

Business Integration between Z Holdings Corporation and LINE Corporation

Z Holdings Corporation

President and Representative Director, CEO

Kentaro Kawabe

LINE Corporation

Representative Director, President and CEO

Takeshi Idezawa

Business Integration on an Equal Footing

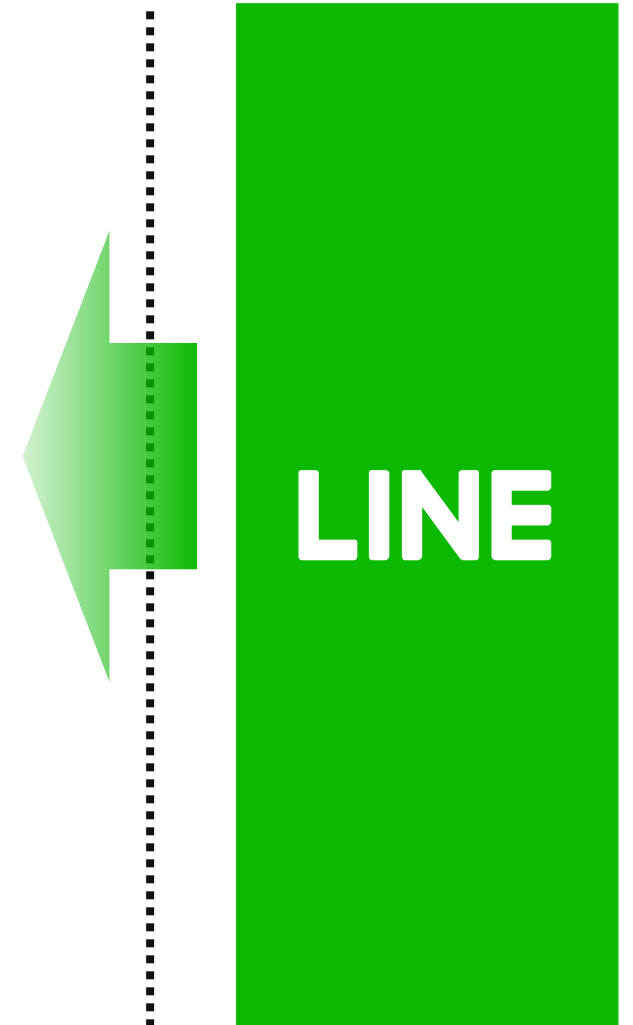
<Before>



<After>



<Before>



Improving Ourselves Through Friendly Rivalry

YAHOO!
JAPAN

**Make our users'
lives convenient
to a surprising
(!) extent**

LINE

WO.V

Life on LINE



2019.11.18

To be the greatest
One Team

YAHOO!
JAPAN

LINE

A night view of Earth from space, showing city lights and a network overlay of white lines and dots. The text is centered in white, bold font.

**Aim to become the
AI TECH COMPANY
that leads the world from Japan/Asia**

Why?

**Strong sense of urgency
and great ambition**

Global Tech Giants



China

**North
America**

Significant Gap in Scale

	ZHD+LINE	U.S. Co. A	U.S. Co. B	U.S. Co. C	Chinese Co. A	Chinese Co. B
Market capitalization (billions of yen)	3,000	98,000	61,000	98,000	51,000	44,000
Operating income (billions of yen)	160	2,900	2,700	1,400	900	1,600
R&D expenses (billions of yen)	20	2,400	1,100	3,200	600	400
Employees (thousands of people)	19	99	36	647	102	54

※Based on FY18 earnings materials of each company. Market cap as of 11/4/2019 (US time) (FX rate: US\$1=JPY110)

Technology can solve still more challenges in the Japanese society



Workforce



Productivity



**Natural
disasters**

and the list goes on...

Great Ambition



An orange silhouette of the Japanese archipelago, including Hokkaido, Honshu, Shikoku, and Kyushu, is positioned in the background. The text is centered over the main islands.

