

Corporate Governance Report

Last Update: March 28, 2025

Rakuten Group, Inc.

Representative: Hiroshi Mikitani

Representative Director, Chairman, President & CEO

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Securities Code: 4755

<https://global.rakuten.com/corp/>

The corporate governance of Rakuten Group, Inc. (the “Company”) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information

1. Basic Views

Our corporate mission since founding is based on the empowerment of individuals and society through innovation and entrepreneurship. We contribute to social innovation and enrichment by boosting the growth of as many people as possible, while providing services that ensure a high standard of satisfaction for both users and partner enterprises. We aim to maximize the corporate value and shareholder value of the Group with the vision of continuing to be a Global Innovation Company.

[Reasons for Non-compliance with the Principles of the Corporate Governance Code]

<2.4.1 Ensuring Diversity, Including Active Participation of Women>

As a global corporation where employees with different personalities, values, and talents come together and continue to create innovative services, the Group places diversity initiatives at the core of its corporate strategies and strives to recruit, nurture, and retain outstanding, diverse personnel.

The Group bases the promotion of its personnel on the abilities of each employee in their work and has a policy of non-discrimination in all forms. While it has not set targets from perspectives such as nationality or gender, it discloses the percentages of employees’ nationalities, employee gender ratios, and gender ratios in management positions on the Company website.

We are also actively engaging in various measures for human resources development and the development of the environment within the Company aimed at ensuring

diversity. These measures, which include the adoption of English as the Company's official working language, cross-cultural training, and support for LGBTQ+ employees, are designed to ensure that every individual, regardless of nationality, gender, disability, religion, age, or other attributes, is able to develop their own career and participate actively in ways that are true to themselves.

<Principle 2.6 Roles of Corporate Pension Funds as Asset Owners>

The Company does not have a corporate pension fund.

<4.8.3 Effective Use of Independent Directors>

The Company does not have a controlling shareholder.

[Disclosure Based on the Principles of the Corporate Governance Code]

<Principle 1.4 Cross-Shareholdings>

Regarding the classification of investment shares, if the purpose is to profit from changes in the value of shares or dividends on shares, the Company will classify them as "investment shares for pure investment purposes", and for any other purpose will be classified as "investment shares for purposes other than pure investment". Also, within "investment shares for purposes other than pure investment", for strategically held shares for the long-term based on trade practices without rational reasons, or if we regard the shares as hindering the improvement of capital efficiency, in principle we do not hold such shares.

Regarding "investment shares for purposes other than pure investment", the Company verifies the benefit, capital cost, risk, and other factors comprehensively from medium- and long-term perspectives, and we will hold such shares if we judge that they will contribute to the increase in shareholder value. In accordance with this policy, members, including external experts, of the Investment Committee preliminarily deliberate on whether the holding should proceed or not. The result of such deliberation shall be reported to the Board of Directors. In cases where it is judged that ROI would be maximized by their sale, etc., or for share issues for which it is judged that there is insufficient significance in holding them, the portfolio will be reviewed and reshuffled by the sale, etc. of the shares as appropriate.

For each of our diverse investments, in addition to verifying the hurdle rate determined within the Company, its contribution to the Ecosystem, and the business plans and corporate value of the investee and deliberating on whether the investment should proceed or not, we also conduct regular verification of the investment after acquisition of the shares and report on its progress and outcomes to the Investment Committee.

When exercising voting rights on shares held by the Company, the relevant departments periodically verifies the achievement status of the initial investment purposes, and the Company exercises its voting rights upon comprehensive consideration of each investment, including whether it would be of benefit to the efficient and sound management of the issuing company and whether the enhancement of corporate value could be expected.

<Principle 1.7 Related Party Transactions>

The Company requires resolution by the Board of Directors for conducting conflict-of-interest transactions and competitive transactions with Directors or corporations where Directors serve as representatives. Directors who have special conflict of interest on such matters are not entitled to vote on such matters. In addition, the results of such transactions shall be reported to the Board of Directors. Further, the Company discloses terms and conditions as well as the policy for determining terms and conditions for related party transactions in the securities report and other documents.

<Principle 3.1 Full Disclosure>

- (i) Our corporate mission since founding is based on the empowerment of individuals and society through innovation and entrepreneurship. We contribute to social innovation and enrichment by boosting the growth of as many people as possible, while providing services that ensure a high standard of satisfaction for both users and partner enterprises. We aim to maximize the corporate value and shareholder value of the Group with the vision of continuing to be a Global Innovation Company.

For more details, please refer to the following URL:

【Corporate Philosophy, Mission, Vision, Values, and Code of Conduct】

<https://global.rakuten.com/corp/about/philosophy/>

Additionally, details and progress on management strategies and business plans are disclosed in IR materials, financial results reports, and integrated reports.

【Investor Relations】

<https://global.rakuten.com/corp/investors/>

- (ii) The basic policy of corporate governance is available for reference on the Company's website, and in this corporate governance report and securities report of the Company.

For more details, please refer to the following URL:

【Rakuten's Approach of Corporate Governance】

<https://global.rakuten.com/corp/sustainability/governance/>

【Annual Securities Report】

https://global.rakuten.com/corp/investors/documents/securities_report.html

- (iii) For Policies and Process for Setting Remuneration, see “Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods” under II 1.[Director Remuneration] in this report.
- (iv) With regard to the policy and procedures for nominating candidates for Directors, the Company, based on its corporate philosophy, selects candidates for Directors who embody such corporate philosophy at a high level and who have high potential to contribute to further development of the Group. By making each Director’s term of office one year, the Company upholds the principle of reflecting the will of its shareholders. In particular, the Board of Directors of the Company selects persons who have extensive experience from a global perspective, professional knowledge, and are able to play a leading role in areas such as IT, finance, corporate management, legal and risk management, financial accounting, public administration, and consulting, and who are capable of appropriately guiding and supervising the execution of business at Rakuten Group. With regard to the policy and procedures for nominating candidates for Audit & Supervisory Board Members, the Company, based on its corporate philosophy, shall select persons from among those who are able to conduct supervision and audit to ensure that the duties of Directors and Executive Officers are appropriately executed in accordance with laws and regulations as well as social norms, at the same time capable of increasing the corporate value of the Group. In addition, the Company obtains advice from Independent Outside Directors, when appropriate, in selecting candidates for Directors and Audit & Supervisory Board Members. The appointment of Executive Officers who are senior management executives are based on recommendations by the Vice Chairman and the Group Executive Vice Presidents, and after careful examination at a Board of Directors meeting. Such persons are expected to contribute to the development of our business and have specialized knowledge. In addition, when the execution of duties of Executive Officers who are senior management executives falls under the dismissal reasons stipulated in the Company regulations, the Board of Directors will deliberate fully and make necessary resolutions.
- (v) The Company discloses the reasons for selecting each of the candidates for Directors and Audit & Supervisory Board Members in the Notice of Annual General Shareholders’ Meeting. The reasons for appointment or dismissal of management executives will be notified on the corporate website etc., as necessary.

<3.1.3 Full Disclosure>

For the realization of a sustainable society and long-term growth of its businesses, Rakuten periodically identifies, through a stakeholder engagement process the ESG matters to tackle in priority. We strive to disclose information about our sustainability strategy that addresses those ESG matters, and about related policies, initiatives, results, etc. on our corporate website and in our Integrated Reports in a specific and transparent manner.

The way we manage different capitals for the strengthening of the Rakuten Ecosystem also explained in our Integrated Reports, notably the advancement of human and intellectual capitals.

Regarding climate change, we formally announced our endorsement of the TCFD in December 2019 and disclose information on our corporate website in line with the TCFD framework. We also respond every year to the extensive evaluation survey on climate change conducted by the global environmental non-profit organization CDP, and we report on the main risks and opportunities related to climate change in our Securities Report.

References are listed below.

【Corporate website】

<https://global.rakuten.com/corp/sustainability/>

【Climate Change】

<https://global.rakuten.com/corp/sustainability/climate/>

【Integrated report】

<https://global.rakuten.com/corp/investors/documents/annual.html>

【Annual Securities Report】

https://global.rakuten.com/corp/investors/documents/securities_report.html

<4.1.1 Roles and Responsibilities of the Board (1)>

The Company makes determinations and decisions via board resolution about matters that are legally required to be resolved at the Board of Directors, as well as about strategically important matters that the Company has deemed should be resolved at the Board of Directors. These items are stipulated in the Rakuten Group Authority Table, which includes matters related to finance, M&A, assets, accounting, annual budget and business plan, cost expenditure, human resources, intellectual property, organizations and information security. Similarly, approving authority is entrusted to the CEO and the executive officers responsible for Company, and stipulated in the Rakuten Group Authority Table.

In addition to regular meetings, the Board of Directors holds extraordinary meetings as required. At these meetings, Directors make decisions on important management matters and supervise Executive Officers' activities. Executive Officers, upon receiving business execution orders from the CEO, carry out business execution within the

administrative authority set forth by the Company. To enhance the corporate value, for any case that requires new capital expenditure including any investment, members of the Investment Committee, including external experts, preliminarily deliberate on whether the case should proceed or not. The result of such deliberation shall be reported to the Board of Directors.

<Principle 4.8 Effective Use of Independent Directors / Principle 4.9 Independence Standards and Qualification for Independent Directors >

The Company selects candidates for Directors who embody the Company's corporate philosophy at a high level and who have high potential to contribute to further development of the Group. By making each Director's term of office one year, the Company upholds the principle of reflecting the will of its shareholders.

In particular, the Board of Directors of the Company selects persons who have extensive experience from a global perspective, professional knowledge, and are able to play a leading role in areas such as IT, finance, corporate management, legal and risk management, financial accounting, public administration, and consulting, and who are capable of appropriately guiding and supervising the execution of business at Rakuten Group.

The Board of Directors consists of nine Directors, which the Company believes to be an appropriate size in order to conduct management decision-making and supervision. Additionally, the Company places emphasis on the diversity of its Directors. This is reflected by the appointment of two women and three foreign nationals as Directors among its nine Directors, and two women and three foreign national among its six Outside Directors.

With the aim of ensuring high transparency and strong management supervision, while selecting Independent Directors and Independent Audit & Supervisory Board Members the Company appoints persons who, in principle, do not fall under any of the following criteria.

- a. A person or entity whose major client is the Company or an executive thereof (*1) or a major client (*2) of the Company or an executive thereof
- b. A consultant, accountant or legal professional (or an affiliated person of the said party if it is a legal entity, partnership or other organization) who receives a large amount of monetary consideration or other property from the Company besides receiving compensation as Directors or Audit & Supervisory Board Members
- c. A party who effectively holds 10% or more of the Company's entire voting rights or an executive thereof
- d. A person or party who has recently fallen under any of a) through c) above (*3)
- e. A close relative of a person who falls under the following criteria (excluding immaterial persons)

- 1) A person who falls under any of a) through d) above
- 2) An executive of a subsidiary of the Company
- 3) A non-executive Director of a subsidiary of the Company (limited to the case where Outside Audit & Supervisory Board Member is appointed as an Independent Audit & Supervisory Board Member)
- 4) A person who has recently fallen under 2) or 3) above, or recently been an executive of the Company (including a non-executive Director in the case where Outside Audit & Supervisory Board Member is appointed as an Independent Audit & Supervisory Board Member)

- *1: An executive as stipulated in Article 2, Paragraph 3, Item 6 of the Ordinance for Enforcement of the Companies Act, which includes employees and executive Directors.
- *2: Refers to cases in which their transactions with the Company exceed 1% of the combined total of the cost of goods sold and the selling, general, and administrative expenses.
- *3: Refers to cases which are considered effectively equivalent to the present condition, such as when a party or person falls under any of a) through c) at the time when the contents of the proposal of the General Shareholders' Meeting are determined for the election of such Independent Directors or Independent Audit & Supervisory Board Members as Outside Directors or Outside Audit & Supervisory Board Members.

