

First half of the fiscal year ending
February 20, 2025

Financial Results Presentation Material



OKUWA Co., Ltd. (8217)

October 2, 2024

Consolidated Sales Results



(Million yen, %)	Six months ended August 20, 2023	Six months ended August 20, 2024	Beginning-of-the-year forecast	Year-on-year change	Comparison against forecast
Operating income	121,520	122,558	126,500	100.9	96.9
Operating profit	706	246	1,050	34.9	23.5
Ordinary profit	819	313	1,100	38.2	28.5
Profit attributable to owners of parent	399	87	500	21.8	17.4
Basic earnings per share (yen)	9.10	2.01	—	—	—

• Treatment of fractions in this material: Fractions less than one million yen are rounded down and percentage points for year-on-year changes, comparison against forecast, etc. are rounded off.

Consolidated Operating Income by Company



(Million yen, %)	Six months ended August 20, 2023	Six months ended August 20, 2024	Year-on-year change
OKUWA	120,801	121,803	100.8
OAK FOODS	656	688	104.9
Retail Backoffice Support	152	157	103.0
SUNRISE	2,337	2,452	104.9
Consolidation adjustment	(2,427)	(2,542)	—
Consolidated total	121,520	122,558	100.9

- Treatment of fractions in this material: Fractions less than one million yen are rounded down and percentage points for year-on-year changes, comparison against forecast, etc. are rounded off.

Consolidated Ordinary Profit by Company



(Million yen, %)	Six months ended August 20, 2023	Six months ended August 20, 2024	Year-on-year change
OKUWA	711	259	36.5
OAK FOODS	32	46	143.6
Retail Back office Support	31	24	77.4
SUNRISE	37	11	30.8
Consolidation adjustment	(37)	(32)	—
Share of loss (profit) of entities accounted for using equity method	42	2	6.6
Consolidated total	819	313	38.2

• Treatment of fractions in this material: Fractions less than one million yen are rounded down and percentage points for year-on-year changes, comparison against forecast, etc. are rounded off.

Consolidated Management Indicators



	Six months ended August 20, 2022	Six months ended August 20, 2023	Six months ended August 20, 2024
Operating profit/Operating income (%)	0.85	0.58	0.20
Ordinary profit/Operating income (%)	0.98	0.67	0.26
Return on equity (ROE, %)	0.81	0.51	0.11
Return on assets (ROA, %)	0.89	0.61	0.24
Basic earnings per share (EPS, yen)	14.48	9.10	2.01
Dividend per share (DPS, yen)	13	13	13
Book value per share (BPS, yen)	1,778.52	1,765.56	1,807.22
Dividend payout ratio (DPS/EPS, %)	89.79	142.89	647.09
Equity ratio (%)	59.13	57.12	57.42
Debt-to-equity (D/E) ratio (times)	0.23	0.28	0.25
Net D/E ratio (times)	0.05	0.05	0.08

Consolidated Cash Flows



(Million yen)	Six months ended August 20, 2023	Six months ended August 20, 2024	Year-on-year change
Cash and cash equivalents at beginning of period	15,386	16,182	796
Operating CF	7,011	4,372	(2,638)
Investing CF	(5,084)	(3,997)	1,087
Financing CF	268	(4,396)	(4,665)
Cash and cash equivalents at end of period	17,581	12,161	(5,419)

- Treatment of fractions in this material: Fractions less than one million yen are rounded down and percentage points for year-on-year changes, comparison against forecast, etc. are rounded off.

Non-consolidated Sales Results



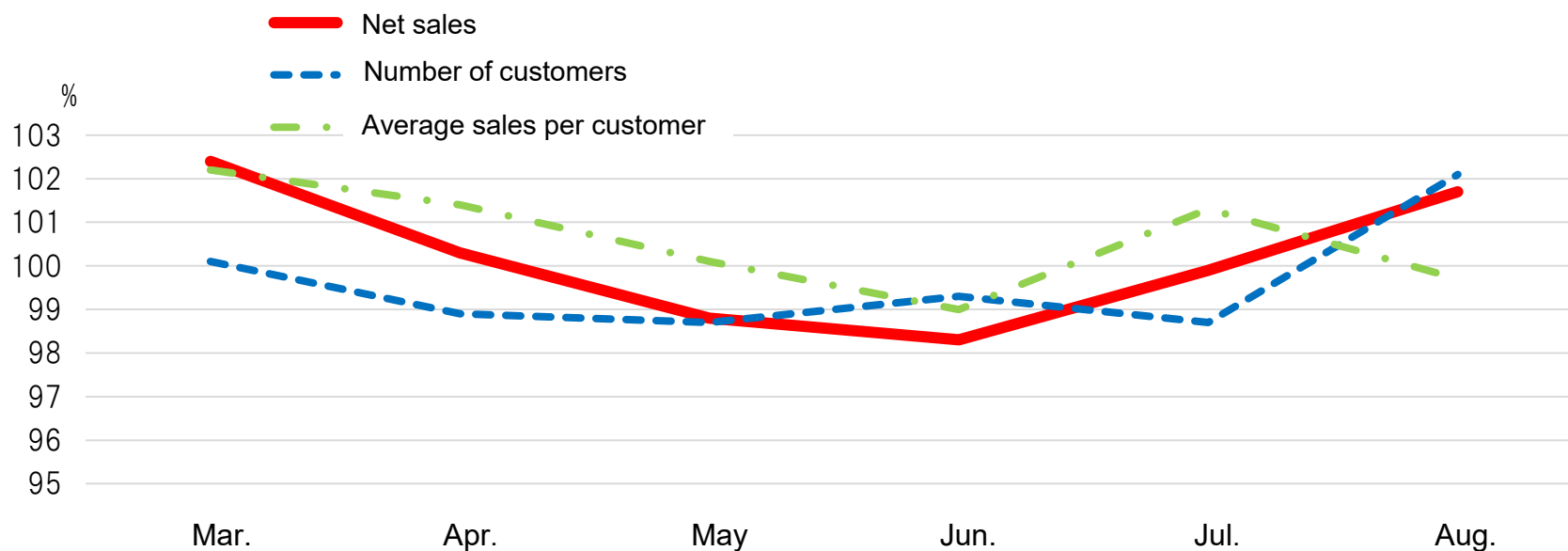
(Million yen, %)	Six months ended August 20, 2023	Six months ended August 20, 2024	Beginning-of-the- year forecast	Year-on-year change	Comparison against forecast
Operating income	120,801	121,803	126,000	100.8	96.7
Net sales from direct operation	117,721	118,452	—	100.6	—
Gross profit	32,607	32,441	—	99.5	—
Gross profit margin	27.7	27.4	—	—	—
Selling, general and administrative expenses	36,529	37,039	—	101.4	—
Operating profit	609	172	1,000	28.4	17.3
Ordinary profit	711	259	1,100	36.5	23.6
Profit	335	62	500	18.7	12.5

- For changes in gross profit margin, differences between gross profit margins for the previous fiscal year and the current fiscal year, which were rounded off to the nearest two decimal place, were calculated for each product category. There may be calculation errors caused by the rounding off.
- Net sales from direct operation, gross profit amount, and gross profit margin represent figures before the application of the “Accounting Standard for Revenue Recognition.”

