

kakao

Kakao Investor Relations
2Q 2023



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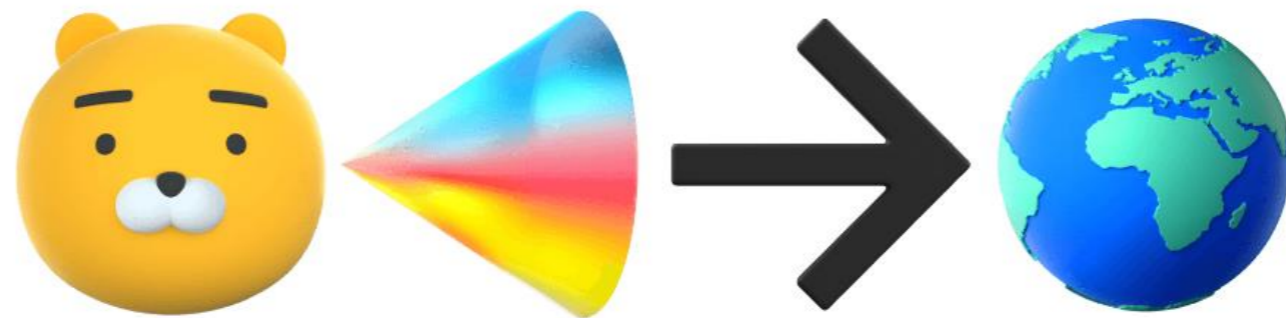
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Company Overview

Kakao Business

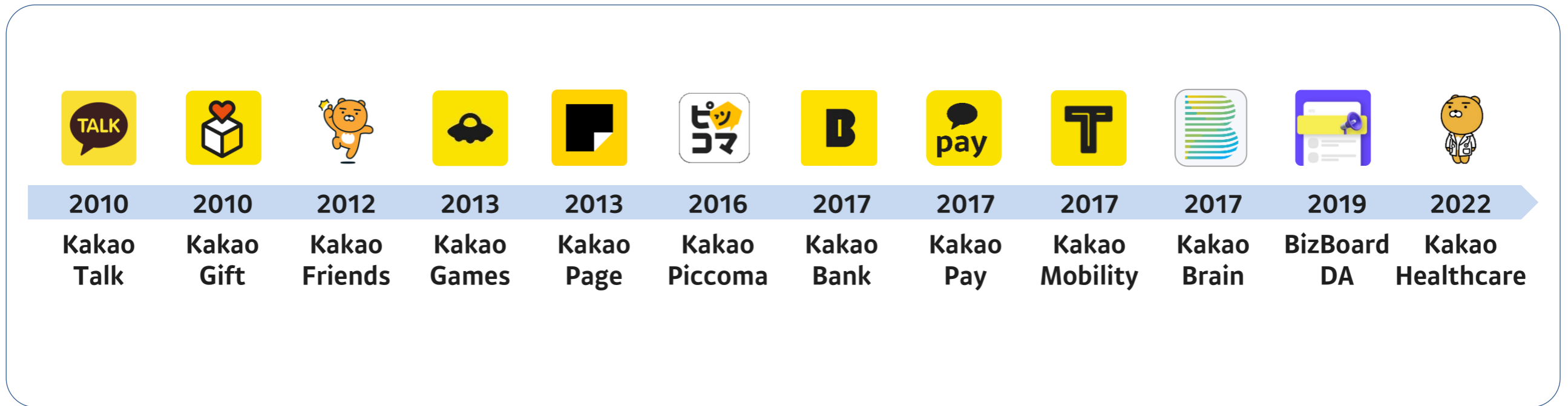
Financial Overview

Making a better world with people and technology

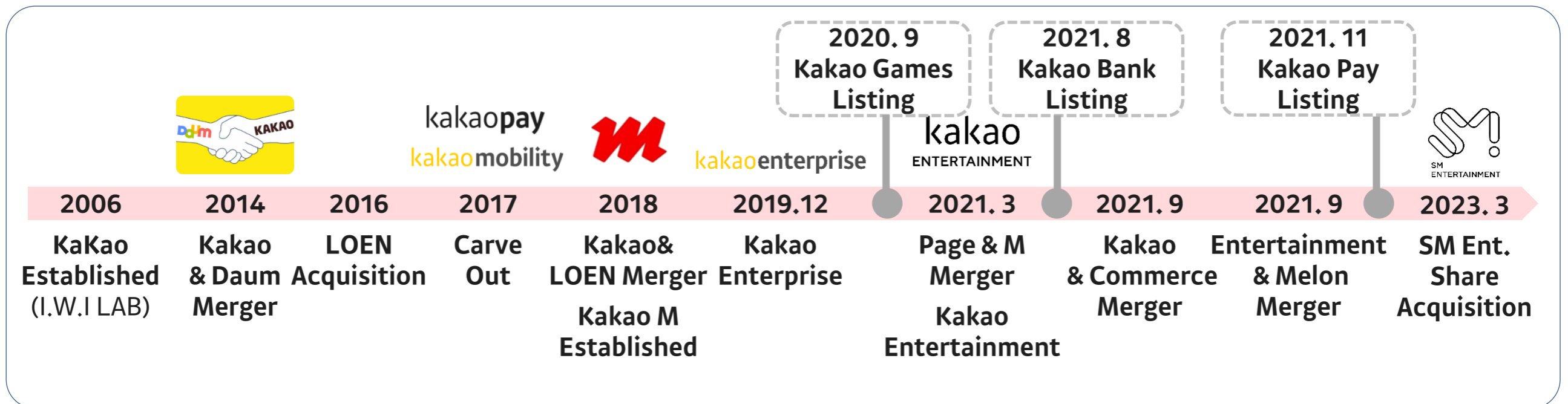


History

Innovative Service Launch & Incorporations



Changes in Business Structure & Listing of Subsidiaries



● Kakao's Stake ¹⁾ (%) / Transaction Valuation ²⁾ (KRW tn)



Platform

Kakao Talk



Advertising
(Talk + Portal)

Commerce
(Gift, Store,
Makers)

New Business



Kakao Mobility
57.3% / 5.0+

Kakao Enterprise
85.1% / 2.6

Kakao Brain
100%

Kakao
Healthcare
100%

TechFin



Kakao Pay
46.5% / 6.3

Kakao Bank ³⁾
27.2% / 11.3

Content

Game



Kakao Games
40.9% / 2.7

Story, Music, Media



Kakao
Entertainment
67.6% / 11.3

Kakao Piccoma
91.1% / 8.8

SM
Entertainment
39.9% / 2.5

1) Kakao's Stake and Listed Subsidiaries Valuation as of 2023.6.30
3) Kakao Bank is subject to Equity Method Accounting

2) Unlisted Subsidiaries Valuation as of most recent investment

Enhance Shareholder Value with Shareholder Return Policy

Kakao Shareholder Return Policy (FY21~FY23)

15~30% of Kakao's Separate basis Free Cash Flow

- ✓ Allocate 15%~30% of Separate basis FCF for Shareholder Return for 3 years from FY21

Treasury Share



Cash Dividend

- ✓ FCF 10%~25% for Treasury Share Buyback & Cancellation
- ✓ Additional Buyback accordingly with Business Performances & Share Price

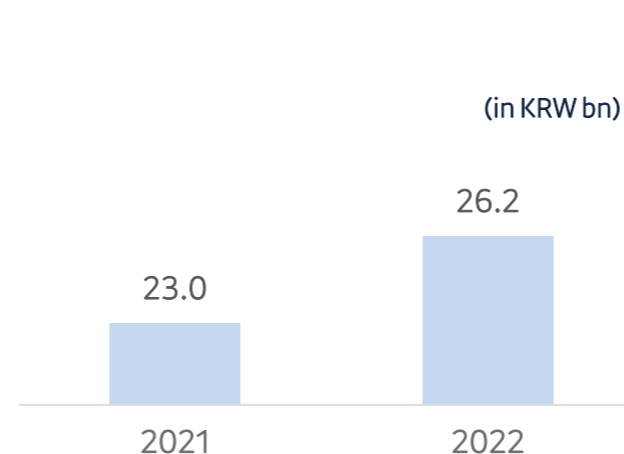
- ✓ FCF 5% for Cash Dividend
- ✓ Maintain Minimum DPS & Additional Payouts accordingly with Earnings

Shareholder Return History (FY21~FY22)

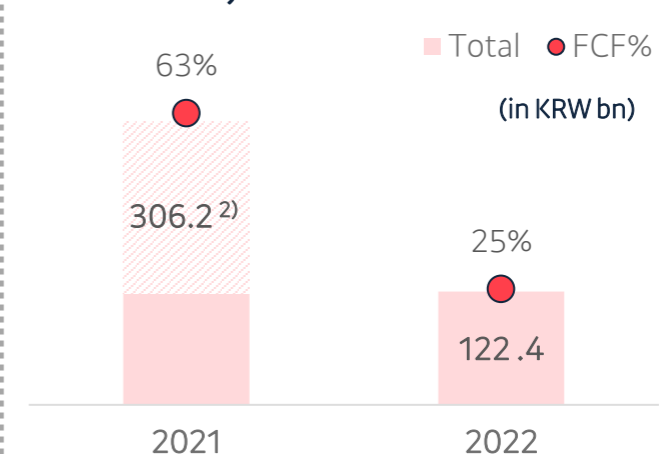
FY22 Shareholder Return ¹⁾

- ✓ Cash Dividend
: Total of KRW 26.2B, FCF 5%
- ✓ Treasury Share Cancellation
: Total of KRW 122.4B, FCF 24%

Total Cash Dividend



Treasury Share Cancellation



1) Treasury share cancellation amount was calculated based on the market price on the day of the BOD

2) Includes special cancellation of KRW 185.2B

Kakao's Commitment and Responsibility to Make a Better World

Governance

Laying Foundation for ESG Management

Building Organization and System

- Established Risk Monitoring and Response System
- First Korean IT company ever to appoint a Digital Accessibility Officer (DAO)
- First Technology Ethics Committee in Korea
- Established ERM Committee
- 15% of CEO's KPI dedicated to ESG

ESG Ratings

- First in sector to be included two years in a row in DJSI¹⁾ World, APAC, Korea index
- Rated AA by MSCI²⁾ ESG Rating
- Rated A by KCGS two years in a row
- Rated Top 1% in S&P 2023 DJI ESG Rating

Environment

Climate Change Response Actions and Campaigns

Climate Change Response Actions

- Active Green Initiative (SBTi³⁾ Registration & 2040 NET ZERO Goal Establishment)
- Achieved RE100⁴⁾ at Jeju office

Environmental Campaigns

- Green Digital Campaigns (Dark Mode for Kakao Talk, Mobile bills)
- Upcycle Project by Kakao Makers (Used T-shirt → socks, used sweater → cardigans)
- MMA⁵⁾ 2022 Green Etiquette Campaign

Social

Win-win Partnership and Solving Human Rights · Social Issues

Win-win Partnership

- Win-win partnership with society plan and fund by Kakao Group (KRW 300B for 5 years)
- 'Kudos for Credos' project Local Traditional Market in Our Neighborhood
- Established 'Kakao Tech Campus' with National Universities to Nurture Local Technical Talent

Human Rights & Social Issues

- Established and implemented a process for human rights due diligence and impact assessment
- 'Kakao Together', emergency fundraising project (wildfire, heavy rain, Ukraine)
- 'Act Together', an activism project for solving social problems

