



Kentaro Kawabe

President and Representative Director,
President Corporate Officer,
Chief Executive Officer (CEO)

In the 22 years since its founding, Yahoo Japan Corporation (“Yahoo! JAPAN” or “the Company”) has expanded its business in accordance with innovation in information technology. After riding the waves of the desktop Internet generation, which focused on PCs, and the mobile Internet generation, which focused on smartphones, Yahoo! JAPAN is now taking on challenges in the data generation, which represents the next wave of the journey.

Against the backdrop of outstanding technological innovations such as AI, the Internet of Things (IoT), and virtual reality (VR), the structure of society is now becoming more complex, and the speed at which changes occur is becoming remarkably faster. Additionally, in the Internet industry, there have been significant changes to the device and communications environment. By adopting an approach

in which we promptly ascertain these changes and boldly take on challenges in response, I believe we can achieve sustainable growth.

Going forward, we will continue to contribute to society by solving problems facing both people and society through information technologies while we pursue efforts to further improve our corporate value.

As a new endeavor for the Company, we have decided to publish an integrated report, which introduces both financial and non-financial information in an integrated manner. With this integrated report, we will provide explanations that allow our various stakeholders to better understand the Company’s businesses, initiatives, and vision. At the same time, we will continue our efforts to improve our communication while receiving feedback from our stakeholders.

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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.



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



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.

