

Calbee Group Growth Strategy

2035 Business Strategy (Domestic and Overseas)

May 14, 2026

Calbee

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I would like to discuss our business strategies toward 2035.

Earlier, I explained our thinking on converting the strengths we have uncovered into drivers of growth. In this section, I will explain our specific initiatives both domestically and overseas.

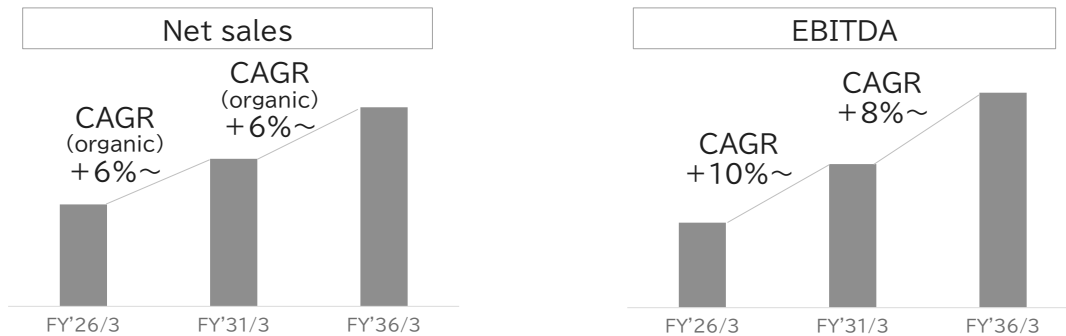
Enhancing Value Creation in Our
Domestic business

First, our domestic business.

Deepen our value-creation model to maximize profitability via three initiatives

Value-creation model

- Transform product portfolio through **value creation based on customer needs**, strengthening domestic business resilience
- **Strengthen operational capability** by evolving business models that leverage DX
- **Expand into new categories** beyond existing snacks and cereals by leveraging our strengths



Through three key initiatives, we aim to deepen our value creation model and maximize profitability.

By creating value from a customer-centric perspective, we will transform our product portfolio and strengthen the resilience of our domestic business.

We will also evolve our business model using DX to enhance operational capabilities.

Furthermore, we will expand beyond our existing snack and cereal businesses into new categories that leverage our strengths.

Domestic business: deepen value-creation model

Value creation based on customer needs (4 market strategies)

Evolve into a customer-centric business that captures change in the snacking and light-meal market and delivers value based on customer needs

Issues/changes in Japan

- Less time to relax and spend with family
- Fatigue from constant exposure to complex information
- Fatigue with conventional products
- Declining interest in snacks
- Rising awareness of health, well-being, and self-care
- Reevaluation of value of in-person communication

4 market strategies in response to snacking demand

Fun and easy
(existing market)

Special occasions
("small indulgences"
market)

Healthy living
(health-focused
market)

**For people you
care about**
(gift snack market)

Maintain dominant share

- ✓ Expand lower-price offerings and packaging formats, e.g., multipacks

Develop high-margin products

- ✓ Expand premium product lines for self-reward occasions

Offer new functional value

- ✓ Expand offerings, that support snacking habits

Develop new channels

- ✓ Develop new savory gift snacks and cultivate channels

Marketing/sales reform

- Transform from product-focused to customer-centric approach (i.e., where and how we sell)
- Expand occasions through Calbee's value proposition (taste, fun, health)
- Build product planning/development framework to create new products

In value creation driven by customer perspectives, we will capture changes in the snacking and light meal market and evolve from a traditional product-out approach into a business that creates value based on customer needs.

In Japan, we will focus on the four markets shown here. By anticipating evolving consumer preferences for food enjoyment, we will create value from the customer's perspective. To achieve this, we will implement reforms in both marketing and sales.

