ESG Data (FY2018-FY2025)

Environment

● CO_2 emissions

Item		Segment	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
CO_2 emissions	Scope1,2	Calbee manufacturing sites	1,000t-CO_2	171.0	168.3	156.7	133.7	124.0	121.3	115.5	110.8
	per sales unit (Scope 1, 2)		t-CO_2/100 million yen	88.1	85.1	79.2	67.6	66.4	59.4	52.3	48.8
	Scope3		1,000t-CO_2	435.4	449.7	461.2	449.6	499.4	506.5	514.2	508.4
	per sales unit (Scope 3)		t-CO_2/100 million yen	224.3	227.5	235.5	261.6	267.5	247.9	233.1	223.9
	Scope1,2	Calbee Potato, Inc.	1,000t-CO_2	-	-	1.8	1.2	1.6	1.7	1.6	1.5
	Scope3			-	-	17.7	19.6	25.4	31.9	36.2	32.2
	Scope1,2	Japan Frito-Lay Ltd.		-	-	2.1	2.1	2.2	1.9	1.9	2.1
	Scope3			-	-	38.1	41.6	43.9	44.7	40.4	41.6
	Scope1,2	Calbee Kaitsuka Sweet Potato, Inc.		-	-	-	3.1	3.4	3.5	3.5	3.4
	Scope3			-	-	-	34.8	43.2	34.3	31.3	26.8
	Scope1,2	Calbee Group (UK) Ltd.		-	-	-	7.5	7.1	6.9	7.1	7.2
		Calbee Four Seas Co., Ltd.		-	-	-	-	6.7	7.2	7.0	5.9
		CFSS Co. Ltd.		-	-	-	-	3.5	3.0	3.3	2.6
		Calbee Tanawat Co., Ltd.		-	-	-	-	4.2	4.6	4.7	4.4
		Calbee America, Inc.		-	-	-	-	-	9.9	9.6	8.6
		PT. Calbee-Wings Food		-	-	-	-	-	-	23.6	23.6
		Haitai-Calbee Co., Ltd.		-	-	-	-	-	-	7.3	7.3
		Greenday Global Co., Ltd.		-	-	-	-	-	-	3.3	5.3

› Greenhouse gas emissions Verification Statement

*Greenday Global Co., Ltd. has obtained third-party verification in Thailand.

● Water

Item	Segment	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	3,372
	Calbee manufacturing sites		2,963	3,073	3,156	3,000	3,080	3,044	3,130	3,227
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	1.39
Water discharge		1,000m³	2,433	2,615	2,606	2,605	2,601	2,706	2,762	2,775
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	1.15
Chemical oxygen demand (COD)		1,000m³	51.6	73.1	55.0	50.0	55.7	44.3	44.7	61.1

● Energy

Item		Segment	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Energy consumption rate (Crude oil equivalents)		Calbee manufacturing sites Japan Frito-Lay Ltd.	1,000kl	84	85	85	84	85	86	88	90
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	37.2
Power usage			1,000kWh	131,664	135,920	136,445	138,603	138,292	140,606	148,782	155,344
Usage rate by energy type	Renewable Energy		%	3.9	4.0	9.7	25.9	28.3	27.2	30.9	33.7
	Fuel			57.4	58.5	61.1	58.7	58.4	59.5	58	57.5
	Electricity			38.7	37.5	29.1	15.4	13.3	13.3	11.3	8.8

Waste

Item	Segment	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Waste generated *1	Calbee manufacturing sites Japan Frito-Lay Ltd.	1,000t	31	32	32	29	32	33	34	35
	Calbee manufacturing sites	1,000t	29.0	31.0	30.0	27.0	30	31	32	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	14.5
Waste generated, such as plastic products		t	-	-	-	-	1,464	1,416	1,400	2,073

*1 Change to waste generated excluding valuable resources

Society and Customers

Item	Segment	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Number of customer inquiries	Calbee, Inc.	Cases	27,382	24,997	23,989	21,590	20,489	22,590	23,486	18,481
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	9,177
Food Communication	Calbee, Inc.	Persons	86,397	77,316	30,398	56,399	137,062	115,209	120,430	117,890

