the Lawson Group Environmental Policy\*1 as a fundamental principle. Based on this principle, the Group strives to ensure that the rich blessings of the Earth can be passed on to future generations by conducting business activities with constant consideration for the natural environment and local communities, while actively promoting coexistence with society and sustainable development.

Lawson (hereafter, the Company), as the Group’s core company, identifies issues it considers important in advancing business activities as material issues (materiality)\*2, determined from the standpoint of customers, based on the “Three Promises” in its business policy, while also taking into account social issues and circumstances across the Company’s value chain. These material issues emphasize the most critical aspects for the retail industry—safety, security, and our role as social infrastructure—and are determined from a customer-first perspective. Our environmental conservation initiatives are based on the “friendliness for communities (Machi)” promise in the “Three Promises” business policy. As part of our “sustainable environment preservation activities toward a carbon-free society,” we set social and environmental goals (KPIs) and work toward achieving them.

In December 2023, the Company endorsed the TNFD\*3 concept, and registered as a TNFD Early Adopter in January 2024 in recognition of our adoption of the TNFD disclosure recommendations at an early stage. As a Group, we will organize our ongoing initiatives on natural capital based on TNFD recommendations, and promote initiatives such as the sustainable use of resources with consideration for biodiversity, as well as further enhance information disclosure.

\*1 [Find out more about “Lawson Group Environmental Policy”](#)

\*2 [Find out more about “Lawson’s Material Issues”](#)

\*3 TNFD  
Abbreviation for Task Force on Nature-Related Financial Disclosures. An international initiative to establish a framework for organizations and companies to assess and disclose their impacts on natural capital and biodiversity through their economic activities.



## Disclosure Approach Based on TNFD Recommendations

In September 2023, the final TNFD recommendations were published as version 1.0. These recommendations require disclosure based on four pillars: governance, strategy, risk and impact management, and metrics and targets.

Our Company conducted analyses of the Group’s business activities based on expert advice, referring to the LEAP approach. The LEAP approach, developed by TNFD as an integrated method to assess nature-related issues, recommends analysis and evaluation based on LEAP.

### ● TNFD’s Four Pillars

Governance	Strategy	Risk and impact management	Metrics and targets
Disclose governance of nature-related dependencies, impacts, risks, and opportunities.	Disclose the impacts of nature-related dependencies, impacts, risks, and opportunities on the organization’s business model, strategy, and financial planning, where such information is material.	Describe processes used to identify, assess, prioritize, and monitor nature-related dependencies, impacts, risks, and opportunities.	Disclose metrics and targets used to assess and manage material nature-related dependencies, impacts, risks, and opportunities.

Source: “Recommendations of the Taskforce on Nature-related Financial Disclosures”

### ● LEAP Approach Overview



Scoping	Select the scope for evaluation
Locate	Discover points of contact with nature
Evaluate	Diagnose dependencies and impacts on nature
Assess	Assess nature-related risks and opportunities
Prepare	Prepare to address nature-related risks and opportunities

# Overview of Initiatives Based on the Four Pillars

## Governance

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### Structure

To promote responses to social issues, the Company has appointed the President and CEO as CSO (Chief Sustainability Officer), who leads sustainability-related initiatives across the Group. In addition, the Sustainability Committee, whose core members include the heads of departments related to sustainability, deliberates and determines directions for important sustainability issues such as decarbonization, natural capital, and biodiversity. Working groups and similar bodies are established under the Committee to examine measures for particularly important issues and to advance initiatives.

▶ [Find out more about "Overall Sustainability Governance"](#)

## Strategy

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### Understanding Dependencies and Impacts on Natural Capital

In conducting business activities, our Company affects the natural environment through store construction and operations, while also relying on natural resources such as timber, water, and other raw materials in the development and sale of products. These business activities are heavily dependent on the rich blessings of the Earth, and without biodiversity, our business itself would not be sustainable.

Throughout the entire value chain—from raw material procurement, product manufacturing, and distribution to store operations—we identify dependencies and impacts on natural capital and promote initiatives for its conservation and regeneration (see “Analysis of Dependencies and Impacts Across the Group’s Businesses” below for details). At the raw material procurement stage in particular, we are strongly dependent on natural capital within the value chain, so we have established the Lawson Group Procurement Policy\*4. Under this policy, we are working on the development and sale of products using certified materials that consider biodiversity, responsible use of resources, and waste reduction.

Going forward, we will continue to actively pursue initiatives to achieve nature-positive outcomes\*5—halting and reversing biodiversity loss to put ecosystems on a path to recovery.

\*4 [Find out more about "Lawson Group Procurement Policy"](#)

\*5 Nature-positive outcomes: Halting and reversing biodiversity loss to place nature on a recovery trajectory.

# Risk Management

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## Management Structure

To identify risks that significantly affect business management, analyze their potential impacts, and take appropriate responses according to risk characteristics, the Company has established a Company-wide Compliance and Risk Management Committee under the CRO (Chief Compliance and Risk Officer). This committee annually identifies risks associated with business activities and creates risk scenarios, including those related to climate change, biodiversity, human rights, and other social issues. Each risk scenario is assessed based on impact level and frequency of occurrence. Those deemed to have the potential for significant impact on financial conditions, business performance, cash flow, or strategy are designated as material risks, and we take measures to prevent their occurrence or mitigate damage if they arise.

▶ [Find out more about "Company-wide Risk Management Structure"](#)

# Metrics and Targets

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## Environmental Vision

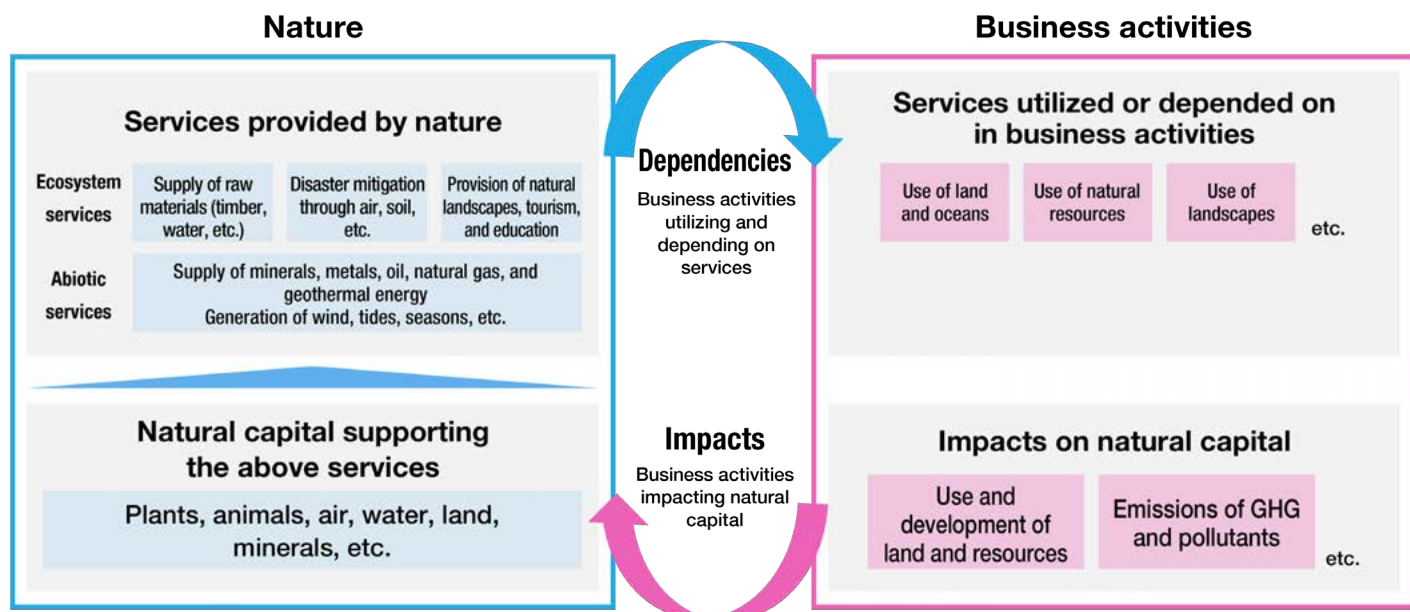
Targeting 2025, the Company's 50th anniversary, and 2030, the SDGs milestone year, we have established social and environmental goals (KPIs) and are working diligently toward their achievement. As an additional long-term goal, we formulated the Environmental Vision "Lawson Blue Challenge 2050!"<sup>\*6</sup> to help build a carbon-free society by 2050 and pass on a blue, abundant global environment to the future. We are advancing initiatives to address environmental challenges such as reducing CO2 emissions, reducing food loss and waste, and reducing use of plastic in containers and packaging and plastic shopping bags, while striving to achieve the targets for 2025, 2030, and 2050.

<sup>\*6</sup> [Find out more about the Environmental Vision "Lawson Blue Challenge 2050!"](#)

# Analysis of Dependencies and Impacts Across the Group's Businesses

We conducted an analysis of how the Group's businesses and value chain interact with nature. For example, when manufacturing rice balls sold in stores, raw materials such as rice and fillings benefit from various ecosystem services. On the other hand, the manufacturing process consumes energy and emits GHGs (greenhouse gases), thereby impacting the natural environment.

## Relationship Between Nature and Business Activities



Accordingly, we analyzed the Group's dependencies and impacts on natural capital within its business sectors using ENCORE\*7. The analysis covers direct operations and the upstream and downstream segments of the value chain across the five business segments operated by the Group: Domestic Convenience Store Business, Supermarket Business, Entertainment-related Business, Financial-related Business, and Overseas Business.

\*7 ENCORE is a tool for identifying the degree of dependency and impact on natural capital by sector and production process, based on industry classifications.

## Business Segments and Industry Classifications

Business segment	Direct operations														Value chain					
	Agricultural production	Livestock production	Fishery production	Agricultural processing	Meat processing	Fish processing	Oil and fat manufacturing	Dairy product manufacturing	Flour milling	Other food manufacturing	Beverage manufacturing	Tobacco production	Spinning	Apparel manufacturing	Construction	Retail sales	Transportation	Warehousing	Entertainment	Financial services
Domestic convenience store business (LAWSON, NATURAL LAWSON, LAWSON STORE100, etc.)	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○		
Supermarket business (Seijo Ishii)	○	○	○	○	○	○	○	○	○	○				○	○	○				
Entertainment-related business (Lawson Entertainment, Lawson United Cinema)																			○	
Financial-related business (Lawson Bank)																				○
Overseas business (China, Thailand, Indonesia, Philippines, Hawaii)	○	○	○	○	○	○	○	○	○	○	○				○	○	○			

First, we organized the industry classifications relevant to direct operations and value chains in each business sector of the Group. Using ENCORE, we evaluated the degree of dependency and impact on natural capital within these classifications on a five-point scale from "Very High (VH)=5" to "Very Low (VL)=1" and calculated the average scores.

## ● Evaluation of Dependencies and Impacts by Industry Classification

### Dependencies

### Impacts

	Climate regulation	Air purification	Raw material supply	Water (supply)	Environmental preparation for raw material production	Reduction of adverse impacts on biodiversity	GHG emissions	Air pollution	Solid waste	Raw material supply	Water (use)	Direct adverse impacts on biodiversity
Agricultural production	Very High (VH)	Medium (M)	Very High (VH)	High (H)	Very High (VH)	High (H)	Medium (M)	High (H)	Medium (M)	Medium (M)	High (H)	Medium (M)
Livestock production	Medium (M)	Medium (M)	High (H)	High (H)	Medium (M)	High (H)	Medium (M)	High (H)	Medium (M)	Medium (M)	High (H)	Medium (M)
Fishery production	Medium (M)	Low (L)	Very High (VH)	High (H)	Very High (VH)	High (H)	Medium (M)	High (H)	Medium (M)	Very High (VH)	Medium (M)	Medium (M)
Agricultural processing	Medium (M)	Low (L)	Medium (M)	High (H)	Low (L)	Medium (M)	Low (L)	Medium (M)	Medium (M)	Low (L)	Medium (M)	Medium (M)
Meat processing	Medium (M)	Medium (M)	Medium (M)	High (H)	Low (L)	Medium (M)	Medium (M)	Medium (M)	Medium (M)	Medium (M)	Medium (M)	Medium (M)
Fish processing	Medium (M)	Low (L)	Medium (M)	High (H)	Low (L)	Medium (M)	Low (L)	Medium (M)	Medium (M)	Medium (M)	Medium (M)	Medium (M)
Oil and fat manufacturing	Low (L)	Low (L)	Medium (M)	High (H)	Low (L)	Medium (M)	Low (L)	Medium (M)	Medium (M)	Medium (M)	Medium (M)	Medium (M)
Dairy product manufacturing	Low (L)	Low (L)	Medium (M)	High (H)	Low (L)	Medium (M)	Low (L)	Medium (M)	Medium (M)	Medium (M)	Medium (M)	Medium (M)
Flour milling	Low (L)	Low (L)	Medium (M)	High (H)	Low (L)	Medium (M)	Low (L)	Medium (M)	Medium (M)	Medium (M)	Medium (M)	Medium (M)
Other food manufacturing	Low (L)	Low (L)	Medium (M)	High (H)	Low (L)	Medium (M)	Low (L)	Medium (M)	Medium (M)	Medium (M)	Medium (M)	Medium (M)
Beverage manufacturing	Low (L)	Medium (M)	Medium (M)	High (H)	Low (L)	Medium (M)	Low (L)	Medium (M)	Medium (M)	Medium (M)	Medium (M)	Low (L)
Tobacco production	Low (L)	Medium (M)	Medium (M)	High (H)	Low (L)	Medium (M)	Low (L)	Medium (M)	Medium (M)	Medium (M)	Medium (M)	Medium (M)
Spinning	Low (L)	Low (L)	Medium (M)	High (H)	Low (L)	Medium (M)	Low (L)	Medium (M)	Medium (M)	Medium (M)	Medium (M)	Medium (M)
Apparel manufacturing	Low (L)	Low (L)	Medium (M)	High (H)	Low (L)	Medium (M)	Low (L)	Medium (M)	Medium (M)	Medium (M)	Medium (M)	Medium (M)
Construction	Low (L)	Low (L)	Medium (M)	High (H)	High (H)	High (H)	Medium (M)	Medium (M)	Medium (M)	Low (L)	High (H)	Very High (VH)
Retail sales	Low (L)	Low (L)	Medium (M)	High (H)	High (H)	High (H)	Medium (M)	Medium (M)	Medium (M)	Medium (M)	Medium (M)	Low (L)
Transportation	Low (L)	Low (L)	Medium (M)	High (H)	Low (L)	Medium (M)	High (H)	Medium (M)	Medium (M)	Medium (M)	Low (L)	Very High (VH)
Warehousing	Low (L)	Low (L)	Medium (M)	High (H)	Low (L)	Medium (M)	Low (L)	Medium (M)	Medium (M)	Medium (M)	Low (L)	Low (L)
Entertainment	Low (L)	Medium (M)	Medium (M)	Low (L)	Low (L)	Medium (M)	Low (L)	Medium (M)	Medium (M)	Medium (M)	Low (L)	Low (L)
Financial services	Low (L)	Medium (M)	Medium (M)	Low (L)	Low (L)	Medium (M)	Low (L)	Medium (M)	Medium (M)	Medium (M)	Low (L)	Low (L)

Very High (VH) High (H) Medium (M) Low (L) Very Low (VL) N/A (N)

The analysis revealed that across the Group's businesses, dependencies are particularly high on raw material supply such as agricultural, livestock, and fishery production; water (supply); and environmental maintenance for raw material production such as soil retention. On the other hand, impacts are particularly high in solid waste derived from fertilizers and feed used in agricultural, livestock, and fishery production, raw material supply; water (use); direct adverse impacts on biodiversity caused by store construction, transportation, noise, and light; and GHG emissions.

## ● Examples of Major Dependencies and Impacts in Group Businesses

	Evaluation Items	Main Examples in the Group
Dependencies	Raw material supply	Production of ingredients for products (such as boxed meals and rice balls)
	Water (supply)	Use in the production process of raw materials and in stores
	Environmental maintenance for raw material production, such as soil retention	During the production process of raw materials
Impacts	Raw material supply	Use of resources in raw material procurement
	Water (use)	Use in raw material and product manufacturing, and in stores
	Direct adverse impacts on biodiversity, such as noise and light	Land development and store construction
	GHG emissions	Use of electricity in stores, raw material procurement, use of trucks for product distribution, etc.
	Emissions of waste and pollutants	Food waste, air pollutants from transportation

# Identification of Raw Materials with High Dependence on and Impact to Natural Capital

Across all Group businesses, we have identified that dependence on and impact to natural capital are particularly high in the agricultural, livestock, and fishery production associated with the Group’s main products and services. Among agricultural, livestock, and fishery products, we have compiled a list of raw materials with particularly high impact on natural capital\*8. Within this list, coffee beans have been selected for further in-depth analysis, given the Group’s large handling volume.

## ● List of Raw Materials with High Impact on Natural Capital

Beef	Cocoa	Coffee beans	Cotton	Dairy products	Marine products
Corn	Palm oil	Pork	Potatoes	Chicken	Rice
Soy	Sugarcane	Timber	Tobacco	Wheat	Others

\*8 A framework called “SBTs for Nature” has been published which sets targets in the field of nature. As of July 2024, more than 30 items are covered.

## Analysis of the Coffee Value Chain

### Evaluation of Dependencies and Impacts

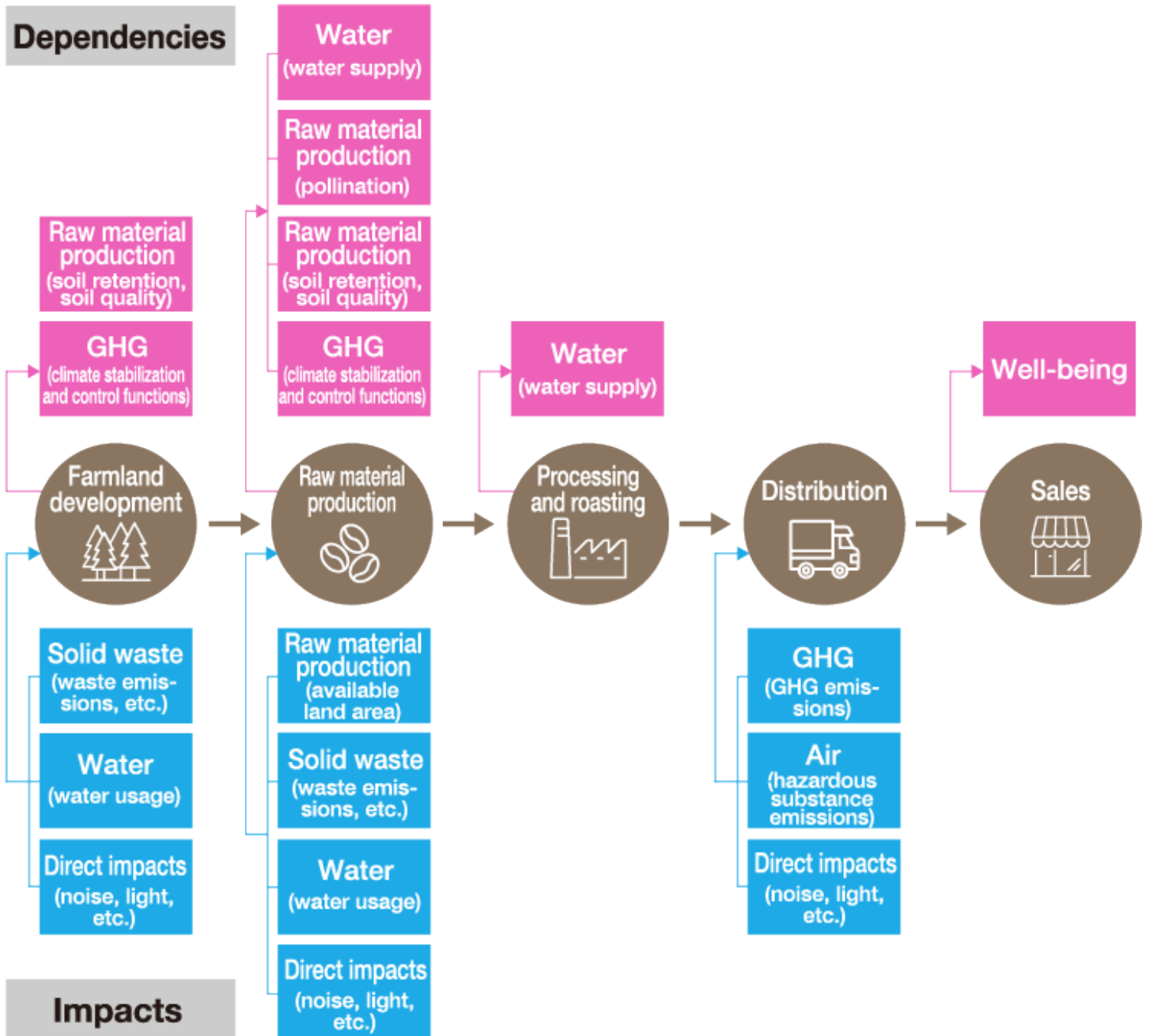
The coffee value chain was broken down into land development, raw material production, processing and roasting, distribution, and sales, and the relationships of dependencies and impacts were clarified.

It was found that in the upstream stages of land development and raw material production, the degree of dependence on and impact to nature is particularly high. Dependencies are high on GHG (functions for stable and regulated climate) and water supply. On the other hand, impacts are high for solid waste (waste emissions), direct adverse impacts on biodiversity (noise and light), and water use. Since the evaluation by ENCORE is based on general figures, some qualitative assessments have been conducted in light of the characteristics of the Group’s value chain, and the results are reflected in the table below.

## ● Relationship Between Coffee Value Chain and Nature

Classification	Dependency /Impact	Farmland development	Raw material production	Processing and roasting	Distribution	Sales
GHG (emissions) (climate regulation)	Impacts	Medium (M)	Medium (M)	Low (L)	High (H)	Medium (M)
	Dependencies	Very High (VH)	Very High (VH)	Very Low (VL)	Low (L)	Very Low (VL)
Air (emissions) (purification)	Impacts	Low (L)	Medium (M)	Low (L)	High (H)	Medium (M)
	Dependencies	Very Low (VL)	Medium (M)	Very Low (VL)	Very Low (VL)	Very Low (VL)
Solid waste	Impacts	High (H)	High (H)	Medium (M)	Low (L)	Very Low (VL)
	Dependencies	N/A (N)	Medium (M)	Medium (M)	N/A (N)	N/A (N)
Raw material supply	Impacts	N/A (N)	N/A (N)	N/A (N)	N/A (N)	N/A (N)
	Dependencies	N/A (N)	Very High (VH)	N/A (N)	N/A (N)	N/A (N)
Water (use) (supply)	Impacts	Very High (VH)	High (H)	Medium (M)	Low (L)	Low (L)
	Dependencies	Medium (M)	Very High (VH)	Very High (VH)	Low (L)	Very Low (VL)
Environmental preparation for raw material production	Impacts	Low (L)	High (H)	N/A (N)	Medium (M)	Low (L)
	Dependencies	High (H)	Very High (VH)	Very Low (VL)	Very Low (VL)	Very Low (VL)
Direct adverse impacts on biodiversity	Impacts	Very High (VH)	High (H)	Medium (M)	High (H)	Very Low (VL)
	Dependencies	Very Low (VL)	N/A (N)	N/A (N)	N/A (N)	N/A (N)
well-being	Dependencies	N/A (N)	N/A (N)	N/A (N)	N/A (N)	Very High (VH)

Very High (VH) High (H) Medium (M) Low (L) Very Low (VL) N/A (N)



## Management of Risks and Opportunities

The risks and opportunities in the Group's businesses are greatly influenced by the relationship of dependence and impact on nature. Ahead of our scheduled scenario analysis, we organized risks and opportunities expected in the coffee value chain using sector-specific guidance based on the TNFD recommendations.

### ● Management of Risks and Opportunities in the Coffee Value Chain

Risks/Opportunities	Category	Examples of Major Expected Risks and Opportunities
Physical risks	Acute	Decreased harvest yields and increased procurement costs due to rising temperatures
		Decreased harvest yields and increased procurement costs due to water shortages and droughts
		Decreased harvest yields and increased procurement costs due to natural disasters
	Chronic	Increased burden of changing procurement sources due to changes in suitable cultivation areas caused by rising average temperatures
		Increased costs for machine or manual pollination due to decline in natural pollinators
Transition risks	Policy/Legal	Increased costs for compliance due to stricter GHG emission regulations
		Increased costs for compliance due to stricter regulations related to natural capital
	Technology	Increased costs for shifting to agricultural practices with lower environmental impact
		Increased costs for transitioning to systems that reduce food waste generation
	Market/Reputation	Decline in brand image due to delays in addressing environmental considerations in raw material procurement
Decline in brand image due to delays in addressing food waste reduction		
Opportunities	Resource efficiency	Reduced water use through the introduction of water-saving and recycling technologies
		Reduced energy consumption through efficiency and optimization of distribution
	Products/Services	Increased sales from offering more sustainably certified food and agricultural products, in line with changes in consumer lifestyles and preferences
		Increased revenue through reuse of food loss and waste
	Reputation	Enhanced brand image through the development of environmentally conscious products and services

# Detailed Analysis of Major Risks

In the coffee value chain, dependence and impact on water resources are significant and greatly influence the risks and opportunities identified for this value chain. The severity of water risks varies significantly by region.

The Company operates an in-store freshly brewed coffee service, MACHI café, and the countries and regions from which coffee beans are procured are important areas for the Company’s business. Using the water risk assessment tool Aqueduct\*9, an analysis was conducted of the risks related to water resources at the 12 coffee farms (Sites A – L) located in Brazil, Colombia, Guatemala, and Tanzania, which are the Company’s main coffee bean procurement sources.

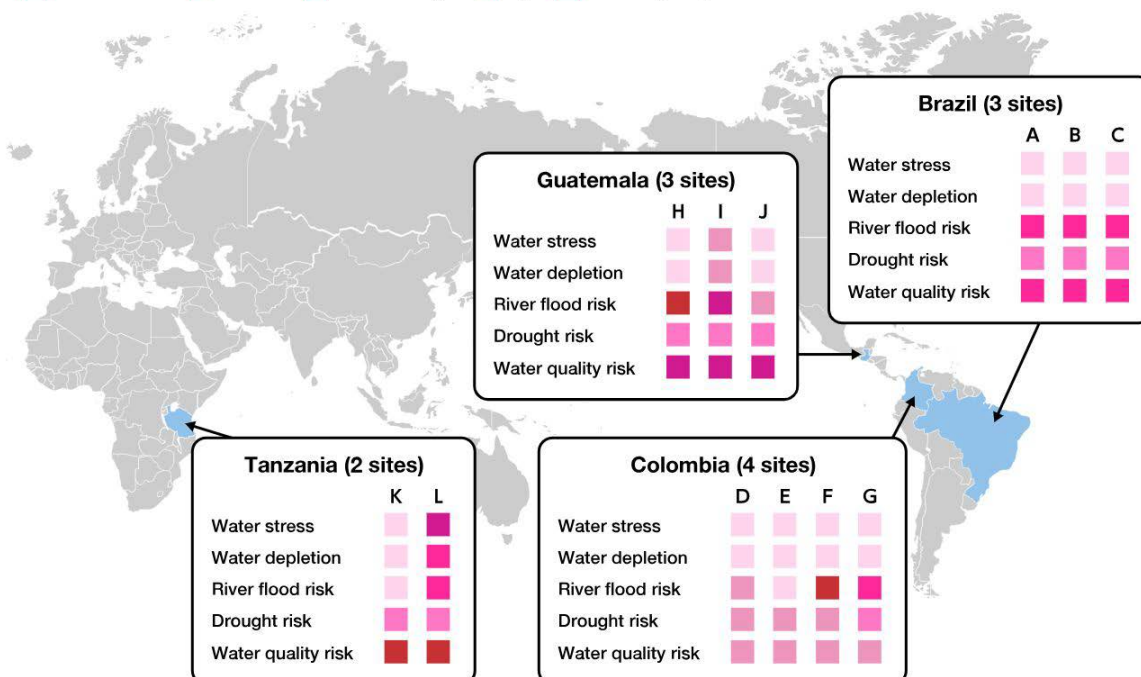
\*9 A water risk analysis tool provided by WRI (World Resources Institute). Based on location data, it evaluates the specified types of risk at the given site on a six-level scale from Low to Extremely High.

## Types of Water Risks Analyzed

Risk type	Description
Water stress	Risk calculated based on total water demand, representing the absolute volume of water withdrawn
Water depletion	Ratio of consumption to available supply
Flood risk	Annual average number of people affected, calculated from both flood likelihood and estimated affected population
Drought risk	Annual average scale of people affected, calculated from both drought likelihood and estimated affected population
Water quality risk	Assessed based on an integrated evaluation of two indicators <ul style="list-style-type: none"> <li>• Untreated connected wastewater Proportion of wastewater connected to sewage systems that undergo only primary treatment</li> <li>• Coastal eutrophication potential Potential for large-scale algae blooms along coasts. Calculated based on current nitrogen, phosphorus, and silica concentrations in rivers</li> </ul>

## Water Risk Analysis by Site

Low Low - Medium Medium Medium - High High Extremely - High



## Management of Major Risks

### Collaboration with Coffee Farms

Since its launch in 2011, our in-store freshly brewed coffee service, MACHI café, has worked to improve the human rights of producers and workers, adopted farming methods aimed at conserving natural capital and biodiversity, and used coffee beans from Rainforest Alliance Certified farms\*10 that comply with the Rainforest Alliance Sustainable Agriculture Standard. Each year, we have increased the proportion of certified farm beans, and in 2015 we achieved 100%\*11 use of certified beans for coffee and café latte (hot and iced), a practice that continues today.

We also designate farms and production regions and build medium- to long-term trading relationships to secure farms' economic stability, while providing support for human rights and biodiversity conservation efforts.



\*10 [Find out more about "ra.org/ja" \(external link\)](http://ra.org/ja)

[Find out more about initiatives related to "Rainforest Alliance Certification"](#)

\*11 Mocha Blend is not of the scope.

#### ● Main Initiatives in Line with Rainforest Alliance Sustainable Agriculture Standard Farm Requirements

Item		Content
Respect for human rights		Implement an assess-and-address system for child labor, forced labor, discrimination, workplace violence, and harassment, with risk assessments, grievance mechanisms, and mitigation plans.
		Establishment of systems to promote gender equality and women's empowerment
		Setting guidelines to guarantee minimum wages for farm workers
		Setting guidelines on labor conditions (working hours, leave, and benefits)
		Setting guidelines to protect workers' health and safety (clean toilets, safe drinking water, etc.)
Environment preservation	GHG emissions	Proper management of energy used in production and processing
	Waste	Proper management of waste to avoid risks to people and natural ecosystems
	Water risk	Proper management of wastewater from processing
		Soil management through soil evaluation at least once every three years and optimizing soil moisture
		Maintenance of riparian buffers (buffer zones between rivers and farmland)
Land use	Confirmation that natural forests and ecosystems are not converted for agricultural or other land use (since 2014)	

Our coffee value chain depends on natural capital and is supported by many stakeholders, including coffee producers.

At the same time, nearly 80% of deforestation is said to be caused by agricultural activity, and risks such as forced and child labor, overuse of resources, and improper waste management cannot be eliminated in coffee sourcing.

To avoid these issues and risks, respect human rights, and conserve the natural environment-i.e., for responsible coffee beans sourcing - we promote the use of beans from Rainforest Alliance Certified farms.

Of course, we recognize that the use of certified beans alone does not resolve all issues and risks. Beyond Rainforest Alliance certification program initiatives, we are committed to contributing to the creation of a more sustainable society through various efforts.

## Response to Water risks

In the water risk analysis by production region conducted with Aqueduct, coffee farms were identified as being particularly exposed to river flood risk and water quality risk. However, we have confirmed that Sustainable Agriculture Standard farm requirements, as well as farm-specific measures, ensure that countermeasures are in place to cover these high-risk areas.

### ● Measures against Water Risks – Rainforest Alliance Certification Requirements

Producing country	Farmlands/ Production areas	Water stress	Water depletion		River flood risk	Drought risk		Water quality risk	
Brazil	Site A				[Certification requirements] Maintenance of riparian buffer zones			[Certification requirements] Management of processing wastewater	
	Site B			Farm initiatives					Farm initiatives
	Site C		[Certification requirements] Soil management				[Certification requirements] Soil management		
Colombia	Site D								
	Site E								
	Site F								
	Site G								
Guatemala	Site H								
	Site I					Farm initiatives			
	Site J		[Certification requirements] Soil management				[Certification requirements] Soil management		
Tanzania	Site K	Farm initiatives							
	Site L							[Certification requirements] Management of processing wastewater	Farm initiatives

Low
  Low - Medium
  Medium
  Medium - High
  High
  Extremely - High

- **Water depletion:** Conducting soil assessments, optimizing soil moisture
- **River flood risk:** Maintaining riparian buffer zones (establishing buffer areas between rivers and farmland)
- **Drought risk:** Conducting soil assessments, optimizing soil moisture
- **Water quality risk:** Maintaining riparian buffer zones, inspecting and managing wastewater at discharge points after processing

## Examples of Appropriate Water Resource Use at the Ipanema Farm in Brazil

### ● Drip Irrigation Equipment

Irrigation equipment has been introduced for coffee tree cultivation, and the irrigated area has been expanding each year. By using irrigation equipment, the farm prevents the drying of coffee trees, thereby improving production efficiency and stabilizing yields. The drip irrigation system adopted at the Ipanema Farm delivers water directly to the roots of the coffee trees, making it three to four times more efficient than the pivot method, contributing to water conservation.

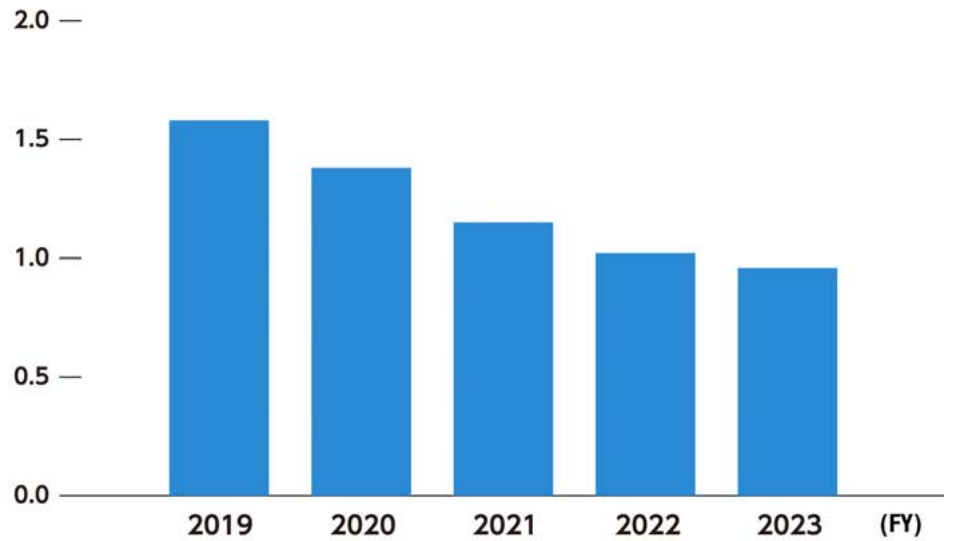
### ● Processing Equipment

In the processing stage, where coffee beans are extracted by removing pulp and other components from the cherries, large amounts of water are used for washing after harvest, sorting by water flotation, and fermentation to remove the mucilage surrounding the beans. At the Ipanema Farm, water use in each step is monitored and adjusted to optimal levels, reducing annual water consumption in processing. In 2023, the farm reduced water use per liter of coffee cherries by about 40% compared with 2019.

### ● Drip irrigation equipment



### ● Trends in water resource usage at processing facilities (ML/L)



# Social and Environmental Measures Beyond Water Risks

## Support for Addressing Social Issues on Coffee Farms

Each farm undertakes initiatives to support workers and local communities to improve living conditions. As a company that uses coffee beans, we help enhance the sustainability of producing regions and producers by supporting these initiatives. In 2022, to mark the 10th anniversary of MACHI café, we launched the “Let’s Say Thank You to Coffee Producers Project,” and the theme “A future where everyone can easily and safely wash their hands and drink water!” was selected by our customers via voting. At the AVIV Farm in Tanzania, we installed water tanks and provided water delivery by truck, ensuring that all people involved in coffee production, including those far from wells, can access safe water. Other initiatives include donating books to orphanages to support education and making donations to farm workers.



Water tank installed at the AVIV Farm



Support for children

## Environmental Initiatives on Coffee Farms

The Ipanema Farm in Brazil was an early recipient of certifications granted to producers that take environmental considerations into account. The farm practices sustainable coffee cultivation with minimal impact on nature and people through responsible use of resources, while actively working on environmental conservation and biodiversity protection. Since 2002, the farm has planted more than 455,000 trees\*<sup>12</sup> to conserve biodiversity. It has built facilities for raising seedlings of native forests and established an environmental monitoring center to collect data on weather, forest seeds, and wildlife. In addition, the farm maintains 270 beehives to promote pollination of various native plants and enhance biodiversity.



Facility for cultivating seedlings of native forests



Beehives

\*12 Cumulative total from 2002 to 2023

## Future Promotion Plans

The Group's value chain in business activities depends heavily on natural capital at the raw material procurement stage. To address biodiversity issues related to our products, the Sustainability Committee and its working groups will continue to develop policies and advance initiatives such as risk management.

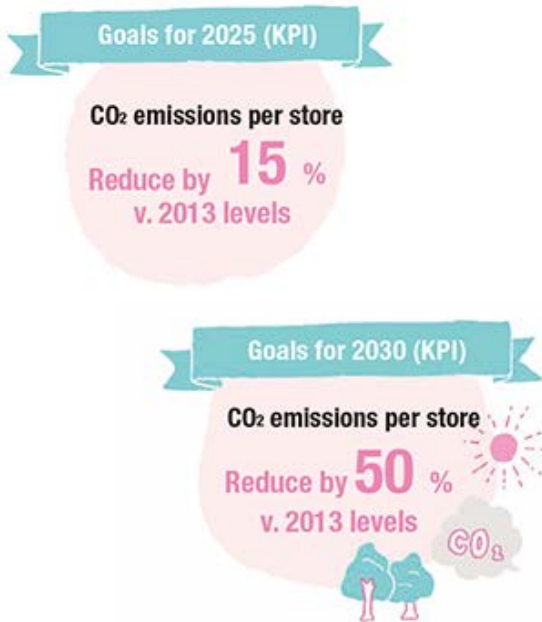
In particular, at the raw material procurement stage, we will promote the development and sale of products using certified materials that take biodiversity into account, the use of such materials in packaging, and the establishment of indicators and targets related to certified materials.

## Installation of Store Equipment to Advance Energy Conservation and Energy Creation

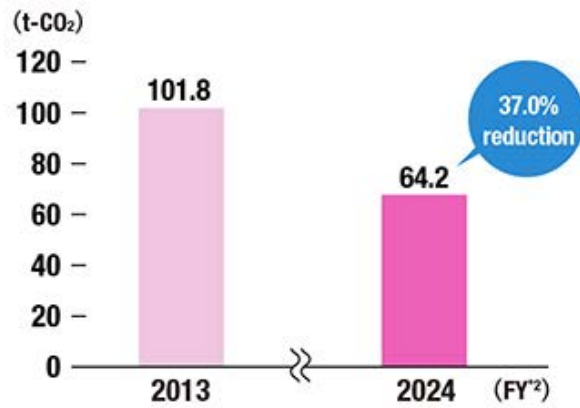
### Reduction of Per-Store CO<sub>2</sub> Emissions by 50% by Fiscal 2030

To contribute to the realization of a decarbonized society, Lawson is working to reduce electricity consumption in its stores, and has been actively taking a number of initiatives to achieve this goal, including introducing energy-saving refrigeration equipment that uses CO<sub>2</sub> as a refrigerant and solar power generation equipment.

For 2025, the 50th anniversary of our foundation, we have set targets of 15% reduction in CO<sub>2</sub> emissions per store compared to 2013 levels, and 50% reduction by 2030, the target year of the SDGs. To achieve these targets (KPIs), we will promote further efforts by combining energy saving and energy creation measures.



●CO<sub>2</sub> emissions per store<sup>\*1</sup>



Notes : \*1. As for the data used to calculate CO<sub>2</sub> emissions, the "CO<sub>2</sub> Emission Coefficients by Electric Power Company" were used.

\*2. Calculated from April 1 to March 31 of the following year to coincide with the administrative fiscal year.

# Demonstrative trial with next-generation stores for energy generation and reduction toward the future

Lawson has been opening environment-friendly model stores at various locations, introducing a variety of systems to save energy and reduce the environmental burden, such as the use of non-CFC refrigerants in refrigerators and freezers used in stores as well as the installation of solar power generation equipment. From November 2022, we began a demonstrative trial at the Kawasaki Nakajima 3-chome Store to promote the spread of next-generation stores with high energy efficiency and low environmental burden. In this demonstrative trial, the initiatives that have been implemented at environment-friendly model stores were integrated in a single store. By installing doors on approximately 80% of the store's refrigerated and frozen showcases along with solar power generation equipment, the store is designed to reduce electricity consumption by 40% and CO2 emissions by 55% compared to the reference year of 2013. By applying the know-how gained from this demonstrative trial to existing stores, we will actively promote energy saving and the reduction of environmental impact at stores.



## Initiatives at next-generation stores (an example)

### Doors installed to about 80% of the refrigerated and frozen showcases in the store LAWSON Kawasaki Nakajima 3-chome Store

Doors were installed to about 80% of the refrigerated and frozen showcases in the store.

By attaching doors to the commonly open-type refrigerated showcases and freezer flat-display showcases, we improved the entry of outside air and the leakage of cold air, thereby achieving substantial energy saving.



### Lawson Store Fully Equipped with CFC-free (CO2/HC Refrigerants-based) Refrigeration/Freezing Systems LAWSON Keio University SFC Store

All the refrigerators and freezers in the store, including refrigerated display cases, commercial refrigerators used to store products, and ice makers are all CFC-free (CO2/HC refrigerants-based), which contributes to energy saving and the improvement of global warming caused by CFCs.



**Control Store Electricity Consumption by Using Electric Vehicle (EV) as Company Car**  
**LAWSON Keio University SFC Store**

Changing the company car for the Supervisor (SV) to an EV makes it possible to create a two-way power flow between the EV and the store by only connecting the EV to the store's EV charger with no need for in-store operation. That is useful to control the store's electricity consumption.



**First convenience store** **Five-star & ZEB ratings**  
**LAWSON Kodaira Tenjin-cho 2-chome Store**

The LAWSON Kodaira Tenjin-cho 2-chome Store, an eco-friendly model store, acquired a five-star rating, the highest in the Building Energy-efficiency Labeling System (BELS), which evaluates the energy-saving performance of buildings on a five-level scale. The store also achieved “net Zero Energy Building” (ZEB), the highest of the three levels (ZEB, Nearly ZEB, and ZEB Ready) in the energy rating system for buildings. If a building has achieved net zero primary energy consumption (energy used for air-conditioning, ventilation, lighting, hot water, etc.) through the use of renewable energy, installation of highly energyefficient equipment etc., the building is given a ZEB rating.



**Using cross-laminated timber (CLT) to improve the thermal insulation performance of the building**  
**LAWSON Tatebayashi Kido-cho Store**

CLT is a wooden building material consisting of multiple layers of wood boards with orthogonally aligned wood grains, laminated together with adhesives. It has high strength and excellent heat insulation properties. It can be used in store structures and interiors to improve the insulation performance of buildings, reducing the burden on air conditioning systems.



**Introduction of Ultra Eco-Ice (thermal storage tank for refrigeration)**  
**LAWSON Tatebayashi Kido-cho Store**

Aiming to save energy through efficient operation, we introduced Ultra Eco-Ice, which operates a CO2 freezer at night when the outside temperature is low to produce ice, and uses the stored heat energy to cool cases that require refrigeration during the daytime when the outside temperature is high.



## Our building reuse initiative received the Grand Prize at the NIKKEI Decarbonization Awards 2024.

Since 2023, we have been reusing about 90% (by weight) of construction materials used in the structure and exterior walls (excluding the foundation) of closed stores. This initiative reduces CO2 emissions from material production to building completion for new stores by about 60% compared to regular stores, thereby contributing to reducing embodied carbon\*1, a global challenge.

The initiative targets stores built with the “DL-e Method,”\*2 jointly developed by Daiwa Lease Co., Ltd. and Lawson. Both companies jointly received the Grand Prize at the NIKKEI Decarbonization Awards 2024.



\*1 Embodied carbon: Refers to CO2 emissions associated with the construction, repair, and demolition of buildings. As a company that opens many stores annually, we consider reducing embodied carbon to be a crucial initiative for sustainable community (Machi) development.

\*2 DL-e method: A prefabricated construction method utilizing light-gauge steel framing, adopted for standard stores since 2013. This construction method involves assembling standardized, specified building materials on-site, featuring easy assembly and disassembly.

List of next-generation stores



**LAWSON Kawasaki Nakajima 3-chome Store**  
(Kawasaki City, Kanagawa Prefecture)

Opened in November 2022

Doors are installed onto about 80% of the refrigerated and frozen showcases in the store.



**LAWSON Keio University SFC Store**  
(Fujisawa City, Kanagawa Prefecture)

Opened September 2019

All refrigerating systems are CFC-free.



**LAWSON Tatebayashi Kido-cho Store**  
(Tatebayashi City, Gunma Prefecture)

Opened January 2018

Domestically produced cross laminated timber (CLT) is used for the structure and interior of the store.



