



Financial Results Briefing Material
First Quarter of the Fiscal Year Ending February 2026
TSE Growth Market (Securities Code: 2936)
October 14, 2025

Reinvent staple foods to make a healthy and sustainable lifestyle accessible to all

Our Goal is to Become “Nutrition Infrastructure”





Part 1

Financial Results for the First Quarter (Q2) of the Fiscal Year Ending February 2026 (FY2026)

Executive Summary

Net Sales	¥3.74 Bn	-4.2% YoY	▶ Net sales saw a temporary decline, reflecting a lull in promotional activities that coincided with seasonal factors, including a record heatwave and the Obon holiday period.
In-house EC	¥2.49 Bn	+0.3% YoY	▶ Subscriber growth temporarily decelerated due to a rebound from Q1's aggressive user acquisition and seasonal factors, but net sales remained consistent YoY. Recent performance shows signs of recovery, driven by the launch of new products.
Retail	¥0.95 Bn	-17.9% YoY	▶ A shift to standard shelf positioning for our products reduced in-store visibility. This, combined with seasonal factors, resulted in a YoY decrease in sales. From Q3, we anticipate a sales recovery through a collaboration with a popular character.
External EC	¥0.22 Bn	-0.4% YoY	▶ With no major promotional activities, sales remained at a similar level to the same period of the previous year.
Global	¥0.06 Bn	+52.9% YoY	▶ Sales increased across all operational regions. In Hong Kong, the number of 7-Eleven stores carrying our products expanded to 500, showing steady progress.
Operating Profit Profit Margin(%)	0.02 Bn 0.7%	— YoY +1.7pt	▶ Profitability in Q2 was achieved as planned, driven by an improved gross margin and agile management of fixed costs. In the second half, we will continue to moderately improve our profit margin and reinvest for accelerated growth.

Notes: In this material, amounts less than ¥1 million are rounded down. Ratios are calculated using actual values in one-yen increments and rounded to the first decimal place. QoQ refers to quarter-on-quarter, and YoY refers to year-on-year.

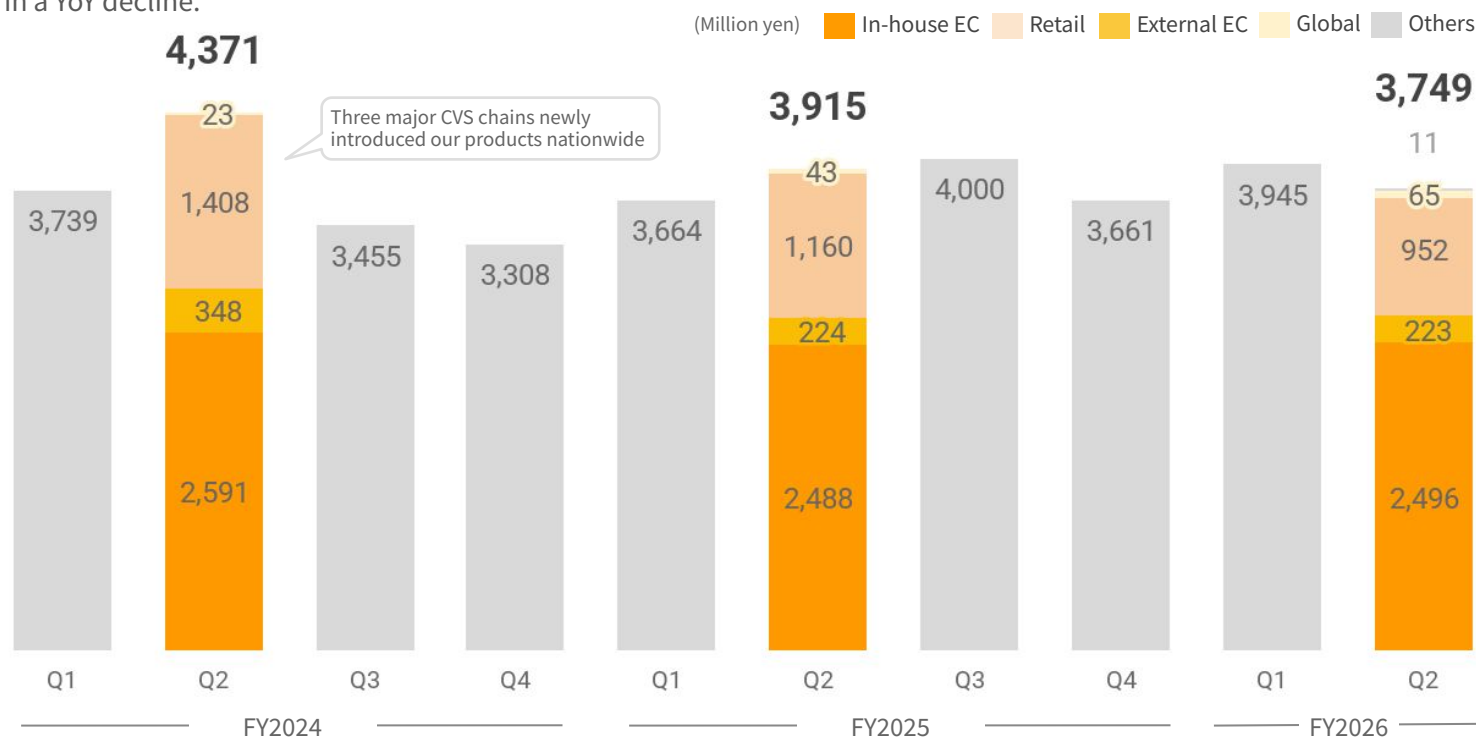
Financial Highlights

While total net sales decreased YoY due to a period of reduced promotional activities and seasonal factors, our focus channel, in-house EC, maintained its performance. Operating profit achieved profitability in Q2 as planned. In line with our initial policy, we will continue to invest in business growth while gradually improving our profit margin towards the end of the fiscal year.

	FY2025 Q2	FY2026 Q1	FY2026 Q2	YoY
Net Sales	¥3.91 Bn	¥3.94 Bn	¥3.74 Bn	-4.2%
In-house EC	¥2.48 Bn	¥2.62 Bn	¥2.49 Bn	+0.3%
Retail	¥1.15 Bn	¥1.00 Bn	¥0.95 Bn	-17.9%
External EC	¥0.22 Bn	¥0.24 Bn	¥0.22 Bn	-0.4%
Global	¥0.04 Bn	¥0.05 Bn	¥0.06 Bn	+52.9%
Gross Profit	¥2.11 Bn	¥2.23 Bn	¥2.14 Bn	+1.0%
Profit Margin (%)	54.2%	56.6%	57.1%	+2.9pt
Marketing Exp.	¥0.85 Bn	¥1.05 Bn	¥0.90 Bn	+5.8%
Cost Ratio (%)	21.9%	26.7%	24.2%	+2.3pt
Operating Profit	-¥0.03 Bn	-¥0.07 Bn	-¥0.02 Bn	+0.6 Bn
Profit Margin (%)	-1.0%	-2.0%	0.7%	+1.7pt

Sales Highlight

Net sales experienced a temporary decline, reflecting a lull in promotional activities that coincided with seasonal factors, including a record heatwave and the Obon holiday period. The retail channel is particularly susceptible to seasonal factors. Furthermore, as products transitioned to the standard item phase, changes in shelf positioning and a reduction in special displays decreased in-store visibility, resulting in a YoY decline.

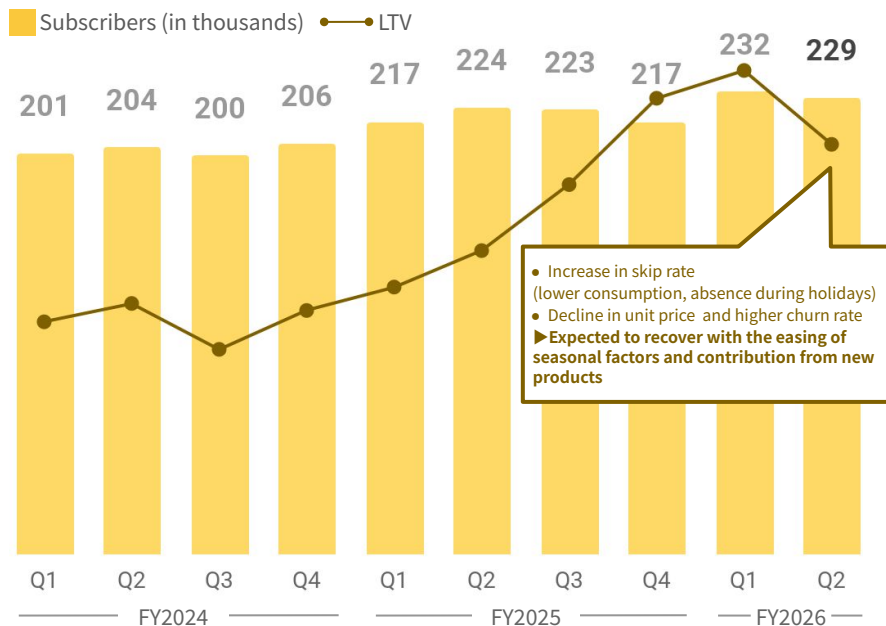


Notes: The "Other" category refers to business segments that are not included in the Complete Nutrition Meals segment, as stated in the "Revenue Recognition" section of the Semiannual Report.

Sales by Channel (In-house EC)

In addition to a rebound from Q1's aggressive user acquisition, a combination of factors—including a higher subscription skip rate due to the heatwave and the discontinuation of some products due to rising raw material costs—led to a temporary deceleration in subscriber numbers and LTV. However, signs of recovery are now visible, driven by the positive impact of new products.

In-house EC Subscribers*¹ & LTV



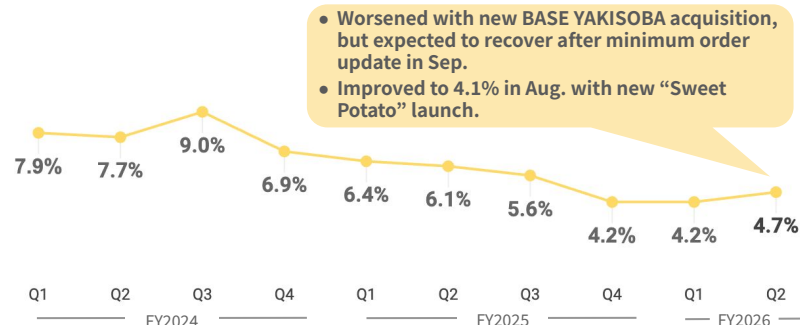
Notes:

1. Actual monthly increases in subscribers (cancellations taken into account).

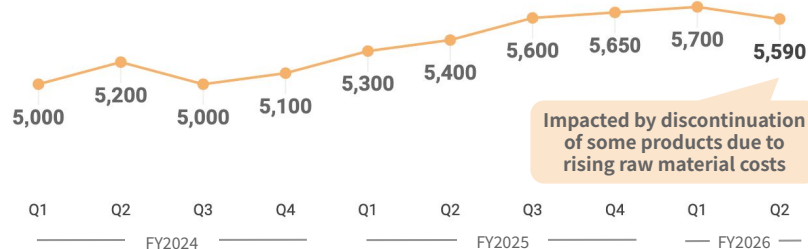
2. The 3-month average of monthly cancellations / previous month's subscribers.

