




















Materiality	Priority themes	Key measures aimed at reaching targets	Targets (KPIs)	Results for FY2024/3	Correspondence with the SDGs
 <b>Contribute to healthy and diverse lifestyles</b>	<ul style="list-style-type: none"> <li>Assurance of food safety</li> </ul>	<ul style="list-style-type: none"> <li>Prevention of safety and quality incidents</li> <li>Initiatives for monitoring security</li> </ul>	—	—	  
	<ul style="list-style-type: none"> <li>Contribution to healthy lifestyles</li> </ul>	<ul style="list-style-type: none"> <li>Expand salt-free/low-salt/reduced-salt products</li> <li>Expand protein-rich products</li> </ul>	<ul style="list-style-type: none"> <li>FY2031/3 Amount of salt-free/low-salt/reduced-salt products<sup>1</sup> sold <b>200%</b>(compared with FY2023/3) Amount of protein-rich products<sup>2</sup> sold <b>200%</b>(compared with FY2023/3)</li> </ul>	<ul style="list-style-type: none"> <li>Amount of salt-free/low-salt/reduced-salt products<sup>1</sup> sold <b>110.1%</b></li> <li>Amount of protein-rich products<sup>2</sup> sold <b>111.8%</b></li> </ul>	
	<ul style="list-style-type: none"> <li>Providing new values in response to diversifying consumer needs</li> </ul>	<ul style="list-style-type: none"> <li>Advance and expand food communication <ul style="list-style-type: none"> <li>Expand Calbee Snack School (food education)</li> <li>Invigorate and promote factory tours</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>FY2024/3 Food communications<sup>3</sup> Number of participants(5 years cumulative since April 2019) <b>400,000</b> (equivalent to 4% of the national population of elementary school students in grades 3-6 over a five-year period)</li> </ul>	<ul style="list-style-type: none"> <li>Food communications<sup>3</sup> Number of participants <b>416,384 participants</b></li> </ul>	
 <b>Progress of sustainable agriculture</b>	<ul style="list-style-type: none"> <li>Sustainable production of raw materials</li> </ul>	<ul style="list-style-type: none"> <li>Promote scientific cultivation, develop new varieties, reduce agricultural labor, and disperse production areas to increase domestic potato yields</li> </ul>	—	—	  
	<ul style="list-style-type: none"> <li>Conservation of natural capital</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate fertilization based on soil analysis</li> </ul>	<ul style="list-style-type: none"> <li>FY2028/3 Use of low-phosphate fertilizer <b>80%</b> (Hokkaido area)</li> </ul>	<ul style="list-style-type: none"> <li>Use of low-phosphate fertilizer <b>23.7%</b></li> </ul>	
 <b>Co-create a sustainable supply chain</b>	<ul style="list-style-type: none"> <li>Responsible procurement that respects human rights and the environment</li> </ul>	<ul style="list-style-type: none"> <li>Promote procurement that takes into account the environment and human rights through supply chain assessments</li> </ul>	—	—	 
	<ul style="list-style-type: none"> <li>Environment and people friendly logistics</li> </ul>	<ul style="list-style-type: none"> <li>Improve work environments by increasing logistics efficiency</li> <li>Reduce greenhouse gas emissions (Scope 3, categories 4 and 9)</li> </ul>	—	—	
 <b>Caring for the Earth</b>	<ul style="list-style-type: none"> <li>Achieving carbon neutrality</li> </ul>	<ul style="list-style-type: none"> <li>Scopes 1, 2 eliminations Switch energy suppliers, promote energy-saving activities and on-site power generation at plants, etc.</li> <li>Scope 3 eliminations · Change sizes of cardboard boxes, reduce delivery frequencies, improve loading rates · Supplier engagement · Visualization of potato</li> </ul>	<ul style="list-style-type: none"> <li>FY2031/3 Total greenhouse gas emissions <b>30% reduction</b> (compared with FY2019/3)</li> </ul>	<ul style="list-style-type: none"> <li>Total greenhouse gas emissions <ul style="list-style-type: none"> <li>Total: <b>3.5% increase</b></li> <li>Scope 1: <b>11.6% reduction</b></li> <li>Scope 2: <b>57.3% reduction</b></li> <li>Scope 3: <b>16.3% increase</b></li> </ul> </li> </ul> <p>Note: Scope 3, category 1 emissions coefficient changed to IDEA (Version 3.2)</p>	  
