

LINE Fukuoka

FACT BOOK

2021.10

CLOSING THE DISTANCE

LINE's mission is to bring people, information, and services closer together.

The logo for 'WOW!' is displayed in a bold, sans-serif font. The word 'WOW' is in green, and the exclamation point is also green. The letters 'W' and 'V' are partially overlaid by a grey shadow effect, giving the logo a three-dimensional appearance.

The values that LINE pursues can be summed up in one word: "WOW." WOW means giving users thrilling new experiences, or surprising them with things that they want to tell all their friends about.

Every top service we dream of that leads the market and shifts global paradigms has one big thing in common: the WOW factor. In other words, "We can become number one because we chase WOW," and "WOW is created by continually aiming to be the best."

WOW=NO.1

This is why LINE employees are constantly asking themselves in their work: "Is this a WOW?"

This is not something that is limited to creating products or services. It also includes service operation, business activities, organization building, and back office work.

Instead of aiming to grow by just two or three times, we create WOW and move towards becoming the best by always aiming for "ten times" growth from where we are now.

Continually taking on new challenges is what defines LINE STYLE.

INDEX

1. What is LINE Fukuoka?	5
About LINE Fukuoka	6
Employee Data	7
Our Roles	8
LINE Smart City for Fukuoka	10
2.A Culture of Creating “WOW”	11
Value Standard	12
Undertakings	
-Challenge-Enabling Structure	13
-Comfortable Environment	16

1. What is LINE Fukuoka?

About LINE Fukuoka

We create WOW from Fukuoka.

The LINE Group's global headquarters are located in Tokyo, and LINE Fukuoka was established in 2013 as its second domestic base. We continue to challenge ourselves to create "WOW = No. 1" services while working together with group locations around the world.

There are three main reasons why the LINE Group chose Fukuoka as its second base after Tokyo.

① "Closeness" with the local government, citizens, and private businesses

It is easy to create challenges in Fukuoka through co-creation, thanks to a city that proactively integrates cutting-edge technology as well as residents and private businesses that flexibly adapt to new things.

To make the most of this environment, LINE and LINE Fukuoka concluded a Comprehensive Partnership Agreement with Fukuoka City in 2018. By strengthening ties with the city while simultaneously promoting co-creation with other private business, the LINE SMART CITY FOR FUKUOKA project strives to utilize our state-of-the-art technology (such as AI and Fintech) to make Fukuoka a richer, more convenient, and future-oriented "Smart City."

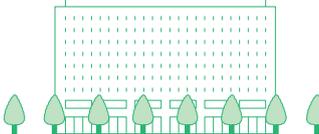
② Fukuoka, the "Gateway to Asia"

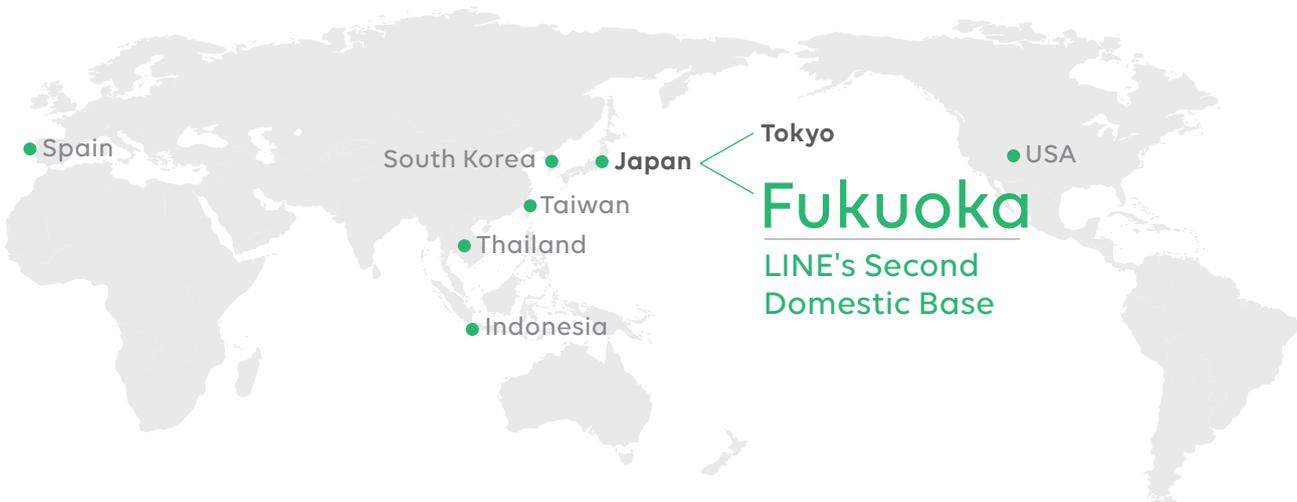
LINE is now used around the world, and is particularly prevalent across Asia. When it comes to maintaining a sense of speed in collaborating with other offices across Asia, Fukuoka offers geographic value that is hard to beat.

