

# LINE STYLE 3.0

LINE

**LINE  
STYLE  
3.0**

This guide is to help everyone at LINE understand the LINE DNA and the way we work at LINE.

# What kind of company is LINE?

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# A company for people who want to make the world go ‘WOW’ with their big dreams and amazing achievements

LINE is a place where people dream the same dream — of creating a No. 1 service that is adored by countless users — and work together to achieve that dream. LINE explores new opportunities with the goal of becoming No. 1, then works together to achieve this.

## **WOW=No. 1**

No. 1 services that lead the market and change paradigms always have a WOW factor. In other words, **services become No. 1 because they pursue WOW and they create WOWs because they pursue being No. 1.**

When LINE talks about **WOW**, what we mean is “**an unprecedented experience that you just have to share with others.**” Therefore, we LINERs must keep asking ourselves the question: “Is this ‘WOW’?”

This question is not limited simply to products and services. It is a value that all LINERs must uphold, no matter what organization they’re affiliated with or what duties they are in charge of.

What kind of  
company is LINE?

WOW is created when  
we aim higher and  
take on all the challenges,  
while always upholding  
the trust of our users

To create WOW, our starting point should be different. WOW begins with big ambitions — aiming for 120 out of 100 and tenfold growth rather than twofold or threefold. If this were easy to do, everyone would do it. But WOW cannot be created from mediocrity, so it's fundamentally important that LINE set its sights higher than anyone else — so high that others think it's unreachable and give up. In the fierce process to reach such a high standard, you'll be able to find a clue to WOW.

We should not be complacent. We should keep taking on new challenges. There is no future for companies that dismiss dreams as impossible and only think about what they can see now. There is no present for fanciful companies that only dream but don't get results. To turn seemingly impossible things into reality, LINE has constantly taken up challenges while understanding our users' ever-changing needs. We started as a search engine, but made a dramatic pivot to become a messenger, earning the support of millions of users. Based on that messenger, we are continuing to grow our connections with our users in many different areas, including gaming, fintech, and e-commerce.

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It is also vital that we solidify the trust we have received from our users. "How" we achieve things is as important as "what" we achieve. As we've grown to become the global platform we are today, thanks to the love and support of our users, expectations for LINE have also grown and it is more important than ever that we fulfill our social responsibilities. In addition, always respecting and protecting our users' trust is essential to ensuring we remain competitive.

LINE is a place where you can feel the incomparable thrill and pride of pursuing WOW and dreaming to be No. 1, as well as in the well-deserved outcome. Moving forward, LINE will continue **taking on bold challenges in the way that only LINE can.**

# What kind of person is a LINER?

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person is a LINER?

## Someone with the grit and determination to never stop fighting to be the best

Being a LINER is not being afraid of failure and rising to the challenge of creating fantastic experiences for our users. Being a LINER is believing that we can win when going head-to-head with the world's most dominant mega-companies.

LINE's efforts are not just for the benefit of a limited group of people; they're only meaningful when they garner the support and enthusiasm of multitudes. Therefore, LINERs must earnestly desire user recognition and appreciation, be attuned to user reactions, and be self-motivated in this process. Moreover, LINERs must have the determination necessary to succeed and the grit to persevere in the face of failure in order to compete against global competitors that are magnitudes more powerful.

**True LINERs work with determination and grit in their hearts to  
bring about WOW=No. 1.**

LINE  
STYLE  
3.0

# What is LINE STYLE?

# LINE STYLE History

## LINE STYLE: LINE's DNA

2017. 01

2018. 10

2023. 01

### LINE STYLE 1.0

Needs

Speed

Detail

Data

Teamwork

Enjoy

### LINE STYLE 2.0

Users Rule

Stay a Step Ahead

Perfect Details

Always Data-driven

Build Lean and Exceptional Teams

Open Communication, Vertical Decision-making

Keep in Sync, Aiming for the Same Goal

+ Work Intensely and Be Focused

+ 1% Problem-finding, 99% Solution-making

Go Brave. No Fear. No Regrets

Enjoy the Challenges

+ Stay Trustworthy

### LINE STYLE 3.0

Users Rule

- Always Data-driven

- Perfect the Details

- Stay Trustworthy

Get It Done

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- Be a Step Ahead

- No Fear. No Regrets

Lean & Mean Teams

- Open Communication,  
Vertical Decision-making

- Keep in Sync

- Enjoy the Challenges Together

LINE STYLE is simply the aggregate of all things "LINE," the characteristics that have been established through the accumulation of LINE's unique ways of working and thinking. It is, in short, our essence.

