



Calbee Group Financial Results

Fiscal year ended March 31, 2024

April 1, 2023 – March 31, 2024

TSE code : 2229

Calbee, Inc.

May 9, 2024

**1. FY2024/3 Financial Results and
FY2025/3 Full Year Forecast**

Kazuhiro Tanabe
Executive Officer and CFO

**2. Change 2025 Growth Strategy Progress
and Future Initiatives Toward 2030**

Makoto Ehara
Representative Director, President & CEO

**1 . FY2024/3 Financial Results and
FY2025/3 Full Year Forecast**

**Kazuhiro Tanabe
Executive Officer and CFO**

**2 . Change 2025 Growth Strategy Progress
and Future Initiatives Toward 2030**

**Makoto Ehara
Representative Director, President & CEO**

2

My name is Tanabe, and I am in charge of finance, accounting and IR. I will now report on our financial results for the fiscal year ending March 31, 2024, and explain our plans for the fiscal year ending March 31, 2025.

I. FY2024/3 Financial Results

3

First, here are the results for the fiscal year ending March 31, 2024.

FY2024/3 Recap



In FY2024/3, the first year of our growth strategy, sales and profit rose, significantly exceeding guidance, driven by the domestic business

(Billion yen)

Growth guidance	FY2023/3 results	FY2024/3 Initial forecast	FY2024/3 Revised forecast	FY2024/3 results	Appraisal	Growth guidance (3 year)
Consolidated net sales	279.3	293.0	298.0	303.0		—
Organic growth rate	+14%	+5%	+7%	+8%		+ 4-6%
Consolidated operating profit	22.2	24.0	26.0	27.3		—
Consolidated profit growth rate	-12%	+8%	+17%	+23%		+ 6-8%
Net profit	14.8	15.0	18.0	19.9	—	—
ROE (ROE after forex adjustments)	8.5% (8.0%)	8.3% (8.3%)	—	10.9% (9.5%)		Over 10%
Main KPIs						
Domestic operating profit growth	-15%	+6%	+14%	+22%		+ 6-8%
Overseas sales ratio	26%	27%	25%	24%		30-35% (FY2026/3)
Ratio of sales in new areas	3.9%	4.3%	—	4.3%		5% (FY2026/3)

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4

See slide four. This is a summary of the fiscal year ending March 31, 2024.

In the fiscal year ending March 2024, the first year of the growth strategy, sales and profit increased, exceeding both the initial and revised plans. We have delivered a track record that far exceeds our guidance.

In the domestic business, sales strategy and expansion of production capacity were successful, and earnings improved significantly as growth in sales volume and the effect of revisions recovered soaring costs. In the overseas business, sales in the UK and Indonesia were strong, but sales declined significantly in Greater China.

In new areas, the Company has made aggressive investments in the agribusiness sector to expand sales growth of the sweet potato business and in the food and health area to expand recognition.

FY2024/3 Results highlights



Summary

Net sales ¥303.0bn (+¥23.7bn YoY, +¥5.0bn vs revised plan)
Operating profit ¥27.3bn (+¥5.1bn YoY, +¥1.3bn vs revised plan)
Net profit ¥19.9bn (+¥5.1bn YoY, +¥1.9bn vs revised plan)

- Strong domestic sales drove increased profit both YoY and vs revised plan
- Overseas, achieved record profit on a yen basis as a slump in North America and Greater China was covered by other regions
- Net profit rose significantly on booking foreign exchange gains from the weaker yen (USD1=¥133.53 at end of FY2023/3; ¥151.41 at end of FY2024/3)

(Billion yen)

	FY2024/3	FY2023/3	Change	FY2024/3 Revised forecast	vs. plan Ratio
Net sales	303.0	279.3	+8.5%	298.0	101.7%
Domestic	229.9	207.1	+11.0%	223.0	103.1%
Overseas	73.1	72.2	+1.3%	75.0	97.5%
Operating profit	27.3	22.2	+22.8%	26.0	105.0%
Operating margin	9.0%	8.0%	+1.1pts	8.7%	+0.3pts
Domestic	23.9	19.6	+21.5%	22.3	107.0%
Overseas	3.4	2.6	+32.4%	3.7	92.8%
Ordinary profit	31.2	23.5	+32.8%	28.5	109.3%
Net profit*	19.9	14.8	+34.6%	18.0	110.5%

*Profit attributable to owners of parent

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5

See slide five. I would like to explain our consolidated financial results for the fiscal year ending March 31, 2024.

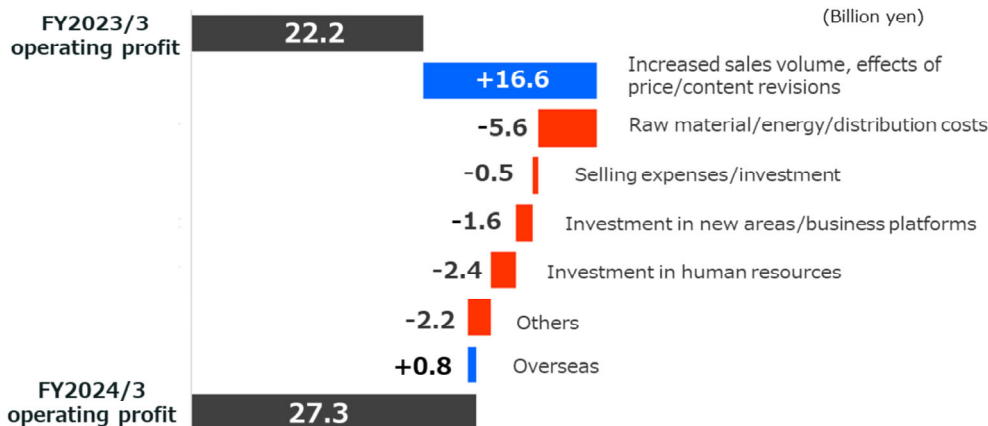
Net sales were JPY303 billion, up 8.5% from the previous year and 101.7% from the revised plan. Operating profit was JPY27.3 billion, up 22.8% from the previous year and 105% of the revised plan. Net profit was JPY19.9 billion, up 34.6% from the previous year and 110.5% of the revised plan.

Both sales and operating profit achieved the previous year's targets, as strong domestic sales led to higher sales and profit, and strong domestic sales offset a shortfall in the revised plan for overseas sales.

Overseas, although profits declined in North America and Greater China, other regions such as the UK and Indonesia continued to perform strongly, achieving record profits on a yen basis.

Net profit increased significantly due to foreign exchange gains resulting from the weaker yen.

FY2024/3 Results: operating profit analysis by factor



Note: Increased sales volume, effects of price/content revisions: Increased volume (+¥1.5bn), effects of price/content revisions (+¥15.1bn)
 Raw material/energy/distribution costs: Imported raw materials (-¥2.8bn), packaging (-¥1.8bn), domestic potatoes (-¥0.8bn), cooking oil (-¥0.6bn), energy costs (+¥0.8bn), distribution costs (-¥0.03bn)
 Selling expenses/investment: Improved sales promotion costs (+¥1.0bn), marketing investment (-¥1.6bn)
 Investment in new areas/business platforms: Investment in food and health area including investment in raising awareness of *Body Granola*, investment in business platforms for S&OP and business growth
 Others: Higher supplies and repairs expenses, lower profitability of Kaitsuka (sweet potato business), systems investment, increased travel expenses due to normalization of social activities

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6

See slide six. I will now explain the factors behind the increase in operating profit. Overall consolidated profit increased by JPY5.1 billion from the previous year.

The breakdown is plus JPY4.2 billion for domestic operations and plus JPY0.8 billion for overseas operations. In Japan, profit increased due to factors such as the growth in sales volume resulting from brand enhancement measures, while cost increases resulting from yen depreciation and inflation were steadily offset by the effects of price and content revisions.

In accordance with our growth strategy, we have focused our resources on the following three areas. The first is marketing investment to strengthen the brand, the second is investment in new areas and infrastructure, and the third is investment in human resources.

The main raw material price hikes are due to imported raw materials and packaging materials. Power costs improved from the previous year due to unit price improvements and government measures to drastically reduce electricity and gas prices. Amounts are as shown.

FY2024/3 Domestic business



- **Snacks:** Revenue increased in all categories due to the effect of price and content revisions and strong sales throughout the year
A larger Hokkaido potato harvest in 2023 and strong sales of gift snack items and *JagaRico* due to a pickup in people flows contributed
Relative price affordability amid food market inflation acted as tailwind
- **Cereals:** Successful marketing measures led to growth in the second half, especially in large-volume products
- **Others:** Sweet potato business continued to perform well

(Billion yen)

		FY2024/3	
		Change(YoY)	
Domestic sales		229.9	+22.8 +11.0%
Snacks		214.6	+20.6 +10.6%
<i>Potato Chips</i>		98.3	+7.3 +8.1%
<i>JagaRico</i>		45.4	+5.4 +13.4%
Other snacks		71.0	+7.9 +12.5%
Cereals		26.2	+2.0 +8.2%
Others (Agri, Food and health, Services)		15.6	+1.8 +13.4%
Rebates deducted from sales		-26.5	-1.7 -
Domestic operating profit		23.9	+4.2 +21.5%
Operating margin		10.4%	+0.9pts -

*Amounts for sales of Snacks, Cereals and Others (Agri, Food and health, Services) are prior to deduction of rebates, etc.

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7

See slide seven. I will now explain sales by product in the domestic business. Sales increased in all categories: snacks, cereals, and other businesses.

Overall snack sales increased by JPY20.6 billion from the previous year. *Potato Chips*, plus JPY7.3 billion. *JagaRico*, plus JPY5.4 billion. Other snacks, plus JPY7.9 billion, with sales increases in all categories. A good harvest of Hokkaido potato in the fall of 2023 enabled us to secure sufficient inventory of raw materials, and we were able to take appropriate measures to strengthen our brand against the backdrop of marketing factors such as the revitalization of human flow.

Cereal sales increased by JPY2 billion. Marketing measures were successful, and sales grew, especially for large-volume products, especially in H2.

Sales in the other business segment increased by JPY1.8 billion, and sales in the sweet potato business remained strong.

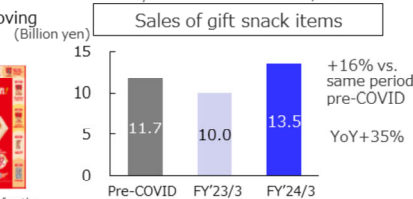
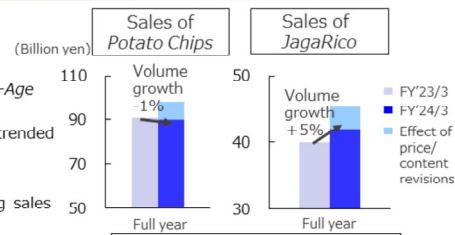
The factors are explained on the next slide.

