

**2026年3月期  
決算説明会ファクトデータ**

**FY2025  
Results Briefing Fact Data**



**House Foods Group Inc.**

## 1.連結決算業績／Consolidated Results

|                                                            |                    | 22.3期(FY2021)<br>通期(Full year) | 23.3期(FY2022)<br>通期(Full year) | 24.3期(FY2023)<br>通期(Full year) | 25.3期(FY2024)<br>通期(Full year) | 26.3期(FY2025)<br>通期(Full year) | 27.3期(FY2026)<br>予想(Forecast) |
|------------------------------------------------------------|--------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|-------------------------------|
| 売上高<br>Net sales                                           | 百万円<br>Million yen | 253,386                        | 275,060                        | 299,600                        | 315,418                        | 316,977                        | 322,500                       |
| 売上原価<br>Cost of sales                                      | 百万円<br>Million yen | 158,383                        | 177,157                        | 190,644                        | 199,508                        | 198,886                        |                               |
| 販売費及び一般管理費<br>Selling, general and administrative expenses | 百万円<br>Million yen | 75,776                         | 81,218                         | 89,486                         | 95,907                         | 99,845                         |                               |
| 営業利益<br>Operating profit                                   | 百万円<br>Million yen | 19,227                         | 16,686                         | 19,470                         | 20,004                         | 18,246                         | 18,500                        |
| EBITDA ※1                                                  | 百万円<br>Million yen | 30,112                         | 28,493                         | 33,002                         | 33,940                         | 31,840                         | 32,000                        |
| 経常利益<br>Ordinary profit                                    | 百万円<br>Million yen | 21,125                         | 18,300                         | 21,085                         | 21,388                         | 19,526                         | 19,700                        |
| 親会社株主に帰属する当期純利益<br>Profit attributable to owners of parent | 百万円<br>Million yen | 13,956                         | 13,672                         | 17,580                         | 12,493                         | 7,360                          | 17,000                        |
| 1株当たり当期純利益<br>Profit per share                             | 円<br>yen           | 139.75                         | 139.63                         | 180.53                         | 131.86                         | 79.72                          | 195.97                        |
| 投下資本利益率<br>ROIC (Return on invested capital)               | %                  | —                              | —                              | 4.6                            | 4.5                            | 4.1                            | 4.3                           |
| 総資産回転率<br>ATO (Total asset turnover)                       | 回<br>Times         | 0.67                           | 0.71                           | 0.72                           | 0.73                           | 0.73                           | 0.76                          |
| 売上高営業利益率<br>ROS (Return on sales)                          | %                  | 7.6                            | 6.1                            | 6.5                            | 6.3                            | 5.8                            | 5.7                           |
| EBITDAマージン<br>EBITDA margin                                | %                  | 11.9                           | 10.4                           | 11.0                           | 10.8                           | 10.0                           | 9.9                           |
| 総資産営業利益率<br>ROA (Return on assets)                         | %                  | 5.1                            | 4.3                            | 4.7                            | 4.6                            | 4.2                            | 4.3                           |
| 自己資本当期純利益率<br>ROE (Return on equity)                       | %                  | 5.3                            | 5.1                            | 6.2                            | 4.3                            | 2.5                            | 6.0                           |
| 1株当たり配当額<br>Dividend per share                             | 円<br>yen           | 46                             | 46                             | 47                             | 48                             | 70                             | 100                           |
| 総還元性向<br>Total payout ratio                                | %                  | —                              | —                              | 37.4                           | 84.4                           | 223.2                          |                               |
| 配当性向<br>Payout ratio                                       | %                  | 32.9                           | 32.9                           | 26.0                           | 36.4                           | 87.8                           | 51.0                          |
| 総資産<br>Total assets                                        | 百万円<br>Million yen | 382,021                        | 396,910                        | 431,836                        | 435,074                        | 437,275                        | 413,750                       |
| 純資産<br>Net assets                                          | 百万円<br>Million yen | 298,567                        | 301,335                        | 321,609                        | 322,878                        | 322,715                        | 299,704                       |
| 自己資本<br>Shareholders' equity                               | 百万円<br>Million yen | 268,966                        | 272,285                        | 292,208                        | 292,823                        | 292,809                        | 270,172                       |
| 自己資本比率<br>Equity ratio                                     | %                  | 70.4                           | 68.6                           | 67.7                           | 67.3                           | 67.0                           | 65.3                          |
| 1株当たり純資産<br>Net assets per share                           | 円<br>yen           | 2,700.99                       | 2,791.56                       | 3,016.19                       | 3,113.86                       | 3,223.48                       | 3,272.31                      |
| 営業キャッシュ・フロー<br>Cash flows from operating activities        | 百万円<br>Million yen | 16,140                         | 19,483                         | 25,571                         | 26,568                         | 24,474                         |                               |
| 投資キャッシュ・フロー<br>Cash flows from investing activities        | 百万円<br>Million yen | △ 10,398                       | △ 21,467                       | △ 2,299                        | △ 12,281                       | 325                            |                               |
| 財務キャッシュ・フロー<br>Cash flows from financing activities        | 百万円<br>Million yen | △ 10,068                       | △ 12,739                       | △ 7,382                        | △ 9,060                        | △ 19,365                       |                               |

