

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

	2008年度/FY2008		2009年度/FY2009		2010年度/FY2010		2011年度/FY2011			
	通期/Full year		通期/Full year		通期/Full year		第2四半期累計期間/2Q		通期計画/Full year (Forecast)	
	2008.3.1-2009.2.28		2009.3.1-2010.2.28		2010.3.1-2011.2.28		2011.3.1-8.31		2011.3.1-2012.2.229	
	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	金額/Amount	前年比/YoY
<b>チェーン全店売上高</b> (億円) Total net sales (Hundred millions of yen)	15,063	107.4%	14,724	97.7%	<b>15,027</b>	<b>102.1%</b>	7,840	104.9%	15,570	103.6%
<b>加盟店売上高</b> (億円) Net sales reported by franchised stores (Hundred millions of yen)	14,341	107.7%	14,065	98.1%	<b>14,561</b>	<b>103.5%</b>	-	-	-	-
<b>直営店売上高</b> (億円) Net sales from Company-operated stores (Hundred millions of yen)	721	101.6%	658	91.3%	<b>466</b>	<b>70.8%</b>	-	-	-	-
<b>営業総収入</b> (億円) Gross operating revenue (Hundred millions of yen)	2,797	103.8%	2,715	97.1%	<b>2,632</b>	<b>96.9%</b>	1,320	99.0%	2,620	99.5%
<b>営業利益</b> (億円) Operating profit (Hundred millions of yen)	469	103.5%	449	95.9%	<b>502</b>	<b>111.6%</b>	262	96.4%	521	103.8%
<b>経常利益</b> (億円) Recurring profit (Hundred millions of yen)	473	104.5%	445	94.2%	<b>493</b>	<b>110.6%</b>	255	95.2%	503	102.0%
<b>当期純利益</b> (億円) Net profit (Hundred millions of yen)	220	116.8%	206	93.6%	<b>246</b>	<b>119.2%</b>	65	51.3%	196	79.5%
<b>1株当たり当期純利益</b> (円) Net profit per share (yen)	222.54		208.38		<b>247.15</b>		65.08		196.26	
<b>純資産</b> (億円) Net assets (Hundred millions of yen)	1,956		2,005		<b>2,114</b>		-		-	
<b>総資産</b> (億円) Total assets (Hundred millions of yen)	4,021		4,204		<b>4,448</b>		-		-	
<b>1株当たり純資産</b> (円) Net assets per share (yen)	1,969.99		2,018.39		<b>2,113.24</b>		-		-	
<b>総資産当期純利益率</b> ROA	5.6%		5.0%		<b>5.7%</b>		-		-	
<b>自己資本当期純利益率</b> ROE	11.5%		10.5%		<b>12.0%</b>		-		-	
<b>自己資本比率</b> Capital adequacy ratio	48.6%		47.6%		<b>47.4%</b>		-		-	
<b>総店舗数</b> Number of stores	8,602		8,629		<b>8,776</b>		-		8,896	

(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. 通期計画の1株当たり当期純利益に関しては、2011年2月28日現在の期末発行済株式数を用いて算出しております。

Note1: The gross operating revenue includes total sales of LAWSON stores and commissions from franchised stores.  
2: Forecasted net profit per share in the full-year plan is calculated based on the number of outstanding shares as of February 28, 2011.