FY2024/3 Domestic business



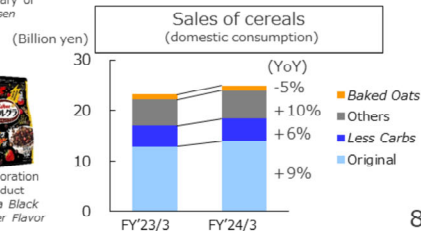
Snacks

- **Potato Chips:**
 - Grew sales of standard products such as *Usu-Shio Flavor* and *Kata-Age Potato*
 - Market share of comparatively high-priced large-volume products trended downwards
- **JagaRico:**
 - Responded to strong demand throughout the year by concentrating sales on standard products
 - Achieved higher sales by introducing a new production line and improving production efficiency
- **Other snacks:**
 - Sales of gift snack items exceeded their pre-pandemic level due to increased domestic and inbound demand
 - Grew sales of wheat-, corn- and bean-based snacks
 - Kappa Ebisen* sales volume continued to rise on its 60th anniversary supported by measures aimed at target consumers



Cereals

- Cereal market expanded slightly: market share grew +2.8pts*
- Continuous marketing and sales activities such as promotions for increased volume, TV commercials, and the launch of special products stimulated demand from H2 onward



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* Source: Intage SRI+ Inc.

8

See slide eight. *Potato Chips* sales increased from the previous year. Sales of regular products such as *Usu-Shio* flavor and *Kata-Age Potato* remained steady. On the other hand, the market share of large bags, which are relatively more expensive, has been declining, and sales volume declined slightly from the previous year.

JagaRico continued to be in strong demand throughout the year, and we concentrated on the production and sales of standard products to increase volume. We responded by increasing production capacity through the operation of a new line and by improving production efficiency by consolidating production items.

In other snacks, sales of the gift snack items, wheat-based products, and corn and bean-based snacks all increased. The gift snack items exceeded the level before the spread of the new coronavirus due to increased domestic travel and inbound demand. This year marks the 60th anniversary of *Kappa Ebisen*. Although the product has been on the market for a long time, we were able to increase its volume by implementing measures and other measures in line with consumer targets.

Cereal sales increased from the previous year. Calbee's share of the cereal market was plus 2.8 percentage points over the previous quarter. The cereal market had been in a downtrend until H1, but in H2, Calbee's increased sales drove the market, pushing the market size to a positive level for the full year. We have stimulated demand through ongoing marketing activities, such as increased volume campaigns, TV commercials, and the introduction of special products, as well as by strengthening sales promotions through sales activities.

FY2024/3 Overseas business



- **North America:** *Harvest Snaps* sales declined on a local currency basis due to continued weakness in PB and OEM sales, despite strong demand for brands of Japanese origin
- **Greater China:** Significant decrease in both retail store and e-commerce sales
- **Other regions:**
 - UK: Continued strong sales on Seabrook brand potato chips and expanded product lineup
 - Indonesia: Returned to profitability due to additional *Guribee* production lines and improved raw material cost ratio
 - Korea: Recovered from a loss in the previous fiscal year on growth mainly in potato chips

<Business results by region>	FY2024/3				(Billion yen)
		Change(YoY)		Change ex. forex in %	
Overseas sales	73.1	+0.9	+1.3%	-4.7%	
North America	23.5	+1.2	+5.6%	-1.3%	
Greater China	18.6	-4.8	-20.7%	-23.3%	
Other regions	40.4	+4.2	+11.6%	+4.3%	
Rebates deducted from sales	-9.3	+0.3	—	—	
Overseas operating profit	3.44	+0.84	+32.4%	—	
Operating margin	4.7%	+1.1pts	—	—	
North America	0.31	-0.18	-61.0%	—	
Greater China	0.40	-0.53	-56.9%	—	
Other regions	2.73	+1.85	+209.7%	—	

*Sales by region are amounts prior to deduction of rebates, etc.

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9

See slide nine. I will now explain the performance of our overseas business by region.

In North America, sales declined 1% on a local currency basis and operating profit decreased JPY0.5 billion. Although *Harvest Snaps* and other brands of Japanese origin continued to enjoy solid demand, PB and OEM sales were sluggish, resulting in a YoY decline.

Sales in Greater China were down 21% YoY, with significant declines in both retail store and e-commerce sales. Operating profit declined JPY0.5 billion.

Sales in other regions increased 12%, led by the UK, Indonesia, and South Korea. Operating profit increased by JPY1.8 billion. In the UK, the Seabrook brand potato chips and expanded product lineup continued to perform well. Indonesia returned to profitability thanks to higher sales of *Guribee*, whose new line started operation in December, as well as improved raw material costs. In South Korea, sales grew mainly in potato chips.

FY2024/3 Overseas business



*YoY

North America

■ Sales

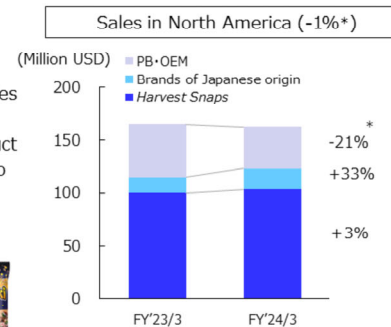
- Expanded distribution of derivative brands contributed to strong sales of *Harvest Snaps*
- Sales of brands of Japanese origin grew due to broadening of product range, and expansion of sales channels to US supermarkets, etc., to capture increased demand
- Although the PB and OEM industry was significantly affected by restructuring, received new orders from December onward

■ Operating profit

- Profit decreased due to lower PB and OEM sales



JagaRico and Takoyaki Ball sales growing in the North American market



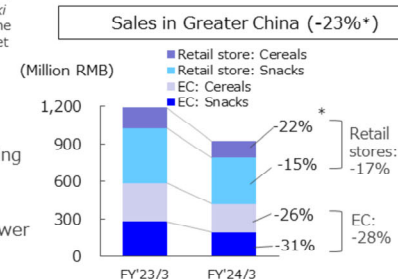
Greater China

■ Sales

- Further decline in sales level from H2 due to deteriorating business confidence, expanding deflationary mindset, and stricter customs regulations for mainstay snacks
- Will launch local OEM products and increase production in neighboring countries in FY2025/3

■ Operating profit

- Selling expenses were reduced but could not offset the impact of lower sales, resulting in a decrease in profit



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10

See slide 10. Let me explain a little more about North America and Greater China.

In the North American market, sales declined on a local currency basis and operating profit also decreased. *Harvest Snaps*, the mainstay brand, posted a YoY increase of 3%, thanks to strong performance of its derivative brands and expanded distribution. In addition to continued strong demand for Japanese brands such as *Kappa Ebisen* and *JagaRico*, sales increased due to the expansion of sales items and sales channels to US supermarkets and other retailers.

PB/OEM sales declined due to a decrease in orders received as a result of industry restructuring that continued until the second half of last year. New orders will be received starting in December, and we will work to recover sequentially.

Operating profit declined, failing to fully offset the impact of lower PB and OEM sales.

In Greater China, both sales and profits declined. In the Chinese market, sales declined in both e-commerce and retail stores. There are two main reasons. The first is the decline in economic momentum, and the second is the slump in customer demand for high-priced snacks and cereals due to the widening deflationary trend.

Calbee's product lineup is mainly imported from Japan, and many of its products are in the high price range, which led to the high impact. In addition, tightened customs regulations and the suspension of imports of mainstay snacks from Japan also had an impact, and sales have remained at a low level since H2.

In the fiscal year ending March 31, 2025, we are preparing price-competitive products through local OEM production and increasing production in neighboring countries.

II. FY2025/3 Full Year Forecast

11

I will now explain our plans for FY2024/3.

FY2025/3 Forecast



Target +6% sales and +6% operating income growth in FY2025/3

Planned exchange rate: USD1 = JPY142 (Billion yen)

Growth guidance	FY2023/3 Results	FY2024/3 Results	FY2025/3 Forecast	FY2024/3 – FY2025/3 Two-year average	Growth guidance (3 years)
Consolidated net sales	279.3	303.0	320.0	–	–
Organic growth rate	+14%	+8%	+6%	+7%	+ 4-6%
Consolidated operating profit	22.2	27.3	28.9	–	–
Consolidated profit growth rate	-12%	+23%	+6%	+14%	+ 6-8%
Net profit	14.8	19.9	18.0*	–	–
ROE (ROE after forex adjustments)	8.5% (8.0%)	10.9% (9.5%)	9.1% (9.1%)	–	Over 10%
Main KPIs					
Domestic operating profit growth	-15%	+22%	+1%	+11%	+ 6-8%
Overseas sales ratio	26%	24%	26%	–	30-35% (FY2026/3)
Ratio of sales in new areas	3.9%	4.3%	4.4%	–	5% (FY2026/3)

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*Decrease due to foreign exchange gains in the previous year 12

See slide 12.

For the fiscal year ending March 31, 2025, we are targeting a 6% increase in net sales to JPY320 billion and a 6% increase in operating profit to JPY28.9 billion, more than our highest ever.

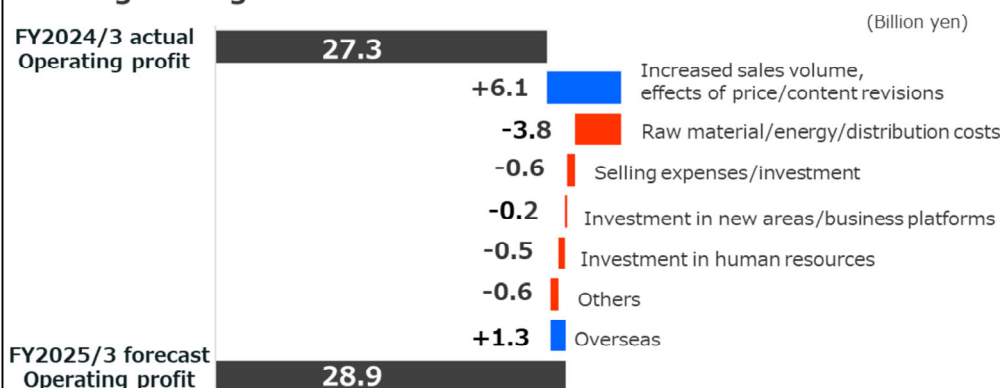
Looking at the two-year average for the fiscal years ending March 31, 2024 and 2025, the organic sales growth rate is 7% and the consolidated operating profit growth rate is 14%. The plan for key KPIs is as shown.

