

LY Corporation Earnings

FY2024 Full Year & Q4

May 7, 2025

Security Code: 4689

LINEヤフー

FY2024 Full Year & Q4 Earnings Highlights

1

Recorded a double-digit growth in adjusted EBITDA (FY2024).

- FY2024 Full Year Result: Consolidated revenue JPY1.91 T (YoY+5.7%)
Consolidated adjusted EBITDA JPY 470.8 B (YoY+13.5%)

2

Three focus areas for FY2025:

1. Transform LINE Official Account and LINE MINI App into a business platform.
2. Transform PayPay from a payment app into a digital financial platform. IPO preparation underway¹ to unlock enterprise value.
3. Deploy AI agents in consumer-facing services in full-scale.

3

Expect a high-single digit growth in revenue and profit for FY2025 (including investments).

- FY2025 Full Year Guidance: Consolidated revenue JPY2.10 T (YoY approx. +9%)
Consolidated adjusted EBITDA JPY500.0 to 510.0 B (YoY+6.2 to 8.3%)
Adjusted EPS (redefined) JPY25.9 to 26.9 (YoY +4.0 to 7.9%²)

4

Announced share repurchase of JPY150.0 B. Continue to improve capital efficiency.

1. This document is intended to disclose LY Corporation's financial results for the fiscal year 2024, and does not constitute a solicitation of an offer to sell or purchase any securities in Japan or any other jurisdictions. This presentation does not constitute an offer to sell or the solicitation of an offer to buy any securities. Any offers, solicitations of offers to buy, or any sales of securities will be made in accordance with the registration requirements of the Securities Act of 1933, as amended ("Securities Act"). The information on this slide is being presented in accordance with Rule 135 under the Securities Act.

2. Forecast considers in JPY150 B share buyback announced May 7, 2025

Table of Contents

- 1 Financial Results - Consolidated**
- 2 Financial Results – by Segment**
- 3 FY2025 Guidance**
- 4 FY2025 Initiatives**

Table of Contents

- 1 Financial Results - Consolidated**
- 2 Financial Results – by Segment
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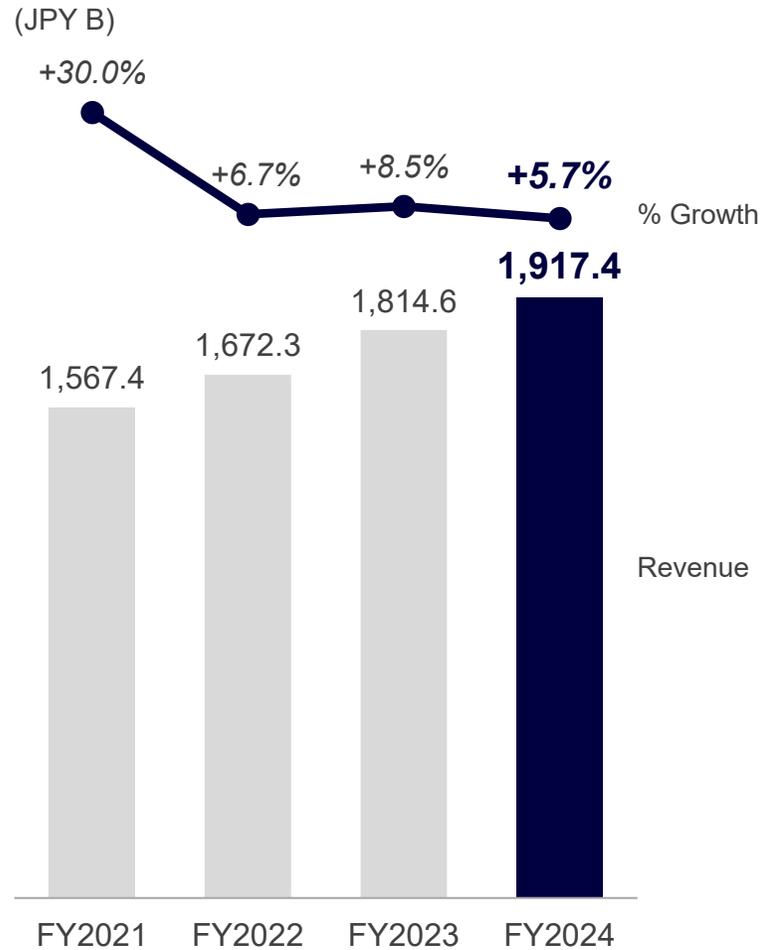
Revenue and profit growth in all three segments. Adjusted EBITDA +13.5% YoY on a consolidated basis

Segment	Item	FY2023	FY2024	% YoY Change
Consolidated	Revenue	JPY1,814.6 B	JPY1,917.4 B	+5.7 %
	Adjusted EBITDA	JPY414.9 B	JPY470.8 B	+13.5 %
	Adjusted EPS ¹	JPY22.3	JPY24.9	+11.7 %
	(old definition) Adjusted EPS	JPY18.9	JPY19.6	+3.8 %
Media	Revenue	JPY702.1 B	JPY731.6 B	+4.2 %
	Adjusted EBITDA	JPY254.5 B	JPY283.9 B	+11.6 %
Commerce	Revenue	JPY827.0 B	JPY848.3 B	+2.6 %
	Adjusted EBITDA	JPY143.2 B	JPY148.4 B	+3.6 %
Strategic	Revenue	JPY289.9 B	JPY341.2 B	+17.7 %
	Adjusted EBITDA	JPY11.5 B	JPY51.5 B	+347.3 %
Other/Adjustments	Adjusted EBITDA	JPY5.5 B	-JPY13.0 B	-

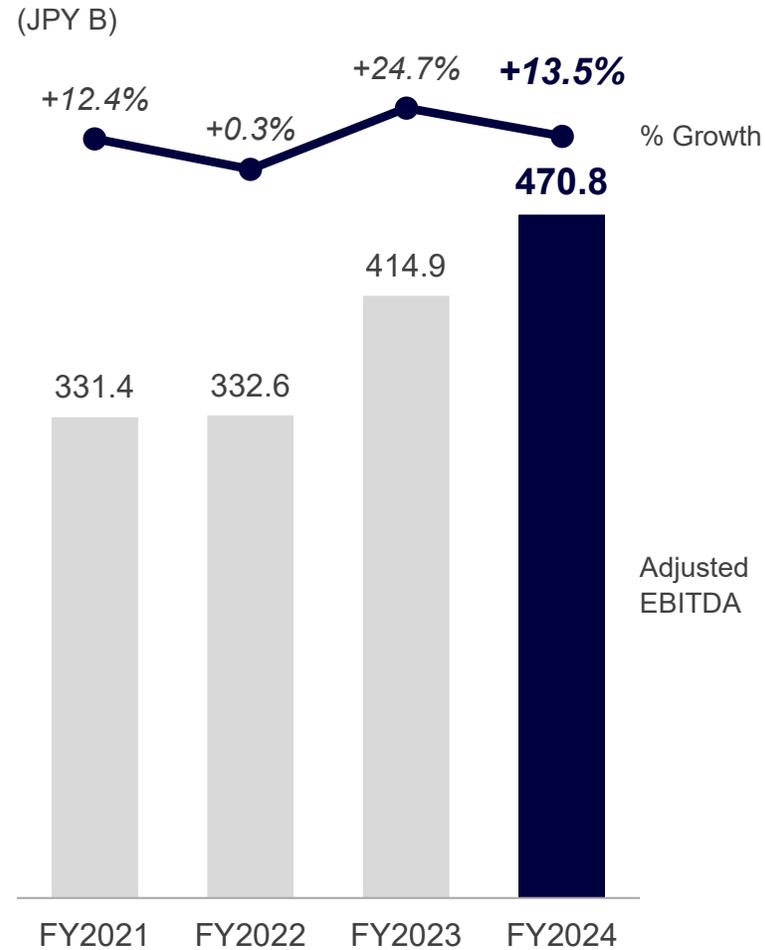
1. Adjusted EPS: Adjusted net income/average number of common stocks outstanding. Adjusted net income: Net income attributable to owners of the parent ± EPS adjustment items ± tax equivalent on some EPS adjustment items. EPS adjustment items: ± EBITDA adjustment items + amortization of identifiable intangible assets arising from business combinations ± non-recurring gains/losses in non-operating income/expenses.

Substantial improvement in profitability post merger, leading to strong profit growth

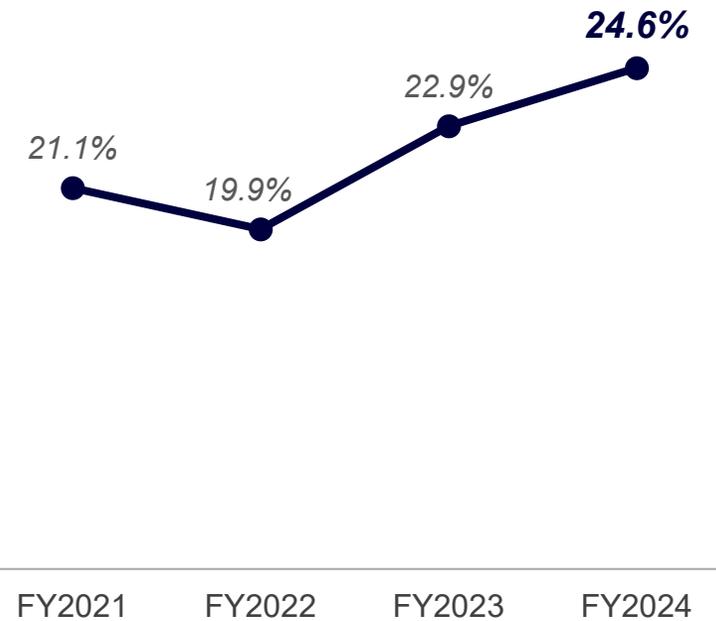
Revenue/ %YoY Growth



Adjusted EBITDA/ %YoY Growth



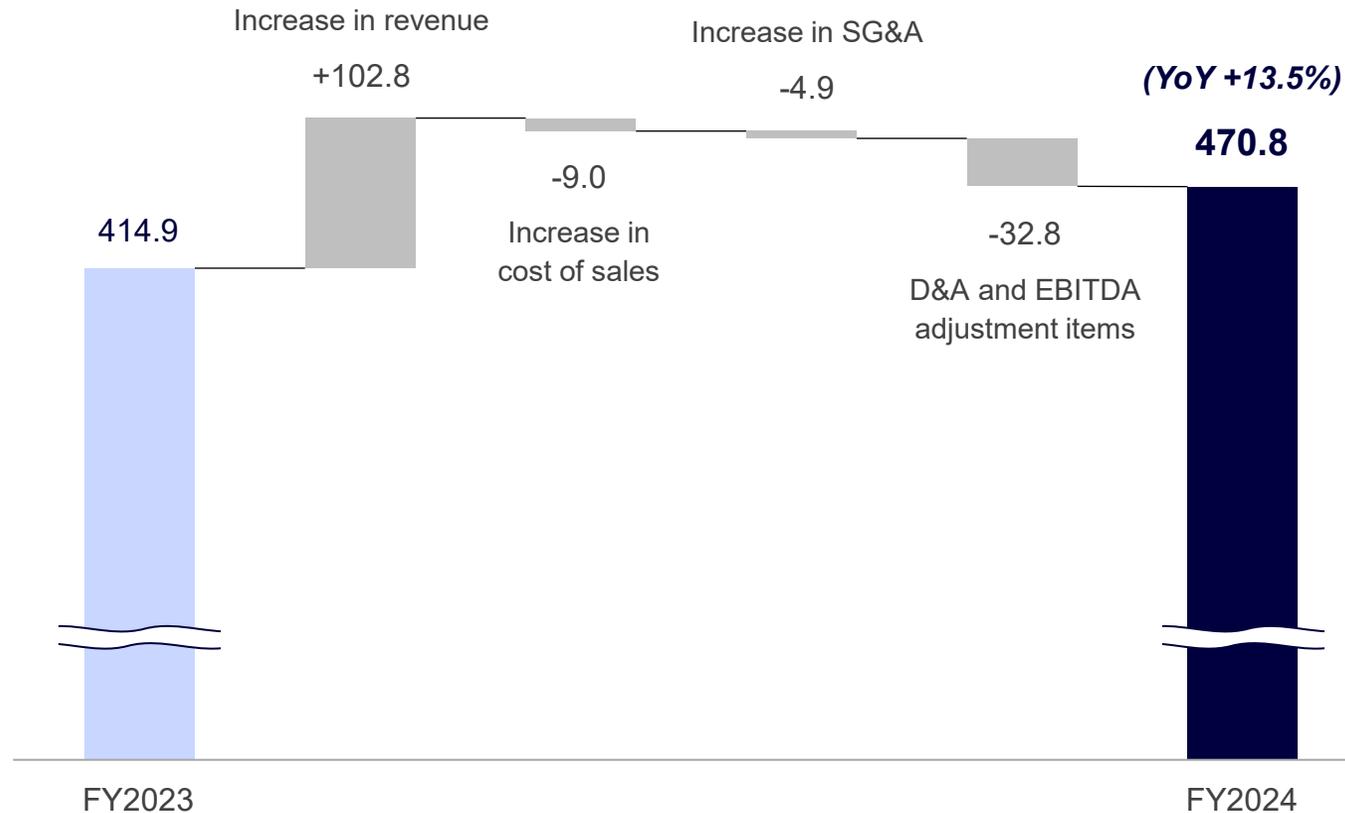
Adjusted EBITDA Margin



Increase in product revenue driving profit growth. Cost optimization stabilized

Change in Adjusted EBITDA¹

(JPY B)



Revenue: +JPY102.8 billion

- Media (+JPY29.4 B): Growth in account advertising.
- Commerce (+JPY21.2 B): Growth in ZOZO, ASKUL, Yahoo! JAPAN Shopping, travel, and reuse businesses.
- Strategic (+JPY51.2 B): Growth in PayPay Consolidated,² LINE Pay Taiwan, and PayPay Bank.

Cost of sales: +JPY9.0 billion

- Media (+JPY5.6 B): Increase in ebookjapan, search, LINE STICKERS, and dely.
- Commerce (-JPY0 B): Askul increase offset by decrease in deconsolidation of ValueCommerce and IPX.
- Strategic (+JPY3.4 B): Increase in PayPay Bank.

SG&A: +JPY4.9 billion

- Sales promotion costs/advertising & promotional expenses (+JPY17.1 B): Sales promotion costs increase mainly by Yahoo! JAPAN Shopping and PayPay Consolidated².
- Other SG&A (-JPY12.1 B): Decrease in impairment losses, depreciation, and business commissions, offsetting increase in commission expenses and license fees.

D&A and EBITDA adjustment items: +JPY32.8 billion

- Decreased mainly in impairment losses, depreciation, and amortization.

1. Adjusted EBITDA: Operating income + depreciation & amortization ± EBITDA adjustment items. Depreciation & amortization: Depreciation, depreciation of right-of-use assets, certain rents. 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, gains on remeasurement relating to business combinations, other transactions with undetermined cash outflows (one-time provisions, etc.), etc.). Also, gains/losses on sales of shares held by certain funds.

