



THE EMPOWERMENT COMPANY

November 2014

Kenji Hirose
CEO, Rakuten Europe

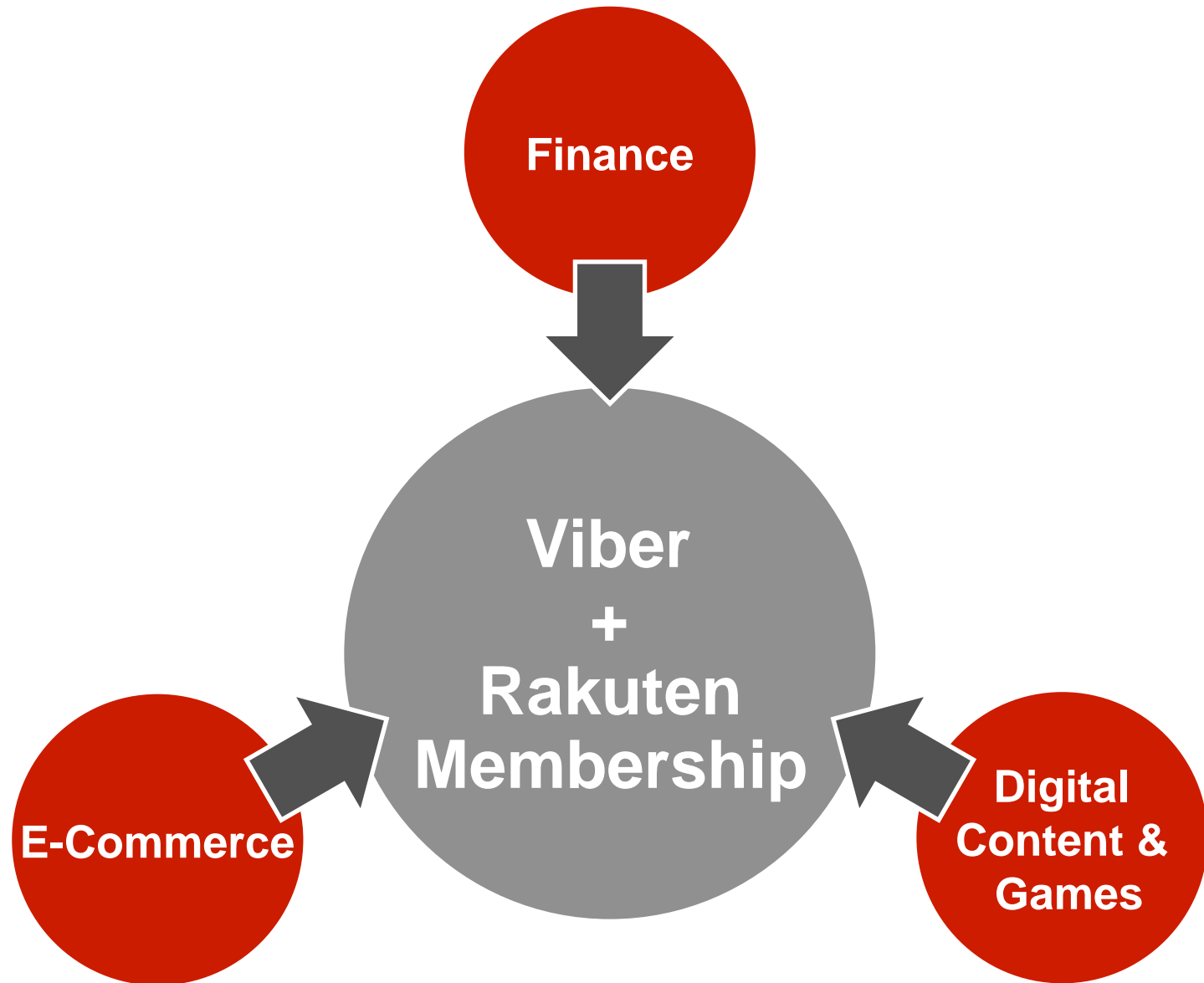
Contents

1. Rakuten - The Company
2. Our unique E-commerce model
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The Company Profile




























- Foundation : February 7, 1997
- IPO : April 19, 2000 (Jasdaq Stock Exchange)
- Chairman & CEO : Hiroshi Mikitani
- Employees : 11,149 (as of June 30, 2014)
- Market cap : JPY 2,05 trillion (US\$17.8bn)
(TSE, as of November 12th, 2014)
- Businesses : Rakuten Ichiba (e-commerce),
Rakuten Travel, Rakuten Securities,
Rakuten Card, Rakuten Bank,
Kobo, Viki, Viber etc.

