The original disclosure in Japanese was released on November 9, 2026 at 14:30

FY2026 1H

Results Briefings

November 10, 2026

House Foods Group Inc.

Stock code: 2810

https://housefoods-group.com/

Today's Announcements

- **The FY2026 first-half results reflected increased sales and profits**
  - Increased sales volume and price revisions for certain products contributed to performance
  - Solid progress was made, driven by the Spice/Seasoning/Processed Food Business and International Food Business
- **In the revised FY2026 full-year plan, forecast net sales have been revised upward as we aim for steady achievement**
  - In light of the first-half results, forecast net sales in the International Food Business have been revised upward
  - In the second half, we will focus on increasing sales volume while driving profit improvement measures even amid expected cost increases due to the situation in the Middle East, making steady progress toward achieving forecast operating profit of 17.5 billion yen, as revised in August
- **We will drive structural reforms ahead of our next medium- to long-term business plan**
  - Our next medium- to long-term business plan will be split into two phases: structural reforms and the acceleration of global growth
    We aim to complete the structural reforms by FY2029, achieving an ROE of 8%
  - We will begin a detailed assessment of and preparations for structural reforms to facilitate our transition to a holding company structure in October 2027

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FY2026 First-Half Results

Revised Full-Year Plan for FY2026

Progress of Structural Reforms

Supplementary Materials

FY2026 First-Half Results

Revised Full-Year Plan for FY2026

Progress of Structural Reforms

Supplementary Materials

Consolidated Results

Billion yen	First half of FY2026		
	Results	Year on year	Rate of change
Net sales	156.4	+2.8	+1.8%
Operating profit	7.1	+1.2	+20.9%
EBITDA*1	13.6	+1.0	+8.3%
Ordinary profit	7.7	+1.3	+19.6%
Profit*2	9.8	+4.2	+75.7%

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

Summary of Business Results

Sales and profits increased in the first half
Higher sales volume and price revisions for certain products contributed to the result

- Net sales: 156.4 billion yen (up 1.8% YoY)
  - Excluding impact of transfer of business of Delica Chef Corporation, sales increased by approximately 8%
- Operating profit: 7.1 billion yen (up 20.9% YoY)
  - The cost impact from the situation in the Middle East that materialized from the second quarter was absorbed with the effects of increased sales
- Profit: 9.8 billion yen (up 75.7% YoY)
  - Profit increased significantly due to recognition of a gain on sale of investment securities (8.8 billion yen).
    The plan to sell cross-shareholdings announced in May was completed in the first half

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Results by Segment

Billion yen	Net sales	
	Results	Year on year
Consolidated	156.4	+2.8
Spice / Seasoning / Processed Food Business	64.8	+3.1
Health Food Business	8.7	+0.0
International Food Business	33.8	+3.3
Restaurant Business	35.2	+3.2
Other Food Related Business	19.9	-6.4
Adjustment (elimination)	-6.1	-0.5

Billion yen	Operating profit	
	Results	Year on year
Consolidated	7.1	+1.2
Spice / Seasoning / Processed Food Business	3.8	+0.8
Health Food Business	0.9	+0.0
International Food Business	2.4	+0.9
Restaurant Business	1.4	-0.4
Other Food Related Business	0.6	+0.1
Adjustment (elimination)	-2.1	-0.2
Consolidated operating profit ratio	4.5%	+0.7pt

Summary of Business Results

■ Spice/Seasoning/Processed Food Business

- Sales volume recovered strongly, driven by brand restructuring on a price segment basis and measures to stimulate demand
  Despite costs increasing due to the situation in the Middle East from the second quarter, the effect of higher sales led to increased profit

■ Health Food Business

- Sales increased, driven by price revisions to *Ukon No Chikara* and sales growth from *C1000* bottled products
  The effects of increased sales and price revisions absorbed cost increases and drove a return to profit

■ International Food Business

- Both sales and profit increased, driven by the curry business in China and functional drink business in Thailand
  The Soybean business in the United States is implementing structural reforms focused on profitability, including the closure of a plant

■ Restaurant Business

- Despite increased sales from successful sales campaigns run by CoCo Ichibanya restaurants in Japan and business expansion at domestic and overseas subsidiaries, profit declined due to rising purchase costs for rice and other food ingredients

■ Other Food Related Business

- Despite a significant decline in sales due to the transfer of the prepared food business, profit increased, in part from improved profitability resulting from these initiatives

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Results by Segment (Spice / Seasoning / Processed Food Business)

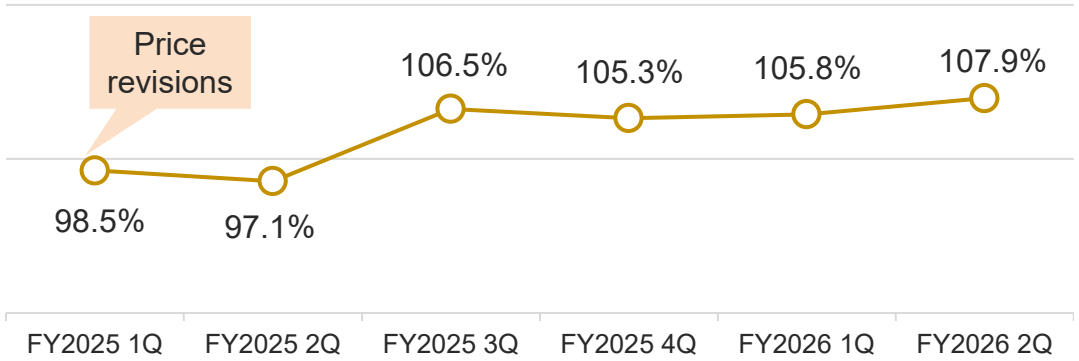
Sales volume recovered strongly, driven by brand restructuring on a price segment basis and measures to stimulate demand.
Despite costs increasing due to the situation in the Middle East from the second quarter, the effect of higher sales led to increased profit

- Household use business: Measures reflecting customer needs (affordability, convenience and cost-effectiveness) proved successful
- Food service business: Sales remained solid, reflecting efforts to improve proposals for the restaurant and make price adjustments to spices

Increase in net sales
(+5.0%)

Increase in profit
(+26.9%)

◇YoY change in quarterly sales of curry roux products*1



◇Responding to customer needs

Affordability: Leveraging established brands and rolling out new brands



Convenience: Shortened the simmering time for hashed beef sauce roux by five minutes
Cost-effectiveness: Marketed keema curry boasting excellent time and cost performance



◇Net sales of household use business(*2) and food service business

	Curry roux	Stew roux Hashed beef sauce roux	Spice	Total of retort pouched products (*3)	House Gaban
Net sales	21.3 billion yen	7.2 billion yen	12.2 billion yen	10.1 billion yen	15.0 billion yen
Year on year	+6.8%	+8.5%	+2.2%	+2.3%	+4.9%

*1 Reference value based on shipments
*2 House Foods Corp. net sales by major product category
*3 Total of retort pouched curry, retort pouched stew, retort pouched hashed beef sauce and retort pouched pasta sauce

◇Performance trends

Billion yen	FY2024 1H	FY2024 Year-on-year change	FY2025 1H	FY2025 Year-on-year change	FY2026 1H	FY2026 Year-on-year change
Net sales	63.3	+2.8	61.7	-1.5	64.8	+3.1
Operating profit	5.4	+1.7	3.0	-2.4	3.8	+0.8
Comparison with net sales (%)	8.5	+2.4pt	4.9	-3.7pt	5.9	+1.0pt
EBITDA	7.6	+1.5	5.2	-2.4	6.1	+0.9
Comparison with net sales (%)	12.0	+1.9pt	8.4	-3.6pt	9.4	+1.0pt

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Results by Segment (International Food Business)

Both sales and profit increased, driven by the curry business in China and functional drink business in Thailand

- U.S.: Implemented profitability-focused structural reforms including reductions to production loss rate and revisions to fixed costs and production systems
- China: Continued to record increased sales and profit in household use and food service businesses. Succeeded in sales activities reflecting the business environment and customer development
- Thailand: Successfully focused on sales through traditional channels and expanded the customer base through zero-sugar products, leading to increased sales and profit

