Financial Highlights

Please refer to the following website for details on performance and financial data.
https://www.calbee.co.jp/en/ir/finance/

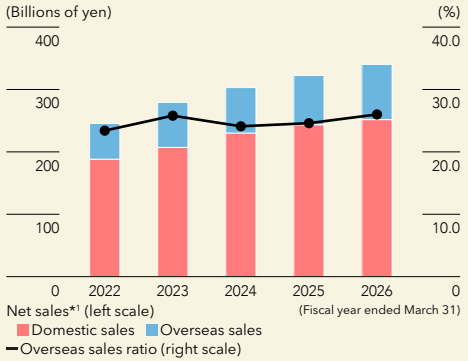
Operating Results for FY2026/3

In FY2026/3, net sales were ¥340.2 billion (up 5.5% year on year) and operating profit was ¥26.2 billion (down 10.0% year on year). Profit attributable to owners of parent was ¥17.3 billion (down 17.0% year on year) due to a rebound from application of tax benefits in the previous fiscal year.

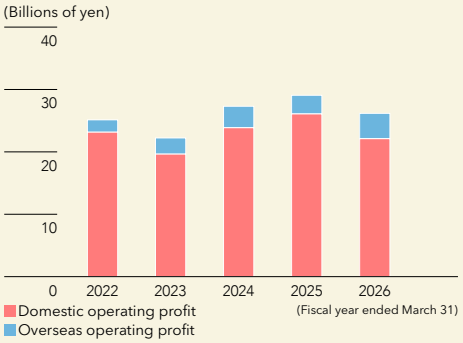
The domestic business continued to achieve growth in sales in a business environment affected by inflation, high temperatures, and drought by implementing product development tailored to consumer needs, enhancement of brand value through marketing measures, strategic product price and content revisions, and proactive sales activities. Although the use of DX contributed to improved earnings, operating profit decreased due to the burden of fixed costs associated with the phased startup of operations at the Setouchi Hiroshima Factory, and the impact of a smaller potato harvest in the second half of the fiscal year. The overseas business achieved increased sales in all regions, and reached new record highs in net sales and operating profit due to strengthening the regional portfolio. In new business areas, sales of *Body Granola*, a personalized food program, also grew.

Total assets amounted to ¥327.6 billion, mainly due to an increase in property, plant and equipment including the acquisition of land for the new Kanto Factory, and cash flows from operating activities amounted to ¥35.6 billion.

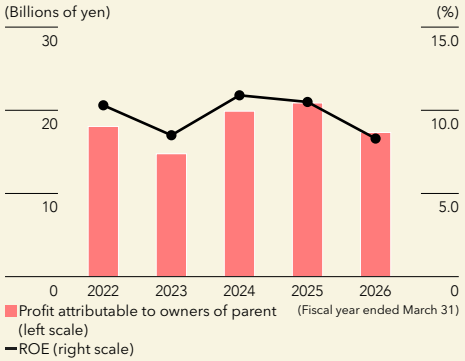
Net Sales, Overseas Sales Ratio



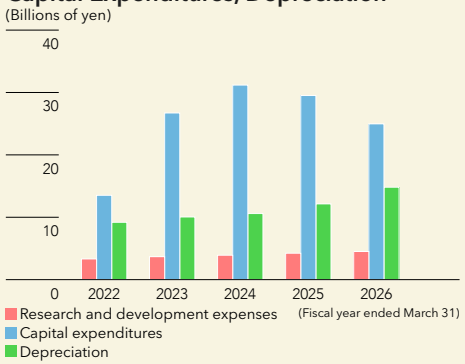
Operating Profit



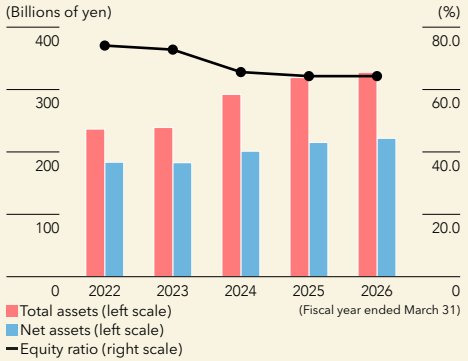
Profit Attributable to Owners of Parent, ROE



