

Eleven-Year Financial Summary

	(Millions of yen)				
(Fiscal year)	2020	2019	2018	2017	2016
For the year:					
Gross operating revenues					
Franchise commissions from franchise stores	¥ 288,480	¥ 314,260	¥ 302,136	¥ 289,232	¥ 275,312
Net sales	275,945	302,843	288,579	264,734	254,169
Other	101,576	113,132	109,931	103,357	101,806
Total operating revenues	666,001	730,236	700,647	657,324	631,288
Operating income	40,876	62,943	60,781	65,820	73,772
Net income attributable to owners of the parent	8,689	20,108	25,585	26,828	36,400
Net cash provided by operating activities	227,954	202,703	128,594	113,938	99,864
Net cash used in investing activities	(29,983)	(49,074)	(81,017)	(91,209)	(76,227)
Net cash used in (provided by) financing activities	(140,642)	(163,910)	277,937	(61,238)	(25,638)
Capital expenditures	48,837	90,726	140,071	140,495	119,784
Depreciation and amortization*2	80,778	79,183	66,844	58,601	56,199
At year-end:					
Total assets	¥ 1,365,430	¥ 1,357,732	¥ 1,342,329	¥ 900,256	¥ 866,577
Net assets	272,931	275,347	281,982	281,446	285,995
Shareholders' equity ratio	19.6%	20.0%	20.6%	30.6%	31.7%
Cash and cash equivalents	401,136	343,583	354,236	30,120	67,692
Total number of stores in Japan	14,476	14,444	14,659	13,992	13,111
Number of employees (full-time)	10,385	10,572	10,395	10,028	9,403
Per share data:					
Net income (yen/U.S. dollars*1)	¥ 86	¥ 200	¥ 255	¥ 268	¥ 363
Cash dividends (yen/U.S. dollars*1)	150	150	255	255	250
Payout ratio	172.7%	74.6%	99.7%	95.1%	68.7%
Financial data:					
Return on equity (ROE)	3.2%	7.3%	9.3%	9.7%	13.5%
Return on assets (ROA)	0.6%	1.5%	2.3%	3.0%	4.4%
Net sales of all stores (Domestic convenience store business):					
Net sales by store format*3*4					
Franchise stores	¥ 2,132,618	¥ 2,296,838	¥ 2,233,739	¥ 2,069,609	¥ 1,958,550
Company-operated stores	33,200	48,162	51,569	91,075	84,736
Net sales by product category*3*4					
Processed foods	1,156,760	1,237,391	1,202,619	1,138,966	1,073,044
Fast foods	462,497	546,542	544,530	509,415	481,267
Daily foods	343,772	351,442	329,545	314,481	294,141
Non-food products	202,788	209,624	208,612	197,821	194,833
Net sales of all stores	¥ 2,165,818	¥ 2,345,000	¥ 2,285,308	¥ 2,160,684	¥ 2,043,287
Ratio of operating income to net sales of all stores	1.7%	2.5%	2.5%	2.9%	3.4%

*1. The U.S. dollar amounts represent the Japanese yen exchange rate against the US dollar as of February 26, 2021 (\$1 = ¥106.25).

*2. These figures include depreciation and amortization of intangible assets.

*3. These figures include sales reported by franchise stores and are unaudited.

*4. Net sales for the fiscal years 2016, 2017, 2018, and 2019 represent sales by stores operated by Lawson, Inc. as well as those by Lawson Sanin, Inc.

						(Millions of yen)	(Thousands of U.S. dollars*1)
2015	2014	2013	2012	2011	2010	2020	
¥ 261,681	¥ 247,681	¥ 242,078	¥ 230,002	¥ 215,573	¥ 197,673	\$ 2,715,106	
227,606	174,044	168,159	192,942	208,063	192,329	2,597,129	
94,165	76,188	75,009	64,500	55,320	51,274	956,009	
583,452	497,913	485,247	487,445	478,957	441,277	6,268,245	
72,541	70,482	68,126	66,246	61,769	55,540	384,715	
31,381	32,686	37,965	33,182	24,885	25,386	81,779	
112,205	110,567	81,503	85,188	86,356	72,210	2,145,449	
(68,657)	(100,434)	(47,924)	(54,196)	(52,912)	(30,522)	(282,193)	
(50,201)	(3,289)	(39,650)	(31,979)	(27,544)	(28,798)	(1,323,689)	
106,747	141,251	84,032	77,361	74,572	50,326	597,892	
49,293	41,826	47,888	43,886	37,845	33,083	760,264	
¥ 803,212	¥ 764,614	¥ 620,992	¥ 579,809	¥ 531,453	¥ 476,036	\$ 12,851,106	
272,997	263,797	250,497	230,181	214,662	208,466	2,568,762	
32.9%	33.5%	39.5%	39.1%	39.7%	42.7%		
69,793	76,754	68,759	72,766	73,670	67,712	3,775,398	
12,395	12,276	11,606	11,130	10,457	9,994		
8,377	7,606	6,336	6,404	6,475	5,703		
¥ 314	¥ 327	¥ 380	¥ 332	¥ 249	¥ 255	\$ 0.81	
245	240	220	200	180	170	1.41	
78.1%	73.4%	57.9%	60.2%	72.2%	66.8%		
12.0%	13.0%	16.1%	15.2%	12.0%	12.8%		
4.0%	4.7%	6.3%	6.0%	4.9%	5.5%		
¥ 1,880,395	¥ 1,827,779	¥ 1,810,418	¥ 1,747,915	¥ 1,651,433	¥ 1,499,576	\$ 20,071,699	
79,872	105,019	126,873	156,339	173,820	183,205	312,471	
1,033,448	1,034,355	1,060,455	1,063,120	1,022,378	897,415	10,887,153	
463,431	429,212	408,672	372,706	345,226	321,851	4,352,913	
276,885	277,210	275,437	271,920	263,101	264,166	3,235,501	
186,498	192,020	192,726	196,506	194,546	199,348	1,908,593	
¥ 1,960,266	¥ 1,932,798	¥ 1,937,292	¥ 1,904,254	¥ 1,825,253	¥ 1,682,782	\$ 20,384,169	
3.5%	3.6%	3.5%	3.5%	3.4%	3.3%		