

Policy for Integrated Report 2025

In addition to developing a wide variety of foods and services, including curry and spices, the House Foods Group is expanding its unique businesses globally, leveraging the know-how it has cultivated in Japan.

Our Group is transforming in big ways toward the goal of becoming a corporate group able to achieve sustainable growth even in a rapidly changing business environment.

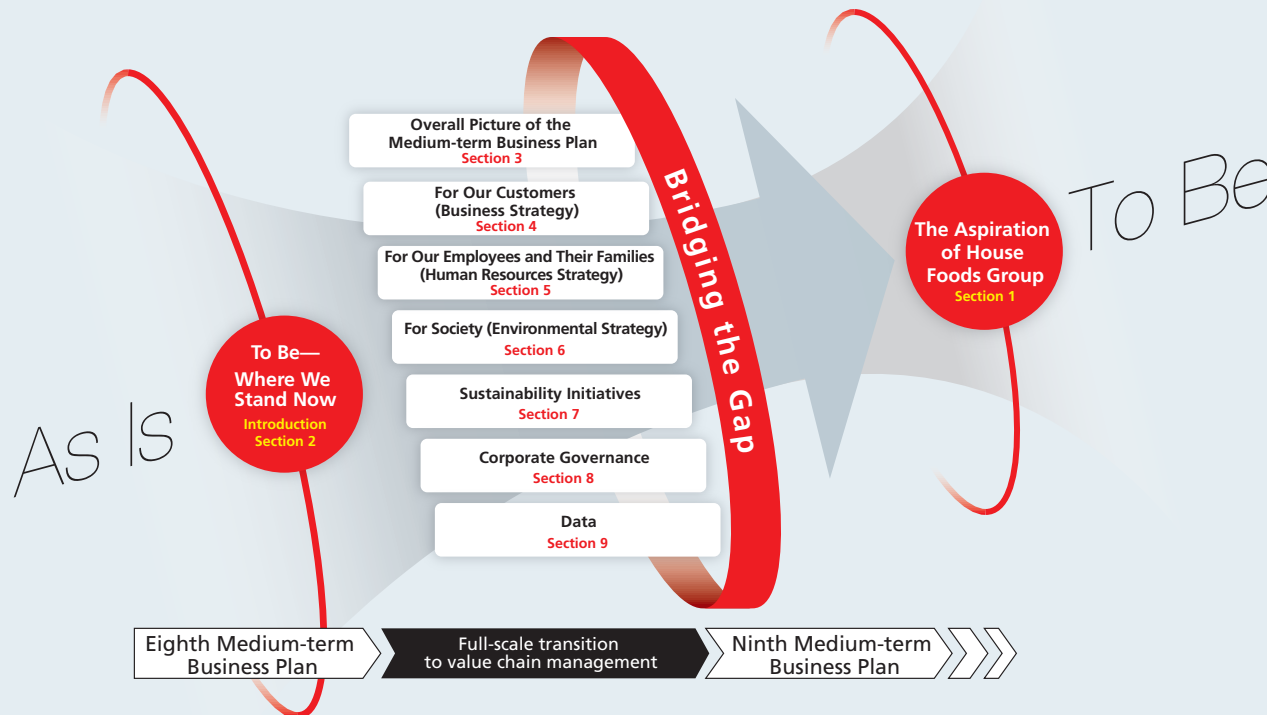
To continue creating new value, we will review how we build our business and transition to value chain management that leverages our strengths.

We are working to establish a system for full-scale transition under our next (ninth) Medium-term Business Plan.

We are in a transitional period of change, and so we recognize that some aspects of these challenges may not be readily apparent to those outside the company.

That is precisely why this report emphasizes clearly explaining the direction our Group plans to go and why.

By working with all of you, we look forward to creating a vision for the future together.



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Editorial Policy

House Foods Group Integrated Report 2025 comprehensively describes the overall picture of the Group, its strategies for creating corporate value, and its governance systems such that shareholders, investors, and all other stakeholders deepen their understanding of the Group's medium- to long-term value creation. The IFRS Foundation's "The Integrated Reporting Framework" and the Ministry of Economy, Trade and Industry's "Guidance for Integrated Corporate Disclosure and Company-investor Dialogues for Collaborative Value Creation" were used as references in the production of this report.

