Z HOLDINGS
Integrated Report Portal
FY2021

Value Creation History

Last updated: 12/22/2022

A History of Value Creation Throughout Our Development

Our Third New Start Towards a World-Leading AI-Tech Company from Japan and Asia

Our Strengths

Strongest Assets in Japan

→ More details

The Group's Uniqueness

→ More details

Financial Base to Support Growth

→ More details

Reinforcing Human Capital

→ More details

Building a Sustainable Society

→ More details

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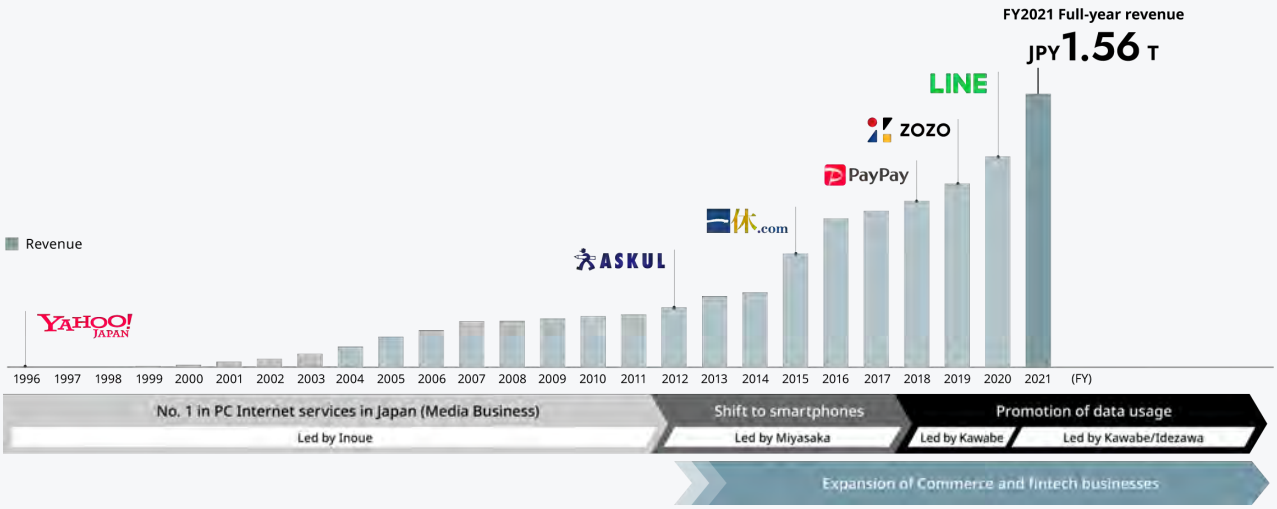
LINE

Z Holdings' Value Creation History

LINE's Value Creation History



PMI Progress and Group Synergies

Corporate Structure

- January 1996: Foundation of Yahoo Japan Corporation
- FY 2012: Transitioned to new management structure
- FY 2018: Transitioned to new management structure
- FY 2019: Transitioned to a holding company structure/Changed trade name
- FY 2020: Completed business integration with LINE Corporation

Media Business

- FY 1996: Launched Yahoo! JAPAN service
- FY 2001: Launched Yahoo! JAPAN BB service
- FY 2008: Released Yahoo! JAPAN app (iOS ver.)
- FY 2011: Released Yahoo! JAPAN app (Android ver.)
- FY 2021: Integrated Yahoo! JAPAN Display Advertising platforms

Commerce Business

- FY 1999: Launched Yahoo! JAPAN Shopping
- FY 2013: Announced new e-commerce strategy
- FY 2015: Consolidated ASKUL Corporation, Ikyu Corporation
- FY 2019: Consolidated ZOZO, Inc.

Strategic Business

- FY 2015: Launched Yahoo! JAPAN Credit Card
- FY 2018: Launched "PayPay"
- FY 2019: Established Z Financial Corporation

January 1996

Foundation of Yahoo Japan Corporation

Yahoo! JAPAN service was launched as Japan's first commercial search engine. Has worked to expand and improve its services with the aim of becoming a "life engine" used in all aspects of daily life, so that it can accurately meet the changing needs of users along with the proliferation of the Internet.

FY 2012

Transitioned to a new management structure

To respond to rapid changes in the Internet usage environment, such as the rapid expansion of smartphone use, renewed the management structure that had been in place since 1996. Rejuvenated the management team and transitioned to a new executive structure.

FY 2013

Announced new e-commerce strategy

Eliminated all store tenant fees and loyalty payments in Yahoo! JAPAN Shopping, transitioning from a fee-based revenue model to one based on advertising. In a similar manner, decided to eliminate store tenant fees in YAHUOKU! (auction service).

FY 2018

Launched "PayPay"

Established PayPay Corporation through joint investment with SoftBank Corp. Succeeded in rapidly acquiring users and merchants through large-scale promotions, etc. Playing a central role in promoting cashless transactions, has established a dominant position in the QR/barcode payment market in Japan.

FY 2019

Transitioned to a holding company structure, changed trade name to Z Holdings Corporation

Transitioned to a holding company structure that enables flexible and agile decision-making, optimal allocation of management resources, and more rapid implementation of business strategies to further expand business domains and maximize corporate value in the rapidly changing Internet industry. Changed trade name to Z Holdings Corporation.