3. Average figure for each fiscal quarter (Q2: Mar. to May), (Q2: Jun. to Aug.), (Q3: Sep. to Nov.), (Q4: Dec. to Feb. next year). Monthly average purchase price = Monthly subscription sales / Monthly subscribers

Churn rate*²



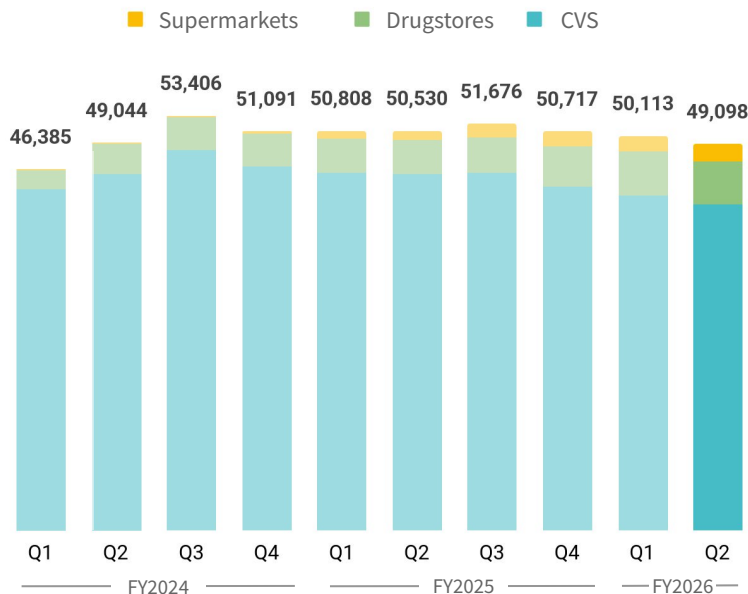
Monthly average customer unit price*³



Sales by Channel (Retail Channel)

In addition to a lull in promotional activities and seasonal factors, sales decreased YoY as products entered the standard item phase, leading to reduced in-store visibility from changes in shelf positioning and displays. In Q3, we plan to enhance in-store exposure through a collaboration with a popular character (details on p.15) to drive the recovery of both the number of carrying stores and sales per store.

Store Network*1



Percentage of new in-house EC users who had previously purchased at retail stores*2

Approx. 49%

Plays a key role in driving awareness and acquisition for in-house EC

Expansion Opportunities

Total Stores in Japan	CVS 	Drugstores 	Supermarkets 
	55,810*3	22,621*4	23,028*5
Distrib. Rate*6	74.1% YoY -7.0pts	24.7% YoY +5.5pts	9.5% YoY +5.4pts

Monthly Sales per Store*7



Notes:

- The number of stores which stocks our products.
- This refers to first-time buyers on our in-house EC platform (both one-time and subscription). It concerns the percentage of respondents who answered "Convenience store," "Gym," "Supermarket," and "Drugstore." to the question "Have you ever purchased Base Food products before?"
- The total number of stores on an all-store basis from the "Convenience Store Statistical Survey Monthly Report August 2023" by the Japan Franchise Chain Association.

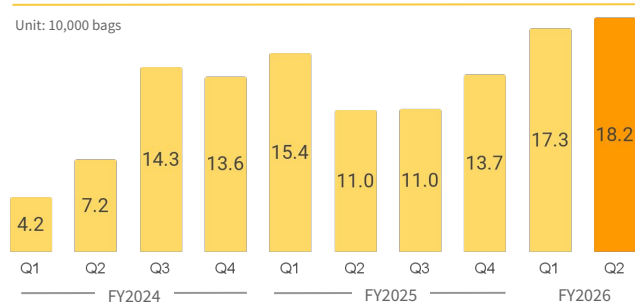
- The store count summary of regular members as of June 2023 from the Japan Chain Drug Store Association.
- The number of supermarket stores as of December 31, 2022, from the National Supermarket Association.
- As of the end of August 2025.
- Quarterly average. Monthly sales per store = Monthly sales of the entire retail channel / Number of stores.

Overseas Sales

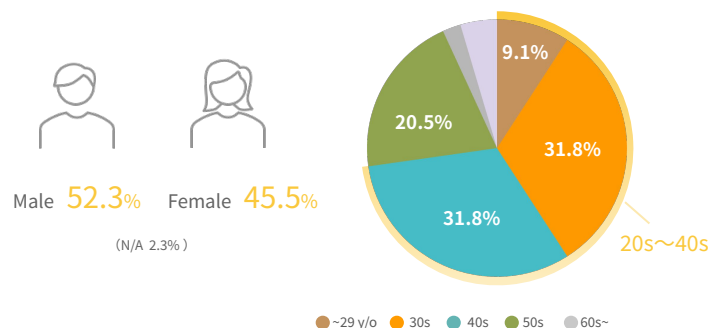
Under our policy of concentrating resources in East Asia, we enhanced the user experience of our EC sites, resulting in sales growth across all active regions. In Hong Kong, progress remains steady, with the number of 7-Eleven stores carrying our products expanding to 500.

Trends in Quarterly Volume of Bags Sold

Unit: 10,000 bags



Popular Among the Working-Age Demographics * 1



Notes:

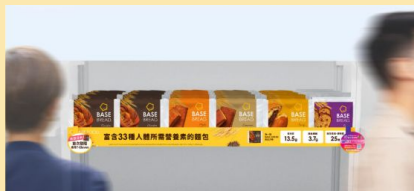
1. Based on the questionnaire results for users after subscription purchases on the Hong Kong in-house EC.

Summary

Hong Kong

Expansion Stage

- The total number of stores carrying the products at 7-Eleven, which holds a dominant share in the local CVS market, has expanded to **500 locations**.
- With a strategic focus on the Asian region, system development—centered on improving the user experience of the in-house EC—is being strengthened to enhance customer experience and drive growth in subscription users.



China

Preparation Stage

- Signed a basic agreement for a manufacturing and sales partnership with a major local food company under a revenue-sharing model
- Targeting sales launch during FY2026

Taiwan

Validation Stage

- System development of the inhouse-EC site is being strengthened, with acquisition efficiency assessed through improved operational infrastructure.

South Korea

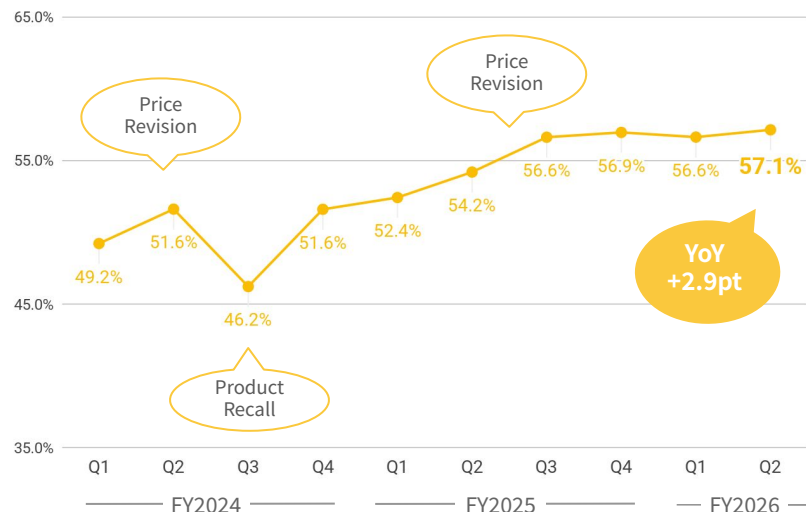
Validation Stage

- Launched in-house EC in July 2025 to advance full-scale validation.

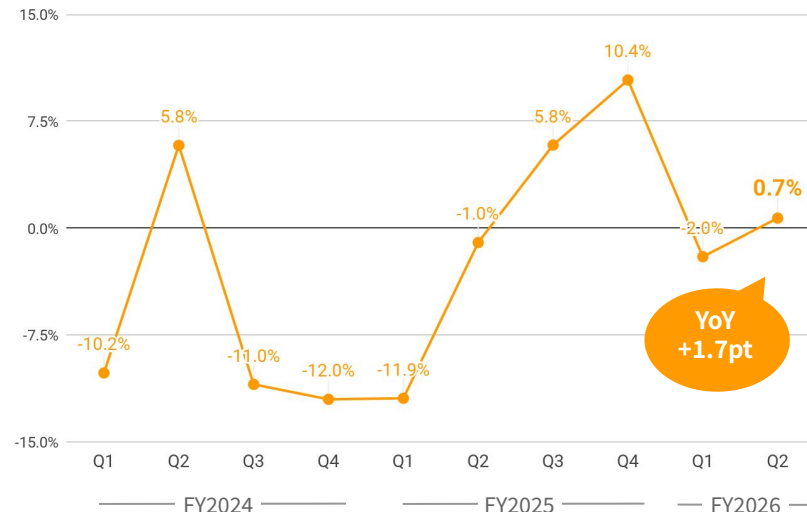
Profit Highlights

Gross margin improved due to cost reduction measures from the renewal of the "BASE BREAD" series and an increased sales mix from high-margin channels. Operating margin achieved profitability as planned, driven by continued gross margin improvement and agile management of fixed costs.

Gross Margin



Operating Margin

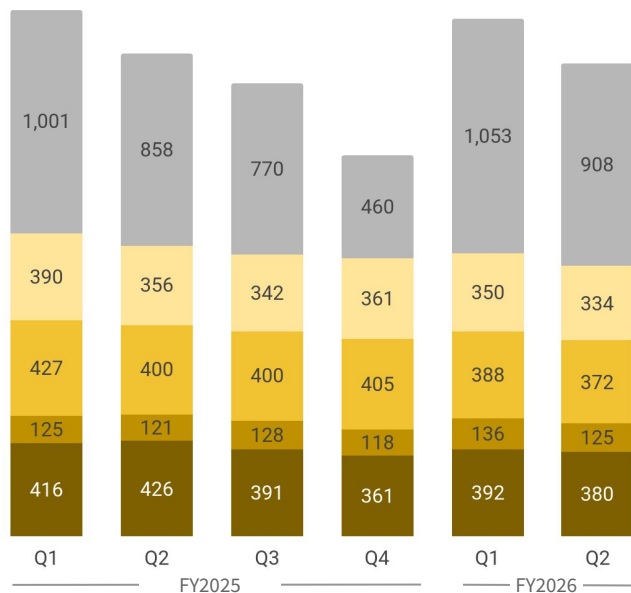


SG&A Trends

While carefully assessing acquisition efficiency, we adjusted our marketing cost, resulting in 2.3pt QoQ decrease in the SG&A ratio. Fixed costs, excluding marketing, remained consistent. Although the ratio temporarily increased due to lower sales, costs are being managed flexibly, and we are on track to achieve full-year profitability.

