INTEGRATED REPORT PORTAL

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Feature: Response to the COVID-19 Pandemic

Contributing to solutions for new social issues by supporting lifestyles through a user-first approach

The spread of the coronavirus disease (COVID-19) pandemic since the start of 2020 has steadily established new ways of living centered on voluntary self-isolation and remote working in Japan and overseas. The Z Holdings Group already had a robust risk management system in place and moved quickly to prevent infections among employees. At the same time, we came together as a Group to leverage the strengths offered by our numerous online platforms, including Yahoo! JAPAN, to provide services tailored toward solving the new social issues raised by the pandemic.

Ensuring Employee Safety and Business Continuity Through a Swift Transition to Remote Working

As part of measures aimed at realizing diverse working styles and ensuring business continuity in times of disaster, the Group had already established various systems that enable employees to work from home or other locations outside of the office, as well as the ICT infrastructure needed to support these arrangements, such as VPN environments. As COVID-19 infections spread, a large number of our employees were able to make a smooth transition to working from home. This has enabled us to continue providing various services consistently while ensuring the safety of our employees, who are the foundation of our business. We had already put in place a structure that enables our businesses to operate even if employees stay away from the office in preparation for the Olympic and Paralympic Games Tokyo 2020, which were eventually postponed. This has also contributed to business continuity.

Also, the divisions in charge of information security and human resources have taken charge of security and have created VPN environments that cover all personnel, including temporary and subcontract employees. These initiatives mean that around 95% of all Yahoo Japan employees are now working remotely.

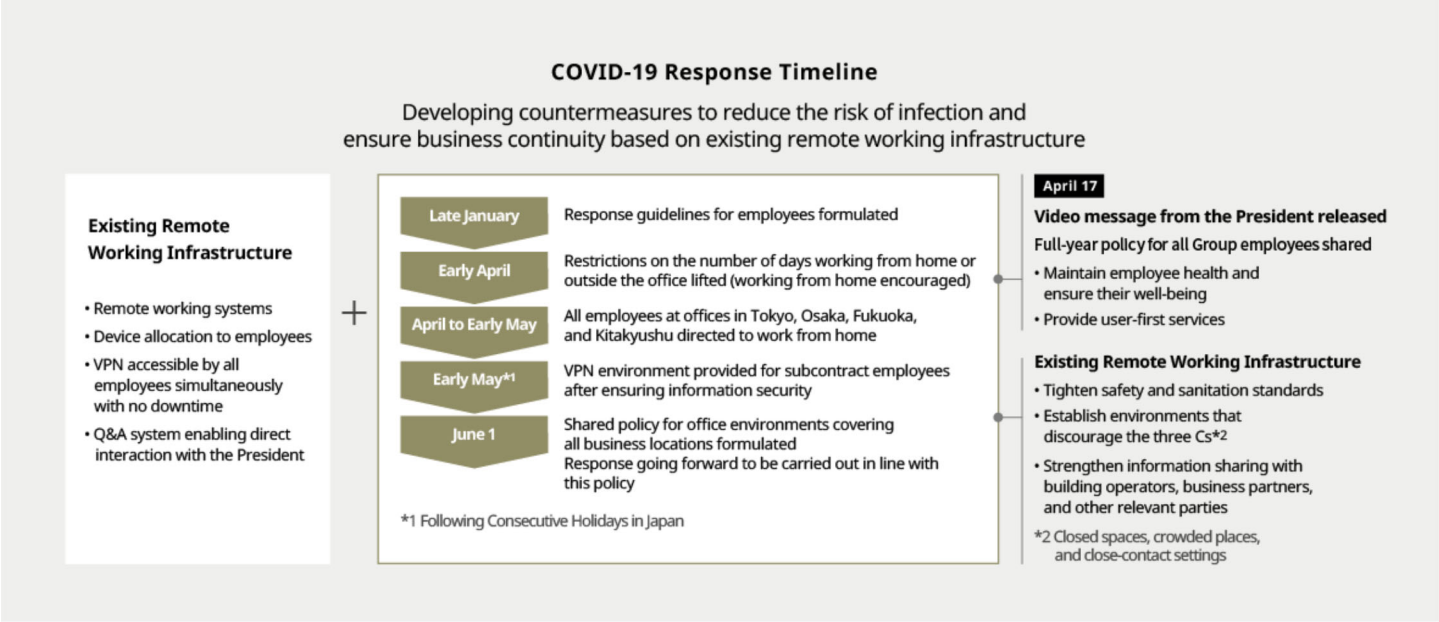
Active Information Sharing by Management to Ensure Physically Distanced yet Dynamic Internal Communication

While remote working offers various advantages, it has also brought up some issues affecting communication. In response, Yahoo Japan Corporation has moved its monthly morning assembly for all staff online. Furthermore, on April 17, President and Representative Director, Kentaro Kawabe released a video message for all Z Holdings Group employees in which he asked each employee to prioritize their health and well-being and outlined a full-year policy of providing user-first services. The video also included a message for staff members who still need to physically come to the office to carry out duties such as user support. In this way, company management members continue to actively communicate with employees, and they will strive to keep employees motivated and attend to their mental health needs.

Advancing Groupwide COVID-19 Countermeasures by Clarifying Channels for the Conveyance and Sharing of Information

On February 27, Yahoo Japan established an internal COVID-19 response headquarters led by CEO Kawabe. Channels through which information can be conveyed and shared between each division and the headquarters, as well as between divisions, were clarified, establishing a framework in which divisions can flexibly and swiftly coordinate as needed. Under this framework, the Company has come together to see out the crisis, with each division able to independently advance initiatives such as establishing environments for remote working, implementing measures to prevent the spread of infection, identifying and managing risk, creating new services, and maintaining communications both within and outside the Company. Group companies have also implemented similar measures and we shared information about our respective efforts at the General Meeting on Enterprise Risk Management* held in March.

