

Calbee Announces Candidates for Director, Auditor and Substitute Auditor

Tokyo, March 27, 2026 — Calbee, Inc. (hereafter “Calbee”) announced the following planned appointments for director, auditor and substitute auditor, expected to be confirmed at the 77th annual General Meeting of Shareholders scheduled for June 2026, decided at a meeting of the Board of Directors held today.

1. Director candidates

Director	Makoto Ehara (currently Representative Director, President and CEO)
Director (<i>new</i>)	Tanabe Kazuhiro (currently Executive Officer, CFO and CDXO)
Director (non-executive)*	Weiwei Yao (currently International Beverage Franchise & Greater China President, PepsiCo, Inc.)
Outside Director	Yoshihiko Miyauchi (currently Senior Chairman, ORIX Corporation)
Outside Director	Hatsunori Kiriya (currently Chief Executive Officer, forGL Co., Ltd.)
Outside Director	Hiroaki Sugita (currently Professor, Waseda University Business School)
Outside Director	Takako Suzuki (currently Chair, S.T. Corporation)
Outside Director (<i>new</i>)	Sachio Matsumoto (currently Chairperson, LIXIL Corporation)

* Whilst Weiwei Yao satisfies the requirements to qualify as an Outside Director, Calbee has designated her as a Non-Executive Director so that she has a different designation from the other Outside Directors, who are independent.

To strengthen the Board of Directors’ monitoring function, Calbee is working continuously to enhance corporate governance by reviewing items such as the skill matrix and the structure for promoting separation from executive management.

· The Board of Directors has redefined the skill matrix necessary for executing and overseeing Calbee’s new growth strategy, and recognizing the importance of a deep understanding of corporate finance and engagement with capital markets, has added two new members with practical experience in these areas. By evaluating and overseeing the progress and results of the growth strategy from the perspectives of shareholders and investors, we will strive to achieve sustainable growth in corporate value.

· Calbee has revised its structure to enhance the independence and transparency of the Board of Directors and strengthen its oversight function over management. As a result, the proportion of independent directors has increased from 50% to 63%.

2. Changes to directors

1. New director candidates

Name (Date of birth)	Work history	
Kazuhiro Tanabe (May 31, 1972)	July 1996	Joined Miura Printing Corporation
	February 2005	Joined IBM Japan, Ltd.
	June 2021	Global FP&A Director, Marelli Corporation
	April 2022	Executive Officer and CFO, Fujitsu Client Computing Limited
	July 2023	Joined Calbee, Executive Officer and CFO
	April 2024	Executive Officer, CFO and CDXO (current)
Sachio Matsumoto (October 27, 1959)	April 1982	Joined Fuji Xerox Co., Ltd. (now Fujifilm Business Innovation Corporation)
	July 2010	Executive Officer, Finance and Accounting Division Manager, Fuji Xerox, Co., Ltd.
	June 2013	Executive Officer and Joint CFO, LIXIL Group Corporation (now LIXIL Corporation) 2013
	April 2015	Executive Vice President and CFO, LIXIL Group Corporation
	June 2018	Representative Executive Officer, Executive Vice President and CFO, LIXIL Group Corporation
	June 2020	Director, Representative Executive Officer, Executive Vice President and CFO, LIXIL Group Corporation
	October 2022	Director, Representative Executive Officer, Executive Vice President and CFO, LIXIL Corporation
June 2024	Chairperson, LIXIL Corporation (current)	

2. Retiring directors

Akira Imoto (currently Director, Senior Managing Executive Officer & CPO, and President of Calbee Japan Region)

Keiei Sho (currently Director, Senior Managing Executive Officer & CSO, and President of Calbee Europe & Americas Region)

3. Outside Audit & Supervisory Board member candidate (reappointment)

Yumiko Okafuji (currently Audit & Supervisory Board Member (full-time))

4. Substitute Audit & Supervisory Board member candidate

Tokushi Yamasaki (currently Substitute Audit & Supervisory Board member)

Name (Date of birth)	Work history	
Tokushi Yamasaki (February, 16 1961)	April 1985	Joined Meiji Seika Kaisha, Ltd. (now Meiji Holdings Co., Ltd.)
	July 1989	Joined Equity Research Department, Daiwa Securities Co.,

	June 2019	Ltd. (now Daiwa Institute of Research Ltd.)
	June 2022	Auditor (outside), NH Foods Ltd.
		Outside Director, NH Foods Ltd. (current)

5. New composition of the Board of Directors (after the 77th annual General Meeting of Shareholders in June 2026)

Representative Director, President and CEO	Makoto Ehara	
Director, Executive Officer ,CFO and CDXO	Tanabe Kazuhiro	(new)
Non-executive Director	Weiwei Yao	
Outside Director	Yoshihiko Miyauchi	
Outside Director	Hatsunori Kiriyaama	
Outside Director	Hiroaki Sugita	
Outside Director	Takako Suzuki	
Outside Director	Sachio Matsumoto	(new)
Internal Audit & Supervisory Board Member	Yumiko Okafuji	
Outside Audit & Supervisory Board Member	Nagako Oe	
Outside Audit & Supervisory Board Member	Yutaka Usami	

Upon their appointment, Calbee will notify the Tokyo Stock Exchange that Outside Directors Yoshihiko Miyauchi, Hatsunori Kiriyaama, Hiroaki Sugita, Takako Suzuki, and Sachio Matsumoto, and Outside Audit & Supervisory Board Members Nagako Oe and Yutaka Usami, are independent directors/auditors.

