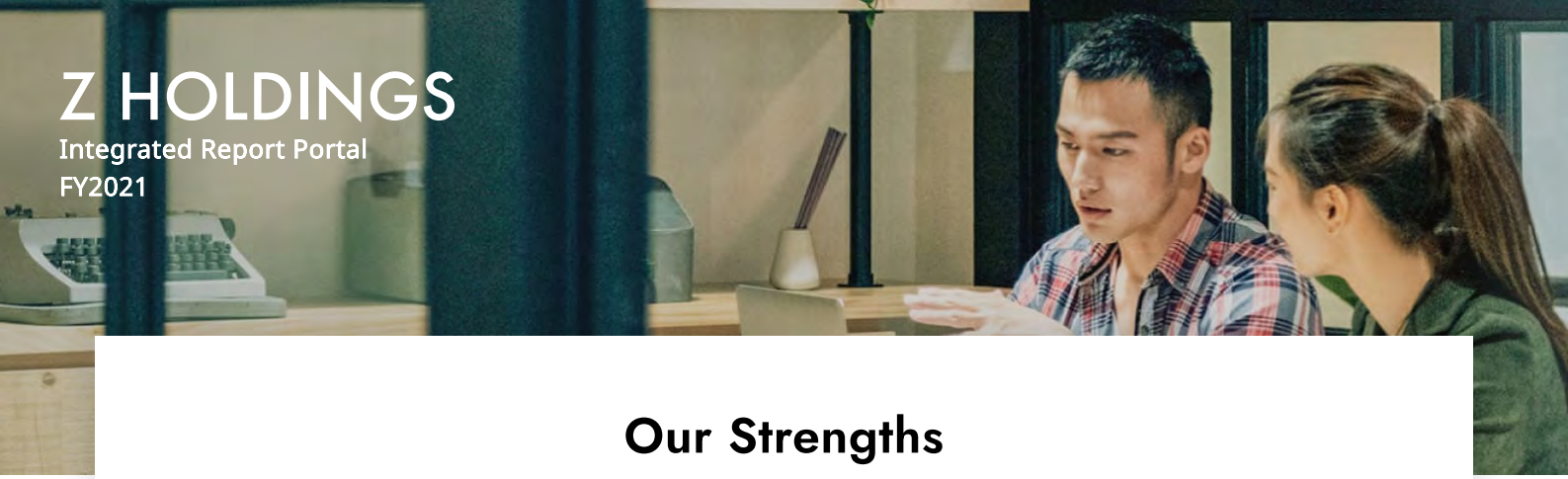


Z HOLDINGS
Integrated Report Portal
FY2021

Our Strengths

Last updated: 12/22/2022

01

Strongest Assets in Japan

Overwhelming reach and engagement towards Internet users in Japan from three action points indispensable to daily life: information, payment, and communication

LINE

Used by approximately 70% of the Japanese population, established as a "life platform" that supports all aspects of daily life.

Use rate of social media*1
No.1 in Japan

Monthly active users*2
Over 92 mil

Ratio of LINE users*3
out of all social media users in Japan
82.8%

YAHOO! JAPAN

Used by approximately 70% of Internet users in Japan. Extensive service and information provision foster increased use and trust among users.

Total digital reach*4
No.1 in Japan

Monthly active users (smartphone)*5
Approx. 70 mil

Ratio of Yahoo! JAPAN users*5
out of all smartphone users in Japan
Approx. 80%

PayPay

Registered by approx. 1 in 2.5 of the Japanese population. Grown into a social infrastructure for payments.

Smartphone payment service*6
No.1 in Japan

Registered users*7
Approx. 51 mil

Japanese QR code payment
PayPay market share*6 (GMV)
67%

*1 "2021 Survey report on usage time of information and communication media and behavior concerning information"

*2 Own survey; LINE app monthly active users in Japan; as of June 30, 2022.