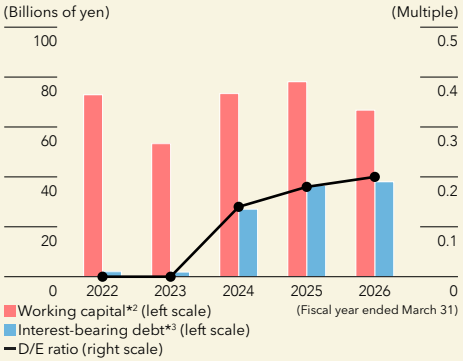
Research and Development Expenses, Capital Expenditures, Depreciation



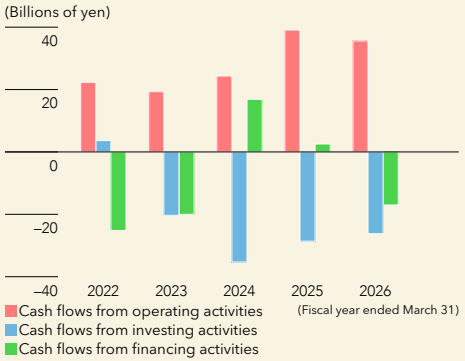
Total Assets, Net Assets, Equity Ratio



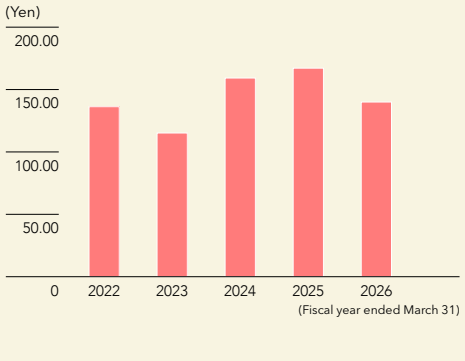
Working Capital, Interest-Bearing Debt, D/E Ratio



Cash Flows



EPS

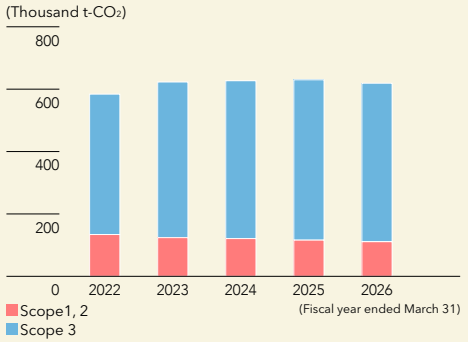


*1 Effective from FY2022/3, the Company adopted the Accounting Standard for Revenue Recognition (Accounting Standards Board of Japan (ASBJ) Statement No. 29). As a result, certain selling expenses previously recorded in selling, general and administrative expenses (SG&A), including rebates, are now deducted from net sales.
*2 Current assets less current liabilities *3 Includes long-term and short-term borrowings, lease obligations, and other interest-bearing debt

Non-Financial Highlights

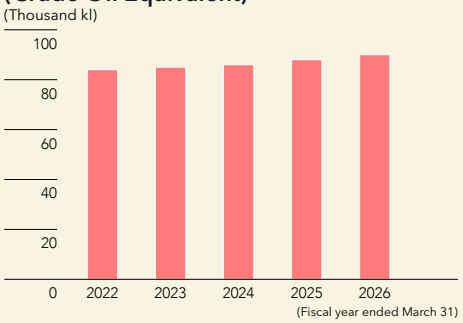
Please refer to the following website for details on ESG data.
https://www.calbee.co.jp/sustainability/en/esg-data.php

GHG Emissions*1



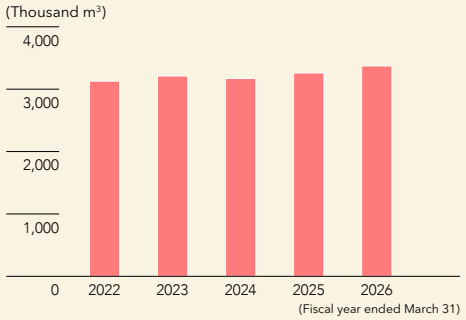
The shift to renewable energy has led to reductions in Scope 1 and 2 emissions, while more precise calculations of transportation distances for raw materials have resulted in a reduction in Scope 3 emissions.