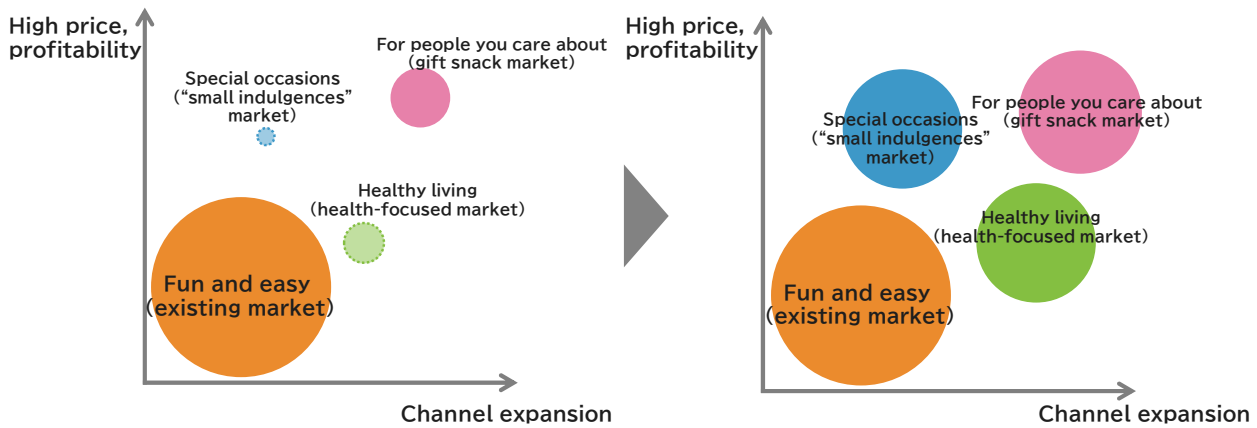
We will shift toward integrated activities based on customer insights, extending all the way to sales floors and sales methods, while strengthening mechanisms for creating and developing new products and expanding consumption occasions through uniquely Calbee-style value propositions.

Domestic business: deepen value-creation model

Value creation based on customer needs (4 market strategies)

Expand from existing market to domains where we provide value, grow portfolio of high price, high profitability products

▶ Increase sales price per kg



As a result, we will broaden our value delivery areas beyond existing markets and grow into a product portfolio with higher unit prices and stronger profitability.

Domestic business: deepen value-creation model

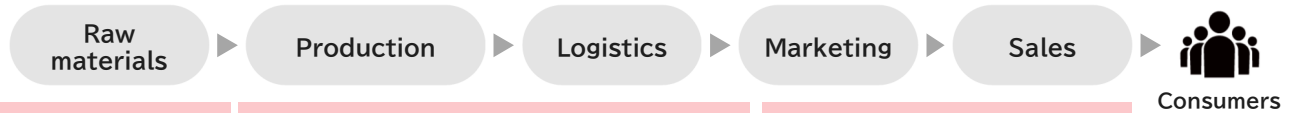
Strengthen operational capability

Strengthen earnings base via operations reform to deliver 4 market strategies

Increase per employee productivity

Maximize profit with limited resources

Calbee's value chain



Advance Potato DX

- ✓ AI prediction of harvest/ inventory/yield
- ✓ Improve accuracy of quality prediction

Leverage Factory DX/ automation

- ✓ Advance standardization of factory DX
- ✓ Advance initiatives to automate production
- ✓ Train DX human resources

Marketing/sales reform

- ✓ See Page3

Establish highly efficient domestic production system

- ✓ Complete development of eastern (new Kanto) and western (Setouchi Hiroshima) core facilities
- ✓ Realize a highly efficient production system

Value chain optimization via S&OP*

- ✓ Visualize profitability across the entire value chain, make decisions based on company-wide optimization
- ✓ Review SKUs based on profitability, brand growth, etc.

Next is the strengthening of operational capabilities. Through operational reforms that support the execution of the four market strategies, we will reinforce our earnings base. Calbee possesses an integrated value chain spanning from raw material procurement all the way to consumers. We will strengthen this value chain as a whole.

We will maximize utilization of raw potatoes, improve efficiency through automation and DX in production, and establish highly efficient production systems centered around two major production hubs in eastern and western Japan. We will also optimize the entire value chain through the introduction of S&OP.

