



Yahoo Japan Corporation
FY2011 Full Year & 4Q Business Results
(Apr. 2011-Mar. 2012/Jan.-Mar. 2012)

April 24, 2012



Table of Contents

P. 3	Financial Highlights
P. 14	New Business Drive of Rejuvenated Yahoo! JAPAN
P. 72	Appendix

Statements made at the meeting or included in the documents that are not historical facts are forward-looking statements about the future performance of Yahoo Japan Corporation and its consolidated subsidiaries and affiliates.

The Company cautions you that a number of important factors could cause actual results to differ materially from those discussed in the forward-looking statements. Such factors include, but are not limited to, the items mentioned in the Risk Factors in “Results for the Fiscal Year and Three Months ended March 31, 2012.”

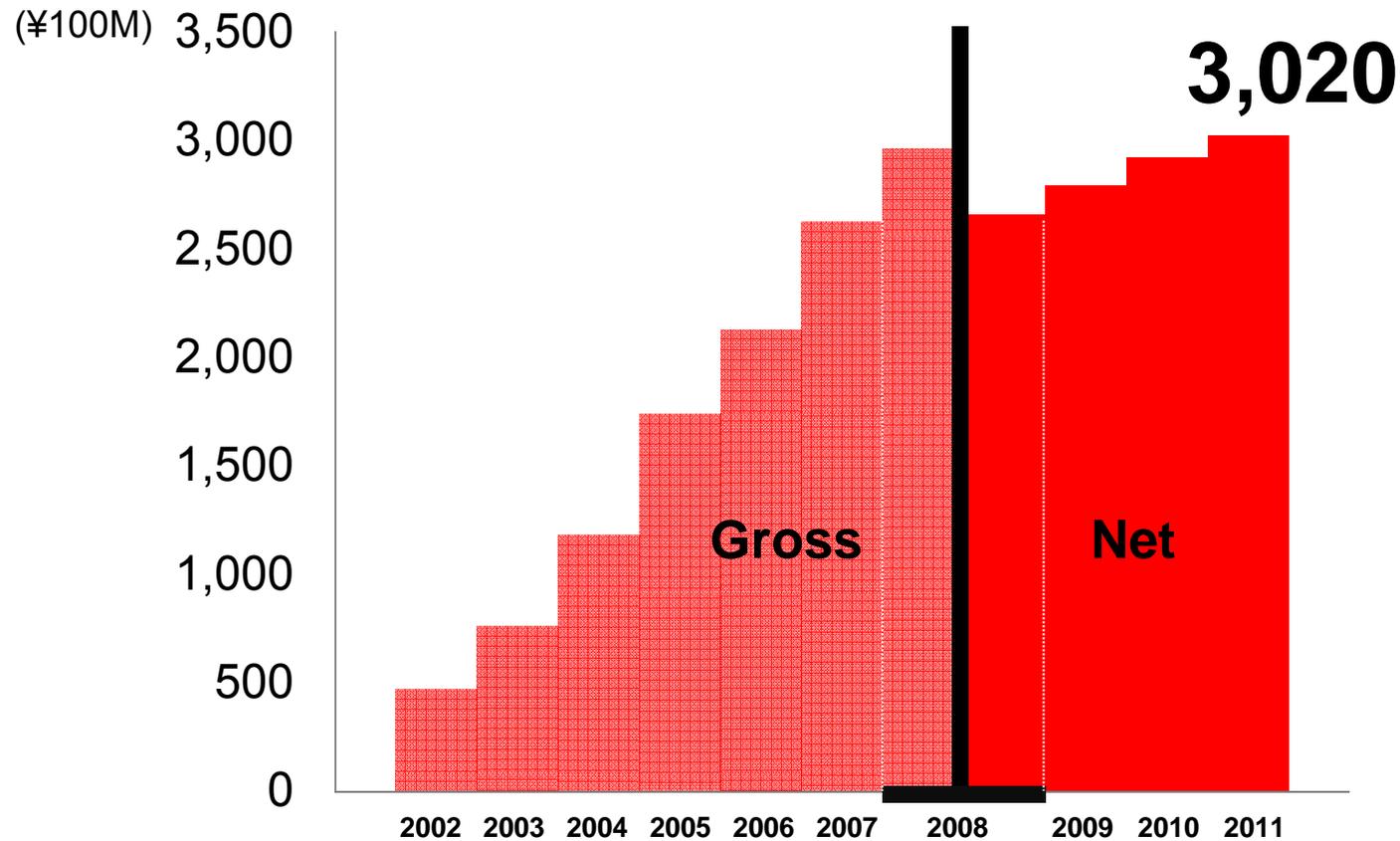
The unauthorized use of the information or the data in this document is not permitted.

FY2011 Financial Highlights

(¥100M)

	FY2010	FY2011	YOY Change	Change Contributors
Revenue	2,924	3,020	3.3%	<ul style="list-style-type: none"> • Advertising revenue increase • Pay digital contents revenue increase
Operating Income	1,596	1,650	3.4%	-
Ordinary Income	1,602	1,673	4.4%	<ul style="list-style-type: none"> • Interest income • Equity method investment gain
Net Income	921	1,005	9.1%	<ul style="list-style-type: none"> • Settlement money on termination of contract related to recruitment business

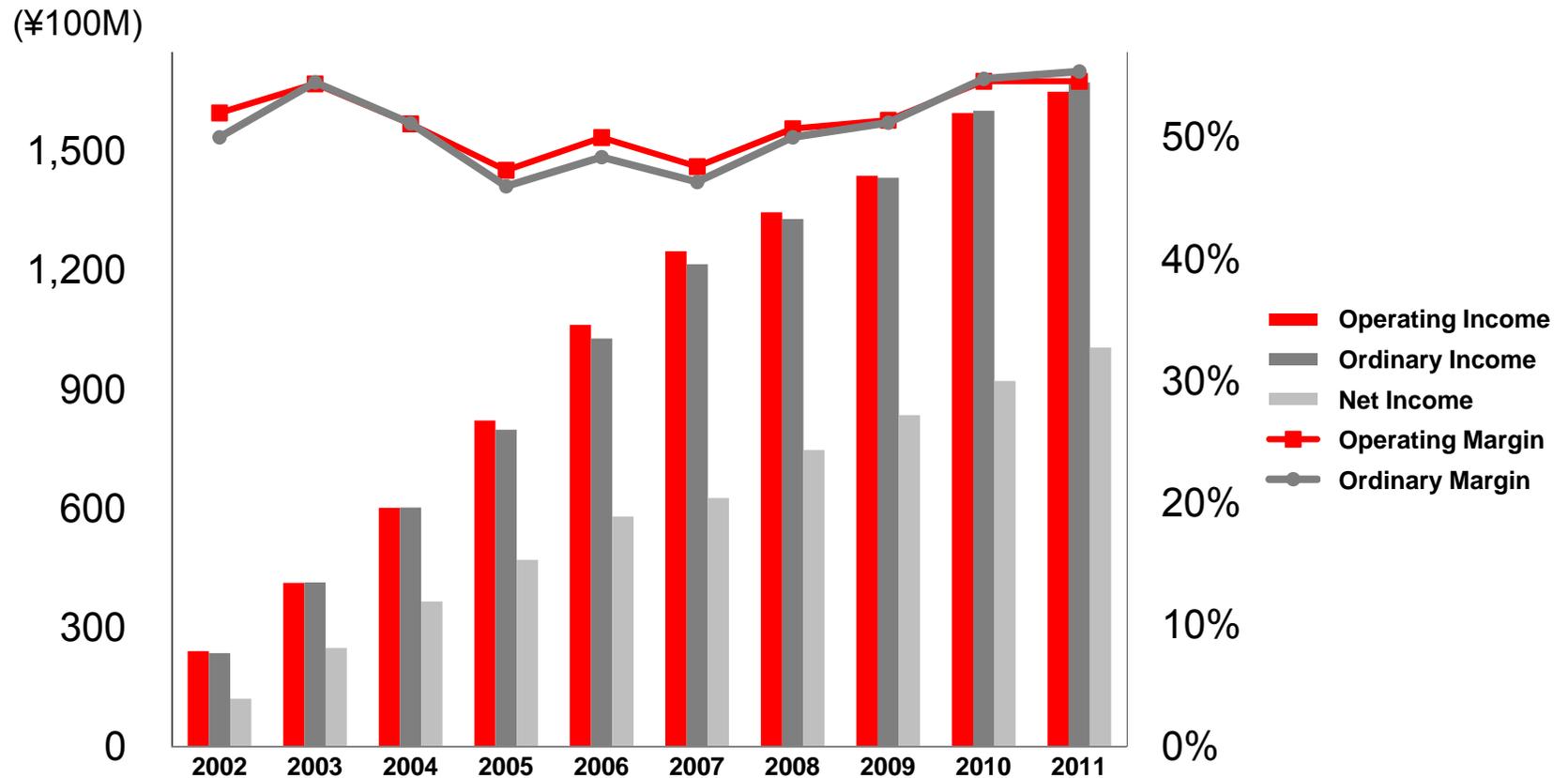
Annual Net Revenue



Net Revenue up 15 consecutive years since the start of services

*Commencing with FY2008, we started indicating revenue on a net rather than gross basis, by eliminating certain items in cost of sales and SG&A. The figure on a gross basis for FY2008 is included for your reference.

Annual Profit



Operating, Ordinary, and Net Income up 15 consecutive years since the start of services

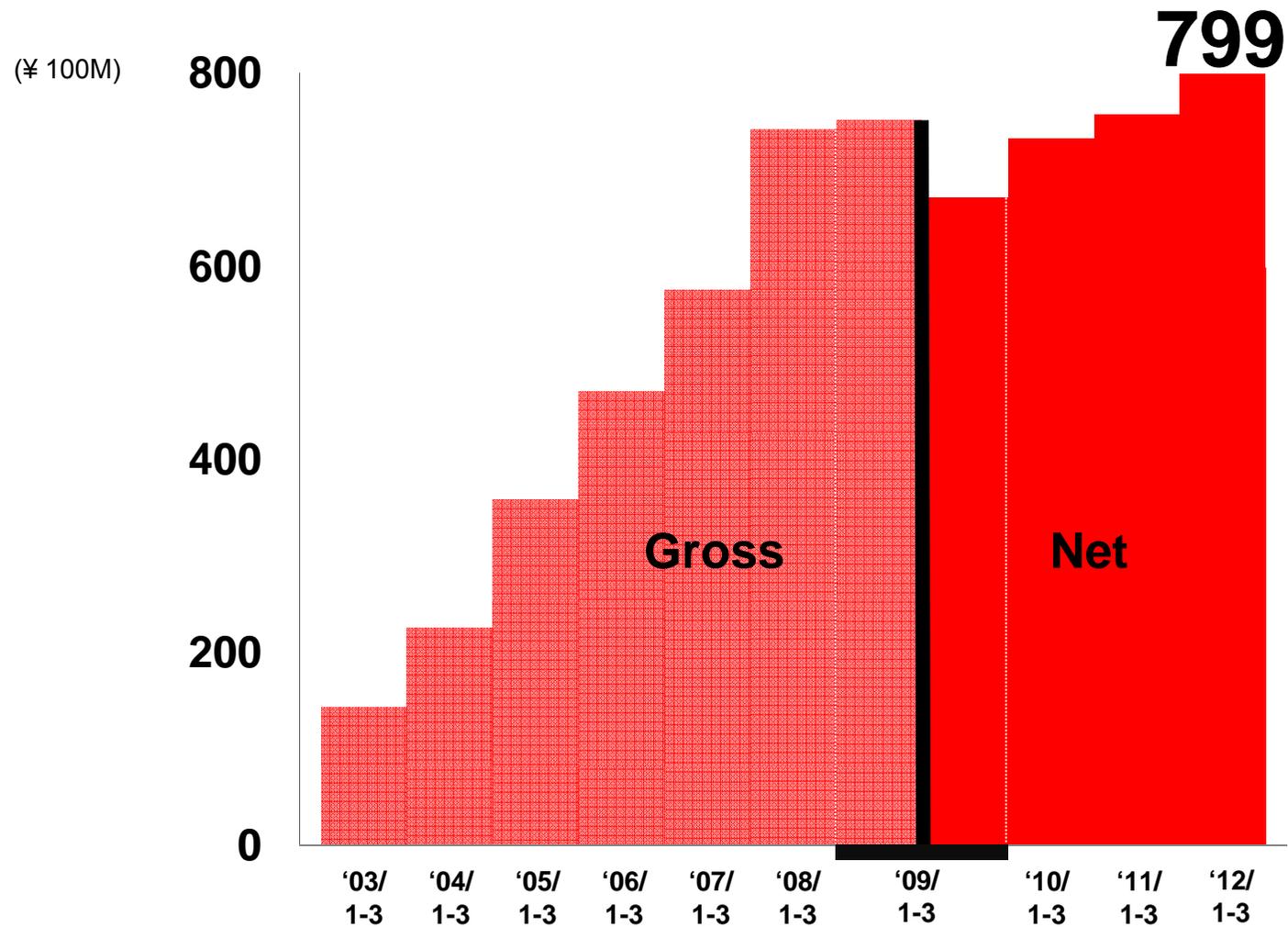
*Margins for FY2008 onward are affected by the change in the presentation basis for revenue from gross to net.

FY2011-4Q Financial Highlights

(¥100M)

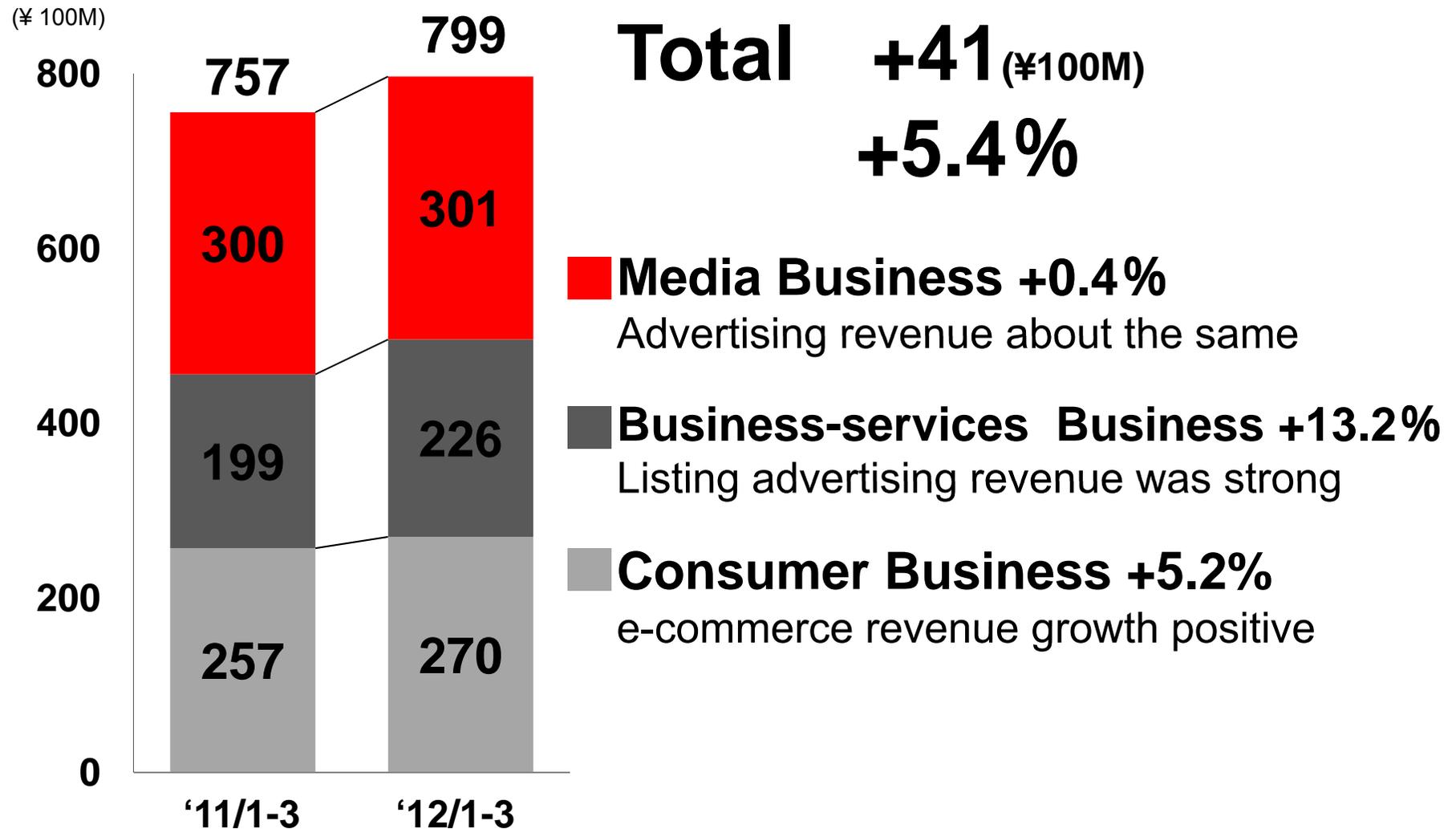
	2010-4Q	2011-4Q	YOY Change	Change Contributors
Revenue	757	799	5.4%	<ul style="list-style-type: none"> · Listing advertising revenue grew · Pay digital content revenue up
Operating Income	423	438	3.4%	<ul style="list-style-type: none"> · Sales promotion costs increased · Personnel expenses increased
Ordinary Income	427	446	4.4%	<ul style="list-style-type: none"> · Interest and dividend income
Quarterly Net Income	243	276	13.3%	<ul style="list-style-type: none"> · Settelement money on termination of contract related to recruitment business

Quarterly Revenue

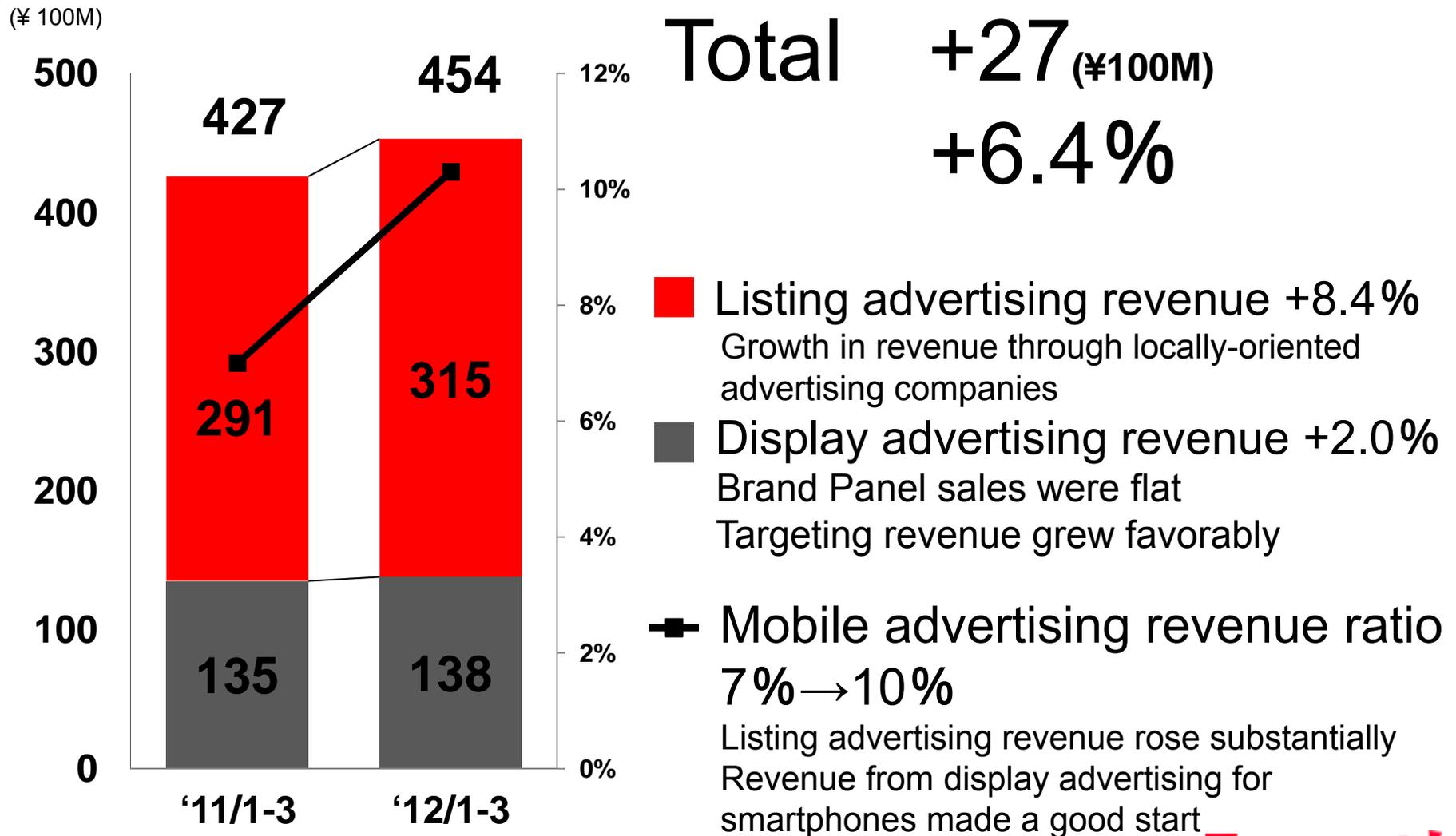


*Commencing with the FY2008, we started indicating revenue on a net rather than gross basis, by eliminating certain items in cost of sales and SG&A. The figure on a gross basis for '09 1-3 is included for your reference.

