

FACT BOOK

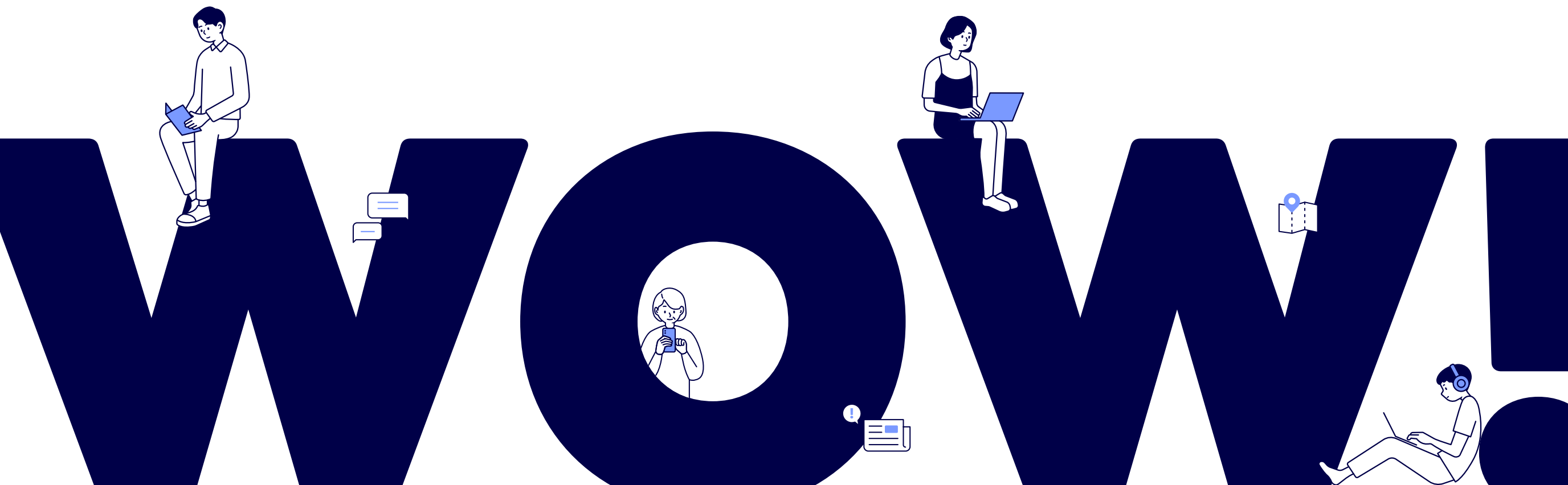
2025

LY Communications Corporation

Mission

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

“WOW!” is “an unprecedented experience that you just have to share with others.” “!” represents “astonishment beyond imagination”. In order to become the choice of users and deeply impress them, we have to realize both “WOW” and “!”. Together, that makes “WOW!”, and that needs to be our goal. WOW! begins with big ambitions aiming for 120 out of 100 and tenfold growth rather than twofold or threefold. If this were easy to do, everyone would do it. But WOW! cannot be created from mediocrity, so it’s fundamentally important that we set our sights higher than anyone else so high that others think it’s unreachable and give up. In the fierce process to reach such a high standard, you’ll be able to find a clue to WOW!.



Our Aim

We aim to create No. 1 services that are adored by countless users. Because users will not choose a mediocre No. 2 or No. 3. To make a WOW! service, you need to give your everything to your projects. No. 1 services that lead the market and change paradigms always have a WOW! factor. Gather together a range of No. 1 services that users depend on for the foundation of their daily lives, and you've created a "life platform". In order to reach that goal of earning our users' support and loyalty, we must continue to challenge ourselves with a fighting spirit and the determination that "We can do it", no matter what. Moving forward, we will never stop taking on the challenges of creating a WOW! Life Platform.



