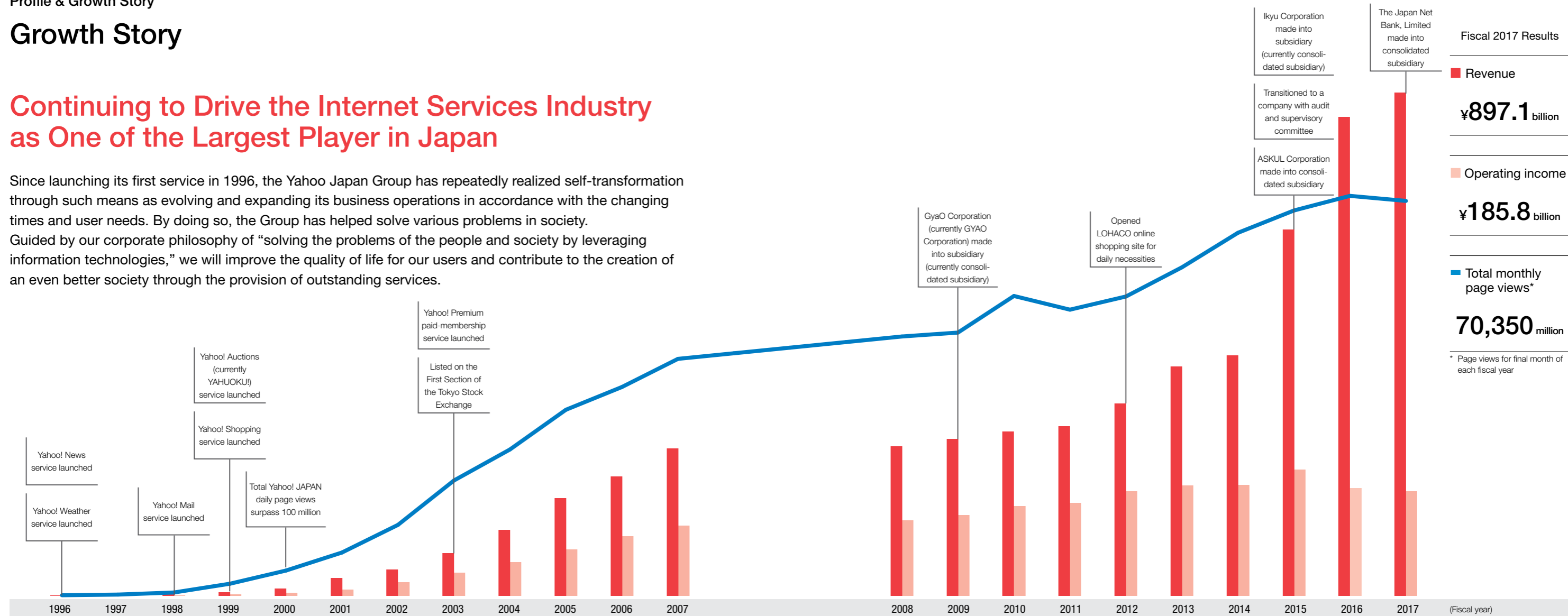


Growth Story

Continuing to Drive the Internet Services Industry as One of the Largest Player in Japan

Since launching its first service in 1996, the Yahoo Japan Group has repeatedly realized self-transformation through such means as evolving and expanding its business operations in accordance with the changing times and user needs. By doing so, the Group has helped solve various problems in society. Guided by our corporate philosophy of “solving the problems of the people and society by leveraging information technologies,” we will improve the quality of life for our users and contribute to the creation of an even better society through the provision of outstanding services.



Implementing Self-Transformation in Accordance with the Changing Business Environment

Inoue regime (1996–2011)					Miyasaka regime (2012–2017)					Kawabe regime (2018–)				
Aiming to be the No. 1 PC-based Internet service					Promoting the Smartphone First policy					Expanding the Commerce Business				
										Promoting data utilization				

1996	Apr. 2001	Sep. 2008	Jul. 2012	Apr. 2013	Oct.	2015	Apr. 2015	May 2017	Jun.	2018	Jan.	2018	Feb.
Launch of Yahoo! JAPAN	Launch of Yahoo! BB service	Optimization of Yahoo! JAPAN services for iPhone	Transition to new management structure	Announcement of new e-commerce strategy		Launch of Yahoo! JAPAN Card	Renewal of Yahoo! JAPAN smartphone version top page	Provision of Yahoo! Premium to SoftBank members	Announcement of new management structure	Announcement of DATA FOREST Initiative			
Yahoo! JAPAN was launched as the Internet's first commercial Japanese-language search engine, providing a database of Japanese-language websites and a directory tree data search as well as keyword search services.	The launch of Yahoo! BB commercial high-speed Internet connection service, offering unlimited access for just ¥2,280 per month, fueled the proliferation of Internet connectivity throughout Japan, providing the catalyst for tremendous growth in Internet use.	After SoftBank began exclusive sales of Apple's iPhone 3G model in Japan, we began the process of optimizing all Yahoo! JAPAN services for easy iPhone 3G access. To optimize the user interface, we created iPhone 3G start-up screen icons corresponding to 65 Yahoo! JAPAN service top pages.	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, the first such move since the Company's establishment in 1996.	In our Yahoo! Shopping service, we announced the transition from a fee-based revenue model to one based on advertising, thereby eliminating monthly store tenant fees and system-use fees. In a similar manner, we decided to eliminate monthly store tenant fees in our YAHUOKU! auction service.		In collaboration with our consolidated subsidiary, YJ Card Corporation, we entered the credit card business through the joint development of Yahoo! JAPAN Card, which offers T-point rewards. Usability and transaction value of our e-commerce services such as Yahoo! Shopping and YAHUOKU! were also enhanced.	In our renewal of the Yahoo! JAPAN smartphone version top page, we introduced a vertical scrolling timeline design that not only increases the amount of content that can be viewed on small-screen smartphones but also facilitates the distribution of new In-feed Advertising.	We began providing Yahoo! Premium monthly membership service free of charge to SoftBank members who have set up Smart Logins. In addition, we implemented campaigns that consistently offer 10 times the number of points received when purchasing any product using Yahoo! Shopping or LOHACO services. In these ways, we made efforts to expand new purchases.	Upon adopting the new challenge of shifting from a smartphone company to a data-driven company, we announced the transition to a new management structure. By combining the position of CEO and COO, this structure works to accelerate the decision-making process and rejuvenate the management team.	By combining the data possessed by corporations, local governments, and research institutions with our big data and AI technologies, the DATA FOREST Initiative aims to create new businesses that support the problem-solving efforts of our clients. Full-scale proof-of-concept trials began to meet this purpose.			