Energy Consumption (Crude Oil Equivalent)*2



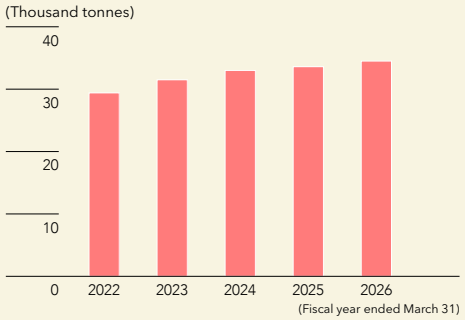
We aim for highly efficient energy use centered on manufacturing sites, such as participation in energy saving projects across business sites.

Water Consumption*2



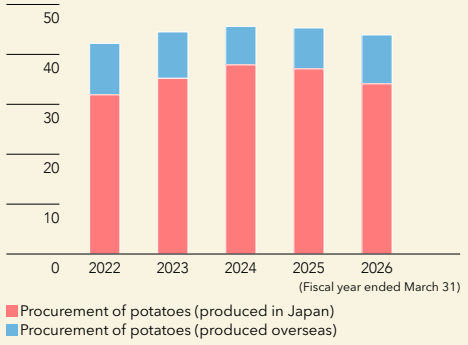
Headed by the Drainage Management Committee organized in each factory, we are conducting visualization and improving efficiency of water consumption of each manufacturing facility to promote optimized use and recycling.

Volume of Waste*2



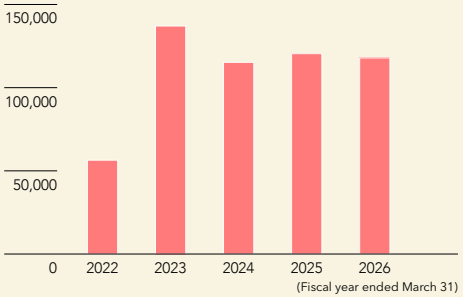
Our first priority is to prevent waste from being generated due to problems in the production process by improving product yield. Although we are working to monetize and reduce the volume of waste that is generated, overall waste volume is trending upward.

Procurement of Potatoes*3



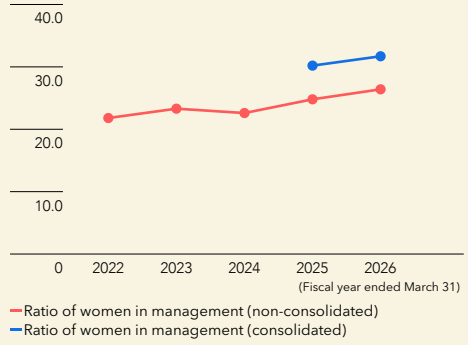
We are developing new uses for domestically grown potatoes and working to improve the sustainability of agriculture through potatoes by developing new varieties and promoting science-based cultivation.

Food Communication*1



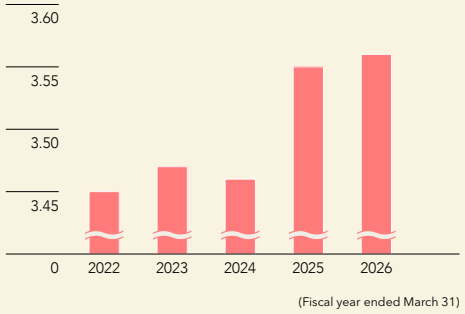
We engage with people of all generations through our "food communication" initiatives, sharing knowledge and creating joy related to food, such as through outreach classes on nutrition, factory tours, and snack contests.

Ratio of Women in Management



We have set a target of increasing the ratio of female managers to over 30% by FY2031/3, aiming to bring this in line with our ratio of female employees, who make up about half of our workforce.