Quarterly Revenue Breakdown

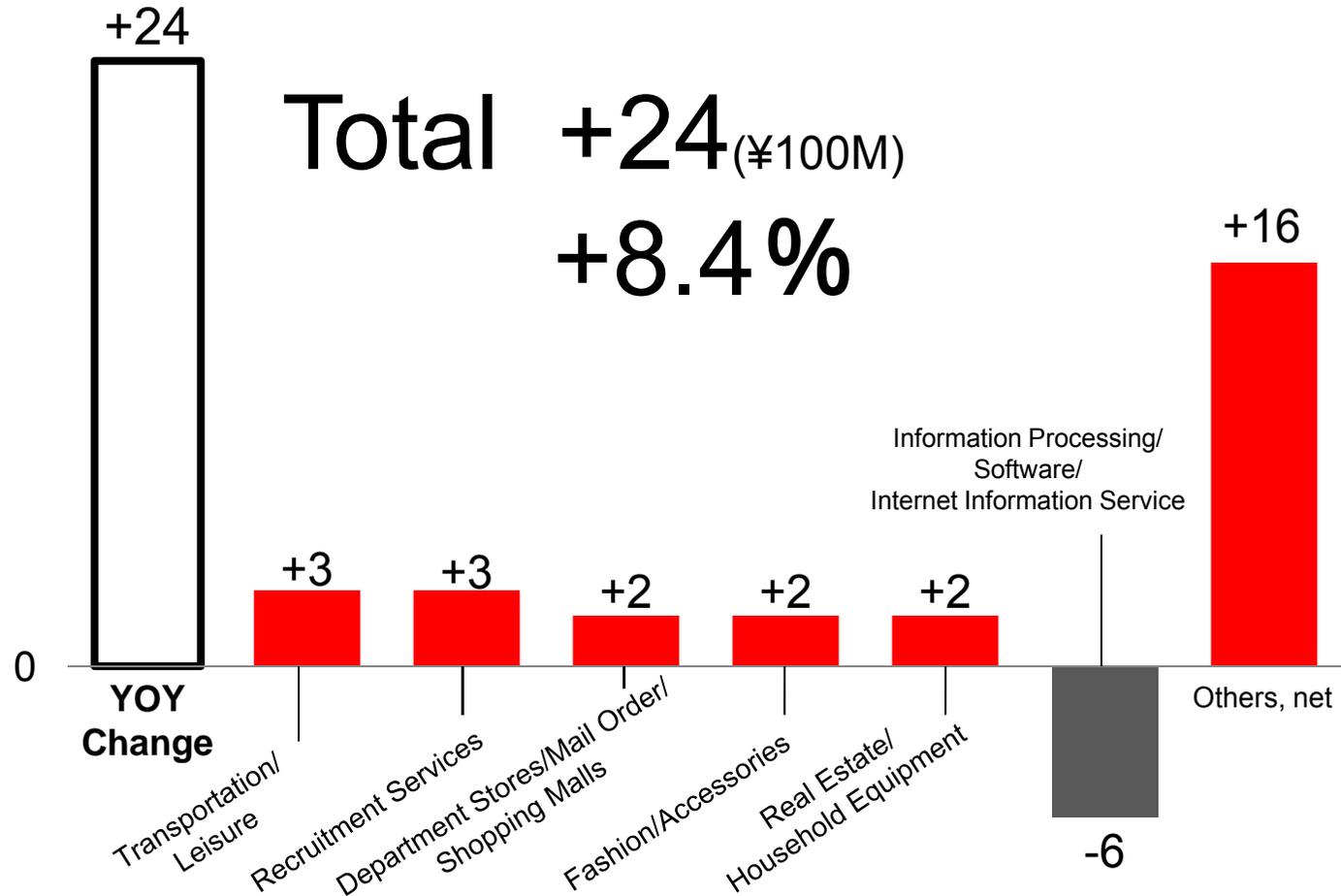


Advertising-related Revenue



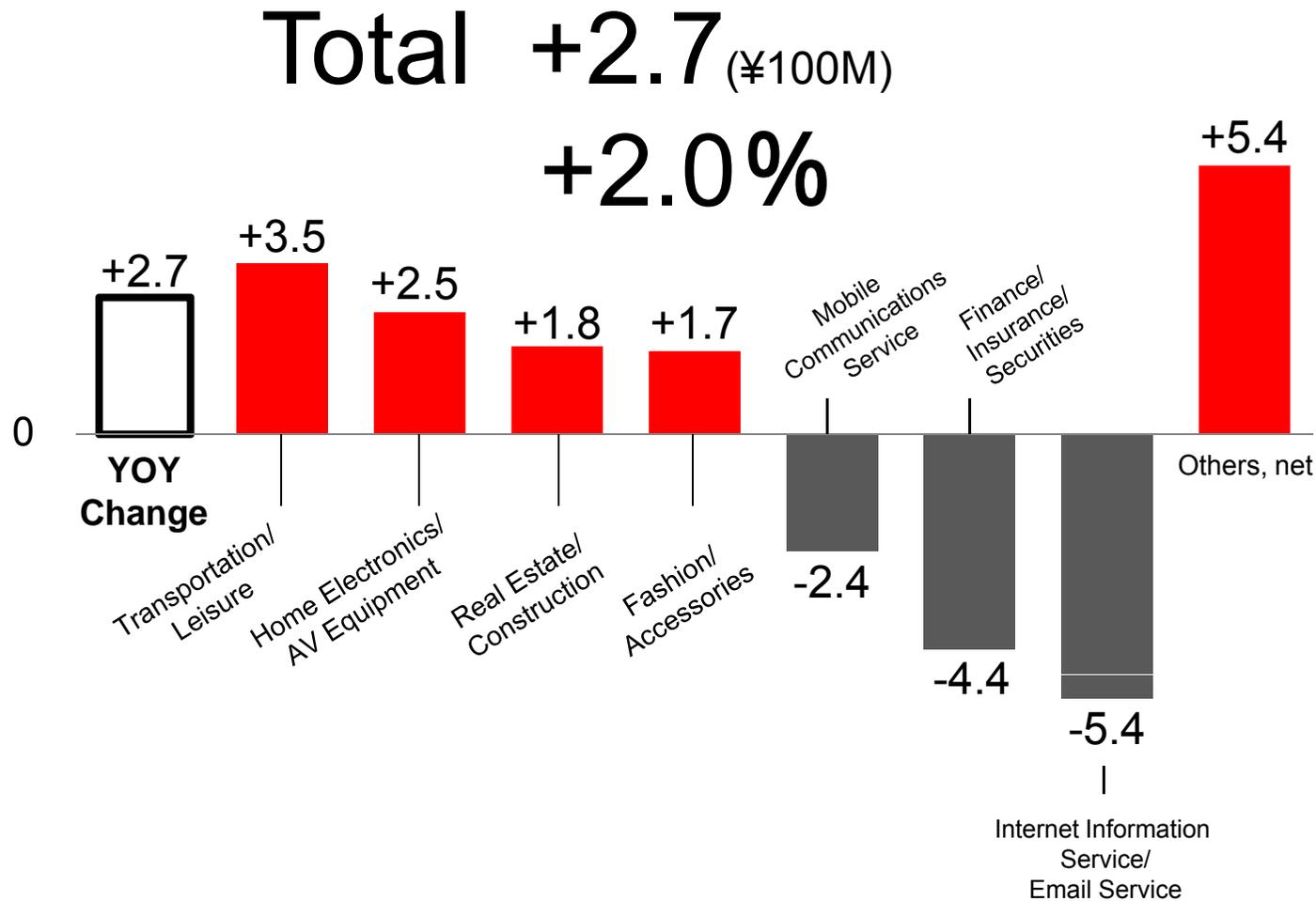
YOY Change Contributors by Industry - Listing Advertising Revenue

(¥ 100M)

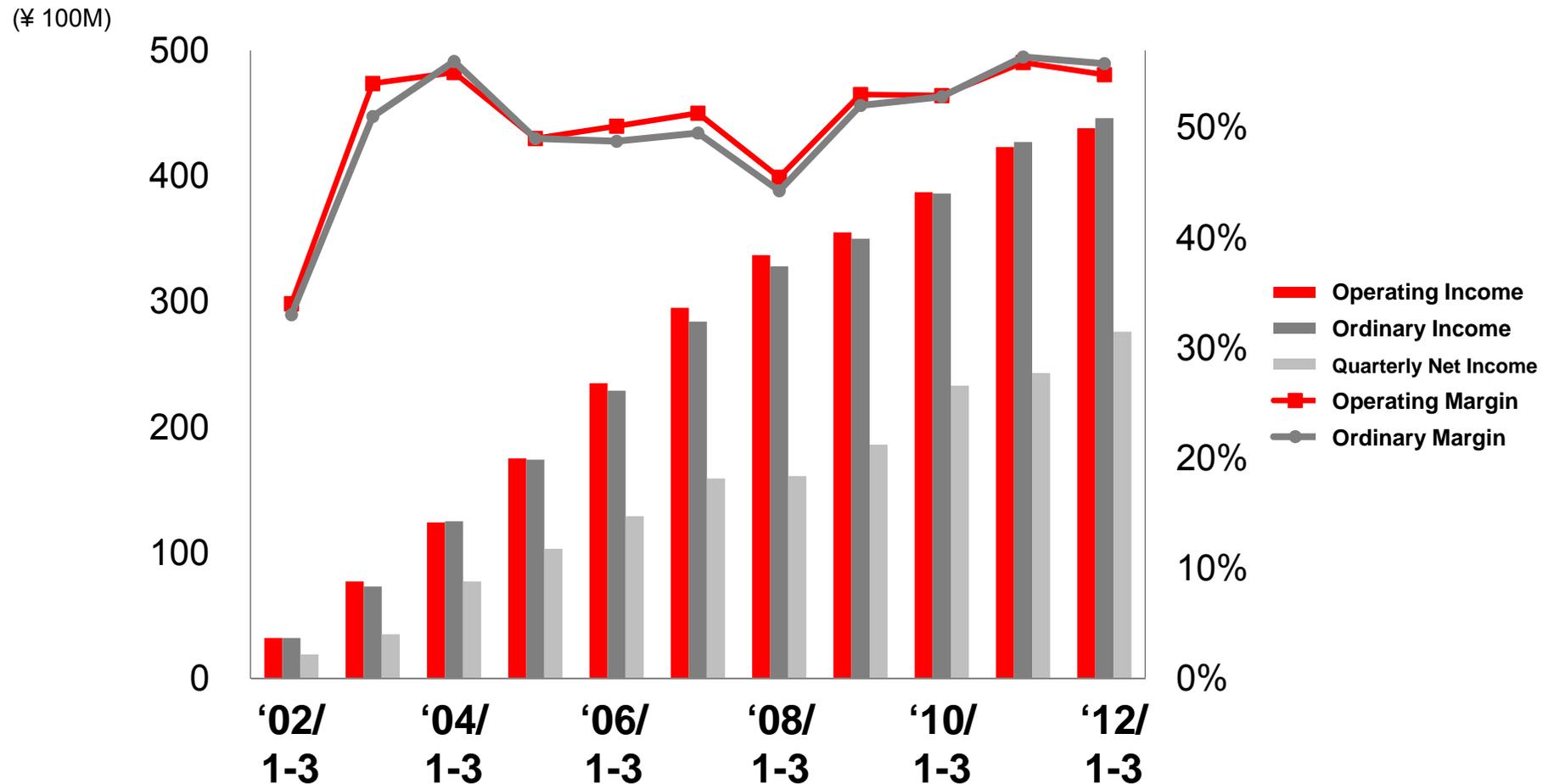


YOY Change Contributors by Industry - Display Advertising Revenue

(¥ 100M)



Quarterly Profits



*Margins for '09 1-3 onward are affected by the change in the presentation basis for revenue from gross to net.

FY2012-1Q Business Outlook

(¥100M)

	2011-1Q (Actual)	2011-4Q (Actual)	2012-1Q (Forecast)	Change Contributor
Revenue	718	799	730 - 769	· Advertising revenue expected to grow
Operating Income	388	438	389 - 412	-
Ordinary Income	392	446	394 - 417	-
Quarterly Net Income	233	276	244 - 258	-

The Second Foundation of the Company

**New Business Drive of
Rejuvenated Yahoo! JAPAN**

Aiming to Re-accelerate Revenue and Profit Growth



**Yahoo! JAPAN's Strengths
Have Enabled Consecutive
Growth in Revenue and Profit
for Many Years**

**Unchanged Philosophy
Since the Start of Services
in 1996**

“Users First”

“Solution-Providing Engine”

**Leveraging information technologies,
we provide solutions to issues in
people’s everyday lives and in society**



YAHOO! JAPAN

ウェブ | 画像 | 動画 | 辞書 | 知恵袋 | 地図 | リアルタイム | 一覧

検索

ウェブ全件 | 日本語のページのみ

ウェブ検索の急上昇ワード

高田文夫 | トミーズ | 結膜炎 | ジェニファー・ロペス

Searching

プライバシーポリシー | 利用規約 | 免責事項 | 検索サービス一覧 | ヘルプ | お問い合わせ

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YAHOO! JAPAN ショッピング

ポイント連携でお買い物がおトク。利用登録で500,000ポイント山分けキャンペーン

Myショッピング | カートの注文履歴 | ログインしてお買い物をするぞ！ポイントがたまります

すべてのカテゴリから | 検索 | 条件を指定して検索

特集から探す | 翌日配達「あすつく」から探す | ランキングから探す | ストア名から探す

カテゴリから探す

- レディースファッション
- メンズファッション
- 食品
- ペット用品
- DIY、工具、文具
- 家電
- 花、ガーデニング
- キッチン・生活雑貨・日用品
- ペット用品、生活雑貨
- 楽器、趣味、学習

Shopping



YAHOO! JAPAN ニュース

キーワードを入力 | ニュース検索 | 条件を指定して検索

ニュース | トピックス | 写真 | 映像 | 地域 | 雑誌 | ブログ/意見 | 企業トピックス | リサーチ | ランキング

国内 | 海外 | 経済 | エンターテインメント | スポーツ | コンピュータ | サイエンス | 地域 | バックナンバー | 編集センター

国内 | トピックス数: 478件

主なトピックス

- 北米サイル 警戒続く石垣島
- 防衛省 警戒「仕切り直し」
- 郵政法改正案が衆議院通過
- 岡田副総理の公務員担当解除
- 石原知事 新党構想白紙に
- 議員宿舎賃料下げ改革進行?
- 水俣病 二審では患者認定せず
- のれん分けで劇場型詐欺被害

防災対策に防災用品30点セット | www.pro-bousai.jp
地震の時に女性でも運べる非常持ち出し袋。お客様の声200件。送料無料

衛星ブロードバンドで非常通信 | planet-net.jp
30万円からできる災害時通信の確保。月額固定料金3500円から。

完全公開！福島県の医師求人情報 | www.medi-gate.jp
民間医局メディカルプランニングの医師求人専門サイト/メディゲート

バックナンバー

京都・河津町が原発視察 | 首相の訪米 29日から開議 | 宮野討論 首相のお断り不発 | 北朝鮮 事後対応は米関係のみ | 法廷ファッションどこまでOK | iPod nano 盗火で賠償命令 | 税法案・賛成 | 鳩山氏参事入任後 自公一致 | 北米サイル/冷熱対応 | 機密扱う公務員無断閲覧 | 産科なら保険対応 日本外相 ...

