

Z Holdings Corporation Business Results

FY2021 Q2

November 2, 2021

Z HOLDINGS

Revenue: **JPY377.6 B (YoY +33.3%)**

Adjusted EBITDA: **JPY100.8 B (YoY +35.4%)**

Both achieved record highs for the second quarter due to integration effects, steady PMI progress, etc.

Consolidated Results

- **Group total advertising revenue: JPY139.9 B (YoY +67.0%)** due to recovery in demand for digital advertising
- **LINE achieved a consolidated operating profit for the fourth consecutive quarter**, due to growth in advertising business

Topics

- Expect a **cost synergy of around JPY10 B for FY21** from decrease in consolidation of offices, operating expense of LINE Pay, etc.
- Promoting **organizational/business restructuring** (e.g. consolidation of e-book businesses, investment in Demae-can, etc.)
- Introduction of payment fee for PayPay had **extremely small impact on cancellation: 0.2% on the number of merchants and 0.1% on PayPay GMV**
- **Terminated royalty payments from September**, as a result of buy-out of Yahoo!-related trademarks, technical licenses, etc., in Japan

- **Final report received** from the Special Advisory Committee on Global Data Governance
- Based on the recommendations, **further promote initiatives already in place and implement new initiatives to strengthen governance of entire Group**

Future Policy of Z Holdings

- Sincerely address opinions and suggestions of users and experts, increase transparency to society, and further promote the creation of an environment where users can use services with a sense of security
- Appropriately share the knowledge gained through LINE's efforts to strengthen company-wide governance and risk management functions, etc., with Z Holdings Group companies, and further promote Group-wide efforts to improve governance

Future Initiatives

- 1 Establishment of “horizontal and vertical governance structure from the user’s perspective”**
- 2 Measures to be taken in individual areas to improve Z Holding’s global data governance**
 - Based on the perspectives of economic security, security/privacy etc., will implement measures so that the Group companies will comply with NIST standards, and measures to protect personal data, etc.

Impact on FY21 consolidated results is expected to be minimal

- **PMI** after the integration with LINE is **progressing steadily**, while placing top priority on the strengthening of data governance
- In addition to business synergies, **implemented various measures to generate cost synergies and to focus on businesses that need to be addressed**

Business Synergies

Cost Synergies and Focus on Businesses That Need to Be Addressed

1

Business Synergies

- **Began cross-platform ad distributions** NEW
(Began distributing Yahoo! Ads (Programmatic) in LINE NEWS sections)
- **Launched MySmartStore**



2

Cost Synergies

- **Consolidated offices of Group companies** NEW
- **Decreased operating expenses of LINE Pay**
- **Optimized financing costs**
- **Reduced content procurement costs**

3

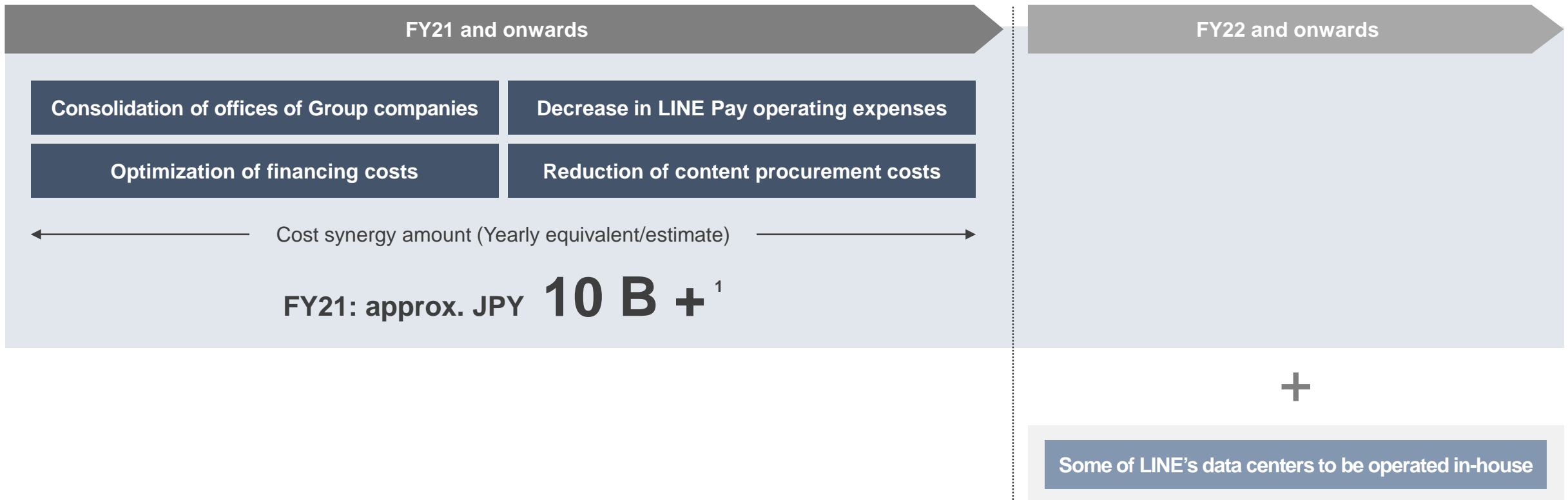
Focus on Businesses That Need to Be Addressed

- **Investment in Demae-can** NEW
- **Privatization of eBook Initiative Japan (Scheduled)**
- **Completed sales of YJFX! ¹**
- **Full-scale launch of Z Entertainment Corporation**

1. YJFX, Inc. changed its trade name to Gaika ex byGMO, Inc. on September 27, 2021

- Pursuing cost synergies through consolidation of offices of Group companies, reduction of operating expenses of LINE Pay (e.g. for sales promotion, acquisition of merchants), etc.
- From FY22 onwards, aim to further realize cost synergies through internalization of data centers, etc.

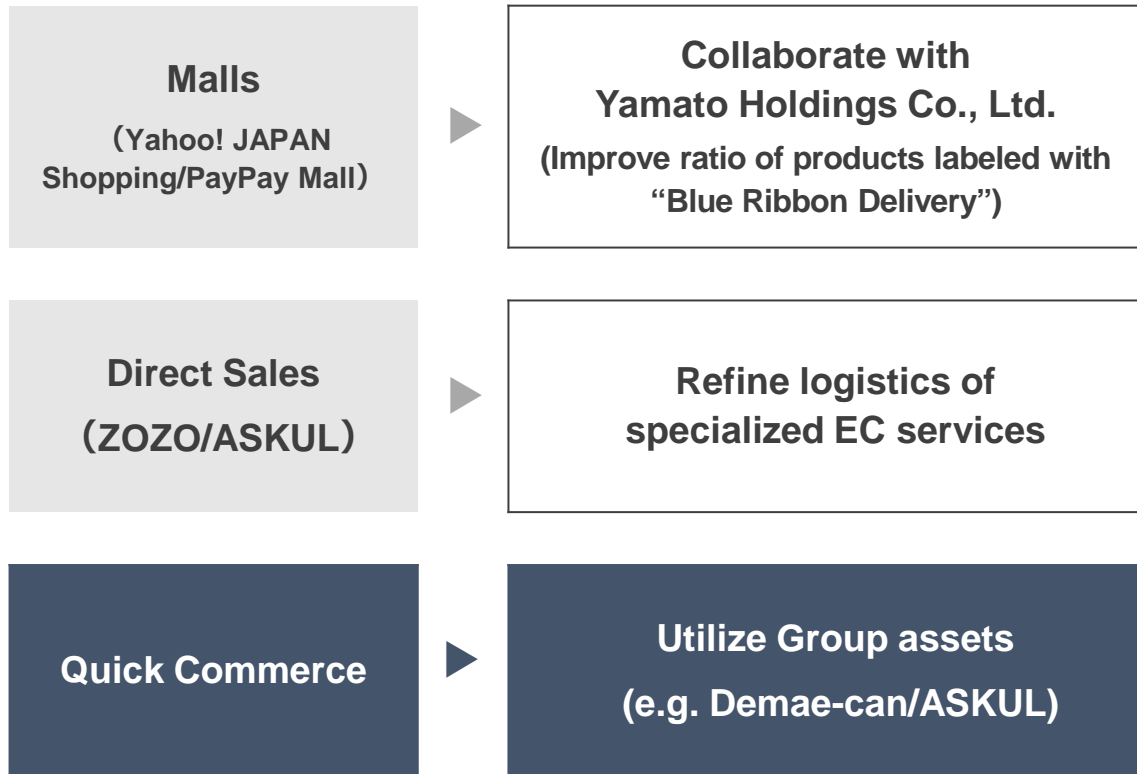
Expected Cost Synergies



1. Full year comparison with FY20

- **Strengthening Z Holdings Group’s logistics** by utilizing Group assets
- **Becoming no. 1 in distribution volume in the domestic food delivery market, while achieving further synergy in the last mile delivery domain**, through investment in Demae-can

Z Holdings Group’s Logistics Policies



Outline of Investment	
Background	Delivery infrastructure of Demae-can is an important management resource in maximizing transaction value in e-commerce (merchandise)
Amount of Investment	JPY33.2 B
Aim	Strengthen last mile delivery <ul style="list-style-type: none"> • Identify instant delivery needs • Accelerate store openings to increase no. of locations in Tokyo 23 wards

- **Consolidating** co-existing **e-book businesses** within Z Holdings Group
- When all the transactions are completed, ZHD and NAVER will **strengthen system to enable global expansion of e-book business**

Strengths of Each Platform

Aim to be No.1 in transaction value in Japan by integrating the e-book businesses of companies that have different strengths (e.g. in apps, web browsers, etc.)



- Production of original content/distribution platform
- Full-color e-comics with vertical reading optimized for smartphones



- Outstanding user base in apps
- Focusing on distribution of original content



- Outstanding user base in web browsers
- Has a wide range of users, including middle-aged and the elderly

Significance of TOB and Impact on Business Result	
Tender Offeror	LINE Digital Frontier Corporation (WEBTOON Entertainment Inc. 70%, NAVER WEBTOON Ltd. 30%)
Background	Optimization of business portfolio in the Group Consolidation of e-book business within the Group, strengthening of collaborations and realization of synergies
Significance	<ul style="list-style-type: none"> • Increase in users • Creation and acquisition of popular IP content • Unification and efficiency of marketing strategies • Service development/stabilization and strengthening of infrastructure
Impact on Business Result	<p>Impact on the Company's business result expected to be minimal</p> <ul style="list-style-type: none"> • eBOOK Initiative Japan will be excluded from consolidation • One-time gain (profit from losing control) expected

1 Consolidated Business Results – Whole Group

2 Topics/Business Results – By Segment

3 FY2021 Business Results Forecast

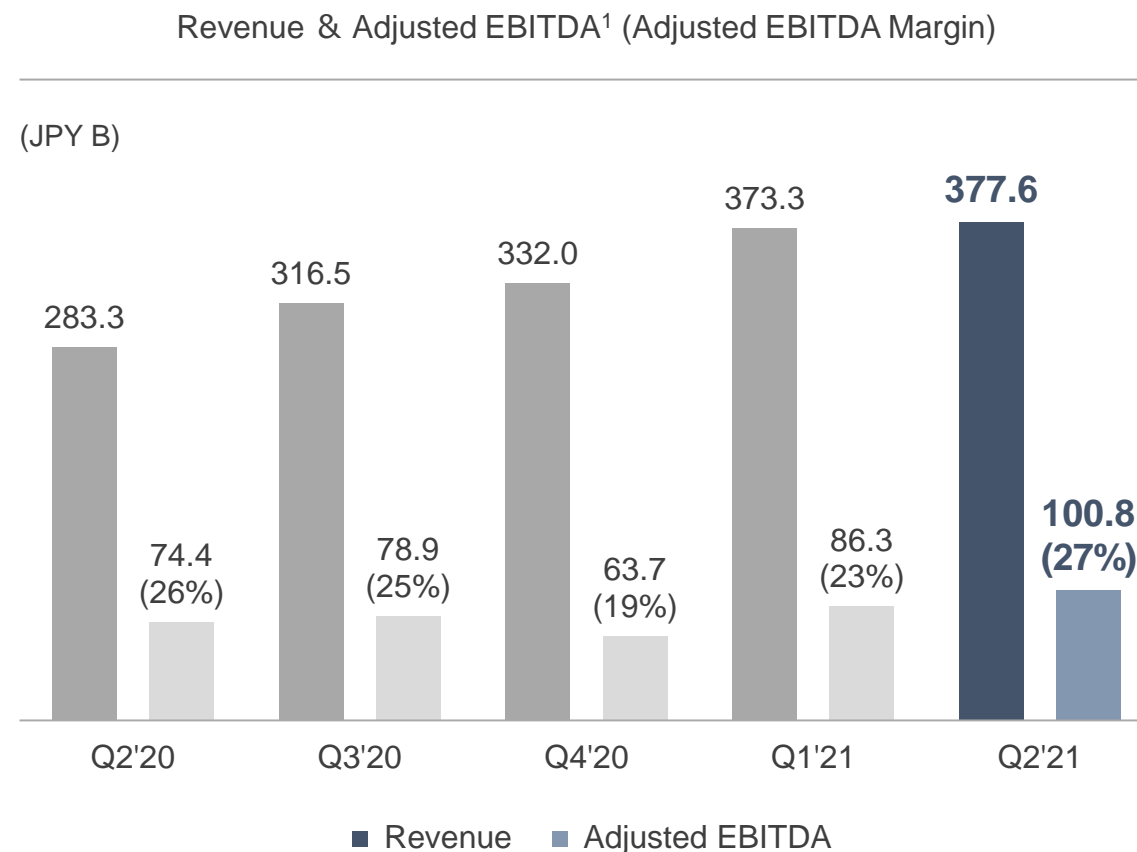
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3 FY2021 Business Results Forecast

- **Over YoY+30% growth in revenue and adjusted EBITDA** due to positive impacts from integration with LINE, etc.

Item	FY2020 Q2	FY2021 Q2	YoY
Revenue	283.3 (JPY B)	377.6 (JPY B)	+33.3%
Adjusted EBITDA¹	74.4 (JPY B)	100.8 (JPY B)	+35.4%
Adjusted EPS²	5.24 (JPY)	4.00 (JPY)	-23.7%



1. Operating income + depreciation & amortization ± EBITDA adjustment items

2. Adjusted net income/Average number of common stocks outstanding (quarterly cumulative)

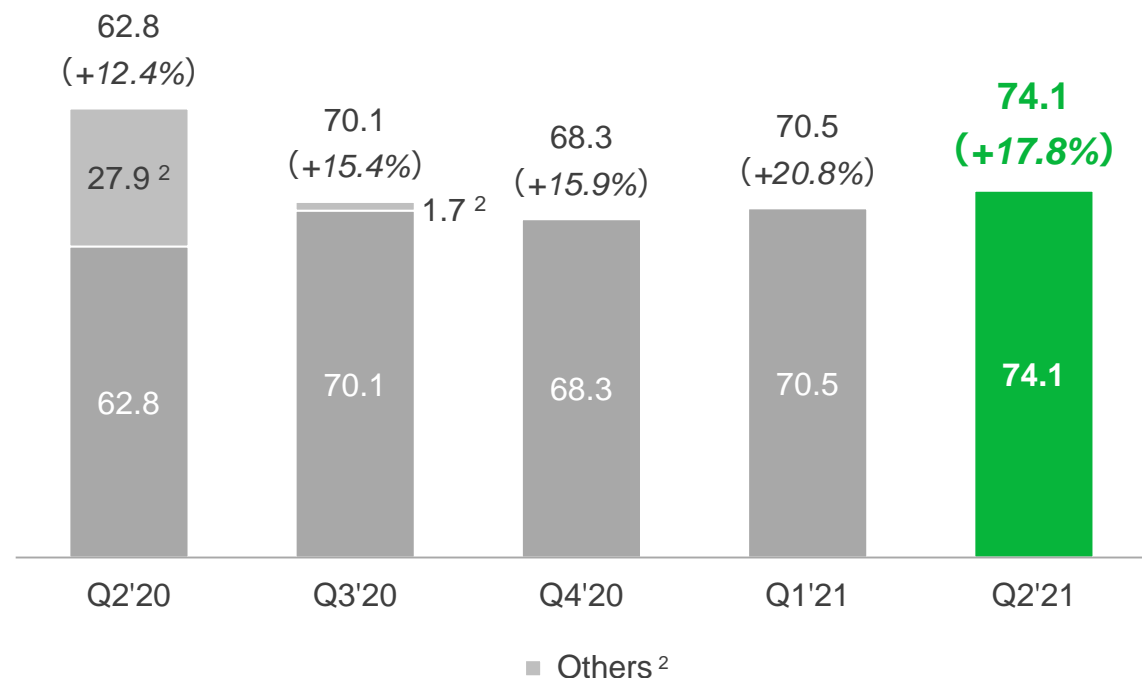
EBITDA adjustment items: Gains/losses on non-recurring and non-cash transactions within operating revenue and expenses (loss on retirement of fixed assets, impairment losses, stock compensation expenses, losses/gains on step acquisition, other transactions with undetermined cash outflows (one-time provisions, etc.), etc.)

Adjusted net income: Net income attributable to owners of the parent ± EBITDA adjustment items ± Tax equivalent for certain adjustment items

- **Achieved a consolidated operating profit for the fourth consecutive quarter** as a result of growth in advertising business and improvement in efficiency of marketing expense, etc.

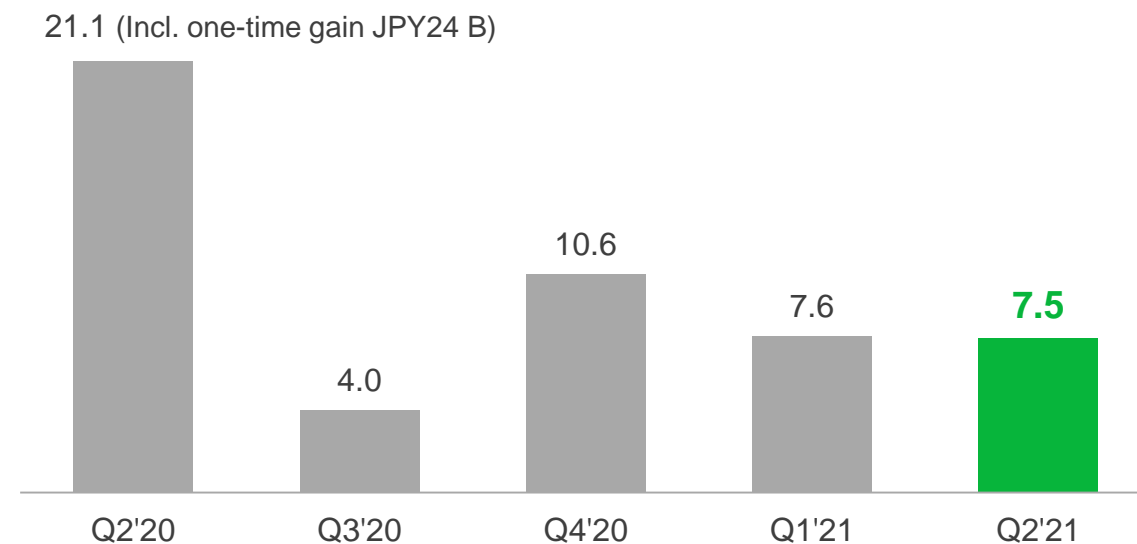
Revenue (YoY)

(JPY B)



Operating Income

(JPY B)



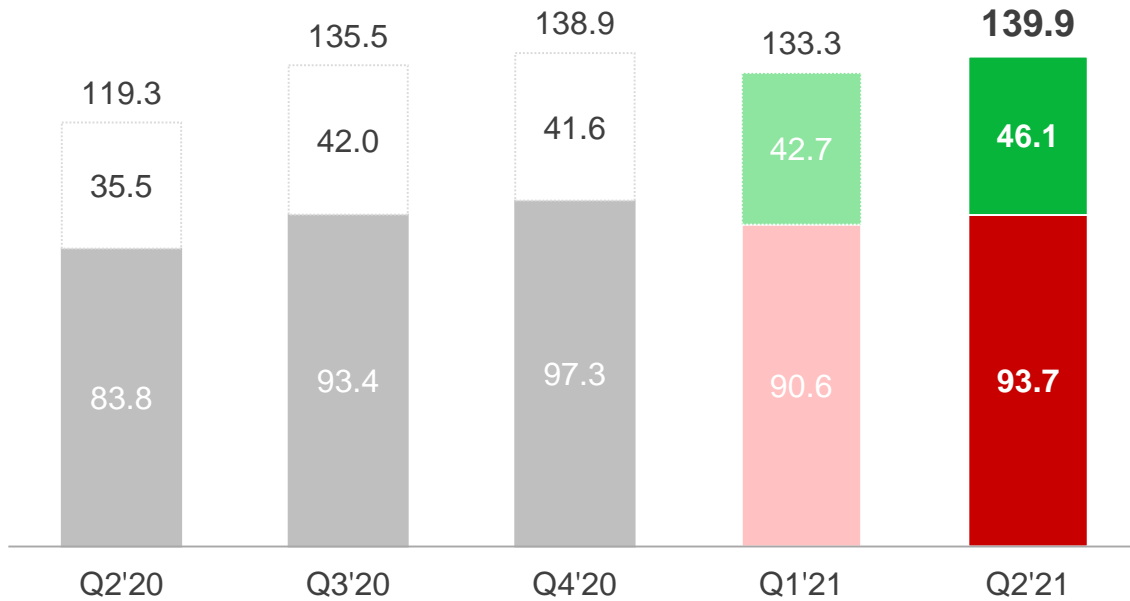
1. Quarterly results are coincided with the accounting period of Z Holdings Corporation (fiscal year ending in March). Figures are before consolidation adjustments by Z Holdings and do not include amortization of PPA (identifiable intangible assets) associated with the business integration. Accounting definitions have been changed since March 2021; past figures have not been retrospectively adjusted.