**LAWSON Kodaira Tenjin-cho 2-chome Store**  
(Kodaira City, Tokyo)

Opened February 2017

Obtained the highest rating for energy-saving performance of the building (at the time of opening)



**LAWSON Yumesaki Smart Inter-mae Store**  
(Himeji City, Hyogo Prefecture)

Opened February 2016

Introduced the first biomass power generation system as a convenience store (removal)



**LAWSON Toyohashi Akemi Industrial Park Store**  
(Toyohashi City, Aichi Prefecture)

Opened November 2014

Dual store front glass (double skin)



**LAWSON Panasonic-mae Store  
(Moriguchi City, Osaka Prefecture)**

Opened February 2014

Introduced a solar power generation system and promoting energy management



**LAWSON Ebina Kamimaizumi 2-chome Store  
(Ebina City, Kanagawa Prefecture)**

Opened December 2012

Use of natural energy of natural light, wind, and geothermal heat (ended)



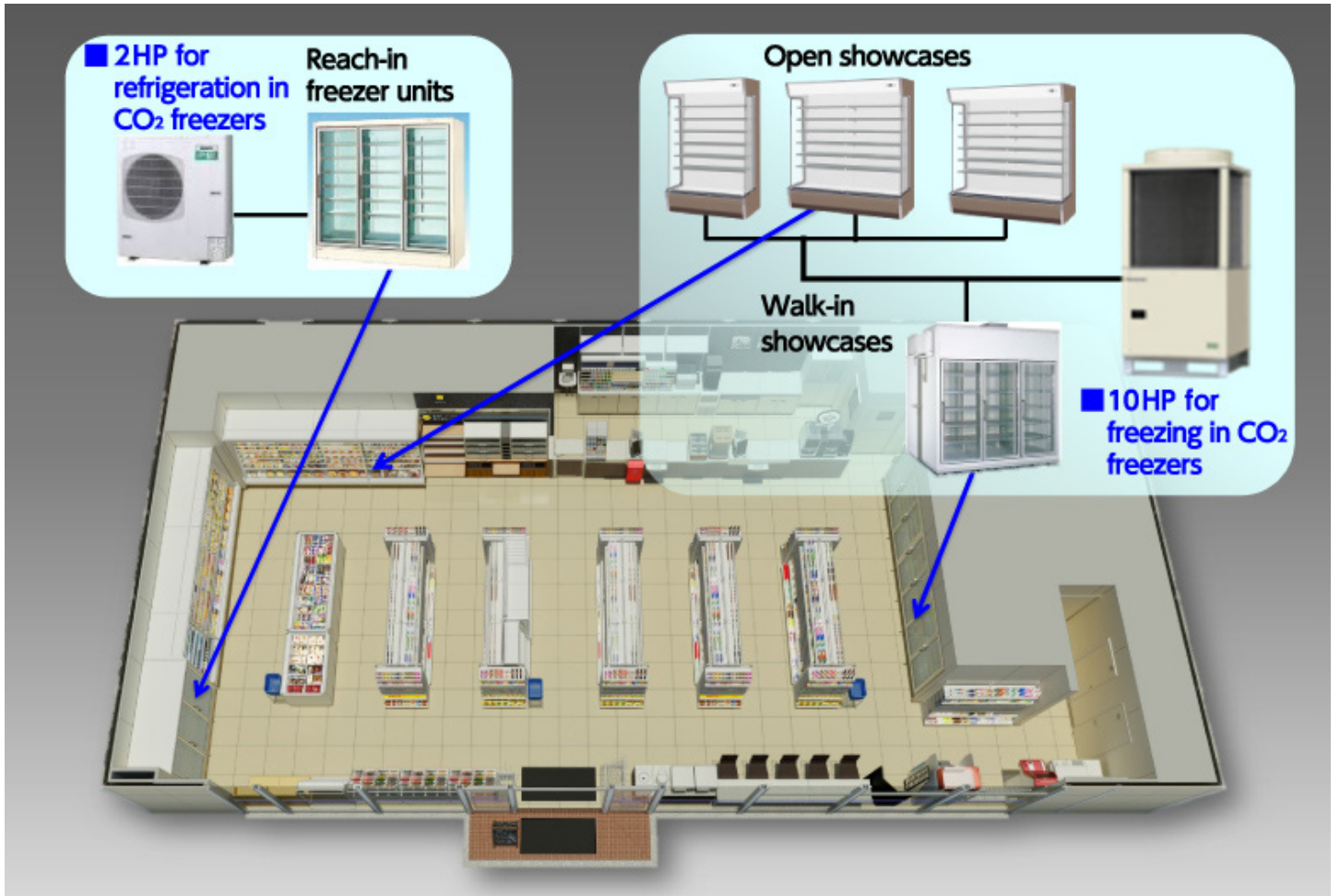
**LAWSON Kyotanabe Yamatenishi Store  
(Kyotanabe City, Kyoto Prefecture)**

Opened December 2010

Introduced CFC-free (CO2 coolant) freezing and refrigeration systems

# Store Equipment to Advance Energy Conservation and Energy Creation

## Active Introduction of Freezing and Refrigeration Systems Using CO<sub>2</sub> Coolant



Although CFCs have been actively used as coolants due to their ease of handling, laws have been tightened to regulate the use of CFCs due to their depletion of the ozone layer and their apparent impact on global warming.

Lawson was among the first to introduce non-fluorocarbon coolants utilizing naturally occurring coolants such as CO<sub>2</sub> in place of CFCs. We introduced them on a trial basis in December 2010. Having confirmed their effectiveness, we began their full-scale introduction in August 2014, and as of the end of February 2025, they have been introduced to a cumulative total of approximately 8,300 stores. Recently, about 80% of new stores and renovated stores involving refrigeration equipment replacement have introduced non-CFC refrigeration units.

Non-fluorocarbon freezing and refrigerating equipment have a lower greenhouse effect compared to conventional refrigerating equipment, so CO<sub>2</sub> emissions can be reduced by half. As this system has high energy-saving effects, it is considered as an extremely effective means both for reducing.



▲ CO<sub>2</sub> coolant freezing and refrigeration system

## Promotion of life cycle-based equipment refurbishing

Lawson promotes “life cycle-based equipment refurbishing” to create stores customers can visit with peace of mind and comfort. By replacing in-store equipment with highly energy-efficient refrigeration and air conditioning units in line with their service life, we ensure efficient maintenance, prevent equipment breakdowns, and reduce electricity consumption. We will actively promote “life cycle-based equipment refurbishing” to reduce CO<sub>2</sub> emissions and work toward a carbon-free society.

## Introduction of solar power generation systems

We are working on the introduction of solar power generation systems with the aim of spreading and expanding the use of renewable energy.

By FY 2024, we installed solar power generation systems at approximately 3,600 stores nationwide.

We will continue to actively install solar power generation systems to reduce electricity consumption and CO2 emissions.



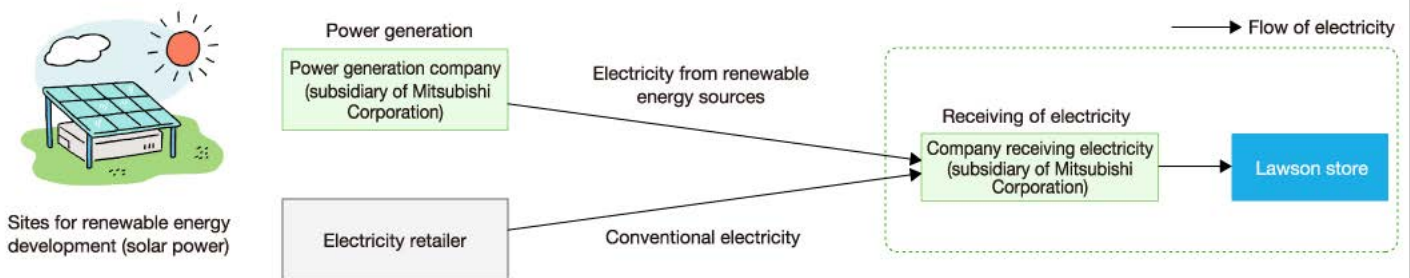
▲ Solar power generation systems

### Renewable energy supply to Lawson stores through offsite PPA\*

Lawson and Mitsubishi Corporation have agreed to collaborate on the supply of renewable energy to Lawson stores, and the new solar power generation systems established by Mitsubishi Corporation will supply renewable energy to selected Lawson stores in the Kanto-Koshin region and Gifu, Shizuoka, Aichi, and Mie prefectures.

Lawson began installing solar power generation systems in 2012. To further promote the use of renewable energy, from FY 2023 onward, we have introduced off-site PPA, which provides stores with renewable energy generated by solar power plants off the premises.

\* Power purchase agreement to construct a renewable energy power plant in a remote location and supply renewable energy power from the plant via the transmission and distribution network for a long period of time



### Participation in a Photovoltaic Power Generation Business through a Citizens' Fund

Lawson is involved in a photovoltaic power generation business called the South Shinshu Ohisama Power Station Installation Project under the auspices of a citizens' fund, the Global Warming Prevention Ohisama Fund. Power generated by solar panels installed on the rooftops of two Lawson stores in Iida City, Nagano Prefecture, by the citizens' fund with a subsidy from the Ministry of the Environment is purchased by the stores for their internal consumption. Power generation by this business is approved/authorized by the Green Energy Certification Center, and the "Environmental Value" of the generated power is represented as Renewable Energy Certificates\*.



▲ Solar power generation systems using citizen funds

\* Renewable Energy Certificate: The environmental value of power generated using sunlight, wind power, and other natural energy sources is recognized in the form of tradable certificates.

## Initiatives Implemented Through Store Operations

Lawson is promoting energy-saving initiatives to reduce electricity consumption and CO2 emissions by the stores and throughout their operations by introducing cutting-edge energy-saving equipment and installing solar power generation systems.

### Lawson's Ten Energy-Saving Rules for All Stores

We have established the Ten Energy-saving Rules to help increase the operational efficiency of refrigerators and air conditioners in stores and reduce unnecessary power use. In the course of their normal operations, stores take such measures as cleaning refrigerator and air conditioner filters and using designated air conditioner temperature settings.

Ten Energy-saving Rules	
1	Clean refrigerator and air conditioner filters once a week
2	Keep air conditioner temperature settings at 27°C in summer, 18°C in winter, and OFF in spring and autumn
3	Minimize the time for which doors to walk-in and storage freezers and refrigerators are open while moving products in and out
4	Keep the area around outdoor units of refrigerators and air conditioners neat and tidy
5	In summer, restock frozen PET bottle products and similar items from stocks that have been refrigerated
6	Restock hot drinks with products that have been stored at room temperature
7	Do not overfill storage freezers and refrigerators
8	Turn off lighting and air conditioning in back rooms and storage areas when no one is present
9	Arrange products so that they do not block the cool air on open cases
10	Minimize the number of times storage freezers and refrigerators are opened



All Lawson stores clean air conditioner filters regularly and use specific air conditioner temperature settings

● The numbers ①-⑩ in the store below indicate initiatives implemented based on the "Ten Energy-saving Rules" mentioned above.



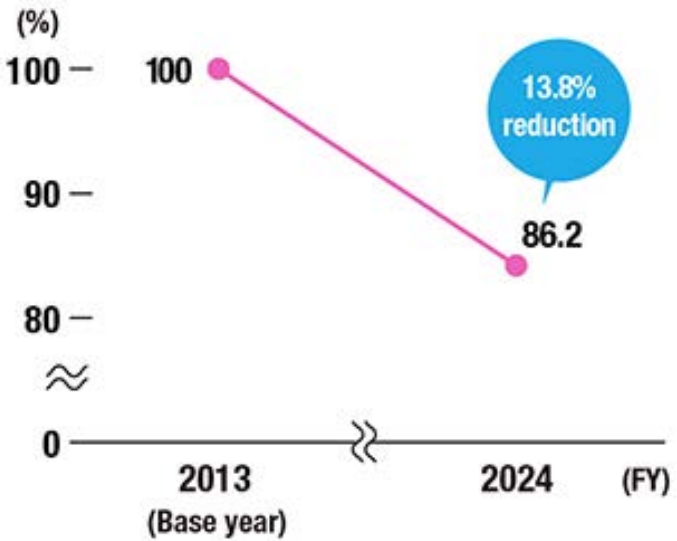
## More Efficient Distribution

Lawson seeks to reduce the environmental burden by implementing an efficient nationwide distribution network and introducing eco-friendly vehicles and facilities.

We will promote various initiatives with the aim of reducing CO2 emissions from delivery vehicles per store by 50% by 2030 compared to the 2013 level.



● CO<sub>2</sub> emission reduction rate of delivery vehicles per store



## Optimizing Delivery Frequency

We use dual cabin two-temperature controlled vehicles, which carry products managed at different temperatures, such as temperature-controlled products and chilled products,\* in a single delivery vehicle with a partition, thereby reducing vehicles that deliver to stores.

Furthermore, starting in December 2023, in order to comply with the work-style reform laws that came into effect in April 2024 and to reduce CO<sub>2</sub> emissions, we have been switching the number of deliveries of chilled and temperature-controlled products, such as lunch boxes, prepared foods, and desserts, from three to two times a day. For ambient and frozen product deliveries, we set optimized delivery schedules by day of the week, thereby reducing driving distance. Through these initiatives, the average number of vehicles delivering per store per day has been reduced from 16 in FY 1989 to 5.0 (excluding newspapers, books, magazines, and tobacco).

\* Chilled products: Rice dishes, dairy products, desserts and other items that must be kept refrigerated.

### Average Daily Deliveries Per Store



## Promoting Optimization of Store Delivery Diagrams Using AI

Lawson has been promoting efforts to reduce CO2 emissions by optimizing store delivery diagrams created using AI. We are developing a store delivery system, including data linkage with the operation management system, in which AI analyzes routes that minimize CO2 emissions and delivery costs from a combination of stores in multiple directions, enabling deliveries to be carried out based on those routes.

## Eco-Tires and Traffic Control System

### Eco-Tires

Thanks to innovations in tire shape and rubber composition, eco-tires help reduce energy loss (rolling resistance) during use and thus reduce fuel consumption. The use of eco-tires is estimated to improve per-vehicle fuel efficiency by about 4%.

### Traffic Control System

This system provides real-time information about the temperature of goods during transportation as well as about arrivals and deliveries, enabling more robust quality control. It also provides data on the ways trucks are being driven, including rapid acceleration and braking as well as speeding. We use this information to promote more efficient driving and to help prevent unnecessary idling.



Delivery truck



Eco-tire

## Eco-Friendly Driving

We train drivers to always avoid unnecessary idling and noise. Seeking to raise driver awareness, we also have a awarding system of recognition to logistics contractors that promote eco-friendly driving.



Awarding ceremony of recognition for eco-friendly drivers

### **Biodiesel fuel produced from waste oil discharged from stores is used for delivery vehicles**

In November 2023, a demonstrative trial was started at Lawson stores in Kumamoto Prefecture to collect and refine waste edible oil used for cooking fried foods, such as Kara-age Kun, and produce biodiesel fuel with a mixture ratio of 5% biofuel.

The produced biodiesel fuel is used as fuel for trucks that deliver chilled products to Lawson stores.

The trial was started with one truck, and as of the end of April 2025, two trucks are in use in Kumamoto Prefecture. One vehicle was introduced in Shiga Prefecture in January 2025, bringing the total to three.

This initiative is expected to reduce CO2 emissions per delivery truck by approximately 1.66 tons per year.



### **A Trial of a Hydrogen-powered Fuel Cell FC Light-duty Trucks**

In July 2021, we started a trial of a hydrogen-fueled fuel cell light-duty truck at our distribution center in Ota Ward, Tokyo, with the aim of contributing to creating a sustainable society that responds to the need to curb global warming and diversify energy sources. A pilot test using this truck was conducted to deliver boxed meals and rice balls to approximately 20 Lawson stores in Tokyo.



Furthermore, to help realize a sustainable society by addressing global warming mitigation and energy diversification, we began introducing hydrogen-fueled fuel cell light-duty trucks jointly developed by Toyota Motor Corporation and Isuzu Motors Limited in May 2023. To date, we have introduced a total of seven trucks: two at the distribution center in Motomiya City, Fukushima Prefecture; two at the distribution center in Ota Ward, Tokyo; two at the distribution center in Hachioji City, Tokyo; and one at the distribution center in Fukuoka City, Fukuoka Prefecture. We will be making efforts to reduce our CO2 emissions from delivery by gradually expanding the areas where fuel cell light-duty trucks are used to deliver products.

## Reducing Plastic Shopping Bag

### Reducing Unnecessary Plastic Shopping Bag Use

Plastic is a convenient material for our daily lives, but it also causes environmental problems due to plastic waste. Lawson is working to reduce the use of plastic bags, bottles, and containers to address this problem.

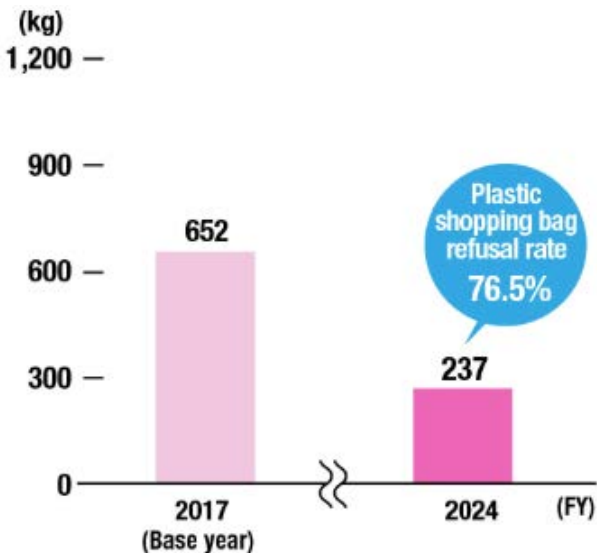
With regard to plastic shopping bags, we are promoting various initiatives, such as charging for plastic shopping bags, promoting the use of reusable shopping bags, and using plant-derived materials, with the aim of achieving our 2030 target of completely phasing out plastic shopping bags.



Effective July 1, 2020, it is mandatory for stores to charge for plastic shopping bags as part of preserving the global environment. Lawson strives to reduce plastic use by charging for plastic shopping bags and using plastic containing plant-derived materials by 30% in response to this movement.

Also, we have promoted the use of portable and reusable shopping bags since 2007. As a result of these efforts, the shopping bag refusal rate at the end of February 2025 reached 76.5%. We donated rice to the Japan Food Bank Promotion Group using a portion of the proceeds from the plastic shopping bags sold at our company-operated stores. The donated rice will be provided to families in need of food aid as part of our efforts to support children's diets.

● Weight of plastic shopping bags consumed per store  
(Excluding the data on LAWSON STORE 100)



▲ A plastic shopping bag reduction campaign poster posted in the stores (Japan Franchise Association poster for member convenience stores)

## Reduction of Plastic Use for Packaging



In order to reduce plastic while ensuring the taste and quality of our original products, we are working to change plastic containers and packaging to paper or make them thinner. We have already achieved ahead of schedule our target of reducing the weight of plastic containers and packaging used in original products by 30% compared to 2017 levels by 2030. Going forward, we will focus on using environmentally friendly materials in our original products.

## Some of the Things We Have Done to Reduce the Use of Plastic

### ■ Initiatives of MACHI café

Since 2019, MACHI café iced drink cups have been replaced with paper cups, and a new top lid has been introduced to enable drinking without using a straw, thereby achieving a cumulative reduction of plastic use by approximately 3,220 tons.

Since November 2023, the S-size and M-size plastic top lids for iced drinks have been changed to ones that use approximately 0.4 grams less plastic than before.

We are gradually expanding the use of this top lid nationwide, thereby expecting the annual reduction of plastic use by approximately 48 tons.

Since June 2023, we have also been conducting a demonstrative trial at Green Lawson to change the plastic top lid used for hot coffee S-size to a paper lid.



▲ Reduced plastic use in the S-size and M-size top lids for iced drinks

### ■ PET bottles of original beverages made from 100% recycled materials

In 2022, we changed the labels of six original PET bottle beverages from those covering the entire bottle to half-size labels, thereby achieving an annual reduction of plastic use by approximately 100 tons.

Furthermore, starting November 2023, we gradually replaced eight original PET bottle beverages to those made from 100% recycled materials.

We expect to achieve an annual reduction of plastic use by approximately 3,355 tons.



Left: Green tea\*, right: Rooibos tea

\* Excluding green tea sold in Okinawa Prefecture

#### ■Adoption of environmentally friendly labels for NATURAL LAWSON “NL Natural Water”

Starting in June 2025, NATURAL LAWSON stores began selling “NL Natural Water,” which uses a label made of the same material as the PET bottle and is designed so that even if the label is not removed, it does not hinder the recycling process.



#### ■Replaced boxed meal containers for Machikado Chubo in-store kitchens with FSC®-certified paper cartons

Since January 2021, we have gradually replaced containers for rice bowls with paper cartons (with a plastic lid) in Machikado Chubo in-store kitchens.

Since November 2023, we have been using FSC®-certified paper cartons based on the principles and standards of responsible forest management in consideration of sustainable forest use and conservation.



#### ■Switching the top lid of salad containers to a peel-off type

In May 2023, we switched the top lid of some salad containers to a peel-off type in Lawson stores throughout Japan (except for Okinawa Prefecture). We estimate this will reduce our plastic use by approximately 100 tons and CO2 emissions by approximately 160 tons in a year. We used to use fitting-type lids (where the container and lid fit together) for salad containers and fixed the lids with tape to prevent them from falling off. By switching the top lid of salad containers to a peel-off type, we can reduce plastic use for the lids and tape, which leads to a reduction of CO2 emissions. We also used to attach paper labels indicating the product name and raw ingredients to products. Introduction of technology to directly print necessary information on the packaging material eliminated the need for these labels, which saves resources.



#### ■Switching pasta containers to paper

Since 2021, we have been switching some pasta containers which are made from plastic to paper.

By switching the material of containers, we estimate reduction of plastic use by approximately 237 tons annually.



The photo is for illustrative purposes.

#### ■Adoption of plastic spoons and forks with holes

In accordance with the Plastic Resource Circulation Act, which went into effect on April 1, 2022, we have successively introduced spoons and forks with holes in the handles and shorter lengths, thereby reducing the amount of plastic used.

We have also provided wooden spoons from January 2023 in all areas so that customers can choose them as an alternative option.



### ■Use of paper chopstick bags

Since April 2024, at LAWSON stores in the Tohoku and Kanto regions (approximately 5,800 stores), and from December of the same year at NATURAL LAWSON stores (about 130 stores), the material of chopstick bags has been changed from plastic to paper.

We expect to achieve an annual reduction of plastic use by approximately 45 tons.



### ■NATURAL LAWSON's refill station

To reduce plastic usage, some of the Natural Lawson stores are carrying out a trial as a refill station so that customers can buy what they want by amount.

Liquid detergents, personal care products, such as shampoo and conditioner,\* are available.

\* Product may differ depending on the store.



## For a More Sustainable Society: Development and Sale of Products Using Certified Raw Materials

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The Lawson Group carries out its daily business activities by harnessing the blessings provided by the abundant natural environment. However, in recent years, the global environment has been facing major problems such as the depletion of natural resources and a crisis in biodiversity, which has an increasing chance of impacting the business activities of the Lawson Group. In order to pass on the blessings of our abundant planet to future generations, the Lawson Group is promoting the development and sale of products using certified raw materials that take biodiversity and other factors into consideration as well as the use of such materials in accordance with the [Lawson Group Procurement Policy](#).

### List of certifications

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#### Rainforest Alliance Certification

The Rainforest Alliance Certification is obtained by farms that meet the requirements of the Rainforest Alliance Sustainable Agriculture Standard, including efforts to improve the human rights of producers and workers and to implement farming methods that respect natural resources and the environment. Our MACHI café, Lawson's in-store freshly brewed coffee service, and Ecuadorian "Tanabe Farm Bananas" use crops grown on Rainforest Alliance Certified farms.



The Rainforest Alliance is an international nonprofit organization that leverages the power of society and markets to protect the natural environment and improve the livelihoods of producers and people living in forest regions, helping to create a more sustainable world.

Founded in 1987, the Rainforest Alliance is an international nonprofit organization that works toward a world where people and nature thrive in harmony.

Rainforest Alliance Certification signifies that producers are following more sustainable farming methods that protect ecosystems of flora and fauna, improve livelihoods, promote human rights for farm workers, and help mitigate and adapt to the climate crisis.

### Examples of sustainable practices pursued by Rainforest Alliance Certified farms (excerpt)

#### ● Farming

- Improving farm resilience through climate change adaptation and other measures
- Maintaining and enhancing soil, water sources, and other natural ecosystems
- Optimizing crop productivity, input efficiency, and profitability
- Reducing environmental and health risks posed by pesticides

#### ● Society

- Assessing, preventing, and addressing child labor, forced labor, discrimination, and harassment
- Respecting various human rights of agricultural producers, farm workers, and communities
- Ensuring healthy and safe living and working conditions for farm workers and their families
- Improving livelihoods for farmer, farm workers, and their families

#### ● Environment

- Effectively protecting and restoring forests and other natural ecosystems
- Maintaining and enhancing natural vegetation on farms
- Strengthening the protection of wildlife and biodiversity
- Reducing pollution from wastewater and waste
- Reducing GHG (greenhouse gas) emissions from farming operations

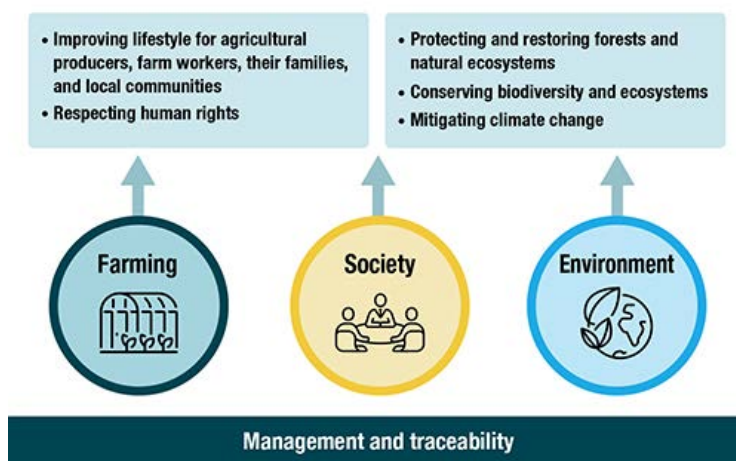
### Overview of Farm Requirements under the Sustainable Agriculture Standard

1.	Management
2.	Traceability
3.	Shared responsibility and income
4.	Farming
5.	Society
6.	Environment

Source: Created based on excerpts from the Rainforest Alliance Sustainable Agriculture Standard, Farm Requirements (v1.3)

► [Find out more about "ra.org/ja"](https://ra.org/ja) (external link)

### Overview of Farm Requirements under the Sustainable Agriculture Standard



## MACHI café

MACHI café, Lawson's in-store freshly brewed coffee service, created with the idea that "your communities (Machi) can become a café, anywhere." To contribute to the happiness of communities (Machi) around the world, we have continued to use coffee beans sourced from Rainforest Alliance Certified farms for more than ten years since the brand's launch.

"MACHI café" coffee beans are sourced exclusively from Rainforest Alliance Certified farms.\*

\* Mocha Blend is not of the scope.



MACHI café, Lawson's in-store freshly brewed coffee service

► [Find out more about our MACHI café initiatives](#)

## Tanabe Farm Bananas

“Tanabe Farm Bananas,” grown in Ecuador, South America, are sold in stores nationwide.

Tanabe Farm has obtained Rainforest Alliance Certification and cultivates bananas through a nature-friendly cyclical farming method that emphasizes soil and water.

Typically, herbicides are used in banana cultivation, but at Tanabe Farm, no herbicides are applied, allowing undergrowth to thrive beneath the banana trees and forming a forest.

The farm also avoids chemical fertilizers and instead creates homemade compost from non-standard bananas, returning it to the soil as organic fertilizer to enrich the soil.

Furthermore, by using bamboo supports for the banana plants, the farm reduces plastic use and promotes environmentally conscious cultivation.



The item shown is sold individually.



Farms with abundant undergrowth



Use of bamboo supports for the banana plants to reduce plastic

### ● Initiatives at Tanabe Farm

- No chemical fertilizers or herbicides
- Creation of homemade organic fertilizer from non-standard bananas for nutrient-rich soil
- Plastic reduction efforts through bamboo supports
- Bananas grown using clean water from on-site wells

## FSC® Certification

FSC® certification is a scheme to provide products that come from responsibly managed forests that provide environmental, social, and economic benefits to consumers in a visible form and return economic profit to the producers.

For our original paper cups and paper rolls used at cash registers, we use FSC®-certified products, which are made from timber from properly managed forests and other raw materials from controlled sources.



The mark of  
responsible forestry



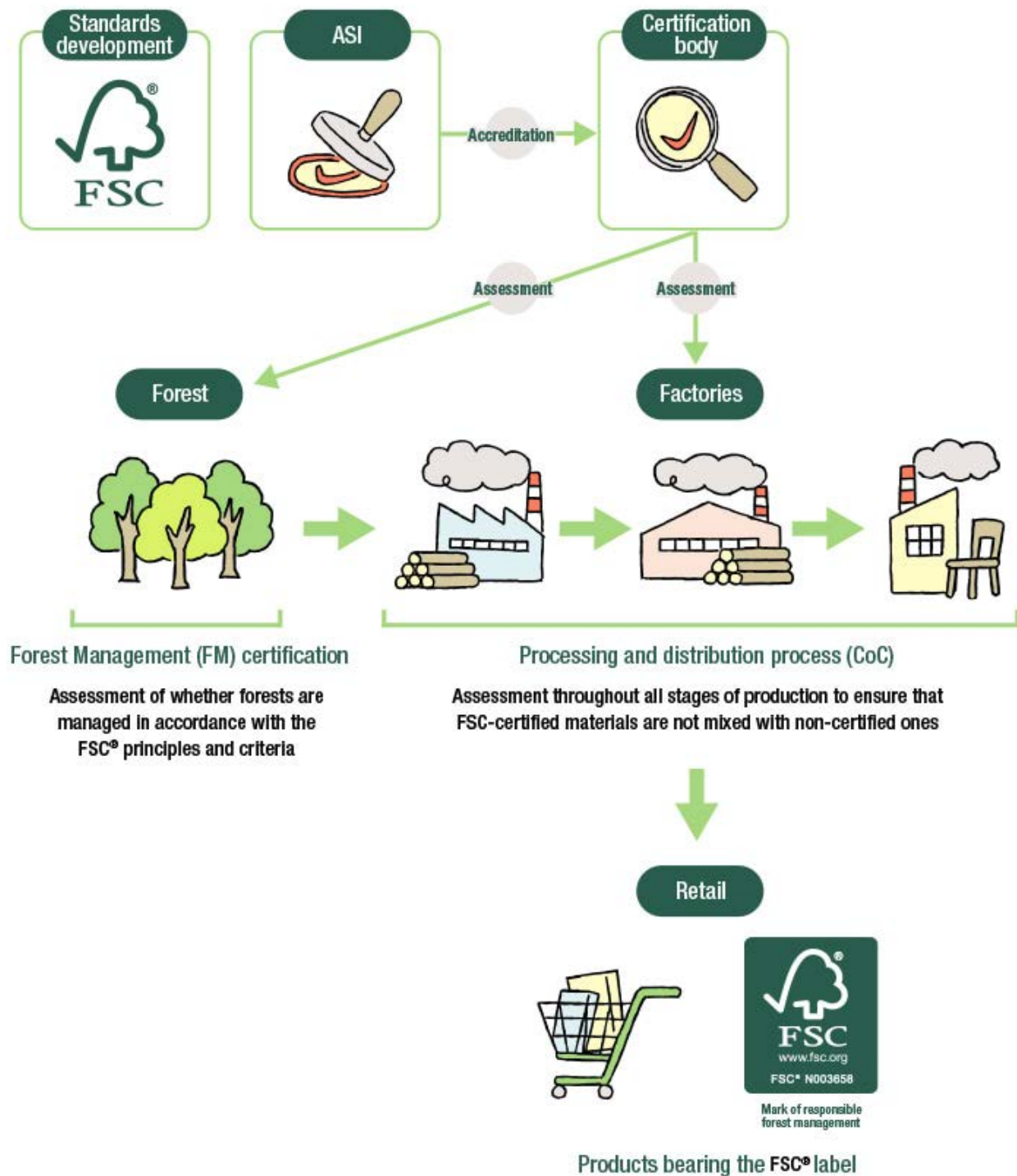
FSC® certification is a mechanism that enables consumers to choose products made from responsibly sourced and properly managed wood, thereby helping to protect forests.

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The FSC (Forest Stewardship Council®) was established in 1994 to address the ongoing destruction of forests, which threatens wildlife habitats and the livelihoods of local communities that depend on forests. The FSC® certification system allows for the identification and purchase of wood sourced from properly managed forests. By choosing products bearing the FSC® label, consumers can support the preservation of forest biodiversity and the rights of local communities, indigenous peoples, and workers, while purchasing responsibly produced goods.

Every organization involved in the production, processing, and distribution process—from forest to final product—must be certified in order for a product to bear the FSC® label. The assessment and issuance of FSC® certification are carried out not by FSC® itself, but by independent third-party certification bodies accredited by ASI, which verify whether the wood originates from properly managed forests.

## Mechanism of FSC® forest certification



Source: FSC® Japan website

► [Find more about FSC® Certification \(external link\)](#)

## PEFC Certification

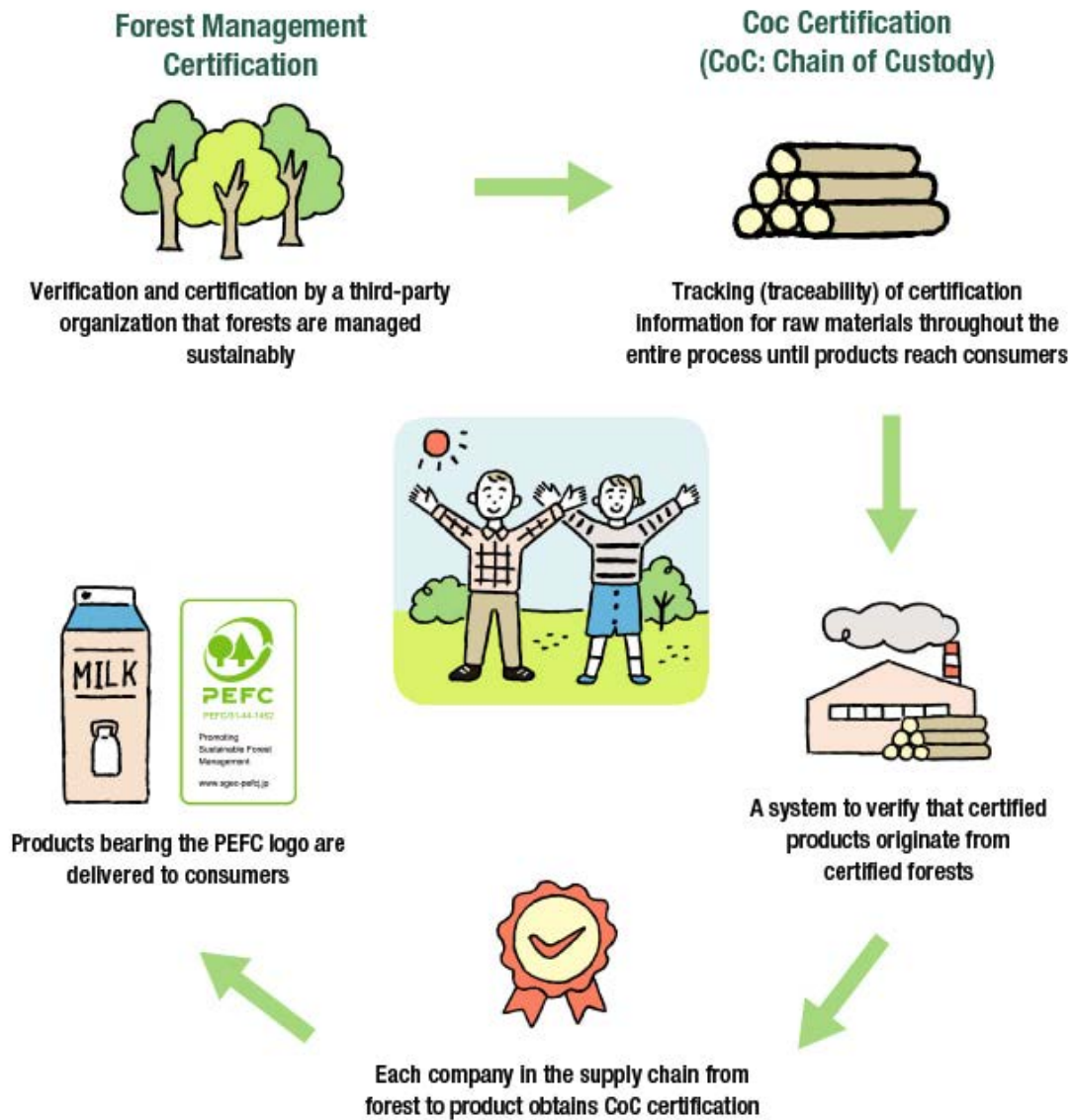
PEFC certification is the world's largest forest certification system that validates and ensures that forests are maintained to be sustainable. For our beverage cartons, we use PEFC-certified products, which are made from timber from properly managed forests, recycled resources, and other raw materials from controlled sources.



The PEFC certification is a certification system that verifies and guarantees forests are managed sustainably.

By tracking certification information on raw materials (such as origin) throughout all production stages until the product reaches consumers, the system verifies that the wood has been harvested from sustainably managed forests. The Programme for the Endorsement of Forest Certification Schemes (PEFC), a federation of independently established and operated forest certification schemes in various countries, aims to promote sustainable forest management through the implementation of rigorous third-party certification. Forest certification schemes in each country that joins PEFC must all be systems that comply with the international certification standards—namely, the sustainability criteria established by PEFC (the Forest Management Certification Standards and the CoC Certification Standards). Consumers can contribute to the protection of sustainable forests—and, by extension, the global environment—by purchasing products bearing the PEFC label.

## Mechanism of PEFC certification



Source: International Forest Certification System, SGEN/PEFC Japan website

## GAP Certification

Good Agricultural Practices (GAP) refers to production process management initiatives aimed at ensuring the sustainability of the safety of food, environmental preservation, and occupational safety in agriculture. We make efforts to obtain GAP (JGAP, ASIAGAP) certifications in order to establish appropriate farm management systems at LAWSON Farm companies.



\* The registration number under the ASIAGAP-certified farm logo is the number for LAWSON Farm Chiba

## Growing delicious and healthy vegetables using sustainable farming methods



### ● LAWSON Farm, a corporation eligible for farmland ownership

In order to ensure a stable supply of farm produce to Lawson Group stores, we have established LAWSON Farm, a corporation eligible for farmland ownership with member farms, at 16 locations nationwide (as of May 2025). In order to produce delicious and healthy vegetables, it is important to cultivate healthy soil and promote environmentally sustainable farming methods. To this end, LAWSON Farm members employ the Nakashima method of farming, which involves conducting soil diagnoses to develop ideal soil for growing crops before planting and supplies appropriate nutrition according to the growing conditions of the crops. We are also working to obtain GAP (JGAP, ASIAGAP) certification, a program that sets out guidelines for sustainable agricultural production. This will enable us to ensure sustainability in terms of quality improvement, food safety, and environmental conservation, including biodiversity.

## Waste Reduction

### Basic Concept

The Lawson Group generates food waste as well as other waste, including plastic bottles and cardboard. We also generate industrial waste such as construction materials during the construction and renovation of our stores. In order to reduce our environmental impact and prevent pollution, we at the Lawson Group are working to reduce and properly dispose of waste in accordance with our Environmental Policy.

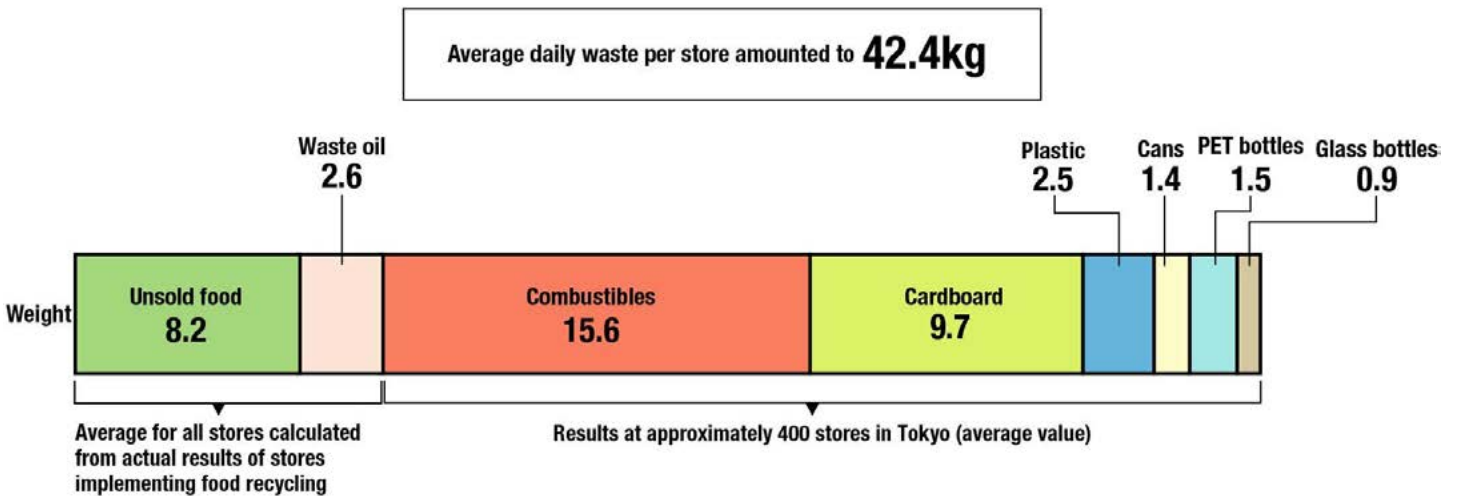
[▶ Lawson Group Environmental Policy](#)

### Measuring In-Store Waste

Lawson continuously collects information on waste from stores for use as basic data in the promotion of waste reduction and recycling.

In fiscal 2024, the average daily waste per store amounted to 42.4 kg, among which unsold food was 8.2 kg.

#### ● Average Daily Waste per Store



Survey period: April 1, 2024 to March 31, 2025

## Efforts to Reduce Food Loss and Waste

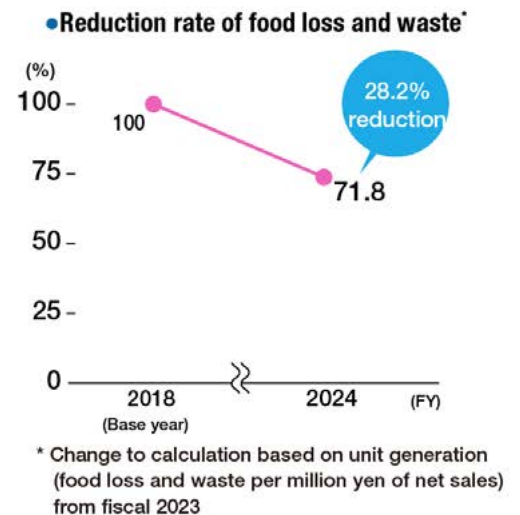
In Japan and around the world, the large amount of food that can still be eaten but is thrown away (food loss and waste) has become a major problem. According to the Ministry of the Environment, the amount of food loss and waste in fiscal 2023 was approximately 4.64 million tons, and with the enactment of the Act on Promotion of Food Loss and Waste Reduction on October 1, 2019, efforts to further reduce food loss and waste are underway across Japan.

“Halving the per capita of global food waste by 2030” is specified as the target for food loss and waste reduction in Goal 12 of the SDGs: “Responsible Consumption and Production.”

Lawson considers the reduction of food loss and waste as one of the most important issues relating to waste, and aims to reduce food loss and waste by 25% by 2025 and by 50% by 2030 compared to the 2018 level. We are striving to prevent food loss and waste through a combination of measures such as optimized ordering, promotion of discount sales, and extension of expiration dates through the use of better containers.

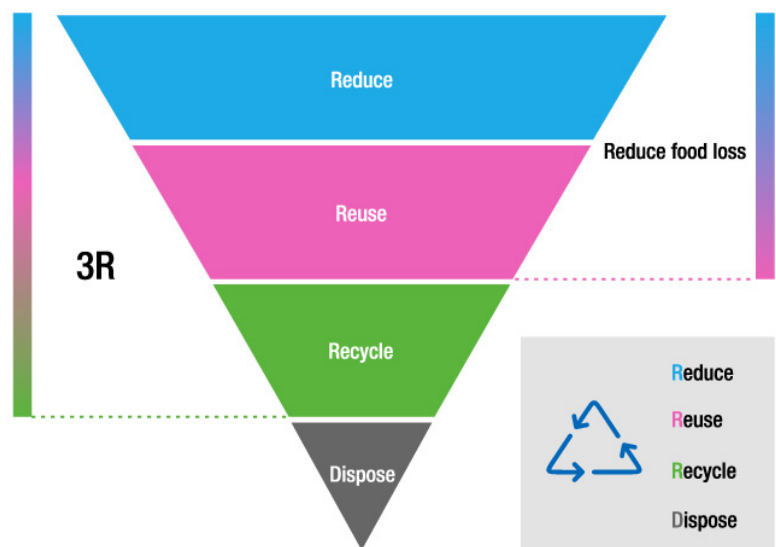


Source: Ministry of the Environment's Official Announcement: "Estimated Figures of the Generation of Food Loss and Waste (FY 2023)"



## Measures to Reduce Food Loss and Waste

Lawson is addressing the reduction of food loss and waste with set priorities. First of all, only the necessary amount of food is produced at the factories, while the stores purchase the appropriate quantity and promote complete sell-through, including through the use of discounts. If food loss and waste is still likely to occur, we promote “reuse” by donating the food to those who need assistance. “Reduce” and “reuse” are extremely important initiatives to ensure that food is consumed and used up in its original edible form. We are promoting efforts to reduce the amount of food that would otherwise be simply thrown away by advancing “recycling” where the food is processed into fuel, feed, and other products in cases where it is difficult to use the food as it is even after implementing these two initiatives.



Source: Consumer Affairs Agency

## (1) Reduce

- Food factories: Prevent surplus food generation in the production process
- Stores: Reducing surplus food by using the AI.CO system
- Stores: Promote sell-through by offering products at discount prices
- Stores: Contribute to reducing food loss and waste by implementing “Tema-e-Dori”
- Stores: Promote preorder sales of special event products such as Ehomaki
- Products: Contribute to reducing food loss and waste by selling frozen onigiri
- Products: By improving containers and packaging, the shelf life of products has been extended, contributing to reducing food loss and waste and lost purchasing opportunities
- Products: Use of irregular vegetables and surplus ingredients in items such as salads, pickles, etc.\*

\*Some products sold at LAWSON and LAWSON STORE100 use irregular vegetables.

## (2) Reuse

- Distribution centers: Donation to food banks of products that have passed the allowable time of delivery to stores
- Stores: Donations of products that have passed the allowable time (date) of sale\*

\*The allowable time (date) of sale is a time set by Lawson during which products can be sold and consumed with peace of mind by customers.

## (3) Recycle

- Stores: Recycle cooking oil (waste oil) used for fast food cooking.
- Stores: Conversion of unsold food into feed and fertilizer (processed into fertilizer or livestock feed).

# Initiative 1: Curbing Waste Generation

## Minimizing Unsold Products and Waste

### ● Initiatives at Production Factories

In order to cut waste at the manufacturing stage, we have introduced the Production Process Management System, which entails carefully measuring ingredients used, product volume, and servings down to the gram.



▲ Curbing waste by carefully measuring raw materials at a rice dish factory

### ● In-store Initiatives: AI.CO system

As part of our efforts to reduce food loss and waste, in May 2024, we began the nationwide deployment of AI.CO system\* that supports product-specific demand forecasts based on store-specific data including weather and sales performance, and product ordering based on these forecasts.

In addition to recommending merchandise assortment and daily orders, which used to be operated with semiautomatic ordering, the new system consistently recommends discounting, thereby further reducing sales opportunity loss and food loss and waste (disposal losses).

In Machikado Chubo in-store kitchens, we control manufacturing in accordance with customer visits.

\*AI.CO system : AI Customized Order system

### ● In-store Initiatives: Food loss and waste reduction program “FOOD GOOD SMILE” carried out together with customers.

From August 2025, Lawson launched a new food loss and waste reduction program, “FOOD GOOD SMILE,” at approximately 14,000 LAWSON stores nationwide (excluding LAWSON STORE100). As the first phase, during the period from Tuesday, August 5 to Monday, November 3, when customers purchase rice balls with discount stickers attached because the expiration date is approaching, rice equivalent to 1 yen per rice ball purchased is donated to welfare facilities belonging to the “National Council of Social Welfare Corporation Directors,” through the council.

The donations will be delivered as needed to welfare facilities and others that require support due to rising food costs and other factors.



### ● Initiatives at Stores: Implementation of “Temae-Dori”

Lawson, in cooperation with the Consumer Affairs Agency, the Ministry of Agriculture, Forestry and Fisheries, the Ministry of the Environment, and the Japan Franchise Association, is implementing the “Temae-Dori” (meaning “pick up at the front”) program, which encourages customers who plan to eat the products immediately after purchase to pick up the products displayed at the front of the shelf first.



● **Product-Related Initiatives: Sale of frozen onigiri**

We sell frozen onigiri that can be stored for a long time.  
Test sales began in 2023, and by July 2025 the sales had expanded to about 9,800 stores.



● **Product-Related Initiatives: Improvements in containers and packaging**

In November 2022, Lawson began the sale of salads with the top lid of the container switched from a plastic cover type to a peel-off type in some stores, and in May 2023, this change was extended to all stores nationwide (except for Okinawa Prefecture). For certain products, by filling the container with a mixture of nitrogen and carbon dioxide gases and sealing it with a peel-off-type top lid, the growth of bacteria in the package is suppressed, enabling the product to be sold fresh for approximately one day longer than previously possible.



● **Product-Related Initiatives: Use of surplus ingredients**

We sell “Mottainai Hand-rolled Sushi,” made using surplus ingredients, on a rolling basis.  
In addition, since 2022, we have launched “Mottainai Osechi,” made with non-standard ingredients, every year at year-end.