News



YAHOO! JAPAN ボランティア

トップ | ボランティア情報 | 募金 | 初心者ガイド | コラム | マイボランティア

ボランティア募集 | イベント | 物品募集 | 団体の検索

Yahoo!カーボンオフセット

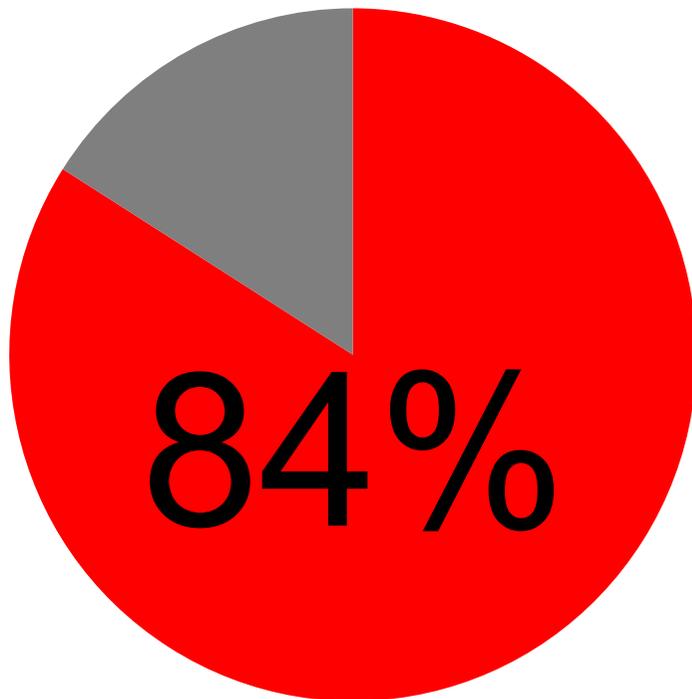
ボランティアをしよう

ボランティア募集

イベント、セミナー、スタディツアー

Volunteer

Our “Users First” attitude has made us the No.1 Solution-Providing Engine



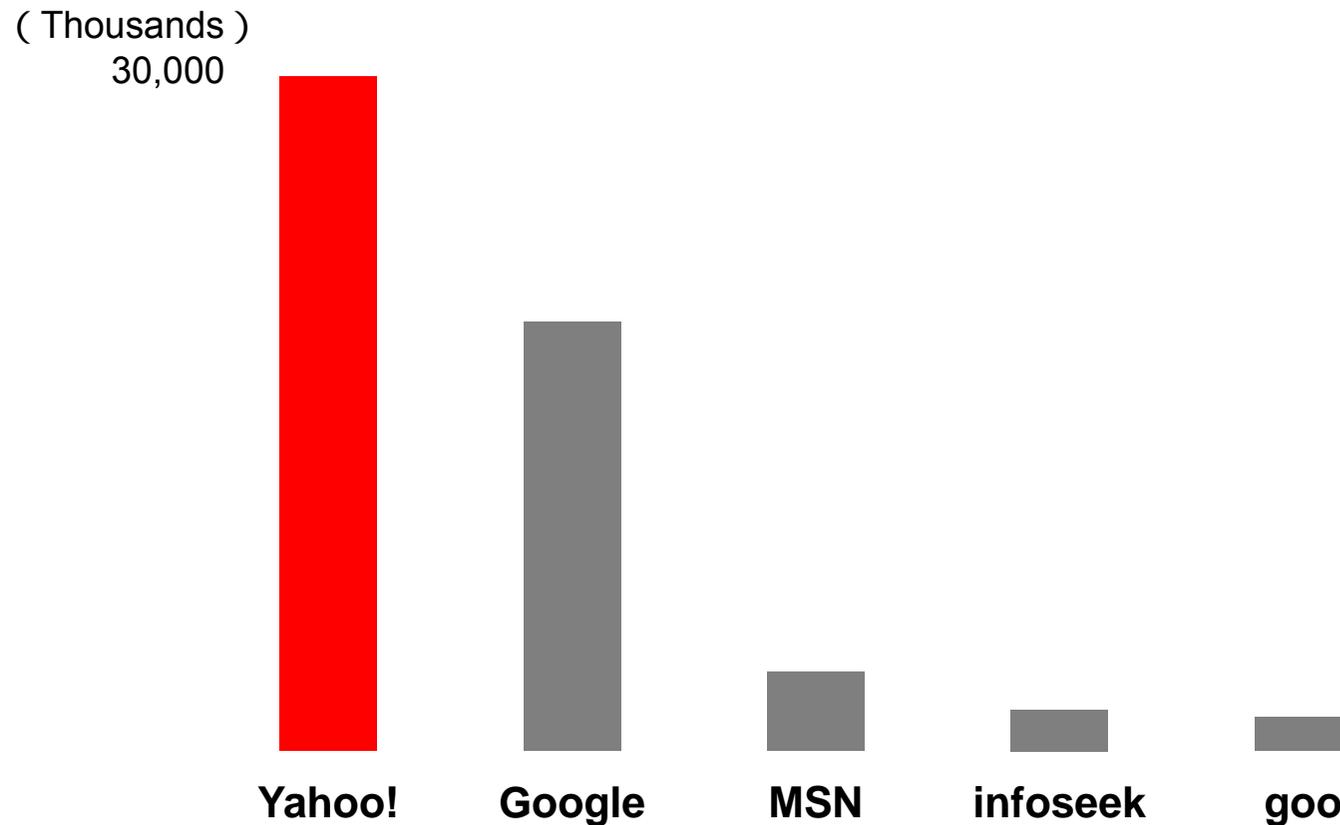
84% of Internet users in Japan use Yahoo! JAPAN services

Source: Nielsen/NetRatings (NetView JP), brand level data, access from home and work using PCs (excluding Internet application), February 2012

The unauthorized use of the information or the data in this document is not permitted.

**Have Maintained No.1
Position in
Major Internet Services
on PCs**

Search No.1



* Above data is based on estimated number of people accessing each site

* The data for "Search Engine" includes web search only

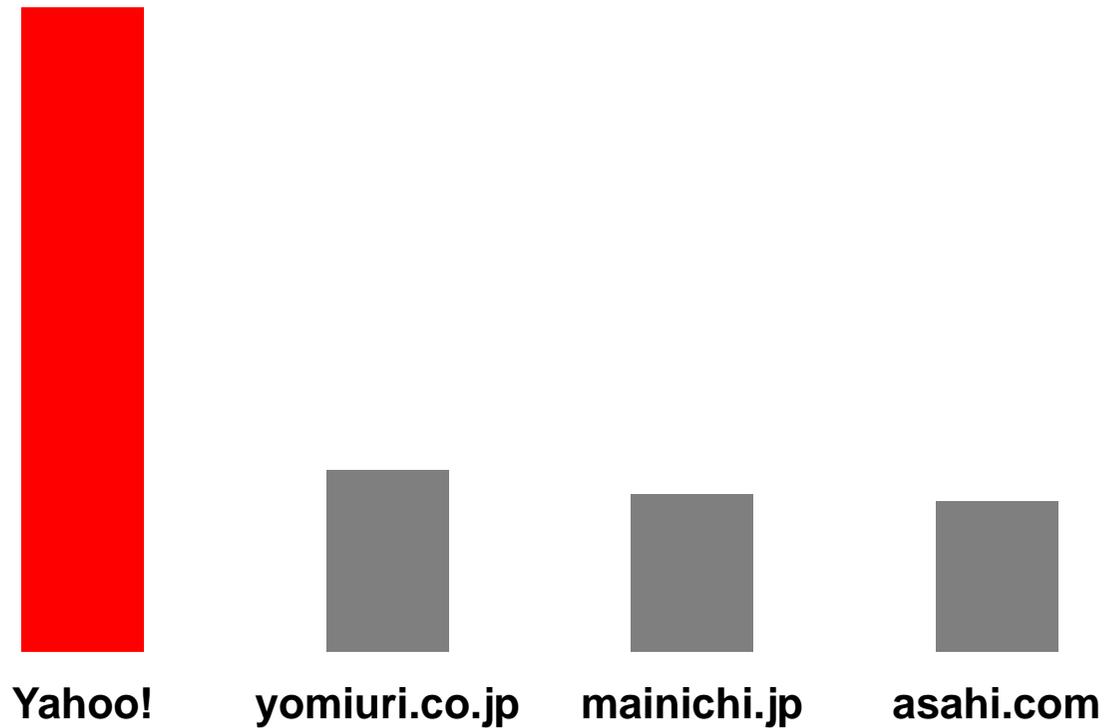
* Source: Video Research Interactive, access from home using PCs, Web Report January 2012

The unauthorized use of the information or the data in this document is not permitted.



News No.1

(Thousands)
25,000



* Above data is based on estimated number of people accessing each site

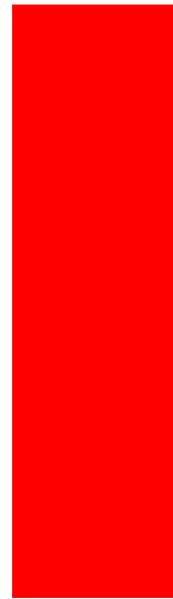
* Source: Video Research Interactive, access from home using PCs, Web Report January 2012

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Auctions No.1

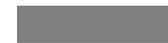
(Thousands)
15,000



Yahoo!



Rakuten



bidders

* Above data is based on estimated number of people accessing each site

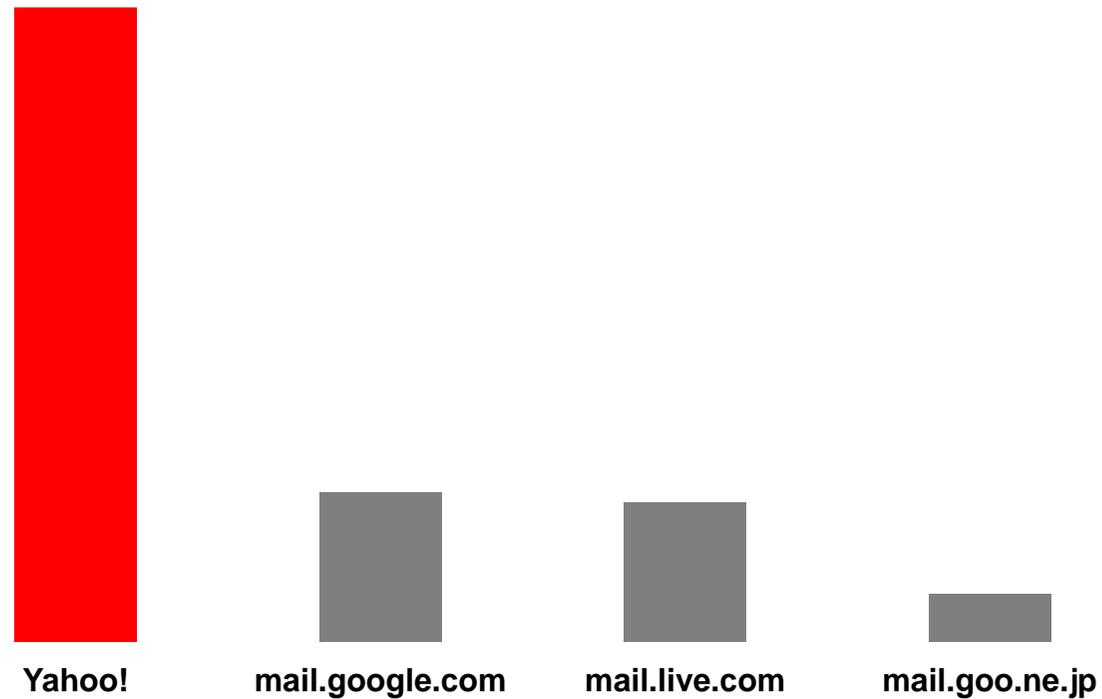
* Source: Video Research Interactive, access from home using PCs, Web Report January 2012

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E-mail No.1

(Thousands)
15,000



* Above data is based on estimated number of people accessing each site

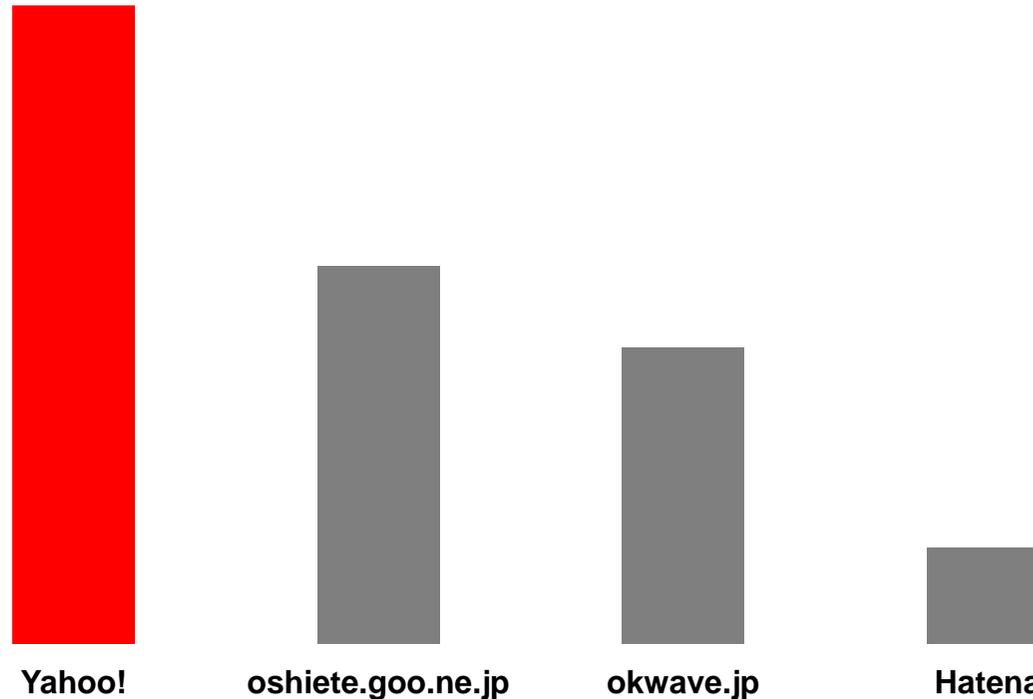
* Source: Video Research Interactive, access from home using PCs, Web Report January 2012

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Knowledge Search No.1

(Thousands)
20,000



* Above data is based on estimated number of people accessing each site

* Source: Video Research Interactive, access from home using PCs, Web Report January 2012

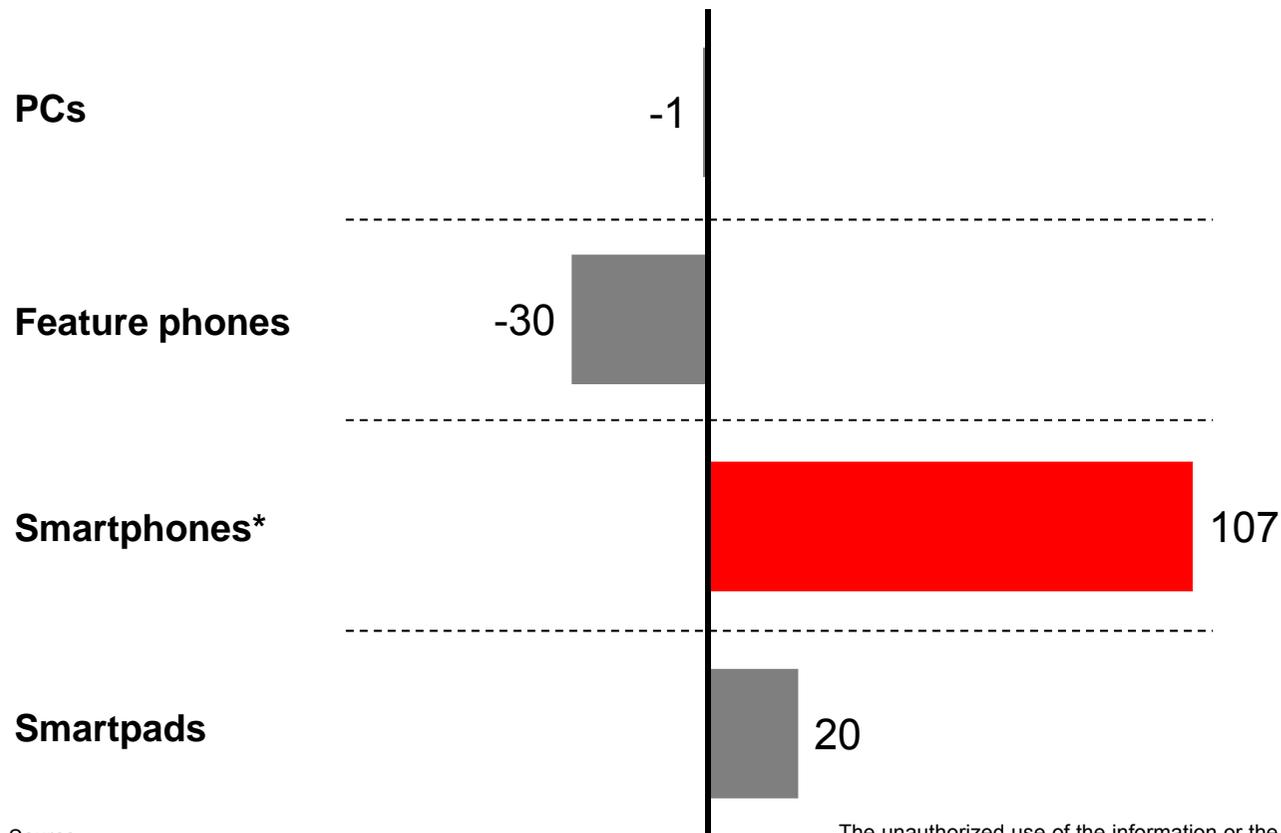
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Surging Internet Access via Multi-devices

Ongoing Migration of Internet Usage to Smartphones

Number of Internet Users by Devices (YOY Change)

YOY change data for Smartpads is calculated using figures of 2011.5 and 2012.3



Source

PC: Nielsen//NetRatings NetView , access from home and work

Feature phones: Video Research Interactive M3 (i-mode, SBM), Telecommunications Carriers Association, The number of subscribers of Internet Provider Services of Mobile Telephone

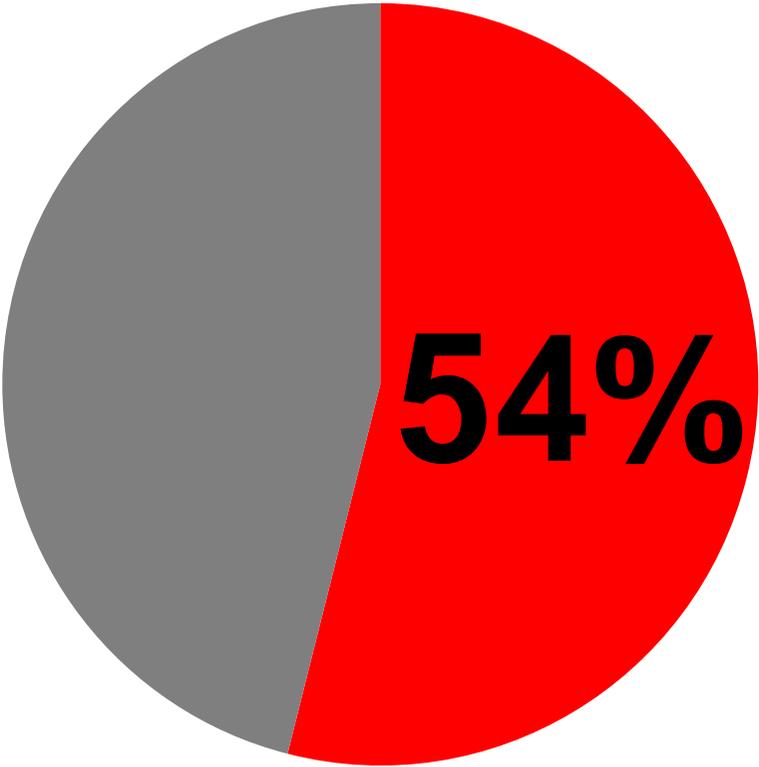
Smartphones and Smartpads: Smart Device survey conducted by Yahoo Japan Corporation

Survey period: PC February 2012, feature phones January 2012, smartphones and smartpads March 2012

The unauthorized use of the information or the data in this document is not permitted.

