

# KAKAO CORP. and SUBSIDIARIES

Consolidated Financial Statements

**December 31, 2025 and 2024**

(With Independent Auditors' Report Thereon)

# KAKAO CORP. and Subsidiaries

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December 31, 2025 and 2024

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## Independent Auditors' Report

Based on a report originally issued in Korean

To the Board of Directors and Shareholders of  
KAKAO CORP.

### Opinion

We have audited the consolidated financial statements of KAKAO CORP. and its subsidiaries ("the Group"), which comprise the consolidated statement of financial position as of December 31, 2025, the consolidated statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, including material accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Korean International Financial Reporting Standards ("K-IFRS").

We also have audited, in accordance with Korean Standards on Auditing (KSAs), the Group's Internal Control over Financial Reporting for Consolidation Purposes ("ICFR") as of December 31, 2025 based on the criteria established in Conceptual Framework for Designing and Operating Internal Control over Financial Reporting issued by the Operating Committee of Internal Control over Financial Reporting in the Republic of Korea, and our report dated March 18, 2026 expressed an unmodified opinion on the effectiveness of the Company's internal control over financial reporting.

### Basis for Opinion

We conducted our audit in accordance with Korean Standards on Auditing (KSAs). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Republic of Korea, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Key Audit Matter

Key audit matter is the matter that, in our professional judgment, was of most significance in our audit of the consolidated financial statements as of and for the year ended December 31, 2025. This matter was addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter.



## **Impairment of Goodwill Allocated to Cash-Generating Units - Internet Portal Services and Other Services, Gaming Industry (Lionheart Studio Co., Ltd.)**

### *Reason why the matter was determined to be a Key Audit Matter*

As described in Notes 2.(6).10.i and 19.(d) to the consolidated financial statements, the Group performs an annual impairment test for Cash-Generating Units (“CGUs”) to which goodwill acquired through business combination has been allocated by comparing the recoverable amount and the carrying amount, regardless of whether there are indications of impairment.

The Company applied the value-in-use of CGUs, based on discounted cash flow models to determine recoverable amount of the CGUs. The determination of value-in-use involves significant management judgments and estimates, such as discount rates, terminal growth rates, and future cash flow projections, which pose a risk of management bias.

The Company has recognized goodwill related to Internet Portal Services and Other Services amounted to KRW 1,036,012 million and goodwill related to Lionheart Studio Co., Ltd. amounted to KRW 1,071,692 million in the consolidated financial statements. Considering the involvement of management judgment and the significance of this goodwill in the consolidated financial statements, we identified the impairment assessment of goodwill for these two CGUs as a key audit matter.

### *How we addressed the Key Audit Matter*

We have performed following audit procedures to address the Key Audit Matter.

- We obtained understanding of the internal controls related to impairment testing.
- We evaluated the design and operating effectiveness of internal controls over management’s review and approval of future cash flow projections and significant assumptions used in the impairment testing.
- We assessed the objectivity and competence of external experts engaged by the Group to estimate value-in-use.
- We engaged our valuation specialists to evaluate the appropriateness of valuation models used and the reasonableness of key assumptions.
- We assessed whether the future cash flow projections used in the impairment testing were based on business plans approved by the Group.
- We performed independent recalculations to test the mathematical accuracy of the value-in-use of CGUs.
- We evaluated the sensitivity analysis performed by the Group on discount rates and terminal growth rates to assess the impact of changes in key assumptions used in the impairment testing.
- We assessed the appropriateness of the carrying amounts allocated to the respective CGUs.

### **Other Matters**

The consolidated financial statements of the Group for the year ended December 31, 2024 were audited by another auditor who expressed an unmodified opinion on those statements on March 18, 2025.

The procedures and practices utilized in the Republic of Korea to audit such consolidated financial statements may differ from those generally accepted and applied in other countries.

### **Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements**

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with K-IFRS, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.



In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

### **Auditors' Responsibilities for the Audit of the Consolidated Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with KSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with KSAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- Evaluate the appropriateness of accounting policies used in the preparation of the consolidated financial statements and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.



From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditors' report is Jeewon Lee.

*KPMG Samjong Accounting Corp.*

Seoul, Korea

March 18, 2026

This report is effective as of March 18, 2026, the audit report date. Certain subsequent events or circumstances, which may occur between the audit report date and the time of reading this report, could have a material impact on the accompanying consolidated financial statements and notes thereto. Accordingly, the readers of the audit report should understand that the above audit report has not been updated to reflect the impact of such subsequent events or circumstances, if any.

**KAKAO CORP. and Subsidiaries**  
**Consolidated Statements of Financial Position, Continued**  
**December 31, 2025 and 2024**

(in millions of Korean won)

|                                                                   | Notes       | 2025                | 2024                |
|-------------------------------------------------------------------|-------------|---------------------|---------------------|
| <b>Assets</b>                                                     |             |                     |                     |
| <b>Current assets</b>                                             |             |                     |                     |
| Cash and cash equivalents                                         | 4,7,8       | ₩ 6,373,784         | ₩ 6,169,766         |
| Deposits                                                          | 4,7,8       | 444,180             | 181,464             |
| Short-term financial instruments                                  | 4,7,8       | 1,959,572           | 1,431,649           |
| Financial assets at fair value through profit or loss             | 4,5,7,8,10  | 1,384,195           | 954,708             |
| Financial assets at amortized cost                                | 4,7         | 173,572             | 95,460              |
| Derivative financial assets                                       | 4,5,7,10,26 | 76                  | 672                 |
| Trade receivables                                                 | 4,7,10      | 569,486             | 548,689             |
| Other current financial assets                                    | 4,7,10      | 908,430             | 778,285             |
| Inventories                                                       | 15          | 76,541              | 81,053              |
| Other current assets                                              | 14          | 483,965             | 447,858             |
| Insurance contract assets                                         |             | 375                 | 178                 |
| Assets held for sale                                              | 42          | -                   | 31,887              |
|                                                                   |             | <u>12,374,176</u>   | <u>10,721,669</u>   |
| <b>Non-current assets</b>                                         |             |                     |                     |
| Long-term financial instruments                                   | 4,7,8       | 16,419              | 12,653              |
| Financial assets at fair value through profit or loss             | 4,5,7,10    | 410,662             | 410,759             |
| Financial assets at fair value through other comprehensive income | 5,7,10      | 2,793,832           | 2,148,996           |
| Non-current Financial Assets at Amortized Cost                    | 4,7         | 35,078              | -                   |
| Investments in associates and joint ventures                      | 16          | 2,516,858           | 2,923,068           |
| Non-current derivative financial assets                           | 4,5,7,10,26 | 59,040              | 8,554               |
| Other non-current financial assets                                | 4,7,10      | 267,683             | 280,356             |
| Property and equipment                                            | 17          | 1,556,694           | 1,362,520           |
| Intangible assets                                                 | 19          | 5,227,759           | 5,170,742           |
| Investment property                                               | 18          | 122,207             | 112,977             |
| Right-of-use assets                                               | 20          | 1,507,971           | 1,780,934           |
| Net defined benefit assets                                        | 22          | 67,653              | 49,515              |
| Other non-current assets                                          | 14          | 305,407             | 280,841             |
| Non-current insurance contract assets                             |             | 2,916               | 737                 |
| Deferred income tax assets                                        | 24          | 519,170             | 508,707             |
|                                                                   |             | <u>15,409,349</u>   | <u>15,051,359</u>   |
| <b>Total Assets</b>                                               |             | <u>₩ 27,783,525</u> | <u>₩ 25,773,028</u> |

See accompanying notes to the consolidated financial statements.

**KAKAO CORP. and Subsidiaries**  
**Consolidated Statements of Financial Position, Continued**  
**December 31, 2025 and 2024**

(in millions of Korean won)

|                                                            | Notes     | 2025                | 2024                |
|------------------------------------------------------------|-----------|---------------------|---------------------|
| <b>Liabilities</b>                                         |           |                     |                     |
| <b>Current liabilities</b>                                 |           |                     |                     |
| Trade and other payables                                   | 4,7,12    | ₩ 2,164,695         | ₩ 1,903,374         |
| Short-term borrowings                                      | 4,7,21,37 | 1,144,218           | 1,887,236           |
| Deposits received                                          | 4,7,13    | 2,285,859           | 1,624,684           |
| Other current financial liabilities                        | 4,7,13    | 1,613,454           | 1,658,684           |
| Other current liabilities                                  | 14        | 941,453             | 854,950             |
| Income tax payable                                         | 24        | 212,551             | 107,445             |
| Provisions                                                 | 25        | 27,016              | 33,852              |
| Derivative financial liabilities                           | 4,5,7,26  | 41,919              | 126,364             |
| Short-term lease liabilities                               | 4,20,37   | 331,487             | 325,419             |
| Insurance contract liabilities                             |           | 17,095              | 7,344               |
| Liabilities held for sale                                  | 42        | -                   | 15,876              |
|                                                            |           | <u>8,779,747</u>    | <u>8,545,228</u>    |
| <b>Non-current liabilities</b>                             |           |                     |                     |
| Non-current trade and other payables                       | 4,7,12    | 5,968               | 7,472               |
| Long-term borrowings                                       | 4,7,21,37 | 990,548             | 327,870             |
| Non-current provisions                                     | 25        | 76,545              | 79,584              |
| Long-term lease liabilities                                | 4,20,37   | 1,559,646           | 1,802,512           |
| Net defined benefit liabilities                            | 22        | 24,925              | 31,731              |
| Other long-term employee benefits liabilities              | 23        | 92,692              | 77,468              |
| Deferred income tax liabilities                            | 24        | 769,090             | 727,311             |
| Other non-current financial liabilities                    | 4,7,13    | 237,470             | 213,165             |
| Other non-current liabilities                              | 14        | 20,807              | 17,132              |
| Non-current insurance contract liabilities                 |           | 1,165               | 661                 |
|                                                            |           | <u>3,778,856</u>    | <u>3,284,906</u>    |
| <b>Total Liabilities</b>                                   |           | <u>12,558,603</u>   | <u>11,830,134</u>   |
| <b>Equity</b>                                              |           |                     |                     |
| Share capital                                              | 1,27      | 44,300              | 44,416              |
| Share premium                                              | 27        | 8,803,321           | 8,911,043           |
| Other components of equity                                 | 29        | (82,389)            | (34,079)            |
| Accumulated other comprehensive loss                       | 30        | (173,534)           | (723,579)           |
| Retained earnings                                          | 31        | 2,684,520           | 1,943,499           |
| <b>Equity attributable to owners of the Parent Company</b> |           | <u>11,276,218</u>   | <u>10,141,300</u>   |
| <b>Non-controlling interests</b>                           | 41        | <u>3,948,704</u>    | <u>3,801,594</u>    |
| <b>Total Equity</b>                                        |           | <u>15,224,922</u>   | <u>13,942,894</u>   |
| <b>Total Equity and Liabilities</b>                        |           | <u>₩ 27,783,525</u> | <u>₩ 25,773,028</u> |

See accompanying notes to the consolidated financial statements.

**KAKAO CORP. and Subsidiaries**  
**Consolidated Statements of Comprehensive Income, Continued**  
**Years Ended December 31, 2025 and 2024**

(in millions of Korean won, except for share amounts)

|                                                                                                  | <b>Notes</b> | <b>2025</b>        | <b>2024</b>      |
|--------------------------------------------------------------------------------------------------|--------------|--------------------|------------------|
| <b>Revenue</b>                                                                                   | 6,11         | ₩ 8,099,148        | ₩ 7,864,033      |
| <b>Operating expenses</b>                                                                        | 32           | <u>7,367,111</u>   | <u>7,368,756</u> |
| <b>Operating profit</b>                                                                          |              | 732,037            | 495,277          |
| Other income                                                                                     | 33           | 314,075            | 172,644          |
| Other expenses                                                                                   | 33           | 508,827            | 711,984          |
| Finance income                                                                                   | 34           | 392,559            | 405,185          |
| Interest income                                                                                  |              | 181,608            | 205,825          |
| Other finance income                                                                             |              | 210,951            | 199,360          |
| Finance costs                                                                                    | 34           | 397,935            | 367,898          |
| Gain of associates and joint ventures accounted for using equity method                          | 16           | 153,513            | 147,351          |
| Loss of associates and joint ventures accounted for using equity method                          | 16           | <u>63,885</u>      | <u>90,910</u>    |
| Profit before tax                                                                                | 6            | 621,537            | 49,665           |
| Income tax expense                                                                               | 24           | <u>94,702</u>      | <u>160,486</u>   |
| Profit (Loss) from continuing operations                                                         |              | <u>526,835</u>     | <u>(110,821)</u> |
| Loss from discontinued operations                                                                |              | <u>(8,875)</u>     | <u>(51,050)</u>  |
| <b>Profit(Loss) for the year</b>                                                                 | 6            | <u>517,960</u>     | <u>(161,871)</u> |
| <b>Loss attributable to:</b>                                                                     |              |                    |                  |
| Equity holders of the Parent Company                                                             |              | 491,492            | 55,277           |
| Profit from continuing operations                                                                |              | 500,367            | 106,327          |
| Loss from discontinued operations                                                                |              | (8,875)            | (51,050)         |
| Non-controlling interests                                                                        |              | 26,468             | (217,148)        |
| Profit (Loss) from continuing operations                                                         |              | 26,468             | (217,148)        |
| Profit from discontinued operations                                                              |              | -                  | -                |
| <b>Other comprehensive income</b>                                                                |              |                    |                  |
| <i>Other comprehensive income, before tax, that will not be reclassified to profit or loss</i>   |              |                    |                  |
| Remeasurements of net defined benefit liabilities                                                |              | (1,132)            | (28,434)         |
| Gain on valuation of equity instruments at fair value through other comprehensive income         |              | 856,034            | 350,310          |
| Share of other comprehensive income (loss) of associates, net of tax                             |              | (7,302)            | 23,635           |
| <i>Other comprehensive income, before tax, that will be reclassified to profit or loss</i>       |              |                    |                  |
| Share of other comprehensive income (loss) of associates, net of tax                             |              | (722)              | 8,695            |
| Foreign currency translation adjustments, net of tax                                             |              | (58,570)           | 4,964            |
| Net financial loss on insurance contract assets (liabilities) through other comprehensive income |              | <u>(5)</u>         | <u>(14)</u>      |
| <b>Other comprehensive income for the year, net of tax</b>                                       |              | <u>788,303</u>     | <u>359,156</u>   |
| <b>Total comprehensive income (loss) for the year</b>                                            |              | <u>₩ 1,306,263</u> | <u>₩ 197,285</u> |
| <b>Total comprehensive income (loss) for the year attributable to:</b>                           |              |                    |                  |
| Equity holders of the Parent Company                                                             |              | ₩ 1,323,713        | ₩ 387,289        |
| Non-controlling interests                                                                        |              | (17,450)           | (190,004)        |

See accompanying notes to the consolidated financial statements.

**KAKAO CORP. and Subsidiaries**  
**Consolidated Statements of Comprehensive Income, Continued**  
**Years Ended December 31, 2025 and 2024**

| <i>(in millions of Korean won, except for share amounts)</i>                                   | <b>Notes</b> | <b>2025</b> | <b>2024</b> |
|------------------------------------------------------------------------------------------------|--------------|-------------|-------------|
| <b>Earnings (losses) per share to the equity holders of the Parent Company (in Korean won)</b> |              |             |             |
| Basic earnings (losses) per share                                                              | 35           |             |             |
| Basic earnings per share from continuing operations                                            |              | ₩ 1,138     | ₩ 242       |
| Basic earnings (loss) per share from discontinued operations                                   |              | (20)        | (116)       |
| Diluted earnings (losses) per share                                                            | 35           |             |             |
| Diluted earnings per share from continuing operations                                          |              | ₩ 1,134     | ₩ 208       |
| Diluted earnings (loss) per share from discontinued operations                                 |              | (20)        | (116)       |

*See accompanying notes to the consolidated financial statements.*

# KAKAO CORP. and Subsidiaries

## Consolidated Statements of Changes in Equity, Continued

### Years Ended December 31, 2025 and 2024

(in millions of Korean won)

(in millions of Korean won)

|                                                                                        | Attributable to owners of the Parent |               |               |                            |                                        |                   |              |                           |              |  |  |  |  |
|----------------------------------------------------------------------------------------|--------------------------------------|---------------|---------------|----------------------------|----------------------------------------|-------------------|--------------|---------------------------|--------------|--|--|--|--|
|                                                                                        | Notes                                | Share capital | Share premium | Other Components of equity | Accumulated Other Comprehensive Income | Retained Earnings | Total        | Non-controlling Interests | Total Equity |  |  |  |  |
| Balance at January 1, 2024                                                             |                                      | ₩ 44,535      | ₩ 8,839,891   | ₩ 7,571                    | ₩ (1,050,415)                          | ₩ 1,922,137       | ₩ 9,763,719  | ₩ 4,094,880               | ₩ 13,858,599 |  |  |  |  |
| Total comprehensive income (loss)                                                      |                                      |               |               |                            |                                        |                   |              |                           |              |  |  |  |  |
| Profit (loss) for the year                                                             |                                      | -             | -             | -                          | -                                      | 55,277            | 55,277       | (217,148)                 | (161,871)    |  |  |  |  |
| Foreign currency translation adjustments, net of tax                                   | 30                                   | -             | -             | -                          | 20,178                                 | -                 | 20,178       | (15,214)                  | 4,964        |  |  |  |  |
| Share of other comprehensive income of associates, net of tax                          |                                      | -             | -             | -                          | 24,042                                 | 184               | 24,226       | 8,104                     | 32,330       |  |  |  |  |
| Gain on valuation of financial instruments                                             |                                      | -             | -             | -                          |                                        |                   |              |                           |              |  |  |  |  |
| at fair value through other comprehensive income                                       | 30                                   | -             | -             | -                          | 306,429                                | -                 | 306,429      | 43,881                    | 350,310      |  |  |  |  |
| Reclassification of gains on valuation of financial instruments                        |                                      | -             | -             | -                          |                                        |                   |              |                           |              |  |  |  |  |
| at fair value through other comprehensive income                                       | 30                                   | -             | -             | -                          | (5,036)                                | 5,036             | -            | -                         | -            |  |  |  |  |
| Net loss on insurance contract assets (liabilities) through other comprehensive income | 30                                   | -             | -             | -                          | (6)                                    | -                 | (6)          | (8)                       | (14)         |  |  |  |  |
| Remeasurement of defined benefit obligation                                            |                                      | -             | -             | -                          | (18,815)                               | -                 | (18,815)     | (9,619)                   | (28,434)     |  |  |  |  |
| Reclassification of remeasurement of defined benefit obligation                        |                                      | -             | -             | -                          | 44                                     | (44)              | -            | -                         | -            |  |  |  |  |
| Total comprehensive income (loss)                                                      |                                      | -             | -             | -                          | 326,836                                | 60,453            | 387,289      | (190,004)                 | 197,285      |  |  |  |  |
| Transactions with owners                                                               |                                      |               |               |                            |                                        |                   |              |                           |              |  |  |  |  |
| Exercise of stock options                                                              |                                      | 78            | 43,171        | (22,292)                   | -                                      | -                 | 20,957       | 10,904                    | 31,861       |  |  |  |  |
| Change of equity related to stock options                                              |                                      | -             | (8,232)       | -                          | -                                      | -                 | (8,232)      | (3,388)                   | (11,620)     |  |  |  |  |
| Share-based compensation                                                               | 28                                   | -             | -             | 29,608                     | -                                      | -                 | 29,608       | 42,415                    | 72,023       |  |  |  |  |
| Retirement of treasury shares                                                          |                                      | (197)         | 49,163        | (48,966)                   | -                                      | -                 | -            | -                         | -            |  |  |  |  |
| Cash dividends                                                                         | 36                                   | -             | -             | -                          | -                                      | (26,749)          | (26,749)     | (16,725)                  | (43,474)     |  |  |  |  |
| Change in ownership interest over subsidiaries                                         |                                      | -             | (12,950)      | -                          | -                                      | (12,342)          | (25,292)     | (65,600)                  | (90,892)     |  |  |  |  |
| Change in scope of consolidation                                                       |                                      | -             | -             | -                          | -                                      | -                 | -            | (70,888)                  | (70,888)     |  |  |  |  |
| Total transactions with owners                                                         |                                      | (119)         | 71,152        | (41,650)                   | -                                      | (39,091)          | (9,708)      | (103,282)                 | (112,990)    |  |  |  |  |
| Balance at December 1, 2024                                                            |                                      | ₩ 44,416      | ₩ 8,911,043   | ₩ (34,079)                 | ₩ (723,579)                            | ₩ 1,943,499       | ₩ 10,141,300 | ₩ 3,801,594               | ₩ 13,942,894 |  |  |  |  |

See accompanying notes to the consolidated financial statements.

**KAKAO CORP. and Subsidiaries**  
**Consolidated Statements of Changes in Equity, Continued**  
**Years Ended December 31, 2025 and 2024**

(in millions of Korean won)

(in millions of Korean won)

|                                                                                                                  | Attributable to owners of the Parent |               |               |                            |                                        |                   |              |                           |              |  |  |  |  |
|------------------------------------------------------------------------------------------------------------------|--------------------------------------|---------------|---------------|----------------------------|----------------------------------------|-------------------|--------------|---------------------------|--------------|--|--|--|--|
|                                                                                                                  | Notes                                | Share capital | Share premium | Other Components of equity | Accumulated Other Comprehensive Income | Retained Earnings | Total        | Non-controlling Interests | Total Equity |  |  |  |  |
| Balance at January 1, 2025                                                                                       |                                      | ₩ 44,416      | ₩ 8,911,043   | ₩ (34,079)                 | ₩ (723,579)                            | ₩ 1,943,499       | ₩ 10,141,300 | ₩ 3,801,594               | ₩ 13,942,894 |  |  |  |  |
| Total comprehensive income (loss)                                                                                |                                      |               |               |                            |                                        |                   |              |                           |              |  |  |  |  |
| Profit (loss) for the year                                                                                       |                                      | -             | -             | -                          | -                                      | 491,492           | 491,492      | 26,468                    | 517,960      |  |  |  |  |
| Foreign currency translation adjustments, net of tax                                                             | 30                                   | -             | -             | -                          | (28,960)                               | -                 | (28,960)     | (29,610)                  | (58,570)     |  |  |  |  |
| Share of other comprehensive income of associates, net of tax                                                    |                                      | -             | -             | -                          | (24,906)                               | 11,504            | (13,402)     | 5,378                     | (8,024)      |  |  |  |  |
| Gain on valuation of financial instruments at fair value through other comprehensive income                      | 30                                   | -             | -             | -                          | 876,931                                | -                 | 876,931      | (20,896)                  | 856,035      |  |  |  |  |
| Reclassification of gains on valuation of financial instruments at fair value through other comprehensive income | 30                                   | -             | -             | -                          | (271,583)                              | 271,583           | -            | -                         | -            |  |  |  |  |
| Net loss on insurance contract assets (liabilities) through other comprehensive income                           | 30                                   | -             | -             | -                          | (2)                                    | -                 | (2)          | (3)                       | (5)          |  |  |  |  |
| Remeasurement of defined benefit obligation                                                                      |                                      | -             | -             | -                          | (2,345)                                | -                 | (2,345)      | 1,213                     | (1,132)      |  |  |  |  |
| Reclassification of remeasurement of defined benefit obligation                                                  |                                      | -             | -             | -                          | 910                                    | (910)             | -            | -                         | -            |  |  |  |  |
| Total comprehensive income (loss)                                                                                |                                      | -             | -             | -                          | 550,045                                | 773,669           | 1,323,714    | (17,450)                  | 1,306,264    |  |  |  |  |
| Transactions with owners                                                                                         |                                      |               |               |                            |                                        |                   |              |                           |              |  |  |  |  |
| Exercise of stock options                                                                                        |                                      | 104           | 51,069        | (19,023)                   | -                                      | -                 | 32,150       | 11,701                    | 43,851       |  |  |  |  |
| Change of equity related to stock options                                                                        |                                      | -             | 5,665         | -                          | -                                      | -                 | 5,665        | (972)                     | 4,693        |  |  |  |  |
| Share-based compensation                                                                                         | 28                                   | -             | -             | 25,564                     | -                                      | -                 | 25,564       | 12,066                    | 37,630       |  |  |  |  |
| Retirement of treasury shares                                                                                    |                                      | (220)         | 55,066        | (54,851)                   | -                                      | -                 | (5)          | -                         | (5)          |  |  |  |  |
| Cash dividends                                                                                                   | 36                                   | -             | -             | -                          | -                                      | (29,858)          | (29,858)     | (5,654)                   | (35,512)     |  |  |  |  |
| Change in ownership interest over subsidiaries                                                                   |                                      | -             | (219,522)     | -                          | -                                      | (2,790)           | (222,312)    | (28,013)                  | (250,325)    |  |  |  |  |
| Change in scope of consolidation                                                                                 |                                      | -             | -             | -                          | -                                      | -                 | -            | 175,432                   | 175,432      |  |  |  |  |
| Total transactions with owners                                                                                   |                                      | (116)         | (107,722)     | (48,310)                   | -                                      | (32,648)          | (188,796)    | 164,560                   | (24,236)     |  |  |  |  |
| Balance at December 31, 2025                                                                                     |                                      | ₩ 44,300      | ₩ 8,803,321   | ₩ (82,389)                 | ₩ (173,534)                            | ₩ 2,684,520       | ₩ 11,276,218 | ₩ 3,948,704               | ₩ 15,224,922 |  |  |  |  |

See accompanying notes to the consolidated financial statements.

**KAKAO CORP. and Subsidiaries**  
**Consolidated Statements of Cash Flows**  
**Years Ended December 31, 2025 and 2024**

(in millions of Korean won)

|                                                                                         | Notes | 2025               | 2024               |
|-----------------------------------------------------------------------------------------|-------|--------------------|--------------------|
| <b>Cash flows from operating activities</b>                                             |       |                    |                    |
| Cash generated from operations                                                          | 37    | ₩ 1,520,317        | ₩ 1,454,889        |
| Interest received                                                                       |       | 196,775            | 206,063            |
| Interest paid                                                                           |       | (180,403)          | (202,286)          |
| Dividend received                                                                       |       | 110,964            | 70,004             |
| Income taxes paid                                                                       |       | (242,890)          | (278,211)          |
| <b>Cash flows provided by operating activities</b>                                      |       | <b>1,404,763</b>   | <b>1,250,459</b>   |
| <b>Cash flows from investing activities</b>                                             |       |                    |                    |
| Decrease (increase) in short-term financial instruments                                 |       | (475,223)          | 247,584            |
| Increase in long-term financial instruments                                             |       | (5,083)            | (576)              |
| Purchase of property and equipment                                                      |       | (479,169)          | (379,616)          |
| Disposal of property and equipment                                                      |       | 13,707             | 31,906             |
| Purchase of intangible assets                                                           |       | (135,204)          | (126,311)          |
| Disposal of intangible assets                                                           |       | 33,120             | 38,999             |
| Purchase of financial assets at fair value through profit or loss                       |       | (570,135)          | (209,067)          |
| Disposal of financial assets at fair value through profit or loss                       |       | 471,352            | 353,249            |
| Purchase of financial assets at fair value through other comprehensive income           |       | (30,741)           | -                  |
| Disposal of financial assets at fair value through other comprehensive income           |       | 444,539            | 519                |
| Purchase of investments in associates and joint ventures                                |       | (60,460)           | (75,086)           |
| Disposal of investments in associates and joint ventures                                |       | 117,401            | 73,818             |
| Acquisition of subsidiaries and changes in scope of consolidation, net of cash acquired |       | (49,340)           | (989)              |
| Disposal of subsidiaries and changes in scope of consolidation, net of cash transferred |       | 63,796             | 23,868             |
| Decrease in other current financial assets                                              |       | 14,596             | 22,300             |
| Increase in other non-current financial assets                                          |       | (29,292)           | (14,313)           |
| Cash flows from assets held for sale                                                    |       | 216,748            | 34,195             |
| Other cash inflow (outflow) from investing activities                                   |       | (18,813)           | (10,057)           |
| <b>Cash flows used in investing activities</b>                                          |       | <b>(478,201)</b>   | <b>10,423</b>      |
| <b>Cash flows from financing activities</b>                                             |       |                    |                    |
| Proceeds from short-term borrowings                                                     | 21    | 410,870            | 1,441,258          |
| Repayments of short-term borrowings                                                     | 21    | (971,478)          | (1,805,466)        |
| Proceeds from long-term borrowings                                                      | 21    | 360,383            | 225,060            |
| Repayments of long-term borrowings                                                      | 21    | (656)              | -                  |
| Principal elements of lease payments                                                    |       | (278,220)          | (250,639)          |
| Exercise of stock options                                                               |       | 32,389             | 22,813             |
| Payments of dividends                                                                   |       | (38,947)           | (43,475)           |
| Cash inflows from transactions with non-controlling interests                           |       | 120,338            | 17,518             |
| Cash outflows from transactions with non-controlling interests                          |       | (337,945)          | (128,247)          |
| Other cash outflow from financing activities                                            |       | (4,947)            | (139)              |
| <b>Cash flows provided by (used in) financing activities</b>                            |       | <b>(708,213)</b>   | <b>(521,317)</b>   |
| Effects of exchange rate changes on cash and cash equivalents                           |       | (21,214)           | 47,894             |
| <b>Increase in cash and cash equivalents</b>                                            |       | <b>197,135</b>     | <b>787,459</b>     |
| Cash and cash equivalents included in assets of disposal group                          |       | 6,883              | (6,884)            |
| Cash and cash equivalents at the beginning of year                                      |       | 6,169,766          | 5,389,191          |
| <b>Cash and cash equivalents at the end of year</b>                                     |       | <b>₩ 6,373,784</b> | <b>₩ 6,169,766</b> |

See accompanying notes to the consolidated financial statements.

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

## 1. General Information

Kakao Corp. (the "Parent Company") has prepared the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the Republic of Korea (Korean IFRS) 1110 *Consolidated Financial Statements*, and its consolidated subsidiaries include Kakao Ventures Corp. and 146 entities (collectively referred to as the "Group").

### (1) Description of the Parent Company

The Parent Company was incorporated in February 1995 for the purpose of computer program developments and online services, and provides advertising services, contents offerings including emoticons, games and music, and other online services through its online platforms.

The Parent Company was listed on the KOSDAQ market in Korea on November 9, 1999, and was transferred to the KOSPI market in Korea on July 10, 2017.

The Parent Company's headquarters are located in Youngpyong-dong, Jeju City, in Jeju Province, Korea. As at December 31, 2025, the Parent Company's paid capital amounted to ₩ 44,300 million and the Parent Company's shareholders are as follows:

|                           | Number of shares<br>(in shares) | Percentage of ownership (%) |
|---------------------------|---------------------------------|-----------------------------|
| Kim Bum Soo               | 58,768,747                      | 13.3                        |
| K Cube Holdings Co., Ltd. | 46,253,222                      | 10.5                        |
| National Pension Service  | 29,149,956                      | 6.6                         |
| MAXIMO PTE. LTD.          | 26,396,880                      | 6.0                         |
| Others                    | 281,926,415                     | 63.6                        |
|                           | <u>442,495,220</u>              | <u>100.0</u>                |

### (2) Consolidated Subsidiaries

1) Details of the consolidated subsidiaries as at December 31, 2025 and 2024, are as follows:

(in millions of Korean won)

| Name of entity                                   | Share capital | Primary business           | Location | Closing month | Percentage of ownership (%) |
|--------------------------------------------------|---------------|----------------------------|----------|---------------|-----------------------------|
| Kakao Ventures Corp.                             | ₩ 26,456      | Holding company            | Korea    | December      | 100.0                       |
| KAKAO Venture Fund <sup>2</sup>                  | 300           | Investment/holding company | Korea    | December      | 36.7                        |
| Kakao digital contents Fund <sup>2</sup>         | 4,081         | Investment/holding company | Korea    | December      | 40.4                        |
| Kakao Copilot Fund No. 1                         | 32,300        | Investment/holding company | Korea    | December      | 99.1                        |
| Kakao Copilot Fund No. 2                         | 30,420        | Investment/holding company | Korea    | December      | 98.6                        |
| KAKAO_CCVC Jeju Creative Economy Innovative Fund | 1,480         | Investment/holding company | Korea    | December      | 95.0                        |

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

#### 1. General Information, Continued

##### (2) Consolidated Subsidiaries, continued

1) Details of the consolidated subsidiaries as at December 31, 2025 and 2024, are as follows:, continued

(in millions of Korean won)

| Name of entity                                             | Share capital | Primary business                                  | Location  | Closing month | Percentage of ownership (%) |
|------------------------------------------------------------|---------------|---------------------------------------------------|-----------|---------------|-----------------------------|
| KnWorks Co., Ltd.                                          | ₩ 1,611       | Service operations                                | Korea     | December      | 100.0                       |
| DK Techn                                                   | 19,450        | Service operations                                | Korea     | December      | 100.0                       |
| Seoul Arena Co., Ltd                                       | 20,400        | Real estate development                           | Korea     | December      | 98.0                        |
| LINKAGE LAB Co., Ltd.                                      | 345           | Services                                          | Korea     | December      | 100.0                       |
| AXG Co., Ltd. <sup>1</sup>                                 | 3,000         | Computer and multimedia program development       | Korea     | December      | 100.0                       |
| Kakao Investment Co., Ltd.                                 | 7,460         | Holding company                                   | Korea     | December      | 100.0                       |
| KI SG PTE. LTD. <sup>5</sup>                               | 3,928         | Holding company                                   | Singapore | December      | 100.0                       |
| IVG Co., Ltd. <sup>1,5</sup>                               | 500           | Management consulting                             | Korea     | December      | 100.0                       |
| Kakao VX <sup>48</sup>                                     | 22,516        | Software development and distribution             | Korea     | December      | 100.0                       |
| TAESIK MAUMGOLF. CO., LTD. <sup>13</sup>                   | 578           | Golf simulator sales                              | China     | December      | 100.0                       |
| GSWING SPORTING GOODS CO., LTD. <sup>13</sup>              | 574           | Golf simulator sales                              | China     | December      | 100.0                       |
| Gaseung Development Company <sup>13</sup>                  | 100           | Golf course development and operation             | Korea     | December      | 55.0                        |
| FRIENDS GOLF HOLDINGS VN JOINT STOCK COMPANY <sup>13</sup> | 3,815         | Golf simulator sales                              | Vietnam   | December      | 51.0                        |
| Kakao piccoma Corp.                                        | 27,674        | Software development and services                 | Japan     | December      | 91.3                        |
| piccoma Kumamoto Corp. <sup>3</sup>                        | 587           | Advertising agency and others.                    | Japan     | December      | 100.0                       |
| piccoma Europe <sup>3</sup>                                | 55,710        | Application software development and distribution | France    | December      | 100.0                       |
| Studio1pic Corp. <sup>3</sup>                              | 410           | Application software development and distribution | Korea     | December      | 100.0                       |
| Sherpa Studio Corp. <sup>3</sup>                           | 191           | Electronic publishing                             | Japan     | December      | 100.0                       |
| Voithru Inc. <sup>3</sup>                                  | 1,294         | Information communication services                | Korea     | December      | 96.5                        |
| Voithru Japan Inc. <sup>4</sup>                            | 48            | Information communication services                | Japan     | December      | 100.0                       |
| Kakao G Corp.                                              | 64,243        | Software development and services                 | Japan     | December      | 100.0                       |
| PANZEA Pte. Ltd. <sup>20</sup>                             | 150,042       | Software development                              | Singapore | December      | 100.0                       |
| KRUST UNIVERSE PTE. LTD. <sup>21</sup>                     | 96,848        | Software development                              | Singapore | December      | 100.0                       |
| Kakao Mobility Corp.                                       | 25,523        | Software development and distribution             | Korea     | December      | 57.2                        |

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

#### 1. General Information, Continued

##### (2) Consolidated Subsidiaries, continued

1) Details of the consolidated subsidiaries as at December 31, 2025 and 2024, are as follows:, continued

(in millions of Korean won)

| Name of entity                                             | Share capital | Primary business                      | Location  | Closing month | Percentage of ownership (%) |
|------------------------------------------------------------|---------------|---------------------------------------|-----------|---------------|-----------------------------|
| Kakao Ventures Corp.                                       | ₩ 26,456      | Holding company                       | Korea     | December      | 100.0                       |
| KM Solution Corp. <sup>18</sup>                            | 35            | Services                              | Korea     | December      | 100.0                       |
| K Drive Corp. <sup>18</sup>                                | 3,020         | Services                              | Korea     | December      | 100.0                       |
| TJ Partners Corp. <sup>18</sup>                            | 762           | Transportation service                | Korea     | December      | 100.0                       |
| KM ONE Corp. <sup>19</sup>                                 | 69            | Taxi services                         | Korea     | December      | 100.0                       |
| KM Three Corp. <sup>19</sup>                               | 80            | Taxi services                         | Korea     | December      | 100.0                       |
| KM Four Corp. <sup>19</sup>                                | 71            | Taxi services                         | Korea     | December      | 100.0                       |
| KM Five Corp. <sup>19</sup>                                | 71            | Taxi services                         | Korea     | December      | 100.0                       |
| KM SIX Corp. <sup>19</sup>                                 | 93            | Taxi services                         | Korea     | December      | 100.0                       |
| KM Seven Corp. <sup>19</sup>                               | 61            | Taxi services                         | Korea     | December      | 100.0                       |
| Donggo Taxi Corp. <sup>19</sup>                            | 103           | Taxi services                         | Korea     | December      | 100.0                       |
| KM PARK.CO., Ltd <sup>18</sup>                             | 27,105        | Services                              | Korea     | December      | 100.0                       |
| Korea freight forwarders association Corp. <sup>2,18</sup> | 50            | Services                              | Korea     | December      | 49.0                        |
| Splyt Group Ltd. <sup>2,18</sup>                           | 13            | Software development and distribution | UK        | December      | 49.0                        |
| Splyt Technologies Ltd. <sup>49</sup>                      | 2             | Software development and distribution | UK        | December      | 100.0                       |
| Splyt Singapore PTE Ltd. <sup>49</sup>                     | 425           | Software development and distribution | Singapore | December      | 100.0                       |
| Splyt Malaysia Sdn. Bhd. <sup>49</sup>                     | 0             | Software development and distribution | Malaysia  | December      | 100.0                       |
| Kakao Entertainment Corp.                                  | 22,164        | Software development and services     | Korea     | December      | 66.1                        |
| SamyangCNC Co., Ltd. <sup>6</sup>                          | 50            | Contents production and distribution  | Korea     | December      | 100.0                       |
| Daon Creative inc. <sup>6</sup>                            | 283           | Contents production and distribution  | Korea     | December      | 100.0                       |
| PT. Neo Bazar Indonesia <sup>7</sup>                       | 12,908        | Software development and services     | Indonesia | December      | 100.0                       |
| Feelyeon Management <sup>6</sup>                           | 24            | Contents production and distribution  | Korea     | December      | 72.7                        |
| Intime <sup>6</sup>                                        | 2,510         | Contents production and distribution  | Korea     | December      | 100.0                       |
| PAGE LAB Inc. <sup>6</sup>                                 | 4             | Contents production and distribution  | Korea     | December      | 94.0                        |
| KWBOOKS <sup>6</sup>                                       | 101           | Contents production and distribution  | Korea     | December      | 50.5                        |
| EDAM Entertainment Corp. <sup>6</sup>                      | 50            | Entertainment management              | Korea     | December      | 52.5                        |

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

#### 1. General Information, Continued

##### (2) Consolidated Subsidiaries, continued

1) Details of the consolidated subsidiaries as at December 31, 2025 and 2024, are as follows:, continued

(in millions of Korean won)

| Name of entity                                   | Share capital | Primary business                                         | Location  | Closing month | Percentage of ownership (%) |
|--------------------------------------------------|---------------|----------------------------------------------------------|-----------|---------------|-----------------------------|
| OOTB Incorporated <sup>6</sup>                   | ₩ 13          | Movies and videos production                             | Korea     | December      | 100.0                       |
| Mega Monster Corporations <sup>6</sup>           | 256           | Contents production                                      | Korea     | December      | 94.1                        |
| J,WIDE-COMPANY <sup>6</sup>                      | 53            | Entertainment management                                 | Korea     | December      | 100.0                       |
| BH Entertainment <sup>6</sup>                    | 574           | Entertainment management                                 | Korea     | December      | 100.0                       |
| READY ENTERTAINMENT <sup>6</sup>                 | 450           | Entertainment management                                 | Korea     | December      | 100.0                       |
| SOOP ENTERTAINMENT CO., LTD. <sup>6</sup>        | 1,372         | Entertainment management                                 | Korea     | December      | 100.0                       |
| AWESOMEENT CO., LTD. <sup>6</sup>                | 547           | Entertainment management                                 | Korea     | December      | 100.0                       |
| Moonlight film Corp. <sup>6</sup>                | 1             | Movies production                                        | Korea     | December      | 81.0                        |
| SANAI PICTURES <sup>6</sup>                      | 2             | Movies production                                        | Korea     | December      | 81.0                        |
| VAST.CO., Ltd. <sup>6</sup>                      | 50            | Entertainment management                                 | Korea     | December      | 100.0                       |
| Antenna Corp. <sup>6</sup>                       | 65            | Entertainment management                                 | Korea     | December      | 57.9                        |
| Baram Pictures Corp. <sup>6</sup>                | 152           | Broadcast programs production                            | Korea     | December      | 100.0                       |
| STORY & PICTURES MEDIA <sup>6</sup>              | 100           | Broadcast programs production                            | Korea     | December      | 100.0                       |
| STARSHIP ENTERTAINMENT CORP. <sup>6</sup>        | 64            | Record production and entertainment management           | Korea     | December      | 66.2                        |
| SHOWNOTE Inc. <sup>16</sup>                      | 324           | Performance planning                                     | Korea     | December      | 100.0                       |
| KAKAO ENTERTAINMENT ASIA CO., LTD. <sup>17</sup> | 2,032         | Digital contents production and distribution in Thailand | Thailand  | December      | 100.0                       |
| Kakao Entertainment Global corp. <sup>1, 6</sup> | 5,809         | Entertainment                                            | USA       | December      | 100.0                       |
| Kakao Entertainment (Thailand) Ltd. <sup>6</sup> | 1,081         | Publishing and electronic publishing                     | Thailand  | December      | 100.0                       |
| Kiwi Vine Corp. <sup>6</sup>                     | 124           | Translation services                                     | Korea     | December      | 80.9                        |
| STUDIO PHEONIX CO., LTD. <sup>22</sup>           | 1,079         | VR CONTENTS DEVELOPMENT                                  | Thailand  | December      | 100.0                       |
| STUDIO ORANGE CO., LTD. <sup>23</sup>            | 1,079         | Animation studio                                         | Thailand  | December      | 100.0                       |
| TAPAS ENTERTAINMENT, INC. <sup>6</sup>           | 34,596        | Publishing and electronic publishing                     | USA       | December      | 100.0                       |
| Wuxiaworld Limited <sup>24</sup>                 | 2             | Information communication services                       | Hong Kong | December      | 100.0                       |

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

#### 1. General Information, Continued

##### (2) Consolidated Subsidiaries, continued

1) Details of the consolidated subsidiaries as at December 31, 2025 and 2024, are as follows:, continued

(in millions of Korean won)

| Name of entity                               | Share capital | Primary business                                 | Location             | Closing month | Percentage of ownership (%) |
|----------------------------------------------|---------------|--------------------------------------------------|----------------------|---------------|-----------------------------|
| Wuxiaworld Publishing USA Ltd. <sup>25</sup> | ₩ 12          | Information communication services               | USA                  | December      | 100.0                       |
| INISOFT Co., Ltd. <sup>6</sup>               | 1,250         | IT Biz including video streaming                 | Korea                | December      | 100.0                       |
| Glink Media Corp. <sup>6</sup>               | 30            | Advertising agency                               | Korea                | December      | 100.0                       |
| Gleline Corp. <sup>6</sup>                   | 20            | Creation and art related services                | Korea                | December      | 70.0                        |
| Dolphiners Films <sup>6</sup>                | 0             | Advertisements and movie videos productions      | Korea                | December      | 100.0                       |
| Studio K110 Co., Ltd. <sup>6</sup>           | 100           | Advertisements production and advertising agency | Korea                | December      | 100.0                       |
| Zip Cinema Corp. <sup>6</sup>                | 84            | Movies production                                | Korea                | December      | 100.0                       |
| Kakao Games Corp. <sup>2</sup>               | 8,979         | Game development and services                    | Korea                | December      | 37.9                        |
| Kakao Games Europe B.V. <sup>8</sup>         | 1,033,921     | Game software development and distribution       | Netherlands          | December      | 100.0                       |
| Kakao Games Japan Corp. <sup>8</sup>         | 2,024         | Game software development and distribution       | Japan                | December      | 100.0                       |
| GLOHOW HOLDINGS PTE. LTD. <sup>12</sup>      | 1,669         | Game software distribution                       | Singapore            | December      | 54.9                        |
| GLOHOW Co., Ltd. <sup>14</sup>               | 343           | Game software distribution                       | Thailand             | December      | 100.0                       |
| Glohow Co., Ltd. Taiwan <sup>14</sup>        | 209           | Game software distribution                       | Taiwan               | December      | 100.0                       |
| Glohow Joint Stock Company <sup>14</sup>     | 60            | Game software distribution                       | Vietnam              | December      | 80.0                        |
| METABORA Co., Ltd. <sup>8</sup>              | 1,790         | Game software development and distribution       | Korea                | December      | 57.7                        |
| METABORA GAMES – FZCO <sup>9</sup>           | 4             | Software design                                  | United Arab Emirates | December      | 100.0                       |
| NGLE CORPORATION <sup>8</sup>                | 205           | Software planning, development and distribution  | Korea                | December      | 51.2                        |
| Dalian Technology Co., Ltd. <sup>10</sup>    | 374           | Software planning, development and distribution  | China                | December      | 100.0                       |
| XLGAMES Inc. <sup>8</sup>                    | 4,341         | Game software development and distribution       | Korea                | December      | 52.8                        |
| Lionheart Studio Corp. <sup>8</sup>          | 37,451        | Game software development and distribution       | Korea                | December      | 54.9                        |
| Ocean Drive Studio Corp. <sup>8</sup>        | 5             | Game software development and distribution       | Korea                | December      | 64.9                        |
| OCEAN DRIVE GAMES, INC. <sup>46</sup>        | 733           | Game software development and distribution       | USA                  | December      | 100.0                       |
| Kakaopay Corp. <sup>2</sup>                  | 67,573        | Software development and distribution            | Korea                | December      | 46.1                        |

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

#### 1. General Information, Continued

##### (2) Consolidated Subsidiaries, continued

1) Details of the consolidated subsidiaries as at December 31, 2025 and 2024, are as follows:, continued

(in millions of Korean won)

| Name of entity                                            | Share capital | Primary business                                                                     | Location | Closing month | Percentage of ownership (%) |
|-----------------------------------------------------------|---------------|--------------------------------------------------------------------------------------|----------|---------------|-----------------------------|
| KP Insurance Services Corp. <sup>11</sup>                 | ₩ 2,113       | Financial services and insurance services                                            | Korea    | December      | 98.6                        |
| Kakaopay Securities Corp. <sup>11</sup>                   | 53,834        | Financial services                                                                   | Korea    | December      | 72.9                        |
| Kakaopay Insurance Corp. <sup>11</sup>                    | 300,000       | Financial services                                                                   | Korea    | December      | 100.0                       |
| Paymint Inc. <sup>11</sup>                                | 1,712         | Electronic payment agency                                                            | Korea    | December      | 100.0                       |
| Kakao Enterprise Corp.                                    | 52,875        | Software development and distribution                                                | Korea    | December      | 98.1                        |
| EXNTU Corp. <sup>15</sup>                                 | 100           | Software development and distribution                                                | Korea    | December      | 100.0                       |
| SM Entertainment Co., Ltd. <sup>2,26</sup>                | 11,915        | Music planning, recording business and entertainment management                      | Korea    | December      | 41.5                        |
| SM Culture & Contents Co., Ltd. <sup>2,26,28</sup>        | 48,357        | Advertising, video contents production and distribution, entertainment management    | Korea    | December      | 30.6                        |
| HANEUL DAMDA CO., LTD. <sup>26,30</sup>                   | 70            | Cosmetics manufacturing and sales                                                    | Korea    | December      | 60.0                        |
| KEYEAST Co., Ltd. <sup>2,26,29</sup>                      | 9,829         | Video contents planning and production, copyright business, entertainment management | Korea    | December      | 33.5                        |
| SM Life Design Group Co., Ltd. <sup>2,26,27</sup>         | 23,375        | Print manufacturing and contents distribution                                        | Korea    | December      | 29.3                        |
| MOA L&B International Co., Ltd. <sup>26,31</sup>          | 2,600         | Import and export of alcoholic beverages                                             | Korea    | December      | 100.0                       |
| SMTOWN PLANNER Co., Ltd. <sup>26,27</sup>                 | 3,800         | Real estate investment and development consulting                                    | Korea    | December      | 100.0                       |
| S.M. ENTERTAINMENT USA, INC. <sup>26,27</sup>             | 18,871        | Entertainment management                                                             | USA      | December      | 100.0                       |
| S.M. Innovative Holdings, LLC <sup>26,32</sup>            | 14,476        | Holding business                                                                     | USA      | December      | 100.0                       |
| S.M. Innovative Amusement, LLC <sup>26,33</sup>           | 5,547         | Real estate development                                                              | USA      | December      | 100.0                       |
| Creative Space Development, LLC <sup>26,33</sup>          | 1,562         | Real estate investment and restaurant business                                       | USA      | December      | 100.0                       |
| Creative Space Development Property, LLC <sup>26,33</sup> | 4,960         | Real estate development                                                              | USA      | December      | 100.0                       |
| Creative Space Entertainment, Inc. <sup>2,26,33</sup>     | 4,227         | Investment/holding company                                                           | USA      | December      | 50.0                        |

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

#### 1. General Information, Continued

##### (2) Consolidated Subsidiaries, continued

1) Details of the consolidated subsidiaries as at December 31, 2025 and 2024, are as follows:, continued

(in millions of Korean won)

| Name of entity                                               | Share capital | Primary business                                                                                                     | Location  | Closing month | Percentage of ownership (%) |
|--------------------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------------------|-----------|---------------|-----------------------------|
| Creative Space Innovation, LLC <sup>26,34</sup>              | ₩ 4,153       | Real estate investment and development consulting                                                                    | USA       | December      | 100.0                       |
| SMEJ Holdings, INC. <sup>26,27,50</sup>                      | 556           | Holding business                                                                                                     | Japan     | December      | 100.0                       |
| SM ENTERTAINMENT JAPAN Co., Ltd. <sup>26,35,51</sup>         | 15,480        | Broadcast programs distribution                                                                                      | Japan     | December      | 73.2                        |
| everyising Japan Co., Ltd. <sup>26,37</sup>                  | 855           | Mobile application development and operation                                                                         | Japan     | December      | 59.5                        |
| SMEJ Plus, Inc. <sup>26,36</sup>                             | 3,972         | Fan club planning and operation                                                                                      | Japan     | December      | 100.0                       |
| DREAM MAKER Entertainment Ltd. <sup>26,27</sup>              | 1,421         | Domestic and overseas performance business                                                                           | Hong Kong | December      | 77.0                        |
| Dream With Us Co., Ltd. <sup>26,38</sup>                     | 100           | Personal protection services and facility security services                                                          | Korea     | December      | 100.0                       |
| S.M.(BEIJING) ENTERTAINMENT MEDIA CO., LTD. <sup>26,38</sup> | 5,191         | Entertainment management, broadcast programs production services                                                     | China     | December      | 100.0                       |
| Beyond Live Corporation <sup>26,39</sup>                     | 3,032         | Internet transmission and sales of music/image/video contents and others                                             | Japan     | December      | 75.7                        |
| Beyond Live Japan <sup>26,40</sup>                           | 106           | Invitation of domestic and foreign artists, internet transmission and sales of music/image/video contents and others | Japan     | December      | 51.0                        |
| STUDIO REALIVE <sup>26,27</sup>                              | 10,500        | Metaverse contents production                                                                                        | Korea     | December      | 100.0                       |
| Studio CLON <sup>26,41</sup>                                 | 267           | Broadcast program post production, entertainment production                                                          | Korea     | December      | 51.0                        |
| SM CULTURE PARTNERS CO., Ltd. <sup>26,27</sup>               | 50,000        | Venture investment                                                                                                   | Korea     | December      | 100.0                       |
| Kreation Music Rights CO., Ltd. <sup>26,27</sup>             | 33,100        | Fan club planning and operation                                                                                      | Korea     | December      | 100.0                       |
| Kreation Music Rights Europe AB <sup>26,42</sup>             | 13            | Copyright agency brokerage                                                                                           | Sweden    | December      | 100.0                       |
| SM Universe Co., Ltd. <sup>26,27</sup>                       | 8,100         | Applied music academy operation                                                                                      | Korea     | December      | 72.2                        |
| KAKAO SM ENTERTAINMENT (SHANGHAI) CO., LTD. <sup>26,27</sup> | 4,580         | Culture and entertainment brokerage services                                                                         | China     | December      | 100.0                       |

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

#### 1. General Information, Continued

##### (2) Consolidated Subsidiaries, continued

1) Details of the consolidated subsidiaries as at December 31, 2025 and 2024, are as follows:, continued

(in millions of Korean won)

| Name of entity                                          | Share capital | Primary business                                                                                                           | Location  | Closing month | Percentage of ownership (%) |
|---------------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------------------------|-----------|---------------|-----------------------------|
| SM BRAND MARKETING Co., LTD. <sup>26,27</sup>           | W 3,717       | Intellectual property licensing, performance venue operation, clothing design and manufacturing and wholesale/retail sales | Korea     | December      | 84.4                        |
| SM LIFESTYLE JOINT STOCK COMPANY <sup>26,43</sup>       | 1,781         | MD sales and CAFÉ operation using artist IP                                                                                | Vietnam   | December      | 100.0                       |
| PT. SMBM INDONESIA CORPORA <sup>26,43</sup>             | 2,367         | MD sales and CAFÉ operation using artist IP                                                                                | Indonesia | December      | 99.5                        |
| Urban Coconut Inc. <sup>26,43</sup>                     | 1,867         | Sales of albums and MD products in the USA                                                                                 | USA       | December      | 100.0                       |
| SM & Kakao Entertainment America Corp. <sup>26,27</sup> | 2,579         | Performance planning                                                                                                       | USA       | December      | 100.0                       |
| MADE IN KOREA MEDIA LIMITED <sup>26,44</sup>            | 0             | Entertainment management                                                                                                   | UK        | December      | 93.0                        |
| Made In Korea Music 1 Ltd <sup>26,45</sup>              | 0             | Entertainment management                                                                                                   | UK        | December      | 100.0                       |
| DEAR U Co., Ltd. <sup>2,26,52</sup>                     | 11,869        | Services, software development and distribution                                                                            | Korea     | December      | 45.1                        |
| DEAR U International Inc. <sup>26,53</sup>              | 8,410         | Services, software development and distribution                                                                            | USA       | December      | 100.0                       |

<sup>1</sup> Newly established in 2025.

<sup>2</sup> The Group has classified the investee as a subsidiary because its shareholding is 50% or less, but the Group has determined that it can exercise control based on the substantive potential voting rights it has over the investee.

<sup>3</sup> As a subsidiary of Kakao Piccoma Corp., the percentage of ownership represents Kakao Piccoma Corp.'s ownership as at December 31, 2025.

<sup>4</sup> As a subsidiary of Voithru Inc., the percentage of ownership represents Voithru Inc.'s ownership as at December 31, 2025.

<sup>5</sup> As a subsidiary of Kakao Investment Co., Ltd., the percentage of ownership represents Kakao Investment Co., Ltd.'s ownership as at December 31, 2025.

<sup>6</sup> As a subsidiary of Kakao Entertainment Corp., the percentage of ownership represents Kakao Entertainment Corp.'s ownership as at December 31, 2025.

<sup>7</sup> As a subsidiary of Kakao Entertainment Corp., the percentage of ownership represents Kakao Entertainment Corp. and Kakao Investment Co., Ltd.'s ownership as at December 31, 2025.

<sup>8</sup> As a subsidiary of Kakao Games Corp., the percentage of ownership represents Kakao Games Corp.'s ownership as at December 31, 2025.

<sup>9</sup> As a subsidiary of METABORA Co., Ltd., the percentage of ownership represents METABORA Co., Ltd.'s ownership as at December 31, 2025.

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

#### 1. General Information, Continued

##### (2) Consolidated Subsidiaries, continued

1) Details of the consolidated subsidiaries as at December 31, 2025 and 2024, are as follows:, continued

<sup>10</sup> As a subsidiary of NGLE CORPORATION., the percentage of ownership represents the Parent Company and NGLE CORPORATION's ownership as at December 31, 2025.

<sup>11</sup> As a subsidiary of Kakaopay Corp., the percentage of ownership represents Kakaopay Corp.'s ownership as at December 31, 2025.

<sup>12</sup> As a subsidiary of Kakao Games Europe B.V., the percentage of ownership represents Kakao Games Europe B.V.'s ownership as at December 31, 2025.

<sup>13</sup> As a subsidiary of Kakao VX, the percentage of ownership represents Kakao VX's ownership as at December 31, 2025.

<sup>14</sup> As a subsidiary of GLOHOW HOLDINGS PTE. LTD., the percentage of ownership represents GLOHOW HOLDINGS PTE. LTD.'s ownership as at December 31, 2025.

<sup>15</sup> As a subsidiary of Kakao Enterprise Corp., the percentage of ownership represents Kakao Enterprise Corp.'s ownership as at December 31, 2025.

<sup>16</sup> As a subsidiary of STARSHIP ENTERTAINMENT CORP., the percentage of ownership represents STARSHIP ENTERTAINMENT CORP.'s ownership as at December 31, 2025.

<sup>17</sup> As a subsidiary of Kakao Entertainment Corp., the percentage of ownership represents Kakao Entertainment Corp., STUDIO PHEONIX CO., LTD. and STUDIO ORANGE CO., LTD.'s ownership as at December 31, 2025.

<sup>18</sup> As a subsidiary of Kakao Mobility Corp., the percentage of ownership represents Kakao Mobility Corp.'s ownership as at December 31, 2025.

<sup>19</sup> As a subsidiary of TJ Partners Corp., the percentage of ownership represents TJ Partners Corp.'s ownership as at December 31, 2025.

<sup>20</sup> As a subsidiary of Kakao G Corp., the percentage of ownership represents Kakao G Corp.'s ownership as at December 31, 2025.

<sup>21</sup> As a subsidiary of PANZEA Pte. Ltd., the percentage of ownership represents PANZEA Pte. Ltd.'s ownership as at December 31, 2025.

<sup>22</sup> As a subsidiary of Kakao Entertainment Corp., the percentage of ownership represents STUDIO ORANGE CO., LTD. and STUDIO ORANGE CO.,LTD.'s ownership as at December 31, 2025.

<sup>23</sup> As a subsidiary of Kakao Entertainment Corp., the percentage of ownership represents STUDIO ORANGE CO., LTD. and STUDIO PHEONIX CO., LTD.'s ownership as at December 31, 2025.

<sup>24</sup> As a subsidiary of TAPAS ENTERTAINMENT, INC., the percentage of ownership represents TAPAS ENTERTAINMENT, INC.'s ownership as at December 31, 2025.

<sup>25</sup> As a subsidiary of Wuxiaworld Limited, the percentage of ownership represents Wuxiaworld Limited's ownership as at December 31, 2025.

<sup>26</sup> SM Entertainment Co., Ltd. and its subsidiaries have been included in the Group's subsidiaries in 2023, and Fair Trade Commission conditionally approved the combination of enterprises in 2024.

<sup>27</sup> As a subsidiary of SM Entertainment Co., Ltd., the percentage of ownership represents SM Entertainment Co., Ltd.'s ownership as at December 31, 2025.

<sup>28</sup> As a subsidiary of SM Entertainment Co., Ltd., the percentage of ownership represents SM Entertainment Co., Ltd. and DREAM MAKER ENTERTAINMENT LIMITED's ownership as at December 31, 2025.

<sup>29</sup> As a subsidiary of SM Entertainment Co., Ltd., the percentage of ownership represents SM Entertainment Co., Ltd. and SMEJ Holdings, INC.'s ownership as at December 31, 2025.

<sup>30</sup> As a subsidiary of SM Culture & Contents Co., Ltd., the percentage of ownership represents SM Culture & Contents Co., Ltd.'s ownership as at December 31, 2025.

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

#### 1. General Information, Continued

##### (2) Consolidated Subsidiaries, continued

1) Details of the consolidated subsidiaries as at December 31, 2025 and 2024, are as follows:, continued

<sup>31</sup> As a subsidiary of SM Life Design Group Co., Ltd., the percentage of ownership represents SM Life Design Group Co., Ltd.'s ownership as at December 31, 2025.

<sup>32</sup> As a subsidiary of S.M. ENTERTAINMENT USA, INC., the percentage of ownership represents S.M. ENTERTAINMENT USA, INC.'s ownership as at ssDecember 31, 2025.

<sup>33</sup> As a subsidiary of S.M. Innovative Holdings, LLC, the percentage of ownership represents S.M. Innovative Holdings, LLC's ownership as at December 31, 2025.

<sup>34</sup> As a subsidiary of Creative Space Entertainment, Inc., the percentage of ownership represents Creative Space Entertainment, Inc.'s ownership as at December 31, 2025.

<sup>35</sup> As a subsidiary of SMEJ Holdings, INC., the percentage of ownership represents SMEJ Holdings, INC. and KEYEAST Co., Ltd.'s ownership as at December 31, 2025.

<sup>36</sup> As a subsidiary of SMEJ Holdings, INC., the percentage of ownership represents SMEJ Holdings, INC.'s ownership as at December 31, 2025.

<sup>37</sup> As a subsidiary of SM ENTERTAINMENT JAPAN Co., Ltd., the percentage of ownership represents SM ENTERTAINMENT JAPAN Co., Ltd.'s ownership as at December 31, 2025.

<sup>38</sup> As a subsidiary of DREAM MAKER ENTERTAINMENT LIMITED, the percentage of ownership represents DREAM MAKER ENTERTAINMENT LIMITED's ownership as at December 31, 2025.

<sup>39</sup> As a subsidiary of DREAM MAKER ENTERTAINMENT LIMITED, the percentage of ownership represents DREAM MAKER ENTERTAINMENT LIMITED and SM ENTERTAINMENT JAPAN Co., Ltd.'s ownership as at December 31, 2025.

<sup>40</sup> As a subsidiary of Beyond Live Corporation, the percentage of ownership represents Beyond Live Corporation's ownership as at December 31, 2025.

<sup>41</sup> As a subsidiary of STUDIO REALIVE, the percentage of ownership represents STUDIO REALIVE's ownership as at December 31, 2025.

<sup>42</sup> As a subsidiary of Kreation Music Rights CO., Ltd., the percentage of ownership represents Kreation Music Rights CO., Ltd.'s ownership as at December 31, 2025.

<sup>43</sup> As a subsidiary of SM BRAND MARKETING Co., LTD., the percentage of ownership represents SM BRAND MARKETING Co., LTD.'s ownership as at December 31, 2025.

<sup>44</sup> As a subsidiary of SM & Kakao Entertainment America Corp., the percentage of ownership represents SM & Kakao Entertainment America Corp.'s ownership as at December 31, 2025.

<sup>45</sup> As a subsidiary of MADE IN KOREA MEDIA LIMITED, the percentage of ownership represents MADE IN KOREA MEDIA LIMITED's ownership as at December 31, 2025.

<sup>46</sup> As a subsidiary of Ocean Drive Studio Corp., the percentage of ownership represents Ocean Drive Studio Corp.'s ownership as at December 31, 2025.

<sup>47</sup> In accordance with the agreements with non-controlling interests of some of the above subsidiaries, the Group should obtain a pre-approval from investors, when the Group wants to dispose of the investments in subsidiaries within the period specified in the agreements through a transfer to the third party or other methods not determined in the agreements such as exercise of tag-along right.

<sup>48</sup> As a subsidiary of IVG Co., Ltd., the percentage of ownership represents IVG Co., Ltd.'s ownership as at December 31, 2025.

<sup>49</sup> As a subsidiary of Splyt Group Ltd., the percentage of ownership represents Splyt Group Ltd.'s ownership as at December 31, 2025.

<sup>50</sup> During 2025, the name of the subsidiary S.M. ENTERTAINMENT JAPAN, Inc. has been changed to SMEJ Holdings, INC.

<sup>51</sup> During 2025, the name of the subsidiary Stream Media Corporation has been changed to SM ENTERTAINMENT JAPAN Co., Ltd.

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

#### 1. General Information, Continued

(2) Consolidated Subsidiaries, continued

1) Details of the consolidated subsidiaries as at December 31, 2025 and 2024, are as follows:, continued

<sup>52</sup> As a subsidiary of SM Entertainment Co., Ltd., the percentage of ownership represents SM Entertainment Co., Ltd. and everyting Japan Co., Ltd.'s ownership as at December 31, 2025.

<sup>53</sup> As a subsidiary of DEAR U Co., Ltd., the percentage of ownership represents DEAR U Co., Ltd.'s ownership as at December 31, 2025.

2) Subsidiaries newly included in the consolidation for the year ended December 31, 2025:

| Name of entity                   | Reason                                                  |
|----------------------------------|---------------------------------------------------------|
| DEAR U Co., Ltd.                 | Included to a subsidiary through acquisition of control |
| DEAR U International Inc.        | Included to a subsidiary through acquisition of control |
| Kakao Entertainment Global corp. | Newly established                                       |
| KHC Japan Corp.                  | Newly established                                       |
| AXG Co., Ltd.                    | Newly established                                       |
| Splyt Group Ltd.                 | Included to a subsidiary through acquisition of control |
| Splyt Technologies Ltd.          | Included to a subsidiary through acquisition of control |
| Splyt Singapore PTE Ltd.         | Included to a subsidiary through acquisition of control |
| Splyt Malaysia Sdn. Bhd.         | Included to a subsidiary through acquisition of control |
| Splyt USA Inc.                   | Included to a subsidiary through acquisition of control |
| IVG Co., Ltd.                    | Newly established                                       |

3) Subsidiaries excluded from the consolidation for the year ended December 31, 2025:

| Name of entity                     | Reason                                             |
|------------------------------------|----------------------------------------------------|
| 3Y Corporation                     | Excluded from consolidation due to loss of control |
| IST Entertainment Corp.            | Excluded from consolidation due to loss of control |
| Nextlevelstudio Inc.               | Excluded from consolidation due to loss of control |
| Bora Ecosystem Fund LP             | Liquidation                                        |
| KROSS COMICS INDIA PRIVATE LIMITED | Liquidation                                        |
| DK CHINA Co., Ltd.                 | Liquidation                                        |
| KM parking and space Corp.         | Merged with KM PARK.CO., Ltd, a subsidiary         |
| RS Solutions Corp                  | Merged with KM PARK.CO., Ltd, a subsidiary         |
| STUDIO A Co.,Ltd.                  | Merged with STUDIO REALIVE, a subsidiary           |
| Teins Valley                       | Merged with Kakao VX, a subsidiary                 |

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

#### 1. General Information, Continued

(2) Consolidated Subsidiaries, continued

3) Subsidiaries excluded from the consolidation for the year ended December 31, 2025:, continued

| Name of entity                        | Reason                                               |
|---------------------------------------|------------------------------------------------------|
| METABORA SINGAPORE PTE. LTD.          | Liquidation                                          |
| SM Studios Co., Ltd.                  | Merged with SM Entertainment Co., Ltd., a subsidiary |
| Ground X Corp.                        | Merged with DK Techn, a subsidiary                   |
| Beagle Co., Ltd.                      | Merged with Kakao VX, a subsidiary                   |
| DREAM MAKER ENTERTAINMENT U.S.A. INC. | Liquidation                                          |
| Kakao Game Growth Share Fund          | Liquidation                                          |
| Kakao healthcare Corp.                | Excluded from consolidation due to loss of control   |
| KHC Japan Corp.                       | Excluded from consolidation due to loss of control   |
| Kakao Games USA, Inc.                 | Excluded from consolidation due to loss of control   |
| Logos Film Corporation                | Liquidation                                          |
| Catchers Cultural Industry Company    | Liquidation                                          |
| CMNP Corp.                            | Excluded from consolidation due to loss of control   |

#### (3) Summarized Financial Information

Summarized financial information for major consolidated subsidiaries as at and for the years ended December 31, 2025 and 2024, is as follows:

(in millions of Korean won)

| Subsidiary <sup>1</sup>    | 2025        |             |             |           |                            |   | Total                       |  |
|----------------------------|-------------|-------------|-------------|-----------|----------------------------|---|-----------------------------|--|
|                            | Assets      | Liabilities | Equity      | Revenue   | Profit (loss) for the year |   | comprehensive income (loss) |  |
| Kakaopay Corp.             | ₩ 3,455,959 | ₩ 1,249,791 | ₩ 2,206,168 | ₩ 685,200 | ₩ 65,931                   | ₩ | 66,000                      |  |
| Kakao Entertainment Corp.  | 2,460,158   | 1,455,766   | 1,004,392   | 1,192,263 | (63,473)                   |   | (62,419)                    |  |
| Kakao Games Corp.          | 1,482,681   | 651,030     | 831,651     | 433,572   | (195,281)                  |   | (231,150)                   |  |
| Kakao investment Corp.     | 2,769,274   | 404,104     | 2,365,170   | 1         | 20,777                     |   | 712,257                     |  |
| Kakao Mobility Corp.       | 1,359,107   | 240,902     | 1,118,205   | 506,629   | 77,162                     |   | 81,144                      |  |
| Kakaopay Securities Corp.  | 2,344,222   | 2,139,661   | 204,561     | 241,984   | 41,039                     |   | 39,661                      |  |
| Kakao Games Europe B.V.    | 771,865     | 463,773     | 308,092     | 567       | (183,954)                  |   | (191,523)                   |  |
| SM Entertainment Co., Ltd. | 1,000,819   | 355,967     | 644,852     | 812,501   | 124,643                    |   | 125,183                     |  |
| Kakao Piccoma Corp.        | 933,933     | 172,751     | 761,182     | 566,741   | 50,065                     |   | 49,586                      |  |
| Lionheart Studio Corp.     | 508,956     | 93,498      | 415,458     | 85,658    | 19,779                     |   | 19,668                      |  |
| IVG Co., Ltd.              | 330,283     | 221         | 330,062     | -         | (31)                       |   | (31)                        |  |

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

#### 1. General Information, Continued

##### (3) Summarized Financial Information, continued

Summarized financial information for major consolidated subsidiaries as at and for the years ended December 31, 2025 and 2024, is as follows:

(in millions of Korean won)

| Subsidiary <sup>1</sup>                                       | 2025    |             |         |         |                            |                                   |
|---------------------------------------------------------------|---------|-------------|---------|---------|----------------------------|-----------------------------------|
|                                                               | Assets  | Liabilities | Equity  | Revenue | Profit (loss) for the year | Total comprehensive income (loss) |
| SMEJ Holdings, INC. (formerly S.M. ENTERTAINMENT JAPAN, Inc.) | 310,662 | 3,884       | 306,778 | 1,724   | (462)                      | (878)                             |

<sup>1</sup> The above amounts are presented based on the respective separate financial statements.