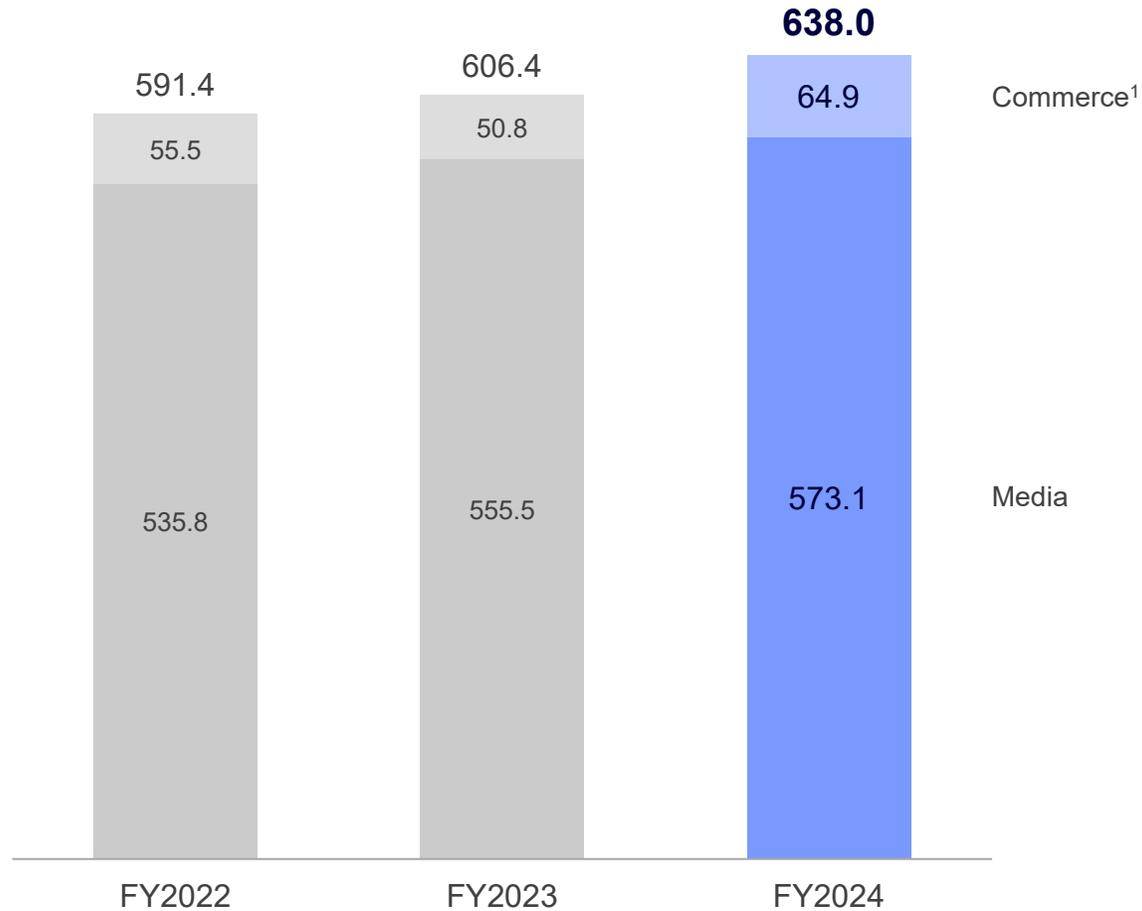
2. Consolidated figure for PayPay Corporation, PayPay Card Corporation, and Credit Engine, Inc.

Consolidated – Total Advertising Revenue

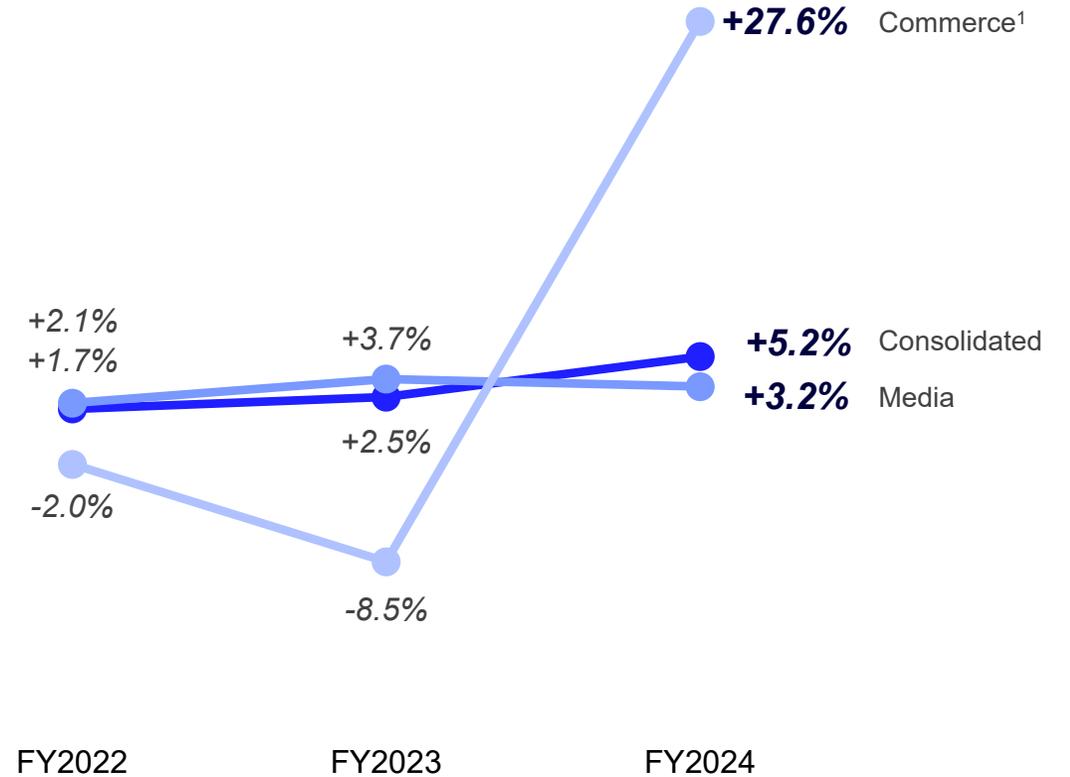
Media ads recorded stable growth. Shopping ads recovered substantially

Consolidated – Total Advertising Revenue¹

(JPY B)



Consolidated – Total Advertising Revenue % YoY Growth¹



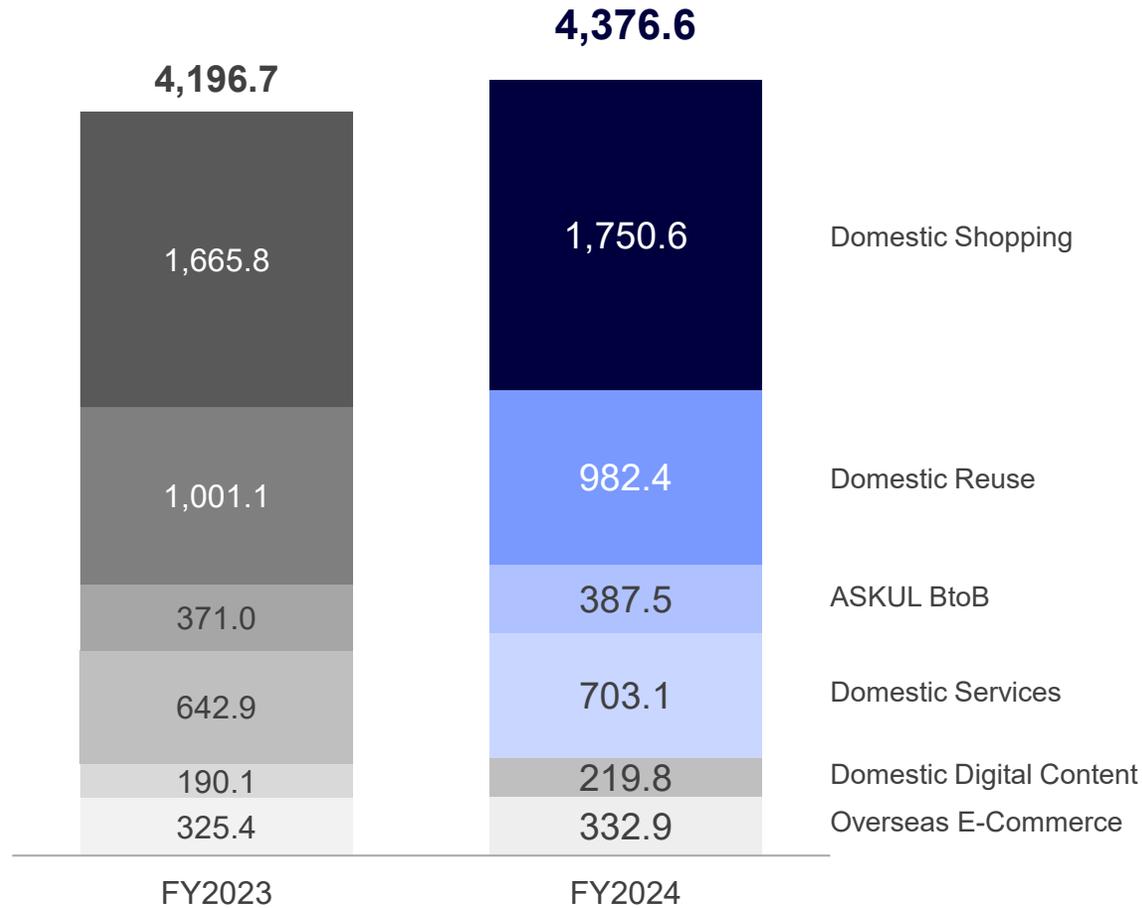
1. Revenue for commerce ads are recorded in the Commerce Business segment.

Consolidated – E-Commerce Transaction Value

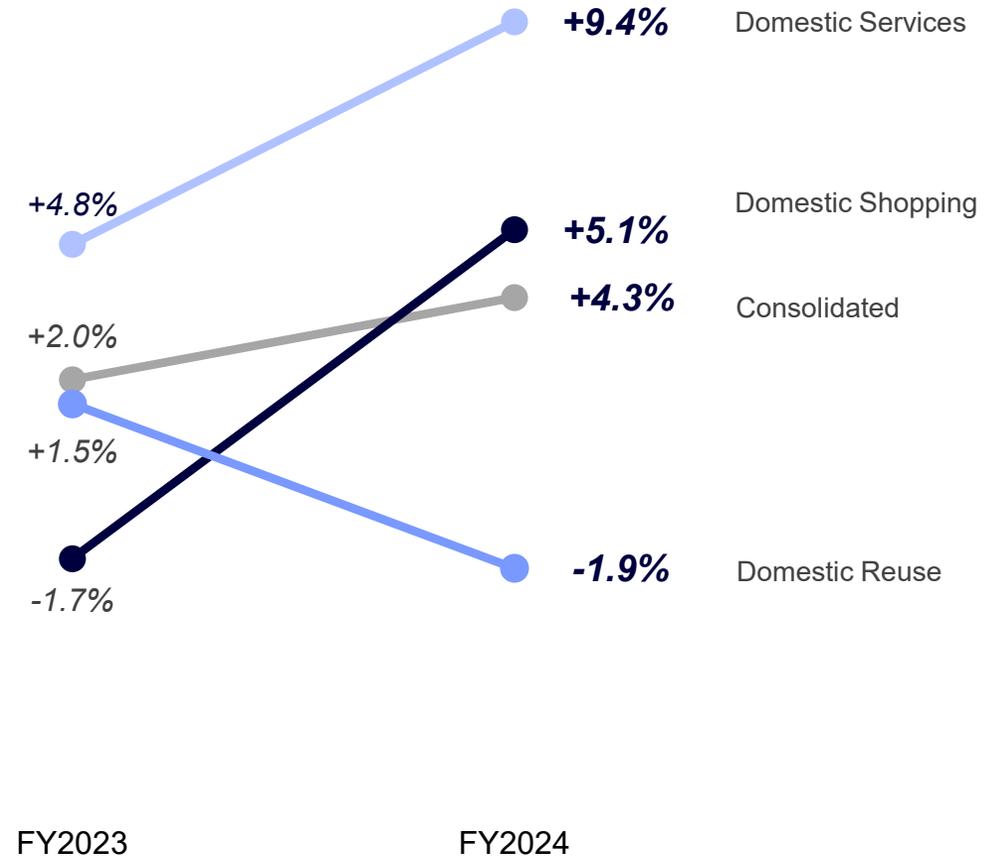
Yahoo! JAPAN Shopping and travel as growth drivers

Consolidated – E-Commerce Transaction Value¹

(JPY B)



Consolidated – E-Commerce Transaction Value % YoY Growth¹



1. Please refer to P.27 of the Appendix for a definition of transaction value.

Share repurchase of up to JPY150.0 B announced. Continued efforts for improving capital efficiency

Purpose/Policy

- Increase adjusted EPS and improve adjusted ROE by reducing number of outstanding shares and shareholders' equity.
- Dividend per share for FY2025 (JPY7) is expected to increase in proportion to number of shares repurchased.

Outline

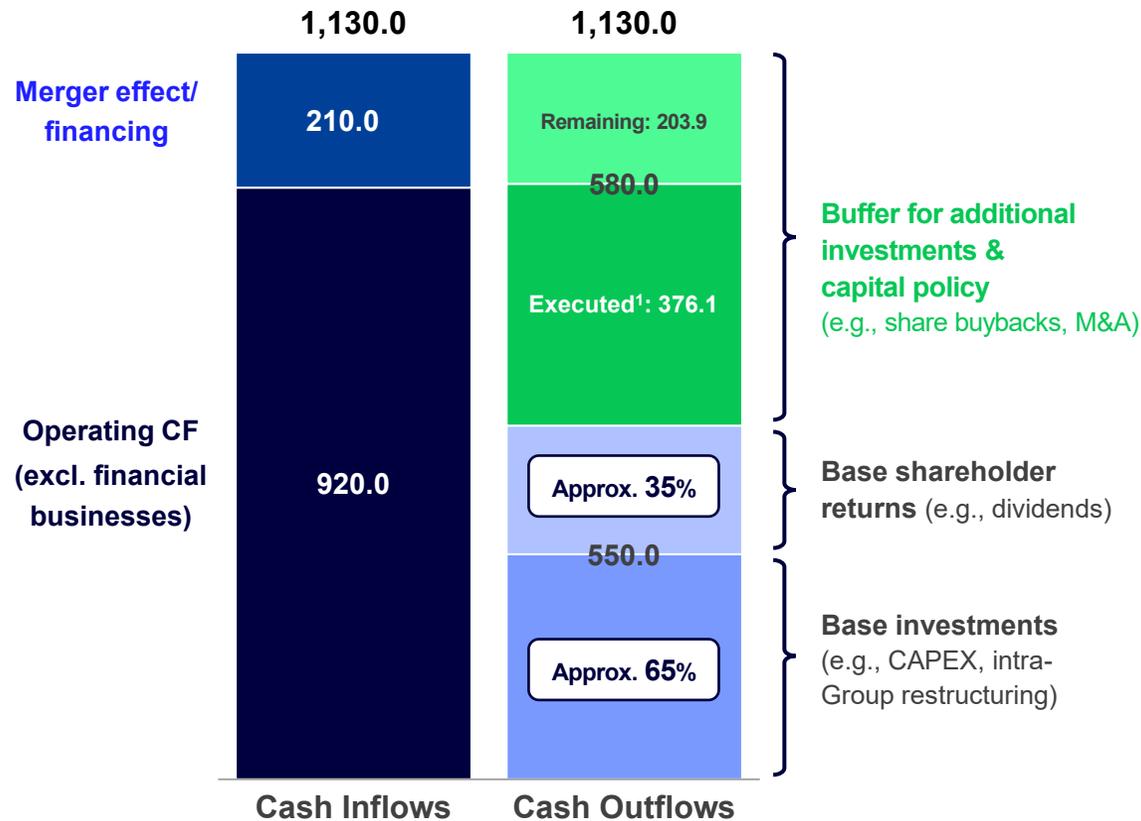
Total Amount of Acquisition	JPY150.0 billion
Method	Tender offer
Tender Offer Price	JPY533 per share
No. of Shares Scheduled to Be Purchased	281,425,892 shares (upper limit)
Period of Tender Offer	From May 8, 2025 to June 4, 2025
Other	<ul style="list-style-type: none"> • Entered into tender agreement with A Holdings (175,750,470 shares) • Plan to cancel majority of repurchased shares

Improve capital efficiency and quickly and steadily increase a positive equity spread

