

Materiality	Priority themes	Key measures aimed at reaching targets	Targets (KPIs)	Results for FY2025/3	Correspondence with the SDGs
Contribute to healthy and diverse lifestyles	<ul style="list-style-type: none"> <li>Assurance of food safety</li> </ul>	<ul style="list-style-type: none"> <li>Prevention and monitoring of safety and quality issues</li> <li>Initiatives for ensuring safety</li> </ul>	–	–	
	<ul style="list-style-type: none"> <li>Contribution to healthy lifestyles</li> </ul>	<ul style="list-style-type: none"> <li>Expanding lineup of salt-free, low-salt, and reduced-salt products</li> <li>Expanding lineup of protein-rich products</li> </ul>	<ul style="list-style-type: none"> <li>FY2031/3 <ul style="list-style-type: none"> <li>Sales growth rate of salt-free, low-salt, and reduced-salt products<sup>1</sup>: <b>200%</b> (compared with FY2023/3)</li> <li>Sales growth rate of protein-rich products<sup>2</sup>: <b>200%</b> (compared with FY2023/3)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Sales growth rate of salt-free, low-salt, and reduced-salt products: <b>120.5%</b></li> <li>Sales of protein-rich products: <b>116.0%</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>Revitalizing food communication <ul style="list-style-type: none"> <li>Expanding Calbee Snack School (food education) activities</li> <li>Revitalizing and evolving factory tours</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Number of participants in the food communication<sup>3</sup> per year: <b>More than 100,000 people per year</b></li> </ul>	<ul style="list-style-type: none"> <li>Number of participants in the food communication: <b>120,430</b></li> </ul>	
Progress of sustainable agriculture	<ul style="list-style-type: none"> <li>Sustainable production of raw materials</li> </ul>	<ul style="list-style-type: none"> <li>Promoting scientific cultivation, developing new varieties, reducing agricultural labor, and dispersing production areas to ensure stable quality and procurement of potatoes grown in Japan</li> </ul>	–	<ul style="list-style-type: none"> <li>Development of new varieties resistant to heat and diseases to adapt to climate change</li> <li>Expansion of contractor business</li> <li>Dispersion of production areas in Hokkaido and expansion of potato production areas in Tohoku and northern Kyushu</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 <ul style="list-style-type: none"> <li>Use of low-phosphate fertilizer: <b>80%</b> (Hokkaido area)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Low-phosphate fertilizer adoption rate: <b>30.7%</b></li> </ul>	
Co-create a sustainable supply chain	<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>Promoting procurement that takes into account the environment and human rights through supply chain assessments</li> </ul>	–	<ul style="list-style-type: none"> <li>In terms of responsible palm oil procurement, we switched to, and are continuing with, certified palm oil (Mass Balance method).</li> <li>Offered products with RSPO certification labels</li> </ul>	
	<ul style="list-style-type: none"> <li>Environment and People-Friendly Logistics</li> </ul>	<ul style="list-style-type: none"> <li>Improving work environment by increasing logistics efficiency</li> <li>Reducing greenhouse gas emissions (Scope 3, categories 4 and 9)</li> </ul>	–	<ul style="list-style-type: none"> <li>Pursued optimal logistics operations including restructuring of logistics bases and review of transportation routes</li> <li>Reduced driver waiting time at Calbee's centers (Average 16 minutes against a target of 30 minutes)</li> </ul>	
Caring for the Earth	<ul style="list-style-type: none"> <li>Achieving carbon neutrality</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in Scope 1 and 2 emissions <ul style="list-style-type: none"> <li>Switching energy suppliers, promoting energy-saving activities (energy centers and switching to LED), onsite power generation at plants (solar panels), etc.</li> </ul> </li> <li>Reduction in Scope 3 emissions <ul style="list-style-type: none"> <li>Changing sizes of cardboard boxes, reducing delivery frequencies, and improving loading rates</li> <li>Supplier engagement</li> <li>Visualizing CO<sub>2</sub> emissions from potatoes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>FY2031/3 <ul style="list-style-type: none"> <li>Total greenhouse gas emissions<sup>4</sup>: <b>30% reduction</b> (compared with FY2019/3)</li> <li>Scope 1 and 2: <b>50% reduction</b></li> <li>Scope 3: <b>22% reduction</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Total greenhouse gas emissions: <b>Down 6.7%</b></li> <li>Scope 1 and 2: <b>Down 33.2%</b></li> <li>Scope 3: <b>Up 4.4%</b></li> </ul>	