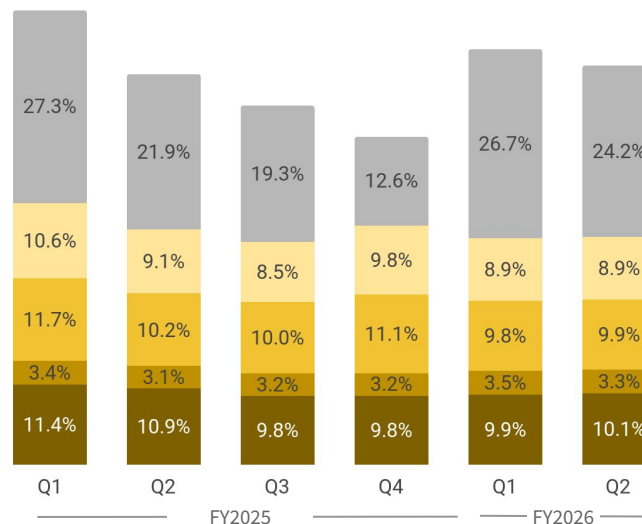
Breakdown of SG&A Expenses (JPY MM)

■ Marketing ■ Others*¹ ■ HR ■ Transaction ■ Packing & Transportation*²



SG&A-to-Sales Ratio Trend (%)

■ Marketing ■ Others*¹ ■ HR ■ Transaction ■ Packing & Transportation*²



Increased use of courier services due to logistics constraints during the Obon holiday period led to higher shipping costs.

Notes: Accounts are based on managerial accounting.

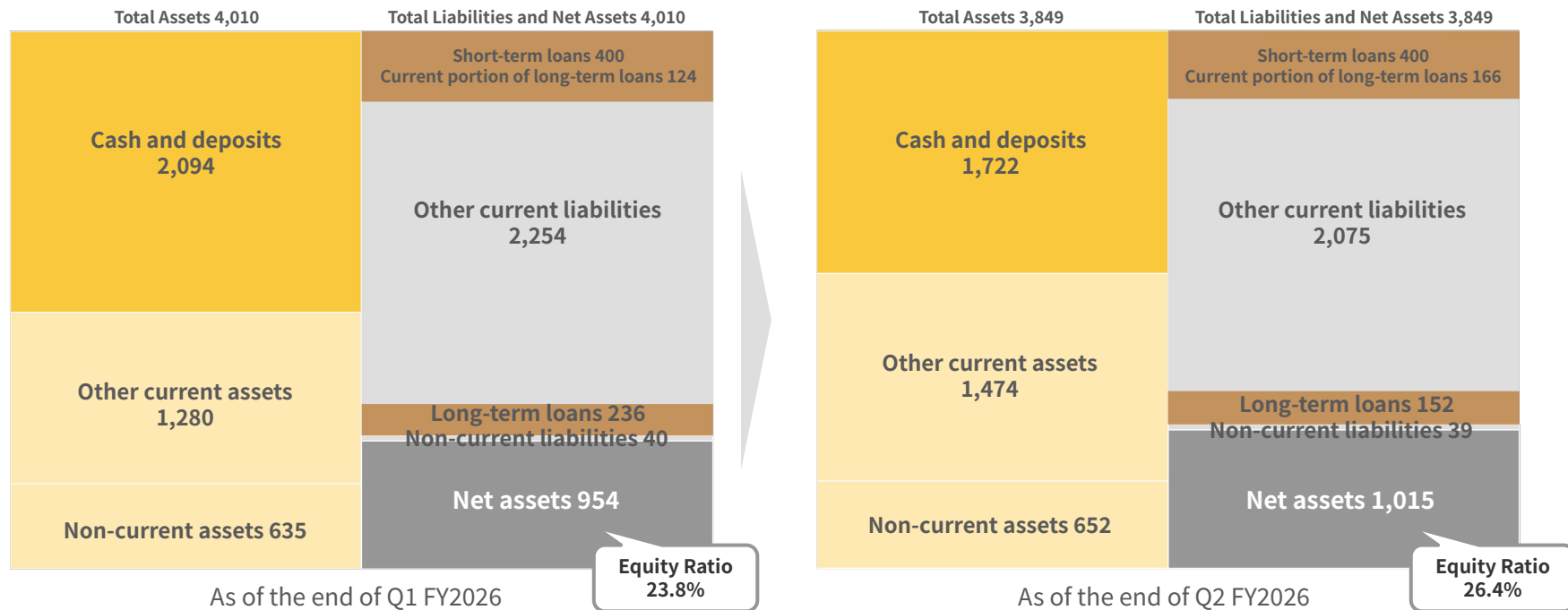
1. Research and development expenses, outsourcing and commission expenses, etc.

2. Includes warehouse and personnel expenses.

Balance Sheet

Profitability has strengthened the stability of our financial foundation. The decrease in cash and deposits was in line with expectations, resulting from the payment in Q2 of accounts payable related to the intensified advertising investments made in Q1.

(Million Yen)



New Product Launches and Renewal Achievements

BASE BREAD Series

● New launch: "BASE BREAD - Sweet Potato" on July 30

- **Sold 500,000 bags in approximately 1 month**, the fastest in company history. It quickly became the No. 2 product among subscribers, second only to the popular "Chocolate" flavor, **and has been very well-received by users, with comments like "the most delicious in the series."**
- The new product launch contributed to an improved monthly churn rate for August of 4.1% and a higher LTV.
- Aiming to expand shelf space in retail stores for the autumn season.



Actual User Reviews

★★★★★ ご購入者さま | 購入確認済み

今までのシリーズで一番おいしい

今までのシリーズで一番おいしい

商品: BASE BREAD® さつまいも

★★★★★ ご購入者さま | 購入確認済み

BASEプレート過去最高に美味しい一品だと思います。

BASEプレート過去最高に美味しい一品だと思います。

BASEさんの不断の努力に感謝します。

商品: BASE BREAD® さつまいも

★★★★★ しなさま | 購入確認済み

生地が一段と柔らかくなって 栄養補助食品と思えないくらい 美味しかったです！

生地が一段と柔らかくなって

栄養補助食品と思えないくらい

美味しかったです！

商品: BASE BREAD® さつまいも

★★★★★ ご購入者さま | 購入確認済み

No1!!

ブレッド各種食べましたが、さつまいもが1番しっとりとして美味しいです！

商品: BASE BREAD® さつまいも

New Product Launches and Renewal Achievements

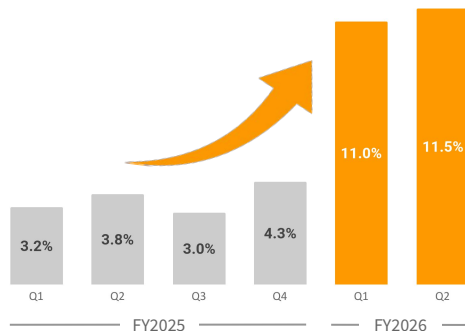
BASE YAKISOBA series

● BASE YAKISOBA series

- New launch: "Tom Yum Mazesoba" on September 24
 - Has received the highest taste rating in the series' history*¹
- The sales composition ratio of BASE YAKISOBA is growing steadily
 - To accelerate growth, the minimum purchase quantity for all "BASE YAKISOBA" series products on our in-house EC was lowered from 4 to 2 units, effective September 24. **This change is intended to encourage new and repeat orders.**



Sales composition ratio of BASE YAKISOBA to total net sales



● BASE RAMEN series

- The anticipated "BASE RAMEN" will be launched on October 22.
 - Two classic flavors: "Chicken Shoyu Ramen" and "Miso Ramen."
 - Aiming for a "healthy and delicious cup ramen with a clean taste," we developed a new non-fried, whole-wheat-based noodle specifically for BASE RAMEN.
- We will enter the cup ramen market, the core of the instant noodle industry, to expand into more "healthy x time-efficient" eating occasions.



Notes

1. Results of a sensory evaluation conducted with Ajinomoto Co., Inc. in a business tie-up.

Business Topics

"Sumikko Gurashi x BASE FOOD" Collaboration Campaign

- A collaboration campaign with the popular character "Sumikko Gurashi" will run from October 1, 2025, to December 17, 2025.
- Various initiatives, including limited-edition BASE BREAD packaging, exclusive novelty goods, and original design boxes, are scheduled to be rolled out sequentially across all sales channels¹.
- **The collaboration aims to increase in-store visibility, encourage trial purchases, and acquire new users.**



Launch of BASE FOOD for Office

- **Launched the corporate subscription service "BASE FOOD for Office"² at the end of September 2025.**
 - The number of corporations certified for Health and Productivity Management has increased by approximately 2.4 times over the past five years, indicating a growing need for "health support" as an employee benefit³.
- Currently in the business validation phase, we aim to identify successful models tailored to the needs of small, medium, and large enterprises and to build a scalable business model.



Notes

1. Retail stores: Applies to shipments from October 1 (Tue) to October 31 (Fri), 2025.

2. "BASE FOOD for Office" Website (<https://shop.basefood.co.jp/for-office>)

3. Source: Ministry of Economy, Trade and Industry, Commerce and Service Industry Policy Group, Healthcare Industries Division, "Secretariat Document ① for the Second Meeting of the Health and Productivity Management Promotion Study Group," p. 2 and p. 11.



Part 2

FY2026 Forecast

Full-Year Forecast for FY2026

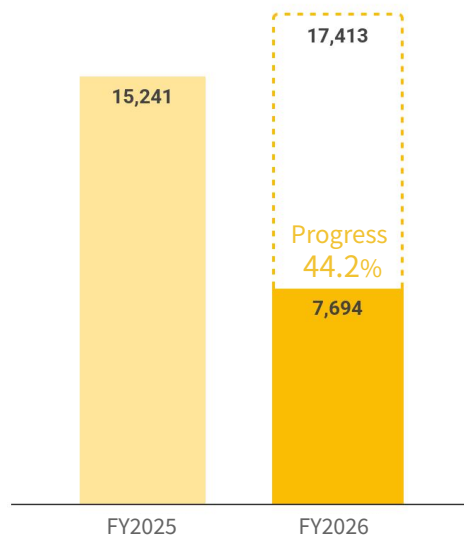
The financial forecast is as follows, with no changes from the initial forecast at the beginning of the fiscal year.

	FY2025 Full-Year Result	FY2026 Full-Year Forecast	YoY
Net Sales	¥15.24 Bn	¥17.41 Bn	+14.2%
Gross Profit	¥8.38 Bn	¥9.97 Bn	+19.1%
Profit Margin (%)	55.0%	57.3%	+2.3pt
Operating Profit	¥0.13 Bn	¥0.19 Bn	+41.8%
Profit Margin (%)	0.9%	1.1%	+0.2pt

Notes : Although we expect to report a profit at each level below operating income, specific figures are not disclosed at this time, as the amount of SBIR grant income—planned to be recorded as non-operating income—has not yet been finalized.

Full-Year Forecast for FY2026

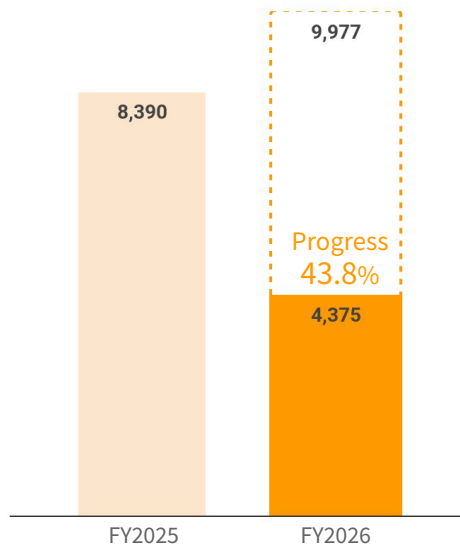
Net Sales (JPY MM)



Progress is slightly behind plan

- Progress slowed in Q2 due to seasonal factors, with the progress rate at 44.2%.
- In the 2H, growth will be driven by new product launches and promotions.

