

# 単体業績 Non-consolidated operating results

## ■ 主な業績と予想 Results and forecasts for major financial indicators

	2018年度/FY2018		2019年度/FY2019		2020年度(計画)/FY2020(Forecast) <sup>*3</sup>	
	通期/Full year 2018. 3. 1 – 2019. 2. 28		通期/Full year 2019. 3. 1 – 2020. 2. 29		通期計画/Full year 2020. 3. 1 – 2021. 2. 28	
	金額/Amount	前年比/YoY	金額/Amount	前年比/YoY	金額/Amount	前年比/YoY
チェーン全店売上高 (百万円) Net sales of all convenience stores (millions of yen)	2,236,125	106.0%	2,296,156	102.7%	-	-
加盟店売上高 (百万円) Net sales of franchised stores (millions of yen)	2,185,078	106.0%	2,248,475	102.9%	-	-
直営店売上高 (百万円) Net sales of company-operated stores (millions of yen)	51,046	102.6%	47,680	93.4%	-	-
営業総収入 (百万円) <sup>*1</sup> Gross operating revenue (millions of yen)	385,678	103.4%	390,811	101.3%	-	-
営業総利益 (百万円) Operating gross profit (millions of yen)	348,491	103.8%	356,385	102.3%	-	-
(対チェーン全店売上高比) (Operating gross profit on Net sales of all convenience stores)	15.6%		15.5%		-	-
販売費及び一般管理費 (百万円) Selling, general and administrative expenses (millions of yen)	302,779	106.3%	311,660	102.9%	-	-
(対チェーン全店売上高比) (Selling, general and administrative expenses on Net sales of all convenience stores)	13.5%		13.6%		-	-
営業利益 (百万円) Operating income (millions of yen)	45,711	89.6%	44,725	97.8%	-	-
(対チェーン全店売上高比) (Operating income on Net sales of all convenience stores)	2.0%		1.9%		-	-
経常利益 (百万円) Ordinary income (millions of yen)	51,443	101.9%	45,962	89.3%	-	-
当期純利益 (百万円) Profit (millions of yen)	31,002	159.7%	15,486	50.0%	-	-
1株当たり当期純利益 (円) Profit per share (yen)	309.85		154.76		-	-
純資産 (百万円) Net assets (millions of yen)	240,280		233,705		-	-
総資産 (百万円) Total assets (millions of yen)	838,260		858,770		-	-
1株当たり純資産 (円) Net assets per share (yen)	2,399.24		2,333.04		-	-
1株当たり配当額 (円) Cash dividends per share (yen)	255.00		150.00		-	-
総資産当期純利益率 ROA	3.8%		1.8%		-	-
自己資本当期純利益率 ROE	13.1%		6.5%		-	-
流動比率 Current ratio <sup>*2</sup>	40.8%		50.9%		-	-
固定比率 Fixed ratio <sup>*2</sup>	278.8%		282.4%		-	-
自己資本比率 Shareholders' equity ratio	28.6%		27.2%		-	-

(注)

\*1 営業総収入は直営店売上高、加盟店からの収入等の合計です。

\*2 『『税効果会計に係る会計基準』の一部改正』等を当期首から適用しており、過去の主要な経営指標等については、当該会計基準等を遡って適用した後の指標等となっております。

\*3 新型コロナウイルス感染症が世界的に拡大し、国内外の事業環境に大きく影響を及ぼしております。当社グループの事業領域は国内外で多岐にわたり、現時点で業績予想の合理的な算定が困難であることから、2021年2月期の連結業績予想につきましては、未定といたします。今後、業績予想の算定が可能となった段階で、速やかに公表いたします。

Notes:

\*1 The gross operating revenue is a sum of total sales of company-operated stores, income from franchised stores and others.

\*2 Partial Amendments to Accounting Standard for Tax Effect Accounting, etc. have been applied to our non-consolidated financial statements since the beginning of the fiscal year 2019. They have been retrospectively applied to major management indices related to the previous fiscal year.

\*3 The global spread of the novel coronavirus is wielding a considerable impact on the domestic and overseas business environment surrounding the Lawson Group. The Group is engaged in diverse business fields within and outside Japan, making it difficult to make a reasonable projection of its financial performance at this point. Therefore, the forecast of the Group's consolidated financial performance for the fiscal year ending February 2021 remains undetermined at this point. The Group's forecast will be promptly announced when its calculation becomes possible.

