



# 2022年2月期 第2四半期決算補足資料

対象期間：2021年3月～2021年8月

<https://www.lawson.co.jp/>

 Summary of financial results for the fiscal year ending February 28, 2022  
This covers the period from March 1, 2021 to August 31, 2021.

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Number of stores

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|----|--|
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## 見通しに関する注意事項

本資料では、ローソンおよび関係会社の将来についての計画や戦略、業績に関する予想および見通しの記述が含まれています。これらの記述は過去の事実ではなく、当社が現時点で把握可能な情報から判断した仮定および所信に基づく見込みです。また、経済動向、コンビニエンスストア業界における競争の激化、個人消費、市場需要、税制や諸制度などに関わるリスクや不確実性を際限なく含んでいます。それゆえ実際の業績は当社の見込みとは異なる可能性のあることをご承知おきください。

## Cautionary Statement

This material may contain forward-looking statements and forecasts regarding the future plans, strategies and performances of Lawson and its subsidiaries. These statements and forecasts are not historical fact. They are expectations based on assumptions and beliefs derived from information currently available to the Company and are subject to risks and uncertainties including, but not limited to, economic trends, heightened competition in the domestic convenience store sector, personal consumption, market demand, the tax system and other legislation. As such, actual results may differ materially from those projected.

## ■売上及び商品の状況(国内コンビニエンスストア)

Sales and products (Convenience stores in Japan)

|    |  |
|----|--|
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## ■従業員の状況

Number of employees

|    |                               |
|----|-------------------------------|
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|----|-------------------------------|

## ■ 主な業績と予想 Results and forecasts for major financial indicators

|  | 2020年度/FY2020                    |         |                                      |         | 2021年度/FY2021                    |         |   |                |
|--|----------------------------------|---------|--------------------------------------|---------|----------------------------------|---------|---|----------------|
|  | 第2四半期/1H<br>2020.3.1 - 2020.8.31 |         | 通期/Full year<br>2020.3.1 - 2021.2.28 |         | 第2四半期/1H<br>2021.3.1 - 2021.8.31 |         | 通期計画/Full year (Forecast)<br>2021.3.1 - 2022.2.28 |                |
|  | 金額/Amount                        | 前年比/YoY | 金額/Amount                            | 前年比/YoY | 金額/Amount                        | 前年比/YoY | 金額/Amount   | 前年比/YoY        |
| チェーン全店売上高 (百万円)* <sup>1</sup><br>Net sales of all convenience stores (millions of yen)                 | 1,173,254                        | 91.9%   | 2,349,704                            | 93.7%   | 1,227,055                        | 104.6%  | 2,480,000   | 105.5%         |
| 加盟店売上高 (百万円)<br>Net sales of franchised stores (millions of yen)                                       | 1,069,559                        | 91.8%   | 2,133,611                            | 93.6%   | 1,114,479                        | 104.2%  | -   | -              |
| 直営店売上高 (百万円)<br>Net sales of company-operated stores (millions of yen)                                 | 103,695                          | 93.0%   | 216,093                              | 95.4%   | 112,575                          | 108.6%  | -   | -              |
| 営業総収入 (百万円)* <sup>2</sup><br>Gross operating revenue (millions of yen)                                 | 322,890                          | 87.5%   | 666,001                              | 91.2%   | 348,768                          | 108.0%  | 716,000   | 107.5%         |
| 営業総利益 (百万円)<br>Operating gross profit (millions of yen)  | 234,232                          | 87.9%   | 477,559                              | 91.1%   | 249,534                          | 106.5%  | -   | -              |
| (対チェーン全店売上高比)<br>(Operating gross profit on Net sales of all convenience stores)                       | 20.0%                            |         | 20.3%                                |         | 20.3%                            |         | -   |                |
| 販売費及び一般管理費 (百万円)<br>Selling, general and administrative expenses (millions of yen)                     | 217,541                          | 94.8%   | 436,682                              | 94.6%   | 222,827                          | 102.4%  | -   | -              |
| (対チェーン全店売上高比)<br>(Selling, general and administrative expenses on Net sales of all convenience stores) | 18.5%                            |         | 18.6%                                |         | 18.2%                            |         | -   |                |
| 営業利益 (百万円) Operating income (millions of yen)  | 16,690                           | 45.4%   | 40,876                               | 64.9%   | 26,706                           | 160.0%  | 50,000  | 122.3%         |
| (対チェーン全店売上高比)<br>(Operating income on Net sales of all convenience stores)                             | 1.4%                             |         | 1.7%                                 |         | 2.2%                             |         | -   |                |
| 経常利益 (百万円) Ordinary income (millions of yen)   | 14,862                           | 42.3%   | 37,610                               | 66.7%   | 27,830                           | 187.3%  | 47,000  | 125.0%         |
| 親会社株主に帰属する四半期(当期)純利益 (百万円)<br>Profit attributable to owners of parent (millions of yen)                | 3,307                            | 16.4%   | 8,689                                | 43.2%   | 17,405                           | 526.2%  | 15,500  | 178.4%         |
| 1株当たり四半期(当期)純利益 (円)<br>Profit per share (yen)  | 33.05                            |         | 86.84                                |         | 173.93                           |         | 154.88  | * <sup>3</sup> |
| 純資産 (百万円) Net assets (millions of yen)   | 274,417                          |         | 272,931                              |         | 284,316                          |         | -   |                |
| 総資産 (百万円) Total assets (millions of yen)   | 1,294,573                        |         | 1,365,430                            |         | 1,320,872                        |         | -   |                |
| 1株当たり純資産 (円) Net assets per share (yen)  | 2,698.46                         |         | 2,674.53                             |         | 2,787.17                         |         | -   |                |
| 総資産四半期(当期)純利益率 ROA   | 0.2%                             |         | 0.6%                                 |         | 1.3%                             |         | -   |                |
| 自己資本四半期(当期)純利益率 ROE  | 1.2%                             |         | 3.2%                                 |         | 6.4%                             |         | -   |                |
| 流動比率 Current ratio   | 100.0%                           |         | 90.0%                                |         | 91.8%                            |         | -   |                |
| 固定比率 Fixed ratio   | 261.2%                           |         | 252.1%                               |         | 238.5%                           |         | -   |                |
| 自己資本比率 Shareholders' equity ratio  | 20.9%                            |         | 19.6%                                |         | 21.1%                            |         | -   |                |
| 配当性向(連結) Payout ratio (consolidated)   | 226.9%                           |         | 172.7%                               |         | 43.1%                            |         | -   |                |

(注)

\*1 チェーン全店売上高は、(株)ローソン単体および連結子会社を対象とし、国内コンビニエンスストア事業、海外事業および成城石井事業の店舗売上高等の合計を記載しています。

なお、成城石井事業については直営の成城石井店舗のみを集計しております。

\*2 営業総収入は直営店売上高、加盟店からの収入等の合計です。

\*3 計画の1株当たり四半期(当期)純利益に関しては、2021年8月31日現在の期末発行済株式数を用いて算出しております。

Notes:

\*1 The net sales of all convenience stores include Lawson, Inc. and its consolidated subsidiaries.

Therefore, it is a sum of total sales of domestic convenience stores business, overseas business and Seijo Ishii business.

In addition, for Seijo Ishii business, it is a total of its company-operated stores.

\*2 The gross operating revenue is a sum of total sales of company-operated stores, income from franchised stores and others.

\*3 Forecasted profit per share is calculated based on the number of outstanding shares as of August 31, 2021.

## ■連結損益計算書 Consolidated statement of income

|  |               | 2020年度1H                 |         | 2021年度1H                 |         | 前年増減                |
|--|---------------|--------------------------|---------|--------------------------|---------|---------------------|
|  |               | 2020. 3. 1 - 2020. 8. 31 |         | 2021. 3. 1 - 2021. 8. 31 |         | Increase (Decrease) |
|  |               | 百万円/Millions of yen      | 前年比/YoY | 百万円/Millions of yen      | 前年比/YoY | 百万円/Millions of yen |
| A. 営業総収入 Gross operating revenue                                     | B + E         | 322,890                  | 87.5%   | 348,768                  | 108.0%  | 25,877              |
| B. 売上高 Net sales *   |               | 129,683                  | 85.6%   | 145,150                  | 111.9%  | 15,466              |
| C. 売上原価 Cost of sales  |               | 88,658                   | 86.2%   | 99,234                   | 111.9%  | 10,575              |
| D. 売上総利益 Gross profit  | B - C         | 41,025                   | 84.4%   | 45,916                   | 111.9%  | 4,890               |
| E. 営業収入 Operating revenue  | F + G         | 193,206                  | 88.7%   | 203,617                  | 105.4%  | 10,411              |
| F. 加盟店からの収入 Income from franchised stores                            |               | 145,908                  | 90.8%   | 148,836                  | 102.0%  | 2,928               |
| G. その他の営業収入 Other operating revenue                                  |               | 47,298                   | 82.8%   | 54,781                   | 115.8%  | 7,483               |
| H. 営業総利益 Operating gross profit                                      | A - C = D + E | 234,232                  | 87.9%   | 249,534                  | 106.5%  | 15,302              |
| I. 販売費及び一般管理費 Selling, general and administrative expenses           |               | 217,541                  | 94.8%   | 222,827                  | 102.4%  | 5,286               |
| J. 営業利益 Operating income   | H - I         | 16,690                   | 45.4%   | 26,706                   | 160.0%  | 10,015              |
| 営業外収益 Non-operating income   |               | 2,100                    | 113.1%  | 3,846                    | 183.1%  | 1,745               |
| 営業外費用 Non-operating expenses   |               | 3,929                    | 113.1%  | 2,722                    | 69.3%   | -1,206              |
| 経常利益 Ordinary income   |               | 14,862                   | 42.3%   | 27,830                   | 187.3%  | 12,968              |
| 特別利益 Extraordinary income  |               | -                        | -       | 1,025                    | -       | 1,025               |
| 特別損失 Extraordinary losses  |               | 7,478                    | 159.9%  | 2,801                    | 37.5%   | -4,677              |
| 税金等調整前四半期純利益 Profit before income taxes                              |               | 7,383                    | 24.1%   | 26,055                   | 352.9%  | 18,671              |
| 法人税、住民税及び事業税 Income taxes - current                                  |               | 2,231                    | 22.5%   | 6,767                    | 303.3%  | 4,535               |
| 法人税等調整額 Income taxes - deferred                                      |               | 1,954                    | 303.0%  | 1,880                    | 96.2%   | -73                 |
| 四半期純利益 Profit  |               | 3,198                    | 15.9%   | 17,407                   | 544.3%  | 14,209              |
| 非支配株主に帰属する四半期純利益<br>Profit attributable to non-controlling interests |               | -109                     | 210.7%  | 1                        | -       | 111                 |
| 親会社株主に帰属する四半期純利益<br>Profit attributable to owners of parent          |               | 3,307                    | 16.4%   | 17,405                   | 526.2%  | 14,097              |

(注)

\* 「売上高」は、直営店売上高、Eコマース売上高、卸売事業売上高等の合計です。

Note:

\* Net sales of company-operated stores, e-commerce business, wholesale business and others.

