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FY2026 1st Quarter

Financial Results Presentation Materials

House Foods Group Inc.

Stock code: 2810

https://housefoods-group.com/

FY2026 First-Quarter Consolidated Results

Billion yen	First quarter of FY2026		
	Results	Year on year	Rate of change
Net sales	75.1	-0.6	-0.7%
Operating profit	4.0	+0.6	+17.1%
EBITDA	7.2	+0.5	+7.9%
Ordinary profit	4.5	+0.8	+22.6%
Profit	5.1	+3.3	+185.3%
Ratio of operating profit to net sales	5.3%	+0.8pt	—
EBITDA margin	9.6%	+0.8pt	—

* EBITDA: Operating profit (before amortization of goodwill) + Depreciation
Profit: Profit attributable to owners of parent

Summary of Business Results

● Net sales: **75.1 billion yen**

- Net sales fell, reflecting the impact of the exclusion of the prepared food business from consolidation as a result of transfer
- Excluding this impact, sales of existing businesses rose 5.6%

● Operating profit: **4.0 billion yen**

- Operating profit rose, with higher costs offset with the effects of increased sales volume and price revisions for certain products

● Profit: **5.1 billion yen**

- Cross-shareholdings were reduced (Recorded gain on sales of 3.5 billion yen)

FY2026 First-Quarter Results by Segment

Billion yen	Net sales		
	Results	Year on year	Rate of change
Consolidated	75.1	-0.6	-0.7%
Spice / Seasoning / Processed Food Business	31.3	+1.6	+5.3%
Health Food Business	4.2	+0.2	+4.2%
International Food Business	16.6	+0.7	+4.4%
Restaurant Business	17.0	+1.2	+7.8%
Other Food Related Business	8.9	-3.9	-30.6%
Adjustment (elimination)	-2.9	-0.3	–

Billion yen	Operating profit		
	Results	Year on year	Rate of change
Consolidated	4.0	+0.6	+17.1%
Spice / Seasoning / Processed Food Business	1.6	+0.5	+39.7%
Health Food Business	0.5	+0.2	+52.1%
International Food Business	1.6	+0.2	+17.1%
Restaurant Business	0.8	-0.2	-19.3%
Other Food Related Business	0.2	+0.0	+10.7%
Adjustment (elimination)	-0.7	-0.1	–
Ratio of consolidated operating profit to consolidated net sales	5.3%	+0.8pt	–

Summary of Business Results

Spice/Seasoning/Processed Food Business

- For both curry roux and retort-pouched products, efforts were focused on creating demand for mainstay products.
  Sales and profit both increased, reflecting recovery in sales volumes

Health Food Business

- Sales of *C1000* remained strong and sales in the lactobacillus business also continued to grow.
  Sales and profit both increased, with higher costs offset mainly by the effects of revisions for *Ukon No Chikara*

International Food Business

- Sales and profit both grew due to the continued strong performance of the curry business in China and recovery of the functional drink business in Thailand from the end of the previous fiscal year