In the fiscal year ending March 31, 2025, we will continue to grow steadily in line with our growth guidance.

FY2025/3 Forecast: Factors affecting operating profit



**Offset soaring costs by price and content revisions
Continue to invest in portfolio transformation and
strengthening of business foundation**



Note: Increased sales volume, effects of price/content revisions: Increased volume (+¥0.4bn), effects of price/content revisions (+¥5.7bn)
Raw material/energy/distribution costs: Raw materials (-¥1.8bn), energy costs (-¥0.8bn), distribution costs (-¥1.2bn)
Others: Increase in depreciation expenses

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13

Next, please see slide 13. The following is an explanation of operating profit for the fiscal year ending March 31, 2025, by increase/decrease factor.

Operating profit is targeted to increase by JPY1.6 billion from the previous fiscal year. The breakdown is as follows: we aim for an increase of JPY0.3 billion in domestic sales and JPY1.3 billion in overseas sales. We expect raw material and power costs to continue to rise in the current fiscal year, as well as logistics costs.

The total effect of the price/content revision for the fiscal year ending March 31, 2025 is JPY5.7 billion, which is planned to offset the cost increase. The effect of the JPY5.7 billion through price/content revision is the sum of the effect of the revision implemented during the last fiscal year and the effect of the revision scheduled to be implemented in June 2024.

Meanwhile, we will continue to make the investments necessary for medium- and long-term growth. We will promote sales volume growth and profitability improvement by strengthening our brands and gift business, and use the resources gained from these efforts to invest in new areas, infrastructure, and human resources.

FY2025/3 Forecast Domestic business



Major initiatives in domestic core businesses

- Implement product development and measures tailored to the values of the current generation and concentrated marketing investment in priority and key brands
- Expand through increased production and new development of gift snack items
- Expand production capacity while monitoring demand
- Promote S&OP* by reducing SKUs, establishing efficient production system, etc. *S&OP: Sales & Operation Planning

Major initiatives in new areas

- Agri-business: Expand profitability of the sweet potato business through synergies
 - ✓ Expand sales by leveraging the *Benitenshi* brand
 - ✓ Advance supply chain enhancement
- Food and Health: Expand *Body Granola* and food and health platform

	FY2025/3		
	(Billion yen)	Change(YoY)	
Domestic sales	237.0	+7.1	+3.1%
Snacks	220.9	+6.3	+2.9%
<i>Potato Chips</i>	100.6	+2.3	+2.4%
<i>JagaRico</i>	48.9	+3.5	+7.8%
Other snacks	71.4	+0.4	+0.5%
Cereals	26.2	+0.0	+0.0%
Others (Agri, Food and health, Services)	16.9	+1.3	+8.6%
Rebates deducted from sales	-27.0	-0.5	—
Domestic operating profit	24.2	+0.3	+1.4%
Operating margin	10.2%	-0.2pts	—
Gift snack items **	17.4	+1.8	+11.4%

**Gift snack items: Figures for the prior year have been reclassified due to the organizational integration of the gift business

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14

See slide 14. In the domestic business, we aim to increase sales in snacks, cereals, other businesses including new areas, and all other businesses.

In the domestic core business, we will promote measures tailored to the needs of each generation, strengthen brands by selecting and concentrating marketing investments, and work to raise the level of sales volume. Souvenir products will be expanded through the reinforcement of the *Jaga Pokkuru* line and new development. Expansion of production capacity at the Setouchi Hiroshima Factory and other facilities will be implemented at the most appropriate time, based on demand.

As for S&OP, the Company will step up efforts to reduce SKUs and establish an efficient supply chain in order to strengthen profitability.

There are two points regarding new areas. In agribusiness, we will strive to expand the profitability of the sweet potato business through synergies with Calbee. In food and health, we will work to expand *Body Granola* and expand our new food and health platform.

FY2025/3 Forecast Overseas business



Major initiatives in overseas business

- Europe / Americas**
 - North America: Launch new *Harvest Snaps* products and expand distribution of brands of Japanese origin at US retailers. Increase utilization rate by starting production brands of Japanese origin at the Madera Factory, etc.
 - UK: Strengthen potato chips production line to reinforce products and expand distribution
- Asia / Oceania**
 - Greater China: Start local OEM production of *Jagabee*, *Frugra*, etc., and expand sales personnel for retail store
 - ASEAN / Oceania:
 - ✓ Indonesia: Launch new *Potato Chips* products and expand *Guribee* sales
 - ✓ Other: Contribute to overall overseas profitability by leveraging Thailand's production capacity and strengthening cooperation with sales bases

<Forecasts by region>	FY2025/3		
	(Billion yen)	Change (YoY)	
Overseas sales	83.0	+9.9	+13.5%
Europe/Americas	44.0	+7.5	+20.5%
North America	28.6	+5.2	+22.0%
Asia/Oceania	50.0	+4.1	+8.8%
Greater China	18.9	+0.4	+2.0%
Rebates deducted from sales	-11.0	-1.7	—
Overseas operating profit	4.7	+1.26	+36.8%
Operating margin	5.7%	+1.0pts	—
Europe/Americas	2.17	+1.03	+89.7%
North America	1.01	+0.71	+231.6%
Asia/Oceania	2.53	+0.24	+10.4%
Greater China	0.40	+0.00	+1.1%

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15

See slide 15. Overseas business will be expanded not only in North America and China, but also by leveraging the strengths of each country.

The three main measures for the North American business are as follows. The first is to introduce new *Harvest Snaps* products, and the second is to further expand distribution to US-based retailers of brands of Japanese origin. The third is to further improve quality and costs at the Madera Factory and increase profitability through higher utilization rates.

The UK will expand its potato chips production line to strengthen the Seabrook brand and promote increased distribution.

In Greater China, we will realize local OEM production of *Jagabee*, *Frugra*, and other products and increase sales personnel to expand sales to retail stores.

Regarding other areas. In Indonesia, we will launch new potato chips products and expand sales of *Guribee*. In Thailand, we will strengthen profitability enhancement as a production hub base by taking advantage of production capacity and strengthening cooperation with overseas sales bases.

Investment results and forecast



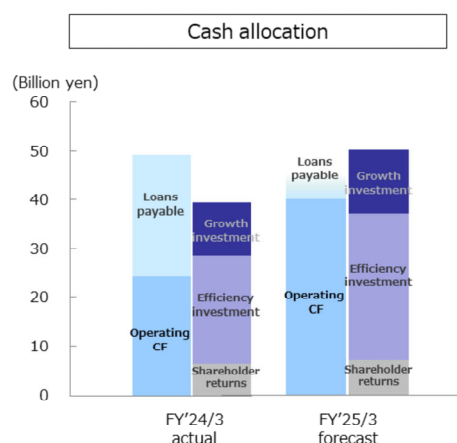
Borrowed in FY2024/3 for the first time since listing
Invest in production efficiency improvement, growth areas, etc.,
using cash on hand and borrowings as well as operating cash flow

■ FY2024/3

- Investment for growth: 10.8 billion yen
 - ✓ Expand domestic production capacity, including a new *JagaRico* line
 - ✓ Investment and capital increase to strengthen overseas and new business areas
- Efficiency investment: 22.1 billion yen
 - ✓ Build new Setouchi Hiroshima Factory
- Shareholder returns: 6.5 billion yen

■ FY2025/3 (forecast)

- Growth investment: Investment to increase production capacity in Japan and overseas, strengthen development functions, and invest in new business areas
- Efficiency investment: Investment in productivity improvement (Setouchi Hiroshima Factory, etc.) and DX



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16

See slide 16. This is the status of investment and shareholder returns.

The three investments and shareholder returns for the fiscal year ending March 31, 2024 are as follows. We invested JPY10.8 billion in growth strategies, including a new *JagaRico* line and increased investment in our Chinese subsidiary; JPY22.1 billion in investments to improve efficiency, including the Setouchi Hiroshima Factory; and JPY6.5 billion in shareholder returns.

In addition, we borrowed funds for the first time since our listing by utilizing sustainable finance and other means.

For the fiscal year ending March 31, 2025, we will expand both investments and shareholder returns based on the assumptions for our three-year cash allocation.

In addition to continuing to increase production capacity in Japan and overseas and investing in the Setouchi Hiroshima Factory, which is scheduled to begin operations in H2, we will also continue to aggressively strengthen our DX and development functions and invest in new areas in order to strengthen our business foundation in the medium term.

This concludes my explanation.

**1 . FY2024/3 Financial Results and
FY2025/3 Full Year Forecast**

Kazuhiro Tanabe
Executive Officer and CFO

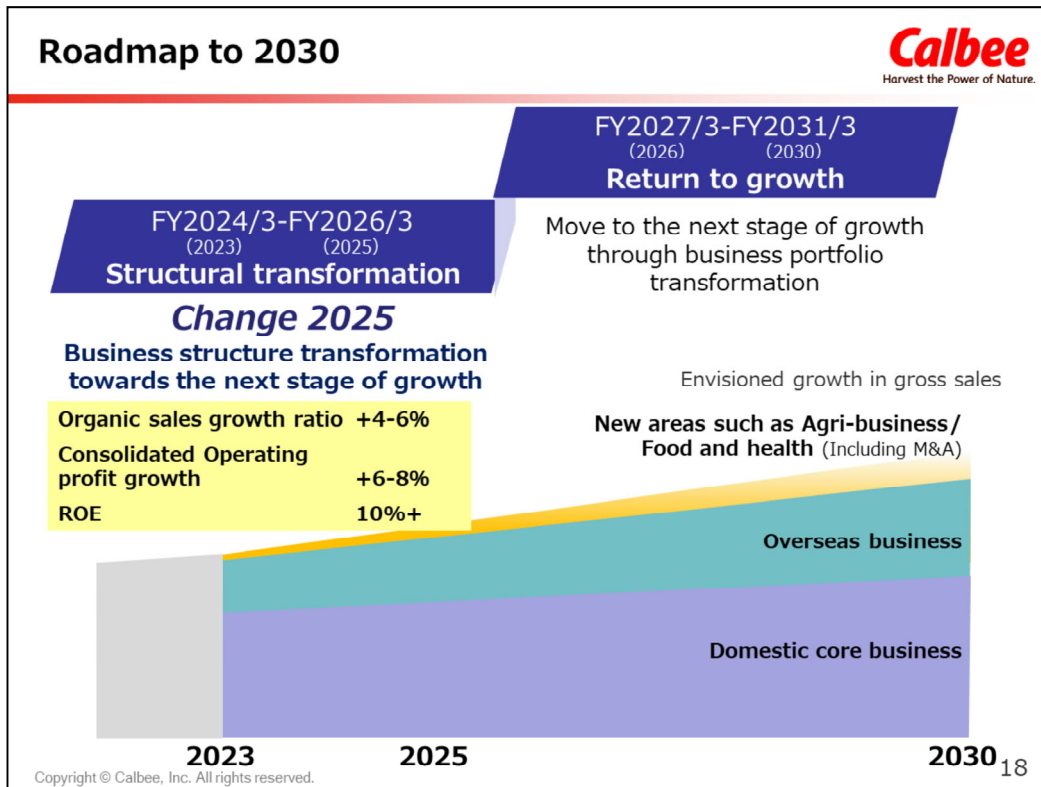
**2 . Change 2025 Growth Strategy Progress
and Future Initiatives Toward 2030**

Makoto Ehara
Representative Director, President & CEO

17

I am Ehara, the President. Thank you very much for your attendance at today's financial results meeting of our group. We would like to thank you again for your continued understanding and support of our activities.