*An annual meeting in which the Z Holdings Group outlines its risk management approach and policy to each Group company and explains major risk factors.



Providing Users and Society with the Services They Need the Most Now

All Group employees have come together to develop and provide users and the society with the services they need, based on a user-first approach. In particular, from February to June, each Yahoo! JAPAN website and app was active in providing reliable information about the spread and prevention of COVID-19, and we set up portal sites to support various aspects of everyday life, such as shopping and children's education. Yahoo! JAPAN Maps also restarted its supplementary Congestion Radar service, which had ended in January. This service provides a heat map showing how crowded an area was in the previous two to 26 hours based on location information taken with permission from other Yahoo! JAPAN apps. We were able to make the information provided more accurate by increasing the amount of location data used and improving the way it is displayed, providing a useful tool for avoiding crowds and close contact. We were also able to meet requests from local governments and research institutions for statistical data regarding the movement of people.
Going forward, we will continue to provide services tailored to new ways of living and advance the development of services that provide support in line with changing social needs in areas such as job seeking and corporate marketing.

Approach to Service Provision

New social needs brought about by the pandemic

- Accurate information about COVID-19 and the spread of infection
- Services that enable users to acquire goods without going out
- Services that make staying at home enjoyable

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What Z Holdings can provide

Media: Swift delivery of accurate information and support activities, including collecting donations, etc.
Commerce: Desired products in a safe way
Digital content: Content that can be enjoyed at home

Links: Examples of Services Provided

Services for swiftly providing information of interest (Japanese pages only)

> • Yahoo! JAPAN News: Feature on how to live with the COVID-19 pandemic
> • Yahoo! JAPAN Search: Information of special financial support measures in each area of Japan
> • Yahoo! JAPAN Search and Yahoo! JAPAN MAP: Information on medical facilities that provide online diagnoses
> • Yahoo! JAPAN Transit Navigation: Provision of a function that shows congestion trends
> • Yahoo! JAPAN Daily Life: Information on financial support systems provided in response to the COVID-19 pandemic, such as subsidies, grants, and loans

Services supporting everyday lifestyles (Japanese pages only)

> • Stay Home Portal
> • ZOZOTOWN: Feature on coordinated outfits that can be worn at home
> • Yahoo! JAPAN Kids Homeschool
> • PayPay Mall: Display showing brick and mortar stores that stock a specific item
> • PayPay Mall: Feature on products that make staying at home more enjoyable
> • JNB: Business loans

Other social contribution initiatives implemented as a social infrastructure company (Japanese pages only)

> • IP Open Access Declaration Against COVID-19
> • YAHUOKU!: Raising funds to support activities tackling the pandemic through Yell Auction
> • Cooperating with government infection countermeasures by sharing statistical data
> • COVID-19 donations for supporting healthcare workers
> • COVID-19 Donation Project

Special site

> • Yahoo! JAPAN’s Measures on COVID-19

Message from the Corporate Officer in Charge of Yahoo Japan Personnel

Continuing to provide user-first services in these unprecedented times while putting employee safety first.

When the COVID-19 infections began to spread in February 2020, we focused on providing a safe working environment to protect employees while maintaining business operations to deliver user services. We were able to do this by utilizing the Yahoo Japan Group's health and productivity management frameworks and remote working systems put in place prior to the pandemic. For example, we had already digitalized and streamlined various operational flows, fortified network infrastructure, and utilized online communications tools.

Within these efforts, it was the Dokodemo office (office anywhere) system introduced in fiscal 2013 that provided a foundation for the smooth transition to remote working across Yahoo Japan. This system was created to enable employees to work in locations where they can perform at their best, whether it be the office, home, coworking spaces, or cafes. Due to the circumstances, we lifted the requirement that employees work during the core time of 10 a.m. to 3 p.m., as well as a five-times-a-month restriction on the use of Dokodemo Office. As a result, when a nationwide state of emergency was declared in April, around 95% of all employees were able to carry out their work as normal at home.

In order to protect the well-being of employees amid this crisis, the CEO continued to communicate with them through online all-hands meetings and emails, and as the corporate officer in charge of personnel, I focused on providing a swift explanation of our Companywide response policy and measures. At the same time, we provided information through the intranet, such as virus countermeasure ideas from the Good Condition Promotion Office, which is responsible for promoting health throughout the Company, and a column on mental healthcare by an industrial physician. We are also conducting regular questionnaires in order to better understand any changes or issues among employees in areas such as health condition, communication, and productivity, as the period during which we need to work from home become longer.

Based on these initiatives and their results, we will make Dokodemo office the main work style at Yahoo Japan from October 2020, and remove core time requirements from hour flexible work hours. This will enable employees to arrange their working times in accordance with work-life balance aspirations or life-stage requirements such as child or nursing care responsibilities, so that each individual can perform at their best. We will be attentive in monitoring each individual's condition and supporting them in achieving their personal work goals while continuing to promote health and productivity management and realize safe and comfortable working environments so that we can reliably provide user-first services in even the most unprecedented situations.

Takayasu Yukawa

EVP, Corporate Officer
Head of Personnel & General Affairs Division
Z Holdings Corporation (As of September 2020)

EVP, Corporate Officer
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CCO (Chief Conditioning Officer)
Yahoo Japan Corporation

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