

First half of the fiscal year ending February 20, 2023



Financial Results Presentation Material

OKUWA Co., Ltd. (8217) October 4, 2022

Consolidated P/L Statement



	Six months ended August 20, 2021	Six months and addict 20, 2022		
	Results	Results	Year-on-year change	Year-on-year change (%)
Operating income	133,002	120,653	_	_
Operating profit	2,470	1,026	(1,443)	41.6%
Ordinary profit	2,610	1,179	(1,431)	45.2%
Profit attributable to owners of parent	1,448	635	(813)	43.8%
Basic earnings per share (yen)	33.04	14.48	(18.56)	_

Consolidated Operating Income by Company



				(IVIIIII yell, 70)
	Six months ended August 20, 2021	Six months ended August 20, 2022		
	Results	Results	Year-on-year change (%)	(Ref.) Before application of the Accounting Standard for Revenue Recognition
OKUWA	131,138	117,107	_	125,966
Hiramatsu	3,106	2,907	_	2,976
OAK FOODS	650	658	_	660
Retail Backoffice Support	195	176	90.3%	176
SUNRISE	2,471	2,321	_	2,330
Consolidation adjustment	(4,559)	(2,517)	_	(4,815)
Consolidated total	133,002	120,653	_	127,294

Consolidated Ordinary Profit by Company



	(Willion yen, 76)			
	Six months ended August 20, 2021	Six months ended August 20, 2022		
	Results	Results	Year-on-year change	Year-on-year change (%)
OKUWA	2,586	1,309	(1,276)	50.6%
Hiramatsu	(56)	(31)	25	_
OAK FOODS	35	40	4	113.7%
Retail Backoffice Support	48	48	0	100.7%
SUNRISE	32	10	(21)	33.7%
Consolidation adjustment	(55)	(209)	(154)	_
Share of loss (profit) of entities accounted for using equity method	20	10	(9)	53.1%
Consolidated total	2,610	1,179	(1,431)	45.2%

Consolidated Management Indicators



	Six months ended August 20, 2020	Six months ended August 20, 2021	Six months ended August 20, 2022
	Results	Results	Results
Operating profit/Operating income (%)	3.01%	1.86%	0.85%
Ordinary profit/Operating income (%)	3.10%	1.96%	0.98%
Return on equity (ROE, %)	3.16%	1.86%	0.81%
Return on assets (ROA, %)	3.13%	1.91%	0.89%
Basic earnings per share (EPS, yen)	54.39	33.04	14.48
Dividend per share (DPS, yen)	13	13	13
Book value per share (BPS, yen)	1,749.28	1,788.76	1,778.52
Dividend payout ratio (DPS/EPS, %)	23.90%	39.35%	89.79%
Equity ratio (%)	54.22%	57.90%	59.13%
Debt-to-equity (D/E) ratio (times)	0.32	0.25	0.23
Net D/E ratio (times)	0.05	0.03	0.05

Consolidated Cash Flows



(Million yen)

· · · · · · · · · · · · · · · · · · ·				
	Six months ended August 20, 2021	Six months ended	August 20, 2022	
	Results	Results	Year-on-year change	
Cash and cash equivalents at beginning of period	18,239	16,668	(1,570)	
Operating CF	4,883	4,127	(755)	
Investing CF	(3,123)	(3,911)	(787)	
Financing CF	(3,436)	(3,534)	(97)	
Cash and cash equivalents at end of period	16,562	13,351	(3,211)	

