

ESG Data

Environment

CO₂ emissions

Item		Segment	Unit	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3
CO ₂ emissions ^{*1}	Scope1,2	Calbee manufacturing sites	1,000t-CO ₂	171.0	168.3	156.7	133.7	124.0	121.3
	per sales unit (Scope 1, 2)		t-CO ₂ /100 million yen	88.1	85.1	79.2	67.6	66.4	59.4
	Scope3		1,000t-CO ₂	435.4	449.7	461.2	449.6	499.4	506.5
	per sales unit (Scope 3)		t-CO ₂ /100 million yen	224.3	227.5	235.5	261.6	267.5	247.9
	Scope1,2	Calbee Potato, Inc.	1,000t-CO ₂	-	-	1.8	1.2	1.6	1.7
	Scope3			-	-	17.7	19.6	25.4	31.9
	Scope1,2	Japan Frito-Lay Ltd.	1,000t-CO ₂	-	-	2.1	2.1	2.2	1.9
	Scope3			-	-	38.1	41.6	43.9	44.7
	Scope1,2	Calbee Kaitsuka Sweet Potato, Inc.	1,000t-CO ₂	-	-	-	3.1	3.4	3.5
	Scope3			-	-	-	26.4	33.4	34.3
	Scope1,2	Calbee Group (UK) Ltd.	1,000t-CO ₂	-	-	-	7.5	7.1	6.9
	Scope1,2	Calbee Four Seas Co., Ltd.	1,000t-CO ₂	-	-	-	-	6.7	7.2
	Scope1,2	CFSS Co. Ltd.	1,000t-CO ₂	-	-	-	-	3.5	3.0
	Scope1,2	Calbee Tanawat Co., Ltd.	1,000t-CO ₂	-	-	-	-	4.2	4.6
	Scope1,2	Calbee America, Inc.	1,000t-CO ₂	-	-	-	-	-	9.9

*1 Scope3 Category1 emission factor changed to IDEA (ver3.2)

> [Greenhouse gas emissions Verification Statement](#)

Water

Item		Segment	Unit	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3
Water consumption		Calbee manufacturing sites Japan Frito-Lay Ltd.	1,000m ³	3,121	3,223	3,284	3,128	3,211	3,172
		Calbee manufacturing sites	1,000m ³	2,963	3,073	3,156	3,000	3,080	3,044
Water consumption per energy consumption unit		Calbee manufacturing sites Japan Frito-Lay Ltd.	1,000m ³ /100 million yen	1.54	1.55	1.70	1.82	1.52	1.40
Water discharge		Calbee manufacturing sites Japan Frito-Lay Ltd.	1,000m ³	2,433	2,615	2,606	2,605	2,601	2,706
Water discharge per energy consumption unit		Calbee manufacturing sites Japan Frito-Lay Ltd.	1,000m ³ /100 million yen	0.98	1.26	1.35	1.52	1.23	1.19
Chemical oxygen demand (COD)		Calbee manufacturing sites Japan Frito-Lay Ltd.	1,000m ³	51.6	73.1	55.0	50.0	55.7	44.3

Energy

Item		Segment	Unit	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3
Energy consumption rate (Crude oil equivalents)		Calbee manufacturing sites Japan Frito-Lay Ltd.	1,000KI	84.0	85.0	85.0	84.0	85.0	86.0
Energy consumption per energy consumption unit (Crude oil equivalents)		Calbee manufacturing sites Japan Frito-Lay Ltd.	kl/100 million yen	41.6	41.2	40.6	42.7	40.0	37.8
Power usage		Calbee manufacturing sites Japan Frito-Lay Ltd.	1,000kWh	131,664	135,920	136,445	138,603	138,292	140,606
Usage rate by energy type	Renewable Energy	Calbee manufacturing sites Japan Frito-Lay Ltd.	%	3.9	4.0	9.7	25.9	28.3	27.2
	Fuel			57.4	58.5	61.1	58.7	58.4	59.5
	Electricity			38.7	37.5	29.1	15.4	13.3	13.3

● Waste

Item	Segment	Unit	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3
Waste generated *2	Calbee manufacturing sites Japan Frito-Lay Ltd.	1,000t	31.0	32.0	32.0	29.0	32.0	33.0
	Calbee manufacturing sites	1,000t	29.0	31.0	30.0	27.0	30.0	31.0
Waste generated per energy consumption unit	Calbee manufacturing sites Japan Frito-Lay Ltd.	t/100 million yen	13.0	15.2	14.6	14.9	14.9	14.6
Waste generated, such as plastic products	Calbee manufacturing sites Japan Frito-Lay Ltd.	t	-	-	-	-	1,464	1,412

*2 Change to waste generated excluding valuable resources

■ Society and Customers

Item	Segment	Unit	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3
Number of customer inquiries	Calbee, Inc.	Cases	27,382	24,997	23,989	21,590	20,489	23,492
Number of participants in social contribution activities	Calbee domestic companies	Total number of employees per fiscal year	5,764	6,090	3,318	3,797	5,205	6,963
Food Communication	Calbee, Inc.	Persons	86,397	77,316	30,398	56,399	137,062	115,209

