

## Eleven-Year Financial Summary

(Unit: Millions of yen)

(Fiscal year)	2022	2021	2020	2019	2018
<b>For the year:</b>					
Gross operating revenue					
Income from franchised stores	¥ 251,564	¥ 291,802	¥ 288,480	¥ 314,260	¥ 302,136
Net sales	604,812	292,237	275,945	302,843	288,579
Other operating revenue	132,244	114,331	101,576	113,132	109,931
Total gross operating revenue	988,621	698,371	666,001	730,236	700,647
Operating income	55,056	47,096	40,876	62,943	60,781
Profit attributable to owners of the parent	24,689	17,900	8,689	20,108	25,585
Net cash provided by operating activities	176,045	146,644	227,954	202,703	128,594
Net cash used in investing activities	(45,626)	(51,781)	(29,983)	(49,074)	(81,017)
Net cash used in (provided by) financing activities	(124,028)	(109,516)	(140,642)	(163,910)	277,937
Capital expenditures	88,026	86,351	48,837	90,726	140,071
Depreciation and amortization*2	84,848	79,942	80,778	79,183	66,844
<b>At year-end:</b>					
Total assets	¥ 1,366,166	¥ 1,337,245	¥ 1,365,430	¥ 1,357,732	¥ 1,342,329
Net assets	287,099	278,473	272,931	275,347	281,982
Shareholders' equity ratio	20.6%	20.4%	19.6%	20.0%	20.6%
Cash and cash equivalents	396,958	388,444	401,136	343,583	354,236
Total number of stores in Japan	14,631	14,656	14,476	14,444	14,659
Number of employees (full-time)	10,648	10,362	10,385	10,572	10,395
<b>Per share data:</b>					
Profit (yen/U.S. dollars*1)	¥ 246	¥ 178	¥ 86	¥ 200	¥ 255
Annual dividends (yen/U.S. dollars*1)	150	150	150	150	255
Payout ratio	60.8%	83.9%	172.7%	74.6%	99.7%
<b>Financial data:</b>					
Return on equity (ROE)	8.9%	6.6%	3.2%	7.3%	9.3%
Return on assets (ROA)	1.8%	1.3%	0.6%	1.5%	2.3%
<b>Net sales of all stores (Domestic convenience store business):</b>					
<b>Net sales by store format*3*4</b>					
Franchise stores	¥ 2,272,571	¥ 2,182,725	¥ 2,132,618	¥ 2,296,838	¥ 2,233,739
Directly managed stores	26,947	29,256	33,200	48,162	51,569
<b>Net sales by product category*3*4</b>					
Processed foods	1,229,474	1,190,886	1,156,760	1,237,391	1,202,619
Fast foods	517,272	480,260	462,497	546,542	544,530
Daily foods	352,081	343,668	343,772	351,442	329,545
Non-food products	200,690	197,166	202,788	209,624	208,612
Net sales of all stores	¥ 2,299,518	¥ 2,211,981	¥ 2,165,818	¥ 2,345,000	¥ 2,285,308
Ratio of operating income to net sales of all stores	1.5%	1.2%	1.2%	1.9%	2.0%