Non-consolidated P/L Statement



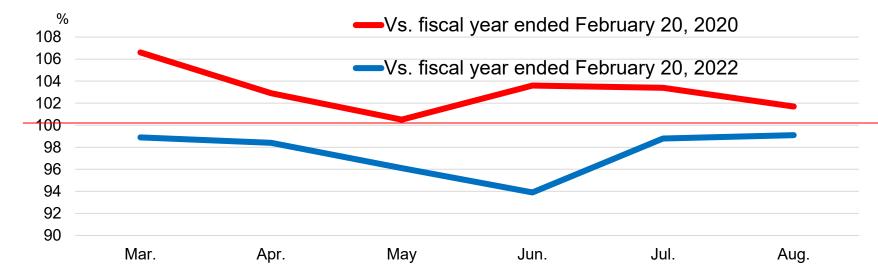
(Willion ye				(Willion yen, 70)
	Six months ended August 20, 2021	Six months ended August 20, 2022		
	Results	Results	Year-on-year change	Year-on-year change (%)
Operating income	131,138	117,107	_	_
Net sales from direct operation	118,869	113,965	(4,905)	95.9%
Gross profit	33,002	32,026	(975)	97.0%
Gross profit margin (%)	27.8	28.1	0.3	_
Selling, general and administrative expenses	35,855	35,671	_	_
Operating profit	2,424	976	(1,448)	40.3%
Ordinary profit	2,586	1,309	(1,276)	50.6%
Profit	1,480	768	(711)	51.9%

Non-consolidated Net Sales from Existing Stores



		-			(%)
	Net sales	Number	Average calca		
	ivet sales	Number of customers	Average sales per customer	Number of products purchased	Unit price per product
Year-on-year change	97.5	96.6	101.0	97.8	103.2
(Fiscal year ended February 20, 2020*)	103.0	93.2	110.4	102.1	108.1

^{*} Comparison among 141 stores that have existed over a period of four years



Non-consolidated Net Sales by Region



Six months er August 20, 20		Six mo	onths ended August 20	(Million yen, %)), 2022
	Results	Results	Year-on-year change (%)	Year-on-year change for existing stores (%)
Wakayama	35,397	34,681	98.0%	99.3%
Nara	24,570	23,210	94.5%	96.3%
Osaka	17,201	16,464	95.7%	95.7%
Hyogo	785	390	49.7%	84.6%
(Kinki area)	77,954	74,747	95.9%	97.5%
Mie	15,023	14,730	98.0%	99.5%
Gifu	14,437	14,288	99.0%	97.4%
Aichi	9,901	8,053	81.3%	94.6%
Shizuoka	1,512	1,524	100.7%	100.7%
(Tokai area)	40,875	38,596	94.4%	97.7%
Total	118,869	113,965	95.9%	97.5%

Net sales composition ratio by region for the six months ended August 20, 2022

Mie 13.0%

Gifu 12.6% Aichi 7.1%

Wakayama 30.6%

Nara 20.5%

Osaka 14.5%

Hyogo 0.3% ≈

Non-consolidated Net Sales by Business Type



	Six months ended August 20, 2021	Six months ended August 20, 2022 (Million yen,		
	Results	Results	Year-on-year change (%)	Year-on-year change for existing stores (%)
SC	6,493	4,607	71.0%	100.1%
SSM	55,426	54,182	97.8%	97.3%
SM	4,648	4,088	88.0%	99.9%
Regular	66,568	62,878	94.5%	97.7%
Super Center	39,656	38,882	98.0%	98.0%
Price Cut	7,633	6,324	82.8%	94.5%
MESA	4,971	5,258	105.8%	96.3%
Total	118,869	113,965	95.9%	97.5%

Net sales composition ratio by business type for the six months ended August 20, 2022

Regular 55.5%

Super Center 34.3%

Price Cut 5.6%

MESA 4.6%

SC: Shopping center

SSM: Super supermarket (1,000m² or larger)

SM: Supermarket (smaller than 1,000m²)

Super Center: Allows one-stop shopping on one floor

Price Cut: Discount store

MESA: High quality supermarket (three MESA stores

and three Pare Marche stores)

Non-consolidated Net Sales by Department



(Million yen, %)

	(Willion yell				
		Six months ended August 20, 2021	Six months ended August 20, 2022		
		Results	Results	Year-on-year change (%)	Year-on-year change for existing stores (%)
	Fresh foods	49,888	47,820	95.9%	97.9%
	Processed foods	51,917	49,668	95.7%	96.7%
	Foods	101,806	97,488	95.8%	97.3%
Household supplies		13,594	13,184	97.0%	97.9%
	Clothing	3,469	3,291	94.9%	103.2%
Total		118,869	113,965	95.9%	97.5%

Fresh foods represent a total of agricultural products, livestock products, marine products, delicatessen foods, and in-store bakeries.