1) DJSI : Dow Jones Sustainability Index 2) MSCI : Morgan Stanley Capital International Inc 3) SBTi : Science Based Targets initiative

4) RE100 : An international agreement to replace 100% of electricity used by businesses with renewable energy by 2050

5) MMA : Melon Music Awards

Company Overview

Platform Business

Content Business

Financial Overview

Three tabs with more than 10M DAU

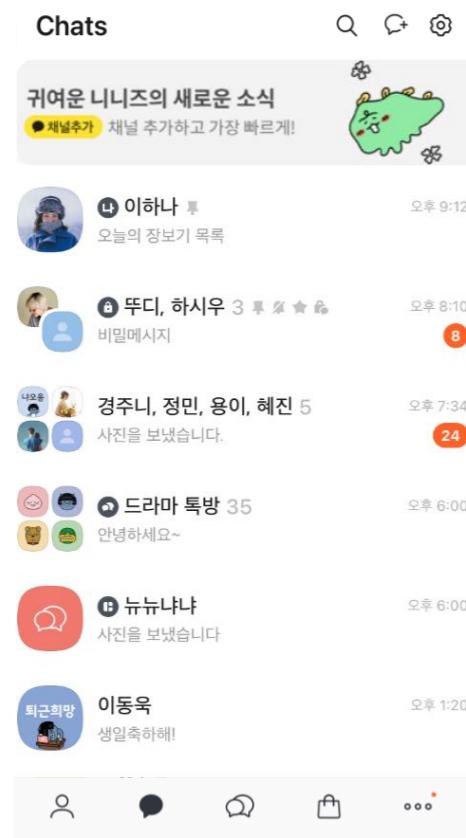
Friends Tab

Profile, Friends' Birthday, Friends with Updates, Friends List



Chatting Tab

1:1, Team Chat, Talk Channel



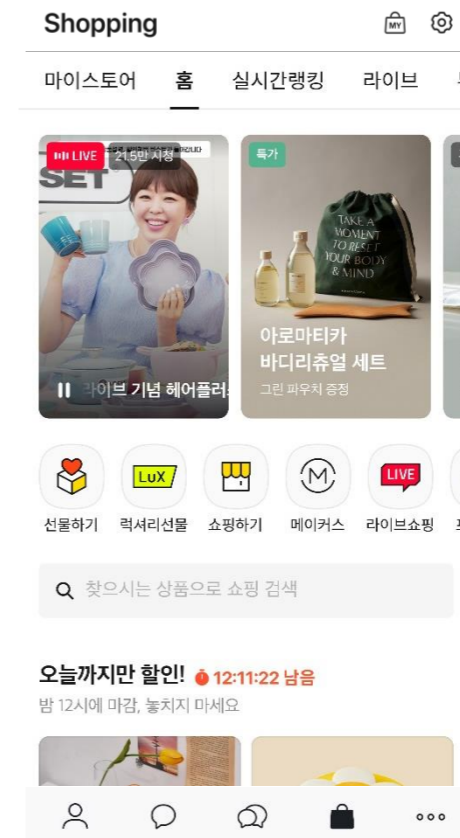
Open Chat Tab

Interest based Community Service



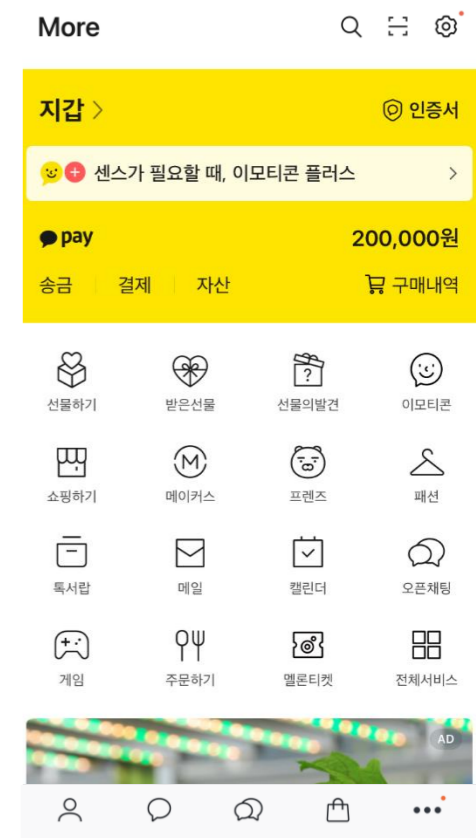
Shopping Tab

Gift, Store, Makers, Friends, Live



Others Tab

Wallet, QR, Calendar Kakao Pay, Talk Drive



44M

Chatting Tab DAU

30M

Friends Tab DAU
Year-end Target 40M

10M+


DAU after the launch of
the Open Chat Tab

Segmentation of Communication to Promote Qualitative Growth

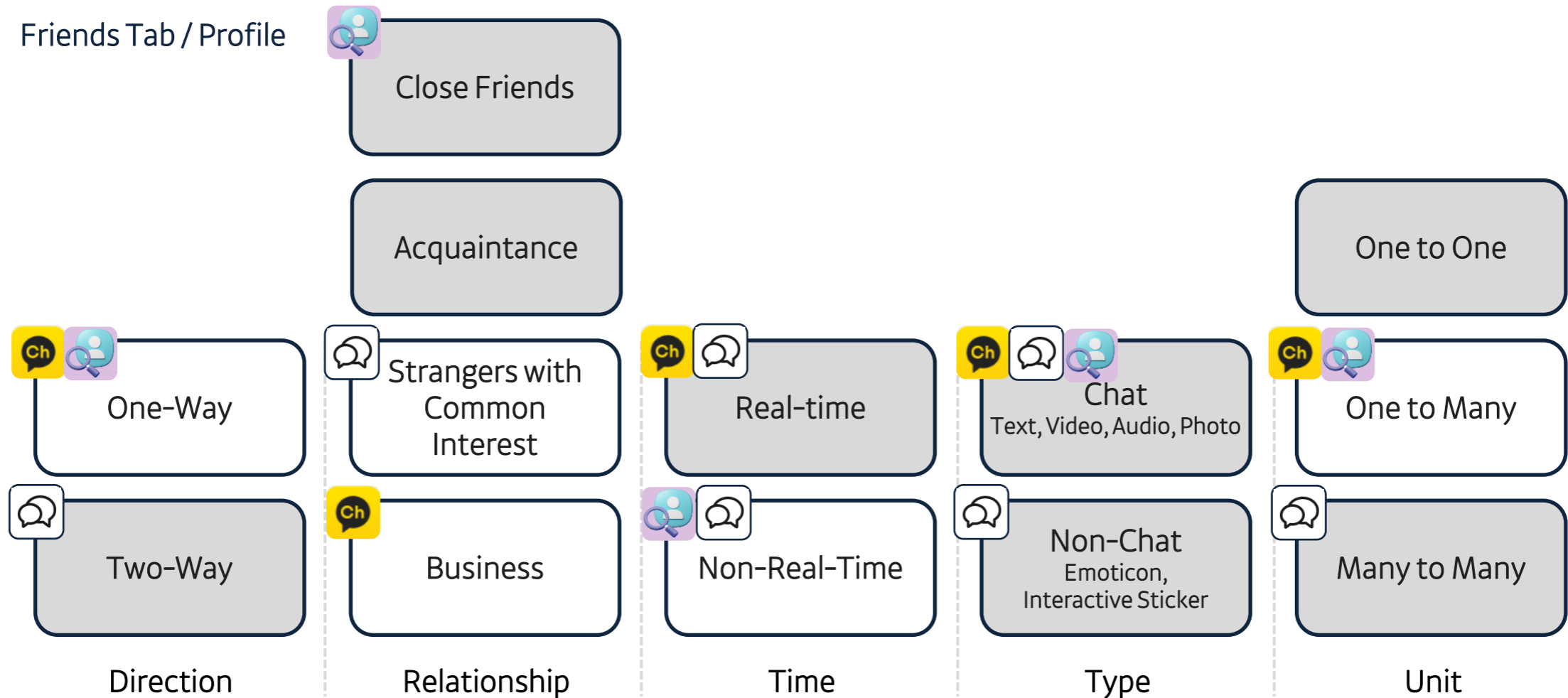
Communication Method

 Current Kakao Talk

 Talk Channel

 Open Chat

 Friends Tab / Profile

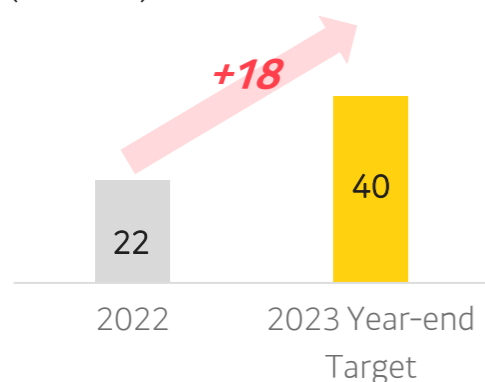


Expansion of Business Opportunity through Qualitative Growth

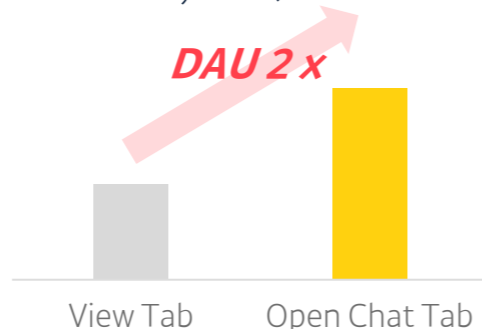
Strategy

Growing Supply | Revamp of Friends Tab & Launch of Open Chat Tab

Friends Tab DAU
(Unit: mn)

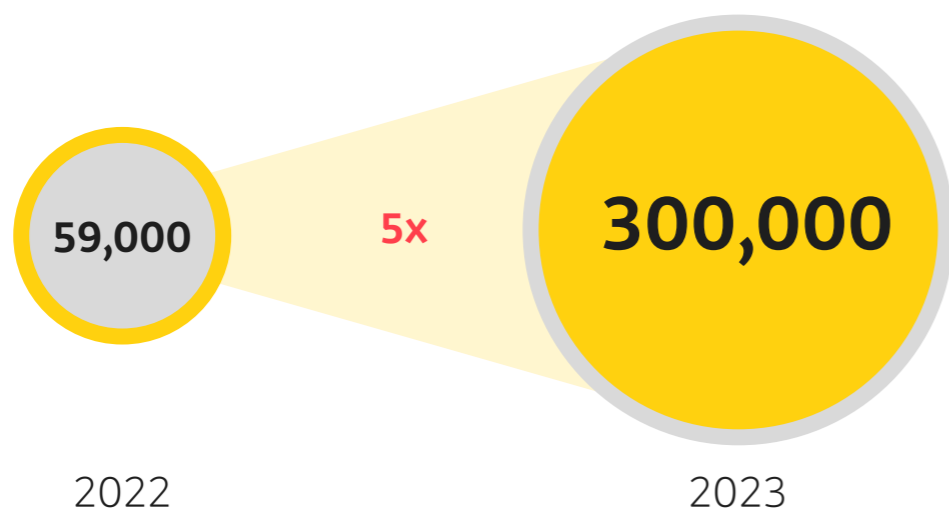


Open Chat Tab
(Launched May 2023)