2. Mainly other operating income (mainly one-time gain due to loss of control of subsidiaries, etc.)

- In addition to the impact of LINE integration, recovery in advertisers' demand, etc., drove revenue to **JPY139.9 B (YoY+67.0%)**

Group Total Advertising Revenue

(JPY B)

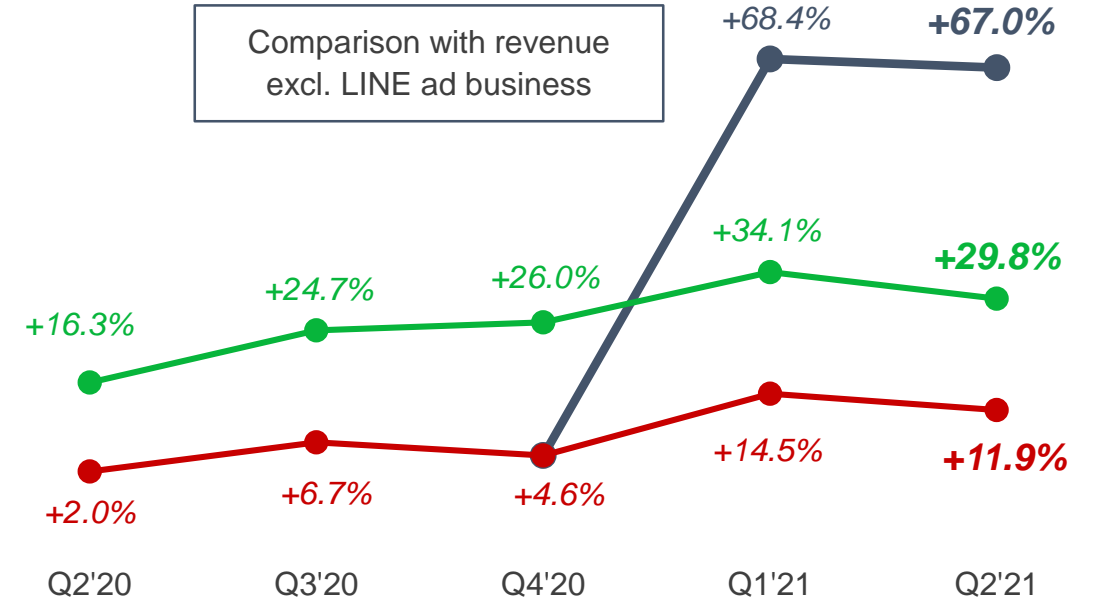


■ Yahoo Japan Ad Business (Pre-Integration ZHD Ad Business)

■ LINE Ad Business

Group Total Advertising Revenue – YoY Growth Rate

(JPY B)



Comparison with revenue excl. LINE ad business

● Total

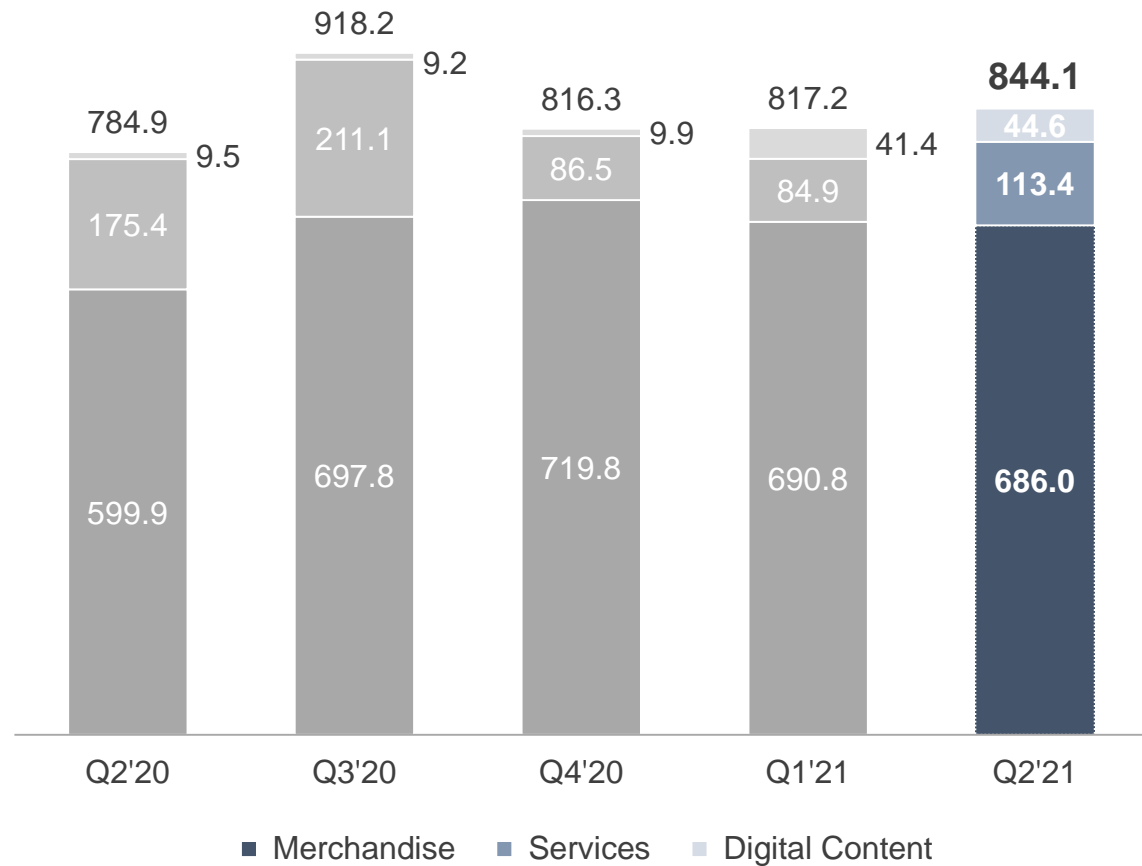
● Yahoo Japan Ad Business (Pre-Integration ZHD Ad Business)

● LINE Ad Business

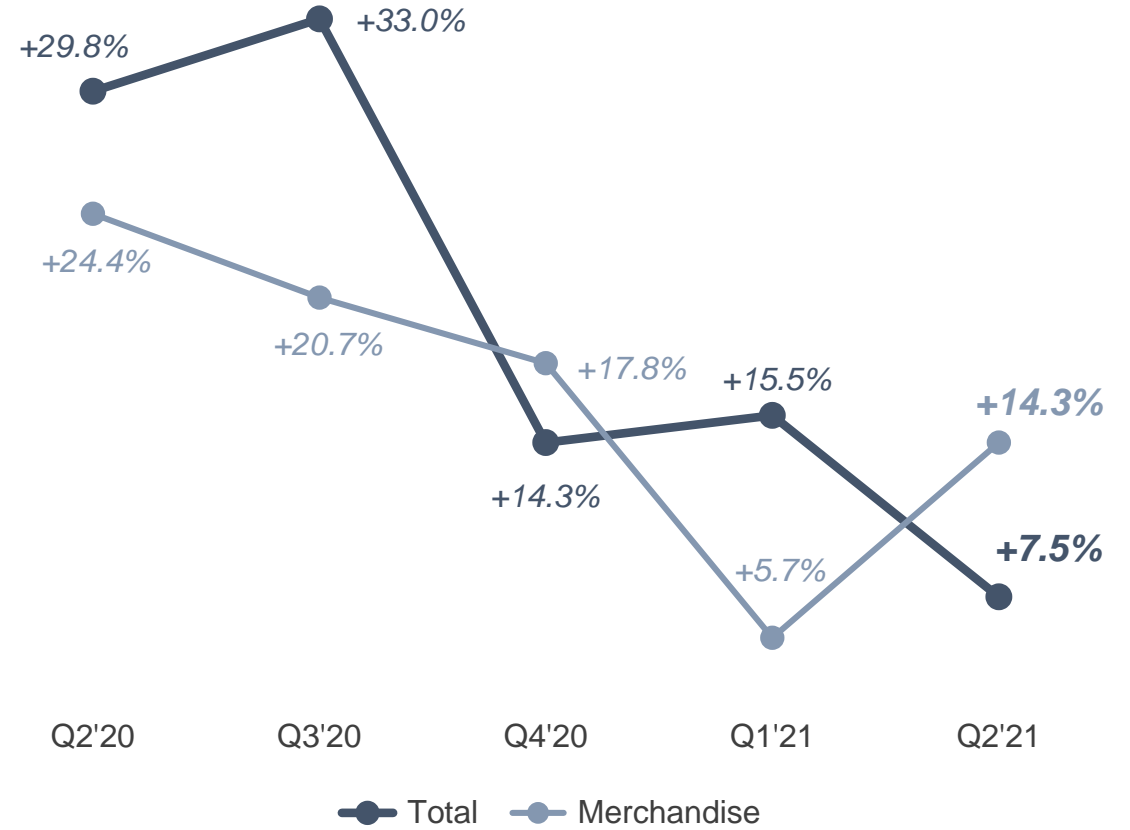
- Achieved **JPY844.1 B (YoY+7.5%)** as a result of expansion of transaction value driven by LINE integration, etc.

EC Transaction Value¹

(JPY B)



EC Transaction Value - YoY Growth Rate



1. Please refer to P.60 for definition of transaction value

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3 FY2021 Business Results Forecast

Media Business

**Main strategies in
Media Business**

To realize 1:1 full-funnel marketing solution, increase advertisers, improve value of ad products, expand sales promotion domains

Strategies		Measures	Status
Expanding no. of advertisers	Sales collaboration for top clients	<ul style="list-style-type: none"> • Cross-selling • Cross-platform ad distribution 	<ul style="list-style-type: none"> • Joint sales of ad package products among Yahoo! JAPAN/ LINE/SoftBank • From October, began distributing Yahoo! JAPAN Ads in LINE NEWS sections
	Increase in no. of ad impressions	<ul style="list-style-type: none"> • Enhancement of LINE ad products • Maximization of media value 	<ul style="list-style-type: none"> • Round-the-clock display of ads in chat list • Enhancement of user engagement for each service
Improving value of ad products	Increase in advertising unit price	<ul style="list-style-type: none"> • Improvement of ad distribution accuracy • Provision of rich media advertising • Data linkage 	<ul style="list-style-type: none"> • Began trial of “Talk Head View Custom” • ID linkage scheduled to start early next fiscal year
	Extensive client development	<ul style="list-style-type: none"> • Promotion of LINE Official Accounts • Strengthening of sales to agents 	<ul style="list-style-type: none"> • Cross-selling LINE Official Accounts to existing Yahoo! JAPAN ad clients
Expanding sales promotion domains	Differentiation with competitors	<ul style="list-style-type: none"> • Provision of full-funnel solution 	<ul style="list-style-type: none"> • Will promote this in full-scale after data linkage starts

- Provision of new advertising products in addition to improved functions of advertising platforms and expansion of advertisers through new business development
- Efforts strengthened to improve profitability of “sections” in addition to round-the-clock display in chat list from Q1

Existing Measures

- 1 Continuous improvement of distribution accuracy
- 2 Expansion of the number of major advertisers
- 3 Expansion of the number of advertisers, especially SMB clients



Improved profitability of “sections”

Provision of New Advertising Products

Talk Head View Custom

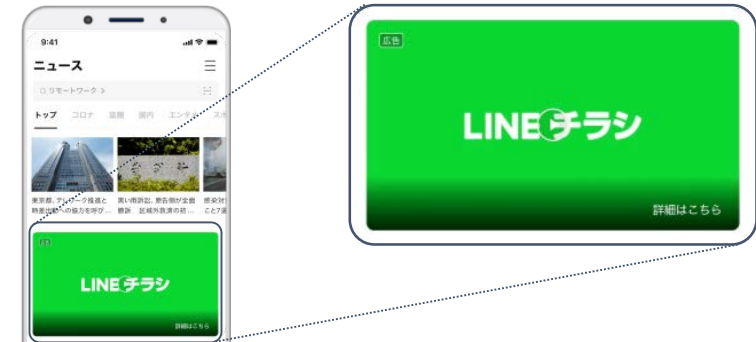
(Trial from September 2021)



- Maximum 10 ad distributions per user during distribution period, charged on CPM basis
- Flexible distribution design possible according to advertiser’s product, campaign, and budget

LINE NEWS TOP AD

(Trial from September 2021)



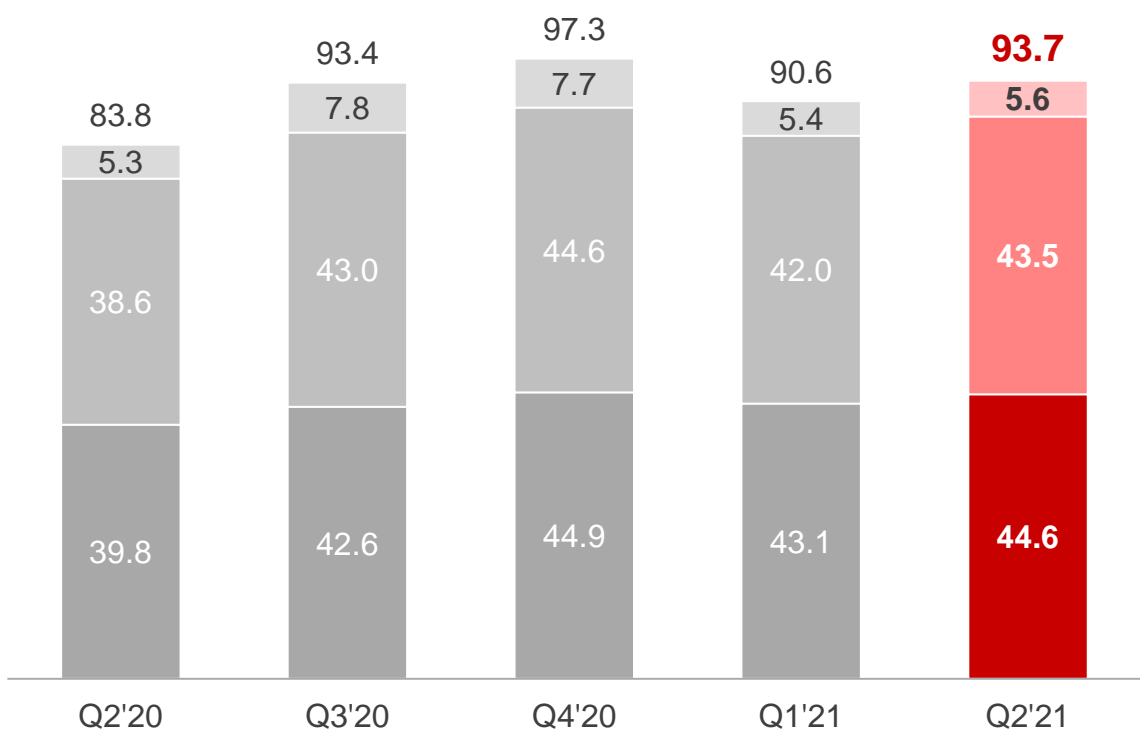
- Auto-play video ads displayed at top of LINE NEWS
- Ad distribution to more than 77 million monthly active LINE NEWS users¹

1. As of August 2021

- Although the impact of COVID-19 continues in certain industries, **capturing of rebounding demand in the overall market and product improvements, etc., have resulted in steady performance**

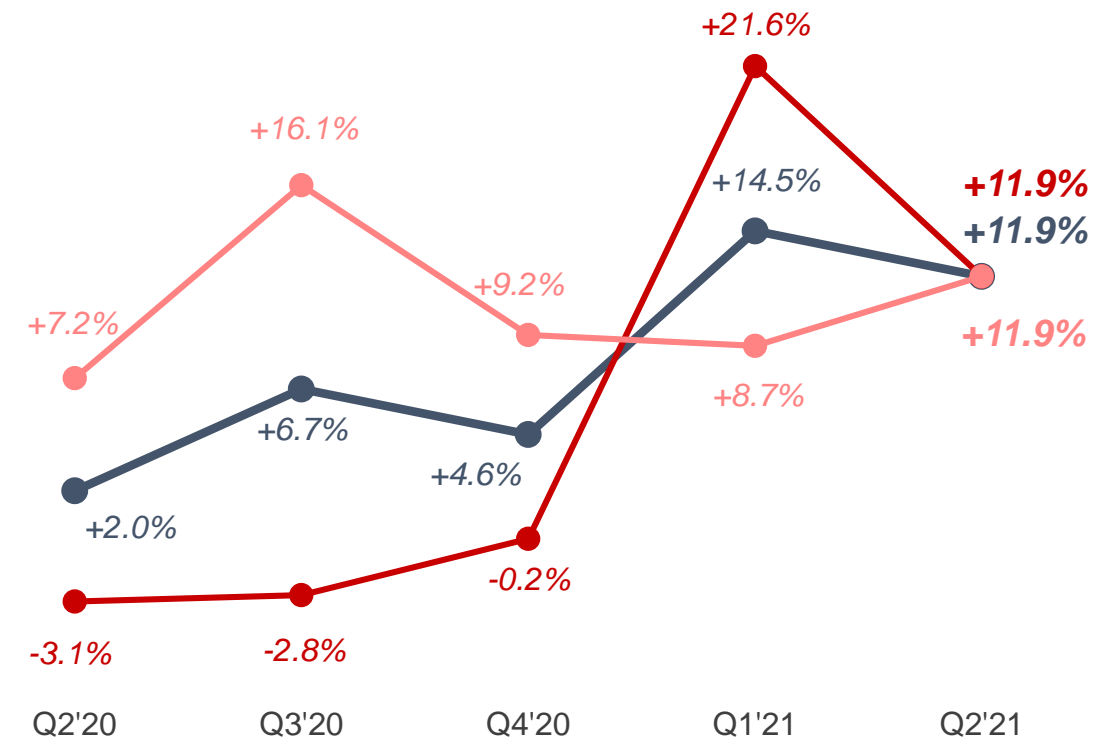
Total Advertising Revenue

(JPY B)



■ Search Ads ■ Display Ads (Programmatic) ■ Display Ads (Reservation)

Total Advertising Revenue - YoY Growth Rate

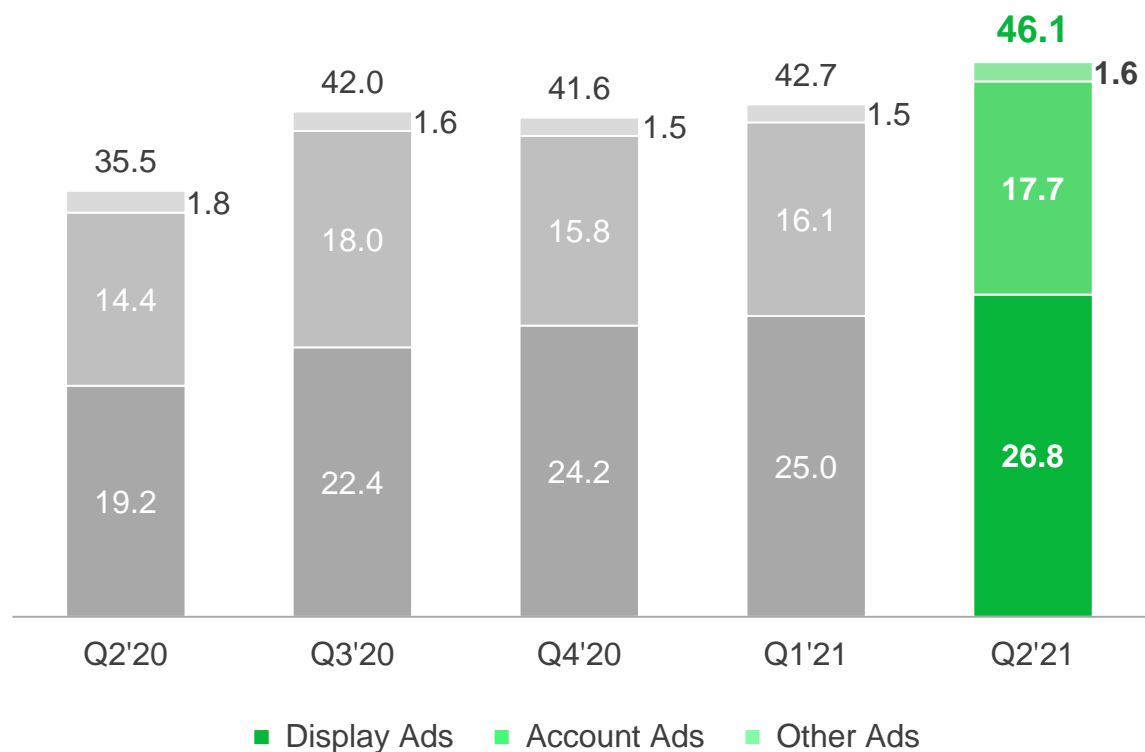


● Total ● Search Ads ● Display Ads

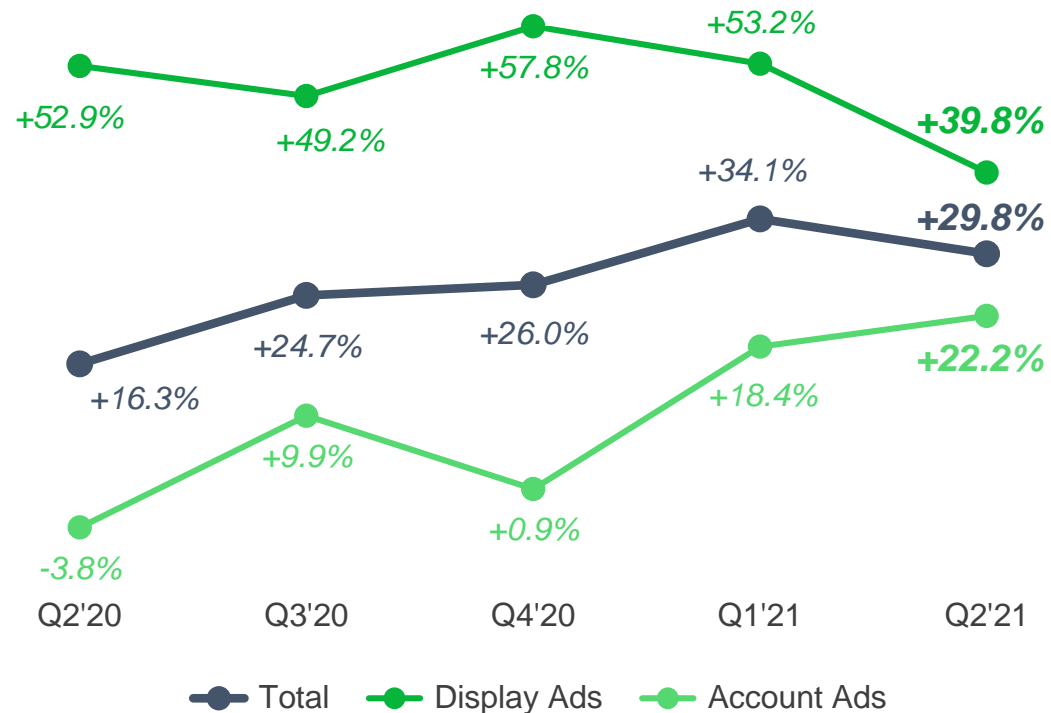
- Display ads: Achieved **YoY+39.8% growth** by improving functions of ad platform, expanding no. of advertisers through new business development, etc.
- Account ads: **Performing steadily** due to solid growth in the number of accounts opened, etc.