Values

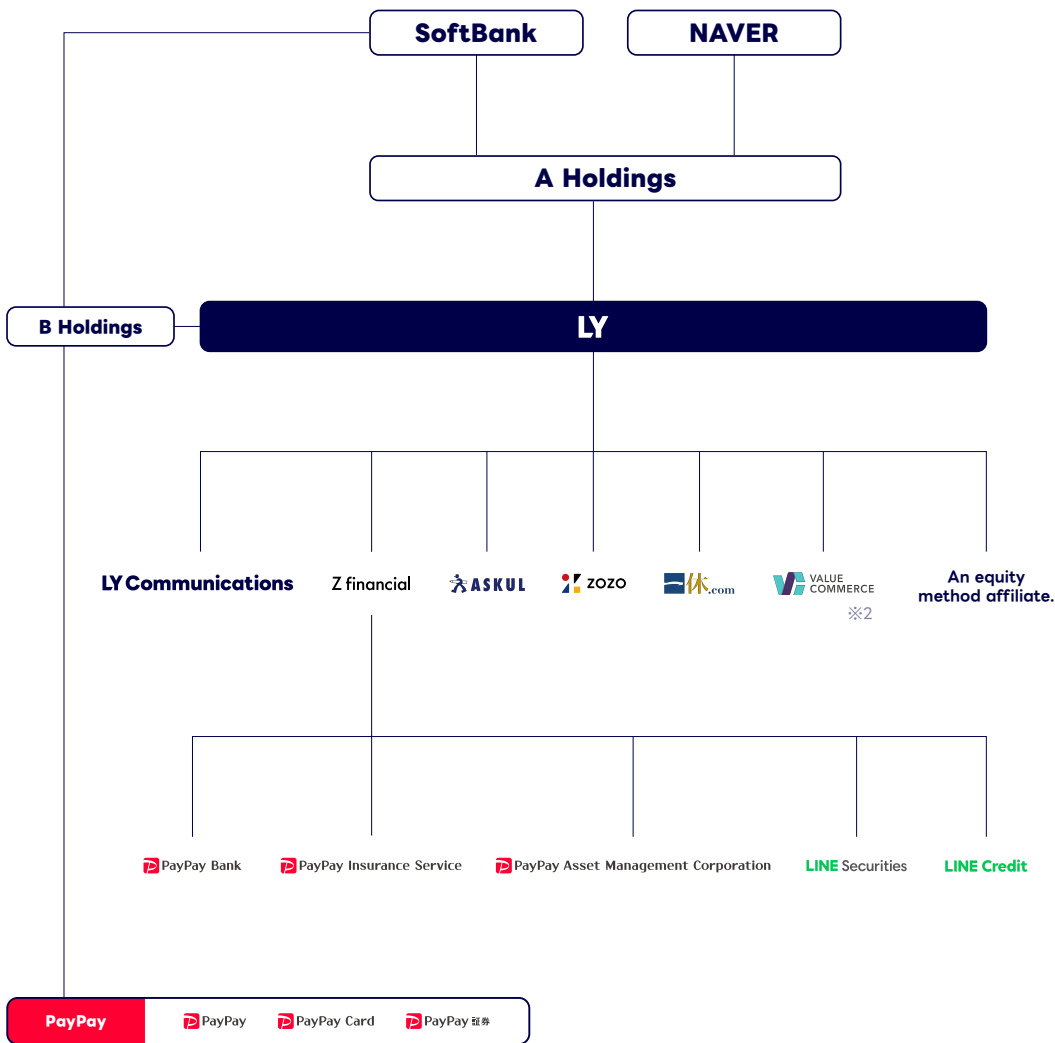
By "Values", we mean the way we should work to achieve our Mission. Three core directions Users Rule, Get It Done, and Lean & Mean Teams set the standard for creating services, working as individuals, and collaborating as part of a team. Nine keywords are organized into three groups of three, so that we can put them into practice more readily.



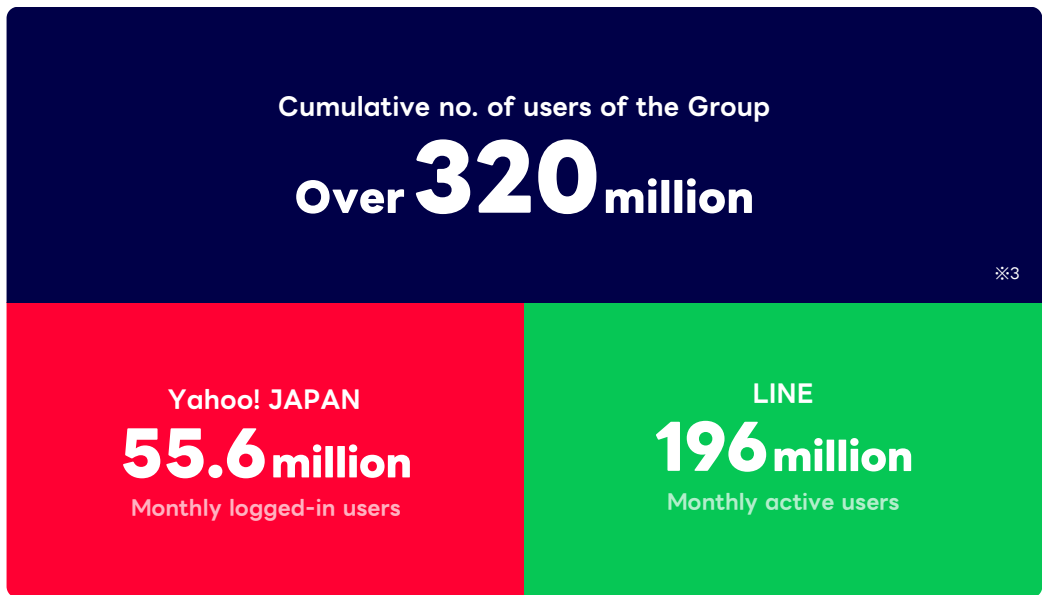
Forming LY Corporation, a new company that boasts one of the largest user bases in Japan.