I would like to explain our growth strategy, which we have named "Change 2025," our progress and future initiatives, and the vision we are aiming for in 2030.



See slide 18. The Calbee Group has positioned the period up to fiscal 2025 as "Change 2025," a business structural reform aimed at the next stage of growth toward the year 2030, and the fiscal year ended March 31, 2024 was the first year of this reform. We have set forth the guidance as you see in Change 2025, and we have been working on this as a minimum bar for us.

In the first year, we were able to achieve results that far exceeded our growth guidance due to volume growth from measures to strengthen our brands in Japan and the effect of cost revisions to counteract soaring costs. We will continue to follow this guidance in FY2024 and FY2025 and will make further changes so that we can achieve results above the levels we have indicated.

Change 2025: Recap



	Progress	Issues
Enhance profitability	<ul style="list-style-type: none"> Marketing activities were successful, volume grew post-revision too Built foundation for optimizing value chain through DX <ul style="list-style-type: none"> ✓ Optimized SKUs ✓ Promoted S&OP 	<ul style="list-style-type: none"> Room to raise Calbee brand value <ul style="list-style-type: none"> ✓ Corporate brand ✓ Individual product brands Create system for optimizing value chain and introduce incrementally (start small, grow big)
Business portfolio transformation	<ul style="list-style-type: none"> Progress in rebalancing overseas business profit portfolio by country Began new initiatives in new areas <ul style="list-style-type: none"> ✓ Expanded synergies with sweet potato business ✓ Launched <i>Body Granola</i> 	<ul style="list-style-type: none"> Sustainable sales growth for enhancing overseas business profitability Review financial strategy in support of portfolio transformation
Strengthen business base	<ul style="list-style-type: none"> Clarified responsibilities and improved flexibility of implementation by introducing regional business structure Prepared and implemented changes in consciousness <ul style="list-style-type: none"> ✓ Roundtable meetings ✓ Challenge Targets 	<ul style="list-style-type: none"> Strengthen collaboration across organizations Various strategic human resources training (strategic human resources in both quality and quantity) Continuous initiatives to make transformation and challenging oneself personal matters

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19

Then please see slide 19. In the three-year transformation plan of Change 2025, we set forth three things that need to be done. One is to strengthen profitability in the core domestic business, and the other is to reform the business portfolio by aggressively investing cash earned in Japan into areas with large growth opportunities. And finally, we are strengthening our business infrastructure to support this and improve our ability to execute. We will discuss these progresses and challenges.

First, let me talk about strengthening profitability. Initially, we had assumed that sales volume would drop by a certain amount after the June revision of the previous year, but through aggressive sales activities in conjunction with brand enhancement measures, we were able to increase sales volume even after the revision.

In the optimization of the value chain through DX, we have been reducing SKUs and developing infrastructure such as P&L by SKU.

S&OP activities are positioned as the most important measure to strengthen profitability. I will be explaining specific initiatives for the future later.

The following two are the results of the business portfolio transformation. In response to changes in the business environment in China, we have shifted our strategy to balance risk in the Chinese market. We were able to increase profitability in other regions and complement each other's profit portfolios in our international operations. The challenge for the overseas business is the need to implement measures to further strengthen sales for sustainable name growth.

This is about our efforts in new areas. We have expanded our sweet potato business and launched new initiatives such as *Body Granola*. We will continue to promote new initiatives.

In addition, while investment is necessary to expand growth areas, we will review and implement our financial strategy to ensure efficient investment.

In the area of business infrastructure strengthening, the introduction of a regional business division system has clarified P&L responsibilities, resulting in changes in decision-making speed and optimization of decision-making. In addition, I myself, as President, have traveled to domestic and overseas offices to hold roundtable meetings with representatives of employees, speaking directly to each one of them and working to create a climate of change in their awareness toward reform and challenges. We will continue to create mechanisms and raise awareness for change and challenge.

Corporate Philosophy

We are committed to
harnessing nature's gifts,
to bringing taste and fun,
and to contributing to
healthy life styles.



Raise Calbee Group's corporate value

Sustainable growth
through business portfolio
transformation



Financial strategy that shows
awareness of the cost of capital



Long-lasting
businesses through
sustainability
enhancement

See slide 20. We will explain our efforts to achieve our goal of 2030. Our corporate philosophy is to contribute to people's healthy life styles by carefully harnessing nature's gift to bring taste and fun. Based on this philosophy, we aim to continuously enhance our corporate value by strengthening our sustainable growth through business portfolio innovation, our financial strategy to support this growth, and our sustainability by strengthening sustainability.

From the next page, I will explain our future efforts in each of these three areas.

Future initiatives: Enhance profitability

Raise Calbee Group's corporate value
 Sustainable growth through business portfolio transformation
 Promote strategy that shows awareness of the cost of capital

Long-term growth through innovation

Through 3 main initiatives, enhance quality of profitability in domestic core business

Further raise brand value

- Promote Calbee's competitive supremacy and aim to differentiate
 - ✓ Initiatives for potatoes over many years
 - ✓ Particular about raw materials and production

Launched "Particular about Potato Chips" webpage

Utilize S&OP structure to implement balanced pricing and marketing strategies

×

Raise added value of differentiated products

- Strive to increase profit of gift snack business, a domestic growth market
 - ✓ Aim to maximize group synergies through organizational integration
 - ✓ Strengthen initiatives with external parties

Advance value chain optimization

- Prepare and implement S&OP based on DX strategy
→Details on next page

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21

See slide 21. First, we are working to strengthen the profitability of our core domestic businesses.

In the domestic core business, we will work to qualitatively strengthen profitability through three main initiatives. One is to further enhance the value of the brand. The second is to add value to differentiated products, and the third is to promote optimization of sales operation and supply.

In further enhancing the value of the brand, we will promote Calbee's competitive advantage and seek to differentiate the brand. Calbee has a wider value chain than most, including seeds, fields, and storefronts, which we call "10 Processes." We have also been strengthening our own measures for raw materials and manufacturing to provide a stable supply of high-quality products.

These are the source of Calbee's competitive advantage. By appropriately promoting these to consumers, we aim to create a brand that will be a preferred brand for consumers.

To add value to differentiated products, we will work to increase earnings in the souvenir and gift business, which is a growing market in Japan.

The gift business, which was previously divided into Calbee Potato, Calbee, and Calbee Kaitsuka Sweet Potato, will be integrated to maximize group synergies and strengthen initiatives with external parties. As part of this effort, we have concluded sponsorship agreements for Tokyo Disneyland and Tokyo DisneySea since April.

With respect to the promotion of value chain optimization, we will continue to implement and execute S&OP based on the DX strategy.

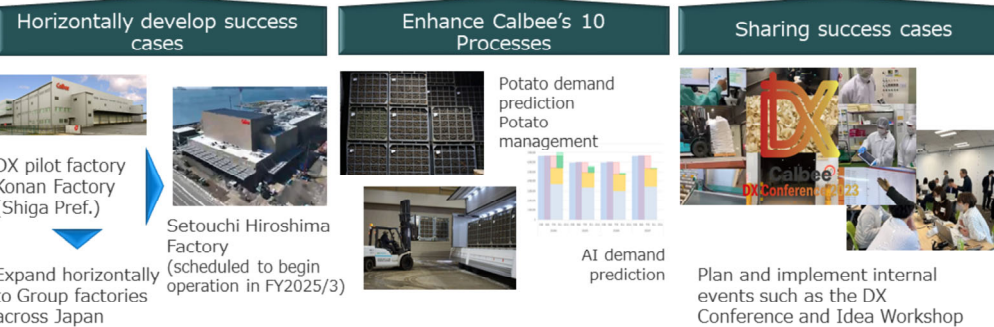
Future initiatives: DX strategy (bottom-up DX)



Bottom-up DX promotes frontline-led DX while developing digitally literate human resources, which plays a role in steadily expanding the base of DX

Expand bottom-up DX, which started with the use of IT tools to solve on-site problem awareness through digitalization, into new areas using AI, etc.

DX human resources training



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22

See slide 22. The Calbee Group's DX strategy will be pursued through both bottom-up DX and top-down DX.

Bottom-up DX plays a role in expanding the scope of DX on a steady basis, and we will continue with field-led DX while developing human resources, starting with digitalization. Originally, Calbee's DX began with the on-site personnel themselves taking the initiative to solve problems in the field through digitalization using IoT and other IT tools.

We will expand these efforts to new areas and to factories nationwide, including the new Setouchi Hiroshima Factory, our newest mother factory. At the same time, we will strengthen our knowledge of DX and IT, and promote the development of human resources who are capable of leading solutions on their own.

We believe that digitizing and optimizing each and every part of the value chain through this kind of bottom-up DX, and connecting it to top-down DX, will lead to a major transformation.

Future initiatives: DX strategy (top-down DX - S&OP)

Raise Calbee Group's corporate value
 Sustainable growth through business portfolio transformation
 Promote strategy that shows awareness of the cost of capital

Harvest the Power of Nature.

*S&OP: Sales & Operation Planning

In S&OP*, create an environment that visualizes and shares data across the entire supply chain to accelerate decision making and optimize implementation of Calbee's proprietary supply chain 10 Processes

Implement S&OP in concert with digital transformation

Visualize P/L

Activities to improve profit

- Visualize P/L by SKU
- Visualize P/L by customer
- Reduce SKUs

Value chain optimization

- Create SCM optimization tools
- Business process flow reform
- Change management

• Calbee proprietary value chain optimization simulation system
 • Aim to instantly formulate scenarios by manipulating parameters and develop optimal supply plans on the system based on data on cost and constraints

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I will then explain the top-down DX and S&OP. S&OP stands for sales & operation planning, and its purpose is to visualize information throughout the supply chain and create an environment for sharing information to speed up decision-making and optimize Calbee's unique supply chain and 10 Processes.