<4.10.1 Use of Optional Approach>

The Company has selected six Independent Outside Directors out of the nine Directors. The Independent Outside Directors constitute the majority of the Board of Directors, and the Company receives appropriate involvement and advice from them in the deliberation of important matters such as nominations and remuneration. Furthermore, we plan to continue consideration of the establishment of a voluntary Nomination and Compensation Committee to enhance the involvement and advice of independent outside directors in the future.

<4.11.1 Preconditions for Board and Audit & Supervisory Board Effectiveness>

The Company selects candidates for Directors who embody the Company's corporate philosophy at a high level and who have high potential to contribute to further development of the Group. By making each Director's term of office one year, the Company upholds the principle of reflecting the will of its shareholders.

In particular, the Board of Directors of the Company selects persons who have extensive experience from a global perspective, professional knowledge, and are able to play a leading role in areas such as IT, finance, corporate management, legal and risk management, financial accounting, public administration, and consulting, and

who are capable of appropriately guiding and supervising the execution of business at Rakuten Group. The Board of Directors consists of nine Directors, which the Company believes to be an appropriate size in order to conduct management decision-making and supervision. Additionally, the Company places emphasis on the diversity of its Directors. This is reflected by the appointment of two women and three foreign nationals as Directors among its nine Directors, and two women and three foreign national among its six Outside Directors.

The Company describes the positions, career summaries, and reasons for selection of each Director and indicates the Board of Directors' expectations of them, including their roles, expert knowledge, and experience, in the Notices of Shareholders' Meetings and other materials. In selecting Directors, the Board of Directors, of which the majority are Independent Outside Directors, considers the skills possessed by each Director and obtains advice from Independent Outside Directors as necessary to decide on the candidates.

The Company discloses the combination of skills and other attributes of the Directors in the 28th Annual General Shareholders' Meeting.

<4.11.2 Preconditions for Board and Audit & Supervisory Board Effectiveness>

The Company discloses the status of significant concurrent positions of Directors and Audit & Supervisory Board Members each year in its disclosure materials, such as reference documents for Notice of Annual General Shareholders' meeting and securities report.

<4.11.3 Preconditions for Board and Audit & Supervisory Board Effectiveness>

To enhance effectiveness of the Board of Directors, the Company carried out a survey among all of the Directors and the Audit & Supervisory Board Members from December 2024 to January 2025 about the operation of the Board meetings and the composition of the Board of Directors, and the results were reported to the Board of Directors in February 2025.

Through the survey the effectiveness of the Board of Directors was generally confirmed. The Company will continue to work to improve the Board to enhance its effectiveness.

Please see below for the details.

https://global.rakuten.com/corp/news/press/2025/0328_11.html

<4.14.2 Directors and Audit & Supervisory Board Members Training>

The Company provides explanation to Directors and Audit & Supervisory Board Members upon their appointment concerning the roles and responsibilities they are required to fulfill in accordance with the Companies Act, and also the summary of each business to enrich their comprehension regarding the Rakuten Group.

Since April 2016, the Company has been holding intensive meetings, held separately from the meetings of the Board of Directors, where all Officers, including Outside Officers mainly engage in debate about Group management strategy, etc. These meetings allow for discussions with a medium to long-term perspective that is not dominated by near-term challenges or the Board of Directors agenda items. Through these sessions, the Company provide opportunities for Outside Directors and Audit & Supervisory Board Members to deepen their understanding about the businesses and issues of the Company.

<Principle 5.1 Dialogue with Shareholders>

Rakuten Group, Inc., as a listed company, discloses timely and appropriate information to shareholders and investors in accordance with related laws and regulations as well as rules, such as the Financial Instruments and Exchange Act and timely disclosure rules set forth by the financial instruments exchanges. In addition, the Group, as a social entity, aims to contribute to increased shareholder value by disclosing information fairly to stakeholders, such as business partners, customers, users and employees, and developing a transparent and highly reliable information disclosure system. In order to carry out the above, the Company implements the following measures.

(1) System

The Rakuten Group Regulations and other internal regulations stipulate that the Group Chief Financial Officer (Group CFO) is responsible for implementing timely and appropriate disclosure of information for the Company and its Group Companies. The Company has notified the Tokyo Stock Exchange, Inc. of the designation of Group CFO as Executive Officer of Information Disclosure. When holding dialogue with shareholders and investors, the Company appoints dedicated IR staff in the IR Department and regularly communicates with the stock market. In addition, we offer an opportunity to interview the Representative Director, Group CFO and other Directors, or Executive Officers in charge of principal businesses, etc., as necessary.

(2) Measures to enhance IR activities

The Company explains to shareholders about the medium-term business strategy in addition to the business performance for the quarterly period at the quarterly financial results conferences which Representative Directors, Executive Officers, and others responsible for principal businesses attend. It also strives to provide information fairly and promptly through live streaming and on-demand videos of the quarterly financial results conferences on the website.

The Company also holds small meetings for analysts, in which Representative Directors, Executive Officers and others responsible for principal businesses explain about the business strategy to create an opportunity to deepen the understanding of

said investors and analysts about the Group's measures for enhancement of shareholder value over the medium- to long-term.

In addition, we actively disclose information utilizing our website to provide information fairly and promptly to a wide range of shareholders and investors. We release the following information on our website: IR information, such as the details of financial results announcements, timely disclosure information, Integrated Reports, and corporate governance information, etc. In addition to the video streaming of quarterly financial results conferences, the latest company information, etc. is made available on the website in video and other formats.

(3) Internal information gathering

The Group sets up opportunities for group-wide information sharing, such as "Asakai" (morning meetings), which is a weekly information sharing meeting that all employees participate in, and regular meetings in which information on business performance, the status of budget and results concerning KPI indicators, etc. for each business are reported to and shared with Executive Officers, etc.

These opportunities enable the Group CFO, dedicated IR staff and other persons involved to grasp the status of business appropriately and in a timely manner. In addition, when making decisions on disclosure concerning quarterly financial results or material facts of determined and/or occurred matters, they coordinate with each department responsible for corporate functions and officers in charge of principal businesses, etc., such as the IR Department, Finance Department, Group Accounting Department, CFO Office, Governance Operation Department and Corporate Communication Department.

(4) Provision of internal feedback

The Group CFO reports on IR activities, trends of shareholders and investors, and opinions, etc., along with the movement of the Company's share price, at a regular meeting of the Board of Directors. At the "Asakai" (morning meeting) held immediately following the announcement of quarterly financial results, the Group CFO shares with all employees the details of the financial results announcement and opinions of shareholders and investors, etc. In addition, dedicated IR staff report weekly on IR activities, the details of questions and opinions from shareholders and investors, analyst reports, market trends and movement of share prices of the Company and its competitors, etc. to Directors, Audit & Supervisory Board Members (full-time), Executive Officers and senior staff, etc. The Company is stepping up activities to share the opinions of the stock market to the Company through holding quarterly internal IR sessions in both Japanese and English, etc. for on-site employees.

(5) Share options

The Group grants share options to a wide range of executives and employees, including comparatively junior first-year employees, in addition to the management. The Group believes that this can improve the motivation of its executives and

employees to contribute to the enhancement of the Group's business performance and increase its share price by having them share with shareholders the benefits from an increase in price and loss from a decrease in price.

(6) Management of insider information etc.

The Group deeply acknowledges that information on the Group, including the Company, and its customers, etc. is an extremely important property of the Group. Based on this recognition, the Rakuten Group Code of Ethics stipulates the proper use and management of such information. The Group has formulated the Rakuten Group Regulations and other internal regulations for internal information management and the prevention of insider trading, and strictly manages material facts and related parties and carries out awareness building activities for employees. When a material fact occurs, the date on which related parties and information recipients became aware of the material fact and the method of acquisition of the information thereof is strictly managed. In addition, related parties must submit a written pledge to comply with related laws and regulations, as well as regulations.

The Company sets a "quiet period" ahead of the date of financial results announcements in order to ensure fairness and prevent the leakage of financial results information. The Rakuten Group Regulations stipulate that external comments shall not be made and inquiries about information related to financial results shall not be answered during this period; provided, however, that this shall not apply to inquiries about facts that have already been announced, or occurrence of a material fact that requires timely disclosure or statutory disclosure during this period.

(Actions taken to conduct management conscious of cost of capital and stock price)

The Group aims to maximize its growth and corporate value by concurrently reviewing the Group's organizational and capital structure, as well as by continuously reviewing its creditworthiness and financial soundness, among other factors.

In this context, the Company is striving to improve corporate value with awareness of cost of capital and stock price and is working to improve the Group's profitability by achieving profitability in the Mobile segment as soon as possible, as well as by enhancing the efficiency of business operations, whilst maintaining financial soundness.

For details, please refer to the financial results presentation materials below.

https://global.rakuten.com/corp/investors/assets/doc/documents/24Q4CEOPPT_E.pdf

2. Capital Structure

Foreign Shareholding Ratio	30% or more
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[Status of Major Shareholders]

Name / Company Name	Number of Shares Owned	Percentage (%)
Crimson Group, LLC.	226,419,000	10.51
The Master Trust Bank of Japan, Ltd. (Trust account)	216,664,700	10.06
Hiroshi Mikitani	176,703,400	8.20
JAPAN POST HOLDINGS Co., Ltd.	131,004,000	6.08
Haruko Mikitani	112,625,000	5.23
MSIP CLIENT SECURITIES	65,657,600	3.05
Custody Bank of Japan, Ltd. (Trust account)	50,897,400	2.36
GOLDMAN SACHS INTERNATIONAL	49,854,442	2.31
Mikitani Kosan, Inc.	40,868,500	1.90
Spirit, Inc.	40,868,500	1.90

Name of Controlling Shareholder, if applicable (excluding Parent Company)	-
Name of Parent Company, if applicable	None

Supplementary Explanation

In addition to the above, there are 4,096 treasury stocks owned by the Company.

3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange Prime Market
Fiscal Year-End	December
Business Sector	Services
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	More than 1,000
Sales (consolidated) as of the End of the Previous Fiscal Year	More than 1 trillion yen
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	From 100 to less than 300

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

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5. Other Special Circumstances which may have Material Impact on Corporate Governance

- Policies on group management

The Company believes that, in order to continue to achieve the Group's sustainable growth in the rapidly changing Internet industry, it is important to improve the Group's competitiveness and mobility through establishment of a structure that enables prompt decision-making in each business while further increasing its capital efficiency, based on changes in the environment surrounding each business. The Company also believes that the further enhancement of services based on the high level of expertise of each business through advanced technology and the expansion and autonomous acceleration of the Rakuten Ecosystem through increased value of each business will contribute to maximizing the Group's corporate value. The Company's policy is to establish and operate systems at its listed subsidiaries that are independent from the Company and to give due consideration to the protection of minority shareholders for maintaining their independence.

- Objective of holding listed subsidiaries

It is important to expand the Rakuten Ecosystem and improve the Group's competitiveness and mobility in order to achieve the further sustainable growth of the Group. Therefore, the Company is considering all possibilities to maximize the growth and corporate value of the Group, with consideration of the creditworthiness and financial soundness of the Group on an ongoing basis, as well as the Group's organizational and capital structures, and listing a subsidiary is one of the options. If the listing is expected to increase corporate value and this outweighs the disadvantages of profit outflow, it is one factor to affirm listing a subsidiary.

Based on this belief, the Company has Rakuten Bank, Ltd. (Tokyo Stock Exchange Prime Market) (hereinafter "Rakuten Bank") as its listed subsidiary. As a listed company, Rakuten Bank will execute its growth strategy from a more autonomous management perspective and, once listed, will be able to implement various growth and financial strategies, including independent fundraising, thereby realizing the expansion of Rakuten Bank's business and the enhancement of its corporate value. The Company believes that this in turn will increase the Group's corporate value and contribute to the expansion of the Rakuten Group's overall Ecosystem. At present, there are no plans to list any subsidiaries other than Rakuten Bank.

