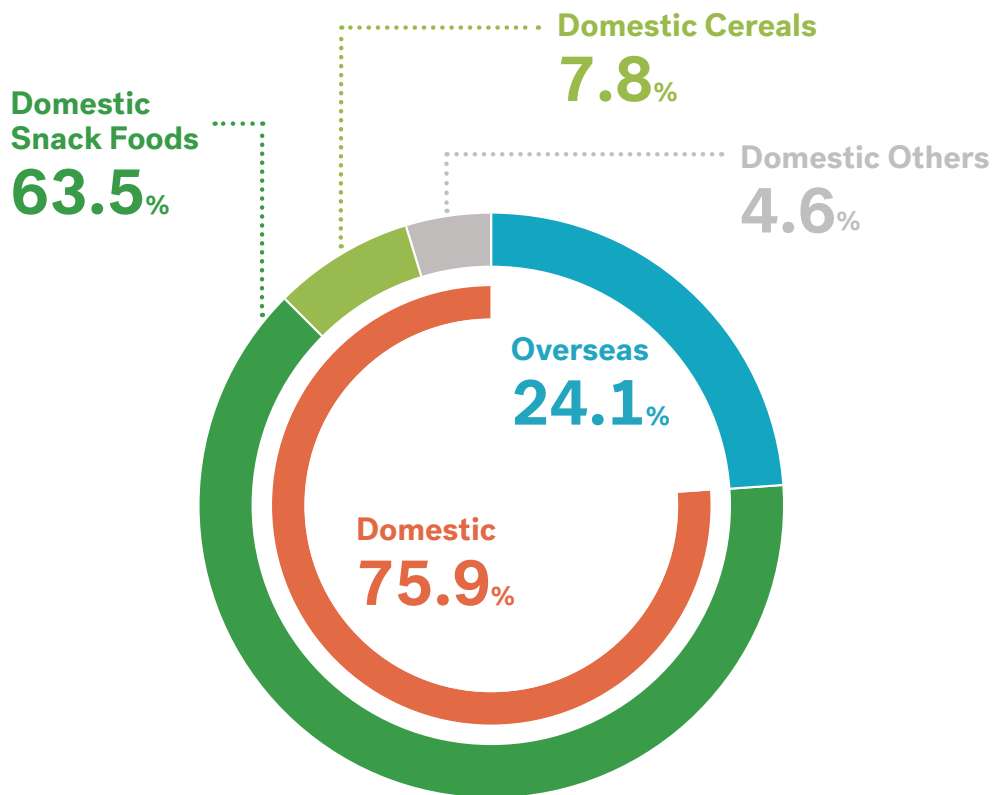


SECTION 06 Data

Performance Highlights by Business Segment

Consolidated net sales^{*1} ¥303,027 (millions of yen)

Net sales by business segment^{*2}



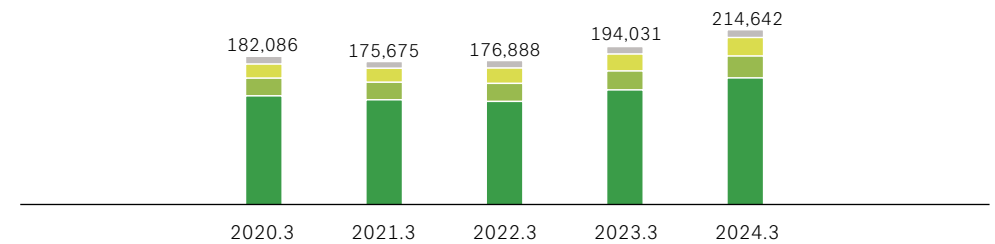
^{*1} The revised Accounting Standard for Revenue Recognition (ASBJ Statement No. 29) has been applied since the beginning of FY2022/3. As a result, rebates and other items were previously accounted for as selling, general and administrative expenses, but the Company has changed to a method of deducting these items from net sales.

^{*2} Net sales by domestic products and overseas regions are presented prior to deducting rebates and other items.

