

FACT BOOK

LY Communications Corporation

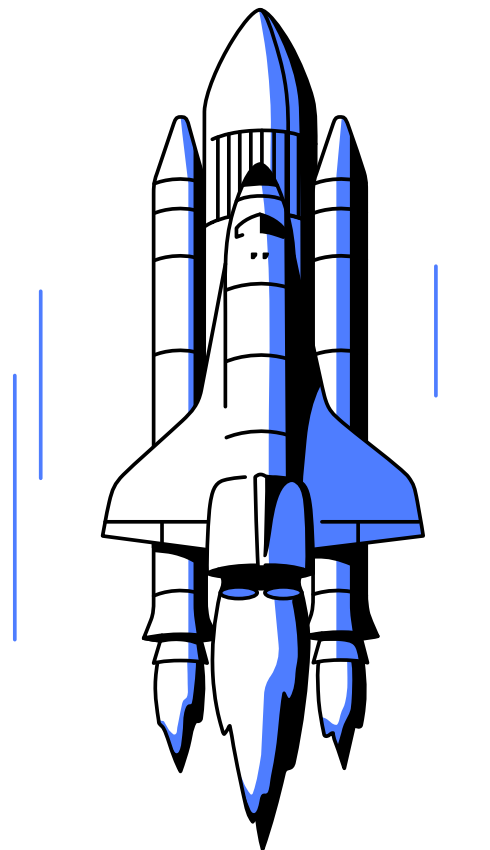
Mission



WOW Our Users!

By “WOW”, we mean “an unprecedented experience that you just have to share with others.” WOW doesn’t mean achieving 100%. It means aiming for 120% or more. Only services that users find truly captivating and essential can survive. Therefore, we need to think from the users’ perspective when creating a service, at every step from start to end. We must constantly ask ourselves, “Does the user truly want this?” and “Does this provide greater convenience?”. Throughout the process, we should always be thinking in terms of “how” we’re achieving our goals, not just “what” we’re achieving. Furthermore, we must work in good faith in order to maintain and strengthen the high level of trust expected by both our users and our diverse range of stakeholders.

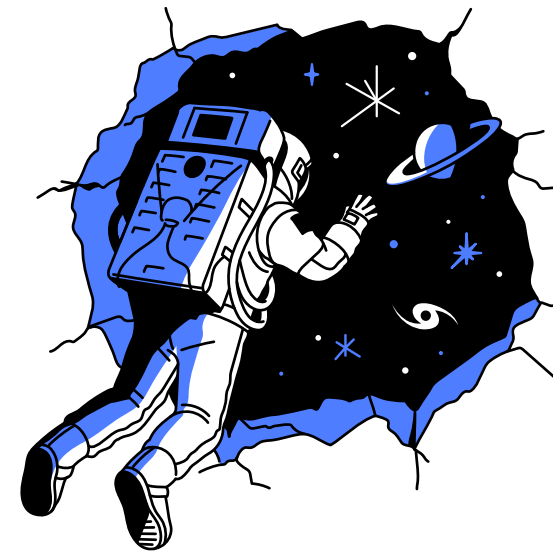
Values



10x Faster

In order to survive the fierce competition of the marketplace and ensure our users continue to choose us, we need to continually exceed our users' ever-changing expectations — and that means getting a lot faster at everything we do. 10 times faster! The starting point is to truly understand the nature of our work and — based on a deep understanding of users, business models, and market structures — prioritize tasks accordingly, focusing on solving each problem at hand. Instead of clinging to perfection, we have to take risks, put them to the test right away, and revise them constantly according to how our users react. We must never settle for accepting the way things are now. We need to eliminate the unproductive meetings, excessive paperwork and other inefficiencies that get in the way of getting things done. It is crucial that we fundamentally reimagine our workflows, leveraging AI to dramatically boost our productivity. Moving 10x faster is the only way for us to survive in an ever-changing global environment.

Disrupt and Reinvent



In an ever-changing environment, the moment we become satisfied with our past successes, we can no longer survive. We must constantly question and re-examine the direction of our products and services, making user needs as the standard for our decision-making. We must ensure that half of our current work involves creating new value. For all our tasks, we must constantly ask ourselves if our current way of working is optimal, and constantly ask questions to find if there are better ways of getting things done. And, furthermore, we must free ourselves from the old ways of thinking and doing things, fearlessly getting rid of anything that does not lead to WOW. Only by obsessively disrupting and reinventing our past actions, can we create new value.