※1 EBITDA = 営業利益(のれん償却前) + 減価償却費／Operating profit (before amortization of goodwill) + Depreciation

## 2.事業セグメント別売上高・営業利益の状況／Net Sales and Operating Profit by Business Segment

### ○売上高／Net sales

|                                                        |                    | 22.3期(FY2021)<br>通期(Full year) | 23.3期(FY2022)<br>通期(Full year) | 24.3期(FY2023)<br>通期(Full year) | 25.3期(FY2024)<br>通期(Full year) | 26.3期(FY2025)<br>通期(Full year) | 27.3期(FY2026)<br>予想(Forecast) |
|--------------------------------------------------------|--------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|-------------------------------|
| 香辛・調味加工食品事業<br>Spice/Seasoning/Processed Food Business | 百万円<br>Million yen | 117,422                        | 119,802                        | 126,287                        | 131,402                        | 132,149                        | 138,000                       |
| 健康食品事業<br>Health Food Business                         | 百万円<br>Million yen | 14,432                         | 16,520                         | 16,865                         | 17,043                         | 16,854                         | 18,000                        |
| 海外食品事業<br>International Food Business                  | 百万円<br>Million yen | 39,110                         | 48,875                         | 56,375                         | 62,407                         | 63,404                         | 66,000                        |
| 米国事業<br>Business in the United Sates                   | 百万円<br>Million yen | 14,793                         | 21,196                         | 31,612                         | 34,796                         | 33,353                         | 34,200                        |
| 中国事業<br>Business in China                              | 百万円<br>Million yen | 8,545                          | 10,660                         | 11,038                         | 11,513                         | 12,852                         | 14,000                        |
| 東南アジア事業<br>Businesses in Southeast Asia                | 百万円<br>Million yen | 10,847                         | 12,087                         | 8,661                          | 11,262                         | 11,622                         | 12,200                        |
| タイ機能性飲料事業<br>Functional drinks business in Thailand    | 百万円<br>Million yen | 10,496                         | 11,448                         | 7,850                          | 9,687                          | 10,011                         | 10,300                        |
| 外食事業<br>Restaurant Business                            | 百万円<br>Million yen | 45,422                         | 48,371                         | 55,132                         | 60,986                         | 65,507                         | 72,600                        |
| その他食品関連事業<br>Other Food Related Business               | 百万円<br>Million yen | 45,571                         | 50,699                         | 55,045                         | 54,405                         | 50,063                         | 39,500                        |
| 調整額(消去)<br>Adjustment (elimination)                    | 百万円<br>Million yen | △ 8,571                        | △ 9,206                        | △ 10,103                       | △ 10,824                       | △ 10,999                       | △ 11,600                      |

### (参考) グループ会社 売上高

#### (Reference) Group Company Net Sales

|                                                            |                    |        |        |        |        |        |        |
|------------------------------------------------------------|--------------------|--------|--------|--------|--------|--------|--------|
| ヴォークス・トレーディング(連結) ※2<br>VOX Trading Co.,Ltd.(consolidated) | 百万円<br>Million yen | 24,514 | 29,649 | 33,784 | 33,697 | 34,087 | 37,600 |
|------------------------------------------------------------|--------------------|--------|--------|--------|--------|--------|--------|

※2:その他食品関連事業に含む。所在地は日本であり、事業内容は農産物、食品などの輸出入・販売

/Included in Other Food Related Business. Located in Japan, business activities include import, export and sales of agricultural products and foodstuffs.

### ○営業利益／Operating profit

|                                                        |                    | 22.3期(FY2021)<br>通期(Full year) | 23.3期(FY2022)<br>通期(Full year) | 24.3期(FY2023)<br>通期(Full year) | 25.3期(FY2024)<br>通期(Full year) | 26.3期(FY2025)<br>通期(Full year) | 27.3期(FY2026)<br>予想(Forecast) |
|--------------------------------------------------------|--------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|-------------------------------|
| 香辛・調味加工食品事業<br>Spice/Seasoning/Processed Food Business | 百万円<br>Million yen | 12,628                         | 7,915                          | 10,832                         | 12,816                         | 12,838                         | 12,400                        |
| 健康食品事業<br>Health Food Business                         | 百万円<br>Million yen | △ 138                          | 1,908                          | 2,464                          | 2,437                          | 1,527                          | 1,800                         |
| 海外食品事業<br>International Food Business                  | 百万円<br>Million yen | 5,250                          | 5,424                          | 3,067                          | 3,044                          | 3,361                          | 3,900                         |
| 米国事業<br>Business in the United Sates                   | 百万円<br>Million yen | 754                            | 579                            | 49                             | △ 300                          | △ 1,056                        | △ 400                         |
| 中国事業<br>Business in China                              | 百万円<br>Million yen | 1,329                          | 1,589                          | 1,094                          | 1,030                          | 1,464                          | 1,600                         |
| 東南アジア事業<br>Businesses in Southeast Asia                | 百万円<br>Million yen | 2,320                          | 2,659                          | 1,377                          | 1,694                          | 1,805                          | 1,800                         |
| タイ機能性飲料事業<br>Functional drinks business in Thailand    | 百万円<br>Million yen | 2,394                          | 2,705                          | 1,444                          | 1,640                          | 1,767                          | 1,800                         |
| 外食事業<br>Restaurant Business                            | 百万円<br>Million yen | 1,502                          | 2,268                          | 3,395                          | 3,604                          | 3,388                          | 3,600                         |
| その他食品関連事業<br>Other Food Related Business               | 百万円<br>Million yen | 1,480                          | 1,234                          | 1,930                          | 1,235                          | 905                            | 1,100                         |
| 調整額(消去)<br>Adjustment (elimination)                    | 百万円<br>Million yen | △ 1,494                        | △ 2,062                        | △ 2,218                        | △ 3,132                        | △ 3,774                        | △ 4,300                       |