Growing Demand | Advertiser Pool

No. of Talk Channels with more than 1,000 Friends



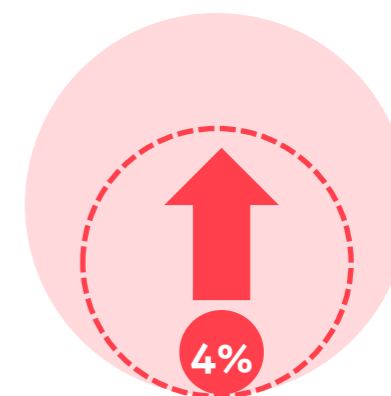
Goal

Top-line | Market Share Expansion in Advertising and eCommerce

Online Ad. M/S

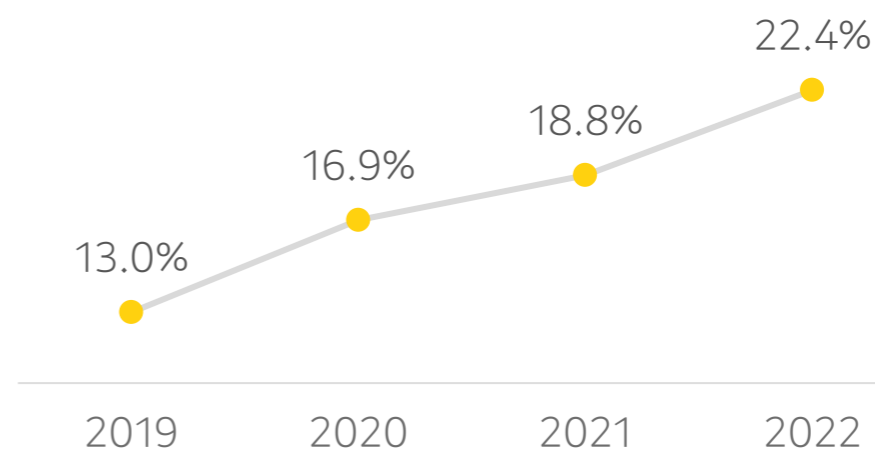


eCommerce M/S



Bottom-line | Continuous OPM Improvement

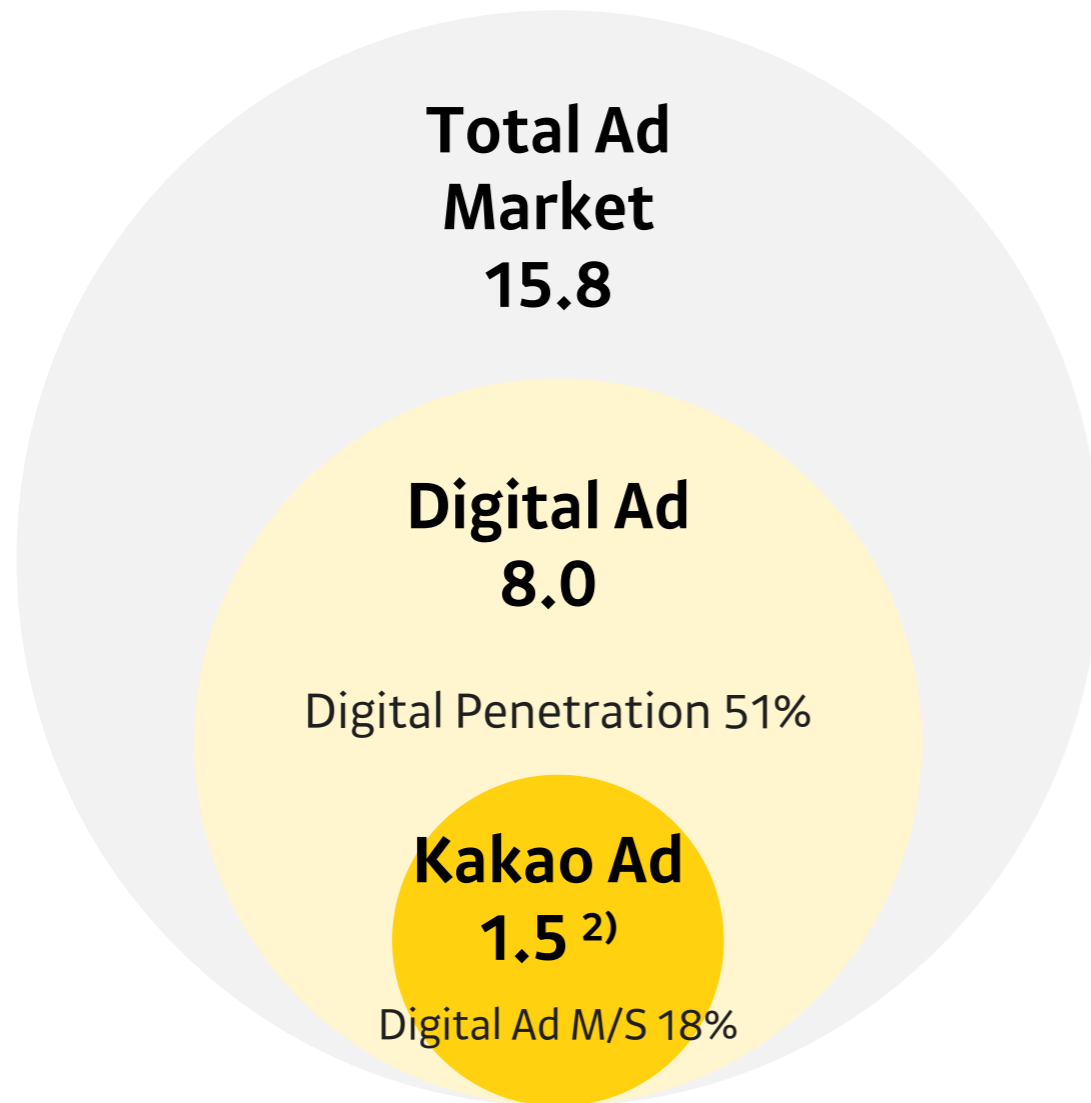
Kakao Separate OPM



Significant Growth Opportunity in Kakao Talk as a Biz Platform

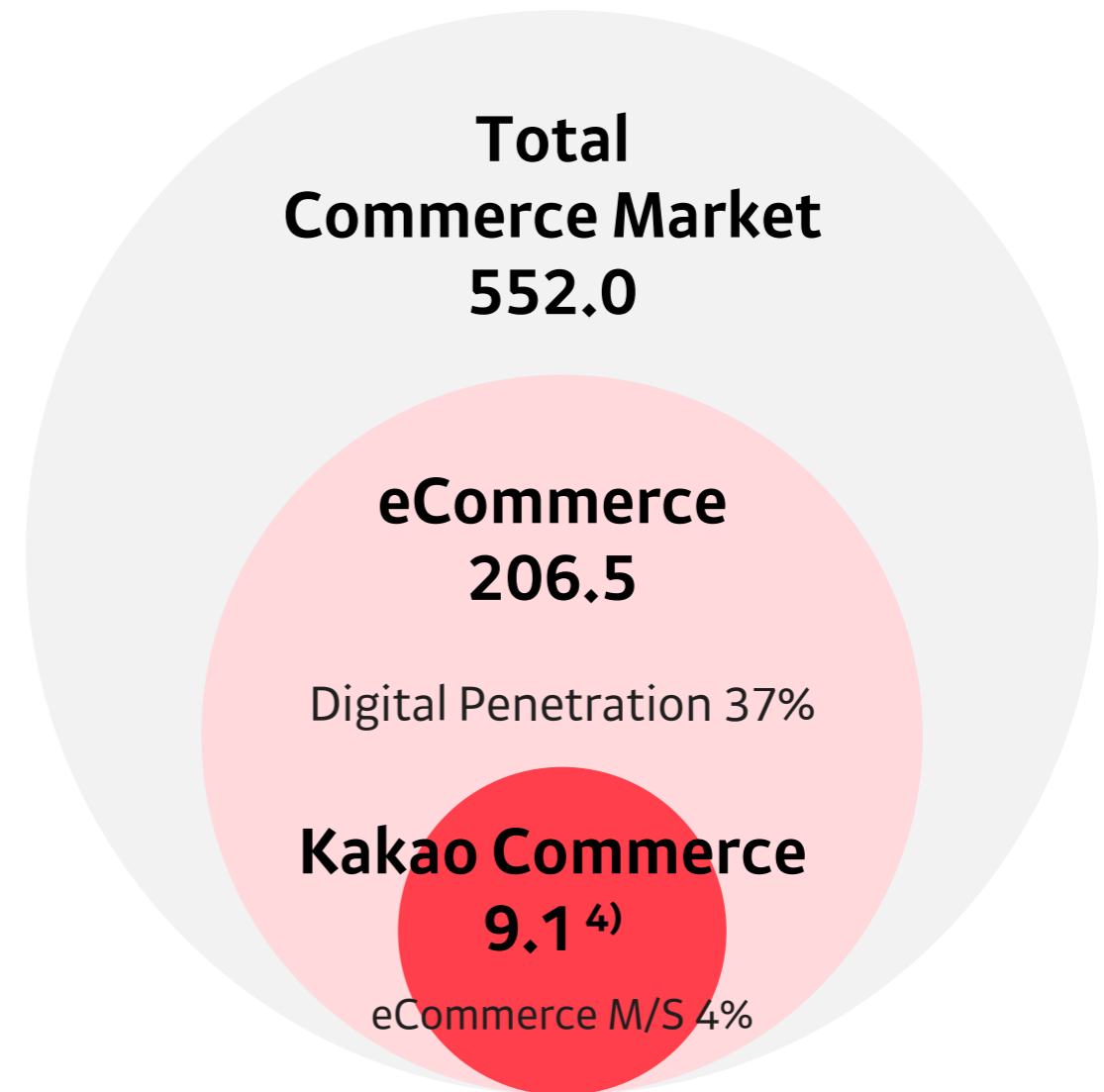
Domestic Ad Market Size (FY22) ¹⁾

(in KRW tn)



Domestic Commerce Market Size (FY22) ³⁾

(in KRW tn)



1) Source KOBACO, 2022 Korea Advertising Expenditure Research (2022.12)

2) Kakao Ad includes Talk Biz Advertising and Portal Biz Revenue

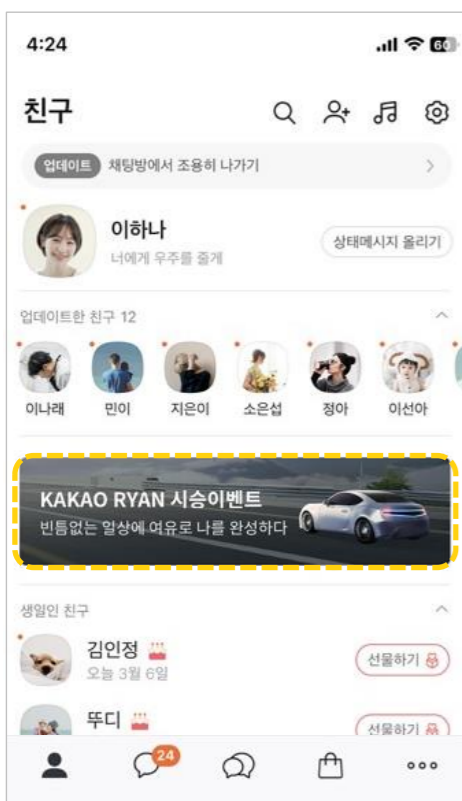
3) Source KOSIS, Service Industry Trend Survey & Online Shopping Trend Survey