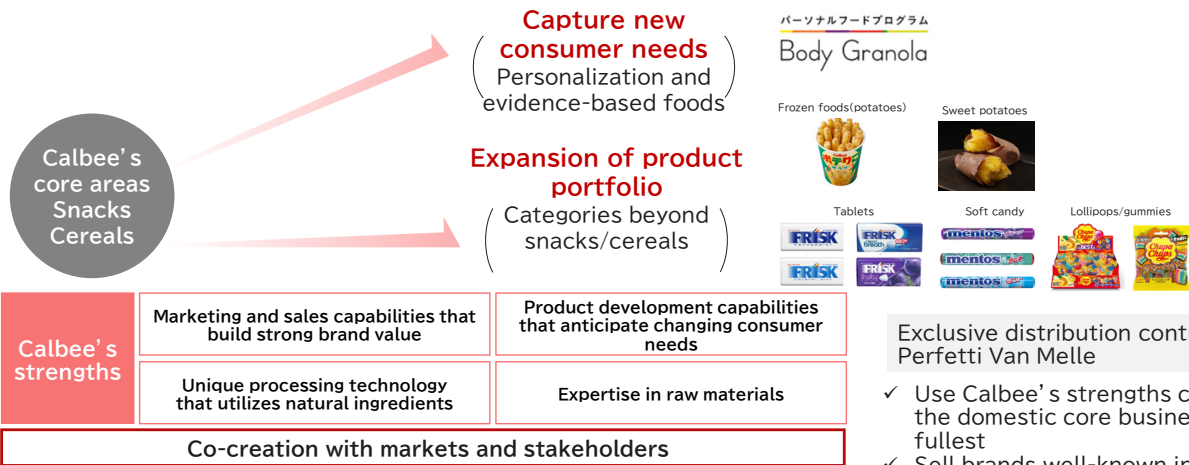
Through these initiatives, we will improve productivity per employee and maximize profits using limited resources.

Domestic business: deepen value-creation model

Expand into new categories

Leverage Calbee's strengths in processes to accelerate business expansion into new categories

Expand sales in new categories



We will accelerate expansion into new categories by leveraging our strengths. Through collaboration with other companies, we aim to broaden our business areas not only through products themselves, but also through consumer needs and product axes, thereby expanding sales in new business domains.

Under the exclusive distributor agreement with Perfetti Van Melle announced in January 2026, we will maximize sales by leveraging Calbee's long-cultivated sales capabilities to expand the reach of highly recognized brands in Japan.

Driving Growth Through Investment in Our
Overseas business

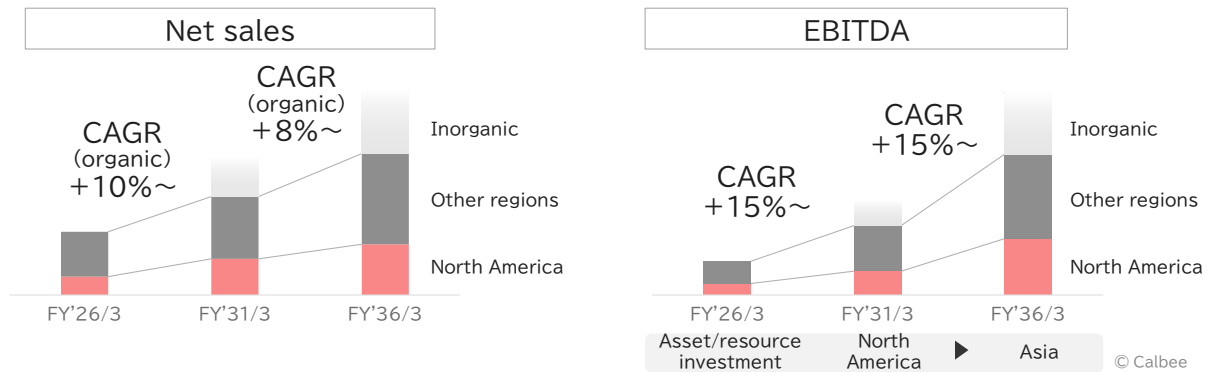
Next, I will explain our overseas business.

Overseas business

Position North America as a focal region to maximize sales growth based on its significant market opportunities and our ability to fully leverage our strengths

■ Maximize North American business and build foundations in other regions

- Position North America, where snacking demand is high and Calbee's strengths can be fully leveraged, as a key growth region
- **Concentrate asset/resource investment in North America** over the next 5 years, including M&A to acquire functions, prioritizing maximization of sales
- In other regions including China, **maximize utilization of existing assets to build a foundation** and create medium-term growth opportunities



In overseas operations, we have selected the North American market as our priority region due to its strong snacking demand and alignment with our capabilities, and we aim to maximize sales there.

