

Overview and Promotion of Challenge 2025

Challenge 2025

New convenience

New hubs of refreshment in every community

Lawson Group Sweeping Transformation Executive Committee

Anticipate new needs
Respond to changing new normal changes



Utilize IT-invested next-generation systems

By strategically selecting investment targets from the three perspectives of environment, social and corporate governance, the aim is to achieve the performance indicators through a business portfolio strategy based on increasing corporate value, balancing growth investment and returns to shareholders, the growth of individual Group companies and the growth of Lawson Group as a whole.

Challenge 2025 performance indicators

ROE **15%** or higher

EPS **500** yen or higher

Results

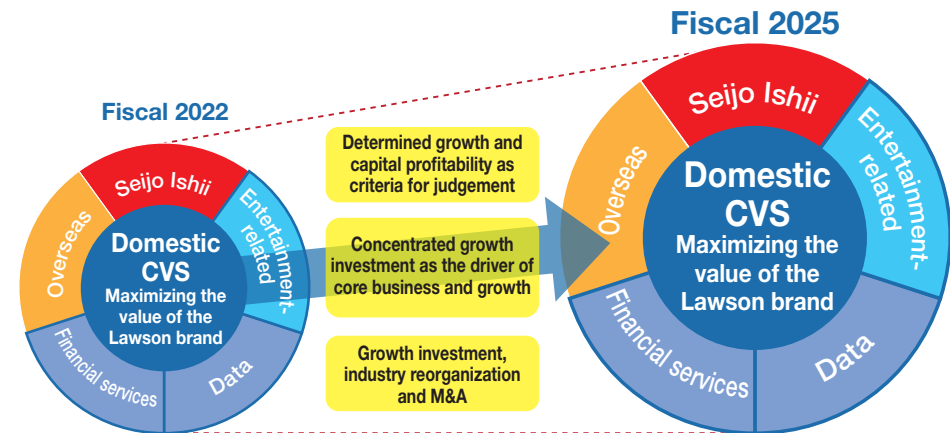
	Fiscal 2019	Fiscal 2020	Fiscal 2021
ROE	7.3%	3.2%	6.6%
EPS	200 yen	86 yen	178 yen

ESG-focused management



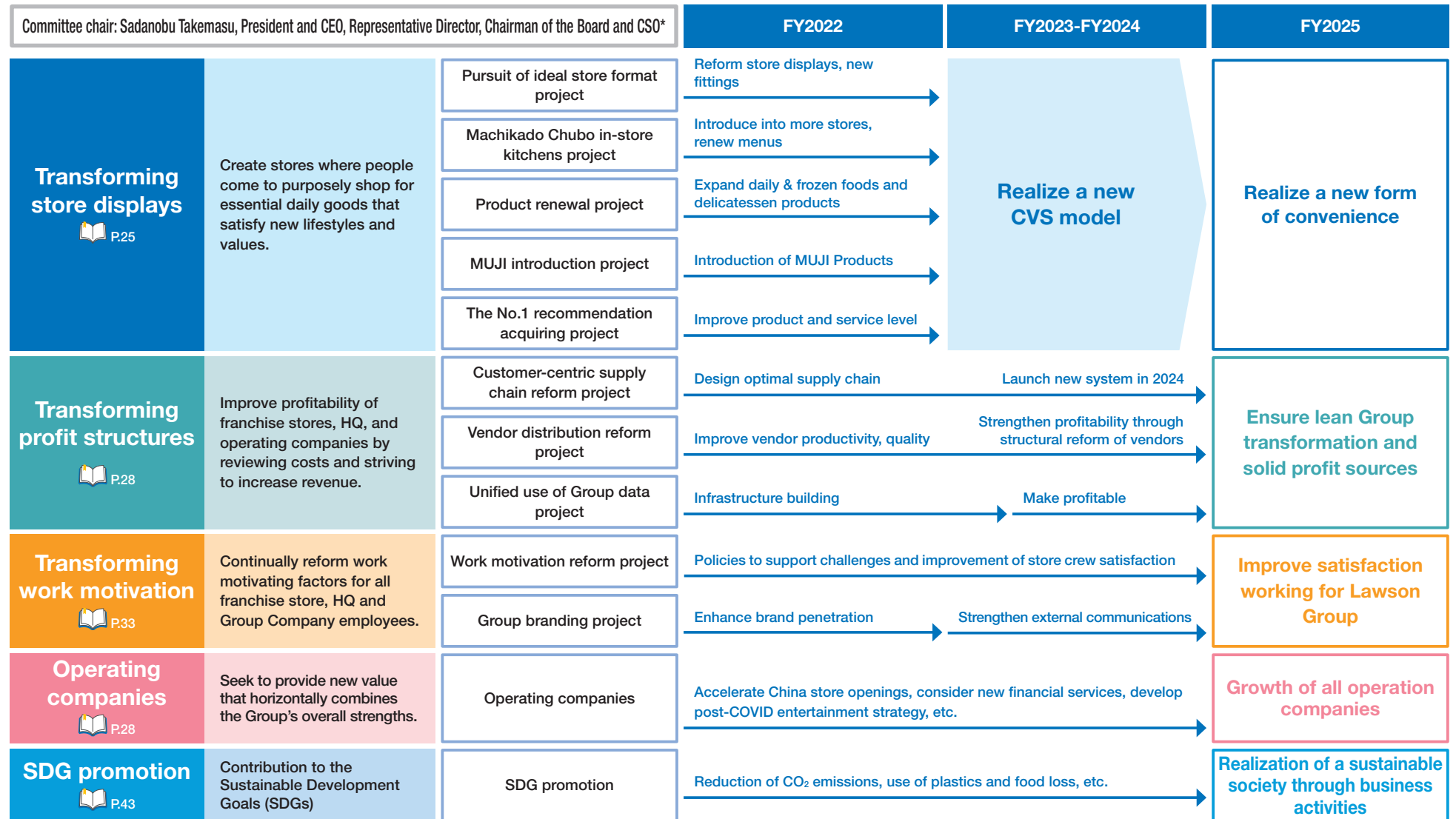
Pursuing new ways to provide convenience with “new hubs of refreshment in every community”

Under Challenge 2025, which was established with a view toward Lawson’s 50th anniversary in 2025, we aim to realize the Group Philosophy, “Creating Happiness and Harmony in Our Communities” by becoming the No. 1 recommended store for our customers, communities, and colleagues and creating “new hubs of refreshment in every community,” as we pursue new ways to provide convenience. In our pursuit of new ways to provide convenience, we established the Lawson Group Sweeping Transformation Executive Committee in September 2020, and we have conducted a range of initiatives to fulfill our business policy comprising Three Promises: “Superior taste,” “Human Kindness” and “Environmental (Machi) friendliness.” As of May 2022, the Committee has formed 10 projects, as well as Group company business activities and SDG promotional activities, and the President himself serves as a Committee Chair. In addition to these initiatives, under Challenge 2025 we will also strategically select investment targets from the three perspectives of environment, society, and corporate governance while aiming to achieve the 2025 performance



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Milestones for the Lawson Group Sweeping Transformation Executive Committee



*CSO: Chief Sustainability Officer