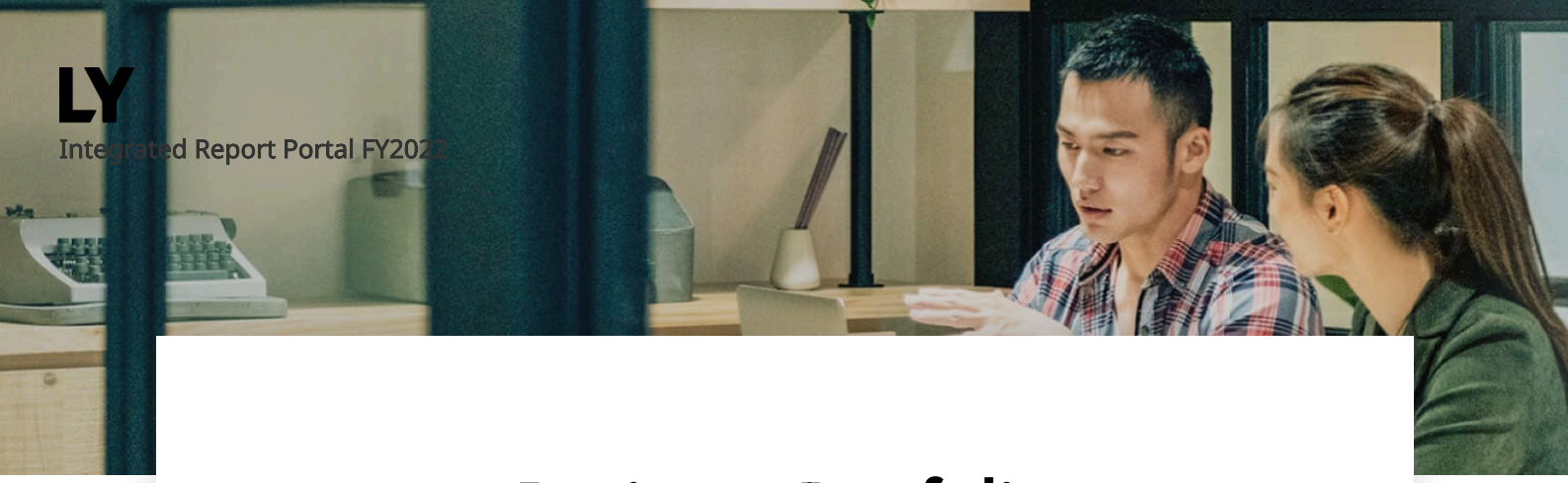
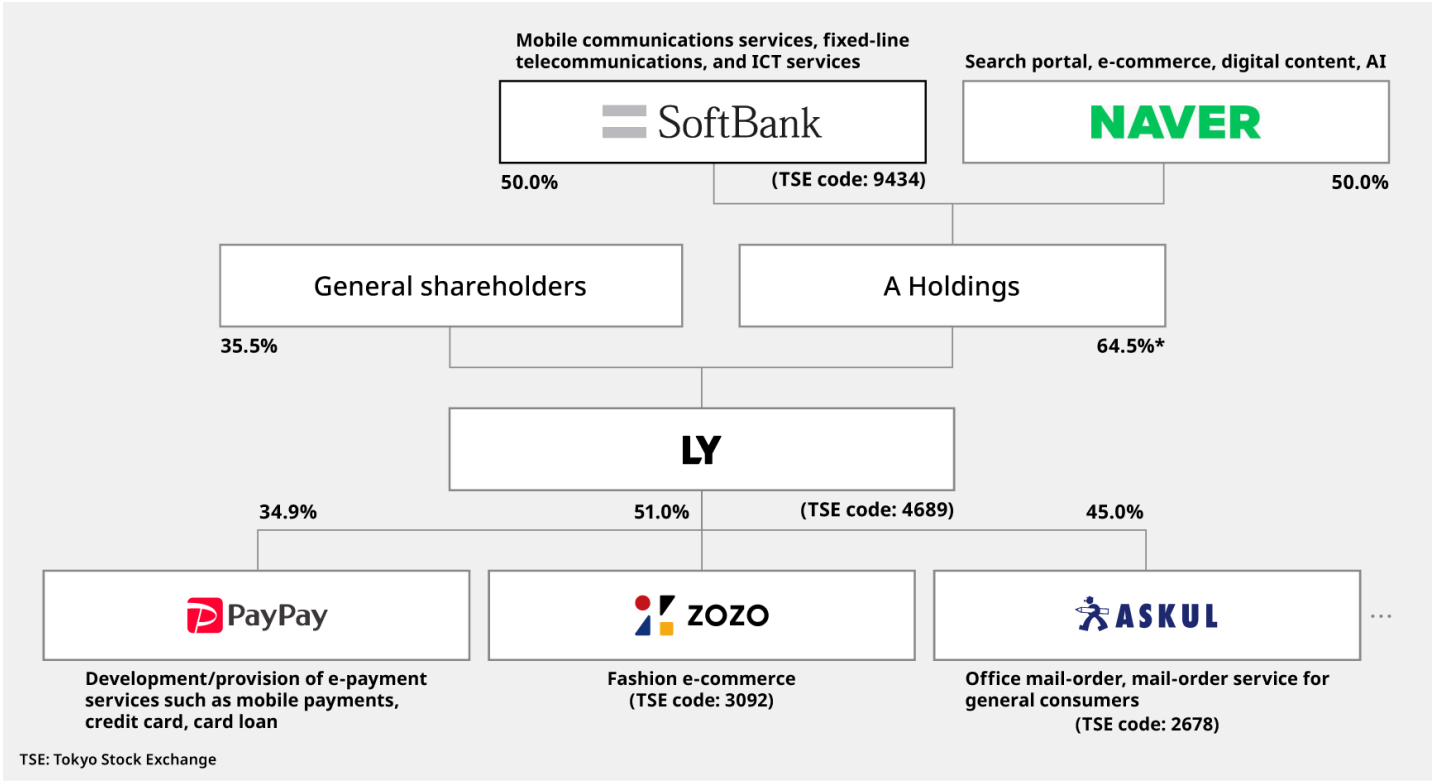


