INTEGRATED REPORT PORTAL

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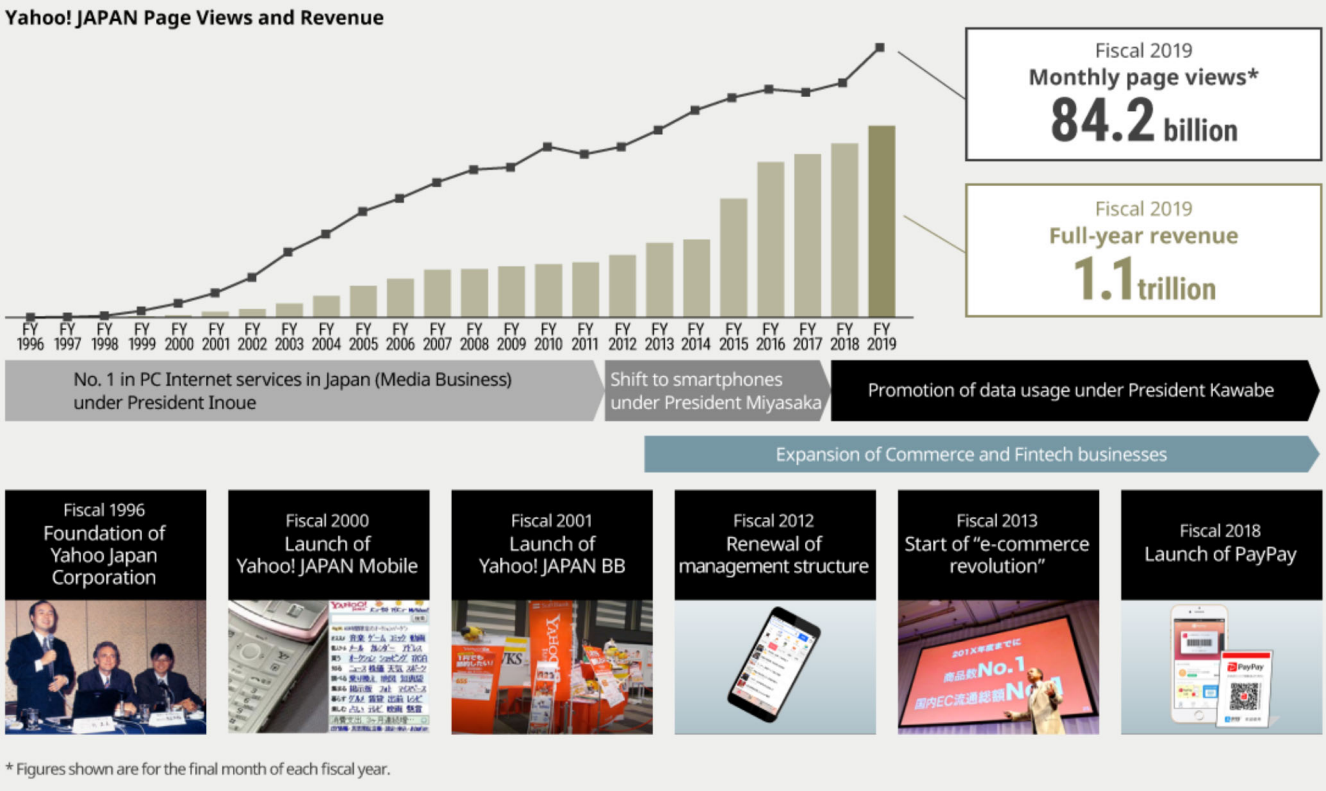
Value Creation History

A History of Value Creation Throughout Our Development

Setting “Data Usage” as the Theme for Our Third Founding



* Figures shown are for the final month of each fiscal year.

No. 1 in PC Internet Services (From Fiscal 1996)

Yahoo Japan Corporation was founded in 1996 as a provider of an Internet search engine, Yahoo! JAPAN. Since then, we have aimed to become a “life engine” that can be used in all kinds of daily life settings, enabling us to accurately address user needs which have changed in tandem with the popularization of the Internet. Guided by this aim, we have worked to expand and improve our services. Today, we boast a lineup of over 100 services used by a substantial number of users.

Shift to Smartphones (From Fiscal 2012)

In response to rapid smartphone proliferation and related changes in the environment for Internet use, we introduced a new management structure and rejuvenated the management team in fiscal 2012, the first such move since the Company’s establishment in 1996.

We also completely renewed the smartphone version of the Yahoo! JAPAN top page. For this renewal, we adopted a vertical scrolling timeline design that not only increased the amount of content that can be viewed on small-screen smartphones but also facilitated the placement of new In-feed Advertising.