In North America, including through acquisitions of new capabilities via M&A, we will concentrate assets and resources over the next five years and prioritize maximizing sales growth.

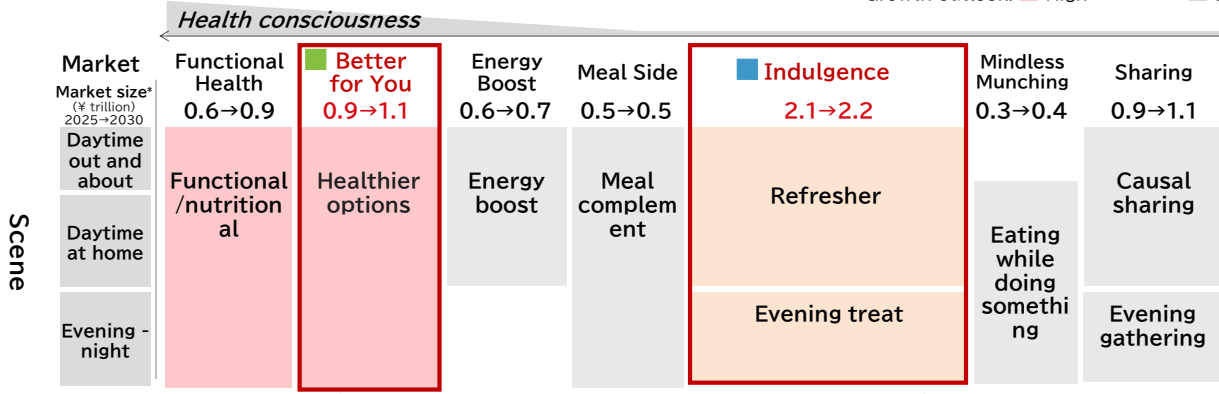
In China and other regions, we will focus on maximizing existing assets to build business foundations and create medium-term growth opportunities.

Value creation in North America market (2 market strategies)

As eating habits shift toward smaller portions and higher frequency, the snack market is gaining prominence, driven by rising “health consciousness” and “desire for indulgences”; Calbee will target these segments, which are aligned with its strengths

North America salty snacks market

Growth outlook: High Med. Low



Market expected to grow to approx. ¥3 trillion total by 2030

*Source: Company research

Let me explain our value creation initiatives in North America.

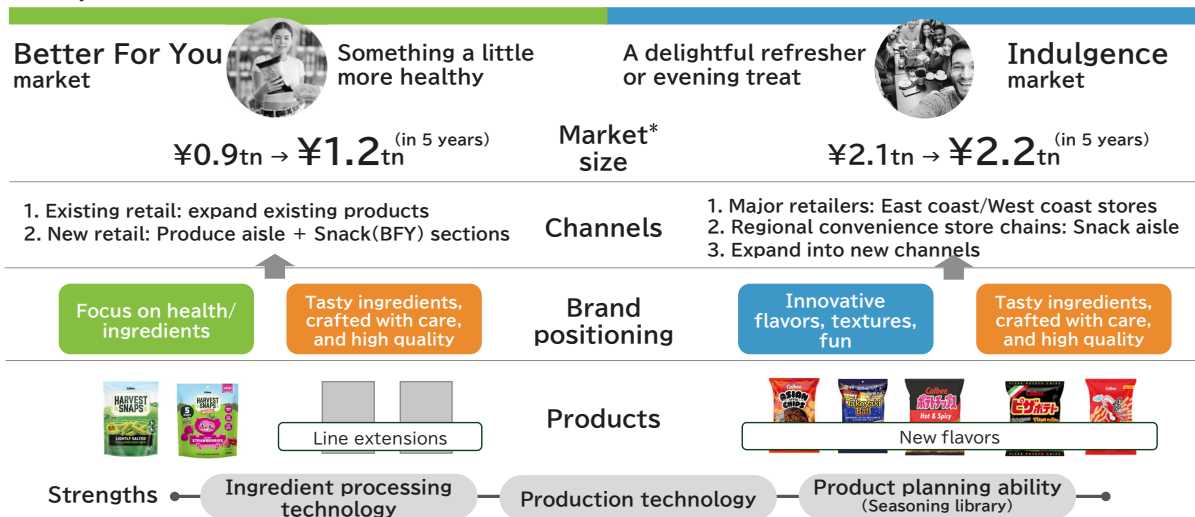
In the North American snack market, changes in eating habits toward smaller portions and higher frequency consumption are driving the rise of snacking, alongside growing health-consciousness and indulgence-oriented consumption. Within this environment, we are targeting two large-scale markets aligned with Calbee’s strengths: Better for You and Indulgence.