Increase in net sales
(+10.8%)

Increase in profit
(+64.7%)

◇International Food Business: FY2026 first-half results

Billion yen	Net sales			Operating profit		
	Results	Year-on-year change	Rate of change	Results	Year-on-year change	Rate of change
International Food Business	33.8	+3.3	+10.8%	2.4	+0.9	+64.7%
Business in the United States	16.8	+0.3	+1.6%	-0.4	+0.1	-
Local currency basis			-5.5%			-
Business in China	7.8	+1.6	+25.8%	1.1	+0.4	+57.5%
Local currency basis			+10.7%			+38.5%
Businesses in Southeast Asia	6.9	+1.3	+22.5%	1.3	+0.4	+44.9%
Functional drinks business in Thailand	5.9	+1.0	+21.4%	1.3	+0.4	+44.2%
Local currency basis			+9.2%			+29.8%

◇China: Initiatives to expand customer contact points

<Household use business>
Held tasting events aimed at expanding the customer base



<Food service business>
Collaboration with other manufacturers



* Sold in limited quantities
* Uses curry powder

◇Thailand: Expansion of zero-sugar products

0% Sugar Grape Flavor, which went on sale in March 2026, has performed strongly



◇ Performance trends

Billion yen	FY2024 1H	FY2024 Year-on-year change	FY2025 1H	FY2025 Year-on-year change	FY2026 1H	FY2026 Year-on-year change
Net sales	30.8	+4.3	30.5	-0.2	33.8	+3.3
Operating profit	1.7	+0.6	1.4	-0.2	2.4	+0.9
Comparison with net sales (%)	5.5	+1.4pt	4.7	-0.8pt	7.0	+2.3pt
EBITDA	4.0	+1.2	3.3	-0.6	4.0	+0.7
Comparison with net sales (%)	12.9	+2.3pt	10.9	-1.9pt	11.9	+1.0pt

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Results by Segment (Health Food Business and Restaurant Business)

FY2026 First-Half Results

Health Food Business

Sales increased, driven by price revisions to *Ukon No Chikara* and sales growth from *C1000* bottled products
The effects of increased sales and price revisions absorbed cost increases and drove a return to profit

- *C1000*: Measures to stimulate demand by improving variety and expanding the customer base succeeded, leading to sales growth
- *Ukon No Chikara*: With a focus on stimulating demand following June price revisions, the effects of the revisions have steadily materialized

Increase in net sales
(+0.5%)

Increase in profit
(+0.4%)

Restaurant Business

Despite increased sales from successful sales campaigns run by CoCo Ichibanya restaurants in Japan and business expansion at domestic and overseas subsidiaries, profit declined due to rising purchase costs for rice and other food ingredients

- Japan: Implemented extended opening times and rolled out sales promotions and menu changes aimed at a wide range of customer groups
- Overseas: Focused on expansion in the U.S., and also resumed the opening of new stores in China

Increase in net sales
(+10.1%)

Decrease in profit
(-23.4%)

◇ Health Food Business: Performance trends

Billion yen	FY2024 1H	FY2024 Year-on-year change	FY2025 1H	FY2025 Year-on-year change	FY2026 1H	FY2026 Year-on-year change
Net sales	8.7	+0.1	8.7	-0.1	8.7	+0.0
Operating profit	1.4	+0.2	0.9	-0.4	0.9	+0.0
Comparison with net sales (%)	15.9	+1.6pt	10.9	-5.0pt	10.9	-0.0pt
EBITDA	1.6	+0.2	1.2	-0.4	1.2	+0.1
Comparison with net sales (%)	18.3	+1.7pt	13.5	-4.8pt	14.0	+0.6pt

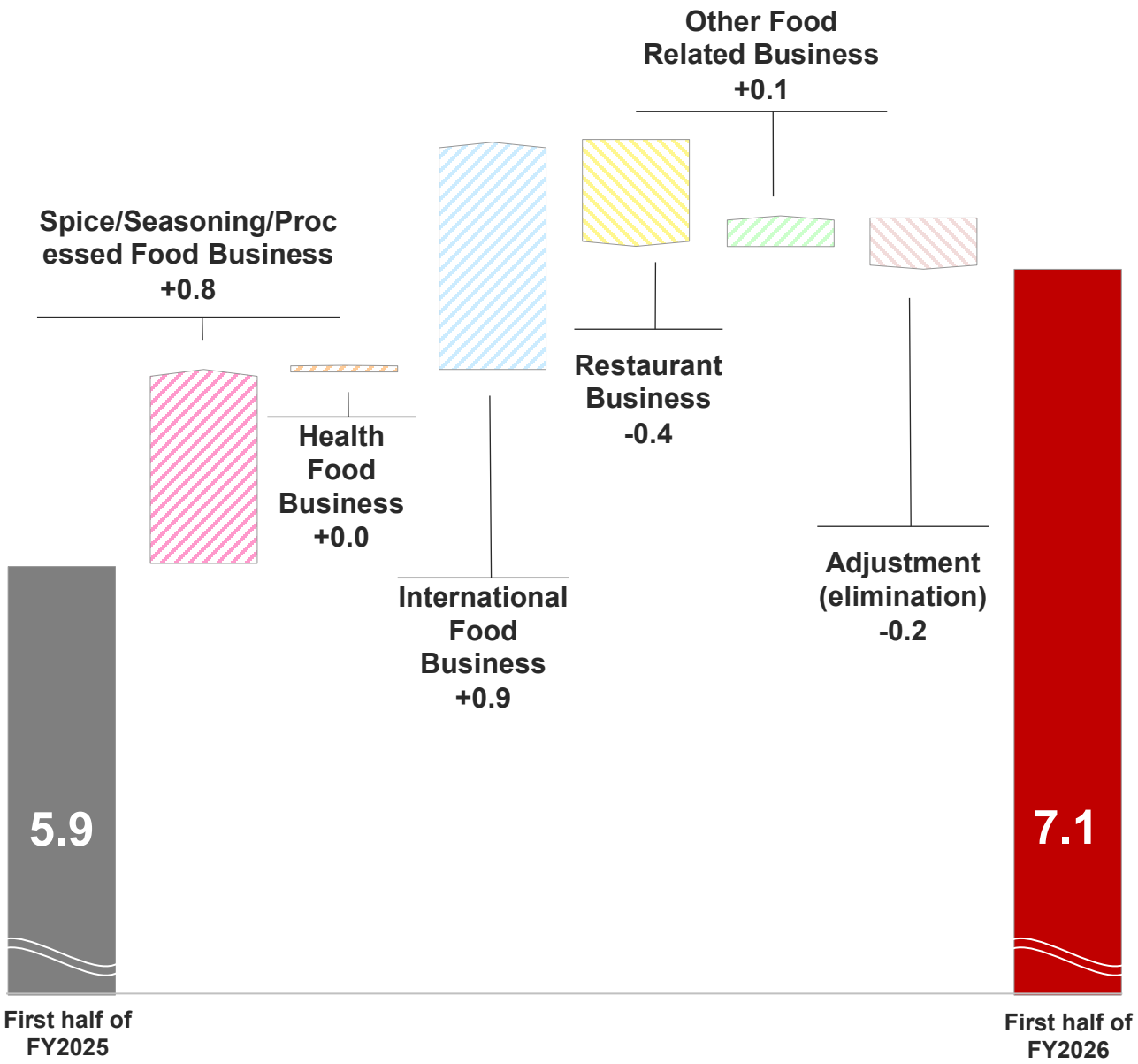
◇ Restaurant Business: Performance trends

Billion yen	FY2024 1H	FY2024 Year-on-year change	FY2025 1H	FY2025 Year-on-year change	FY2026 1H	FY2026 Year-on-year change
Net sales	29.6	+2.8	32.0	+2.4	35.2	+3.2
Operating profit	1.7	-0.1	1.9	+0.1	1.4	-0.4
Comparison with net sales (%)	5.9	-0.8pt	5.8	-0.0pt	4.0	-1.8pt
EBITDA	3.3	+0.0	3.6	+0.3	3.3	-0.3
Comparison with net sales (%)	11.3	-1.1pt	11.3	+0.1pt	9.5	-1.8pt

