

Rakuten's Materiality: 2022 Progress

Material Topics	Objectives	Progress and Achievement as of Dec 2022
Business foundations Ethical Business Practices	<ul style="list-style-type: none"> Compliance pledge collection rate (100%) 	<ul style="list-style-type: none"> Awareness of business ethics and the Rakuten Group Regulations is promoted at Asakai, our weekly all-hands meeting, and through compulsory e-learning for all employee, completed with compliance pledges. The signature rate for the pledge by the upper management level employees in charge of Rakuten Group operations, including top management from Japan and around the world is 100% <p>▶ For more details, visit our Compliance page</p>
Information Security and Privacy	<ul style="list-style-type: none"> Expansion of number of Group companies with ISO/IEC 27001 certification. Issue addressed in a systematic way, with results reported every year through corporate report and corporate website 	<ul style="list-style-type: none"> 27 Group companies have received ISO/IEC 27001 certification through annual external independent audits (from 22 previous year), covering some 32,000 employees. This gives us top-class status among Japanese companies. Completed our measures to adhere to Japan's reformed Act on the Protection. Received a UK BCR (Binding Corporate Rules) certification from the UK's Information Commissioner's Office, recognizing Rakuten's sufficient protection of personal data. Launched the Understand Privacy section on Privacy Center page aiming at making privacy more familiar to users. <p>▶ For more details, visit our Information Security and Privacy pages</p>
Product and Service Quality	<ul style="list-style-type: none"> Relative NPS[®] ≥ 0 (to beat or equal competitors' NPS[®]) 	<ul style="list-style-type: none"> Since 2018, our Group NPS[®] has continually exceeded that of our competitors.

※NPS® = Net Promoter Score, customer satisfaction indicator chosen by the Rakuten Group

Growing with our employees

- **Diversity, Equality, Inclusion**
- **Talent Attraction, Development, Retention**
- **Responsible Labor Practices**
- **Workplace Safety & Employee Wellness**

- Increase % of female managers.
- Maintain employment rate for people with disabilities higher than the legal requirement.

- Group NPS 11.5 points higher than nearest competitor in Q4 2022.

▶ For more details, visit our [Product & Service Quality](#) page

- Manager gender ratio: Male 69.9% Female 30.1% (% of female manager in FY2021 = 28.8)
- Ratio of employees with disabilities: 2.38% (legal requirement = 2.3%)
- Selected as constituent of MSCI Japan Empowering Women Index (WIN) and MSCI Japan Empowering Women (WIN) Select Index, received the best-possible rating of “Best Workplace” in Japan’s largest Diversity and Inclusion award programs “D&I AWARD”, recognized as Gold Level in PRIDE Index of “Work with Pride”, for LGBTQ+ initiatives
- Total number of employee fatalities: 0, lost-time injury frequency rate: 0.6, lost-time occupational disease frequency rate: 0.6 (unit of frequency rate: n/million hours worked)
- Designated White 500 company through 2023 Certified Health & Productivity Management Organization Recognition Program.

▶ For more details, visit our [Talent Management](#) page

Providing sustainable platforms & services

- **Sustainable Production and Consumption**
- **Responsible Advertising, Marketing, Labeling**
- **Internet Governance, Freedom of Speech**

- Engage with suppliers for all Rakuten-branded key products to promote sustainable procurement in Rakuten’s supply chain
- Promote sustainability at scale leveraging Rakuten’s platforms

- Engaged with 165 suppliers for Rakuten-branded key products, including electronic devices, sports teams and official character merchandise as part of the supplier monitoring program.

▶ For more details, visit our [Sustainable Supply Chain](#) page

- Rakuten Travel collaborated with accommodation facilities to display 'Sustainability Icons' and introduced a 'Sustainable

**Addressing
global challenges**

- **Climate Change and Energy**
- **Risk and Crisis Management**
- **Innovation and Entrepreneurship**

- Achieve carbon neutrality, or net-zero greenhouse gas emissions*, from Rakuten Group business operations, including consolidated subsidiaries, in 2023.

*Total Scope 1 and Scope 2 emissions as calculated by GHG Protocol standards and guaranteed by a third party.

Travel' badge for those meeting sustainability criteria while also creating a handbook for facilities, enabling Rakuten Travel users to choose a travel destination that fits their sustainability needs. As of March 2023, over 4,300 accommodation facilities display sustainability icons.

- ▶ For more details, visit our [Rakuten Travel](#) website (page in Japanese)
- Achieved an overall renewable energy rate of 11.6% for the Group including consolidated subsidiaries.
- ▶ For more details, visit our [Climate Change](#) page