



Calbee

Harvest the Power of Nature.

TSE code : 2229

Calbee, Inc.

May 14, 2026

Calbee Group Financial Results

Fiscal year ended March 31, 2026

April 1, 2025 – March 31, 2026



- **FY2026/3: sales rose ¥17.6bn, profit fell ¥2.9bn; achieved revised targets for both net sales and operating profit**
 - Overseas, sales and profit rose, setting new records for net sales and operating profit
 - Domestically, overcame the impact of the smaller potato harvest and steadily carried out recovery measures
- **FY2027/3: Forecast a ¥29.8 billion increase in net sales, with operating profit expected to be flat YoY**
 - Due to the situation in the Middle East, forecasting operating profit of -¥3.0bn
 - Make stable product supply our top priority; will strive to take measures continuously to minimize the impact on performance
 - Advance key initiatives to enhance medium- to long-term corporate value in line with the new “Accelerate the Future” growth strategy, even amid a fluid situation

I. FY2026/3 Financial Results

FY2026/3: Results highlights

(Billion yen)	FY2025/3	FY2026/3	Change	FY2026/3 revised forecast	vs. Revised forecast
Net sales	322.6	340.2	+5.5%	339.0	100.3%
Domestic	243.2	251.5	+3.4%	251.4	100.1%
Overseas	79.4	88.6	+11.6%	87.6	101.1%
Operating profit	29.1	26.2	-10.0%	26.0	100.7%
Operating margin	9.0%	7.7%	-1.3pts	7.7%	+0.0pts
Domestic	26.1	22.1	-15.2%	21.9	101.0%
Overseas	3.0	4.1	+36.1%	4.1	99.1%
Ordinary profit	29.8	27.1	-9.2%	26.3	103.0%
Net profit*	20.9	17.3	-17.0%	17.5	99.0%
EBITDA	43.5	43.2	-0.7%	43.0	100.5%
EBITDA margin	13.5%	12.7%	-0.8pts	12.7%	+0.0pts
Domestic	36.7	35.0	-4.8%	34.9	100.3%
Overseas	6.8	8.2	+21.5%	8.1	101.3%

*Profit attributable to owners of parent

YoY

- Sales: both domestic and overseas rose
- Operating profit: domestic fell, overseas rose
- Domestic was impacted by depreciation and other expenses related to the operation of the Setouchi Hiroshima Factory, as well as the smaller potato harvest

vs. Revised forecast

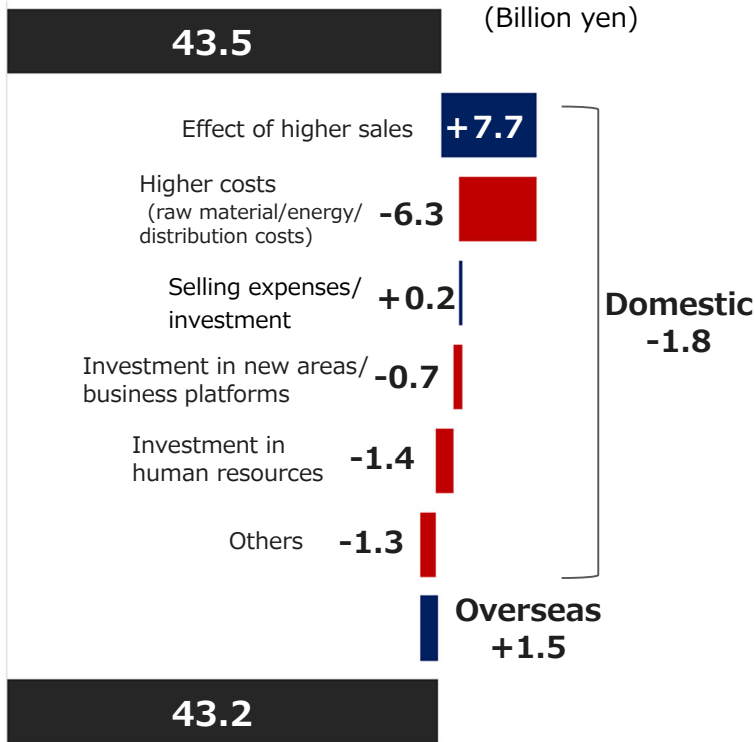
- Both net sales and operating profit achieved revised target
- Net profit did not reach target due to losses on retirement of assets, etc.

Reference: Month-end forex rates (¥/\$)

	Previous year end	Year end	Revised forecast rate
FY2025/3	151.41	↓ 149.52	—
FY2026/3	149.52	↑ 159.88	147.6

FY2026/3: EBITDA analysis by factor

FY2025/3
EBITDA



Notes:

- Effect of higher sales:
Increased sales volume (+¥0.9bn), effect of improved sales unit price*1 (+¥6.8bn)
*1 Effect of price/content revisions, effect of utilizing PL by SKU (S&OP), improved MIX etc.
- Higher costs:
Imported raw materials (-¥1.9bn), oil (-¥1.2bn), domestic potatoes (-¥1.1bn), package (-¥0.6bn), distribution costs (-¥1.4bn)
- Selling expenses/investment:
Control promotion expense and review marketing investment due to smaller potato harvest
- Investment in new areas/business platforms:
M&A expenses for new business and R&D enhancement
- Others:
Cost increase due to operation of the new factory and inflation
Productivity decline due to smaller potato harvest and lower quality

FY2026/3 full year results: Domestic business

(Billion yen)	FY2026/3		
		Change(YoY)	
Domestic sales	251.5	+8.3	+3.4%
Snacks	234.2	+8.8	+3.9%
<i>Potato Chips</i>	102.5	-0.3	-0.3%
<i>JagaRico</i>	50.3	+2.0	+4.2%
Other snacks	81.4	+7.1	+9.5%
Cereals	30.1	+0.7	+2.2%
Others (Agri, Food and health, Services)	17.2	+0.3	+1.9%
Rebates deducted from sales	-29.9	-1.4	-
Domestic operating profit	22.1	-4.0	-15.2%
Operating margin	8.8%	-1.9pts	-
EBITDA	35.0	-1.8	-4.8%
EBITDA margin	13.9%	-1.2pts	-
Gift snack items	18.7	+0.9	+5.3%

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

- Sales rose on the effect of price/content revisions and higher sales volumes of non-potato-based snacks/cereals
- *Potato Chips* sales were flat YoY on the impact of the smaller potato harvest
- In Others, personalized food program *Body Granola* grew

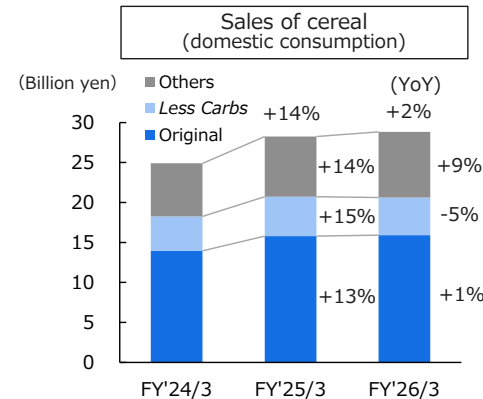
FY2026/3 full year results: Domestic business