On October 1, 2023, our group reorganized internally around the 3 companies of Z Holdings Corporation, LINE Corporation, and Yahoo Japan Corporation, and LY Corporation was born. The primary reasons for this merger were to facilitate speedier decision making, to create an organization that focuses first and foremost on our products, and to accelerate the expansion of our synergies. LY Communications is primarily responsible for operations for services provided by LY Corporation within this organization.

LY Corporation Group Structure ※1



Numerical Overview of LY Corporation



※1: (As of May 2024) ※2: An equity method affiliate. ※3: The sum of Yahoo! JAPAN monthly logged-in user IDs, LINE monthly active users (MAU), PayPay registered users, and annual buyers of ZOZOTOWN business (excluding Yahoo! JAPAN Shopping). All figures are as of March 31, 2024 ※4: (As of August 2023) ※5: (As of March 2024) ※6: (FY2023)

LY Corporation's Services

Yahoo! JAPAN began as a search engine in 1996, and since then the company has provided a wide variety of information, including news, weather forecasts, and sports coverage. LINE began in 2011 as a mobile messenger, intended to strengthen bonds among friends and family. LY Corporation provides an array of services, starting with Yahoo! JAPAN and LINE, and seeks to make these services close to everyone's lives 24 hours a day, 365 days a year.



YAHOO! JAPAN

A wide range of services are provided for various devices, including the portal site 'Yahoo! JAPAN,' along with services such as search, news, weather, shopping, auction, and more.

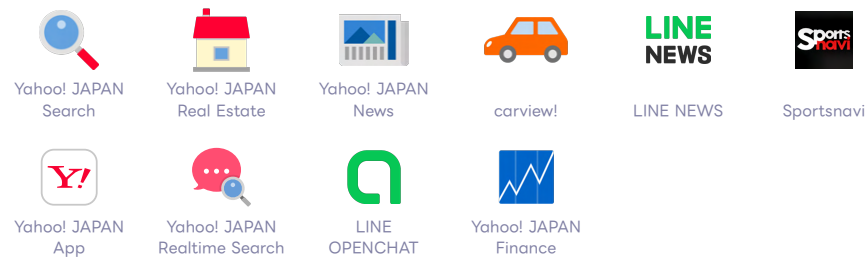


LINE is transforming the way people communicate, closing the distance between family, friends, and loved ones with voice and video calls and messages for free regardless of where you are. LINE seamlessly connects you with a variety of people, information, services, companies and brands.



Services (As of April 2024)

Media



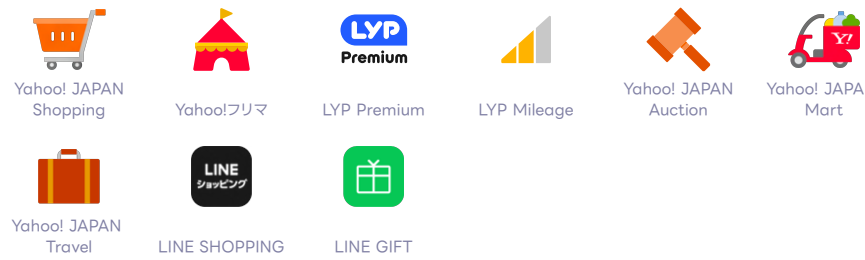
Entertainment



Business



Commerce



Lifestyle



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What is LY Communications Corporation?

Introducing how our company was born, our roles, and our work.

Prologue

Our Inception

The previous incarnation of our company, LINE Fukuoka, was established in Fukuoka in 2013 as LINE's second domestic base, since which time it was responsible for LINE service operations. Yahoo Japan Corporation's Customer Support Division covered Yahoo! JAPAN service operations. With the goal of accelerating the expansion of our synergies in the field of User Communication, LINE Corporation and Yahoo Japan Corporation merged on October 1, 2023, and LY Communications Corporation was born. Since then, we have grown into an organization consisting of 7 bases around Japan, starting with the Fukuoka head office, that handles everything from planning to operations for LY Corporation services.