Restaurant Business

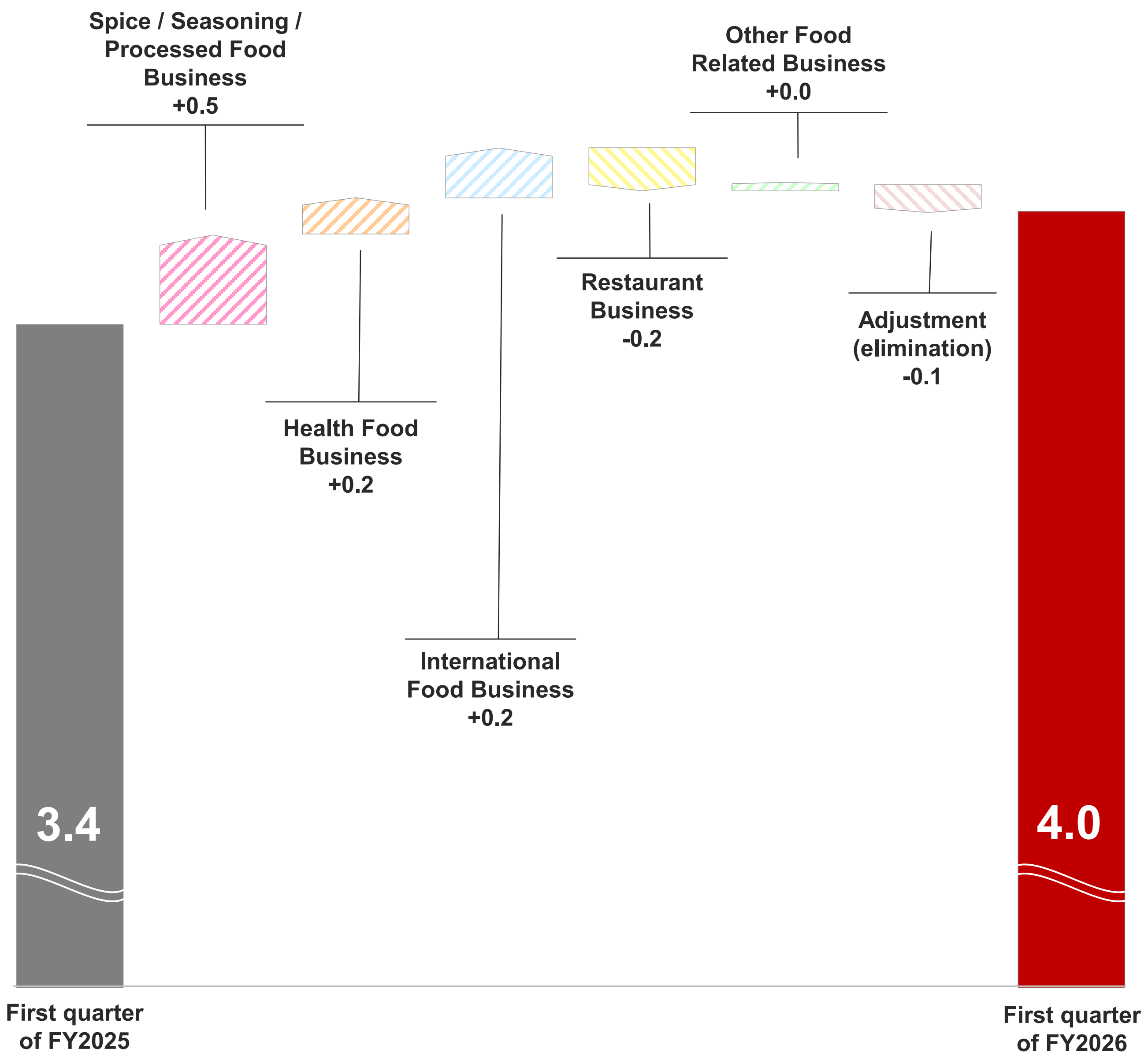
- Recovery in customer numbers for existing restaurants in Japan, reflecting enhanced sales measures, was offset by higher upfront costs

Other Food Related Business

- Although sales fell due to exclusion of the prepared food business from consolidation, segment profitability improved
- The trading company business achieved strong sales but posted lower profit due to the impact of decreased profitability of overseas subsidiaries

Operating Profit Change Analysis

◆ **Factors of changes by business segment** (Billion yen)



Billion yen	1Q
Spice/Seasoning/Processed Food Business	+0.5
Change in sales*	+0.8
Change in cost of sales ratio*	+0.1
Marketing costs*	+0.0
Other expenses*	-0.5
Affiliated companies, adjustment	+0.0
Health Food Business	+0.2
Change in sales	+0.1
Change in cost of sales ratio	-0.0
Marketing costs	-0.0
Other expenses	+0.1
International Food Business	+0.2
Business in the United States	-0.2
Business in China	+0.3
Businesses in Southeast Asia	+0.2
Exports and others	-0.1
Restaurant Business	-0.2
Other Food Related Business	+0.0
Vox Trading Co., Ltd. (consolidated)	-0.0
Adjustment (elimination)	-0.1
Changes in operating profit	+0.6

* Analysis covering House Foods Corporation, House Gaban Corporation and House Foods Group Tohoku Factory Inc.