The businesses that make up the Rakuten Ecosystem are divided into the Internet Services segment, the Mobile segment, and the FinTech segment. Rakuten Bank belongs to the FinTech segment and operates a banking business. Rakuten Bank also collaborates with other financial businesses such as Rakuten Card Co., Ltd., Rakuten Securities, Inc., Rakuten Wallet, Inc., Rakuten Life Insurance Co., Ltd., Rakuten General

Insurance Co., Ltd., Rakuten Payment, Inc., and Rakuten Edy, Inc. by mutually guiding customers and providing banking services to these companies and their customers. In addition to financial businesses, Rakuten Bank similarly collaborates with businesses belonging to the Internet Services segment and the Mobile segment to create synergies.

Rakuten Bank provides customers with convenience and price competitiveness that differ from other Internet banks by utilizing the Rakuten Ecosystem through Rakuten points, brand and name recognition, and reciprocal customer referrals with other Group companies. Given that these synergies with the Rakuten Ecosystem contribute to efficient acquisition of new customers and customer retention, the Company believes that continuing to strengthen synergies with the Rakuten Ecosystem with Rakuten Bank as its subsidiary will contribute to maximizing the corporate value of Rakuten Bank and the Group. At this time, the Company intends to maintain the status of Rakuten Bank as a consolidated subsidiary. As the Company envisions a mutually beneficial relationship as independent companies after the listing, if the relationship between the two companies changes in the future and the maintenance of the consolidated subsidiary does not necessarily contribute to the enhancement of the corporate value of both companies, the Company will consider other options including whether or not to maintain the consolidated subsidiary.

- Policies to ensure effectiveness of governance

The Company, as the management company of the Group, has entered into basic management agreements with listed subsidiaries. Under such agreements, the Company has established the “Rakuten Shugi (Rakuten principles)” as the Group’s basic philosophy, “Core Policies” as fundamentals of the Group’s governance, and the “Rakuten Group Code of Ethics” as fundamentals to adhere by Directors and employees. The agreement also stipulates that the Company respects the management independence required from the viewpoint of public interest under related laws and regulations and the independence required of listed subsidiaries, that the Company respects the fact that listed subsidiaries have established a system in which appropriate checks are made on governance by actively appointing directors from outside the Group, and that the Company respects the personnel rights of the listed subsidiaries. The agreements do not include any arrangements regarding the appointment by the Company of Rakuten Bank’s officers or Executive Officers, etc. In addition, Hiroshi Mikitani, the Company’s Representative Director, Chairman, President & CEO, concurrently serves as Executive Chairman of Rakuten Bank. He assumed the position based on a request from Rakuten Bank, which plans to pursue synergies with the Rakuten Group and further expand its business with customers outside the Rakuten Group. The appointment was made after consulting with the Special Advisory Committee comprised of independent officers of Rakuten Bank and

receiving a statement of no objections from all committee members in attendance. The agreements also require reporting of management matters to the extent necessary to fulfill the Group's internal control functions and within the bounds of laws and regulations, but do not stipulate prior approval or prior consultation with the Group.

If business conditions deteriorate at Rakuten Bank, the Company plans to take necessary measures to ensure the sound and appropriate management of Rakuten Bank's business. Even if the Company's business conditions were to deteriorate, the Company will not request capital injection, loans, or other support from Rakuten Bank.

II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation

Organization Form	Company with Audit & Supervisory Board
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[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	16
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	CEO
Number of Directors	9
Status of Appointment of Outside Directors	Appointed
Number of Outside Directors	6
Number of Independent Directors	6

Outside Directors' Relationship with the Company (1)

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Takaharu Ando	From another company											
Sarah J. M. Whitley	From another company							△				
Tsedal Neeley	Academic								△			
Charles B. Baxter	From another company											
Shigeki Habuka	From another company											

Takashi Mitachi	From another company								○			
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*Categories for “Relationship with the Company”.

(Use “○” when the director presently falls or has recently fallen under the category; “△” when the director fell under the category in the past; “●” when a close relative of the director presently falls or has recently fallen under the category; and “▲” when a close relative of the director fell under the category in the past.)

- a. Person who executes business for the Company or its subsidiary
- b. Person who executes business for or a non-executive director of the Company's parent company
- c. Person who executes business for a fellow subsidiary
- d. Person/entity for which the Company is a major client or a person who executes business for said person/entity
- e. Major client of the Company or a person who executes business for said client
- f. Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets from the Company in addition to remuneration as a director/Audit and Supervisory Board Member
- g. Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business for the corporation)
- h. Person who executes business for a client of the Company (excluding persons categorized as any of d, e, or f above) (applies to director him/herself only)
- i. Person who executes business for another company that holds cross-directorships/cross-auditorships with the Company (applies to director him/herself only)
- j. Person who executes business for an entity receiving donations from the Company (applies to director him/herself only)
- k. Other

Outside Directors' Relationship with the Company (2)

Name	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons of Appointment
Takaharu Ando	○	He is Outside Director of AMUSE INC., to which the Company pays music royalties. The ratio of such payments in fiscal 2024 was less than 1% of the combined total amount of the cost of sales and the selling, general, and administrative expenses of the Company for the year.	Appointment is requested in expectation of his advice on business execution from an objective perspective to further strengthen corporate governance, compliance, and risk management of the Group based on his extensive experience and wide-ranging insight gained from serving in various important positions in police organizations, including

			Commissioner General of National Police Agency. Additionally, he is considered sufficiently independent in accordance with the criteria established by the Company based on the standards for independence stipulated by the Tokyo Stock Exchange, and is designated as an Independent Director.
Sarah J. M. Whitley	○	Worked as an executive (employee) of an institutional investor who holds shares of the Company until April 2018.	Appointment is requested in expectation of her advice to the management of the Company to enhance its corporate based on her many years of experience in observing Japanese companies and the Company as an investor in independent overseas asset management firms, as well as her extensive knowledge of corporate finance. Additionally, she is considered sufficiently independent in accordance with the criteria established by the Company based on the standards for independence stipulated by the Tokyo Stock Exchange, and is

			designated as an Independent Director.
Tsedal Neeley	○	She is a professor at Harvard Business School, however, there were no business transactions between the Company and the school during fiscal 2024.	Appointment is requested in expectation of her advice to accelerate the Company's global, digital and AI expansion. This is based on her extensive experience gained from serving as a professor at Harvard Business School and as an Outside Director of a U.S. listed company engaged in internet related business, as well as her wide-ranging insight gained through her research on digital transformation and acculturation in companies and extensive advisory of companies worldwide. Additionally, she is considered sufficiently independent in accordance with the criteria established by the Company based on the standards for independence stipulated by the Tokyo Stock Exchange, and is designated as an Independent Director.
Charles B. Baxter	○		Appointment is requested in expectation of his advice to the management of the

			<p>Company based on his expertise and extensive experience in the Internet industry and corporate management.</p> <p>Additionally, he is considered sufficiently independent in accordance with the criteria established by the Company based on the standards for independence stipulated by the Tokyo Stock Exchange, and is designated as an Independent Director.</p>
Shigeki Habuka	○		<p>Appointment is requested in expectation of his advice on business execution from an objective perspective to further strengthen corporate governance of the Group, based on his wide-ranging experience gained from serving in various important positions in administrative agencies, including Vice-Minister for Policy Coordination of the Cabinet Office and his extensive insight on financial administration and government affairs.</p> <p>Additionally, he is considered sufficiently independent in accordance with the</p>

			criteria established by the Company based on the standards for independence stipulated by the Tokyo Stock Exchange, and is designated as an Independent Director.
Takashi Mitachi	○	He Distinguished Professor of Graduate School of Management, Kyoto University, to which the Company pays participation fees for events held by the university. The ratio of fees in fiscal 2024 was less than 1% of the combined total amount of the cost of sales and the selling, general, and administrative expenses of the Company for the year.	Appointment is requested in expectation of his advice to the management of the Company based on his expert knowledge and experience as a management consultant. Additionally, he is considered sufficiently independent in accordance with the criteria established by the Company based on the standards for independence stipulated by the Tokyo Stock Exchange, and is designated as an Independent Director.

Voluntary Establishment of Committee(s) Corresponding to Nomination Committee or Remuneration Committee

Not Established

[Audit & Supervisory Board]

Establishment of Audit & Supervisory Board	Established
Maximum Number of Audit & Supervisory Board Members Stipulated in Articles of Incorporation	4
Number of Audit & Supervisory Board Members	4

Cooperation among Audit & Supervisory Board Members, Accounting Auditors and Internal Audit Departments

The Audit & Supervisory Board of our company comprises four members, including two full-time auditors, with a majority being Outside Audit & Supervisory Board Members. The Audit & Supervisory Board holds regular meetings and convenes extraordinary sessions as required. An Auditors Office is also established under the Audit & Supervisory Board to support the auditors in their duties.

As key matters for deliberation, the Audit & Supervisory Board engages in discussions and reviews concerning auditing policies and plans, the audit report of the Audit & Supervisory Board, the auditing methods and reports of the independent auditor, and the reappointment of the independent auditor, all in accordance with laws, regulations, and the Articles of Incorporation.

Audit & Supervisory Board Members attend Board of Directors meetings to audit the management of proceedings and resolutions and express opinions as necessary.

Full-time Audit & Supervisory Board Members, leveraging their full-time status, attend important management meetings to understand the execution of duties by directors. They also review and confirm key approval documents and gather information through various departments/companies and group companies, which assists in appropriately monitoring the execution of duties and risk management by each director. Furthermore, they enhance the overall effectiveness of audits across the group by exchanging views and hearing about the audit status and results from group company auditors. Information obtained through these duties is regularly shared with part-time Audit & Supervisory Board Members at the Audit & Supervisory Board meetings to ensure mutual information sharing.

The current Audit & Supervisory Board is composed of Yoshihito Naganuma (Audit & Supervisory Board Member, Full-time), Futoshi Nakamura (Outside Audit & Supervisory Board Member, Full-time), Maki Kataoka (Outside Audit & Supervisory Board Member, Part-time), and Katsuyuki Yamaguchi (Outside Audit & Supervisory Board Member, Part-time), with Yoshihito Naganuma acting as the chairman.

Financial audits of the Company and its principal subsidiaries are conducted by Ernst & Young ShinNihon LLC based on the Japanese Companies Act and the Financial

Instruments and Exchange Act. The Internal Audit Department conducts information sharing with independent auditors including regular exchange of opinions and the results of the internal audits.

Internal audits are conducted by the Internal Audit Department, which is an independent unit reporting directly to the CEO. Head office divisions, business units and the Group Companies are all subject to internal auditing. Audits are implemented under plans approved by the Board of Directors with the aim of verifying the legality, appropriateness and efficiency of operations. The purpose of the internal audit process is to ensure that business operations are conducted in an appropriate manner by identifying any improvements that may be required, and by monitoring the implementation of those improvements. Audit results are reported to the CEO and the Audit & Supervisory Board Members, and particularly important audit results are reported to the Audit & Supervisory Board and the Board of Directors. The Internal Audit Department shares the results, etc. of the internal audits at regular meetings with Audit & Supervisory Board Members and conducts information sharing with independent auditors including regular exchange of opinions and the results of the internal audits. A Three-Party Audit Meeting is held as needed, and exchange of opinions among the three parties are conducted. In addition, the Internal Audit Department is also working to enhance the effectiveness of internal audits throughout the group by working closely with the other auditors of the Group Companies. Furthermore, the Internal Audit Department evaluates the design and operating status of internal controls over financial reporting based on guidelines by the Financial Services Agency and internal regulations, and shares such information with internal control divisions, as appropriate. Internal control divisions make efforts to improve the internal control system based on such information, as necessary.

Appointment of Outside Audit & Supervisory Board Members	Appointed
Number of Outside Audit & Supervisory Board Members	3
Number of Independent Audit & Supervisory Board Members	3

Outside Audit & Supervisory Board Members' Relationship with the Company (1)

Name	Attribute	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	K	l	m
Futoshi Nakaumura	From another company													
Maki Kataoka	Certified public accountant													
Katsuyuki Yamaguchi	Lawyer										○			

*Categories for "Relationship with the Company".