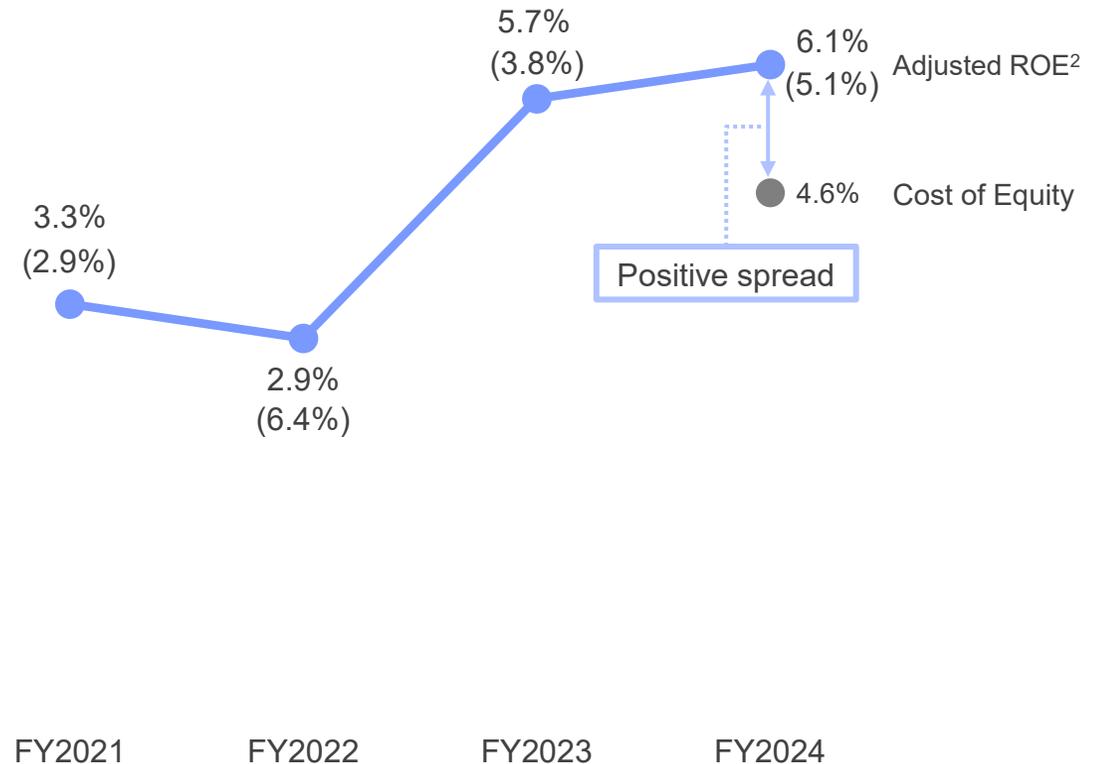
Capital Allocation Policy

(Cumulative Approximate Value for FY2023-2025/ Excluding Financial Business)

(JPY B)



Adjusted ROE²

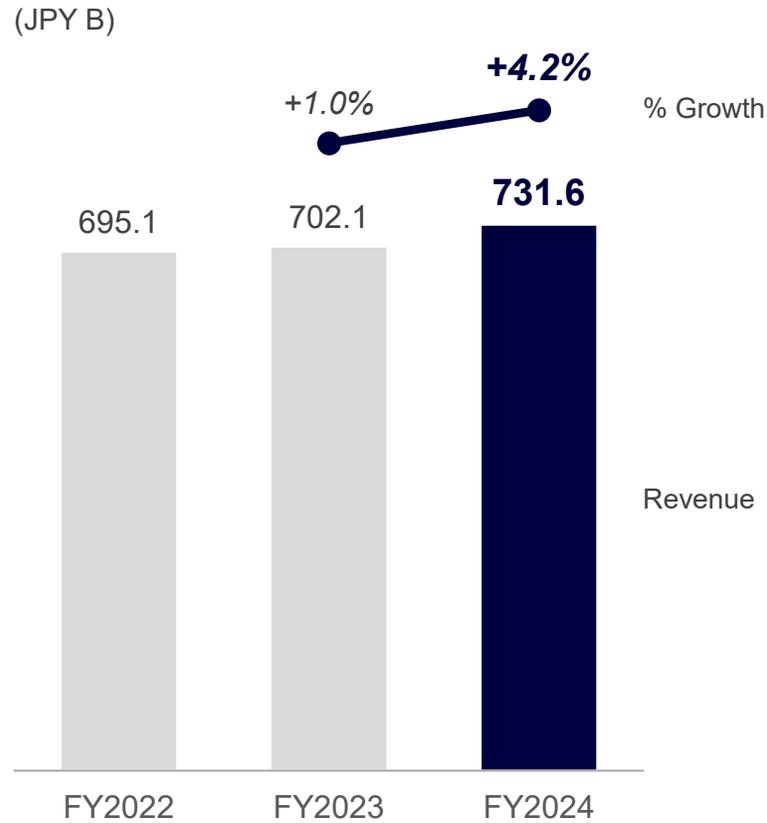
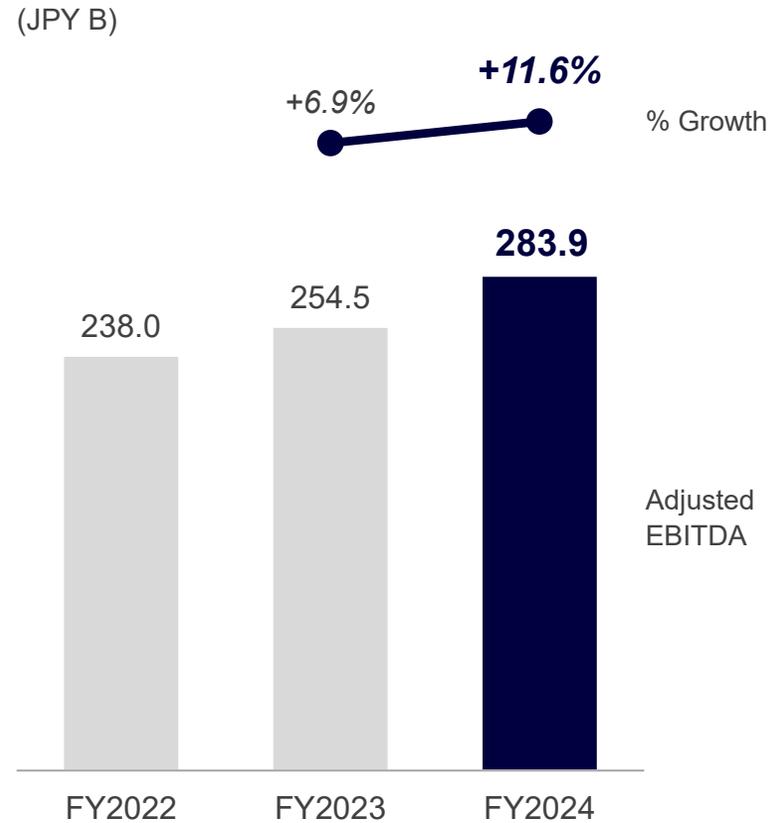


1. Share buyback JPY150.0 B (August 5 – September 5, 2024), additional share buyback JPY150.0 B (May 8 – June 4, 2025) ; acquisition of BEENOS shares JPY54.0 B (planned); acquisition of LYST LTD shares JPY22.1 B.
 2. Figures in parenthesis represent basic ROE.

Table of Contents

- 1 Financial Results - Consolidated
- 2 Financial Results – by Segment**
- 3 FY2025 Guidance
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Highly profitable account ads led to growth in both adjusted EBITDA and margin

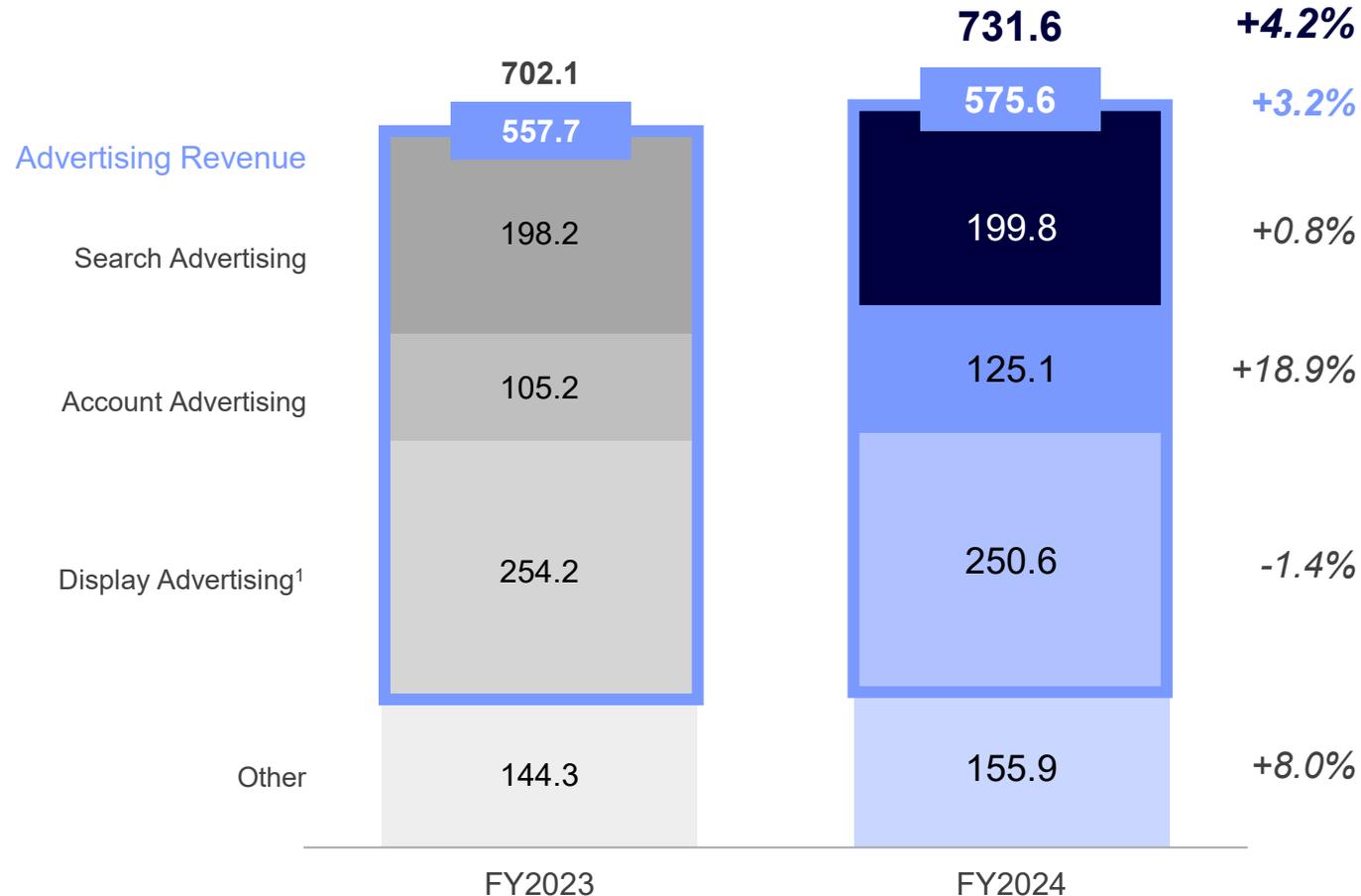
Revenue/ % YoY Growth^{1, 2, 3}Adjusted EBITDA/ % YoY Growth^{1, 2, 3}Adjusted EBITDA Margin^{1, 2, 3}

1. In FY2023 Q3, membership service business was transferred from Commerce Business to Media Business. In addition, email service was transferred from Other to Media Business. As a result, figures for FY2022, FY2023 Q1, and FY2023 Q2 have been retroactively revised.
2. In FY2023 Q3, personnel expenses of back office and technology divisions as well as expenses related to data centers and internal infrastructure that were classified under Adjustments, were allocated to each segment. In addition, some accounting items to which figures are recorded were changed due to the merger. As a result, figures for FY2022, FY2023 Q1, and FY2023 Q2 have been retroactively revised.
3. In FY2024 Q3, Ikyu.com for Restaurants and PayPay Gourmet services were transferred from Media Business to Commerce Business. As a result, figures for FY2023, FY2024 Q1, and FY2024 Q2 have been retroactively revised.

Strong performance in account ads (YoY+18.9%) and digital contents

Revenue

(JPY B)



Consolidated total advertising revenue: +JPY17.8 billion

Search advertising: +JPY1.5 billion

- Own website increased +2.4% YoY, while partners' websites decreased -10.6% YoY.

Account advertising: +JPY19.9 billion

- Increase in number of paid accounts and pay-as-you-go billing.

Display advertising: -JPY3.5 billion

- Number of impressions increased in both LINE Ads and Yahoo! JAPAN Ads, yet demands decreased in certain industries resulting in revenue decrease.

Other: +JPY11.5 billion

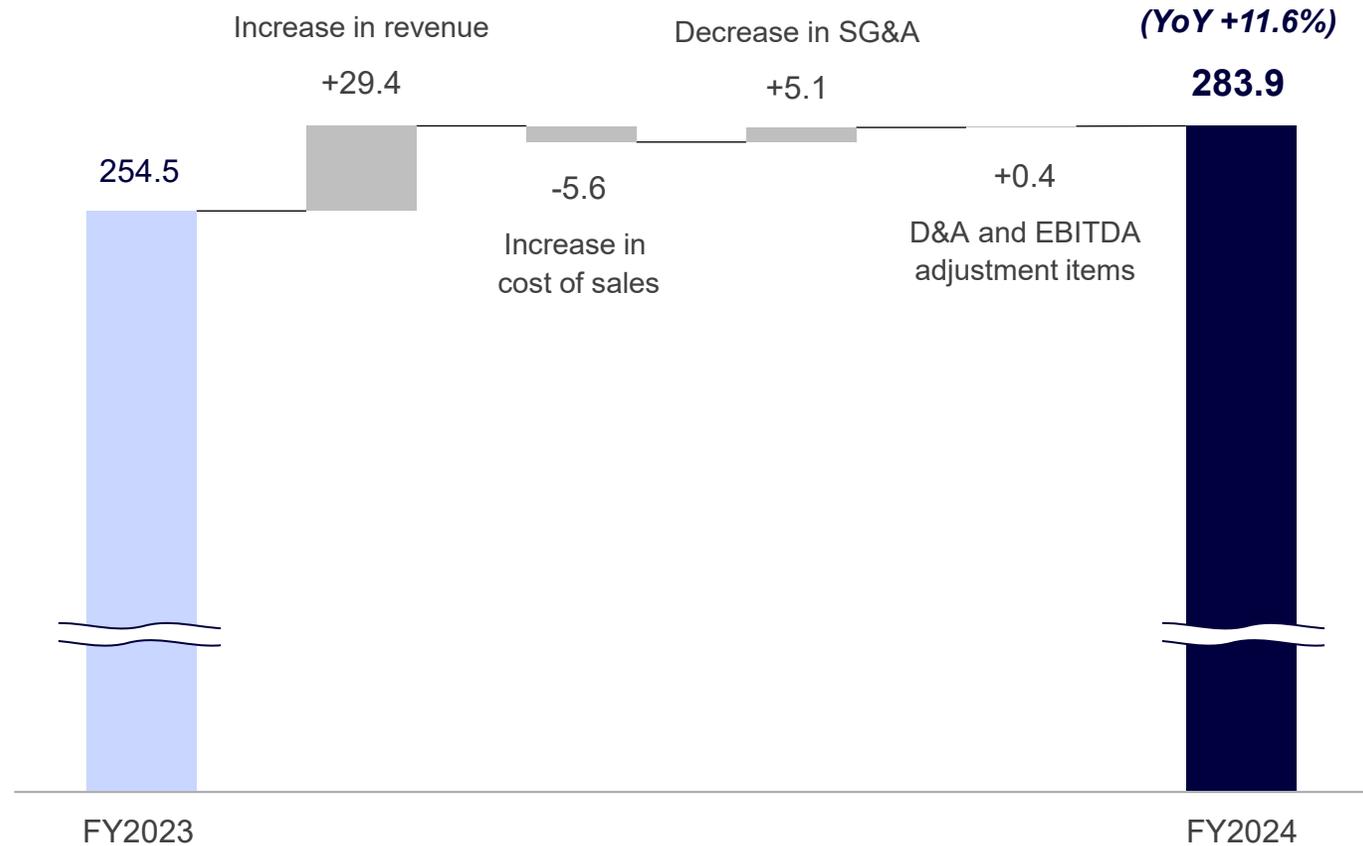
- Steady increase in paid LYP Premium members and absence of one-time factor in FY2023 Q4 (deduction of sales promotional expense from revenue).
- LINE STICKERS also grew favorably.

1. Display advertising revenue includes revenue from other LINE ads.

Growth in account ads and controlled SG&A resulting in profit growth

Change in Adjusted EBITDA¹

(JPY B)



Cost of sales: +JPY5.6 billion

- Increased mainly in ebookjapan, search, dely, and LINE STICKERS.