Spice / Seasoning / Processed Food Business

Billion yen	1Q		
	Results	Year on year	Rate of change
Net sales	31.3	+1.6	+5.3%
Operating profit	1.6	+0.5	+39.7%
ROS	5.2%	+1.3pt	–

Trends by Business (Net sales YoY change)	1Q Results
Household use business * House Foods Corporation	
Curry roux	105.8%
Retort pouched curry	102.9%
Spice	103.1%
Food service business	
House Gaban Corporation	104.8%

* Results by product are based on shipments and are for reference only.

Curry roux market trends		1Q
Overall market	Average selling price	260 yen
	Year-on-year change	+17 yen
House Foods Corporation	Average selling price	271 yen
	Year-on-year change	+15 yen
	Share of amount	61.8%

* Source: SRI+ monthly data of INTAGE Inc. (April 2026 – June 2026)

◇ 1Q Results

- Household use business: Stepped up rollout of affordable brands to meet needs of price conscious consumers. Drove recovery in sales volumes.
- Food service business: Sales held firm amid growth of the restaurant market

<Household use business>
New retort-pouched product brand
Tokeuma Curry

<Food service business>
Promoting the new dining-out trend: ラーカレ

Spicy curry rice made with ramen soup＝Ra-Curry
Started a project to hype up a new food culture

◇ Initiatives from 2Q

- Household use business: Strengthen measures by price bracket and focus on measures to strengthen business base triggered by Middle East situation
- Food service business: Offset surging costs with spice price revisions

<Household use business: New products launched in August 2026>

Kokumaro Stew

Strengthened overall brand appeal of products including curry products

Curry Ya Curry EX

Used proprietary heating technology to deliver a higher quality great taste

International Food Business

Billion yen	1Q		
	Results	Year on year	Rate of change
Net sales	16.6	+0.7	+4.4%
Operating profit	1.6	+0.2	+17.1%
ROS	9.4%	+1.0pt	–

Billion yen	Net sales			Operating profit		
	Results	Year on year	Rate of change	Results	Year on year	Rate of change
Business in the United States	8.7	-0.3	-3.0%	0.0	-0.2	-79.1%
Local currency basis			-6.2%			-79.8%
Business in China	3.8	+0.9	+29.3%	0.8	+0.3	+64.6%
Local currency basis			+18.5%			+50.8%
Businesses in Southeast Asia	3.2	+0.3	+11.1%	0.7	+0.2	+38.7%
Functional drinks business in Thailand	2.8	+0.3	+13.4%	0.6	+0.2	+37.6%
Local currency basis			+2.8%			+24.8%

* Impact of exchange rates: Net sales: +0.9 billion yen (U.S.: +0.3 billion yen, China: +0.3 billion yen, Thailand: +0.3 billion yen); Operating profit: +0.1 billion yen (China and Thailand)

◇ 1Q Results

- U.S.: Sales and profit both fell due to sluggish sales despite progress reducing fixed expenses
- China: Sales and profit both increased, reflecting maintenance of the previous fiscal year's strong performance
  Household use business:
  Sales increased due to growth in sales via strongly performing channels such as fresh e-commerce channel
  Food service business:
  Focused on initiatives to expand curry menu items.
  Sales increased, reflecting the development of new customers
- Thailand: Sales and profit both increased due to sales efforts concentrated on traditional channel
  Continued to broaden customer base through zero sugar products
  (Additional flavor launched in March 2026)

◇ Initiatives from 2Q

- U.S.: Implement sales strategies and costs reductions based on awareness of profitability.
  Impact of Middle East situation will be offset by tofu price revisions and other factors (from August)
- China: Focus on initiatives with strongly performing channels that paid off in the previous fiscal year and promote greater recognition of curry with a view to gaining customers in the future

Curry business in China

Hold tasting events in 10 cities across China

- Thailand: Strengthen focus on traditional channels and zero sugar products

Health Food Business and Restaurant Business

[Health Food Business]

Billion yen	1Q Results	1Q Year on year
Net sales	4.2	+0.2
Operating profit	0.5	+0.2
ROS	12.8%	+4.0pt

Trends by Business (Net sales YoY change)	1Q Results
House Wellness Foods Corporation	
Ukon No Chikara	99.9%
C1000	107.8%
Ichinichibun No Vitamin	94.6%

* Results by product are based on shipments and are for reference only.

