

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

	2014年度/FY20	014 *2 *3	2015年度/FY2015 * <sup>4</sup>		2016年度(計画)/FY2016 (Forecast) <sup>*5</sup>			
	通期/Full year		通期/Full year		第2四半期累計期間/1H		通期計画/Full year	
		5.2.28 前年比/YoY	2015.3.1 - 2016. 金額/Amount	2.29 前年比/YoY	2016.3.1 - 201 金額/Amount	6.8.31 前年比/YoY	2016.3.1 - 201 金額/Amount	7.2.28 前年比/YoY
チェーン全店売上高 (百万円) Net sales of all convenience stores (millions of yen)	1,932,798	109.9%	1,960,266	101.4%	1,029,000	103.6%	2,050,000	104.6%
加盟店売上高 (百万円) Net sales of franchised stores (millions of yen)	1,902,092	110.2%	1,926,544	101.3%	-	-	_	-
<b>直営店売上高</b> (百万円) Net sales of company-operated stores (millions of yen)	30,706	95.2%	33,722	109.8%	-	-	-	-
<b>営業総収入</b> (百万円) Gross operating revenue (millions of yen)	316,340	105.9%	333,855	105.5%	183,000	109.3%	372,000	111.4%
當業総利益 (百万円) Gross operating profit (millions of yen)	293,938	106.7%	308,889	105.1%	_	_	-	-
(対チェーン全店売上高比) (Gross operating profit on Net sales of all convenience stores)	15.2%		15.8%		-		_	
販売費及び一般管理費 (百万円) Selling, general and administrative expenses (millions of yen)	232,972	108.9%	251,641	108.0%	-	-	_	-
(対チェーン全店売上高比) (Selling, general and administrative expenses on Net sales of all convenience stores)	12.1%		12.8%		-		-	
<b>営業利益</b> (百万円) Operating profit (millions of yen)	60,966	99.2%	57,247	93.9%	31,500	91.5%	59,000	103.1%
(対チェーン全店売上高比) (Operating profit on Net sales of all convenience stores)	3.2%		2.9%		-		_	
<b>程常利益</b> (百万円) Recurring profit (millions of yen)	61,649	99.2%	54,982	89.2%	30,400	90.6%	56,600	102.9%
当期純利益 (百万円) Net profit (millions of yen)	26,200	77.9%	21,802	83.2%	17,100	128.8%	28,000	128.4%
1株当たり当期純利益 (円) Net profit per share (yen)	262	.18	218	.02	171.0	00	280.0	00
<b>純資産</b> (百万円) Net assets (millions of yen)	243,4	120	243,5	576		-		_
<b>総資産</b> (百万円) Total assets (millions of yen)	693,8	311	714,8	375		_		_
1株当たり純資産 (円) Net assets per share (yen)	2,432	.00	2,432	.73		_		-
総資産当期純利益率 ROA	4	.1%	3	.1%		-		-
自己資本当期純利益率 ROE	10	.8%	8	.9%		_		-
流動比率 Current ratio	57	.9%	52	.8%		_		-
固定比率 Fixed ratio	221	.5%	233	.2%		_		_
自己資本比率 Shareholders' equity ratio	35	.1%	34	.0%		_		-
(注)	Note	s:						

<sup>\*1</sup> 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。

<sup>\*2</sup> 当社は、鹿児島支店の事業を(株)ローソン南九州(現・持分法適用関連会社)に2014年3月に分割いたしました。

<sup>\*3</sup> 当社の有形固定資産(リース資産を除く)の減価償却方法については、従来、定率法を採用しておりましたが、2014 年度より定額法に変更しております。この変更により、従来の方法に比べて、2014年度の営業利益及び経常利益は それぞれ9,404百万円増加しております。

<sup>\*4</sup> 当社は、高知支店の事業を(株)ローソン高知(現・持分法適用関連会社)に2015年4月に分割いたしました。

<sup>\*5</sup> 計画の1株当たり当期純利益に関しては、2016年2月29日現在の期末発行済株式数を用いて算出しております。

<sup>\*1</sup> The gross operating revenue is a sum of total sales of company-operated stores and commissions from franchised stores.

