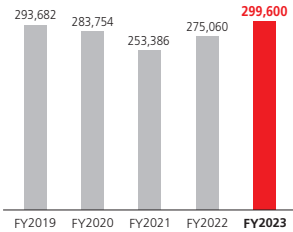


Financial and Non-financial Highlights

Financial Highlights → See pages 18–20 for Explanation of Financial Strategy

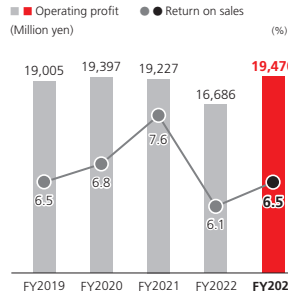
Net sales

(Million yen)



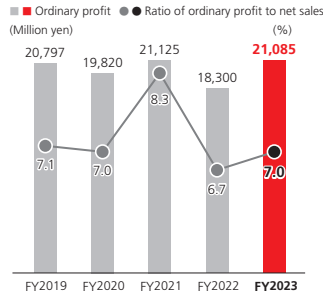
Operating profit/Return on sales

(Million yen)



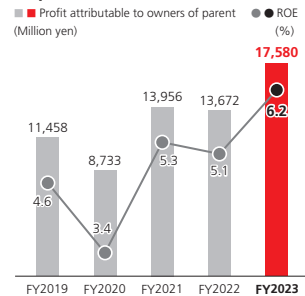
Ordinary profit/Ratio of ordinary profit to net sales

(Million yen)



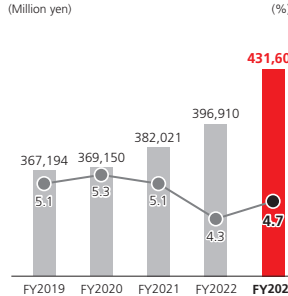
Profit attributable to owners of parent/ROE

(Million yen)



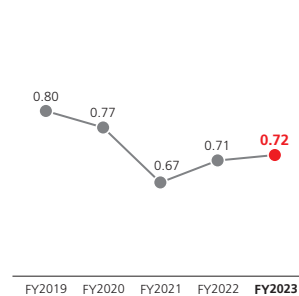
Total assets/ROA*

(Million yen)



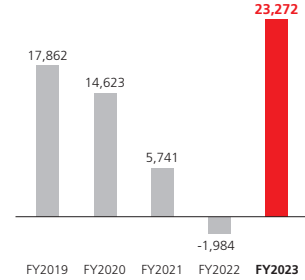
ATO*

(Times)



Free cash flow*

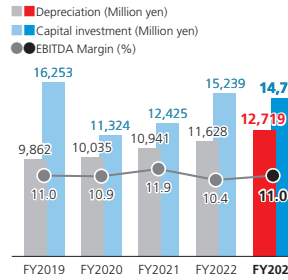
(Million yen)



* Operating cash flow + Investing cash flow

Depreciation/Capital investment/EBITDA Margin*

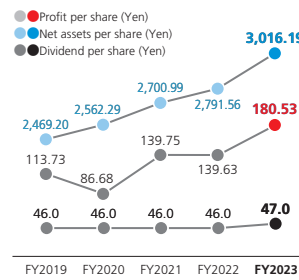
(Million yen)



Note: EBITDA = (Operating profit before amortization of goodwill + Depreciation)/Net sales

Profit per share/Net assets per share/Dividend per share

(Yen)

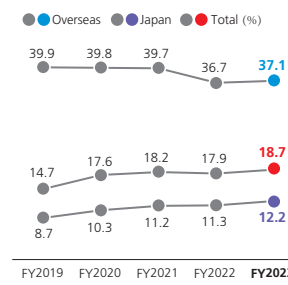


Notes: 1. The Accounting Standard for Revenue Recognition (ASBJ Statement No. 29), etc., are applied from FY2021 onward
2. Regarding the business combination with Keystone Natural Holdings, LLC on September 30, 2022, the price purchase allocation (PPA) was completed in FY2023. Accordingly, figures for the previous fiscal year reflect the completion of the PPA.

