

Companywide

Transforming work motivation Work motivation reform project

Overview of Fiscal 2021

The objective of the Work motivation reform project is to stimulate the growth of our Group by fostering personal development and a sense of achievement among our employees, empowering them to take initiative in addressing challenges while the Group's diverse human resources have a sense of trust and solidarity with people they work with. It is being carried out by inviting employees from all over the country to participate voluntarily, with each employee formulating specific plans aimed at revitalizing communication and improving work efficiency.

In fiscal 2021, we partially changed the Individual Performance Evaluation system to create a system that encourages autonomous improvements and acceptance of challenges. We implemented measures that contribute to improving work satisfaction, such as implementing projects selected through the 100 Million Yen Challenge, an in-house system that solicits ideas for new challenges to be taken on within a budget set at 100 million yen. We also created opportunities to foster awareness of diversity and coexistence by holding the Lawson Lively Salon (cross-departmental exchange meeting), an online salon for exchanging questions and opinions that is organized across departments, positions, and age ranges.

Strategies under Challenge 2025

In fiscal 2022, we aim to continue fostering and improving employee job satisfaction through the genuine implementation of Lawson's Way in its true sense so that we can grow and expand Lawson Group. We will promote the development of a comfortable and diverse labor environment that serves as the foundation for job satisfaction. We are developing a variety of measures aimed at linking a greater sense of job satisfaction to the growth and achievements of our employees. In this way we can move forward to realize our Group philosophy, "Creating Happiness and Harmony in Our Communities."

Transforming work motivation Group branding project

Overview of Fiscal 2021

The Group branding project is aimed at contributing through our brand to achievement of the 2025 goal of being the No. 1 recommendation by all customers. As a first initiative, we set out to define the strengths of Lawson Group in order to build a strong brand that would differentiate us from our competitors. We conducted consumer surveys and employee workshops, and defined the value of the Lawson Group's existence as a "challenger that aspires to be useful to everyone." In everyday life, as in times of emergency, our Group philosophy is "Creating Happiness and Harmony in Our Communities," and this expresses the desire of Lawson Group employees, who act to realize that philosophy. In FY2021, with the aim of increasing loyalty and sharing the awareness of being a "challenger that aspires to be useful to everyone," we launched an intergroup information-sharing website, provided video livestreaming, conducted training, and held social events.



Branded book and neck lanyard, designed to raise shared awareness among Group employees

Strategies under Challenge 2025

In fiscal 2022, we will continue to foster a sense of unity as a group and develop initiatives to increase employee motivation and a common awareness, with the aim of realizing our group philosophy. In coordination with marketing promotions, we also aim to build our brand by communicating with customers about the ongoing challenges that Lawson Group is undertaking for society and the community.



Companywide

Diversity and human resource development

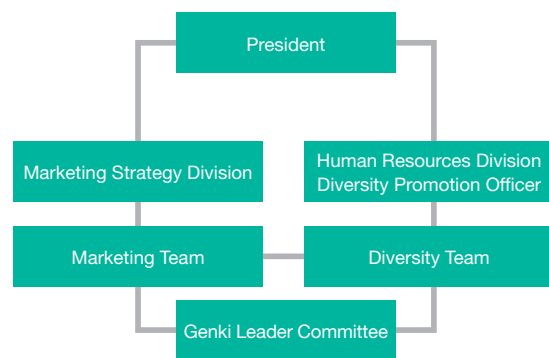
Promotion of diversity and realization of a work/life balance

Lawson promotes diversity with the aim of assembling employees with widely varied values who join together and perform to their full potential to strengthen its franchise chain further. We have constructed systems for promoting diversity and inclusion under the direction of the President, established a special subsidiary to promote employment of people with disabilities, developed childcare facilities in our workplaces, and prepared opportunities for conducting labor management consultations with a focus on improving operating efficiency and work environments.

In recruiting activities, we disregard gender, nationality, age, school, and origin, focusing instead on individual suitability, motivation, and ability. In our regular recruitment, since 2005 we have targeted a 50-50 ratio of male and female recruits, and from 2008 we have made a continued effort to recruit non-Japanese employees.

