

Rakuten Group

ESG Data Book 2019

| Items | | | | Coverage | Unit | FY 2017 | FY 2018 | FY2019 | |
|--------------------------------|--------------------------|--|-------------------|---------------|----------------------|---------------------|----------------------|----------------|----------------|
| Environmental Data | | | | | | | | | |
| CO ₂ emissions | Scope 1 | | | Rakuten Group | t-CO ₂ | 304 ^{*1} | 1,152 | 2,591 | |
| | Scope 2 (location-based) | | | Rakuten Group | t-CO ₂ | 8,285 ^{*1} | 23,052 | 65,235 | |
| | Scope 2 (market-based) | | | | | - | 22,329 | 50,564 | |
| | Scope 3 | | | Rakuten, Inc. | t-CO ₂ | - | 380,073 | 643,845 | |
| | Scope 3 Breakdown | purchased goods & services | | Category 1 | Rakuten, Inc. | t-CO ₂ | - | 334,105 | 516,001 |
| | | capital goods | | Category 2 | | t-CO ₂ | - | 2,483 | 30,978 |
| | | fuel-and-energy-related activities | | Category 3 | | t-CO ₂ | - | 781 | 3,103 |
| | | upstream transportation and distribution | | Category 4 | | t-CO ₂ | - | 25,960 | 79,895 |
| | | waste generated in operations | | Category 5 | | t-CO ₂ | - | 719 | 845 |
| | | business travel | | Category 6 | | t-CO ₂ | - | 4,340 | 9,759 |
| | | employee commuting | | Category 7 | | t-CO ₂ | - | 2,066 | 2,249 |
| | | upstream leased assets | | Category 8 | | t-CO ₂ | - | 6,184 | 429 |
| | | downstream transportation and distribution | | Category 9 | | t-CO ₂ | - | Not applicable | Not applicable |
| | | processing of sold products | | Category 10 | | t-CO ₂ | - | Not applicable | Not applicable |
| | | use of sold products | | Category 11 | | t-CO ₂ | - | 2,989 | 12 |
| | | end of life treatment of sold products | | Category 12 | | t-CO ₂ | - | 446 | 574 |
| downstream leased assets | | Category 13 | t-CO ₂ | - | | Not applicable | Not applicable | | |
| franchises | | Category 14 | t-CO ₂ | - | | Not applicable | Not applicable | | |
| investments | | Category 15 | t-CO ₂ | - | | Not applicable | Not applicable | | |
| Energy consumption | | | | Rakuten Group | MWh | - | 65,677 ^{*2} | 140,507 | |
| Fuel | City gas | | Total | Rakuten Group | MWh | - | 5,379 | 10,420 | |
| | Gasoline | | Total | | MWh | - | 299 | 2,541 | |
| | Light oil | | Total | | MWh | - | 435 | 394 | |
| | LPG | | Total | | MWh | - | 16 | 28 | |
| | Kerosene | | Total | | MWh | - | 23 | 32 | |
| | Non-renewable Sources | | Total | | MWh | - | 59,308 | 107,764 | |
| Electricity | Renewable Sources | | Total | Rakuten Group | MWh | - | 43 | 19,215 | |
| Heat | | | | Rakuten Group | MWh | - | 160 | 0 | |
| Cooling | | | | Rakuten Group | MWh | - | 14 | 113 | |
| Water consumption | | | | Rakuten Group | 1,000Nm ₃ | - | 183 | 253 | |
| Waste generation ^{*3} | | | | Rakuten Group | t | - | 2,139 | 4,308 | |
| Waste used / recycled / sold | | | | Rakuten Group | t | - | 1,271 | 2,990 | |
| Final waste disposal | | | | | t | - | 868 | 1,318 | |

*1 Data coverage for FY2017 is Rakuten, Inc

*2 Data in FY2018 has been revised from 133,623 MWh to 65,677 MWh, as Rakuten changed the conversion factors for purchased electricity in FY2019.

*3 Boundaries for waste generation limited to: <FY2018> Rakuten Crimson House, Rakuten Rise Office, RFC Ichikawa I, RFC Ichikawa II, RFC Ichikawa III, RFC Kawanishi, home stadiums of Rakuten Baseball, Inc. and Rakuten Vissel Kobe, Inc. <FY2019> Rakuten Crimson House, Rakuten Rise Office, RFC Ichikawa I, RFC Ichikawa II, RFC Ichikawa III, RFC Kawanishi, RFC Nagareyama, RFC Hirakata, Rakuten Direct Logistics, home stadiums of Rakuten Baseball and Rakuten Vissel Kobe, offices of Rakuten General Insurance, Rakuten Card, and Rakuten Mobile.