S&OP includes two initiatives: profit improvement activities through profit-and-loss visualization and value chain optimization. Last year, we built a test environment for visualization of P&L by SKU and a simulation system for optimization of the value chain and have been conducting demonstrations.

As the next step, we will systematize value chain optimization simulations and expand our efforts in a steady and phased manner.

In order to promote S&OP, input information in each process is very important. We believe that digitizing and optimizing each and every part of the value chain through bottom-up DX, and linking this to top-down DX, will lead to even greater change.

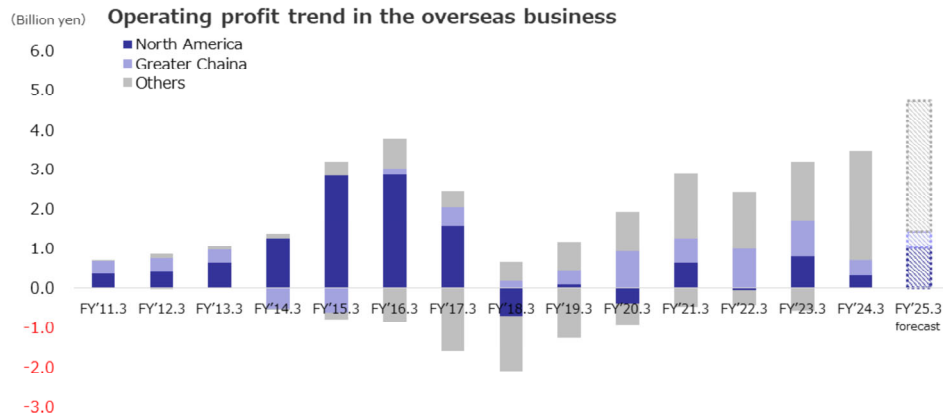
We consider the promotion of S&OP to be the most important issue for strengthening earnings. The entire company is committed to this initiative by raising the level of DX knowledge among all employees and raising their awareness of the need for change.

Future initiatives: Business portfolio transformation (overseas business)



Adjust overseas business profit structure

- Achieve profitability in loss-making locations
- Shift away from unipolar structure in North America to create a mutually-reinforcing portfolio



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24

Then please see slide 24. I would like to explain our future plans for our overseas business.

The greatest achievement in our overseas business is that we now have a structure that allows us to complement each other's functions through our business portfolio. In the past, our overseas business has been unipolar in North America, and earnings have fluctuated greatly depending on the performance of our North American business.

In the current fiscal year, changes in the business environment in North America and China caused overall earnings to decline more than initially expected, but we were able to recover from this decline in each of the Europe and North America regions and Asia and Oceania regions. Thus, we will continue to strengthen this in the future.

Future initiatives: Business portfolio transformation (overseas business)



Continue policy of expanding brands of Japanese origin, mainly in North America and Greater China

Aim to enhance overseas business portfolio by shifting investment capital from concentrating on China to regions where results are firm, (i.e., UK, Indonesia)

Europe/Americas

Pursue higher profit while strengthening existing brands and growing brands from Japan

- North America:
 - Brand extension of *Harvest Snaps*
 - Expand distribution of brands of Japanese origin at US retailers
 - Aim to expand in snack shelves by strengthening sales personnel
 - Improve profit by effectively utilizing Madera Factory
- UK:
 - Brand extension of *Seabrook*
 - Raise profitability by expanding supply capability

Asia/Oceania

Advance preparations for future growth in China and expand sales in Asia/Oceania overall

- China:
 - Expand sales at retail stores by localizing products/production and enhancing sales structure
- Other:
 - In Thailand, etc., where we are cost competitive, make quality and diverse production lines our competitive strengths and raise supply capacity globally
 - Strengthen collaboration between production and sales locations
 - Invest in regions where market growth is expected, such as Indonesia

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25

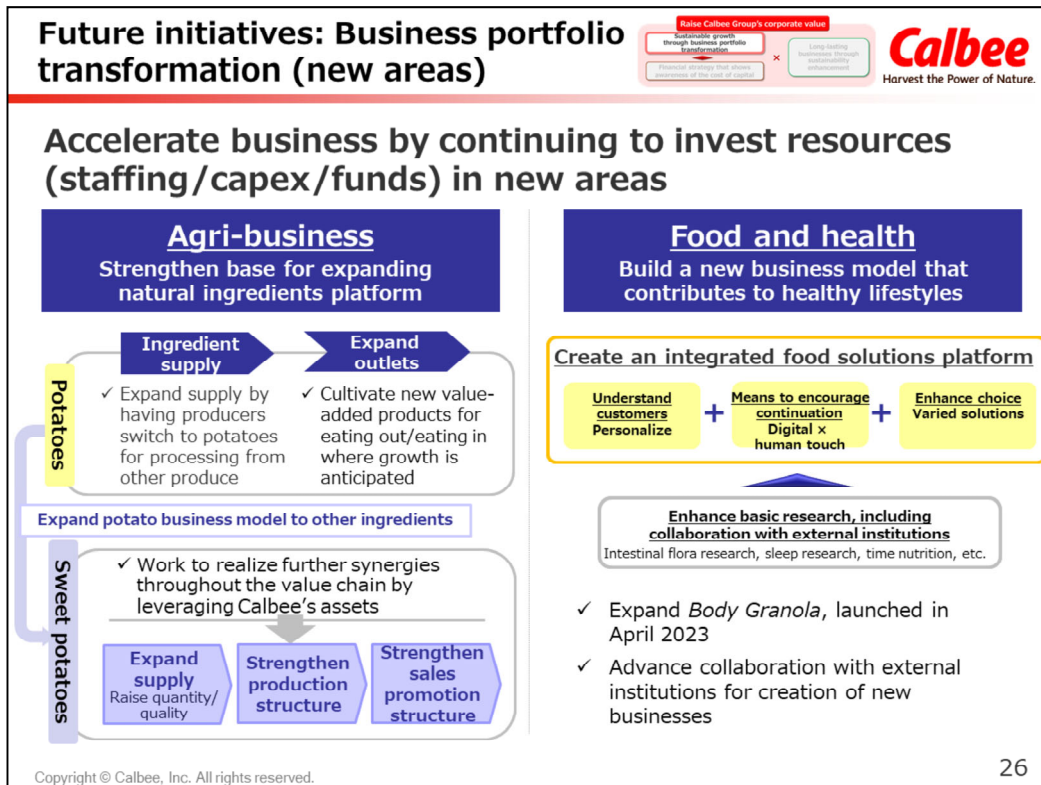
In the overseas business, our policy of expanding brands of Japanese origin, particularly in North America and China, remains unchanged. At the same time, we are aiming to expand our overseas business portfolio by strengthening our investment allocation to regions with strong performance, such as the UK and Indonesia.

In Europe and North America, we will continue to strengthen existing brands such as *Harvest Snaps* in North America and *Seabrook* in the UK and expand brands of Japanese origin. At the same time, we will seek to increase profits by improving the efficiency of existing facilities.

In Asia and Oceania, we will expand sales throughout Asia and Oceania. In China, we will continue to prepare for future growth. In order to expand business in the Chinese market, it will become increasingly necessary to provide products that meet local needs at competitive price points. Therefore, we will localize the manufacturing OEM. In addition, in order to expand real store sales, we are currently reviewing our sales structure from e-commerce-centered transactions to one that is more suited to real store sales.

Other areas. In Thailand, we have cost-competitive, high-quality, and diverse production lines, and as a global production hub, we will continue to expand earnings from our overseas operations as a whole.

Indonesia is a region where market expansion is expected to continue, and we will promote business expansion by carrying out investments such as line enhancement.



See slide 26. In new areas, we will continue to invest not only funds but also human and equipment resources to accelerate business.

In agri-business, Calbee will aim to generate synergies by strengthening and expanding its own value chain.

In the potato business, we will further expand procurement volume and seek to expand product lines.

In the sweet potato business, we will seek to expand the volume and efficiency of sweet potato procurement by utilizing the assets cultivated through Calbee's potato procurement. We will also leverage Calbee's product development and sales capabilities to increase earnings.

In food and health, we aim to build a comprehensive, evidence-based food solutions platform. *Body Granola*, launched last year, aims to provide products that match the intestinal environment of individuals. We will expand our business by increasing the number of users and expanding the range of products we can choose from, as well as building new business by strengthening cooperation with external organizations.

Future initiatives: Strengthen business foundation (organization/human resources)



Harvest the Power of Nature.

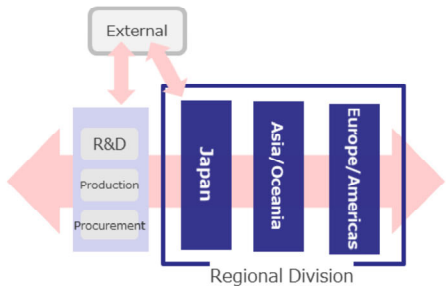
Create framework promoting reform and challenges to foster corporate culture

Organization

Enhance horizontal and external collaboration to elevate organizational capability Group-wide

Human resources training

Enhance training of strategic human resources (management/global/DX) and transform consciousness to promote reform and undertaking challenges



Regional Division

Initiatives for helping all employees excel

3 human resources training policies

1. Enhance training of management/global/ DX human resources

2. Support each employee's individual growth and career independence

3. Foster a corporate culture of mutual growth

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27

See slide 27. Among the measures to strengthen our business foundation, I would like to explain our organizational and human resource initiatives.

In order to further promote transformation and challenges, we believe it is necessary to promote the sharing of functions through personnel exchanges that transcend regional and national boundaries, and to search for clues to innovation through exchanges with external parties. We will strengthen horizontal functions and collaboration with external parties to improve the organizational strength of the entire group.

In the Calbee Group, human resources are the source of our competitive advantage and the driving force behind our future growth. We recognize that human resource development is an important issue for improving corporate value. In the area of strategic, management, global, and DX human resources development, we will further strengthen both quality and quantity by improving the quality of training content and expanding the number of eligible employees.

In addition, fostering a corporate culture is important in the implementation of the strategy. This year, I myself will continue to run roundtable meetings at more than 60 locations in Japan and abroad. In this roundtable meeting, we will engage in face-to-face dialogue with each employee to further instill a change in mindset that makes change and challenge a personal matter.

In addition to this, we will also hold “Innovation and Beyond Awards” and other events to encourage the creation of innovations.