Net sales composition ratio by department for the six months ended August 20, 2022

Fresh foods 42.0%

Processed foods 43.6%

Household supplies 11.6%

Clothing 2.9%

Non-consolidated Product Gross Profit Margin



(%, % pt)

		Six months ended August 20, 2021	Six months ended August 20, 2022	
		Results	Results	Year-on-year change (% points)
	Fresh foods	32.5%	32.5%	+0.0%pt
	Processed foods	22.7%	23.4%	+0.7%pt
	Foods	27.5%	27.8%	+0.4%pt
Household supplies		28.2%	28.1%	(0.1)%pt
	Clothing	34.8%	36.0%	+1.2%pt
Total		27.8%	28.1%	+0.3%pt

[•] For changes in gross profit margin, differences between gross profit margins for the previous corresponding period and the current period, which were rounded off to the first decimal place, were calculated for each product category. There may be calculation differences caused by the rounding off.

Product gross profit amount composition ratio for the six months ended August 20, 2022

Fresh foods 48.5%

Processed foods 36.2%

Household supplies 11.6%

Non-consolidated SG&A Expenses



Six months ended August 20, 2021		Six n	nonths ended	August 20, 20	(Million yen, %) 122		
Results		Results	Ratio to net sales	Results	Year-on-year change	Year-on-year change (%)	Ratio to net sales
	Net sales	126,418	100.0	111,062	_	_	100.0%
	Selling expenses	1,929	1.5	966	1	I	0.9%
	Personnel expenses	15,250	12.1	15,293	+42	100.3%	13.8%
	Rent	3,821	3.0	3,620	(201)	94.7%	3.3%
	Depreciation	2,813	2.2	2,982	+169	106.0%	2.7%
	Utilities expenses	2,111	1.7	2,637	+526	125.0%	2.4%
	Other general and administrative expenses	9,928	7.9	10,171	+243	102.5%	9.2%
7	otal SG&A expenses	35,855	28.4	35,671	-	-	32.1%

SG&A expenses composition ratio for the six months ended August 20, 2022

Selling expenses 2.7% Personnel expenses 42.9% Rent

Rent 10.1% Depreciation 8.4% Utilities expenses 7.4%

Other general and administrative expenses 28.5%

Non-consolidated Capital Expenditures



(Million yen, %)

		Six months ended August 20, 2021	Six months ended August 20, 2022		
		Results	Results	Year-on-year change (%)	Full-year plan
	New stores	1,010	762	75.5%	3,000
	Existing stores, etc.	2,712	2,199	81.1%	4,900
	Systems	330	401	121.3%	1,600
	Construction basis	4,053	3,363	83.0%	9,500

■ Key capital expenditures

Item	Key descriptions
New stores	Investment in new store openings
Existing stores, etc.	Investment in renovation of existing stores
	Revamp of the O-CARD system and POS
System investment	Renewal of the online supermarket system and introduction of electronic shelf labels

Main Points of the Non-consolidated Operating Results



(Main factors for sluggish performance)

1. Lower gross profit due to sluggish net sales
Six months ended August 20, 2021: 33,002 million yen
Six months ended August 20, 2022: 32,026 million yen

Down 975 million yen

2. Higher utilities expenses due to rising energy prices

Six months ended August 20, 2021: 2,111 million yen

Six months ended August 20, 2022: 2,637 million yen

Up 526 million yen

New Stores, Renovated Stores, and Closed Stores



New store: 1

Nakatsugawa Nakamura Store (Gifu, March 24, 2,459 m²)



Stores that underwent major renovation: 4

Kishiwada Hatsuta Store (Osaka, March 3) Pare Marche Nishikani Store (Gifu, April 9) Price Cut Matsusaka Oishi Store (Mie, April 23) Izumisano Shofudai Store (Osaka, June 15)

