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Message from the President

P06



**Creating
new forms of conveniences
on-site**

Feature:Machikado Chubo In-store Kitchens Project

P16

▶ We want customers and franchise stores to know that our products are specifically for them

Feature:Management Owner

P25

▶ Making the convenience store into a desirable profession

Message from the CFO

P31



**We aim to disclose information
to meets market need so that
we can be properly evaluated**

A Discussion by Outside Directors

P50



**Continue to question
the strategy and
will towards growth**

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2,545.4 billion yen



55.0 billion yen



246 yen



8.9 %



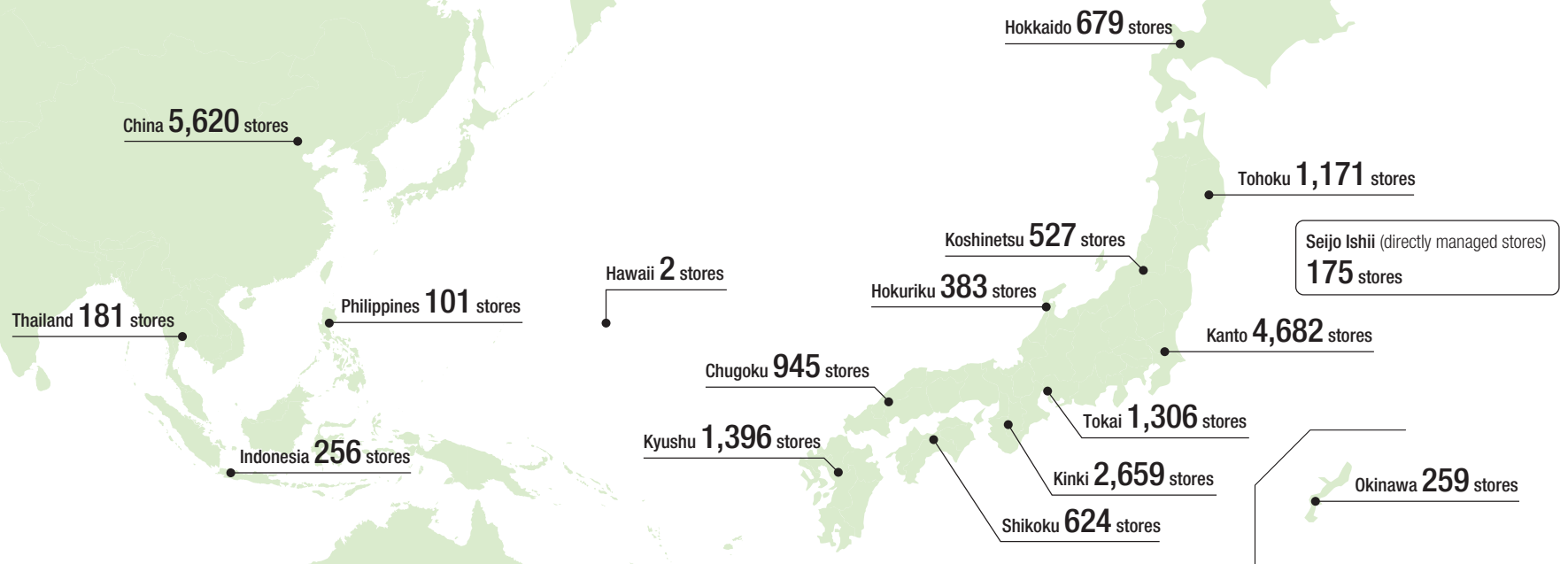
1.8 %



60.8 %

[Overseas **6,160** stores]

[Domestic **14,806** stores]



Entertainment-related business

72.1 billion yen

In addition to ticketing businesses such as Lawson Ticket and Lawson Travel services, and merchandise sales businesses such as HMV stores and e-commerce, the Lawson Group operates a cinema complex business.



Financial services business

34.4 billion yen

Besides operating ATMs using LAWSON Bank ATMs installed at LAWSON stores and other locations, the LAWSON Group has retail services including deposits and credit cards.



Overseas business

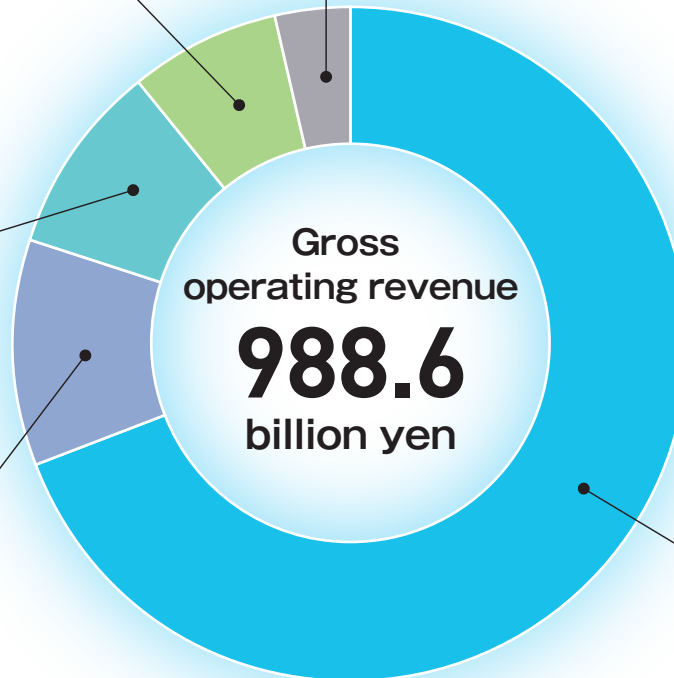
92.1 billion yen

The LAWSON Group opens Japanese-style convenience stores through franchising in China, Thailand, Indonesia, the Philippines, and the U.S. state of Hawaii.

