

# 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 (Consolidated)

## Environmental Performance Data

Item			Scope of Data	Unit	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Tackling Climate Change	Energy consumption		C*3	thousand kL	–	–	159	160	152
	CO <sub>2</sub> emissions	Scope 1	C*3	kt-CO <sub>2</sub>	–	–	54	53 ✓	56
		Scope 2			–	–	259	263 ✓	231
		Scope 3			–	–	26,371	23,376 ✓	–
		Category 1: Purchased Goods and Services			–	–	4,911	4,332	–
		Category 2: Capital Goods			–	–	21	101	–
		Category 3: Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2			–	–	46	50	–
		Category 4: Upstream Transportation and Distribution			–	–	–	299	–
		Category 5: Waste Generated in Operations			–	–	206	83	–
		Category 6: Business Travel			–	–	2	3	–
		Category 7: Employee Commuting			–	–	4	26	–
		Category 11: Use of Sold Products			–	–	20,907	18,299	–
		Category 12: End-of-Life Treatment of Sold Products			–	–	273	179	–
		Category 14: Franchises			–	–	2	2	–
	CO <sub>2</sub> emissions per floor area		C*3	kg-CO <sub>2</sub> /m <sup>2</sup>	53.2	51.0	40.9	40.4	35.0
	CO <sub>2</sub> reductions from improved efficiencies in distribution		B	t-CO <sub>2</sub>	87.4	75.7	73.9	72.4	69.9
	Introduction of Renewable Energy	Amount of renewable energy used	C*3	thousand kWh	11,167	10,847	10,593	11,328	10,714
		Amount of solar power (Rooftops of stores etc.)	C*3	thousand kWh	46,508	43,830	46,873	48,367	49,145
		Percentage of renewable energy out of total power consumption*1	C*3	%	1.84	1.85	1.94	2.03	2.16
Reduce Waste and Resource Recycling	Amount of Waste	Amount of Industrial Waste Disposed*2	C*3	t	18,162	20,875	60,980	133,949	175,105
	Reuse & Recycling	Number of TVs reused	B	units	9,585	8,556	7,911	6,732	8,586
		Number of Refrigerators reused			30,380	23,634	24,932	31,458	75,521
		Number of Washing machines and dryers reused			55,795	23,495	24,094	40,013	43,555
		Number of Air-conditioners reused			–	–	–	460	532
		Number of Computers reused			352,047	395,363	417,261	358,265	408,312
		Total			447,807	451,048	474,198	439,928	536,506
		Number of Small Electrical Appliances Recycled	B	thousand units	630	726	802	958	830
		Recycled Weight (including thermal usage weight)	B	t	4,279	5,560	6,280	7,660	6,192
		Number of collected Ink Cartridges	B	units	930,329	1,061,896	1,210,177	940,097	868,645

\*1 The scope of aggregation has been expanded from the Fiscal 2022

\*2 The Hinokiya Group (housing segment) has been added to scope from Fiscal 2023

\*3 Includes unconsolidated subsidiaries

\* Previous years' values retroactively revised to improve accuracy

\* ✓ Check mark is a value guaranteed by a third party

## Social Performance Data

Item			Scope of Data	Unit	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Employees	Number of Full-time employees	Male	C	Persons	16,733	17,498	19,126	18,323	19,912
		Female			2,120	2,487	5,174	4,628	5,372
		Total			18,853	19,985	24,300	22,951	25,284
		Male	A*1		9,055	9,153	653	753	470
		Female			1,377	1,386	108	139	130
		Total			10,432	10,539	761	892	600
	Number of Temporary employees	Total of male and female	C	Persons	9,520	9,496	9,258	8,441	6,148
		Total of male and female	A*1		7,744	7,709	217	228	103
	Number of new employees *2*3	Male	C*7	Persons	73	104	388	358	573
		Female			14	45	197	241	303
		Total			87	149	585	599	876
	Average number of years service*2	Total of male and female	C*4	Years	11.8	12.7	12.7	12.6	9.9*8
Diversity	Ratio of female employees	Managers	A	%	3.1	3.0	7.6	8.0	11.3
			C*4		3.0	3.2	3.8	4.0	3.6
		Full-time employees	C		11.2	12.4	21.3	20.2	21.2
	Percentage of employees with disabilities (including non-fulltime employees)*5		C	%	–	–	–	–	2.3
	Ratio of retirees reemployed*2		C*7	%	81.8	82.9	85.3	89.0	82.3
	Number of foreign employees*2	Male	C*7	Persons	73	103	176	85	108
		Female			67	121	125	93	105
		Total			140	224	301	178	213
	Work-life Balance	Turnover rate*2		C*4	%	4.3	5.6	5.3	6.1
Percentage of paid leave taken		Full-time employees*3	C*7	%	26.5	28.9	45.8	46.2	51.0
		Full-time and non-fulltime employees	C		–	–	–	–	56.9
Number of employees taking childcare leave*2		Male	C*7	Persons	11	28	37	32	41
		Female			122	215	265	187	217
		Total			133	243	302	219	258
Ratio of childcare leave taken*9		Male	A+B	%	–	–	–	–	14.3
		Female			–	–	–	–	119.2
Number of employees taking shorter hours for childcare*2		Male	C*7	Persons	1	10	13	7	9
		Female			134	350	730	581	628
		Total			135	360	743	588	637
Number of employees taking nursing care leave*2		Male	C*7	Persons	1	4	3	2	3
		Female			2	5	5	5	0
		Total			3	9	8	7	3
Ratio of labor union members*6		C	%	76.8	76.4	79.2	75.1	75.1	
Employee satisfaction survey Overall rating*10		A+B	–	–	–	–	–	B	

