

Rakuten Group

ESG Data Book 2018

Items	Coverage	Unit	FY 2016	FY 2017	FY 2018		
Environmental Data							
CO ₂ emissions	Scope 1 ^{*1}	Rakuten Group	t-CO ₂	300	304	1,152.3	
	Scope 2 ^{*1}	Rakuten Group	t-CO ₂	7,266	8,285	23,051.6 ^{*2} 22,328.7 ^{*3}	
	Scope 3	Rakuten, Inc.	t-CO ₂	-	-	380,073.3	
	Scope 3 Breakdown	purchased goods & services	Category 1	t-CO ₂	-	-	334,104.5
		capital goods	Category 2	t-CO ₂	-	-	2,482.7
		fuel-and-energy-related activities	Category 3	t-CO ₂	-	-	781.1
		upstream transportation and distribution	Category 4	t-CO ₂	-	-	25,960.3
		waste generated in operations	Category 5	t-CO ₂	-	-	719.0
		business travel	Category 6	t-CO ₂	-	-	4,340.1
		employee commuting	Category 7	t-CO ₂	-	-	2,066.4
		upstream leased assets	Category 8	t-CO ₂	-	-	6,184.3
		downstream transportation and distribution	Category 9	t-CO ₂	-	-	Not applicable
		processing of sold products	Category 10	t-CO ₂	-	-	Not applicable
		use of sold products	Category 11	t-CO ₂	-	-	2,989.4
		end of life treatment of sold products	Category 12	t-CO ₂	-	-	445.5
		downstream leased assets	Category 13	t-CO ₂	-	-	Not applicable
franchises		Category 14	t-CO ₂	-	-	Not applicable	
investments		Category 15	t-CO ₂	-	-	Not applicable	
Energy Consumption	Total	Rakuten Group	MWh	-	-	133,622.9	
Fuel	City gas	Total	MWh	-	-	5,378.5	
	Gasoline	Total	MWh	-	-	299	
	Light oil	Total	MWh	-	-	435.3	
	LPG	Total	MWh	-	-	15.8	
	Kerosene	Total	MWh	-	-	23.4	
	Electricity	Non-renewable Sources	Total	MWh	-	-	127,179.3
Renewable Sources		Total	MWh	-	-	117.7 ^{*4}	
Heat	Total	Rakuten Group	MWh	-	-	160.1	
Cooling	Total	Rakuten Group	MWh	-	-	13.7	
Water Consumption	Total	Rakuten Group	1,000Nm ₃	-	-	183	
Waste Generation ^{*5}	Total	Rakuten Group	t	-	-	2,139.3	
Waste used / recycled / sold	Total	Rakuten Group	t	-	-	1,271.4	
	Final waste disposal		t	-	-	867.9	

*1 Data for FY2016 and FY2017 cover Rakuten, Inc. Coverage of the data for FY2018 *2 Location-based *3 Market-based

*4 Rakuten Energy purchased carbon offsets for the electricity used at the stadiums during the games of Rakuten Eagles on August 21, 2018 and Vissel Kobe on November 10, 2018.

*5 Boundaries for waste generation limited to:

Rakuten Group: Rakuten Crimson House, Rakuten Rise Office, RFC Ichikawa I, RFC Ichikawa II, RFC Ichikawa III, RFC Kawanishi, Rakuten Baseball, Inc. (home stadium), Rakuten Vissel Kobe, Inc. (home stadium)

Items	Coverage	Unit	FY 2016	FY 2017	FY 2018		
Social Data							
Total no. of employees	Rakuten Group	People	14,134	14,845	17,214		
Region	Japan	Total	People	9,908	10,279	12,053	
		APAC (Excluding Japan)	Total	People	973	1,040	1,264
	Americas	Total	People	2,194	2,430	2,749	
		EMEA	Total	People	1,059	1,096	1,148
			Contract	Permanent	Total	People	12,885
	Temporary	Total	People	1,249	1,092	1,248	
Total number of new full time employees hired		People	1,166	1,061	1,487		
Gender	Female	Total	People	417	377	499	
		Rate	%	35.8	35.5	33.6	
	Male	Total	People	749	684	988	
		Rate	%	64.2	64.5	66.4	
		Total no. of employees that were entitled to parental leave	Rakuten, Inc.	People	399	310	297
Gender	Female	Total	People	101	72	55	
	Male	Total	People	298	238	242	
Total no. and percentage of employees that took parental leave	Rakuten, Inc.	People	104	96	77		
Gender	Female	Total	People	87	70	51	
		Rate	%	86	97	92.7	
	Male	Total	People	27	26	26	
		Rate	%	9	11	10.7	
		Total no. of employees that took parental leave					
Gender	Female	Rate	%	96	92	90	
	Male	Rate	%	81	96	100	
Paid vacation	Days Granted		Days (Average)	14.2	15.8	13.9	
		Days Taken	Days (Average)	10	11	11	
	Rate	%	70.4	69.6	79.1		
Average hours of training per employee	Average	Hours / Employee	-	-	63.4		
% of employees who received a regular performance and career development review	Rate	%	100	100	100		
Total no. of employees in each of the following diversity categories	Total no. of employees	People	5,741	6,030	6,888		
Age	Under 30 years old	Total	People	2,033	2,077	2,135	
	30 - 50 years old	Total	People	3,606	3,806	4,556	
	Over 50 years old	Total	People	102	147	197	
Gender	Female	Total	People	2,156	2,273	2,591	
	Male	Total	People	3,585	3,757	4,297	
Nationality	Japanese	Total	People	4,462	4,617	5,305	
	Foreigners	Total	People	1,279	1,413	1,583	
Average age of employees	Average	Age	33.7	34	34.4		
Average length of service	Average	Years	4.6	4.9	4.7		
Employment rate of people with disabilities	Rate	%	2.33	2.35	2.01		

Items		Coverage	Unit	FY 2016	FY 2017	FY 2018	
Total no. of managers in each of the following diversity categories		Total no. of managers	Rakuten, Inc.	People	1,657	1,889	2,639
Gender	Female	Total	Rakuten, Inc.	People	355	405	553
	Male	Total		People	1,302	1,484	2,086
Nationality	Japanese	Total	Rakuten, Inc.	People	1,487	1,673	2,076
	Foreigners	Total		People	170	216	563
Total no. of employee fatalities		Total	Rakuten, Inc.	People	0	0	0
Occupational injury rate		Rate	Rakuten, Inc.	%	0.3	0.3	0.2
Occupational disease rate		Rate	Rakuten, Inc.	%	0	0	0

Items		Unit	FY 2016	FY 2017	FY 2018
Governance Data					
Board					
No. of directors		People	8	7	7
No. of female directors		People	1	1	1
No. of external directors		People	5	4	4
No. of independent directors		People	4	4	3
Board of Company Auditors					
No. of directors		People	4	4	4
No. of external directors		People	4	4	4
No. of independent directors		People	1	2	2

※ Data as of the end of each fiscal year (Dec. 31st)