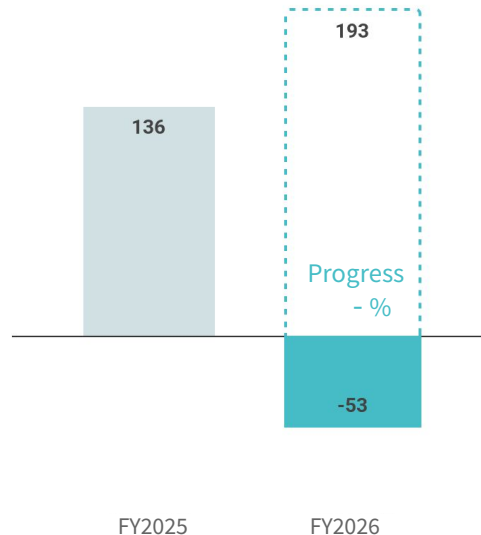
Gross Profit (JPY MM)



Profit margin is on plan

- Due to the sales delay, the progress rate on a monetary basis was 43.8%.
- However, the profit margin improved from Q1 (56.8%) to Q2 (57.1%) and is on track toward the full-year target of 57.3%.

Operating Profit (JPY MM)



Progress is ahead of plan

- The cumulative loss for the 1H was reduced to -¥0.05 Bn yen, better than expected.
- In the 2H, while strengthening promotions, we will manage investment efficiency and fixed costs to achieve full-year profitability.

Image of Quarterly Sales Trend

Net sales temporarily declined in Q2 due to a lull in promotional activities combined with seasonal factors, making second-half performance critical to achieving the full-year sales target. We will drive growth and sales recovery by focusing on a strong pipeline of new products.

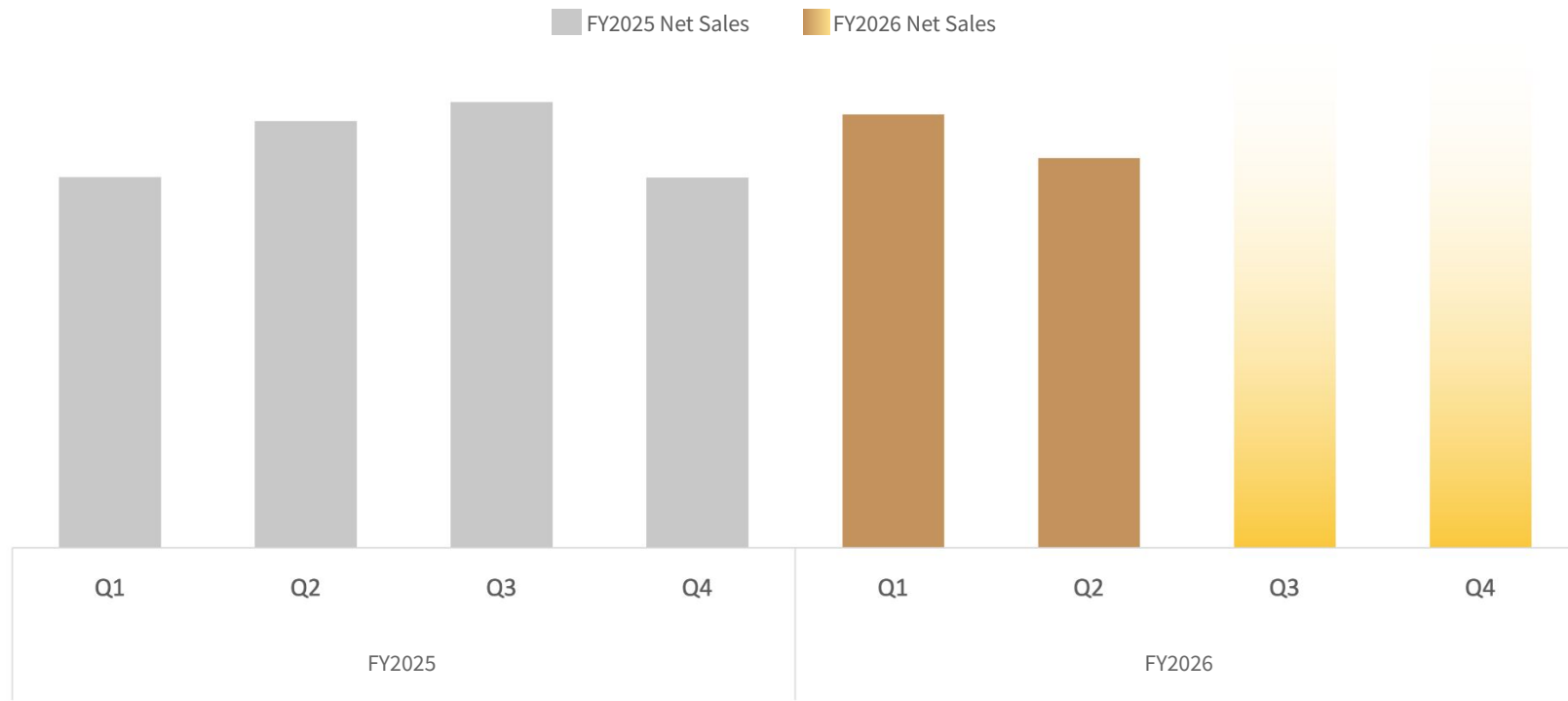
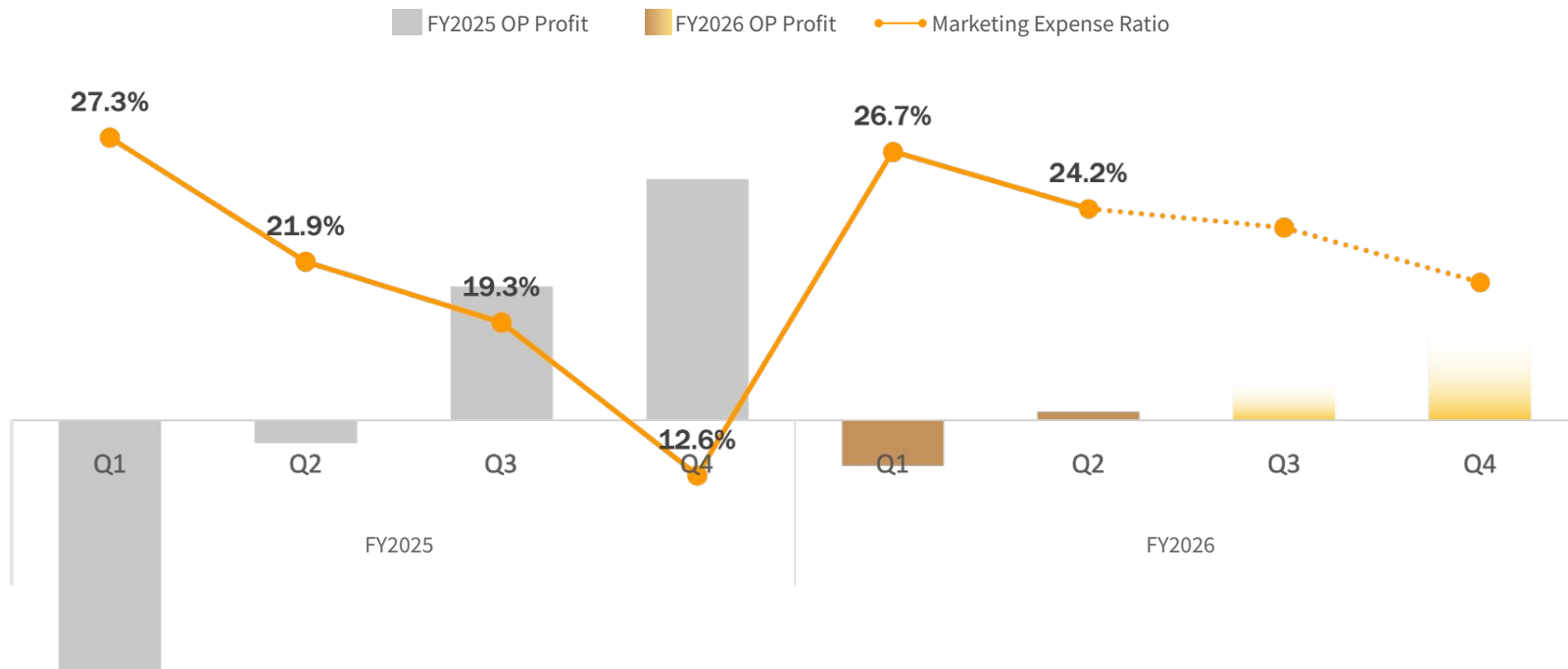


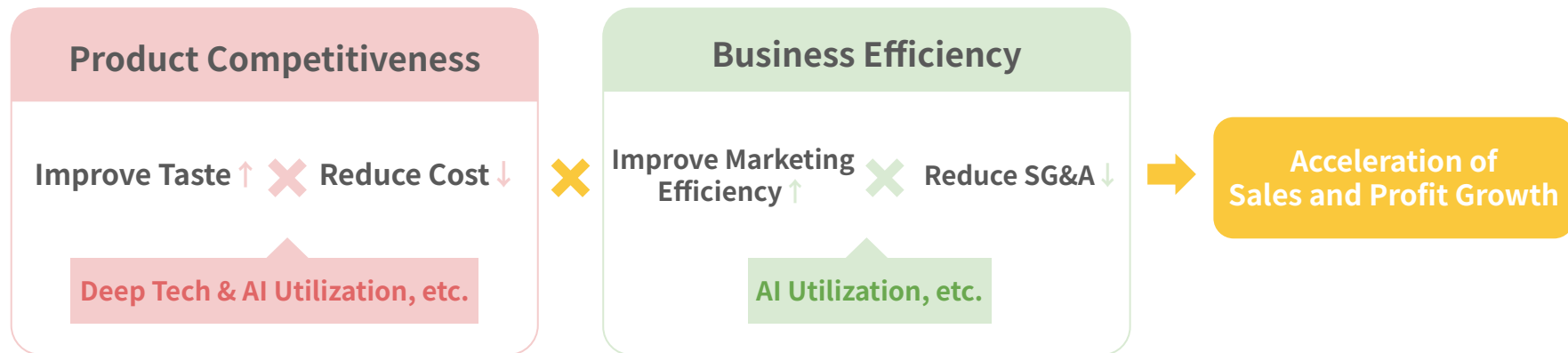
Image of Quarterly Operating Profit Trend

In the second half, new product launches and large-scale promotional campaigns are expected to maximize advertising effectiveness and improve acquisition efficiency. Leveraging this opportunity, we will flexibly allocate advertising investments based on sales trends, aiming to achieve both improved advertising efficiency and revenue growth.