SG&A: -JPY5.1 billion

- Sales promotion costs/advertising & promotional expenses (-JPY0.3 B)
- Other SG&A (-JPY4.8 B)

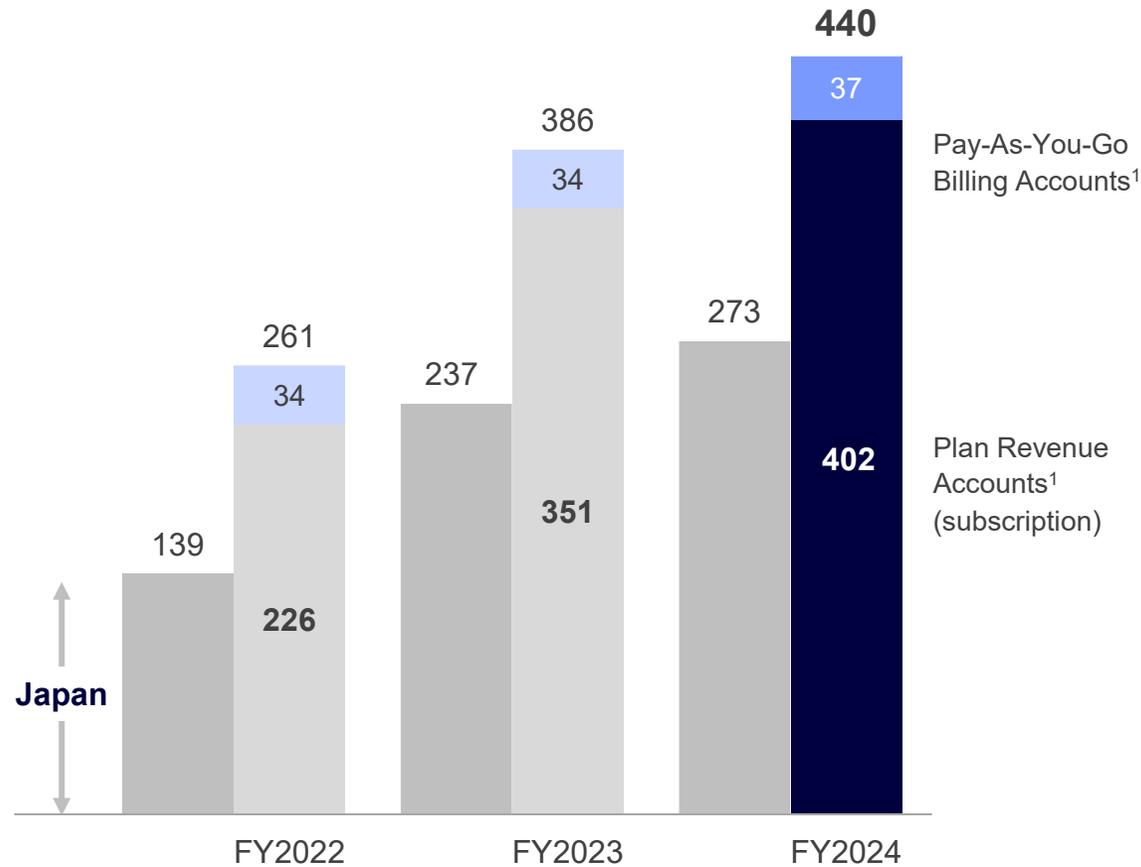
D&A and EBITDA adjustment items: -JPY0.4 billion

1. Adjusted EBITDA: Operating income + depreciation & amortization ± EBITDA adjustment items. Depreciation & amortization: Depreciation, depreciation of right-of-use assets, certain rents. 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, gains on remeasurement relating to business combinations, other transactions with undetermined cash outflows (one-time provisions, etc.), etc.). Also, gains/losses on sales of shares held by certain funds.

Strong revenue growth owing to increase in both pay-as-you-go billing and no. of paid accounts

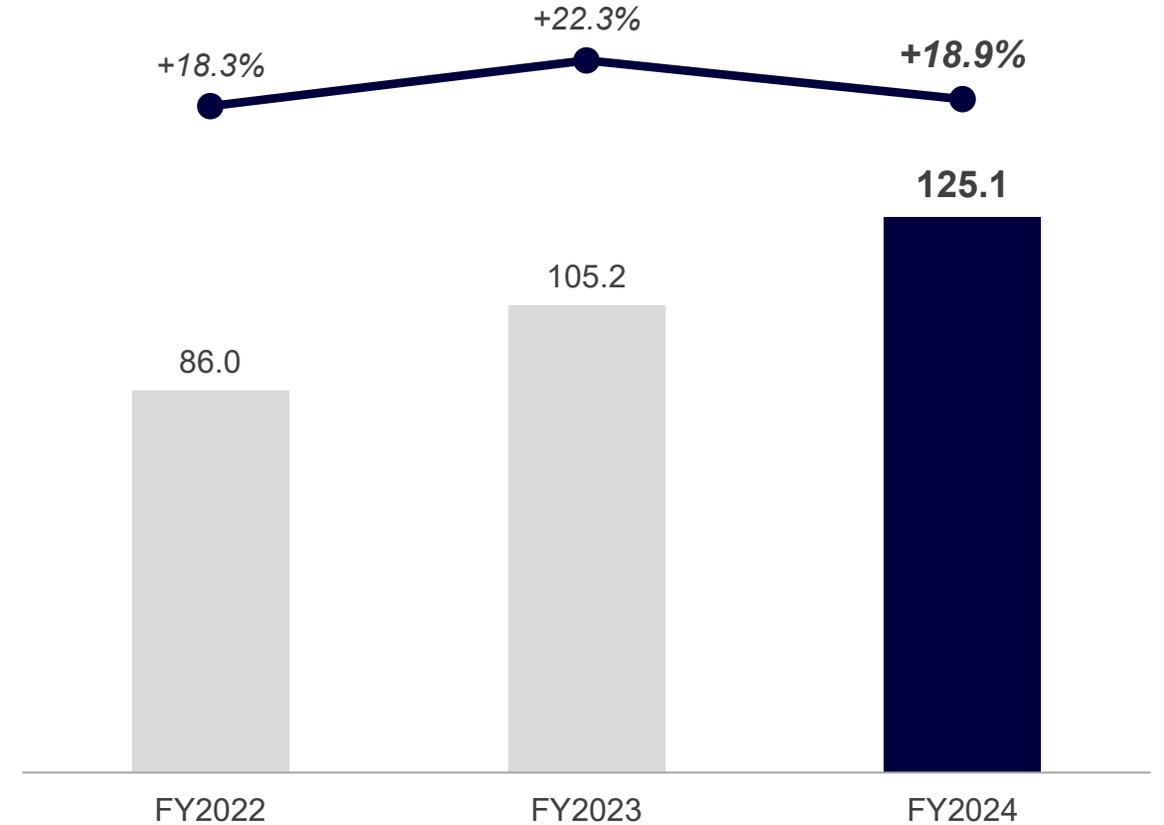
No. of Paid LINE Official Accounts (Global/Japan)¹

(Thousands)



Revenue

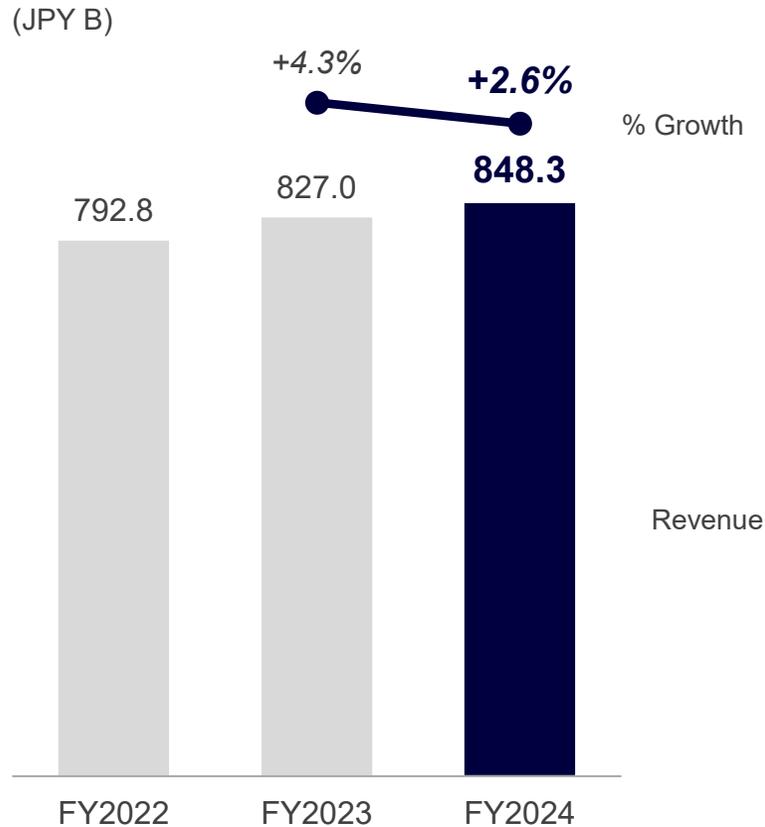
(JPY B)



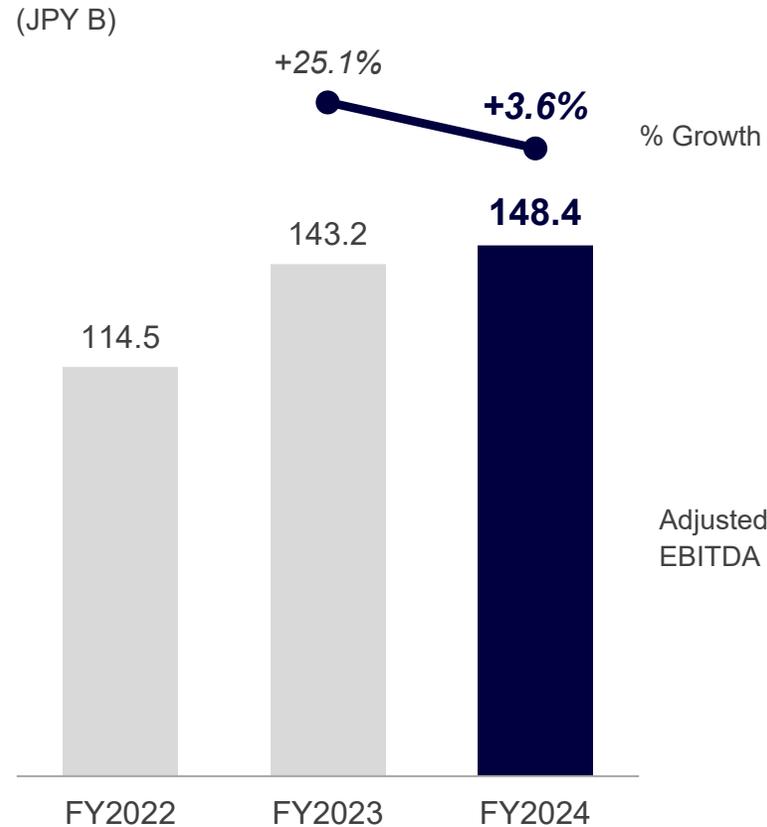
1. Figures provided are the number of paid accounts as of the end of each fiscal year. Revenue for pay-as-you-go billing accounts comes from pay-as-you-go billing, while plan revenue accounts generate revenue exclusively from monthly fixed fees. 15

Adjusted EBITDA margin improved through strategic focus on key subsidiaries

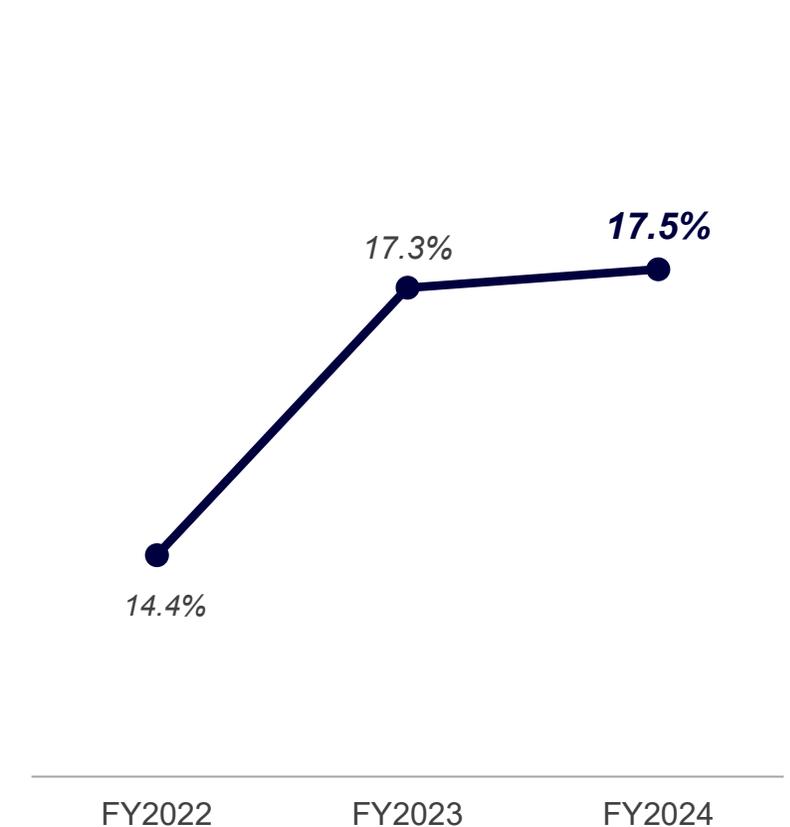
Revenue/ %YoY Growth^{1, 2, 3}



Adjusted EBITDA/ %YoY Growth^{1, 2, 3}



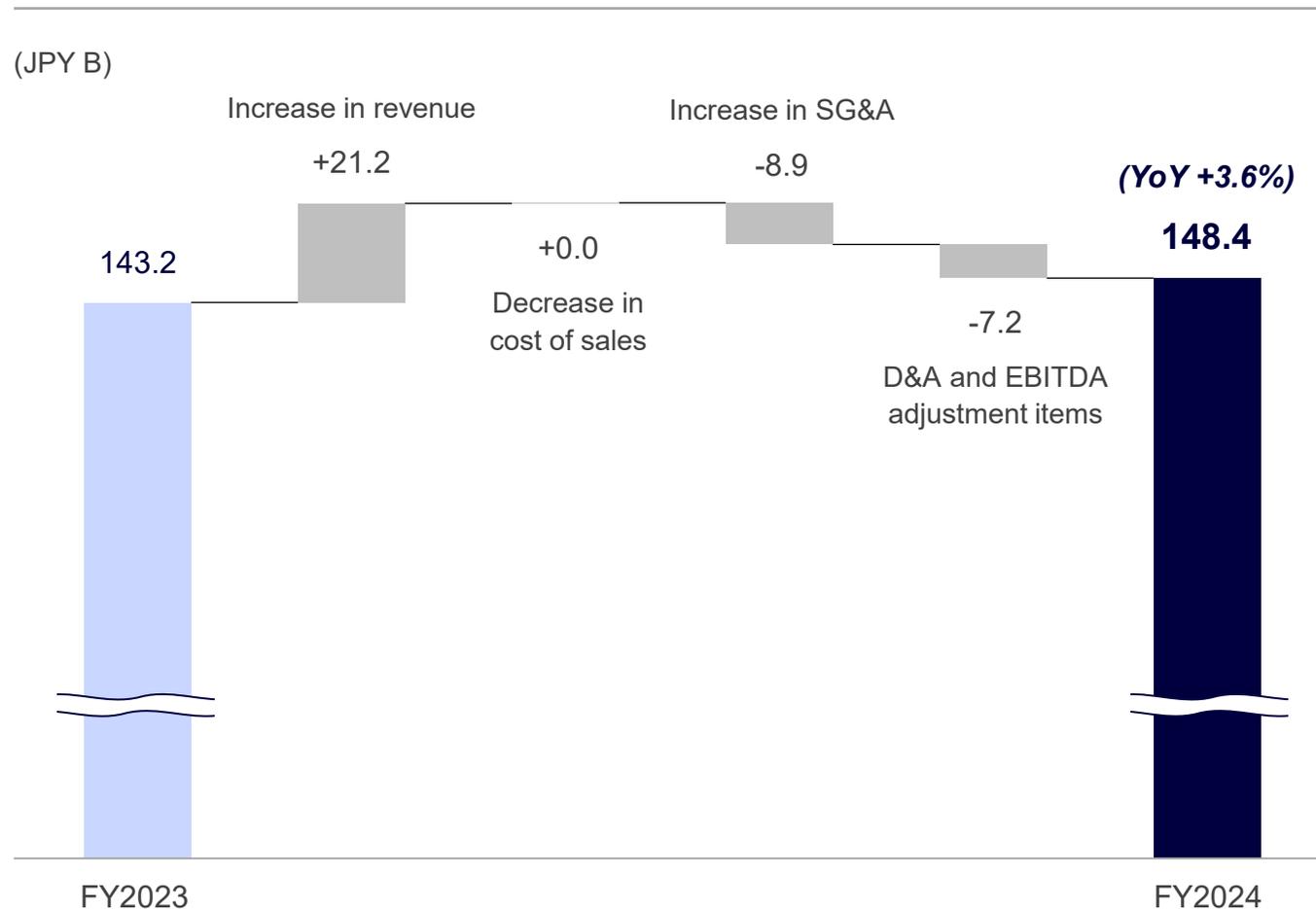
Adjusted EBITDA Margin^{1, 2, 3}



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3. In FY2024 Q3, Ikyu.com for Restaurants and PayPay Gourmet services were transferred from Media Business to Commerce Business. As a result, figures for FY2023, FY2024 Q1, and FY2024 Q2 have been retroactively revised.