Uncompromising Pursuit of No.1

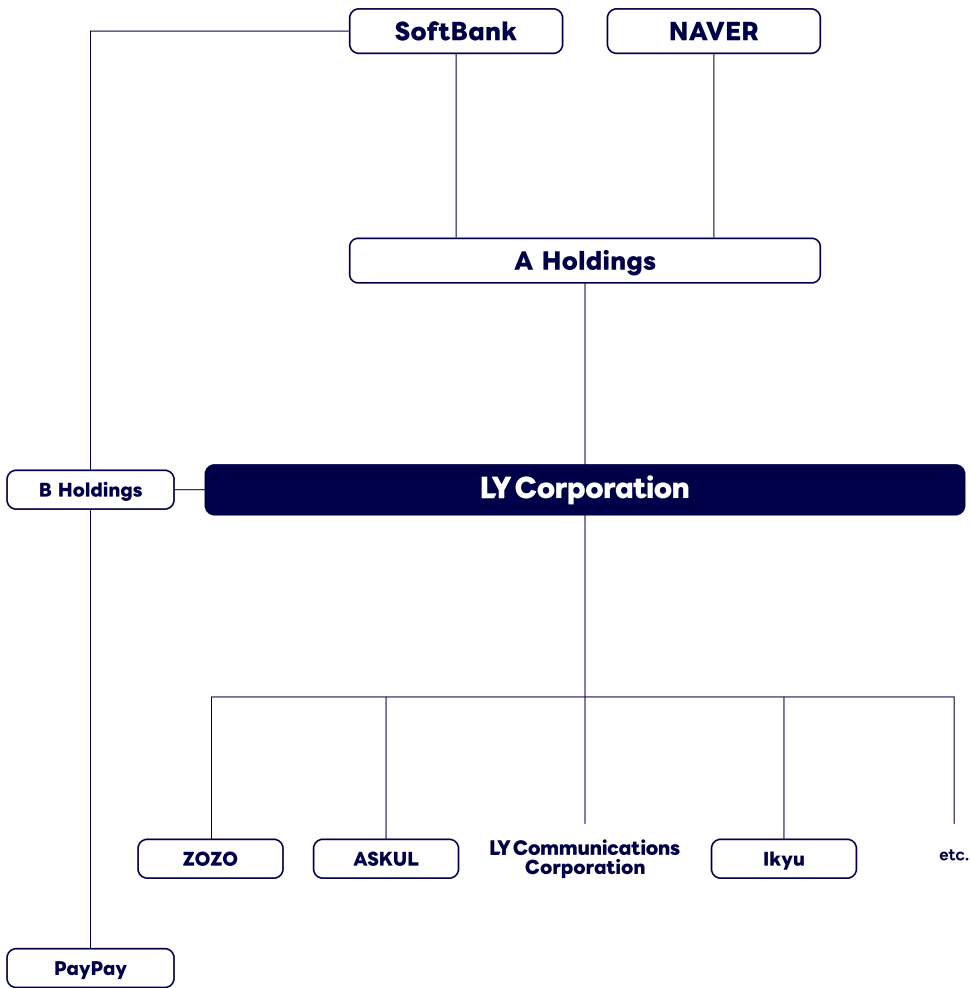
There is only one reason we aim for No. 1. It is to become the choice of users among a multitude of alternatives. Users will not choose a mediocre No. 2 or No. 3. Beyond simply striving to become industry leaders in terms of sales or growth rates, we must aim to create No. 1 services that provide an overwhelming experience for our users. We must establish a plan to achieve No. 1 and stay intensely immersed in the work, taking full responsibility throughout the entire process. No excuses! But rather focus on solving problems with grit and determination, digging deep to find ways to accomplish our goals. This becomes possible when we are firmly determined, as leading professionals in our field, to achieve outstanding results in our work, delivering outcomes that far exceed the expectations of our users, clients, and colleagues. In the fierce process to reach such a high standard, these hard-won achievements will come together, propelling us to an undisputed No. 1 position.



