

Evolving with our communities by responding to their needs from diversified perspectives

Throughout the 45 years since Lawson's birth, the Company has evolved continuously with the happiness of its communities as its first priority. Lawson's unique customer-oriented business model is characterized by "responsiveness to the needs of everyday life," "advanced store productivity" and "small commercial area-based manufacturing and retailing." Linkage of this model with execution of appropriate management strategies has created numerous strengths that are linked, in turn, to sustainable improvement of its corporate value. Lawson will continue to execute this pattern of response and reformation, encouraged by the voices of customers saying, "Thank goodness for LAWSON," or "I want to shop there because it's a LAWSON store."

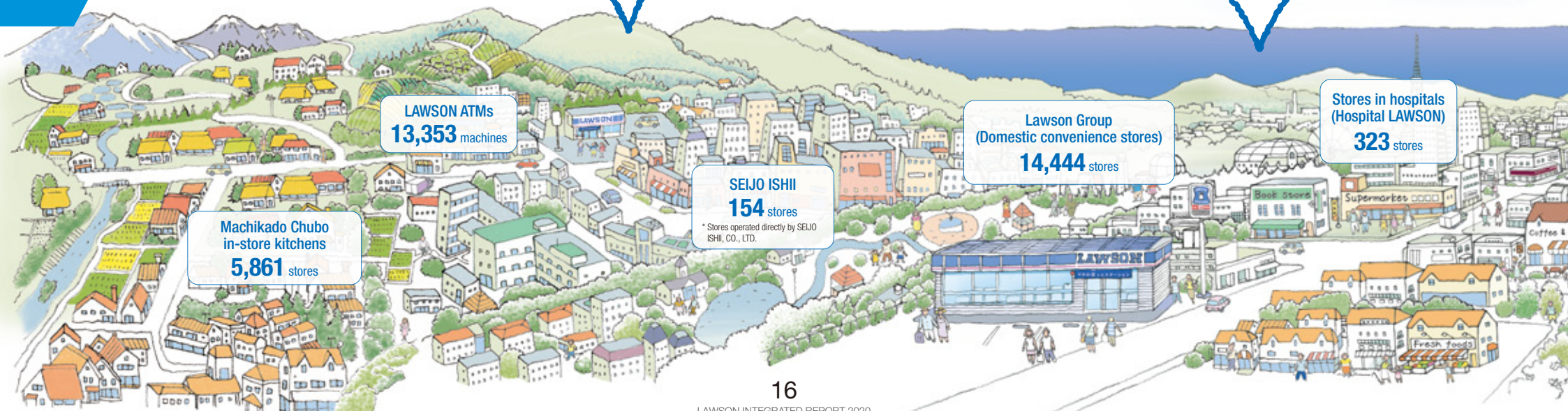
Offering the requisite diversity and spirit of challenge to respond quickly to changing social needs

Besides varying our store format development to suit the characteristics of our communities, we pursue businesses in industries ranging from the entertainment to financial industries. Committed to improving customer convenience, we embody an attitude of taking up challenges quickly and flexibly, as seen in the leadership we displayed by becoming the first convenience store in Japan to offer Uber Eats services and then actively expanding this program.



A philosophy and culture that value the community and its people

We share our Group philosophy with our franchise stores, our closest partners, and cooperate closely with them by creating various opportunities for dialogue to create happiness in our communities. We will contribute to the health of our communities by providing them with lively, energetic stores. Another key factor is the willingness of our employees themselves to take the initiative in considering what they can do for the communities and to act accordingly. This attitude generates social support in the event of disasters or emergencies, and a deep awareness of environmental issues.



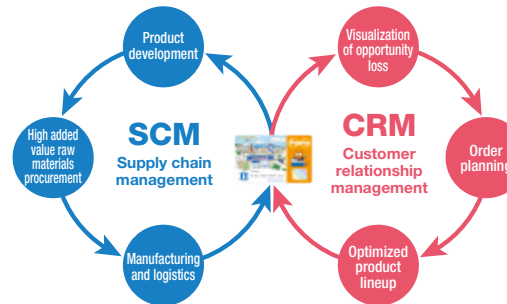
Offering original safe, healthful and delicious products and services

Lawson's selection of delicious, high-quality sweets made convenience store sweets popular in Japan. We also boast highly developed capabilities in provision of delicious, healthful foods containing reduced salt, sugar and additives. We helped to pioneer convenience store sales of OTC drugs as well. Other innovations include stores inside hospitals with appropriate products and services and stores with community support facilities such as nursing care centers.



Use of our Ponta membership base and digital technologies for statistical analysis of customer needs

The Lawson SCM-CRM model is employed to conduct statistical analysis of the purchasing behavior of Ponta point club members and other customers, and to deploy it for product development that meets customer needs as well as for planned ordering at every store. The model's many effects include a more accurate awareness of people's needs, labor saving in the stores and reductions in food loss. It has also served as a driving force for profit expansion.



Extending community happiness across national borders

The communities benefiting from Lawson's concern are not limited to Japan. We are continuously extending the range of our store openings, especially in various regions of China.

Other markets in which we are expanding our store network outside Japan include Thailand, Indonesia, the Philippines and Hawaii, U.S.A. At end February 2020, our overseas network numbered 2,918 stores.

LAWSON stores selling Over-the-counter (OTC) drug
222 stores

Stores with nursing care consultation desks for seniors (Care-focused LAWSON)
24 stores

HMV
56 stores

UNITED CINEMAS
389 screens

* Figures for Lawson services are as of end February 2020.