Profit increased due to product growth, despite absence of one-time gain (JPY9.4 B) recorded last fiscal year

Factors of Change in Adjusted EBITDA¹



Revenue: +JPY21.2 billion

- Increase in ZOZO, ASKUL, Yahoo! JAPAN Shopping, travel, and reuse businesses.

Cost of sales: -JPY0 billion

- Improvement in costs due to deconsolidation of ValueCommerce and IPX, offsetting exchange rate impacts of Askul

SG&A: +JPY8.9 billion

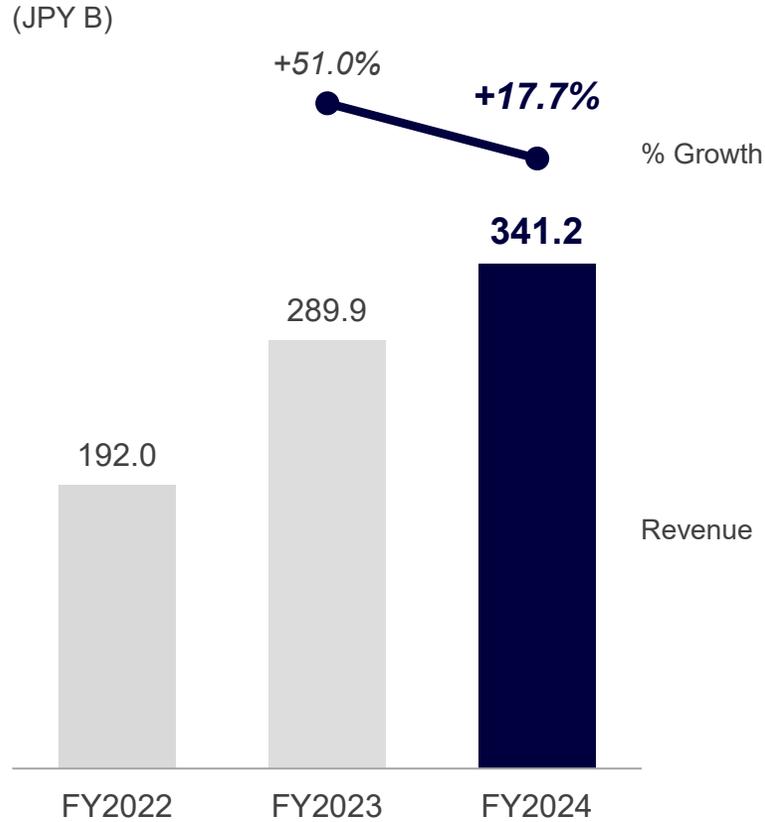
- Sales promotion costs/advertising & promotional expenses (+JPY12.0 B): Increased mainly in sales promotional expense for Yahoo! JAPAN Shopping, LINE GIFT, and travel businesses.
- Other SG&A (-JPY3.1 B): Improved mainly due to deconsolidation of ValueCommerce and IPX.

D&A and EBITDA adjustment items: +JPY7.2 billion

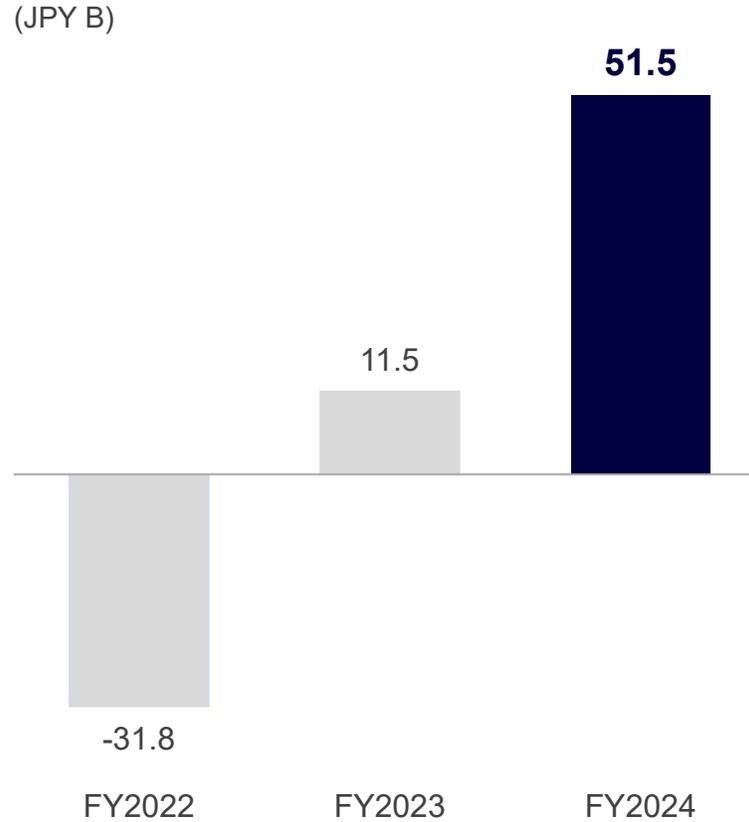
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Revenue exceeded JPY300.0 billion due to PayPay consolidated¹ growth. Margin surged to 15.1%

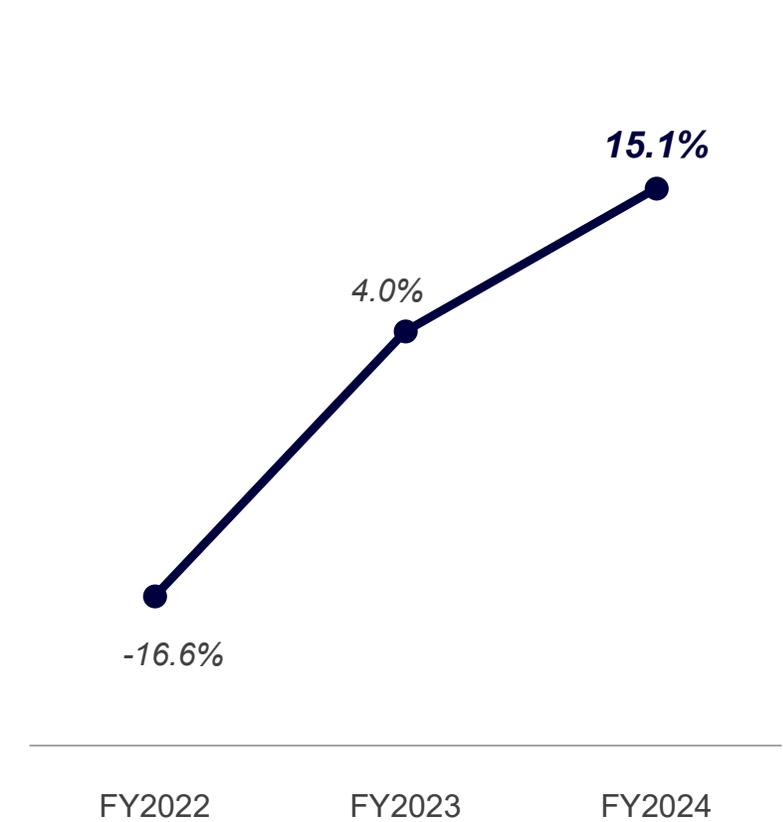
Revenue/ %YoY Growth²



Adjusted EBITDA^{2,3}



Adjusted EBITDA Margin^{2,3}

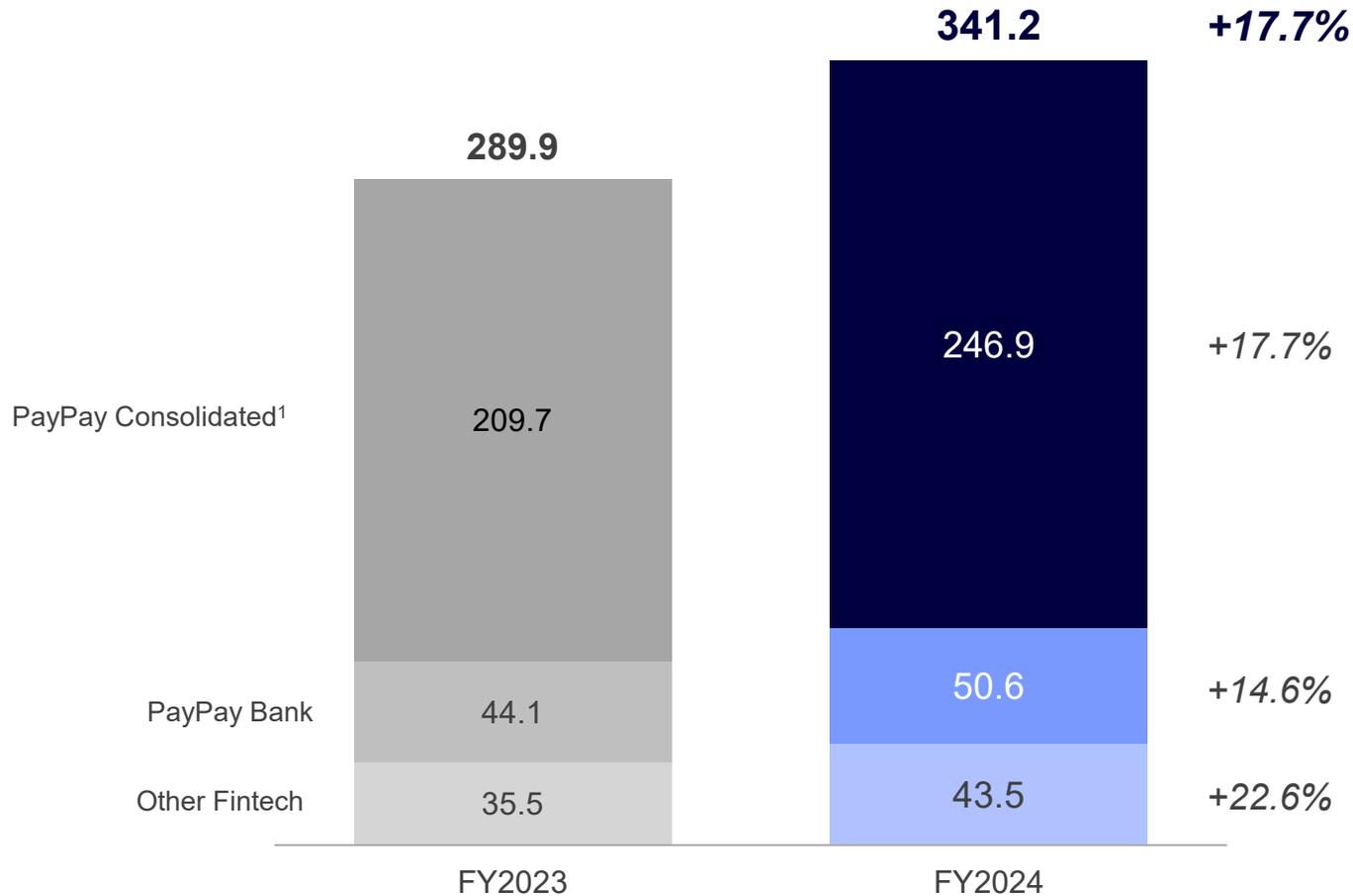


1. Consolidated figure for PayPay Corporation, PayPay Card Corporation, and Credit Engine, Inc.
 2. In FY2023 Q3, personnel expenses of the back office and technology divisions as well as expenses related to data centers and internal infrastructure that were classified under Adjustments, were allocated to each segment. In addition, some accounting items to which figures are recorded were changed due to the merger. As a result, figures for FY2022, FY2023 Q1, and FY2023 Q2 have been retroactively revised.
 3. Security countermeasures and other expenses, which were recorded in Strategic segment in FY2024 Q1, has been changed to Adjustments (Company-wide expenses) in FY2024 Q2. Consequently, said security countermeasure expenses, etc. recorded in FY2024 Q1 has been reallocated to Adjustments in FY2024 Q2 and the adjusted EBITDA of the Strategic Business for FY2024 Q2 increased by approximately JPY5.0 billion.

Strong growth across all products

Revenue

(JPY B)



PayPay Consolidated¹: +JPY37.1 billion

- Revenue from payment fees increased along with growth of consolidated GMV as a result of marketing campaigns and other factors, while interest revenue also grew accompanying the increase in revolving payment balances.

PayPay Bank: +JPY6.4 billion

- Loan balance increased due to steady growth of mortgages.

Other Fintech: +JPY8.0 billion

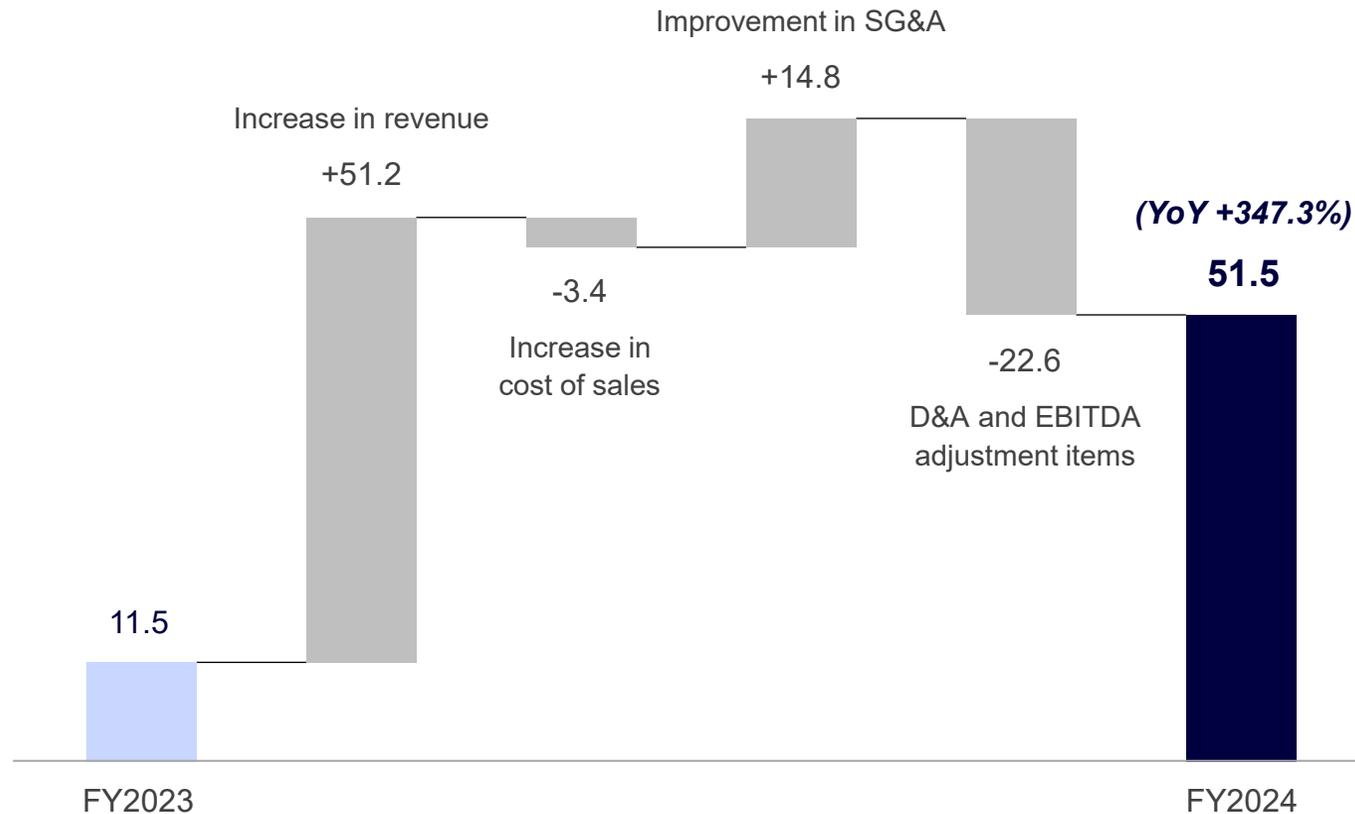
- Growth in LINE Pay Taiwan.
- Increase in LINE Credit’s loan balances.

