Value Creation Guided by Our Corporate Philosophy

As we enter a new stage of growth, we are evolving into a company that creates and delivers joy through food for more people around the world. Since our founding, Calbee has been guided by the belief that products created from nature's gifts can bring happiness to people's lives. Building on this belief, our mission is to create even greater value and use it to enrich the lives of all our stakeholders.



Founder
Takashi Matsuo

Corporate Philosophy

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

Group Vision

We must earn respect, admiration and love firstly of our customers, suppliers and distributors, secondly of our employees and their families, thirdly of the communities, and finally of our stockholders.



Founding Spirit

To be a company that gathers knowledge in order to create products that are healthy, safe, and affordable, while utilizing unused food resources.

Calbee was founded during the food shortages following the Second World War, with a desire to improve nutrition by turning unused resources into safe, nourishing food. Even today, this spirit continues to guide the products we make, inspired by the passion of Calbee's founder, Takashi Matsuo.

Our DNA—The Origin of the Calbee Name

The name Calbee combines "Cal" from calcium and "B" from vitamin B_1. At a time when food was scarce, our founder, Takashi Matsuo, sought to use underutilized food resources to create products that would help people lead healthier lives. His commitment to this goal remains part of Calbee's DNA to this day.

Value Creation Guided by Our Corporate Philosophy



Our 2035 Vision:

Transform from a Japanese snack maker into a Global Snacking Company

Freer, Healthier, More Personal.

As expectations regarding food continue to evolve around the world, eating habits are becoming more diverse than ever. People are increasingly choosing foods that reflect their daily moods and lifestyles, while paying closer attention to ingredients and how products are made. As food choices become more personal, these changes create significant opportunities for Calbee as we continue to deliver the joy of food by staying close to the needs and aspirations of consumers.

At Calbee, we are creating new value in the snack and light meal categories, while fostering snacking as a new and evolving eating habit. Looking ahead to 2035, we will bring greater choice and enjoyment to the future of food, contributing to healthier and more fulfilling lives for our consumers.

CEO Message

As we strive to become a global snacking company, we will bring the joy of food to people around the world while continuing to achieve strong growth.



Makoto Ehara
President & CEO

Aiming to Become a Global Snacking Company

At Calbee, we have set out to transform from a Japanese snack maker into a global snacking company. This does not simply mean expanding overseas or increasing the scale of our business. It signals a new direction for management, redefining the basis of our value creation at a time when the very nature of food is undergoing profound change.

The pace of change affecting consumers continues to accelerate. Lifestyles, including ways of working, are becoming more diverse, while advances in digitalization and other developments are leading to increasingly individualized daily routines. Along with these changes, people's expectations and values around food, including their eating habits, food culture, and preferences, are also evolving significantly. To address these structural changes, we believe that simply extending our existing business model will not be enough to deliver sustainable growth.

That is why we have positioned snacking, a way of creating joy through food, as our next area of growth and made it the basis of our vision for 2035. Snacking is no longer just about satisfying hunger. It can offer a moment to reset, time to share with others, or a chance to enjoy a moment in one's own personal way. It is emerging as a new style of eating with the power to make everyday life more positive and fulfilling.

And as snacking continues to evolve, it will increasingly be required to deliver two forms of value: "health and well-being" and "enjoyment and fulfillment." Consideration for health is a form of functional value, while enjoyment and fulfillment are forms of emotional value. We believe that creating joy through food means delivering on both at a high level, together with great taste. This is the value Calbee must provide in the years ahead.

Looking toward 2035, we aim to become a company that, while harnessing the power of natural ingredients, creates new value and brings smiles to people around the world. To realize this vision, we will work together with consumers, producers, partners, and society to nurture this value and expand it globally.

To Be Seen by Society as an Innovative Company

Our decision to create a new vision reflects not only the favorable external conditions described earlier, but also a clear recognition of the challenges we face internally. With society and consumers changing at a pace and in ways fundamentally different from the past, I feel that we need to accelerate our ability to respond to these changes even further.

Our strengths lie in the "great taste and fun" we provide,

CEO Message

and the trust we have built over many years. We will continue to uphold these qualities going forward. On the other hand, I am concerned that innovation at Calbee has lost some momentum in recent years. Although Calbee has produced one innovative product after another, I do not believe new products have generated sufficient growth in recent years. Perhaps partly as a result, people see Calbee as a reassuring, trustworthy, and approachable company, but not necessarily as an innovative one. To further enhance the value of Calbee as a company and brand, I believe we need to revive our culture of innovation.

The key to reinvigorating our spirit to challenge conventional thinking lies in our commitment to understanding our consumers and to co-creation. Both principles have been part of Calbee since our founding. By revisiting and strengthening them, I believe we can accelerate value creation in the new field of snacking and realize our 2035 Vision.

From *Change 2025* to *Accelerate the Future*

We launched our growth strategy, *Change 2025*, in the fiscal year ended March 2024, positioning it as a period of structural reform ahead of our next stage of growth. Under this strategy, we reviewed our organizational structure and how we operate. The most significant transformation was our shift to a three-region structure integrating production, sales, and logistics. This helped us shift our focus from optimizing individual functions to rebuilding collaboration across the Group. Bringing sales and production together within the same organization has also deepened their mutual understanding of frontline operations and enabled us to move toward more integrated operations, including logistics.

At the same time, restoring momentum within the organization was another important priority. We placed particular emphasis on shifting our mindset from "individualism to teamwork." Under the previous evaluation system, sales received the greatest recognition. In reality, however, sales, production, marketing, and support functions work together to create value. We therefore revised our performance evaluation system, which had emphasized individual performance, and worked to embed a set of values reflecting the nature of a manufacturing company: collaborating to achieve results. Employees now have a deeper understanding of the importance of working across functions, and this has fostered a strong sense of unity across the organization.

