kakao

May 2019 | Investor Relations



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Kakao ecosystem Kakao business Financial overview

Undisputed Market Leader



Most-used mobile messaging app globally 43 Million MAU in Korea 96% Market Share 85% Population Penetration



#1 Brand Power Across 220 Industries in Korea



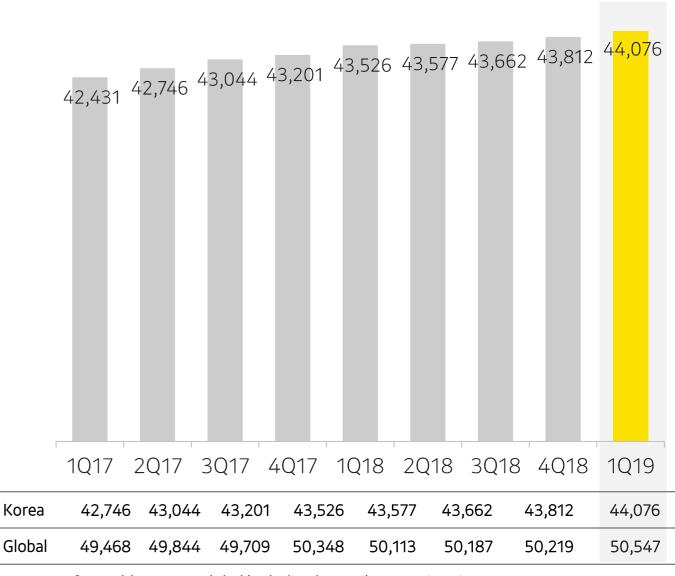
Most Admired Workplace Among Top 100 Companies in Korea by Market Cap.



#1 Social Contribution Index Among the 57 Largest Conglomerate Groups in Korea



Kakao Talk Monthly Active Users



Average of monthly MAUs. Global includes domestic MAUs (000).

Kakao Ecosystem



Interactive Business Platform

Content Ecosystem & Global Expansion



















Advertising

Commerce

Mobility

Tech-Fin

Al / Blockchain

n Game

Web Literature

Music / Video

IP Business

Talk Bizboard Launching

Evolving as a Business Platform Kakao Commerce

Talk based transactional Business Model Unrivaled Positioning

No.1 Mobility Application Leading Tech-Fin

28 Million Domestic User Sustained Growth for Future

Expanding Kakao i & Blockchain Main Net Business Expansion

In-house IP Game Development #1 App

In Mobile Literature Dominant Platform

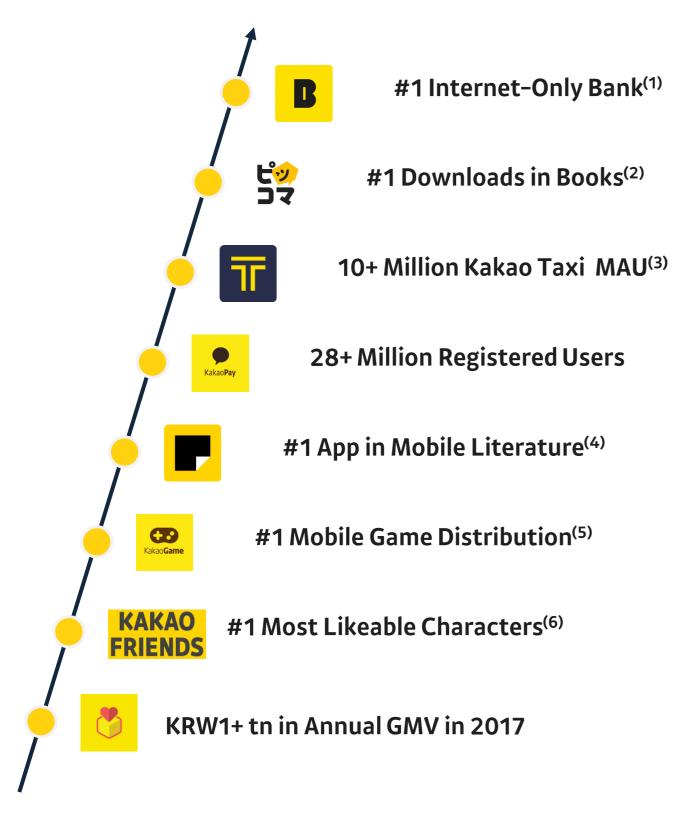
In Music Streaming & Downloading **#1 Characters**

Most Likeable among Koreans

"Launching TalkBoard based on Big Data and Al technology" "Explosive Growth & Business Model Expansion" "Multimodal Platform with All-Inclusive Transportation Needs" "Reshaping the Korean Financial Industry" "Future Growth Engine" "Regaining Leadership via Integration"

"Aggressive Global Expansion via Unique Business Model" "One-of-a-Kind Business Model with Superior Profitability" "Cash & Loyalty Generator Through IP"

Repeatable Success Formula



Unique Success Factors for New Businesses:

✓ Large User Base Encompassing an Entire Nation



✓ Kakao's Nationwide Following Ensuring Success of New Service Launches



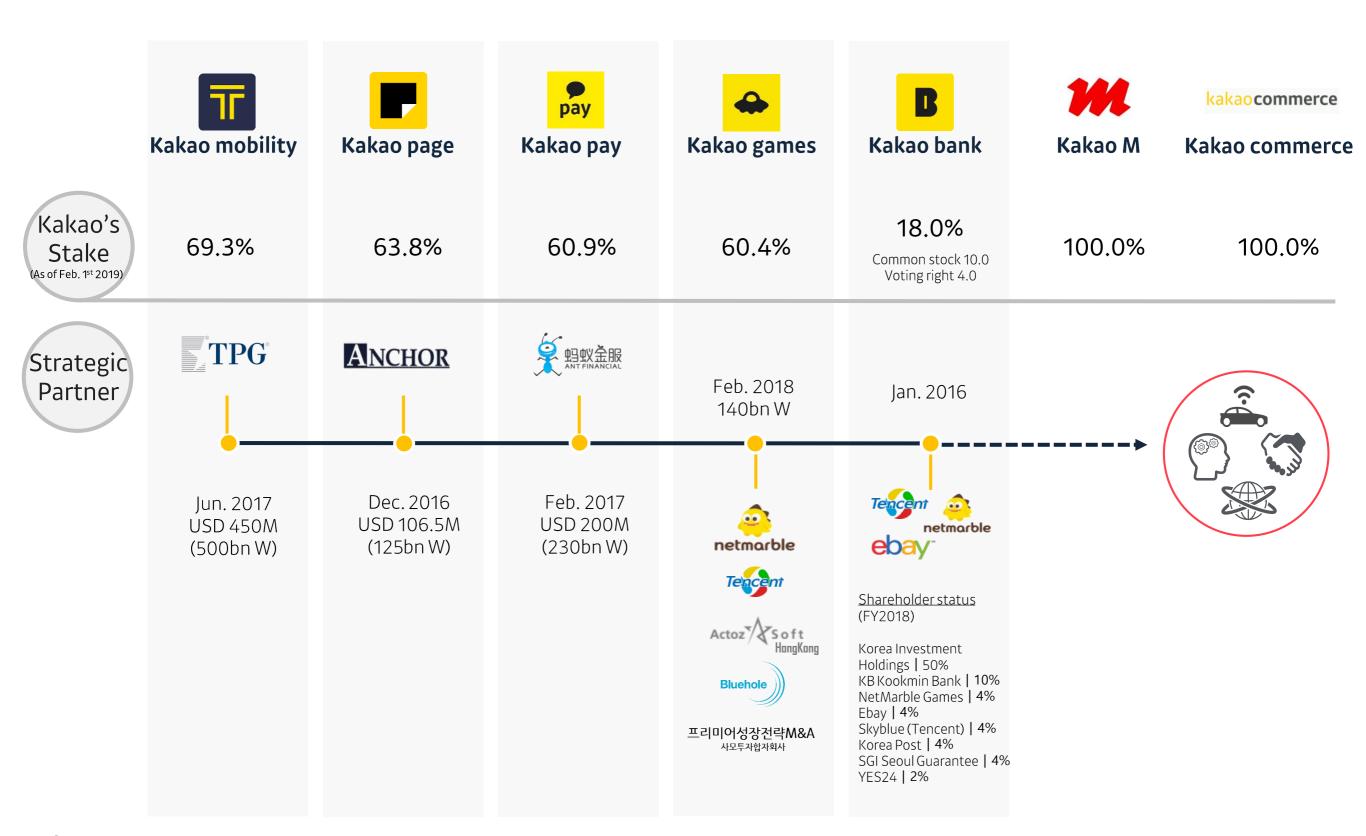
✓ Unrivaled Access and Insight to User Data