Business Portfolio

Last updated: 10/17/2023

Capital Structure

Ownership ratio



As of October 2023

The parent companies of the LY Corporation Group are SoftBank Corp., a provider of telecommunication/ICT services in Japan, and NAVER Corporation, a provider of information technology (IT) services such as search portal websites in South Korea. As a tech company, LY Corporation has various IT service companies, such as PayPay Corporation, which offers cashless payment services, ZOZO, Inc., one of Japan's largest fashion e-commerce providers, and ASKUL Corporation which provides mail-order services of office supplies, etc.

* Calculated by excluding the Company's treasury stock of 103,047,215 shares. The treasury stock does not include the Company's shares (33,773,403 shares) held by the Stock Delivery Trust (J-ESOP), RSU Plan (Board Incentive Plan Trust), and Stock Delivery ESOP Trust.

Business Portfolio

A diverse portfolio covering media to telecommunications.

The business portfolio of the LY Corporation Group encompasses not only media, commerce and strategic, but also messaging and telecommunications. The scope and diversity of our portfolio are unique in the world and will be the driving force for value creation. Our goal is not to achieve growth in individual business and service categories, but to create an expanding Group-wide ecosystem by offering seamless user experience spanning all of our services.

Media Business

The Company and its Consolidated Subsidiaries

LY Corporation

Major businesses/services:
Advertising service based on the mobile messenger application "LINE," sales of stamp and game services, Internet advertising business (e.g., Yahoo! JAPAN Ads), and media-related services

Stanby, Inc. (Japanese only)

Major businesses/services:
Recruitment search engine

Sportsnavi Inc. (Japanese only)

Major businesses/services:
Collection of sports-related information and production of articles and content

(Japanese only)

mybest, Inc.