## ■販売費及び一般管理費の主な明細 Selling, general and administrative expenses

|  | 2020年度1H                 |         | 2021年度1H                 |         | 前年増減                |
|--|--------------------------|---------|--------------------------|---------|---------------------|
|  | 2020. 3. 1 - 2020. 8. 31 |         | 2021. 3. 1 - 2021. 8. 31 |         | Increase (Decrease) |
|  | 百万円/Millions of yen      | 前年比/YoY | 百万円/Millions of yen      | 前年比/YoY | 百万円/Millions of yen |
| 地代家賃 Rents   | 63,780                   | 95.4%   | 65,285                   | 102.4%  | 1,504               |
| 人件費 Personnel expenses                                   | 40,981                   | 94.2%   | 42,095                   | 102.7%  | 1,114               |
| 有形固定資産減価償却費 Depreciation of property and store equipment | 31,373                   | 103.6%  | 31,170                   | 99.4%   | -203                |
| 広告宣伝費 Advertising expenses                               | 11,909                   | 78.5%   | 11,355                   | 95.3%   | -554                |
| 販売手数料 Sales commission                                   | 17,898                   | 80.7%   | 20,015                   | 111.8%  | 2,116               |
| その他 Other  | 51,597                   | 100.0%  | 52,905                   | 102.5%  | 1,308               |
| 合計 Total   | 217,541                  | 94.8%   | 222,827                  | 102.4%  | 5,286               |

## ■ 投融資の状況 Capital expenditure

|  | 2020年度1H                 |  | 2021年度1H                 |  | 前年増減                | 2021年度計画                             |
|--|--------------------------|--|--------------------------|--|---------------------|--------------------------------------|
|  | 2020. 3. 1 - 2020. 8. 31 |  | 2021. 3. 1 - 2021. 8. 31 |  | Increase (Decrease) | Forecasts / 2021. 3. 1 - 2022. 2. 28 |
|  | 百万円/Millions of yen      |  | 百万円/Millions of yen      |  | 百万円/Millions of yen | 百万円/Millions of yen                  |
| 新店投資 New store investments                                     | 6, 204                   |  | 9, 461                   |  | 3, 257              | 19, 000                              |
| 既存店投資<br>Existing store investments                            | 4, 465                   |  | 5, 622                   |  | 1, 156              | 23, 000                              |
| システム関連投資<br>IT-related investments                             | 4, 700                   |  | 3, 787                   |  | - 913               | 18, 000                              |
| その他 Other  | 206                      |  | 1, 471                   |  | 1, 264              | 3, 000                               |
| 投資小計 Subtotal  | 15, 576                  |  | 20, 342                  |  | 4, 765              | 63, 000                              |
| 出資・融資<br>Investments and advances                              | 2, 085                   |  | - 5, 532                 |  | - 7, 617            | - 4, 000                             |
| リース Leases *   | 12, 728                  |  | 14, 696                  |  | 1, 967              | 60, 000                              |
| 合計 Total   | 30, 390                  |  | 29, 505                  |  | - 884               | 119, 000                             |
| 有形固定資産減価償却費<br>Depreciation of property and store<br>equipment | 31, 433                  |  | 31, 229                  |  | - 203               | 63, 000                              |
| 無形固定資産償却費<br>Amortization of intangible assets                 | 9, 067                   |  | 8, 094                   |  | - 972               | 16, 800                              |
| 減価償却費合計<br>Total depreciation and amortization                 | 40, 500                  |  | 39, 323                  |  | - 1, 176            | 79, 800                              |

(注)

\* リース債務の返済による支出は、2020年度第2四半期累計期間は26,165百万円、2021年度第2四半期累計期間は24,331百万円です。

Note:

\* The amount of repayments of lease obligations (consolidated) is 26,165 millions of yen in the first half of fiscal year 2020 and 24,331 millions of yen in the first half of fiscal year 2021.

## ■ のれんの状況 Goodwill

|   | 2020年度1H                    |         | 2021年度1H                    |         | 前年増減                |
|---|-----------------------------|---------|-----------------------------|---------|---------------------|
|   | 2020. 3. 1 - 2020. 8. 31    |         | 2021. 3. 1 - 2021. 8. 31    |         | Increase (Decrease) |
|   | 百万円/Millions of yen 前年比/YoY |         | 百万円/Millions of yen 前年比/YoY |         | 百万円/Millions of yen |
| のれん償却額<br>Amortization of goodwill                    |                             |         |                             |         |                     |
| 国内コンビニエンスストア事業<br>Domestic convenience store business | 1, 168                      | 95. 7%  | 930                         | 79. 6%  | - 238               |
| 成城石井事業<br>Seijo Ishii business                        | 718                         | 100. 0% | 718                         | 100. 0% | -                   |
| エンタテインメント関連事業<br>Entertainment-related business       | 250                         | 100. 0% | 250                         | 100. 0% | -                   |
| 海外事業 Overseas business                                | 27                          | 96. 8%  | 28                          | 105. 7% | 1                   |
| 合計 Total  | 2, 165                      | 97. 6%  | 1, 929                      | 89. 1%  | - 236               |

  

|   | 2020年度<br>(2021年2月28日現在)    |        | 2021年度第2四半期<br>(2021年8月31日現在) |         | 2020年度末からの増減                         |
|---|-----------------------------|--------|-------------------------------|---------|--------------------------------------|
|   | FY2020 (As of 2021. 2. 28)  |        | FY2021 (As of 2021. 8. 31)    |         | Increase (Decrease) from 2021. 2. 28 |
|   | 百万円/Millions of yen 前年比/YoY |        | 百万円/Millions of yen 前年比/YoY   |         | 百万円/Millions of yen                  |
| 当期末残高<br>Balance of goodwill at end of period         |                             |        |                               |         |                                      |
| 国内コンビニエンスストア事業<br>Domestic convenience store business | 11, 475                     | 84. 0% | 10, 544                       | 91. 9%  | - 930                                |
| 成城石井事業<br>Seijo Ishii business                        | 19, 521                     | 93. 1% | 18, 803                       | 96. 3%  | - 718                                |
| エンタテインメント関連事業<br>Entertainment-related business       | 6, 683                      | 93. 0% | 6, 432                        | 96. 2%  | - 250                                |
| 海外事業 Overseas business                                | 534                         | 91. 7% | 549                           | 102. 8% | 15                                   |
| 合計 Total  | 38, 215                     | 90. 2% | 36, 329                       | 95. 1%  | - 1, 885                             |

## ■ 連結貸借対照表 Consolidated balance sheet

| [資産の部 Assets]  | 2020年度<br>(2021年2月28日現在)   | 2021年度第2四半期<br>(2021年8月31日現在) | 2020年度末からの増減                       |
|--|----------------------------|-------------------------------|------------------------------------|
|  | FY2020 (As of 2021. 2. 28) | FY2021 (As of 2021. 8. 31)    | Increase (Decrease) from 2021.2.28 |
|  | 百万円/Millions of yen        | 百万円/Millions of yen           | 百万円/Millions of yen                |
| <b>流動資産 Current assets</b>   | 690,811                    | 655,752                       | -35,059                            |
| 現金及び預金 Cash and deposits *   | 402,584                    | 370,897                       | -31,687                            |
| 加盟店貸勘定 Accounts receivable - due from franchised stores                    | 46,385                     | 46,027                        | -357                               |
| リース債権 Lease receivables  | 16,621                     | 15,684                        | -937                               |
| 商品 Merchandise   | 20,657                     | 21,535                        | 877                                |
| 未収入金 Accounts receivable - other   | 161,062                    | 159,781                       | -1,280                             |
| その他 Other  | 43,519                     | 41,845                        | -1,674                             |
| 貸倒引当金 Allowance for doubtful accounts                                      | -20                        | -20                           | 0                                  |
| <b>固定資産 Non-current assets</b>   | 674,618                    | 665,120                       | -9,498                             |
| 有形固定資産 Property and store equipment  | 367,640                    | 370,727                       | 3,086                              |
| ・建物及び構築物 Buildings and structures  | 191,977                    | 193,757                       | 1,779                              |
| ・工具、器具及び備品 Tools, furniture and fixtures                                   | 19,044                     | 20,292                        | 1,247                              |
| ・リース資産 Leased assets   | 131,779                    | 129,035                       | -2,744                             |
| ・その他 Other   | 24,838                     | 27,641                        | 2,803                              |
| 無形固定資産 Intangible assets   | 86,406                     | 81,915                        | -4,491                             |
| ・ソフトウェア Software   | 39,088                     | 36,819                        | -2,269                             |
| ・のれん Goodwill  | 38,215                     | 36,329                        | -1,885                             |
| ・商標権 Trademark right   | 8,349                      | 8,035                         | -314                               |
| ・その他 Other   | 752                        | 731                           | -21                                |
| 投資その他の資産 Investments and other assets                                      | 220,571                    | 212,477                       | -8,094                             |
| ・長期貸付金 Long-term loans receivable  | 40,621                     | 39,548                        | -1,072                             |
| ・差入保証金 Guarantee deposits  | 103,030                    | 103,388                       | 357                                |
| ・繰延税金資産 Deferred tax assets  | 33,484                     | 31,656                        | -1,828                             |
| ・その他 Other   | 44,099                     | 38,573                        | -5,525                             |
| ・貸倒引当金 Allowance for doubtful accounts                                     | -663                       | -688                          | -25                                |
| <b>資産合計 Total assets</b>   | <b>1,365,430</b>           | <b>1,320,872</b>              | <b>-44,558</b>                     |
| 有形固定資産の減価償却累計額<br>Accumulated depreciation of property and store equipment | 385,891                    | 401,272                       | 15,380                             |

(注)

\* 2021年8月31日現在、現金及び預金には金融関連事業の339,617百万円が含まれており、主にATM充填金として使用しております。

Note:

\* The amount of cash and deposits for financial services business as of August 31, 2021 is 339,617 millions of yen, most of which is used for refilling ATMs.

■ 連結貸借対照表 Consolidated balance sheet

|  | 2020年度<br>(2021年2月28日現在) | 2021年度第2四半期<br>(2021年8月31日現在) | 2020年度末からの増減                       |
|--|--------------------------|-------------------------------|------------------------------------|
|  | FY2020 (As of 2021.2.28) | FY2021 (As of 2021.8.31)      | Increase (Decrease) from 2021.2.28 |
|  | 百万円/Millions of yen      | 百万円/Millions of yen           | 百万円/Millions of yen                |
| <b>[負債の部 Liabilities]</b>  |                          |                               |                                    |
| 流動負債 Current liabilities   | 767,754                  | 714,258                       | -53,496                            |
| 買掛金 Accounts payable - trade   | 127,486                  | 141,613                       | 14,127                             |
| 短期借入金 Short-term loans payable *   | 42,320                   | 6,770                         | -35,550                            |
| 1年内返済予定の長期借入金<br>Current portion of long-term loans payable *  | 100,000                  | 100,000                       | -                                  |
| リース債務 Lease obligations  | 44,584                   | 44,938                        | 354                                |
| 未払金 Accounts payable - other   | 90,798                   | 94,172                        | 3,374                              |
| 未払法人税等 Income taxes payable  | 4,078                    | 6,565                         | 2,486                              |
| 預り金 Deposits received  | 246,110                  | 142,789                       | -103,321                           |
| 賞与引当金 Provision for bonuses  | 4,818                    | 4,980                         | 161                                |
| その他 Other  | 107,557                  | 172,428                       | 64,871                             |
| 固定負債 Non-current liabilities   | 324,743                  | 322,297                       | -2,446                             |
| 長期借入金 Long-term loans payable *  | 130,000                  | 130,000                       | -                                  |
| リース債務 Lease obligations  | 121,491                  | 117,612                       | -3,879                             |
| 繰延税金負債 Deferred tax liabilities  | 485                      | 467                           | -17                                |
| 役員退職慰労引当金<br>Provision for retirement benefits to executive officers and audit and supervisory board members | 277                      | 240                           | -36                                |
| 退職給付に係る負債 Net defined benefit liability  | 16,278                   | 16,790                        | 512                                |
| 資産除去債務 Asset retirement obligations  | 35,694                   | 36,270                        | 576                                |
| その他 Other  | 20,516                   | 20,915                        | 399                                |
| 負債合計 Total liabilities   | 1,092,498                | 1,036,556                     | -55,942                            |
| <b>[純資産の部 Net assets]</b>  |                          |                               |                                    |
| 株主資本 Shareholders' equity  | 262,508                  | 272,477                       | 9,968                              |
| 資本金 Capital stock  | 58,506                   | 58,506                        | -                                  |
| 資本剰余金 Capital surplus  | 46,494                   | 46,495                        | 0                                  |
| 利益剰余金 Retained earnings  | 158,498                  | 168,448                       | 9,949                              |
| 自己株式 Treasury shares   | -991                     | -973                          | 17                                 |
| その他の包括利益累計額<br>Accumulated other comprehensive income  | 5,123                    | 6,438                         | 1,315                              |
| その他有価証券評価差額金<br>Valuation difference on available-for-sale securities  | 1,782                    | 1,560                         | -221                               |
| 土地再評価差額金 Revaluation reserve for land  | -207                     | -207                          | -                                  |
| 為替換算調整勘定 Foreign currency translation adjustments  | 3,684                    | 5,158                         | 1,474                              |
| 退職給付に係る調整累計額<br>Remeasurements of defined benefit plans  | -134                     | -71                           | 62                                 |
| 新株予約権 Subscription rights to shares  | 333                      | 368                           | 34                                 |
| 非支配株主持分 Non-controlling interests  | 4,965                    | 5,031                         | 66                                 |
| 純資産合計 Net assets   | 272,931                  | 284,316                       | 11,384                             |
| 負債純資産合計 Liabilities and net assets   | 1,365,430                | 1,320,872                     | -44,558                            |

(注)

\* 2021年8月31日現在、短期借入金・1年内返済予定の長期借入金・長期借入金には金融関連事業の182,700百万円が含まれております。

Note:

\* The amount of loans payable for financial services business as of August 31, 2021 is 182,700 millions of yen.

