



Calbee Group Financial Results

Fiscal year ended March 31, 2022

April 1, 2021 – March 31, 2022

TSE code : 2229

Calbee, Inc.

2022.5.10

1. FY2022/3 Financial results and FY2023/3 Full year forecast

Chisa Hayakawa, Managing Executive Officer and CFO

2. Calbee Group's Medium-term business plan Progress and Challenges

Shuji Ito, President and CEO

FY2022/3 Financial results and FY2023/3 Full year forecast

Chisa Hayakawa
Managing Executive Officer and CFO

I . FY2022/3 Financial results

II . FY2023/3 Full year forecasts

III. Capital investment and Shareholder returns

Due to the application of the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29), effective from the beginning of the first quarter of the fiscal year ended March 31, 2022, certain selling expenses (rebates) that were previously recorded as SG&A expenses are now deducted from gross sales.

Gross sales: sales figures before deducting certain selling expenses

Net sales: sales figures after deducting certain selling expenses

The treatment of this change in this document is as follows.

	FY2021/3	FY2022/3	FY2023/3
Gross sales Sales by product Sales by region	As before	As before	As before
Rebates deducted from sales	None (included in SG&A)	Certain selling expenses deducted from gross sales	Certain selling expenses deducted from gross sales
Net sales	None	Deducted certain selling expenses from gross sales	Deducted certain selling expenses from gross sales
Operating profit	As before	As before	As before
Operating margin	Calculated using gross sales as denominator	Calculated using gross sales as denominator *	Calculated using net sales as denominator

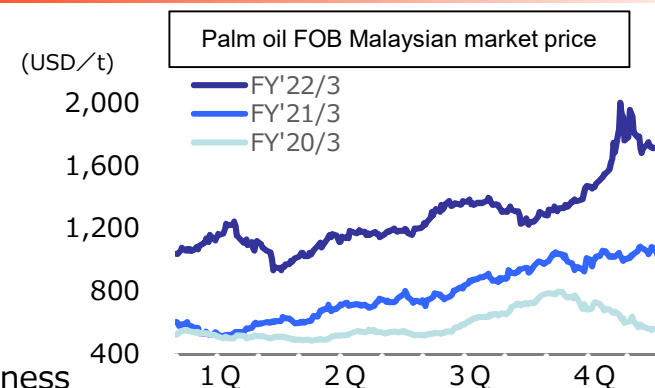
* Comparisons to FY23/3 plan are calculated with net sales as the denominator

I . FY2022/3 Financial results

FY2022/3 Financial results

Summary

- **Gross sales** Rose on strong sales overseas
- **Operating profit** Fell as price and content revisions were unable to compensate for the sharp rise in both domestic and overseas raw material and energy prices (impact of higher costs YoY: Domestic: -¥4.0bn, Overseas: -¥2.0bn)
- **Net profit** Rose on foreign exchange gains, gain on forgiveness of debt, etc.



(Billion yen)

	FY2022/3	FY2021/3	Change	FY2022/3 Revised forecast	vs. plan ratio
Gross sales	278.0	266.7	+4.2%	276.0	100.7%
Net sales	245.4	233.3	—	243.0	101.0%
Gross domestic sales	213.6	213.6	-0.0%	212.5	100.5%
Net sales	188.0	—	—	186.7	100.7%
Gross overseas sales	64.4	53.1	+21.3%	63.5	101.5%
Net sales	57.4	—	—	56.3	101.9%
Operating profit	25.1	27.1	-7.1%	25.5	98.6%
Operating margin (for gross sales)	* 9.0%	10.1%	-1.1pts	9.2%	-0.2pts
Domestic	23.2	24.7	-6.2%	23.3	99.4%
Overseas	2.0	2.4	-16.4%	2.2	90.1%
Ordinary profit	26.9	27.5	-2.1%	26.0	103.6%
Extraordinary income/loss	-0.2	-1.1	—	0.0	—
Net profit **	18.1	17.7	+2.1%	17.5	103.2%

*Operating margin (for net sales) was 10.2%

**Profit attributable to owners of parent

FY2022/3 Domestic business

■ Gross sales

Rose in real terms, excluding the change in distribution of cereals for China

(Snacks) Sales rose as despite lower sales of *Potato Chips* due to a smaller potato harvest, we focused on selling products with new value and other snacks

(Cereals for domestic consumers) Sales fell on the absence of last year's nesting demand

(Cereals for overseas export) Sales fell by ¥2.1bn due to a change in distribution (on transfer of sales to Chinese subsidiary)

(Others) Sweet potato business grew

■ Operating profit

Profit fell due to sharp rise in raw material and energy prices (-¥4.0bn) despite having controlled rebates for snacks due to the potato shortage

(Billion yen)

		FY2022/3	
			Change(YoY)
Gross domestic sales		213.6	-0.0 -0.0%
Snacks		176.9	+1.2 +0.7%
	<i>Potato Chips</i>	83.4	-3.2 -3.6%
	<i>Jagarico</i>	34.9	+0.3 +1.0%
	Products with new value/other snacks	58.6	+4.0 +7.4%
Cereals (for domestic consumers)		23.6	-1.2 -5.0%
Cereals (for overseas export)		1.1	-1.8 -62.4%
Others (Sweet potatoes, Potatoes, Services)		12.0	+1.8 +17.3%
Rebates deducted from sales		-25.6	— —
Domestic operating profit		23.2	-1.5 -6.2%
Operating margin		* 10.8%	-0.7pts —

*Operating margin (for net sales) was 12.3%

FY2022/3 Domestic business

Snacks

Potato Chips/Jagarico:

Sales fell on product launch delays/cancellations and having controlled sales promotions, due to the smaller potato harvest

Additionally, implemented price/content revisions in January 2022 in response to sharp rise in both raw material and energy prices

Products with new value and other snacks:

Sales rose of bean-based snack *miino* on investment in TV commercials, and of *Potato Deluxe* on expansion of sales areas

Sales of gift snack items increased due to proactive promotion at events and product exhibitions

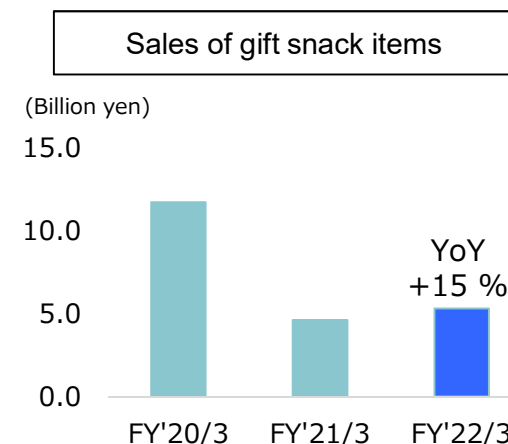
Other snacks saw a shift in demand on restrained sales promotions for *Potato Chips* and *Jagarico*



Calbee Plus, an antenna-shop, offers events on the train station premises



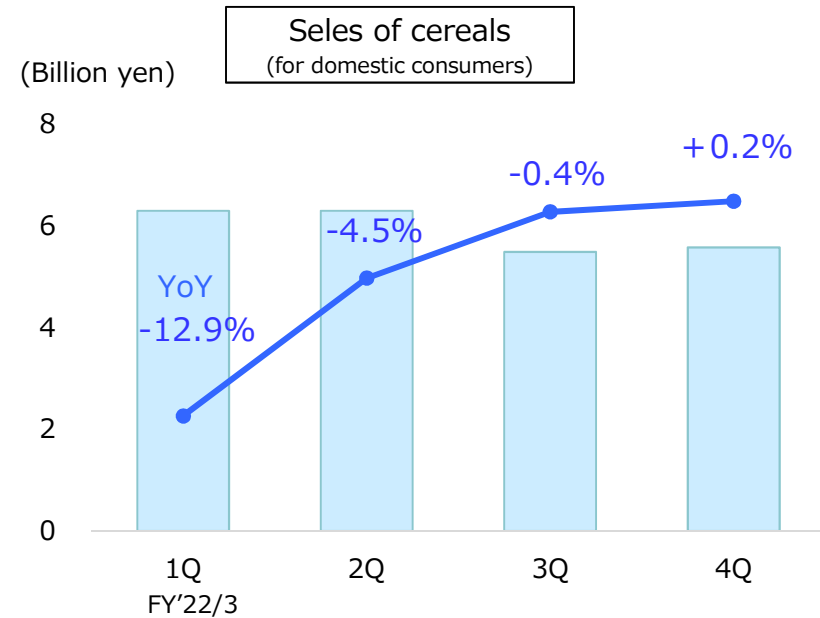
Calbee Plus's first kitchen car, Poterico car



FY2022/3 Domestic business

Cereals

- H1 sales fell due to the absence of the previous year's nesting demand
Recovered in H2 due to expanded lineup of medium-size products
- Continued strong sales of *Less Carbohydrates*, which have health appeal (+10% YoY)
- Share fell due to expansion of competitors' oatmeal



Others

Sweet potato business: Expanded procurement and saw strong sales via wholesale, company-owned shop, and e-commerce channels



Potato Kaitsuka's original brand
Benitenshi



Assorted gift box

FY2022/3 Overseas business

(Billion yen)

<Business results by region>	FY2022/3			
		Change(YoY)		Change ex. forex in %
Gross overseas sales	64.4	+11.3	+21.3%	+12.1%
North America	16.2	+1.7	+11.9%	+5.2%
Greater China	19.6	+4.5	+29.5%	+17.0%
United Kingdom	8.0	+1.5	+23.3%	+11.1%
Indonesia	6.2	+2.1	+51.9%	+40.4%
Other regions	14.5	+1.5	+11.8%	+5.5%
Rebates deducted from sales	-7.1	—	—	—
Overseas operating profit	1.98	-0.39	-16.4%	—
Operating margin	* 3.1%	-1.4pts	—	—
North America	-0.04	-0.67	—	—
Greater China	0.98	+0.36	+59.1%	—
United Kingdom	0.05	-0.11	-71.3%	—
Indonesia	-0.41	+0.10	—	—
Other regions	1.41	-0.07	-4.7%	—
<Gross sales by product>				
Snacks	56.4	+10.0	+21.4%	—
Cereals	8.1	+1.4	+20.6%	—

*Operating margin (for net sales) was 3.5%

FY2022/3 Overseas business

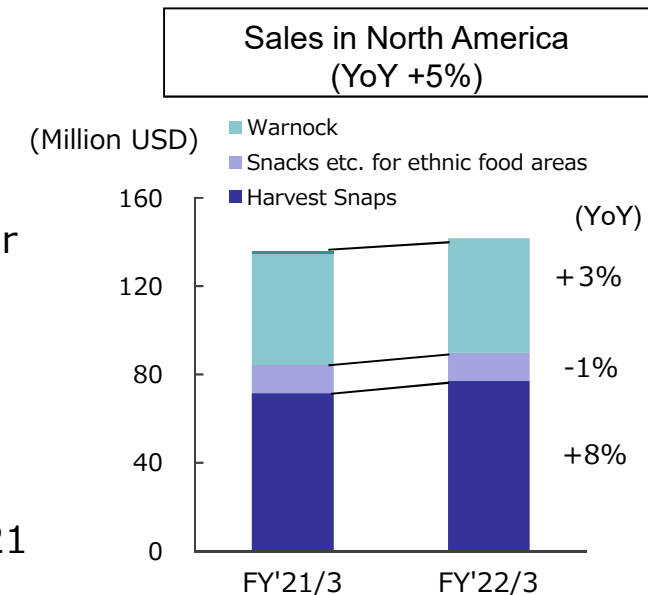
North America

■ Sales

- Sales of *Harvest Snaps* rose, mainly in dollar store channels
- Sales of snacks for ethnic foods area flat YoY due to container shortages
- Warnock PB sales grew but OEM sales struggled

■ Operating profit

- Decreased due to lower ratio of high margin products
- Implemented price revisions sequentially from December 2021



