Mission, Vision, and Values

Firmly established as a “problem-solving engine,” Yahoo! JAPAN’s mission is to provide useful, solutions-oriented services by leveraging Internet technologies. In order to realize Yahoo! JAPAN’s vision of UPDATE JAPAN, we have formulated a set of five action guidelines entitled Yahoo! Values, which are thoroughly infused in our work culture and guide our day-to-day business activities.

Mission

Problem-solving Engine

Yahoo! JAPAN continues to pursue initiatives to solve problems in people’s daily lives and problems facing society by leveraging information technologies. As a “problem-solving engine,” Yahoo! JAPAN will contribute to people and society through its various businesses.

Vision

UPDATE JAPAN

By drawing on the power of the Internet, Yahoo! JAPAN will take on further challenges to inspire hope and to bring about progressive change to Japanese society.

Values

- All Yahoo! JAPAN
- Individual Strength
- Discover, Propose, and Improve
- Compelling Sense of Ownership
- Absolute Commitment

To continue to solve the various problems facing Japan through the power of the Internet, we have adopted five action guidelines entitled Yahoo! Values, which represent the values of which our employees should remain ever-mindful and which provide an overview of how employees should carry out their work. We believe our employees should embody these values with the goal of continuing to evolve both personally and professionally on behalf of our users.

CONTENTS

Introduction

1 Introduction
—As a Company That Creates the Future
7 Mission, Vision, and Values
9 CEO Message
We will play a central role in creating the future in the Reiwa era.

1

Our Competitive Edge and Business Model

13 Growth Story
15 Business Model
17 Model to Improve Corporate Value
19 Financial and Non-Financial Highlights

13

Our Sustainable Growth Strategy

21 Overview and Progress of Growth Strategies
23 Feature 1 Potential of Data-Driven Era in the Eyes of Yahoo! JAPAN
25 Feature 2 Deployment of PayPay Smartphone Payment Service
27 Organizational Restructuring to Further Promote Growth Strategies
29 CFO Message
31 Business Strategy & Review
31 Media Business
35 Commerce Business
39 Human Resources Strategy
43 Technological Foundation
45 Co-Creation of Value with Our Stakeholders
47 UPDATE JAPAN: Our CSR Activities
55 Corporate Governance
63 Risk Management
67 Information Security and Privacy

21

Data Section

71 Financial Section
78 Principal Associated Enterprises
79 Organization Chart of Yahoo Japan Corporation (Non-consolidated basis)
80 Corporate Information/Shareholders’ Information

71

Editorial Policy

This integrated report provides a comprehensive overview of the business operations and corporate activities of Yahoo Japan Corporation (“Yahoo! JAPAN” or “the Company”) and its consolidated subsidiaries and affiliates (“the Yahoo Japan Group” or “the Group”), including but not limited to information about finances, strategies, results, and other aspects of our business operations in addition to descriptions of our corporate governance system and corporate social responsibility (CSR) activities. Because this integrated report is provided primarily for the edification of our stakeholders, those topics deemed to be of particular interest to said stakeholders were selected for inclusion. We sincerely hope that this integrated report helps to deepen stakeholders’ and other readers’ understanding of the Company and the Yahoo Japan Group. For more detailed information, please refer to our Investor Relations website.
https://about.yahoo.co.jp/ir/en/

Disclaimer on Forward-Looking Statements

All forward-looking statements appearing in this integrated report, including but not limited to forecasts, estimates, and future strategies, are based on information available at the time of publication and certain assumptions generally deemed reasonable. Such forward-looking statements are subject to various risks and uncertainties, including but not limited to unanticipated changes in the competitive environment, economic trends, market demand, and outcome of pending or future litigation, in addition to indeterminate factors and faulty presuppositions. Should one or more of these risks or uncertainties materialize, our actual results or performance may vary materially from those described in the relevant forward-looking statements. We therefore kindly advise you to refrain from relying completely on these forward-looking statements. The Company assumes no obligation to update or revise these forward-looking statements in light of future developments.