\*1. The U.S. dollar amounts represent the Japanese yen exchange rate against the US dollar as of February 28, 2023 (\$1 = 136.33 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*)			
2017		2016		2015		2014		2013		2012		2022	
¥	289,232	¥	275,312	¥	261,681	¥	247,681	¥	242,078	¥	230,002	\$	1,845,258
	264,734		254,169		227,606		174,044		168,159		192,942		4,436,382
	103,357		101,806		94,165		76,188		75,009		64,500		970,029
	657,324		631,288		583,452		497,913		485,247		487,445		7,251,676
	65,820		73,772		72,541		70,482		68,126		66,246		403,844
	26,828		36,400		31,381		32,686		37,965		33,182		181,097
	113,938		99,864		112,205		110,567		81,503		85,188		1,291,315
	(91,209)		(76,227)		(68,657)		(100,434)		(47,924)		(54,196)		(334,673)
	(61,238)		(25,638)		(50,201)		(3,289)		(39,650)		(31,979)		(909,763)
	140,495		119,784		106,747		141,251		84,032		77,361		645,683
	58,601		56,199		49,293		41,826		47,888		43,886		622,372
¥	900,256	¥	866,577	¥	803,212	¥	764,614	¥	620,992	¥	579,809	\$	10,021,023
	281,446		285,995		272,997		263,797		250,497		230,181		2,105,912
	30.6%		31.7%		32.9%		33.5%		39.5%		39.1%		
	30,120		67,692		69,793		76,754		68,759		72,766		2,911,744
	13,992		13,111		12,395		12,276		11,606		11,130		
	10,028		9,403		8,377		7,606		6,336		6,404		
¥	268	¥	363	¥	314	¥	327	¥	380	¥	332	\$	1.80
	255		250		245		240		220		200		1.10
	95.1%		68.7%		78.1%		73.4%		57.9%		60.2%		
	9.7%		13.5%		12.0%		13.0%		16.1%		15.2%		
	3.0%		4.4%		4.0%		4.7%		6.3%		6.0%		
¥	2,069,609	¥	1,958,550	¥	1,880,395	¥	1,827,779	¥	1,810,418	¥	1,747,915	\$	16,669,633
	91,075		84,736		79,872		105,019		126,873		156,339		197,660
	1,138,966		1,073,044		1,033,448		1,034,355		1,060,455		1,063,120		9,018,367
	509,415		481,267		463,431		429,212		408,672		372,706		3,794,264
	314,481		294,141		276,885		277,210		275,437		271,920		2,582,564
	197,821		194,833		186,498		192,020		192,726		196,506		1,472,090
¥	2,160,684	¥	2,043,287	¥	1,960,266	¥	1,932,798	¥	1,937,292	¥	1,904,254	\$	16,867,293
	2.4%		2.8%		2.9%		3.2%		3.5%		3.5%		

## Industry Trends and Sales, Store-Related Data

### Industry Trends

In 2022 (January–December), the convenience store industry saw strong sales of onigiri rice balls, bento (boxed meals), fried foods, frozen foods, soft drinks, and other items due to product development and assortment selection carried out in response to such factors as regular one-stop shopping, the complete lifting of priority measures used to prevent the spread of COVID-19, and recovery in the flow of people, which accompanied the implementation of the national travel support program. As a result, total annual industry sales increased 3.7% year-on-year to 12,199.6 billion yen, with net sales at existing stores increasing 3.3% year-on-year. As of the end of December, the total number of stores was 56,232.\*

\*For annual sales and the total number of stores, we referred to the Current Survey of Commerce issued by the Ministry of Economy, Trade and Industry. For the increase/decrease ratio in existing store sales, we referred to the Convenience Store Statistics Investigation Annual Report issued by the Japan Franchise Association.

### Retail industry market size and convenience store share\*1

(Billions of yen)

(Calendar year)	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Total retail industry annual sales*2	154,402	150,462	146,457	145,047	144,965	142,514	139,877	140,666	141,219	138,897	137,585
Convenience store sector annual sales*2	12,199	11,760	11,642	12,184	11,978	11,745	11,445	10,995	10,423	9,872	9,477
Convenience store share in the retail industry	7.9%	7.8%	7.9%	8.4%	8.3%	8.2%	8.1%	7.8%	7.3%	7.1%	6.9%

Source: Current Survey of Commerce, Ministry of Economy, Trade and Industry

\*1 The figures above reflect the revision of the figures in 2004 and onwards that the Ministry of Economy, Trade and Industry compiled in March 2013.

\*2 Annual sales amounts of the retail industry and the convenience store sector are on a calendar-year basis.

### The net sales of all stores among the top three chains in the convenience store industry\*3

(Billions of yen)

(Fiscal year)	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Lawson	2,545	2,442	2,349	2,506	2,424	2,283	2,157	2,049	1,961	1,945	1,907
Seven-Eleven Japan	5,149	4,953	4,871	5,010	4,899	4,678	4,516	4,291	4,008	3,781	3,508
FamilyMart*4	2,958	2,842	2,764	2,965	2,983	3,016	3,009	2,006	1,860	1,722	1,585
Total of the top three chains	10,652	10,237	9,984	10,482	10,306	9,977	9,682	8,346	7,829	7,448	7,000
Total market share of the top three chains	87.3%	87.0%	85.8%	86.0%	86.0%	84.9%	84.6%	75.9%	75.1%	75.4%	73.9%

Source: Data published by each company

\*3 The figures for the top three chains are on a fiscal-year basis, while the total market share of the top three chains is the proportion in convenience store sector annual sales on a calendar-year basis.

