

Fiscal year ended February 20, 2023

Financial Results Presentation Material

OKUWA Co., Ltd. (8217)

April 4, 2023

Consolidated Sales Results



(Million yen, %)	Fiscal year ended February 20, 2022	Fiscal year ended February 20, 2023	Forecast	Year-on-year change	Comparison against forecast
Operating income	266,532	246,877	245,500	–	100.6
Operating profit	5,233	2,927	3,700	55.9	79.1
Ordinary profit	5,463	3,148	3,900	57.6	80.7
Profit attributable to owners of parent	1,523	928	1,100	61.0	84.5
Basic earnings per share (yen)	34.74	21.18	–	(13.56)	–

- 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



(Reference: Before application of the Accounting Standard for Revenue Recognition)

(Million yen, %)	Fiscal year ended February 20, 2022	Fiscal year ended February 20, 2023	Results	Year-on-year change
OKUWA	262,734	241,174	257,609	98.0
Hiramatsu	6,229	4,337	4,442	71.3
OAK FOODS	1,333	1,339	1,343	100.7
Retail Backoffice Support	378	314	314	83.1
SUNRISE	5,302	5,076	5,091	96.0
Consolidation adjustment	(9,446)	(5,364)	(8,869)	—
Consolidated total	266,532	246,877	259,932	97.5

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- The figures for Hiramatsu are for the first nine months of the fiscal year.

Consolidated Ordinary Profit by Company



(Million yen, %)	Fiscal year ended February 20, 2022	Fiscal year ended February 20, 2023	Year-on-year change
OKUWA	5,303	3,222	60.8
Hiramatsu	(62)	(66)	—
OAK FOODS	72	86	118.2
Retail Backoffice Support	92	50	55.1
SUNRISE	102	66	65.5
Consolidation adjustment	(18)	(207)	—
Share of loss (profit) of entities accounted for using equity method	(24)	(4)	—
Consolidated total	5,463	3,148	57.6

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- The figures for Hiramatsu are for the first nine months of the fiscal year.

Consolidated Management Indicators



	Fiscal year ended February 20, 2021	Fiscal year ended February 20, 2022	Fiscal year ended February 20, 2023
Operating profit/Operating income (%)	2.81	1.96	1.19
Ordinary profit/Operating income (%)	2.87	2.05	1.28
Return on equity (ROE, %)	4.97	1.96	1.19
Return on assets (ROA, %)	5.85	4.03	2.37
Basic earnings per share (EPS, yen)	86.35	34.74	21.18
Dividend per share (DPS, yen)	26	26	26
Book value per share (BPS, yen)	1,767.36	1,775.94	1,769.22
Dividend payout ratio (DPS/EPS, %)	30.10	74.84	122.78
Equity ratio (%)	56.20	58.33	58.57
Debt-to-equity (D/E) ratio (times)	0.29	0.26	0.27
Net D/E ratio (times)	0.05	0.04	0.07

Consolidated Cash Flows



(Million yen)	Fiscal year ended February 20, 2022	Fiscal year ended February 20, 2023	Year-on-year change
Cash and cash equivalents at beginning of period	18,239	16,668	(1,570)
Operating CF	8,590	5,931	(2,659)
Investing CF	(7,016)	(6,678)	337
Financing CF	(3,144)	(535)	2,609
Cash and cash equivalents at end of period	16,668	15,386	(1,282)

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Non-consolidated Sales Results



