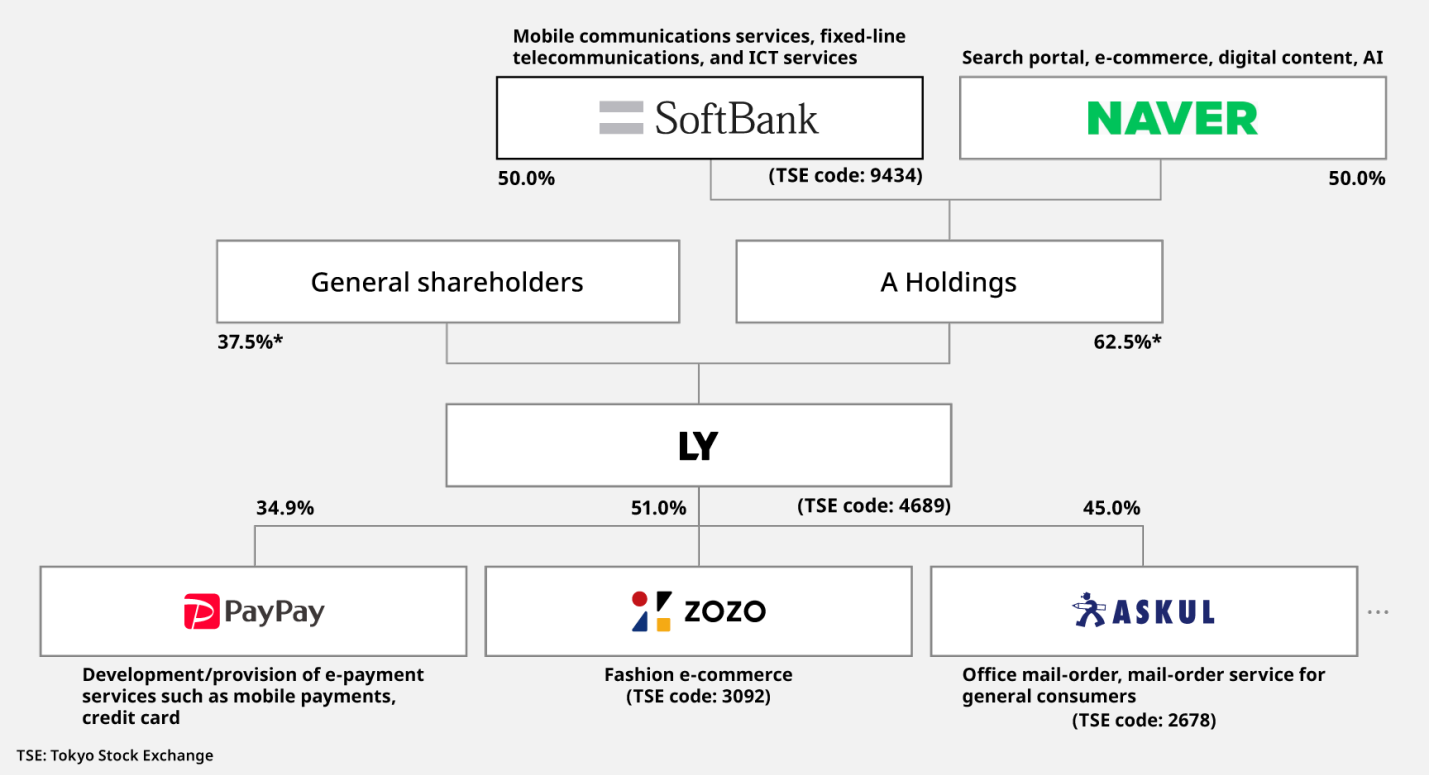
Business Portfolio

Last updated: 10/22/2024

Capital Structure

Ownership ratio



As of September 2024

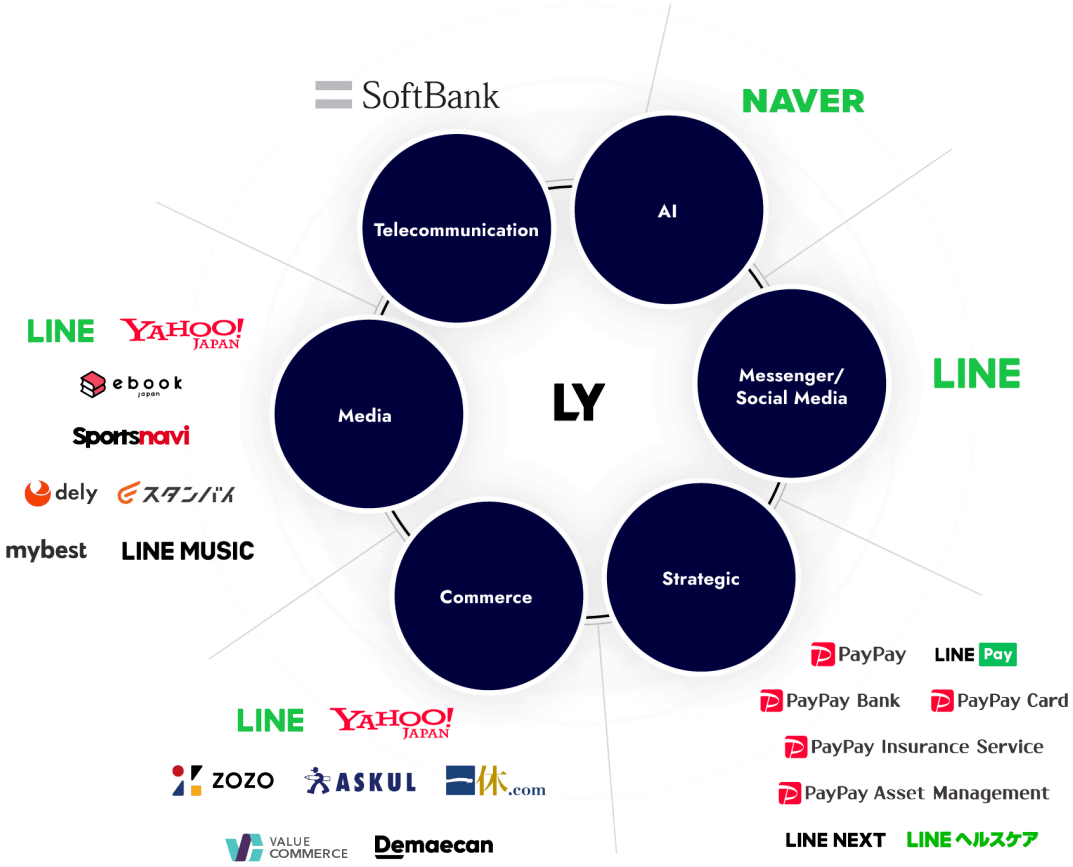
The parent company of the LY Corporation Group is A Holdings Corporation whose shareholders are SoftBank Corp., a provider of telecommunication/ICT services in Japan, and NAVER Corporation, a provider of information technology (IT) services such as search portal websites in Korea. As a tech company, 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.

* Calculated by excluding the Company's treasury stock of 244,972 shares. The treasury stock does not include the Company's shares (32,138,725shares) 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.



Selective Focus on Key Business Areas

To streamline businesses after the merger, we selectively focused on key business areas starting in the latter half of FY2022, especially in loss-making businesses. We reviewed our business portfolio by consolidating our management resources.
In the video business domain, LINE LIVE and GYAO! services were both terminated on March 31, 2023, and consolidated to LINE VOOM.
In the financial business domain, the LINE Bank project in Japan was cancelled. We also reorganized the financial businesses in Japan and consolidated overlapping businesses by transferring securities business of LINE Securities Corporation, integrating financial holding companies, and other means.
Furthermore, we are reviewing the Group's business portfolio by transferring the AI Company business such as LINE CLOVA formerly operated by LINE Corporation to WORKS MOBILE Japan Corp. (currently LINE WORKS Corp.) through a company split, and tendering to the tender offer by ValueCommerce Co., Ltd.

At the same time, we are working to improve the profitability of our equity method affiliates to turn equity in losses of associates and joint ventures profitable in around FY2025. For affiliated companies that cannot become profitable within FY2025, we will consider withdrawal from such business to further promote the selective focus on key business areas.

