Last updated: 12/22/2021

Medium-to Long-term Management Index and KPIs

FY2023 Company-wide medium-term growth targets (Management index)

Revenue

JPY 2 T

Adjusted EBITDA*1

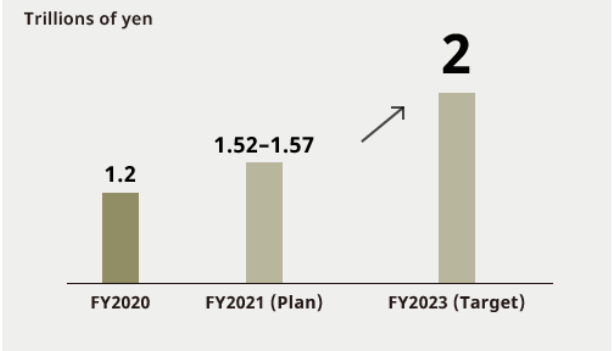
JPY 390 B

Appropriate financial leverage conscious of maintaining credit rating	
Maintain net leverage ratio*2	Maintain credit rating
2.5-3 X	R&I: A+ / JCR: AA-

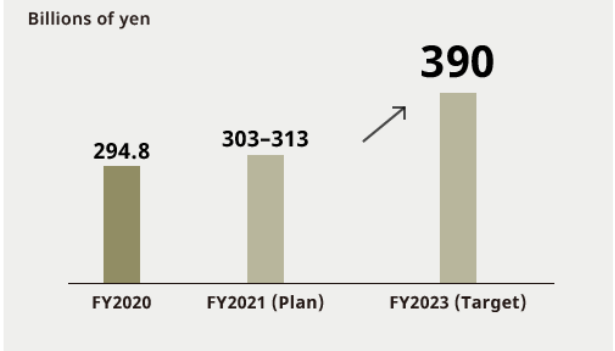
*1 Adjusted EBITDA: Operating income + Depreciation & amortization ± EBITDA adjustment items
EBITDA adjustment items: Gains/losses on non-recurring and non-cash transactions within operating revenue and expenses (loss on retirement of fixed assets, impairment losses, stock compensation expenses, losses/gains on stepacquisition, other transactions with undetermined cash outflows (one-time provisions, etc.), etc.)

*2 Excludes banking business

Revenue



Adjusted EBITDA



Medium-term Management Index and KPI by Business Segment

Building a Solid Position through Bold Investments in Growth Areas

2. Commerce Business

Maximize transaction value across online/offline domains while refining fundamental value

- In early 2020' s become No. 1 in domestic EC merchandise transaction value
- Make social commerce using LINE, a future growth driver