The essence of who we are doesn't change, however the *form* LINE STYLE takes does change with the times, evolving to address values that are important to LINE in light of the latest circumstances.

# LINE STYLE History

## LINE STYLE 1.0: Defining 'LINE-ness'

2017. 01

2018. 10

2023. 01

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LINERs who have been with the company since its early days have long had a sense about what constitutes "LINE-ness" based on their experiences. Originally, this understanding was mostly unspoken, but over the years, LINE grew dramatically and the number of LINERs increased, and gradually some LINERs started to have different perceptions of what "LINE-ness" was.

Therefore, it became necessary to define clearly what we mean by "LINE-ness," to ensure that all LINERs are heading in the same direction. Consequently, we came up with LINE STYLE 1.0 in January 2017, introducing six keywords. This wasn't about creating something new; rather, we simply reviewed and prioritized the way LINE had always worked and the things we were already saying.

# LINE STYLE History

## LINE STYLE 2.0: Elaborating and explaining

2017. 01

2018. 10

2023. 01

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To enable LINERs to understand LINE STYLE more clearly, LINE STYLE 2.0 was announced in October 2018, explaining the original six keywords of LINE STYLE 1.0 in more detail and expanding the number of keywords to 11.

We also expanded the LINE STYLE words into phrases and subdivided the teamwork-related keywords into four concepts so LINERs could put them into practice more easily. In addition, those changes reflected changes to external circumstances since LINE STYLE 1.0 made its debut and the importance of overcoming difficult challenges.

# LINE STYLE History

## LINE STYLE 3.0: Reorganizing to improve understanding

2017. 01

2018. 10

2023. 01

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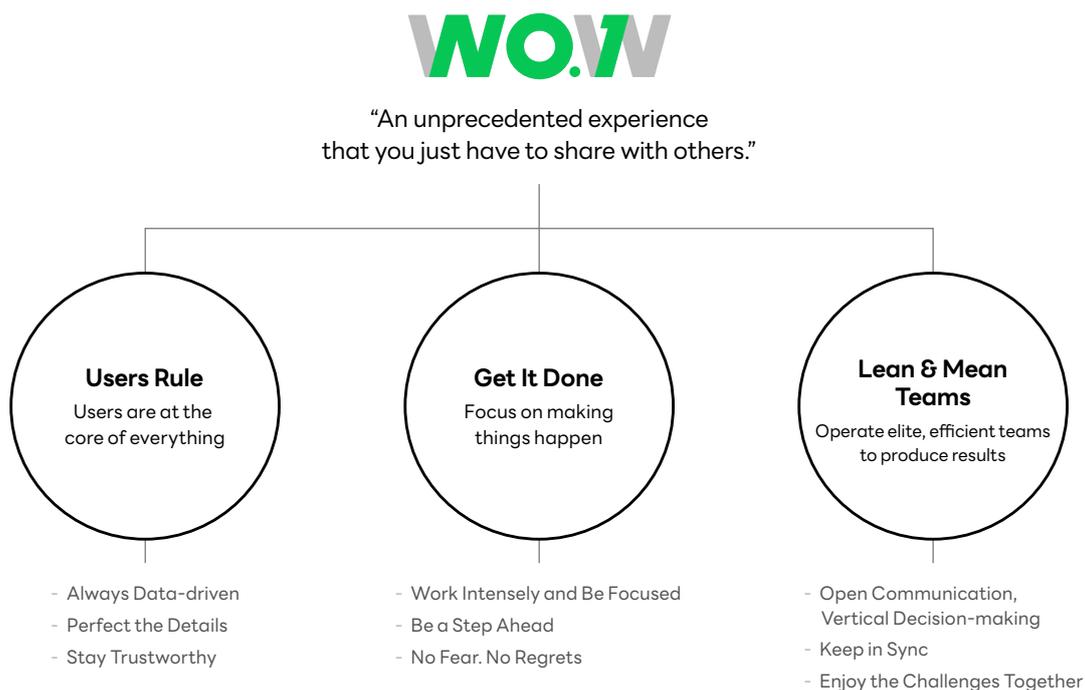
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In January 2023, we rearranged the LINE STYLE 2.0 keywords, so instead of being listed individually, now they are divided into three general directions that LINERs should follow, each with three key ideas about the ways to realize those directions. The result is LINE STYLE 3.0, designed to help LINERs understand LINE STYLE more intuitively and apply it to their work.