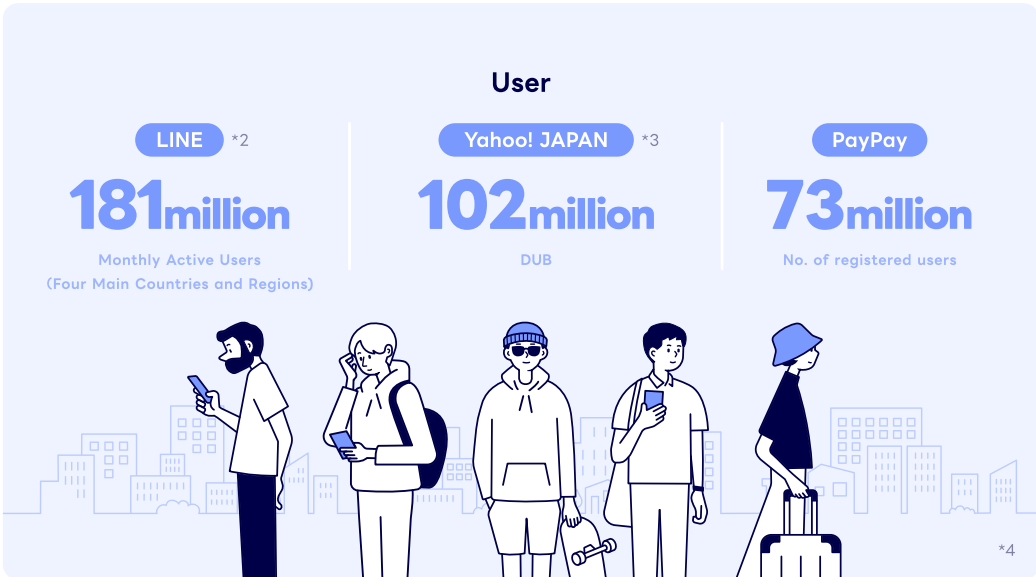
Forming LY Corporation, a new company that boasts one of the largest user bases in Japan.

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 Corporation 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 March 2026 ^{*2} Users who booted up LINE with valid accounts in each month ^{*3} Number of users who have activated LINE with a valid account within each month. ^{*4} The number of browsers used to access Yahoo! JAPAN services. If both the browser and the app on a smartphone are used, they are counted as duplicates. ^{*5} As of April 2026 ^{*6} As of March 31,2026 ^{*7} FY2026

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.





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 March 2026)

Media



Yahoo! JAPAN Search



Yahoo! JAPAN Real Estate



Yahoo! JAPAN News



carview!



LINE NEWS



Sportsnavi



Yahoo! JAPAN App



Yahoo! JAPAN Realtime Search



LINE OPENCHAT



Yahoo! JAPAN Finance

Entertainment



LINE VOOM



LINE STICKERS



LINE GAME



Yahoo! JAPAN Games

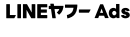


LINE Fortune



LINE MUSIC

Business



LINEヤフー Ads

LY Ads



LINE Official Account

LINE Official Account



DATA SOLUTION

Yahoo! JAPAN Data Solution



LINE リサーチ

LINE Research



LINE ミニアプリ

LINE MINI App

Commerce



Yahoo! JAPAN Shopping



Yahoo! JAPAN Flea Market



Yahoo! JAPAN Auction



Yahoo! JAPAN Travel



LINE ブランドカタログ

LINE Brand Catalog



LINE GIFT

Lifestyle



Yahoo! JAPAN Mail



Yahoo! JAPAN Weather & Disaster



Yahoo! JAPAN Disaster Alert



Yahoo! JAPAN MAP



Yahoo! JAPAN Car Navigation



Yahoo! JAPAN Transit Information



Yahoo! JAPAN Knowledge Search



PayPay Gourmet



Yahoo! JAPAN Internet Fund Raising



Yahoo! JAPAN Daily Life



Yahoo! JAPAN Kids



Yahoo! JAPAN Job Catalog



LINE Part Time Jobs



LINE Sukimani

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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 as the LINE Group's second domestic base in 2013, since which time it was responsible for the operations of LINE services. The Yahoo Japan Corporation Customer Support Division covered the operations of Yahoo! JAPAN services. 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 was born. LY Communications grew into an organization with a network of 7 bases across Japan including the Fukuoka main office, that handle everything from planning to operations for LY Corporation services.