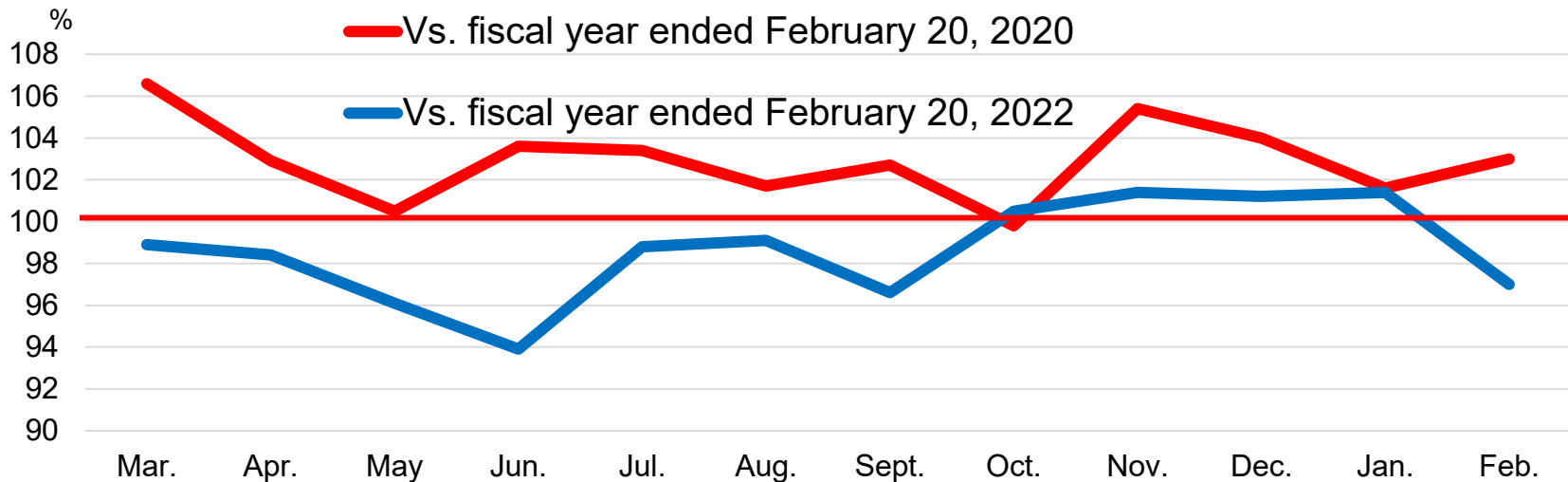
(Million yen, %)	Fiscal year ended February 20, 2022	Fiscal year ended February 20, 2023	Forecast	Year-on-year change	Comparison against forecast
Operating income	262,734	241,174	240,000	—	100.5
Net sales from direct operation	238,660	234,820	—	98.4	—
Gross profit	67,063	66,602	—	99.3	—
Gross profit margin	28.1	28.4	—	—	—
Selling, general and administrative expenses	72,549	73,066	—	—	—
Operating profit	5,065	2,824	—	55.8	—
Ordinary profit	5,303	3,222	4,000	60.8	80.6
Profit	1,484	1,031	1,200	69.5	85.9

- 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.

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
1H	97.5	96.6	101.0	97.8	103.2
2H	99.9	98.0	101.9	97.8	104.3
Full year	98.7	97.3	101.5	97.8	103.8
(Vs. fiscal year ended February 20, 2020*)	102.8	92.6	111.0	101.7	109.1



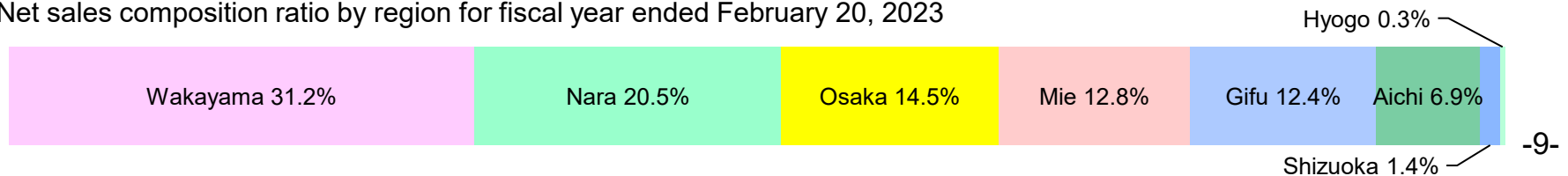
*Comparison among 140 stores that have existed over a period of four years

Non-consolidated Net Sales by Region



(Million yen, %)	Fiscal year ended February 20, 2022	Fiscal year ended February 20, 2023	Year-on-year change	Year-on-year change for existing stores
Wakayama	71,801	72,583	101.1	99.4
Nara	48,907	47,699	97.5	98.6
Osaka	34,523	33,823	98.0	98.0
Hyogo	1,527	720	47.1	86.6
(Kinki area)	156,760	154,826	98.8	98.8
Mie	30,117	29,830	99.0	100.1
Gifu	29,159	28,974	99.4	97.6
Aichi	19,430	16,118	83.0	97.3
Shizuoka	3,091	3,164	102.4	102.4
(Tokai area)	81,798	78,088	95.5	98.7
Total	238,660	234,820	98.4	98.7

Net sales composition ratio by region for fiscal year ended February 20, 2023



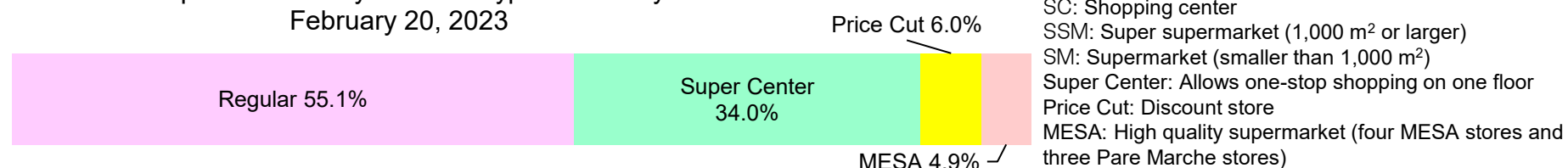
Non-consolidated Net Sales by Business Type



(Million yen, %)

