



Press Release

March 29, 2023

Calbee, Inc.

Consolidated subsidiaries to be integrated to strengthen North American business

Calbee, Inc. (“Calbee”) is pleased to announce the integration of its North American consolidated subsidiaries – Calbee America, Inc.; Calbee North America, LLC; and Warnock Food Products, Inc. – into Calbee America, Inc. as of April 1, 2023.

The integration represents a transition to a new operational structure, in which the three subsidiaries, which have been operating with Calbee America, Inc. as a holding company since April 2021, will be further integrated.

In February 2023, Calbee announced its growth strategy for 2023 as well as Change 2025, a three-year transformation plan. One of our main efforts focuses on overseas business expansion, and the North American market is positioned as a particularly important one.

Through the integration of the three subsidiaries, Calbee is ready to further improve the efficiency of business operations in the US market and to step up efforts to grow the Calbee brand, which offers Japanese product quality and manufacturing value.

* For more information, please see the following news release dated May 13, 2021.

Subsidiary reorganization in the North American market to accelerate business expansion

<https://www.calbee.co.jp/en/news/pdf/67-35280.pdf>

<About the Calbee Group>

Since 1949, we embrace a corporate philosophy of “harnessing nature's gifts, bringing taste and fun, and contributing to healthy lifestyles.” As a company that provides essential goods, the Calbee Group is placing sustainability at the core of our management and creating the future of food by solving social issues through its corporate activities. (<https://www.calbee.co.jp/en/>)