Our 2035 Vision sets out the future we intend to create on the foundation established through these reforms. Under the slogan *Accelerate the Future*, our growth strategy sets out how we will bring this vision to life. Three years is too short a timeframe to advance the long-term investment needed to drive growth. That is why we mapped out our future over a ten-year horizon. As we have continued to advance these reforms, the foundation for our next stage of growth has steadily taken shape. Building on this foundation, we will further accelerate our efforts toward the future we envision.

Building a Management Model Capable of Sustaining Strong Growth

The essence of our new growth strategy is clear: to create a management model capable of sustaining strong growth by improving the profitability of our domestic business and investing those profits in growth areas.



As our external environment undergoes significant change and we find ourselves in the midst of intense global competition, our traditional value proposition of simply delivering great-tasting products is no longer sufficient to secure a sustainable competitive advantage. To continue winning in the marketplace, we need a repeatable system that can consistently generate strong growth. This is the management model we aim to build.

Of course, building such a model will not be easy. However, throughout our history, Calbee has steadily developed the capabilities needed to remain the consumers' choice. These include our expertise in raw materials, unique processing technology that utilizes natural ingredients, product development capabilities that anticipate changing consumer needs, marketing and sales capabilities that create strong brand value, and the trust in our brands that we have earned over many years. By applying these strengths to each market and establishing a repeatable formula for success, we will ensure future growth.

Another key to achieving strong growth is transforming our portfolio to focus on markets where we can win. In Japan, we will sharpen our understanding of consumer needs and further

CEO Message

refine our value propositions. Overseas, we will concentrate our investments in areas where Calbee's strengths can be leveraged most effectively, particularly in North America and China. We have set a specific target for our growth areas (overseas and new category businesses) to account for 50% of our business portfolio in ten years. We will backcast from this target to determine the actions we need to take.

Market size will not be our only consideration. Just as important is whether Calbee can win decisively in each market. We will concentrate on areas where we can succeed, steadily accumulate and build on our results, and create momentum for the next stage of growth.

The source of our competitiveness has always been our frontline operations. The sincerity and perseverance of each employee, together with their commitment to understanding our consumers, are among Calbee's fundamental strengths. I will continue to engage our frontline employees and remain committed to managing the business grounded in operational reality. At the same time, through constructive dialogue with investors, we will further refine our management approach to balance both growth and capital efficiency.

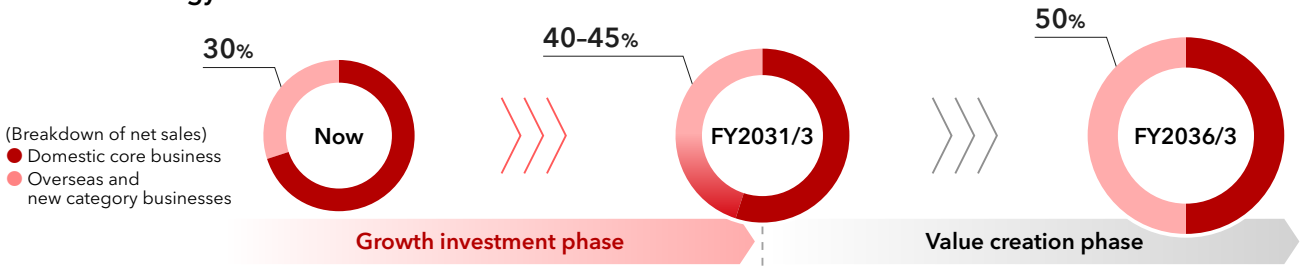
Turning Sustainability into a Competitive Advantage and a Foundation for Future Growth

Under our new growth strategy, we continue to position sustainability as a key priority. For Calbee, sustainability goes beyond social responsibility. It is essential to enhancing corporate value over the long term and strengthening the competitiveness that underpins growth.

Our business is closely tied to natural capital, particularly agriculture. We cannot achieve sustainable growth without addressing challenges such as climate change and Japan's aging population of growers. We have been strengthening the development of potato varieties, diversifying growing regions, and promoting labor-saving practices in agriculture. I view these initiatives not just as risk-mitigation measures, but as strategic investments that will build our future competitive advantage.

We also make decisions on initiatives to reduce our environmental impact and promote the circular use of resources based on their potential for long-term value creation rather than viewing them as a short-term cost. I firmly believe that sustainable natural capital is both a prerequisite for our business and a foundation for further growth.

2035 Growth Strategy: Business Growth and Portfolio Transformation



	Growth investment phase	Value creation phase
Domestic business	● Enhance added value of domestic core business and invest in developing next-generation foundation	● Leverage existing assets of domestic core business
Overseas business	● OPEX investment in foundation for growth in North American business	● Expand cash flow generation in North American business ● Business growth in Asian regions
Inorganic growth	● Conduct M&A in growth areas to enable portfolio transformation (Expansion into new domestic categories and overseas snack business)	

Continuous Change Makes Sustainable Growth Possible

We prioritize sustainable growth over short-term expansion. To continue enhancing corporate value, we must place integrity at the center of our efforts and steadily apply sound analysis with consistent execution. I believe that this unwavering commitment to maintaining consumer trust is what builds long-term competitive strength.

At the same time, we must not fear change and must continue taking on new challenges. To remain a company that society continues to value for more than 100 years, we cannot rest on past successes, but must continually renew ourselves. We believe in the potential of natural ingredients and will continue creating new value. By embracing new challenges, we will open the way to our next stage of growth. Calbee will continue to accelerate sustainable growth while creating joy through food for people around the world.



CFO Message

Building on the relationships of trust we have established with our stakeholders, we will enhance earnings power, capital efficiency, and growth expectations in an integrated manner, thereby achieving sustained growth in corporate value toward 2035.

