Calbee
Harvest the Power of Nature.

TSE code : 2229
Calbee, Inc.
Nov. 6, 2026

Calbee Group Financial Results

First half of fiscal year ending March 31, 2027

April 1, 2026 – September 30, 2026

1. FY/2027 H1 Recap and Outlook
   Progress on the Growth Strategy “Accelerate the Future”
   Makoto Ehara
   Representative Director, President and CEO

2. FY/2027 H1 Financial Results
   Kazuhiro Tanabe
   Director, Executive Officer and CFO

Executive Summary

H1 recap and forecast

Sales rose by ¥10.0bn on firm sales in Japan and overseas; operating profit rose ¥1.7bn, led by the domestic business, with profit progressing ahead of plan

In H2, respond flexibly to changes in the external environment—such as geopolitical risk and exchange rate fluctuations—at their source, and steadily accumulate results

H1 Results:

- Firm domestic snack sales and increased utilization of Setouchi Hiroshima Factory contributed
- Overseas, results were firm in the Asia/Oceania region

H2 Forecast:

- This autumn's Hokkaido potato harvest yield forecast is in line with plan, with quality also expected to be good
- Assess changes in the external environment, including the Middle East situation, respond swiftly, particularly in Japan, and aim to achieve the plan for H2

Growth Strategy - Accelerate the Future

In H1, **advanced creation of** domestic/overseas **bases to accelerate growth**

In H2, while swiftly responding to changes in the business environment, implement specific measures to link to growth from next year

Capital policy

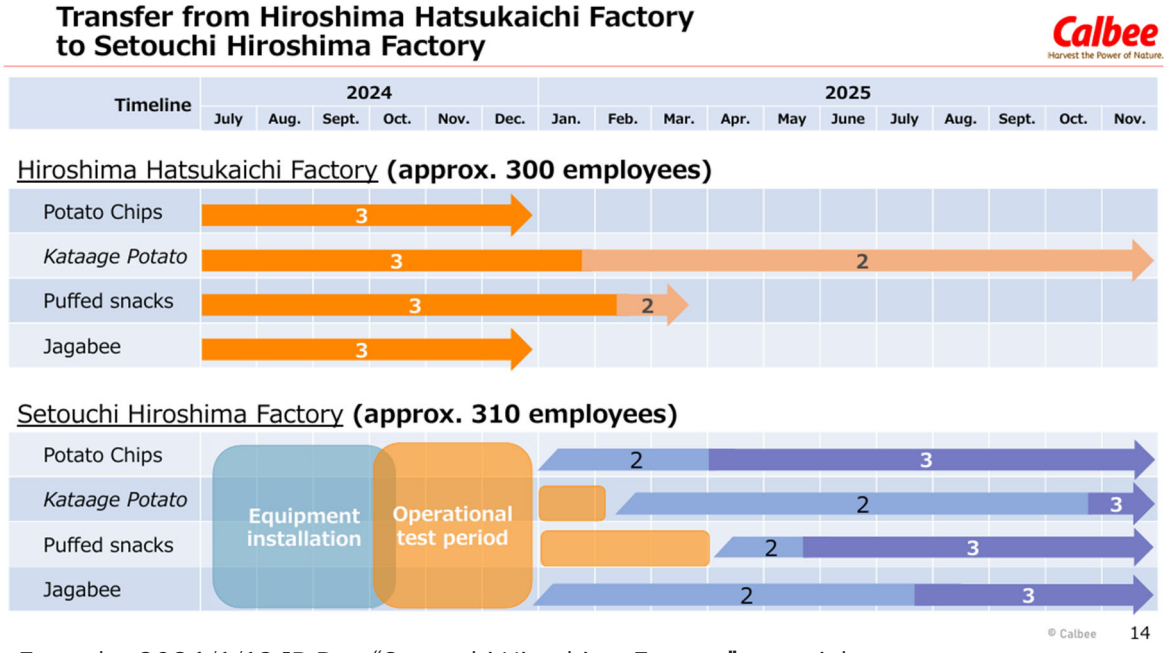
Cancelled treasury shares on September 7, 2026, in line with the policy announced in November 2025