✓ Minimal User Acquisition Costs

Notes: (1) In terms of asset size. (2) In terms of Japan App Store Books category. (3) Source: Kakao Mobility (4) Based on app downloads. (5) App Annie. Based on number of games in Top 100 on App Store in Korea in terms of grossing. (6) Korea Creative Content Agency survey

Stake of Major Subsidiaries and Strategic Partnerships



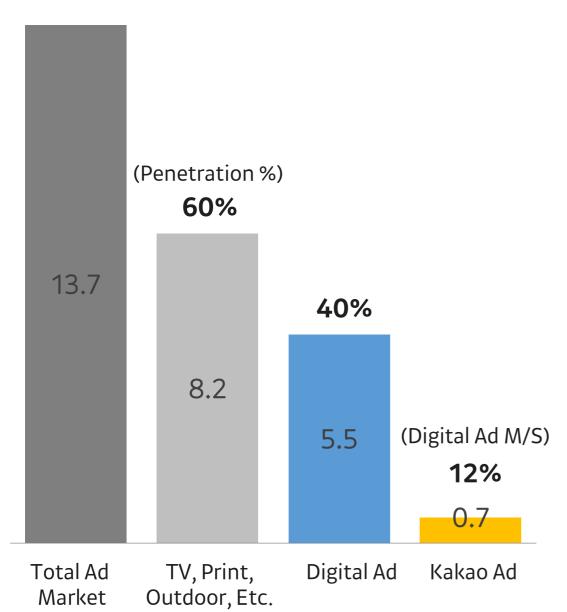
Kakao ecosystem
Kakao business
Financial overview

Paradigm Shift in Advertising Industry

Significant Growth Opportunity in Kakao Talk as a Biz Platform

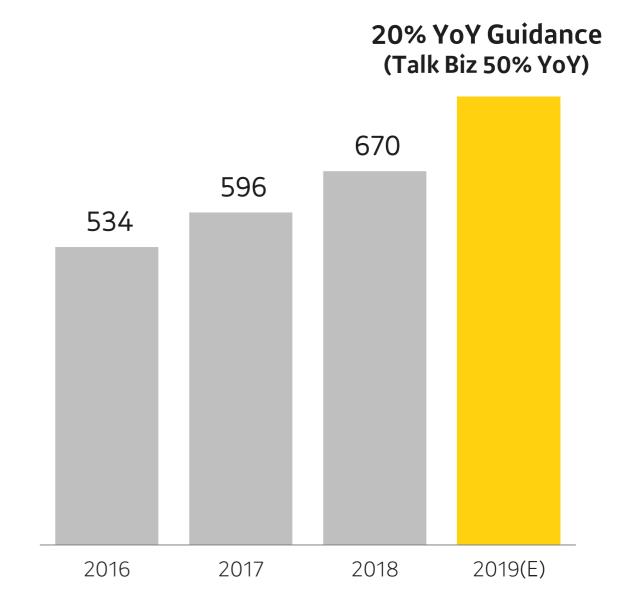
Ad Market Size (2018)

(Unit: KRW trn, %)



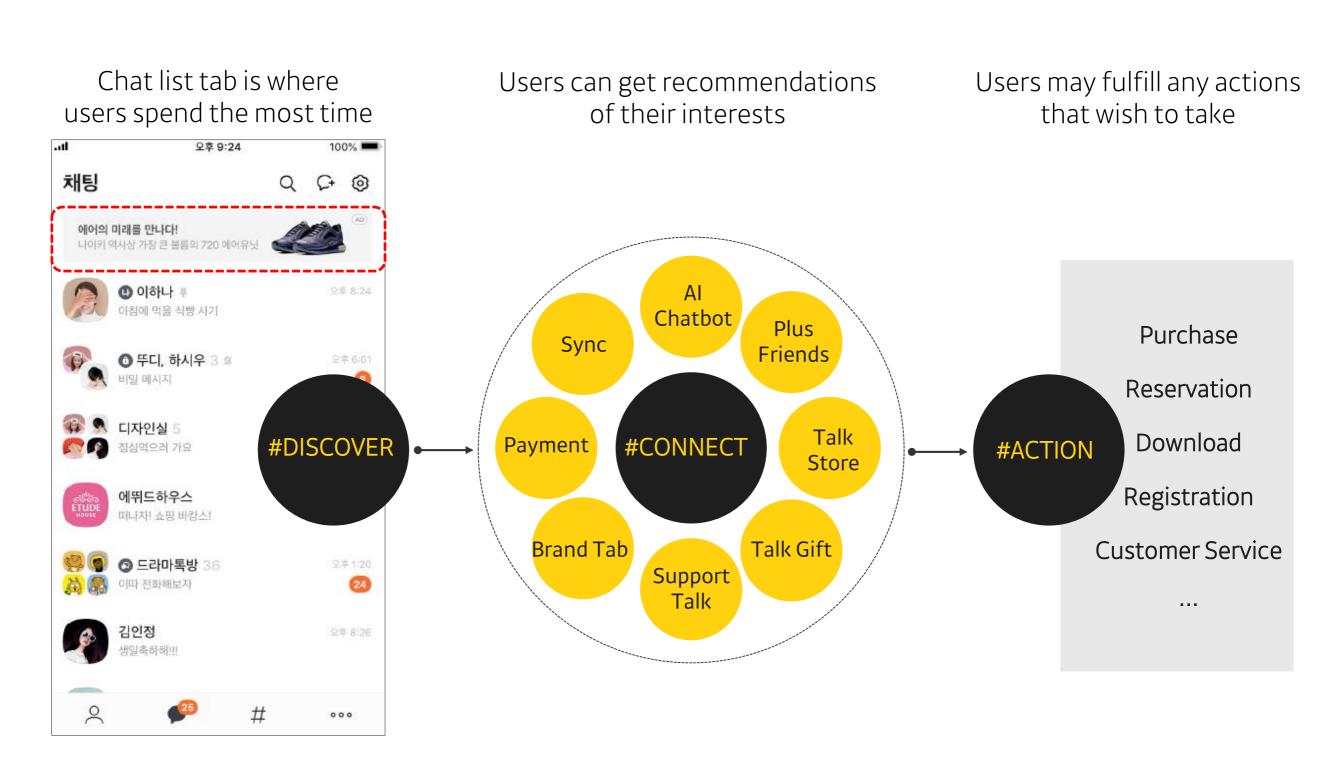
Kakao Total Ad Revenue

(Unit: KRW bn)



