

# Management Capitals Cultivated with the Community

About Lawson!

Message from Top Management

Creating Happiness in Our Communities - Our Story

Strategy for Creating Happiness in Our Communities

A Management Foundation for Creating Happiness in Our Communities

Finance - Company Information

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.

## 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	Seijo Ishii Business	<b>169</b> stores
	Entertainment-related business	
	• NATURAL LAWSON	<b>14,656</b> stores
	• NATURAL LAWSON	<b>136</b> stores
	• LAWSON STORE 100	<b>669</b> stores
	• Hospital LAWSON	<b>337</b> stores
	• Stores with nursing care consultation desks for seniors	<b>22</b> stores
	• Stores that sell over-the-counter pharmaceuticals	<b>280</b> stores
	• HMV	<b>55</b> stores
	• UNITED CINEMAS	<b>387</b> screens
	Financial Services Business	<b>13,547</b> Lawson ATMs
	Overseas Business	<b>4,862</b> stores

## Intellectual Capital

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

Group ID	Digital technology
• Ponta membership	• Self checkout registers
Approximately <b>106.22</b> million people	All stores
• Lawson online members*	• LAWSON Smartphone Checkout service
Approximately <b>24</b> million people	<b>108</b> stores

\* Lawson online members is a membership service offering access to Lawson Group services such as HMV and “L-Tike.”

## Financial Capital

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

Shareholders' equity **265.3** billion yen Interest-bearing debt **391.4** billion yen

## Human Capital

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

Consolidated employees	<b>10,362</b> people	Selection as a Health and Productivity Management Brand	<b>4</b> times
		Certified Health & Productivity Management Organization	<b>6</b> times
		Nadeshiko Brand Selection	<b>6</b> times

## Social and Relationship Capital

Customers involved in the happiness of our communities

Total number of visitors to Lawson stores per day (domestic) Approximately **1,000** million

## Natural Capital

Food resources for remaining close beside our customers

Established **17** LAWSON Farms