Snacks (sales +4%)

- **Potato Chips:** (volume fell 1%)
 - Sales volume fell on the impact of smaller potato harvest and lower quality
 - Resumed sales promotion activities from late February, with sales volume surpassing the revised target
- **JagaRico:** (volume fell 1%)
 - Sales volume rose even after price/content revisions on strong demand in H1
 - Full year sales volume fell YoY due to the continued impact of lower potato quality as well as smaller harvest in H2
- **Other snacks:**
 - Net sales rose in all categories
 - Higher sales of fabricated potato chip *Crisp*, awareness of which was heightened through marketing, and bean-based snack *miino* contributed
 - In corn-based snacks, Calbee's marketing collaboration with affiliate Japan Frito-Lay contributed

Cereals (sales +2%)

- 38.5% cereals market share (+0.7pts)*
- Project items and proactive sales expansion contributed to higher sales
- Following price/content revisions in February, stimulated demand through proactive marketing and continuous expansion of our customer base



* Source: INTAGE SRI+

FY2026/3 full year results: Overseas business

(Billion yen)	FY2026/3			
		Change(YoY)		Change ex. forex in %
Overseas sales *1	88.6	+9.2	+11.6%	+11.5%
Europe/Americas *2	46.7	+4.0	+9.4%	+8.7%
North America (existing) *3	28.5	+0.2	+0.5%	+1.6%
Asia/Oceania *4	51.1	+5.1	+11.0%	+11.4%
Greater China *4	17.5	+2.0	+12.8%	+12.4%
Rebates deducted from sales	-9.2	+0.2	-	-
Overseas operating profit	4.06	+1.08	+36.1%	-
Operating margin	4.6%	+0.8pts	-	-
Europe/Americas	0.95	+0.41	+76.6%	-
North America (existing)	1.20	+0.99	+470.0%	-
Asia/Oceania	3.11	+0.66	+27.1%	-
Greater China	1.48	+0.66	+80.1%	-
EBITDA	8.25	+1.46	+21.5%	-
EBITDA margin	9.3%	+0.8pts	-	-
Europe/Americas	4.08	+0.75	+22.6%	-
North America (existing)	2.79	+0.84	+42.8%	-
Asia/Oceania	4.17	+0.71	+20.5%	-
Greater China	1.77	+0.66	+59.6%	-

Leveraged geographical portfolios to achieve record results
Stably grew sales for double-digit increases in sales and profit

■ Europe/Americas

- Net sales rose on contributions from sales expansion of core brands in North America and the UK, as well as sales from Hodo, Inc., which became a consolidated subsidiary in August
- Operating income rose as lower profit in the UK was offset by successful measures to improve profit in North America (existing)

■ Asia/Oceania

- Net sales rose in all regions
- Double-digit increases in sales and profit in Greater China and Australia/New Zealand, offsetting lower profit in Indonesia

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

*2 Includes new business Hodo, Inc.

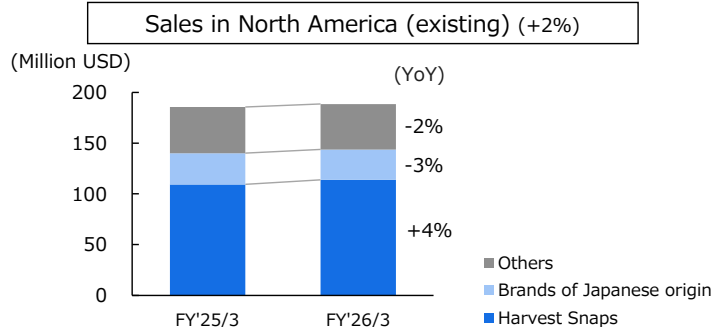
*3 Excludes new business Hodo, Inc.

*4 From FY2026/3, changed the method of recording sales before rebates, etc., in Greater China. Sales for the prior fiscal year have also been adjusted accordingly

FY2026/3 full year results: Overseas business

Europe/Americas

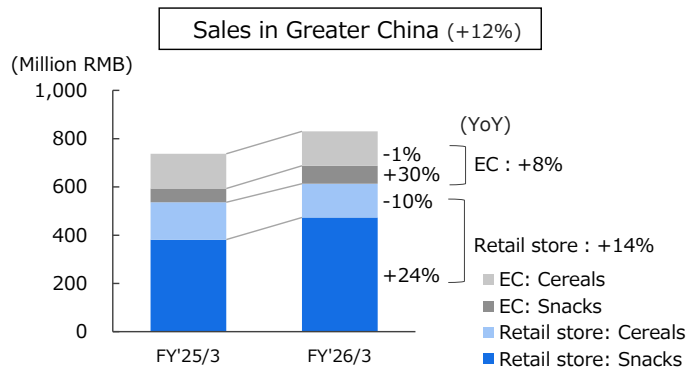
- North America (existing):
 - Expanded distribution of *Harvest Snaps*, mainly to key retail chains
 - Continued strong sales of locally produced *Asian Style Chips* in response to demand
 - Sales for brands of Japanese origin fell amid an increasingly competitive environment for Asian/ethnic foods
 - Increase in locally produced goods, continued productivity improvements and enhanced management of promotional expenses contributed to higher profit



- UK:
 - Derivative brands of *Seabrook* brand continued their strong performance
 - Profit entered a recovery trend in H2 through discontinuation of unprofitable items and productivity improvements

Asia/Oceania

- Greater China:
 - Strong sales of *Jagabee* continued on enhanced initiatives for retail stores
 - Continued to enhance OEM production system for both snacks and cereals to capture demand for affordable pricing



- Indonesia:
 - Strong sales of potato chips including *Japota* and *GuriBee* continued
 - Increased production capacity of highly profitable *GuriBee* while continuing initiatives for improving productivity

II. FY2027/3 Full Year Forecast

Impact of the Middle East situation (as of May 14)

- Higher costs for ingredients, etc., and procurement risk for certain ingredients are anticipated
- Anticipate a negative impact on operating profit of ¥3.0bn this fiscal year, including measures such as price/content revisions and cost controls; will incorporate into results forecast
- The situation in the Middle East is fluid; continue to focus on business impact and provide prompt notification of any material changes

Priorities	<ul style="list-style-type: none"> • Stable production and supply to markets • Potato production support for contract farmers
Impact	<ul style="list-style-type: none"> • Dramatically higher ingredient, energy, distribution costs • Higher potato production costs • Unstable supply of some ingredients
Response	<ul style="list-style-type: none"> • Price/content revisions • Securing supply of and warehousing for substitute ingredients • Cost controls • Change in packaging material (from May)

Response examples

Based on impact on petrochemical products, will use two ink colors for core product packaging to secure stable supply

■ Packaging



Prior package



Revised Product Packaging
(Two Ink Colors)