| Items | | | Coverage | Unit | FY 2017 | FY 2018 | FY 2019 |
|---|--------------------|------------------------|---------------|------------------|---------|---------|---------|
| Social Data | | | | | | | |
| Total no. of employees | | | Rakuten Group | People | 14,845 | 17,214 | 20,053 |
| Region | Japan | Total | Rakuten Group | People | 10,279 | 12,053 | 14,375 |
| | | APAC (Excluding Japan) | | Total | People | 1,040 | 1,264 |
| | Americas | Total | | People | 2,430 | 2,749 | 2,877 |
| | EMEA | Total | | People | 1,096 | 1,148 | 1,184 |
| | | Contract | | Permanent | Total | People | 13,753 |
| | | Temporary | Total | People | 1,092 | 1,248 | 1,522 |
| Total no. of new full time employees hired | | | Rakuten, Inc. | People | 1,061 | 1,487 | 1,748 |
| Gender | Female | Total | | People | 377 | 499 | 628 |
| | | Rate | | % | 35.5 | 33.6 | 35.9 |
| | Male | Total | | People | 684 | 988 | 1,120 |
| | | Rate | | % | 64.5 | 66.4 | 64.1 |
| Total no. of employees that were entitled to parental leave | | | Rakuten, Inc. | People | 310 | 297 | 480 |
| Gender | Female | Total | Rakuten, Inc. | People | 72 | 55 | 142 |
| | Male | Total | | People | 238 | 242 | 338 |
| Total no. and percentage of employees that took parental leave | | | Rakuten, Inc. | People | 96 | 77 | 202 |
| Gender | Female | Total | Rakuten, Inc. | People | 70 | 51 | 139 |
| | | Rate | | % | 97 | 92.7 | 97.9 |
| | Male | Total | Rakuten, Inc. | People | 26 | 26 | 63 |
| | | Rate | | % | 11 | 10.7 | 18.6 |
| Return to work rates of employees that took parental leave | | | | | | | |
| Gender | Female | Rate | Rakuten, Inc. | % | 92 | 90 | 91 |
| | Male | Rate | | % | 96 | 100 | 90 |
| Paid vacation | Days Granted | | Rakuten, Inc. | Days (Average) | 15.8 | 13.9 | 15.4 |
| | Days Taken | | | Days (Average) | 11 | 11 | 12 |
| | Rate | | | % | 69.6 | 79.1 | 78.7 |
| Average hours of training per employee | | | Rakuten, Inc. | Hours / Employee | - | 63.4 | 68.8 |
| % of employees who received a regular performance and career development review | | | Rakuten, Inc. | % | 100 | 100 | 100 |
| Total no. of employees in each of the following diversity categories | | | Rakuten, Inc. | People | 6,030 | 6,888 | 7,698 |
| Age | Under 30 years old | Total | Rakuten, Inc. | People | 2,077 | 2,135 | 2,841 |
| | 30 - 50 years old | Total | | People | 3,806 | 4,556 | 4,619 |
| | Over 50 years old | Total | | People | 147 | 197 | 238 |
| Gender | Female | Total | Rakuten, Inc. | People | 2,273 | 2,591 | 2,999 |
| | Male | Total | | People | 3,757 | 4,297 | 4,699 |
| Nationality | Japanese | Total | Rakuten, Inc. | People | 4,617 | 5,305 | 5,920 |
| | Foreigners | Total | | People | 1,413 | 1,583 | 1,778 |
| Average age of employees | | | Rakuten, Inc. | Age | 34 | 34.4 | 34.4 |
| Average length of service | | | Rakuten, Inc. | Years | 4.9 | 4.7 | 4.6 |
| Employment rate of people with disabilities | | | Rakuten Group | % | 2.35 | 2.01 | 2.47 |

| Items | | Coverage | Unit | FY 2017 | FY 2018 | FY 2018 | |
|---|------------|-----------------------|---------------|---------|---------|---------|-------|
| Total no. of managers in each of the following diversity categories | | Total no. of managers | Rakuten, Inc. | People | 1,889 | 2,639 | 2,809 |
| Gender | Female | Total | Rakuten, Inc. | People | 405 | 553 | 676 |
| | Male | Total | | People | 1,484 | 2,086 | 2,133 |
| Nationality | Japanese | Total | Rakuten, Inc. | People | 1,673 | 2,076 | 2,174 |
| | Foreigners | Total | | People | 216 | 563 | 635 |
| Total no. of employee fatalities | | Total | Rakuten, Inc. | People | 0 | 0 | 0 |
| Lost-time injury frequency rate*1 | | Rate | Rakuten, Inc. | % | 0.1 | 0 | 0 |
| Occupational disease frequency rate*2 | | Rate | Rakuten, Inc. | % | 0 | 0.1 | 0 |

*1 Calculation formula: (number of lost time injuries during the reporting period x 1,000,000) / employee total hours worked

*2 Calculation formula: (number of lost time occupational disease during the reporting period x 1,000,000) / employee total hours worked

| Items | | Unit | FY 2017 | FY 2018 | FY 2019 |
|---------------------------|------------------------------|--------|---------|---------|---------|
| Governance Data | | | | | |
| Board | | | | | |
| | No. of directors | People | 7 | 7 | 7 |
| | No. of female directors | People | 1 | 1 | 1 |
| | No. of external directors | People | 4 | 4 | 4 |
| | No. of independent directors | People | 4 | 3 | 4 |
| Board of company auditors | | | | | |
| | No. of directors | People | 4 | 4 | 4 |
| | No. of external directors | People | 4 | 4 | 3 |
| | No. of independent directors | People | 2 | 2 | 3 |

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