In our desire to retain our female employees over the long-term, we have introduced such programs as career development training, childcare leave training, and

Diversity Promotion System



Operating under the President's direction, the Human Resources Division takes responsibility for system design, operations and appointments, while the Marketing Strategy Division seeks to create new value from ideas generated by female employees.

elective leadership training to support young women in their career and life planning. By fiscal 2030, we aim to achieve a 30% ratio of female managers, and we are also taking step to develop female management candidates in our Next-Generation Development Committee, which aims to develop the next generation of leaders for senior management roles from among our general managers.

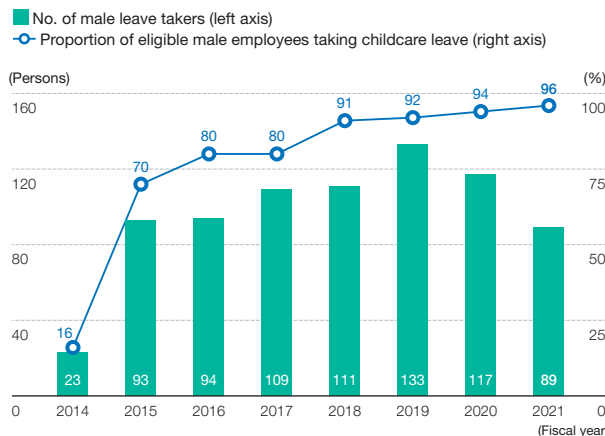
In 2014, Lawson introduced the short-term childcare leave system, in hopes of inspiring active male participation in child-rearing and housework leading to efficient, highly productive work styles among both men and women.

To promote active roles for diverse human resources, we established a remote work system and introduced an active full-time senior employee system, raising our employee retirement age to 65. These measures will help transform Lawson into a company whose employees can continue working with satisfaction.

Human resource development

Guided by our Group philosophy, we operate a developmental personnel system and are training personnel with the aim of encouraging every employee to think and act on their own initiative using two evaluation systems: the Employee Behavior and Skill Level Evaluation, which evaluates the employee behaviors (processes) that produce positive results; and the Performance Evaluation, which assesses the results of the behavior.

Proportion of eligible male employees taking childcare leave



Companywide

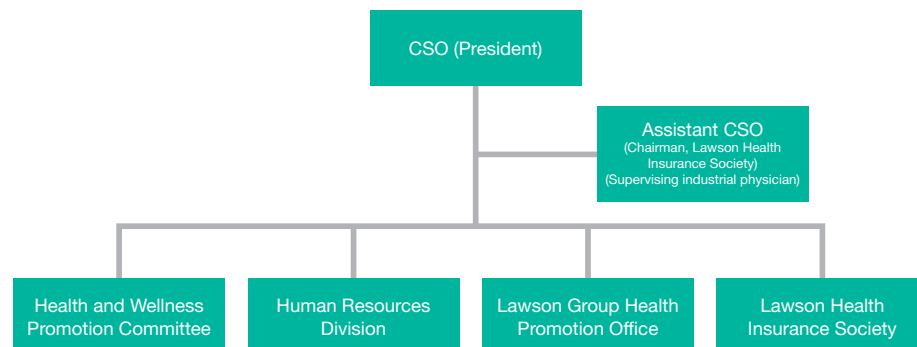
Working environment and health and productivity management

Working environment

We have established a labor-management consultation forum that emphasizes thorough discussions aimed at improving employees' operational efficiency and work environment. We are continuing our efforts to create a comfortable workplace, working to improve the work environment through employee participation in areas such as reforms to our organizational culture and the use of systems. In each area, both labor and management conduct self-checks of the work environment before holding discussions to identify problems at an early stage and resolve them quickly.

We ensure that the 5S Methodology of “Sort, Set, Shine, Standardize, and Sustain” is fully implemented by our franchise stores in accordance with procedures clearly specified in our operation manuals. We also hold safety management meetings Company-wide to raise awareness concerning driving safety among store supervisors and others whose jobs involve driving. When a serious work-related accident occurs, we investigate and analyze the cause and share our findings internally with the aim of preventing recurrence. Also, in the area of work environment improvement, we focus on employee care such mental health monitoring activities as presentation of improvement points and stress check results for the various departments.