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Operating Profit Change Analysis

◆ Factors of changes by business segment (Billion yen)



Billion yen	1Q	2Q	1H
Spice/Seasoning/Processed Food Business	+0.5	+0.3	+0.8
Change in sales*	+0.8	+0.4	+1.2
Change in cost of sales ratio*	+0.1	+0.1	+0.2
Marketing costs*	+0.0	+0.2	+0.2
Other expenses*	-0.5	-0.3	-0.7
Affiliated companies, adjustment	+0.0	-0.0	-0.0
Health Food Business	+0.2	-0.2	+0.0
Change in sales	+0.1	-0.0	+0.1
Change in cost of sales ratio	-0.0	+0.1	+0.0
Marketing costs	-0.0	-0.1	-0.1
Other expenses	+0.1	-0.2	-0.0
International Food Business	+0.2	+0.7	+0.9
Business in the United States	-0.2	+0.3	+0.1
Business in China	+0.3	+0.1	+0.4
Businesses in Southeast Asia	+0.2	+0.2	+0.4
Exports and others	-0.1	+0.1	+0.0
Restaurant Business	-0.2	-0.3	-0.4
Other Food Related Business	+0.0	+0.1	+0.1
Vox Trading Co., Ltd. (consolidated)	-0.0	+0.0	-0.0
Adjustment (elimination)	-0.1	-0.1	-0.2
Changes in operating profit	+0.6	+0.6	+1.2

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

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FY2026 First-Half Results

Revised Full-Year Plan for FY2026

Progress of Structural Reforms

Supplementary Materials

Consolidated Results Forecast

Revised Full-Year Plan for FY2026

Billion yen	FY2026 full-year		
	Forecast	Year on year	vs figures announced in August
Net sales	324.0	+7.0	+1.5
Operating profit	17.5	-0.7	-
Ordinary profit	18.7	-0.8	-
Profit*1	17.0	+9.6	-
ROE	6.0%	+3.5pt	-

*1 Profit attributable to owners of parent

Summary of the Full-year Results Forecast

The net sales forecast has been revised upward from the figures announced in August
We will focus on rebuilding our earnings structure, aiming to meet our full-year targets

- In the second half, with cost increases due to the situation in the Middle East hitting full stride, we will achieve sales growth through increased sales volume, implement profitability improvement measures, and revise the prices of some products
- In parallel, we will focus on laying foundations in anticipation of a changing business environment in the next fiscal year and beyond, as well as sustainable growth
- We will aim to improve ROE to 6%, our initial target, in conjunction with implementation of our financial strategy

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Impact of Cost Increases

Revised Full-Year Plan for FY2026

Increased costs due to the situation in the Middle East will hit full stride in the second half of the year

◇ Profit Impact due to Consolidated Cost Increases (including foreign exchange effects)

* Total increase in raw material and energy costs and logistics expenses

Billion yen	1H result	2H forecast	Full-year forecast (change vs. initial forecast)	
	-1.8	-4.7	-6.5	(-1.5)
Spice / Seasoning / Processed Food Business	-0.6	-3.4	-4.0	(-1.0)
Health Food Business	-0.1	-0.2	-0.3	(-0.0)
International Food Business	-0.2	-0.5	-0.7	(-0.7)
Restaurant Business	-0.9	-0.6	-1.6	(+0.2)
Other Food Related Business	-0.0	-0.0	-0.0	(-)

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Plan by Segment

Revised Full-Year Plan for FY2026

Billion yen	Net sales in 2H		Operating profit in 2H		Full-year net sales			Full-year operating profit		
	Forecast	Year on year	Forecast	Year on year	Forecast	Year on year	vs figures announced in August	Forecast	Year on year	vs figures announced in August
Consolidated	167.6	+4.2	10.4	-2.0	324.0	+7.0	+1.5	17.5	-0.7	-
Spice / Seasoning / Processed Food Business	73.2	+2.8	7.6	-2.2	138.0	+5.9	-	11.4	-1.4	-
Health Food Business	9.3	+1.1	0.9	+0.3	18.0	+1.1	-	1.8	+0.3	-
International Food Business	33.9	+1.0	1.8	-0.1	67.7	+4.3	+1.7	4.2	+0.8	+0.3
Restaurant Business	37.4	+3.9	2.2	+0.6	72.6	+7.1	-	3.6	+0.2	-
Other Food Related Business	19.6	-4.2	0.4	-0.0	39.5	-10.6	-	1.0	+0.1	-0.1
Adjustment (elimination)	-5.7	-0.3	-2.4	-0.5	-11.8	-0.8	-0.2	-4.5	-0.7	-0.2

- Spice/Seasoning/ Processed Food Business
  - In addition to sales growth driven by higher sales volume, we will aim to achieve targets through thorough cost management
    To address ongoing business cost increases, we will accelerate profitability improvement measures including changes to the specifications of some products
- Health Food Business
  - For *Ukon No Chikara*, we will work to realize the effects of price revisions by stimulating demand. For *C1000*, we will focus on establishing the new sales price early on, following a planned revision in February 2027. In the Lactobacillus Business we will aim to achieve profitability for the full year
- International Food Business
  - The full-year target was revised upward in light of progress made in the first half. We will focus on laying the groundwork for sustainable growth in each business
- Restaurant Business
  - We will work to strengthen the revenue base by extending opening times of CoCo Ichibanya restaurants in Japan and expanding customer segments
    Overseas, we plan to open four new stores in the United States in the second half. We will work to expand brand recognition in the U.S.
- Adjustment (elimination)
  - Cost increases are expected due to structural reforms

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Plan by Segment (International Food Business)

Revised Full-Year Plan for FY2026

Billion yen	FY2026 1H				FY2026 2H				FY2026 full-year					
	Net sales		Operating profit		Net sales		Operating profit		Net sales			Operating profit		
	Results	Year on year	Results	Year on year	Revision	Year on year	Revision	Year on year	Revision	Year on year	vs initial forecast	Revision	Year on year	vs initial forecast
International Food Business	33.8	+3.3	2.4	+0.9	33.9	+1.0	1.8	-0.1	67.7	+4.3	+1.7	4.2	+0.8	+0.3
Business in the United States	16.8	+0.3	-0.4	+0.1	17.4	+0.6	-0.2	+0.3	34.2	+0.8	-	-0.6	+0.5	-0.2
Business in China	7.8	+1.6	1.1	+0.4	7.2	+0.5	0.7	-0.1	15.0	+2.1	+1.0	1.8	+0.3	+0.2
Businesses in Southeast Asia	6.9	+1.3	1.3	+0.4	6.5	+0.5	1.0	+0.1	13.4	+1.8	+1.2	2.3	+0.5	+0.5
Functional drinks business in Thailand	5.9	+1.0	1.3	+0.4	5.6	+0.5	1.0	+0.1	11.5	+1.5	+1.2	2.3	+0.5	+0.5