<sup>\*2</sup> Lawson, Inc. has splitted the business in Kagoshima prefecture to Lawson Minamikyushu, Inc. (now accounted for equity method affiliate) in March 2014.

<sup>\*3</sup> For the depreciation method for property, store and equipment (except lease assets), Lawson, Inc. has adopted straight-line method instead of declining-balance method since fiscal year 2014. Based on this change, operating profit, recurring profit of fiscal year 2014 increased by 9,404 million yen respectively compared to results using declining-balance method.

<sup>\*4</sup> Lawson, Inc. has splitted the business in Kochi prefecture into Lawson Kochi, Inc. (now accounted for equity method affiliate) in April 2015.

<sup>\*5</sup> Forecasted net profit per share is calculated based on the number of outstanding shares as of February 29, 2016.



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

	2014年度/FY20	14	<b>2015年度/FY20</b> 1	15	前年増減
	2014.3.1 - 2015.2.28		2015.3.1 - 2016.2.29		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	316,340	105.9%	333,855	105.5%	17,515
B.売上高 Net sales *1	31,498	96.2%	35,013	111.2%	3,515
C.売上原価 Cost of goods sold *2	22,401	96.0%	24,966	111.4%	2,564
D.売上総利益 Gross profit on sales *3 B - C	9,096	96.6%	10,047	110.4%	950
<b>E.営業収入</b> Operating revenue F+G	284,841	107.1%	298,841	104.9%	14,000
F.加盟店からの収入 Franchise commission from franchised stores	253,241	108.0%	263,067	103.9%	9,826
G.その他の営業収入 Other	31,600	100.1%	35,774	113.2%	4,174
H.営業総利益 Gross operating profit A - C = D + E	293,938	106.7%	308,889	105.1%	14,950
I.販売費及び一般管理費 Selling, general and administrative expenses	232,972	108.9%	251,641	108.0%	18,669
J.営業利益 Operating profit H - I	60,966	99.2%	57,247	93.9%	-3,718
営業外収益 Non-operating income	4,132	152.2%	2,763	66.9%	-1,369
営業外費用 Non-operating expenses	3,449	173.6%	5,028	145.8%	1,579
経常利益 Recurring profit	61,649	99.2%	54,982	89.2%	-6,667
特別利益 Extraordinary gain	250	21.8%	-	-	-250
特別損失 Extraordinary loss	13,924	121.0%	15,727	112.9%	1,802
税引前当期純利益 Income before income taxes	47,975	92.6%	39,255	81.8%	-8,720
法人税、住民税及び事業税 Income taxes - current	21,840	92.7%	15,680	71.8%	-6,160
法人税等調整額 Deferred income taxes	-65		1,772	_	1,838
当期純利益 Net profit	26,200	77.9%	21,802	83.2%	-4,398

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

	2014年度/FY201	4	2015年度/FY2015		前年増減
	2014.3.1 - 2015.2.28		2015.3.1 - 2016.2.29		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	91,598	113.7%	95,405	104.2%	3,807
人件費 Personal expenses	36,691	102.3%	39,247	107.0%	2,556
動産リース料 Equipment leasing charges	3,163	102.8%	2,300	72.7%	-863
有形固定資産減価償却費 Depreciation of property and store equipment	30,114	92.0%	35,929	119.3%	5,814
広告宣伝費 Advertising and promotional expenses	8,227	91.2%	14,705	178.7%	6,478
その他 Other	63,176	119.7%	64,053	101.4%	876
合計 Total	232,972	108.9%	251,641	108.0%	18,669

<sup>\*1 「</sup>売上高」は、直営店売上高及びEコマース売上高の合計です。

<sup>\*2 「</sup>売上原価」は、商品売上原価です。

<sup>\*3 「</sup>売上総利益」は、商品売上総利益です。

<sup>\*1</sup> Net sales of company-operated stores and e-commerce business.

<sup>\*2</sup> Cost of goods sold.

<sup>\*3</sup> Gross profit on goods sales.