Non-consolidated Net Sales from Existing Stores



Year-on-year change for existing stores (%)	Net sales	Number of customers	Average sales per customer	Number of products purchased	Unit price per product
1Q	100.4	99.2	101.2	98.6	102.6
2Q	100.1	100.1	100.0	98.1	101.9
2Q cumulative	100.2	99.7	100.6	98.4	102.2

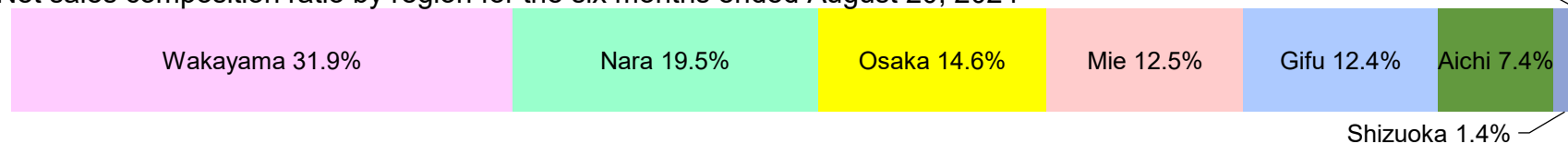


Non-consolidated Net Sales by Region



(Million yen, %)	Six months ended August 20, 2023	Six months ended August 20, 2024	Year-on-year change	Year-on-year change for existing stores
Wakayama	37,573	37,815	100.6	100.6
Nara	23,209	23,060	99.4	98.4
Osaka	17,215	17,307	100.5	99.6
Hyogo	316	308	97.4	97.4
(Kinki area)	78,314	78,491	100.2	99.7
Mie	14,679	14,845	101.1	101.1
Gifu	14,484	14,678	101.3	101.3
Aichi	8,592	8,782	102.2	100.7
Shizuoka	1,569	1,620	103.2	103.2
(Tokai area)	39,325	39,926	101.5	101.2
Total	117,721	118,452	100.6	100.2

Net sales composition ratio by region for the six months ended August 20, 2024



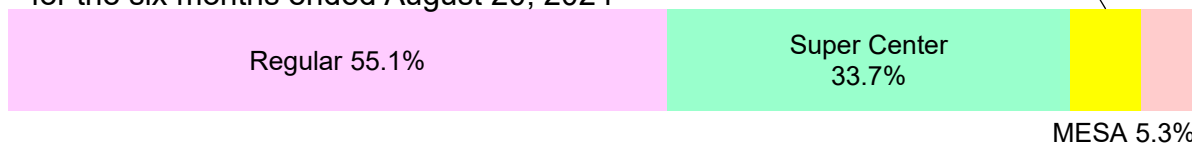
•These are figures before the application of the “Accounting Standard for Revenue Recognition.”

Non-consolidated Net Sales by Business Type



(Million yen, %)	Six months ended August 20, 2023	Six months ended August 20, 2024	Year-on-year change	Year-on-year change for existing stores
SC	4,742	4,810	101.4	101.4
SSM	55,518	56,068	99.8	99.8
SM	4,340	4,390	101.2	101.2
Regular	64,601	65,269	100.0	100.0
Super Center	39,263	39,891	101.6	100.4
Price Cut	7,784	7,033	98.5	98.5
MESA	5,990	6,224	103.9	103.9
Total	117,721	118,452	100.6	100.2

Net sales composition ratio by business type for the six months ended August 20, 2024



SC: Shopping center
SSM: Super supermarket (1,000 m² or larger)
SM: Supermarket (smaller than 1,000 m²)
Super Center: Allows one-stop shopping on one floor
Price Cut: Discount store
MESA: High quality supermarket (four MESA stores and three Pare Marche stores)

•These are figures before the application of the “Accounting Standard for Revenue Recognition.”

Non-consolidated Net Sales by Department



(Million yen, %)	Six months ended August 20, 2023	Six months ended August 20, 2024	Year-on-year change	Year-on-year change for existing stores
Fresh foods	49,554	49,694	100.3	99.8
Processed foods	51,478	51,933	100.9	100.6
Foods	101,033	101,627	100.6	100.2
Household supplies	13,119	13,257	101.1	100.8
Clothing	3,568	3,567	100.0	99.1
Total	117,721	118,452	100.6	100.2

Net sales composition ratio by department for the six months ended August 20, 2024



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

•These are figures before the application of the “Accounting Standard for Revenue Recognition.”

Non-consolidated Gross Profit Margin by Department



(Million yen, %)	Six months ended August 20, 2023	Six months ended August 20, 2024	Year-on-year change
Fresh foods	32.1	31.6	(0.5)
Processed foods	22.8	22.7	(0.1)
Foods	27.4	27.0	(0.4)
Household supplies	28.2	28.0	(0.2)
Clothing	35.1	35.6	+0.5
Total	27.7	27.4	(0.3)

Product gross profit amount composition ratio for the six months ended August 20, 2024



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

•These are figures before the application of the “Accounting Standard for Revenue Recognition.”

Non-consolidated SG&A Expenses



(Million yen, %)	Six months ended August 20, 2023	Six months ended August 20, 2024	Year-on-year change	Ratio to net sales	Ratio to net sales (Six months ended August 20, 2024)
Net sales	114,808	115,566	100.7	100.0	100.0
Selling expenses	1,030	991	96.2	0.9	0.9
Personnel expenses	16,038	16,595	103.5	14.4	14.0
Rent	3,742	3,694	98.7	3.2	3.3
Depreciation	3,046	3,054	100.3	2.6	2.7
Utilities expenses	2,477	2,504	101.1	2.2	2.2
Other general and administrative expenses	10,193	10,198	100.0	8.8	8.9
Total SG&A expenses	36,529	37,039	101.4	32.1	31.8

SG&A expenses composition ratio for the six months ended August 20, 2024



Non-consolidated Capital Expenditures



(Million yen, %)	Six months ended August 20, 2023	Six months ended August 20, 2024	Year-on-year change
New stores	1,502	3,265	217.3
Existing stores, etc.	1,980	2,034	102.7
Systems	372	768	206.5
Construction basis	3,855	6,068	157.4

Key descriptions

New stores	Investment in new store openings
Existing stores, etc.	Investment in renovation of existing stores
System investment	Updating of Head Office systems, replacement of cash registers, etc.