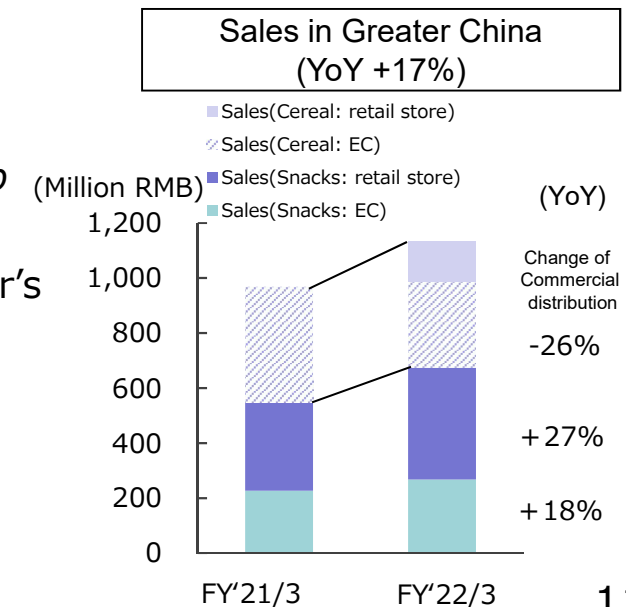
Greater China

■ Sales

- Strong sales of snacks such as *Jagabee* and *Honey Butter Chip* via both e-commerce and retail stores
- Sales of cereals via e-commerce fell in the absence of last year's nesting demand
Sales to retail stores grew

■ Operating profit

- Rose on higher sales



FY2022/3 Overseas business

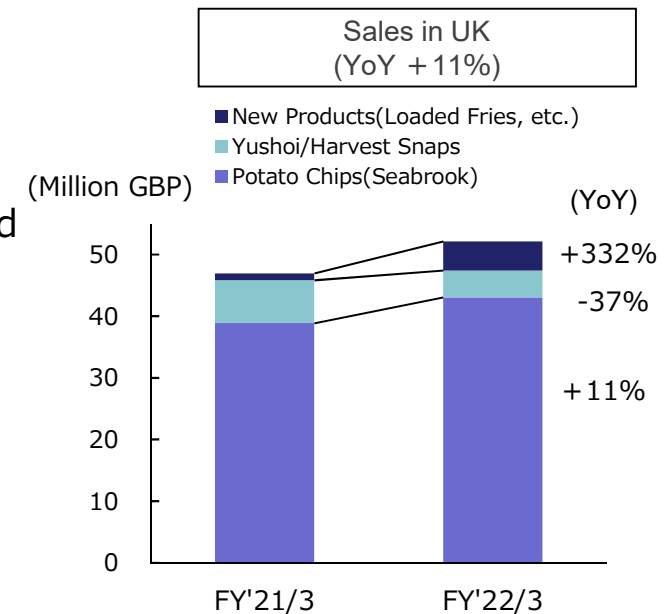
UK

■ Sales

- *Potato Chips* sales grew due to expanded distribution areas
- Snack sales rose due to start of distribution of Seabrook brand *Loaded Fries* and *Loaded Bites* to major retailers, etc.

■ Operating profit

- Decreased due to higher raw material prices (cooking oil, packaging materials, etc.)
- Implemented price and content revisions in January 2022



Indonesia

■ Sales

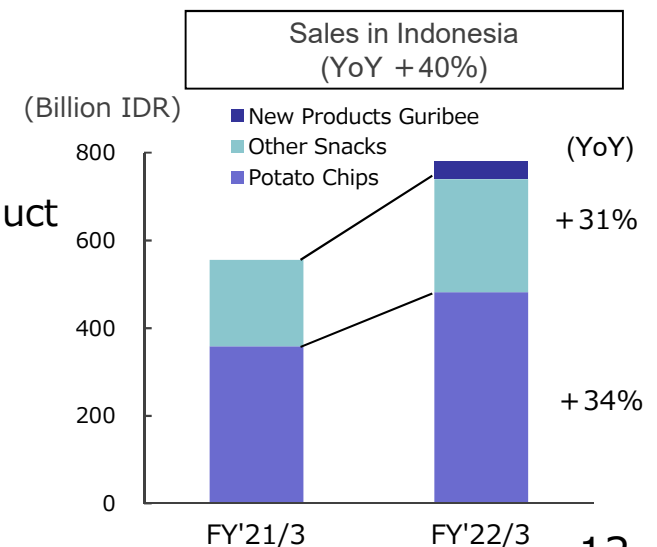
- *Potato Chips* sales grew on proactive promotional spending following a competitor's withdrawal
- Snack sales rose on firm sales of *Krisbee* and new-texture product *Guribee*

■ Operating profit

- Higher sales and efficient allocation of rebates reduced operating loss



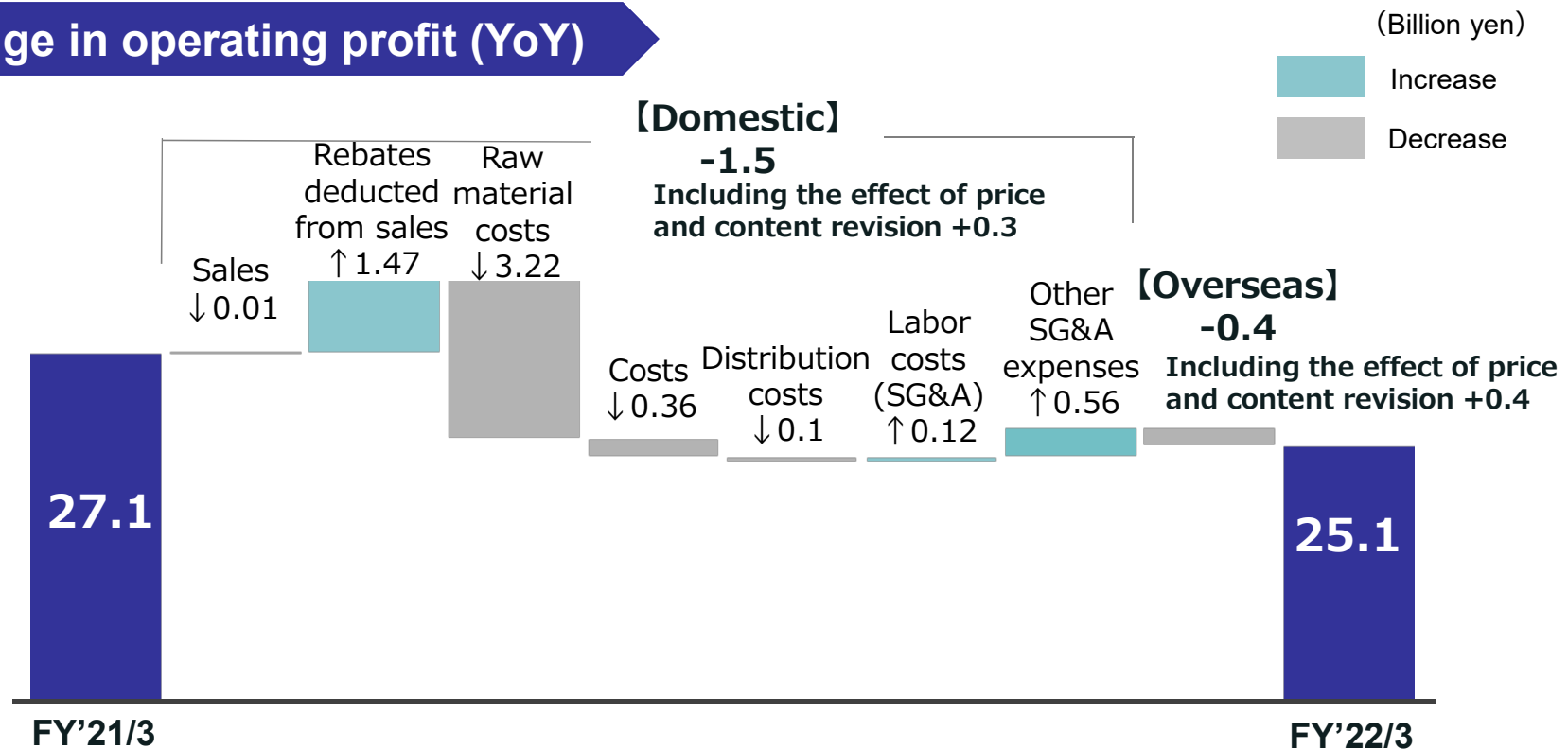
new-texture product *Guribee*



FY2022/3 Factors decreasing operating profit **Calbee**

Harvest the Power of Nature.

Change in operating profit (YoY)



- 【Domestic】**
- Rebates deducted from sales:** Controlled *Potato Chips* and *Jagarico* rebates due to potato shortage
 - Raw material costs:** Sharp rise in price of cooking oil (-¥1.8bn), imported potatoes (-¥1.0bn)
 - Costs:** Sharp rise in energy prices (-¥0.8bn), depreciation (-¥0.5bn), decrease in exports etc. (+¥0.9bn)
 - Other:** Decrease in advertising opportunities due to potato shortage
- 【Overseas】**
- Sharp rise in raw material prices (-¥2.0bn)

II. FY2023/3 Full year forecasts

FY2023/3 Full year forecasts

Summary

In response to further rises in raw material and energy prices, we will implement price and content revisions as well as measures to grow profit.

We forecast a 9% increase in sales and a 1% increase in operating profit

Expect impact from sharp rise in raw material and energy prices (Domestic: -¥9.0bn, Overseas: -¥3.2bn YoY)
(Billion yen)

	FY2022/3 Results	FY2023/3 Forecasts	Change	YoY
Gross sales	278.0	304.0	+26.0	+9.3%
Net Sales	245.4	268.0	+22.6	+9.2%
Gross domestic sales	213.6	226.4	+12.8	+6.0%
Net Sales	188.0	199.5	+11.5	+6.1%
Gross overseas sales	64.4	77.6	+13.2	+20.4%
Net Sales	57.4	68.5	+11.1	+19.4%
Operating profit	25.1	25.5	+0.4	+1.4%
Operating margin (for net sales)	10.2%	9.5%	-0.7pts	-
Domestic	23.2	21.7	-1.5	-6.3%
Overseas	2.0	3.8	+1.8	+91.7%
Ordinary profit	26.9	25.0	-1.9	-7.2%
Extraordinary income/loss	-0.2	-0.5	-0.3	-
Net Profit*	18.1	15.5	-2.6	-14.1%

*Profit attributable to owners of parent

FY2023/3 Full year forecasts

Domestic business



(Billion yen)

		FY2023/3	
		Change(YoY)	
Gross domestic sales		226.4	+12.8 +6.0%
Snacks		187.9	+11.0 +6.2%
	<i>Potato Chips</i>	92.2	+8.8 +10.5%
	<i>Jagarico</i>	36.7	+1.8 +5.2%
	Products with new value/other snacks	59.0	+0.4 +0.7%
Cereals		25.0	+0.3 +1.2%
Others (Sweet potatoes, Potatoes, Services)		13.5	+1.5 +12.3%
Rebates deducted from sales		-26.9	-1.3 +5.3%
Net sales		199.5	+11.5 +6.1%
Operating profit		21.7	-1.5 -6.3%
Operating margin (for net sales)		10.9%	-1.4pts —

FY2023/3 Full year forecasts

Domestic business Key initiatives



Domestic core business

- In response to sharp increases in raw material and energy prices conduct price and content revisions in all product categories to ensure revenue
- Strengthen promotions and launch more new items to avoid reduction in sales volume due to revisions
- Aim to improve product mix on the recovery of gift snack items and launch of high value-added items
- Launched new product *Baked Oats* in April 2022 in response to higher demand for oatmeal; aim to capture share in the oats market



New businesses

- Sweet potato business
 - Aim to leverage synergies with the Group, expand procurement areas and raise production capacity to match increased procurement
 - Aim to increase sales in core wholesale, as well as in company-owned shop and e-commerce channels



FY2023/3 Full year forecasts

Overseas business



(Billion yen)