Total Advertising Revenue¹

(JPY B)



Total Advertising Revenue - YoY Growth Rate¹



1. Quarterly results are adjusted according to the accounting period of Z Holdings Corporation (fiscal year ending in March)

Commerce Business

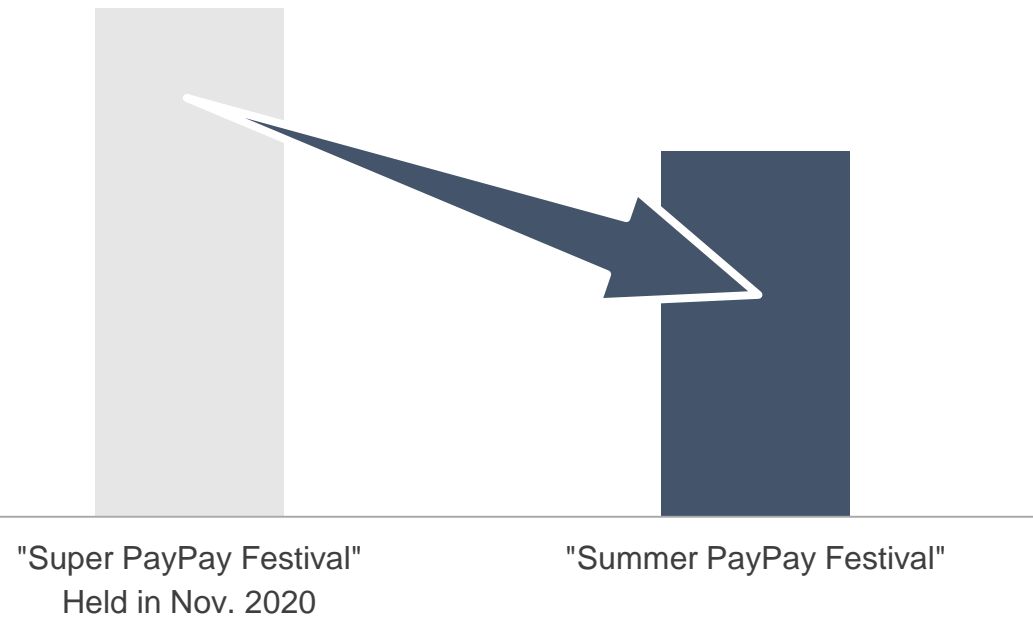
Aim to maximize transaction value by refining fundamental value and combining differentiation strategies that leverage LINE's assets

Strategies		Measures	Status
Improving fundamental service quality	Strengthening of marketing	<ul style="list-style-type: none"> • Effective sales promotional campaigns • Integration of loyalty programs 	<ul style="list-style-type: none"> • Improved the effectiveness of investment in “Natsu no PayPay Matsuri (Summer PayPay Festival)” held in July • Implementing efficient operation of “Cho PayPay Matsuri (Super PayPay Festival)” held until November
	Enhanced searchability	<ul style="list-style-type: none"> • Improvement of UI/UX 	<ul style="list-style-type: none"> • Improvement of first view
	Strengthening of logistics	<ul style="list-style-type: none"> • Collaboration with YAMATO HOLDINGS • “Blue Ribbon Delivery” 	<ul style="list-style-type: none"> • Strengthening of “Blue Ribbon Delivery” and fulfillment service
Differentiation with competitors	Use of Group's assets	<ul style="list-style-type: none"> • Solution for last mile delivery • Quick Commerce leveraging Demae-can and ASKUL 	<ul style="list-style-type: none"> • Second store began operations in Shibuya Ward area • Accelerating store openings in Tokyo 23 wards
	New shopping experience utilizing LINE	<ul style="list-style-type: none"> • LINE GIFT: Expansion of transaction value, no. of stores • MySmartStore • Live commerce/team purchase 	<ul style="list-style-type: none"> • LINE GIFT <ul style="list-style-type: none"> ✓ Began sales collaboration with Yahoo! JAPAN. Enabled use of PayPay for payment • MySmartStore <ul style="list-style-type: none"> ✓ October 20, 2021: Advance opening

- **Improved return on investment:** Achieved the same level of transaction value as Nov. 2020 “Cho PayPay Matsuri (Super PayPay Festival)” with **less point-reward expenses**
- Aim to maximize transaction value while continuing to implement efficient sales promotion campaigns

Point-Reward Expenses during Grand Finale¹

Improved efficiency by **28%**



Transaction Value during Grand Finale¹

Recorded the same level of transaction value as November 2020

■ **Improved efficiency in benefits provided in PayPay Festival**

- Restrained benefits from max. +10% in November 2020 to +3%

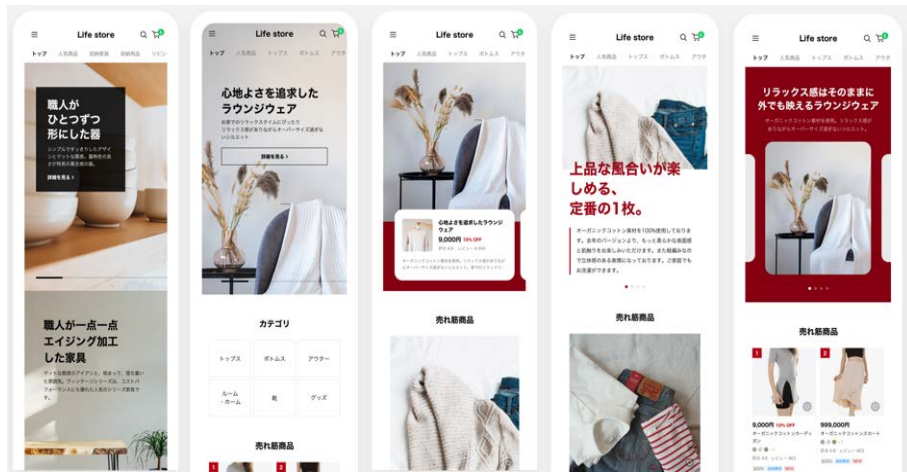
■ **Improvement in rate of repeat purchases during Grand finale**

- Created a measure in which users can get better deals in Grand finale if they make a purchase in the participating stores during the designated period in advance
- As a result of enhanced promotions based on purchase history, users who made repeat purchase during Grand finale increased by 31% compared to Nov. 2020

1. Grand finale for “Super PayPay Festival” held in November, 2020 was: November 14 – 2.00 am November 16, 2020. Grand finale for “Summer PayPay Festival” held in July 2021 was on July 25, 2021.

- Advance opening of MySmartStore that enables easy set up of e-commerce sites, on October 20, 2021
- **Aim to develop own domain by utilizing LINE Official Accounts and linking with Group’s assets**

MySmartStore UI



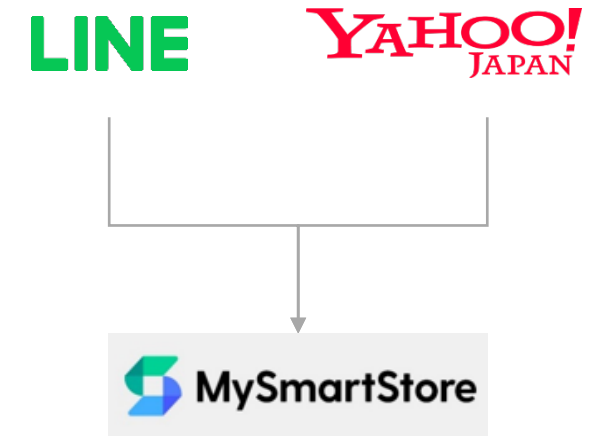
Differentiation with Competitors

1
Linkage with LINE Official Account



One-stop operation, using LINE from sales promotion to follow-up after purchase

2
Plan to link with Group assets



Attract customers from LINE & Yahoo! JAPAN that have critical mass of users

- **Steady progress made in cross-selling** to the merchants of Yahoo! JAPAN Shopping and PayPay Mall. Currently focusing on **increasing the number of registered friends**.
- Moving on, aim to **increase the number of messages delivered** and **expand the active rate** while appealing the superiority in CRM

Increase no. of LINE Official Accounts opened





No. of applying stores: 20,253
 (As of Oct. 27)

% to transaction value¹

71%

Increase no. of registered friends

One-tap "Add friend" function for LINE Official Accounts deployed in Yahoo! JAPAN Shopping & PayPay Mall

Held friend acquisition drive



(Add friend)



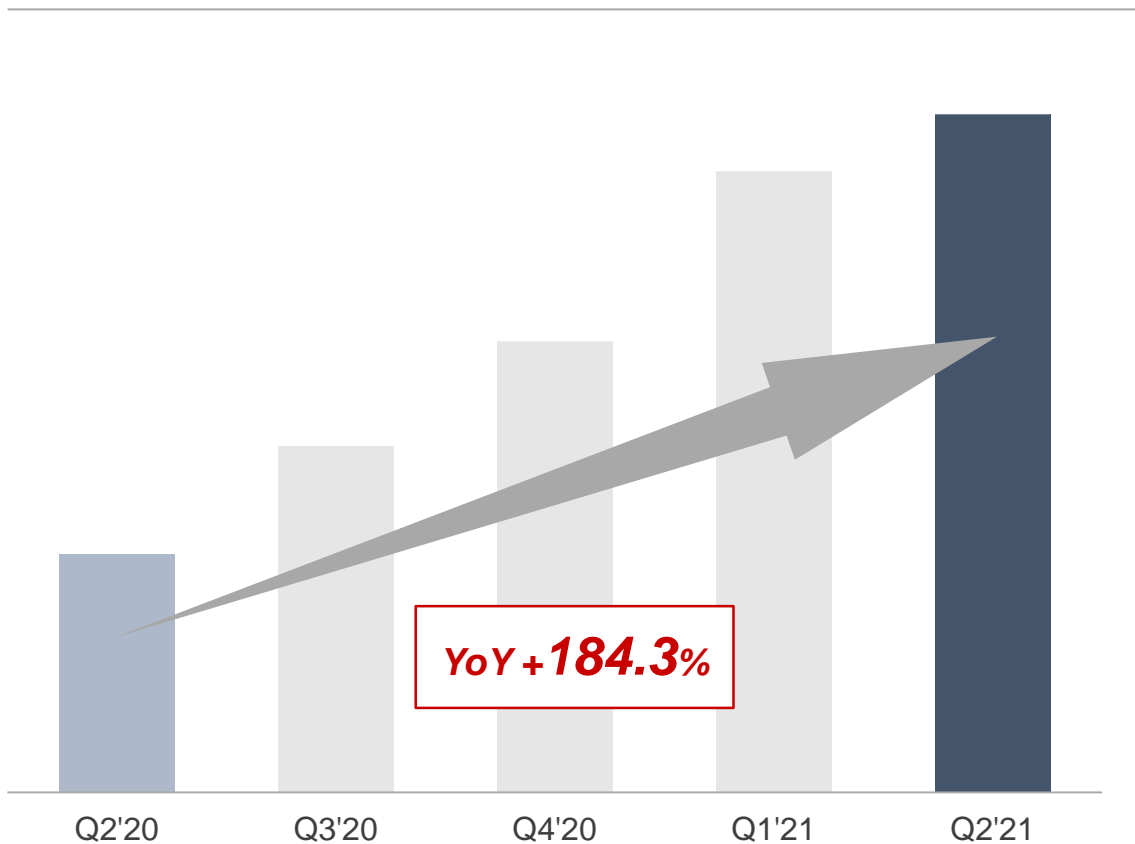
Increase no. of messages delivered

- Provision of purchase function in chat list
- Linkage in content distribution, provision of notification function

1. % to total transaction value of Yahoo! JAPAN Shopping and PayPay Mall, for FY2020

- **Significant increase in transaction value. Merchants also increased** as a result of sales collaboration with Yahoo! JAPAN.
- PayPay can be used as a payment method. **Will aim to further expand transaction value by strengthening collaboration within the Group.**

LINE GIFT – Transaction Value



1. Sum of delivery gifts and “E-Gift”

Major New Merchants (FY2021 H1)

JO MALONE
LONDON



銀座千疋屋
Since 1894

Strengthening of Group Collaborations

- Strengthened sales to merchants of Yahoo! JAPAN Shopping and PayPay Mall
- Enabled use of PayPay to pay for LINE GIFT (October 11, 2021)

LINE GIFT

YAHOO! JAPAN Shopping PayPay Mall

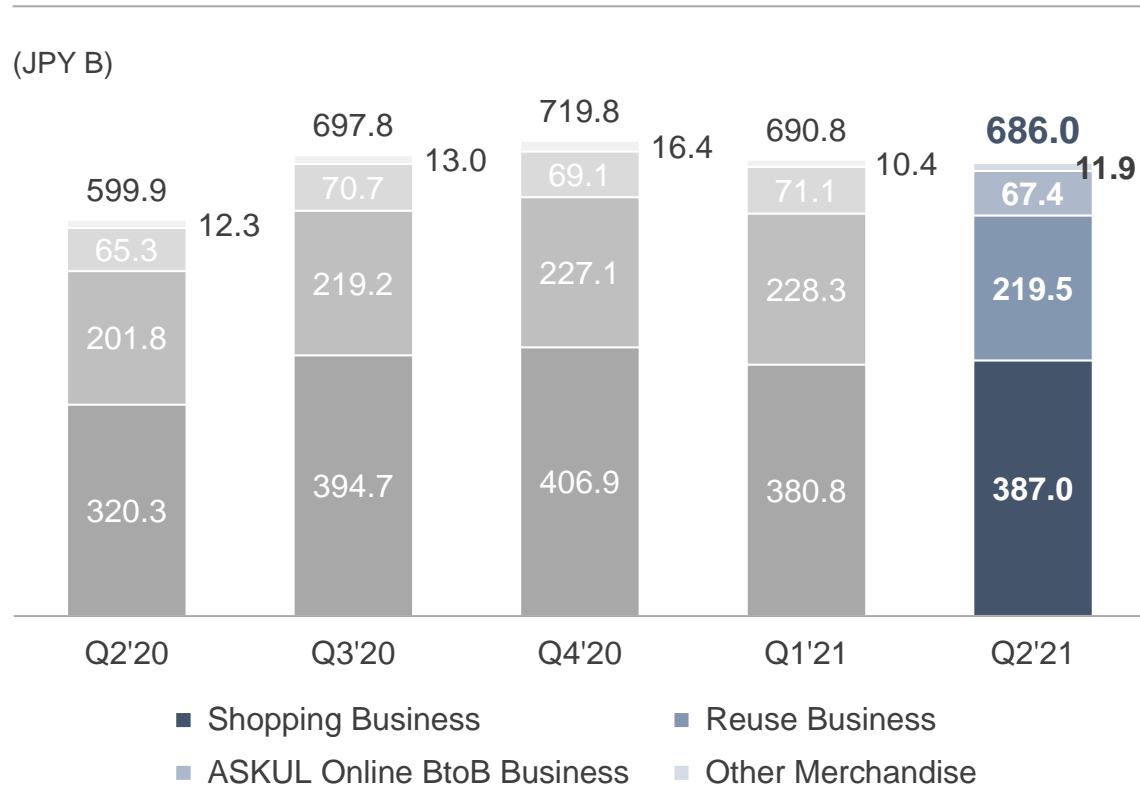
Application began on Aug. 2, 2021

**No. of applying stores:
1,311¹
(As of Oct. 27)**

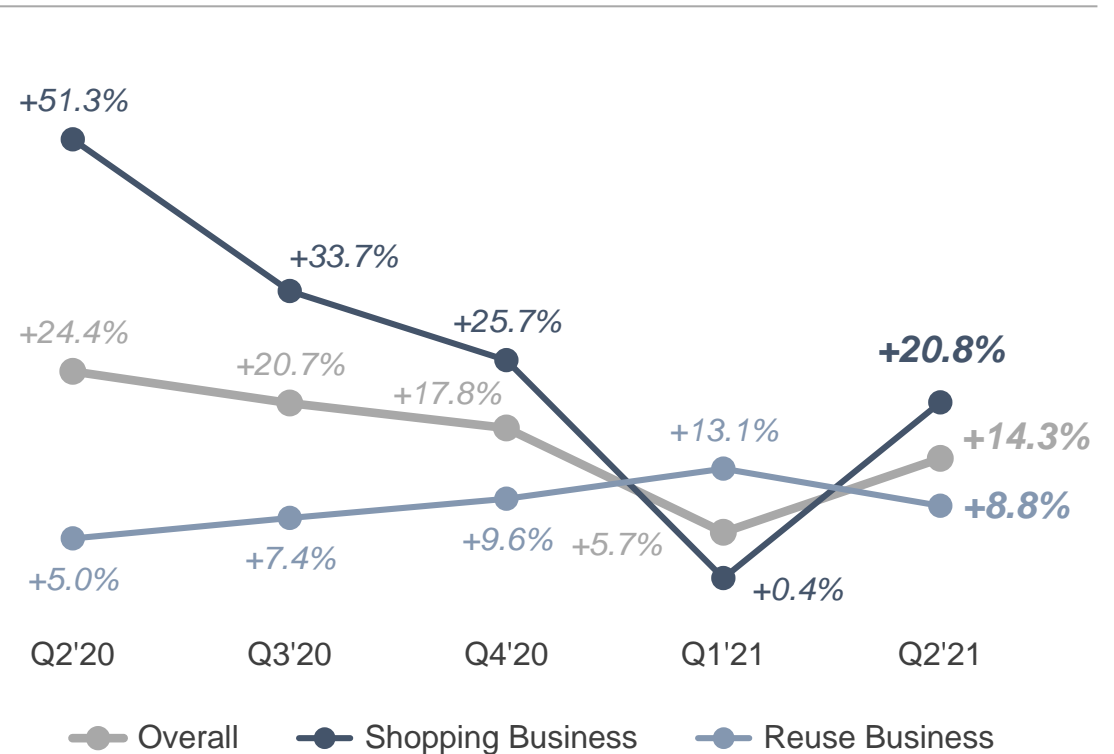
LINE GIFT

- Shopping business transaction value landed at **JPY387.0 B (YoY+20.8%)** contributed by “Natsu no PayPay Matsuri (Summer PayPay Festival),” etc.
- Reuse business transaction value **achieved high single-digit growth due to higher spend per YAHUOKU! user and expansion of PayPay Flea Market**

Merchandise Transaction Value¹



Merchandise Transaction Value¹ – YoY Growth Rate



1. Please refer to P.60 for definition of transaction value

Strategic Business



Create a new revenue pillar centered on fintech while establishing a base for monetization by expanding the PayPay user base