Non-consolidated Store Distribution



(As of Aug. 20, 2024)



Total
by region

Wakayama	31	7	8	3	49
Nara	22	5	5	1	33
Osaka	17	2	1	—	20
Hyogo	—	—	1	—	1
(Kinki area)	70	14	15	4	103
Mie	14	3	5	—	22
Gifu	4 (PM: 1)	10	—	1 (PM: 1)	15
Aichi	8 (PM: 3)	2	—	2 (PM: 2)	12
Shizuoka	1 (PM: 1)	1	—	—	2
(Tokai area)	27	16	5	3	51
Total by business type	97	30	20	7	154

PM: Pare Marche

Initiatives in 1H

Acquisition of treasury shares (results between April 3 and August 20, 2024)

Total number of shares acquired: **1,533,300 shares**

Total acquisition cost of shares: **1,426,336,500 yen**

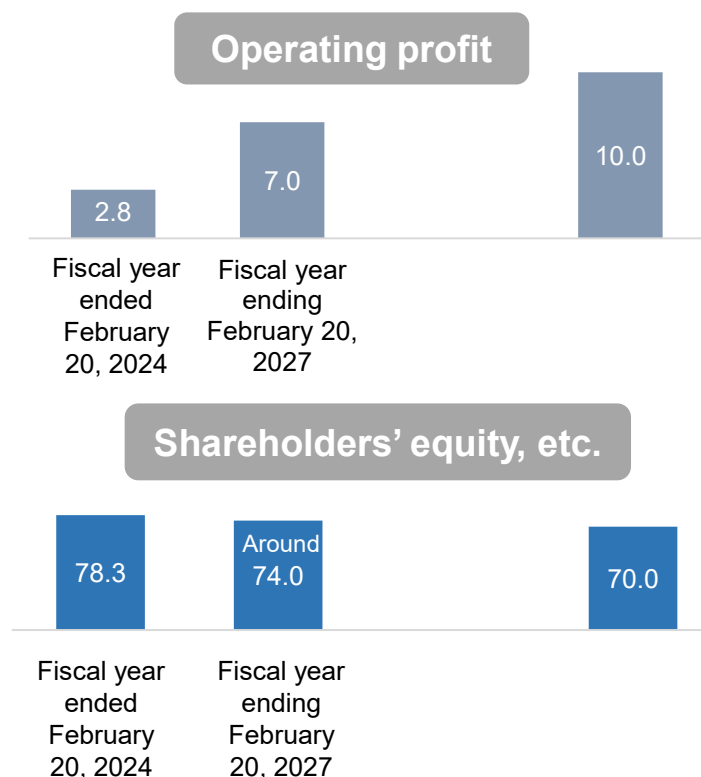
- Plan to acquire a total of 2.2 million shares in a year from April 2024, with a total acquisition cost of up to 2.0 billion yen.

Target profit and capital structure (Billion yen)

By the final fiscal year of the Medium-Term Management Plan

Acquisition of treasury shares

Aim for cumulative total of 4.0 billion yen



Store Strategy (1)

New store openings: 2 stores

July 4 SuC Chita Store (Aichi)

- The 12th store in Aichi. The 30th SuC type store.

July 26 Nishiyamato Store (Nara)

- The 33rd store in Nara. The 82nd SSM type store.



⇒ Both stores recorded higher sales than planned due to the success of product measures and pricing policies, in addition to the effects of opening stores in the large-scale markets areas.

Store renovations

Kiinagashima Store (Mie) on April 19

Sales remained solid after the adjustment of fresh fish lineup in July last year.

Judging that there is a prospect of further sales increase, we made changes to each sales floor, in addition to introducing reach-in showcases.



Although the population of the area is decreasing, we revitalized sales floors under the concept of “coexisting with local communities.”

(1H results)

Net sales: 106.1% year on year

OKUWA Brand

This year marks the fifth anniversary of the brand

Composition ratio in foods: 13% (+1.1%)



(1H results)

Composition ratio in foods: 27.5%

Target in the Medium-Term
Management Plan: 40%

Kurashi More

The brand concept is

“Be next to customers all the time and in the future”

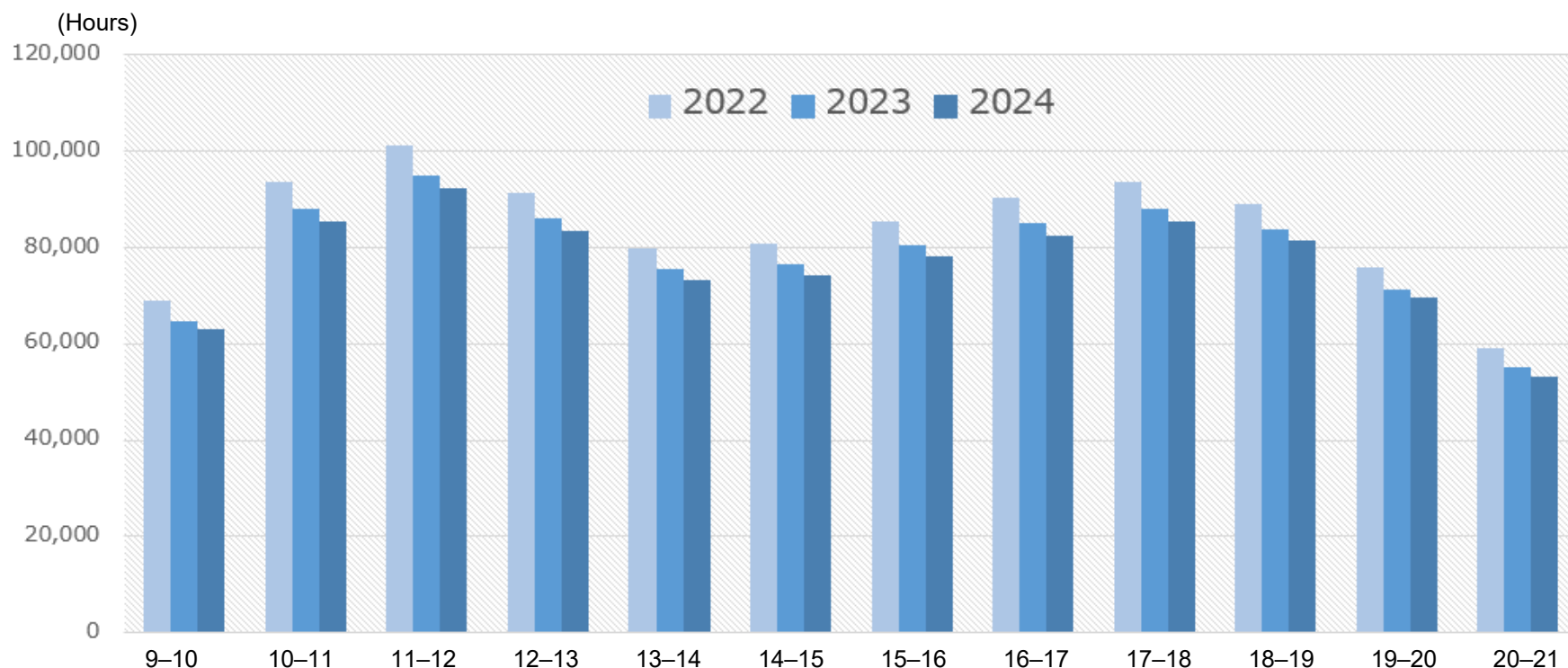
Composition ratio in foods: 14.5% (+0.5%)