◇ Initiatives from 2Q

- Step up product and sales promotion measures during demand period in the vitamin business
- Focus on creating demand for *Ukon No Chikara* products after price revisions.
  Seek to create demand through other new products

<Major new products launched in 2026; as of August 4, 2026>

(1) (2) (3) (4)

(1) *C1000 Vitamin Apple*
(2) *Ichinichibun No Vitamin & W Mineral Jelly*
(3) *Irareset*
→ Fast reset through cooling sensation
Characterized by sharp citrus flavor
(4) *Kurubisa Plus Abdominal Fat Countermeasures*

[Restaurant Business]

Billion yen	1Q Results	1Q Year on year
Net sales	17.0	+1.2
Operating profit	0.8	-0.2
ROS	4.4%	-1.5pt

Trends by Business (Net sales YoY change)	1Q Results
Ichibanya Co., Ltd.	
Net sales of all domestic restaurants	103.1%
Net sales of existing domestic restaurants	102.5%
Number of customers	100.5%
Average sales per customer	101.9%

◇ Initiatives from 2Q

- Japan: Continue rolling out sales promotion measures to expand customer base
- Overseas: Try to increase brand recognition in the U.S. domestic market

<CURRY HOUSE CoCo ICHIBANYA Petco Park store>

- Promoting new store openings in the U.S. by Ichibanya Co., Ltd.
- Opened store in Petco Park, home of the San Diego Padres of Major League Baseball (MLB) in March 2026

Impact from Middle East Situation and Changes to Full-Year Results Forecast

◇ Impact from Middle East situation

Impact from Middle East situation has not been factored into the FY2026 plan due to the uncertainty of the current situation

Procurement costs may increase by around 1.5 to 3.0 billion yen

Disclosed on August 4, 2026

Impact of costs increase in FY2026: -2.4 billion yen

Impact of countermeasures and offset in FY2026: +1.4 billion yen

◇ Changes to full-year results forecast

- The impacts of the above have been factored into the results, operating profit and ordinary profit forecasts have been revised down by 1.0 billion yen
- Aiming to achieve this fiscal year's initial ROE target of 6.0%

Billion yen	FY2026 full-year		
	Revised forecast	Year on year	vs initial forecast
Net sales	322.5	+5.5	―
Operating profit	17.5	-0.7	-1.0
Ordinary profit	18.7	-0.8	-1.0
Profit	17.0	+9.6	―
Ratio of operating profit to net sales	5.4%	-0.3pt	-0.3pt
Return on equity	6.0%	+3.5pt	―

Billion yen	Net sales			Operating profit		
	Revised forecast	Year on year	vs initial forecast	Revised forecast	Year on year	vs initial forecast
Consolidated	322.5	+5.5	―	17.5	-0.7	-1.0
Spice / Seasoning / Processed Food Business	138.0	+5.9	―	11.4	-1.4	-1.0
Health Food Business	18.0	+1.1	―	1.8	+0.3	―
International Food Business	66.0	+2.6	―	3.9	+0.5	―
Restaurant Business	72.6	+7.1	―	3.6	+0.2	―
Other Food Related Business	39.5	-10.6	―	1.1	+0.2	―
Adjustment (elimination)	-11.6	-0.6	―	-4.3	-0.5	―

Progress of Structural Reforms

[1] Concentration on growth areas

Concentrate investment of management resources in Spice VC

- Spice VC: Started full-scale operation at Tohoku plant manufacturing retort pouched products for food service (from June 2026)

- Soybean VC: Close PBM (meat alternative) production plant

  - Decided to discontinue sales of meat alternative products in the PBF business and to close the production plant, given that sales are not expected to recover
  - Focusing on profit structure reform in the tofu business