\*4 In September 2016, Circle K Sunkus and FamilyMart merged and, in November 2018, brand integration of approximately 5,000 stores was completed.

### Number of convenience stores

(Stores)

(Calendar year)	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Number of convenience stores	56,232	56,352	56,542	56,502	56,574	56,374	55,636	54,505	52,725	50,234	47,801

Source: Current Survey of Commerce, Ministry of Economy, Trade and Industry

### Non-consolidated operating results

(Millions of yen)

(Fiscal year)	2022	As a percentage of all convenience stores	2021	2020	2019	2018
Net sales of all convenience stores	2,299,518	100.0%	2,211,981	2,165,818	2,296,156	2,236,125
Gross operating revenue	357,571	15.5%	355,102	354,825	390,811	385,678
Gross operating profit	338,354	14.7%	333,784	330,600	356,385	348,491
Selling, general and administrative expenses	303,165	13.2%	307,913	304,449	311,660	302,779
Advertising and promotional expenses	10,997	0.5%	10,929	9,800	14,112	13,363
Personnel expenses	43,723	1.9%	44,184	44,845	46,261	45,903
Rents	182,919	8.0%	181,260	180,709	181,194	172,574
Other SG&A expenses	65,524	2.8%	71,539	69,094	70,091	70,939
Operating income	35,188	1.5%	25,870	26,150	44,725	45,711
Ordinary income	40,618	1.8%	34,278	33,700	45,962	51,443
Profit	22,595	1.0%	13,470	15,894	15,486	31,002

### Management policies for fiscal 2022

During the fiscal year under review, or the fiscal year ended February 28, 2023, we continued to take rigorous prevention measures against the spread of COVID-19 and responded to “new normal” demand by exerting concerted Group-wide efforts. Specifically, under the leadership of our Lawson Group Sweeping Transformation Executive Committee, which was launched in September 2020 to realize “Challenge 2025” formulated for 2025, the 50th anniversary of our foundation, we renovated our stores and revamped our product lineups in our domestic convenience store business in response to changes in the business environment. The whole Lawson Group endeavored to resolve medium- to long-term issues for sustainable growth, acquire new revenue opportunities, and foster job satisfaction. Upholding a strategic concept of focusing on community-based x individual customer and individual store-focused operations, we introduced an area company system in the Hokkaido and Kinki regions ahead of other regions. Under the new system, the roles and scope of discretion assigned to the headquarters and areas were reviewed, and greater authority and discretion were delegated to the respective areas so as to expedite decision-making and speed up the hypothesis/verification cycle.

### Domestic convenience store business

The state of quasi-emergency declaration was lifted in March 2022. There have been repeated waves of new COVID-19 cases during the fiscal year under review, but an overall rising trend was seen in the movement of people.

Amid such drastic shifts in the business landscape, Lawson has been proceeding with store renovations considering the characteristics/situation of each store, helping them expand their merchandise assortment of frozen foods and other daily necessities to adapt to changes in customers’ lifestyles and better address customer needs. By the end of fiscal 2022, we had completed the renovation of some 2,985 stores, and the total number of stores renovated since fiscal 2021 reached 7,290. Installation of the Machikado Chubo in-store kitchen service at stores also progressed, with 9,191 stores equipped with the service as of the end of fiscal 2022. In addition, we implemented a full-scale introduction of MUJI products at Lawson stores in May 2022, with a total of 9,621 stores including those in the previous fiscal year offering the merchandise as of the end of fiscal 2022.

In store operations, as we work our way toward 2025, our 50th anniversary year, we launched the Happy Lawson Project! in June 2022 with the aim of creating new hubs of refreshment in every community, and promoted measures to fulfill the three promises of our business policy—“Superior taste,” “Human kindness,” and “Environmental (Machi) friendliness”—in an effort to operate Lawson stores endorsed by all our customers.