Kakao Talk Bizboard (TalkBoard)

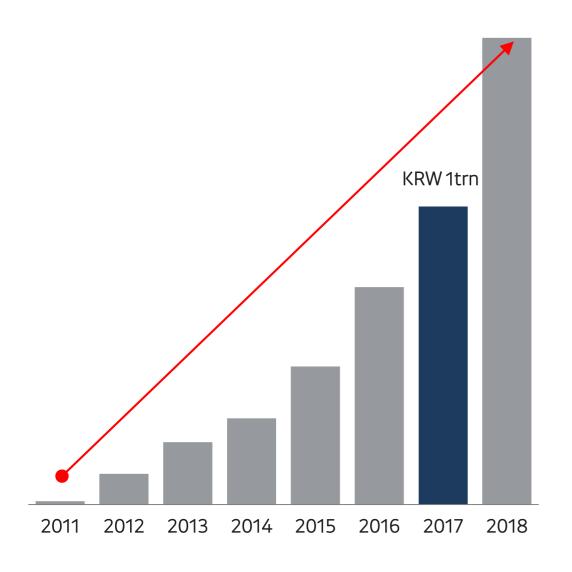
TalkBoard, a New Innovative Way to Connect 44million Mega Traffic



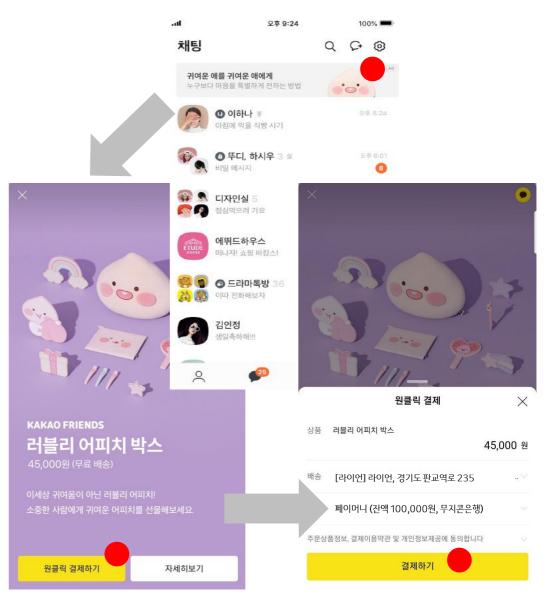
Talk Biz Commerce

From Leveraging the Social Graph to any Talk-based Transactions





TalkBoard will revolutionize daily commerce experience



Mobility

Multimodal Platform with All-Inclusive Transportation Needs



Kakao T Key Indices



Dominant Traffic

21mn+ Registered Users

70+% of economically active population

2.9mn+

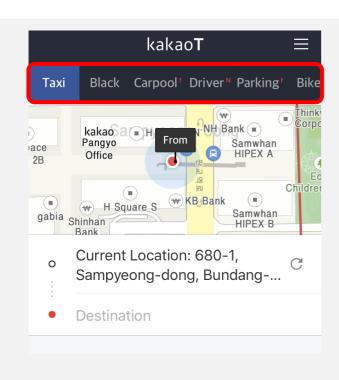
Peak Daily Taxi-Hailing Orders

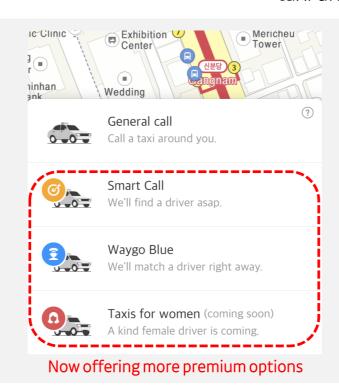
Based on large user base and registered taxi driver base

7.54mn+

Credit Card Registrants

Ready to Pay Users (As of May 2019)