(Use "○" when the director presently falls or has recently fallen under the category; "△" when the director fell under the category in the past; "●" when a close relative of the director presently falls or has recently fallen under the category; and "▲" when a close relative of the director fell under the category in the past.)

- Person who executes business for the Company or its subsidiary
- A non-executive director or an accounting advisor of the Company or its subsidiaries
- Person who executes business for or a non-executive director of the Company's parent company
- An Audit & Supervisory Board Member of a parent company of the Company
- Person who executes business for a fellow subsidiary
- Person/entity for which the Company is a major client or a person who executes business for said person/entity
- Major client of the Company or a person who executes business for said client
- Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets from the Company in addition to remuneration as a director/ Audit and Supervisory Board Member
- Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business for the corporation)
- Person who executes business for a client of the Company (excluding persons categorized as any of f, g, or h above) (applies to the auditor him/herself only)
- Person who executes business for another company that holds cross-directorships/cross-auditorships with the Company (applies to the director/auditor him/herself only)
- Person who executes business for an entity receiving donations from the Company (applies to the person him/herself only)
- Other

Outside Audit & Supervisory Board Members' Relationship with the Company (2)

Name	Designation as Independent Audit & Supervisory Board Members	Supplementary Explanation of the Relationship	Reasons of Appointment
Futoshi Nakaumura	○		Appointment is requested in anticipation of his contribution to the Company's audit system based on his expertise and his experience in finance and accounting as well as audit & supervisory board member in global companies. Additionally, he is considered sufficiently independent in accordance with the criteria established by the Company based on the standards for independence stipulated by the Tokyo Stock Exchange, and is designated as an Independent Auditor.
Maki Kataoka	○		Appointment is requested in anticipation of her contribution to the Company's audit system based on her expertise in finance, accounting, internal control and her experience as a certified public accountant as well as her abundant experience at the Metropolitan Police Department with successive Director posts.

			<p>Additionally, she is considered sufficiently independent in accordance with the criteria established by the Company based on the standards for independence stipulated by the Tokyo Stock Exchange, and is designated as an Independent Auditor.</p>
Katsuyuki Yamaguchi	○	<p>He is Partner of Nishimura & Asahi (Gaikokuho Kyodo Jigyo), and Nishimura & Asahi (Gaikokuho Kyodo Jigyo) has a business relationship with the Company. The ratio of transactions between Nishimura & Asahi (Gaikokuho Kyodo Jigyo) and the Company in fiscal 2024 was less than 1% of the combined total amount of the cost of sales and the selling, general, and administrative expenses of the Company for the year.</p>	<p>Appointment is requested in anticipation of his contribution to the Company's audit system based on his extensive expertise and wealth of experience as a legal attorney on corporate legal affairs. Additionally, he is considered sufficiently independent in accordance with the criteria established by the Company based on the standards for independence stipulated by the Tokyo Stock Exchange, and is designated as an Independent Auditor.</p>

[Independent Directors/Audit & Supervisory Board Members]

Number of Independent Directors/Audit & Supervisory Board Members	9
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Matters relating to Independent Directors/Audit & Supervisory Board Members

With the aim of ensuring a high level of transparency and strong management supervision, while selecting Independent Directors and Independent Audit & Supervisory Board Members, the Company appoints persons who, in principle, do not fall under any of the following criteria.

- a. A person or entity whose major client is the Company or an executive thereof (*1) or a major client (*2) of the Company or an executive thereof
- b. A consultant, accountant or legal professional (or an affiliated person of the said party if it is a legal entity, partnership, or other organization) who receives a large amount of monetary consideration or other property from the Company besides receiving compensation as Directors or Audit & Supervisory Board Members
- c. A party who effectively holds 10% or more of the Company's entire voting rights or an executive thereof
- d. A person or party who has recently fallen under any of a) through c) above (*3)
- e. A close relative of a person who falls under the following criteria (excluding immaterial persons)
 - 1) A person who falls under any of a) through d) above
 - 2) An executive of a subsidiary of the Company
 - 3) A non-executive Director of a subsidiary of the Company (limited to the case where Outside Audit & Supervisory Board Member is appointed as an Independent Audit & Supervisory Board Member)
 - 4) A person who has recently fallen under 2) or 3) above, or recently been an executive of the Company (including a non-executive Director in the case where Outside Audit & Supervisory Board Member is appointed as an Independent Audit & Supervisory Board Member)

*1: An executive as stipulated in Article 2, Paragraph 3, Item 6 of the Ordinance for Enforcement of the Companies Act, which includes employees and executive directors.

*2: Refers to cases in which, their transactions with the Company exceed 1% of the combined total of the cost of goods sold and selling, general, and administrative expenses.

*3: Refers to cases which are considered effectively equivalent to the present condition, such as when a party or person falls under any of a) through c) at the time when the contents of the proposal of the General Shareholders' Meeting are

determined for the election of such Independent Directors or Independent Audit & Supervisory Board Members as Outside Directors or Outside Audit & Supervisory Board Members.

[Incentives]

Incentive Policies for Directors

Share Options

Supplementary Explanation

Since the value of the Share Options is linked with the Company's stock price, delivering Share Options to the Company's Directors who are expected to contribute to the enhancement of the medium- and long-term corporate and shareholder value of the Group as a whole, not only by supervising management but also by providing advice and other support related to management, will allow them to share the gains of shareholders when stock prices rise and feel shareholders' losses when stock prices fall, thus enhancing their motivation to achieve higher performance and higher stock prices.

With regard to the granting of share options to Directors (excluding Outside Directors), the Company resolved at the 28th Annual General Shareholders' Meeting held on March 28, 2025, to grant share acquisition rights as share options exercisable while in service (maximum 15,000 units per fiscal year) and share acquisition rights as retirement compensation share options (maximum 20,000 units per fiscal year) to Directors (excluding Outside Directors). In the fiscal year of 2024, the Company has granted 0 units of share acquisition rights as share options exercisable while in service and 4,288 units of share acquisition rights as retirement compensation share options to Directors (excluding Outside Directors).

With regard to the granting of share options to Outside Directors, the Company resolved at the 25th Annual General Shareholders' Meeting held on March 30, 2022, to grant share acquisition rights as share options exercisable while in service (maximum 1,000 units per fiscal year) to Outside Directors. In the fiscal year of 2024, the Company has granted 592 units of share acquisition rights as share options exercisable while in service to Outside Directors.

For indicators and method of calculation of non-cash based compensation, see "Indicators and Method of Calculation of Performance-linked Compensation and Non-cash Based Compensation" in this corporate governance report.

Recipients of Share Options	Internal directors, Outside directors, employees of the Company, directors of subsidiaries, employees of subsidiaries, and others.
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Supplementary Explanation

[Determination Methods and Main Features of the Group's Compensation System]

In determination of the total amount of compensation, including the granting of Share Options, several factors are taken into account, such as the degree to which the Group's operating profit targets were achieved; the business performance of each Group company, business segment or division; and the personnel evaluation of each individual.

As a general rule, the Group has designed its compensation system so that as an individual's rank and responsibility increases, the portion of their total compensation comprised of performance-based bonuses (based on individual, Group Company, business unit or department performance) and Share Options (that are linked to stock prices) also increases. Nevertheless, a major feature of the Group's compensation system is that it delivers Share Options to a wide range of personnel starting with first-year employees with relatively low ranks and small roles up to Directors. This reflects the Group's belief that making the majority of the executives and employees of the Group potential shareholders will further raise the awareness of each of the executives and employees of the Group towards enhancing corporate and shareholder values. Additionally, this is expected to reinforce the sense of unity among all executives and employees of the Group, which is thought to be an indispensable element in expanding and fostering the Rakuten Ecosystem both in Japan and abroad.

[Director Remuneration]

Disclosure of Individual Directors' Remuneration	Partial Disclosure
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Supplementary Explanation

Director compensation in FY2024

To 12 Directors (includes directors who retired during 2024): ¥ 1,736 million

(Notes)

1. The total amount of compensation for Directors shall not exceed the maximum amount (¥1,900 million per year, including ¥200 million for Outside Directors) resolved at the 26th Annual General Shareholders' Meeting held on March 30, 2023. The number of Directors at the conclusion of this Annual General Shareholders' Meeting was twelve, including seven Outside Directors.
2. With regard to the granting of share options to Directors (excluding Outside Directors), the Company resolved at the 23rd Annual General Shareholders' Meeting held on March 27, 2020, to grant share acquisition rights as share options exercisable while in service (maximum 10,000 units per fiscal year) and share acquisition rights as retirement compensation share options (maximum 10,000 units per fiscal year) to Directors (excluding Outside Directors) as compensation, etc., separately from the maximum amount of compensation described in 1 above. The number of Directors (excluding Outside Directors) at the conclusion of this Annual General Shareholders' Meeting was three. The Company has granted 0 units of share acquisition rights as share options exercisable while in service and 4,288 units of share acquisition rights as retirement compensation share options to Directors (excluding Outside Directors) in the fiscal year. The details of each share acquisition right are as follows.

I. Share acquisition rights as share options exercisable while in service

- (1) Persons to whom share acquisition rights will be allotted
Directors of the Company

- (2) Class and number of shares to be issued upon exercise of share acquisition rights

The class of shares to be issued upon the exercise of share acquisition rights will be common stock of the Company, and the number of shares to be issued in each fiscal year will not exceed 1,000,000.

However, if the Company splits its common stock (including allotment of its common stock without compensation; hereinafter the same will apply)

or consolidates its common stock, the number of shares to be issued upon exercise of each unit of such share acquisition rights will be adjusted according to the following formula; provided that such adjustment will be made only to those that remain unexercised or uncanceled at the time of such adjustment and; provided, further, that if any fraction less than one share acquisition right arises as a result of such adjustment, such fraction shall be discarded.

$$\begin{array}{ccccc} \text{Number of shares} & & & & \\ \text{after adjustment} & = & \text{Number of shares} & \times & \text{Ratio of split or} \\ & & \text{before adjustment} & & \text{consolidation} \end{array}$$

In addition, if the Company carries out a merger, company split, share exchange, share transfer, or other action that makes it necessary to adjust the number of shares, the number of shares will be adjusted within a reasonable range, taking into account the conditions of the merger, company split, share exchange, share transfer, or other similar actions.

(3) Total number of share acquisition rights to be issued

Share acquisition rights to be issued in each fiscal year will not exceed 10,000 units.

One hundred shares will be issued for each share acquisition right; provided, however, that in the event of any adjustment in the number of shares stipulated in (2) above, the number of shares to be issued for the share acquisition rights will be adjusted accordingly.

(4) Cash payment for share acquisition rights

No cash payment is required for share acquisition rights.

(5) Value of the assets to be contributed upon exercise of share acquisition rights

The price for one share acquisition right will be one yen.

(6) Exercise period of share acquisition rights

The exercise period will be from the date on which one year has passed from the issuance of the share acquisition rights (hereinafter “Date of Issuance”) to the date on which ten years have passed from the Date of Issuance. If the final day of the exercise period falls on a holiday of the Company, the final day will be the working day immediately preceding the final day.

(7) Conditions for exercising the share acquisition rights

- a) Those who received an allotment of the issue of share acquisition rights (hereinafter “Holders of share acquisition rights”) will remain Directors, Executive Officers, Audit & Supervisory Board Members or employees of the Company, or its subsidiaries or affiliates at the time of exercising such rights; provided, however, that exceptional treatment may be

allowed in this regard by the Board of Directors in consideration of circumstances or in the event where the Holders of share acquisition rights have made applications for the exercise of share acquisition rights in accordance with the procedures prescribed by the Company by the date of retirement (or by the application date immediately following the date of retirement if it is recognized that there are justifiable grounds for not being able to make the application by the date of retirement).

