

## Calbee Group Announces Growth Strategy: “Change 2025” A 3-year Plan for Transformation

Calbee, Inc. (“Calbee”) today announced that it has formulated the Calbee Group Growth Strategy towards 2030 and the Change 2025 plan for transformation for FY2024/3-FY2026/3. These plans were prepared in recognition of the importance of corporate transformation, based on changes in the business environment, to embark on the next stage of growth.

### Details of the Calbee Group Growth Strategy

This growth strategy has a target year of 2030 and positions FY2024/3-FY2026/3 as a structural transformation period and FY2027/3-FY2031/3 as a return to growth period. It aims to pivot Calbee’s business portfolio to one where profitability and growth coexist by focusing on growth areas and directing investments to them.

In particular, the Change 2025 3-year plan for transformation by FY2026/3 will enhance profitability in domestic core business and strengthen business development globally and in new areas. Furthermore, it will strengthen Calbee’s business base to enable swift management while responding to changes.



Calbee Group will address the various issues confronting its management based on its founding and corporate philosophies and embark on reform towards the next stage of growth.

\*For details, please visit this URL:

[https://www.calbee.co.jp/en/ir/pdf/2023/Calbee\\_growth\\_strategy.pdf](https://www.calbee.co.jp/en/ir/pdf/2023/Calbee_growth_strategy.pdf)

### <About the Calbee Group>

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Since 1949, we embrace a corporate philosophy of “harnessing nature's gifts, bringing taste and fun, and contributing to healthy lifestyles.” As a company that provides essential goods, the Calbee Group is placing sustainability at the core of our management and creating the future of food by solving social issues through its corporate activities. (<https://www.calbee.co.jp/en/>)