**Solve social issues and
provide the best user experience
to people in Japan**

A stylized map of Asia is shown in light gray. Overlaid on the map are two concentric circles: an inner orange circle and an outer light brown circle. The island of Japan is highlighted in a darker orange color. Centered over the map is the text:

**Also provide the best user
experience in Asia
from Japan**

A world map with a light gray background. Three concentric circles are centered on Japan, with the innermost being a darker orange and the outermost being a lighter orange. Japan is highlighted in a bright orange color.

**Become the
AI TECH COMPANY
that leads the world from
Japan/Asia**

Synergies through the Business Integration



Synergies: User Base

YAHOO!
JAPAN

LINE

Monthly users

67.43 mil.

Monthly users

82 mil.

Business Clients (companies)

Over 3 mil.

Business Clients (companies)

Apx. 3.5 mil.

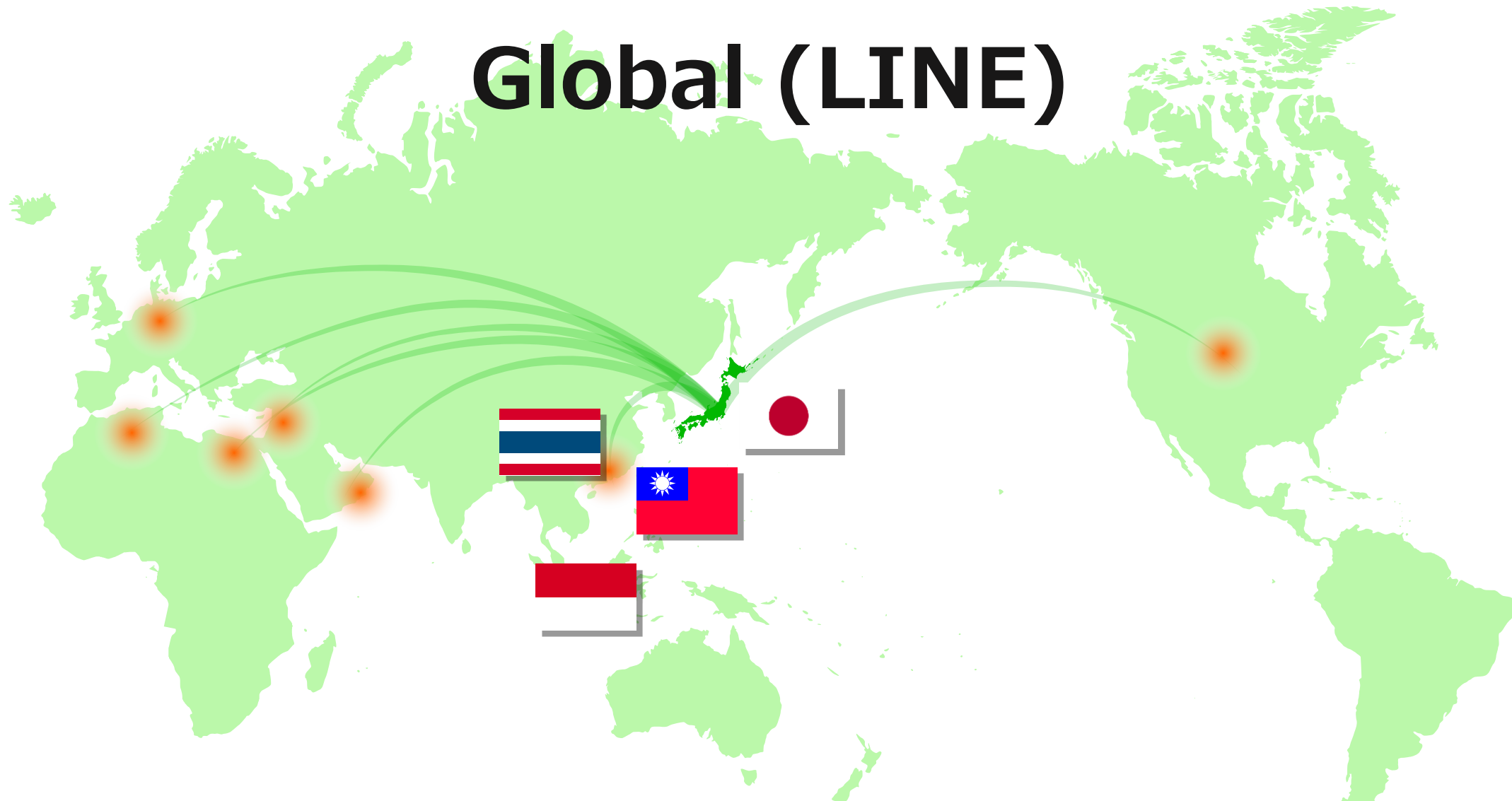
※1 : Nielsen [TOPS OF 2018: DIGITAL IN JAPAN Top 10 Total numbers of digital users in Japan]