## Initiative 2: Reuse

### ● Initiatives at Distribution Centers

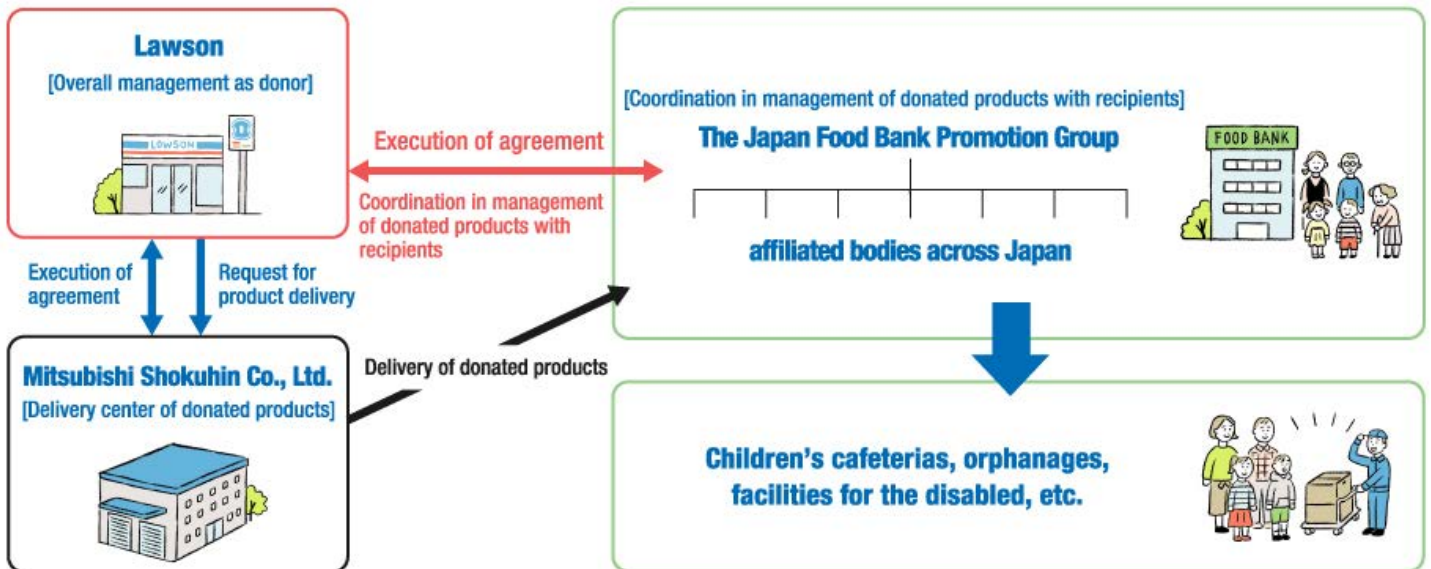
In August 2019, Lawson began an initiative to regularly donate original snacks, processed foods\*, daily necessities, and other items that missed the delivery deadlines to stores to the The Japan Food Bank Promotion Group. The purpose of this initiative is to reduce food loss and waste to support families and facilities in need of food aid and daily necessities. Donated items are delivered to food bank organizations throughout Japan and then provided to families in need of food aid, children's cafeterias, orphanages, welfare facilities for the disabled, and other facilities.

\* We allow a certain amount of time for the best-before date.

#### The Japan Food Bank Promotion Group

Established in 2015, the Japan Food Bank Promotion Group aims to reduce food loss and waste through the promotion of food bank activities and to create a society where the problem of child poverty is solved. The Group comprises food bank organizations that are active across Japan.

### ● Diagram of Surplus Food Donations



We have also expanded our efforts to include the donation of Christmas cakes during the Christmas season in December, and Osechi (New Year's dishes) during the year-end and New Year's holidays. We are also expanding the number of recipients of our donations. In addition to organizations affiliated with the Japan Federation of Food Bank Organizations, we regularly donate food and daily necessities to groups such as the Kodomo Takushoku Ouendan, Bunkyo Ward Kodomo Takushoku in Tokyo, the Shiawase Shokutaku Jigyo in Shinagawa Ward, Tokyo, Kyoto Food Center, and WeSupport Family.

The number of products delivered

FY2024 About **470,000**



The Shiawase Shokutaku Jigyo carried out with the SDGs Club of Seiryu Junior and Senior High School, Shinagawa Ward – product packaging work.

● **Initiatives at Stores: Donation of Products That Have Passed Their allowable time of sale**

To reduce food loss and waste, Lawson donates frozen food products that have passed the allowable time of sale at certain stores.

Products that have passed the allowable time of sale refers to products that have passed the time limit set by Lawson to be sold to customers and have been removed from the store shelves but are fit for consumption.

Instead of simply disposing of such products, we freeze them in a flash freezer that can



The products are re-cooked at children's cafeterias and used in lunch and dinner menus.

preserve their freshness and then donate them to persons who need food support. In cooperation with local governments, such as Shinagawa City and Toshima City, the donation is made to children's cafeterias in the cities. We will continue to consider expanding the service to other municipalities and increasing the donated items.

## Initiative 3: Recycle

● **Initiatives at Stores**

● **Cutting Waste Generation and Promoting Recycling**

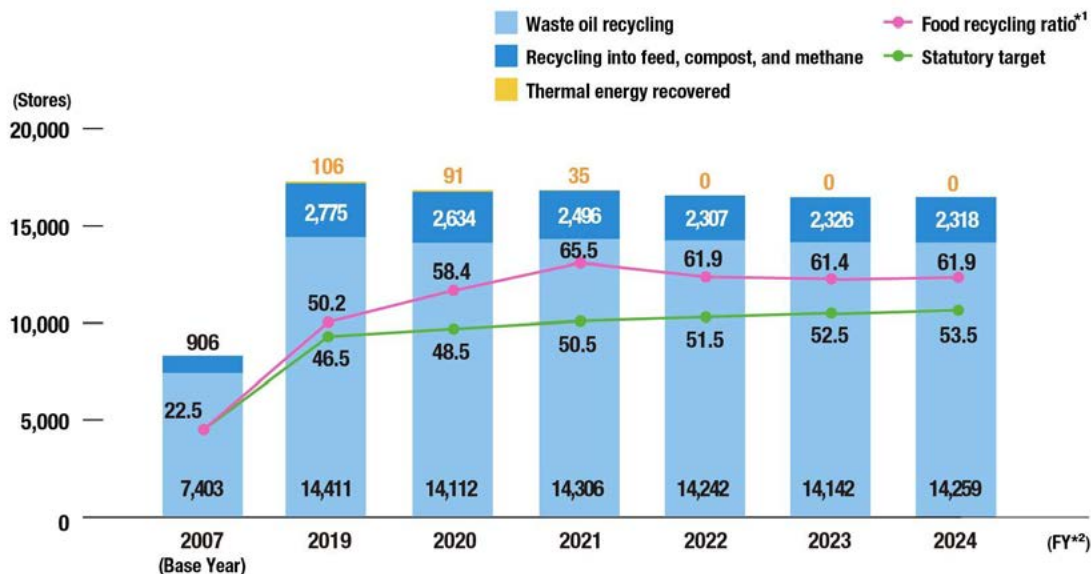
In one day, the average store generates unsold food, such as boxed meal-type foods, that have exceeded their sell-by time, and cooking oil used in the preparation of fast foods (waste oil), a total of approximately 10.8 kg of food waste. Our efforts to reduce these types of food waste center on curbing the generation of waste and on recycling (the recycling of used cooking oil and converting surplus food into livestock feed or compost).



● **61.9% Food Recycling Ratio**

Lawson and its Group companies strive to increase the food recycling ratio to effectively use surplus food and comply with Japan's Food Recycling Law. Beginning from a baseline of 22.5% in fiscal 2007, we set the goals of improving our recycling ratio. Thanks to these efforts, in fiscal 2024 we achieved a food recycling ratio of 61.9%, well in excess of the statutory target of 53.5% or above.

● **Lawson Group Number of Stores Conducting Food Recycling**



\*1 The food recycling ratio does not include Lawson Okinawa, Inc., Lawson Kochi, Inc.

\*2 Calculated from April 1 to March 31 of the following year to coincide with the administrative fiscal year

## Initiative 3: Recycling - Waste Oil

### ● 14,259 Lawson Group Stores Recycle Used Cooking Oil

Lawson began recycling waste oil in January 2006; as of March 31, 2025, 14,259 Group stores were participating. Industrial waste collection and transport contractors collect waste oil from stores, delivering it to recycling plants. There, it is processed into livestock feed additive, biodiesel fuel, and soap.

Lawson's headquarters recommends companies that meet certain standards as business partners for stores, working through three management companies (in east Japan, west Japan, and Kyushu). Headquarters, the management companies and the headquarters-recommended partner companies closely collaborate to ensure and improve legal compliance, management standards, and quality of collection service.

Once a year, we conduct a survey on waste oil collection drivers and drivers' self-check at recommended suppliers throughout Japan to recognize excellent companies and drivers as well as to exchange opinions.



Waste oil recycling plant



Products made with recycled oil



Recognizing excellent companies based on the waste oil collection drivers survey

## Initiative 3: Recycling - Food

### ● Conversion of unsold food into feed and fertilizer

Initiated in May 2006, waste food recycling by Lawson stores had been adopted by 2,318 stores in the Lawson Group as of March 31, 2025. Boxed meals and other foods that have exceeded their sell-by time (date) are recycled into livestock feed and compost.

The Lawson Group is working to overcome challenges related to selecting food recycling plants and waste collection/transportation companies as well as the cost of recycling, aiming to expand the territory covered by its sustainable food recycling efforts.

In Nagaoka City, Niigata Prefecture, the recycling of unsold food from Lawson stores includes fermentation to produce biogas\*, which is then used to generate electricity.

\*Biogas: Gas produced by fermenting such materials as food waste, sewage, or grain for use as fuel.

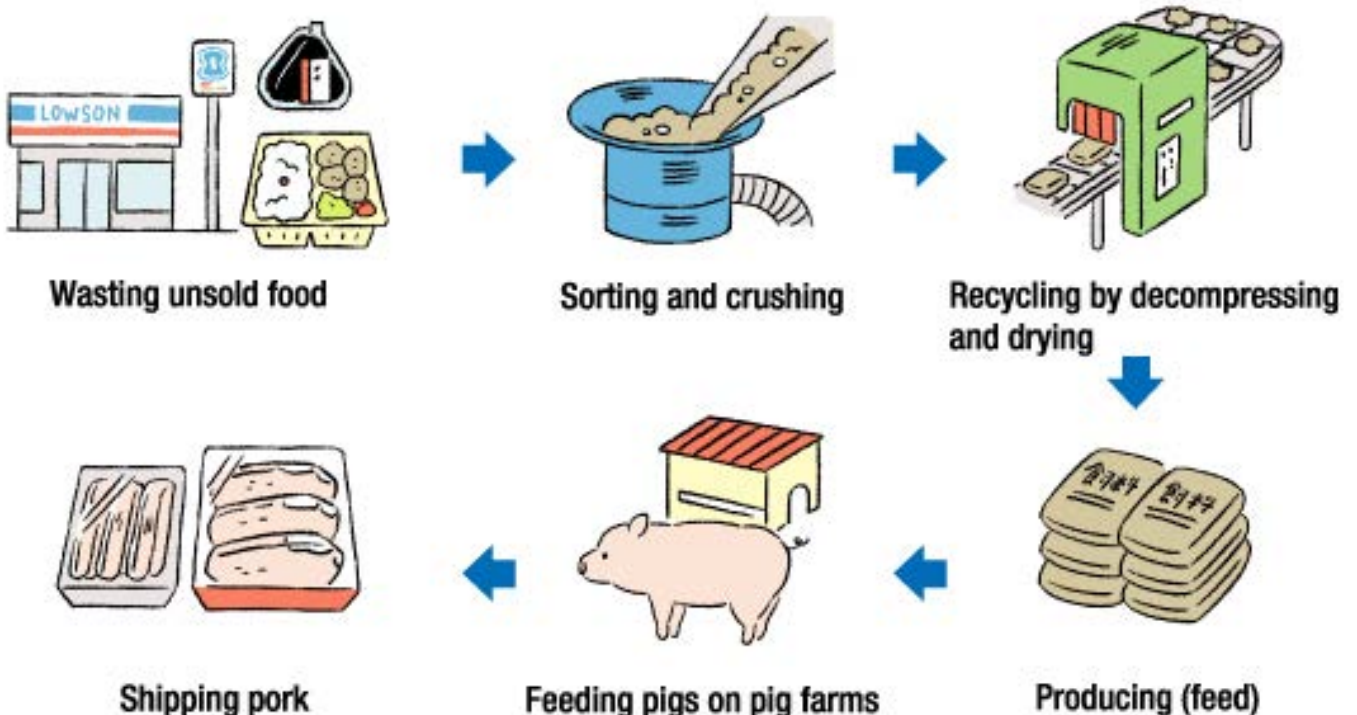
### ● Area where unsold food products recycling area

FY2007	Tokyo, Yokohama City, Kawasaki City, Aomori City
FY2008	Nagoya City · Kyoto City · Tsu City · Kaga City
FY2009	Saitama · Kanagawa (whole area) · Mie (whole area)
FY2010	Takamatsu City · Maebashi City
FY2011	Kagawa (whole area) · Aichi (some areas excluded) · Fukui city
FY2012	Chiba (some areas excluded) · Naha City · Sendai City
FY2013	Nagaoka City · Kagoshima City · Kumamoto (enlarge)
FY2014	Fukuoka City · Matsuyama City
FY2015	Kyoto City (enlarge) · Shiga
FY2016	Oita City · Nagasaki City
FY2025	Akita City

### ● Example of Food Recycling

We began recycling unsold food into feed in Fukuoka City in October 2014. Unsold food is sent from the stores to a KANKYOU AGENCY CO LTD food recycling plant, where it is crushed, decompressed, dried, processed into feed and then shipped to pig farmers and feed manufacturers.

### ● Food recycling process in Fukuoka City



# Initiatives for Society

# Respect for Human Rights

## Our Approach to Human Rights

In June 2021, Lawson established the Lawson Group Human Rights Policy as the highest basic policy on human rights.

In order to live up to this policy, Lawson will respect human rights in all aspects of its business activities, build relationships of trust with all people involved in its business activities, and promote initiatives to respect human rights.

In May 2022, Lawson signed the United Nations Global Compact. The UN Global Compact is a worldwide initiative to achieve sustainable growth in the international community based on ten principles in the four areas of human rights, labor, environment, and anti-corruption.

As a signatory of the UN Global Compact, Lawson will continue to support and respect international norms such as the United Nations Guiding Principles on Business and Human Rights, while conducting its corporate activities with respect for human rights.

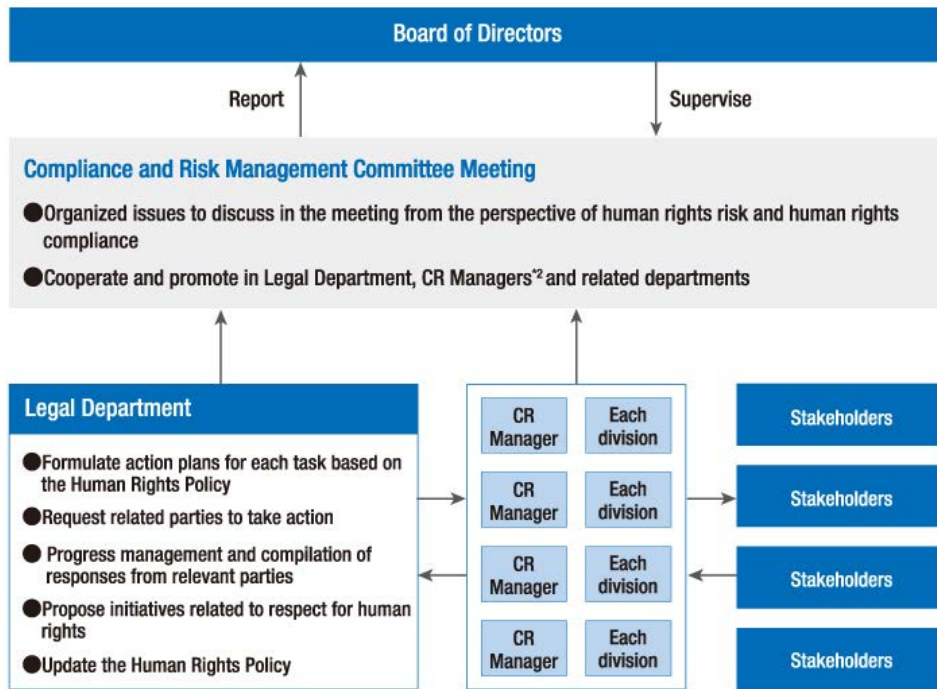
[▶ Lawson Group Human Rights Policy](#)

## Promotion Structure

At Lawson, the Legal Department formulates plans for promoting human rights policies under the supervision of the CRO\*1, and each department works on initiatives to promote respect for human rights based on these plans. The progress of each initiative is periodically reviewed by the Compliance and Risk Management Committee, chaired by the CRO, and reported to the Board of Directors on a regular basis.

The status of Lawson's initiatives is also shared with the Lawson Group Compliance and Risk Management Committee, and utilized in initiatives to ensure respect for human rights at each Lawson Group company.

### Human Rights Promotion Structure at Lawson

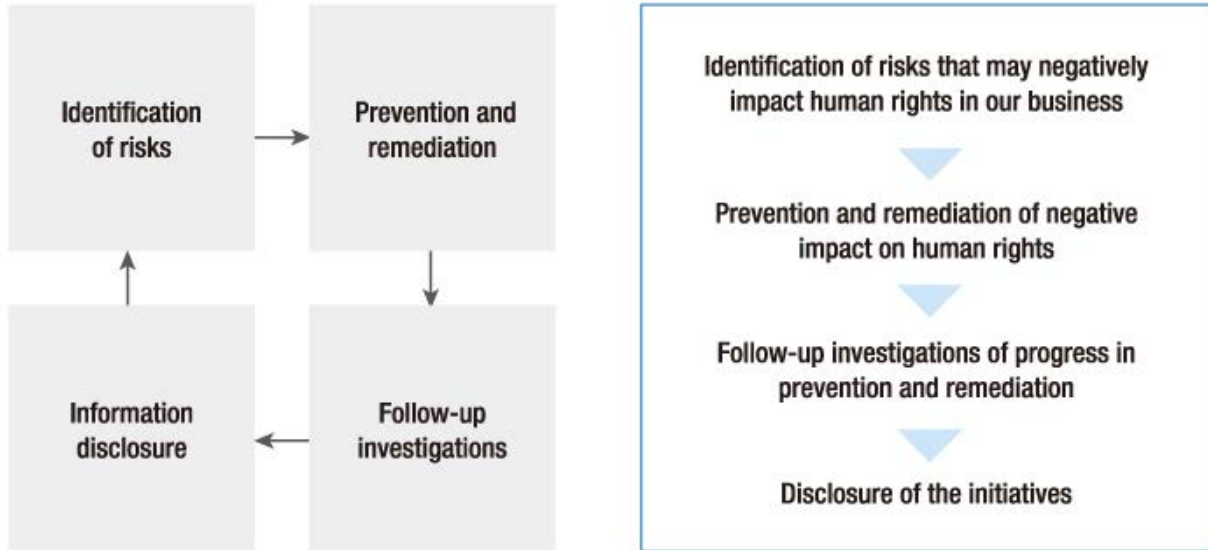


\*1 CRO (Chief Compliance and Risk Officer): The executive with overall responsibility for the legal compliance and risk management system and framework in Lawson Group

\*2 CR Manager: Persons responsible for the development and implementation of a framework for identifying misconduct and problems concerning legal compliance and preventing risks from arising in the group where they belong, to support CRO

# Human Rights Due Diligence

Lawson practices human rights due diligence to identify and remedy any negative impacts on human rights arising from its business activities. In the event that a human rights impact assessment reveals that Lawson has caused or participated in activities which have had a negative impact on human rights, we will work to remedy this through the appropriate procedures. In addition, we will regularly evaluate the results of our human rights due diligence process and take corrective action if it is insufficient.



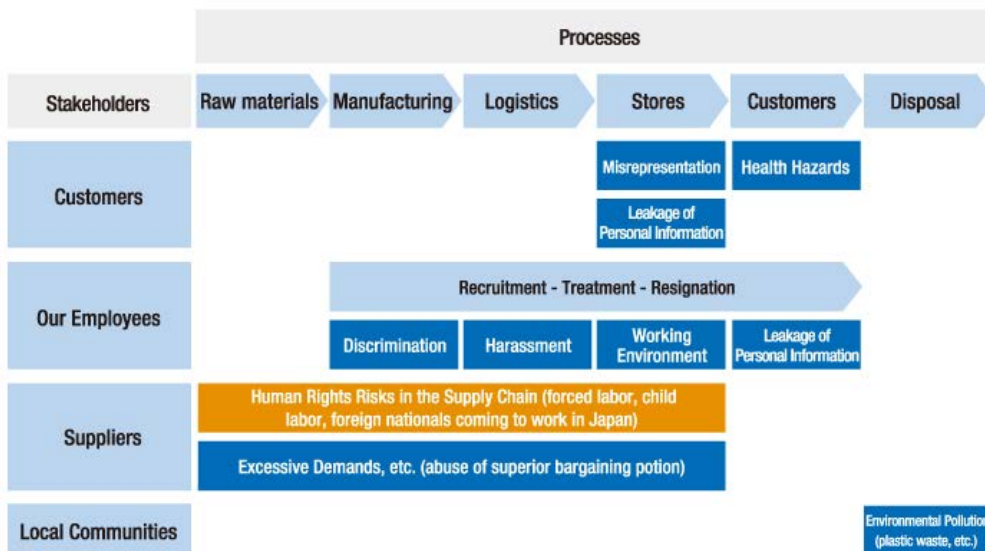
We are taking the following steps to address each process.

## ● Identification of Risks and preventive/corrective measures

We are continuously working to identify and understand human rights risks through interviews with Lawson headquarters and affiliated companies, dialogue with major suppliers that we are closely related to business-wise, audits by third parties, as well as dialogue with civic communities by participating in stakeholder engagement programs. In particular, we focus our efforts on conducting sustainability surveys (including human rights issues) for suppliers every year to understand human rights risks and collect information across the entire supply chain.

## ● Status of Identification of Human Rights Risks

Based on our value chain processes and relationships with stakeholders, we are organizing and identifying potentially important human rights risks as follows.



● **Specific human rights risks and status of measures**

Lawson recognizes various human rights risks. Based on an impact assessment, the specific risks that are serious to rights holders and prioritized as those requiring the mitigation of negative impact on Lawson’s business activities, and the status of the relevant measures, are as follows.

Persons subject to risk	Human rights risk	Occurrence process	Seriousness	Status/outlook
Customers	Violation of the right to health	Lawson offers a variety of foods. If the allergen labeling is inappropriate, there is a risk of health damage to customers. There is a risk of health damage due to improper cooking processes, such as inadequate heating of in-store cooked products, as well as a risk that children may accidentally consume alcohol in the case of inadequate alcohol labeling.	Certain cases may be life-threatening, such as the accidental intake of allergen ingredients or food poisoning. Alcohol consumption of children affects their healthy physical development.	We have established rules and operations to prevent health hazards and review such rules as needed to reduce risks. In the unlikely event that a risk incident occurs, we have a system in place to promptly share it internally, identify the cause, and confirm the prevention of recurrence.
Customers and workers at stores/headquarters	Lack of understanding of diversity	There is a risk of discriminatory or inconsiderate behavior due to the lack of understanding of diversity.	Being subjected to discriminatory behavior is a serious issue that causes unbearable mental pain.	In an effort to respect diversity, we revised our grooming standards at our stores to allow workers to put on clothing covering their hair for religious reasons. We also conduct regular and irregular training on diversity. In particular, we are focusing on internal awareness of persons with disabilities and LGBTQ issues. <a href="#">For more information on LGBTQ and persons with disabilities, click here:</a>
Workers in supply chain	Occurrence of forced labor or child labor	In the upstream of the supply chain of products handled by Lawson, there is a risk of forced labor or child labor occurring in the process.	We recognize forced labor and child labor as one of the most serious issues that fundamentally hinders a person's ability to live with their personality in their own way.	Based on various published data, we grasp countries and regions with common risks of forced labor and child labor for each major raw material. For the future, we will examine the practical aspects of responsible procurement.
Customers	Violation of the right to privacy (including protection of personal information)	Lawson handles a variety of customer information in its business activities. There is a risk of privacy breaches, leakage of personal information, or unexpected use due to the improper management of such information.	If such information is breached or leaked, it may have a significant impact on customers' life, which may be difficult to restore.	We control the handling of customer information and take measures to disseminate the rules.

Workers in supply chain	Inadequate occupational safety and health	There is a risk of an impact on the physical safety of workers due to inadequate safety and health training or the absence of the necessary awareness raising in the manufacturing process of products handled by Lawson. In particular, in an environment accepting many foreign nationals, we recognize that the risk increases because of the absence of multilingual support or necessary follow-up.	The impact on physical safety can be serious and potentially life-threatening.	Through human rights audits and dialogues with manufacturing suppliers (contracted manufacturing plants) and suppliers, we promote the awareness of human rights risks, share good practices for mitigating such risks, and promote response to human rights risks throughout the Lawson supply chain.
Workers at stores/headquarters	Harassment	There is a risk of power harassment and sexual harassment in the workplace. There is also a risk of customer harassment in stores and contact centers.	Harassment involves mental oppression and is extremely serious. It has substantial impact on the life and living of harassed persons and their families.	We conduct regular and irregular training for the prevention of harassment. Regarding customer harassment, we have established a basic policy and are working on initiatives.
All persons	Violation of rights to a safe, clean, healthy, and sustainable environment	Greenhouse gases emitted not only in Lawson's business activities but also throughout its supply chain affect human rights in various ways through global warming. For example, we recognize the impact of extreme heat on the health of outdoor workers, the impact of rising sea levels on the living area, and the impact of frequent abnormal weather on daily living and safety. In addition to greenhouse gases, we are also aware of a variety of different environmental impact factors.	We recognize that the lack of sustainability signifies difficulty in restoration, which is the most serious risk.	Please refer to the following for Lawson's environmental initiatives. Recognizing that environmental issues and human rights issues are inseparable, we will implement proactive measures against these issues. <a href="#">For more information on Environmental Preservation and Corporate Citizenship Activities, click here:</a>

In addition, as initiatives focusing on rights-holders who are more likely to be placed in vulnerable positions, the following are being carried out.

Rights-holders who are more likely to be placed in vulnerable positions	Reasons for focusing on them	Initiatives
Disabled people	<p>As convenience stores that function as social infrastructure, there are many actual and potential points of contact with customers with disabilities through their visits. In addition, within the Lawson Group, colleagues with disabilities also work together.</p> <p>In this respect, we recognize that reasonable accommodation as a necessary initiative to ensure that persons with disabilities can enjoy all human rights equally with others is important, but if understanding and practice of this are insufficient, it may lead to human rights risks.</p>	<p>Accordingly, we are working to deepen understanding and practice by actually listening to the voices of the concerned parties, as follows.</p> <p>① For employees, we implement measures such as recommending taking the Universal Manners Test. We have also introduced the same test to franchise store owners.</p> <p>② The new ATMs being gradually introduced in stores adopt universal design. During production, people with disabilities actually tested them, and their feedback was reflected.</p>
Foreign workers	<p>Under human rights due diligence, we have confirmed that many accepted foreign workers are employed at the factories of our suppliers that manufacture boxed meals and onigiri. Also, at our stores, many foreign students work as store crews.</p> <p>In this respect, through stakeholder engagement, we recognize that migrant workers potentially face human rights risks throughout the entire process from coming to Japan, working, and returning to their home countries.</p> <p>If the necessary investigations and considerations based on this are insufficient, it may lead to human rights risks.</p>	<p>① We regularly send documents to each supplier to inform them of the contents of our human rights policy and other matters, thereby conveying the Lawson Group's approach.</p> <p>② We conduct human rights audits at major manufacturing plants to specifically check for human rights risks. In particular, we focus on whether there are concerns related to safety arising from language barriers. During audits, we strive for mutual understanding through dialogue, and we also conduct interviews in a closed environment with foreign workers (always including at least one woman among multiple interviewees).</p> <p>③ Regarding relationships with foreign store crews, we prepare multilingual operation manuals and so forth. <a href="#">Click here for more details</a></p>
Children	<p>Children may require different considerations for health and safety compared with adults. During store use, there may be health and safety risks if products and other items lack necessary labeling.</p>	<p>① Desserts and confectioneries that children can easily pick up may sometimes contain alcohol. In such cases, we operate a system to check labeling indicating alcohol content.</p> <p>② When revising the Lawson Group Human Rights Policy, we added and clearly indicated the "Children's Rights and Business Principles" as an international standard that we support and respect.</p> <p>③ In the terms of use of the community app "Lawson Channel," which allows store crews nationwide to exchange information with each other, we specified policies regarding child safety standards. We do not permit CSAE or CSAM* under any circumstances, and we operate a system that can block inappropriate posts in advance.</p> <p>*CSAE means child sexual abuse and exploitation, and CSAM means child sexual abuse material.</p>

As preventive and corrective measures, in addition to those described above, we conduct a variety of training programs for preventing the emergence of human rights risks, as well as conducting awareness-raising activities for our suppliers (such as dissemination of our human rights policy among suppliers and sharing our human rights policy through dialog with major suppliers).

In addition to incorporating CSR clauses\* into contract templates, we also ask new suppliers to agree to our various policies, including the Lawson Group Human Rights Policy, as a bidding condition.

\* CSR clauses: Lawson has introduced CSR clauses in the main contract templates that it prepares, which include endorsement of the Lawson Group Human Rights Policy, Lawson Group Purchasing Policy, etc., and cooperation in human rights due diligence. This will broaden the circle of support for the Lawson Group Human Rights Policy and ensure the effectiveness of human rights due diligence.

#### ● Follow-up Investigations

We check the degree of permeation of our initiatives through actions such as questionnaires to suppliers and compliance surveys to employees, and continuously identify areas for improvement. For example, we conduct fixed-point observations of the level of recognition of the Lawson Group Human Rights Policy, and are working to strengthen training, awareness-raising, and dialogue to promote understanding.

#### ● Disclosure of Information

The status of initiatives is regularly reported to the Board of Directors and at Compliance and Risk Management Committee meetings and is also disclosed on our corporate website and elsewhere.

## Stakeholder Engagement

We participated in the Fiscal Year 2024 Stakeholder Engagement Program (Human Rights Due Diligence Workshop) organized by the Caux Round Table Japan. At workshops, we had discussions with human rights experts and NGO/NPOs on a wide range of human rights issues. We are participating in this program in fiscal 2025 as well. Referring to the findings and knowledge gained through this program, we deepen our considerations of human rights issues based on the characteristics of Lawson's business and utilize the considerations in our efforts to respect human rights.

▶ [Fiscal Year 2025 Stakeholder Engagement Program \(external link\)](#)

## Education and Awareness on Human Rights

Lawson promotes education and awareness on the importance of respecting human rights among all people involved in its business activities so that they can understand and can take steps to respect human rights.

### Progress with Human Rights Training

We are working to spread and disseminate the significance of human rights and the details of the Human Rights Policy, through case studies and other means.

We also emphasize training for Merchandizing Department deal with suppliers that are increasingly prioritized in human rights initiatives.

Schedule for Implementation	Content	Eligible Employees
October 2021	Lawson Group Human Rights Policy	All members of the Product Division (mandatory participation)
April 2022	Lawson Group Human Rights Policy	New members of the Product Division (mandatory participation)
May 2022	Lawson Group Human Rights Policy	All employees (optional participation)
January 2023	Sustainability You Need to Know ~Environment & Human Rights~	All employees (optional participation)
August 2023	Governance for Sustainable Management	Directors of the entire Group (participation is basically required)
January 2024	Harassment	All group officers (mandatory participation)
	Reasonable considerations for customers with disabilities	All employees (voluntary participation)
May 2024	Diversity that we need to know at present: IBD, disabilities, and LGBTQ	All employees (voluntary participation)
June 2024	CSR audits (human rights audits)	All members of the Merchandizing Division (voluntary participation)

We share the Lawson Group Human Rights Policy with our suppliers and other stakeholders, requesting their understanding and cooperation. We also provide opportunities to explain the content and purpose of the Lawson Group Human Rights Policy to major business suppliers on an individual basis.

## Human Rights Hotline (Mechanisms for Handling Complaints / Reports)

To ensure the effectiveness of remedies relating to human rights, Lawson has prepared a variety of channels as follows and is working to encourage rights holders to speak out.

We recognize that it is important to disseminate the accessible contact points and are implementing measures to disseminate the information to our suppliers through opportunities for dialog, etc., while taking up the information within the company through regular training, such as e-learning.

### ● For Employees of Lawson Headquarters

Lawson has established and operates a contact point for employees to consult and report on compliance and risk management issues, including human rights violations. The existence of this contact point is covered in e-learning and other periodic training programs, and we are working to make it known to all employees.

### ● For Suppliers

We have established “Supplier Hotline”, through which suppliers can lodge complaints about human rights violations.

### ● For Franchise Store Owners

We have established “Owner Hotline”, through which franchise store owners can lodge complaints about human rights violations.

### ● For Crew Members

We have established “Crew Hotline”, through which crew members can lodge complaints about human rights violations.

▶ [For Details, Please Click Here \(Establishment and Dissemination of Points of Contact for Compliance Consultations and Whistleblowing\)](#)

# Customer Relations

## Delivering Superior Taste

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### Basic Concept

Here at Lawson, we work tirelessly to plan and develop original products that add richness and good taste to daily life through our familiar community stores, including food products that deliver superior taste and other daily necessities. In order to identify the needs of customers and be able to respond to changes in needs, we analyze purchase data from point cards and customer opinions\* on social media to develop products that offer new value.

For existing products as well, members from the department that manages the “Lawson Customer Center” inquiry counter and departments that develop products gather and examine how products can be improved based on customers’ opinions reported to the Customer Center monthly. We introduce some of the products that have been improved as a result on our official website as “Initiatives Born from Customer Feedback.”

Furthermore, to provide products to customers appropriately, we put in the effort to provide proper indications using displays in stores, on product labels, and on the website in order to prevent children, elderly people, or pregnant women from mistakenly purchasing food that may negatively influence them such as alcohol or allergens.

\* We analyze point card purchase data and customer feedback in a way that ensures that individuals cannot be identified.

### Initiatives in the Procurement of Raw Materials

The Lawson Group handles many original food products such as rice products, store-cooked side dishes, and desserts. As such, in order to provide our customers with products on a daily basis, we must ensure the stable procurement of raw materials such as agricultural, livestock, and marine products.

In our efforts to assure group stores maintain a stable supply of vegetables and fruits that support the healthy eating habits of our customers, we have established Lawson Farm, a corporation qualified to own cropland, with member farms at locations nationwide. Lawson Farms employ the Nakashima method of farming, which involves conducting soil diagnoses to develop ideal soil for growing crops before planting and supplies appropriate nutrition according to the growing conditions to produce healthy, delicious vegetables and fruits. We are also working to satisfy the GAP (JGAP, ASIAGAP) guidelines for sustainable agricultural production through efforts in the areas of quality improvement, food safety and environmental protection.

In the future, we will continue our efforts to reduce risks associated with procuring raw materials by working to further ensure animal welfare and sustainable raw material procurement.

# Providing Products to Customers Appropriately

## Preventing the Sale of Alcoholic Beverages and Tobacco to Persons Under 20 Years of Age

The Lawson Group sells alcoholic beverages and cigarettes, and we recognize that it is our corporate social responsibility to take appropriate measures to prevent under-20s from drinking and smoking. In addition, based on the fact that drinking and smoking by those under 20 years of age poses a high risk of health effects and other negative consequences, we have established a system to prevent the sale of alcoholic beverages and cigarettes to those under 20 years of age, mainly at our stores, and are making efforts such as issuing notices. On the customer screens of point-of-sales (POS) cash registers, which are often seen by customers, we inform customers that the sale of alcoholic beverages and cigarettes is prohibited to those under 20 years old, and we ask for proof of identification to those customers who appear to be under 20 years old.

We also clearly state in the promotional materials displayed in the alcohol section of stores that alcohol will not be sold unless customers are confirmed to be 20 years of age or older. Furthermore, for trial vouchers, which allow customers to exchange Ponta points or d-points for eligible products at in-store Loppi multimedia terminals and apps, we do not display alcoholic beverage products on the screen when Ponta and d-point membership information shows that a member is under 20 years of age. In addition, the system is set to return to the top screen of Loppi after issuing a trial voucher for alcoholic beverages, so that if the next person in line after issuing a trial voucher for alcoholic beverages is under 20 years of age, he or she cannot then be issued with a voucher for alcoholic beverages.



▲ Customer screen on a point-of-sales (POS) cash register



▲ In-store Loppi multimedia terminals

## Training for Employees

Stores that sell alcoholic drinks are required to have and submit notification of liquor sales managers who have completed the prescribed training. We work to prevent the sale of alcoholic drinks to persons under 20 years of age by providing store employees with the necessary advice and training to ensure that they perform their duties in compliance with laws and regulations regarding the sale of alcoholic drinks, by making sure that they take measures such as checking customers' age with an ID, except for customers who seem definitely above the age of 20.

In addition, three times a year we step up our efforts to prevent under-20s from drinking and smoking in cooperation with the Japan Franchise Association. On these occasions, we inform customers as well as educate store employees.

## Sales of Non-alcoholic Beverages, etc.

We sell non-alcoholic beverages at Lawson Group stores that handle alcoholic beverages. In addition, in response to customer needs for products with lower alcohol content, we are working with breweries to develop products with lower alcohol content than conventional products.

# Proper Indications on Products and Providing Information to Customers Proactively

## Establishment of a System to Check Indications on Products in Advance

In order to prevent improper labeling, we have a system in which the CR Manager\* is in charge of labeling management and manages and supervises the employees belonging to that department. Each department has established a checklist and approval flow for the prior review of labeling and other matters. In accordance with this flow, information that forms the basis for labeling is collected and confirmed, and the quality control and legal departments conduct reviews, with the ultimate rule being to label only those items confirmed as appropriate. The information on which the labeling is based is shared among the relevant departments so that they can confirm that the labeling is appropriate at each stage, from product development to sales promotion, and is also stored for a certain period of time so that it can be checked later down the line.

The CR Manager reviews the establishment, effectiveness, and check flow of the labeling examination system in line with that department's own operations, and reports the results of the review to the Intellectual Property, Premiums and Representation Subcommittee and the Compliance and Risk Management Committee Meeting every year to maintain an appropriate examination system.

We provide various training programs, such as the Intellectual Property, Premiums and Representation Subcommittee, the Compliance and Risk Management Committee Meeting, and training for merchandisers (MDs) when they are appointed, which are designed to inform and enlighten employees on things including how the labeling pre-screening system should be, examples of problematic cases, and ideal responses.

\* CR Manager: Persons responsible for the development and implementation of a framework for identifying misconduct and problems concerning legal compliance and preventing risks from arising in the group where they belong, to support CRO

## Providing Product Information to Customers

Lawson displays information on its original products by attaching labels that indicate the product name, use-by date, ingredients, etc. Other than the eight specific raw ingredients that are required to be listed as allergens, Lawson also voluntarily indicates 20 other items that are equivalent to these specific raw ingredients so that small children and people with allergies can eat products with peace of mind. The contents of the labeling are strictly checked by the quality control department, as well as by third parties and at the manufacturing stage, in a double and triple check system.

### Product Information Label Attached to Products

The image shows a product information label for Lawson's 'L noiri bento'. The label includes a barcode, a QR code, and the following text: '消費期限 25. 5.24 午前 5時', '★ L のり弁当', '本体 598円 (税込 646円)', and a detailed list of ingredients. Callouts point to specific parts of the label: 'Use-by date' points to the expiration date; 'Ingredients labeling' points to the ingredient list; 'Allergen labeling' points to the allergen information; 'Food additives' points to the food additive list; and 'Nutritional information' points to the estimated calorific value, protein, fat, carbohydrate, and salt equivalent per package.

End of June 2025

[Click here to view data on the number of violations related to labeling](#)

Lawson displays the calories, allergen information, and nutritional information for some products on the Product Information page of our official website.

Furthermore, from June 2023, we created a page called "Our Initiatives for the Safety and Security of Food" on our official website in which we answer questions frequently asked by customers.



ふわサクっ！メロンパン

ローソン標準価格 138円(税込)

外はサククリ・中はふんわりした食感に、バター風味広がる、定番メロンパン。

規格（内容量）	1個
栄養成分【1個当たり】	
熱量	355kcal
たんぱく質	6.5g
脂質	14.6g
炭水化物	50.2g
一糖質	48.8g
一食物繊維	1.4g
食塩相当量	0.4g

※熱量表示は関東地域のもを掲載しております。  
 ※沖縄地域のローソンではお取り扱いしておりません。  
 ※写真はイメージです。実物とは異なる場合がございます。  
 ※商品によってはパッケージが異なる場合がございます。  
 ※店舗、地域によりお取り扱いのない場合がございます。  
[お取り扱い地域区分の詳細はこちら](#)  
 ※地域により予告なく販売終了になる場合がございます。  
 ※一部の店舗により、発売日が異なる場合がございます。  
 ※「ローソン標準価格」とは、株式会社ローソンがフランチャイズチェーン本部として各店舗に対し推奨する売価のことをいいます。

アレルギー情報

本品には特定原材料等28品目において、下表の■で塗られたアレルギー物質が含まれています。※[アレルギー情報について](#)

えび	かに	くるみ	小麦	そば	卵	乳成分
落花生	アーモンド	あわび	いか	いくら	オレンジ	カシューナッツ
キウイフルーツ	牛肉	ごま	さけ	さば	大豆	鶏肉
バナナ	豚肉	まつたけ	もも	やまいも	りんご	ゼラチン

※アレルギー情報・栄養成分表示は、お取り扱い地域や仕様変更によりウェブサイトに記載されている情報と店頭の商品とで異なる場合がございます。

End of June 2025

On our website, in addition to prices and nutritional information, we provide allergy information in an easy-to-understand manner.



食の安全・安心への取り組み

## Efforts to Ensure Safety and Security

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Providing safe and secure food products and meeting the needs for health are essential to Lawson's Three Promises and are important responsibilities that we must fulfill. Our headquarters and stores are working together to deliver safe, secure, healthy, and delicious products to our customers.

### Approach to Safety and Security

Lawson complies with environmental and safety laws and regulations in all processes, from the development of original products\* to the manufacturing process and sales, and is committed to thorough quality control.

#### Efforts to Ensure Safety and Security

In order to maintain the quality of our original products throughout all processes, from development to manufacturing and delivery to the customer, our quality control and product development departments, as well as our business partners, work together to implement strict quality control, from raw material management at the time of purchase to production management at the time of manufacturing, guidance to contract manufacturing factories, and hygiene control at our stores. For example, at factories that manufacture original products such as rice products and desserts, we practice hygiene management based on the HACCP concept in order to prevent incidents such as food poisoning and contamination by foreign substances. All important control items in the production process, such as cooking time and product temperature control, are recorded, and if a problem should occur, we have a system in place to immediately investigate the cause and take action.

\* Original products: Lawson original products refer to lunch boxes, rice balls, sushi, sandwiches, prepared food, salads, noodles (soba, udon, Chinese noodles, pasta), and desserts that are manufactured at contracted factories whose containers or packaging bear the "3-Star Lawson" mark.

## To Provide Safe and Secure Products

**We are committed to achieving safety and security by ensuring thorough quality control.**

### Use of raw materials

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Lawson's original products use carefully selected raw materials and are delivered to customers through rigorous safety and security check systems.

We use safe and secure raw materials that are carefully selected by specialists for the selection process, supplied from factories that have passed stringent screening based on Lawson's quality control standards. In addition, factory hygiene management and allergen management systems are regularly checked through guidance and audits.

### From product design to commercialization

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For original products, Lawson conducts its own inspections of the ingredients and finished products, and only those products whose safety has been ensured can be released onto the market. Once the product specifications are finalized, we conduct a document review as well as a trial production on the actual production line to confirm the safety of the product.

## Product manufacturing process

At factories that manufacture original products such as rice products and desserts, we practice hygiene management based on the HACCP concept in order to prevent incidents such as food poisoning and contamination by foreign substances. All important control items in the production process, such as cooking time and product temperature control, are recorded, and if a problem should occur, we have a system in place to immediately investigate the cause and take action. Whenever a new factory is put into operation or new equipment is introduced, if needed staff from the quality control department is present to check for any hygiene control problems. In the daily manufacturing of products, our factories are always kept clean, and employees are required to take air showers, wash their hands, and disinfect their hands before entering the factory to prevent the introduction of foreign substances. In addition, the products themselves are inspected at several levels, including using metal detectors to check for foreign substances, and to ensure that they are presented in accordance with specifications.

## Temperature checks at stores

In our stores, we practice hygiene management incorporating the HACCP concept, and we check the temperature of our store showcases four times a day to maintain the freshness and quality of our products. In addition, in order to ensure thorough hygiene control, the food hygiene manager at each store conducts self-inspections, and the SV (Store Management Advisor) at headquarters conducts monthly hygiene surveys and provides guidance. In addition, unannounced inspections by an external organization are conducted at all stores nationwide.

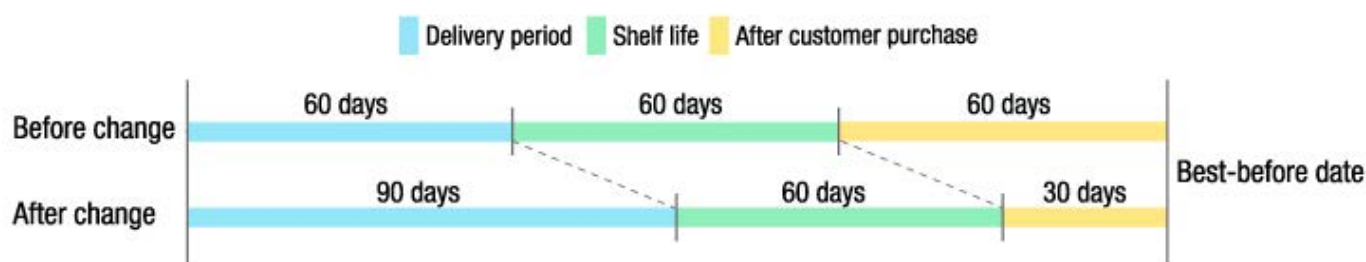
## Setting the allowable date of receipt and allowable date of sale

In order for customers to purchase safer products with peace of mind, we set an allowable date of receipt and allowable date of sale for products, and check at our stores to ensure that no products are sold past their allowable date of sale.

Furthermore, as part of our efforts to reduce the amount of food loss and waste, which is considered to be a social issue, we revised 1/3 of the best-before dates (use-by dates) of some processed foods to 1/2 and 2/3. As for the allowable date of sale, we have extended the dates to reduce the number of expired products and to reduce waste.

Products subject to change		
Changes in allowable date of receipt (processed foods only)	Standardized to 1/2 of the best-before date (use by date)	(1) All soft drinks* (2) All confectionery products with a shelf life of 180 days or longer* (3) Overseas imported products (4) PB-NB fastened products (exclusive to Lawson) *Handled by the Ministry of Economy, Trade and Industry and its efforts to reduce food waste
	Standardized to 2/3 of the best-before date (use by date)	All products except the above
Examples of changes in allowable date of sale	Processed foods	(1) Soft drinks (2) Cheer packs (handy pack beverages) (3) Cookies and biscuits (4) Functional foods (balanced nutrition foods) (5) Pocket confectioneries (6) Snacks (7) Delicacies (8) Rice crackers and baked sweets (9) Non-alcoholic beverages (10) Japanese sake and shochu (11) Western liquor and chuhai (12) Confectionery
	Daily delivered foods, etc.	(1) Daily delivered foods (2) Frozen foods (3) Room temperature Japanese and Western confectionery (4) NB desserts

[ Example of changes (for a product with a shelf life of 180 days) ]



## Training to ensure product safety and security

To ensure the safety and security of our products, Lawson provides training on quality control and hygiene management to MDs (Merchandisers), SVs, and other headquarters employees involved in product management. In addition, posters and videos are distributed to stores to alert them to the importance of product quality control and hygiene management.

Training is also provided to employees at plants that manufacture original products such as rice products and desserts to raise awareness of quality control and hygiene management.