Purpose

Aiming to Become the No. 1 Communication Company

Here at LY Communications Corporation, we communicate with various channels including our Users, business operators, developers, etc. in relation to a wide array of work such as customer support, testing, monitoring, creative, and business planning. The thoughts and voices that we are fortunate to receive via these communications are the wellspring of our "WOWs" and "!'s," and we use them to add value to our services. "No. 1 Communications Company" is an expression of our determination to be a company that continues to pursue sharing the value of communication with the world by creating thrilling experiences that surpass expectations.

Role

Our Role Within LY Corporation Group

As the closest to LY Corporation services' Users, we handle operational roles such as customer support, testing, monitoring, creative, and business planning.

Our Users' voices lead to the improvements that we make to our services in order to create easy and enjoyable experiences for them. A key role of LY Corporation service operations is to push to further improve the quality of our services through testing, system maintenance operations, etc., which are carried out with the goals of service quality improvement and stabilization in mind.



We aim to impress the Users in fresh, innovative ways via communication in a range of fields.

History

Our Origin

..... **2008**

Yahoo Japan

Yahoo Japan Customer Relations Corporation established in Tokyo as a company that would handle customer support work for Yahoo Japan Corporation.

Kochi Center established and begins operations as a regional office.

The previous incarnations of our company, LINE Fukuoka and Yahoo Japan Customer Relations Corporation, came into existence primarily to handle Customer Support work.

The organization and its roles expanded together with the growth of the services, and it became an organization that covers a wide variety of functions, from operations for LY Corporation services to planning, creative work, sales, and more.

..... **2009-11**

Yahoo Japan

The Yahoo Japan Customer Relations Corporation Oita Center begins operations.

Yahoo Japan Customer Relations Corporation Kitakyushu Center established.

Yahoo Japan Customer Relations Corporation Hachinohe begins operations.

..... **2013**

LINE Fukuoka

LINE Fukuoka established.

Starts as an organization responsible for a portion of LINE service operations.

Customer Support, testing, and game operations sections founded.

..... **2016**

LINE Fukuoka

Noritaka Ochiai assumes the role of Representative Director and President.

Office moves to JRJP Hakata Building.

Creative organization established.

Partnership Agreement for Information Provision Fortification concluded with Fukuoka City.

..... **2014**

LINE Fukuoka

Takeshi Idezawa takes office as Representative Director / President.

Work to review, promote, and monitor services begins.

Yahoo Japan

Yahoo Japan Customer Relations Corporation and Yahoo Japan Corporation merge.

..... **2018**

LINE Fukuoka

Comprehensive Partnership Agreement on Community Collaboration Projects concluded with Fukuoka City.

Operational DX organization established with the goal of improving productivity and quality for the entire company.

Smart City promotion, Fintech service operations and office operations organizations established.

..... **2017**

LINE Fukuoka

Fukuoka City LINE official account created, based on a tie-up agreement with Fukuoka City.

Departments for service translation and localization established.



..... **2019**

LINE Fukuoka

Organizations for internal consulting, monitoring, and AI service operations established.

Media operations organization established and recognized as the base BCP measures for LINE NEWS.

Yahoo Japan

Yahoo Japan Corporation Naha Center begins operations.

..... **2020**

LINE Fukuoka

"Fukuoka Smart City Community" joint venture is founded together with local Fukuoka companies.

Joined the Kyushu Economic Federation.



..... **2021**

LINE Fukuoka

Yusuke Suzuki assumes the office of Representative Director / President / CEO.

A hybrid working system that combines working in the office with WFH begins.

Commerce service operations organization established.

Partnership Agreement to Promote Digital Transformation (DX) in the Nishitetsu Group through LINE concluded with Nishi-Nippon Railroad Co., Ltd.

..... **2022**

LINE Fukuoka

Full-scale recruitment of new university graduates begins.

Yahoo Japan

Yahoo Japan Corporation Kochi Center transfers to Konan City.

..... **2024**

LY Communications Corporation

New internal award system "LY Communications Corporation Awards" begins.

..... **2023**

LY Communications Corporation

LINE Fukuoka and Yahoo Japan Corporation's Customer Support Division merge.

The new company name is LY Communications Corporation.



