

ESG Data

Environment

CO₂ emissions

Item		Segment	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
CO2 emissions	Scope1,2	Calbee manufacturing sites	1,000t-CO2	171.0	168.3	156.7	133.7	124.0	121.3	115.5
	per sales unit (Scope 1, 2)		t-CO2/100 million yen	88.1	85.1	79.2	67.6	66.4	59.4	52.3
	Scope3		1,000t-CO2	435.4	449.7	461.2	449.6	499.4	506.5	514.2
	per sales unit (Scope 3)		t-CO2/100 million yen	224.3	227.5	235.5	261.6	267.5	247.9	233.1
	Scope1,2	Calbee Potato, Inc.	1,000t-CO2	-	-	1.8	1.2	1.6	1.7	1.6
	Scope3			-	-	17.7	19.6	25.4	31.9	36.2
	Scope1,2	Japan Frito-Lay Ltd.		-	-	2.1	2.1	2.2	1.9	1.9
	Scope3			-	-	38.1	41.6	43.9	44.7	40.4
	Scope1,2	Calbee Kaitsuka Sweet Potato, Inc.		-	-	-	3.1	3.4	3.5	3.5
	Scope3			-	-	-	34.8	43.2	34.3	31.3
	Scope1,2	Calbee Group (UK) Ltd.		-	-	-	7.5	7.1	6.9	7.1
		Calbee Four Seas Co., Ltd.		-	-	-	-	6.7	7.2	7.0
		CFSS Co. Ltd.		-	-	-	-	3.5	3.0	3.3
		Calbee Tanawat Co., Ltd.		-	-	-	-	4.2	4.6	4.7
		Calbee America, Inc.		-	-	-	-	-	9.9	9.6
		PT. Calbee-Wings Food		-	-	-	-	-	-	23.6
		Haitai-Calbee Co., Ltd.		-	-	-	-	-	-	7.3
		Greenday Global Co., Ltd.		-	-	-	-	-	-	3.3

➤ [Greenhouse gas emissions Verification Statement](#)

Water

Item	Segment	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Water consumption	Calbee manufacturing sites Japan Frito-Lay Ltd.	1,000m³	3,121	3,223	3,284	3,128	3,211	3,172	3,260
	Calbee manufacturing sites	1,000m³	2,963	3,073	3,156	3,000	3,080	3,044	3,130
Water consumption per energy consumption unit	Calbee manufacturing sites Japan Frito-Lay Ltd.	1,000m³/100 million yen	1.54	1.55	1.70	1.82	1.52	1.40	1.36
Water discharge		1,000m³	2,433	2,615	2,606	2,605	2,601	2,706	2,762
Water discharge per energy consumption unit		1,000m³/100 million yen	0.98	1.26	1.35	1.52	1.23	1.19	1.15
Chemical oxygen demand (COD)		1,000m³	51.6	73.1	55.0	50.0	55.7	44.3	44.7

Energy

Item		Segment	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Energy consumption rate (Crude oil equivalents)		Calbee manufacturing sites Japan Frito-Lay Ltd.	1,000KI	84	85	85	84	85	86	88
Energy consumption per energy consumption unit (Crude oil equivalents)			kl/100 million yen	41.6	41.2	40.6	42.7	40.0	37.8	36.7
Power usage			1,000kWh	131,664	135,920	136,445	138,603	138,292	140,606	148,782
Usage rate by energy type	Renewable Energy		%	3.9	4.0	9.7	25.9	28.3	27.2	30.9
	Fuel			57.4	58.5	61.1	58.7	58.4	59.5	58
	Electricity			38.7	37.5	29.1	15.4	13.3	13.3	11.3

● Waste

Item	Segment	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Waste generated *1	Calbee manufacturing sites Japan Frito-Lay Ltd.	1,000t	31	32	32	29	32	33	34
	Calbee manufacturing sites	1,000t	29.0	31.0	30.0	27.0	30.0	31.0	32
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	13.7
Waste generated, such as plastic products		t	-	-	-	-	1,464	1,416	1,400

*1 Change to waste generated excluding valuable resources

■ Society and Customers

Item	Segment	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Number of customer inquiries	Calbee, Inc.	Cases	27,382	24,997	23,989	21,590	20,489	22,590	23,486
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	8,061
Food Communication	Calbee, Inc.	Persons	86,397	77,316	30,398	56,399	137,062	115,209	120,430

■ Procurement

Item		Segment	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Amount of potatoes procured *2	Domestically sourced	Calbee domestic companies	10,000t	33.2	37.3	34.2	31.9	35.2	37.9	37.1
	Imported			7.4	8.0	8.3	10.3	9.3	7.7	8.2