	Fiscal year ended February 20, 2022	Fiscal year ended February 20, 2023	Year-on-year change	Year-on-year change for existing stores
SC	12,421	9,568	77.0	100.4
SSM	111,543	110,296	98.9	98.9
SM	9,025	8,567	94.9	101.1
Regular	132,990	128,432	96.6	99.1
Super Center	80,422	79,291	98.6	98.6
Price Cut	14,546	13,868	95.3	96.9
MESA	10,599	11,321	106.8	97.3
Total	238,660	234,820	98.4	98.7

Net sales composition ratio by business type for fiscal year ended
February 20, 2023



Non-consolidated Net Sales by Department



(Million yen, %)	Fiscal year ended February 20, 2022	Fiscal year ended February 20, 2023	Year-on-year change	Year-on-year change for existing stores
Fresh foods	101,251	99,106	97.9	98.9
Processed foods	103,046	101,910	98.9	98.2
Foods	204,298	201,017	98.4	98.5
Household supplies	27,375	26,826	98.0	98.4
Clothing	6,986	6,975	99.9	105.3
Total	238,660	234,820	98.4	98.7

Net sales composition ratio by department for fiscal year ended February 20, 2023



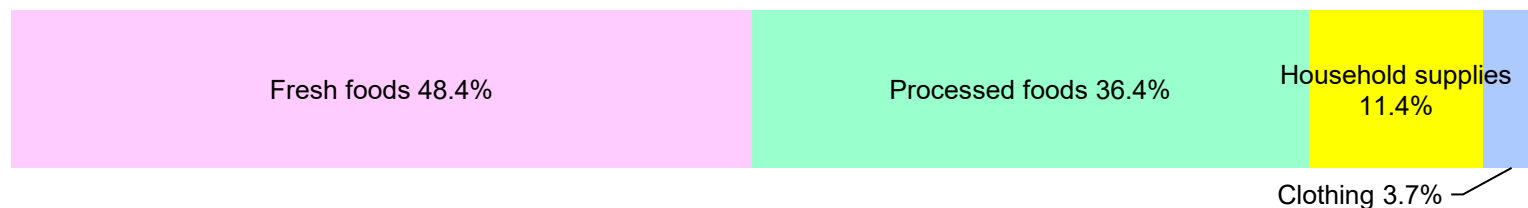
Fresh foods represent a total of agricultural products, livestock products, marine products, delicatessen foods, and in-store bakeries.

Non-consolidated Gross Profit Margin by Department



(Million yen, %)	Fiscal year ended February 20, 2022	Fiscal year ended February 20, 2023	Year-on-year change
Fresh foods	32.5	32.6	+0.0
Processed foods	23.2	23.8	+0.6
Foods	27.8	28.1	+0.3
Household supplies	28.5	28.4	(0.1)
Clothing	35.2	35.4	+0.2
Total	28.1	28.4	+0.3

Product gross profit amount composition ratio for fiscal year ended February 20, 2023



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

Non-consolidated SG&A Expenses

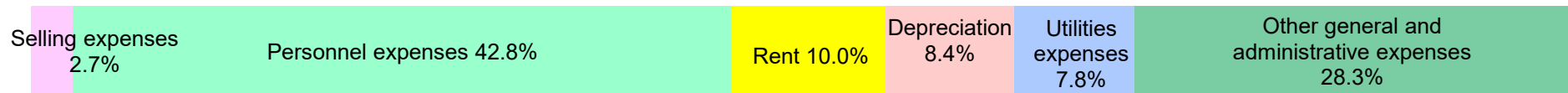


(Million yen, %)	Fiscal year ended February 20, 2022	Fiscal year ended February 20, 2023	Year-on-year change	Ratio to net sales	Ratio to net sales (fiscal year ended February 20, 2022)
Net sales	253,233	229,087	–	100.0	100.0
Selling expenses	3,836	2,000	–	0.9	1.5
Personnel expenses	30,974	31,275	+301	13.7	12.2
Rent	7,615	7,277	(337)	3.2	3.0
Depreciation	5,782	6,149	+367	2.7	2.3
Utilities expenses	4,361	5,690	+1,329	2.5	1.7
Other general and administrative expenses	19,979	20,672	+693	9.0	7.9
Total SG&A expenses	72,549	73,066	–	31.9	28.6

Net sales for fiscal year ended February 20, 2022 = Sales from direct operation + Tenant sales + Supply of merchandise

Net sales for fiscal year ended February 20, 2023 = Sales from direct operation

SG&A expenses composition ratio for fiscal year ended February 20, 2023



Non-consolidated Capital Expenditures



(Million yen, %)	Fiscal year ended February 20, 2022	Fiscal year ended February 20, 2023	Year-on-year change
New stores	1,652	2,078	125.8
Existing stores, etc.	6,005	4,457	74.2
Systems	975	963	98.8
Construction basis	8,633	7,500	86.9

Key descriptions

New stores	Investment in new store openings
Existing stores, etc.	Investment in renovation of existing stores
System investment	Renewal of the online supermarket system and introduction of electronic shelf labels

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Main factors for decreased profit