Waygo Blue Rejection-Free Premium Taxi Service



Tech-Fin

No.1 All-Encompassing Financial Platform



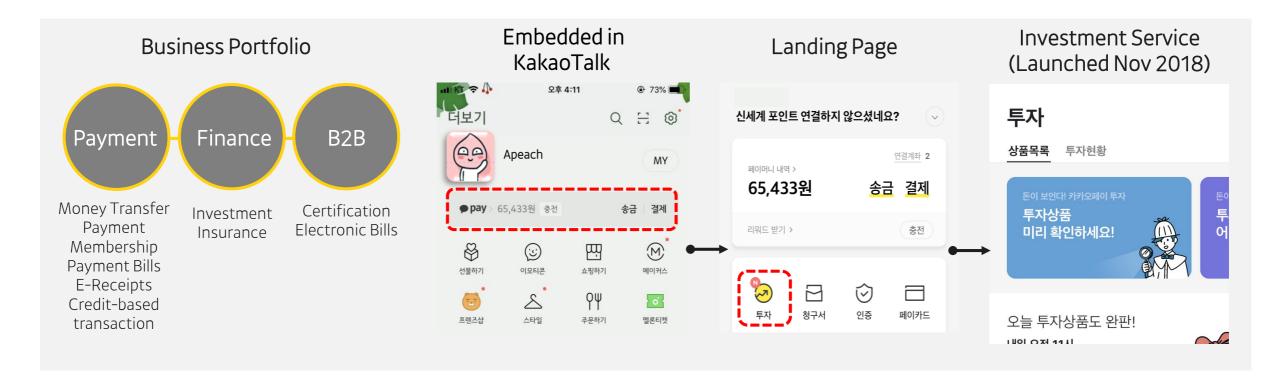
Kakao Pay Key Indices

28mn+
Accumulated
Members





FY2018 Total GMV W20trn



Kakao Bank

No.1 Internet-Only Bank with Innovation



Kakao Bank Key Indices

W1.3trn
Capital

9mn+ (# of Clients) Accounts

W14.9trn
Deposits

W9.7trn Credit Loans

W6.6bn 1Q19 Net Income

26 weeks installment saving



Kakao bank moim service



Money transfer to abroad



My credit information

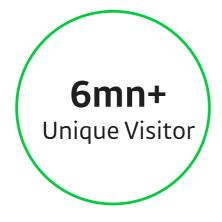


Music

1 Digital Music Platform with Unparalleled Market Presence



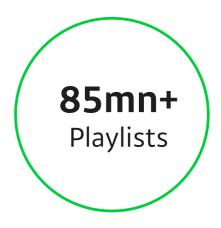
Melon Key Indices



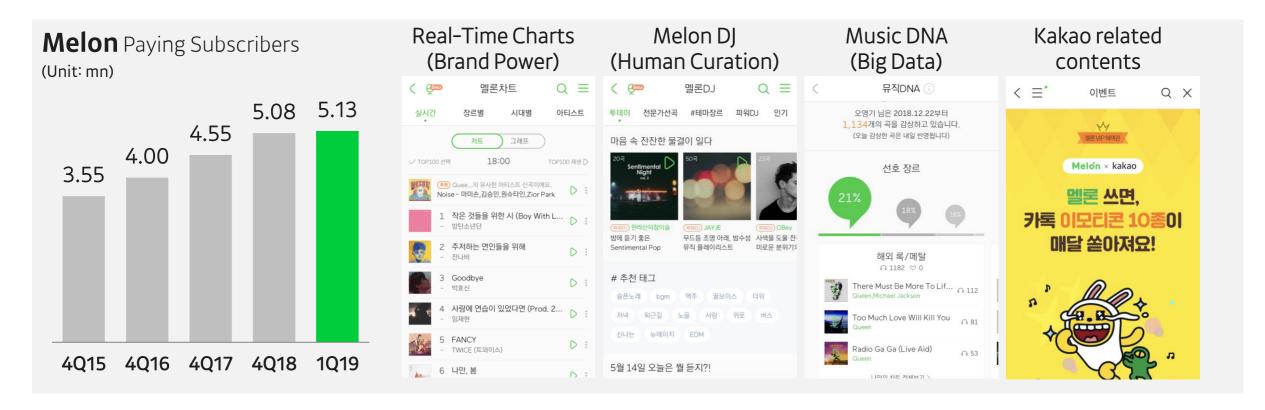
Dominant Traffic



Largest Music Content



More personalized, customized functions



Game

Multi-Platform Publisher to Global Game Provider

Mobile Game Channel



No.1 Mobile Game Marketing Platform

Distribution via Kakao Talk and Daum Portal

550 Million **Accumulated Users**



















Mobile/PC Game Publishing

Mobile Publishing

Investment Based Partnership

PC Publishing





POE



PUBG

A:IR

✓ Black Desert(Overseas) /PUBG/POE

More Users, Improved Stability

✓ Ascent: Infinite Realm Signed Online Publishing Agreement for Bluehole's Next MMORPG in Korea, North America, and Europe

Mobile Game Development

FRIENDS **GAMES**

IP: Kakao Friends



Most Beloved Character in Korea

IP Collaboration



Global Market **Approach**

Casual, Mid-core









New Opportunity in Advertising

Global Expansion

✓ Global Expansion through casual game development



<Friends Racing>



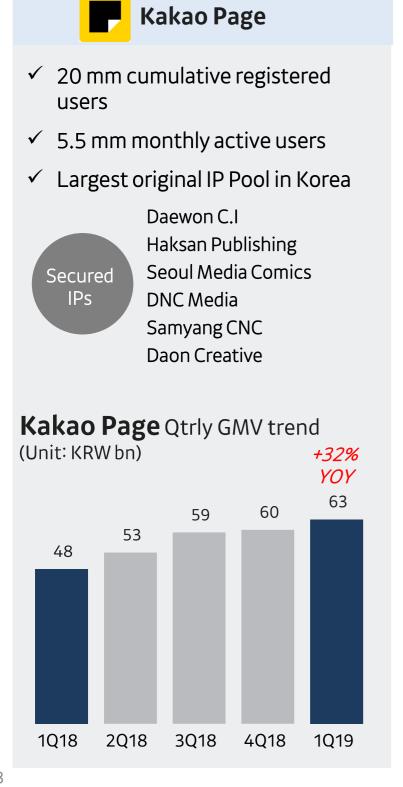
<Friends Town>

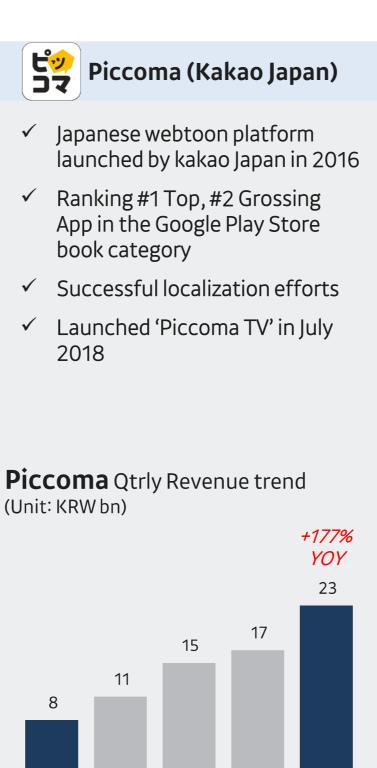


<Disney Friends Ping Pong>

Paid Content (Web Literature)

Growth through Innovative Business Model and Original IPs





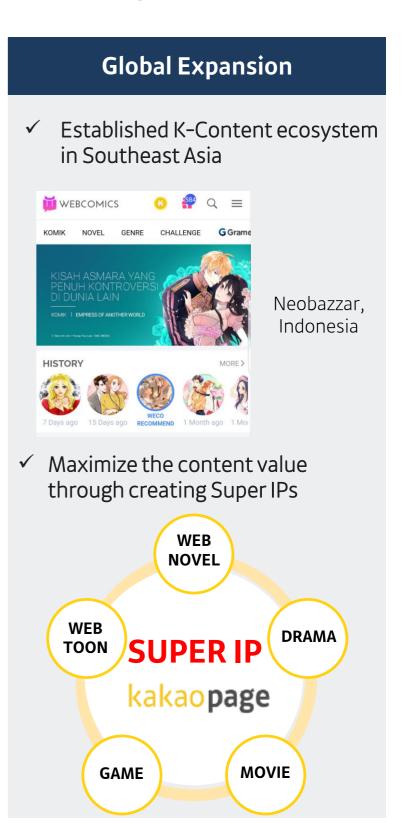
1Q18

2Q18

3Q18

4Q18

1Q19



Kakao M

Transforming into a Leading Global Content Provider

Music Content

√ #1 Digital Music Distribution





THE BOYZ



Apink

Monsta X

✓ Production: Multi-label System









Talent/Original IP

- Vertical integration in content production value chain by acquiring talent management companies
- ✓ Secured the top-tier talent pool with more than 100 actors









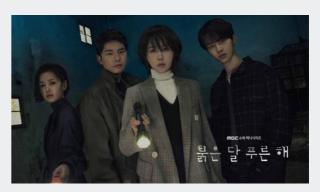
Collaboration with Kakao Page, who boasts the most # of original IPs in Korea



<Touch your heart> 2019.2 on tvN

Video Content

✓ Expanding into mobile shortform content production along with well-made originals



<Red moon, Blue sun> Nov 2018 on MBC



<1theK> K-POP Content Production

Kakao Friends

Successfully Expanded into a Full-Fledged IP Business Player

Kakao Friends IP



KAKAO FRIENDS

Going Global



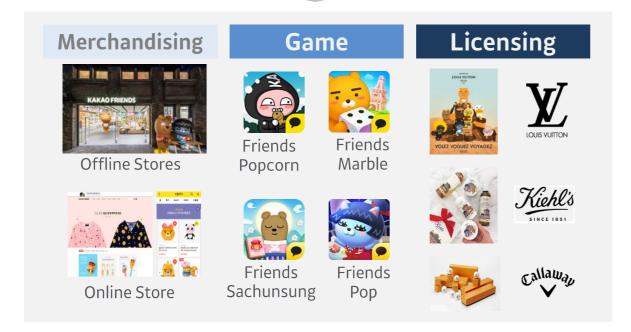
Japan | Tokyo Omotesando store open(Dec. 2018)



China | Tmall(domestic & global), JD.com



North America | Amazon



Flagship & Global Stores



GangNam July 2016



HongDae November 2016



Busan August 2017



Japan Tokyo Omotesando December 2018

Kakao ecosystem Kakao business Financial overview

Changes in Revenue Breakdown

Changes in revenue breakdown from 1Q 2019 to reflect KakaoTalk platform-centric business strategies

