

# ESG Data

## Environment

### CO<sub>2</sub> emissions

Item		Target	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
CO <sub>2</sub> emissions*1	Scope1,2	Calbee manufacturing base	1,000t-CO <sub>2</sub>	171.0	168.3	156.7	133.7	124.0
	Per sales unit (Scope 1, 2)		t-CO <sub>2</sub> /100 million yen	88.1	85.1	79.2	67.6	66.4
	Scope3		1,000t-CO <sub>2</sub>	435.4	449.7	461.2	449.6	499.4
	Per sales unit (Scope 3)		t-CO <sub>2</sub> /100 million yen	224.3	227.5	235.5	261.6	267.5
	Scope1,2	Calbee Potato, Inc.	1,000t-CO <sub>2</sub>	-	-	1.8	1.2	1.6
	Scope3			-	-	17.7	19.6	25.4
	Scope1,2	Japan Frito-Lay Ltd.	1,000t-CO <sub>2</sub>	-	-	2.1	2.1	2.2
	Scope3			-	-	38.1	41.6	43.9
	Scope1,2	Calbee Kaitsuka Sweet Potato, Inc.	1,000t-CO <sub>2</sub>	-	-	-	3.1	3.4
	Scope3			-	-	-	34.8	43.2
	Scope1,2	Calbee Group (UK) Ltd.	1,000t-CO <sub>2</sub>	-	-	-	7.5	7.1
	Scope1,2	Calbee Four Seas Co., Ltd.	1,000t-CO <sub>2</sub>	-	-	-	-	6.7
	Scope1,2	CFSS Co. Ltd.	1,000t-CO <sub>2</sub>	-	-	-	-	3.5
	Scope1,2	Calbee Tanawat Co., Ltd.	1,000t-CO <sub>2</sub>	-	-	-	-	4.2

\*1 Changed Scope3Category1 emissions of Calbee manufacturing bases (from the fiscal year ended March 2020 to the fiscal year ended March 2022), Calbee Potato, and Japan Frito-Lay (from the fiscal year ended March 2022) to IDEA(ver3.2) and conducted third-party verification.

### > Verification Statement

### Water consumption

Item	Target	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Water consumption	Calbee manufacturing base Japan Frito-Lay Ltd.	1,000m <sup>3</sup>	3,121	3,223	3,284	3,128	3,211
	Calbee manufacturing	1,000m <sup>3</sup>	2,963	3,073	3,156	3,000	3,080
Water consumption per sales unit	Calbee manufacturing base Japan Frito-Lay Ltd.	1,000m <sup>3</sup> /100 million yen	1.54	1.55	1.70	1.82	1.52
Water discharge	Calbee manufacturing base Japan Frito-Lay Ltd.	1,000m <sup>3</sup>	2,433	2,615	2,606	2,605	2,601
Water discharge per sales unit	Calbee manufacturing base Japan Frito-Lay Ltd.	1,000m <sup>3</sup> /100 million yen	0.98	1.26	1.35	1.52	1.23
Chemical oxygen demand (COD)	Calbee manufacturing base Japan Frito-Lay Ltd.	t	51.6	73.1	55.0	50.0	55.7

### Energy consumption

Item	Target	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	
Energy consumption rate (Crude oil equivalents)	Calbee manufacturing base Japan Frito-Lay Ltd.	1,000kl	84	85	85	84	85	
	Calbee manufacturing base Japan Frito-Lay Ltd.	1,000t	29	31	30	27	30	
Energy consumption per sales unit (Crude oil equivalents)	Calbee manufacturing base Japan Frito-Lay Ltd.	kl/100 million yen	41.6	41.2	40.6	42.7	40.0	
Power usage	Calbee manufacturing base Japan Frito-Lay Ltd.	1,000kWh	131,664	135,920	136,445	138,603	138,292	
Usage rate by energy type	Renewal energy	Calbee manufacturing base Japan Frito-Lay Ltd.	%	3.9	4.0	9.7	25.9	28.3
	Fuel	Calbee manufacturing base Japan Frito-Lay Ltd.	%	57.4	58.5	61.1	58.7	58.4
	Electricity	Calbee manufacturing base Japan Frito-Lay Ltd.	%	38.7	37.5	29.1	15.4	13.3

● Waste generated

Item	Target	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Waste generated*2	Calbee manufacturing base Japan Frito-Lay Ltd.	1,000t	31	32	32	29	32
	Calbee manufacturing	1,000t	29	31	30	27	30
Waste generated per sales unit	Calbee manufacturing base Japan Frito-Lay Ltd.	t/100 million yen	13.0	15.2	14.6	14.9	14.9
Waste generated such as plastic products	Calbee manufacturing base Japan Frito-Lay Ltd.	1,000t	-	-	-	-	1.46

