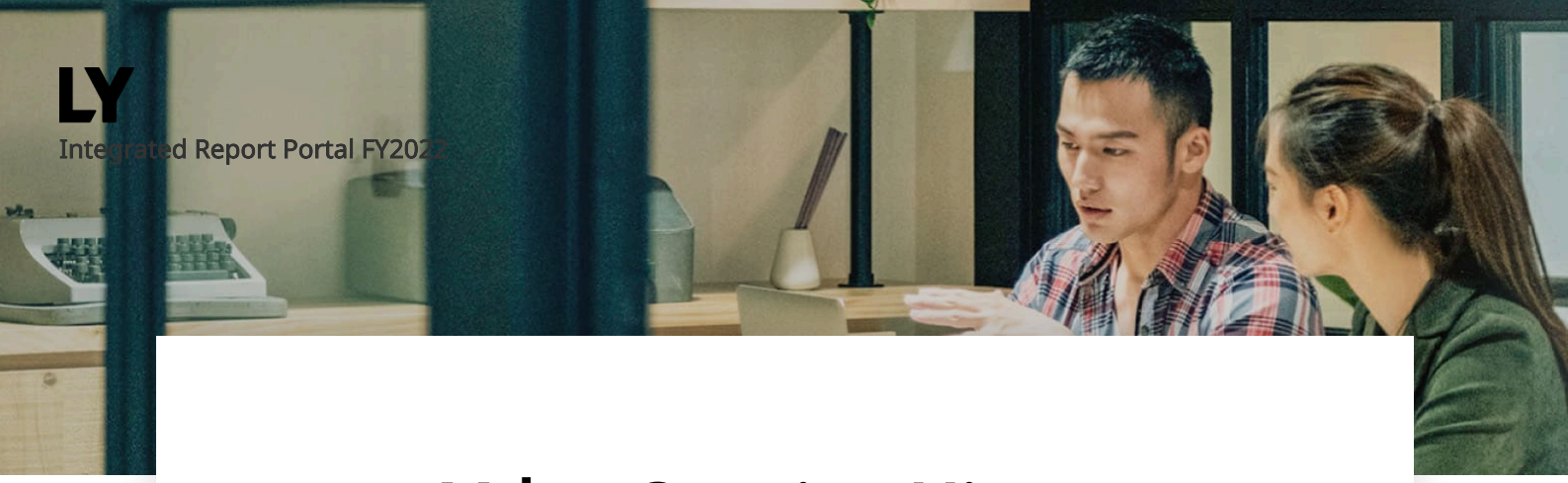


Value Creation History

Last updated: 10/17/2023

We have led the development of the Internet industry in Japan, constantly creating new user experiences from a user first standpoint.