### (参考) グループ会社 営業利益

#### (Reference) Group Company Operating Profit

|                                                            |                    |     |     |       |       |       |       |
|------------------------------------------------------------|--------------------|-----|-----|-------|-------|-------|-------|
| ヴォークス・トレーディング(連結) ※2<br>VOX Trading Co.,Ltd.(consolidated) | 百万円<br>Million yen | 898 | 924 | 1,305 | 1,211 | 1,063 | 1,100 |
|------------------------------------------------------------|--------------------|-----|-----|-------|-------|-------|-------|

※2:その他食品関連事業に含む。所在地は日本であり、事業内容は農産物、食品などの輸出入・販売

/Included in Other Food Related Business. Located in Japan, business activities include import, export and sales of agricultural products and foodstuffs.

### (参考) 期中平均為替レート/(Reference)Average Exchange Rate During the Period

|                  |     | 22.3期(FY2021)<br>通期(Full year) | 23.3期(FY2022)<br>通期(Full year) | 24.3期(FY2023)<br>通期(Full year) | 25.3期(FY2024)<br>通期(Full year) | 26.3期(FY2025)<br>通期(Full year) | 27.3期(FY2026)<br>予想(Forecast) |
|------------------|-----|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|-------------------------------|
| 米国/United States | USD | 円/yen                          | 110.37                         | 132.08                         | 141.20                         | 152.24                         | 149.78                        |
| 中国/China         | CNY | 円/yen                          | 17.12                          | 19.50                          | 19.87                          | 21.12                          | 20.87                         |
| タイ/Thailand      | THB | 円/yen                          | 3.43                           | 3.74                           | 4.06                           | 4.33                           | 4.57                          |

### (参考) 為替影響額/(Reference)Foreign Exchange Impact

|                                                  |                 |     |       |       |       |      |       |
|--------------------------------------------------|-----------------|-----|-------|-------|-------|------|-------|
| 米国事業/Business in the United States               |                 |     |       |       |       |      |       |
| 売上高/Net Sales                                    | 百万円/Million yen | 528 | 3,484 | 2,042 | 2,523 | △548 | 1,152 |
| 営業利益/Operating Profit                            |                 | 27  | 95    | 3     | △22   | 17   | △13   |
| 中国事業/Business in China                           |                 |     |       |       |       |      |       |
| 売上高/Net Sales                                    | 百万円/Million yen | 849 | 1,301 | 206   | 681   | △154 | 87    |
| 営業利益/Operating Profit                            |                 | 132 | 194   | 20    | 61    | △18  | 10    |
| タイ機能性飲料事業/Functional drinks business in Thailand |                 |     |       |       |       |      |       |
| 売上高/Net Sales                                    | 百万円/Million yen | 92  | 949   | 619   | 604   | 526  | 67    |
| 営業利益/Operating Profit                            |                 | 21  | 224   | 114   | 102   | 93   | 12    |

3.エリア別売上高の状況／Net Sales by Geographical Area

|                |             | 22.3期(FY2021) | 23.3期(FY2022) | 24.3期(FY2023) | 25.3期(FY2024) | 26.3期(FY2025) |
|----------------|-------------|---------------|---------------|---------------|---------------|---------------|
|                |             | 通期(Full year) | 通期(Full year) | 通期(Full year) | 通期(Full year) | 通期(Full year) |
| 日本             | 百万円         | 202,982       | 213,373       | 228,178       | 236,766       | 235,477       |
| Japan          | Million yen |               |               |               |               |               |
| 東アジア           | 百万円         | 17,802        | 20,380        | 22,048        | 22,526        | 25,102        |
| East Asia      | Million yen |               |               |               |               |               |
| 東南アジア          | 百万円         | 14,119        | 15,776        | 12,489        | 14,948        | 15,841        |
| Southeast Asia | Million yen |               |               |               |               |               |
| 北米             | 百万円         | 16,911        | 23,806        | 35,050        | 38,674        | 37,747        |
| North America  | Million yen |               |               |               |               |               |
| その他            | 百万円         | 1,572         | 1,725         | 1,836         | 2,504         | 2,809         |
| Other          | Million yen |               |               |               |               |               |

