



Press Release

December 1, 2025  
Calbee, Inc.

## Calbee Group to Integrate Sales and Logistics Operations of Its Domestic Businesses

- *Japan Frito-Lay to transfer sales and logistics functions to Calbee by October 2026*

Tokyo - Calbee, Inc. ("Calbee") announced today that it will integrate the sales and logistics functions of its consolidated subsidiary, Japan Frito-Lay Ltd. ("Japan Frito-Lay"), by October 2026. Through this integration, Calbee aims to streamline its Group operations, enhance competitiveness, and drive continued growth in Japan's snack market. Japan Frito-Lay, which manufactures and sells Frito-Lay brand products such as *Mike Popcorn* and *Doritos* in Japan, will continue to be responsible for the manufacturing and marketing of its products following the integration.

### Overview of Integration:

#### 1. Purpose:

Amidst intensifying competition in the Japan snack market, Calbee will streamline its sales and logistics operations to strengthen its overall business competitiveness and drive sustainable growth in the domestic market. This strategic initiative is expected to:

- Boost operational efficiency by optimizing resources and improving supply chain performance across the Calbee Group
- Enhance competitiveness by integrating sales activities, enabling more attractive and value-driven proposals for partners and customers
- Foster greater value creation by leveraging synergies to deliver high value-added products and services

#### 2. Details

Calbee will take over Japan Frito-Lay's sales and logistics operations, including sales, payment processing, order management, and logistics.

#### 3. Timing:

Calbee will centrally manage all of Japan Frito-Lay's sales and logistics operations from October 1, 2026.

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#### About the Calbee Group

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

#### About Japan Frito-Lay

Japan Frito-Lay was established in 1957 as Japan's first company to manufacture and sell popcorn. After operating as a joint venture with PepsiCo and later as a wholly owned subsidiary of PepsiCo, it became a consolidated subsidiary of Calbee, Inc. in July 2009. Today, with core brands such as *Mike Popcorn*, *Doritos*, and *Cheetos*, it holds the No.1 share in Japan's corn-based snack market (\*1) and continues to offer a unique product lineup distinct from Calbee's.

The Calbee Group aims to grow its snack business in Japan by enhancing its competitiveness through efficient operations and the delivery of high value-added products and services.

*\*1 Source: INTAGE SRI+ Corn-Based Snack Market, cumulative retail value, April 2024–March 2025*