(in millions of Korean won)

| Subsidiary <sup>1</sup>      | 2024        |             |             |           |                            |                                   |
|------------------------------|-------------|-------------|-------------|-----------|----------------------------|-----------------------------------|
|                              | Assets      | Liabilities | Equity      | Revenue   | Profit (loss) for the year | Total comprehensive income (loss) |
| Kakaopay Corp.               | ₩ 3,360,853 | ₩ 1,238,925 | ₩ 2,121,928 | ₩ 618,855 | ₩ 45,190                   | ₩ 40,446                          |
| Kakao Entertainment Corp.    | 2,577,286   | 1,512,579   | 1,064,707   | 1,245,408 | (245,695)                  | (249,241)                         |
| Kakao Games Corp.            | 1,753,444   | 794,239     | 959,205     | 594,262   | (95,842)                   | (20,319)                          |
| Kakao investment Corp.       | 1,906,913   | 154,000     | 1,752,913   | 2         | (3,435)                    | 232,515                           |
| Kakao Mobility Corp.         | 1,396,665   | 356,927     | 1,039,738   | 446,499   | 26,775                     | 25,127                            |
| Kakaopay Securities Corp.    | 1,433,584   | 1,268,684   | 164,900     | 136,360   | (26,129)                   | (26,819)                          |
| Kakao Games Europe B.V.      | 855,687     | 428,394     | 427,293     | 3,106     | (111,541)                  | (113,969)                         |
| SM Entertainment Co., Ltd.   | 857,728     | 328,901     | 528,827     | 662,746   | 60,261                     | 58,808                            |
| Kakao Piccoma Corp.          | 866,044     | 145,885     | 720,159     | 538,253   | 34,954                     | 35,111                            |
| Lionheart Studio Corp.       | 463,477     | 67,688      | 395,789     | 91,988    | 42,043                     | 41,579                            |
| Kakao VX                     | 300,721     | 84,839      | 215,882     | 124,176   | (18,437)                   | (18,983)                          |
| S.M.Entertainment JAPAN,INC. | 320,884     | 6,708       | 314,176     | 2,974     | (30,280)                   | (30,781)                          |

<sup>1</sup> The above amounts are presented based on the respective separate financial statements.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

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**2. Material Accounting Policies**

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

**(1) Basis of Preparation**

The Group maintains its accounting records in Korean won and prepares statutory financial statements in the Korean language (Hangul) in accordance with International Financial Reporting Standards as adopted by the Republic of Korea (Korean IFRS). The accompanying consolidated financial statements have been translated into English from the Korean language financial statements.

Certain information attached to the Korean language financial statements, but not required for a fair presentation of the Group's financial position, financial performance or cash flows, is not presented in the accompanying consolidated financial statements.

The consolidated financial statements of the Group have been prepared in accordance with Korean IFRS. These are the standards, subsequent amendments and related interpretations issued by the International Accounting Standards Board (IASB) that have been adopted by the Republic of Korea.

The financial statements have been prepared on a historical cost basis, except for the following:

- Certain financial assets and liabilities (including derivative instruments),
- Liabilities for cash-settled share-based compensation – measured at fair value,
- Defined benefit plans – net defined benefit assets measured at fair value and other long-term and short-term employee benefits liabilities, and
- Non-current assets held for sale – measured at fair value less costs to sell

The preparation of financial statements requires the use of critical accounting estimates. Management also needs to exercise judgement in applying the Group's accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 3.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

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**2. Material Accounting Policies, Continued**

(2) Changes in Accounting Policies and Disclosures

*- Presentation of discontinued operations*

During December 2025, the Group disposed of a portion of its operating segments. Accordingly, in accordance with K-IFRS 1105 *Non-current Assets Held for Sale and Discontinued Operations*, the profit or loss from discontinued operations, net of tax, has been presented in the consolidated statement of comprehensive income. In addition, the comparative consolidated financial statements for the prior period have been restated to reflect the segment information related to discontinued operations. The retroactive effect of the changes in accounting policies is described in Note 42.

*- New and amended standards adopted by the Group*

The Group has applied the following standards and amendments for the first time for their annual reporting period commencing January 1, 2025.

1) Amendments to Korean IFRS 1021 *The Effects of Changes in Foreign Exchange Rates* and Korean IFRS 1101 *First-time Adoption of Korean IFRS – Lack of Exchangeability*

The amendments require an entity to assess whether a currency is exchangeable into another currency and, if not, to estimate the spot exchange rate and disclose relevant information. The amendments do not have a significant impact on the current consolidated financial statements.

2) Amendments to Korean IFRS 1117 *Insurance Contracts*

When the estimation technique for input variables used to measure insurance contracts differs from the principle estimation technique required by insurance-related laws and regulations, the entity shall disclose the details of such differences and their impact on the financial statements if they are determined to be relevant and material to the users of financial statements.

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**2. Material Accounting Policies, Continued**

(2) Changes in Accounting Policies and Disclosures, Continued

*- New standards and interpretations not yet adopted by the Group*

The following new accounting standards and interpretations have been published that are not mandatory for December 31, 2025 reporting periods and have not been early adopted by the Group.

1) Amendments to Korean IFRS 1109 *Financial Instruments*, Korean IFRS 1107 *Financial Instruments: Disclosures*

Korean IFRS 1109 *Financial Instruments* and Korean IFRS 1107 *Financial Instruments: Disclosures* have been amended to respond to recent questions arising in practice and to include new requirements. The amendments should be applied for annual periods beginning on or after January 1, 2026, and earlier application is permitted. The Group is assessing the impact of these amendments on the financial statements. These amendments:

- Clarify the date of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- Clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
- Add new disclosures of the impact on the entity and the extent to which the entity is exposed for each type of financial instrument if the timing or amount of contractual cash flows changes due to an amendment of contract terms; and
- Update the disclosures for equity instruments designated at fair value through other comprehensive income (FVOCI).

2) Annual Improvements to Korean IFRS -Volume 11

Annual Improvements to Korean IFRS Volume 11 should be applied for annual periods beginning on or after January 1, 2026, and earlier application is permitted. The Group is in review for the impact of these amendments on the consolidated financial statements.

- K-IFRS 1101 *First-time Adoption of International Financial Reporting Standards: Hedge accounting by a first-time adopter*
- K-IFRS 1107 *Financial Instruments: Disclosures: Gain or loss on derecognition and implementation guidance*
- K-IFRS 1109: *Derecognition of lease liabilities and definition of transaction price*
- K-IFRS 1110 *Consolidated Financial Statements: Determination of a 'de facto agent'*
- K-IFRS 1007 *Statement of Cash Flows: Cost method*

## **2. Material Accounting Policies, Continued**

### (2) Changes in Accounting Policies and Disclosures, Continued

#### *- New standards and interpretations not yet adopted by the Group, Continued*

#### 3) Amendments to Korean IFRS 1109 *Financial Instruments*, Korean IFRS 1107 *Financial Instruments: Disclosures* – *Contracts for Renewable Electricity*

The amendments define contracts for renewable electricity as those where the source of power production depends on uncontrollable natural conditions (e.g., weather), exposing the entity to variability in the underlying volume of electricity. The amendments clarify that such contracts for the purchase or sale of renewable electricity are subject to the evaluation for the 'own-use exception'. Furthermore, the amendments change the requirements for hedge accounting, such as allowing the 'variable nominal quantities' of forecast electricity transactions to be designated as 'hedged items', and add related disclosure requirements. These amendments should be applied for annual periods beginning on or after January 1, 2026, and earlier application is permitted. These amendments are not expected to have a significant impact on the financial statements.

#### 4) Enactment of Korean IFRS 1118 *Presentation and Disclosure in Financial Statements*

Korean IFRS 1118 *Presentation and Disclosure in Financial Statements* replaces Korean IFRS 1001 *Presentation of Financial Statements* and includes new requirements to improve the comparability of financial performance among similar entities and to provide more relevant information to users. While it does not affect the recognition or measurement of financial statement items, it is expected to have a wide-ranging impact on presentation and disclosure, including the statement of profit or loss and disclosures of 'Management-defined Performance Measures'.

The standard is effective for annual periods beginning on or after January 1, 2027, and earlier application is permitted. According to the transition requirements of the standard, the comparative information for the period ending December 31, 2026, will be restated.

The Group is in the process of assessing the impact of the new standard on the Group's consolidated financial statements. The adoption of the standard is not expected to affect the Group's net profit; however, it is expected to affect the structure of the Group's statement of profit or loss, as income and expenses will be classified into newly-defined categories.

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**2. Material Accounting Policies, Continued**

(3) Consolidation

The Group has prepared the consolidated financial statements in accordance with Korean IFRS 1110 *Consolidated Financial Statements*.

1) Subsidiaries

Subsidiaries are all entities over which the Parent Company has control. The Group controls the corresponding investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Consolidation of a subsidiary begins from the date the Group obtains control of a subsidiary and ceases when the Group loses control of the subsidiary.

The Group applies the acquisition method to account for business combinations. The consideration transferred is measured at the fair values of the assets transferred, and identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are initially measured at their fair values at the acquisition date. The Group recognizes any non-controlling interest in the acquiree on an acquisition-by-acquisition basis in the event of liquidation, either at fair value or at the non-controlling interest's proportionate share of the recognized amounts of acquiree's identifiable net assets. All other non-controlling interests are measured at their acquisition-date fair values, unless another measurement basis is required by standards. Acquisition-related costs are expensed as incurred.

Goodwill is recognized as the excess of the aggregate of the consideration transferred, the amount of any non-controlling interest in the acquiree, and the acquisition-date fair value of the acquirer's previously held equity interest in the acquiree over the identifiable net assets acquired. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognized in profit or loss.

Balances of receivables and payables, income and expenses and unrealized gains on transactions between the Parent Company and its subsidiaries are eliminated during the consolidation. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

In transactions with non-controlling interest, which do not result in loss of control, the Group recognizes directly in equity any difference between the amount of the non-controlling interests and the fair value of the consideration paid or received, and attributes it to the equity holders of the Parent Company.

When the Group ceases to consolidate for a subsidiary because of a loss of control, any retained interest in the subsidiary is remeasured to its fair value and the different between its fair value and carrying amount is recognized in profit or loss.

## **2. Material Accounting Policies, Continued**

### **(3) Consolidation, Continued**

#### **2) Associates**

Associates are entities over which the Group has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognized at cost. Unrealized gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates. If the Group's share of losses of an associate equals or exceeds its interest in the associate (including long-term interests that, in substance, form part of the Group's net investment in the associate), the Group discontinues recognizing its share of further losses. After the Group's interest is reduced to zero, additional losses are provided for, and a liability is recognized, only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate. If there is objective evidence of impairment for the investment in the associate, the Group recognizes the difference between the recoverable amount of the associate and its book amount as impairment loss. If an associate uses accounting policies other than those of the Group for like transactions and events in similar circumstances, if necessary, adjustments shall be made to make the associate's accounting policies conform to those of the Group when the associate's financial statements are used by the Group in applying the equity method.

#### **3) Joint arrangements**

A joint arrangement, wherein two or more parties have joint control, is classified as either a joint operation or a joint venture. A joint operator has rights to the assets, and obligations for the liabilities, relating to the joint operation and recognizes the assets, liabilities, revenues and expenses relating to its interest in a joint operation. A joint venturer has rights to the net assets relating to the joint venture and accounts for that investment using the equity method.

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**2. Material Accounting Policies, Continued**

(4) Segment Reporting

Information of each operating segment is reported in a manner consistent with the business segment reporting provided to the chief operating decision maker. As it is disclosed in Note 6, the Group has eight reportable segments including advertising, game and entertainment. The chief operating decision maker is responsible for allocating resources and assessing performance of the operating segments.

(5) Foreign Currency Translation

1) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which each entity operates (the "functional currency"). The consolidated financial statements are presented in Korean won, which is the Parent Company's functional and presentation currency.

2) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are generally recognized in profit or loss. They are deferred in other comprehensive income if they relate to qualifying cash flow hedges and qualifying effective portion of net investment hedges, or are attributable to monetary part of the net investment in a foreign operation.

Foreign exchange gains and losses that relate to borrowings are presented in the consolidated statement of comprehensive income, within finance costs. All other foreign exchange gains and losses are presented in the consolidated statement of comprehensive income within 'other non-operating income or other non-operating expenses'.

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss. For example, translation differences on nonmonetary assets and liabilities such as equities held at fair value through profit or loss are recognized in profit or loss as part of the fair value gain or loss and translation differences on non-monetary assets such as equities held at fair value through other comprehensive income are recognized in other comprehensive income.

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**2. Material Accounting Policies, Continued**

(5) Foreign Currency Translation, Continued

3) Translation into the presentation currency

The results of operations and financial position of the Group's entities that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- Assets and liabilities for each statement of financial position presented are translated at the closing rate at the end of the reporting period; and
- Income and expenses for each statement of comprehensive income are translated at average rates; and
- Equity is translated at the historical exchange rate; and
- All resulting exchange differences are recognized in other comprehensive income.

Goodwill and fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate at the end of the reporting period.

## **2. Material Accounting Policies, Continued**

### (6) Material Accounting Policies

#### 1) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits in banks, and other short-term highly liquid investments with original maturities of three months or less.

#### 2) Financial Assets

##### i) Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured at fair value through profit or loss
- those to be measured at fair value through other comprehensive income, and
- those to be measured at amortized cost.

The classification depends on the Group's business model for managing the financial assets and the contractual terms of the cash flows.

For financial assets measured at fair value, gains and losses will either be recorded in profit or loss or other comprehensive income. For investments in debt instruments, this will depend on the business model in which the investment is held. The Group reclassifies debt investments when, and only when its business model for managing those assets changes.

For investments in equity instruments that are not held for trading, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income. Changes in fair value of the investments in equity instruments that are not accounted for as other comprehensive income are recognized in profit or loss.

## **2. Material Accounting Policies, Continued**

### **(6) Material Accounting Policies, Continued**

#### **ii) Measurement**

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

#### **① Debt instruments**

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. The Group classifies its debt instruments into one of the following three measurement categories:

- **Amortized cost:** Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortized cost. A gain or loss on a debt investment that is subsequently measured at amortized cost and is not part of a hedging relationship is recognized in profit or loss when the asset is derecognized or impaired. Interest income from these financial assets is included in 'finance income' using the effective interest rate method.
- **Fair value through other comprehensive income:** Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at fair value through other comprehensive income. Movements in the carrying amount are taken through other comprehensive income, except for the recognition of impairment loss (reversal of impairment loss), interest income and foreign exchange gains and losses which are recognized in profit or loss. When the financial asset is derecognized, the cumulative gain or loss previously recognized in other comprehensive income is reclassified from equity to profit or loss. Interest income from these financial assets is included in 'finance income' using the effective interest rate method. Foreign exchange gains and losses are presented in 'other non-operating income or expenses' and impairment losses are presented in 'other non-operating expenses'.
- **Fair value through profit or loss:** Assets that do not meet the criteria for amortized cost or fair value through other comprehensive income are measured at fair value through profit or loss. A gain or loss on a debt investment that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognized in profit or loss and presented net in the consolidated statement of comprehensive income within 'finance income and costs' in the year in which it arises.

## **2. Material Accounting Policies, Continued**

### **(6) Material Accounting Policies, Continued**

On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortized cost or at fair value through other comprehensive income as at fair value through profit or loss if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

The Group evaluates the way business is being managed, and the purpose of the business model for managing a financial asset best reflects the way information is provided to management at its portfolio level. Such information considers the following:

- The accounting policies and purpose specified for the portfolio, the actual operation of such policies. This includes strategy of management focusing on the receipt of contractual interest revenue, maintaining a certain level of interest income, matching the duration of financial assets and the duration of corresponding liabilities to obtain the asset, and outflow or realization of expected cash flows from disposal of assets.
- The way the performance of a financial asset held under the business model is evaluated, and the way such evaluation is being reported to management.
- The risk affecting the performance of the business model (and financial assets held under the business model), and the way such risk is being managed.
- The compensation plan for management (e.g., whether management is being compensated based on the fair value of assets or based on contractual cash flows received).
- Frequency, amount, timing and reason for sale of financial assets in the past, and forecast of future sale activities.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose.

Financial assets that meet the definition of held for trading or a portfolio whose performance is evaluated on a fair value basis shall be measured at fair value through profit or loss.

The principal is defined to be the fair value of a financial assets at initial recognition. Interest is not only composed of consideration for the time value of money, consideration for the credit risk related to remaining principal, and consideration for other cost (e.g. liquidity risk and cost of operation) and fundamental risk associated with lending, but also profit.

## **2. Material Accounting Policies, Continued**

### **(6) Material Accounting Policies, Continued**

When evaluating whether contractual cash flows are solely payments of principal and interests, the Group considers the contractual terms of the financial instrument. When a financial asset contains contractual conditions that modify the timing and amount of contractual cash flows, it is required to determine whether contractual cash flows that arise during the remaining life of the financial instrument due to such contractual condition are solely payments of principal and interest.

The Group considers the following elements when evaluating the above:

- Conditions that lead to modification of timing or amount of cash flows
- Contractual terms that adjust contractual nominal interest, including floating rate features
- Early payment features and maturity extension features
- Contractual terms that limit the Group's claim on cash flows arising from certain assets (e.g. non-recourse feature)

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable additional compensation for early termination of the contract.

Additionally, for a financial asset acquired at a discount or premium to its contractual par amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable additional compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition.

### **② Equity instruments**

The Group subsequently measures all equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments, which held for long-term investment or strategic purpose, in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividend income from such investments continue to be recognized in profit or loss as 'finance income' when the right to receive payments is established.

Changes in the fair value of financial assets at fair value through profit or loss are recognized in 'finance income and costs' in the consolidated statement of comprehensive income as applicable. Impairment loss (reversal of impairment loss) on equity investments measured at fair value through other comprehensive income are not reported separately from other changes in fair value.

## **2. Material Accounting Policies, Continued**

### **(6) Material Accounting Policies, Continued**

#### **iii) Impairment**

The Group assesses on a forward-looking basis the expected credit losses associated with its debt instruments carried at amortized cost and fair value through other comprehensive income. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

The Group measures loss allowances at an amount equal to lifetime expected credit losses, except for the following, which are measured at 12-month expected credit losses:

- debt securities that are determined to have low credit risk at the reporting date; and
- other debt securities and bank balances for which credit risk (i.e., the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

For trade receivables and lease receivables, the Group applies the simplified approach, which requires expected lifetime losses to be recognized from initial recognition of the receivables.

When assessing whether a financial asset's credit risk has increased significantly since initial recognition and when estimating expected credit losses, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes qualitative, quantitative information and analysis based on the Group's historical experience and informed credit assessment, including forward-looking information.

#### **① Measurement of expected credit losses**

Expected credit losses are a probability-weighted estimate of credit losses. Credit losses are measured at the present value of all cash shortfalls (i.e., the differences between all contractual cash flows to be received in accordance with the contract and the contractual cash flows that the Group expects to receive). Expected credit losses are discounted at the effective interest rate of the financial asset.

#### **② Credit-impaired financial assets**

At the end of each reporting period, the Group assesses whether the credit of financial assets measured at amortized cost and debt securities measured at fair value through other comprehensive income are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

## **2. Material Accounting Policies, Continued**

### **(6) Material Accounting Policies, Continued**

- ③ Presentation of allowance for expected credit losses in the consolidated statement of financial position

The loss allowance for a financial asset measured at amortized cost is deducted from the gross carrying amount of the asset.

For debt instruments measured at fair value through other comprehensive income, the loss allowance is included in profit or loss and recognized in other comprehensive income.

- ④ Write-off

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof. The Group expects no significant recovery from the amount written off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

### **vi) Recognition and derecognition**

Regular way purchases and sales of financial assets are recognized or derecognized on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognized when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

If a transfer does not result in derecognition because the Group has retained substantially all the risks and rewards of ownership of the transferred asset, the Group continues to recognize the transferred asset in its entirety and recognizes a financial liability for the consideration received. The Group classifies the financial liability as "borrowings" in the consolidated statement of financial position.

### **v) Offsetting of financial instruments**

Financial assets and liabilities are offset and the net amount reported in the statements of financial position where there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis or realize the assets and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Group or the counterparty.

## **2. Material Accounting Policies, Continued**

### **(6) Material Accounting Policies, Continued**

#### **3) Derivative Instruments**

Derivatives are initially recognized at fair value on the date when a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of the derivatives that are not qualified for hedge accounting are recognized in the consolidated statement of comprehensive income as 'finance income (costs)' according to the nature of transactions.

#### **4) Trade Receivables**

Trade receivables are recognized initially at the amount of consideration that is unconditional, unless they contain significant financing components when they are recognized at fair value. Trade receivables are subsequently measured at amortized cost using the effective interest method, less loss allowance. See Note 10 for further information about the Group's accounting for trade receivables.

#### **5) Inventories**

Inventories are stated at the lower of cost and net realizable value. Cost is determined using the moving-weighted average method.

#### **6) Non-current Assets (or Disposal Group) Held for Sale**

Non-current assets (or disposal group) are classified as held for sale when their carrying amount will be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable. The assets are measured at the lower amount between their carrying amount and the fair value less costs to sell.

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**2. Material Accounting Policies, Continued**

(6) Material Accounting Policies, Continued

7) Property and Equipment

Property and equipment are stated at its historical cost less accumulated depreciation and accumulated impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Depreciation on property and equipment, except land, is calculated using the straight-line method to allocate the difference between their cost and their residual values over their estimated useful lives, as follows:

|                         | <b>Useful lives</b> |
|-------------------------|---------------------|
| Buildings               | 15 – 50 years       |
| Structures              | 3 – 20              |
| Machinery and equipment | 4 – 6               |
| Vehicles                | 4 – 6               |
| Furniture               | 2 – 5               |

The depreciation method, residual values and useful lives of property and equipment are reviewed and adjusted at each financial year-end, if appropriate, accounted for as changes in accounting estimates.

8) Borrowing Costs

General and specific borrowing costs that are directly attributable to the acquisition or construction of a qualifying asset are capitalized during the period of time that is required to complete and prepare the asset for its intended use or sale. Investment income earned on the temporary investment of specific borrowings on qualifying assets is deducted from the borrowing costs eligible for capitalization. Other borrowing costs are expensed in the period in which they are incurred.

9) Government Grants

Government grants are recognized at their fair values when there is reasonable assurance that the grant will be received and the Group will comply with the conditions attached to it. Government grants related to assets are presented by deducting the grants in arriving at the carrying amount of the assets, and grants recognized as income are deferred and presented by deducting the expenses related to the purpose of the government grants.

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**2. Material Accounting Policies, Continued**

(6) Material Accounting Policies, Continued

10) Intangible Assets

i) Goodwill

Goodwill arises on the acquisition of subsidiaries and business combination are included in intangible assets. Goodwill represents the excess of the cost of an acquisition over the fair value of the Group's share of the net identifiable assets of the acquired subsidiary, associates, joint ventures and businesses at the date of acquisition. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognized in profit or loss.

Goodwill is tested annually for impairment and carried at cost less accumulated impairment losses. Any impairment is recognized immediately as an expense and is not subsequently reversed.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the CGUs, or group of CGUs, that is expected to benefit from the synergies of the combination. Goodwill is monitored at the operating segment level. Goodwill impairment reviews are undertaken annually or more frequently if events or changes in circumstances indicate a potential impairment. The carrying amount of goodwill is compared to the recoverable amount, which is the higher of value in use and the fair value less costs to sell.

ii) Membership and brand

Membership and brand are regarded as intangible assets with indefinite useful life and not amortized because there is no foreseeable limit to the period over which the asset is expected to be utilized.

iii) Other intangible assets

Other intangible assets such as development costs and industrial property rights are initially recognized at its historical costs and amortized using the straight-line method over their estimated useful lives and the unit of production method. Other intangible assets have definite useful life and are carried at cost less accumulated amortization.

Their estimated useful lives of other intangible assets are as follows:

|                            | <b>Useful lives</b> |
|----------------------------|---------------------|
| Industrial property rights | 3 – 10 years        |
| Others                     | Indefinite, 2 – 15  |
| Development costs          | 5                   |
| Exclusive rights           | Contractual period  |

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**2. Material Accounting Policies, Continued**

(6) Material Accounting Policies, Continued

iv) Crypto assets

① Issuer of crypto assets (BORA)

On July 1, 2021, the Group acquired crypto assets through business combination with Way2bit Co., Ltd.

Way2bit Co., Ltd. issued crypto assets through METABORA SINGAPORE PTE. LTD. (formerly known as BORANETWORK PTE. LTD.), a subsidiary domiciled in Singapore. Relevant development costs were not recorded as assets. As of the end of the current period, METABORA SINGAPORE PTE. LTD. has been liquidated, and virtual asset-related operations have been transferred to and are managed by METABORA GAMES - FZCO.

The Group's crypto assets were issued before the business combination. As the issuance cost for the Group's crypto assets does not qualify for the definition of assets, costs incurred in the course of the occurrence have been recorded as expenses.

The issued volumes of the crypto assets have been transferred through exchange with other crypto assets, sales with consideration, distribution for the purpose of ecosystem revitalization and distribution to developers. The amounts arising from sales with consideration are recorded as a contract liabilities and revenues are recognized at the point of fulfilling performance obligations prescribed in the White Paper regarding the crypto assets.

No amounts were recognized as assets in relation to the reserved portion held by the issuer.

When the crypto assets are returned into the issuer at the stage before the completion of performance obligations, if there are outstanding balances of contract liabilities, the contract liabilities and the consideration paid shall be offset first.

BORA was issued based on Ethereum chain in 2018 before the Group's merger with Way2bit Co., Ltd. After the merger during 2021, Mainnet was developed based on Klaytn chain and transfer was made. Due to the merger of Klaytn and NAVER's Finschia in 2024, the mainnet is currently operated on the Kaia chain.

BORA developed by the Group is exchangeable with game tokens of those games operated in the BORA platform. The Group is continuously onboarding various games to the BORA platform so that the value of BORA and the ecosystem can be maintained and activated. Also the Group makes efforts to ensure that a large number of users can enjoy the games. This aims to connect various games through one platform and satisfy common interests based on interaction between users.

The reserved volumes of BORA as at December 31, 2025, the reserved amount of BORA is described in 'a. Issuance and distribution of virtual assets', and if distributed through additional sales and others, it may act as a dilution factor in the exchange market price.

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## 2. Material Accounting Policies, Continued

### (6) Material Accounting Policies, Continued

#### a. Issuance and distribution of crypto assets

A total of 1,325,000 thousand units of BORA was issued in 2018, and 119,359 thousand units were retired, resulting in distributable volumes of 1,205,641 thousand units. The sum of volumes reserved and the volumes held by the Group as at December 31, 2025, are 228,626 thousand units.

|      | (in thousand units) | Distributed volumes (cumulative) |                          |                                    |                        |            |            |                            | Volumes reserved and held |
|------|---------------------|----------------------------------|--------------------------|------------------------------------|------------------------|------------|------------|----------------------------|---------------------------|
|      |                     | Total volume issued              | Sales with consideration | Distribution without consideration | Volumes for developers | Retirement | Investment | Consideration for services | Total                     |
| 2024 |                     | 1,325,000                        | 579,573                  | 40,098                             | 202,264                | 119,250    | 44,722     | 69,570                     | 1,055,477                 |
| 2025 |                     | 1,325,000                        | 592,935                  | 40,278                             | 209,870                | 119,359    | 44,722     | 89,209                     | 1,096,373                 |

Upon initial private sales before the business combination, 925,771 thousand units were distributed including sales of 530,000 thousand units for exchange with other crypto assets, and after the business combination, 129,706 thousand units were distributed to the Group.

#### b. Recognition of revenue from sales of crypto assets with consideration

After the issuance, 592,573 thousand units of BORA were allocated to sales with consideration (including private sales of 530,000 thousand units for exchange with other crypto assets at the time of issuance in 2018 before the business combination and subsequent sales for exchange with other crypto assets), 44,722 thousand units to investing activities for ecosystem revitalization and 89,209 thousand units to consideration for services.

The Group recognizes liabilities for 170,602 thousand units used for sales with consideration (including exchange sales), investment and consideration for services that have been carried out since the business combination dated July 1, 2021, as the performance obligations in the White Paper have not been fulfilled.

The Group collected 16 thousand units of BORA in 2025, as a consideration for service within the platform, which results in recognizing revenues by deducting contract liabilities.

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

## 2. Material Accounting Policies, Continued

### (6) Material Accounting Policies, Continued

In cases where the holders of crypto assets distributed through sales with consideration and without consideration use the crypto assets when paying fees for the service within the platform, the Group recognizes the revenues based on the volumes collected.

(in thousand units and in millions of Korean won)

| Total volume distributed | Sales with consideration and others |                            |                     |         | Volumes used in the platform |      |            | Amount recognized as revenue |      |            | Outstanding balances of contract liabilities |
|--------------------------|-------------------------------------|----------------------------|---------------------|---------|------------------------------|------|------------|------------------------------|------|------------|----------------------------------------------|
|                          | Sales with consideration            | Consideration for services | Others <sup>1</sup> | Total   | 2024                         | 2025 | Cumulative | 2024                         | 2025 | Cumulative |                                              |
| 1,096,373                | 592,935                             | 89,209                     | 44,722              | 726,866 | 15                           | 16   | 149        | ₩ 3                          | ₩ 2  | ₩ 44       | ₩ 37,917                                     |

<sup>1</sup> Investment for ecosystem revitalization is included.

### c. Current status and future management plan for reserved volumes

The reserved volumes of BORA issued by the Group as at December 31, 2025, are 228,627 thousand units. 5 million units are expected to be paid as a node compensation (consideration for services) of GC participating company, and there are no other specific plans.

### ② Holder of crypto assets

The Group holds crypto assets through platform operations based on the smart contracts and paid acquisitions.

The Group classifies the acquired crypto assets as intangible assets. Initial acquisition cost is recognized at fair value depending on the types of acquisition or by adding the costs that are reliably measurable and directly attributable to the acquisition to the purchasing price.

The crypto assets classified as intangible assets are considered to have an indefinite useful life and are not amortized, and their cost is determined using the moving average method.

Impairment test is performed for crypto assets classified as intangible assets annually or when there is an indication of impairment. The crypto assets are carried at cost less accumulated impairment losses.

Impairment loss and gains or losses on disposal of crypto assets are classified as non-operating income or expenses.

### 11) Investment Properties

Investment property is a property held to earn rentals or for capital appreciation or both. An investment property is measured initially at its cost. After recognition as an asset, investment property is carried at cost less accumulated depreciation and impairment losses. The Group depreciates investment properties, except for land, using the straight-line method over their useful lives of 40 years.

## **2. Material Accounting Policies, Continued**

### (6) Material Accounting Policies, Continued

#### 12) Impairment of Non-financial Assets

Goodwill or intangible assets with indefinite useful lives are not subject to amortization and are tested annually for impairment. Assets that are subject to amortization are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Non-financial assets, other than goodwill, that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

The goodwill acquired in a business combination is allocated to each cash-generating unit that is expected to benefit from the synergy effect of the business combination. Impairment losses on cash-generating units allocated first to reduce the carrying amount of goodwill allocated to the cash-generating unit, and then to reduce the carrying amounts of the other asset in the cash-generating unit on a pro rata basis. An impairment loss recognized for goodwill is not reversible in a subsequent period.

#### 13) Trade and Other Payables

These amounts represent liabilities for goods and services provided to the Group prior to the end of reporting period which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition. Trade and other payables are presented as current liabilities, unless payment is not due within 12 months after the reporting period. They are recognized initially at their fair value and subsequently measured at amortized cost using the effective interest method.

#### 14) Financial Liabilities

##### i) Classification and measurement

The Group's financial liabilities at fair value through profit or loss are financial instruments held for trading. A financial liability is held for trading if it is incurred principally for the purpose of repurchasing in the near term. A derivative that is not a designated as hedging instruments and an embedded derivative that is separated are also classified as held for trading.

Subsequent to initial recognition, financial liabilities at fair value through profit or loss are measured at fair value, and changes therein are recognized in profit or loss. Upon initial recognition, any directly attributable transaction costs are recognized in profit or loss as incurred.

## **2. Material Accounting Policies, Continued**

### **(6) Material Accounting Policies, Continued**

The Group classifies non-derivative financial liabilities, except for financial liabilities at fair value through profit or loss, financial guarantee contracts and financial liabilities that arise when a transfer of financial assets does not qualify for derecognition, as financial liabilities carried at amortized cost and present as 'trade and other payables', 'borrowings' and 'other financial liabilities' in the consolidated statement of financial position. These financial liabilities are initially measured at fair value deducting the transaction costs directly attributable to the issue. Other financial liabilities are subsequently measured at amortized cost using the effective interest method, and interest expenses are recognized using the effective interest method.

Borrowings are initially recognized at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortized cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognized in profit or loss over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognized as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalized as a prepayment for liquidity services and amortized over the period of the facility to which it relates.

Preferred shares that require mandatory redemption at a particular date are classified as liabilities. Interest expenses on these preferred shares using the effective interest method are recognized in the consolidated statement of comprehensive income as 'finance costs', together with interest expenses recognized from other financial liabilities.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

Covenants that the Group is required to comply with, on or before the end of the reporting period, are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the Group is required to comply with after the reporting period do not affect the classification at the reporting date.

#### **ii) Derecognition**

Financial liabilities are removed from the statement of financial position when it is extinguished; for example, when the obligation specified in the contract is discharged or cancelled or expired or when the terms of an existing financial liability are substantially modified. The difference between the carrying amount of a financial liability extinguished or transferred to another party and the consideration paid (including any noncash assets transferred or liabilities assumed) is recognized in profit or loss.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

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**2. Material Accounting Policies, Continued**

(6) Material Accounting Policies, Continued

15) Provisions

Provisions for service warranties, make good obligation, and legal claims are recognized when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period, and the increase in the provision due to the passage of time is recognized as interest expense.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimates. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

16) Current and Deferred Income Tax

Income tax expense for the period consists of current and deferred income tax. Income tax is recognized as income or expense for the period in the consolidated statement of comprehensive income, except to the extent that it relates to items recognized in other comprehensive income or directly in equity, or it relates to a business combination. In this case, income tax is also recognized in other comprehensive income or directly in equity, respectively.

The current income tax expense is measured at the amount expected to be paid to the taxation authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation, and considers whether it is probable that a taxation authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss.

Deferred income tax assets are recognized only if it is probable that future taxable amounts will be available to utilize those temporary differences and losses.

## **2. Material Accounting Policies, Continued**

### **(6) Material Accounting Policies, Continued**

The Group recognizes a deferred income tax liability all taxable temporary differences associated with investments in subsidiaries, associates, and interests in joint arrangements, except to the extent that the Group is able to control the timing of the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. In addition, The Group recognizes a deferred income tax asset for all deductible temporary differences arising from such investments to the extent that it is probable the temporary difference will reverse in the foreseeable future and taxable profit will be available against which the temporary difference can be utilized.

The Group reviews the carrying amount of the deferred income tax asset at the end of each reporting period and reduces the carrying amount of the deferred income tax asset if it is no longer probable that sufficient taxable income will be available to allow the benefits of the deferred income tax asset to be utilized.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax laws that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred income tax liabilities and deferred income tax assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period to recover or settle the carrying amount of its assets and liabilities.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred income tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset when the Group has a legally enforceable right to offset and intends either to settle on a net basis, or to realize the assets and settle the liability simultaneously.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

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**2. Material Accounting Policies, Continued**

(6) Material Accounting Policies, Continued

17) Employee Benefits

i) Post-employment benefits

The Group operates pension plans. The Group has both defined contribution plans and defined benefit plans.

A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The contributions are recognized as employee benefit expenses when an employee has rendered service.

A defined benefit plan is a pension plan that is not a defined contribution plan. Typically, defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation. The liability recognized in the consolidated statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds and that have terms to maturity approximating to the terms of the related pension obligation. On the other hand, remeasurements of the net defined benefit liability, which comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (excluding interest), are recognized in other comprehensive income.

If any plan amendments, curtailments, or settlements occur, past service costs or any gains or losses on settlement are recognized as profit or loss for the year.

## **2. Material Accounting Policies, Continued**

### **(6) Material Accounting Policies, Continued**

#### **ii) Share-based compensation**

Equity-settled share-based compensation granted to employees are estimated at fair value of equity instruments at the grant date and recognized as employee benefit expenses over the vesting period. The number of equity instruments expected to vest is remeasured with consideration to non-market vesting conditions at the end of the reporting period, with any changes from the original measurement recognized in profit or loss for the year and equity.

When the options are exercised, the Group issues new shares. The proceeds received, net of any directly attributable transaction costs, are recognized as capital stock (nominal value) and capital surplus.

Under cash-settled share-based compensation plan, the Group compensates the difference of the fair value and exercise price of option as the consideration for employee services received. Total expense that will be recognized over the vesting period is determined by reference to the fair value of the option granted. Until the liability is settled, the Group is required to remeasure the fair value of the liability at the end of each reporting period and at the date of settlement, with any changes in value recognized in profit or loss for the year.

#### **iii) Other long-term employee benefits**

The Parent Company and certain subsidiaries provide long-term employee benefits, which are entitled to employees with service period for at least three years. The expected costs of these benefits are accrued over the period of employment using the same accounting methodology as used for defined benefit pension plans. The Group recognizes service cost, net interest on other long-term employee benefits liabilities and remeasurement as profit or loss for the year. These liabilities are valued annually by independent and qualified actuaries.

#### **iv) Short-term employee benefits**

Short-term employee benefits are recognized at the amount expected to be settled within 12 months from the end of the reporting period in which the employee has provided service in exchange for the service, and are recognized in profit or loss when the service is provided. Short-term employee benefits are recognized at an undiscounted amount.

## **2. Material Accounting Policies, Continued**

### **(6) Material Accounting Policies, Continued**

#### **18) Paid Capital**

The Group classifies ordinary shares as equity. Incremental costs directly attributable to the equity transactions are recognized as a deduction from equity, net of any tax effects.

When the Group repurchases its equity instruments, the amount of the consideration paid is recognized as a deduction from equity and classified as treasury shares. The profits or losses from the purchases, disposal, reissue, or retirement of treasury shares are not recognized as current profit or loss. If the Group acquires and retains treasury shares, the consideration paid or received is directly recognized in equity.

#### **19) Revenue Recognition**

Revenues are mainly comprised of advertisement, content, commerce revenue and merchandise sales.

##### **i) Advertising revenue**

The Group generally provides advertising services to a customer during the period of a contract and recognizes the allocated transaction price for a performance obligation over the period of service as revenue. However, in the case of a contract in which advertising services are priced based on the sum of the total number of advertising services provided other than the contracted period, the Group recognizes revenue when it satisfies its performance obligation. Advertising revenue is either prepaid by the customer at the set transaction price, or charged afterwards as the Group satisfies its obligations.

## **2. Material Accounting Policies, Continued**

### **(6) Material Accounting Policies, Continued**

#### **ii) Contents revenue**

The Group provides a variety of contents to a customer including games, music, videos and webtoon. Transaction prices are immediately paid when a customer purchases contents online. The Group recognizes revenue at the time when contents are used at which point the right to use contents are transferred and controlled by the customer and there are no unfulfilled obligations of the Group that may affect the use of contents.

The Group recognizes revenue over the period of time when there are obligations of the Group that may affect the use of contents over the period over which contents are used by customers.

The revenue from the sale of the Group's contents is recognized over the period during which the items are expected to be used based on the result of past performance and this can be significantly changed depending on the changes in future market conditions and users.

The Group pays the commission fees when a customer pays for the game services provided by the Group. The incremental costs are those commission fees that the Group incurs to acquire a contract with a customer that would not have been incurred if the contract had not been acquired. In accordance with the application of Korean IFRS 1115, the Group recognizes the incremental costs as an asset and amortizes it over the expected period of providing the game service to customers.

#### **iii) Commerce revenue and goods sales**

The Group sells goods or provides services as a principal or agent through KakaoTalk platforms and recognizes revenue when the performance obligation is satisfied.

#### **iv) Fintech revenue**

The Group runs a comprehensive fintech service business that provides payment agency through the platform. In accordance with the application of Korean IFRS 1115, services provided by the Group are identified as separate performance obligations and recognized as revenues at the point when the control is transferred.

#### **v) Other revenues**

The Group mainly engages in database-oriented information providing services. The revenue consists of the fair value of the consideration received or receivable for the sales of goods and rendering of services from the Group's ordinary activities.

## **2. Material Accounting Policies, Continued**

### (6) Material Accounting Policies, Continued

#### 20) Finance Income and Finance Costs

The Group's finance income and finance cost include:

- Interest income
- Interest expense
- Dividend income
- Net gains or losses on the disposal of investments in debt securities measured at fair value through other comprehensive income
- Net gains or losses on financial assets measured at fair value through profit or loss
- Foreign currency gains and losses on financial assets and financial liabilities
- Impairment loss (or reversal of impairment loss) on investments in debt securities measured at amortized cost or fair value through other comprehensive income
- Loss on redemption of bonds
- Fund financial expenses

Interest income or interest expense is recognized using the effective interest method. Dividend income is recognized when the Group's right to receive dividends is established.

The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to the gross carrying amount of the financial asset (when the asset is not credit-impaired) or to the amortized cost of the financial liability.

In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortized cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortized cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

## **2. Material Accounting Policies, Continued**

### (6) Material Accounting Policies, Continued

#### 21) Dividend

Dividend to the Group's shareholders is recognized as a liability in the consolidated financial statements in the year in which the dividends are approved by the Group's shareholders.

#### 22) Leases

##### i) Lessor

The Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices at inception or on modification of a contract that contains a lease component.

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption, then it classifies the sub-lease as an operating lease.

If an arrangement contains lease and non-lease components, then the Group applies Korean IFRS 1116 to allocate the consideration in the contract.

When the Group is a lessor, the Group recognizes lease payments received under operating leases as income on a straight-line basis over the lease term. Initial direct cost incurred by the Group in arranging an operating lease are added to the carrying amount of the underlying asset and recognized as an expense on the same basis as the lease income. Each leased asset is presented in the consolidated statement of financial position on the basis of its characteristics.

##### ii) Lessee

The Group leases offices, vehicles and machinery. Lease contracts are typically made for fixed periods, but may have extension options.

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices.

## **2. Material Accounting Policies, Continued**

### **(6) Material Accounting Policies, Continued**

However, with respect to real estate leases for which the Group is a lessee, the Group applied a practical expedient and elected not to separate a non-lease component from a lease component, and instead account for them as a single lease component.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as collaterals for the borrowings.

The Group determines the lease term by including the enforceable extended period when the lessee is reasonably certain to exercise an extension option within the non-cancellable period of lease and when the lessee is reasonably certain not to exercise a termination option. When assessing the enforceable period, the Group considers economic penalties imposed on the lessee and lessor when they have right to terminate the lease contract without the counterparty's consent.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- Fixed payments (including in-substance fixed payments), less any lease incentives receivable,
- Variable lease payment that are based on an index or a rate, initially measured using the index or rate as of the commencement date,
- Amounts expected to be payable by the Group (the lessee) under residual value guarantees,
- The exercise price of a purchase option if the Group (the lessee) is reasonably certain to exercise that option, and
- Payments of penalties for terminating the lease, if the lease term reflects the Group (the lessee) exercising that option.

Measurement of lease liability also includes payments to be made in optional periods if the lessee is reasonably certain to exercise an option to extend the lease.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the lessee's incremental borrowing rate is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

The Group calculates the incremental borrowing interest rate as follows.

- If possible, reflect the change in financial position after receiving third-party financing in the latest third-party financial interest rate received by individual lessees.
- Reflect lease-specific adjustments such as country, currency, collateral, and guarantee.

## **2. Material Accounting Policies, Continued**

### **(6) Material Accounting Policies, Continued**

When an individual lessee can readily observe the interest rate on a loan with a same term but a different payment profile (via recent financing sources or market data), the Group sets that interest rate as a starting point for calculating the incremental borrowing interest rate.

The Group is exposed to potential future increases in variable lease payments based on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset. When the carrying amount of a right-of-use asset decreases to zero, the remeasurement amount is recognized in profit or loss.

Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability,
- any lease payments made at or before the commencement date less any lease incentives received,
- any initial direct costs, and
- restoration costs.

The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

Payments associated with short-term leases of equipment and vehicles and leases of low-value assets are recognized on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise IT-equipment and small items of office furniture.

### **iii) Variable lease payments**

Some leases contain variable payment terms that are linked to usage and revenue. Variable payment terms are used for a variety of reasons, including minimizing the fixed costs base for machinery. Variable lease payments that depend on usage are recognized in profit or loss when machinery is used and when the usage is confirmed by the settlement.

## **2. Material Accounting Policies, Continued**

### **(6) Material Accounting Policies, Continued**

#### **iv) Extension and termination options**

Extension and termination options are included in a property across the Group. These terms are used to maximize operational flexibility in terms of managing contracts. Most of the extension and termination options held by the Group can be exercised upon agreement between the lessors and the Group.

#### **23) Earnings per Share**

Basic earnings per share is calculated by dividing net profit for the year available to ordinary shareholders by the weighted-average number of ordinary shares outstanding during the year. Diluted earnings per share is calculated by dividing net profit for the year available to ordinary shareholders, adjusted for the effects of dilution, by the sum of weighted-average number of ordinary shares outstanding and the weighted average number of potential dilutive shares during the year, to include the potentially dilutive effect of ordinary share equivalents outstanding.

#### **24) Business Combinations between Entities under a Common Control**

Book value method applies to a business combination under a common control. Related assets and liabilities are measured at book value of the consolidated financial statements. In addition, the difference between the sum of book values of the assets and liabilities transferred and the consideration paid is recognized as share premium.

#### **25) Compound Financial Instruments**

Compound financial instruments are convertible bonds, convertible preferred shares and redeemable convertible preferred shares that can be converted into equity instruments of the Parent Company at the option of the holder and exchangeable bond that can be converted into equity instruments of the subsidiary at the option of the holder.

The liability component of a compound financial instrument is recognized initially at the fair value of a similar liability that does not have equity conversion rights and exchange rights. The equity component is recognized initially on the difference between the fair value of the compound financial instrument as a whole and the fair value of the liability component. Subsequent to the initial recognition, it will not be remeasured. Any directly attributable transaction costs are allocated to the liability and equity components in proportion to their initial carrying amounts. Meanwhile, the entire amount of compound financial instruments may be accounted for liability as the event of default of these instruments is considered contingent settlement provisions.

In accordance with the Interpretation Statements No.00094 issued by the Financial Supervisory Service in Korea, the Group recognized some conversion rights and exchange rights (pre-emptive rights) as equity. This accounting treatment is applicable within Korean IFRS as defined in item1 of paragraph1 of Article 13 of Acts on External Audit for Stock Companies.

## **2. Material Accounting Policies, Continued**

### (6) Material Accounting Policies, Continued

#### 26) Insurance Contracts

##### i) Scope of application

The Group applies Korean IFRS 1117 *Insurance Contracts* to issued insurance contracts and reinsurance contracts, ceded reinsurance contracts, investment contract with discretionary participation features issued by the entity issuing the insurance contracts.

In addition, Korean IFRS 1117 determines whether a set or series of contracts should be regarded as a single contract when identifying contracts within scope. Also, it is necessary to determine whether the embedded derivatives, the investment component, and the goods and services component should be separated and accounted for in accordance with other standards.

##### ii) Level of aggregation

After identifying a portfolio of insurance contracts consisting of contracts that are exposed to similar risks and managed together, the Group classifies contracts with similar profitability within the portfolio to groups of insurance contracts. Each portfolio is divided into annual cohorts based on the year of issuance, and each annual cohort is further divided into the following three sets.

- a group of contracts that are onerous at initial recognition
- a group of contracts that at initial recognition have no significant possibility of becoming onerous subsequently
- a group of remaining contracts in the annual cohort

##### iii) Measurement: Premium allocation approach

In accordance with Korean IFRS 1117, the Group simplifies the measurement of a group of insurance contracts using the premium allocation approach for a group of contracts if it is expected that there will be no material difference from the liability for remaining coverage applied the general model of a group of insurance contracts, or the coverage period of each contract in the group (including insurance contract services within the contract boundary) is one year or less at the inception of the group.

Contracts applying the premium allocation approach are initially recognized considering the premiums received and the cash flows from insurance acquisition, and subsequently, the insurance liability is amortized over the period in which insurance services are provided. If at any time during the coverage period, facts and circumstances indicate that a group of insurance contracts is onerous, the Group shall calculate the difference between the carrying amount of the liability for remaining coverage and the current estimate of the fulfillment cash flows related to it and add it to the liability for remaining coverage, and recognize a loss in profit or loss.

## **2. Material Accounting Policies, Continued**

### **(6) Material Accounting Policies, Continued**

The Group uses all available information neutrally at the end of the reporting period and updates the assumptions to be applied to the accounting for insurance contracts, considering the accumulated experience. When calculating assumptions, actuarial methods are applied by considering calculation units, product characteristics, and actuarial properties.

The discount rate used for the valuation of insurance contracts in accordance with Korean IFRS considers the time value of money, the characteristics of the cash flows of the insurance contracts, and the degree of liquidity. The Group determines the discount rate taking into account factors such as the final observation maturity, the final convergence point, the long-term forward interest rate, and the liquidity premium.

The discount rate applied to the valuation of insurance contracts is an interest rate with a liquidity premium added to the basic risk-free interest rate term structure, and may change in the future depending on changes in estimates of future inflation rates and economic growth rates. The basic risk-free interest rate term structure is calculated using the Smith-Wilson interpolation method based on the yield of government bonds until the final observation maturity and the long-term forward interest rate after the initial convergence point.

The non-financial risk adjustment is calculated by multiplying the best estimate by the risk adjustment ratio, and the risk adjustment ratio is calculated by applying a confidence level (75% Percentile), considering the statistical period and calculation unit. However, if there are additional requirements from the supervisory authority, these will be taken into consideration to determine the final risk adjustment ratio. In addition, changes in non-financial risk adjustment are presented separately into insurance service components and insurance finance components.

The Group identifies the investment component of the contract by determining the amount to be repaid to the policyholder even if an insurance event does not occur, and the investment component is not recognized as insurance revenue. Guarantee insurance, a type of general insurance, does not have a refund payable to the policyholder if an insurance event does not occur, and thus the original insurance contract may not have an investment component. The Group classifies the nature of services by dividing them into guaranteed services or investment services according to cash flow.

The carrying amount of a group of insurance contracts is exposed to the time value of money and financial risk. The Group includes time value of money and financial risk, and the effect of changes in the time value of money and financial risk related to the groups of insurance contracts in the insurance finance income or expenses, and presents the insurance finance income and expenses for the period by systematically allocating them to the profit or loss and other comprehensive income for each contract group.

## **2. Material Accounting Policies, Continued**

### **(6) Material Accounting Policies, Continued**

The Group reflects the effects calculated by applying the discount rate at the date of occurrence of the insurance event to the contract group in profit or loss, and presents the effects of discount rate changes applied on the reporting date in other comprehensive income. However, in the case of liabilities for remaining coverage of a group of contracts applying the premium allocation approach, the time value of money, financial risk, and their fluctuating effects are recognized in profit or loss for the relevant period.

Meanwhile, a reinsurance contract refers to an insurance contract issued by the reinsurer to compensate another entity for claims arising from insurance contracts issued by that other entity (underlying contracts). For the group of reinsurance contracts held, assumptions that are consistent with the groups of underlying insurance contracts are applied when measuring the estimates of the present value of the future cash flows for the group of reinsurance contracts.

### **27) Approval of Issuance of the Financial Statements**

The issuance of the consolidated financial statements of the Group was initially approved by the Board of Directors on February 11, 2026, and re-approved due to revision on March 11, 2026, which is subject to change with approval at the annual shareholders' meeting.

### **3. Critical Accounting Estimates and Assumptions**

The preparation of financial statements requires the Group to make estimates and assumptions concerning the future. Management also needs to exercise judgement in applying the Group's accounting policies. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. As the resulting accounting estimates will, by definition, seldom equal the related actual results, it can contain a significant risk of causing a material adjustment.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below. Additional information of significant judgement and assumptions of certain items are included in relevant notes.

#### **(1) Impairment loss on goodwill**

The Group tests annually whether goodwill has suffered any impairment. The recoverable amounts of cash-generating units are determined based on value-in-use calculations (Note 19).

#### **(2) Income taxes**

The taxable income generated from the Group's operations are subject to income taxes based on tax laws and interpretations of tax authorities in numerous jurisdictions. There are many transactions and calculations for which the ultimate tax determination is uncertain (Note 24).

If certain portion of the taxable income is not used for investments or increase in wages in accordance with the relevant taxation law, the Group is liable to pay additional income tax calculated based on the tax laws. Accordingly, the measurement of current and deferred income tax is affected by the tax effects from the new tax system. As the Group's income tax is dependent on the investments and increase in wages, there is an uncertainty measuring the final tax effects.

#### **(3) Fair value of financial instruments**

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. The Group uses its judgment to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting period (Note 5).

#### **(4) Impairment of financial assets**

The provisions for impairment for financial assets are based on assumptions about risk of default and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation based on the Group's experience, existing market conditions as well as forward looking estimates at the end of each reporting period (Note 4).

### **3. Critical Accounting Estimates and Assumptions, Continued**

#### **(5) Provisions**

As at December 31, 2025, the Group recognizes provisions as explained in Notes 2 (6) 15). These provisions are estimated based on experience.

#### **(6) Net defined benefit liabilities (assets)**

The present value of net defined benefit liabilities (assets) depends on a number of factors that are determined on an actuarial basis using a number of assumptions including the discount rate (Note 22).

#### **(7) Other long-term employee benefits liabilities**

The present value of other long-term employee benefits liabilities depends on a number of factors that are determined on an actuarial basis using a number of assumptions including the discount rate (Note 23).

#### **(8) Share-based compensation**

The Group measures equity-settled share-based compensation using fair value at the grant date of equity instruments. The fair value is estimated by using the valuation model which considers vesting conditions of equity instruments. In addition, the Group measures cash-settled share-based compensation based on the fair value of share options granted by considering the service conditions. The amount of liability is re-estimated at the end of each reporting period and at the settlement date until the liability is settled (Note 28).

#### **(9) Revenue recognition**

When the Group recognizes points paid under contracts with customers as separate performance obligation and allocates the transaction price to the performance obligation, the transaction price is allocated in accordance with the relative individual selling prices of the products and points. The individual selling price of the points is estimated based on the discount granted when the points are repaid, and the possibility of repayment based on past experience, and the individual selling price of the product is estimated based on the retail price.

In addition, when the expected usage period are to be estimated in recognizing revenue over the usage period of the content, the expected usage period of the content is estimated by analyzing the customer's behavioral patterns and others in accordance with the attributes of each content. The Group continuously reviews whether these estimations have changed.

### **3. Critical Accounting Estimates and Assumptions, Continued**

#### **(10) Leases**

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated) (Note 20).

For leases of office, vehicles and machinery, the following factors are normally the most relevant:

- If there are significant penalties to terminate (or not extend), the Group is typically reasonably certain to extend (or not terminate).
- If any leasehold improvements are expected to have a significant remaining value, the Group is typically reasonably certain to extend (or not terminate).
- Otherwise, the Group considers other factors including historical lease durations and the costs and business disruption required to replace the leased asset.

Most extension options in offices, vehicles and machinery leases have not been included in the lease liability, because the Group could replace the assets without significant cost or business disruption.

The lease term is reassessed if an option is actually exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee.

#### **4. Financial Risk Management**

##### **(1) Financial risk factors**

The Group's activities expose it to a variety of financial risks: market risk (including interest rate risk, price risk and foreign exchange risk), credit risk and liquidity risk. The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the Group's financial performance.

##### **1) Market risk**

##### **i) Interest rate risk**

Interest rate risk is defined as the risk that the interest income or expenses arising from deposits and borrowings will fluctuate because of changes in future market interest rate. The interest rate risk mainly arises through floating rate deposits and borrowings. The objective of interest rate risk management lies in maximizing corporate value by minimizing uncertainty caused by fluctuations in interest rates.

As at December 31, 2025, if the market interest rate of floating rate deposits had increased/decreased by 1.0%p with other variables held constant, the effect on profit before income tax for the year ended December 31, 2025, would have been increased/decreased by ₩ 24,787 million (2024: ₩ 20,085 million) and ₩ 15,525 million (2024: ₩ 5,817 million) due to increased/decreased interest income of floating rate deposits and borrowings, respectively.

##### **ii) Price risk**

The Group invests in debt and equity securities for managing liquidity, operational needs and others. The Group's investment portfolio consists of direct and indirect investments in listed and non-listed securities.

As at December 31, 2025, if all other variables were constant and the value of marketable equity had increased or decreased by 5.0%, gain and loss on valuation of equity securities at fair value (before income tax) and other comprehensive income (before income tax) would have been increased or decreased by ₩ 42,980 million (2024: ₩ 51,836 million).

Impacts of investment financial instruments of the Group on profit or loss and other comprehensive income are described in Note 10.

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**4. Financial Risk Management, Continued**

(1) Financial risk factors, Continued

iii) Foreign exchange risk

Foreign exchange risk is defined as the risk that the fair value of financial instruments or future cash flows fluctuate because of changes in foreign exchange rates. Foreign exchange risk arises from financial instruments presented in currencies other than functional currency. Therefore, foreign exchange risk does not arise from non-monetary financial instruments or financial instruments presented in functional currency.

The Group's exposure to foreign currency risk at the end of the reporting period, expressed in Korean won, was as follows:

| <i>(in millions of<br/>Korean won)</i> | 2025 |         |     |        |     |        |     |     |     |     |
|----------------------------------------|------|---------|-----|--------|-----|--------|-----|-----|-----|-----|
|                                        | USD  |         | JPY |        | CNY |        | EUR |     | GBP |     |
| <b>Financial assets</b>                |      |         |     |        |     |        |     |     |     |     |
| Cash and cash equivalents              | ₩    | 86,494  | ₩   | 12,048 | ₩   | 1,261  | ₩   | 59  | ₩   | 8   |
| Trade receivables                      |      | 30,033  |     | 13,843 |     | 7,920  |     | 232 |     | -   |
| Other financial asset                  |      | 573,780 |     | 252    |     | -      |     | -   |     | -   |
|                                        | ₩    | 690,307 | ₩   | 26,143 | ₩   | 9,181  | ₩   | 291 | ₩   | 8   |
| <b>Financial liabilities</b>           |      |         |     |        |     |        |     |     |     |     |
| Trade and other payables               | ₩    | 3,230   | ₩   | 14     | ₩   | 31,951 | ₩   | 18  | ₩   | 42  |
| Other financial liabilities            |      | 503,666 |     | -      |     | -      |     | -   |     | -   |
|                                        | ₩    | 506,896 | ₩   | 14     | ₩   | 31,951 | ₩   | 18  | ₩   | 42  |
|                                        |      |         |     |        |     |        |     |     |     |     |
| <i>(in millions of<br/>Korean won)</i> | 2025 |         |     |        |     |        |     |     |     |     |
|                                        | HKD  |         | IDR |        | THB |        | TWD |     | VND |     |
| <b>Financial assets</b>                |      |         |     |        |     |        |     |     |     |     |
| Cash and cash equivalents              | ₩    | -       | ₩   | -      | ₩   | 37     | ₩   | 717 | ₩   | -   |
| Trade receivables                      |      | -       |     | -      |     | -      |     | 223 |     | 157 |
|                                        | ₩    | -       | ₩   | -      | ₩   | 37     | ₩   | 940 | ₩   | 157 |
| <b>Financial liabilities</b>           |      |         |     |        |     |        |     |     |     |     |
|                                        |      |         |     |        |     |        |     |     |     |     |
| Trade and other payables               | ₩    | -       | ₩   | -      | ₩   | -      | ₩   | 230 | ₩   | -   |
|                                        | ₩    | -       | ₩   | -      | ₩   | -      | ₩   | 230 | ₩   | -   |

#### **4. Financial Risk Management, Continued**

##### **(1) Financial risk factors, Continued**

If the Korean won has weakened/strengthened by 5% with all other variables held constant, the effect on profit before income tax for the year ended December 31, 2025, would have been increased/decreased by ₩ 9,396 million (2024: ₩ 25,609 million). The translation risk of the financial statements of overseas operations for the year ended December 31, 2025, is not included.

##### **2) Credit risk**

Credit risk arises from cash and cash equivalents, derivative financial instruments and deposits with banks or financial institutions, as well as credit exposures to customers, including outstanding receivables.

##### **i) Risk management**

For banks and financial institutions, only independently rated parties with a minimum rating of 'A' are accepted.

If corporate customers are independently rated, these ratings are used. Otherwise, if there is no independent rating, risk control assesses the credit quality of the customer, taking into account its financial position, past experience and other factors.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The Group's investments in debt instruments are considered to be low risk investments.

##### **ii) Credit enhancements**

Some trade receivables are provided with guarantees or credit enhancements such as letters of credit that may require performance if the counterparty fails to comply with the contract.

**KAKAO CORP. and Subsidiaries**  
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**4. Financial Risk Management, Continued**

(1) Financial risk factors, Continued

iii) Impairment of financial assets

The Group has two types of financial assets that are subject to the expected credit loss model:

- trade receivables for sales of goods and provision of services, and
- other financial assets carried at amortized cost.

While cash equivalents are also subject to the impairment requirement, the identified impairment loss was immaterial.

**A. Trade receivables**

The Group applies the simplified approach to measuring expected credit losses which uses a lifetime expected allowance for credit losses for all trade receivables.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The expected credit losses include forward-looking information.

On that basis, the allowance for credit losses as at December 31, 2025 was determined as follows for trade receivables:

| <i>(in millions of Korean won)</i> | <b>Current</b> | <b>Within<br/>3 months<br/>past due</b> | <b>Within<br/>6 months<br/>past due</b> | <b>Within<br/>9 months<br/>past due</b> | <b>More than<br/>9 months<br/>past due</b> | <b>Total</b> |
|------------------------------------|----------------|-----------------------------------------|-----------------------------------------|-----------------------------------------|--------------------------------------------|--------------|
| <b>Trade receivables</b>           |                |                                         |                                         |                                         |                                            |              |
| Expected loss rate                 | 0.31%          | 4.15%                                   | 7.81%                                   | 28.77%                                  | 75.17%                                     | 4.23%        |
| Gross carrying amount              | ₩ 536,587      | ₩ 15,501                                | ₩ 10,059                                | ₩ 5,081                                 | ₩ 27,356                                   | ₩ 594,584    |
| Allowance for credit losses        | (1,642)        | (643)                                   | (785)                                   | (1,462)                                 | (20,566)                                   | (25,098)     |

Trade receivables are written off when collection is no longer reasonably anticipated. Indicators that can no longer reasonably anticipate recovery include failure to comply with the debt adjustment with the Group and others.

Impairment on trade receivables is presented net amount of bad debt expenses in the consolidated statement of comprehensive income. The subsequent collection of the written off amount is recognized as a deduction for the same account.

**KAKAO CORP. and Subsidiaries**  
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**4. Financial Risk Management, Continued**

(1) Financial risk factors, Continued

Movements in the allowance for credit losses for trade receivables for the years ended December 31, 2025 and 2024 are as follows:

| <i>(in millions of Korean won)</i>                                                             | <b>2025</b> |               | <b>2024</b> |               |
|------------------------------------------------------------------------------------------------|-------------|---------------|-------------|---------------|
| Beginning balance                                                                              | ₩           | 21,375        | ₩           | 23,651        |
| Changes in scope of consolidation                                                              |             | (19)          |             | (107)         |
| Increase in allowance for credit losses recognized in profit or loss during the year           |             | 6,443         |             | 1,751         |
| Write-off                                                                                      |             | (2,483)       |             | (3,725)       |
| Others (reclassification to assets held for sale, effects of exchange rate changes and others) |             | (218)         |             | (195)         |
| Ending balance                                                                                 | ₩           | <u>25,098</u> | ₩           | <u>21,375</u> |

Maximum exposures to credit risk of the Group as at December 31, 2025, are the entire carrying amounts.

**4. Financial Risk Management, Continued**

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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(1) Financial risk factors, Continued

B. Other financial assets at amortized cost

Other financial assets at amortized cost include non-trade receivables, loans and other receivables.

Movements in allowance for credit losses for other financial assets at amortized cost for the years ended December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                                                   | 2025      | 2024      |
|--------------------------------------------------------------------------------------|-----------|-----------|
| Beginning balance                                                                    | ₩ 111,431 | ₩ 68,298  |
| Increase in allowance for credit losses recognized in profit or loss during the year | 24,163    | 54,987    |
| Others (changes in scope of consolidation and effects of exchange rate changes)      | (71,745)  | (11,854)  |
| Ending balance                                                                       | ₩ 63,849  | ₩ 111,431 |

All financial assets at amortized costs other than lease receivables are considered to have low credit risk, and the allowance for credit losses recognized during the period was, therefore, limited to 12 months expected losses. Financial instruments are considered to be low credit risk when they have a low risk of default and the issuer has a strong capacity to meet its contractual cash flow obligations in the near term.

Bad debt expenses and other bad debt expenses recognized in profit or loss in relation to impaired financial assets for the years ended December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                  | 2025    | 2024    |
|-----------------------------------------------------|---------|---------|
| Trade receivables                                   |         |         |
| Changes in loss allowance of trade receivables      | ₩ 6,443 | ₩ 1,751 |
| Other financial assets                              |         |         |
| Changes in loss allowance of other financial assets | 24,163  | 54,987  |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

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**4. Financial Risk Management, Continued**

(1) Financial risk factors, Continued

Maximum exposures to credit risk of the Group as at December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                    | <b>2025</b> |                   | <b>2024</b> |                   |
|-------------------------------------------------------|-------------|-------------------|-------------|-------------------|
| Cash equivalents                                      | ₩           | 6,373,721         | ₩           | 6,169,677         |
| Deposits                                              |             | 444,180           |             | 181,464           |
| Short-term financial instruments                      |             | 1,959,572         |             | 1,431,649         |
| Trade receivables                                     |             | 569,486           |             | 548,689           |
| Financial assets at fair value through profit or loss |             | 1,529,203         |             | 1,116,634         |
| Financial assets at amortized cost <sup>1</sup>       |             | 208,650           |             | 96,286            |
| Other current financial assets                        |             | 908,430           |             | 778,285           |
| Long-term financial instruments                       |             | 16,419            |             | 12,653            |
| Other non-current financial assets                    |             | 267,683           |             | 280,356           |
|                                                       | ₩           | <u>12,277,344</u> | ₩           | <u>10,615,693</u> |

<sup>1</sup> Deferred loan origination fees are not included.

In addition, the Group has entered into financial guarantee contracts with financial institutions for the benefit of its employees and business partners. As of December 31, 2025, the maximum exposure to credit risk in relation to these financial guarantee contracts is ₩ 24,114 million.

**3) Liquidity Risk**

Cash flow forecasting is performed by the Group finance department. The Group finance department monitors rolling forecasts of the Group's liquidity requirements to ensure it has sufficient cash to meet operational needs while always maintaining sufficient headroom on its undrawn committed borrowing facilities so that the Group does not breach borrowing limits or covenants (where applicable) on any of its borrowing facilities. Such forecasting takes into consideration the Group's debt financing plans, covenant compliance, compliance with internal statement of financial position ratio targets and, if applicable external regulatory or legal requirements.

**KAKAO CORP. and Subsidiaries**  
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**4. Financial Risk Management, Continued**

(1) Financial risk factors, Continued

Details of the Group's liquidity risk analysis as at December 31, 2025 and 2024, are as follows:

(in millions of Korean won)

|                                                      | 2025                |                          |              |              |
|------------------------------------------------------|---------------------|--------------------------|--------------|--------------|
|                                                      | Less than<br>1 year | Between<br>1 and 2 years | Over 2 years | Total        |
| Trade and other payables                             | ₩ 2,164,695         | ₩ -                      | ₩ -          | ₩ 2,164,695  |
| Short-term and long-term borrowings <sup>1</sup>     | 1,065,717           | 975,504                  | 316,219      | 2,357,440    |
| Other current financial liabilities                  | 120,454             | -                        | -            | 120,454      |
| Brokerage deposits                                   | 1,493,000           | -                        | -            | 1,493,000    |
| Deposits received                                    | 2,285,859           | -                        | -            | 2,285,859    |
| Short-term lease liabilities                         | 336,376             | -                        | -            | 336,376      |
| Non-current trade and other payables                 | -                   | 115                      | 5,887        | 6,002        |
| Other non-current financial liabilities <sup>3</sup> | -                   | 6,160                    | 236,199      | 242,359      |
| Long-term lease liabilities                          | -                   | 334,777                  | 1,957,582    | 2,292,359    |
| Financial guarantee contracts <sup>2</sup>           | 24,114              | -                        | -            | 24,114       |
| Financing arrangements <sup>2</sup>                  | 4,786               | -                        | -            | 4,786        |
|                                                      | ₩ 7,495,001         | ₩ 1,316,556              | ₩ 2,515,887  | ₩ 11,327,444 |

<sup>1</sup> For convertible bonds and exchangeable bonds, total cash flow is disclosed with the contractual early repayment date as maturity.

<sup>2</sup> Cash flows from financial guarantee contracts and financing arrangements that are not presented in the consolidated financial statements are disclosed.

<sup>3</sup> For financial liabilities related to put options on non-controlling interests, the total cash flows are disclosed based on the earliest date on which the put option holder can exercise the option as the maturity date.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**4. Financial Risk Management, Continued**

(1) Financial risk factors, Continued

(in millions of Korean won)

|                                                  | 2024                |                          |                    |                     |
|--------------------------------------------------|---------------------|--------------------------|--------------------|---------------------|
|                                                  | Less than<br>1 year | Between<br>1 and 2 years | Over 2 years       | Total               |
| Trade and other payables                         | ₩ 1,903,374         | ₩ -                      | ₩ -                | ₩ 1,903,374         |
| Short-term and long-term borrowings <sup>1</sup> | 2,102,624           | 333,270                  | 856                | 2,436,750           |
| Other current financial liabilities              | 166,888             | -                        | -                  | 166,888             |
| Brokerage deposits                               | 1,491,796           | -                        | -                  | 1,491,796           |
| Deposits received                                | 1,624,684           | -                        | -                  | 1,624,684           |
| Short-term lease liabilities                     | 332,510             | -                        | -                  | 332,510             |
| Non-current trade and other payables             | -                   | 570                      | 6,979              | 7,549               |
| Other non-current financial liabilities          | -                   | 6,535                    | 206,660            | 213,195             |
| Long-term lease liabilities                      | -                   | 394,909                  | 1,944,202          | 2,339,111           |
| Financial guarantee contracts <sup>2</sup>       | 66,041              | -                        | -                  | 66,041              |
| Financing arrangements <sup>2</sup>              | 14,539              | -                        | -                  | 14,539              |
|                                                  | <u>₩ 7,702,456</u>  | <u>₩ 735,284</u>         | <u>₩ 2,158,697</u> | <u>₩ 10,596,437</u> |

<sup>1</sup> For convertible bonds and exchangeable bonds, total cash flow is disclosed with the contractual early repayment date as maturity.

<sup>2</sup> Cash flows from financial guarantee contracts and financing arrangements that are not presented in the consolidated financial statements are disclosed.

The table above analyses the Group's non-derivative financial liabilities into relevant maturity. The amounts disclosed in the table are the contractual undiscounted cash flows including interest.

(2) Capital risk management

The Group's objectives when managing capital are to maintain an optimal capital structure. The Group monitors financial ratios such as debt-to-capital ratio, which is calculated by dividing total liabilities by total equity.

The debt-to-capital ratios as at December 31, 2025 and 2024, are as follows:

(in millions of Korean won)

|                             | 2025              | 2024              |
|-----------------------------|-------------------|-------------------|
| Total liabilities (A)       | ₩ 12,558,603      | ₩ 11,830,134      |
| Total equity (B)            | <u>15,224,922</u> | <u>13,942,894</u> |
| Debt-to-capital ratio (A/B) | <u>82.49%</u>     | <u>84.85%</u>     |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**4. Financial Risk Management, Continued**

(3) Offsetting financial assets and financial liabilities

The following table presents the recognized financial assets that are offset, or subject to enforceable master netting arrangements and other similar agreements but not offset, as at December 31, 2025 and 2024.

| (in millions of<br>Korean won)     | 2025            |                                 |                                                                                       |                       |            |  |
|------------------------------------|-----------------|---------------------------------|---------------------------------------------------------------------------------------|-----------------------|------------|--|
|                                    | Gross<br>assets | Gross<br>liabilities<br>set off | Net amounts<br>presented in the<br>consolidated<br>statement of<br>financial position | Amounts<br>not offset | Net amount |  |
| Non-trade receivables <sup>1</sup> | ₩ 1,234,688     | ₩ 923,740                       | ₩ 310,948                                                                             | ₩ 105,816             | ₩ 205,132  |  |

| (in millions of<br>Korean won)  | 2025                 |                         |                                                                                       |                       |            |  |
|---------------------------------|----------------------|-------------------------|---------------------------------------------------------------------------------------|-----------------------|------------|--|
|                                 | Gross<br>liabilities | Gross assets<br>set off | Net amounts<br>presented in the<br>consolidated<br>statement of<br>financial position | Amounts<br>not offset | Net amount |  |
| Non-trade payables <sup>1</sup> | ₩ 1,239,182          | ₩ 923,740               | ₩ 315,442                                                                             | ₩ 105,816             | ₩ 209,626  |  |

<sup>1</sup> Due to difference in the timing of settlements of consignment sales, the outstanding balance of sales/purchase was offset.