■営業外収益・営業外費用内訳 Non-operating income & Non-operating expenses	2014年度/FY2014	2015年度/FY2015	前年増減
	2014.3.1 - 2015.2.28	2015.3.1 - 2016.2.29	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	802	879	76
受取配当金 Dividend income	300	327	26
受取補償金 Compensation income	351	645	293
為替差益 Foreign exchange gains	1,671	-	-1,671
店舗什器関連収入 Store equipment related income	118	318	200
その他 Other	888	593	-295
営業外収益合計 Non-operating income	4,132	2,763	-1,369
支払利息 Interest expense	1,312	1,540	227
リース解約損 Loss on cancellation of store lease contract	1,163	1,881	718
為替差損 Foreign exchange losses	-	980	980
関係会社債権放棄損 Loss on debt waiver of subsidiaries and affiliates	576	-	-576
その他 Other	396	626	230
営業外費用合計 Non-operating expenses	3,449	5,028	1,579

■特別利益·特別損失内訳 Extraordinary gain & Extraordinary loss	2014年度/FY2014	2015年度/FY2015	前年増減
	2014.3.1 - 2015.2.28	2015.3.1 - 2016.2.29	Increase (Decrease)
	百万円/Millions of yen	百万円/Millions of yen	百万円/Millions of yen
抱合世株式消滅差益 Gain on extinguishment of tie-in shares	94	-	-94
関係会社清算益 Gain on liquidation of subsidiaries and affiliates	156	_	-156
特別利益合計 Extraordinary gain	250	-	-250
固定資産売却損 Loss on sales of non-current assets		170	170
固定資産除却損 Loss on retirement of non-current assets	2,508	4,172	1,664
減損損失 Loss on impairment of long-lived assets	5,831	9,155	3,323
その他 Other	5,584	2,229	-3,355
特別損失合計 Extraordinary loss	13,924	15,727	1,802

■投融資の状況 Capital expenditure	2014年度/FY2014	2015年度/FY2015	前年増減	2016年度計画
	2014.3.1 - 2015.2.28	2015.3.1 - 2016.2.29	Increase (Decrease)	Forecasts/2016.3.1 - 2017.2.28
	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	48,025	38,433	-9,592	47,500
既存店投資 Existing store investments	4,988	5,839	850	8,000
システム関連投資 IT - related investments	6,406	10,597	4,191	15,500
その他 Other	1,566	1,026	-540	1,000
投資小計 Subtotal	60,987	55,896	-5,090	72,000
出資・融資 Investments and advances	59,520	308	-59,212	4,000
リース Leases *	31,068	32,311	1,243	51,000
合計 Total	151,576	88,516	-63,059	127,000
有形固定資産減価償却費 Depreciation of property and store equipment	30,114	35,929	5,814	42,000
無形固定資産償却費 Amortization of intangible assets	7,144	5,307	-1,837	6,900
減価償却費合計 Total depreciation and amortization	37,259	41,237	3,977	48,900
(32)		NI-4-		

<sup>\* 2015</sup>年度のリース債務の返済による支出は21,710百万円です。

<sup>\*</sup> The amount of repayments of lease obligations is 21,710 millions of yen in FY2015.