(Rollout from late May 2026)

FY2027/3 Forecast summary

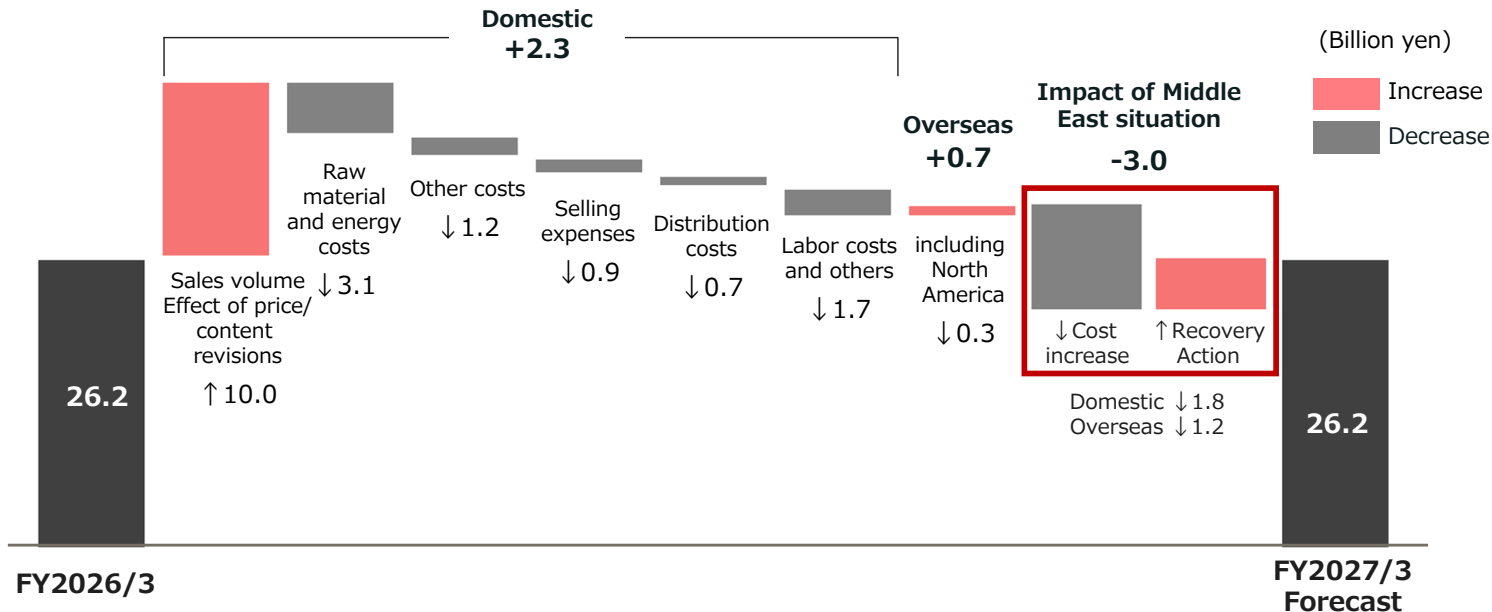
(Billion yen)	FY2026/3 Results	FY2027/3 Forecast	YoY	YoY %
Net Sales	340.2	370.0	+29.8	+8.8%
Domestic	251.5	272.0	+20.5	+8.1%
Overseas	88.6	98.0	+9.4	+10.6%
Operating profit	26.2	26.2	+0.0	+0.1%
Operating margin	7.7%	7.1%	-0.6pts	-
Domestic	22.1	22.6	+0.5	+2.2%
Overseas	4.1	3.6	-0.5	-11.4%
Ordinary profit	27.1	26.7	-0.4	-1.4%
Net profit*	17.3	17.4	+0.1	+0.4%
EBITDA	43.2	45.2	+2.0	+4.6%
EBITDA margin	12.7%	12.2%	-0.5pts	-
Domestic	35.0	37.0	+2.0	+5.8%
Overseas	8.2	8.2	-0.0	-0.6%

Planned exchange rate:
USD1=JPY155

*Profit attributable to owners of parent

FY2027/3 Forecast: Operating income P/L analysis

- While there is no change to the policy of implementing strategic price/content revisions in response to rising costs
- Address cost increases related to the Middle East situation gradually, while monitoring market conditions
- Continue to strengthen the brand based on customer needs and improve operations, while capitalizing on the recovery in demand following the smaller potato harvest in H2
- Overseas, prepare to accelerate growth through OPEX investment in North America and work to expand revenue bases in various regions



Investment/shareholder returns: Results and forecast

Capital investment

FY2026/3

- Efficiency investment: Setouchi Hiroshima Factory, Automation and DX-related investment
- Growth investment: land acquisition for new Kanto Factory, R&D facility establishment investment, Hodo, Inc. acquisition cost

FY2027/3

Increase production efficiency, invest in growth sectors

- Growth investment: expand production facilities to raise domestic and overseas profitability, invest in utilization of low-quality potatoes, invest in building a DX foundation
- Business continuity investment: update aging equipment, invest in labor-saving

Shareholder returns

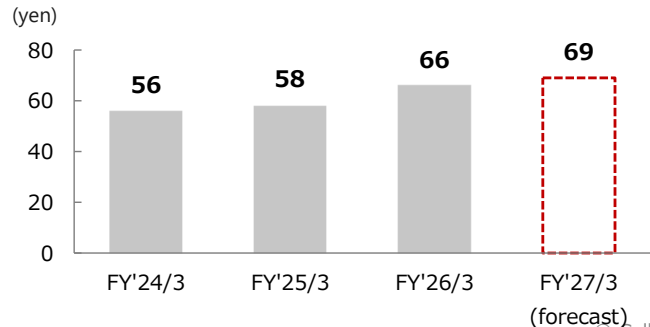
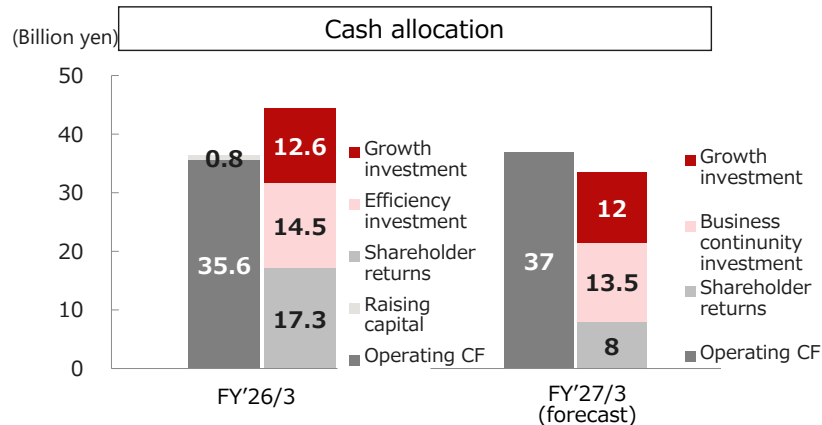
FY2026/3