Business results by region	FY2023/3		
		Change(YoY)	
Gross overseas sales	77.6	+13.2	+20.4%
North America	18.3	+2.1	+13.1%
Greater China	26.3	+6.7	+34.4%
Other regions	33.0	+4.3	+15.0%
Rebates deducted from sales	-9.1	-2.0	+28.7%
Net Sales	68.5	+11.1	+19.4%
Overseas operating profit	3.8	+1.82	+91.7%
Operating margin (for net sales)	5.5%	+2.1pts	—
North America	0.45	+0.49	—
Greater China	2.08	+1.10	+112.1%
Other regions	1.28	+0.23	+21.8%

FY2023/3 Full year forecasts

Overseas business Key initiatives



Implement price and content revisions in all regions with the aim of increasing profit beyond the impact of higher costs

North America

- For *Harvest Snaps*, enhance product lineup and expand sales outlets
 - In products for ethnic foods areas, strengthen the Japanese Calbee brand and launch North America original brands
 - Expand Warnock's PB and OEM business
- In addition, improve revenue by increasing ratio of high margin products



North America original brand

Greater China

- In snacks, enter the baby and kids' market in a full-scale with our strong "safe and secure" brand image, and enhance product lineup
Leverage existing Chinese domestic facilities to promote sales of *Potato Chips* which are priced for middle class consumers
- In cereals, grow customer base by making *Frugra Less Carbohydrates* and other regular products and expanding sales areas
Begin production of muesli for middle class consumers by leveraging OEMs in China



For babies & kids



For middle class consumers

Other Regions

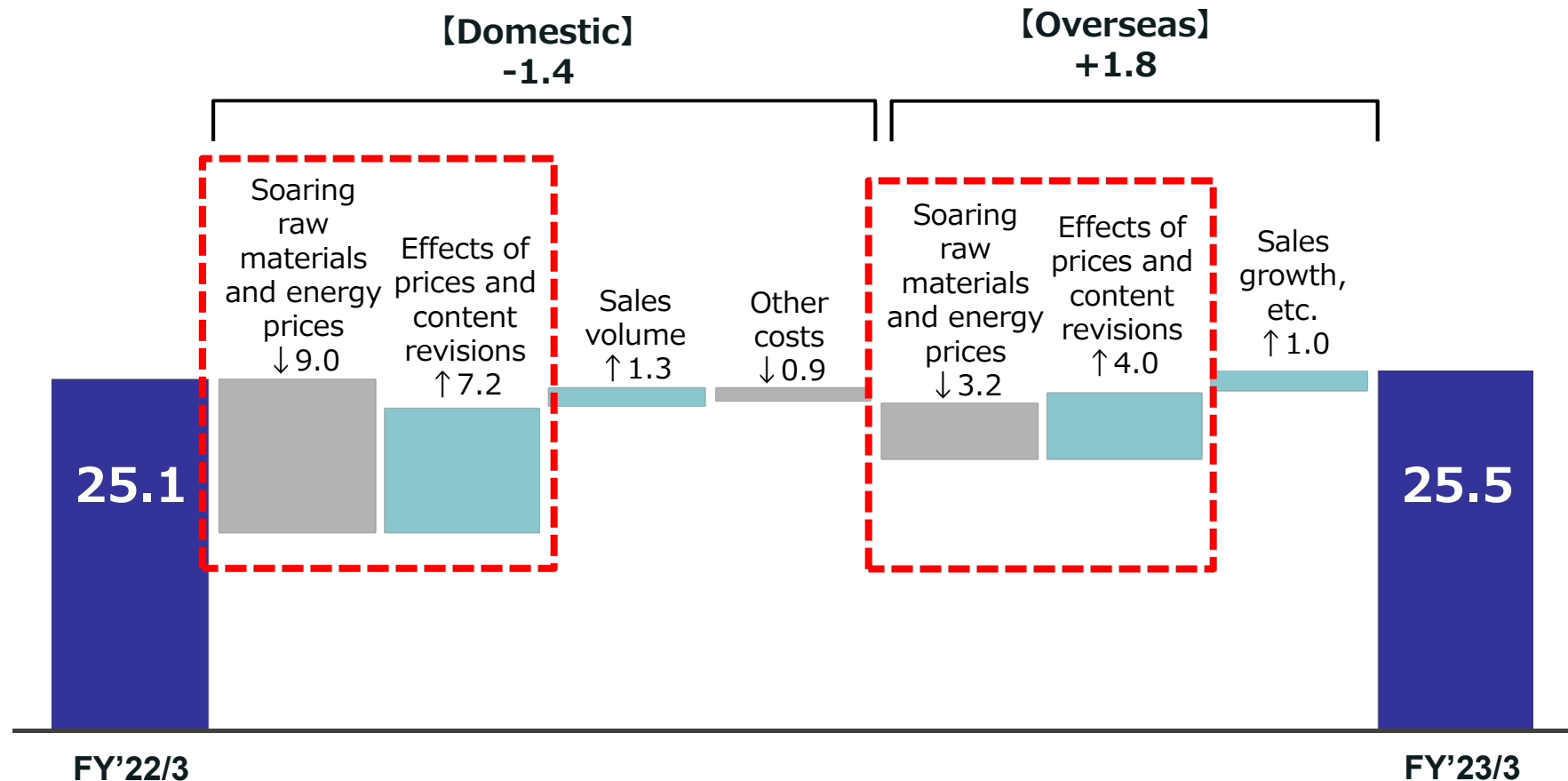
- In the UK, expand distribution region for *Potato Chips* and introduce *Harvest Snaps* at major retailers
- In Indonesia, cultivate new customers through renewal of *Potato Chips* and new flavor launches
Proactively develop *Guribee*, which has a high margin

FY2023/3 Full year forecasts

Factors increasing operating profit

Change in operating profit (YoY)

(Billion yen)



III. Capital investment and Shareholder returns

Capital investment and Shareholder returns

Capital investment

■ FY2022/3

- Capital investment
Domestic business: ¥9.5bn (automated warehouse facilities, *Kataage Potato* production line expansion)
Overseas business: ¥2.6bn (Warnock acquisition of land and buildings)
- Growth investment: ¥1.5bn (DX investment, capital investment in products with new value)
- Shareholder returns: ¥18.7bn (share buyback: ¥12.0bn, dividends: ¥6.7bn)

■ FY2023/3 (plan)

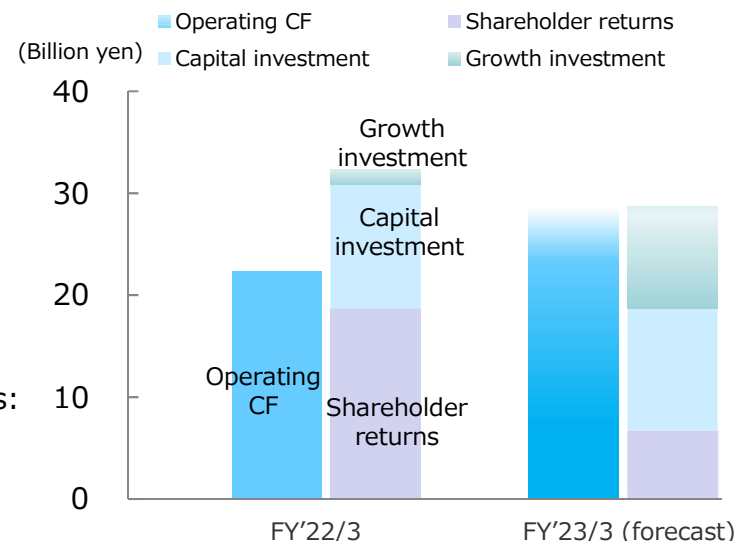
- Invest in continued growth of core businesses and higher productivity
- Invest in products with new value and new businesses based on a long-term perspective; invest in DX

Shareholder returns

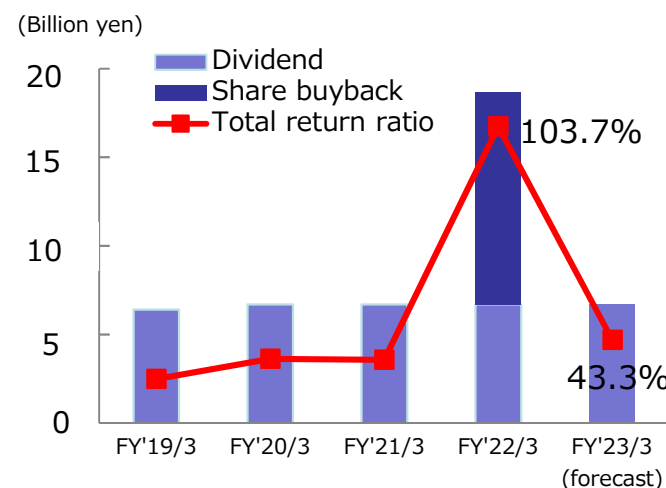
Aim for total return ratio over 50%, DOE 4%, maintain stable dividend growth and conduct agile share buybacks

- FY2021/3: ¥50 per share (unchanged YoY)
- FY2022/3: ¥52 per share (¥2 increase YoY)
Total return ratio 103.7%, DOE 3.9%
- FY2023/3 (plan): ¥52 per share (unchanged YoY)
Total return ratio 43.3%

Operating CF, Investment and Shareholder returns



Total returns (Dividend + Share buyback)



FY2024/3 Management target

5years operating cash flow allocation

- In addition to capital investment, allocate resources to new businesses and growth investment with a medium- to long-term perspective
- Proactively and continuously implement shareholder returns to raise capital efficiency

《5years FY2020/3~FY2024/3》

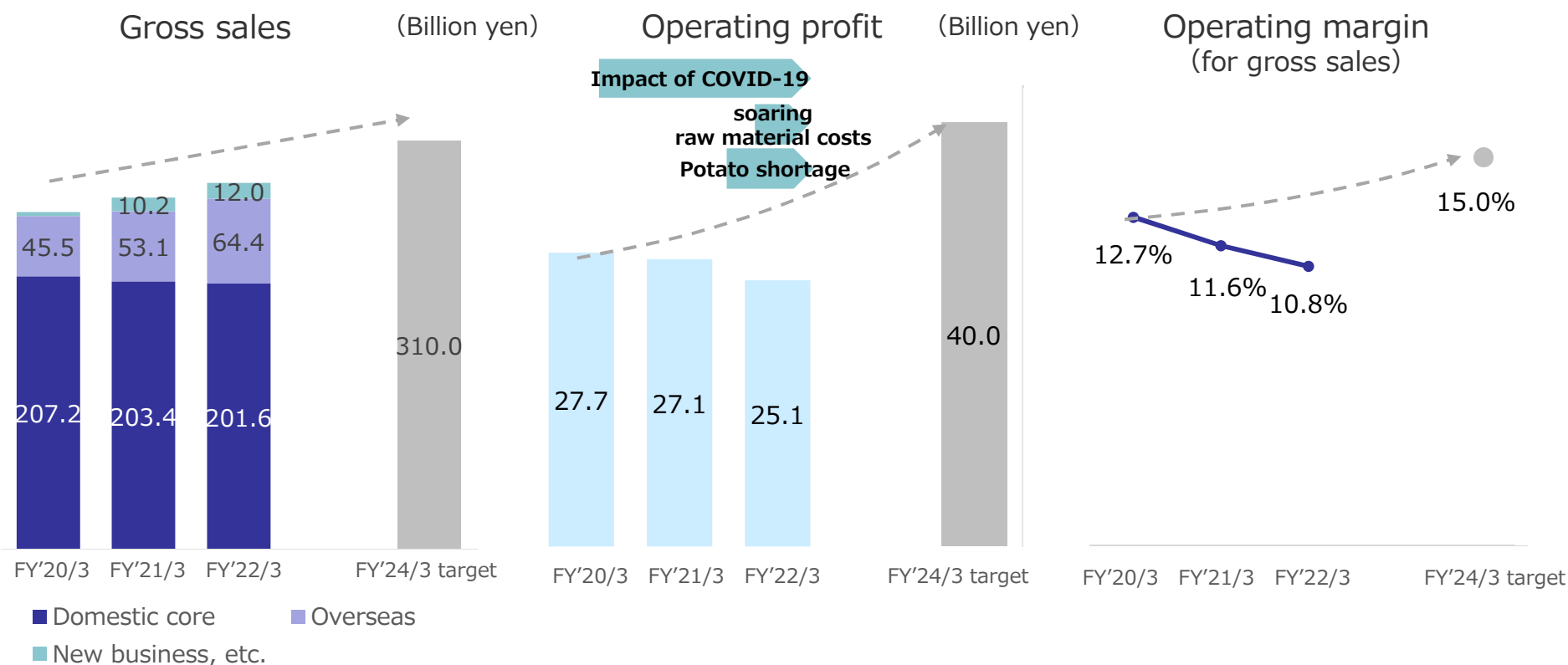
Operating cash flow Approx. ¥ 150.0bn	Capital Investment Approx. ¥ 60.0bn	■ Invest to continually grow/raise productivity in domestic core businesses and strengthen overseas production structure
	Growth Investment Approx. ¥ 80.0bn	■ Invest in new businesses, M&A, etc., to acquire foundation for growth ■ Invest in intangible assets towards medium- to long-term growth (R&D, human resources, promotion of DX, etc.)
	Cash on hand and others	■ Aim for total return ratio over 50%, DOE 4 %, maintain stable dividend growth and conduct agile share buybacks
	Shareholder Returns ¥ 50.0bn or more	