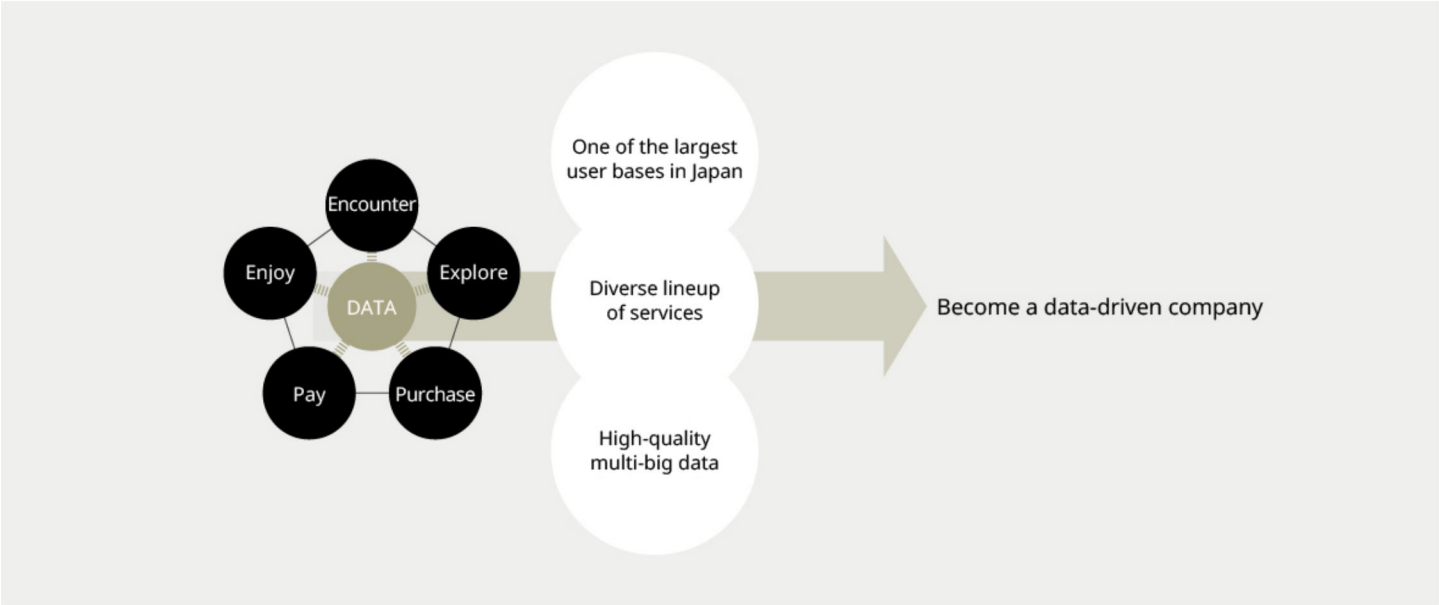
Expansion of Commerce Business (From Fiscal 2013)

In October 2013, approximately 15 years since the advent of Internet shopping and auction services, we introduced a revolutionary framework into the e-commerce market to serve as our e-commerce business model, thereby taking a dramatic leap to a new stage of development. We completely eliminated monthly store tenant fees and system-use fees in our Yahoo! JAPAN Shopping service and announced our transition from a fee-based revenue model to one based on advertising. In a similar manner, we decided to eliminate monthly store tenant fees in our YAHUOKU! service.

Cross-Sectional Utilization of Data (From Fiscal 2018)

To succeed in the rapidly evolving Internet industry, in fiscal 2018 we adopted the goal of becoming a data-driven company as well as a smartphone company, deploying a business model focused on leveraging multi-big data. We also announced our transition to a new management structure. We have positioned this period as our third founding and introduced DATA SOLUTION , which combines the data possessed by corporations, local governments, and research institutions with our big data and AI technologies. Through this initiative, we aim to realize growth for all parties involved and establish an ecosystem that aggregates even greater volumes of data.

Unique Competitive Edges Underpinning Our Value Creation



Competitive Edge 1: One of the Largest User Bases in Japan

The Z Holdings Group has established one of the largest user bases in Japan for both PC and smartphone services. We have also created numerous services that boast a strong presence in their respective business domains. Each of our services is realizing high levels of satisfaction among users, helping us to further increase our overall number of users. As a result, we have established a user base that allows us to continue achieving sustainable growth by enabling further collaboration and traffic referral between services.

Competitive Edge 2: A Diverse Lineup of Services with a Comprehensive Grasp of User Actions

We provide over 100 services in the differing domains of media and commerce, and these services are offered in a consistent manner that caters to all kinds of user actions on the Internet. By gathering a broad range of data from our lineup of services, we are able to gain a more comprehensive and detailed understanding of user needs.

Competitive Edge 3: High-Quality Multi-Big Data

We possess up-to-date data collected through services that enjoy high usage frequency, such as Yahoo! JAPAN News, Yahoo! JAPAN Search, Yahoo! JAPAN Shopping, and PayPay. To acquire and manage the data we receive from multiple devices and services in a cross-sectional manner, we encourage users to log in via an app when using these services. We are also actively working to build cutting-edge systems and pursue research on machine learning for the cross-sectional use of data.

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