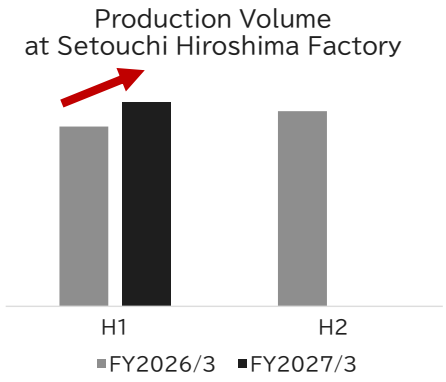
- Number of shares cancelled: 11,963,300 (equivalent to 8.9% of outstanding shares before the cancellation)

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Setouchi Hiroshima Factory Operation Status

At the Setouchi Hiroshima Factory—which gradually began operation from January 2025—achieved originally planned shift at the end of last year, and continued high utilization into H1, contributing to improved productivity





From the 2026/1/13 IR Day “Setouchi Hiroshima Factory” materials
IR event: https://www.calbee.co.jp/en/ir/event/session/

Growth Strategy Progress: Domestic (Value Creation Based on Customer Needs/Expansion into New Categories)

Advanced shift to brand strategies based on 4 market needs, as well as expansion into new categories

1. Strengthened brand portfolio in line with 4 market strategies

- Redefined brand concept from a customer perspective
- Expanded range of brand value offerings/targets/prices, etc. and strengthened brand portfolio in response to market needs

2. Shifted to a product planning/development process that promotes innovation

- Shifted development flow from product-driven to customer-driven, improving the quality and quantity of ideas and concentrating resources on projects with growth potential

3. Preparations for strengthened and expanded sales, leveraging sales assets, are on track

- Integrated Japan Frito-Lay sales/distribution functions in October
- Begin selling Perfetti Van Melle products from November

■ Healthy living market



Incorporated products that use natural ingredients with the *miino* brand, enhancing brand assets and improving its value proposition

■ Special occasions market



Gold Calbee
Sold during department store events.
Striving to create new value in the high added-value market



JagaRico German fried potato flavor
Created new touchpoints for young people and expanded price ranges

Future initiatives

- While maintaining/enhancing the value of flagship brands, broaden both price range and added-value areas and strengthen brand portfolio
  - Fun and easy market: Expand positioning by strengthening affordable price range value lines
  - Special occasions market: Develop high added-value products and new value propositions
- Steadily expand into new categories

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Growth Strategy Progress: Domestic (Strengthen Operational Capability)

Steadily advance DX strategy as the core of strengthening operational capability

1. Full-scale operation of C-BOSS from July

- Began by using for short-term marketing/sales simulations
- Reviewed scheme for considering strategy to achieve this year's targets, improved decision accuracy and shortened cycle

Decision cycle

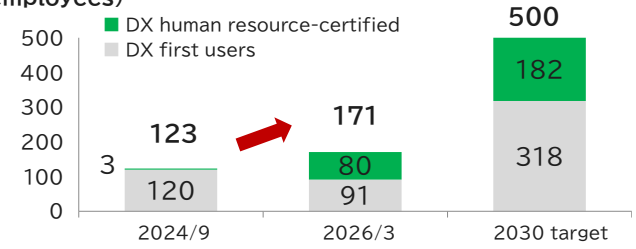


* Delegate decision to team considering strategy, regional heads/general managers focus on priority items/medium- to long-term strategic planning

2. Enhanced DX human resources

- DX human resources up 1.4x in 18 months (123→171 employees)
- Systematized roles and skills needed in positions and departments, created structure for organized/continuous fostering of DX human resources

DX human resources (employees)



Future initiatives

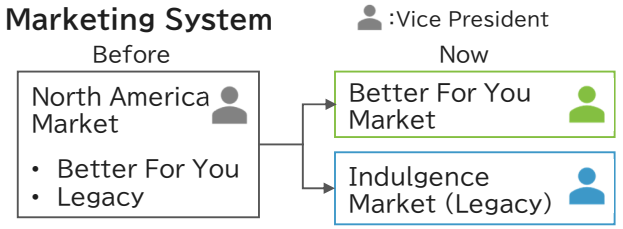
- C-BOSS: Study improving effectiveness of initiatives and medium- to long-term supply chain optimization through analysis of diverse scenarios
- DX human resources: Expand scope of training (focus on domestic factories → all domestic departments (sales, corporate, etc.) and overseas)