Rakuten Ecosystem



Expanding Business Portfolio

Internet Services

EC In Japan  (1997)	Portal Site  (2000)	Online Hotel Reservation  (2001)	Internet Research  (2005)	Internet Auction  (2006)	EC in Taiwan  (2008)	EC In Thailand  (2009)	EC in France  (2010)	EC in UK  (2011)	EC in Malaysia  (2012)	EC In Austria  (2013)	EC In Singapore  (2014)
Online Golf Reservation 	Online Books, DVD Store 	Performance Marketing In USA 					in USA 	In Germany 	Global Video streaming 	In Spain 	Point Service 
	Pay-per-view Video Service 							In Indonesia 	Global eBook 	Global Video Streaming 	Real Café Service 
										Energy Service 	Curation Service 

Internet Finance

Online Security Brokerage  (2003)	Credit Card  (2005)	Internet Banking  (2009)	E-money  (2010)	Credit Card Payment By Smartphone  (2012)	Rakuten Life Insurance  (2013)
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Others

Professional Baseball  (2004)	IP Telephony  (2007)	Marriage Consultant  (2008)	Phone Service  (2013)	Global Social Messaging App  (2014)
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1997

2014


Rakuten's Competitive Position in Japan

E-commerce*¹ (B2C GMS)

- 1 **Rakuten Ichiba**
- 2 Amazon
- 3 Yahoo! Shopping
- 4 -
- 5 -

Travel*² (Domestic GTV)

- 1 JTB Group
- 2 Kinki Nippon Tourist
- 3 **Rakuten Travel**
- 4 Nippon Travel Agency
- 5 ANA Sales

Online Broking*³ (trading)

- 1 SBI Securities
- 2 **Rakuten Securities**
- 3 Matsui Securities
- 4 MONEX
- 5 GMO CLICK

Online Bank*³ (accounts)

- 1 **Rakuten Bank**
- 2 Aeon Bank
- 3 Japan Net Bank
- 4 SBI Sumishin Bank

E-Money Card*⁴ (issued number)

- 1 **Edy (Rakuten)**
- 2 Suica (JR East)
- 3 Waon (Aeon)
- 4 Pasma (private railways and buses)

Online Golf Reservation*³ (GTV)

