Food loss reduction and social contribution activities we do together with our customers

October 17, 2026
Lawson, Inc.

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Company overview

Overview

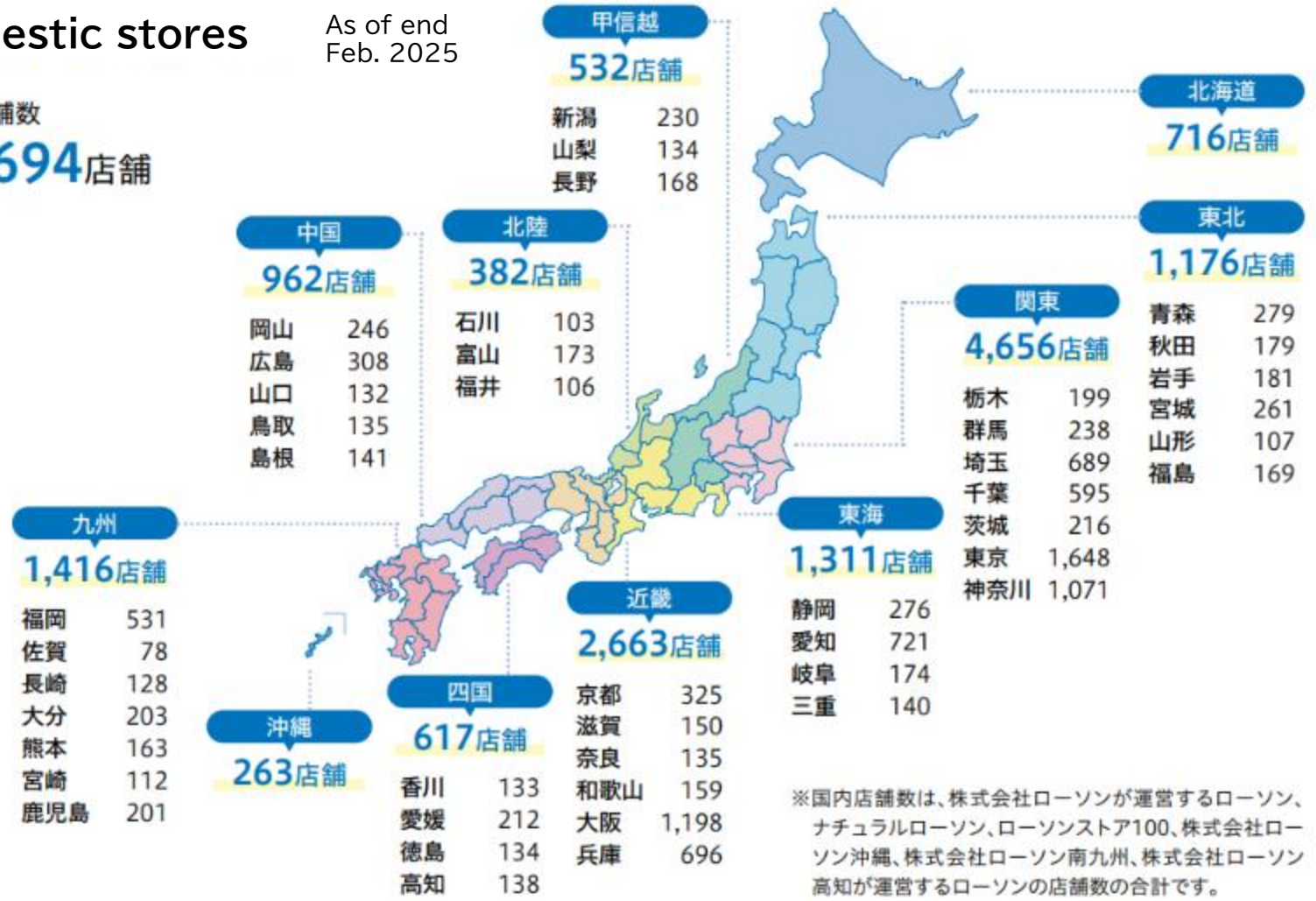
As of end Feb. 2026

Company name	Lawson, Ltd.
Location	East Tower, Gate City Ohsaki, 11-2, Osaki 1-chome, Shinagawa-ku, Tokyo
Representative	Sadanobu Takemasu (President and CEO Representative Director Chairman of the Board)
Established	April 15, 1975
Capital	58,506,644,000 yen
Number of staff	12,087 people (consolidated)
Activities	Deployment of convenience store franchise “Lawson”
Total revenue	3.0223 trillion yen (consolidated)