**KAKAO CORP. and Subsidiaries**  
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**December 31, 2025 and 2024**

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**4. Financial Risk Management, Continued**

(3) Offsetting financial assets and financial liabilities, Continued

(in millions of  
Korean won)

|                                    | 2024            |   |                                 |                                                                                       |                       |            |
|------------------------------------|-----------------|---|---------------------------------|---------------------------------------------------------------------------------------|-----------------------|------------|
|                                    |                 |   |                                 | Net amounts<br>presented in the<br>consolidated<br>statement of<br>financial position | Amounts<br>not offset | Net amount |
|                                    | Gross<br>assets |   | Gross<br>liabilities<br>set off |                                                                                       |                       |            |
| Non-trade receivables <sup>1</sup> | ₩ 495,715       | ₩ | 336,622                         | ₩ 159,093                                                                             | ₩ -                   | ₩ 159,093  |

(in millions of  
Korean won)

|                                 | 2024                 |   |                         |                                                                                       |                       |            |
|---------------------------------|----------------------|---|-------------------------|---------------------------------------------------------------------------------------|-----------------------|------------|
|                                 |                      |   |                         | Net amounts<br>presented in the<br>consolidated<br>statement of<br>financial position | Amounts<br>not offset | Net amount |
|                                 | Gross<br>liabilities |   | Gross assets<br>set off |                                                                                       |                       |            |
| Non-trade payables <sup>1</sup> | ₩ 499,709            | ₩ | 336,622                 | ₩ 163,087                                                                             | ₩ -                   | ₩ 163,087  |

<sup>1</sup> Due to difference in the timing of settlements of consignment sales, the outstanding balance of sales/purchase was offset.

## **5. Fair Value**

### **(1) Fair value of financial instruments**

There are no significant changes in the business environment and economic environment that affect the fair value of the Group's financial assets and financial liabilities during the current year.

### **(2) Fair value hierarchy**

The Group classifies financial instruments into three levels specified in the standard in order to provide information on the reliability of inputs used to measure fair value. The Group classifies fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in measurements.

- Quoted prices (unadjusted) in active markets for identical assets or liabilities that an entity can access at the measurement date. The quoted market price incorporates the market's assumptions with respect to changes in economic climate such as rising interest rates and inflation, as well as changes due to ESG risk (Level 1).
- All inputs other than quoted prices included in level 1 that are observable (either directly, or indirectly derived from prices) for the asset or liability (Level 2).
- Unobservable inputs for the asset or liability. This is the case for unlisted equity securities and for instruments where ESG risk gives rise to a significant unobservable adjustment (Level 3).

If the inputs used to measure the fair value of an asset or a liability might be categorized in different levels of the fair value hierarchy, then the fair value measurement is categorized in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement. And, the Group recognizes the movements within levels of fair value hierarchy at the end of the reporting period in which changes occur.

**KAKAO CORP. and Subsidiaries**  
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**December 31, 2025 and 2024**

**5. Fair Value, Continued**

(2) Fair value hierarchy, Continued

Fair value hierarchy classifications of the financial instruments that are measured at fair value as at December 31, 2025 and 2024, are as follows:

(in millions of Korean won)

|                                                                                | <b>2025</b>      |                    |                    |                    |
|--------------------------------------------------------------------------------|------------------|--------------------|--------------------|--------------------|
|                                                                                | <b>Level 1</b>   | <b>Level 2</b>     | <b>Level 3</b>     | <b>Total</b>       |
| <b>Financial assets</b>                                                        |                  |                    |                    |                    |
| Financial assets at fair value through profit or loss <sup>1</sup>             | ₩ 40,621         | ₩ 1,248,646        | ₩ 505,590          | ₩ 1,794,857        |
| Financial assets at fair value through other comprehensive income <sup>2</sup> | 818,982          | -                  | 1,974,850          | 2,793,832          |
| Derivative financial assets                                                    | -                | -                  | 59,116             | 59,116             |
|                                                                                | <u>₩ 859,603</u> | <u>₩ 1,248,646</u> | <u>₩ 2,539,556</u> | <u>₩ 4,647,805</u> |
| <b>Financial liabilities</b>                                                   |                  |                    |                    |                    |
| Financial liabilities at fair value through profit or loss                     | ₩ -              | ₩ -                | ₩ 199,630          | ₩ 199,630          |
| Derivative financial liabilities                                               | 833              | -                  | 41,086             | 41,919             |
|                                                                                | <u>₩ 833</u>     | <u>₩ -</u>         | <u>₩ 240,716</u>   | <u>₩ 241,549</u>   |

<sup>1</sup> During the current period, Nota Co., Ltd. was listed, resulting in a transfer from Level 3 to Level 1.

<sup>2</sup> During the current period, Sena Technology Co., Ltd. was listed, resulting in a transfer from Level 3 to Level 1

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

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**5. Fair Value, Continued**

(2) Fair value hierarchy, Continued

Fair value hierarchy classifications of the financial instruments that are measured at fair value as at December 31, 2025 and 2024, are as follows:, continued

(in millions of Korean won)

|                                                                   | <b>2024</b>        |                  |                    |                    |
|-------------------------------------------------------------------|--------------------|------------------|--------------------|--------------------|
|                                                                   | <b>Level 1</b>     | <b>Level 2</b>   | <b>Level 3</b>     | <b>Total</b>       |
| <b>Financial assets</b>                                           |                    |                  |                    |                    |
| Financial assets at fair value through profit or loss             | ₩ 3,803            | ₩ 904,113        | ₩ 457,550          | ₩ 1,365,466        |
| Financial assets at fair value through other comprehensive income | 1,032,911          | -                | 1,116,085          | 2,148,996          |
| Derivative financial assets                                       | -                  | -                | 9,225              | 9,225              |
|                                                                   | <u>₩ 1,036,714</u> | <u>₩ 904,113</u> | <u>₩ 1,582,860</u> | <u>₩ 3,523,687</u> |
| <b>Financial liabilities</b>                                      |                    |                  |                    |                    |
| Financial liabilities at fair value through profit or loss        | ₩ -                | ₩ -              | ₩ 230,185          | ₩ 230,185          |
| Derivative financial liabilities                                  | 421                | -                | 125,943            | 126,364            |
|                                                                   | <u>₩ 421</u>       | <u>₩ -</u>       | <u>₩ 356,128</u>   | <u>₩ 356,549</u>   |

During the prior period, Shift Up Corp., 3billion Corp., and Triller Group Inc. were listed, resulting in the related financial instruments being transferred from Level 3 to Level 1.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**5. Fair Value, Continued**

(2) Fair value hierarchy, Continued

Changes in level 3 for fair value measurements for the years ended December 31, 2025 and 2024, are as follows:

(in millions of Korean won)

|                                                 | 2025                                                              |                                                                                  |                                                                        |                                   |                                        |  |
|-------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------------------------|-----------------------------------|----------------------------------------|--|
|                                                 | Financial<br>assets at fair<br>value<br>through<br>profit or loss | Financial<br>assets at fair<br>value through<br>other<br>comprehensive<br>income | Financial<br>liabilities at<br>fair value<br>through<br>profit or loss | Derivative<br>financial<br>assets | Derivative<br>financial<br>liabilities |  |
| Beginning balance                               | ₩ 457,550                                                         | ₩ 1,116,085                                                                      | ₩ 230,185                                                              | ₩ 9,225                           | ₩ 125,943                              |  |
| Acquisitions                                    | 655,067                                                           | 204                                                                              | -                                                                      | -                                 | -                                      |  |
| Disposals                                       | (422,261)                                                         | (11,665)                                                                         | (6,323)                                                                | (27)                              | (52,826)                               |  |
| Total profit or loss                            |                                                                   |                                                                                  |                                                                        |                                   |                                        |  |
| Amount recognized in profit or loss             | (45,590)                                                          | (4,105)                                                                          | 2,992                                                                  | 49,918                            | (32,026)                               |  |
| Amount recognized in other comprehensive income | -                                                                 | 907,912                                                                          | -                                                                      | -                                 | -                                      |  |
| Changes in scope of consolidation               | (6,454)                                                           | -                                                                                | -                                                                      | -                                 | -                                      |  |
| Others <sup>1</sup>                             | (132,722)                                                         | (33,581)                                                                         | (27,223)                                                               | -                                 | (5)                                    |  |
| Ending balance                                  | ₩ 505,590                                                         | ₩ 1,974,850                                                                      | ₩ 199,631                                                              | ₩ 59,116                          | ₩ 41,086                               |  |

<sup>1</sup> Others include transfers in and out of financial assets measured at fair value due to changes in the percentage of ownership held by the Group.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**5. Fair Value, Continued**

(2) Fair value hierarchy, Continued

Changes in level 3 for fair value measurements for the years ended December 31, 2025 and 2024, are as follows:, continued

(in millions of Korean won)

|                                                 | <b>2024</b>                                                                  |                                                                                              |                                                                                   |                                            |                                                 |  |
|-------------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|--------------------------------------------|-------------------------------------------------|--|
|                                                 | <b>Financial<br/>assets at fair<br/>value<br/>through<br/>profit or loss</b> | <b>Financial<br/>assets at fair<br/>value through<br/>other<br/>comprehensive<br/>income</b> | <b>Financial<br/>liabilities at<br/>fair value<br/>through<br/>profit or loss</b> | <b>Derivative<br/>financial<br/>assets</b> | <b>Derivative<br/>financial<br/>liabilities</b> |  |
| Beginning balance                               | ₩ 572,940                                                                    | ₩ 822,005                                                                                    | ₩ 230,376                                                                         | ₩ 7,272                                    | ₩ 8,196                                         |  |
| Acquisitions                                    | 228,428                                                                      | 2,046                                                                                        | -                                                                                 | 729                                        | 181,653                                         |  |
| Disposals                                       | (278,334)                                                                    | (2,760)                                                                                      | -                                                                                 | (2,800)                                    | (9,733)                                         |  |
| Total profit or loss                            |                                                                              |                                                                                              |                                                                                   |                                            |                                                 |  |
| Amount recognized in profit or loss             | (83,277)                                                                     | -                                                                                            | (3,188)                                                                           | 4,024                                      | (49,912)                                        |  |
| Amount recognized in other comprehensive income | -                                                                            | 243,771                                                                                      | -                                                                                 | -                                          | -                                               |  |
| Others <sup>1</sup>                             | 17,793                                                                       | 51,023                                                                                       | 2,997                                                                             | -                                          | (4,261)                                         |  |
| Ending balance                                  | ₩ 457,550                                                                    | ₩ 1,116,085                                                                                  | ₩ 230,185                                                                         | ₩ 9,225                                    | ₩ 125,943                                       |  |

<sup>1</sup> Others include transfers in and out of financial assets measured at fair value due to changes in the percentage of ownership held by the Group.

## **5. Fair Value, Continued**

### **(3) Valuation techniques and the inputs**

The fair value of financial instruments traded in active markets is based on quoted market prices at the statement of financial position date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, a company in the same industry, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the Group is the current bid price. These instruments are included in Level 1. Instruments included in Level 1 consist primarily of KOSPI and KOSDAQ equity investments classified as trading securities or available-for-sale.

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined by using valuation techniques. These valuation techniques maximize the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to measure the fair value of an instrument are observable, the instrument is included in Level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**5. Fair Value, Continued**

(3) Valuation techniques and the inputs, Continued

Valuation techniques and inputs used in the fair value measurements categorized within Level 2 and Level 3 of the fair value hierarchy as at December 31, 2025, are as follows. The Group periodically reviews the adjustments of evaluation by determining the adequacy of unobservable inputs with significant risks.

(in millions of Korean won)

|                                                                   |                    | 2025  |                                               |                                                                    |
|-------------------------------------------------------------------|--------------------|-------|-----------------------------------------------|--------------------------------------------------------------------|
|                                                                   | Fair value         | Level | Valuation techniques                          | Inputs                                                             |
| Financial assets at fair value through profit or loss             |                    |       |                                               |                                                                    |
| Investment deposit                                                | ₩ 1,248,646        | 2     | Market value method                           | Interest rate and others                                           |
| Beneficiary certificates and others                               | 331,378            | 3     | DCF model and others                          | Discount rate, estimated cash flow and others                      |
| Non-listed equity securities and others                           | 174,211            | 3     | DCF model, acquisition cost method and others | Discount rate, estimated cash flow, acquisition cost and others    |
|                                                                   | <u>₩ 1,754,235</u> |       |                                               |                                                                    |
| Financial assets at fair value through other comprehensive income |                    |       |                                               |                                                                    |
| Non-listed equity securities and others                           | ₩ 1,974,850        | 3     | DCF model, acquisition cost method and others | Discount rate, estimated cash flow, acquisition cost and others    |
|                                                                   | <u>₩ 1,974,850</u> |       |                                               |                                                                    |
| Financial liabilities at fair value through profit or loss        |                    |       |                                               |                                                                    |
| Other financial liabilities                                       | ₩ 199,630          | 3     | DCF model and others                          | Discount rate, estimated cash flow and others                      |
|                                                                   | <u>₩ 199,630</u>   |       |                                               |                                                                    |
| Derivative financial assets                                       |                    |       |                                               |                                                                    |
| Call options and others                                           | ₩ 59,116           | 3     | Binominal tree method                         | Probability of risk neutral, price of underlying assets and others |
|                                                                   | <u>₩ 59,116</u>    |       |                                               |                                                                    |
| Derivative financial liabilities                                  |                    |       |                                               |                                                                    |
| Put options and others                                            | ₩ 41,086           | 3     | Binominal tree method                         | Probability of risk neutral, price of underlying assets and others |
|                                                                   | <u>₩ 41,086</u>    |       |                                               |                                                                    |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

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**5. Fair Value, Continued**

(4) Valuation processes and sensitivity analysis for fair value measurements categorized as Level 3

The financial division of the Group performs the fair value measurements required for financial reporting purposes, including level 3 fair values. This division reports to the Chief Financial Officer (“CFO”) and the Audit Committee, and discusses valuation processes and results with CFO and Audit Committee at least once every year depending on the materiality.

The results of the sensitivity analysis for the effect on profit or loss (before income tax) or other comprehensive income (before income tax) from changes in fair value (1%) for each financial instrument for the year ended December 31, 2025, are as follows:

| <i>(in millions of Korean won)</i>                                |   | <b>Favorable<br/>changes</b> |   | <b>Unfavorable<br/>changes</b> |
|-------------------------------------------------------------------|---|------------------------------|---|--------------------------------|
| <b>Financial assets<sup>1</sup></b>                               |   |                              |   |                                |
| Financial assets at fair value through profit or loss             | ₩ | 3,105                        | ₩ | (3,361)                        |
| Financial assets at fair value through other comprehensive income |   | 64,766                       |   | (57,379)                       |
| Derivative financial assets                                       |   | 3,680                        |   | (3,730)                        |
| <b>Financial liabilities<sup>1</sup></b>                          |   |                              |   |                                |
| Financial liabilities at fair value through profit or loss        |   | 6,328                        |   | (8,004)                        |
| Derivative financial liabilities                                  |   | 7,554                        |   | (6,767)                        |

<sup>1</sup> Sensitivity analysis on the change of fair value is calculated by increasing or decreasing the discount rate, which is a major unobservable input, by 1% or increasing or decreasing the volatility of the underlying asset by 10%.

(5) Gains and losses on valuation at the transaction date

In the case that the Group measures the fair value of derivative financial instruments with unobservable inputs, the Group recognizes the fair value of the instrument at the transaction price if the fair value at initial measurement is different from the transaction price. The difference between the fair value calculated through valuation technique and the transaction price is amortized and deferred using the effective interest method until the maturity of the financial instruments, and recognized in profit or loss. In the case where inputs of the valuation techniques become observable in markets, the remaining difference is immediately recognized in profit or loss. Deferred amounts as at December 31, 2025, are ₩ 32,564 million(2024, ₩ 70,999 million)

## **6. Segment Information**

The financial information reported to the chief operating decision-maker to allocate resources to operating segment and to evaluate the performance of operating segment is consistent with the disclosed financial statements.

The following summary describes the operations of each reportable segment.

- (1) Kakao Corp.: Advertising, platform based service provision
- (2) Kakao Games Corp.: Game development and publishing
- (3) Kakao Entertainment Corp.: Entertainment management and contents production and distribution
- (4) Kakao Mobility Corp.: Database information provision
- (5) Kakaopay Corp.: Mobile platform based financial services
- (6) Kakao Piccoma Corp.: Platform provision and webtoon distribution
- (7) SM Entertainment Co., Ltd.: Entertainment management and contents production and distribution
- (8) Others: Application software development and distribution

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**6. Segment Information, Continued**

(in millions of Korean won)

|                                        | <b>2025</b> |                   |                           |                      |
|----------------------------------------|-------------|-------------------|---------------------------|----------------------|
|                                        | Kakao Corp. | Kakao Games Corp. | Kakao Entertainment Corp. | Kakao Mobility Corp. |
| Revenue                                | ₩ 2,680,861 | ₩ 542,843         | ₩ 1,738,385               | ₩ 739,311            |
| Revenue from intercompany transactions | (150,453)   | (12,696)          | (109,918)                 | (13,197)             |
| Net revenue                            | ₩ 2,530,408 | ₩ 530,147         | ₩ 1,628,467               | ₩ 726,114            |
| Segment profit (loss) before tax       | ₩ 319,023   | ₩ (191,057)       | ₩ 27,170                  | ₩ 94,313             |
| Segment profit (loss)                  | 234,192     | (146,714)         | 9,578                     | 51,381               |
| Segment assets                         | 11,590,369  | 2,676,774         | 2,982,628                 | 1,464,492            |
| Segment liabilities                    | 4,112,785   | 1,478,800         | 1,821,351                 | 367,480              |
| Segment depreciation                   | 319,874     | 32,128            | 36,738                    | 86,104               |
| Segment amortization                   | 17,090      | 30,755            | 70,291                    | 1,569                |

(in millions of Korean won)

|                                        | <b>2025</b>    |                     |                            |           |
|----------------------------------------|----------------|---------------------|----------------------------|-----------|
|                                        | Kakaopay Corp. | Kakao Piccoma Corp. | SM Entertainment Co., Ltd. | Others    |
| Revenue                                | ₩ 958,371      | ₩ 597,541           | ₩ 1,170,779                | ₩ 392,635 |
| Revenue from intercompany transactions | (158,193)      | (23,329)            | (14,490)                   | (239,302) |
| Net revenue                            | ₩ 800,178      | ₩ 574,212           | ₩ 1,156,289                | ₩ 153,333 |
| Segment profit (loss) before tax       | ₩ 77,468       | ₩ 80,077            | ₩ 366,937                  | ₩ 68,130  |
| Segment profit (loss)                  | 55,691         | 46,721              | 358,596                    | 62,801    |
| Segment assets                         | 5,339,581      | 956,676             | 1,998,555                  | 4,629,437 |
| Segment liabilities                    | 3,388,674      | 181,613             | 648,965                    | 923,273   |
| Segment depreciation                   | 30,528         | 9,995               | 34,680                     | 52,443    |
| Segment amortization                   | 18,958         | 1,457               | 33,537                     | 6,424     |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**6. Segment Information, Continued**

(in millions of Korean won)

|                                        | <b>2025</b>               |                                    |                         |             |
|----------------------------------------|---------------------------|------------------------------------|-------------------------|-------------|
|                                        | Consolidation adjustments | Subtotal for continuing operations | Discontinued operations | Total       |
| Revenue                                | ₩ (721,578)               | ₩ 8,099,148                        | ₩ 15,884                | ₩ 8,115,032 |
| Revenue from intercompany transactions | 721,578                   | -                                  | -                       | -           |
| Net revenue                            | ₩ -                       | ₩ 8,099,148                        | ₩ 15,884                | ₩ 8,115,032 |
| Segment profit (loss) before tax       | ₩ (220,525)               | ₩ 621,536                          | ₩ (36,643)              | ₩ 584,893   |
| Segment profit (loss)                  | (145,411)                 | 526,835                            | (8,875)                 | 517,960     |
| Segment assets                         | (3,854,987)               | 27,783,525                         | -                       | 27,783,525  |
| Segment liabilities                    | (364,338)                 | 12,558,603                         | -                       | 12,558,603  |
| Segment depreciation                   | (21,077)                  | 581,413                            | 1,282                   | 582,695     |
| Segment amortization                   | 76,422                    | 256,503                            | 1,019                   | 257,522     |

(in millions of Korean won)

|                                        | <b>2024</b> |                   |                           |                      |
|----------------------------------------|-------------|-------------------|---------------------------|----------------------|
|                                        | Kakao Corp. | Kakao Games Corp. | Kakao Entertainment Corp. | Kakao Mobility Corp. |
| Revenue                                | ₩ 2,595,101 | ₩ 881,309         | ₩ 1,812,790               | ₩ 674,987            |
| Revenue from intercompany transactions | (170,125)   | (19,192)          | (113,427)                 | (16,497)             |
| Net revenue                            | ₩ 2,424,976 | ₩ 862,117         | ₩ 1,699,363               | ₩ 658,490            |
| Segment profit (loss) before tax       | ₩ 170,139   | ₩ (118,308)       | ₩ (225,978)               | ₩ 70,911             |
| Segment profit (loss)                  | 38,157      | (128,089)         | (259,070)                 | 28,869               |
| Segment assets                         | 11,607,487  | 3,173,239         | 3,081,492                 | 1,517,079            |
| Segment liabilities                    | 4,393,162   | 1,694,882         | 1,920,009                 | 468,086              |
| Segment depreciation                   | 300,098     | 35,657            | 36,365                    | 92,591               |
| Segment amortization                   | 19,870      | 36,593            | 63,648                    | 2,247                |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**6. Segment Information, Continued**

(in millions of Korean won)

|                                        | <b>2024</b>    |           |                     |          |                            |           |        |           |
|----------------------------------------|----------------|-----------|---------------------|----------|----------------------------|-----------|--------|-----------|
|                                        | Kakaopay Corp. |           | Kakao Piccoma Corp. |          | SM Entertainment Co., Ltd. |           | Others |           |
| Revenue                                | ₩              | 766,235   | ₩                   | 566,576  | ₩                          | 986,199   | ₩      | 339,791   |
| Revenue from intercompany transactions |                | (156,496) |                     | (19,442) |                            | (30,239)  |        | (233,537) |
| Net revenue                            | ₩              | 609,739   | ₩                   | 547,134  | ₩                          | 955,960   | ₩      | 106,254   |
| Segment profit (loss) before tax       | ₩              | (5,381)   | ₩                   | 23,184   | ₩                          | 22,690    | ₩      | (120,726) |
| Segment profit (loss)                  |                | (21,538)  |                     | 17,459   |                            | (2,570)   |        | (133,834) |
| Segment assets                         |                | 4,414,712 |                     | 888,832  |                            | 1,411,006 |        | 2,841,909 |
| Segment liabilities                    |                | 2,503,904 |                     | 157,934  |                            | 590,028   |        | 653,656   |
| Segment depreciation                   |                | 29,756    |                     | 9,430    |                            | 33,934    |        | 53,640    |
| Segment amortization                   |                | 22,714    |                     | 759      |                            | 28,877    |        | 5,869     |

(in millions of Korean won)

|                                        | <b>2024</b>               |             |                                    |            |                         |          |       |            |
|----------------------------------------|---------------------------|-------------|------------------------------------|------------|-------------------------|----------|-------|------------|
|                                        | Consolidation adjustments |             | Subtotal for continuing operations |            | Discontinued operations |          | Total |            |
| Revenue                                | ₩                         | (758,955)   | ₩                                  | 7,864,033  | ₩                       | 7,659    | ₩     | 7,871,692  |
| Revenue from intercompany transactions |                           | 758,955     |                                    | -          |                         | -        |       | -          |
| Net revenue                            | ₩                         | -           | ₩                                  | 7,864,033  | ₩                       | 7,659    | ₩     | 7,871,692  |
| Segment profit (loss) before tax       | ₩                         | 233,134     | ₩                                  | 49,665     | ₩                       | (52,480) | ₩     | (2,815)    |
| Segment profit (loss)                  |                           | 349,796     |                                    | (110,820)  |                         | (51,051) |       | (161,871)  |
| Segment assets                         |                           | (3,234,628) |                                    | 25,701,128 |                         | 71,900   |       | 25,773,028 |
| Segment liabilities                    |                           | (557,340)   |                                    | 11,824,321 |                         | 5,813    |       | 11,830,134 |
| Segment depreciation                   |                           | (17,207)    |                                    | 574,264    |                         | 1,404    |       | 575,668    |
| Segment amortization                   |                           | 77,943      |                                    | 258,520    |                         | 1,109    |       | 259,629    |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

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**6. Segment Information, Continued**

For the years ended December 31, 2025 and 2024, the Group's revenues are primarily generated in Korea, and the most of non-current assets held by the group are located in Korea.

The geographic information below analyses the Group's revenue for the years ended December 31, 2025 and 2024, by the Group's country of domicile.

*(in millions of  
Korean won)*

|         | 2025               |             |               |          |          |             |
|---------|--------------------|-------------|---------------|----------|----------|-------------|
|         | Korea <sup>1</sup> | Asia        | North America | Europe   | Others   | Total       |
| Revenue | ₩ 6,432,948        | ₩ 1,152,378 | ₩ 411,892     | ₩ 80,870 | ₩ 21,060 | ₩ 8,099,148 |

<sup>1</sup> Excludes ₩ 15,884 million of revenue related to discontinued operations.

*(in millions of  
Korean won)*

|         | 2024               |             |               |           |          |             |
|---------|--------------------|-------------|---------------|-----------|----------|-------------|
|         | Korea <sup>1</sup> | Asia        | North America | Europe    | Others   | Total       |
| Revenue | ₩ 6,223,132        | ₩ 1,069,043 | ₩ 396,664     | ₩ 155,680 | ₩ 19,514 | ₩ 7,864,033 |

<sup>1</sup> Excludes ₩ 7,659 million of revenue related to discontinued operations.

There was no external customer contributing more than 10% of the total revenue for the years ended December 31, 2025 and 2024.

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**7. Financial Instruments by Category**

Carrying amounts of financial assets and liabilities by category as at December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                                | <b>2025</b>         | <b>2024</b>         |
|-------------------------------------------------------------------|---------------------|---------------------|
| <b>Financial assets</b>                                           |                     |                     |
| Financial assets at fair value through profit or loss             | ₩ 1,794,857         | ₩ 1,365,467         |
| Financial assets at fair value through other comprehensive income | 2,793,832           | 2,148,996           |
| Financial assets at amortized cost                                |                     |                     |
| Cash and cash equivalents                                         | 6,373,784           | 6,169,765           |
| Deposits                                                          | 444,180             | 181,464             |
| Short-term financial instruments                                  | 1,959,572           | 1,431,649           |
| Long-term financial instruments                                   | 16,419              | 12,653              |
| Financial assets at amortized cost                                | 208,650             | 95,460              |
| Trade receivables                                                 | 569,486             | 548,689             |
| Other current financial assets                                    | 908,430             | 778,285             |
| Other non-current financial assets                                | 267,683             | 280,356             |
|                                                                   | <u>10,748,204</u>   | <u>9,498,321</u>    |
| Derivative financial assets                                       |                     |                     |
| Current derivative financial assets                               | 76                  | 672                 |
| Non-current derivative financial assets                           | 59,040              | 8,554               |
|                                                                   | <u>59,116</u>       | <u>9,226</u>        |
|                                                                   | <u>₩ 15,396,009</u> | <u>₩ 13,022,010</u> |

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**7. Financial Instruments by Category, Continued**

Carrying amounts of financial assets and liabilities by category as at December 31, 2025 and 2024, are as follows:, continued

| <i>(in millions of Korean won)</i>                                      | <b>2025</b>        | <b>2024</b>        |
|-------------------------------------------------------------------------|--------------------|--------------------|
| <b>Financial liabilities</b>                                            |                    |                    |
| Financial liabilities at fair value through profit or loss <sup>1</sup> | ₩ 199,630          | ₩ 230,185          |
| Financial liabilities at amortized cost                                 |                    |                    |
| Trade and other payables                                                | 2,164,695          | 1,903,374          |
| Short-term borrowings                                                   | 1,144,218          | 1,887,236          |
| Deposits received                                                       | 2,285,859          | 1,624,684          |
| Brokerage deposits <sup>2</sup>                                         | 1,525,674          | 1,491,796          |
| Other current financial liabilities <sup>3</sup>                        | 85,664             | 106,530            |
| Non-current trade and other payables                                    | 5,968              | 7,472              |
| Long-term borrowings                                                    | 990,548            | 327,870            |
| Other non-current financial liabilities <sup>3</sup>                    | 39,957             | 43,339             |
|                                                                         | <u>8,242,583</u>   | <u>7,392,301</u>   |
| Derivative financial assets                                             |                    |                    |
| Current derivative financial assets                                     | 41,919             | 126,364            |
|                                                                         | <u>41,919</u>      | <u>126,364</u>     |
|                                                                         | <u>₩ 8,484,132</u> | <u>₩ 7,748,850</u> |

<sup>1</sup> It is the amount included in other current financial liabilities and other non-current liabilities in the consolidated statements of financial position (Note 13).

<sup>2</sup> It is the amount included in other current financial liabilities in the consolidated statements of financial position (Note 13).

<sup>3</sup> As at December 31, 2025, non-controlling interests in fund with maturity recognized as financial liabilities by the Group amount to ₩ 51,691 million (2024: ₩ 25,689 million).

The profit or loss on financial instruments related to discontinued operations is as follows.

During the current period, the discontinued operations recognized other comprehensive income, excluding ₩157 million of gains or losses on fair value measurement of financial assets, ₩142 million of interest expense, and ₩3 million of foreign exchange gains or losses.

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**7. Financial Instruments by Category, Continued**

In the prior period, discontinued operations recognized profit or loss related to financial instruments (profit or loss for the period) of ₩13,523 million, interest expense of ₩564 million, dividend income (revenue) of ₩39 million, and foreign exchange gains or losses of ₩2 million.

Financial gains or losses related to changes in non-controlling interests of funds classified as subsidiaries are as follows.

Changes in non-controlling interests of subsidiary funds recognized as financial profit or loss for the current period amounted to ₩ (-)61,885 million.

Changes in non-controlling interests of subsidiary funds recognized as financial profit or loss in the prior period amounted to ₩ (-)31,301 million.

Net gains or losses on each category of financial instruments for the years ended December 31, 2025 and 2024, are as follows:

| (in millions of<br>Korean won)                                                | 2025                                                    |                                                            |                                  |                    |                    |                                                                  |
|-------------------------------------------------------------------------------|---------------------------------------------------------|------------------------------------------------------------|----------------------------------|--------------------|--------------------|------------------------------------------------------------------|
|                                                                               | Gain on<br>valuation (other<br>comprehensive<br>income) | Gain (loss) on<br>valuation /<br>sales (profit or<br>loss) | Interest<br>income<br>(expenses) | Dividend<br>income | Impairment<br>loss | Gain on<br>foreign<br>currency<br>translation and<br>transaction |
| <b>Financial assets</b>                                                       |                                                         |                                                            |                                  |                    |                    |                                                                  |
| Financial assets at fair<br>value through profit or<br>loss                   | ₩ -                                                     | ₩ 13,133                                                   | ₩ 140                            | ₩ 1,213            | ₩ -                | ₩ -                                                              |
| Financial assets at fair<br>value through other<br>comprehensive income       | 856,191                                                 | 2,020,667                                                  | -                                | 56,556             | -                  | -                                                                |
| Financial assets at<br>amortized cost and other<br>financial assets           | -                                                       | -                                                          | 198,588                          | -                  | (20,759)           | 4,341                                                            |
| Derivative financial assets                                                   | -                                                       | 51,454                                                     | -                                | -                  | -                  | -                                                                |
| <b>Financial liabilities</b>                                                  |                                                         |                                                            |                                  |                    |                    |                                                                  |
| Financial liabilities at fair<br>value through profit or<br>loss              | -                                                       | (2,991)                                                    | -                                | -                  | -                  | 959                                                              |
| Financial liabilities at<br>amortized cost and other<br>financial liabilities | -                                                       | (50,811)                                                   | (110,758)                        | -                  | -                  | 37,152                                                           |
| Derivative financial<br>liabilities                                           | -                                                       | 19,522                                                     | -                                | -                  | -                  | -                                                                |

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**7. Financial Instruments by Category, Continued**

Net gains or losses on each category of financial instruments for the years ended December 31, 2025 and 2024, are as follows:, continued

| (in millions of<br>Korean won)                                                | 2024                                                    |                                                            |                                  |                    |                    |                                                                         |
|-------------------------------------------------------------------------------|---------------------------------------------------------|------------------------------------------------------------|----------------------------------|--------------------|--------------------|-------------------------------------------------------------------------|
|                                                                               | Gain on<br>valuation (other<br>comprehensive<br>income) | Gain (loss) on<br>valuation /<br>sales (profit or<br>loss) | Interest<br>income<br>(expenses) | Dividend<br>income | Impairment<br>loss | Gain (loss) on<br>foreign<br>currency<br>translation and<br>transaction |
| <b>Financial assets</b>                                                       |                                                         |                                                            |                                  |                    |                    |                                                                         |
| Financial assets at fair<br>value through profit or<br>loss                   | ₩ -                                                     | ₩ (20,827)                                                 | ₩ 524                            | ₩ 884              | ₩ -                | ₩ 59                                                                    |
| Financial assets at fair<br>value through other<br>comprehensive income       | 350,310                                                 | -                                                          | -                                | 45,281             | -                  | -                                                                       |
| Financial assets at<br>amortized cost and other<br>financial assets           | -                                                       | -                                                          | 213,190                          | -                  | (44,543)           | 38,754                                                                  |
| Derivative financial assets                                                   | -                                                       | 149                                                        | -                                | -                  | -                  | -                                                                       |
| <b>Financial liabilities</b>                                                  |                                                         |                                                            |                                  |                    |                    |                                                                         |
| Financial liabilities at fair<br>value through profit or<br>loss              | -                                                       | 3,188                                                      | -                                | -                  | -                  | -                                                                       |
| Financial liabilities at<br>amortized cost and other<br>financial liabilities | -                                                       | (3,617)                                                    | (136,501)                        | -                  | -                  | 5,248                                                                   |
| Derivative financial<br>liabilities                                           | -                                                       | 49,912                                                     | -                                | -                  | -                  | -                                                                       |

**KAKAO CORP. and Subsidiaries**  
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**8. Cash and Cash Equivalents, Short-term and Long-term Financial Instruments and Restricted Financial Instruments**

Cash and cash equivalents comprise cash on hand, demand deposits and short-term, highly liquid investments that are readily convertible to known amounts of cash which are subject to an insignificant risk of changes in value.

Details of cash and cash equivalents and short-term and long-term financial instruments as at December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                         | <b>2025</b>        | <b>2024</b>        |
|------------------------------------------------------------|--------------------|--------------------|
| Cash in bank and on hand and others                        | ₩ 6,373,784        | ₩ 6,169,766        |
| Short-term financial instruments                           | 1,959,571          | 1,431,649          |
| Long-term financial instruments – time deposits and others | 16,419             | 12,653             |
|                                                            | <u>₩ 8,349,774</u> | <u>₩ 7,614,068</u> |

<sup>1</sup> See Note 38 for information about restricted deposits, trust and payment guarantees.

In addition, the Group's deposits of ₩ 15,847 million are pledged as collateral in relation to employees' bank loans (Note 38).

Details of deposits as at December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                     | <b>2025</b>      | <b>2024</b>      |
|--------------------------------------------------------|------------------|------------------|
| General instrument deposit                             | ₩ 89,000         | ₩ 24,000         |
| Separate investment deposit                            | 7,000            | 4,000            |
| Foreign currency separate investment deposit           | 216,660          | 80,962           |
| Deposit for trading shares in foreign currency (trust) | 120,237          | 63,072           |
| Market derivatives transaction deposit                 | 400              | 400              |
| Deposit for opening a checking account                 | 2                | 2                |
| Other deposits                                         | 10,881           | 9,029            |
|                                                        | <u>₩ 444,180</u> | <u>₩ 181,465</u> |

**KAKAO CORP. and Subsidiaries**  
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**8. Cash and Cash Equivalents, Short-term and Long-term Financial Instruments and Restricted Financial Instruments, Continued**

Details of financial instruments that are reserved in accordance with the related laws as at December 31, 2025 and 2024 are as follows:

| <i>(in millions of<br/>Korean won)</i>                | <b>Category</b>                                           | <b>2025</b>        | <b>2024</b>      | <b>Purpose</b>                                 |
|-------------------------------------------------------|-----------------------------------------------------------|--------------------|------------------|------------------------------------------------|
| Deposit                                               | Separate investment deposit <sup>1</sup>                  | ₩ 7,000            | ₩ 4,000          | Separate depositing of customer's deposit      |
|                                                       | Foreign currency separate investment deposit <sup>1</sup> | 216,660            | 80,962           | Separate depositing of customer's deposit      |
|                                                       | Other deposits                                            | 9,300              | 2,500            | Korea Exchange and securities market margin    |
| Financial assets at fair value through profit or loss | Separate investment deposit (trust) <sup>1</sup>          | 1,248,533          | 904,113          | Separate depositing of customer's deposit      |
|                                                       | Joint funds for damages <sup>2</sup>                      | 1,410              | 1,010            | Korea Exchange and Korea Securities Depository |
|                                                       |                                                           | <u>₩ 1,482,903</u> | <u>₩ 992,585</u> |                                                |

<sup>1</sup> In accordance with Paragraph 4 in Article 74 of Financial Investment Services and Capital Markets Act, the Group separated customer's deposit and placed it in deposits with Korea Securities Finance Corp. in order to return the customer's deposit or to meet the demand of the customers. The deposits shall not be transferred to or provided as collateral and shall not be offset or seized by anyone.

<sup>2</sup> In accordance with Article 394 and Article 303 of Financial Investment Services and Capital Markets Act, the Group set aside the joint funds for damages in Korea Exchange and Korea Securities Depository to jointly compensate for losses incurred from default arising from transactions on the securities market.

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**9. Credit Quality of Financial Assets**

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates.

Cash and cash equivalents are all deposited in the financial institutions with high credit ratings.

**10. Financial Assets**

(1) Financial assets at fair value through profit or loss and derivative financial assets

Financial assets mandatorily measured at fair value through profit or loss and derivative financial assets include the following classes of financial assets:

| <i>(in millions of Korean won)</i>                    | <b>2025</b>        | <b>2024</b>        |
|-------------------------------------------------------|--------------------|--------------------|
| Financial assets at fair value through profit or loss |                    |                    |
| Current                                               |                    |                    |
| Beneficiary securities and others                     | ₩ 135,662          | ₩ 50,595           |
| Separate investment deposit (trust)                   | 1,248,533          | 904,113            |
|                                                       | <u>1,384,195</u>   | <u>954,708</u>     |
| Non-current                                           |                    |                    |
| Listed shares                                         | 40,622             | 3,804              |
| Beneficiary securities and others                     | 195,559            | 211,494            |
| Unlisted equity securities and others                 | 174,481            | 187,981            |
|                                                       | <u>410,662</u>     | <u>403,279</u>     |
|                                                       | <u>₩ 1,794,857</u> | <u>₩ 1,357,987</u> |
| Derivative financial assets                           |                    |                    |
| Current derivative financial assets                   | ₩ 76               | ₩ 672              |
| Non-current derivative financial assets               | 59,040             | 8,553              |
|                                                       | <u>₩ 59,116</u>    | <u>₩ 9,225</u>     |

The amounts recognized in profit or loss are as follows:

| <i>(in millions of Korean won)</i>                                           | <b>2025</b> | <b>2024</b> |
|------------------------------------------------------------------------------|-------------|-------------|
| Losses on financial assets at fair value through profit or loss <sup>1</sup> | ₩ 14,487    | ₩ (19,361)  |
| Gains on derivative financial assets                                         | 51,454      | 149         |

<sup>1</sup> Loss related to discontinued operation amounting to ₩13,523 million for the prior period is included.

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**10. Financial Assets, Continued**

(2) Financial assets at fair value through other comprehensive income

Equity investments at fair value through other comprehensive income comprise the following individual investments:

| <i>(in millions of Korean won)</i> | <b>2025</b>        | <b>2024</b>        |
|------------------------------------|--------------------|--------------------|
| Non-current                        |                    |                    |
| Listed equity securities           |                    |                    |
| Kadokawa Corporation               | ₩ 366,508          | ₩ 370,268          |
| SK TELECOM CO., LTD.               | 205,787            | 212,326            |
| Krafton Corp.                      | 157,362            | 236,547            |
| SENA Technologies Inc <sup>1</sup> | 36,080             | -                  |
| CHA Biotech Co., LTD.              | 35,211             | -                  |
| M-up holdings, Inc                 | 8,089              | -                  |
| VAIV company Inc                   | 3,360              | 3,740              |
| KeyHolder Inc                      | 3,194              | 3,264              |
| FNC ENTERTAINMENT Co., LTD.        | 2,681              | 1,804              |
| Daesung Fine Tech. Co., LTD.       | 675                | -                  |
| ITOXI Corp.                        | 34                 | 64                 |
| NEXUS Co., LTD.                    | 2                  | 3                  |
| ezCaretech Co., LTD.               | -                  | 7,705              |
| SK Square Co., LTD.                | -                  | 197,188            |
|                                    | <u>818,983</u>     | <u>1,032,909</u>   |
| Unlisted equity securities         | <u>1,974,849</u>   | <u>1,116,087</u>   |
|                                    | <u>₩ 2,793,832</u> | <u>₩ 2,148,996</u> |

<sup>1</sup> During the current period, Senna Technology Co., Ltd. was listed, and KRW 32,946 million at the prior year-end is included in unlisted equity securities, etc.

**10. Financial Assets, Continued**

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(2) Financial assets at fair value through other comprehensive income, Continued

The amounts recognized in the consolidated statements of comprehensive income are as follows:

| <i>(in millions of Korean won)</i>                                                              | <b>2025</b> | <b>2024</b> |
|-------------------------------------------------------------------------------------------------|-------------|-------------|
| Gains on financial assets at fair value through other comprehensive income <sup>1</sup>         | ₩ 58,577    | ₩ 45,281    |
| Other comprehensive income on financial assets at fair value through other comprehensive income | 856,191     | 350,310     |

<sup>1</sup> Profit or loss related to discontinued operations of KRW 39 million for the prior period is excluded.

<sup>2</sup> Other comprehensive income related to discontinued operations of KRW (157) million for the current period is excluded.

Upon disposal of these equity investments, any balance within the accumulated other comprehensive income (loss) for these equity investments is reclassified to retained earnings and is not reclassified to profit or loss.

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**10. Financial Assets, Continued**

(3) Trade receivables, other current financial assets and other non-current financial assets

Trade receivables and allowance for doubtful accounts as at December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i> | <b>2025</b>      | <b>2024</b>      |
|------------------------------------|------------------|------------------|
| Trade receivables                  | ₩ 594,584        | ₩ 570,065        |
| Less: loss allowance (Note 4)      | (25,098)         | (21,375)         |
| Trade receivables - net            | <u>₩ 569,486</u> | <u>₩ 548,690</u> |

There is no collateral held by the Group.

Details of other current financial assets, other non-current financial assets and loss allowance as at December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i> | <b>2025</b>        | <b>2024</b>        |
|------------------------------------|--------------------|--------------------|
| Other current financial assets     |                    |                    |
| Non-trade receivables              | ₩ 824,947          | ₩ 733,308          |
| Accrued revenues                   | 29,136             | 27,465             |
| Short-term loans receivable        | 25,270             | 14,139             |
| Short-term loans to employees      | 2,484              | 2,891              |
| Leasehold deposits                 | 36,645             | 39,370             |
| Others                             | 17,516             | 15,103             |
|                                    | <u>935,998</u>     | <u>832,276</u>     |
| Other non-current financial assets |                    |                    |
| Long-term non-trade receivables    | 33,336             | 34,346             |
| Long-term accrued revenues         | 190                | 184                |
| Long-term loans receivable         | 11,784             | 32,600             |
| Long-term loans to employees       | 4,078              | 3,247              |
| Leasehold deposits                 | 173,330            | 177,295            |
| Others                             | 81,246             | 90,124             |
|                                    | <u>303,964</u>     | <u>337,796</u>     |
|                                    | 1,239,962          | 1,170,072          |
| Less: loss allowance (Note 4)      | (63,849)           | (111,431)          |
|                                    | <u>₩ 1,176,113</u> | <u>₩ 1,058,641</u> |

**KAKAO CORP. and Subsidiaries**  
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**11. Contract Assets and Liabilities**

(1) Contract assets, incremental costs, contract liabilities and refund liabilities

Details of contract assets (other current assets), incremental costs of obtaining customers (other current and non-current assets), and contract liabilities and refund liabilities (other current and non-current liabilities), recognized in relation to contracts with customers, as at December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                    | <b>2025</b> | <b>2024</b> |
|-------------------------------------------------------|-------------|-------------|
| Contract assets <sup>1</sup>                          | ₩ 63,513    | ₩ 50,720    |
| Incremental costs of obtaining contracts <sup>2</sup> | 8,784       | 8,607       |
| Contract liabilities <sup>3</sup>                     | 479,964     | 466,080     |

<sup>1</sup> Represents the amount of unbilled consideration for performance obligations satisfied (including services provided, production, and content usage) in business segments such as Platform, Content, Advertising, and Entertainment.

<sup>2</sup> Represents incremental costs of obtaining a contract, such as commissions, Minimum Guarantees (MG), and agency fees incurred in business segments including E-commerce, Publishing, Games, and Entertainment, which are amortized over the period during which the related revenue is recognized.

<sup>3</sup> Represents prepayments from customers (including coins, points, cash, and advances) for which performance obligations, such as services, content, advertising, and game services, remain unsatisfied; these are recognized as revenue upon the provision of services or usage of content.

There are no significant changes in contract assets, incremental costs of obtaining contracts and contract liabilities for the year ended December 31, 2025.

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**11. Contract Assets and Liabilities, Continued**

(2) Expenses and revenue recognized in relation to incremental costs of obtaining contracts and contract liabilities

The following table shows how much of the revenue and expenses recognized in the current reporting period relates to carried-forward incremental costs of obtaining contracts and contract liabilities.

| <i>(in millions of Korean won)</i>                                                                                         | <b>2025</b> | <b>2024</b> |
|----------------------------------------------------------------------------------------------------------------------------|-------------|-------------|
| Expenses recognized that was included in the incremental costs of obtaining contracts balance at the beginning of the year |             |             |
| Incremental costs of obtaining contracts                                                                                   | ₩ 8,316     | ₩ 7,494     |
| Revenue recognized that was included in the contract liabilities balance at the beginning of the year                      |             |             |
| Contract liabilities                                                                                                       | 372,454     | 353,412     |

(3) Classification of revenue from contracts with customers

| <i>(in millions of Korean won)</i>                    | <b>2025</b>        | <b>2024</b>        |
|-------------------------------------------------------|--------------------|--------------------|
| Timing of revenue recognition                         |                    |                    |
| At a point in time                                    | ₩ 5,510,306        | ₩ 5,481,100        |
| Over time                                             | 2,407,178          | 2,270,052          |
|                                                       | <u>7,917,484</u>   | <u>7,751,152</u>   |
| Discontinued operations                               |                    |                    |
| At a point in time                                    | 14,655             | 4,612              |
| Over time                                             | 1,230              | 3,047              |
|                                                       | <u>15,885</u>      | <u>7,659</u>       |
| Revenue from other sources                            |                    |                    |
| Gains on valuation and sales of financial instruments | 35,528             | 29,809             |
| Gains on transaction of derivatives                   | 529                | 219                |
| Interest income                                       | 22,377             | 12,572             |
| Gains on foreign currency transaction                 | 62,980             | 33,981             |
| Insurance revenue                                     | 59,864             | 35,560             |
| Other operating income                                | 385                | 740                |
|                                                       | <u>181,663</u>     | <u>112,881</u>     |
|                                                       | <u>₩ 8,115,032</u> | <u>₩ 7,871,692</u> |

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**12. Trade and Other Payables**

Trade and other payables as at December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>   | <b>2025</b>        | <b>2024</b>        |
|--------------------------------------|--------------------|--------------------|
| Trade and other payables             |                    |                    |
| Trade payables                       | ₩ 228,086          | ₩ 228,085          |
| Non-trade payables                   | 1,929,845          | 1,669,477          |
| Withhold deposits received           | 6,764              | 5,813              |
|                                      | <u>2,164,695</u>   | <u>1,903,375</u>   |
| Non-current trade and other payables |                    |                    |
| Long-term non-trade payables         | 2,922              | 7,051              |
| Withhold deposits received           | 3,045              | 421                |
|                                      | <u>5,967</u>       | <u>7,472</u>       |
|                                      | <u>₩ 2,170,662</u> | <u>₩ 1,910,847</u> |

**13. Other Financial Liabilities**

Other financial liabilities as at December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                    | <b>2025</b>        | <b>2024</b>        |
|-------------------------------------------------------|--------------------|--------------------|
| Other current financial liabilities                   |                    |                    |
| Accrued expenses                                      | ₩ 86,402           | ₩ 161,219          |
| Leasehold deposit received                            | 1,379              | 685                |
| Convertible preferred shares liabilities <sup>1</sup> | -                  | 1,619              |
| Brokerage deposits                                    | 1,525,673          | 1,495,161          |
|                                                       | <u>1,613,454</u>   | <u>1,658,684</u>   |
| Deposits received                                     |                    |                    |
| Deposits received                                     | 2,285,859          | 1,624,684          |
| Other non-current financial liabilities               |                    |                    |
| Long-term accrued expenses                            | 226,084            | 196,926            |
| Long-term leasehold deposit received                  | 11,386             | 15,739             |
| Others                                                | -                  | 500                |
|                                                       | <u>237,470</u>     | <u>213,165</u>     |
|                                                       | <u>₩ 4,136,783</u> | <u>₩ 3,496,533</u> |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

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**14. Other Assets and Liabilities**

Other assets as at December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i> | <b>2025</b>      | <b>2024</b>      |
|------------------------------------|------------------|------------------|
| Other current assets               |                  |                  |
| Advance payments                   | ₩ 320,353        | ₩ 322,332        |
| Prepaid expenses                   | 127,546          | 100,297          |
| Prepaid value added tax            | 10,945           | 8,530            |
| Corporate tax refund receivable    | 10,204           | 13,758           |
| Others                             | 14,917           | 2,940            |
|                                    | <u>483,965</u>   | <u>447,857</u>   |
| Other non-current assets           |                  |                  |
| Long-term advance payments         | 282,789          | 268,902          |
| Long-term prepaid expenses         | 22,618           | 11,938           |
|                                    | <u>305,407</u>   | <u>280,840</u>   |
|                                    | <u>₩ 789,372</u> | <u>₩ 728,697</u> |

Other liabilities as at December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>       | <b>2025</b>      | <b>2024</b>      |
|------------------------------------------|------------------|------------------|
| Other current liabilities                |                  |                  |
| Advances from customers                  | ₩ 348,610        | ₩ 346,276        |
| Deferred revenues                        | 164,550          | 145,759          |
| Withholdings                             | 41,050           | 41,772           |
| Value added tax payable                  | 88,355           | 83,499           |
| Short-term employee benefits liabilities | 291,697          | 237,329          |
| Others                                   | 7,191            | 315              |
|                                          | <u>941,453</u>   | <u>854,950</u>   |
| Other non-current liabilities            |                  |                  |
| Long-term withholdings                   | -                | 143              |
| Long-term advances from customers        | 9,781            | 10,845           |
| Long-term deferred revenues              | 10,323           | 3,874            |
| Others                                   | 704              | 2,269            |
|                                          | <u>20,808</u>    | <u>17,131</u>    |
|                                          | <u>₩ 962,261</u> | <u>₩ 872,081</u> |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

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**15. Inventories**

Details of inventories as at December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>           | <b>2025</b>     | <b>2024</b>     |
|----------------------------------------------|-----------------|-----------------|
| Merchandise                                  | ₩ 60,789        | ₩ 54,355        |
| Less: Valuation allowance for merchandise    | (12,492)        | (8,728)         |
| Finished goods                               | 41,081          | 30,482          |
| Less: Valuation allowance for finished goods | (22,089)        | (11,470)        |
| Raw materials                                | 8,590           | 14,502          |
| Less: Valuation allowance for raw materials  | (1,093)         | (2,806)         |
| Others                                       | 4,729           | 4,733           |
| Less: Valuation allowance for others         | (2,974)         | (14)            |
|                                              | <u>₩ 76,541</u> | <u>₩ 81,054</u> |

Inventories recognized as an expense during the year ended December 31, 2025, amounted to ₩ 480,966 million (2024: ₩ 500,241 million). These were included in 'operating expenses'.

Details of losses on abandonment and valuation of inventories included in operating expenses for the years ended December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i> | <b>2025</b>     | <b>2024</b>    |
|------------------------------------|-----------------|----------------|
| Losses on valuation                | ₩ 16,100        | ₩ 7,655        |
| Losses on abandonment              | 147             | 298            |
|                                    | <u>₩ 16,247</u> | <u>₩ 7,953</u> |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**16. Investments in Associates and Joint Ventures**

Investments in associates and joint venture<sup>1</sup> as at December 31, 2025 and 2024, are as follows:

(in millions of Korean won)

(in millions of Korean won)

|                                                                  |           |                                       | 2025             |             | 2024        |  |
|------------------------------------------------------------------|-----------|---------------------------------------|------------------|-------------|-------------|--|
|                                                                  | Location  | Percentage of ownership <sup>10</sup> | Acquisition cost | Book amount | Book amount |  |
| Associates <sup>1</sup>                                          |           |                                       |                  |             |             |  |
| Adlock Advertainment <sup>3</sup>                                | Korea     | 12.0%                                 | ₩ 1,000          | ₩ 1,132     | ₩ 1,132     |  |
| Anycall Mobility Corp.                                           | Korea     | 20.0%                                 | 1,000            | 1,152       | 1,114       |  |
| ATU e-sports Growth PE Fund <sup>8</sup>                         | Korea     | 25.1%                                 | 5,195            | 4,589       | 4,760       |  |
| Caring Corp. <sup>3</sup>                                        | Korea     | 8.5%                                  | 3,142            | 1,936       | 2,447       |  |
| CNT TECH CO., LTD. <sup>3</sup>                                  | Korea     | 18.2%                                 | 5,001            | 8,453       | 7,970       |  |
| Deleo Korea Co., Ltd. <sup>3,7</sup>                             | Korea     | 9.0%                                  | 3,000            | -           | -           |  |
| DGT Mobility.                                                    | Korea     | 35.1%                                 | 3,095            | 7,724       | 6,406       |  |
| DIGISONIC CO., LTD. <sup>3,7</sup>                               | Korea     | 9.4%                                  | 100              | -           | 14          |  |
| D&C MEDIA CO., LTD.                                              | Korea     | 22.9%                                 | 33,789           | 34,929      | 43,930      |  |
| DEVOTION FOODS Inc. <sup>3,7</sup>                               | Korea     | 17.7%                                 | 3,000            | -           | -           |  |
| DAEWON C.I. INC <sup>3</sup>                                     | Korea     | 19.8%                                 | 15,048           | 6,344       | 9,861       |  |
| DOZN CO., LTD <sup>3,8</sup>                                     | Korea     | 8.3%                                  | 547              | 6,508       | 4,305       |  |
| 325 E&C                                                          | Korea     | 40.0%                                 | 2,400            | 104         | 1,012       |  |
| EASYGO CO., LTD.                                                 | Korea     | 20.0%                                 | 100              | 92          | 92          |  |
| G&G ENTERPRISE CO., LTD. <sup>3,7</sup>                          | Korea     | 1.8%                                  | 375              | -           | -           |  |
| GC Social Media Marketing, Inc.                                  | USA       | 39.4%                                 | 3,578            | 840         | 1,163       |  |
| GOOD GANG LABS PTE. LTD. <sup>3</sup>                            | Singapore | 11.1%                                 | 2,586            | 2,986       | 2,888       |  |
| Haksan Publishing Co., Ltd. <sup>3</sup>                         | Korea     | 19.8%                                 | 14,653           | 3,577       | 4,415       |  |
| Helios KDBC Video Digital Contents No. 1 <sup>2,8,15</sup>       | Korea     | -                                     | -                | -           | 3,977       |  |
| Highup Entertainment                                             | Korea     | 40.0%                                 | 4,000            | 126         | 423         |  |
| LEEMITELEESYUN CULTURE INDUSTRIAL JEONMUNHOESA INC. <sup>7</sup> | Korea     | 20.0%                                 | 4                | -           | -           |  |
| InnoSignal CO., LTD. <sup>3</sup>                                | Korea     | 14.3%                                 | 100              | 221         | 187         |  |
| JASON GROUP Co., Ltd. <sup>3</sup>                               | Korea     | 13.1%                                 | 29,997           | 4,997       | 3,589       |  |
| KakaoBank Corp. <sup>8</sup>                                     | Korea     | 27.2%                                 | 788,748          | 1,861,062   | 1,807,789   |  |
| Korea Credit Data                                                | Korea     | 21.0%                                 | 4,246            | 4,589       | 13,949      |  |
| K Cube NEO Fund <sup>3,8</sup>                                   | Korea     | 15.6%                                 | 2,520            | 902         | 1,359       |  |
| Kakao Growth Hacking Fund <sup>3,8</sup>                         | Korea     | 15.3%                                 | 14,400           | 11,529      | 12,962      |  |
| KIF-Kakao Wooribank Technology Financing Fund <sup>3,8</sup>     | Korea     | 19.7%                                 | 9,600            | 33,486      | 27,469      |  |
| Loadstars <sup>7</sup>                                           | Korea     | 22.3%                                 | 82               | -           | -           |  |
| MANNACEA <sup>7</sup>                                            | Korea     | 21.9%                                 | 10,000           | -           | -           |  |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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**16. Investments in Associates and Joint Ventures, Continued**

Investments in associates and joint venture<sup>1</sup> as at December 31, 2025 and 2024, are as follows:, continued

(in millions of Korean won)

|                                                       | Location  | 2025                                  |                  | 2024        |             |
|-------------------------------------------------------|-----------|---------------------------------------|------------------|-------------|-------------|
|                                                       |           | Percentage of ownership <sup>10</sup> | Acquisition cost | Book amount | Book amount |
| Keytalk AI Inc. <sup>14</sup>                         | Korea     | -                                     | -                | -           | -           |
| Neptune Co., Ltd. <sup>13</sup>                       | Korea     | 20.0%                                 | -                | -           | 162,069     |
| Super Comics.                                         | Korea     | 19.8%                                 | 2,000            | 497         | 517         |
| Second Dive <sup>3,7</sup>                            | Korea     | 22.2%                                 | 10,000           | -           | 7,236       |
| Seoul Media Comics, INC.                              | Korea     | 20.0%                                 | 10,000           | 7,757       | 8,204       |
| S&T Solution Co.,Ltd.                                 | Korea     | 19.4%                                 | 1,245            | 1,079       | 1,101       |
| Kakao-Shinhan 1st TNYT Fund <sup>3</sup>              | Korea     | 8.0%                                  | 5,970            | 3,025       | 3,426       |
| TOROOO Inc. <sup>3</sup>                              | Korea     | 22.4%                                 | 1,000            | 171         | 138         |
| Tide Square Co., Ltd. <sup>7</sup>                    | Korea     | 33.3%                                 | 26,464           | -           | -           |
| UNION K-Culture Contents Investment Fund <sup>8</sup> | Korea     | 4.4%                                  | 667              | 6,511       | 4,092       |
| MUSTIT. CO., Ltd. <sup>3,7</sup>                      | Korea     | 50.6%                                 | 9,992            | -           | 713         |
| Kakao Style Corp. <sup>6</sup>                        | Korea     | 48.2%                                 | 173,437          | 130,211     | 126,703     |
| UTC Kakao SK Telecom ESG Fund <sup>8</sup>            | Korea     | 49.0%                                 | 8,000            | 6,112       | 9,198       |
| HongKong TXKP Limited                                 | Hong Kong | 4.8%                                  | 23,196           | 9,533       | 12,763      |
| Nubility <sup>3,5</sup>                               | Korea     | 21.1%                                 | 1,560            | 492         | 462         |
| Reality Magic <sup>7</sup>                            | Korea     | 9.1%                                  | 5,556            | -           | -           |
| Autonomous A2Z <sup>3,7</sup>                         | Korea     | 17.0%                                 | 11,000           | -           | 6,010       |
| Humanscape <sup>3</sup>                               | Korea     | 48.1%                                 | 17,028           | 573         | 4,224       |
| Grip Company                                          | Korea     | 23.0%                                 | 177,077          | 63,817      | 68,910      |
| Metaverse Entertainment <sup>7</sup>                  | Korea     | 38.2%                                 | 12,000           | -           | 395         |
| Atwater Capital Partners I, L.P.                      | USA       | 20.0%                                 | 1,143            | 1,746       | 2,100       |
| Romance Crew <sup>7</sup>                             | Korea     | 20.8%                                 | 40               | -           | -           |
| Bluepoint Discovery Venture Fund No.2                 | Korea     | 40.5%                                 | 2,000            | 1,736       | 1,673       |
| TNK Factory                                           | Korea     | 2.2%                                  | 38,302           | 35,996      | 36,838      |
| Galux <sup>3,5</sup>                                  | Korea     | 1.9%                                  | 3,081            | 1,731       | 1,863       |
| RECON Labs. <sup>3</sup>                              | Korea     | 19.3%                                 | 500              | 56          | 121         |
| e.Form Works <sup>3,7</sup>                           | Korea     | 17.3%                                 | 733              | -           | -           |
| LOVO INC. <sup>3,7</sup>                              | USA       | 26.6%                                 | 4,107            | -           | 2,114       |
| Atwater Soundtrack SPV, LP <sup>2</sup>               | USA       | 13.0%                                 | 3,947            | 7,091       | 5,779       |
| Bluedot AI(formerly, Mediasphere) <sup>3,7</sup>      | Korea     | 20.0%                                 | 300              | -           | 184         |
| MORE VISION <sup>7</sup>                              | Korea     | 34.1%                                 | 1,500            | -           | 153         |
| GRAYGO Corp.                                          | Korea     | 23.6%                                 | 68,247           | 18,628      | 18,601      |

**KAKAO CORP. and Subsidiaries**  
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**December 31, 2025 and 2024**

**16. Investments in Associates and Joint Ventures, Continued**

Investments in associates and joint venture<sup>1</sup> as at December 31, 2025 and 2024, are as follows:, continued

(in millions of Korean won)

|                                                           | Location  | 2025                                  |                  | 2024        |             |
|-----------------------------------------------------------|-----------|---------------------------------------|------------------|-------------|-------------|
|                                                           |           | Percentage of ownership <sup>10</sup> | Acquisition cost | Book amount | Book amount |
| TheCheat                                                  | Korea     | 19.9%                                 | 2,509            | 2,977       | 2,744       |
| Siebert Financial Corp. <sup>3</sup>                      | USA       | 11.8%                                 | 23,255           | 30,512      | 30,262      |
| altimobility Corp. <sup>3,7</sup>                         | Korea     | 20.0%                                 | 5,600            | -           | -           |
| Let's go Together Kakao Games Win-win Fund <sup>2</sup>   | Korea     | 38.7%                                 | 10,000           | 8,680       | 7,201       |
| Jeju-vision Venture Investment Association No.1.          | Korea     | 21.9%                                 | 300              | 277         | 284         |
| Girl Rivers Cultural Industry Company Ltd. <sup>7</sup>   | Korea     | 30.0%                                 | 3                | -           | -           |
| YANADU. <sup>3,7</sup>                                    | Korea     | 16.8%                                 | 5,842            | -           | -           |
| KLleon Inc. <sup>3</sup>                                  | USA       | 12.7%                                 | 2,618            | 333         | 333         |
| GOLF VX CORP. <sup>6</sup>                                | USA       | -                                     | 2,549            | 1,685       | 1,921       |
| Haotoon China Co., Ltd                                    | China     | 22.0%                                 | 876              | 208         | 272         |
| PT Green Wind Culture                                     | Indonesia | 40.2%                                 | 135              | 164         | 136         |
| ESTEEM <sup>3</sup>                                       | Korea     | 18.5%                                 | 1,964            | 2,459       | 2,768       |
| MYSTIC STORY INC. <sup>14</sup>                           | Korea     | 20.7%                                 | -                | -           | -           |
| Dreamus Company <sup>5,16</sup>                           | Korea     | 13.4%                                 | -                | -           | 33,077      |
| DEAR U Co., Ltd. <sup>8,11</sup>                          | Korea     | 33.7%                                 | -                | -           | 265,042     |
| Studio Flow, Inc.                                         | Korea     | 31.6%                                 | 29,424           | 13,623      | 14,549      |
| KIDS NOTE, INC                                            | Korea     | 48.4%                                 | 29,690           | 16,354      | 15,494      |
| UJUMUNBANGGU CO., LTD. <sup>3</sup>                       | Korea     | 9.1%                                  | 800              | 552         | 546         |
| SNCO SOFTWARE PTE. LTD.                                   | Singapore | 35.1%                                 | 1,018            | 159         | 449         |
| DOZN GLOBAL PTE. LTD <sup>2,3</sup>                       | Singapore | 10.0%                                 | 211              | 115         | 72          |
| YUMOBILRITISAMO INVESTMENT LIMITED PARTNERSHIP            | Korea     | 36.6%                                 | 5,000            | 4,791       | 4,890       |
| KDBC-FP Technext Investment Association No.1 <sup>8</sup> | Korea     | 22.2%                                 | 3,575            | 5,677       | 3,721       |
| KEENS GROUND CO.,LTD. <sup>3</sup>                        | Korea     | 10.2%                                 | 32               | 15          | 30          |
| New Ark No. 24-1 Private Equity Fund <sup>8</sup>         | Korea     | 23.9%                                 | 8,000            | 7,901       | 7,915       |
| KORNATUS. CO.,LTD. <sup>14</sup>                          | Korea     | 5.3%                                  | -                | -           | 757         |
| SOY MEDIA CO.,LTD. <sup>3</sup>                           | Korea     | 13.9%                                 | 2,955            | 2,936       | 3,038       |
| ADLER INC. <sup>3</sup>                                   | Korea     | 4.3%                                  | 500              | 337         | 396         |
| SNAPTAG INC. <sup>3</sup>                                 | Korea     | 4.0%                                  | 2,000            | 994         | 1,572       |
| LEMONTREE INC. <sup>3</sup>                               | Korea     | 7.6%                                  | 2,000            | 1,425       | 1,750       |
| LG Uplus VoltUp Corp.                                     | Korea     | 50.0%                                 | 50,000           | 22,096      | 36,356      |

**KAKAO CORP. and Subsidiaries**  
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**16. Investments in Associates and Joint Ventures, Continued**

Investments in associates and joint venture<sup>1</sup> as at December 31, 2025 and 2024, are as follows:, continued

(in millions of Korean won)

|                                                          | Location         | Percentage of ownership <sup>10</sup> | 2025             | 2024        |             |
|----------------------------------------------------------|------------------|---------------------------------------|------------------|-------------|-------------|
|                                                          |                  |                                       | Acquisition cost | Book amount | Book amount |
| VOICE CADDIE X, LTD.<br>(formerly, VC Soft) <sup>3</sup> | Korea            | 12.7%                                 | 1,000            | 752         | 937         |
| Startup Korea Kakao Copilot Fund <sup>2,8</sup>          | Korea            | 44.0%                                 | 6,800            | 6,519       | -           |
| Dear U Plus <sup>12</sup>                                | Japan            | 19.9%                                 | 558              | 655         | -           |
| Tmoney Mobility Co., LTD. <sup>2,3</sup>                 | Korea            | 8.4%                                  | 33,003           | 31,074      | -           |
| Livmusic Co., LTD. <sup>2,3</sup>                        | Korea            | 28.4%                                 | 800              | 739         | -           |
| Great M Entertainment <sup>2</sup>                       | Korea            | 44.0%                                 | 6,000            | 5,122       | -           |
| Kakao Healthcare Corp. <sup>3,17</sup>                   | Korea            | 16.4%                                 | 15,682           | 14,657      | -           |
| Enolink Holdings, Inc <sup>18</sup>                      | USA              | -                                     | -                | -           | -           |
| Tommoro Robotics Co., LTD. <sup>2,3</sup>                | Korea            | 5.2%                                  | 2,000            | 2,000       | -           |
| 2bytes Corporation <sup>2,3</sup>                        | Korea            | 16.3%                                 | 2,300            | 2,300       | -           |
| Others (59 companies)<br>2,3,4,5,7,8,12,14               | Korea and others | 0.2%~49.0%                            | 51,506           | 20,295      | 22,406      |
|                                                          |                  |                                       | 1,891,903        | 2,502,423   | 2,907,718   |
| <b>Joint ventures</b>                                    |                  |                                       |                  |             |             |
| DAUM KAKAO PHILIPPINES CORP. <sup>7</sup>                | Philippines      | 50.0%                                 | 1,072            | -           | -           |
| PHI digital healthcare Inc. <sup>5,16</sup>              | Korea            | -                                     | -                | -           | 4,112       |
| SPLYT GROUP LTD. <sup>11</sup>                           | UK               | -                                     | -                | -           | -           |
| CHANGWON CULTURE BOKHAP TOWN CO., LTD. <sup>9</sup>      | Korea            | 18.2%                                 | 370              | -           | 349         |
| SM True Company Limited <sup>9</sup>                     | Thailand         | 49.0%                                 | 5,517            | 14,003      | 10,889      |
| SMCP-CNT Gyeonggi Level-Up Fund No.1 <sup>2,9</sup>      | Korea            | 32.1%                                 | 450              | 432         | -           |
|                                                          |                  |                                       | 7,409            | 14,435      | 15,350      |
|                                                          |                  |                                       | ₩ 1,899,312      | ₩ 2,516,858 | ₩ 2,923,068 |

<sup>1</sup> All investments in associates and joint venture are unlisted securities excluding D&C MEDIA CO., LTD., KakaoBank Corp., Siebert Financial Corp and DOZN CO., LTD .

<sup>2</sup> Newly and additionally acquired during 2025.

<sup>3</sup> Although the Group holds less than 20% of equity shares, the Group is considered to have a significant influence as the Group holds voting power to participate in the investee's Board of Directors.

**16. Investments in Associates and Joint Ventures, Continued**

<sup>4</sup> Small-sized entities invested by KAKAO Young Entrepreneurs Fund, KAKAO Digital Contents Fund, KAKAO CCVC Jeju Creative Economy Innovative Fund, Kakao Copilot Fund No. 1 and Kakao Copilot Fund No. 2 with the ownership percentage of 0.2%~49.0% and classified as associates as the Group is considered to have a significant influence.

<sup>5</sup> Entirely disposed of during 2025.

<sup>6</sup> Although the equity interest exceeds 50%, considering related agreements, the Group has significant influence over the investee, thus recognized it as an associate.

<sup>7</sup> The use of equity method was ceased due to decrease of carrying values resulted from sluggish sales and others.

<sup>8</sup> Dividends received from investees were deducted from the book amount of investments in associates.

<sup>9</sup> Although the Group holds less than 50% of equity shares, the entities were recognized as joint ventures as the Group has a joint control over the entities.

<sup>10</sup> Presented as effective percentage of ownership considering treasury shares.

<sup>11</sup> Reclassified from an associate to a subsidiary due to acquisition of control during 2025.

<sup>12</sup> Dear U Co., Ltd. was newly included as an associate as the Company obtained significant influence during the period

<sup>13</sup> Investments in associates are reclassified to assets held for sale during 2025.

<sup>14</sup> Fully disposed of during 2025.

<sup>15</sup> Excluded from associates and joint ventures due to liquidation during 2025.

<sup>16</sup> Reclassified as a financial asset at fair value through profit or loss during the current period

<sup>17</sup> Reclassified from a subsidiary to an associate due to acquisition of control during 2025.

<sup>16</sup> Reclassified to a financial asset at fair value through other comprehensive income from an associate due to loss of significant influence during 2024.