Calbee Group's Medium-term business plan Progress and Challenges

Shuji Ito
President and CEO

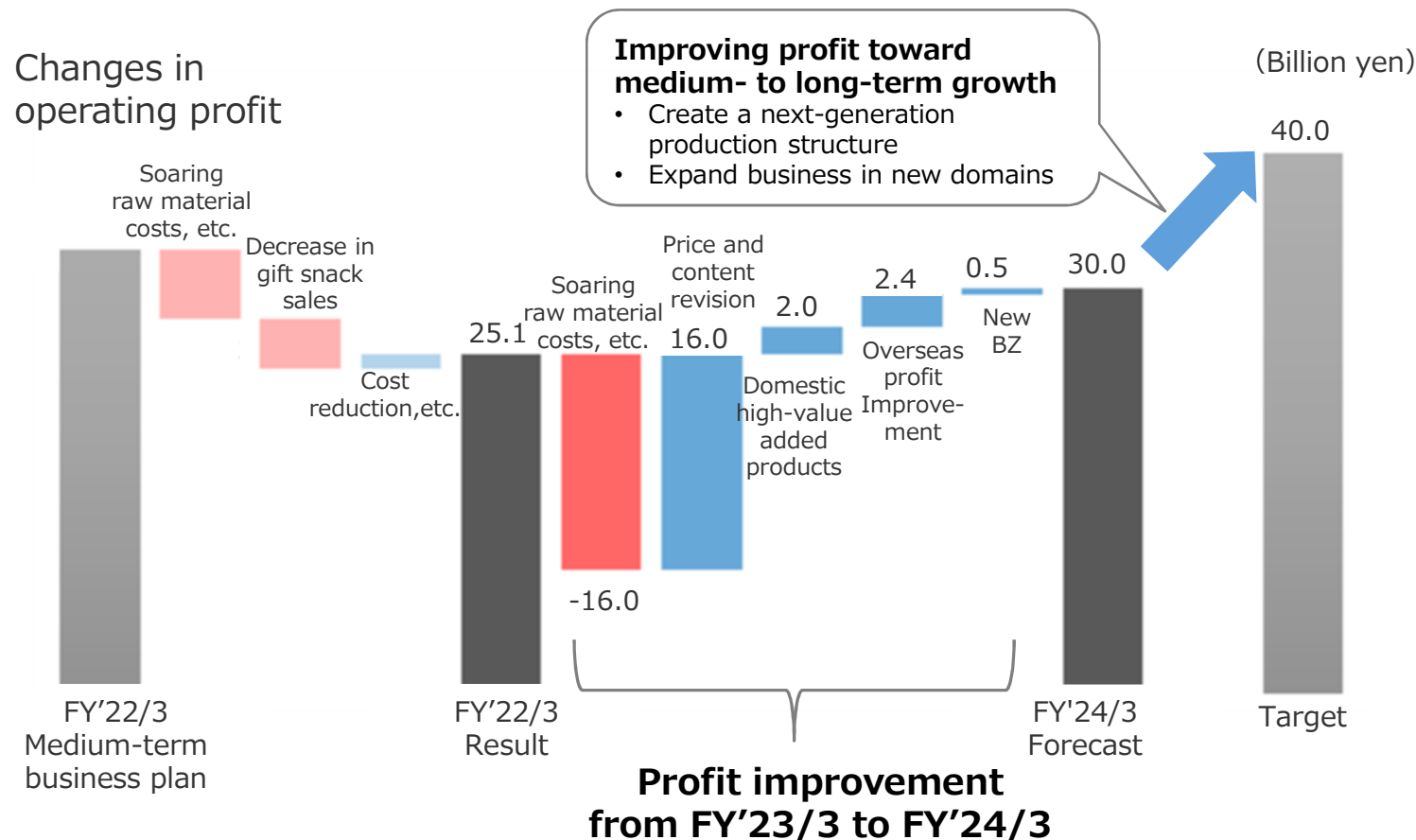
Medium-term business plan progress

- Steady progress in sales due to expansion of overseas business and entry into the sweet potato business
- Profit progress has been substantially delayed due to external factors including the COVID-19 pandemic, soaring raw material costs and a potato shortage



Medium-term business plan: Policy for improving operating profit

- Aim to improve profitability by flexibly implementing price and content revisions in response to rising raw material costs, etc.
- Work to build a foundation for overseas business and new food domains, which will be axes for future growth



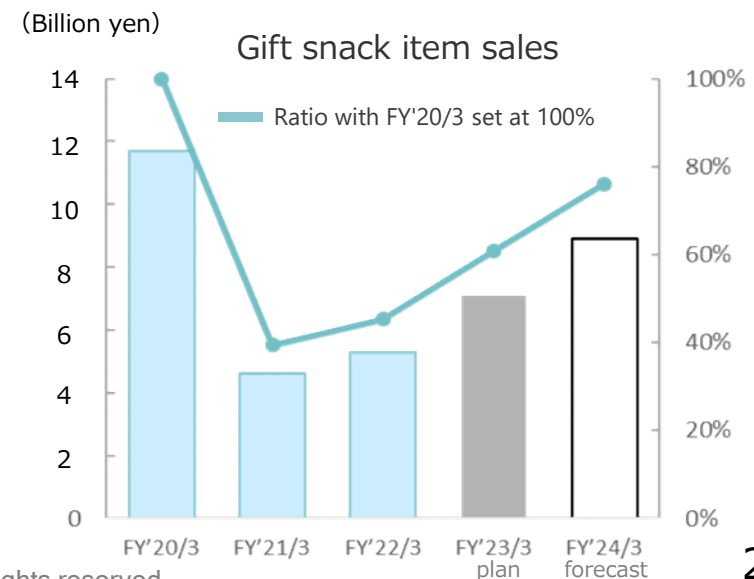
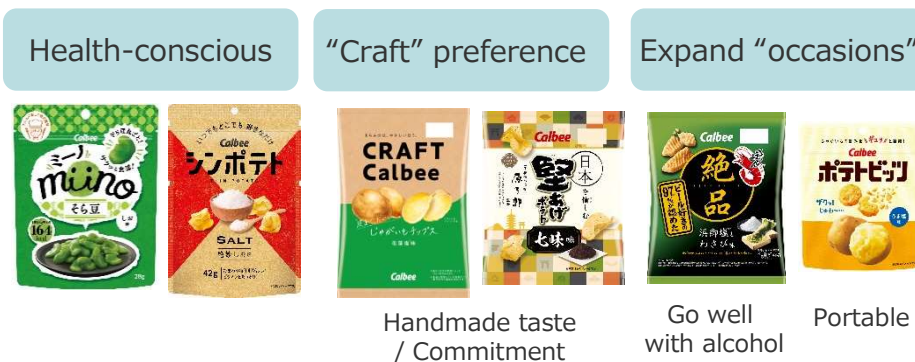
Medium-term business plan: Key initiatives (domestic core business)

Improve profitability through dynamic price and content revisions

- Counter soaring raw material and other costs by passing increases on through dynamic price/content revisions in all categories
- Introduce new standard products and others to avoid impact from volume reductions due to revisions

Develop products with new value and promote high value-added products

- Strengthen development of products with new value that meet the demands of changing consumer behavior
- Restore sales of gift snack items and promoting sales measures that do not rely on tourism demand

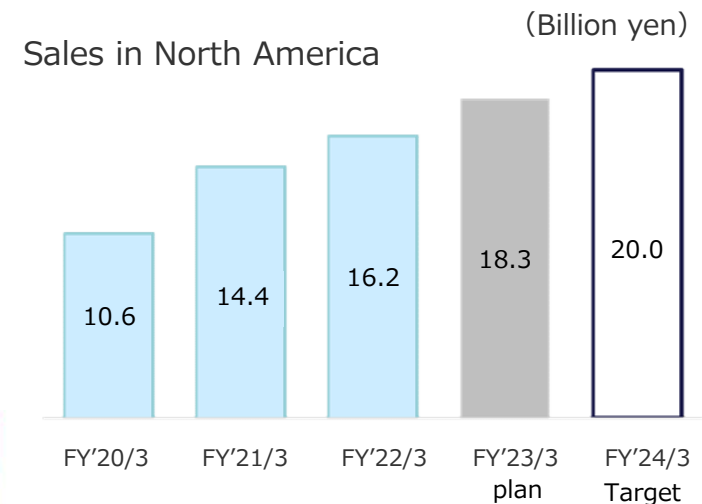


Medium-term business plan: Key initiatives (overseas business)

Strengthen revenue base in North America

Once more strengthen *Harvest Snaps* and introduce new BFY products

- Expand *Harvest Snaps* variations and increase sales outlets
- Introduce new products leveraging Warnock production facilities and Calbee's R&D capabilities



Strengthen sales in ethnic food areas

- Capture growth opportunities in ethnic food areas (Asian supermarkets)
- Expand brands originating from Japan such as *Jagarico* and *Kappa Ebisen*



Medium-term business plan: Key initiatives (overseas business)

Expand products in Greater China and ASEAN and augment production facilities

Enhance product lineup centered on appeal to middle-class consumers

Potato-based snacks

Pursue Calbee brand recognition and value from product differentiation

Cereals

Launch in *Frugra* functional product line-up and products targeting the middle class

Snacks for kids

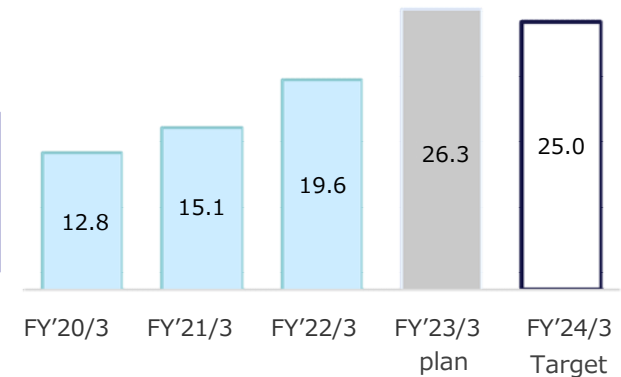
Grow by leveraging the strength of our safe and secure brand image



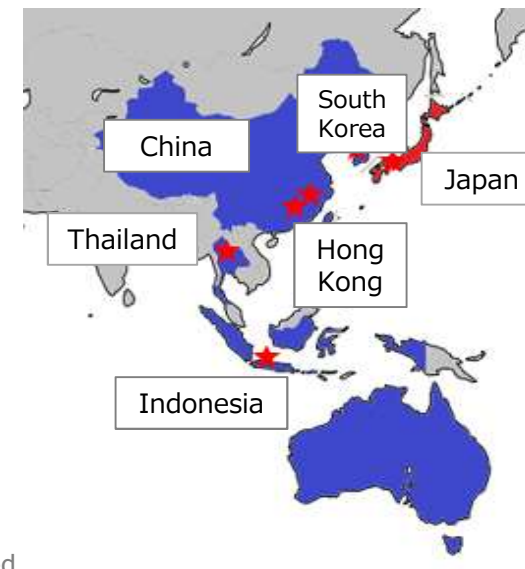
Enhance production/development capabilities in the region

Augment production facilities and utilize OEMs near China (Thailand, Indonesia, Hong Kong, etc.)