Growth and Competitive Advantage

Although sales decreased YoY in Q2, we achieved positive results in improving taste, reducing costs, and cutting SG&A expenses. These elements are the foundation for future sales and profit growth, and our growth potential and competitive advantage were further strengthened in Q2.



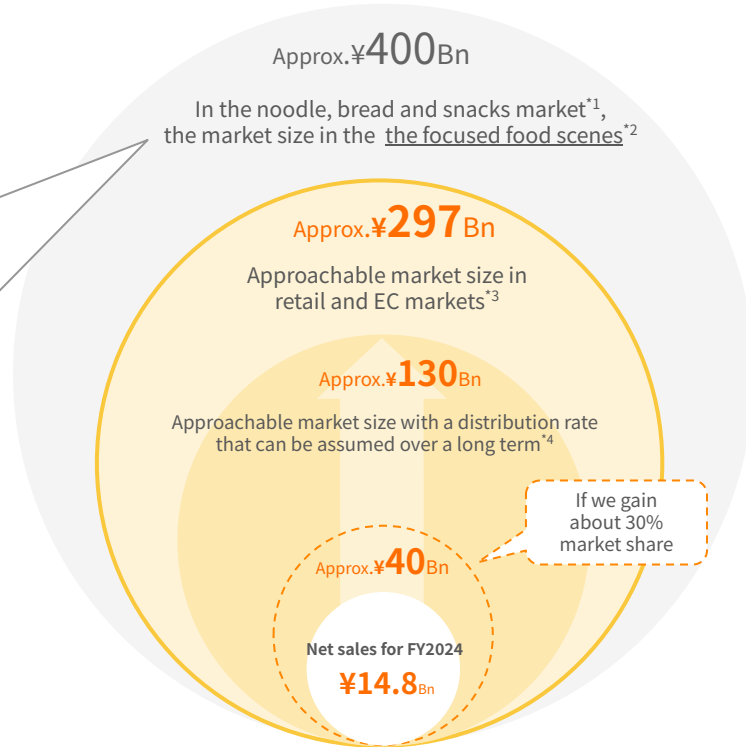
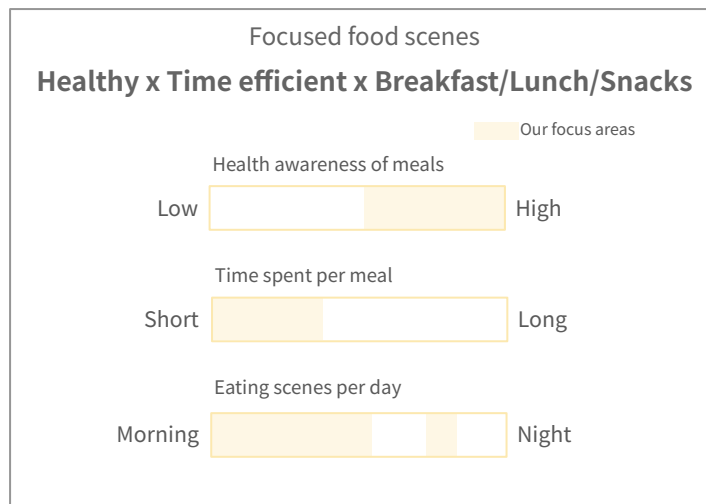


Part 3

Future growth strategy

Domestic Target Market

In the vast food market, work to expand our share in food scenes where our strengths of “healthy x time efficient x breakfast/lunch/snacks” overlaps



Notes:

- Figures for “noodles,” “snacks” and “bread” are the value for “noodles,” the combined value for “biscuits and cookies” and “crackers” in the “confectionery and snacks” segment, and the value for “total bread market,” respectively, provided by Fuji Keizai Co., Ltd.
- Calculated by using the rate in the “axis of time x unit price” in the food scenes in which we excel (based on our research) and the rate of health-conscious consumers (based on the Survey of Consumer Trends (January 2024) by Japan Finance Corporation) as coefficients
- Retail stores refer to mass merchandisers, CVS, and drugstores, and excludes restaurants, bakeries, etc. Calculated by using the composition ratio of sales trends by channel for each category (based on Fuji Keizai Co., Ltd.) as coefficients
- Calculated by multiplying the distribution rate by channel for each category that we can assume in the future

Growth Strategy (1)

Expand sales channels and Acquisition of Trial Users

Expand sales channels

- The expansion opportunity of at drugstores and supermarkets is approx. 80%*¹
 - Aim for continuous distribution with **product and package tailored to each channel's user base**

Example at Costco:
12-pack to cater to bulk purchase demand



- Diversify the customer inflow channels to our in-house EC by **cultivating sales channels that are different from retailers**

Example:



Introduction to corporate offices that pursue health management



Coordination with health checkups and specific health guidance programs

Expand product categories

- Increase in-store exposure by expanding the categories and realizing **display on shelves other than for bread**
- Work to capture customers of different attributes and needs by offering variations in tastes and categories

Example:



Chocolate bread
×
Users on a diet



Pancake mix
×
Family customers



Cup noodle
×
Business persons



Koshian
×
Senior generation

Inflow to our in-house EC

Foster users after their inflow (next page)

Notes:

1. Calculated by using the number of stores to which our products are distributed as of the end of August 2024, based on the total number of drugstores and supermarkets in Japan (drugstores: using the number of stores by Japan Association of Chain Drug Stores; supermarkets: using the number of stores by National Supermarket Association of Japan)

Growth Strategy (2)

Inflow from Retail Stores and Other Sales Channels

Enhance LTV of Our In-House EC Users

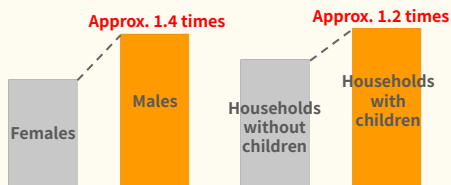
Optimize Customer Composition

- Increase user segments with relatively high LTV
 - High-spending segments:

- **Male users**

- **Household users with children**

Sales per customer*¹ over a 3 months period:



- Segment with relatively low churn rates :
 - **Users who have purchased our products at retail stores**

Increase Purchase Price

- Drive **cross-selling by expanding categories beyond** core products (BREAD series)



- Strengthen measures aimed at increasing purchase price in terms of services as well

Further Improve Churn Rate

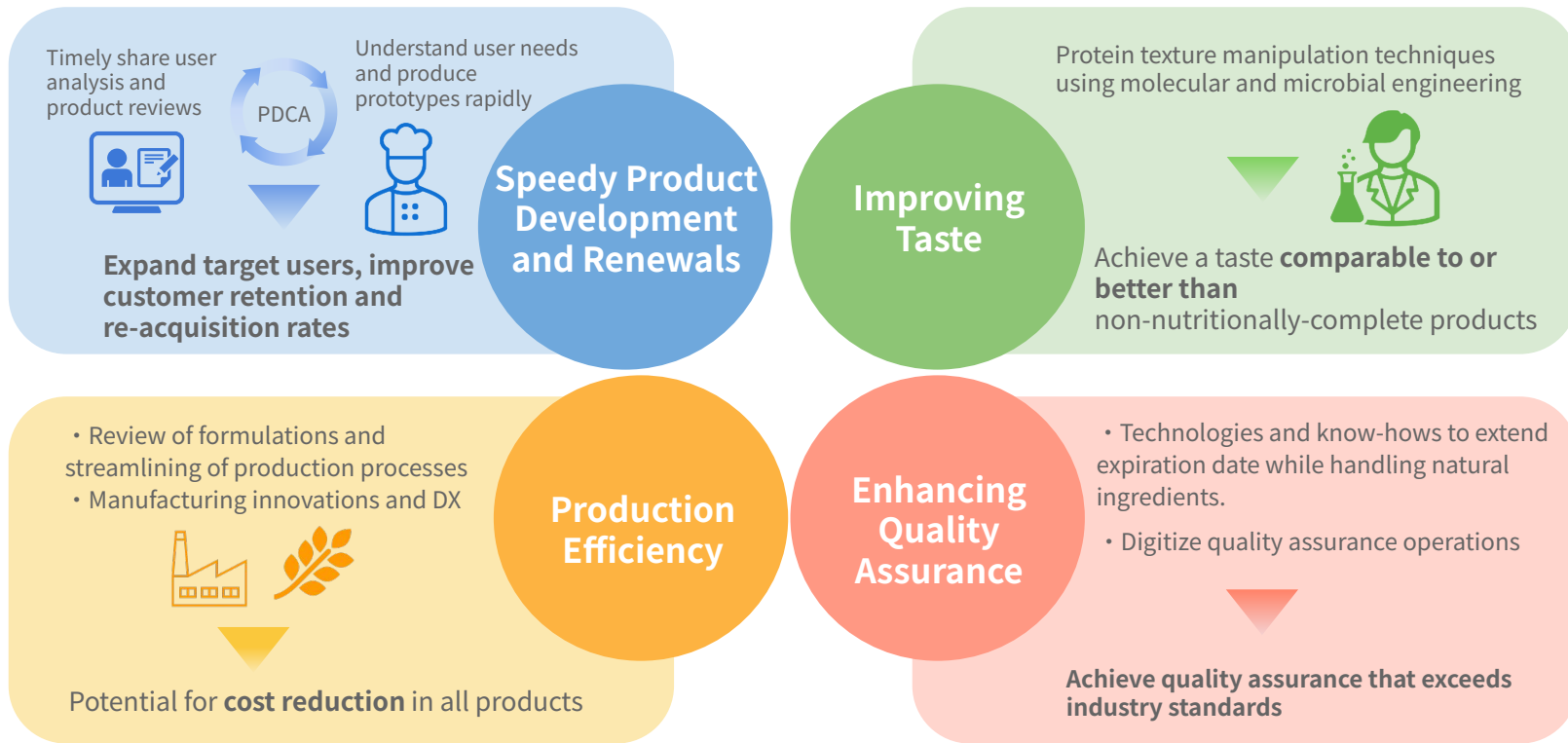
- Continuously introduce new products
 - The main reason for cancellation is “getting tired of the taste and unable to finish all”
 - Based on past results, **the churn rate tends to decrease when new products are introduced**

Churn rate trends by month for FY2025:



R&D Strategy

Our R&D group is working on "speedy product development and renewals", "improving taste", "product efficiency" and "enhancing quality assurance". We are strengthening deep and digital technology as a driver to accelerate business growth and propel mission accomplishment.



Global Strategy

Enter into overseas markets while controlling large-scale investments during the start-up phase by taking such measures as efficiently enhancing brand recognition through omni-channel development and alliances with local partners that have manufacturing bases and sales channels

Export Strategy

Expand brand recognition efficiently via omni-channel strategies through cross-border EC and retail stores

- ✓ Directly collect feedback of local users through cross-border EC to **efficiently conduct verification**
- ✓ Leverage domestic sales track record and retail networks to **enter local stores and enhance product recognition.**
 - Expanded to 300 stores at Hong Kong 7-Eleven.