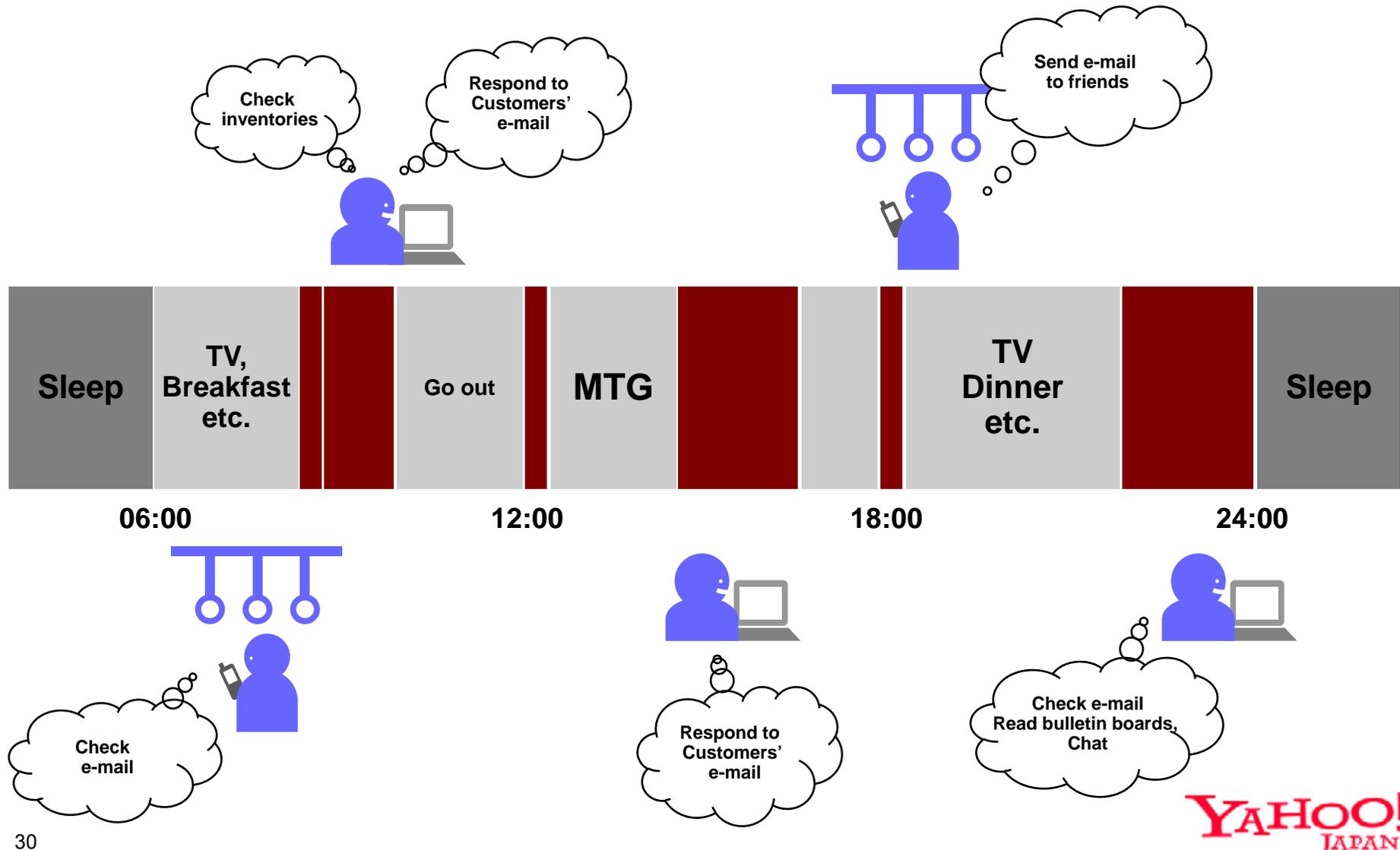
YAHOO!
JAPAN

54% of users accessing the Internet via feature phones said they intended to start using smartphones for that purpose within 2 years

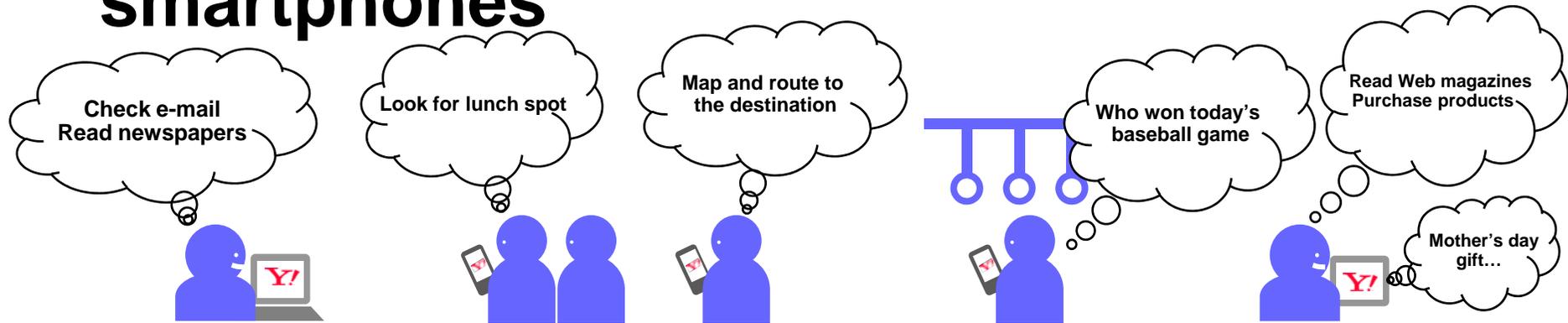


Source
A survey conducted by Yahoo Japan Corporation February 2012
Users who use at least one service among major 33 internet brands surveyed
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Daily Internet access used to be limited



Explosive growth of Internet usage along with the popularization of smartphones



Sleep

Smartphones enable people to access Internet anytime, anywhere at any occasion

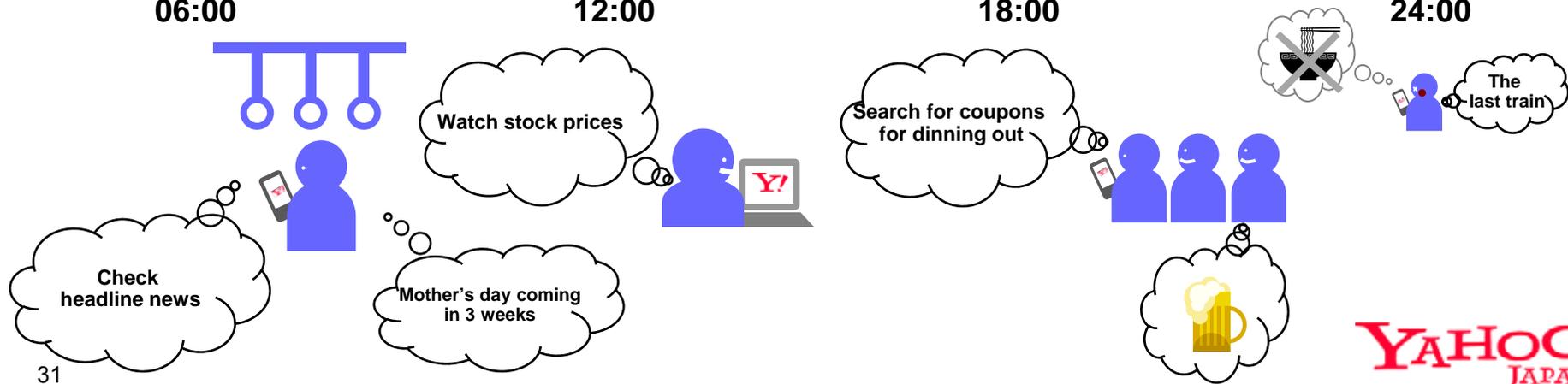
Sleep

06:00

12:00

18:00

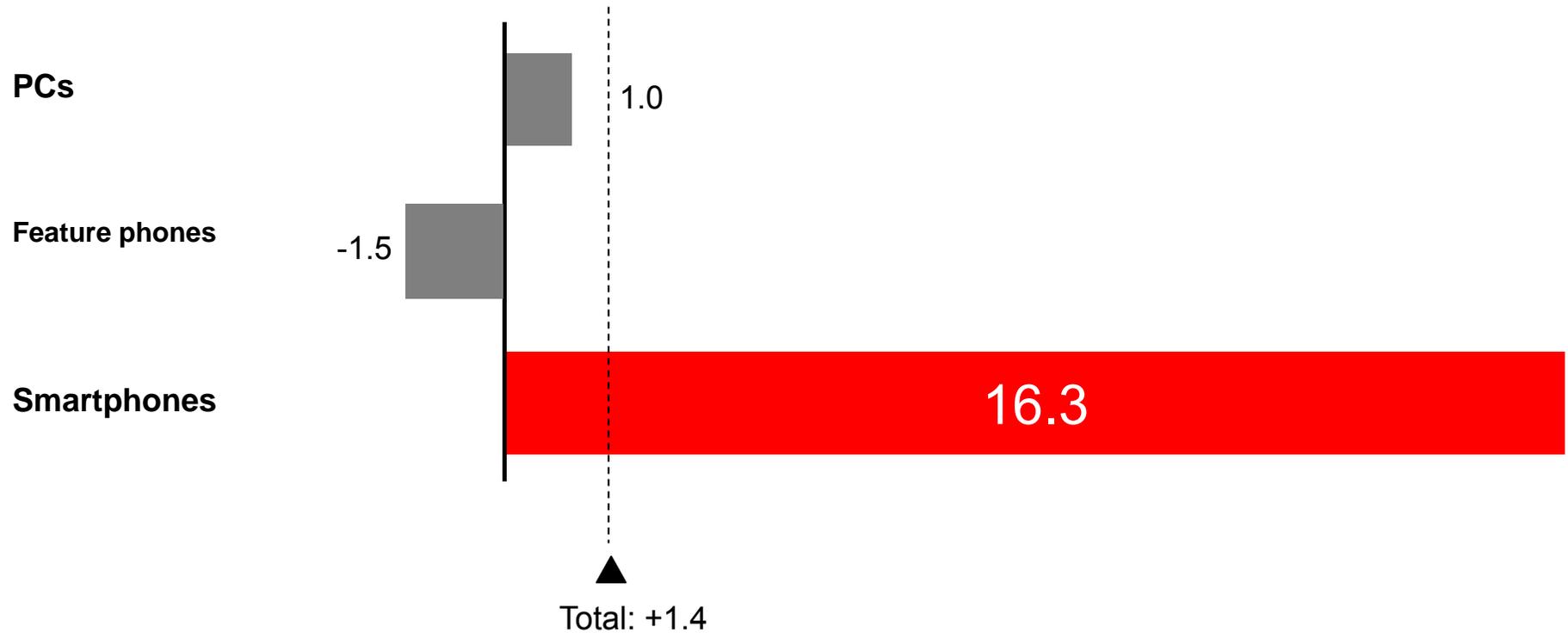
24:00



Smartphone Usage on Yahoo! JAPAN Is Also Growing Rapidly

YOY Changes of Number of Users on Yahoo! JAPAN by Device

Calculated based on YOY Change on PC set as 1

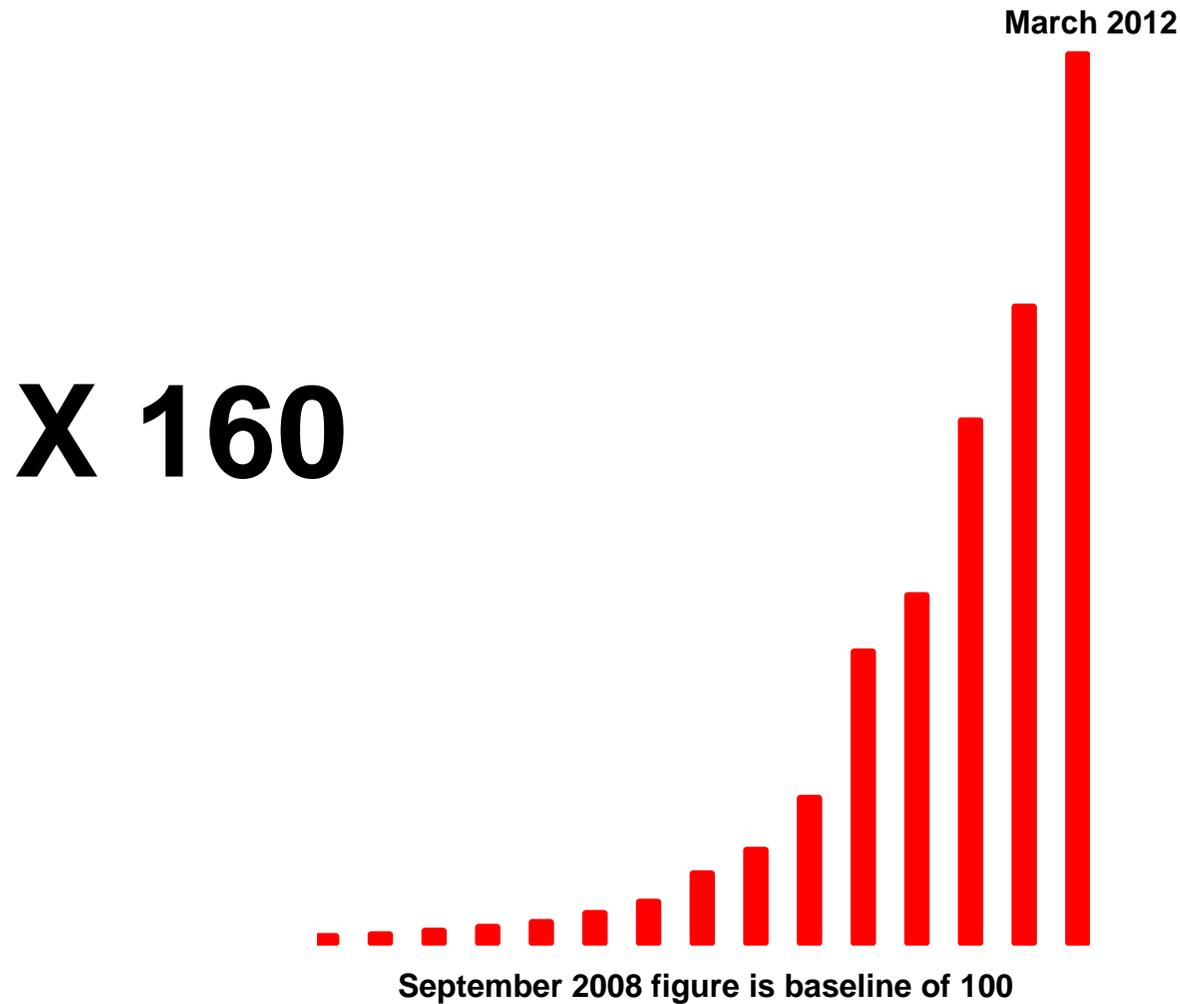


Source: Yahoo Japan Corporation (February 2012)

*For smartphones, only optimized pages are counted. Application counted. Browsers via application and internet browsers counted as separate unique browsers. The unauthorized use of the information or the data in this document is not permitted.