③ Enriched educational facilities

Fukuoka City is fortunate to have numerous educational facilities, drawing in young people from all over western Japan. Collaborative IP use by industry and academia as well as business creation are progressing through these students' proactive involvement in the development of local game/content companies, making the region extremely active in the IT sector.

Thanks to the support of our dedicated staff, loyal customers, and local community, LINE Fukuoka celebrated its eighth anniversary in 2020. We are continually grateful for that support, and are aiming to become a company that promotes growth for its employees as well as the organization as a whole.

Company name	LINE Fukuoka Corporation				Established
Location	JRJP Hakata Bldg. 12F, 8-1 Hakataekichuogai, Hakata Ward, Fukuoka, Fukuoka Prefecture 812-0012				2013 11.18
Capital	 JPY 490 million	Representative Director, President, and CEO Yusuke Suzuki	Employees 1155 <small>(as of January 2021)</small>	Business activities All development, creation, operational, planning, and sales activities for LINE and related services.	Affiliated companies LINE Corporation



54% of Employees Returned or Relocated to Fukuoka. A Highly Diverse Environment with Staff from 24 Countries

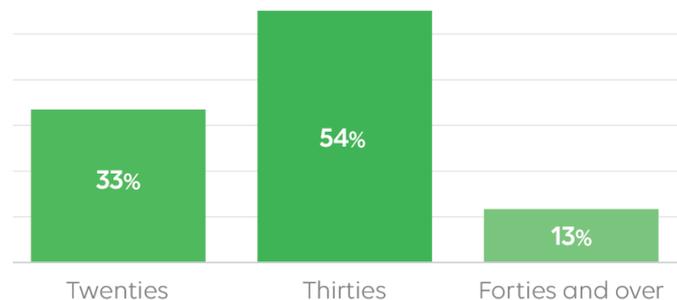
Shift in employee numbers

LINE Fukuoka was established eight years ago in November 2013. The company currently has 1,155 employees and continues to grow steadily.



Average age

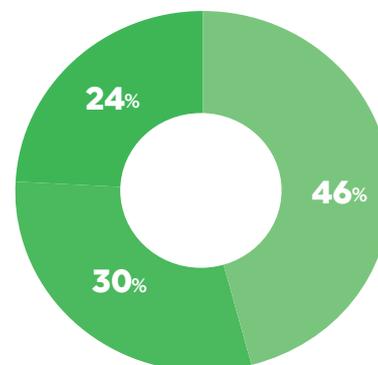
Many young people with a sense of ownership are active in the company: 87% of the workforce is in their twenties or thirties, and the median age is 32.



Returning / Relocating and expatriate employees

54% of our staff are originally from (or have returned from) larger metropolitan areas. Having entrants not only from Fukuoka but also Tokyo, Kansai, and abroad is another of our unique characteristics.

In addition, 10% of our workforce is expatriate staff who hail from 24 countries worldwide, including countries throughout Asia (e.g. Korea, Taiwan, Thailand, and Indonesia), the US, Peru, the UK, France, the Netherlands, and Australia. Language study support is also available so staff can work with peace of mind.



- Kyusyu Entrants who are from and have always worked in Kyushu
- U-turners Entrants from Kyushu who worked elsewhere before joining
- I-turners Entrants from outside of Kyushu (including overseas)

Note : Figures are based on the 853 responses to a U/I-turner survey conducted of LINE Fukuoka employees.

Our Roles

Operations, Technology, Design, Planning, Marketing, and Corporate Activities, with Functionality that Expands Each Day

Together with the growth of LINE and its related services, the role and functionality of LINE Fukuoka changes every day.

Since being established as an office that primarily handled operations and technology, LINE Fukuoka has taken on the added responsibilities of design,

planning, marketing, and corporate activities, growing into a location that can do everything from service ideation to post-release operation.

Our 1,000+ current employees are challenging themselves to create value for Fukuoka and on a global scale in each of their respective departments.