Role

Our Role Within LY Corporation Group

As the closest to LY Corporation services' Users, we handle a wide range of 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, while we continuously work to stabilize and further improve service quality. As the cornerstone of LY Corporation's service operations, we contribute to creating even better services.



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

Mission

We Create WOW from LY Communications Corporation!

WOW is created not only by the services themselves, but also through the daily operations that support them behind the scenes. Valuing a mindset of thinking independently and generating value ourselves, we create new WOW from the closest position to our Users.

Vision

The No. 1 Communication Company that Creates 100,000,000 WOWs

The voices and insights born from these dialogues are the wellspring of our WOW. We will continue to be a company that listens closely to each and every individual voice, while remaining the company that most passionately pursues the value of communication in the world.

Values

Enjoy the Challenges Together

Taking on challenges always comes with difficulties. Even so, when each and every one of us takes that first step forward and supports our colleagues along the way, new value is born. Rather than one person repeating 1,000 challenges, we believe in 1,000 people taking on their own unique challenges wherever they are. It is the accumulation of these collective efforts that leads to truly diverse value.



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.

..... **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.

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.

..... **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.

..... **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.

..... **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.

..... **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.

..... **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.

..... **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.

..... **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

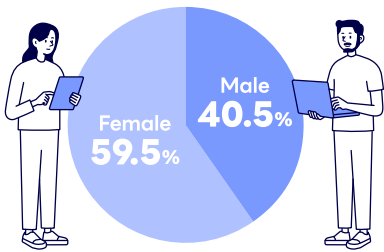
We feel that “WOW” and “!” are best created when diverse values and opinions intersect. We believe in the importance of creating an environment where employees can perform their duties, study, and grow, regardless of their attributes or their stage in life.

Number of employees

1,559



Male-to-female ratio



In-company award system entries

Service Operations Category

173



Corporate Category

28

Employee skill development

Total training time

7,848hr

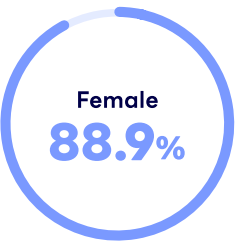
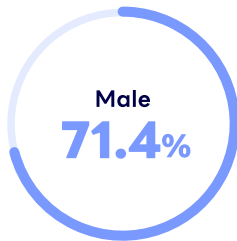
(Excludes OJT for new hires and dept. training)

Generative AI Usage Environment

ChatGPT, Gemini, and many others

(Appropriate tool permissions are assigned based on role and job type)

Rates of taking childcare leave by gender



Childcare leave acquisition rates = employees who took childcare leave in the fiscal year data was taken (incl. for births the prior fiscal year) ÷ employees who gave birth in the fiscal year data was taken × 100



Average Age

37

~29 15%
30~39 54%
40~ 31%



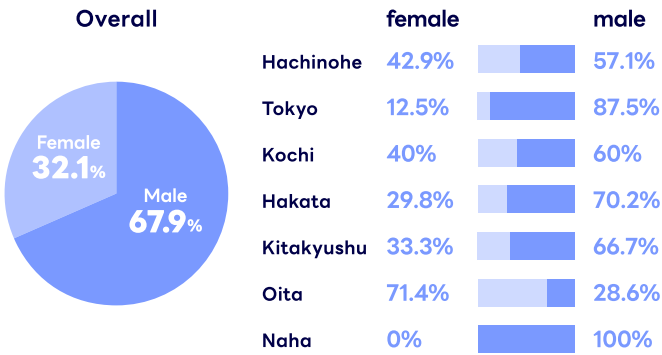
Entrants from different fields

65.5%

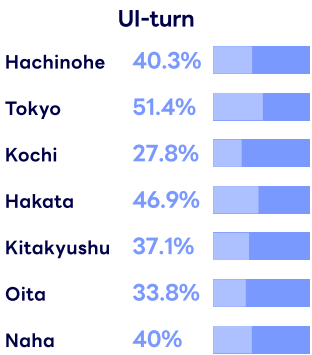
Talent from a wide range of professional backgrounds comes together at our company.