PVs via Smartphones - Total

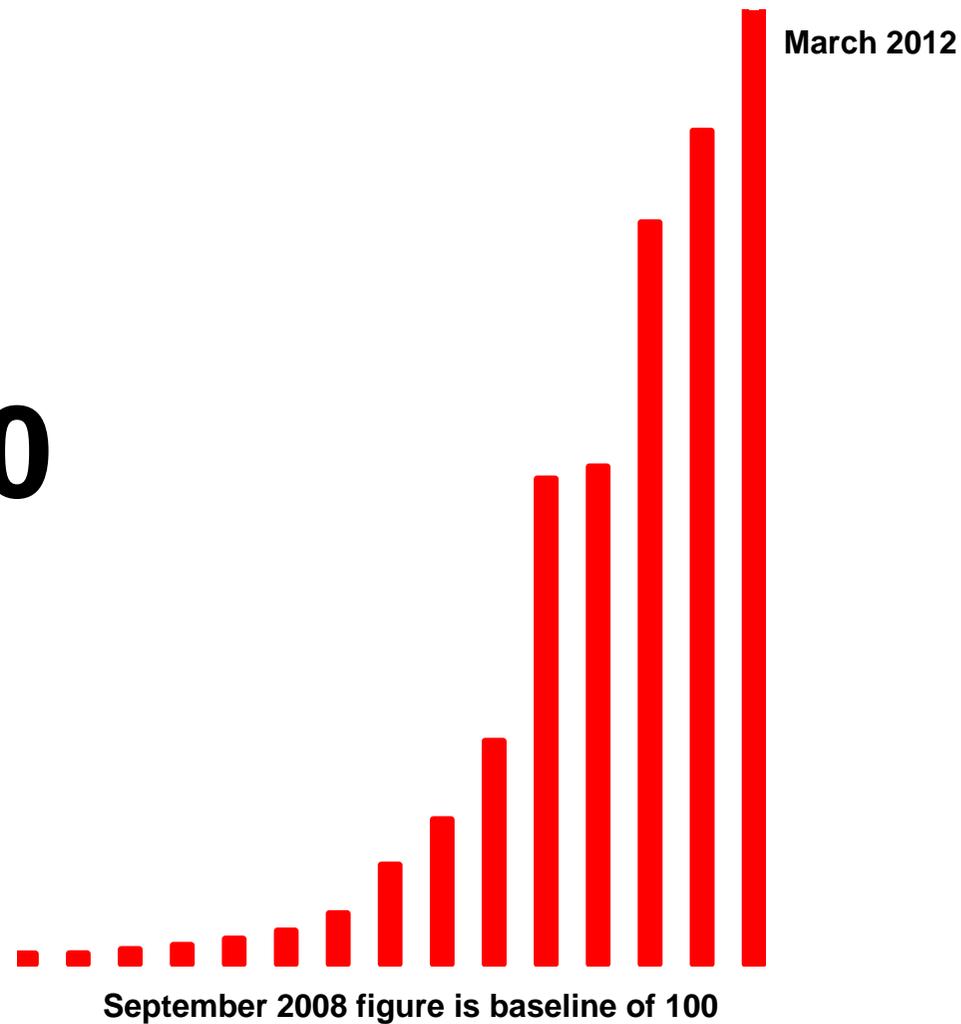


Source: Yahoo Japan Corporation

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Yahoo! JAPAN Start Page

X 100

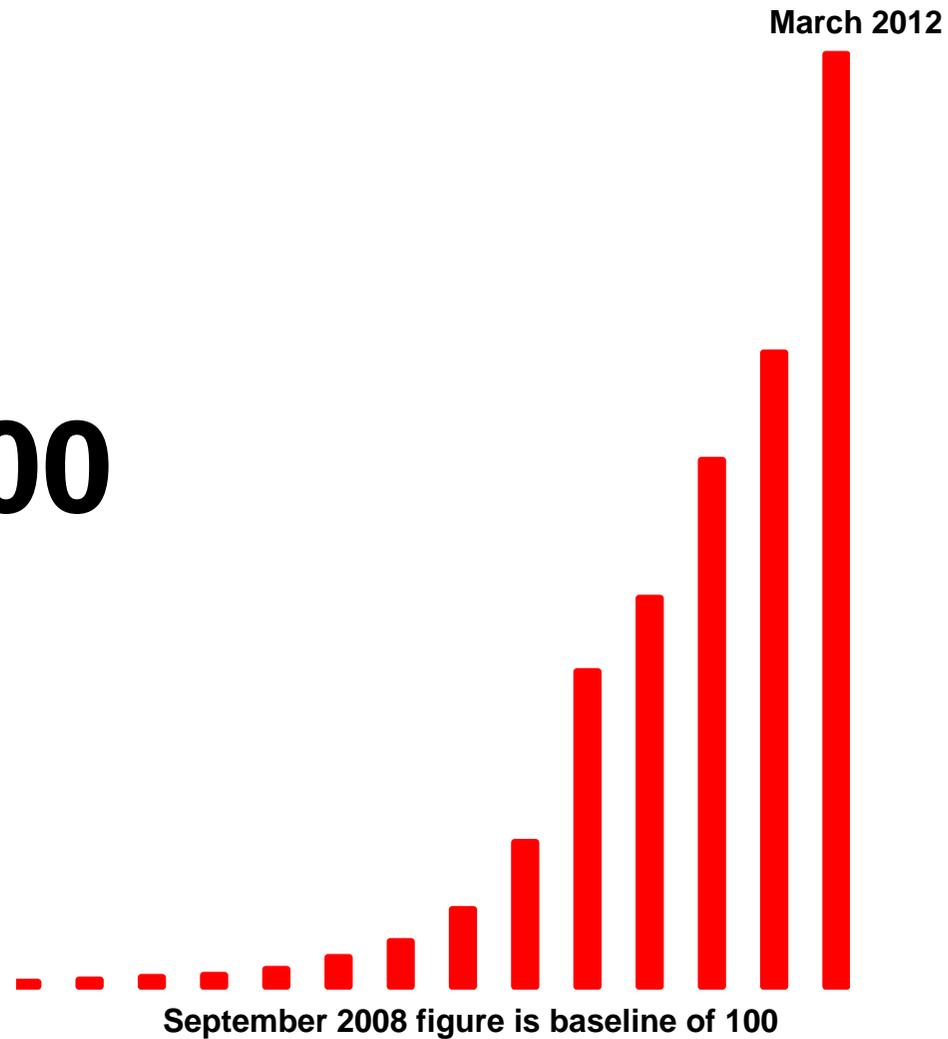


Source: Yahoo Japan Corporation

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Search

X 300

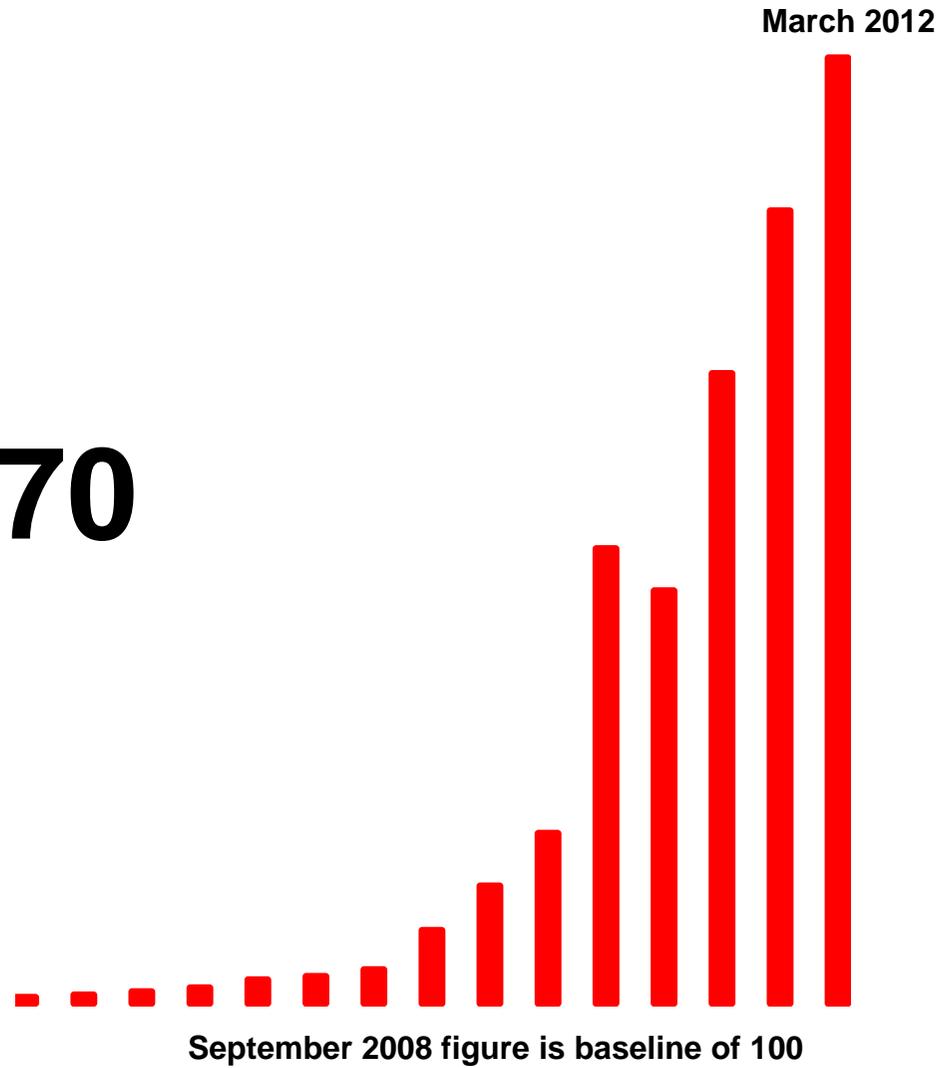


Source: Yahoo Japan Corporation

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News

X 170

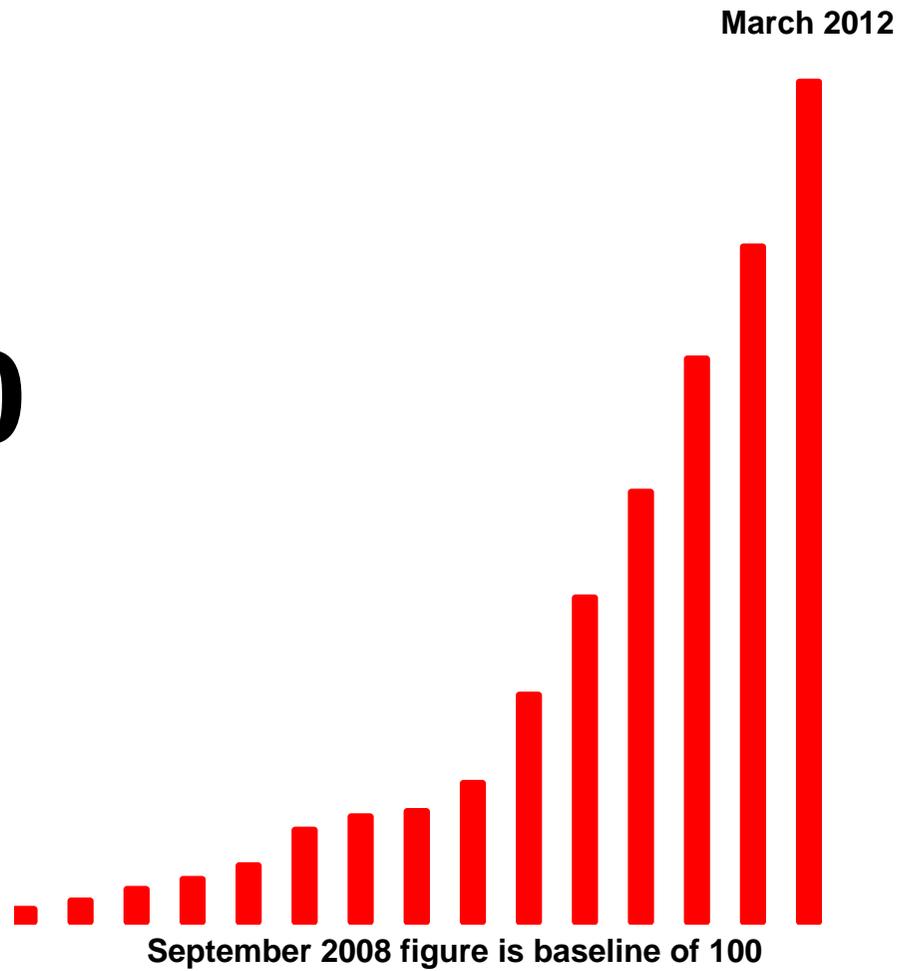


Source: Yahoo Japan Corporation

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Auctions

X 70

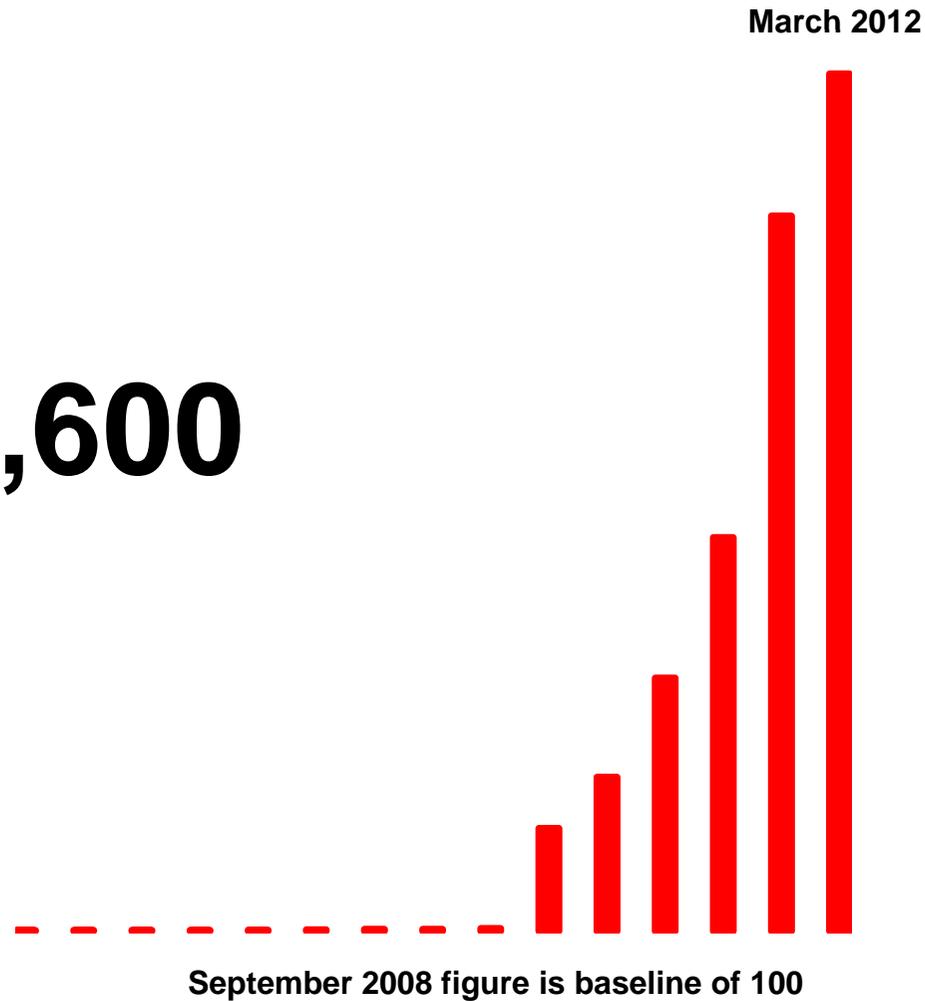


Source: Yahoo Japan Corporation

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Shopping

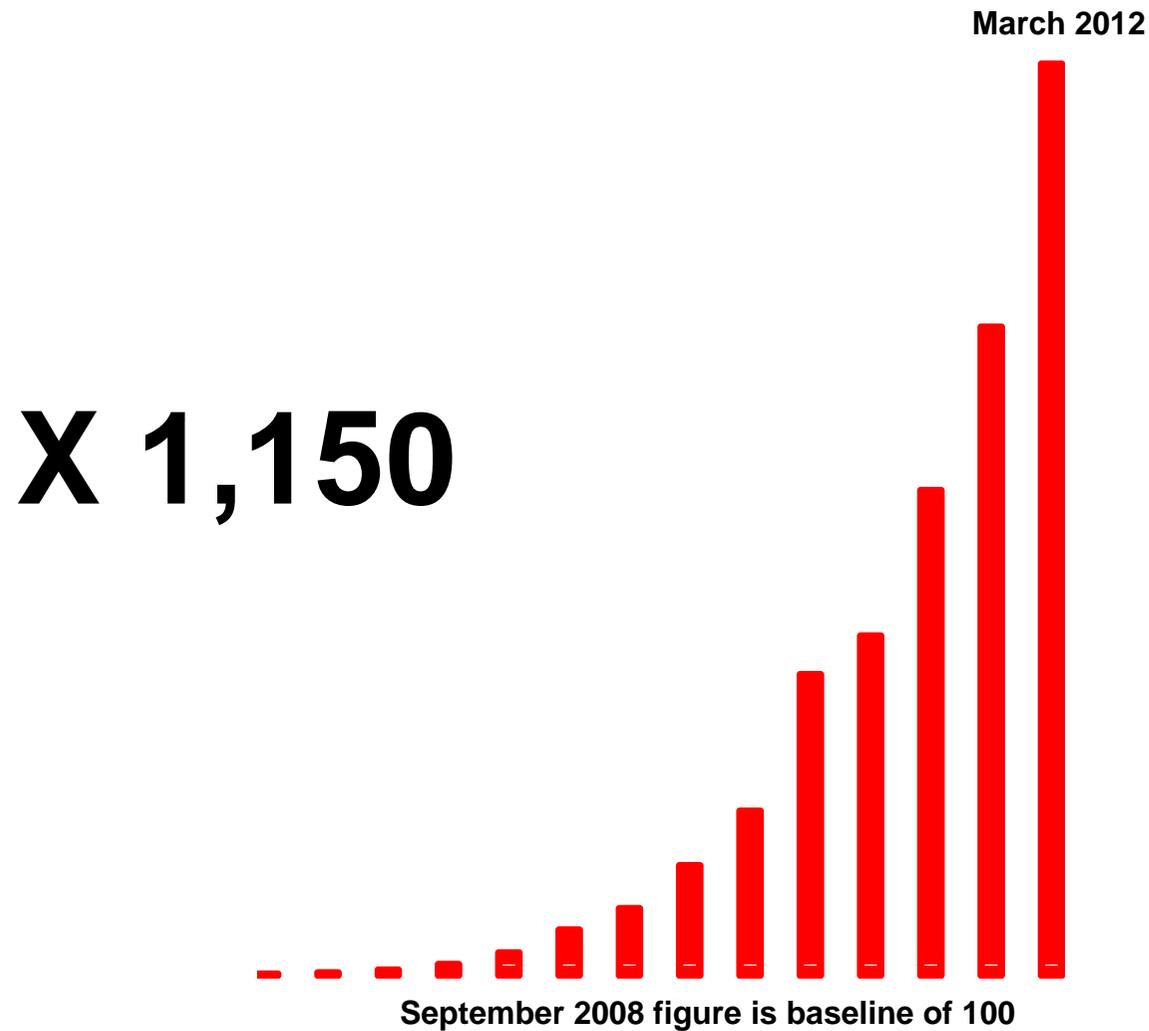
X 4,600



Source: Yahoo Japan Corporation

The unauthorized use of the information or the data in this document is not permitted.

Knowledge Search



Source: Yahoo Japan Corporation

The unauthorized use of the information or the data in this document is not permitted.

Examples of Yahoo! JAPAN Applications Ranked No.1 in their Categories

· iPhone



Voice search



Headline news



Yahoo! JAPAN



Transit



Disaster alert

· Android



Introductory app



Dictionary



Weather

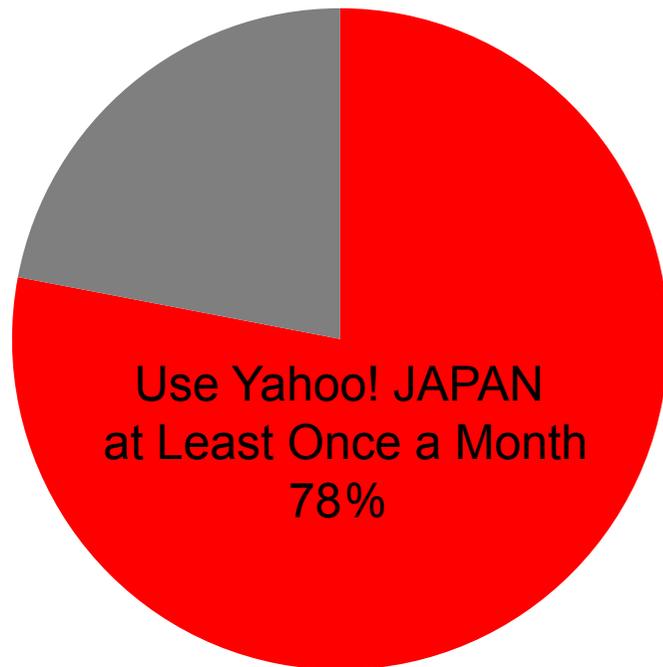


Healthcare



Yahoo! Bookstore viewer

78% of Smartphone Users use Yahoo! JAPAN Services



78% answered they use one of 25 services of Yahoo! JAPAN for smartphones at least once a month (See note)

* Source: Video Research Interactive, SmartPhoneContents Report February 2012

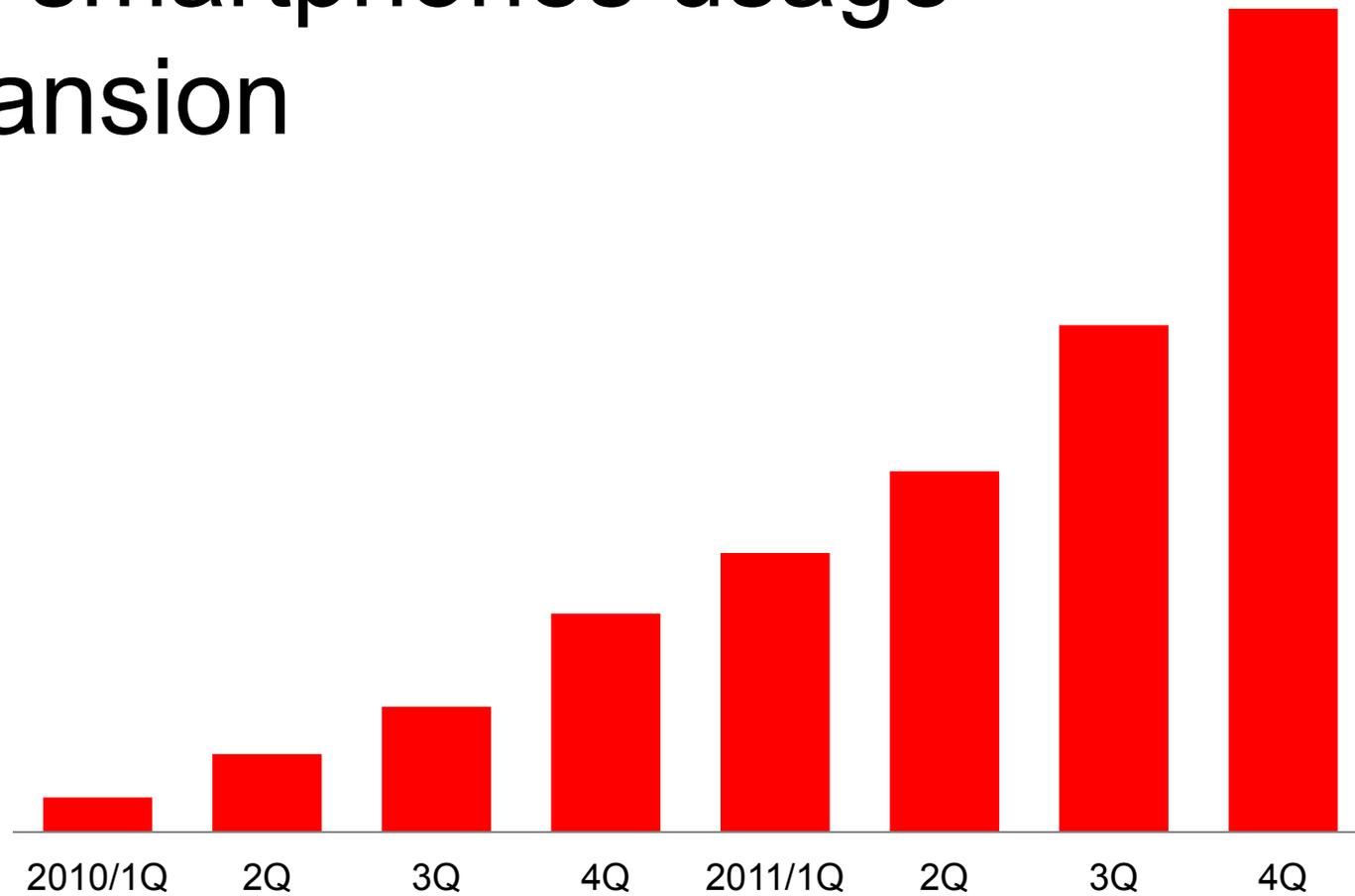
78% is calculated sum excluding duplication of those who answered that they use one of 25 services of Yahoo! JAPAN at least once a month:

Yahoo! Search, Yahoo! Market, Yahoo! News (including Topics and Headlines), R25, sportsnavi.com, Yahoo! Sports, Yahoo! Weather Information, Yahoo! Local Map, Yahoo! Transit (including Yahoo! Local Transit), Yahoo! Disaster Information, Yahoo! TV, Yahoo! Bookstore, GyaO!, Yahoo! Movie, Yahoo! Local Gourmet, Yahoo! BEAUTY, Yahoo! Finance, Yahoo! Knowledge Search, Yahoo! Messenger, Yahoo! Mail, Yahoo! Box, Yahoo! Dictionary, Yahoo! Shopping, Yahoo! Auctions, Yahoo! Travel