Non-financial Highlights ESG Data → <https://housefoods-group.com/sustainability/esg/esgdata/> (bilingual PDFs)

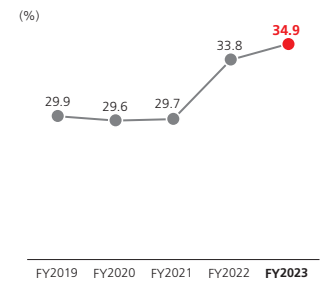
Percentage of female managers

(Consolidated)



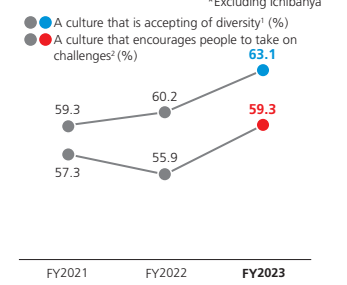
Percentage of overseas employees

(Consolidated)



Corporate culture assessment result

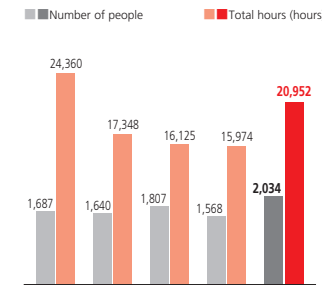
(Domestic Group companies)



Both show the percentage of affirmative responses (%) to the following questions
1. Generally speaking, a variety of employees are working enthusiastically and expressing their individuality at my workplace.
2. Generally speaking, at my workplace, it is encouraged to take on challenges to make changes, and everyone works in a positive way.

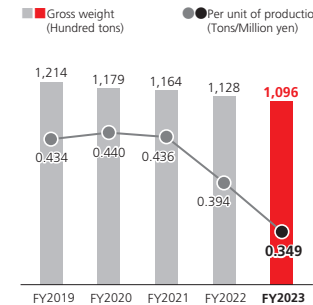
Study sessions held

(Organized by House Foods Group Inc.)

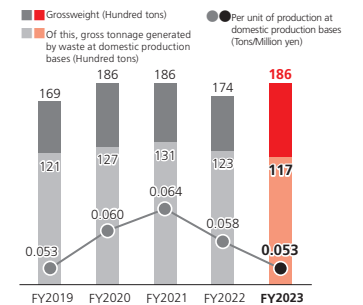


* Human resource development programs, career formation, etc., at entire House Foods Group. Does not include various training and OJT at each business company

CO₂ Emissions



Total waste disposal



Conditions for data calculations

- CO₂ emissions and total waste disposal
Japan: House Foods Group Inc., House Foods Corporation, Sun House Foods Corporation, Sun Supply Corporation, House Wellness Foods Corporation, House Business Partners Corporation, House Logistics Service Corporation, House AI-Factory Corporation, Asaoka Spice K.K., Delica Chef Corporation, Ichibanya Co., Ltd., House Gaban Corporation, Malony Co., Ltd., and Vox Trading Co., Ltd.
- Overseas: House Foods America Corporation, Shanghai House Foods Co., Ltd., Dalian House Foods Co., Ltd., Zhejiang House Foods Co., Ltd., Gaban Spice Manufacturing (M) SDN. BHD., PT. Java Agritech, and Tim Food Co., Ltd. <Added to the calculation from FY2023> House Foods Vietnam Co., Ltd., El Burrito Mexican Food Products Corporation and Keystone Natural Holdings, LLC
- Notes: 1. All Group companies, branches, and bases in Japan are subject to initiatives to reduce CO₂ emissions and waste (excluding franchises of Ichibanya Co., Ltd. as their initiatives to reduce CO₂ emissions and waste are within Scope 3; and entities accounted for using the equity method)
2. Amount of waste is the sum of waste matter and valuable resources (excluding by-products)
- Water usage
The sum of production divisions in House Foods Corporation, House Wellness Foods Corporation, Sun House Foods Corporation, Sun Supply Corporation, House AI-Factory Corporation, and Delica Chef Corporation
- Per unit of production
Figures from FY2021 onwards have been calculated after applying standards including the Accounting Standards Board of Japan (ASBJ) Statement No. 29 Accounting Standard for Revenue Recognition (Japanese only)