Major businesses/services:
Service empowering users to make their best choices

(Japanese only)

LINE MUSIC CORPORATION

Major businesses/services:
Operation of subscription-based music streaming service

(Japanese only)

dely, inc.*

Major businesses/services:
Recipe video business

● Equity Method Affiliate

CRITEO K.K.

Major businesses/services:
Internet advertising business (Retargeting advertising)

* In FY2023-Q1, dely Inc.'s service was transferred from Other Business to Media Business.

Commerce Business

● The Company and its Consolidated Subsidiaries

LY Corporation

Major businesses/services:
Yahoo! JAPAN Shopping, YAHUOKU!, PayPay Flea Market, Yahoo! JAPAN Travel, LINE Shopping, LINE GIFT, etc.

ASKUL Corporation

Major businesses/services: Mail-order service of office-related products and other delivery services

ZOZO, Inc.

Major businesses/services:
Planning & operation of fashion e-commerce website, operational support of brands' own e-commerce website, operation of fashion coordination app, etc.

ValueCommerce Co., Ltd.

Major businesses/services:
Marketing solution business (Affiliate marketing), and EC solution business

(Japanese only)

Ikyu Corporation

Major businesses/services:
Operation of Internet reservation websites for high-end hotels and restaurants, etc.

Strategic Business

● Consolidated Subsidiaries

PayPay Corporation

Major businesses/services:
Development and provision of electronic payment services such as mobile payment

(Japanese only)

PayPay Card Corporation

Major businesses/services:
Credit card, card loan, credit guarantee business

Z Financial Corporation

Major businesses/services:
Managing of group companies such as PayPay Bank Corporation, PayPay Insurance Service Corporation, PayPay Asset Management Corporation

LINE Financial Corporation

Major businesses/services:
Provision of financial services

(Japanese only)

LINE Pay Corporation

Major businesses/services:
Operation of mobile money transfer/payment service

LINE Xenesis Corporation

Major businesses/services:
Management of Group companies operating a cryptocurrency brokerage and blockchain-related business

(Japanese only)

PayPay Bank Corporation

Major businesses/services: Banking

(Japanese only)

PayPay Insurance Service Corporation

Major businesses/services: Non-life insurance agency business and life insurance solicitation business

PayPay Asset Management Corporation

Major businesses/services: Financial instruments business

LINE NEXT Corporation

Major businesses/services: Planning and development related to LINE Blockchain and global NFT platform business

(Japanese only)

LINE Healthcare Corporation

Major businesses/services: Telemedicine business

Others

Consolidated Subsidiaries

Z Venture Capital Corporation

Major businesses/services:

Venture capital business

Equity Method Affiliate

Demae-can Co., Ltd.

Major businesses/services:

Operation of food delivery service Demae-can and takeaway service Pokeo, and related businesses

LINE, used by 178 million users in four major countries and regions, continues to expand globally.

- Generating revenue mainly from advertising, stickers, and game businesses based on messaging.
- For new revenue sources, focusing on expanding fintech, e-commerce/O2O services, based on messaging and payment

Taiwan

22 mil MAU[*1] (Population: 23.26 mil[*2])

LINE Pay / LINE TODAY / No.1 Market share[*4]

Thailand

54 mil MAU[*1] (Population: 66.09 mil[*2])

LINE TODAY / No.1 Market share[*4]

Indonesia

7 mil MAU[*1] (Population: 272.24 mil[*3])

LINE Bank by Hana Bank

*1 As of March 31, 2023.

*2 Population for 2022. Figures are from data published by the respective Ministries of Interior.

*3 Population for 2021. Figures are from data published by the Central Bureau of Statistics.

*4 Data for Taiwan and Thailand are based on 2022 market research data for each country and region.

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