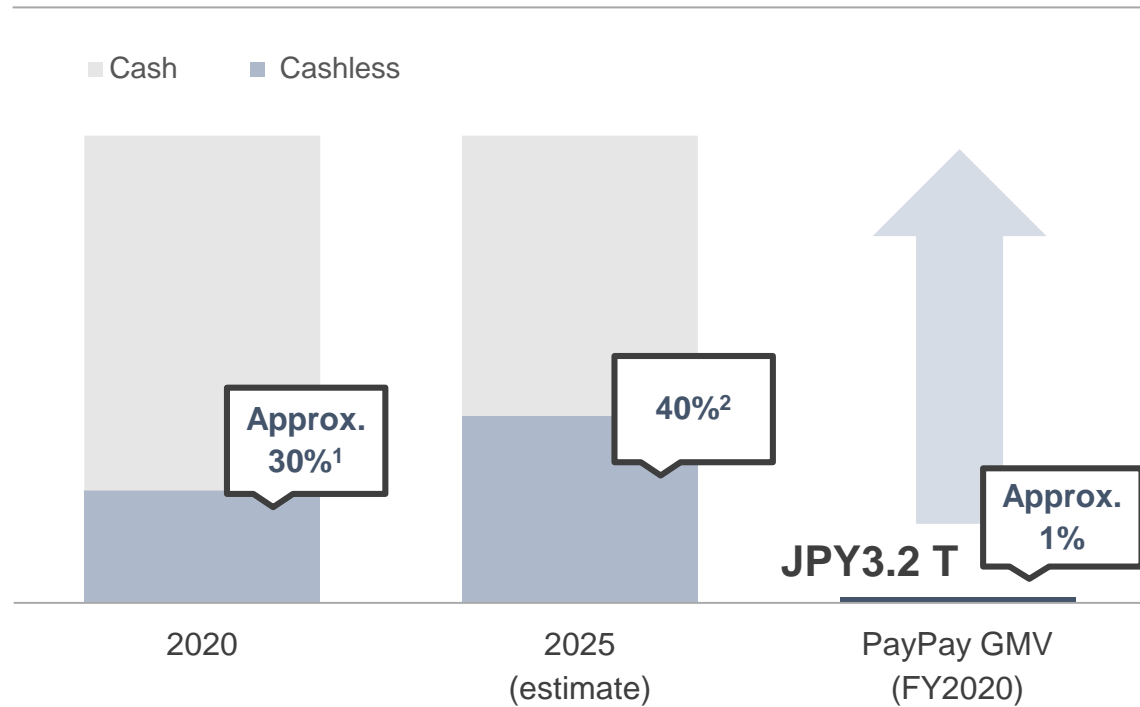
Strategies		Measures	Status
Capturing cashless market by expanding PayPay	Increase in revenue of payment fee	<ul style="list-style-type: none"> • Introduction of payment fee to small & medium-sized merchants • Launch of PayPay My Store 	<ul style="list-style-type: none"> • Extremely small impact: 0.2% on no. of merchants¹, 0.1% on PayPay GMV² • Had a good start. Promoting DX of merchants
	Integration of domestic QR/ barcode payment business	<ul style="list-style-type: none"> • Cost efficiency through integration of domestic payment business • User acquisition 	<ul style="list-style-type: none"> • Decrease in sales promotion expense of LINE Pay • Merchant acquisition cost will be borne by PayPay in the future
Increasing revenue from financial services	Capturing of PayPay ecosystem	<ul style="list-style-type: none"> • Change in trade names of financial subsidiaries • Focus on services that have close affinity 	<ul style="list-style-type: none"> • Changed trade name to PayPay Bank and PayPay Card • Sold YJFX, Inc.
	Introduction of new services and products	<ul style="list-style-type: none"> • “Buy Now Pay Later” service • Loan for merchants 	<ul style="list-style-type: none"> • Scheduled to be introduced
	Expansion of LINE’s financial business	<ul style="list-style-type: none"> • Deployment of domestic service centered around LINE • Launch of banks in Taiwan, Thailand, Indonesia 	<ul style="list-style-type: none"> • LINE Securities and LINE Pocket Money grew rapidly in a short time • No. of new accounts (international) progressing steadily

1. Percentage of merchants that cancelled after the announcement to introduce payment fee, to a total of 3.44 million merchants (as of September 30, 2021)

2. Percentage of average monthly PayPay GMV of merchants during FY2021 Q2 (July - September) that cancelled by October 2021 owing to the introduction of payment fee, to the average monthly PayPay GMV of the same period

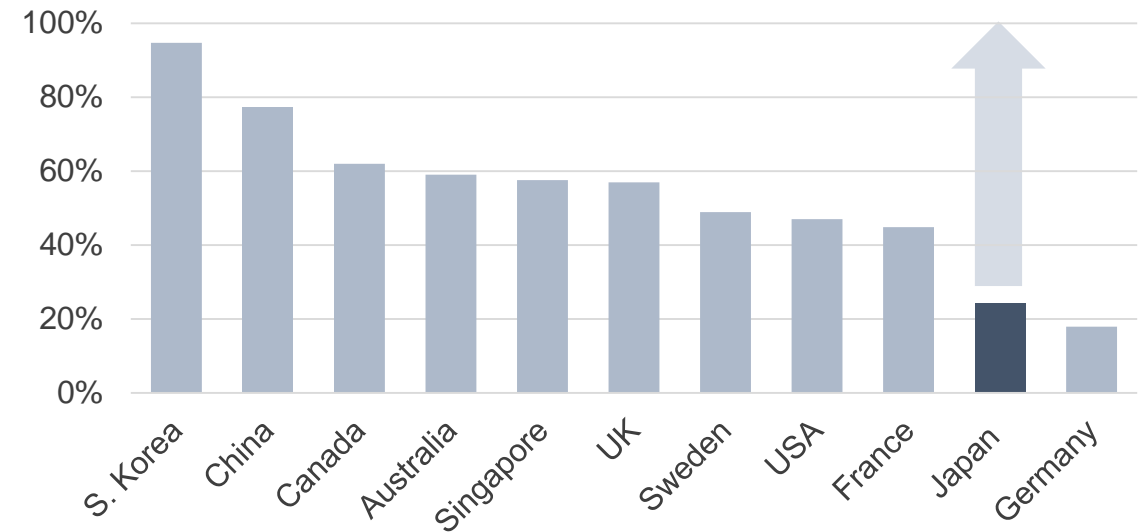
- **Tremendous room for growth in the cashless market**, due to the Japanese government's cashless promotion measures and the growing need for contactless payments
- PayPay will capture **cash market as well as cashless market and aim for further growth**

Ratio of Cashless Payments to Total Consumer Spending in Japan



Growth Potential of Cashless Market³

Large room for growth for PayPay & cashless payment



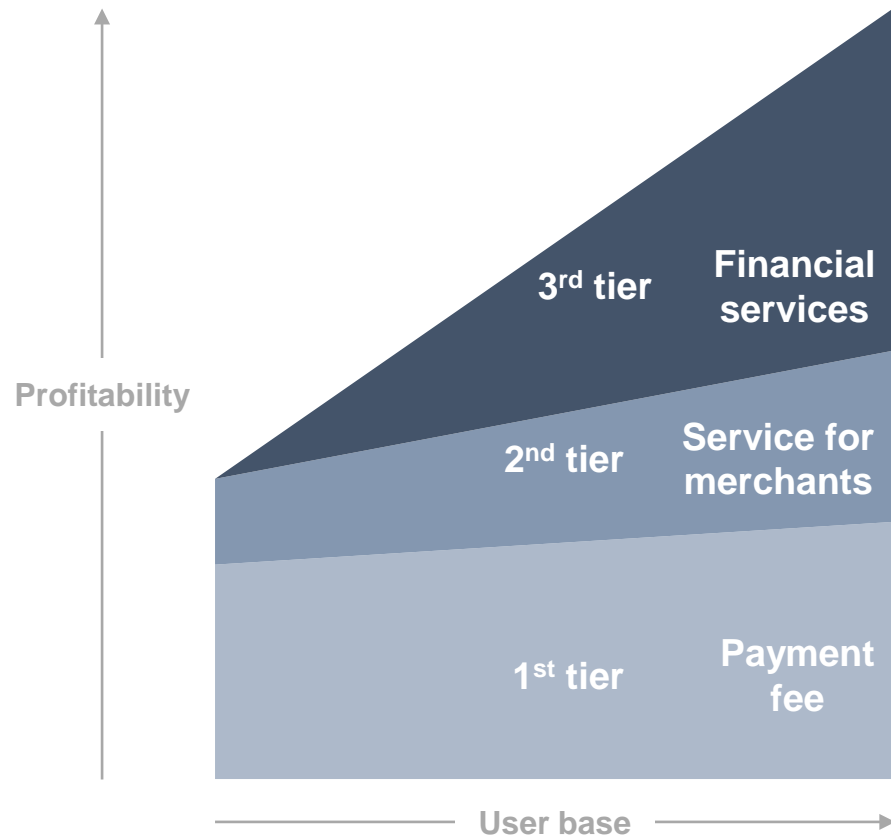
1. Calculation based on: Japan Consumer Credit Association; Payment and Settlement Statistics (April 2021) announced by Payment and Settlement Systems Department, Bank of Japan; STATS – CODE PAYMENT (September 2021) released by Payments Japan Association

2. Cashless Vision released by Ministry of Economy, Trade and Industry of Japan in 2018

3. Figures for 2018. Cashless Roadmap 2021 released by Payments Japan Association on March 31, 2021

- PayPay monetization will be achieved in **3-tiers**
- **Will monetize through payment fee, service for merchants (PayPay My Store), and financial services**

Monetization Methods



Key monetization pillars

- “Buy Now Pay Later” service
- Consumer loan
- Corporate loan (e.g. for merchants)

Increase users' use frequency

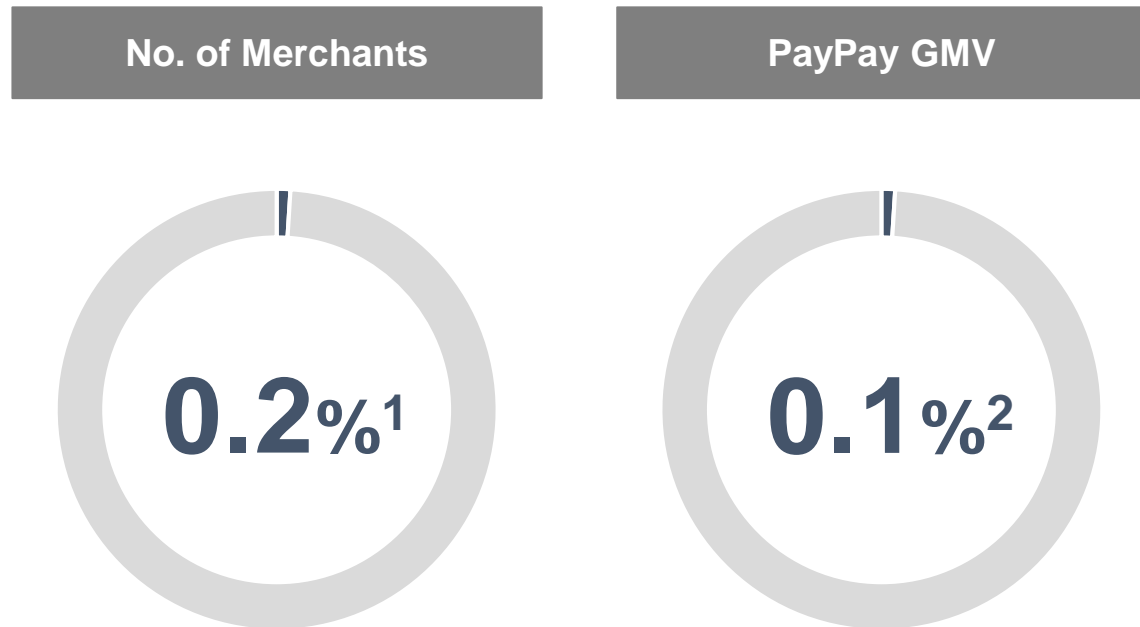
- PayPay My Store

Base earnings

- Large-scale merchants had been charged since service launch
- Payment fee introduced to small & medium-sized merchants from October 2021

- Introduction of payment fee for small & medium-sized merchants had **extremely small impact on cancellation: 0.2% on the number of merchants¹ and 0.1% on PayPay GMV²**
- **Steady introduction of PayPay My Store. Working together to promote cashless payment and DX of merchants.**

Impact on Cancellation from Introduction of Payment Fee to Small & Medium-Sized Merchants



PayPay My Store

Good start with favorable response from merchants

PayPay Coupon

(Launched in Nov. 2020)



Loan for merchants

(Launch scheduled)

Business loan for corporations/individual business operators

No need to visit branch offices!
Borrow and repay online!

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2. Percentage of average monthly PayPay GMV of merchants during FY2021 Q2 (July - September) that cancelled by October 2021 owing to the introduction of payment fee, to the average monthly PayPay GMV of the same period

- **Integration of domestic QR code payment to be achieved through the following three approaches. Aim to maximize no. of users and transaction value while pursuing cost synergies.**
- **While balance and companies remain unintegrated, the two companies will work together to ensure safety and security and deliver an unparalleled convenience for users**

Specifics of Integration

Expected Effects

1 Linkage of MPM (Merchant Presented Mode) *Started August 17

Payment by LINE Pay accepted at PayPay merchants supporting user scan payment method (MPM)

2 Linkage of CPM (Consumer Presented Mode)

Payment by LINE Pay at PayPay merchants supporting store scan payment method (CPM) made possible

3 Seamless UI

Payment by PayPay Balance using LINE app made possible

Maximization of Places Where Users Can Use LINE Pay

- QR/barcode payment centralized to PayPay merchants
- LINE Pay users can pay at PayPay merchants (offline)



- Referral of new users to PayPay merchants, stimulation of non-active users, reduction of acquisition/management cost of LINE Pay merchants
- Improved operational efficiency for merchants by unifying contracts

Maximization of PayPay Users

- Payment by PayPay Balance made possible on LINE Wallet
- Promotion of PayPay use among LINE Pay users made possible

- In two years since service launch, number of LINE Securities accounts reached 1 million, while cumulative total amount of loans executed for LINE Pocket Money reached JPY30 B
- Through LINE app, conducted **efficient marketing/customer acquisition** by tapping into potential financial needs of 89 million LINE MAUs

LINE Securities

LINE Pocket Money

Fastest 1 million accounts achieved in online securities industry ¹

LINE's own credit scoring model



- Beginner investors can trade from one share (several hundred yen). Number of “Ichikabu (fractional stock trading)” stocks that can be traded exceeded 1,500 (largest number of stocks handled for real-time execution in Japan)²
- Currently expanding to attract new users (over 60% of users are first-time investors; over 50% of users are younger generation)

- Original credit realized by utilizing alternative data (LINE's behavioral data). Balance increasing for 24 consecutive months since service launch.
- Utilization of behavioral data in non-financial domains enables development of smartphone financing suited to a diverse range of individuals

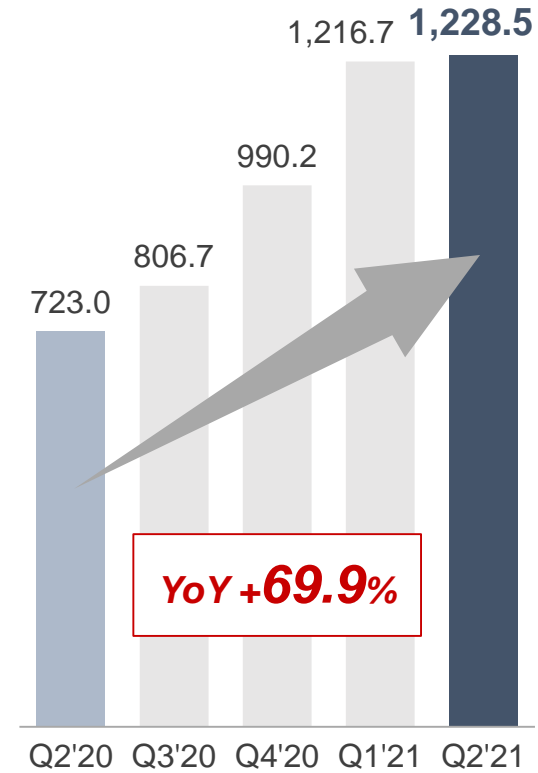
1. Comparison between the five major securities companies (SBI Securities, Rakuten Securities, Matsui Securities, au Kabucom Securities, Monex) and LINE Securities (As of October 2021, Survey by LINE Securities)

2. Comparison between the two companies with which real-time execution of fractional stocks is possible (PayPay Securities, CONNECT) and LINE Securities (As of September 2021, Survey by LINE Securities)

- **Various KPIs performed well**, driven by expansion of users and increase in no. of payments as a result of increased use frequency

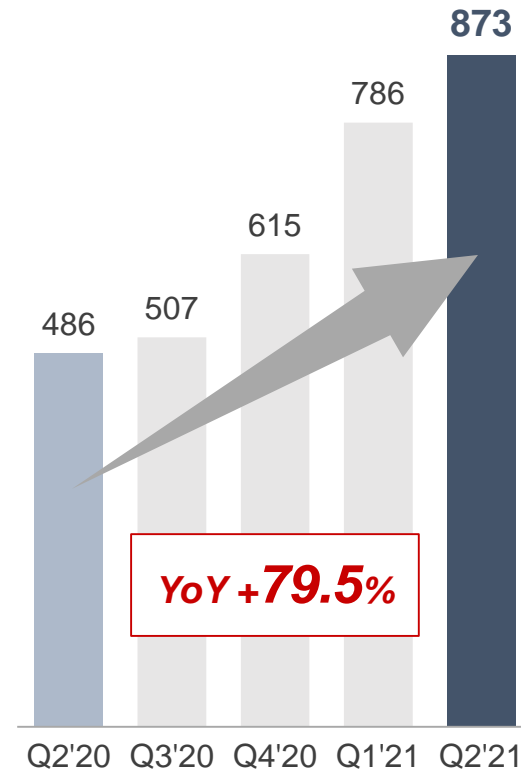
PayPay GMV
(Quarter)

(JPY B)



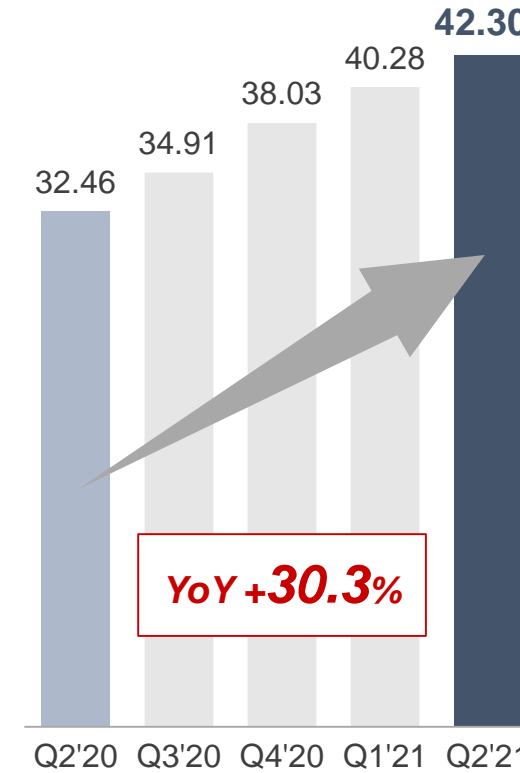
No. of PayPay Payments
(Quarter)

(Million)



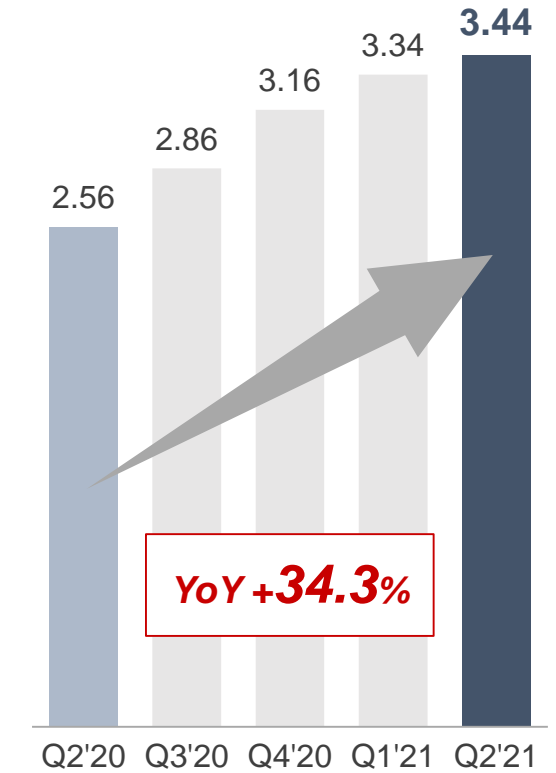
Cumulative PayPay Registered
Users (Quarter-End)

(Million)



No. of PayPay Merchants¹
(Quarter-End)

(Million)