Overall Engagement Survey Score*1



The overall score was maintained at a high level and reached a new record high (up +0.01 year on year) as a result of continuing initiatives such as management-led *Kurumaza* Meetings and on-site organization improvements.

*1 Covers Calbee, Inc. *2 Covers Calbee, Inc. and Japan Frito-Lay Ltd. *3 Covers domestic Group companies, including primary processed products and commodities

Corporate Information

Company Data (as of March 31, 2026)

Company Name	Calbee, Inc.
Head Office	Marunouchi Trust Tower Main, 22F, 1-8-3 Marunouchi, Chiyoda-ku, Tokyo
Date of Establishment	April 30, 1949
Business	Production and sales of snacks and other food products
Fiscal Year-End	March 31
Paid-In Capital	¥12,046 million
Number of Employees	Consolidated: 6,974 Non-consolidated: 3,711

External Evaluations

2026 Sompo Sustainability Index

Sompo Sustainability Index
Sompo Asset Management's index of companies with high ESG (Environmental, Social and Governance) ratings (As of June 2026)

2026 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

MSCI Japan Empowering Women Index (WIN)*1
MSCI's index of companies selected for their gender diversity (As of November 2025 update)

2026 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

MSCI Japan ESG Select Leaders Index*1
MSCI's index of companies with high ESG (Environmental, Social and Governance) ratings (As of November 2025 update)

MORNINGSTAR GenDi J Japan ex-REIT Gender Diversity Tilt Index TOP CONSTITUENT 2026

Morningstar® Japan ex-REIT Gender Diversity Tilt Index℠*2
Morningstar's index of companies with the highest ratings for gender and diversity initiatives (As of June 2026)

STOXX INDICES Member 2026/2027 Platinum Career Index

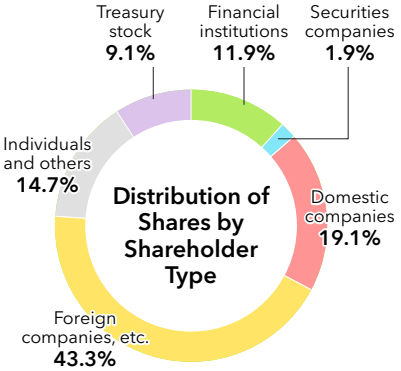
iSTOXX® MUTB Japan Platinum Career 150 Index
Index jointly developed by Mitsubishi UFJ Trust and Banking Corporation and STOXX Limited to select companies that are proactive in building employee careers (As of June 2026)

*1 Disclaimer
THE INCLUSION OF CALBEE, INC. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF CALBEE, INC. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

*2 Disclaimer
Morningstar, Inc. and/or its affiliates (individually and collectively, "Morningstar") has authorized Calbee, Inc. to use the Morningstar® Japan ex-REIT Gender Diversity Tilt logo (the "Logo") to reflect the fact that Calbee, Inc. "ranked in the top quantile of stocks comprising the Morningstar® Japan ex-REIT Gender Diversity Tilt Index (the "index") for gender diversity in the workplace in the specified ranking year." Morningstar has authorized the use of the Logo by Calbee, Inc. for informational purposes only. Use of the Logo by Calbee, Inc. does not constitute an endorsement by Morningstar of Calbee, Inc. or a recommendation, offer, or solicitation to purchase, sell, or subscribe for any securities related to Calbee, Inc. While the Index is designed to reflect gender diversity in the Japanese workplace, Morningstar does not guarantee the accuracy, completeness, or timeliness of the Index or the data contained in the Index. Morningstar makes no express or implied warranties with respect to the Index or the Logo, and expressly disclaims any warranties of merchantability and fitness for a particular purpose or use with respect to the Index, the data contained in the Index or the Logo. Without limiting any of the foregoing, in no event shall Morningstar or its third-party content providers be liable for any damages (whether direct or indirect) resulting from use of or reliance on the Index or Logo by either party, even if Morningstar has been made aware of the possibility of such damages. The Morningstar name, Index name, and Logo are trademarks or service marks of Morningstar, Inc. Past performance is no guarantee of future results.