Sales in Greater China
(Billion yen)



Product supply facilities for mainland China

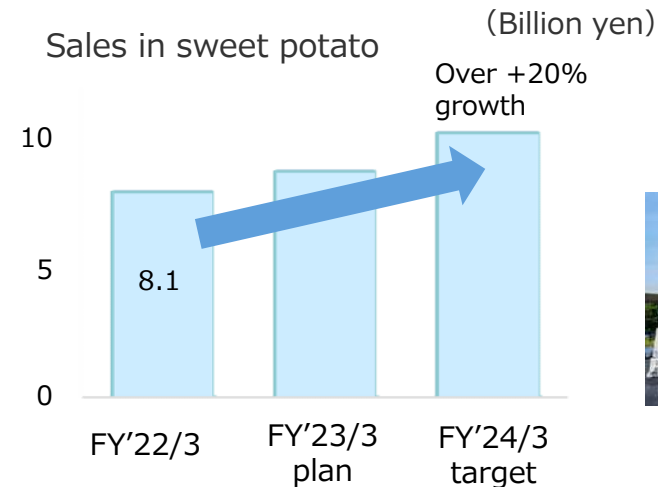


Medium-term business plan: Key initiatives (new businesses)

Develop business in new food domains at natural ingredients' point of origin

Expand sweet potato business

- Advance augmentation of procurement area/production facilities
- Enhance company-owned shop and e-commerce sales
- Promote overseas expansion



Potato Kaitsuka's
company operated store

Develop new business at ingredients' point of origin

Focus on new business development
in beans and oats following the sweet
potato business

<Image of product development>

Snacks



Drinks



Breakfast, staple food, etc



Aim to accelerate business development through
M&A/alliances that seize on growth opportunities

In conclusion:

Towards implementing the Medium-term business plan



Future policy

- Dynamic price/content revisions in response to higher raw material costs
- Invest management resources in North America, Greater China and ASEAN
- Enhance development of business in new food domains at ingredients' point of origin

**Put Calbee Group back on a growth trajectory
towards achieving our 2030 Vision**



Calbee in 2030

Establish our pivotal growth drivers in overseas and new food domains

Reference material

For detailed figures for sales by product, sales by overseas country/region, etc., please refer to FY2022/3 Supplementary Information.
<https://www.calbee.co.jp/en/ir/library/shiryou/>

Consolidated profit and loss statement (FY2022/3 financial results and FY2023/3 full year forecasts)



(Million yen)

		FY2022/3				FY2023/3 Forecast		
			Percent of total (%)	Change (YoY) (%)	vs. plan Ratio* (%)		Percent of total (%)	Change (YoY) (%)
Net sales		245,419	100.0	—	101.0	268,000	100.0	+9.2
Gross profit		83,954	34.2	—	99.6	89,700	33.5	+6.8
SG&A		58,818	24.0	—	100.0	64,200	24.0	+9.1
	Selling	8,278	3.4	—	99.7	10,600	4.0	+28.0
	Distribution	20,044	8.2	+4.1	101.7	21,000	7.8	+4.8
	Labor	19,584	8.0	+1.4	99.4	20,900	7.8	+6.7
	Others	10,911	4.4	+2.8	98.3	11,700	4.4	+7.2
Operating profit		25,135	10.2	-7.1	98.6	25,500	9.5	+1.4
Ordinary profit		26,938	11.0	-2.1	103.6	25,000	9.3	-7.2
Extraordinary income/loss		-190	—	—	—	-500	—	—
Net profit**		18,053	7.4	+2.1	103.2	15,500	5.8	-14.1

* Revised plan as of third quarter of the fiscal year ended March 2022

**Profit attributable to owners of parent

Cash flows and financial condition

(Numbers in parentheses are change from March 31, 2021)

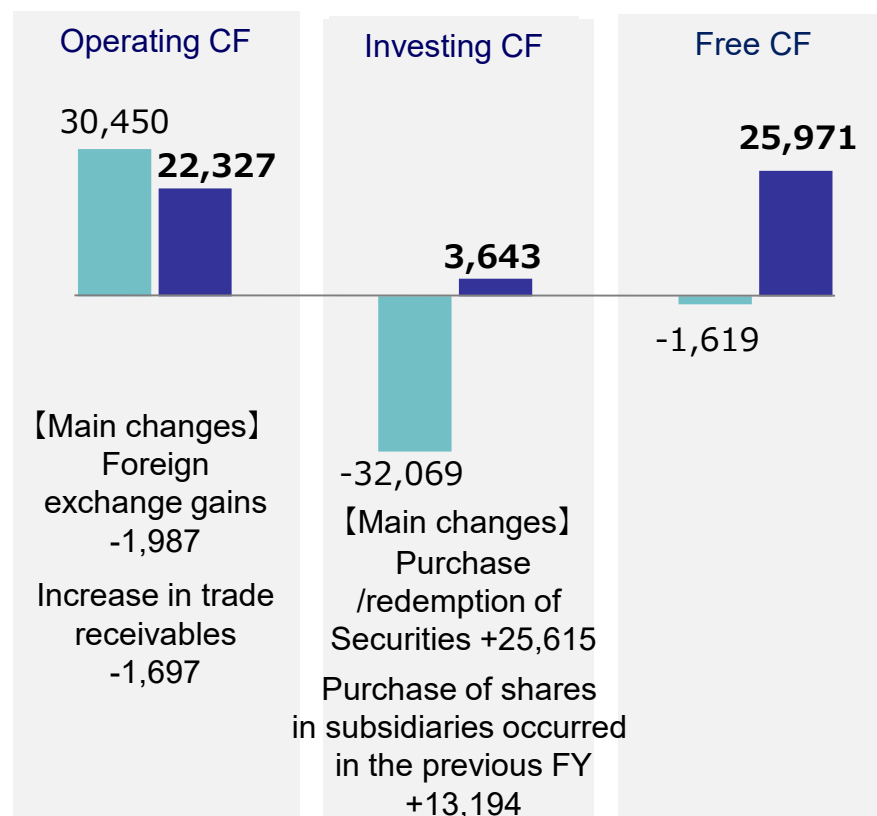
■ Consolidated cash flows

Cash and cash equivalents

(Million yen)

March 31, 2021 47,282 ► **March 31, 2022 49,670**
(+2,388)

■ FY2021/3 ■ FY2022/3



■ Consolidated balance sheets

As of March 31, 2022

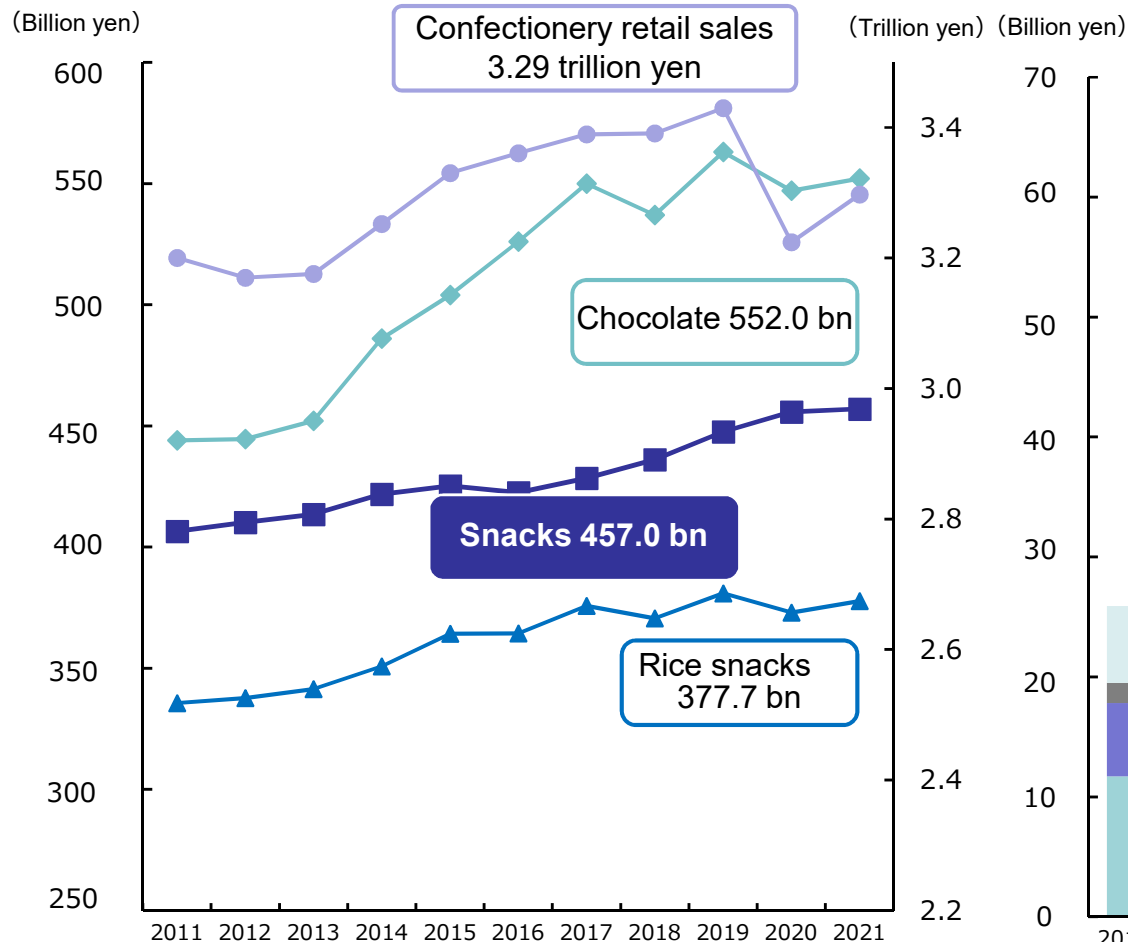
(Million yen)

Total assets 236,598 (-2,379)

Current assets 115,171 (-8,305) 【Main changes】 Securities -14,899	Current liabilities 42,259 (-325)	【Main changes】 Short-term loans payable -1,468
	Non-current liabilities 10,881 (-2,771)	
Non-current assets 121,427 (+5,925) 【Main changes】 Property, plant and equipment +5,699	Net assets 183,458 (+718)	【Main changes】 Long-term loans payable -3,166
	Treasury shares -11,913 Retained earnings +10,733	