Optimization of staff assignment to cash registers

By continuing to work on the optimization of staff assignment to cash registers based on projections of the numbers of customers and products they purchase, we reduced the number of hours of cash registers in operation in 1H by approximately 27,000.

Reassigning employees to manufacturing, shelf stocking, and other roles also contributed to the improvement of labor productivity.



Implementation of Human Resources Vision and Personnel Strategy

Human resources vision	A company where every employee can fulfill their aspirations through work and fully demonstrate their abilities	
Personnel strategy	Self-directed career formation	▪ Secure human resources and promote diversity
		▪ Achieve self-directed employee career development
		▪ Achieve fair treatment according to roles
	Reform of organizational culture to encourage employees to take on challenges	▪ Create an organizational culture where employees think and act proactively
		▪ Make work more rewarding
		▪ Achieve work-life balance

Training and education measures

- Training for the development of executive candidates
- Training for the development of next-generation leaders
- Training for the promotion of active participation by women
- Training on corporate philosophy, etc.



Reform of systems and promotion of diversity

- Revise systems for senior employees
- Ease dress codes
- Let foreign trainees play an active role
- Reform the workstyle of part-time employees, etc.



Promotion of personnel DX and work-life balance

- Enhance talent management
 - ⇒ Update the personnel system (start operation in 3Q)
- Start workstyle reform
 - ⇒ Update the attendance system (start operation in fiscal 2025)

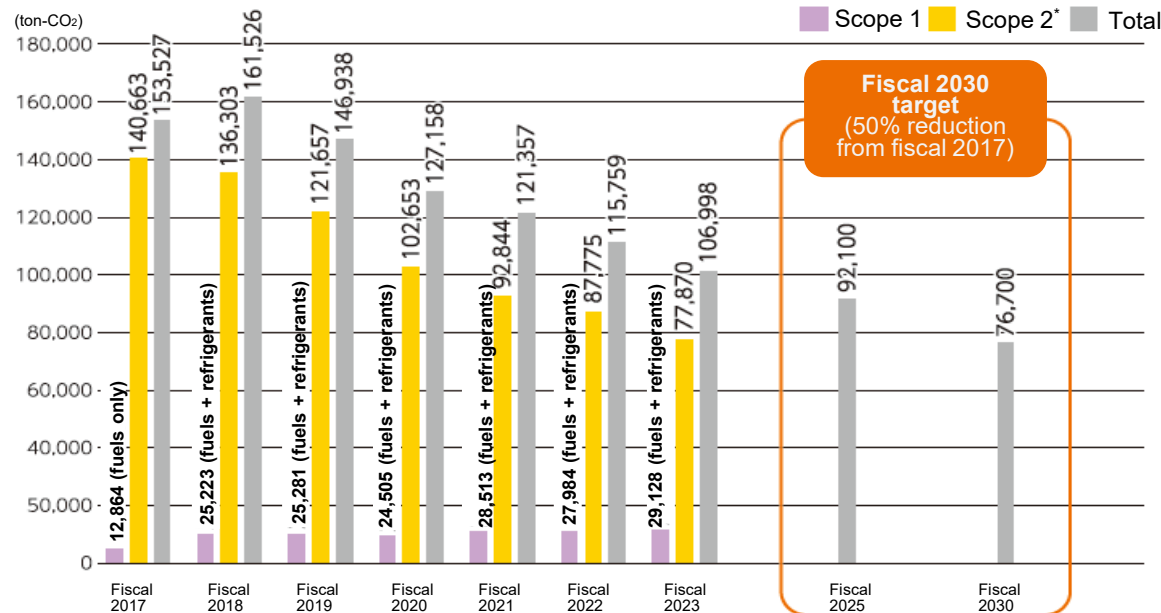


Initiatives to Reduce GHG Emissions

New introduction of on-site and off-site PPAs

	Fiscal 2024		Plan for fiscal 2025	
	Location	Annual procurement	Location	Annual procurement
On-site PPA	O Delica Factory Anpachi	720,000 kWh	SuC Chita Store	492,000 kWh
	Tokai Food Center	1,550,000 kWh	Tondabayashi Asahigaoka Store	250,000 kWh
Off-site PPA	Kansai area	4,560,000 kWh	Kansai area	4,081,000 kWh
	Tokai area	2,445,000 kWh	Tokai and Koshinetsu areas	3,382,000 kWh
Total		9,275,000 kWh		8,205,000 kWh