4.事業セグメントの内容<2026年3月末現在>／Content of Business Segments (As of March 31, 2026)

|                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 事業セグメント／Business segments                              | グループ会社名／Group company name                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 香辛・調味加工食品事業<br>Spice/Seasoning/Processed Food Business | ハウス食品／House Foods Corporation<br>ハウスギャバン／House Gaban Corporation<br>ギャバン スパイスマニュファクチャリング／Gaban Spice Manufacturing (M) SDN. BHD.<br>マロニー／Malony Co., Ltd.<br>サンハウス食品／Sun House Foods Corporation<br>サンサプライ／Sun Supply Corporation<br>ハウスあいファクトリー／House Ai-Factory Corporation<br>朝岡スパイス／Asaoka Spice K.K.<br>ハウス食品グループ東北工場／House Foods Group Tohoku Factory Inc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 健康食品事業<br>Health Food Business                         | ハウスウェルネスフーズ／House Wellness Foods Corporation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 海外食品事業<br>International Food Business                  | ハウスフーズホールディングUSA／House Foods Holding USA, Inc.<br>ハウスフーズアメリカ／House Foods America Corporation<br>キーストーンナチュラルホールディングス／Keystone Natural Holdings, LLC<br>ネイチャーソイ／Nature Soy, LLC<br>スーペリアナチュラル／Superior Natural ULC<br>エルブリトームキシカンフードプロダクツ／El Burrito Mexican Food Products Corporation<br>ハウスビーナチュラ／House BEANatura GmbH<br>ハウス食品(中国)投資／House Foods China Inc.<br>上海ハウス食品／Shanghai House Foods Co., Ltd.<br>大連ハウス食品／Dalian House Foods Co., Ltd.<br>浙江ハウス食品／Zhejiang House Foods Co., Ltd.<br>ハウスフーズベトナム／House Foods Vietnam Co., Ltd.<br>ハウス食品グループアジアパシフィック／House Foods Group Asia Pacific Co.,Ltd.<br>ハウスオソツファフーズ／House Osotspa Foods Co., Ltd.<br>ハウス＆ヴォークスインドネシア／PT House And Vox Indonesia<br>ササハウスフーズインドネシア／PT Sasa Housefoods Indonesia<br>台湾ハウス食品／House Foods Taiwan Corporation<br>ハウスフーズインドネシア／PT.House Foods Indonesia |
| 外食事業<br>Restaurant Business                            | 壱番屋／Ichibanya Co., Ltd.<br>大黒商事／Daikoku Shoji Co., Ltd.<br>竹井／Takei Co., Ltd.<br>LFD JAPAN／LFD JAPAN Co., Ltd.<br>KOZOU／KOZOU Co.,Ltd.<br>ITEカンパニー／ITE COMPANY Co.,Ltd.<br>イチバンヤUSA／Ichibanya USA, Inc.<br>イチバンヤインターナショナルUSA／Ichibanya International USA, Inc.<br>壱番屋レストラン管理(中国)／Ichibanya Restaurant Management (China) Co., Ltd.<br>台湾壱番屋／Taiwan Ichibanya Inc.<br>壱番屋国際香港／Ichibanya International Hong Kong Limited<br>壱番屋香港／Ichibanya Hong Kong Limited<br>イチバンヤUK／Ichibanya UK Limited<br>壱番屋国際台湾／Ichibanya International Taiwan Inc.<br>GAKU/GAKU Inc.                                                                                                                                                                                                                                                                    |
| その他食品関連事業<br>Other Food Related Business               | ヴォークス・トレーディング／Vox Trading Co., Ltd.<br>ティムフード／Tim Food Co., Ltd.<br>ジャワアグリテック／PT. Java Agritech<br>ハウス物流サービス／House Logistics Service Corporation<br>ハウス食品分析テクノサービス／House Food Analytical Laboratory Inc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| その他<br>Other                                           | ハウス食品グループ本社／House Foods Group Inc.<br>ハウスビジネスパートナーズ／House Business Partners Corporation<br>パッチワークキルト／PatchworkQuilt Inc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