In addition to further strengthening our distinctive products that focus on taste and health, we are also working to provide heartfelt customer service in our stores. Furthermore, we are continuing with our environmentally friendly measures such as reducing food loss, plastic usage, and CO<sub>2</sub> emissions.

### Merchandising and service strategies

Sales continued to surge in frozen foods, fast-food counter items, and products offered by the Machikado Chubo in-store kitchen service, whose assortments we have been endeavoring to expand with the aim of supporting the daily lives of customers with store renovations. In the frozen food range, sales were strong for ingredients and deli items that fulfill customers’ pantry needs as well as for groundbreaking items such as frozen desserts. In the fast-food counter range, KARAAGE-KUN Fried Chicken in new flavors, their sauce-topped series, and Protein Chicken for protein lovers enjoyed robust sales. With regard to products offered by the Machikado Chubo in-store kitchens, we saw strong performance for regular items such as the mixed-seafood tempura rice bowl as well as deli items and box lunch items in which rice is packed separately, launched after October 2022.

Furthermore, we strengthened our merchandise assortment of regular products and rolled out sales promotional measures, which resulted in the strong performance of onigiri rice balls and the Korega Bento box lunch series in the rice range and deli items in the daily food range. In addition, new dessert products such as Nama Custard Cream Puffs and Rich Canelé also contributed to sales. MUJI cosmetics and baked sweets, which we are currently in the process of expanding introduction, recorded strong sales.

The combined number of stores listed on four food delivery services such as Uber Eats, reached 3,558 in 46 prefectures as of the end of February 2023. In addition, Uber Eats delivers over-the-counter (OTC) drugs sold at 91 Lawson stores in 17 prefectures.

### Store operations

In store operations, we continued to focus on reinforcing adherence to the three essential practices, which emphasize (1) serving customers courteously; (2) offering a merchandise assortment focused on basic items with high demand; and (3) keeping our stores and communities clean. In our efforts to respond to customer needs and increase sales, we also focused on expanding our merchandise assortment to respond to changes in customer lifestyles and values. Furthermore, we kept up our initiatives to increase the profitability of franchise stores, including helping them streamline their store operation and control costs associated with food waste and utility expenses.

## Store development

In opening new stores, the Group continued to focus on developing profitable stores.

During the fiscal year under review, the total number of Lawson, NATURAL LAWSON, and LAWSON STORE100 stores opened in Japan stood at 228 stores. Meanwhile, we closed a total of 253. As of the end of February 2023, the total number of domestic stores was 14,631\*.

In an effort to establish convenience store models catered to an aging population and a growing trend toward health consciousness, we are building partnerships with dispensing pharmacy and drug store chains to operate healthcare-oriented Lawson stores that offer OTC pharmaceuticals and prescription drugs, as well as a wider assortment of cosmetics and daily necessities than conventional Lawson stores. The number of stores offering non-prescription drugs has reached 298 stores (includes 51 pharmacy Lawson stores equipped with drug-dispensing pharmacies) as of the end of February 2023. Moreover, the number of stores with nursing care consultation desks for seniors has reached 20 as of the end of February 2023. Furthermore, we have also been expanding our chain of in-hospital Lawson stores, which feature strengthened focus on medical, sanitary, and nursing supplies in addition to merchandise and services offered at standard convenience stores. The number of such stores has reached 345 as of the end of February 2023. Building on our expertise developed through operation of in-hospital Lawson stores, we will continue to support the lives of all people interacting with hospitals.

Our NATURAL LAWSON stores, which are popular among customers for supporting their beauty, health, and comfortable lifestyles, offer an exclusive selection of finely picked items of value, including food made with healthy ingredients and environmentally friendly detergents and cosmetics. Meanwhile, our LAWSON STORE100 stores offer daily necessities and safe, reliable, and high-quality fruits and vegetables with a focus on freshness, supporting customers' daily dietary lives by helping them plan their meals. The stores are visited by customers of all ages including children and the elderly, and particularly single people and homemakers. As of the end of February 2023, we operate 131 NATURAL LAWSON stores and 661 LAWSON STORE100 stores.

\*The numbers of store openings and closings and total number of stores in Japan include stores operated by Lawson, Inc. and three equity-method affiliates, Lawson Kochi, Inc., Lawson Minamikyushu, Inc., and Lawson Okinawa, Inc.