### ● FY2024 Training Results

	Name of training	Eligible employees	Frequency	Number of times/year
Headquarters employees	MD/AMD training	Merchandising Division MD/AMD	2 time/half year	9
	SV/Trainer/SC* training	SV/Trainer/SC	1 time/year/person	2
Franchise stores	Video tool distribution	All member stores	-	9
Suppliers	Rice products factory training	76 factories	10 times/year & area	87
	Supplier screening/audits	Suppliers (designated raw materials, private brand products)	-	261

\* Store Consultant (SC): A store manager in an MO (Management Owner) organization who visits individual stores and provides operational guidance and who has received SC certification from Lawson Headquarters through specified training and examination.

## Efforts to Improve People's Health

### Basic Concept

Lawson is committed to supporting healthy and long-lived lifestyles, something which is possible because it is a convenience store that is close to customers. We hope to be the kind of company that makes people feel confident in the knowledge that there is always a Lawson nearby.

We continue to help people in the community enjoy long and healthy lives by promoting the following two solutions: Meal Solutions for improving people's physical health through daily eating habits, and Self-Medication Support for helping customers maintain good health by offering consultation services to those who are concerned about their own health if necessary.





## Meal Solutions – Eating healthy food for a healthier life –

We set our original "10 key elements for marketing and developing healthy food products" below. We always try to bring our "Good for health" food products in consideration of health-conscious customers.

### 10 key elements for marketing and developing healthy food products

- 1 Vegetables and fruits
- 2 Higher in protein
- 3 Higher in fiber
- 4 "Foods with Health Claims"
- 5 Low-carb
- 6 Lower in sodium
- 7 Lower in calories
- 8 Healthy fats and oils
- 9 Probiotics
- 10 Better sleep

### Examples of Health-conscious Products

#### Low-carb Bran Bread

Bran Bread offers new value in the form of a staple food that is readily available, delicious, and low in carbs. The product was developed in collaboration with THE TORIGOE CO., LTD., which holds patents in Japan, the U.S. and Europe for a technology that uses the outer layers of cereal grain to make bread with less sugar. For an even more delicious bread, we have made improvements by reviewing the bran formula and manufacturing process. In 2016, we added lactic acid bacteria, and in 2018, we increased the amount of honey to make the bread more natural and easier to eat, and from 2024, honey has been removed and improvements have been made for allergy considerations.



#### What is bran?

Bran is the hard outer layers of cereal grain, which contain fewer carbohydrates and more fiber than wheat flour.

#### Commitment to Providing Fresh Foods

Lawson Farms, which are joint ventures with leading local farmers, are being developed across Japan. We aim to establish a system that allows us to procure fresh vegetables year-round through a relay of production areas at Lawson Farms throughout the country.



▲ Lawson Farm Chiba

**Use of the Nakashima method of farming to maintain the mineral balance of the soil**



We use vegetables cultivated with the Nakashima Farming Method—which combines sound soil preparation technology based on soil diagnosis with growth control technology to maintain the healthy growth of crops, and supplies appropriate nutrients according to the nutrient balance (mineral balance) of the soil and the growth condition of the crops—in our cut vegetables (Kanto area).



▲ Pre-cut vegetables  
(The photo is for illustrative purposes.  
The package may differ.)

**Development of health-conscious products**

We develop a variety of original products, such as salads and vegetables that people will want to eat every day, Bran Bread with reduced carbohydrate levels developed jointly with manufacturers, and confectioneries under the NATURAL LAWSON brand.

**Rice with Barley, Edamame & Salted Kelp  
(The photo is for illustrative purposes)**



Enjoy the texture of edamame soybeans and the flavor of kelp while taking in the dietary fiber you tend to lack!

**Bread with Cheese Cream & Double Berries  
(The photo is for illustrative purposes)**



Chewy texture, delicious! Baked from flavorful dough with a chewy texture! “Two chewy buns with cheese cream and double berries”

**Chocolate Covered Almonds**



This almond chocolate is great for those who are concerned about carbohydrates. One bag contains only 5.3 g of carbohydrates and 9.5 g of dietary fiber, which people tend to be deficient in.

**Steamed Chicken Breast  
(The photo is for illustrative purposes. The package may differ.)**



This salad chicken is simply made with only chicken and salt. One package provides 30.3 g of protein.



Lawson's concept of Self-Medication Support (i.e., support for health management, disease prevention and treatment) includes the handling of pharmaceuticals and on-site health checkups in cooperation with local municipal governments.

## Handling of medicines

Lawson is focusing on the sale of pharmaceutical products in order to provide convenience to customers in an aging society and to curb national healthcare costs. In regard to pharmacy services provided under health insurance, since 2003 we have been working on the development of stores with drug dispensing pharmacies on the premises with the aim of creating community pharmacies. In addition, from the perspective of promoting self-medication, we have been fostering alliances with drug dispensing pharmacies and drugstore chains throughout Japan, and handling over-the-counter drug (non-prescription drugs) in our stores.

We were the first in Japan to start offering over-the-counter drug through Uber Eats. We carry around 60 kinds of second and third class medicines, such as cold medicine, eye drops, and gastrointestinal medicine.



▲ Drug dispensing pharmacy



▲ Handling of over-the-counter drugs through Uber Eats

## On-site health checkups in cooperation with local municipal governments

As part of Self-Medication Support for helping customers maintain good health by offering consultation services to those who are concerned about their own health if necessary, we provide on-site health checkups and Machikado community health consultations in cooperation with local municipal governments. Health checkups, which were previously conducted at government offices and community centers, are now available at convenience stores, a more familiar and accessible location for residents.

Lawson will continue to promote health-related measures in each community while collaborating with local municipal governments.



▲ On-site health checkup in Amagasaki City, Hyogo Prefecture

## Health initiatives for employees

As a company that supports the healthy lifestyles of its customers, Lawson believes that it is important to start taking action from within our organization. As such, we and are working to improve the overall health of our employees in various ways. As part of our efforts, we have been enhancing our employee health promotion measures since October 2012, and have been instructing employees who fall under the guidance criteria (areas where medical checkups are recommended) to undergo thorough medical examinations at a hospital.

Lawson is working together with Labor Union and Health Insurance Society to develop this program in order to raise awareness of health and motive employees to take care of themselves so that they can work in good health.

▶ [Health Management \(Occupational Health and Safety\)](#)

In addition, through the Lawson Owner Welfare Association, which is operated in the spirit of mutual support among franchise stores, we offer subsidized health checkups and health support services to franchise store owners.

▶ [Lawson Owner Welfare Association](#)

### Lawson will continue to support the health of the communities in which we all live.

For more than 20 years, Lawson has been innovating on the basis of health, a matter which is of utmost concern to everyone in the community.

July 2001	The first NATURAL LAWSON STORE opens
December 2003	The first store with drug dispensing pharmacies on the premises opens
May 2005	Vegetables go on sale at LAWSON STORE 100 stores
June 2010	Lawson Farm Chiba established
August 2010	Lawson and Qol Co., Ltd. open a store with drug dispensing pharmacies on the premises opens
June 2012	Bread made with bran releases
March 2013	Business alliance formed with Daichi wo Mamoru Kai
March 2013	Lawson switches from frying oil to a healthier kind of oil for its in-store food preparation
August 2013	Acquires shares in Eisai Seikaken Co.,Ltd.
September 2013	The first CVS (HealthCare Lawson) opens, featuring pharmaceuticals and daily necessities
October 2013	Declaration of "community health hubs"
October 2013	Concludes a health promotion agreement with Amagasaki City, Hyogo Prefecture, to provide on-site health checkups
November 2013	Begins selling pre-cut vegetables certified by the Mineral Growers' Association
March 2014	Machikado community health consultations are held in Matsumoto City, Nagano Prefecture, under a health promotion agreement
May 2014	New Bran Bread that contains rice bran in the dough of conventional Bran Bread is released
July 2014	Signs a health promotion agreement with Saga City, Saga Prefecture, to conduct specified health checkups in August
March 2015	Signs a health promotion agreement with Kurume City, Fukuoka Prefecture. Appointments for specified health checkups are accepted at three stores in the city.

<b>April 2015</b>	First store with a care center equipped with a nursing care consultation counter opens
<b>January 2016</b>	Signs an agreement on health promotion with Kyoto Prefecture, Kyoto Mayors' Association, and Kyoto Towns and Villages Association
<b>January 2017</b>	Signs an agreement with Miyaki Town in Saga Prefecture to promote the health of the town's residents, in cooperation with MIZ Co., Ltd.
<b>July 2017</b>	Participate in the Hirosaki University COI,* a project led by Hirosaki University with the participation of Aomori Prefecture, Hirosaki City, and private companies. Implement an initiative with the theme of reducing salt.
<b>November 2017</b>	Launch of Bran Bread with a more moist and fluffier texture achieved by adding protein to the dough of conventional Bran Bread and other innovations in the ingredients and manufacturing process
<b>August 2019</b>	Machikado community health consultations held in Hokkaido
<b>October 2019</b>	Barley bread series is released as an assorted grains menu item with reduced sugar content that makes it easy to enjoy dietary fiber
<b>June 2021</b>	Campaign is held to encourage people to stay healthy while eating what they like
<b>May 2022</b>	Introduced our 10 product development themes and held a campaign to encourage people to get their protein intake with our delicious products
<b>November 2022</b>	Opened a futuristic "Green Lawson" in Tokyo
<b>May 2023</b>	Developed a salad that uses linseed oil
<b>May 2024</b>	Invite easy and time-saving convenience store arrangement recipes for patients with IBD.
<b>May 2024</b>	Launched "Shake and Enjoy Pasta Salad," considering nutritional balance
<b>September 2024</b>	Began sharing health information through the "Health Blog"
<b>November 2024</b>	Launched "Salad Chicken with MCT (medium-chain fatty acids) that reduces body fat (functional food labeling obtained)"
<b>March 2025</b>	Through the rollout of the "3-Star Lawson" brand, making health something taken for granted

\* Hirosaki University Center of Innovation (COI): COI is a program that supports vision-driven, challenging, and high-risk research and development projects aimed at a desirable society for ten years in the future and administered by the Japan Science and Technology Agency (JST). The Hirosaki University COI is led by the Hirosaki University School of Medicine with Aomori Prefecture, Hirosaki City, and private companies participating under the theme "Extending healthy life expectancies."

## Efforts for Creating Stores Friendly to Various Customers

As part of Lawson's efforts for human kindness, one of the Three Promises of our business policy, we are making efforts to create a store environment that is friendly to a variety of different customers.

We will respect human rights in all areas of our business activities and build relationships of trust with all persons related to our business activities.

### Basic Idea

Lawson aims to create stores that have a merchandise assortment that meets the needs of individual customers, offer products and services that are fresh and surprising, and have a pleasant atmosphere as places that customers will want to access and drop by at any time. For various customers and local residents, including persons with disabilities, elderly customers, and small children, to be able to use our stores with peace of mind, we pay attention to the safety of store facilities and pursue customer service with compassion.

### Support for Persons with Hearing Impairments

Many persons with hearing impairments understand conversation through the gestures and mouth movements of others. Therefore, they have had inconvenience in communication with store staff wearing masks at counters.

To eliminate such inconvenience when shopping, Lawson has installed pointing sheets at cashiers in its stores nationwide as a tool for communication with customers since August 2022.

We have also posted a communicate board on our website and official app, as well as distributing easy sign language videos for store staff, as additional efforts to create more customer-friendly stores.

#### Pointing Sheets with an Ear Mark\* Label

We have installed pointing sheets with an Ear mark label at cashiers in our stores nationwide, which enable customers to make requests by pointing to plastic shopping bags, cutlery, and food warming service in a microwave oven.

We have received requests from local governments and customers across the country for data on the pointing sheet so that they can use it at retail stores. Therefore, we have disclosed the data.

[Download \(A4 portrait, PDF\)](#)



#### Communications Board

The Communication Board lists selected problems during shopping in order to help customers efficiently request the purchase of products and the use of services displayed around the cashier.

The Communication Board is posted on our website and official app. Please present items on the Board on a smartphone at the stores.

The Board can also be checked by accessing the "Topics" => "Service" banner on the Lawson app.

[Download \(A4 portrait, PDF\)](#)



\* The Ear mark is owned by the All Japan Association of Hard of Hearing and Late-Deafened People. The mark expresses having hearing impairments, as well as consideration for persons with loss of hearing or hearing impairments. We have obtained permission to use the Ear mark from the Association for posting the data.

## Sign Language Videos

To help communication with persons with hearing impairments, we distribute sign language videos on store computers to enable employees to learn simple greetings, such as “Good morning” and “Hello,” as well as Lawson’s original signs for suggesting the use of the toilet or for recommending Kara-age Kun.



## Support for Customers on Crutches, in a Wheelchair, or with Visual Impairments

To help customers on crutches, in a wheelchair, accompanied by an assistance dog, or with visual impairments, we take measures to enable safe and pleasant shopping, such as opening and closing the entrance door, guiding through the store floor and to products, and providing other necessary assistance.



## Acceptance of Working Dogs (Assistance Dogs)

To help customers use our stores with peace of mind, we accept working dogs (assistance dogs) at all stores, including seeing-eye dogs, service dogs, and hearing dogs.



▲ Acceptance of working dogs declared on the storefront glass

## Barrier-free Store Design

We promote barrier-free store design to make our stores pleasant and friendly to persons who are elderly, pregnant, or with disabilities.

In addition to efforts for eliminating steps at the entrance of newly opened stores, automatic doors are actively being adopted.

Barrier-free restrooms are also being promoted, and at stores where standard building space can be secured, plans include barrier-free restrooms equipped with sliding doors, handrails, and wheelchair turning space. These are being introduced not only at newly opened stores but also in renovations of existing stores. In addition, passage widths are being secured with wheelchair passage in mind, and stores with parking lots are being equipped with one parking space for wheelchair users.



▲ A larger door has been installed to help customers enter the toilet.

### To continue opening our toilets for safe use at any time and promoting an art toilet project

Lawson became the first convenience store franchise to open toilets for public use in 1997 in response to requests from customers who wanted to use the toilets at any time.

At present, about one million persons use the toilets at our stores nationwide every day.

To provide opportunities for customers to think about toilets in convenience stores, we have been promoting an art toilet project since 2022 timed with Toilet Day on November 10 and with World Toilet Day on November 19.

Art toilet designs include those by artists from welfare facilities, those selected from public entries, and “Real Art Toilets” with designs applied directly onto the restroom itself. As of the end of June 2025, art toilets are being rolled out at 12 stores in Japan.

Following the installation of art toilets, we confirmed positive effects, such as the reduced frequency of cleaning and maintenance at stores, owing to improved customer manners.

To continue opening convenience store toilets for safe use at any time, Lawson hopes to provide opportunities for customers to think about toilets in convenience stores through these initiatives.



▲ LAWSON Kurihara Wakayanagi Store  
(Kurihara City, Miyagi Prefecture)



▲ LAWSON Arashiyama Tanigatsujikocho Store  
(Kyoto City, Kyoto Prefecture)

## Efforts to Achieve Customer Satisfaction

### Basic Concept

The Lawson Group aims to create stores that continue to be supported by customers in their local communities in the hope of realizing its Group Philosophy, “Creating Happiness and Harmony in Our Communities.” In order to improve customer satisfaction with our stores, we have adopted the Three Essential Practices as our basic principles for store management. In addition to these three principles, we are working on product development and store development with an emphasis on improving our product offering and opening stores in formats that suit the community.



### The Three Essential Practices: Improving Customer Satisfaction

Our store operations are founded on the Three Essential Practices: (1) providing a quality product offering that meets community needs; (2) keeping our stores and communities clean; and (3) serving customers courteously.

This means that in order for customers to feel comfortable visiting our stores, each store should have a deep understanding of the customers in its commercial area and offer a product lineup that will please them (providing a quality product offering that meets community needs), while at the same time striving to improve customer satisfaction through clean stores (keeping our stores and communities clean) and serving customers courteously.

In order to improve the thoroughness of these three practices, headquarters not only provides guidance through supervisors (SV: Store Management Advisor), but also conducts various initiatives such as store health checks, in which undercover investigators quantitatively check each store from the customer's perspective.

#### 1) Providing a quality product offering that meets community needs Achieve by analyzing point card data and improving ordering accuracy

Stores that operate throughout Japan based on small commercial areas address the needs of a variety of customers, with each store being different from the next. By analyzing point card data, we can learn more about the products that local customers are looking for, and by reducing the opportunity loss of products (i.e., the products that customers need but which are out of stock on the sales floor), we can increase customer satisfaction. The accumulation of these efforts will also lead to the reduction of food loss.



#### 2) Keeping our stores and communities clean Promotion of environment beautification of our communities hand in hand with FC member stores and customers

We believe that by keeping the inside and outside of our stores clean, we can make our stores a place that customers will want to visit again and again, and that the efforts of individual stores will add up and lead to environmental conservation for society as a whole. The ideal store operation that Lawson is aiming for is one in which franchise owners, store crews, and headquarters employees can promote considerate actions toward society and the environment together with customers.



### 3) Serving customers courteously

#### Communicate the value of products to customers through customer service

Serving customers courteously is not only the basis for a pleasant shopping experience for customers, but also an opportunity to inform customers of the quality of our products. Particularly for over-the-counter fast food products such as in-store prepared food and freshly-brewed coffee, we train our employees with knowledge of product quality and the best ways to provide products to customers.



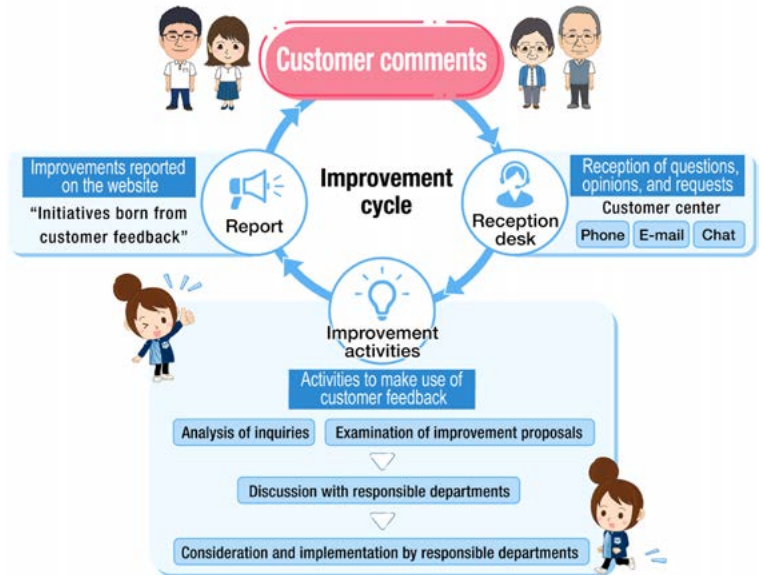
## Store Health Checks, a System for Pursuing the Ideal Form of Store Management

With the aim of improving store operation levels, including the Three Essential Practices, undercover store investigators quantitatively check customer service, merchandise assortment, cleaning, and compliance items at each store from the customer's perspective, comparing them with those of neighboring stores. In addition, SVs at the head office and franchise owners work together to confirm the evaluations (opinions) of individual stores based on customer questionnaires, which are used to further improve the Three Essential Practices.

## Efforts to Respond to Customer Feedback

### Basic Concept

In order to achieve the Group Philosophy of “Creating Happiness and Harmony in Our Communities,” we want to create stores that are continuously supported by customers in communities. For this purpose, while referring to valuable opinions and requests from customers, we work toward improvements every day so that we can operate stores and provide products and services from customers’ perspectives. Through these initiatives, we aim to provide a range of products that satisfies each customer’s needs, provide products and services with pleasant surprises, and create comfortable places (stores) that customers love and want to visit or access anytime.



#### Establishment of the “Lawson Customer Center” Inquiry Counter

Outside of stores, inquiries and opinions from customers are handled by the Lawson Customer Center. After receiving an opinion via telephone (toll-free), email, or chat, the respective departments in charge respond to it. At the same time, they share the issues with the entire company via the company intranet and other means, allowing feedback to be utilized for store development, product development, and the provision of new services to improve customer satisfaction.

## Improving Products Based on Customer Feedback

For products, members from the department that manages the “Lawson Customer Center” inquiry counter and departments that develop products gather and examine how products can be improved based on customers’ opinions reported to the Customer Center monthly. We introduce some of the products that have been improved as a result on our official website as “Initiatives Born from Customer Feedback.”

### パッケージ改善事例



わさび入りだとわかりにくい・わかりやすくしてほしい

パッケージをわかりやすくしました



#### わさび醤油仕立ての漬けサーモン(三陸産銀鮭)

お客様から商品パッケージでわさびが入っているのがわかりにくい、もっとわかりやすくしてほしいというお声を受け、**商品名とパッケージ写真でわかるように改善しました。**

改善時期：2025年3月

※ 2025年2月時点の情報です。

## Conducting Surveys to Understand Customer Needs

We conduct various surveys to understand customer needs so that we can apply them in the operation of our stores and development of products. For example, we continuously conduct questionnaires where customers log in from a QR code printed on their receipt and answer questions on the website. We communicate opinions and requests from customers to each related department so that they can propose improvements.

We also carry out initiatives to grasp customer satisfaction after releasing a product and utilize the data to improve products to be released next. In addition, we promote actions to understand customer needs and make improvements regarding financial services, entertainment services, as well as store operations such as customer service as well as sales floor development.

### **The Lawson Customer Center got a 3 Star rating, which is the highest grade, in HDI-Japan's inquiry counter rating category.**

From 2022 to 2024, the Lawson Customer Center received the highest three-star rating for the third consecutive year in the inquiry counter rating section of the call center service quality survey conducted by HDI-Japan. This was the first in the convenience store industry (according to research by Lawson).

HDI-Japan is the Japanese branch of HDI, which is an international organization in the support service industry. HDI-Japan rates inquiry counters using an evaluation standard determined based on HDI's international criteria in four ranks, 3 Star to No Star, completely from the customers' perspective.

#### **[Comments and evaluation by reviewers from HDI-Japan]**

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- It is clear that all staff members value customers through their polite language.
- Their responses, including empathetic backchanneling and friendly interaction, created a sense of closeness that naturally made me smile as well.
- They listened carefully until my concerns were resolved and answered even detailed questions, which was sufficient to fully solve the issue.

# Relationship with Franchise Owners

## Characteristics of the Lawson Franchise (FC) System

### With the Goal of Realizing the Group Philosophy, the Franchise Stores and the Lawson Headquarters Pursue their Business Operations Hand-In-Hand with each Other as Partners

Lawson's convenience store business is run on a franchise system. Under this system, Lawson headquarters and franchise owners share the Group Philosophy of "Creating Happiness and Harmony in Our Communities," and work as equal partners toward growth. Headquarters not only provides franchise stores with various services such as logistics and information, rights to use trademarks, and management know-how, but also offers ongoing management support. In return, as independent business operators, franchise owners seek to maximize profits by optimizing customer satisfaction while paying franchise fees and royalties. In this way, franchise owners and Lawson headquarters work in tandem, each playing their respective roles.



### Building a Strong Partnership with Each Franchise Owner Through Communicating Directly with Them

Lawson sees the entrepreneurial mindset of franchise store owners and the franchise system as the two major drivers of growth and has endeavored to strengthen its relationships with franchise stores by establishing systems for providing detailed local care to support the establishment of stores loved by customers.

In addition, to strengthen our partnerships with franchise stores, we hold Lawson seminars for sharing company-wide policies and directions, as well as area meetings, where franchise store owners share success stories and sales plans.

In addition, we have established a number of direct dialog systems between franchise stores and headquarters officers, including the president, for directly listening to the most important opinions from the frontline.

Through these initiatives, franchise stores and the headquarters aim to become a group that creates happiness in our communities.

# Mechanisms for Information Sharing and Direct Dialogue

## 1. Lawson Seminars\*

Lawson Seminars are convened for every franchise store each spring and fall throughout Japan. The President and other members of management share the Company's policies and directions with the franchise owners by providing them with detailed explanations of future business strategies, and informing them of product development planning in conformance with the policies.



Lawson Seminar

## 2. Area Meetings\*

Area meetings are regional workshops conducted monthly at Lawson branches from Hokkaido to Okinawa. Franchise stores from the same areas gather to share details of sales activities planned for the following month as well as of their past successes, or to exchange opinions with the aim of helping individual stores improve their management capabilities.

\* The means of Lawson seminars and area meetings have been changed since FY 2020, such as holding online seminars and hybrid seminars with in-person seminars.

## 3. Direct line to the President

This original Lawson system enables franchise owners, store managers and store crew members to express their opinions, proposals, or requests for improvement directly to the President. The President checks all the messages delivered over this line and takes necessary measures.

## 4. Lawson Franchise Store Advisory Committee

Established in April 2019, the Lawson Franchise Store Advisory Committee is an initiative for promoting improvement and innovation in Lawson's interactions with franchise stores by enabling them to express opinions concerning Headquarters' management and strategies from the franchise store perspective.

## 5. Establishment of Internal and External Contact Points

To provide multifaceted follow-up to franchise stores, we have established internal and external contact points for inquiries. In addition to setting up an in-house contact point for inquiries handled by specialized staff, we have also established a contact point in a law firm for inquiries that may be difficult to discuss with the headquarters. This enables franchise stores and the headquarters to face each other firmly, recognize issues and requirements, and work together to resolve them.

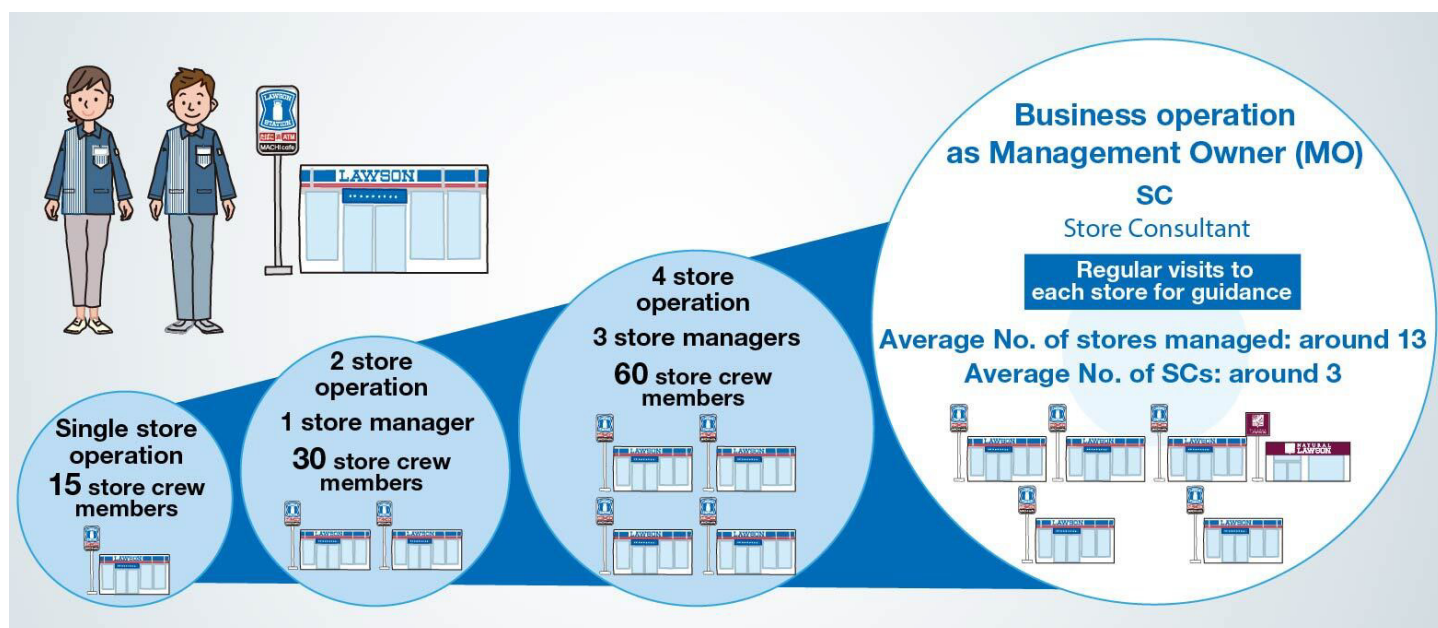
## Our Management Owner System Encourages Strongly Entrepreneurial Franchise Owners to Open Multiple Stores

Lawson has created the Management Owner (MO) system to support franchise owners in expanding their businesses as locally based entrepreneurs. The MO system aims to nurture outstanding MOs through training that imparts the management knowledge and skills necessary for multi-store operations. MOs work to expand their business and operate multiple stores while maintaining high customer satisfaction by cultivating Store Consultants (SCs), who act as business managers, as well as store managers and crew members (part-time and temporary workers) within their own organizations.

MOs provide franchise owners with their advice on management by making a presentation as the representative of all stores in the area at the “Area Meeting,” and giving a lecture to training participants.



## Lawson's Step-Up Model for Franchise Owners



**Management Owner (MO):** An MO is a type of franchise owner officially approved by the Lawson headquarters as one that is in an even stronger partnership with the headquarters. Furthermore, an MO is a business operator who runs multi-store operations in a manner befitting the local area and aims for growth hand-in-hand with the headquarters.

**Store Consultant (SC):** An SC is a store manager within the MO organization who has been granted SC qualifications certified by the Lawson headquarters through undergoing a process of specified training and review, and who is charged with making a round of visits to individual Lawson stores to provide them with operational guidance.

## Operational Support for Franchise Stores

In order to achieve sustainable growth together with its franchise stores, Lawson provides operational support by taking various measures to deal with the labor shortage in Japan, which has become a major social issue in recent years, and the resulting increase in costs, as well as disposal losses and other issues.

In the future, we will further strengthen our efforts to provide operational support to franchise stores by taking measures to increase their profits.

### (1) Labor-saving in store operations using digital technology

- Promotion of the AI.CO system utilizing AI for orders, and planned ordering
- Improvement of store productivity through the visualization of work schedules and management of fast food production using tablet terminals
- Improved operational efficiency of Machikado Chubo in-store kitchens, which allow food to be freshly prepared in-store, and the introduction of automatic dishwashers
- Introduction of POS cash registers with automatic change machines to reduce the burden of cash register operations
- Promotion of non-contact customer services and reduction of cashier workload through the use of customer-operated registers (self-mode)

### (2) Reduction of disposal losses

- Encourage discount sales and selling off at stores
- Reduction of waste by extending the allowable date of sale (chilled lunch boxes, etc.)
- Achievement of efficient discounting operations through a discount sticker issuing system

### (3) Support for recruitment of human resources and enhanced retention of existing store crews

- Support for franchise stores by the temporary staffing company Lawson Staff
- Provision of a call center to accept all applications for part-time jobs
- Establishment of a store crew training system and communication tools
- Implementation of owner support system by headquarters employees

#### Integrated Inquiry Desk for Franchise Stores

Since April 2022, we have unified the contact points for inquiries from franchisees, which had previously been separated into store operations, repairs, and systems. In addition to eliminating the need to search for a single point of contact, copier repairs, etc., are now automatically forwarded to the point of contact of the business partner, reducing the number of calls made each time. For items that are frequently received, a monthly “Frequently Asked Questions Solution Sheet” is shared with all stores. We strive to improve the quality of our customer service, including politeness, accuracy, and speed.

As a result, for the fourth consecutive year in 2024, the inquiry counter for Lawson franchise stores received a three-star rating in the call center response quality survey conducted by the HDI-Japan, a world-class evaluation organization.

In 2023, we even received a five-star rating, continuously working to improve the quality of response to inquiries from Lawson franchise stores.

## Training System for Franchise Stores

### Working to Establish a Safe and Secure Store Management Environment

Human resource development is one of the most important requirements for store management. Lawson implements training programs for franchise store owners, dedicated staff, and store crew (part-time and temporary workers).

After gaining basic knowledge through the Basic Management Course (BMC) prior to opening a store, franchise store owners receive training that matches the growth of their stores.



#### ▲ Basic Management Course (BMC)

With the aim of sharing and permeating the franchise philosophy, participants acquire the knowledge and know-how necessary for store management.

## System for supporting the operation of franchise stores

### Owner support system

In 2020, we acquired a license for a temporary staffing business.

In this system, we dispatch headquarters employees to undertake store operations on behalf of franchise store owners when they take leave. Approximately 60 employees from eight offices nationwide follow up on franchise stores.

## Franchise Store Benefit System Lawson Owner Welfare Association

The Lawson Owner Welfare Association provides franchise stores with benefits embodying the three principles of “comfort,” “health” and “peace of mind.” The wide range of benefit packages includes various allowances, mutual aid and compensation for franchise owner members and their families as well as for store crew and staff members.

- Allowances for use of sports facilities
- Allowances for full medical examinations and health checkups
- Allowance for COVID-19 vaccines
- Allowance for influenza vaccines
- Childcare support allowances for store crew members using nursery and day-care centers for them
- Holding of health promotion seminars such as walking and exercise events, events for parents and children, and day seminars
- Travel and accommodation services
- Allowance for correspondence courses
- Congratulatory and condolence payment system (including special condolence payment)
- Voluntary group insurance system for franchise stores (selection of various insurance packages)
- Discounts and preferential treatment at gourmet, leisure, entertainment, child-rearing, nursing care and other life enrichment and support facilities
- Car rental discounts
- Establishment and provision of Lawson Crew employee benefit information website

In addition to the Lawson Owners Welfare Association, we also operate a franchise store general helpline that accepts questions about store operation 24 hours a day.



A Lawson Owner Welfare Association pamphlet



Participants in a health promotion seminar

# Invitation, Recruitment, Development, Retention, and Re-employment of Store Crews

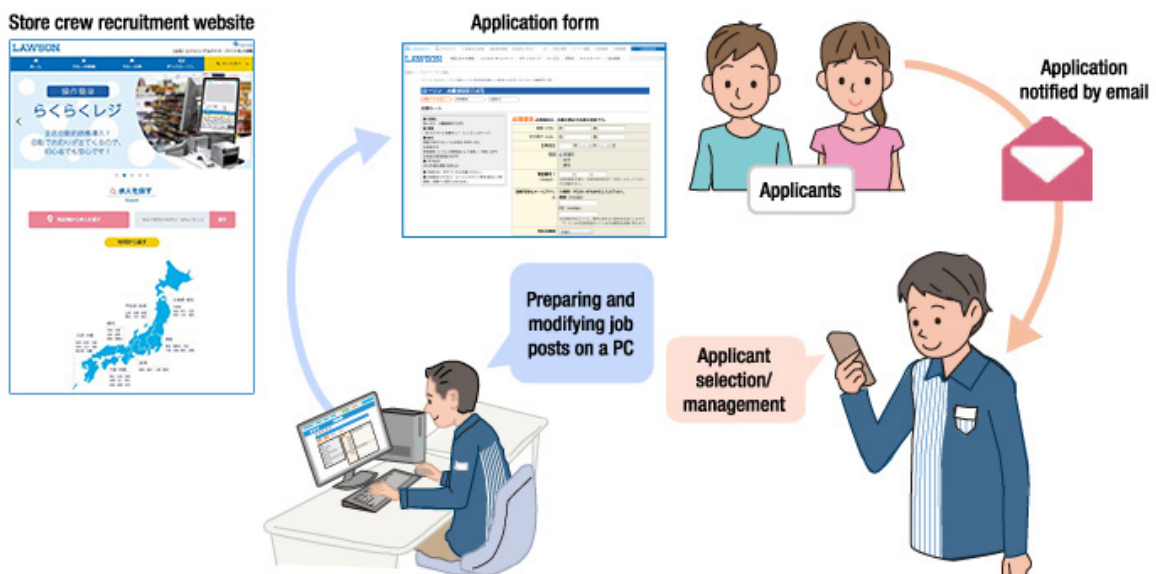
We are establishing an environment where store crews gather and upgrade themselves for long-term working.

The Lawson Headquarters takes various initiatives to support the extension of an environment where franchise store crews gather and upgrade themselves for long-term working.



## Store Crew Recruitment Website

For persons who want to work at Lawson stores, we have set up an official job information website. We have expanded the functionality of the website to encourage applications, such as posting interviews with working store crews. Persons who want to work at Lawson stores can immediately search for the best store by inputting a requested area and treatment and can file an application 24 hours a day on a PC or smartphone. Franchise store owners who want to recruit store crews are able to prepare and modify job postings at their fingertips, as well as instantly checking and responding to applications.



## Lawson Staff, a staffing company, helps alleviate job-related concerns

As part of efforts to address labor shortages at its stores, Lawson operates Lawson Staff, Inc. a staffing company jointly established with Matchbox Technologies Inc.

Amid a declining labor force due to the aging and shrinking population, Lawson Staff is proactively accepting international students from a long-term human resource perspective. Many of these students have strong goals, such as “I want to learn Japan’s hospitality culture” or “I want to return to my country and become an entrepreneur,” and numerous students from Vietnam, Taiwan, China, and other countries are already registered with Lawson Staff. Regardless of age, gender, or nationality, Lawson Staff continues to take on challenges without being bound by conventional ideas, so that people who want to work but feel a little uncertain can work within the Lawson Group with smiles, with peace of mind, and for the long term.



Since April 2021, the job-matching app “matchbox” (a short-term staffing service) has been introduced. The matchbox makes it possible to fill open shifts—such as those arising from resignations or sudden absences—that are difficult to cover with store crews alone, by widely publishing them to former crew members and general job seekers, who can then be selected and hired (matched). This enables shifts to be covered with a broader pool of human resources.

The app also features a “Friend Registration” function that allows employers to register hired former store crews and job seekers. By building a large pool of registered friends, shift operations can be managed more stably.

## Support for Skill Upgrading of Crew

We evaluate the efforts of store crews through a crew rank-up system. We also have an independence support system for excellent store crews who want to have their own stores in the future.

## Enhancement of Store Crew Communication

To support the establishment of an environment that enables long-term working by store crews, we provide continuous and systematic support, such as opening Lawson Channel, a communication website for store crews, and enhancing crew benefits.

### Lawson Channel

Mobile website for store crews, commonly known as the Lawson Channel:

The Channel provides plenty of content that makes working at Lawson even more enjoyable, such as notifications from Lawson, exclusive campaign information for registered users, and open chats (posts) with store crews nationwide.



## In-app Glossary Explaining Frequently Used Store Terms in Nine Languages

About 13% of store crews working at Lawson stores are non-Japanese.

While it is difficult for non-Japanese crew to understand retail terms and common phrases that Japanese persons take for granted, franchise store owners, store managers, and senior store crews often face difficulties in teaching store operations.

For this reason, “Lawsonary,” a multilingual glossary of Lawson terms (available in nine languages as of the end of April 2025), has been added to Lawson Channel, a Lawson crew-only app.

The app facilitates efficient communication among store crews by making it easy to look up commonly used store terms on smartphones.



# Relationship with Suppliers

## Initiatives in Collaboration with Suppliers toward a Sustainable Society

### Basic Concept

The Lawson Group is working to solve medium- to long-term issues in society and the environment and is continuously taking on challenges in order to achieve the Group Philosophy and attain sustainable growth together with its suppliers.

In order to build a sustainable supply chain, we request our suppliers to carry out initiatives with the Lawson Group regarding items determined by the Lawson Group Purchasing Policy including the safety and security of customers, compliance with laws and regulations, fair and impartial business activities, respect for human rights, and consideration for environmental preservation.

### Promotion of Fair Purchasing Practices

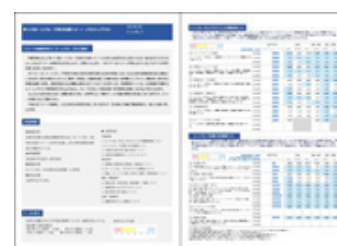
In order to build relationships of trust with our suppliers, first of all, Lawson has established the “[Lawson Group Corporate Conduct Charter](#)” and “[Lawson Code of Ethics](#)”, which stipulate that we conduct fair and transparent purchasing with sincerity and good faith. We are making efforts to educate those in charge of purchasing so that they will not take advantage of their superior position for coercive actions. Training is provided at the time of appointment as AMD (Assistant for Product Development) and ARFC (Assistant for Store Development), and is also covered in e-learning programs for all employees.

In addition, in order to review our own business relationships, we conduct an annual supplier questionnaire, which we ask our suppliers to fill out anonymously as a means of identifying problems and issues in our business relationships. The results of these surveys are reported to management every year, and feedback is provided at divisional meetings and training sessions. We also provide feedback to suppliers who have sent us questionnaires, and present them with the Lawson Group's suggestions for measures for improvement.

We use the opinions we receive from our suppliers to review and improve our compliance and risk management systems, as well as to identify the causes of problems and formulate countermeasures to solve them in cooperation with our suppliers.

#### ● Changes in the number of subjects\* and number of responses in the supplier questionnaire

	FY2021	FY2022	FY2023	FY2024
No. of subjects	1,265	1,228	1,205	1,213
No. of responses	955	922	905	879
Response rate	75.5%	75.1%	75.1%	72.5%



▲ Feedback Report

\* When there are multiple transactions with one supplier, a response is requested from each person in charge.

## Initiatives Taken with Suppliers to Implement the Lawson Group Purchasing Policy, etc

Our raw material suppliers are located throughout the globe, meaning that customers are increasingly concerned about the origin and quality of our products. In addition, the global environment is facing major problems, such as abnormal weather, the depletion of natural resources, and a crisis in biodiversity. In addition, various issues that hinder the sustainable development of society, such as human rights and labor issues, are also becoming apparent. To address these issues and challenges, the cooperation of our suppliers is indispensable. To this end, the Lawson Group has established the Lawson Group Purchasing Policy, and promotes purchasing from suppliers who agree with this policy. We established the Lawson Group Procurement Policy as well as the Lawson Group Environmental Policy with the aim of ensuring a supply chain that is sustainable for the global environment and society, and we are committed to sustainable procurement.

In order to help suppliers understand these Lawson Group policies, we attach group policy guidance documents when we send the supplier questionnaire results report to the suppliers that are the subject of the questionnaire and explain about them to major suppliers when we have an opportunity for dialogue. We also request new suppliers to support the Lawson Group policies as a bidding condition and add CSR clauses to the main contract templates that Lawson prepares in order to build a sustainable supply chain.

### ● No. of times group policy guidance documents were sent

Group Companies	FY2021	FY2022	FY2023	FY2024
	No. of times	No. of times	No. of times	No. of times
Lawson Entertainment, Inc.	98	98	106	160
Lawson Store 100, Inc.	176	175	171	183
SCI, Inc.	263	187	182	175
Lawson, Inc.	718	764	745	695
<b>Total</b>	<b>1,255</b>	<b>1,224</b>	<b>1,204</b>	<b>1,213</b>

▶ [Corporate Conduct Charter, Code of Ethics, and Policies](#)

## Implementation of Supplier Sustainability Questionnaire

Since fiscal 2022, we have implemented our Supplier Sustainability Questionnaire to check the status of our suppliers' sustainability-related initiatives. The purpose of this questionnaire is to ask our suppliers about the status of their initiatives for human rights, climate change, and other issues, as well as to build a cooperative system with them to resolve social and environmental issues.

### Outline of Supplier Sustainability Questionnaire

- Survey content

We have prepared questions on important factors for improving the sustainability of enterprises based on the guidelines related to ESG, comprising social, environmental, and governance aspects, as well as various policies of the Lawson Group.

Environmental	Environmental conservation activities, decarbonization measures, management and reduction of waste and pollutants, and biodiversity conservation
Social	Human rights measures, prohibition of discrimination, occupational safety and health, and elimination of illegal labor
Governance	Establishment of internal controls, fair corporate activities, risk management, and quality and safety

### ● Fiscal 2024 implementation results

Subjects	No. of companies responded	Response rate
663	540	81.4%

- Implementation of reconfirmation questionnaire

When an issue is found in the results of a Supplier Sustainability Questionnaire, we send a reconfirmation questionnaire and ask the supplier to answer additional questions.

In fiscal 2024, we reinvestigated legal compliance conditions mainly related to social items such as collective bargaining rights and forced labor. As a result, we confirmed that no problems were seen.

In addition to the Supplier Sustainability Questionnaire, we conduct audits on human rights in order to check the actual state of initiatives at suppliers. We plan to expand the subjects to check along with the Sustainability Questionnaire, make efforts to grasp the situation at suppliers, and proceed with initiatives for solving social and environmental issues.

## Declaration of Partnership Building

On February 22, 2021, as part of the "Declaration of Partnership Building" initiative, Lawson declared that it will build new partnerships by promoting cooperation, coexistence and co-prosperity with suppliers and value-creating businesses in its supply chain.

We will promote coexistence and co-prosperity throughout the entire supply chain, new collaborations irrespective of business size, affiliation, etc., and compliance with desirable business practices between a large procuring enterprises and subcontractors.



# Employee Relations

## Promoting Diversity, Equity & Inclusion (DE&I)

### Basic Concept

At Lawson, diversity, equity, and inclusion (hereinafter DE&I) are part of our business strategy.

Our goal is to be a company that promotes diversity among its employees, treats each individual fairly, embraces differences, and encourages everyone to voice their ideas and take on challenges.

#### D (Diversity)

We welcome with smiles a diverse range of members, not only in terms of gender, race, and age, but also in regard to their individual personalities, customs, and religions.

#### E (Equity)

We provide the necessary resources according to each individual's background and support each individual so that everyone can voice their ideas and take on challenges.

#### I (Inclusion)

We create an environment in which each individual respects others as fellow workers, recognizes their values, and all are united as one.



Sadanobu Takemasu  
President and CEO  
Representative Director  
Chairman of the Board

### Diversity, Equity & Inclusion (DE&I) Policy

"Creating Happiness and Harmony in Our Community." This is Lawson's Group Philosophy. It means contributing to our communities and bringing happiness and harmony to both communities and ourselves by embracing the diversity around us and creating products and services that meet the needs of changing environments.

Differences in personal background, including race, religion, and type of employment, lead to varying perspectives among individuals and within society. We also aim to grow as a member of the global community and engage with diverse individuals in Japan and around the world to enhance our corporate value.

We will contribute to the happiness of communities and society by developing an environment in which each of our diverse employees can fully demonstrate their abilities, regardless of gender, gender identity or expression, sexual orientation, disabilities, nationality, or age; leveraging each other's strengths as an organization; and creating new value in the form of products and services. DE&I is one of the essential strengths that drive Lawson's growth and we will continue to actively promote and embrace DE&I.



## Framework for Promoting Diversity, Equity & Inclusion (DE&I)

An officer in charge of DE&I promotion reporting to the President and CEO cooperates with the Human Resources Division in promoting the design, operation and arrangement of necessary programs.

The Marketing Strategy Division draws on input from female employees, moreover, to conduct marketing aimed at creating new business value.

Elected leaders representing Lawson's business areas nationwide also attend regular meetings of the Genki Leader Committee, which is organized to promote DE&I, revitalize internal communications and promote employee health.



## Declaration on Promotion of Female Employees' Career Development

### Declaration of intent

**As part of our diversity, equity, and inclusion (DE&I) promotion,  
Lawson promotes the empowerment of women.**

Diversity in human resources is essential for innovation.

Lawson will continue to proactively recruit a diverse range of employees, including women and non-Japanese people.

As we believe that creating and fostering an environment in which women can play an active role will enhance the value of the company, we will continue to actively promote the empowerment of women.

## Targets for Empowering Women

Lawson's qualitative target for empowering women is to create a workplace where female employees, including those who are mothers, can excel. Our quantitative targets are to have a 30% ratio of female employees by fiscal 2030, and to raise the ratio of managerial positions held by women to 30% by fiscal 2030.

Since 2005, we have been actively recruiting women with the goal of raising the ratio of female recruitment among new graduates to 50%.

### Data on Female Employees

Ratio of women among managers	FY2020	FY2021	FY2022	FY2023	FY2024
Number of female managers (ratio of total female employees)	121 11.40%	134 12.20%	154 13.77%	159 14.13%	167 14.92%
Number of female senior managers (ratio of total female employees)	10 6.17%	14 8.30%	11 7.14%	15 9.09%	16 9.09%
Number of female (Deputy) Senior Vice Presidents* (ratio of total female employees)	2 6.00%	2 6.00%	2 6.06%	1 3.33%	4 10.53%
Number of female corporate officers* (ratio of total corporate officers)	6 46.15%	6 50.00%	5 50.00%	5 50.00%	3 27.3%

\* Officers refers to members of the board and corporate auditors. Also, executive officers refers to executive officers and director executive officers.