1. Consolidated figure for PayPay Corporation, PayPay Card Corporation, and Credit Engine, Inc.

Profits increased 4.5x, driven by business growth and cost optimization efforts

Change in Adjusted EBITDA¹

(JPY B)



Cost of sales: +JPY3.4 billion

- Increased mainly in PayPay Bank due to higher procurement costs resulting from interest rate hikes.

SG&A: -JPY14.8 billion

- Sales promotion costs/advertising & promotional expenses (+JPY4.7 B): Increased mainly in point provision expense accompanying the increase in PayPay² GMV.
- Other SG&A (-JPY19.6 B): Decreased mainly in impairment losses, depreciation, and business commissions.

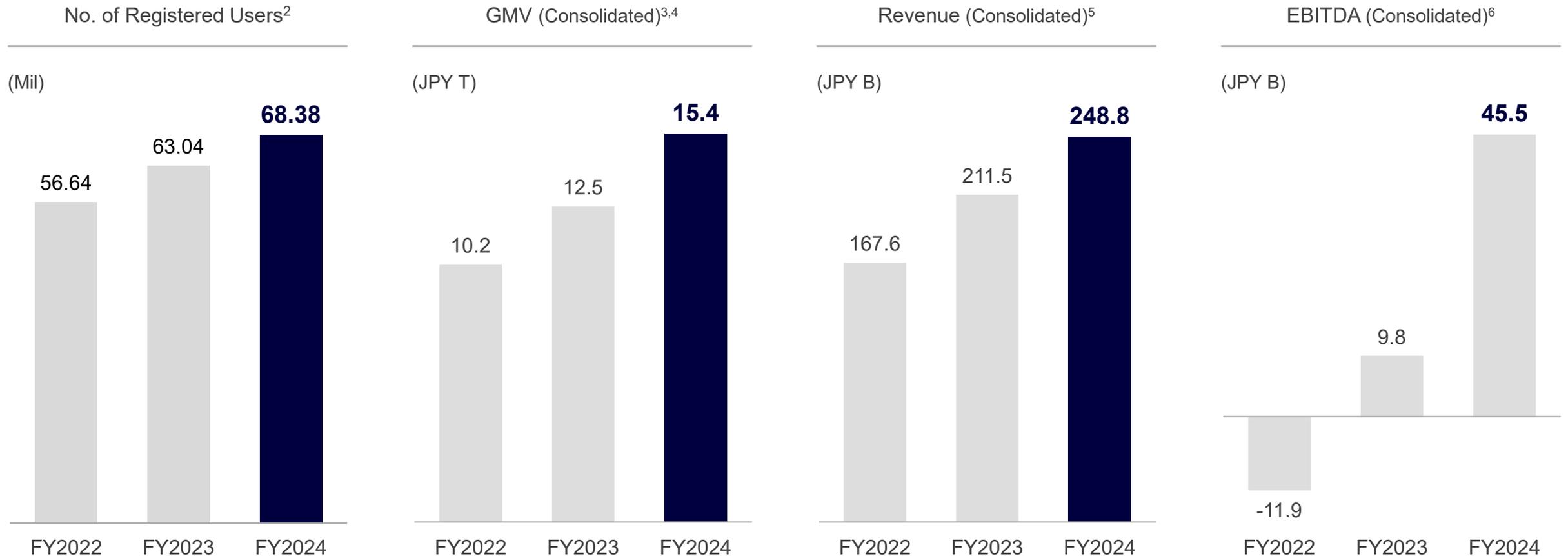
D&A and EBITDA adjustment items: +JPY22.6 billion

- Decreased mainly in impairment losses related to internalization project of a search engine.

1. Adjusted EBITDA: Operating income + depreciation & amortization ± EBITDA adjustment items. Depreciation & amortization: Depreciation, depreciation of right-of-use assets, certain rents. 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, gains on remeasurement relating to business combinations, other transactions with undetermined cash outflows (one-time provisions, etc.), etc.). Also, gains/losses on sales of shares held by certain funds.

2. Consolidated figure for PayPay Corporation, PayPay Card Corporation, and Credit Engine Group.

Margin grew to 18.3%, driven by GMV growth and improved profitability



1. Consolidated figure for PayPay Corporation, PayPay Card Corporation, and Credit Engine, Inc.

2. Number of users who have registered to a PayPay account as of the end of fiscal year.

3. The use of the "Send/Receive" function of "PayPay Balance" between users is not included. Payments via Alipay and LINE Pay, etc. and payments through "PayPay Credit (formerly Atobarai)" are included. The figures represent the sum of GMVs of PayPay Corporation and PayPay Card Corporation, with internal transactions between the two companies eliminated.

4. Figures are rounded down to the nearest billion yen and then rounded off to the nearest JPY100 billion.

5. IFRS. Non-audited.

6. EBITDA is calculated by adding depreciation and amortization and loss on retirement of fixed assets to operating income, IFRS. Non-audited.

Table of Contents

- 1 Financial Results - Consolidated
- 2 Financial Results – by Segment
- 3 FY2025 Guidance**
- 4 FY2025 Initiatives

PayPay's IPO

1 Preparation for IPO underway

2 Exploring U.S. market as a potential listing destination

3 LY Corporation remains committed to PayPay's business and enterprise value growth

FY2025 Consolidated Full Year Guidance

Expecting high-single digit growth in both revenue and profit on a consolidated basis

Segment	Item	FY2024	FY2025	YoY
Consolidated	Revenue	JPY1.91 T	Approx. JPY2.10 T	Approx. +9%
	Adjusted EBITDA	JPY470.8 B	JPY500.0 to 510.0 B	+6.2 to 8.3%
	Adjusted EPS ¹	JPY24.9	JPY25.9 to 26.9 ²	+4.0 to 7.9% ²
	(Before redefinition) Adjusted EPS	JPY19.6	JPY22.1 to 23.1 ²	+12.4 to 17.5% ²
Media	Revenue	JPY731.6 B	-	+Low single digit %
	Adjusted EBITDA	JPY283.9 B	JPY284.0 B	+0.0 %
Commerce	Revenue	JPY848.3 B	-	+High single digit %
	Adjusted EBITDA	JPY148.4 B	JPY154.0 B	+3.7 %
Strategic/Other/Adjustments	Revenue	JPY337.4 B	-	+Lower 20% range
	Adjusted EBITDA	JPY38.4 B	JPY67.0 B	+74.5 %

1. Adjusted EPS: Adjusted net income/average number of common stocks outstanding. Adjusted net income: Net income attributable to owners of the parent ± EPS adjustment items ± tax equivalent on some EPS adjustment items. EPS adjustment items: ± EBITDA adjustment items + amortization of identifiable intangible assets arising from business combinations ± non-recurring gains/losses in non-operating income/expenses.

2. Forecast considers in JPY150 B share buyback announced May 7, 2025

Guideline for Improving Capital Efficiency

Maximize FCF and implement shareholder returns while balancing growth investments

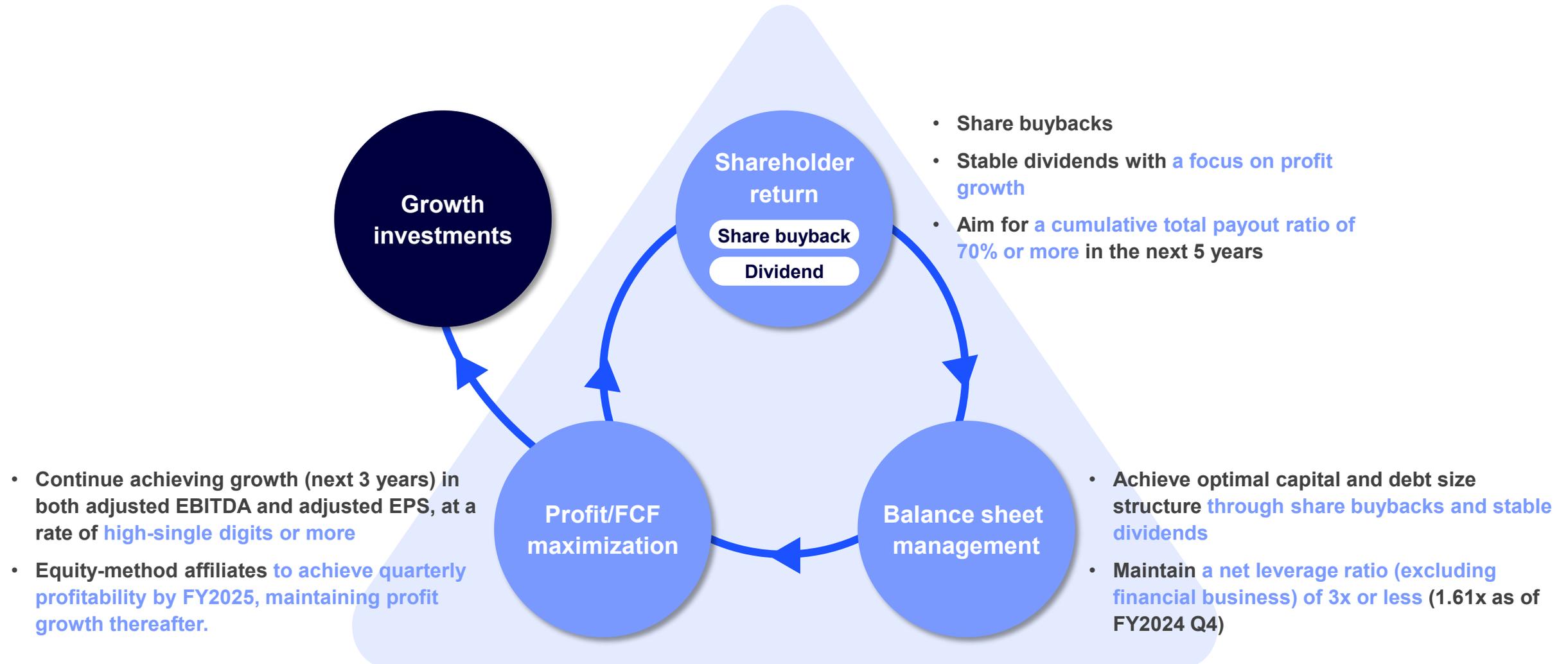


Table of Contents

- 1** Financial Results - Consolidated
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Recap of FY2024

Achieved FY2024 set goals, resulting in adjusted EBITDA surpassing initial guidance by JPY30.0 to 40.0 billion

FY2024 Policies/Goals

Performance/
shareholder returns

Product enhancement

Security reinforcement

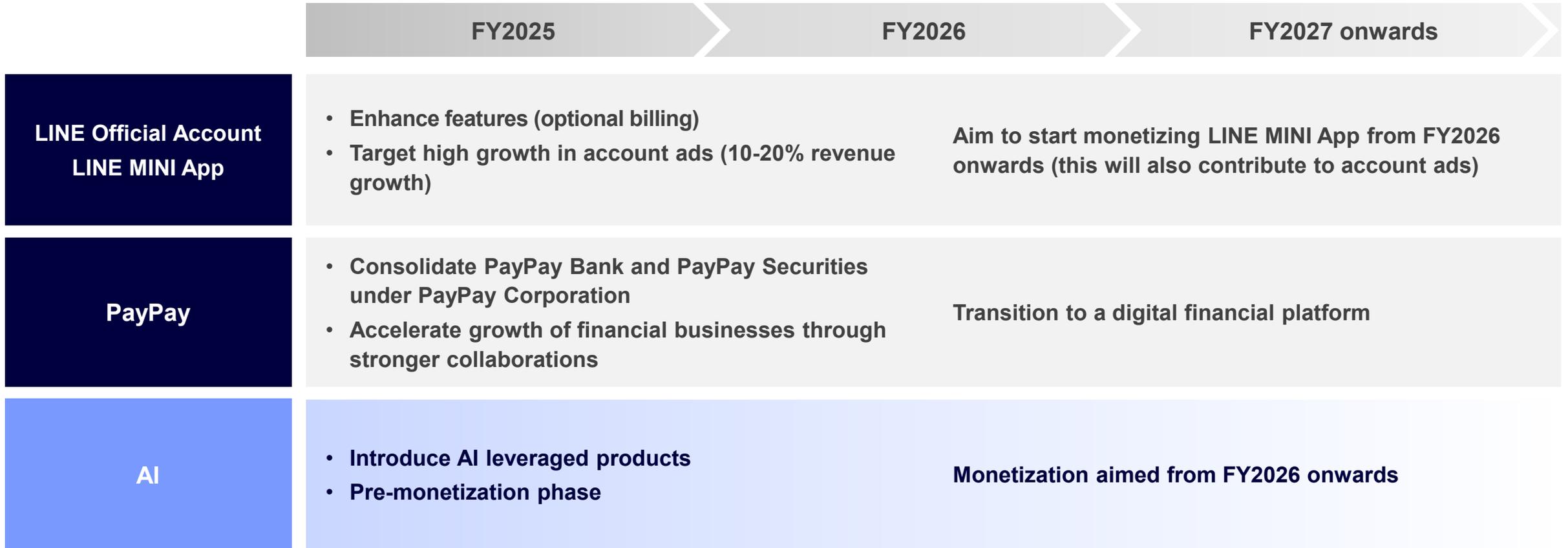
Controlled cost allocation

Results

- Achieved profit growth exceeding guidance, driven by product growth and improvement in profitability.
 - Reinforced shareholder returns (share repurchase, dividends increase).
-
- Carried out M&A to facilitate business growth (acquisition of BEENOS).
 - Adjusted timing of LINE app renewal to accommodate introduction of AI agents.
-
- On track with scheduled reinforcement measures (separation of systems including authentication systems).
-
- Boost margins through maintaining lean and efficient structure

Strategic Outlook/Business Positioning

Drive further growth of existing businesses alongside integration of AI Agents as part of a new initiative



Continue achieving high-single digit growth in both adjusted EBITDA and adjusted EPS in the next 3 years

FY2025 Initiatives

1

LINE Official Account/LINE MINI App

2

Digital Financial Platform Centered Around PayPay

3

Implementation of AI Agents

FY2025 Initiatives

1

LINE Official Account/LINE MINI App

2

Digital Financial Platform Centered Around PayPay

3

Implementation of AI Agents

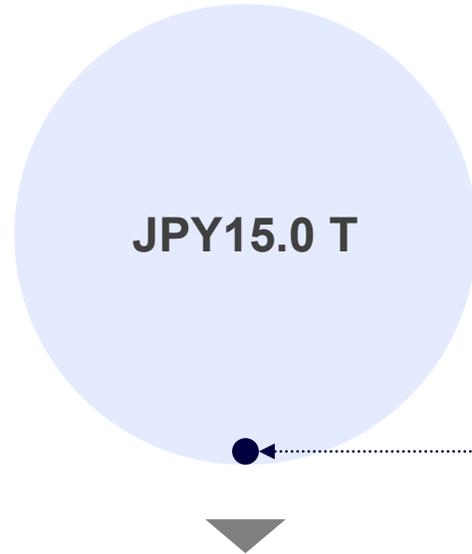
1. LINE Official Account/LINE MINI App – Potential Market