Kazuhiro Tanabe
Director, Executive Officer,
CFO & CDXO

Strengthening Earnings Power, Capital Efficiency and Growth Expectations to Drive Our Corporate Value Enhancement Model

To realize our 2035 Vision of becoming a global snacking company, we have launched our new growth strategy, *Accelerate the Future*. To clearly communicate the strategy's objectives and intent within and outside the Company, we developed a Corporate Value Enhancement Model that illustrates how we will achieve sustainable growth (see diagram on page 8). This model is more than simply a collection of indicators. It shows how initiatives across our business and functions come together to form our company-wide growth story, presenting a comprehensive picture of how we intend to enhance value. As the model illustrates, we aim to enhance Calbee's overall corporate value by simultaneously strengthening the three pillars of earnings power, capital efficiency, and growth expectations, while preserving financial soundness.

Strengthening Earnings Power with a Focus on Capital Efficiency

To enhance corporate value, our highest priority is to strengthen our earnings power, with EBITDA growth serving as the key metric for measuring our cash-generating capability. In Japan, where the population continues to decline, we will pursue greater efficiency improvements to maximize our EBITDA margin. In overseas markets, where there is significant room for growth, we will focus on expanding business scale, using absolute EBITDA as a key metric. At the same time, by integrating inorganic growth opportunities, including through M&A, we will accelerate business expansion while transforming our portfolio into one capable of delivering sustainable growth.

To enhance our earnings power faster than ever before, we must have the resolve to make the necessary investments for growth. Historically, we have taken a cautious approach to growth investment, and we recognize that, as a result, this prevented us from fully capturing growth opportunities. Going forward, we will move beyond conventional thinking and, while also making use of financial leverage, execute on investments. At the same time, investment requires discipline. To pursue strategic growth investments with a focus on capital efficiency, we have adopted a policy of maximizing the spread between return on invested capital (ROIC) and the weighted average cost of capital (WACC). Since becoming CFO in 2023, I have worked to clarify the level of returns required from our investments. We have updated our WACC for each country and established an investment discipline requiring ROIC to exceed WACC. By achieving ROIC above WACC, we can generate sufficient returns to fund further investment. By sustaining this cycle, we aim to maximize free cash flow in the future.

To support this cycle, we have set a net D/E ratio ceiling of 0.5 to preserve financial soundness. We will also establish a financial framework to sustain investment, including by reducing the cost of capital by optimizing our capital structure.

To realize the value-enhancement scenario I have outlined, we must strengthen the corporate functions that underpin it.

CFO Message

With this in mind, over the three years of our previous growth strategy, we reorganized corporate functions such as procurement, human resources, and finance. By providing cross-functional support for individual initiatives, we strengthened our ability to execute strategy and developed a framework to implement company-wide strategy more efficiently.

Building on this framework, we will further strengthen the foundation for robust business growth in Japan and overseas. Central to this effort are human capital management and leveraging the use of DX and AI. As the executive responsible for both finance and digital transformation, I see DX and AI as an extension of human capital. By advancing human capital management and leveraging DX and AI together, we will enhance each employee's ability to create value.

In Japan, where concerns over future labor shortages are growing as the working-age population declines, we will significantly increase productivity per employee. Overseas, where we face a shortage of global talent, we will enhance the capabilities of our people so we can accelerate business growth even with leaner teams. We will also continue to prioritize sustainability initiatives as a key foundation for strengthening resilience and supporting sustainable growth.

Building Trust with Shareholders and Investors While Fostering Growth Expectations

To enhance corporate value, we must not only strengthen our earnings power and improve capital efficiency, but also clearly communicate these results to the capital markets and foster growth expectations among shareholders and investors.

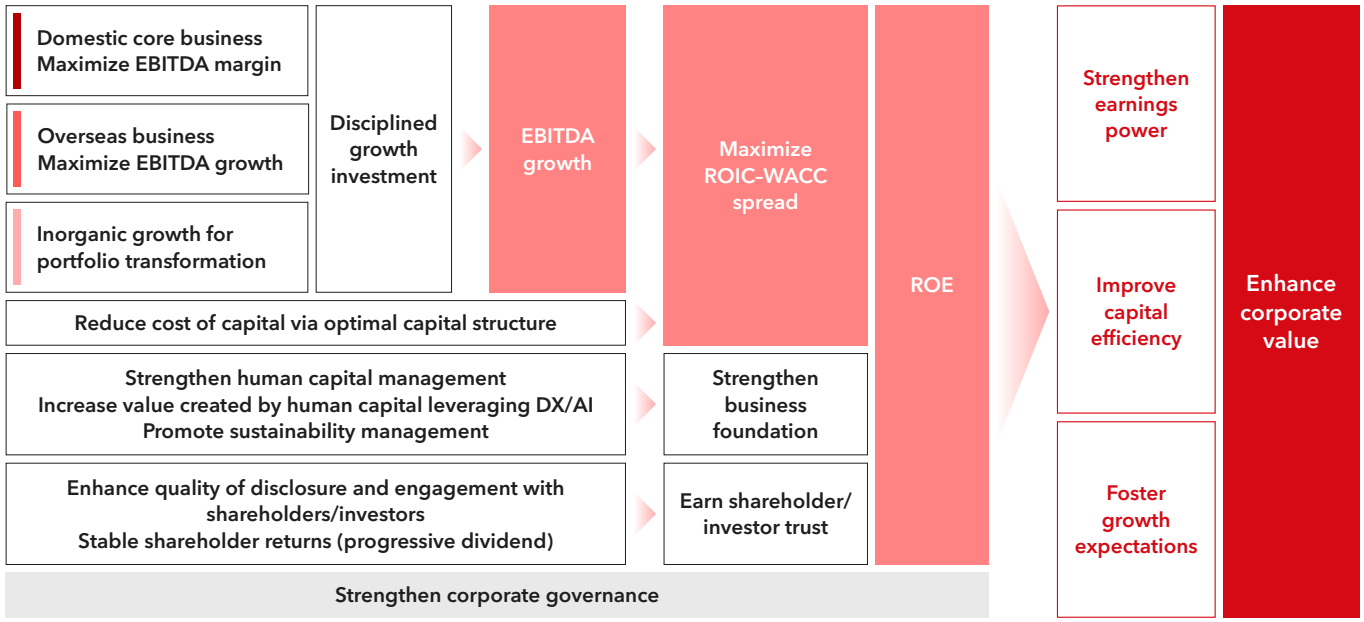
We have long emphasized dialogue with the capital markets. However, while we believe that our current share price reflects the value of our domestic business to some extent, it does not yet fully reflect expectations for inorganic growth, including in our overseas business. We have therefore refined our growth strategy to directly address the questions and interests raised by shareholders and investors. By steadily executing this strategy and building confidence in our future growth story, we believe we can further enhance corporate value.