- b) Share acquisition rights may not be inherited; provided, however, that exceptional treatment may be allowed in this regard by the Board of Directors in consideration of circumstances.
- c) Share acquisition rights may not be offered for pledge or disposed of in any other way.
- d) Share acquisition rights may be exercised by the Holder of share acquisition rights, in whole or in part, according to the following categories.
 - i) The entire allotment of share acquisition rights may not be exercised prior to the date on which one year has passed from the Date of Issuance.
 - ii) 15% of the allotment of share acquisition rights may be exercised from the date on which one year has passed from the Date of Issuance to the date prior to the date on which two years have passed from the Date of Issuance (if a fraction less than one share acquisition right arises in the number of exercisable share acquisition rights, such fraction will be discarded).
 - iii) 35% of the allotment of share acquisition rights (if a portion of the allotment of share acquisition rights had been exercised by the date prior to the date on which two years have passed from the Date of Issuance, the total amount exercisable including the previously exercised portion shall be 35%) may be exercised from the date on which two years have passed from the Date of Issuance to the date prior to the date on which three years have passed from the Date of Issuance (if a fraction less than one share acquisition right arises in the number of exercisable share acquisition rights, such fraction will be discarded).
 - iv) 65% of the allotment of share acquisition rights (if a portion of the allotment of share acquisition rights had been exercised by the date prior to the date on which three years have passed from the Date of Issuance, the total amount exercisable including the previously exercised portion will be 65%) may be exercised from the date on

which three years have passed from the Date of Issuance to the date prior to the date on which four years have passed from the Date of Issuance (if a fraction less than one share acquisition right arises in the number of exercisable share acquisition rights, such fraction will be discarded).

- v) The entire allotment of share acquisition rights may be exercised from the date on which four years have passed from the Date of Issuance to the date on which ten years have passed from the Date of Issuance.
- e) The Holders of share acquisition rights have duties to pay all taxes (including but not limited to income tax, social security contributions, pensions, and employment insurance premium in all applicable jurisdictions) specified by laws and regulations in relation to share acquisition rights and shares. In cases where the Company and its subsidiaries and affiliates are obliged to levy income tax, etc., the relevant company obliged to levy income tax, etc. will be able to levy tax from Holders of share acquisition rights by the methods listed below.
 - i) Receipt by cash
 - ii) Appropriation of shares owned by the Holders of share acquisition rights
 - iii) Deduction from salaries, bonuses, etc. of the Holders of share acquisition rights
 - iv) Other methods specified by the Company
- (8) Restriction on the acquisition of share acquisition rights by transfer
Any acquisition of share acquisition rights by transfer will require approval via a resolution of the Board of Directors of the Company.
- (9) Other details of share acquisition rights
Other details of share acquisition rights will be determined by the meeting of the Board of Directors to determine the conditions of the offer of share acquisition rights.

II. Share acquisition rights as retirement compensation share options

- (1) Persons to whom share acquisition rights will be allotted
Directors of the Company who serve concurrently as Executive Officers of the Company.
- (2) Class and number of shares to be issued upon exercise of share acquisition rights

The class of shares to be issued upon the exercise of share acquisition rights will be common stock of the Company, and the number of shares to be issued in each fiscal year will not exceed 1,000,000.

However, if the Company splits its common stock (including allotment of its common stock without compensation; hereinafter the same will apply) or consolidates its common stock, the number of shares to be issued upon exercise of each unit of such share acquisition rights will be adjusted according to the following formula; provided that such adjustment will be made only to those that remain unexercised or uncanceled at the time of such adjustment and; provided, further, that if any fraction less than one share acquisition right arises as a result of such adjustment, such fraction shall be discarded.

$$\begin{array}{ccccc} \text{Number of shares} & & & & \\ \text{after adjustment} & = & \text{Number of shares} & \times & \text{Ratio of split or} \\ & & \text{before adjustment} & & \text{consolidation} \end{array}$$

In addition, if the Company carries out a merger, company split, share exchange, share transfer, or other action that makes it necessary to adjust the number of shares, the number of shares will be adjusted within a reasonable range, taking into account the conditions of the merger, company split, share exchange, share transfer, or other similar actions.

(3) Total number of share acquisition rights to be issued

Share acquisition rights to be issued in each fiscal year will not exceed 10,000 units.

One hundred shares will be issued for each share acquisition right; provided, however, that in the event of any adjustment in the number of shares stipulated in (2) above, the number of shares to be issued for the share acquisition rights will be adjusted accordingly.

(4) Cash payment for share acquisition rights

No cash payment is required for share acquisition rights.

(5) Value of the assets to be contributed upon exercise of share acquisition rights

The price for one share acquisition right will be one yen.

(6) Exercise period of share acquisition rights

The exercise period will be from the date on which share acquisition rights are issued (hereinafter "Date of Issuance") until the date on which 40 years have passed from the Date of Issuance. If the final day of the exercise period falls on a holiday of the Company, the final day will be the working day immediately preceding the final day.

(7) Conditions for exercise of share acquisition rights

- a) Those who received an allotment of the issue of share acquisition rights (hereinafter "Holders of share acquisition rights"), shall exercise such

rights within ten days from the date following the date on which they retire as Directors, Executive Officers, Audit & Supervisory Board Members and employees of the Company and its subsidiaries and affiliates.

- b) Share acquisition rights may not be inherited; provided, however, that exceptional treatment may be allowed in this regard by the Board of Directors of the Company in consideration of circumstances.
- c) Share acquisition rights may not be offered for pledge or disposed of in any other way.
- d) The Holders of share acquisition rights have duties to pay all taxes (including but not limited to income tax, social security contributions, pensions, and employment insurance premium in all applicable jurisdictions) specified by laws and regulations in relation to share acquisition rights and shares. In cases where the Company and its subsidiaries and affiliates are obliged to levy income tax, etc., the relevant company obliged to levy income tax, etc. will be able to levy tax from Holders of share acquisition rights by the methods listed below.
 - i) Receipt by cash
 - ii) Appropriation of shares owned by the Holders of share acquisition rights
 - iii) Deduction from salaries, bonuses, etc. of the Holders of share acquisition rights
 - iv) Other methods specified by the Company

(8) Restriction on the acquisition of share acquisition rights by transfer

Any acquisition of share acquisition rights by transfer will require approval via a resolution of the Board of Directors of the Company.

(9) Other details of share acquisition rights

Other details of share acquisition rights will be decided at the meeting of the Board of Directors of the Company to determine the conditions of the offer of share acquisition rights.

3. With regard to the granting of share options to Outside Directors, the Company resolved at the 25th Annual General Shareholders' Meeting held on March 30, 2022, to grant share acquisition rights as share options exercisable while in service (maximum 1,000 units per fiscal year) to Outside Directors as compensation, etc., separately from the maximum amount of compensation described in 1. above. The number of Outside Directors at the conclusion of this Annual General Shareholders' Meeting was five. The Company has granted 592 units of share acquisition rights as share options exercisable while in service to

Outside Directors in the fiscal year. The details of such share acquisition right are as follows.

Share acquisition rights as share options exercisable while in service

- (1) Persons to whom share acquisition rights will be allotted
Outside Directors of the Company

- (2) Class and number of shares to be issued upon exercise of share acquisition rights

The class of shares to be issued upon the exercise of share acquisition rights will be common stock of the Company, and the number of shares to be issued in each fiscal year will not exceed 100,000.

However, if the Company splits its common stock (including allotment of its common stock without compensation; hereinafter the same will apply) or consolidates its common stock, the number of shares to be issued upon exercise of each unit of such share acquisition rights will be adjusted according to the following formula; provided that such adjustment will be made only to those that remain unexercised or uncanceled at the time of such adjustment and; provided, further, that if any fraction less than one share acquisition right arises as a result of such adjustment, such fraction shall be discarded.

$$\text{Number of shares after adjustment} = \text{Number of shares before adjustment} \times \text{Ratio of split or consolidation}$$

In addition, if the Company carries out a merger, company split, share exchange, share transfer, or other action that makes it necessary to adjust the number of shares, the number of shares will be adjusted within a reasonable range, taking into account the conditions of the merger, company split, share exchange, share transfer, or other similar actions.

- (3) Total number of share acquisition rights to be issued

Share acquisition rights to be issued in each fiscal year will not exceed 1,000 units.

One hundred shares will be issued for each share acquisition right; provided, however, that in the event of any adjustment in the number of shares stipulated in (2) above, the number of shares to be issued for the share acquisition rights will be adjusted accordingly.

- (4) Cash payment for share acquisition rights

No cash payment is required for share acquisition rights.

- (5) Value of the assets to be contributed upon exercise of share acquisition rights

The price for one share acquisition right will be one yen.

(6) Exercise period of share acquisition rights

The exercise period will be from the date on which one year has passed from the issuance of the share acquisition rights (hereinafter “Date of Issuance”) to the date on which ten years have passed. If the final day of the exercise period falls on a holiday of the Company, the final day will be the working day immediately preceding the final day.

(7) Conditions for exercising the share acquisition rights

- a) Those who received an allotment of the issue of share acquisition rights (hereinafter “Holders of share acquisition rights”) will remain Directors, Executive Officers, Audit & Supervisory Board Members or employees of the Company, or its subsidiaries or affiliates at the time of exercising such rights; provided, however, that exceptional treatment may be allowed in this regard by the Board of Directors in consideration of circumstances or in the event where the Holders of share acquisition rights have made applications for the exercise of share acquisition rights in accordance with the procedures prescribed by the Company by the date of retirement (or by the application date immediately following the date of retirement if it is recognized that there are justifiable grounds for not being able to make the application by the date of retirement).
- b) Share acquisition rights may not be inherited; provided, however, that exceptional treatment may be allowed in this regard by the Board of Directors in consideration of circumstances.
- c) Share acquisition rights may not be offered for pledge or disposed of in any other way.
- d) Share acquisition rights may be exercised by the Holder of share acquisition rights, in whole or in part, according to the following categories.
 - i) The entire allotment of share acquisition rights may not be exercised prior to the date on which one year has passed from the Date of Issuance.
 - ii) 15% of the allotment of share acquisition rights may be exercised from the date on which one year has passed from the Date of Issuance to the date prior to the date on which two years have passed from the Date of Issuance (if a fraction less than one share acquisition right arises in the number of exercisable share acquisition rights, such fraction will be discarded).
 - iii) 35% of the allotment of share acquisition rights (if a portion of the allotment of share acquisition rights had been exercised by the date prior to the date on which two years have passed from the

Date of Issuance, the total amount exercisable including the previously exercised portion shall be 35%) may be exercised from the date on which two years have passed from the Date of Issuance to the date prior to the date on which three years have passed from the Date of Issuance (if a fraction less than one share acquisition right arises in the number of exercisable share acquisition rights, such fraction will be discarded).

- iv) 65% of the allotment of share acquisition rights (if a portion of the allotment of share acquisition rights had been exercised by the date prior to the date on which three years have passed from the Date of Issuance, the total amount exercisable including the previously exercised portion will be 65%) may be exercised from the date on which three years have passed from the Date of Issuance to the date prior to the date on which four years have passed from the Date of Issuance (if a fraction less than one share acquisition right arises in the number of exercisable share acquisition rights, such fraction will be discarded).
 - v) The entire allotment of share acquisition rights may be exercised from the date on which four years have passed from the Date of Issuance to the date on which ten years have passed from the Date of Issuance.
- e) The Holders of share acquisition rights have duties to pay all taxes (including but not limited to income tax, social security contributions, pensions, and employment insurance premium in all applicable jurisdictions) specified by laws and regulations in relation to share acquisition rights and shares. In cases where the Company and its subsidiaries and affiliates are obliged to levy income tax, etc., the relevant company obliged to levy income tax, etc. will be able to levy tax from Holders of share acquisition rights by the methods listed below.
- i) Receipt by cash
 - ii) Appropriation of shares owned by the Holders of share acquisition rights
 - iii) Deduction from salaries, bonuses, etc. of the Holders of share acquisition rights
 - iv) Other methods specified by the Company

(8) Grounds and terms of acquisition of share acquisition rights

- a) If the General Shareholders' Meeting approves an absorption-type merger in which the Company is the absorbed company, an absorption-type company split agreement or incorporation-type company split plan in which the Company is the split company, or a share exchange

agreement or share transfer plan under which the Company would become a wholly owned subsidiary, the Company may obtain new share acquisition rights without contribution on the date separately specified by the Company's Board of Directors.

