

Calbee
2035 Vision

Accelerate the *Future*



**Creating joy through food
for people around the world**



Our Corporate Message

**Harvest the Power
of Nature**



The Question Before Us:

**How can we build on the strengths we've
uncovered to create new value - and for
whom?**



**Let's make the most of the strengths we've
uncovered to create joy for people around the
world.**

And do it faster than ever.



Our 2035 Vision:

**Transform from a Japanese snack maker
into**

A Global Snacking Company



**[Background]
Market Trends and Opportunities**

**No longer bound by traditional eating habits,
the market for snacks and light meals is
growing**

A close-up photograph of two hands, one above the other, holding several almonds. The hands are positioned over a body of water, with sunlight reflecting off the surface, creating a bokeh effect. The background is slightly blurred, showing the texture of the water and the skin of the hands.

[Background]
Market Trends and Opportunities

A new lifestyle is taking hold:
Freer
Healthier
More personal

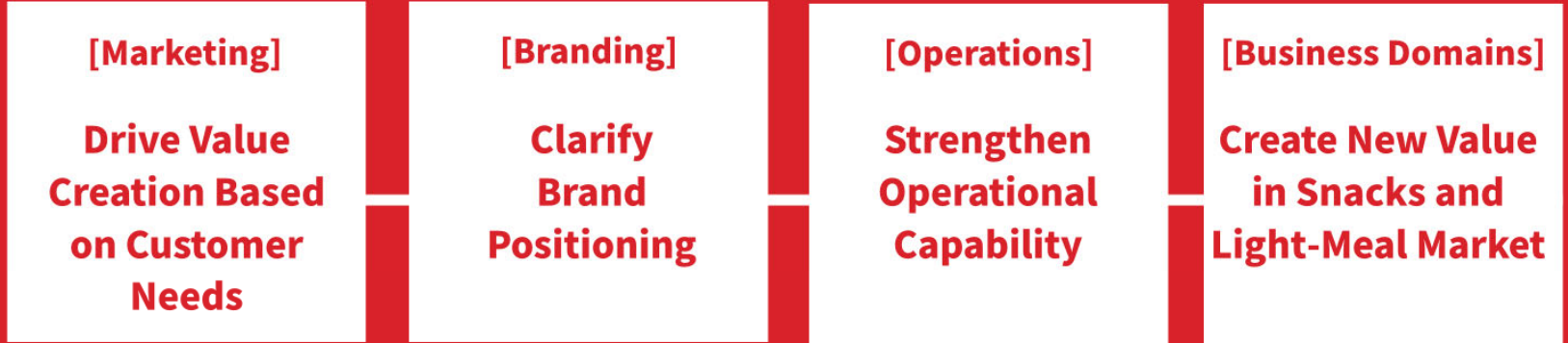
Using the strengths we've uncovered to drive our next phase of growth



Growing the snacking and light-meal market as we evolve into a

SNACKING COMPANY

Domestic & Overseas Growth Model



**Strengthening core businesses
while unlocking new growth**

Accelerate the *Future* 