Regarding shareholder returns, our progressive dividend policy predicated on an increase of 3 yen per share each year, introduced in the fiscal year ending March 2027, will remain our basic approach. We will also consider flexible share repurchases in line with the progress of our investments to further strengthen trust with the capital markets.

Furthermore, we are strengthening corporate governance to support our efforts to enhance corporate value. We are establishing a framework to monitor decision-making and execution transparently and objectively, ensuring that the Corporate Value Enhancement Model continues to function effectively rather than becoming a mere formality.

Together, these initiatives will improve the overall efficiency of our corporate activities, and realize a sustainable increase in corporate value through ROE growth. This is the growth story set out in our Corporate Value Enhancement Model.

Corporate Value Enhancement Model



The Group Vision Underpinning Corporate Value Enhancement: Co-Creation with Stakeholders

At the foundation of our Corporate Value Enhancement Model

CFO Message

lies our Group Vision: "We must earn respect, admiration and love firstly of our customers, suppliers and distributors, secondly of our employees and their families, thirdly of the communities, and finally of our stockholders." The values expressed in this vision are not merely ideals. They guide the daily decisions and actions of every employee and embody Calbee's corporate culture. The relationships we have built with our stakeholders over many years go beyond transactions. They are based on co-creation founded on genuine trust, and this has supported our growth. I believe these relationships are the most important driving force behind the realization of our Corporate Value Enhancement Model.

These value-based relationships are expressed through our financial statements. Sales generated by maximizing consumer value are distributed to our stakeholders through payments to producers and business partners, compensation to employees, interest payments to financial institutions, and taxes paid to society. The remaining net income is allocated to shareholder returns and reinvestment for further growth. Keeping this cycle in motion enables sustainable growth and corporate value enhancement.

But as part of this model, enhancing corporate value is not only about economic value, but also social value that cannot be quantified. One example occurred in May 2026, when an unexpected shortage of materials arising from developments in the Middle East prompted us to switch to two-color packaging for our mainstay products to maintain a stable supply. We made this decision to ensure raw materials carefully produced by growers were not wasted and to ensure they reached consumers. Underlying our determination is our unwavering commitment to fulfilling our responsibilities to all stakeholders. This commitment has been passed down through successive generations of management and employees and is at the core of Calbee's management.

The Corporate Value Enhancement Model is therefore more than a financial framework. It embodies the very values that define Calbee. My role as CFO is to ensure this model does not remain merely a concept on paper, but becomes firmly embedded throughout the Company as a system that is continuously put into practice and kept in motion. By sustaining this process, we will devote our full efforts to delivering ongoing value to our stakeholders.

With our company-wide strategy, business strategies, and financial strategy in place, we have all the key elements needed to realize our 2035 Vision. Our focus now is to execute these strategies as promised to our stakeholders and build a track record that earns their trust. To fulfill that responsibility, we will work with our stakeholders on an even broader scale to co-create value and maximize what we can achieve together, thereby further enhancing corporate value.



Calbee's Stakeholders







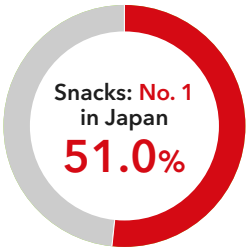


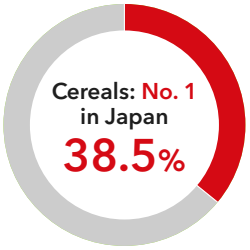


Our Value Creation Journey: Where We Stand Today

Building Brands to Achieve Category Leadership

Note: INTAGE Inc. SRI+ based on cumulative sales value for all retail formats nationwide; FY2026/3: April 2025 to March 2026; Snack market share: Total for Calbee, Inc. and Japan Frito-Lay Ltd.; Market share by snack category: Share by raw material
[Raw materials] Potato-based snacks: raw potatoes, wheat-based snacks: wheat, corn-based snacks: corn, bean-based snacks: beans





Potato-based snacks: No. 1 in Japan 72.3%

Wheat-based snacks: No. 1 in Japan 56.4%

Corn-based snacks: No. 1 in Japan 21.7%

Bean-based snacks: No. 1 in Japan 58.9%













Sales Trends by Product Group and Business

Shaping Food Culture

Guided by our founding philosophy of making use of underutilized food resources, Calbee has continued to create products that deliver great taste and enjoyment. By listening to consumers and creating new food experiences that reflect changing lifestyles and needs, we are helping to shape food culture.

1975– *Potato Chips*

Fostering Japan's Snacking Culture

With the launch of *Potato Chips Lightly Salted*, we committed fully to developing our potato business. We built a unique value chain spanning everything from potato breeding to developing products using raw potatoes. Through these efforts, we grew to become a company synonymous with Japan's snacking culture.



1991– *Frugra*

Developing the Breakfast Market

At a time when breakfast cereals were not yet widely established in Japan, we drew on our understanding of consumers to refine the taste and value of our products and expand opportunities for cereal consumption, creating a new breakfast culture centered on convenience and nutrition. By creating and growing the market, we have helped change breakfast eating habits in Japan.