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

	前事業年度/FY2009		当事業年度/FY2010		増減
	2009.3.1-2010.2.28		2010.3.1-2011.2.28		Increase (Decrease)
	百万円/Millions of yen		百万円/Millions of yen		百万円/Millions of yen
<b>A.営業総収入</b> Total operating revenues B + E		271,513		<b>263,209</b>	-8,303
<b>B.売上高</b> Net sales *1		65,834		<b>46,641</b>	-19,193
<b>C.売上原価</b> Cost of goods sold*2		47,046		<b>33,053</b>	-13,992
<b>D.売上総利益</b> Gross profit on sales*3 B - C		18,788		<b>13,587</b>	-5,200
<b>E.営業収入</b> Operating revenues F + G		205,678		<b>216,568</b>	10,889
F.加盟店からの収入 Franchise commission from franchised stores		183,566		<b>193,746</b>	10,179
G.その他の営業収入 Other		22,112		<b>22,821</b>	709
<b>H.営業総利益</b> Operating gross profit A - C = D + E		224,467		<b>230,156</b>	5,688
<b>I.販売費及び一般管理費</b> Selling, general and administrative expenses		179,469		<b>179,945</b>	476
<b>J.営業利益</b> Operating profit H - I		44,997		<b>50,210</b>	5,212
営業外収益 Non-operating income		1,518		<b>1,297</b>	-221
営業外費用 Non-operating expenses		1,939		<b>2,195</b>	255
経常利益 Recurring profit		44,577		<b>49,312</b>	4,734
特別利益 Extraordinary gain		1,769		<b>75</b>	-1,694
特別損失 Extraordinary loss		7,874		<b>7,180</b>	-694
税引前当期純利益 Income before income taxes		38,471		<b>42,206</b>	3,734
法人税、住民税及び事業税 Income taxes-current		16,903		<b>14,984</b>	-1,919
法人税等調整額 Deferred income taxes		902		<b>2,579</b>	1,676
当期純利益 Net profit		20,665		<b>24,643</b>	3,977

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

	前事業年度/FY2009		当事業年度/FY2010		増減
	2009.3.1-2010.2.28		2010.3.1-2011.2.28		Increase (Decrease)
	百万円/Millions of yen		百万円/Millions of yen		百万円/Millions of yen
地代家賃 Rents		63,897		<b>66,621</b>	2,724
人件費 Personal expenses		36,947		<b>35,736</b>	-1,210
動産リース料 Equipment leasing charges		8,560		<b>6,181</b>	-2,379
有形固定資産減価償却費 Depreciation of property and store equipment		18,653		<b>21,312</b>	2,659
広告宣伝費 Advertising and promotional expenses		11,209		<b>9,033</b>	-2,176
その他 Other		40,201		<b>41,061</b>	860
合計 Total		179,469		<b>179,945</b>	476

(注)「販売管理費及び一般管理費の主な明細」の「その他」には、無形固定資産減価償却費を含んでおります。

- \*1.直営店売上高
- \*2.直営店売上原価
- \*3.直営店売上総利益

Note: "Other" of "selling, general and administrative expenses" include amortization expenses of intangible assets.

- \*1. Net sales from Company-operated stores.
- \*2. Cost of goods sold from Company-operated stores.
- \*3. Gross profit on sales from Company-operated stores.

## ■営業外収益・営業外費用内訳

### Non-operating income & Non-operating expense

	前事業年度/FY2009	当事業年度/FY2010	増減
	2009.3.1-2010.2.28	2010.3.1-2011.2.28	Increase (Decrease)
	百万円/Millions of yen	百万円/Millions of yen	百万円/Millions of yen
受取利息 Interest received	621	679	58
受取損害金 Compensation received for damage	81	64	-17
受取立退料 Compensation received for removal	294	177	-117
その他 Other	521	376	-145
<b>営業外収益計 Non-operating income</b>	<b>1,518</b>	<b>1,297</b>	<b>-221</b>
支払利息 Interest expense	264	768	503
リース解約損 Loss on cancellation of store lease contract	1,382	1,075	-307
その他 Other	292	351	58
<b>営業外費用計 Non-operating expense</b>	<b>1,939</b>	<b>2,195</b>	<b>255</b>

