



Press Release

March 27, 2026
Calbee, Inc.

Calbee Group Announces New Growth Strategy: “Accelerate The Future”

Tokyo - Calbee, Inc. (“Calbee”) announced today its new growth strategy, “Accelerate the Future,” designed to accelerate the Calbee Group’s transformation and realize its 2035 vision. Under this strategy, the Calbee Group aims to harness the power of natural ingredients to create new value and enhance both physical and emotional wellbeing, bringing smiles to people around the world.

The Calbee Group’s business environment has changed significantly in recent years, driven by factors such as climate change, a declining and aging population in Japan, and the diversification of consumer needs and eating habits. Under its previous growth strategy, “Change 2025” (FYE March 2024 – FYE March 2026), the Calbee Group improved profitability and strengthened the foundation of its domestic core business. However, to deliver value on a global scale, it needs to further accelerate the transformation of its portfolio.

Considering the changes in its business environment and strategic initiatives to date, Calbee formulated its 2035 growth strategy using a backcasting approach. By expanding its product and service offerings and creating new value, it aims to enhance corporate value from both economic and social perspectives as a company that delivers value globally, while achieving sustainable growth and greater resilience across the Group.

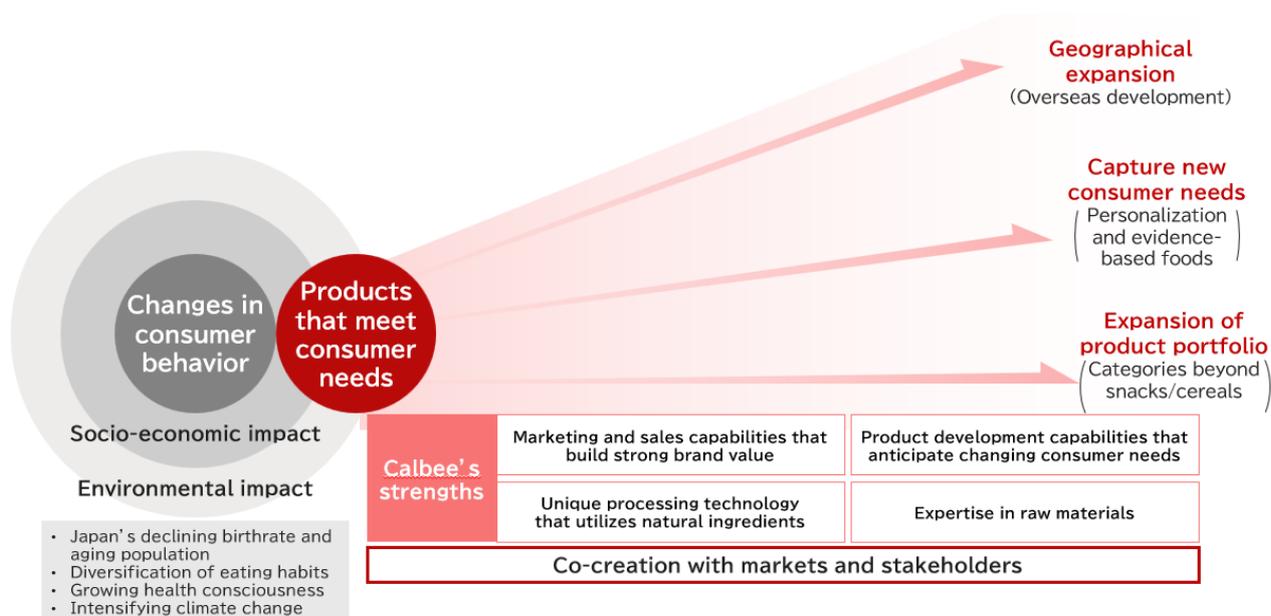
Calbee has set the fiscal year ending March 2036 as its target year and will focus on three key pillars to enhance corporate value: strengthening earnings power, improving capital efficiency, and fostering growth expectations. The period from the fiscal year ending March 2027 to March 2031 is designated as its “Growth Investment Phase,” while the period from the fiscal year ending March 2032 to March 2036 is designated as its “Value Creation Phase.”

During the “Growth Investment Phase,” Calbee will drive the transformation of its portfolio by increasing the added value of its domestic core operations and actively investing in growth areas, particularly in North America. Furthermore, to ensure the execution of its growth strategy, Calbee has identified corporate governance as a key management priority and will work to improve the quality of decision-making, as well as the effectiveness of its oversight functions.

Guided by its founding principles and corporate philosophy, the Calbee Group will address the various challenges and opportunities facing its business, transforming itself to achieve its next phase of growth.

For more information, please see the following presentation on Calbee's Investor Relations webpage:

https://www.calbee.co.jp/en/ir/pdf/2026/Calbee_growth_strategy.pdf



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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/>).