*3 Internet survey (Survey conducted in July 2022 towards smartphone users in Japan age 15-69; number of samples: 20,000).

*4 Nielsen Digital Co., Ltd. "TOPS OF 2021: DIGITAL IN JAPAN"

*5 Calculated by Yahoo Japan Corporation based on "Nielsen NetView/Mobile NetView Custom Data Feed."
Average monthly active users: Monthly average from July 2021 to December 2021 based on "Nielsen Mobile NetView."
[Figure for smartphone access to Yahoo! JAPAN (brand level, includes use of app)]
* Rounded to the third significant digit.

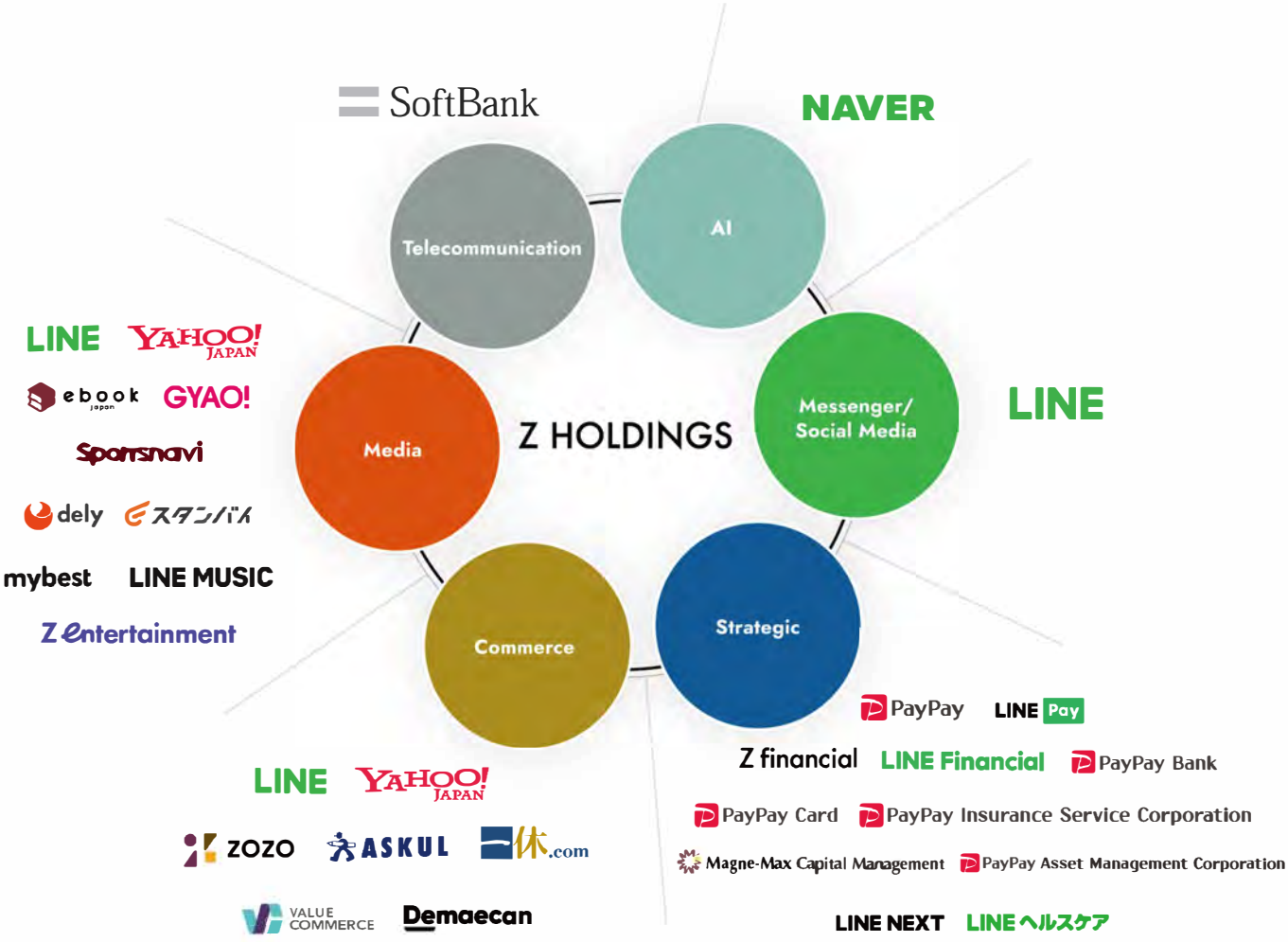
*6 Payments Japan Association “STATS – CODE PAYMENT” (published on September 9, 2022). Calculated from July 2021 to June 2022 results.