Our Strengths

One of Japan's Largest User Bases

→ More details

Diverse Business Portfolio

→ More details

Robust Financial Base

→ More details

Human Capital

→ More details

Sustainability Management

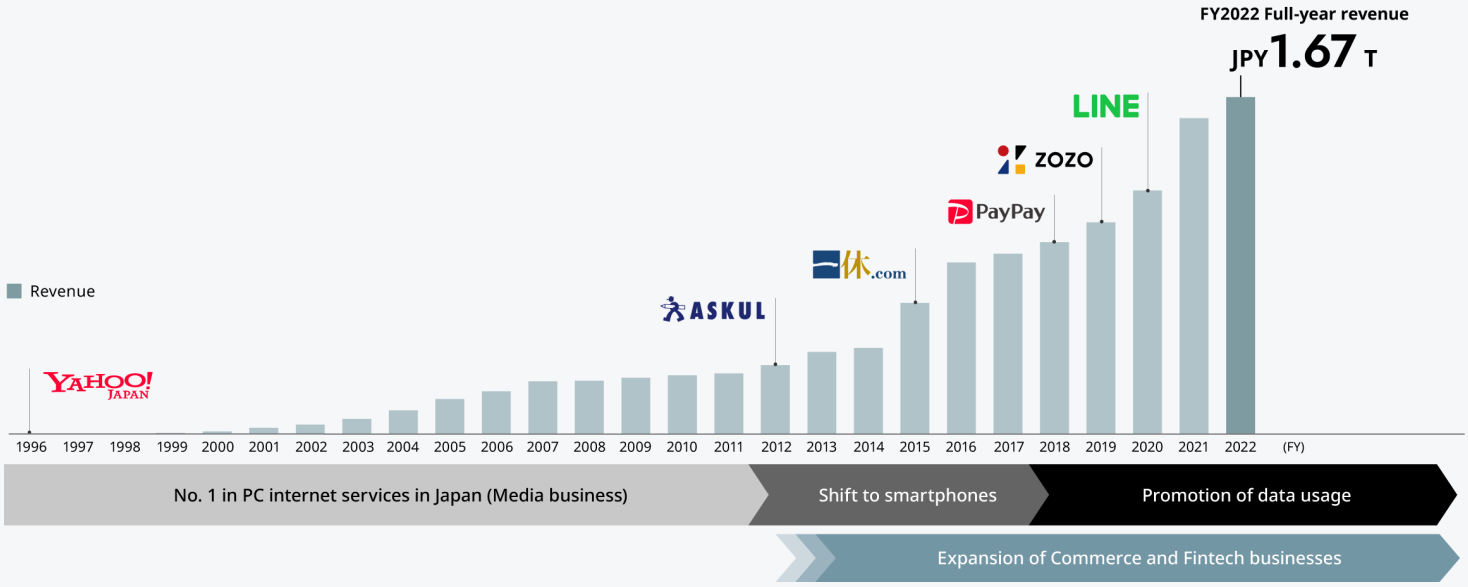
→ More details

LY

LINE

LY Corporation's Value Creation History

LINE's Value Creation History



Corporate Structure

- January 1996 — Foundation of Yahoo Japan Corporation
- FY 2003 — Listed in First Section of Tokyo Stock Exchange
- FY 2015 — Transitioned to company with an Audit and Supervisory Committee
- FY 2019 — Transitioned to a holding company structure/Changed trade name
- FY 2020 — Completed business integration with LINE Corporation
- FY 2022 — Announced merger policy of Z Holdings Corporation, LINE Corporation, and Yahoo Japan Corporation

Media Business

- FY 1996 — Launched Yahoo! JAPAN (portal website)
- FY 2001 — Launched Yahoo! JAPAN BB (high-speed Internet connection 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; Launched Yahoo! JAPAN Auction (now YAHUOKU!)
- 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 (cashless payment service)
- FY 2019 — Established Z Financial Corporation
- FY 2022 — Consolidated PayPay 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 2008

Released Yahoo! JAPAN smartphone app (iOS ver.)

Responded to dramatic changes in the Internet usage environment, such as the rapid expansion of smartphone use.

FY 2013

Announced new e-commerce strategy

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

FY 2018

Launched cashless payment service "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.

Z HOLDINGS

FY 2020

Business integration with LINE Corporation

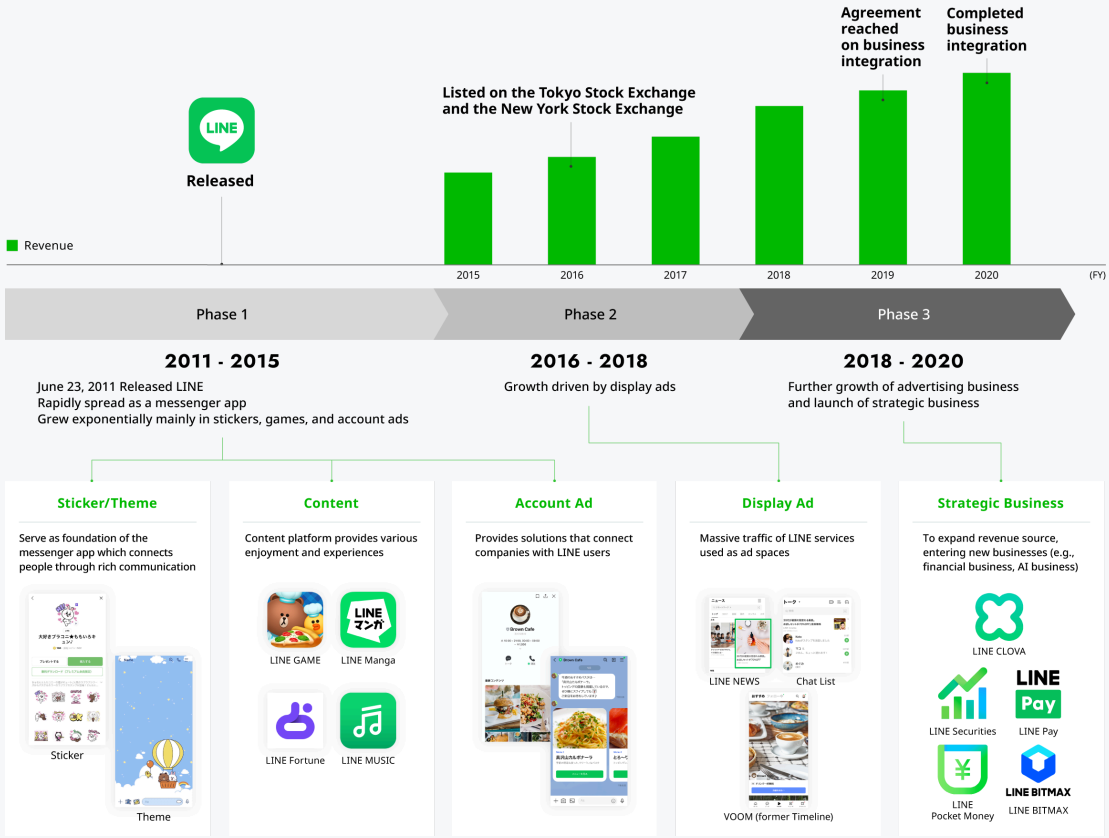
Formed one of Japan's largest Internet service corporate groups, providing over 200 services in Japan.

FY 2022

Announced Group reorganization and transition to an in-house company system

Announced the merger of five major Group companies (including Yahoo Japan Corporation and LINE Corporation) to accelerate the generation of Group synergies. From October 2023, changed the trade name to LY Corporation, and transitioned to operating businesses under an in-house company system. Will work on product development and synergy creation that transcend the boundaries between companies and services.

Copyright © LY Corporation All Rights Reserved.



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

178 million users (as of March 31, 2023) in four major countries and regions, is now the main revenue source.