Key Points of the Plan for the Second Half

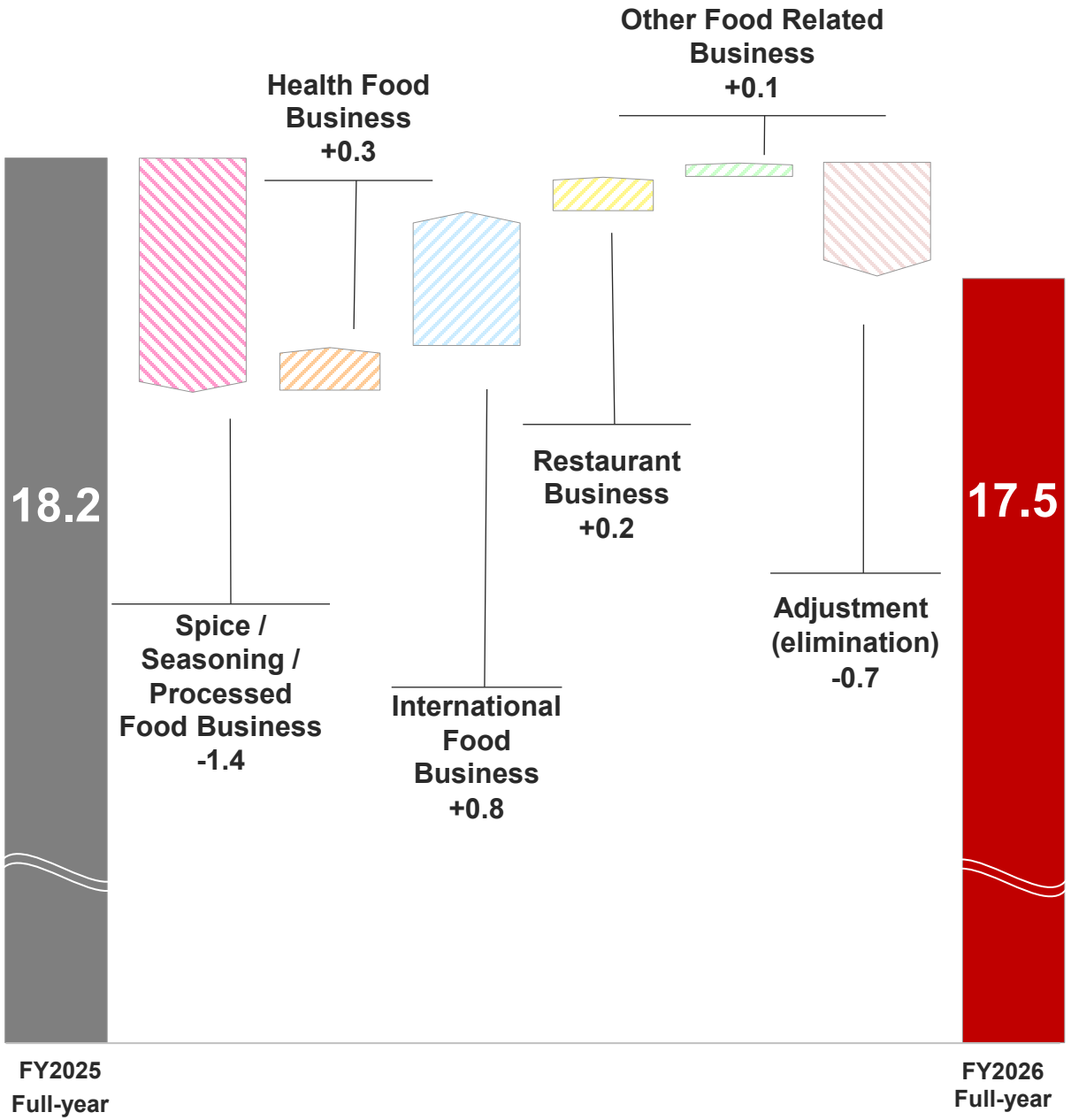
Soybean Business in the United States	• Implement price revisions to TOFU products. Focus on establishing the new sales price by stimulating demand • Drive initiatives to change the earnings structure, aiming to return to profitability in FY2027
Curry Business in China	• With the distribution and restaurant environments becoming increasingly challenging, strengthen trade with strongly performing channels for household use products, and focus on expanding sales of *Gawang* Curry as a second brand In the food service business, accelerate adoption in the menus of major restaurants, among other initiatives. • Work to achieve sustainable growth through upfront investments in development and sales promotional costs
Businesses in Southeast Asia	• Functionality: In addition to expanding sales of flagship brands, prepare for the market launch of new multi-vitamin products • Curry: Focus on expanding brand recognition and sales channels. Strengthen halal curry production capabilities in Indonesia

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Operating Profit Change Analysis

Revised Full-Year Plan for FY2026

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



Billion yen	1H result	2H Plan	Full-Year Plan
Spice/Seasoning/Processed Food Business	+0.8	-2.2	-1.4
Change in sales*	+1.2	+1.5	+2.7
Change in cost of sales ratio*	+0.2	-2.3	-2.0
Marketing costs*	+0.2	-0.1	+0.0
Other expenses*	-0.7	-1.2	-2.0
Affiliated companies, adjustment	-0.0	-0.0	-0.1
Health Food Business	+0.0	+0.3	+0.3
Change in sales	+0.1	+0.5	+0.6
Change in cost of sales ratio	+0.0	+0.0	+0.1
Marketing costs	-0.1	+0.1	+0.1
Other expenses	-0.0	-0.3	-0.4
International Food Business	+0.9	-0.1	+0.8
Business in the United States	+0.1	+0.3	+0.5
Business in China	+0.4	-0.1	+0.3
Businesses in Southeast Asia	+0.4	+0.1	+0.5
Exports and others	+0.0	-0.5	-0.5
Restaurant Business	-0.4	+0.6	+0.2
Other Food Related Business	+0.1	-0.0	+0.1
Vox Trading Co., Ltd. (consolidated)	-0.0	-0.0	-0.1
Adjustment (elimination)	-0.2	-0.5	-0.7
Changes in operating profit	+1.2	-2.0	-0.7

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

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FY2026 First-Half Results

Revised Full-Year Plan for FY2026

Progress of Structural Reforms

Supplementary Materials

Our Approach to Enhancing Corporate Value in the Next Medium- to Long-term Business Plan

Progress of Structural Reforms

We aim to complete the structural reform phase and achieve an ROE of 8% by FY2029
We will then proceed to the global growth acceleration phase, aiming to further enhance corporate value

	FY2026	FY2029
Two Phases of the Next Medium- to Long-term Business Plan	Structural reform phase	Global growth acceleration phase
Key Measures	Implementation of structural reform [1] Concentration on growth areas (Review of the business portfolio) [2] Implementation of organizational reform [3] Strengthening of financial strategy	Accelerate global growth by concentrating management resources on the Spice VC Achieving 8% ROE ● Strengthening profitability in core domestic fields ● Acceleration of the growth of the overseas business ● Leveraging strengths to expand into new fields of business in Japan and overseas
Drivers of Enhanced ROE	■ Reviewing the business portfolio ■ Revising the company-wide cost structure ■ Early optimization of shareholders' equity	■ Accelerating business profit growth

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[Implementation of Organizational Reform] Basic Policies in the Transition to a New Organizational Structure

An organizational reform project was launched in Q1 to begin discussing proposals for a new organizational structure
Basic policies were formulated to meet the aims of organizational reform

Basic policies

Aims of organizational reform (disclosed May 2026)	Basic policies in the transition to a new organizational structure
To concentrate resources on growth areas	1 **Business combination** Through integration of the Group Head Office and each operating company, aim for growth by crafting Group-optimized strategies and investing resources
To speed up decision-making speed and improve execution capabilities	2 **Governance reform** Accelerate growth from higher quality and speedy decision making through the clarification of executive responsibilities and appropriate delegation of authority
To improve productivity through organizational streamlining	3 **Functional integration** Consolidate common functions in an effort to improve productivity

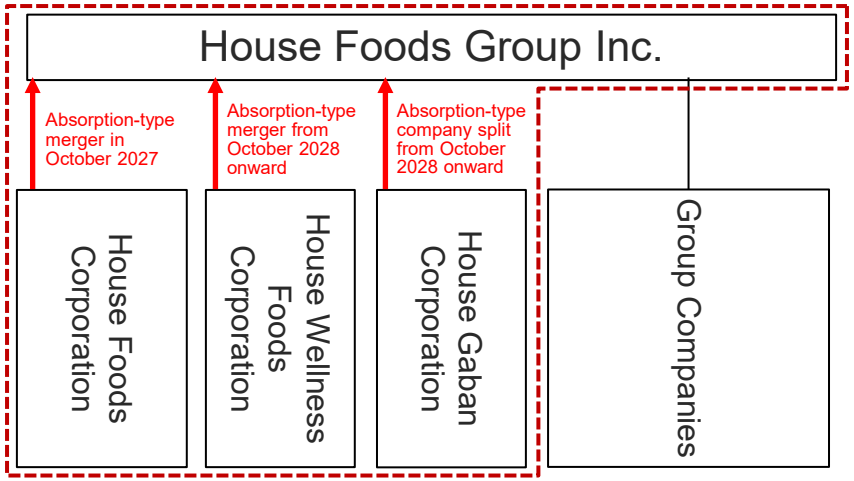
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[Implementation of Organizational Reform] Overview of Structural Changes