2013– *Harvest Snaps*

Creating New Value in the Better For You Category

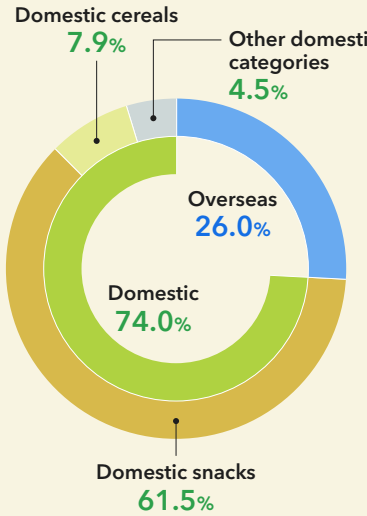
In the U.S. snack market, we are creating new value through products using ingredients rich in protein and dietary fiber, combined with a crisp texture and rich flavor. As health-conscious demand continues to grow, we are strengthening our presence in the Better For You category.



Our Value Creation Journey: Where We Stand Today

Calbee in Numbers (FY2026/3)

Breakdown of consolidated net sales*1



*1 Total domestic and overseas sales ratios are calculated after deducting rebates. The breakdown for domestic segments is based on sales before such deductions.

Consolidated net sales
¥340.2 billion
Domestic ¥251.5 billion
Overseas ¥88.6 billion

Consolidated operating profit
¥26.2 billion
Operating margin 7.7%
Domestic ¥22.1 billion
Overseas ¥4.1 billion

EBITDA
¥43.2 billion
EBITDA margin 12.7%
Domestic ¥35.0 billion
Overseas ¥8.2 billion

ROE
8.3%

Major Calbee products worldwide



Brands with sales of ¥10 billion or more

7



Countries and regions of operation
12

Total Group employees
6,974

Overseas Group employees
2,423

Food communication*2 participants
117,890

Received the Director-General of the Food Safety and Consumer Affairs Bureau Award at the 9th Shokuiku Activity Awards, organized by the Ministry of Agriculture, Forestry and Fisheries

食育実践優良法人
Designated as a 2026 Outstanding Corporation in Food Education Practices by the Ministry of Agriculture, Forestry and Fisheries

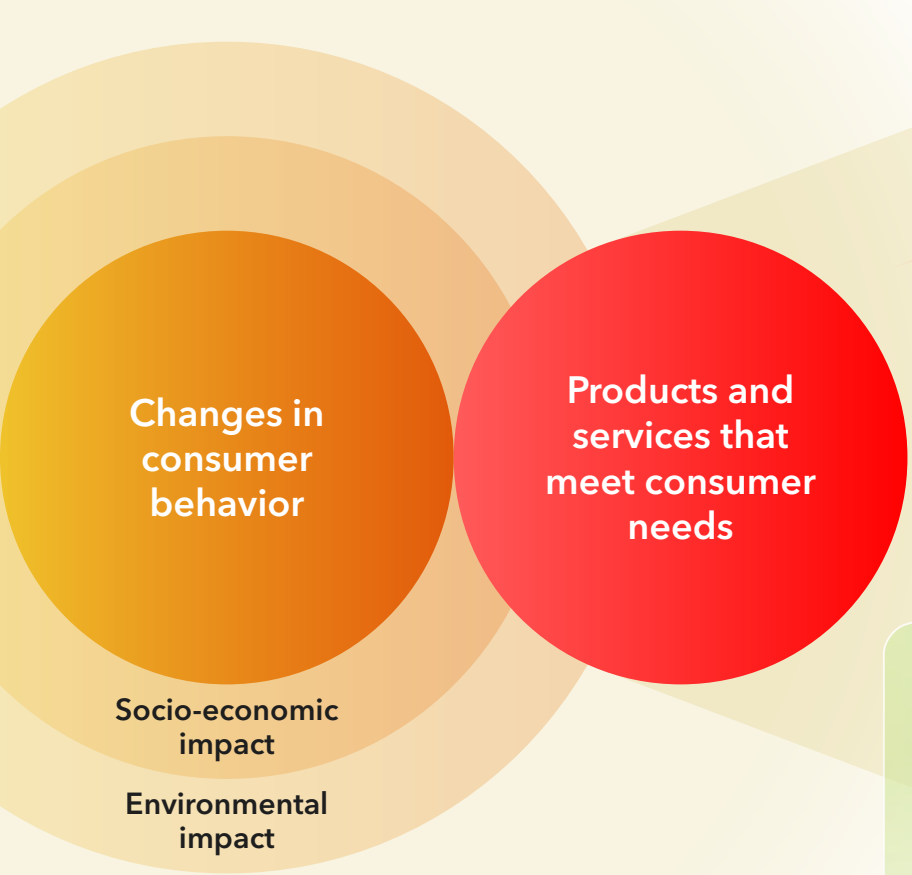
*2 Calbee Snack School, factory tours, snack contests, and other food education initiatives

Potato procurement in Japan
341,000 tonnes

Contracted potato farms
Approx. 1,600

The Next Stage of Value Creation: Leveraging Our Unique Strengths to Enhance Stakeholder Value

Social and environmental changes, including Japan's declining birthrate and aging population, growing health consciousness worldwide, and the increasing impact of climate change, are reshaping consumer values and behaviors. Amid these shifts, as consumer needs and eating occasions become more diverse, we must also broaden the value we provide. By responding to these changes, building on the strengths cultivated through our domestic business, and working together with our stakeholders, we will deliver the joy of food and extend the value we create to even more people.