Overseas business: Maximizing growth in North America



Value creation in North America market (2 market strategies)

Redefine brand positioning in 2 markets, leveraging strengths to advance product development



*Source: Company research

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For these two target markets, we will redefine brand positioning and expand product offerings by leveraging strengths cultivated in Japan.

In the Better for You market, we will broaden our market perspective beyond the highly health-conscious consumer segment. We will target men and women in their 20s to 40s and their families who simply want somewhat healthier options, emphasizing values such as commitment to healthy ingredients, ingredient-driven deliciousness, and carefully crafted production methods. By centering on Harvest Snaps, we will strengthen our market presence.

In the Indulgence market, we will target Millennials and Gen Z consumers on the East and West Coasts who seek new tastes and textures while also enjoying sharing food experiences on social media. Legacy brands, meaning brands of Japanese origin, align well with these consumer needs through their uniquely Asian flavors and distinctive textures. We will expand beyond traditional Asian and ethnic store shelves into snack aisles and new channels.

Through both existing products and new offerings, we will provide innovative tastes, textures, enjoyment, ingredient-driven deliciousness, and carefully crafted production methods to spread new food experiences through Calbee products.

Strategic shift in the North America business

Until now

Going forward

Target/Needs

- A market size of 0.4 trillion yen
 - *Harvest Snaps*: Better For You core segment (0.2 trillion yen)
 - Legacy brands (brands of Japanese origin): Focus on Asian food sections at supermarkets on both coasts (0.2 trillion yen)

- Expand the target market size to 3 trillion yen

Brand positioning

- *Harvest Snaps* have strong presence in produce sections
- As there are many legacy brands, they lack a clear focus

- Raise recognition of *Harvest Snaps* and increase their profile in snack sections
- Rebuild strengths in legacy brands and clarify brand positioning

Marketing and sales

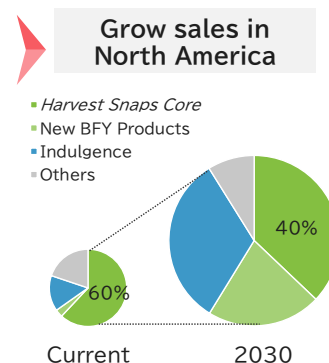
- Sales-driven, push-based strategy with limited customer insight
- Challenges with snack inventory allocation and turnover
- Lack of sustained investment in raising brand awareness and encouraging repeat customers

- Shift to a marketing-driven growth model
- Make targeted marketing investment

Organizational capabilities

- Organizational structure designed to support *Harvest Snaps* (20 billion yen), primarily through the NA subsidiary

- Strengthening sales and digital marketing capabilities to support customer-centric initiatives



Next, let me explain the strategic transformation of our North American business. Up until now, we have operated mainly within limited markets such as core Better for You consumers and Asian shelf spaces. Going forward, however, we will pursue broader needs and broader markets, targeting a market worth JPY3 trillion.

Within that market, *Harvest Snaps* will expand the awareness it has built in produce aisles into the Better for You category within snack aisles. Meanwhile, for Legacy brands, we will reconstruct our strengths and clarify brand positioning.

In marketing and sales, we will shift away from our previous push-based strategy and, as in Japan, transition to a marketing-led growth model based on customer insights. We will then strategically allocate the necessary marketing investments.

Organizationally, we will also strengthen sales structures capable of customer-oriented activities and enhance digital marketing capabilities, transforming into an organization built for future growth.