Review of direction of financial strategy



Raise Calbee Group's corporate value

Make optimal growth investment to realize business portfolio growth

Make investment decisions and pursue returns with capital costs in mind

Implement management that aims to improve profitability of capital

Financial strategy that shows awareness of the cost of capital

Background

- **Change 2025 implementation**
Investment necessary for portfolio reform and to strengthen business base
- **Change capital structure**
Fund-raising necessary for strategic investment
Conducted first borrowings since listing
- **Low ROE**
Raise capital efficiency
Need to use financial leverage

Direction of financial strategy

Continuously improve corporate value

Raise quality of profit

- Make optimal growth investment to realize business portfolio growth
- Make investment decisions and pursue returns with capital costs in mind
- Implement management that aims to improve profitability of capital

Ensure sound financial position

- Manage financial risk and ensure fiscal soundness
- Rationalize capital cost level with optimized capital structure
- Secure fund-raising methods for implementing strategy across the company

Implement appropriate shareholder returns

- Continuous and stable shareholder returns
- Raise shareholder returns from a medium- to long-term perspective
 - Implement flexible capital policy (dividend policy, share buybacks)

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28

Then please see slide 28. I will explain the review of financial strategy policies that support portfolio transformation, which is an element of corporate value.

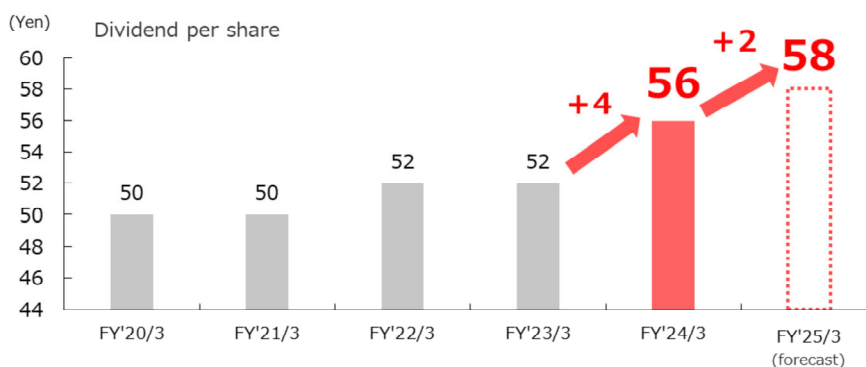
There are three reasons for the review. The first is the need for aggressive investment in Change 2025 to transform the portfolio and strengthen the business base. The second is the need for changes in financing and capital structure to meet high investment demand. Then finally, there is the need for active asset efficiency and the use of financial leverage.

In response, we will review our financial strategy policy in order to practice management that is conscious of the cost of capital and stock price, as well as sustainable improvement of corporate value. While ensuring financial soundness, the Company will invest for future growth and promote cost-conscious management of capital to improve the quality of business management and increase corporate value.

Shareholder returns



Aim to stably increase dividends with a total return ratio of 50% and more and DOE of 4%.



DOE	3.9%	3.8%	3.8%	3.8%
Total return ratio	103.7%	125.3%	35.2%	40.2%
Total dividend amount (Billion yen)	6.7	6.5	7.0	7.3
Total share repurchase amount (Billion yen)	12.0	12.0	-	-

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29

See slide 29. Regarding shareholder returns, we aim for a total return ratio of at least 50% and a DOE of 4%, and we intend to increase dividends on a stable and continuous basis.

As announced in February, we will propose a dividend of JPY56 per share for the fiscal year ending March 31, 2024, an increase of JPY4 from the previous fiscal year to JPY56 per share, an addition of JPY2 to the initial plan. For the fiscal year ending March 31, 2025, we plan to pay a dividend of JPY58 per share, an increase of JPY2 from the previous year.

Sustainability initiatives

Raise Calbee Group's corporate value
 Increase return on capital
 Financial strategy that shows
 improvement of the cost of capital

Long-lasting
 business through
 sustainability
 enhancement

Harvest the Power of Nature.

Initiatives for sustainable raw materials procurement

Strive for stable supply of domestic potatoes while responding to climate change and producer shortage

- **Disperse production areas and expand acreage**
 Disperse production in Hokkaido and develop in Tohoku/northern Kyushu
- **Expand use of Calbee-developed *Poroshiri* variety**
 Highly resistant to disease, less labor-consuming to harvest

Poroshiri variety
developed by Calbee

- **Advance agricultural labor-saving initiatives**
 Support harvests with large equipment (2 row harvesters)

Co-creation of a sustainable supply chain

Strive for responsible raw materials procurement that respects the environment and human rights

- **Expand responsible palm oil procurement**
 - Achieved 2030 target of using 100% certified palm oil domestically in 2022, ahead of schedule^{*1}
 - Expanding RSPO^{*2} labeled products (30^{*3} as of March 2024)
 Strengthen engagement with suppliers
 - Expand initiatives to overseas locations

RSOP label

^{*1} All domestic plants use certified palm oil certified under the mass balance method (in which certified and non-certified oil is mixed in the production and distribution process. The scheme physically includes non-certified oil but guarantees the quantity of certified oil purchased).

^{*2} RSPO: Roundtable on Sustainable Palm Oil. A non-profit organization established by the WWF and stakeholders in the palm oil industry (manufacturers, retailers, environmental organizations, etc.).

^{*3} Applies to Calbee and Japan Frito-Lay

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30

See slide 30. I would like to explain our sustainability initiatives.

Our main business, the potato business, is facing social challenges such as recent climate change and lack of producers. By responding to these issues, we will work to ensure stable procurement of domestically produced potato.

In order to prevent farmers from losing motivation for production due to persistently high fertilizer and agricultural chemical prices and labor shortages, even in the short term, we will work to raise purchase prices, and in response to climate change, we will promote diversification of production areas and expansion of crop acreage.

We are also promoting the expanded use of *Poroshiri*, a variety developed in-house that is highly resistant to disease and requires less labor for harvesting, as well as labor-saving measures such as providing harvesting support.

In addition, there is a worldwide demand for raw material procurement that takes into consideration the environment and human rights. We promote responsible palm oil sourcing. In 2022, we switched to certified palm oil using the mass balance method at all of our domestic mills and achieved our 2030 target of 100% certified palm oil use ahead of schedule.

To further evolve this initiative, we will strengthen engagement with suppliers and expand it to our overseas locations.

In conclusion



- Towards 2030, we plan to raise corporate value by enhancing both sustainable growth via business portfolio reform and sustainability through relevant initiatives
- By steadily accomplishing key Change 2025 policies and implementing our financial strategy, we will increase the effectiveness and speed of business portfolio reform and pursue business growth that exceeds guidance
- We will continue to proactively engage with shareholders and investors and to reflect these discussions in initiatives to raise corporate value



We aim to return to a growth trajectory by concentrating management resources/intelligence and working together with employees to advance reform initiatives

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31

Finally, please see slide 31. Our 2030 vision is NEXT Calbee & Beyond, and we aim to return to a renewed growth trajectory by transforming our business structure.

By steadily implementing the key policies of Change 2025 and executing our financial strategy, we will work to enhance our corporate value by speedily and effectively transforming our business portfolio, while at the same time further strengthening our commitment to sustainability.

We will continue to engage in active dialogue with shareholders and investors and reflect the suggestions we receive in our efforts to enhance corporate value.

This concludes my explanation. Thank you very much for your attention.

Reference material

Consolidated profit and loss statement



(Million yen)

		FY2024/3 Results			FY2025/3 Forecast		
		Percent of total(%)	Change (YoY) (%)	vs. Revised forecast (%)	Percent of total(%)	Change (YoY) (%)	
Net sales	303,027	100.0	+8.5	101.7	320,000	100.0	+5.6
Gross profit	101,959	33.6	+13.0	103.3	109,200	34.1	+7.1
SG&A	74,654	24.6	+9.8	102.7	80,300	25.1	+7.6
Selling	12,598	4.2	+14.9	107.7	14,100	4.4	+11.9
Distribution	22,625	7.5	+4.4	99.7	24,500	7.7	+8.3
Labor	24,446	8.1	+12.2	101.9	25,600	8.0	+4.7
Others	14,983	4.9	+10.7	104.8	16,100	5.0	+7.4
Operating profit	27,304	9.0	+22.8	105.0	28,900	9.0	+5.8
Ordinary profit	31,155	10.3	+32.8	109.3	28,000	8.8	-10.1
Extraordinary income/loss	-951	—	—	—	-500	—	—
Net profit*	19,886	6.6	+34.6	110.5	18,000	5.6	-9.5

*Profit attributable to owners of parent

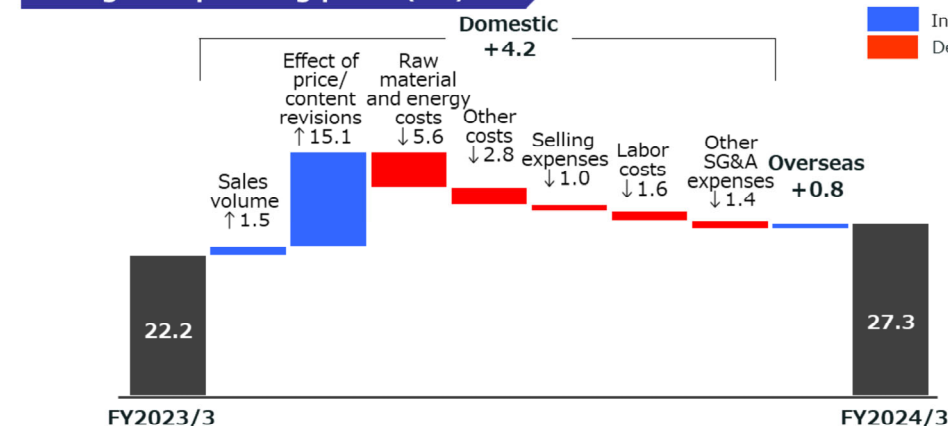
FY2024/3 Results: operating profit analysis



Change in operating profit (YoY)

(Billion yen)

■ Increase
■ Decrease



Domestic

Raw material/energy costs: Imported raw materials (-¥2.8bn), packaging (-¥1.8bn), domestic potatoes (-¥0.8bn), cooking oil (-¥0.6bn), energy costs (+¥0.8bn)
 Other costs: Increased labor costs in response to labor shortage, increased supplies and repairs expenses, lower profitability of Kaitsuka (sweet potato business), etc.
 Selling expenses: Improved sales promotion costs (+¥1.0bn), marketing investment in domestic core and new areas (-¥2.0bn)
 Other expenses: systems investment, increased travel expenses due to normalization of social activities, etc.

