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Mission

Create an amazing life platform that brings WOW! to our users.

These values—"WOW" from LINE and "!" from Yahoo Japan—have been cherished long before the merger and now live on together.
"WOW" is "an unprecedented experience that you just have to share with others." "!" represents "astonishment beyond imagination."
As the LY Corporation Group, we provide a wide range of services including search, messaging, media, commerce, and financial solutions—all designed to enhance everyday convenience for users. Our commitment to continuously delivering better experiences, 24 hours a day, 365 days a year, both when users are awake and asleep, is encapsulated in the idea of a "Life Platform."

Value

By "Values," we mean the way we think and act to achieve our Mission.
Three core directions—Users Rule, Get It Done, and Lean & Mean Teams—
set the standard for creating services, working as individuals, and collaborating as part of a team.

01 Users Rule

Because only services that users find interesting and choose to use can survive, let alone become industry leaders, users are the foundation and core of our services. That is why we need to think from the users' perspective at every step of creating a service, from start to end.
We must ensure that the users trust us during every step of the service development process, from pinpointing user needs in advance to releasing distinctive services that embrace those needs.

02 Get It Done

Our job is to always be solving problems. So we must focus on solving those problems with grit and determination, rather than just dwelling on them, and do our best to create solutions. There are always endless reasons why something can't be done, but we need to dig deep and find ways to accomplish our goals.
If you truly do our best—if we give it our all and go beyond our limits—our time and effort will still be meaningful even if we meet failure at the end of the road. Even better, those experiences can serve as valuable lessons for our next challenge. When we finally do succeed after going through all this, we will feel an even greater sense of accomplishment.

03 Lean & Mean Teams

Lean & Mean Teams refers to creating teams that are efficient, with nothing in excess of what is needed, single-minded in their common objective.
A hundred mediocre athletes with middling ambitions cannot beat a team of 10 elite athletes who are determined to win no matter what.
We can only create outstanding results when an organization is optimized for a given task, moving in perfect order like one body, battling with a true fighting spirit.

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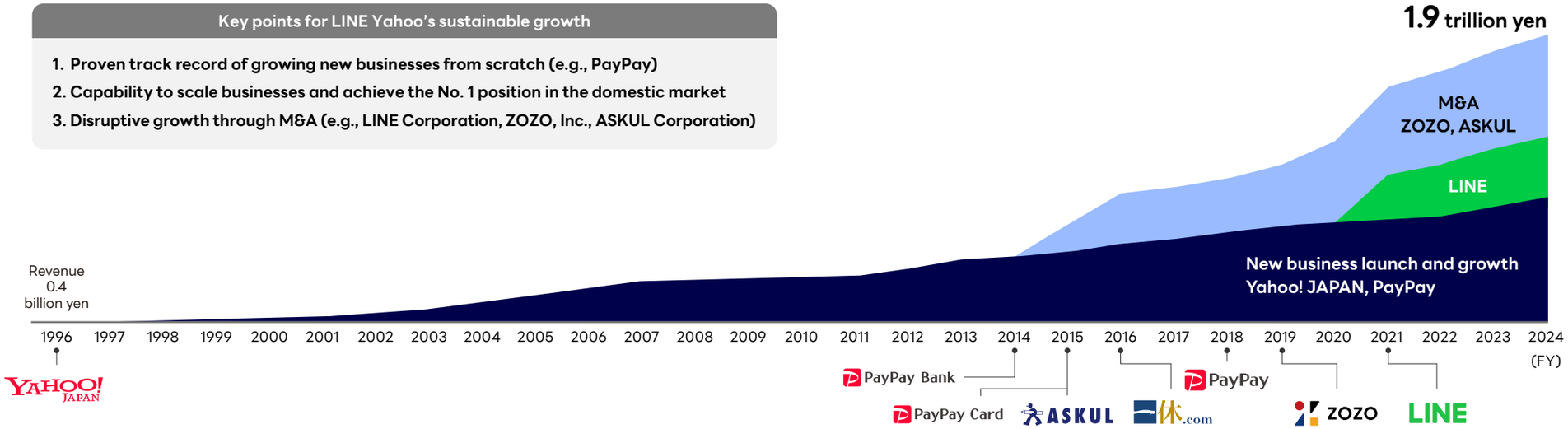
Track Record of Value Creation

Key points for LINE Yahoo's sustainable growth

1. **Proven track record of growing new businesses from scratch (e.g., PayPay)**
2. **Capability to scale businesses and achieve the No. 1 position in the domestic market**
3. **Disruptive growth through M&A (e.g., LINE Corporation, ZOZO, Inc., ASKUL Corporation)**



Delivering new value to society through the internet (1996–2007)

In 1996, we launched Yahoo! JAPAN and began offering services that leveraged internet technology to meet user needs such as "accessing up-to-date information essential for daily life" and "enjoying a more convenient and cost-effective lifestyle." These services have become deeply embedded in users' daily lives and have expanded to one of the largest user bases in Japan.

