

# Roadmap to Carbon Neutrality

... 2020 — 2021 — 2022 — 2023 — 2025 — 2030 ... 2040 ... 2050

Z HOLDINGS

Feb 2022  
"2030 Carbon Neutrality Declaration"

RE100 membership (planned)

Reach approx. 40%

Reach approx. 80%

Reach 100%

YAHOO! JAPAN

Jan 2021  
"FY2023 100% Renewable Energy Challenge"

Reach 100%

Begin carbon negative initiatives

Carbon negative

LINE

Feb 2022  
"2025 Carbon Neutrality Declaration"

Reach 100%

Japanese government target  
Achieve carbon neutrality

ASKUL

July 2016  
"2030 CO2 Zero Challenge"

Nov 2017  
RE100 EV100 membership

Scope 2

Reach 85%

Reach 100%

ZOZO

Feb 2022  
"2030 Carbon Neutrality Declaration"

Reach 80%

Reach 100%

Other group companies

Convert to 100%

Social impact

-Purchase environmental value (e.g., renewable energy certificates /non-fossil fuel certificates with tracking)

Promote investment in renewable energy throughout Japan

-Promote local carbon neutrality through corporate version of "hometown tax"

Support efforts made by local municipalities

More direct renewable energy procurement/ power supply investment, including corporate PPA

Strengthen collaborations with promising projects and promote carbon neutrality at Yahoo! JAPAN and across Japan