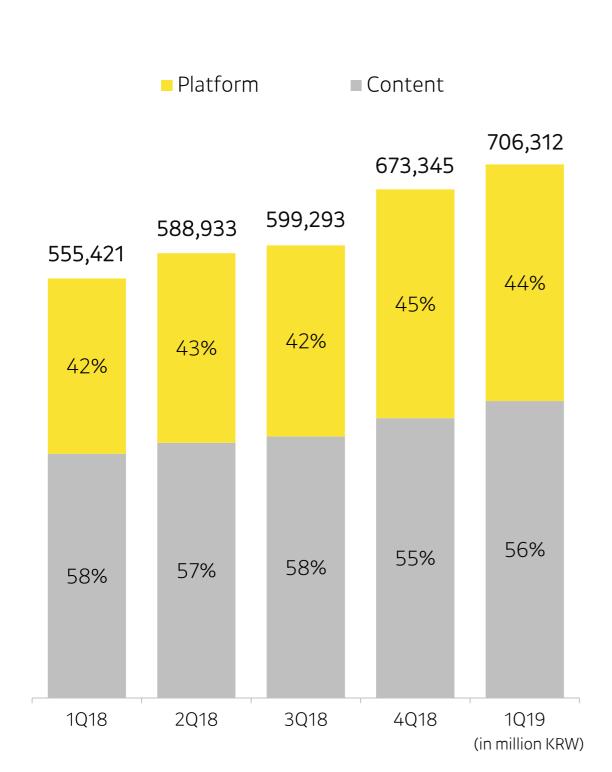
		AS-IS
Advertising	Kakao	KakaoTalk (Plus Friends, #Tab, Talk Store, etc.) KakaoTalk Brand Emoticon Kakao Story/Style/Page
	Daum	Daum PC Daum Mobile Other Subsidiaries' Ad
	Game	Mobile PC Kakao VX
Content	Music	Melon Kakao Music Digital Music Distribution Ticket
Comcome	Paid Content	Kakao Page Daum Webtoon Piccoma KakaoTalk B2C Emoticon
	Commerce	Talk Gift Shop Kakao Makers Kakao IX
Others	Misc.	Mobility, Pay Kakao M (Excluding Digital Music Distribution) Misc.

TO-BE						
Platform	Talk Biz	KakaoTalk (Plus Friends, #Tab, Talk Store, etc.) Talk Gift Shop, Kakao Makers KakaoTalk Brand/B2C Emoticon New BM in KakaoTalk (Talk Bizboard, Chat Bot, etc.)				
	Portal Biz	Daum PC Daum Mobile Other Subsidiaries' Ad Kakao Story/Style/Page				
	New Biz	Mobility, Pay Misc. (Other Subsidiaries)				
	Game	Mobile PC Kakao VX				
	Music	Melon Kakao Music Digital Music Distribution Ticket				
Content	Paid Content	Kakao Page Daum Webtoon Piccoma				
	IP Business and Others	Kakao IX Kakao M (Excluding Digital Music Distribution)				

Total Revenue

1Q Total Revenue YoY +27% / QoQ +5%

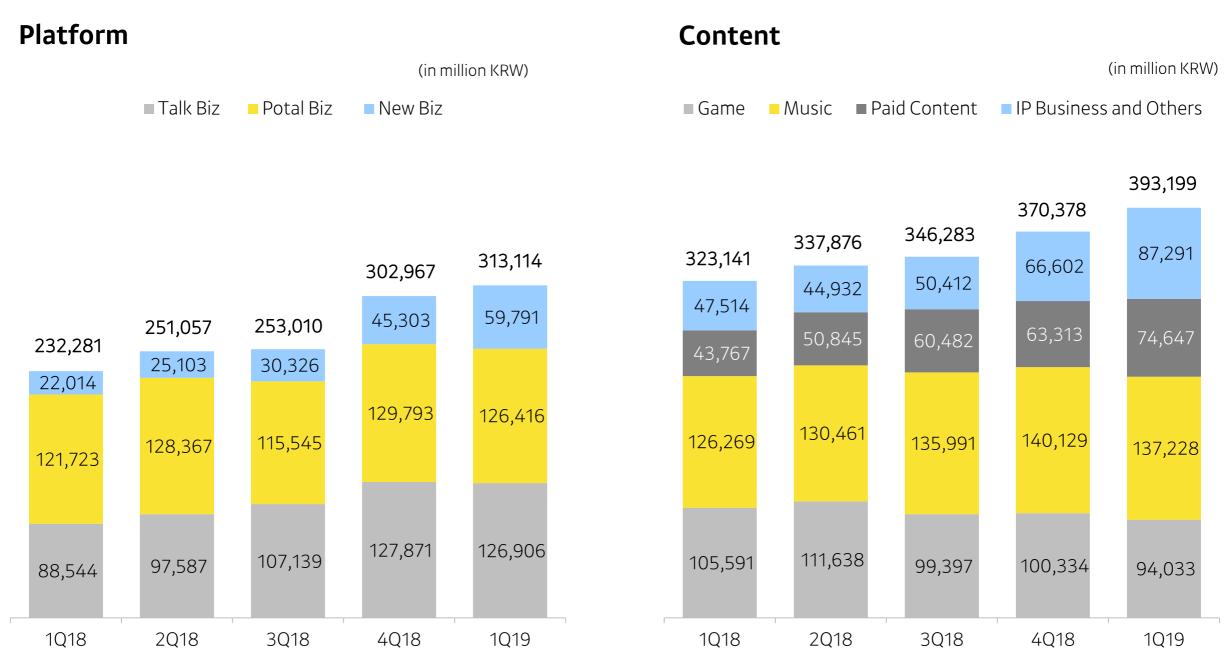
Platform Business accounts for 44%, Content Business 56%



	Rever	nue Breakdown				
Platform	Talk Biz	KakaoTalk (Plus Friends, #Tab, Talk Store, etc.) Talk Gift Shop, Kakao Makers KakaoTalk Brand/B2C Emoticon New BM in KakaoTalk (Talk Bizboard, Chat Bot, etc.)				
	Platfollii Portal Biz	Daum PC Daum Mobile Other subsidiaries' ad Kakao Story/Style/Page				
	New Biz	Mobility, Pay Misc. (Other Subsidiaries)				
	Game	Mobile PC Kakao VX				
	Music	Melon Kakao Music Digital music distribution Ticket				
Content	Paid Content	Kakao Page Daum Webtoon Piccoma				
	IP Business and Others	Kakao IX Kakao M (Excluding digital music distribution)				