- Dividend per share: 66 yen (+8 yen YoY)
- Reference: 47.2% consolidated dividend payout ratio, 3.9% DOE

FY2027/3

Plan to raise dividend in-line with the new policy “progressive dividend by +3 yen/year”

- Dividend per share (forecast): 69 yen (+3 yen YoY)
- Reference: 48.2% consolidated dividend payout ratio, 3.9% DOE



Sep. 2026 Price and Content Revisions

Effective date	FY'22/3		FY'23/3		FY'24/3		FY'25/3		FY'26/3					FY'27/3	
	Jan.-Feb. 2022	Jun.-Jul. 2022	Sep.-Oct. 2022	Nov. 2022	Jun. 2023	Aug.-Oct. 2023	Jun. 2024	Feb. 2025	Apr. 2025	Jun. 2025	Jul. 2025	Sep. 2025	Feb. 2026	Jun. 2026	Sep. 2026
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%	Content: -7-10%	Price: +5-19%	Price: +4-10%	Content: -8%	Price: +5-10%	Price: +8-15%	Price: +5-10 / +30%	Price: +3-10%

Reference material

Consolidated profit and loss statement

(Million yen)	FY2026/3 Results				FY2027/3 Forecast		
		Percent of total(%)	Change (YoY) (%)	vs. Revised forecast (%)		Percent of total(%)	Change (YoY) (%)
Net sales	340,151	100.0	+5.5	100.3	370,000	100.0	+8.8
Gross profit	110,804	32.6	+0.8	101.3	-	-	-
SG&A	84,630	24.9	+4.7	101.5	-	-	-
Selling	14,190	4.2	-1.6	99.9	-	-	-
Distribution	25,861	7.6	+8.7	103.0	-	-	-
Labor	26,354	7.7	+1.9	100.6	-	-	-
Others	18,224	5.4	+8.9	101.8	-	-	-
Operating profit	26,173	7.7	-10.0	100.7	26,200	7.1	+0.1
Ordinary profit	27,091	8.0	-9.2	103.0	26,700	7.2	-1.4
Net profit*	17,329	5.1	-17.0	99.0	17,400	4.7	+0.4

*Profit attributable to owners of parent

Financial condition and Cash flows

(Million yen)	As of March 31, 2025	As of March 31, 2026	Change
Total assets	319,169	327,609	+8,440
Current assets	133,837	131,684	-2,153
Non-current assets	185,331	195,924	+10,593 *1
Total liabilities	104,101	105,835	+1,733
Current liabilities	55,705	64,941	+9,235
Non-current liabilities	48,396	40,894	-7,502
Net assets	215,067	221,774	+6,706
Net Cash	20,194	13,503	-6,690
Equity ratio	64.3%	64.3%	-0.0pts

(Million yen)	As of March 31, 2025	As of March 31, 2026	Change
Cash flows from operating activities	39,100	35,596	-3,504
Cash flows from investing activities	-28,604	-26,211	+2,393
Cash flows from financing activities	2,541	-17,002	-19,544 *2

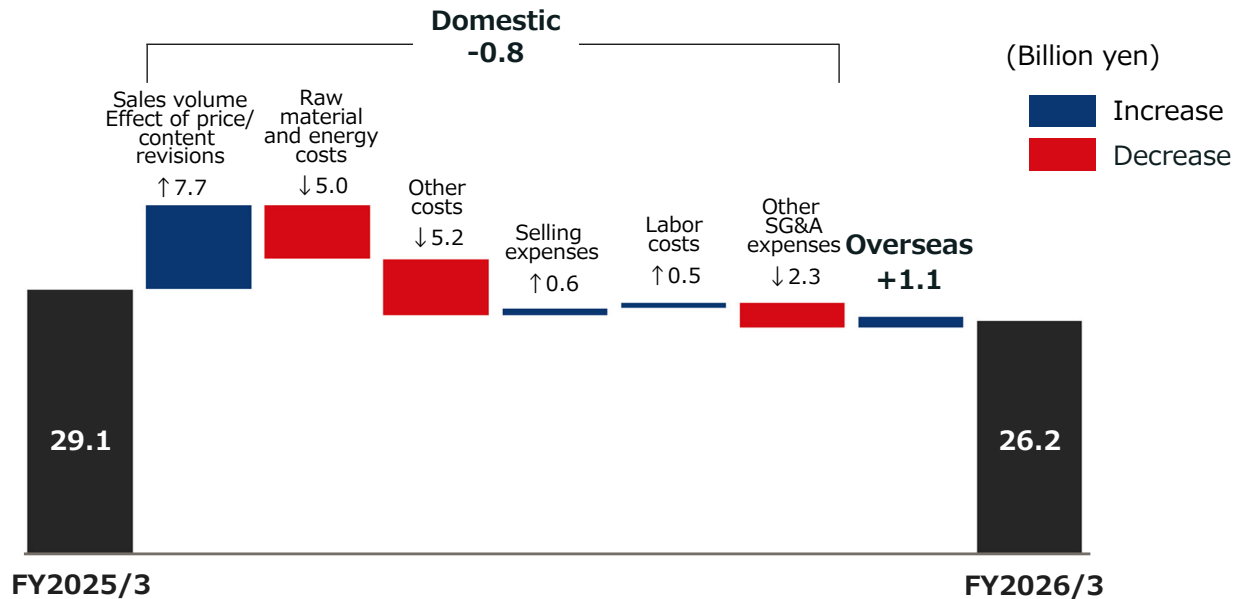
Notes:

(Million yen)

*1 Non-current assets: Property, plant and equipment +9,681
(mainly relating to the new factory site in Kanto)

*2 Cash flows from financing activities:
Proceeds from long-term borrowings -10,000
Purchase of treasury shares -9,999

FY2026/3: operating profit analysis



- Notes:** Raw material/energy costs: Domestic potatoes (-¥1.4bn), imported raw materials (-¥1.7bn), oil (-¥1.2bn), package (-¥0.6bn)
 Other costs: Cost increases due to the launch of Setouchi Hiroshima Factory (-¥3.1bn)
 Selling expenses: Promotion control due to smaller potato harvest in H2
 Other expenses: Distribution costs (-¥1.3bn)

FY2027/3 Forecast: Domestic and Overseas sales

(Billion yen)	FY2027/3 Forecast	YoY	YoY %
Domestic sales *1	272.0	+20.5	+8.1%
Snacks	246.7	+12.5	+5.3%
<i>Poteto Chips</i>	110.9	+8.4	+8.2%
<i>JagaRico</i>	53.3	+3.0	+6.0%
Other snacks	82.5	+1.1	+1.4%
Cereals	32.4	+2.3	+7.8%
New categories/others	24.9	+7.7	+44.9%
Rebates deducted from sales	-32.0	-2.1	—
Gift snack items	19.5	+8.1	+4.3%
Overseas sales *2	98.0	+9.4	+10.6%
Europe/Americas *3	54.0	+7.3	+15.7%
North America (existing) *4	31.9	+3.4	+11.9%
Asia/Oceania	56.0	+4.9	+9.6%
Rebates deducted from sales	-12.0	-2.8	—

<Main initiatives for future growth>

■ Domestic Business

Work to increase profitability through strengthening product portfolio based on customer needs and efficiency

- ✓ Expand affordably priced products with brand diversity, maintain volume zone
- ✓ Expand lineup of added value products for little indulgences, health consciousness, etc.
- ✓ Leverage strengths cultivated in the domestic core business to expand sales with Frito-Lay brands and products in new categories
- ✓ DX: promote supply chain efficiency through realizing deployment of C-Boss and balanced marketing activities

■ Initiatives for North America

- ✓ Expand the health value, expand derivative brands of Harvest Snaps
- ✓ Improve profitability through increased production and enhanced cost management
- ✓ Invest in marketing and HR to build a foundation for growth aimed at improving brand awareness, distribution, and turnover

*1 Amounts for sales of Snacks, Cereals and New categories/others in domestic sales are prior to deduction of rebates, etc.