## Number of stores in the convenience store business in Japan

(Stores)

(Fiscal year)	2022	2021	2020	2019	2018
Total number of stores	14,631	14,656	14,476	14,444	14,659
Openings	228	483	373	554	1,067
Closings	253	303	341	769	400
Net increase (decrease)	-25	180	32	-215	667

Note: These figures include stores operated by Lawson Kochi, Inc., Lawson Minamikyushu, Inc., and Lawson Okinawa, Inc.

## Number of convenience stores in Japan

(Fiscal year)	2022		Net increase (decrease) in the term	2021		2020	
	Stores	Share		Stores	Share	Stores	Share
<b>Lawson, Inc.</b>							
<b>Directly managed stores</b>							
Lawson	203	1.4%	2	201	1.4%	221	1.5%
NATURAL LAWSON	8	0.1%	-2	10	0.1%	18	0.1%
<b>Franchise stores</b>							
Type B	1,933	13.2%	-23	1,956	13.3%	1,786	12.3%
Type G	1,249	8.5%	-28	1,277	8.7%	1,320	9.1%
Type C	9,857	67.4%	40	9,817	67.0%	9,744	67.3%
NATURAL LAWSON	123	0.8%	-3	126	0.9%	125	0.9%
LAWSON STORE 100	661	4.5%	-8	669	4.6%	679	4.7%
Subtotal	14,034	95.9%	-22	14,056	95.9%	13,893	96.0%
<b>Lawson Kochi, Inc.</b>							
<b>Directly managed stores</b>							
	5	0.0%	-1	6	0.0%	4	0.0%
<b>Franchise stores</b>							
	133	0.9%	1	132	0.9%	135	0.9%
Subtotal	138	0.9%	—	138	0.9%	139	1.0%
<b>Lawson Minamikyushu, Inc.</b>							
<b>Directly managed stores</b>							
	2	0.0%	—	2	0.0%	2	0.0%
<b>Franchise stores</b>							
	198	1.4%	-2	200	1.4%	197	1.4%
Subtotal	200	1.4%	-2	202	1.4%	199	1.4%
<b>Lawson Okinawa, Inc.</b>							
<b>Directly managed stores</b>							
	2	0.0%	-1	3	0.0%	3	0.0%
<b>Franchise stores</b>							
	257	1.8%	—	257	1.8%	242	1.7%
Subtotal	259	1.8%	-1	260	1.8%	245	1.7%
<b>Total number of convenience stores in Japan</b>	<b>14,631</b>	<b>100.0%</b>	<b>-25</b>	<b>14,656</b>	<b>100.0%</b>	<b>14,476</b>	<b>100.0%</b>

## Overview of sales

Net sales for all Lawson chain stores (consolidated) in fiscal 2022 were 2,545.4 billion yen (up 4.2% year-on-year). This was due to the increased sales of the domestic convenience store business resulting from the various measures undertaken by the Lawson Group Sweeping Transformation Executive Committee, as well as marketing measures like the Happy Lawson Project ! , the inclusion of two new companies within the scope of consolidation in overseas business, and other measures. Domestic sales at existing stores (non-consolidated) in fiscal 2022 saw strong growth in frozen foods, daily food items, and other products as a result of sales floor expansion undertaken as part of the ideal store format project of the Lawson Group Sweeping Transformation Executive Committee, as well as new menu development and other product innovations. Bento (boxed meals) and counter fast foods also performed well, with particularly favorable results for bento and other products from the Machikado Chubu in-store food preparation service, which grew in popularity, contributing to sales. As a result, existing-store sales in domestic Lawson business increased 3.6% year-on-year. The number of customers increased 0.9% year-on-year, while average spending per customer increased by 2.7% year-on-year.

### Existing store sales, customer count, and average spending per customer year-on-year\*1

(Fiscal year)	2022	2021	2020	2019	2018	2017
Net sales at existing stores (year-on-year)	103.6%	101.1%	92.7%	100.1%	99.5%	99.9%
Average number of customers	100.9%	98.7%	85.8%	98.4%	97.7%	98.7%
Average spending per customer	102.7%	102.5%	108.0%	101.7%	101.8%	101.3%

\*1 The total of LAWSON and NATURAL LAWSON operated by Lawson, Inc.