- Japan's declining birthrate and aging population
- Diversification of eating habits
- Growing health consciousness
- Intensifying climate change

Products and services that meet consumer needs

Geographical expansion
Overseas development

Capturing new consumer needs
Personalization and evidence-based foods

Expansion of product portfolio
Categories beyond snacks/cereals

Co-creation with stakeholders

Strengths we have cultivated

- Marketing and sales capabilities that build strong brand value
- Product development capabilities that anticipate changing consumer needs
- Unique processing technology that utilizes natural ingredients
- Expertise in raw materials

Financial Strategy (P.37) ▸
Strengthening Human Capital Management (P.39) ▸
Promoting Sustainability Management (P.42) ▸

Value delivered (outcomes)

Expanding stakeholder value

The Next Stage of Value Creation: Leveraging Our Unique Strengths to Enhance Stakeholder Value

Capital as a Driver of Growth

Type of capital	Management resources
Financial capital	• Stable operating cash flow • Strong financial foundation supporting growth investments
Manufacturing capital	• 17 domestic production sites located near consumer markets in Japan • Domestic facilities capable of processing imported potatoes • 13 overseas production sites
Intellectual capital	• Proprietary processing technology that brings out the best in natural ingredients • Expertise in raw materials • Expertise in improving productivity • Long-standing products and brands trusted and loved across generations
Human capital	• Employees working across 12 countries and regions including Japan • A diverse workforce thriving under Active Roles for All Employees
Social and relationship capital/ Natural capital	• Consumer engagement through the Lbee program*, fan meetings, and food education activities • Collaboration and co-creation with growers, suppliers, governments, universities, and other partners • Development of new potato and sweet potato varieties • Access to stable procurement of raw materials • Sustainable supply chains

Strengths we have cultivated

Marketing and sales capabilities that build strong brand value

Calbee's brand value is built not only on the appeal of our products, but also through our marketing and sales capabilities, which enable us to anticipate changing consumer needs and position our products in the right retail channels and consumption occasions. By continuously monitoring consumer feedback and purchasing behavior, we have incorporated consumer needs and unmet needs into product and brand development, giving consumers even more reasons to choose our products. We have also worked closely with distributors and retailers to develop consumer touchpoints that ensure our products are easy to find and encourage repeat purchases. Through these ongoing interactions and our strong market presence, we have built brands that are a part of everyday life, while providing the basis for long-selling products and leading market share in Japan.

Product development capabilities that anticipate changing consumer needs

Our product development strength lies in our R&D capabilities, which combine a deep understanding of natural ingredients with expertise in raw material research, processing technology, and texture design to create great-tasting and fun products. Building on our product development capabilities, for example, we have successfully captured changes in breakfast habits and health consciousness, developing products such as *Frugra*, which helped shape a new eating occasion. Through continued commitment to quality and consistency, we have developed products that consumers choose as part of their daily lives. This accumulation of technologies and ideas has enabled us to create long-selling products while supporting the creation of new value in response to changes in society.

Unique processing technology that utilizes natural ingredients

Calbee has cultivated proprietary processing technologies that enable us to work with natural ingredients, whose quality and characteristics naturally vary, and transform their inherent flavors and textures into consistently great-tasting products. Even when using raw materials such as potatoes, whose quality depends on growing conditions, climate, and region, we have delivered consistent product quality by carefully adjusting processing and manufacturing conditions. Our ability to consistently produce great-tasting, high-quality products, the ability to make adjustments on the factory floor, and the accumulation of quality control know-how form the foundation of Calbee's manufacturing excellence and are a key source of our competitive advantage.

Expertise in raw materials

Calbee's expertise in raw materials has been developed through a deep understanding of the characteristics of natural ingredients, such as potatoes, and the ability to translate this knowledge into consistent quality and great taste. Because the condition of raw materials varies by growing region, climate, and harvest timing, we assess everything from varieties and cultivation methods to storage and processing suitability, while working closely with growers over the long term to optimize how raw materials are sourced and used. More than simply sourcing raw materials, we have developed the expertise and networks needed to unlock their full value. This capability underpins Calbee's distinctive approach to manufacturing, transforming natural ingredients into value-added products and creating a competitive advantage that is not easily replicated.

× Co-creation with stakeholders

* A program in which participants fold up product packages and scan the package information using a dedicated app to collect Lbee points, which can be used to apply for experiential events and campaigns

The Next Stage of Value Creation: Leveraging Our Unique Strengths to Enhance Stakeholder Value

Becoming a Global Snacking Company



Creating joy through food

Providing great taste, enjoyment, and wellness through more personalized and flexible snacking choices

Expanding value by leveraging our competitive advantages

Geographical expansion

Expanding our reach is about more than simply increasing the areas in which we operate. We will leverage the strengths we have cultivated in Japan to provide value tailored to local food cultures and consumer needs, bringing the joy of food to new consumers and eating occasions.

Capturing new consumer needs

In addition to growing health awareness, consumer preferences and choices are becoming increasingly personalized and evidence-based. By leveraging our expertise in ingredients, product development, and processing technologies, we will expand the value we provide to meet diverse health needs and preferences.

Expansion of product portfolio

By leveraging the marketing and sales capabilities, processing technologies, and product development expertise that we have cultivated in snacks and cereals, we will expand into new product categories beyond our existing portfolio. In addition to great taste, we will provide enjoyment and emotional fulfillment through a diverse range of products.

Value delivered (outcomes)



FOCUS

Global Expansion: Growing the *Harvest Snaps* Brand

Trends Driving Calbee's 2035 Vision

Calbee aims to pass nature's gifts on to future generations, bring the joy of food to people around the world, and contribute to healthier and more fulfilling lives. Achieving this goal requires an understanding of how people's relationship with food, from their behaviors to values, is evolving.