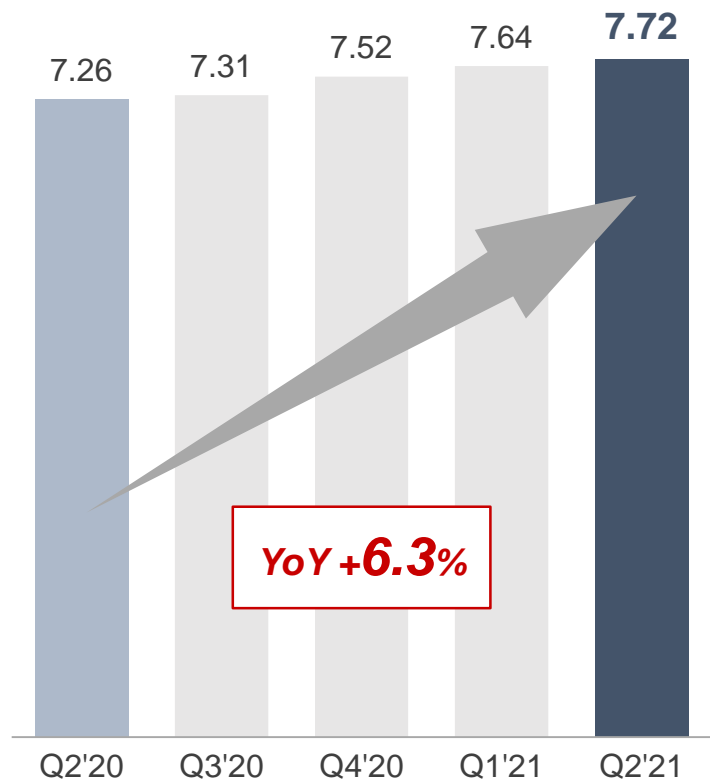


1. No. of merchant applications to PayPay (e.g. stores, taxis)

- Changed trade name from YJ Card Corporation to PayPay Card Corporation on October 1, 2021
- Will continue to **strengthen collaboration with PayPay and expand business**

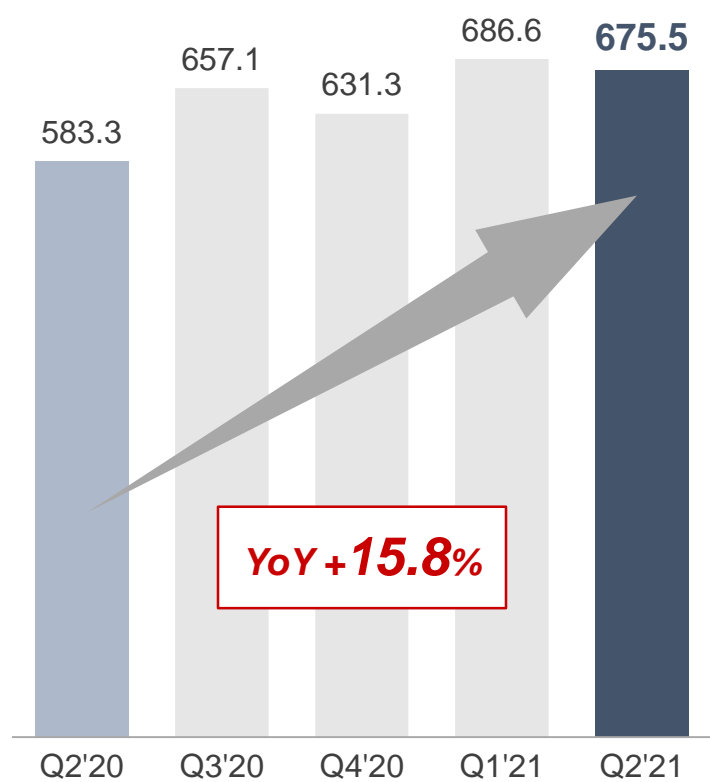
Credit Card – Active Cardholders

(Million)



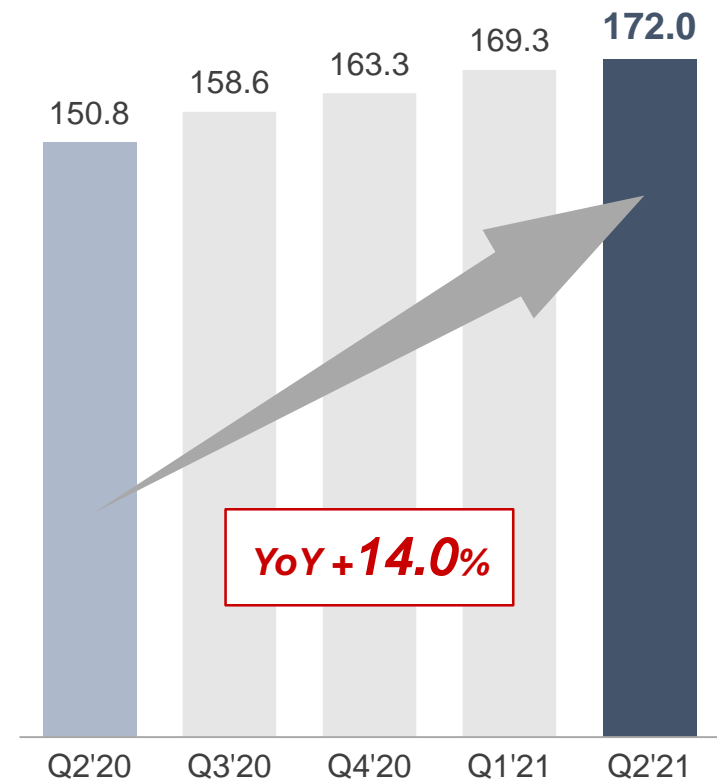
Credit Card – Transaction Volume

(JPY B)



Credit Card – Revolving Balance

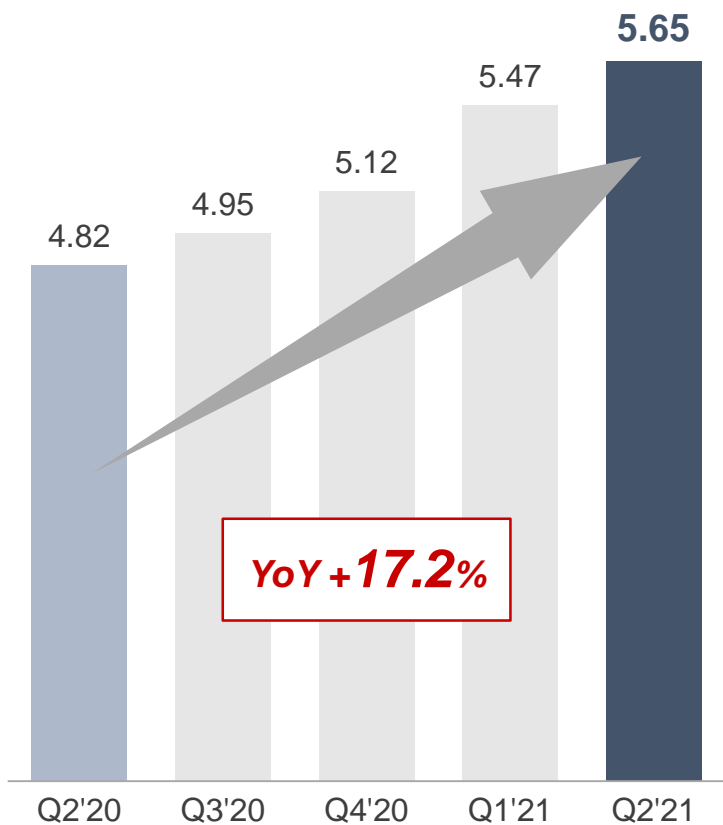
(JPY B)



- After the change of trade name to PayPay Bank Corporation, **acquisition of PayPay users increased**, and the no. of accounts, deposit balance and loan balance are growing steadily

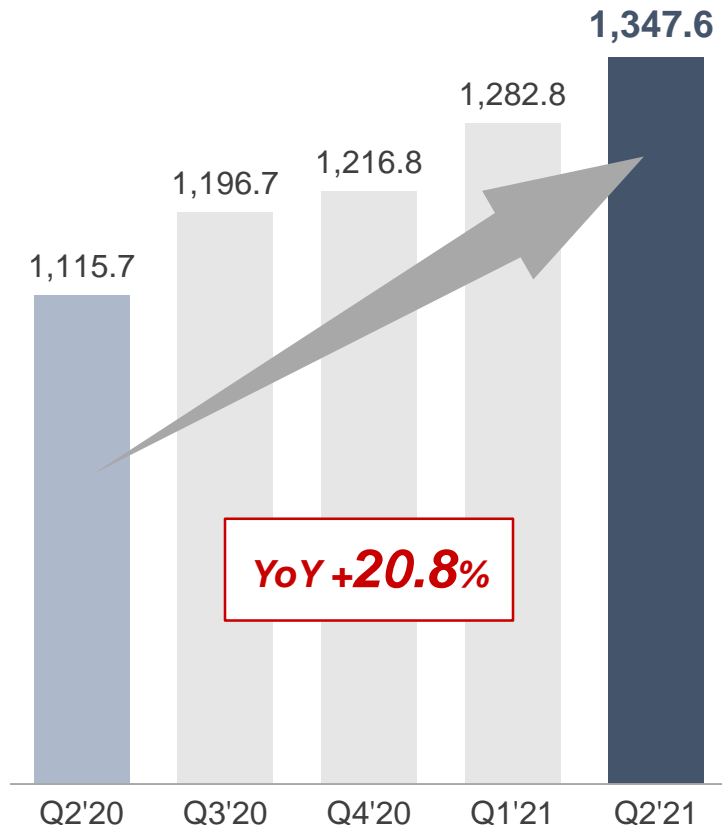
No. of Accounts

(Million)



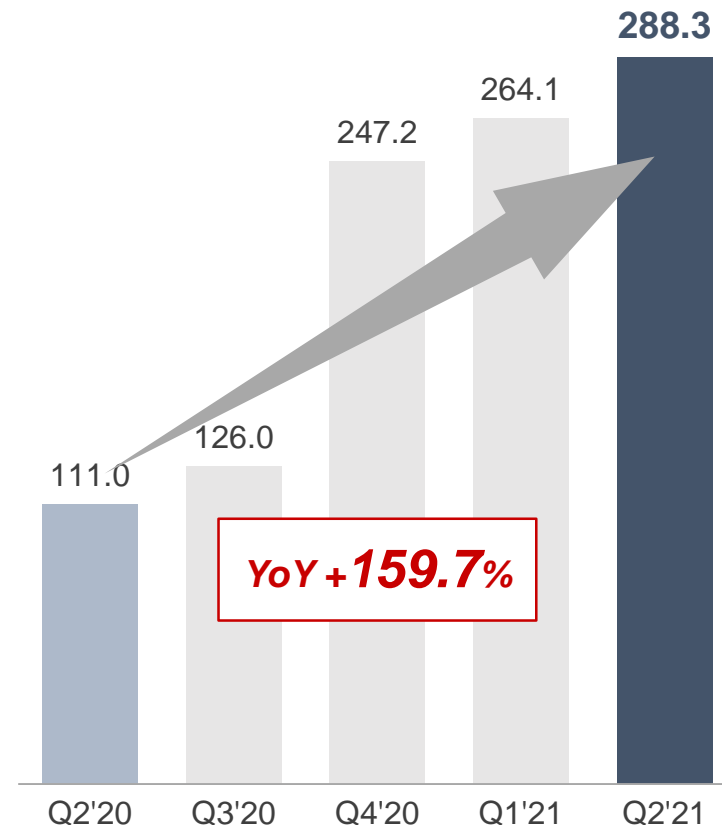
Deposit Balance

(JPY B)



Loan Balance

(JPY B)



1 Consolidated Business Results – Whole Group

2 Topics/Business Results – By Segment

3 FY2021 Business Results Forecast

- Although there are some factors contributing to increase in profit which were not factored in at the beginning of the term (e.g. termination of Yahoo Japan License Agreement), **no change from previous guidance as of now**

Segment	Item	Estimate	YoY
Whole Group	Revenue	JPY1.52 to 1.57 T	+26.1 to 30.2%
	Adjusted EBITDA	JPY303.0 to 313.0 B	+2.8% to 6.2%
Media Business	Advertising Revenue (Pre-Integration ZHD) ¹	JPY375.0 to 389.2 B	+6 to 10%
	Advertising Revenue (LINE)	JPY166.2 to 171.4 B	+10 to 13% ²
	Adjusted EBITDA	Approx. JPY235.0 B	+44.5%
Commerce Business	Shopping Business Transaction Value	JPY1.69 to 1.89 T	+12 to 25%
	Adjusted EBITDA	Approx. JPY125.0 B	-17.9%
Strategic Business	Fintech Revenue	JPY117.4 to 126.5 B	+30 to 40%
	Adjusted EBITDA	Approx. negative JPY25.0 B	-
Other/ Adjustments	Adjusted EBITDA	Approx. negative JPY32.0 B	-

1. Includes Shopping-related advertising revenue. Shopping-related advertising revenue is classified in Commerce Business under the new FY2021 business segment.

2. Growth rate compared to the 12-month results (April 2020 – March 2021)

Z HOLDINGS

**Unleashing the infinite potential of all people,
with the power of information technology**

Appendix

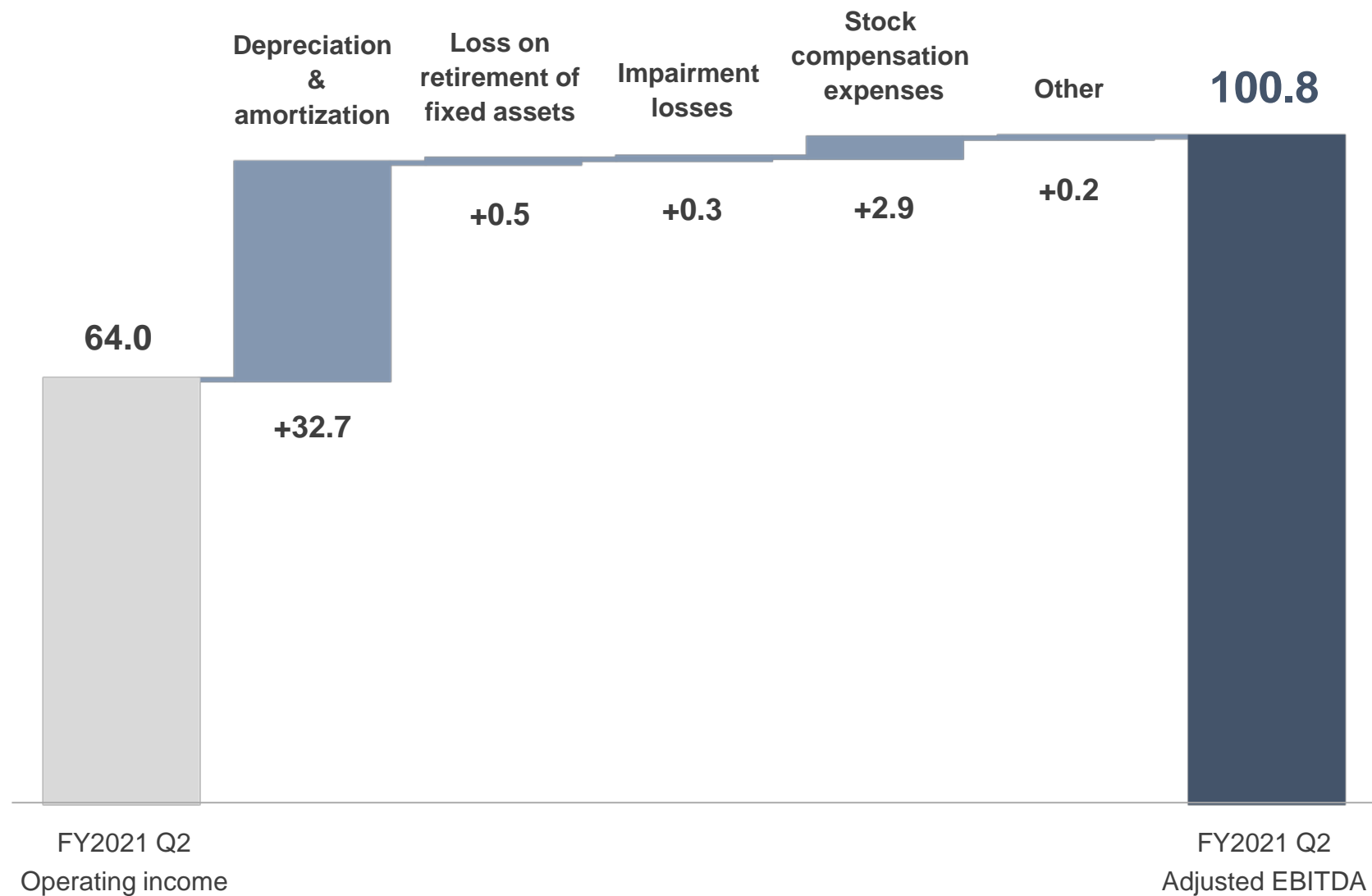
Whole Group – Financial Information



(JPY B)		FY2021 Q2	YoY Difference	YoY	Major Factors of Change (JPY B)
Revenue		377.6	+94.2	+33.3%	<ul style="list-style-type: none"> • Increase due to LINE consolidation +74.1 • Yahoo Japan +9.9 • ZOZO +4.8
Cost of sales		120.4	+15.3	+14.6%	<ul style="list-style-type: none"> • Increase due to LINE consolidation +9.2
SG&A		208.0	+77.4	+59.3%	-
(Major items)	Personnel expense	54.6	+23.9	+78.4%	<ul style="list-style-type: none"> • Increase due to LINE consolidation +21.9
	Depreciation and amortization	32.2	+8.3	+34.7%	<ul style="list-style-type: none"> • Increase due to LINE consolidation +8.0
	Business commissions	28.6	+11.6	+68.4%	<ul style="list-style-type: none"> • Increase due to LINE consolidation +9.3
	Sales promotion cost	27.4	+10.7	+64.4%	<ul style="list-style-type: none"> • Increase in point-reward expense due to increase in transaction value • Absence of cost reduction implemented in the same quarter last year • Increase due to LINE consolidation +2.2
Other income & expenses		15.0	+16.0	N/A	<ul style="list-style-type: none"> • Gain on sale of shares of subsidiaries due to the transfer of YJFX, Inc.¹
Operating income		64.0	+16.4	+34.6%	-

1. YJFX, Inc. changed its trade name to Gaika ex byGMO, Inc. on September 27, 2021

(JPY B)



Adjusted EBITDA

Op. income + depreciation & amortization ± EBITDA adjustment items

EBITDA adjustment items

Gains/losses on non-recurring and non-cash transactions within operating revenue and expenses

- Losses on retirement of fixed assets
- Impairment losses
- Stock compensation expenses
- Losses/gains on step acquisition
- Other transactions with undetermined cash outflows (one-time provisions, etc.)

etc.