5.事業セグメント別 主な売上高推移/Trends in Net Sales by Business Segment

|                                                     |    | 22.3期(FY2021) | 23.3期(FY2022) | 24.3期(FY2023) | 25.3期(FY2024) | 26.3期(FY2025) |
|-----------------------------------------------------|----|---------------|---------------|---------------|---------------|---------------|
|                                                     |    | 通期(Full year) | 通期(Full year) | 通期(Full year) | 通期(Full year) | 通期(Full year) |
| 香辛・調味加工食品事業/Spice/Seasoning/Processed Food Business |    |               |               |               |               |               |
| 家庭用/Household Use Business                          |    |               |               |               |               |               |
| ルウカレー                                               | ※3 | 百万円           | 36,475        | 35,810        | 38,176        | 40,811        |
|                                                     |    | Million yen   |               |               |               |               |
| ルウシチュー                                              | ※3 | 百万円           | 12,321        | 12,298        | 12,232        | 12,677        |
|                                                     |    | Million yen   |               |               |               |               |
| ルウハヤシ                                               | ※3 | 百万円           | 5,145         | 5,011         | 5,427         | 6,137         |
|                                                     |    | Million yen   |               |               |               |               |
| スパイス                                                | ※3 | 百万円           | 21,412        | 21,365        | 22,305        | 23,603        |
|                                                     |    | Million yen   |               |               |               |               |
| レトルトカレー                                             | ※3 | 百万円           | 16,496        | 17,822        | 17,836        | 18,657        |
|                                                     |    | Million yen   |               |               |               |               |
| ラーメン                                                | ※3 | 百万円           | 7,672         | 7,777         | 8,623         | 9,214         |
|                                                     |    | Million yen   |               |               |               |               |
| スナック                                                | ※3 | 百万円           | 6,539         | 7,183         | 8,061         | 6,447         |
|                                                     |    | Million yen   |               |               |               |               |
| デザート                                                | ※3 | 百万円           | 3,558         | 3,282         | 3,285         | 3,185         |
|                                                     |    | Million yen   |               |               |               |               |
| ハウスギャバン                                             |    | 百万円           | —             | —             | 26,441        | 28,043        |
| House Gaban Corporation                             |    | Million yen   |               |               |               | 29,103        |
| 健康食品事業/Health Food Business                         |    |               |               |               |               |               |
| ウコンのカ                                               | ※3 | 百万円           | 4,021         | 5,464         | 6,310         | 6,263         |
|                                                     |    | Million yen   |               |               |               | 6,083         |
| C1000                                               | ※3 | 百万円           | 4,245         | 4,180         | 4,267         | 4,565         |
|                                                     |    | Million yen   |               |               |               | 4,948         |
| 1日分のビタミン                                            | ※3 | 百万円           | 4,297         | 4,769         | 4,641         | 4,544         |
|                                                     |    | Million yen   |               |               |               | 4,208         |
| Ichinichibun No Vitamin                             |    | Million yen   |               |               |               |               |

※3 製品別実績は出荷ベースの参考値/Results by product are based on shipments and are for reference only.

**6.グループ会社数/Number of Group Companies**

|                                       |                | 22.3期(FY2021)<br>通期(Full year) | 23.3期(FY2022)<br>通期(Full year) | 24.3期(FY2023)<br>通期(Full year) | 25.3期(FY2024)<br>通期(Full year) | 26.3期(FY2025)<br>通期(Full year) |
|---------------------------------------|----------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 連結子会社数<br>Consolidated subsidiaries   | 社<br>Companies | 37                             | 42                             | 44                             | 48                             | 50                             |
| 国内<br>Japan                           | 社<br>Companies | 15                             | 16                             | 18                             | 21                             | 21                             |
| 海外<br>Overseas                        | 社<br>Companies | 22                             | 26                             | 26                             | 27                             | 29                             |
| 持分法適用関連会社<br>Equity-method affiliates | 社<br>Companies | 5                              | 5                              | 4                              | 5                              | 4                              |
| 国内<br>Japan                           | 社<br>Companies | 2                              | 2                              | 2                              | 2                              | 2                              |
| 海外<br>Overseas                        | 社<br>Companies | 3                              | 3                              | 2                              | 3                              | 2                              |

**7.連結会社数の異動状況(2025年3月末→2026年3月末)/Change in Number of Consolidated Subsidiaries (FY2024 vs. FY2025)**

|                                       |                                  |                |                                                                                                       |
|---------------------------------------|----------------------------------|----------------|-------------------------------------------------------------------------------------------------------|
| 連結子会社<br>Consolidated subsidiaries    | 増加(3社)<br>Increase (3 companies) | 増加<br>Increase | ハウスフーズインドネシア、壹番屋国際台湾社、GAKU<br>PT.House Foods Indonesia、Ichibanya International Taiwan Inc., GAKU Inc. |
|                                       | 減少(1社)<br>Decrease (1 company)   | 減少<br>Decrease | デリカシェフ<br>Delica Chef Corporation                                                                     |
| 持分法適用関連会社<br>Equity-method affiliates | 増加(0社)<br>Increase (0 companies) | 増加<br>Increase |                                                                                                       |
|                                       | 減少(1社)<br>Decrease (1 company)   | 減少<br>Decrease | ヴォークス・トレーディングタイ社<br>Vox Trading (Thailand) Co., Ltd.                                                  |

