Calbee

Calbee Group
Integrated Report 2026














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Concerning descriptions regarding forward-looking statements

In addition to past and present facts about Calbee, this report includes forward-looking statements such as plans and forecasts as of the issue date. These forward-looking statements reflect our judgment based on information available at the time of writing. Various factors could cause the results of future business activities and other phenomena to differ materially from expectations.

Editorial Policy

In publishing Integrated Report 2026, our aim is to give shareholders, investors, and other stakeholders a sense of Calbee's transformation and to inspire their expectations for the Company's future. In the report, the CEO and other senior management share their own thoughts about Calbee's future, and we provide a detailed breakdown of our value creation process and growth strategy to help readers gain a better understanding of our pathway to sustainable growth. We have adopted a clear page layout that will assist those reading our report for the first time. By using it as a tool for dialogue with our stakeholders, we will continue striving to increase Calbee's corporate value.

Period covered	April 1, 2025 to March 31, 2026 (Information from outside this period is presented where appropriate.)
Organizational scope	Calbee Group, comprising Calbee, Inc. and its consolidated subsidiaries
Issue date	September 2026

Presentation of company names in the text

Throughout this report, "Calbee" and "the Company" refer to the Calbee Group, while "Calbee, Inc." refers to Calbee, Inc. as a standalone company.

Guidelines used for reference

Ministry of Economy, Trade and Industry (METI): Guidance for Integrated Corporate Disclosure

Information Disclosure System

This report focuses on the most important financial and non-financial information from the perspective of Calbee's value creation. For more comprehensive information, please refer to our other disclosure materials.