Item	LINE FY2021 Q2 (JPY B)	FY2021 Q2 (Excl. LINE) (JPY B)	YoY
Revenue	74.1	303.4	+7.1%
Operating income	4.7	59.2	+24.6%
Net income	-7.1	38.7	+43.3%
Net income attributable to owners of the parent	-7.1	34.7	+50.6%

- Measured based on assumptions such as estimated future cash flows, discount rate, declining rate for existing customers, future revenue generated from the trademarks, royalty rates, etc.
- Began amortizing PPA from FY2021 Q1 (FY2021 Q2 JPY3.4 B)

Item	Amount (JPY B)	Annual Amortization Amount (JPY B)	Amortization Period (Straight Line)
Goodwill	1,384.9	-	-
PPA¹	394.4	13.7	-
Technology	2.2	-	8 years
Customer base	17.6	-	12 years
Customer relationship (Advertisers)	214.4	-	18 years
Trademarks ²	160.1	-	No amortization

1. Final figure

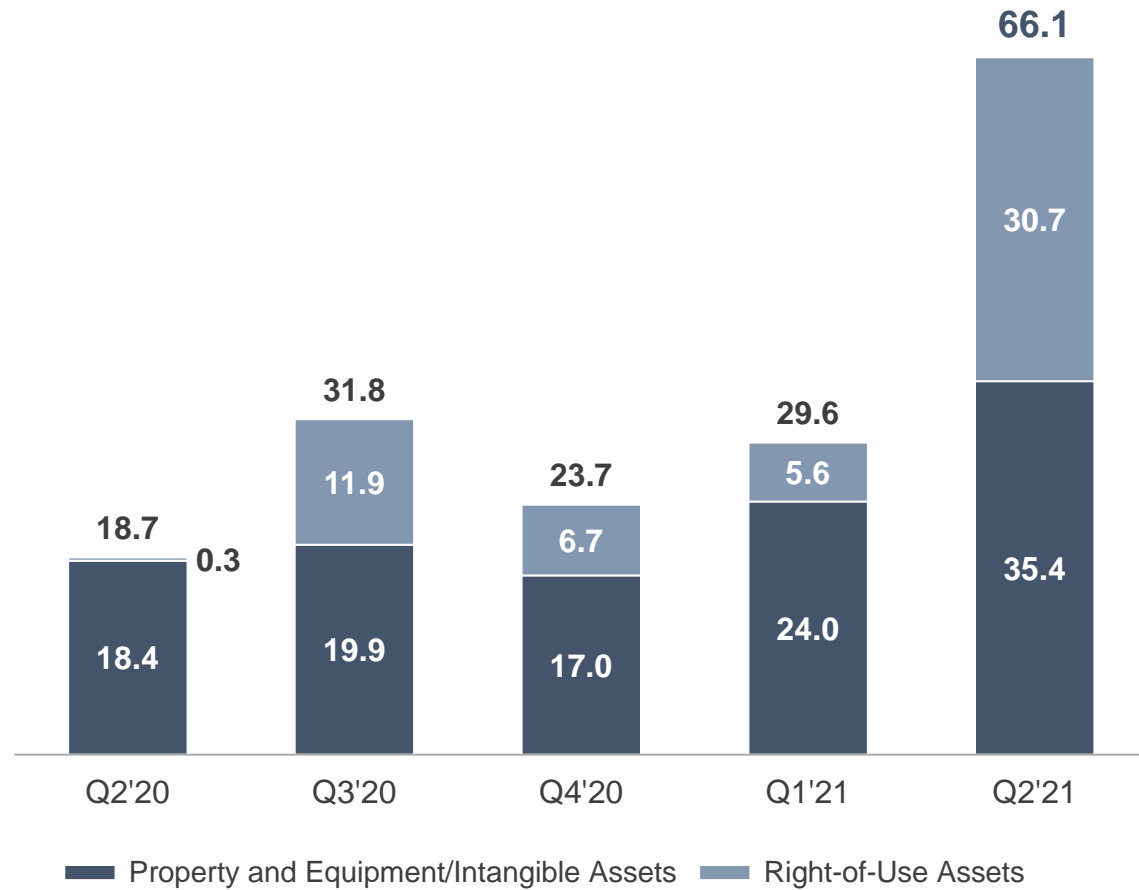
2. Indefinite-lived intangibles

Item	Amount (JPY B)	Annual Amortization Amount (JPY B)	Amortization Period (Straight Line)
Goodwill	212.9	-	-
PPA	502.1	13.2	-
Customer base (Shops/users)	322.0	-	18-25 years
Trademarks ¹	178.7	-	No amortization
Others	1.4	-	4 years

(JPY B)	FY2021 Q1	FY2021 Q2	Difference
Assets	6,693.6	6,886.7	+193.1
Cash and cash equivalents	1,078.0	1,196.3	+118.2
Trade and other receivables	412.9	308.5	-104.4
Loans in credit card business	392.1	392.9	+0.8
Investment securities in banking business	504.9	501.6	-3.2
Property and equipment	153.5	159.7	+6.2
Intangible assets	1,057.2	1,229.4	+172.2
Liabilities	3,739.5	3,888.2	+148.7
Trade and other payables	545.9	434.4	-111.5
Customer deposit in banking business	1,251.9	1,314.9	+62.9
Interest-bearing liabilities	1,463.2	1,655.7	+192.4
Equity	2,954.1	2,998.4	+44.3

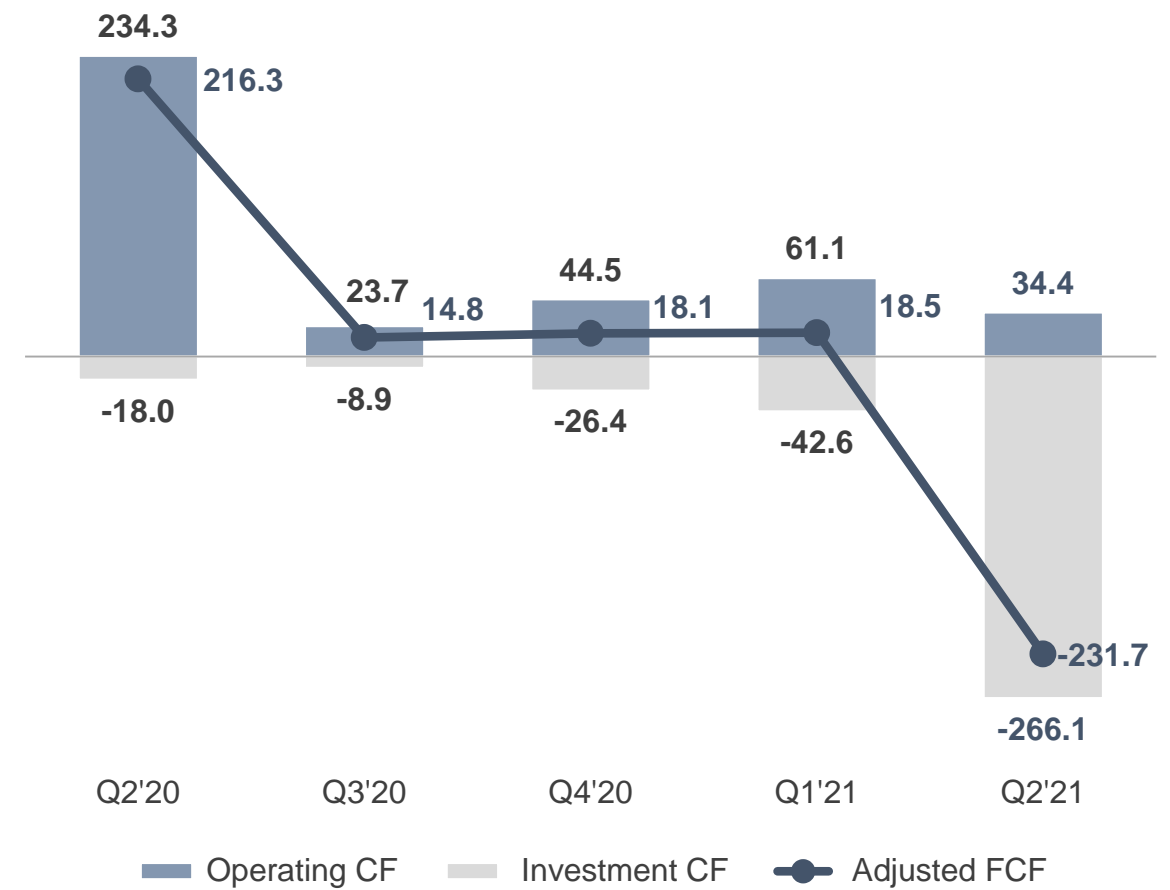
CAPEX¹

(JPY B)



Adjusted FCF²

(JPY B)



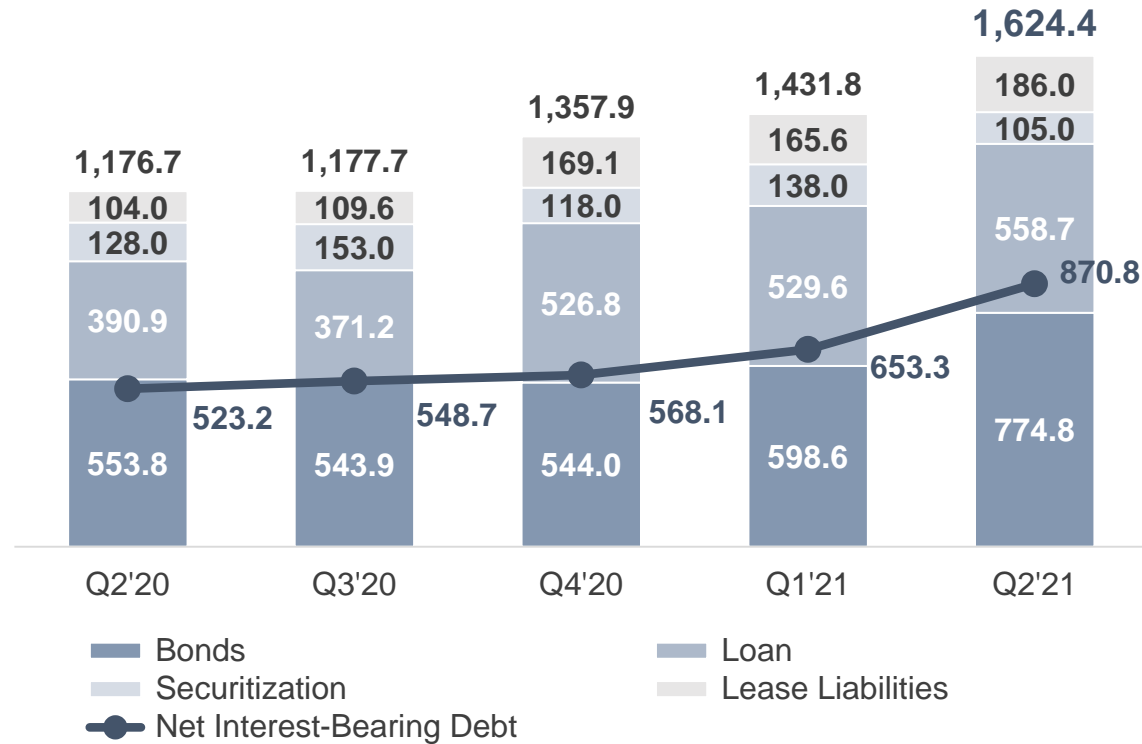
1. The figures are rounded down to the nearest million yen and then rounded to the nearest 100 million yen

2. Excludes banking business. Securitization of credit card receivables is added in operating cash flow. The figures are rounded down to the nearest million yen and then rounded to the nearest 100 million yen.

Interest-Bearing Debt & Net Interest-Bearing Debt¹

(Excludes banking business)

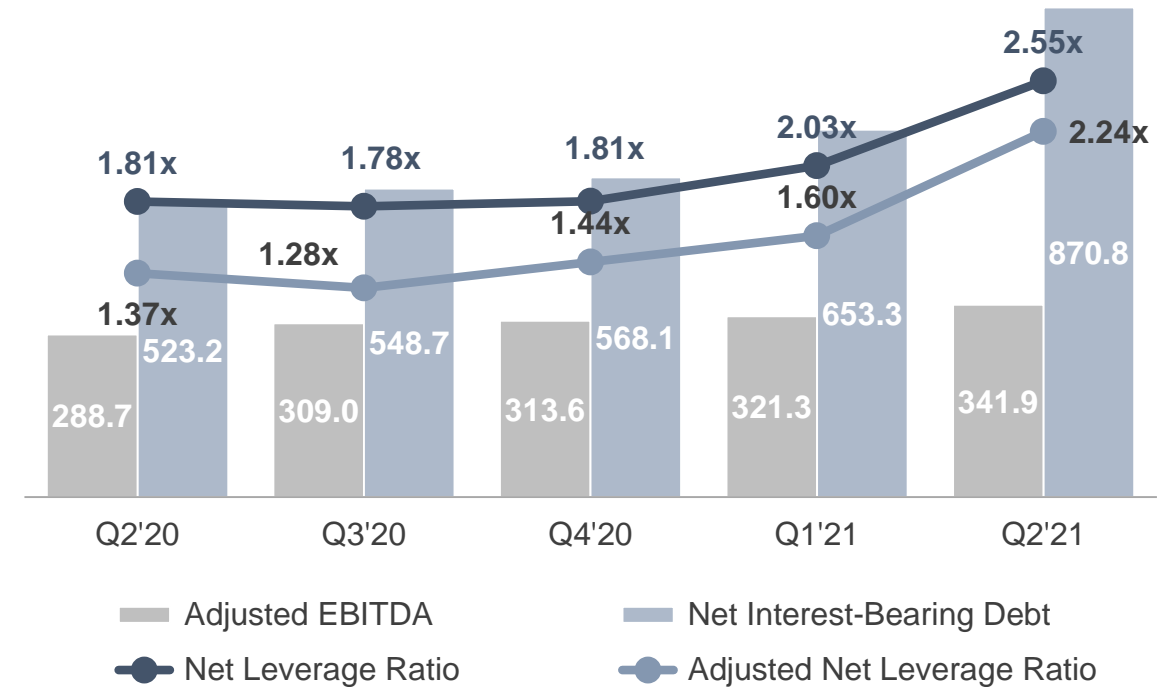
(JPY B)



Net Leverage Ratio² / Adjusted net leverage ratio³

(Excludes banking business)

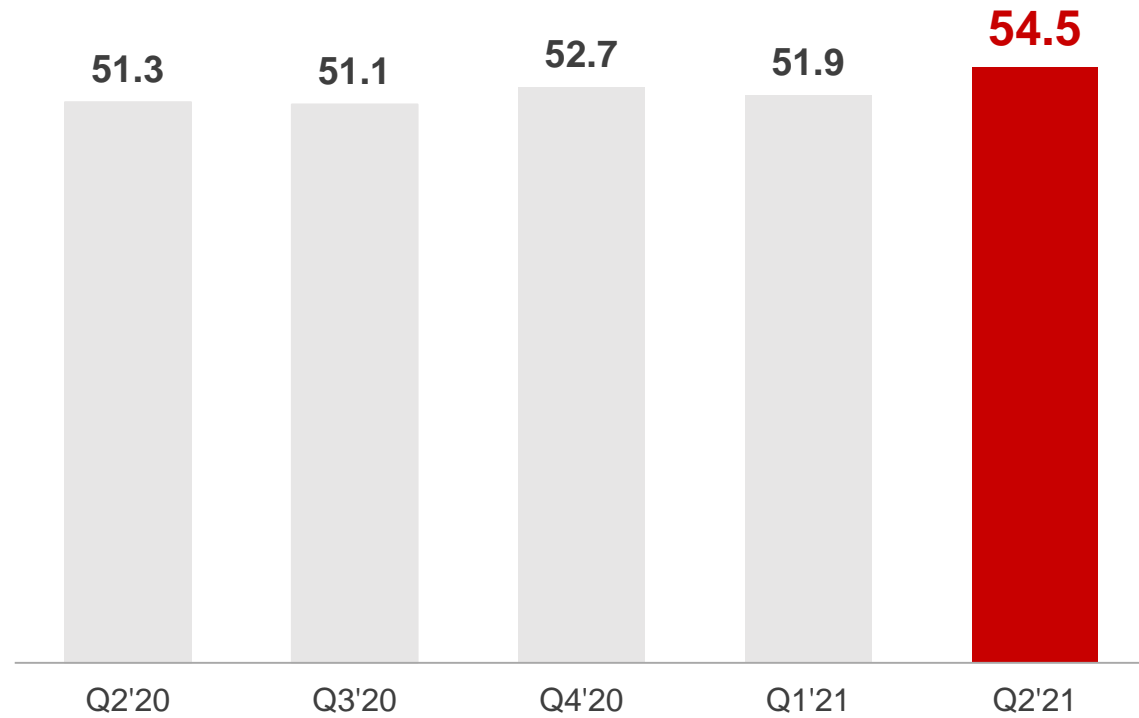
(JPY B)



1. Net interest-bearing debt = Interest bearing debt – Cash and cash equivalents. The figures are rounded down to the nearest million yen and then rounded to the nearest 100 million yen.
2. Net leverage ratio = Net interest-bearing debt/Adjusted EBITDA (Figures for the last 12 months used for calculating Adjusted EBITDA). The figures are rounded down to the nearest million yen and then rounded to the nearest 100 million yen.
3. Excludes impact of asset securitization

Yahoo Japan - Number of Monthly Logged-in User IDs

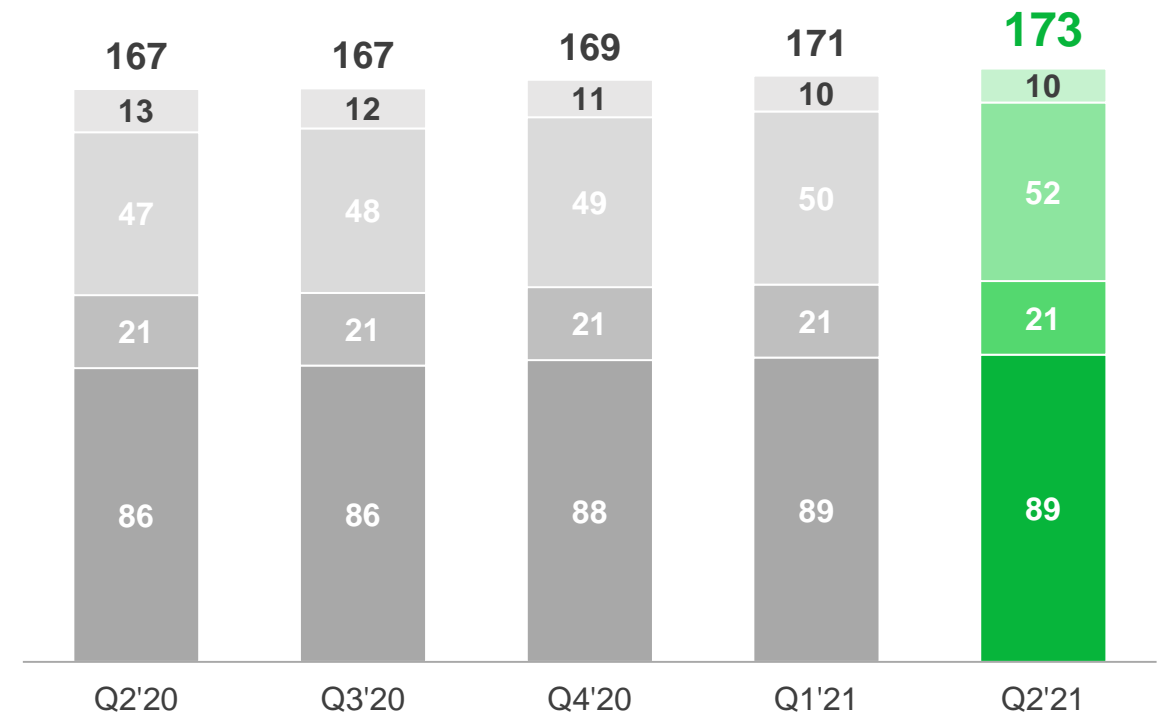
(Million)



LINE - Monthly Active Users

(Million)

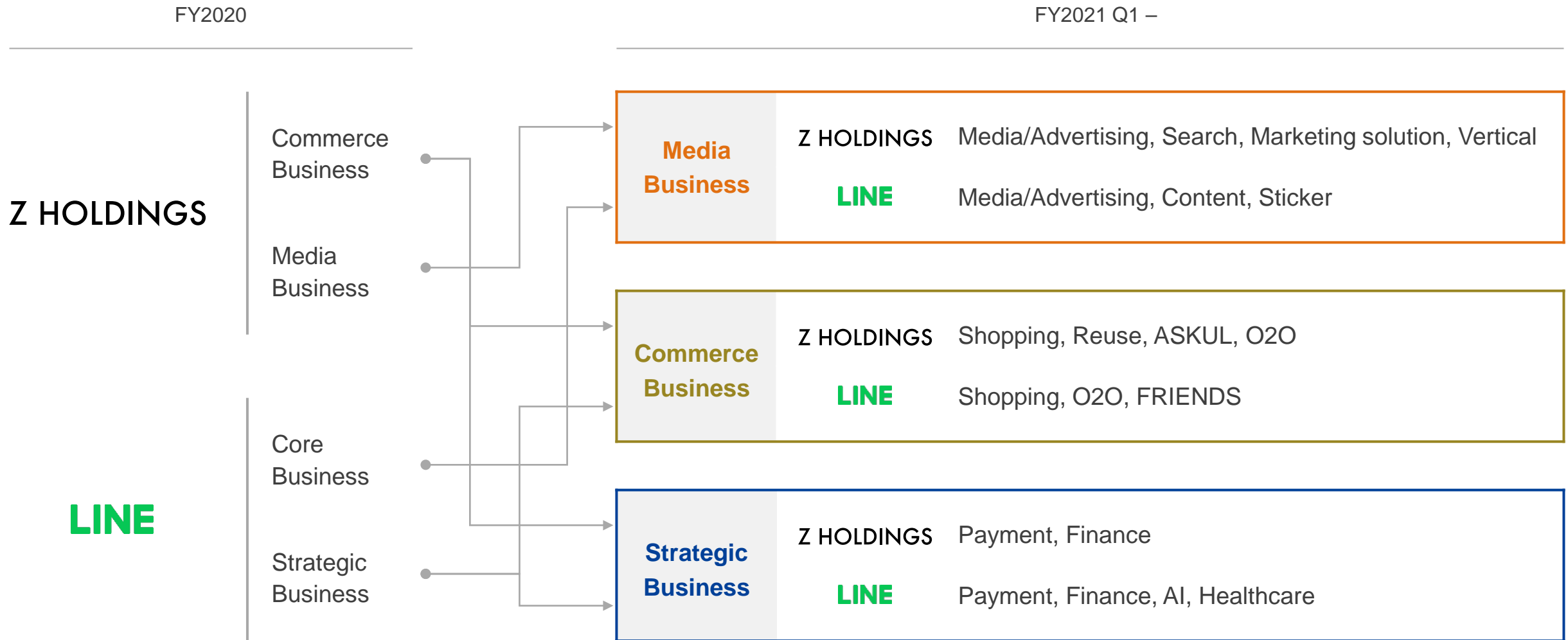
September 2021 Global MAU¹ : 189



■ Japan ■ Taiwan ■ Thailand ■ Indonesia

1. Total number of users worldwide, including the four major countries and regions

- Introduced **3 new business segments: Media, Commerce, and Strategic** by classifying businesses according to the growth phase of each business



(JPY Million)	FY2020 Q2	FY2021 Q2	YoY
Revenue	83,263	154,991	+86.1%
Yahoo Japan (pre-integration ZHD) Advertising revenue	72,685	80,203	+10.3%
Search advertising	40,061	44,776	+11.8%
Display advertising (Programmatic) ¹	28,612	30,740	+7.4%
Display advertising (Reservation) ¹	4,011	4,685	+16.8%
LINE Advertising revenue	N/A	46,159	N/A
Display advertising	N/A	26,853	N/A
Account advertising	N/A	17,705	N/A
Other LINE advertising	N/A	1,600	N/A
Other revenue (Vertical/entertainment/digital content/communication, etc.)	10,577	28,628	+170.6%
Cost of sales	22,326	33,914	+51.9%
Selling, general and administrative expenses	25,653	60,893	+137.4%
Sales promotion cost + Advertising and promotional expenses	4,006	6,006	+49.9%
Other selling, general and administrative expenses	21,646	54,886	+153.6%
Other revenue and expenses	-220	-	N/A
Adjusted EBITDA (Margin)²	37,120 (44.6%)	65,339 (42.2%)	+76.0%
Yahoo Japan Adjusted EBITDA (Margin)²	37,120 (44.6%)	38,749 (42.5%)	+4.4%
LINE Adjusted EBITDA (Margin)²	N/A	26,589 (41.6%)	N/A

1. Excludes Shopping-related advertising revenue and advertising revenue of ZOZO, Inc. (Recorded in Commerce Business segment)

2. Includes revenue of media business other than advertising business

(JPY Million)	FY2020 Q2	FY2021 Q2	YoY
Revenue	178,096	192,622	+8.2%
Merchandise EC	138,894	154,878	+11.5%
Shopping business	60,887	73,771	+21.2%
Reuse business	12,638	13,608	+7.7%
ASKUL online BtoB business	65,368	67,498	+3.3%
Services EC	5,149	4,740	-7.9%
Other	34,052	33,004	-3.1%
Cost of sales	80,738	84,072	+4.1%
Selling, general and administrative expenses	69,538	85,049	+22.3%
Sales promotion cost + Advertising and promotional expenses	13,639	22,860	+67.6%
Other selling, general and administrative expenses	55,898	62,188	+11.3%
Other revenue and expenses	-214	-	N/A
Adjusted EBITDA (Margin)	39,410 (22.1%)	35,988 (18.7%)	-8.7%

(JPY Million)	FY2020 Q2	FY2021 Q2	YoY
Revenue	20,468	29,524	+44.2%
Fintech	20,468	29,055	+42.0%
PayPay Card ^{1,2}	10,535	11,535	+9.5%
PayPay Bank ²	7,679	8,548	+11.3%
Other fintech (LINE Fintech, etc.)	2,253	8,971	+298.2%
Other Strategic Business (AI, LINE Search, LINE Healthcare, etc.)	N/A	468	N/A
Cost of sales	2,964	3,837	+29.4%
Selling, general and administrative expenses	14,698	32,769	+122.9%
Sales promotion cost + Advertising and promotional expenses	1,101	4,209	+282.3%
Other selling, general and administrative expenses	13,597	28,559	+110.0%
Other revenue and expenses	-43	15,022	N/A
Adjusted EBITDA (Margin)	4,727 (23.1%)	9,818 (33.3%)	+107.7%

1. PayPay Card Corporation changed its trade name from YJ Card Corporation on October 1, 2021

2. Independently calculated by making relevant IFRS adjustments from non-consolidated figures under JGAAP

Media Business

Item	Breakdown
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, Real estate-related services, Yahoo! JAPAN Loco, etc.
LINE	LINE Stickers, LINE GAME, LINE Fortune, LINE LIVE, LINE MUSIC, LINE Manga, etc.