Overseas

Effect of price/content revisions (+¥1.5bn), raw material and energy costs (-¥0.5bn)

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FY2025/3 Forecast



Summary

(Billion yen)

	FY2024/3 Results	FY2025/3 Forecast	Change(YoY)	
Net sales	303.0	320.0	+17.0	+5.6%
Domestic	229.9	237.0	+7.1	+3.1%
Overseas	73.1	83.0	+9.9	+13.5%
Operating profit	27.3	28.9	+1.6	+5.8%
Operating margin	9.0%	9.0%	+0.0pts	-
Domestic	23.9	24.2	+0.3	+1.4%
Overseas	3.4	4.7	+1.3	+36.8%
Ordinary profit	31.2	28.0	-3.2	-10.1%
Net profit*	19.9	18.0	-1.9	-9.5%

*Profit attributable to owners of parent

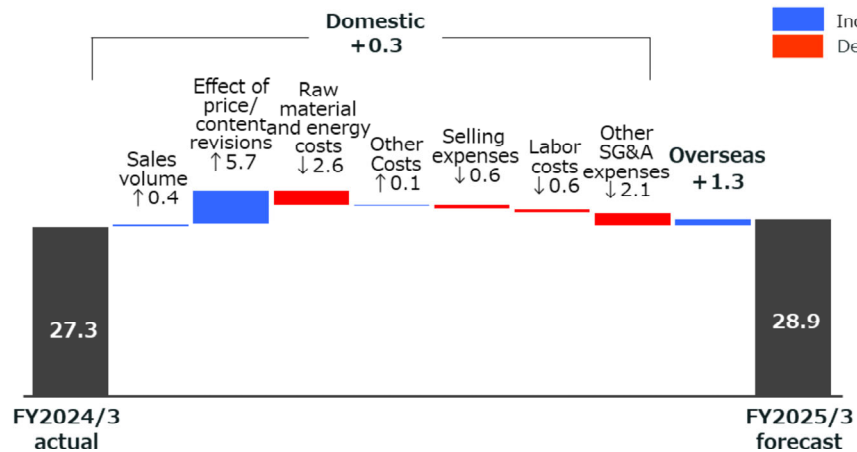
FY2025/3 Forecast: operating profit analysis



Change in operating profit (YoY)

(Billion yen)

Blue: Increase
Red: Decrease



Domestic

Raw material/energy costs: Raw materials (-¥1.8bn), energy costs (-¥0.8bn)
 Other costs: Offset increase in labor cost and depreciation expenses with loss reductions and higher productivity
 Other expenses: Distribution costs (-¥1.2bn), expenses before operation of new plant, invest in new areas and DX, etc.

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Financial condition and Cash flows



	As of March 31, 2023	As of March 31, 2024	Change
Total assets	239,095	292,158	+53,063
Current assets	98,970	127,853	+28,882
Non-current assets	140,124	164,305	+24,180
Total liabilities	56,408	91,072	+34,663
Current liabilities	45,663	54,475	+8,812
Non-current liabilities	10,745	36,596	+25,851
Net assets	182,686	201,086	+18,399
Net Cash	28,436	10,676	-17,759
Equity ratio	72.8%	65.6%	-7.2pts

Main factors of increases / decreases

(Million yen)

Notes and accounts receivable - trade	+16,996
(Due to the last day of December being a bank holiday)	
Property, plant and equipment	+22,123
(Main capital investment)	
· Setouchi Hiroshima plant	
· New JagaRico production line	
Long-term borrowings	+25,000
Retained earnings	+13,377

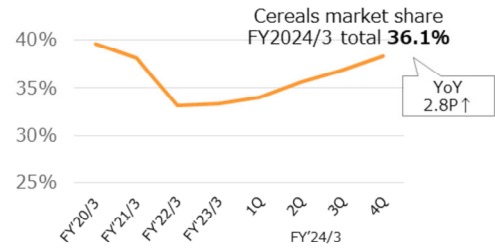
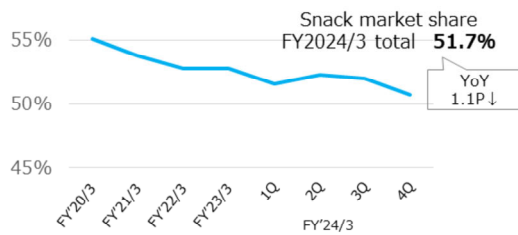
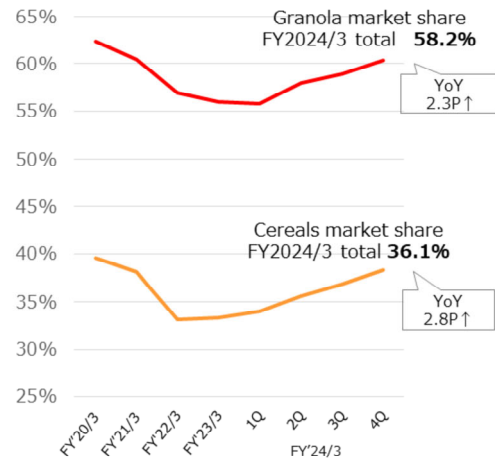
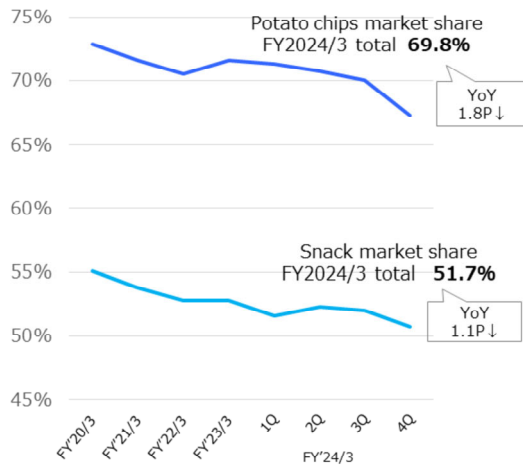
	As of March 31, 2023	As of March 31, 2024	Change
Cash flows from operating activities	19,310	24,350	+5,039
Cash flows from investing activities	-20,329	-35,307	-14,977
Cash flows from financing activities	-20,004	16,850	+36,855

Main factors of increases / decreases

Increase in profit before income taxes	+7,563
Decrease in proceeds from the redemption of securities	-9,001
Increase in expenditures for the purchase of property, plant and equipment	-4,841
Net increase in long-term borrowings	+25,000
Decrease in expenditures for the acquisition of treasury stock	+11,759

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Domestic market share



■ Market share by snack category

	Potato-based snacks	Flour-based snacks	Corn-based snacks	Bean-based snacks
FY2024/3 (YoY)	73.1% (1.4P ↓)	54.8% (1.2P ↑)	21.2% (0.2P ↓)	56.1% (1.1P ↑)

Source: INTAGE SRI+ based on sales amount (nationwide, all retail formats)
INTAGE SRI+ has changed the scope of its statistics; prior figures have been revised to reflect the new scope.

FY2024/3: April 2023 – March 2024
FY20/3–FY23/3: April 2019 – March 2023

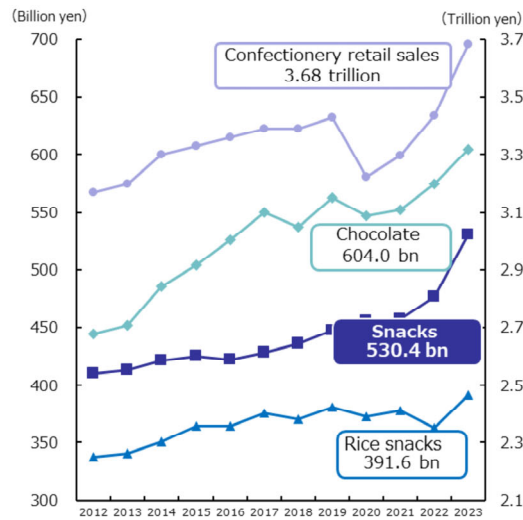
Snack foods: potato-based snack, corn-based snack, bean-based snack market share: Total of Calbee and Japan Frito-Lay
Potato chips: Total of potato chips (thick- and thin-sliced), shoestring and kettle types; includes private brand products

Granola: Granola category of Cereals market
Potato-based snacks: Raw material of fresh potatoes
Flour-based snacks: Raw material of flour
Corn-based snacks: Raw material of corn
Bean-based snacks: Raw material of bean

Domestic market

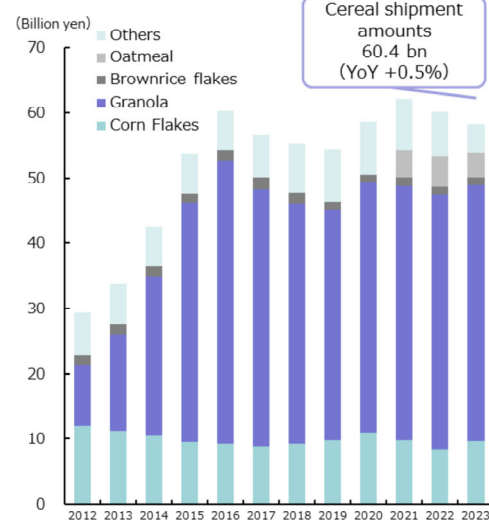


Domestic confectionery market



Source: All Nippon Kashi Association

Domestic cereal market

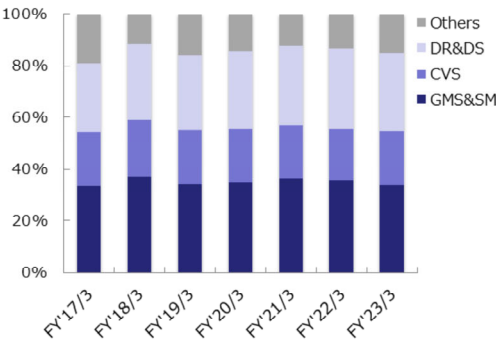


Source: Japan Snack Cereal Foods Association

Domestic business status

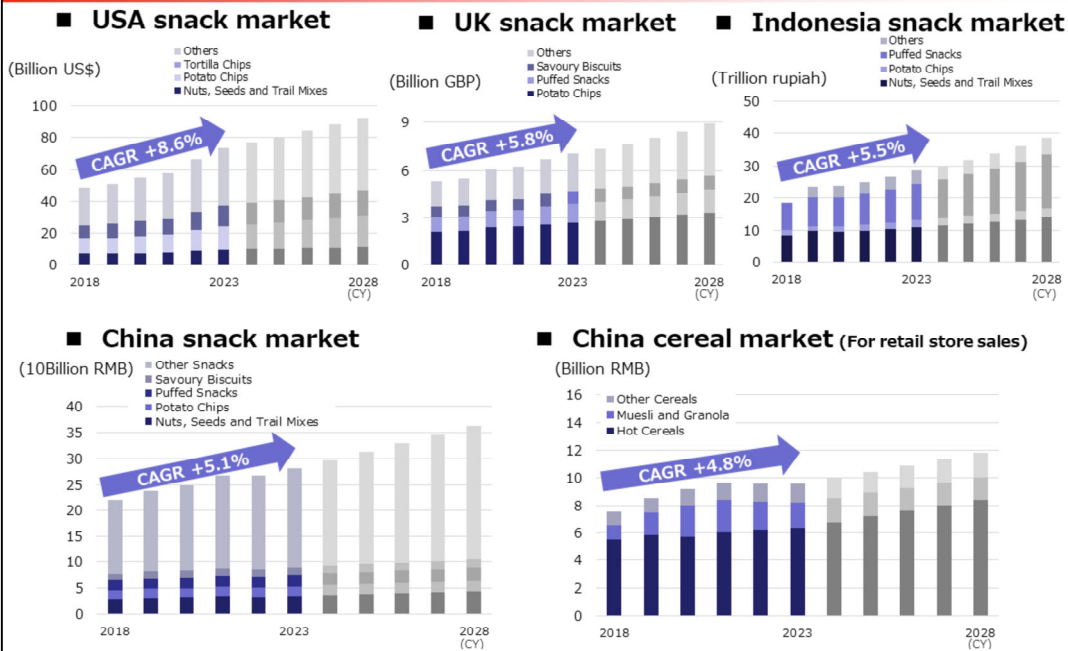


Sales composition by business



* Calbee alone (manufacturer shipped goods basis)