Local manufacturing strategy

Alliance with local partners

- ✓ **Minimize initial investment** by partnering with those who have local manufacturing and sales networks
- ✓ **Accelerate market entry** by collaborating with partners knowledgeable about local regulations and practices

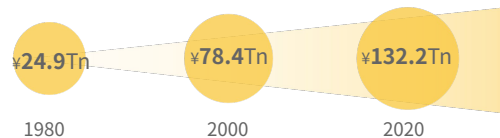
Mission & Business Model

Social Issues in Japan

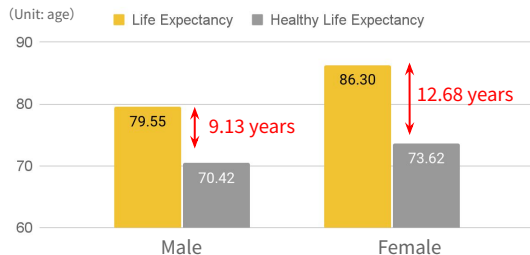
Extension of Healthy Life Expectancy

Increase in Social Security Expenses*1

We aim to reduce social security benefit expenses by extending healthy lifespans

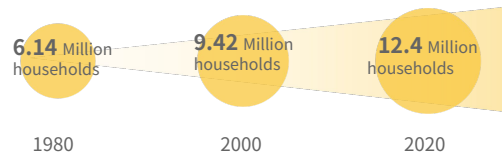


Gap between life expectancy and healthy life expectancy*2

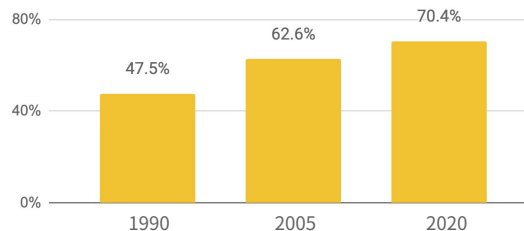


Less Time Spent for Meal Preparation

Increase of Dual-Income Households*3*4

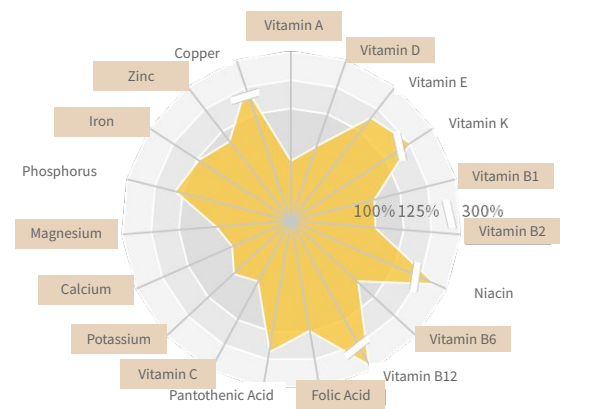


Increase in people who don't want to spend much time on cooking*5



Improvement in Nutritional Balance

Dietary Imbalance*6 in Daily Nutrient Intake for Adult Men



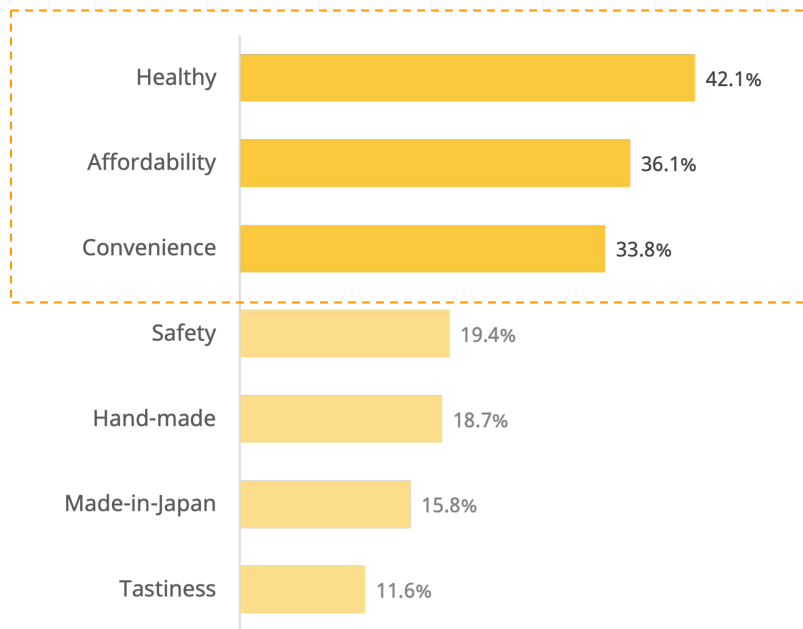
Notes:

- "The Financial Statistics of Social Security in Japan Fiscal Year 2021." by the National Institute of Population and Social Security Research.
- Average life expectancy (2010) based on "The 22nd Life Tables" by the Ministry of Health, Labour and Welfare of Japan. Healthy life expectancy (2010) is based on the "Future Projection of Healthy Life Expectancy and Cost-Effectiveness of Lifestyle Disease Prevention," a research funded by the Health Labour Sciences Research Grant.
- Figures for 1980 and 2000 are from the "Special Survey of the Labor Force Survey" by the Statistics Bureau of Japan, and figures for 2020 are from the "Labor Force Survey (Detailed Tabulation) (Annual average)" by the Statistics Bureau of Japan.
- Households in which both the husband and wife are employees in sectors other than agriculture and forestry.
- In the "Lifestyle Stationary Measurement Report 2020" by Tokyo Gas Urban Life Research, the percentage of people who answered either A or likely A in a question regarding cooking of: "A. Not taking time for cooking" or "B. Taking time for cooking." The survey covered 3,991 members of the Tokyo Gas Urban Life Inquiring Points (TULIP), who are over the age of 20 and live in Tokyo, Kanagawa, Chiba, and Saitama Prefectures.
- The % of nutrient intake for each nutrient = the average nutrient intake for males of 20-29 years old males in 2019 (based on the "National Health and Nutrition Survey, Nutrient Intake Status Survey" conducted by the National Institute of Health and Nutrition) / the recommended or reference nutrient intake levels for males aged 18-29 (based on the "Dietary Reference Intakes for Japanese (2020 Edition)" by the Ministry of Health, Labour and Welfare)

Why BASE FOOD?

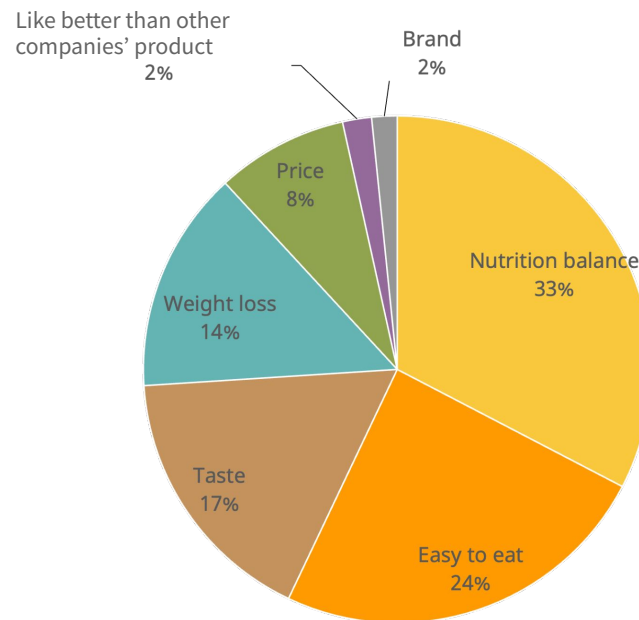
BASE FOOD accurately meets the high demand for convenient and affordable balanced meals

Top 3 Preferences for Meals*¹



Why Users Continue to Choose BASE FOOD

n = 459 (multiple answers allowed), 1,059*² answers received



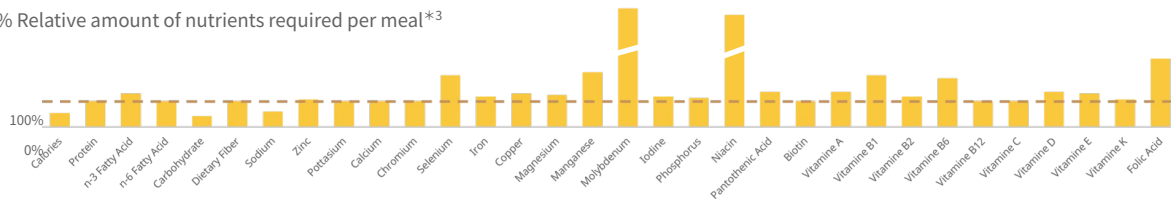
Notes:

1. Page 3 of the "Consumer Survey (July 2022)" by the Japan Finance Corporation (The survey covered 1,000 males and 1,000 females on their 20s through 70s in Japan. Up to two responses were permitted for the question of "Choose the answers that best represent your current food preferences.")
2. Covered 459 subscribers as of September 21, 2022, with the question of "Why do you subscribe to BASE FOOD?"

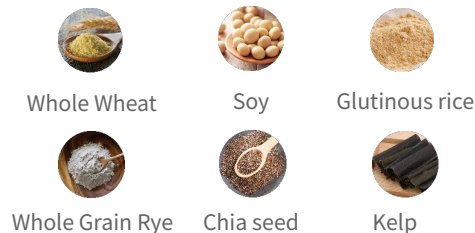
Healthier Lives with Nutritionally Complete^{*1} Staple Food

BASE BREAD Nutrients^{*2}

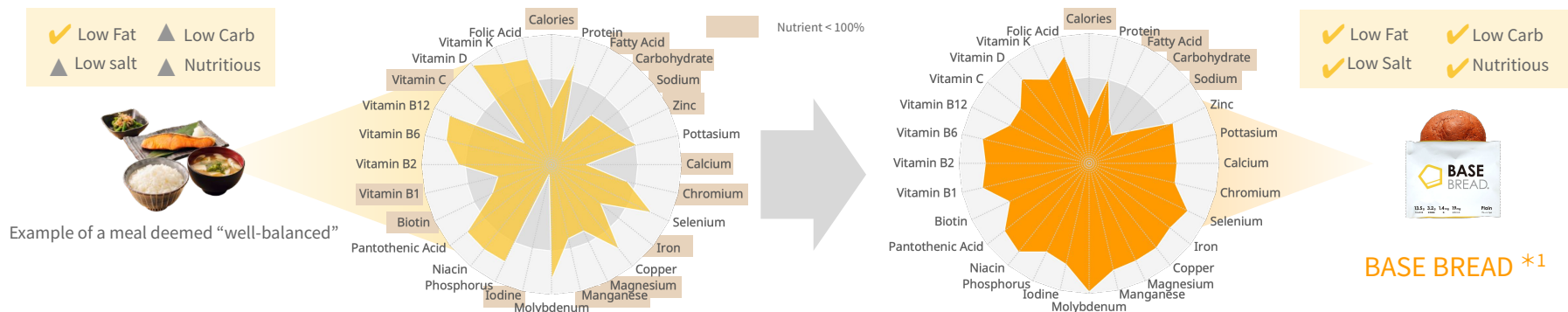
% Relative amount of nutrients required per meal^{*3}



Made of Plant-Based Ingredients



Swap out Lunch, Swap in BASE BREAD for a “Well-Balanced” Meal with Essential Nutrients Anywhere^{*4}