1. Lower gross profit due to sluggish net sales

Fiscal year ended February 20, 2022: 67,063 million yen

Fiscal year ended February 20, 2023: 66,602 million yen

Down 461 million yen

2. Higher utilities expenses due to rising energy prices

Fiscal year ended February 20, 2022: 4,361 million yen

Fiscal year ended February 20, 2023: 5,690 million yen

Up 1,329 million yen

Impact from 1 + 2

Approx. 1,800 million yen

New Stores, Major Renovations, and Closed Stores



	Open/ Closed	Store name	Prefecture	Business type (directly- operated sales floor area)
<New stores>	Mar. 24	Nakatsugawa Nakamura Store	Gifu	SSM 2,459m ²
2	Oct. 28	MESA Iwade Store	Wakayama	MESA 2,989m ²
<Major renovations>	Mar. 3	Kishiwada Hatsuta Store	Osaka	SSM 2,341m ²
5	Apr. 9	Pare Marche Nishikani Store	Gifu	SSM 2,350m ²
	Apr. 23	Price Cut Matsusaka Oishi Store	Mie	PRC 1,041m ²
	Jun. 15	Izumisano Shofudai Store	Osaka	SSM 3,120m ²
	Nov. 10	Iga Shindo Store	Mie	SSM 1,873m ²
<Closed stores>	Sanda Store (Mar. 20)	Momoyama Store (Apr. 20)	Pare Marche Horita Store (Aug. 20)	
(Last business day)	Sakurai-higashi Store (Feb. 20)	Hiramatsu Shioya Store (Feb. 20)	The LOWs Nishinosho Store (Feb. 20)	
	The LOWs Kawanaga-nishi Store (Feb. 20)	Price Cut Hisaimotomachi Store (Feb. 20)		

New Store: MESA Iwade Store

October 28, 2022 MESA Iwade Store (Iwade-shi, Wakayama)

MESA Iwade Store is the seventh MESA-type store. Under the basic concept of “attention to high quality and an added sense of satisfaction,” the store aims to attract customers from a wide area with a selection of sophisticated products.



Major Renovation: Iga Shindo Store



November 10, 2022 Iga Shindo Store (Iga-shi, Mie)

Iga Shindo Store has marked its 18th anniversary. For greater convenience, the store has changed the layout, extended the range of OKUWA brand products, adopted reach-in showcases, and taken other measures.



Non-consolidated Store Distribution



(As of Feb. 20, 2023)



Total by region

Wakayama	31	7	11	3	52
Nara	22	5	5	1	33
Osaka	16	2	1	—	19
Hyogo	—	—	1	—	1
(Kinki area)	69	14	18	4	105
Mie	14	3	6	—	23
Gifu	4 (PM: 1)	10	—	1 (PM: 1)	15
Aichi	8 (PM: 3)	1	—	2 (PM: 2)	11
Shizuoka	1 (PM: 1)	1	—	—	2
(Tokai area)	27	15	6	3	51
Total by business type	96	29	24	7	156

• The figures within parentheses () represent the numbers of Pare Marche (PM) stores.

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Non-consolidated Net Sales by Region and Business Type



(As of Feb. 20, 2023)



Total by region

Wakayama	38,378	25,122	3,805	5,276	72,583
Nara	28,036	13,455	4,660	1,557	47,699
Osaka	27,459	5,376	986	—	33,823
Hyogo	52	—	667	—	720
(Kinki area)	93,928	43,944	10,120	6,833	154,826
Mie	17,965	8,116	3,748	—	29,830
Gifu	4,293	23,379	—	1,302	28,974
Aichi	11,311	1,621	—	3,185	16,118
Shizuoka	934	2,229	—	—	3,164
(Tokai area)	34,504	35,347	3,748	4,488	78,088
Total by business type	128,432	79,291	13,868	11,321	234,820

• Figures in million yen

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OKUWA Premium Extra Bananas



The advertisement features a central image of a bunch of ripe yellow bananas and a glass dish containing sliced banana pieces. The background is a dark, textured surface. Text is overlaid on the image in white and yellow. At the top left is the OKUWA logo and the text '産地・素材・製法にこだわり抜いたブランド オークワプレミアム'. On the right side, vertical text reads '深いコクと豊かな甘み。'. At the bottom left, it says 'フィリピン産 エクストラバナナ'. At the bottom right is a small image of the product packaging labeled 'Extra Banana'. A small note at the bottom left of the image area states '※写真はイメージです。'.