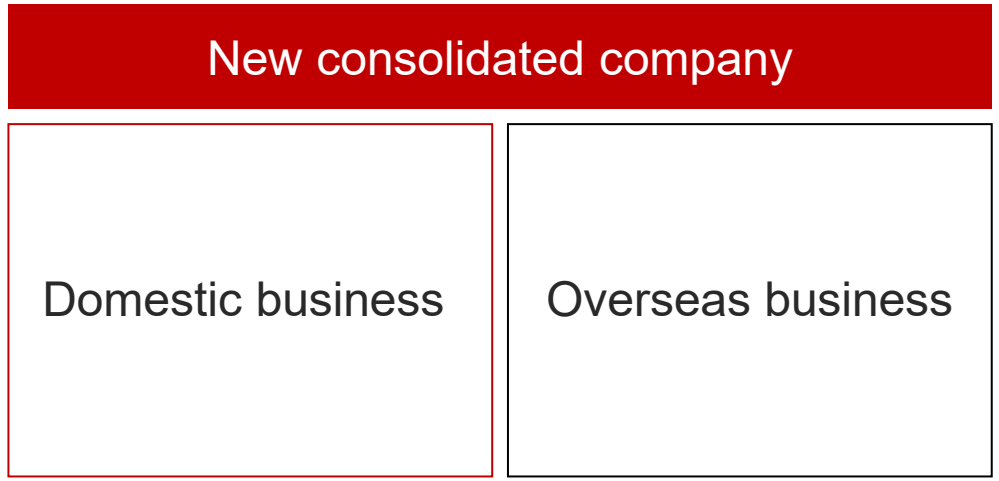
We will transition to a holding company system. The new integrated company will become the control tower for the Spice VC and drive growth strategies of the domestic and overseas businesses in an integral manner under the "*One House*" approach.

Overview of Structural Changes

<Current Group Head Office Structure>



<Holding Company Structure>



Expected scheme

- The transition to the new organizational structure is expected to involve the following two steps

<1> October 2027: Transition to a holding company structure with the absorption-type merger of House Foods Corporation into the House Foods Group Inc.
Integration of strategic functions through the partial consolidation of House Wellness Foods Corporation and House Gaban Corporation

<2> October 2028 onward: Absorption-type merger of House Wellness Foods Corporation, absorption-type company split of House Gaban Corporation (transition into a dedicated production company) implemented

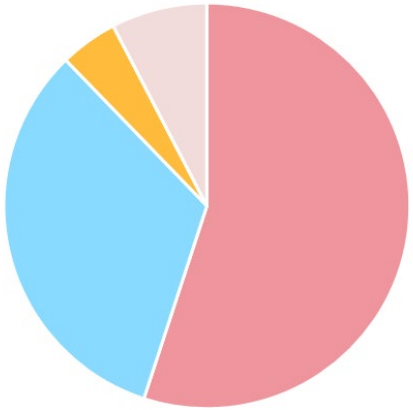
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[Strengthening of Financial Strategy] Approach to the Allocation of Resources in the Next Medium- to Long-term Business Plan

- Investments: Concentrate investments in growth areas and core areas of Spice VC
- Shareholder returns: Consider a shareholder return plan that is conscious of optimization of shareholders' equity in parallel with profit growth

Investment policy

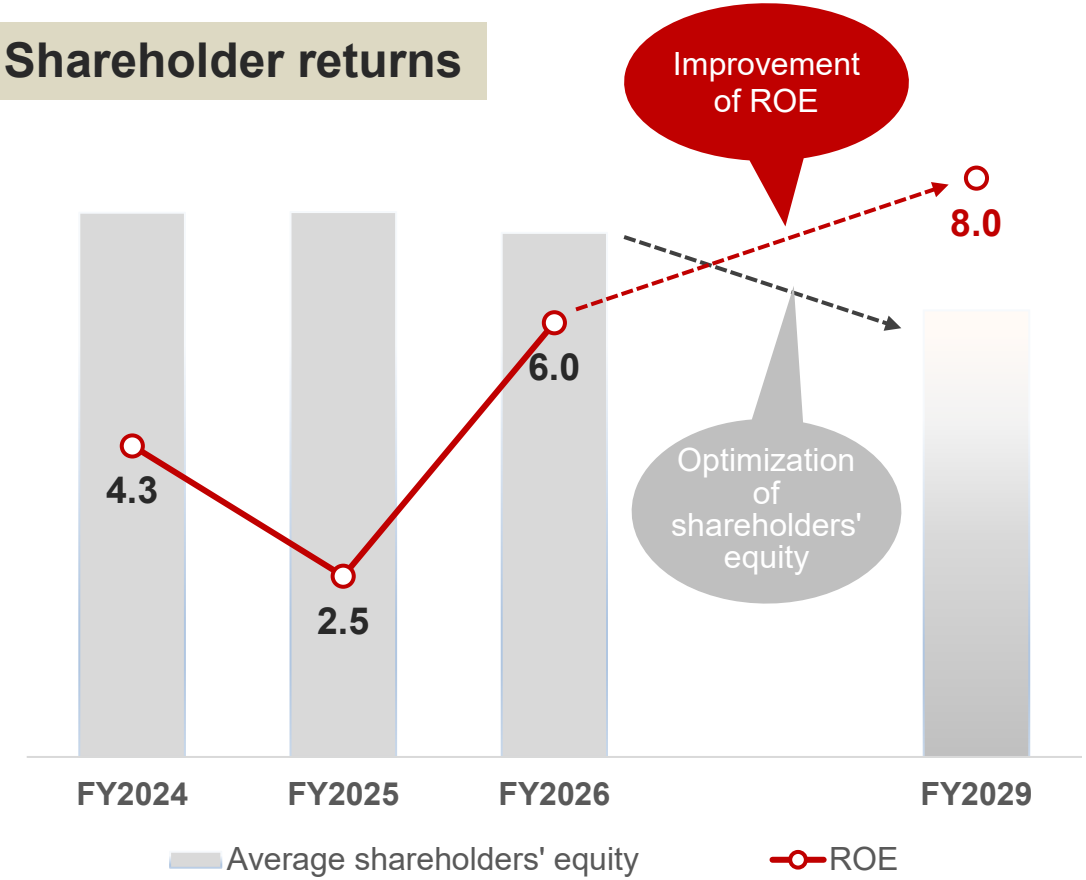
Allocation (ratio) of investments from FY2021 to FY2025



Next Medium- to Long-term Business Plan

- Concentration of investments in Spice VC
  - [Overseas] Acceleration of global growth
  - [Japan] Improved productivity in core areas

Shareholder returns



Disclosure of the next medium- to long-term business plan is scheduled to coincide with the announcement of full-year financial results for FY2026