*2 Includes primary processed goods

Human Resources, Diversity, and Health Productivity and Management

Item		Segment	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	
Number of employees on a consolidated basis	Full-time	Consolidated	Persons	3,763	4,053	4,311	4,398	4,839	4,939	5,138	-	
Number of employees in Calbee, Inc.	Company-wide	Calbee, Inc.		3,702	3,753	3,858	3,918	4,011	4,410	4,578	-	
	Full-time			1,735	1,765	1,841	1,883	1,960	2,148	2,290	-	
Number of employees in Calbee overseas companies		Calbee overseas companies		1,548	1,799	1,830	1,862	2,179	2,135	2,185	-	
Ratio of female employees	Company-wide	Calbee, Inc.	%	46.7	45.4	44.0	44.3	44.2	42.5	43.8	-	
	Full-time			38.5	38.5	38.5	38.8	39.0	38.2	39.8	-	
Number of female executives ^{*3}	Board of directors		Persons	2	2	2	2	1	1	1	2	
	Statutory Audit & Supervisory Board Members			1	1	1	1	2	2	2	2	
	Senior executive officers			1	1	1	1	2	0	1	1	
	Executive officers ^{*4}			7	7	5	5	2	2	1	2	
Ratio of female executives ^{*3*4}			%	28.6	26.7	25.0	25.0	29.4	27.8	26.3	33.3	
Number of female employees in management positions ^{*5}	General managers		Persons	7	6	4	4	2	3	5	5	
	Managers			14	14	14	14	15	15	12	17	
	Section managers			52	43	43	43	54	56	64	65	
Ratio of female employees in management positions ^{*5}			%	26.4	22.3	20.4	21.8	23.3	22.6	24.8	26.4	
Ratio of female executive officers and division heads ^{*3*4}				-	-	-	-	-	12.8	19.5	19.0	
Number of newly appointed employees in management positions			Persons	22	28	31	23	38	34	30	-	
Ratio of newly appointed female employees in management positions			%	36.4	21.4	22.6	39.1	34.2	26.5	36.7	-	
Number of new hires (recent graduates/mid-career)			Persons	50	66	112	102	121	179	174	-	
Ratio of women among new hires (recent graduates / mid-career)			%	28.0	34.8	29.5	31.4	33.1	32.4	47.1	-	
Number of resignations ^{*6}	Men		Persons	21	16	17	19	18	30	28	-	
	Women			11	21	15	15	14	17	20	-	
Average length of ongoing employment ^{*6}	Men		Years	15.9	16.0	15.2	15.1	15.5	14.0	13.4	-	
	Women			13.5	14.3	14.4	14.6	15.6	15.2	14.6	-	
Average rate of paid holiday usage ^{*6}			%	66.7	68.6	67.8	75.7	74.8	78.8	76.7	-	
Average number of paid holidays taken ^{*7}			Days	13.0	12.9	12.5	14.1	13.5	13.9	13.3	-	
Total number of annual working hours ^{*7}			Hours	1,804	1,851	1,816	1,862	1,794	1,817	1,802	-	
Average amount of overtime per month ^{*7}				13.1	14.3	13.8	14.1	13.4	14.1	13.8	-	
Rate of childcare leave usage	Men			14.0	20.9	26.5	28.8	23.2	31.3	41.2	-	
	Women			100	100	100	100	100	100	100	-	
Rate of usage of spousal leave for childbirth ^{*8}			%	73.7	80.6	83.7	80.8	100.0	98.5	125.5	-	
Rate of childcare leave usage and rate of usage of spousal leave for childbirth ^{*9}				-	-	-	-	110.7	109.0	133.3	-	
Ratio of hired employees with disabilities		Calbee, Inc. Calbee Eatalk Co., Ltd.		2.21	2.52	2.58	2.66	2.65	2.62	2.80	-	

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

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

*5 As of April of each period

*6 Full-time employees

*7 Per full-time employees

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

*9 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	FY2025
Number of directors *10	Number of in-house directors	Persons	1	3	3	3	3	3	3	3
	Number of outside directors		5	5	5	5	5	5	5	5
	(Of whom, number of non-Japanese directors)		1	1	1	1	1	1	1	1
	(Number of female directors)		2	2	2	2	1	1	1	1
Number of Audit & Supervisory Board members *10	Number of in-house Audit & Supervisory Board members		0	0	0	0	1	1	1	1
	Number of outside Audit & Supervisory Board members		3	3	3	3	2	2	2	2

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