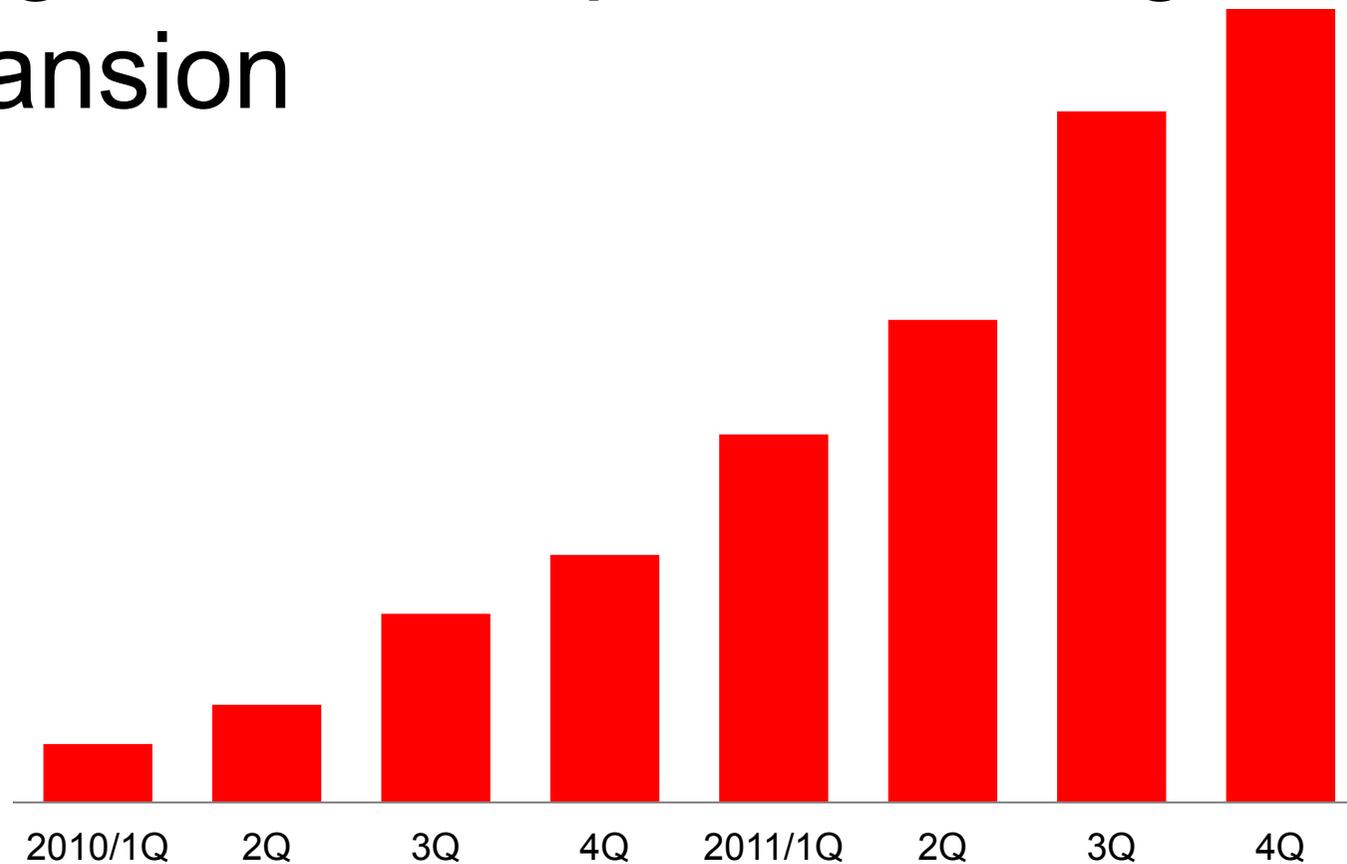
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Rapid growth in advertising revenue via smartphones along with smartphones usage expansion



Rapid growth in e-commerce transaction value via smartphones along with smartphones usage expansion



Selection and Concentration

Aims at making No.1 services on PCs also
No.1 on smartphones

“Smartphone First”

CMO

= **C**hief **M**obile **O**fficer

New position established

**CMO will lead development of
smartphone optimized and
dedicated services**

Synergies Generated with Softbank

 SoftBank

×



No.1 Smartphone Company

No.1 Internet Company

Cooperation in services (O2O, PIM etc.)

Reinforcement of marketing ability

**We aim to Achieve
No.1 Position in
Emerging Smartphone
Market**

**Re-boost Revenue and
Profit Growth**

DUB Positioned as Key Management Index

DUB Stands for:

Number of

Daily Unique Browsers*

||

**Number of Browsers which used
to view Yahoo! JAPAN in a Day**

*Number of browsers that accessed Yahoo! JAPAN services per day. Accessing Yahoo! JAPAN services through the browser and then through an application both on a smartphone will be counted as two browsers.

YAHOO!
JAPAN

Current DUB Ratio is 20% of MUB

MUB^{*} (Monthly Unique Browsers) : 289 million

DUB (Daily Unique Browsers) : 54 million

$$\frac{\text{DUB}}{\text{MUB}} = \frac{2}{10} \rightarrow \frac{10}{10} \quad \text{Future Goal}$$

*Number of browsers that accessed Yahoo! JAPAN services per month . Accessing Yahoo! JAPAN services through the browser and then through an application both on a smartphone will be counted as two browsers.

Yahoo! JAPAN Revenue is Linked to DUB

More than 60% of revenue of Yahoo! JAPAN Group is linked to:

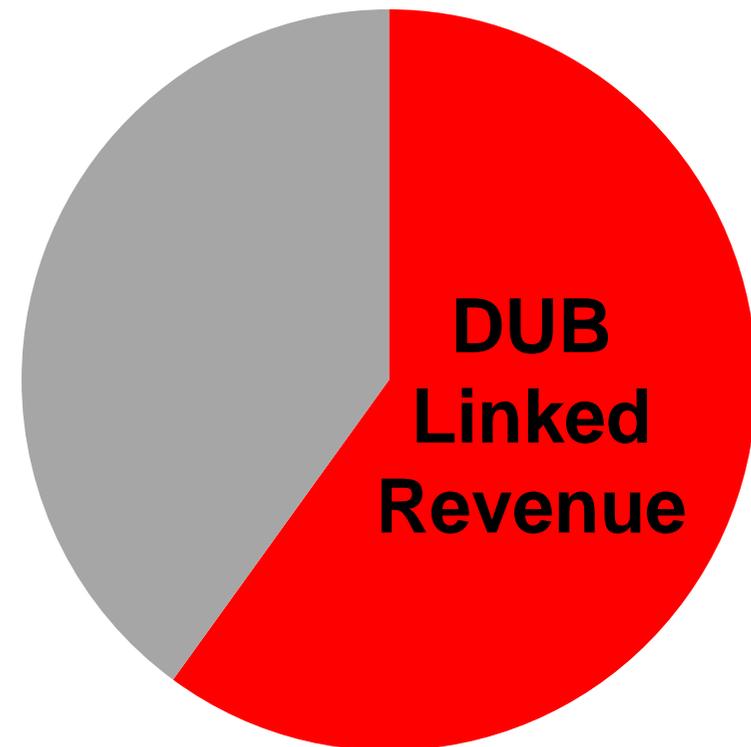
Number of Users

× Usage Frequency

ex) Listing advertising

e-commerce-related royalties

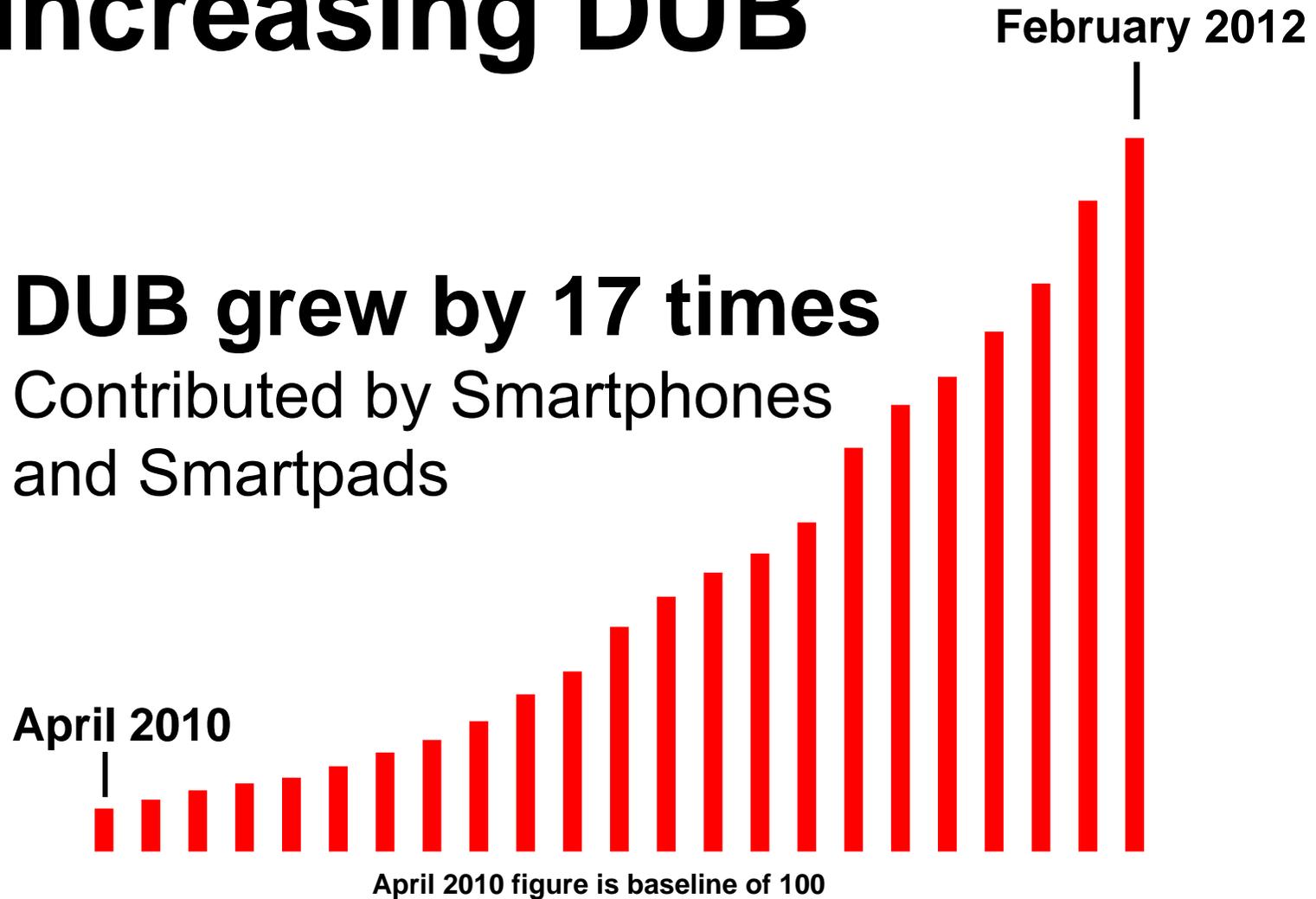
Yahoo! JAPAN
Total Revenue



The smartphone is the key to increasing DUB

DUB grew by 17 times

Contributed by Smartphones and Smartpads

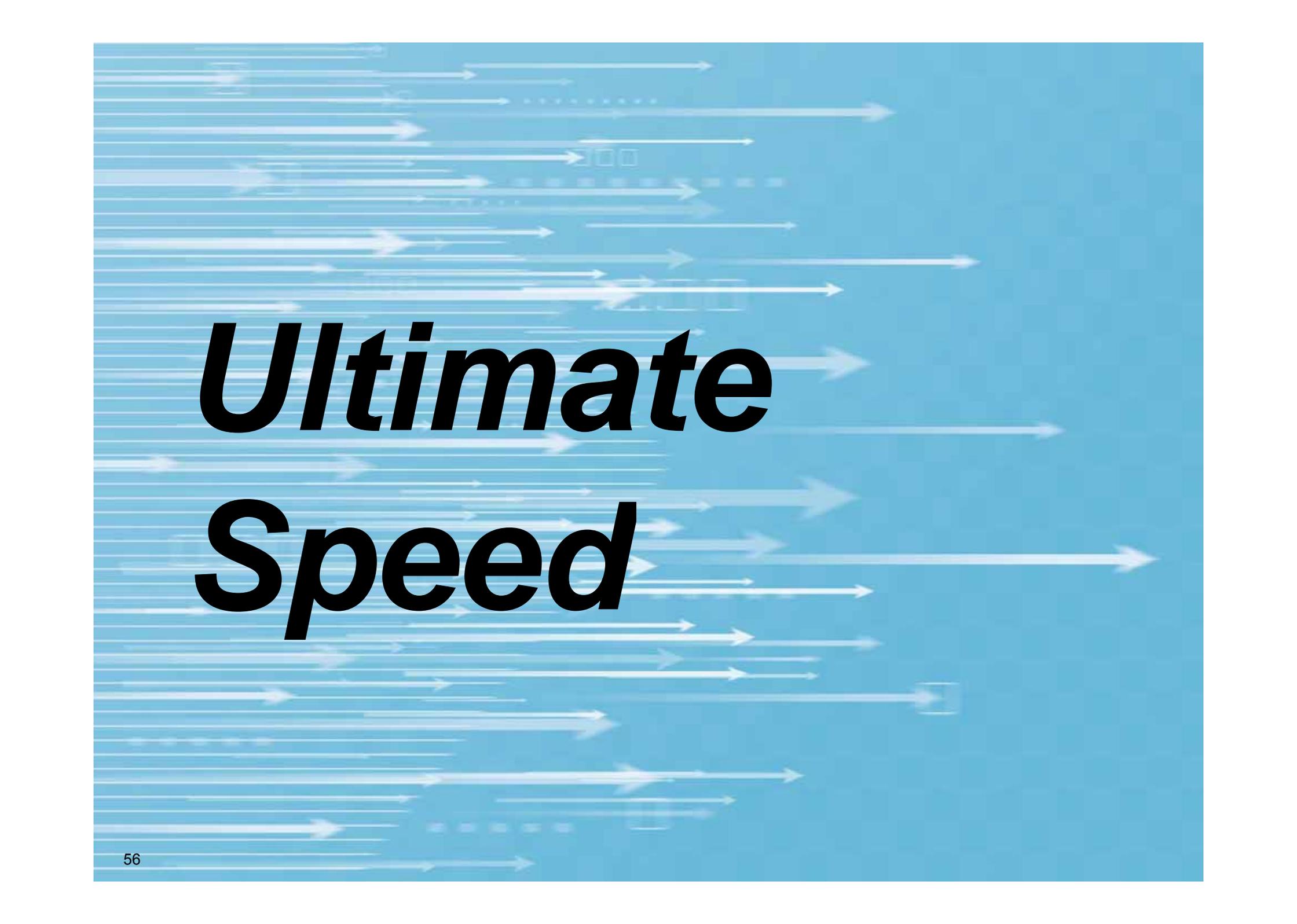


Source: Yahoo Japan Corporation

Renewal of Corporate Culture

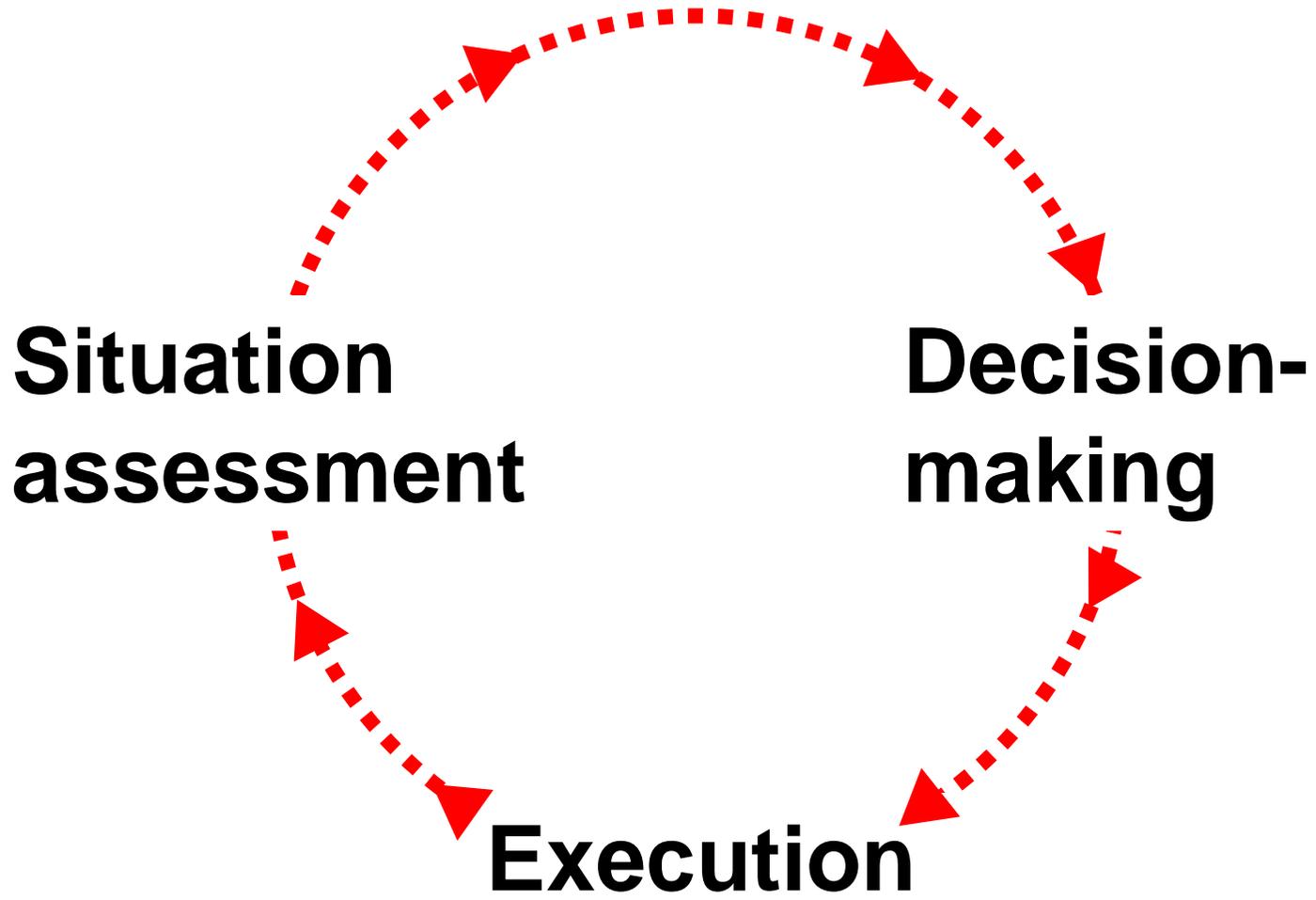
Ultimate Speed

Strategic Human Resource
Management



Ultimate Speed

Ultimate Speed can be achieved by...