^{*3} Sales before rebates and other deductions

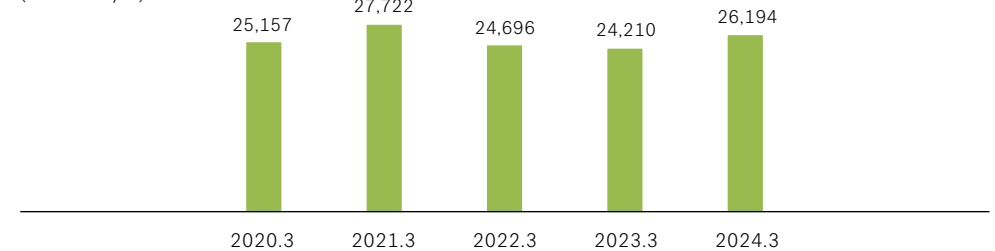
Domestic snack food sales^{*3}

(Millions of yen) ■ Potato-based snacks ■ Flour-based snacks ■ Corn- and bean-based snacks ■ Other snacks



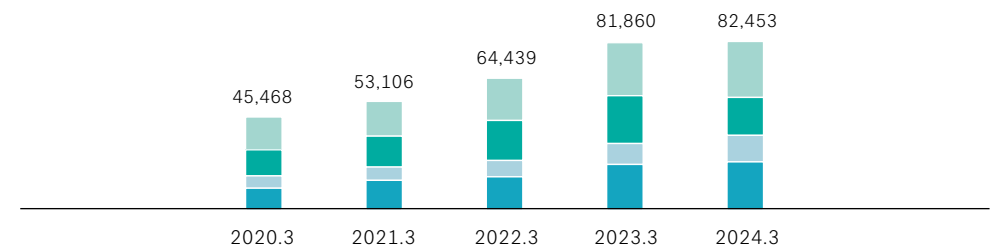
Domestic cereal sales^{*3}

(Millions of yen)



Overseas business sales^{*3}

(Millions of yen) ■ North America ■ United Kingdom ■ Greater China ■ Asia/Oceania (excluding Greater China)



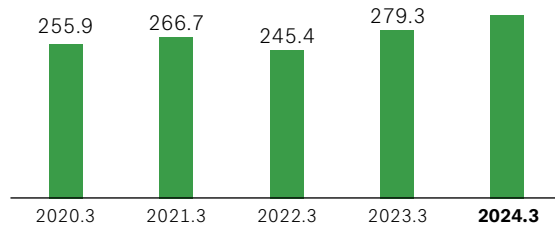
Financial Highlights

* Regarding consolidated net sales, the revised Accounting Standard for Revenue Recognition (ASBJ Statement No. 29) has been applied from the beginning of FY2022/3. As a result, rebates and other items were previously accounted for as selling, general and administrative expenses, but the Company has changed to a method of deducting these items from net sales.

Consolidated net sales*

(Billions of yen)

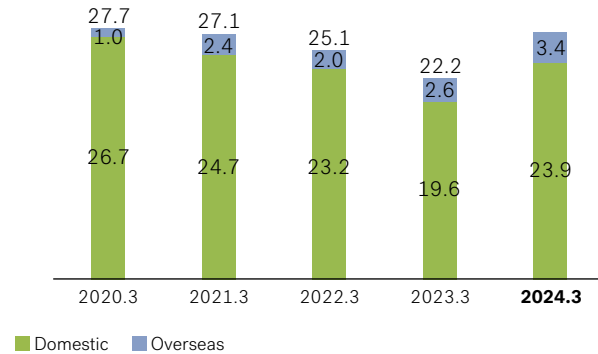
Consolidated net sales **¥303.0 billion**



Consolidated operating profit

(%)