Stock Information (as of March 31, 2026)

Securities Code	2229
Stock Listing	Tokyo Stock Exchange Prime Market
Number of Shares per Unit	100 shares
Fiscal Year	From April 1 of each year to March 31 of the following year
Ordinary General Meeting of Shareholders	Held every June
Total Number of Shares Authorized	176,000,000 shares
Total Number of Shares Issued	133,929,800 shares
Total Number of Shareholders	49,587



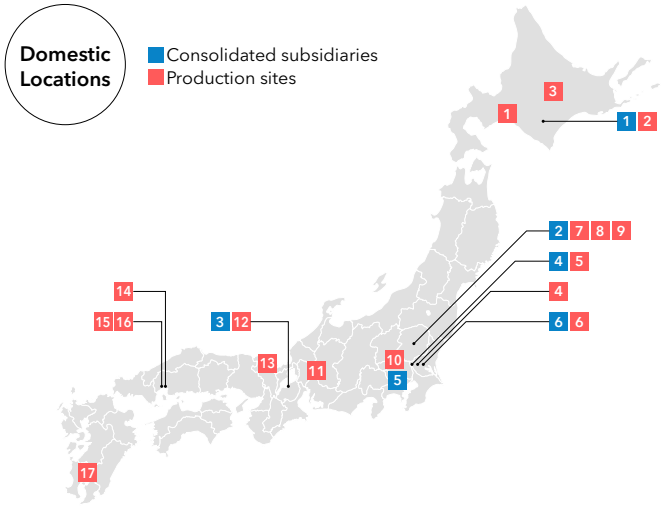
Major Shareholders

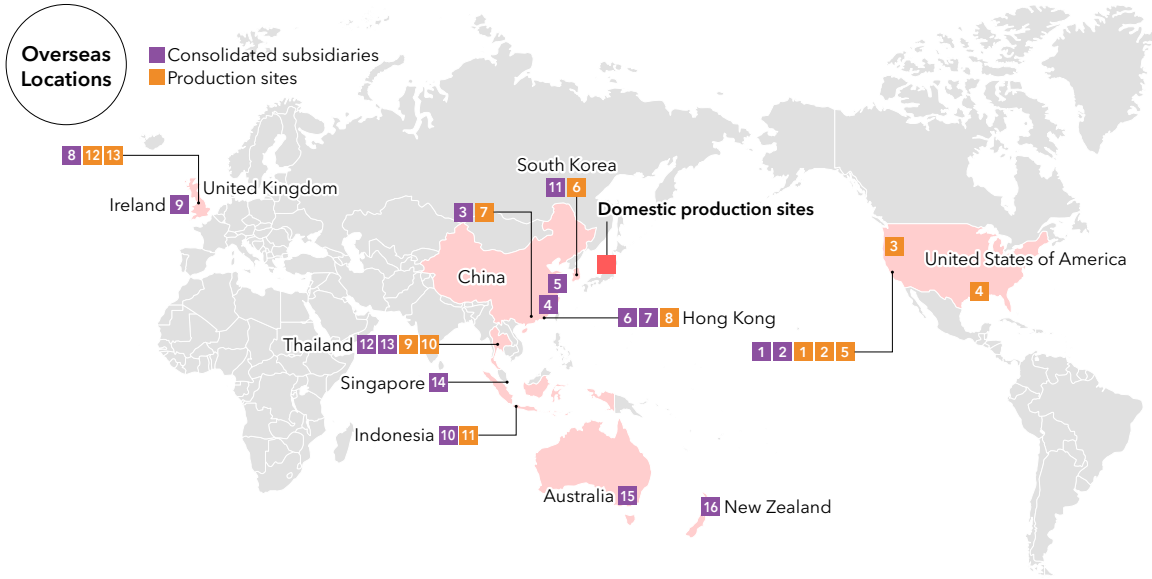
Name of shareholder	Number of shares (thousands)	Ownership ratio (%)*4
Frito-Lay Global Investments B.V.*3	26,800	22.01
General Incorporated Association Miki-no-Kai	17,510	14.38
The Master Trust Bank of Japan, Ltd. (Trust Account)	9,868	8.10
JP MORGAN CHASE BANK 385642	4,160	3.42
Custody Bank of Japan, Ltd. (Trust Account)	3,825	3.14
NOMURA PB NOMINEES LIMITED OMNIBUS-MARGIN (CASHPB)	2,321	1.91
CGML PB CLIENT ACCOUNT/COLLATERAL	2,267	1.86
Calbee Employees Shareholding Association	2,017	1.66
THE TORIGOE CO., LTD.	1,936	1.59
STATE STREET BANK AND TRUST COMPANY 505103	1,824	1.50