**8.従業員数(※休職者・パートを除く)/Number of Employees(\* Excluding those on leave of absence and part-time workers)**

|                             |             | 22.3期(FY2021)<br>通期(Full year) | 23.3期(FY2022)<br>通期(Full year) | 24.3期(FY2023)<br>通期(Full year) | 25.3期(FY2024)<br>通期(Full year) | 26.3期(FY2025)<br>通期(Full year) |
|-----------------------------|-------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 従業員数<br>Number of employees | 人<br>People | 6,169                          | 6,502                          | 6,543                          | 6,666                          | 6,564                          |

**9.設備投資/Capital Investment**

|                                                            |                    | 22.3期(FY2021)<br>通期(Full year) | 23.3期(FY2022)<br>通期(Full year) | 24.3期(FY2023)<br>通期(Full year) | 25.3期(FY2024)<br>通期(Full year) | 26.3期(FY2025)<br>通期(Full year) | 27.3期(FY2026)<br>予想(Forecast) |
|------------------------------------------------------------|--------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|-------------------------------|
| 合計<br>Total                                                | 百万円<br>Million yen | 12,976                         | 15,813                         | 15,059                         | 15,030                         | 17,697                         | 16,700                        |
| 設備投資<br>Capital investment                                 | 百万円<br>Million yen | 12,425                         | 15,239                         | 14,735                         | 13,391                         | 16,379                         | 16,500                        |
| 香辛・調味加工食品事業<br>Spice / Seasoning / Processed Food Business | 百万円<br>Million yen | 5,647                          | 5,539                          | 6,536                          | 5,452                          | 6,535                          | -                             |
| 健康食品事業<br>Health Food Business                             | 百万円<br>Million yen | 237                            | 139                            | 675                            | 1,108                          | 1,908                          | -                             |
| 海外食品事業<br>International Food Business                      | 百万円<br>Million yen | 3,895                          | 6,278                          | 3,971                          | 2,033                          | 1,873                          | -                             |
| 外食事業<br>Restaurant Business                                | 百万円<br>Million yen | 1,411                          | 1,355                          | 2,369                          | 3,139                          | 4,232                          | -                             |
| その他食品関連事業<br>Other Food Related Business                   | 百万円<br>Million yen | 609                            | 473                            | 436                            | 472                            | 351                            | -                             |
| 共通<br>Adjustment                                           | 百万円<br>Million yen | 628                            | 1,455                          | 747                            | 1,187                          | 1,482                          | -                             |
| リース<br>Leases                                              | 百万円<br>Million yen | 551                            | 573                            | 324                            | 1,639                          | 1,317                          | 200                           |

**10.減価償却費/ Depreciation**

|                                                            |                    | 22.3期(FY2021)<br>通期(Full year) | 23.3期(FY2022)<br>通期(Full year) | 24.3期(FY2023)<br>通期(Full year) | 25.3期(FY2024)<br>通期(Full year) | 26.3期(FY2025)<br>通期(Full year) | 27.3期(FY2026)<br>予想(Forecast) |
|------------------------------------------------------------|--------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|-------------------------------|
| 合計<br>Total                                                | 百万円<br>Million yen | 11,239                         | 12,045                         | 13,278                         | 13,689                         | 14,071                         | 13,600                        |
| 減価償却費<br>Depreciation                                      | 百万円<br>Million yen | 10,941                         | 11,628                         | 12,719                         | 12,940                         | 13,195                         | 13,000                        |
| 香辛・調味加工食品事業<br>Spice / Seasoning / Processed Food Business | 百万円<br>Million yen | 4,832                          | 5,135                          | 5,046                          | 4,586                          | 4,455                          | -                             |
| 健康食品事業<br>Health Food Business                             | 百万円<br>Million yen | 668                            | 521                            | 404                            | 433                            | 479                            | -                             |
| 海外食品事業<br>International Food Business                      | 百万円<br>Million yen | 1,476                          | 1,973                          | 3,061                          | 3,667                          | 3,683                          | -                             |
| 外食事業<br>Restaurant Business                                | 百万円<br>Million yen | 2,844                          | 2,916                          | 3,026                          | 3,038                          | 3,336                          | -                             |
| その他食品関連事業<br>Other Food Related Business                   | 百万円<br>Million yen | 495                            | 505                            | 511                            | 493                            | 462                            | -                             |
| 共通<br>Adjustment                                           | 百万円<br>Million yen | 625                            | 579                            | 671                            | 723                            | 780                            | -                             |
| 支払リース料<br>Lease payments                                   | 百万円<br>Million yen | 298                            | 417                            | 558                            | 749                            | 876                            | 600                           |