<sup>18</sup> Kakao Healthcare Corp. was excluded from an associate due to loss of control.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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**16. Investments in Associates and Joint Ventures, Continued**

Changes in carrying amounts of investments in associates and joint venture for the years ended December 31, 2025 and 2024, are as follows:

(in millions of  
Korean won)

(in millions of Korean won)

| 2025                                     |                   |                                   |             |          |           |            |                    |                                                                  |                                                          |                     |                |
|------------------------------------------|-------------------|-----------------------------------|-------------|----------|-----------|------------|--------------------|------------------------------------------------------------------|----------------------------------------------------------|---------------------|----------------|
|                                          | Beginning balance | Changes in scope of consolidation | Acquisition | Disposal | Dividends | Impairment | Reclassifi- cation | Profits (losses) of associates accounted for using equity method | Share of other comprehensive income (loss) of associates | Others <sup>1</sup> | Ending balance |
| Associates                               |                   |                                   |             |          |           |            |                    |                                                                  |                                                          |                     |                |
| Adlock Advertainment                     | ₩                 | 1,132                             | -           | -        | -         | -          | -                  | -                                                                | -                                                        | -                   | 1,132          |
| Anycall Mobility Corp                    |                   | 1,114                             | -           | -        | -         | -          | -                  | 38                                                               | -                                                        | -                   | 1,152          |
| ATU e-sports Growth PE Fund <sup>6</sup> |                   | 4,760                             | -           | -        | -         | -          | -                  | (171)                                                            | -                                                        | -                   | 4,589          |
| Caring Corp.                             |                   | 2,447                             | -           | -        | -         | -          | -                  | (565)                                                            | -                                                        | 54                  | 1,936          |
| CNT TECH CO., LTD.                       |                   | 7,970                             | -           | -        | -         | -          | -                  | 323                                                              | 160                                                      | -                   | 8,453          |
| DGT mobility.                            |                   | 6,406                             | -           | -        | -         | -          | -                  | 1,318                                                            | -                                                        | -                   | 7,724          |
| DIGISONIC CO., LTD. <sup>5</sup>         |                   | 14                                | -           | -        | -         | -          | -                  | (36)                                                             | -                                                        | 22                  | -              |
| D&C MEDIA CO., LTD.                      |                   | 43,930                            | -           | -        | -         | (10,991)   | -                  | 2,112                                                            | (122)                                                    | -                   | 34,929         |
| DAEWON C.I. INC.                         |                   | 9,861                             | -           | -        | -         | (3,595)    | -                  | 416                                                              | (338)                                                    | -                   | 6,344          |
| DOZN CO., LTD <sup>6</sup>               |                   | 4,305                             | -           | -        | -         | (59)       | -                  | 914                                                              | (4)                                                      | 1,352               | 6,508          |
| 325 E&C                                  |                   | 1,012                             | -           | -        | -         | (867)      | -                  | (41)                                                             | -                                                        | -                   | 104            |
| EASYGO CO., LTD.                         |                   | 92                                | -           | -        | -         | -          | -                  | -                                                                | -                                                        | -                   | 92             |
| GC SOCIAL MEDIA MARKETING, INC.          |                   | 1,163                             | -           | -        | -         | -          | -                  | (295)                                                            | (28)                                                     | -                   | 840            |
| GOOD GANG LABS PTE. LTD.                 |                   | 2,888                             | -           | -        | -         | -          | -                  | -                                                                | 98                                                       | -                   | 2,986          |
| Haksan Publishing Co., Ltd.              |                   | 4,415                             | -           | -        | -         | -          | -                  | (682)                                                            | (156)                                                    | -                   | 3,577          |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**16. Investments in Associates and Joint Ventures, Continued**

Changes in carrying amounts of investments in associates and joint venture for the years ended December 31, 2025 and 2024, are as follows:, continued

(in millions of  
Korean won)

|                                                                  | 2025                 |                                         |             |          |           |            |                       |                                                                              |                                                                        |                     |                   |
|------------------------------------------------------------------|----------------------|-----------------------------------------|-------------|----------|-----------|------------|-----------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------|---------------------|-------------------|
|                                                                  | Beginning<br>balance | Changes in<br>scope of<br>consolidation | Acquisition | Disposal | Dividends | Impairment | Reclassifi-<br>cation | Profits (losses)<br>of associates<br>accounted for<br>using equity<br>method | Share of other<br>comprehen-<br>sive income<br>(loss) of<br>associates | Others <sup>1</sup> | Ending<br>balance |
| Helios KDBC Video Digital<br>Contents No. 1                      | 3,977                | -                                       | 3,573       | -        | (7,525)   | -          | -                     | (25)                                                                         | -                                                                      | -                   | -                 |
| Highup Entertainment                                             | 423                  | -                                       | -           | -        | -         | -          | -                     | (297)                                                                        | -                                                                      | -                   | 126               |
| InnoSignal CO., LTD.                                             | 187                  | -                                       | -           | -        | -         | -          | -                     | 30                                                                           | -                                                                      | 4                   | 221               |
| JASON GROUP Co., Ltd.                                            | 3,589                | -                                       | -           | -        | -         | -          | -                     | 355                                                                          | 1,053                                                                  | -                   | 4,997             |
| KakaoBank Corp. <sup>6</sup>                                     | 1,807,789            | -                                       | -           | -        | (46,632)  | -          | -                     | 126,967                                                                      | (26,981)                                                               | (81)                | 1,861,062         |
| Korea Credit Data                                                | 13,949               | -                                       | -           | -        | -         | -          | -                     | (8,754)                                                                      | (1,320)                                                                | 714                 | 4,589             |
| K Cube NEO Fund <sup>6</sup>                                     | 1,359                | -                                       | -           | -        | (450)     | -          | -                     | (7)                                                                          | -                                                                      | -                   | 902               |
| Kakao Growth Hacking<br>Fund                                     | 12,962               | -                                       | -           | -        | (800)     | -          | -                     | (633)                                                                        | -                                                                      | -                   | 11,529            |
| KIF-Kakao Wooribank<br>Technology Financing<br>Fund <sup>6</sup> | 27,469               | -                                       | -           | -        | (10,438)  | -          | -                     | 4,496                                                                        | 11,959                                                                 | -                   | 33,486            |
| Neptune Co., Ltd. <sup>9</sup>                                   | 162,069              | -                                       | -           | -        | -         | -          | (169,036)             | (1,081)                                                                      | 8,081                                                                  | (33)                | -                 |
| Super Comics.                                                    | 517                  | -                                       | -           | -        | -         | -          | -                     | (20)                                                                         | -                                                                      | -                   | 497               |
| Second Dive <sup>5</sup>                                         | 7,236                | -                                       | -           | -        | -         | (6,406)    | -                     | (830)                                                                        | -                                                                      | -                   | -                 |
| Seoul Media Comics, INC.                                         | 8,204                | -                                       | -           | -        | -         | (885)      | -                     | 449                                                                          | (11)                                                                   | -                   | 7,757             |
| S&Tsolution Co.,Ltd.                                             | 1,101                | -                                       | -           | -        | -         | -          | -                     | (22)                                                                         | -                                                                      | -                   | 1,079             |
| Kakao-Shinhan 1st TNYT<br>Fund                                   | 3,426                | -                                       | -           | -        | -         | -          | -                     | (404)                                                                        | 3                                                                      | -                   | 3,025             |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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**16. Investments in Associates and Joint Ventures, Continued**

Changes in carrying amounts of investments in associates and joint venture for the years ended December 31, 2025 and 2024, are as follows:, continued

(in millions of  
Korean won)

|                                                          | 2025                 |                                         |             |          |           |            |                       |                                                                              |                                                                        |                     |                   |
|----------------------------------------------------------|----------------------|-----------------------------------------|-------------|----------|-----------|------------|-----------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------|---------------------|-------------------|
|                                                          | Beginning<br>balance | Changes in<br>scope of<br>consolidation | Acquisition | Disposal | Dividends | Impairment | Reclassifi-<br>cation | Profits (losses)<br>of associates<br>accounted for<br>using equity<br>method | Share of other<br>comprehen-<br>sive income<br>(loss) of<br>associates | Others <sup>1</sup> | Ending<br>balance |
| TOROO Inc.                                               | 138                  | -                                       | -           | -        | -         | -          | -                     | 32                                                                           | -                                                                      | 1                   | 171               |
| UNION K-Culture Contents<br>Investment Fund <sup>6</sup> | 4,092                | -                                       | -           | -        | (6,433)   | -          | -                     | 5,179                                                                        | 3,673                                                                  | -                   | 6,511             |
| MUSTIT. CO., Ltd. <sup>5</sup>                           | 713                  | -                                       | -           | -        | -         | -          | -                     | (713)                                                                        | -                                                                      | -                   | -                 |
| Kakao Style Corp.                                        | 126,703              | -                                       | -           | -        | -         | -          | -                     | 2,415                                                                        | 1,092                                                                  | 1                   | 130,211           |
| UTC Kakao SK Telecom<br>ESG Fund                         | 9,198                | -                                       | -           | -        | (2,000)   | -          | -                     | (1,086)                                                                      | -                                                                      | -                   | 6,112             |
| HongKong TXKP Limited                                    | 12,763               | -                                       | -           | -        | -         | -          | -                     | (2,710)                                                                      | (520)                                                                  | -                   | 9,533             |
| Nubility <sup>4</sup>                                    | 462                  | -                                       | -           | (139)    | -         | -          | -                     | (436)                                                                        | -                                                                      | 605                 | 492               |
| Autonomous A2Z <sup>5</sup>                              | 6,010                | -                                       | -           | -        | -         | -          | -                     | (6,035)                                                                      | -                                                                      | 25                  | -                 |
| Humanscape                                               | 4,224                | -                                       | -           | -        | -         | -          | -                     | (356)                                                                        | (14)                                                                   | (3,281)             | 573               |
| Grip Company                                             | 68,910               | -                                       | -           | -        | -         | -          | -                     | (5,046)                                                                      | (121)                                                                  | 74                  | 63,817            |
| Metaverse Entertainment <sup>5</sup>                     | 395                  | -                                       | -           | -        | -         | -          | -                     | (404)                                                                        | 9                                                                      | -                   | -                 |
| Atwater Capital Partners I,<br>L.P. <sup>8</sup>         | 2,100                | -                                       | -           | -        | -         | -          | -                     | (301)                                                                        | (53)                                                                   | -                   | 1,746             |
| Bluepoint Discovery<br>Venture Fund No.2                 | 1,673                | -                                       | -           | -        | -         | -          | -                     | 63                                                                           | -                                                                      | -                   | 1,736             |
| TNK Factory                                              | 36,838               | -                                       | -           | -        | -         | -          | -                     | 564                                                                          | (1,406)                                                                | -                   | 35,996            |
| Galux <sup>4</sup>                                       | 1,863                | -                                       | -           | (267)    | -         | -          | -                     | (1,168)                                                                      | -                                                                      | 1,303               | 1,731             |
| RECON Labs.                                              | 121                  | -                                       | -           | -        | -         | -          | -                     | (65)                                                                         | -                                                                      | -                   | 56                |
| LOVO Inc. <sup>5</sup>                                   | 2,114                | -                                       | -           | -        | -         | (1,858)    | -                     | (186)                                                                        | (70)                                                                   | -                   | -                 |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**16. Investments in Associates and Joint Ventures, Continued**

Changes in carrying amounts of investments in associates and joint venture for the years ended December 31, 2025 and 2024, are as follows:, continued

| (in millions of<br>Korean won)                             | 2025                 |                                         |             |          |           |            |                       |                                                                              |                                                                        |                     |                   |
|------------------------------------------------------------|----------------------|-----------------------------------------|-------------|----------|-----------|------------|-----------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------|---------------------|-------------------|
|                                                            | Beginning<br>balance | Changes in<br>scope of<br>consolidation | Acquisition | Disposal | Dividends | Impairment | Reclassifi-<br>cation | Profits (losses)<br>of associates<br>accounted for<br>using equity<br>method | Share of other<br>comprehen-<br>sive income<br>(loss) of<br>associates | Others <sup>1</sup> | Ending<br>balance |
| Atwater Soundtrack SPV,<br>LP <sup>3</sup>                 | 5,779                | -                                       | 122         | -        | -         | -          | -                     | 1,372                                                                        | (127)                                                                  | (55)                | 7,091             |
| Bluedot AI(formly,<br>Mediasphere CO., LTD.) <sup>5</sup>  | 184                  | -                                       | -           | -        | -         | -          | -                     | (184)                                                                        | -                                                                      | -                   | -                 |
| MORE VISION <sup>5</sup>                                   | 153                  | -                                       | -           | -        | -         | -          | -                     | (153)                                                                        | -                                                                      | -                   | -                 |
| GRAYGO Corp.                                               | 18,601               | -                                       | -           | -        | -         | -          | -                     | 27                                                                           | -                                                                      | -                   | 18,628            |
| TheCheat                                                   | 2,744                | -                                       | -           | -        | -         | -          | -                     | 233                                                                          | -                                                                      | -                   | 2,977             |
| Siebert Financial Corp.                                    | 30,262               | -                                       | -           | -        | -         | -          | -                     | 1,228                                                                        | (1,157)                                                                | 179                 | 30,512            |
| Let's go Together Kakao<br>Games Win-win Fund <sup>3</sup> | 7,201                | -                                       | 2,000       | -        | -         | -          | -                     | (521)                                                                        | -                                                                      | -                   | 8,680             |
| Jeju-vision Venture<br>Investment Association<br>No.1.     | 284                  | -                                       | -           | -        | -         | -          | -                     | (7)                                                                          | -                                                                      | -                   | 277               |
| KLleon Inc.                                                | 333                  | -                                       | -           | -        | -         | -          | -                     | -                                                                            | -                                                                      | -                   | 333               |
| GOLF VX CORP. <sup>7</sup>                                 | 1,921                | -                                       | -           | -        | -         | -          | -                     | (188)                                                                        | (48)                                                                   | -                   | 1,685             |
| Haotoon China Co., Ltd                                     | 272                  | -                                       | -           | -        | -         | -          | -                     | (59)                                                                         | (5)                                                                    | -                   | 208               |
| PT Green Wind Culture                                      | 136                  | -                                       | -           | -        | -         | -          | -                     | 37                                                                           | (9)                                                                    | -                   | 164               |
| ESTEEM                                                     | 2,768                | -                                       | -           | -        | -         | -          | -                     | (138)                                                                        | (171)                                                                  | -                   | 2,459             |
| Dreamus Company <sup>4,12</sup>                            | 33,077               | -                                       | -           | (13,397) | -         | -          | (20,088)              | 383                                                                          | 25                                                                     | -                   | -                 |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**16. Investments in Associates and Joint Ventures, Continued**

Changes in carrying amounts of investments in associates and joint venture for the years ended December 31, 2025 and 2024, are as follows:, continued

(in millions of  
Korean won)

|                                                      | 2025                 |                                         |             |          |           |            |                       |                                                                              |                                                                        |                     |                   |
|------------------------------------------------------|----------------------|-----------------------------------------|-------------|----------|-----------|------------|-----------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------|---------------------|-------------------|
|                                                      | Beginning<br>balance | Changes in<br>scope of<br>consolidation | Acquisition | Disposal | Dividends | Impairment | Reclassifi-<br>cation | Profits (losses)<br>of associates<br>accounted for<br>using equity<br>method | Share of other<br>comprehen-<br>sive income<br>(loss) of<br>associates | Others <sup>1</sup> | Ending<br>balance |
| DEAR U Co., Ltd. <sup>6,7</sup>                      | 265,042              | -                                       | -           | -        | (1,720)   | -          | (261,368)             | (2,110)                                                                      | 156                                                                    | -                   | -                 |
| Studio Flow, Inc.                                    | 14,549               | -                                       | -           | -        | -         | -          | -                     | (944)                                                                        | 18                                                                     | -                   | 13,623            |
| KIDS NOTE, INC                                       | 15,494               | -                                       | -           | -        | -         | -          | -                     | 535                                                                          | 176                                                                    | 149                 | 16,354            |
| UJUMUNBANGGU CO.,<br>LTD.                            | 546                  | -                                       | -           | -        | -         | -          | -                     | 6                                                                            | -                                                                      | -                   | 552               |
| SNCO SOFTWARE PTE.<br>LTD.                           | 449                  | -                                       | -           | -        | -         | (3)        | -                     | (294)                                                                        | 7                                                                      | -                   | 159               |
| DOZN GLOBAL PTE. LTD                                 | 72                   | -                                       | 112         | -        | -         | -          | -                     | (70)                                                                         | 1                                                                      | -                   | 115               |
| YUMOBILRITISAMO<br>INVESTMENT LIMITED<br>PARTNERSHIP | 4,890                | -                                       | -           | -        | -         | -          | -                     | (99)                                                                         | -                                                                      | -                   | 4,791             |
| KDBC-FP Technext<br>Investment Association<br>No.1   | 3,721                | -                                       | -           | -        | (800)     | -          | -                     | 2,756                                                                        | -                                                                      | -                   | 5,677             |
| KEENS GROUND<br>CO.,LTD.                             | 30                   | -                                       | -           | -        | -         | -          | -                     | (15)                                                                         | -                                                                      | -                   | 15                |
| New Ark No. 24-1 Private<br>Equity Fund              | 15,494               | -                                       | -           | -        | -         | -          | -                     | 535                                                                          | 176                                                                    | 149                 | 16,354            |
| KORNATUS. CO.,LTD. <sup>10</sup>                     | 546                  | -                                       | -           | -        | -         | -          | -                     | 6                                                                            | -                                                                      | -                   | 552               |
| SOY MEDIA CO.,LTD.                                   | 449                  | -                                       | -           | -        | -         | (3)        | -                     | (294)                                                                        | 7                                                                      | -                   | 159               |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**16. Investments in Associates and Joint Ventures, Continued**

Changes in carrying amounts of investments in associates and joint venture for the years ended December 31, 2025 and 2024, are as follows:, continued

(in millions of  
Korean won)

|                                                      | 2025                 |                                         |             |          |           |            |                       |                                                                              |                                                                        |                     |                   |
|------------------------------------------------------|----------------------|-----------------------------------------|-------------|----------|-----------|------------|-----------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------|---------------------|-------------------|
|                                                      | Beginning<br>balance | Changes in<br>scope of<br>consolidation | Acquisition | Disposal | Dividends | Impairment | Reclassifi-<br>cation | Profits (losses)<br>of associates<br>accounted for<br>using equity<br>method | Share of other<br>comprehen-<br>sive income<br>(loss) of<br>associates | Others <sup>1</sup> | Ending<br>balance |
| ADLER INC.                                           | 396                  | -                                       | -           | -        | -         | -          | -                     | (71)                                                                         | -                                                                      | 12                  | 337               |
| SNAPTAG INC.                                         | 1,572                | -                                       | -           | -        | -         | -          | -                     | (577)                                                                        | -                                                                      | (1)                 | 994               |
| LEMONTREE INC.                                       | 1,750                | -                                       | -           | -        | -         | -          | -                     | (325)                                                                        | -                                                                      | -                   | 1,425             |
| LG Uplus VoltUp Corp.                                | 36,356               | -                                       | -           | -        | -         | -          | -                     | (14,400)                                                                     | 140                                                                    | -                   | 22,096            |
| VOICE CADDIE X, LTD.<br>(formerly, VC Soft)          | 937                  | -                                       | -           | -        | -         | -          | -                     | (185)                                                                        | -                                                                      | -                   | 752               |
| Startup Korea Kakao<br>Copilot Fund <sup>2,6</sup>   | -                    | -                                       | 6,800       | -        | (25)      | -          | -                     | (266)                                                                        | -                                                                      | 10                  | 6,519             |
| Dear U Plus <sup>8</sup>                             | -                    | 558                                     | -           | -        | -         | -          | -                     | 138                                                                          | (41)                                                                   | -                   | 655               |
| Tmoney Mobility Co., LTD.<br><sup>2</sup>            | -                    | -                                       | 33,003      | -        | -         | -          | -                     | (1,769)                                                                      | (160)                                                                  | -                   | 31,074            |
| Livmusic Co., LTD <sup>2</sup>                       | -                    | -                                       | 800         | -        | -         | -          | -                     | (62)                                                                         | -                                                                      | 1                   | 739               |
| Great M Entertainment <sup>2</sup>                   | -                    | -                                       | 6,000       | -        | -         | -          | -                     | (878)                                                                        | -                                                                      | -                   | 5,122             |
| Kakao Healthcare Corp. <sup>13</sup>                 | -                    | -                                       | -           | -        | -         | -          | 15,682                | (562)                                                                        | (462)                                                                  | (1)                 | 14,657            |
| Enolink Holdings, Inc <sup>14</sup>                  | -                    | -                                       | -           | -        | -         | -          | -                     | -                                                                            | -                                                                      | -                   | -                 |
| Tommoro Robotics Co.,<br>LTD. <sup>2</sup>           | -                    | -                                       | 2,000       | -        | -         | -          | -                     | -                                                                            | -                                                                      | -                   | 2,000             |
| 2bytes Corporation <sup>2</sup>                      | -                    | -                                       | 2,300       | -        | -         | -          | -                     | -                                                                            | -                                                                      | -                   | 2,300             |
| Others (75 companies)<br><sup>2,3,4,5,6,8,9,10</sup> | 22,406               | -                                       | 3,300       | (2,660)  | (659)     | (807)      | -                     | (8,115)                                                                      | (86)                                                                   | 6,916               | 20,295            |
|                                                      | 2,907,718            | 558                                     | 60,010      | (17,098) | (77,708)  | (25,412)   | (434,810)             | 87,923                                                                       | (6,823)                                                                | 8,065               | 2,502,423         |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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**16. Investments in Associates and Joint Ventures, Continued**

Changes in carrying amounts of investments in associates and joint venture for the years ended December 31, 2025 and 2024, are as follows:, continued

(in millions of  
Korean won)

|                                                     | 2025              |                                   |             |            |            |            |                       |                                                                              |                                                                        |                     |                |
|-----------------------------------------------------|-------------------|-----------------------------------|-------------|------------|------------|------------|-----------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------|---------------------|----------------|
|                                                     | Beginning balance | Changes in scope of consolidation | Acquisition | Disposal   | Dividends  | Impairment | Reclassifi-<br>cation | Profits (losses)<br>of associates<br>accounted for<br>using equity<br>method | Share of other<br>comprehen-<br>sive income<br>(loss) of<br>associates | Others <sup>1</sup> | Ending balance |
| <b>Joint ventures</b>                               |                   |                                   |             |            |            |            |                       |                                                                              |                                                                        |                     |                |
| PHI digital healthcare Inc. <sup>4,12</sup>         | 4,112             | -                                 | -           | (3,223)    | -          | -          | (635)                 | (254)                                                                        | -                                                                      | -                   | -              |
| SPLYT GROUP LTD. <sup>7</sup>                       | -                 | -                                 | -           | -          | -          | -          | -                     | -                                                                            | -                                                                      | -                   | -              |
| CHANGWON CULTURE BOKHAP TOWN CO., LTD. <sup>5</sup> | 349               | -                                 | -           | -          | -          | -          | -                     | (349)                                                                        | -                                                                      | -                   | -              |
| SM True Company Limited <sup>9</sup>                | 10,889            | -                                 | -           | -          | -          | -          | -                     | 2,325                                                                        | 789                                                                    | -                   | 14,003         |
| SMCP-CNT Gyeonggi Level-Up Fund No.1 <sup>2</sup>   | -                 | -                                 | 450         | -          | -          | -          | -                     | (18)                                                                         | -                                                                      | -                   | 432            |
|                                                     | 15,350            | -                                 | 450         | (3,223)    | -          | -          | (635)                 | 1,704                                                                        | 789                                                                    | -                   | 14,435         |
|                                                     | ₩ 2,923,068       | ₩ 558                             | ₩ 60,460    | ₩ (20,321) | ₩ (77,708) | ₩ (25,412) | ₩ (435,445)           | ₩ 89,627                                                                     | ₩ (6,034)                                                              | ₩ 8,065             | ₩ 2,516,858    |

**16. Investments in Associates and Joint Ventures, Continued**

Changes in carrying amounts of investments in associates and joint venture for the years ended December 31, 2025 and 2024, are as follows:, continued

<sup>1</sup> Others include gain or loss on disposal from changes in percentage of ownership while maintaining significant influence during 2024.

<sup>2</sup> Newly acquired and established during 2025.

<sup>3</sup> Additionally acquired during 2025.

<sup>4</sup> Includes investments in associates that were disposed of during the current period.

<sup>5</sup> The use of equity method was ceased due to decrease of carrying values resulted from sluggish sales and others.

<sup>6</sup> Dividends received from investees were deducted from the book amount of investments in associates.

<sup>7</sup> Investments in associates are reclassified to subsidiary during 2025.

<sup>8</sup> Dear U Co., Ltd. was newly included as an associate as the Company obtained significant influence during the period.

<sup>9</sup> Reclassified as assets held for sale during the current period and subsequently disposed during the period.

<sup>10</sup> Entirely disposed of during 2025.

<sup>11</sup> Reclassified from an associate to a subsidiary due to acquisition of control during 2025.

<sup>12</sup> Reclassified to a financial asset at fair value through profit or loss from an associate due to loss of significant influence during 2025.

<sup>13</sup> Reclassified from a subsidiary to an associate due to acquisition of control during 2025.

<sup>14</sup> Kakao Healthcare Corp. was excluded from an associate due to loss of control.

**KAKAO CORP. and Subsidiaries**  
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**16. Investments in Associates and Joint Ventures, Continued**

Changes in carrying amounts of investments in associates and joint venture for the years ended December 31, 2025 and 2024, are as follows:, continued

(in millions of  
Korean won)

| (in millions of<br>Korean won)              |   | 2024                 |                                                |   |             |          |           |            |                       |                                                                              |                                                                           |                     |                                |                   |   |      |   |        |
|---------------------------------------------|---|----------------------|------------------------------------------------|---|-------------|----------|-----------|------------|-----------------------|------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------|--------------------------------|-------------------|---|------|---|--------|
|                                             |   | Beginning<br>balance | Changes<br>in scope<br>of<br>consolidat<br>ion |   | Acquisition | Disposal | Dividends | Impairment | Reclassifi-<br>cation | Profits (losses)<br>of associates<br>accounted for<br>using equity<br>method | Share of<br>other<br>comprehen-<br>sive income<br>(loss) of<br>associates | Others <sup>1</sup> | Discontin-<br>ued<br>operation | Ending<br>balance |   |      |   |        |
| <b>Associates</b>                           |   |                      |                                                |   |             |          |           |            |                       |                                                                              |                                                                           |                     |                                |                   |   |      |   |        |
| Adlock Advertainment                        | ₩ | 1,132                | ₩                                              | - | ₩           | -        | ₩         | -          | ₩                     | -                                                                            | ₩                                                                         | -                   | ₩                              | -                 | ₩ | -    | ₩ | 1,132  |
| Anycall Mobility Corp                       |   | 1,085                |                                                | - |             | -        |           | -          |                       | -                                                                            |                                                                           | 29                  |                                | -                 |   | -    |   | 1,114  |
| ATU e-sports Growth<br>PE Fund <sup>6</sup> |   | 5,204                |                                                | - |             | -        |           | (304)      |                       | -                                                                            |                                                                           | (140)               |                                | -                 |   | -    |   | 4,760  |
| Caring Corp.                                |   | 2,613                |                                                | - |             | -        |           | -          |                       | -                                                                            |                                                                           | (173)               |                                | -                 |   | 7    |   | 2,447  |
| CNT TECH CO., LTD.                          |   | 7,479                |                                                | - |             | -        |           | -          |                       | -                                                                            |                                                                           | 510                 |                                | (19)              |   | -    |   | 7,970  |
| DGT mobility.                               |   | 5,152                |                                                | - |             | -        |           | -          |                       | -                                                                            |                                                                           | 1,254               |                                | -                 |   | -    |   | 6,406  |
| DIGISONIC CO.,<br>LTD.                      |   | 36                   |                                                | - |             | -        |           | -          |                       | -                                                                            |                                                                           | (22)                |                                | -                 |   | -    |   | 14     |
| D&C MEDIA CO.,<br>LTD.                      |   | 42,635               |                                                | - |             | -        |           | -          |                       | -                                                                            |                                                                           | 2,023               |                                | (762)             |   | 34   |   | 43,930 |
| DAEWON C.I. INC.                            |   | 11,328               |                                                | - |             | -        |           | -          |                       | (1,969)                                                                      |                                                                           | 164                 |                                | 338               |   | -    |   | 9,861  |
| DOZN CO., LTD                               |   | 3,355                |                                                | - |             | -        |           | -          |                       | -                                                                            |                                                                           | 994                 |                                | 6                 |   | (50) |   | 4,305  |
| 325 E&C                                     |   | 1,140                |                                                | - |             | -        |           | -          |                       | -                                                                            |                                                                           | (128)               |                                | -                 |   | -    |   | 1,012  |
| EASYGO CO., LTD.                            |   | 92                   |                                                | - |             | -        |           | -          |                       | -                                                                            |                                                                           | -                   |                                | -                 |   | -    |   | 92     |
| e.Form Works <sup>5</sup>                   |   | 4                    |                                                | - |             | -        |           | -          |                       | -                                                                            |                                                                           | (4)                 |                                | -                 |   | -    |   | -      |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**16. Investments in Associates and Joint Ventures, Continued**

Changes in carrying amounts of investments in associates and joint venture for the years ended December 31, 2025 and 2024, are as follows:, continued

|                                          | 2024              |                                   |             |          |           |            |                  |                                                                  |                                                          |                     |                        |                |
|------------------------------------------|-------------------|-----------------------------------|-------------|----------|-----------|------------|------------------|------------------------------------------------------------------|----------------------------------------------------------|---------------------|------------------------|----------------|
|                                          | Beginning balance | Changes in scope of consolidation | Acquisition | Disposal | Dividends | Impairment | Reclassification | Profits (losses) of associates accounted for using equity method | Share of other comprehensive income (loss) of associates | Others <sup>1</sup> | Discontinued operation | Ending balance |
| GC SOCIAL MEDIA MARKETING, INC.          | 3,463             | -                                 | -           | -        | -         | (2,412)    | -                | (327)                                                            | 439                                                      | -                   | -                      | 1,163          |
| GOOD GANG LABS PTE. LTD.                 | 2,610             | -                                 | -           | -        | -         | -          | -                | -                                                                | 278                                                      | -                   | -                      | 2,888          |
| Haksan Publishing Co., Ltd.              | 6,150             | -                                 | -           | -        | -         | (1,528)    | -                | (87)                                                             | (120)                                                    | -                   | -                      | 4,415          |
| Wyatt co., Ltd <sup>4</sup>              | 29,526            | -                                 | -           | (28,270) | -         | -          | -                | (1,224)                                                          | (32)                                                     | -                   | -                      | -              |
| Helios KDBC Video Digital Contents No. 1 | 4,142             | -                                 | -           | -        | -         | (82)       | -                | (83)                                                             | -                                                        | -                   | -                      | 3,977          |
| Highup Entertainment                     | 3,927             | -                                 | -           | -        | -         | (2,011)    | -                | (1,493)                                                          | -                                                        | -                   | -                      | 423            |
| InnoSignal CO., LTD.                     | 187               | -                                 | -           | -        | -         | -          | -                | -                                                                | -                                                        | -                   | -                      | 187            |
| JASON GROUP Co., Ltd.                    | 16,928            | -                                 | -           | -        | -         | (13,155)   | -                | (181)                                                            | (3)                                                      | -                   | -                      | 3,589          |
| KakaoBank Corp. <sup>6</sup>             | 1,694,798         | -                                 | -           | -        | (19,430)  | -          | -                | 117,940                                                          | 14,660                                                   | (179)               | -                      | 1,807,789      |
| Korea Credit Data                        | 9,126             | -                                 | -           | -        | -         | -          | -                | (8,251)                                                          | 2,714                                                    | 10,360              | -                      | 13,949         |
| K Cube NEO Fund                          | 1,878             | -                                 | -           | -        | -         | -          | -                | (504)                                                            | (15)                                                     | -                   | -                      | 1,359          |
| Kakao Growth Hacking Fund                | 12,844            | -                                 | -           | -        | -         | -          | -                | 118                                                              | -                                                        | -                   | -                      | 12,962         |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**16. Investments in Associates and Joint Ventures, Continued**

Changes in carrying amounts of investments in associates and joint venture for the years ended December 31, 2025 and 2024, are as follows:, continued

|                                                            | 2024              |                                   |             |          |           |            |                  |                                                                  |                                                          |                     |                        |                |
|------------------------------------------------------------|-------------------|-----------------------------------|-------------|----------|-----------|------------|------------------|------------------------------------------------------------------|----------------------------------------------------------|---------------------|------------------------|----------------|
|                                                            | Beginning balance | Changes in scope of consolidation | Acquisition | Disposal | Dividends | Impairment | Reclassification | Profits (losses) of associates accounted for using equity method | Share of other comprehensive income (loss) of associates | Others <sup>1</sup> | Discontinued operation | Ending balance |
| KIF-Kakao Wooribank Technology Financing Fund <sup>6</sup> | 23,239            | -                                 | -           | -        | (4,748)   | -          | -                | 5,706                                                            | 3,272                                                    | -                   | -                      | 27,469         |
| Neptune Co., Ltd.                                          | 178,810           | -                                 | -           | -        | -         | (12,341)   | -                | (15,000)                                                         | 10,853                                                   | (253)               | -                      | 162,069        |
| Socialbean Co., Ltd. <sup>4</sup>                          | 476               | -                                 | -           | (562)    | -         | -          | -                | 86                                                               | -                                                        | -                   | -                      | -              |
| Super Comics.                                              | 1,089             | -                                 | -           | -        | -         | (418)      | -                | (180)                                                            | 26                                                       | -                   | -                      | 517            |
| Second Dive                                                | 9,234             | -                                 | -           | -        | -         | (1,836)    | -                | (162)                                                            | -                                                        | -                   | -                      | 7,236          |
| Seoul Media Comics, INC.                                   | 7,461             | -                                 | -           | -        | -         | (19)       | -                | 795                                                              | (33)                                                     | -                   | -                      | 8,204          |
| S&Tsolution Co.,Ltd.                                       | 1,057             | -                                 | -           | -        | -         | -          | -                | 44                                                               | -                                                        | -                   | -                      | 1,101          |
| Stage five Co., Ltd. <sup>9</sup>                          | 16,135            | -                                 | -           | -        | -         | -          | (15,512)         | (387)                                                            | (4)                                                      | (232)               | -                      | -              |
| Kakao-Shinhan 1st TNYT Fund                                | 3,805             | -                                 | -           | -        | -         | -          | -                | (379)                                                            | -                                                        | -                   | -                      | 3,426          |
| TOROOO Inc.                                                | 89                | -                                 | -           | -        | -         | -          | -                | 49                                                               | -                                                        | -                   | -                      | 138            |
| Tide Square Co., Ltd. <sup>5</sup>                         | 1,824             | -                                 | -           | -        | -         | -          | -                | (2,099)                                                          | 275                                                      | -                   | -                      | -              |
| Teins Valley <sup>11</sup>                                 | 435               | -                                 | -           | -        | -         | -          | (390)            | (45)                                                             | -                                                        | -                   | -                      | -              |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**16. Investments in Associates and Joint Ventures, Continued**

Changes in carrying amounts of investments in associates and joint venture for the years ended December 31, 2025 and 2024, are as follows:, continued

|                                               | 2024              |                                   |             |          |           |            |                  |                                                                  |                                                          |                     |                        |                |
|-----------------------------------------------|-------------------|-----------------------------------|-------------|----------|-----------|------------|------------------|------------------------------------------------------------------|----------------------------------------------------------|---------------------|------------------------|----------------|
|                                               | Beginning balance | Changes in scope of consolidation | Acquisition | Disposal | Dividends | Impairment | Reclassification | Profits (losses) of associates accounted for using equity method | Share of other comprehensive income (loss) of associates | Others <sup>1</sup> | Discontinued operation | Ending balance |
| UNION K-Culture                               |                   |                                   |             |          |           |            |                  |                                                                  |                                                          |                     |                        |                |
| Contents Investment Fund <sup>6</sup>         | 7,039             | -                                 | -           | -        | (2,033)   | -          | -                | (914)                                                            | -                                                        | -                   | -                      | 4,092          |
| MUSTIT. CO., Ltd.                             | 4,618             | -                                 | -           | -        | -         | (3,597)    | -                | (308)                                                            | -                                                        | -                   | -                      | 713            |
| Kakao Style Corp.                             | 125,917           | -                                 | -           | -        | -         | -          | -                | 1,092                                                            | (122)                                                    | (184)               | -                      | 126,703        |
| UTC Kakao SK Telecom ESG Fund                 | 9,495             | -                                 | -           | -        | -         | -          | -                | (297)                                                            | -                                                        | -                   | -                      | 9,198          |
| HongKong TXKP Limited                         | 21,060            | -                                 | -           | -        | -         | (7,904)    | -                | (3,100)                                                          | 2,707                                                    | -                   | -                      | 12,763         |
| Nubility                                      | 1,089             | -                                 | -           | -        | -         | -          | -                | (728)                                                            | -                                                        | 101                 | -                      | 462            |
| Autonomous A2Z                                | 7,640             | -                                 | -           | -        | -         | -          | -                | (4,708)                                                          | 947                                                      | 2,131               | -                      | 6,010          |
| Humanscape                                    | 4,875             | -                                 | -           | -        | -         | -          | -                | (654)                                                            | (20)                                                     | 23                  | -                      | 4,224          |
| Grip Company                                  | 94,774            | -                                 | -           | -        | -         | (19,417)   | -                | (6,500)                                                          | -                                                        | 53                  | -                      | 68,910         |
| Metaverse                                     |                   |                                   |             |          |           |            |                  |                                                                  |                                                          |                     |                        |                |
| Entertainment                                 | 7,639             | -                                 | -           | -        | -         | -          | -                | (7,195)                                                          | (49)                                                     | -                   | -                      | 395            |
| Atwater Capital Partners I, L.P. <sup>8</sup> | 1,905             | -                                 | -           | (1)      | -         | -          | -                | (66)                                                             | 262                                                      | -                   | -                      | 2,100          |
| Bluepoint Discovery Venture Fund No.2         | 1,887             | -                                 | -           | -        | -         | -          | -                | (214)                                                            | -                                                        | -                   | -                      | 1,673          |
| TNK Factory                                   | 40,075            | -                                 | -           | -        | -         | -          | -                | (1,806)                                                          | 232                                                      | (1,663)             | -                      | 36,838         |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**16. Investments in Associates and Joint Ventures, Continued**

Changes in carrying amounts of investments in associates and joint venture for the years ended December 31, 2025 and 2024, are as follows:, continued

(in millions of  
Korean won)

| (in millions of<br>Korean won)                         | 2024                 |                                             |                 |          |               |            |                       |                                                                                    |                                                                           |                     |                            |                   |
|--------------------------------------------------------|----------------------|---------------------------------------------|-----------------|----------|---------------|------------|-----------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------|----------------------------|-------------------|
|                                                        | Beginning<br>balance | Changes in<br>scope of<br>consolidatio<br>n | Acquisitio<br>n | Disposal | Dividend<br>s | Impairment | Reclassif<br>i-cation | Profits<br>(losses) of<br>associates<br>accounted<br>for using<br>equity<br>method | Share of<br>other<br>comprehen-<br>sive income<br>(loss) of<br>associates | Others <sup>1</sup> | Discontinue<br>d operation | Ending<br>balance |
| Galux                                                  | 3,960                | -                                           | -               | -        | -             | (1,020)    | -                     | (770)                                                                              | (307)                                                                     | -                   | -                          | 1,863             |
| RECON Labs.                                            | 142                  | -                                           | -               | -        | -             | -          | -                     | (93)                                                                               | -                                                                         | 72                  | -                          | 121               |
| LOVO Inc.                                              | 2,338                | -                                           | -               | -        | -             | -          | -                     | (521)                                                                              | 297                                                                       | -                   | -                          | 2,114             |
| Atwater Soundtrack<br>SPV, LP <sup>3</sup>             | 4,096                | -                                           | 79              | -        | -             | -          | -                     | 959                                                                                | 655                                                                       | (10)                | -                          | 5,779             |
| HitchMED Co., Ltd. <sup>10</sup>                       | 179                  | -                                           | -               | (179)    | -             | -          | -                     | -                                                                                  | -                                                                         | -                   | -                          | -                 |
| Mediasphere CO., LTD.                                  | 11                   | -                                           | -               | -        | -             | -          | -                     | (126)                                                                              | -                                                                         | 299                 | -                          | 184               |
| MORE VISION                                            | 1,755                | -                                           | -               | -        | -             | (799)      | -                     | (803)                                                                              | -                                                                         | -                   | -                          | 153               |
| GRAYGO Corp.                                           | 31,154               | -                                           | -               | -        | -             | (7,509)    | -                     | (5,044)                                                                            | -                                                                         | -                   | -                          | 18,601            |
| TheCheat                                               | 2,568                | -                                           | -               | -        | -             | -          | -                     | 176                                                                                | -                                                                         | -                   | -                          | 2,744             |
| Siebert Financial Corp.                                | 22,810               | -                                           | -               | -        | -             | -          | -                     | 4,009                                                                              | 3,509                                                                     | (66)                | -                          | 30,262            |
| TEEware Corp. <sup>3,10</sup>                          | 1,707                | -                                           | 300             | (2,000)  | -             | -          | -                     | (16)                                                                               | 9                                                                         | -                   | -                          | -                 |
| Let's go Together Kakao<br>Games Win-win Fund          | 7,712                | -                                           | -               | -        | -             | -          | -                     | (511)                                                                              | -                                                                         | -                   | -                          | 7,201             |
| Jeju-vision Venture<br>Investment Association<br>No.1. | 289                  | -                                           | -               | -        | -             | -          | -                     | (5)                                                                                | -                                                                         | -                   | -                          | 284               |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**16. Investments in Associates and Joint Ventures, Continued**

Changes in carrying amounts of investments in associates and joint venture for the years ended December 31, 2025 and 2024, are as follows:, continued

(in millions of  
Korean won)

|                                      | 2024                 |                                         |             |          |           |            |                       |                                                                                    |                                                                           |                     |                           |                   |
|--------------------------------------|----------------------|-----------------------------------------|-------------|----------|-----------|------------|-----------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------|---------------------------|-------------------|
|                                      | Beginning<br>balance | Changes in<br>scope of<br>consolidation | Acquisition | Disposal | Dividends | Impairment | Reclassifi-<br>cation | Profits<br>(losses) of<br>associates<br>accounted<br>for using<br>equity<br>method | Share of<br>other<br>comprehen-<br>sive income<br>(loss) of<br>associates | Others <sup>1</sup> | Discontinued<br>operation | Ending<br>balance |
| Enolink Holdings, Inc. <sup>13</sup> | 4,158                | -                                       | -           | -        | -         | -          | -                     | -                                                                                  | 348                                                                       | -                   | (4,506)                   | -                 |
| KLLeon Inc.                          | 1,960                | -                                       | -           | -        | -         | (1,267)    | -                     | -                                                                                  | -                                                                         | (360)               | -                         | 333               |
| GOLF VX CORP. <sup>7</sup>           | 2,445                | -                                       | -           | -        | -         | -          | -                     | (804)                                                                              | 280                                                                       | -                   | -                         | 1,921             |
| Haotoon China Co., Ltd               | 852                  | -                                       | -           | -        | -         | (508)      | -                     | (118)                                                                              | 46                                                                        | -                   | -                         | 272               |
| PT Green Wind Culture                | 110                  | -                                       | -           | -        | -         | -          | -                     | 15                                                                                 | 11                                                                        | -                   | -                         | 136               |
| Galaxia SM, INC. <sup>7</sup>        | 12,722               | -                                       | -           | -        | -         | (1,744)    | (11,004)              | -                                                                                  | -                                                                         | 26                  | -                         | -                 |
| ESTEEM                               | 2,396                | -                                       | -           | -        | -         | -          | -                     | 373                                                                                | (1)                                                                       | -                   | -                         | 2,768             |
| Dreamus Company                      | 35,563               | -                                       | -           | -        | -         | -          | -                     | (2,469)                                                                            | (17)                                                                      | -                   | -                         | 33,077            |
| DEAR U Co., Ltd.                     | 256,698              | -                                       | -           | -        | -         | -          | -                     | 7,481                                                                              | 863                                                                       | -                   | -                         | 265,042           |
| Studio Flow, Inc.                    | 22,749               | -                                       | -           | -        | -         | (6,605)    | -                     | (1,613)                                                                            | 18                                                                        | -                   | -                         | 14,549            |
| KIDS NOTE, INC                       | 27,520               | -                                       | -           | -        | -         | (12,092)   | -                     | 21                                                                                 | 45                                                                        | -                   | -                         | 15,494            |
| UJUMUNBANGGU<br>CO., LTD.            | 754                  | -                                       | -           | -        | -         | -          | -                     | (208)                                                                              | -                                                                         | -                   | -                         | 546               |
| SNCO SOFTWARE<br>PTE. LTD.           | 987                  | -                                       | -           | -        | -         | (639)      | -                     | (4)                                                                                | 105                                                                       | -                   | -                         | 449               |
| DOZN GLOBAL PTE.<br>LTD              | 92                   | -                                       | -           | -        | -         | -          | -                     | (28)                                                                               | 8                                                                         | -                   | -                         | 72                |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**16. Investments in Associates and Joint Ventures, Continued**

Changes in carrying amounts of investments in associates and joint venture for the years ended December 31, 2025 and 2024, are as follows:, continued

|                                                   | 2024              |                                   |             |          |           |            |                  |                                                                  |                                                          |                     |                        |                |
|---------------------------------------------------|-------------------|-----------------------------------|-------------|----------|-----------|------------|------------------|------------------------------------------------------------------|----------------------------------------------------------|---------------------|------------------------|----------------|
|                                                   | Beginning balance | Changes in scope of consolidation | Acquisition | Disposal | Dividends | Impairment | Reclassification | Profits (losses) of associates accounted for using equity method | Share of other comprehensive income (loss) of associates | Others <sup>1</sup> | Discontinued operation | Ending balance |
| YUMOBILRITISAMO INVESTMENT LIMITED PARTNERSHIP    | 4,988             | -                                 | -           | -        | -         | -          | -                | (98)                                                             | -                                                        | -                   | -                      | 4,890          |
| KDBC-FP Technext Investment Association No.1      | 3,537             | -                                 | -           | -        | -         | -          | -                | 184                                                              | -                                                        | -                   | -                      | 3,721          |
| KEENS GROUND CO.,LTD. <sup>2</sup>                | -                 | -                                 | 32          | -        | -         | -          | -                | (2)                                                              | -                                                        | -                   | -                      | 30             |
| New Ark No. 24-1 Private Equity Fund <sup>2</sup> | -                 | -                                 | 8,000       | -        | -         | -          | -                | (85)                                                             | -                                                        | -                   | -                      | 7,915          |
| KORNATUS. CO.,LTD. <sup>2</sup>                   | -                 | -                                 | 2,000       | -        | -         | -          | -                | (1,243)                                                          | -                                                        | -                   | -                      | 757            |
| SOY MEDIA CO.,LTD. <sup>2</sup>                   | -                 | -                                 | 3,202       | -        | -         | -          | -                | (192)                                                            | 28                                                       | -                   | -                      | 3,038          |
| ADLER INC. <sup>2</sup>                           | -                 | -                                 | 500         | -        | -         | -          | -                | (104)                                                            | -                                                        | -                   | -                      | 396            |
| SNAPTAG INC. <sup>2</sup>                         | -                 | -                                 | 2,000       | -        | -         | -          | -                | (428)                                                            | -                                                        | -                   | -                      | 1,572          |
| LEMONTREE INC. <sup>2</sup>                       | -                 | -                                 | 2,000       | -        | -         | -          | -                | (250)                                                            | -                                                        | -                   | -                      | 1,750          |
| LG Uplus VoltUp Corp. <sup>2</sup>                | -                 | -                                 | 50,000      | -        | -         | -          | -                | (6,460)                                                          | (7,184)                                                  | -                   | -                      | 36,356         |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**16. Investments in Associates and Joint Ventures, Continued**

Changes in carrying amounts of investments in associates and joint venture for the years ended December 31, 2025 and 2024, are as follows:, continued

|                                                          | 2024              |                                   |             |            |            |            |                  |                                                                  |                                                          |                     |                        |                |
|----------------------------------------------------------|-------------------|-----------------------------------|-------------|------------|------------|------------|------------------|------------------------------------------------------------------|----------------------------------------------------------|---------------------|------------------------|----------------|
|                                                          | Beginning balance | Changes in scope of consolidation | Acquisition | Disposal   | Dividends  | Impairment | Reclassification | Profits (losses) of associates accounted for using equity method | Share of other comprehensive income (loss) of associates | Others <sup>1</sup> | Discontinued operation | Ending balance |
| VOICE CADDIE X, LTD.<br>(formerly, VC Soft) <sup>2</sup> | -                 | -                                 | 1,000       | -          | -          | -          | -                | (63)                                                             | -                                                        | -                   | -                      | 937            |
| Others (84 companies)<br>2,3,4,5,6,8,9,10,12             | 33,929            | -                                 | 6,097       | (4,737)    | (534)      | 29         | 6,020            | (10,239)                                                         | (27)                                                     | 3,908               | -                      | 22,406         |
|                                                          |                   |                                   |             |            |            |            |                  |                                                                  |                                                          |                     |                        | 2,907,71       |
|                                                          | 2,928,682         | -                                 | 75,210      | (35,749)   | (27,049)   | (98,843)   | (32,926)         | 54,366                                                           | 34,516                                                   | 14,017              | (4,506)                | 8              |
| <b>Joint ventures</b>                                    |                   |                                   |             |            |            |            |                  |                                                                  |                                                          |                     |                        |                |
| PHI digital healthcare Inc.                              | 4,451             | -                                 | -           | -          | -          | -          | -                | (339)                                                            | -                                                        | -                   | -                      | 4,112          |
| FITNESSCANDY CO., LTD <sup>10</sup>                      | 1,127             | -                                 | -           | -          | -          | (563)      | -                | (564)                                                            | -                                                        | -                   | -                      | -              |
| CHANGWON CULTURE BOKHAP TOWN CO., LTD.                   | 353               | -                                 | -           | -          | -          | -          | -                | (4)                                                              | -                                                        | -                   | -                      | 349            |
| SM True Company Limited <sup>7</sup>                     | 6,626             | -                                 | -           | -          | -          | -          | -                | 2,982                                                            | 1,281                                                    | -                   | -                      | 10,889         |
|                                                          | 12,557            | -                                 | -           | -          | -          | (563)      | -                | 2,075                                                            | 1,281                                                    | -                   | -                      | 15,350         |
|                                                          |                   |                                   |             |            |            |            |                  |                                                                  |                                                          |                     |                        | 2,923,06       |
|                                                          | ₩ 2,941,239       | ₩ -                               | ₩ 75,210    | ₩ (35,749) | ₩ (27,049) | ₩ (99,406) | ₩ (32,926)       | ₩ 56,441                                                         | ₩ 35,797                                                 | ₩ 14,017            | ₩ (4,056)              | ₩ 8            |

**16. Investments in Associates and Joint Ventures, Continued**

Changes in carrying amounts of investments in associates and joint venture for the years ended December 31, 2025 and 2024, are as follows:, continued

<sup>1</sup> Others include gain or loss on disposal from changes in percentage of ownership while maintaining significant influence during 2024.

<sup>2</sup> Newly acquired and established during 2024.

<sup>3</sup> Additionally acquired during 2024.

<sup>4</sup> Entirely disposed of during 2024.

<sup>5</sup> The use of equity method was ceased due to decrease of carrying values resulted from sluggish sales and others.

<sup>6</sup> Dividends received from investees were deducted from the book amount of investments in associates.

<sup>7</sup> Investments in associates are reclassified to assets held for sale during 2024.

<sup>8</sup> Partially disposed of during 2024.

<sup>9</sup> Reclassified to a financial asset at fair value through profit or loss from an associate due to loss of significant influence during 2024.

<sup>10</sup> Excluded from associates and joint ventures due to liquidation during 2024.

<sup>11</sup> Reclassified from an associate to a subsidiary due to acquisition of control during 2024.

<sup>12</sup> Reclassified to a financial asset at fair value through other comprehensive income from an associate due to loss of significant influence during 2024.

**KAKAO CORP. and Subsidiaries**  
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**16. Investments in Associates and Joint Ventures, Continued**

Fair value of investments in associates that has a quoted market price as at December 31, 2025 and 2024, is as follows:

*(in millions of Korean won)*

|                                     | <b>2025</b>       |                    | <b>2024</b>       |                    |
|-------------------------------------|-------------------|--------------------|-------------------|--------------------|
|                                     | <b>Fair value</b> | <b>Book amount</b> | <b>Fair value</b> | <b>Book amount</b> |
| <b>Associates</b>                   |                   |                    |                   |                    |
| KakaoBank Corp.                     | ₩ 2,797,928       | ₩ 1,861,062        | ₩ 2,726,685       | ₩ 1,807,789        |
| D&C MEDIA CO., LTD.                 | 34,929            | 34,929             | 59,635            | 43,930             |
| Siebert Financial Corp <sup>1</sup> | 40,673            | 30,512             | 37,513            | 30,262             |
| DOZN CO., LTD <sup>2</sup>          | 22,476            | 6,508              | -                 | -                  |
| Neptune Co., Ltd <sup>3</sup> .     | -                 | -                  | 100,025           | 162,069            |
| Dreamus Company <sup>4</sup>        | -                 | -                  | 16,991            | 33,077             |
| DEAR U Co., Ltd. <sup>5</sup>       | -                 | -                  | 288,285           | 265,042            |

<sup>1</sup> Listed in NASDAQ in USA

<sup>2</sup> Listed on KOSDAQ during the current period.

<sup>3</sup> Reclassified as asset held for sale during the current period and then disposed of through sale.

<sup>4</sup> Reclassified to a financial asset at fair value through profit or loss from an associate due to partial disposal during 2025.

<sup>5</sup> Reclassified from an associate to a subsidiary due to acquisition of control during 2025

**KAKAO CORP. and Subsidiaries**  
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**16. Investments in Associates and Joint Ventures, Continued**

The tables below provide a reconciliation of the summarized financial information presented to the carrying amount of its interest in material associates and joint venture.

(in millions of Korean won)

|                                     | 2025                                                     |                                        |                              |                                     |             |
|-------------------------------------|----------------------------------------------------------|----------------------------------------|------------------------------|-------------------------------------|-------------|
|                                     | Net assets at<br>the end of the<br>year (a) <sup>1</sup> | Group's share<br>in % (b) <sup>2</sup> | Group's share<br>in KRW(a*b) | Goodwill and<br>others <sup>3</sup> | Book amount |
| KakaoBank Corp. <sup>4</sup>        | ₩ 6,736,731                                              | 27.2%                                  | ₩ 1,831,421                  | ₩ 29,641                            | ₩ 1,861,062 |
| D&C MEDIA CO., LTD. <sup>4</sup>    | 96,147                                                   | 22.9%                                  | 21,996                       | 12,933                              | 34,929      |
| Siebert Financial Corp <sup>4</sup> | 126,690                                                  | 19.9%                                  | 25,302                       | 5,211                               | 30,512      |
| DOZN CO., LTD <sup>4</sup>          | 73,082                                                   | 8.3%                                   | 6,070                        | 438                                 | 6,508       |
| Kakao Style Corp. <sup>5</sup>      | 26,432                                                   | 51.0%                                  | 13,479                       | 116,732                             | 130,211     |
| TNK Factory                         | 51,364                                                   | 40.5%                                  | 20,818                       | 15,178                              | 35,996      |
| Grip Company                        | 106,598                                                  | 48.1%                                  | 51,323                       | 12,494                              | 63,817      |

<sup>1</sup> Net assets after adjustment of share options and others

<sup>2</sup> Adjusted equity interest percentage considering preferred shares and others

<sup>3</sup> The amount includes fair value adjustments as a result of PPA and may decrease by depreciation and amortization.

<sup>4</sup> The equity interest percentage excluding treasury shares is used.

<sup>5</sup> The Group's share in net asset is calculated by taking into account of conditions of the investing companies' preferred shares.

**KAKAO CORP. and Subsidiaries**  
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**16. Investments in Associates and Joint Ventures, Continued**

(in millions of Korean won)

|                                  | 2024                                                     |                                        |                              |                                     |             |
|----------------------------------|----------------------------------------------------------|----------------------------------------|------------------------------|-------------------------------------|-------------|
|                                  | Net assets at<br>the end of the<br>year (a) <sup>1</sup> | Group's share<br>in % (b) <sup>2</sup> | Group's share<br>in KRW(a*b) | Goodwill and<br>others <sup>3</sup> | Book amount |
| KakaoBank Corp.                  | ₩ 6,526,912                                              | 27.2%                                  | ₩ 1,774,540                  | ₩ 33,249                            | ₩ 1,807,789 |
| Neptune Co., Ltd. <sup>4</sup>   | 366,579                                                  | 41.0%                                  | 150,228                      | 11,841                              | 162,069     |
| D&C MEDIA CO., LTD. <sup>4</sup> | 86,483                                                   | 22.9%                                  | 19,786                       | 24,144                              | 43,930      |
| DEAR U Co.,Ltd.                  | 196,001                                                  | 33.7%                                  | 66,027                       | 199,014                             | 265,041     |
| Kakao Style Corp. <sup>5</sup>   | 18,868                                                   | 49.8%                                  | 9,394                        | 117,309                             | 126,703     |
| TNK Factory                      | 53,442                                                   | 40.5%                                  | 21,660                       | 15,178                              | 36,838      |
| Grip Company                     | 116,681                                                  | 48.2%                                  | 56,218                       | 12,692                              | 68,910      |

<sup>1</sup> Net assets after adjustment of share options and others

<sup>2</sup> Adjusted equity interest percentage considering preferred shares and others

<sup>3</sup> The amount includes fair value adjustments as a result of PPA and may decrease by depreciation and amortization.

<sup>4</sup> The equity interest percentage excluding treasury shares is used.

<sup>5</sup> The Group's share in net asset is calculated by taking into account of conditions of the investing companies' preferred shares.

**KAKAO CORP. and Subsidiaries**  
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**16. Investments in Associates and Joint Ventures, Continued**

A summary of financial information on the associates and joint venture for the years ended December 31, 2025 and 2024, is as follows:

| (in millions of<br>Korean won)               | 2025               |                        |                               |                   |                      |                |                 |            |
|----------------------------------------------|--------------------|------------------------|-------------------------------|-------------------|----------------------|----------------|-----------------|------------|
|                                              | KakaoBank<br>Corp. | D&C MEDIA<br>CO., LTD. | Siebert<br>Financial<br>Corp. | DOZN CO.,<br>LTD. | Kakao Style<br>Corp. | TNK<br>Factory | Grip<br>Company | Total      |
| Current assets                               | ₩ -                | ₩ 68,323               | ₩ -                           | ₩ 171,050         | ₩ 73,122             | ₩ 14,372       | ₩ 12,026        | ₩ 338,893  |
| Non-current assets                           | -                  | 50,959                 | -                             | 21,190            | 22,351               | 47,152         | 4,452           | 146,104    |
| Assets of financial<br>service business      | 76,409,775         | -                      | 1,087,700                     | -                 | -                    | -              | -               | 77,497,475 |
| Current liabilities                          | -                  | 16,399                 | -                             | 117,372           | 64,634               | 5,463          | 13,124          | 216,992    |
| Non-current liabilities                      | -                  | 914                    | -                             | 1,111             | 4,167                | 2,074          | 3,796           | 12,062     |
| Liabilities of financial<br>service business | 69,659,909         | -                      | 948,216                       | -                 | -                    | -              | -               | 70,608,125 |
| Revenue                                      | 3,086,291          | 79,392                 | 33,510                        | 59,971            | 219,189              | 42,181         | 18,902          | 3,539,436  |
| Profit (loss) for the<br>year                | 480,280            | 8,148                  | (1,867)                       | 10,811            | 7,152                | 1,390          | (9,967)         | 495,947    |
| Other comprehensive<br>income (loss)         | (99,402)           | -                      | -                             | (51)              | (13)                 | -              | (3)             | (99,469)   |
| Total comprehensive<br>income (loss)         | 380,878            | 8,148                  | (1,867)                       | 10,760            | 7,139                | 1,390          | (9,969)         | 396,479    |

| (in millions of<br>Korean won)               | 2024               |                      |                        |                     |                      |                |                 |            |
|----------------------------------------------|--------------------|----------------------|------------------------|---------------------|----------------------|----------------|-----------------|------------|
|                                              | KakaoBank<br>Corp. | Neptune<br>Co., Ltd. | D&C MEDIA<br>CO., LTD. | DEAR U<br>Co., Ltd. | Kakao Style<br>Corp. | TNK<br>Factory | Grip<br>Company | Total      |
| Current assets                               | ₩ -                | ₩ 73,511             | ₩ 65,551               | ₩ 169,025           | ₩ 69,450             | ₩ 14,940       | ₩ 130,493       | ₩ 522,970  |
| Non-current assets                           | -                  | 334,604              | 49,361                 | 50,944              | 26,495               | 49,105         | 6,564           | 517,073    |
| Assets of financial<br>service business      | 62,805,282         | -                    | -                      | -                   | -                    | -              | -               | 62,805,282 |
| Current liabilities                          | -                  | 22,281               | 26,563                 | 20,708              | 70,253               | 5,580          | 13,495          | 158,880    |
| Non-current liabilities                      | -                  | 15,920               | 1,747                  | 3,260               | 6,603                | 2,122          | 4,667           | 34,319     |
| Liabilities of financial<br>service business | 56,265,151         | -                    | -                      | -                   | -                    | -              | -               | 56,265,151 |
| Revenue                                      | 2,945,621          | 122,042              | 83,239                 | 74,863              | 200,358              | 41,567         | 16,886          | 3,484,576  |
| Profit (loss) for the<br>year                | 440,065            | 4,226                | 9,301                  | 23,925              | 3,172                | (226)          | (12,885)        | 467,578    |
| Other comprehensive<br>income (loss)         | 53,452             | (661)                | (34)                   | 2,563               | 17                   | (65)           | -               | 55,272     |
| Total comprehensive<br>income (loss)         | 493,517            | 3,565                | 9,267                  | 26,488              | 3,188                | (290)          | (12,885)        | 522,850    |

**KAKAO CORP. and Subsidiaries**  
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**16. Investments in Associates and Joint Ventures, Continued**

The tables below provide unrecognized share of losses of associates and joint ventures, both for the reporting period and cumulative amounts, because the Group has discontinued to recognize its share of losses of associates and joint ventures when applying the equity method for 22 investees.

*(in millions of Korean won)*

|                    | <b>2025</b>                   |                                                      | <b>2024</b>                   |                                                      |
|--------------------|-------------------------------|------------------------------------------------------|-------------------------------|------------------------------------------------------|
|                    | <b>Unrecogniz<br/>ed loss</b> | <b>Unrecogniz<br/>ed<br/>accumulate<br/>d losses</b> | <b>Unrecogniz<br/>ed loss</b> | <b>Unrecogniz<br/>ed<br/>accumulate<br/>d losses</b> |
| SPLYT GROUP LTD.   | ₩ -                           | ₩ -                                                  | ₩ 1,840                       | ₩ 5,655                                              |
| altimobility Corp. | 2,085                         | 7,749                                                | 4,790                         | 5,664                                                |
| Autonomous A2Z     | 11,642                        | 11,642                                               | -                             | -                                                    |
| Others             | 10,835                        | 31,774                                               | 7,265                         | 23,706                                               |
|                    | <u>₩ 24,562</u>               | <u>₩ 51,165</u>                                      | <u>₩ 13,895</u>               | <u>₩ 35,025</u>                                      |

**KAKAO CORP. and Subsidiaries**  
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**17. Property and Equipment**

Changes in property and equipment for the years ended December 31, 2025 and 2024, are as follows:

| (in millions of<br>Korean won)       | 2025      |           |            |                               |          |           |                                  |             |  |
|--------------------------------------|-----------|-----------|------------|-------------------------------|----------|-----------|----------------------------------|-------------|--|
|                                      | Land      | Buildings | Structures | Machinery<br>and<br>equipment | Vehicles | Furniture | Construc-<br>tion in<br>progress | Total       |  |
| Opening net book<br>amount           | ₩ 131,408 | ₩ 428,024 | ₩ 27,521   | ₩ 470,364                     | ₩ 4,648  | ₩ 179,490 | ₩ 121,064                        | ₩ 1,362,519 |  |
| Acquisition                          | 62,323    | 7,355     | 5,640      | 201,615                       | 1,955    | 54,741    | 146,743                          | 480,372     |  |
| Changes in scope of<br>consolidation | 1,410     | 1,005     | 312        | (523)                         | -        | (1,371)   | -                                | 833         |  |
| Disposals                            | (650)     | (1,566)   | (1,159)    | (811)                         | (365)    | (8,641)   | (81)                             | (13,273)    |  |
| Depreciation <sup>1</sup>            | -         | (12,063)  | (6,369)    | (176,736)                     | (2,045)  | (74,441)  | -                                | (271,654)   |  |
| Impairment                           | -         | -         | (334)      | (226)                         | (865)    | (1,523)   | (90)                             | (3,038)     |  |
| Transfer                             | -         | 411       | 782        | 7,642                         | 94       | (200)     | (7,856)                          | 873         |  |
| Others <sup>2</sup>                  | (136)     | (14)      | (13)       | (2)                           | (8)      | 235       | -                                | 62          |  |
| Closing net book<br>amount           | ₩ 194,355 | ₩ 423,152 | ₩ 26,380   | ₩ 501,323                     | ₩ 3,414  | ₩ 148,290 | ₩ 259,780                        | ₩ 1,556,694 |  |
| December 31, 2025                    |           |           |            |                               |          |           |                                  |             |  |
| Acquisition cost                     | ₩ 194,355 | ₩ 463,143 | ₩ 61,929   | ₩ 1,164,004                   | ₩ 15,720 | ₩ 480,035 | ₩ 260,240                        | ₩ 2,639,426 |  |
| Government grants                    | -         | -         | -          | (156)                         | (22)     | (1,883)   | -                                | (2,061)     |  |
| Accumulated<br>depreciation          | -         | (39,991)  | (34,983)   | (662,299)                     | (11,420) | (327,788) | -                                | (1,076,481) |  |
| Accumulated<br>impairment            | -         | -         | (566)      | (226)                         | (864)    | (2,074)   | (460)                            | (4,190)     |  |
| Net book amount                      | ₩ 194,355 | ₩ 423,152 | ₩ 26,380   | ₩ 501,323                     | ₩ 3,414  | ₩ 148,290 | ₩ 259,780                        | ₩ 1,556,694 |  |

<sup>1</sup> It includes depreciation expenses of 1,187 million related to discontinued operations.

<sup>2</sup> The amount of other changes includes increases and decreases resulting from foreign exchange fluctuations.

**KAKAO CORP. and Subsidiaries**  
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**December 31, 2025 and 2024**

**17. Property and Equipment, Continued**

Changes in property and equipment for the years ended December 31, 2025 and 2024, are as follows:, continued

| (in millions of<br>Korean won)       | 2024 |          |           |          |            |          |                               |           |          |          |           |           |                                  |           |       |           |
|--------------------------------------|------|----------|-----------|----------|------------|----------|-------------------------------|-----------|----------|----------|-----------|-----------|----------------------------------|-----------|-------|-----------|
|                                      | Land |          | Buildings |          | Structures |          | Machinery<br>and<br>equipment |           | Vehicles |          | Furniture |           | Construc-<br>tion in<br>progress |           | Total |           |
| Balance at January 1,<br>2024        | ₩    | 159,377  | ₩         | 129,463  | ₩          | 16,937   | ₩                             | 389,016   | ₩        | 7,087    | ₩         | 238,865   | ₩                                | 396,184   | ₩     | 1,336,930 |
| Acquisition                          |      | 251      |           | 30,484   |            | 4,463    |                               | 223,199   |          | 1,566    |           | 31,775    |                                  | 70,210    |       | 361,948   |
| Changes in scope of<br>consolidation |      | (11,460) |           | (11,034) |            | -        |                               | (4,685)   |          | (98)     |           | (724)     |                                  | -         |       | (28,001)  |
| Disposals                            |      | (5,728)  |           | (6,736)  |            | (481)    |                               | (1,228)   |          | (781)    |           | (8,067)   |                                  | (4,073)   |       | (27,094)  |
| Depreciation <sup>1</sup>            |      | -        |           | (11,384) |            | (7,729)  |                               | (155,938) |          | (3,127)  |           | (86,103)  |                                  | -         |       | (264,281) |
| Impairment                           |      | -        |           | -        |            | (229)    |                               | -         |          | (25)     |           | (2,567)   |                                  | (399)     |       | (3,220)   |
| Transfer                             |      | (11,724) |           | 297,183  |            | 14,534   |                               | 19,890    |          | 2        |           | 7,166     |                                  | (340,254) |       | (13,203)  |
| Others <sup>2</sup>                  |      | 692      |           | 47       |            | 26       |                               | 110       |          | 23       |           | (856)     |                                  | (605)     |       | (563)     |
| Balance at December<br>31, 2024      | ₩    | 131,408  | ₩         | 428,023  | ₩          | 27,521   | ₩                             | 470,364   | ₩        | 4,647    | ₩         | 179,489   | ₩                                | 121,063   | ₩     | 1,362,516 |
| December 31, 2024                    |      |          |           |          |            |          |                               |           |          |          |           |           |                                  |           |       |           |
| Acquisition cost                     | ₩    | 131,408  | ₩         | 456,565  | ₩          | 59,876   | ₩                             | 1,053,526 | ₩        | 16,658   | ₩         | 475,718   | ₩                                | 121,534   | ₩     | 2,315,286 |
| Government grants                    |      | -        |           | -        |            | -        |                               | (227)     |          | (40)     |           | (2,426)   |                                  | -         |       | (2,693)   |
| Accumulated<br>depreciation          |      | -        |           | (28,542) |            | (32,121) |                               | (582,935) |          | (11,971) |           | (291,259) |                                  | -         |       | (946,828) |
| Accumulated<br>impairment            |      | -        |           | -        |            | (234)    |                               | -         |          | -        |           | (2,544)   |                                  | (471)     |       | (3,249)   |
| Carrying amounts                     | ₩    | 131,408  | ₩         | 428,023  | ₩          | 27,521   | ₩                             | 470,364   | ₩        | 4,647    | ₩         | 179,489   | ₩                                | 121,063   | ₩     | 1,362,516 |

<sup>1</sup> It includes depreciation expenses of KRW 1,165 million related to discontinued operations.

<sup>2</sup> The amount of other changes includes increases and decreases resulting from foreign exchange fluctuations.

Some land and buildings of the Group's property and equipment are provided as collateral in relation to the loan agreement (Note 38).

During the year, the Group has capitalized borrowing costs amounting to ₩ 5,345 million (2024: ₩ 1,623 million) on property and equipment that are qualifying assets. The capitalization rate of borrowings used to determine the amount of borrowing costs to be capitalized is 4.44% (2024:4.39%).

The amounts of major contractual commitments that the Group entered into for the acquisition of property and equipment is ₩ 264,101 million (2024:₩ 372,961 million).