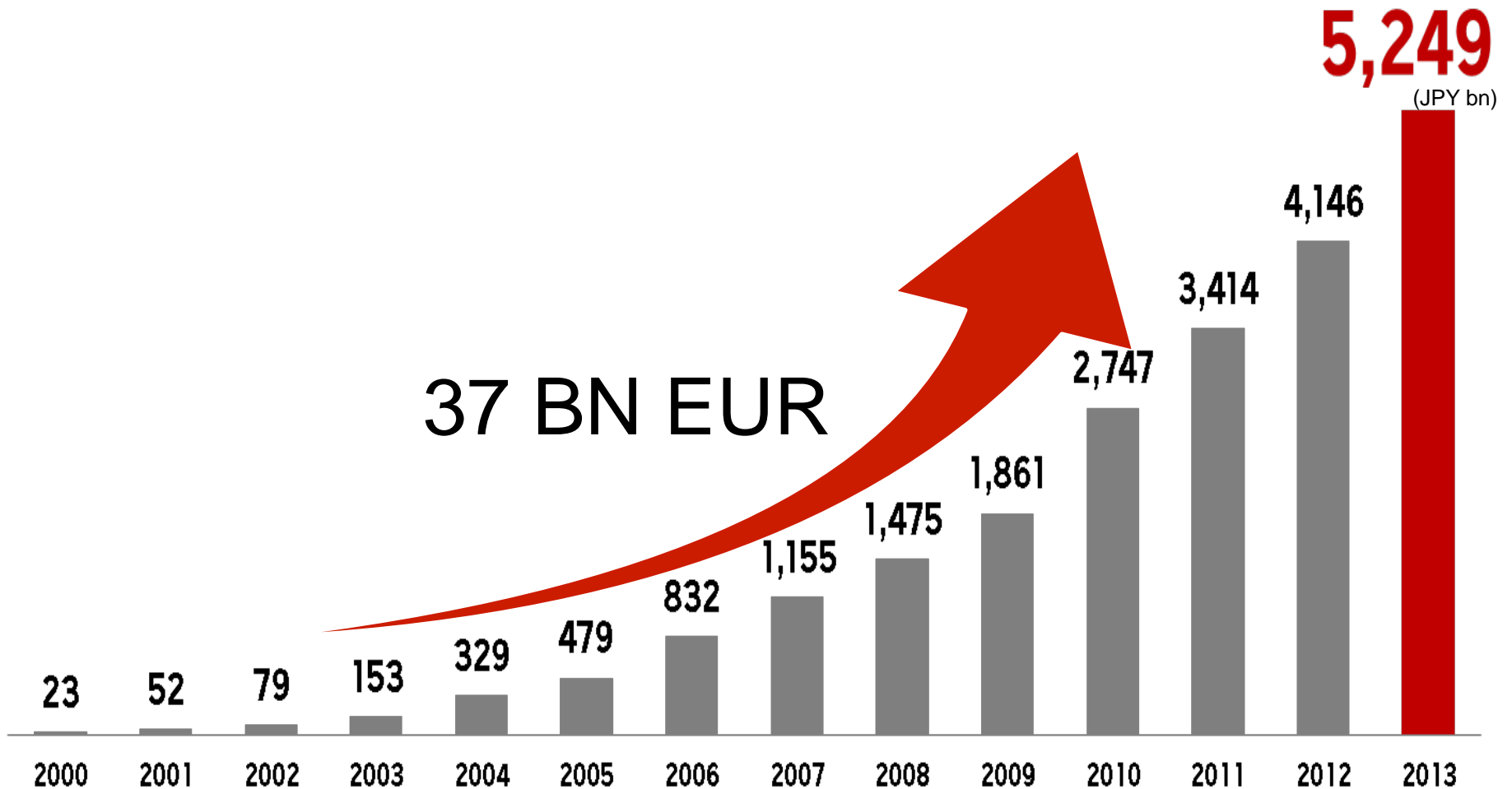
- 1 **GORA (Rakuten)**
- 2 GDO
- 3 -
- 4 -

* source: 1)Fuji-Keizai, 2)JTA, 3)Company disclosures, 4)Nikkei

Expanding Global Network



16th consecutive year of growth



Rakuten Group Total GMS

*:Gross merchandise sales of domestic and overseas e-commerce, gross booking value of travel service, shopping transaction value of credit card and transactions value of Rakuten Edy

