

Financial & Non-financial Overview

Eleven-Year Financial Summary

*Japanese yen figures are rounded down to the nearest million yen. US dollar figures are rounded to the nearest thousand dollars.

(Fiscal year)	(Millions of yen)					(Millions of yen)					(Thousands of U.S. dollars ¹)				
	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2019			
For the year:															
Gross operating revenues															
Franchise commissions from franchise stores	¥ 314,260	¥ 302,136	¥ 289,232	¥ 275,312	¥ 261,681	¥ 247,681	¥ 242,078	¥ 230,002	¥ 215,573	¥ 197,673	¥ 185,656	\$ 2,871,796			
Net sales	302,843	288,579	264,734	254,169	227,606	174,044	168,159	192,942	208,063	192,329	233,693	2,767,463			
Other	113,132	109,931	103,357	101,806	94,165	76,188	75,009	64,500	55,320	51,274	47,842	1,033,835			
Total operating revenues	730,236	700,647	657,324	631,288	583,452	497,913	485,247	487,445	478,957	441,277	467,192	6,673,094			
Operating income	62,943	60,781	65,820	73,772	72,541	70,482	68,126	66,246	61,769	55,540	50,275	575,190			
Net income attributable to owners of parent	20,108	25,585	26,828	36,400	31,381	32,686	37,965	33,182	24,885	25,386	12,562	183,754			
Net cash provided by operating activities	202,703	128,594	113,938	99,864	112,205	110,567	81,503	85,188	86,356	72,210	40,695	1,852,359			
Net cash used in investing activities	(49,074)	(81,017)	(91,209)	(76,227)	(68,657)	(100,434)	(47,924)	(54,196)	(52,912)	(30,522)	(42,595)	(448,454)			
Net cash used in financing activities	(163,910)	277,937	(61,238)	(25,638)	(50,201)	(3,289)	(39,650)	(31,979)	(27,544)	(28,798)	(27,238)	(1,497,859)			
Capital expenditures	90,726	140,071	140,495	119,784	106,747	141,251	84,032	77,361	74,572	50,326	71,399	829,079			
Depreciation and amortization ²	0	66,844	58,601	56,199	49,293	41,826	47,888	43,886	37,845	33,083	27,468	0			
At year-end:															
Total assets	¥ 1,357,732	¥ 1,342,329	¥ 900,256	¥ 866,577	¥ 803,212	¥ 764,614	¥ 620,992	¥ 579,809	¥ 531,453	¥ 476,036	¥ 448,131	\$ 12,407,317			
Net assets	275,347	281,982	281,446	285,995	272,997	263,797	250,497	230,181	214,662	208,466	198,135	2,516,196			
Shareholders' equity ratio	20.0%	20.6%	30.6%	31.7%	32.9%	33.5%	39.5%	39.1%	39.7%	42.7%	42.8%				
Cash and cash equivalents	343,583	354,236	30,120	67,692	69,793	76,754	68,759	72,766	73,670	67,712	54,843	3,139,754			
Total number of stores in Japan	14,444	14,659	13,992	13,111	12,395	12,276	11,606	11,130	10,457	9,994	9,761				
Number of employees (full-time)	10,572	10,395	10,028	9,403	8,377	7,606	6,336	6,404	6,475	5,703	5,236				
Per share data:															
Net income (yen/ U.S. dollars ¹)	¥ 200	¥ 255	¥ 268	¥ 363	¥ 314	¥ 327	¥ 380	¥ 332	¥ 249	¥ 255	¥ 127	\$ 1.83			
Cash dividends (yen/ U.S. dollars ¹)	150	255	255	250	245	240	220	200	180	170	160	1.37			
Payout ratio	74.6%	99.7%	95.1%	68.7%	78.1%	73.4%	57.9%	60.2%	72.2%	66.8%	126.3%				
Financial data:															
Return on equity (ROE)	7.3%	9.3%	9.7%	13.5%	12.0%	13.0%	16.1%	15.2%	12.0%	12.8%	6.5%				
Return on assets (ROA)	1.5%	2.3%	3.0%	4.4%	4.0%	4.7%	6.3%	6.0%	4.9%	5.5%	2.8%				
Net sales of all stores (Domestic convenience store business):															
Net sales by store format ^{3,4}															
Franchise stores	¥ 2,296,838	¥ 2,233,739	¥ 2,069,609	¥ 1,958,550	¥ 1,880,395	¥ 1,827,779	¥ 1,810,418	¥ 1,747,915	¥ 1,651,433	¥ 1,499,576	¥ 1,433,678	\$ 20,989,108			
Company-operated stores	48,162	51,569	91,075	84,736	79,872	105,019	126,873	156,339	173,820	183,205	232,459	440,118			
Net sales by product category ^{3,4}															
Processed foods	1,237,391	1,202,619	1,138,966	1,073,044	1,033,448	1,034,355	1,060,455	1,063,120	1,022,378	897,415	902,306	11,307,606			
Fast foods	546,542	544,530	509,415	481,267	463,431	429,212	408,672	372,706	345,226	321,851	324,197	4,994,448			
Daily delivered foods	351,442	329,545	314,481	294,141	276,885	277,210	275,437	271,920	263,101	264,166	239,088	3,211,571			
Non-food products	209,624	208,612	197,821	194,833	186,498	192,020	192,726	196,506	194,546	199,348	200,544	1,915,600			
Net sales of all stores	¥ 2,345,000	¥ 2,285,308	¥ 2,160,684	¥ 2,043,287	¥ 1,960,266	¥ 1,932,798	¥ 1,937,292	¥ 1,904,254	¥ 1,825,253	¥ 1,682,782	¥ 1,666,136	\$ 21,429,225			
Ratio of operating income to net sales of all stores	2.5%	2.5%	2.9%	3.4%	3.5%	3.6%	3.5%	3.5%	3.4%	3.3%	3.0%				

Notes: 1. The U.S. dollar amounts represent Japanese yen exchange rate against the US dollar as of February 29, 2020 (\$1 = ¥109.43).

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.