Closed stores: 3

Sanda Store (Hyogo, Mach 20) Momoyama Store (Wakayama, April 20) Pare Marche Horita Store (Aichi, August 20)





Store Distribution



(Number of stores as of August 20, 2022)

	オージラ	SUPER CENTER OKUUA	Price Cut	MESA OKUWA	Total by region
Wakayama	29	7	3	2	41
Nara	22	5	5	1	33
Osaka	16	2	1	_	19
Hyogo	_	_	1	_	1
Kinki area	67	14	10	3	94
Mie	14	3	6	_	23
Gifu	4 (PM: 1)	10	_	1 (PM: 1)	15
Aichi	9 (PM: 4)	1	_	2 (PM: 2)	12
Shizuoka	1 (PM: 1)	1	_	_	2
Tokai area	28	15	6	3	52
Total by business type	95	29	16	6	146

[·]The figures within parentheses () represent the numbers of Pare Marche (PM) stores.

Revitalization of Existing Stores



Key points of existing store renovation

1. More appealing products

- Fishmonger's sushi
- Scratch bakeries
- A greater lineup of OKUWA brand products

2. Brand-new display fixtures

- Reach-in showcases
- A broader assortment of regular items with new gondola shelves









3. DAISO

• Inviting 100-yen store DAISO for greater convenience

OKUWA Brands (1) (1H Results)



Enhancement of OKUWA brand products
 Both the number of items and sales amount grew. Aim to further increase market share.

Brand	Sales amount (Million yen)	Year-on-year change (%)	Number of items	Composition ratio (%)
OKUWA Premium	3,640	117.4	169	3.2
OKUWA Marche	2,561	122.7	87	2.2
OKUWA Select	163	159.3	22	0.1
O-SOZAi	3,881	101.6	304	3.4
OKUWA brand total	10,247	112.6	582	9.0

Targets for fiscal 2022
Sales amount: 26.0 billion yen
700 SKUs

1H sales: Approx. 10.2 billion yen

Number of items: 582

OKUWA Brands (2) (Scratch Bakery)



Bolstering scratch bakeries' competitiveness
 Differentiate from other stores by focusing on bread making methods, taste, and quality. Aim to attract new customers.

Apple and Custard Baguette



Setouchi Lemon-flavored Tartar Fish Burger



The Serious Classic Burger



OKUWA Brands (3) (SDGs-related Products)



Unta Fresh Shiitake Mushrooms



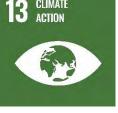














 A Gift Set of Unta Fresh Shiitake Mushrooms and Nita Rice



OKUWA Brands (4) (SDGs-related Products)



AGARA Craft Beer





Initiatives for Digital Transformation (DX) (1)



Acquired a DX certification

Under the DX certification initiative by the Ministry of Economy, Trade and Industry, OKUWA became a certified operator on May 1, 2022.

In fiscal 2019, an internal project team (IT Strategy Promotion Project) was set up to build a DX promotion system for conceiving and implementing solutions and measures for internal issues and strategies.



Objectives of DX promotion

To enhance investment efficiency of limited management resources and gain maximum effect.

In order to prevent productivity and customer service from faltering due to labor shortages, increase efficiency of incidental work, such as planning operations, and concentrate resources on merchandise production, customer service, and other operations that generate added value.

Initiatives for DX (2)



Use of artificial intelligence (AI)

Using forecast data for product ordering

Prepare automated ordering data based on the predicted number of customers over the next 60 days

Forecasting sales amount

The system learns past sales results to forecast daily sales amount for each store/department by taking into account social events and sales promotion plans, etc.

(Effects of introducing DX)

- Able to focus resources on the most essential operations by reducing the time for ordering
- Increased efficiency and accuracy of planning by preparing a daily budget for each department

Initiatives for DX (3)



Cashless self-service cash registers
 Introduced cashless self-service cash registers to the Honsha Nakajima
 Store on a trial basis on February 17, 2022.