Operations

We are aiming to collaborate with other domestic and international locations to cultivate better services. In addition to utilizing cutting-edge technology such as AI, our operations cover a wide variety of highly specialized fields, such as customer care that reflects the voices of our customers, monitoring and reviews to maintain proper services, and translation by native speakers.

【Examples】

Review of accounts, stickers, and advertisements; translation, interpretation, and localization; operation direction and support of LINE Games; unification management of global LINE Group tools and systems

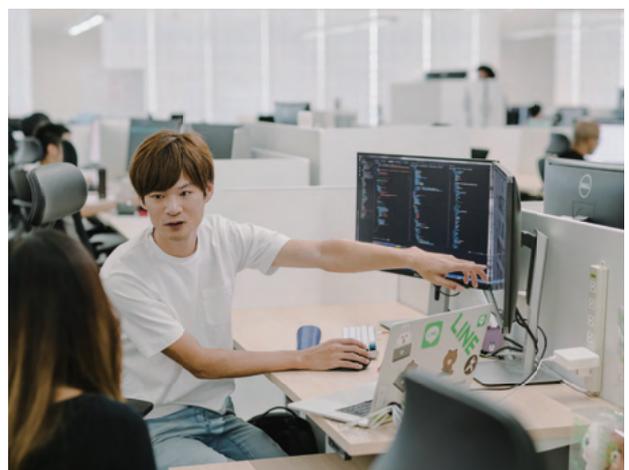


Technology

LINE Fukuoka develops LINE - which has more than 88 million monthly active users - and its related services, as well as designing tests to ensure product quality and analyzing service data. We have assembled engineers from all over the world who are specialists in their respective fields to support the speed and scope of our services.

【Examples】

Development of LINE and its related services; quality assurance; data analysis and system building; service testing



Design

LINE Fukuoka designs the UI/UX for LINE-related services, stickers, illustrations, and the necessary creatives for marketing promotions. The members we have brought together have a variety of experience in fields such as web design and video creation. We also analyze data and work to solve issues through design.

【Examples】

UI design; graphic design; illustration; video creation



Planning and Marketing

LINE Fukuoka plans and carries out projects to create new value, including the LINE SMART CITY FOR FUKUOKA project (see p.10). We also do planning, marketing, and operation consulting to increase the value of existing services such as LINE NEWS, which currently has 75 million monthly active users.

【Examples】

Smart City project planning, marketing, and PR; LINE Games marketing; LINE NEWS media editing and planning; operation consulting aimed at corporations

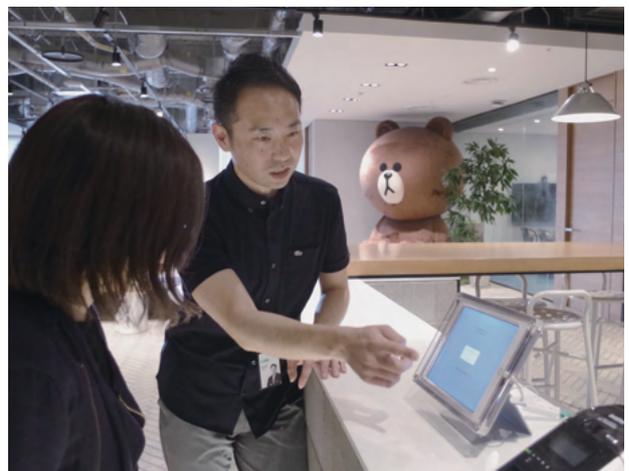


Corporate Activities

LINE Fukuoka's corporate activities are handled by specialists in the HR and administrative department, a recruiting department that does everything from marketing to promotions, and an IT department that manages our in-house system infrastructure and creates tools to streamline work. We strive to increase the value of the LINE Group as a whole, as well as create an environment that lets every employee fully utilize their abilities.

【Examples】

Operation and improvement of internal systems, including human resources, administration, accounting, recruitment, and public relations



Creating Leading Examples of a "Civic Smart City"

Starting with Fukuoka City, we have been collaborating with local governments and private businesses as well as organizations to create a more future-oriented "Smart City."

The origin of the Smart City project lies in "issues residents have in daily life." We are aiming to create a Civic Smart City that is focused on finding sustainable solutions and driven by proactive civic participation.

Co-creation with the Local Government

LINE Fukuoka's initiatives with Fukuoka City

LINE Fukuoka and Fukuoka City concluded a Tie-up Agreement in 2016, and a Comprehensive Partnership Agreement in 2018. We are using LINE to offer features that support residents in their daily lives.

