

Press Release

October 29, 2026
Calbee, Inc.

Calbee Publishes Human Capital Report 2026

Aligning Human Capital with the New Growth Strategy *Accelerate the Future*



Tokyo – Calbee, Inc. ("Calbee") announced today that it published its Human Capital Report 2026 on October 29, 2026. The report outlines the Calbee Group's approach to human capital management and key initiatives supporting its newly announced growth strategy, *Accelerate the Future*, for shareholders Group employees, and other stakeholders.

At the heart of the Calbee Group's approach to human capital management is "Active Roles for All Employees," its overarching human capital vision. Under this vision, the Group aims to enhance corporate value by enabling diverse talent to fully leverage their strengths, contributing to the organization and society, while achieving personal growth.

Calbee's Human Capital Report 2026 can be downloaded here:

https://www.calbee.co.jp/en/ir/pdf/2026/humancapitalreport2026_en.pdf

Highlights:

■ Value Creation Through Human Capital Aligned with *Accelerate the Future*

Accelerate the Future is built around three strategic priorities: improving profitability in the domestic business, growing the overseas business, and expanding into new areas. In its latest report, Calbee identifies key organizational and human capital issues aligned with these priorities, and its initiatives to address them.

The report also sets out Calbee's human capital model. It shows how α Talent, who steadily build the future through continuous effort, ingenuity, and improvement, and β Talent, who pioneer the future by challenging existing frameworks, can draw on each other's strengths and work together to create a virtuous cycle of profit and sales growth, enhancing corporate value.

■ Human Capital Portfolio Strategy Supporting Growth Strategy

Calbee has identified four categories of core talent required to realize its growth strategy: DX Talent, Agribusiness Talent, Global Talent, and β Talent. By defining the talent portfolio required for each category and systematically recruiting and developing people to close identified gaps, Calbee will strengthen the talent base needed to support the transformation of its business portfolio.

This report aims not only to communicate the strength of Calbee's human capital to shareholders and other stakeholders, but also to deepen dialogue between the Company and its employees, as well as among employees themselves, helping to foster greater interest in human capital.

Under "Active Roles for All Employees," Calbee aims to enable each employee to take the initiative and help shape its future. By bringing together the strengths of its people, Calbee will pursue sustainable growth while enhancing corporate value and contributing to society as a whole.

Comment by Yasumasa Hitomi, Executive Officer, CHRO, and Head of Human Resources & General Affairs Division

"For the Calbee Group to achieve sustainable growth, it is essential to integrate our business and human capital strategies and translate the capabilities of each employee into greater corporate value.

In our Human Capital Report 2026, we have revisited our human capital value creation story in light of our new growth strategy and defined the human capital portfolio needed to support future growth.

To realize Active Roles for All Employees, we will draw out the diverse strengths of each employee in

Japan and overseas, and enable employees to leverage one another's strengths. We will also continue to recruit, develop, and deploy the talent needed for future growth. Through these efforts, we will pursue sustainable growth as one, united Group.

We hope that this report will help stakeholders understand the future that the Calbee Group seeks to create through the power of its people."

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About the Calbee Group

Since 1949, Calbee has embraced its corporate philosophy of harnessing nature's gifts to create products that bring great taste and enjoyment while contributing to healthier lifestyles. Guided by this enduring philosophy, we work to help address social challenges through our business activities. In doing so, we continue to take on new challenges as we look toward our next 100 years and beyond.

Under our 2035 growth strategy, *Accelerate the Future*, Calbee is today expanding snacking and light-meal occasions beyond traditional ways of eating and into new markets around the world. As we continue our evolution from a Japanese snack food maker into a global snacking company, we aim to bring the joy of food to people around the world and deliver new value.

For more information, visit: <https://www.calbee.co.jp/en/>