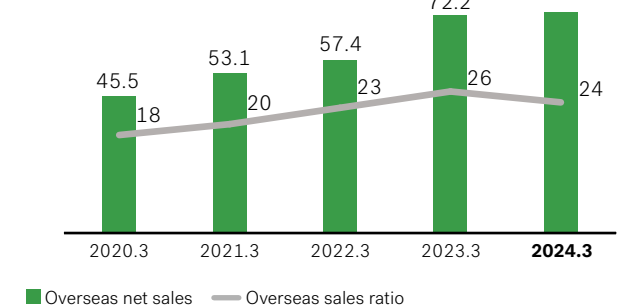
Consolidated operating profit **¥27.3 billion**



Overseas net sales* / Overseas sales ratio*

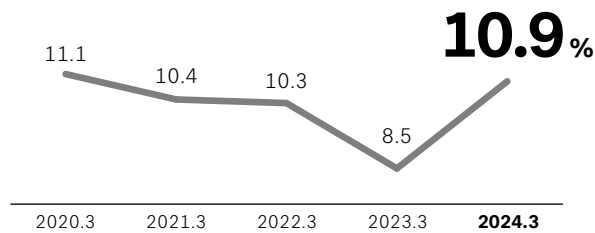
(Billions of yen)

¥73.1 billion



ROE

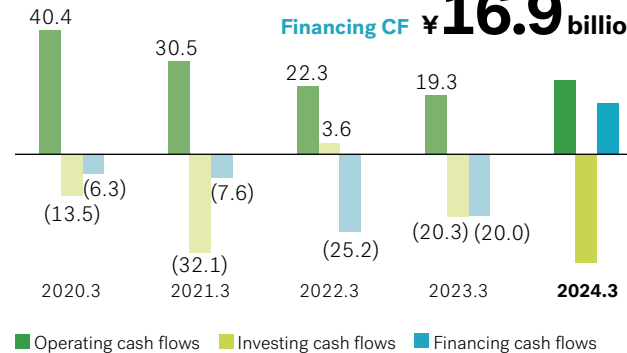
(%)



Cash flows (CF)

(Billions of yen)

Operating CF **¥24.4 billion**
Investing CF **¥(35.3) billion**
Financing CF **¥16.9 billion**