<Overview of plant and closure>

Plant name	Parsippany Plant (New Jersey)
Products	PBM products such as veggie burger patties
Timing of closure	Planning to cease production and complete closure in September 2026

[2] Implementation of organizational reform

During FY2026, formulate a proposal for a new organizational structure for achieving acceleration of growth

- Set up organizational reform project in 1Q and began formulating proposal for new organizational structure

End

Price Revisions Relating to Core Business and Products

Supplementary Materials

FY2022 | FY2023 | FY2024 | FY2025 | FY2026

Spice / Seasoning / Processed Food Business
(House Foods)

- Jul.-Aug. 2022: Household use (5%-10.9%)
- Jun.-Jul. 2023: Household use (10%-13.3%)
- May and Aug. 2025: Household use (10−13%)

Spice / Seasoning / Processed Food Business
(House Gaban)

- Aug. 2022: Food service
- Sep. 2023: Food service
- Sep. 2024: Food service (Spice)
- Jun. 2025: Food service
- Jun. 2026: Food service (Spice)

Health Food Business
(House Wellness Foods)

- Feb. 2023 (10.0%) *Ichinichibun No Vitamin Jelly*, etc.
- Jun. 2023 (5.8%-13.0%) *C1000 Vitamin Lemon*, etc.
- Jun. 2026 (10.0%-20.0%) *Ukon No Chikara*, etc.

International Food Business
United States

- Jan. 2022: HFA (10.2% on average)
- Oct. 2022: KNH (10.2% on average)
  Nov. 2022: HFA (11.1% on average)
- Aug. 2026: Tofu (approx. 10%)

International Food Business
China

- Apr. 2022: Household use business (9.0%-11.3%)

Restaurant Business
(Ichibanya)

- Jun. 2022 (+33 yen) and Dec. 2022 (+44 yen) Base curry sauce products, etc.
- Mar. 2024 Change to takeout prices
- Aug. 2024 (+44 yen) Base curry sauce products, etc.

Major New Products and Varieties for Autumn and Winter 2026

House Foods Corporation

* The products shown below are not the only new products and varieties.

Category	Product	Suggested retail price (reference price)	On-shelf date
◆ New Products			
Stew roux	*Kokumaro Stew* (Cream, Beef)	(267 yen each)	August 10
Retort pouched products	*Curry Ya Curry EX* (Medium, Hot)	(262 yen each)	August 10
Spice	*Haitoku Booster Extra Extra Garlic Togarashi*	(398 yen)	August 10
Spice	*GABAN Chipotle Pepper and Whole Salty Green Pepper*	(698 yen each)	August 10
◆ Variety			
Gratin	*Macaroni Gratin Quick-up Cheese* 4 servings	238 yen	August 10
Retort pouched products	*Curries From Around the World Thai Masamman Curry*	(409 yen)	August 10
Spice	*Tokusen Honkaori- Chopped Wasabi*	230 yen	August 10
Spice	*Okazumami No Ippin Agedashi Tofu and Chikuwa Fried with Isobe*	(100 yen each)	August 10
Spice	*Spice Cooking Gapao*	(138 yen)	August 10
Dessert	*Fruiche Blueberry Grape*	236 yen	August 10
Dessert	*Local Fruit Fruiche* Made with Tochigi Prefecture Nikkori Pear juice	236 yen	August 10
◆ Renewal			
Hamburger Base	*Hamburger Helper*	250 yen	August 10
Spice	*Ryotei* Fresh Wasabi, Fresh Ginger, Fresh Garlic, Mustard	(288 yen each)	August 10
Spice	*Togarashi Zoku* (Very Hot)	398 yen	August 10
Spice	*Spice Cooking* *Grilled Herb Chicken, Cucumber Snack, Smashed Cucumber, Bar Menu Ajillo*	(138 yen each)	August 10
Spice	*HAPPYSAUCE BBQ Sauce* *HAPPYSAUCE Mustard Sauce* *HAPPYSAUCE Teriyaki Sauce*	(360 yen each)	August 10

(New Products)

(Variety)

(Renewal)

Amounts of less than one million yen are rounded to the nearest million yen.