## ■特別利益・特別損失内訳

### Extraordinary gain & Extraordinary loss

	前事業年度/FY2009	当事業年度/FY2010	増減
	2009.3.1-2010.2.28	2010.3.1-2011.2.28	Increase (Decrease)
	百万円/Millions of yen	百万円/Millions of yen	百万円/Millions of yen
投資有価証券売却益 Gain on sales of investment securities	-	1	1
関係会社株式売却益 Gain on sales of subsidiaries and affiliates' stocks	1,671	73	-1,597
その他 Other	97	-	-97
<b>特別利益計 Extraordinary gain</b>	<b>1,769</b>	<b>75</b>	<b>-1,694</b>
固定資産除却損 Loss on retirement of noncurrent assets	3,863	2,926	-937
固定資産売却損 Loss on sales of noncurrent assets	29	1,303	1,274
減損損失 Loss on impairment of long-lived assets	2,867	2,410	-457
その他 Other	1,113	540	-573
<b>特別損失計 Extraordinary loss</b>	<b>7,874</b>	<b>7,180</b>	<b>-694</b>

## ■投融資の状況

### Capital expenditure

	前事業年度/FY2009	当事業年度/FY2010	通期計画
	2009.3.1-2010.2.28	2010.3.1-2011.2.28	Forecas / 2011.2
	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	18,090	12,374	16,000
既存店投資 Existing store investments	7,143	7,741	9,000
システム関連投資 IT-related investments	8,862	7,099	7,500
その他 Other	238	1,393	1,000
<b>投資小計 Subtotal</b>	<b>34,334</b>	<b>28,607</b>	<b>33,500</b>
出資・融資 Investments and advances	-2,786	661	6,500
リース Leases	31,950	11,298	17,000
<b>合計 Total</b>	<b>63,499</b>	<b>40,566</b>	<b>57,000</b>
有形固定資産減価償却費 Depreciation of property and store equipment	18,653	21,312	23,800
無形固定資産償却費 Amortization of intangible assets	4,894	7,348	7,900
<b>減価償却費計 Total depreciation and amortization</b>	<b>23,547</b>	<b>28,660</b>	<b>31,700</b>

(注)1.リースは各会計期間に取得したリース物件の取得価額相当額を記載しております。  
 2.新リース会計の適用により有形固定資産減価償却費には、売買処理されるリース物件の減価償却費を含んでおります。  
 3.2010年度のリース債務の返済による支出は、6,423百万円です。

Note1: "Leases" are the amount of charges equivalent to the purchase price of the respective assets for the accounting period.  
 2: Depreciation of property and store equipment includes depreciation for leased property treated as a sale-and-purchase transaction due to the application of new lease accounting standards in Japan.  
 3: The amount of repayments of lease obligations (consolidated) of FY2010 is 6,423 millions of yen.

■貸借対照表 Balance sheets (Non-consolidated)

	前事業年度末 (2010年2月28日現在)	当事業年度末 (2011年2月28日現在)	増減
	Previous fiscal term (As of 2.28,2010)	Current period (As of 2.28,2011)	Increase (Decrease)
	百万円/Millions of yen	百万円/Millions of yen	百万円/Millions of yen
<b>[ 資産の部 Assets ]</b>			
<b>流動資産</b> Current assets	111,412	<b>123,234</b>	11,822
現金及び預金 Cash and deposits	53,862	<b>68,743</b>	14,881
加盟店貸勘定 Accounts receivable - due from franchised stores	20,767	<b>15,661</b>	-5,106
有価証券 Marketable securities	2,500	<b>2,999</b>	499
商品 Merchandise inventories	1,063	<b>862</b>	-201
未収入金 Accounts receivable - other	21,484	<b>23,641</b>	2,157
繰延税金資産 Deferred tax assets	3,188	<b>3,344</b>	155
その他 Other	8,620	<b>8,059</b>	-561
貸倒引当金 Allowance for doubtful accounts	-74	<b>-77</b>	-2
<b>固定資産</b> Noncurrent assets	309,031	<b>321,586</b>	12,555
有形固定資産 Property, plant and equipment	133,828	<b>141,614</b>	7,785
・建物 Buildings and structures	77,843	<b>78,104</b>	261
・構築物 Buildings and structures	11,968	<b>11,216</b>	-751
・車両運搬具及び工具器具備品 Vehicles, tools, furniture and fixtures	11,708	<b>10,962</b>	-745
・リース資産 Lease assets	25,177	<b>34,076</b>	8,899
・その他 Other	7,130	<b>7,253</b>	122
無形固定資産 Intangible assets	27,807	<b>27,925</b>	118
投資その他の資産 Investments and other assets	147,395	<b>152,046</b>	4,651
・関係会社株式 Stocks of subsidiaries and affiliates	18,301	<b>16,656</b>	-1,645
・長期貸付金 Long-terms loans receivable	29,670	<b>39,856</b>	10,185
・差入保証金 Guarantee deposits	79,338	<b>77,164</b>	-2,174
・繰延税金資産 Deferred tax assets	14,424	<b>11,693</b>	-2,731
・その他 Other	7,639	<b>8,277</b>	637
・貸倒引当金 Allowance for doubtful accounts	-1,979	<b>-1,601</b>	378
<b>資産合計</b> Total Assets	420,444	<b>444,821</b>	24,377
<b>有形固定資産の減価償却累計額</b> Accumulated depreciation of property and store equipment	127,314	<b>140,922</b>	13,608