Dividends per share / Dividend payout ratio / Total return ratio

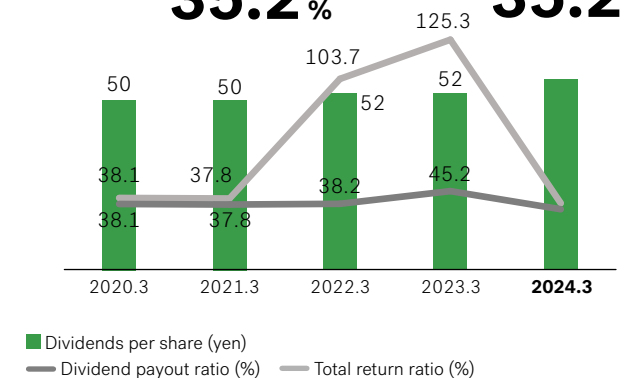
Dividend per share **¥56**

Dividends payout ratio

35.2 %

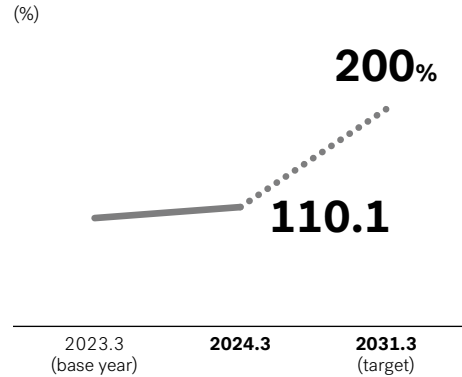
Total return ratio

35.2 %

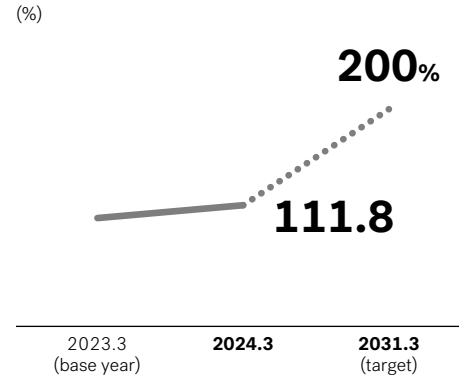


Non-Financial Highlights

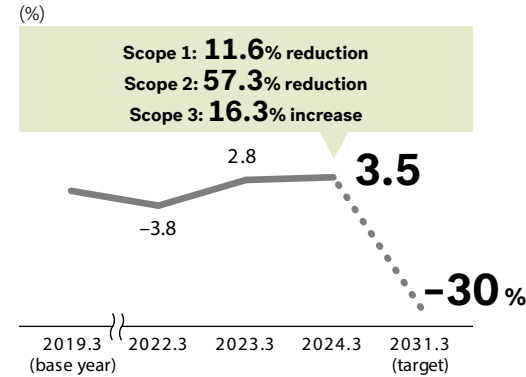
Amount of salt-free / low-salt / reduced-salt products sold^{*1}



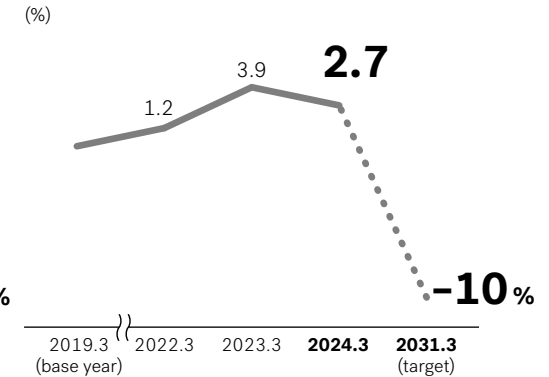
Amount of protein-rich products^{*2} sold



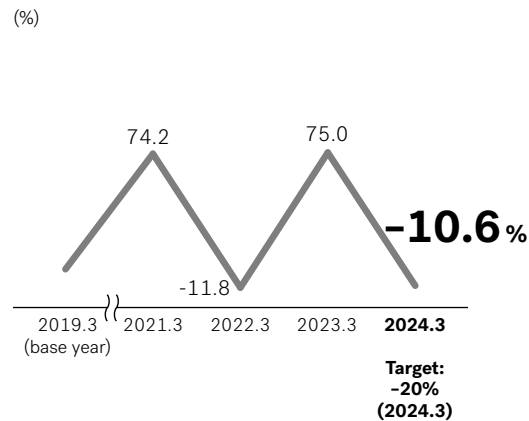
Greenhouse gas emissions total reduction rate



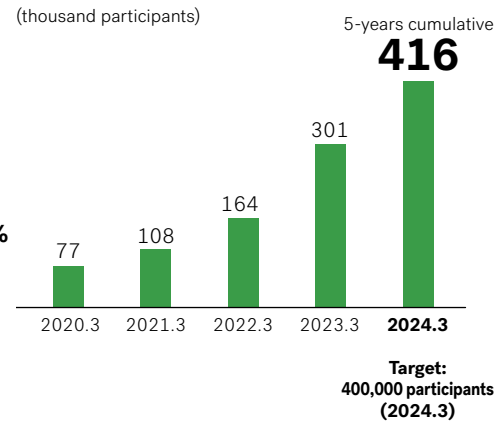
Total water consumption reduction rate



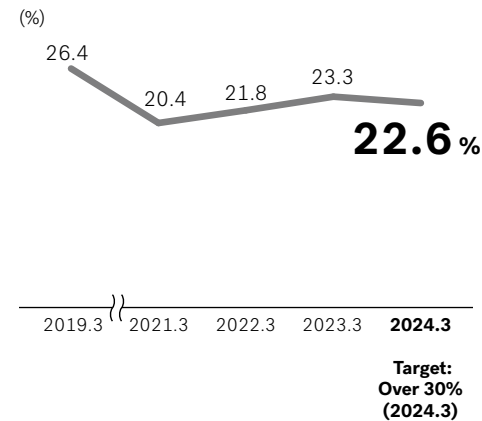
Product food loss reduction rate



Food communications number of participants^{*3} (five-year cumulative)



Ratio of women in management



Note: Product food loss reductions apply to the Calbee domestic Group, excluding Calbee Kaitsuka Sweet Potato, Inc.; other indices apply to Calbee, Inc.

