

## Management Capitals Cultivated with the Community

Under its unique customer-oriented business model characterized by “responsiveness to the needs of everyday life,” “advanced store productivity” and “small commercial area-based manufacturing and retailing,” Lawson will utilize a variety of management capitals cultivated with the community to realize sustainable growth for the company and the creation of value for society.

**LAWSON**

### Operating Capital

Diverse store formats and functions that respond to the needs of everyday life and realize small commercial area-based manufacturing and retailing

#### Domestic Convenience Store Business

- 14,476** stores
- NATURAL LAWSON **143** stores
- LAWSON STORE 100 **679** stores
- Hospital LAWSON **335** stores
- Stores with nursing care consultation desks for seniors **23** stores
- Stores that sell over-the-counter pharmaceuticals **250** stores

#### Seijo Ishii Business

**164** stores

#### Entertainment-related Business

- HMV **57** stores
- UNITED CINEMAS **389** screens

#### Financial Services Business

**13,458** Lawson ATMs

#### Overseas Business

**3,621** stores



### Intellectual Capital

Membership base for enhancing customer satisfaction and digital technology for realizing high-level of store productivity

#### Group ID

- Ponta membership  
Approximately **102.21** million people
- Lawson online members\*1  
Approximately **22** million people
- CLUB SPICE members card members\*2  
Approximately **2.2** million people

\*1 Lawson online members is a membership service offering access to Lawson Group services such as HMV and “L-Tike.”  
\*2 A membership card for the United Cinemas group

#### Digital technology

- Self checkout registers **All stores**
- LAWSON Smartphone Checkout service **Approximately 500** stores
- POS cash register with automatic change dispenser **Approximately 110** stores



### Social and Relationship Capital

Contribution to regions and society to support happy communities

#### Comprehensive regional agreement

**65** local governments

#### Total donations collected by stores\*

**8,357,688,554** yen

Cumulative amount as of the end of June 2021





## Human Capital

Franchise stores and employees, who are the most important capital for realizing happiness in our communities and advanced store productivity

**Consolidated employees** 10,385 people  
**Franchise store owners** 5,906 people  
**Store crews** Approximately 184,000 people

**Multiple store ownership ratio** 45.5%  
**Multiple store ratio** 76.1%

**Selection as a Health and Productivity Management Brand** 4 times  
**Certified Health & Productivity Management Outstanding Organization** 5 times  
**Nadeshiko Brand Selection** 6 times



## Financial Capital

Stable financial foundation enabling a flexible response to changes in the community

**Shareholders' equity** 262.5 billion yen  
**Interest-bearing debt** 438.3 billion yen



## Natural Capital

Environmentally friendly stores and functions to help realize a decarbonized, recycling-oriented society

**Stores with CO<sub>2</sub> refrigeration systems** 4,161 stores  
**Stores conducting food recycling** 16,837 stores