**KAKAO CORP. and Subsidiaries**  
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**18. Investment Property**

Changes in investment properties for the years ended December 31, 2025, and 2024, are as follows:

*(in millions of Korean won)*

|                                   | <b>2025</b> |        |                  |          |              |          |
|-----------------------------------|-------------|--------|------------------|----------|--------------|----------|
|                                   | <b>Land</b> |        | <b>Buildings</b> |          | <b>Total</b> |          |
| Balance at January 1, 2025        | ₩           | 11,224 | ₩                | 101,753  | ₩            | 112,977  |
| Changes in scope of consolidation |             | -      |                  | -        |              | -        |
| Acquisition                       |             | 8      |                  | 744      |              | 752      |
| Depreciation                      |             | -      |                  | (5,251)  |              | (5,251)  |
| Transfer                          |             | -      |                  | 14,420   |              | 14,420   |
| Others                            |             | (151)  |                  | (541)    |              | (692)    |
| Balance at December 31, 2025      | ₩           | 11,081 | ₩                | 111,125  | ₩            | 122,206  |
| December 31, 2025                 |             |        |                  |          |              |          |
| Acquisition cost                  | ₩           | 11,081 | ₩                | 137,027  | ₩            | 148,108  |
| Accumulated depreciation          |             | -      |                  | (25,902) |              | (25,902) |
| Carrying amounts                  | ₩           | 11,081 | ₩                | 111,125  | ₩            | 122,206  |

*(in millions of Korean won)*

|                                   | <b>2024</b> |        |                  |          |              |          |
|-----------------------------------|-------------|--------|------------------|----------|--------------|----------|
|                                   | <b>Land</b> |        | <b>Buildings</b> |          | <b>Total</b> |          |
| Balance at January 1, 2024        | ₩           | 10,438 | ₩                | 63,369   | ₩            | 73,807   |
| Changes in scope of consolidation |             | 280    |                  | 520      |              | 800      |
| Acquisition                       |             | -      |                  | 44,679   |              | 44,679   |
| Depreciation                      |             | -      |                  | (4,861)  |              | (4,861)  |
| Transfer                          |             | -      |                  | (858)    |              | (858)    |
| Others                            |             | 506    |                  | (1,096)  |              | (590)    |
| Balance at December 31, 2024      | ₩           | 11,224 | ₩                | 101,753  | ₩            | 112,977  |
| December 31, 2024                 | ₩           | 11,224 | ₩                | 116,825  | ₩            | 128,049  |
| Acquisition cost                  |             |        |                  |          |              |          |
| Accumulated depreciation          |             | -      |                  | (15,072) |              | (15,072) |
| Carrying amounts                  | ₩           | 11,224 | ₩                | 101,753  | ₩            | 112,977  |

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**18. Investment Property, Continued**

The Group provides some of the right-of-use assets held as lessee to third parties as operating leases, classifying the right-of-use assets as investment properties, and amortizing for the operating lease period using straight line method.

During the current period, rental income from operating leases generated from investment property is ₩ 5,866 million (2024: ₩ 5,914 million), and related operating expenses (including maintenance and repair costs) are ₩ 1,746 million (2024: ₩ 1,850 million). These revenues and expenses are included in operating income and operating expenses, respectively.

**19. Intangible Assets**

a. Changes in intangible assets for the years ended December 31, 2025 are as follows:

| (in millions of<br>Korean won)    | 2025        |                   |                            |                  |                    |                                      | Total        |
|-----------------------------------|-------------|-------------------|----------------------------|------------------|--------------------|--------------------------------------|--------------|
|                                   | Goodwill    | Development costs | Industrial property rights | Exclusive rights | Membership / Brand | Other intangible assets <sup>4</sup> |              |
| Opening net book amount           | ₩ 3,721,421 | ₩ 40,310          | ₩ 14,685                   | ₩ 228,023        | ₩ 557,639          | ₩ 608,663                            | ₩ 5,170,741  |
| Acquisition                       | 308,276     | 726               | 4,768                      | 6,550            | 15,394             | 142,260                              | 477,974      |
| Changes in scope of consolidation | (29,724)    | -                 | (2,613)                    | -                | 3,229              | 189,931                              | 160,823      |
| Disposal                          | (5,916)     | -                 | (59)                       | (3)              | (100,451)          | (50,634)                             | (157,063)    |
| Amortization <sup>1</sup>         | -           | (14,157)          | (3,261)                    | (84,828)         | (11,474)           | (143,802)                            | (257,522)    |
| Impairment                        | (129,430)   | -                 | (37)                       | (653)            | (26,328)           | (93,975)                             | (250,423)    |
| Transfer <sup>2</sup>             | -           | 75                | 1,081                      | -                | 7,958              | (10,792)                             | (1,678)      |
| Others <sup>3</sup>               | (524)       | -                 | 1,770                      | -                | 93,839             | (10,178)                             | 84,907       |
| Closing net book amount           | ₩ 3,864,103 | ₩ 26,954          | ₩ 16,334                   | ₩ 149,089        | ₩ 539,806          | ₩ 631,473                            | ₩ 5,227,759  |
| December 31, 2025                 |             |                   |                            |                  |                    |                                      |              |
| Acquisition cost                  | ₩ 7,543,367 | ₩ 107,014         | ₩ 74,457                   | ₩ 497,710        | ₩ 697,108          | ₩ 1,894,248                          | ₩ 10,813,904 |
| Government grants                 | -           | -                 | (21)                       | -                | -                  | (540)                                | (561)        |
| Accumulated amortization          | -           | (79,836)          | (56,199)                   | (318,247)        | (82,427)           | (721,639)                            | (1,258,348)  |
| Accumulated impairment            | (3,679,264) | (224)             | (1,903)                    | (30,373)         | (74,875)           | (540,596)                            | (4,327,235)  |
| Net book amount                   | ₩ 3,864,103 | ₩ 26,954          | ₩ 16,334                   | ₩ 149,090        | ₩ 539,806          | ₩ 631,473                            | ₩ 5,227,760  |

<sup>1</sup> Includes ₩ 1,019 million of depreciation related to discontinued operations.

<sup>2</sup> Long-term advance payments from the current and prior periods which qualify for asset recognition are reclassified into intangible assets.

<sup>3</sup> Includes effects of foreign exchange rate fluctuations.

<sup>4</sup> Includes ₩ 73,394 million of crypto assets held by the Group as at December 31, 2025.

**KAKAO CORP. and Subsidiaries**  
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**19. Intangible Assets, Continued**

b. Changes in intangible assets for the years ended December 31, 2024 are as follows:

| (in millions of<br>Korean won)    | 2024        |                   |                            |                  |                    |                                      |              |
|-----------------------------------|-------------|-------------------|----------------------------|------------------|--------------------|--------------------------------------|--------------|
|                                   | Goodwill    | Development costs | Industrial property rights | Exclusive rights | Membership / Brand | Other intangible assets <sup>2</sup> | Total        |
| Opening net book amount           | ₩ 4,078,204 | ₩ 41,949          | ₩ 34,917                   | ₩ 320,319        | ₩ 574,979          | ₩ 718,519                            | ₩ 5,768,887  |
| Acquisition                       | -           | 1,751             | 3,208                      | 13,220           | 11,750             | 115,532                              | 145,461      |
| Changes in scope of consolidation | (34,562)    | -                 | (15,382)                   | 370              | -                  | (6,444)                              | (56,018)     |
| Disposal                          | -           | (101)             | (48)                       | -                | (24,918)           | (14,679)                             | (39,746)     |
| Amortization                      | -           | (16,661)          | (9,358)                    | (96,071)         | (3,706)            | (133,832)                            | (259,628)    |
| Impairment <sup>3</sup>           | (317,716)   | -                 | (58)                       | (8,603)          | (2,289)            | (72,617)                             | (401,283)    |
| Transfer <sup>1</sup>             | -           | 13,368            | 1,408                      | (360)            | 1,198              | (16,852)                             | (1,238)      |
| Others                            | (4,505)     | 4                 | (2)                        | (852)            | 625                | 19,036                               | 14,306       |
| Closing net book amount           | ₩ 3,721,421 | ₩ 40,310          | ₩ 14,685                   | ₩ 228,023        | ₩ 557,639          | ₩ 608,663                            | ₩ 5,170,741  |
| December 31, 2024                 |             |                   |                            |                  |                    |                                      |              |
| Acquisition cost                  | ₩ 7,315,661 | ₩ 106,213         | ₩ 69,619                   | ₩ 491,398        | ₩ 686,780          | ₩ 1,705,752                          | ₩ 10,375,423 |
| Government grants                 | -           | -                 | (12)                       | -                | -                  | (351)                                | (363)        |
| Accumulated amortization          | -           | (65,679)          | (53,018)                   | (233,655)        | (72,827)           | (619,417)                            | (1,044,596)  |
| Accumulated impairment            | (3,594,240) | (224)             | (1,904)                    | (29,720)         | (56,314)           | (477,321)                            | (4,159,723)  |
| Net book amount                   | ₩ 3,721,421 | ₩ 40,310          | ₩ 14,685                   | ₩ 228,023        | ₩ 557,639          | ₩ 608,663                            | ₩ 5,170,741  |

<sup>1</sup> Long-term advance payments which qualify for recognizing assets are reclassified into intangible assets.

<sup>2</sup> Includes ₩ 97,568 million of crypto assets held by the Group as at December 31, 2024.

<sup>3</sup> Includes ₩ 1,108 million of depreciation related to discontinued operations.

Management reviews sales performance based on region and type of sales and manages goodwill at operating segment level.

**KAKAO CORP. and Subsidiaries**  
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**19. Intangible Assets, Continued**

c. The following is a summary of goodwill allocation for cash generating units (“CGU”s) operated by management for the years ended December 31, 2025 and 2024:

| (in millions of<br>Korean won)               | 2025                 |                                                      |                         |                                     |                    |
|----------------------------------------------|----------------------|------------------------------------------------------|-------------------------|-------------------------------------|--------------------|
|                                              | Beginning<br>balance | Changes in<br>scope of<br>consolidation <sup>1</sup> | Impairment <sup>2</sup> | Other<br>adjustments <sup>3,4</sup> | Ending<br>balance  |
| Internet portal service<br>and other service | ₩ 1,081,856          | ₩ -                                                  | ₩ -                     | ₩ -                                 | ₩ 1,081,856        |
| Music service                                | -                    | -                                                    | -                       | -                                   | -                  |
| Other mobile service                         | 329,276              | (35,115)                                             | (35,666)                | (401)                               | 258,094            |
| Game business                                | 1,255,645            | -                                                    | (47,431)                | (123)                               | 1,208,091          |
| Commerce service                             | 270,913              | -                                                    | -                       | -                                   | 270,913            |
| Financial services                           | 12,567               | -                                                    | -                       | -                                   | 12,567             |
| Entertainment service                        | 771,164              | 307,751                                              | (46,333)                | -                                   | 1,032,582          |
|                                              | <u>₩ 3,721,421</u>   | <u>₩ 272,636</u>                                     | <u>₩ (129,430)</u>      | <u>₩ (524)</u>                      | <u>₩ 3,864,103</u> |

<sup>1</sup> Represents the change arising from the business combinations of Splyt Group and Dear U Co., Ltd. and the sale of Kakao Healthcare Corp. during 2025.

<sup>2</sup> Includes the impairment losses amounting to ₩ 37,912 million for SM Entertainment Co., Ltd. and its subsidiaries, ₩ 15,915 million for Kakao Entertainment Corp. and its subsidiaries, and ₩ 45,869 million for Kakao Games Corp. and its subsidiaries in 2025.

<sup>3</sup> Includes the adjustment amount resulting from the cancellation of the classification of Kakao VX as held for sale.

<sup>4</sup> Includes the foreign currency effects of goodwill from the acquisition of foreign companies.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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**19. Intangible Assets, Continued**

c. The following is a summary of goodwill allocation for cash generating units (“CGU”s) operated by management for the years ended December 31, 2025 and 2024:, continued

(in millions of  
Korean won)

|                                              | 2024                 |                                                      |                         |                                   |                    |
|----------------------------------------------|----------------------|------------------------------------------------------|-------------------------|-----------------------------------|--------------------|
|                                              | Beginning<br>balance | Changes in<br>scope of<br>consolidation <sup>1</sup> | Impairment <sup>2</sup> | Other<br>adjustments <sup>3</sup> | Ending<br>balance  |
| Internet portal service<br>and other service | ₩ 1,081,856          | ₩ -                                                  | ₩ -                     | ₩ -                               | ₩ 1,081,856        |
| Music service                                | -                    | -                                                    | -                       | -                                 | -                  |
| Other mobile service                         | 406,811              | -                                                    | (72,518)                | (5,017)                           | 329,276            |
| Game business                                | 1,311,373            | (34,562)                                             | (21,678)                | 512                               | 1,255,645          |
| Commerce service                             | 270,913              | -                                                    | -                       | -                                 | 270,913            |
| Financial services                           | 12,567               | -                                                    | -                       | -                                 | 12,567             |
| Entertainment service                        | 994,684              | -                                                    | (223,520)               | -                                 | 771,164            |
|                                              | <u>₩ 4,078,204</u>   | <u>₩ (34,562)</u>                                    | <u>₩ (317,716)</u>      | <u>₩ (4,505)</u>                  | <u>₩ 3,721,421</u> |

<sup>1</sup> Represents the change arising from the business combination of Teins Valley and the sale of Sena Technology Co., Ltd. during 2024.

<sup>2</sup> Includes the impairment losses amounting to ₩ 90,583 million for SM Entertainment Co., Ltd. and its subsidiaries and ₩ 205,456 million for Kakao Entertainment Corp and its subsidiaries in 2024.

<sup>3</sup> Includes the provisional amount presented due to the purchase price allocation related to the business combination of Paymint Inc. not being determined prior to 2024, which was reclassified to identifiable assets upon completion of the purchase price allocation during 2024, and also includes foreign currency effects of goodwill from acquisition of foreign companies.

**KAKAO CORP. and Subsidiaries**  
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**19. Intangible Assets, Continued**

d. The Group annually tests impairment of its goodwill. The recoverable amounts of CGU or group of CGUs are the higher of fair value less costs to sell and value in use. These calculations use cash flow projections based on mid- and long-term business plan approved by management.

Cash flows beyond the period of business plan are based on the estimated long-term growth rates stated below. These growth rates do not exceed the expected long-term average growth rate of the industry report

The following table sets out major assumption, operating profit rate, revenue growth rate, terminal growth rate and discount rate used in the value-in-use calculations for those CGUs that have significant goodwill allocated to them. Additionally, where there has been an impairment loss in a CGU, the recoverable amount is also presented below.

| (in millions of<br>Korean won) | 2025                                                         |                   |                            |                      |                                    |                                    |                               |
|--------------------------------|--------------------------------------------------------------|-------------------|----------------------------|----------------------|------------------------------------|------------------------------------|-------------------------------|
|                                | Internet portal<br>service and<br>other service <sup>1</sup> | Music<br>service  | Other<br>mobile<br>service | Game<br>business     | E-commerce<br>service <sup>2</sup> | Financial<br>services <sup>3</sup> | Entertain-<br>ment<br>service |
| Operating profit rate          | 24.0% ~ 29.3%                                                | 3.4% ~ 4.8%       | (-)23.7% ~<br>57.2%        | (-)421.7% ~<br>53.2% | 11.7% ~<br>14.9%                   | (-)13.7% ~<br>35.7%                | (-)11.2% ~<br>88.2%           |
| Revenue growth rate            | 0.6% ~ 4.2%                                                  | (-)4.0% ~<br>5.8% | (-)15.2% ~<br>30.1%        | (-)80.9% ~<br>208.3% | 4.8% ~ 8.4%                        | 23.2% ~<br>40.9%                   | (-)40.1% ~<br>1509.7%         |
| Terminal growth rate           | 1.0% ~ 1.0%                                                  | 0.0% ~ 0.0%       | 0.0% ~ 1.0%                | 0.0% ~ 1.0%          | 1.0% ~ 1.0%                        | 1.0%                               | 1.0% ~ 1.0%                   |
| Discount rate                  | 9.2% ~ 9.2%                                                  | 9.7% ~ 9.7%       | 9.2% ~<br>14.3%            | 8.9% ~<br>14.0%      | 9.2% ~ 9.2%                        | 13.7%                              | 7.2% ~<br>13.2%               |
| Recoverable amount             | N/A                                                          | N/A               | ₩ 103,703                  | ₩ 2,199,382          | N/A                                | N/A                                | ₩ 3,698,418                   |

<sup>1</sup> If a terminal growth rate is lower than the management's estimate by 0.5%, the value in use will be reduced by 4.1%. If post-tax discount rate used in estimation is higher than the management's estimate by 1.0%, the value in use will be reduced by 10.3%.

<sup>2</sup> If a terminal growth rate is lower than the management's estimate by 0.5%, the value in use will be reduced by 4.1%. If post-tax discount rate used in estimation is higher than the management's estimate by 1.0%, the value in use will be reduced by 10.5%.

<sup>3</sup> If a terminal growth rate is lower than the management's estimate by 0.5%, the value in use will be reduced by 2.6%. If post-tax discount rate used in estimation is higher than the management's estimate by 1.0%, the value in use will be reduced by 8.8%.

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**19. Intangible Assets, Continued**

| (in millions of<br>Korean won) | 2024                                                         |                  |                            |                      |                                    |                                    |                               |
|--------------------------------|--------------------------------------------------------------|------------------|----------------------------|----------------------|------------------------------------|------------------------------------|-------------------------------|
|                                | Internet portal<br>service and<br>other service <sup>1</sup> | Music<br>service | Other<br>mobile<br>service | Game<br>business     | E-commerce<br>service <sup>2</sup> | Financial<br>services <sup>3</sup> | Entertain-<br>ment<br>service |
| Operating profit rate          | 18.8% ~ 21.8%                                                | -                | (-)267.0% ~<br>69.6%       | 7.3% ~<br>65.6%      | 26.9% ~<br>29.4%                   | (-)13.7% ~<br>35.7%                | (-)1913.7% ~<br>1303.0%       |
| Revenue growth rate            | 1.5% ~ 4.2%                                                  | -                | (-)74.3% ~<br>123.6%       | (-)42.5% ~<br>286.8% | 2.9% ~ 6.0%                        | 23.2% ~<br>40.9%                   | (-)63.3% ~<br>1456.9%         |
| Terminal growth rate           | 1.0%                                                         | -                | 0.0% ~ 1.0%                | 1.0%                 | 1.0%                               | 1.0%                               | 0.0% ~ 1.0%                   |
| Discount rate                  | 10.0%                                                        | -                | 9.3% ~<br>13.9%            | 9.5% ~<br>14.3%      | 9.9%                               | 13.7%                              | 7.5% ~<br>14.4%               |
| Recoverable amount             | N/A                                                          | N/A              | ₩ 1,764,010                | ₩ 2,731,826          | N/A                                | N/A                                | ₩ 3,367,960                   |

<sup>1</sup> If a terminal growth rate is lower than the management's estimate by 0.5%, the value in use will be reduced by 3.4%. If post-tax discount rate used in estimation is higher than the management's estimate by 1.0%, the value in use will be reduced by 9.2%.

<sup>2</sup> If a terminal growth rate is lower than the management's estimate by 0.5%, the value in use will be reduced by 3.7%. If post-tax discount rate used in estimation is higher than the management's estimate by 1.0%, the value in use will be reduced by 9.8%.

<sup>3</sup> If a terminal growth rate is lower than the management's estimate by 0.5%, the value in use will be reduced by 3.0%. If post-tax discount rate used in estimation is higher than the management's estimate by 1.0%, the value in use will be reduced by 10.4%.

These assumptions were used for each cash generating unit within the operating segment.

The discount rate reflects the specific risk associated with the segment to which the CGUs (group) belongs.

As a result of impairment assessment for goodwill, the Group determined that the carrying amount of the internet portal service and other service and financial services and e-commerce service cash-generating units will exceed the recoverable amount, and did not recognize impairment loss on goodwill.

**KAKAO CORP. and Subsidiaries**  
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**19. Intangible Assets, Continued**

e. Crypto assets

The Group owns crypto assets for various business purposes.

The Group was allocated the token in return for provision of services by participating in establishment of the platform of crypto assets, Klaytn and BORA, and token development process as a developer. However, there is no book amount recognized.

Status of acquisition and holding of crypto assets by the Group is as follows:

*(in thousands of Korean won and in unit)*

| Name   | Listing status <sup>1</sup> | Quantity          |             |                     | December 31, 2025 | Fair value (per unit) <sup>2</sup> |                   |
|--------|-----------------------------|-------------------|-------------|---------------------|-------------------|------------------------------------|-------------------|
|        |                             | December 31, 2024 | Acquisition | Disposal and others |                   | December 31, 2025                  | December 31, 2024 |
| KAIA   | Listed                      | 1,183,223         | 43,737      | (296,657)           | 930,303           | ₩ -                                | ₩ -               |
| BORA   | Listed                      | 269,523           | 22,081      | (60,360)            | 231,244           | -                                  | -                 |
| BTC    | Listed                      | -                 | -           | -                   | -                 | 130,491                            | 141,484           |
| ETH    | Listed                      | -                 | -           | -                   | -                 | 4,430                              | 5,245             |
| USDC   | Listed                      | 774               | 22,200      | (19,172)            | 3,802             | 1                                  | 1                 |
| USDT   | Listed                      | 3,876             | 1,106       | (1,653)             | 3,329             | 1                                  | 1                 |
| WEMIX  | Listed                      | 7,029             | 419         | (469)               | 6,979             | 1                                  | 1                 |
| ISK    | Listed                      | 54,778            | 4,584       | (153)               | 59,209            | -                                  | -                 |
| MBX    | Listed                      | 6,142             | 225         | -                   | 6,367             | -                                  | 1                 |
| OAS    | Listed                      | 55,302            | -           | -                   | 55,302            | -                                  | -                 |
| Others | -                           | 2,210,971         | 398,755     | (498,110)           | 2,111,616         | -                                  | -                 |

<sup>1</sup> Listed in domestic and overseas exchanges such as BINANCE.COM, BITHUMB.COM and others.

<sup>2</sup> Calculated using monthly average market price as at the end of the reporting period provided by COINMARKETCAP.COM.

**KAKAO CORP. and Subsidiaries**  
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**19. Intangible Assets, Continued**

Crypto assets recognized in the consolidated statement of financial position are as follows: The amount recognized as impairment loss on intangible assets related to crypto assets is ₩ 24,466 million (2024: ₩ 17,505 million) for the year ended December 31, 2025.

(in millions of Korean won)

| Name   | Line item         | Valuation Technique | Acquisition Methods                        | 2025             |                        |             | 2024             |                        |             |
|--------|-------------------|---------------------|--------------------------------------------|------------------|------------------------|-------------|------------------|------------------------|-------------|
|        |                   |                     |                                            | Acquisition cost | Accumulated impairment | Book amount | Acquisition cost | Accumulated impairment | Book amount |
| KAIA   | Intangible assets | Cost method         | Paid acquisition, Block rewards and others | ₩ 62,993         | ₩ (6,687)              | ₩ 56,306    | ₩ 61,571         | ₩ (991)                | ₩ 60,580    |
| BTC    | Intangible assets | Cost method         | Paid acquisition                           | 1,313            | -                      | 1,313       | 1,458            | -                      | 1,458       |
| ETH    | Intangible assets | Cost method         | Paid acquisition                           | 80               | -                      | 80          | 84               | -                      | 84          |
| USDC   | Intangible assets | Cost method         | Paid acquisition                           | 5,349            | -                      | 5,349       | 1,126            | -                      | 1,126       |
| USDT   | Intangible assets | Cost method         | Paid acquisition                           | 4,412            | -                      | 4,412       | 6,428            | (1,147)                | 5,281       |
| WEMIX  | Intangible assets | Cost method         | Paid acquisition, Block rewards            | 5,110            | (815)                  | 4,295       | 5,210            | (533)                  | 4,677       |
| ISK    | Intangible assets | Cost method         | Paid acquisition                           | 14,813           | (14,803)               | 10          | 14,286           | (12,118)               | 2,168       |
| MBX    | Intangible assets | Cost method         | Paid acquisition                           | 4,165            | (3,518)                | 647         | 4,179            | -                      | 4,179       |
| OAS    | Intangible assets | Cost method         | Paid acquisition                           | 2,007            | (2,007)                | -           | 2,056            | -                      | 2,056       |
| Others | Intangible assets | Cost method         | Paid acquisition, Block rewards and others | 49,535           | (48,552)               | 983         | 40,202           | (24,242)               | 15,960      |

**KAKAO CORP. and Subsidiaries**  
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**19. Intangible Assets, Continued**

Disposals of crypto assets during the years ended December 31, 2025 and 2024, are as follows:

Acquired crypto assets were sold by exchange transaction with crypto assets, and the amount recognized as gain (loss) on sales of intangible assets is ₩ (-)6,491 million (2024: ₩ 80 million) for the year ended December 31, 2025.

| (in millions of<br>Korean won<br>and in unit) | 2025 <sup>1</sup>    |                    |                |                         | 2024                 |                    |                |                         |
|-----------------------------------------------|----------------------|--------------------|----------------|-------------------------|----------------------|--------------------|----------------|-------------------------|
|                                               | Disposal<br>quantity | Disposal<br>amount | Book<br>amount | Gain (loss)<br>on sales | Disposal<br>quantity | Disposal<br>amount | Book<br>amount | Gain (loss)<br>on sales |
| KAIA <sup>2</sup>                             | 18,984               | ₩ 4,330            | ₩ 6,026        | ₩ (1,696)               | 12,915               | ₩ 3,263            | ₩ 5,223        | ₩ (1,960)               |
| BTC                                           | -                    | 248                | 145            | 103                     | -                    | 943                | 691            | 252                     |
| ETH                                           | -                    | 3                  | 3              | -                       | -                    | 253                | 142            | 111                     |
| USDC                                          | 19,172               | 807                | 822            | (15)                    | 1,700                | 2,468              | 2,488          | (20)                    |
| USDT                                          | 1,601                | 3,238              | 2,325          | 913                     | 1,922                | 4,079              | 2,578          | 1,501                   |
| WEMIX                                         | 469                  | 415                | 395            | 20                      | 63                   | 286                | 218            | 68                      |
| ISK                                           | 153                  | -                  | 6              | (6)                     | -                    | -                  | -              | -                       |
| MBX                                           | -                    | -                  | -              | -                       | 121                  | 229                | 120            | 109                     |
| Others                                        | 180,075              | 549                | 6,359          | (5,810)                 | 373,713              | 2,132              | 2,112          | 20                      |

<sup>1</sup> BORA, which is the crypto assets issued by the Group, is not included

<sup>2</sup> The amounts represents the disposal of KAIA acquired by Block rewards

The fair value of crypto assets held by the Group as at December 31, 2025 is changing significantly after December 31, 2025, however, the effect of these significant changes on the financial statements cannot be estimated as at the reporting date. The possible adjustments due to such uncertainty are not reflected in the Group's consolidated financial statements.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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**20. Leases**

(1) Amounts recognized in the consolidated statements of financial position

The consolidated statement of financial position as at December 31, 2025 and 2024 shows the following amounts relating to leases:

| <i>(in millions of Korean won)</i> | <b>2025</b>        | <b>2024</b>        |
|------------------------------------|--------------------|--------------------|
| Right-of-use assets                |                    |                    |
| Properties                         | ₩ 1,302,745        | ₩ 1,511,778        |
| Machinery                          | 191,880            | 256,403            |
| Vehicles                           | 13,346             | 12,753             |
|                                    | <u>₩ 1,507,971</u> | <u>₩ 1,780,934</u> |

| <i>(in millions of Korean won)</i> | <b>2025</b>        | <b>2024</b>        |
|------------------------------------|--------------------|--------------------|
| Lease liabilities                  |                    |                    |
| Current                            | ₩ 331,487          | ₩ 325,419          |
| Non-current                        | 1,559,646          | 1,802,512          |
|                                    | <u>₩ 1,891,133</u> | <u>₩ 2,127,931</u> |

The right-of-use assets decreased by ₩ 69,539 million for the year ended December 31, 2025 (increased by ₩ 241,471 million for the year ended December 31, 2024). The amount does not include any right-of-use asset that have been derecognized due to sublease.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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**20. Leases, Continued**

(2) Amounts recognized in the consolidated statements of comprehensive income

The consolidated statements of comprehensive income for the years ended December 31, 2025 and 2024 recognize the following amounts relating to leases:

| <i>(in millions of Korean won)</i>                                                                             | <b>2025</b> |         | <b>2024</b> |         |
|----------------------------------------------------------------------------------------------------------------|-------------|---------|-------------|---------|
| Depreciation of right-of-use assets                                                                            |             |         |             |         |
| Properties                                                                                                     | ₩           | 208,794 | ₩           | 210,897 |
| Machinery                                                                                                      |             | 91,697  |             | 89,703  |
| Vehicles                                                                                                       |             | 5,299   |             | 5,926   |
|                                                                                                                | ₩           | 305,790 | ₩           | 306,526 |
| Interest expense on lease liabilities (included in finance cost)                                               | ₩           | 82,455  | ₩           | 82,034  |
| Expense relating to short-term leases (included in operating expenses)                                         |             | 8,502   |             | 8,491   |
| Expense relating to leases of low-value assets that are not short-term leases (included in operating expenses) |             | 4,950   |             | 4,648   |
| Expense relating to variable lease payments not included in lease liabilities (included in operating expenses) |             | 79,735  |             | 57,940  |
| Income from subleases of right-of-use assets                                                                   |             | 44      |             | 9,157   |

The total cash outflow for leases in 2025 was ₩ 453,862 million (2024: ₩ 403,754 million).

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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**20. Leases, Continued**

(3) Changes in lease liabilities

Changes in lease liabilities for the years ended December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>      | <b>2025</b> |                  | <b>2024</b> |                  |
|-----------------------------------------|-------------|------------------|-------------|------------------|
| Beginning balance                       | ₩           | 2,127,930        | ₩           | 2,017,185        |
| Changes in scope of consolidation       |             | (7,013)          |             | (2,717)          |
| Increase                                |             | 188,675          |             | 398,266          |
| Payments                                |             | (356,278)        |             | (332,673)        |
| Disposals                               |             | (87,645)         |             | (33,373)         |
| Amortization of present value discounts |             | 78,058           |             | 82,034           |
| Others                                  |             | (52,596)         |             | (790)            |
| Ending balance                          | ₩           | <u>1,891,131</u> | ₩           | <u>2,127,932</u> |

**KAKAO CORP. and Subsidiaries**  
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**20. Leases, Continued**

(4) Maturity analysis of lease receivables

The following table sets out a maturity analysis of lease receivables, showing the undiscounted lease payments to be received after the reporting date.

| <i>(in millions of Korean won)</i>   |   | <b>2025</b> |
|--------------------------------------|---|-------------|
| Less than one year                   | ₩ | 18,212      |
| One to two years                     |   | 16,467      |
| Two to three years                   |   | 15,484      |
| Three to four years                  |   | 14,340      |
| Four to five years                   |   | 13,580      |
| More than five years                 |   | 19,453      |
| Total undiscounted lease receivables |   | 97,536      |
| Unearned finance income              |   | (10,511)    |
| Net investment in the lease          | ₩ | 87,025      |

The following table sets out a maturity analysis of lease payments, showing the undiscounted lease payments to be received after the reporting date.

| <i>(in millions of Korean won)</i> |   | <b>2025</b> |
|------------------------------------|---|-------------|
| Less than one year                 | ₩ | 5,751       |
| One to two years                   |   | 2,760       |
| Two to three years                 |   | 1,669       |
| Three to four years                |   | 639         |
| Four to five years                 |   | 608         |
| More than five years               |   | 602         |
|                                    | ₩ | 12,029      |

**KAKAO CORP. and Subsidiaries**  
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**21. Borrowings and Bonds**

Short-term borrowings as at December 31, 2025 and 2024, are as follows:

(in millions of Korean won)

| Category                                  | Creditor                                                                  | Annual interest rate (%) as at December 31, 2025 | Latest maturity               | 2025     | 2024      |
|-------------------------------------------|---------------------------------------------------------------------------|--------------------------------------------------|-------------------------------|----------|-----------|
| Exchangeable bonds <sup>2</sup>           | Foreign currency denominated non-guaranteed senior exchangeable bonds     | -                                                |                               | ₩ -      | ₩ 311,934 |
|                                           | Discount on issuance of bonds                                             |                                                  |                               | -        | (67,496)  |
|                                           |                                                                           |                                                  |                               | -        | 244,438   |
| Exchangeable bonds <sup>1,3,8</sup>       | Unregistered non-interested non-guarantee private exchangeable bonds      | 0.0%                                             | August 2029                   | 207,271  | 245,271   |
|                                           | Discount on issuance of bonds                                             |                                                  |                               | (64,157) | (92,274)  |
|                                           |                                                                           |                                                  |                               | 143,114  | 152,997   |
| Convertible bonds <sup>3,4</sup>          | 14 <sup>th</sup> non-guaranteed, non-interested private convertible bonds | -                                                | -                             | -        | 11,000    |
|                                           | Discount on issuance of bonds                                             |                                                  |                               | -        | (22)      |
|                                           |                                                                           |                                                  |                               | -        | 10,978    |
| Convertible bonds <sup>5,9</sup>          | 5 <sup>th</sup> private convertible bonds                                 | 0.0%                                             | June 2029                     | 13,965   | 14,500    |
|                                           | Redemption premium                                                        |                                                  |                               | 712      | 740       |
|                                           | Conversion right adjustments                                              |                                                  |                               | (6,090)  | (7,599)   |
|                                           |                                                                           |                                                  |                               | 8,587    | 7,641     |
| Short-term operation capital <sup>6</sup> | Kookmin Bank                                                              | 4.4% ~ 4.5%                                      | April 2026 ~ November 2026    | 208,000  | 232,686   |
| Short-term operation capital <sup>6</sup> | Industrial Bank of Korea                                                  | 3.3%                                             | March 2025                    | 300      | 500       |
| Short-term operation capital              | NongHyup Bank                                                             | -                                                | -                             | -        | 70,368    |
| Short-term operation capital <sup>6</sup> | Korea Development Bank                                                    | 3.7% ~ 4.4%                                      | April 2026                    | 75,000   | 60,000    |
| Short-term operation capital <sup>6</sup> | Shinhan Bank                                                              | 3.5% ~ 4.4%                                      | April 2026 ~ March 2027       | 87,085   | 212,077   |
| Short-term operation capital              | Citi Bank                                                                 | 4.3% ~ 4.7%                                      | January 2026 ~ October 2026   | 50,000   | 50,000    |
| Short-term operation capital <sup>6</sup> | Woori Bank                                                                | 4.3% ~ 5.7%                                      | January 2026 ~ September 2026 | 80,000   | 171,993   |
| Short-term operation capital              | Korea SMEs and Startups Agency                                            | -                                                | -                             | -        | 233       |

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**21. Borrowings and Bonds, Continued**

Short-term borrowings as at December 31, 2025 and 2024, are as follows:

(in millions of Korean won)

| Category                                             | Creditor                                     | Annual interest rate (%) as at December 31, 2025 | Latest maturity              | 2025      | 2024      |
|------------------------------------------------------|----------------------------------------------|--------------------------------------------------|------------------------------|-----------|-----------|
| Short-term operation capital <sup>6</sup>            | Hana Bank                                    | 3.1% ~ 6.1%                                      | March 2026 ~ October 2026    | 200,000   | 357,586   |
| Short-term operation capital                         | Others                                       | -                                                | -                            | -         | 50,187    |
| Commercial paper                                     | Shinhan Bank and others                      | 2.7% ~ 5.2%                                      | March 2026 ~ September 2026  | 235,000   | 200,000   |
| Short-term Electronic Bond                           | KR Investment & Securities Co., Ltd.         | 4.1%                                             | August 2026                  | 19,462    | -         |
| Short-term Electronic Bond                           | Sangsangin Investment & Securities Co., Ltd. | 4.1%                                             | August 2026 ~ September 2026 | 19,453    | -         |
| Financial institutions and others                    | Individual and others                        | 0.0% ~ 7.7%                                      | January 2026 ~ August 2026   | 2,852     | 52,720    |
| Redeemable convertible preferred shares <sup>7</sup> |                                              |                                                  |                              | 15,365    | 12,832    |
|                                                      |                                              |                                                  |                              | 1,144,218 | 1,887,236 |

<sup>1</sup> Although the maturity of the exchangeable bonds is 2029, the exchangeable bonds have been classified as current due to the exercisability of the exchange rights.

<sup>2</sup> Bonds with an issue price of USD 203,900,000 were repurchased and USD 8,300,000 was early extinguished during the current period.

<sup>3</sup> Bonds issued by Kakao Games Corp., a subsidiary.

<sup>4</sup> In the prior year, KRW 452,354 million in terms of total face value was redeemed through the exercise of early redemption rights, and the remaining balance was redeemed early in the current year.

<sup>5</sup> Convertible bonds issued by KEYEAST Co., Ltd., a subsidiary.

<sup>6</sup> Included the amount to be redeemed within one year out of long-term borrowings with installment redemption feature.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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**21. Borrowings and Bonds, Continued**

Short-term borrowings as at December 31, 2025 and 2024, are as follows:

<sup>7</sup> It is classified as short-term borrowings as the investor's early redemption right is exercisable within one year.

<sup>8</sup> During the period, bonds with an issuance amount of KRW 38,000 million were exchanged for the underlying shares through the exercise of exchange rights.

<sup>9</sup> Classified as short-term borrowings as the investor's conversion request period falls within one year.

Long-term borrowings and long-term lease liabilities as at December 31, 2025 and 2024, are as follows:

(in millions of Korean won)

| Category          | Creditor                                     | Annual<br>interest rate<br>(%) as at<br>December<br>31, 2025 | Latest maturity<br>date      | 2025             | 2024             |
|-------------------|----------------------------------------------|--------------------------------------------------------------|------------------------------|------------------|------------------|
| Convertible bonds | Privately Placed Corporate Bonds             | 0.0%                                                         | May 2028                     | ₩ 50,183         | ₩ -              |
| Convertible bonds | Kookmin Bank                                 | 4.0% ~ 4.2%                                                  | April 2027 ~<br>June 2027    | 169,520          | 45,000           |
| Convertible bonds | Korea Development Bank                       | -                                                            | -                            | -                | 15,000           |
| Convertible bonds | Shinhan Bank                                 | 3.5% ~ 4.4%                                                  | March 2027 ~<br>October 2027 | 241,736          | 87,106           |
| Convertible bonds | Woori Bank                                   | 4.0% ~ 4.5%                                                  | April 2027 ~ May<br>2028     | 99,389           | 45,000           |
| Convertible bonds | Hana Bank                                    | 4.0% ~ 4.5%                                                  | April 2027 ~<br>August 2028  | 166,520          | 50,000           |
| Convertible bonds | NongHyup Bank                                | 3.7%                                                         | April 2027                   | 70,000           | -                |
| Convertible bonds | Korea SMEs and Startups<br>Agency            | -                                                            | -                            | -                | 704              |
| Convertible bonds | KB Securities Co., Ltd.                      | 5.2%                                                         | February 2027                | 50,000           | -                |
| Convertible bonds | Gyeonggido Business &<br>Science Accelerator | -                                                            | -                            | -                | 60               |
| PF Loan           | Kookmin Bank                                 | 4.5%                                                         | June 2054                    | 13,405           | -                |
| PF Loan           | Woori Bank                                   | 4.5%                                                         | June 2054                    | 14,610           | -                |
| PF Loan           | Kyongnam Bank                                | 4.5%                                                         | June 2054                    | 11,239           | -                |
| PF Loan           | Suhyup Bank                                  | 4.5%                                                         | June 2054                    | 6,743            | -                |
| PF Loan           | Others                                       | 6.0% ~ 6.3%                                                  | June 2054                    | 47,203           | -                |
| Commercial paper  | Others                                       | -                                                            | -                            | -                | 85,000           |
| Others            | S-Project Lion Co., Ltd.                     | 4.2%                                                         | April 2028                   | 50,000           | -                |
|                   |                                              |                                                              |                              | <u>₩ 990,548</u> | <u>₩ 327,870</u> |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

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**21. Borrowings and Bonds, Continued**

Movements in the borrowings for the years ended December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>      | <b>2025</b> |                  | <b>2024</b> |                  |
|-----------------------------------------|-------------|------------------|-------------|------------------|
| Beginning balance                       | ₩           | 2,215,106        | ₩           | 2,475,080        |
| Changes in scope of consolidation       |             | (37)             |             | 91               |
| Additions                               |             | 771,253          |             | 1,666,318        |
| Repayments                              |             | (972,134)        |             | (1,805,466)      |
| Amortization of present value discounts |             | 21,525           |             | 17,649           |
| Others <sup>1,2</sup>                   |             | 99,053           |             | (138,566)        |
| Ending balance                          | ₩           | <u>2,134,766</u> | ₩           | <u>2,215,106</u> |

<sup>1</sup> Changes due to exchange rate fluctuations and the amount of KRW 38,000 million converted into the underlying shares through the exercise of exchange rights are included.

<sup>2</sup> The amount includes KRW 35,281 million of derivative liabilities separately recognized as the embedded derivative met the bifurcation criteria, as well as KRW 50,811 million of bond redemption loss incurred upon the redemption of the bonds.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

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## 21. Borrowings and Bonds, Continued

Details of exchangeable bonds and convertible bonds issued by the Group are as follows:

| Details                                           |                                |                                                                                                                                                                                                                                                                           |
|---------------------------------------------------|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type <sup>1</sup>                                 |                                | Unregistered non-guaranteed zero-coupon private exchangeable bonds                                                                                                                                                                                                        |
| Principal amount <sup>2</sup>                     |                                | ₩ 270,021 million                                                                                                                                                                                                                                                         |
| Interest rate                                     | Coupon rate                    | 0.00%                                                                                                                                                                                                                                                                     |
|                                                   | Yield rate                     | 0.00%                                                                                                                                                                                                                                                                     |
| Date of issuance                                  |                                | August 19, 2024                                                                                                                                                                                                                                                           |
| Date of maturity <sup>3</sup>                     |                                | August 19, 2029                                                                                                                                                                                                                                                           |
| Matters relating to exchange                      | Exchange ratio(%)              | 100%                                                                                                                                                                                                                                                                      |
|                                                   | Exchange price (in Korean won) | ₩ 324,027                                                                                                                                                                                                                                                                 |
|                                                   | Type of shares to be exchanged | Registered ordinary share of Krafton Corp.                                                                                                                                                                                                                                |
|                                                   | Exchange period                | September 19, 2024 ~ July 19, 2029                                                                                                                                                                                                                                        |
|                                                   | Exchange price adjustments     | Adjusted in the event of issuance of stock-related bonds below the market price, capital increase with and without consideration, stock dividends and other occasions prescribed in the agreement                                                                         |
| Issuer's early redemption right (Call Option)     |                                | Allows for request every three months from the date 30 months after the issuance                                                                                                                                                                                          |
| Bond holder's early redemption right (Put Option) |                                | Allows for requests from the date corresponding to one month after the issuance date until one month before the maturity date, with interval of three-month from each date (subject to a limit of 25% of the bond issuance amount initially acquired by the bond holder). |

<sup>1</sup> Exchangeable bonds issued by Kakao Games Corp., a subsidiary.

<sup>2</sup> In prior year, issuance price corresponding to ₩ 24,750 million was exchanged for shares through the exercise of exchange rights, while bonds amounting to KRW 38,000 million were exchanged during the current period.

## 21. Borrowings and Bonds, Continued

<sup>3</sup> Although the maturity of the exchangeable bonds is 2029, the exchangeable bonds have been classified as current due to the exercisability of the exchange rights.

| Details           |                                                                           |
|-------------------|---------------------------------------------------------------------------|
| Type <sup>1</sup> | 14 <sup>th</sup> non-guaranteed, non-interested private convertible bonds |
| Principal amount  | ₩ 50,183 million                                                          |

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

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#### Details

|                                           |             |                                                                                                                                                                                                   |
|-------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Interest rate                             | Coupon rate | 0%                                                                                                                                                                                                |
|                                           | Yield rate  | 0%                                                                                                                                                                                                |
| Date of issuance                          |             | March 30, 2025                                                                                                                                                                                    |
| Date of maturity                          |             | March 30, 2028                                                                                                                                                                                    |
| Conversion price ( <i>in Korean won</i> ) |             | ₩ 37,527                                                                                                                                                                                          |
| Conversion period                         |             | From one year after the date of issuance to one month before the maturity date of repayment                                                                                                       |
| Conversion price adjustments              |             | Adjusted in the event of issuance of stock-related bonds below the market price, capital increase with and without consideration, stock dividends and other occasions prescribed in the agreement |
| Redemption of Principal if Unexercised    |             | The principal will be repaid in a lump sum at maturity for any conversion rights that have not been exercised by the day preceding the maturity date.                                             |

<sup>1</sup> Convertible bonds issued by Kakao Corp., the Parent company.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

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**21. Borrowings and Bonds, Continued**

|                                                |             |  | Details                                                                                                                                                                                           |
|------------------------------------------------|-------------|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type <sup>1</sup>                              |             |  | 5 <sup>th</sup> private convertible bonds                                                                                                                                                         |
| Principal amount                               |             |  | ₩ 14,500 million                                                                                                                                                                                  |
| Interest rate                                  | Coupon rate |  | 0.0%                                                                                                                                                                                              |
|                                                | Yield rate  |  | 1.0%                                                                                                                                                                                              |
| Date of issuance                               |             |  | June 25, 2024                                                                                                                                                                                     |
| Date of maturity <sup>2</sup>                  |             |  | June 25, 2029                                                                                                                                                                                     |
| Conversion price ( <i>in Korean won</i> )      |             |  | ₩ 6,080                                                                                                                                                                                           |
| Conversion period                              |             |  | From one year after the date of issuance to the maturity date                                                                                                                                     |
| Conversion price adjustments                   |             |  | Adjusted in the event of issuance of stock-related bonds below the market price, capital increase with and without consideration, stock dividends and other occasions prescribed in the agreement |
| Investor's early redemption right (Put Option) |             |  | Allows for request every three months from the date 2 years after the issuance                                                                                                                    |
| Issuer's early redemption right (Call Option)  |             |  | Allows for requests from the date one year after the issuance until 23 months after the issuance, with one month interval from each date                                                          |

<sup>1</sup> Convertible bonds issued by KEYEAST Co., Ltd., a subsidiary.

<sup>2</sup> It is classified as short-term borrowings as the investor's conversion right is exercisable within one year.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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**21. Borrowings and Bonds, Continued**

Details of redeemable convertible preferred shares issued by subsidiaries as at December 31, 2024, are as follows:

| (in millions of<br>Korean won)     | Details                                                                                     |                                                                                             |                                                                                             |                                                                                             |
|------------------------------------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
|                                    | METABORA Co., Ltd.                                                                          | METABORA Co., Ltd.                                                                          | METABORA Co., Ltd.                                                                          | METABORA Co., Ltd.                                                                          |
| Date of issue                      | May 2018                                                                                    | August 2019                                                                                 | July 2020                                                                                   | April 2021                                                                                  |
| Value at issue                     | ₩ 7,000                                                                                     | ₩ 2,300                                                                                     | ₩ 1,000                                                                                     | ₩ 3,900                                                                                     |
| Dividend rate for preferred shares | 1% of face value                                                                            | 1% of issue value                                                                           | 1% of issue value                                                                           | 1% of issue value                                                                           |
| Guaranteed yield upon redemption   | 8%                                                                                          | 5%                                                                                          | 5%                                                                                          | 5%                                                                                          |
| Conversion period                  | From the day after issuance date to the day before 10 years from issuance date              | From the day after payment date to the day before 10 years from payment date                | From the day after payment date to the day before 10 years from payment date                | From the day after payment date to the day before 10 years from payment date                |
| Conversion rate                    | 1 preferred share for 1 ordinary share (includes certain adjustments in IPO offering price) | 1 preferred share for 1 ordinary share (includes certain adjustments in IPO offering price) | 1 preferred share for 1 ordinary share (includes certain adjustments in IPO offering price) | 1 preferred share for 1 ordinary share (includes certain adjustments in IPO offering price) |
| Redemption period                  | Redeemable from one year after issuance date                                                | Redeemable from three years after payment date                                              | Redeemable from three years after payment date                                              | Redeemable from three years after payment date                                              |

**22. Net Defined Benefit Liabilities**

Details of net defined benefit liabilities (assets) recognized in the statements of financial position as at December 31, 2025 and 2024, are as follows:

| (in millions of Korean won)                  | 2025      | 2024      |
|----------------------------------------------|-----------|-----------|
| Present value of defined benefit obligations | ₩ 521,749 | ₩ 481,313 |
| Fair value of plan assets                    | (564,477) | (499,097) |
| Net defined benefit liabilities              | 24,925    | 31,731    |
| Net defined benefit assets                   | (67,653)  | (49,515)  |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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**22. Net Defined Benefit Liabilities, continued**

Movements in the defined benefit obligations for the years ended December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                                       | <b>2025</b> | <b>2024</b> |
|--------------------------------------------------------------------------|-------------|-------------|
| Beginning balance                                                        | ₩ 481,313   | ₩ 401,497   |
| Increase (decrease) due to change in scope of consolidation <sup>1</sup> | (2,215)     | (10,008)    |
| Current service cost <sup>2</sup>                                        | 92,846      | 93,842      |
| Past service cost                                                        | 2,465       | (87)        |
| Interest expense <sup>3</sup>                                            | 18,902      | 18,216      |
| Remeasurements: <sup>4</sup>                                             |             |             |
| Actuarial loss arising from change in demographic assumptions            | (679)       | 281         |
| Actuarial loss arising from change in financial assumptions              | (8,314)     | 19,811      |
| Actuarial loss arising from experience adjustments                       | 7,907       | 13,625      |
| Payments from plans <sup>5</sup>                                         | (66,333)    | (61,570)    |
| Transfer from (to) affiliated companies <sup>6</sup>                     | 500         | (338)       |
| Others <sup>7</sup>                                                      | (4,643)     | 6,044       |
| Ending balance                                                           | ₩ 521,749   | ₩ 481,313   |

<sup>1</sup>The amount includes a decrease of KRW 4,222 million arising from changes in the scope of consolidation related to discontinued operations during the current period.

<sup>2</sup> The amount includes current service costs related to discontinued operations of KRW 1,649 million and KRW 1,705 million for the current period and the prior period.

<sup>3</sup> The amount includes interest expenses related to discontinued operations of KRW 175 million for the current period and KRW 137 million for the prior period.

<sup>4</sup> The amount includes remeasurement items related to discontinued operations of KRW (32) million for the prior period.

<sup>5</sup> The amount includes benefit payments under the plan related to discontinued operations of KRW (1,178) million for the current period and KRW (542) million for the prior period.

<sup>6</sup> The amount includes transfers in/out with associates related to discontinued operations of KRW 8 million for the current period and KRW 84 million for the prior period.

<sup>7</sup> The amount includes other items related to discontinued operations of KRW (427) million for the current period.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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**22. Net Defined Benefit Liabilities, continued**

Movements in the fair value of plan assets for the years ended December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                                       | <b>2025</b> | <b>2024</b> |
|--------------------------------------------------------------------------|-------------|-------------|
| Beginning balance                                                        | ₩ 499,097   | ₩ 440,683   |
| Increase (decrease) due to change in scope of consolidation <sup>1</sup> | (1,408)     | (985)       |
| Interest income <sup>2</sup>                                             | 19,477      | 19,558      |
| Contribution <sup>3</sup>                                                | 123,330     | 96,505      |
| Payments from plans <sup>4</sup>                                         | (70,518)    | (51,973)    |
| Transfer from (to) affiliated companies <sup>5</sup>                     | 441         | (7,934)     |
| Remeasurements: <sup>6</sup>                                             |             |             |
| Return on plan assets (excluding amounts included in interest income)    | (3,634)     | (3,632)     |
| Others <sup>7</sup>                                                      | (2,308)     | 6,875       |
| Ending balance                                                           | ₩ 564,477   | ₩ 499,097   |

<sup>1</sup>The amount includes a decrease of KRW 3,233 million arising from changes in the scope of consolidation related to discontinued operations during the current period.

<sup>2</sup> The amount includes interest income related to discontinued operations of KRW 209 million for the current period and KRW 148 million for the prior period.

<sup>3</sup> The amount includes additional contributions related to discontinued operations of KRW 2,297 million for the prior period.

<sup>4</sup> The amount includes benefit payments under the plan related to discontinued operations of KRW (1,178) million for the current period and KRW (542) million for the prior period.

<sup>5</sup> The amount includes transfers in/out with associates related to discontinued operations of KRW 84 million for the prior period.

<sup>6</sup> The amount includes remeasurement items related to discontinued operations of KRW (88) million for the current period and KRW (98) million for the prior period.

<sup>7</sup> The amount includes other items related to discontinued operations of KRW (427) million for the current period.

**KAKAO CORP. and Subsidiaries**  
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**22. Net Defined Benefit Liabilities, continued**

The amounts recognized in the consolidated statements of comprehensive income for the years ended December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i> | <b>2025</b>     | <b>2024</b>     |
|------------------------------------|-----------------|-----------------|
| Current service cost <sup>1</sup>  | ₩ 92,846        | ₩ 93,842        |
| Past service cost                  | 2,465           | (87)            |
| Net interest cost <sup>2</sup>     | (575)           | (1,342)         |
| Others                             | 74              | 839             |
|                                    | <u>₩ 94,810</u> | <u>₩ 93,252</u> |

<sup>1</sup> The amount includes current service costs related to discontinued operations of KRW 1,649 million for the current period and KRW 1,705 million for the prior period.

<sup>2</sup> The amount includes net interest cost related to discontinued operations of KRW (33) million for the current period and KRW (10) million for the prior period.

Total service cost from defined benefit plan amounting to ₩ 94,810 million (2024: ₩ 93,252 million) is included in operating expenses for the year ended December 31, 2025. In addition, total service cost from defined contribution plan was ₩ 26,367 million (2024: ₩ 21,783 million) for the year ended December 31, 2025.

**KAKAO CORP. and Subsidiaries**  
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**22. Net Defined Benefit Liabilities, continued**

The significant actuarial assumptions as at December 31, 2025 and 2024, are as follows:

| <i>(in percentage, %)</i> | <b>2025</b> | <b>2024</b> |
|---------------------------|-------------|-------------|
| Discount rate             | 3.9% ~ 5.8% | 3.5% ~ 5.7% |
| Salary growth rate        | 2.0% ~ 7.5% | 2.0% ~ 7.0% |

The sensitivity of the defined benefit liabilities to changes in the principal assumptions is:

| <i>(in millions of Korean won)</i> | <b>1% increase</b> | <b>1% decrease</b> |
|------------------------------------|--------------------|--------------------|
| Discount rate                      | ₩ (32,507)         | ₩ 37,437           |
| Salary growth rate                 | 36,767             | (32,538)           |

A decrease in corporate bond yields will increase defined benefit liabilities, although this will be partially offset by an increase in the value of the plans' bond holdings.

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. The sensitivity of the defined benefit obligation to changes in principal actuarial assumptions is calculated using the projected unit credit method, the same method applied when calculating the defined benefit obligations recognized on the consolidated statement of financial position.

**KAKAO CORP. and Subsidiaries**  
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**22. Net Defined Benefit Liabilities, continued**

Plan assets as at December 31, 2025 and 2024, consist of:

| <i>(in millions of Korean won)</i>    | <b>2025</b> |         | <b>2024</b> |         |
|---------------------------------------|-------------|---------|-------------|---------|
| Equity linked bond                    | ₩           | 33,597  | ₩           | 22,368  |
| Time deposits                         |             | 158,126 |             | 165,883 |
| Debt financial instrument             |             | 528     |             | -       |
| Financial instruments with fixed rate |             | 243,326 |             | 223,581 |
| Interest guarantee insurance          |             | 55,448  |             | 9,816   |
| Others                                |             | 73,451  |             | 65,547  |
|                                       | ₩           | 564,476 | ₩           | 487,195 |

Management of the Group estimates that ₩ 84,775 million will be contributed to plan assets in the next fiscal year.

The weighted average duration of the defined benefit obligation is 3.9 ~ 12.0 years.

The Group annually reviews the level of fund accumulated in the plan and operates a policy to compensate for any deficit in the fund.

**23. Other Long-term and Short-term Employee Benefits Liabilities**

The Group classifies paid absences recognized in respect of service rendered by employees in the current period and long-term paid absences that are expected to be settled within 12 months after the end of the reporting period in which the employees render the related services as short-term employee benefits liabilities, and the amounts that are expected to be settled after 12 months are classified as long-term employee benefits liabilities.

Details of other long-term and short-term employee benefits liabilities as at December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                    | <b>2025</b> |         | <b>2024</b> |         |
|-------------------------------------------------------|-------------|---------|-------------|---------|
| Short-term employee benefits liabilities <sup>1</sup> | ₩           | 291,697 | ₩           | 237,329 |
| Long-term employee benefits liabilities               |             | 92,692  |             | 77,468  |

<sup>1</sup> Included in other current liabilities.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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**24. Tax Expense and Deferred Income Tax**

Income tax expense for the years ended December 31, 2025 and 2024, consists of:

| <i>(in millions of Korean won)</i>                        | <b>2025</b>     | <b>2024</b>      |
|-----------------------------------------------------------|-----------------|------------------|
| Current tax:                                              |                 |                  |
| Current tax on profit for the year                        | ₩ 305,065       | ₩ 255,036        |
| Adjustments in respect of prior years                     | (17,901)        | (16,800)         |
| Total current tax                                         | <u>287,164</u>  | <u>238,236</u>   |
| Deferred income tax:                                      |                 |                  |
| Origination and reversal of temporary differences         | (192,463)       | (79,180)         |
| Income tax expense (benefit) from continuing operations   | 94,701          | 160,486          |
| Income tax expense (benefit) from discontinued operations | -               | (1,430)          |
| Income tax expense                                        | <u>₩ 94,701</u> | <u>₩ 159,056</u> |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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**24. Tax Expense and Deferred Income Tax, Continued**

Reconciliation between actual income tax expense and amount computed by applying the statutory tax rate to loss before income tax for the years ended December 31, 2025 and 2024, is as follows:

| <i>(in millions of Korean won)</i>                               | <b>2025</b> | <b>2024</b> |
|------------------------------------------------------------------|-------------|-------------|
| Loss before income tax expense                                   | ₩ 584,893   | ₩ (2,815)   |
| Income tax expense (benefit) from continuing operations          | 621,537     | 49,665      |
| Income tax expense (benefit) from discontinued operations        | (36,644)    | (52,480)    |
| Income tax expense computed at statutory tax rate                | 144,050     | (650)       |
| Tax effects of:                                                  |             |             |
| Income not subject to tax                                        | (32,017)    | (52,342)    |
| Expenses not deductible for tax purposes                         | 57,951      | 90,580      |
| Changes in valuation allowance of deferred income tax asset, etc | 45,144      | 272,576     |
| Adjustments in respect of prior years                            | (17,901)    | (16,800)    |
|                                                                  | 9,618       | -           |
| Effects of the tax system for recirculation of corporate income  | (563)       | 3,333       |
| Tax credits                                                      | (111,581)   | (137,641)   |
| Income tax expense                                               | ₩ 94,701    | ₩ 159,056   |
| Income tax expense (benefit) from continuing operations          | 94,701      | 160,486     |
| Income tax expense (benefit) from discontinued operations        | -           | (1,430)     |

**KAKAO CORP. and Subsidiaries**  
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**24. Tax Expense and Deferred Income Tax, Continued**

The tax effect relating to components of other comprehensive income (expenses) for the years ended December 31, 2025 and 2024, is as follows:

| (in millions of Korean won)                                                               | 2025               |                    |                  | 2024             |                    |                  |
|-------------------------------------------------------------------------------------------|--------------------|--------------------|------------------|------------------|--------------------|------------------|
|                                                                                           | Before tax         | Tax effect         | After tax        | Before tax       | Tax effect         | After tax        |
| Other comprehensive income                                                                |                    |                    |                  |                  |                    |                  |
| Gains on valuation of equity instruments at fair value through other comprehensive income | ₩ 1,114,500        | ₩ (258,471)        | ₩ 856,029        | ₩ 458,618        | ₩ (108,322)        | ₩ 350,296        |
| Remeasurements of net defined benefit liabilities                                         | (2,548)            | 1,416              | (1,132)          | (37,349)         | 8,915              | (28,434)         |
| Share of other comprehensive income of associates                                         | (6,034)            | (1,990)            | (8,024)          | 35,796           | (3,466)            | 32,330           |
| Foreign currency translation adjustments                                                  | (59,468)           | 898                | (58,570)         | 5,012            | (48)               | 4,964            |
|                                                                                           | <u>₩ 1,046,450</u> | <u>₩ (258,147)</u> | <u>₩ 788,303</u> | <u>₩ 462,077</u> | <u>₩ (102,921)</u> | <u>₩ 359,156</u> |

The aggregate current and deferred income tax relating to items that are charged or credited directly to equity for the years ended December 31, 2025 and 2024, is as follows:

| (in millions of Korean won)      | 2025         |                |                | 2024           |                   |                  |
|----------------------------------|--------------|----------------|----------------|----------------|-------------------|------------------|
|                                  | Before tax   | Tax effect     | After tax      | Before tax     | Tax effect        | After tax        |
| Other reserves                   |              |                |                |                |                   |                  |
| Gains on sales of treasury share | ₩ 904        | ₩ (228)        | ₩ 676          | ₩ 7,102        | ₩ (1,738)         | ₩ 5,364          |
| Other component of equity        | -            | 4,693          | 4,693          | -              | (11,619)          | (11,619)         |
|                                  | <u>₩ 904</u> | <u>₩ 4,465</u> | <u>₩ 5,369</u> | <u>₩ 7,102</u> | <u>₩ (13,357)</u> | <u>₩ (6,255)</u> |

**KAKAO CORP. and Subsidiaries**  
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**24. Tax Expense and Deferred Income Tax, Continued**

Deferred income tax assets (liabilities) recognized in the consolidated statements of financial position as at December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                                      | <b>2025</b>        | <b>2024</b>        |
|-------------------------------------------------------------------------|--------------------|--------------------|
| Deferred income tax assets                                              |                    |                    |
| Deferred income tax asset to be recovered after more than 12 months     | ₩ 1,188,361        | ₩ 1,249,566        |
| Deferred income tax asset to be recovered within 12 months              | 153,609            | 183,403            |
|                                                                         | <u>1,341,970</u>   | <u>1,432,969</u>   |
| Deferred income tax liabilities                                         |                    |                    |
| Deferred income tax liability to be recovered after more than 12 months | (1,563,413)        | (1,594,328)        |
| Deferred income tax liability to be recovered within 12 months          | (28,477)           | (57,245)           |
|                                                                         | <u>(1,591,890)</u> | <u>(1,651,573)</u> |
| Deferred income tax liabilities, net                                    | <u>₩ (249,920)</u> | <u>₩ (218,604)</u> |

The gross movements in the deferred tax for the years ended December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                        | <b>2025</b>        | <b>2024</b>        |
|-----------------------------------------------------------|--------------------|--------------------|
| Beginning balance                                         | ₩ (218,604)        | ₩ (200,088)        |
| Changes in scope of consolidation                         | (52,327)           | 16,845             |
| Deferred income tax charged to profit or loss             | 192,463            | 79,180             |
| Deferred income tax charged to other comprehensive income | (176,145)          | (102,921)          |
| Deferred income tax charged to other equity               | 4,693              | (11,620)           |
| Ending balance                                            | <u>₩ (249,920)</u> | <u>₩ (218,604)</u> |

**KAKAO CORP. and Subsidiaries**  
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**24. Tax Expense and Deferred Income Tax, Continued**

The movements in deferred income tax assets and liabilities for the years ended December 31, 2025 and 2024, without taking into consideration the offsetting of balances within the same tax jurisdiction, are as follows:

| (in millions of<br>Korean won)                                                | 2025                 |                                         |                |                                  |              |                    |
|-------------------------------------------------------------------------------|----------------------|-----------------------------------------|----------------|----------------------------------|--------------|--------------------|
|                                                                               | Beginning<br>balance | Changes in<br>scope of<br>consolidation | Profit or loss | Other<br>comprehensive<br>income | Other equity | Ending<br>balance  |
| <b>Deferred income<br/>tax liabilities</b>                                    |                      |                                         |                |                                  |              |                    |
| Accrued revenue                                                               | ₩ (7,924)            | ₩ 204                                   | ₩ 2,170        | ₩ -                              | ₩ -          | ₩ (5,550)          |
| Property and<br>equipment                                                     | (4,857)              | -                                       | (57)           | -                                | -            | (4,914)            |
| Intangible assets                                                             | (357,383)            | (43,269)                                | 108,382        | -                                | -            | (292,270)          |
| Financial assets at<br>fair value through<br>profit or loss                   | (37,021)             | 368                                     | 558            | -                                | -            | (36,095)           |
| Financial assets at<br>fair value through<br>other<br>comprehensive<br>income | (315,955)            | (528)                                   | 19,521         | (179,376)                        | -            | (476,338)          |
| Plan assets                                                                   | (95,852)             | 1,764                                   | 504            | -                                | -            | (93,584)           |
| Derivative financial<br>instruments                                           | (17,559)             | -                                       | 11,080         | -                                | -            | (6,479)            |
| Lease                                                                         | (495,059)            | 14,858                                  | 28,201         | -                                | -            | (452,000)          |
| Investments in<br>subsidiaries and<br>associates                              | (245,716)            | -                                       | 104,246        | (1,990)                          | -            | (143,460)          |
| Others                                                                        | (74,247)             | (74)                                    | (7,777)        | 898                              | -            | (81,200)           |
|                                                                               | <u>(1,651,573)</u>   | <u>(26,677)</u>                         | <u>266,828</u> | <u>(180,468)</u>                 | <u>-</u>     | <u>(1,591,890)</u> |
| <b>Deferred income<br/>tax assets</b>                                         |                      |                                         |                |                                  |              |                    |
| Property and<br>equipment                                                     | 15,286               | 195                                     | 269            | -                                | -            | 15,750             |
| Advances from<br>customers                                                    | 11,196               | (22)                                    | (3,971)        | -                                | -            | 7,203              |
| Other intangible<br>assets                                                    | 20,728               | (263)                                   | 9,871          | -                                | -            | 30,336             |
| Allowance for<br>doubtful accounts                                            | 33,663               | (1,918)                                 | (10,0670)      | -                                | -            | 21,675             |
| Accrued expenses                                                              | 34,237               | (40)                                    | 10,930         | -                                | -            | 45,127             |
| Provisions                                                                    | 39,105               | (739)                                   | (19,843)       | -                                | -            | 18,523             |
| Government grants                                                             | 681                  | -                                       | (292)          | -                                | -            | 389                |
| Defined benefit<br>liabilities                                                | 90,445               | (1,722)                                 | (777)          | 1,416                            | -            | 89,362             |
| Other long-term<br>employee benefits<br>liabilities                           | 43,593               | -                                       | 8,485          | -                                | -            | 52,078             |

**KAKAO CORP. and Subsidiaries**  
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**24. Tax Expense and Deferred Income Tax, Continued**

The movements in deferred income tax assets and liabilities for the years ended December 31, 2025 and 2024, without taking into consideration the offsetting of balances within the same tax jurisdiction, are as follows:, continued

| (in millions of<br>Korean won)                                                | 2025                 |                                         |                  |                                  |                |                    |
|-------------------------------------------------------------------------------|----------------------|-----------------------------------------|------------------|----------------------------------|----------------|--------------------|
|                                                                               | Beginning<br>balance | Changes in<br>scope of<br>consolidation | Profit or loss   | Other<br>comprehensive<br>income | Other equity   | Ending<br>balance  |
| Financial assets at<br>fair value through<br>profit or loss                   | ₩ 22,426             | ₩ -                                     | ₩ 1,108          | ₩ -                              | ₩ -            | ₩ 23,534           |
| Financial assets at<br>fair value through<br>other<br>comprehensive<br>income | 3,321                | (4)                                     | -                | 2,907                            | -              | 6,224              |
| Derivative financial<br>instruments                                           | 32,473               | -                                       | (17,220)         | -                                | -              | 15,253             |
| Lease                                                                         | 540,246              | (14,912)                                | (24,591)         | -                                | -              | 500,743            |
| Share-based<br>compensation                                                   | 10,592               | -                                       | 3,925            | -                                | 4,693          | 19,210             |
| Others                                                                        | 534,977              | (6,309)                                 | (32,106)         | -                                | -              | 496,562            |
|                                                                               | <u>1,432,969</u>     | <u>(25,734)</u>                         | <u>(74,282)</u>  | <u>4,323</u>                     | <u>4,693</u>   | <u>1,341,969</u>   |
| <b>Deferred income<br/>tax assets<br/>(liabilities), net</b>                  | <u>₩ (218,604)</u>   | <u>₩ (52,411)</u>                       | <u>₩ 192,546</u> | <u>₩ (176,145)</u>               | <u>₩ 4,693</u> | <u>₩ (249,921)</u> |

| (in millions of<br>Korean won)                                                | 2024                 |                                         |                |                                  |              |                   |
|-------------------------------------------------------------------------------|----------------------|-----------------------------------------|----------------|----------------------------------|--------------|-------------------|
|                                                                               | Beginning<br>balance | Changes in<br>scope of<br>consolidation | Profit or loss | Other<br>comprehensive<br>income | Other equity | Ending<br>balance |
| <b>Deferred income<br/>tax liabilities</b>                                    |                      |                                         |                |                                  |              |                   |
| Accrued revenue                                                               | ₩ (9,920)            | ₩ (222)                                 | ₩ 2,218        | ₩ -                              | ₩ -          | ₩ (7,924)         |
| Property and<br>equipment                                                     | (6,019)              | -                                       | 1,162          | -                                | -            | (4,857)           |
| Intangible assets                                                             | (374,927)            | 3,276                                   | 14,268         | -                                | -            | (357,383)         |
| Financial assets at<br>fair value through<br>profit or loss                   | (34,841)             | (368)                                   | (1,812)        | -                                | -            | (37,021)          |
| Financial assets at<br>fair value through<br>other<br>comprehensive<br>income | (213,169)            | -                                       | 5,536          | (108,322)                        | -            | (315,955)         |
| Plan assets                                                                   | (79,617)             | (1,746)                                 | (14,489)       | -                                | -            | (95,852)          |
| Derivative financial<br>instruments                                           | (2,234)              | -                                       | (15,325)       | -                                | -            | (17,559)          |
| Lease                                                                         | (464,913)            | (11,814)                                | (18,332)       | -                                | -            | (495,059)         |

**KAKAO CORP. and Subsidiaries**  
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**24. Tax Expense and Deferred Income Tax, Continued**

The movements in deferred income tax assets and liabilities for the years ended December 31, 2025 and 2024, without taking into consideration the offsetting of balances within the same tax jurisdiction, are as follows:, continued

| (in millions of<br>Korean won)                                    | 2024                 |                                         |                 |                                  |                 |                    |
|-------------------------------------------------------------------|----------------------|-----------------------------------------|-----------------|----------------------------------|-----------------|--------------------|
|                                                                   | Beginning<br>balance | Changes in<br>scope of<br>consolidation | Profit or loss  | Other<br>comprehensive<br>income | Other equity    | Ending<br>balance  |
| Investments in subsidiaries and associates                        | ₩ (271,047)          | ₩ -                                     | ₩ 28,797        | ₩ (3,466)                        | ₩ -             | ₩ (245,716)        |
| Others                                                            | (29,863)             | -                                       | (44,336)        | (48)                             | -               | (74,247)           |
|                                                                   | <u>(1,486,550)</u>   | <u>(10,874)</u>                         | <u>(42,313)</u> | <u>(111,836)</u>                 | <u>-</u>        | <u>(1,651,573)</u> |
| <b>Deferred income tax assets</b>                                 |                      |                                         |                 |                                  |                 |                    |
| Property and equipment                                            | 14,448               | 452                                     | 386             | -                                | -               | 15,286             |
| Advances from customers                                           | 9,266                | 45                                      | 1,885           | -                                | -               | 11,196             |
| Other intangible assets                                           | 20,126               | 310                                     | 292             | -                                | -               | 20,728             |
| Allowance for doubtful accounts                                   | 12,113               | 9,138                                   | 12,412          | -                                | -               | 33,663             |
| Accrued expenses                                                  | 35,591               | 227                                     | (1,581)         | -                                | -               | 34,237             |
| Provisions                                                        | 21,852               | (161)                                   | 17,414          | -                                | -               | 39,105             |
| Government grants                                                 | 655                  | -                                       | 26              | -                                | -               | 681                |
| Defined benefit liabilities                                       | 71,684               | 1,687                                   | 8,159           | 8,915                            | -               | 90,445             |
| Other long-term employee benefits liabilities                     | 39,367               | (17)                                    | 4,243           | -                                | -               | 43,593             |
| Financial assets at fair value through profit or loss             | 17,610               | -                                       | 4,816           | -                                | -               | 22,426             |
| Financial assets at fair value through other comprehensive income | 6,281                | -                                       | (2,960)         | -                                | -               | 3,321              |
| Derivative financial instruments                                  | 3,777                | -                                       | 28,696          | -                                | -               | 32,473             |
| Lease                                                             | 497,186              | 12,686                                  | 30,374          | -                                | -               | 540,246            |
| Share-based compensation                                          | 37,128               | (590)                                   | (14,326)        | -                                | (11,620)        | 10,592             |
| Others                                                            | <u>499,374</u>       | <u>3,945</u>                            | <u>31,658</u>   | <u>-</u>                         | <u>-</u>        | <u>534,977</u>     |
|                                                                   | <u>1,286,458</u>     | <u>27,722</u>                           | <u>121,494</u>  | <u>8,915</u>                     | <u>(11,620)</u> | <u>1,432,969</u>   |
| <b>Deferred income tax assets (liabilities), net</b>              | ₩ (200,092)          | ₩ 16,848                                | ₩ 79,181        | ₩ (102,921)                      | ₩ (11,620)      | ₩ (218,604)        |

## **24. Tax Expense and Deferred Income Tax, Continued**

The Group did not recognize deferred income tax asset of ₩ 1,243,799 million as at December 31, 2025, related to the investments in subsidiaries and associates considering the possibility of realization (scheduled not to be disposed of, etc.). As at December 31, 2025, the deferred income tax assets of unrecognized deductible temporary differences arising from subsidiaries' net loss carryforwards and others amount to ₩ 696,636 million.