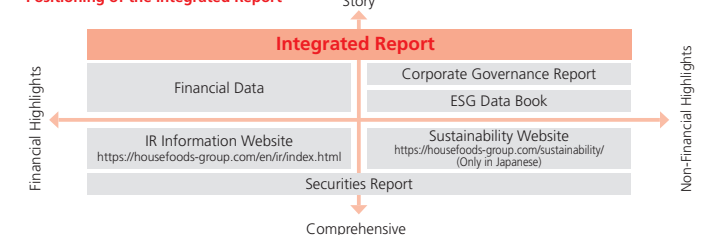
Target Period

While the target period is mainly FY2024 (April 1, 2024, through March 31, 2025), this report provides the latest information at the time of publication where possible.

Notes to Forward-looking Statements

Result forecasts and forward-looking statements in this Integrated Report are derived from the judgment of the Company based on the available information when the report was created, and include latent risks, uncertainties and other factors. Therefore, actual results or developments may differ from such forecasts or forward-looking statements due to changes in various factors.

Positioning of the Integrated Report



At a Glance

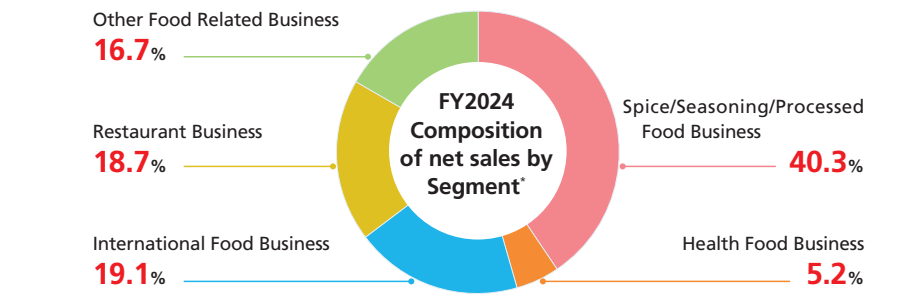
Stable Business Base in Japan

A Group that Is Expanding Globally

FY2024 Business Results

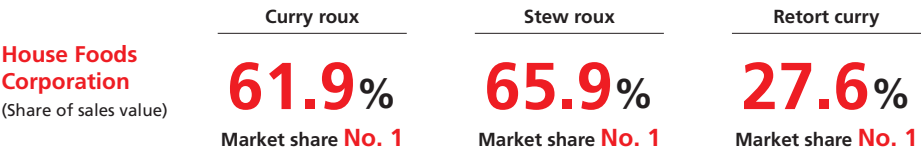


Business portfolio



*Before inter-segment eliminations

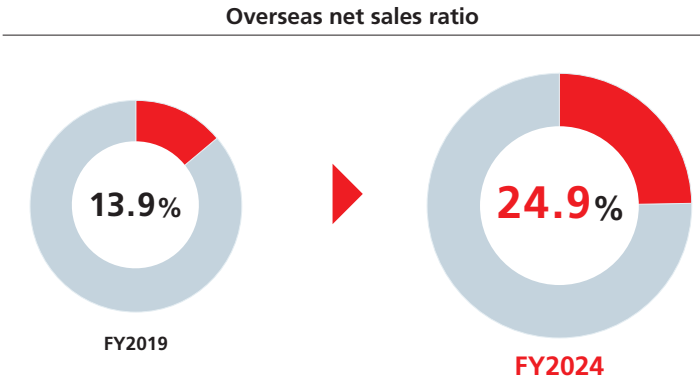
High market share in Japan that forms profit base



*Source: Monthly SRI+ data by INTAGE Inc. (curry roux, stew roux and retort curry markets, April 2024 through March 2025)



*Source: Fuji Keizai, "Food Service Industry Marketing Handbook 2025 No. 1," actual results for 2024



Number of Group companies (As of March 2025)

48 companies



*Equity-method Affiliates (Japan: 2 companies, overseas: 3 companies)

Number of employees (As of March 2025)

6,666



The Path to Value Creation

The House Foods Group carries on its founding spirit of “In every happy home throughout Japan, you will find the warm flavor of home cooking, House,” and has always taken on the challenges of the times and created a new food culture.