- b) If the terms stipulated in (7) a) cease to apply to Holders of share acquisition rights before they exercise said options, the Company may obtain the share acquisition rights without contribution on the date separately specified by the Company's Board of Directors.

(9) Restriction on the acquisition of share acquisition rights by transfer

Any acquisition of share acquisition rights by transfer will require approval via a resolution of the Board of Directors of the Company.

(10) Other details of share acquisition rights

Other details of share acquisition rights will be determined by the meeting of the Board of Directors to determine the conditions of the offer of share acquisition rights.

4. With regard to share options, the amount recorded as expenses during the fiscal year for share acquisition rights granted as share options is provided. The amount includes expenses for the share acquisition rights granted in fiscal years before the fiscal year under review in accordance with the resolution made at the following Board of Directors' meetings, in addition to those for the share acquisition rights granted during the fiscal year under review.

- The Board of Directors' meeting held on April 14, 2022 (Recipients: Directors (excluding Outside Directors) and Outside Directors)
- The Board of Directors' meeting held on April 13, 2023 (Recipients: Outside Directors)
- The Board of Directors' meeting held on April 12, 2024 (Recipients: Directors (excluding Outside Directors) and Outside Directors)

5. Bonuses are classified as performance-linked compensation, etc. and share options are classified as non-cash-based compensation, etc.

6. Decisions on specific details of compensation of individual Directors for the fiscal year under review has been delegated to Representative Director, Chairman, President & CEO Mr. Hiroshi Mikitani, and he has decided on the compensation within the limit of compensation resolved at the general shareholders' meeting, in accordance with the compensation policy described in (2) below. The policy and the decision-making process of compensation of the Company's Directors are explained to Independent Outside Directors at the meetings of the Board of Directors and appropriate advice has been obtained. The decision-making authority was delegated to Mr. Hiroshi Mikitani because he has been familiar with

the Company's business since its establishment, and the individual is considered to be in the most appropriate position to see the Company's business performance as a whole from a higher perspective and evaluate the businesses each Director is in charge of.

Policy on Determining Remuneration
Amounts and Calculation Methods

Established

Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

1) Basic Policies

The compensation for the Company's Directors is determined based on the following basic policies.

For executive Directors, a level of compensation that is globally competitive is set to secure and maintain excellent human resources. The portion of share acquisition rights is designed to be high to promote sustainable growth of the Company by improving medium- to long-term corporate value and achieving management goals. For non-executive Directors, a level of compensation that is globally competitive is set to secure and maintain excellent human resources who will support management with global expertise.

2) Compensation Structure

(For Executive Directors)

- a. Basic compensation (fixed, monthly payment)
- b. Performance-linked compensation (performance-linked bonuses as short-term incentive compensation, annual payment)
- c. Non-cash based compensation (stock-based compensation share option as medium- to long-term incentive compensation, annual payment)
- d. Special compensation for retiring Executive Officer (eligible for directors (except for outside directors) who concurrently hold an Executive Officer position and paid upon retirement as an Executive Officer)

The ratio of basic compensation, performance-linked compensation, non-cash based compensation, and special compensation for retiring Executive Officer is set based on the position and role of each Executive Director.

(For Non-executive Directors)

- a. Basic compensation (fixed, monthly payment)
- b. Non-cash based compensation (stock-based compensation share option as medium- to long-term incentive compensation, annual payment)

The ratio of basic compensation and non-cash based compensation is set based on the role of each Director.

3) Indicators and Method of Calculation of Performance-linked Compensation and Non-cash Based Compensation

(For Executive Directors)

[Indicators]

To increase awareness of the development and expansion of the Rakuten Ecosystem, multiple KPIs such as consolidated operating income (loss) of each fiscal year have been selected for performance-linked compensation and non-cash based compensation. They are linked to growth and profitability.

[Method of calculation]

Individual evaluations are determined based on the achievement of targets for the indicator set by the managing organization of each Executive Director. The indicator includes carbon neutrality commitment, etc. The amount paid is determined based on individual evaluations and overall company performance.

(For Non-executive Directors)

Performance-linked compensation is not applicable. There are no indicators for non-cash based compensation. The Company has decided that a percentage of the total amount of compensation for each Non-executive Director shall be non-cash compensation determined based on the role of each non-executive director.

4) Compensation Determination Process

The Company's Board of Directors resolves the compensation policy for Directors after providing explanations to Independent Outside Directors and obtaining their appropriate advice. Other decision-making processes are also explained to the Independent Outside Directors at the Board of Directors as necessary, and appropriate advice is obtained.

The amount of individual compensation for Directors is determined by Hiroshi Mikitani, the Representative Director, Chairman, President & CEO, who is delegated this authority by the Board of Directors within the compensation limit determined at the general shareholders' meeting and in accordance with the compensation policy. He evaluates the business each Director is in charge of while considering the Company's overall performance and obtaining advice from Outside Directors as necessary to determine the amount of individual compensation. Thus, the Board of Directors believes that the content of

individual compensation, etc. is in line with the compensation policy. The special compensation for retiring Executive Officer is calculated in accordance with internal regulations based on a resolution of the Board of Directors and is paid only to those directors (except for outside directors) who concurrently serve as Executive Officers of the Company and are permitted to receive such remuneration under the said regulations.

[Supporting System for Outside Directors and/or Audit & Supervisory Board Members]

The Company provides Board of Directors materials to the Outside Directors in order for them to fully demonstrate and exercise their experience in and knowledge about business management supervision and audits. The Company intends to create opportunities on an ongoing basis to provide explanation to Outside Directors and Outside Audit & Supervisory Board Members upon their appointment concerning the roles and responsibilities they are required to fulfill in accordance with the Companies Act.

Since April 2016, the Company has been holding intensive meetings, held separately from the meetings of the Board of Directors, which are attended by all Officers, including Outside Officers in principle, mainly engage in debate about Group management strategy, etc. Participants discuss matters from a medium- to long-term perspective, rather than confining themselves to short-term issues or items discussed at the meetings of the Board of Directors.

In addition, the Company established the Audit & Supervisory Board Members Office, which has full-time staff for assisting the Audit & Supervisory Board Members--(including Outside Audit & Supervisory Board Members) --in the performance of their duties.

2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)

The Company has adopted a company with an Audit & Supervisory Board structure, in which highly independent Audit & Supervisory Board Members provide auditing functions in order to improve the transparency of the Company's management and ensure its appropriateness, efficiency, fairness, and soundness. The Company has supervised management through an Audit & Supervisory Board, where a majority of the members are Outside Audit & Supervisory Board Members. Additionally, in order to separate the supervisory and executive roles of management, the Company has adopted an Executive Officer System in which the Board retains responsibility for management decision-making and supervision, while Executive Officers are responsible for executive functions.

The Company's Board of Directors, which includes Outside Directors who are highly independent experts from a variety of fields, supervises the execution of business from an objective perspective and engages in casual and multilateral discussions on management. Furthermore, the Company holds meetings, where debates are held about Group management strategy, etc., all Officers, including Outside Officers, attend, in principle, separately from the meetings of the Board of Directors. Participants also discuss matters from a medium- to long-term perspective rather than confining themselves to short-term issues or items discussed at the meetings of the Board of Directors, thereby enhancing the effectiveness of corporate governance. In addition, we have introduced an internal Company System to ensure agile business execution and clear accountability.

Through such efforts, Rakuten Group will continue to build a management structure with more highly effective governance functions that enables swift management decisions.

(Directors, Board of Directors, Executive Officers, etc.)

While it is stipulated in the Articles of Incorporation that the number of Directors shall be not more than 16, the Board of Directors consists of nine Directors, including six Outside Directors. Resolutions to appoint Directors must be approved by a majority of voting rights at an Annual General Shareholders' Meeting attended by shareholders holding at least one-third of voting rights.

The Board of Directors holds regular meetings, as well as special meetings as required, for the purpose of enhancing medium- to long-term corporate value and shareholder value. Within these meetings, Directors make decisions on important management matters, which are under the authority of the Board of Directors, and supervise the business execution of each Executive Officer. Executive Officers, upon receiving business execution orders from the CEO, carry out business execution within the administrative authority set forth by the Company. The current members of the

Board of Directors are nine Directors, namely Hiroshi Mikitani (Representative Director, Chairman, President & CEO), Kentaro Hyakuno (Representative Director & Group Executive Vice President), Kenji Hirose (Director & Group Executive Vice President), Takaharu Ando (Outside Director), Sarah J.M. Whitley (Outside Director), Tsedal Neeley (Outside Director), Charles B. Baxter (Outside Director), Shigeki Habuka (Outside Director), Takashi Mitachi (Outside Director), with Hiroshi Mikitani (Representative Director, Chairman, President & CEO) serving as the Chairman of the Board. As to a case that requires new capital expenditure including any investment, members, including external experts, of the Investment Committee preliminarily deliberate on whether the case should be proceeded or not. The result of such deliberation shall be reported to the Board of Directors.

(Activities of the Board of Directors)

The Company held 13 Board of Directors meetings during FY2024, and the attendance of each director is as follows.

Position	Name	Attendance
Representative Director, Chairman, President & CEO	Hiroshi Mikitani	13/13 (100%)
Representative Director & Vice Chairman	Masayuki Hosaka	13/13 (100%)
Representative Director & Group Executive Vice President	Kentaro Hyakuno	13/13 (100%)
Director & Group Executive Vice President	Kazunori Takeda	13/13 (100%)
Director & Group Executive Vice President	Kenji Hirose	13/13 (100%)
Outside Director	Takaharu Ando	12/13 (92%)
Outside Director	Sarah J. M. Whitley	13/13 (100%)
Outside Director	Tsedal Neeley	13/13 (100%)
Outside Director	Charles B. Baxter	13/13 (100%)
Outside Director	Shigeki Habuka	13/13 (100%)
Outside Director	Takashi Mitachi	13/13 (100%)
Outside Director	Jun Murai	13/13 (100%)

(Note)

Apart from the above, there were 6 written resolutions that deemed to be Board of Directors resolutions.

The Company makes determinations and decisions via board resolution about matters that are legally required to be resolved at the Board of Directors, as well as about strategically important matters that the Company has deemed should be resolved at the Board of Directors. These items are stipulated in “the Rakuten Group Authority Table”, which includes matters related to finance, M&A, assets, accounting, annual budget and business plan, cost expenditure, human resources, intellectual property, organizations, and information security.

In the current fiscal year, the Board of Directors deliberated on issuance of stock acquisition rights, absorption-type split, financial settlement, budget planning, funding, subsidiary restructuring, dividend, cost expenditure, human resources, sponsorship and conflict of interest transaction, important matters related in business management, etc.

(Audit & Supervisory Board Members and the Audit & Supervisory Board)

The Audit & Supervisory Board of our company comprises four members, including two full-time auditors, with a majority being Outside Audit & Supervisory Board Members.

The Audit & Supervisory Board holds regular meetings and convenes extraordinary sessions as required. An Auditors Office is also established under the Audit & Supervisory Board to support the auditors in their duties.

As key matters for deliberation, the Audit & Supervisory Board engages in discussions and reviews concerning auditing policies and plans, the audit report of the Audit & Supervisory Board, the auditing methods and reports of the independent auditor, and the reappointment of the independent auditor, all in accordance with laws, regulations, and the Articles of Incorporation.

Audit & Supervisory Board Members attend Board of Directors meetings to audit the management of proceedings and resolutions and express opinions as necessary.

Full-time Audit & Supervisory Board Members, leveraging their full-time status, attend important management meetings to understand the execution of duties by directors. They also review and confirm key approval documents and gather information through various departments/companies and group companies, which assists in appropriately monitoring the execution of duties and risk management by each director. Furthermore, they enhance the overall effectiveness of audits across the group by exchanging views and hearing about the audit status and results from group company auditors. Information obtained through these duties is regularly shared with part-time Audit & Supervisory Board Members at the Audit & Supervisory Board meetings to ensure mutual information sharing.