Health and Productivity Management Promotion System



Health and productivity management

As a company that contributes to customers' overall health, Lawson places paramount importance on the health of its employees as well as the owners and crews of franchise stores. We announced a health declaration to this end in 2013. With the President serving as Chief Sustainability Officer (CSO) and Chairman of Health and Wellness Promotion Committee, we have recently established a system to promote health management and lead efforts to reinforce and direct health initiatives and health management for the Company and its customers.

Since September 2018, we have been working to strengthen group-wide health promotion measures in cooperation with the Lawson Group Health Promotion Office, a body operating under the direct supervision of the President, the Human Resources Division, the labor union, and the Lawson Health Insurance Society. Promoting the health of its franchise owners is another important concern for Lawson. The various health preservation programs provided through the Lawson Owner Welfare Association (see page 41) include a subsidy plan for medical examinations and operation of a health support desk. For the sixth consecutive year, the Company was selected as one of the “Health and Productivity Management Outstanding Organizations 2022 (large-scale corporate sector),” an award that honors corporations for excellence in health management, based on our efforts to address local health issues.



Conducting interviews with industrial physicians and public health nurses to support employee health



2022
健康経営優良法人
Health and productivity
ホワイト500

Companywide

Social Initiatives

Together with our customers, 30th Anniversary of donation activities

In September 2022, Lawson will celebrate the 30th anniversary of its placement of donation boxes in its stores, the first convenience store company to do so.

With the warm support and cooperation of everyone, we have received a total of approximately 10.8 billion yen since September 1992 (as of the end of February 2022) through in-store donation boxes, Loppi donation via multimedia terminals in stores, and donations using Ponta points and d-points.



Donation box next to a store register

Lawson Group conducts social contribution activities to realize the concept of “aiming to create a better future for children.” As part of these, we have established Lawson Group’s “Happiness in Communities” Fundraising, which supports donations and activities for three organizations. We also pursue activities such as measures to prevent COVID-19 infections and acceptance of donations for support in emergencies such as earthquakes and torrential rains when needed.

The Lawson Group’s “Happiness in Communities” Fundraising donation point

- Lawson Green Fund (Organization receiving donations: The National Land Afforestation Promotion Organization)
- Support Dreams Fund (Scholarship program for children from single-parent families) (Organization receiving donation: National Federation of Single Parents and Children’s Welfare Associations in Japan)
- “Dream Classes” Fund (Organization receiving donations: Japan Football Association)

Please visit the following web page for details. <https://www.lawson.jp/en/csr/fund/>



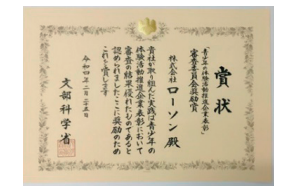
Katsuju Festival - Forest Classroom for Children and Parents (Mothers), an environmental education program using the Lawson Green Fund

Creating imaginative opportunities for children to visualize work

In cooperation with local governments, we are continuing our initiative to collaborate with high school students in developing products using local ingredients. In January 2022, Lawson received the Judging Committee’s Encouragement Award from the Ministry of Education, Culture, Sports, Science and Technology in its 2021 Awards for Companies Promoting Hands-on Youth Activities, in particular recognition of our efforts^{*1} in the Tohoku region. As one way to help create an environment in which children can grow up healthy, we have set up a LAWSON Experience Store in Sendai City’s Student City^{*2}. The program is designed to enable elementary school students to learn about their relationship with society, how the economy works, what money is, what work is, etc., and to develop social independence through experience. Furthermore, since fiscal 2017, we have been cooperating with Corporate Intern Work^{*3}, a program in which junior high and high school students work as corporate interns to solve problems through classes. In fiscal 2021, we helped the program provide learning experiences for approximately 1,100 junior high and high school students at 27 schools.



Products developed jointly with students of Akita Prefectural Kanaashi Agricultural High School



Judging Committee’s Encouragement Award certificate



Student City

*1 In 2020, joint development of products with students in the Tohoku region was conducted six times

*2 A registered trademark of Junior Achievement Japan (the Japanese headquarters of Junior Achievement, the world’s largest economic education organization)

*3 Managed by Twice Research Institute Co., Ltd.

Video produced under the theme of “making children smile”

With opportunities for extracurricular activities and work experience decreasing due to the COVID-19 pandemic, three videos were produced with the hope of bringing smiles to children’s faces. We designed the program to encourage students to have fun at a familiar convenience store near their school or home, such as by learning about the SDGs through examples of our main products: onigiri rice balls, Kara-age-kun, and MACHI café.