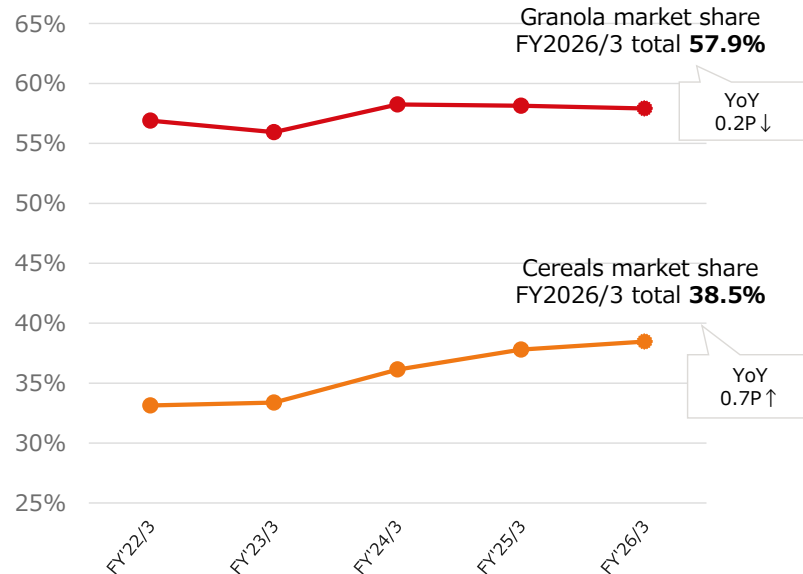
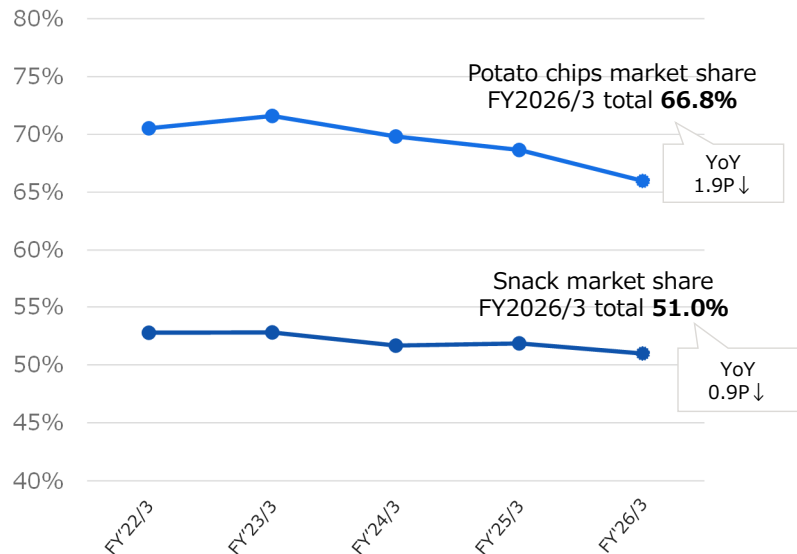
*2 Sales by region in overseas sales are amounts prior to deduction of rebates, etc.

*3 Includes new business Hodo, Inc.

*4 Excludes new business Hodo, Inc

Domestic market share

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Source: INTAGE SRI+ based on sales amount (nationwide, all retail formats)

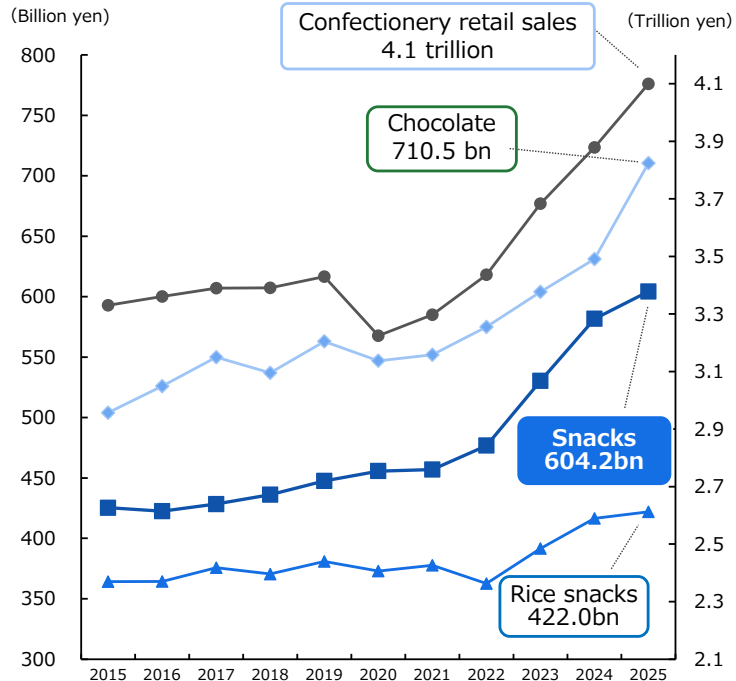
FY2026/3: April 2025 – March 2026
 FY2025/3: April 2024 – March 2025
 FY'22/3-FY'26/3: April 2021 – March 2026