*3 Frito-Lay Global Investments B.V. is a wholly owned subsidiary of PepsiCo, Inc.
*4 Ownership ratios are calculated excluding treasury stock (12,148,871 shares). The ownership ratios are calculated including 46,775 shares held by the Employee Stock Ownership Plan (ESOP) trust account and 146,300 shares held by the Board Incentive Plan (BIP) trust account.

Corporate Information

Group Companies and Production Sites (as of April 1, 2026)





Consolidated Subsidiaries

1 Calbee Potato, Inc.
2 Calbee Logistics, Inc.
3 Calbee Eatalk Co., Ltd.
4 Japan Frito-Lay Ltd.
5 Studio Socio Inc.
6 Calbee Kaitsuka Sweet Potato, Inc.

Production Sites

1 Hokkaido Factory
2 Obihiro Factory
3 Factory (Hokkaido Foods Co., Ltd.)*
4 Shimotsuma Factory
5 Koga Factory (Japan Frito-Lay Ltd.)
6 Factories 1-4 (Calbee Kaitsuka Sweet Potato, Inc.)
7 Shin-Utsunomiya Factory
8 Kiyohara Factory
9 R&D Center
10 Higashimatsuyama Factory (Potato Foods Co., Ltd.)*
11 Gifu Kakamigahara Factory
12 Kansai Biwako Factory
13 Kyoto Factory
14 Setouchi Hiroshima Factory
15 Hiroshima Miyajima Factory
16 Hiroshima Hatsukaichi Factory
17 Kagoshima Factory

*Factories operated in cooperation with the Calbee Group

Consolidated Subsidiaries

1 Calbee America, Inc. (United States)
2 Hodo, Inc. (United States)
3 CFSS Co. Ltd. (China)
4 Calbee (Hangzhou) Foods Co., Ltd. (China)
5 Calbee (China) Co., Ltd. (China)
6 Calbee Four Seas Co., Ltd. (Hong Kong, China)
7 Calbee E-commerce, Ltd. (Hong Kong, China)
8 Calbee Group (UK) Ltd. (United Kingdom)
9 Calbee Ireland Ltd. (Ireland)
10 PT. Calbee-Wings Food (Indonesia)
11 Haitai-Calbee Co., Ltd. (South Korea)
12 Calbee Tanawat Co., Ltd. (Thailand)
13 Greenday Global Co., Ltd. (Thailand)
14 Calbee Moh Seng Pte. Ltd. (Singapore)
15 Calbee Australia Pty Ltd. (Australia)
16 Calbee New Zealand Ltd. (New Zealand)

Production Sites

Calbee America, Inc.
- 1 Fairfield Factory (California, United States)
- 2 Madera Factory (California, United States)
- 3 Boardman Factory (Oregon, United States)
- 4 Senatobia Factory (Mississippi, United States)

5 Hodo, Inc. (California, United States)
6 Haitai-Calbee Co., Ltd.
Munmak First Factory, Munmak Second Factory (South Korea)
7 CFSS Co. Ltd. (Guangdong, China)
8 Calbee Four Seas Co., Ltd. (Hong Kong, China)
9 Calbee Tanawat Co., Ltd. (Thailand)
10 Greenday Global Co., Ltd. (Thailand)
11 PT. Calbee-Wings Food (Indonesia)
Calbee Group (UK) Ltd.
- 12 Deeside Factory (United Kingdom)
- 13 Bradford Factory (United Kingdom)