## ■ 連結キャッシュ・フロー計算書 Consolidated statement of cash flows

|  | 2020年度1H                 | 2021年度1H                 | 前年増減                |
|--|--------------------------|--------------------------|---------------------|
|  | 2020. 3. 1 - 2020. 8. 31 | 2021. 3. 1 - 2021. 8. 31 | Increase (Decrease) |
| I. 営業活動によるキャッシュ・フロー  | 百万円/Millions of yen      |                          | 百万円/Millions of yen |
| I. Net cash provided by (used in) operating activities                                   |                          |                          |                     |
| 税金等調整前四半期純利益 Profit before income taxes  | 7,383                    | 26,055                   | 18,671              |
| 減価償却費 Depreciation and amortization  | 40,500                   | 39,323                   | -1,176              |
| 減損損失 Impairment loss   | 2,099                    | 1,243                    | -856                |
| 受取利息 Interest income   | -327                     | -448                     | -120                |
| 支払利息 Interest expenses   | 1,943                    | 1,753                    | -190                |
| 投資有価証券売却益（マイナスは益）<br>Loss (gain) on sales of investment securities                       | -                        | -1,025                   | -1,025              |
| 固定資産除却損 Loss on retirement of non-current assets   | 1,832                    | 595                      | -1,237              |
| 売上債権の増減額（マイナスは増加）<br>Decrease (increase) in notes and accounts receivable - trade        | 7,111                    | 439                      | -6,672              |
| 未収入金の増減額（マイナスは増加）<br>Decrease (increase) in accounts receivable - other                  | 8,511                    | 1,546                    | -6,965              |
| 仕入債務の増減額（マイナスは減少）<br>Increase (decrease) in notes and accounts payable - trade           | 8,234                    | 13,188                   | 4,953               |
| 未払金の増減額（マイナスは減少）<br>Increase (decrease) in accounts payable - other                      | -7,482                   | 2,912                    | 10,394              |
| 預り金の増減額（マイナスは減少）<br>Increase (decrease) in deposits received                             | -50,920                  | -103,336                 | -52,416             |
| 退職給付に係る負債の増減額（マイナスは減少）<br>Increase (decrease) in net defined benefit liability           | 303                      | 505                      | 201                 |
| 銀行業におけるコールローンの純増減（マイナスは増加）<br>Net decrease (increase) in call loans for banking business | -10,000                  | -                        | 10,000              |
| 銀行業におけるコールマネーの純増減（マイナスは減少）<br>Net increase (decrease) in call money for banking business | 73,000                   | 45,000                   | -28,000             |
| その他 Other - net  | 43,212                   | 25,521                   | -17,691             |
| 小計 Subtotal  | 125,403                  | 53,272                   | -72,131             |
| 利息の受取額 Interest income received  | 343                      | 431                      | 87                  |
| 利息の支払額 Interest expenses paid  | -1,958                   | -1,728                   | 229                 |
| 法人税等の支払額 Income taxes paid   | -5,435                   | -4,438                   | 996                 |
| 営業活動によるキャッシュ・フロー<br>Net cash provided by (used in) operating activities                  | 118,353                  | 47,536                   | -70,817             |
| II. 投資活動によるキャッシュ・フロー   |                          |                          |                     |
| II. Net cash provided by (used in) investing activities                                  |                          |                          |                     |
| 有価証券の取得による支出<br>Purchase of securities   | -                        | -4,000                   | -4,000              |
| 有価証券の償還による収入<br>Proceeds from redemption of securities                                   | -                        | 4,000                    | 4,000               |
| 有形固定資産の取得による支出<br>Purchase of property and store equipment                               | -13,203                  | -16,500                  | -3,297              |
| 無形固定資産の取得による支出 Purchase of intangible assets   | -4,692                   | -3,761                   | 931                 |
| 投資有価証券の売却による収入<br>Proceeds from sales of investment securities                           | -                        | 5,974                    | 5,974               |
| 関係会社株式の取得による支出<br>Purchase of shares of subsidiaries and associates                      | -1,203                   | -106                     | 1,096               |
| 長期貸付けによる支出<br>Payments of long-term loans receivable                                     | -2,231                   | -1,265                   | 965                 |
| 長期貸付金の回収による収入<br>Collection of long-term loans receivable                                | 2,444                    | 2,398                    | -45                 |
| 差入保証金の差入による支出<br>Payments of guarantee deposits  | -5,995                   | -6,060                   | -65                 |
| 差入保証金の回収による収入<br>Proceeds from collection of guarantee deposits                          | 9,047                    | 5,869                    | -3,177              |
| 長期前払費用の取得による支出<br>Purchase of long-term prepaid expenses                                 | -135                     | -830                     | -694                |
| その他 Other - net  | -1,809                   | 430                      | 2,240               |
| 投資活動によるキャッシュ・フロー<br>Net cash provided by (used in) investing activities                  | -17,779                  | -13,852                  | 3,927               |

■ 連結キャッシュ・フロー計算書 Consolidated statement of cash flows

|  | 2020年度1H<br>2020. 3. 1 - 2020. 8. 31 | 2021年度1H<br>2021. 3. 1 - 2021. 8. 31 | 前年増減<br>Increase (Decrease) |
|--|--------------------------------------|--------------------------------------|-----------------------------|
|  | 百万円/Millions of yen                  | 百万円/Millions of yen                  | 百万円/Millions of yen         |
| III. 財務活動によるキャッシュ・フロー<br>III. Net cash provided by (used in) financing activities  |                                      |                                      |                             |
| 短期借入金の純増減額(マイナスは減少)<br>Net increase (decrease) in short-term loans payable   | - 3, 500                             | - 35, 550                            | - 32, 050                   |
| 長期借入金の返済による支出<br>Repayments of long-term loans payable   | - 80, 000                            | -                                    | 80, 000                     |
| リース債務の返済による支出 Repayments of lease obligations  | - 26, 165                            | - 24, 331                            | 1, 833                      |
| 配当金の支払額 Cash dividends paid  | - 7, 504                             | - 7, 505                             | - 0                         |
| その他 Other - net  | - 24                                 | - 24                                 | - 0                         |
| 財務活動によるキャッシュ・フロー<br>Net cash provided by (used in) financing activities  | - 117, 194                           | - 67, 411                            | 49, 782                     |
| IV. 現金及び現金同等物に係る換算差額<br>IV. Effect of exchange rate change on cash and cash equivalents  | - 96                                 | 1, 054                               | 1, 151                      |
| V. 現金及び現金同等物の増減額(マイナスは減少)<br>V. Net increase (decrease) in cash and cash equivalents   | - 16, 717                            | - 32, 673                            | - 15, 955                   |
| VI. 現金及び現金同等物の期首残高<br>VI. Cash and cash equivalents at beginning of period   | 343, 583                             | 401, 136                             | 57, 553                     |
| VII. 非連結子会社との合併に伴う現金及び現金同等物の増加額<br>VII. Increase in cash and cash equivalents resulting from merger with unconsolidated subsidiaries | -                                    | 19                                   | 19                          |
| VIII. 現金及び現金同等物の四半期末残高<br>VIII. Cash and cash equivalents at end of period   | 326, 865                             | 368, 483                             | 41, 617                     |



■ セグメント利益 Segment profit

|   | 2020年度1H                 |         | 2021年度1H                 |         | 前年増減                |
|---|--------------------------|---------|--------------------------|---------|---------------------|
|   | 2020. 3. 1 - 2020. 8. 31 |         | 2021. 3. 1 - 2021. 8. 31 |         | Increase (Decrease) |
|   | 百万円/Millions of yen      | 前年比/YoY | 百万円/Millions of yen      | 前年比/YoY | 百万円/Millions of yen |
| セグメント利益 Segment profit                                |                          |         |                          |         |                     |
| 国内コンビニエンスストア事業<br>Domestic convenience store business | 13,752                   | 46.5%   | 18,528                   | 134.7%  | 4,775               |
| 成城石井事業<br>Seijo Ishii business                        | 4,819                    | 124.1%  | 5,377                    | 111.6%  | 557                 |
| エンタテインメント関連事業<br>Entertainment-related business       | -1,037                   | -       | 879                      | -       | 1,916               |
| 金融関連事業<br>Financial services business                 | 740                      | 58.7%   | 1,429                    | 193.0%  | 688                 |
| 海外事業<br>Overseas business                             | -1,371                   | -       | 632                      | -       | 2,004               |
| その他 Other business                                    | -214                     | -       | -140                     | -       | 73                  |
| 合計 Total  | 16,690                   | 45.4%   | 26,706                   | 160.0%  | 10,015              |

# 連結業績 Consolidated operating results

## ■主な関係会社の状況 Main subsidiaries and equity method affiliates

| 1. 連結子会社                             | (株) ローソンストア100 *2   |               |               | (株) ローソンアーバンワークス  |               |               |
|--------------------------------------|---|---------------|---------------|---|---------------|---------------|
| 1. Consolidated subsidiaries         | Lawson Store100, Inc.   |               |               | Lawson urbanworks, Inc.   |               |               |
| 設立日 Date of establishment            | 2013年11月 2013.11  |               |               | 2017年11月 2017.11  |               |               |
| 決算月 Fiscal year end                  | 2月 February   |               |               | 2月 February   |               |               |
| グループ出資比率 Share of group companies *1 | 100.0%  |               |               | 100.0%  |               |               |
| 事業内容 Business activities             | 「ローソンストア100」の店舗運営<br>及び指導並びに商品関連事業<br>Store operation and merchandising function of LAWSON STORE100               |               |               | 「ローソン」の店舗運営<br>Store operation business of LAWSON stores  |               |               |
| 他出資者 Other shareholders              | -   |               |               | -   |               |               |
|                                      | 2020.3-2020.8   | 2021.3-2021.8 | 2020.3-2021.2 | 2020.3-2020.8   | 2021.3-2021.8 | 2020.3-2021.2 |
|                                      | 百万円/Millions of yen   |               |               | 百万円/Millions of yen   |               |               |
| チェーン全店売上高 Total net sales            | 15,888  | 16,671        | 31,657        | 6,792   | 7,121         | 14,097        |
| 営業総収入 Gross operating revenue        | 17,990  | 18,655        | 35,780        | 6,927   | 7,241         | 14,356        |
| 営業利益 Operating income                | 177   | 305           | 117           | -157  | 64            | -96           |
| 経常利益 Ordinary income                 | 180   | 303           | 118           | -139  | 70            | -71           |
| 当期純利益 Profit                         | 52  | 71            | -451          | -94   | 44            | -53           |
|                                      | (株) S C I   |               |               | (株) 成城石井 *3   |               |               |
|                                      | S C I, Inc.   |               |               | SEIJO ISHII CO., LTD.   |               |               |
| 設立日 Date of establishment            | 2012年7月 2012.7  |               |               | 1927年2月 1927.2  |               |               |
| 決算月 Fiscal year end                  | 2月 February   |               |               | 2月 February   |               |               |
| グループ出資比率 Share of group companies *1 | 100.0%  |               |               | 100.0%  |               |               |
| 事業内容 Business activities             | SCM機能子会社<br>Serving supply chain management of convenience store businesses                                       |               |               | 食品総合小売業、輸入、卸売、食品製造<br>及び飲食店の事業<br>Food retailing, import, wholesale, food manufacture<br>and restaurant operations business |               |               |
| 他出資者 Other shareholders              | -   |               |               | -   |               |               |
|                                      | 2020.3-2020.8   | 2021.3-2021.8 | 2020.3-2021.2 | 2020.3-2020.8   | 2021.3-2021.8 | 2020.3-2021.2 |
|                                      | 百万円/Millions of yen   |               |               | 百万円/Millions of yen   |               |               |
| チェーン全店売上高 Total net sales            | -   | -             | -             | 45,673  | 48,687        | 94,050        |
| 営業総収入 Gross operating revenue        | 134,259   | 138,008       | 264,271       | 50,005  | 54,171        | 103,486       |
| 営業利益 Operating income                | 1,275   | 1,677         | 2,563         | 5,198   | 5,799         | 11,103        |
| 経常利益 Ordinary income                 | 1,279   | 1,679         | 2,569         | 5,191   | 5,903         | 11,099        |
| 当期純利益 Profit                         | 837   | 1,093         | 1,674         | 3,073   | 3,583         | 6,516         |
|                                      | (株) ローソンエンタテインメント   |               |               | ユナイテッド・シネマ(株)   |               |               |
|                                      | Lawson Entertainment, Inc.  |               |               | United Cinemas Co., Ltd.  |               |               |
| 設立日 Date of establishment            | 1992年7月 1992.7  |               |               | 1999年10月 1999.10  |               |               |
| 決算月 Fiscal year end                  | 2月 February   |               |               | 2月 February   |               |               |
| グループ出資比率 Share of group companies *1 | 100.0%  |               |               | 100.0%  |               |               |
| 事業内容 Business activities             | チケット販売・情報提供サービス業、<br>音楽・映像ソフトの販売<br>Ticket sales, e-commerce, advertising sales<br>and other marketing activities |               |               | 映画館の運営及び関連事業<br>Operation of movie theaters and related business  |               |               |
| 他出資者 Other shareholders              | -   |               |               | -   |               |               |
|                                      | 2020.3-2020.8   | 2021.3-2021.8 | 2020.3-2021.2 | 2020.3-2020.8   | 2021.3-2021.8 | 2020.3-2021.2 |
|                                      | 百万円/Millions of yen   |               |               | 百万円/Millions of yen   |               |               |
| 営業総収入 Gross operating revenue        | 21,218  | 23,215        | 44,671        | 3,835   | 9,113         | 13,398        |
| 営業利益 Operating income                | 83  | 548           | 678           | -878  | 582           | -482          |
| 経常利益 Ordinary income                 | 254   | 687           | 1,021         | -751  | 774           | -300          |
| 当期純利益 Profit                         | -1,169  | 391           | -1,775        | -618  | 427           | -1,016        |

(注)

- \*1 グループ出資比率には、(株)ローソンからの出資のほか、グループ企業等からの出資を含みます。  
 \*2 ローソンストア100事業全体の営業利益(社内管理ベース)は、2021年度第2四半期累計で-219百万円となっております。これは、(株)ローソンストア100の営業利益に、(株)ローソンの担当事業本部による社内管理上の営業利益を合算して算出したものです。  
 \*3 設立日については、創業時点を記載しております。

Notes:

- \*1 Share of group companies includes investments from group companies besides investments from Lawson, Inc.  
 \*2 According to our internal calculation, the combined operating income of LAWSON STORE100 business has made a total of (219) million yen in the first half of fiscal year 2021. This total was calculated by adding the operating income of Lawson Store100, Inc. together with the operating income of Lawson, Inc.'s LAWSON STORE100 business division.  
 \*3 It states the date of foundation.