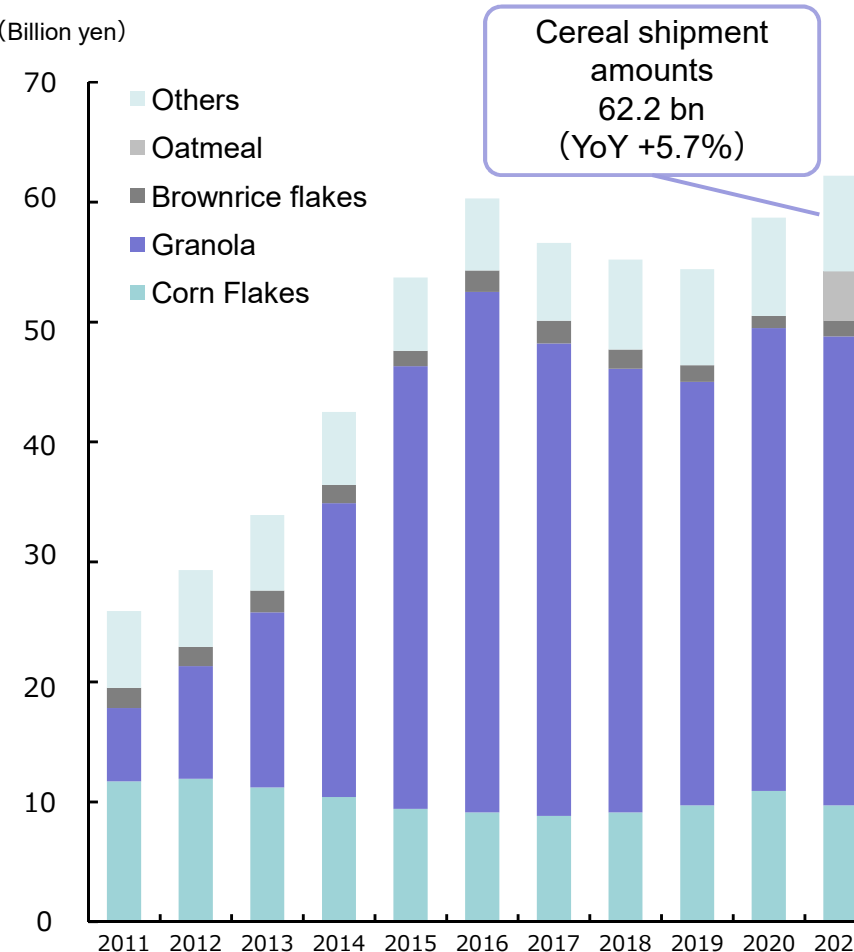
Domestic market

Domestic confectionery market



Source: All Nippon Kashi Association

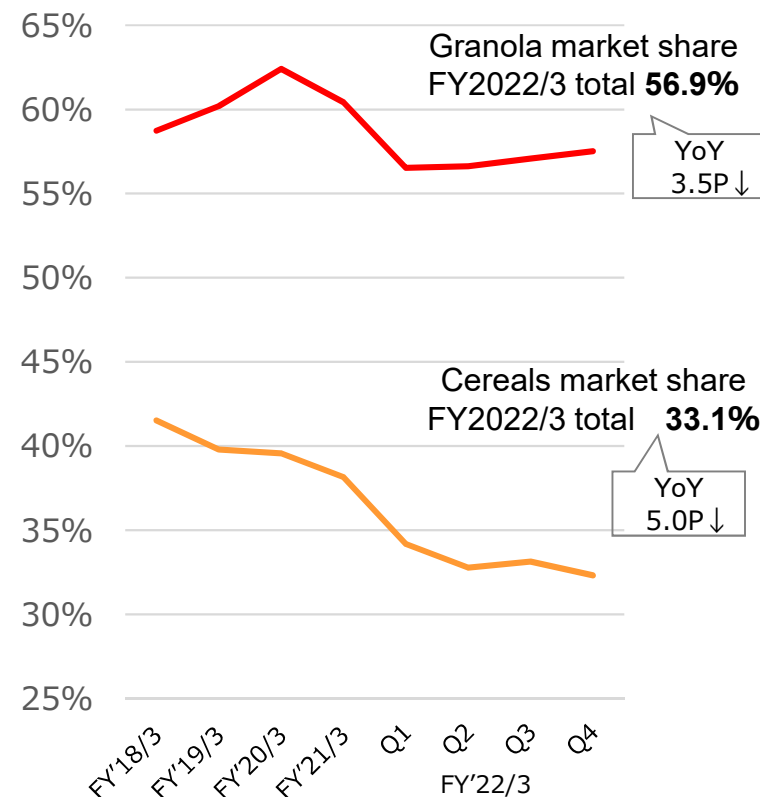
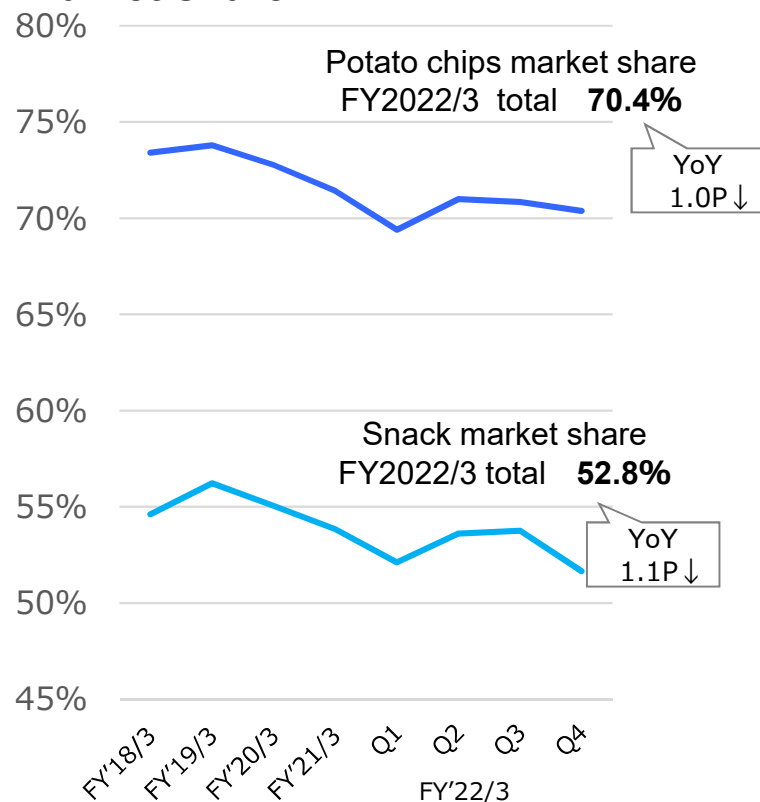
Domestic cereal market



Source: Japan Snack Cereal Foods Association

Domestic market share

■ Market share*



■ Market share by snack category**

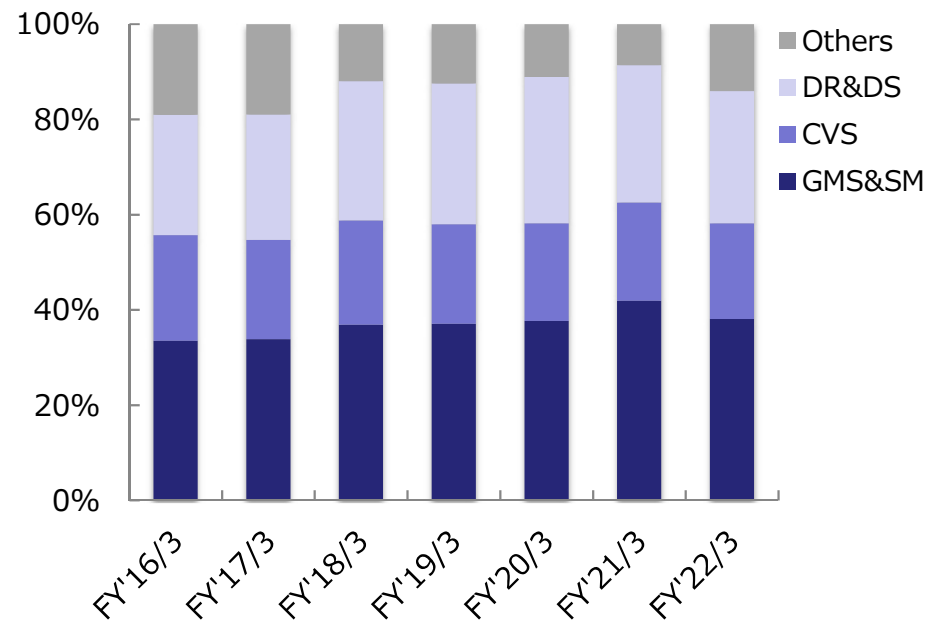
	Potato-based snacks	Flour-based snacks	Corn-based snacks	Bean-based snacks
FY2022/3 (YoY)	73.5% (1.3P ↓)	54.8% (0.5P ↓)	22.3% (1.1P ↓)	55.2% (7.7P ↑)

* From FY2021/3 Intage's SRI+ has changed how it conducts planning and estimation; prior figures have been revised to reflect the new method.

** Source: Intage SRI+ based on sales (nationwide, all retail formats)
FY2022/3: April 2021 – March 2022
FY2018/3-FY2022/3: April 2017 – March 2022
Snack foods, potato-based snack, corn-based snack, bean-based snack market share : Total of Calbee and Japan Frito-Lay
Potato chips: Total of potato chips (thick- and thin-sliced), shoestring and kettle types; includes private brand products
Granola: Granola category of Cereals market
Potato-based snacks : Raw material of fresh potatoes
Four-based snacks : Raw material of flour
Corn-based snacks : Raw material of corn
Bean-based snacks : Raw material of bean

Domestic business status

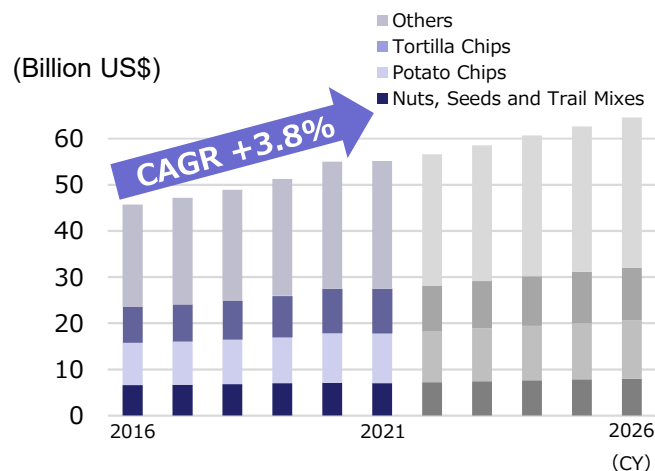
■ Sales composition by business



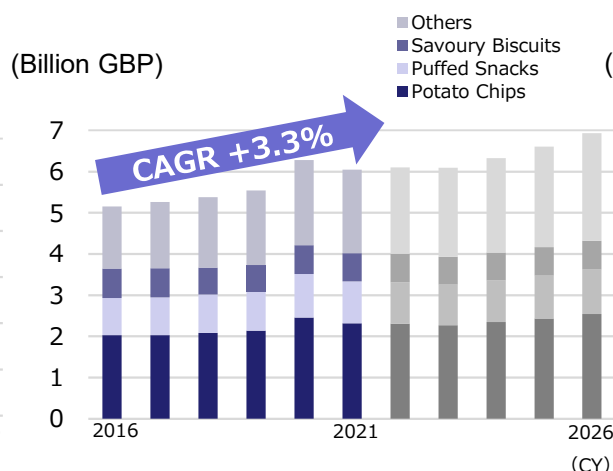
* Calbee alone (manufacturer shipped goods basis)