4) Kakao Commerce includes Gift, Store, Makers, ZigZag, Grip GMV

From Brand Promotion to Direct Purchase all within Kakao Talk

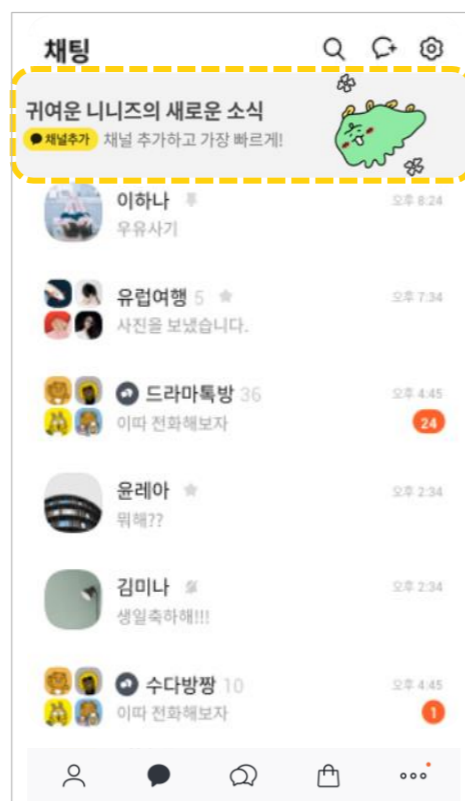
Bizboard CPT (beta)

Book 2 Hour Time Slot to Reach 30M DAU



Performance based Bizboard (DA)

Reaches 44M DAU Mega Traffic



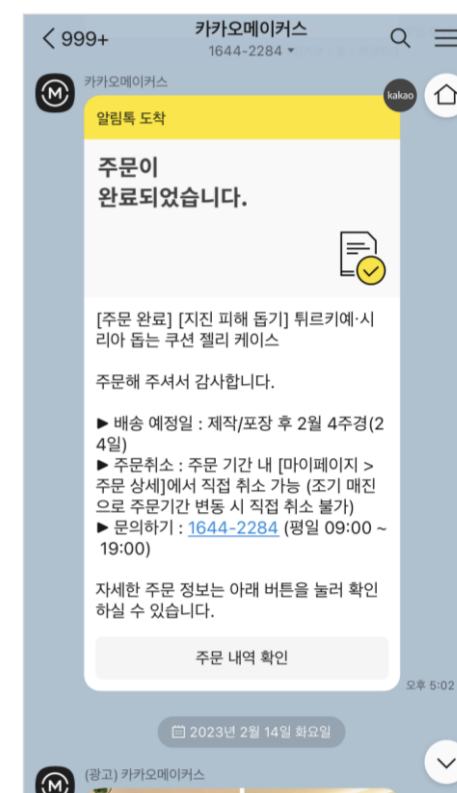
Talk Channel (Message)

Exceptional Reach & Conversion Rate



Notification Talk (Message)

Purchase, Reservation, Order Information



Two-Fold QoQ

2Q Bizboard CPT Revenue

Open Chat tab Expansion

Turned to a Plus YoY Growth

+15% YoY

2Q Message Biz Revenue (Talk Channel + Notification Talk)

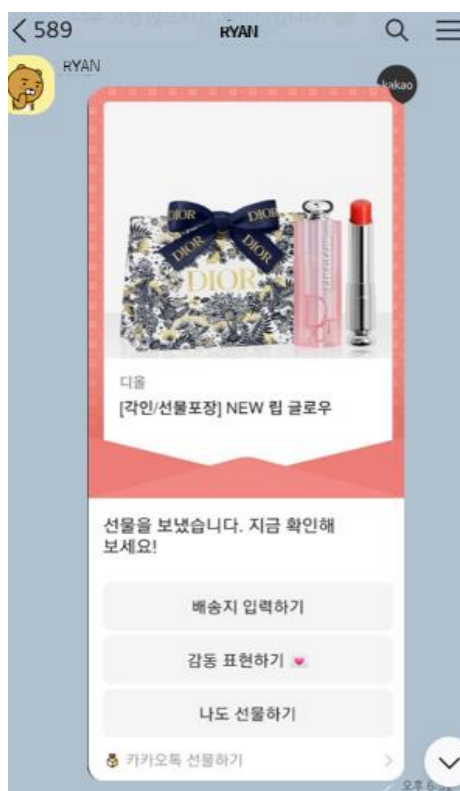
2.04M

2Q Total Talk Channel Accounts

Expansion of Premium Gift & Synergy between Ad - Commerce

Gift

Send Gift Easily through Kakao Talk



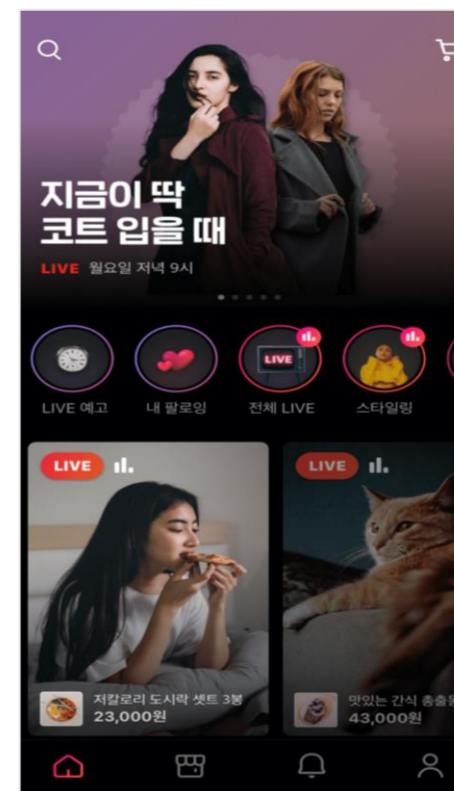
Store

Timely Flash Sales 'Talk Deal'