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

Market share by snack category

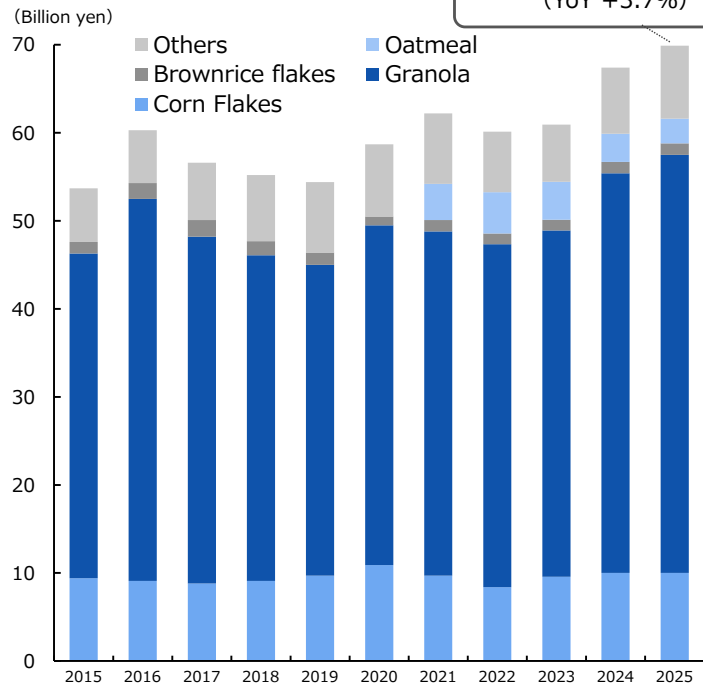
	Potato-based snacks	Flour-based snacks	Corn-based snacks	Bean-based snacks
FY2026/3 (YoY)	72.3% (0.7P ↓)	56.4% (0.7P ↓)	21.7% (1.1P ↑)	58.9% (3.8P ↑)

Domestic confectionery market



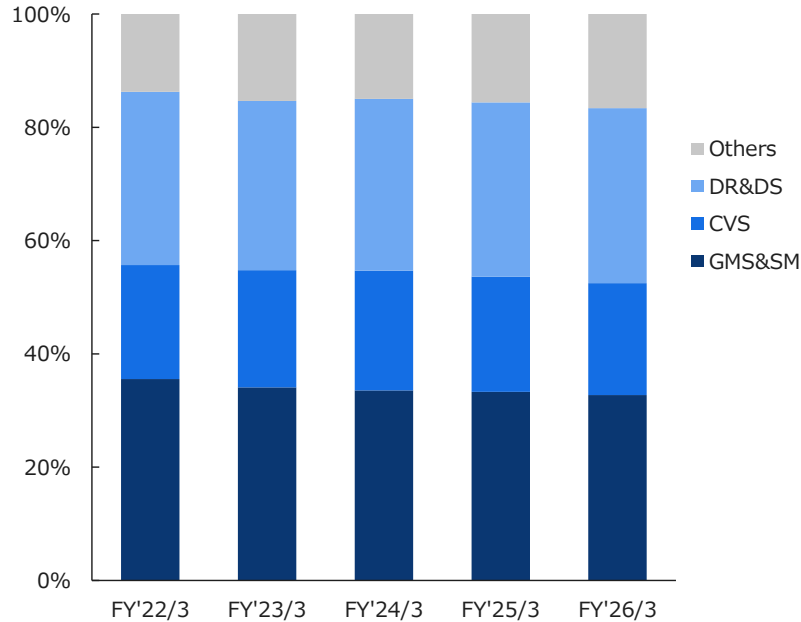
Source: All Nippon Kashi Association

Domestic cereal market



Source: Japan Snack Cereal Foods Association

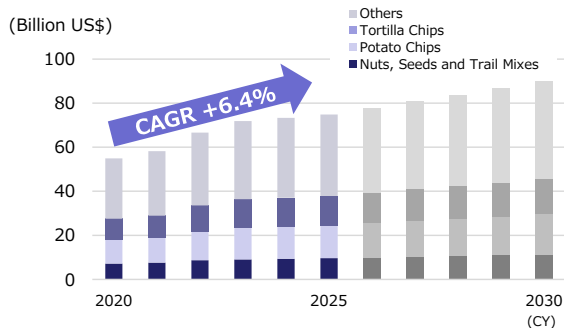
■ Sales composition by business



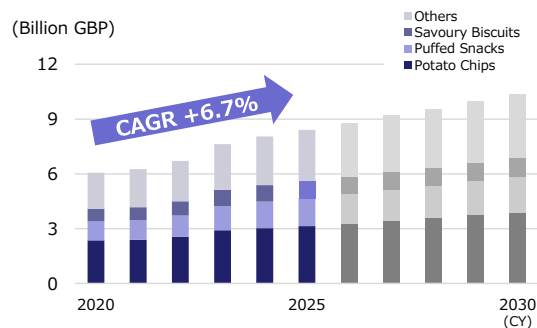
* Calbee alone (manufacturer shipped goods basis)

Overseas market by country

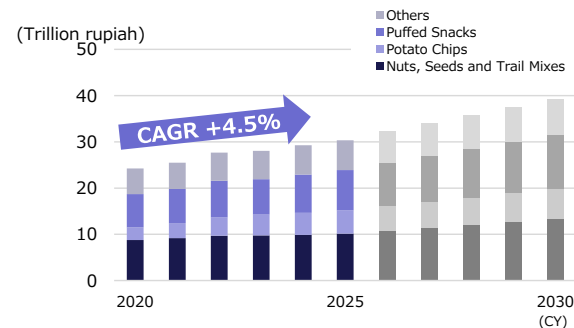
USA snack market



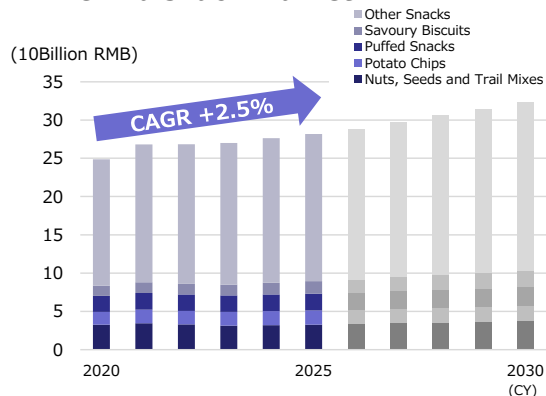
UK snack market



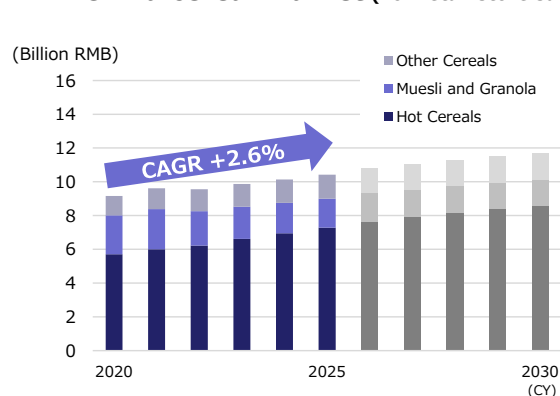
Indonesia snack market



China snack market



China cereal market (For retail store sales)



Source : Euromonitor International

Category : Snack (Savoury Snacks : Nuts, Seeds and Trail Mixes, Salty Snacks, Savory Biscuits, Popcorn, Pretzels, Other Savory Snacks)