Domestic stores

As of end Feb. 2025

■ 国内店舗数
14,694店舗



※国内店舗数は、株式会社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、株式会社ローソン沖縄、株式会社ローソン南九州、株式会社ローソン高知が運営するローソンの店舗数の合計です。

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Group philosophy and our “three promises”

Purpose of sustainability activities: fulfill group philosophy and vision



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Environmental KPIs: medium- to long-term goals

Environmental Vision Lawson Blue Challenge 2050!

Reducing CO_2 emissions (CO_2 emissions per store)

2025	2030	2050
15%	50%	100%

※ compared to 2013

Reducing food loss

2025	2030	2050
25%	50%	100%

※ compared to 2018

Reducing plastic use (containers)

2025	2030	2050
15%	30% オリジナル商品の容器包装 環境配慮型素材 50%	オリジナル商品の容器包装 環境配慮型素材 100%

Eco-friendly materials used for Lawson's original products

※ compared to 2017

Reducing plastic use (shopping bags)

2030
Plastic shopping bags 100%

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Environmental KPIs: our progress

Emphasis on reducing CO_2 emissions, food loss and plastic use

CO_2 emissions reduction

2030 (compared to 2013) 50% reduction

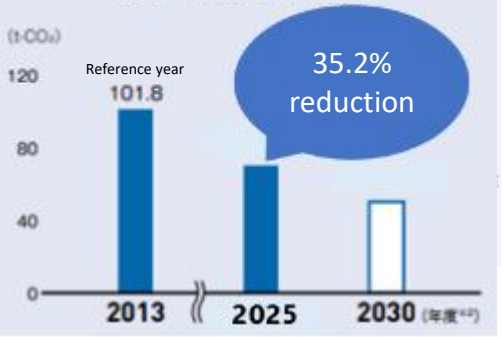
2050 100% reduction

CO_2 emissions per store *1

FY2030 goal

CO_2 emissions per store

50% reduction compared to FY2013



FY2025 result

FY2013 comparison:
35. 2% reduction

Food loss reduction

2030 (compared to 2018) 50% reduction

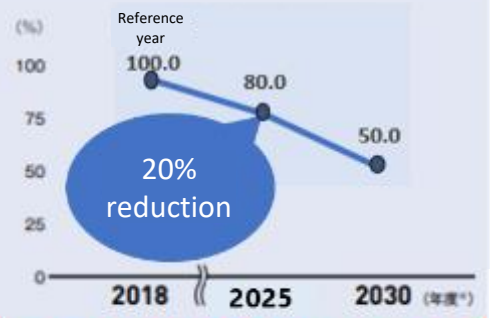
2050 100% reduction

Reduced food loss per store

FY2030 goal

Food loss/waste per store

50% reduction compared to FY2018



Total weight of waste per 1 million JPY revenue

FY2025 result

FY2018 comparison:
20% reduction

Plastic use reduction

Plastic container packaging

2030 (compared to 2017) 50% reduction

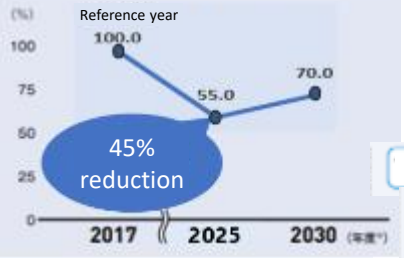
2050 Eco-friendly materials for containers/packaging of original products 100% in use

Plastic container packaging weight index

FY2030 goal

Plastic container packaging

30% reduction compared to FY2017



Plastic shopping bags

2030 Plastic shopping bags 100% reduction

FY2025 result

(plastic container packaging)
FY2017 comparison:
45% reduction

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■Overall view of food loss reduction

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Phases where food loss occurs, our reduction measures

KPIs focus on stores, but measures throughout supply chain are important

Business food loss

Environmental KPIs

Household food loss

Production

- Over-production
- Drop in demand
- Out-of-spec etc.