Please visit the following web page for details (Japanese only). https://www.lawson.co.jp/company/activity/topics/detail_jin/1449212_9112.html

Companywide

Health initiatives

Initiatives on healthful foods

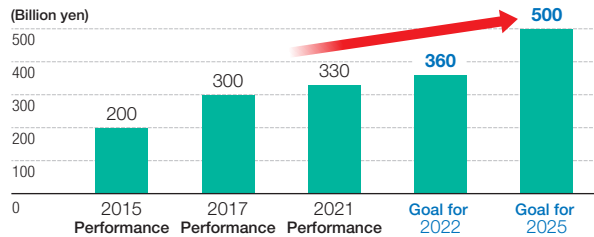
The Lawson Group is developing a range of initiatives in response to increasing health awareness among customers. In 2001 we launched NATURAL LAWSON, which has served as a laboratory for developing health-conscious products that have been sold at LAWSON stores nationwide.

Sales of these healthful products represented roughly 20% of our total food products in fiscal 2015, growing significantly to around 30% of total food products in fiscal 2019, as they found strong support among customers. We worked to expand them even further in fiscal 2021 through such measures as the launch of sugar-conscious products in staple foods categories including rice and noodles. Lawson offers approximately 3,000 healthful products (including national brand products) in a wide range of categories, from dietary staples and famous KARAAGE-KUN Fried Chicken* to confections and drinks. Our target for healthful

product sales is to reach 500 billion yen in 2025, and roughly 30% of total SKU count.

*The protein content of " KARAAGE-KUN Fried Chicken" (5 pieces) is approximately 14g.

Healthful product sales trends



Product development targeting deliciousness and health

In product development, we set 10 health themes based on our own standards, and are creating products that allow for the intake of essential nutrients such as vegetables and protein, while controlling sugar and salt content. Since the spread of COVID-19 infections, customers' awareness of health and food has changed, and there is a growing demand not only to cut calories and sugar for dieting, but also to actively consume protein and dietary fiber to maintain health.

Our aim from fiscal 2022 is to offer "tastier food"

under the theme of "stay healthy while eating what you like." We are therefore strengthening three themes subject to particularly strong customer demand: the desire to consume fiber, the desire to control sugar intake, and the desire to consume protein. In addition, the packaging of healthful products, which has differed by category, is being updated in phases starting from April 2022, with protein, dietary fiber, sugar content, etc. listed on the front of the package, and the designs unified to make them easier to understand.

LAWSON Farm







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 17 locations nationwide (as of May 2022). LAWSON Farm employs 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.



Please visit the following web page for details (Japanese only).
<https://www.lawson.co.jp/company/activity/social/community/collaboration/#farm>

Reinforcement of 3 themes

Stay healthy while eating what you like.

<p>More fiber</p> <p>Products that show crucial dietary fiber content at a glance</p>  	<p>Low carbs</p> <p>Use of bran (grain husks) to control carbohydrate intake</p> 	<p>Protein fortification</p> <p>Tasty, easy-to-get protein in products</p> 
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History of initiatives for healthful food

From 2012		From 2015	From 2018	From 2020	From 2021		From 2022
Low-carb	Dietary fiber	Vegetables	Vegetables	Low salt	Low-carb	Oil	Protein & dietary fiber
Bran bread	Onigiri rice balls with sticky barley	Smoothie series ¹	Motto! Yasai ("more vegetables") series	Curry featuring the umami of salt-conscious ingredients	Expand to dietary staples	Products made with medium chain triglyceride (MCT) oil ²	Meeting multiple needs
							

¹ Packaging changed in FY2022.

² Medium chain fatty acids are found in coconut and other palm plants. These oils are characterized by fatty acid chains about half the length of those in common vegetable oils, which facilitates digestion and absorption, making them more readily converted into energy after eating.

Domestic Convenience Store Business

Health initiatives

NATURAL LAWSON



NATURAL LAWSON, which operates 134 stores nationwide (as of the end of May 2022) as a nearby store supporting “beautiful, healthy and comfortable lifestyles,” has been focusing on “supporting health and beauty,” “seasonality,” and “safety and reliability.” In doing so, it offers a unique and carefully selected lineup of environmentally friendly daily products such as detergents and cosmetics and food products that are delicious and healthy while also offering great value. In addition, as part of our initiatives to reduce the amount of plastic used, we have launched sales by weight of detergent, hand soap, shampoo, and other products, as well as dried fruits and nuts in some stores.