Rakuten

Unique E-commerce Model

Unique E-commerce Model

Major Global
E-commerce Competitors



VS

Rakuten



Competitor's E-commerce model



**Our Philosophy has not Changed
since Our Establishment**

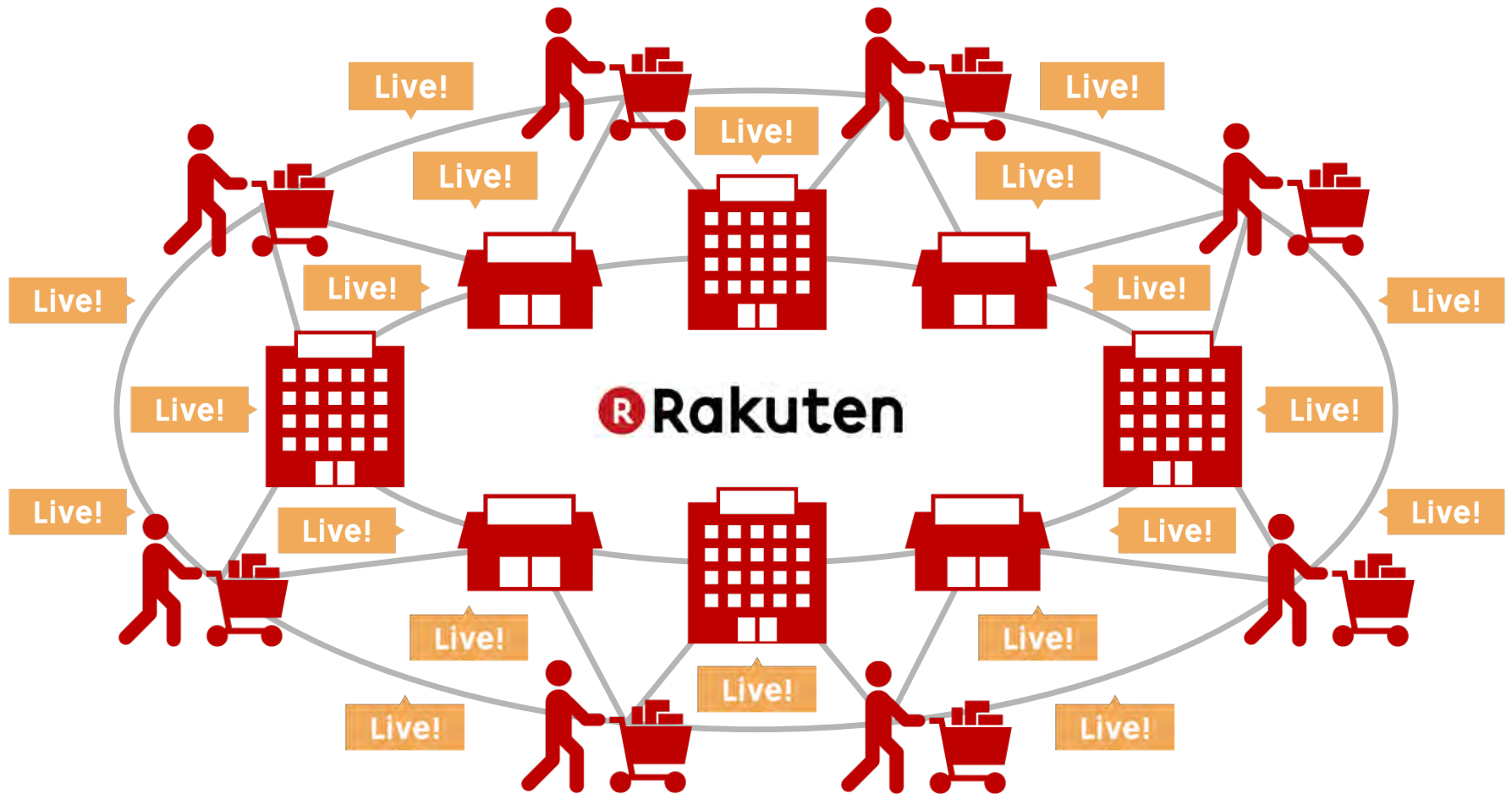
Shopping is Entertainment!



Empowerment!

Rakuten's Approach

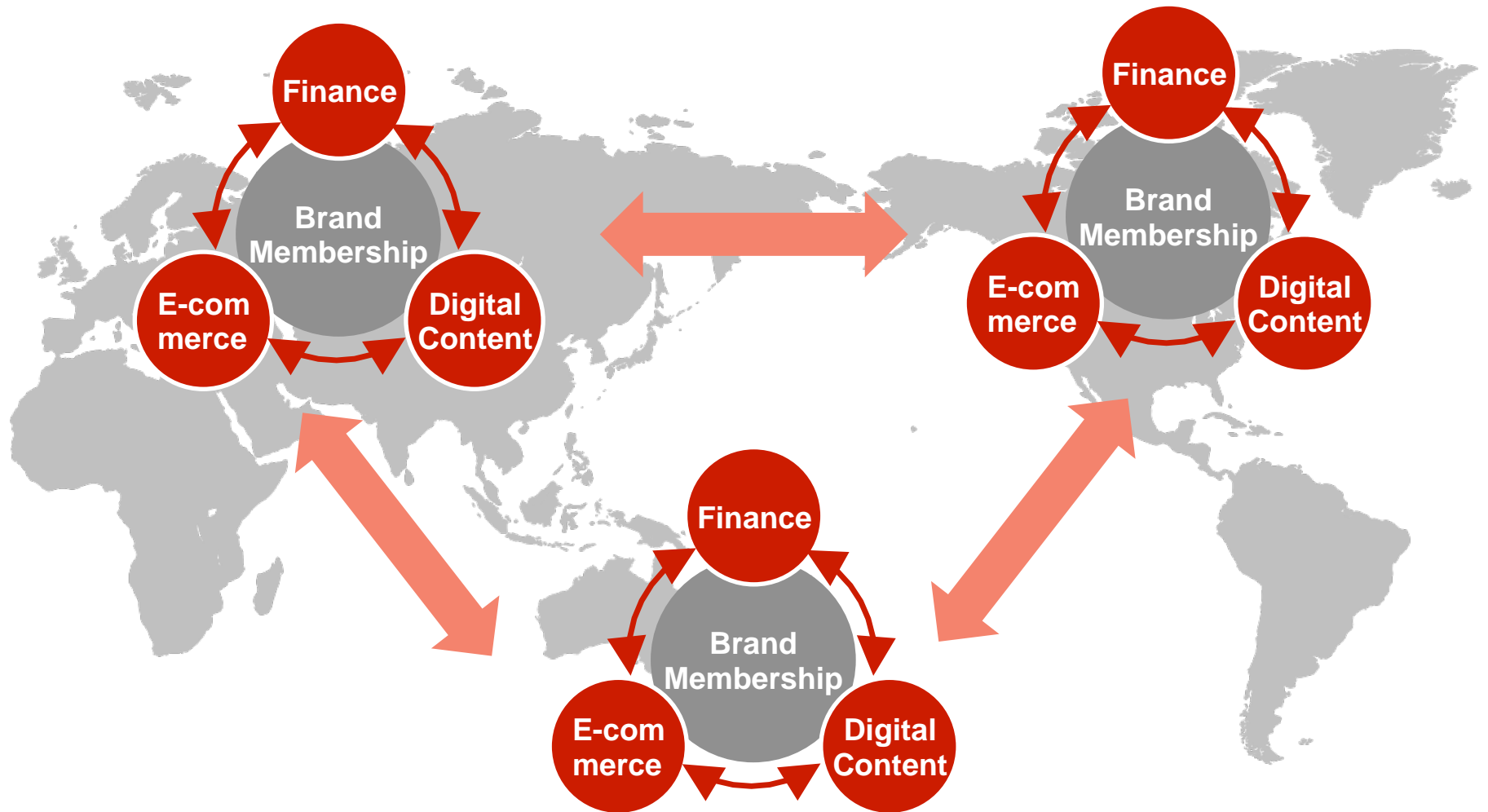
Dynamic and synergetic shopping mall
with various types of merchants