Data

LY Communications Corporation in Data

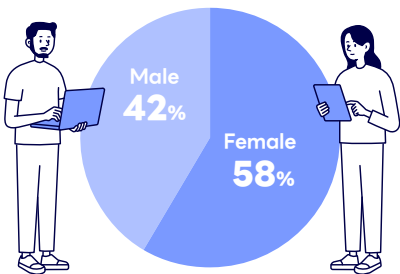
We feel that “WOW” and “!” are best created when diverse values and opinions intersect. We believe in the importance of creating an environment where employees can perform their duties, study, and grow, regardless of their attributes or their stage in life.

Number of employees

1,599



Male-to-female ratio



In-company award system entries

Professional section

Awards work that created results directly leading to “WOW” and “!”

156

Thanks section

Awards appreciating support for our services and organization

181

Employee skill development

Total training time

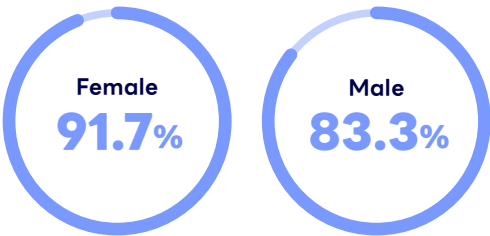
3,635hr

Number of free training contents

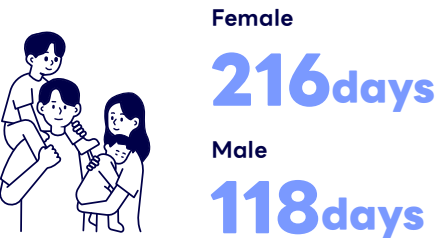
164

(Excludes OJT for new hires and dept. training)

Rates of taking childcare leave by gender



Average childcare leave days taken by gender



Average Age

36

~29 20%
30~39 53%
40~ 27%



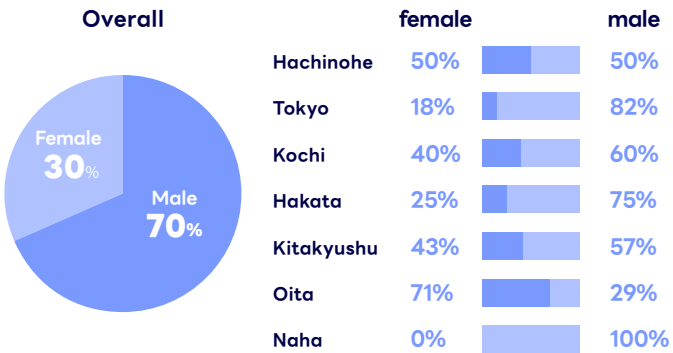
Entrants from different fields

79%

Talent from a variety of professional backgrounds has gathered here, with 79% of entrants coming to the company from different fields.

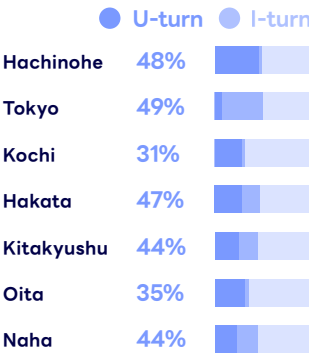


Male-to-female ratio of managers



(Management figures are based on section manager and higher positions)

U/I-turn rates (by office)



Employment rate of disabled persons

3.15%

Number of employee nationalities

14 countries
(Including Japan)