Grilled chicken with miso and malt



Salad bowl with MCT-oil dressing



Fixtures for sales by weight

Note: Products shown are examples. Sales may be discontinued.

Care-focused LAWSON stores with nursing care consultation desks for seniors

In order to meet the needs of a super-aging society, Care-focused LAWSON stores offer consultations by counselors such as care managers at permanent nursing care consultation desks and products that support seniors and their families. At community salons, which serve as regional bases for communities and allow multi-generational interaction, we hold events in collaboration with local governments and private companies on themes such as health promotion and preventive care, providing local residents with healthy places to visit, where they can stop by casually.



Nursing care consultation desk

Health-care focused stores and stores selling over-the-counter pharmaceuticals

We are expanding the number of stores that sell over-the-counter pharmaceuticals and prescription drugs through partnerships with dispensing pharmacies and drug store chains, and training of registered sales personnel. We also continue to open healthcare-focused stores offering a wider assortment of cosmetics and daily necessities than ordinary LAWSON stores. At some stores equipped with drug-dispensing pharmacies, we are trialing online drug administration guidance and receipt of prescriptions. In addition, from February 2021, we started the first deliveries of pharmaceutical products using Uber Eats in Japan at some of our stores handling over-the-counter pharmaceuticals. This service handles 57 types* of Type-2 and Type-3 OTC drugs including cold medicines, eye drops, and stomach medicines. The service meets the needs of customers who want to purchase medicine without going outside.



Handling of over-the-counter (OTC) drugs with Uber Eats

*As of the end of May 2022

Hospital LAWSON (in-hospital) convenience stores

Lawson has responded to the needs of hospital patients for convenience stores by proceeding to open Hospital LAWSON convenience stores in hospitals, and is now No. 1 for the number of convenience stores in hospitals. Besides regular products and services, Hospital LAWSON stores feature a lineup of products designated by hospitals. We also cooperate with individual hospitals in developing customized stores and services such as hospital wagon sales. Recognizing the hospital as a community in its own right, we seek the daily happiness of every hospital patient by giving careful consideration to their detailed needs.



Ratio of stores in hospitals by convenience store chain*



*Research by Lawson (as of the end of April, 2022)

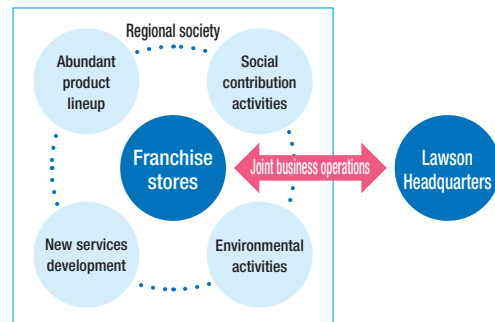
Domestic Convenience Store Business

Support for franchise stores

Supporting franchise store management and reinforcing trust

Lawson's closest, most strategic partners are the franchise owners and store crews who serve customers on the forefront in communities throughout Japan. Strengthening the trust between franchise stores and Lawson, while aiming for stores to serve as "hubs of refreshment in every community" which are essential for customers and their local areas, are crucial to realize the Group's Corporate Philosophy, "Creating Happiness and Harmony in Our Communities." Lawson is using digital technology to reduce the need for staff and labor in store operations, while headquarters contributes by supporting franchise store recruitment activities and optimizing their benefit packages, as well as by reinforcing various initiatives and systems to encourage sound store management through clear, open communication.

Furthermore, Lawson has a strong focus on increasing franchise store profits, and to ensure that every Lawson employee works more responsibly than ever before to achieve this, from fiscal 2020, the Company's overall management target was changed from sales to franchise store profits, and the key performance indicator (KPI) for employee bonuses was changed to franchise store profits. In the midst of the COVID-19 pandemic, we are supporting efforts to increase franchise store profits by assisting with product assortments and other measures to improve sales.