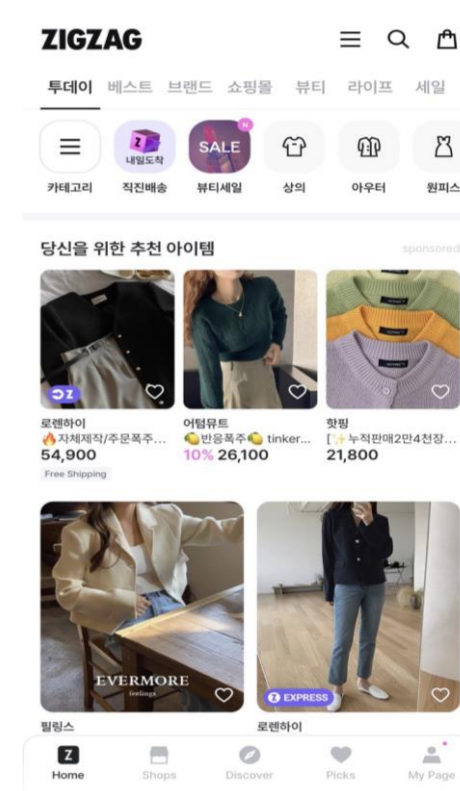
Grip

Live Commerce Platform



ZigZag

#1 Women Style Commerce Platform



2.3 tn

2Q Total GMV
Gift, Store, Makers, ZigZag, Grip

+10% YoY

2Q Delivered Gift GMV

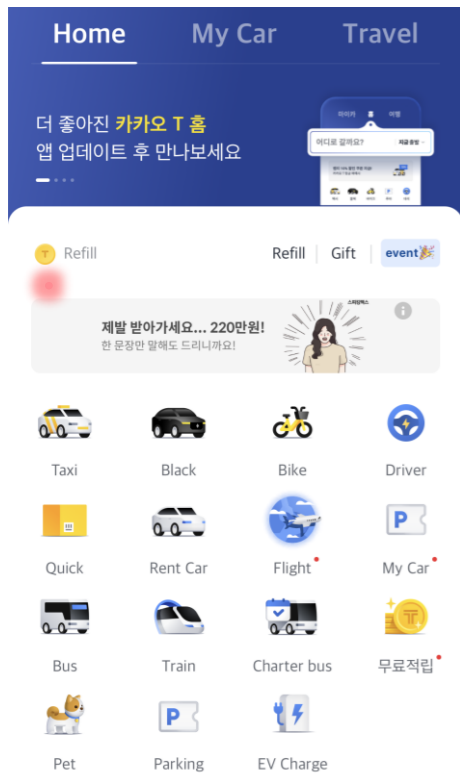
Talk Channel Store

Ad-Commerce Integrated BM

Expand Beyond Mobility to Logistics and Future Technology

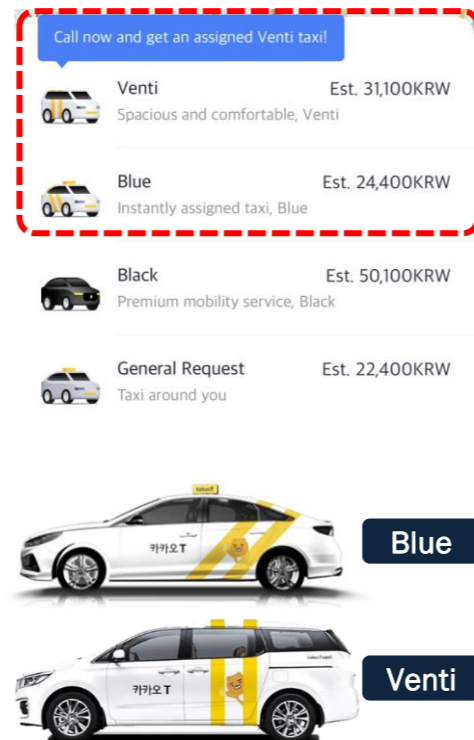
Kakao T

All-in-One
Mobility Platform



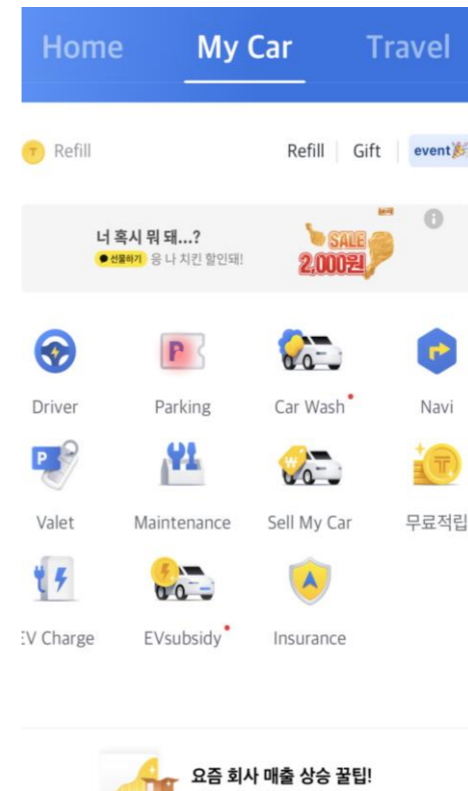
Taxi

Premium
Franchised Taxi



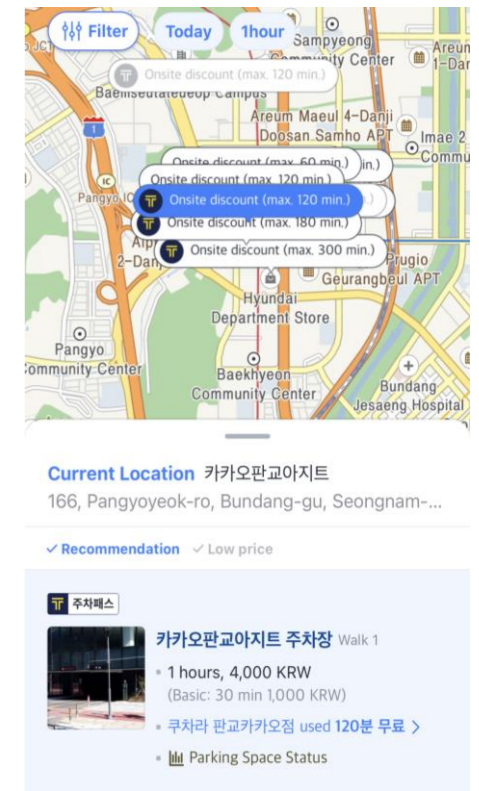
My Car

EV Charge, Car Wash, Sell
My Car, Maintenance



Parking

Partnership with 1.7k
parking lots



36M

Registered Users

Brand Taxi

Blue & Venti 48k

**Car Owner
Platform**

New Business Models

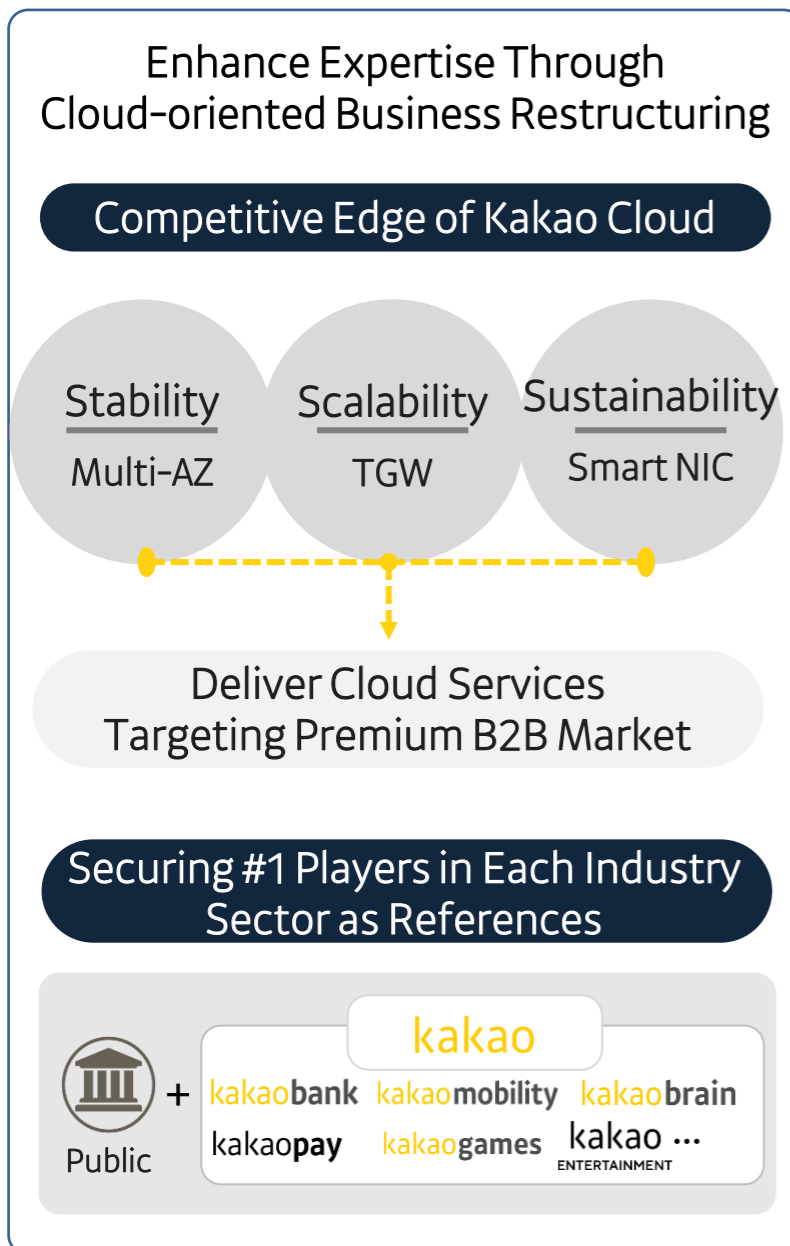
1.2M

Parking Pass Users

Investment in AI & Healthcare to Secure New Growth Drivers

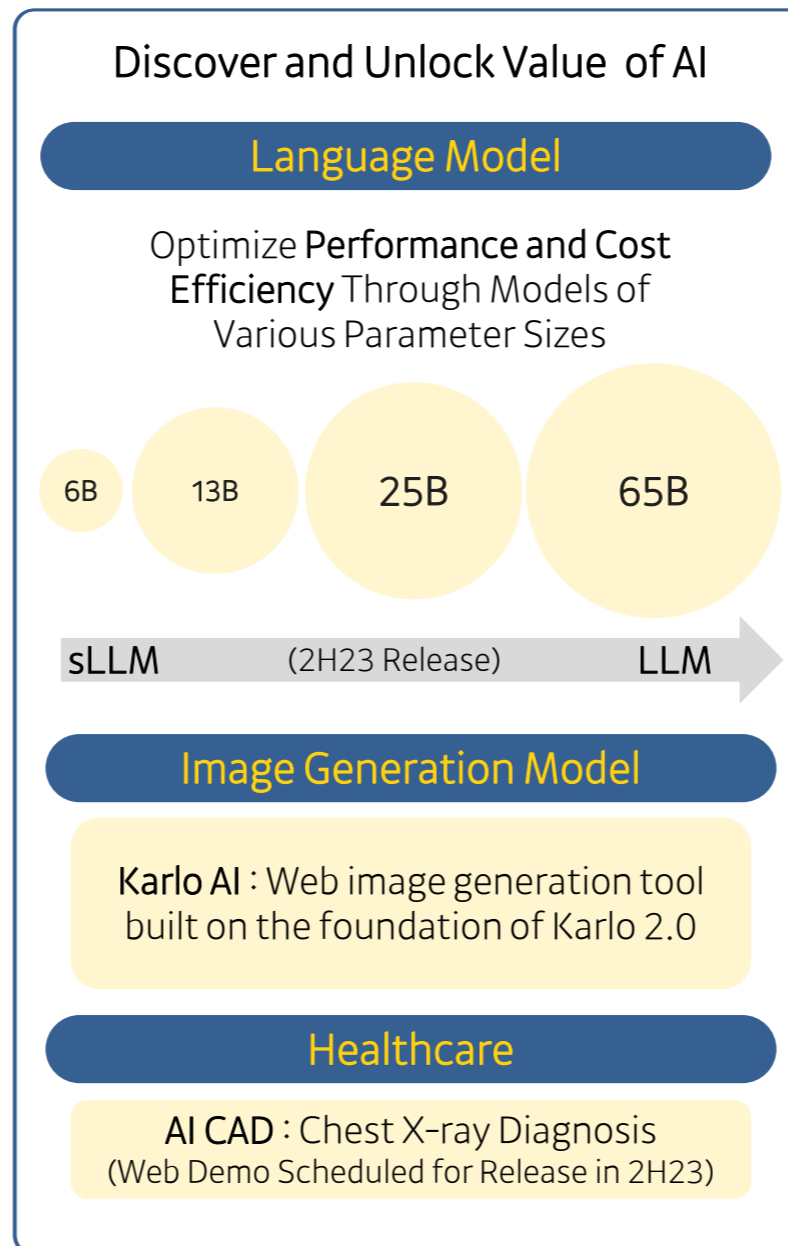
kakaoenterprise

Digital Transformation through Cloud



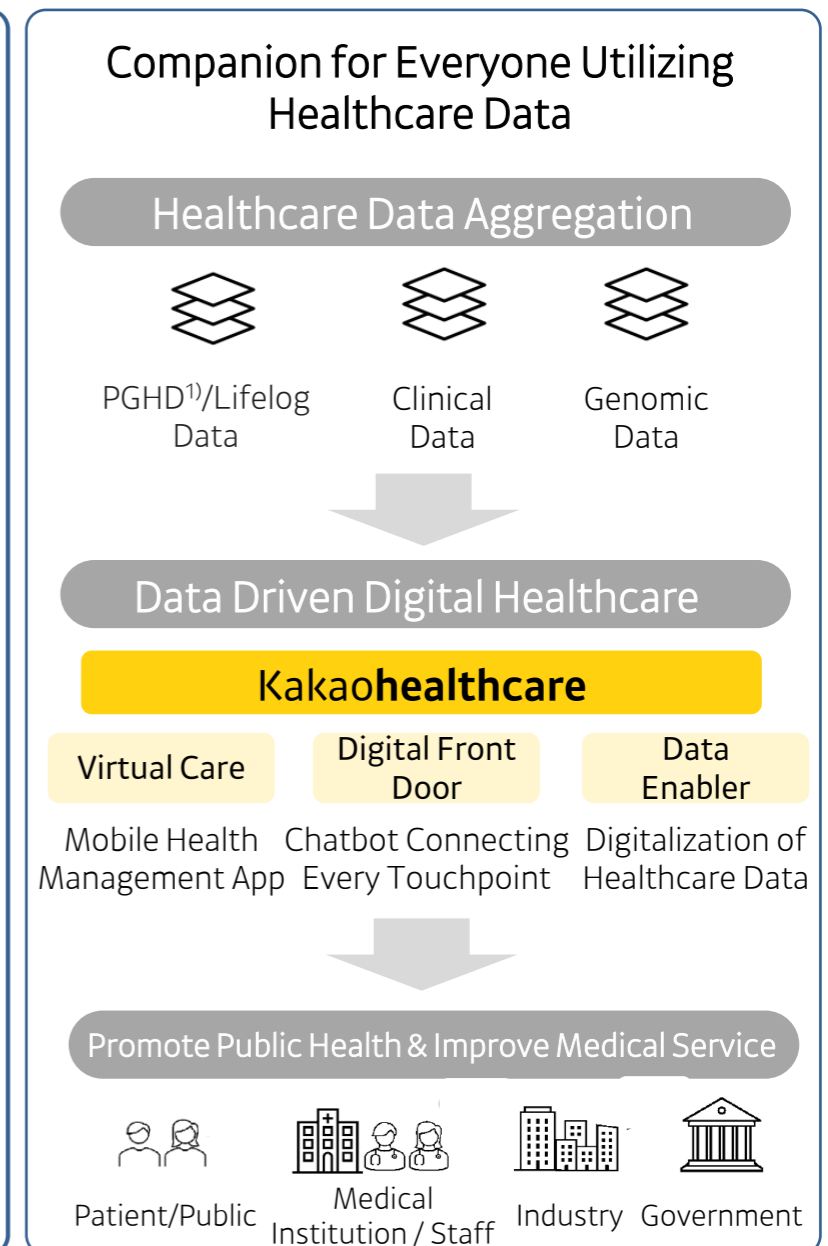
kakaobrain

Vertical AI Services with Large-scale AI



kakaohealthcare

Digital Healthcare Ecosystem

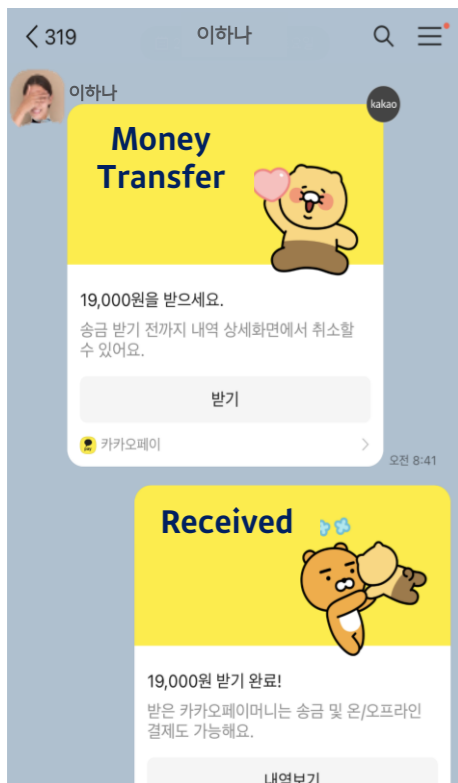


1) Multi-AZ: Deploying Workloads Across One or More Data Centers
 2) TGW(Transit Gateway)
 3) PGHD(Patient-Generated Health Data)