Rakuten

Ecosystem in Europe

Global Rakuten Ecosystem



Rakuten Group EU Footprint

Service: **5 countries**
EU RHQ: **Luxembourg**

R Rakuten.at

R Rakuten.co.uk

R Rakuten.de

R Rakuten.es

R Rakuten group

PRICEMINISTER 



Rakuten Super Points

Shop more.
Earn more.



EARN 1 POINT
PER DOLLAR SPENT

100 RSP = **\$1**

USE POINTS LIKE CASH

Group Development 2014

- Building a stronger customer base -



Ebates Inc.

- The largest online cash back loyalty site in North America
- Head office: San Francisco, USA
- CEO: Kevin H. Johnson
- Acquired voting rights: 100%
- Closing: October 2014
Funding: Bank borrowing, CP and straight bonds



Viber Media Ltd.

- Mobile Messaging and VoIP Service provider
- 400 Million users worldwide
- In 193 countries
- CEO: Talmon Marco
- Closing: March 2014



Slice Technologies, Inc.

- Rakuten now holds 100% of stake of Slice since August 2014.
- Business: Tech company, purchase data analysis.
- Head office: Palo Alto, California, USA
- CEO: Scott Brady
- Employees: About 70
- Expected synergy: Acceleration of e-commerce and ad businesses.