Ratios of employees from overseas

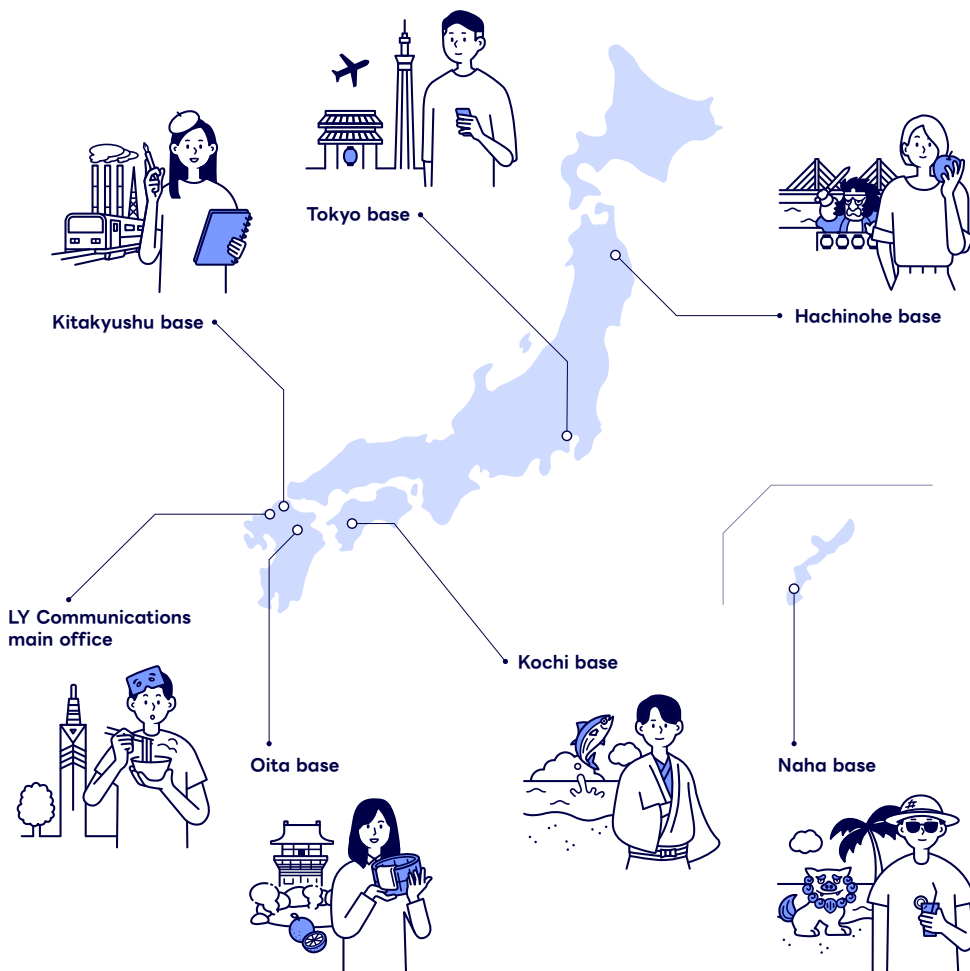
4%
(Management ratio:1.4%)

*1:Rates of taking childcare leave by gender and average number of days, paid leave acquisition rate, average overtime, and total training time are data for the Fukuoka main office only. *2:Rates of taking childcare leave by gender and average number of days, paid leave acquisition rate, average overtime, total training time and in-company award system entries are based on data from 2024. All other data is as of April 2025. *3:Due to our handling of fractions, figures may not add up to 100%. *4:How taken childcare leave is calculated: Total days of childcare leave taken by employees who returned to work in the previous fiscal year divided by the number of employees who completed their childcare leave and returned to work in the previous fiscal year. For males, post-childbirth paternity leave is included. For females, leave before birth and after birth is excluded.

Network

LY Communications Corporation Network *

Besides the main office, there is a network of affiliated bases around Japan, where employees rich in personality thrive. Opinions and ideas are shared irrespective of location via chats and video meetings, creating synergies.



*The network bases use LY Corporation-managed offices

Work

Our Work

Together with the growth of LINE and Yahoo! Japan services, the responsibility of LY Communications Corporation increases every day. Our many employees challenge themselves to create world-class value through a wide variety of work.



Customer Support, Reviews, and Monitoring

We respond to inquiries from our users and strive to improve our services by reflecting the voices of our customers. Monitoring and reviews are also performed so that we can maintain proper services, and we promote improvements in quality for our services via these operations.

【Examples】

Review of LINE stickers, and advertisements / monitoring of posts and comments / customer support

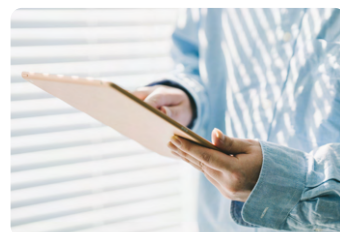


Testing

We perform a wide range of testing for the purposes of maintaining consistent quality standards and further improving the quality of LY Corporation Group services. Testers join as project members and work together with engineers, designers, and planners from the development stage to build effective quality assurance systems and processes, as well as to manage testing processes.

【Examples】

Testing / Test management



Planning and Management

We work together with the private sector and local government toward the goal of creating new value with services, promoting and planning projects that enrich peoples' lives and make them more convenient. Additionally, we optimize and manage our organization toward the goal of improving our management structure.

【Examples】

Project planning / Management planning



Service Operations

A broad range of employees with highly specialized skills perform vital work in the areas of direction of operations, translation and localization, and operating and maintaining LY Corporation Group services.

【Examples】

Direction of operations and operation support for services such as LINE games / translation, interpretation, and localization / system maintenance and business improvement activities



Creatives

LY Communications Corporation designs the UI/UX for LY Corporation Group services, stickers, illustrations, and the necessary creatives for marketing promotions. We also analyze data and work to solve issues through design.