産地・素材・製法に
こだわり抜いたブランド
オークワプレミアム

深いコクと
豊かな甘み。

※写真はイメージです。

品種・園地・栽培・加工のすべてにこだわった自慢の逸品です。
コクのある濃厚な甘さは他のバナナと一味違います。

フィリピン産
エクストラバナナ

Extra
Banana
-エクストラバナナ-

- Cultivated in the Philippine highlands, only at designated farms where high quality bananas grow
- Need longer time than usual bananas for cultivation and extremely rich in sweetness

(Fiscal 2022 sales)

Approx. 100 million yen

OKUWA-Deli



店内製造のあったか和風惣菜

オーク和Deli

旬の野菜、旬の魚を使用したお惣菜をお楽しみください。



Warm, Japanese-style delicatessen foods prepared in stores

First introduced at Nakatsugawa Nakamura Store opened in 2022 and now available at 50 stores

(Fiscal 2022 sales)

Approx. 270 million yen



Chef products

Aiming for differentiating from competitors by expanding the range of products

supervised by renowned chefs under exclusivity contracts

Thick-sliced silver salmon bento (Renovated Iga Shindo Store opened on Nov.10)

(Single item sales)

Approx. 80 million yen

Display at a gondola end

to draw more customers' attention

**産地・素材・製法に
こだわり抜いたブランド**
オークワプレミアム

**店内
焼き上げ**

**身厚にカットした
銀鮭の存在感。**

※写真はイメージです

チリ産の脂の乗った銀鮭を身厚にカットし、店内でふっくら香ばしく焼き上げています。食べごたえは抜群です。

厚切り銀鮭弁当



Sustainable product development

産地・素材・製法に
こだわり抜いたブランド
オークワプレミアム

**ボデーコ感強めの
口あたり。**

※写真はイメージです。

フェアトレードコーヒー100%使用。メキシコの甘みと、ベトナムのクク、苦みが特徴。濃厚な口あたりがお好きな方にお勧めです。

**フェアトレードコーヒー
ククと苦みのリッチブレンド**

Organic & Fair Trade series

産地・素材・製法に
こだわり抜いたブランド
オークワプレミアム

**ミルクティーに
おすすめ。**

クセがなく、まろやかな飲みと甘い香りで飲みやすく、紅茶初心者にもひびたり、薄目に煎れてストレート、濃い目に煎れてミルクティーと両方の飲み方が楽しめます。

**オーガニック&フェアトレード
アッサム**

産地・素材・製法に
こだわり抜いたブランド
オークワプレミアム

**天然のベルガモット
オイルを使用。**

天然のベルガモットオイルを贅沢に使用していることで優しく爽やかな香りとお口いっぱいに広がります。芳醇で華やかな味わいです。

**オーガニック&フェアトレード
アールグレイ**

産地・素材・製法に
こだわり抜いたブランド
オークワプレミアム

**手軽に電子レンジ
調理が可能。**

紅茶が主役ながらも、カルダモン、シナモン、クローブ、ジンジャー、ブラックペッパーといった有機スパイスをふんだんに配合しています。

**オーガニック&フェアトレード
スパイスチャイ**

**SUSTAINABLE
DEVELOPMENT
GOALS**

Management Policy for Fiscal Year Ending February 20, 2024

Consolidated Financial Results Forecast



Full year	(Million yen)	Fiscal year ended February 20, 2023	Fiscal year ending February 20, 2024	Year-on-year change (%)
Operating income		246,877	253,000	102.5
Operating profit		2,927	3,400	116.1
Ordinary profit		3,148	3,600	114.3
Profit*		928	1,200	129.2

*Profit represents profit attributable to owners of parent.

2Q cumulative		Fiscal year ended February 20, 2023	Fiscal year ending February 20, 2024	Year-on-year change (%)
Operating income		120,653	124,000	102.8
Operating profit		1,026	800	77.9
Ordinary profit		1,179	900	76.3
Profit*		635	400	63.0

*Profit represents profit attributable to owners of parent.

Non-consolidated Financial Results Forecast



Full year	(Million yen)	Fiscal year ended February 20, 2023	Fiscal year ending February 20, 2024	Year-on-year change (%)
Operating income		241,174	252,000	104.5
Operating profit		2,824	3,300	116.8
Ordinary profit		3,223	3,500	108.6
Profit		1,031	1,200	116.4
2Q cumulative				
		Fiscal year ended February 20, 2023	Fiscal year ending February 20, 2024	Year-on-year change (%)
Operating income		117,107	123,500	105.5
Operating profit		976	800	82.0
Ordinary profit		1,309	900	68.7
Profit		768	400	52.0

Key points in financial results forecast

Operating income: 252.0 billion yen

- Net sales from existing stores: 102.9% year on year
- Net sales from direct operation: 104.6% year on year
- Two stores to newly open, one store to undergo major renovation
- Small- or medium-scale renovation planned for around 10 stores

Ordinary profit: 3.5 billion yen

- Selling, general and administrative expenses: Approx. 75.6 billion yen (up 3.6% year on year)
- Gross profit margin: 27.8% (planned at the same level year on year)

*Gross profit margin after the application of the Accounting Standard for Revenue Recognition

Profit: 1.2 billion yen

Priority issues for fiscal 2023

(1) Waste reduction in the management process

Reduction target: 300 million yen annually

Waste reduction of 100 million yen, Waste rate of 0.28%

Discount reduction of 200 million yen, Discounted product rate of 5.20%

(2) Share increase for products jointly purchased with Nichiryu

Food Division: 17.7% (up 0.1 percentage points year on year)