Actual GHG (Scopes 1 and 2) emissions

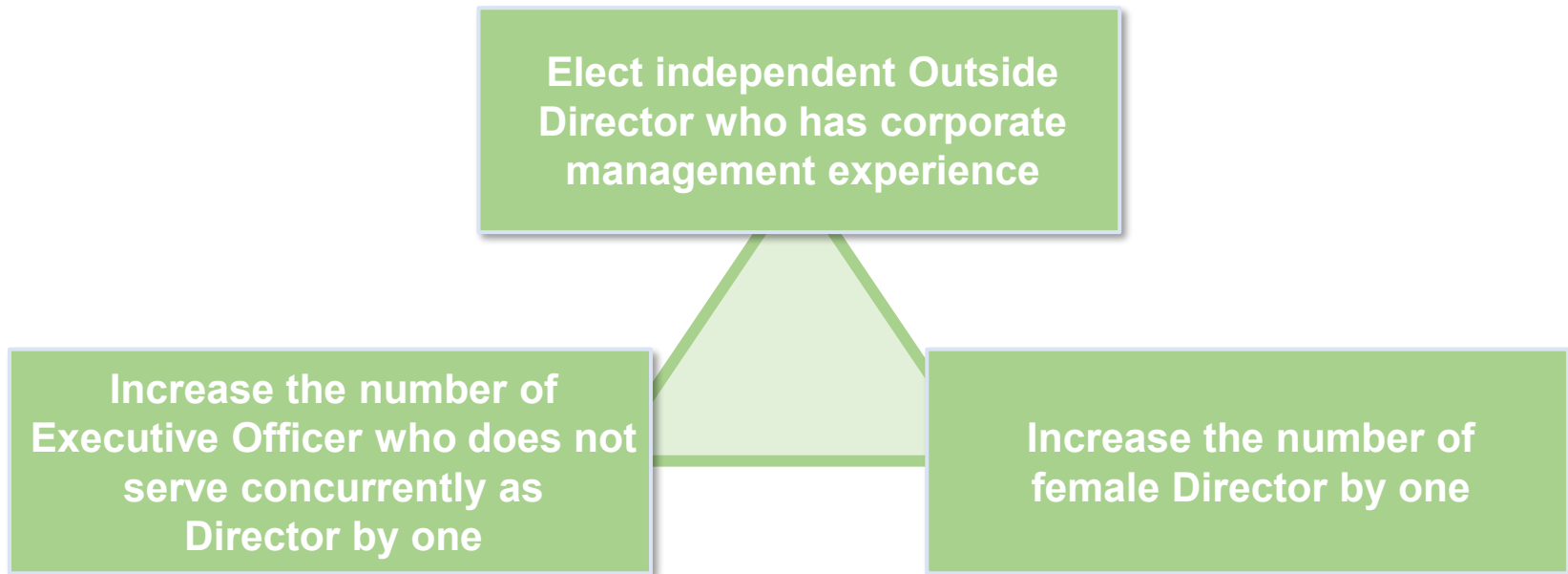


**Target for the end of fiscal 2030
50% reduction from fiscal 2017**



Off-site PPA location in Nagano

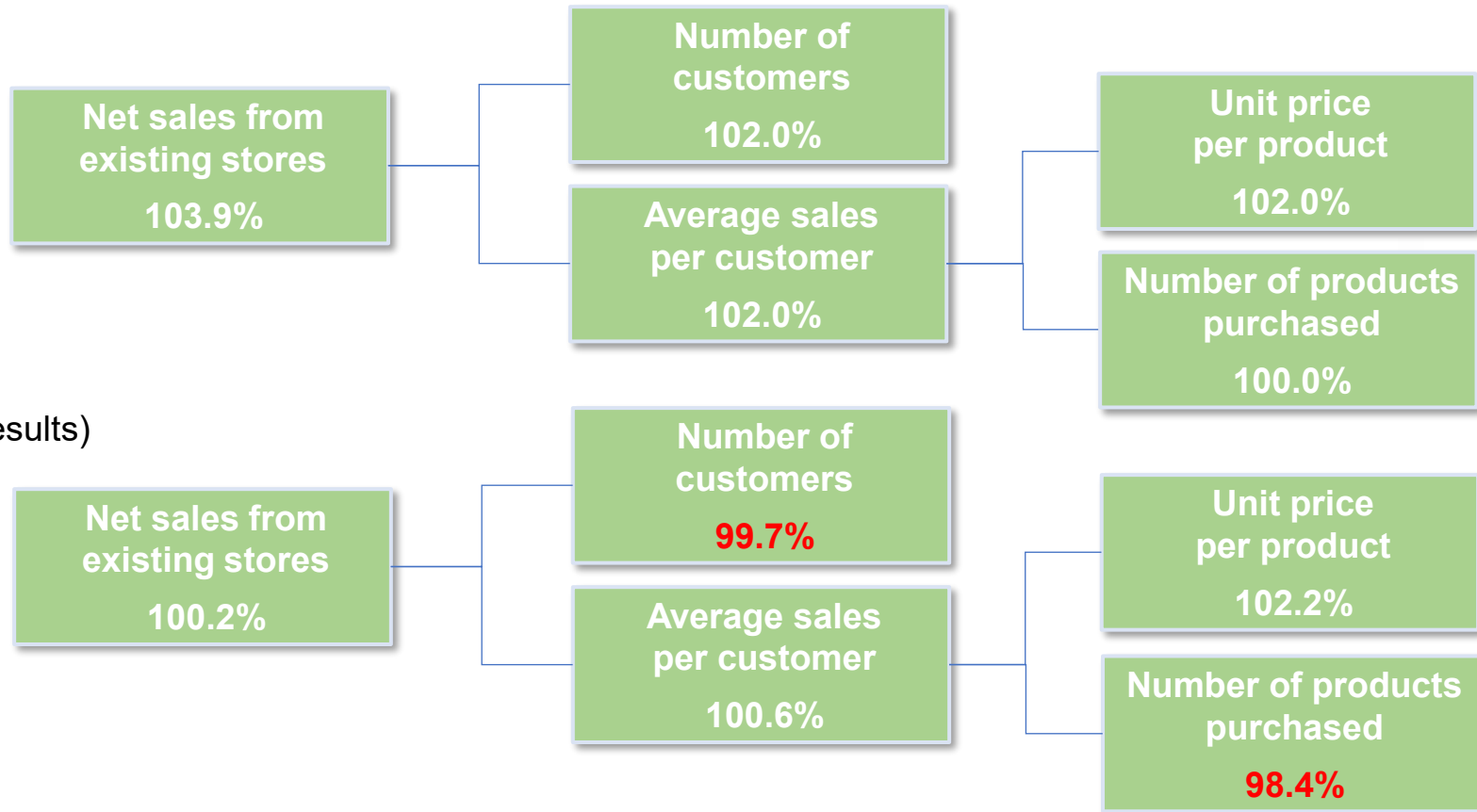
Restructuring of the officer structure



⇒ Improve the quality of decision making, promote diversity,
and assess risks from a well-balanced perspective

Sales indicators for existing stores

(Beginning-of-the-year plan) *Image of achievement



⇒ In 2H, a stronger focus is needed on initiatives for improving the ability to attracting customers and increasing the number of products purchased