**11.販売費及び一般管理費推移/Selling, General and Administrative Expenses**

|                                                             |                    | 22.3期(FY2021)<br>通期(Full year) | 23.3期(FY2022)<br>通期(Full year) | 24.3期(FY2023)<br>通期(Full year) | 25.3期(FY2024)<br>通期(Full year) | 26.3期(FY2025)<br>通期(Full year) |
|-------------------------------------------------------------|--------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 販売費及び一般管理費計<br>Selling, general and administrative expenses | 百万円<br>Million yen | 75,776                         | 81,218                         | 89,486                         | 95,907                         | 99,845                         |
| 広告宣伝費<br>Advertising expenses                               | 百万円<br>Million yen | 8,122                          | 8,042                          | 7,749                          | 8,347                          | 8,173                          |
| 運送費及び保管費<br>Transportation and storage costs                | 百万円<br>Million yen | 10,992                         | 12,093                         | 13,021                         | 13,376                         | 12,995                         |
| 販売手数料<br>Sales commission                                   | 百万円<br>Million yen | 122                            | 115                            | 120                            | 93                             | 119                            |
| 販売促進費<br>Promotion expenses                                 | 百万円<br>Million yen | 2,968                          | 3,263                          | 3,657                          | 3,910                          | 4,405                          |
| 人件費<br>Personnel expenses                                   | 百万円<br>Million yen | 27,708                         | 28,753                         | 32,204                         | 35,074                         | 37,214                         |
| 研究開発費<br>Research and development expenses                  | 百万円<br>Million yen | 4,417                          | 4,434                          | 4,625                          | 4,776                          | 4,799                          |
| のれん償却額<br>Amortization of goodwill                          | 百万円<br>Million yen | 45                             | 237                            | 904                            | 1,128                          | 502                            |
| その他<br>Other                                                | 百万円<br>Million yen | 21,404                         | 24,281                         | 27,205                         | 29,203                         | 31,639                         |

**12.営業外損益推移/Non-Operating Income (Expenses)**

|                                                                             |                    | 22.3期(FY2021)<br>通期(Full year) | 23.3期(FY2022)<br>通期(Full year) | 24.3期(FY2023)<br>通期(Full year) | 25.3期(FY2024)<br>通期(Full year) | 26.3期(FY2025)<br>通期(Full year) |
|-----------------------------------------------------------------------------|--------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 営業外収益計<br>Non-operating income                                              | 百万円<br>Million yen | 3,719                          | 2,846                          | 2,781                          | 3,020                          | 2,974                          |
| 受取利息・有価証券利息<br>Interest income                                              | 百万円<br>Million yen | 240                            | 315                            | 364                            | 433                            | 415                            |
| 受取配当金<br>Dividend income                                                    | 百万円<br>Million yen | 693                            | 759                            | 854                            | 982                            | 896                            |
| 持分法による投資利益<br>Share of profit of entities accounted for using equity method | 百万円<br>Million yen | —                              | 139                            | 75                             | 183                            | 246                            |
| 受取家賃<br>Rental income from buildings                                        | 百万円<br>Million yen | 854                            | 878                            | 884                            | 877                            | 891                            |
| 為替差益<br>Foreign exchange gains                                              | 百万円<br>Million yen | 353                            | 110                            | 23                             | —                              | —                              |
| 補助金収入<br>Subsidy income                                                     | 百万円<br>Million yen | 1,026                          | 247                            | —                              | —                              | —                              |
| その他<br>Other                                                                | 百万円<br>Million yen | 553                            | 397                            | 581                            | 546                            | 526                            |
| 営業外費用計<br>Non-operating expenses                                            | 百万円<br>Million yen | 1,821                          | 1,232                          | 1,165                          | 1,636                          | 1,694                          |
| 支払利息<br>Interest expenses                                                   | 百万円<br>Million yen | 61                             | 297                            | 177                            | 98                             | 394                            |
| 為替差損<br>Foreign exchange losses                                             | 百万円<br>Million yen | —                              | —                              | —                              | 463                            | 120                            |
| 賃貸費用<br>Rental expenses                                                     | 百万円<br>Million yen | 691                            | 690                            | 712                            | 676                            | 704                            |
| 持分法による投資損失<br>Share of loss of entities accounted for using equity method   | 百万円<br>Million yen | 322                            | —                              | —                              | —                              | —                              |
| 訴訟関連費用<br>Litigation expenses                                               | 百万円<br>Million yen | 281                            | 49                             | 14                             | —                              | —                              |
| その他<br>Other                                                                | 百万円<br>Million yen | 465                            | 197                            | 263                            | 398                            | 476                            |