Furthermore, due to the rising recognition around the world in recent years of the importance of maintaining user trust, we decided it was time to codify another longstanding priority at LINE: “Stay Trustworthy.” Since LINE has always made a point of responding to our users’ needs faster than anyone else, we felt adding this new category reflected that fast-growing concern.

# LINE STYLE 3.0 at a Glance



LINE STYLE 3.0 reorganized LINE STYLE 2.0 so that LINERs can understand it more intuitively and clearly, and several key phrases were redefined to better convey their meaning.

In addition, “Stay Trustworthy” was added to the 11 existing LINE STYLE keywords, to show the importance we place on maintaining the trust of our users. This will help everyone to think in more user-centric ways, recognizing that the scope of LINE users has expanded along with their expectations.

We also selected three core directions to serve as the standard when LINERs are creating services at LINE, working as individuals, and collaborating as part of a team. Under those three general directions, the nine keywords were divided and grouped into threes, so that LINERs can put them into practice more readily.

With these changes, we think all LINERs can better understand and create the sense of WOW that LINE pursues.

# LINE STYLE 3.0

## 01 . **Users Rule** Users are at the core of everything

- Always Data-driven
- Perfect the Details
- Stay Trustworthy

## 02 . **Get It Done** Focus on making things happen

- Work Intensely and Be Focused
- Be a Step Ahead
- No Fear. No Regrets

## 03 . **Lean & Mean Teams** Operate elite, efficient teams to produce results

- Open Communication, Vertical Decision-making
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# Users Rule

## Users are at the core of everything

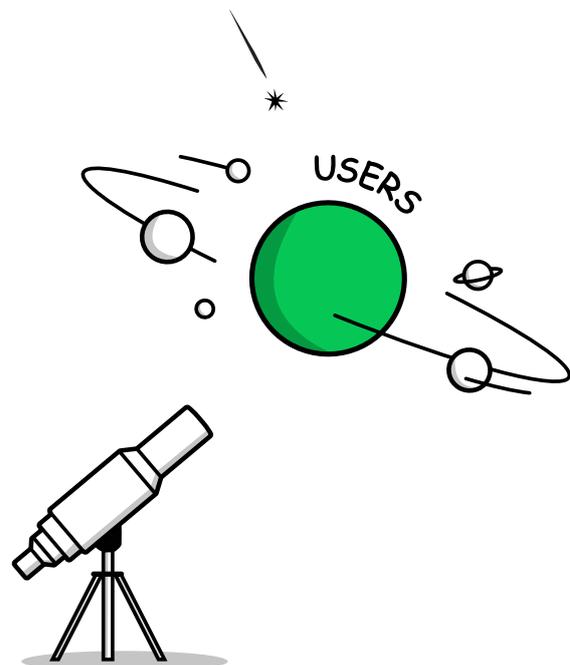
LINE's goal is to make No. 1 services. Since services can only survive and become No. 1 through the interest and choice of users, users are the foundation and core of all LINE services. That is why you need to think from the users' perspective at every step creating a service, from start to end. You must ensure that the users trust LINE in every step of the service development process, from pinpointing user needs in advance to releasing distinctive services that embrace those needs.

**First and foremost, you must identify user needs based on data, not on a hunch (Always Data-driven).** If you misidentify what our users need, the foundation of all our services, then your very starting point is going to be wrong. Often user needs are difficult to identify, so you can only uncover them when you analyze their data in depth, from different angles. Furthermore, user needs are always changing, so you must be attentive to their changes and keep your data up-to-date.

Once you have pinpointed the users' needs, you must apply them and create services with **perfect details, like only LINE can offer (Perfect the Details)**. We can only survive the fierce competition when we offer unique and distinctive user experiences that stand out from the cascade of alternatives. The work doesn't end with the release of a service. There is no guarantee that the users who were initially satisfied with a service will still choose it a year later. You must aim for a standard that exceeds their ever-changing expectations, observe their reactions, make the necessary modifications, and do what it takes so our users continue to choose us.

It is also important to ensure you maintain the trust of our users throughout the service development process. LINE was only able to grow into the global life platform it is today through earning the support and dedication of our users. That is why **our continued growth depends on not only maintaining the trust of our users, but further strengthening that bond (Stay Trustworthy).**

As LINE has grown, the scope and level of user and stakeholder expectations have also grown. This is because the influence of our services has increased, not only with the number of users, but also with their breadth, encompassing users, shareholders, governments, local communities, partners, and LINERs. Accordingly, all LINERs should always be thinking in terms of “how” they are achieving their goals, not just “what” they’re achieving.