※2 : As of the end of September 2019

※3 : Sum of numbers of business clients of major services including: Yahoo! JAPAN advertisement clients, Yahoo! Shopping online stores, PayPay participant stores and ASKUL monthly active business users

※4 : Sum of LINE official accounts and LINE@ accounts

Global (LINE)



185 million

Monthly users

Over 230

countries and regions

50 million

users registered on
LINE Pay Global

Bank business

Preparing in 4 key
countries

Synergies: Services

YAHOO!
JAPAN

YAHOO! JAPAN ニュース Sportsnavi YAHOO! JAPAN 防災速報 YAHOO! JAPAN セールプロモーション
YAHOO! JAPAN プロモーション広告 YAHOO! JAPAN 検索 YAHOO! JAPAN 地図 kurashiru

GYAO! ebook japan YAHOO! JAPAN ゲーム
YAHOO! JAPAN 占い YAHOO! JAPAN きせかえ

YAHOO! JAPAN ショッピング ヤマダ PayPay フリマ PayPay モール
LOHACO ZOZO

PayPay YJFX! from YAHOO! JAPAN ファイナンス
Yjam YAHOO! JAPAN カード ジャパンネット銀行

音声アシスト DATA SOLUTION

Media / advertisement

Contents

Commerce / O2O

Fintech / finance

AI

LINE

LINE NEWS NAVER まとめ livedoor NEWS
LINE Ads Platform LINE Account Connect LINE Sales Promotion

LINE GAME LINEマンガ LINE LIVE
LINE MUSIC LINE占い LINE ノベル

LINE ショッピング LINE デリマ LINE トラベル.jp
SHOPPING GO LINE ポケオ LINE GIFT

LINE Pay LINE Score LINE 証券
X BITMAX LINE Pocket Money LINE ほけん

LINE Clova LINE BRAIN

Synergies: Group

SoftBank

NAVER

SoftBank 5G

LINE MOBILE Y!mobile

“Beyond Carrier Strategy”

MONET

MONET TECHNOLOGIES INC.