【Examples】

Design / Illustration / Direction



Sales and Marketing

LY Communications Corporation performs service marketing as well as consulting and sales directed at corporate customers, toward the goal of increasing the usage of LY Corporation Group services. We work to build reproducible sales processes primarily for inside sales, as well as to plan and carry out effective marketing strategies and promotions.

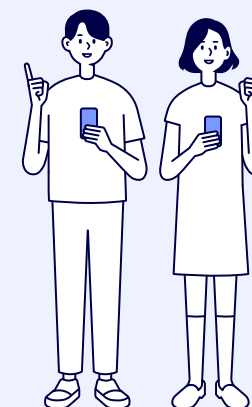
【Examples】
Sales / Marketing



Internal IT and Corporate Activities

The base of our organization is formed by multiple departments, including HR and administration, information security, and internal IT, that work together to maintain an environment that lets employees fully utilize their abilities.

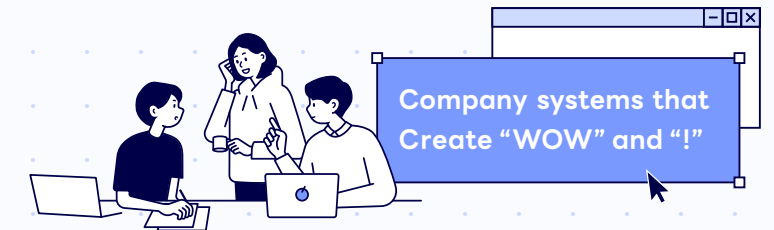
【Examples】
Internal IT / human resources, administration / recruiting / public relations / risk management / information security



Creating “WOW” and “!”

Introducing company systems, working environments, local contributions and more.

Company Systems



Challenge-Supporting Culture



Strategy Permeance and Ownership

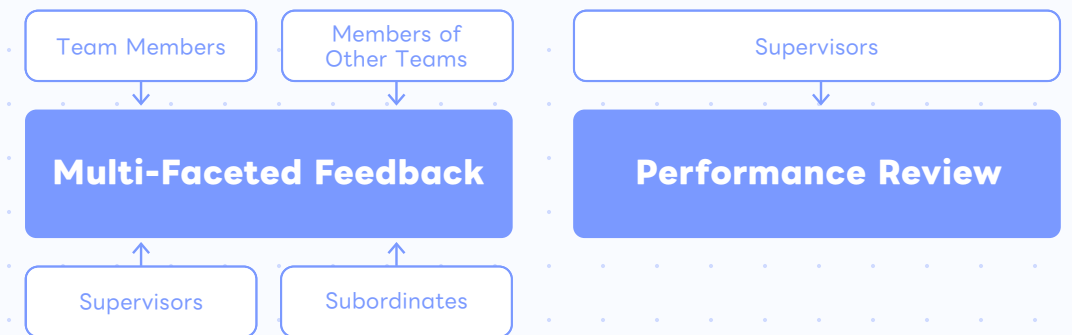
We share the business strategy, vision, and mission for the entire LY Corporation Group at company-wide Town Hall meetings, and regularly conduct Round-table Meetings in each department. We strive to create an environment in which every employee can pursue their work with a sense of ownership.



Award System that Recognizes the Value of Support

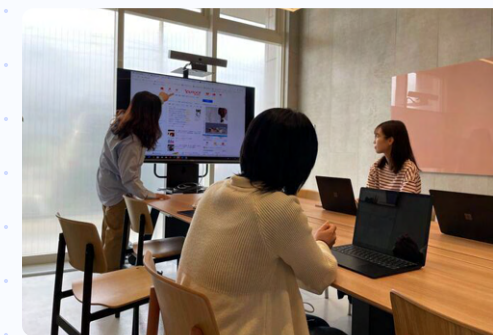
At LY Communications Corporation, we believe that there is value not only in challenging yourself to do new, good work, but also in supporting the efforts of others. Our "LY Communications Corporation Awards" recognizes not only project owners, but also the employees who support them in their projects.

Growth-Enabling Structure



Growth-Promoting Multifaceted Evaluation System

The Performance Review evaluates each employee's performance, while the Multi-Faceted Feedback is a multifaceted evaluation of the employee conducted by their supervisors, coworkers, and subordinates. These bi-annual reviews offer feedback about where employees can improve, supporting their growth.



Support for Study

Each employee is offered ample opportunities for growth through various forms of training. Additionally, our employees of diverse backgrounds frequently create and conduct a variety of study sessions.