^{*1} Reference value of Nutrition Claims (Food Labeling Standard, Article 7, Paragraph 1, Appended Tables 12 and 13)

^{*2} Products selected based on Calbee's criteria, reference value of Nutrition Claims (Food Labeling Standard, Article 7, Paragraph 1, Appended Tables 12 and 13)

^{*3} Calbee Snack School, factory tours, snack contests, and other food education activities

► For detailed ESG data, refer to the corporate website.

<https://www.calbee.co.jp/sustainability/en/esg-data.php>

11-Year Summary

(Millions of yen)

	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	2024.3
Net sales*¹	199,941	222,150	246,129	252,420	251,575	248,655	255,938	266,745	245,419	279,315	303,027
Gross profit	87,209	97,561	107,033	111,573	108,904	111,120	115,086	117,810	83,954	90,200	101,959
Selling, general and administrative expenses*¹	67,492	73,378	78,908	82,732	82,075	84,156	87,422	90,746	58,818	67,967	74,654
Operating profit	19,717	24,183	28,125	28,841	26,828	26,964	27,664	27,064	25,135	22,233	27,304
Ordinary profit	20,782	25,615	26,545	28,625	26,179	27,432	27,391	27,522	26,938	23,460	31,155
Profit attributable to owners of parent	12,086	14,114	16,799	18,605	17,330	19,429	17,539	17,682	18,053	14,772	19,886
Total assets*²	140,909	161,917	174,837	181,945	192,034	202,750	214,967	238,978	236,598	239,095	292,158
Net assets	104,466	118,800	131,469	135,056	146,667	160,490	169,632	182,740	183,458	182,686	201,086
Working capital*³	47,458	52,672	54,832	58,214	68,950	77,815	83,066	80,892	72,912	53,307	73,377
Interest-bearing debt*⁴	186	563	555	1,596	1,511	1,274	1,363	6,604	2,005	1,855	27,042
Equity ratio (%)*⁵	69.1	67.7	69.2	70.4	72.6	75.9	75.9	73.4	74.1	72.8	65.6
Debt to equity ratio (Times)*⁵	0	0	0	0	0	0	0	0	0	0	0.1
Research and development costs	2,161	2,052	2,195	2,168	2,469	2,660	2,745	2,706	3,319	3,681	3,910
Capital expenditures	6,392	15,290	21,229	9,763	11,009	9,945	9,004	11,341	13,515	26,716	31,187

11-Year Summary

	2014.3	2015.3	2016.3	2017.3	2018.3	2019.3	2020.3	2021.3	2022.3	2023.3	(Millions of yen) 2024.3
Depreciation and amortization	5,960	6,232	7,570	7,297	7,845	8,023	8,449	9,051	9,189	10,047	10,594
Cash flows from operating activities	23,478	22,266	22,541	25,958	9,358	27,620	40,449	30,450	22,327	19,310	24,350
Cash flows from investing activities	(17,041)	(9,422)	(14,270)	(13,404)	(6,258)	(28,347)	(13,462)	(32,069)	3,643	(20,329)	(35,307)
Cash flows from financing activities	(383)	(2,878)	(2,859)	(14,711)	(5,450)	(6,227)	(6,278)	(7,635)	(25,168)	(20,004)	16,850
Cash and cash equivalents	31,592	42,572	47,323	44,627	42,195	35,425	55,742	47,282	49,670	30,292	37,718
ROE (%)	13.1	13.7	14.6	14.9	13.0	13.2	11.1	10.4	10.3	8.5	10.9
Earnings per share (EPS) (Yen)*⁶	91.46	105.82	125.88	139.24	129.72	145.39	131.22	132.30	136.25	115.16	159.22
Net assets per share (Yen)*⁶	729.93	821.97	905.20	958.60	1,043.37	1,151.71	1,221.19	1,312.24	1,358.25	1,393.74	1,535.49
Cash dividends per share (Yen)*⁶	22.00	28.00	35.00	42.00	42.00	48.00	50.00	50.00	52.00	52.00	56.00
Dividend payout ratio (%)	24.1	26.5	27.8	30.2	32.4	33.0	38.1	37.8	38.2	45.2	35.2
Number of consolidated subsidiaries	22	22	24	27	27	26	24	24	23	24	21
Number of employees	3,341	3,477	3,728	3,860	3,798	3,763	4,053	4,311	4,398	4,839	4,939