Management Policy for 2H

Consolidated Financial Results Forecast



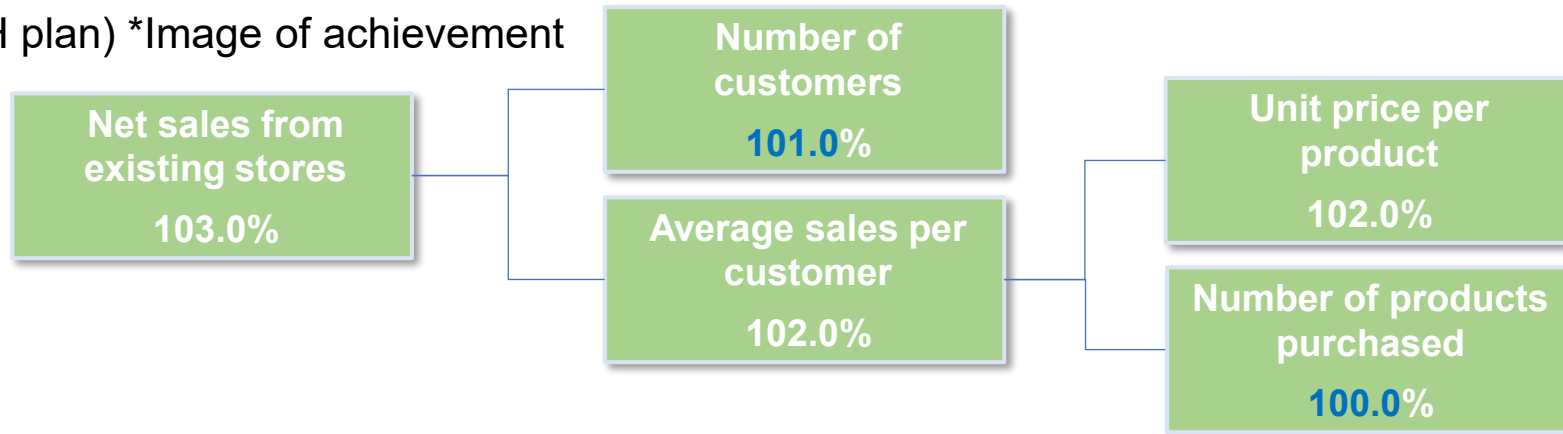
(Million yen, %)	Beginning-of-the-year forecast		Revised on Sept. 26		
	Consolidated	Fiscal year ending February 20, 2025	Year-on-year change	Fiscal year ending February 20, 2025	Year-on-year change
Operating income		259,000	104.7	254,000	102.7
Operating profit		3,500	121.2	2,450	84.8
Ordinary profit		3,550	114.6	2,500	80.7
Profit*		1,200	120.0	550	55.0

*Profit represents profit attributable to owners of parent.

(Million yen)	Beginning-of-the-year forecast		Revised on Sept. 26		
	Non-consolidated	Fiscal year ending February 20, 2025	Year-on-year change	Fiscal year ending February 20, 2025	Year-on-year change
Operating income		258,000	104.9	252,600	102.7
Operating profit		3,400	124.9	2,300	84.5
Ordinary profit		3,500	117.0	2,400	80.3
Profit*		1,200	121.0	550	55.5

Sales indicators for existing stores

(2H plan) *Image of achievement



⇒ 1H results were 99.7% for the number of customers and 98.4% for the number of products purchased

To achieve the plan for 2H, the following will be necessary:

- Increase the number of customers by 1.3%
- Increase the number of products purchased by 1.6%

We will therefore commit to the measures on the next page onward.

Reorganization of the SuC store format

(Initiatives in 1H)

Lower the gross profit margin for the agricultural product and daily food categories, and increase the number of customers by drawing attention to low prices

⇒ Implemented at nine stores in 1H,
of which seven stores saw sales increase

by approximately 3.0%



(Initiatives in 2H)

(1) Increase the sales composition ratio of the household supplies and clothing departments

(2) In addition to attracting customers to the fresh foods department, establish a new SuC store format at an early stage

Achieve growth of 5.0%

Reorganization of the PRC store format

(PRC Tanabe Shimomaro Store)

Renovated and reopened on September 22, 2023

Results for Feb. 21–Aug. 20

108.9% year on year

(PRC Miyama Store)

Renovated and reopened on November 23, 2023

Results for Feb. 21–Aug. 20

106.7% year on year

⇒ **Sales continued to grow**

after the implementation of renovation last year

The advertisement features a red background with the text "Price Cut" in large white letters at the top, with "ディスカウントストア プライス カット" (Discount Store Price Cut) below it. The central theme is "毎得宣言" (Every Day Declaration) in large, bold yellow characters. To the left, vertical text reads "コストを抑えて 価格に還元!!" (Reduce costs and pass savings to prices!!) and "売場陳列を簡素化して 価格に還元!! 資材を最小限にして 価格に還元!!" (Simplify store displays and pass savings to prices!!; Minimize materials and pass savings to prices!!). To the right, vertical text reads "地域の皆様へ「安く」・「安く」" (To the local community, "cheaply" and "cheaply"), "そして「鮮魚」を毎日お届きします" (And we deliver "fresh fish" every day), "毎日「安く」を「安く」お届きします" (Every day, we deliver "cheaply" as "cheaply"), and "自社プライベート商品により「安く」" (Due to our private label products, "cheaply"). At the bottom, there are five images of product categories: "果物・野菜" (Fruits & Vegetables), "精肉" (Fresh Meat), "鮮魚" (Fresh Fish), "惣菜" (Prepared Foods), and "おなじみ食品" (Familiar Foods).

Enhancement of time merchandising (review of evening sales floor merchandising)



Store Strategy (4) (MUJI)

Start of the handling of MUJI products

<Purpose>

- (1) Vitalize promotional sections next to cash registers
- (2) Create sales by introducing a new category
- (3) Motivate new customers to visit our stores

Target sales share:
1.0% or higher



<Store name>	<Opening date>
Kishiwada Hatta Store	August 30
Izumisano Shofudai Store	September 6
Musota Store	September 13
Kainan Nokami Store	September 20
Minoshima Store	September 27

Life support prices on the occasion of the 65th anniversary



The banner features a red background with yellow and white text. On the left, a circular logo reads '65th Anniversary' with '65周年の感謝を込めて' and 'OKUWA' above it. Below the logo, it says 'おかげさまで オークワは 創立65周年'. The main text includes '65周年 生活応援価格' (65th Anniversary Life Support Price), '1とど〜んと! 値下げ' (1 and a little more! Price Drop) with a large downward arrow, and '第3弾 9月1日(日)~ 11月30日(土)' (3rd Wave, September 1st (Sun) ~ November 30th (Sat)). At the bottom left, it states '食料品・住居用品など 店内約1000品目を' (Food, household supplies, etc., approx. 1000 items in-store).