# 単体業績 Non-consolidated operating results

LAWSON

## ■ 損益計算書 Non-consolidated statement of income

		2018年度/FY2018		2019年度/FY2019		前年増減
		2018. 3. 1 - 2019. 2. 28		2019. 3. 1 - 2020. 2. 29		Increase (Decrease)
		百万円/Millions of yen	前年比/YoY	百万円/Millions of yen	前年比/YoY	百万円/Millions of yen
A. 営業総収入 Gross operating revenue	B + E	385,678	103.4%	390,811	101.3%	5,133
B. 売上高 Net sales		51,376	100.6%	47,680	92.8%	-3,695
C. 売上原価 Cost of sales		37,187	100.2%	34,426	92.6%	-2,761
D. 売上総利益 Gross profit	B - C	14,188	101.7%	13,254	93.4%	-934
E. 営業収入 Operating revenue	F + G	334,302	103.9%	343,131	102.6%	8,828
F. 加盟店からの収入 Income from franchised stores		294,483	104.4%	305,631	103.8%	11,147
G. その他の営業収入 Other operating revenue		39,818	100.1%	37,499	94.2%	-2,319
H. 営業総利益 Operating gross profit	A - C = D + E	348,491	103.8%	356,385	102.3%	7,894
I. 販売費及び一般管理費 Selling, general and administrative expenses		302,779	106.3%	311,660	102.9%	8,880
J. 営業利益 Operating income	H - I	45,711	89.6%	44,725	97.8%	-986
営業外収益 Non-operating income		11,236	344.0%	9,001	80.1%	-2,235
営業外費用 Non-operating expenses		5,505	145.7%	7,764	141.0%	2,258
経常利益 Ordinary income		51,443	101.9%	45,962	89.3%	-5,480
特別利益 Extraordinary income		6,494	-	164	2.5%	-6,329
特別損失 Extraordinary losses		17,365	80.5%	25,279	145.6%	7,913
税引前当期純利益 Profit before income taxes		40,572	138.7%	20,848	51.4%	-19,723
法人税、住民税及び事業税 Income taxes - current		12,438	136.6%	6,754	54.3%	-5,683
法人税等調整額 Income taxes - deferred		-2,868	-	-1,391	48.5%	1,476
当期純利益 Profit		31,002	159.7%	15,486	50.0%	-15,516

## ■ 販売費及び一般管理費の主な明細 Selling, general and administrative expenses \*

	2018年度/FY2018		2019年度/FY2019		前年増減
	2018. 3. 1 - 2019. 2. 28		2019. 3. 1 - 2020. 2. 29		Increase (Decrease)
	百万円/Millions of yen	前年比/YoY	百万円/Millions of yen	前年比/YoY	百万円/Millions of yen
地代家賃 Rents	113,181	105.8%	117,068	103.4%	3,886
人件費 Personnel expenses	45,903	102.6%	46,261	100.8%	358
有形固定資産減価償却費 Depreciation of property and store equipment	45,642	112.0%	48,749	106.8%	3,106
広告宣伝費 Advertising expenses	13,363	106.5%	14,112	105.6%	748
販売手数料 Sales commission	22,384	113.2%	19,529	87.2%	-2,854
その他 Other	62,303	103.9%	65,937	105.8%	3,634
合計 Total	302,779	106.3%	311,660	102.9%	8,880

(注)

\* ITコスト(社内管理ベース)は、2019年度累計で127億円になります。なお、ITコストは「有形固定資産減価償却費」及び「その他」に計上していません。

Note:

\* According to our internal calculation, IT-related expenses for the fiscal year 2019 stood at 12.7 billions of yen. These IT-related expenses are recorded under "Depreciation of property and store equipment" and "Other."

## ■ 投融資の状況 Capital expenditure

	2018年度/FY2018	2019年度/FY2019	前年増減	2020年度計画
	2018. 3. 1 - 2019. 2. 28	2019. 3. 1 - 2020. 2. 29	Increase (Decrease)	Forecasts / 2020. 3. 1 - 2021. 2. 28
	百万円/Millions of yen	百万円/Millions of yen	百万円/Millions of yen	百万円/Millions of yen
新店投資 New store investments	38,407	17,624	-20,782	-
既存店投資 Existing store investments	9,771	7,956	-1,814	-
システム関連投資 IT-related investments	8,935	7,532	-1,403	-
その他 Other	-62	145	208	-
投資小計 Subtotal	57,050	33,260	-23,790	-
出資・融資 Investments and advances	-12,205	5,670	17,876	-
リース Leases *	52,035	36,169	-15,865	-
合計 Total	96,880	75,100	-21,779	-
有形固定資産減価償却費 Depreciation of property and store equipment	45,642	48,749	3,106	-
無形固定資産償却費 Amortization of intangible assets	7,515	10,013	2,497	-
減価償却費合計 Total depreciation and amortization	53,158	58,763	5,604	-

(注)

\* リース債務の返済による支出は、2018年度は34,635百万円、2019年度は41,543百万円です。

Note:

\* The amount of repayments of lease obligations is 34,635 millions of yen in fiscal year 2018 and 41,543 millions of yen in fiscal year 2019.

