



Rakuten Group, Inc.

Company Description

**In Japanese, Rakuten stands for “optimism.”
This philosophy lies at the core of our brand.**

"Walk Together" expresses our dedication to building a better, more optimistic future by empowering individuals, businesses and societies to realize their dreams.

We embrace new and disruptive ideas, are committed to acting on them and have the operational agility to implement and deliver at speed.

We walk together with our partners, making progress today towards a more optimistic tomorrow.

Our Services:

Serving users worldwide through businesses based in 30 countries and regions

Our Strengths:

Rakuten Group has 70+ businesses and almost 1.4 billion members across the world.

This is what makes us strong.

<An ecosystem of services with membership at the core>

Rakuten Group's 70+ businesses span a broad range of online and offline services, including e-commerce, travel, digital content, fintech, such as credit cards, banking, securities, insurance, electronic money and smartphone app payments, communications, including a mobile carrier service, and professional sports. Linking these diverse services through a common membership and loyalty program, Rakuten has created one of the world's most unique and robust ecosystems.

By using these services – whether shopping, streaming content, banking, or other – members can earn Rakuten Points, which can then be used to enjoy other services. As it enables and encourages user engagement across multiple platforms and services, the Rakuten Ecosystem is a unique strength that minimizes customer acquisition costs and maximizes the lifetime value of each Rakuten member to the Group and drives growth of gross transaction value (GTV). More than 100 million based in Japan can now easily access services across the Ecosystem using a single Rakuten member ID. We look forward to expanding the Ecosystem to encompass all of our almost 1.4 billion global users.

<Data, AI and empowerment>

Data, the technological capacity to analyze it effectively, and the passion to empower society with these resources are all Rakuten strengths.

As Rakuten members engage with Rakuten Group services across many facets of their lives, massive volumes of data are generated every minute. We're championing innovation that draws on this wealth of data to improve the online experience of all of our members.

Our research arm, the Rakuten Institute of Technology, based in five locations across the globe, is pioneering efforts to develop artificial intelligence (AI) solutions to analyze and leverage data accurately, efficiently and safely. We are also strengthening our development teams by hiring data scientists that specialize in data, as well as assigning dedicated resources to promote the adoption of AI throughout the business.

Since its founding, Rakuten's many innovations have been guided by our passion to empower people and society. Rakuten Ichiba embodies that passion: this revolutionary service brings together diverse and unique merchants to create a vibrant and lively online shopping mall.

Personalization through intelligent use of data and AI represents the next level of empowerment. As we create tailored services that adapt to the varying needs and lifestyles of our diverse members, the future of shopping itself continues to evolve. Data, AI and our passion for empowerment continue to drive the generation of innovative and competitive services.

<A diverse, dynamic and open corporate culture>

What distinguishes Rakuten from its competitors is an open and dynamic corporate culture that fosters the exchange of diverse ideas. The company's workforce is made up of talented employees from more than 70 countries and regions. Established systems ensure that each of them can reach their potential. Communication across national and organizational borders is made easier with the renowned and revolutionary company policy that made the official internal language English, as first announced in 2010.

Other initiatives, such as a long-standing tradition of holding weekly all-hands Asakai meetings to share business strategies with all employees, an open-plan office layout to encourage transparency and communication and a common Group-wide

video conferencing system, also help Rakuten's diverse employees to share information and collaborate freely.

By constantly reviewing and improving internal organization and operations, systems are fine-tuned to boost productivity and allow the creation of new businesses. "Project 6" is one example: the program assigns groups of just six people to develop new businesses—a practice that refers back to Rakuten's own foundation as a company with just six staff in 1997.

In this way, Rakuten places a high value on operational excellence and the power of the organization to innovate. With a corporate culture that fosters the drive to create new businesses and empowers employees to take action, the Rakuten spirit of entrepreneurship enhances our competitive strength.

A diverse team representing 70+ nationalities

Our Businesses:

Rakuten offers a variety of services in e-commerce, fintech, digital content and communications to many users all over the world. Here we introduce each service by region and business.

- **Commerce Company**

Provides shopping, leisure and lifestyle services to make daily life more convenient and enjoyable.

- **Ad & Marketing Company**

Provides online media and marketing solutions, in addition to market research services.

- **Communications & Energy Company**

Provides communications services, including mobile communications (MNO and MVNO), and energy solutions, in addition to digital content services, including video distribution.

- **Investment & Incubation Company**

Manages the domestic and overseas corporate capital investment businesses and leads the development and provision of new services.

- **FinTech Group Company**

Provides fintech services, including the credit card and other payment services, the loyalty points program, internet banking, securities trading and insurance.

Company Details

Head Office

Japan

Main Business

インターネット・サービス事業（楽天市場、トラベル事業、海外事業など）、金融サービス（銀行事業、証券事業、電子マネー事業など）、その他（通信事業、プロスポーツ事業など）、合計40以上のサービスを展開。

President

代表取締役会長兼社長 三木谷 浩史

Established

1997年2月7日

Capital

205,924百万円

Number of Employees

Over 1,000

URL

<http://www.rakuten.co.jp/>

Offices

Main Office

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