Household Supplies Section: 9.0% (up 0.1 percentage points year on year)

Clothing Section: 13.0% (up 0.0 percentage points year on year)

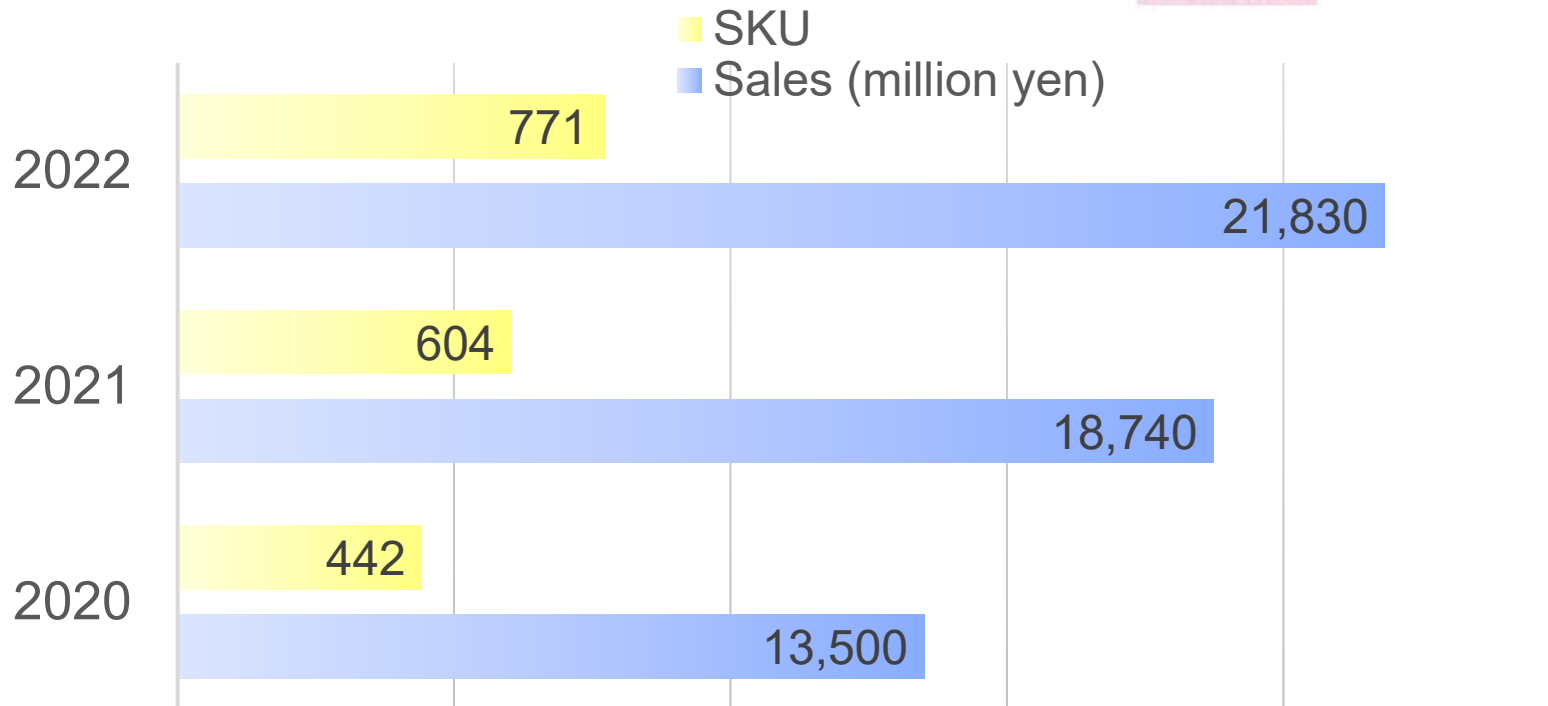
(3) Share increase for in-house plant products

Delicatessen foods: 46.6% (up 0.3 percentage points year on year)

Japanese daily foods: 20.8% (up 0.2 percentage points year on year)

Sales results of OKUWA brand products

Three years have passed since the brand launch, and sales have been steadily growing.



• Total sales of foods (excluding household supplies and clothing).

Fiscal 2023 initiatives for OKUWA brand

Take advantage of products unique to OKUWA to differentiate from other companies, motivate customers to visit our stores, and improve net sales and gross profit, thereby creating a virtuous cycle.