Manufacturing

- Over-production
- Manufacturing mistakes
- Offcuts, product returns etc.

Distribution

- Outside delivery window
- Package changes
- Damage, product returns etc.

Stores

- Passed sell-by date
- Passed use-by or best-before date
- Damage etc.

Consumption

- Freshness-orientation
- Over-purchasing
- Leftovers etc.

1. Sell out by using AI.CO
2. Ensure effective use of unsold stock

Direct actions

Donate to food banks

FOOD GOOD SMILE discount sales

Promotion of taking from the front

Food sharing services

Donations of chilled fresh food past sell-by date

Recycling

Food Drive initiative

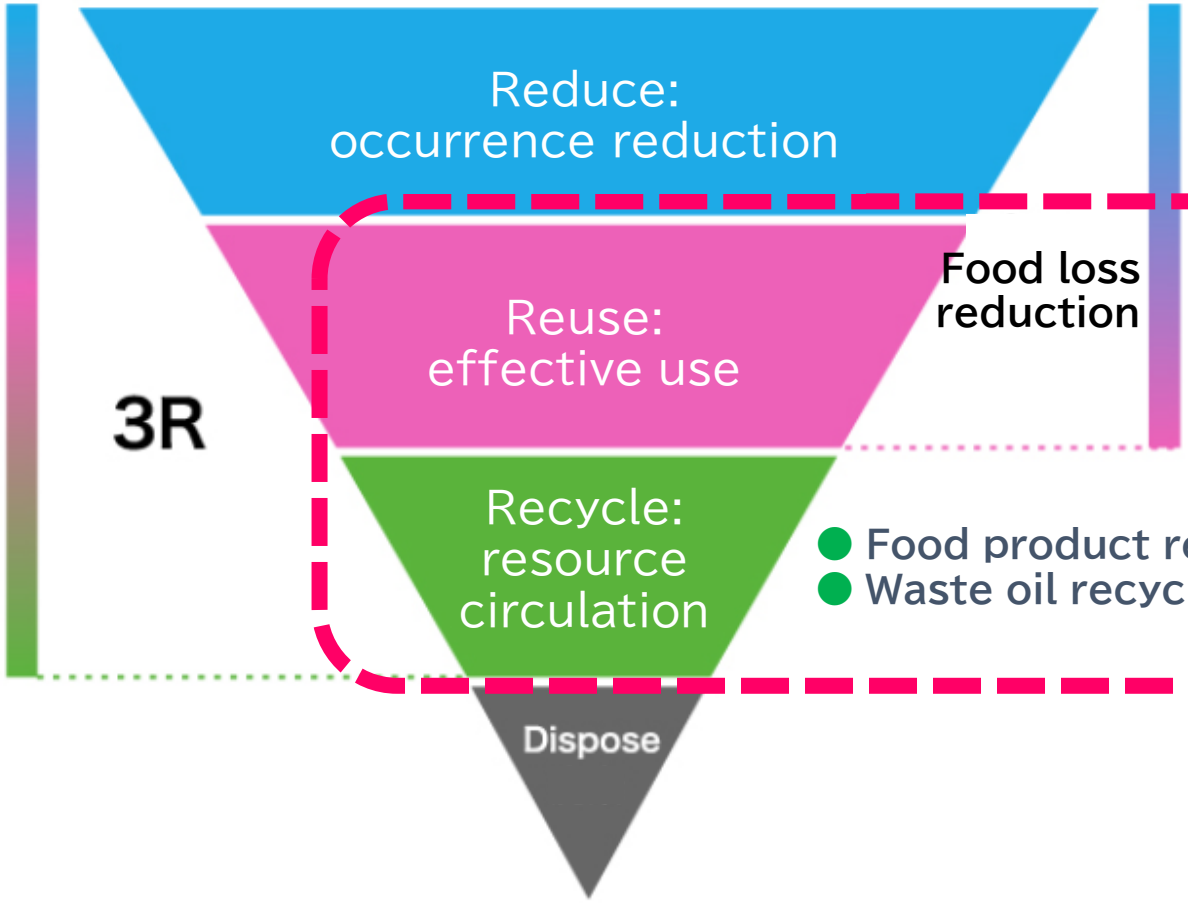
Indirect actions

Deepen understanding of food loss reduction, change awareness and behavior (food-sharing parties), policy proposals