Appendices

1. Roles and expertise expected of Directors and Auditors (skill matrix)
2. Executive Officers as of April 1, 2026

1. Roles and expertise expected of Directors and Auditors (skill matrix)

To ensure the Board of Directors fully exercises its monitoring functions and enhances corporate value, Calbee has specified the roles and expertise expected of director candidates in a skill matrix, which is reviewed as necessary. This latest update prioritizes skills needed for evaluating and monitoring the progress of human capital strategy that contributes to the enhancement of corporate value, adding “HR/human capital development” as a skill necessary for the execution and oversight of Calbee’s new growth strategy.

Roles and expertise expected of Directors and Auditors (skill matrix)

	Position as of the annual General Meeting of Shareholders scheduled for June 2026	Expected roles/expertise							
		Corporate management	Global	Marketing/brand strategy	Innovation/DX	HR/human capital development	Sustainability	Finance/Investment	Law/risk management
Makoto Ehara	Representative Director, President and CEO	✓	✓	✓	✓	✓	✓		
Kazuhiro Tanabe	Director, Executive Officer, CFO and CDXO	✓	✓		✓			✓	✓
Weiwei Yao	Director (non-executive)	✓	✓	✓					
Yoshihiko Miyauchi	Outside Director	✓	✓			✓		✓	
Hatsunori Kiriyaama	Outside Director	✓	✓	✓		✓			
Hiroaki Sugita	Outside Director	✓	✓		✓	✓			
Takako Suzuki	Outside Director	✓	✓	✓			✓		
Sachio Matsumoto	Outside Director	✓	✓					✓	✓
Yumiko Okafuji	Audit & Supervisory Board Member (full-time)		✓				✓	✓	✓
Nagako Oe	Outside Audit & Supervisory Board Member		✓						✓
Yutaka Usami	Outside Audit & Supervisory Board Member		✓					✓	✓

2. Executive Officers as of April 1, 2026

Executive Officers as of April 1, 2026 are as follows.

Title	Name	Positions
President and CEO	Makoto Ehara (reappointment)	CEO (Chief Executive Officer) In charge of Internal Audit Department, Calbee Potato, Inc.
Executive Vice President	Akira Imoto (promotion)	CPO (Chief Production Officer) President, Calbee Japan Region In charge of Global Production Division, Engineering Division, Next-Generation Production Project, Calbee Logistics, Inc., Japan Frito-Lay, Ltd.
Executive Vice President	Keiei Sho (promotion)	CSO (Chief Strategy Officer) President, Calbee Europe & Americas Region In charge of overseas business, M&A, Corporate Planning Division
Managing Executive Officer	Teiichiro Morioka (reappointment)	President, Calbee Asia-Oceania Region General Managing Director, Calbee Asia-Oceania Region, China Group
Managing Executive Officer	Masae Nakano (reappointment)	CTO (Chief Technology Officer) In charge of New Business Advancement Division, Research & Development Division, Hodo, Inc.
Managing Executive Officer	Taketoshi Ueda (promotion)	EVP (Executive Vice President), Calbee Japan Region General Managing Director of the East Japan Business Division, Calbee Japan Region In charge of Studio Socio Inc., Calbee Eataalk Co., Ltd.
Executive Officer	Kazuhiro Tanabe (reappointment)	CFO (Chief Financial Officer) CDXO (Chief Digital Transformation Officer) General Managing Director, Finance Division In charge of DX & S&OP Division, IT Systems Division
Executive Officer	Hiroshi Sakai (reappointment)	CRO (Chief Risk Officer) In charge of Global Procurement Division, Corporate Risk Management Division, Global Quality Assurance Division, Sustainability Promotion Division, Agribusiness Division, Calbee Kaitsuka Sweet Potato Inc.
Executive Officer	Yasumasa Hitomi (reappointment)	CHRO (Chief Human Resource Officer) General Managing Director, HR & GA Division In charge of Corporate Communications Division

Executive Officer	Saori Watanabe (reappointment)	CMO (Chief Marketing Officer) General Managing Director, Marketing Direction Center
Executive Officer	Yukio Kanamitsu (reappointment)	CEO, Calbee America, Inc. CFO, Calbee Europe/Americas Region General Managing Director Calbee Europe/Americas Region Americas Group

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