\*2 Change to waste generated excluding valuable resources

## Society and Customers

Item	Target	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	
Number of customer inquiries	Calbee Inc.	Cases	27,382	24,997	23,989	21,590	20,489	
Number of participants in social contribution activities	Domestic Group	Total number of people	5,764	6,090	3,318	3,797	5,205	
Food Communication	Number of participants in Calbee food education	Calbee Inc.	People	52,274	51,009	26,253	34,127	50,301
	Number of participating schools in Calbee food education	Calbee Inc.	Schools	707	695	340	463	597
	Number of participants in factory tour	Domestic Group	People	16,399	15,865	4,145	21,546	85,910
	Number of participants in snacks contest	Calbee Inc.	People	-	-	-	716	851

## Procurement and Production

Item	Target	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	
Amount of potatoes procured	Domestic	Calbee domestic companies*3	10,000t	33.2	37.3	34.2	31.9	35.2
	Imported			7.4	8.0	8.3	10.3	9.3

\*3 Includes primary processed goods

## Human Resources, Diversity, and Health Productivity and Management

Item		Target	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees on a consolidated basis	Full-time	Consolidated	People	3,763	4,053	4,311	4,398	4,839	-
	Company-wide	Calbee Inc.	People	3,702	3,753	3,858	3,918	4,011	-
Number of employees in Calbee Inc.	Full-time			1,735	1,765	1,841	1,876	1,960	-
Number of employees in Calbee overseas companies		Calbee overseas companies	People	1,548	1,799	1,830	1,862	2,179	-
Ratio of female employees	Company-wide	Calbee Inc.	%	46.7	45.4	44.0	44.3	44.2	-
	Full-time			38.5	38.5	38.5	38.8	39.0	-
Number of female executives*4	Board of directors	Calbee Inc.	People	2	2	2	2	1	1
	Statutory Audit & Supervisory Board Members			1	1	1	1	2	2
	Senior executive officers			1	1	1	1	2	0
	Executive officers*5			7	7	5	5	2	2
Ratio of female executives*4		Calbee Inc.	%	28.6	26.7	25.0	25.0	29.4	33.3
Number of female managers*6	General Managers	Calbee Inc.	People	7	6	4	4	2	3
	Manager			14	14	14	14	15	15
	Section Manager			52	43	43	43	54	56
Ratio of female employees in management positions*6		Calbee Inc.	%	26.4	22.3	20.4	21.8	23.3	22.6
Number of newly appointed managers		Calbee Inc.	People	22	28	31	23	38	-
Ratio of newly appointed female managers		Calbee Inc.	%	36.4	21.4	22.6	39.1	34.2	-
Number of new hires (recent graduates/mid-career)		Calbee Inc.	People	50	66	112	102	121	-
Ratio of women among number of new hires (recent graduates/mid-career)		Calbee Inc.	%	28.0	34.8	29.5	31.4	33.1	-
Ratio of hired employees with disabilities		Calbee Inc. Calbee E-talk	%	2.21	2.52	2.58	2.66	2.65	-

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

\*5 As of April of each period

\*6 Executive officers is replaced by commissioned type in the year ended March 31, 2024. Executive officers are included.

Item		Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Number of resignations*7	Men	People	21	16	17	19	18
	Women		11	21	15	15	14
Average length of ongoing employment	Men	Years	15.9	16.0	15.2	15.1	15.5
	Women		13.5	14.3	14.4	14.6	15.6
Average rate of paid holiday acquisition*7		%	66.7	68.6	67.8	75.7	74.8
Average length of paid holiday*8		Days	13.0	12.9	12.5	14.1	13.5
Total number of annual working hours*8		Hours	1,804	1,851	1,816	1,862	1,794
Average amount of overtime per month*8		Hours	13.1	14.3	13.8	14.1	13.4
Rate of childcare leave acquisition	Men	%	14.0	20.9	26.5	28.8	23.6
	Women		100	100	100	100	100
Spousal leave for childbirth acquisition rate*9		%	73.7	80.6	83.7	80.8	100

\*7 Full-time employees

\*8 Per full-time employees

\*9 Percentage of employees taking maternity leave until the fiscal year ended March 2022.

## Corporate Governance

Item		Unit	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Number of directors <sup>*10</sup>	Number of in-house directors	People	1	3	3	3	3	3
	Number of outside directors	People	5	5	5	5	5	5
	(Of whom, number of non-Japanese directors)	People	1	1	1	1	1	1
	(Number of female directors)	People	2	2	2	2	1	1
Number of Audit & Supervisory Board members <sup>*10</sup>	Number of in-house Audit & Supervisory Board members	People	0	0	0	0	1	1
	Number of outside Audit & Supervisory Board members	People	3	3	3	3	2	2

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