■ Procurement

Item	Segment	Unit	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3
Amount of potatoes procured *3	Domestically sourced	10,000t	33.2	37.3	34.2	31.9	35.2	37.9
	Imported		7.4	8.0	8.3	10.3	9.3	7.7

*3 Includes primary processed goods

Human Resources, Diversity, and Health Productivity and Management

Item		Segment	Unit	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3	FY2024/3
Number of employees on a consolidated basis	Full-time	Consolidated	Persons	3,763	4,053	4,311	4,398	4,839	4,939	-
Number of employees in Calbee, Inc.	Company-wide	Calbee, Inc.	Persons	3,702	3,753	3,858	3,918	4,011	4,410	-
	Full-time			1,735	1,765	1,841	1,883	1,960	2,148	-
Number of employees in Calbee overseas companies		Calbee overseas companies	Persons	1,548	1,799	1,830	1,862	2,179	2,135	-
Ratio of female employees	Company-wide	Calbee, Inc.	%	46.7	45.4	44.0	44.3	44.2	42.5	-
	Full-time			38.5	38.5	38.5	38.8	39.0	38.2	-
Number of female executives *4	Board of directors	Calbee, Inc.	Persons	2	2	2	2	1	1	1
	Statutory Audit & Supervisory Board Members			1	1	1	1	2	2	2
	Senior executive officers			1	1	1	1	2	0	1
	Executive officers *5			7	7	5	5	2	2	1
Ratio of female executives *4*5		Calbee, Inc.	%	28.6	26.7	25.0	25.0	29.4	27.8	26.3
Number of female employees in management positions *6	General managers	Calbee, Inc.	Persons	7	6	4	4	2	3	5
	Managers			14	14	14	14	15	15	12
	Section managers			52	43	43	43	54	56	64
Ratio of female employees in management positions *6		Calbee, Inc.	%	26.4	22.3	20.4	21.8	23.3	22.6	24.8
Number of newly appointed employees in management positions		Calbee, Inc.	Persons	22	28	31	23	38	34	-
Ratio of newly appointed female employees in management positions		Calbee, Inc.	%	36.4	21.4	22.6	39.1	34.2	26.5	-
Number of new hires (recent graduates/mid-career)		Calbee, Inc.	Persons	50	66	112	102	121	179	-
Ratio of women among new hires (recent graduates / mid-career)		Calbee, Inc.	%	28.0	34.8	29.5	31.4	33.1	32.4	-
Number of resignations *7	Men		Persons	21	16	17	19	18	30	-
	Women			11	21	15	15	14	17	-
Average length of ongoing employment	Men		Years	15.9	16.0	15.2	15.1	15.5	14.0	-
	Women			13.5	14.3	14.4	14.6	15.6	15.2	-
Average rate of paid holiday usage *7			%	66.7	68.6	67.8	75.7	74.8	78.8	-
Average number of paid holidays taken *8			Days	13.0	12.9	12.5	14.1	13.5	13.9	-
Total number of annual working hours *8			Hours	1,804	1,851	1,816	1,862	1,794	1,817	-
Average amount of overtime per month *8			Hours	13.1	14.3	13.8	14.1	13.4	14.1	-
Rate of childcare leave usage	Men		%	14.0	20.9	26.5	28.8	23.6	31.3	-
	Women		%	100.0	100.0	100.0	100.0	100.0	100.0	-
Rate of usage of spousal leave for childbirth *9		Men	%	73.7	80.6	83.7	80.8	100.0	98.5	-
Rate of childcare leave usage and rate of usage of spousal leave for childbirth *10		Men	%	-	-	-	-	109.3	109.0	-
Ratio of hired employees with disabilities		Calbee, Inc. Calbee Eatalk Co., Ltd.	%	2.21	2.52	2.58	2.66	2.65	2.62	-

*4 As of the end of each General Meeting of Shareholders

*5 Executive officers are replaced by commissioned type in the year ended March 31, 2024. Executive officers are included.

*6 As of April of each period

*7 Full-time employees

*8 Per full-time employees

*9 Percentage of employees taking leave for childbirth of their spouse until September 2022, and percentage of employees taking childcare support leave after October 2022

*10 Employees who took childcare leave as a percentage of employees whose spouse gave birth in the current fiscal year.

Corporate Governance

Item		Unit	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Number of directors *11	Number of in-house directors	Persons	1	3	3	3	3	3	3
	Number of outside directors		5	5	5	5	5	5	5
	(Of whom, number of non-Japanese directors)		1	1	1	1	1	1	1
	(Number of female directors)		2	2	2	2	1	1	1
Number of Audit & Supervisory Board members *11	Number of in-house Audit & Supervisory Board members	Persons	0	0	0	0	1	1	1
	Number of outside Audit & Supervisory Board members		3	3	3	3	2	2	2

*11 As of the end of each General Meeting of Shareholders