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Advanced foundation-building to accelerate growth in two strategic markets (Better For You / Indulgence)

1. Restructured brand strategy and marketing system

- Reorganized marketing system into the strategic markets, strengthened key personnel, and restructured brand strategy based on consumer needs
- Clarified priority brands* and focused management resources
  **Harvest Snaps*, *Kappa Ebisen*, *Asian Style Chips*



2. Strengthened sales foundation towards expanding sales channels

- Increased sales personnel in response to expanded business areas and channels

3. Expanded the Better For You market product portfolio

- Launched *Veggie Straws* and *Cheese Puffs* in November
- Expanded focus from the produce section to the snack aisle, targeting health-conscious curious consumers



Harvest Snaps
Veggie Straws and *Cheese Puffs*

Future initiatives

- Build an omnichannel strategy and strengthen personnel
- Continue strengthening sales personnel, expand distribution and improve turnover rates for priority brands, including new products
- Improve brand awareness and turnover rates through marketing initiatives tailored to consumer needs for each brand (through brand ambassadors, social media, Japanese IP, etc.)

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Leveraged existing production facilities to strengthen earnings bases in Asia/Oceania

- Strengthened sales in Greater China and New Zealand increasing profit across the economic zone centered on the Thai production facility
- Amid continued strong sales growth in Indonesia, expanded *GuriBee* production capacity in August to meet increasing demand

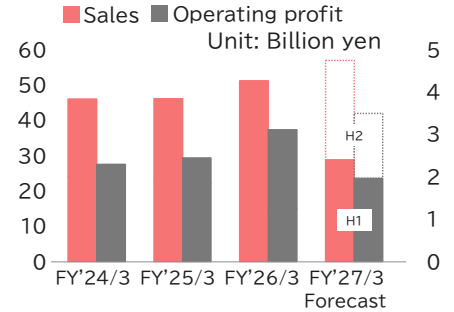
Future initiatives

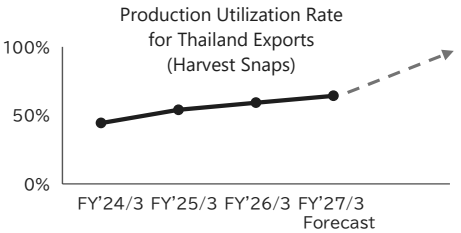
- In Greater China, develop products tailored to specific channels and strengthen sales personnel to support expansion into new areas and the launch of new products starting next fiscal year
- In Thailand, further reduce costs and expand profit by making the most of existing production lines and introducing the new ERP system planned for November
- Create new growth opportunities by leveraging the production technology and infrastructure of *GuriBee* (Indonesia) to launch *POP LAYERS*, a new product for the Thai market