Vast potential market for LINE Official Account and LINE MINI App

Potential Market

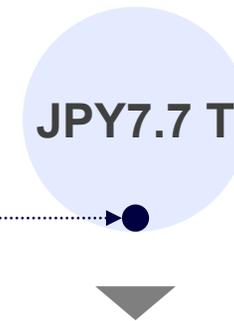
Sales Promotion Market¹

Digital Transformation Market¹



LINE Official Account

FY2024 Revenue JPY0.1 T



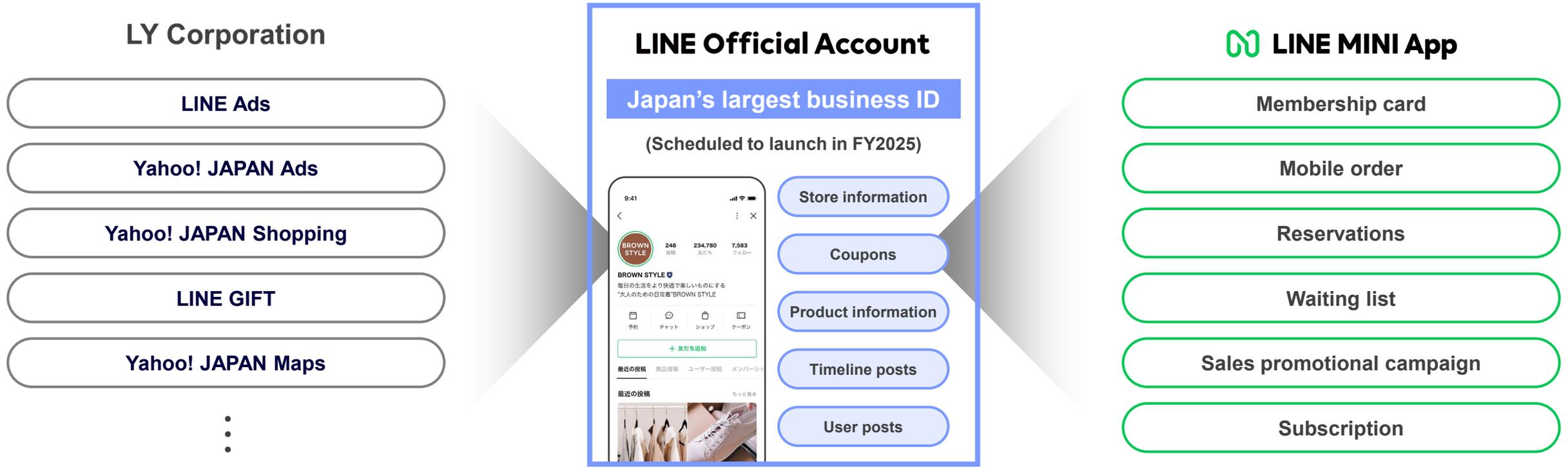
High revenue growth anticipated from FY2025 onwards for
LINE Official Account (YoY+10-20%)

Monetization of LINE MINI App to begin from FY2026 onwards
Target revenue of JPY100.0 B by FY2028

1. Estimate by LY Corporation.

1. LINE Official Account/LINE MINI App – Business Platform

Provide a cross-functional business platform through development of Japan's largest business ID



Advantages for stores, companies, and brands

Enables cross-platform ad distribution and promotional activities across multiple services

Anticipated effects on LY Corporation's performance

Increase in advertising/sales promotional revenues, combined use of multiple services

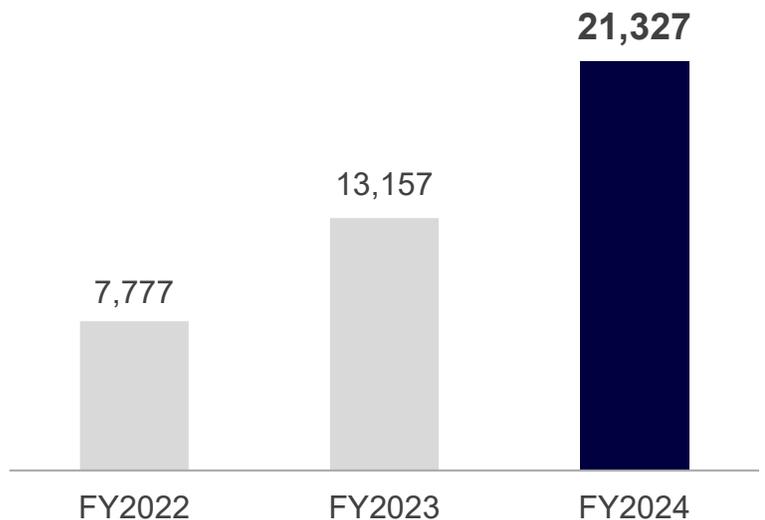
1. LINE Official Account/LINE MINI App – Infrastructure Enhancement Initiatives

Promote further strengthening of service base in FY2025

Sales Effort for Digital Transformation Solutions

Strengthen sales of MINI App focused on dining and beauty services (reservations, membership cards, and mobile orders etc.)

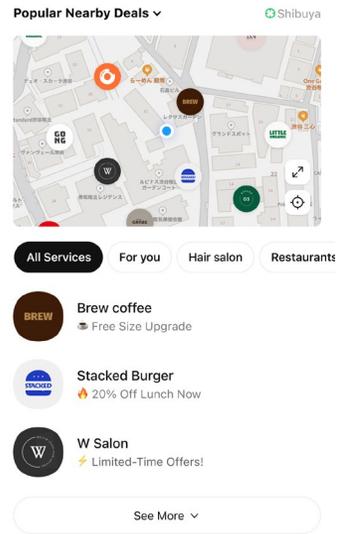
No. of LINE MINI App Services



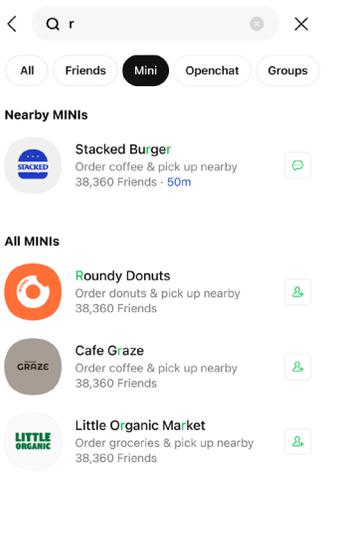
Measures to Increase User Usage

Reinforce user traffic from LINE and Yahoo! JAPAN through recommended app displays and improved search function, etc.

Display of Related-Mini Apps¹



Mini-App Search¹



Measures to Uplift ARPA

- Plan to offer in-app purchase functionality for payments within LINE MINI Apps and ad placements on mini apps



- Further enhance chat functionality within users on LINE Official Account



Chat Pro Option²
 Available from March 2025
 Feature enhancement for JPY3,000/month

1. For illustrative purpose only. Screen is under development and may differ from the final specifications.
 2. An optional plan offering enhanced convenience for the use of LINE Chat with features such as expanded data storage, chat management, and increased operational efficiency.

FY2025 Initiatives

1

LINE Official Account/LINE MINI App

2

Digital Financial Platform Centered Around PayPay

3

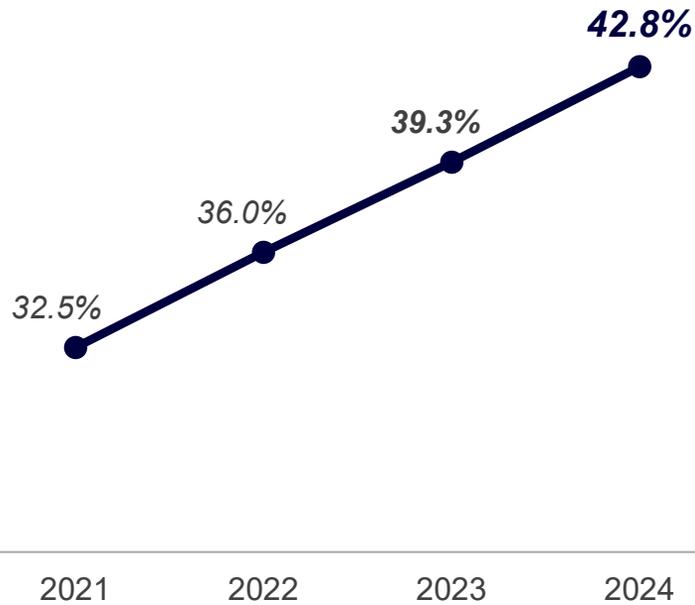
Implementation of AI Agents

2. Digital Financial Platform Centered Around PayPay – Cashless Payment Market

Continued market expansion is expected, with PayPay's share continuing to grow

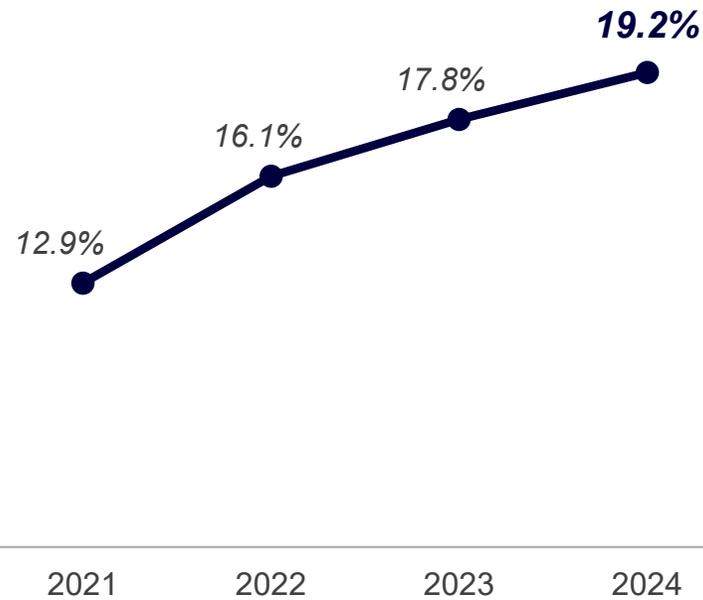
Japan's Cashless Payment Ratio¹

Potential for growth relative to other regions



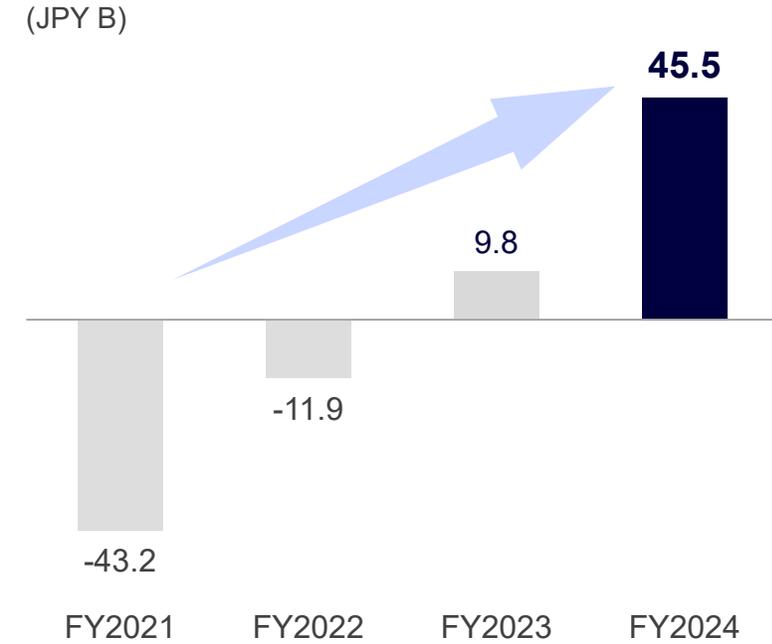
PayPay's Market Share Relative to No. of Cashless Payments Made in Japan²

No. 1 market share in code payments; no. of payments increasing steadily



PayPay Consolidated³ EBITDA⁴

PayPay's profit increasing significantly in tandem with business expansion



1. Japan' Ministry of Economy, Trade and Industry "2024 Ratio of Cashless Payment"

2. Source for number of credit card payments: "Trends in Use of Credit Card Payment (Monthly Survey)" by Japan Consumer Credit Association; source for number of debit card and electronic money payments: "Payment and Settlement Statistics (January 2025)" by the Bank of Japan; source for number of code payments: STATS CODE PAYMENT (March 14, 2025) by Payments Japan Association. Totaled the three types of payment methods. Survey by PayPay.

3. Consolidated figure for PayPay Corporation, PayPay Card Corporation, and Credit Engine, Inc.

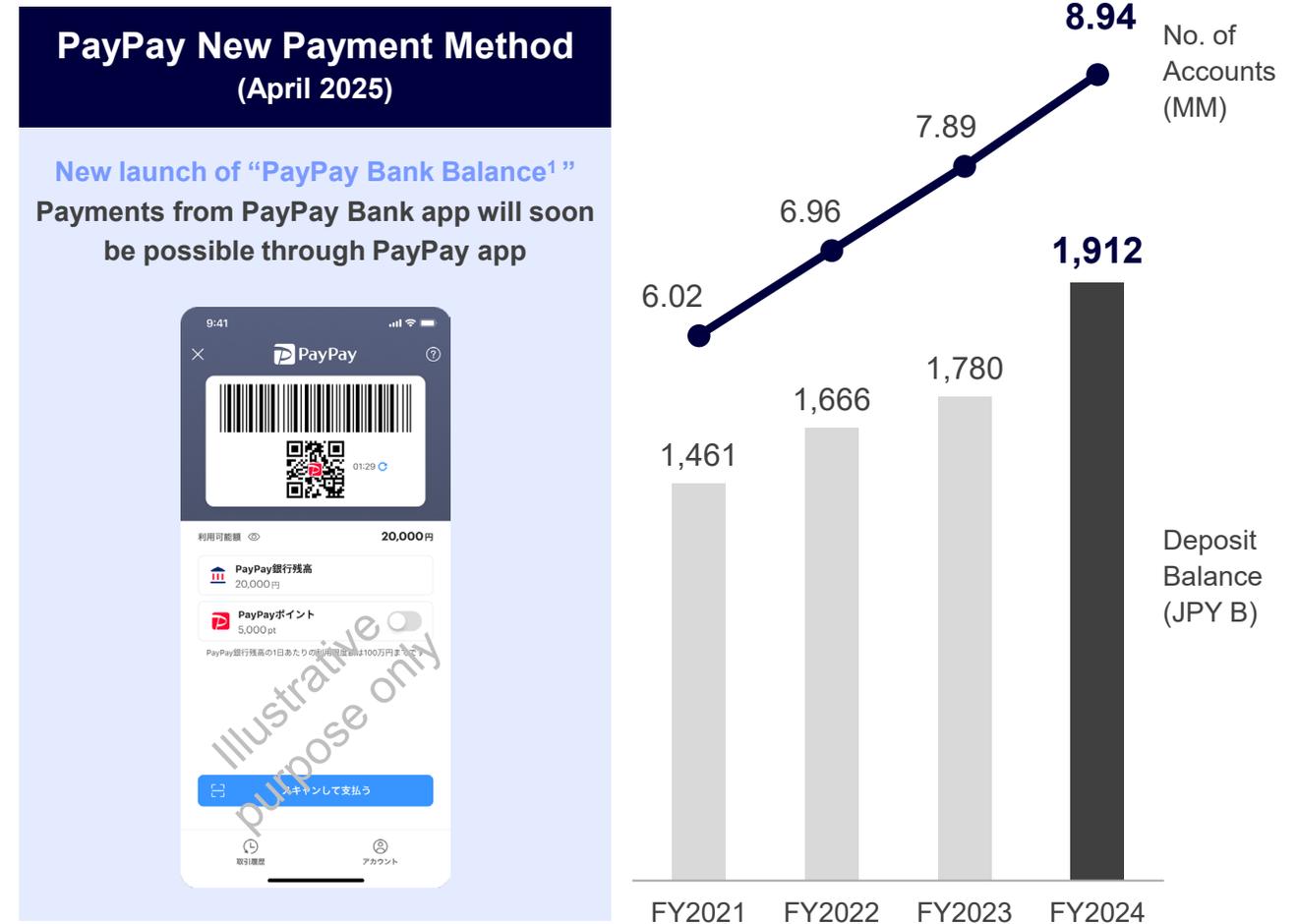
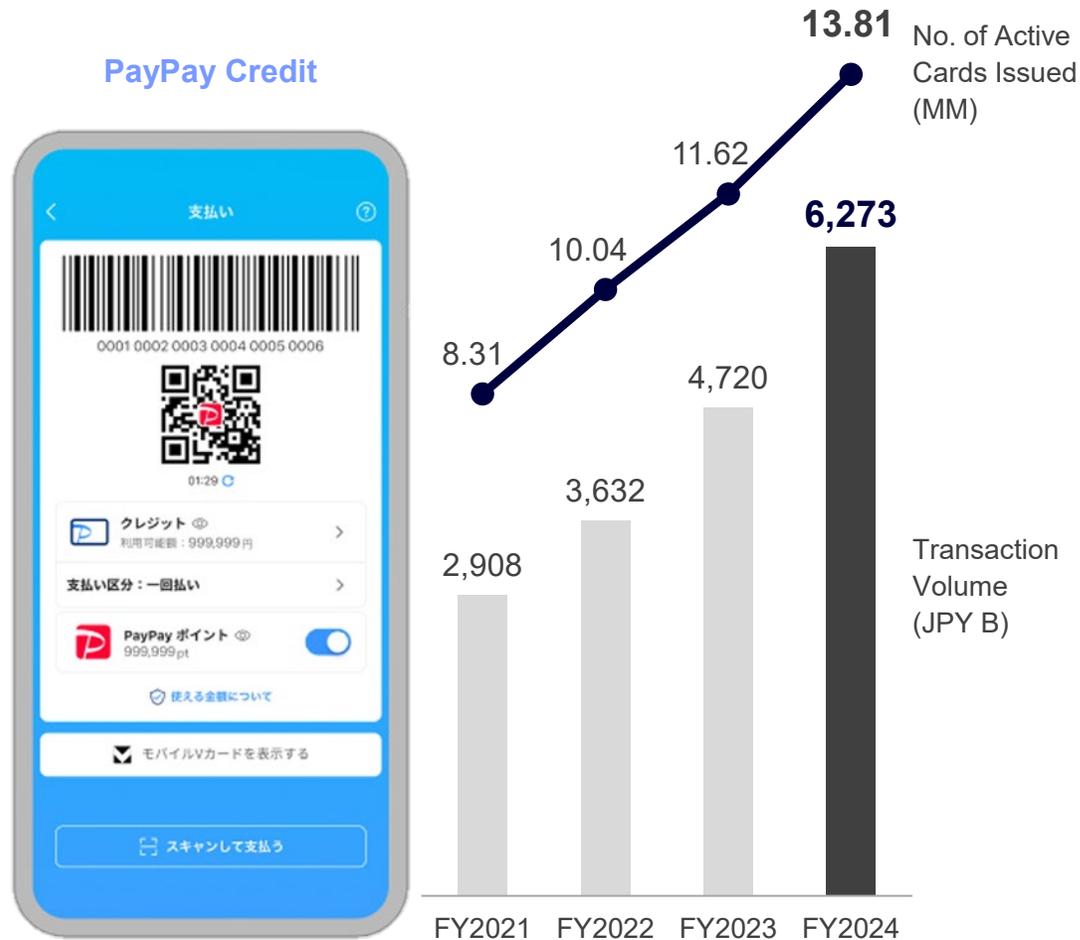
4. EBITDA is calculated by adding depreciation and amortization and loss on retirement of fixed assets to operating income, IFRS. Non-audited.