The current members of the Audit & Supervisory Board are Yoshito Naganuma (Audit & Supervisory Board Member, Full-time), Futoshi Nakamura (Outside Audit & Supervisory Board Member, Full-time), Maki Kataoka (Outside Audit & Supervisory Board Member, Part-time) and Katsuyuki Yamaguchi (Outside Audit & Supervisory Board Member, Part-time) with Yoshito Naganuma (Audit & Supervisory Board Member, Full-time) serving as the Chairman of the Board.

(Independent Auditors)

Financial audits of the Company and its principal subsidiaries are conducted by ERNST & YOUNG SHINNIHON LLC based on the Companies Act and the Financial Instruments and Exchange Act.

In December 2024, audits were conducted by the following certified public accountants and assistants.

[Certified public accountants]

Designated and Engagement Partner	Tomoko Tanabe
Designated and Engagement Partner	Isamu Ando
Designated and Engagement Partner	Mitsutaka Kumagai

[Names of Assistants]

26 certified public accountants and 56 others

(Internal Audit)

Internal audits are conducted by the Internal Audit Department, which is an independent unit reporting directly to the CEO. Head office divisions, business units and the Group Companies are all subject to internal auditing. Audits are implemented under plans approved by the Board of Directors with the aim of verifying the legality, appropriateness and efficiency of operations. The purpose of the internal audit process is to ensure that business operations are conducted in an appropriate manner by identifying any improvements that may be required, and by monitoring the implementation of those improvements. Audit results are reported to the CEO and the Audit & Supervisory Board Members, and particularly important audit results are reported to the Audit & Supervisory Board and the Board of Directors. The Internal Audit Department shares the results, etc. of the internal audits at regular meetings with Audit & Supervisory Board Members, and conducts information sharing with independent auditors including regular exchange of opinions and the results of the internal audits. A Three-Party Audit Meeting is held as needed, and exchange of opinions among the three parties are conducted. In addition, the Internal Audit Department is also working to enhance the effectiveness of internal audits throughout the group by working closely with the other auditors of the Group Companies. Furthermore, the Internal Audit Department evaluates the design and operating status of internal controls over financial reporting based on guidelines by the Financial Services Agency and internal regulations, and shares such information with internal control divisions, as appropriate. Internal control divisions make efforts to improve the internal control system based on such information, as necessary.

In order for all Directors (excluding executive Directors, etc.) and Audit & Supervisory Board Members to fulfill their expected roles, the Company stipulates under its current Articles of Incorporation that it can conclude limited liability agreements with each of them. These restrict their liability for damages under Article 423, Paragraph 1 of the Companies Act to the statutory limit required under the provisions of Article 427, Paragraph 1 of the Act. Accordingly, the Company has entered into such liability limitation agreements with the Directors (excluding executive Directors, etc.) and Audit & Supervisory Board Members of the Company.

3. Reasons for Adoption of Current Corporate Governance System

As explained in the “2” above, the Company enhances the effectiveness of its corporate governance through supervision by Outside Directors who are independent from the Company and have expertise in various fields.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Shareholder Meetings and Smooth Exercise of Voting Rights

	Supplementary Explanations
Early Notification of General Shareholder Meeting	The Company strives to send the Convocation Notice earlier than legally required. In addition, the Convocation Notice is posted on the Company website and is submitted to the Tokyo Stock Exchange before it is sent out.
Scheduling AGMs Avoiding the Peak Day	The Company holds Annual General Shareholders' Meeting in March
Allowing Electronic Exercise of Voting Rights	Electronic exercise of voting rights is available.
Participation in Electronic Voting Platform	The Company participates in the "electronic exercise of voting rights platform" operated by ICJ, Inc.
Providing Convocation Notice in English	The Company discloses the Convocation Notice in English on the Company website, "the electronic exercise of voting rights platform" and it is also submitted to the Tokyo Stock Exchange.
Other	<p>In an effort to promote understanding of business performance and business conditions, the Company uses a video with narration for the business report in the Annual Shareholders' Meeting, which is also posted on the Company website.</p> <p>To facilitate the smooth exercise of voting rights, the Company has introduced a system for exercising voting rights using smartphones in addition to the internet.</p> <p>Since the Annual General Shareholders' Meeting held in March 2021 the Company has introduced live streaming of the meeting via the internet (so-called participatory virtual Shareholders' Meeting) and has been accepting questions from Shareholders in advance via the internet. Questions received in advance, but could not be answered at the Annual General Shareholders' Meeting are posted on the Company's website after the Annual General Shareholders' Meeting.</p>

2. IR Activities

	Supplementary Explanations	Explanations by the Representative Himself/Herself
Preparation and Publication of Disclosure Policy	The Company discloses its Disclosure Policy on the Company website. Disclosure Policy: https://global.rakuten.com/corp/investors/policy/ir_policy.html	-
Regular Investor Briefings for Individual Investors	The Company uses a video with narration for the business report in the Annual Shareholders' Meeting, which is also posted on the Company website to promote understanding of business performance and business conditions. Since the Annual General Shareholders' Meeting held in March 2021 the Company has introduced live streaming of the meeting via the internet (so-called participatory virtual Shareholders' Meeting) and has been accepting questions from Shareholders in advance via the internet. Questions received in advance, but could not be answered at the Annual General Shareholders' Meeting are posted on the Company's website after the Annual General Shareholders' Meeting. The Company also conducts quarterly financial results briefing sessions in which the Representative Directors, Executive Officers and others responsible for principal businesses explain about the business strategy. It can be viewed with live streaming and the materials are posted on the Company website a few days after the briefings. The Company also conducts briefing sessions for individual investors, participates in events for individual investors organized by securities companies, etc.	Yes
Regular Investor Briefings for Analysts and	The Company conducts quarterly financial results briefing sessions in which Representative Directors, Executive Officers, and others responsible for principal businesses explain about business strategy.	Yes

Institutional Investors	It can be viewed with live streaming and the materials are posted on the Company website a few days after the briefings. The Company also holds small meetings for domestic and international institutional investors and analysts, and participate the conference held by securities company, in which Representative Directors, Executive Officers and others responsible for principal businesses explain about the business strategy.	
Regular Investor Briefings for Overseas Investors	The sessions explained above are held in Japanese and English. The Company regularly holds conference call and online conferences with overseas investors. Also, the Company participates the conferences held by securities company in which Executive Officers and others responsible for principal businesses explain about the business strategy.	Yes
Posting of IR Materials on Website	Materials, Integrated Reports and the video streaming of quarterly financial results briefing sessions are posted on the Company website together with the disclosure quarterly financial results. Also, these materials in English are also posted on the Company website for overseas investors at the same quality and at the same time as Japanese.	-
Establishment of Department and/or Manager in Charge of IR	The Company appoints dedicated IR staff in the Investor Relations Department and sets IR inquiry form on the Company website.	-
Other		

3. Measures to Ensure Due Respect for Stakeholders

	Supplementary Explanations
Stipulation of Internal Rules for Respecting the Position of Stakeholders	The Company stipulates internal rules for respecting the Position of Stakeholders in “Rakuten Group Code of Ethics”.
Implementation of Environmental Activities, CSR Activities etc.	<p>Rakuten Group strives to tackle issues facing society through its core businesses to realize a sustainable society for all. To do so, we identified our “materiality,” crucial topics that the Group is responsible for addressing, in order of priority.</p> <p>To strengthen the Group's framework for incorporating social and environmental perspectives into businesses and supervising the implementation of related initiatives, the Rakuten Group Sustainability Committee was established in 2021. Chaired by the Group CWO (Chief Well-Being Officer), the Committee takes decision on Rakuten Group's sustainability strategy and supervises its implementation. Its decision-making process is supported by Subcommittees created to handle challenges that require long-term, cross-organizational discussions, namely the environment, human rights, and DEI (Diversity, Equity, and Inclusion) topics. The Committee's deliberations and Subcommittees' action progress are regularly reported to the Board of Directors.</p> <p>For more details, please visit the following page: https://global.rakuten.com/corp/sustainability/commitment/materiality/</p> <p>We regularly communicate our management approach, related initiatives, and progress (ESG data) to our stakeholders through our annual Integrated Report and the Sustainability pages of our corporate website. The information presented in this report is part of our initiatives. For more information, please see below.</p> <p>Sustainability pages: https://global.rakuten.com/corp/sustainability/</p> <p>Integrated Report: https://global.rakuten.com/corp/investors/documents/annual.html</p>

Growing with our employees

Employees are our most valuable asset. We attract and develop the brightest talent from around the world, respect their unique values, and provide an environment where diverse individuals can reach their full potential.

- Diversity is one of our key corporate strategies. Since the adoption of English as our official language, we have been able to hire talent from around the world. Currently, we have employees from over 100 countries and regions. We conduct cross-cultural management training for diverse employees to work together as one team toward a shared goal. Additionally, we have introduced a flextime system to encourage different work arrangements. Our offices continue to accommodate the various needs of employees through the establishment of daycare centers, prayer rooms, vegetarian and halal meals offerings in our cafeterias.
- The Group aims to be a "Learning Organization" where every employee can maximize their abilities. The Group encourages its employees to develop their careers not only through technical skills, but also through self-development support and the acquisition of comprehensive business skills. 1-on-1 meetings are also regularly held between team members and managers to strengthen team communication and maximize organizational performance. This is an effective mechanism that not only strengthens the trust between team members and managers, but also allows both parties to learn from each other through mutual feedback. The results of surveys in past years have shown a satisfaction level of over 90%.
- In addition to our talent development initiatives, we offer long-term employee benefits and an enhanced compensation system. As a result of our different initiatives, the engagement score of employees of Rakuten Group, Inc. was 83pt in 2023.

For more details, please visit the following pages:

Sustainability (Talent Management):

<https://global.rakuten.com/corp/sustainability/employees/>

	<p>Sustainability (Diversity & Inclusion): https://global.rakuten.com/corp/sustainability/employees/diversity/</p> <p>Providing sustainable platforms & services</p> <p>Rakuten Group strives to engage with stakeholders across its entire value chain to drive social change at large, promoting more responsible business practices and sustainable lifestyles.</p> <ul style="list-style-type: none"> ● The “Rakuten Group Sustainable Procurement Code of Conduct for Suppliers” sets expectations for suppliers regarding business ethics, compliance, environmental protection and human rights. It is implemented in stages, starting with high-priority businesses by working with suppliers through briefing sessions, questionnaires, and on-site and online audits. ● Launched under the banner of “shopping that changes the future, Earth Mall with Rakuten promotes responsible consumption and production by introducing a selection of sustainable products that customers can purchase on Rakuten Ichiba. <p>For more details, please visit the following pages: Sustainable Supply Chains: https://global.rakuten.com/corp/sustainability/services/supplychain/ Earth Mall with Rakuten (in Japanese) https://event.rakuten.co.jp/earthmall/</p> <p>Addressing global challenges</p> <p>Rakuten Group aims to leverage its business assets to solve some of society’s most pressing issues, including climate change.</p> <ul style="list-style-type: none"> ● In 2023, Rakuten Group achieved carbon neutrality, or net-zero greenhouse gas emissions, from Rakuten Group business operations, including all consolidated subsidiaries*In 2024, Rakuten Group, Inc. announced that the Science Based Targets initiative (SBTi), a corporate climate organization that helps companies set emission
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	<p>reduction targets based on the latest climate science, has certified its greenhouse gas emission reduction targets in line with the Paris Agreement's goal to hold the increase in the global average temperature to well below 2° C above pre-industrial levels and pursue efforts to limit the temperature increase to 1.5° C above pre-industrial levels. The emission reduction targets include emissions from both the Group's business activities (scope 1 and scope 2), as well as emissions from its entire supply chain (scope 3), including business partners and suppliers.</p> <p>For more details, please visit the following page: https://global.rakuten.com/corp/sustainability/climate/</p> <p>*1 Total of scope 1 emissions (direct greenhouse gas (GHG) emissions from the company itself) and market-based scope 2 emissions (indirect emissions accompanying the use of electricity, heat and steam supplied by other companies), with third-party verification obtained and estimated in accordance with the GHG Protocol, the international standard for estimating and reporting GHG emissions volume.</p> <p>*2 Rakuten is working to reduce greenhouse gas emissions by improving energy efficiency and introducing renewable energy across the Group. The company uses carbon offsets for remaining emissions that are invested in carbon reduction activities.</p> <p>*3 The SBTi is an international climate change initiative jointly established by the United Nations Global Compact, CDP (an international NGO tackling climate change and related issues), WRI (World Resources Institute), and WWF (World Wide Fund for Nature).</p>
Development of Policies on Information Provision to Stakeholders	<p>The Company discloses Disclosure Policy on the Company website.</p> <p>Disclosure Policy: https://global.rakuten.com/corp/investors/policy/ir_policy.html</p>
Other	

IV. Matters Related to the Internal Control System

1. Basic Views on Internal Control System and the Progress of System Development

The Board of Directors of the Company has made the following resolutions concerning systems to ensure the performance of business operations of Directors comply with laws, regulations and the “Articles of Incorporation,” and that business operations are conducted in an appropriate manner.