11-Year Selected Financial Data

		Previous standard								New standard ²		
		FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022 ³	FY2023
Net sales	(Million yen)	232,610	231,448	241,893	283,812	291,897	296,695	293,682	283,754	253,386	275,060	299,600
Operating profit	(Million yen)	9,589	8,686	10,775	12,312	16,288	17,559	19,005	19,397	19,227	16,686	19,470
Ordinary profit	(Million yen)	10,962	10,957	12,152	13,951	17,207	19,100	20,797	19,820	21,125	18,300	21,085
Profit attributable to owners of parent	(Million yen)	8,792	6,971	22,632	8,683	9,353	13,767	11,458	8,733	13,956	13,672	17,580
Depreciation	(Million yen)	5,056	5,789	6,908	9,345	9,126	9,262	9,862	10,035	10,941	11,628	12,719
Capital investment	(Million yen)	11,115	9,588	6,757	7,708	10,215	11,320	16,253	11,324	12,425	15,239	14,735
EBITDA (Operating profit (before amortization of goodwill) + Depreciation)	(Million yen)	14,815	14,642	18,699	25,235	28,978	30,242	32,284	31,059	30,112	28,493	33,002
Cash flows from operating activities	(Million yen)	8,818	8,428	12,518	21,298	23,608	20,913	24,218	23,181	16,140	19,483	25,571
Cash flows from investing activities	(Million yen)	(7,471)	(4,679)	(8,308)	(2,169)	(13,739)	(1,008)	(6,356)	(8,558)	(10,398)	(21,467)	(2,299)
Cash flows from financing activities	(Million yen)	(68)	(10,588)	(3,743)	(7,388)	(5,317)	(17,317)	(7,567)	(6,172)	(10,068)	(12,739)	(7,382)
Cash and cash equivalents at end of fiscal year	(Million yen)	49,586	43,832	44,156	55,594	60,202	62,495	69,870	78,343	75,705	62,682	80,165
Total assets	(Million yen)	273,368	286,149	349,427	353,888	378,864	371,025	367,194	369,150	382,021	396,910	431,601
Net assets	(Million yen)	210,097	221,456	260,329	266,615	283,719	279,144	280,930	287,291	298,567	301,335	321,609
Shareholders' equity	(Million yen)	208,801	219,927	228,812	235,246	251,814	247,275	248,770	258,145	268,996	272,285	292,208
Profit per share	(Yen)	83.13	67.61	220.48	84.53	91.02	134.32	113.73	86.68	139.75	139.63	180.53
Net assets per share	(Yen)	1,974.31	2,140.27	2,231.86	2,289.43	2,450.71	2,454.34	2,469.20	2,562.29	2,700.99	2,791.56	3,016.19
Dividend per share	(Yen)	35.0 ¹	30.0	30.0	32.0	38.0	44.0	46.0	46.0	46.0	46.0	47.0
Dividend payout ratio	(%)	42.1	44.4	13.6	37.9	41.7	32.8	40.4	53.1	32.9	32.9	26.0

Key Indicators

		Previous standard								New standard ²		
		FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022 ³	FY2023
ATO (Total asset turnover)	(Times)	0.89	0.83	0.76	0.81	0.80	0.79	0.80	0.77	0.67	0.71	0.72
ROS (Return on sales)	(%)	4.1	3.8	4.5	4.3	5.6	5.9	6.5	6.8	7.6	6.1	6.5
EBITDA Margin	(%)	6.4	6.3	7.7	8.9	9.9	10.2	11.0	10.9	11.9	10.4	11.0
ROA (Return on assets)	(%)	3.7	3.1	3.4	3.5	4.4	4.7	5.1	5.3	5.1	4.3	4.7
Equity ratio	(%)	76.4	76.9	65.5	66.5	66.5	66.6	67.7	69.9	70.4	68.6	67.7
ROE (Return on equity)	(%)	4.3	3.3	10.1	3.7	3.8	5.5	4.6	3.4	5.3	5.1	6.2

