

## Eleven-Year Financial Summary

	(Unit: Millions of yen)				
(Fiscal year)	2021	2020	2019	2018	2017
<b>For the year:</b>					
Gross operating revenue					
Income from franchised stores	¥ 291,802	¥ 288,480	¥ 314,260	¥ 302,136	¥ 289,232
Net sales	292,237	275,945	302,843	288,579	264,734
Other operating revenue	114,331	101,576	113,132	109,931	103,357
Total gross operating revenue	698,371	666,001	730,236	700,647	657,324
Operating income	47,096	40,876	62,943	60,781	65,820
Profit attributable to owners of the parent	17,900	8,689	20,108	25,585	26,828
Net cash provided by operating activities	146,644	227,954	202,703	128,594	113,938
Net cash used in investing activities	(51,781)	(29,983)	(49,074)	(81,017)	(91,209)
Net cash used in (provided by) financing activities	(109,516)	(140,642)	(163,910)	277,937	(61,238)
Capital expenditures	86,351	48,837	90,726	140,071	140,495
Depreciation and amortization <sup>2</sup>	79,942	80,778	79,183	66,844	58,601
<b>At year-end:</b>					
Total assets	¥ 1,337,245	¥ 1,365,430	¥ 1,357,732	¥ 1,342,329	¥ 900,256
Net assets	278,473	272,931	275,347	281,982	281,446
Shareholders' equity ratio	20.4%	19.6%	20.0%	20.6%	30.6%
Cash and cash equivalents	388,444	401,136	343,583	354,236	30,120
Total number of stores in Japan	14,656	14,476	14,444	14,659	13,992
Number of employees (full-time)	10,362	10,385	10,572	10,395	10,028
<b>Per share data:</b>					
Profit (yen/U.S. dollars <sup>1</sup> )	¥ 178	¥ 86	¥ 200	¥ 255	¥ 268
Annual dividends (yen/U.S. dollars <sup>1</sup> )	150	150	150	255	255
Payout ratio	83.9%	172.7%	74.6%	99.7%	95.1%
<b>Financial data:</b>					
Return on equity (ROE)	6.6%	3.2%	7.3%	9.3%	9.7%
Return on assets (ROA)	1.3%	0.6%	1.5%	2.3%	3.0%
<b>Net sales of all stores (Domestic convenience store business):</b>					
<b>Net sales by store format<sup>3,4</sup></b>					
Franchise stores	¥ 2,182,725	¥ 2,132,618	¥ 2,296,838	¥ 2,233,739	¥ 2,069,609
Directly managed stores	29,256	33,200	48,162	51,569	91,075
<b>Net sales by product category<sup>3,4</sup></b>					
Processed foods	1,190,886	1,156,760	1,237,391	1,202,619	1,138,966
Fast foods	480,260	462,497	546,542	544,530	509,415
Daily foods	343,668	343,772	351,442	329,545	314,481
Non-food products	197,166	202,788	209,624	208,612	197,821
Net sales of all stores	¥ 2,211,981	¥ 2,165,818	¥ 2,345,000	¥ 2,285,308	¥ 2,160,684
Ratio of operating income to net sales of all stores	1.2%	1.2%	1.9%	2.0%	2.4%

\*1. The U.S. dollar amounts represent the Japanese yen exchange rate against the US dollar as of February 28, 2022 (\$1 = 115.55 yen).

\*2. These figures include 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.

						(Unit: Millions of yen)	(Unit: Thousands of U.S. dollars <sup>1)</sup> )
2016	2015	2014	2013	2012	2011	2021	
¥ 275,312	¥ 261,681	¥ 247,681	¥ 242,078	¥ 230,002	¥ 215,573	\$ 2,525,340	
254,169	227,606	174,044	168,159	192,942	208,063	2,529,096	
101,806	94,165	76,188	75,009	64,500	55,320	989,450	
631,288	583,452	497,913	485,247	487,445	478,957	6,043,886	
73,772	72,541	70,482	68,126	66,246	61,769	407,581	
36,400	31,381	32,686	37,965	33,182	24,885	154,911	
99,864	112,205	110,567	81,503	85,188	86,356	1,269,104	
(76,227)	(68,657)	(100,434)	(47,924)	(54,196)	(52,912)	(448,135)	
(25,638)	(50,201)	(3,289)	(39,650)	(31,979)	(27,544)	(947,780)	
119,784	106,747	141,251	84,032	77,361	74,572	747,304	
56,199	49,293	41,826	47,888	43,886	37,845	691,839	
¥ 866,577	¥ 803,212	¥ 764,614	¥ 620,992	¥ 579,809	¥ 531,453	\$ 11,572,878	
285,995	272,997	263,797	250,497	230,181	214,662	2,409,987	
31.7%	32.9%	33.5%	39.5%	39.1%	39.7%		
67,692	69,793	76,754	68,759	72,766	73,670	3,361,696	
13,111	12,395	12,276	11,606	11,130	10,457		
9,403	8,377	7,606	6,336	6,404	6,475		
¥ 363	¥ 314	¥ 327	¥ 380	¥ 332	¥ 249	\$ 1.55	
250	245	240	220	200	180	1.30	
68.7%	78.1%	73.4%	57.9%	60.2%	72.2%		
13.5%	12.0%	13.0%	16.1%	15.2%	12.0%		
4.4%	4.0%	4.7%	6.3%	6.0%	4.9%		
¥ 1,958,550	¥ 1,880,395	¥ 1,827,779	¥ 1,810,418	¥ 1,747,915	¥ 1,651,433	\$ 18,889,875	
84,736	79,872	105,019	126,873	156,339	173,820	253,189	
1,073,044	1,033,448	1,034,355	1,060,455	1,063,120	1,022,378	10,306,067	
481,267	463,431	429,212	408,672	372,706	345,226	4,156,296	
294,141	276,885	277,210	275,437	271,920	263,101	2,974,193	
194,833	186,498	192,020	192,726	196,506	194,546	1,706,326	
¥ 2,043,287	¥ 1,960,266	¥ 1,932,798	¥ 1,937,292	¥ 1,904,254	¥ 1,825,253	\$ 19,143,064	
2.8%	2.9%	3.2%	3.5%	3.5%	3.4%		