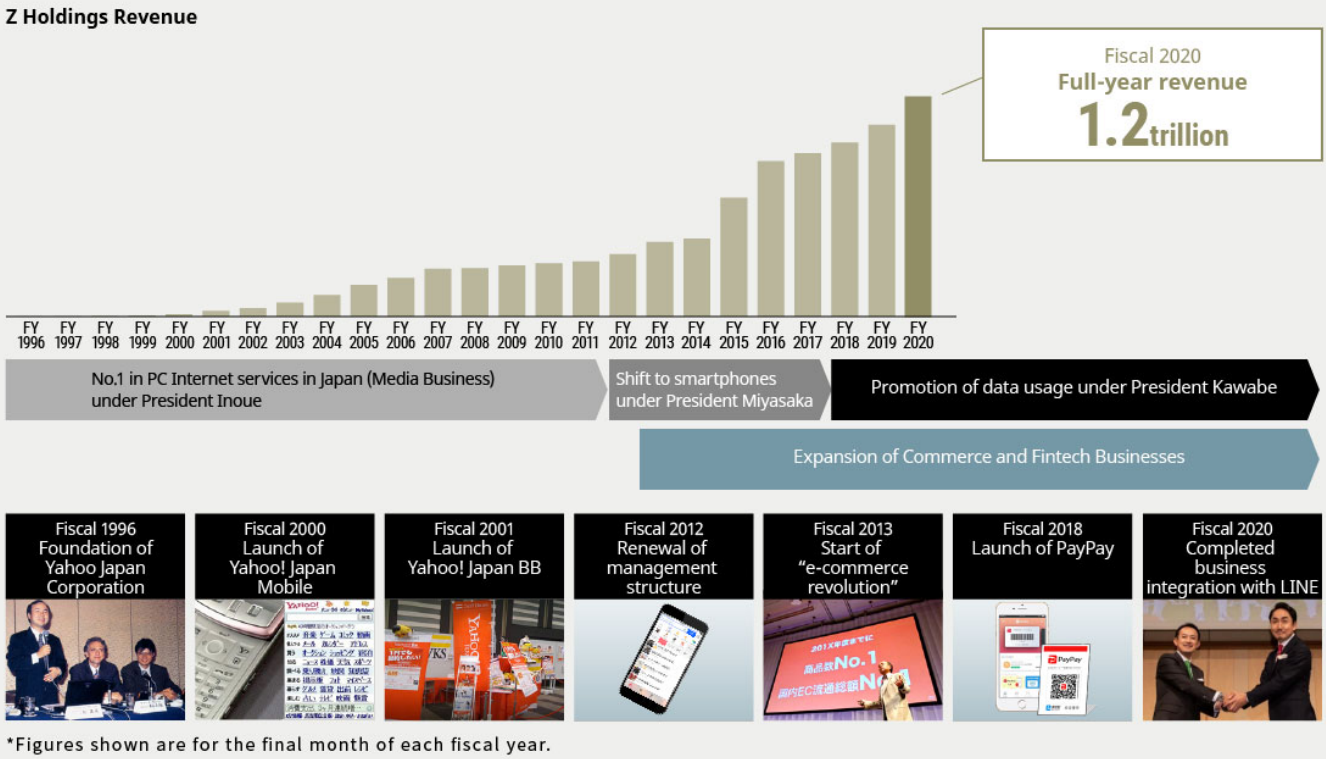
Last updated: 10/25/2021

Value Creation History

A History of Value Creation Throughout Our Development

Our Third New Start Towards a World-Leading AI-Tech Company from Japan and Asia



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 200 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 and Fintech 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. We also decided to eliminate monthly store tenant fees in our YAHUOKU! service.

Our entry into the credit card business with the launch of the Yahoo! JAPAN Card in fiscal 2015 signaled the start of our efforts to build the Fintech Business into a third revenue pillar alongside the Advertising Business and Commerce Business.