*1 The revised Accounting Standard for Revenue Recognition (Accounting Standards Board of Japan (ASBJ) Statement No. 29) has been applied from the beginning of FY2022/3. As a result, rebates and other items were previously accounted for as selling, general and administrative expenses, but the Company has changed to a method of deducting these items from net sales.

*2 Upon application of Partial Amendments to Accounting Standard for Tax Effect Accounting (ASBJ Statement No. 28, February 16, 2018), from the beginning of FY2019/3, the figures for the consolidated financial position are those after the said standards are applied retroactively.

*3 Working capital comprises current assets less current liabilities.

*4 Interest-bearing debt includes long- and short-term debt, leasing obligations, and other interest-bearing debt.

*5 Shareholders' equity as presented above consists of total net assets exclusive of subscription rights and non-controlling interests.

*6 A 4-for-1 share split was implemented on October 1, 2013. Per-share figures were retroactively adjusted to reflect these stock splits.

Corporate Information

Corporate Data

(As of March 31, 2024)

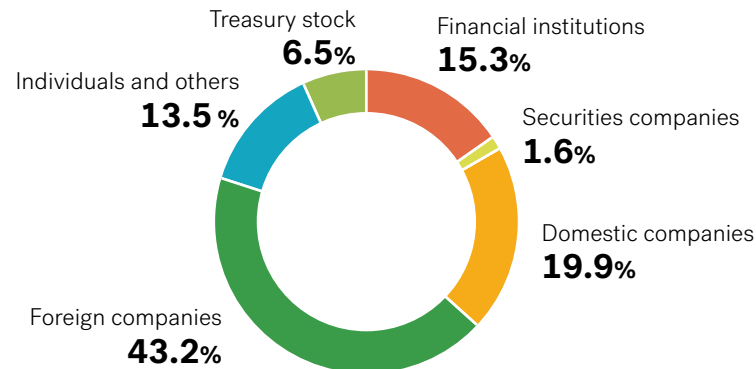
▶ Company Name	Calbee, Inc.	▶ Business	Production and sale of snacks and other foods
▶ Head Office	Marunouchi Trust Tower Main, 22nd Floor, 1-8-3 Marunouchi, Chiyoda-ku, Tokyo 100-0005, Japan	▶ Fiscal Year-End	March 31
▶ Date of Establishment	April 30, 1949	▶ Paid-In Capital	¥12,046 million
▶ Representative President & CEO	Makoto Ehara	▶ Number of Employees	4,939 on a consolidated basis 2,148 on a parent basis

Stock Information

(As of March 31, 2024)

▶ Stock Listing	Tokyo Stock Exchange, Prime Market
▶ Securities Code	2229
▶ Stock Information	<div>▶ Number of shares authorized 176,000,000 shares</div> <div>▶ Number of shares issued 133,929,800 shares (including 8,762,445 shares of treasury stock)</div> <div>▶ Number of shareholders 31,555 people</div>

