Calbee
Harvest the Power of Nature. NEWS RELEASE

Press Release

May 14, 2026
Calbee, Inc.

Calbee Group Announces 2035 Vision

Becoming a global snacking company by shaping and expanding snacking culture worldwide

Tokyo - Calbee, Inc. ("Calbee") announced today its 2035 Vision, setting the company on a course to evolve from a Japanese snack manufacturer into a global snacking company. Through its vision, Calbee aims to grow the culture and market for snacking, helping to bring greater joy through food to people around the world.



In recent years, as lifestyles and values have evolved around the world, snacks and light meals have come to play a broader role, fitting into people's lives across different times of day, moods, and occasions. Recognizing this as a growth opportunity, the Calbee Group will leverage its longstanding strengths in processing and production technologies, sales and marketing capabilities, and product planning and development to deliver value aligned with increasingly freer, healthier and more personal lifestyles, as it strives to become a global snacking company.

In addition, Calbee today announced further details of the company's growth strategy to achieve its 2035 Vision.

For more information, please see related materials below:

- 2035 Vision
  https://www.calbee.co.jp/en/ir/pdf/2026/calbee2035vision.pdf

- 2035 Business Strategy (Domestic & Overseas):
  https://www.calbee.co.jp/en/ir/pdf/2026/growthstrategy.pdf

- Growth Strategy: Accelerate the Future (announced 2026.3.27)
  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/).