

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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Reducing Waste and Resource Recycling	Amount of Waste	Amount of industrial waste disposed*1	C*2	t	20,875*3	60,980*3	133,949	175,105	172,109
	Reuse & Recycling	Number of TVs reused	B	units	8,556	7,911	6,732	8,586	9,365
		Number of Refrigerators reused			23,634	24,932	31,458	43,555	41,871
		Number of Washing machines and clothes dryers			23,495	24,094	40,013	75,521	67,471
		Number of Air conditioners reused			–	–	460	532	1,020
		Number of Computers reused			395,363	417,261	358,265	408,312	405,025
		Total			451,048	474,198	439,928	536,506	524,752
		Incoming Weight of Small Home Appliances	B	t	6,331	7,018	7,644	6,535	6,178
		Recycling Rate of Small Home Appliances	B	%	88	89	100	95	96
		Number of collected Ink Cartridges	B	units	1,061,896	1,210,177	940,097	868,645	793,300
Tackling Climate Change	Energy consumption		C*2	TJ	5,006*3	6,178	6,209	5,840	6,033
	CO ₂ emissions	Scope 1	C*2	kt-CO ₂	11*3	54	53☑	53☑	48☑
		Scope 2			229*3	259	263☑	231☑	231☑
		Scope 3			–	26,371	23,376☑	21,491☑	21,335☑
		Category 1: Purchased Goods and Services			–	4,911	4,332	4,199	4,219
		Category 2: Capital Goods			–	21	101	87	104
		Category 3: Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2			–	46	50	46	47
		Category 4: Upstream Transportation and Distribution			–	–	299	309	309
		Category 5: Waste Generated in Operations			–	206	83	109	107
		Category 6: Business Travel			–	2	9	9	9
		Category 7: Employee Commuting			–	4	26	27	28
		Category 11: Use of Sold Products			–	20,907	18,299	16,521	16,337
		Category 12: End-of-Life Treatment of Sold Products			–	273	179	182	173
		Category 14: Franchises			–	2	2	2	2
		CO ₂ emissions from electricity use per floor area	C*2	kg-CO ₂ /m ²	51.0	40.9	40.4	35.0	34.6
		CO ₂ reductions from improved efficiencies in distribution	B	t-CO ₂	75.7	73.9	72.4	69.9	66.1
	Introduction of Renewable Energy	Amount of renewable energy used	C*2	thousand kWh	10,847	10,593	11,328	10,714	19,531
		Amount of solar power (Rooftops of stores etc.)	C*2	thousand kWh	43,830	46,873	48,367	49,145	49,377
		Percentage of renewable energy out of total power consumption*4	C*2	%	1.85	1.94	2.03	2.15	3.74

*1 The Hinokiya Group (housing segment) has been added to scope from fiscal 2023.

*2 Includes unconsolidated subsidiaries

*3 The figures are YAMADA DENKI (nonconsolidated).

*4 The scope of aggregation has been expanded from FY2022

* 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 2020	FY 2021	FY 2022	FY 2023	FY 2024
Employee Data	Number of Full-time employees	Male	C	Persons	17,498	19,126	18,323	19,912	20,096
		Female			2,487	5,174	4,628	5,372	5,430
		Total			19,985	24,300	22,951	25,284	25,526
		Male	A*1		9,153	653	753	470	465
		Female			1,386	108	139	130	143
		Total			10,539	761	892	600	608
	Number of Temporary employees	Total of male and female	C	Persons	9,496	9,258	8,441	6,148	6,262
			A*1		7,709	217	228	103	96
	Number of new employees*2*3	Male	C*4	Persons	104	388	358	573	514
		Female			45	197	241	303	235
		Total			149	585	599	876	749
	Average number of years service*2	Total of male and female	C*5	Years	12.7	12.7	12.6	9.9*6	10.4
	Turnover rate*2	Total of male and female	C*5	%	5.6	5.3	6.1	6.4	6.0
Human Resource Development	Number of qualified employees*7	Home Appliance Advisor	C*4	Persons	8,295	8,408	8,956	9,346	9,723
		Smart Master			1,068	1,146	1,274	1,256	1,297
		Photo Master			–	1,663	1,679	1,613	1,636
		Certified Sellers (1st to 3rd Grade)			–	1,251	1,268	1,011	1,057
		First Class Architect			–	184	227	165	148
		Second Class Architect			–	659	727	590	545
		First Class Building Operation and Management Engineer			–	148	178	141	132
		Second Class Building Operation and Management Engineer			–	125	154	150	152
		Real Estate Notary			–	534	580	556	561
		Sleep Advisor			–	491	595	625	638
		Interior Stylist			–	180	190	215	299
		Second Class Electric Works Specialist			–	–	627	657	811
		Second Grade Certified Skilled Professional of Financial Planning			–	–	203	129	132
		Total			9,363	14,789	16,658	16,454	17,131
	Average hours of training per employee		C*2	hours	–	–	–	19	25
	Customer Satisfaction Initiatives	Customer Feedback	Complimentary feedback	B	cases	564	638	625	616
Suggestions for improvement			769			632	615	545	462

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

*2 Full-time employees only

*3 The figures of fiscal 2020 are YAMADA DENKI (nonconsolidated).

*4 Figures include unconsolidated subsidiaries

*5 Figures include unconsolidated subsidiaries until Fiscal 2022.