## Social Performance Data

Item			Scope of Data	Unit	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Health and Safety at Work	Number of accidents at work	Lost workdays	A+B	Cases	88	74	78	64	64
		Without lost workdays			165	195	141	108	178
		Total			253	269	219	172	242
	Frequency rate of accidents that require time off work		B	—	—	—	—	—	0.69
	Ratio of Stress tests taken		C*4	%	91.2	94.5	92.3	92.7	93.2
	Ratio of Health checkups taken		C*4	%	92.1	95.8	93.0	93.8	97.9
Human Resource Development	Number of qualified employees	Home Appliance Advisor	C*7	Persons	7,672	8,295	8,408	8,956	9,346
		Smart Master			758	1,068	1,146	1,274	1,256
		Photo Master			—	—	1,663	1,679	1,613
		Certified Sellers (1st to 3rd Grade)			—	—	1,251	1,268	1,011
		First Class Architect			—	—	184	227	165
		Second Class Architect			—	—	659	727	590
		First Class Building Operation and Management Engineer			—	—	148	178	141
		Second Class Building Operation and Management Engineer			—	—	125	154	150
		Real Estate Notary			—	—	534	580	556
		Sleep Advisor			—	—	491	595	625
		Second Class Electric Works Specialist			—	—	—	627	657
		Interior Stylist			—	—	180	190	215
		Second Grade Certified Skilled Professional of Financial Planning			—	—	—	203	129
		Total			8,430	9,363	14,789	16,658	16,454
	Average hours of training per employee		C*2	hours	—	—	—	—	19
Business Partner Questionnaire Results	YAMADA HOLDINGS' business partners	Number of companies	A	Companies	—	—	—	121	280
		Response rate		%	—	—	—	43.0	56.1
	Group company business partners	Number of companies	C*7	Companies	—	—	5	314	247
		Response rate		%	—	—	100	53.8	67.6
	YAMADA DENKI main business partners	Number of companies	B	Companies	48	48	81	80	75
		Response rate		%	93.8	89.6	82.7	63.8	62.7
	SPA product manufacturers	Number of companies	A	Companies	25	18	19	37	39
		Response rate		%	100	100	100	70.3	100

\*1 In line with its transition to a holding company structure, employees were transferred to YAMADA DENKI.

\*2 Full-time employees only

\*3 From Fiscal 2019 to Fiscal 2020, the figures are for YAMADA DENKI (Unconsolidated).

\*4 Figures include unconsolidated subsidiaries from Fiscal 2019 to Fiscal 2022

\*5 Number of employees disclosed up until fiscal 2022, but changed to percentage from fiscal 2023.

\*6 Data for YAMADA HOLDINGS and its major operating companies from fiscal 2022.

\*7 Includes unconsolidated subsidiaries

\*8 Average number of years service has become shorter owing to the promotion of contracted full-time employees to full-time employees

\*9 Childcare leave can be taken before the child reaches the age of three, so the acquisition rate may exceed 100%

\*10 7 ratings: S, A, B+, B, B-, C, D

## Governance Data

Item			Scope of Data	Unit	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023		
Corporate Governance	Number of Directors*	Male	A	Persons	16	8	8	6	6		
		Female			1	2	2	2	2		
		Total			17	10	10	8	8		
	Ratio of Female Directors*			%	5.9	20	20	25	25		
	Number of Outside Directors (number of independent directors)*	Male		Persons	2(2)	1(1)	1(1)	2(2)	2(2)		
		Female			0(0)	1(1)	1(1)	1(1)	1(1)		
		Total			2(2)	2(2)	2(2)	3(3)	3(3)		
	Term of office for Directors			Years	2	2	2	2	2		
	Frequency of Meetings of the Board of Directors			Times	21	21	20	21	20		
	Attendance at Board of Directors meetings	Outside Directors		%	100	100	97.1	98.8	100		
		Outside Audit & Supervisory Board Members			100	95.2	92.5	100	100		
	Number of Executive Officers*	Male		Persons	19	20	32	11	11		
		Female			2	2	2	1	1		
		Total			21	22	34	12	12		
	Number of Executive Officers concurrently serving as Directors	Total of male and female			11	6	5	3	3		
					3	4	4	4	4		
	Number of Audit & Supervisory Board Members*	Male			0	0	0	0	0		
		Female			3	4	4	4	4		
		Total			0	0	0	0	0		
	Ratio of Female Audit & Supervisory Board Members*			%	0	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)	2(2)		
		Female			0(0)	0(0)	0(0)	0(0)	0(0)		
		Total			2(2)	2(2)	2(2)	2(2)	2(2)		
	Term of office for Audit & Supervisory Board Members			Years	4	4	4	4	4		
	Frequency of Meetings of the Audit & Supervisory Board			Times	12	12	12	12	12		
	Attendance of Audit & Supervisory Board Members	Outside Audit & Supervisory Board Members		%	100	91.6	95.8	100	100		
	Director Remuneration	Directors (excluding Outside Directors)		Million yen	946	975	695	631	637		
		Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)			21	21	39	45	50		
		Outside Officers			20	20	20	20	26		
IR Activities	Ordinary general meeting of shareholders		A	Times	1	1	1	1	1		
	Number of Meetings with Investors				221	212	247	208	204		

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