Overseas market by country



Source : Euromonitor International

Category : Snack (Savoury Snacks : Nuts, Seeds and Trail Mixes, Salty Snacks, Savoury Biscuits, Popcorn, Pretzels, Other Savoury Snacks) Cereal : Breakfast Cereals (Hot Cereals, RTE Cereals) 2023-2027: Forecast

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

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Overseas business status

(as of March 31, 2024)

Calbee
Harvest the Power of Nature.

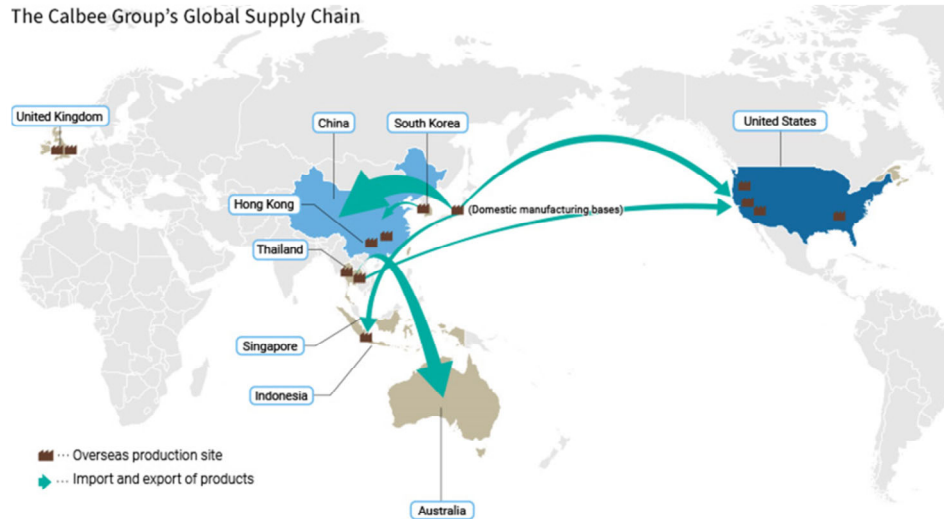
Overseas locations

9 countries/regions

Overseas sales ratio

24.1%

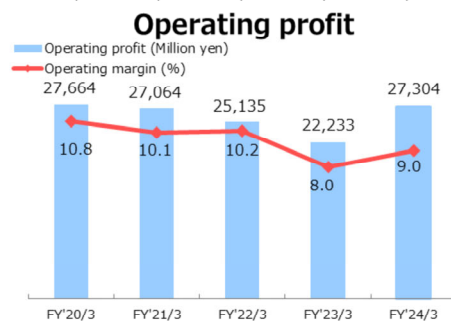
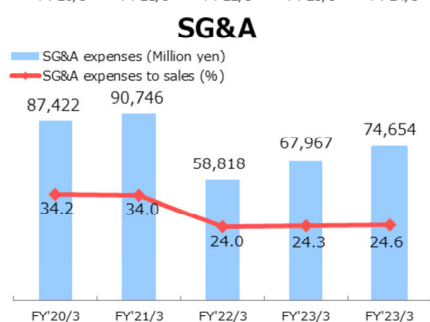
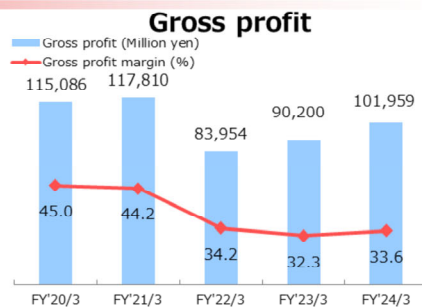
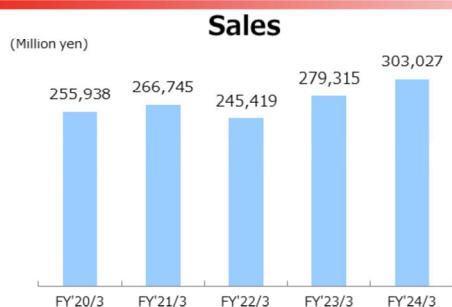
The Calbee Group's Global Supply Chain



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42

Financial highlights 1



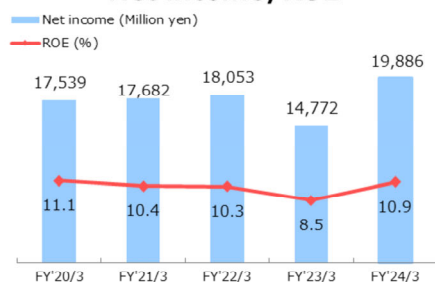
* Effective from the beginning of fiscal year ended March 31, 2022, the Group adopted the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29) and changed the method to deduct a portion of selling expenses (rebates, etc.) from sales, which was previously recorded in selling, general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

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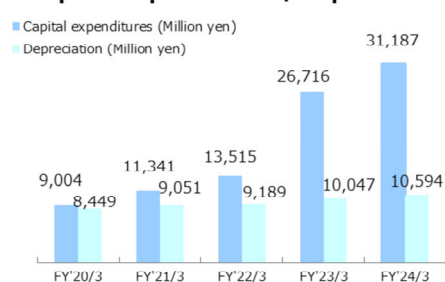
Financial highlights 2



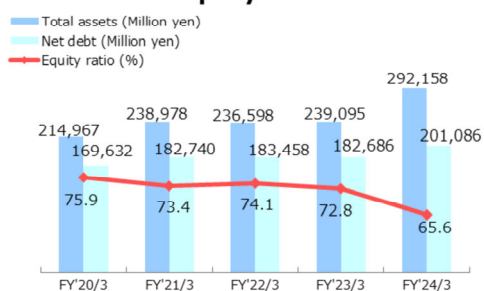
Net income/ROE



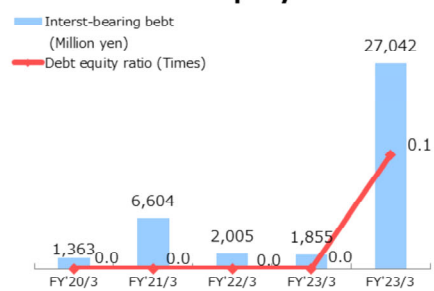
Capital expenditures/Depreciation



Equity ratio



Debt to equity ratio



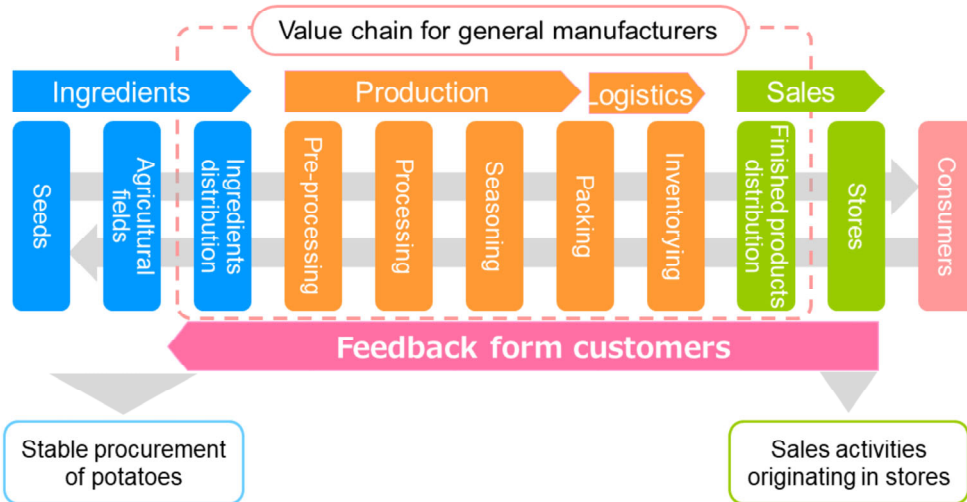
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Price/content revisions after FY2022/3



Effective date	FY'22/3	FY'23/3				FY'24/3		FY'25/3
	Jan.-Feb. 2022	Jun.-Jul. 2022	Sep.-Oct. 2022	Nov. 2022		Jun. 2023	Aug.-Oct. 2023	Jun. 2024
Target products								
Revisions	Content : -5% Price : + 7-10%	Content : -10% Price : + 10-20%	Price : + 10-20%	Price : + 10-20%		Price : + 3-15%	Price : + 5-20%	Price : + 3-10%

Calbee Group Value Chain "10 Processes"



Materiality and Priority themes



Materiality	Priority themes	Correspondence with the SDGs
Contribute to healthy and diverse lifestyles	Assurance of food safety Contribution to healthy lifestyles Providing new values in response to diversifying consumer needs	
Progress of sustainable agriculture	Sustainable production of raw materials Conservation of natural capital	
Co-create a sustainable supply chain	Responsible procurement that respects human rights and the environment Logistics that is kind to both the environment and people	
Caring for the earth	Achieving carbon neutrality Reducing the environmental burden caused by plastics Promoting a recycling society Conservation of natural capital Contribution to local communities	
Promote active roles for all employees based on diversity	Responding to diverse workstyles Promotion of diversity and inclusion	

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<https://www.calbee.co.jp/en/ir/>

- The Company's fiscal year ends on March 31. The fiscal year ended March 31, 2024 is referred to throughout this report as "FY2024/3 (FY'24/3)," 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.