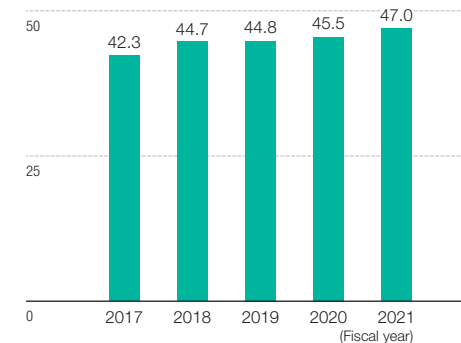


Recommending and supporting multiple store operations

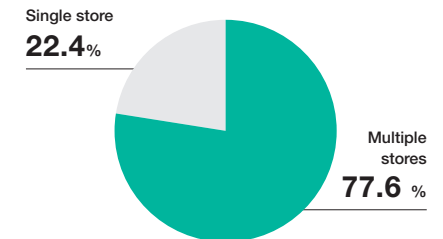
Lawson recommends, moreover, that its franchise owners operate more than one store. This enables them to spread the risk posed by the emergence of new competing stores, so that they can maintain stable management while expanding their business more easily than when operating a single store. A key aspect of multiple store operations is the development of store managers who can be relied upon to manage store operations in place of the owner. From fiscal 2020, Lawson has started the support for store manager training, in which Lawson trainers visit individual stores to provide on-the-job training (OJT) to develop the skills of store managers at franchise stores. As of the end of February 2022, the multiple store ratio stood at 77.6%, while the multiple store ownership ratio was 47.0%.

Multiple store ownership ratio

(As of the end of February 2022)
Excluding LAWSON STORE 100



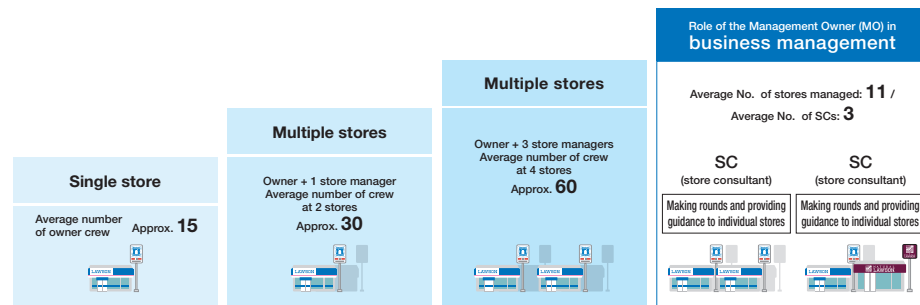
Multiple store ratio



Management Owner (MO) system

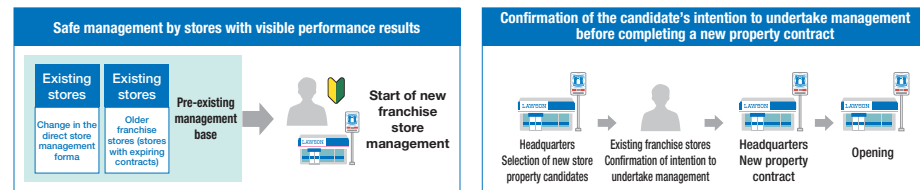
Lawson has established the Management Owner (MO) system to support franchise owners who open additional stores based on a reinforced partnership with the Company. The MO system is making a substantial contribution to the progress of LAWSON chain as a whole, not only by enhancing the brand image of LAWSON chain through development of model stores and sales floors, but also by providing a platform for MOs to exchange opinions or propose improved work procedures to headquarters management personnel as representatives of the franchise stores in their region. As of the end of February 2022, there were approximately 200 MOs operating stores in various regions of Japan.

Multiple store ownership and the Management Owner (MO) system



Considerations when entering a franchise contract

In matching new aspiring franchisees with franchise contracts, we generally take care to present them with existing properties including current sales and profitability status so that they can feel reassured in concluding franchise contracts and getting involved in store operations. Meanwhile, upon confirming their intention to undertake management, we proceed with contract signing and opening of the new property. Furthermore, from fiscal 2020 we created a new 5-year contract package as an option for those who feel less confident about signing up for the existing 10-year franchise contract.