End

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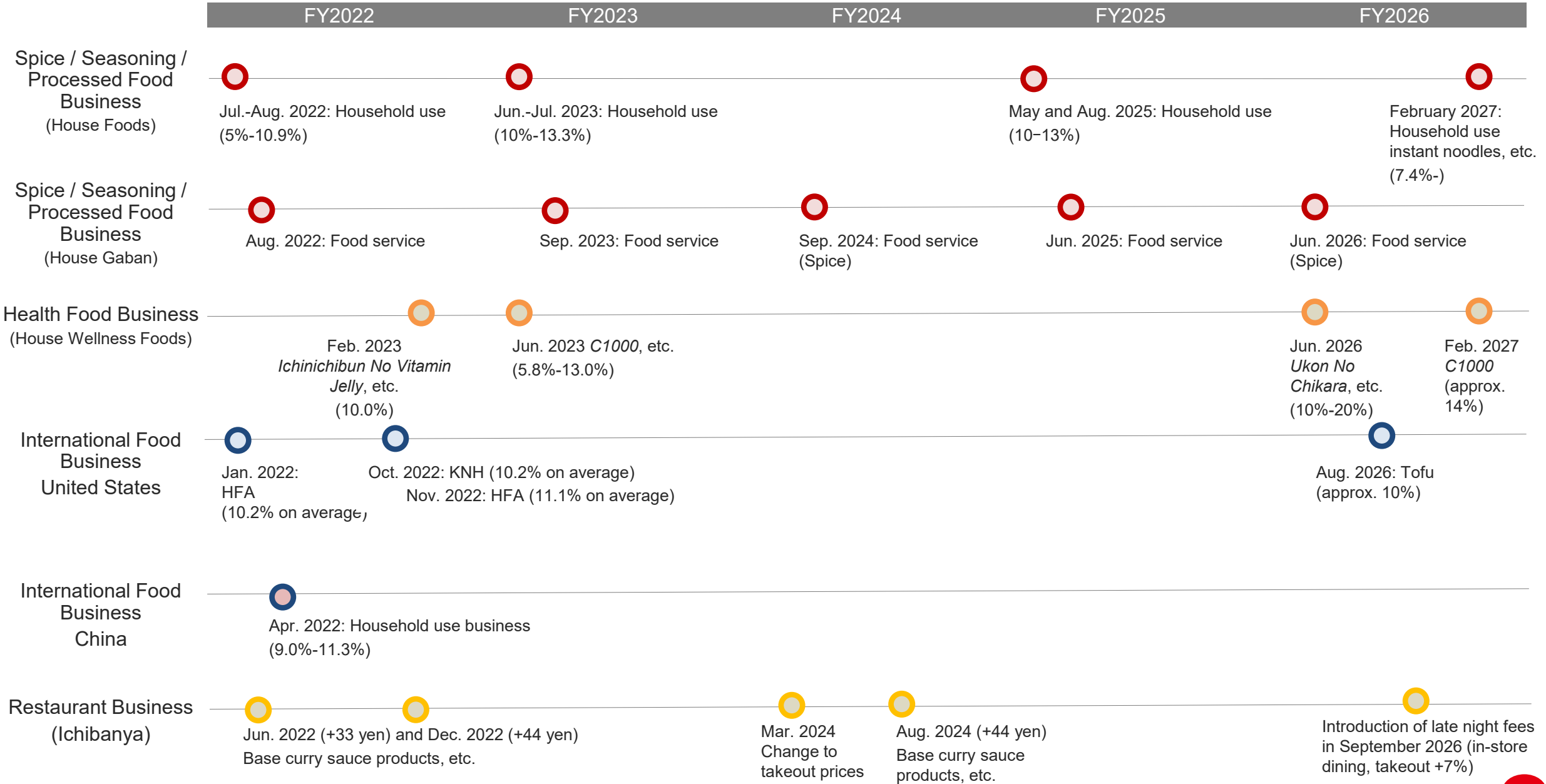
FY2026 First-Half Results

Revised Full-Year Plan for FY2026

Progress of Structural Reforms

Supplementary Materials

Price Revisions Relating to Core Business and Products



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Dividends

The annual dividend for FY2026 is expected to be 100 yen per share

◆ Changes in dividend and dividend payout ratio (FY2017 - FY2026 plan)

[Basic Policy Concerning Profit Distribution] From FY2024 to FY2025

- "Total return ratio of 40% or higher" and "Ongoing payment of annual dividends of at least 46 yen as stable dividends"
- During the period of the Eighth Medium-term Business Plan, since we will pursue treasury share acquisitions funded by reductions in cross-shareholdings, we will aim to improve the total return ratio to at least 50%.

[New Profit Distribution Policy] Changed from FY2026

- Aim for DOE (dividend on equity) of 3% or more and pay a progressive dividend, in principle
- Return profits to shareholders flexibly through share buybacks and other means, taking into consideration market conditions, cash flows, and other factors

Unit: yen, %		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Dividend per share	Interim	18	22	23	23	23	23	23	24	24	50
	Year-end	20	22	23	23	23	23	24	24	46	50 (Forecast)
	Total	38	44	46	46	46	46	47	48	70	100 (Forecast)
Consolidated payout ratio		41.7	32.8	40.4	53.1	32.9	32.9	26.0	36.4	87.8	51.4 (Forecast)
Total payout ratio		—	—	—	—	—	—	37.4	84.4	223.2	—

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FY2026 First-Half Segment Results (Quarterly)

Supplementary Materials:
FY2026 First-half Results

Billion yen		1Q		2Q		1H	
		Results	Year on year	Results	Year on year	Results	Year on year
Consolidated	Net sales	75.1	-0.6	81.3	+3.4	156.4	+2.8
	Operating profit	4.0	+0.6	3.1	+0.6	7.1	+1.2
	EBITDA	7.2	+0.5	6.4	+0.5	13.6	+1.0
Spice / Seasoning / Processed Food Business	Net sales	31.3	+1.6	33.5	+1.5	64.8	+3.1
	Operating profit	1.6	+0.5	2.2	+0.3	3.8	+0.8
	EBITDA	2.7	+0.5	3.3	+0.4	6.1	+0.9
Health Food Business	Net sales	4.2	+0.2	4.5	-0.1	8.7	+0.0
	Operating profit	0.5	+0.2	0.4	-0.2	0.9	+0.0
	EBITDA	0.7	+0.2	0.5	-0.2	1.2	+0.1
International Food Business	Net sales	16.6	+0.7	17.2	+2.6	33.8	+3.3
	Operating profit	1.6	+0.2	0.8	+0.7	2.4	+0.9
	EBITDA	2.4	+0.1	1.7	+0.6	4.0	+0.7
Restaurant Business	Net sales	17.0	+1.2	18.3	+2.0	35.2	+3.2
	Operating profit	0.8	-0.2	0.7	-0.3	1.4	-0.4
	EBITDA	1.7	-0.0	1.6	-0.2	3.3	-0.3
Other Food Related Business	Net sales	8.9	-3.9	11.0	-2.5	19.9	-6.4
	Operating profit	0.2	+0.0	0.4	+0.1	0.6	+0.1
	EBITDA	0.3	-0.0	0.4	+0.0	0.7	-0.0
Adjustment (elimination)	Net sales	-2.9	-0.3	-3.2	-0.1	-6.1	-0.5
	Operating profit	-0.7	-0.1	-1.4	-0.1	-2.1	-0.2

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Net Sales by Region

			Based on previous accounting standards →			Based on new accounting standards →						
			FY2018	FY2019	FY2020	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026 1H
Consolidated		Billion yen	296.7	293.7	283.8	250.1	253.4	275.1	299.6	315.4	317.0	156.4
Japan		Billion yen	258.6	252.8	238.8	206.5	203.0	213.4	228.2	236.8	235.5	112.6
Overseas	North America	Billion yen	14.9	15.2	14.8	14.8	16.9	23.8	35.0	38.7	37.7	18.9
	East Asia	Billion yen	14.8	14.9	15.7	15.1	17.8	20.4	22.0	22.5	25.1	13.9
	Southeast Asia	Billion yen	7.3	9.4	13.4	12.5	14.1	15.8	12.5	14.9	15.8	9.3
	Other	Billion yen	1.1	1.4	1.1	1.0	1.6	1.7	1.8	2.5	2.8	1.8
Composition ratio of overseas sales		%	12.9	13.9	15.8	17.4	19.9	22.4	23.8	24.9	25.7	28.0

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1H Results and 2H/Full-Year Plan by Segment