(1) System for Ensuring Directors and Employees Comply with Laws, Regulations and the Articles of Incorporation

Rakuten Group, Inc. has stipulated the "Rakuten Group Code of Ethics" and Rakuten Group, Inc. as well as its subsidiaries (“Rakuten Group”), shall accordingly comply with all laws and regulations and undertake business actions with a high commitment to ethics. The proper execution of duties by Directors and employees of Rakuten Group shall be absolutely ensured through: operational audits carried out by the Internal Audit Department (an independent organizational unit under the direct control of the Representative Director and President); initiatives promoting Group- wide compliance under the leadership of the Group COO and Group CCO (a position overseeing Group- wide compliance initiatives under the leadership of the Group COO), and Company Compliance Officer appointed according to Rakuten Group, Inc.’s internal Company System structure; and by reporting the status of compliance initiatives to the Group Risk Compliance Committee and the Board of Directors.

Moreover, Outside Directors and Audit & Supervisory Board Members including Outside Audit & Supervisory Board Members shall also thoroughly supervise and audit the execution of duties by Directors and employees. To technically and objectively verify compliance with laws, regulations and the “Articles of Incorporation”, lawyers shall also be appointed for those positions.

Additionally, compliance education about the knowledge and sense of ethics needed as a member of Rakuten Group is carried out for all executives and employees of Rakuten Group. Rakuten Group shall appropriately administer a system for internal reporting that prevents retribution against those who report and consult through establishing a point of contact for executives, current and former employees of Rakuten Group to consult and report about legal violations and other compliance issues. Rakuten Group will also collect information widely from outside the company.

(2) System for Managing and Protecting Information Related to the Execution of Duties by Directors

In accordance with the Group’s rules and regulations on risk management, Rakuten Group, Inc., shall: be aware of and devise/execute measures to contain risks; establish

a system (i.e., PDCA cycle) with which to monitor the results of such measures; treat risks faced by its organizations in the course of business.

The Group CFO, Function CISO, Group COO, and Group CCO shall monitor the status of risks and action plans in their respective fields (i.e., finance, information security, compliance)--identified in their respective risk assessments--and treat, as needed, critical risks and those which affect the entire Group to reduce their impact and prevent materialization. The status of such risk treatment activities shall be discussed at the Group Risk and Compliance Committee and the outcome reported to the Important Meetings. Critical risks and related measures shall be reported to management at the Rakuten Group, Inc. Board of Directors or other Important Meetings.

With regard to information and personal data management, a critical risk, the Group Information Security and Privacy Committee shall convene to report/make decisions on important measures and incidents which have occurred since the previous meeting. Furthermore, to control investment-related risks at Rakuten Group, Inc., approval by the Investment Committee must be obtained for every matter, and cases in which the investment in question exceeds established thresholds shall require approval by the Rakuten Group, Inc. Board of Directors. For the mitigation of investment-related risks at subsidiaries, certain investment projects shall be subject to discussion by the Rakuten Group, Inc.'s Investment Committee and the Rakuten Group, Inc. Board of Directors, or are reported to Rakuten Group, Inc., based on predetermined criteria depending on the nature, the scale of the project, or whether such subsidiaries are listed or unlisted, etc.

The Internal Audit Department shall independently audit the compliance status of Rakuten Group, Inc., and its subsidiaries with laws and internal regulations and periodically report its findings to the Rakuten Group, Inc. Board of Directors.

(3)System for Risk Management

In accordance with the Group's rules and regulations on risk management, Rakuten Group, Inc., shall: be aware of and devise/execute measures to contain risks; establish a system (i.e., PDCA cycle) with which to monitor the results of such measures; treat risks faced by its organizations in the course of business.

The Group CFO, Function CISO, Group COO, and Group CCO shall monitor the status of risks and action plans in their respective fields (i.e., finance, information security, compliance)--identified in their respective risk assessments--and treat, as needed, critical risks and those which affect the entire Group to reduce their impact and prevent materialization. The status of such risk treatment activities shall be discussed at the Group Risk and Compliance Committee and the outcome reported to the Important Meetings. Critical risks and related measures shall be reported to management at the Rakuten Group, Inc. Board of Directors or other Important Meetings.

With regard to information and personal data management, a critical risk, the Group Information Security and Privacy Committee shall convene to report/make decisions on important measures and incidents which have occurred since the previous meeting. Furthermore, to control investment-related risks at Rakuten Group, Inc., approval by the Investment Committee must be obtained for every matter, and cases in which the investment in question exceeds established thresholds shall require approval by the Rakuten Group, Inc. Board of Directors. For the mitigation of investment-related risks at subsidiaries, certain investment projects shall be subject to discussion by the Rakuten Group, Inc.'s Investment Committee and the Rakuten Group, Inc. Board of Directors, or are reported to Rakuten Group, Inc., based on predetermined criteria depending on the nature, the scale of the project, or whether such subsidiaries are listed or unlisted, etc.

The Internal Audit Department shall independently audit the compliance status of Rakuten Group, Inc., and its subsidiaries with laws and internal regulations and periodically report its findings to the Rakuten Group, Inc. Board of Directors.

(4) System Allowing Directors to Efficiently Carry Out their Duties

An appropriate and efficient decision making system to allow Directors of Rakuten Group to execute their duties shall be formulated based on the Rakuten Group Regulations, and other internal regulations. Moreover, transparency and speed in decision making shall be sought by promoting online internal procedures.

Prompt and flexible decision-making and execution of duties shall be promoted by having Executive Officers, who were appointed by the Board of Directors, perform duties under the control of Directors.

(5) System to Report Financial Information Appropriately

A system shall be developed to ensure appropriate operations for financial reporting related to the disclosure of management information, financial information, etc. In addition, generally accepted accounting practices, and timely disclosure based on "Financial Instruments and Exchange Act" and other applicable domestic and foreign laws and regulations shall be conducted and effectiveness of these shall be evaluated accordingly.

(6) System for Rakuten Group to Only Engage in Appropriate Business Practices

In order to realize unified Group management, Rakuten Group, Inc. stipulates Rakuten Group Regulations and other internal regulations dealing with company ideals, group governance, company management, risk management, compliance, etc. Regarding the execution of subsidiaries' significant duties, Rakuten Group shall administer a system for approval or reporting to Rakuten Group, Inc based on the Rakuten Group Authority Table, Rakuten Group Guidelines and agreements with such

subsidiaries, in consideration of whether such subsidiaries are listed or unlisted, etc. The Rakuten Group Regulations protect the independence of the subsidiaries while also creating the needed framework for business operations which is followed by the entire Rakuten Group.

In addition, the Internal Audit Department, which is an independent organization under the Representative Director and President, ensures the appropriateness of operations by having a strong relationship with the organizational unit-in-charge of internal audit of each subsidiary and by conducting internal audits on Rakuten Group as a whole.

(7)Requests from Audit & Supervisory Board Member for Employees' Assistance and Employees' Independence from Directors

To assist the duties of Audit & Supervisory Board Members, the Audit & Supervisory Board Members Office is established under the Audit & Supervisory Board, and the Audit & Supervisory Board Members may give orders to employees belonging to the Audit & Supervisory Board Members Office as the need arises. Additionally, when employees assist Audit & Supervisory Board Members, the effectiveness of the orders from Audit & Supervisory Board Members shall be ensured by employees of the Audit & Supervisory Board Members Office not receiving orders from Directors and by requiring approval from the Audit & Supervisory Board Members for such employees' transfer and performance assessments.

(8)System for Directors and Employees to Report to Audit & Supervisory Board Members and for Audit & Supervisory Board Members to Carry Out Effective Audits

Directors and employees of Rakuten Group shall give all legally required reports to Audit & Supervisory Board Members and provide additional necessary reports and information if the Audit & Supervisory Board Member requests it. Rakuten Group, Inc. will ensure the effectiveness of audits through prohibiting retribution for reporting against those who report to the Audit & Supervisory Board Members. Additionally, if Rakuten Group, Inc. receives a request for prepayment of expenses or repayment from Audit & Supervisory Board Members, it shall pay the expense or debt promptly unless the expenses are proved not to be necessary for the execution of the Audit & Supervisory Board Member's duty.

2. Basic Views on Eliminating Anti-Social Forces

< Basic Policy on Eliminating Antisocial Forces >

The Risk Management Department has been determined as the department in charge of responding to antisocial forces, and its General Manager has been given responsibility for coordinating response. In addition, person in charge of responding to antisocial forces have been assigned at each business and branch offices appropriately.

< Systems for Eliminating Antisocial Forces >

(1) Establishment of a Response Department and Appointment of Managers Responsible for Responding to Antisocial Forces.

The General Affairs and Facilities Management Department has been determined as the department in charge of responding to antisocial forces, and its General Manager has been given responsibility for coordinating response. In addition, person in charge of responding to antisocial forces have been assigned at each business and branch offices appropriately.

(2) Coordination with Outside Specialists

We keep in regular contact with the police, attorneys, the National Center for the Elimination of Boryokudan ("violent elements") and other outside specialists, and closely coordinate with them. We are also members of the Special Violence Prevention Council and receive guidance on handling antisocial forces.

(3) Collection and Management of Information on Antisocial Forces

The response department regularly collects and manages information to help in handling antisocial forces. The information is shared with the person in charge of responding to antisocial forces.

(4) Establishment of a Response Manual

The Rakuten Group Regulations and other internal regulations have been established. General principles and specific methods for handling antisocial forces are broadly communicated internally coordinate closely to Group companies.

(5) Training Activities

Along with sharing information on antisocial forces internally, managers and staff in charge of dealing with antisocial forces undergo regular training on response guidelines in order to improve their response capabilities.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted
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Supplementary Explanation

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2. Other Matters Concerning to Corporate Governance System

1. Basic Policy for Timely Disclosure

The Group, as a listed company, discloses timely and appropriate information to shareholders and investors in accordance with related laws and regulations as well as rules, such as the Financial Instruments and Exchange Act and timely disclosure rules set forth by the financial instruments exchanges. In addition, the Group, as a social entity, aims to contribute to increased shareholder value by disclosing information fairly to stakeholders, such as business partners, customers, users and employees, and developing a transparent and highly reliable information disclosure system.

2. System for Timely Disclosure

With respect to timely disclosure of corporate information, the Company ensures prompt and adequate disclosure based on the timely disclosure guidelines specified by the Tokyo Stock Exchange, Inc. and the Rakuten Group Regulations as well as other internal regulations.

Specifically, when there is a possibility of a matter becoming necessary for timely disclosure, or organizational decision-making is necessary, the IR Department plays a key role under the conduct of the Executive Director of Information Disclosure, and undertakes the collection and sorting of the information with each division, and discloses it in a timely manner.

【Overview of Corporate Governance System】