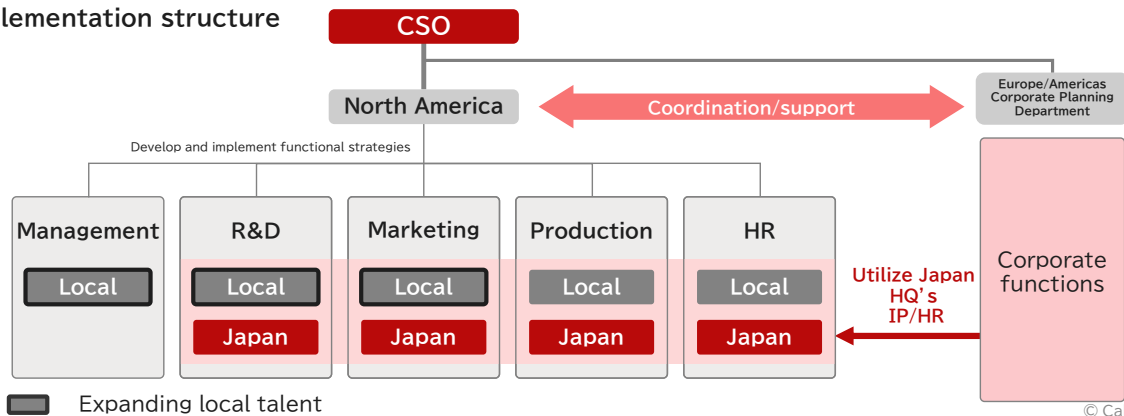
Through these initiatives, we aim to sustainably grow the *Harvest Snaps* core brand while also expanding sales through new Better for You brands and the Indulgence category.

Promoting North America business transformation

Transition from the previous locally led management system to a global strategy execution framework centered on the CSO, with headquarters and local teams complementing each other's roles in executing strategy

- Further enhance collaboration with local management
- Develop effective strategies and apply them to KPIs
- Monitor the results of investments and promptly implement corrective measures

Implementation structure



Let me briefly explain the system for promoting North American business transformation.

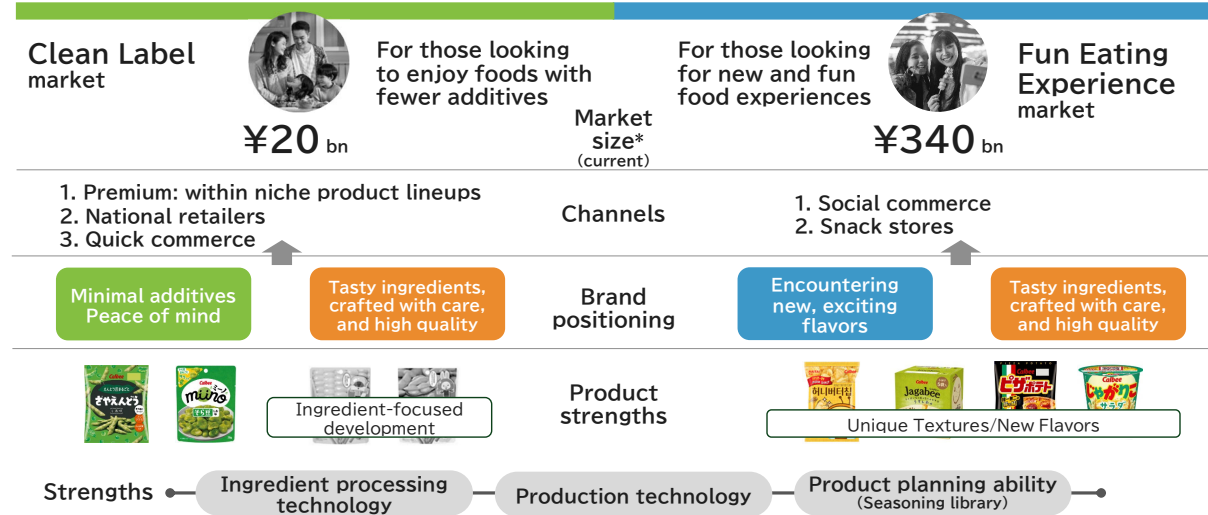
We will move away from our previous locally led management system and introduce a global strategic execution structure centered around the CSO. By leveraging the expertise and talent cultivated in our domestic business, headquarters and local operations will complement each other's roles in executing strategy.