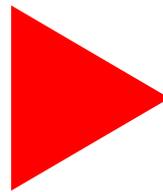


Delegation of Authorization

- Service teams and project teams are authorized to assess the situation, judge, and execute

8

Approval processes in the past



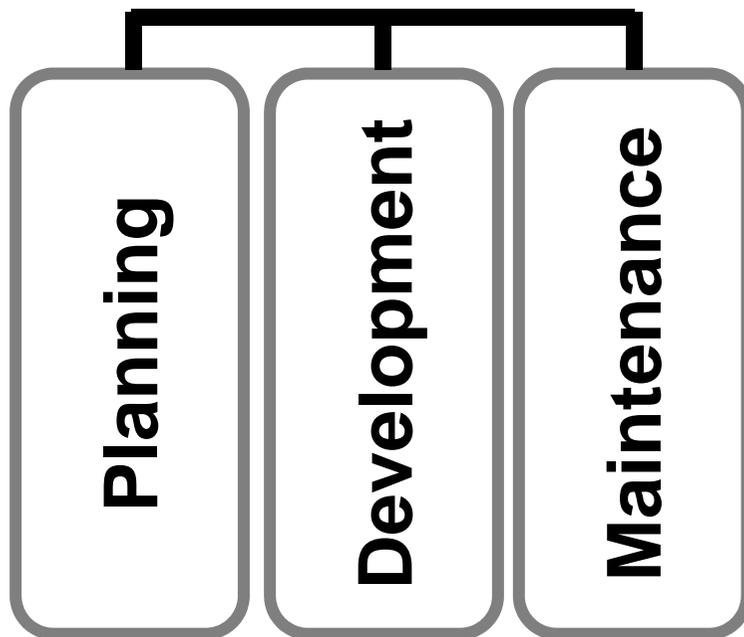
2

Approval processes after April 1

Ultimate Speed in Development

Cross-sectional operation process in the past

All of the process is executed in each small unit after April 1





Strategic Human Resource Management

Unlock the Employees' Talent and Passion

- Continue to hire new graduates
- Hire professionals who are in the top 10% in each field
- New personnel evaluation system

Key phrase is:

Focus x Fast x Fun

- Those who can focus on their specialty
- Those who can execute with ultimate speed
- Those who can enjoy working

Employees are pumped up

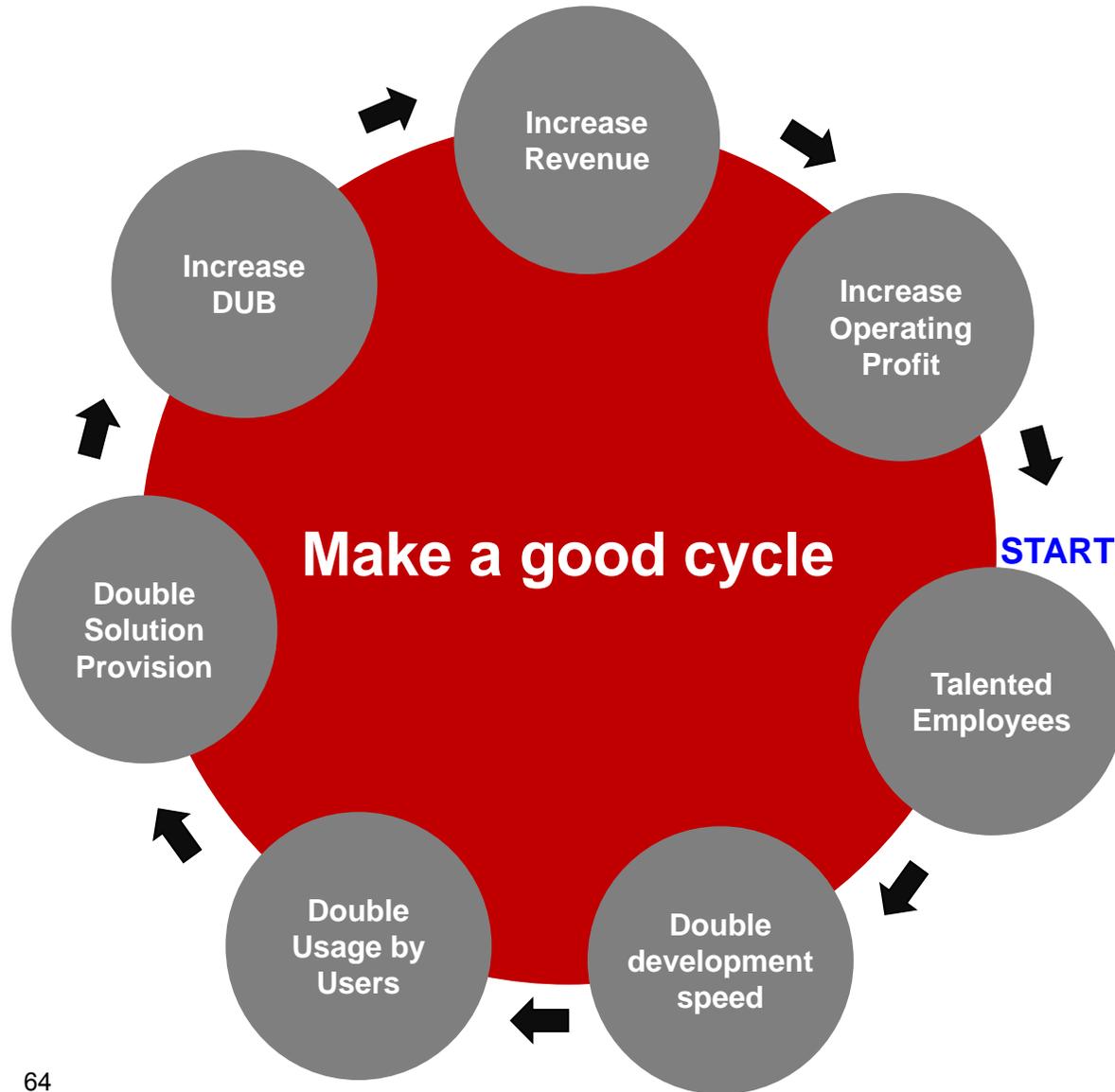


Kick-off meeting on April 2

Customer relations center staff
with their fists in the air.



Cycle image of Solution Providing Engine for Revenue/Profit Growth



**Try
10 times more**

**Fail
5 times more**

**Double the
successful cases**

New Operating Team to Achieve “Rejuvenated Yahoo! JAPAN”

- **Manabu Miyasaka**
CEO & Operating Officer

*Manabu Miyasaka will become the Representative Director, President, after being elected as a director by the ordinary general meeting of shareholders in June 2012

- **Kentaro Kawabe**
COO & Operating Officer,
Head of Media Business Group

- **Toshiki Oya**
CFO & Operating Officer

Operating Officer Team

- **Masatsugu Shidachi**
Operating Officer, Head of Business-services Business Group
- **Koji Sakamoto**
Operating Officer, Head of Consumer Business Group
- **Kazuto Ataka**
Operating Officer, Head of Business Strategy Group
- **Tetsuya Nishimaki**
Operating Officer, Head of Operations Group
- **Tomoaki Tanida**
Operating Officer, Head of R&D Group
- **Shin Murakami**
Operating Officer, Chief Mobile Officer

Candidates for New Directors

- Representative Director, President:
Manabu Miyasaka
- Director: Ken Miyauchi
- Director: Yasuyuki Imai
- Director: Timothy Morse

Candidate for New Corporate Auditor

- Corporate Auditor: Hiromi Onizuka

First half of FY2012 is a transition period

A hand holding a blue baton, symbolizing leadership or transition. The baton is held diagonally across the frame, with the hand on the right side of the image. The background is white.

We aim at

- maintaining user numbers**
- obtaining growth in revenue and profit**
- planning specific new strategies**
- establishing a new organization to implement the new strategies**

**We will initiate our new
strategies with the new
operating team
starting in 2012–3Q**





**Expect Great Things of
the New Yahoo! JAPAN**

Fiscal Year & Quarter Supplemental Information

Table of Contents

P. 74	FY 2011 Business Results
P. 79	Quarterly Business Results
P. 90	Quarterly Business Data
P. 92	Change in Disclosure Segments (Plan)
P. 94	Special Note
P. 95	Organization, Personnel and Affiliated Companies

FY2011 Statements of Income

	FY2010	FY2011	Changes
Revenue (¥100M)	2,924	3,020	3.3 %
Cost of Sales (¥100M)	292	280	-4.3 %
Gross Profit (¥100M)	2,631	2,740	4.2 %
SG&A (¥100M)	1,035	1,090	5.3 %
Operating Income (¥100M)	1,596	1,650	3.4 %
Ordinary Income (¥100M)	1,602	1,673	4.4 %
Net Income (¥100M)	921	1,005	9.1 %
Fully Diluted EPS (¥)	1,588	1,733	9.1 %
Number of Shares Assuming Full Dilution (10 thousand) *	5,802	5,800	-0.0 %

Notes:
Number of Shares Assuming Full Dilution excludes treasury stocks.

FY2011 Annual Performance Breakdown by Business Segment

(¥ 100M)

	Revenue	Revenue Breakdown		Cost of Sales	SG&A	Operating Income	Ordinary Income	Operating Margin	Ordinary Margin
Media Business	1,102	Advertising-related	1,074	103	394	605	606	54.9%	55.0%
		Others	28						
Business-services Business	834	Advertising-related	545	158	252	423	426	50.8%	51.1%
		Corporate Services	180						
		Information Listing	108						
		Services							
Consumer Business	1,079	e-commerce-related	621	18	376	683	683	63.4%	63.3%
		Membership Services	373						
		Advertising-related	36						
		Others	48						
Total	3,020			280	1,090	1,650	1,673	54.6%	55.4%

*Please see P. 93 for the product items involved in the revenue of each segment.

Annual SG&A Breakdown

(¥ 100M)

	FY2010	FY2011	Composition Ratio	Changes
Personnel Expenses	318	332	30.5%	4.6%
Business Commissions	134	145	13.4%	8.5%
Sales Promotion Costs	75	116	10.7%	54.3%
Depreciation Expenses	85	92	8.4%	7.8%
Royalties	84	87	8.0%	3.1%
Lease and Utility Expenses	62	68	6.3%	9.3%
Content Provider Fees	63	63	5.8%	-1.0%
Communication Charges	83	59	5.5%	-28.2%
Sales Commissions	46	47	4.4%	2.1%
Administrative and Maintenance Expenses	20	22	2.0%	7.8%
Taxes and Public Dues	13	14	1.3%	4.7%
Advertising Expenses	25	12	1.2%	-49.0%
Compensation	4	7	0.7%	78.8%
License Fees	2	5	0.5%	105.5%
Others	14	15	1.4%	3.2%
SG&A Total	1,035	1,090	100.0%	5.3%

Major Factors for YOY Changes

Number of personnel in March 2012: 5,124 in total, 7.9% up from March 2011

Increase in search engine promotion expenses and in Yahoo! Points expenses

Possession of data centers resulted in streamlined operations

TV CM decreased

FY2011 Balance Sheets

Major Items	End of FY2010 (2011/3/31)	End of FY2011 (2012/3/31)	Increase/ Decrease	Major Factors for Increase/Decrease	(¥100M)
< Assets >					
Current Assets	2,525	4,570	2,044	Increase due to operating activities	
Cash and Cash Equivalents	1,886	2,572	685		
Accounts Receivable - Trade	369	452	82	Increase due to receivables on sales of shares of BB Mobile Corp. transferred to Accounts Receivable - Other from Long-term Receivable - Other	
Accounts Receivable - Other	21	1,246	1,224		
Fixed Assets	2,191	1,050	-1,141	Decrease due to receivables on sales of shares of BB Mobile Corp. transferred to Accounts Receivable - Other from Long-term Receivable - Other	
Tangible Fixed Assets	288	345	56		
Intangible Fixed Assets	111	120	8		
Investment Securities	430	427	-2		
Long-term Receivables - Other	1,226	29	-1,197		
Total Assets	4,717	5,620	902		
< Liabilities >					
Current Liabilities	839	909	69		
Account Payable - Other	155	169	13		
Income Taxes Payable	334	347	13		
Long-term Liabilities	26	27	0		
Total Liabilities	866	937	70		
< Net Assets >					
Shareholders' Equity	3,811	4,636	824	Payment of dividends and increase in net income	
Common Stock	79	79	0		
Capital Surplus	30	30	0		
Retained Earnings	3,758	4,582	824		
Accumulated Other Comprehensive Income	12	15	3		
Minority Interests in Consolidated Subsidiaries	21	23	1		
Total Net Assets	3,851	4,683	831		
Total Liabilities and Net Assets	4,717	5,620	902		

FY2011 Cash Flow Statements

Major Items	FY2011 (Apr.2011 - Mar. 2012)	Major Factors for Changes (¥ 100M)
<u>Operating Activities</u>	<u>997</u>	
Net Income before Income Taxes	1,699	Increase in net income before income taxes
Depreciation Expenses	108	
Interest and Dividend Income	-17	
Accounts Receivable and Payable - Trade	-82	
Other Current Assets/Liabilities	-51	
Payment of Income Taxes and Other Taxes	-649	
<u>Investing Activities</u>	<u>-123</u>	
Acquisition of Tangible Fixed Assets	-121	Acquisition of servers and others
Acquisition of Intangible Fixed Assets	-21	
Acquisition/Sales of Investment Securities	7	
Proceeds from Interest and Dividend	10	
<u>Financing Activities</u>	<u>-188</u>	
Payment of Dividends	-184	
<u>Net Change in Cash Flows</u>	<u>685</u>	

FY2011-4Q Statements of Income

	2010-4Q	2011-4Q	Changes
Revenue (¥100M)	757	799	5.4 %
Cost of Sales (¥100M)	73	71	-3.2 %
Gross Profit (¥100M)	683	727	6.4 %
SG&A (¥100M)	260	289	11.3 %
Operating Income (¥100M)	423	438	3.4 %
Ordinary Income (¥100M)	427	446	4.4 %
Quarterly Net Income (¥100M)	243	276	13.3 %
Fully Diluted EPS (¥)	420	475	13.3 %
Number of Shares Assuming Full Dilution (10 thousand) *	5,801	5,801	-0.0 %

Notes: Number of Shares Assuming Full Dilution excludes treasury stocks.

Review of FY2011-4Q Business Outlook

(¥ 100M)

	Actual	Forecast (As of Jan. 25, 2012)	Reason for Gap
Revenue	799	776 - 824	-
Operating Income	438	421 - 454	-
Ordinary Income	446	426 - 459	-
Quarterly Net Income	276	242 - 262	· Settlement money on termination of contract related to recruitment business

FY2011-4Q Performance Breakdown by Business Segment

(¥ 100M)

	Revenue	Revenue Breakdown	Cost of Sales	SG&A	Operating Income	Ordinary Income	Operating Margin	Ordinary Margin	
Media Business	301	Advertising-related Others	294 6	25	107	167	168	55.7%	55.9%
Business-services Business	226	Advertising-related Corporate Services Information Listing Services	151 45 29	40	67	117	118	52.2%	52.4%
Consumer Business	270	e-commerce-related Membership Services Advertising-related Others	156 93 8 11	4	97	168	168	62.2%	62.2%
Total	799			71	289	438	446	54.8%	55.8%

*Please see P. 93 for the product items involved in the revenue of each segment.

Quarterly SG&A Breakdown

(¥ 100M)

	10/4Q	11/3Q	11/4Q	Comparison Ratio	QoQ Change	YoY Change
Personnel Expenses	75	82	84	29.1%	2.5%	11.8%
Sales Promotion Costs	23	29	36	12.5%	23.1%	52.0%
Business Commissions	35	37	35	12.3%	-4.5%	0.1%
Depreciation Expenses	23	24	26	9.1%	9.4%	13.8%
Royalties	21	22	23	8.0%	4.5%	5.4%
Lease and Utility Expenses	15	17	17	5.9%	-2.6%	9.0%
Content Provider Fees	14	16	16	5.6%	0.5%	9.6%
Communication Charges	18	15	15	5.3%	1.1%	-19.0%
Sales Commissions	12	12	12	4.2%	-0.8%	-4.1%
Administrative and Maintenance Expenses	5	5	5	2.0%	3.5%	7.8%
Taxes and Public Dues	3	3	4	1.6%	42.1%	18.6%
Advertising Costs	11	3	3	1.1%	6.7%	-72.6%
Compensation	0	2	2	0.9%	17.7%	173.2%
Licence Fees	1	1	1	0.7%	37.8%	84.8%
Others	-4	4	5	1.8%	15.8%	n.a.
SG&A Total	260	275	289	100.0%	4.9%	11.3%

Major Factors for YoY Changes

Increase in search engine promotion expenses and in Yahoo! Points expenses

Acquisition of servers and network equipment

Efficiency-driven reductions in data distribution and data center operation costs

TV CM decreased

FY2011-4Q Balance Sheets

Major Items	2011/12/31	2012/3/31	Increase/ Decrease	Major Factors for Increase/Decrease	(¥ 100M)
< Assets >					
Current Assets	2,914	4,570	1,655		
Cash and Cash Equivalents	2,162	2,572	410	Increase in cash from operating activities	
Accounts Receivable - Trade	414	452	37		
Accounts Receivable - Other	16	1,246	1,229	Increase due to receivables on sales of shares of BB Mobile Corp. transferred to Accounts Receivable - Other from Long-term Receivable - Other	
Fixed Assets	2,241	1,050	-1,191		
Tangible Fixed Assets	335	345	9		
Intangible Fixed Assets	116	120	3		
Investment Securities	411	427	16		
Long-term Receivables - Other	1,235	29	-1,206	Decrease due to receivables on sales of shares of BB Mobile Corp. transferred to Accounts Receivable - Other from Long-term Receivable - Other	
Total Assets	5,156	5,620	463		
< Liabilities >					
Current Liabilities	729	909	179		
Accounts Payable - Other	159	169	9		
Income Taxes Payable	160	347	186		
Long-term Liabilities	26	27	0		
Total Liabilities	756	937	180		
<Net Assets>					
Shareholders' Equity	4,361	4,636	274		
Common Stock	79	79	0		
Capital Surplus	30	30	0		
Retained Earnings	4,308	4,582	274	Increase in net income	
Accumulated Other Comprehensive Income	5	15	9		
Minority Interests in Consolidated Subsidiaries	24	23	-1		
Total Net Assets	4,399	4,683	283		
Total Liabilities and Net Assets	5,156	5,620	463		

FY2011-4Q Cash Flow Statements

Major Items	FY2011-4Q (Jan.-Mar. 2012)	Major Factors for Changes (¥ 100M)
<u>Operating Activities</u>	<u>441</u>	
Quarterly Net Income before Income Taxes	472	Increase in quarterly net income before income taxes
Depreciation Expenses	30	
Accounts Receivable and Payable -Trade	-30	
Other Current Assets/Liabilities	-11	
Payment of Income Taxes	-13	
<u>Investing Activities</u>	<u>-48</u>	
Saving in Fixed Deposit	-20	
Acquisition of Tangible Fixed Assets	-34	Acquisition of servers and others
Acquisition of Intangible Fixed Assets	-3	
Acquisition and Sales of Investment Securities	-3	
Proceeds from Interest and Dividend	7	
<u>Financing Activities</u>	<u>-3</u>	
<u>Net Change in Cash Flows</u>	<u>390</u>	

FY2011-4Q Highlights – Media Business

Listing advertising through advertising agencies

(Paid search advertising [Sponsored Search] and interest-based advertising [Interest Match])

- Despite an increase in recruitment services, mail order, fashion and accessory-related, and other advertising, revenue from paid search advertising through advertising agencies was flat compared with the same quarter last year, due to a substantial decline in Internet information services advertising.

Display advertising

- Growth in advertising from transportation/leisure, home electronics/AV equipment, real estate-related, and other sectors covered the decline in Internet information-related and finance-related advertising. Revenue rose slightly year on year.

(¥100M)

Media Business	2010-4Q	2011-4Q	YOY Change
Revenue	300	301	0.4%
Operating Income	165	167	1.3%

FY2011-4Q Highlights – BS Business

Listing advertising through online

(Paid search advertising [Sponsored Search] and interest-based advertising [Interest Match])

- As a result of stepping up efforts to strengthen sales activities through upgraded collaboration with regionally-oriented advertising companies, both paid search advertising and interest-based advertising revenues expanded year on year and quarter on quarter.

Data center-related revenue

- IDC Frontier Inc.'s cloud computing service revenues expanded.

Information listing revenue

- Yahoo! Rikunabi and Yahoo! Real Estate's revenues advanced year on year and quarter on quarter.

(¥100M)

BS Business	2010-4Q	2011-4Q	YOY Change
Revenue	199	226	13.2%
Operating Income	106	117	10.2%

FY2011-4Q Highlights – Consumer Business

E-commerce-related revenue (Yahoo! Auctions, Yahoo! Shopping, Pay digital content)

- Driven by strong game-related services revenues from Yahoo! Mobage, the Sengoku IXA and MONSTER x DRAGON online games, pay digital content revenue increased year on year.
- Yahoo! Auctions and Yahoo! Shopping transaction values climbed year on year.
- Smartphone transaction value on both Yahoo! Auctions and Yahoo! Shopping increased substantially.

Membership services revenues

- As of March 31, 2012, Yahoo! Premium membership IDs totaled 7.84 million.

