

ESG Data

Abbreviations indicated under “scope” represent the following group or company:

A: YAMADA HOLDINGS
B: YAMADA DENKI
C: YAMADA HOLDINGS and its major operating companies

Environmental Performance Data

Item			Scope of Data	Unit	FY 2018	FY 2019	FY 2020	FY 2021
Preventing Global Warming	Energy consumption		C	thousand kL	—	—	—	151
	CO ₂ emissions	Scope 1	C	thousand t-CO ₂	—	—	—	25
		Scope 2	C	thousand t-CO ₂	—	—	—	257
		CO ₂ emissions per floor area	C	kg-CO ₂ /m ²	56.0	53.2	51.0	40.5
		CO ₂ reductions from improved efficiencies in distribution	B	t-CO ₂	90.53	87.41	75.66	73.9
	Introduction of Renewable Energy	Amount of green power used (Headquarters building/stores)	A	thousand kWh	11,548	11,167	10,847	10,593
		Amount of solar power (Rooftops of stores etc.)	A	thousand kWh	46,383	46,508	43,830	46,873
		Percentage of renewable energy out of total power consumption	A	%	1.87	1.84	1.85	1.96
Reduce Waste and Resource Recycling	Amount of Waste	Amount of Industrial Waste Disposed*	C	t	24,879	18,162	20,875	60,980
	Reuse & Recycling	Number of TVs reused	B	units	11,796	9,585	8,556	7,911
		Number of Refrigerators reused			32,479	30,380	23,634	24,932
		Number of Washing machines and dryers reused			60,360	55,795	23,495	24,094
		Number of Computers reused			333,533	352,047	395,363	417,261
		Total			438,168	447,807	451,048	474,198
		Number of Small Electrical Appliances Recycled	B	thousand units	—	630	726	802
		Recycled Weight (including thermal usage weight)	B	t	—	4,279	5,560	6,280
		Number of collected Ink Cartridges	B	units	981,993	930,329	1,061,896	1,210,177

* The scope of aggregation has been expanded from the FY 2021

Social Performance Data

Item			Scope of Data	Unit	FY 2018	FY 2019	FY 2020	FY 2021
Employees	Full-time employees	Male	C	Persons	17,448	16,733	17,498	19,126
		Female			2,304	2,120	2,487	5,174
		Total			19,752	18,853	19,985	24,300
		Male	A*1		8,852	9,055	9,153	653
		Female			1,309	1,377	1,386	108
		Total			10,161	10,432	10,539	761
	Temporary employees	Total of male and female	C	Persons	9,577	9,520	9,496	9,258
		Total of male and female	A*1		7,769	7,744	7,709	217
	New graduates recruitment ^{*2*3}	Male	C	Persons	0	73	104	388
		Female			1	14	45	197
		Total			1	87	149	585
	Average number of years service ^{*2}	Total of male and female	C	Years	10.9	11.8	12.7	12.7
Diversity	Ratio of female employees	Managers	C	%	2.5	3.0	3.2	3.8
		Full-time employees			11.7	11.2	12.4	21.3
	Number of employees with disabilities		C	Persons	533	569	612	670
	Number of retirees reemployed ^{*2}		C	Persons	95	105	128	174
	Ratio of retirees reemployed ^{*2}		C	%	88.1	81.8	82.9	85.3
	Number of foreign employees ^{*2}	Male	C	Persons	63	73	103	176
		Female			40	67	121	125
		Total			103	140	224	301
Work-life Balance	Turnover rate ^{*2}		C	%	3.6	4.3	5.6	5.3
	Ratio of paid leave taken ^{*2*3}		C	%	22.0	26.5	28.9	49.5
	Number of employees taking childcare leave ^{*2}	Male	C	Persons	8	11	28	37
		Female			130	122	215	265
		Total			138	133	243	302
	Number of employees taking shorter hours for childcare ^{*2}	Male	C	Persons	1	1	10	13
		Female			118	134	350	730
		Total			119	135	360	743
	Number of employees taking nursing care leave ^{*2}	Male	C	Persons	2	1	4	3
		Female			1	2	5	5
		Total			3	3	9	8
	Ratio of labor union members ^{*4}			%	77.6	76.8	76.4	79.2

*1 Changes due to the transition to the holdings company structure in October 2020.

*2 Full-time employees only

*3 From FY 2018 to FY 2020, the figures are for YAMADA DENKI (nonconsolidated).

*4 Excluding managers, a part of full-time employees, and short-time employee.