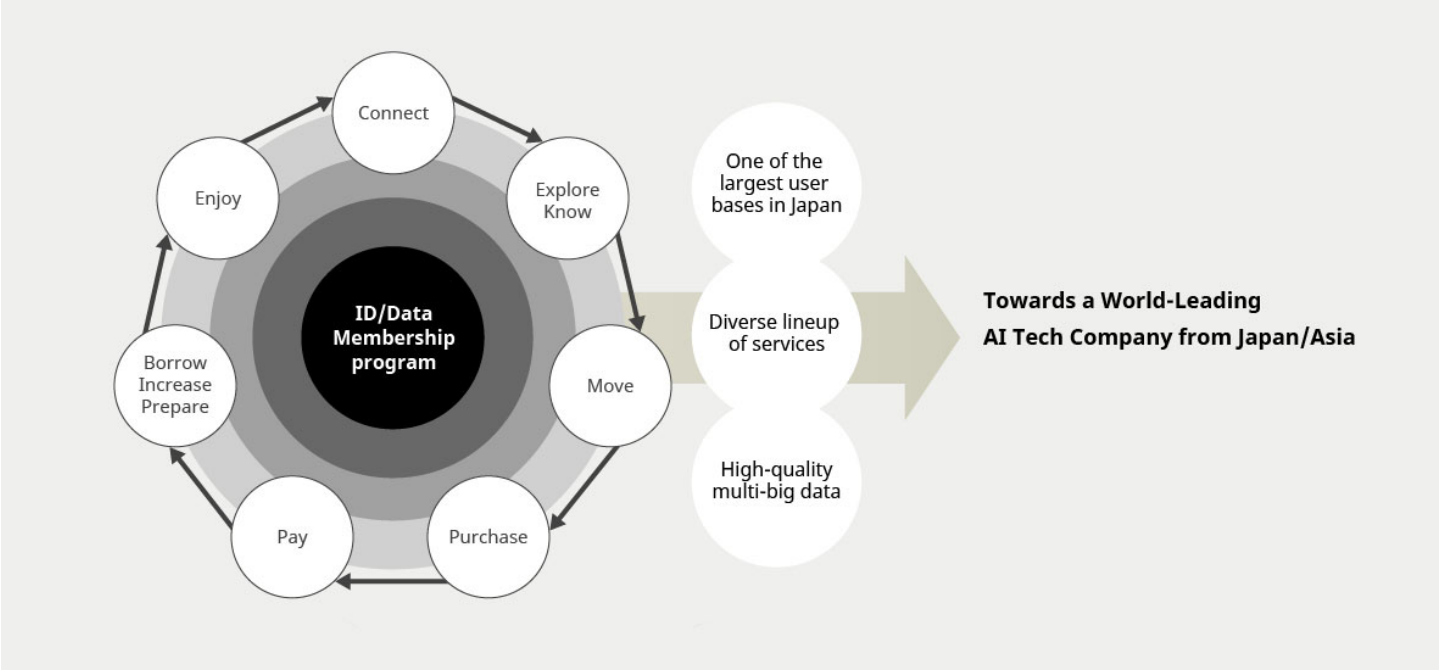
The next major step was the introduction of the smartphone-based payment service, "PayPay," in October 2018. Large-scale campaigns and other initiatives ensured a successful launch for PayPay, which has grown into a pivotal player in Japan's transformation into a cashless society.

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. We aim to realize growth for all parties involved and establish an ecosystem that aggregates even greater volumes of data, by combining the data possessed by corporations, local governments and research institutions with our big data and AI technologies.

Sources of Value Creation

Unique Competitive Edges Underpinning Our Value Creation



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

The Z Holdings Group has built one of the largest user bases in Japan for both PC and smartphone services. We continue to capture large numbers of new users by creating 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.

We will achieve further evolution by combining the rich data resources of our three super-apps—Yahoo! JAPAN, PayPay, and LINE—to provide services that are optimized for individual users.

Competitive Edge 2: A Diverse Lineup of Services Made Possible by a Comprehensive Understanding of User Actions

We offer over 200 services in a diverse range of areas, including search, media, e-commerce, payment, and finance. Our comprehensive understanding of user actions on the Internet enables us to provide highly convenient and user-friendly services.

By accumulating diverse data from both online and offline sources, we are able to build a detailed and comprehensive picture of each user's needs and create a personalized user experience.

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, PayPay and LINE.

We are working to acquire, manage and use data cross-sectionally across multiple devices and services by encouraging customers to log-in to the apps when they use our services. We also invest actively in advanced technology while actively working to build cutting-edge systems and pursue research on machine learning.

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