1. Includes a commemorative dividend of 5 yen per share for its centenary

2. The Accounting Standard for Revenue Recognition (ASBJ Statement No. 29), etc., are applied from FY2021 onward

3. Regarding the business combination with Keystone Natural Holdings, LLC on September 30, 2022, the price purchase allocation (PPA) was completed in FY2023. Accordingly, figures for the previous fiscal year reflect the completion of the PPA.



Group Companies (As of June 30, 2024)

Spice/Seasoning/Processed Food Business (8 companies)

Company name	Business lines	Location (Country or region)	Capital	Percentage of shareholding (%)
House Foods Corporation	Production and sales of curry, stew, spice, and commercial-use products	Higashiosaka City, Osaka	¥2,000 million	100.00
Sun House Foods Corporation	Production of retort pouched foods, etc.	Konan City, Aichi	¥100 million	100.00
Sun Supply Corporation	Production of processed meat products	Konan City, Aichi	¥50 million	100.00
House Ai-Factory Corporation	Production of spice products	Higashiosaka City, Osaka	¥60 million	99.89
Asaoka Spice K.K.	Sales of spices	Chiyoda-ku, Tokyo	¥16 million	100.00
House Gaban Corporation	Production, sales, export and import of spices and food products	Chuo-ku, Tokyo	¥490 million	100.00
Gaban Spice Manufacturing (M) SDN. BHD.	Production of spices	Penang, Malaysia	MYR 64.1 million	100.00
Malony Co., Ltd.	Production and sales of starch products, etc.	Suita City, Osaka	¥60 million	100.00

Health Food Business (1 company)

Company name	Business lines	Location (Country or region)	Capital	Percentage of shareholding (%)
House Wellness Foods Corporation	Production and sales of health foods and beverages	Itami City, Hyogo	¥100 million	100.00

International Food Business (17 companies)

Company name	Business lines	Location (Country or region)	Capital	Percentage of shareholding (%)
House Foods Holding USA Inc.	Holding company for U.S. subsidiaries	Garden Grove, California, U.S.A.	US\$187 million	100.00
House Foods America Corporation	Production and sales of soybean-related products, import sales of Group products	Garden Grove, California, U.S.A.	US\$2.35 million	100.00
Keystone Natural Holdings, LLC	Management of tofu, meat alternatives and other plant-based food products businesses	Folcroft, Pennsylvania, U.S.A.	US\$19.904 million	100.00
Nature Soy, LLC	Production and sales of tofu, meat alternatives and other plant-based food products	Philadelphia, Pennsylvania, U.S.A.	US\$23.955 million	100.00
Superior Natural ULC	Production and sales of soybean-related products	Vancouver, British Columbia, Canada	CND 2.209 million	100.00
House BEANatura GmbH	Sales of soybean-related products and other plant-based food products	Düsseldorf, Germany	EUR 25,000	100.00
El Burrito Mexican Food Products Corporation	Production and sales of soybean-related products	Industry, California, U.S.A.	US\$4.20 million	100.00
House Foods China Inc.	Sales of spices and condiments such as curry roux products and import sales of Group products; supervision of China business	Shanghai, China	RMB 610.943 million	100.00
Shanghai House Foods Co., Ltd.	Production of spices and condiments such as curry roux products	Shanghai, China	RMB 131.566 million	100.00
Dalian House Foods Co., Ltd.	Production and sales of foods	Dalian, Liaoning Province, China	RMB 194.880 million	100.00
Zhejiang House Foods Co., Ltd.	Production of spices and condiments such as curry roux products	Pinghu, Zhejiang Province, China	RMB 274.245 million	100.00
House Foods Vietnam Co., Ltd.	Production and sales of processed foods	Dong Nai, Vietnam	VND 479.8 billion	100.00
House Foods Group Asia Pacific Co., Ltd.	Management of functional drink business in Southeast Asia	Bangkok, Thailand	Baht 1,132 million	100.00
House Osotspa Foods Co., Ltd.	Sales of processed foods and beverages	Bangkok, Thailand	Baht 167 million	60.00
PT House And Vox Indonesia	Sales of spices and condiments and export sales of spices	Special Capital Region of Jakarta, Indonesia	Rp. 32.4 billion	99.59
PT Sasa Housefoods Indonesia	Sales of spices and condiments	Special Capital Region of Jakarta, Indonesia	Rp. 41.0 billion	49.00
House Foods Taiwan Corporation	Import sales of Group products	Taipei, Taiwan	NT\$29 million	100.00