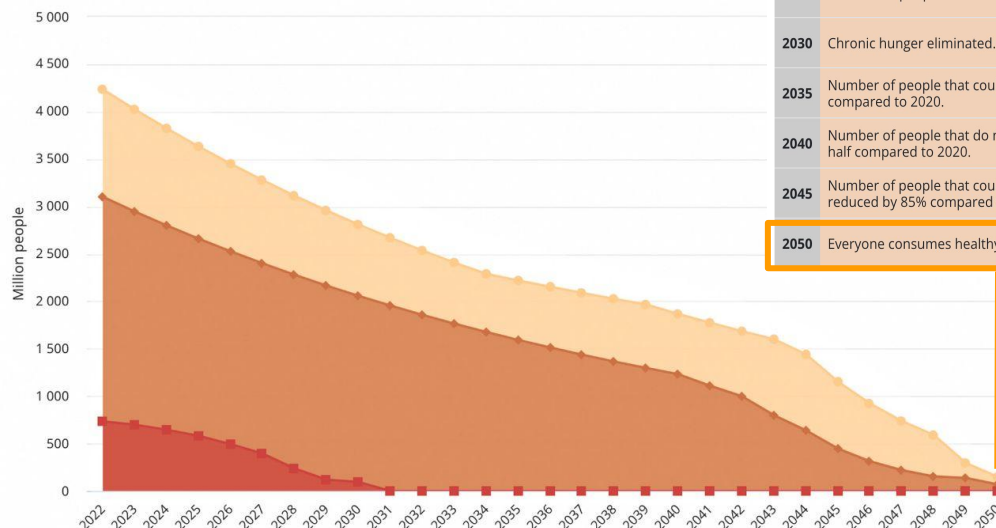


Notes:

- One meal (1 package for BASE PASTA, 2 packages for BASE BREAD, 4 packages for BASE cookies, and 1 package for BASE FOOD Deli) includes 1/3 or more of the daily criterion value of all nutrients except for fatty acid, saturated fatty acid, carbohydrate, and sodium, which may be overused with other meals
- Nutrients assuming intake of two packages of BASE BREAD Plain for one meal
- Nutritional value of BASE BREAD Plain, assuming to eat 2 packages per meal. One-third of the criterion value of nutrients for a day (aged 18 or older, criterion calories of 2,200kcal; Consumer Affairs Agency)
- Relative amount of nutrients required per meal, based on the criterion value indicated in Note 2 (Aged 18 or older, criterion calories of 2,200kcal; Consumer Affairs Agency)
- Total nutrients of cereals, rice, [wet rice], polished rice, and non-glutinous rice of 200g; fish and shellfish/<fish>/ (salmon and trout), grilled chum salmon of 80g; vegetables/eggplant/boiled eggplant of 70g; vegetables/spinach, annual average of boiled spinach of 70g; seasoning and spices/<seasoning>/ (miso)/instant miso/powder of 8g; according to Standard Tables of Food Composition in Japan, 2020 (Eighth Revised Version) by Resources Research Committee, Council for Science and Technology, Ministry of Education, Culture, Sports, Science and Technology

Addressing Health Inequalities is a Significant Global Agenda

FAO (Food and Agriculture Organization of the United Nations) has set a goal that by 2050, all humans will not only be able to consume the "minimum nutritional requirements" for daily living, but also have a "nutritionally balanced diet" in line with national dietary guidelines.



	Food security and nutrition goals	and contributing to the 1.5 °C agenda
2025	150 million people out of hunger compared to 2020.	Emissions from drained carbon soils are cut by 5% compared to 2020.
2030	Chronic hunger eliminated.	Gross GHG emissions of agrifood systems cut by 25%.
2035	Number of people that could not access to healthy diets cut by half compared to 2020.	Agrifood systems are CO ₂ neutral, only other GHG are net emitters.
2040	Number of people that do not consume a healthy diet has been cut by half compared to 2020.	N ₂ O emissions of the agrifood systems are halved compared to 2020.
2045	Number of people that could not access to healthy diets has been reduced by 85% compared to 2020.	CH ₄ emissions of the agrifood systems are halved compared to 2020.
2050	Everyone consumes healthy diets.	Agrifood systems are a net carbon-sink (-1.5 Gt CO ₂ eq per year).

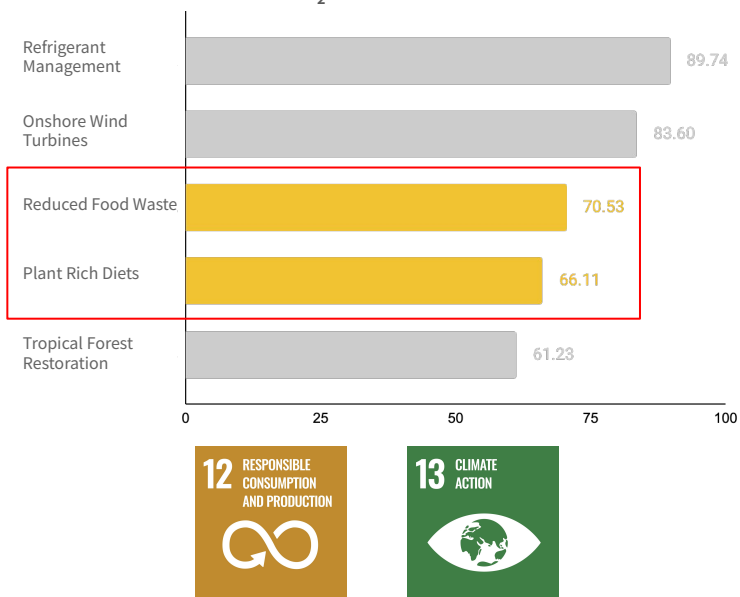
- Indicative estimate of total people not consuming healthy diets
- People that could not afford healthy diets
- Undernourished people

Social Impact

Contributions to Sustainability

By incorporating waste bran and plant-rich protein ingredients, we can contribute to the reduction of CO₂ emissions

TOP5 solutions to reduce CO₂ emissions¹



Providing Emergency Rations

The distinctive social value proposition we offer as a “Nutrition Infrastructure” company

Bread

Long-life

Nutritionally Complete

Disaster Resilience

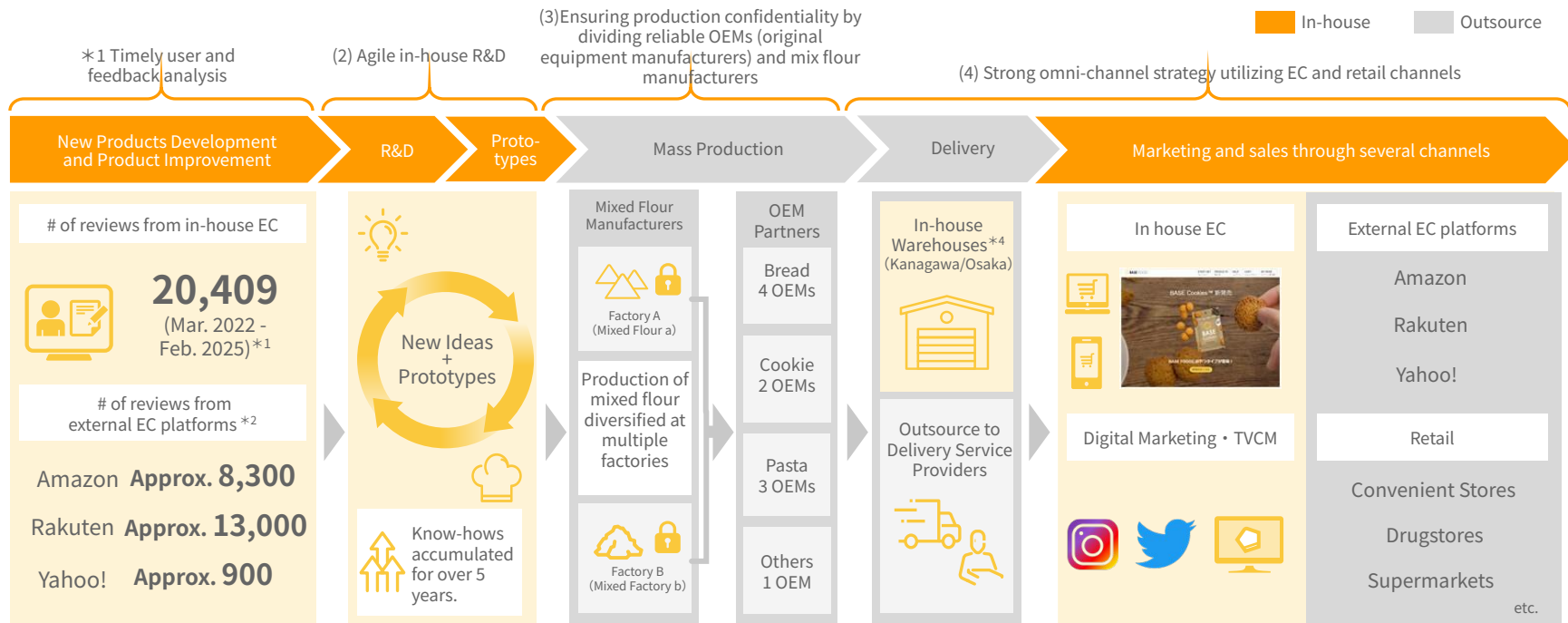
- Storable
- No need of electricity, gas, or water
- Easily secure nutrition even in emergent situations where nutrition tends to be inadequate

Notes:

1. Paul Hawken. Drawdown: The Most Comprehensive Plan Ever Proposed to Reverse Global Warming. 2017. The term CO₂ (carbon dioxide) refers not only to carbon dioxide itself but also encompasses all greenhouse gases converted to carbon dioxide equivalents based on their global warming potential (GWP), including methane, nitrous oxide, CFC-12, HCFC-22, and other gases with minor impacts.

Business Model

(1) Timely user and feedback analysis, (2) Agile in-house R&D, (3) Confidential mass production by manufacturing mixed flour and products at separate business partners, and (4) Strong omni-channel strategy utilizing EC and retail channels



Notes:

1. After the recall of certain products, the review aggregation was temporarily suspended between Nov. 5, 2023 and Jan. 17, 2024.

2. The cumulative reviews for BASE BREAD 4 Flavor 16 Bag Set, BASE BREAD 4 Flavor 20 Bag Set, and Chocolate 16 Bag Set as of the end of Feb. 2024.

3. One meal (1 package for BASE PASTA, 2 packages for BASE BREAD, 4 packages for BASE cookies, and 1 package for BASE FOOD Deli) includes 1/3 or more of the daily criterion value of all nutrients except for fatty acid, saturated fatty acid, carbohydrate, and sodium, which may be overused with other meals.

4. As of the end of Feb. 2024.

Developing New Market by Expanding Product Lineups

By enhancing our R&D capabilities, we have increased the quality and frequency of new product launches and renewals. We are also improving foundational technologies such as taste and texture, which enables not only the evolution of individual products but also the optimization of the entire product portfolio.

BASE BREAD



Sales Ratio *1

85.2%

BASE YAKISOBA & Deli



Sales Ratio *1

11.5%

BASE Cookies & Others



Sales Ratio *1

3.3%

Leverage

Our Focus

Foundational
technology for high
whole grain content
and nutritionally
balanced staples

Optimize the entire
product portfolio!