Growing Rakuten Group Membership



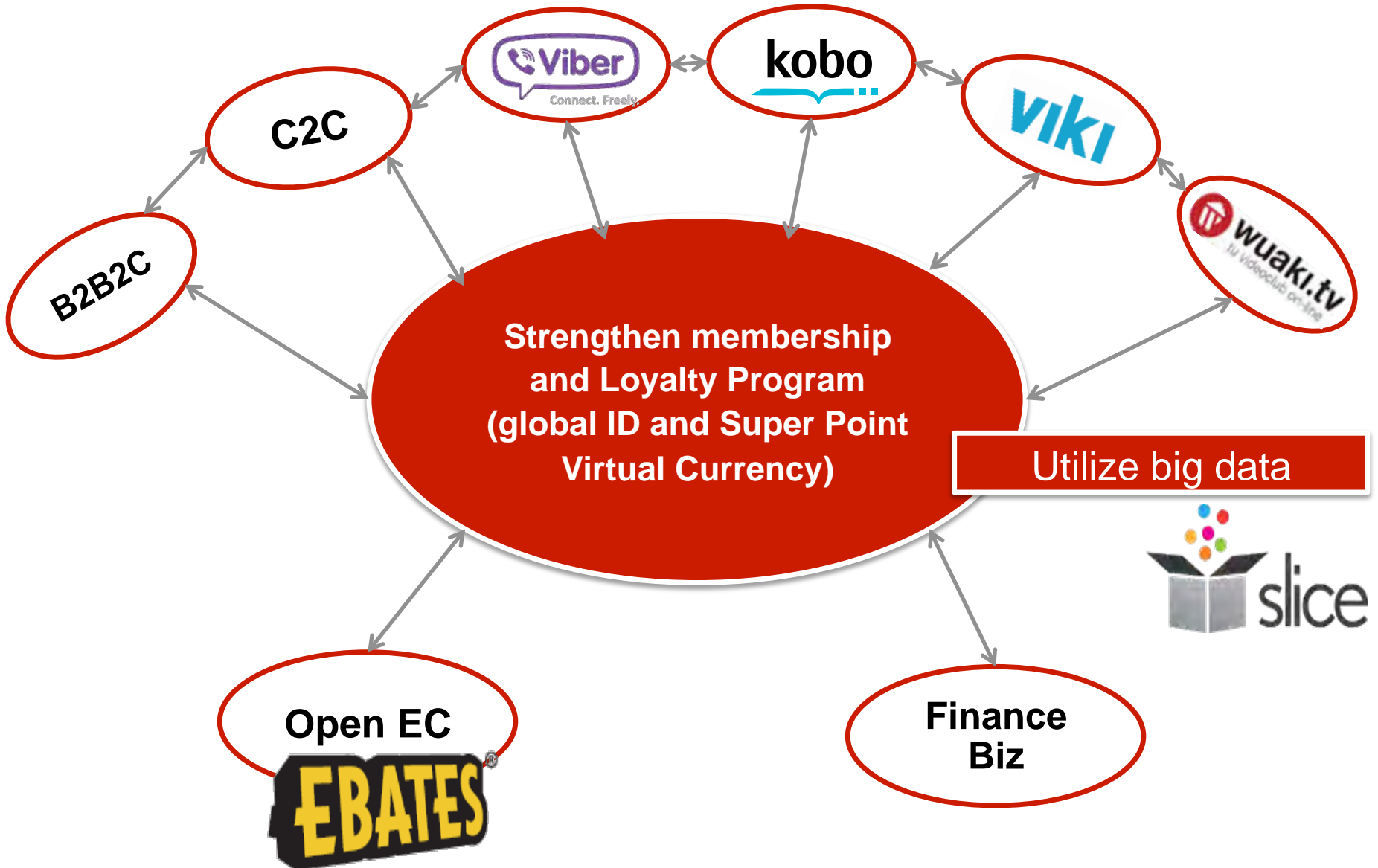
Japan: Rakuten Membership as of June 2014

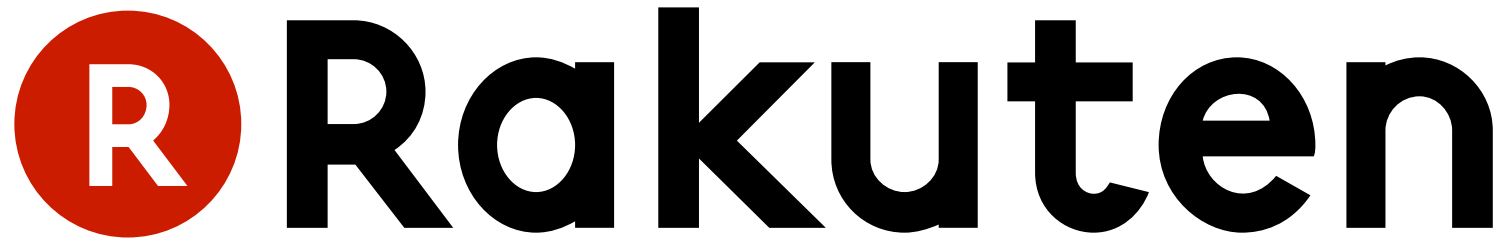
Overseas E-commerce: Total IDs of Rakuten's e-commerce outside Japan as of June 2014

Viber: Registrations as of August 2014

Content/ Ebooks: Sum of Viki's MAU and IDs of Rakuten Kobo as of June 2014

Future Direction of the Group





Thank you