Supplementary Materials: Revised Full-year Plan for FY2026

Billion yen		1H			2H			Full year		
		Results	Year on year	Rate of change	Revised plan	Year on year	Rate of change	Revised plan	Year on year	Rate of change
Consolidated	Net sales	156.4	+2.8	+1.8%	167.6	+4.2	+2.6%	324.0	+7.0	+2.2%
	Operating profit	7.1	+1.2	+20.9%	10.4	-2.0	-15.9%	17.5	-0.7	-4.1%
	EBITDA	13.6	+1.0	+0.5pt	17.4	-1.9	-1.4pt	31.0	-0.8	-0.5pt
Spice / Seasoning / Processed Food Business	Net sales	64.8	+3.1	+5.0%	73.2	+2.8	+4.0%	138.0	+5.9	+4.4%
	Operating profit	3.8	+0.8	+26.9%	7.6	-2.2	-22.8%	11.4	-1.4	-11.2%
	EBITDA	6.1	+0.9	+1.0pt	10.0	-2.1	-3.5pt	16.1	-1.2	-1.4pt
Health Food Business	Net sales	8.7	+0.0	+0.5%	9.3	+1.1	+13.5%	18.0	+1.1	+6.8%
	Operating profit	0.9	+0.0	+0.4%	0.9	+0.3	+46.3%	1.8	+0.3	+17.9%
	EBITDA	1.2	+0.1	+0.6pt	1.2	+0.3	+2.2pt	2.4	+0.4	+1.3pt
International Food Business	Net sales	33.8	+3.3	+10.8%	33.9	+1.0	+3.0%	67.7	+4.3	+6.8%
	Operating profit	2.4	+0.9	+64.7%	1.8	-0.1	-5.2%	4.2	+0.8	+25.0%
	EBITDA	4.0	+0.7	+1.0pt	3.6	-0.3	-1.2pt	7.6	+0.4	-0.1pt
Restaurant Business	Net sales	35.2	+3.2	+10.1%	37.4	+3.9	+11.6%	72.6	+7.1	+10.8%
	Operating profit	1.4	-0.4	-23.4%	2.2	+0.6	+42.4%	3.6	+0.2	+6.2%
	EBITDA	3.3	-0.3	-1.8pt	4.2	+0.8	+1.2pt	7.5	+0.5	-0.3pt
Other Food Related Business	Net sales	19.9	-6.4	-24.3%	19.6	-4.2	-17.6%	39.5	-10.6	-21.1%
	Operating profit	0.6	+0.1	+26.2%	0.4	-0.0	-6.8%	1.0	+0.1	+10.5%
	EBITDA	0.7	-0.0	+0.8pt	0.5	-0.1	+0.0pt	1.3	-0.1	+0.4pt
Adjustment (elimination)	Net sales	-6.1	-0.5	-	-5.7	-0.3	-	-11.8	-0.8	-
	Operating profit	-2.1	-0.2	-	-2.4	-0.5	-	-4.5	-0.7	-

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Trends by Business

Supplementary Materials: Revised Full-year Plan for FY2026

Net sales YoY change (billion yen/%)			1H			2H			Full year		
			Results	Year on year		Revised plan	Year on year		Revised plan	Year on year	
Spice / Seasoning / Processed Food Business House Foods Corporation	Curry roux	*	21.3	+1.4	+6.8%	21.1	+0.2	+1.1%	42.4	+1.6	+3.9%
	Retort pouched curry	*	9.0	+0.3	+3.6%	10.0	+1.2	+13.6%	19.0	+1.5	+8.6%
	Spice	*	12.2	+0.3	+2.2%	12.3	+0.6	+5.5%	24.5	+0.9	+3.8%
Health Food Business House Wellness Foods Corporation	*Ukon No Chikara*	*	3.0	+0.1	+4.5%	3.4	+0.3	+7.8%	6.5	+0.4	+6.2%
	C1000	*	2.5	-0.1	-3.9%	2.2	-0.1	-3.1%	4.8	-0.2	-3.6%
	Ichinichibun No Vitamin	*	2.2	-0.1	-4.0%	1.9	-0.0	-0.6%	4.1	-0.1	-2.4%
International Food Business Year-on-year change Top line: Japanese yen basis Bottom line: Local currency basis	Business in the United States		16.8	+0.3	+1.6% (-5.5%)	17.4	+0.6	+3.4% (-0.8%)	34.2	+0.8	+2.5% (-3.2%)
	Business in China		7.8	+1.6	+25.8% (+10.7%)	7.2	+0.5	+8.2% (+0.1%)	15.0	+2.1	+16.7% (+5.3%)
	Functional drinks business in Southeast Asia		5.9	+1.0	+21.4% (+9.2%)	5.6	+0.5	+8.8% (+4.6%)	11.5	+1.5	+14.9% (+6.9%)
Restaurant Business Ichibanya Co., Ltd.	Ichibanya Co., Ltd. (Consolidated)		35.2	+3.2	+10.0%	37.4	+3.9	+11.6%	72.6	+7.1	+10.8%
	Ichibanya Co., Ltd. (Non-consolidated)		26.3	+1.1	+4.4%	27.3	+1.9	+7.6%	53.6	+3.0	+6.0%
Other Food Related Business	Vox Trading Co., Ltd. (Consolidated)		18.9	+2.6	+15.8%	18.7	+0.9	+5.2%	37.6	+3.5	+10.3%

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

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International Food Business and Group Companies (FY2026 1H, 2H, Full-year)

International Food Business

		1H		2H		Full year		
		Results	Year on year	Revised plan	Year on year	Revised plan	Year on year	vs figures announced in August
International Food Business	Net sales	33.8	+3.3	33.9	+1.0	67.7	+4.3	+1.7
	Operating profit	2.4	+0.9	1.8	-0.1	4.2	+0.8	+0.3
	ROS (%)	7.0	+2.3pt	5.4	-0.5pt	6.2	+0.9pt	+0.3pt
Business in the United States	Net sales	16.8	+0.3	17.4	+0.6	34.2	+0.8	-
	Operating profit	-0.4	+0.1	-0.2	+0.3	-0.6	+0.5	-0.2
	ROS (%)	—	+0.7pt	–	+2.1pt	–	+1.4pt	-0.6pt
Business in China	Net sales	7.8	+1.6	7.2	+0.5	15.0	+2.1	+1.0
	Operating profit	1.1	+0.4	0.7	-0.1	1.8	+0.3	+0.2
	ROS (%)	14.5	+2.9pt	9.3	-1.9pt	12.0	+0.6pt	+0.6pt
Businesses in Southeast Asia	Net sales	6.9	+1.3	6.5	+0.5	13.4	+1.8	+1.2
	Operating profit	1.3	+0.4	1.0	+0.1	2.3	+0.5	+0.5
	ROS (%)	18.9	+2.9pt	15.3	+0.2pt	17.2	+1.6pt	+2.4pt
Functional drinks business in Thailand	Net sales	5.9	+1.0	5.6	+0.5	11.5	+1.5	+1.2
	Operating profit	1.3	+0.4	1.0	+0.1	2.3	+0.5	+0.5
	ROS (%)	21.3	+3.4pt	18.6	+1.2pt	20.0	+2.3pt	+2.5pt

Group companies

		1H		2H		Full year	
		Results	Year on year	Revised plan	Year on year	Revised plan	Year on year
Vox Trading Co., Ltd. (Consolidated)	Net sales	18.9	+2.6	18.7	+0.9	37.6	+3.5
	Operating profit	0.6	-0.0	0.4	-0.0	1.0	-0.1
	ROS (%)	3.0	-0.6pt	2.3	-0.3pt	2.7	-0.5pt