YAHOO!
JAPAN

LINE

NAVER Search

SNOW

ZEPETO

Clova

NAVER
CLOUD PLATFORM

LINE WORKS

VLIVE

WEB
TOON

ソフトバンク
スマホユーザーなら
いつでもポイント

10倍

DiDi

SB Cloud

Synergies: Human Resources

YAHOO!
JAPAN

LINE



ApX. 20,000 people



Synergies: Annual Investment

YAHOO!
JAPAN

LINE

Apx. 100 bil. yen



Strategic Investment Areas



Media/contents

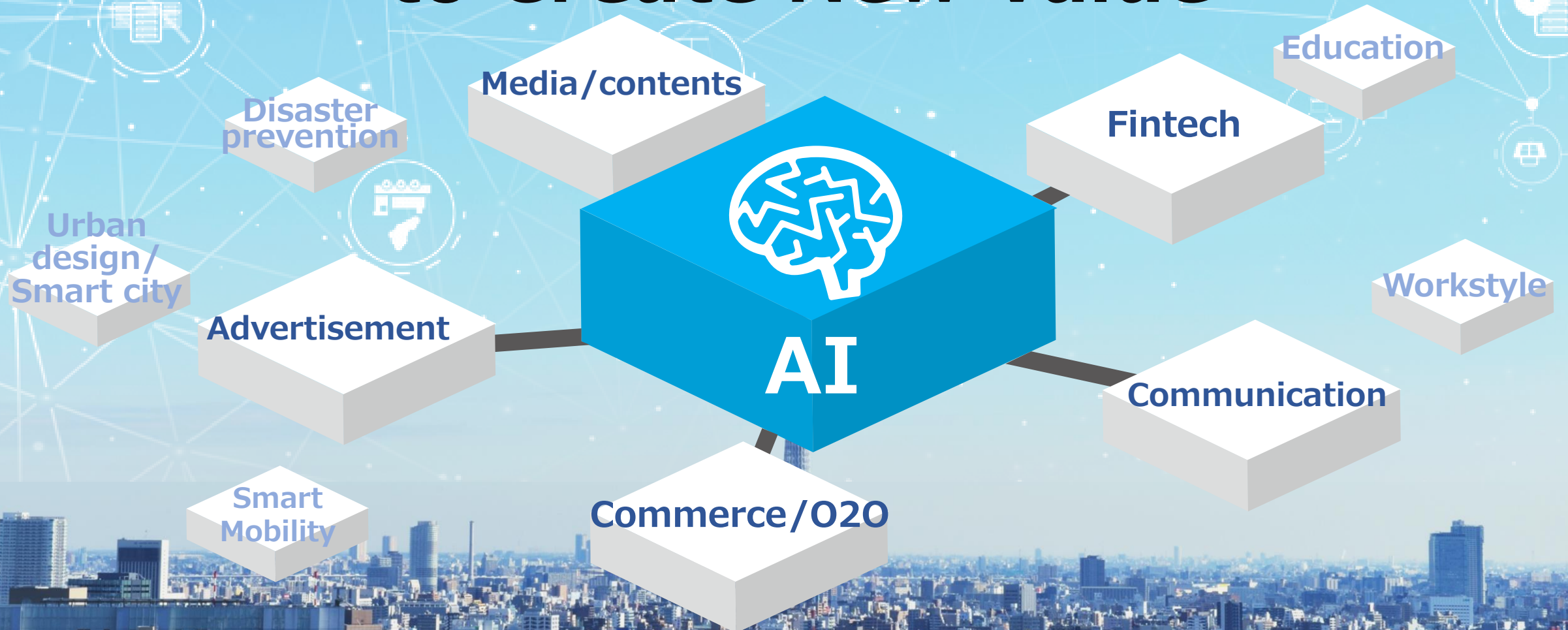
Fintech

Advertisement

Communication

Commerce/O2O

Aggressive Medium- to Long-Term Investments in AI to Create New Value



Privacy Protection and Cybersecurity of the Companies

YAHOO!
JAPAN

LINE

- **Data created by users belongs to users**
- **Data maintained based on Japanese laws and regulations**
- **Data protected using sophisticated cybersecurity technologies**