### *Impact of Pillar Two income taxes*

Under the Pillar Two legislation, the Group is liable to pay a top-up tax for the difference between their GloBE effective tax rate per jurisdiction and the 15% minimum rate. The Group has either passed the transitional safe harbor in most countries where it operates, or the GloBE effective tax rate exceeds 15% in those countries.

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**25. Provisions**

Changes in provisions for the years ended December 31, 2025 and 2024, are as follows:

(in millions of Korean won)

|                           |                   | 2025                              |                 |                   |                                            |                  |  |
|---------------------------|-------------------|-----------------------------------|-----------------|-------------------|--------------------------------------------|------------------|--|
|                           | Beginning balance | Changes in scope of consolidation | Increase        | Decrease          | Foreign currency exchange rate differences | Ending balance   |  |
| <b>Current</b>            |                   |                                   |                 |                   |                                            |                  |  |
| Provision for mileage     | ₩ 14,591          | ₩ -                               | ₩ 5,423         | ₩ (1,501)         | ₩ (24)                                     | ₩ 18,489         |  |
| Provision for restoration | 2,462             | -                                 | 650             | (2,410)           | -                                          | 702              |  |
| Provision for returns     | 6,659             | -                                 | 1,464           | (932)             | (7,191)                                    | -                |  |
| Other provisions          | 10,140            | -                                 | 10,007          | (12,322)          | -                                          | 7,825            |  |
|                           | <u>33,852</u>     | <u>-</u>                          | <u>17,544</u>   | <u>(17,165)</u>   | <u>(7,215)</u>                             | <u>27,016</u>    |  |
| <b>Non-current</b>        |                   |                                   |                 |                   |                                            |                  |  |
| Provision for mileage     | 22                | -                                 | 6               | (12)              | -                                          | 16               |  |
| Provision for restoration | 77,786            | (1,239)                           | 7,582           | (9,107)           | 28                                         | 75,050           |  |
| Other provisions          | 1,776             | 306                               | (603)           | -                 | -                                          | 1,479            |  |
|                           | <u>79,584</u>     | <u>(933)</u>                      | <u>6,985</u>    | <u>(9,119)</u>    | <u>28</u>                                  | <u>76,545</u>    |  |
|                           | <u>₩ 113,436</u>  | <u>₩ (933)</u>                    | <u>₩ 24,529</u> | <u>₩ (26,284)</u> | <u>₩ (7,187)</u>                           | <u>₩ 103,561</u> |  |

(in millions of Korean won)

|                           |                   | 2024                              |                 |                   |                                            |                  |  |
|---------------------------|-------------------|-----------------------------------|-----------------|-------------------|--------------------------------------------|------------------|--|
|                           | Beginning balance | Changes in scope of consolidation | Increase        | Decrease          | Foreign currency exchange rate differences | Ending balance   |  |
| <b>Current</b>            |                   |                                   |                 |                   |                                            |                  |  |
| Provision for mileage     | ₩ 9,771           | ₩ -                               | ₩ 4,818         | ₩ (140)           | ₩ 142                                      | ₩ 14,591         |  |
| Provision for restoration | 682               | (314)                             | 2,651           | (552)             | (5)                                        | 2,462            |  |
| Provision for returns     | 2,496             | (1,469)                           | 2,307           | (940)             | 4,265                                      | 6,659            |  |
| Other provisions          | 7,724             | (110)                             | 7,471           | (4,945)           | -                                          | 10,140           |  |
|                           | <u>20,673</u>     | <u>(1,893)</u>                    | <u>17,247</u>   | <u>(6,577)</u>    | <u>4,402</u>                               | <u>33,852</u>    |  |
| <b>Non-current</b>        |                   |                                   |                 |                   |                                            |                  |  |
| Provision for mileage     | 316               | -                                 | 58              | (374)             | 22                                         | 22               |  |
| Provision for restoration | 81,470            | (960)                             | 9,342           | (13,034)          | 968                                        | 77,786           |  |
| Other provisions          | -                 | -                                 | 1,776           | -                 | -                                          | 1,776            |  |
|                           | <u>81,786</u>     | <u>(960)</u>                      | <u>11,176</u>   | <u>(13,408)</u>   | <u>990</u>                                 | <u>79,584</u>    |  |
|                           | <u>₩ 102,459</u>  | <u>₩ (2,853)</u>                  | <u>₩ 28,423</u> | <u>₩ (19,985)</u> | <u>₩ 5,392</u>                             | <u>₩ 113,436</u> |  |

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**26. Derivative Financial Instruments**

The carrying amounts of derivative financial assets, liabilities and commitments as at December 31, 2025 and 2024, are as follows:

**(a) Derivative financial assets**

| <i>(in millions of Korean won)</i> | <b>2025</b>     | <b>2024</b>    |
|------------------------------------|-----------------|----------------|
| Call option (Grip Company)         | ₩ 5             | ₩ 5            |
| Put option (TME GROUP Co., Ltd.)   | 5,540           | 5,249          |
| Call option (Autonomous A2Z)       | 23,901          | 3,305          |
| Call option (KEYEAST Co., Ltd.)    | 71              | 666            |
| Call option (Caring Co., Ltd.)     | 7,327           | -              |
| Call option (Korea Credit Data)    | 21,199          | -              |
| Put option (ART M&C)               | 1,073           | -              |
|                                    | <u>₩ 59,116</u> | <u>₩ 9,225</u> |

**(b) Derivative financial liabilities**

| <i>(in millions of Korean won)</i>                                             | <b>2025</b>     | <b>2024</b>      |
|--------------------------------------------------------------------------------|-----------------|------------------|
| Call option (Kakao Enterprise Corp.)                                           | ₩ 4,817         | ₩ -              |
| Early redemption right and conversion right (KEYEAST Co., Ltd.) <sup>1,2</sup> | 5,148           | 7,522            |
| Put option (A) <sup>2</sup>                                                    | -               | 4                |
| Securities forward transaction                                                 | 833             | 421              |
| Early redemption right of foreign currency exchangeable bonds <sup>2</sup>     | -               | 35,281           |
| Exchange right of exchangeable bonds <sup>3</sup>                              | 31,121          | 83,136           |
|                                                                                | <u>₩ 41,919</u> | <u>₩ 126,364</u> |

<sup>1</sup> Redemption right and conversion right granted to convertible bonds issued by KEYEAST Co., Ltd (Note 21).

<sup>2</sup> Classified as a liability due to conditions that exercise price is adjusted based on changes in the issuer's share price.

<sup>3</sup> Represents exchange rights, early redemption rights, and call options embedded in exchangeable bonds issued by Kakao Games Corp.

**KAKAO CORP. and Subsidiaries**  
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**27. Share Capital and Share Premium**

As at December 31, 2025, the Parent Company's total number of ordinary shares issued is 442,495,220 shares.

The Parent Company retired its treasury shares of 500,000 shares by appropriating retained earnings in the previous period. Therefore, the total par value of capital shares issued differs from the total par value of capital shares outstanding.

*(in millions of Korean won, except for number of shares and par value)*

| <b>Shares issued</b>                       |                                  |                        |                      |                   |
|--------------------------------------------|----------------------------------|------------------------|----------------------|-------------------|
| <b>Number of shares issued (in shares)</b> | <b>Par value (in Korean won)</b> | <b>Total par value</b> | <b>Share capital</b> | <b>Difference</b> |
| 442,495,220                                | ₩ 100                            | ₩ 44,250               | ₩ 44,300             | ₩ 50              |

During 2025, the Parent Company retired 2,202,644 treasury shares held by the Parent Company upon the resolution at the Board of Directors' meeting on March 26, 2025, and recognized the difference between the acquisition price and par value of ordinary shares as loss from capital reduction.

The Parent Company may grant share options to its employees and directors of the Parent Company and its affiliates who contribute or have capabilities to contribute to the establishment, management, overseas business and technical innovation of the Group, with the resolution of special shareholders meeting or board of directors up to 15% of total number of issued shares. As at December 31, 2025, the number of unexercised share options that can be converted into ordinary share among those granted is 5,096,082 shares (Note 28).

The Parent Company is authorized to issue convertible bonds and bonds with warrants into registered ordinary shares for up to the total par value of ₩ 500 billion to investors other than current shareholders, with the resolution of the board of directors. As at December 31, 2025, the total number of shares that can be converted into registered ordinary shares due to the convertible bonds issued during the current period is 1,337,246 shares (Note 21)

The Parent Company may issue various classes of shares which are different in respect of their particulars as to the dividend, voting rights, conversion and redemption rights up to 50% of the total number of shares issued. The Parent Company has only issued ordinary shares and no other classes having the above conditions as at December 31, 2025.

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**27. Share Capital and Share Premium, Continued**

Changes in share capital and share premium during the years ended December 31, 2025 and 2024, are as follows:

*(in millions of Korean won, except number of shares)*

| <b>Description</b>                            | <b>Number of<br/>ordinary shares<br/>(in shares)</b> |   | <b>Share capital</b> |   | <b>Share premium</b> |   | <b>Total</b>     |
|-----------------------------------------------|------------------------------------------------------|---|----------------------|---|----------------------|---|------------------|
| <b>2025</b>                                   |                                                      |   |                      |   |                      |   |                  |
| Beginning balance                             | 444,162,117                                          | ₩ | 44,416               | ₩ | 5,871,073            | ₩ | 5,915,489        |
| Exercise of share<br>options                  | 1,035,747                                            |   | 104                  |   | 43,969               |   | 44,073           |
| Retirement of<br>treasury shares <sup>1</sup> | (2,202,644)                                          |   | (220)                |   | -                    |   | (220)            |
| Ending balance                                | <u>442,995,220</u>                                   | ₩ | <u>44,300</u>        | ₩ | <u>5,915,042</u>     | ₩ | <u>5,959,342</u> |
| <b>2024</b>                                   |                                                      |   |                      |   |                      |   |                  |
| Beginning balance                             | 445,349,878                                          | ₩ | 44,535               | ₩ | 5,840,538            | ₩ | 5,885,073        |
| Exercise of share<br>options                  | 778,735                                              |   | 78                   |   | 30,535               |   | 30,613           |
| Retirement of<br>treasury shares <sup>1</sup> | (1,966,496)                                          |   | (197)                |   | -                    |   | (197)            |
| Ending balance                                | <u>444,162,117</u>                                   | ₩ | <u>44,416</u>        | ₩ | <u>5,871,073</u>     | ₩ | <u>5,915,489</u> |

<sup>1</sup> During 2025 and 2024, retired treasury shares held by the Parent Company and recognized the difference between the acquisition price and the par value as loss from capital reduction.

As at December 31, 2025, the number of treasury shares held by the Parent Company is 2,440,723 shares.

## **28. Share-based Payment**

Details of the share options as at December 31, 2024, are as follows:

### **(a) Share-based payment transactions with cash alternatives**

Grant method: Issuance of new ordinary shares, treasury shares or payment of cash. The Group will determine in its discretion grant method at the time of exercise and accounts for them as equity-settled share option based on the assumption that it will be granted by issuance of new shares or grant of treasury shares in the future.

- Vesting condition and exercisable period:

|                                                                                                                                                                                   | <b>Description</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 41 <sup>st</sup> tranches                                                                                                                                                         | The requisite service period is two years for the 50% of options granted, exercisable from two years to seven years after grant date. The requisite service period of remaining 50% is three years, exercisable from three years to seven years after grant date.                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 27 <sup>th</sup> , 31 <sup>st</sup> , 32 <sup>nd</sup> tranches                                                                                                                   | The requisite service period is two years for the 30% of options granted, exercisable from two years to seven years after grant date.<br>The requisite service period of another 30% is three years, exercisable from three years to seven years after grant date.<br>The requisite service period of remaining 40% is four years, exercisable from four years to seven years after grant date.<br>It is exercisable only when there is a case that the average price of the shares calculated at the end of each month within two years to seven years from grant date exceeds 150% of exercise price. If there is a case of exceeding 200% of exercise price, all the granted options will be exercisable from the two years from grant date. |
| 28 <sup>th</sup> , 30 <sup>th</sup> , 35 <sup>th</sup> , 37 <sup>th</sup> , 38 <sup>th</sup> , 42 <sup>nd</sup> , 43 <sup>rd</sup> , 44 <sup>th</sup> , 45 <sup>th</sup> tranches | The requisite service period is two years for the 30% of options granted, exercisable from two years to seven years after grant date. The requisite service period of another 30% is three years, exercisable from three years to seven years after grant date. The requisite service period of remaining 40% is four years, exercisable from four years to seven years after grant date.                                                                                                                                                                                                                                                                                                                                                       |

## **28. Share-based Payment, Continued**

### **(b) Equity-settled share option**

- Type of shares issued through exercise of share option: Registered ordinary shares.
- Grant method: Issuance of new ordinary shares or grant of treasury shares.
- Vesting condition and exercisable period:

#### **Description**

|                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 33 <sup>rd</sup> , 48 <sup>th</sup> , 49 <sup>th</sup> ,<br>51 <sup>st</sup> tranches | The requisite service period is two years for the 50% of options granted, exercisable from two years to seven years after grant date. The requisite service period of remaining 50% is three years, exercisable from three years to seven years after grant date.                                                                                                                         |
| 34 <sup>th</sup> , 46 <sup>th</sup> , 47 <sup>th</sup><br>tranches                    | The requisite service period is two years for the 30% of options granted, exercisable from two years to seven years after grant date. The requisite service period of another 30% is three years, exercisable from three years to seven years after grant date. The requisite service period of remaining 40% is four years, exercisable from four years to seven years after grant date. |
| 50 <sup>th</sup> tranches                                                             | The requisite service period is two years, exercisable from two years to seven years after grant date.                                                                                                                                                                                                                                                                                    |

### **(c) Cash-settled share option**

- Vesting condition and exercisable period:

#### **Description**

|                                             |                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9 <sup>th</sup> , 10 <sup>th</sup> tranches | The requisite service period of 30% of options granted is two years, exercisable from two years to seven years after grant date. The requisite service period of another 30% is three years, exercisable from three years to seven years after grant date. The requisite service period of remaining 40% is four years, exercisable from four years to seven years after grant date. |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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**28. Share-based Payment, Continued**

(d) Grant of treasury shares

- Vesting condition and exercisable period:

|                          | Grant date      | Description                                                                                                                                                                                                      |
|--------------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2 <sup>nd</sup> tranches | October 1, 2021 | Treasury shares granted under individual conditions will be given only to those who have served as an employee from the date of grant until the date of payment under individual conditions.                     |
| 4 <sup>rd</sup> tranches | April 10, 2025  | Treasury shares corresponding to 100% of the granted units will be provided only to employees who have remained with the Company for at least one year from the grant date through the one-year completion date. |

Details of the Parent Company's share-based compensation transactions with cash alternatives and equity-settled share options outstanding as at December 31, 2024, are as follows:

| Tranche          | Grant date <sup>3</sup> | Exercise price (in Korean won) | Number of shares (in shares)      |         |           |           |                                                                   |           | Outstanding as at December 31, 2024 <sup>2</sup> | Exercisable as at December 31, 2024 |
|------------------|-------------------------|--------------------------------|-----------------------------------|---------|-----------|-----------|-------------------------------------------------------------------|-----------|--------------------------------------------------|-------------------------------------|
|                  |                         |                                | Outstanding as at January 1, 2024 | Granted | Forfeited | Exercised | Adjusting quantities for treasury shares retirements <sup>1</sup> |           |                                                  |                                     |
| 24th             | August 31, 2018         | ₩ 25,197                       | 146,671                           | -       | -         | 146,074   | 597                                                               | -         | -                                                |                                     |
| 25th             | August 31, 2018         | 25,197                         | 9,733                             | -       | -         | 9,684     | 49                                                                | -         | -                                                |                                     |
| 27th             | May 16, 2019            | 25,405                         | 53,532                            | -       | -         | -         | 266                                                               | 53,266    | 53,266                                           |                                     |
| 28th             | May 16, 2019            | 25,405                         | 509,579                           | -       | -         | 238,828   | 2,355                                                             | 268,396   | 268,396                                          |                                     |
| 30th             | May 6, 2020             | 35,341                         | 2,091,167                         | -       | 3,916     | 473,805   | 10,013                                                            | 1,603,433 | 1,603,433                                        |                                     |
| 31st             | May 6, 2020             | 35,341                         | 452,126                           | -       | 28,103    | 123,858   | 1,881                                                             | 298,284   | 298,284                                          |                                     |
| 32nd             | September 24, 2020      | 76,827                         | 49,206                            | -       | -         | -         | 245                                                               | 48,961    | -                                                |                                     |
| 33rd             | May 4, 2021             | 116,449                        | 363,964                           | -       | 12,558    | -         | 1,959                                                             | 349,447   | 347,357                                          |                                     |
| 34th             | September 1, 2021       | 153,457                        | 49,206                            | -       | -         | -         | 245                                                               | 48,961    | 48,961                                           |                                     |
| 35th             | March 22, 2019          | 28,509                         | 129,604                           | -       | 1,813     | 37,192    | 615                                                               | 89,984    | 89,605                                           |                                     |
| 36th             | July 2, 2019            | 28,509                         | 516                               | -       | -         | 513       | 3                                                                 | -         | -                                                |                                     |
| 37th             | October 17, 2019        | 28,509                         | 5,761                             | -       | -         | 3,432     | 30                                                                | 2,299     | 2,299                                            |                                     |
| 38th             | November 15, 2019       | 28,509                         | 138                               | -       | -         | -         | 1                                                                 | 137       | 137                                              |                                     |
| 41 <sup>st</sup> | September 3, 2018       | 59,181                         | 2,388                             | -       | 571       | 1,520     | 13                                                                | 284       | -                                                |                                     |
| 42nd             | May 9, 2019             | 63,313                         | 4,582                             | -       | 400       | -         | 26                                                                | 4,156     | 4,156                                            |                                     |

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**28. Share-based Payment, Continued**

Details of the Parent Company's share-based compensation transactions with cash alternatives and equity-settled share options outstanding as at December 31, 2024, are as follows:, continued

| Tranche | Grant date <sup>3</sup> | Exercise price (in Korean won) | Number of shares (in shares)      |          |                |                  |                                                                   | Outstanding as at December 31, 2024 <sup>2</sup> | Exercisable as at December 31, 2024 |
|---------|-------------------------|--------------------------------|-----------------------------------|----------|----------------|------------------|-------------------------------------------------------------------|--------------------------------------------------|-------------------------------------|
|         |                         |                                | Outstanding as at January 1, 2024 | Granted  | Forfeited      | Exercised        | Adjusting quantities for treasury shares retirements <sup>1</sup> |                                                  |                                     |
| 43rd    | November 15, 2019       | 65,251                         | 17,420                            | -        | -              | -                | 87                                                                | 17,333                                           | 17,333                              |
| 44th    | June 23, 2020           | 76,241                         | 48,083                            | -        | 7,552          | -                | 265                                                               | 40,266                                           | 40,266                              |
| 45th    | March 5, 2021           | 227,343                        | 7,068                             | -        | 2,176          | -                | 37                                                                | 4,855                                            | 4,855                               |
| 46th    | November 3, 2021        | 126,805                        | 328,624                           | -        | 89,712         | -                | 1,636                                                             | 237,276                                          | 236,642                             |
| 47th    | December 15, 2021       | 126,029                        | 283,922                           | -        | 13,031         | -                | 1,463                                                             | 269,428                                          | 234,094                             |
| 48th    | March 29, 2022          | 103,359                        | 487,222                           | -        | 19,743         | -                | 2,699                                                             | 464,780                                          | 448,474                             |
| 49th    | March 28, 2023          | 62,760                         | 610,556                           | -        | 26,714         | 841              | 3,269                                                             | 579,732                                          | 278,559                             |
| 50th    | March 28, 2023          | 62,760                         | 49,567                            | -        | -              | -                | 246                                                               | 49,321                                           | 49,321                              |
| 51st    | March 28, 2024          | 54,943                         | 700,679                           | -        | 31,680         | -                | 3,516                                                             | 665,483                                          | -                                   |
|         |                         |                                | <u>6,401,314</u>                  | <u>-</u> | <u>237,969</u> | <u>1,035,747</u> | <u>31,516</u>                                                     | <u>5,096,082</u>                                 | <u>4,025,438</u>                    |

<sup>1</sup> During 2025, the number of grants and exercise prices were adjusted due to the retirement of treasury shares.

<sup>2</sup> Unexercised quantities include the number of shares held by employees transferred to the spun-off entities (101,041 shares of Kakao Entertainment Corp. and 67,441 shares of AXG Corp.).

<sup>3</sup> It is prepared based on the initial grant date for the 35<sup>th</sup>~45<sup>th</sup> tranches, which were transferred due to the merger with Kakao Commerce Co., Ltd.

In addition to the aforementioned equity-settled share options, the Group granted equity-settled share options in relation to the shares of its subsidiaries such as Kakao Games Corp., XLGAMES Inc., Lionheart Studio Corp., Ltd., Kakao VX, METABORA Co., Ltd., Ocean Drive Studio Corp., Kakao Enterprise Corp., Kakao Piccoma Corp., Kakao Mobility Corp., Kakao healthcare Corp., Kakaopay Corp., SM Culture & Contents Co., Ltd., HANEUL DAMDA CO., LTD., DREAMMAKER Entertainment Ltd., KEYEAST Co., Ltd., Stream Media Corporation, Beyond Live Corporation, SM BRAND MARKETING Co., LTD., Kakao Entertainment Corp., SamyangCNC Co.,Ltd, KW Books, Inc., TAPAS ENTERTAINMENT, INC., STARSHIP ENTERTAINMENT CORP., EDAM Entertainment Corp., Daon Creative inc. and KM parking and space Corp.

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**28. Share-based Payment, Continued**

Compensation costs of the Parent Company's share-based payments with cash alternatives and equity-settled share options are calculated by applying a fair value approach using Binomial model and LSMC (Least Square Monte-Carlo) model. The related assumptions are as follows:

| Tranche                                        | 27th         | 28th         | 30th         | 31st         | 32nd         | 33rd         | 34th         |
|------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Fair value at the grant date <sup>2</sup>      | ₩ 2,195      | ₩ 6,128      | 17,044       | 8,580        | 10,216       | 51,458       | 63,607       |
| Weighted-average share price at the grant date | 26,700       | 26,700       | 39,900       | 39,900       | 70,400       | 115,500      | 150,400      |
| Share price volatility                         | 12%          | 12%          | 33%          | 33%          | 36%          | 38%          | 35%          |
| Dividend yield                                 | 0.10%        | 0.10%        | 0.06%        | 0.06%        | 0.04%        | 0.03%        | 0.02%        |
| Expected term                                  | 2~4<br>years | 2~4<br>years | 2~4<br>years | 2~4<br>years | 2~4<br>years | 2~3<br>years | 2~4<br>years |
| Risk-free interest rate                        | 1.80%        | 1.80%        | 1.40%        | 1.40%        | 1.28%        | 1.99%        | 1.86%        |

  

| Tranche                                        | 35th <sup>1</sup> | 37th <sup>1</sup> | 38th <sup>1</sup> | 41th <sup>1</sup> | 42th <sup>1</sup> | 43rd <sup>1</sup> | 44th <sup>1</sup> |
|------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Fair value at the grant date <sup>2</sup>      | ₩ 6,205           | ₩ 5,818           | 5,989             | 13,109            | 22,566            | 27,054            | 17,034            |
| Weighted-average share price at the grant date | 27,917            | 27,921            | 27,921            | 56,945            | 62,018            | 63,912            | 74,669            |
| Share price volatility                         | 15%               | 15%               | 15%               | 16%               | 30%               | 37%               | 37%               |
| Dividend yield                                 | 0.00%             | 0.00%             | 0.00%             | 0.00%             | 0.00%             | 0.00%             | 0.03%             |
| Expected term                                  | 2~4<br>years      | 2~4<br>years      | 2~4<br>years      | 2~3<br>years      | 2~4<br>years      | 2~4<br>years      | 2~4<br>years      |
| Risk-free interest rate                        | 1.91%             | 1.55%             | 1.72%             | 2.24%             | 1.82%             | 1.72%             | 1.24%             |

  

| Tranche                                        | 45th <sup>1</sup> | 46th         | 47th         | 48th         | 49th         | 50th       | 51st         |
|------------------------------------------------|-------------------|--------------|--------------|--------------|--------------|------------|--------------|
| Fair value at the grant date <sup>2</sup>      | ₩ 56,207          | ₩ 55,261     | 49,882       | 50,027       | 29,574       | 29,505     | 22,660       |
| Weighted-average share price at the grant date | 222,634           | 124,500      | 118,500      | 105,500      | 60,700       | 60,700     | 54,400       |
| Share price volatility                         | 19%               | 38%          | 37%          | 38%          | 42%          | 42%        | 33%          |
| Dividend yield                                 | 0.00%             | 0.02%        | 0.03%        | 0.03%        | 0.09%        | 0.09%      | 0.10%        |
| Expected term                                  | 2~4<br>years      | 2~4<br>years | 2~4<br>years | 2~3<br>years | 2~3<br>years | 2<br>years | 2~3<br>years |
| Risk-free interest rate                        | 1.70%             | 2.41%        | 2.14%        | 2.94%        | 3.29%        | 3.29%      | 3.39%        |

**KAKAO CORP. and Subsidiaries**  
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**28. Share-based Payment, Continued**

Compensation costs of the Parent Company's share-based payments with cash alternatives and equity-settled share options are calculated by applying a fair value approach using Binomial model and LSMC (Least Square Monte-Carlo) model. The related assumptions are as follows:, continued

<sup>1</sup> For the 35<sup>th</sup>~45<sup>th</sup> tranches, which were transferred due to the merger with Kakao Commerce Corp., the fair value and the weighted average share price are adjusted by the ratio agreed upon at the time of the merger.

<sup>2</sup> During 2025, the fair value was adjusted for the retirement of treasury shares.

Details of the Parent Company's cash-settled share options outstanding as at December 31, 2025 are as follows:

| Tranche          | Grant date        | Exercise price (in Korean won) | Number of shares (in shares)      |         |           |           |                                                                   | Outstanding as at December 31, 2025 | Exercisable as at December 31, 2025 |
|------------------|-------------------|--------------------------------|-----------------------------------|---------|-----------|-----------|-------------------------------------------------------------------|-------------------------------------|-------------------------------------|
|                  |                   |                                | Outstanding as at January 1, 2025 | Granted | Forfeited | Exercised | Adjusting quantities for treasury shares retirements <sup>1</sup> |                                     |                                     |
| 5 <sup>th</sup>  | August 31, 2018   | 25,197                         | 9,840                             | -       | -         | 9,805     | 35                                                                | -                                   | -                                   |
| 7 <sup>th</sup>  | May 16, 2019      | 25,405                         | 5,904                             | -       | -         | 5,874     | 30                                                                | -                                   | -                                   |
| 9 <sup>th</sup>  | September 1, 2021 | 153,457                        | 24,602                            | -       | -         | -         | 123                                                               | 24,479                              | 24,479                              |
| 10 <sup>th</sup> | October 13, 2022  | 58,634                         | 109,047                           | -       | -         | -         | 542                                                               | 108,505                             | 65,103                              |
|                  |                   |                                | 149,393                           | -       | -         | 15,679    | 730                                                               | 132,984                             | 89,582                              |

<sup>1</sup> During 2025, the number of grants and exercise prices were adjusted due to the retirement of treasury shares.

In addition to the aforementioned cash-settled share options, the Group granted cash-settled share options in relation to the shares of its subsidiaries such as Kakao Entertainment Corp., Kakaopay Corp. and Kakaopay Securities Corp.

**KAKAO CORP. and Subsidiaries**  
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**28. Share-based Payment, Continued**

The fair value of the Group's cash-settled share options was determined using Binomial model and LSMC (Least Square Monte-Carlo) option pricing model. The related assumptions are as follows:

| Tranche                                     | 9 <sup>th</sup> | 10 <sup>th</sup> |
|---------------------------------------------|-----------------|------------------|
| Fair value of option at the evaluation date | 3,858           | 20,061           |
| Share price at the evaluation date          | 60,100          | 60,100           |
| Price volatility                            | 49%             | 49%              |
| Dividend yield                              | 0.11%           | 0.11%            |
| Expected option life                        | 2~4 years       | 2~4 years        |
| Risk-free interest rate                     | 2.97%           | 3.14%            |

Details of the Parent Company's share options granting treasury shares outstanding as at December 31, 2025 are as follows:

| Tranche         | Grant date       | Closing price at grant date<br>(in Korean won) | Number of shares (in shares)      |         |           |           |                                                                   | Outstanding as at December 31, 2025 |
|-----------------|------------------|------------------------------------------------|-----------------------------------|---------|-----------|-----------|-------------------------------------------------------------------|-------------------------------------|
|                 |                  |                                                | Outstanding as at January 1, 2025 | Granted | Forfeited | Exercised | Adjusting quantities for treasury shares retirements <sup>1</sup> |                                     |
| 2 <sup>nd</sup> | October 1, 2021  | 116,500                                        | 30,000                            | -       | 3,853     | 9,695     | 10                                                                | 16,442                              |
| 3 <sup>rd</sup> | November 3, 2021 | 124,500                                        | 1,067                             | -       | -         | 1,067     | -                                                                 | -                                   |
| 4 <sup>th</sup> | April 10, 2025   | 40,000                                         | -                                 | 509,625 | 26,730    | -         | -                                                                 | 482,895                             |
|                 |                  |                                                | 31,067                            | 509,625 | 30,583    | 10,762    | 10                                                                | 499,337                             |

<sup>1</sup> During 2025, the number of grants and exercise prices were adjusted due to the retirement of treasury shares.

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**28. Share-based Payment, Continued**

Share-based compensation recognized as expenses for the years ended December 31, 2025 and 2024 are as follows:

| <i>(in millions of Korean won)</i>                                                                        | <b>2025</b>     | <b>2024</b>     |
|-----------------------------------------------------------------------------------------------------------|-----------------|-----------------|
| Share-based compensation transactions with cash alternatives and equity-settled share option <sup>1</sup> | ₩ 22,923        | ₩ 69,652        |
| Cash-settled share option                                                                                 | 5,222           | 1,251           |
| Grant of treasury shares                                                                                  | 14,707          | 2,372           |
|                                                                                                           | <u>₩ 42,852</u> | <u>₩ 73,275</u> |

<sup>1</sup> The amount includes share-based compensation expenses related to discontinued operations of KRW 880 million for the current period and KRW 1,427 million for the prior period.

**KAKAO CORP. and Subsidiaries**  
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**29. Other Components of Equity**

Other components of equity as at December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i> | <b>2025</b>       | <b>2024</b>       |
|------------------------------------|-------------------|-------------------|
| Treasury shares                    | ₩ (1,034)         | ₩ (1,034)         |
| Loss from capital reduction        | (231,737)         | (176,887)         |
| Share options                      | 155,812           | 149,271           |
| Other capital adjustments          | (5,430)           | (5,429)           |
|                                    | <u>₩ (82,389)</u> | <u>₩ (34,079)</u> |

As at December 31, 2025, the Parent Company holds 2,440,723 treasury shares for the purpose of stabilizing share prices and enhancing shareholder value, and the amount is accounted for as other components of equity.

**30. Accumulated Other Comprehensive Losses**

Accumulated other comprehensive losses as at December 31, 2025 and 2024, consists of:

| <i>(in millions of Korean won)</i>                                                               | <b>2025</b>        | <b>2024</b>        |
|--------------------------------------------------------------------------------------------------|--------------------|--------------------|
| Foreign currency translation adjustments, net of tax                                             | ₩ 36,675           | ₩ 65,635           |
| Share of other comprehensive income of associates, net of tax                                    | 8,100              | 33,007             |
| Losses on valuation of equity instruments at fair value through other comprehensive income       | (162,377)          | (767,725)          |
| Net financial loss on insurance contract assets (liabilities) through other comprehensive income | (9)                | (7)                |
| Remeasurement of defined benefit obligation, net of tax                                          | (55,924)           | (54,490)           |
|                                                                                                  | <u>₩ (173,535)</u> | <u>₩ (723,580)</u> |

**KAKAO CORP. and Subsidiaries**  
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**30. Accumulated Other Comprehensive Losses, Continued**

Changes in accumulated other comprehensive losses for the years ended December 31, 2025 and 2024, are as follows, and the changes in the table represents amount net of tax.

| (in millions of<br>Korean won)                                                                                 | 2025                 |                        |                                          |                |
|----------------------------------------------------------------------------------------------------------------|----------------------|------------------------|------------------------------------------|----------------|
|                                                                                                                | Beginning<br>balance | Increase<br>(Decrease) | Reclassification to<br>retained earnings | Ending balance |
| Foreign currency<br>translation adjustments,<br>net of tax                                                     | ₩ 65,635             | ₩ (28,960)             | ₩ -                                      | ₩ 36,675       |
| Share of other<br>comprehensive income<br>(loss) of associates, net<br>of tax                                  | 33,007               | (13,402)               | (11,504)                                 | 8,101          |
| Gains (losses) on<br>valuation of equity<br>instruments at fair value<br>through other<br>comprehensive income | (767,725)            | 876,931                | (271,583)                                | (162,377)      |
| Net financial gain on<br>insurance contract<br>assets (liabilities)<br>through other<br>comprehensive income   | (7)                  | (2)                    | -                                        | (9)            |
| Remeasurement of<br>defined benefit<br>obligation, net of tax                                                  | (54,490)             | (2,345)                | 910                                      | (55,925)       |
|                                                                                                                | ₩ (723,580)          | ₩ 832,222              | ₩ (282,177)                              | ₩ (173,535)    |

**KAKAO CORP. and Subsidiaries**  
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**30. Accumulated Other Comprehensive Losses, Continued**

| (in millions of<br>Korean won)                                                                                 | 2024                 |                        |                                          |                |
|----------------------------------------------------------------------------------------------------------------|----------------------|------------------------|------------------------------------------|----------------|
|                                                                                                                | Beginning<br>balance | Increase<br>(Decrease) | Reclassification to<br>retained earnings | Ending balance |
| Foreign currency<br>translation adjustments,<br>net of tax                                                     | ₩ 45,457             | ₩ 20,178               | ₩ -                                      | ₩ 65,635       |
| Share of other<br>comprehensive income<br>(loss) of associates, net<br>of tax                                  | 8,965                | 24,226                 | (184)                                    | 33,007         |
| Gains (losses) on<br>valuation of equity<br>instruments at fair value<br>through other<br>comprehensive income | (1,069,118)          | 306,429                | (5,036)                                  | (767,725)      |
| Net financial gain on<br>insurance contract<br>assets (liabilities)<br>through other<br>comprehensive income   | -                    | (7)                    | -                                        | (7)            |
| Remeasurement of<br>defined benefit<br>obligation, net of tax                                                  | (35,718)             | (18,815)               | 44                                       | (54,489)       |
|                                                                                                                | ₩ (1,050,414)        | ₩ 332,011              | ₩ (5,176)                                | ₩ (723,579)    |

**31. Retained Earnings**

Retained earnings as at December 31, 2025 and 2024, consist of:

| (in millions of Korean won)      | 2025        | 2024        |
|----------------------------------|-------------|-------------|
| Legal reserves <sup>1</sup>      | ₩ 27,630    | ₩ 24,645    |
| Other reserve                    | 5           | 5           |
| Unappropriated retained earnings | 2,656,885   | 1,918,848   |
|                                  | ₩ 2,684,520 | ₩ 1,943,498 |

<sup>1</sup> The Commercial Code of the Republic of Korea requires the Parent Company to appropriate for each financial period, as a legal reserve, an amount equal to a minimum of 10% of cash dividends paid until such reserve equals 50% of its issued share capital. The reserve is not available for cash dividends payment but may be transferred to share capital or used to reduce accumulated deficit.

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**32. Operating Expenses**

Operating expenses for the years ended December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i> | <b>2025</b>        | <b>2024</b>        |
|------------------------------------|--------------------|--------------------|
| Salaries                           | ₩ 1,450,339        | ₩ 1,413,574        |
| Post-employment benefits           | 119,442            | 113,339            |
| Share-based compensation           | 41,971             | 71,848             |
| Employee benefits                  | 277,535            | 260,081            |
| Training expenses                  | 4,932              | 3,619              |
| Travel and transportation expense  | 29,078             | 29,215             |
| Taxes and dues                     | 35,591             | 31,459             |
| Rental and maintenance expenses    | 114,057            | 101,758            |
| Commission expenses                | 946,454            | 875,483            |
| Sales-related expenses             | 2,518,714          | 2,576,672          |
| Cost of goods sold                 | 480,966            | 500,241            |
| Advertising expenses               | 383,736            | 398,221            |
| Depreciation                       | 581,413            | 574,264            |
| Amortization                       | 256,503            | 258,520            |
| Bad debt expenses                  | 11,678             | 37,551             |
| Expenses for events                | 6,983              | 6,087              |
| Others                             | 107,719            | 116,824            |
| Subtotal for continuing operations | 7,367,111          | 7,368,756          |
| Discontinued operations            | 51,469             | 42,724             |
|                                    | <u>₩ 7,418,580</u> | <u>₩ 7,411,480</u> |

**KAKAO CORP. and Subsidiaries**  
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**33. Other Income and Expenses**

Details of other income and expenses for the years ended December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                       | <b>2025</b>      | <b>2024</b>      |
|----------------------------------------------------------|------------------|------------------|
| <b>Other income</b>                                      |                  |                  |
| Gains on sales of property and equipment                 | ₩ 13,737         | ₩ 14,655         |
| Gains on sales of intangible assets                      | 29,743           | 16,125           |
| Gains on sales of investments in associates              | 152,874          | 67,798           |
| Gains on sales of investments in subsidiaries            | 4,351            | 5,777            |
| Gains on foreign currency transactions                   | 18,128           | 16,878           |
| Gains on foreign currency translation                    | 2,989            | 7,243            |
| Miscellaneous income                                     | 46,390           | 39,398           |
| Rental income                                            | 73               | 134              |
| Reversal of impairment loss on investments in associates | 83               | -                |
| Reversal of provision for restoration                    | 638              | 901              |
| Gains on sales of assets held for sale                   | 43,204           | 2,435            |
| Government grant income                                  | 14               | 77               |
| Reversal of impairment losses on intangible assets       | -                | 271              |
| Gains on change in lease                                 | 978              | 313              |
| Gain on debt forgiveness                                 | 547              | 45               |
| Reversal of other allowance for doubtful account         | 328              | 591              |
| Others                                                   | -                | -                |
|                                                          | <u>₩ 314,077</u> | <u>₩ 172,641</u> |

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**33. Other Income and Expenses, Continued**

| <i>(in millions of Korean won)</i>                                     | <b>2025</b> |         | <b>2024</b> |         |
|------------------------------------------------------------------------|-------------|---------|-------------|---------|
| <b>Other expenses</b>                                                  |             |         |             |         |
| Losses on sales of property and equipment                              | ₩           | 10,824  | ₩           | 5,816   |
| Losses on sales of intangible assets                                   |             | 19,940  |             | 7,251   |
| Loss on sales of assets held for sale                                  |             | -       |             | 27,162  |
| Losses on abandonment of property and equipment, and intangible assets |             | 2,280   |             | 5,783   |
| Impairment losses on property and equipment                            |             | 3,038   |             | 3,296   |
| Impairment losses on intangible assets                                 |             | 250,423 |             | 401,554 |
| Impairment loss on other assets                                        |             | 4,422   |             | 8,686   |
| Impairment loss on right-of-use assets                                 |             | 2,098   |             | 4,070   |
| Impairment losses on investments in associates                         |             | 25,495  |             | 98,843  |
| Impairment loss on investments in joint ventures                       |             | -       |             | 563     |
| Losses on sales of investments in associates                           |             | 24,069  |             | 13,305  |
| Losses on sales of investments in subsidiaries                         |             | 6,794   |             | 221     |
| Donations                                                              |             | 38,971  |             | 22,750  |
| Commission expenses                                                    |             | 36,444  |             | 21,740  |
| Losses on foreign currency transactions                                |             | 22,180  |             | 14,267  |
| Losses on foreign currency translation                                 |             | 2,662   |             | 2,020   |
| Miscellaneous losses <sup>1</sup>                                      |             | 40,553  |             | 59,035  |
| Losses on change in lease                                              |             | 9       |             | 48      |
| Other bad debt expenses                                                |             | 19,256  |             | 13,799  |
| Increase of other provision                                            |             | (632)   |             | 1,776   |
|                                                                        | ₩           | 508,826 | ₩           | 711,985 |

<sup>1</sup> The amount includes an administrative fine of ₩ 13,014 million imposed by the Financial Services Commission during the current period.

Other income for the current period is as follows: total of continuing operations and discontinued operations, ₩ 314,094 million; discontinued operations, ₩ 19 million; and total of continuing operations, ₩ 314,075 million.

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**33. Other Income and Expenses, Continued**

Other expenses for the current period are as follows: total of continuing operations and discontinued operations, ₩ 510,011 million; discontinued operations, ₩ 1,184 million; and total continuing operations, ₩ 508,827 million.

Other income for the prior period is as follows: total of continuing operations and discontinued operations, ₩ 172,702 million; discontinued operations, ₩ 59 million; and total continuing operations, ₩ 172,643 million.

Other expenses for the prior period are as follows: total of continuing operations and discontinued operations, ₩ 713,724 million; discontinued operations, ₩ 1,739 million; and total continuing operations, ₩ 711,985 million.

**34. Finance Income and Costs**

Finance income and costs for the years ended December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                                                                           | <b>2025</b>      | <b>2024</b>      |
|--------------------------------------------------------------------------------------------------------------|------------------|------------------|
| <b>Finance income</b>                                                                                        |                  |                  |
| Interest income                                                                                              | ₩ 181,608        | ₩ 205,825        |
| Dividend income                                                                                              | 57,760           | 46,159           |
| Gains on valuation of derivatives                                                                            | 87,678           | 55,653           |
| Gains on transaction of derivatives                                                                          | -                | 11               |
| Gains on valuation of financial assets at fair value through profit or loss                                  | 44,835           | 32,544           |
| Gains on valuation of financial liabilities at fair value through profit or loss                             | -                | 3,188            |
| Gains on sales of financial assets at fair value through profit or loss                                      | 3,873            | 24,451           |
| Gains on valuation of financial assets at fair value through other comprehensive profit or loss <sup>1</sup> | 5,091            | -                |
| Gains on foreign currency transactions                                                                       | 9,662            | 4,275            |
| Gains on foreign currency translation                                                                        | 1,923            | 32,767           |
| Fund finance income                                                                                          | 129              | 312              |
|                                                                                                              | <u>₩ 392,559</u> | <u>₩ 405,185</u> |

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**34. Finance Income and Costs, Continued**

| <i>(in millions of Korean won)</i>                                                                           | <b>2025</b>      | <b>2024</b>      |
|--------------------------------------------------------------------------------------------------------------|------------------|------------------|
| <b>Finance income</b>                                                                                        |                  |                  |
| Interest income                                                                                              | ₩ 181,608        | ₩ 205,825        |
| Dividend income                                                                                              | 57,760           | 46,159           |
| Gains on valuation of derivatives                                                                            | 87,678           | 55,653           |
| Gains on transaction of derivatives                                                                          | -                | 11               |
| Gains on valuation of financial assets at fair value through profit or loss                                  | 44,835           | 32,544           |
| Gains on valuation of financial liabilities at fair value through profit or loss                             | -                | 3,188            |
| Gains on sales of financial assets at fair value through profit or loss                                      | 3,873            | 24,451           |
| Gains on valuation of financial assets at fair value through other comprehensive profit or loss <sup>1</sup> | 5,091            | -                |
| Gains on foreign currency transactions                                                                       | 9,662            | 4,275            |
| Gains on foreign currency translation                                                                        | 1,923            | 32,767           |
| Fund finance income                                                                                          | 129              | 312              |
|                                                                                                              | <u>₩ 392,559</u> | <u>₩ 405,185</u> |
| <b>Finance costs</b>                                                                                         |                  |                  |
| Interest expense                                                                                             | ₩ 180,232        | ₩ 203,653        |
| Losses on valuation of derivatives                                                                           | 6,197            | 1,718            |
| Loss on transaction of derivatives                                                                           | 10,423           | 707              |
| Losses on foreign currency transactions                                                                      | 4,369            | 2,877            |
| Losses on foreign currency translation                                                                       | 7,942            | 16,588           |
| Losses on valuation of financial assets at fair value through profit or loss                                 | 68,499           | 100,260          |
| Losses on valuation of financial liabilities at fair value through profit or loss                            | 2,992            | -                |
| Losses on sales of financial assets at fair value through profit or loss                                     | 962              | 6,514            |
| Losses on sales of financial assets at fair value through other comprehensive profit or loss                 | 3,070            | -                |
| Loss on repayment of debentures                                                                              | 50,811           | 3,617            |
| Fund finance costs                                                                                           | 62,014           | 31,613           |
| Other finance costs                                                                                          | 424              | 351              |
|                                                                                                              | <u>₩ 397,935</u> | <u>₩ 367,898</u> |

**KAKAO CORP. and Subsidiaries**  
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**34. Finance Income and Costs, Continued**

<sup>1</sup> This represents the fair value gain or loss arising from changes in fair value between the trade date and the settlement date related to equity instruments measured at fair value through other comprehensive income acquired during the current period.

Disclosures on financial income and financial expenses related to discontinued operations are as follows.

Financial income for the current period is as follows: total of continuing operations and discontinued operations, ₩ 392,702 million; discontinued operations, ₩ 142 million; and total of continuing operations, ₩ 392,560 million.

Financial expenses for the current period are as follows: total of continuing operations and discontinued operations, ₩ 397,972 million; discontinued operations, ₩ 37 million; and total of continuing operations, ₩ 397,935 million.

Financial income for the prior period is as follows: total of continuing operations and discontinued operations, ₩ 405,789 million; discontinued operations, ₩ 604 million; and total of continuing operations, ₩ 405,185 million.

Financial expenses for the prior period are as follows: total of continuing operations and discontinued operations, ₩ 381,480 million; discontinued operations, ₩ 13,582 million; and total of continuing operations, ₩ 367,898 million

**35. Earnings per Share**

Basic earnings per share is calculated by dividing the profit attributable to equity holders of the Parent Company by the weighted average shares outstanding during the financial year excluding treasury shares.

Basic earnings per share for the years ended December 31, 2025 and 2024, is calculated as follows:

| <i>(in millions of Korean won)</i>                                              | <b>2025</b> |                    | <b>2024</b> |                    |
|---------------------------------------------------------------------------------|-------------|--------------------|-------------|--------------------|
| Profit (loss) attributable to the ordinary equity holders of the Parent Company | ₩           | 491,492            | ₩           | 55,277             |
| Net income attributable to owners of the parent from continuing operations      |             | 500,367            |             | 106,327            |
| Net income attributable to owners of the parent from discontinued oper          |             | (8,875)            |             | (51,050)           |
| Weighted average shares <i>(in shares)</i>                                      |             | 439,510,975 shares |             | 438,707,736 shares |
| Basic earnings (losses) per share <i>(in Korean won)</i>                        |             |                    |             |                    |
| Basic earnings per share from continuing operations                             | ₩           | 1,318              | ₩           | 242                |
| Basic earnings per share from discontinued operations                           | ₩           | (-)20              | ₩           | (-)116             |

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**35. Earnings per Share, Continued**

Diluted earnings per share is calculated by adjusting the weighted average number of ordinary shares outstanding to assume conversion of all dilutive potential ordinary shares. The Parent Company has exchangeable bonds and share options as dilutive potential ordinary shares. For the share options, a calculation is done to determine the number of shares that could have been acquired at fair value (determined as the average annual market share price of the Parent Company's shares) based on the monetary value of the subscription rights attached to outstanding share options. The number of shares calculated as above is compared with the number of shares that would have been issued assuming the share options are exercised. The exchangeable bonds are assumed to have been converted into ordinary shares, and the net profit is adjusted to eliminate the interest expense less the tax effect.

Diluted earnings per share for the years ended December 31, 2025 and 2024, is calculated as follows:

*(in millions of Korean won, except number of shares and per share data)*

|                                                                             | 2025          | 2024          |
|-----------------------------------------------------------------------------|---------------|---------------|
| Profit (loss) attributable to ordinary equity holders of the Parent Company | ₩ 55,277      | ₩ 55,277      |
| Adjustment of profit (loss) related to exchangeable bonds, and others       | (14,344)      | (14,344)      |
|                                                                             | <u>40,934</u> | <u>40,934</u> |

*(in shares)*

|                                                              |                    |                    |
|--------------------------------------------------------------|--------------------|--------------------|
| Weighted average shares in issue                             | 439,510,975        | 438,707,736        |
| Adjustment for:                                              |                    |                    |
| Share options                                                | 975,730            | 1,032,867          |
| Convertible Bonds                                            | 791,357            | -                  |
| Exchangeable bonds                                           | -                  | 3,103,772          |
| Weighted average number of diluted potential ordinary shares | <u>1,767,087</u>   | <u>4,136,639</u>   |
| Weighted average shares for diluted earnings per share       | <u>441,278,062</u> | <u>442,844,375</u> |

*(in Korean won)*

Diluted earnings per share

|                                                                                              |         |          |
|----------------------------------------------------------------------------------------------|---------|----------|
| Diluted earnings per share attributable to owners of the parent from continuing operations   | ₩ 1,134 | ₩ 208    |
| Diluted earnings per share attributable to owners of the parent from discontinued operations | ₩ (-)20 | ₩ (-)116 |

**KAKAO CORP. and Subsidiaries**  
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### 36. Dividends

Dividends paid by the Parent Company for the years ended December 31, 2025 and 2024, are ₩ 29,857 million (₩ 68 per share) and ₩ 26,749 million (₩ 61 per share), respectively.

A dividend in respect of the year ended December 31, 2025, of ₩ 68 per share, amounting to a total dividend of ₩ 29,857 million, is to be proposed to shareholders at the annual general meeting on March 26, 2026. The Company's consolidated financial statements do not reflect this dividend payable.

### 37. Cash Generated from Operations

Details of cash generated from operations for the years ended December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                                        | <b>2025</b> |           | <b>2024</b> |           |
|---------------------------------------------------------------------------|-------------|-----------|-------------|-----------|
| Loss before income tax                                                    | ₩           | 612,661   | ₩           | (2,815)   |
| Adjustments for:                                                          |             |           |             |           |
| Bad debt expense                                                          |             | 11,678    |             | 37,551    |
| Depreciation                                                              |             | 582,695   |             | 575,668   |
| Amortization                                                              |             | 257,522   |             | 259,629   |
| Impairment losses on intangible assets                                    |             | 250,423   |             | 401,283   |
| Impairment losses on property and equipment                               |             | 3,038     |             | 3,296     |
| Losses (gains) on sales of property and equipment                         |             | (2,840)   |             | (9,094)   |
| Losses on abandonment of property and equipment                           |             | 2,279     |             | 5,783     |
| Losses (gains) on disposal of intangible assets                           |             | (9,803)   |             | (8,874)   |
| Post-employment benefits                                                  |             | 94,810    |             | 93,252    |
| Share-based compensation                                                  |             | 42,852    |             | 73,275    |
| Interest income                                                           |             | (204,127) |             | (218,846) |
| Interest expense                                                          |             | 196,819   |             | 220,818   |
| Dividend income                                                           |             | (57,767)  |             | (46,204)  |
| Profit of associates and joint ventures accounted for using equity method |             | (89,628)  |             | (53,685)  |
| Losses on sales of investments in associates                              |             | 24,069    |             | 13,318    |
| Gains on sales of investments in associates                               |             | (152,874) |             | (67,799)  |
| Gains on sales of investments in subsidiaries                             |             | (32,364)  |             | (5,777)   |
| Losses on sales of investments in subsidiaries                            |             | 7,039     |             | 221       |

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**37. Cash Generated from Operations, Continued**

Details of cash generated from operations for the years ended December 31, 2025 and 2024, are as follows:, continued

| <i>(in millions of Korean won)</i>                                                | <b>2025</b> | <b>2024</b> |
|-----------------------------------------------------------------------------------|-------------|-------------|
| Impairment losses on investments in associates                                    | 25,412      | 101,156     |
| Gains on sales of financial assets at fair value through profit or loss           | (3,873)     | (24,451)    |
| Losses on sales of financial assets at fair value through profit or loss          | 962         | 6,514       |
| Gains on valuation of financial assets at fair value through profit or loss       | (51,249)    | (36,500)    |
| Losses on valuation of financial assets at fair value through profit or loss      | 68,593      | 113,831     |
| Gains on valuation of financial liabilities at fair value through profit or loss  | -           | (3,188)     |
| Losses on valuation of financial liabilities at fair value through profit or loss | 2,992       |             |
| Gains on valuation of derivatives                                                 | (81,481)    | (53,936)    |
| Losses (gains) on transaction of derivatives                                      | 10,423      | 696         |
| Loss on repayment of debentures                                                   | 50,811      | 3,617       |
| Loss on sales of assets held for sale                                             | (43,204)    | 24,726      |
| Impairment loss on sales of assets held for sale                                  | 4,422       | 8,686       |
| Other bad debt expenses                                                           | 18,928      | 13,208      |
| Other long-term employee benefits                                                 | 19,206      | 27,162      |
| Gains on foreign exchange translation                                             | (6,657)     | (51,556)    |
| Losses on foreign exchange translation                                            | 10,824      | 29,473      |
| Losses on valuation of inventories                                                | 16,100      | 7,655       |
| Losses on abandonment of inventories                                              | 2,098       | 4,070       |
| Impairment loss on right-of-use assets                                            | (23,082)    | (5,048)     |
| Others                                                                            | 69,047      | 22,121      |
| Changes in operating assets and liabilities                                       |             |             |
| Trade receivables                                                                 | (27,254)    | (20,345)    |
| Inventories                                                                       | (19,955)    | 473         |
| Other current financial assets                                                    | (122,912)   | (62,004)    |
| Other current assets                                                              | (49,338)    | 24,810      |
| Other non-current financial assets                                                | 303         | (1,439)     |
| Other non-current assets                                                          | 19,824      | (14,694)    |
| Trade and other payables                                                          | 131,362     | (26,981)    |

**KAKAO CORP. and Subsidiaries**  
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**37. Cash Generated from Operations, Continued**

Details of cash generated from operations for the years ended December 31, 2025 and 2024, are as follows:, continued

| <i>(in millions of Korean won)</i>                        | <b>2025</b>        | <b>2024</b>        |
|-----------------------------------------------------------|--------------------|--------------------|
| Other current liabilities                                 | 97,737             | 25,821             |
| Other current financial liabilities and deposits received | 6,285              | 124,257            |
| Other non-current liabilities                             | (370)              | (17,836)           |
| Other non-current financial liabilities                   | 11,892             | 192                |
| Net defined benefit liabilities                           | (127,093)          | (103,442)          |
| Other long-term employee benefits liabilities             | (2,272)            | (2,574)            |
| Financial assets at fair value through profit or loss     | (343,369)          | (228,644)          |
| Deposits received                                         | 661,391            | 377,199            |
| Deposits                                                  | (261,409)          | (61,121)           |
| Financial assets at amortized cost                        | (86,996)           | (27,355)           |
| Non-current financial assets measured at amortized cost   | (24,078)           | -                  |
| Insurance contract liabilities                            | 30,877             | 9,554              |
| Others                                                    | (1,062)            | (218)              |
| Cash generated from operations                            | <u>₩ 1,520,317</u> | <u>₩ 1,454,889</u> |

Significant transactions not affecting cash flows for the years ended December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                                                         | <b>2025</b> | <b>2024</b> |
|--------------------------------------------------------------------------------------------|-------------|-------------|
| Increase in provision for restoration to specific property and equipment account           | ₩ 4,061     | ₩ 2,669     |
| Write-offs of trade receivables                                                            | 2,483       | 3,725       |
| Increase (decrease) in non-trade payables related to acquisition of property and equipment | 1,296       | (17,719)    |
| Decrease in non-trade receivables related to sales of property and equipment               | 398         | (1,204)     |
| Increase (decrease) in non-trade payables related to acquisition of intangible assets      | (4,852)     | 592         |
| Increase (decrease) in non-trade payables related to disposal of intangible assets         | 2,150       | -           |

**KAKAO CORP. and Subsidiaries**  
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**37. Cash Generated from Operations, Continued**

Details of cash generated from operations for the years ended December 31, 2025 and 2024, are as follows:, continued

| <i>(in millions of Korean won)</i>                                                                           | <b>2025</b> | <b>2024</b> |
|--------------------------------------------------------------------------------------------------------------|-------------|-------------|
| Transfer from advance payments and long-term advance payments to property and equipment                      | -           | 31          |
| Transfer from advance payments and long-term advance payments to intangible assets                           | 13,436      | 6,079       |
| Increase in provision for restoration to specific property and equipment account                             | ₩ 4,061     | ₩ 2,669     |
| Write-offs of trade receivables                                                                              | 2,483       | 3,725       |
| Increase (decrease) in non-trade payables related to acquisition of property and equipment                   | 1,296       | (17,719)    |
| Decrease in non-trade receivables related to sales of property and equipment                                 | 398         | (1,204)     |
| Increase (decrease) in non-trade payables related to acquisition of intangible assets                        | (4,852)     | 592         |
| Increase (decrease) in non-trade payables related to disposal of intangible assets                           | 2,150       | -           |
| Transfer from advance payments and long-term advance payments to property and equipment                      | -           | 31          |
| Transfer from advance payments and long-term advance payments to intangible assets                           | 13,436      | 6,079       |
| Exchange of exchangeable bonds                                                                               | 42,235      | 25,974      |
| Transfer to current portion of short-term borrowings                                                         | 609,014     | -           |
| Transfer to current portion of long-term borrowings                                                          | 327,193     | 764,366     |
| Increase (decrease) in non-trade payables related to payment of lease liabilities                            | (2,583)     | (1,495)     |
| Transfer from investments in associates to subsidiary                                                        | 261,368     |             |
| Transfer from investments in associates to financial assets at fair value through profit or loss             | 20,724      |             |
| Transfer from investments in associates to financial assets at fair value through other comprehensive income | -           | 5,703       |

**KAKAO CORP. and Subsidiaries**  
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**37. Cash Generated from Operations, Continued**

Changes in liabilities arising from financial activities for the years ended December 31, 2025 and 2024, are as follows:

| (in millions of Korean won)      | Liabilities from financing activities |                      |                   | Total         |
|----------------------------------|---------------------------------------|----------------------|-------------------|---------------|
|                                  | Short-term borrowings                 | Long-term borrowings | Lease liabilities |               |
| At January 1, 2024               | ₩ (1,629,452)                         | ₩ (845,628)          | ₩ (2,017,185)     | ₩ (4,492,265) |
| Acquisitions – leases            | -                                     | -                    | (398,266)         | (398,266)     |
| Disposal – lease                 | -                                     | -                    | 33,373            | 33,373        |
| Cash flows                       | 364,209                               | (225,060)            | 332,673           | 471,822       |
| Exchange differences             | (29,942)                              | (21,824)             | (232)             | (51,998)      |
| Change in scope of consolidation | 1                                     | 276                  | 2,717             | 2,994         |
| Transfer from/to current portion | (764,366)                             | 764,366              | -                 | -             |
| Unwind of discount               | (17,649)                              | -                    | (82,034)          | (99,683)      |
| Others                           | 190,331                               | -                    | 94,279            | 284,610       |
| At December 31, 2024             | ₩ (1,886,868)                         | ₩ (327,870)          | ₩ (2,034,675)     | ₩ (4,249,413) |
| At January 1, 2025               | ₩ (1,887,236)                         | ₩ (327,870)          | ₩ (2,127,930)     | ₩ (4,343,036) |
| Acquisitions – leases            | -                                     | -                    | (188,675)         | (188,675)     |
| Disposal – lease                 | -                                     | -                    | 87,645            | 87,645        |
| Cash flows                       | 560,608                               | (359,727)            | 356,278           | 557,159       |
| Exchange differences             | (17,128)                              | (21,130)             | (407)             | (38,665)      |
| Change in scope of consolidation | 37                                    | -                    | 7,013             | 7,050         |
| Transfer from/to current portion | 281,821                               | (281,821)            | -                 | -             |
| Unwind of discount               | (21,525)                              | -                    | (78,058)          | (99,583)      |
| Others                           | (60,795)                              | -                    | 53,002            | (7,793)       |
| At December 31, 2025             | ₩ (1,144,218)                         | ₩ (990,548)          | ₩ (1,891,132)     | ₩ (4,025,898) |

**KAKAO CORP. and Subsidiaries**  
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**38. Commitments and Contingencies**

a. The Group has provided the following guarantees as at December 31, 2025 and 2024:

*(in millions of Korean won)*

| Beneficiary            | Guarantor                                | Amount |               | Guaranteed item                |
|------------------------|------------------------------------------|--------|---------------|--------------------------------|
|                        |                                          |        | 2025          |                                |
| Employees <sup>1</sup> | Shinhan Bank and others                  | ₩      | 14,114        | Employee loans                 |
| Customers <sup>2</sup> | Korea Investment Savings Bank and others |        | 10,000        | Guarantee for sales instalment |
|                        |                                          | ₩      | <u>24,114</u> |                                |

<sup>1</sup> The Group provided guarantees to banks for employees' bank loans related to welfare programs. The Group has pledged deposits of ₩ 15,847 million as collateral.

<sup>2</sup> The Group provided guarantees to financial institutions for the customer's instalment payments related to purchase transactions. In relation to these guarantees, the Group has pledged financial instruments of ₩ 2,760 million as collateral.

*(in millions of Korean won)*

| Beneficiary            | Guarantor                                | Amount |               | Guaranteed item                |
|------------------------|------------------------------------------|--------|---------------|--------------------------------|
|                        |                                          |        | 2024          |                                |
| Employees <sup>1</sup> | Shinhan Bank                             | ₩      | 28,041        | Employee loans                 |
| Customers <sup>2</sup> | Korea Investment Savings Bank and others |        | 38,000        | Guarantee for sales instalment |
|                        |                                          | ₩      | <u>66,041</u> |                                |

<sup>1</sup> The Group provided guarantees to banks for employees' bank loans related to welfare programs. The Group has pledged deposits of ₩ 33,388 million as collateral.

<sup>2</sup> The Group provided guarantees to financial institutions for the customer's instalment payments related to purchase transactions. In relation to these guarantees, the Group has pledged financial instruments of ₩ 5,872 million as collateral.

**KAKAO CORP. and Subsidiaries**  
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**38. Commitments and Contingencies, Continued**

b. The Group has been provided with the following guarantees by others as at December 31, 2025 and 2024:

| (in millions of Korean won)          |                                       | Amount    |           | Beneficiary                                                                                                        |
|--------------------------------------|---------------------------------------|-----------|-----------|--------------------------------------------------------------------------------------------------------------------|
| Guarantor                            | Details                               | 2025      | 2024      |                                                                                                                    |
| Seoul Guarantee Insurance and others | Performance guarantee and others      | ₩ 400,379 | ₩ 383,840 | Korea Financial Telecommunications & Clearings Institute, Korea Workers' Compensation & Welfare Service and others |
| Seoul Guarantee Insurance and others | Guarantee for payment of construction | 371,303   | 371,303   | Seoul Arena Co., Ltd                                                                                               |
|                                      |                                       | ₩ 771,682 | ₩ 755,143 |                                                                                                                    |

c. Lawsuits

(1) As at December 31, 2025, the Group is involved in 46 lawsuits as a defendant or co-defendant with total claims amounting to ₩ 52,460 million. The Group recognizes liabilities when it is probable that there will be an outflow of resources embodying economic benefits to fulfil obligations arising from applicable laws. The Group does not expect that these cases would have a material impact on its consolidated financial statements.

(2) Former executives of the Group and the Group have been indicted on charges of market manipulation related to the shares of SM Entertainment Co., Ltd., and the case is currently in progress. At the end of the reporting period, the outcome of the trial and its impact on consolidated financial statements cannot be predicted.

The Parent Company holds 27.2% of the voting shares of KakaoBank Corp., an Internet-only bank, in accordance with Article 5 (Special Cases of Limits on Stockholding by Non-Financial Investor) of the Act On Special Cases Concerning Establishment And Operation Of Internet-only Banks.

Requirements for approval related to holding of shares thereof shall be determined in the Attached Table in consideration of the following:

1. Investment capability, financial status, and social credibility;
2. Effect on concentration of economic power;
3. Appropriateness of a plan for shareholder composition;
4. Asset ratio of companies which engage in information and communications business;
5. Contribution plan for promotion of convergence between finance and information and communications technology, microfinance support and others

### **38. Commitments and Contingencies, Continued**

According to the Table, in order for the Parent Company to receive an exemption for special cases of limits on stockholding, the executive partner or the executive officer shall have no record of a criminal penalty equivalent to or heavier than a fine imposed for a violation of any of the statutes specified in finance-related statutes, the Monopoly Regulation and Fair Trade Act, the Punishment of Tax Offenses Act or the Aggravated Punishment of Specific Economic Crimes Act during the latest five years. However, if the severity of such violations is deemed minor by the Financial Services Commission, holding stocks in excess of limit under special cases is not prohibited.

In the aforementioned case, due to the finance-related statutes (Capital Market Act), if criminal penalties equivalent to or heavier than a fine imposed are confirmed (the Supreme Court appeal confirmed), depending on the review by the Financial Services Commission, the application of the above special cases may not be possible.

In the aforementioned case, the Parent Company may be required to dispose of its shares in KakaoBank Corp. that exceeds 10% of voting shares, in accordance with Article 15 (Limits on Stock-Holding by Same Person) of the Banking Act.

(3) Former executives of the Group have been indicted on allegations of breach of trust in connection with the acquisition of shares in Baram Pictures Corp., and the case is currently pending. At the end of the reporting period, the outcome of the trial and its impact on consolidated financial statements cannot be predicted.

**KAKAO CORP. and Subsidiaries**  
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**38. Commitments and Contingencies, Continued**

d. The Group's credit facilities with financial institutions as at December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                          |                              | <b>2025</b>           |                        |
|-------------------------------------------------------------|------------------------------|-----------------------|------------------------|
| <b>Financial Institution</b>                                | <b>Credit facilities</b>     | <b>Facility limit</b> | <b>Amount executed</b> |
| DB INSURANCE CO.,LTD. <sup>2,3,4,5</sup>                    | Long-term loan               | ₩ 18,000              | ₩ v                    |
| Kyongnam Bank Co.,Ltd. <sup>2,3,4,5</sup>                   | Long-term loan               | 50,000                | 11,239                 |
| Kookmin Bank <sup>2,3,4,5</sup>                             | Credit offerings             | 20,000                | 0                      |
| Kookmin Bank                                                | Operation capital            | 332,520               | 332,520                |
| Kookmin Bank                                                | General loans                | 45,000                | 45,000                 |
| Kookmin Bank <sup>2,3,4,5</sup>                             | Long-term loan               | 65,000                | 13,405                 |
| Kookmin Bank                                                | Limit loan agreement         | 92,000                | 0                      |
| Industrial Bank of Korea                                    | General loans                | 300                   | 300                    |
| Nonghyup Life Insurance Co.,Ltd. <sup>2,3,4,5</sup>         | Long-term loan               | 40,000                | 8,991                  |
| NongHyup Bank                                               | General loans                | 70,000                | 70,000                 |
| Lotte Non-Life Insurance Co.,Ltd. <sup>2,3,4,5</sup>        | Long-term loan               | 48,000                | 10,789                 |
| Sumitomo Mitsui Banking Corporation                         | Limit loan agreement         | 918                   | 0                      |
| SAMSUNG SECURITIES CO.,LTD                                  | Commercial paper             | 30,000                | 30,000                 |
| Samsung Fire & Marine Insurance Co.,Ltd. <sup>2,3,4,5</sup> | Long-term loan               | 24,000                | 5,395                  |
| SUHYUP BANK <sup>2,3,4,5</sup>                              | Long-term loan               | 30,000                | 6,743                  |
| Shinhan Bank                                                | Commercial paper             | 50,000                | 50,000                 |
| Shinhan Bank                                                | Operation capital            | 241,715               | 241,715                |
| Shinhan Bank                                                | General loans                | 87,106                | 87,106                 |
| Shinhan Bank                                                | Limit loan agreement         | 323,100               | 0                      |
| iM LIFE INSURANCE CO.,Ltd <sup>2,3,4,5</sup>                | Long-term loan               | 15,000                | 3,372                  |
| Woori Bank                                                  | Operation capital            | 134,389               | 134,389                |
| Woori Bank                                                  | General loans                | 45,500                | 45,000                 |
| Woori Bank <sup>2,3,4,5</sup>                               | Long-term loan               | 65,000                | 14,610                 |
| KDB Life Insurance Co., Ltd. <sup>2,3,4,5</sup>             | Long-term loan               | 35,000                | 7,867                  |
| KB Securities                                               | Commercial paper             | 20,000                | 20,000                 |
| KB Securities                                               | Operation capital            | 50,000                | 50,000                 |
| Hana Bank                                                   | Operation capital            | 316,520               | 316,520                |
| Hana Bank                                                   | General loans                | 50,000                | 50,000                 |
| Hana Bank <sup>1</sup>                                      | Loans for daily transactions | 3,000                 | 0                      |
| Hana Bank                                                   | Limit loan agreement         | 109,050               | 405                    |
| Korea Development Bank                                      | Operation capital            | 75,000                | 75,000                 |
| Korea Development Bank                                      | General loans                | 40,000                | 0                      |
| Korea Development Bank                                      | Limit loan agreement         | 60,000                | 0                      |
| Citibank Korea Inc.                                         | Operation capital            | 50,000                | 50,000                 |
| Korea Securities Finance Corp                               | Retail Banking loans         | 50,000                | 0                      |
| Korea Securities Finance Corp                               | Loans for acquisition        | 80,000                | 0                      |
| Korea Securities Finance Corp                               | Loans for daily transactions | 30,000                | 0                      |

**KAKAO CORP. and Subsidiaries**  
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**38. Commitments and Contingencies, Continued**

d. The Group's credit facilities with financial institutions as at December 31, 2025 and 2024, are as follows:, continued

| <i>(in millions of Korean won)</i>                           |                          | <b>2025</b>           |                        |
|--------------------------------------------------------------|--------------------------|-----------------------|------------------------|
| <b>Financial Institution</b>                                 | <b>Credit facilities</b> | <b>Facility limit</b> | <b>Amount executed</b> |
| Korea Investment & Securities Co.,Ltd.                       | General loans            | 85,000                | 85,000                 |
| Heungkuk Fire & Marine Insurance Co.,Ltd. <sup>2,3,4,5</sup> | Long-term loan           | 30,000                | 6,743                  |
| Shinhan Investment Corp.                                     | Commercial paper         | 40,000                | 40,000                 |
| Woori Investment Securities Co., Ltd.                        | Commercial paper         | 10,000                | 10,000                 |
| KR Investment & Securities Co., Ltd.                         | Operation capital        | 19,462                | 19,462                 |
| Sangsangin Investment & Securities Co., Ltd.                 | Operation capital        | 19,453                | 19,453                 |

<sup>1</sup> ₩ 4,000 million of time deposit and ₩ 2,000 million of MMT (Korea Securities Finance Corp) are held as collateral with respect to the agreement.

<sup>2</sup> Seoul Arena Co., Ltd, a subsidiary, has entered into a loan agreement with Kookmin Bank and 11 other financial institutions in relation to the private investment project for the multi-cultural complex. The agreement classifies the loans by purpose into four categories: A, B, C, and D, as well as credit extension loans. The long-term loan agreements A, C, and D are intended to finance the construction of facilities necessary for the project, including the construction works and interior costs. Meanwhile, the long-term loan agreement B is intended to finance specific construction items, such as fire safety measures, that are not covered by A, C, and D.