Platform / Content

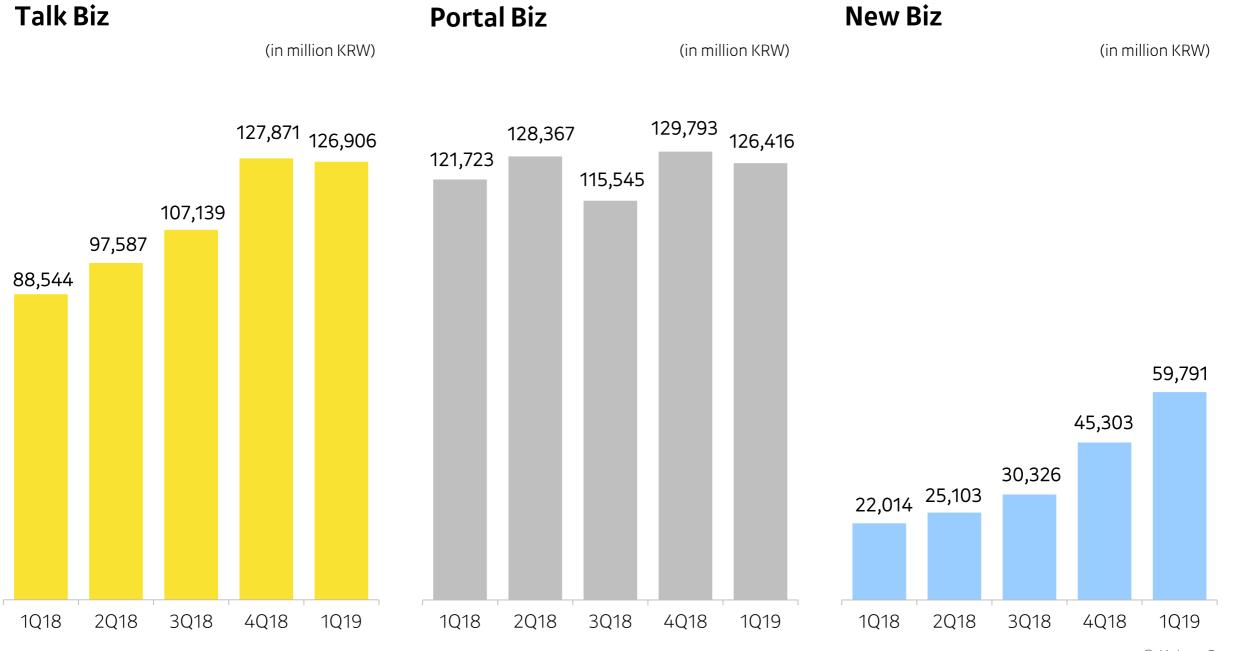
Platform YoY +35% / QoQ +3% Content YoY +22% / QoQ +6%



Platform | Talk Biz Portal Biz New Biz

Talk Biz YoY +43% / QoQ -1%
Portal Biz YoY +4% / QoQ -3%

New Biz YoY +172% / QoQ +32%

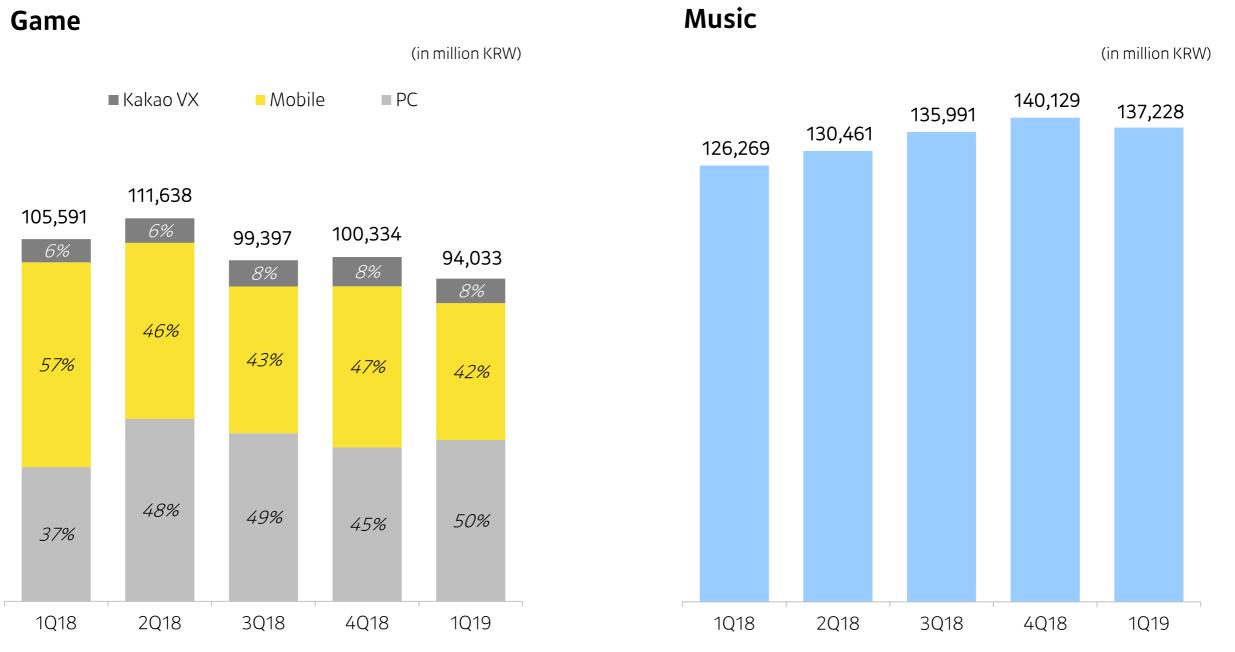


Content | **Game** Music

Game YoY -11% / QoQ -6%

Kakao VX +5% (y) / -16% (q) Mobile -33% (y) / -15% (q) PC +20% (y) / +5% (q)

Music YoY +9% / QoQ -2%



Content | Paid Content | IP Business and Others

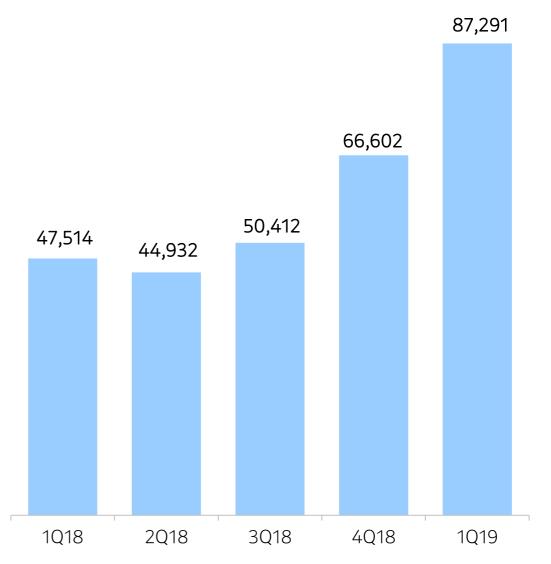
Paid Content YoY +71% / QoQ +18%

Piccoma (Japan) +177% (y) / +34% (q) Kakao Page +46% (y) / +12% (q)

IP Business and Others YoY +84% / QoQ +31%

Paid Content (in million KRW) ■ Piccoma (Japan) Kakao Page 74,647 63,313 60,482 30% 50,845 27% 25% 43,767 22% 19% 70% 73% 75% 78% 81% 1Q18 2Q18 3Q18 4Q18 1Q19

IP Business and Others



(in million KRW)

Earnings Summary

(in million KRW)

	1010	4010	0 1010 CI		ng.
	1Q18	4Q18	1Q19	YoY	QoQ
Total Revenue	555,421	673,345	706,312	27%	5%
Platform	232,281	302,967	313,114	35%	3%
Talk Biz	88,544	127,871	126,906	43%	-1%
Portal Biz	121,723	129,793	126,416	4%	-3%
New Biz	22,014	45,303	59,791	172%	32%
Content	323,141	370,378	393,199	22%	6%
Game	105,591	100,334	94,033	-11%	-6%
Music	126,269	140,129	137,228	9%	-2%
Paid Content	43,767	63,313	74,647	71%	18%
IP Business and Others	47,514	66,602	87,291	84%	31%
Operating Expenses	545,020	669,052	678,649	25%	1%
Operating Profit	10,402	4,293	27,663	166%	544%
Margin (%)	1.9%	0.6%	3.9%	+2.0%p	+3.3%p
Net Profit	14,649	-28,639	17,564	20%	-
Controlling Interests	13,854	-969	27,512	99%	_
Non-controlling Interests	796	-27,670	-9,948	-	-

Changes in Operating Expense Classification

Changes in operating expense classification to clarify cost structure and business roadmap

AS-IS				
Labor Cost				
Employee Benefit Expense				
Commission Cost	(Cost of sales) Market Commission Cost, Payment Agency Fee, Operation Agency Fee, TAC, Partner R/S, Management Royalty (Fixed Cost) Outsourcing, Consulting, Firm Banking Cost, Infrastructure Maintenance Expense			
Content Fee	CP Commission Content Commission			
Ad Agency Fee				
Cost of Good Sold	Talk Gift, Makers, Kakao M, etc.			
Advertising Cost				
Event Cost				
Bad Debts Expense				
Amortization Cost				
Depreciation Cost				
Rental Fee				
Misc.	Misc.			