# 連結業績 Consolidated operating results

## ■ 主な関係会社の状況 Main subsidiaries and equity method affiliates

|                                      | 上海羅森便利有限公司 *2, *4<br>Shanghai Lawson, Inc.   |               |                | 重慶羅森便利店有限公司 *4<br>Chongqing Lawson, Inc.   |               |                |
|--------------------------------------|--|---------------|----------------|--|---------------|----------------|
| 設立日 Date of establishment            | 1996年2月 1996.2   |               |                | 2010年4月 2010.4   |               |                |
| 決算月 Fiscal year end                  | 12月 December   |               |                | 12月 December   |               |                |
| グループ出資比率 Share of group companies *1 | 100.0%   |               |                | 100.0%   |               |                |
| 事業内容 Business activities             | 中国上海市及びその周辺における<br>コンビニエンスストア事業<br>Lawson's chain-store development and operation<br>in Shanghai and surrounding area, China |               |                | 中国重慶市におけるコンビニエンスストア事業<br>Lawson's chain-store development and operation<br>in Chongqing, China |               |                |
| 他出資者 Other shareholders              | -  |               |                | -  |               |                |
|                                      | 2020.1-2020.6  | 2021.1-2021.6 | 2020.1-2020.12 | 2020.1-2020.6  | 2021.1-2021.6 | 2020.1-2020.12 |
|                                      | 百万円/Millions of yen  |               |                | 百万円/Millions of yen  |               |                |
| チェーン全店売上高 Total net sales            | 22,157   | 37,832        | 56,739         | 2,936  | 6,380         | 8,200          |
| 営業総収入 Gross operating revenue        | 14,475   | 23,150        | 38,385         | 1,219  | 1,897         | 3,052          |
| 営業利益 Operating income                | -1,181   | 576           | 541            | -52  | 209           | 83             |
| 経常利益 Ordinary income                 | -1,458   | 270           | -60            | -66  | 186           | 60             |
| 当期純利益 Profit                         | -1,769   | 182           | -568           | -99  | 135           | 10             |
|                                      | 大連羅森便利店有限公司 *4<br>Dalian Lawson, Inc.  |               |                | 羅森(北京)有限公司 *3, *4<br>Beijing Lawson, Inc.  |               |                |
| 設立日 Date of establishment            | 2011年9月 2011.9   |               |                | 2013年5月 2013.5   |               |                |
| 決算月 Fiscal year end                  | 12月 December   |               |                | 12月 December   |               |                |
| グループ出資比率 Share of group companies *1 | 98.3%  |               |                | 64.8%  |               |                |
| 事業内容 Business activities             | 中国大連市におけるコンビニエンスストア事業<br>Lawson's chain-store development and operation in Dalian, China                                     |               |                | 中国北京市におけるコンビニエンスストア事業<br>Lawson's chain-store development and operation in Beijing, China      |               |                |
| 他出資者 Other shareholders              | 亜恵美食品有限公司 Acasia Foods Co.,LTD. 1.7%   |               |                | 北京首農股份有限公司 Beijing Capital Agribusiness Co., Ltd. 35.2%  |               |                |
|                                      | 2020.1-2020.6  | 2021.1-2021.6 | 2020.1-2020.12 | 2020.1-2020.6  | 2021.1-2021.6 | 2020.1-2020.12 |
|                                      | 百万円/Millions of yen  |               |                | 百万円/Millions of yen  |               |                |
| チェーン全店売上高 Total net sales            | 3,357  | 4,988         | 8,095          | 3,314  | 6,531         | 8,943          |
| 営業総収入 Gross operating revenue        | 1,726  | 2,267         | 4,065          | 2,432  | 3,748         | 6,107          |
| 営業利益 Operating income                | -18  | 134           | 44             | -56  | 131           | 146            |
| 経常利益 Ordinary income                 | -27  | 110           | 6              | -54  | 116           | 149            |
| 当期純利益 Profit                         | -29  | 96            | -24            | -75  | 94            | 94             |
|                                      | Saha Lawson Co., Ltd.  |               |                | (株)ベストプラクティス<br>BestPractice, Inc.   |               |                |
| 設立日 Date of establishment            | 2012年11月 2012.11   |               |                | 2004年3月 2004.3   |               |                |
| 決算月 Fiscal year end                  | 12月 December   |               |                | 2月 February  |               |                |
| グループ出資比率 Share of group companies *1 | 49.2%  |               |                | 100.0%   |               |                |
| 事業内容 Business activities             | タイにおけるコンビニエンスストア事業<br>Operating stores "LAWSON 108" and "108SHOP" in Thailand  |               |                | 店舗の経営の実態調査・分析業務<br>On-site inspections and analysis of store management                        |               |                |
| 他出資者 Other shareholders              | Saha Pathanapibul PLC. 21.3%   |               |                | -  |               |                |
|                                      | Saha Pathana Interholding PLC. 9.0%  |               |                | -  |               |                |
|                                      | I.C.C International PLC. 9.0%  |               |                | -  |               |                |
|                                      | Thai President Foods PLC. 7.7%   |               |                | -  |               |                |
|                                      | Others 3.8%  |               |                | -  |               |                |
|                                      | 2020.1-2020.6  | 2021.1-2021.6 | 2020.1-2020.12 | 2020.3-2020.8  | 2021.3-2021.8 | 2020.3-2021.2  |
|                                      | 百万円/Millions of yen  |               |                | 百万円/Millions of yen  |               |                |
| チェーン全店売上高 Total net sales            | 3,916  | 3,410         | 7,856          | -  | -             | -              |
| 営業総収入 Gross operating revenue        | 4,556  | 3,909         | 9,152          | 158  | 214           | 210            |
| 営業利益 Operating income                | -184   | -138          | -165           | -214   | -140          | -456           |
| 経常利益 Ordinary income                 | -193   | -141          | -170           | 195  | -70           | 405            |
| 当期純利益 Profit                         | -205   | -135          | -188           | 66   | -70           | 131            |

(注)

\*1 グループ出資比率には、(株)ローソンからの出資のほか、グループ企業等からの出資を含みます。

\*2 上表中の決算数値は、上海羅森便利有限公司に、中国上海市及びその周辺地域の上海樂松商貿有限公司、上海恭匯貿易有限公司、浙江羅森百貨有限公司3社の経営成績を合算しております。

\*3 羅森(北京)有限公司の上表中の決算数値は、羅森(北京)有限公司に、北京羅松商貿有限公司の経営成績を合算しております。羅森(北京)有限公司は、2020年10月30日に第三者割当増資を実施しております。

\*4 2020年度以前は連結決算上の調整により計上していたIFRS第16号の影響については、2021年度より、中国の会計基準にて導入されたことから、中国子会社各社の損益に反映して開示しております。

Notes:

\*1 Share of group companies includes investments from group companies besides investments from Lawson, Inc.

\*2 The operating result of Shanghai Lawson, Inc. includes a sum of operating results of 3 companies (Shanghai Le Song Trading Co., Ltd., Shang Hai Gong Hui Trading Co., Ltd. and Zhejiang Lawson, Inc. located in Shanghai and surrounding area).

\*3 The operating result of Beijing Lawson, Inc. includes the operating result of BEIJING LUOSONG Co., Ltd. Beijing Lawson, Inc. executed a capital increase through third-party allotment on October 30, 2020.

\*4 Up until fiscal year 2020, the impact of International Financial Reporting Standard 16 (IFRS 16) was recorded as an adjustment in the consolidated financial statements, but since fiscal year 2021, when the standard was adopted by the Chinese accounting standards, its impact has been reflected and disclosed in the profit/loss of each of the Chinese subsidiaries.

# 連結業績 Consolidated operating results

## ■ 主な関係会社の状況 Main subsidiaries and equity method affiliates

| 2. 持分法適用関連会社<br>2. Equity method affiliates | (株)ローソン高知<br>Lawson Kochi, Inc.  |                |               | (株)ローソン南九州<br>Lawson Minamikyushu, Inc.   |                |               |
|---|--|----------------|---------------|---|----------------|---------------|
|   | 設立日 Date of establishment  | 2015年4月 2015.4 |               |   | 2013年5月 2013.5 |               |
| 決算月 Fiscal year end                         | 2月 February  |                |               | 2月 February   |                |               |
| グループ出資比率 Share of group companies *         | 49.0%  |                |               | 49.0%   |                |               |
| 事業内容 Business activities                    | 高知県におけるコンビニエンスストア事業<br>Lawson's chain-store development and operation in Kochi   |                |               | 鹿児島県におけるコンビニエンスストア事業<br>Lawson's chain-store development and operation in Kagoshima |                |               |
| 他出資者 Other shareholders                     | 株式会社サニーマート SUNNY MART Co., Ltd. 51.0%  |                |               | 南国殖産株式会社 Nangoku Corporation Co., Ltd. 51.0%  |                |               |
|   | 2020.3-2020.8  | 2021.3-2021.8  | 2020.3-2021.2 | 2020.3-2020.8   | 2021.3-2021.8  | 2020.3-2021.2 |
|   | 百万円/Millions of yen  |                |               | 百万円/Millions of yen   |                |               |
| 営業総収入 Gross operating revenue               | 2,152  | 2,125          | 4,251         | 2,140   | 2,122          | 4,255         |
| 営業利益 Operating income                       | 272  | 241            | 400           | 44  | 37             | 75            |
| 経常利益 Ordinary income                        | 274  | 242            | 405           | 46  | 42             | 87            |
| 当期純利益 Profit                                | 184  | 158            | 271           | 15  | 34             | 26            |
|   | <b>(株)ローソン沖縄</b><br>Lawson Okinawa, Inc.   |                |               |   |                |               |
| 設立日 Date of establishment                   | 2009年10月 2009.10   |                |               |   |                |               |
| 決算月 Fiscal year end                         | 2月 February  |                |               |   |                |               |
| グループ出資比率 Share of group companies *         | 49.0%  |                |               |   |                |               |
| 事業内容 Business activities                    | 沖縄県におけるコンビニエンスストア事業<br>Lawson's chain-store development and operation in Okinawa |                |               |   |                |               |
| 他出資者 Other shareholders                     | 株式会社サンエー SAN-A CO., LTD. 51.0%   |                |               |   |                |               |
|   | 2020.3-2020.8  | 2021.3-2021.8  | 2020.3-2021.2 |   |                |               |
|   | 百万円/Millions of yen  |                |               |   |                |               |
| 営業総収入 Gross operating revenue               | 3,637  | 3,473          | 7,130         |   |                |               |
| 営業利益 Operating income                       | 500  | 371            | 913           |   |                |               |
| 経常利益 Ordinary income                        | 503  | 368            | 911           |   |                |               |
| 当期純利益 Profit                                | 275  | 235            | 514           |   |                |               |

(注)

\* グループ出資比率には、(株)ローソンからの出資のほか、グループ企業等からの出資を含みます。

Note:

\* Share of group companies includes investments from group companies besides investments from Lawson, Inc.