<sup>3</sup> Seoul Arena Co., Ltd, a subsidiary, has entered into security transfer contract regarding all contracts related to the private investment project for the multi-cultural complex, which was executed with a third party in connection with the loan agreements with Kookmin Bank and 11 other financial institutions. Under this agreement, the rights associated with these contracts have been transferred or provided as collateral. The maximum amount secured by collateral is ₩ 572,000 million.

<sup>4</sup> Seoul Arena Co, Ltd, a subsidiary, has established a collateralized right in the operational and management rights of the social infrastructure facility, which primarily involves the maintenance, management, and revenue generation from users of the completed multi-cultural complex, in relation to the loan agreements with Kookmin Bank and 11 other financial institutions. The maximum amount secured by collateral is ₩ 572,000 million.

**38. Commitments and Contingencies, Continued**

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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d. The Group's credit facilities with financial institutions as at December 31, 2025 and 2024, are as follows:, continued

<sup>5</sup> Seoul Arena Co., Ltd, a subsidiary, has provided collateral on the insurance claim rights related to the insurance contracts associated with the project pertaining to the loan agreements with Kookmin Bank and 11 other financial institutions. The maximum amount secured by collateral is ₩ 572,000 million.

| (in millions of Korean won)                                      |                              | 2024           |                 |
|------------------------------------------------------------------|------------------------------|----------------|-----------------|
| Financial Institution                                            | Credit facilities            | Facility limit | Amount executed |
| DB INSURANCE CO.,LTD. <sup>2,3,4,5</sup>                         | Long-term loan               | ₩ 18,000       | ₩ -             |
| Gyeonggi Province Economic & Science Promotion Agency Foundation | Operation capital            | 60             | 60              |
| Kyongnam Bank Co.,Ltd. <sup>2,3,4,5</sup>                        | Long-term loan               | 50,000         | -               |
| Kookmin Bank <sup>2,3,4,5</sup>                                  | Credit offerings             | 20,000         | -               |
| Kookmin Bank                                                     | Operation capital            | 160,000        | 160,000         |
| Kookmin Bank                                                     | General loans                | 99,093         | 99,093          |
| Kookmin Bank <sup>2,3,4,5</sup>                                  | Long-term loan               | 65,000         | -               |
| Kookmin Bank                                                     | Limit loan agreement         | 110,000        | 3,000           |
| Industrial Bank of Korea                                         | General loans                | 600            | 500             |
| Nonghyup Life Insurance Co.,Ltd. <sup>2,3,4,5</sup>              | Long-term loan               | 40,000         | -               |
| NongHyup Bank                                                    | General loans                | 70,000         | 70,000          |
| Lotte Non-Life Insurance Co.,Ltd. <sup>2,3,4,5</sup>             | Long-term loan               | 48,000         | -               |
| Sumitomo Mitsui Banking Corporation                              | Limit loan agreement         | 936            | 187             |
| SAMSUNG SECURITIES CO.,LTD                                       | Commercial paper             | 30,000         | 30,000          |
| Samsung Fire & Marine Insurance Co.,Ltd. <sup>2,3,4,5</sup>      | Long-term loan               | 24,000         | -               |
| SUHYUP BANK <sup>2,3,4,5</sup>                                   | Long-term loan               | 30,000         | -               |
| Shinhan Bank                                                     | Commercial paper             | 80,000         | 80,000          |
| Shinhan Bank                                                     | Credit transaction agreement | 8,000          | -               |
| Shinhan Bank                                                     | Operation capital            | 90,000         | 90,000          |
| Shinhan Bank                                                     | General loans                | 209,183        | 209,183         |
| Shinhan Bank                                                     | Limit loan agreement         | 312,100        | -               |
| iM LIFE INSURANCE CO.,Ltd <sup>2,3,4,5</sup>                     | Long-term loan               | 15,000         | -               |
| Woori Bank                                                       | Operation capital            | 50,000         | 50,000          |
| Woori Bank                                                       | General loans                | 182,586        | 182,586         |
| Woori Bank <sup>2,3,4,5</sup>                                    | Long-term loan               | 65,000         | -               |
| Korea SMEs and Startups Agency                                   | Operation capital            | 921            | 921             |
| Korea SMEs and Startups Agency                                   | Limit loan agreement         | 17             | 17              |
| KDB Life Insurance <sup>2,3,4,5</sup>                            | Long-term loan               | 35,000         | -               |
| KB Securities                                                    | Commercial paper             | 90,000         | 90,000          |

**38. Commitments and Contingencies, Continued**

**KAKAO CORP. and Subsidiaries**  
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d. The Group's credit facilities with financial institutions as at December 31, 2025 and 2024, are as follows:, continued

(in millions of Korean won)

| Financial Institution                                        | Credit facilities            | 2024           |                 |
|--------------------------------------------------------------|------------------------------|----------------|-----------------|
|                                                              |                              | Facility limit | Amount executed |
| KB Securities                                                | Operation capital            | 50,000         | 50,000          |
| Hana Bank                                                    | Operation capital            | 140,000        | 140,000         |
| Hana Bank                                                    | General loans                | 267,586        | 267,586         |
| Hana Bank <sup>1</sup>                                       | Loans for daily transactions | 3,000          | -               |
| Hana Bank                                                    | Limit loan agreement         | 105,050        | 508             |
| Korea Development Bank                                       | Operation capital            | 60,000         | 60,000          |
| Korea Development Bank                                       | General loans                | 15,000         | 15,000          |
| Korea Development Bank                                       | Limit loan agreement         | 40,000         | -               |
| The Export-Import Bank of Korea                              | Limit loan agreement         | 50,000         | -               |
| Citibank Korea Inc.                                          | Operation capital            | 50,000         | 50,000          |
| Korea Securities Finance Corp                                | Retail Banking loans         | 50,000         | -               |
| Korea Securities Finance Corp                                | Loans for acquisition        | 80,000         | -               |
| Korea Securities Finance Corp                                | Loans for daily transactions | 30,000         | -               |
| Korea Investment & Securities Co.,Ltd.                       | General loans                | 85,000         | 85,000          |
| Heungkuk Fire & Marine Insurance Co.,Ltd. <sup>2,3,4,5</sup> | Long-term loan               | 30,000         | -               |

<sup>1</sup> ₩ 4,000 million of time deposit and ₩ 2,000 million of MMT (Korea Securities Finance Corp) are held as collateral with respect to the agreement.

<sup>2</sup> Seoul Arena Co., Ltd, a subsidiary, has entered into a loan agreement with Kookmin Bank and 11 other financial institutions in relation to the private investment project for the multi-cultural complex. The agreement classifies the loans by purpose into four categories: A, B, C, and D, as well as credit extension loans. The long-term loan agreements A, C, and D are intended to finance the construction of facilities necessary for the project, including the construction works and interior costs. Meanwhile, the long-term loan agreement B is intended to finance specific construction items, such as fire safety measures, that are not covered by A, C, and D.

<sup>3</sup> Seoul Arena Co., Ltd, a subsidiary, has entered into security transfer contract regarding all contracts related to the private investment project for the multi-cultural complex, which was executed with a third party in connection with the loan agreements with Kookmin Bank and 11 other financial institutions. Under this agreement, the rights associated with these contracts have been provided as collateral. The maximum amount secured by collateral is ₩ 572,000 million.

### 38. Commitments and Contingencies, Continued

d. The Group's credit facilities with financial institutions as at December 31, 2025 and 2024, are as follows:, continued

**KAKAO CORP. and Subsidiaries**  
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<sup>4</sup> Seoul Arena Co, Ltd, a subsidiary, has established a collateralized right in the operational and management rights of the social infrastructure facility, which primarily involves the maintenance, management, and revenue generation from users of the completed multi-cultural complex, in relation to the loan agreements with Kookmin Bank and 11 other financial institutions. The maximum amount secured by collateral is ₩ 572,000 million.

<sup>5</sup> Seoul Arena Co., Ltd, a subsidiary, has provided collateral on the insurance claim rights related to the insurance contracts associated with the project pertaining to the loan agreements with Kookmin Bank and 11 other financial institutions. The maximum amount secured by collateral is ₩ 572,000 million.

**e. Restricted financial instruments and assets pledged as collateral**

**(1) Financial instruments restricted as at December 31, 2025 and 2024:**

| <i>(in millions of Korean won)</i>                                 | <b>2025</b> |        | <b>2024</b> |        |                                                                                                                             |
|--------------------------------------------------------------------|-------------|--------|-------------|--------|-----------------------------------------------------------------------------------------------------------------------------|
| Cash and cash equivalents                                          | ₩           | 22,061 | ₩           | 42,204 | Restrictions on withdrawals related to customer complaints and restrictions on the use of loan agreement, etc. <sup>1</sup> |
| Short-term financial instruments and others                        |             | 8,000  |             | 8,000  | Withdrawal restriction in relation to firm banking <sup>2</sup>                                                             |
|                                                                    |             | 8,371  |             | 8,610  | Pledged as collateral and guarantees for a contract                                                                         |
|                                                                    |             | 13,400 |             | 30,500 | Providing collateral for a shareholder association loan                                                                     |
|                                                                    |             | 1,250  |             | 1,250  | Pledged as collateral for Shinhan Card and others <sup>3</sup>                                                              |
|                                                                    |             | 5,000  |             | 5,450  | Providing collateral for stock option loans                                                                                 |
|                                                                    |             | 500    |             | 500    | Pledged as collateral for loan services                                                                                     |
|                                                                    |             | 3,000  |             | 2,200  | Pledged as collateral for a franchise contract                                                                              |
| Long-term financial instruments and others                         |             | 2      |             | 2      | Deposits for opening checking accounts and others                                                                           |
|                                                                    |             | 2,288  |             | 3,388  | Payment guarantee for employee's loan                                                                                       |
|                                                                    |             | 5,990  |             | 15     | Deposits                                                                                                                    |
| Deposits and financial assets at fair value through profit or loss |             | 4,000  |             | 4,000  | Provision of collateral for Hana Bank overdraft                                                                             |
|                                                                    |             | 2      |             | 2      | Deposits for opening checking accounts and others                                                                           |
|                                                                    |             | 309    |             | 206    | Market derivative instrument transaction deposit                                                                            |

**38. Commitments and Contingencies, Continued**

**e. Restricted financial instruments and assets pledged as collateral, continued**

**KAKAO CORP. and Subsidiaries**  
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(1) Financial instruments restricted as at December 31, 2025 and 2024:, continued

| <i>(in millions of Korean won)</i> | <b>2025</b>        | <b>2024</b>        |                                                             |
|------------------------------------|--------------------|--------------------|-------------------------------------------------------------|
|                                    | 10,710             | 3,510              | Deposit for security transactions for Korea Exchange Market |
|                                    | 223,660            | 84,962             | Separate investment deposit (ordinary deposit) <sup>4</sup> |
|                                    | 1,248,533          | 904,113            | Separate investment deposit (financial asset) <sup>4</sup>  |
|                                    | -                  | 5,356              | OTC securities forward transactions                         |
|                                    | <u>₩ 1,557,077</u> | <u>₩ 1,104,268</u> |                                                             |

<sup>1</sup> Seoul Arena Co., Ltd, a subsidiary, has established a collateralized right on ordinary deposit amounting to ₩ 28,243 million in relation to the loan agreements with Kookmin Bank and 11 other financial institutions as at December 31, 2025. The maximum amount secured by collateral is ₩ 572,000 million.

<sup>2</sup> The withdrawal is restricted in relation to the firm banking contract with DGB Daegu Bank and Industrial Bank of Korea.

<sup>3</sup> Pledged as collateral to cover potential losses incurred by credit card companies according to the business cooperation agreements with Shinhan Card and other credit card companies in relation to 'Automated Payment via Kakao Pay'.

<sup>4</sup> Deposited separately at Korea Securities Finance Corp. to meet the customer's requests such as return of investment deposit under Section 4 of Article 74 of Financial Investment Services and Capital Markets Act. It cannot be transferred or provided as collateral and cannot be offset or seized by anyone.

(2) The following assets are pledged as collateral in relation to guarantees for contract fulfilment and borrowings as at December 31, 2025:

| <i>(in millions of Korean won)</i> | <b>Book value</b> | <b>Secured amount</b> | <b>Type of Guarantee</b>          | <b>Secured party</b>           |
|------------------------------------|-------------------|-----------------------|-----------------------------------|--------------------------------|
| Land, buildings and others         | ₩ 63,655          | ₩ 16,088              | Collateral for facility loans     | Shinhan Bank, etc.             |
| Subsidiary shares <sup>1</sup>     | -                 | 130,000               | Establishment of pledge on shares | Kookmin Bank, Woori Bank, etc. |

<sup>1</sup> The 20 million shares of Seoul Arena Co., Ltd, a subsidiary, held by the Group, have been pledged as collateral to Kookmin Bank and 11 other financial institutions. The maximum amount secured by this agreement is ₩ 572,000 million.

### **38. Commitments and Contingencies, Continued**

e. Restricted financial instruments and assets pledged as collateral, continued

**KAKAO CORP. and Subsidiaries**  
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(2) The following assets are pledged as collateral in relation to guarantees for contract fulfilment and borrowings as at December 31, 2025:, continued

In addition, the consolidated companies have furnished two blank checks as security pursuant to the project financing loan agreement associated with the private investment project for the multi-purpose cultural complex

The Group has also provided a note (par value: ₩ 15.3 billion) as collateral to WTC SEOUL CO., LTD. in relation to the lease agreement for the trade center parking lot.

(3) Pursuant to the Electronic Financial Transactions Act and its Enforcement Decree, the Group is required to place in trust or deposit prepaid fund received from users, as well as funds received from intermediary sales services, with external institutions or obtain payment guarantees. As of the end of the reporting period, the Group has placed ₩ 1,887,249 million in trust with Shinhan Bank and other financial institutions, which is included in cash and cash equivalents. The amount is recalculated on a daily basis.

f. As at December 31, 2025, commitments of the parent company are as follows:

(1) The Parent Company grants rights to external investors of its subsidiaries and associates, including Kakao Entertainment Corp. and Kakao Style Corp., such as preemptive rights to subscribe for new shares, rights of first refusal, and tag-along rights over the investment interests, through shareholders' agreements entered into with such investors.

(2) The Group entered into a shareholders' agreement with non-controlling shareholders of Kakao Entertainment Corp., a subsidiary, which grants put options over the shares held by those non-controlling shareholders. If the Group breaches material obligations under the agreement or there is a change in the majority shareholder of KAKAO CORP., the non-controlling shareholders of Kakao Entertainment Corp. may request the Group to purchase the shares issued by the subsidiary and held by the shareholders during the period described in the agreements. The Group believes that it can control the conditions that would trigger the exercise of such option and, accordingly, as at December 31, 2025, considers the likelihood of the non-controlling shareholders exercising the put option to be remote.

(3) As of the end of the reporting period, the Parent Company is obligated to purchase all or part of the shares held by certain non-controlling shareholders of its subsidiary, Kakao Entertainment Corp., at a specified price if events such as violations of laws, regulatory sanctions, or modified audit opinions occur. The Group has recognized the related amount as a financial liability.

**38. Commitments and Contingencies, Continued**

f. As at December 31, 2025, commitments of the parent company are as follows:, continued

**KAKAO CORP. and Subsidiaries**  
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(4) Kakao Mobility Corp., a subsidiary, has established a separate decision-making body (the “Committee”) under its Board of Directors, in which both the Parent Company and non-controlling shareholders participate. Under the shareholders’ agreement, the non-controlling investors agreed to defer the period during which they may exercise the right to appoint a majority of the Committee members. Accordingly, as of the end of the reporting period, the Parent Company retains the authority to appoint a majority of the Committee members. Upon the expiration of the agreed deferral period, the Group will reassess the scope of consolidation in light of changes to the Parent Company’s authority to appoint a majority of the Committee.

(5) The Parent Company has granted a put option and other related rights over the common shares of Kakao Enterprise Corp., a subsidiary, to a non-controlling shareholder pursuant to a shareholders’ agreement, and the related amount has been recognized as a financial liability.

(6) The Parent Company is subject to a funding support obligation of up to KRW 57,000 million in connection with loan agreements executed by its subsidiary, Seoul Arena Co., Ltd., for a private investment project involving a mixed-use cultural facility. If an early termination event of the implementation agreement or a redemption event occurs and the termination compensation or redemption amount paid by the relevant authority is insufficient to cover the repayment of the secured debt, related fees, other financing costs, or expenses incurred by lenders for debt recovery, the Parent Company is required to provide funds for the shortfall based on its agreed contribution ratio.

g. As at December 31, 2025, other commitments of the Group are as follows:

**(1) Kakao Entertainment Corporation**

1) Kakao Entertainment Corp., a subsidiary, has entered into shareholders’ agreements with MORE VISION that requires Kakao Entertainment Corp. to sell the remaining shares held by the subsidiary when the counterparty expresses an intention to purchase during the two year period from the date that five years have passed since the investment contract was concluded. The selling price should be the larger of the two between the amount evaluated by an external evaluation institution and ₩ 750 million per share.

**38. Commitments and Contingencies, Continued**

g. As at December 31, 2025, other commitments of the Group are as follows;  
continued

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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(1) Kakao Entertainment Corporation, continued

2) Kakao Entertainment Corp., a subsidiary, pledged shares held by certain shareholders who have participated in the Group's paid-in capital increase as collateral. If those shareholders who participated in the subsidiary's paid-in capital increase intend to sell their share before certain conditions are met, they are required to obtain the consent of the subsidiary.

3) In accordance with the non-controlling interests of some subsidiaries and associates including STARSHIP ENTERTAINMENT CORP. and others, Kakao Entertainment Corp., a subsidiary, is required to obtain written consent from stakeholders and investors when Kakao Entertainment Corp. intends to dispose of all or part of investments in subsidiaries or associates by transfer, sale, providing collateral, or other means before certain period or conditions are met.

4) Some shareholders of subsidiaries and associates, including STARSHIP ENTERTAINMENT CORP., a subsidiary, and others, can request the Group to purchase share of subsidiaries and associates if certain conditions are met in accordance with the shareholders' agreement.

5) Kakao Entertainment Corp., a subsidiary, has lent money to an individual and, all the shares of subsidiaries owned by the individual is pledged as collateral.

6) The subsidiary, Kakao Entertainment Corp., holds rights of first refusal, tag-along rights, and drag-along rights in accordance with the terms of contracts with its subsidiaries and associates.

7) Kakao Entertainment Corp., a subsidiary, has entered into shareholders' agreement. According to the agreement, if Gleline Corp. achieves the agreed accumulated operating profit within 5 years starting from 2022, Kakao Entertainment Corp. has the right to purchase the remaining shares held by the counterparty at a price agreed between the parties.

8) Kakao Entertainment Corp., a subsidiary, is subject to an agreement under which, if TME Group Co., Ltd. intentionally neglects its obligation to pursue an initial public offering or if an eligible IPO is not completed within a specified period, Kakao Entertainment Corp. may sell its shares in TME Group Co., Ltd. to the counterparty at a price equal to the acquisition price per share plus an agreed-upon additional amount. The agreement also grants Kakao Entertainment Corp. the right to participate in the capital reduction of TME Group Co., Ltd. scheduled to take place in 2026.

**38. Commitments and Contingencies, Continued**

g. As at December 31, 2025, other commitments of the Group are as follows;  
continued

**KAKAO CORP. and Subsidiaries**  
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(1) Kakao Entertainment Corporation, continued

9) Kakao Entertainment Corp., a subsidiary, is subject to an agreement with Contents Node Co., Ltd. under which, for a two-year period beginning one year after the execution date of the share sale agreement, the subsidiary must sell its shares in Contents Node Co., Ltd. at a price determined by an external valuation agency if the counterparty so requests.

10) As of the end of the reporting period, Kakao Entertainment Corp., a subsidiary, is obligated to purchase certain shares held by the counterparty in connection with the acquisition of shares of Feelyeon Management Co., Ltd. at an agreed price or a specified price at a designated time upon the counterparty's expression of intent to sell. The Group has recognized the related amount as a financial liability.

11) As at December 31, 2024, the Group has entered into a contract with Barunson Entertainment & Arts Corporation to receive an investment of ₩ 20 billion as a main investment and ₩ 10 billion as a partial investment for the movie produced by the Group. If the distribution of profits for the partial investment is less than the principal amount of partial investment by the time the profit distribution period expires, the Group must pay the shortfall to Barunson Entertainment & Arts Corporation.

12) Kakao Entertainment Corp., a subsidiary, is subject to an agreement under which, if certain conditions specified in the agreement are not satisfied, the counterparty may require the subsidiary to sell all or part of the shares of Art M&C Co., Ltd. held by the subsidiary.

13) Kakao Entertainment Corp., a subsidiary, is subject to an agreement under which, if certain conditions specified in the agreement are not satisfied, the subsidiary may request the counterparty to dispose of the shares of Live Music Co., Ltd. held by the subsidiary. The counterparty is obligated to dispose of such shares by selling them to other investors or through other legally permissible methods.

(2) Kako Games Corporation

1) Kakao Games Corp., a subsidiary, has the right to subscribe for new shares, right of first refusal, and drag-along rights related to the shares of XL Games Inc., Ocean Drive Studio Corp., and Second Dive Corp. through shareholders' agreements, and in the case of XL Games Inc. and Ocean Drive Studio Corp., Kakao Games Corp. has entered into an agreement regarding the put options of major shareholders.

**38. Commitments and Contingencies, Continued**

g. As at December 31, 2025, other commitments of the Group are as follows;  
continued

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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(2) Kako Games Corporation, continued

2) As at December 31, 2025, in shareholders' agreement entered into between Kakao Games Corp., a subsidiary, and stakeholders of XL Games Inc., even if the target company achieves the conditions for initial public offering, if the subsidiary opposes, the stakeholders can request the subsidiary to purchase all of their shares for a period of time described in the agreements. Management of the subsidiary believes that a situation in which the put option can be exercised will not arise as it is possible to control those conditions for exercise of the put option by stakeholders.

3) As at December 31, 2025, Kakao Games Corp., a subsidiary, has entered into the shareholders' agreement with stakeholders in relation to Lionheart Studio Corp. The Group has pre-emptive purchase rights, tag-along rights, call option for equity shares, pre-emptive purchaser rights for their assets.

4) As at December 31, 2025, if initial public offering of Lionheart Studio Corp. is completed, In accordance with the shareholders' agreement entered into between Kakao Games Corp., a subsidiary, and the stakeholders of, The stakeholders of Lionheart Studio Corp. can request the subsidiary to purchase their shares up to 20% of the target company's outstanding shares within 3 months from the date after 5 years have passed since the completion of the initial public offering. The Group has recorded the amount as a financial liability. In addition, if there is mutual agreement not to pursue an initial public offering, stakeholders may request the subsidiary to purchase a part or all of the shares of Lionheart Studio Corp. held by stakeholders. The Group's management believes that the case is controllable.

5) As at December 31, 2025, according to the share purchase agreement entered into between Kakao Games Corp., a subsidiary, and stakeholders of SENA Technologies, Inc., a subsidiary, while the target company achieves the conditions for initial public offering, if the subsidiary opposes, the stakeholders can request the subsidiary to purchase all of their shares for a period of time described in the agreements. The Group's management believes that the case is controllable.

6) As at December 31, 2024, Kakao Games Corp., a subsidiary, has entered into shareholders' agreements with major shareholders and external investors of According to the agreement, the major shareholders may request the subsidiary to purchase all of their shares when agreed-upon time is due. The Group has recorded the amount related to the agreement as a financial liability.

**38. Commitments and Contingencies, Continued**

g. As at December 31, 2025, other commitments of the Group are as follows:  
continued

**KAKAO CORP. and Subsidiaries**  
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(2) Kako Games Corporation, continued

7) As of the end of the reporting period, Kakao Games Corp., a subsidiary, is subject to investment agreements entered into with external investors of METABORA Co., Ltd., which stipulate conditions such as investors' pre-emptive purchase rights, co-sale (tag-along) rights, and priority purchase rights over assets.

8) As of the reporting date, the Group has entered into a business partnership agreement with WEMIX PTE. Ltd. regarding the onboarding and service provision on the WEMIX platform, and has borrowed WEMIX tokens to participate as an NCP (Node Council Partner) for WEMIX 3.0. Although the Group borrowed a required quantity of WEMIX for staking, which is mandatory to participate in node operations, it determined that it does not have substantive control over the borrowed WEMIX tokens. Accordingly, the transaction is regarded as lacking economic substance, and no accounting recognition has been made in the consolidated financial statements.

9) Kakao Games Corp., a subsidiary, has entered into publishing and channeling agreements with key developers for numerous PC and mobile games, and holds rights of first negotiation and rights of final refusal with the game developers to ensure stable access to game content and revenue sharing. In addition, the subsidiary is entering into licensing agreements for overseas services and IP provision, and for certain games, a specified percentage of revenue is paid to the copyright holders as royalties.

(3) Kakaopay Corporation

1) Kakaopay Corp., a subsidiary, has committed to invest KRW 3 billion to IMM Startup Venture Fund No. 1, KRW 1.8 billion was invested as at December 31, 2024, with a remaining investment commitment of KRW 1.2 billion.

2) As the main transaction was terminated due to the failure of the secondary transaction with Siebert Financial Corp., and the related shareholders' agreement was amended and concluded. Kakaopay Corp., a subsidiary, has agreed to receive USD 500,000 quarterly from Siebert Financial Corp., starting from March 29, 2024 to June 30, 2026, for a total of USD 5,000,000.

3) KakaoPay Corp., a subsidiary, has agreed to invest ₩ 1.5 billion in Fintech Innovation Private Equity Investment Fund #2, with the accumulated contribution being ₩ 270 million, and the remaining balance of the committed contribution amount is ₩ 1.23 billion.

**38. Commitments and Contingencies, Continued**

g. As at December 31, 2025, other commitments of the Group are as follows:  
continued

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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(3) Kakaopay Corporation, continued

4) Kakaopay Corp., a subsidiary, has committed to invest KRW 2 billion in SV Growth Private Equity Fund No. 1 and has contributed KRW 1.9 billion as of the end of the reporting period, leaving a remaining investment commitment of KRW 0.1 billion.

5) Kakaopay Corp., a subsidiary, entered into an agreement with the non-controlling shareholders of Kakaopay Securities Corp. under which operating performance gains calculated based on an agreed formula for fiscal years 2018 through 2021 will be distributed to the existing shareholders, to the extent that the relevant entity does not incur a net loss for the corresponding fiscal year and such distribution is permissible under applicable laws and regulations (including non-binding governmental guidelines and administrative guidance). The operating performance gains are to be paid through dividends and bonuses as mutually agreed among the shareholders.

(4) Kakao Mobility Corporation

Kakao Mobility Corp., a subsidiary, has committed to invest in a newly established fund during the current period, and the remaining committed investment amount is KRW 3.2 billion. The timing of the additional capital contribution has not yet been determined, and the total contribution amount may vary depending on the fund formation results.

(5) SM Entertainment

Subsidiaries such as SM Culture & Contents Co., Ltd. have acquired equity interests in companies including Pablo Air Co., Ltd. and Bower Lab Co., Ltd., and, pursuant to agreements entered into with those companies and their stakeholders, hold the right to appoint one director either independently or jointly.

**38. Commitments and Contingencies, Continued**

g. As at December 31, 2025, other commitments of the Group are as follows:  
continued

**KAKAO CORP. and Subsidiaries**  
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(6) Others

1) Kakao Enterprise Corp., a subsidiary, acquired shares of e.Form Works in the prior period and classified them as investments in associates. The share acquisition agreement includes a provision under which Kakao Enterprise Corp. will receive 20% of the shares of e.Form Works from Ion Communications Co., Ltd., the major shareholder of e.Form Works, depending on whether certain performance targets (KPIs) are achieved.

2) Kakao Investment Co., Ltd., a subsidiary, sold 250,540 common shares and 152,516 convertible redeemable preferred shares of its associate, Wyatt Co., Ltd., to the CEO of Wyatt Co., Ltd., and entered into an additional settlement agreement related to the sale price upon a third-party sale of those shares. Under this agreement, if the CEO sells the shares to a third party within four years from the payment date of the fourth installment and realizes additional gains, the CEO is required to pay the Group a specified percentage of such gains (90% if sold within one year, 80% within two years, 70% within three years, and 60% within four years from the payment date of the fourth installment).

3) In connection with the sale of 250,540 common shares and 152,516 convertible redeemable preferred shares of Wyatt Co., Ltd. to its CEO, Kakao Investment Co., Ltd., a subsidiary, agreed to transfer the shares in advance at the CEO's request and established a pledge over shares equivalent to the unpaid consideration as collateral. As a result, as of the end of the reporting period, a pledge remains over the fourth installment of the sale price (308,337 shares, KRW 15,346,250,781) out of the total four installments.

4) For certain associates (the "target companies") in which Kakao Investment Co., Ltd., a subsidiary, holds interests, other shareholders and stakeholders may, under shareholders' agreements, request the target company to pursue an initial public offering (IPO) if the target company satisfies the IPO requirements but does not make reasonable efforts to initiate the IPO process. If the target company still fails to take action for a specified period following such requests, those shareholders and stakeholders may request the subsidiary or the target company to purchase some or all of their shares. As of the end of the reporting period, the subsidiary believes that circumstances that would trigger such purchase obligations are unlikely to occur.

**38. Commitments and Contingencies, Continued**

g. As at December 31, 2025, other commitments of the Group are as follows:  
continued

**KAKAO CORP. and Subsidiaries**  
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(6) Others, continued

5) Kakao Investment Co., Ltd., a subsidiary, has entered into a shareholders' agreement with individuals that requires the subsidiary to sell 38,002 preferred shares of its associate, Kids Note Co., Ltd., at the agreed-upon price if the counterparty expresses an intention to purchase. As of the end of the reporting period, the subsidiary does not expect circumstances to arise that would require a sale under this agreement.

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**39. Business Combinations**

During the current period, the Group acquired shares in seven companies, including DearU Co., Ltd., and included them as subsidiaries in the scope of consolidation. The details of the equity interests acquired, the consideration transferred, and the goodwill recognized in connection with these business combinations are as follows:

| <i>(in millions of Korean won)</i>                     | <b>Percentage of ownership acquired (%)</b> | <b>Consideration transferred</b> | <b>Goodwill</b> |
|--------------------------------------------------------|---------------------------------------------|----------------------------------|-----------------|
| DearU Co., Ltd. and one other company                  | 45.1%                                       | ₩ 454,640                        | ₩ 307,751       |
| Splyt Group Ltd. and four other companies <sup>1</sup> | 49.0%                                       | ₩ 148                            | ₩ 525           |

<sup>1</sup> The Group has determined that it substantially holds the current ownership interest, as the potential voting rights over the residual shares provide access to the returns associated with the ownership interest. Consequently, an effective ownership interest of 100% has been reflected.

Details of the purchase consideration, the assets and liabilities recognized as a result of the acquisition, and fair value of the non-controlling interest at the acquisition date in relation to business combinations in 2025, are as follows:

| <i>(in millions of Korean won)</i>                                 | <b>DearU Co., Ltd. and one other company</b> | <b>Splyt Group Ltd. and four other companies</b> |
|--------------------------------------------------------------------|----------------------------------------------|--------------------------------------------------|
| Consideration transferred                                          |                                              |                                                  |
| Cash and cash equivalents                                          | ₩ 135,568                                    | ₩ -                                              |
| Fair value of equity interest held before the business combination | 319,072                                      | 148                                              |
| Total consideration                                                | ₩ 454,640                                    | ₩ 148                                            |
| Assets acquired and liabilities assumed                            |                                              |                                                  |
| Cash and cash equivalents                                          | ₩ 89,340                                     | ₩ 3,211                                          |
| Short-term financial instruments                                   | 56,458                                       | -                                                |
| Financial assets at fair value through profit or loss              | 1,000                                        | -                                                |
| Trade receivables                                                  | 6,639                                        | 6,037                                            |
| Investment property                                                | 558                                          | -                                                |
| Property and equipment                                             | 3,125                                        | 40                                               |
| Right-of-use assets                                                | 3,606                                        | -                                                |
| Intangible assets                                                  | 196,394                                      | 32                                               |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**39. Business Combinations, Continued**

| <i>(in millions of Korean won)</i>                                    | <b>DearU Co., Ltd. and<br/>one other company</b> | <b>Splyt Group Ltd. and<br/>four other companies</b> |
|-----------------------------------------------------------------------|--------------------------------------------------|------------------------------------------------------|
| Consideration transferred                                             |                                                  |                                                      |
| Cash and cash equivalents                                             | ₩ 135,568                                        | ₩ -                                                  |
| Fair value of equity interest held before the business<br>combination | 319,072                                          | 148                                                  |
| Total consideration                                                   | ₩ 454,640                                        | ₩ 148                                                |
| Assets acquired and liabilities assumed                               |                                                  |                                                      |
| Cash and cash equivalents                                             | ₩ 89,340                                         | ₩ 3,211                                              |
| Short-term financial instruments                                      | 56,458                                           | -                                                    |
| Financial assets at fair value through profit or loss                 | 1,000                                            | -                                                    |
| Trade receivables                                                     | 6,639                                            | 6,037                                                |
| Investment property                                                   | 558                                              | -                                                    |
| Property and equipment                                                | 3,125                                            | 40                                                   |
| Right-of-use assets                                                   | 3,606                                            | -                                                    |
| Intangible assets                                                     | 196,394                                          | 32                                                   |
| Deferred income tax assets                                            | 1,467                                            | -                                                    |
| Other assets                                                          | 40,533                                           | 920                                                  |
| Trade payables                                                        | -                                                | (9,783)                                              |
| Borrowings                                                            | -                                                | (18)                                                 |
| Other financial liabilities                                           | (5,104)                                          | -                                                    |
| Lease liabilities                                                     | (3,716)                                          | -                                                    |
| Deferred income tax liabilities                                       | (44,358)                                         | -                                                    |
| Other liabilities                                                     | (20,310)                                         | (816)                                                |
| Net identifiable assets acquired                                      | 325,632                                          | (377)                                                |
| Non-controlling interest                                              | (178,743)                                        | -                                                    |
| Goodwill                                                              | ₩ 307,751                                        | ₩ 525                                                |

(1) Sales and net profit of subsidiaries after the acquisition date, which were included in the consolidation and reflected in the consolidated statement of comprehensive income during the year ended December 31, 2025, were ₩ 53 million and ₩ 33 million, respectively.

(2) If the subsidiary, included in consolidation through business combination, had been consolidated from the beginning of the current period, the Group's sales and net profit would have been ₩ 74 million and ₩ 24 million, respectively.

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

#### 40. Related Parties Transactions

The Parent Company is the ultimate parent company that prepares consolidated financial statements. The list of related parties as at December 31, 2025 and 2024, is as follows:

| 2025         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Relationship | Related parties <sup>1</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Associates   | Next Youth Startup Investment Association, CNT Tech Co., Ltd., CreativeComms Co., Ltd., CNT Tech Startup Investment Association No. 1, CNT Tech Private Investment Association No. 2, CNT Tech Private Investment Association No. 5, CNT Tech Private Investment Association No. 7, Hectocon Investment Association No. 1, AI Angel–CNT Tech Private Investment Association, CNT Tech Private Investment Association No. 11, CNT Tech Private Investment Association No. 15, CNT Tech Vine Supporters Investment Association, Tidesquare Co., Ltd., CC Partners Co., Ltd., Allstay Co., Ltd., TIDESQUARE VIETNAM CO., LTD., Tidesquare Japan Co., Ltd., KakaoBank Corp., Korea Credit Data Co., Ltd., Korea Business Owner Experience Co., Ltd., ImU Co., Ltd., Korea Payment Networks Co., Ltd., Bottld Co., Ltd., Kakao Style Corp., CROQUIS Inc., UTC Kakao–SK Telecom ESG Fund, G&G Enterprise Co., Ltd., Caring Co., Ltd., Caring Community Care Co., Ltd., Caring Care Co., Ltd., Seonhada Co., Ltd., Daontech Co., Ltd., Grip Company Co., Ltd., GRIP US, INC., Jeju–Vision Venture Investment Association No. 1, KDBC-FP TechNext Investment Association No. 1, Esteem Co., Ltd., Studio Flow Co., Ltd., Origin Film Co., Ltd., Koilabs Co., Ltd., Pablo Air Co., Ltd., Kakao–Shinhan Tomorrow Night Investment Association No. 1, Kakao Growth Hacking Fund, KIF–Kakao Woori Bank Technology Finance Investment Fund, D&C Media Co., Ltd., The Ant Co., Ltd., Studio Boom Co., Ltd., Soul Creative Co., Ltd., Pulse Clip Co., Ltd., AHTIL GVX LLC, GOLF VX FRANCHISING LLC, Daewon C.I. Co., Ltd., Haedam ENT Co., Ltd., Haksan Publishing Co., Ltd., ToYouDream Co., Ltd., Acore Studio Co., Ltd., Studio Inus Co., Ltd., Conti Makers Studio Co., Ltd., Studio R2G Co., Ltd., Story Plus Co., Ltd., Studio ToYou Co., Ltd., TO YOU STUDIO JP, Anyland Co., Ltd., Seoul Media Comics Co., Ltd., Imitation Cultural Industry Specialized Company LLC, Super Comics Studio Co., Ltd., HongKong TXKP Limited, Chengdu Podoteng Technology Co., Ltd., 325 ENC Co., Ltd., Union K-Culture Contents Investment Association, HighUp Entertainment Co., Ltd., Metaverse Entertainment Co., Ltd., Atwater Capital Partners I, L.P., More Vision Co., Ltd., Graygo Co., Ltd., Seobuk Co., Ltd., Clove Club Co., Ltd., Girl Reverse Cultural Industry Specialized Company LLC, Manna CEA Agricultural Corporation Co., Ltd., FarmEat Agricultural Corporation Co., Ltd., FarmEat No. 2 Agricultural Corporation Co., Ltd., TANGRAM FACTORY AMERICA, INC., Deleo Korea Co., Ltd., Yanadoo Co., Ltd., Foxsoft Co., Ltd., Daeyoung Chaevi Co., Ltd., Adrock Advertisement Co., Ltd., Devotion Food Co., Ltd., Jason Group Co., Ltd., Mustit Co., Ltd., Newbility Co., Ltd., Klleon Inc., Klleon Co., Ltd., Bluepoint Discovery Venture Investment Association No. 2, Digisonic Co., Ltd., Innosignal Co., Ltd., T&K Factory Co., Ltd., Quickwin Studio Co., Ltd., Atwater Soundtrack SPV, L.P., Humanscape Co., Ltd., NextHealth Co., Ltd., Humanscape US Inc., Herit Healthcare Co., Ltd., Impian Asia Co., Ltd., HUMANSCAPE VIETNAM COMPANY LIMITED, GENOSCAPE PTE. LTD., Kidsnote Co., Ltd., Space Stationery Co., Ltd., ATU Esports Growth No. 1 Private Equity Investment Partnership, Eformworks Co., Ltd., LOVO Inc., Lobo Korea Co., Ltd., GOOD GANG LABS PTE. LTD., Toruk Co., Ltd., Galux Co., Ltd., Recon Labs Co., Ltd., BlueDot AI Co., Ltd., Second Dive Co., Ltd., Kakao Healthcare Co., Ltd., KHC Japan Corp., Tomorrow Robotics Co., Ltd., |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**40. Related Parties Transactions, Continued**

|                       | <b>2025</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Relationship</b>   | <b>Related parties<sup>1</sup></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Associates            | Gebbia Media, LLC, TwoByte Co., Ltd., TwoByte Play Co., Ltd., Ingrid Co., Ltd., Reality Magic Co., Ltd., Let's Go Kakao Games Mutual Growth Investment Association, Roadstars Co., Ltd., GOLF VX CORP., GC SOCIAL MEDIA MARKETING, INC., SNCO SOFTWARE PTE. LTD., Romantic Crew Co., Ltd., K Cube NEO Fund, Digit Mobility Co., Ltd., S&T Solution Co., Ltd., Anycall Mobility Co., Ltd., RT Mobility Co., Ltd., Autonomous A2Z Co., Ltd., U-Mobility Private Equity Investment Partnership, EZGO Co., Ltd., The Zhen Co., Ltd., DOZN GLOBAL PTE. LTD., The Cheat Co., Ltd., Siebert Financial Corp., Muriel Siebert & Co., Inc., Siebert AdvisorNXT, Inc., Park Wilshire Companies, Inc., Siebert Technologies, LLC, RISE Financial Services, LLC, StockCross Digital Solutions, Ltd., Finovus Lab Co., Ltd., Haotoon China Co., Ltd., PT Green Wind Culture, GT ENT Co., Ltd., NewArk JS 24-1 Private Equity Investment Partnership, JoyCity–CNT Tech Investment Association No. 1, T-Money Mobility Co., Ltd., KindzGround Co., Ltd., SnapTag Co., Ltd., LemonTree Co., Ltd., LG Uplus Bolt-Up Co., Ltd., Soy Media Co., Ltd., Adler Co., Ltd., Voice Caddie X Co., Ltd., G-Name Co., Ltd., Live Music Co., Ltd., DMS Network, Inc., Speaker Co., Ltd., Dreamside Cultural Industry Specialized Company LLC, Doctor Brain Cultural Industry Specialized Company LLC, Tangram Factory Co., Ltd., Fotenant Co., Ltd., Fotenant Global Inc., Startup Korea Kakao Copilot Fund, Starship Vending Machine Co., Ltd., Dear U Plus, Inc., Great M Entertainment Co., Ltd., Halo & Co., Ltd., Keytake Pte. Ltd., and 51 other entities. |
| Joint ventures        | DAUM KAKAO PHILIPPINES CORP., Changwon Cultural Complex Town Co., Ltd., SM True Company Limited, SMCP–CNT Tech Gyeonggi Level-Up Investment Association No. 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Other related parties | K Cube Holdings Co., Ltd., Brian Impact Foundation, Kakao Impact Foundation, Seonyeong Story Co., Ltd., Kakao Creative Foundation, KakaoBank In-House Employee Welfare Fund, Kakao Entertainment In-House Employee Welfare Fund, KHAKI HOLDINGS, LP, MOBILITY CO-INVEST, LIMITED PARTNERSHIP, Kakao Mobility Mutual Growth Foundation, Executives of affiliated companies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

<sup>1</sup> Include associates and joint ventures of the Group and the entities that are not the related party in accordance with Korean IFRS 1024 but belong to the Large Enterprise Group to which the Group also belongs in accordance with the Monopoly Regulation and Fair-Trade Act.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**40. Related Parties Transactions, Continued**

| 2024         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Relationship | Related parties <sup>1</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Associates   | <p>DAUM Venture Fund, CNT TECH CO., LTD., Creativecomms Corp., CNT Tech 1st Start-up Investment Fund, CNT Tech 2nd Start-up Investment Fund, CNT Tech 5th Startup Investment, CNT Tech 7th Start-up Investment Fund, Hacktokon Investment Fund No.1, AI Angel CNT Tech Personal Investment Fund, CNT Tech 11th Startup Investment Fund, CNT Tech 15th Start-up Investment Fund, CNT Tech Vine Supporters Investment Fund, Tide Square Co., Ltd., CC Partners, Allstay Co., Ltd., TIDESQUARE VIETNAM CO., LTD, Tidesquare Japan Co., Ltd, KakaoBank Corp., Korea Credit Data, Korea Merchant Experience Co., Ltd., Korea Business Connect, ImU, Korea Payment Networks Limited, BOTTLED, Kakao Style Corp., CROQUIS Inc., UTC Kakao SK Telecom ESG Fund, G&amp;G ENTERPRISE CO.,LTD., Caring Corp., Caring Community Care, CARING CARE CO., LTD., SEONHADA INC., DAON TECH CO.,LTD., Grip Company, GRIP US, INC., Jeju-vision Venture Investment Association No.1, KDBC-FP Technext Investment Association No.1, DEAR U Co., Ltd., Dreamus Company, Iriver Enterprise Ltd., Iriver China Co., Ltd., Dongguan Iriver Electronics Co., Ltd., Life Design Company Inc., ESTEEM, MYSTIC STORY INC., Studio Flow, Inc., ORIGIN FILM Co., Ltd., koylaps, PABLO AIR CO.LTD, Enolink Holdings, Inc., Kakao-Shinhan 1st TNYT Fund, Kakao Growth Hacking Fund, KIF-Kakao Wooribank Technology Financing Fund, D&amp;C MEDIA CO.,LTD., THE ANT, Studio Boom, SOUL CREATIVE CO.,LTD, PULSE CLIP CO., LTD., Keytalk AI Inc., keytalk AI America Inc., DAIWAON. C.I. INC, HAEDAM ENT CO.,LTD, Haksan Publishing Co., Ltd., TOYOU DREAM, AKEO STUDIO CO.,LTD., STUDIO INIUS CO.,LTD., CONTIMAKER STUDIO CO.,LTD., STUDIO R2G, STORY PLUS CO.,LTD., STUDIO TOYOU CORP., TOYOU STUDIO JP, AniLand Co., Ltd., Studio Griffin Corp., SEOUL MEDIA.INC., LEEMITELEESYUN CULTURE INDUSTRIAL JEONMUNHOESA INC., Super Comics., HongKong TXKP Limited, Chengdu Podoteng Technology Co., Ltd., 325E&amp;C co., ltd., UNION K-Culture Contents Investment Fund, Highup Entertainment, Helios KDBC Video Digital Contents No. 1, Metaverse Entertainment, Atwater Capital Partners I, L.P., MORE VISION CO., LTD., GRAYGO Corp., SEOBUK CO.,LTD., Clove Corp., Girl Rivers Cultural Industry Company Ltd., MANNACEA, Farmit, Farmit II, TANGRAM FACTORY AMERICA, INC., Deleo Korea Co., Ltd., YANADU., Foxsoft Co., Ltd., Daeyoung Chaevi CO., Ltd, Adlock Advertainment, DEVOTION FOODS Inc., JASON GROUP Co., Ltd., MUSTIT. CO., Ltd., Nubility, Klleon Inc., CLEON CO.,LTD, Bluepoint Discovery Venture Fund No.2, DIGISONIC CO., LTD., InnoSignal CO., LTD., TNK Factory, QUICKWIN STUDIO CO.,LTD., Atwater Soundtrack SPV, L.P., Humanscape, Nexthealth, Humanscape US Inc., Herit Healthcare, Impian Asia, HUMANSCAPE VIETNAM COMPANY LIMITED, GENOSCAPE PTE.LTD., Kids Note Co., Ltd., UJUMUNBANGGU CO.,LTD., ATU e-sports Growth PE Fund , e.Form Works, LOVO Inc., LOVO Korea, GOOD GANG LABS PTE. LTD., TOROOC Inc., Galux, RECON Labs., MIDIEOSEUPIEO CO.,LTD., Second Dive, Neptune Co., Ltd., Nimble Neuron, NEXPORTS Corporation, PRETTYBUSY, PLAYHARD, Treeplla Inc., Ncrokey, Reality Magic, Let's go Together Kakao Games Win-win Fund, Loadstars, GOLF VX CORP., GC SOCIAL MEDIA MARKETING, INC., SNCO SOFTWARE PTE.LTD., Romance Crew, K Cube NEO Fund, DGT mobility, S&amp;Tsolution Co., Ltd., Anycall Mobility Corp, Altimobility Corp., Autonomous A2Z, YUMOBILRITISAMO INVESTMENT LIMITED PARTNERSHIP, EASYGO CO., LTD., DOZEN CO.,LTD, DOZN GLOBAL PTE.LTD., TheCheat Corp., Siebert Financial Corp., Muriel Siebert &amp; Co., Inc., Siebert AdvisorNXT, Inc.,</p> |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

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**40. Related Parties Transactions, Continued**

| 2024                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Relationship          | Related parties <sup>1</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Associates            | Park Wilshire Companies, Inc., Siebert Technologies, LLC, RISE Financial Services, LLC, StockCross Digital Solutions, Ltd., FiNovus Lab CO., LTD., Haotoon China Co., Ltd, PT Green Wind Culture, GT ENT CO.,LTD., KORNATUS. CO.,LTD., New Ark No. 24-1 Private Equity Fund, EK Games Co.,Ltd., Joy City - CNT Tech 1st Investment Fund, HYPENCOMPANY CO., LTD., KEENS GROUND CO.,LTD., SNAPTAG INC., LEMONTREE INC., LG Uplus VoltUp Corp., SOY MEDIA CO.,LTD., ADLER INC., VOICE CADDIE X, LTD., JIENEM CO.,LTD., DEAR U INTERNATIONAL INC. and others (70 companies) |
| Joint ventures        | DAUM KAKAO PHILIPPINES CORP., PHI DIGITAL HEALTHCARE Inc., CHANGWON CULTURE BOKHAP TOWN CO., LTD., SPLYT GROUP LTD., SPLYT TECHNOLOGIES LTD., SPLYT SINGAPORE PTE. LTD., SPLYT MALAYSIA SDN. BHD., SPLYT USA INC., SM True Company Limited                                                                                                                                                                                                                                                                                                                              |
| Other related parties | Stage Asset Co., Ltd., K Cube Holdings Co., Ltd., NPLUTO, GOLF&FRIEND CO., LTD., Brian Impact Foundation, Kakao Impact Foundation, Colorverse Inc., SUNYOUNG STORY. CO., LTD, Kakao Creative Foundation, Kakaobank Corporation Employee Welfare Fund, Kakao Entertainment Corp. Employee Welfare Fund, KHAKI HOLDINGS, LP, MOBILITY CO-INVEST, LIMITED PARTNERSHIP, executives of affiliates                                                                                                                                                                            |

<sup>1</sup> Include associates and joint ventures of the Group and the entities that are not the related party in accordance with Korean IFRS 1024 but belong to the Large Enterprise Group to which the Group also belongs in accordance with the Monopoly Regulation and Fair-Trade Act.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**40. Related Parties Transactions, Continued**

Sales and purchases with related parties for the years ended December 31, 2025 and 2024, are as follows:

**(1) Transactions**

*(in millions of Korean won)*

|                              | 2025               |                 |                            |                               |                      |                              |
|------------------------------|--------------------|-----------------|----------------------------|-------------------------------|----------------------|------------------------------|
|                              | Revenue and others |                 |                            | Operating expenses and others |                      |                              |
|                              | Revenue            | Interest income | Other non-operating income | Commission expenses           | Advertising expenses | Other non-operating expenses |
| <b>Associates</b>            |                    |                 |                            |                               |                      |                              |
| YANADU.                      | ₩ 59               | ₩ -             | ₩ -                        | ₩ 45                          | ₩ -                  | ₩ -                          |
| CNT TECH CO., LTD.           | 306                | -               | -                          | -                             | -                    | -                            |
| Deleo Korea Co., Ltd.        | 4                  | -               | -                          | 18                            | -                    | -                            |
| DGT mobility. <sup>4</sup>   | 36,576             | -               | -                          | 1,565                         | 8                    | -                            |
| D&C MEDIA CO., LTD.          | 131                | -               | -                          | 27,812                        | 1                    | 201                          |
| DAIWAON. C. I. INC           | 121                | -               | -                          | 1,077                         | -                    | 90                           |
| DOZN CO., LTD.               | 1,238              | -               | -                          | 3,655                         | -                    | 27                           |
| 325E&C co., ltd.             | 2                  | -               | -                          | 411                           | -                    | -                            |
| G&G ENTERPRISE CO., LTD.     | 35                 | -               | -                          | -                             | -                    | -                            |
| Haksan Publishing Co., Ltd.  | 69                 | -               | -                          | 2,478                         | -                    | 67                           |
| JASON GROUP Co., Ltd.        | 1,152              | -               | -                          | 217                           | -                    | -                            |
| KakaoBank Corp. <sup>1</sup> | 32,847             | 3,320           | -                          | 12,392                        | 7                    | -                            |
| Super Comics.                | 33                 | 69              | -                          | 2,753                         | -                    | 194                          |
| SEOUL MEDIA.INC.             | 170                | -               | -                          | 2,364                         | -                    | 58                           |
| S&Tsolution Co., Ltd.        | 469                | -               | -                          | 1,607                         | -                    | -                            |
| Tangram Factory, inc.        | -                  | -               | -                          | -                             | -                    | -                            |
| Tide Square Co., Ltd.        | 1,288              | -               | -                          | 423                           | -                    | 97                           |
| Cleaning Lab                 | 359                | -               | -                          | 13                            | -                    | 69                           |
| CULTUREHERO                  | 39                 | -               | -                          | 16                            | -                    | 27                           |
| Korea Credit Data Highup     | 677                | -               | -                          | -                             | -                    | -                            |
| Entertainment                | 14                 | -               | -                          | 1,810                         | -                    | 110                          |
| MUSTIT. CO., Ltd.            | 166                | -               | -                          | -                             | -                    | -                            |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**40. Related Parties Transactions, Continued**

(in millions of Korean won)

|                                                           | 2025               |                 |                            |                               |                      |                              |
|-----------------------------------------------------------|--------------------|-----------------|----------------------------|-------------------------------|----------------------|------------------------------|
|                                                           | Revenue and others |                 |                            | Operating expenses and others |                      |                              |
|                                                           | Revenue            | Interest income | Other non-operating income | Commission expenses           | Advertising expenses | Other non-operating expenses |
| Daeyoung Chaevi CO., Ltd                                  | 3                  | -               | -                          | -                             | -                    | -                            |
| LEEMITELEESYUN CULTURE INDUSTRIAL JEONMUNHOESA INC.       | -                  | -               | -                          | -                             | -                    | -                            |
| Kakao Style Corp.                                         | 15,832             | -               | 44                         | -                             | 1,632                | -                            |
| HongKong TXKP Limited                                     | -                  | 19              | -                          | -                             | -                    | -                            |
| TNK Factory                                               | 1,998              | -               | -                          | 367                           | -                    | 64                           |
| Carrot Market                                             | 172                | -               | -                          | -                             | -                    | -                            |
| Atwater Capital Partners I, L.P.                          | -                  | -               | -                          | -                             | -                    | 33                           |
| e.Form Works                                              | -                  | -               | -                          | -                             | -                    | -                            |
| Time&Co                                                   | 165                | -               | -                          | -                             | -                    | 20                           |
| Humanscape                                                | 7                  | -               | -                          | 13                            | -                    | -                            |
| Caring Corp.                                              | 6                  | -               | -                          | -                             | -                    | -                            |
| THE ANT                                                   | 69                 | -               | -                          | 1,643                         | -                    | 145                          |
| Grip Company                                              | 577                | 86              | -                          | -                             | -                    | -                            |
| MORE VISION CO., LTD.                                     | 187                | -               | -                          | 1,320                         | -                    | 1                            |
| NEW WAVE COMMERCE                                         | -                  | -               | -                          | -                             | -                    | -                            |
| MOYO                                                      | 175                | -               | -                          | -                             | -                    | -                            |
| Neptune Co., Ltd.                                         | 42                 | -               | -                          | 2,201                         | -                    | -                            |
| K Cube NEO Fund                                           | 79                 | -               | -                          | -                             | -                    | -                            |
| KIF-Kakao Wooribank Technology FinancingFund <sup>1</sup> | 3,937              | 31              | 1,569                      | -                             | -                    | -                            |
| Kakao-Shinhan 1st TNYT Fund                               | 261                | -               | -                          | -                             | -                    | -                            |
| Kakao Growth Hacking Fund <sup>1</sup>                    | 1,409              | -               | -                          | -                             | -                    | -                            |
| TheCheat Corp.                                            | -                  | -               | -                          | 167                           | -                    | -                            |
| GRAYGO Corp.                                              | 43                 | -               | -                          | -                             | -                    | -                            |
| Nautilus                                                  | -                  | -               | -                          | -                             | -                    | -                            |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**40. Related Parties Transactions, Continued**

(in millions of Korean won)

|                                             | 2025               |                 |                            |                               |                      |                              |
|---------------------------------------------|--------------------|-----------------|----------------------------|-------------------------------|----------------------|------------------------------|
|                                             | Revenue and others |                 |                            | Operating expenses and others |                      |                              |
|                                             | Revenue            | Interest income | Other non-operating income | Commission expenses           | Advertising expenses | Other non-operating expenses |
| Nubility                                    | -                  | -               | -                          | -                             | -                    | -                            |
| Clove Corp.                                 | 8                  | -               | -                          | -                             | -                    | -                            |
| Bosalpim                                    | 38                 | -               | -                          | -                             | -                    | -                            |
| Korea Payment Networks Limited              | 553                | -               | -                          | 36                            | -                    | -                            |
| altimobility Corp.                          | 8                  | -               | -                          | -                             | -                    | -                            |
| BUNKER KIDS CO., LTD.                       | 2                  | -               | -                          | -                             | -                    | -                            |
| HIGH LOCAL CO., LTD.                        | 3                  | -               | -                          | -                             | -                    | -                            |
| Girl Rivers Cultural Industry Company Ltd.7 | -                  | -               | -                          | 4                             | -                    | -                            |
| Dreamus Company                             | 11,667             | -               | -                          | 14,775                        | -                    | -                            |
| ESTEEM                                      | 8                  | -               | -                          | 39                            | -                    | 650                          |
| TOROOC INC.                                 | 1                  | -               | -                          | -                             | -                    | -                            |
| Anycall Mobility Corp                       | 2,377              | -               | -                          | 660                           | 1                    | -                            |
| DEAR U Co., Ltd.                            | 1,519              | -               | -                          | -                             | -                    | -                            |
| MIDIEOSEUPIEO CO., LTD.                     | 2                  | -               | -                          | -                             | -                    | -                            |
| Kids Note Co., Ltd.                         | 3,066              | -               | 7                          | 1,516                         | -                    | -                            |
| Second Dive                                 | -                  | -               | -                          | 4,265                         | -                    | -                            |
| PT Green Wind Culture                       | -                  | -               | -                          | -                             | -                    | 510                          |
| MYSTIC STORY INC.                           | 405                | -               | -                          | 526                           | -                    | -                            |
| Life Design Company Inc.                    | 9,080              | -               | -                          | -                             | 1                    | 628                          |
| Triggers Co., Ltd.                          | 14                 | -               | -                          | -                             | -                    | -                            |
| Metaverse Entertainment                     | -                  | -               | -                          | 56                            | -                    | 30                           |
| GT ENT CO., LTD.                            | -                  | -               | -                          | 90                            | -                    | 1                            |
| TOYOU DREAM                                 | 393                | 408             | -                          | 7,917                         | -                    | 729                          |
| GOLF VX CORP.                               | 1,437              | -               | -                          | -                             | -                    | -                            |
| DAUM Venture Fund <sup>1</sup>              | -                  | 1               | -                          | -                             | -                    | -                            |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**40. Related Parties Transactions, Continued**

(in millions of Korean won)

|                                                     | 2025               |                 |                            |                               |                      |                              |
|-----------------------------------------------------|--------------------|-----------------|----------------------------|-------------------------------|----------------------|------------------------------|
|                                                     | Revenue and others |                 |                            | Operating expenses and others |                      |                              |
|                                                     | Revenue            | Interest income | Other non-operating income | Commission expenses           | Advertising expenses | Other non-operating expenses |
| Chengdu Podoteng Technology Co., Ltd.               | 6,596              | -               | -                          | -                             | -                    | -                            |
| BOTTLED                                             | -                  | -               | -                          | -                             | -                    | -                            |
| LEMONTREE INC.                                      | 3                  | -               | -                          | -                             | -                    | -                            |
| KEENS GROUND CO.,LTD.                               | -                  | -               | -                          | -                             | -                    | -                            |
| Keytalk AI Inc.                                     | -                  | -               | -                          | -                             | -                    | -                            |
| Autonomous A2Z                                      | 48                 | -               | -                          | -                             | -                    | -                            |
| BIND                                                | 6,282              | -               | -                          | -                             | -                    | -                            |
| DEVOTION FOODS Inc.                                 | -                  | -               | -                          | -                             | -                    | -                            |
| JIENEM CO.,LTD. <sup>2</sup>                        | 1                  | -               | -                          | -                             | -                    | -                            |
| Romance Crew                                        | -                  | -               | -                          | -                             | -                    | 22,078                       |
| FiNovus Lab CO., LTD.                               | -                  | 117             | -                          | -                             | -                    | -                            |
| SOY MEDIA CO.,LTD.                                  | 60                 | -               | -                          | 1,500                         | -                    | 9                            |
| Studio Boom                                         | -                  | -               | -                          | 14                            | -                    | -                            |
| STUDIO INIUS CO.,LTD.                               | -                  | -               | -                          | 471                           | -                    | -                            |
| Dreamside Cultural Industry Specialized Company LLC | 10                 | -               | -                          | -                             | -                    | -                            |
| Acore Studio Co., Ltd                               | -                  | -               | -                          | 8                             | -                    | -                            |
| Seobuk Co., Ltd.                                    | 2,817              | -               | -                          | 21                            | -                    | -                            |
| LG Uplus Bolt-Up Co., Ltd                           | 313                | 13              | -                          | -                             | -                    | -                            |
| T-Money Mobility Co., Ltd.                          | 8,233              | -               | -                          | 1,738                         | -                    | 73                           |
| GC SOCIAL MEDIA MARKETING, INC.                     | -                  | -               | -                          | -                             | 649                  | -                            |
| Haatoon China Co., Ltd                              | -                  | -               | -                          | 85                            | -                    | -                            |
| Great M Entertainment Co., Ltd                      | -                  | -               | -                          | -                             | -                    | -                            |
| Speaker Co., Ltd                                    | -                  | -               | -                          | -                             | -                    | 177                          |
| Dear U Plus, Inc                                    | 368                | -               | -                          | -                             | -                    | -                            |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**40. Related Parties Transactions, Continued**

(in millions of Korean won)

|                                                    | 2025               |                 |                            |                               |                      |                              |
|----------------------------------------------------|--------------------|-----------------|----------------------------|-------------------------------|----------------------|------------------------------|
|                                                    | Revenue and others |                 |                            | Operating expenses and others |                      |                              |
|                                                    | Revenue            | Interest income | Other non-operating income | Commission expenses           | Advertising expenses | Other non-operating expenses |
| Startup Korea                                      |                    |                 |                            |                               |                      |                              |
| Kakao Copilot Fund                                 | 778                | 12              | 1                          | -                             | -                    | -                            |
| AgeFree Co., Ltd                                   | 2                  | -               | -                          | -                             | -                    | -                            |
| Studio R2G Co., Ltd.                               | -                  | -               | -                          | 13                            | -                    | -                            |
| Contimaker STUDIO CO.,LTD.                         | -                  | -               | -                          | -                             | -                    | 5                            |
| Vivid Health Co., Ltd                              | -                  | -               | -                          | -                             | -                    | -                            |
| UJUMUNBANGGU CO., LTD.                             | -                  | -               | -                          | -                             | -                    | -                            |
| Catchers Cultural Industry Specialized Company LLC | 62                 | -               | -                          | -                             | -                    | -                            |
| Kakao Healthcare Co., Ltd                          | 202                | -               | -                          | -                             | -                    | -                            |
|                                                    | <u>157,074</u>     | <u>4,076</u>    | <u>1,621</u>               | <u>98,101</u>                 | <u>2,299</u>         | <u>26,093</u>                |
| <b>Joint venture</b>                               |                    |                 |                            |                               |                      |                              |
| SPLYT TECHNOLOGIES LTD.                            | 310                | -               | -                          | 812                           | -                    | -                            |
| SM True Company Limited                            | 13,979             | -               | -                          | -                             | -                    | 29                           |
| SPLYT GROUP LTD.                                   | -                  | 993             | -                          | -                             | -                    | -                            |
|                                                    | <u>14,289</u>      | <u>993</u>      | <u>-</u>                   | <u>812</u>                    | <u>-</u>             | <u>29</u>                    |
| <b>Other related parties</b>                       |                    |                 |                            |                               |                      |                              |
| Kakao Impact Foundation                            | 569                | -               | -                          | -                             | -                    | 6,700                        |
| K Cube Holdings Co., Ltd.                          | -                  | 4               | -                          | -                             | -                    | -                            |
| Brian Impact Foundation                            | 130                | -               | -                          | -                             | -                    | -                            |
| Kakao Mobility Mutual Growth Foundation            | 124                | -               | -                          | -                             | -                    | 8,000                        |
| Kakao Creative Foundation                          | 92                 | -               | 11                         | -                             | -                    | 2,000                        |
|                                                    | <u>915</u>         | <u>4</u>        | <u>11</u>                  | <u>-</u>                      | <u>-</u>             | <u>16,700</u>                |
|                                                    | <u>₩ 172,278</u>   | <u>₩ 5,073</u>  | <u>₩ 1,632</u>             | <u>₩ 98,913</u>               | <u>₩ 2,299</u>       | <u>₩ 42,822</u>              |

**40. Related Parties Transactions, Continued**

<sup>1</sup> During the year ended December 31, 2025, the Group received dividends from associates and deducted the dividends from the book amount of investments in associates, which were not included in the above transaction amount.

<sup>2</sup> Excluded from the related parties during the year ended December 31, 2025, and the transaction amount up to the date of exclusion is presented.

<sup>3</sup> Transferred from associates to subsidiaries as the control was acquired through additional acquisition during the year ended December 31, 2025, and the transaction amount up to the date of transition is presented.