From Japan, and onwards to Asia

LINE Fukuoka began the LINE SMART CITY GovTech Program in 2020 to offer source code modeled after the Fukuoka City LINE Official Account free of charge to local governments. We strive for the Fukuoka Smart City Model to expand across Japan and into major cities throughout Asia.

Over 1.77 Million Registered Friends
The Fukuoka City LINE Official Account



- Report damage to city infrastructure
- Search for garbage disposal information
- Up-to-date information on infectious diseases
- Air quality and heat stroke information
- Moving support
- Evacuation action support in disasters

Co-creation with Private Businesses

Aiming to make Fukuoka a city that solves issues quickly, and to enrich the lives of its residents as well as make daily life more convenient through LINE, we pursue collaboration with private businesses and organizations. This includes the founding of the Fukuoka Smart City Community joint venture with nine companies in different fields representing the city.

Case Study : LINE × Nishitetsu LINE Commuter Pass

In 2021, LINE Fukuoka concluded a Partnership Agreement with Nishi-Nippon Railroad Co., Ltd. to promote digital transformation (DX). As the first step in this agreement, a LINE-based reception number issuing system was created to reduce long lines for purchasing commuter passes at the start of new fiscal and school years.



▲ February 2021 Signing Ceremony

You can get up-to-date information related to the LINE SMART CITY FOR FUKUOKA project here

Official site



note



2. A Culture of Creating “WOW”

Value Standard

LINE STYLE

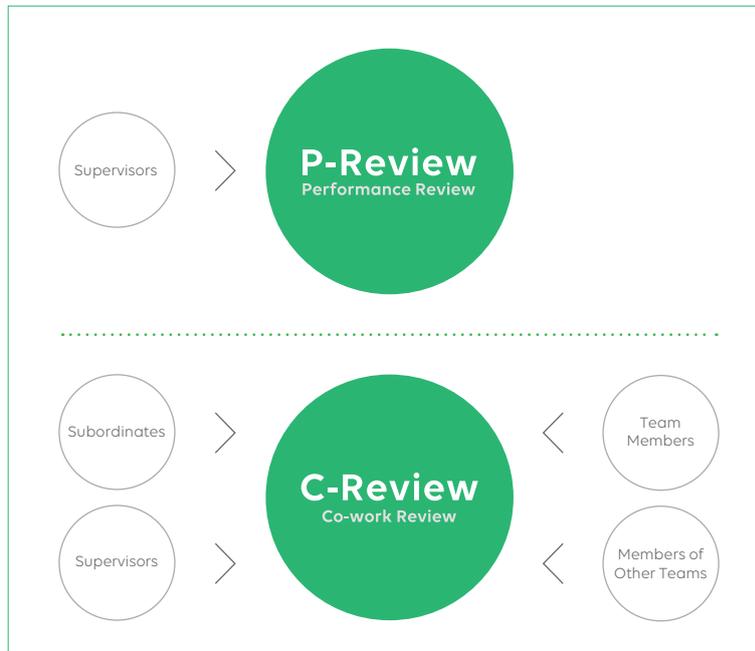
Aimed at informing LINERs who strive for WOW = No. 1, the LINE Group has created 11 guidelines called "LINE STYLE" that summarize LINE's unique business practices and philosophy. LINERs continue to challenge themselves each day based on these guidelines.

- 01 Users Rule**
 - ▶ It's not about us. It's about them.
Our entire business is built on understanding our users.
- 02 Stay a Step Ahead**
 - ▶ A swift beta rollout is better than a perfect one that comes too late.
- 03 Perfect Details**
 - ▶ 'Good' is never good enough.
- 04 Always Data-driven**
 - ▶ Follow the data, not your feelings.
- 05 Build Lean and Exceptional Teams**
 - ▶ Leading services are made by agile, elite, teams, not sprawling bureaucracies.
- 06 Open Communication, Vertical Decision-making**
 - ▶ Teams need to discuss things openly, but follow the leader's decision.
- 07 Keep in Sync, Aiming for the Same Goal**
 - ▶ The end point can change, but the team always stays together.
- 08 Work Intensely and Be Focused**
 - ▶ You're in trouble if you're just 'working hard.'
- 09 1% Problem-finding, 99% Solution-making**
 - ▶ Don't ask 'What's wrong?' Ask 'How do we make it right?'
- 10 Go Brave. No Fear. No Regrets**
 - ▶ If you want to hit a home run, you've got to swing for the fences.
- 11 Enjoy the Challenges**
 - ▶ If your heart is beating fast,
then you've taken on a true challenge.