■貸借対照表 Balance sheets (Non-consolidated)

	前事業年度末 (2010年2月28日現在)	当事業年度末 (2011年2月28日現在)	増減
	Previous fiscal term (As of 2.28,2010)	Current period (As of 2.28,2011)	Increase (Decrease)
	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>			
<b>流動負債 Current liabilities</b>	<b>157,764</b>	<b>165,398</b>	<b>7,633</b>
買掛金 Accounts payable - trade	64,271	67,633	3,361
加盟店借勘定 Accounts payable - due to franchised stores	905	1,171	266
短期借入金 Short-term loans payable	-	5,870	5,870
リース債務 Lease obligations	3,751	5,893	2,141
未払金 Accounts payable - other	17,502	13,534	-3,967
未払法人税等 Income taxes payable	8,812	9,738	926
預り金 Deposits payable	55,999	52,548	-3,450
賞与引当金 Provision for bonuses	2,629	3,610	981
ポイント引当金 Provision for point card certificates	2,095	925	-1,169
その他 Other	1,796	4,471	2,674
<b>固定負債 Noncurrent liabilities</b>	<b>62,173</b>	<b>67,974</b>	<b>5,800</b>
長期リース債務 Long-term lease obligations	16,298	22,612	6,314
退職給付引当金 Liability for employees' retirement benefits	6,095	7,036	940
役員退職慰労引当金 Allowance for retirement benefits to executive officers and corporate auditors	201	212	10
長期預り保証金 Long-term guarantee deposits	38,735	37,240	-1,494
その他 Other	842	873	30
<b>負債合計 Total liabilities</b>	<b>219,937</b>	<b>233,372</b>	<b>13,434</b>
<b>[ 純資産の部 Net assets ]</b>			
<b>株主資本 Shareholders' equity</b>	<b>200,803</b>	<b>211,692</b>	<b>10,888</b>
資本金 Common stock	58,506	58,506	-
資本剰余金 Capital surplus	41,520	47,696	6,176
利益剰余金 Retained earnings	102,490	107,182	4,692
自己株式 Treasury stock	-1,713	-1,693	19
<b>評価・換算差額等 Valuation and translation adjustments</b>	<b>-643</b>	<b>-648</b>	<b>-5</b>
その他有価証券評価差額金 Net unrealized gain (loss) on available-for-sale securities	-8	-14	-5
土地再評価差額金 Revaluation reserve for land	-634	-634	-
<b>新株予約権 Subscription rights to shares</b>	<b>346</b>	<b>405</b>	<b>59</b>
<b>純資産合計 Net assets</b>	<b>200,506</b>	<b>211,448</b>	<b>10,942</b>
<b>負債純資産合計 Liabilities and assets</b>	<b>420,444</b>	<b>444,821</b>	<b>24,377</b>