3. Strategic Business

Create new revenue pillar mainly in Fintech

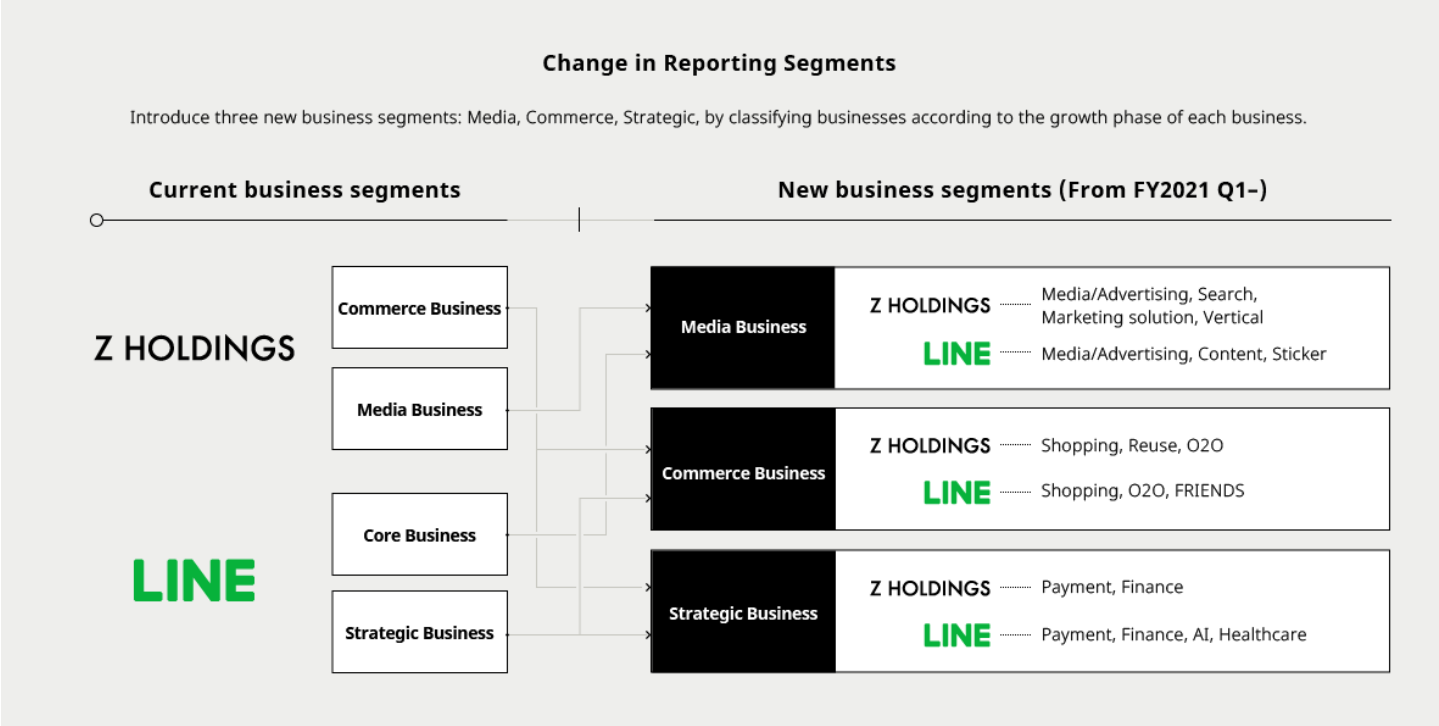
- Realize revenue growth of over YoY+20%
- Aim to generate ¥100 B adjusted EBITDA in the future

Changes to reporting segments following the integration with LINE (FY2021 onwards)

Our business segments have been restructured as a result of the integration with LINE.

The integration with LINE has resulted in changes to our reporting segments from FY2021 onwards. Three new business segments—Media, Commerce, and Strategic Business—have been created according to the growth phases or each business.

- Media Business: Mainly Yahoo! JAPAN and LINE advertising revenue, and other digital content business
- Commerce Business: Mainly e-commerce in merchandise and services, and others
- Strategic Business: Mainly fintech-related businesses



New business segments (From FY2021 Q1–)

Media Business

Yahoo! JAPAN Ads		
Search Advertising		Yahoo! JAPAN Ads “Search advertising”
Display Advertising	Programmatic Advertising	Yahoo! JAPAN Ads “Display advertising” (Programmatic-based), etc.
	Reservation Advertising	Yahoo! JAPAN Ads “Display advertising” (Reservation-based), etc.
LINE Ads		
Display Ads		Timeline, LINE NEWS, Chat List, etc.
Account Ads		LINE Official Account, LINE Promotion Sticker, LINE de Obo, LINE Flyer, etc.
Other Ads		livedoor Blog, LINE Part Time Jobs, etc.
Others		
Yahoo Japan		ebookjapan (e-books), Real estate-related services, JAPAN Loco, etc.
LINE		LINE Stickers, LINE GAME, LINE Fortune, LINE LIVE, LINE MUSIC, LINE Manga, etc.

Commerce Business

Merchandise EC	
Shopping Business	Yahoo! JAPAN Shopping, PayPay Mall, ZOZOTOWN, LOHACO, Charm, LINE SHOPPING, LINE FRIENDS, LINE GIFT
Reuse Business	YAHUOKU!, PayPay Flea Market, ZOZOUSED.
ASKUL Online BtoB Business	-
Services EC	
	Yahoo! JAPAN Travel, Ikyu Travel, LINE TRAVEL (International), etc.
Others	
	Premium membership, ASKUL non-online BtoB business, ValueCommerce, etc.

Strategic Business

Fintech	
YJ Card	-
PayPay Bank	-
Other Fintech	PayPay Asset Management, PayPay Insurance, Magne-Max, YJFX!, LINE Pay, LINE Securities, LINE Score, LINE Pocket Money, LINE BITMAX, etc.
Others	
	AI, LINE Search, LINE Healthcare, etc.

> Financial Statement Historical Data

> Business Performance

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