# Key Initiatives to Empower Women

## Selective Leadership Training Program for Female Employees

In order to develop female executive candidates in the sales line, we conduct a “Selective Leadership Training Program for Female Employees” and provide regular opportunities for female directors and the President to have direct dialogues with female employees.



## Implementation of female employee career design training

We carry out a training program for female employees in their late twenties to early thirties who are highly likely to experience life events while working. In this program, we share information on our DE&I initiatives and how female employees are empowered, as well as carry out a panel discussion with senior employees who have continued working energetically even after their life events so that the participants can paint a vision of their own careers.



## Implementation of Training Programs for Employees on Childcare Leave

We carry out group training programs for employees on childcare leave with the purpose of providing the latest corporate information (e.g., business plan for new fiscal year, corporate systems, and employee benefits) and helping them to build their career after reinstatement and create networks. This dispels the participants’ anxiety about reinstatement and helps them to work proactively.



This training has been attended by many employees who are mothers, but in recent years, the participation of employees who are fathers has increased.

## Creation and Distribution of a Diversity Promotion Booklet “Lawson Work Style Handbook”

While sending the message from top management to employees toward the promotion of diversity, this handbook introduces career paths and systems to support employees working while raising children, as well as information on role model employees. By sharing information with all employees, we increase opportunities for them to obtain necessary basic knowledge and promote the creation of an environment in which employees can work comfortably while respecting each other.



## Support System for Balancing Childcare and Work

Childcare Leave System	Employees can take childcare leave until the child reaches four years of age.
Short-Term Childcare Leave System	Employees can take special paid leave for up to five days within the six months following the 57th day of birth.
Childcare Leave for Fathers at Birth	Employees can take leave for up to 28 days within the 56 days following birth.
Reduced working-hour system during childcare	Employees who have children in the third grade of elementary school or below may elect to reduce their working hours by up to three hours per day. <ul style="list-style-type: none"> <li>• Both the reduced workdays system and the holiday day-off system can be used concurrently.</li> <li>• Can be used regardless of gender, job type, or official position.</li> </ul>
Reduced working days	Employees who have children in the third grade of elementary school or below may elect to work only three or four days per week. <ul style="list-style-type: none"> <li>• Both the reduced working-hour system and the holiday day-off system can be used concurrently.</li> <li>• Can be used regardless of gender, job type, or official position.</li> </ul>
Special holiday on national holidays	Employees who have children in the third grade of elementary school or below may elect to take national holidays off. <ul style="list-style-type: none"> <li>• Both the reduced working-hour system and the reduced workdays system can be used concurrently.</li> <li>• Can be used regardless of gender, job type, or official position.</li> </ul>
Leave for nursing a child, etc.	Employees with children up to the third grade of elementary school can use this system for childcare, vaccinations, medical checkups, class closures, or participation in entrance/graduation ceremonies and other events. <ul style="list-style-type: none"> <li>• Up to 5 days per year can be used per child.</li> </ul>
Restrictions on overtime, night work, and work outside regular hours	Employees with children below school age can restrict overtime (24 hours per month, 150 hours per year), night work, and prescribed outside work.
Staggered working hours system	A system where employees can choose their starting time. Options among 8:00–16:45 (Shift E), 9:00–17:45 (Shift F), or 10:00–18:45 (Shift G).
Transfer to accompany spouse	When the employer of an employee's spouse transfers said spouse, resulting in a change of residence, consideration is given to moving the employee's place of work to the same area. <ul style="list-style-type: none"> <li>• Can be used regardless of gender, job type, or official position.</li> </ul>
Flexible Employee System	Employees can limit their workplace or working hours for reasons such as childcare, nursing care, medical treatment, fertility treatment, side jobs, or recurrent education.
Remote work	Employees engaged in work suitable for remote work are eligible to work remotely.
Various Daycare, Babysitting, and Support Services	It is possible to use services provided by Benefit Station. <ul style="list-style-type: none"> <li>• When using a service selected from babysitting services, a subsidy of 700 yen per hour (up to two hours a day and 30 hours a month) can be received with a limit of 21,000 yen per month.</li> <li>• A system where a subsidy can be received when using a monthly childcare service at a daycare center or sick child daycare services.</li> <li>• A subsidy can be received when using a childcare service at a family support center registered to the Japan Association for the Advancement of Working Women and listed on its website.</li> </ul>



Lawson received the "Platinum Kurumin" Certification Mark as a supportive company for employees with children



Lawson received the "Kurumin" Next-Generation Certification Mark as a company that works to improve its employees' work-life balance

## Happy Lawson Daycare Center

In fiscal 2006, we started to look after the children of our employees at an internal daycare center on national holidays. Our business operates even on national holidays, but regular nursery and elementary schools do not. As a result, working mothers expressed their concern at being unable to work on these days as they had nowhere to leave their children. In response, we established the in-house daycare center. In July 2014, we established the Happy Lawson Daycare Center on the first floor of Gate City Ohsaki's east tower, where Lawson's headquarters is located. We established the daycare center to address the persistent shortage of daycare in Tokyo and to enable employees seeking to quickly return to work from childcare leave for the sake of their careers to do so. Employees of the Lawson Group can use the center on a monthly basis or on national holidays.



## Encouraging Male Employees to Take Childcare Leave

We introduced the "Short-Term Childcare Leave System" in fiscal 2014 to encourage male employees to take childcare leave. We are also working to create a workplace environment where childcare leave can be taken more easily by putting up posters in workplaces and distributing confectioneries with the names of children to departments where employees taking childcare leave belong. The rate of male employees taking childcare leave surpassed 80% in fiscal 2016, and the rate has continued to exceed 90% since fiscal 2018.

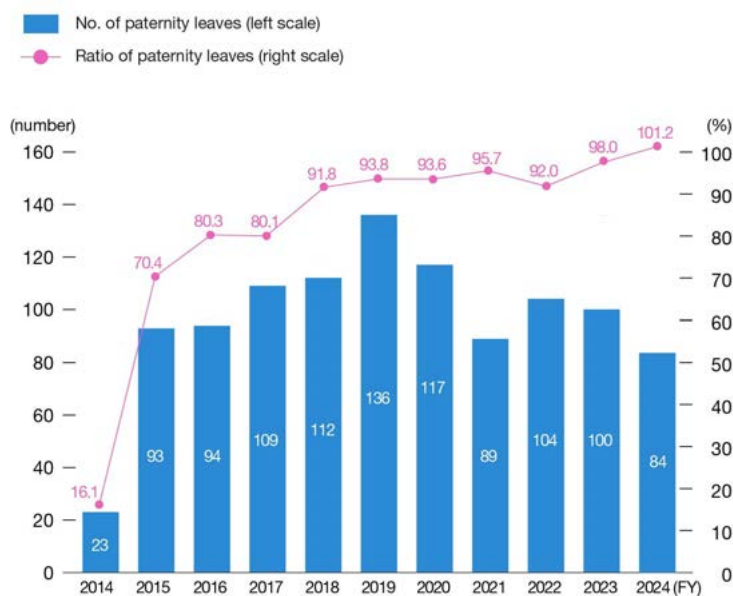
As birth and childcare leave (childcare leave for fathers after birth) was introduced on October 1, 2022, e-learning was carried out for all employees and managerial staff members respectively in order to let them know about the system and promote employees to take the leave.

In recent years, the number of men taking long-term childcare leave has been increasing, and we believe that not only promoting leave-taking but also fostering understanding among those around them is necessary. For example, in the company newsletter, we introduced perspectives from both male employees taking one year of childcare leave and the supervisors supporting them, aiming to create an environment where the whole team can support balancing childcare and work.

As a result, regarding the use of the long-term and short-term childcare leave systems by male employees, the rate of childcare leave taken was 101.2% and the average number of days off taken was 24.3 in fiscal 2024.

### ▼ A poster encouraging male employees to take childcare leave

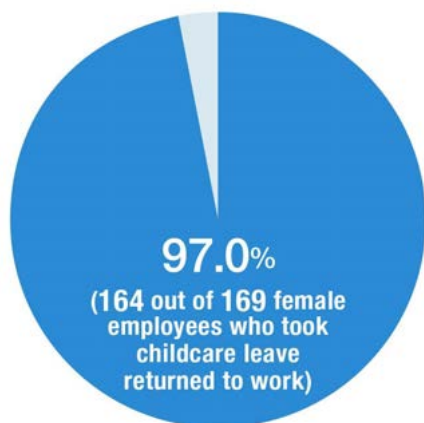
### ▼ Percentage of Male Employees Taking Childcare Leave



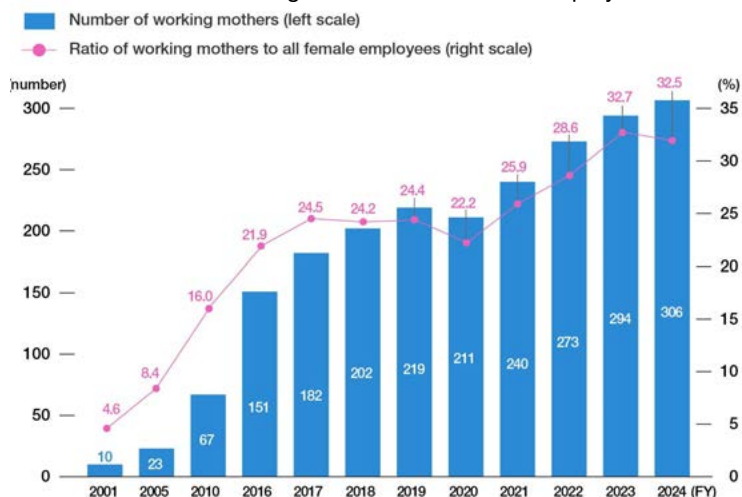
## Return-to-Work Rate after Childcare Leave

In the accumulated total since fiscal 2020, the ratio of employees reinstated after childcare leave was 97.0%. The ratio of working mothers to all female employees has increased approximately seven fold since fiscal 2001.

### ▼ Cumulative total spanning FY2020 to 2024



### ▼ Ratio of working mothers to all female employees



## Recruitment of Diverse Human Resources

### Recruitment Policy

In hiring human resources, in accordance with the Lawson Group Human Rights Policy, we place importance on the aptitude, motivation, and ability of each individual, regardless of gender, gender identity or expression, sexual orientation, nationality, age, educational background, or origin.

### Active Recruitment of Non-Japanese Employees

Since we started actively recruiting non-Japanese employees in 2008, we have been hiring new graduates with a target of 10 to 20% non-Japanese employees. At present, we have more than 140 non-Japanese employees, mainly from China and South Korea, who are actively working in various departments.

## Promoting Hiring of People with Disabilities



Lawson Will, Inc. was established to employ persons with disabilities (officially registered as a special subsidiary<sup>1</sup> on January 31, 2013). Lawson Will has employees with disabilities who perform commissioned work for the Group. These employees currently work in offices, perform light duties in warehouses and stores, and take part in other operations.

The Group hiring ratio of persons with disabilities<sup>2</sup> stands at 2.39% (as of the end of February 2025).

Offering a work environment and opportunities to persons with disabilities who have the will and capability to work is part of Lawson's corporate mission. We will continue to implement measures to promote diversity within our organization.

Notes : 1.Special subsidiary: A company with certification from the national government in special consideration of the hiring of people with disabilities.

Laborers employed at a special subsidiary may be regarded as hired by the parent company and included in calculation of the parent's (or group's) hiring ratio of persons with disabilities.

2.The Group hiring ratio of persons with disabilities is calculated based on the total number of employees of Lawson, Inc., Lawson Will, Inc., Lawson Entertainment, Inc., and Lawson Store 100, Inc.

### Lawson Will, Inc.



Capital	10 million yen
Location	11-2, Osaki 1-chome, Shinagawa-ku, Tokyo 141-8643, Japan
Established	August 1, 2012
Employees	42 (including 41 persons with disabilities)
Business activities	Accepts work from other Group companies on commission

## Assistance for People with Disabilities to Work Proactively

We are working hard to create an environment where employees can better understand people with disabilities by implementing initiatives such as mandatory e-learning training programs for all employees and optional study sessions. In actual workplaces, we are currently testing an initiative where store employees with disabilities wear a bib indicating the work they are in charge of so that they can work with ease of mind.

We have also been rolling out, on an irregular basis since 2022, MACHI café cups, Kara-age Kun packages, and tissue boxes featuring designs created by artists with disabilities at stores nationwide for a limited time.

In FY 2024, tissue boxes designed by designers attending the welfare facility “Ponpon,” operated by certified NPO “Hull Pong” in Asaminami Ward, Hiroshima City, were rolled out (currently ended). We also used designs by the artist for the cover of the SDGs Handbook, which shares the Lawson Group’s SDG initiatives both internally and externally from 2022 to 2024.

In November 2022, art toilets were rolled out at three stores in Tokyo and Kanagawa (the designs at that time have since ended). In addition, from May 2023, art toilets with designs themed on Hokkaido forests and flowers by artists from social welfare corporations have been rolled out at two stores in Sapporo City, Hokkaido (currently ongoing).

At stores in Saga Prefecture, real art toilets, in which artists from welfare facilities apply designs directly inside the restrooms, have been rolled out (since November 2023).

We will continue working to create an environment where persons with disabilities can play an active role.

### Works Drawn by an Artist from a Welfare Facility



▲ Tissue Box (sales ended): Welfare Facility Ponpon (Hiroshima Prefecture)



▲ Art Toilet: Welfare Facility PICFA (Kiyama Town, Saga Prefecture)

▶ [Efforts for Creating Stores Friendly to Various Customers](#)

▶ [Lawson Group Human Rights Policy](#)

# Creating an Environment in which Diverse Human Resources Can Work in Comfort

## Conducting Employee Awareness Surveys and Improvement Activities

Once a year, we conduct an employee awareness survey on all employees to visualize corporate issues and improve organization management. We compare answers for questions in the categories of the company, work, workplace, superiors, systems, as well as autonomous career development year on year and analyze changes from the previous survey, factors, and correlation between answers.

Results of the employee awareness survey in fiscal 2024 were the best in the past five years.

### Overall satisfaction index result: I am generally satisfied with working for this company

	FY2020	FY2021	FY2022	FY2023	FY2024
Affirmative Response Rate	74.7%	74.0%	74.5%	75.0%	77.4%

The results of the employee awareness survey are reported in Executive Committee Meetings and utilized to examine measures and systems for solving corporate issues. In addition, based on the survey results, we create a chart for each organization and share the overview of the survey results and chart for the relevant organization with all employees to provide feedback. In each organization, the organization manager shares improvement activities to solve issues in the relevant organization with members and carries out dialogues with them so that everyone can participate in activities to improve their workplace.

In addition to the annual employee awareness survey, we introduced a simplified pulse survey at all branches nationwide starting fiscal 2023.

Because the results can be checked in real time, the survey enables us to promote the cycle of organization improvement activities while more rapidly grasping the present status and taking actions. We will continue to grasp employee engagement on the frontline at an early stage and implement improvement measures.

## Job Satisfaction Reform Project

We have launched the Job Satisfaction Reform Project with the aim of creating a company where employees can continue to work with satisfaction. The members are recruited from within the company, and the activities are based on employee participation. In FY 2024, under the two themes of “enhancing job satisfaction” and “improving productivity,” we considered and implemented initiatives such as improving existing systems and frameworks, creating opportunities for voluntary learning, and measures to activate communication, enabling employees to feel vibrant growth as they work.

## Holding of Lawson Lively Link, a cross-departmental online seminar

Lawson Lively Link, a cross-departmental online seminar for all employees, is held twice a month with the aim of stimulating internal communication and employee career development. In addition to the department profiles, we continuously plan and promote various programs, including consolidated subsidiaries and affiliates, which deepen connections among consolidated subsidiaries and affiliates, Close-up ○○, which introduces initiatives in each area or division such as teams formed by international employees, and Projects



Receiving President's Awards, which highlight employees' challenges and the background behind them. We are working to deepen employees' understanding of the company and to promote vertical, horizontal, and diagonal communication.

## Creating an Environment to Induce Challenges: 100 Million Yen Challenge

We have conducted the 100-Million-Yen Challenge program since fiscal 2021 as part of the promotion of job satisfaction reforms project in which anyone can submit their ideas within a budget of 100 million yen spared for a new challenge.

In fiscal 2024, 182 applications were received, of which 8 applying groups gave presentations to the president and officers. We have sorted out the cost and feasibility of each selected project and are working to materialize the ideas.

In 2024, the Kids Pastry Chef Experience, which was approved in 2023, has been materialized and implemented as an in-house project.

Through these measures, we will continue to promote voluntary challenges that go beyond routine work and existing frameworks, working to ensure that each employee can feel personal growth.



▲ Kids Pastry Chef Experience



▲ FY 2024 100 Million Yen Challenge Final Review Meeting

## LGBTQ-Related Measures

We have been raising LGBTQ awareness through the e-learning course Human Rights and Diversity, which is held once a year. Starting in fiscal 2023, we have also adapted internal systems in stages by expanding the scope of personnel systems and benefits.

We have started to provide wedding gift money and apply the company housing system to marriages with same-sex partners.

We have also enabled employees to use in-house common names regarding gender identity upon request.

We also operate an LGBTQ consultation desk for anonymous consultation and service, which is available not only for headquarters employees but also for franchise store owners and store crews.

These initiatives were highly evaluated, and Lawson received the Gold rating in Pride Index 2024 for the second consecutive year, an index that evaluates LGBTQ+ initiatives in the workplace. During the Pride Month of June 2024, we promoted a rainbow package for Kara-age Kun, aiming to establish an inclusive hub of refreshment in every community where it is easy for diverse people to work and live.

We will continue working for information provision and environmental improvement with the aim of creating a working environment friendly to everyone by promoting the understanding of LGBTQ and fostering an "Ally" culture.



▲ Handing out stickers to support LGBTQ to persons who wish them



▲ LGBTQ Kara-age Kun (Rainbow Color)

## Appreciation from Outside

Lawson was selected as a "Nadeshiko Brand" for five consecutive years in 2014, 2015, 2016, 2017 and 2018 in recognition of its achievements as a listed company in promoting female employees' career development. After three years, we were selected for our 6th time in 2021. Selection for the award is made jointly by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange.

In 2015, moreover, Lawson was honored with Diversity Management Selection 100 by the Ministry of Economy, Trade and Industry in recognition of the Company's achievements in generating innovation by utilizing the diverse talents of women, foreign nationals, and elderly and physically challenged people.

Lawson was honored with the Special Award in the 2015 Ikumen Company Award competition by the Ministry of Health, Labor and Welfare.

As a company that considers society and an environment where everyone can participate fairly, and that continuously takes required actions, we registered our company as a "Tokyo Barrier-free Mindsets Support Corporation." Furthermore, we were selected as a good example of a "Tokyo Barrier-free Mindsets Support Corporation" in fiscal 2022 as we were certified for carrying out especially excellent initiatives in terms of the spirit of innovation, uniqueness, and ripple effect.



Our initiatives, including the establishment of a same-sex partner system and an LGBTQ consultation desk, as well as seminars for promoting the understanding of LGBTQ, were highly evaluated, and Lawson received the Gold rating in Pride Index 2024 for the second consecutive year, an index that evaluates LGBTQ+ initiatives in the workplace.

## Personnel Data

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees (non-consolidated) (Numbers)*1	4,790	4,652	4,490	4,395	4,386
(Men/Women) (Numbers)	3,847/943	3,724/928	3,577/913	3,495/900	3,445/941
Ratio of female employees (%)	19.7	19.9	20.3	20.5	21.5
New graduates hired (Numbers)	221	118	89	98	107
(Men/Women) (Numbers)	122/99	60/58	43/46	65/33	63/44
Mid-career employees hired (Numbers)	35	22	37	75	99
(Men/Women) (Numbers)	18/17	14/8	20/17	48/27	63/36
Ratio of women among managers (%)	10.7	11.7	13.0	13.5	14.2
Number of employees who took maternity leave (Numbers)	20	27	57	48	50
Number of employees who took childcare leave (Numbers)	162	127	161	192	183
(Men/Women) (Numbers)	117/45	89/38	104/57	100/92	84/99
Number of employees who used the reduced working hours for childcare system (Numbers)	73	97	102	118	113
Home teleworkers (Numbers)*2	1,547	3,167	3,181	2,921	3,012
Number of employees who took nursing care leave (Numbers)	1	1	2	1	1
Average monthly overtime hours	9.40	10.48	10.90	11.28	11.20
Utilization rate of paid vacation (%)	54.2	57.2	60.42	59.13	61.86
Average age (years)	40.2	40.9	41.7	42.3	43.0
(Men/Women) (year)	-	-	43.4/34.9	44.0/35.8	44.7/36.3
Average years of service (year)	13.6	14.3	15.2	15.9	15.5
(Men/Women) (year)	15.0/8.1	15.7/8.9	16.6/9.7	17.3/10.4	17.0/9.9
Turnover rate (%)	6.3	6.9	7.0	7.0	6.3
Number of employees leaving the company (persons)	301	321	315	306	276
Percentage of employees with disabilities (%)*3	2.25	2.29	2.29	2.23	2.39
Starting salary (yen)*4	University: 211,000 yen (monthly salary) Graduate school: 224,620 yen (monthly salary)	University: 211,000 yen (monthly salary) Graduate school: 224,620 yen (monthly salary)	University: 211,000 yen (monthly salary) Graduate school: 224,620 yen (monthly salary)	University: 217,000 yen (monthly salary) Graduate school: 230,620 yen (monthly salary)	University: 233,000 yen (monthly salary) Graduate school: 240,600 yen (monthly salary)
Gender wage gap (All workers) (%)*5	-	-	62.5	62.4	64.1
Subset of regular employees (%)	-	-	80.8	81.8	83.9
Subset of non-regular employees (%)	-	-	88.1	91.9	92.0

- Notes : 1. The number of employees (non-consolidated) is the total number of employees - (seconded to affiliates, accepted seconded to affiliates)
2. Remote work system for all employees was introduced in September 2020. The number of employees is the number of people who applied to use the system in September 2024.
3. The employment rate of people with disabilities is based on the Group total (Lawson, Inc., Lawsonwill, Inc., Lawson Entertainment, Inc. and Lawson Store 100, Inc.) and employment contracts.
4. For those living in the 23 wards of Tokyo. Other amounts may vary depending on work location, residence, etc. The same wage system is applied regardless of gender.
5. Explanation on wage variance between men and women.

### **\*Explanation on data calculation**

- Subject period: Fiscal 2024 (from March 1, 2024 to February 28, 2025)
- Regular worker: Regular employees except for directors
- Non-regular worker: Contracted employees as well as part-time and temporary workers  
For part-time and temporary workers, the average annual wage is calculated based on the number of workers assuming statutory working hours (8 hours/day).

### **\*Supplemental explanation regarding differences**

- Regarding regular workers, the shorter years of service of women (difference between men and women: 7.1 years), combined with a lower percentage of women in managerial positions (14.1%), create wage disparities.  
In particular, among managerial positions, the percentage of women in senior roles (the percentage of female general managers being 9.1%) is low, which has a significant impact on wage disparities.  
For this reason, we regard the empowerment of female employees as an important management requirement and are implementing human resource development measures, including career training programs for employees, aiming to achieve at least 30% ratios of female employees and women in managerial positions by 2030.
- Regarding non-regular workers, the wage gap between men and women has resulted from the many male contract employees rehired after retirement who are receiving high wages compared to the many part-time female workers.
- The wage gap between male and female workers overall results from the high share of men (80%) as regular workers who receive relatively high wages, compared to the high share of women (64%) as non-regular workers receiving low wages.

## Improvement of Labor Standards, Working Environment, and Other Measures

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### Basic Concepts Related to Improving the Working Environment as a Foundation for Success

Lawson has established Lawson's Way, a set of action guidelines to ensure that each employee has a clear role and a strong sense of mission and responsibility to advance toward the same goal in line with the Group Philosophy. In addition to the five items of Lawson's Way, we have also established specific items for each job position, such as SV (Store Management Advisor), MD (Merchandiser), and RFC (Recruit Field Counselor), so that each employee can take specific actions on his or her own initiative.

At the same time, we are improving the working environment so that employees can work energetically and achieve job satisfaction. Sound labor-management relations and a safe working environment are essential for employees to feel safe and secure in empathizing with all colleagues, vocalizing their ideas, and enjoying every small challenge.

Through these activities, we hope to realize our Group Philosophy and create more happiness in our communities.

[▶ Find out more about the Group Philosophy and Lawson's Way](#)

### Efforts to Improve the Working Environment

#### Building Healthy Labor-Management Relations

In order to protect workers, we respect the freedom of association and the right to collective bargaining based on free will, as stipulated in the Lawson Group Human Rights Policy. Since the establishment of our labor union, we have worked to build healthy labor-management relations over the years. In fiscal 2024, there were no cases of temporary dismissals.

[▶ Lawson Group Human Rights Policy](#)

#### Respect for Freedom of Association and the Right to Collective Bargaining

The Lawson Union, a labor union formed in 1990, is involved in a variety of activities based on the principle of "achieving a secure life and bright future for our members." We have established a labor-management consultation forum that emphasizes constructive dialogue, and continue efforts aimed at creating a better working environment. Labor and management are working together on initiatives such as improving the workplace environment, reforming organizational culture, utilizing a variety of systems, and raising productivity, while also holding discussions aimed at improving working conditions. Matters that will have a significant impact on the treatment of employees, such as organizational reforms or the reorganization and revision of various personnel-related systems, are discussed with the labor union in advance and implemented only after obtaining their agreement.

## Occupational Health and Safety

We undertake labor management in compliance with labor laws and regulations. Specifically, we ensure thorough labor management at the workplace and in human resources departments using an attendance system, and check overtime hours and the status of employees' day off and vacation entitlement as needed. For those employees who may be working particularly long hours, we review their individual situations and consider how best to optimize their working hours while providing consultations with an occupational physician as necessary. In addition, all employees make vacation leave acquisition plans at the beginning of each fiscal year and share them within the department. We promote a review of work allocation in advance and check progress every month to ensure that employees are taking leave as planned, thereby creating a comfortable workplace.

With regard to wages, our basic policy is to not only to comply with the regional minimum wage, but also to pay wages that exceed this level to all employees.

## Creating a Safe and Comfortable Work Environment

To improve the working environment for employees, we carry out workplace initiatives with employee participation, through the Health and Safety Committee or monthly labor-management sessions, including checks on working conditions.

We have also established a Safety and Health Policy to promote the establishment of safe and employee-friendly workplaces.

At monthly health committee meetings held in each region, we share the status and causes of occupational accidents nationwide, hold discussions under the theme of a safe workplace environment, and work to prevent a recurrence by disseminating the outputs to employees.

[▶ Lawson Safety and Health Policy](#)

## Status of Occupational Accidents and Efforts to Prevent a Recurrence

In the event of an occupational accident, we analyze the cause of the accident, discuss ways to prevent a recurrence with our labor union, and conduct awareness-raising activities. In addition, industrial physicians carry out workplace inspections and take measures to prevent a recurrence.

### ● Status of occupational accidents

	FY2021	FY2022	FY2023	FY2024
Number of occupational accidents *Excluding commuting accidents (cases)	42	26	40	43
Number of work-related fatalities (cases)*1	0	0	0	0
Number of accidents resulting in time off work (cases)*2	10	4	9	13
Ratio of accidents resulting in time off work (%)*3	0.79	0.32	0.75	1.08

Notes : 1. Number of occupational accidents (excluding commuting accidents) resulting in death

2. Number of occupational accidents (excluding commuting accidents) in which the employee was unable to go to work as a result of having to receive treatment for an injury or illness

3. (Number of accidents resulting in time off work + Number of fatalities) / Total actual annual working hours x 1 million hours

## Health Management (Occupational Health and Safety)

### Greeting

We aim to be a company that supports customers' overall healthy lifestyles based on the Group Philosophy: "Creating Happiness and Harmony in Our Communities." To achieve this, we are working to promote employee health. Including franchise stores, Lawson Group employees aim to take on the challenge of improving the health of customers and communities (Machi) while maintaining both physical and mental well-being.

As our health vision, we have set "Creating a bright, fun, energetic, and rewarding workplace," with the goals of "being in a state of high self-care awareness and physical and mental health that maximizes performance," and "being in a state of mutual respect for colleagues' words, actions, and situations, with compassionate cooperation." In fiscal 2024, we carried out various initiatives toward these goals. We have compiled these initiatives into a white paper, which we would be pleased if you could take a look at.



We at Lawson celebrated the 50th anniversary milestone in 2025. As we pursue our next target, the Medium-Term Business Policy "Lawson Group Challenge 2030" toward 2030, we position the maintenance and improvement of employees' physical and mental health as one of our key management issues. Creating an environment where individuals can mutually acknowledge diverse definitions of health, live positively and authentically, work with fulfillment, and deliver results is the responsibility of management.

As CSO (Chief Sustainability Officer), I myself will take the initiative in maintaining and improving health, while continuing to thoroughly promote health management.

President and CEO / CSO Sadanobu Takemasu

### Health Management Declaration

Based on Lawson's Group Philosophy, "Creating Happiness and Harmony in Our Communities," we will promote our own health as a company that supports customers' overall healthy lifestyles.

Health is not only a personal wish but also one that includes families, and it is an essential element for the development of the Company. Only when family life is fulfilling can one perform at their best at work.

Furthermore, extending healthy life expectancy is also a social demand in Japan, as it contributes to securing the labor force and reducing medical expenses.

Lawson hereby declares that, as management, we will strive to maintain and improve the health of the Lawson Group.

President and CEO / CSO Sadanobu Takemasu

# Vision Regarding Health

## Health Vision

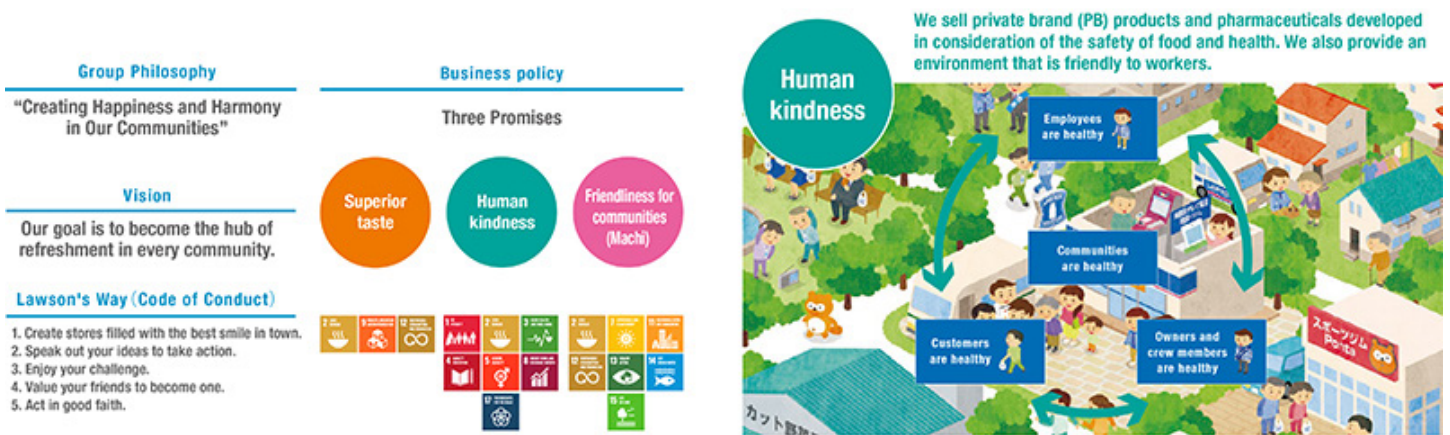
### Creating a Workplace Where Employees Can Work Cheerfully, Delightfully, and Energetically to Achieve Job Satisfaction

- A state where employees are self-care conscious, mentally and physically healthy, and able to maximize their performance
- A state where employees respect the behavior and circumstances of colleagues, and are considerate and cooperative with one another

The Lawson Group pursues its Three Promises with the aim of becoming the hub of refreshment in every community, based on our Group Philosophy, “Creating Happiness and Harmony in Our Communities.” As part of our efforts for human kindness, one of the Three Promises, we are committed to sell products and pharmaceuticals focused on food safety and health and to establish a workplace environment friendly to workers.

To enable all employees, including franchise store owners and store crews, to share, empathize, and collaborate with one another on the meaning and significance of health, we have established systems for promoting a PDCA cycle to identify, address, and verify issues at each layer of organization and comprising the Lawson Group Health Promotion Office, the Human Resources Division, the Lawson Health Insurance Society, and individual employees.

By constantly promoting this cycle, we will continue to firmly grasp issues and implement measures in response to changes in the social environment and employees’ values.



## Health and Productivity Management Promotion System

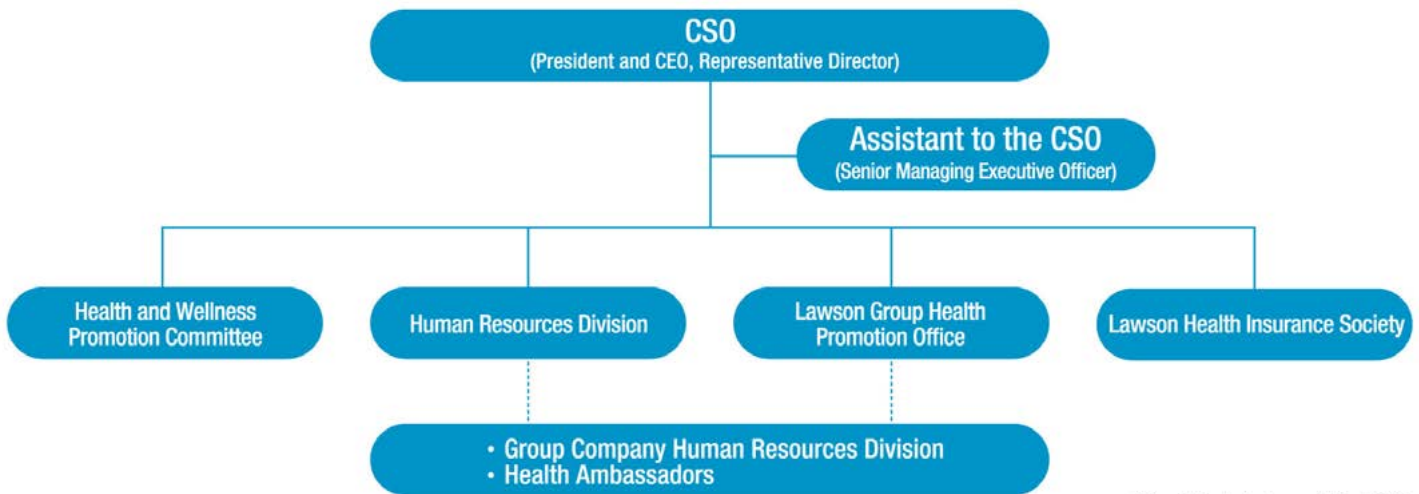
As Chief Sustainability Officer (CSO) and Chairman of the Health and Wellness Promotion Committee, the President bolsters and drives Lawson’s internal and customer-oriented health initiatives as well as its health management.

To keep Lawson Group employees healthy and improve their health, we established the Lawson Group Health Promotion Office where expert staff members are permanently stationed, as a unit directly under the control of the President. The unit implements various measures in collaboration with the Human Resources Division, Lawson Health Insurance Society, and labor unions.

In addition, health ambassador activities are carried out led by the Genki Leaders appointed in each area. As ambassadors to expand health activities, they are actively providing information to help employees in each area take an interest in health.

From fiscal 2024, we began expanding health management initiatives to Group companies. Together with the Lawson Health Insurance Society, we are supporting efforts to obtain certification as a “Certified Health & Productivity Management Outstanding Organization.”

[Organizational structure]



\*Organizational structure as of March 2025.

[Key health meetings] (FY 2024)

Name	Meeting frequency	Key participants	Agenda items
Health and Wellness Promotion Committee (for consultation with the management)	Twice a year	CSO, assistant to the CSO, all division directors, all company presidents, Lawson Health Insurance Society, industrial physicians (advisors), advisors, Human Resources Division, public health nurses, and the Lawson Group Health Promotion Office	Company-wide health policies, checks on the health status of employees at each business site, and discussions and opinion exchanges on future health measures
Dialogues with Advisors	11 times per year	CSO, assistant to the CSO, industrial physicians (advisors), public health nurses, and the Lawson Group Health Promotion Office	Consultation and opinion exchange on company-wide health policies, checks on the health status of employees at each business site, and consultation and opinion exchange on future measures considering social situation
Health Management Projects Promotion Committee	Twice a year	Lawson Health Insurance Society, HR personnel at consolidated subsidiaries and affiliates, public health nurses, and the Lawson Group Health Promotion Office	Evaluation and opinion exchange on the health services and activities of the Lawson Health Insurance Society throughout the year; checks on the health status of employees at consolidated subsidiaries and affiliates
Health Ambassadors Meeting	Six times a year	Personnel in charge of health measures promotion at each department, HR personnel at consolidated subsidiaries and affiliates, Lawson Health Insurance Society, industrial physicians (advisors), public health nurses, and the Lawson Group Health Promotion Office	Checks on the health status of employees throughout the company and at each department; checks on progress in ongoing health measures and discussions for improvement
Health Management Lectures	4 times per year	All Company presidents, all managers	Sharing information on health management, confirming the Company's overall health initiatives policy, and holding discussions and exchanges of opinions on future health measures

## Health Management Lectures

To deepen understanding of the importance of health management, health management advisors held four rounds of Health Management Lectures nationwide (online), targeted at Company presidents and more than 300 managers of section-chief level or higher. By having managers learn about health management and communicate it to their subordinates, we aim to encourage active workplace environment improvements.

### ● Main lecture topics

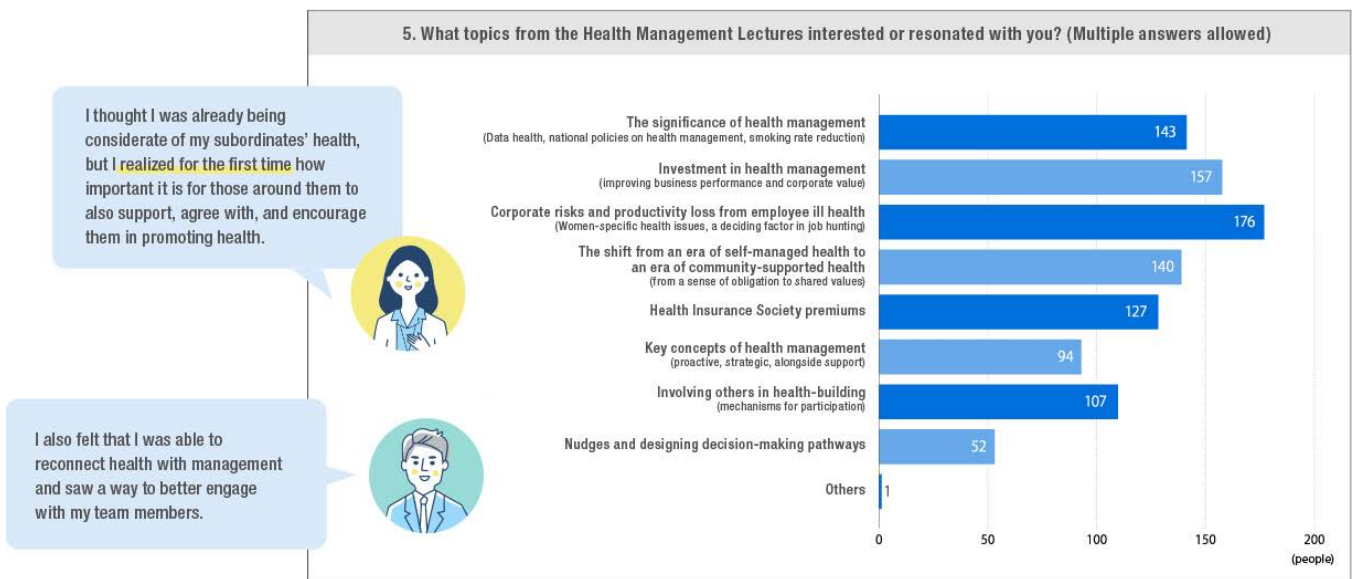
- The significance of health management
- Investment in health management
- Health Insurance Society premiums
- Corporate risks and productivity loss from employee ill health
- The shift from an era of self-managed health to an era of community-supported health
- Key concepts of health management (proactive, strategic, alongside support)
- Mechanisms to involve and engage others in health-building
- Nudges and designing decision-making pathways



### ● Post-lecture survey and feedback

After the lecture, health management advisors conducted a survey of participants. (n=309)

Over 99% of participants responded that the lecture content was meaningful and understandable.



In fiscal 2024, we delivered repeated lectures to executives and managers on the significance and approach of health management. Each session was filled with insights and empathy, and forward-looking voices toward putting ideas into practice at the workplace spread widely. The concept and language of health management have taken root in each area, and signs of tangible results are beginning to appear. When each individual maintains their mental and physical condition and energetically engages in their work, the positive impact inevitably extends to the entire organization. Let us continue to grow this momentum of Lawson's genuine commitment to health even further.

Lawson, Inc. Advisor / MinaCare Co., Ltd. Director and Physician  
Yuji Yamamoto

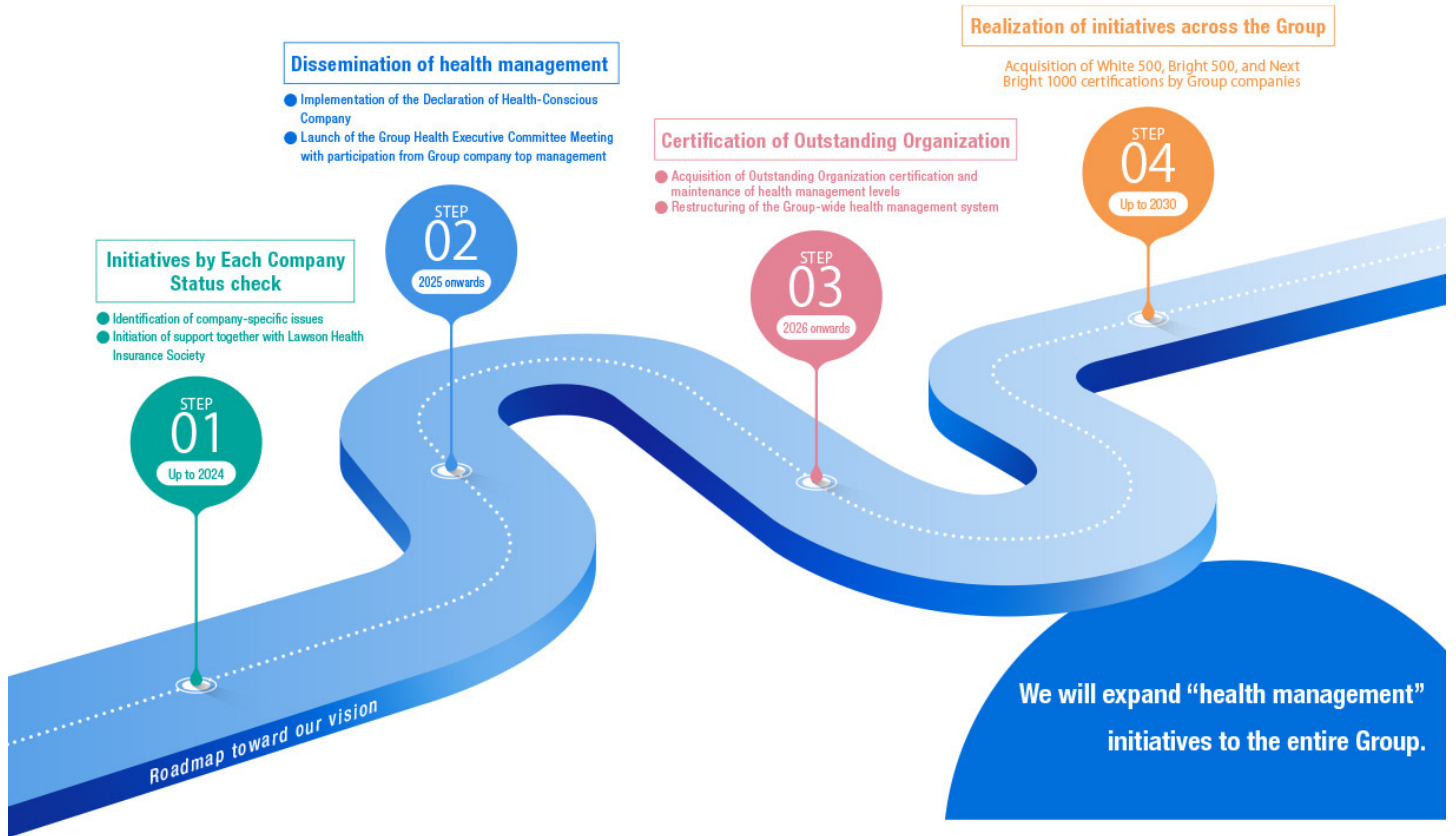


## Initiatives for Group Companies

From fiscal 2024, we have begun supporting Group companies in their health management initiatives.

For Group companies that are members of the Lawson Health Insurance Society, we are working together with the society to provide support for implementing the Declaration of Health-Conscious Company.

Going forward, we will establish a structure to promote health management across the entire Group.



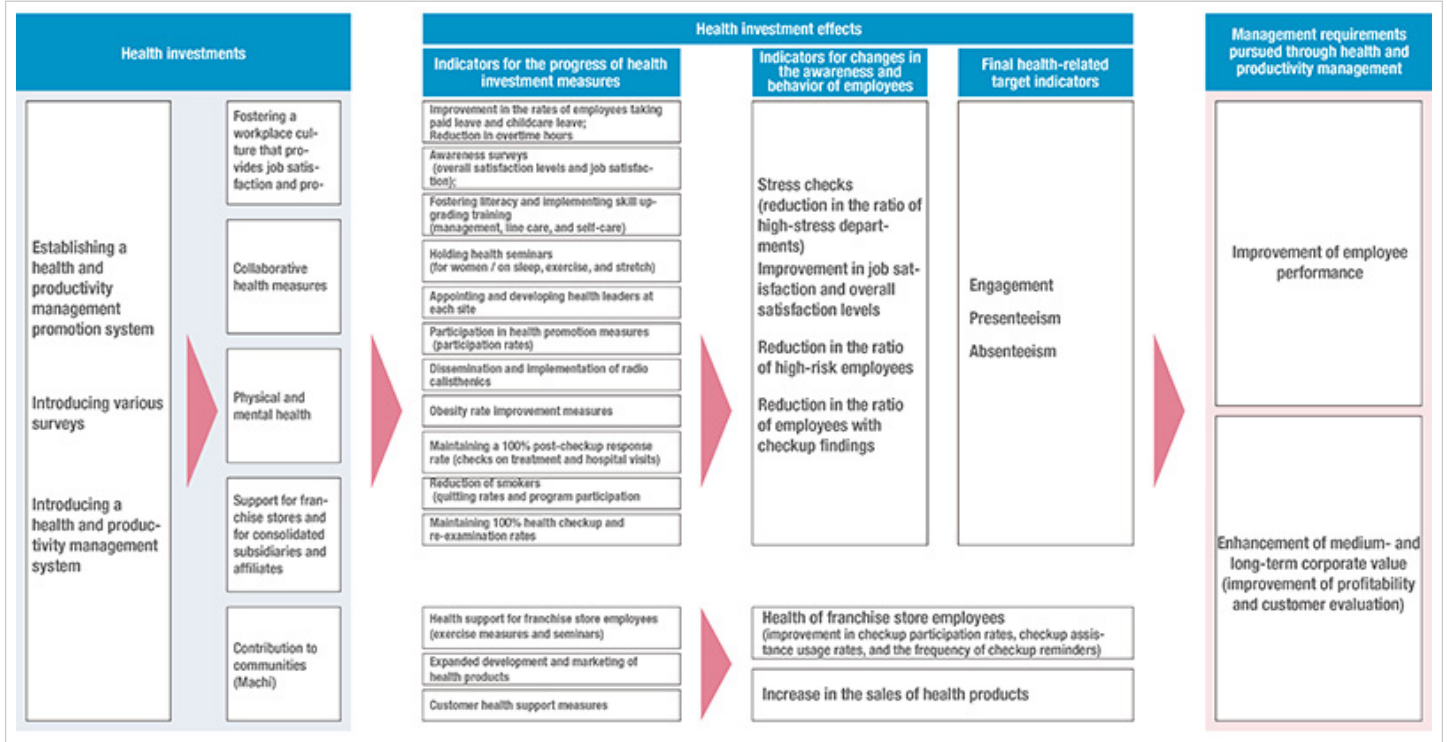
# Strategy Map

Lawson’s goal in its health measures is a state where all its employees, including franchise store owners and store crews, are self-care conscious, mentally and physically healthy, and able to maximize their performance.