Social Performance Data

Item			Scope of Data	Unit	FY 2018	FY 2019	FY 2020	FY 2021
Health and Safety at Work	Number of accidents at work	Lost workdays	A+B	Cases	65	88	74	78
		Without lost workdays			132	165	195	141
		Total			197	253	269	219
	Ratio of Stress tests taken ^{*5}		C	%	92.7	91.2	94.5	92.3
	Ratio of Health checkups taken ^{*5}		C	%	95.1	92.1	95.8	93.0
Human Resource Development	Number of qualified employees	Home Appliance Advisor	C	Persons	6,795	7,672	8,295	8,408
		Smart Master			441	758	1,068	1,146
		Photo Master			—	—	—	1,663
		Certified Sellers (1st to 3rd Grade)			—	—	—	1,251
		First Class Architect			—	—	—	184
		Second Class Architect			—	—	—	659
		First Class Building Operation and Management Engineer			—	—	—	148
		Second Class Building Operation and Management Engineer			—	—	—	125
		Real Estate Notary			—	—	—	534
		Sleep Advisor			—	—	—	491
		Kitchen Specialist			—	—	—	221
		Interior Stylist			—	—	—	180
		Qualified Life Insurance Solicitor			—	—	—	492
		Total			7,236	8,430	9,363	15,502
	Number of employees taking training to certify CS Managers ^{*6}	Training for new CS Managers	B	Persons	129	123	139	114
		Training for existing CS Managers		Persons	524	462	600	520
Business Partner Questionnaire Results	Main Suppliers	Number of companies	B	Companies	49	48	48	81
		Response rate		%	91.8	93.8	89.6	82.7
	SPA Product Manufacturers	Number of companies		Companies	25	25	18	19
		Response rate		%	100	100	100	100
	Group Partner Companies	Number of companies		Companies	—	—	—	5
		Response rate		%	—	—	—	100

*5 FY 2018 figure is for YAMADA DENKI (nonconsolidated).

*6 Targets: Partner companies of YAMADA DENKI

Governance Data

Item			Scope of Data	Unit	FY 2018	FY 2019	FY 2020	FY 2021
Corporate Governance	Number of Directors*	Male	A	Persons	14	16	8	8
		Female			1	1	2	2
		Total			15	17	10	10
	Ratio of Female Directors*			%	6.7	5.9	20	20
	Number of Outside Directors (number of independent directors)*	Male		Persons	2(2)	2(2)	1(1)	1(1)
		Female			0(0)	0(0)	1(1)	1(1)
		Total			2(2)	2(2)	2(2)	2(2)
	Term of office for Directors			Years	2	2	2	2
	Frequency of Meetings of the Board of Directors			Times	21	21	21	20
	Attendance at Board of Directors meetings	Outside Directors		%	100	100	100	97.1
		Outside Audit & Supervisory Board Members			97.6	100	95.2	92.5
	Number of Executive Officers*	Male		Persons	18	19	20	32
		Female			2	2	2	2
		Total			20	21	22	34
	Number of Executive Officers concurrently serving as Directors	Total of male and female			12	11	6	5
					3	3	4	4
	Number of Audit & Supervisory Board Members*	Male			0	0	0	0
		Female			3	3	4	4
		Total			0	0	0	0
	Ratio of Female Audit & Supervisory Board Members*			%	0	0	0	0
	Number of Outside Audit & Supervisory Board Members (number of independent officers)*	Male		Persons	2(2)	2(2)	2(2)	2(2)
		Female			0(0)	0(0)	0(0)	0(0)
		Total			2(2)	2(2)	2(2)	2(2)
	Term of office for Audit & Supervisory Board Members			Years	4	4	4	4
	Frequency of Meetings of the Audit & Supervisory Board			Times	12	12	12	12
	Attendance of Audit & Supervisory Board Members	Outside Audit & Supervisory Board Members		%	95.8	100	91.6	95.8
	Director Remuneration	Directors (excluding Outside Directors)		Million yen	903	946	975	695
		Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)			21	21	21	39
		Outside Officers			21	20	20	20

* The number and ratio are as of General Meeting of shareholders in June of each year.

YAMADA HOLDINGS and its major operating companies FY 2021

C:

Azuma Metal Co., Ltd.

OTSUKA KAGU, LTD.

IEMAMORI CO., LTD.

INVERSENET INC.

Kyusyu Tecc Land Co., Ltd.*¹

Cosmos Berry's Co., Ltd.

CIC Corporation

Seidensha Co., Ltd.*¹

NIHON TOURIST CLUB CO.,LTD

Housetec Inc.

Hinokiya Group Co., Ltd.*²

BPC Co., Ltd.

Project White Co., Ltd.*¹

BEST DENKI CO., LTD.*¹

Matsuya Denki Ltd.*¹

Yamada Financial Co., Ltd.

YAMADA Environmental Resources Development Holdings Co., Ltd.

YAMADA SMALL AMOUNT SHORT TERM INSURANCE CO., LTD.

YAMADA DELIVERY WORK SERVICE CO.,LTD.*³

YAMADA DENKI CO., LTD.

Yamada Trading Co., Ltd.

YAMADA FINANCE SERVICE Co., Ltd.

YAMADA FOOD SERVICE CO., LTD.

YAMADA HOMES Co.,LTD.

Yamada Life Insurance Co., Ltd.

Y・JUST Co., Ltd.

Y's Select Co., Ltd.*⁴

*1 On July 1, 2021, an absorption-type merger was completed with YAMADA DENKI as the merging company.

*2 Excluding environmental performance data

*3 Company name changed to "Yamada Technical Service,INC." on May 25, 2021.

*4 Company name changed to "e Wellness Co., Ltd." on April 1, 2021.