Item	Fee Calculation	Placement Pages	Type of Advertiser
Search advertising	Cost per-click	Search results pages	Major corporations/SMEs
Display advertising			
Programmatic			
Yahoo! JAPAN Ads “Display advertising” (Programmatic-based)	Cost per-click Cost per-view	Top page Interior pages of service sites Partner sites	Major corporations/SMEs
Shopping-related advertising (Programmatic-based)	Cost per-conversion	Yahoo! JAPAN Shopping PayPay Mall	Tenants of Yahoo! JAPAN Shopping and PayPay Mall
Reservation			
Yahoo! JAPAN Ads “Display advertising” (Reservation-based)	Cost per-viewable impression Cost per-guaranteed period, etc.	Top page Interior pages of service sites	Major corporations
Shopping-related advertising (Reservation-based)	Cost per-guaranteed period, etc.	Yahoo! JAPAN Shopping PayPay Mall	Tenants of Yahoo! JAPAN Shopping and PayPay Mall

Item	Fee Calculation	Placement Pages/Product outline	Type of Advertiser
Display ads			
Timeline	Cost per-click Cost per-view	Timeline tab	Major corporations/SMEs
LINE NEWS	Cost per-click Cost per-view	NEWS tab	Major corporations/SMEs
Chat List	Cost per-click Cost per-view	Top of chat list page	Major corporations/SMEs
Account ads			
LINE Official Account	Fixed monthly cost Pay-as-you-go	Messages delivered to users who have friended the account	Major corporations/SMEs
LINE Promotion Sticker	Fixed fee Pay-as-you-go	Stickers designed for businesses for user communications	Major corporations
LINE de Obo	Basic cost Optional cost	In-store sales promotion solution utilizing LINE	Major corporations

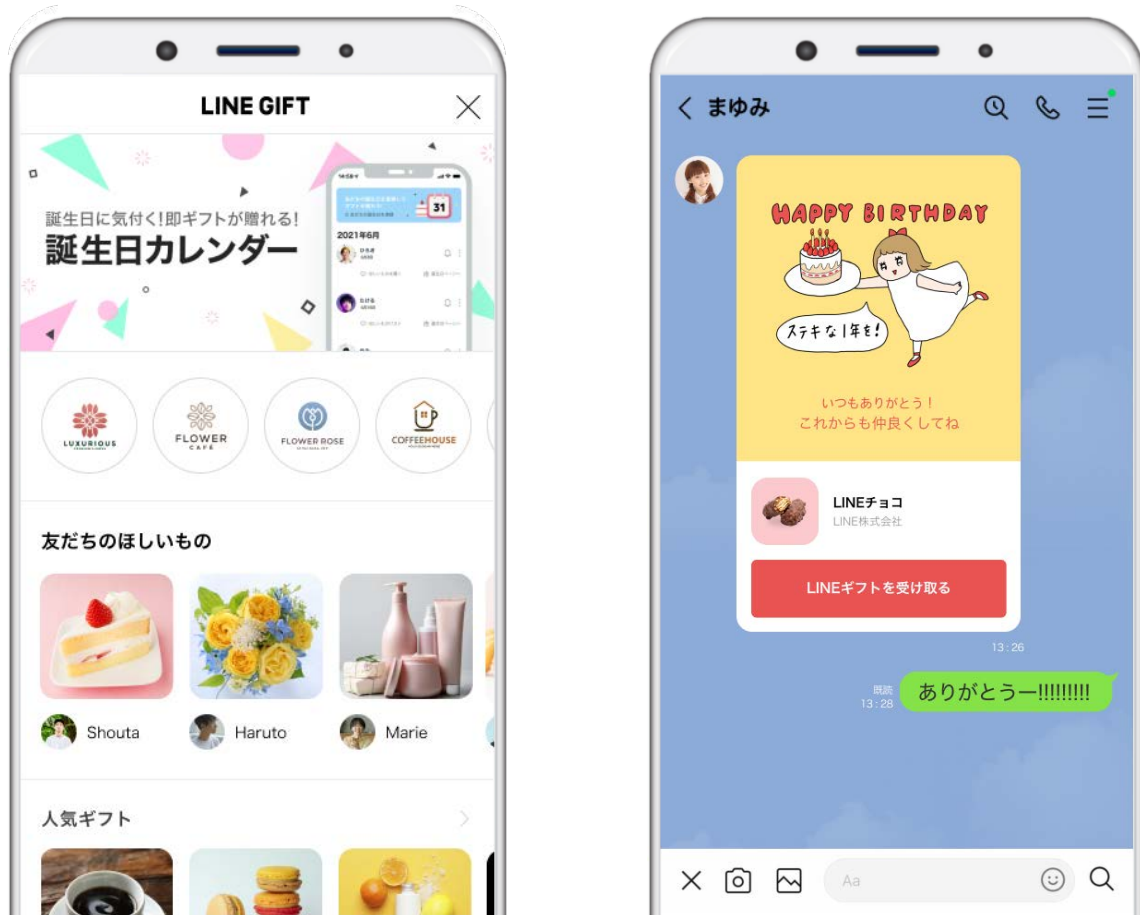
Commerce Business

Item	Breakdown
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.

Item	Major Services
EC transaction value	-
Merchandise	-
Shopping business	Yahoo! JAPAN Shopping, PayPay Mall, ZOZOTOWN, LOHACO, Charm, LINE SHOPPING, LINE GIFT, LINE FRIENDS
Reuse business	YAHUOKU!, PayPay Flea Market, ZOZOUSED
ASKUL online BtoB business	-
Other (merchandise)	Yahoo! JAPAN Tickets, Ouchi-Direct
Services	Ikyu.com, Yahoo! JAPAN Travel, Yahoo! JAPAN Loco ¹ , Demae-can
Digital content¹	ebookjapan, LINE Manga, LINE MUSIC, LINE Stickers, LINE GAME, LINE LIVE, LINE Fortune, other paid digital content

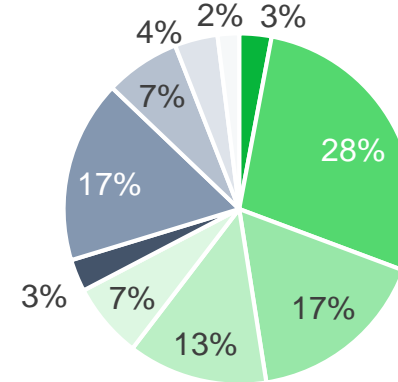
1. Revenue from these services are recorded in the Media Business segment

- A service that allows users to give gifts to family and friends connected through LINE
- Two types of gifts: “E-Gifts” – suitably priced for casual presents; “Delivery Gifts” – available in wide price ranges to suit various purposes

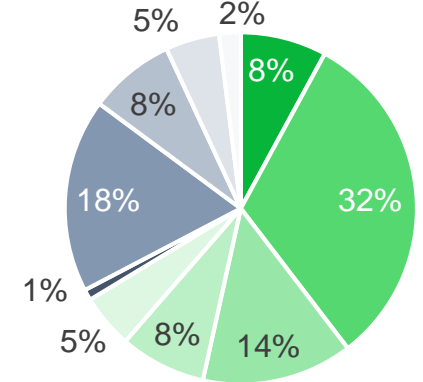


User Attribute

Givers



Receivers



※ As of FY2020 Q4
Own server survey



No. of cumulative users¹ **15 mil**
(As of May 31, 2021)

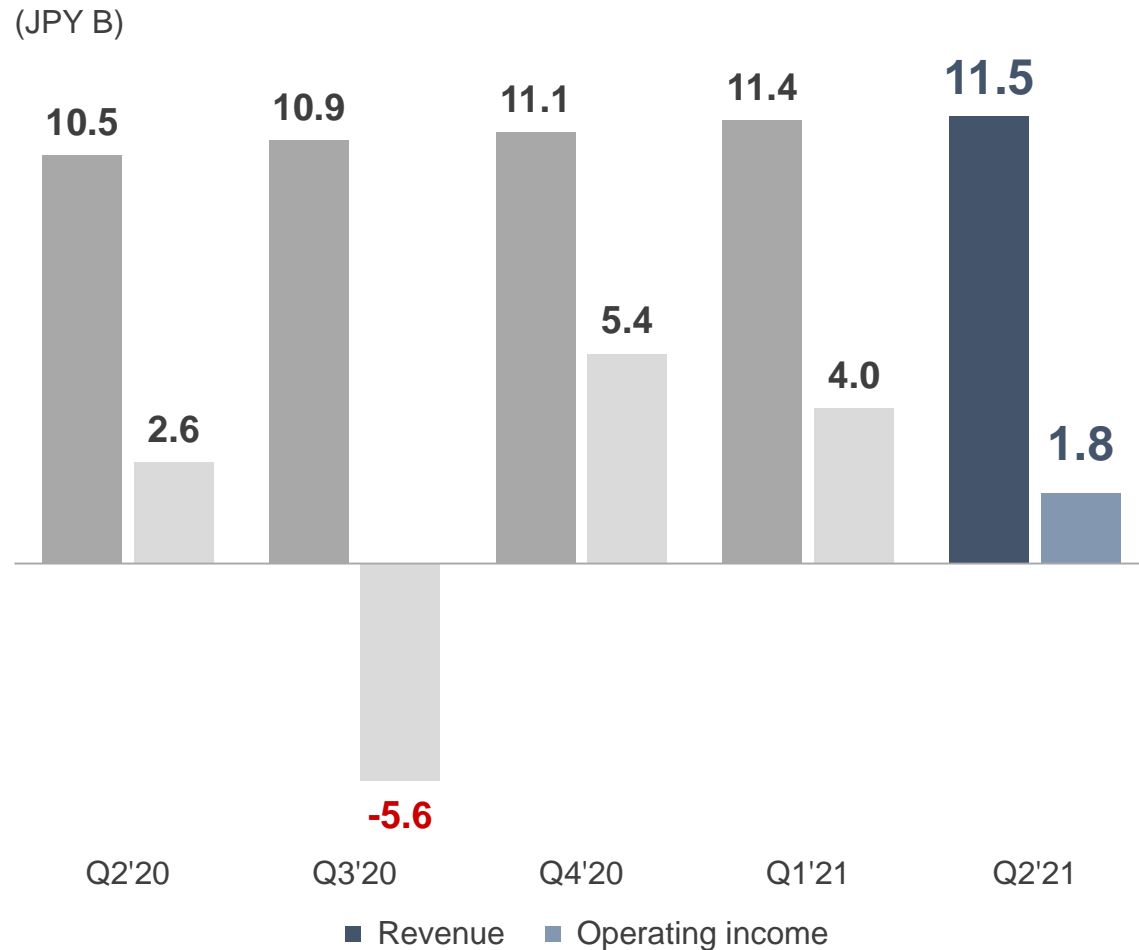
1. Total number of unique users who have given or received LINE GIFT

Strategic Business



Item	Breakdown
Fintech	-
PayPay Card¹	-
PayPay Bank	-
Other fintech	PayPay Asset Management, PayPay Insurance, Magne-Max, LINE Pay, LINE Securities, LINE Score, LINE Pocket Money, LINE BITMAX, etc.
Others	AI, LINE Search, LINE Healthcare, etc.

1. PayPay Card Corporation changed its trade name from YJ Card Corporation on October 1, 2021

Revenue/Operating Income (Non-Consolidated IFRS)²

 Statement of Financial Position (JGAAP)²

(JPY B)

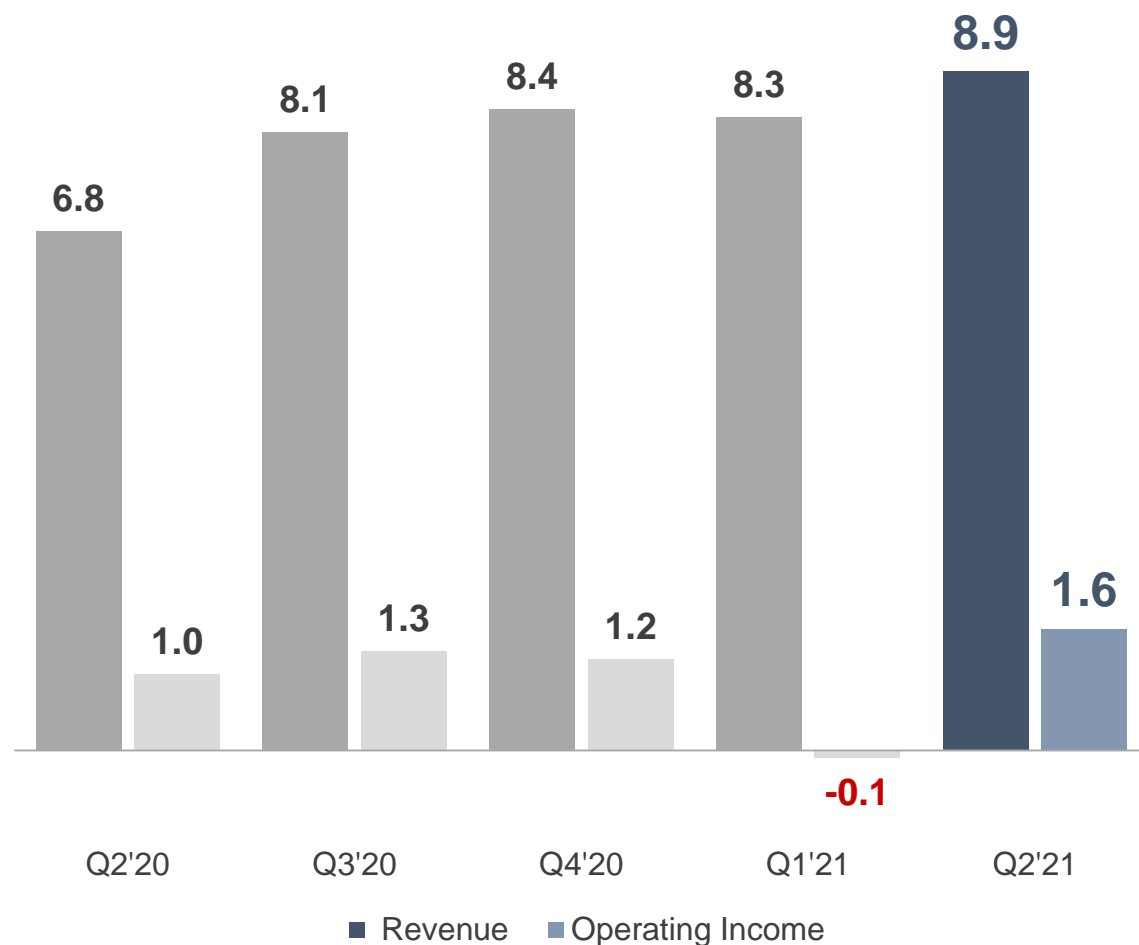
	FY2021 Q1	FY2021 Q2	Difference
Assets	500.6	542.8	+42.1
Cash and cash equivalents	35.1	86.2	+51.0
Trade and other receivables	17.7	5.4	-12.3
Loans in credit card business	382.5	384.7	+2.2
Investment securities in banking business	-	-	-
Property and equipment	2.0	3.2	+1.2
Intangible assets	25.7	26.2	+0.4
Liabilities	463.5	504.1	+40.5
Trade and other payables	177.3	173.9	-3.4
Customer deposit in banking business	-	-	-
Interest-bearing liabilities	276.7	320.8	+44.0
Equity	37.0	38.6	+1.5

1. PayPay Card Corporation changed its trade name from YJ Card Corporation on October 1, 2021

2. Figures before elimination of internal transactions within the Z Holdings Group. Revenue and operating income are independently calculated by making relevant IFRS adjustments from non-consolidated figures under JGAAP.

Revenue/Operating Income (Non-Consolidated IFRS)¹

(JPY B)



Statement of Financial Position (JGAAP)¹

(JPY B)

	FY2021 Q1	FY2021 Q2	Difference
Assets	1,401.1	1,468.2	+67.0
Cash and cash equivalents	330.4	475.3	+144.9
Trade and other receivables	24.7	20.8	-3.9
Loans in credit card business	-	-	-
Investment securities in banking business	514.9	511.6	-3.2
Property and equipment	0.5	0.8	+0.3
Intangible assets	7.4	7.6	+0.1
Liabilities	1,343.9	1,410.0	+66.1
Trade and other payables	15.8	16.5	+0.7
Customer deposit in banking business	1,282.8	1,347.6	+64.8
Interest-bearing liabilities	41.0	41.0	-
Equity	57.2	58.1	+0.9

1. Figures before elimination of internal transactions within the Z Holdings Group. Revenue and operating income are independently calculated by making relevant IFRS adjustments from non-consolidated figures under JGAAP.