New multi-layered snack, *POP LAYERS*

Asia/Oceania: Sales and Profit Trends

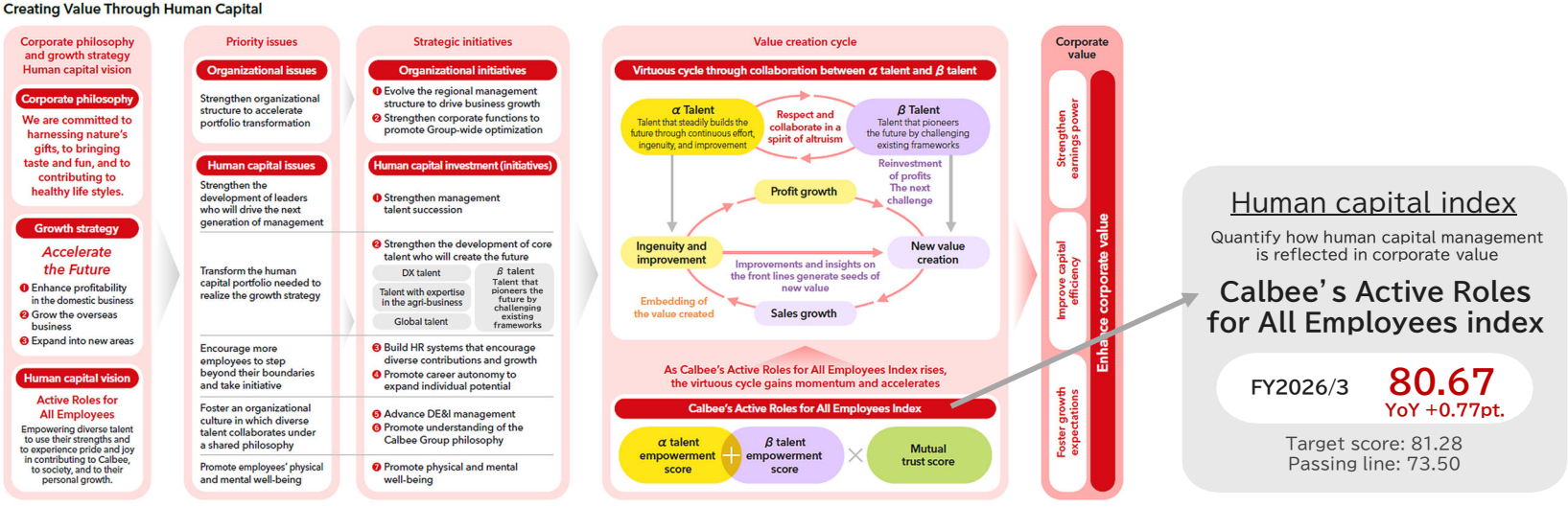




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Strengthened human capital management to realize growth strategy

■ Developed a value creation story that connects human capital to the enhancement of corporate value



■ Set talent portfolio strategy to enhance talent base to support sustainable growth

Identified four priority core talent categories (DX, Agri Business, Global, and β), and will systematically secure/foster them

[Reference info] Human Capital Report: https://www.calbee.co.jp/en/ir/pdf/2026/humancapitalreport2026_en.pdf

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Growth Strategy Progress: Strengthening our Foundation (Sustainability)

Advanced sustainability, an integral part of our growth strategy, raising medium- to long-term corporate value

■ Clarified vision for Calbee towards long-term corporate value creation

Set vision for Calbee as sustainability management policy, promoting alignment of social and economic value

Vision for Calbee: "To sustain nature's gifts for future generations while continuing to bring the joy of food and well-being to people around the world"

■ Strengthened link between growth strategy and materialities

Advanced review of priority themes and KPIs based on integration with growth strategy

- Unified "promote active roles for all employees based on diversity" priority themes/KPIs with human capital management
- Reframed "contribute to healthy and diverse lifestyles" as growth opportunities

■ Strengthened sustainability disclosures/governance foundation

Established foundation to respond to more advanced disclosure requirements ahead

- Specified business opportunities and risks for each materiality
- Advanced adjustment of data/index management and governance structure

[Reference info] Materiality List (Opportunities and Risks): Refer to p. 44 of the Integrated Report
Sustainability site: https://www.calbee.co.jp/sustainability/en/ (to be updated on November 13)
Integrated Report: https://www.calbee.co.jp/en/ir/library/report/

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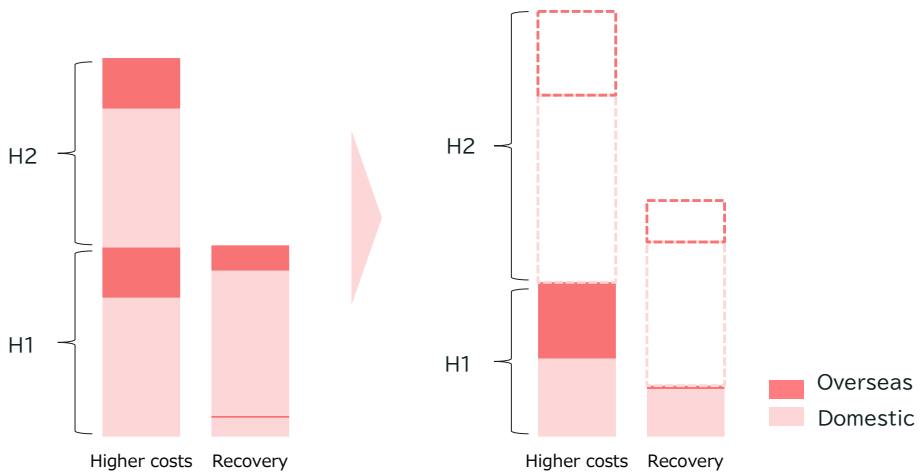
Impact of the Middle East Situation