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FY 2020

Completed business integration with LINE Corporation

Formed one of Japan's largest Internet service corporate groups, providing over 200 services in Japan. Leveraging LINE Corporation's large-scale user base, will boldly create a future that only the Z Holdings Group can create through synergies generated in each business.

FY 2021

Start of New Z Holdings

Capitalizing on group synergies to enhance and update existing services. Steady progress in collaboration can be seen in each business domain to maximize the effects of business integration. In Media Business, began ad distribution of Yahoo! JAPAN Ads in LINE NEWS sections. In Commerce Business, promoted the introduction of LINE Official Accounts to stores of Yahoo! JAPAN Shopping and PayPay Mall*. Expanded Yahoo! JAPAN Mart by ASKUL through the collaboration among Yahoo! JAPAN, Demae-can and ASKUL. In Strategic Business, began QR code integration between PayPay and LINE Pay, and launched PayPay Atobarai (deferred payment).

* Integrated with Yahoo! JAPAN Shopping as of October 12, 2022

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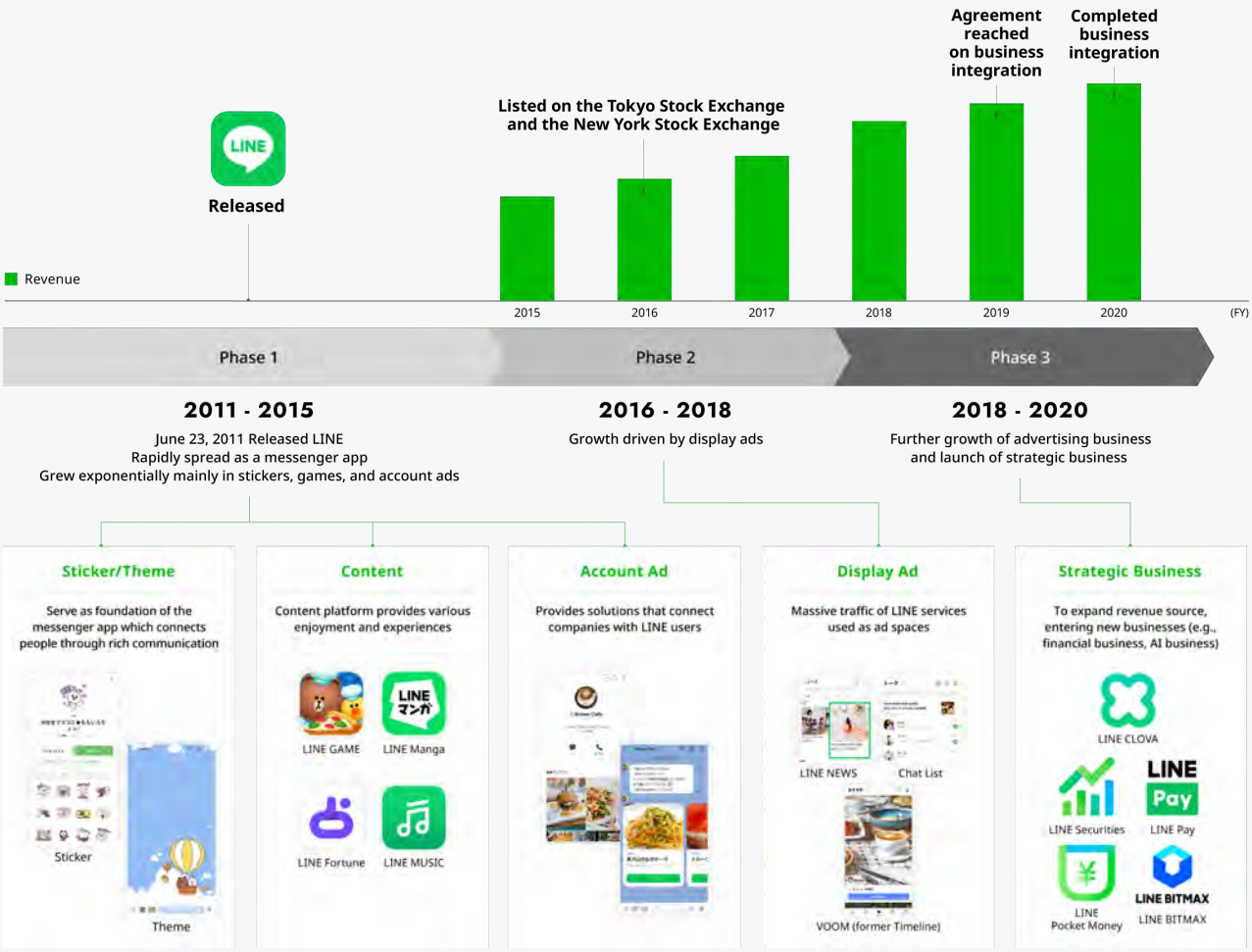

LINE has continued to evolve into a "life platform" supporting all aspects of life 24/7

LINE, which started as a messenger app that brought people closer together, has gradually expanded its range of services and made users' lives more convenient as a smart portal connecting people, information, services, and everything else. Initially, the content business, such as stickers and games, was the mainstay of LINE's revenue, but the advertising business, based on 176 million users (as of March 31, 2022) in four major countries and regions, is now the main revenue source. In the future, we intend to expand our financial businesses, including payments, banking, securities, and loans.

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