Evolve into Comprehensive Daily Financial Platform

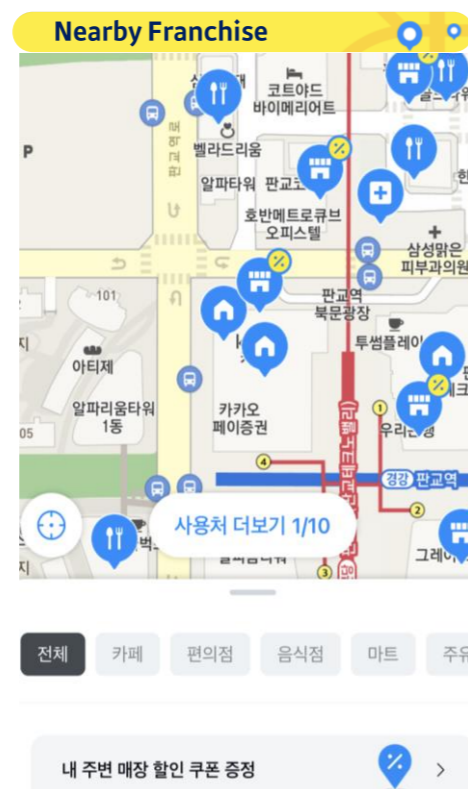
Money Transfer

Easy and Fast like Sending a Talk Message



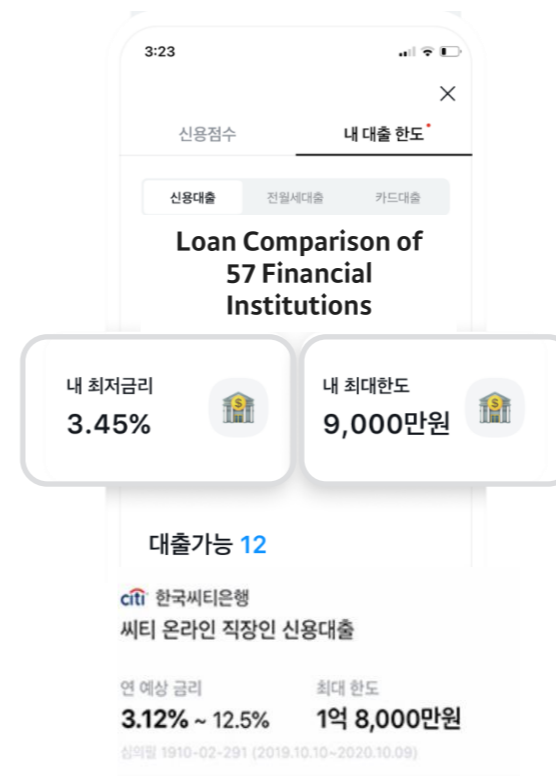
On/Offline Payment

Expansion of Overseas Coverage



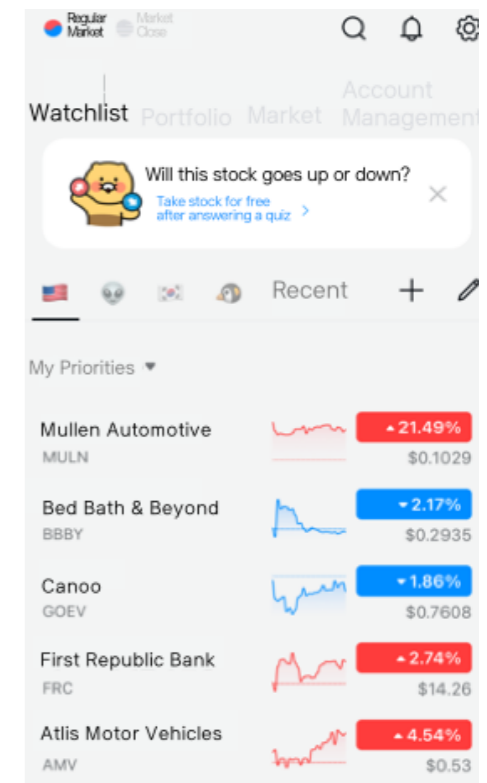
Loan Referral

Diversified Product Line-up



Securities

Kakao Pay Securities MTS



40M
Accumulated Members

₩34.2tn
2Q TPV

29%
Digital Payment to Finance Revenue TPV Portion

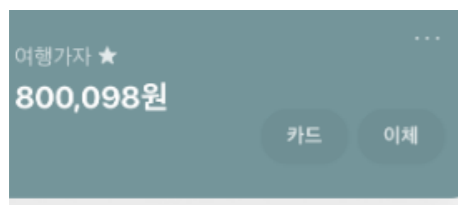
2.2M
On/Offline Franchise

1) Key Indices as of 2Q23

No.1 Online Bank with Innovative User-Friendly Technology

Group Account

of Users
CAGR +25%



김이지 **200,000원**

박지현 **200,000원**

이은지 **200,000원**

안서영 **200,000원**

Mortgage Loan

Balance KRW 5.5tn,
60% for Refinancing Purpose



대출상품	주택담보대출
대출 신청금액	240,000,000원
대출금리	3.468%
대출 실행일	2022.03.09
대출기간	2022.03.09~2057.03.09

위의 대출금리는 현재 약정 시 조건이며, 대출 실행일의 기준 금리에 따라 변동될 수 있습니다.

Loan Referral

KRW 6.3tn Total Loans
Referred (+10% YTD)



21.2M

Customer Base

17.4M

MAU

W43.6tn

Deposit Balance
(+31% YoY)

Diversify Product

2Q Operating Revenue
KRW 613.3bn

Division	Key Product	Portion
Interest Revenue	Loan Interest Financial Investment Interest	81%
Platform Revenue	Securities account (8) Loan referral (22) Co-branded credit card (7) Advertisement Mini	3%
Fee Revenue & Others	Debit Card Firm Banking Financial Asset Trading/valuation gains FX related gains Gain on NPL sales	16%

W33.9tn

Loan Balance
(+26% YoY)

Company Overview

Platform Business

Content Business

Financial Overview

Global Game Company Encompassing from Publishing to Developing

ArcheAge War



- MMORPG
- XL Games
- Domestic
- (Schedule) Mar. 21
- PC/Mobile
- High graphic quality powered by Unreal Engine 4
- Differentiated large-scale dynamic battle contents such as field battles, naval battles, siege war, etc.

Ares : Rise of Guardians



- MMORPG
- Second Dive
- Domestic
- (Schedule) Jul. 25
- PC/Mobile
- Triple A graphic quality equipped with differentiated action motion
- Strategic play to switch over various types of 'Suits' fit for the battle

Goddess Order



- Action RPG
- Load Complete
- Global
- (Schedule) 4Q23
- Mobile
- Cute 2D dot matrix graphics, stirring up nostalgia
- Manual Play with horizontal scrolling action and console-style game

Bora Battle



- Hyper Casual
- Metabora + Neptune + Mobrix
- Global(excl. KR/CN/SG)
- (Schedule) 3Q23
- BORA/Google Play Store, App Store D/L
- Arcade game of 6-10 hyper casual games
- Battle with players and earn rewards by winning

Game Value Chain

XL Games , Lionheart Studio

5 New Titles (FY23)

Diverse genres and differentiated game characteristics

Global Expansion

Targets to release every game globally

Strengthen Profitability via IP Competitiveness & Business Restructuring



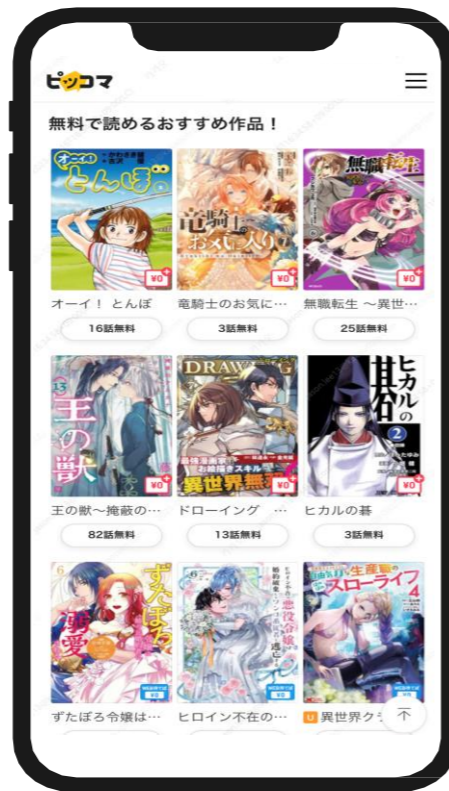
No.1 Digital Comic App



50%+

2Q Piccoma Digital Comic App M/S

Content Library (2Q23, 140k+ IP)