# ■貸借対照表 Non-consolidated balance sheet

	2014年度 (2015年2月28日現在)	2015年度 (2016年2月29日現在)	2014年度末からの増減
「海井の前。」	FY2014 (As of 2015.2.28)	FY2015 (As of 2016.2.29)	Increase (Decrease) from 2015.2.28
[資産の部 Assets]	百万円/Millions of yen	百万円/Millions of yen	百万円/Millions of yen
流動資産 Current assets	155,079	147,670	-7,409
現金及び預金 Cash and deposits	50,760	48,453	-2,306
加盟店貸勘定 Accounts receivable - due from franchised stores	37,831	29,636	-8,194
商品 Merchandise inventories	864	952	88
前払費用 Prepaid expenses	11,036	12,179	1,143
未収入金 Accounts receivable - other	38,822	40,895	2,073
繰延税金資産 Deferred tax assets	3,843	3,141	
その他 Other	11,957	12,419	461
貸倒引当金 Allowance for doubtful accounts	-36	-8	28
固定資産 Non-current assets	538,731	567,204	28,473
有形固定資産 Property and store equipment	256,432	281,753	25,320
•建物 Buildings	125,784	136,941	11,156
·構築物 Structures	19,491	22,346	2,854
・工具、器具及び備品 Tools, furniture and fixtures	12,419	13,770	1,351
·土地 Land	9,587	9,741	154
・リース資産 Lease assets	84,361	91,137	6,775
•建設仮勘定 Construction in progress	4,788	7,816	3,028
無形固定資産 Intangible assets	23,339	27,348	4,008
・ソフトウエア Software	14,054	18,269	4,215
·のれん Goodwill	8,788	8,589	-199
・その他 Other	496	489	<del>-7</del>
投資その他の資産 Investments and other assets	258,959	258,102	-856
▪投資有価証券 Investments securities	8,205	9,892	1,686
•関係会社株式 Stocks of subsidiaries and affiliates	61,903	62,958	1,054
•関係会社出資金 Investments in capital of subsidiaries and affiliates	9,377	8,651	-726
- 長期貸付金 Long-term loans receivable	36,477	39.951	3,474
•関係会社長期貸付金 Long-term loans receivable from subsidiaries and affiliates	22.992	20,482	-2,509
•長期前払費用 Long-term prepaid expenses	9,542	9,352	-190
·差入保証金 Lease deposits	86,513	85,111	-1,401
•繰延税金資産 Deferred tax assets	23,106	20,883	-2,223
・その他 Other	1,739	1,677	-61
- 貸倒引当金 Allowance for doubtful accounts	-899	-857	41
資產合計 Total Assets	693,811	714,875	21,063
<b>七瓜田白液本の湯圧機和田乳</b> 核		050.004	10.000
有形固定資産の減価償却累計額 Accumulated depreciation of property and store equipment	247,172	259,981	12,809



# ■貸借対照表 Non-consolidated balance sheet

自負債の部 Liabilities         FY2014 (As of 2015.2.28)         FY2015 (As of 2016.2.29)         Increase (Decrease) from 2015 (As of 2016.2.29)         Increase (Decrease	15.2.28 百万円/Millions of yen 12,163 8,252 7,000 3,518 1,325 -5,202
流動負債 Current liabilities       267,717       279,880         買掛金 Accounts payable - trade       88,752       97,005	12,163 8,252 7,000 3,518 1,325
買掛金 Accounts payable - trade 88,752 97,005	8,252 7,000 3,518 1,325
	7,000 3,518 1,325
関係会社短期借入金 Short-term loans payable to subsidiaries and affiliates 30.880 37.880	3,518 1,325
	1,325
リース債務 Lease obligations 17,912 21,431	
未払金 Accounts payable - other 23,641 24,966	-5,202
未払法人税等 Income taxes payable 11,377 6,175	
未払費用 Accrued expenses 1,829 2,028	199
預り金 Deposits payable 85,304 81,015	-4,288
賞与引当金 Provision for bonuses 2,166 3,047	881
その他 Other 5,853 6,331	477
固定負債 Non-current liabilities 182,673 191,418	8,744
長期借入金 Long-term loans payable 50,000	
リース債務 Lease obligations 72,655 82,425	9,770
退職給付引当金 Liability for employees' retirement benefits 10,837 9,417	-1,420
役員退職慰労引当金 Provision for retirement benefits to executive officers 309	31
資産除去債務 Asset retirement obligations 18,649 21,702	3,052
その他 Other 30,221 27,532	-2,689
<b>負債合計</b> Total liabilities 450,390 471,298	20,908
[純資産の部 Net assets]	
<b>株主資本</b> Shareholders' equity 243,016	-1,155
資本金 Common stock 58,506	
資本剰余金 Additional paid-in capital 47,697	0
·資本準備金 Legal capital surplus 47,696	_
·その他資本剰余金 Other capital surplus	0
利益剰余金 Retained earnings 139,241 138,093	-1,148
•利益準備金 Legal retained earnings 727	_
·別途積立金 General reserve 50,000 50,000	
· 繰越利益剰余金 Retained earnings brought forward 88,514	-1,148
自己株式 Treasury stock -1,272 -1,280	-7
評価・換算差額等 Valuation and translation adjustments -975	1,227
その他有価証券評価差額金 Net unrealized gain (loss) on available-for-sale securities -408	1,227
土地再評価差額金 Revaluation reserve for land —566 —566	_
新株予約権 Subscription rights to shares	84
<b>純資産合計</b> Net assets 243,420 243,576	155
負債純資産合計 Liabilities and net assets 693,811 714,875	21,063