Lower prices of food items and household supplies on the occasion our 65th anniversary.

(1H sales results)

Number of products: Approx. 3,000 items

Sales results: Approx. 7,000 million yen

Continue the sale in 2H while replacing products.

Use of processing centers

Since August 21, we have been working to make the marine product departments of five stores in the Kinan area into centers.

This is intended to improve man-hour efficiency, aiming to improve annual profitability by approx. 3,800 thousand yen per store.

We will establish the scheme at an early stage, and from the next fiscal year onward, we intend to increase the number of stores that can supply products.



Effective use of O Delica Factories

(1) Increase handling volume and manufacturing volume

Develop new products and sweets

(2) Improve pricing

Review the composition ratio of chilled products and rice products

(3) Develop products that can yield annual single item sales of 100 million yen

Expected to achieve for 14 products (+6 products from the previous fiscal year)

⇒ Boost in 1H gross profit
((1) + (2) + (3))

Approx. 70,000 thousand yen

Target in the Medium-Term Management Plan
Boost gross profit by over 500 million yen

OKUWA Sweets Club



Sweets for a Cup of Tea



Acquisition of the JFS-B standard certification

Wakayama Food Factory (noodle department) became certified under JFS-B, an international food safety standard.

(Date of certification) August 22, 2024



We will take advantage of our strengths as a manufacturing retailer in future initiatives.



JFS-B適合証明書

株式会社オークワ 和歌山食品工場

一般財団法人 食品安全マネジメント協会 JFS監査及び適合証明プログラム文書により、下記について、JFS-B規格Ver.3.0に適合していることを証明します。

記

JFSM登録番号	JFS-B24002988-00
適合組織名(サイト名)	株式会社オークワ 和歌山食品工場
所在地	和歌山県和歌山市吐前1047-1
製品(群)	麺(生めん、ゆでめん)
セクター	C II
初回適合証明日	2024年8月22日
判定日	2024年8月22日
適合証明の期限	2027年8月21日

代表監査員 坂井 盛
判定会議代表者 寺岡 雄志
2024年8月22日



アース環境サービス株式会社

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CROSS DOCK HARUMI 3A

取締役 上席執行役員
営業本部長

原 任行

HARA YOSHIYUKI



Release of the new OKUWA app

The new OKUWA app was released on July 1, exceeding 150 thousand members (as of August 25). A widespread use of the app is expected to boost the effect of one-to-one marketing.



For iPhone



For Android



今日からアプリがオーカード
モバイルオーカード会員スタートガイド

アプリで
オーカード電子マネー
支払い
ができる

アプリで
ポイント
が貯まる

オーカード

€-CARD	サフラン	パーソナル
0000 0000 0000 0000		
バーコード		
バーコード有効期限: 5.55		
ゴールド会員	毎日ポイント2倍	
電子マネー残高	50,000円	
ポイント残高	12,500P	
未当予定ポイント	500P	

Expansion of the new OKUWA app's features

Register as a member



Make electronic payments



Check purchase history



	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Next fiscal year
Smartphone checkout (Shopimo Checkout)	→						
O-CARD Plus credit card payment							→

Smartphone checkout function was released on September 1

Sales Promotion Measures (3)

Utilization of the new OKUWA app to increase the number of customers

- Expected to achieve the target number of registered app members by the end of 2024
- More than 90% of new app members have visited stores (1H results)
- Promote the use by exiting members and strengthen to acquire more new members through the initiatives of campaigns on the app

新アプリアイコン 新オークワアプリ 誕生記念特別企画

キャンペーン期間 7/1(月)→ 8/31(土)

新オークワアプリ 登録キャンペーン

期間中、新オークワアプリに
オーカード番号を登録された方に

100

オーカードポイント プレゼント!!

※今日からアプリのオーカード

新オークワアプリをダウンロード
お気に入り店舗設定後、
オーカード番号を登録

オーカードをお持ちでない方は
オーカードを作成する必要があります。
アプリからモバイルオーカードを
作成できるようになりましたので
ご利用ください。

応募方法
App Store Google Play

店舗限定企画
お得クーポン

実施日 12月20日(水)

ご利用は実施日1回限り

200円値引

※百貨レジにて

1回のお買上げ価格* 合計2,500円(税別)
以上でご利用いただけます。
*お買上げ対象外品を値引き率/企画利用後の価格
(使用回数・残高の表示はございません。)