Male-to-female ratio of managers



U/I-turn rates (by office)



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

Employment rate of disabled persons

3.79%

Number of employee nationalities

14 countries
(Including Japan)

Ratios of employees from overseas

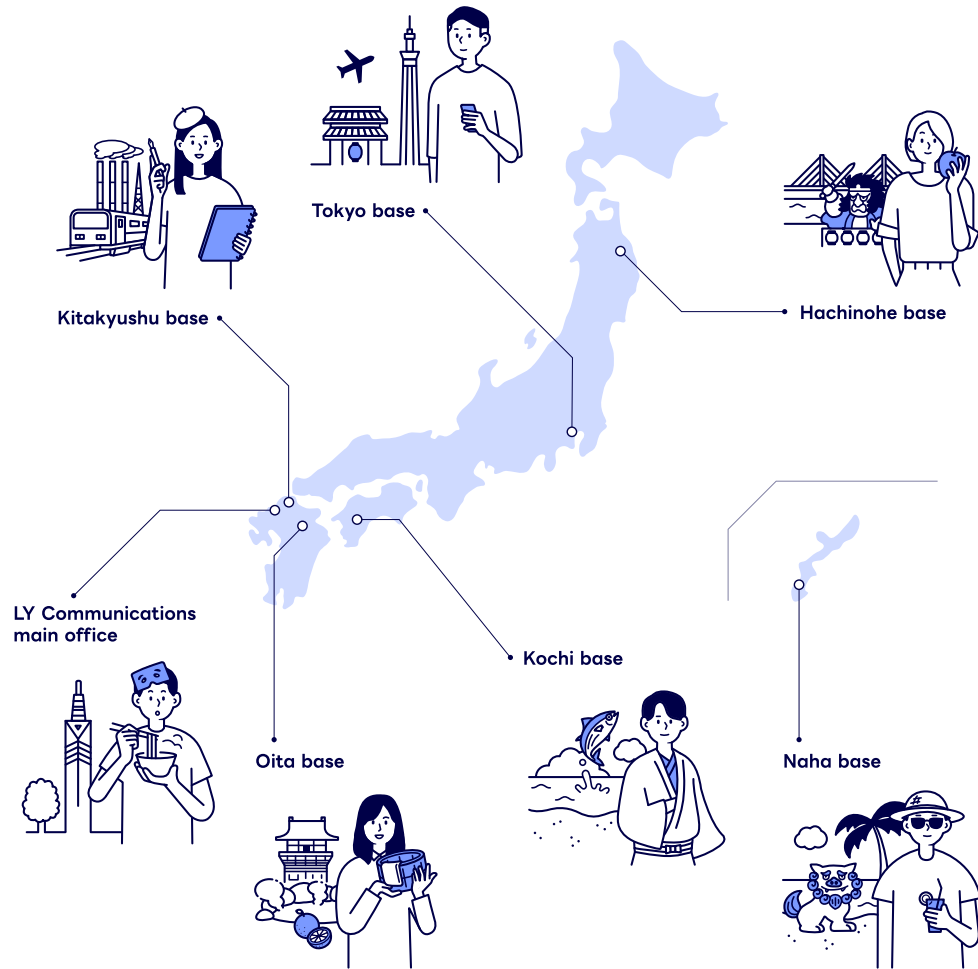
4.5%
(Management ratio:1.9%)

*1:Rates of taking childcare leave by gender, 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, paid leave acquisition rate, average overtime, total training time and in-company award system entries are based on data from 2025. All other data is as of April 2026. *3:Due to our handling of fractions, figures may not add up to 100%.

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.

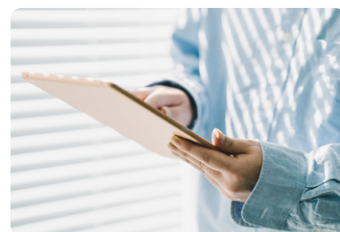
【Examples】
Review of LINE stickers, and advertisements / monitoring of posts and comments / customer support



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.