In H1, the impact of the Middle East situation was less than forecast
Monitor impact in H2 and undertake recovery measures to further minimize impact

Middle East Situation Impact on Operating Profit (billion yen)

Forecast
Consolidated -3.0
Domestic -1.8, overseas -1.2

H1 Result/H2 Forecast
Consolidated -3.0
Domestic -1.2, overseas -1.8



Domestic:
Below forecast in H1 due to delays in price increases and raw material usage, as well as expanded recovery factors such as improved raw material mix
However, expected to exceed initial forecast in H2

Overseas:
Exceeded forecast due to sharp rise in costs for packaging, energy, distribution, etc., along with exchange rate effects

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FY2027/3 H1 Results: Summary

(Billion yen)	FY2026/3 H1	FY2027/3 H1	Change	FY2027/3 H1 Plan	vs Plan
Net Sales	**165.7**	**175.7**	**+6.0%**	**178.8**	**98.3%**
Domestic	123.7	127.2	+2.9%	130.3	97.7%
Overseas	42.1	48.5	+15.3%	48.5	99.9%
Operating profit	**10.2**	**11.8**	**+16.3%**	**10.8**	**109.4%**
Operating margin	6.1%	6.7%	+0.6pts	6.0%	+0.7pts
Domestic	8.4	10.2	+20.9%	9.3	109.6%
Overseas	1.7	1.6	-6.6%	1.5	108.0%
Ordinary profit	**10.4**	**11.7**	**+12.9%**	**11.1**	**106.2%**
Net profit *	**6.8**	**7.3**	**+7.5%**	**7.2**	**101.4%**
EBITDA	**18.4**	**20.9**	**+13.6%**	**20.1**	**104.0%**
EBITDA margin	11.1%	11.9%	+0.8pts	11.2%	+0.7pts
Domestic	14.7	17.0	+15.5%	16.3	104.0%
Overseas	3.7	3.9	+6.4%	3.8	103.8%

*Profit attributable to owners of parent

Sales:

- In the domestic business, snacks rose
- In the overseas business, sales growth in both Europe/Americas and Asia/Oceania and exchange rate effects contributed

Operating profit:

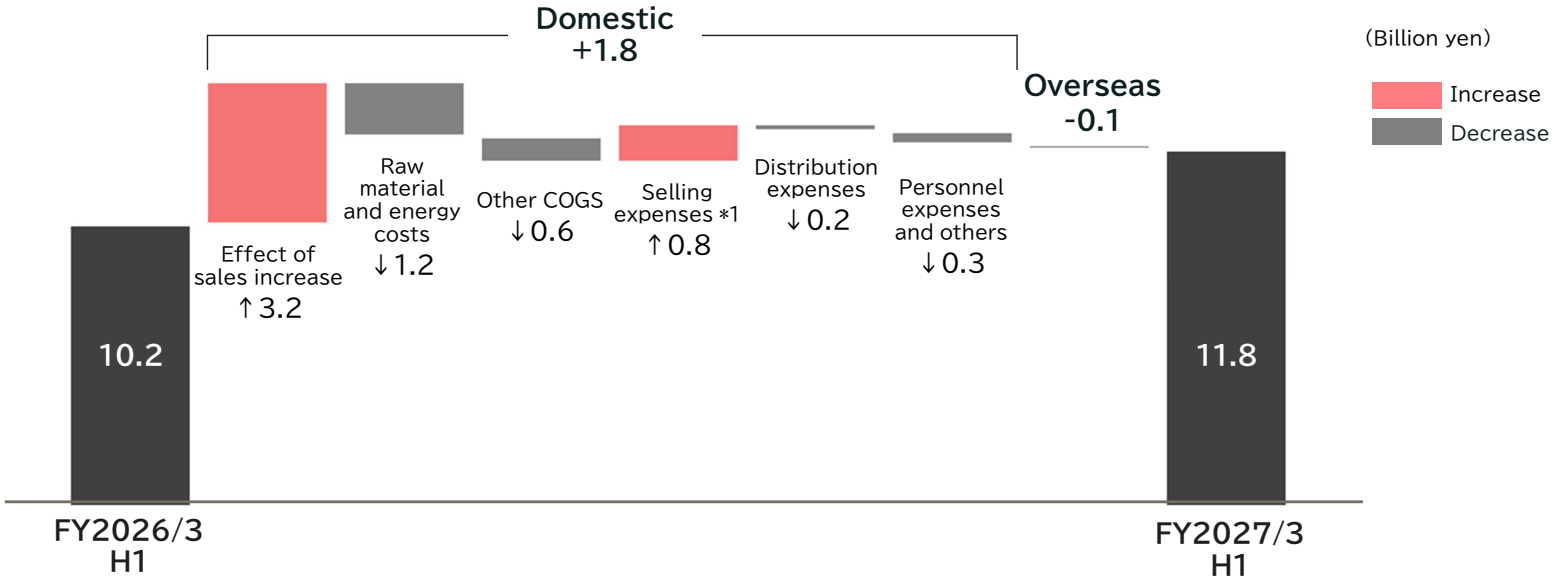
- Double-digit rise in domestic due to sales volume growth, effect of price/content revisions
- Overseas profit declined. Higher sales were offset by cost increases across regions and by investment in North America
- Achieved plan by controlling costs, mainly in Japan, including the Middle East impact