	<ul style="list-style-type: none"> <li>Promoting a recycling society</li> </ul>	<ul style="list-style-type: none"> <li>Reduce product food losses</li> <li>Reduce water consumption</li> <li>Promote “3Rs”</li> </ul>	<ul style="list-style-type: none"> <li>FY2024/3 Total product food loss <b>20% reduction</b> (compared with FY2019/3)</li> <li>FY2031/3 Total water consumption <b>10% reduction</b> (compared with FY2019/3) Total waste generated <b>10% reduction</b> (compared with FY2019/3)</li> </ul>	<ul style="list-style-type: none"> <li>Total product food loss <b>10.6% reduction</b></li> <li>Total water consumption <b>2.7% increase</b></li> <li>Total waste generated <b>6.9% increase</b></li> </ul>	
	<ul style="list-style-type: none"> <li>Reducing the environmental burden caused by plastics</li> </ul>	<ul style="list-style-type: none"> <li>Reduce petroleum-based plastic packaging</li> <li>Switch to alternative materials and encourage recycling</li> </ul>	<ul style="list-style-type: none"> <li>FY2031/3 Reduce and replace petroleum-based plastic packaging <b>50%</b> (compared with FY2019/3)</li> <li>FY2051/3 Environmentally friendly materials <b>100%</b></li> </ul>	<ul style="list-style-type: none"> <li>Reduce and replace petroleum-based plastic packaging <b>0.9%</b></li> </ul>	
	<ul style="list-style-type: none"> <li>Conservation of natural capital</li> </ul>	<ul style="list-style-type: none"> <li>Implement a risk assessment according to the TNFD framework (presented milestones)</li> </ul>	—	—	
	<ul style="list-style-type: none"> <li>Contributions to local communities</li> </ul>	<ul style="list-style-type: none"> <li>Participation of all employees in social contribution activities</li> <li>Expansion of activities in environmental domain (Support and participate in forestry volunteer efforts and beach and river conservation activities)</li> </ul>	—	—	
 <b>Promote active roles for all employees based on diversity</b>	<ul style="list-style-type: none"> <li>Responding to diverse workstyles</li> </ul>	<ul style="list-style-type: none"> <li>Active roles for all employees</li> <li>Establish education system promoting an understanding of diversity</li> <li>Promote and normalize 1-on-1 meetings</li> </ul>	—	—	  
	<ul style="list-style-type: none"> <li>Promotion of diversity and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>Promote diversity and inclusion</li> <li>Enhance human resource development</li> <li>Workstyle reforms</li> </ul>	<ul style="list-style-type: none"> <li>FY2024/3 Ratio of women in management <b>Over 30%</b> Ratio of male employees taking childcare leave<sup>4</sup> <b>100%</b> Ratio of employment of people with disabilities <b>2.5%</b></li> </ul>	<ul style="list-style-type: none"> <li>Ratio of women in management <b>22.6%</b></li> <li>Ratio of male employees taking childcare leave<sup>4</sup> <b>109%</b></li> <li>Ratio of employment of people with disabilities <b>2.62%</b></li> </ul>	

\*1 Reference value of nutrition claims (Food Labeling Standard, Article 7, Paragraph 1, Appended Tables 12 and 13)

\*2 Products selected based on Calbee's criteria, reference value of nutrition claims (Food Labeling Standard, Article 7, Paragraph 1, Appended Tables 12 and 13)

\*3 Calbee Snack School, factory tours, snack contests, and other food educational activities

\*4 From FY2023/3, calculated based on the total number of employees who took childcare leave and the total number of employees who used leave systems for the purpose of childcare.