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

(Japanese only)

Stanby, Inc.

Stanby, Inc.
Major businesses/services:
Recruitment search engine

(Japanese only)

Sportsnavi Inc.

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)

WEBTOON Entertainment Inc.

Major businesses/services: E-manga services

Commerce Business

● The Company and its Consolidated Subsidiaries

LY Corporation

Major businesses/services: Yahoo! JAPAN Shopping, Yahoo! JAPAN Auction, Yahoo! JAPAN 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.

(Japanese only)

Ikyu Corporation

Major businesses/services:

Operation of internet reservation websites for high-end hotels and restaurants, etc.

● Equity Method Affiliate

ValueCommerce Co., Ltd.

Major businesses/services:

Marketing solution business (Affiliate marketing), and e-commerce solution business

Demae-can Co., Ltd.

Major businesses/services:

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

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

(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

(Japanese only)

LINE Healthcare Corporation

Major businesses/services: Telemedicine business

● Equity Method Affiliate

LINE NEXT Corporation

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

LINE, used by 181 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: 23.41 mil[*2])

LINE Pay / LINE TODAY / No.1 Market share[*5]

Thailand

56 mil MAU[*1] (Population: 66.09 mil[*3])

LINE BK / LINE TODAY / No.1 Market share[*5]

Indonesia

6 mil MAU[*1] (Population: 278.69 mil[*4])

LINE Bank by Hana Bank / LINE SPLITBILL

*1 As of March 31, 2024.

*2 Population as of March 31, 2024. Figures are quoted from data published by the Ministry of Interior.

*3 Population for 2022. Figures are quoted from data published by the Ministry of Interior.

*4 Population as of June 30, 2023. Figures are quoted from data published by the Ministry of Interior.

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

→ LINE Taiwan

→ LINE TODAY Taiwan

→ LINE Pay Taiwan

→ LINE Thailand

→ LINE TODAY Thailand

→ LINE BK Thailand

→ LINE Indonesia

→ LINE Bank Indonesia