*7 Own survey; Number of PayPay registered users as of September 30, 2022.

02

The Group's Uniqueness

Unparalleled diversity of portfolio in the world, covering media to telecommunications

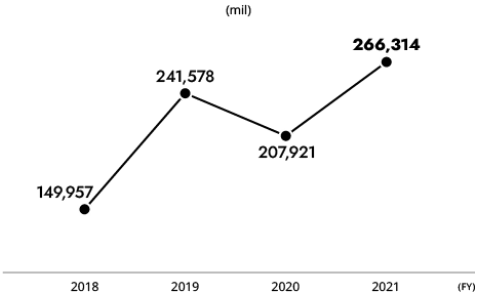


03

Financial Base to Support Growth

Robust financial base for further growth investment

Cash flows from operating activities



Credit Rating Agencies

JCR：AA-

R&I：A+

04

Reinforcing Human Capital

Committed to developing and reinforcing human capital from four aspects: "Recruitment (human capital acquisition)," "Diversity," "Learning & experience," and "Well-being" to contribute to the creation of new value and realization of growth strategies.

Recruitment (Human Capital Acquisition)

Promoting recruitment and acquisition of human capital that will contribute to the realization of the growth strategies of each company and the Group

More details

Ensuring Diversity

Accelerating the creation of new value throughout the Group by respecting diversity, including gender, race, and the corporate culture of each Group company

More details

Creating Opportunities for Learning & Experience

Creating numerous learning and experience opportunities to promote individual growth and drive sustainable growth for the entire Group

More details

Improving Well-Being

Implementing Group-wide initiatives to improve well-being, including the promotion of new work styles that suit the individuality of each Group company

More details

05

Building a Sustainable Society

Contributing to the realization of a sustainable society leveraging the strengths of information technology and the Internet

Disaster Prevention/Mitigation Services

→ More details (Japanese only)

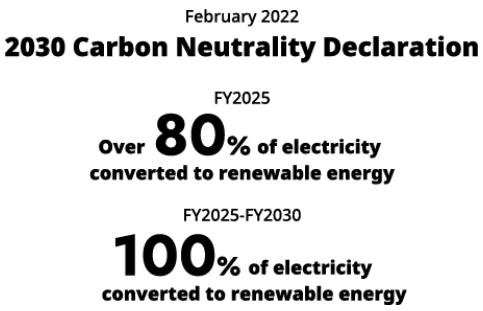
COVID-19 Vaccination Information

→ More details (Japanese only)

2030 Carbon Neutrality Declaration

Z Holdings Corporation aims to achieve carbon neutrality by FY2030 reducing greenhouse gas emissions from the business activities of the entire Group to net-zero.

- Contributing to the achievement of a sustainable society by encouraging carbon neutral initiatives also to companies outside of the Group
- Joined RE100, a global initiative, to steadily implement the "2030 Carbon Neutrality Declaration"



→ More details

"2022 Health & Productivity Stock Selection" and "Large Enterprise Category of Certified Health and Productivity Management Organization Recognition Program 2022 (White 500)"

2022
健康経営銘柄
Health and Productivity

2022
健康経営優良法人
Health and productivity
ホワイト500

→ More details

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