2. Digital Financial Platform Centered Around PayPay – Service Growth

Leverage PayPay’s platform to further accelerate growth of each services

PayPay Card – Transaction Volume/No. of Active Cards Issued

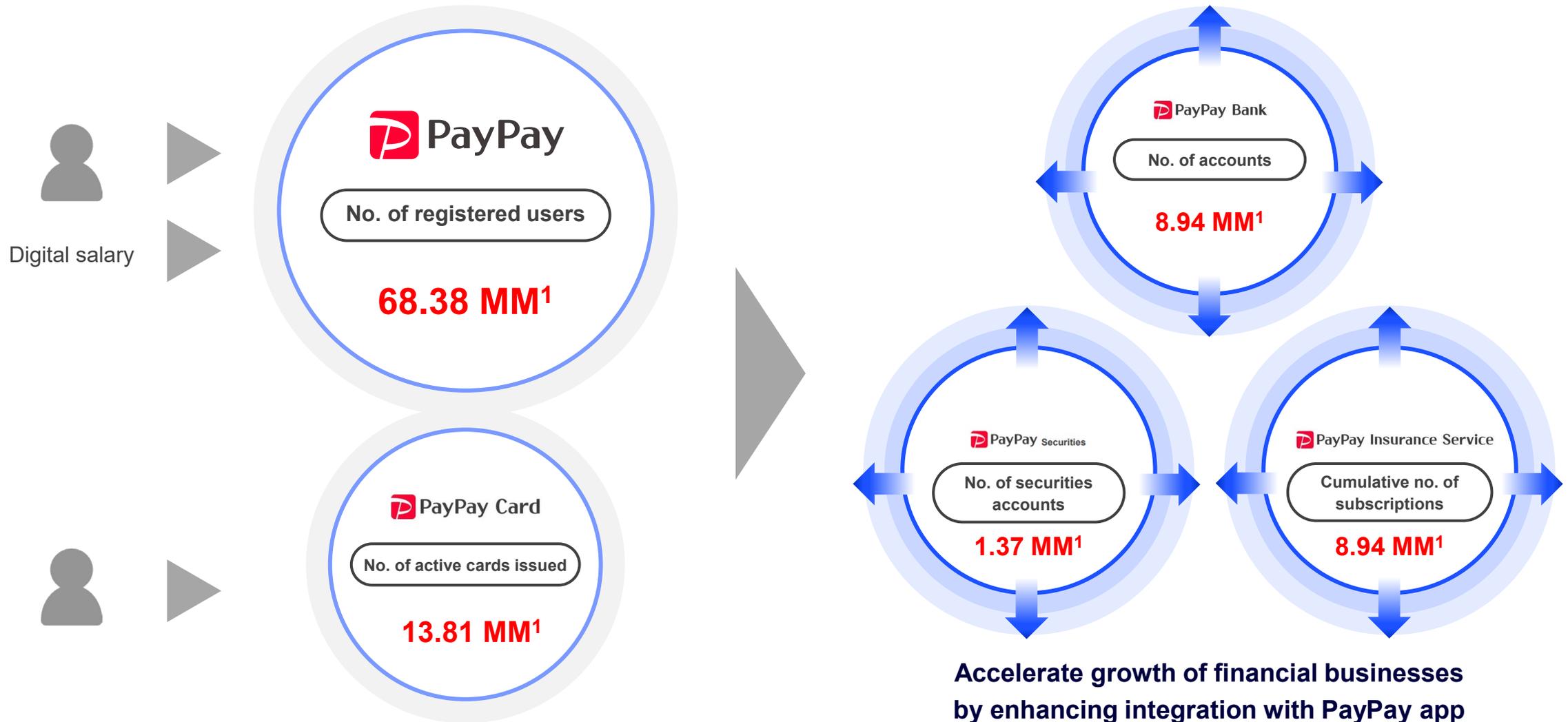
PayPay Bank – Deposit Balance/No. of Bank Accounts



1. For illustrative purpose only. Screen is under development and may differ from the final specifications.

2. Digital Financial Platform Centered Around PayPay – PayPay Ecosystem

PayPay to evolve from a payment app to a digital financial platform



FY2025 Initiatives

1

LINE Official Account/LINE MINI App

2

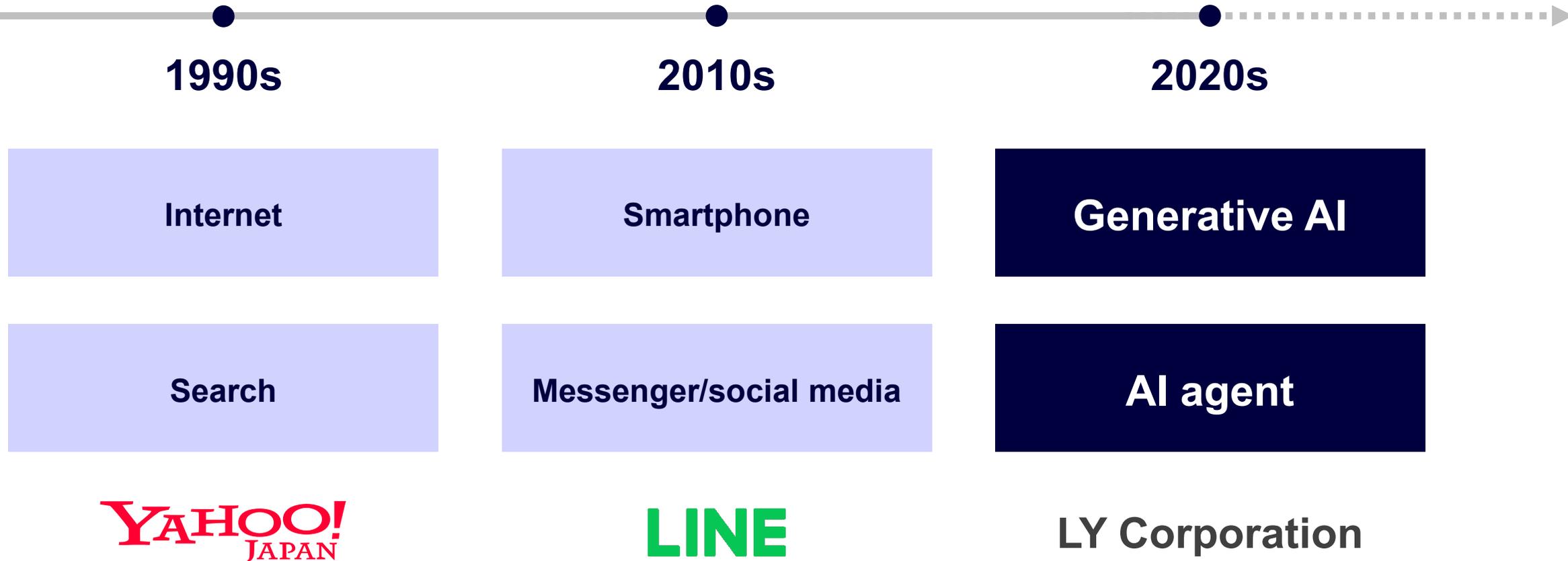
Digital Financial Platform Centered Around PayPay

3

Implementation of AI Agents

3. Promotion of AI Agent Implementation – Evolution of IT

Entering an era where each individual is paired with their own personalized AI agent



3. Promotion of AI Agent Implementation – FY2025 Initiatives

Full-scale deployment of AI agents in consumer-facing services

**From FY2025
AI agentization**

**Introduction of gen
AI into services**

**Boosting operational
efficiency using AI**

Implementation in services: 44 cases¹



**LINE AI
Chat-style gen AI service**

Generated texts
per second

3.6 texts²



**Yahoo! JAPAN Shopping
Gen AI-proposed bargain
days (β ver.)**

Single-day transaction value

Max. 111%

Operational efficiency increased in 35+ projects³

Customer Support E-mail support

Generated E-mails
approx. **90% automated⁴**

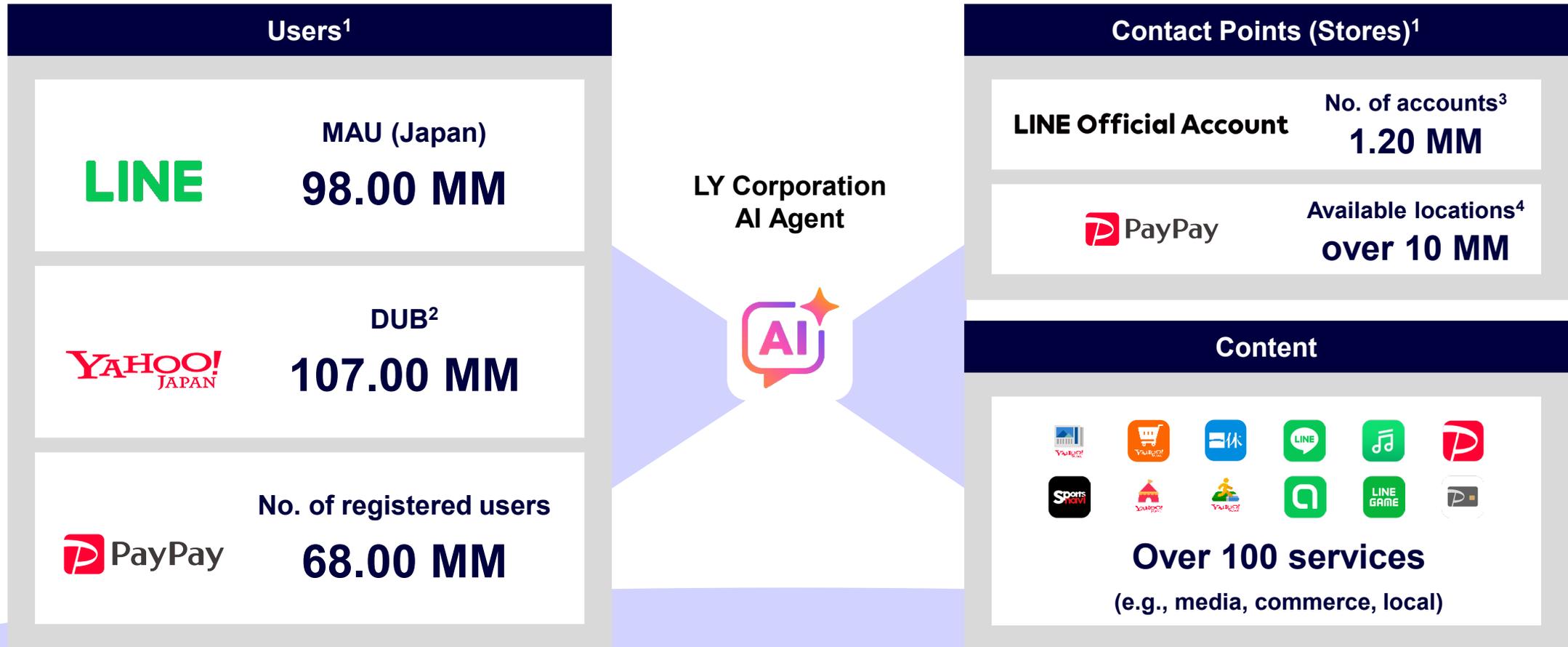
Ad Sales operations

Reduced time for data gathering
necessary for client inquiries
reduced by approx. **70%⁵**

1. Cumulative total including discontinued features from July 2023 to May 7, 2025.
2. Number of text responses generated by LINE AI per second from April 10 to 20, 2025.
3. Cumulative total of business efficiency projects, including ongoing projects, from June 2023 to May 7, 2025.
4. As of March 2025. Calculated based on email responses that do not handle personal information among our nine services.
5. From January to March 2025. Work time per person reduced from 30 minutes per task to 9 minutes per task by introduction of interactive RAG tool

3. Promotion of AI Agent Implementation – Competitiveness As an AI Agent

Unrivaled leader in users, physical contact points, and content



1. As of March 31, 2025
 2. Browsers used to access Yahoo! JAPAN services. For smartphones, duplicate counted if accessed through both browser and app
 3. Number of accounts in Japan utilizing the feature at least once a month.
 4. Number of online and offline stores and spots where PayPay or PayPay Card can be used.

3. Promotion of AI Agent Implementation – Value Proposition

AI agents that facilitate all areas of day-to-day life



Personalization

Conduct comprehensive analysis and offer suggestions based on underlying needs.



**End-to-end
coverage
of daily life**

Accompanying users in various scenes from morning to night



**Complete up to
point of
conversion**

Carry out tasks like reservations, purchases, and payments on behalf of the user

3. Promotion of AI Agent Implementation – AI agentization of All Services

Aim to be No. 1 in AI-based era by leveraging AI across not only home service but also to a wide array of services

Home Services¹

Service Agents¹

LINE

YAHOO!
JAPAN

Local

Shopping

Messenger



1. Interface for each service agent is currently under development and may differ from the final specifications.

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LY Corporation

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