Communication to build strong partnerships with franchise stores

Lawson has established a number of opportunities aimed at strengthening its partnerships with franchise stores by enabling members of the Board of Directors, including the President, to communicate directly with franchise stores. We place special value on feedback from our franchise stores, which operate in direct contact with customers, and seek to achieve mutual consideration and mutual prosperity with them through close communication.



Lawson Seminars

Lawson Seminars (convened twice annually for all franchise stores)

The President and other members of Headquarters 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.

Area meetings (convened monthly at branch offices throughout Japan)

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.

Lawson Owner Welfare Association board meetings (2 times/year)

Meetings of Headquarters executive officers and representatives selected from among franchise owners in each area convene twice a year. A meeting hosted by Headquarters for exchange of opinions is held on the same day, attended by the President and Headquarters management, to provide a venue for joint consideration of a range of issues.

MO General Assembly (1 time/year)/MO Executive Committee meeting (2 times/year)

Lawson's management owners meet regularly with headquarters management to exchange opinions as representatives of their regional franchise stores in accordance with Lawson's Group-wide practice of participation in management.

Lawson Owner Hotline (as needed/available to all franchise stores)

In July 2019, Lawson established a system of both internal and external telephone consultation contacts (in law offices) to enhance communication with franchise owners.

Since fiscal 2020, these communication venues have been changed to an online system in efforts to prevent COVID-19 infections, among other measures.

We also provide for direct communication with the President (as needed) and conduct questionnaire surveys at member stores (once a year).

Support amid worker shortages with digital innovation

LAWSON has introduced various systems to improve the efficiency of store operations in order to address the recent labor shortage problem. This reduces the burden on stores and helps them become more efficient.

Automatic change-dispensing POS registers

Adopted at all stores in fiscal 2018. Non-Japanese and seniors can easily operate the system, greatly reducing the workload of cashiers, who no longer have to confirm the money received or make change. Since cash cannot be taken in or out, this has led to a reduction in robberies.



Time required to complete transactions and inspect cash registers → **1.5 person hour saved!**

Semi-automatic ordering / planned orders

In semi-automatic ordering, AI automatically calculates the optimal product assortment for each store and the number of orders for each product based on individual store data, and in planned ordering, replenishment orders are automatically placed when product inventory falls below a certain level. Daily ordering operations can be performed quickly and accurately, while at the same time reducing waste and sales opportunity losses.

Time required for ordering → **2.0 person hours saved!**

Tablets

Adopted at all stores in 2017. Even inexperienced store crews can work smoothly by sharing work schedules that visually present the “When?” “Who?” “What?” and “How?” of customer service, merchandise display, cleaning, and other tasks. Recommendations for counter food assortments and the item production numbers are also displayed based on store data.



Supporting work style reforms

Owner support system

From September 2020, we deployed around 60 Lawson staff at eight offices nationwide to support franchise store owners in taking leave.

One-time personnel recruiting service “matchbox”

Provided by our affiliate company Lawson Staff Co., Ltd. for LAWSON stores throughout Japan, this service was introduced in April 2021. Stores can advertise online for people to fill open shifts, and registered job seekers can apply to stores that suit their conditions, allowing stores to select personnel. The service has been put to highly effective use by franchise store owners seeking to find workers for shifts during times when they are short staffed, or to fill sudden absences.



Promoting the use of learning tools for novice store crew members



We have created a learning tool called “Starting Work at Lawson” that contains all the operations that need to be learned by new crew members (part time) when starting the job. This tool enables them to quickly learn about things such as basic store rules and how to serve customers at the register. We have held Human Resource Development Courses for franchise store owners, store managers and crew leaders who need to train crew members. We also take care to provide easy-to-understand visual training videos and training tools for non-Japanese crew members, including explanations of Japanese culture, to ensure that store crew members can feel at ease and enjoy working at the same store for a long time.


Lawson Owner Welfare Association

For a monthly membership fee of 1,000 yen per store, this organization provides franchise stores with menus of benefits that embody the three core 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 members.

Initiatives for respect for human rights

Lawson Group Human Rights Policy & Promotion System

In June 2021, we established Lawson Group Human Rights Policy as our top-level basic policy on human rights to promote SDGs and ESG-based management. To advance this policy, each department, under the supervision of the CRO, takes initiative to promote respect for human rights in their respective activities. The progress of initiatives in each department is regularly reviewed by the Compliance & Risk Management Committee, chaired by the CRO.