TO-BE				
Labor Cost	Labor Cost, Employee Benefit Expense, Misc.			
Cost of Revenue	Commission Cost (Cost of sales) Content Fee (CP commission) Ad Agency Fee Cost of Good Sold			
Outsourcing/ Infrastructure	Commission Cost (Fixed Cost) Content Commission			
Marketing Expense	Marketing Cost, Event Cost			
Depreciation and Amortization Cost	Depreciation Cost, Amortization Cost, Bad Debts Expense			
Misc.	Rental Fee, Misc.			

Operating Expenses

(in million KRW)

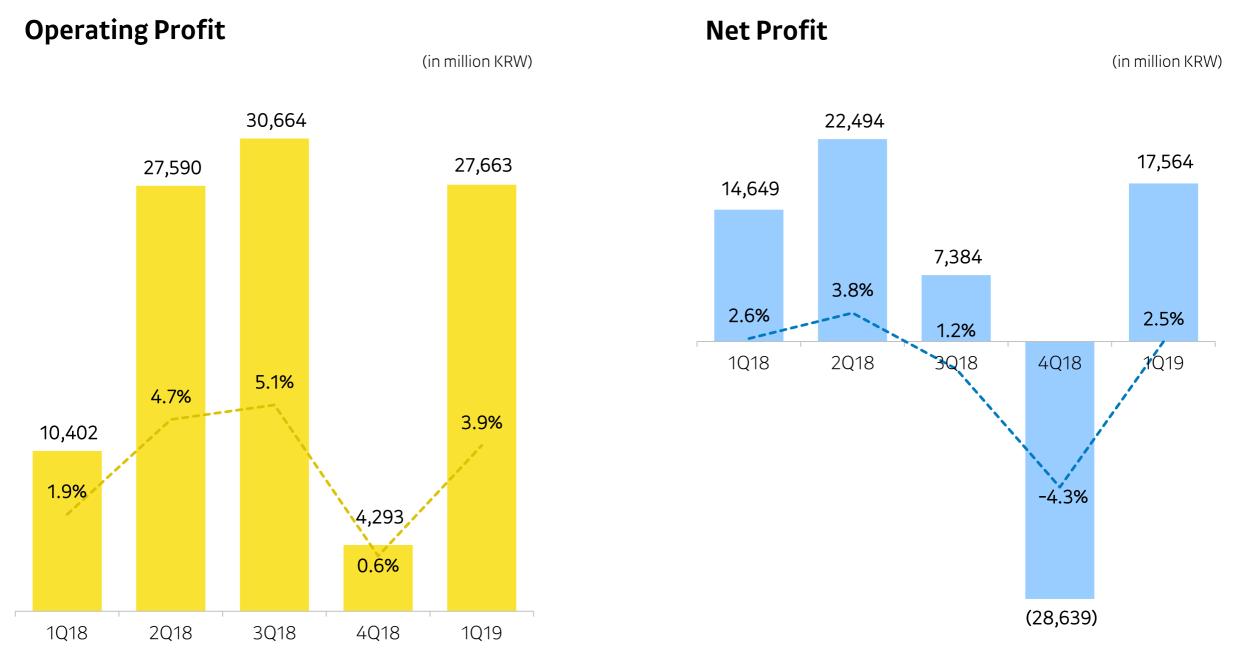
	1Q18	4Q18	1Q19	Ch	Chg.	
	1010	+410	10,15	YoY	QoQ	
Operating Expenses	545,020	669,052	678,649	25%	1%	
Labor Cost	127,258	158,323	160,127	26%	1%	
Cost of Revenue	250,720	306,867	330,644	32%	8%	
Outsourcing / Infrastructure	68,112	87,804	89,930	32%	2%	
Marketing Expense	48,324	55,741	32,947	-32%	-41%	
Depreciation and Amortization Cost	31,445	38,193	50,142	59%	31%	
Misc.	19,159	22,124	14,859	-22%	-33%	

Profits

1Q Operating Profit YoY + W17.3bn/ QoQ + W23.4bn

Operating Profit from Existing Businesses excluding New Businesses (Mobility, Tech-fin, Global Expansion, Artificial Intelligence and Block Chain) W79.9bn