バーコードをご提示ください。
画面の明るさを最大にご利用ください。

2500000000003

2600052004025

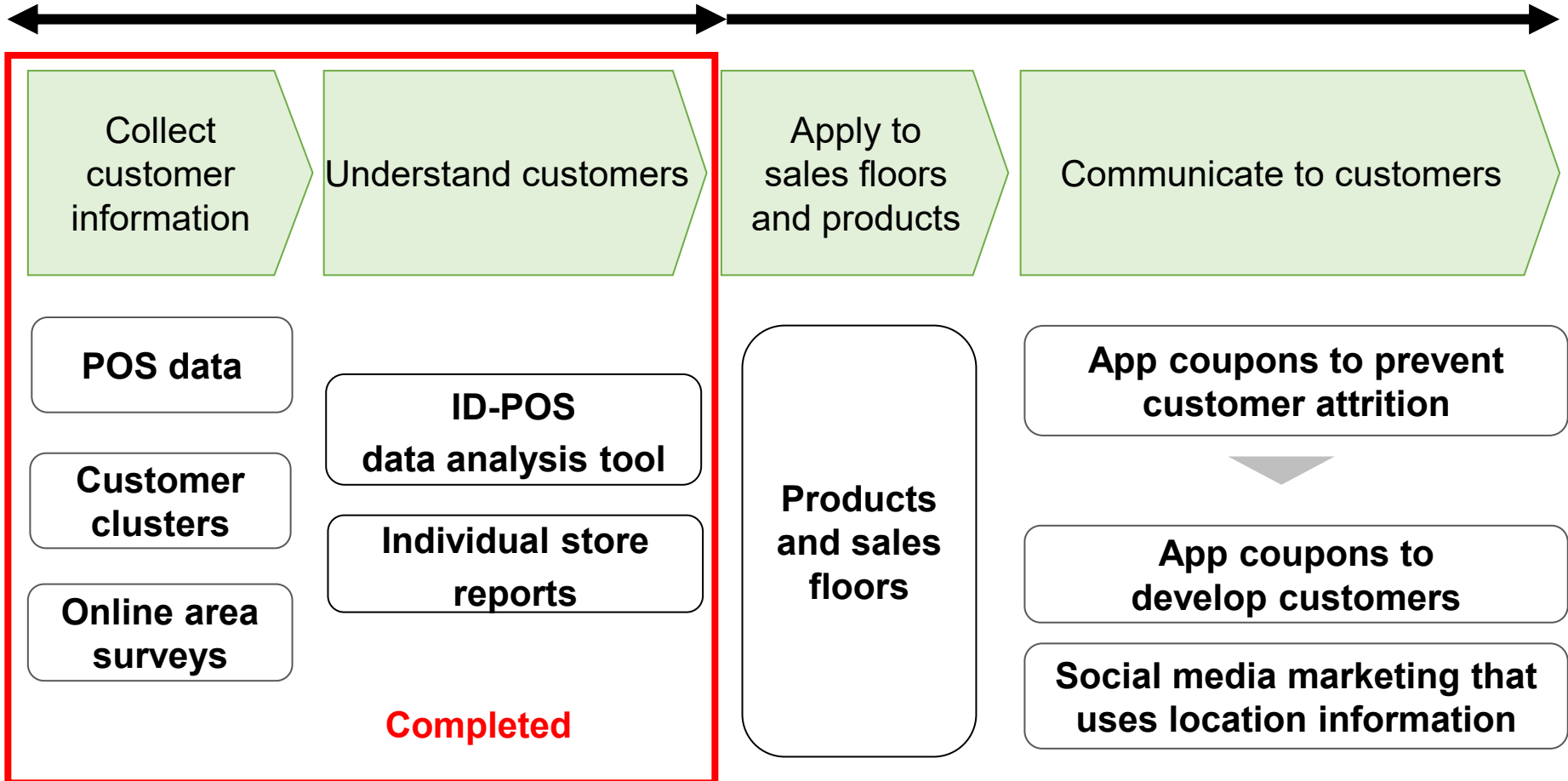
※すべての割引・値引企画との併用は一切できません。
※酒類、たばこなど一部値引対象外商品がございます。

2H target
1.0% increase in
the number of customers

Flow of customer-originated marketing activities

Initiatives for 1H

Initiatives for 2H



Initiatives in 2H

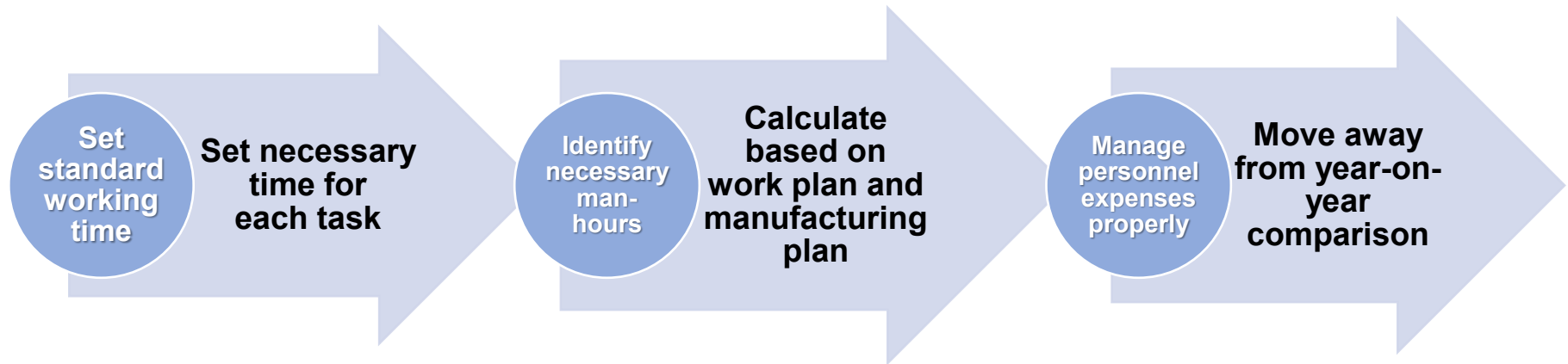
- Allocate product shelf space in line with potential needs in the area
- Utilize information for products on flyers
- Nurture personalities for “taking the offense” and “polishing”



**2H target
1.0% increase in sales**

Initiatives for productivity improvement (1)

Redefine standard working time



Implement the manufacturing planning system

A new system that seamlessly links tasks at stores



Initiatives for productivity improvement (2)

Share the purpose and image of implementation

Maximize efficiency through
division of labor between humans and machines

Elimination of
gaps in
abilities

Shift to tasks
that add
value

Elimination of
overlaps
between
tasks

More
sophisticated
management
and plans

⇒Combine “transformation of employees’ behaviors” with “productivity improvement”

10% reduction in total working hours

New Store Openings (1)

Scheduled date of opening	Store name	Prefecture	Business type (directly-operated sales floor area)
December	Tondabayashi Asahigaoka Store	Osaka	SSM 2,486m ²

(Tondabayashi Asahigaoka Store)

- The 21st store in Osaka. The 83rd SSM type store.
- Aim to enhance dominance in southeast Osaka and improve the efficiency of delivery in the Kinki area.



Opening of ANDDELICA Tanimachi Store

On September 18, ANDDELICA Tanimachi Store, a store dedicated to delicatessen and bakery products, opened in Chuo-ku, Osaka City. The store mainly aims to meet demand for lunch in business districts and ready-to-eat foods in the evening.



ほっとする、やさしい味わいを
楽しめるお店ができました。

and DELICA
ANDDELICA
デリカ&ベーカリーショップ
アンドデリカ谷町店 2024.

住所 大阪市中央区谷町3丁目6番4号
営業時間 あさ8時~よる8時まで(土日定休日)

9.18 (wed.) **OPEN!**
あさ8時

⇒ There is possibility for three kinds of stores: combination stores, delicatessen stores, and rice ball stores.

We will take this opportunity to horizontally roll out this business type at an early stage.

Publication of an integrated report

We created our first integrated report and disclosed it on September 25.

The report includes information on non-financial initiatives, in addition to financial information.



03 価値を生み出す戦略

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04 価値創造を支えるマテリアリティの取り組み

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清掃活動【クリーン作戦! OKUWAの未来】

<https://www.okuwa.net/eco/report.html> (in Japanese)



**A supermarket that
continues to transform,
with a timeless spirit**