(Benefits of introduction)

- Greater convenience for consumers, faster check-out
- Reduced workload for cash collection, administrative work, etc.
- Reduced stock of large amounts of cash (increased safety for workers)
- Reduced introduction costs (equipment costs)

(Challenges)

 How to promote their use





Sustainability Policy



Revisions to the sustainability priority issues (materiality)

Priority items	Challenges
Reduction of burdens to protect the environment	Respond to climate change (reduce GHG emissions)
	Reduce food losses
	Reduce environmental burdens
Creation of appealing workplace where diverse	Recruit/retain human resources
human resources take on challenges	 Develop a pleasant working environment (industrial
	safety and health)
	Promote diversity, respect human rights
	Advance employee training
Provision of sustainability-conscious products	Provide energy-saving/ethical products
	Supply chain management
Legal compliance and risk management to	Strengthen corporate governance
enhance society's confidence in us	Disaster preparedness, disaster mitigation, BCP, and
	risk management
Coexistence with local communities	 Respond to declining birthrate and aging population,
	contribute to regional revitalization
	 Respond to and provide delivery services to vulnerable
	road users
Realization of customers' health and convenient	Support customers' health and nutrition, expand
lifestyles	customer experience
	Improve product safety
	Promote digitization
	Promote digitization

(Updated on July 5, 2022)

Environmental Initiatives (1) (UMIGOMI Zero WEEK)





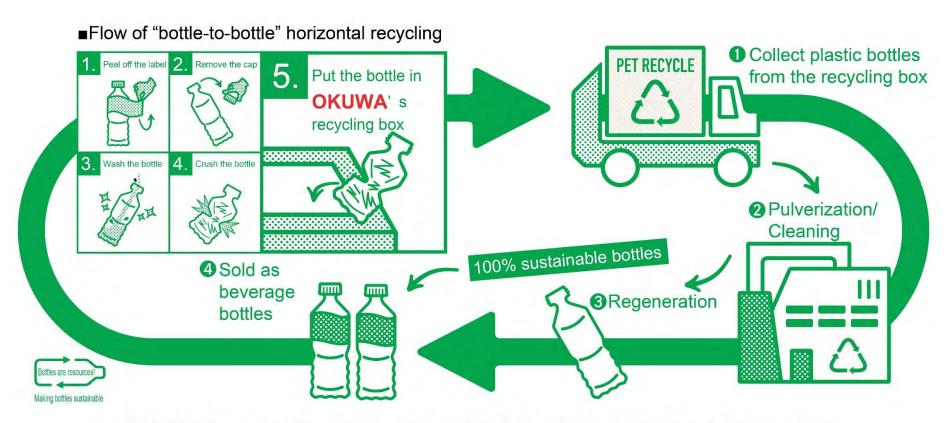




Environmental Initiatives (2)



"Bottle-to-bottle" horizontal recycling
 Started "bottle-to-bottle" horizontal recycling at all of our 19 stores in
 Osaka Prefecture to collect and recycle used plastic bottles to make new
 plastic bottles.



OKUWA is committed to resource circulation for environmental protection.

Environmental Initiatives (3)



Plastic bottle volume reduction and collection system.

We installed the system at 20 stores to increase in-store collection efficiency of waste plastic bottles and promote resource circulation.

Bottles collected in 1H (Mar. 1 – Aug. 31, 2022)

271,592 bottles

7,612 kg



For every bottle collected, we donate one yen to the Japan Red Cross Society and the Red Feather Community Chest.



Policies and Financial Results Forecast for 2H

New Initiatives for DX (1)



Renewal of the online supermarket system

After over 15 years since we began the online supermarket business in 2006, we will renew the system for greater customer convenience and sales expansion.

New system to debut in November 2022



- Smartphone app
 - Faster transaction speed compared to the conventional browser-based system
- O-CARD points
 - Online supermarket members' IDs are linked to their O-CARD numbers to grant O-CARD points
- Al search engine

Resolves customer dissatisfaction with a search function



New Initiatives for DX (2)



Introduction of a facial recognition camera system

A visitor detection system equipped with an Al-driven facial recognition engine has been introduced on a trial basis.