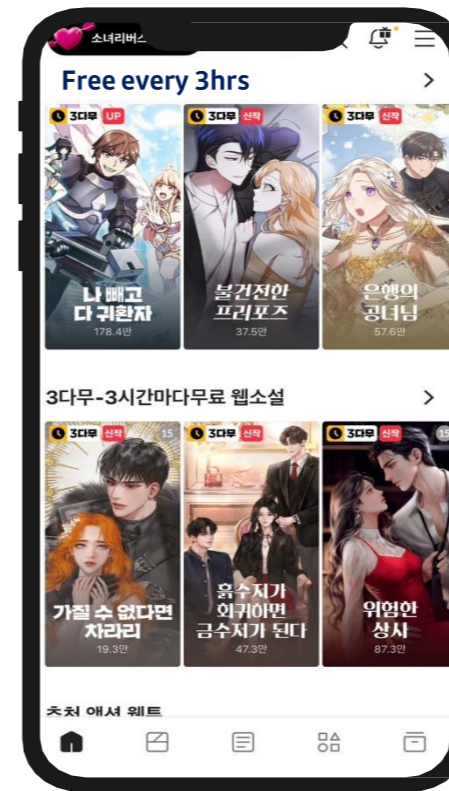


Japan #1/Global #15

1H23 top grossing consumer spending
※ incl. games



'Free after 3 hours' Implementation

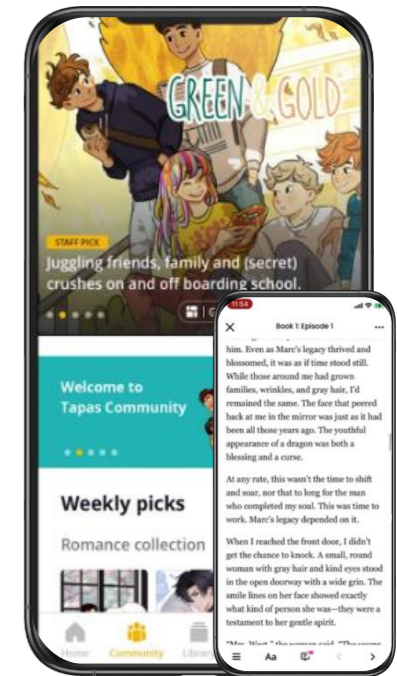


₩354.6bn

2Q Piccoma / Ent. Platform GMV

1H23, Business Efficiency Optimization Completed

tapas entertainment



10k +

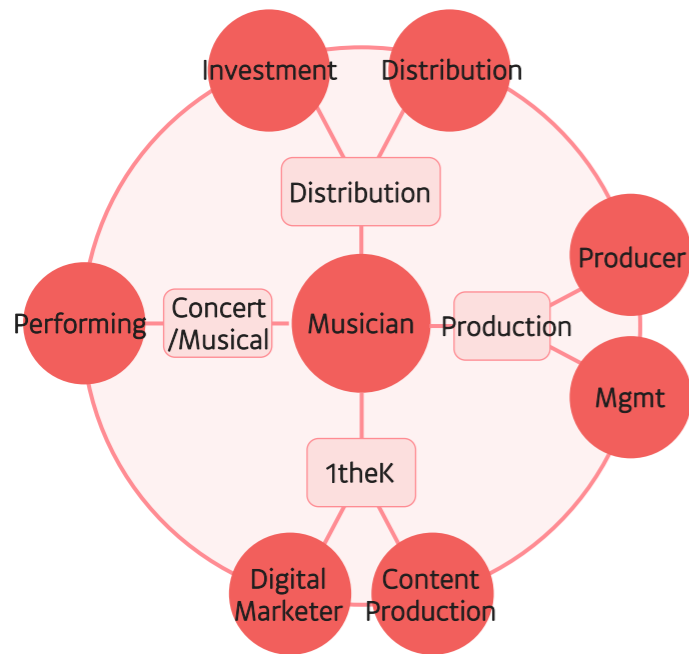
Kakao Entertainment Original IP

1) Key indices as of 2Q23

Full-scale Global Expansion of In-house Artists

Stable Music Value-chain

Internalize Value-chain from Investment-Distribution-Production



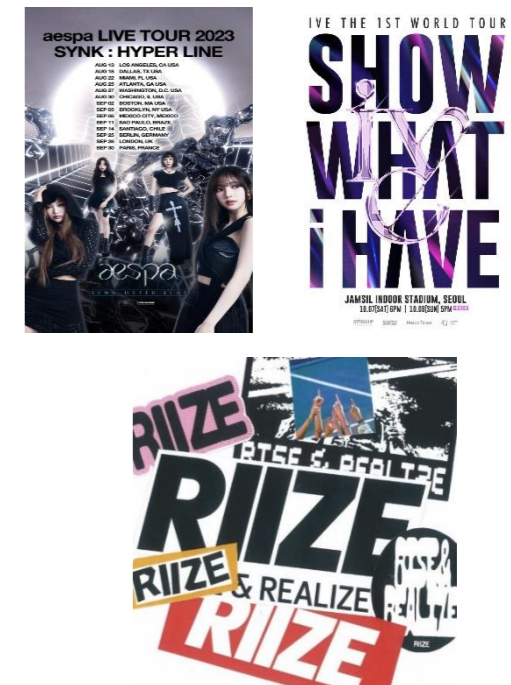
No.1 Domestic Music Platform

Dominant Traffic based on Largest Music Content Holder



Global Expansion, Artist line-up extension

2H23, <Aespa>, <IVE> global concert tour
Sept, SM Ent. boy group <RIIZE> debut



No.1
K-pop Music Distribution

5M
Melon Paying Subscribers

160+ / 40+
Musicians/ Teams
※ incl. unit

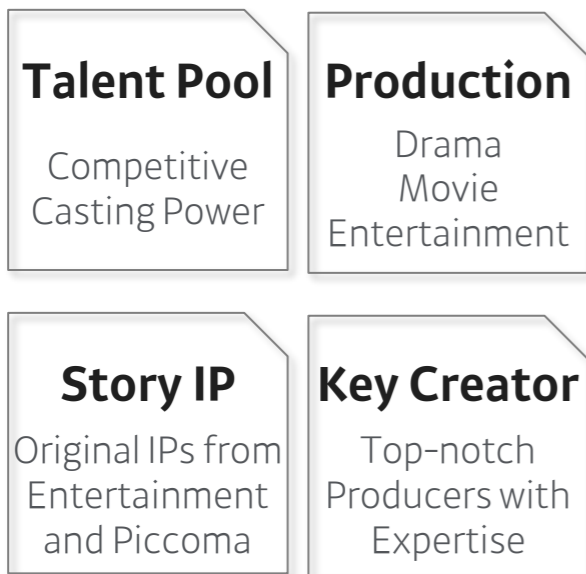
1.6M+
IVE, 1st full-length album
Album sales

1) Key indices as of 2Q23

Enhance IP Competitiveness by Full-scale Content Line-up in 2H23

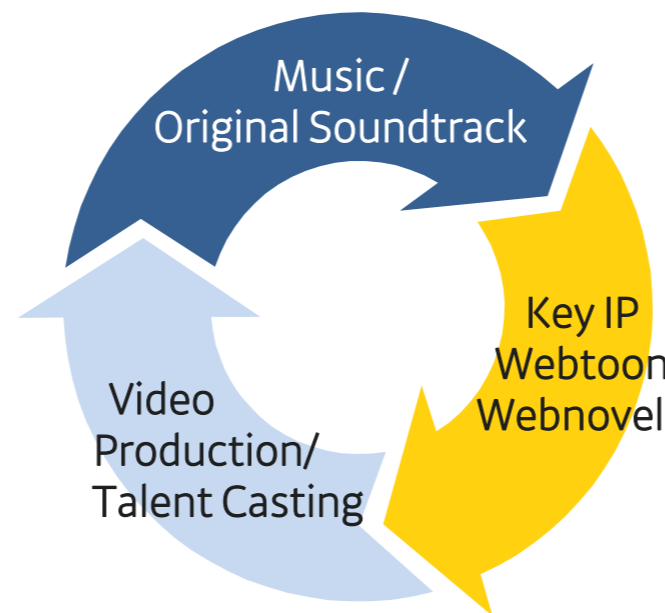
Content Production Capability

Original Content Production by Prominent Creators and Artists



Virtuous Cycle of Content Value Chain

Original Story IP-based One-step Content Production Cycle (Story-Media-Music)