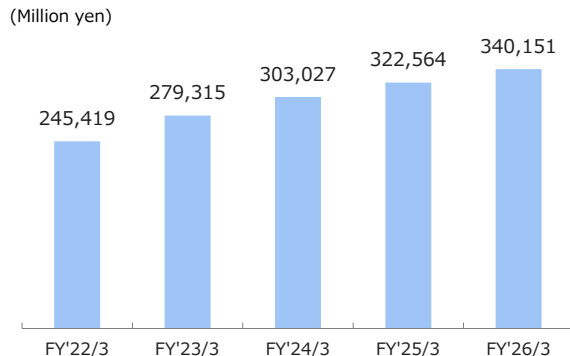
Cereal : Breakfast Cereals (Hot Cereals, RTE Cereals)

2026-2030: Forecast

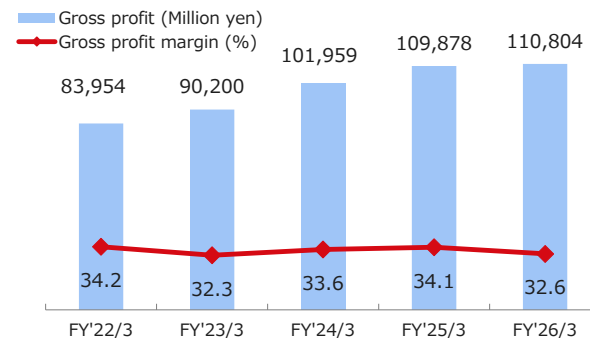
* The aggregation range of the Chinese snack market has been changed from the fiscal year ended March 2022.

Financial highlights 1

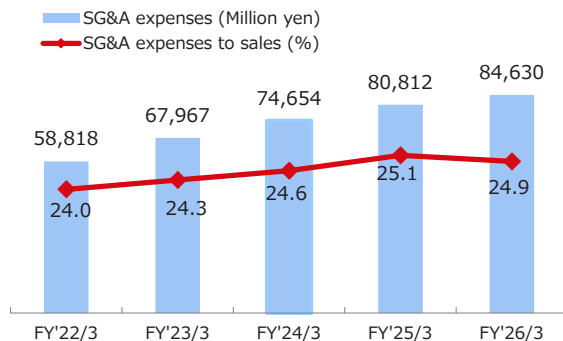
Sales



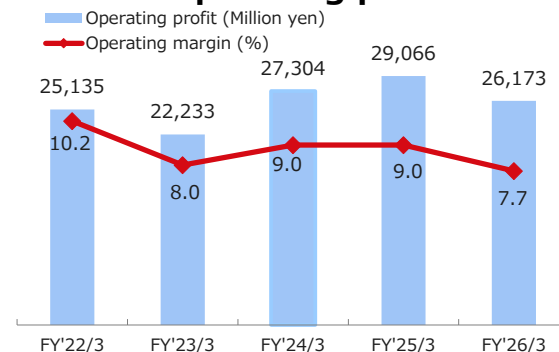
Gross profit



SG&A

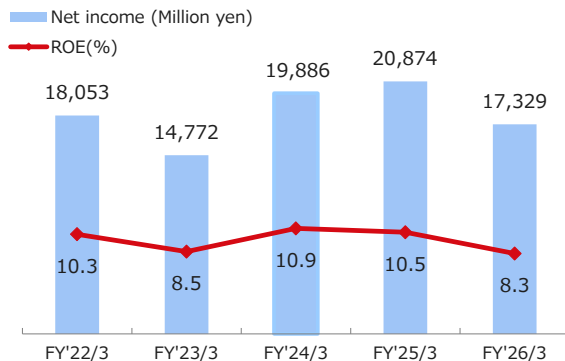


Operating profit

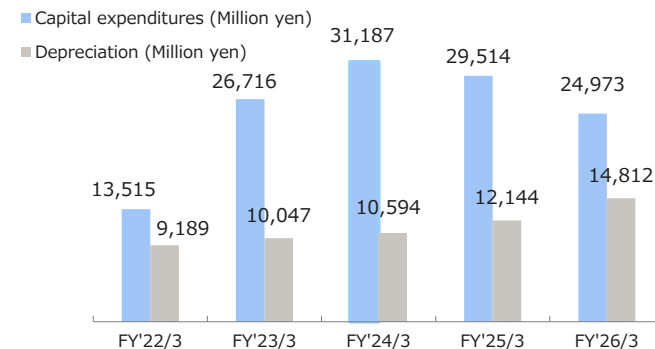


* Effective from the beginning of fiscal year ended March 31, 2022, the Group adopted the "Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29) and changed the method to deduct a portion of selling expenses (rebates, etc.) from sales, which was previously recorded in selling, general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