Lawson also aims to achieve a state where all employees respect colleagues and are considerate and cooperative with one another, thereby creating a workplace where employees can work cheerfully, delightfully, and energetically to achieve job satisfaction.

The health as happiness of employees contributes to our Group Philosophy, “Creating Happiness and Harmony in Our Communities,” which we believe will lead to enhanced corporate value.

We are working toward this goal based on a strategy map that visualizes the flow of processes.



# Health Checkup Results FY 2024

## Proportion of employees within the appropriate range of regular health check-up indicators

According to the fiscal 2024 health check-up results, the proportion of employees whose test values were within the appropriate range showed a slight decline compared with the previous year. This is believed to be influenced by the rising average age of Lawson Group employees. Although we continue to promote health maintenance and improvement through various measures, age-related changes in physical functions may have affected some test values. On the other hand, tangible positive results have also been observed. The proportion of employees who answered “No” to having a smoking habit decreased by 0.1% compared with fiscal 2023, but increased by 3.2% compared with fiscal 2019, showing clear mid- to long-term improvement. This is the result of our strengthened anti-smoking initiatives, and we believe the effects are now evident. In fiscal 2025, this will be rolled out as a successful case study to Group companies to further promote health improvements. We will continue to reinforce initiatives to maintain and improve employee health.

In addition, KPIs from fiscal 2026 onward will be set in line with our circumstances and reported in the Health White Paper. Together with the Lawson Group Health Promotion Office and the Lawson Health Insurance Society, we will continue to provide support so that each employee can lead a bright, enjoyable, energetic, and fulfilling life.

\*The figures represent the ratios of participants in the appropriate range.

			FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	Against the previous year	Targets for FY2025
Obesity	Men	BMI <25 and waist circumference <85 cm	50.1%	48.0%	46.8%	47.0%	47.3%	45.0%	△ 2.3%	52.0%
	Women	BMI <25 and waist circumference <90 cm	78.2%	77.6%	75.4%	75.9%	75.1%	74.6%	△ 0.5%	79.0%
Blood pressure		Systolic <130 mmHg and diastolic <85 mmHg	75.5%	71.4%	72.9%	73.1%	72.3%	71.9%	△ 0.4%	76.0%
Liver function		AST <31 and ALT <31 and γ-GT <51	68.9%	65.7%	65.8%	67.7%	67.9%	67.9%	0.0%	72.0%
Lipids		Neutral fat <150 mg/dL and HDL-C ≥40 mg/dL	81.1%	78.0%	79.5%	80.4%	81.1%	81.2%	0.1%	82.0%
Blood glucose		Fasting blood glucose <100 mg/dL and HbA1c <5.6%	64.3%	65.2%	62.2%	60.8%	58.3%	57.4%	△ 0.9%	66.0%
Smoking		*“No” to “Do you currently smoke on a regular basis?”	69.3%	69.2%	70.9%	71.8%	72.6%	72.5%	△ 0.1%	75.0%

Lawson Health Insurance Society, subscribing employees of all ages

## Results from Lifestyle Habit Questionnaires

For the six questionnaire items conducted during health checkups, responses related to exercise improved, while responses related to eating and sleeping habits showed slight deterioration. Compared with fiscal 2019, answers regarding exercise habits improved significantly, suggesting that ongoing exercise-related measures have become widely adopted. Through various initiatives, we will continue providing support so that as many employees as possible can experience lifestyle improvements.

	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	Against the previous year	Targets for FY2025
Number of persons who have been engaged in light exercise that cause them to sweat for 30 minutes or more per session, at least 2 days a week for at least 1 year	19.7%	21.6%	22.2%	22.3%	23.4%	24.1%	0.7%	25.0%
Walking or similar physical activity in daily life for at least 1 hour a day	46.4%	47.2%	45.2%	44.7%	46.0%	46.5%	0.5%	48.0%
Eating dinner within 2 hours before bedtime twice a week or less	44.8%	53.9%	53.8%	55.1%	55.0%	53.8%	△1.2%	60.0%
Rarely eating between meals or drinking sugary drinks other than breakfast, lunch, and dinner	83.4%	84.2%	84.8%	84.3%	85.4%	84.1%	△1.3%	86.0%
Having breakfast every day or skipping breakfast twice a week or less	54.7%	56.3%	55.2%	56.8%	56.9%	57.2%	0.3%	58.0%
Getting enough rest through sleep	64.6%	71.3%	65.1%	70.6%	67.5%	66.1%	△1.4%	68.0%

Lawson, non-consolidated, excluding crew members

# Initiatives Regarding Health Checkups

We believe that in order to create a workplace where each employee can work in a healthier and more productive state, the support from those surrounding them is indispensable. To this end, we have appointed “health ambassadors” in each area and department, who are responsible for disseminating health information and measures to employees around them, and are working to create an environment where employees can improve their lifestyle habits, such as diet and exercise, as well as receive health checkups and consultations without hesitation.

We also provide any necessary information, such as the status of weekly health checkup appointments, to the managers of each department so that employees can respond speedily.

Effects of these ongoing efforts have been seen, such as the completion of health checkups and re-checkup reports becoming earlier and earlier each year.

## Response to Post-health Checkup Measures

Post-checkup measures are implemented to support the early medical intervention and treatment start for employees with checkup results calling for medical care.

As a result, we have achieved 100% re-examination ratios reported by the relevant employees.

At Lawson, we designate three layers of health risk levels and we support the health of employees in cooperation with the Human Resources Division and workplaces so that treatment can be started as soon as possible in accordance with the risks.

Since fiscal 2024, the Lawson Health Insurance Society and employers have worked more closely together, clearly dividing roles to effectively and efficiently implement disease prevention and health promotion. One issue had been that some employees, even after being referred for treatment following health checkups, discontinued treatment for various reasons, leading to worsened health conditions. To address this, a system to prevent treatment interruptions was launched, leveraging the Lawson Health Insurance Society’s strength in claims data to monitor whether treatment has been discontinued, thereby reinforcing continuous support. Through this initiative, we are focusing on enabling as many employees as possible to stay mentally and physically healthy and perform at their best.



## Increased Uptake of Optional Examinations (Cancer Screening)

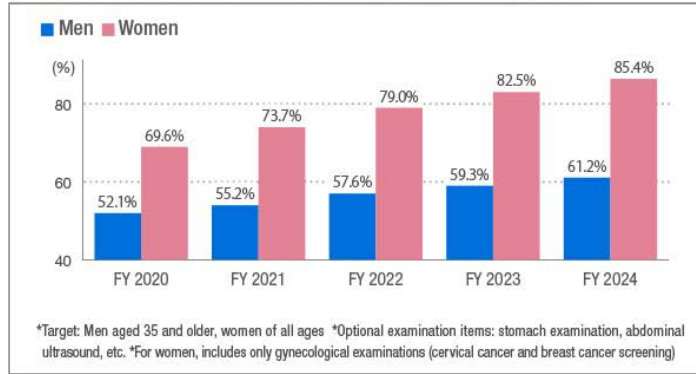
We provide optional tests (cancer screening) that employees can take in addition to regular health checkups and make continuous efforts to disseminate the necessity of checkups and detailed examination methods.

As a result, the checkup participation rates have been increasing both in men and in women.

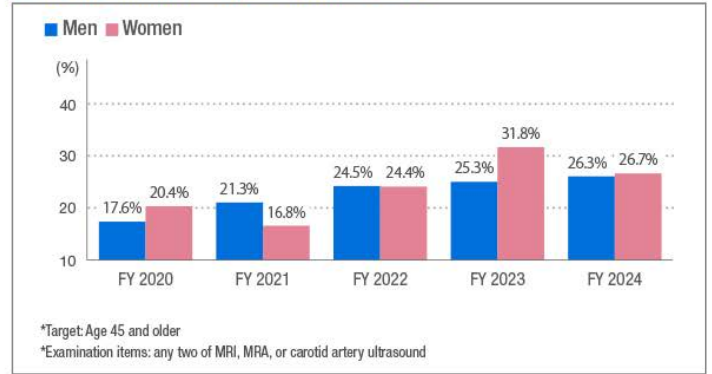
Both men's and women's checkup participation rates have shown a rising trend. Particularly for women, initiatives such as making gynecological exams free for all age groups since fiscal 2020 resulted in the checkup participation rate exceeding 85% in fiscal 2024.

Brain checkup participation rates have also remained at a high level of 25% or higher for both men and women.

### Optional tests (cancer screening) participation rates



### Brain examination participation rates



## Specific Health Guidance (Health Support Program)

Since fiscal 2016, we have strengthened our initiatives as collaborative health measures between employers and the Lawson Health Insurance Society.

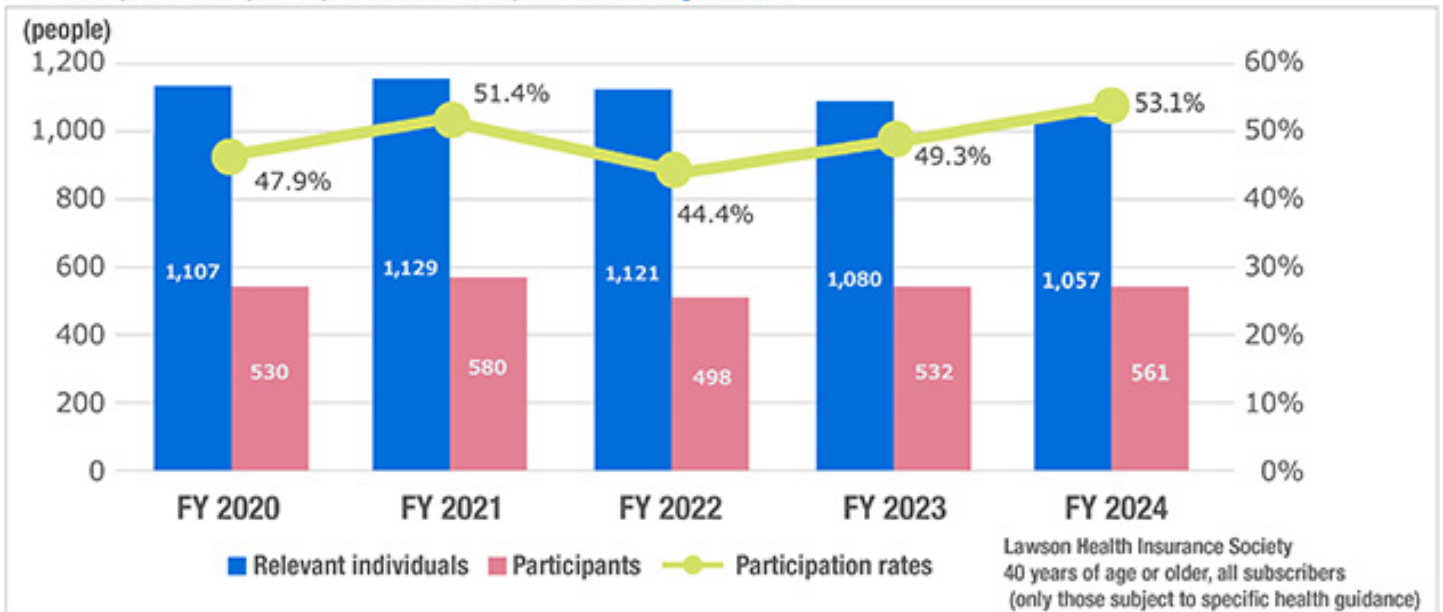
The fiscal 2024 implementation rate was 53.1%.

[Breakdown] 561/1,057 participants (insured employees: 555/1,021, spouses: 6/36)

In the Lawson Group, implementation rates have improved through thorough individual encouragement from employers to eligible participants. While the number of participants has increased, more participants are unable to graduate from the program in a single year, leading to a sense of stagnation.

To address this, in fiscal 2025 we will increase the number of guidance providers from one to three, expanding program options so participants can choose the program that best suits their needs. This structure will encourage participants to be more proactive and positive in improving their own health.

### Participants and participation rates in specific health guidance



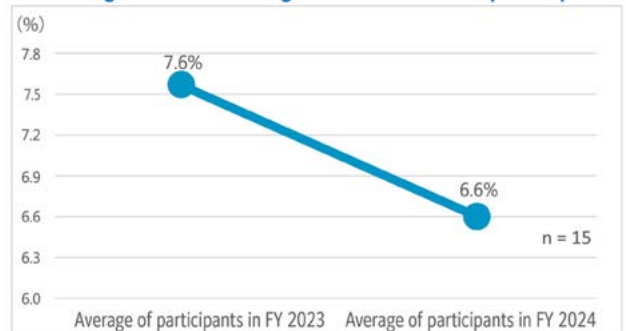
## Diabetes Control Action (Diabetes Deterioration Prevention Program)

In fiscal 2021, we started a Blood Glucose Control Program. We introduced a program that aims to improve numerical values through self-learning by visualizing blood glucose changes.

As shown in the chart on the right, the average HbA1c of participants dropped significantly from 7.6% to 6.6% in the following year. While many participants showed gradual improvement, some improved dramatically, indicating that the program contributed to behavioral change.

In fiscal 2024, the program was expanded to include not only untreated employees but also those undergoing treatment with high values. By tracking trends over time rather than single data points, we encourage participants to review their lifestyle habits alongside treatment.

### Changes in the average HbA1c value of participants



## Mental Health Initiatives

In line with our Commitment to Health Management, we are promoting comprehensive efforts to ensure that employees can work in a state of better mental as well as physical health, thus leading to higher productivity.

Industrial physicians fully participate in data analysis, training, and other initiatives, and we have a system in place to directly provide employees with expert knowledge and guidance.

By conducting stress checks and employee awareness surveys and analyzing employee stress levels, job satisfaction, and overall satisfaction levels, we identify requirements by department and by job type and promote measures for improving workplace environment.

### Analysis of survey results and visualization of actual status

We are working to visualize a mental health status by analyzing survey results.

We have also strengthened support through feedback on department-specific characteristics and countermeasures, as well as conducting various training sessions so department managers can independently analyze results and take improvement actions. Thanks to these efforts, indicators have improved since fiscal 2022, leading to progress toward the final goal of reducing presenteeism.

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Stress check implementation rate (%)	91.0	91.0	94.0	93.0	95.4
High stress individuals' rate (%)	14.5	14.1	15.3	15.2	14.1
Rate of high-stress individuals subject to interviews with industrial physicians (%)	4.0	4.3	5.0	4.8	4.3
High-stress departments rate (%)	10.2	15.2	15.4	13.1	11.9
Engagement <sup>*3</sup>	3.7	3.7	3.3	3.3	3.3
Presenteeism <sup>*4</sup>	3.7	3.7	6.2	6.3	6.4

\*3 Survey based on the internal standard until FY 2021 and in accordance with UWES since FY 2022; 4,399 respondents, 93% response rate

\*4 Survey based on the internal standard until FY 2021 and in accordance with WHO-HPQ since FY 2022; 4,399 respondents, 93% response rate

### Line Care

All managers undergo line-care training tailored to the characteristics and challenges of their employees. The focus is on learning key areas such as ensuring psychological safety, effective communication methods, appropriate responses when feeling unwell, and the timing for coordinating with occupational health staff. This enables managers to properly support the health of their team members.

### Self-care

We also provide resilience training annually to all employees. In addition, we established systems for regular self-checks of stress and fatigue. New employee training includes information about consultation services and self-care methods from occupational physicians. By fostering health literacy, we are working to ensure that each employee can independently and responsibly manage their health.

## Reinstatement Support Program

We have established a system to prevent severe illnesses in cooperation with the Human Resources Division and workplaces, including interviews with industrial physicians and public health nurses.

With the aim of preventing recurrent absenteeism, we introduced a reinstatement support program in fiscal 2020 for information sharing among an absentee, the workplace, the Human Resources Division, and occupational health staff, which helps the efficient reinstatement and workplace inclusion of employees returning from absenteeism.

As a result of this initiative, the percentage of recurrent absenteeism within five years among employees returning from absenteeism due to mental problems has stayed extremely low at 7.6%.

## Consultation Desk

- We have established consultation services both inside and outside the Company for mental and physical issues, creating an environment where employees can easily consult with professional staff by email, phone, or in person.
- We have set up consultation services for employees, including those at franchise stores, regarding customer harassment and customer response.

# Health Promotion Measures

## Genki Challenge! \*Team / Individual

### [Purpose] Lifestyle improvement, fostering communication

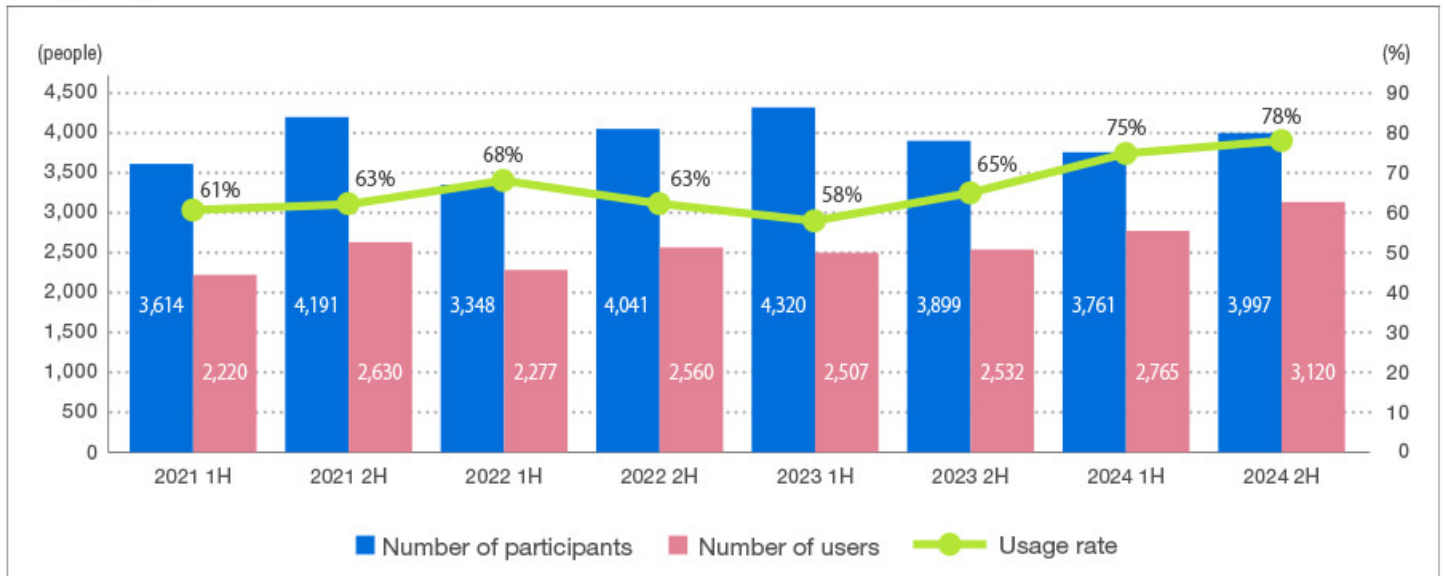
Genki Challenge! is a health promotion initiative that uses a dietary management app to record daily activities, regulate lifestyle rhythms, and foster communication through team cooperation. This initiative is being implemented jointly with six Lawson Group companies, and in a survey answered by about 70% of participants, approximately 90% said they were glad to have participated, indicating a high level of satisfaction. Furthermore, about 25% of them reported physical changes such as weight loss.

Participants receive Ponta points as an incentive, and through the optional “Hotto ♪ Support Points,” which has continued since fiscal 2020, a cumulative total of about 470,000 yen had been donated to food banks and the Lawson Group’s fund-raising activity, “Happiness in Communities” by fiscal 2024.

In fiscal 2024, the seventh year of implementation, the number of app users reached 3,120, continuing to grow each year. This is believed to be largely due to collaboration and support from each Company president and Genki Leaders, as well as the Health Management Lectures introduced in fiscal 2024.

Going forward, managers will continue to actively make use of this health promotion initiative, implementing various measures to help improve individual lifestyle habits and foster communication within departments.

### App usage rate trends



**Genki Challenge Plus \*Individuals with BMI under 22 are excluded**

**[Purpose] Improving obesity rate, aiming for BMI 22**

In the Genki Challenge Plus program, individual participants aim to achieve a BMI of 22 as a health guideline and to reduce weight by 3% to 5% over a five-month period. Successful participants receive up to 10,000 Ponta points.

Participation is voluntary, not mandatory. As a result of initiatives in fiscal 2023, 47 participants achieved the target in fiscal 2024 health checkup results, an increase from 35 in the previous year. Even among those who did not reach the target, about half experienced weight loss.

	Number of participants	Number of participants who lost weight		Number of participants who achieved the target	
		Count	Percentage	Count	Percentage
FY 2022	379	204	54%	35	9%
FY 2023	317	140	44%	47	15%

By focusing on those in the mildly obese range with BMI 25 or above, as well as those in the BMI 23–25 range at risk of mild obesity, we believe that obesity rates can be improved, and it is important to raise awareness of lifestyle disease prevention from an early stage, especially among younger employees.

**Sports Meet**

We have held the Sports Meet every year since fiscal 2009. Consolidated subsidiaries and affiliates started to join since fiscal 2023. After the COVID-19 pandemic, we resumed in-person tournaments, and in fiscal 2024, we held a bowling tournament. Both the preliminary competitions at each company and the national tournament involving all Group companies featured heated competition. We are working to promote health and revitalize communication across the entire Group.



Photo: Headquarters preliminary tournament group photo



Photo: President Takemasu participating in the bowling tournament

## No Smoking Measures

We are working to foster an organizational culture that supports employees' smoking cessation together with management, with the aim of promoting employee health and preventing passive smoking. In fiscal 2024, on World No Tobacco Day, messages were delivered by management regarding promoting smoking cessation for employee health. Other main initiatives include: ① Dissemination and thorough enforcement of no smoking during working hours and ② Promotion of participation in online smoking cessation programs.

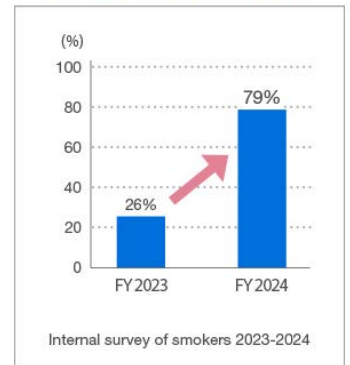
### ① Dissemination and thorough enforcement of no smoking during working hours

We have prohibited smoking during working hours since fiscal 2018, but in recent years, declining awareness has become an issue. In fiscal 2024, by combining messages from management with reminders of the rules, awareness was significantly improved. We will continue to maintain and enhance effectiveness through health education at onboarding training and the regular issuance of notices.

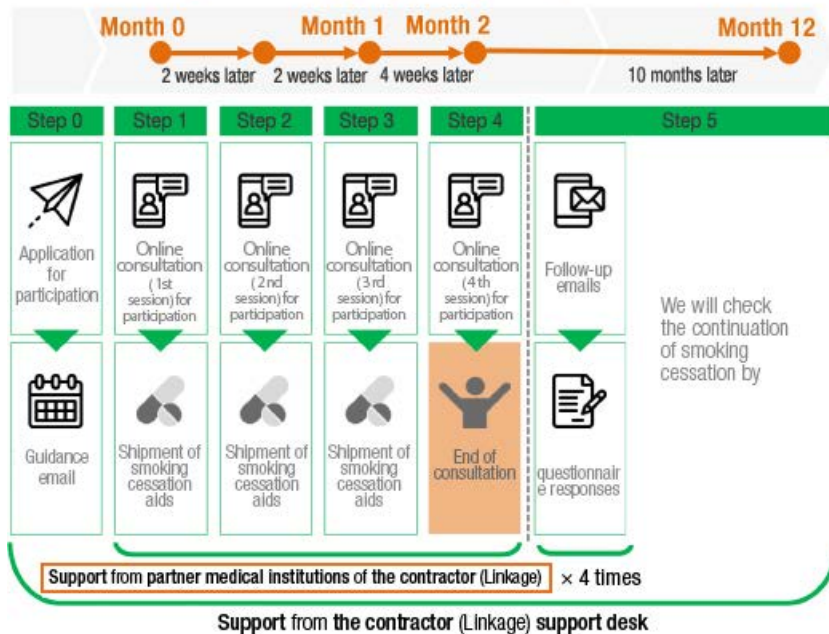
### ② Promotion of participation in online smoking cessation programs

In cooperation with the Health Insurance Society, we subsidize participation in online smoking cessation programs, which normally cost about 50,000 yen, allowing employees to join at no personal expense. In addition to the regular program, during the implementation period, company nurses provided support via email and phone, offering attentive follow-up. In fiscal 2024, 23 out of 30 program participants succeeded in quitting smoking, resulting in a very high success rate.

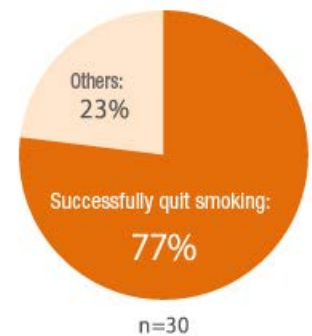
### Awareness rate of prohibition on smoking during working hours



### Online smoking cessation program (Linkage, Inc.)



### Smoking cessation success rate of program participants



## Enhancement of the health portal site on the Company intranet

Since fiscal 2023, we have started posting health-related information on the Company intranet. The purpose is to make it easier for employees to access information such as consultation services and when to use them. We also provide regular updates with information useful for improving health literacy.



### 健康トピックス

- [職場における熱中症対策の強化について](#) **New!**
- [2025年度 健康診断のご案内](#)
- [2025上期元気チャレンジ企画](#)



ローソングループ健康白書



オンライン禁煙プログラム | ローソン健康保険組合

## Health promotion for franchise store owners and store crews

In cooperation with the Lawson Owner Welfare Association, we introduced effective stretching and physical function check methods for maintaining and improving health, using body check exercises in "Day Seminars" and "Sukoyaka Seminars." We will continue encouraging health promotion for franchise store owners and store crews to promote medical checkup participation and improve health literacy.

### One-leg standing test

A test to measure lower body muscle strength

90% succeeded!



Supervised by RENAISSANCE INCORPORATED



Scene from a Day Seminar

# Employee health management and present status

In compliance with occupational safety and health laws and regulations, we undertake activities to help employees live cheerfully, delightfully, and energetically, promote health, and balance work with health.

We report progress in our activities using a list of numerical figures that represents the physical and mental health of employees.

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Health checkup implementation rate (%)	100	100	100	100	100
Rate of participants with checkup findings (%) <sup>*1</sup>	47.0	50.1	49.2	48.0	55.7
Re-examination and result reporting rate (%)	100	100	100	100	100
Optional tests (cancer screening) participation rate (men) <sup>*2</sup> (%)	52.1	55.2	57.6	59.3	61.2
Optional tests (cancer screening) participation rate (women) <sup>*3</sup> (%)	69.6	73.7	79.0	82.5	85.4
Stress check implementation rate (%)	91.0	91.0	94.0	93.0	95.4
High stress individuals' rate (%)	14.5	14.1	15.3	15.2	14.1
Rate of high-stress individuals subject to interviews with industrial physicians (%)	4.0	4.3	5.0	4.8	4.3
High-stress departments rate (%)	10.2	15.2	15.4	13.1	11.9
Absenteeism (day) <sup>*4</sup>	1.3	2.1	2.6	2.3	2.4
Nonsmoker rate (%)	69.2	70.2	71.8	72.2	71.9

Lawson non-consolidated, excluding store crews

- \*1 From fiscal 2024, target items were changed to statutory items.
- \*2 Employees aged 35 years old or older
- \*3 Employees of all ages
- \*4 Ratio of sick leave days to total number of employees (fiscal 2024: total number of employees 4,529).

## Initiatives to date

会社・地域への取り組み

グループ内従業員への健康施策

**2000年度**

- オーダーメイドの病院内売店「ホスピタルローソン」1号店を石川県七尾市にオープン

**2001年度**

- 美と健康をサポートする「ナチュラルローソン」1号店を東京都目黒区にオープン

**2003年度**

- 個別薬師併設店舗「ファーマシーローソン」1号店オープン

**2005年度**

- 主幹コンビニエンストア「ローソンスタ100」で野菜の取り扱いを開始

**2010年度**

- 農地所有連絡法人「ローソンファーム」設立

**2012年度**

- プランを使ったパン発売

**2013年度**

- マツの健康ステーション宣言
- スローガン変更に伴い健康推進プロジェクト発起（オーナー・社長）
- 兵庫県三木市と健康づくり協定を締結、出前検診を実施

**2014年度**

- 健康ステーション推進委員会発起（オーナー・社長）

**2015年度**

- ダイバーシティ経営企業100選に選定
- 埼玉県川口市にシニアとご家族を支えるケア/介護 拠点併設型店舗1号店をオープン
- CHO、社長 及びCHO補佐（統括産業医、健康推進長）任命

**2016年度**

- 「京都府民の健康づくりの推進に向けた連携及び協力に関する協定」締結

**2018年度**

- ローソングループ健康推進室設置

**2019年度**

- マツの「ほっと」ステーション宣言

**2021年度**

- 産業保健体制強化
- CHOからCSOに名称変更（CSO（社長）CSO補佐（健康推進長））
- 「心のバリアフリー」好事例企業及びサポート企業認定

**2022年度**

- PRIDE指標2023 ゴールド認定

**2005年度**

- ファミリー健康相談、メンタルヘルスカウンセリング、健康相談窓口 開設

**2008年度**

- ストレスチェック導入

**2012年度**

- 全従業員健康診断受診を推奨

**2013年度**

- 全従業員の健康診断100%受診達成
- 子育て世代への支援（最大で年収の3%）
- 社内部活動の設置 発起

**2014年度**

- 短期間育児休業制度 新設

**2015年度**

- 高血圧者に分岐 検診レター発信
- 健康顧問から受診勧奨レター発信
- 高血圧・高血糖・高血圧者でe-ラーニング受講者に電話支援

**2016年度**

- 健康90日チャレンジ実施
- 禁煙デーの導入（趣向）

**2017年度**

- 全日禁煙に同ナ、喫煙スペースは加熱式タバコのみとする
- ローソン健康運動会の開催

**2018年度**

- 就業中全日禁煙・オフィス喫煙所設置

**2021年度**

- 新型コロナウイルスワクチン接種促進
- 健康コラム毎月配信
- ライオンケア研修新設
- ハイリスクアブローグ（40歳未満）

**2022年度**

- 腰痛改善施設「元気チャレンジプラス」実施
- 健康コラム社内イントラ配信強化
- 健康情報アプリ内配画
- 健康セミナー実施
- 大人の食育イベント実施
- 出生時育児休業、産後バリアフリー 制度導入

**2023年度**

- ソフトボール大会実施
- ラジオ体操実施作成

**2024年度**

- ボウリング大会実施
- 健康経営実践実施
- 就業時間内喫煙の再見直し
- FC加盟店オーナー向け健康セミナーの実施

2012～2014年度 ●健康アクションプラン（スマートフォアプリ）

2013～2017年度 ●特定健康指導 40歳以上

2015～2024年度 ●健康改善推進（40歳未満）


2017～2024年度 ●元気チャレンジ（実施 年2回）

2018～2024年度 ●特定健康指導 40歳以上


2020～2024年度 ●健康改善推進（元気チャレンジ）実施

2022～2024年度 ●元気チャレンジ（実施 年2回）


2022～2024年度 ●健康改善推進（元気チャレンジ）実施




くらみん  
2009年～  
2018年認定




健康経営銘柄  
2015年～2017年  
2021年選定




東京都  
スポーツ推進企業  
2017年～  
2024年認定




えるぼし  
2024年認定




プラチナ  
くらみん  
2018年～  
2024年認定



心の  
バリアフリー  
2022年～  
2024年認定



健康優良法人  
ホワイト500  
2017年～  
2025年認定



スポーツエール  
カンパニー  
2017年～  
2025年認定

## Publication of Health White Paper

We conduct numerical analyses of transitions in the health of all our employees and the results of various initiatives, and publish an annual Health White Paper showing the status of progress toward our target values along with results based on other health plan data.

## Personnel System

### Lawson's Human Capital Concept

Developing human resources who think and act on their own to lead the growth of the company

In practicing ESG-based management, the Lawson Group positions employees, who are the most important capital resource for realizing happiness in communities and high store productivity, as human capital and aims to realize the Group Philosophy and Vision by enhancing human capital.

To maximize human capital, we promote the human resource strategy and diversity, equity, and inclusion (DE&I) as part of our management strategies.

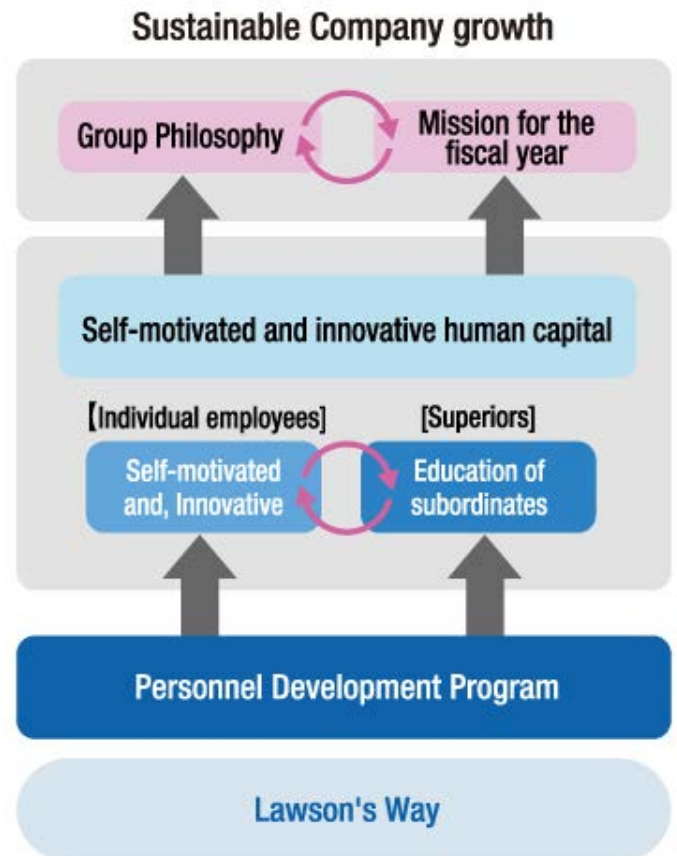
At Lawson, to realize the Group Philosophy, we focus on fostering autonomous human resources who are capable of thinking and acting on their own initiative, as well as developing next-generation management human resources who can lead transformation and growth.

In terms of fostering autonomous human resources, the development-oriented personnel system is in operation. To create a culture where individuals act proactively, the personnel system promotes role clarification through the role-based system, which defines roles and responsibilities, and the introduction of the job-based grading system for managers. In addition, a new open-application system called the “career challenge system” has been introduced. We have also introduced a “Behavior and Skill Evaluation System” to assess actions (processes) that lead to results, and by combining this with performance evaluation, we determine treatment based on the two evaluations, thereby fostering the development of human resources.

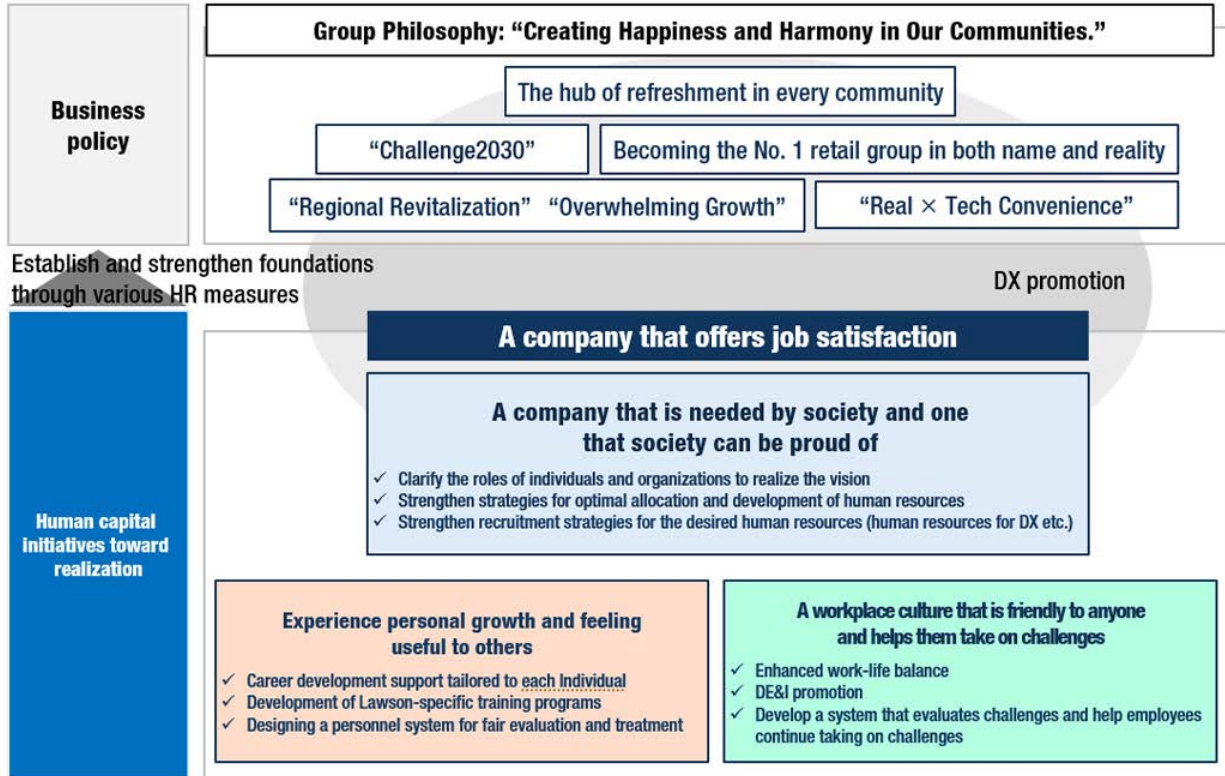
In addition, we use a Career Development Sheet to help each employee clearly plan their future career path and have them look back on their past career and current position to clearly declare what they wish to become in the future. We also conduct interviews to support their individual growth and career development.

In developing the next generation of management human resources, aimed at fostering leaders who can drive transformation and growth, we discuss development plans for general managers and their successor candidates at the Next Generation Development Committee, with the management taking responsibility for leading the development. We will also continue to develop and hire human resources for tech and for digital transformation (DX) to pursue the concept of “Real x Tech Convenience” as one of our medium- to long-term management strategies.

To maximize the abilities of each employee and enhance our corporate value, we aim to become a company that offers job satisfaction and use this as the basis for formulating various human resource measures and are working to review and implement new personnel systems.



## Overview of HR strategy and key initiatives



## Strengthening points, initiatives, and key indicators for human capital initiatives

Medium- to Long-term Vision	Human Capital Initiatives				
	Goals	Strengthening points	Initiatives	Key indicators	
<p><b>Medium-term Management Vision</b> Realize Lawson Group Challenge 2030</p> <p><b>Realize Group Philosophy and Vision</b></p> <p><b>Group Philosophy</b> Creating Happiness and Harmony in Our Communities</p> <p><b>Vision</b> Our goal is to become the hub of refreshment in every community.</p>	<p><b>A company that is needed by society and one that society can be proud of</b></p>	Clarify the roles of organizations individuals based on the company's vision	Clarify each role with a role description (reflecting relationships with the Vision)	• Degrees of understanding and penetration of the company Vision	
		Formulate personnel systems and human resource strategies necessary for the sustainable growth of the company	Revise the personnel system (grade, evaluation, and compensation) toward the goal Reinforce recruitment strategies and enhance development and placement processes	• Employees who feel that appropriate evaluation, compensation, and placement are in place	
		Design a career tailored to each individual and provide support to realize the career	Examine career path models in light of future industry trends and human resource requirements and strengthen career development support with a training curriculum	• Participants in career design training • Participants in female employee career design training	
		Visualize individual growth	Establish a personnel system for fair evaluations and treatment of growth and achievements	• Employees who feel that appropriate evaluation, compensation, and placement are in place	
		Implement work and DE&I measures to realize a work style suitable for each individual	Updates on work, compensation, and benefits systems	• User rates of work-life balance support measures • Share of female managers • Gender wage gap	
		Foster a system and corporate culture that encourage employees to take on challenges	Establish evaluation and compensation systems to reward challenges Develop human resources to foster culture and implement other support measures	• Applications in the 100-Million-Yen Challenge program	
	<p><b>A company that offers job satisfaction Human resources who think and act on their own</b></p>	Experience personal growth and feeling useful to others	Design a career tailored to each individual and provide support to realize the career	Examine career path models in light of future industry trends and human resource requirements and strengthen career development support with a training curriculum	• Participants in career design training • Participants in female employee career design training
		<p><b>A workplace culture that is friendly to anyone and helps them take on challenges</b></p>	Visualize individual growth	Establish a personnel system for fair evaluations and treatment of growth and achievements	• Employees who feel that appropriate evaluation, compensation, and placement are in place
			Implement work and DE&I measures to realize a work style suitable for each individual	Updates on work, compensation, and benefits systems	• User rates of work-life balance support measures • Share of female managers • Gender wage gap
		Foster a system and corporate culture that encourage employees to take on challenges	Establish evaluation and compensation systems to reward challenges Develop human resources to foster culture and implement other support measures	• Applications in the 100-Million-Yen Challenge program	

## Role-based System

We operate a compensation system in which role grades and salaries are determined according to the scope of responsibilities and the roles to be fulfilled.

The system is based on individual merit, regardless of gender, length of service, nationality, etc.

## Job-based grading system (management positions)

Through “role descriptions,” the roles and skills required for each position are clearly defined and disclosed company-wide.

The job-based grading system is structured as a matrix combining “grades” that correspond to individual skills and “job sizes” that correspond to the difficulty of each position.

## Career Development Interviews

We employ a Career Development Sheet to ensure employees' ability to determine their own career paths, and individual employees are also asked to specify their goals for the future in light of their personal histories and current positions. Interviews are conducted to support their growth as individuals (4,072 employees were interviewed in fiscal 2024).

## Flexible Employee System

In fiscal 2018, we introduced a flexible full-time employee system, which allows employees with reasons such as childcare, nursing care, or cancer treatment to limit their work location and work hours if they need to limit their work beyond the statutory or existing systems.

In September 2024, the system was revised and expanded to include management positions. The scope of eligibility was expanded to include treatment of illness, fertility treatment, recurrent education, and side jobs, and the previous reduction in pay for cases limited only to full-time work at a fixed location was abolished.

## Active Senior Employee System

In March 2021, we raised the mandatory retirement age to 65 and introduced the active senior full-time employee system for employees aged 60 and above. This system allows employees to choose from multiple job courses. At the same time, we are conducting career design training for employees who have reached the age of 53.

## FA (Free Agent) System

This system is intended to encourage employees to take on ambitious goals.

Employees who meet certain conditions acquire FA rights and can be transferred to the desired job type and place of work.

Starting in fiscal 2024, we have enhanced the eligibility criteria for acquiring FA rights to increase opportunities for challenging new careers.

## Career Challenge System

In fiscal 2024, we introduced the Career Challenge System, which enables employees to file applications with the aim of helping them continuously learn toward achieving their desired career and providing the desired careers to employees who are highly motivated to take on challenges, thereby pursuing employee growth and job satisfaction.

Successful candidates are able to further improve their knowledge and skills during the learning period designated by their department and become able to work in a new department.

## Varied Work Shifts

We have a system in place detailing the job contents of 21 different work shifts. Each employee can choose 4 shifts according to their work, enabling them to work according to a variety of flexible schedules.

# Employee Award Program

**Fostering a culture that encourages autonomous and proactive challenges, and praises outstanding achievements and good initiatives that support colleagues**

In order to create new customer value, it is necessary for each and every employee to take on challenges on their own initiative and autonomously.

At Lawson, we are working to foster a culture of praise through award systems such as the President's Award and the Lawson's Way Award (presented by each company, headquarters, or division), as well as by using the Thank you Card to express gratitude to colleagues.



## President's Award

The department manager nominates people who took on a challenge with an innovative idea or teams that achieved extraordinary results and the President selects the winner and awards them at the corporate morning assembly.

In fiscal 2024, 38 President's Awards were given out in total.



## Lawson's Way Award

From fiscal 2025, the "Lawson's Way Award," a commendation system by each headquarters, company, and division, was newly established. Each organization sets evaluation criteria, evaluation periods, and recognition opportunities, and efforts are made to praise GOOD challenges that cannot be rewarded through bonuses.

## Developing the Next Generation of Leaders

### Next Generation Development Committee Meeting

Since fiscal 2016, the “Next Generation Development Committee Meeting” has been held on a regular basis to discuss plans for the development of the next generation of management leaders and department manager candidates. Employees at the management level serve as training leaders, creating training plans for department managers, the target personnel, and nurturing them through consultations and other means.

Since fiscal 2021, the committee meeting has been used to find female department managers and management leaders by appointing at least one female department manager candidate out of three.

### Lawson Management School

To further develop the Group, in January 2023, we opened the Lawson Management School, where the president directly served as a lecturer with the aim of promoting awareness as a business manager and demonstrating further leadership among section managers (mainly branch directors nationwide).

The School was also opened in fiscal 2024 for follow-up purposes and has been well received by participants in each session.

## Policy on Executive Compensation

Our basic policy as a company is to design a compensation system for directors that is linked to shareholders’ profits through incentives to increase corporate value, sustainable growth and performance improvement, and to provide sufficient and appropriate compensation for the duties performed by each director.

## Training System

### Basic Concept—Assist Employees' Career Development

In order to fulfill our Group Philosophy, we operate training programs based on Lawson’s corporate and business strategies so that our employees can attain the knowledge and skills needed for various job types and positions. In order for employees to grow autonomously and foster the ability to think and act on their own, we have established an environment where individual employees can learn proactively in addition to the training system that the company provides. We provide continuous and systematic support to all staff members so that they can learn anytime they want to, including enhanced e-learning systems, regularly-held self-entry-style training programs, and improved LOCP (self-development assistance system) from the perspective of reskilling as well.

#### Aim of Training Systems

We categorize required knowledge and skills as well as provide training for roles of a wide range of people from new employees to managers. We provide different learning content catered for categories such as technical skills that include basic knowledge required for general staff members and job-specific expert knowledge and skills; human skills required for managers to demonstrate their management abilities and exercise their leadership; conceptual skills for executive candidates to foster management perspectives; training on compliance, human rights, and DE&I (diversity, equity, and inclusion) common for all employees; as well as training for cultivating employees’ awareness such as labor management and DX promotion. We also provide training programs using the optimum means for participants based on the purpose and goals from face-to-face training, online training, and e-learning.



# Major Training Programs

## Human Rights and DE&I Training

We hold human rights and DE&I training once a year for all employees to ensure that they have a correct understanding of issues relating to discrimination, prejudice and harassment, and are able to act in a considerate manner towards one another.

## Sustainability Training

To realize a sustainable society for the future and to live in harmony with stakeholders, we hold an annual sustainability training for all employees. The purpose is to deepen understanding of these initiatives and link that understanding to action.

## Compliance and Risk Management Training

We hold compliance and risk management training once a year for all employees with the aim of making them aware of compliance and risk management in their daily work, and enabling them to act appropriately. In addition, we provide "training as a manager" tailored to each level in training for new managers at the time of their promotion to management positions.

## Labor Management Training

We hold labor management training once a year for all employees to allow them to acquire basic knowledge on correct work styles and labor management. In addition, we also hold labor management training for managers once a year to ensure that they are able to properly manage the labor of their subordinates. In addition, we provide "training as a manager" tailored to each level in training for new managers at the time of their promotion to management positions.