Key milestones:

1996: Launched Yahoo! JAPAN, Yahoo! News, and Yahoo! Weather Information (now Yahoo! Weather & Disaster)
1997: Launched Yahoo! Finance
1998: Launched Yahoo! Transit
1999: Launched Yahoo! Shopping and Yahoo! Auctions

Rapid smartphone adoption and disruptive growth through M&A (2008–2022)

Following the announcement of the iPhone in 2007, smartphone adoption rapidly expanded in Japan. In 2012, Yahoo Japan Corporation provided all employees with iPhones and iPads to deepen understanding of new devices and accelerated the mobile shift across services. Alongside disruptive growth through M&A, we also promoted business diversification by launching new businesses such as PayPay, which has grown into one of Japan's leading code payment services.

Key milestones:

2008: Released Yahoo! JAPAN smartphone app (iOS)
2011: Launched LINE messenger app
2015: Made ASKUL Corporation a consolidated subsidiary
2016: Made Ikyu Corporation a consolidated subsidiary
2018: Launched PayPay
2019: Made ZOZO, Inc. a consolidated subsidiary
2021: Completed the business integration of Z Holdings Corporation and LINE Corporation

Proliferation of generative AI (2023–)

Since the release of ChatGPT by OpenAI in November 2022, generative AI has rapidly gained traction in Japan. In July 2023, LY Corporation provided all employees with a proprietary chat-based AI assistant and has been building a technical foundation and usage environment to leverage generative AI. By integrating generative AI into services to enrich users' daily lives, we aim to deliver experiences that exceed users' expectations.

Key milestones:

2023: Launched LY Corporation by intra-Group reorganization
2024: AI-generated answers introduced in Yahoo! JAPAN search results

Notes: PayPay Bank changed its trade name from Japan Net Bank in 2021. Notes: PayPay Card changed its trade name from YJ Card in 2021.

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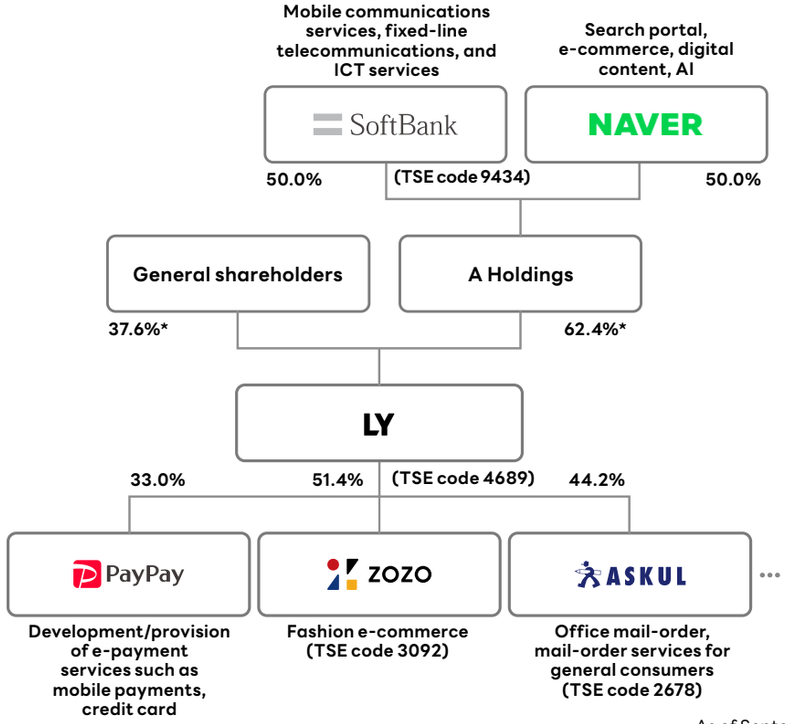
Company Overview

Capital structure (ownership ratio)

The parent company of the LY Corporation Group is A Holdings Corporation, whose shareholders 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 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.