In addition to crime/shoplifting prevention, we will consider using the system for sales promotion by, for example, communicating with our top customers at stores.



Installed the system at three stores on a trial basis since August 2022. Plan to go full scale after completing the verification.

Initiatives for DX (Further Promotion)



Smartphone cash registers (Shopimo Regi)

First introduced to the Honsha Nakajima Store on April 1, 2022. Plan to introduce them to neighboring stores in 2H. By enhancing its recognition and utilization, we aim to increase customer convenience and efficiency of cash register-related operations.

- Electronic shelf labels
 - Currently on trial at two stores.

 Preparing for introduction to more stores.
- Promotion of paperless operations
 Going paperless for various application forms related to personnel and general affairs, and management approval documents, etc.
- Automated ordering

Approx. 80% of the items are currently ordered automatically at SSM stores.



Contributions to Local Communities





海と山の豊かな大自然に育まれた和歌山の旨いものを当社バイヤーが厳選しました。 私どもが育った土地である和歌山自慢の逸品をぜひ、ご利用ください。

P43~46掲載の商品は、赤い羽根共同募金対象商品です。 寄付つき商品をご購入頂くと、代金の一部が赤い羽根共同募金に寄付されます。





に外産関係的病院要素を食べやすい塩分換えたの7% に仕上げました。ご整答におさわしい丸型の木材に認めて

特選マークは、最高品質「紀州梅干」の証です。

紀州みなべ梅干錠両組合と紀州田辺郷干燥両組合で組織する「特風梅干飯定審査委員会」はこの銀定マークが付された製品が印南町・みなべ町・ 田辺市・西辛集都で生産された梅干であり、「紀州梅の会」が定めた梅干の週別基準でA級の品質を有する梅干を100%使用し、両梅干共同組合 に加盟する企業が製造した紀州梅干製品であることを認定します。また、この認定を「紀州梅の会」が推薦します。





P43~46掲載の商品は、赤い羽根共同募金対象商品です。 寄付つき商品をご購入頂くと、代金の一部が赤い羽根共同募金に寄付されます。







(本体)3,000円 高野山白胡麻とうふ・鼻胡麻とうふ・金胡麻とうふ(各100gみそだれ





黒沢牧場 牛柄ロールケーキ& 牧場プリン5個セット <賞は網限:45日>

(本体)5.000円 ミルクロール(ハーフ)・ジャージーチョコロール(ハーブ) 各1本 (Ban)、ミルクチーズブリン60g×3個、ミルクプリン60g×2個





生クリームサンド(価値)×12個

(本体)3,600円



100%ピュアジュース180mlみかん×6、きょみ・不如火・はっさく・



(本体)5,360円

きょみ・はっさく・あまなつ×42

(REA.5.789円)





Initiatives for Environmental Conservation



Eco-katsu (eco-friendly purchase) support points



Special O-CARD points are given to customers who purchase eco-friendly products. OKUWA will remain committed to pursuing both "environmental friendliness" and "sales promotion."

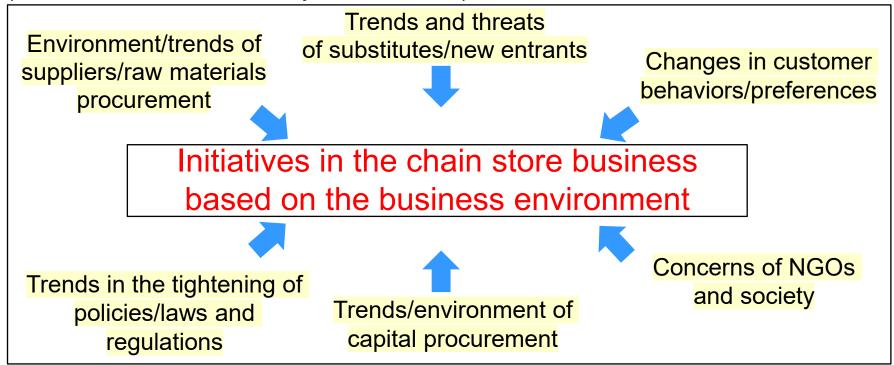
Sustainability Policy



Response to the Task Force on Climate-related Financial Disclosures (TCFD) recommendations

Set up an internal project with a target disclosure date of May 2023. We will contribute to the realization of a sustainable society by developing scenarios to combat risks associated with climate change, and planning related indicators and targets.