Procurement

Item		Segment	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	34.1
	Imported			7.4	8.0	8.3	10.3	9.3	7.7	8.2	9.8

*2 Includes primary processed goods

Human Capital

Item		Segment	Unit	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees on a consolidated basis	Full-time *3	Consolidated	Persons	3,763	4,053	4,311	4,398	4,839	4,939	5,138	6,974
Number of employees in Calbee, Inc.	Company-wide	Calbee, Inc.	Persons	3,702	3,753	3,858	3,918	4,011	4,410	4,578	4,734
	Men		Persons	—	—	—	2,183	2,240	2,534	2,574	2,651
			(%)				(55.7)	(57.8)	(57.5)	(56.2)	(56.0)
	Women		Persons	—	—	—	1,735	1,771	1,876	2,004	2,083
			(%)				(44.3)	(44.2)	(42.5)	(43.8)	(44.0)
	Full-time *3	Calbee, Inc.	Persons	1,735	1,765	1,841	1,883	1,960	2,148	2,290	3,711
	Men		Persons	—	—	—	1,153	1,196	1,327	1,378	2,142
			(%)				(61.2)	(61.0)	(61.8)	(60.2)	(57.7)
	Women		Persons	—	—	—	730	764	821	912	1,569
			(%)				(38.8)	(39.0)	(38.2)	(39.8)	(42.3)
Number of employees in Calbee overseas companies	Full-time *3	Calbee overseas companies	Persons	1,548	1,799	1,830	1,862	2,179	2,135	2,185	2,423
Ratio of female executives *4*5		Calbee, Inc.	%	28.6	26.7	25.0	25.0	29.4	27.8	26.3	33.3
Ratio of female employees in management positions *6				26.4	22.3	20.4	21.8	23.3	22.6	24.8	26.4
Ratio of female executive officers and division heads *4*5				—	—	—	—	—	12.8	19.5	19.0
Number of new hires (recent graduates/mid-career)	Full-time *3		Persons	50	66	112	90	121	179	174	170
	Men		Persons	—	—	—	62	81	121	92	96
			(%)				(68.9)	(67.0)	(67.6)	(52.9)	(56.5)
	Women		Persons	—	—	—	28	40	58	82	74
			(%)				(31.1)	(33.0)	(32.4)	(47.1)	(43.5)
Number of resignations	Full-time *3		Persons	32	37	32	34	32	47	48	97
	Men			21	16	17	19	18	30	28	50
	Women			11	21	15	15	14	17	20	47
Total annual working hours per employee	Full-time *3		Hours	1,804	1,851	1,816	1,862	1794	1,817	1,802	1,736
Rate of childcare leave usage	Company-wide		%	—	—	—	64.4	61.6	65.7	73.5	85.6
	Men			14.0	20.9	26.5	28.8	23.2	31.3	41.2	71.3
	Women			100	100	100	100.0	100.0	100.0	100.0	100.0
Rate of return to work from childcare leave	Full-time *3			—	—	—	100.0	100.0	100.0	100.0	100.0
	Men			—	—	—	100.0	100.0	100.0	100.0	100.0
	Women			—	—	—	100.0	100.0	100.0	100.0	100.0
Ratio of hired employees with disabilities		Calbee, Inc. Calbee Eatalk Co., Ltd.		2.21	2.52	2.58	2.66	2.65	2.62	2.80	2.94
Gender pay gap	Full-time *3	Calbee, Inc.		—	—	—	—	75.6	80.4	81.7	81.9

*More information on human capital can be found in the Human Capital Report. https://www.calbee.co.jp/en/ir/library/humancapitalreport/

*3 Beginning with the fiscal year ended March 2026, employees converted to indefinite-term contracts are included among full-time employees.
*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

Corporate Governance

Item		Unit	FY2018	FY2019	FY220	FY2021	FY2022	FY2023	FY2024	FY2025
Number of directors *7	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 *7	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

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