### Sales by product category (Consolidated, total net sales in Japan)\*2

(Fiscal year)	2022		2021		2020		2019		2018	
Fast foods (share)	506.6	23.1%	470.4	22.3%	452.8	22.1%	523.3	24.1%	520.4	24.7%
Daily foods (share)	321.3	14.6%	312.9	14.9%	309.3	15.1%	307.3	14.2%	283.9	13.5%
Processed foods (share)	1,174.6	53.6%	1,135.3	53.9%	1,096.3	53.4%	1,143.6	52.7%	1,107.3	52.6%
Portion for cigarettes (share)	627.9	28.6%	601.1	28.6%	559.6	27.3%	559.1	25.8%	532.9	25.3%
Non-food products (share)	190.4	8.7%	186.7	8.9%	192.1	9.4%	195.7	9.0%	194.2	9.2%
Total	2,193.1	100.0%	2,105.4	100.0%	2,050.6	100.0%	2,170.0	100.0%	2,105.9	100.0%

\*2 The total of Lawson and NATURAL LAWSON operated by Lawson, Inc.

## Product categories

Category	Details
Fast foods	Rice dishes, noodles, sandwiches, delicatessen items, fast foods, etc.
Daily foods	Bakery items, desserts, ice cream, fresh foods, etc.
Processed foods	Soft drinks, alcoholic beverages, cigarettes, processed foods, confectionery, etc.
Non-food products	Daily necessities, books, magazines, etc.

### All chain stores: Gross profit margin by product category (Non-consolidated)\*3

(Fiscal year)	2022	2021	2020	2019	2018
Fast foods	40.7%	39.6%	39.2%	38.9%	38.2%
Daily foods	34.9%	34.6%	34.6%	34.3%	34.0%
Processed foods	22.6%	22.7%	23.2%	23.8%	23.9%
Non-food products*4	50.5%	49.9%	49.7%	50.5%	50.3%
Gross profit margin	31.0%	30.7%	31.0%	31.3%	31.2%

### Third-party bill settlement service\*5

(Fiscal year)	2022	2021	2020	2019	2018
Bill settlements (billions of yen)	2,579	2,442	2,465	2,498	2,412
Number of transactions (million)	205.0	204.6	211.2	214.6	215.2

\*3 The total of Lawson and NATURAL LAWSON operated by Lawson, Inc.

\*4 Gross profit margin of non-food products is calculated including commission income.

\*5 The total of Lawson, NATURAL LAWSON and LAWSON STORE 100 operated by Lawson, Inc.

## Overview of Lawson's main contracts (FC-Cn contracts)

Contract period	10 years from day of store opening
Franchise store owner requirements	Be at least 20 years old and have two full-time store employees
Land, building, and operations fixtures	Supplied by headquarters
Store construction and interior fitting	Borne by headquarters
Required start-up capital	3.1 million yen (including tax)
Amounts charged by headquarters	Amounts obtained by multiplying the monthly gross profit by the following percentages <ul style="list-style-type: none"> <li>• Portion of monthly gross profit up to 3 million yen: 45%</li> <li>• Portion of monthly gross profit exceeding 3 million yen up to 4.5 million yen: 70%</li> <li>• Portion of monthly gross profit exceeding 4.5 million yen: 60%</li> </ul>
Partial assumption of mark-down/disposal costs	Headquarters assumes the cost equivalent to the total amount multiplied by the predetermined assumption rate within the following percentage ranges for product sales <ul style="list-style-type: none"> <li>• Portion exceeding 2.0% up to 3.0%: 20%</li> <li>• Portion exceeding 3.0% up to 4.0%: 30%</li> <li>• Portion exceeding 4.0%: 55%</li> </ul>
Partial assumption of lighting/heating costs	Headquarters assumes 50% of lighting/heating costs Note: The amount assumed by headquarters in a given month shall not exceed 250,000 yen.