(Business environment analysis framework)



New Store / Renovated Store



	N	ew	sto	re
•		\sim 11		•

Store name	Date of opening	Location	Business type (directly-operated sales floor area)
MESA Iwade Store	October 28	lwade-shi, Wakayama	MESA (2,989 m ²)

A core tenant of Forest Mall Iwade. The seventh opening of MESA, a high quality supermarket. Our goal is to gain support from customers of all generations by offering a wide selection of fresh, quality products.



Store name	Date of opening	Location	Business type (directly- operated sales floor area)	
Iga Shindo Store	November 10	Iga-shi, Mie	SSM (1,873 m ²)	

Absorption-type Merger of a Consolidated Subsidiary To OKU



Hiramatsu Co., Ltd. will be merged into OKUWA Co., Ltd.

Merger agreement signed on: July 5, 2022

Merger to become effective on: November 21, 2022 (subject to change)

(Hiramatsu Co., Ltd.)

Operates 10 supermarkets mainly in Wakayama-shi.



Regular stores: 2

Discount stores: 8

Formed a capital and business alliance in 2005, and became our wholly-owned subsidiary in 2006.

Financial Results Forecast



Initial plan	(April 4)	Revised forecast (September 28) (Million yen, %)			
Forecast for fiscal year ending February 20, 2023	Year-on-year change (%)	Actual for fiscal year ended February 20, 2022	Forecast for fiscal year ending February 20, 2023	Year-on-year change (%)	
252,000	_	266,532	245,500	_	
5,400	103.2%	5,233	3,700	70.7%	
5,600	102.5%	5,463	3,900	71.4%	
2,050	134.6%	1,523	1,100	72.2%	
-	Forecast for fiscal year ending February 20, 2023 252,000 5,400 5,600	fiscal year ending February 20, 2023 252,000 5,400 103.2%	Forecast for fiscal year ending February 20, 2023 252,000 - 266,532 5,400 103.2% Actual for fiscal year ended February 20, 2022 5,400 103.2% 5,463	Forecast for fiscal year ending February 20, 2023 Year-on-year change (%) Actual for fiscal year ended February 20, 2022 Forecast for fiscal year ending February 20, 2023 252,000 — 266,532 245,500 5,400 103.2% 5,233 3,700 5,600 102.5% 5,463 3,900	

* Profit represents profit attributable to owners of parent.							
	Initial plan (April 4)		Revised forecast (September 28)				
Non- consolidated	Forecast for fiscal year ending February 20, 2023	Year-on-year change (%)	Actual for fiscal year ended February 20, 2022	Forecast for fiscal year ending February 20, 2023	Year-on-year change (%)		
Operating income	246,000	_	262,734	240,000	_		
Operating profit	5,300	104.6%	5,065	3,600	71.1%		
Ordinary profit	5,500	103.7%	5,303	4,000	75.4%		
Profit	2,000	134.8%	1,484	1,200	80.9%		

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MESA Iwade Store (to open on October 28)



■ Notes regarding handling of this material

The plans, strategies, predictions of future business performance and business outlook of the Company described in this material rest on assumptions and beliefs determined based on information available to the Company at this point in time.

Please be advised that actual business performance may differ due to various factors.

The Company may revise the descriptions regarding the future outlook and/or modify the assumptions and factors which served as the basis for the future outlook without prior notice, unless such notice is legally required. Copyright \odot OKUWA Co., Ltd. All Rights Reserved. -40-