 Full text of the Lawson Group Human Rights Policy
https://www.lawson.jp/en/csr/human_rights/

Human rights due diligence

Lawson conducts human rights due diligence to identify and remedy any negative human rights impacts that might arise from its business activities. If Lawson is found to have caused or been involved in any negative impact on human rights, we will work to remedy the situation. In addition, the results of human rights due diligence will be regularly evaluated and, if inadequate, corrected.

Human rights education and awareness-raising

LAWSON provides education and promotes awareness so that all people involved in its business activities understand the importance of respect for human rights and promote efforts to respect human rights.

Consultation service for human rights issues

A consultation service contact point for Lawson employees has been established and is in operation, providing consultation and receiving internal reports regarding compliance and risk management issues, including human rights violations.

Stakeholder relations

Initiatives with suppliers

In order to gain the support of our business partners for the various policies of Lawson Group, we send them written information informing them of our policies. We also request their cooperation with surveys to check on the status of their sustainability efforts.

Numbers of group policy guidelines and survey requests

	Product Division	Construction Division	Management Division, etc.
Group policy guideline documents sent	662 companies	228 companies	232 companies
Questionnaire survey requests	466 companies	253 companies	140 companies

Consultation services for each stakeholder

We have established and are operating various contact points to receive and handle consultations and reports on a wide range of human rights issues. These include the Supplier Hotline for suppliers, the Crew Hotline for store crews, and the Owner Hotline for franchise store owners.

Stakeholder engagement

Since May 2022, we have been participating in the Stakeholder Engagement Program sponsored by the Japan Committee of the Caux Round Table for business leaders. Based on the issues and opinions raised by NPOs/NGOs, experts, academics and others, we will apply these activities to our efforts to promote respect for human rights.

We also provide opportunities for dialogue on human rights with our major business partners, calling for their understanding and support of Lawson Group Human Rights Policy and sharing the status of our efforts to respect human rights.

Companywide

Developing and operating a supply chain with consideration for society (human rights, etc.) and the environment

In order to meet our customers' demands for high-quality products and services made in an appropriate environment, and in accordance with the Lawson Group Transaction and Procurement Policy, we cooperate with our suppliers and other stakeholders to improve the lives of those involved in the production and processing of raw materials. At the same time, we take natural resources and the global environment into consideration as we aim to realize a sustainable supply chain.

Respecting human rights and the natural environment by using coffee beans from Rainforest Alliance Certified farms

For our MACHI café in-store freshly brewed coffee service, we use only coffee beans from Rainforest Alliance Certified farms*. This certification is awarded to farms that use sustainable farming methods to meet rigorous environmental, social and economic standards.

At the Ipanema plantation in Brazil, where we procure our coffee beans, we are working to improve the working environment for plantation workers and support the education of the children. We are also working to protect the lush greenery by creating a nature conservation area within the plantation. For example, 200 honeybee hives have been set up to promote pollination of



For more information: ra.org



We provide a comfortable working environment for workers



Specially-designed cups drawn by artists with disabilities

various native plants and increase biodiversity.

In addition, the cups used to serve coffee were, for a specified period, designed by artists with disabilities. This initiative is the culmination of an idea selected from Lawson's internal open competition project.

*Not applicable to the single origin or decaffeinated series.

Caring for forests by handling forest-certified products

FSC® certification and PEFC certification implement mechanisms by which forests can be utilized while solving problems that threaten them, such as deforestation and illegal logging.

Lawson endorses these forest certifications and is developing and marketing paper products and paper containers and packaging made from certified lumber.

We use FSC®-certified and PEFC-certified products, which are made from wood produced from properly managed forests, recycled resources, and other raw materials from controlled sources, for our original paper cups and beverage cartons.

We will continue our efforts to handle products and procure raw materials that are sustainable and socially and environmentally friendly.

Primary products with forest certification



Environmentally friendly paper cups



Lawson has signed the United Nations Global Compact and will contribute to the development of a sustainable society by supporting and practicing the ten principles in four areas consisting of human rights, labour, environment and anti-corruption.

Under our Group philosophy, we will earnestly consider what we can do for our customers, our communities and the Planet and actively take on the challenge of resolving medium- and long-term issues involving the environment and society.

WE SUPPORT