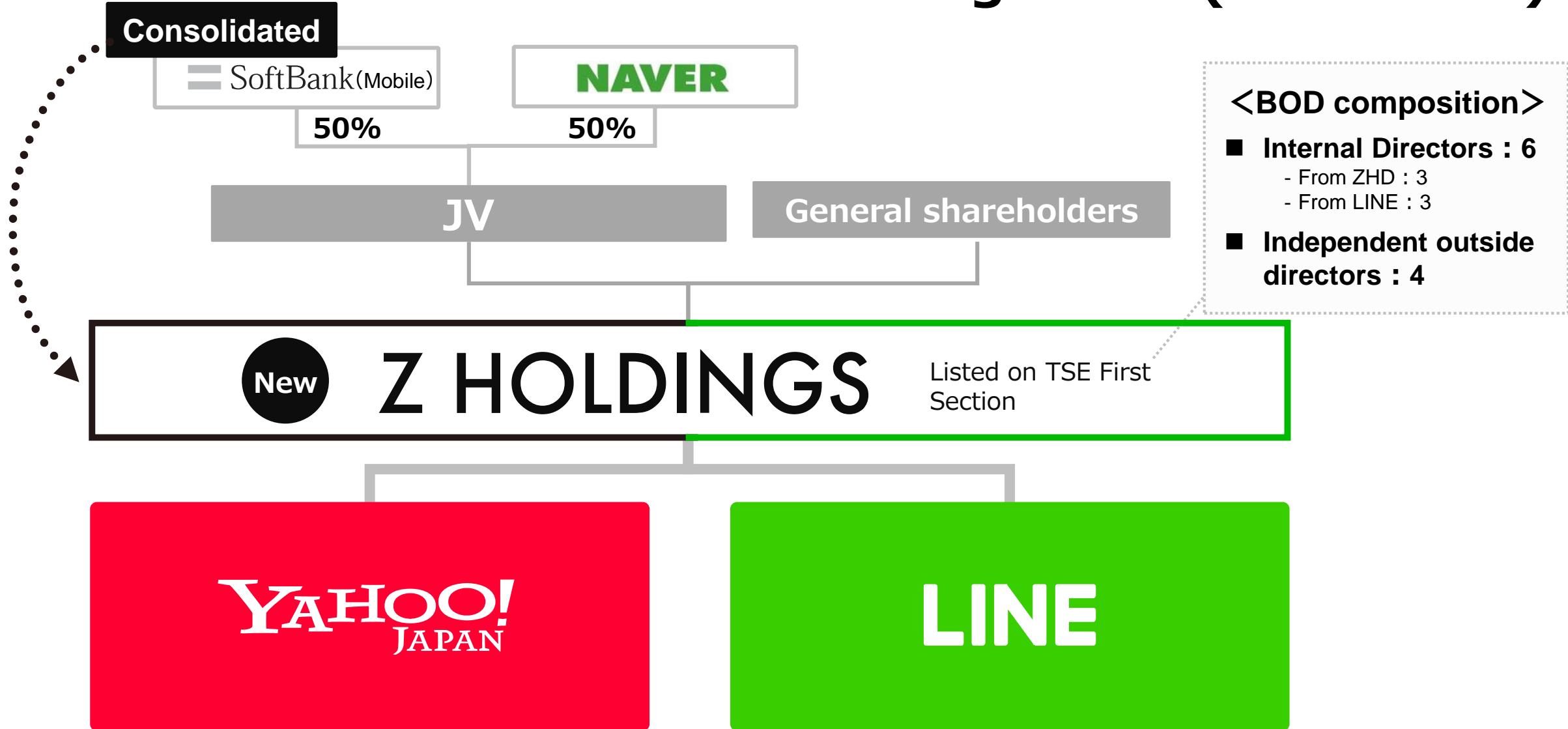
**Become the
AI TECH COMPANY
that leads the world from Japan/Asia**

YAHOO!
JAPAN

LINE

Management Structure

Structure After the Business Integration (scheduled)



Management Structure of New Z Holdings After the Business Integration (scheduled)