Restaurant Business (11 companies)

Company name	Business lines	Location (Country or region)	Capital	Percentage of shareholding (%)
Ichibanya Co., Ltd.	Planning and operation of restaurants	Ichinomiya City, Aichi	¥1,503 million	51.00
Ichibanya USA, Inc.	Planning and operation of restaurants	Torrance, California, U.S.A.	US\$7 million	60.80
Ichibanya Restaurant Management (China) Co., Ltd.	Planning and operation of restaurants	Shanghai, China	RMB 111.176 million	51.00
Taiwan Ichibanya Inc.	Planning and operation of restaurants	Taipei, Taiwan	NT\$107 million	40.80
Ichibanya International Hong Kong Limited	Restaurant operation guidance and trading services	Kowloon, Hong Kong, China	HK\$7.5 million	51.00
Ichibanya Hong Kong Limited	Planning and operation of restaurants	Kowloon, Hong Kong, China	HK\$26.375 million	58.37
Ichibanya UK Limited	Planning and operation of restaurants	London, U.K.	GBP 4.5 million	51.00
Ichibanya International USA, Inc.	Planning and operation of restaurants	Torrance, California, U.S.A.	US\$0.3 million	51.00
Daikoku Shoji Co., Ltd.	Planning and operation of restaurants	Asahikawa City, Hokkaido	¥3 million	51.00
Takei Co., Ltd.	Planning and operation of restaurants	Joyo City, Kyoto	¥5 million	51.00
LFD JAPAN Co., Ltd.	Planning and operation of restaurants	Fukuoka City, Fukuoka	¥3 million	51.00

Other Food Related Business (6 companies)

Company name	Business lines	Location (Country or region)	Capital	Percentage of shareholding (%)
Vox Trading Co., Ltd.	Import, export, and sales of agricultural products and foods	Chuo-ku, Tokyo	¥500 million	86.28
Tim Food Co., Ltd.	Production and sales of frozen vegetables, mustard essential oil, and processed foods, etc.	Bangkok, Thailand	Baht 202 million	73.81
PT. Java Agritech	Agricultural management and processing and sales of agricultural products, etc.	Semarang, Middle Java, Indonesia	Rp.21.2 billion	82.90
Delica Chef Corporation	Production and sales of ready-made dishes, baked bread, and dessert products	Kuki City, Saitama	¥60 million	100.00
House Logistics Service Corporation	Transport and warehouse operations	Higashiosaka City, Osaka	¥80 million	100.00
House Food Analytical Laboratory Inc.	Analysis service concerning safety and sanitation of foods	Yotsukaido City, Chiba	¥60 million	100.00

Common (2 companies)

Company name	Business lines	Location (Country or region)	Capital	Percentage of shareholding (%)
House Business Partners Corporation	Undertaking of outsourced operations of the Group	Higashiosaka City, Osaka	¥10 million	100.00
PatchworkQuilt Inc.	Undertaking demonstration of new value and new business within the Group	Chiyoda-ku, Tokyo	¥10 million	100.00

Equity-method Affiliates (4 companies)