## ■貸借対照表 Non-consolidated balance sheet

[資産の部 Assets]	2018年度 (2019年2月28日現在)	2019年度 (2020年2月29日現在)	2018年度末からの増減
	FY2018 (As of 2019.2.28)	FY2019 (As of 2020.2.29)	Increase (Decrease) from 2019.2.28
	百万円/Millions of yen	百万円/Millions of yen	百万円/Millions of yen
<b>流動資産 Current assets</b>	169,053	199,530	30,477
現金及び預金 Cash and deposits	8,266	22,218	13,951
加盟店貸勘定 Accounts receivable - due from franchised stores	46,032	45,997	-35
リース債権 Lease receivables	26,698	25,125	-1,573
商品 Merchandise	1,501	1,276	-224
前払費用 Prepaid expenses	16,898	17,293	395
未収入金 Accounts receivable - other	57,662	79,093	21,430
その他 Other	12,043	8,534	-3,509
貸倒引当金 Allowance for doubtful accounts	-51	-8	42
<b>固定資産 Non-current assets</b>	669,207	659,239	-9,967
<b>有形固定資産 Property and store equipment</b>	341,088	332,337	-8,750
・建物 Buildings	163,750	157,103	-6,646
・構築物 Structures	30,565	29,069	-1,495
・工具、器具及び備品 Tools, furniture and fixtures	10,087	12,182	2,095
・土地 Land	8,999	8,860	-139
・リース資産 Leased assets	125,580	123,520	-2,059
・建設仮勘定 Construction in progress	2,106	1,601	-505
<b>無形固定資産 Intangible assets</b>	47,784	42,629	-5,155
・ソフトウェア Software	31,868	28,772	-3,096
・のれん Goodwill	15,431	13,387	-2,043
・その他 Other	485	469	-16
<b>投資その他の資産 Investments and other assets</b>	280,333	284,272	3,939
・投資有価証券 Investment securities	12,861	9,897	-2,963
・関係会社株式 Shares of subsidiaries and associates	63,224	67,529	4,305
・関係会社出資金 Investments in capital of subsidiaries and associates	19,838	23,822	3,984
・長期貸付金 Long-term loans receivable	43,079	41,741	-1,337
・関係会社長期貸付金 Long-term loans receivable from subsidiaries and associates	714	555	-158
・長期前払費用 Long-term prepaid expenses	17,415	15,507	-1,907
・差入保証金 Guarantee deposits	93,689	93,307	-381
・繰延税金資産 Deferred tax assets	29,145	31,315	2,170
・その他 Other	1,197	1,224	26
・貸倒引当金 Allowance for doubtful accounts	-833	-630	202
<b>資産合計 Total assets</b>	838,260	858,770	20,509
<b>有形固定資産の減価償却累計額 Accumulated depreciation of property and store equipment</b>	296,344	305,834	9,490

## ■ 貸借対照表 Non-consolidated balance sheet

	2018年度 (2019年2月28日現在)	2019年度 (2020年2月29日現在)	2018年度末からの増減
	FY2018 (As of 2019.2.28)	FY2019 (As of 2020.2.29)	Increase (Decrease) from 2019.2.28
	百万円/Millions of yen	百万円/Millions of yen	百万円/Millions of yen
<b>[負債の部 Liabilities]</b>			
流動負債 Current liabilities	413,869	392,206	-21,663
買掛金 Accounts payable - trade	109,034	113,119	4,084
短期借入金 Short-term loans payable	54,800	38,000	-16,800
関係会社短期借入金 Short-term loans payable to subsidiaries and associates	32,750	40,850	8,100
1年内返済予定の長期借入金 Current portion of long-term loans payable	50,000	-	-50,000
リース債務 Lease obligations	34,391	36,185	1,794
未払金 Accounts payable - other	23,133	28,678	5,545
未払法人税等 Income taxes payable	2,752	5,860	3,108
未払費用 Accrued expenses	2,260	2,294	33
預り金 Deposits received	96,943	115,864	18,921
賞与引当金 Provision for bonuses	2,950	3,142	192
その他 Other	4,854	8,211	3,356
固定負債 Non-current liabilities	184,110	232,858	48,748
長期借入金 Long-term loans payable	-	50,000	50,000
リース債務 Lease obligations	121,603	118,104	-3,499
退職給付引当金 Provision for retirement benefits	11,794	12,566	772
役員退職慰労引当金 Provision for retirement benefits to executive officers	201	226	25
資産除去債務 Asset retirement obligations	27,578	31,537	3,958
その他 Other	22,932	20,423	-2,508
負債合計 Total liabilities	597,980	625,065	27,084
<b>[純資産の部 Net assets]</b>			
株主資本 Shareholders' equity	237,281	232,160	-5,121
資本金 Capital stock	58,506	58,506	-
資本剰余金 Capital surplus	47,761	47,757	-3
・資本準備金 Legal capital surplus	47,696	47,696	-
・その他資本剰余金 Other capital surplus	64	60	-3
利益剰余金 Retained earnings	132,042	126,908	-5,134
・利益準備金 Legal retained earnings	727	727	-
・別途積立金 General reserve	50,000	50,000	-
・繰越利益剰余金 Retained earnings brought forward	81,315	76,180	-5,134
自己株式 Treasury shares	-1,028	-1,011	17
評価・換算差額等 Valuation and translation adjustments	2,782	1,288	-1,493
その他有価証券評価差額金 Valuation difference on available-for-sale securities	3,349	1,496	-1,852
土地再評価差額金 Revaluation reserve for land	-566	-207	358
新株予約権 Subscription rights to shares	215	255	39
純資産合計 Net assets	240,280	233,705	-6,574
負債純資産合計 Liabilities and net assets	838,260	858,770	20,509