

*Japanese yen figures are rounded down to the nearest million yen. US dollar figures are rounded to the nearest thousand dollars.

(Fiscal year)	(Millions of yen)					(Millions of yen)					(Thousands of U.S. dollars 1)		
	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009		2008	2018
For the year:													
Gross operating revenues													
Franchise commissions from franchise stores	¥ 302,136	¥ 289,232	¥ 275,312	¥ 261,681	¥ 247,681	¥ 242,079	¥ 230,003	¥ 215,574	¥ 197,673	¥ 185,656	¥ 186,928	\$ 2,725,138	
Net sales	288,579	264,734	254,169	227,606	174,044	168,159	192,942	208,063	192,330	233,694	119,944	2,602,868	
Other	109,931	103,357	101,806	94,166	76,188	75,010	64,500	55,320	51,275	47,842	42,604	991,539	
Total operating revenues	700,647	657,324	631,288	583,453	497,913	485,248	487,445	478,957	441,278	467,192	349,476	6,319,545	
Operating profit	60,781	65,820	73,772	72,542	70,482	68,127	66,246	61,769	55,541	50,276	49,186	548,227	
Net income attributable to owners of parent	25,562	26,828	36,400	31,381	32,687	37,966	33,183	24,885	25,387	12,562	23,807	230,775	
Net cash provided by operating activities	128,594	113,938	99,864	112,205	110,568	81,503	85,189	86,357	72,210	40,696	51,717	1,159,872	
Net cash used in investing activities	(81,017)	(91,209)	(76,227)	(68,657)	(100,434)	(47,924)	(54,196)	(52,912)	(30,522)	(42,596)	(15,647)	(730,748)	
Net cash used in financing activities	277,937	(61,238)	(25,638)	(50,201)	(3,289)	(39,650)	(31,980)	(27,545)	(28,799)	(27,239)	(14,911)	2,506,873	
Capital expenditures	140,071	140,495	119,784	106,747	141,251	84,032	77,361	74,572	50,326	71,399	42,907	1,263,380	
Depreciation and amortization ²	66,844	58,601	56,199	49,293	41,826	47,889	43,886	37,846	33,084	27,468	20,879	602,904	
At year-end:													
Total assets	¥ 1,342,490	¥ 900,256	¥ 866,577	¥ 803,212	¥ 764,614	¥ 620,993	¥ 579,810	¥ 531,454	¥ 476,037	¥ 448,132	¥ 436,096	\$ 12,108,685	
Net assets	281,982	281,446	285,995	272,997	263,798	250,498	230,182	214,663	208,467	198,136	201,167	2,543,357	
Shareholders' equity ratio	20.6%	30.6%	31.7%	32.9%	33.5%	39.5%	39.1%	39.7%	42.7%	42.8%	44.8%		
Cash and cash equivalents	354,236	30,120	67,692	69,793	76,755	68,760	72,766	73,670	67,712	54,843	83,982	3,195,057	
Total number of stores in Japan	14,659	13,992	13,111	12,395	12,276	11,606	11,130	10,457	9,994	9,761	9,527		
Number of employees (full-time)	10,395	10,028	9,403	8,377	7,606	6,336	6,404	6,475	5,703	5,236	5,186		
Per share data:													
Net profit (yen/ U.S. dollars 1)	¥ 255	¥ 268	¥ 363	¥ 314	¥ 327	¥ 380	¥ 332	¥ 249	¥ 255	¥ 127	¥ 240	\$ 2.30	
Cash dividends (yen/ U.S. dollars 1)	255	255	250	245	240	220	200	180	170	160	160	2.30	
Payout ratio	99.7%	95.1%	68.7%	78.1%	73.4%	57.9%	60.2%	72.2%	66.8%	126.3%	66.6%		
Financial data:													
Return on equity (ROE)	9.3%	9.7%	13.5%	12.0%	13.0%	16.1%	15.2%	12.0%	12.8%	6.5%	12.5%		
Return on assets (ROA)	2.3%	3.0%	4.4%	4.0%	4.7%	6.3%	6.0%	4.9%	5.5%	2.8%	5.7%		
Net sales by all stores (Domestic convenience store business):													
Net sales by store format ^{3,4}													
Franchise stores	¥ 2,233,738	¥ 2,069,609	¥ 1,958,550	¥ 1,880,395	¥ 1,827,779	¥ 1,810,418	¥ 1,747,915	¥ 1,651,433	¥ 1,499,576	¥ 1,433,678	¥ 1,434,166	\$ 20,147,361	
Company-operated stores	51,569	91,075	84,736	79,872	105,019	126,873	156,339	173,820	183,205	232,459	124,614	465,130	
Net sales by product category ^{3,4}													
Processed foods	1,202,619	1,138,966	1,073,044	1,033,449	1,034,355	1,060,455	1,063,120	1,022,378	897,415	902,306	844,324	10,847,109	
Fast foods	544,530	509,415	481,267	463,432	429,212	408,672	372,706	345,226	321,851	324,197	332,894	4,911,427	
Daily delivered foods	329,545	314,481	294,141	276,886	277,210	275,437	271,920	263,101	264,166	239,088	186,109	2,972,355	
Non-food products	208,612	197,821	194,833	186,500	192,020	192,726	196,506	194,546	199,348	200,544	195,453	1,881,591	
Net sales by all stores	¥ 2,285,308	¥ 2,160,684	¥ 2,043,287	¥ 1,960,267	¥ 1,932,798	¥ 1,937,292	¥ 1,904,254	¥ 1,825,253	¥ 1,682,782	¥ 1,666,136	¥ 1,558,781	\$ 20,612,501	
Ratio of operating profit to net sales by all stores	2.5%	2.9%	3.4%	3.5%	3.6%	3.5%	3.5%	3.4%	3.3%	3.0%	3.2%		

Notes: 1. The U.S. dollar amounts represent Japanese yen exchange rate against the US dollar as of February 28, 2019 (\$1 = ¥110.87).
2. These figures include depreciation and amortization of intangible assets.
3. These figures include sales reported by franchise stores and are unaudited.
4. Net sales for the fiscal years 2016, 2017, and 2018 represent sales by stores operated by Lawson, Inc. as well as those by Lawson Sanin, Inc.