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

*7 Total number within the YAMADA HOLDINGS Group

Social Performance Data

Item			Scope of Data	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Diversity, Equity & Inclusion	Ratio of female employees	Managers	A	%	3.0	7.6	8.0	11.3	12.4
			C*1		3.2	3.8	4.0	3.6	3.6
		Full-time employees	C		12.4	21.3	20.2	21.2	21.3
	Gender pay gap	All employees	C*2	%	–	–	–	49.8	51.5
		Full-time employees			–	–	–	69.5	75.5
		Non-fulltime employees			–	–	–	73.0	73.2
	Percentage of employees with disabilities (including non-fulltime employees) *3		C	%	–	–	–	2.3	2.4
	Retirees reemployed*4		C*5	%	82.9	85.3	89.0	82.3	78.6
	Number of foreign employees*4	Male	C*5	Persons	103	176	85	108	110
		Female			121	125	93	105	95
		Total			224	301	178	213	205
Promoting a Good Work-Life Balance	Ratio of paid leave taken	Full-time employees*6	C*5	%	28.9	45.8	46.2	51.0	59.4
		Full-time employees & Non-fulltime employees	C		–	–	–	56.9	64.0
	Number of employees taking childcare leave*4	Male	C*5	Persons	28	37	32	41	89
		Female			215	265	187	217	175
		Total			243	302	219	258	264
	Ratio of employees taking childcare leave*7	Male	A+B	%	–	–	–	14.3	32.5
		Female			–	–	–	119.2	100
	Number of employees taking shorter hours for childcare*4	Male	C*5	Persons	10	13	7	9	32
		Female			350	730	581	628	965
		Total			360	743	588	637	997
	Number of employees taking nursing care leave*4	Male	C*5	Persons	4	3	2	3	6
		Female			5	5	5	0	6
		Total			9	8	7	3	12
	Ratio of labor union members*8		C	%	76.4	79.2	75.1	75.1	75.0
	Employee Satisfaction Surveys Overall rating*9		A+B	–	–	–	–	B	B*10
Health and Safety at Work	Number of accidents at work	Lost workdays	A+B	cases	74	78	64	64	70
		Without lost workdays			195	141	108	178	169
		Total			269	219	172	242	239
	Frequency of accidents that require time off work		B	–	–	–	–	0.69	0.98
	Ratio of Health checkups taken		C*1	%	95.8	93.0	93.8	97.9	95.9
	Ratio of Stress tests taken		C*1	%	94.5	92.3	92.7	93.2	96.1

*1 Figures include unconsolidated subsidiaries until Fiscal 2022.

*2 YAMADA HOLDINGS, YAMADA DENKI, INVERSENET, YAMADA HOMES, Hinokiya Group, Nippon Aqua, Housetec, Nikka Maintenance.

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

*4 Full-time employees only

*5 Includes unconsolidated subsidiaries

*6 The figures of fiscal 2020 are YAMADA DENKI (nonconsolidated).

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

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

*9 7 ratings: S, A, B+, B, B-, C, D

*10 YAMADA HOLDINGS, YAMADA DENKI, YAMADA FINANCE SERVICE, CIC, INVERSENET, YAMADA HOMES, Hinokiya Group, Housetec, Chubu Nikka Service, and Nikka Maintenance.

Governance Data

Item				Scope of Data	Unit	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	
Corporate Governance	Number of Directors* ¹	Persons	Male	A	Persons	—	—	—	—	10	
			Female			—	—	—	—	2	
			Total			—	—	—	—	12	
		Ratio of Female Directors			%	—	—	—	—	17	
		Number of Outside Directors (number of independent directors)	Male		Persons	—	—	—	—	4(4)	
			Female			—	—	—	—	1(1)	
			Total			—	—	—	—	5(5)	
		Number of directors who are not Audit & Supervisory Committee members* ¹	Persons		Male	Persons	—	—	—	—	5
					Female		—	—	—	—	2
					Total		—	—	—	—	7
	Number of Outside Directors (number of independent directors)		Male		Persons	—	—	—	—	1(1)	
			Female			—	—	—	—	1(1)	
			Total			—	—	—	—	2(2)	
	Term of directors who are not Audit & Supervisory Committee members		Years		—	—	—	—	1		
	Number of directors who are Audit & Supervisory Committee members* ¹		Persons		Male	Persons	—	—	—	—	5
					Female		—	—	—	—	0
					Total		—	—	—	—	5
		Number of outside directors(number of independent directors)	Male		Persons	—	—	—	—	3(3)	
			Female			—	—	—	—	0(0)	
			Total			—	—	—	—	3(3)	
		Term of directors who are Audit & Supervisory Committee members			Years	—	—	—	—	2	
		Number of executive officers* ¹			Male	Persons	—	—	—	—	13
					Female		—	—	—	—	1
					Total		—	—	—	—	14
	Director and Executive Officers* ¹				Persons	—	—	—	—	4	
	IR activity	Ordinary general meeting of shareholders			A	Times	1	1	1	1	1
		Number of Meetings with Investors					212	247	208	204	223
Compliance	Whistleblowing reports			C* ²	Cases	107	133	151	173	165	
Supply Chain Management	Business Partner Questionnaire Results	YAMADA HOLDINGS' business partners	Number of companies	A	Companies	—	—	121	280	289	
			Response rate		%	—	—	43.0	56.1	49.1	
		Group company business partners	Number of companies	C	Companies	—	5	314	247	220	
			Response rate		%	—	100	53.8	67.6	71.8	
		YAMADA DENKI main business partners	Number of companies	B	Companies	48	81	80	75	74	
			Response rate		%	89.6	82.7	63.8	62.7	63.5	
		SPA Product Manufacturers	Number of companies	A	Companies	18	19	37	39	43	
			Response rate		%	100	100	70.3	100	100	

*1 Due to the transition to a company with an Audit and Supervisory Committee on June 27, 2024. Hence the data provided reflects the period after the transition. For data prior to the transition, please refer to the past ESG data.

*2 Includes unconsolidated subsidiaries