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Key Financial Data

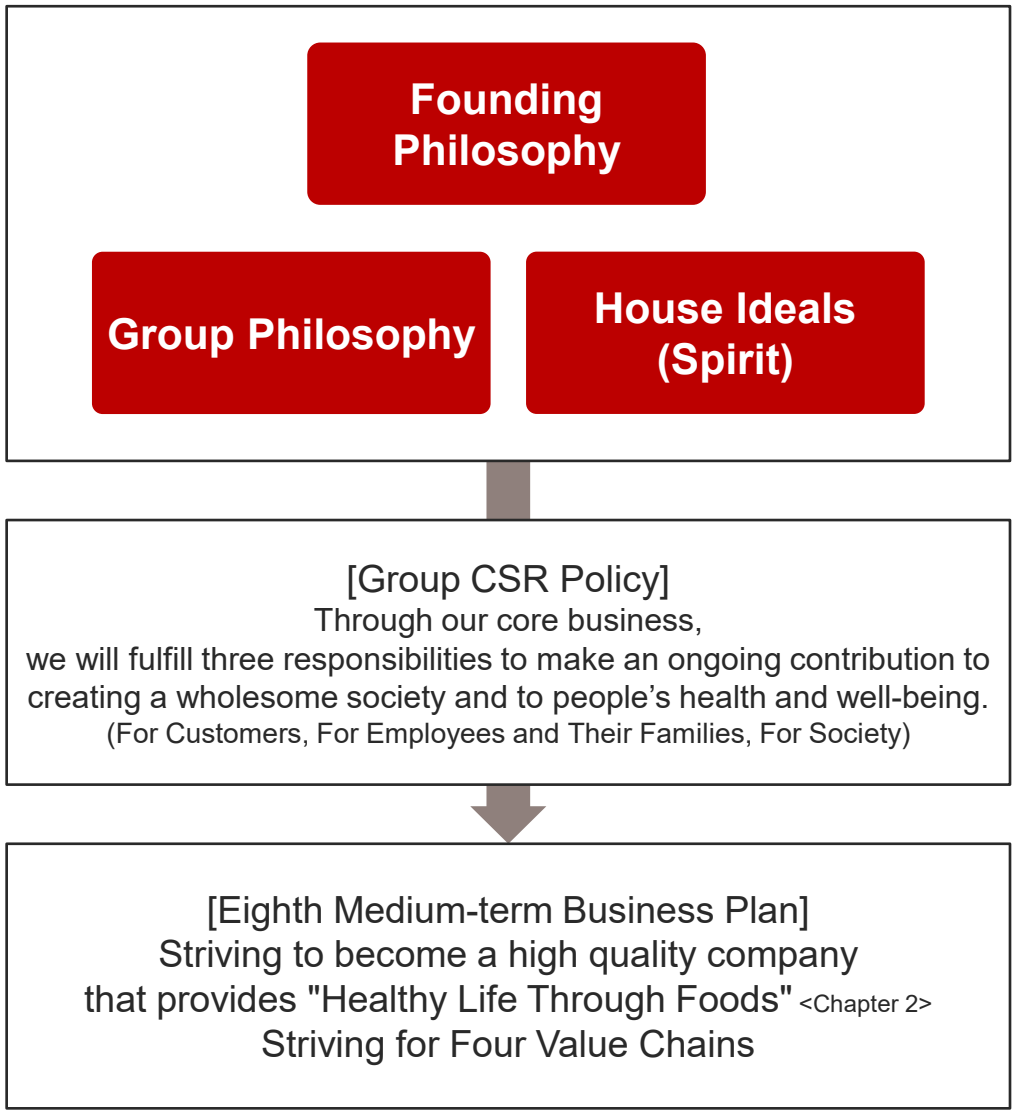
Supplementary Materials: Revised Full-year Plan for FY2026

Based on previous accounting standards → Based on new accounting standards

		FY2018	FY2019	FY2020	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025		FY2026	
										1H	Full year	1H	Revised forecast
Net sales	Billion yen	296.7	293.7	283.8	250.1	253.4	275.1	299.6	315.4	153.6	317.0	156.4	324.0
Operating profit	Billion yen	17.6	19.0	19.4	19.4	19.2	16.7	19.5	20.0	5.9	18.2	7.1	17.5
Ordinary profit	Billion yen	19.1	20.8	19.8	19.8	21.1	18.3	21.1	21.4	6.4	19.5	7.7	18.7
Profit attributable to owners of parent	Billion yen	13.8	11.5	8.7	8.8	14.0	13.7	17.6	12.5	5.6	7.4	9.8	17.0
EBITDA	Billion yen	30.2	32.3	31.1	31.1	30.1	28.5	33.0	33.9	12.6	31.8	13.6	31.0
Capital investment	Billion yen	11.3	16.3	11.3	11.3	12.4	15.2	14.7	13.4	6.3	16.4	7.2	16.5
Depreciation	Billion yen	9.3	9.9	10.0	10.0	10.9	11.6	12.7	12.9	6.5	13.2	6.4	13.0
Cash flows from operating activities	Billion yen	20.9	24.2	23.2	23.2	16.1	19.5	25.6	26.6	4.3	24.5	6.0	-
Cash flows from investing activities	Billion yen	-1.0	-6.4	-8.6	-8.6	-10.4	-21.5	-2.3	-12.3	1.8	0.3	2.9	-
Cash flows from financing activities	Billion yen	-17.3	-7.6	-6.2	-6.2	-10.1	-12.7	-7.4	-9.1	-10.3	-19.4	-17.2	-
Total assets	Billion yen	371.0	367.2	369.2	396.3	382.0	396.9	431.6	435.1	424.1	437.3	422.3	413.7
Net assets	Billion yen	279.1	280.9	287.3	286.9	298.6	301.3	321.6	322.9	318.4	322.7	314.2	300.3
Shareholders' equity	Billion yen	247.3	248.8	258.1	257.8	269.0	272.3	292.2	292.8	289.2	292.8	284.8	270.6
Profit per share	Yen	134.32	113.73	86.68	86.87	139.75	139.63	180.53	131.86	60.02	79.72	110.09	194.55
Dividend per share	Yen	44	46	46	46	46	46	47	48	24	70	50	100
<Managed Indicators regarded as important by the Company>													
ROIC	%	–	–	–	–	–	–	4.6	4.5	–	4.1	–	4.1
ATO	Times	0.79	0.80	0.77	0.68	0.67	0.71	0.72	0.73	–	0.73	–	0.76
ROS	%	5.9	6.5	6.8	7.8	7.6	6.1	6.5	6.3	3.8	5.8	4.5	5.4
EBITDA margin	%	10.2	11.0	10.9	12.4	11.9	10.4	11.0	10.8	8.2	10.0	8.7	9.6
ROA	%	4.7	5.1	5.3	5.3	5.1	4.3	4.7	4.6	–	4.2	–	4.1
Equity ratio	%	66.6	67.7	69.9	69.8	70.4	68.6	67.7	67.3	68.2	67.0	67.4	65.4
ROE	%	5.5	4.6	3.4	3.5	5.3	5.1	6.2	4.3	–	2.5	–	6.0

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House Foods Group's Philosophies



◇ Founding Philosophy

In every happy home throughout Japan you will find the warm flavor of home cooking, House.

◇Group Philosophy

Through food, we aim to be a good corporate citizen, connecting and collaborating with people to create smiles in their lives.

◇ House Ideals (Spirit)

The Company's motto

Sincerity, Originality and Enthusiasm

The 10 House Values

- Know yourself
- Be humble in your self-confidence and pride
- Creative work brings dignity
- The advancement of House depends on the personal development of each individual
- House's strength is the strength of all of us combined
- A salary is compensation for doing useful things for society
- Being useful to society as employees and as a company
- A useful employee is a strong partner for achieving business goals
- Profits are necessary for a company to be useful to society
- The dedicated passion each one of us feels for the company is the secret to success for House

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Major Products and Services by Segment

Spice / Seasoning / Processed Food Business

House Foods Corp.

Curry roux



Stew roux



Retort pouched curry



Spice



Malony Co., Ltd.



Other products



House Gaban Corp.



Health Food Business

House Wellness Foods Corporation

Functional spice



Vitamin



Lactobacillus



International Food Business

United Sates



China



Southeast Asia



Restaurant Business

Ichibanya Co., Ltd.



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Major New Products and Varieties for Autumn and Winter 2026

Supplementary Materials

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
Wellness food	*Nerunoda Sleep & Fatigue CareTablet Type (10 pauches)*	(1,480 yen)	October 26

(New Products)



(Variety)



(Renewal)



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The forward-looking statements such as plans, strategies and result forecasts included in this document are based on the information available to the Company at the time of the announcement and on certain assumptions considered reasonable, and the Company makes no representations as to their achievability.
Actual results may differ materially from the forecast depending on a range of factors.
Amounts of less than one million yen are rounded to the nearest million yen.