## Mental Health

As education related to compliance and risk management training and labor management, understanding and learning about mental health is a mandatory subject for management appointments, we provide "training as a manager" tailored to each level in training for new managers at the time of their promotion to management positions. In addition, those to be promoted to management positions are required to learn specific subjects through e-learning as the required items to learn.

## E-learning

To create a culture in which each and every employee takes the initiative in self-development, we operate e-learning as a system to support learning for career development. We provide a system that enables employees to learn whenever they want to learn, including the acquisition of technical skills specific to each type of job, general business skills necessary for working adults, and knowledge on compliance, harassment, mental health, and labor management. We offer more than 160 subjects of general-purpose content to meet a variety of needs.

## LOCP (Lawson Open Challenge Program)

In order to create a corporate culture in which each and every employee raises his or her own hand and takes the initiative in self-development, we operate a system to support self-development for career development. We provide subsidies for self-education and introduce services that are useful for self-education, such as correspondence courses, commuting courses, external seminars, purchase of study materials, and magazine subscriptions.

● List of main training programs (FY2024)

Name of training	Frequency of training	Aims of training	Main subjects covered in training	Number of participants per year
<b>Training for new employees</b>				
Initial training for new employees joining the company	1 times a year	Understand Lawson's basic systems and structures, and change consciousness "from student to working adult (Lawson employee)" and to become a "working adult and business person."	Group Philosophy, Lawson's Way, business manners, personnel and labor systems, compliance and risk management, commerce, retail business, franchise business, the Three Essential Practices, framework of stores, team building	107
Initial training for new employees joining the company at other times of the year	9 times a year	Understand Lawson's basic systems and structures, and the basic concepts of the Group Philosophy, Lawson's Way, the business model, and store operation.	Group Philosophy, Lawson's history, business model, personnel systems, compliance and risk management, the Three Essential Practices	150
<b>Training for employees at stores</b>				
Training for new employees joining the company (college graduates)	4 times a year	Understand the basics for a working adult and Lawson employee, and acquire basic knowledge and skills required to become a store manager.	Sales floor development, budget management, work procedures, understanding of the structure of settlement sheets, back management (hygiene, labor, money, disaster prevention, crime prevention), philosophy (five declarations), training store crew members, communication, logical thinking, general knowledge (tax and social security, asset building, DE&I), executive lectures	107
Training for new employees joining the company (high school graduates)	3 times a year	Understand the basics for a working adult and Lawson employee, and acquire basic knowledge and skills required to become a store manager.	Sales floor development, budget management, agreements, understanding of the structure of settlement sheets, back management (hygiene, labor, money, disaster prevention, crime prevention), work process, philosophy (five declarations), franchise business, training crew members, communication, logical thinking	7
Pre-store manager promotion training	2 times a year	Acquire basic knowledge as the managers of directly managed stores (roles of store manager and the concept of the Five Pledges).	Roles of store manager, formulation of Five Pledges, communication of Five Pledges, and realization of Five Pledges	80
Training for new employees joining the company at other times of the year	3 times a year	Acquire basic knowledge and skills required for store operation.	Sales floor development, budget management, understanding of the structure of settlement sheets, back management (hygiene, labor, money, disaster prevention, crime prevention), training crew members, communication	5

Job-specific training				
Training for store managers	4 times a year	Acquire basic knowledge on store operation required for store managers.	Sales floor development, monthly management plan, store action plan, problem solving, business management, labor management, money management, SV operation, and FC contract	86
Follow-up training for store managers	2 times a year	Acquire knowledge required to create a store supported by customers.	Reviewing store manager operations, problem solving	25
Training for those newly-appointed to ASVs	2 times a year	Understand the knowledge and skills required for promotion to a supervisor (SV) in order to acquire abilities to work with franchise stores to create stores supported by customers.	Franchise business, supervisor operations, flow of management support, practice	66
Training before promotion to SV	7 times a year	Understand the mission of supervisors (SVs), consider own attitude and actions, and acquire the minimum knowledge and skills required for management support as a supervisor.	SV-WAY, roles of headquarters and franchise stores, flow of management support, practice, sharing issues	127
SV training	9 times a year	Build the ability to analyze individual franchise stores based on the operating years and acquire skills to plan measures and take actions.	Problem solving for individual franchise stores, community-based management guidance, understanding human resource development	242
Training for those newly-appointed to MCs	2 times a year	Understand the roles of management consultants and acquire the required knowledge and skills.	Understanding the mission, action guidelines, and roles; sorting and understanding issues regarding requirements for operating an organization; acquiring and practicing basic knowledge on financing and labor management	20
AMD training	2 times a year	Learn about the supply chain related to the operations of the Product Department as well as main operations, and acquire the minimum knowledge that an assistant merchandiser (AMD) should have.	Roles and initiatives of headquarters, work of each department within headquarters, specialized knowledge of related departments such as legal affairs related to operations, confirmation of processes at VDR and distribution centers, merchandiser operations	76
ARFC training	7 times a year	Acquire the knowledge and skills required for recruitment field counselors (RFCs).	Development operations (property development, franchise development) flow and knowledge on operations, and compliance; confirmation and reflection of the level of mastery	86

Training by job level				
Training for new junior managers	2 times a year	<ul style="list-style-type: none"> <li>• As junior managers, understand the key points for applying the necessary labor management knowledge to the practice.</li> <li>• Further strengthen compliance and risk management systems as part of the internal control system.</li> <li>• Upgrade management capabilities and strengthen leadership as a business promoter.</li> </ul>	Requirements for entry-level managers, mindset as a manager, DX, compliance and risk management, labor management, health of employees, Group Philosophy, reflection, 5W1H thinking, single-tasking, strategic thinking, organization management, accounting	96
Training for new managers	2 times a year	<ul style="list-style-type: none"> <li>• Acquire the roles, knowledge, and skills necessary for attaining goals through employees.</li> <li>• Further strengthen compliance and risk management systems as part of the internal control system.</li> <li>• Upgrade management capabilities and strengthen leadership as a business promoter.</li> </ul>	What is expected of managers with subordinates, management, compliance and risk management, labor management, health of employees, evaluation system, remote management, anger management, management strategies, training for evaluators, coaching	77
Training for new senior-level managers	2 times a year	Further reinforce the compliance and risk management system as part of the internal control system.	What is expected of senior-level managers, compliance and risk management	39
M1 upskilling training	2 times a year	Brush up on the knowledge and skills required of M1 workers after years of experience. Acquire the management skills required in the current situation.	5W1H thinking, accounting, strategic thinking, single-tasking, organization management	79
M2 upskilling training	2 times a year	Update knowledge and skills for M2 positions in response to changes over the years. Acquire the management skills necessary for developing employees under the present circumstances.	Strategic thinking, creating a vibrant workplace, accounting, business strategy	78
Selective training				
Lawson Management School	1 times a year	Make each individual aware that they are business managers and exercise their leadership to enable the Lawson Group to grow further.	What a business manager is; abilities to earn profit, create teams, and seek an ideal	239
Lawson management course	1 times a year	Learn about the skills, knowledge, and perspectives that are required for business managers and utilize them on the front lines in order to improve practical abilities and expand horizons and perspectives as next-generation management candidates.	Competitive strategies, finance and accounting, corporate analysis, design thinking, branding, innovation, CSV management, corporate regeneration, DX, leadership, relationship marketing, service management, Purpose management, management issues	28
Executive management course	1 times a year	Raise awareness as a member of the management level.	Leadership, sharing experiences, lectures by business managers, cross-industrial exchange, management issues	11
Innovative leader training program	1 times a year	Produce new world-class management leaders from Japan.	Liberal arts, management, leadership, and management issues	1

Common for all employees

Human rights and DE&I training	1 times a year	Correctly understand discrimination, prejudice, and harassment in order to act with consideration for one another.	Basic knowledge of human rights and diversity, understanding of diverse populations, harassment, unconscious bias, a world where respect for human rights and diversity have advanced, and LGBTQ+ (what LGBTQ+ is, social background, company initiatives, coming out and outing, outing and harassment)	All employees
Sustainability training	1 times a year	To understand initiatives aimed at realizing a sustainable society for the future and living in harmony with stakeholders, and to link that understanding to action.	Background and overview of sustainability, initiatives in the company, involvement of sustainability in business operations	All employees
Compliance and risk management training	1 times a year	Understand the compliance risk rules required in each position and to act accordingly.	Lawson Code of Ethics, risk management, and incident management	All employees
Labor management training	1 times a year	Acquire basic knowledge of correct work styles and labor management	Basic knowledge of daily working style and working hours, work plans, work reports	All employees
Labor management training for managers	1 times a year	Acquire the mindset and basic knowledge of labor management for subordinates, and realize appropriate labor management	Basic knowledge of labor management, understanding of working hours, concept of overtime work, work plans	All managers
Career design training	5 times a year	Looking at turning points in careers that can occur in the future, have employees reconsider their career from various perspectives, including work, health, leisure, and money to provide an opportunity to think about their future career independently.	Personnel system for those 55 years and older, life plan, money plan, health and leisure, what is independent career development, career plan	175
Female employee career design training	1 times a year	Formulate a long-term career vision and think about a work style conscious of balancing life events.	Company initiatives for DE&I promotion and the status of women's participation in the workplace, work-life balance support systems, career thinking, lectures by senior female employees and roundtable discussions	45
Training for employees on childcare leave	1 times a year	Prior to reinstatement, catch up with the company situation, think about the work style that suits oneself in balancing childcare, and resolve any concerns and questions.	Business policy for the next fiscal year, work style after reinstatement (career thinking), personnel systems and benefits, lectures by employees who balance childcare and roundtable discussions	39

### Training for Affiliate Stores (BMC Training)

We provide BMC training for affiliate stores that are just starting out in business, to help them learn the principles, concepts, and operations for a smooth start in store management and sales. A total of 290 people take this course annually (2024).

# Community Relations

## Basic Concept

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The Lawson Group is committed to making the communities in which we live and work happy based on the Group Philosophy: “Creating Happiness and Harmony in Our Communities.” In line with this philosophy, each and every Lawson Group store is involved in activities to bring happiness to communities, something which is linked to the idea of leaving no one behind, one of the principles of the SDGs. We will continue to think seriously about what we can do for our customers, our communities, and the Earth, and will work together with our franchise store owners and the entire Group to solve social issues in order to help build the kind of world envisioned by the SDGs.

## Promotion of Collaborative Community Projects in Partnership with Local Governments: Signing of Comprehensive Agreements

To create the hub of refreshment in every community, Lawson started to vigorously pursue the creation of customer value at sites closer to customers, under a strategic concept of “community-based x individual customer and store-focused” in fiscal 2022. We established the Hokkaido Company and the Kinki Company as leading areas to grasp the characteristics of each area and quickly respond to changes in customers and communities, with the aim of developing closer ties with local communities. From fiscal 2023, we are expanding the company system nationwide in order to further promote our concept of “community based x individual customer and individual store-focused.”

As part of its efforts to promote closer ties with local communities, Lawson has concluded Comprehensive Agreements with local governments throughout Japan and collaborates with them on projects to revitalize their communities and create more comfortable environments for local residents. Through these Comprehensive Agreements with local governments, we actively promote a variety of community contribution activities, including the operation of stores that are closely connected to the local community, the development of products that take advantage of local ingredients, support for welfare and childcare, promotion of tourism, and disaster countermeasures. In addition, we are developing antenna shops in cooperation with some local governments. Through the power of our network of Lawson stores throughout Japan, we will continue to invigorate communities throughout the country by contributing to regional revitalization through the active sale of products that use local ingredients.

● Comprehensive Agreements concluded (as of July 31, 2025) 68 local governments (45 prefectures, 23 municipalities)

Hokkaido / Tohoku		Kanto / Koshinetsu		Chubu / Hokuriku		Kinki		Chugoku / Shikoku		Kyushu / Okinawa	
Name of local government	Date of agreement	Tourism & PR	Prefectural products & food	Welfare & childcare	Environmental contribution	Crime prevention & youth	Disaster preparedness				
Hokkaido	2008.02.21	—	●	●	●	●	●				
Aomori	2008.12.15	●	●	●	●	●	●				
Iwate	2008.06.23	●	●	●	●	●	●				
Miyagi	2009.07.27	●	●	●	●	●	●				
Akita	2009.10.26	●	●	●	●	●	●				
Yamagata	2010.11.08	●	●	●	●(2008.05.30)	●	●				
Fukushima	2010.05.10	●	●	●	●	●	●				
Sapporo City	2010.03.18	●	●	●	●	●	●				
Asahikawa City	2014.03.11	●	●	—	●	●	●				
Sapporo Collaboration Hub City Park (12 municipalities including Sapporo)*	2019.07.12	●	●	●	●	●	●				—
Hakodate City	2019.11.22	●	●	●	●	●	●				
Sendai City	2022.06.06	●	●	●	●	●	●				

\* Participating municipalities: Sapporo City, Otaru City, Iwamizawa City, Ebetsu City, Chitose City, Eniwa City, Kitahiroshima City, Ishikari City, Tobetsu Town, Shinshinotsu Village, Namporo Town, and Naganuma Town

Hokkaido / Tohoku		Kanto / Koshinetsu		Chubu / Hokuriku		Kinki		Chugoku / Shikoku		Kyushu / Okinawa	
Name of local government	Date of agreement	Tourism & PR	Prefectural products & food	Welfare & childcare	Environmental contribution	Crime prevention & youth	Disaster preparedness				
Ibaraki	2013.11.08	●	●	●	●	●	●				
Tochigi	2011.04.26	●	●	●	●	●	●				
Gunma	2012.09.13	●	●	●	●	●	●				
Saitama	2008.06.30	●	●	●	●	●	●				
Chiba	2010.05.12	●	●	●	●	●	●				
Niigata	2009.09.24	●	●	●	●	●	●				
Yamanashi	2008.06.24	●	●	●	●	●	●				
Nagano	2007.09.19	●	●	●	●	●	●				
Yokohama City	2009.05.21	●	●	●	●	●	●				
Shinagawa City	2024.05.22	●	—	●	●	●	●				—

Hokkaido / Tohoku	Kanto / Koshinetsu	<b>Chubu / Hokuriku</b>	Kinki	Chugoku / Shikoku	Kyushu / Okinawa
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Name of local government	Date of agreement	Tourism & PR	Prefectural products & food	Welfare & childcare	Environmental contribution	Crime prevention & youth	Disaster preparedness
Toyama	2006.08.09	●	●	●	●	●	●
Ishikawa	2008.11.27	●	●	●	●	●	●
Fukui	2007.03.07	●	●	●	●	●	●
Gifu	2009.03.31	●	●	●	●	●	●
Shizuoka	2008.09.22	●	●	●	●	●	●
Aichi	2009.10.05	●	●	●	●	●	●
Mie	2006.04.24	●	●	—	—	●	●
Tateyama Town (Toyama Prefecture)	2023.03.22	●	—	●	—	●	—

Hokkaido / Tohoku	Kanto / Koshinetsu	Chubu / Hokuriku	<b>Kinki</b>	Chugoku / Shikoku	Kyushu / Okinawa
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Name of local government	Date of agreement	Tourism & PR	Prefectural products & food	Welfare & childcare	Environmental contribution	Crime prevention & youth	Disaster preparedness
Shiga	2015.03.26	●	●	●	●	●	●
Kyoto	2014.01.23	●	●	●	●	●	●
Osaka	2009.07.07	●	●	●	●	●	●
Hyogo	2009.05.27	●	●	●	●	●	●
Nara	2014.04.14	●	●	●	●	●	●
Wakayama	2003.08.01	●	●	—	●	●	●
Kobe City	2014.03.10	●	●	●	●	●	●
Kyoto City	2021.11.01	●	●	●	●	●	—

Hokkaido / Tohoku	Kanto / Koshinetsu	Chubu / Hokuriku	Kinki	<b>Chugoku / Shikoku</b>	Kyushu / Okinawa
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Name of local government	Date of agreement	Tourism & PR	Prefectural products & food	Welfare & childcare	Environmental contribution	Crime prevention & youth	Disaster preparedness
Tottori	2006.05.01	●	●	●	●	●	●
Shimane	2009.03.13	●	●	●	●	●	●
Okayama	2011.02.08	●	●	●	●	●	●
Hiroshima	2012.07.12	●	●	●	●	●	●
Yamaguchi	2011.09.26	●	●	●	●	●	●
Tokushima	2006.12.04	●	●	●	●	●	●
Kagawa	2008.03.13	●	●	—	●	●	●
Ehime	2012.02.21	●	●	●	●	●	●
Kochi	2007.10.31	●	●	●	—	●	●

Hokkaido / Tohoku	Kanto / Koshinetsu	Chubu / Hokuriku	Kinki	Chugoku / Shikoku	<b>Kyushu / Okinawa</b>
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Name of local government	Date of agreement	Tourism & PR	Prefectural products & food	Welfare & childcare	Environmental contribution	Crime prevention & youth	Disaster preparedness
Fukuoka	2013.03.13	●	●	●	●	●	●
Saga	2006.09.30	●	●	●	●	●	●
Nagasaki	2008.07.09	●	●	●	●	●	●
Kumamoto	2007.12.17	●	●	●	●	●	●
Oita	2007.05.09	●	●	●	●	●	●
Miyazaki	2007.06.04	●	●	●	●	●	●
Kagoshima	2007.09.14	●	●	●	●	●	●
Okinawa	2007.07.10	●	●	●	●	●	●
Kitakyushu City	2015.08.25	●	●	●	●	●	●
Fukuoka City	2011.04.22	●	●	●	●	●	●
Kumamoto City	2012.11.21	●	●	●	●	●	●

● Main Initiatives in Comprehensive Agreements with Local Governments

Promotion of tourism and PR



Placement of prefectural PR magazines and flyers with tourism information, etc.

Expansion of sales of local products and foodstuffs



Development of “local production for local consumption” products using local products and ingredients, and promotion of local production for local consumption as a concept

Welfare and childcare support



Provision of hot water for infant milk, watching over elderly persons, and other assistance

Environmental contribution



Efforts to reduce plastic, participation in greening and cleanup activities, etc.

Crime prevention and youth development



Support for children's healthy growth through sports promotion

Disaster preparedness



Procurement of supplies and support for those who have difficulty returning home in the event of a disaster

▶ Status of disaster preparedness agreements with local governments

## Creating spaces for convenient and enjoyable shopping Expansion of “Community Coexistence Convenience Stores” and bookstores-within-stores “Machi no Honya-san”

In recent years, due to aging populations and declining demographics, more regions have seen supermarkets withdraw, leaving consumers with increasing inconvenience in shopping for food and daily necessities. Since the 2000s, the number of areas with few bookstores has also been on the rise, creating more bookstore refugees. As part of efforts to revitalize communities (Machi) and create more livable environments, Lawson is developing “Community Coexistence Convenience Stores” and bookstores-within-stores “Machi no Honya-san” so that everyone can enjoy convenient and pleasant shopping in daily life.

### Community Coexistence Convenience Stores – addressing diverse regional social issues

In areas where supermarkets and other retailers have withdrawn and there are no nearby shops, Lawson is opening “Community Coexistence Convenience Stores” in collaboration with municipalities, local businesses, and residents, enabling everyone to continue convenient and enjoyable shopping. Leveraging the strengths of convenience stores—which can operate viably with fewer customers than supermarkets and be run with a small staff—these stores also focus on stocking fresh produce and local foods, as well as posting community information in eat-in spaces, aiming to become stores that coexist with local communities.

This initiative received the Excellence Award at the Ministry of Economy, Trade and Industry’s “New Distribution Business Contest for Supporting Shoppers in Difficult-to-Shop Areas” held in February 2025.

### Bookstore-within-store “Machi no Honya-san”

“LAWSON Machi no Honya-san” is a bookstore-within-store brand developed in collaboration between Lawson and TOHAN CORPORATION. In addition to the usual assortment of convenience store merchandise, these stores carry several thousand to as many as 7,000 book titles. The first store opened in Saitama Prefecture in June 2021, and currently there are 16 stores nationwide (as of the end of July 2025). In addition to “LAWSON Machi no Honya-san,” Lawson is also developing collaboration stores with other bookstores, with plans to further expand bookstore-within-store formats to improve customer convenience.



Example of store opening in Hokkaido  
(LAWSON Kamiatsuma Store)



## We are making various efforts to create happiness and harmony in our communities, which helps contribute to addressing the SDGs at our stores throughout Japan.

Group Philosophy and the “Three Promises”, our business policy, help us contribute to addressing the SDGs and lead to happiness and harmony in our communities. Here are some examples of activities to create happiness and harmony in our communities being undertaken at our stores across Japan.

### Examples of stores that received the Franchise Store SDGs Awards for FY2024



Award winner

### Regular mobile sales to senior facilities

Doo Branch Office (Hokkaido), Lawson Urausucho Store  
Owner: Mr. Yukinori Hiramatsu

To support seniors in regions with advancing aging and shopping difficulties, we visit senior facilities twice a week with a mobile sales vehicle, selling staple foods, ready-made meals, shelf-stable items, and frozen foods. Recently, the number of locations visited has increased, and the initiative has been well received by customers.



Award winner

### Christmas for children in care homes!

Ibaraki East Branch Office (Ibaraki Prefecture),  
Lawson Mito Uchiharacho Store  
Owner: Mr. Shinichi Terunuma

Wishing to do something for children with a future ahead of them, we began delivering Christmas shortcakes to children in care homes in 2022. In 2023, about 180 cakes were delivered to children's homes in the city, earning smiles from the children and letters of thanks. We intend to continue this initiative and expand the circle of supporters.





**Award winner**

## Handling of Ibaraki Prefecture revenue stamps

Ibaraki West Branch Office (Ibaraki Prefecture)  
Lawson Moriya Matsunami Kanoezuka Store  
Moriya Ogashiwa Store  
Owner: Mr. Osamu Yokota

Since there were few sales outlets for revenue stamps in the prefecture, and none near the store in particular, it was inconvenient for customers. Considering customer convenience, we began handling revenue stamps in various denominations. The ability to purchase them at any time has been very well received by customers.



**Award winner**

## Accepting work experience / Hosting seasonal events

Saitama East Branch Office (Saitama Prefecture),  
Lawson Koshigaya Lake Town 7-Chome Store  
Store Consultant: Ms. Hitomi Saito

Located in an area with many schools ranging from nursery to high school, our store features a wide customer base. We accept students for work experience and distribute confectioneries during Halloween events, aiming to be a community hub where customers can smile and feel welcome.





**Award winner**

## Daily park cleaning without fail

Yokohama East Branch Office (Kanagawa Prefecture),  
Lawson Isogo 2-Chome Store  
Owner: Mr. Hideaki Kawamura

Since February 1990, we have been conducting cleaning of a nearby park twice a day. Every day of the year, we collect trash and plastic bottles from the park, an effort much appreciated by the local neighborhood association.



**Award winner**

## Supporting seniors with outings. Establishing a “Travel Club”!

Shizuoka West Branch Office (Shizuoka Prefecture),  
Lawson Kikugawa Nishikata Higashi Store  
Owner: Mr. Tadashi Totsuka

Responding to voices from seniors who find it difficult to go out, we established a travel club. We organize 4–5 small trips a year and have visited more than 40 places so far. We also began mobile sales seven years ago to support regions with limited shopping options and intend to continue both initiatives.





**Award winner**

### **Milk carton collection**

Gifu West Branch Office (Gifu Prefecture),  
Lawson Gifu Imagawa Shinmei Store  
Owner: Ms. Kyoko Takeda

After learning from a TV program that six milk cartons can be recycled into one roll of toilet paper, we began cooperating with local resource recovery efforts. By making use of materials that would otherwise be discarded, the initiative also contributes to environmental conservation.



**Award winner**

### **Community interaction and social experience activities!**

Hyogo East Branch Office (Hyogo Prefecture),  
Lawson Inagawacho Hirone Store  
Owner: Mr. Naoki Okuno (left in photo)  
Manager: Ms. Masako Okuno (right in photo)



Our store collaborates with four local junior high schools to spread awareness of food loss and waste through social experience activities. We also educate students about contributing to the community (Machi) and the planet by reducing waste through initiatives such as “Temae-Dori” (picking front items) and cutting down on disposable cutlery.





**Award winner**

## Employment support for people with disabilities

Hiroshima West Branch Office (Hiroshima Prefecture),  
Lawson S Kokoro Hospital Kusatsu Store  
Owner: Mr. Isamu Miyaura

We are supporting employment of people with disabilities as part of store operations. Our store supports the employment of people with disabilities by assigning tasks such as stocking shelves, cashier duties, and preparing fried foods according to individual proficiency levels. This helps employees improve their skills and supports their reintegration into society.



**Award winner**

## Helping people with disabilities work with confidence

Kumamoto West Branch Office (Kumamoto Prefecture),  
Lawson Kumamoto Kyomachi 2-Chome Store  
Owner: Mr. Ryosei Yanagida

In cooperation with a special needs school, our store has accepted students with disabilities for work experience four times a year since two years ago. Some students, after graduation, have chosen to work at our store. With a support system in place for all store crews, mistakes are accepted as part of learning and growth together. Their courteous customer service is highly regarded, and our store intends to continue this support.



### Award winner

## 11th Lawson Cup Moji Youth Softball Open Tournament

Kitakyushu East Branch Office (Fukuoka Prefecture)  
Lawson Moji Nishikaigan 2-Chome Store, Owner: Mr. Hirokazu Koga  
(left in photo)  
Lawson Moji Higashi-maiso Store, Owner: Ms. Miyuki Kido (center)  
Lawson Moji Minatomachi Store, Owner: Mr. Kiyoshi Monji (right)



Every December, three store owners in the Moji area cooperate to host a youth softball tournament. The event, now in its 11th year, had participation from 12 teams. It has fostered connections beyond the local community, and the children expressed gratitude for the memorable experience.



### Special Award

## Support for customers with disabilities (guide dogs)

Saitama East Branch Office (Saitama Prefecture),  
Lawson Kuki Aoba Store



A visually impaired customer accompanied by a guide dog visits the store once or twice a week. Staff provide assistance during shopping, and the customer now also makes use of the eat-in corner. Our store aims to create an environment where everyone can feel comfortable visiting.

### Special Award

## Annual blood donation drive in store parking lot

Kitakyushu West Branch Office (Fukuoka Prefecture),  
Lawson Komine Interchange Store



In cooperation with the Japanese Red Cross Society, we have been hosting an annual blood donation drive by inviting a donation bus since 2021. In 2024, 48 people participated (38 donations completed), marking the highest number so far. The initiative will continue in the coming years.

## Supporting Safety and Security in the Community

We are leveraging our nationwide network of stores in 47 prefectures to provide essential services to our customers in their daily lives, and to create stores that offer peace of mind to a wide range of customers.

### Participation in Safety Station activities

In recent years, convenience stores have been called upon to meet a variety of social needs, including crime and disaster prevention measures, safety measures, and the sound upbringing of young people.

In order to meet these needs, the Lawson Group actively participates in the Japan Franchise Association's Safety Station activities (SS activities), and we are promoting cooperation in building a safe and secure community and efforts to improve the environment for young people. We also take special measures to prevent robbery and fraud, and we respond to the rush of groups of people such as women, children and elderly guardians.

- Lawson's Safety Station activity data for 2024\*

Women's last minute rush	931 stores	More than 1,283 times
Children's last minute rush	588 stores	More than 848 times
Elderly Protection	2,318 stores	More than 4,295 times
Scam (billing fraud) prevention	4,256 stores	More than 8,677 times
Encouraging juveniles to go home late at night	5,421 stores	-

\* Figures are extracted from the 2024 SS questionnaire report



▲ Safety station storefront poster

## Examples of SS Activities

### Prevention of a special fraud

An elderly female customer was operating an ATM while on the phone. An employee who felt that this was suspicious approached the customer to check the situation, and since the conversation involved something along the lines of a “refund,” they suspected fraud and contacted the police. As a result, the case was confirmed as fraud, and potential damage was prevented.

### Watching over a child

An employee found a young girl crying alone at the store entrance. The store manager determined she was lost, took her into protection, and notified the police. Fifteen minutes after the report, the police and her mother arrived at the store, and she was safely handed over.

### Appropriate protection and reporting in emergencies (sudden illness)

A male customer in his 50s suddenly collapsed inside the store. When an employee noticed the situation and checked, the customer was unconscious, so they immediately called 119. Two other employees working at the time contacted the building’s disaster prevention center and placed a coat over the customer to keep his body temperature from dropping, while waiting for him to regain consciousness and for the paramedics to arrive. By the time the paramedics arrived, the customer had regained consciousness, and the employees were able to cooperate in ensuring proper emergency transport.

### Rescue operation for a customer

An elderly customer living in the neighborhood fell at home and was injured badly with bleeding from the head. Because the customer’s family was absent, the customer came to the store for help. The owner immediately called an ambulance to have the customer taken to the hospital as an appropriate response to the emergency situation.

## Crime prevention efforts in stores

In-store announcements are made to ask young customers to refrain from going out late at night in accordance with the Youth Development Ordinance, and to remind customers not to drive under the influence of alcohol.

In addition, security cameras have been installed in all stores to deter crime, and in the unlikely event of an incident, we cooperate with investigations to apprehend the perpetrators. Inside our stores, we have installed a variety of security equipment, mainly near the counters, to protect the personal safety of our customers and employees.

### Crime prevention at stores

We conduct education to ensure that store personnel act with the highest priority placed on personal safety and with crime prevention in mind, in ways such as greeting customers in a cheerful and spirited manner. Our headquarters is cooperating with the police and the Japan Franchise Association in efforts to prevent crimes against the convenience store industry as a whole.

#### Actions taken as crime prevention measures.

##### 1) Promotion of security camera installation

Digital security cameras are installed at every store to discourage potential perpetrators from committing crimes and to support investigations that may lead to the arrest of perpetrators in the unlikely event an incident should occur.

##### 2) Creation of an environment for store crew education

Reminders to raise awareness of crime prevention are distributed for display on POS cash registers and store computers, and crime prevention videos are also delivered to stores for use in educating their store crew members. Various manuals and guidebooks have also been prepared as educational tools.

##### 3) Enhancing guidance provision during patrols

In addition to the regular store patrols, we also provide crime prevention support for stores during late-night and crime prevention patrols to raise awareness together with franchise stores.

##### 4) Conducting crime prevention drills

Employees are trained under police direction in methods of responding to robberies, including throwing of anti-crime color paintballs and, more recently, training for special fraud prevention.



## Notices Displayed on Cash Register and Loppi Screens

Using the customer screen of POS cash registers and the Loppi screen, which are frequently seen by customers, we display cautions about fraud, notify customers that the sale of alcoholic drinks and cigarettes to minors under 20 years of age is prohibited, and display messages to deter people from shoplifting.



▲ Examples of notices displayed on cash register and Loppi screens

# The Lawson Group's "Happiness in Communities" Fundraising



## Lawson Green Fund

Recipient: The National Land  
Afforestation Promotion Organization



## Support Dreams Fund (Scholarship program for children from single-parent families)

Recipient: National Federation of Single  
Parents and Children's Welfare Associations in Japan

## 【Donation Destination in the Past】

Thank you very much for your strong support!



## Support Dreams Fund (Scholarship program for victims of the Great East Japan Earthquake)

Recipient: Civic Force



## TOMODACHI Fund

Recipient: U.S.-Japan Council (Japan)



## "Dream Classes" Fund

Recipient: Japan Football Association

The Lawson Group is working on activities to contribute to society with the concept "For the Future of Children."

We accept donations for the Lawson Group's "Happiness in Communities" fundraising at stores to provide assistance to afforestation projects in schools throughout Japan as well as the Scholarship Program for Children from Single-Parent Families.



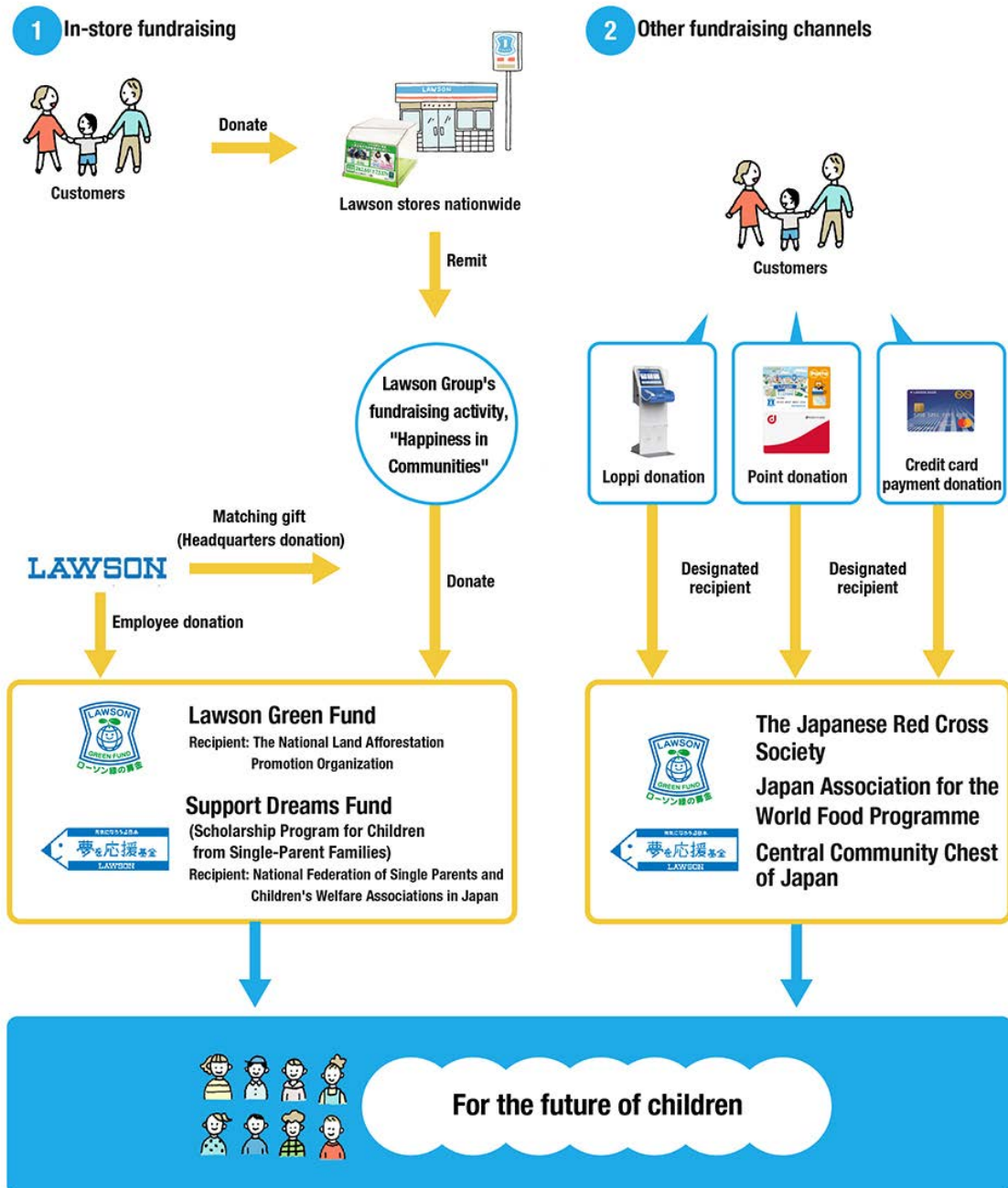
Fundraising boxes are installed in all stores of the Lawson Group nationwide (approx. 14,500 stores)

**The Lawson Group's "Happiness in Communities" Fundraising**

Cumulative Donations (including those collected in stores, donations from Lawson headquarters, through multimedia terminal "Loppi", Ponta and d reward points, and contribution portion of sales from donation-linked products):

¥ 12.6 billion (From September 1992 till February 2025)

**Fundraising flow**



## Lawson Green Fund

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### Recipient: The National Land Afforestation Promotion Organization

The Lawson Green Fund supports greening projects carried out by school volunteer groups, mainly from elementary schools, junior and senior high schools, and schools for special needs education throughout the country, as well as forest preservation projects conducted by volunteer groups.



Activities in a school



Activities in a mountain

### Participation in Greening Contribution Projects

Franchise owners, store managers, store crews, and headquarters employees participate in greening contribution projects that benefit from the Lawson Green Fund.

(Cumulative number of times participated since 1994: about 1,944 times)

## Support Dreams Fund (Scholarship Program for Children from Single-Parent Families)

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### Recipient: National Federation of Single Parents and Children's Welfare Associations in Japan

This scholarship program has been organized to support children from single-parent families so that they can continue on to higher education. A total of 400 students are selected for the scholarship every year.

Third-year students in junior high schools and all students of high schools in Japan are eligible to apply. It provides each student with a scholarship amounting to 30,000 yen per month (no repayment required; holders of any other scholarship given by other institutions can apply for this scholarship).



【Donations in the Past】

## Support Dreams Fund (Scholarship Program for Victims of the Great East Japan Earthquake)

**Recipient: Civic Force**

This scholarship program has been organized to support students affected by the Great East Japan Earthquake. It helped 1,097 recipient students make their dreams come true by providing each student with scholarship amounting to 30,000 yen per month.



Scholarship students participated in the recovery support event held in Miyagi Prefecture in February 2016.

## TOMODACHI Fund

**Recipient: U.S.-Japan Council (Japan)**

The TOMODACHI initiative is a Japan-U.S. public-private partnership for U.S.-Japan educational and cultural exchange, the aim of which is to extend support for recovery from the Great East Japan Earthquake, and for the development of leaders of the next generation. Lawson supported educational and cultural exchange involving students in the Tohoku region with funds raised by the TOMODACHI Fund.



"TOMODACHI Female High School Students Career Mentoring Program in Fukushima"

## “Dream Classes” Fund

**Recipient: Japan Football Association**

We supported the Japan Football Association's JFA KOKORO (HEART) PROJECT "Dream Classes" to deliver the importance of having a dream and making efforts toward the dream to children.



## Fundraising for Disaster Relief

In the event of a major disaster, our storefront fundraising can be temporarily switched to disaster relief fundraising.

# Governance

## Basic Concept

We place great importance on stakeholder under Group Philosophy “Creating Happiness and Harmony in Our Communities,” and strive to maximize enterprise value by making Lawson stores a place where -

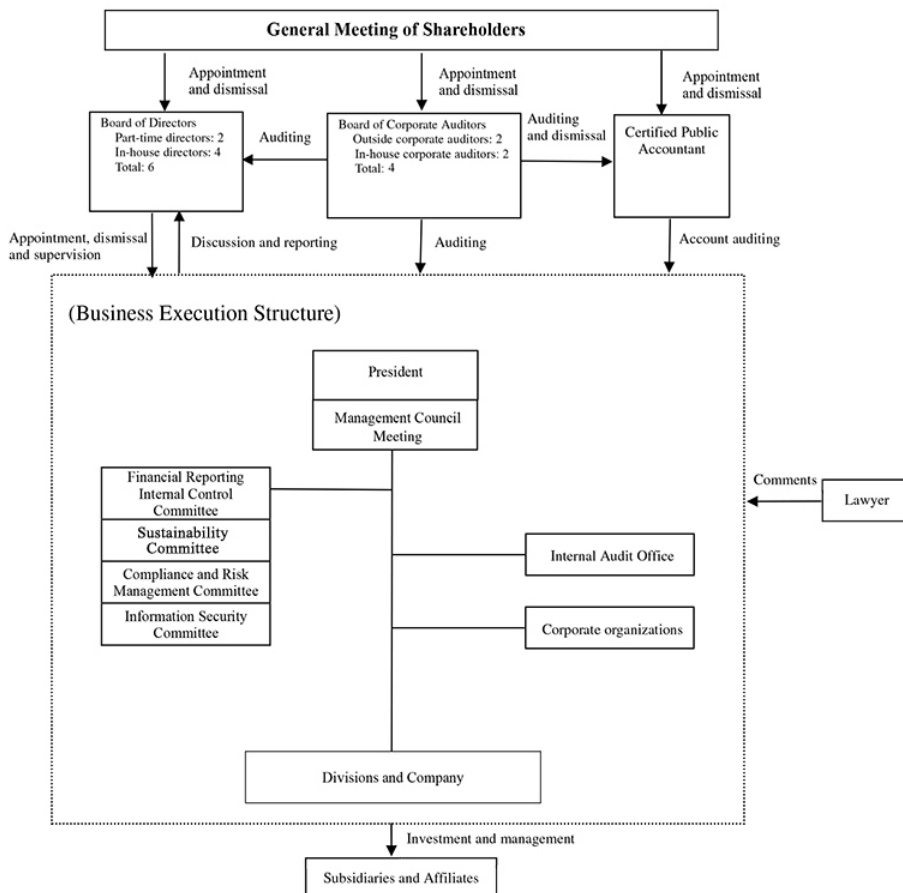
- 1.the customer is always made to feel welcome
- 2.franchised store owners can feel that they are realizing their full potential
- 3.store crew members (part-time staff and workers) on short-term contracts can develop their skills and grow as a result of their own efforts
- 4.suppliers and service providers see their dreams take shape
- 5.employees can take pride in their work and really feel a sense of being useful to the society
- 6.members of customer communities can feel welcome and safe

These are our goals, and the realization of these objectives will contribute to the maximization of enterprise value.

To this end, we believe that it is important not only to comply with laws and regulations and social norms but also to increase the soundness of management and enhance corporate governance through the practice of considerate behavior based on the Group Philosophy and the Lawson Code of Ethics combined with proactive disclosure.

## Corporate Governance and Internal Control Systems

(As of May 27, 2025)



## Board of Directors, Audit & Supervisory Board, and Accounting Auditors

Lawson adopts an Audit & Supervisory Board Member system with four Audit & Supervisory Board Members, including two outside Audit & Supervisory Board Members, auditing the roles and responsibilities of directors.

The Company's Board of Directors is made up of six directors, including four full-time and two part-time. The Board of Directors not only decides important management matters, such as issues stipulated by laws and regulations and the Articles of Incorporation, but also supervises the roles and responsibilities of directors.

Furthermore, the Company has adopted an executive officer system and entrusts authority to executive officers to expedite business execution.

Moreover, the Company holds management meetings as a supplementary decision-making body to the Board of Directors. The management meeting comprises personnel who are generally of executive managing officer level or above and members designated by the president and CEO.

To ensure the effectiveness of the compliance system and risk management system, the Company has a Compliance and Risk Management Committee and a Financial Reporting Internal Control Committee.

The Internal Audit Office serves as the Company's internal audit division that directly reports to the President. This office conducts business audits, including audits of affiliated companies, to identify problems and provide guidance for improvements.

The Company has four Audit & Supervisory Board Members, including two outside Audit & Supervisory Board Members. The Audit & Supervisory Board Members attend meetings of the Board of Directors and other important meetings where they express their opinions and inspect important documents, thereby auditing the roles and responsibilities of directors.

The Company has signed an audit contract with Deloitte Touche Tohmatsu to conduct financial audits and undergoes audits.

There are no special relationships of interest between the accounting auditor and the Company. In close liaison with the Audit & Supervisory Board Members and the directors, the accounting auditor reports audit plans and audit results, while exchange necessary information and opinions throughout the term, thereby conducting efficient and accurate audits.



## Compliance

### Basic Concept

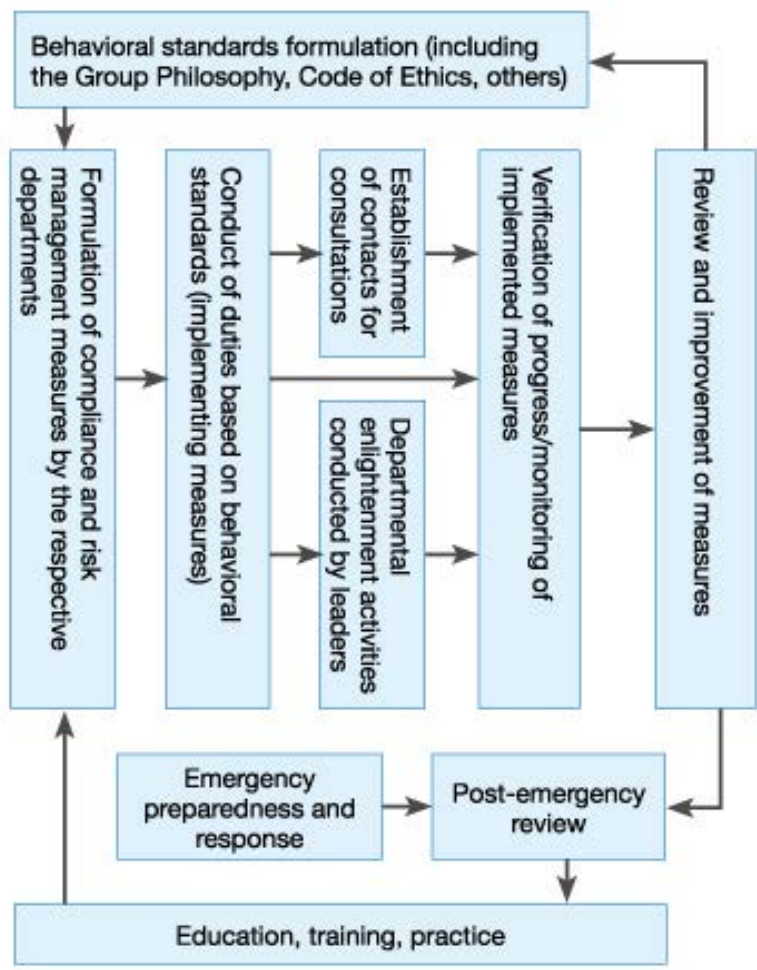
Lawson has established a compliance and risk management framework based on its Corporate Conduct Charter and Code of Ethics. We seek to conduct business as a good corporate citizen, acting honestly and considerately according to high ethical standards, implementing the PDCA (Plan-Do-Check-Action) cycle, and organically linking our behavioral standards with our education and training programs, communication functions and monitoring activities.

▶ [Find out more about our The Lawson Group Corporate Conduct Charter](#)

▶ [Find out more about our Lawson Code of Ethics](#)

### Promotion of Compliance

Compliance Promotion Structure Chart



## Appointment of CR Promotion Officers

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We have appointed a CRO\*1 to promote and ensure compliance while promoting risk management. In addition, CR Managers\*2 are assigned at each division, office and company to take a leading role to promote such measures. They are tasked with formulating, disseminate and executing compliance measures as well as risk countermeasures in their respective departments to promote creation of a culture that emphasizes compliance with social norms.

※1 CRO (Chief Compliance and Risk Officer): the executive with overall responsibility for legal compliance and risk management structure and framework in Lawson Group

※2 CR Manager: A division head responsible for assisting the CRO by identifying compliance-related issues within their group, and by establishing and implementing systems to prevent risks in advance.

## Reinforced Operational Management

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Lawson has established Legal Department to supervise compliance and Risk Management Department to supervise risk management under CRO's direction. These departments cooperatively serve as cross-departmental secretariats for Compliance and Risk Management Committee Meeting and manage the progress of measures implemented in these areas by individual departments throughout Lawson Group to promote an effective compliance risk management structure. Three separate subcommittees (Risk Management Subcommittee, Intellectual Property, Premiums and Representation Subcommittee and Overseas Lawson Group Compliance and Risk Management Subcommittee) have been established under Compliance and Risk Management Committee Meeting and tasked with managing the progress of important measures while preventing emergence of risks.

The Information Security Management Department, in collaboration with the IT division, serves as the secretariat for the Information Security Committee, working to further strengthen the management of information security risks.

The subcommittees collaborate with Internal Audit Office, receiving reports on the results of compliance audits as needed while also providing detailed guidance for implementing measures and offering proposals for improvements.

## Compliance Audits

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Besides awareness surveys involving all employees, the monitoring activities extend to circulation of questionnaires among business partners concerning such matters as delivery of merchandise to stores and store construction as part of efforts to review the compliance structure from a broad perspective.

We regularly report to Board of Directors on such things as compliance and risk management measures, the situation concerning cases of violation, compliance and risk management activity policies, and priority measures.

▶ [Initiatives in Collaboration with Suppliers toward a Sustainable Society](#)

# Education and Training on Compliance

## Formulation of behavioral standards

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We have established the Code of Ethics to indicate the important points from an ethical perspective when taking action based on Group Philosophy and Lawson's Way. We have also established the Lawson Group Human Rights Policy, the Lawson Group Personal Information Protection Policy, and the Lawson Group Purchasing Policy to ensure business conduct throughout the Group. In addition, we have organized these into the Lawson Group C&R Handbook, which is issued to all employees in order to raise awareness.