Multifaceted Evaluation System

01



There are a variety of occupations within the LINE Group, and phases differ from business to business. By giving discretion to the heads of each department, our HR system allows for meticulous management tailored to a particular business phase or occupation.

The P-Review evaluates each employee's performance twice annually, while the C-Review is a multifaceted evaluation of the employee conducted by their supervisors, coworkers, and subordinates. These reviews offer feedback about where employees can improve, supporting their growth.

Defining and Sharing "Good Work"

02



To overcome departmental or company boundaries and have great ideas adopted in every type of work, "examples of valuable work" are shared through various award ceremonies and achievement presentations within departments or on a group-wide scale.

Particularly, the annual LFK VALUE AWARD ceremony is an important opportunity for LINE Fukuoka and its employees to come together and define, visualize, and share what "valuable work" means to the company.

Strategy Permeance and Ownership

03

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



Providing Learning Opportunities

04

We offer each employee that joins LINE Fukuoka ample opportunities for growth immediately after they enter, including business or management fundamentals training, compliance training, and language study.

Given our unique ability to attract employees with diverse backgrounds, various study sessions originate spontaneously from (and are frequently conducted by) the employees themselves, keeping everyone up to date on the latest fads and trends.



Facilitating Business through People/Tools

05



Meeting rooms at LINE Fukuoka are equipped with teleconferencing systems in order to hold meetings with other domestic and international LINE locations, as well as our partner companies.

At work, we also use our independent business communication tool "LINE WORKS" to facilitate smooth communication.

LINE Fukuoka offers a variety of on-the-job support, including teams for: consultations related to borrowing IT equipment or office supplies and processing paperwork; support with IT-related issues; and professional translation and interpretation.

A Culture Where Everyone can Share Ideas

06



There are many opportunities for employees to communicate their day-to-day feelings and opinions with colleagues like their team members and supervisor. This communication happens not only in meeting rooms but in a variety of places around the office, including our cafe and Refresh areas. LINE Fukuoka's open company culture allows us to promptly address any issues that may come up.

We also conduct an employee satisfaction survey that all employees are eligible to participate in twice annually, and work hard to improve the environment for our employees through various tools.

Spaces for Your ON and OFF Modes

01

Divided into Work and Refresh areas, the atmosphere in the LINE Fukuoka office allows staff to concentrate and makes it easy for them to switch between their ON and OFF modes.

In our in-house cafe space, staff can purchase drinks and snacks as well as LINE goods. The cafe is also equipped with high-tech screens and sound systems that can be used for a variety of purposes, including study sessions, events, and catered team building activities.



A Culture that Values Diversity

02

We believe that WOW is created through the exchange of different value systems and thought processes. Our employees have a variety of backgrounds, differing in terms of gender, nationality, customs, language, and professional experience, so our culture is one rich in diversity where we undertake our work with mutual understanding and respect.

We offer not only visa and language lesson support for expatriate staff members, but also support such as partially subsidized moving fees for U/I-turners.



Interpersonal Relationships

03



At LINE Fukuoka, we believe that employees' active participation and their families' support are essential to the growth of the company. Through our Family Day event, we have created an opportunity for families to get to know about their loved ones' work place and coworkers, as well as for relaying our feelings of gratitude to our employees' families.

We also care about creating opportunities for employees to deepen their understanding of each other, such as "Welcome Lunches" for new company entrants and an in-house Social Circle system unrestricted by departmental boundaries.

Health Maintenance to Stay Motivated

04



We offer a variety of services so that employees can be healthy in both mind and body, and stay motivated in their work. Services available to employees include: massage therapy for as long as they like from nationally licensed, resident masseurs in our in-house Massage Room; periodic health exams that cover a broad range of tests; influenza vaccinations; and a benefit plan that includes discounts for things like gym memberships.

We also work hard to create an environment that encourages a healthy work-life balance. 70% of our employees take paid leave, and we also offer a Refreshment Leave system that lets employees who have worked for five consecutive years take ten days off to recharge.

LINE Fukuoka also releases up-to-date information
about its activities on the following media.

Corporate site



Official blog
LINE Fukuoka Press



Official social media



LINE Fukuoka Corporation

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<https://linefukuoka.co.jp/>



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