<sup>4</sup> The transaction amount is based on the total amount settled during the year ended December 31, 2025.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**40. Related Parties Transactions, Continued**

(in millions of Korean won)

|                              | 2024               |        |                 |       |                            |    |                               |        |                      |    |                              |     |
|------------------------------|--------------------|--------|-----------------|-------|----------------------------|----|-------------------------------|--------|----------------------|----|------------------------------|-----|
|                              | Revenue and others |        |                 |       |                            |    | Operating expenses and others |        |                      |    |                              |     |
|                              | Revenue            |        | Interest income |       | Other non-operating income |    | Commission expenses           |        | Advertising expenses |    | Other non-operating expenses |     |
| <b>Associates</b>            |                    |        |                 |       |                            |    |                               |        |                      |    |                              |     |
| YANADU.                      | ₩                  | 132    | ₩               | -     | ₩                          | -  | ₩                             | 13     | ₩                    | -  | ₩                            | -   |
| Fixel Hub co., Ltd.          |                    | -      |                 | -     |                            | -  |                               | 5      |                      | -  |                              | -   |
| CNT TECH CO., LTD.           |                    | 323    |                 | -     |                            | -  |                               | 6      |                      | -  |                              | -   |
| Deleo Korea Co., Ltd.        |                    | -      |                 | -     |                            | -  |                               | 18     |                      | -  |                              | -   |
| DGT mobility. <sup>4</sup>   |                    | 67,967 |                 | -     |                            | -  |                               | 3,556  |                      | 59 |                              | -   |
| D&C MEDIA CO., LTD.          |                    | 29     |                 | -     |                            | -  |                               | 28,434 |                      | 2  |                              | 292 |
| DAIWAON. C. I. INC           |                    | 21     |                 | -     |                            | 17 |                               | 1,359  |                      | -  |                              | 113 |
| DOZN CO., LTD.               |                    | 1,180  |                 | -     |                            | -  |                               | 3,817  |                      | -  |                              | 40  |
| 325E&C co., Ltd.             |                    | -      |                 | -     |                            | -  |                               | 627    |                      | -  |                              | -   |
| G&G ENTERPRISE CO., LTD.     |                    | 69     |                 | -     |                            | -  |                               | -      |                      | -  |                              | -   |
| Haksan Publishing Co., Ltd.  |                    | 42     |                 | -     |                            | -  |                               | 3,304  |                      | -  |                              | 141 |
| Wyatt co., Ltd               |                    | 702    |                 | -     |                            | -  |                               | -      |                      | -  |                              | -   |
| JASON GROUP Co., Ltd.        |                    | 2,007  |                 | -     |                            | -  |                               | 359    |                      | -  |                              | -   |
| KakaoBank Corp. <sup>1</sup> |                    | 30,558 |                 | 3,288 |                            | -  |                               | 13,575 |                      | 22 |                              | 38  |
| Leferi                       |                    | 12     |                 | -     |                            | -  |                               | -      |                      | -  |                              | 20  |
| Stage five Co., Ltd.         |                    | 810    |                 | -     |                            | -  |                               | -      |                      | -  |                              | -   |
| Socialbean Co., Ltd          |                    | 767    |                 | -     |                            | -  |                               | -      |                      | -  |                              | 74  |
| Super Comics.                |                    | 43     |                 | 69    |                            | -  |                               | 2,176  |                      | -  |                              | 345 |
| SEOUL MEDIA.INC.             |                    | 181    |                 | -     |                            | -  |                               | 3,671  |                      | -  |                              | 110 |
| S&Tsolution Co., Ltd.        |                    | 736    |                 | -     |                            | -  |                               | 1,360  |                      | -  |                              | -   |
| Tangram Factory, inc.        |                    | -      |                 | -     |                            | -  |                               | -      |                      | -  |                              | 1   |
| Tide Square Co., Ltd.        |                    | 1,461  |                 | -     |                            | -  |                               | 263    |                      | 20 |                              | 101 |
| Cleaning Lab                 |                    | 335    |                 | -     |                            | -  |                               | 7      |                      | -  |                              | 79  |
| CULTUREHERO                  |                    | 242    |                 | -     |                            | -  |                               | 96     |                      | -  |                              | 352 |
| HUMART COMPANY(TR OST)       |                    | 7      |                 | -     |                            | -  |                               | -      |                      | -  |                              | -   |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**40. Related Parties Transactions, Continued**

(in millions of Korean won)

|                                                           | 2024               |                 |                            |                               |                      |                              |
|-----------------------------------------------------------|--------------------|-----------------|----------------------------|-------------------------------|----------------------|------------------------------|
|                                                           | Revenue and others |                 |                            | Operating expenses and others |                      |                              |
|                                                           | Revenue            | Interest income | Other non-operating income | Commission expenses           | Advertising expenses | Other non-operating expenses |
| Korea Credit Data                                         | 338                | -               | -                          | -                             | -                    | -                            |
| Highup Entertainment                                      | -                  | -               | -                          | 1,703                         | -                    | -                            |
| MUSTIT. CO., Ltd.                                         | 390                | -               | -                          | -                             | -                    | -                            |
| Daeyoung Chaevi CO., Ltd                                  | 2                  | -               | -                          | -                             | 1                    | 2                            |
| Imitation Cultural Industry Specialized Company LLC       | 9                  | -               | -                          | -                             | -                    | -                            |
| Kakao Style Corp.                                         | 15,136             | -               | 608                        | -                             | 2,830                | -                            |
| HongKong TXKP Limited                                     | -                  | 23              | -                          | -                             | -                    | -                            |
| Force Teller                                              | 34                 | -               | -                          | -                             | -                    | -                            |
| TNK Factory                                               | 1,669              | -               | -                          | 236                           | -                    | -                            |
| Carrot Market                                             | 187                | -               | -                          | -                             | -                    | -                            |
| Atwater Capital Partners I, L.P.                          | -                  | -               | -                          | -                             | -                    | 22                           |
| e.Form Works                                              | 1                  | -               | -                          | -                             | -                    | -                            |
| Time&Co                                                   | 203                | -               | -                          | 2                             | -                    | -                            |
| Humanscape                                                | 23                 | -               | -                          | 6                             | -                    | -                            |
| Caring Corp.                                              | 6                  | -               | -                          | -                             | -                    | -                            |
| THE ANT                                                   | 78                 | -               | -                          | 1,827                         | -                    | 1,029                        |
| Grip Company                                              | 714                | 112             | -                          | -                             | -                    | -                            |
| Teins Valley                                              | -                  | -               | -                          | 49                            | -                    | -                            |
| MORE VISION CO., LTD.                                     | 91                 | -               | -                          | 1,206                         | -                    | -                            |
| NEW WAVE COMMERCE                                         | -                  | -               | -                          | -                             | -                    | -                            |
| MOYO                                                      | 74                 | -               | -                          | -                             | -                    | -                            |
| Neptune Co., Ltd.                                         | 75                 | 16              | -                          | 7,636                         | 2,885                | -                            |
| Nimble Neuron                                             | 23                 | -               | -                          | 776                           | 2                    | -                            |
| K Cube NEO Fund                                           | 188                | -               | -                          | -                             | -                    | -                            |
| KIF-Kakao Wooribank Technology FinancingFund <sup>1</sup> | 991                | 10              | -                          | -                             | -                    | -                            |
| Kakao-Shinhan 1st TNYT Fund                               | 342                | -               | -                          | -                             | -                    | -                            |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**40. Related Parties Transactions, Continued**

(in millions of Korean won)

|                                            | 2024               |                 |                            |                               |                      |                              |
|--------------------------------------------|--------------------|-----------------|----------------------------|-------------------------------|----------------------|------------------------------|
|                                            | Revenue and others |                 |                            | Operating expenses and others |                      |                              |
|                                            | Revenue            | Interest income | Other non-operating income | Commission expenses           | Advertising expenses | Other non-operating expenses |
| Kakao Growth Hacking Fund <sup>1</sup>     | 1,288              | -               | -                          | -                             | -                    | -                            |
| TheCheat Corp.                             | -                  | -               | -                          | 126                           | -                    | -                            |
| GRAYGO Corp.                               | 56                 | -               | -                          | -                             | -                    | -                            |
| Nautilus                                   | 2                  | -               | -                          | -                             | -                    | -                            |
| Nubility                                   | -                  | -               | -                          | -                             | -                    | -                            |
| Clove Corp.                                | 5                  | -               | -                          | -                             | -                    | -                            |
| Reality Magic                              | -                  | -               | -                          | 6                             | -                    | -                            |
| Bosalpim                                   | 1                  | -               | -                          | -                             | -                    | -                            |
| Korea Payment Networks Limited             | 340                | -               | -                          | 21                            | -                    | -                            |
| altimobility Corp.                         | 39                 | -               | -                          | -                             | -                    | -                            |
| BUNKER KIDS CO., LTD.                      | 1                  | -               | -                          | -                             | -                    | -                            |
| Exo Systems Inc.                           | -                  | -               | -                          | -                             | -                    | -                            |
| HIGH LOCAL CO., LTD.                       | 1                  | -               | -                          | -                             | -                    | -                            |
| Girl Rivers Cultural Industry Company Ltd. | -                  | -               | -                          | 3                             | 5                    | -                            |
| Korea Business Connect                     | 1                  | -               | -                          | -                             | -                    | -                            |
| Dreamus Company                            | 15,720             | -               | -                          | 15,064                        | -                    | 2,010                        |
| ESTEEM                                     | 29                 | -               | -                          | 103                           | -                    | 9                            |
| TOROOC INC.                                | 1                  | -               | -                          | -                             | -                    | -                            |
| Anycall Mobility Corp                      | 294                | -               | -                          | 773                           | -                    | -                            |
| DEAR U Co., Ltd.                           | 2,546              | -               | -                          | -                             | -                    | -                            |
| MIDIEOSEUPIE O CO., LTD.                   | 2                  | -               | -                          | -                             | -                    | -                            |
| Kids Note Co., Ltd.                        | 2,512              | -               | -                          | 1,476                         | -                    | -                            |
| Second Dive                                | -                  | -               | -                          | 9,300                         | -                    | 1,400                        |
| SSANGN                                     | -                  | -               | -                          | -                             | -                    | -                            |
| SEONHADA INC.                              | -                  | -               | -                          | -                             | -                    | 21                           |
| CastingN                                   | 1                  | -               | -                          | -                             | -                    | -                            |
| PT Green Wind Culture                      | -                  | -               | -                          | -                             | -                    | 388                          |
| MYSTIC STORY INC.                          | 1,417              | -               | -                          | 2,192                         | -                    | 4                            |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**40. Related Parties Transactions, Continued**

(in millions of Korean won)

|                                           | 2024               |                 |                            |                               |                      |                              |
|-------------------------------------------|--------------------|-----------------|----------------------------|-------------------------------|----------------------|------------------------------|
|                                           | Revenue and others |                 |                            | Operating expenses and others |                      |                              |
|                                           | Revenue            | Interest income | Other non-operating income | Commission expenses           | Advertising expenses | Other non-operating expenses |
| Life Design Company Inc.                  | 13,257             | -               | -                          | 1                             | -                    | 138                          |
| ESTEEM ENTERTAINMENT CO., LTD.            | 49                 | -               | -                          | 7                             | -                    | 31                           |
| PABLO AIR CO.LTD                          | 1                  | -               | -                          | -                             | -                    | -                            |
| Triggers Co., Ltd.                        | 18                 | -               | -                          | -                             | -                    | -                            |
| HitchMED Co., Ltd.                        | -                  | -               | -                          | -                             | -                    | -                            |
| Studio Flow, Inc.                         | -                  | -               | -                          | -                             | -                    | 1,677                        |
| Metaverse Entertainment                   | -                  | -               | -                          | 258                           | -                    | 140                          |
| GT ENT CO., LTD.                          | -                  | -               | -                          | 94                            | -                    | 10                           |
| TOYOU DREAM                               | 1,151              | 231             | -                          | 10,612                        | -                    | 318                          |
| GOLF VX CORP                              | 1,520              | -               | -                          | -                             | -                    | -                            |
| Next Youth Startup Investment Association | -                  | -               | -                          | -                             | -                    | -                            |
| Chengdu Podoteng Technology Co., Ltd.     | 1,395              | -               | -                          | -                             | -                    | -                            |
| Bottld Co., Ltd.                          | -                  | -               | -                          | -                             | -                    | -                            |
| LemonTree Co., Ltd                        | -                  | -               | -                          | -                             | -                    | -                            |
| KindzGround Co., Ltd.                     | -                  | -               | -                          | -                             | -                    | 51                           |
| KeyTalk AI Co., Ltd.                      | -                  | -               | -                          | -                             | -                    | -                            |
| 21st Century Electronics Shop Co., Ltd    | -                  | -               | -                          | -                             | -                    | -                            |
| MakerHall Co., Ltd.                       | 2                  | -               | -                          | -                             | -                    | 36                           |
| ImU Co., Ltd                              | -                  | -               | -                          | -                             | -                    | -                            |
| Hype & Company Co., Ltd                   | 2                  | -               | -                          | -                             | -                    | -                            |
| Korea Business Owner Experience Co., Ltd. | 1                  | -               | -                          | -                             | -                    | -                            |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**40. Related Parties Transactions, Continued**

(in millions of Korean won)

|                              | 2024               |                 |                            |                               |                      |                              |
|------------------------------|--------------------|-----------------|----------------------------|-------------------------------|----------------------|------------------------------|
|                              | Revenue and others |                 |                            | Operating expenses and others |                      |                              |
|                              | Revenue            | Interest income | Other non-operating income | Commission expenses           | Advertising expenses | Other non-operating expenses |
| Autonomous A2Z Co., Ltd      | 54                 | -               | -                          | -                             | -                    | -                            |
| Bind Co., Ltd                | 574                | -               | -                          | -                             | -                    | -                            |
| Devotion Food Co., Ltd       | -                  | -               | -                          | -                             | -                    | -                            |
| G-Name Co., Ltd              | -                  | -               | -                          | -                             | -                    | -                            |
| Romantic Crew Co., Ltd       | -                  | -               | -                          | -                             | -                    | 9,693                        |
| Finovus Lab Co., Ltd         | -                  | 50              | -                          | -                             | -                    | -                            |
| Soy Media Co                 | 22                 | -               | -                          | 187                           | -                    | 42                           |
| Studio Boom Co., Ltd.        | -                  | -               | -                          | 36                            | -                    | -                            |
| Studio Inus Co., Ltd.        | -                  | -               | -                          | 524                           | -                    | -                            |
| Conti Makers Studio Co., Ltd | -                  | -               | -                          | 6                             | -                    | -                            |
| TOYOU STUDIO JP              | -                  | -               | -                          | 12                            | -                    | -                            |
|                              | 170,500            | 3,799           | 625                        | 116,888                       | 5,826                | 18,727                       |
| <b>Joint venture</b>         |                    |                 |                            |                               |                      |                              |
| SPLYT TECHNOLOGIE S LTD.     | 709                | -               | -                          | 584                           | -                    | 69                           |
| SM True Company Limited      | 7,630              | -               | -                          | -                             | -                    | -                            |
| FITNESSCANDY CO., LTD.       | -                  | 2,105           | -                          | -                             | -                    | -                            |
|                              | 8,339              | 2,105           | -                          | 584                           | -                    | 69                           |
| <b>Other related parties</b> |                    |                 |                            |                               |                      |                              |
| Kakao Impact Foundation      | 323                | -               | -                          | -                             | -                    | 11,701                       |
| K Cube Holdings Co., Ltd.    | 4                  | 6               | -                          | -                             | -                    | -                            |
| Brian Impact Foundation      | 239                | 4               | -                          | -                             | -                    | -                            |
| Kakao Creative Foundation    | 5                  | -               | 11                         | -                             | -                    | 2,000                        |
|                              | 571                | 10              | 11                         | -                             | -                    | 13,701                       |
| ₩                            | 179,410            | ₩ 5,914         | ₩ 640                      | ₩ 117,471                     | ₩ 5,821              | ₩ 32,501                     |

**40. Related Parties Transactions, Continued**

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

<sup>1</sup> During the year ended December 31, 2024 the Group received dividends from associates and deducted the dividends from the book amount of investments in associates, which were not included in the above transaction amount.

<sup>2</sup> Excluded from the related parties during the year ended December 31, 2024, and the transaction amount up to the date of exclusion is presented.

<sup>3</sup> Transferred from associates to subsidiaries as the control was acquired through additional acquisition during the year ended December 31, 2024, and the transaction amount up to the date of transition is presented.

<sup>4</sup> The transaction amount is based on the total amount settled during the year ended December 31, 2024.

(2) Outstanding balances arising from sales/purchases of goods and services as at December 31, 2025 and 2024, are as follows:

(in millions of Korean won)

|                             | 2025              |       |                              |                    |                |        |
|-----------------------------|-------------------|-------|------------------------------|--------------------|----------------|--------|
|                             | Receivables       |       |                              | Payables           |                |        |
|                             | Trade receivables | Loans | Other receivables and others | Non-trade payables | Other payables |        |
| <b>Associates</b>           |                   |       |                              |                    |                |        |
| YANADU.                     | ₩                 | - ₩   | - ₩                          | 25 ₩               | - ₩            | -      |
| CNT TECH CO., LTD.          |                   | 4     | -                            | -                  | 319            | -      |
| Deleo Korea Co., Ltd.       |                   | -     | -                            | -                  | 3              | -      |
| DGT mobility                |                   | 2,893 | -                            | -                  | 650            | -      |
| D&C MEDIA CO., LTD.         |                   | 11    | -                            | 3,991              | 2,518          | -      |
| DAIWAON. C. I. INC          |                   | 3     | -                            | 683                | 127            | 3      |
| DOZN CO., LTD.              |                   | 86    | -                            | 42                 | 1,865          | -      |
| 325E&C co., Ltd.            |                   | -     | -                            | -                  | 38             | 21     |
| Haksan Publishing Co., Ltd. |                   | -     | -                            | 1,154              | 210            | 10     |
| JASON GROUP Co., Ltd.       |                   | -     | -                            | -                  | 22             | -      |
| KakaoBank Corp.             |                   | 3,450 | -                            | 124,406            | 1,255          | 12,622 |
| Super Comics.               |                   | -     | 1,500                        | 2,363              | 294            | -      |
| SEOUL MEDIA.INC.            |                   | 18    | -                            | 901                | 165            | 3      |
| Tide Square Co., Ltd.       |                   | -     | -                            | -                  | 1,001          | -      |
| Cleaning Lab                |                   | -     | -                            | -                  | 120            | -      |
| Highup Entertainment        |                   | -     | -                            | 7,962              | -              | 33     |
| Kakao Growth Hacking Fund   |                   | 1,409 | -                            | -                  | -              | -      |
| Daeyoung Chaevi CO., Ltd    |                   | -     | -                            | -                  | 17             | -      |
| MUSTIT. CO., Ltd.           |                   | -     | -                            | -                  | -              | -      |
| HongKong TXKP Limited       |                   | -     | 430                          | 61                 | -              | -      |
| Kakao Style Corp.           |                   | 517   | -                            | 429                | 2,377          | 672    |
| TNK Factory                 |                   | 168   | -                            | 8                  | -              | -      |

**40. Related Parties Transactions, Continued**

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

(in millions of Korean won)

|                                               | 2025                 |       |                                    |                       |                   |
|-----------------------------------------------|----------------------|-------|------------------------------------|-----------------------|-------------------|
|                                               | Receivables          |       |                                    | Payables              |                   |
|                                               | Trade<br>receivables | Loans | Other<br>receivables<br>and others | Non-trade<br>payables | Other<br>payables |
| Time&Co                                       | -                    | -     | -                                  | 165                   | -                 |
| THE ANT                                       | 1                    | -     | 543                                | 352                   | -                 |
| Metaverse Entertainment                       | -                    | -     | -                                  | 4                     | -                 |
| Grip Company                                  | 29                   | -     | 2,268                              | 233                   | 773               |
| MORE VISION CO., LTD.                         | 1                    | -     | 6,343                              | 2                     | 17                |
| Second Dive                                   | -                    | -     | 440                                | 476                   | -                 |
| TheCheat Corp.                                | -                    | -     | -                                  | 17                    | -                 |
| GRAYGO Corp.                                  | -                    | -     | -                                  | 7                     | -                 |
| Nautilus                                      | -                    | -     | -                                  | 1                     | -                 |
| e.Form Works                                  | -                    | -     | -                                  | -                     | 1                 |
| Girl Rivers Cultural Industry<br>Company Ltd. | -                    | -     | -                                  | 1                     | -                 |
| Korea Payment Networks<br>Limited             | -                    | -     | -                                  | 365                   | -                 |
| S&Tsolution Co., Ltd.                         | 9                    | -     | -                                  | 141                   | -                 |
| BlueDot AI Co., Ltd                           | -                    | -     | -                                  | 8                     | -                 |
| Anycall Mobility Corp                         | 318                  | -     | -                                  | 140                   | -                 |
| Kids Note Co., Ltd.                           | 627                  | -     | -                                  | 161                   | 192               |
| PT GREENWIND CULTURE                          | -                    | -     | -                                  | 32                    | -                 |
| ESTEEM                                        | 2                    | -     | -                                  | 1                     | -                 |
| GT ENT CO., LTD.                              | -                    | -     | 4                                  | 5                     | -                 |
| Romance Crew                                  | -                    | -     | 680                                | 579                   | 931               |
| TOYOU DREAM                                   | 4                    | 9,900 | 4,654                              | 630                   | -                 |
| Siebert Financial Corp.                       | -                    | -     | 1,401                              | -                     | -                 |
| Chengdu Podoteng Technology<br>Co., Ltd.      | -                    | -     | -                                  | -                     | 14                |
| MOYO                                          | -                    | -     | -                                  | 8                     | -                 |
| Humanscape                                    | -                    | -     | -                                  | 1                     | -                 |
| Korea Credit Data                             | -                    | -     | -                                  | -                     | -                 |
| FINOVUS LAB CO., LTD.                         | -                    | 500   | 1,000                              | -                     | -                 |
| HIGH LOCAL CO., LTD.                          | -                    | -     | -                                  | 15                    | -                 |
| SEOBUK CO.,LTD.                               | 280                  | -     | -                                  | -                     | 2                 |
| SOY MEDIA CO.,LTD.                            | -                    | -     | 1,060                              | 208                   | 2                 |
| ACEO STUDIO CO.,LTD.                          | -                    | -     | 162                                | -                     | -                 |
| STUDIO INIUS CO.,LTD.                         | -                    | -     | 50                                 | 48                    | -                 |

**40. Related Parties Transactions, Continued**

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

(in millions of Korean won)

|                                         | 2025              |          |                              |                    |                |
|-----------------------------------------|-------------------|----------|------------------------------|--------------------|----------------|
|                                         | Receivables       |          |                              | Payables           |                |
|                                         | Trade receivables | Loans    | Other receivables and others | Non-trade payables | Other payables |
| LG Uplus Bolt-Up Co., Ltd.              | -                 | -        | 447                          | 353                | -              |
| Bind Co., Ltd                           | -                 | -        | -                            | 316                | -              |
| Great M Entertainment Co., Ltd          | -                 | -        | 103                          | -                  | -              |
| Contimaker studio CO.,LTD.              | -                 | -        | 20                           | -                  | -              |
| T-Money Mobility Co., Ltd               | 1,553             | -        | 674                          | 54                 | -              |
| Medir Co., Ltd.                         | -                 | -        | -                            | -                  | -              |
| Studio R2G Co., Ltd                     | -                 | -        | 8                            | -                  | -              |
| Bottld Co., Ltd                         | -                 | -        | -                            | -                  | -              |
| Soul Creative Co., Ltd                  | -                 | -        | -                            | 1                  | -              |
| Dear U Plus, Inc                        | 104               | -        | -                            | -                  | -              |
| Starship Vending Machine Co., Ltd       | 4                 | 830      | -                            | -                  | -              |
| Kakao Healthcare Co., Ltd.              | 37                | -        | 16                           | 11                 | 1,584          |
|                                         | 11,528            | 13,160   | 161,898                      | 15,316             | 16,880         |
| <b>Joint ventures</b>                   |                   |          |                              |                    |                |
| SM True Company Limited                 | 2,703             | -        | 39                           | -                  | -              |
|                                         | 2,703             | -        | 39                           | -                  | -              |
| <b>Other related parties</b>            |                   |          |                              |                    |                |
| Kakao Impact Foundation                 | 28                | -        | -                            | -                  | 68             |
| K Cube Holdings Co., Ltd.               | -                 | -        | 131                          | -                  | 71             |
| SUNYOUNG STORY. CO., LTD                | -                 | -        | 1,360                        | -                  | -              |
| Kakao Creative Foundation               | -                 | -        | 1                            | -                  | -              |
| Kakao Mobility Mutual Growth Foundation | 15                | -        | 4                            | -                  | -              |
|                                         | 43                | -        | 1,496                        | -                  | 139            |
|                                         | ₩ 14,275          | ₩ 13,161 | ₩ 163,432                    | ₩ 15,314           | ₩ 17,020       |

<sup>1</sup> The Group accounted for the whole amounts of trade receivables and short-term loans as bad debts.

**40. Related Parties Transactions, Continued**

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

(in millions of Korean won)

|                             | 2024                 |       |                                    |                       |                   |  |
|-----------------------------|----------------------|-------|------------------------------------|-----------------------|-------------------|--|
|                             | Receivables          |       |                                    | Payables              |                   |  |
|                             | Trade<br>receivables | Loans | Other<br>receivables<br>and others | Non-trade<br>payables | Other<br>payables |  |
| <b>Associates</b>           |                      |       |                                    |                       |                   |  |
| YANADU.                     | ₩ -                  | ₩ -   | ₩ 15                               | ₩ 1                   | ₩ -               |  |
| CNT TECH CO., LTD.          | 6                    | -     | -                                  | 423                   | -                 |  |
| Deleo Korea Co., Ltd.       | -                    | -     | -                                  | 2                     | -                 |  |
| DGT mobility.               | 5,862                | -     | -                                  | 513                   | -                 |  |
| D&C MEDIA CO.,LTD.          | 2                    | -     | 4,446                              | 2,584                 | 11                |  |
| DAIWAON. C. I. INC          | -                    | -     | 781                                | 86                    | 4                 |  |
| DOZEN CO.,LTD               | 101                  | -     | 11                                 | 1,049                 | -                 |  |
| 325E&C co,ltd.              | -                    | -     | 952                                | -                     | 21                |  |
| G&G ENTERPRISE CO.,LTD.     | -                    | -     | -                                  | 1                     | -                 |  |
| Haksan Publishing Co., Ltd. | 1                    | -     | 1,475                              | 149                   | 16                |  |
| JASON GROUP Co., Ltd.       | -                    | -     | -                                  | 32                    | -                 |  |
| KakaoBank Corp.             | 4,345                | -     | 140,445                            | 3,712                 | 10,499            |  |
| Super Comics.               | 1                    | 1,500 | 1,793                              | 319                   | 5                 |  |
| SEOUL MEDIA.INC.            | ,1                   | -     | 1,076                              | 556                   | -                 |  |
| Tide Square Co., Ltd.       | -                    | -     | -                                  | 97                    | -                 |  |
| CULTUREHERO                 | -                    | -     | -                                  | 30                    | -                 |  |
| Cleaning Lab                | -                    | -     | -                                  | 161                   | -                 |  |
| Neptune Co., Ltd.           | 419                  | -     | -                                  | 446                   | 995               |  |
| Highup Entertainment        | -                    | -     | 5,655                              | -                     | 41                |  |
| Kakao Growth Hacking Fund   | 1,288                | -     | -                                  | -                     | -                 |  |
| Nimble Neuron               | -                    | -     | 20                                 | -                     | -                 |  |
| MUSTIT. CO., Ltd.           | -                    | -     | -                                  | -                     | -                 |  |
| HongKong TXKP Limited       | -                    | 441   | 42                                 | -                     | -                 |  |
| Kakao Style Corp.           | 587                  | -     | 287                                | 4,589                 | 672               |  |
| TNK Factory                 | 67                   | -     | 2                                  | 1                     | -                 |  |
| Carrot Market               | 15                   | -     | -                                  | -                     | -                 |  |
| Time&Co                     | -                    | -     | -                                  | 99                    | -                 |  |
| THE ANT                     | -                    | -     | 335                                | 155                   | 49                |  |
| Metaverse Entertainment     | -                    | -     | -                                  | 5                     | -                 |  |
| Grip Company                | 37                   | -     | 3,131                              | 188                   | 773               |  |
| MORE VISION CO., LTD.       | -                    | -     | 1,483                              | -                     | 7                 |  |
| Reality Magic               | -                    | -     | -                                  | -                     | -                 |  |
| Second Dive                 | -                    | -     | 1,200                              | 1,402                 | -                 |  |
| NEW WAVE COMMERCE           | -                    | -     | -                                  | -                     | -                 |  |

**40. Related Parties Transactions, Continued**

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

(in millions of Korean won)

|                                               | 2024              |       |                              |                    |                |
|-----------------------------------------------|-------------------|-------|------------------------------|--------------------|----------------|
|                                               | Receivables       |       |                              | Payables           |                |
|                                               | Trade receivables | Loans | Other receivables and others | Non-trade payables | Other payables |
| K Cube NEO Fund                               | 188               | -     | -                            | -                  | -              |
| KIF-Kakao Wooribank Technology Financing Fund | 3,389             | -     | -                            | -                  | -              |
| TheCheat Corp.                                | -                 | -     | -                            | 12                 | -              |
| GRAYGO Corp.                                  | -                 | -     | -                            | 17                 | -              |
| Nautilus                                      | -                 | -     | -                            | 2                  | -              |
| Kakao-Shinhan 1st TNYT Fund                   | 4                 | -     | -                            | -                  | -              |
| e.Form Works                                  | -                 | -     | -                            | -                  | 1              |
| Girl Rivers Cultural Industry Company Ltd.    | -                 | -     | 1                            | 1                  | -              |
| Korea Payment Networks Limited                | -                 | -     | -                            | 263                | -              |
| Clove Corp.                                   | -                 | -     | -                            | -                  | -              |
| Dreamus Company                               | 1,230             | -     | 2                            | 1,682              | 81             |
| DEAR U Co.,Ltd.                               | 3,019             | -     | 1                            | -                  | -              |
| S&Tsolution Co.,Ltd.                          | 18                | -     | -                            | 151                | -              |
| MIDIEOSEUPIEO CO.,LTD.                        | -                 | -     | -                            | 8                  | -              |
| Anycall Mobility Corp                         | 9                 | -     | -                            | 79                 | -              |
| MYSTIC STORY INC.                             | 97                | -     | -                            | 176                | 123            |
| Life Design Company Inc.                      | 2,072             | -     | 1                            | 5                  | 140            |
| Kids Note Co., Ltd.                           | 348               | -     | -                            | 186                | 192            |
| PT Green Wind Culture                         | -                 | -     | -                            | 22                 | -              |
| ESTEEM                                        | -                 | -     | -                            | 5                  | 19             |
| GT ENT CO.,LTD.                               | -                 | -     | 15                           | 7                  | -              |
| Romance Crew                                  | -                 | -     | 11,287                       | -                  | 400            |
| TOYOU DREAM                                   | -                 | 5,094 | 2,931                        | 692                | 25             |
| Siebert Financial Corp.                       | -                 | -     | 3,722                        | -                  | -              |
| GOLF VX CORP.                                 | 180               | -     | -                            | -                  | -              |
| Chengdu Podoteng Technology Co.,Ltd           | 254               | -     | -                            | -                  | 6,477          |
| Moyo Co., Ltd.                                | 1                 | -     | -                            | 4                  | -              |
| Humanscape Co., Ltd                           | -                 | -     | -                            | 1                  | -              |
| Korea Credit Data Co., Ltd                    | -                 | -     | -                            | -                  | -              |
| KeyTalk AI Co., Ltd                           | -                 | -     | -                            | 2                  | -              |
| Finovus Lab Co., Ltd.                         | -                 | 1,000 | 1,000                        | -                  | -              |
| HiLocal Co., Ltd.                             | -                 | -     | -                            | 5                  | -              |

**40. Related Parties Transactions, Continued**

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

(in millions of Korean won)

|                                       | 2024              |          |                              |                    |                |
|---------------------------------------|-------------------|----------|------------------------------|--------------------|----------------|
|                                       | Receivables       |          |                              | Payables           |                |
|                                       | Trade receivables | Loans    | Other receivables and others | Non-trade payables | Other payables |
| Seobuk Co., Ltd                       | -                 | -        | -                            | -                  | -              |
| Soy Media Co., Ltd                    | -                 | -        | 1,151                        | 19                 | -              |
| Studio Boom Co., Ltd                  | -                 | -        | 24                           | -                  | -              |
| Acore Studio Co., Ltd.                | -                 | -        | 30                           | -                  | -              |
| Studio Inus Co., Ltd.                 | -                 | -        | -                            | 28                 | -              |
| Conti Makers Studio Co., Ltd.         | 11                | -        | -                            | 6                  | -              |
| Haooton Co., Ltd.                     | -                 | -        | 26                           | -                  | -              |
|                                       | 23,551            | 8,035    | 183,340                      | 19,973             | 20,551         |
| <b>Joint ventures</b>                 |                   |          |                              |                    |                |
| SPLYT TECHNOLOGIES LTD. <sup>1</sup>  | 1,036             | -        | 1,469                        | -                  | -              |
| SM True Company Limited               | 1,178             | -        | 103                          | -                  | 401            |
| SPLYT GROUP LTD.                      | -                 | 22,428   | 3,641                        | -                  | -              |
| CHANGWON CULTURE BOKHAP TOWN CO.,LTD. | -                 | -        | -                            | -                  | 156            |
|                                       | 2,214             | 22,428   | 5,213                        | -                  | 557            |
| <b>Other related parties</b>          |                   |          |                              |                    |                |
| Kakao Impact Foundation               | 16                | -        | -                            | -                  | 51             |
| K Cube Holdings Co., Ltd.             | -                 | -        | 221                          | -                  | 1,071          |
| SUNYOUNG STORY. CO., LTD              | -                 | -        | 1,360                        | -                  | -              |
| Kakao Creative Foundation             | -                 | -        | 1                            | -                  | -              |
|                                       | 16                | -        | 1,582                        | -                  | 1,122          |
|                                       | ₩ 25,781          | ₩ 30,463 | ₩ 190,135                    | ₩ 19,973           | ₩ 22,230       |

<sup>1</sup> The Group accounted for the whole amounts of trade receivables and short-term loans as bad debts.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**40. Related Parties Transactions, Continued**

(3) Fund transactions with related parties for the years ended December 31, 2025 and 2024, are as follows:

(in millions of  
Korean won)

|                                                                                    |                                             | 2025                 |                                         |       |           |                         |                   |                    |                            |            |     |   |
|------------------------------------------------------------------------------------|---------------------------------------------|----------------------|-----------------------------------------|-------|-----------|-------------------------|-------------------|--------------------|----------------------------|------------|-----|---|
|                                                                                    |                                             | Loan transactions    |                                         |       |           |                         |                   |                    | Finance lease transactions |            |     |   |
|                                                                                    | Contributions<br>(Collections) <sup>1</sup> | Beginning<br>balance | Changes in<br>scope of<br>consolidation | Loans | Repayment | Exchange<br>differences | Ending<br>balance | Loans <sup>2</sup> | Amortization               | Collection |     |   |
| <b>Associates</b>                                                                  |                                             |                      |                                         |       |           |                         |                   |                    |                            |            |     |   |
| HongKong TXKP                                                                      |                                             |                      |                                         |       |           |                         |                   |                    |                            |            |     |   |
| Limited                                                                            | ₩ -                                         | ₩ 441                | ₩ -                                     | ₩ -   | ₩ (11)    | ₩ -                     | ₩ 430             | ₩ -                | ₩ -                        | ₩ -        | ₩ - | - |
| TOYOU DREAM                                                                        | -                                           | 5,094                | -                                       | 3,240 | -         | 1,566                   | 9,900             | -                  | -                          | -          | -   | - |
| Super Comics.                                                                      | -                                           | 1,500                | -                                       | -     | -         | -                       | 1,500             | -                  | -                          | -          | -   | - |
| Finovus Lab Co.,<br>Ltd.                                                           | -                                           | 1,000                | -                                       | -     | (500)     | -                       | 500               | -                  | -                          | -          | -   | - |
| Grip Company                                                                       | -                                           | -                    | -                                       | -     | -         | -                       | -                 | 2,265              | 86                         | 866        |     |   |
| KakaoBank Corp.                                                                    | (46,632)                                    | -                    | -                                       | -     | -         | -                       | -                 | 89,898             | 3,137                      | 13,590     |     |   |
| LG Uplus Bolt-Up<br>Co., Ltd.                                                      | -                                           | -                    | -                                       | -     | -         | -                       | -                 | 410                | 13                         | 292        |     |   |
| NextYouth<br>Startup Fund <sup>5</sup>                                             | (659)                                       | -                    | -                                       | -     | -         | -                       | -                 | -                  | -                          | -          | -   | - |
| The Zhen Co.,<br>Ltd <sup>5</sup>                                                  | (59)                                        | -                    | -                                       | -     | -         | -                       | -                 | -                  | -                          | -          | -   | - |
| NewArk 24-1<br>Private Equity<br>Investment<br>Limited<br>Partnership <sup>5</sup> | (167)                                       | -                    | -                                       | -     | -         | -                       | -                 | -                  | -                          | -          | -   | - |
| Dear U Co., Ltd. <sup>5</sup>                                                      | (1,719)                                     | -                    | -                                       | -     | -         | -                       | -                 | -                  | -                          | -          | -   | - |
| Atwater<br>Soundtrack<br>SPV, LP <sup>4</sup>                                      | 122                                         | -                    | -                                       | -     | -         | -                       | -                 | -                  | -                          | -          | -   | - |
| Union K-Culture<br>Contents<br>Investment<br>Association <sup>5</sup>              | (6,433)                                     | -                    | -                                       | -     | -         | -                       | -                 | -                  | -                          | -          | -   | - |
| KDBC-FP<br>TechNext<br>Investment<br>Association No.<br>1 <sup>5</sup>             | (800)                                       | -                    | -                                       | -     | -         | -                       | -                 | -                  | -                          | -          | -   | - |
| NeuroXT Co.,<br>Ltd <sup>4</sup>                                                   | 500                                         | -                    | -                                       | -     | -         | -                       | -                 | -                  | -                          | -          | -   | - |
| GPUEN Co., Ltd <sup>4</sup>                                                        | 1,000                                       | -                    | -                                       | -     | -         | -                       | -                 | -                  | -                          | -          | -   | - |
| 23rd Century<br>Children Co.,<br>Ltd <sup>4</sup>                                  | 300                                         | -                    | -                                       | -     | -         | -                       | -                 | -                  | -                          | -          | -   | - |

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

#### 40. Related Parties Transactions, Continued

(in millions of  
Korean won)

|                                                                                                                           | 2025                           |                      |                                         |       |           |                         |                   |                            |              |            |
|---------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------------|-----------------------------------------|-------|-----------|-------------------------|-------------------|----------------------------|--------------|------------|
|                                                                                                                           | Loan transactions              |                      |                                         |       |           |                         |                   | Finance lease transactions |              |            |
|                                                                                                                           | Contributions<br>(Collections) | Beginning<br>balance | Changes in<br>scope of<br>consolidation | Loans | Repayment | Exchange<br>differences | Ending<br>balance | Loans <sup>1</sup>         | Amortization | Collection |
| Let's Go Kakao<br>Games Mutual<br>Growth<br>Investment<br>Association <sup>4</sup>                                        | 2,000                          | -                    | -                                       | -     | -         | -                       | -                 | -                          | -            | -          |
| StartupKo Fund <sup>4</sup>                                                                                               | 3,375                          | -                    | -                                       | -     | -         | -                       | -                 | -                          | -            | -          |
| Live Music Co.,<br>Ltd <sup>4</sup>                                                                                       | 200                            | -                    | -                                       | -     | -         | -                       | -                 | -                          | -            | -          |
| Helios-KDBC<br>Video Digital<br>Contents New<br>Technology<br>Business<br>Investment<br>Association No.<br>1 <sup>5</sup> | (3,952)                        | -                    | -                                       | -     | -         | -                       | -                 | -                          | -            | -          |
| DOZN GLOBAL<br>PTE.LTD <sup>4</sup>                                                                                       | 111                            | -                    | -                                       | -     | -         | -                       | -                 | -                          | -            | -          |
| UTC Kakao-SK<br>Telecom ESG<br>Fund <sup>5</sup>                                                                          | (2,000)                        | -                    | -                                       | -     | -         | -                       | -                 | -                          | -            | -          |
| Kakao Growth<br>Hacking Fund <sup>5</sup>                                                                                 | (800)                          | -                    | -                                       | -     | -         | -                       | -                 | -                          | -            | -          |
| KIF-Kakao Woori<br>Bank<br>Technology<br>Finance<br>Investment<br>Fund <sup>5</sup>                                       | (10,438)                       | -                    | -                                       | -     | -         | -                       | -                 | -                          | -            | -          |
| K Cube NEO<br>Fund <sup>5</sup>                                                                                           | (450)                          | -                    | -                                       | -     | -         | -                       | -                 | -                          | -            | -          |
|                                                                                                                           |                                |                      |                                         |       |           | 1                       |                   |                            |              |            |
|                                                                                                                           | (66,501)                       | 8,035                | -                                       | 3,240 | (511)     | 1,566                   | 2 12,330          | 92,573                     | 3,236        | 14,748     |
| <b>Joint venture</b>                                                                                                      |                                |                      |                                         |       |           |                         |                   |                            |              |            |
| SPLYT<br>TECHNOLOGIE<br>S LTD. <sup>3</sup>                                                                               | -                              | 22,428               | (22,393)                                | -     | -         | (35)                    | -                 | -                          | -            | -          |
|                                                                                                                           | -                              | 22,428               | (22,393)                                | -     | -         | (35)                    | -                 | -                          | -            | -          |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**40. Related Parties Transactions, Continued**

(in millions of  
Korean won)

|                              | 2025                           |                      |                                         |         |           |                         |                   |                            |              |            |
|------------------------------|--------------------------------|----------------------|-----------------------------------------|---------|-----------|-------------------------|-------------------|----------------------------|--------------|------------|
|                              | Loan transactions              |                      |                                         |         |           |                         |                   | Finance lease transactions |              |            |
|                              | Contributions<br>(Collections) | Beginning<br>balance | Changes in<br>scope of<br>consolidation | Loans   | Repayment | Exchange<br>differences | Ending<br>balance | Loans <sup>1</sup>         | Amortization | Collection |
| <b>Other related parties</b> |                                |                      |                                         |         |           |                         |                   |                            |              |            |
| Kakao Mobility               |                                |                      |                                         |         |           |                         |                   |                            |              |            |
| Mutual Growth                |                                |                      |                                         |         |           |                         |                   |                            |              |            |
| Foundation                   | -                              | -                    | -                                       | -       | -         | -                       | -                 | 10                         | -            | 6          |
| K Cube Holdings              |                                |                      |                                         |         |           |                         |                   |                            |              |            |
| Co., Ltd.                    | -                              | -                    | -                                       | -       | -         | -                       | -                 | 131                        | 4            | 90         |
|                              | -                              | -                    | -                                       | -       | -         | -                       | -                 | 141                        | 4            | 96         |
|                              | ₩ (66,501)                     | ₩ 30,463             | ₩ (22,393)                              | ₩ 3,240 | ₩ (511)   | ₩ 1,531                 | ₩ 12,330          | ₩ 92,714                   | ₩ 3,240      | ₩ 14,844   |

<sup>1</sup> The amount represents the ending balance of lease receivables to be received by maturity under the sub-lease agreement with the related party in 2025.

<sup>2</sup> The Group accounted for the loans as bad debts.

<sup>3</sup> The Group additionally acquired through capital increase with consideration during 2025.

<sup>4</sup> The Group recovered some of the principal of investment through the distribution during 2025.

<sup>5</sup> Excluded from the Group's associate during the year ended December 31, 2025, and the transaction amount before exclusion is presented.

# KAKAO CORP. and Subsidiaries

## Notes to the Consolidated Financial Statements

### December 31, 2025 and 2024

#### 40. Related Parties Transactions, Continued

(in millions of  
Korean won)

| (in millions of<br>Korean won)                                                          |   | 2024                 |   |                                         |   |       |   |           |   |                            |   |                   |   |                    |   |              |   |            |   |        |
|-----------------------------------------------------------------------------------------|---|----------------------|---|-----------------------------------------|---|-------|---|-----------|---|----------------------------|---|-------------------|---|--------------------|---|--------------|---|------------|---|--------|
|                                                                                         |   | Loan transactions    |   |                                         |   |       |   |           |   | Finance lease transactions |   |                   |   |                    |   |              |   |            |   |        |
| Contributions<br>(Collections)                                                          |   | Beginning<br>balance |   | Changes in<br>scope of<br>consolidation |   | Loans |   | Repayment |   | Exchange<br>differences    |   | Ending<br>balance |   | Loans <sup>1</sup> |   | Amortization |   | Collection |   |        |
| Associates                                                                              |   |                      |   |                                         |   |       |   |           |   |                            |   |                   |   |                    |   |              |   |            |   |        |
| Threepoint <sup>5</sup>                                                                 | ₩ | -                    | ₩ | 50                                      | ₩ | -     | ₩ | -         | ₩ | (50)                       | ₩ | -                 | ₩ | -                  | ₩ | -            | ₩ | -          | ₩ | -      |
| HongKong TXKP<br>Limited                                                                |   | -                    |   | 387                                     |   | -     |   | 54        |   | -                          |   | -                 |   | 441                |   | -            |   | -          |   | -      |
| TOYOU DREAM                                                                             |   | -                    |   | 5,000                                   |   | -     |   | 94        |   | -                          |   | -                 |   | 5,094              |   | -            |   | -          |   | -      |
| Super Comics.                                                                           |   | -                    |   | 1,500                                   |   | -     |   | -         |   | -                          |   | -                 |   | 1,500              |   | -            |   | -          |   | -      |
| TEEware                                                                                 |   | (173)                |   | 451                                     |   | -     |   | -         |   | (463)                      |   | 12                |   | -                  |   | -            |   | -          |   | -      |
| Grip Company                                                                            |   | -                    |   | -                                       |   | -     |   | -         |   | -                          |   | -                 |   | -                  |   | 3,130        |   | 112        |   | 851    |
| KakaoBank Corp.                                                                         |   | -                    |   | -                                       |   | -     |   | -         |   | -                          |   | -                 |   | -                  |   | 103,488      |   | 3,286      |   | 12,091 |
| Neptune Co., Ltd.                                                                       |   | -                    |   | 4,500                                   |   | -     |   | -         |   | (4,500)                    |   | -                 |   | -                  |   | -            |   | -          |   | -      |
| Talentree Co.,<br>Ltd. <sup>3</sup>                                                     |   | 300                  |   | -                                       |   | -     |   | -         |   | -                          |   | -                 |   | -                  |   | -            |   | -          |   | -      |
| LG Uplus Bolt-Up<br>Co., Ltd. <sup>3</sup>                                              |   | 25,000               |   | -                                       |   | -     |   | -         |   | -                          |   | -                 |   | -                  |   | -            |   | -          |   | -      |
| Atwater<br>Soundtrack<br>SPV, LP. <sup>4</sup>                                          |   | 79                   |   | -                                       |   | -     |   | -         |   | -                          |   | -                 |   | -                  |   | -            |   | -          |   | -      |
| Next Youth<br>Startup<br>Investment<br>Association <sup>4</sup>                         |   | (395)                |   | -                                       |   | -     |   | -         |   | -                          |   | -                 |   | -                  |   | -            |   | -          |   | -      |
| ATU Esports<br>Growth No. 1<br>Private Equity<br>Investment<br>Partnership <sup>4</sup> |   | (304)                |   | -                                       |   | -     |   | -         |   | -                          |   | -                 |   | -                  |   | -            |   | -          |   | -      |
| Union K-Culture<br>Contents<br>Investment<br>Association <sup>4</sup>                   |   | (667)                |   | -                                       |   | -     |   | -         |   | -                          |   | -                 |   | -                  |   | -            |   | -          |   | -      |
| KIF-Kakao Woori<br>Bank<br>Technology<br>Finance<br>Investment<br>Fund <sup>4</sup>     |   | (900)                |   | -                                       |   | -     |   | -         |   | -                          |   | -                 |   | -                  |   | -            |   | -          |   | -      |
| Finovus Lab Co.,<br>Ltd                                                                 |   | -                    |   | -                                       |   | -     |   | 1,000     |   | -                          |   | -                 |   | 1,000              |   | -            |   | -          |   | -      |
|                                                                                         |   | 22,940               |   | 11,888                                  |   | -     |   | 1,148     |   | (5,013)                    |   | 12                |   | 8,035              |   | 106,618      |   | 3,398      |   | 12,942 |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**40. Related Parties Transactions, Continued**

(in millions of  
Korean won)

| 2024                                        |                                |                      |                                         |         |           |                         |                            |                    |              |            |
|---------------------------------------------|--------------------------------|----------------------|-----------------------------------------|---------|-----------|-------------------------|----------------------------|--------------------|--------------|------------|
|                                             | Loan transactions              |                      |                                         |         |           |                         | Finance lease transactions |                    |              |            |
|                                             | Contributions<br>(Collections) | Beginning<br>balance | Changes in<br>scope of<br>consolidation | Loans   | Repayment | Exchange<br>differences | Ending<br>balance          | Loans <sup>1</sup> | Amortization | Collection |
| <b>Joint venture</b>                        |                                |                      |                                         |         |           |                         |                            |                    |              |            |
| SPLYT<br>TECHNOLOGIE<br>S LTD. <sup>2</sup> | -                              | 17,027               | -                                       | 3,050   | -         | 2,351                   | 22,428                     | -                  | -            | -          |
|                                             | -                              | 17,027               | -                                       | 3,050   | -         | 2,351                   | 22,428                     | -                  | -            | -          |
| <b>Other related parties</b>                |                                |                      |                                         |         |           |                         |                            |                    |              |            |
| Brian Impact<br>Foundation                  | -                              | -                    | -                                       | -       | -         | -                       | -                          | -                  | 4            | 207        |
| K Cube Holdings<br>Co., Ltd.                | -                              | -                    | -                                       | -       | -         | -                       | -                          | 221                | 6            | 87         |
|                                             | -                              | -                    | -                                       | -       | -         | -                       | -                          | 221                | 10           | 294        |
|                                             | ₩ 22,940                       | ₩ 28,915             | ₩ -                                     | ₩ 4,198 | ₩ (5,013) | ₩ 2,363                 | ₩ 30,463                   | ₩ 196,839          | ₩ 3,408      | ₩ 13,236   |

<sup>1</sup> The amount represents the ending balance of lease receivables to be received by maturity under the sub-lease agreement with the related party in 2024.

<sup>2</sup> The Group accounted for the whole amounts of loans as bad debts.

<sup>3</sup> Transferred from associates to subsidiaries during the year ended December 31, 2024, and the transaction amount before transfer is presented.

<sup>4</sup> The Group additionally acquired through capital increase with consideration during 2024.

<sup>5</sup> The Group recovered some of the principal of investment through the distribution during 2024.

<sup>6</sup> Excluded from the Group's associate during the year ended December 31, 2024, and the transaction amount before exclusion is presented.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

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**40. Related Parties Transactions, Continued**

(4) Transactions with executives of affiliates for the year ended December 31, 2025, are as follows:

Kakao Investment Co., Ltd., a subsidiary, has sold all 403,056 shares of Wyatt Co., Ltd. to the CEO of Wyatt Co., Ltd. for ₩ 20,061 million.

Kakao Entertainment Corp, a subsidiary, has acquired 134,170 shares of Daon Creative Co., Ltd. from the CEO of Daon Creative inc. for ₩ 20,913 million.

(5) The compensation paid or payable to key management for the years ended December 31, 2025 and 2024, consists of:

| <i>(in millions of Korean won)</i> | <b>2025</b>    | <b>2024</b>    |
|------------------------------------|----------------|----------------|
| Salaries                           | ₩ 4,833        | ₩ 4,107        |
| Post-employment benefits           | 287            | 234            |
| Share-based compensation           | 291            | 547            |
|                                    | <u>₩ 5,411</u> | <u>₩ 4,888</u> |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**41. Information for Non-controlling Interests**

(1) Changes in accumulated non-controlling interests

The profit or loss allocated to non-controlling interests and accumulated non-controlling interests of subsidiaries that are material to the Group for the years ended December 31, 2025 and 2024, is as follows:

(in millions of Korean won)

|                            | 2025                              |   |                                                                    |                                                       |                                                 |         |                                                                |   |          |   |                                                              |
|----------------------------|-----------------------------------|---|--------------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------|---------|----------------------------------------------------------------|---|----------|---|--------------------------------------------------------------|
|                            | Non-controlling interest rate (%) |   | Accumulated non-controlling interests at the beginning of the year | Profit or loss allocated to non-controlling interests | Dividend allocated to non-controlling interests |         | Investment by non-controlling interests and disposal of shares |   | Others   |   | Accumulated non-controlling interests at the end of the year |
| Kakao Games Corp.          | 62.1                              | ₩ | 933,352                                                            | ₩ (111,072)                                           | ₩                                               | -       | ₩ (23,278)                                                     | ₩ | (45,639) | ₩ | 753,363                                                      |
| Kakaopay Corp.             | 53.9                              |   | 1,051,944                                                          | 34,770                                                |                                                 | -       | (18,004)                                                       |   | 8,544    |   | 1,077,254                                                    |
| Kakao Entertainment Corp.  | 33.9                              |   | 541,806                                                            | (14,320)                                              |                                                 | -       | (8,695)                                                        |   | 2,517    |   | 521,308                                                      |
| Kakao Mobility Corp.       | 42.8                              |   | 456,592                                                            | 20,992                                                |                                                 | -       | (1,795)                                                        |   | (743)    |   | 475,046                                                      |
| SM Entertainment Co., Ltd. | 65.3                              |   | 702,884                                                            | 94,544                                                |                                                 | (5,654) | 180,959                                                        |   | (1,410)  |   | 971,323                                                      |

(in millions of Korean won)

|                            | 2024                              |   |                                                                    |                                                       |                                                 |          |                                                                |   |        |   |                                                              |
|----------------------------|-----------------------------------|---|--------------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------|----------|----------------------------------------------------------------|---|--------|---|--------------------------------------------------------------|
|                            | Non-controlling interest rate (%) |   | Accumulated non-controlling interests at the beginning of the year | Profit or loss allocated to non-controlling interests | Dividend allocated to non-controlling interests |          | Investment by non-controlling interests and disposal of shares |   | Others |   | Accumulated non-controlling interests at the end of the year |
| Kakao Games Corp.          | 58.9                              | ₩ | 1,051,361                                                          | ₩ (81,920)                                            | ₩                                               | -        | ₩ (71,673)                                                     | ₩ | 35,584 | ₩ | 933,352                                                      |
| Kakaopay Corp.             | 53.7                              |   | 1,064,815                                                          | (15,190)                                              |                                                 | -        | 2,388                                                          |   | (69)   |   | 1,051,944                                                    |
| Kakao Entertainment Corp.  | 33.9                              |   | 614,726                                                            | (77,753)                                              |                                                 | -        | (9,509)                                                        |   | 14,341 |   | 541,805                                                      |
| Kakao Mobility Corp.       | 42.8                              |   | 442,312                                                            | 10,940                                                |                                                 | -        | 924                                                            |   | 2,415  |   | 456,591                                                      |
| SM Entertainment Co., Ltd. | 65.3                              |   | 808,949                                                            | (44,375)                                              |                                                 | (16,725) | (48,924)                                                       |   | 3,959  |   | 702,884                                                      |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**41. Information for Non-controlling Interests, Continued**

(2) Summarized financial information on subsidiaries

Set out below is summarized financial information for each subsidiary that has non-controlling interests that are material to the Group. The amounts disclosed for each subsidiary are before inter-company eliminations.

*Summarized consolidated statements of financial position*

(in millions of Korean won)

|                         | <b>2025</b>              |                       |                                  |                             |                                   |
|-------------------------|--------------------------|-----------------------|----------------------------------|-----------------------------|-----------------------------------|
|                         | <b>Kakao Games Corp.</b> | <b>Kakaopay Corp.</b> | <b>Kakao Entertainment Corp.</b> | <b>Kakao Mobility Corp.</b> | <b>SM Entertainment Co., Ltd.</b> |
| Current assets          | ₩ 941,159                | ₩ 4,812,567           | ₩ 1,086,504                      | ₩ 667,847                   | ₩ 980,489                         |
| Non-current assets      | 1,735,615                | 527,014               | 1,896,124                        | 796,645                     | 1,018,066                         |
| Current liabilities     | 514,238                  | 3,266,223             | 1,363,761                        | 254,026                     | 497,220                           |
| Non-current liabilities | 964,563                  | 122,451               | 457,590                          | 113,454                     | 151,745                           |
| Equity                  | 1,197,973                | 1,950,907             | 1,161,277                        | 1,097,012                   | 1,349,590                         |

(in millions of Korean won)

|                         | <b>2024</b>              |                       |                                  |                             |                                   |
|-------------------------|--------------------------|-----------------------|----------------------------------|-----------------------------|-----------------------------------|
|                         | <b>Kakao Games Corp.</b> | <b>Kakaopay Corp.</b> | <b>Kakao Entertainment Corp.</b> | <b>Kakao Mobility Corp.</b> | <b>SM Entertainment Co., Ltd.</b> |
| Current assets          | ₩ 1,069,084              | ₩ 3,907,692           | ₩ 1,161,983                      | ₩ 693,292                   | ₩ 814,044                         |
| Non-current assets      | 2,104,155                | 507,021               | 1,919,509                        | 823,786                     | 596,962                           |
| Current liabilities     | 1,199,409                | 2,380,942             | 1,438,160                        | 332,808                     | 484,573                           |
| Non-current liabilities | 495,473                  | 122,962               | 481,849                          | 135,278                     | 105,455                           |
| Equity                  | 1,478,357                | 1,910,809             | 1,161,483                        | 1,048,992                   | 820,978                           |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**41. Information for Non-controlling Interests, Continued**

(2) Summarized financial information on subsidiaries, Continued

*Summarized consolidated statements of comprehensive income*

(in millions of Korean won)

|                                   | <b>2025</b>              |           |                       |          |                                  |           |                             |         |                                   |         |
|-----------------------------------|--------------------------|-----------|-----------------------|----------|----------------------------------|-----------|-----------------------------|---------|-----------------------------------|---------|
|                                   | <b>Kakao Games Corp.</b> |           | <b>Kakaopay Corp.</b> |          | <b>Kakao Entertainment Corp.</b> |           | <b>Kakao Mobility Corp.</b> |         | <b>SM Entertainment Co., Ltd.</b> |         |
| Revenue                           | ₩                        | 542,843   | ₩                     | 766,235  | ₩                                | 1,812,790 | ₩                           | 674,987 | ₩                                 | 986,199 |
| Profit (loss) for the year        | ₩                        | (146,714) | ₩                     | (21,538) | ₩                                | (259,070) | ₩                           | 28,869  | ₩                                 | (2,570) |
| Other comprehensive income (loss) |                          | (68,449)  |                       | (2,663)  |                                  | (2,111)   |                             | (8,203) |                                   | 4,961   |
| Total comprehensive income        | ₩                        | (215,163) | ₩                     | (24,201) | ₩                                | (261,181) | ₩                           | 20,666  | ₩                                 | 2,391   |

(in millions of Korean won)

|                                   | <b>2024</b>              |           |                       |         |                                  |           |                             |         |                                   |           |
|-----------------------------------|--------------------------|-----------|-----------------------|---------|----------------------------------|-----------|-----------------------------|---------|-----------------------------------|-----------|
|                                   | <b>Kakao Games Corp.</b> |           | <b>Kakaopay Corp.</b> |         | <b>Kakao Entertainment Corp.</b> |           | <b>Kakao Mobility Corp.</b> |         | <b>SM Entertainment Co., Ltd.</b> |           |
| Revenue                           | ₩                        | 881,309   | ₩                     | 958,371 | ₩                                | 1,738,385 | ₩                           | 739,311 | ₩                                 | 1,170,779 |
| Profit (loss) for the year        | ₩                        | (128,089) | ₩                     | 55,691  | ₩                                | 9,578     | ₩                           | 51,381  | ₩                                 | 358,596   |
| Other comprehensive income (loss) |                          | 48,116    |                       | (2,171) |                                  | (795)     |                             | 2,791   |                                   | (1,185)   |
| Total comprehensive income        | ₩                        | (79,973)  | ₩                     | 53,520  | ₩                                | 8,783     | ₩                           | 54,172  | ₩                                 | 357,411   |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**41. Information for Non-controlling Interests, Continued**

(2) Summarized financial information on subsidiaries, Continued

*Summarized consolidated statements of cash flows*

(in millions of Korean won)

|                                                                | 2025              |           |                |           |                           |          |                      |           |                            |           |
|----------------------------------------------------------------|-------------------|-----------|----------------|-----------|---------------------------|----------|----------------------|-----------|----------------------------|-----------|
|                                                                | Kakao Games Corp. |           | Kakaopay Corp. |           | Kakao Entertainment Corp. |          | Kakao Mobility Corp. |           | SM Entertainment Co., Ltd. |           |
| Cash flows from operating activities                           | ₩                 | (44,267)  | ₩              | 118,619   | ₩                         | 124,810  | ₩                    | 153,132   | ₩                          | 194,861   |
| Cash flows from (used in) investing activities                 |                   | (5,506)   |                | (53,624)  |                           | (93,361) |                      | (91,596)  |                            | (150,026) |
| Cash used in financing activities                              |                   | (88,545)  |                | 2,671     |                           | (64,518) |                      | (119,554) |                            | (33,476)  |
| Increase (decrease) in cash and cash equivalents               |                   | (138,318) |                | 67,666    |                           | (33,069) |                      | (58,018)  |                            | 11,359    |
| Cash and cash equivalents at beginning of period               |                   | 629,601   |                | 1,564,242 |                           | 533,012  |                      | 563,021   |                            | 358,355   |
| Effects of exchange rate changes on cash and cash equivalents  |                   | 877       |                | (417)     |                           | (1,345)  |                      | 79        |                            | (5,102)   |
| Cash and cash equivalents included in assets of disposal group |                   | -         |                | -         |                           | 6,883    |                      | -         |                            | -         |
| Cash and cash equivalents at end of period                     | ₩                 | 492,159   | ₩              | 1,631,491 | ₩                         | 505,481  | ₩                    | 505,082   | ₩                          | 364,612   |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

**41. Information for Non-controlling Interests, Continued**

(2) Summarized financial information on subsidiaries, Continued

*Summarized consolidated statements of cash flows, Continued*

(in millions of Korean won)

|                                                                | <b>2024</b>              |           |                       |           |                                  |          |                             |          |                                   |           |
|----------------------------------------------------------------|--------------------------|-----------|-----------------------|-----------|----------------------------------|----------|-----------------------------|----------|-----------------------------------|-----------|
|                                                                | <b>Kakao Games Corp.</b> |           | <b>Kakaopay Corp.</b> |           | <b>Kakao Entertainment Corp.</b> |          | <b>Kakao Mobility Corp.</b> |          | <b>SM Entertainment Co., Ltd.</b> |           |
| Cash flows from operating activities                           | ₩                        | 27,388    | ₩                     | 127,032   | ₩                                | 130,360  | ₩                           | 176,303  | ₩                                 | 135,873   |
| Cash flows from (used in) investing activities                 |                          | 85,364    |                       | 191,310   |                                  | (94,685) |                             | 1,037    |                                   | 55,815    |
| Cash used in financing activities                              |                          | (137,107) |                       | (12,023)  |                                  | (71,149) |                             | (59,993) |                                   | (144,546) |
| Increase (decrease) in cash and cash equivalents               |                          | (24,355)  |                       | 306,319   |                                  | (35,474) |                             | 117,347  |                                   | 47,142    |
| Cash and cash equivalents at beginning of period               |                          | 653,718   |                       | 1,257,258 |                                  | 567,645  |                             | 445,674  |                                   | 303,140   |
| Effects of exchange rate changes on cash and cash equivalents  |                          | 239       |                       | 665       |                                  | 7,724    |                             | -        |                                   | 8,073     |
| Cash and cash equivalents included in assets of disposal group |                          | (24,633)  |                       | -         |                                  | (6,883)  |                             | -        |                                   | -         |
| Cash and cash equivalents at end of period                     | ₩                        | 604,969   | ₩                     | 1,564,242 | ₩                                | 533,012  | ₩                           | 563,021  | ₩                                 | 358,355   |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

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**41. Information for Non-controlling Interests, Continued**

(3) Transactions with Non-controlling Interests

Loss attributable to non-controlling interests and accumulated non-controlling interests of subsidiaries that are material to the Group for the years ended December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>              | <b>2025</b>        | <b>2024</b>       |
|-------------------------------------------------|--------------------|-------------------|
| Capital increase of a subsidiary <sup>1,2</sup> | ₩ (80,842)         | ₩ -               |
| Others                                          | (54,881)           | (25,292)          |
| Net effect on equity                            | <u>₩ (135,723)</u> | <u>₩ (25,292)</u> |

<sup>1</sup> During the current period, the Group acquired additional shares of Kakao Enterprise Corp., a subsidiary, through the purchase of existing shares and participation in a non-pro rata paid-in capital increase. As a result, the Group's ownership interest in Kakao Enterprise Corp. increased from 85.10% to 98.03%. This transaction increased non-controlling interests by ₩ 31,058 million and decreased equity attributable to owners of the Parent Company by ₩ 81,241 million.

<sup>2</sup> During the current period, Kakao Games Corp., a subsidiary, resolved to issue new shares through a third-party allotment. Consequently, the Group's ownership interest in Kakao Games Corp. decreased from 41.13% to 37.93%. This transaction increased non-controlling interests by ₩ 108,114 million and increased equity attributable to owners of the Parent Company by ₩ 399 million at the time of the paid-in capital increase.

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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**42. Assets Held for Sale**

a. The Group completed the sale of the healthcare business unit, which consists of Kakao Healthcare Co., Ltd. and its subsidiaries, on December 23, 2025. Accordingly, the operating performance generated by the healthcare business unit up until the loss of control was classified as discontinued operations.

b. Details of assets and liabilities held for sale as at December 31, 2025 and 2024, are as follows:

| <i>(in millions of Korean won)</i>                    | <b>2025<sup>2</sup></b> | <b>2024<sup>1</sup></b> |
|-------------------------------------------------------|-------------------------|-------------------------|
| <b>Assets held for sale</b>                           |                         |                         |
| Cash and cash equivalents                             | ₩ -                     | ₩ 6,883,214             |
| Trade receivables                                     | -                       | 3,844,166               |
| Other current financial assets                        | -                       | 1,475,665               |
| Other current assets                                  | -                       | 2,947,444               |
| Financial assets at fair value through profit or loss | -                       | 1,747,792               |
| Investments in associates <sup>3</sup>                | -                       | 538,251                 |
| Other non-current financial assets                    | -                       | 4,522,273               |
| Property and equipment <sup>4</sup>                   | -                       | 1,282,337               |
| Intangible assets                                     | -                       | 1,846,706               |
| Investment property                                   | -                       | 572,685                 |
| Right-of-use assets <sup>4</sup>                      | -                       | 5,393,391               |
| Deferred income tax assets                            | -                       | 768,046                 |
| Other non-current assets                              | -                       | 53,113                  |
| Net defined benefit assets                            | -                       | 11,937                  |
|                                                       | ₩ -                     | ₩ 31,887,020            |
| <b>Liabilities held for sale</b>                      |                         |                         |
| Trade and other payables                              | ₩ -                     | ₩ 6,649,636             |
| Other current financial liabilities                   | -                       | 259,956                 |
| Short-term lease liabilities <sup>4</sup>             | -                       | 1,286,547               |
| Other current liabilities                             | -                       | 3,481,401               |
| Other non-current liabilities                         | -                       | 279,382                 |
| Deferred income tax liabilities                       | -                       | 80,104                  |
| Long-term lease liabilities                           | -                       | 3,839,181               |
|                                                       | ₩ -                     | ₩ 15,876,207            |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
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**42. Assets Held for Sale, Continued**

<sup>1</sup> The Group concluded that the disposal group related to Kakao VX Co., Ltd. No longer meets the criteria for classification as assets held for sale. Accordingly, during the first quarter, the disposal group, which had been presented as held for sale in the prior period financial statements, was reclassified to its original account categories.

<sup>2</sup> During the current period, the Group completed the sale of disposal groups, including Next Level Studio Co., Ltd., 3Y Corporation Co., Ltd., and IST Ent Co., Ltd., and recognized a disposal-related gain of ₩ 30,246 million.

<sup>3</sup> During the current period, the Group recognized a loss of ₩ 408.4 million by disposing of equity investments in affiliates (Neptune Co., Ltd. and Galaxia SM Co., Ltd.), which had been classified as held-for-sale.

<sup>4</sup> The management of Kakao VX Co., Ltd. completed the sale of the tenant rights for the golf course operated by its subsidiary to Siena Veluto LLC on June 20, 2025, and recognized a disposal-related profit of ₩ 12,620 million.

c. The key items presented as profit or loss from discontinued and continuing operations are as follows:

| <i>(in millions of Korean won)</i>                                            | <b>2025</b>    | <b>2024</b>    |
|-------------------------------------------------------------------------------|----------------|----------------|
| I. Operating revenue                                                          | ₩ 15,884,541   | ₩ 7,658,873    |
| II. Operating expenses                                                        | (51,468,453)   | (42,724,469)   |
| III. Operating profit                                                         | (35,583,912)   | (35,065,596)   |
| IV. Other income                                                              | 18,726         | 58,611         |
| V. Other expenses                                                             | (1,184,071)    | (1,739,284)    |
| VI. Finance income                                                            | 142,247        | 604,056        |
| VII. Finance costs                                                            | (36,510)       | (13,582,286)   |
| VIII. Share of profit of associates and joint ventures                        | -              | -              |
| IX. Share of loss of associates and joint ventures                            | -              | (2,755,742)    |
| X. Profit (Loss) before income tax                                            | (36,643,520)   | (52,480,241)   |
| XI. Income tax expense                                                        | -              | (1,429,874)    |
| XII. Profit (Loss) from continuing operations                                 | ₩ (36,643,520) | ₩ (51,050,367) |
| XIII. Gain on disposal of discontinued operations                             | 27,768,115     | -              |
| XIV. Income (Loss) tax related to gain on disposal of discontinued operations | -              | -              |
| XV. Profit (Loss) from discontinued operations, net of tax                    | (8,875,405)    | (51,050,367)   |
| XVI. Earnings (losses per share (in Korean won)                               |                |                |
| Basic earnings (losses) per share from discontinued operations                | ₩ (20)         | ₩ (116)        |
| Diluted earnings (losses) per share from discontinued operations              | ₩ -            | ₩ (116)        |

**KAKAO CORP. and Subsidiaries**  
**Notes to the Consolidated Financial Statements**  
**December 31, 2025 and 2024**

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**42. Assets Held for Sale, Continued**

d. The net cash flows arising from discontinued operations in 2025 and 2024 are as follows:

| <i>(in millions of Korean won)</i>                                                 | <b>2025</b> |              | <b>2024</b> |              |
|------------------------------------------------------------------------------------|-------------|--------------|-------------|--------------|
| I. Net cash flows from (used in) operating activities of discontinued operations   | ₩           | (34,642,118) | ₩           | (33,434,159) |
| II. Net cash flows from (used in) investing activities of discontinued operations  |             | (2,013,244)  |             | (2,130,619)  |
| III. Net cash flows from (used in) financing activities of discontinued operations |             | 31,188,488   |             | 29,881,436   |
| IV. Effects of exchange rate changes on cash and cash equivalents                  |             | (10,399)     |             | -            |
| V. Net decrease in cash and cash equivalents                                       | ₩           | (5,477,273)  | ₩           | (5,683,342)  |

e. The changes in the financial position arising from discontinued operations, for which the disposal was completed during the current period, are as follows:

| <i>(in millions of Korean won)</i>   | <b>2025</b> |          |
|--------------------------------------|-------------|----------|
| Cash and cash equivalents            | ₩           | (5,398)  |
| Trade receivables                    |             | (4,394)  |
| Inventories                          |             | (7,525)  |
| Property, plant and equipment (PP&E) |             | (1,847)  |
| Intangible assets                    |             | (37,890) |
| Investment property                  |             | 20,664   |
| Right-of-use assets                  |             | (21,323) |
| Other assets                         |             | (16,162) |
| Trade and other payables             |             | (6,700)  |
| Other liabilities                    |             | (4,700)  |
| Cash and cash equivalents            |             | (62,476) |
| Trade receivables                    |             | 70,000   |
| Inventories                          |             | (5,398)  |
| Property, plant and equipment (PP&E) |             | 64,602   |
| <b>Decrease in net assets</b>        | ₩           | (5,398)  |
| Trade and other payables             | ₩           | (4,394)  |
| Other current financial liabilities  |             | (7,525)  |
| <b>Net cash inflow</b>               | ₩           | (1,847)  |

**43. Events After the Reporting Period**

- a. The parent company plans to cancel 1,420,723 shares of treasury stock in accordance with the resolution passed at the Board of Directors meeting held on February 11, 2026.
- b. The subsidiary, Kakao Games Corp., exercised its stock purchase option as stipulated in the shareholders' agreement related to its subsidiary, Ocean Drive Studio Inc., and acquired a 6% equity stake (₩ 4,935 million) held by existing shareholders in February 2026.
- c. The subsidiary, Studio Real Live Inc., entered into an agreement on January 30, 2026, to transfer a portion of its equity stake (1,067 shares, 2.0%) in its sub-sub-subsidiary, Studio Klon Inc. As a result of this equity sale, the parent company will lose control over Studio Klon Inc., and Studio Klon Inc. will be reclassified as an associate company. Pursuant to the resolution of the Board of Directors' meeting held on February 12, 2025, the Parent Company disposed of 695 treasury shares, for the purpose of employee bonuses on February 26, 2025.

## **Independent Auditors' Report on Internal Control over Financial Reporting for Consolidation Purposes**

(Based on a report originally Issued in Korean)

To the Board of Directors and Shareholders of  
KAKAO CORP.

### **Opinion on Internal Control over Financial Reporting for Consolidation Purposes**

We have audited Kakao CORP. and its subsidiaries ("the Group")' Internal Control over Financial Reporting (ICFR) for consolidation purposes as of December 31, 2025, based on the criteria established in the Conceptual Framework for Designing and Operating ICFR ("ICFR Design and Operation Framework") issued by the Operating Committee of Internal Control over Financial Reporting in the Republic of Korea (the "ICFR Committee").

In our opinion, the Group maintained, in all material respects, effective internal control over financial reporting for consolidation purposes as of December 31, 2025, based on ICFR Design and Operation Framework.

We also have audited, in accordance with Korean Standards on Auditing (KSAs), the consolidated financial statements of the Group, which comprise the consolidated statement of financial position as of December 31, 2025, the consolidated statement of comprehensive income, changes in equity and cash flows for the year then ended, and notes, including material accounting policies, and our report dated March 18, 2026 expressed an unmodified opinion.

### **Basis for Opinion on Internal Control over Financial Reporting for Consolidation Purposes**

We conducted our audit in accordance with KSAs. Our responsibilities under these standards are further described in the *Auditor's Responsibilities for the Audit of Internal Control over Financial Reporting for consolidation purposes* section of our report. We are independent of the Group in accordance with the ethical requirements of the Republic of Korea that are relevant to our audit of ICFR for consolidation purposes and we have fulfilled our other ethical responsibilities in accordance with the ethical requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Responsibilities of Management and Those Charged with Governance for Internal Control over Financial Reporting for Consolidation Purposes**

The Group's management is responsible for designing, operating and maintaining effective ICFR for consolidation purposes, and for its assessment of the effectiveness of ICFR for consolidation purposes, included in the accompanying Management's Report on the Effectiveness of Internal Control over Financial Reporting for Consolidation Purposes.

Those charged with governance have the responsibilities for overseeing ICFR for consolidation purposes.

### **Auditor's Responsibilities for the Audit of Internal Control over Financial Reporting for Consolidation Purposes**

Our responsibility is to express an opinion on the Group's ICFR for consolidation purposes based on our audit. We conducted the audit in accordance with KSAs. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective ICFR for consolidation purposes was maintained in all material respects.



An audit of ICFR for consolidation purposes involves performing procedures to obtain audit evidence about whether a material weakness exists. The procedures selected depend on the auditor's judgment, including the assessment of the risk that a material weakness exists. The audit involves obtaining an understanding of ICFR for consolidation purposes and testing and evaluating the design and operating effectiveness of internal controls based on the assessed risks.

**Definition and Inherent Limitations of Internal Control over Financial Reporting for Consolidation Purposes**

The Group's ICFR for consolidation purposes is implemented by those charged with governance, management, and other employees, and is designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of consolidated financial statements for external purposes in accordance with Korean International Financial Reporting Standards ("K-IFRS"). The Group's ICFR for consolidation purposes includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Group; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of consolidated financial statements in accordance with K-IFRS, and that receipts and expenditures of the Group are being made only in accordance with authorizations of management and directors of the Group; and (3) provide reasonable assurance regarding prevention, or timely detection of unauthorized acquisition, use, or disposition of the Group's assets that could have a material effect on the consolidated financial statements.

Because of its inherent limitations, ICFR for consolidation purposes may not prevent, or detect material misstatements in the consolidated financial statements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

The engagement partner on the audit resulting in this independent auditors' report is Jeewon Lee.

*KPMG Samjong Accounting Corp.*

Seoul, Korea

March 18, 2026

This report is effective as at March 18, 2026, the audit report date. Certain subsequent events or circumstances, which may occur between the audit report date and the time of reading this report, could have a material impact on the Group's ICFR for consolidation purposes thereto. Accordingly, the readers of the audit report should understand that there is a possibility that the above audit report may have to be revised to reflect the impact of such subsequent events or circumstances, if any.

**Management's Report on the Effectiveness of  
Internal Control over Financial Reporting for Consolidation Purposes**

(English Translation of a Report Originally Issued in Korean)

To the Shareholders, Board of Directors and Audit Committee  
of KAKAO CORP.

We, as the Chief Executive Officer (CEO) and the Internal Control over Financial Reporting Officer of KAKAO CORP. (the Company), assessed the effectiveness of the design and operation of the Company's Internal Control over Financial Reporting (ICFR) for consolidation purposes for the year ended December 31, 2025.

The Company's management, including ourselves, is responsible for designing and operating ICFR for consolidation purposes.

We assessed the design and operating effectiveness of ICFR for consolidation purposes in the prevention and detection of an error or fraud which may cause material misstatements in the preparation and disclosure of reliable consolidated financial statements.

We designed and operated ICFR for consolidation purposes in accordance with *Conceptual Framework for Designing and Operating Internal Control over Financial Reporting* established by the Operating Committee of Internal Control over Financial Reporting in Korea (the ICFR Committee). And, we conducted an evaluation of ICFR for consolidation purposes based on *the Standard for Evaluation and Reporting of Internal Control over Financial Reporting* (Appendix 6 of the Detailed Enforcement Rules on External Audit and Accounting, etc.).

Based on the assessment results, we believe that the Company's ICFR for consolidation purposes, as at December 31, 2025, is designed and operating effectively, in all material respects, in accordance with *Conceptual Framework for Designing and Operating Internal Control over Financial Reporting*.

We certify that this report does not contain any untrue statement of a fact, or omit to state a fact necessary to be presented herein.

We also certify that this report does not contain or present any statements which cause material misunderstandings, and we have reviewed and verified this report with sufficient due care.

March 11, 2026

Shina Chung,  
Chief Executive Officer

Wonmoon Oh,  
Internal Control over Financial Reporting Officer