(Fiscal 2022 results)

(Fiscal 2023 target)



Accounted for **10.8%** of foods → **12.5%**



(Gross profit of approx. 100 million yen,
0.1% improvement of gross profit margin for foods)

Fiscal 2023 sales target for OKUWA brand products
25.0 billion yen (114% year on year)

Bolstering scratch bakeries' competitiveness

Shift from frozen dough to scratch dough to attract more customers

(Kishiwada Hatsuta Store, renovated Mar. 3, 2022)



Bakery results (compared with fiscal 2021)

Sales composition ratio
in foods



Roughly doubled

(1) Introduce scratch dough, (2) Increase the ratio of scratch dough

⇒ Differentiate from other stores, motivate customers to visit our stores,
and increase overall sales for the stores across the company

Clothing department's initiatives to revitalize existing stores

(1) Renovation of sales floors

Renovated sales floors in 12 stores, mainly of which are Super Centers
(approx. 10% growth in department sales)



(2) Introduction of priority categories

Set priority categories, such as “young” and “business”
Approx. 15% sales growth year on year for the priority categories

Promoting the introduction of electronic shelf labels

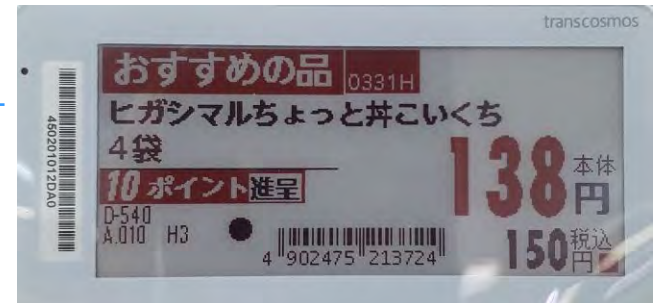
- Trials at two stores demonstrated that we can expect cost reduction in relation to

(1) Price label errors, (2) POP installation, etc.

(Cost reduction per store)

4,124 thousand yen/year

- In fiscal 2023, we will review the cost effectiveness at the 10 stores that have introduced electronic shelf labels by fiscal 2022, and find the best introduction model for us.



(1) Improving accuracy of product ordering

AI predicts the number of customers

two days in advance.

Relative error from the actual numbers

Fiscal 2022	0.4%
Fiscal 2021	0.2%
Fiscal 2020	0.5%
Fiscal 2019	0.2%



Stable operation with relative errors of 0.5% or lower

Contributing to

- Improved accuracy of ordering
- Prevention of product stock-outs
- Reduction of food waste

(2) Future initiatives

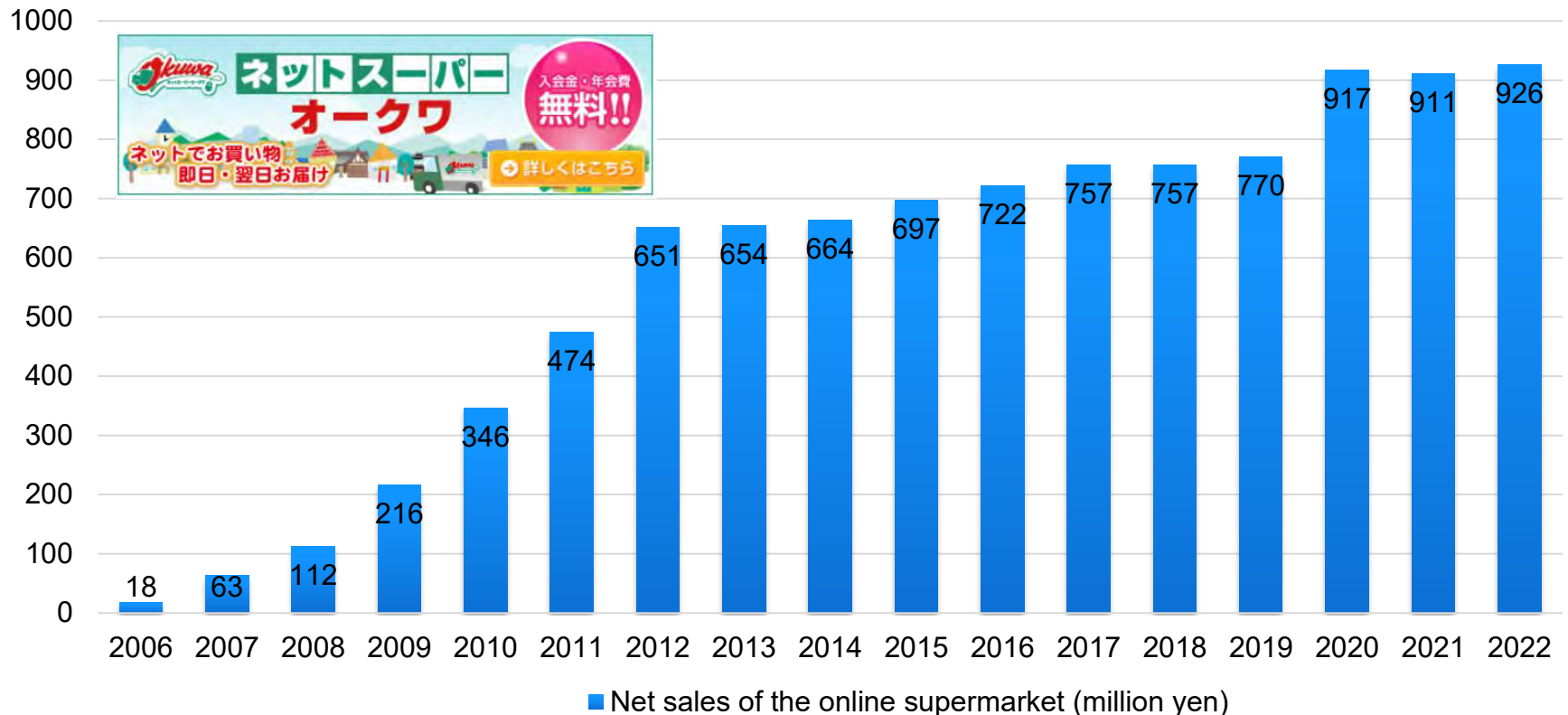
Predict the number of customers for each time period, based on the number predicted by AI.