▶ [Find out more about our Group philosophy, Vision and Lawson's Way](#)

▶ [Find out more about our Lawson Code of Ethics](#)



## Education and training to raise awareness of compliance

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Lawson conducts compliance and risk management training for all its employees each year for the purpose of improving their ethical awareness and risk response capabilities. It has developed a training program to support structured, systematic learning, moreover, that begins with training of newly recruited employees and extends to training of newly appointed management personnel and specialized occupational training as well as compliance training for management members provided by outside instructors. In addition to training programs, we created compliance guidebooks that summarize laws and regulations that require job-specific attention and related internal policies. We also conduct compliance quizzes using the contents of the guidebooks to create an environment where employees can learn practical issues in a self-directed manner. By conducting these educational and training programs continuously while reviewing the program contents considering changing risk conditions, we are making efforts to encourage employees in all positions and all job categories to share issues to improve their operations.

	Name of Training	Target Employees	Frequency	Main Subjects	Number of Participants in FY2024
<b>Training for New Employees</b>	Initial Training for New Employees Joining the Company	New employees joining the company.	Once a year	Learn about the company profile, strategies and Group Philosophy, as well as compliance and information security necessary for Lawson employees	107
	Training for New Employees Joining the Company	New employees joining the company (first year)	4 times a year	Learn about regular business operations such as sales floor development, hygiene management, and work procedures, as well as compliance and information security related to these operations	114
	Initial Training for New Employees Joining the Company/Year-Round Recruitment	New employees joining the company * All departments and positions	10 times a year	Learn about the company profile, strategies and Group Philosophy, as well as compliance and information security necessary for Lawson employees	150
<b>Training by Job Level and Job Category</b>	Training for New Managers * Training for new entry-level managers and new senior managers also conducted	Managerial appointees	Twice a year	In addition to what is required of managers with subordinates, acquire knowledge of compliance and risk management and information security management as necessary for management.	212
	Officer Training	Officers, including officers of Group companies	Twice a year	Learn knowledge of laws and regulations required for board members and how to be prepared as a board member (lecture by an outside lecturer)	265 *Number of participants in FY2024
	AMD Training	AMD appointees	Twice a year	Learn about laws and regulations and risk management necessary for merchandisers, such as the Act on Prohibition of Private Monopolization and Maintenance of Fair Trade, Act against Unjustifiable Premiums and Misleading Representations, Food Labeling Act, and laws related to intellectual property	76 *Number of participants in FY2024
	Cybersecurity Workshop	Employees in the IT Department (voluntary participation) *Including employees, crew members, temporary staff members, and employees of subcontractors	4 times a year	Specialized education for the IT Department related to cybersecurity such as vulnerability management and attacks including ransomware.	325 *Number of participants in FY2024
<b>Training for All Employees</b>	Compliance & Risk Management Training	All employees * Employees, crew members, temporary employees, etc.	Once a year	Learn basic knowledge of compliance, risk management and information security management, sharing of case studies, and how to prepare for and respond to such issues at work	All employees
	Targeted Attack Email Training	All employees *Including employees, crew members, temporary staff members, and employees of subcontractors to which Lawson's computers are loaned	Twice a year	Learn what actions to take and how to report cases when a suspicious email is received or when a system may be infected with malware	22,532 *Number of relevant individuals in Lawson Group in FY 2024

## Consultation/Whistleblower Hotlines

### Establishment of Consultation/Whistleblower Hotlines with an Emphasis on Whistleblower Protection

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Lawson has established a whistleblower system to promote compliance management by identifying and correcting problems as early as possible.

We have a dedicated contact point for sexual harassment and power harassment staffed by personnel from the Human Resources Division, as well as a consultation/whistleblower hotline that accepts a wide range of compliance-related consultations and reporting, including human rights violations, bribery, and labor issues. In order to allow employees to choose the contact point that best suits their needs, we have established an internal contact point that enables reports to be posted online, as well as the Lawson Group Outside Consultation/Whistleblower Hotline, which allows employees to consult anonymously.

In order to ensure that the person consulting or lodging a whistleblower report can consult or report with peace of mind, the person in charge of the investigation and the method of investigation are determined in consideration of the wishes of the individual in question. In addition, efforts are made to protect the person consulting or lodging a whistleblower report by preventing identification of the individual in question, or by ensuring that nobody knows the fact that the investigation was triggered by the person's consultation. After the response process is completed, the Outside Consultation/Whistleblower Hotline confirms that there has been no retaliation against the person who consulted or lodged a whistleblower report. In addition, internal rules clearly state that any act that causes disadvantage, such as information leakage, search for the person who consulted or reported the matter, or retaliation, shall be punished, and all employees are informed of the consequences of such action.

Along with the consultation/whistleblower contact points mentioned above, we have also established contact points, such as Lawson Group Supplier Hotline, Lawson Crew Hotline, and Owner Hotline, where employees of suppliers, store crew members and franchise store owners can consult anonymously, which offer investigation, corrective action and other services. In addition, we have a structure in place to promptly report any complaints related to human rights violations, corruption or other compliance issues received by Customer Center to the Consultation/Whistleblower hotlines above, so that problems can be identified and rectified as early as possible.

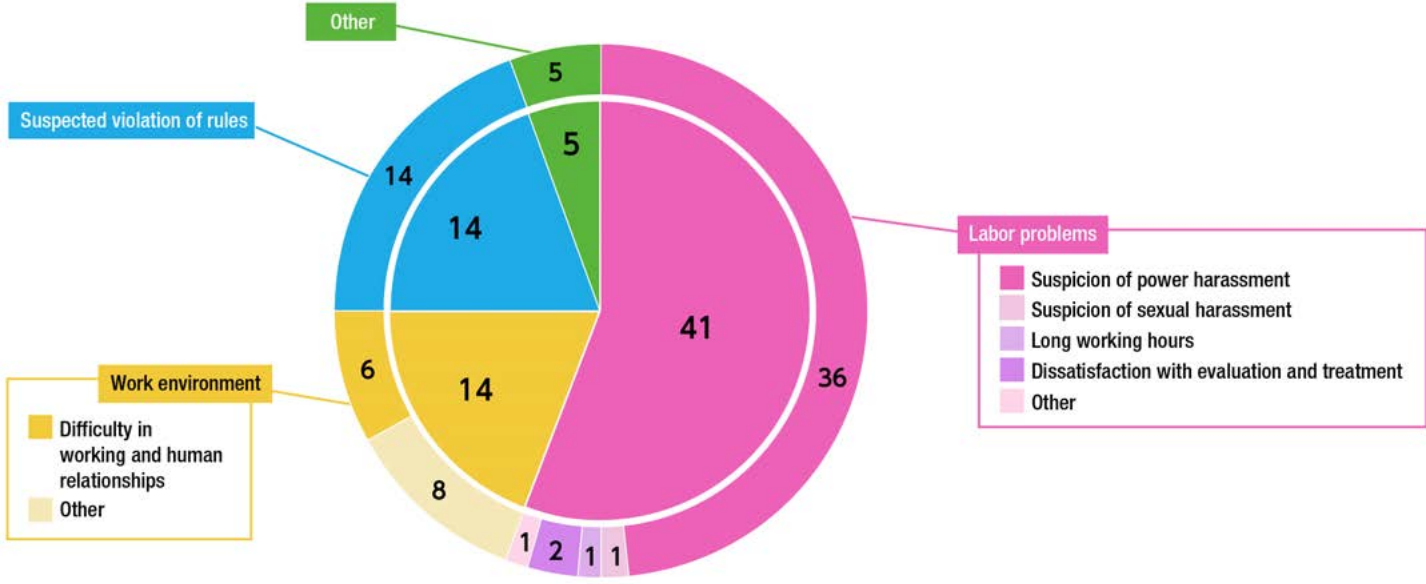
In order to improve the recognition and understanding of these contact points, we are promoting awareness by introducing the framework of these consultation/whistleblower contact points, their operational records, as well as consultation case studies at various training sessions to ensure that a person feel free to consult those contact points. The operation status of the consultation/whistleblower contact points is reported to Board of Directors and Audit & Supervisory Board on a regular basis. Furthermore, if any legal violation is found as a result of investigation, we report the facts and countermeasures to Representative Director and Corporate Auditors. We establish a structure to take improvement measures under the instruction of Representative Director.

# Characteristics of Contact Points and the Number of Consultations and Reports Received

Type of contact point	Features	Number of consultations receive			
		FY2021	FY2022	FY2023	FY2024
Contact point for internal consultations	Consultations under real names Posted on website	7	8	20	7
Lawson Group Outside Consultation/Whistleblower Hotline (lawyer's office)	Consultations over the phone Anonymous consultations also available	5	10	10	9
Lawson Group Outside Consultation/Whistleblower Hotline (private contractor)	Consultations over the phone, via email, by post, etc. Anonymous consultations also available	47	27	29	58
Lawson Group Supplier Hotline	Consultations over the phone or via email Anonymous consultations also available	20	48	57	45
Lawson Store Crew Hotline	Consultations over the phone or via email Anonymous consultations also available	3,594	2,323	3,367	3,630
Owner Hotline	Established a point of contact within the company and at a lawyer's office	91	104	64	52

## Types of Consultations and Reports

The following chart shows the number and types of consultations and reports received in fiscal 2024 at the contact points for employees. (Those received by means other than through the contact points, such as letters, are also included.) There were no complaints or reports of human rights violations other than those related to harassment.



## Enhanced Cooperation Among Group Companies

Lawson holds meetings attended by compliance and risk management officers from each Group company. At these meetings, the representatives share issues facing each company, and we assist them in coming up with countermeasures. In addition to various training programs, we also jointly conduct employee awareness surveys and supplier questionnaires to strengthen the compliance and risk management of the entire group. Furthermore, Lawson's auditing division audits the operations of Group companies and provides guidance and advice to improve compliance, risk management and information security systems as Lawson Group.

## Anti-Corruption Measures

### Anti-Bribery Policy and Anti-Corruption Structure

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We set forth the standards of conduct "Corporate Conduct Charter" to be observed by officers and employees, in which we declare that we will not give or receive gifts or entertainment, nor will we engage in corrupt practices prohibited by the relevant laws and regulations: bribery, fraud, embezzlement, extortion, bid rigging, insider trading, money laundering, abuse of authority, obstruction of justice, facilitation payments, etc. Based on this policy, we formulated Anti-Bribery Regulations, which include the prohibition of bribery of public officials and the prevention of corruption through agents. We have also established guidelines that stipulate preventive procedures. Following these regulations and guidelines, Legal Department plays a central role in conducting the necessary pre-checks on the provision of benefits to public officials, use of agents and donations.

Regarding these initiatives to prevent corruption, Internal Audit Office implements audits and we have established internal whistleblower/consultation contact points to facilitate the early detection and correction of any problematic acts.

The progress of these corruption prevention activities is regularly reported to the Board of Directors on and the structure is continuously reviewed and improved under its supervision.

In the unlikely event that an officer or employee of Lawson commits an act that constitutes corruption, we will promptly address and correct the matter and, if necessary, review the details of our anti-corruption efforts to prevent recurrence. If a violation is confirmed to be true, we will take appropriate disciplinary action in accordance with internal regulations.

In fiscal 2024, there were no violations of laws and regulations, fines, penalties, or anything else related to anti-corruption.

Additionally, there were no disciplinary actions or dismissals of officers or employees due to violations of these laws and regulations, legislative measures, or internal regulations.

### Identifying and Addressing Corruption Risks

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Each year, we identify and assess risk items for each department based on the company-wide risk response plan. Corruption is designated as a risk item that should be checked. Legal Department takes the lead in addressing corruption risks. It formulates risk scenarios, evaluates their occurrence frequency and impact level, and identifies businesses within Lawson's operations that have a high risk of corruption based on the results of interviews with each department. Furthermore, a pre-check system is established to prevent corruption.

In addition to the company-wide measures against corruption risks led by Legal Department, each department identifies corruption risks that should be addressed with by themselves and formulates preventive measures. Legal Department ensures the progress of such preventive measures is monitored.

Moreover, we recognize facilitation payments in overseas businesses and money laundering in the financial sector as challenges, and we are actively working on initiatives to prevent their occurrence.

### Implementation of Educational and Training Programs for Preventing Corruption

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To prevent corruption, we raise awareness by conducting training sessions for officers and employees and Compliance and Risk Management Committee meetings. We also regularly conduct employee awareness surveys to ensure that employees understand the importance of compliance. Additionally, we confirm the efforts made by our business partners to prevent corruption through initiatives such as the Supplier Sustainability Questionnaire, and collaborate with them to further promote anti-corruption measures. In our training programs, we aim to promote understanding by using specific situations that are likely to be encountered for each job position. We explain prohibited actions and the procedures for conducting prior checks as outlined in our regulations and guidelines.

## Anti-Bribery Regulations (Summary)

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### **Article 1 (Purpose)**

The purpose of these Regulations is to set forth the matters to be observed by the officers and employees of the Company in order to prevent bribery.

### **Article 2 (Scope of Application)**

These Regulations shall apply to all business activities of the Company's officers and employees in Japan and overseas.

### **Article 3 (Definitions)**

The meaning of various terms (e.g., "public official, etc." includes people deemed to be public officials).

### **Article 4 (Prohibition of Bribery of Public Officials, etc.)**

Prohibition of the bribery of public officials, etc. as a matter of principle.

### **Article 5 (Provision of Benefits, etc. to Persons Other Than Public Officials, etc.)**

Prohibition of providing benefits, etc. to persons other than public officials, etc. for the purpose of inducing them to perform illegal or improper duties.

### **Article 6 (Appointment of Agents, etc.)**

Prohibition of payments to agents, etc., if such payments are used or suspected to be used for illegal or improper work.

### **Article 7 (Response to Requests for Provision of Improper Benefits)**

Procedures for responding to requests for the provision of improper benefits.

### **Article 8 (Prohibition of Enjoyment of Unfair Profits, etc.)**

Prohibition of the enjoyment of unfair profits, etc. for the purpose of inappropriately influencing the management, business decisions, or execution of duties of the Company.

### **Article 9 (Thorough Record Management)**

Thorough management of records.

### **Article 10 (Response to Violations of Regulations)**

Obligation to report, investigation and corrective action, and prohibition of disadvantageous treatment.

### **Article 11 (Education and Training)**

Education and training shall be conducted on a regular basis.

### **Article 12 (Audits)**

Auditing of the status of compliance with these Regulations.

### **Article 13 (Disciplinary Action, etc.)**

Strict disciplinary action shall be taken for violations of these Regulations.

### **Article 14 (Compliance with Guidelines, etc.)**

Compliance with guidelines, etc. related to these Regulations.

## Risk Management

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### Preparing for Risks

Lawson has established a division under the CRO\* to supervise risk management, formulates rules related to risk management, and maintains a group-wide preventive system at normal times.

In each department as well, we identify risks that may greatly influence management related to our business goals, analyze the probabilities of such risks occurring and the level of their impact, assess the risks to see if they require intensive measures, and take measures in accordance with the characteristics of the risks.

Furthermore, to secure the effectiveness of risk management, we have established the Compliance and Risk Management Committee Meeting, Information Security Committee Meeting, as well as three small committees. We established a system while clearly defining the administrative authority and responsibilities of these committees and chairpersons, and appointed risk management personnel in each department and affiliated company. We also implement risk management training programs and drills to maintain and improve risk management awareness.

\* CRO (Chief Compliance and Risk Officer): The executive with overall responsibility for the legal compliance and risk management system and framework in Lawson Group

#### Major risks identified by Lawson

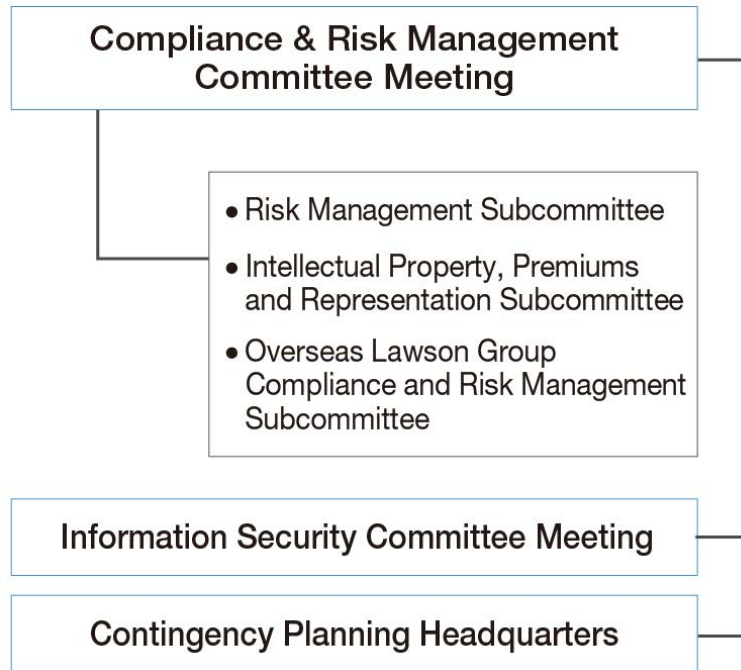
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- (1) Risks related to management strategies for the franchise (FC) business and banking business
- (2) Financial risks such as damage to assets and financial arrangements
- (3) Operational risks related to safety of food and IT systems
- (4) Risks related to compliance for laws and regulations
- (5) Risks related to hazards such as disasters

## Response to Risks When They Occur

With the purpose of minimizing damage in the event of a situation that may lead to an emergency or crisis such as interruption of its business or damage due to a risk occurring in the Lawson Group or other situations that may cause such, Lawson has formulated rules to promptly take measures and report them in accordance with the predetermined report route and method as well as standards to establish the headquarters' response to critical risk situations when they occur. After measures are taken for risks that have occurred, we analyze their causes and then review and improve our measures to prevent any recurrence.

Furthermore, Lawson has established a system and rules related to business continuity management (BCM) to prepare for emergencies that are accompanied with serious damage to the Lawson Group in order to avoid interruption of important business, on the premise that people's safety is secured, and resume business activities by the target recovery time even if business activities are interrupted.



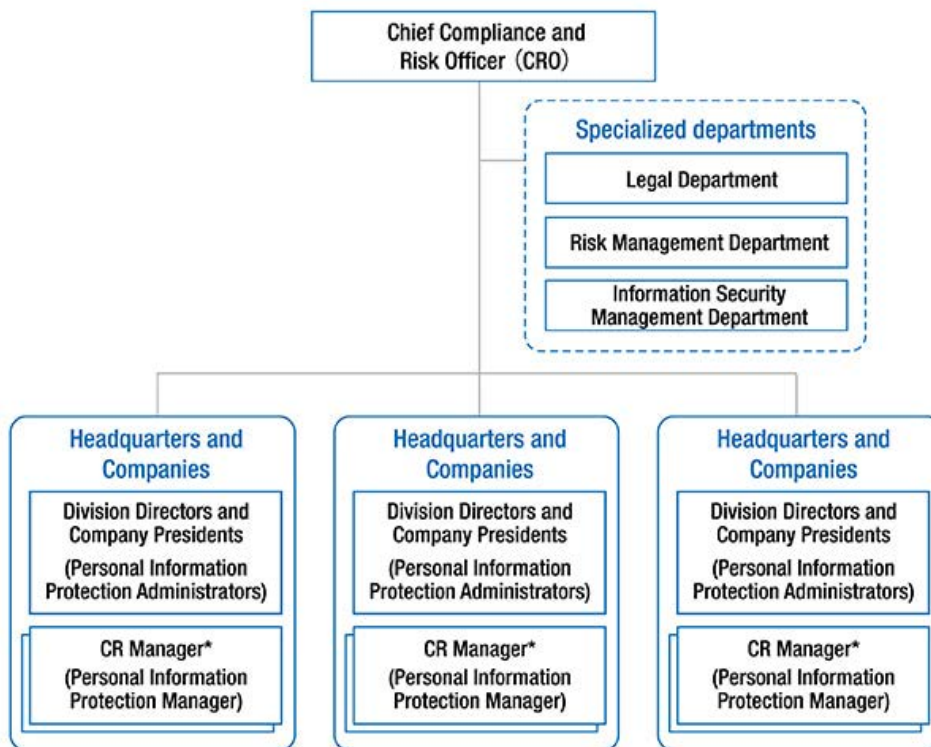
► [Find out more about our Assuring Continuity of Business Operations](#)

# Improvement of the Information Security System

Lawson has established the Information Security Policy to appropriately protect the relevant information assets from all threats whether intentional or accidental and internal or external, and to continuously and stably provide customer services and conduct business operations. In addition, we have established the Lawson Group Personal Information Protection Policy to promote the protection of personal information obtained and used by the Lawson Group (Lawson and a group of companies defined by Lawson as applicable). Under the supervision of the CRO, who is an executive officer, we have appointed a person responsible for assessing and handling information security risks and personal information protection in each division and in-house company. With the support of the department that supervises information security risk management, we maintain a system for the general management of information security risks and personal information protection across the company through the Information Security Committee. For franchise stores to understand and practice the specific requirements of the Information Security Policy and the Personal Information Protection Policy, we provide manuals detailing potential mistakes and complaints at stores, as well as practical responses, thereby raising store awareness. For headquarters employees, we summarize rules to be observed in the Information Security Guidebook and conduct periodic checks to ensure that each employee can effectively practice the rules. For handling customers' important personal information, we specify methods for collection and storage, retention periods, and managers for individual cases and measures, and have procedures for receiving checks by specialized departments before implementing them.

When outsourcing the handling of personal information, we carefully check the security system of each contractor in advance, and only outsource handling to a contractor that satisfies the conditions required by Lawson. We also conduct annual inspection on-site or in writing to ensure that the conditions are maintained.

We also conduct checks in various aspects to prevent fraying of the information security system, including information security audit by the internal audit department and vulnerability assessment of information systems by an external specialized company.



\* CR Manager: Persons responsible for the development and implementation of a framework for identifying misconduct and problems concerning legal compliance and preventing risks from arising in the group where they belong, to support CRO

▶ [Find out more about our Lawson Information Security Policy](#)

▶ [Find out more about our Lawson Group Personal Information Protection Policy](#)

## Assuring Continuity of Business Operations

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### Business Continuity Management

Lawson, in business continuity management (BCM), has determined basic matters for taking necessary measures in case its management resources become dysfunctional or many of its employees or other members become unable to work.

#### Basic policy of business continuity management (BCM)

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##### ● Sustain the Lawson brand

Under the Group Philosophy, “Creating Happiness and Harmony in Our Communities,” we strongly recognize our social responsibilities as an enterprise. We will endeavor to ensure uninterrupted provision of products and services via the operation of stores in case of the occurrence of critical risks, such as large-scale disasters, on the premise that people’s safety is secured and fulfill our mission as a “community lifeline” in order to sustain the Lawson brand.

##### ● Continuation of the franchise (FC) business

We are developing the franchise business. Even when a critical risk occurs, we will endeavor to maintain the requisite level of franchise headquarters operations and determine specific periods and methods for resuming business and operations to continue our franchise business.

##### ● Securing appropriate earnings

In order to achieve our Group Philosophy of “Creating Happiness and Harmony in Our Communities,” we will secure and generate the appropriate level of earnings necessary for the company’s survival. To do this, we have determined measures in consideration of the impact that the occurrence of critical risks could exert on our earnings, social conditions, as well as laws and regulations.

To achieve this basic policy, we have complied practical procedures in the business continuity plan (BCP), and we are making efforts to establish a business continuity framework in line with the plan, as well as to sustain and enhance it, as important issues for management.

## Business Continuity Plan

Initiatives to improve response capabilities are essential for sustaining a corporate climate adapted to responding sensitively to a variety of crises. Lawson is continually reviewing such business components as “hardware” factors involving office buildings and lifelines, “software” factors involving its business continuity plan (BCP) and manuals, and “skills” factors involving employees and franchise stores. Lawson uses its findings to implement improvements in crisis response capabilities throughout the Group.

For “software” factors involving its business continuity plan (BCP) and manuals, Lawson has created a BCP manual that defines the standards of conduct for the organization in order to continue our important operations as the franchise headquarters when critical risks to the headquarters’ functions occur. In the BCP manual, operation procedures are described for events such as when an earthquake hits the capital and when infectious diseases spread.

## Cooperation with Local Governments at Times of Disaster

In its capacity as a community lifeline, Lawson is making progress toward concluding agreements with local governments concerning cooperation in the provision of goods and assistance to stranded commuters in times of disaster.

### Entities concluding agreements on provision of goods in times of disasters\*

- Local governments: 47 prefectures, 24 cities and wards
- Others: Tokyo Fire Department and Japan Ground Self-Defense Force, Mass transit systems, Electric power companies, etc

### Entities concluding agreements on assistance to stranded commuters\*

- Local governments: 44 prefectures, 10 ordinance designated cities

\* As of July 31 ,2025

## “Resilience Certification”



**Lawson is certified as an enterprise that contributes to the building of national resilience against disasters.**

In accordance with the “Guidelines relating to certification of groups contributing to the building of national resilience against disasters” established by the National Resilience Promotion Office, Cabinet Secretariat in February 2016, Lawson was recognized by the Association for Resilience Japan as the first convenience store to contribute to the building of national resilience against disasters.

# ESG Data

## Social and Environmental Conservation Costs

Period covered: March 1 to the end of February Scope of data collection: Lawson headquarters and franchise stores\*1

(Thousands of yen)

Classification	Descriptions of principal activities	FY2021		FY2022		FY2023		FY2024		Effects
		Investment amount	Expense amount	Investment amount	Expense amount	Investment amount	Expense amount	Investment amount	Expense amount	
<b>(1) Business area costs</b>										
<b>1 Pollution prevention costs</b>	Maintenance and management of septic tanks at new stores	0	245,591	0	249,951	0	249,647	0	250,141	Prevention of water contamination
<b>2 Global environmental conservation costs</b>	Implementation of energy-efficient equipment, CO2 offsetting activities	5,524,578	8,798	5,307,016	5,345	19,304,277	41,401	18,817,209	4,626	CO2 reduction
<b>3 Resource recycling costs</b>	Waste materials-related expenses*2	0	6,551,833	0	6,543,337	0	6,613,189	0	6,816,707	Compliance with laws and regulations
<b>(2) Upstream/downstream costs</b>	Containers and Packaging Recycling Law-related expenses	0	594,370	0	605,760	0	563,864	0	498,228	Compliance with laws and regulations
<b>(3) Management operations costs</b>	SDGs handbook preparation costs, etc.	0	22,058	0	41,676	0	50,409	0	51,150	Promotion, dissemination and education related to environmental activities
<b>(4) Research and development costs</b>	Energy-conserving stores' research expenses	0	0	0	0	0	0	0	0	CO2 reduction
<b>(5) Social activity costs</b>	Afforestation activities, cleaning activities, donations to non-profit organizations	0	362,671	0	358,976	0	322,210	0	596,775	Biodiversity preservation, regional beautification
<b>Total*3</b>		5,524,578	7,785,320	5,307,016	7,805,045	19,304,277	7,840,721	18,817,209	8,217,627	

\*1 Including domestic area franchise stores and Lawson Store100 stores.

\*2 Expenses for waste disposal and recycling at stores are estimated based on values for standard stores employed as sample figures.

\*3 Because figures are rounded off, the sums of figures do not equal the totals.

# Environmental Data List

Period covered: March 1 to the end of February (the period for items marked with a ★ is the administrative year: April 1 to the end of March)

## Related to climate change (Reducing CO2)

### ● Energy consumption

Item	Unit	FY2021	FY2022	FY2023	FY2024
★Energy consumption (electricity consumption of the Headquarters, regional offices, branches, and stores) Scope: franchise stores and directly managed stores of LAWSON, NATURAL LAWSON, and LAWSON STORE100	kWh	2,159,807,692	2,220,102,190	2,206,168,475	2,213,541,917
★Of energy consumption, amount of energy consumed from renewable energy sources	kWh	7,088,439	8,187,000	12,150,240	55,764,844

### ● Per-store CO2 emissions

Item	Unit	FY2021	FY2022	FY2023	FY2024
★Per-store CO2 emissions due to electricity consumption*1	t	70.7	70.7	67.7	64.2

\*1 The CO2 emission coefficients are calculated on the basis of the CO2 emission coefficients specified by the electric power company. Moreover, we use different CO2 emission coefficients from year to year.

### ● Supply chain CO2 emissions\*2

Item	Unit	FY2021	FY2022	FY2023	FY2024	Emissions per 100 million yen of sales in FY2024
★Supply chain CO2 emissions Total	Thousands of tons	5,462.3	5,567.1	5,964.1	6,100.9	231.5
Scope1 Gasoline consumption of Company vehicles and CFC leakage from refrigerating systems	Thousands of tons	4.2	4.3	50.3	36.7	1.4
Scope2 Electricity consumption of the Headquarters, regional offices, branches, and stores	Thousands of tons	1,027.5	896.8	988.8	980.3	37.2
Scope3 Category1 Stocked raw materials (Private and national brand products, plastic shopping bags, etc.)	Thousands of tons	4,010.5	4,193.6	4,405.8	4,594.4	174.3
Scope3 Category2 Buildings, structures, tools and equipment, and information system hardware	Thousands of tons	88.2	70.3	123.4	125.7	4.8
Scope3 Category3 Energy consumption associated with electric power procurement	Thousands of tons	146.9	145.0	150.6	150.0	5.7
Scope3 Category4 Energy consumption by delivery centers	Thousands of tons	139.2	136.0	139.7	118.7	4.5
Scope3 Category5 Waste generated by stores & industrial waste generated at times of store closures and remodeling	Thousands of tons	20.9	21.9	23.7	21.2	0.8
Scope3 Category6 Business trips by headquarters employees	Thousands of tons	0.8	0.8	0.8	0.8	0.0
Scope3 Category7 Commuting of Lawson employees at headquarters	Thousands of tons	1.5	1.4	2.0	2.1	0.1
Scope3 Category11 Use of products sold	Thousands of tons	—	56.5	39.6	38.6	1.5
Scope3 Category12 Disposal of containers, disposable chopsticks and plastic shopping bags	Thousands of tons	22.7	40.6	39.4	32.4	1.2
Scope3 Category14 Electricity consumption by franchise stores	Thousands of tons	—	—	—	—	—

\*2 Calculations are based on the Basic Guidelines for Calculating Greenhouse Gas Emissions Throughout the Supply Chain Ver. 2.7 and the emissions intensity database Ver. 3.5 for calculating greenhouse gas emissions of organizations throughout the supply chain. It does not cover Lawson's entire supply chain. Each value is rounded so the total value does not match the values' actual total.

- Scope 1: Since FY 2023, we have added the amount of CFC leakage from refrigerating systems at stores.
- Scope 2: franchise stores and directly managed stores of LAWSON, NATURAL LAWSON, and LAWSON STORE100. Franchise stores and directly managed stores of Lawson Minamikyushu, Inc.
- Scope 3: Electricity consumption of franchise stores in Category 14 is added to Scope 2.

The results from FY 2022 to FY 2024 were independently verified by Japan Management Association.

Regarding electricity, LAWSON STORE100 has been included in third-party verification since fiscal 2023, and Lawson Minamikyushu, Inc. stores have been included since fiscal 2024.

### ● Delivery trucks

Item	Unit	FY2021	FY2022	FY2023	FY2024
Per-store delivery truck CO2 emissions (Reduction rate compared with fiscal 2013)	%	6.5	7.9	8.9	13.8
Per-store daily delivery trucks (excluding newspapers and tobacco deliveries)	Trucks	7.0	7.0	5.0	5.0

### ● Company vehicles<sup>\*3</sup>

Item	Unit	FY2021	FY2022	FY2023	FY2024
Number of automobiles used by employees	Trucks	2,059	2,028	2,001	1,991

\*3 The period covered has been changed from administrative year (April to March) to business year (March to February).

### ● CO2 offset through the CO2 Offset Program (offsets sold or attached to products)

Item	Unit	FY2021	FY2022	FY2023	FY2024
Cumulative CO2 offset	t	30,122	30,191	30,279	30,362

## Saving resources

### ● Plastic containers and packaging

Item	Unit	FY2021	FY2022	FY2023
Plastic container and packaging weight (Index) (Reduction rate compared with fiscal 2017) *4	%	80.7	74.9	65.2

\*4 The target for the weight (index) of plastic containers and packaging was achieved ahead of schedule in fiscal 2023.

### ● Program to reduce plastic shopping bag use

Item	Unit	FY2021	FY2022	FY2023	FY2024
Plastic shopping bags used per store weight	kg	302	299	265	237
Plastic shopping bag refusal rate*5	%	73.7	74.4	75.9	76.5
Plastic shopping bags used weight	t	4,200	4,371	3,873	3,339

\*5 The item was changed from the plastic shopping bag distribution rate to the plastic shopping bag refusal rate.

## Waste Reduction

### ● Food waste recycling

Item		Unit	FY2021	FY2022	FY2023	FY2024
★Stores that recycle used cooking oil	Lawson Group*6	Stores	14,306	14,242	14,142	14,259
★Stores that recycle food waste (Feed-making / Fertilization / Methane)	Lawson Group*6	Stores	2,496	2,307	2,326	2,318
★Heat recovery	Lawson Group*6	Stores	35	0	0	0
Reducing food loss and waste (Reduction rate compared with fiscal 2018)*7	Lawson (non-consolidated)	%	33.7	26.8	26.2	28.2
★Food recycling ratio	Lawson (non-consolidated)	%	65.5	61.9	61.4	61.9

\*6 The number of convenience stores managed by the consolidated Lawson Group. Includes stores operated by Lawson Inc., Lawson Okinawa, Inc., Lawson Minami-Kyushu, Inc and Lawson Kochi, Inc.

\*7 Food loss reduction rate is for Lawson non-consolidated. Starting in FY 2023, we shifted to calculation based on generation intensity (amount of food waste per million yen of sales), and previous figures have also been changed retroactively.

### ● Average daily waste per store

Item	Unit	FY2021	FY2022	FY2023	FY2024
★Survey targets: Some stores in Tokyo, and (from fiscal 2013) stores implementing food recycling nationwide*8	kg	38.9	41.0	42.3	42.4

\*8 Food waste is the average of the results of food recycling stores nationwide.

### ● Waste volume

Item	Unit	FY2021	FY2022	FY2023	FY2024
★Total waste volume	t	203,761	202,706	199,863	209,931
★Percentage of waste recycled	%	48.5	38.7	42.5	43.0
★Final waste disposal volume	t	104,941	124,319	114,867	119,597
★Hazardous waste volum	t	0	0	0	0

## Transition in Amount of Donations

(Millions of yen)\*

	Lawson Green Fund	Support Dreams Fund (Scholarship program for children from single-parent families)	"Dream Classes" Fund	Support Dreams Fund (Scholarship program for victims of the Great East Japan Earthquake)	TOMODACHI Fund	Donations for disaster relief, etc.	Total
Cumulative total	4,882	1,497	39	1,951	116	4,146	12,636
FY2024	124	294	—	—	—	66	487
FY2023	98	129	—	—	—	489	716
FY2022	105	152	13	—	—	266	536
FY2021	113	172	12	—	—	71	368
FY2020	88	215	6	—	—	140	450
FY2019	133	168	9	—	3	110	423
FY2018	150	205	—	18	9	219	602
FY2017	157	162	—	48	15	53	436
FY2016	146	—	—	134	14	367	661
FY2015	110	—	—	189	24	94	417
FY2014	97	—	—	291	31	31	449
FY2013	83	—	—	330	20	49	482
FY2012	110	—	—	388	—	4	502
FY2011	111	—	—	554	—	1,073	1,738
FY2010	245	—	—	—	—	71	316
FY2009	233	—	—	—	—	36	270
FY2008	254	—	—	—	—	45	299
FY2007	238	—	—	—	—	40	278
FY2006	247	—	—	—	—	23	270
FY2005	232	—	—	—	—	64	296
FY2004	175	—	—	—	—	275	450
FY2003	196	—	—	—	—	7	203
FY2002	177	—	—	—	—	45	221
FY2001	192	—	—	—	—	77	268
FY2000	154	—	—	—	—	93	247
FY1999	190	—	—	—	—	45	235
FY1998	166	—	—	—	—	—	166
FY1997	154	—	—	—	—	—	154
FY1996	107	—	—	—	—	—	107
FY1995	98	—	—	—	—	295	393
FY1994	79	—	—	—	—	—	79
FY1993	96	—	—	—	—	—	96
FY1992 (September~)	24	—	—	—	—	—	24

\* Because figures smaller than the indication units are rounded off, the sums of figures do not equal the totals.

Donations include those collected in stores, donations via Loppi, donations of Ponta and d point reward points , and donations from headquarters.

## Results of Lawson Green Fund Activities

	Activity sites	Area greened(ha)	Woodland trees cared for (thousands of trees)*1	Creation and renovation of biotopes (locations)	The amount (t) of CO2 absorbed by trees planted*2
	Cumulative total	Cumulative total	Cumulative total	Cumulative total	Cumulative total
FY2024	7,084	8,264	20,670	264	7.3
FY2023	6,798	8,127	20,330	254	6.9
FY2022	6,498	7,982	19,960	243	5.4
FY2021	6,228	7,935	19,850	239	5.7
FY2020	5,744	7,762	19,410	209	—
FY2019	4,893	7,753	19,390	—	—
FY2018	4,632	7,618	19,050	—	—
FY2017	4,379	7,443	18,610	—	—
FY2016	4,148	7,104	17,760	—	—
FY2015	3,947	6,989	17,470	—	—
FY2014	3,741	6,771	16,920	—	—
FY2013	3,489	6,679	16,690	—	—
FY2012	3,214	6,554	16,370	—	—
FY2011	2,912	6,367	15,910	—	—
FY2010	2,603	6,038	15,090	—	—
FY2009	2,298	5,704	14,250	—	—
FY2008	2,017	5,329	13,320	—	—
FY2007	1,736	4,984	12,460	—	—
FY2006	1,528	4,510	11,270	—	—
FY2005	1,340	4,093	10,230	—	—

The data are cumulative totals since September 1992.

\*1 The area greened and number of trees are calculated under certain assumptions based on the total amount of the Lawson Green Fund and the results of overall activities of the Green Fund

\*2 Trees planted as part of school greening activities through the Lawson Green Fund were calculated based on the Forestry Agency's CO2 Absorption and Fixation by Cedar Forests of 36 to 40 Years Old.

## Human Resources Data

Item	FY2021	FY2022	FY2023	FY2024
<b>Number of employees (non-consolidated) (Numbers)*1</b>	4,652	4,490	4,395	4,386
<b>(Men/Women) (Numbers)</b>	3,724/928	3,577/913	3,495/900	3,445/941
<b>Ratio of female employees (%)</b>	19.9	20.3	20.5	21.5
<b>New graduates hired (Numbers)</b>	118	89	98	107
<b>(Men/Women) (Numbers)</b>	60/58	43/46	65/33	63/44
<b>Mid-career employees hired (Numbers)</b>	22	37	75	99
<b>(Men/Women) (Numbers)</b>	14/8	20/17	48/27	63/36
<b>Ratio of women among managers (%)</b>	11.7	13.0	13.5	14.2
<b>Number of employees who took maternity leave (Numbers)</b>	27	57	48	50
<b>Number of employees who took childcare leave (Numbers)</b>	127	161	192	183
<b>(Men/Women) (Numbers)</b>	89/38	104/57	100/92	84/99
<b>Number of employees who used the reduced working hours for childcare system (Numbers)</b>	97	102	118	113
<b>Home teleworkers (Numbers)*2</b>	3,167	3,181	2,921	3,012
<b>Number of employees who took nursing care leave (Numbers)</b>	1	2	1	1
<b>Average monthly overtime hours</b>	10.48	10.90	11.28	11.20
<b>Utilization rate of paid vacation (%)</b>	57.2	60.42	59.13	61.86
<b>Average age (years)</b>	40.9	41.7	42.3	43.0
<b>(Men/Women) (year)</b>	-	43.4/34.9	44.0/35.8	44.7/36.3
<b>Average years of service (year)</b>	14.3	15.2	15.9	15.5
<b>(Men/Women) (year)</b>	15.7/8.9	16.6/9.7	17.3/10.4	17.0/9.9
<b>Turnover rate (%)</b>	6.9	7.0	7.0	6.3
<b>Number of employees leaving the company (persons)</b>	321	315	306	276
<b>Percentage of employees with disabilities (%)*3</b>	2.29	2.29	2.23	2.39
<b>Starting salary (yen)*4</b>	University: 211,000 yen (monthly salary) Graduate school: 224,620 yen (monthly salary)	University: 211,000 yen (monthly salary) Graduate school: 224,620 yen (monthly salary)	University: 217,000 yen (monthly salary) Graduate school: 230,620 yen (monthly salary)	University: 233,000 yen (monthly salary) Graduate school: 240,600 yen (monthly salary)
<b>Gender wage gap (All workers) (%)*5</b>	-	62.5	62.4	64.1
<b>Subset of regular employees (%)</b>	-	80.8	81.8	83.9
<b>Subset of non-regular employees (%)</b>	-	88.1	91.9	92.0

- Notes : 1.The number of employees (non-consolidated) is the total number of employees - (seconded to affiliates, accepted seconded to affiliates)  
2.Remote work system for all employees was introduced in September 2020. The number of employees is the number of people who applied to use the system in September 2024.  
3.The employment rate of people with disabilities is based on the Group total (Lawson, Inc., Lawsonwill, Inc., Lawson Entertainment, Inc. and Lawson Store 100, Inc.) and employment contracts.  
4.For those living in the 23 wards of Tokyo. Other amounts may vary depending on work location, residence, etc. The same wage system is applied regardless of gender.  
5.Explanation on wage variance between men and women.

### \*Explanation on data calculation

- Subject period: Fiscal 2024 (from March 1, 2024 to February 28, 2025)
- Regular worker: Regular employees except for directors
- Non-regular worker: Contracted employees as well as part-time and temporary workers  
For part-time and temporary workers, the average annual wage is calculated based on the number of workers assuming statutory working hours (8 hours/day).

### \*Supplemental explanation regarding differences

- Regarding regular workers, the shorter years of service of women (difference between men and women: 7.1 years), combined with a lower percentage of women in managerial positions (14.1%), create wage disparities. In particular, among managerial positions, the percentage of women in senior roles (the percentage of female general managers being 9.1%) is low, which has a significant impact on wage disparities.  
For this reason, we regard the empowerment of female employees as an important management requirement and are implementing human resource development measures, including career training programs for employees, aiming to achieve at least 30% ratios of female employees and women in managerial positions by 2030.
- Regarding non-regular workers, the wage gap between men and women has resulted from the many male contract employees rehired after retirement who are receiving high wages compared to the many part-time female workers.
- The wage gap between male and female workers overall results from the high share of men (80%) as regular workers who receive relatively high wages, compared to the high share of women (64%) as non-regular workers receiving low wages.

## Data Related to Occupational Health and Safety

Item	FY2021	FY2022	FY2023	FY2024
Number of occupational accidents *Excluding commuting accidents (cases)	42	26	40	43
Number of work-related fatalities (cases)*1	0	0	0	0
Number of accidents resulting in time off work (cases)*2	10	4	9	13
Ratio of accidents resulting in time off work (%)*3	0.79	0.32	0.75	1.08

Notes : 1.Number of occupational accidents (excluding commuting accidents) resulting in death

2.Number of occupational accidents (excluding commuting accidents) in which the employee was unable to go to work as a result of having to receive treatment for an injury or illness

3.(Number of accidents resulting in time off work + Number of fatalities) / Total actual annual working hours x 1 million hours

## Data on Female Employees

Ratio of women among managers	FY2021	FY2022	FY2023	FY2024
Number of female managers (ratio of total female employees)	134 12.20%	154 13.77%	159 14.13%	167 14.92%
Number of female senior managers (ratio of total female employees)	14 8.30%	11 7.14%	15 9.09%	16 9.09%
Number of female (Deputy) Senior Vice Presidents* (ratio of total female employees)	2 6.00%	2 6.06%	1 3.33%	4 10.53%
Number of female corporate officers* (ratio of total female employees)	6 50.00%	5 50.00%	5 50.00%	3 27.30%

\* Officers refers to members of the board and corporate auditors. Also, executive officers refers to executive officers and director executive officers.

## Sustainability Training Program List

Name of training	Target employees	Aims of training	Main subjects covered in training	Number of participants per year
<b>Common for all employees</b>				
Human rights and DE&I training	1 times a year	Correctly understand discrimination, prejudice, and harassment in order to act with consideration for one another.	Basic knowledge of human rights and diversity, understanding of diverse populations, harassment, unconscious bias, a world where respect for human rights and diversity have advanced, and LGBTQ+ (what LGBTQ+ is, social background, company initiatives, coming out and outing, outing and harassment)	All employees
Sustainability training	1 times a year	To understand initiatives aimed at realizing a sustainable society for the future and living in harmony with stakeholders, and to link that understanding to action.	Background and overview of sustainability, initiatives in the company, involvement of sustainability in business operations	All employees
Compliance and risk management training	1 times a year	Understand the compliance risk rules required in each position and to act accordingly.	Lawson Code of Ethics, risk management, and incident management	All employees
Labor management training	1 times a year	Acquire basic knowledge of correct work styles and labor management	Basic knowledge of daily working style and working hours, work plans, work reports	All employees
Labor management training for managers	1 times a year	Acquire the mindset and basic knowledge of labor management for subordinates, and realize appropriate labor management	Basic knowledge of labor management, understanding of working hours, concept of overtime work, work plans	All managers
Career design training	5 times a year	Looking at turning points in careers that can occur in the future, have employees reconsider their career from various perspectives, including work, health, leisure, and money to provide an opportunity to think about their future career independently.	Personnel system for those 55 years and older, life plan, money plan, health and leisure, what is independent career development, career plan	175
Female employee career design training	1 times a year	Formulate a long-term career vision and think about a work style conscious of balancing life events.	Company initiatives for DE&I promotion and the status of women's participation in the workplace, work-life balance support systems, career thinking, lectures by senior female employees and roundtable discussions	45
Training for employees on childcare leave	1 times a year	Prior to reinstatement, catch up with the company situation, think about the work style that suits oneself in balancing childcare, and resolve any concerns and questions.	Business policy for the next fiscal year, work style after reinstatement (career thinking), personnel systems and benefits, lectures by employees who balance childcare and roundtable discussions	39

## Compliance data

### Anti-corruption

Item	Scope	FY2021	FY2022	FY2023	FY2024
Number of employees disciplined or dismissed due to violations of anti-corruption policies	All employees	N/A	N/A	N/A	N/A

### Anti-competitive practices

Item	Scope	FY2021	FY2022	FY2023	FY2024
Legal action taken due to anti-competitive practices, anti-trust and monopoly practices	All domestic and overseas business sites	N/A	N/A	N/A	N/A

### Violation of laws and regulations in the social and economic fields

Item	Scope	FY2021	FY2022	FY2023	FY2024
Cases of violations related to the health and safety impact of products and services (cases subject to administrative penalties or administrative guidance based on the Pharmaceutical and Medical Device Act, etc.)	Japan	N/A	N/A	N/A	N/A
Cases of violations related to information and labeling of products and services (cases subject to administrative guidance based on the Act against Unjustifiable Premiums and Misleading Representations, the Food Labeling Act, etc.)	Japan	N/A	N/A	N/A	N/A
Cases of violations related to marketing communications (cases subject to administrative guidance under the Act against Unjustifiable Premiums and Misleading Representations, the Food Labeling Act, etc.)	Japan	N/A	N/A	N/A	N/A

### Number of requests for group policy information and surveys

Item	Scope	FY2021	FY2022	FY2023	FY2024
Number of companies to which the group policy guidance documents will be sent	Consolidated subsidiaries and affiliates*	1,255	1,224	1,204	1,213
Number of companies that are requested to respond to the supplier sustainability questionnaire	LAWSON, SCI	—	857	726	663

\* The policy will be sent to the following consolidated subsidiaries and affiliates: Lawson Entertainment, Inc., Lawson Store100, Inc., SCI, Inc., and Lawson, Inc.

### Customers' Privacy

Item	Scope	FY2021	FY2022	FY2023	FY2024
Number of complaints on violations of customers' privacy	Japan	N/A	N/A	N/A	N/A