Seijo Ishii business

109.5 billion yen

A lifestyle supermarket for people who are particular about food, providing food from around the world at reasonable prices.



LAWSON



Domestic convenience store business

691.3 billion yen

A convenience store that believes its fundamental role is "Creating Happiness and Harmony in Our Communities" and operates in various store formats to suit each community's characteristics.



Lawson's responsiveness to change, carrying on an unbroken line

Since its establishment, Lawson has responded proactively to changes in society, regularly identified customer needs, and developed new products and services.

Lawson, which started as a handyman in the community, is now a component of infrastructure in the society.

To ensure its position as an essential part of the community that provides support for residents,

Lawson is determined to continue pursuing and advancing the "hub of refreshment in every community" from the customer's perspective.

Notable/
Major Events
(business)

1975

Opened the first Lawson store in Sakurazuka, Toyonaka, Osaka

1977

Started 24-hour/day operations

1983

Started copying and printing services

1986

Launched KARAAGE-KUN Fried Chicken

1989

Started third-party bill settlement services for the payment of electricity and gas bills

1991

Started third-party bill settlement services for the payment of telephone and water bills

1996

Launched Lawson Ticket service

1996

Opened the first overseas store in Shanghai, China

1997

Realized Lawson's presence in all 47 prefectures of Japan

1998

Introduced Loppi multimedia terminals to all stores

2000

Opened first convenience store inside a hospital, Hospital LAWSON

2000

Formed a business alliance with Mitsubishi Corporation

1975
1 store

1994
5,000 stores

Number of stores

Handyman in the community
Contribution to solving social issues

Lawson as social infrastructure
Started the challenges to reduce CO₂ emissions, food waste, and plastic use

Notable/
Major Events
(environmental, social services)

1992

- Opened Station Park Waseda experimental environment and welfare store
- Established the LAWSON Green Town Fund (currently LAWSON Green Fund)

1995

Collected donations for rescue work after the Great Hanshin-Awaji Earthquake

1997

- Started the food waste recycling system
- First convenience store to introduce low-environmental pollution delivery vehicles using CNG

1998

ISO 14001 certification (shifted to the operation under a voluntary environmental management system in December 2019)

1999

Stopped including chopsticks, spoons, and forks in boxed meals

2000

Started Mt. Fuji forest improvement project

1975

Commencement of the Shinkansen service to Hakata

1983

Sea of Japan Earthquake

1989

Era name change (from Showa to Heisei)/ Introduction of consumption tax

1991

Gulf War/Collapse of Japan's bubble economy

1995

Great Hanshin-Awaji Earthquake

1997

Consumption tax increase: 3% to 5%

Our Journey Creating Happiness in Our Communities



As of February 28, 2023

14,806 stores



Number of stores

To meet a wide variety of needs

Expansion of business categories and services

Building stores meeting community needs

Full-fledged efforts towards Health, DEI (Diversity, Equity & Inclusion), and SDGs

- | | | | |
|---|--|--|--|
| <p>2003</p> <ul style="list-style-type: none"> First comprehensive regional agreement with municipal government (Wakayama Prefecture) Opened the first store offering prescription medicines | <p>2011</p> <ul style="list-style-type: none"> Set up Support Dreams Fund (scholarship program for victims of the Great East Japan Earthquake) | <p>2015</p> <ul style="list-style-type: none"> Selected for the 2015 Health & Productivity Stock Selection (fourth time in total: 2015–2017, 2021) | <p>2019</p> <ul style="list-style-type: none"> Established the SDGs Committee Formulated the Lawson Blue Challenge 2050 ! environmental vision |
| <p>2006</p> <ul style="list-style-type: none"> Started recycling waste oil in all stores | <p>2012</p> <ul style="list-style-type: none"> Launched bran bread that contains grain husks | <p>2016</p> <ul style="list-style-type: none"> Obtained the Resilience Certification | <p>2020</p> <ul style="list-style-type: none"> Provide onigiri (rice balls) at no cost to after-school childcare facilities nationwide, in response to the pandemic |
| <p>2008</p> <ul style="list-style-type: none"> Opened first eco-friendly model store Set own action targets for reducing CO₂ emissions | <p>2014</p> <ul style="list-style-type: none"> Selected as a Nadeshiko Brand (sixth time in total: 2014–2018, 2021) | <p>2017</p> <ul style="list-style-type: none"> Set up Support Dreams Fund (scholarship program for children from single-parent families) | <p>2022</p> <ul style="list-style-type: none"> Installed pointing sheets with the Ear mark label at cash registers Opened the futuristic Green Lawson (future format stores) stores |

2005
The Kyoto Protocol took effect

2008
Global financial crisis

2011.3.11
Great East Japan Earthquake

2014
Consumption tax increase: 5% to 8%

2015
Adoption of the SDGs

2016
The Paris Agreement took effect

2019
Consumption tax increase: 8% to 10%

2020
Spread of COVID-19