Overseas market by country

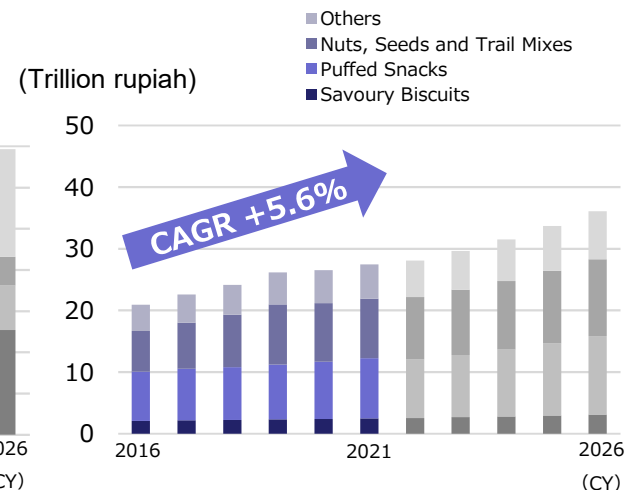
■ USA snack market



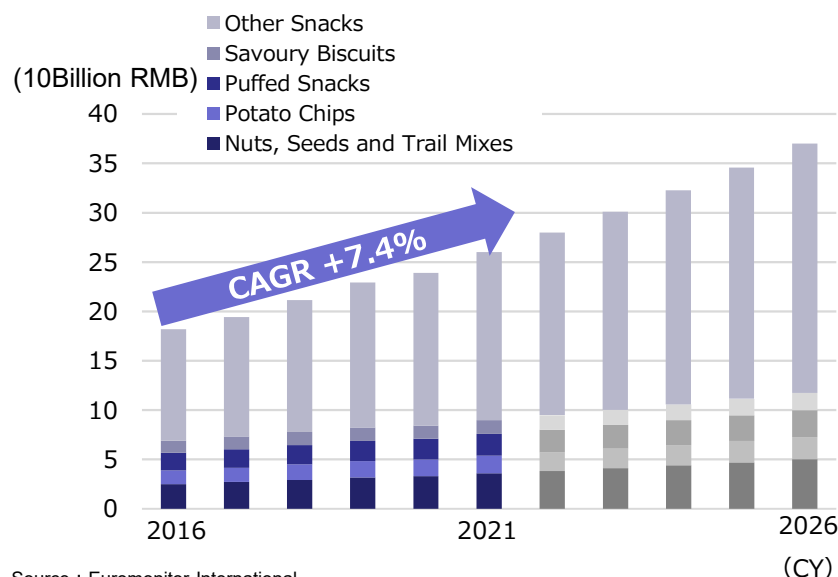
■ UK snack market



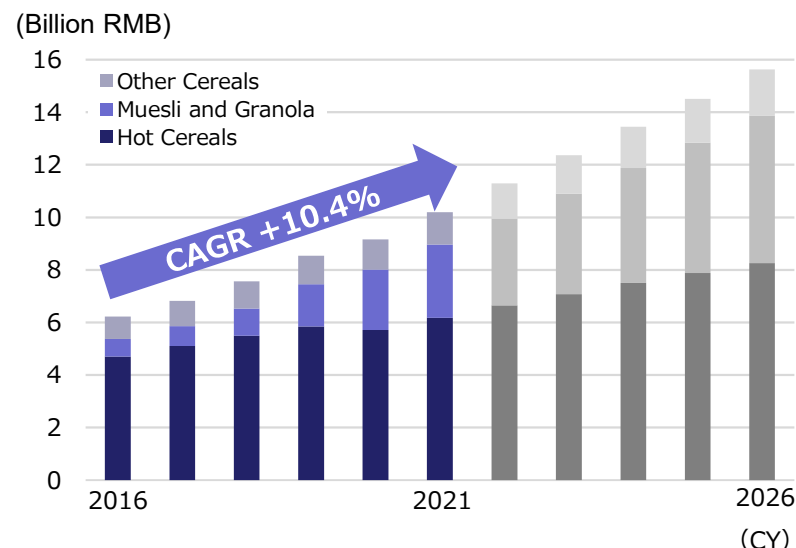
■ Indonesia snack market



■ China snack market



■ China cereal market (For retail store sales)



Source : Euromonitor International

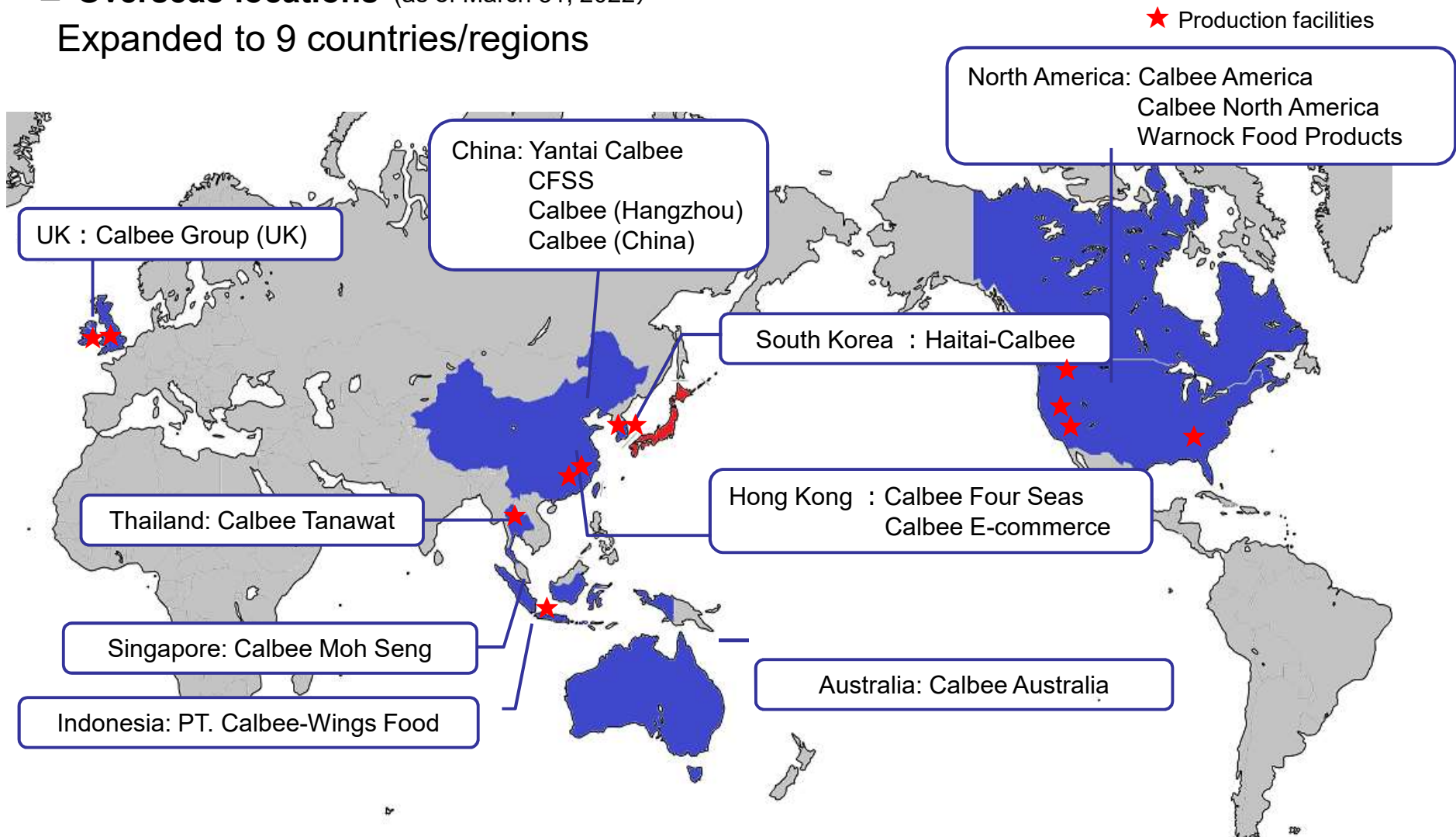
Category : Snack (Savory Snacks : Nuts, Seeds and Trail Mixes, Salty Snacks, Savory Biscuits, Popcorn, Pretzels, Other Savory Snacks) Cereal : Breakfast Cereals (Hot Cereals, RTE Cereals) 2022-2026: Forecast

* The aggregation range of the Chinese snack market has been changed from the fiscal year ended March 2022.

Overseas business status

■ Overseas locations (as of March 31, 2022)

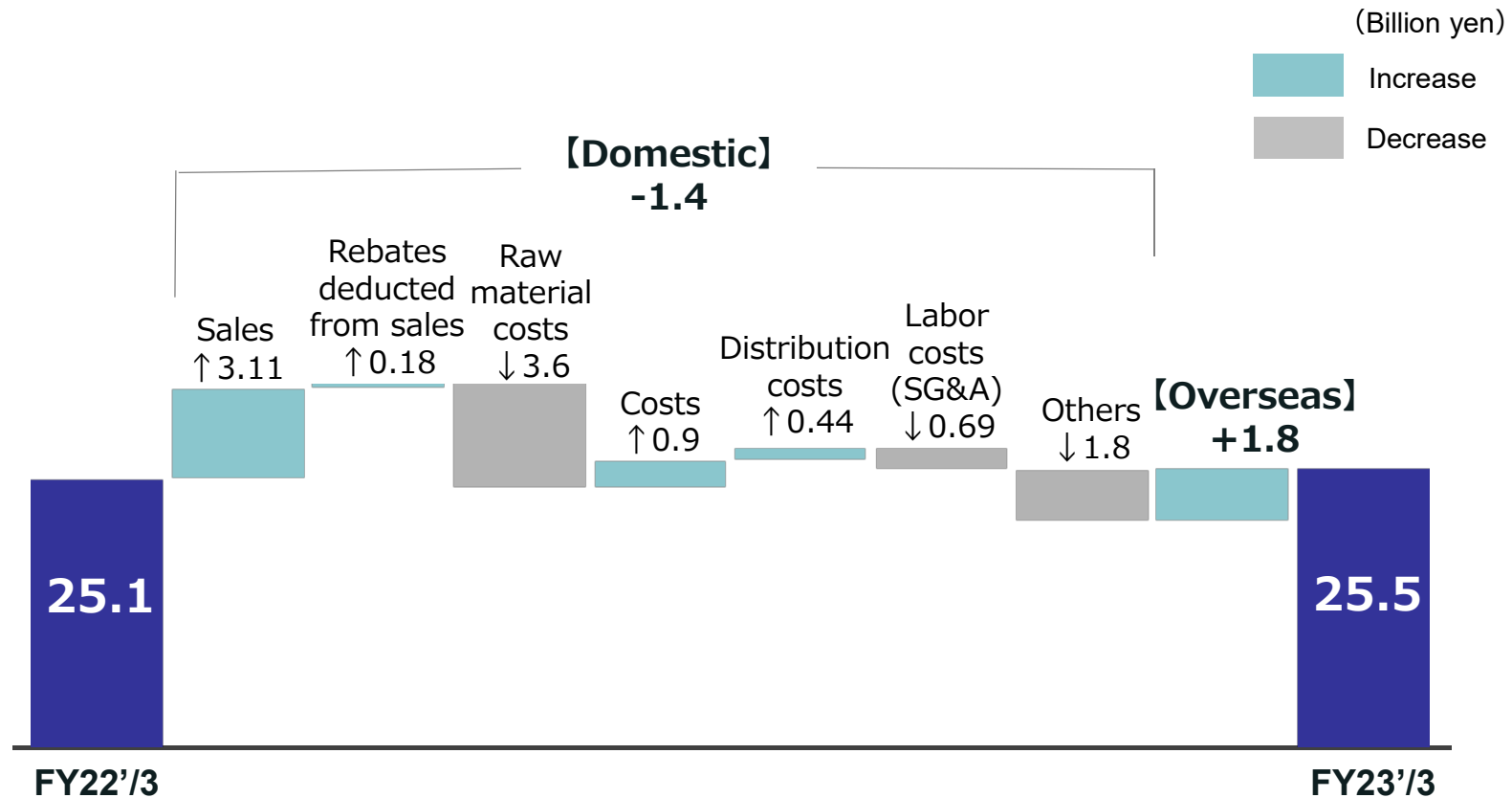
Expanded to 9 countries/regions



FY2023/3 Full year forecasts

Factors increasing operating profit

Change in operating profit (YoY)



Medium-term business plan progress (Non-financial indices)

	FY'20/3	FY'21/3	FY'22/3	FY'24/3 (Targets)
Salt equivalent in products (compared with FY'19/3)	-1.8%	-5.4%	-6.9%	20% reduction
Protein-rich product sales ratio	4.1%	4.8%	5.8%	10%
Female manager ratio	20.4% (as of '20/4)	21.8% (as of '21/4)	23.3% (as of '22/4)	Over 30%
Domestic Procurement volume of potatoes	373K tons	342K tons	319K tons	400K tons*
Food communication Participants (accumulated number in 5 years)	77K people	108K people	164K people	400K people
Product Food losses (compared with FY'19/3)	-20%	+74%	-12%	20% reduction
Greenhouse gas emissions	+1.4%	+0.6%	—	30% Reduction*

*Target achievement year: FY'31/3

Sustainability initiatives

Initiatives to support sustainable growth

Create social and economic value through a sustainable, virtuous cycle, continually advancing initiatives for materiality key themes with a long-term perspective

Reductions of greenhouse gas emissions



Kiyohara Smart Energy Center
(Received the FY2021 Energy Conservation Grand Prize Minister of Economy, Trade and Industry Award)

Besides smart energy, advance shift to CO₂ free electricity derived from renewable energy sources

30% reduction by 2030
(Scope 1, 2, 3, vs. FY2019)

Switch to RSPO-certified oil



Began buying RSPO-certified oil (mass balance calculation) from July 2021

In FY2022 all domestic Group factories to use certified palm oil only

Use 100% certified oil by 2030

Reduction of petroleum-derived plastic packaging



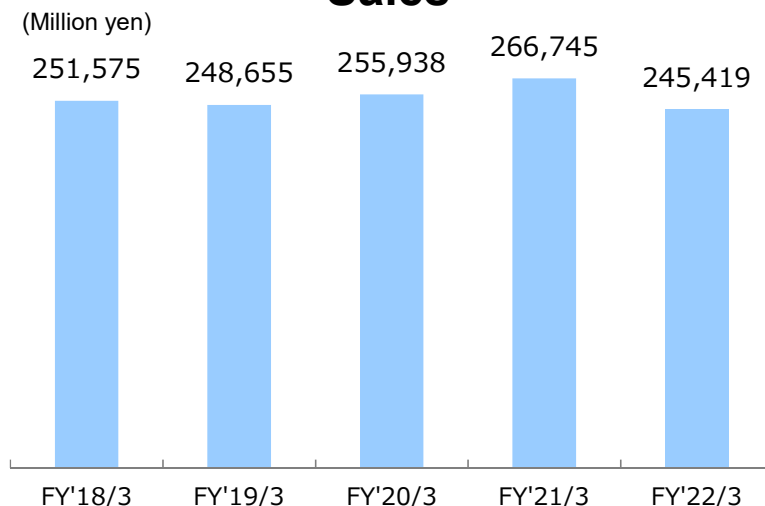
Products using biomass PET

For packaging, advance use of biomass PET, switch to biomass ink, etc.