	<ul style="list-style-type: none"> <li>Promoting a recycling society</li> </ul>	<ul style="list-style-type: none"> <li>Reducing product food loss</li> <li>Reducing water consumption</li> <li>Promoting 3Rs (reduce, reuse, recycle)</li> </ul>	<ul style="list-style-type: none"> <li>FY2031/3 <ul style="list-style-type: none"> <li>Total product food loss<sup>5</sup>: <b>30% reduction</b> (compared with FY2023/3; three-year moving average)</li> <li>Total water consumption<sup>5</sup>: <b>10% reduction</b> (compared with FY2019/3)</li> <li>Total waste generated<sup>5</sup>: <b>10% reduction</b> (compared with FY2019/3)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Product food loss: <b>Down 6.1%</b></li> <li>Total water consumption: <b>Up 4.5%</b></li> <li>Waste reduction amount: <b>Up 8.0%</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>Replacing and reducing petroleum-based plastic packaging <ul style="list-style-type: none"> <li>Reducing product package sizes and using thinner films</li> <li>Utilizing plant-based (biomass) materials</li> <li>Considering the use of recycled materials</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>FY2031/3 <ul style="list-style-type: none"> <li>Reduce and replace petroleum-based plastic packaging by <b>50%</b> (compared with FY2019/3)</li> </ul> </li> <li>FY2051/3 <ul style="list-style-type: none"> <li>Made from <b>100%</b> environmentally friendly materials</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Reduce and replace petroleum-based plastic packaging: <b>1.0%</b></li> </ul>	
	<ul style="list-style-type: none"> <li>Conservation of natural capital</li> </ul>	<ul style="list-style-type: none"> <li>Implementing risk assessment according to the TNFD framework (present milestones)</li> </ul>	–	<ul style="list-style-type: none"> <li>Integrated disclosure based on the TCFD and TNFD frameworks in early October 2025</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>Expanding activities in the environmental domain <ul style="list-style-type: none"> <li>Support and Participation in forest volunteer activities and coastal and river conservation activities</li> </ul> </li> </ul>	–	<ul style="list-style-type: none"> <li>July 2024 <ul style="list-style-type: none"> <li>Participation in the Hachioji Kamikawanosato activities</li> </ul> </li> </ul>	
Promote active roles for all employees based on diversity	<ul style="list-style-type: none"> <li>Promotion of diversity, equity, and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>A corporate culture that enables everyone to tackle challenges without fear of failure</li> <li>A human resource system that encourages diverse contributions and growth</li> </ul>	<ul style="list-style-type: none"> <li>FY2031/3 <ul style="list-style-type: none"> <li>Ratio of women in management: <b>Over 30%</b></li> <li>Ratio of female executive officers and general managers: <b>Over 30%</b></li> <li>Ratio of male employees taking childcare leave<sup>6</sup>: <b>Over 100%</b></li> <li>Ratio of employment of people with disabilities: <b>Over 3.60%</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Ratio of women in management: <b>24.8%</b></li> <li>Ratio of female executive officers and general managers: <b>19.5%</b></li> <li>Ratio of male employees taking childcare leave: <b>133%</b></li> <li>Ratio of employment of people with disabilities: <b>2.80%</b></li> </ul>	
	<ul style="list-style-type: none"> <li>Responding to diverse workstyles</li> </ul>	<ul style="list-style-type: none"> <li>Career autonomy to unlock the potential of individuals</li> <li>Recruitment and development of core talent who will shape the future</li> </ul>			

\*1 Reference value of Nutrition Claims (Article 7, paragraph (1), Appended Tables 12 and 13 of the Food Labeling Standards)

\*2 Products selected according to Calbee's criteria based on the reference value of Nutrition Claims (Article 7, paragraph (1), Appended Tables 12 and 13 of the Food Labeling Standards)

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

\*4 The scope of the target includes Scope 1, 2, and categories 1, 3, 4, 5, 6, 7, 9, and 12 of Scope 3.

\*5 At manufacturing sites of Calbee Inc. and the Koga Factory of Japan Frito-Lay Ltd.

\*6 Calculated based on the total number of employees who took childcare leave and the total number of employees who used the leave system for the purpose of childcare