## ■ 主な業績と予想 Results and forecasts for major financial indicators

|  | 2020年度/FY2020                    |         |                                      |         | 2021年度/FY2021                    |         |   |         |
|--|----------------------------------|---------|--------------------------------------|---------|----------------------------------|---------|---|---------|
|  | 第2四半期/1H<br>2020.3.1 - 2020.8.31 |         | 通期/Full year<br>2020.3.1 - 2021.2.28 |         | 第2四半期/1H<br>2021.3.1 - 2021.8.31 |         | 通期計画/Full year (Forecast)<br>2021.3.1 - 2022.2.28 |         |
|  | 金額/Amount                        | 前年比/YoY | 金額/Amount                            | 前年比/YoY | 金額/Amount                        | 前年比/YoY | 金額/Amount   | 前年比/YoY |
| チェーン全店売上高 (百万円)<br>Net sales of all convenience stores (millions of yen)                               | 1,091,898                        | 92.8%   | 2,165,818                            | 94.3%   | 1,119,225                        | 102.5%  | 2,260,000   | 104.3%  |
| 加盟店売上高 (百万円)<br>Net sales of franchised stores (millions of yen)                                       | 1,074,844                        | 93.3%   | 2,132,618                            | 94.8%   | 1,103,832                        | 102.7%  | -   | -       |
| 直営店売上高 (百万円)<br>Net sales of company-operated stores (millions of yen)                                 | 17,054                           | 68.1%   | 33,200                               | 69.6%   | 15,392                           | 90.3%   | -   | -       |
| 営業総収入 (百万円) *1<br>Gross operating revenue (millions of yen)  | 179,027                          | 89.1%   | 354,825                              | 90.8%   | 180,482                          | 100.8%  | 364,000   | 102.6%  |
| 営業総利益 (百万円)<br>Operating gross profit (millions of yen)  | 166,578                          | 91.2%   | 330,600                              | 92.8%   | 169,260                          | 101.6%  | -   | -       |
| (対チェーン全店売上高比)<br>(Operating gross profit on Net sales of all convenience stores)                       | 15.3%                            |         | 15.3%                                |         | 15.1%                            |         | -   |         |
| 販売費及び一般管理費 (百万円)<br>Selling, general and administrative expenses (millions of yen)                     | 154,070                          | 99.1%   | 304,449                              | 97.7%   | 152,766                          | 99.2%   | -   | -       |
| (対チェーン全店売上高比)<br>(Selling, general and administrative expenses on Net sales of all convenience stores) | 14.1%                            |         | 14.1%                                |         | 13.6%                            |         | -   |         |
| 営業利益 (百万円) Operating income (millions of yen)  | 12,508                           | 45.9%   | 26,150                               | 58.5%   | 16,493                           | 131.9%  | 29,000  | 110.9%  |
| (対チェーン全店売上高比)<br>(Operating income on Net sales of all convenience stores)                             | 1.1%                             |         | 1.2%                                 |         | 1.5%                             |         | -   |         |
| 経常利益 (百万円) Ordinary income (millions of yen)   | 21,357                           | 66.1%   | 33,700                               | 73.3%   | 25,900                           | 121.3%  | 35,000  | 103.9%  |
| 四半期(当期)純利益 (百万円) Profit (millions of yen)  | 14,691                           | 69.5%   | 15,894                               | 102.6%  | 19,824                           | 134.9%  | 12,000  | 75.5%   |
| 1株当たり四半期(当期)純利益 (円)<br>Profit per share (yen)  | 146.81                           |         | 158.84                               |         | 198.11                           |         | 119.91 *2   |         |
| 純資産 (百万円) Net assets (millions of yen)   | 244,780                          |         | 234,977                              |         | 247,128                          |         | -   |         |
| 総資産 (百万円) Total assets (millions of yen)   | 829,223                          |         | 839,426                              |         | 797,871                          |         | -   |         |
| 1株当たり純資産 (円) Net assets per share (yen)  | 2,442.82                         |         | 2,344.86                             |         | 2,465.84                         |         | -   |         |
| 1株当たり配当額 (円) Cash dividends per share (yen)  | 75.00                            |         | 150.00                               |         | 75.00                            |         | -   |         |
| 総資産四半期(当期)純利益率 ROA   | 1.7%                             |         | 1.9%                                 |         | 2.4%                             |         | -   |         |
| 自己資本四半期(当期)純利益率 ROE  | 6.1%                             |         | 6.8%                                 |         | 8.2%                             |         | -   |         |
| 流動比率 Current ratio   | 48.3%                            |         | 54.4%                                |         | 53.2%                            |         | -   |         |
| 固定比率 Fixed ratio   | 268.3%                           |         | 268.6%                               |         | 251.3%                           |         | -   |         |
| 自己資本比率 Shareholders' equity ratio  | 29.5%                            |         | 28.0%                                |         | 30.9%                            |         | -   |         |

(注)

\*1 営業総収入は直営店売上高、加盟店からの収入等の合計です。

\*2 計画の1株当たり四半期(当期)純利益に関しては、2021年8月31日現在の期末発行済株式数を用いて算出しております。

Notes:

\*1 The gross operating revenue is a sum of total sales of company-operated stores, income from franchised stores and others.

\*2 Forecasted profit per share is calculated based on the number of outstanding shares as of August 31, 2021.

# 単体業績 Non-consolidated operating results

## ■ 損益計算書 Non-consolidated statement of income

|  |               | 2020年度1H                 |         | 2021年度1H                 |         | 前年増減                |
|--|---------------|--------------------------|---------|--------------------------|---------|---------------------|
|  |               | 2020. 3. 1 - 2020. 8. 31 |         | 2021. 3. 1 - 2021. 8. 31 |         | Increase (Decrease) |
|  |               | 百万円/Millions of yen      | 前年比/YoY | 百万円/Millions of yen      | 前年比/YoY | 百万円/Millions of yen |
| A. 営業総収入 Gross operating revenue                           | B + E         | 179,027                  | 89.1%   | 180,482                  | 100.8%  | 1,454               |
| B. 売上高 Net sales   |               | 17,047                   | 68.1%   | 15,374                   | 90.2%   | -1,673              |
| C. 売上原価 Cost of sales                                      |               | 12,448                   | 68.7%   | 11,221                   | 90.1%   | -1,226              |
| D. 売上総利益 Gross profit                                      | B - C         | 4,598                    | 66.5%   | 4,152                    | 90.3%   | -446                |
| E. 営業収入 Operating revenue                                  | F + G         | 161,979                  | 92.1%   | 165,108                  | 101.9%  | 3,128               |
| F. 加盟店からの収入 Income from franchised stores                  |               | 145,229                  | 92.8%   | 147,367                  | 101.5%  | 2,137               |
| G. その他の営業収入 Other operating revenue                        |               | 16,750                   | 86.8%   | 17,740                   | 105.9%  | 990                 |
| H. 営業総利益 Operating gross profit                            | A - C = D + E | 166,578                  | 91.2%   | 169,260                  | 101.6%  | 2,681               |
| I. 販売費及び一般管理費 Selling, general and administrative expenses |               | 154,070                  | 99.1%   | 152,766                  | 99.2%   | -1,303              |
| J. 営業利益 Operating income                                   | H - I         | 12,508                   | 45.9%   | 16,493                   | 131.9%  | 3,985               |
| 営業外収益 Non-operating income                                 |               | 11,988                   | 163.2%  | 11,199                   | 93.4%   | -788                |
| 営業外費用 Non-operating expenses                               |               | 3,138                    | 136.5%  | 1,792                    | 57.1%   | -1,346              |
| 経常利益 Ordinary income                                       |               | 21,357                   | 66.1%   | 25,900                   | 121.3%  | 4,543               |
| 特別利益 Extraordinary income                                  |               | 221                      | 135.6%  | 1,025                    | 462.7%  | 804                 |
| 特別損失 Extraordinary losses                                  |               | 4,586                    | 103.3%  | 1,892                    | 41.3%   | -2,694              |
| 税引前四半期純利益 Profit before income taxes                       |               | 16,992                   | 60.6%   | 25,034                   | 147.3%  | 8,041               |
| 法人税、住民税及び事業税 Income taxes - current                        |               | 426                      | 6.9%    | 3,595                    | 843.3%  | 3,169               |
| 法人税等調整額 Income taxes - deferred                            |               | 1,874                    | 248.4%  | 1,613                    | 86.1%   | -261                |
| 四半期純利益 Profit  |               | 14,691                   | 69.5%   | 19,824                   | 134.9%  | 5,133               |

## ■ 販売費及び一般管理費の主な明細 Selling, general and administrative expenses \*

|  | 2020年度1H                 |         | 2021年度1H                 |         | 前年増減                |
|--|--------------------------|---------|--------------------------|---------|---------------------|
|  | 2020. 3. 1 - 2020. 8. 31 |         | 2021. 3. 1 - 2021. 8. 31 |         | Increase (Decrease) |
|  | 百万円/Millions of yen      | 前年比/YoY | 百万円/Millions of yen      | 前年比/YoY | 百万円/Millions of yen |
| 地代家賃 Rents   | 58,009                   | 99.5%   | 58,394                   | 100.7%  | 385                 |
| 人件費 Personnel expenses                                   | 22,713                   | 97.0%   | 22,368                   | 98.5%   | -344                |
| 有形固定資産減価償却費 Depreciation of property and store equipment | 24,738                   | 102.5%  | 23,817                   | 96.3%   | -921                |
| 広告宣伝費 Advertising expenses                               | 5,206                    | 68.2%   | 5,123                    | 98.4%   | -82                 |
| 販売手数料 Sales commission                                   | 8,520                    | 88.5%   | 9,307                    | 109.2%  | 786                 |
| その他 Other  | 34,883                   | 108.0%  | 33,755                   | 96.8%   | -1,127              |
| 合計 Total   | 154,070                  | 99.1%   | 152,766                  | 99.2%   | -1,303              |

(注)

\* ITコスト(社内管理ベース)は、2021年度第2四半期累計で53億円になります。なお、ITコストは「有形固定資産減価償却費」及び「その他」に計上しています。

Notes:

\* According to our internal calculation, IT-related expenses for the first half of fiscal year 2021 stood at 5.3 billions of yen. These IT-related expenses are recorded under "Depreciation of property and store equipment" and "Other."

## ■ 投融資の状況 Capital expenditure

|  | 2020年度1H                 | 2021年度1H                 | 前年増減                | 2021年度計画                             |
|--|--------------------------|--------------------------|---------------------|--------------------------------------|
|  | 2020. 3. 1 - 2020. 8. 31 | 2021. 3. 1 - 2021. 8. 31 | Increase (Decrease) | Forecasts / 2021. 3. 1 - 2022. 2. 28 |
|  | 百万円/Millions of yen      | 百万円/Millions of yen      | 百万円/Millions of yen | 百万円/Millions of yen                  |
| 新店投資 New store investments                                     | 4,827                    | 7,319                    | 2,492               | 12,000                               |
| 既存店投資<br>Existing store investments                            | 3,584                    | 4,947                    | 1,363               | 21,000                               |
| システム関連投資<br>IT-related investments                             | 2,834                    | 2,868                    | 34                  | 10,000                               |
| その他 Other  | 43                       | 202                      | 158                 | -                                    |
| 投資小計 Subtotal  | 11,290                   | 15,338                   | 4,048               | 43,000                               |
| 出資・融資<br>Investments and advances                              | 7,130                    | -6,302                   | -13,433             | -7,000                               |
| リース Leases *   | 11,781                   | 13,746                   | 1,964               | 57,000                               |
| 合計 Total   | 30,202                   | 22,781                   | -7,420              | 93,000                               |
| 有形固定資産減価償却費<br>Depreciation of property and store<br>equipment | 24,738                   | 23,817                   | -921                | 48,200                               |
| 無形固定資産償却費<br>Amortization of intangible assets                 | 5,650                    | 4,926                    | -724                | 10,600                               |
| 減価償却費合計<br>Total depreciation and amortization                 | 30,389                   | 28,743                   | -1,645              | 58,800                               |

(注)

\* リース債務の返済による支出は、2020年度第2四半期累計期間は20,807百万円、2021年度第2四半期累計期間は18,931百万円です。

Notes:

\* The amount of repayments of lease obligations is 20,807 millions of yen in the first half of fiscal year 2020 and 18,931 millions of yen in the first half of fiscal year 2021.