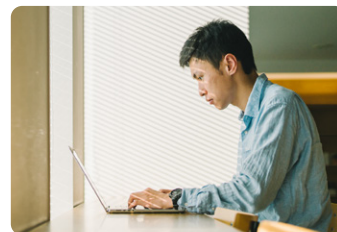
【Examples】
Design / Illustration / Direction



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

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

Company Systems



Challenge-Supporting Culture



Strategy Permeance and Ownership

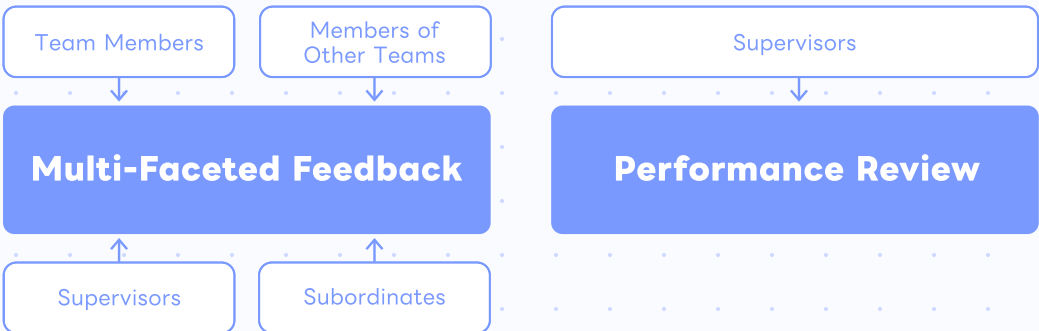
We share the business strategy, vision, and mission for the entire LY Corporation Group at company-wide Town Hall meetings, and regularly conduct Round-table Meetings in each department. We strive to create an environment in which every employee can pursue their work with a sense of ownership.



Challenge & Support Awards

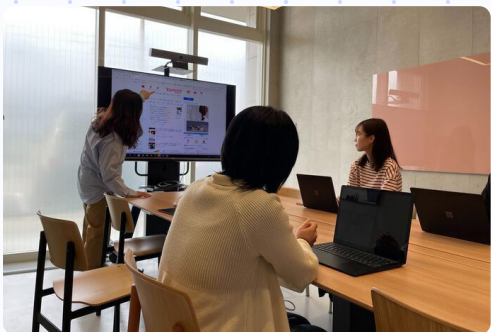
The LY Communications Corporation Awards is an awards system where we share and celebrate work achievements and challenges. The system features a self-nomination process, allowing employees to share their own challenges.

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

We provide diverse learning opportunities designed to foster individual growth, including business skills, compliance, management, and Generative AI training. Furthermore, leveraging our workforce's diverse backgrounds, employees proactively organize various study groups. This organic knowledge-sharing culture allows us to stay ahead of current events and industry trends with agility and speed.

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.



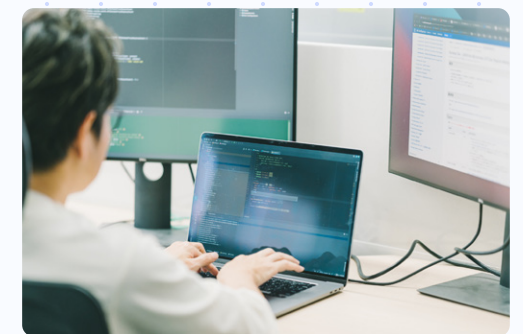
Support for Balancing Work and Private Life

LY Communications Corporation offers 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.



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 an annual company event when employees can invite friends and family to the office.



Diverse Support

In 2023, we implemented Generative AI tools company-wide and established an infrastructure for their use. Our support framework includes dedicated teams for hardware and software troubleshooting, as well as professional translation and interpretation experts. We strive to provide a seamless and comfortable work environment from multiple angles, allowing employees to focus fully on their core operations.

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 and the "One Citizen, One Flower" Flower City Project.

Establishment of a Co-creation Community



In 2020, our company initiated the 'Fukuoka Smart City Community,' a consortium of eight Fukuoka companies and Fukuoka City as an observer. Through smart city initiatives transcending sectional barriers, we are committed to solving regional issues and realizing a sustainable society.

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 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, 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

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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