Company name	Business lines	Location (Country or region)	Capital	Percentage of shareholding (%)
Ichibanya Midwest Asia Co., Ltd.	Operation of restaurants in Thailand	Bangkok, Thailand	Baht 50 million	23.87
Vox Trading (Thailand) Co., Ltd.	Export sales of vegetables in Thailand	Bangkok, Thailand	Baht 23 million	42.28
Sanyo Can Corporation	Production and sales of retort pouched products and canned products, etc.	Fukushima City, Fukushima	¥155 million	30.97
F-LINE Corporation	Transport and warehouse operations	Chuo-ku, Tokyo	¥2,480 million	26.08

Corporate Information

Company overview (As of March 31, 2024)

Name	House Foods Group Inc.
Founded	November 11, 1913
Established	June 7, 1947
Capital	¥9,948,323,523
Business lines	To propose Group strategies, provide management support for business companies (domestic and overseas), and to supervise the International Business
Number of employees	448 (6,543 on a consolidated basis)

External evaluations (As of July 31, 2024)



2024 CONSTITUENT MSCI Nihonkabu ESG SELECT LEADERS INDEX

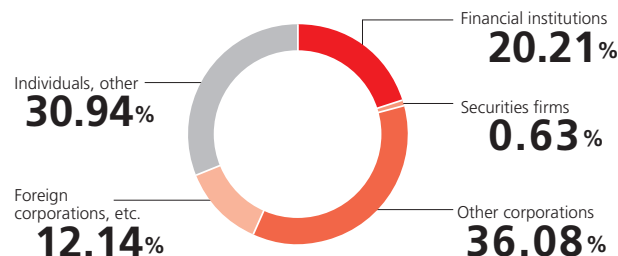
The inclusion of House Foods Group Inc. in any MSCI index, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of House Foods Group Inc. by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

Stock information (As of March 31, 2024)

Stock summary

Number of shares issued	100,750,620 shares
Number of shares authorized	391,500,000 shares
Number of shareholders.....	72,388 people
Number of shares per trading unit	100 shares

Breakdown of shares by type of shareholder



Note: Treasury shares are included in "Individuals, other."

Principal shareholders

	Number of shares held (shares)	Percentage of total shares outstanding (%)
House Kosan Co., Ltd.	10,711,116	11.06
The Master Trust Bank of Japan, Ltd. (Trust account)	8,836,100	9.12
HKL Co., Ltd.	7,908,100	8.16
Urakami Foundation for Food and Food Culture Promotion	2,900,218	2.99
Sumitomo Mitsui Banking Corporation	2,201,027	2.27
House Koushinkai	2,098,301	2.17
Setsuko Urakami	1,869,569	1.93
Nippon Life Insurance Company	1,844,810	1.90
Custody Bank of Japan, Ltd. (Trust Account)	1,803,100	1.86
Sumitomo Mitsui Trust Bank, Limited	1,750,000	1.81

Note: Percentage of total shares outstanding is calculated by excluding the number of treasury shares (3,870,800 shares).

Information for investors

Fiscal year	From April 1 to March 31
Interim dividend system	Yes
General Meeting of Shareholders	Held annually in June
Stock transfer agent and account management institution for special accounts	Sumitomo Mitsui Trust Bank, Limited 1-4-1 Marunouchi, Chiyoda-ku, Tokyo
Stock transfer agency handling office	Sumitomo Mitsui Trust Bank, Limited Stock Transfer Agency Business Planning Dept. 4-5-33 Kitahama, Chuo-ku, Osaka 168-0063, Japan
Mailing address and Contact	Sumitomo Mitsui Trust Bank, Limited, Stock Transfer Agency Business Planning Dept. 2-8-4 Izumi, Suginami-ku, Tokyo Tel: 0120-782-031
Method of public notice	By electronic public notice, published on the Group's website: https://housefoods-group.com . However, should circumstances prevent electronic public notice, the notice shall be published in <i>The Nihon Keizai Shimbun</i> .
Stock exchange listing	TSE Prime Market
Stock code	2810