Net Profit YoY + W2.9bn / QoQ + W46.2bn

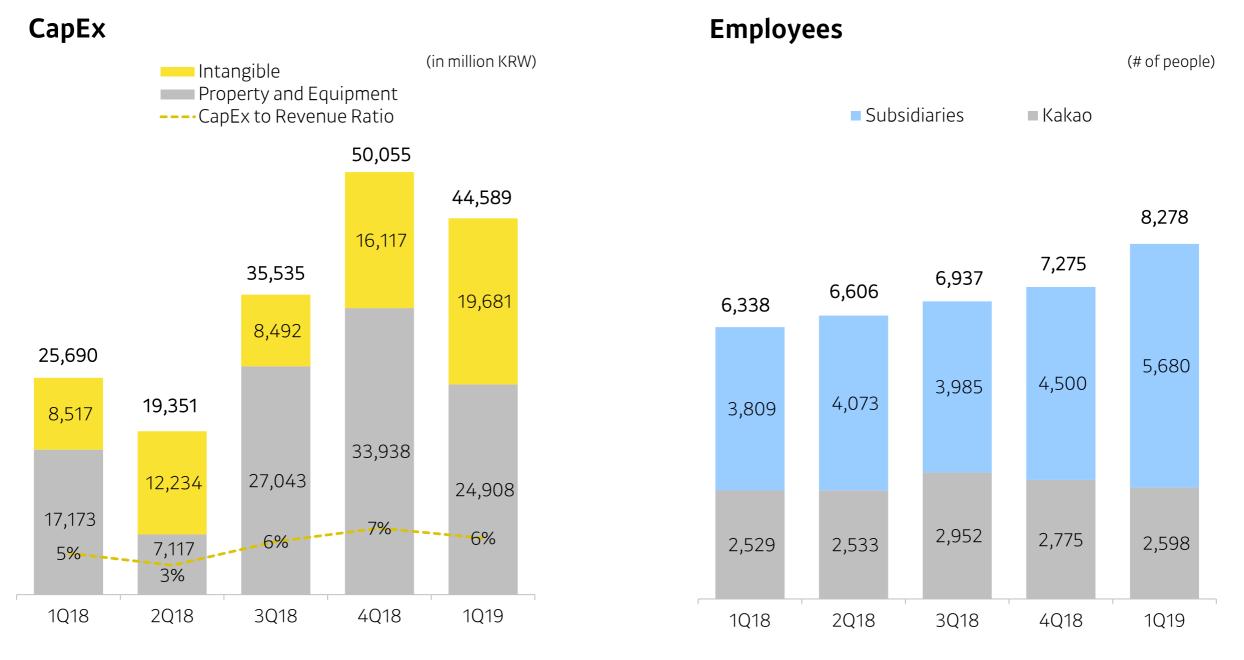


CapEx / Employees

CapEx 1Q CapEx to Revenue Ratio 6% / YoY +74%

Employees 1Q Total 8,278 employees, QoQ +1,003

QoQ Increase mostly due to the New Inclusion of Consolidated Subsidiaries



Consolidated Financial Statements Summary

Consolidated Income Stat	ement				
(in million KRW)	1Q18	2Q18	3Q18	4Q18	1Q19
Total Revenue	555,421	588,933	599,293	673,345	706,312
Platform	232,281	251,057	253,010	302,967	313,114
Talk Biz	88,544	97,587	107,139	127,871	126,906
Portal Biz	121,723	128,367	115,545	129,793	126,416
New Biz	22,014	25,103	30,326	45,303	59,791
Content	323,141	337,876	346,283	370,378	393,199
Game	105,591	111,638	99,397	100,334	94,033
Music	126,269	130,461	135,991	140,129	137,228
Paid Content	43,767	50,845	60,482	63,313	74,647
IP Business and Others	47,514	44,932	50,412	66,602	87,291
Operating Expenses	545,020	561,343	568,629	669,052	678,649
Labor Cost	127,258	125,921	130,349	158,323	160,127
Cost of Revenue	250,720	260,802	261,099	306,867	330,644
Outsourcing / Infrastructure	68,112	73,743	84,719	87,804	89,930
Marketing Expense	48,324	46,062	37,187	55,741	32,947
Depreciation and	31,445	33,943	34,532	38,193	50,142
Amortization Cost		•	-	•	,
Misc.	19,159	20,872	20,742	22,124	14,859
Operating Profit	10,402	27,590	30,664	4,293	27,663
Margin (%)	1.9%	4.7%	5.1%	0.6%	3.9%
Other Non-Operating Income	12,858	12,504	27,492	21,676	8,837
Other Non-Operating Expenses	14,205	13,415	24,616	33,536	16,048
Financial Income	14,559	35,388	18,429	44,077	22,801
Financial Expenses	8,585	7,140	6,500	27,918	5,729
Income from Equity Inv., Net	22,151	2,093	2,769	-20,361	2,988
Profit before Income Tax	37,181	57,021	48,238	-11,769	40,512
Income Tax	22,531	34,527	40,854	16,870	22,948
Net Profit	14,649	22,494	7,384	-28,639	17,564
Controlling Interests	13,854	18,366	16,635	-969	27,512
Non-controlling Interests	796	4,128	-9,251	-27,670	-9,948
EBITDA	40,970	60,607	65,648	40,753	78,113

Consolidated Statement	of Financia	al Position	
(in million KRW)	2017.12.31	2018.12.31	2019. 3.31
Current Assets	1,993,096	2,858,950	2,772,525
Cash and Cash Equivalents	1,116,793	1,247,013	1,633,397
S-T Financial Instruments	394,152	924,215	496,452
Account Receivable	179,238	193,669	104,408
Other Financial Assets	134,445	233,437	322,031
Other Current Assets	168,468	260,616	216,236
Non-Current Assets	4,356,332	5,100,592	5,302,443
Equity Method Investments	161,950	305,188	302,881
Tangible Assets	271,044	314,812	331,638
Intangible Assets	3,689,582	3,865,265	3,867,635
Other Non-current Assets	233,756	615,327	800,289
Total Assets	6,349,428	7,959,542	8,074,969
Current Liabilities	1,040,863	2,039,196	1,969,879
Account Payable and Other	280,380	460,813	413,977
payable	•		•
Short-term Borrowings	174,372	609,480	554,202
Income Taxes Payable Other Current Liabilities	115,123	71,040	83,985
Other Current Liabilities	470,989	897,863	917,714
Non-Current Liabilities	800,745	293,188	467,147
Corporate Bonds	620,808	41,894	44,703
Deferred Income Tax Liabilities	139,502	151,228	155,890
Other Non-Current Liabilities	40,435	100,066	266,554
Total Liabilities	1,841,609	2,332,385	2,437,026
Paid-in Capital	34,004	41,744	41,749
Capital Surplus	3,603,587	4,647,543	4,645,830
Other Accumulated Earnings	-6,026	1,492	3,854
Accumulated Other	-4,968	-7,329	-9,322
Comprehensive Income Retained Earnings	402,542	453,400	470,860
Minority Interest	478,681	490,307	484,972
Total Equity Total Liabilities & Equity	4,507,820 6,349,428	5,627,158 7,959,542	5,637,943 8,074,969

Financial Statements Summary (Kakao only)

Income Statement					
(in million KRW)	1Q18	2Q18	3Q18	4Q18	1Q19
Total Revenue	244,578	252,523	291,778	385,046	331,522
Operating Expenses	228,192	223,005	255,788	344,574	296,869
Labor cost	63,853	59,443	63,665	83,431	66,316
Cost of revenue	93,908	92,106	110,641	164,786	151,260
Outsourcing / Infrastructure	41,257	44,123	47,963	50,438	45,234
Marketing expense	6,146	3,380	7,140	12,875	2,184
Depreciation and Amortization Cost	17,305	17,478	19,471	25,810	28,277
Misc.	5,724	6,476	6,908	7,234	3,599
Operating Profit	16,386	29,518	35,990	40,472	34,654
Margin (%)	6.7%	11.7%	12.3%	10.5%	10.5%
Other Non-Operating Income	50,042	3,545	2,613	2,359	1,006
Other Non-Operating Expenses	4,973	7,317	3,192	26,873	13,664
Financial Income	17,829	39,812	5,791	16,795	13,638
Financial Expenses	9,207	1,439	6,934	18,552	3,995
Profit before Income Tax	70,077	64,120	34,268	14,201	31,639
Income Tax	16,693	19,806	40,820	15,117	10,435
Net Profit	53,384	44,314	-6,552	-915	21,204
EBITDA	33,497	46,614	56,313	65,396	63,188

Statement of Financial F	Position		
(in million KRW)	2017.12.31	2018.12.31	2019.3.31
Current Assets	632,508	1,261,480	1,269,433
Cash and Cash Equivalents	388,574	250,920	666,790
S-T Financial Instruments	14,834	601,712	257,254
Account Receivable	77,955	71,333	64,135
Other Current Assets	151,145	337,515	281,254
Non-Current Assets	4,324,369	4,941,359	5,053,845
Equity Method Investments	2,368,582	1,496,538	1,485,643
Tangible Assets	208,084	236,016	252,342
Intangible Assets	1,620,416	2,875,510	2,882,313
Other Non-current Assets	127,287	333,295	433,548
Total Assets	4,956,878	6,202,839	6,323,279
Current Liabilities	948,931	1,250,706	1,268,220
Account Payable and Other payable	163,318	404,760	520,230
Short-term Borrowings	378,088	564,921	516,575
Income Taxes Payable	81,507	59,204	67,533
Other Current Liabilities	326,018	221,821	163,881
Non-Current Liabilities	450,237	200,790	289,560
Corporate Bonds	392,974	39,939	39,946
Deferred Income Tax Liabilities	28,992	126,350	125,046
Other Non-Current Liabilities	28,271	34,501	124,568
Total Liabilities	1,399,168	1,451,496	1,557,780
Paid-in Capital	34,004	41,744	41,749
Capital Surplus	3,036,434	4,096,216	4,097,226
Other Accumulated Earnings	-6,026	35,547	37,909
Accumulated Other Comprehensive Income	-4,472	-1,606	-1,978
Retained Earnings	497,769	579,442	590,594
Total Equity	3,557,710	4,751,343	4,765,499
Total Liabilities & Equity	4,956,878	6,202,839	6,323,279

Thank You