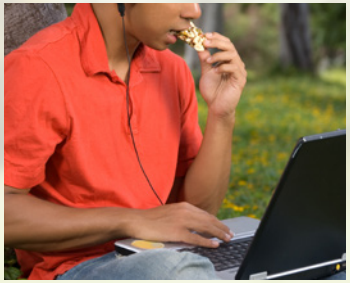
In recent years, increasingly diverse lifestyles have made eating habits more flexible. Rather than following traditional patterns such as three meals a day at fixed times and places, people are increasingly choosing snacks and light meals based on their individual needs, schedules, and preferences. What people seek from food is also changing significantly as health consciousness and environmental awareness continue to grow.

The concept of snacking outlined in Calbee's 2035 Vision reflects these shifts in the way people eat. By creating value in this emerging market, Calbee aims to support healthier and more fulfilling lives while achieving sustainable growth.

Changing Consumer Values and Snacking

Diversification of Eating Habits

As lifestyles evolve, what people value and look for in food is becoming more diverse. Moving beyond traditional eating habits, snacks and light meals are leading to smaller, more frequent eating occasions. But snacking does more than complement meals; it can provide a change of pace, offer a small personal reward, and create opportunities to connect with others, bringing moments of everyday joy. As people look for both enjoyment and satisfaction from food, they are increasingly making food choices that reflect their individual preferences.



The Evolution of Health and Wellness

Growing interest in health and wellness is reshaping food choices. In the past, consumers often felt they had to sacrifice an element of taste and enjoyment to eat healthier. Today, many want both. Interest is also growing in new approaches to nutrition, such as time-restricted eating and personalized nutrition.



Growing Environmental Awareness

As sustainability becomes a greater consideration in everyday life, people are paying closer attention to the social and environmental impact of their food choices. When selecting products, factors such as trust in ingredients, transparency in sourcing, and production and packaging methods with lower environmental impact are becoming more important. For food companies, the ability to balance great taste, health and wellness, and consideration for society and the environment has become an important source of competitive advantage.



Global Expansion: Growing the *Harvest Snaps* Brand

Harvest Snaps

Building a Distinctive Better For You Brand

What began as an adaptation of a popular Japanese pea-based snack has grown into one of Calbee's leading international brands. Originally launched as *Snapea Crisps* in 2001, *Harvest Snaps* was created by adapting *Sayaendo* for U.S. consumers seeking healthier options. As a new entrant, the Company introduced *Snapea Crisps* in the fresh produce section, highlighting both its taste and nutritional benefits. As one of the first products of its kind in the category, it established a distinctive value proposition and anticipated demand for healthier snacking before the Better For You (BFY) category became mainstream. This early decision laid the foundation for today's *Harvest Snaps* brand and continues to underpin its credibility and differentiation as a snack built around vegetables.

In 2013, Calbee renamed the brand *Harvest Snaps* to support a broader range of ingredients. Since then, the portfolio has expanded beyond peas to include lentils and, more recently, apples, strawberries and bananas. Built around vegetables and fruits, *Harvest Snaps* provides naturally occurring fiber and protein and has continued to resonate with health-conscious consumers. The brand has also expanded its appeal through distinctive flavors such as Mango Chile Lime and playful formats such as *Crunchy Loops*. In doing so, *Harvest Snaps* has helped reshape how consumers think about fruits and vegetables in snacking, elevating them from something that is simply good for you to something craveable and enjoyable.

In 2026, *Harvest Snaps* entered a new phase. After years of growth centered on the produce section, the brand is today expanding into snack aisles at major North American retailers. This expansion is expected to increase consumer reach and comes at a time when demand for snacks that combine great taste with BFY benefits continues to grow, creating new opportunities for the brand's future growth. As of today, *Harvest Snaps* is available in North America, as well as markets including the United Kingdom, Singapore and Australia. Building on the value proposition it has cultivated in the U.S., *Harvest Snaps* aims to further expand its presence in markets around the world.



Harvest Snaps

- A BFY snack made primarily from peas and lentils
- Baked rather than fried, offering a light, crispy texture with lower fat content
- Rich in plant-based protein and dietary fiber



Harvest Snaps Kids

- Natural, wholesome fruit snacks for children
- Made with fruit only, no added sugar or additives

An Established Foundation for Growth

Harvest Snaps' growth is supported by strong capabilities across operations, sales and marketing. Its production across two U.S. plants enables efficient coverage of North America's vast geography, while supporting supply resilience and the capacity to meet future growth. On the commercial side, the brand has built strong relationships with retail partners through a deep understanding of their needs and proposals designed to drive growth across both individual retail spaces and the category as a whole. This capability has supported shelf-space expansion and long-term growth. In marketing, consumer insights help the brand identify consumer needs accurately and strengthen brand loyalty. Together, these capabilities provide a distinct advantage, enabling *Harvest Snaps* to expand its retail presence while continuing to build the brand.

Meeting Evolving Consumer Needs

In North America, growing health consciousness is rapidly increasing interest in foods made with naturally derived ingredients, minimal processing, and high protein content. In addition, the increasing adoption of GLP-1 medications is expected to further support this trend. *Harvest Snaps* is a BFY brand built around vegetables and fruits, offering nutritional benefits without compromising on taste. As consumer preferences evolve, the brand's value proposition remains closely aligned with market trends, supporting continued growth.

Global Expansion: Growing the *Harvest Snaps* Brand

Creating Value in the BFY Market



Extending the *Harvest Snaps* Promise to New Segments

Harvest Snaps is built on a clear brand promise: bringing vegetables and fruits to the center of snacking through a Better For You experience that combines great taste with nutritional value. This core value has guided the brand since its beginning and remains the starting point for all product development and marketing activities.

We are now taking on a new challenge: how can we extend this value into spaces where consumers do not yet have access to it?

One of the first steps is expanding from the produce section into the salty snack aisles of major retailers. *Harvest Snaps* is made primarily from peas and lentils, offering more protein and fiber than many competing products, along with a light, crispy texture and satisfying taste. We want to bring the *Harvest Snaps* value proposition to a segment of the snacking category where those benefits are still limited.