## ■貸借対照表 Non-consolidated balance sheet

| [資産の部 Assets]   | 2020年度<br>(2021年2月28日現在) | 2021年度第2四半期<br>(2021年8月31日現在) | 2020年度末からの増減                       |
|---|--------------------------|-------------------------------|------------------------------------|
|   | FY2020 (As of 2021.2.28) | FY2021 (As of 2021.8.31)      | Increase (Decrease) from 2021.2.28 |
|   | 百万円/Millions of yen      | 百万円/Millions of yen           | 百万円/Millions of yen                |
| <b>流動資産 Current assets</b>  | 209,085                  | 177,661                       | -31,424                            |
| 現金及び預金 Cash and deposits  | 38,022                   | 5,649                         | -32,373                            |
| 加盟店貸勘定 Accounts receivable - due from franchised stores                           | 46,057                   | 45,028                        | -1,029                             |
| リース債権 Lease receivables   | 16,621                   | 15,684                        | -937                               |
| 商品 Merchandise  | 1,062                    | 1,027                         | -35                                |
| 前払費用 Prepaid expenses   | 17,897                   | 15,717                        | -2,180                             |
| 未収入金 Accounts receivable - other  | 79,468                   | 85,595                        | 6,127                              |
| その他 Other   | 9,954                    | 8,958                         | -995                               |
| <b>固定資産 Non-current assets</b>  | 630,340                  | 620,209                       | -10,130                            |
| <b>有形固定資産 Property and store equipment</b>  | 316,157                  | 316,491                       | 334                                |
| ・建物 Buildings   | 154,345                  | 156,805                       | 2,460                              |
| ・構築物 Structures   | 27,486                   | 26,649                        | -837                               |
| ・工具、器具及び備品 Tools, furniture and fixtures  | 10,182                   | 9,827                         | -355                               |
| ・土地 Land  | 8,422                    | 8,511                         | 88                                 |
| ・リース資産 Leased assets  | 114,673                  | 113,614                       | -1,058                             |
| ・建設仮勘定 Construction in progress   | 1,047                    | 1,083                         | 36                                 |
| <b>無形固定資産 Intangible assets</b>   | 36,151                   | 33,932                        | -2,219                             |
| ・ソフトウェア Software  | 24,106                   | 22,831                        | -1,275                             |
| ・のれん Goodwill   | 11,475                   | 10,544                        | -930                               |
| ・その他 Other  | 568                      | 556                           | -12                                |
| <b>投資その他の資産 Investments and other assets</b>                                      | 278,031                  | 269,785                       | -8,245                             |
| ・投資有価証券 Investments securities  | 8,367                    | 2,849                         | -5,517                             |
| ・関係会社株式 Shares of subsidiaries and associates                                     | 64,658                   | 64,658                        | 0                                  |
| ・関係会社出資金<br>Investments in capital of subsidiaries and associates                 | 29,832                   | 29,832                        | -                                  |
| ・長期貸付金 Long-term loans receivable   | 39,966                   | 38,908                        | -1,058                             |
| ・関係会社長期貸付金<br>Long-term loans receivable from subsidiaries and associates         | 494                      | 488                           | -5                                 |
| ・長期前払費用 Long-term prepaid expenses  | 13,575                   | 13,303                        | -271                               |
| ・差入保証金 Guarantee deposits   | 88,914                   | 88,997                        | 82                                 |
| ・繰延税金資産 Deferred tax assets   | 32,344                   | 30,828                        | -1,515                             |
| ・その他 Other  | 531                      | 596                           | 65                                 |
| ・貸倒引当金 Allowance for doubtful accounts  | -653                     | -678                          | -25                                |
| <b>資産合計 Total assets</b>  | 839,426                  | 797,871                       | -41,554                            |
| <b>有形固定資産の減価償却累計額</b><br>Accumulated depreciation of property and store equipment | 320,318                  | 328,054                       | 7,735                              |



■ 貸借対照表 Non-consolidated balance sheet

|   | 2020年度<br>(2021年2月28日現在) | 2021年度第2四半期<br>(2021年8月31日現在) | 2020年度末からの増減                       |
|---|--------------------------|-------------------------------|------------------------------------|
|   | FY2020 (As of 2021.2.28) | FY2021 (As of 2021.8.31)      | Increase (Decrease) from 2021.2.28 |
|   | 百万円/Millions of yen      | 百万円/Millions of yen           | 百万円/Millions of yen                |
| <b>[負債の部 Liabilities]</b>   |                          |                               |                                    |
| 流動負債 Current liabilities  | 384,184                  | 334,068                       | -50,115                            |
| 買掛金 Accounts payable - trade  | 106,756                  | 116,969                       | 10,213                             |
| 短期借入金 Short-term loans payable  | 38,070                   | 2,420                         | -35,650                            |
| 関係会社短期借入金<br>Short-term loans payable to subsidiaries and associates  | 35,050                   | 34,420                        | -630                               |
| リース債務 Lease obligations   | 35,564                   | 35,826                        | 261                                |
| 未払金 Accounts payable - other  | 21,581                   | 21,643                        | 62                                 |
| 未払法人税等 Income taxes payable   | 1,985                    | 4,990                         | 3,005                              |
| 未払費用 Accrued expenses   | 2,371                    | 2,426                         | 54                                 |
| 預り金 Deposits received   | 132,989                  | 107,205                       | -25,783                            |
| 賞与引当金 Provision for bonuses   | 2,942                    | 3,342                         | 400                                |
| その他 Other   | 6,873                    | 4,824                         | -2,048                             |
| 固定負債 Non-current liabilities  | 220,264                  | 216,674                       | -3,590                             |
| 長期借入金 Long-term loans payable   | 50,000                   | 50,000                        | -                                  |
| リース債務 Lease obligations   | 105,735                  | 101,799                       | -3,936                             |
| 退職給付引当金 Provision for retirement benefits                             | 13,553                   | 14,028                        | 475                                |
| 役員退職慰労引当金<br>Provision for retirement benefits to executive officers  | 200                      | 153                           | -47                                |
| 資産除去債務 Asset retirement obligations                                   | 31,803                   | 32,306                        | 502                                |
| その他 Other   | 18,971                   | 18,386                        | -585                               |
| 負債合計 Total liabilities  | 604,449                  | 550,743                       | -53,705                            |
| <b>[純資産の部 Net assets]</b>   |                          |                               |                                    |
| 株主資本 Shareholders' equity   | 233,069                  | 245,407                       | 12,338                             |
| 資本金 Capital stock   | 58,506                   | 58,506                        | -                                  |
| 資本剰余金 Capital surplus   | 47,760                   | 47,761                        | 0                                  |
| ・ 資本準備金 Legal capital surplus   | 47,696                   | 47,696                        | -                                  |
| ・ その他資本剰余金 Other capital surplus                                      | 64                       | 64                            | 0                                  |
| 利益剰余金 Retained earnings   | 127,793                  | 140,113                       | 12,319                             |
| ・ 利益準備金 Legal retained earnings                                       | 727                      | 727                           | -                                  |
| ・ 別途積立金 General reserve   | 50,000                   | 50,000                        | -                                  |
| ・ 繰越利益剰余金 Retained earnings brought forward                           | 77,065                   | 89,385                        | 12,319                             |
| 自己株式 Treasury shares  | -991                     | -973                          | 17                                 |
| 評価・換算差額等 Valuation and translation adjustments                        | 1,574                    | 1,352                         | -221                               |
| その他有価証券評価差額金<br>Valuation difference on available-for-sale securities | 1,782                    | 1,560                         | -221                               |
| 土地再評価差額金 Revaluation reserve for land                                 | -207                     | -207                          | -                                  |
| 新株予約権 Subscription rights to shares                                   | 333                      | 368                           | 34                                 |
| 純資産合計 Net assets  | 234,977                  | 247,128                       | 12,151                             |
| 負債純資産合計 Liabilities and net assets                                    | 839,426                  | 797,871                       | -41,554                            |

## 店舗の状況 Number of stores

## ■ 国内コンビニエンスストアの店舗数の推移 Number of convenience stores in Japan \*1

|  | 2020年度1H/FY2020          |        | 2021年度1H/FY2021          |        | 2021年度計画/FY2021 (Forecast) |        |
|--|--------------------------|--------|--------------------------|--------|----------------------------|--------|
|  | 2020. 3. 1 - 2020. 8. 31 |        | 2021. 3. 1 - 2021. 8. 31 |        | 2021. 3. 1 - 2022. 2. 28   |        |
| 単体 Non-consolidated                      | 「ローソン」 「ナチュラルローソン」のみ     |        | 「ローソン」 「ナチュラルローソン」のみ     |        | 「ローソン」 「ナチュラルローソン」のみ       |        |
| 開店 Opening (店/Store)                     | 222                      | 220    | 282                      | 280    | 470                        | 465    |
| 閉店 Closure (店/Store)                     | 173                      | 116    | 116                      | 106    | 340                        | 320    |
| うち置換(-)*2 Re-location (-)                | 23                       | 22     | 29                       | 29     | -                          | -      |
| 純増減<br>Net Increase (Decrease) (店/Store) | 49                       | 104    | 166                      | 174    | 130                        | 145    |
| 総店舗数 Total number of stores              | 13,920                   | 13,233 | 14,059                   | 13,388 | 14,023                     | 13,359 |
| グループ会社 Group company                     |                          |        |                          |        |                            |        |
| 開店 Opening (店/Store)                     | 14                       |        | 10                       |        | 30                         |        |
| 閉店 Closure (店/Store)                     | 7                        |        | 1                        |        | 10                         |        |
| 純増減<br>Net Increase (Decrease) (店/Store) | 7                        |        | 9                        |        | 20                         |        |
| 総店舗数 Total number of stores              | 580                      |        | 592                      |        | 603                        |        |
| グループ計 Total                              |                          |        |                          |        |                            |        |
| 開店 Opening (店/Store)                     | 236                      |        | 292                      |        | 500                        |        |
| 閉店 Closure (店/Store)                     | 180                      |        | 117                      |        | 350                        |        |
| 純増減<br>Net Increase (Decrease) (店/Store) | 56                       |        | 175                      |        | 150                        |        |
| 総店舗数 Total number of stores              | 14,500                   |        | 14,651                   |        | 14,626                     |        |

(注)

\*1 当社グループの運営するコンビニエンスストアの店舗数であり、(株)ローソン高知、(株)ローソン南九州、(株)ローソン沖縄の運営する店舗数を含みます。

\*2 立地の移転を行う為に閉鎖した店舗数です。

Notes:

\*1 The number of stores is a total number of stores operated by the Lawson group including the number of stores operated by Lawson Kochi, Inc., Lawson Minamikyushu, Inc. and Lawson Okinawa, Inc.

\*2 It states number of stores closed for relocation purpose.

## 店舗の状況 Number of stores

## ■国内コンビニエンスストア店舗数 Number of convenience stores in Japan by store type

|   | 2020年8月      |           | 2021年2月        |           | 2021年8月      |           | 期中増減店舗数                 |
|---|--------------|-----------|----------------|-----------|--------------|-----------|-------------------------|
|   | August, 2020 |           | February, 2021 |           | August, 2021 |           | Net increase (Decrease) |
|   | 店/Store      | 構成比/Share | 店/Store        | 構成比/Share | 店/Store      | 構成比/Share | 店/Store                 |
| <b>株式会社ローソン Lawson, Inc.</b>  |              |           |                |           |              |           |                         |
| 直営店 Company-operated stores   |              |           |                |           |              |           |                         |
| ローソン LAWSON   | 248          | 1.7%      | 221            | 1.5%      | 220          | 1.5%      | - 1                     |
| ナチュラルローソン NATURAL LAWSON  | 21           | 0.1%      | 18             | 0.1%      | 15           | 0.1%      | - 3                     |
| 加盟店 Franchised stores   |              |           |                |           |              |           |                         |
| Bタイプ Type B   | 1,806        | 12.5%     | 1,786          | 12.3%     | 1,903        | 13.0%     | 117                     |
| Gタイプ Type G   | 1,341        | 9.2%      | 1,320          | 9.1%      | 1,309        | 8.9%      | - 11                    |
| Cタイプ Type C   | 9,692        | 66.8%     | 9,744          | 67.3%     | 9,819        | 67.0%     | 75                      |
| ナチュラルローソン NATURAL LAWSON  | 125          | 0.9%      | 125            | 0.9%      | 122          | 0.8%      | - 3                     |
| ローソンストア100 LAWSON STORE100  | 687          | 4.7%      | 679            | 4.7%      | 671          | 4.6%      | - 8                     |
| 小計 Subtotal   | 13,920       | 96.0%     | 13,893         | 96.0%     | 14,059       | 96.0%     | 166                     |
| <b>株式会社ローソン高知 Lawson Kochi, Inc.</b>                                |              |           |                |           |              |           |                         |
| 直営店 Company-operated stores   |              |           |                |           |              |           |                         |
|   | 5            | 0.0%      | 4              | 0.0%      | 4            | 0.0%      | -                       |
| 加盟店 Franchised stores   |              |           |                |           |              |           |                         |
|   | 134          | 0.9%      | 135            | 0.9%      | 135          | 0.9%      | -                       |
| 小計 Subtotal   | 139          | 1.0%      | 139            | 1.0%      | 139          | 0.9%      | -                       |
| <b>株式会社ローソン南九州 Lawson Minamikyushu, Inc.</b>                        |              |           |                |           |              |           |                         |
| 直営店 Company-operated stores   |              |           |                |           |              |           |                         |
|   | 2            | 0.0%      | 2              | 0.0%      | 2            | 0.0%      | -                       |
| 加盟店 Franchised stores   |              |           |                |           |              |           |                         |
|   | 196          | 1.4%      | 197            | 1.4%      | 199          | 1.4%      | 2                       |
| 小計 Subtotal   | 198          | 1.4%      | 199            | 1.4%      | 201          | 1.4%      | 2                       |
| <b>株式会社ローソン沖縄 Lawson Okinawa, Inc.</b>                              |              |           |                |           |              |           |                         |
| 直営店 Company-operated stores   |              |           |                |           |              |           |                         |
|   | 5            | 0.0%      | 3              | 0.0%      | 3            | 0.0%      | -                       |
| 加盟店 Franchised stores   |              |           |                |           |              |           |                         |
|   | 238          | 1.6%      | 242            | 1.7%      | 249          | 1.7%      | 7                       |
| 小計 Subtotal   | 243          | 1.7%      | 245            | 1.7%      | 252          | 1.7%      | 7                       |
| 国内コンビニエンスストアグループ店舗数計<br>Total number of convenience stores in Japan | 14,500       | 100.0%    | 14,476         | 100.0%    | 14,651       | 100.0%    | 175                     |