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Priorities of food loss reduction

“Occurrence reduction” the most important of measures/locations, based on 3R model



Food loss reduction

- Order improvement / discounts (AI Customized Order)
- Encouraging taking from front
- Improvement of sales via reservation
- Food sharing services
- Packaging development that lengthens shelf life
- Donation of frozen fresh food past sell-by date
- Product donation

- Food product recycling
- Waste oil recycling

Encouraging taking from front, Food sharing services



Donation scheme that leverages discounts (all stores)



Source: *Food Loss Reduction Guidebook* (2024), p.27, Consumer Affairs Agency

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■Reduce

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AI.CO (AI Customized Order)

Features of next-generation ordering system “AI.CO”



Once per week, make recommendations about product range based on customer purchases, location, floor space, etc

Predict sales based on stores’ past data (stock, sales, variability, weather etc.), and recommend product order quantities that maximize profit

Use AI to make discount recommendations (amount and number) for each store in response to the day’s stock

Not just demand prediction, taking responsibility to consistently sell all stock

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Efforts to sell all stock

Staff members stick printed discount stickers onto products and show them prominently to customers





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Food loss reduction measures taken together with customers

FOOD GOOD SMILE “Make everyone smile by choosing a bargain” (unofficial translation)

おトクを選べば、
みんなが笑顔に。

FOOD
GOOD
SMILE



Discount stickers are markers

“FOOD GOOD SMILE” aims to sell out stock by discounting products that are about to reach their sell-by dates. This is augmented by conducting intermittent donation campaigns.

How donation works: Lawson Headquarters donates 1 JPY equivalent of food for every eligible product sold with a discount sticker.

Item	Round 1	Round 2	Round 3
Period	Aug. 5 (Tue)–Nov. 3 (Mon), 2025	Feb. 10 (Tue)–Mar. 9 (Mon), 2026	Jun. 9 (Tue)–Aug. 31 (Mon), 2026
Items of donation	Onigiri (including in-store kitchens)	Onigiri, bento, sushi, etc. (including in-store kitchens)	
Donation recipients	Social welfare corporations: 48 facilities across 171 locations	Social welfare corporations: 47 across 295 locations, elementary and junior high schools: 48	Social welfare corp.: 53, food banks: 10 groups, local governments: 6, facilities introduced by local governments: 178
Donation amount	61.4 ton rice, approx. 26.5 million JPY equiv.	24.4 ton rice, 2,440 pieces fried chicken, approx. 15.38 million JPY equiv.	300k onigiri, approx. 30.00 million JPY equiv.

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“FOOD GOOD SMILE” donation rounds 1 and 2 (rice and school lunches)

Round 1: Donated 26.46 million JPY
Delivered 61.4 ton rice to 48 facilities
Approx. 920,000 servings of rice





Round 2: Donated 15.38 million JPY
Delivered 24.4 ton rice and 2,440 pieces of chicken to social welfare facilities and elementary and junior high schools





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“FOOD GOOD SMILE” donation round 3（onigiri）

Round 3: approx. 30.00 million JPY, approx. 300k onigiri to 247 locations, Contributed food to approx. 37,000 children over summer holidays

Donating onigiri to recipients at a Lawson store







Children enjoying onigiri at Children’s Cafeteria













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Experimental trials of food sharing services

Trialing one of Japan's largest services and one of the world's largest services in parallel

Products close to use-by date are registered into the app.
Customers order and pay through the app, and collect at the store.

Products close to use-by date are packaged together and registered into the app as "bakery bag" or "dessert bag" etc.
At least 2 of the same category of products are in each bag, and are sold at half price or lower.