# How to: Users Rule

## Always Data-driven

Collect and analyze the data relevant to the task at hand. Do not only examine the data that says what you want it to say or the data you always go to, but analyze a wide range of data objectively. Organize historical data so that you can find and compare it to other time periods. When presenting new ideas or suggesting alternatives, provide sufficient data so that others can fully understand your proposals.

## Perfect the Details

Set your goal as excellence, not just “good”. Be tenacious at finding things you can improve, and what you can do differently when it comes to your job. Even when you think you’ve reached your goals, make sure to run a thorough final review.

## Stay Trustworthy

Do not skip the required processes in order to attain immediate results. Think from the perspective of the users who will be affected by your decision, carefully weigh the outcome, and act accordingly. In particular, always keep in mind that the users’ information belongs to each user, not you, and go the extra mile to protect user privacy.

# Get It Done

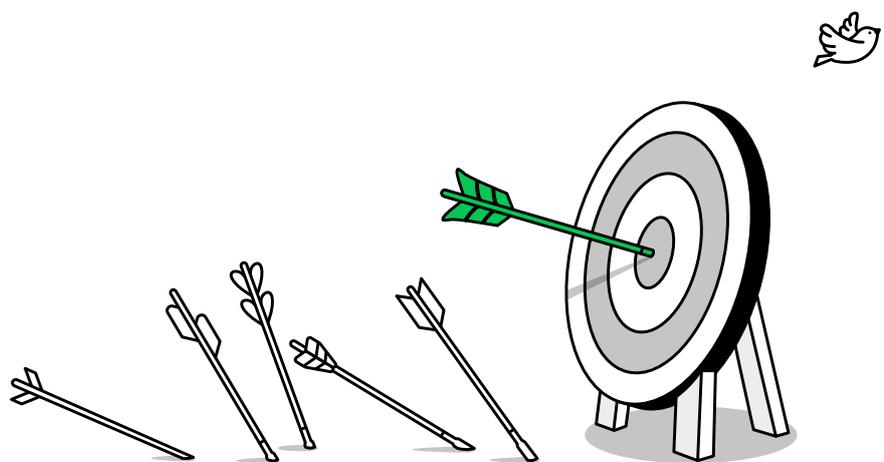
## Focus on making things happen

Your job as a LINER is, in effect, to always be solving problems. LINERs don't set their eyes on the difficulties of problems or challenges. Rather, they focus on solving such problems with grit and determination, doing their best to create solutions. There are always endless reasons why something can't be done. So, you need to dig deep, and find ways to accomplish your goals.

In your work, you will face numerous problems to solve and, yes, each of them will be difficult. Therefore, **you must prioritize your tasks and focus on solving the problem at hand (Work Intensely and Be Focused)**. You can only solve problems when you properly allocate your time and effort according to the importance of each issue. What's more, you will find that you can come up with new, out-of-the-box solutions when you're intensely immersed in the work, rather than simply "working hard".

Moreover, in an ever-changing global environment, it is **vitaly important that LINE stay ahead of the curve (Be a Step Ahead)**, working with agility to assess reactions and find solutions. You might miss the optimal timing if you wait until you have a perfect plan. When you execute first and then react to the unexpected and unknown while trying different methods of accomplishing your task, you will find solutions that you could not have foreseen while planning.

Finally, **you must boldly undertake all your tasks and keep pushing yourself, unafraid of failure (No Fear. No Regrets).** What we're aiming to do is necessarily challenging and tiring for anyone, but instead of succumbing to adversity, you should try to find meaning in those challenges and redouble your resolve. If you truly did your best—if you gave it your all and went beyond your limits—your time and effort will be still meaningful even if you meet failure at the end of the road. Or, even better, they can serve as valuable lessons for your next challenge. And, when you finally do succeed, you will feel an even greater sense of accomplishment.



# How to: Get It Done

## Work Intensely and Be Focused

Before you begin any project, make sure you have a clear understanding of the nature of what you've been tasked with: what you're doing, for whom and why. Prioritize your tasks according to their importance. Focus intensely on what's most important to solving it within the target timeline. And, after everything is done, evaluate your performance based on the outcome you achieved, not just the time you invested in it.