		May 2018 (At founding)	As of end of May 2019	As of end of Mar 2020	As of end of Dec 2020	As of end of Sep 2021
Common Stock	Yahoo Japan	50%	25%	25%	25%	25%
	SoftBank	50%	25%	25%	25%	25%
	SoftBank Group	-	50%	50%	50%	50%
	Paytm	-	-	-	-	-
	Total	100%	100%	100%	100%	100%

Preferred Stock ¹	Yahoo Japan	-	-	50%	50%	41.5%
	SoftBank	-	-	50%	50%	41.5%
	SoftBank Group	-	-	-	-	17.0%
	Total	-	-	100%	100%	100%



After conversion of preferred stocks & Paytm's exercise of stock option ²	
Yahoo Japan	33.0%
SoftBank	33.0%
SoftBank Group	28.5%
Paytm	5.5%
Total	100%

YAHOO!
JAPAN Voting rights ratio | **25%**











YAHOO!
JAPAN Voting rights ratio | **33%**

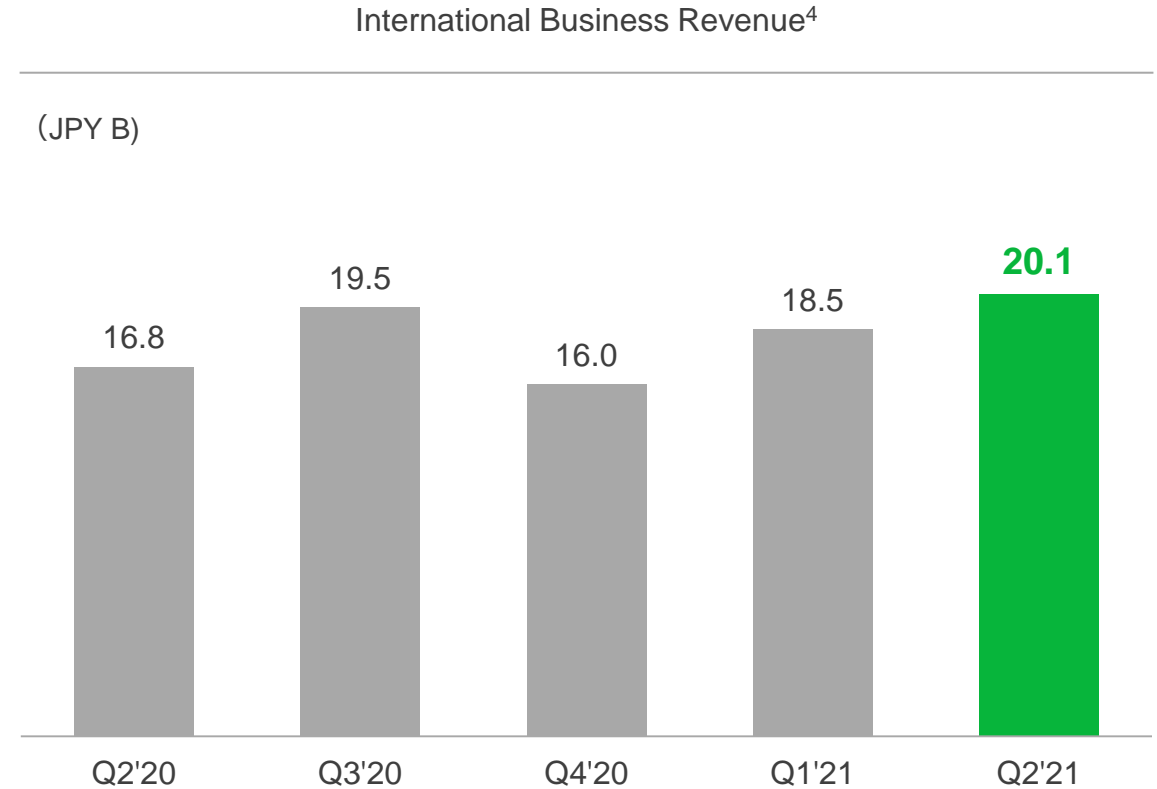
1. From April 2022 onwards, may be converted to common stocks (conversion rate=1:1)
 2. On September 30, 2020, issued stock options to Paytm. The options can be exercised from the same date.

International Business



- Overwhelming reach and market share in Asian countries and regions, mainly Taiwan, Thailand and Indonesia
- Generating revenue mainly from advertising, stickers, and game businesses based on messaging

<p>Taiwan</p> 	<p>21 mil MAU¹ (Population: 23.57 mil²)</p>	   <p>No.1 Market share³</p>
<p>Thailand</p> 	<p>52 mil MAU¹ (Population: 66.59 mil²)</p>	  <p>No.1 Market share³</p>
<p>Indonesia</p> 	<p>10 mil MAU¹ (Population: 270.20 mil²)</p>	 



1. As of September 30, 2021

2. Population for 2020. Figures for Taiwan and Thailand are quoted from data published by the Ministry of Interior. Figure for Indonesia is quoted from data published by the Central Bureau of Statistics.

3. Data for Taiwan and Thailand are based on 2020 market research data for each country and region.

4. Figures for local financial results are converted to Japanese yen using the average exchange rate from the beginning of the fiscal year

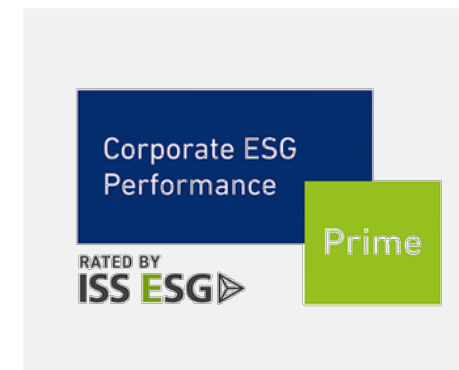
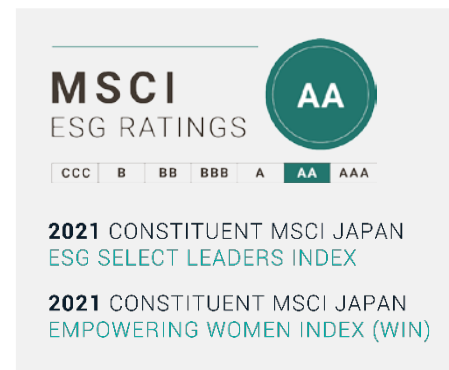
Country/Region	Business	Name of Company	Type of Company
Taiwan	-	LINE Taiwan Limited	Consolidated subsidiary
	Fintech	LINE Pay Taiwan Limited	Consolidated subsidiary
	Fintech	LINE Bank Taiwan Limited	Equity method affiliate
	O2O	JDW Co., Ltd.	Consolidated subsidiary
Thailand	-	LINE Company (Thailand) Limited	Consolidated subsidiary
	Fintech	RABBIT-LINE PAY COMPANY LIMITED	Equity method affiliate
	Fintech	Kasikorn LINE Company Limited	Equity method affiliate
	O2O	LINE MAN Corporation	Equity method affiliate
Indonesia	-	PT. LINE PLUS INDONESIA	Consolidated subsidiary
	Fintech	PT. Bank KEB Hana Indonesia	Equity method affiliate

1. As of September 30, 2021

Non-Financial Information



- **Acknowledged by various evaluators**
- **Aim to maintain/enhance a high third-party evaluation after integration, to secure our position as the industry-leading ESG issuer**



Note: As of 2021, Z Holdings Corporation receives an MSCI ESG Rating of AA. THE USE BY Z Holdings Corporation OF ANY MSCI ESG RESEARCH LLC OR ITS AFFILIATES (“MSCI”) DATA, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, RECOMMENDATION, OR PROMOTION OF Z Holdings Corporation BY MSCI. MSCI SERVICES AND DATA ARE THE PROPERTY OF MSCI OR ITS INFORMATION PROVIDERS, AND ARE PROVIDED ‘AS-IS’ AND WITHOUT WARRANTY. MSCI NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI.

S&P Global - DJSI

Interactive Media, Services & Home Entertainment sector

Selected as an Industry Leader

Member of **Dow Jones Sustainability Indices**

Powered by the S&P Global CSA



CCC B BB BBB A **AA** AAA

2021 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

2021 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

MSCI ESG Rating¹

Score rising every year since 2018

Received AA rating

Named for the first time to MSCI Japan ESG Select Leaders Index (June 2021)

Received the highest evaluation in the following categories:

Governance & Economic Dimension

Information Security/Cybersecurity & System Availability

Environmental Dimension

Environmental Reporting

Social Dimension

Corporate Citizenship and Philanthropy

Four areas of material importance

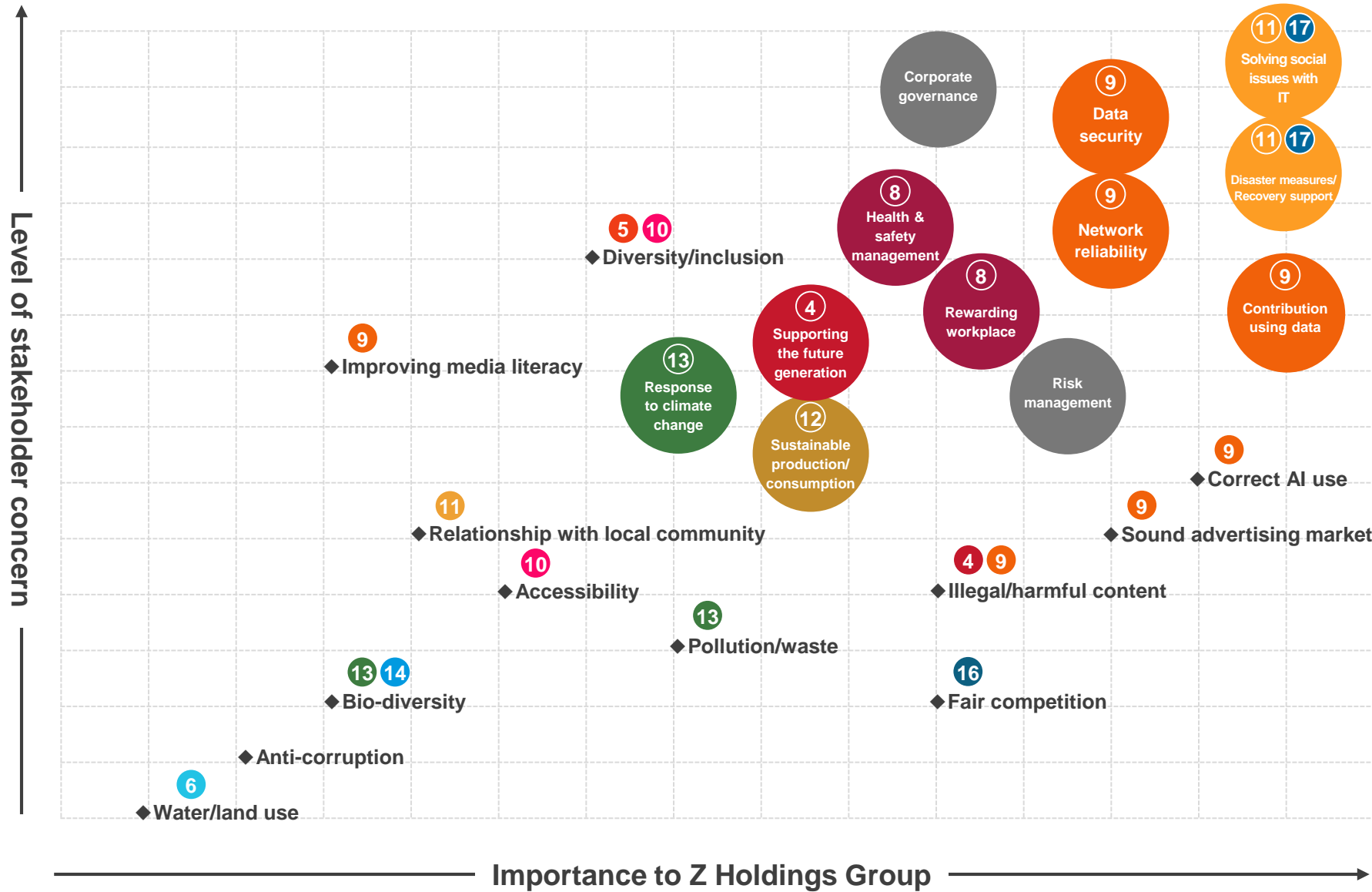
Privacy & Data Security

Human Capital Development

Carbon Emission

Governance

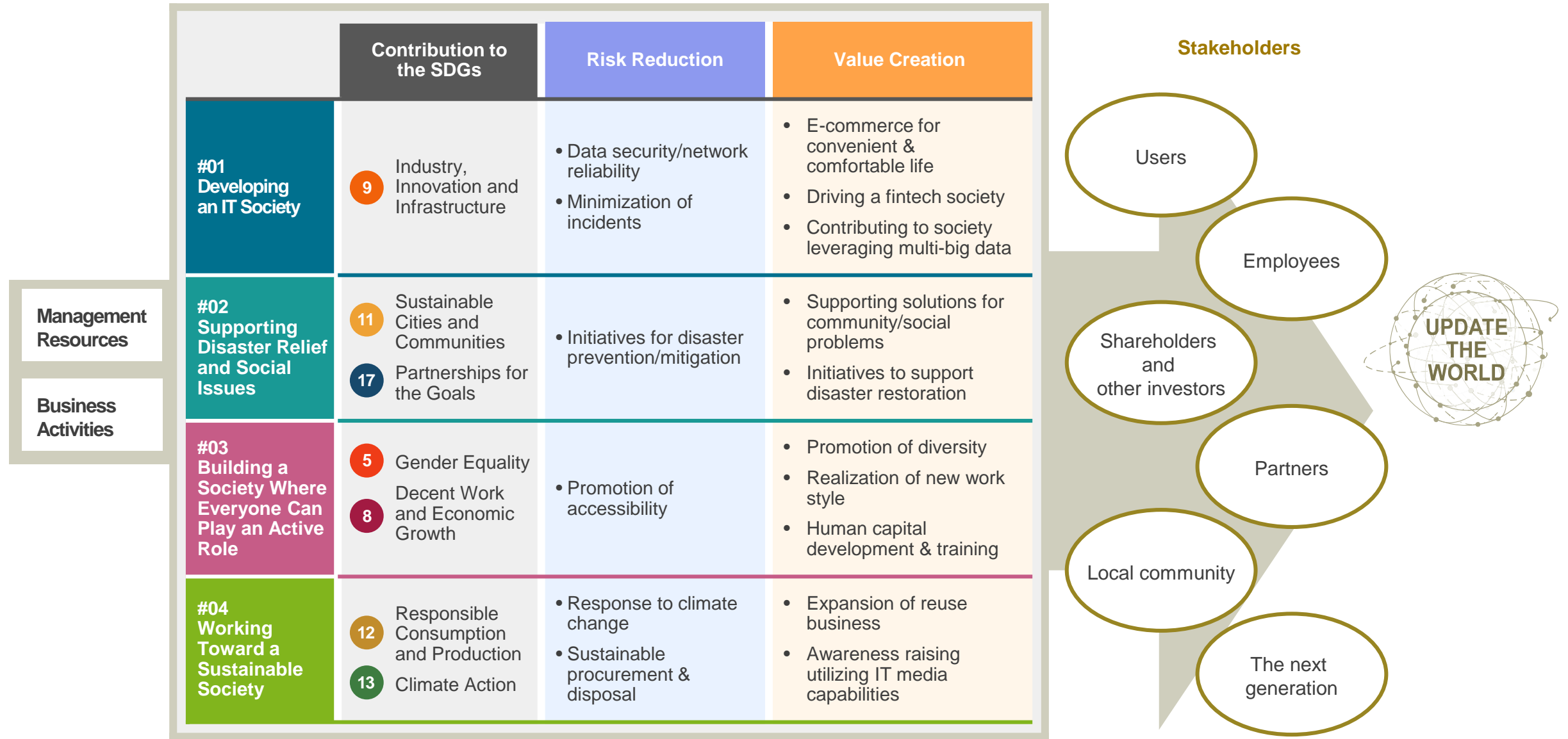
1. As of 2021, Z Holdings Corporation received an MSCI ESG Rating of AA. THE USE BY Z Holdings Corporation OF ANY MSCI ESG RESEARCH LLC OR ITS AFFILIATES (“MSCI”) DATA, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, RECOMMENDATION, OR PROMOTION OF Z Holdings Corporation BY MSCI. MSCI SERVICES AND DATA ARE THE PROPERTY OF MSCI OR ITS INFORMATION PROVIDERS, AND ARE PROVIDED ‘AS-IS’ AND WITHOUT WARRANTY. MSCI NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI.



The numbers and colors in the matrix coincide with the SDG icons.

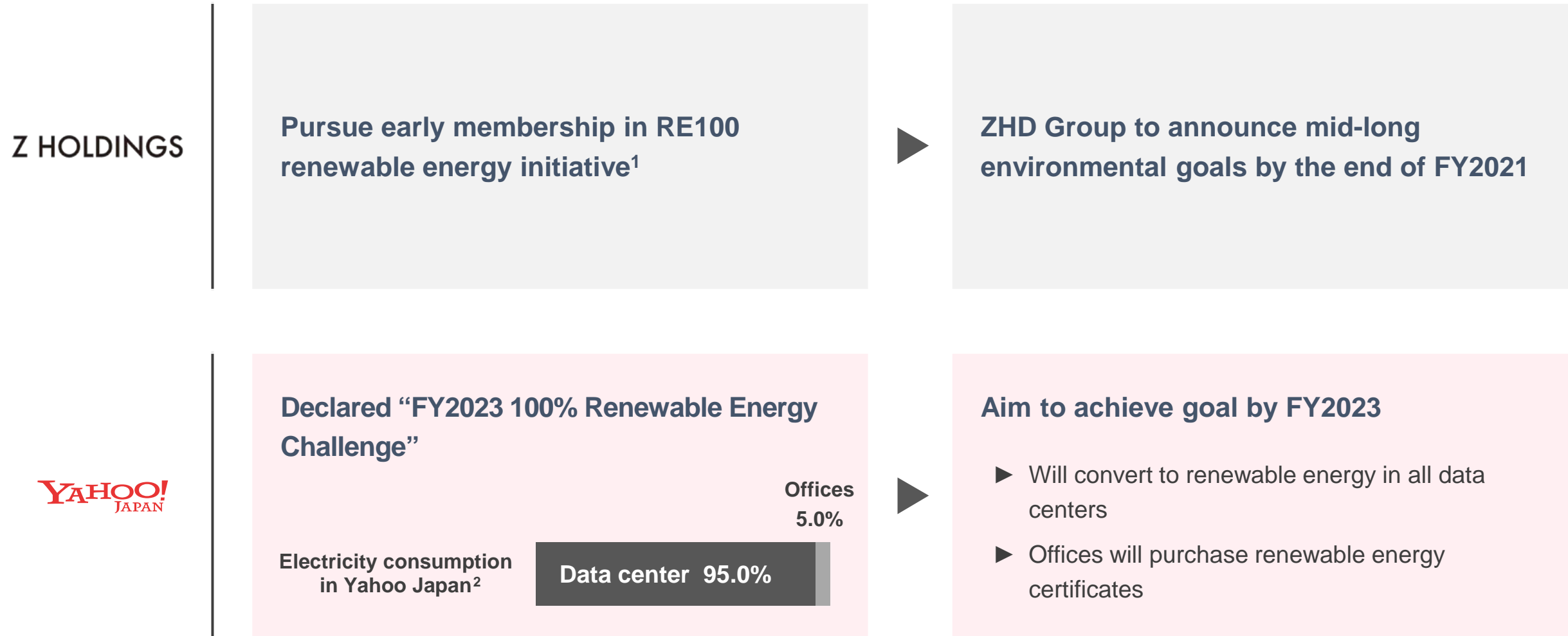
- 4 Quality Education
- 5 Gender Equality
- 6 Clean Water and Sanitation
- 8 Decent Work and Economic Growth
- 9 Industry, Innovation and Infrastructure
- 10 Reduced Inequalities
- 11 Sustainable Cities and Communities
- 12 Responsible Consumption and Production
- 13 Climate Action
- 14 Life Below Water
- 16 Peace, Justice and Strong Institutions
- 17 Partnerships for the Goals

1. Big circles are especially important to the stakeholders and the Z Holdings Group, and need to be dealt with focus.



1. The numbers and colors in the picture coincide with the 17 SDG icons

- Aim to achieve neutrality well ahead of Japanese government's "2050 Carbon Neutral" goal



1. Global initiative that promotes 100% renewable energy in corporate activities

2. Yahoo Japan Corporation and some group companies sharing the Kioicho Office

- Financial/non-financial information useful for investment decisions will be updated as needed

Z HOLDINGS
INTEGRATED REPORT PORTAL

Index Vision and Strategy Value Creation Business Performance Sustainability About the Group JP

Integrated Report Portal

Last updated: 10/25/2021

Messages from the Co-CEOs

Introducing a new Internet experience to users in Japan and Asia

Kentaro Kawabe, President and Representative Director, Co-CEO
Takeshi Idezawa, Representative Director, Co-CEO

On March 1, 2021, Z Holdings and LINE integrated their businesses to create a new Z Holdings with a total Internet customer base of over 300 million people using its services, making it Japan's largest Internet platform operator. Z Holdings co-CEOs Kentaro Kawabe and Takeshi Idezawa provide their thoughts on what the integration means for the new Z Holdings as a world-class Internet service provider.

(To be updated online in December 2021)

READ MORE

Vision and Strategy

- Messages from the Co-CEOs
- A Message from the CFO
- Growth Strategy
- Medium-to Long-term Management Index and KPIs
- Group Companies, Capital Structure
- Mission, Vision

Sustainability

- Environment
- Social
- Governance
- ESG Data
- Feature: Disaster-Proofing Japan
- Feature: Our Contributions to the Future of Tohoku
- Our Response to the SDGs
- ESG rating
- Guidelines Comparison Tables (SASB, GRI)

Value Creation

- Value Creation History
- Value Creation Process

Business Performance

- Financial Trends
- Financial Statement Historical Data
- Media Business
- Commerce Business

Statements made at the meeting or included in the documents that are not historical facts are forward-looking statements about the future performance of Z Holdings Corporation (Company, Z Holdings, ZHD) and its consolidated subsidiaries and affiliates.

The Company cautions you that a number of important factors could cause actual results to differ materially from those discussed in the forward-looking statements.

Such factors include, but are not limited to, the items mentioned in “Risk Factors” in “Consolidated Financial Statements and Independent Auditor's Report” (Japanese only). Unauthorized use of the information or the data in this document is not permitted.

Unless otherwise specified, English-language documents are prepared solely for the convenience of non-Japanese speakers.

If there is any inconsistency between the English-language documents and the Japanese-language documents, the Japanese-language documents will prevail.

Z HOLDINGS

**Unleashing the infinite potential of all people,
with the power of information technology**