## Corporate Data As of February 28, 2023

<b>Company name</b>	Lawson, Inc.	<b>Business activities</b>	Franchise chain development of Lawson, NATURAL LAWSON, LAWSON STORE 100, etc.
<b>Headquarters</b>	East Tower, Gate City Ohsaki, 11-2, Ohsaki 1-chome, Shinagawa-ku, Tokyo 141-8643, Japan	<b>Net sales for all stores*1</b>	2,545.4 billion yen (consolidated)
<b>President and CEO, Representative Director, Chairman of the Board</b>	Sadanobu Takemasu	<b>Number of stores*2</b>	20,966 stores
<b>Established</b>	April 15, 1975	<b>Operating areas</b>	All 47 prefectures in Japan, China (Shanghai and surrounding area, Chongqing and surrounding area, Shenyang, Dalian, Beijing and surrounding area, Shenzhen, Xiamen, Wuhan, Hefei, Changsha, Haikou, etc.), Thailand, Indonesia, Philippines, Hawaii
<b>Capital stock</b>	58,506.644 million yen		
<b>Number of employees</b>	10,648 (consolidated)		

\*1 Net sales for all stores (consolidated) is the sum of total sales in domestic convenience store business, overseas business, and Seijo Ishii stores (consolidated subsidiaries only). For Seijo Ishii business, only the total for its company-operated stores is included.

\*2 Among the total number of stores, the number of domestic stores comprises Lawson, NATURAL LAWSON and LAWSON STORE 100 stores operated by Lawson Inc.; Lawson stores operated by Lawson Okinawa Inc., Lawson Minamikyushu Inc., and Lawson Kochi Inc.; and Seijo Ishii stores operated by SEIJO ISHII, CO., LTD. The number of overseas stores represents the total number of Lawson brand stores managed by operating companies in the respective regions.

## Share Information As of February 28, 2023

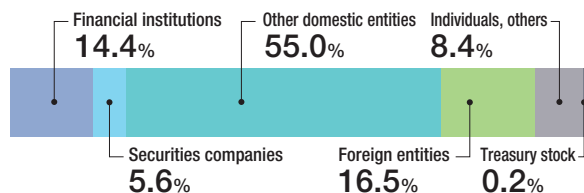
<b>Authorized shares</b>	409,300,000
<b>Shares issued</b>	100,300,000
<b>Shareholders</b>	30,409
<b>Stock exchange listings</b>	Tokyo Stock Exchange (Prime Market)
<b>Stock transfer agent</b>	Mitsubishi UFJ Trust and Banking Corporation 4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo, Japan

### Major shareholders (Top 10)

	Shareholder name	Number of shares held (Thousands)	Percentages of total shares held*
1	Mitsubishi Corporation	50,150	50.1
2	The Master Trust Bank of Japan, Ltd. (Trust account)	8,074	8.1
3	Custody Bank of Japan, Ltd. (Trust account)	2,596	2.6
4	KDDI Corporation	2,110	2.1
5	NTT DOCOMO, INC.	2,092	2.1
6	SMBC Nikko Securities Inc.	1,958	2.0
7	Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.	1,636	1.6
8	Japan Securities Finance Co., Ltd.	1,180	1.2
9	JP MORGAN CHASE BANK 385771	1,084	1.1
10	Employee stockholding association	929	0.9

\*The above percentages of total shares held were calculated after excluding 222,962 treasury stocks.

### Distribution of shareholders by type



## Main Lawson Group Companies As of February 28, 2023

Category	Name of company	Consolidation status
<b>Domestic convenience store business</b>	Lawson, Inc.	
	Lawson Store 100, Inc.	Consolidated subsidiary
	SCI, Inc.	Consolidated subsidiary
	Lawson Urban Works, Inc.	Consolidated subsidiary
	Lawson Okinawa, Inc.	Equity-method affiliate
	Lawson Minamikyushu, Inc.	Equity-method affiliate
	Lawson Kochi, Inc.	Equity-method affiliate
<b>Seijo Ishii business</b>	SEIJO ISHII CO., LTD.	Consolidated subsidiary
<b>Entertainment-related business</b>	Lawson Entertainment, Inc. United Cinemas Co., Ltd.	Consolidated subsidiary (Consolidated subsidiary of Lawson Entertainment, Inc.)
<b>Financial Services Business</b>	Lawson Bank, Inc.	Consolidated subsidiary
<b>Overseas business</b>	Lawson (China) Holdings, Inc.	Consolidated subsidiary
	Shanghai Lawson, Inc.	(Consolidated subsidiary of Lawson (China) Holdings, Inc.)
	Chongqing Lawson, Inc.	(Consolidated subsidiary of Lawson (China) Holdings, Inc.)
	Dalian Lawson, Inc.	(Consolidated subsidiary of Lawson (China) Holdings, Inc.)
	Beijing Lawson, Inc.	(Consolidated subsidiary of Lawson (China) Holdings, Inc.)
	Chengdu Lawson, Inc.	(Consolidated subsidiary of Lawson (China) Holdings, Inc.)
	Saha Lawson Co., Ltd.	Consolidated subsidiary
Lawson Philippines, Inc.	Consolidated subsidiary	
<b>Consulting business</b>	Best Practice, Inc.	Consolidated subsidiary