Start a trial where the prediction is used to calculate the number of cash registers that need to be in operation and assign staff to the cash registers.

Test at around 100 stores and aim for an early implementation.

Current state of the online supermarket system

This year marks the 18th anniversary of the online supermarket, launched in 2006 and now available for 20 stores. The system renewal was completed in fiscal 2022. We intend to leap forward in fiscal 2023.



Initiatives to expand online supermarket sales

System renewal completed in February 2023 (for all 20 stores)

Achieved greater convenience by allowing customers to

- Use the smartphone app, and collect O-CARD points

Plan to open three new online supermarket stores in fiscal 2023

Fiscal 2022 results 926 million yen

Fiscal 2023 plan 1,200 million yen (130% YoY)



Plastic bottle volume reduction and collection system

Installed at 38 stores in fiscal 2022 (41 stores in total)

Collected 931,833 bottles (26,669 kg)

Aim to install at around 100 stores in total by the end of fiscal 2023



Donation of polished rice

Donated to children's cafeterias, etc.
from 42 stores in Wakayama

(Amount donated)

2022: Approx. 1.3 tons

2023: Approx. 2.5 tons



Self-consumption type solar power plants

Fiscal 2022: Introduced at seven sites

Fiscal 2023: Plan to commence operation
at two additional sites

(Planned annual power generation)

⇒ Currently in operation at thirteen sites

Approx. 7 million kWh



Solar power plant in operation at Super Center Yoro Store since Mar. 1, 2023

Environmental education for elementary school children

Our employees visited elementary schools to and give an seminar on the environment and sustainability. Then the children were invited to our sales floor and back office of a nearby store to deepen their understanding. We will contribute to local communities by educating children on whose shoulders the future of the earth rests.



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

We are advancing a company-wide analysis for two scenarios, led by the Sustainability Promotion Office.

1.5°C scenario	Progress in measures against climate change (high financial impact)
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4°C scenario	Insufficient measures against climate change (low financial impact)
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[Target for GHG emissions from business activities] (tentative)

	Fiscal 2025	Fiscal 2030
GHG emissions from business activities (Scopes 1 + 2)	30% reduction (from fiscal 2014)	50% reduction (from fiscal 2014)

Human capital management

(1) Promotion of active participation by women (three-year plan)

In fiscal 2022, we offered a training program for 180 female employees to motivate them to assume management positions

In fiscal 2023, we will offer such training for selected members

We will also invite external instructor to hold a seminar for male employees

(2) Development of executive candidates (two-year plan)

We will launch a training program offered by an external consultant.

Twenty selected employees will participate in the program as the first batch of executive candidates.

Restructuring of SuC and PRC (small store) business formats

- | | |
|-------------------------------------|--|
| ◆ Fiscal 2023 slogan | “Reorganize the store formats” |
| ◆ Reorganization of sales divisions | Reorganize the SuC Business Division and the PRC Business Division |
| ◆ Establishment of Food Division | Establish the SuC Business Product Division |

SuC policy

PRC (small store) policy

Establishment of merchandising

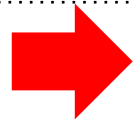
Transfer of administrative tasks from stores to Head Office

Achievement of low profit margin budget

Zero flyer and other marketing costs

Decrease in SG&A ratio

Ordering and manufacturing plans led by headquarters



Revisit the founding policy, positioning, and concept and promptly restructure into new store formats that suit the modern times

Investment in SPACE ONE CO., LTD.

On December 16, we invested in SPACE ONE CO., LTD., which has set up Space Port Kii, Japan's first private sector small rocket launch pad, in Kushimoto, Wakayama.

By investing in other industries, we will continue to engage in activities that contribute to local communities, including marketing activities and events.



(1) OKUWA Kasugai Store

Date of opening April 12

Location Kasugai-shi, Aichi

Business type SSM

Directly-operated sales floor area 3,224 m²

(2) OKUWA Yao Korigawa Store

Date of opening April 28

Location Yao-shi, Osaka

Business type SSM

Directly-operated sales floor area 1,723 m²

Kasugai Store



■ 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.