

Press Release

September 26, 2025
Calbee, Inc.

Calbee Publishes Its First "Human Capital Report"

- *Report outlines Calbee's approach to Human Capital Management based on its vision "Active Roles for All Employees."*



Tokyo – Calbee, Inc. ("Calbee") announced today the release of its first *Human Capital Report*, which outlines the company's direction and initiatives in human capital management for its shareholders, stakeholders, and employees across the Group.

The Calbee Group positions its human resources vision, *"Active Roles for All Employees,"* as the foundation for corporate growth, striving to empower each employee to maximize their role and contribute to enhancing corporate value. This report highlights the strengths and ongoing transformation of Calbee's talent and organizational structure, while offering a clear understanding of the company's direction and a shared roadmap toward common goals.

The "Human Capital Report" can be downloaded from the following
https://www.calbee.co.jp/en/ir/pdf/2025/humancapitalreport2025_en.pdf

Highlights:

■ Realizing "Active Roles for All Employees" the Calbee Way

The report introduces Calbee's human resources vision, *"Active Roles for All Employees,"* which aims to create an environment where diverse individuals can leverage their strengths to contribute to their organizations and society, while also experiencing pride and joy through personal growth.

■ Development of Unique "Active Roles for All Employees" Index (Human Capital Index)

Calbee has created an index to measure the contributions of "α Talent," who sustain its domestic businesses, and "B Talent," who lead overseas and new business growth. By also assessing the synergy created through collaboration between these two groups, the index enables Calbee to track progress in human capital management in measurable terms.

■ Value Creation Story Through Human Capital

The report furthermore provides a detailed explanation of the challenges, strategic policies, and specific initiatives designed to create value through the integration of Calbee's management and human resources strategies under its "Next Calbee & Beyond" vision for 2030.

Yasumasa Hitomi, Executive Officer, CHRO, and Head of Human Resources & General Affairs Division, commented, "The source of value creation in a company lies in its people. At the Calbee Group, we aim to achieve "Active Roles for All Employees," where everyone can leverage their strengths and find pride and joy working at the Calbee Group, while contributing to society and our customers. Through our "Human Capital Report," we hope our stakeholders will gain a deeper understanding of the Calbee Group's efforts to unlock the potential of our people, our approach to human capital management, and our vision for driving sustainable growth beyond 100 years."

Under its "Active Roles for All Employees" vision, Calbee encourages each employee to proactively take actions and continuously demonstrate their ability to shape the future. This approach not only enhances corporate value but also contributes to society, driving sustainable growth.

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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/>)