### Total shareholder return (TSR)

	February 2019	February 2020	February 2021	February 2022	February 2023
<b>Lawson</b>	100.2	87.8	79.1	78.8	88.9
<b>TOPIX total return</b>	92.9	89.5	113.2	117.0	127.0

## Publication of the Integrated Report 2023

Lawson is working to realize its Group philosophy, “Creating Happiness and Harmony in Our Communities,” through the three promises of its business policy: “Superior taste,” “Human kindness,” and “Environmental (Machi) friendliness.”

The Lawson Group Sweeping Transformation Executive Committee is promoting various measures for each project to achieve the goals of the Lawson Group Challenge 2025, marking Lawson’s 50th anniversary in 2025. The whole Group remains committed to solving medium- to long-term social issues to help generate sustainable growth, secure new earnings opportunities, and enhance job satisfaction.

In editing this report, our goal has been to create a communication tool that will help all stakeholders to gain a deeper understanding of Lawson’s initiatives to transform its business to address changes in the community, and in the lifestyles of the people living in it, to pursue long-term value creation with reference to the International Integrated Report Council’s (IIRC) International Integrated Reporting Framework.

Looking ahead, we will continue striving to enhance our disclosures and increase transparency in order to conduct constructive dialogue with our stakeholders.

**Masayuki Itonaga**, Member of the Board, Executive Managing Officer, Chief Financial Officer

### Range of the report

Although portions of this report were produced in cooperation with business partners in fields such as logistics, food manufacturing and waste disposal, its focus is primarily on the business activities of Lawson, its franchise stores and certain affiliated companies.

### Reporting period

The primary focus is on targets for fiscal 2022 (March 1, 2022 – February 28, 2023), but earlier and later activities are also discussed.

 See the Lawson website for details:  
<http://lawson.jp/en/>

### Future forecasts, projections and plans

This report’s coverage extends beyond current information and data for the Lawson Group to future forecasts based on its plans and perspectives at the time of publication. These forecasts represent assumptions and viewpoints arrived at based on information available as of the report’s writing. The actual results may differ from the forecasts due to various circumstances and external environmental factors.

## External recognition As of May 31, 2023



<sup>\*1</sup> Visit the URL below to find out more about the FTSE4Good Index Series.  
<https://www.ftserussell.com/products/indices/ftse4good>

<sup>\*2</sup> Visit the URL below to find out more about the FTSE Blossom Japan Index Series.  
<https://www.ftserussell.com/products/indices/blossom-japan>

<sup>\*3</sup> THE USE BY LAWSON OF ANY MSCI ESG RESEARCH LLC OR ITS AFFILIATES (“MSCI”) DATA, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, RECOMMENDATION, OR PROMOTION OF LAWSON BY MSCI. MSCI SERVICES AND DATA ARE THE PROPERTY OF MSCI OR ITS INFORMATION PROVIDERS, AND ARE PROVIDED ‘AS-IS’ AND WITHOUT WARRANTY. MSCI NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI.

<sup>\*4</sup> Lawson Inc. is a DX-Certified Operator under the Digital Transformation (DX) Certification system provided by the Ministry of Economy, Trade and Industry on August 1, 2021, and this certification was renewed on August 1, 2023.

 For more information about external recognition  
[https://www.lawson.jp/en/ir/library/external\\_recognition.html](https://www.lawson.jp/en/ir/library/external_recognition.html)