President and Representative Director, Co-CEO

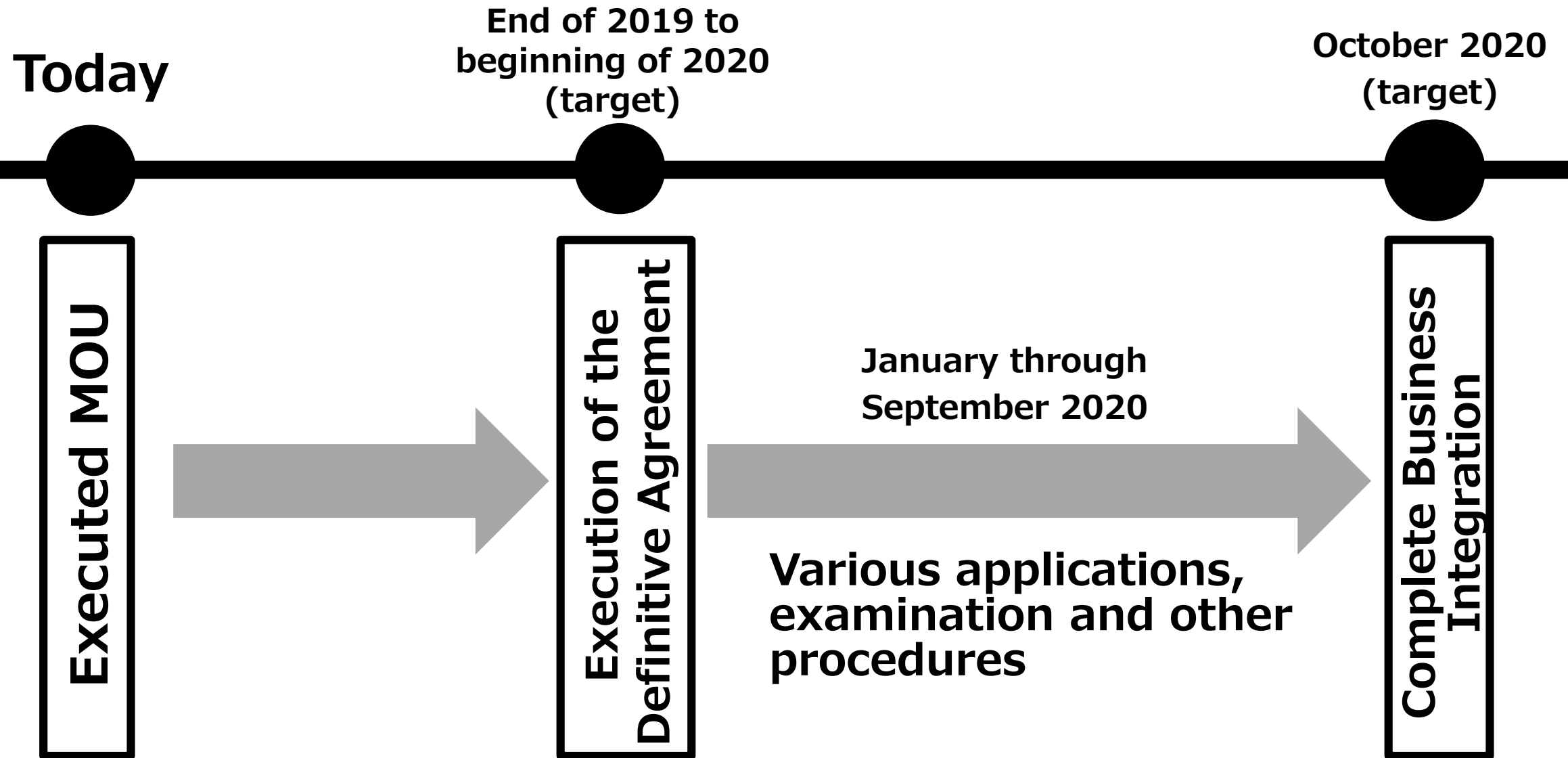
Kentaro Kawabe



Representative Director and Co-CEO

Takeshi Idezawa

Timeline for the Business Integration (scheduled)



To be the greatest

One Team

that fills the world with surprises and excitement



WO.1V



**Become the
AI TECH COMPANY
that leads the world from Japan/Asia**

YAHOO!
JAPAN

LINE