(¥100M)

Consumer Business	2010-4Q	2011-4Q	YOY Change
Revenue	257	270	5.2%
Operating Income	156	168	7.8%

Listing Advertising Revenue by Industry

Industries with large year-on-year increase

- Transportation/Leisure
- Recruitment Services
- Department Stores/Mail Order/Shopping Malls

Industries with large year-on-year decrease

- Information Processing/Software/
Internet Information Service

	10/4Q	11/1Q	2Q	3Q	4Q
Finance/Insurance/Securities	10.7%	10.4%	10.3%	10.2%	9.9%
Transportation/Leisure	8.2%	7.9%	10.0%	7.4%	8.7%
Real Estate/Household Equipment	8.0%	6.1%	6.5%	6.5%	8.0%
Department Stores/Mail Order/Shopping Malls	6.8%	7.3%	6.8%	9.2%	7.1%
Cosmetics/Toiletries/Health Foods and Appliances	6.3%	7.1%	7.2%	6.7%	6.3%
Medical, Welfare, Health and Beauty	6.3%	6.9%	7.0%	6.8%	6.2%
Education/University	6.1%	5.5%	5.6%	5.1%	6.1%
Fashion/Accessories	4.7%	5.1%	5.7%	5.7%	5.0%
Recruitment Services	4.2%	3.6%	4.0%	4.7%	5.0%
Autos (Transportation Equipment)	3.3%	2.9%	2.9%	2.8%	3.6%
Information Processing/Software/Internet Information Service	5.9%	5.6%	3.4%	3.3%	3.5%
Interior/Gardening/Reform/DIY	2.9%	3.6%	3.3%	3.5%	3.1%
Others	26.6%	28.0%	27.3%	28.1%	27.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Display Advertising Revenue by Industry

Industries with large year-on-year increase

- Transportation/Leisure
- Home Electronics/AV Equipment
- Real Estate/Construction

Industries with large year-on-year decrease

- Internet Information Service/E-mail Service
- Finance/Insurance/Securities
- Mobile Communications Service

	10/4Q	11/1Q	2Q	3Q	4Q
Real Estate/Construction	11.8%	10.3%	10.9%	10.0%	12.9%
Finance/Insurance/Securities	16.1%	14.9%	14.2%	12.9%	12.6%
Autos (Transport Equipment)	12.8%	9.1%	10.4%	9.0%	11.9%
Transportation/Leisure	7.6%	7.0%	7.7%	8.6%	10.0%
Cosmetics/Toiletries	6.7%	12.0%	9.6%	10.7%	7.7%
Foodstuffs	4.8%	6.9%	6.3%	6.2%	5.8%
Fashion/Accessories	2.8%	4.4%	3.8%	5.4%	4.0%
Mobile Communications Service	5.7%	3.1%	3.0%	4.5%	3.9%
Beverages/Cigarettes	4.0%	4.2%	4.4%	4.8%	3.4%
Home Electronics/AV Equipment	1.2%	2.5%	2.3%	2.9%	3.0%
Computers/Office Equipment	2.8%	2.0%	3.3%	3.4%	2.9%
Entertainment Related Software	2.6%	1.4%	1.5%	2.5%	2.4%
Others	21.1%	22.2%	22.6%	19.1%	19.5%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

Quarterly Business Data (1)

Indicator (Quarterly average)	FY2010-4Q	FY2011-4Q
Number of Yahoo! JAPAN total monthly page views (millions)	48,422	49,260
Number of monthly mobile phone page views (millions)	9,273	11,432
Number of Yahoo! JAPAN monthly unique browsers (millions)(*1)	226.93	269.36
Number of Yahoo! JAPAN monthly active users IDs (millions)(*2)	25.15	26.41
Number of Yahoo! Premium member IDs (quarter-end)(millions)	7.68	7.84

(*1) Sum of the number of browsers that accessed Yahoo! JAPAN services per month (not-logged-in browsers only) and the number of Yahoo! JAPAN IDs that logged in per month. Accessing Yahoo! JAPAN services through the browser and then through an application both on a smartphone will be counted as two browsers.

(*2) Number of Yahoo! JAPAN IDs that are logged in each month

Note1 : To disclose data that more accurately reflect usage conditions for the number of Yahoo! JAPAN total monthly page views, page views and other events occurring when starting up the toolbar are not counted.

Note2: We have changed the method of calculation of Yahoo! JAPAN monthly unique browsers and Yahoo! JAPAN monthly active users IDs, to exposures on user's browsers, calculated using CSC (Client Side Counting), from distributions from web servers.

Quarterly Business Data (2)

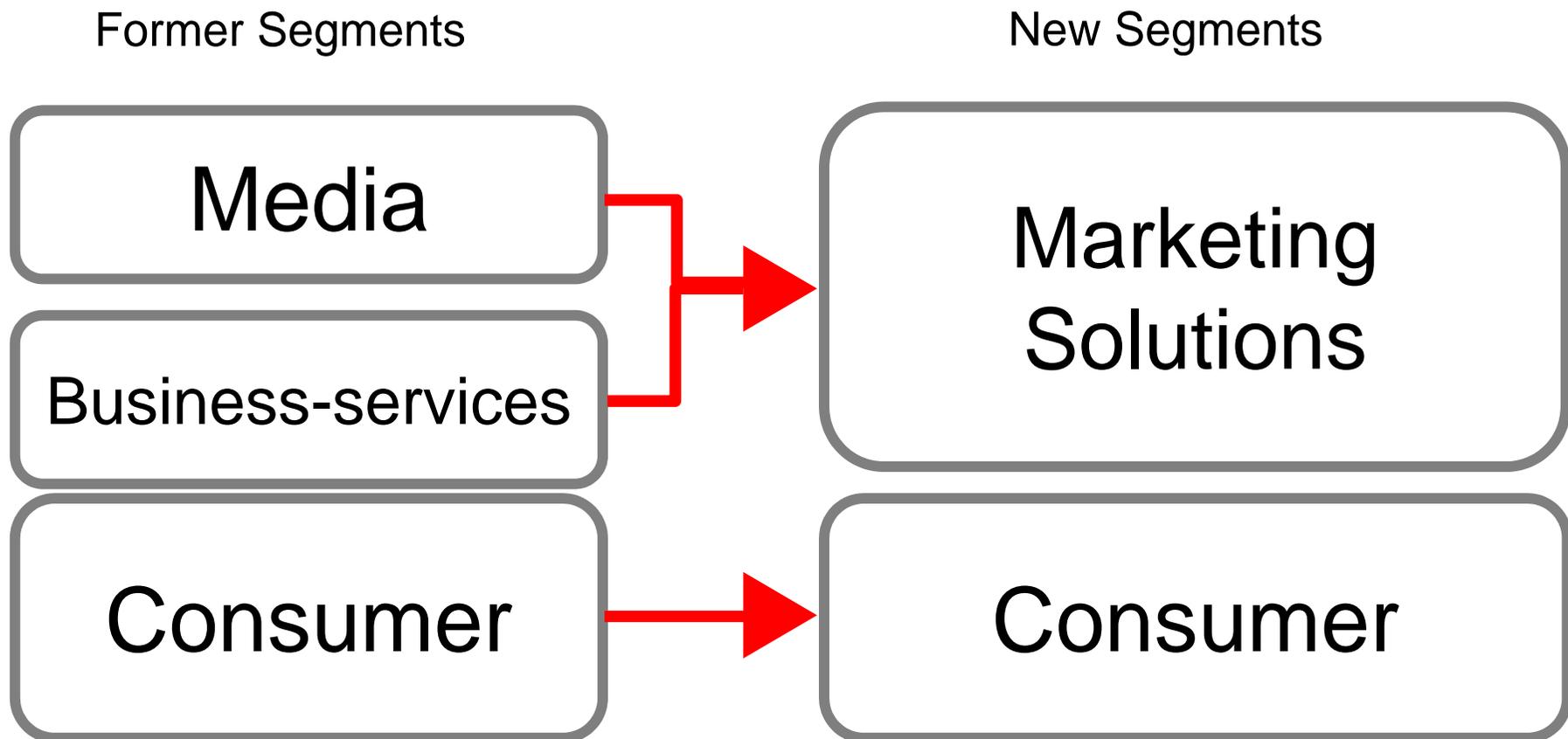
Indicator (Quarterly average)	FY2010-4Q	FY2011-4Q
<u>Yahoo! Auctions</u>		
Number of monthly unique browsers (millions)	34.78	37.58
Number of stores (quarter-end)	17,344	16,753
Transaction value (quarterly total)(100 millions of yen)	1,657	1,732
Unit price of winning bids (yen)	4,876	5,091
Winning bid ratio (%)	13	11
<u>Shopping Related</u>		
Number of monthly unique browsers (millions)	37.20	46.64
Number of stores (quarter-end)	20,290	20,431
Transaction value (quarterly total)(100 millions of yen)(*1)	671	753
<u>Yahoo! Auctions + Shopping</u>		
Transaction value (quarterly total)(100 millions of yen)	2,328	2,485
Mobile transaction value (quarterly total)(100 millions of yen)	520	678

(*1) Including Yahoo! Shopping, Yahoo! Ticket and Yahoo! Travel

Note: We have changed the method of calculation of Yahoo! Auctions monthly unique browsers and Yahoo! Shopping monthly unique browsers, to exposures on users' browsers, calculated using CSC (Client Side Counting), from distributions from web servers.

Change in Business Segment (Plan)

We plan to introduce a new business segment from FY 2012 due to organization change.



Business Segment Breakdown (Plan)

Former Segment

Media Business

- Advertising: Listing advertising through advertising companies
Display advertising (banner, text, e-mail, and video)

Business-services Business

- Advertising: Listing advertising through online
- Corporate services: Data center-related / Yahoo! WebHosting /
Yahoo! Travel
- Information listing services: Yahoo! Real Estate and Yahoo! Rikunabi

Consumer Business

- e-commerce: Tenant and system-use fees of Yahoo! Auctions and Yahoo!
Shopping / Settlement / Pay digital content
- Membership services: Yahoo! Premium, Yahoo! BB ISP fees,
Yahoo! Partner and other membership services
- Advertising: Display advertising
- Others: Yahoo! BB incentive fees and others

New Segment

Marketing
Solutions

Consumer

Special Notes: Gaming Business

Started offering open beta testing version of a smartphone game “Sengoku IXA Chiyoro-zu-no-Hasha” from April 23, 2012



A new title of “Sengoku IXA” series which obtained approx. 0.9 million registered users.

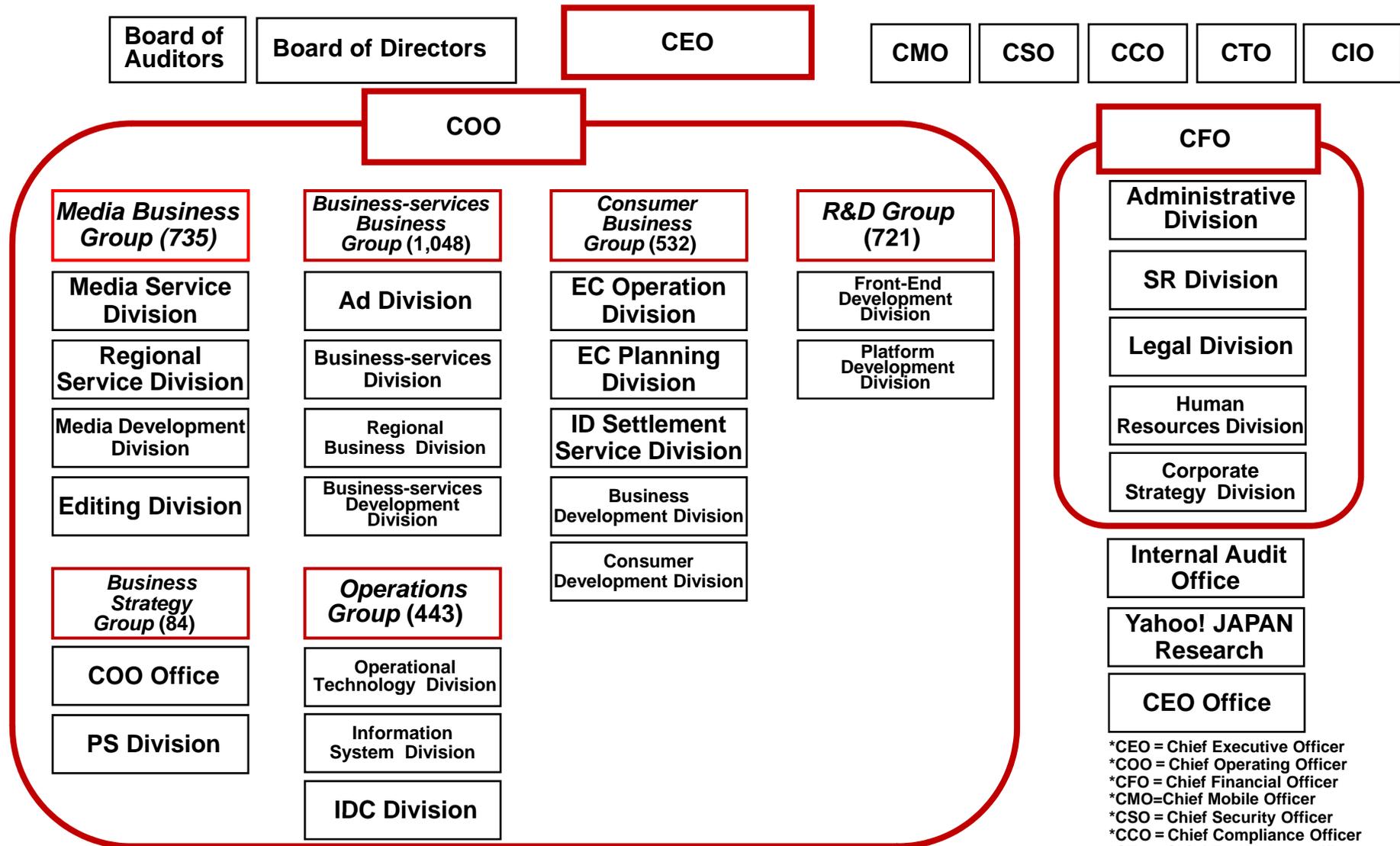
Plan to offer official service of PC-based game “CRYSTAL CONQUEST” from 2012 early summer



CRYSTAL CONQUEST
Image of impressive
large-capacity graphic

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Organization Chart of Yahoo! JAPAN



As of April 1, 2012

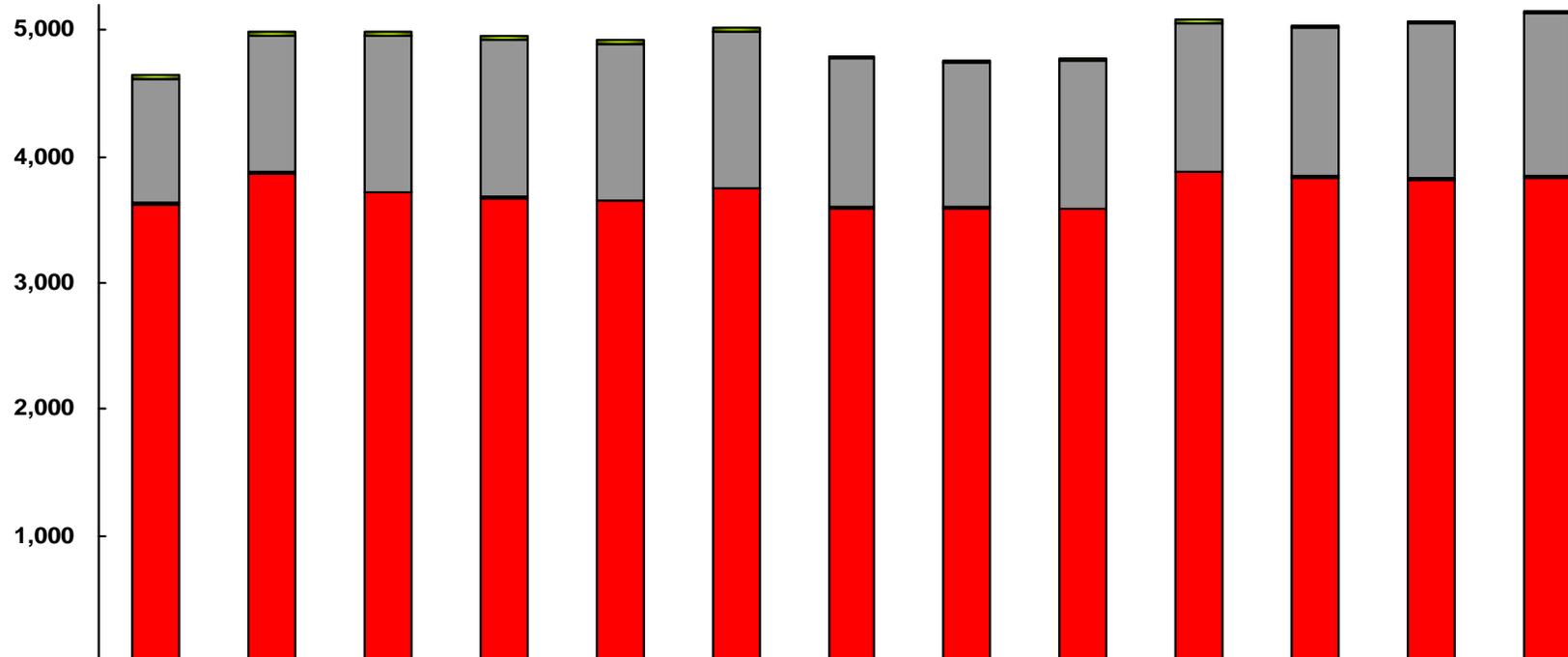
*CEO = Chief Executive Officer
 *COO = Chief Operating Officer
 *CFO = Chief Financial Officer
 *CMO = Chief Mobile Officer
 *CSO = Chief Security Officer
 *CCO = Chief Compliance Officer
 *CTO = Chief Technology Officer
 *CIO = Chief Incubation Officer



Number of Directors and Employees

(Number of People)

(at the End of Quarter)



	09/3	6	9	12	10/3	6	9	12	11/3	6	9	12	12/3
Directors and Auditors of Subsidiaries 	39	31	32	30	30	24	24	17	17	18	18	18	18
Employees of Subsidiaries 	977	1,082	1,228	1,249	1,238	1,238	1,177	1,142	1,164	1,176	1,173	1,234	1,288
Directors and Auditors of Yahoo! JAPAN 	9	9	9	9	9	9	9	9	9	9	9	9	8
Employees of Yahoo! JAPAN 	3,622	3,863	3,712	3,670	3,644	3,743	3,586	3,591	3,584	3,876	3,835	3,815	3,836
Total	4,647	4,985	4,981	4,958	4,921	5,014	4,796	4,759	4,774	5,079	5,035	5,076	5,150

* The above figures of employees include staff who have been dispatched.



Consolidated Subsidiaries and Companies Accounted for by the Equity Method

(as of March 31, 2012)

•Major consolidated subsidiaries at the end of FY2011-4Q

- ◆ Firstserver, Inc.
- ◆ GyaO CORPORATION
- ◆ Indival, Inc.
- ◆ Yahoo Japan Customer Relations Corporation
- ◆ Y's Insurance Inc.
- ◆ Feedpath, Inc.
- ◆ IDC Frontier Inc.
- ◆ Netrust, Ltd.
- ◆ Y's Sports Inc.

•Companies accounted for by the equity method at the end of FY2011-4Q

- ◆ Classified, Inc.
- ◆ Estore Corporation
- ◆ MACROMILL, INC.
- ◆ ValueCommerce Co., Ltd.
- ◆ CREO CO., LTD.
- ◆ JWord Inc.
- ◆ Tavigator, Inc.
- ◆ 4travel, Inc.



Yahoo Japan Group IR information is available at :
<http://ir.yahoo.co.jp/en/>