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

	Mar. 31	Sep. 30	Planned rate
FY2026/3	149.52	↘148.88	–
FY2027/3	159.88	↘157.35	155.0

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FY2027/3 H1 Results: Operating Profit Analysis



Notes: Effect of sales increase: sales volume (+¥0.1bn), effect of improved sales unit price* (+¥3.1bn)

Raw material/energy cost: packaging(-¥1.0bn), imported material (-¥0.3bn), domestic potatoes (-¥0.3bn), oil (+¥0.3bn), energy cost (+¥0.1bn)

Other COGS: salary increases/hiring to ensure stable production, and higher fixed cost burden from lower cereal etc. volumes partially offset by increased operations at Setouchi Hiroshima Factory

Selling expenses: timing differences in marketing activities

*1 Rebates, Marketing expense, etc.
*2 Effect of price/content revisions, improved MIX etc.

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FY2027/3 H1 Results: Domestic Business

(Billion yen)	FY2027/3 H1	YoY	YoY %
Domestic sales *	**127.2**	**+3.5**	**+2.9%**
Snacks	119.1	+2.9	+2.5%
Potato Chips	53.1	+1.6	+3.0%
JagaRico	26.7	+0.9	+3.4%
Other snacks	39.4	+0.4	+1.1%
Cereals	15.3	-0.5	-3.2%
New categories/others	8.1	+1.2	+17.4%
Rebates deducted from sales	-15.3	-0.0	—
Domestic operating profit	**10.2**	**+1.8**	**+20.9%**
Operating margin	8.0%	+1.2pts	—
EBITDA	**17.0**	**+2.3**	**+15.5%**
EBITDA margin	13.3%	+1.5pts	—
Gift snack items	9.5	+0.3	+2.7%

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

- Business environment: Demand for affordable products grew as consumer price sensitivity rose amid inflation
  At the same time, demand for high added-value products was firm
- Snacks: Sales rose on sales volume growth primarily in unique brands, as well as the effect of price/content revisions
- Cereals: Sales fell due to market contraction
- New categories/others: Sweet potato business grew

FY2027/3 H1 Results: Domestic Business

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Snacks (sales +3%)

■ *Potato Chips*: (volume rose 1%)

- Unique products such as *Kataage Potato* and *Pizza Potato* continued to perform well
- In line with changes in the business environment, strengthen our focus on the affordable price range to capture growing demand

■ *JagaRico*: (volume rose 1%)

- The impact of quality issues with last autumn's potato harvest were resolved, allowing sales to rebound in Q2, and sales volume to increase in H1

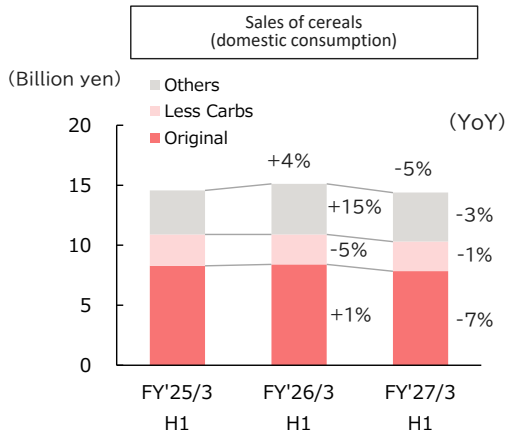
■ Other snacks:

- *Kappa Ebisen* and *Sapporo Potato* continued to perform well, resulting in increased sales of flour-based snacks
- Sales of bean-based snack *miino* continued their strong growth from the previous year

Cereals (sales -3%)

∗ Source: INTAGE Inc., SRI+

- The cereals market shrank 4%∗
- Demand for higher-priced products declined, partly due to price/content revisions
- In H2, continue to stimulate demand through larger package sizes, special promotions, and marketing campaigns, and work to attract new customers by offering affordable products



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FY2027/3 H1 Results: Overseas Business

(Billion yen)	FY2027/3 H1	YoY	YoY %	Change ex. Forex in %
Overseas sales *1	**48.5**	**+6.4**	**+15.3%**	**+5.8%**
Europe/Americas *2	26.1	+3.7	+16.3%	+6.6%
North America (existing) *3	15.2	+1.4	+10.4%	+1.1%
Asia/Oceania	28.8	+4.3	+17.5%	+7.7%
Rebates deducted from sales	-6.4	-1.5	—	—
Overseas operating profit	**1.60**	**-0.11**	**-6.6%**	**—**
Operating margin	3.3%	-0.8pts	—	—
Europe/Americas	-0.36	-0.84	—	—
North America (existing)	-0.00	-0.61	—	—
Asia/Oceania	1.96	+0.73	+58.8%	—
EBITDA	**3.92**	**+0.23**	**+6.4%**	**—**
EBITDA margin	8.1%	-0.7pts	—	—
Europe/Americas	1.33	-0.61	-31.5%	—
North America (existing)	0.81	-0.60	-42.7%	—
Asia/Oceania	2.60	+0.85	+48.2%	—

See supplementary financial materials for details on sales by region:
https://www.calbee.co.jp/en/ir/library/shiryou/

Sales growth momentum continued Amid cost increases from the Middle East situation, profit rose significantly in Asia/Oceania, fell in Europe/Americas

■ Europe/Americas

- Despite a challenging market environment, sales increased in both North America (existing) and the UK, with contribution from Hodo, Inc. too, which became a consolidated subsidiary last August
- Profit fell due to higher costs and investments to strengthen our foundation for growth in North America

■ Asia/Oceania

- Greater China saw double digit growth in both sales and profit
- Double digit sales growth continued in Indonesia, driven by *GuriBee*
- Despite the impact of the situation in the Middle East, profit grew in Indonesia and Thailand on increased sales volume and cost improvements

*1 Sales by region are amounts prior to deduction of rebates, etc.
*2 Includes new business Hodo, Inc.
*3 Excludes new business Hodo, Inc.

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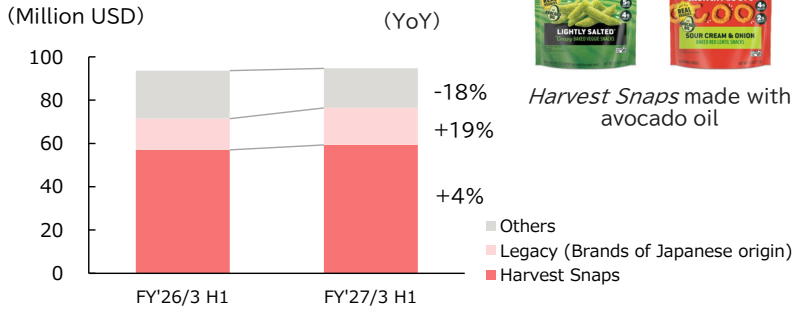
FY2027/3 H1 Results: Overseas Business Topics

*Local currency basis

■ North America (existing):

- Sales of *Harvest Snaps* continued to grow; carried out a product renewal using avocado oil to enhance brand value
- The Legacy brands (brands of Japanese origin) grew, driven mainly by products such as *Kappa Ebisen*
- Reduced PB/OEM transactions due to profitability considerations
- Profit declined as costs increased due to rising logistics and other costs, as well as hiring based on the New Growth Strategy