## 店舗の状況 Number of stores

## ■ 都道府県別店舗分布状況 Number of convenience stores by region and prefecture

|                |              | 2021年2月        |                 |         | 2021年8月      |                 |         | 期中増減店舗数                 |                 |         |
|----------------|--------------|----------------|-----------------|---------|--------------|-----------------|---------|-------------------------|-----------------|---------|
|                |              | February, 2021 |                 |         | August, 2021 |                 |         | Net increase (Decrease) |                 |         |
|                |              | ローソン*          | ローソンストア100      | 計       | ローソン*        | ローソンストア100      | 計       | ローソン*                   | ローソンストア100      | 計       |
|                |              | LAWSON         | LAWSON STORE100 | Total   | LAWSON       | LAWSON STORE100 | Total   | LAWSON                  | LAWSON STORE100 | Total   |
|                |              | 店/Store        | 店/Store         | 店/Store | 店/Store      | 店/Store         | 店/Store | 店/Store                 | 店/Store         | 店/Store |
| 北海道 Hokkaido   | 北海道 Hokkaido | 679            | -               | 679     | 681          | -               | 681     | 2                       | -               | 2       |
| 東北 Tohoku      | 青森 Aomori    | 278            | -               | 278     | 280          | -               | 280     | 2                       | -               | 2       |
|                | 秋田 Akita     | 182            | -               | 182     | 183          | -               | 183     | 1                       | -               | 1       |
|                | 岩手 Iwate     | 182            | -               | 182     | 182          | -               | 182     | -                       | -               | -       |
|                | 宮城 Miyagi    | 255            | -               | 255     | 258          | -               | 258     | 3                       | -               | 3       |
|                | 山形 Yamagata  | 113            | -               | 113     | 112          | -               | 112     | -1                      | -               | -1      |
|                | 福島 Fukushima | 171            | -               | 171     | 172          | -               | 172     | 1                       | -               | 1       |
|                | 小計 Subtotal  | 1,181          | -               | 1,181   | 1,187        | -               | 1,187   | 6                       | -               | 6       |
| 関東 Kanto       | 栃木 Tochigi   | 199            | -               | 199     | 200          | -               | 200     | 1                       | -               | 1       |
|                | 群馬 Gunma     | 241            | -               | 241     | 241          | -               | 241     | -                       | -               | -       |
|                | 埼玉 Saitama   | 655            | 40              | 695     | 656          | 39              | 695     | 1                       | -1              | -       |
|                | 千葉 Chiba     | 562            | 42              | 604     | 561          | 41              | 602     | -1                      | -1              | -2      |
|                | 茨城 Ibaraki   | 222            | 4               | 226     | 224          | 1               | 225     | 2                       | -3              | -1      |
|                | 東京 Tokyo     | 1,454          | 238             | 1,692   | 1,465        | 237             | 1,702   | 11                      | -1              | 10      |
|                | 神奈川 Kanagawa | 964            | 112             | 1,076   | 968          | 111             | 1,079   | 4                       | -1              | 3       |
| 小計 Subtotal    | 4,297        | 436            | 4,733           | 4,315   | 429          | 4,744           | 18      | -7                      | 11              |         |
| 甲信越 Koshinetsu | 新潟 Niigata   | 230            | -               | 230     | 227          | -               | 227     | -3                      | -               | -3      |
|                | 山梨 Yamanashi | 137            | -               | 137     | 138          | -               | 138     | 1                       | -               | 1       |
|                | 長野 Nagano    | 174            | -               | 174     | 174          | -               | 174     | -                       | -               | -       |
|                | 小計 Subtotal  | 541            | -               | 541     | 539          | -               | 539     | -2                      | -               | -2      |
| 北陸 Hokuriku    | 石川 Ishikawa  | 104            | -               | 104     | 105          | -               | 105     | 1                       | -               | 1       |
|                | 富山 Toyama    | 183            | -               | 183     | 183          | -               | 183     | -                       | -               | -       |
|                | 福井 Fukui     | 109            | -               | 109     | 108          | -               | 108     | -1                      | -               | -1      |
|                | 小計 Subtotal  | 396            | -               | 396     | 396          | -               | 396     | -                       | -               | -       |
| 東海 Tokai       | 静岡 Shizuoka  | 281            | -               | 281     | 281          | -               | 281     | -                       | -               | -       |
|                | 愛知 Aichi     | 633            | 90              | 723     | 635          | 90              | 725     | 2                       | -               | 2       |
|                | 岐阜 Gifu      | 178            | 5               | 183     | 177          | 5               | 182     | -1                      | -               | -1      |
|                | 三重 Mie       | 137            | -               | 137     | 138          | -               | 138     | 1                       | -               | 1       |
|                | 小計 Subtotal  | 1,229          | 95              | 1,324   | 1,231        | 95              | 1,326   | 2                       | -               | 2       |

(注)

\* ローソンの店舗数には、「ローソン」「ナチュラルローソン」を含みます。

Note:

\* The number of stores of LAWSON includes LAWSON and NATURAL LAWSON.

## 店舗の状況 Number of stores

## ■ 都道府県別店舗分布状況 Number of convenience stores by region and prefecture

|   |               | 2021年2月        |                 |         | 2021年8月      |                 |         | 期中増減店舗数                 |                 |         |
|---|---------------|----------------|-----------------|---------|--------------|-----------------|---------|-------------------------|-----------------|---------|
|   |               | February, 2021 |                 |         | August, 2021 |                 |         | Net increase (Decrease) |                 |         |
|   |               | ローソン*          | ローソンストア100      | 計       | ローソン*        | ローソンストア100      | 計       | ローソン*                   | ローソンストア100      | 計       |
|   |               | LAWSON         | LAWSON STORE100 | Total   | LAWSON       | LAWSON STORE100 | Total   | LAWSON                  | LAWSON STORE100 | Total   |
|   |               | 店/Store        | 店/Store         | 店/Store | 店/Store      | 店/Store         | 店/Store | 店/Store                 | 店/Store         | 店/Store |
| 近畿 Kinki  | 京都 Kyoto      | 297            | 24              | 321     | 305          | 22              | 327     | 8                       | -2              | 6       |
|   | 滋賀 Shiga      | 155            | -               | 155     | 155          | -               | 155     | -                       | -               | -       |
|   | 奈良 Nara       | 137            | -               | 137     | 140          | -               | 140     | 3                       | -               | 3       |
|   | 和歌山 Wakayama  | 152            | -               | 152     | 153          | -               | 153     | 1                       | -               | 1       |
|   | 大阪 Osaka      | 1,019          | 94              | 1,113   | 1,043        | 95              | 1,138   | 24                      | 1               | 25      |
|   | 兵庫 Hyogo      | 633            | 30              | 663     | 640          | 30              | 670     | 7                       | -               | 7       |
|   | 小計 Subtotal   | 2,393          | 148             | 2,541   | 2,436        | 147             | 2,583   | 43                      | -1              | 42      |
| 中国 Chugoku  | 岡山 Okayama    | 211            | -               | 211     | 230          | -               | 230     | 19                      | -               | 19      |
|   | 広島 Hiroshima  | 244            | -               | 244     | 288          | -               | 288     | 44                      | -               | 44      |
|   | 山口 Yamaguchi  | 120            | -               | 120     | 128          | -               | 128     | 8                       | -               | 8       |
|   | 鳥取 Tottori    | 136            | -               | 136     | 139          | -               | 139     | 3                       | -               | 3       |
|   | 島根 Shimane    | 142            | -               | 142     | 142          | -               | 142     | -                       | -               | -       |
|   | 小計 Subtotal   | 853            | -               | 853     | 927          | -               | 927     | 74                      | -               | 74      |
| 四国 Shikoku  | 香川 Kagawa     | 132            | -               | 132     | 133          | -               | 133     | 1                       | -               | 1       |
|   | 愛媛 Ehime      | 212            | -               | 212     | 212          | -               | 212     | -                       | -               | -       |
|   | 徳島 Tokushima  | 135            | -               | 135     | 134          | -               | 134     | -1                      | -               | -1      |
|   | 高知 Kochi      | 139            | -               | 139     | 139          | -               | 139     | -                       | -               | -       |
|   | 小計 Subtotal   | 618            | -               | 618     | 618          | -               | 618     | -                       | -               | -       |
| 九州 Kyushu   | 福岡 Fukuoka    | 515            | -               | 515     | 528          | -               | 528     | 13                      | -               | 13      |
|   | 佐賀 Saga       | 75             | -               | 75      | 75           | -               | 75      | -                       | -               | -       |
|   | 長崎 Nagasaki   | 112            | -               | 112     | 124          | -               | 124     | 12                      | -               | 12      |
|   | 大分 Oita       | 193            | -               | 193     | 197          | -               | 197     | 4                       | -               | 4       |
|   | 熊本 Kumamoto   | 160            | -               | 160     | 162          | -               | 162     | 2                       | -               | 2       |
|   | 宮崎 Miyazaki   | 111            | -               | 111     | 111          | -               | 111     | -                       | -               | -       |
|   | 鹿児島 Kagoshima | 199            | -               | 199     | 201          | -               | 201     | 2                       | -               | 2       |
| 小計 Subtotal   | 1,365         | -              | 1,365           | 1,398   | -            | 1,398           | 33      | -                       | 33              |         |
| 沖縄 Okinawa  | 沖縄 Okinawa    | 245            | -               | 245     | 252          | -               | 252     | 7                       | -               | 7       |
| 国内コンビニエンスストアグループ店舗数計<br>Total number of convenience stores in Japan |               | 13,797         | 679             | 14,476  | 13,980       | 671             | 14,651  | 183                     | -8              | 175     |

(注)

\* ローソンの店舗数には、「ローソン」「ナチュラルローソン」を含みます。

Note:

\* The number of stores of LAWSON includes LAWSON and NATURAL LAWSON.

## 店舗の状況 Number of stores

### ■海外コンビニエンスストア店舗数 Number of convenience stores abroad

|   |   | 2020年8月      | 2021年2月        | 2021年8月      | 期中増減店舗数                 |
|---|---|--------------|----------------|--------------|-------------------------|
|   |   | August, 2020 | February, 2021 | August, 2021 | Net increase (Decrease) |
|   |   | 店/Store      | 店/Store        | 店/Store      | 店/Store                 |
| 中国  | 上海市とその周辺地域（上海市、浙江省、江蘇省）                                     | 1,594        | 1,826          | 2,080        | 254                     |
| China                                     | Shanghai and surrounding area (Shanghai, Zhejiang, Jiangsu) |              |                |              |                         |
|   | 重慶市 Chongqing   | 284          | 341            | 419          | 78                      |
|   | 遼寧省（瀋陽市、大連市） Liaoning (Shenyang, Dalian)                    | 272          | 327            | 411          | 84                      |
|   | 北京市とその周辺地域（北京市、天津市、河北省）                                     | 180          | 215            | 262          | 47                      |
|   | Beijing and surrounding area (Beijing, Tianjin, Hebei)      |              |                |              |                         |
|   | 湖北省（武漢市など） Hubei (including Wuhan)                          | 414          | 441            | 477          | 36                      |
|   | 安徽省（合肥市など） Anhui (including Hefei)                          | 73           | 106            | 151          | 45                      |
|   | 湖南省（長沙市） Hunan (Changsha)                                   | 37           | 65             | 95           | 30                      |
|   | 海南省（海口市など） Hainan (including Haikou)                        | -            | 23             | 63           | 40                      |
|   | 小計 Subtotal   | 2,854        | 3,344          | 3,958        | 614                     |
| タイ  | Thailand  | 140          | 140            | 150          | 10                      |
| インドネシア                                    | Indonesia   | 68           | 68             | 68           | -                       |
| フィリピン                                     | Philippines   | 66           | 67             | 67           | -                       |
| 米国  | United States of America ハワイ州 Hawaii                        | 2            | 2              | 2            | -                       |
| 海外コンビニエンスストア店舗数計                          |   | 3,130        | 3,621          | 4,245        | 624                     |
| Total number of convenience stores abroad |   |              |                |              |                         |

### ■その他セグメントの運営する店舗数 Number of stores of other segments

|                   |                            | 2020年8月      | 2021年2月        | 2021年8月      | 期中増減店舗数                 |
|-------------------|----------------------------|--------------|----------------|--------------|-------------------------|
|                   |                            | August, 2020 | February, 2021 | August, 2021 | Net increase (Decrease) |
|                   |                            | 店/Store      | 店/Store        | 店/Store      | 店/Store                 |
| 株式会社成城石井 *1       | SEIJO ISHII CO., LTD.      | 162          | 164            | 167          | 3                       |
| 株式会社ローソンエンタテインメント | Lawson Entertainment, Inc. | 57           | 57             | 57           | -                       |
| ユナイテッド・シネマ株式会社 *2 | United Cinemas Co., Ltd.   | 43           | 43             | 42           | -1                      |

(注)

\*1 (株)成城石井については、直営の成城石井店舗のみを記載しております。

\*2 ユナイテッド・シネマ(株)については、劇場数を記載しております。

Notes:

\*1 For SEIJO ISHII CO., LTD., it states number of its company-operated stores only.