By extending this value into traditional snack aisles and other parts of the store through a new range of products, we aim to make *Harvest Snaps* more accessible wherever consumers shop. This broader presence will be key to the brand's next stage of growth.

Changing Consumer Perceptions: Great Taste x BFY Value

Underpinning this, many consumers in North America assume that healthier snacks are less flavorful or satisfying. Our goal is to change that perception.

Harvest Snaps delivers craveability, texture and flavor while also offering Better For You benefits such as protein and fiber. By bringing these qualities together, the brand challenges the idea that consumers have to choose between great taste and better nutrition. This is one of *Harvest Snaps'* competitive strengths and a reason the brand continues to be chosen by consumers.

In response to changing lifestyles, we have evolved our approach to innovation by strengthening our insights and analytics capabilities. These capabilities help us better understand how consumers live, what mindset they are in when choosing products and why they choose one brand over another. By quickly applying these insights to R&D and marketing, we are improving product development and brand experiences in line with changing consumer needs.

This consumer understanding also informs how we innovate. In the U.S., the key has been balancing familiarity with newness. Through distinctive flavors, new textures and the right pack and portion formats, we are pursuing innovation that feels accessible, enjoyable and easy for consumers to choose.

Expanding Into New Consumers and Occasions

Another way we are extending the *Harvest Snaps* promise is by reaching new consumer groups and creating new snacking occasions. A key initiative is *Harvest Snaps Kids*.

For many parents, children's snacks often involve a trade-off between what kids want to eat and what parents feel good about giving them. *Harvest Snaps Kids* is designed to address that tension by offering fruit snacks with flavors and textures children can enjoy, while leveraging the natural nutrition of fruit. Expanding into children's products also helps broaden our connection with families and build long-term relationships with the next generation of consumers.

Fruit-based products also represent an important growth opportunity. From the beginning, our ambition has been to put vegetables and fruits at the center of snacking, making fruit a natural evolution of the *Harvest Snaps* promise. By reaching new households and new snacking occasions, we believe the brand can play a broader role in consumers' lives.

Global Expansion: Growing the *Harvest Snaps* Brand

We also see potential new access points as a result of *Harvest Snaps Kids*, including U.S. school food service*[1] and opportunities related to the Smart Snacks in School program*[2]. Through these forms of value extension, we aim to create sustainable growth for *Harvest Snaps* over the long term.

*1 Food provided to schools through U.S. school meal programs, cafeterias, and other channels
*2 Nutrition standards established by the U.S. Department of Agriculture for foods and beverages sold in schools

Strengthening Consumer Relationships to Accelerate Growth

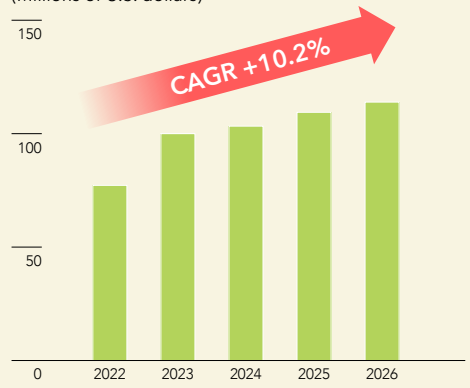
To deliver on these and future opportunities, we are strengthening the capabilities needed to support *Harvest Snaps'* next phase of growth. Marketing, R&D and sales are today working together closely, supported by new talent that is helping streamline and strengthen the innovation process.

Harvest Snaps already has clear competitive advantages, but our ambition goes further. We want to become a brand that plays a more meaningful role in consumers' lives by connecting with them not only through functional value, but also on an emotional and culturally relevant level.

To support this, we are strengthening our capabilities in cultural relevance, innovation, shopper marketing and e-commerce. These capabilities are creating more opportunities for consumers to encounter *Harvest Snaps* in stores, online, on social media, through reviews and across other touchpoints.

Harvest Snaps is on a solid growth trajectory. Our goal is to build on this momentum by strengthening consumer affinity, building brand love and becoming a brand that more consumers want to try, choose and come back to.

Harvest Snaps Sales (North America)
(Millions of U.S. dollars)



(Fiscal year ended March 31)

Evolving Calbee's Strengths in Local Markets

Strengthening Our Manufacturing Advantage in North America



Paul Dash
Senior Vice President, Manufacturing, Calbee America, Inc.

Enhancing the Quality of *Harvest Snaps* Through Local Manufacturing Excellence

One of the key strengths behind *Harvest Snaps'* growth is our ability to transform the natural variability of agricultural ingredients into consistent quality. Peas account for approximately 50% of *Harvest Snaps'* ingredients, and their characteristics can vary depending on growing region and harvest conditions. Maintaining consistent taste and quality therefore requires close collaboration with dependable suppliers, as well as integrated management from ingredient sourcing and milling through production. Calbee America's advanced technology and technical expertise help us meet this challenge. One example is our robust milling systems, which consistently produce a uniform particle size for the extrusion process. This enables us to deliver the same great taste and texture every time, a key source of *Harvest Snaps'* competitive advantage. Supporting this manufacturing capability is an organizational structure that enables us to consistently deliver high-quality products. Our manufacturing, technical services, R&D, and quality teams work closely together to drive continuous improvement and reduce quality-related complaints. We are also evolving from a traditional quality control approach focused on identifying issues after they occur to a preventive quality assurance model. To support this transition, we are incorporating best practices from Calbee Japan, including daily quality checks, enhanced training, and specification reviews. In addition, our two strategically located extrusion plants in Senatobia and Fairfield strengthen our operational resilience. By operating facilities in both the eastern and western United States, we can continue supplying products even if one site is impacted by a natural disaster or other disruption. Looking ahead, we will deepen collaboration with Calbee in Japan and incorporate technologies and expertise developed there to further enhance both quality and productivity.