How it works until a product is provided:

1. AI ordering system "AI.CO" recommends discounting products of target categories



2. Products are registered into a dedicated app. Customers order and pay through the app.



3. Products are provided to customers at the store.



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Limiting food loss through product design and technology

Development of products that make use of surplus and out-of-spec products, and of frozen foods that are less likely to turn into food loss



Mottainai single-layer osechi (New Year box)



Mottainai hand-rolled marinated tuna sushi



Mottainai hand-rolled cooked conger and egg sushi

We've been selling mottainai osechi for 3 consecutive years since 2023. Mottainai hand-rolled sushi is made from surplus ehōmaki ingredients.

Frozen onigiri



Frozen bread



Frozen onigiri: available at approx. 14,000 stores
Frozen bread: available at approx. 4,600 stores
Frozen foods have a longer shelf life, leading to food loss reduction

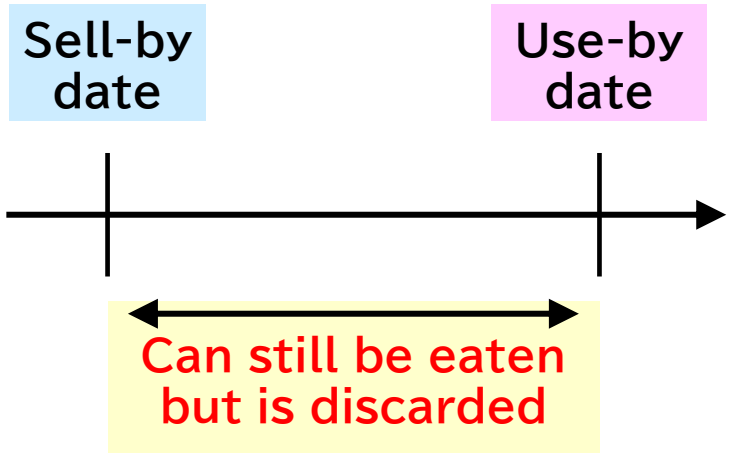
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■Reuse

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Food loss action unique to Lawson

How to use still-edible products that exceed their sell-by date



■Food loss (unsold stock) ≠ can't be eaten

For customer safety, we set a "tolerable sell-by date/time" that is hours before a product's use-by date/time. We think the few hours in between can be utilized to reduce food loss.

■Revision of the "tolerable sell-by date/time"

We constantly revise "tolerable sell-by dates/times" not just for food loss reduction but also for increasing revenue.

However, to ensure safety and peace of mind of our customers of various lifestyles, we need to set some kind of "tolerable sell-by date/time".

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Food loss action unique to Lawson

“Pause time” by rapid-freezing food, donate for free

■Donation of products that have passed their sell-by dates (demonstration from Jan. 17, 2023, currently 2 stores in Tōkyō currently operating)

Fresh food that has passed its “sell-by date” are frozen before their use-by date using a fast-chiller to “pause their time”, and are then donated to community “Children’ s Cafeterias” (子ども食堂).

- **Benefits for stores: food loss reduction, community contribution, improvement of job satisfaction**
- **Benefits for recipients: food support for “Children’s cafeterias”, creation of opportunities to bring children back to the cafeterias, advancement of food education**





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Safe/secure and efficient donations to food banks etc.

Distribution stock upstream from stores is donated to food banks monthly

Lawson

[Overall management as donor]



Execution of agreement

Coordination in management of donated products with recipients

Execution of agreement

Request for product delivery

Mitsubishi Shokuhin Co., Ltd.

[Delivery center of donated products]



Delivery of donated products

[Coordination in management of donated products with recipients]

The Japan Food Bank Promotion Group

affiliated bodies across Japan



Children's cafeterias, orphanages, facilities for the disabled, etc.



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Safe/secure and efficient donations to food banks etc.

Beginning in 2019, approx. 1.25 million products of total weight approx. 80 tons donated in FY2025.