**13.特別損益推移/Extraordinary Income (Losses)**

|                                                                    |                    | 22.3期(FY2021)<br>通期(Full year) | 23.3期(FY2022)<br>通期(Full year) | 24.3期(FY2023)<br>通期(Full year) | 25.3期(FY2024)<br>通期(Full year) | 26.3期(FY2025)<br>通期(Full year) |
|--------------------------------------------------------------------|--------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| 特別利益計<br>Extraordinary income                                      | 百万円<br>Million yen | 3,375                          | 4,466                          | 9,437                          | 4,894                          | 7,523                          |
| 固定資産売却益<br>Gain on sale of non-current assets                      | 百万円<br>Million yen | 194                            | 971                            | 7                              | 288                            | 1,993                          |
| 投資有価証券売却益<br>Gain on sale of investment securities                 | 百万円<br>Million yen | 3,099                          | 3,345                          | 2,392                          | 4,401                          | 4,726                          |
| 関係会社株式売却益<br>Gain on sale of shares of subsidiaries and associates | 百万円<br>Million yen | —                              | —                              | —                              | —                              | 633                            |
| 店舗売却益<br>Gain on sale of restaurants                               | 百万円<br>Million yen | 74                             | 143                            | 35                             | 122                            | 48                             |
| 退職給付制度改定益<br>Gain on revision of retirement benefit plan           | 百万円<br>Million yen | —                              | —                              | 6,988                          | —                              | 72                             |
| その他<br>Other                                                       | 百万円<br>Million yen | 7                              | 8                              | 16                             | 83                             | 51                             |
| 特別損失計<br>Extraordinary losses                                      | 百万円<br>Million yen | 1,130                          | 1,451                          | 3,247                          | 6,084                          | 9,386                          |
| 固定資産売却損<br>Loss on sale of non-current assets                      | 百万円<br>Million yen | 6                              | 57                             | 20                             | 9                              | 12                             |
| 固定資産除却損<br>Loss on retirement of non-current assets                | 百万円<br>Million yen | 385                            | 248                            | 398                            | 249                            | 793                            |
| 投資有価証券売却損<br>Loss on sale of investment securities                 | 百万円<br>Million yen | —                              | 1                              | —                              | —                              | —                              |
| 投資有価証券評価損<br>Loss on valuation of investment securities            | 百万円<br>Million yen | 99                             | 321                            | 294                            | 283                            | 215                            |
| 会員権評価損<br>Loss on valuation of membership                          | 百万円<br>Million yen | —                              | 1                              | 7                              | 0                              | 8                              |
| 減損損失<br>Impairment losses                                          | 百万円<br>Million yen | 636                            | 785                            | 2,523                          | 5,540                          | 8,322                          |
| その他<br>Other                                                       | 百万円<br>Million yen | 5                              | 39                             | 4                              | 4                              | 35                             |

参考1:国内市場規模/Reference 1: Domestic market scale

|                        |             |
|------------------------|-------------|
|                        |             |
| ルウカレー                  | 億円          |
| Curry roux             | Billion yen |
| ルウシチュー                 | 億円          |
| Stew roux              | Billion yen |
| ルウハヤシ                  | 億円          |
| Hashed beef sauce roux | Billion yen |
| レトルトカレー                | 億円          |
| Retort pouched curry   | Billion yen |
| スパイスタータル               | 億円          |
| Spice                  | Billion yen |

| 2022年度<br>FY2022 | 2023年度<br>FY2023 | 2024年度<br>FY2024 | 2025年度<br>FY2025 |
|------------------|------------------|------------------|------------------|
| 471              | 506              | 523              | 538              |
| 47.1             | 50.6             | 52.3             | 53.8             |
| 184              | 190              | 191              | 191              |
| 18.4             | 19.0             | 19.1             | 19.1             |
| 64               | 71               | 73               | 74               |
| 6.4              | 7.1              | 7.3              | 7.4              |
| 833              | 877              | 893              | 890              |
| 83.3             | 87.7             | 89.3             | 89.0             |
| 905              | 948              | 982              | 1,028            |
| 90.5             | 94.8             | 98.2             | 102.8            |

(出典): ㈱インテージSRI+、SCIを元に当社が算出(2022.4~2026.3)/Source: Prepared by the Company based on Intage SRI+ and SCI data (April 2022 – March 2026)

参考2: ㈱荻番屋子会社時(2015年12月)に発生したのれんや無形固定資産の償却スケジュール  
Reference 2: Schedule for amortization of goodwill and intangible assets generated at the time of Ichibanya Co., Ltd. became a subsidiary (December 2015)

| 単位: 百万円/Million yen                              | 償却期間<br>Amortization period | 償却完了時期<br>Amortization completed | 22.3期(FY2021)<br>通期(Full year) | 23.3期(FY2022)<br>通期(Full year) | 24.3期(FY2023)<br>通期(Full year) | 25.3期(FY2024)<br>通期(Full year) | 26.3期(FY2025)<br>通期(Full year) |
|--------------------------------------------------|-----------------------------|----------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| のれん等償却額計<br>Total amortization of goodwill, etc. | —                           | —                                | 1,326                          | 1,326                          | 1,326                          | 1,326                          | 1,326                          |
| のれん<br>Goodwill                                  | 5年<br>5years                | 21.3期<br>FY2020                  | —                              | —                              | —                              | —                              | —                              |
| 商標権<br>Trademark right                           | 42年<br>42years              | 58.3期<br>FY2057                  | 526                            | 526                            | 526                            | 526                            | 526                            |
| 契約関連無形資産<br>Contract-related intangible assets   | 30年<br>30years              | 46.3期<br>FY2045                  | 800                            | 800                            | 800                            | 800                            | 800                            |

※16.3期第4四半期から償却開始/Amortization began in the fourth quarter of FY2015.