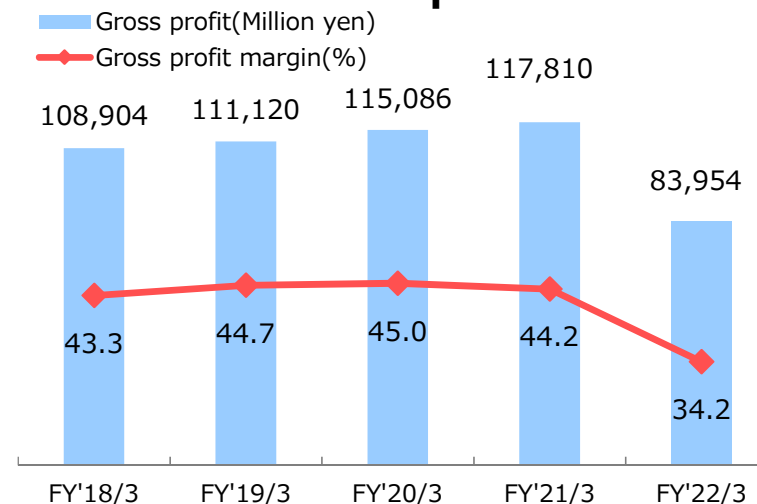
Use Environmentally Conscious raw materials for 50% by 2030

Financial highlights ①

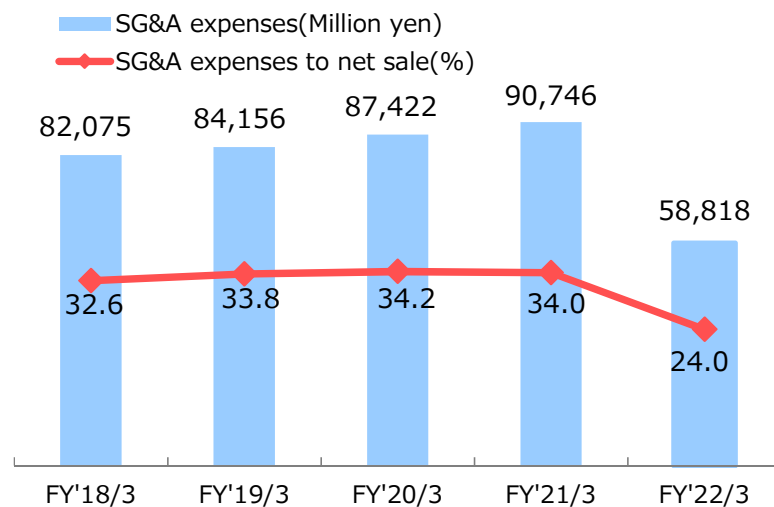
Sales



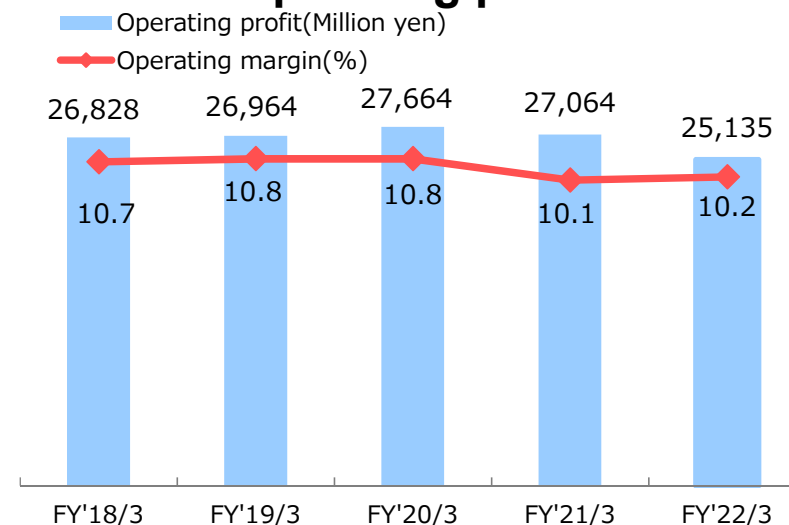
Gross profit



SG&A



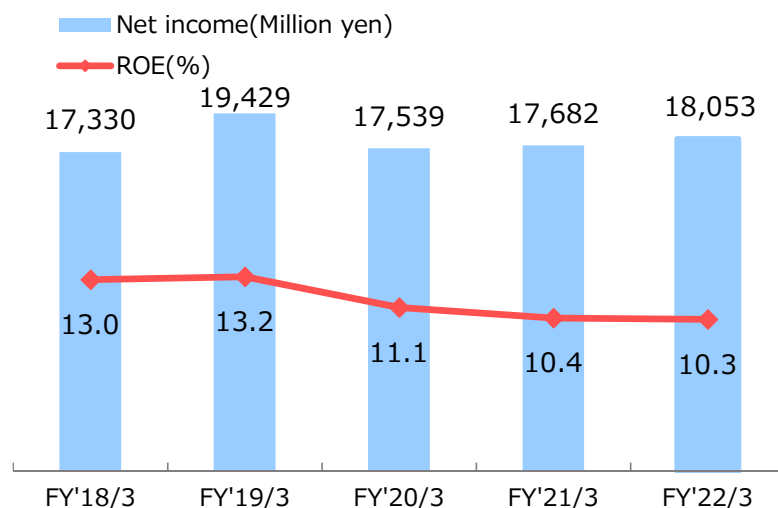
Operating profit



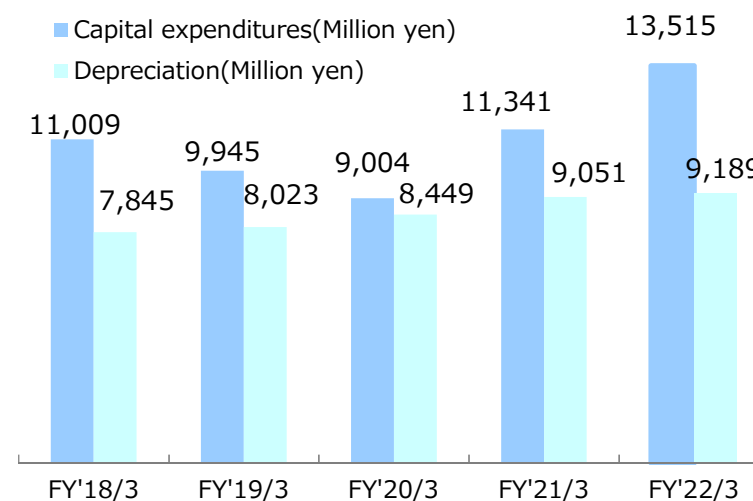
* Effective from the beginning of fiscal year ended March 31, 2022, the Group adopted the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29) and changed the method to deduct a portion of selling expenses (rebates, etc.) from sales, which was previously recorded in selling, general and administrative expenses.

Financial highlights ②

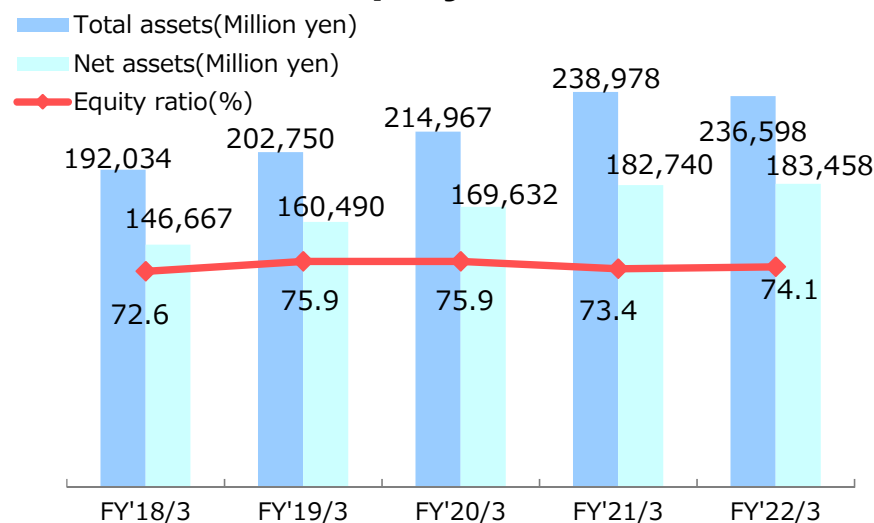
Net income/ROE



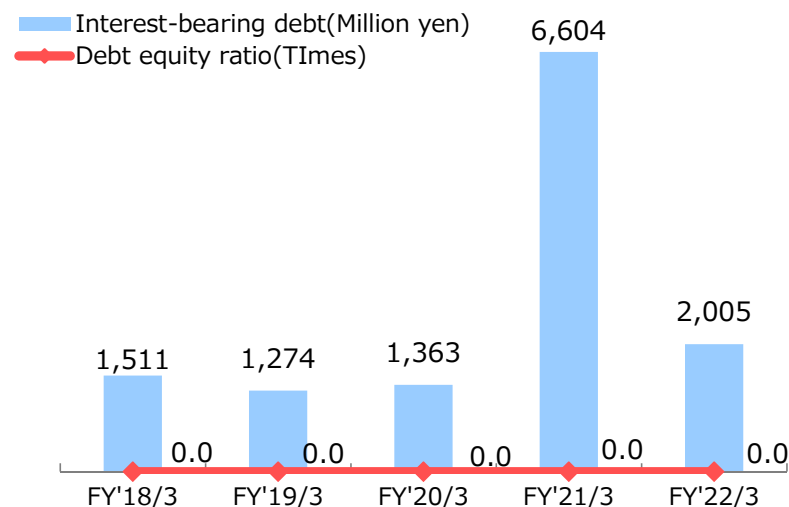
Capital expenditures/Depreciation



Equity ratio



Debt to equity ratio



Contact details for IR inquiries:
Calbee, Inc. Investor Relations Department
E-mail: 2229ir@calbee.co.jp
<https://www.calbee.co.jp/en/ir/>

- The Company's fiscal year ends on March 31. The fiscal year ended March 31, 2022 is referred to throughout this report as "FY2022/3 (FY'22/3)," and other fiscal years are referred to in a corresponding manner. References to years not specified as being fiscal years are to calendar years.
- This document contains Calbee's current plans, outlook and strategies. Items which are not historical facts are forecasts pertaining to future performance, and are discretionary and based on information currently available to Calbee. This document does not purport to provide any guarantee of actual results. Actual results may differ significantly from forecasts due to various factors.
- This document also contains unaudited figures for reference purposes only.