Overseas business: Foundation building in other regions



China market strategy

Build foundation for business model in two markets where Calbee's strengths can be effectively leveraged. Reduce reliance on imported products and accelerate localization, including through use of third-party assets, to respond to rapidly changing market conditions.



*Source: Company research

Next, I will explain our strategy for the Chinese market among our other overseas regions. We will build business foundations in two markets where we can leverage our strengths. In response to the rapidly changing market environment, we will reduce dependence on imported products and advance localization, including the utilization of partner companies.

The two target markets are the Clean Label market and the Fun Eating Experience market.

In the Clean Label market, we will provide high-quality, safe, and reliable products to middle- and upper-income consumers who want products with fewer additives. We will expand product lines aligned with these needs.

In the Fun Eating Experience market, we will target relatively young consumers seeking new and enjoyable eating experiences by leveraging our expertise in textures and flavors to increase market share.

Overseas business: Foundation building in other regions



Strategy in other regions

Leverage strengths built in Japan and insights from North America to drive profit growth through sales expansion and improved production efficiency

UK

Australia/NZ

Capture demand from rising health consciousness and desire for new flavors/textures



Thailand

Indonesia

Strengthen profit base by capturing strong growth and expanding global supply capabilities



In other regions, we will leverage strengths cultivated in Japan and insights gained in North America to drive sales growth and improve profitability through more efficient production operations.

For example, in markets such as the UK and Australia, which resemble North America, we will leverage North American know-how to capture growing demand for health-conscious products and new tastes and textures.

In Thailand and Indonesia, we will strengthen existing brands to capture rapid market growth while also enhancing profitability through the expansion of global product supply hub functions.

Growth guidelines

		FY2024/3-FY2026/3 Results	FY2027/3-FY2031/3	FY2032/3-FY2036/3	
Economic value	Strengthen earnings power	Organic sales growth ratio	+7%	+7%~	+7%~
		EBITDA growth ratio	+8%	+10%~	+10%~
		EBITDA margin	12.7% (FY2026/3)	14%~ (FY2031/3)	16%~ (FY2036/3)
	Portfolio transformation	Growth areas (overseas/new categories) sales ratio	31% (FY2026/3)	40~45% (FY2031/3)	50% (FY2036/3)
	Improve capital efficiency	ROE	8.3% (FY2026/3)	10%~ (FY2031/3)	15% (FY2036/3)
		Net profit growth ratio	+5%	+10%~	+14%~
ROIC		8.0% (FY2026/3)	8%~ (FY2031/3)	13%~ (FY2036/3)	
Social value	Employees	Strengthen human capital management	Calbee Human Capital Index 79.90 (FY2025/3) → 81.28 (FY2031/3)		
	Society	Promote sustainability management	Priority themes based on 5 materialities		

Finally, let me explain our growth guidance. Compared with the guidance presented on March 27, we have added net profit growth ratio to clarify the certainty of our growth outlook.

Changes in society, markets, and consumer behavior will continue to accelerate. However, we believe that by transforming the strengths the Calbee Group has steadily and earnestly uncovered over time into competitive advantages, and by delivering them as value sought by the market, we can achieve further growth. With all employees united, we will step firmly on the accelerator for growth and enhance the Calbee Group's corporate value toward 2035.

This concludes my presentation. Thank you very much for your attention.

Appendix

Appendix: Breakdown by Business

		FY2024/3-FY2026/3 Actual	FY2027/3-FY2031/3	FY2032/3-FY2036/3
Organic sales growth ratio	Domestic	+7%	+6%~	+6%~
	Overseas	+7%	+10%~	+8%~
EBITDA growth ratio	Domestic	+7%	+10%~	+8%~
	Overseas	+10%	+15%~	+15%~

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- The Company's fiscal year ends on March 31. The fiscal year ended March 31, 2026 is referred to throughout this report as "FY2026/3 (FY' 26/3)," 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.
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