Sales in North America (existing) (+1%)





Harvest Snaps made with avocado oil

■ Greater China (sales +11%*):

- Sales to retail stores rose 9% YoY (snacks +9%, cereals +9%)*
- *Jagabee* remained strong with double-digit growth
- Special products utilizing Japanese IP and flavors also contributed
- Cereal sales grew, primarily through major retail stores, with online sales on a recovery trend

■ Impact of situation in the Middle East:

- Impact on overseas operations exceeded initial expectations for both H1 results and H2 outlook
- In the UK and Indonesia, price/content revisions were implemented for core brands to address cost increases
- In other regions, higher costs for packaging materials, energy and logistics were mitigated by volume growth and cost reductions

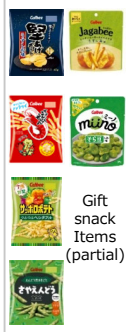
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Appendix

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Oct.-Nov. 2026 Price and Content Revisions

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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	Oct.-Nov. 2026
Target products						Gift snack Items (partial)			Gift snack Items (partial)							 Gift snack Items (partial)
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%	Price: +3-15%

Consolidated Profit and Loss Statement

(Million yen)	FY2027/3 H1	Percent of total(%)	Change (YoY) (%)	vs. Plan (%)	FY2027/3 Plan	Percent of total(%)	Change (YoY) (%)
Net sales	175,698	100.0	+6.0	98.3	370,000	100.0	+8.8
Gross profit	55,591	31.6	+7.2	100.8	118,000	31.9	+6.5
SG&A	43,781	24.9	+5.0	98.7	91,800	24.8	+8.5
Selling	6,512	3.7	-5.5	90.3	16,300	4.4	+14.9
Distribution	13,482	7.7	+6.9	100.1	27,600	7.5	+6.7
Personnel	14,286	8.1	+9.3	99.6	29,200	7.9	+10.8
Others	9,500	5.4	+4.0	101.8	18,700	5.1	+2.6
Operating profit	11,810	6.7	+16.3	109.4	26,200	7.1	+0.1
Ordinary profit	11,740	6.7	+12.9	106.2	26,700	7.2	-1.4
Net profit *	7,298	4.2	+7.5	101.4	17,400	4.7	+0.4

* Profit attributable to owners of parent

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Financial Condition and Cash Flows

(Million yen)	As of March 31, 2026	As of September 30, 2026	Change	
Total assets	**327,609**	**327,962**	**+352**	
Current assets	131,684	130,015	-1,668	
Non-current assets	195,924	197,946	+2,021	*1
Total liabilities	**105,835**	**109,054**	**+3,218**	
Current liabilities	64,941	66,287	+1,346	
Non-current liabilities	40,894	42,766	+1,872	
Net assets	**221,774**	**218,908**	**-2,865**	
Net Cash	**13,503**	**7,632**	**-5,871**	
Equity ratio	**64.3%**	**63.3%**	**-1.0pt**	

(Million yen)	As of September 30, 2025	As of September 30, 2026	Change	
Cash flows from operating activities	**19,864**	**16,888**	**-2,976**	
Cash flows from investing activities	**-21,688**	**-11,082**	**+10,606**	*2
Cash flows from financing activities	**-6,544**	**-9,728**	**-3,183**	

Notes:

(Million yen)

*1 Non-current assets:
Property, plant and equipment +3,541
(the installation of a new production line at the Hiroshima Hatsukaichi Factory)

*2 Cash flows from investing activities:
Purchase of property, plant and equipment decreased +7,827

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Reference Materials

- Calbee Group Integrated Report 2026

https://www.calbee.co.jp/en/ir/library/report/

- Human Capital Report 2026

https://www.calbee.co.jp/en/ir/library/humancapitalreport/

- Sustainability Site (to be updated on November 13)

https://www.calbee.co.jp/sustainability/en/

- Action to Implement Management that is Conscious of Cost of Capital and Stock Price (Updated September 2026)

https://www.calbee.co.jp/en/ir/pdf/2026/growthstrategy 2026.pdf

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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 ending March 31, 2027 is referred to throughout this report as "FY2027/3 (FY'27/3)," 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.