▶ Share Breakdown by Shareholder Type



▶ Principal Shareholders

Name of shareholder	Investment in the Company	
	Number of shares (thousands)	Ownership ratio (%)*2
FRITO-LAY GLOBAL INVESTMENTS B.V.*1	26,800	21.41
General Incorporated Association Miki-no-Kai	18,280	14.60
The Master Trust Bank of Japan, Ltd. (Trust Account)	13,776	11.01
JP MORGAN CHASE BANK 385632	4,321	3.45
JP MORGAN CHASE BANK 380072	4,019	3.21
Custody Bank of Japan, Ltd. (Trust Account)	3,681	2.94
GIC PRIVATE LIMITED - C	2,858	2.28
THE BANK OF NEW YORK MELLON 140051	2,673	2.14
Calbee Employees Shareholding Association	2,137	1.71
THE TORIGOE CO., LTD.	1,936	1.55

*1 Ownership ratios are calculated excluding 8,762,445 shares held by the Company as treasury stock.

*2 The ownership ratio is calculated including 111,395 shares held by the Employee Stock Ownership Plan (ESOP) Trust and 176,660 shares held by the Board Incentive Plan (BIP) Trust.

Corporate Information (As of April 1, 2024)

Consolidated Subsidiaries

Japan

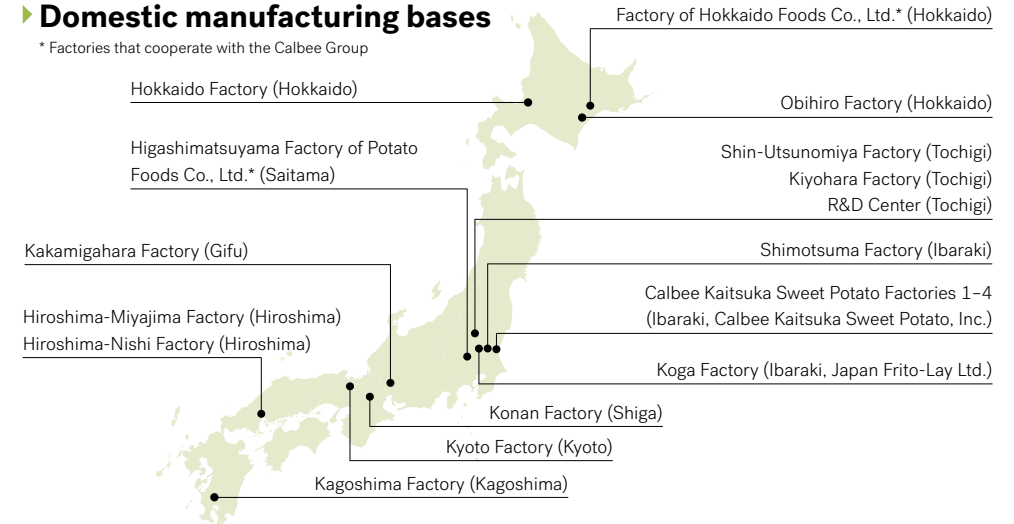
Calbee Potato, Inc.	Japan Frito-Lay Ltd.
Calbee Logistics, Inc.	Studio Socio Inc.
Calbee Eatalk Co., Ltd.	Calbee Kaitsuka Sweet Potato, Inc.

Overseas (): Country or region

Calbee America, Inc. (United States)	Calbee Group (UK) Ltd (United Kingdom)
CFSS Co. Ltd. (China)	PT. Calbee-Wings Food (Indonesia)
Calbee (Hangzhou) Foods Co., Ltd. (China)	Haitai-Calbee Co., Ltd. (South Korea)
Calbee (China) Co., Ltd. (China)	Calbee Tanawat Co., Ltd. (Thailand)
Calbee Four Seas Co., Ltd. (Hong Kong, China)	Greenday Global Co., Ltd. (Thailand)
Calbee E-commerce, Ltd. (Hong Kong, China)	Calbee Moh Seng Pte., Ltd. (Singapore)
	Calbee Australia Pty Ltd. (Australia)

Domestic manufacturing bases

* Factories that cooperate with the Calbee Group



Overseas manufacturing bases