Fiscal year	Quantity	Approx. weight (ton)
FY2025	1,251,702	80
FY2024	468,116	43
FY2023	1,016,475	117
FY2022	1,353,834	126
FY2021	2,392,230	317
FY2020	266,630	30
FY2019	154,538	16
Total	6,903,525	729



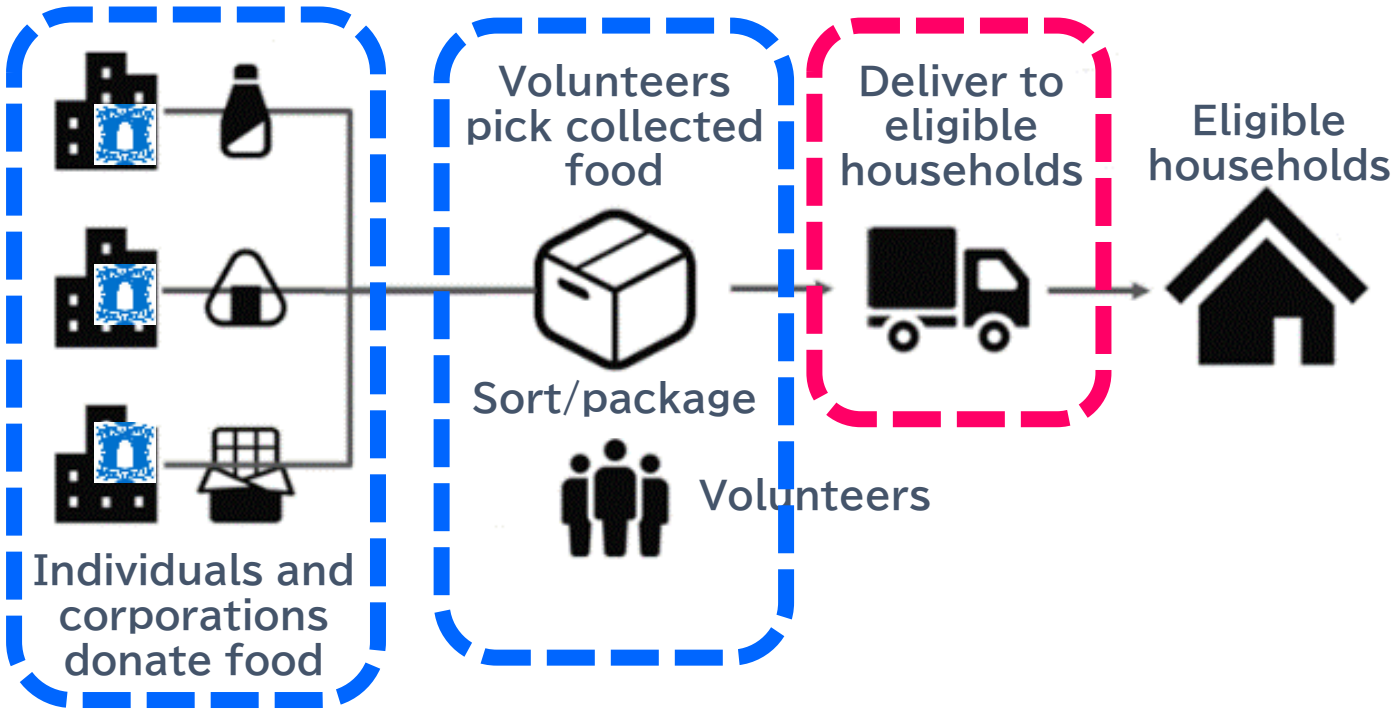
Beginning with donations of room-temperature snacks and processed foods, we are currently donating seasonal products and chilled/frozen products

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Food loss reduction and social actions together with the community

In collaboration with Shinagawa Ward and local students, we're delivering food to children's households

■Overview of scheme



Possible by Lawson itself

Uses local government budget and hometown tax



Participating in Shinagawa Ward's "Happy Dining Table" (しあわせ食卓事業) 7 times since 2021 has enabled us to share know-how to other local governments

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Conclusion

We improve the wellbeing of communities by addressing social challenges through our business activities ♪



Group philosophy

Creating Happiness and Harmony in Our Communities

Vision

Become the hub of refreshment in every community.

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