## Be a Step Ahead

Try out ideas quickly based on current market trends. Adapt and evolve in real time, observing user reactions. When an issue arises, promptly share it with the other stakeholders and find a solution.

## No Fear. No Regrets

Always take on challenges boldly and bravely. Even if your job is difficult to the point that it seems impossible, give it your everything until the end, succeed or fail. If an ambitious challenge fails, analyze and evaluate the root cause, and share the results with others so that they don't make the same mistakes.

# Lean & Mean Teams

Operate elite, efficient teams to produce results

Lean & Mean Teams refers to creating teams that are efficient, with nothing in excess of what is needed, single-minded in their common objective. A hundred mediocre athletes cannot beat a team of 10 elite athletes who are determined to win no matter what. WOW can only be achieved when an organization is optimized for a given task, moving in perfect order like one body, battling with a true fighting spirit.

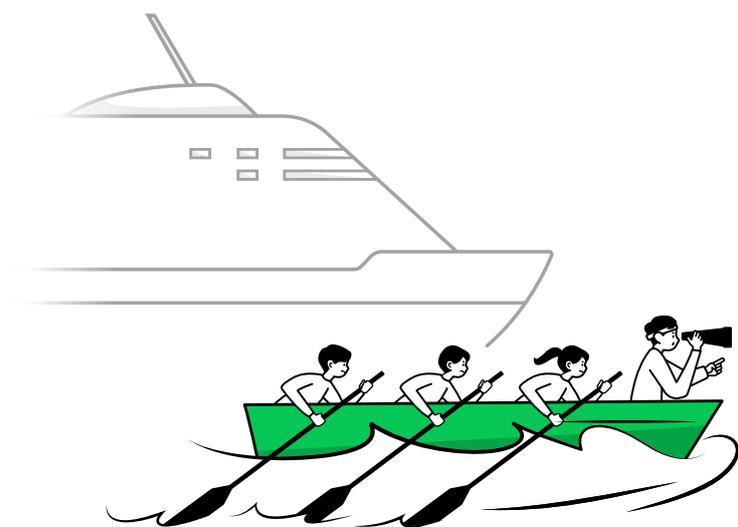
To be lean and mean, each team must have **honest and thorough internal communications (Open Communication, Vertical Decision-making)**. In an open environment, team members will suggest ideas to find solutions, and the team leader will listen to them, set a clear direction based on their input, and take responsibility for those decisions. Team members must trust their leader's judgment and work together to achieve the team's goals, even if the decision differs from their own.

In the process of accomplishing a task, **a common objective and direction must be shared clearly from start to end, and everyone must constantly exchange feedback (Keep in Sync)**. LINE is in a stormy sea full of waves. In order to overcome the waves, everyone on the boat must work together and play their part. If a leader does not offer a clear direction or explanation, or if the members don't do their best, ignoring the leader's instructions and rowing however they like, the boat will not arrive at its destination. LINE teams need to be able to quickly exchange opinions, adjust the direction according to prevailing conditions, and synchronize their progress with all members in real time, no matter what changes they encounter. Only then can you survive in an ever-changing environment, through quick and precise actions.

What is  
LINE STYLE?

The more difficult the challenge is, the more important the support of your teammates is. There's nothing like the **feeling of accomplishment and pride you get after overcoming challenges together as a team, challenges you once thought were insurmountable when you were on your own (Enjoy the Challenges Together).**

When teammates complement and encourage each other in difficult times, a bond is formed, creating a whole that is greater than the sum of the parts, and an energy that you cannot create alone.



# How to: Lean & Mean Teams

## Open Communication, Vertical Decision-making

Regardless of authority, position, age, or seniority, you can always voice your opinions. Think of each other as people coming together to find answers and listen to helpful feedback with an open mind. When the time is right, the leader will decide on a direction based on discussions you've had. Then the team members need to trust the leader's decision and focus on their roles to execute the task.

## Keep in Sync

Clearly identify the team's goals and priorities and set your goals accordingly. When issues and changes arise, share them with the entire team and get feedback constantly. In order to synchronize with not only the team but also other collaborating parties, actively talk to each other whenever it's needed.

## Enjoy the Challenges Together

When the team faces a difficult challenge, take it as an opportunity to grow and start looking for something you can do first. Share with your teammates what you can't do alone and figure things out together. Reach out and help teammates who are struggling or taking up a new challenge. When in difficult times, encourage and motivate each other to keep trying.

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