\*2 For United Cinemas Co., Ltd., it states number of theaters.

# 売上及び商品の状況(国内コンビニエンスストア) Sales and products (Convenience stores in Japan) \*1

## ■ 既存店売上高前年比及び既存店総荒利益高前年比 Net sales and gross profit of existing stores

|   | 2020年度/FY2020 |              | 2021年度/FY2021 |                           |
|---|---------------|--------------|---------------|---------------------------|
|   | 第2四半期累計期間/1H  | 通期/Full year | 第2四半期累計期間/1H  | 通期計画/Full year (Forecast) |
|   | 前年比/YoY       | 前年比/YoY      | 前年比/YoY       | 前年比/YoY                   |
| 売上高 Net sales *2  | 91.0%         | 92.7%        | 101.6%        | 102.8%                    |
| 客数 Number of customers  | 84.5%         | 85.8%        | 99.5%         | -                         |
| 客単価 Spending per customer                                     | 107.7%        | 108.0%       | 102.0%        | -                         |
| 売上高(チケット等含む)<br>Net sales (including tickets, etc.)           | 88.6%         | 90.4%        | 102.1%        | 103.1%                    |
| 総荒利益高 Gross profit  | 88.4%         | 89.4%        | 100.7%        | 102.4%                    |
| 売上高(ローソンストア100含む) *2<br>Net sales (including LAWSON STORE100) | 91.6%         | 93.0%        | 100.9%        | -                         |

## ■ 平均日販 Average daily sales per store

|               | 2020年度/FY2020       |                     | 2021年度/FY2021       |
|---------------|---------------------|---------------------|---------------------|
|               | 第2四半期累計期間/1H        | 通期/Full year        | 第2四半期累計期間/1H        |
|               | 千円/Thousands of yen | 千円/Thousands of yen | 千円/Thousands of yen |
| 全店 All stores | 485                 | 486                 | 497                 |
| 新店 New stores | 466                 | 463                 | 466                 |

## ■ 全店客数及び客単価 Average number of customers and average spending per customer (All stores)

|                           | 2020年度/FY2020   |                 | 2021年度/FY2021   |
|---------------------------|-----------------|-----------------|-----------------|
|                           | 第2四半期累計期間/1H    | 通期/Full year    | 第2四半期累計期間/1H    |
|                           | 人、円/Person, Yen | 人、円/Person, Yen | 人、円/Person, Yen |
| 客数 Number of customers    | 663             | 657             | 663             |
| 客単価 Spending per customer | 732             | 740             | 750             |

## ■ 全店商品別販売構成の推移及び総荒利益率の状況 Sales and gross profit margin by merchandise category at store level (All stores)

|                                 | 2020年度/FY2020          |              |                              |                        |              |                              | 2021年度/FY2021          |              |                              |                              |
|---------------------------------|------------------------|--------------|------------------------------|------------------------|--------------|------------------------------|------------------------|--------------|------------------------------|------------------------------|
|                                 | 第2四半期累計期間/1H           |              |                              | 通期/Full year           |              |                              | 第2四半期累計期間/1H           |              |                              | 通期計画/Full year (Forecast)    |
|                                 | 十億円<br>Billions of yen | 構成比<br>Share | 総荒利益率<br>Gross Profit Margin | 十億円<br>Billions of yen | 構成比<br>Share | 総荒利益率<br>Gross Profit Margin | 十億円<br>Billions of yen | 構成比<br>Share | 総荒利益率<br>Gross Profit Margin | 総荒利益率<br>Gross Profit Margin |
| ファストフード <sup>△</sup> Fast foods | 228.0                  | 22.1%        | 38.9%                        | 452.8                  | 22.1%        | 39.2%                        | 237.8                  | 22.4%        | 39.2%                        | -                            |
| 日配食品 Daily delivered foods      | 158.2                  | 15.3%        | 34.9%                        | 309.3                  | 15.1%        | 34.6%                        | 161.0                  | 15.1%        | 34.9%                        | -                            |
| 加工食品 Processed foods            | 551.3                  | 53.5%        | 23.5%                        | 1,096.3                | 53.4%        | 23.2%                        | 572.6                  | 53.8%        | 22.9%                        | -                            |
| うち、タバコ Cigarettes               | 277.1                  | 26.9%        | 11.0%                        | 559.6                  | 27.3%        | 11.0%                        | 298.6                  | 28.1%        | 11.0%                        | -                            |
| 非食品 Non-food products *3        | 93.7                   | 9.1%         | 51.0%                        | 192.1                  | 9.4%         | 49.7%                        | 92.9                   | 8.7%         | 49.7%                        | -                            |
| 合計 Total                        | 1,031.2                | 100.0%       | 31.2%                        | 2,050.6                | 100.0%       | 31.0%                        | 1,064.4                | 100.0%       | 30.7%                        | 30.8%                        |

### 分類 Category

|                                 |  |
|---------------------------------|--|
| ファストフード <sup>△</sup> Fast foods | 米飯・麺・調理パン(サンドイッチ等)・デリカ・ファストフード等<br>Rice, noodles, bread, delicatessen items, over-the-counter fast foods, etc.       |
| 日配食品 Daily delivered foods      | ベーカリー・デザート・アイスクリーム・生鮮食品等<br>Bakery items, desserts, ice creams, perishable foods (vegetables, fruits and meat), etc. |
| 加工食品 Processed foods            | 飲料・酒類・タバコ・加工食品・菓子等 Soft drinks, alcoholic drinks, cigarettes, processed foods, confectioneries, etc.                 |
| 非食品 Non-food products           | 日用品・本・雑誌等 Daily necessities, books, magazines, etc.  |

### (注)

\*1 売上高(ローソンストア100含む)を除く上記の数値は、(株)ローソンが運営する「ローソン」「ナチュラルローソン」の合計です。なお、本頁の各数値には、エリアフランチャイズ各社(株)ローソン高知、(株)ローソン南九州、(株)ローソン沖縄の数値は含んでおりません。

\*2 売上高は、チケット等の影響を除いた数値です。

\*3 非食品の総荒利益率は、手数料収入を含め算出しております。

### Notes:

\*1 These figures except for Net sales (including LAWSON STORE100) are sums of total LAWSON and NATURAL LAWSON operated by Lawson, Inc. Furthermore, results of area franchise companies (Lawson Kochi, Inc., Lawson Minamikyushu, Inc. and Lawson Okinawa, Inc.) are not included in this page.

\*2 Net sales do not include the impact of tickets, etc.

\*3 Gross profit of non-food products includes service commissions.

## 売上及び商品の状況(国内コンビニエンスストア) Sales and products (Convenience stores in Japan)

### ■酒・タバコ取扱店及び24時間営業店舗数 Liquor-licensed, cigarette-licensed and 24-hour operating stores \*1

|                                  | 2020年度/FY2020 |                     |              |                     | 2021年度/FY2021 |                     |
|----------------------------------|---------------|---------------------|--------------|---------------------|---------------|---------------------|
|                                  | 第2四半期累計期間/1H  |                     | 通期/Full year |                     | 第2四半期累計期間/1H  |                     |
|                                  | 店/Store       | 総店舗数に占める割合<br>Share | 店/Store      | 総店舗数に占める割合<br>Share | 店/Store       | 総店舗数に占める割合<br>Share |
| 酒取扱店 Liquor-licensed stores      | 13,385        | 96.2%               | 13,367       | 96.2%               | 13,517        | 96.1%               |
| タバコ取扱店 Cigarette-licensed stores | 13,144        | 94.4%               | 13,129       | 94.5%               | 13,308        | 94.7%               |
| 24時間営業店 24-hour operating stores | 12,831        | 92.2%               | 12,745       | 91.7%               | 12,826        | 91.2%               |

### ■収納代行業務の状況(全店) Third party bill settlement (All stores) \*1

|                           | 2020年度/FY2020                       |         |                                     |         | 2021年度/FY2021                       |         |
|---------------------------|-------------------------------------|---------|-------------------------------------|---------|-------------------------------------|---------|
|                           | 第2四半期累計期間/1H                        |         | 通期/Full year                        |         | 第2四半期累計期間/1H                        |         |
|                           | 百万円、百万件<br>Millions of yen, million | 前年比/YoY | 百万円、百万件<br>Millions of yen, million | 前年比/YoY | 百万円、百万件<br>Millions of yen, million | 前年比/YoY |
| 収納金額 Transaction amount   | 1,383,716                           | 99.7%   | 2,465,058                           | 98.7%   | 1,358,650                           | 98.2%   |
| 取扱件数 Number of settlement | 113.2                               | 99.2%   | 211.2                               | 98.4%   | 109.2                               | 96.5%   |

### ■国内コンビニエンスストア事業 グループ全店売上高 Total sales of convenience store business in Japan

|                          | 2020年度/FY2020       |         |                     |         | 2021年度/FY2021       |         |
|--------------------------|---------------------|---------|---------------------|---------|---------------------|---------|
|                          | 第2四半期累計期間/1H        |         | 通期/Full year        |         | 第2四半期累計期間/1H        |         |
|                          | 百万円/Millions of yen | 前年比/YoY | 百万円/Millions of yen | 前年比/YoY | 百万円/Millions of yen | 前年比/YoY |
| 単体 Non-consolidated *2   | 1,091,898           | 92.8%   | 2,165,818           | 94.3%   | 1,119,225           | 102.5%  |
| グループ会社 Group company *2  | 47,187              | 60.8%   | 94,086              | 62.2%   | 47,969              | 101.7%  |
| チケット等取扱高 Tickets etc. *3 | 138,113             | 72.8%   | 283,431             | 76.1%   | 148,134             | 107.3%  |
| 合計 Total                 | 1,277,199           | 88.5%   | 2,543,336           | 90.2%   | 1,315,329           | 103.0%  |

(注)

\*1 上記の数値は、(株)ローソンが運営する「ローソン」「ナチュラルローソン」「ローソンストア100」の合計です。

\*2 グループ会社は、(株)ローソン高知、(株)ローソン南九州、(株)ローソン沖縄の運営する店舗の売上高を合計しております。

\*3 チケット等取扱高は、当社グループの運営する国内のコンビニエンスストア事業全て(単体及びグループ会社を含む)の取扱高を合計しております。

Notes:

\*1 These figures are sums of total LAWSON, NATURAL LAWSON and LAWSON STORE100 operated by Lawson, Inc.

\*2 For group company, it is a total sales of stores operated by Lawson Kochi, Inc., Lawson Minamikyushu, Inc. and Lawson Okinawa, Inc.

\*3 For tickets and others gross sale, it is a total gross sales of convenience store business in Japan (including non-consolidated and group companies) operated by Lawson group.



# 従業員の状況

Number of employees

|   | 2020年度/FY2020 |                                 |              |                                 | 2021年度/FY2021 |                                 |
|---|---------------|---------------------------------|--------------|---------------------------------|---------------|---------------------------------|
|   | 第2四半期累計期間/1H  |                                 | 通期/Full year |                                 | 第2四半期累計期間/1H  |                                 |
|   | 人/Person      | 期中増減/Net increase<br>(Decrease) | 人/Person     | 期中増減/Net increase<br>(Decrease) | 人/Person      | 期中増減/Net increase<br>(Decrease) |
| <b>単体 Non-consolidated</b>              |               |                                 |              |                                 |               |                                 |
| 従業員数 Employees                          | 4,828         | 229                             | 4,752        | 153                             | 4,741         | -11                             |
| パートタイマー Part-time and temporary workers | 2,032         | -377                            | 1,948        | -461                            | 1,695         | -253                            |
| <b>連結子会社 Consolidated subsidiaries</b>  |               |                                 |              |                                 |               |                                 |
| 従業員数 Employees                          | 5,783         | -190                            | 5,633        | -340                            | 5,721         | 88                              |
| パートタイマー Part-time and temporary workers | 7,694         | -916                            | 7,916        | -694                            | 8,344         | 428                             |
| <b>連結計 Consolidated</b>                 |               |                                 |              |                                 |               |                                 |
| 従業員数 Employees                          | 10,611        | 39                              | 10,385       | -187                            | 10,462        | 77                              |
| パートタイマー Part-time and temporary workers | 9,726         | -1,293                          | 9,864        | -1,155                          | 10,039        | 175                             |