In this era of great change, we will continue to take on new challenges so our corporate group can continue to leverage our diversity and group synergies to create value globally.



* PBF (Plant-based food); Plant-derived food
(Note) Primarily use the latest packaging for product images

1913 From 1960 2003 to 2014 2015 onward

Growth Period

Transitioning from herbal medicines to the world of curry
Provide rich dining experiences that go hand-in-hand with Japan's economic growth

- **1913:** Established as Urakami Shoten, an enterprise dealing in herbal medicines
- **1926:** Started producing and selling curry
- **1963:** Launched Vermont Curry
- **1969:** Introduced the first food company product manager system
- **1981:** Opened Los Angeles office
- **1997:** Opened first restaurant in Shanghai



Selection and concentration

Review mature domestic businesses and strengthen profitability
Turn “health” and “overseas” into growth pillars

- **2003:** Introduced Medium-term Business Plan
- **2006:** Established House Wellness Foods
- **2010:** Transferred Mineral Water Business
- **2013:** Shifted to a Holding Company System
- **2013:** Brought Vox Trading into the Group

Striving to become a high quality company that provides “Healthy Life Through Foods”

Target growth from a value chain point of view
Become a corporate group with a global presence

- **2015:** Expanded from upstream to downstream business sectors
Made Ichibanya (2015), Gaban (2016) and Malony (2017) Group companies
- **2018:** In order to transform the Group's diversity into synergies, we started GOT (Groupwide initiatives)
- **2021:** Discovered new growth opportunities from a global perspective
Defined the four-way value chains (Spices, Functional Ingredients, Soybean, and Value-added Vegetables) as the area in which to provide “Healthy Life Through Foods”

Environmental changes that affected Group management

▶ **Rapid economic growth**

▶ **Market maturity**

As the Japanese market enters its mature phase, customer needs are shifting from quantity to quality

▶ **Great East Japan Earthquake**

The growing tendency for people to eat out or buy food to eat at home raises concerns about the sustainability of existing businesses focused on home-cooked meals

▶ **Spread of the COVID-19 pandemic**

Changes in lifestyles and values, changes in awareness of corporate responsibility, and accelerating changes in digital technology

▶ **Rising global inflation**

Rising raw material prices, energy costs, labor costs, etc.

Overseas Expansion

The House Foods Group operates unique businesses around the world, and is not limited to curry.

We are expanding business by creating new food scenes by combining the strengths we have cultivated in Japan with our ability to blend with overseas food cultures to meet the different needs of each development area.

Q. What motivated you to start business in each primary area?

China



Curry

We are focusing on the possibilities represented by China, which has no curry rice culture. Believing that it was important to show people how good Japanese-style curry is, we opened a curry restaurant in Shanghai in 1997. At this restaurant we both demonstrated how delicious Japanese-style curry is to Chinese customers, and investigated whether the market would accept it. Our success here led us to sense further possibilities in the market, leading us to then begin selling retort curry and *Vermont Curry*. We popularized curry by adjusting flavors to suit local needs and selling samples.



Southeast Asia



Vitamin C drinks

In 2011, we established a base for our functional drink business in Thailand. Through our licensing business in Indonesia, we have identified potential needs in Southeast Asia; especially in Thailand, where there is a keen interest in beauty and demand for products that provide adequate intake of vitamin C. At the time, there were bottled drinks containing vitamins in Thailand, but none that allowed people to easily take in vitamins, leading us to utilize the technologies developed in Japan to launch *C-vitt*.



United States



Soybeans

In the 1970s, we attempted to commercialize tofu and soy milk products in Japan, but they failed to achieve significant growth. So, we went looking for markets where we could utilize our soybean technology and know-how, and found a Japanese company that was manufacturing tofu in the United States, and began expanding into that country. The technology was popular, especially among Asians and vegetarians, and its health-conscious and environmentally friendly qualities led to market growth.