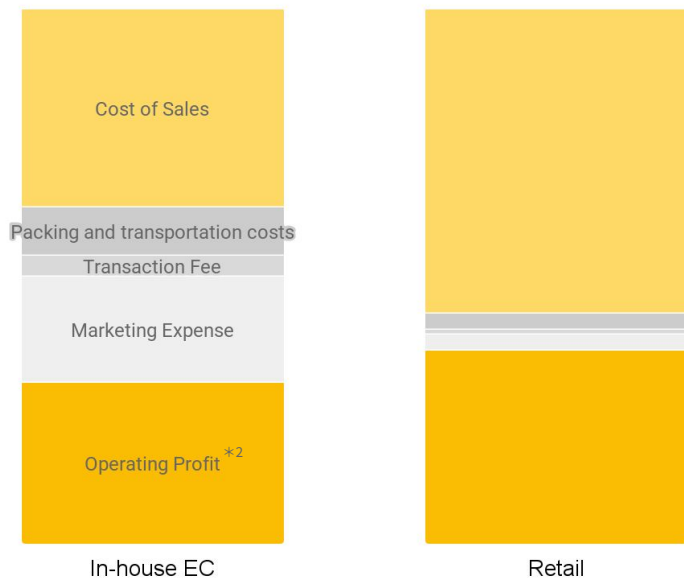
Notes:

1. Sales ratio of BASE FOOD series (except sales of source) in in-house EC in Q2 FY2026.

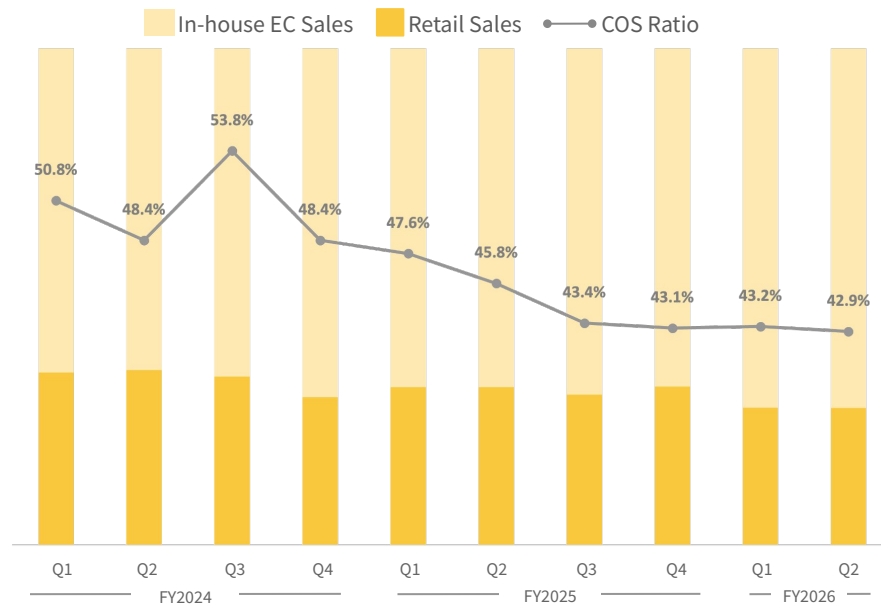
(Reference) Comparison of In-House EC and Retail Channel

In-house EC keeps the cost of sales (COS) ratio in the late 30s, allowing for a high gross margin. However, it incurs a relatively higher SG&A ratio due to user acquisition and product delivery on our own. Conversely, the retail channel has a higher COS ratio but a significantly lower SG&A ratio.

Cost Structure Comparison by Channel * 1



Trend of COGS Ratio and Channel Composition



Notes:

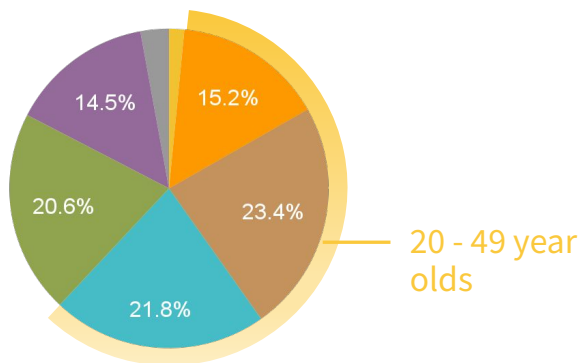
1. Represents the sales ratio for each category, based on management accounting, with both in-house EC and retail sales set at 100 as a reference.
2. Excludes fixed expenses (personnel expenses, research and development expenses, and others).
3. Average values for each accounting period.

Customer Insights

Customer Base #1

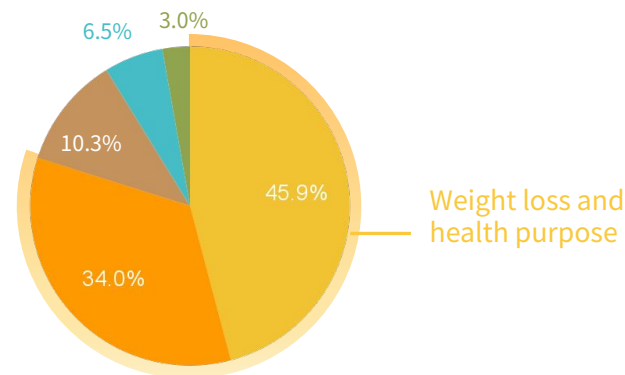
Popular Among the Working-Age Demographics * 1

Male 35.6% Female 56.9% (N/A 7.6%)



● 10 and below ● 20 - 29 ● 30 - 39 ● 40 - 49
● 50 - 59 ● 60 and above ● N/A

Over 75% Purchase for Weight-Loss and Health * 1



● Weight loss ● Diet improvement ● Saving time ● Training
● Better diet for children ● N/A

Notes:

1. Based on 17,875 responses from the user survey conducted in March 2024 to February 2025.

Customer Base #2

We are reaching a broad range of customers, primarily those who lead busy lives but aspire to maintain a healthy diet.

Real User Profile *¹

Profile		
Name: A Age: 20s/Female Occupation: Office Worker Purpose: Diet/Training	Name: B Age: 30~40s/Female Occupation: Office Worker Purpose: Training/Kids healthy meal	Name: C Age: 40s/Male Occupation: Office worker Purpose: Metabolic Syndrome Prevention
How they spend the day		
Wakes up at 7 AM, heads to the gym first thing, then gets ready for work. Drinks protein at noon, eats a ham sandwich between 2-3 PM. If working overtime, eats BASE FOOD.	Either works or does chores from 9AM to 5PM. Her son has BASE BREAD as after-school snacks. In the evening, she goes for a run 2-3 times a week. After her daughter comes home from school, heads to cram school after a quick dinner.	Starts working from 7AM to 7-8 PM. After work, makes dinner and exercise for about 1 hr on weekends. On weekends, wakes up around 9 AM and exercises for about 2 hrs.
The timing they consume BASE FOOD during the day		
Eats twice a week when working overtime. Her husband also buys BASE BREAD from 4 to 5 times a week.	No fixed time. Either morning or noon, as there's no free time in the evening.	Usually eats for breakfasts, along with two cups of coffee and 100 calories of peanut butter.
How long they have purchased BASE FOOD		
Started purchasing 24 meals around March 2020, intended for consuming on workdays at the office.	Started purchasing for herself around March 2021 but soon found it convenient as a light meal for her 15 y.o. daughter.	Started purchasing around 2019, when the BASE BREAD was still frozen.
The motivation to start BASE FOOD		
Noticed her colleague eating BASE BREAD for lunch which attracted her at first. After visiting the website to learn more, decided to try as she prefers high-protein-low-carb food to stay active. Also the offer for first-time buyers also led to an immediate purchase.	Found it on Instagram ads. She used to buy meals from the convenience stores during work but was concerned about food additives. While contemplating these issues, she learned about this protein-rich bread on Instagram and decided to buy it online.	Initially, started eating when diagnosed with metabolic syndrome. He decided to replace staple food with BASE FOOD hoping it would improve his diet. He continued this diet and was able to lose 12.3 kg in 1.5 yrs.

Notes:

1. Excerpts from interview data of A (Jul. 15, 2020), B (May 31, 2021), and C (May 31, 2021).

Appendix

[Repost] Japanese Government Small Business Innovation Research (SBIR) Grant

As announced in Q2, we have been selected for the Small/Startup Business Innovation Research Program (SBIR)*¹ by the Japanese government. We are now eligible to receive grant funds for up to ¥1.87 billion for our research activities.

農林水産省 The Ministry of Agriculture, Forestry and Fisheries 中小企業イノベーション創出推進事業 Small/Startup Business Innovation Research Program

What is the SBIR*¹

A government-funded program that provides consistent support from innovative R&D to social implementation of the results.

We made a proposal for “Demonstration of Manufacturing Technologies to Create New Demand for Grains,” one of the themes opened for application by the Ministry of Agriculture, Forestry and Fisheries (MAFF), and were selected as a business eligible for funding.

Implementation period: From Nov 2024 to March 2028

Maximum grant amount: ¥1.87 billion

Project Details and Expected Benefits

Further enhance the flavor, texture, and production efficiency of our products through microbiological engineering, molecular engineering, and digital technology, etc.

1. Develop fundamental technologies for nutritionally complete bread with a high content of whole grains
2. Develop applied technologies for nutritionally complete bread with a high content of brown rice

Additional Notes

- The grant or the project will pose no impact on our earnings forecast for FY2025.
- The schedule for grant funds receipt and recognition is detailed on the next page.

Notes

1. Refer to “[Selection Results for the Second Open Call of the Small/Startup Business Innovation Research Program by the Ministry of Agriculture, Forestry and Fisheries](#)” (Japanese only)

[Repost]How to Record SBIR Grants

The SBIR grant will be paid out after a review of the performance report to be submitted at the end of each fiscal year. The first payment will be made in October 2025^{*1} and will cover the activity costs from November 2024 to March 2025.

- After the end of the fiscal year, we will report the SBIR research activity results and claim the expenses covered by the grant.
- Expected to be disbursed in 1 to 2 months after the month when claim is made^{*1}
- The received grant will be recorded on the Statements of Income as non-operating income.

(Reference) Approximate schedule for claiming and disbursement under the SBIR program^{*1}

	2025							2026							2027							2028					
	Jan.	Feb.	Mar.	Apr.	May.	Jun.	...	Jan.	Feb.	Mar.	Apr.	May.	Jun.	...	Jan.	Feb.	Mar.	Apr.	May.	Jun.	...	Jan.	Feb.	Mar.	Apr.	May.	Jun.
Our fiscal year	FY25		FY26					FY27					FY28					FY29									
Results report/claim			★							★								★								★	
Grant disbursement				★ 1 - 2 months after claim month								★ 1 - 2 months after claim month								★ 1 - 2 months after claim month							★ 1 - 2 months after claim month

The activity costs for the current fiscal year will be recorded as non-operating income for the next fiscal year.

Notes

1. As of July 15, 2025. The schedule may be subject to change in the future.

Disclaimer

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