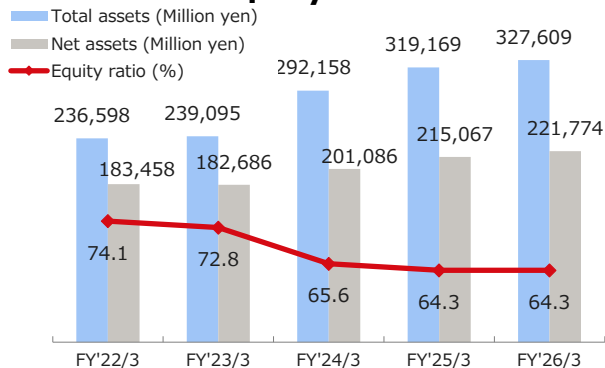
Net income/ROE



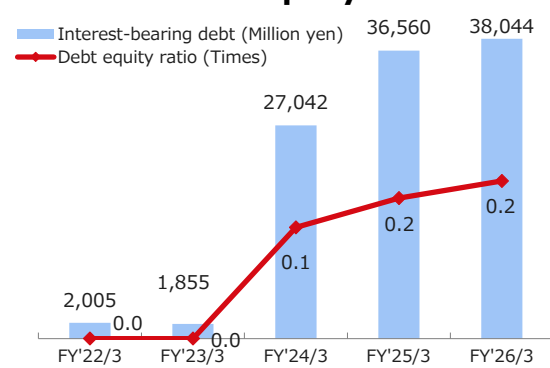
Capital expenditures/Depreciation









Equity ratio



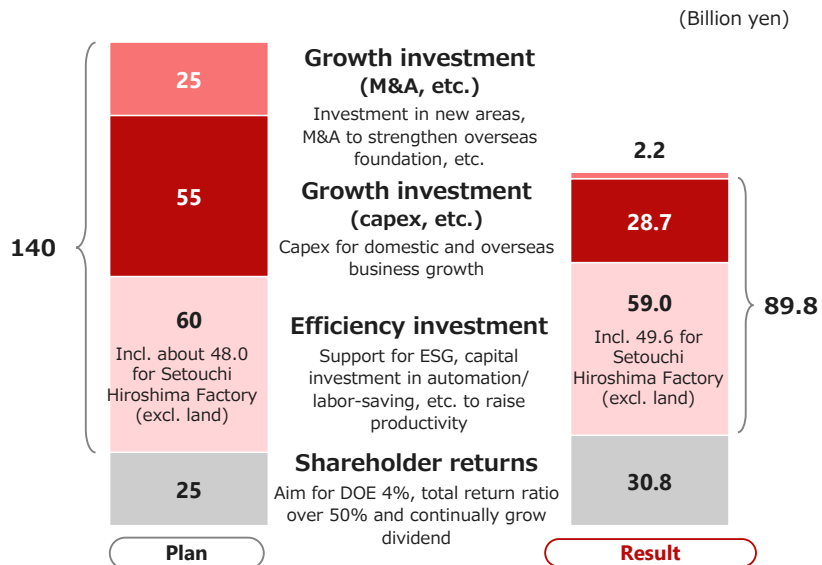
Debt to equity ratio



Change2025 | Growth Guidance Results

Growth guidance/ core KPI	FY2024/3 results	FY2025/3 results	FY2026/3 results	FY2024/3- FY2026/3	3 year plan evaluation	Growth guidance (3 year)
Organic sales growth ratio	+8%	+6%	+5%	+7%		+ 4~6%
Consolidated operating profit growth	+23%	+6%	-10%	+6%		+ 6~8%
ROE	10.9%	10.5%	8.3%	-		10%以上
Domestic operating profit growth	+22%	+9%	-15%	+4%		+ 6~8%
Overseas sales ratio	24%	25%	26%	-		30~35%
New areas sales ratio	4.3%	4.3%	4.8%	-		5%

FY2024/3-FY2026/3 Investment Plan/Results



FY2024/3-FY2026/3 Shareholder returns

	FY'24/3	FY'25/3	FY'26/3	3-year	Policy
Dividend per share (yen) (YoY)	56 (+4)	58 (+2)	66 (+8)	-	Stable dividend
DOE	3.8%	3.7%	3.9%	-	4%
Total return ratio	35%	35%	104%	58%	50% or more

FY2027/3 Forecast Guideline

		FY2024/3-FY2026/3 Results	FY2027/3 Forecast	FY2027/3-FY2031/3
Economic value	Strengthen earnings power	Organic sales growth ratio	+7%	+7%~
		EBITDA growth ratio	+8%	+10%~
		EBITDA margin	12.7% (FY2026/3)	12.2%
Portfolio transformation	Growth areas (overseas/new categories) sales ratio	31% (FY2026/3)	33%	40~45% (FY2031/3)
Improve capital efficiency	ROE	8.3% (FY2026/3)	8.1%	10%~ (FY2031/3)
	Net profit growth ratio	+5%	+0.4%	+10%~
	ROIC	8.0% (FY2026/3)	7.8%	8%~ (FY2031/3)

Progress in advancing dialogue with shareholders and investors

FY2026/3

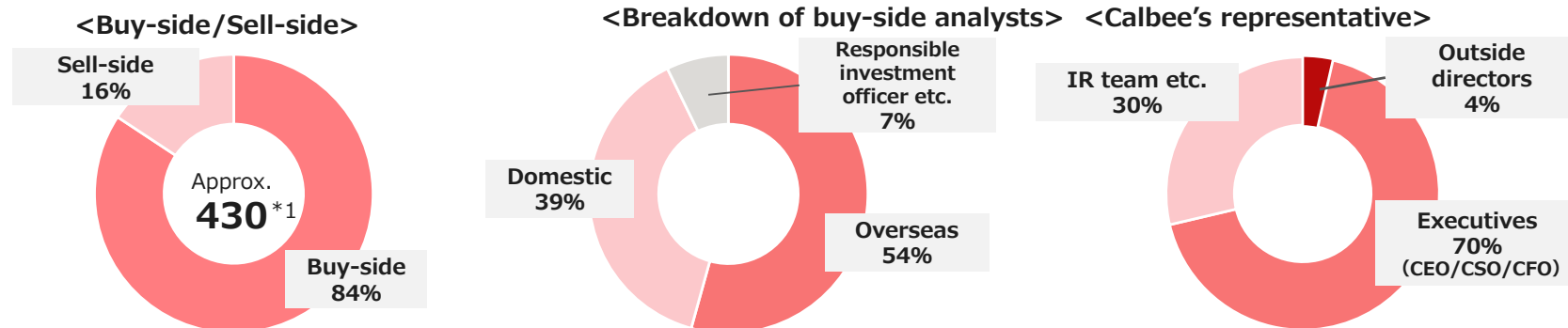
Calbee

■ Presentations to Institutional Investors (FY2026/3)

Event	Frequency	Main speakers
Financial results presentation	Quarterly	CEO (2 times), CFO (4 times)
IR Day Theme: Change 2025 initiatives for Domestic core business, Setouchi Hiroshima Factory tour, Human resources/DX strategies	1 time	Head of each business unit
Growth Strategy Briefing	1 time	CEO, CSO, CFO
Sell-side small group meeting	Quarterly	CEO (1 time), CFO (4 times)
Buy-side small group meeting	1 time	Outside directors, CFO

IR Day/Small group meeting with outside directors: <https://www.calbee.co.jp/ir/event/session/>

■ Status of individual meeting with shareholders and investors (FY2026/3)



*1 Total number of companies counted in meetings

Progress in advancing dialogue with shareholders and investors

■ Management feedback structure

Item	Frequency	Outline
Financial results presentation status	Quarterly	Report to full-time directors and executive officers
Dialogue with shareholders and investors through individual meetings	Quarterly	Report main discussion topics, opinions and requests, and discuss issues and future response at Board of Directors meetings
Dialogue with institutional investors through SR	Once a year	Report opinions, requests, and progress of engagement at Board of Directors meetings
Others	As needed	Report analyst reports, content of dialogue, stock price trends, shareholder composition and holding trends

■ Examples of discussion themes (FY2026/3)

Discussion theme	Calbee initiatives
Growth/business strategy	<ul style="list-style-type: none"> Implemented investor feedback on KPIs and strategy when forming the new long-term plan “Accelerate the Future”, and in top management and Board of Directors discussions Continued to advance dialogue after recognizing challenges with our equity story For matters of high interest from investors: explained progress of overseas strategy based on specific examples and market data at results briefings; during IR Day, business heads presented specific examples from the domestic core business in areas such as DX, HR and related to the new factory
Financial strategy	<ul style="list-style-type: none"> While taking stock price and shareholder composition into account, held internal discussions on our shareholder returns policy and financial strategy direction based on investor feedback
Governance	<ul style="list-style-type: none"> Based on dialogue, considered changes to the Board of Directors’ composition to strengthen focus on finance and capital markets. Also considered changing to a compensation system that is more conscious of stock price Held a small group meeting with outside directors and investors to foster mutual understanding of our corporate governance
Sustainability	<ul style="list-style-type: none"> Explained specific examples of initiatives through our financial results briefing materials, integrated report, and website Published “Integrated information disclosure based on the TCFD and TNFD frameworks” and “Human Capital Report”. Continued to engage in dialogue with investors and experts regarding the expansion of future disclosure

Contact details for IR inquiries:

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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, 2026 is referred to throughout this report as "FY2026/3 (FY'26/3)," 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.