Ownership ratio

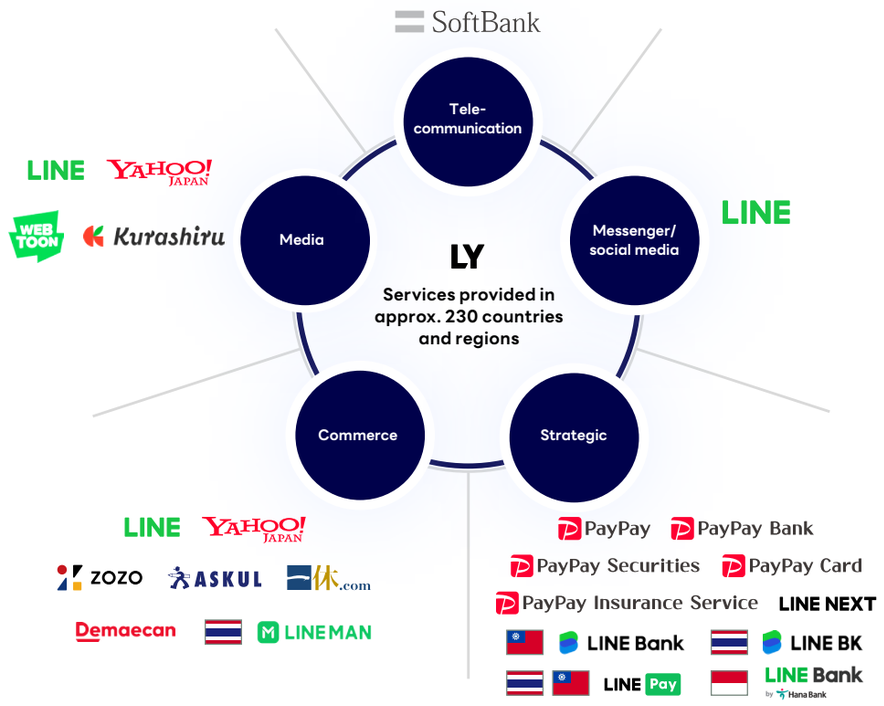


As of September 2025

Business portfolio

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 across all of our services.

A diverse portfolio covering from media to telecommunications



* Calculated by excluding the Company's treasury stock of 5,439,681 shares. The treasury stock does not include the Company's shares (26,594,981 shares) held by the Stock Delivery Trust (J-ESOP), RSU Plan (Board Incentive Plan Trust), and Stock Delivery ESOP Trust.

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Our Group Strengths

Strength 01 Unmatched user coverage in Japan

Overwhelming reach in the three fields indispensable to daily life—communication, information, and payment—and the extensive user coverage enabled by over 100 services that span the entire user journey

Communication

LINE

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

Monthly active users*2
Over 98 million

LINE users from age 10 to 70 in Japan
Over 90%

Information

YAHOO! JAPAN

Portal site
No. 1 in Japan

Average monthly users*3
Over 83 million

Payment

PayPay

Code-based payment service*4
No. 1 in Japan

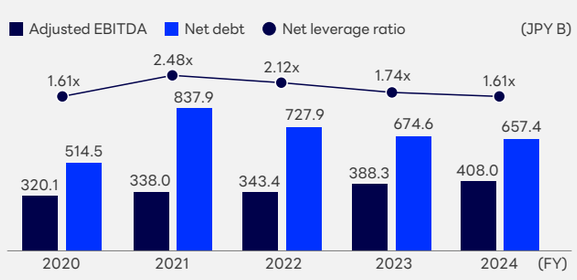
Registered users*5
Over 71 million

Japanese code-based payment market
PayPay market share*4 (GMV)
Approx. two-thirds

Strength 02 Robust financial foundation

Robust financial base for further growth investment

Net leverage ratio (excluding financial businesses)



Credit rating

JCR: AA⁻
R&I: A⁺

Strength 03 Technological excellence

Aiming to achieve unparalleled product-driven excellence and products that inspire users

Research papers (FY2024)

69 international
71 domestic

Major awards (FY2024)

1. 2024 Commendation for Science and Technology (Development Category) by Ministry of Education, Culture, Sports, Science and Technology of Japan
2. Award for Outstandingly Skilled Workers (Contemporary Master Craftsman)
3. 2024 IPSJ Research and Engineering Award
4. 2025 IPSJ/ACM Award for Early Career Contributions to Global Research

Patent achievements

Cumulative total of AI-related patents*6
393

Cumulative total of patents*2
4,482

Engineers

4,855 (45% of total employees)
Regular organization employees of LY Corp.

Data volume

Over 1.2 EByte
(equivalent to approx. 200 million years of newspaper content)

Strength 04 Talent

Aiming to maximize the performance of human capital and organizations

Talent development—supporting growth

Fostering the growth of individuals who can adapt to rapid societal changes and take initiative

Average training hours per employee
35

Average training cost per employee
JPY 152,369

Internal hiring rate*7
17.2%

Talent development—creating the right environment

Working environment where all employees can perform at their best

Female executive ratio
14.3%

Female manager ratio
22.3%

Female new manager appointments
27.6%

Percentage taking childcare leave
Men 60.9% Women 100%

Percentage returning after childcare leave
96.5%

Culture building

Establishing a culture in which management and employees work together toward shared goals, pursuing both growth and results

Employee engagement survey response rate
88.9%

*1 Institute for Information and Communications Policy, Ministry of Internal Affairs and Communications "2024 Survey report on usage time of information and communication media and behavior concerning information." Announced in June 2025.
*2 As of March 2025 *3 Nielsen Digital Co., Ltd. "TOPS OF 2024: DIGITAL IN JAPAN"
*4 Aggregation of the ratio of "PayPay" in the disclosure materials of the Cashless Promotion Council (Code Payment Usage Trend Survey, published March 14, 2025), calculated by PayPay *5 As of September 2025
*6 As of July 2025 *7 LY Corp. on a non-consolidated basis. The proportion of positions filled through internal talent utilization programs, including internal recruitment postings and self-initiated transfer systems.