Company Systems



Easy-To-Work Environment



Open Company Culture

Employees share their thoughts freely, in online chats and utilizing casual meeting spaces. Regular 1-on-1 meetings and internal polls are used to keep abreast of topics important to both individual employees and teams, so that they can be addressed in a timely manner.



Support for Balancing Work and Private Life

LY Communications Corporation offers systems that help our employees to balance their work with their private lives, including but not limited to subsidies for babysitting fees, the option to take paid leave by the hour, a flexible work system that makes three day work weeks possible, and Family Days when employees can invite friends and family to the office.



Support for Balancing Work and Private Life

LY Communications Corporation offers a variety of systems that help our employees to balance their work with their private lives, including the option to take paid leave by the hour and a flexible work system that allows for a four-day working week.



Diverse Support

All meeting rooms are equipped with teleconferencing systems. LY Communications Corporation has strong support systems in place, including teams that provide support with IT-related issues as well as teams that provide professional translation and interpretation as necessary. Employees are supported in various ways so that they can focus on their work in the most comfortable environment possible.

Local Contributions



Nurturing Future Generations Locally



LY Communications Corporation devotes effort to nurturing future generations in the community via offering office experiences, a kids' AI school, and on-site lectures for local children and students.

Participation in and Sponsorship of Local Events



LY Communications Corporation sponsors and participates in a variety of local events in order to foster communication with the local community and to promote local culture. Some of these events include the Fukuoka Marathon, the Mynavi Tour de Kyushu.

Joint Work with Local Companies for the City



In 2020, we initiated efforts to bring together 9 Fukuoka companies of different industries to form the "Fukuoka Smart City Community" (FSC). Through cross-industry cooperation, we strive to provide solutions to problems faced by the city.

Smart City Promotion Using LINE



Initiatives with Local Government

We concluded the Information Provision Fortification Tie-up Agreement and the Comprehensive Partnership Agreement on Community Collaboration Projects with Fukuoka City. Using the LINE official account that we jointly opened with Fukuoka City, we plan and offer a various features to support citizens in their daily lives.



Initiatives with Private Companies

We work in cooperation with companies that support local infrastructure such as Nishi-Nippon Railroad Co. as well as start-ups from Fukuoka to fuse their services with LINE's technology, in projects intended to make life more convenient for the citizens of Fukuoka City.

CEO Message

LY Communications Corporation
Representative Director / President / CEO

Yusuke Suzuki



Bringing “WOW” and “!” to the Users with 1,600 Challenges

Our company began from operations work for LINE and Yahoo! JAPAN services and has evolved into an organization with a multitude of functions, including customer support, testing, monitoring, creatives, and business planning. 1,600 employees across Hachinohe, Tokyo, Kochi, Fukuoka, Kitakyushu, Oita, and Naha work together to contribute to improving the quality of our services and the experiences of our Users. We understand the importance of “enjoying the challenges” as well as “supporting each other’s challenges.” The challenges and support of every one of our employees have created new “WOW” and “!”, allowing our company to grow. I will continue to enjoy the challenges together with these employees, who with their over 10 years of experience supporting LY Corporation services, their various skills, and their strong sense of ownership, I believe to be our greatest strength.



Enjoy the Challenges Together



FACT BOOK

2025

Planner	Ekuni Atsuko
Director	Sato Tetsuya
Designer	Higuchi Haruna, Lee Dongha
Translator	James Widgren, Deepak Sauboorah
Editorial Assistant	Umeda Yukihiro, Oseto Miho, Ozeki Jun, Ochi Eiji, Kaida Takashi, Kagata Sho, Kato Toshiyuki, Kamata Takuya, Kurumadani Keisuke, Kogo Ryosuke, Goto Haruka, Sugimoto Yuki, Suzuki Yusuke, Sone Miwa, Nishihara Kyosuke, Numai Yusuke, Nonaka Atsushi, Hamada Susumu, Harada Hidejiro, Bamba Keisuke, Tono Aya, Murakami Eriko, Yamashita Akiko, Yoshikawa Mio, Wada Kazuhiko, Ishizaki Masahiro (LY Corporation), Sakaguchi Takashi (LY Corporation)
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Contact	LY Communications Corporation JRJP Hakata Bldg. 12F, 8-1 Hakataekichuogai, Hakata Ward, Fukuoka, Fukuoka Prefecture 812-0012 https://lycomm.co.jp/

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LY Communications Corporation also releases up-to-date information about its activities on the following media.



Corporate
site



150COLOR



Official blog