Content Portfolio Expansion

FY22 20 Original Titles Enhance Global Presence in Content Production



150+
Top-tier actors/actresses

150+
Top-notch content creators

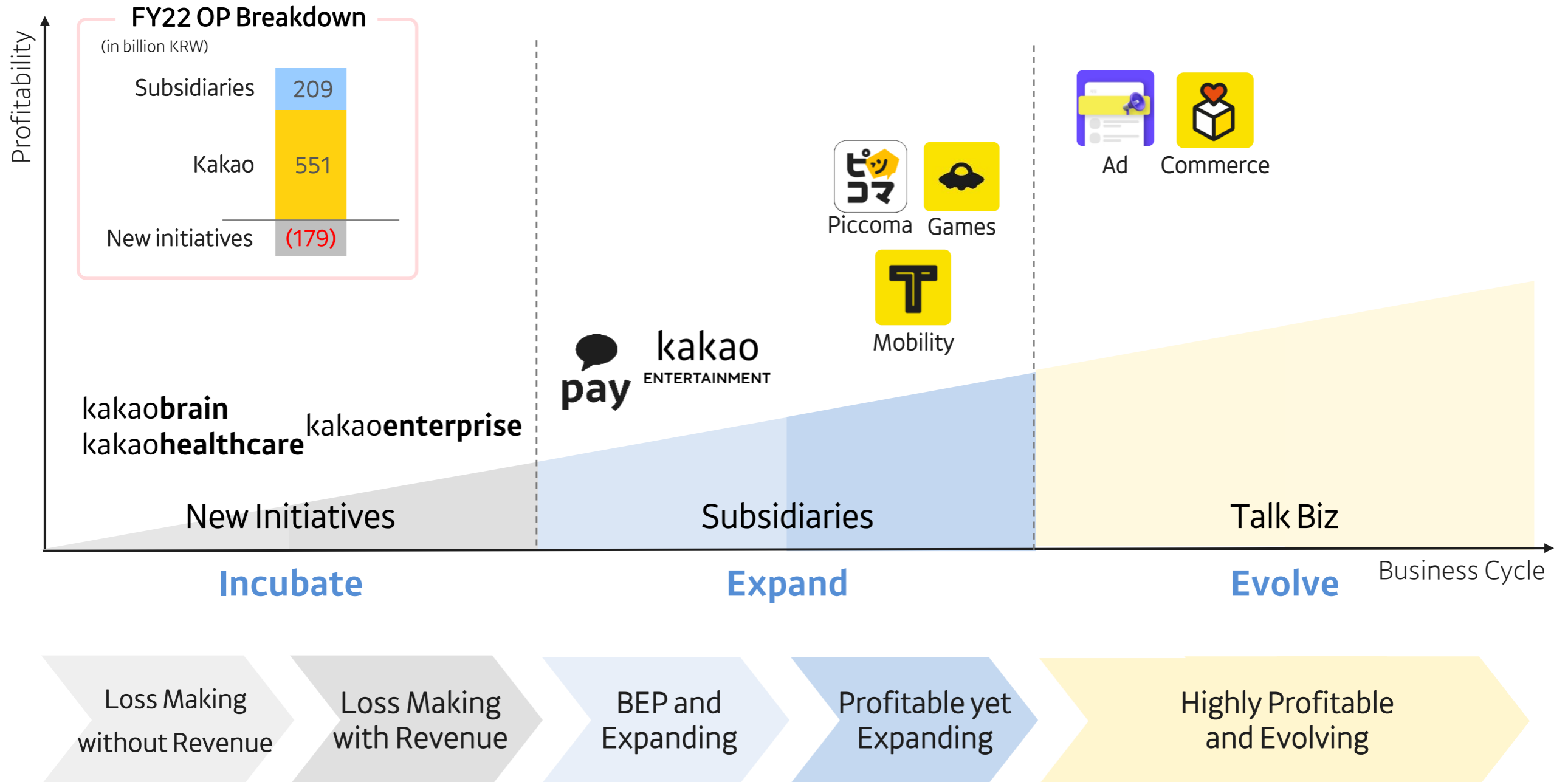
Flywheel Effect
IP life-cycle expansion

30+ / 10+ titles
FY23 original production & release line-up

1) Key indices as of 2Q23

Business Cycle

Margin Expansion via Core Business and New Initiatives



Company Overview

Platform Business

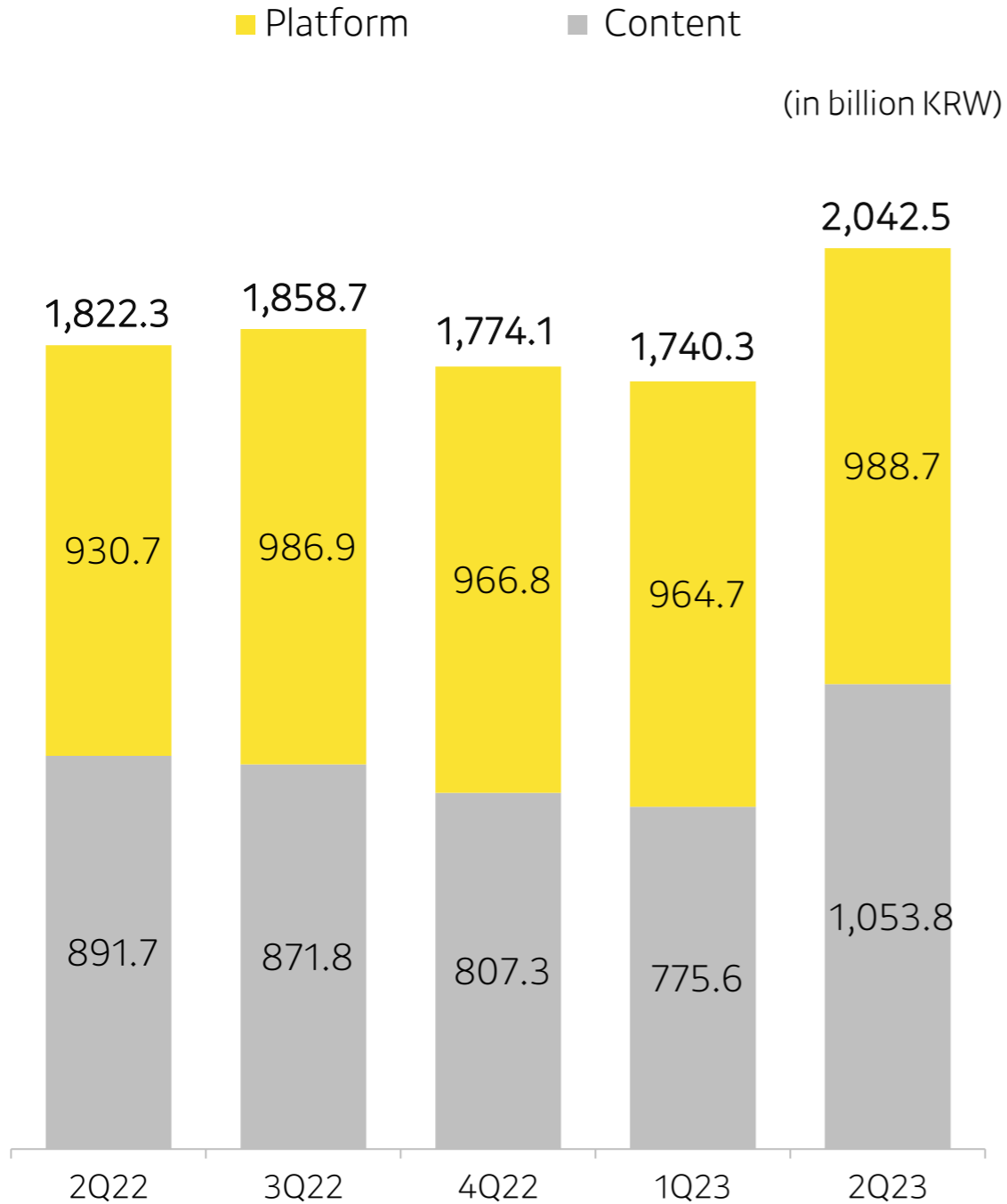
Content Business

Financial Overview

Revenue

Q2 Revenue YoY +12% / QoQ +17%

Mix - Platform 48% : Content 52%



Revenue Breakdown		
Platform	Talk Biz	Advertising - Bizboard, Talk Channel, Emoticon
		Commerce - Gift, Store, Makers, Kakao Friends Online
	Portal Biz	Daum PC / Mobile Other Subsidiaries' Ad
Content	Platform-Others	Mobility, Pay, Enterprise, Other Subsidiaries
	Game	Mobile, PC, Other
	Music	SM Entertainment, Melon, Digital Music Distribution, Album Distribution, Music Production
	Story	Entertainment
		Piccoma
Media	Video Production, Talent Agency	

Platform / Content

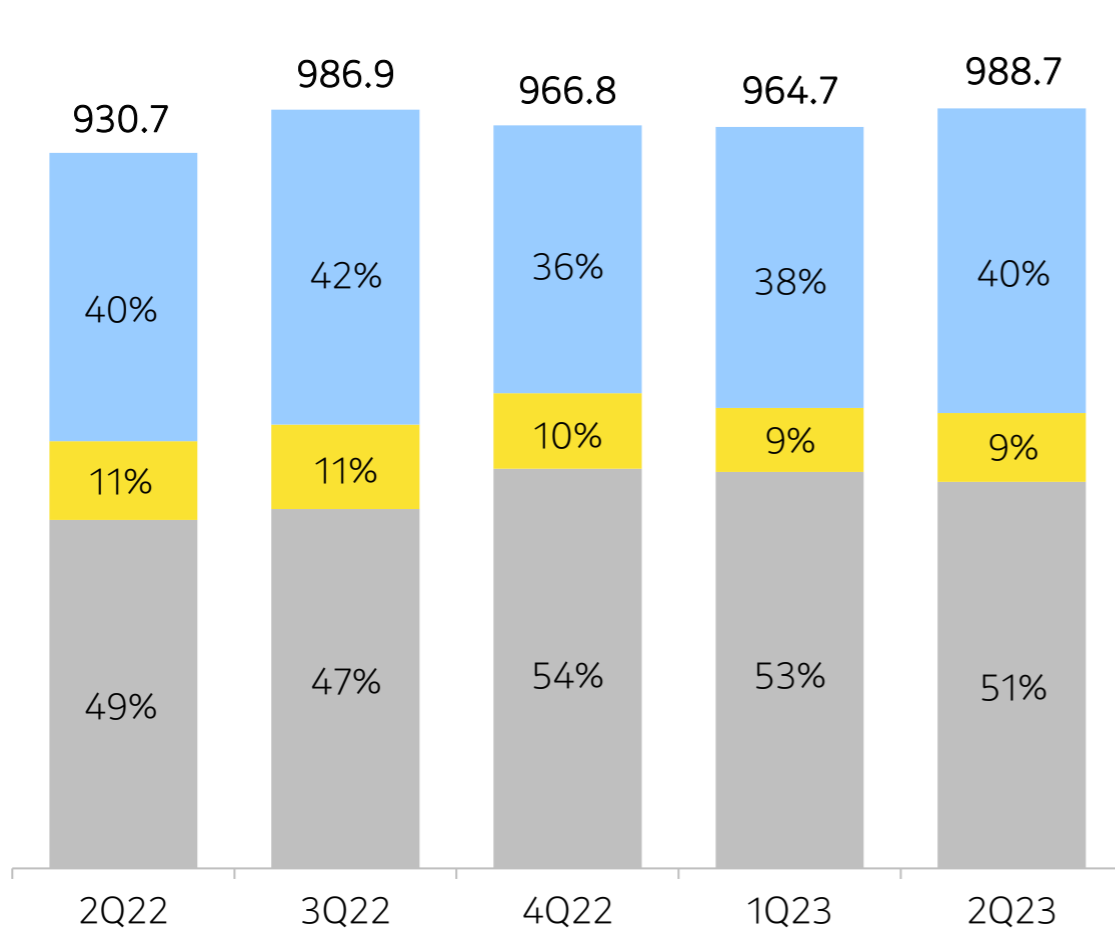
Platform YoY +6% / QoQ +2%

Content YoY +18% / QoQ +36%

Platform

(in billion KRW)

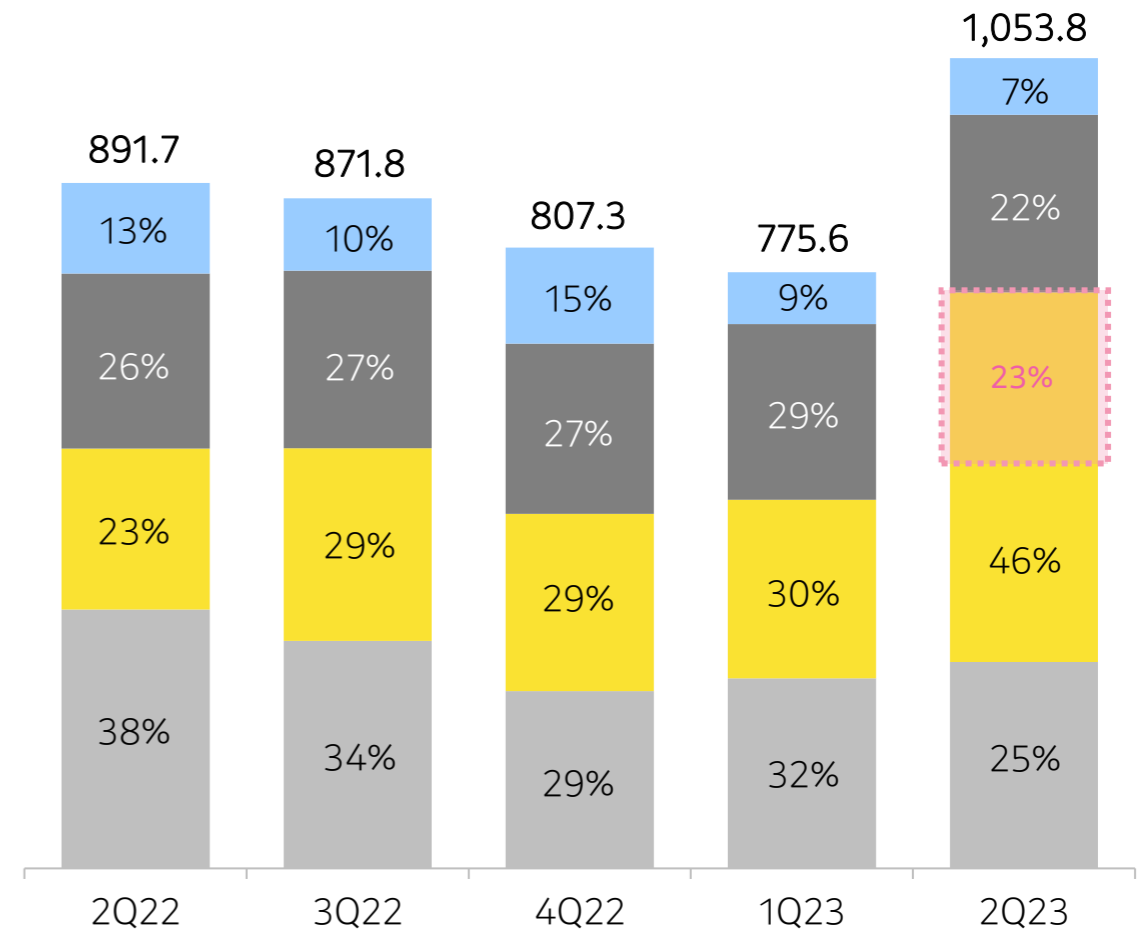
■ Talk Biz ■ Portal Biz ■ Platform-Others



Content

(in billion KRW)

■ Game ■ Music ■ Story ■ Media ■ SM Entertainment



Platform | Talk Biz Portal Biz Platform-Others

Talk Biz YoY +11% / QoQ -2%

Portal Biz YoY -13% / QoQ +7%

Others YoY +6% / QoQ +8%

(Y) Message Ad, Talk Gift (1P & Delivered Gift)
(Q) YTD Highest # of Talk Gift Buyers despite Low Seasonality

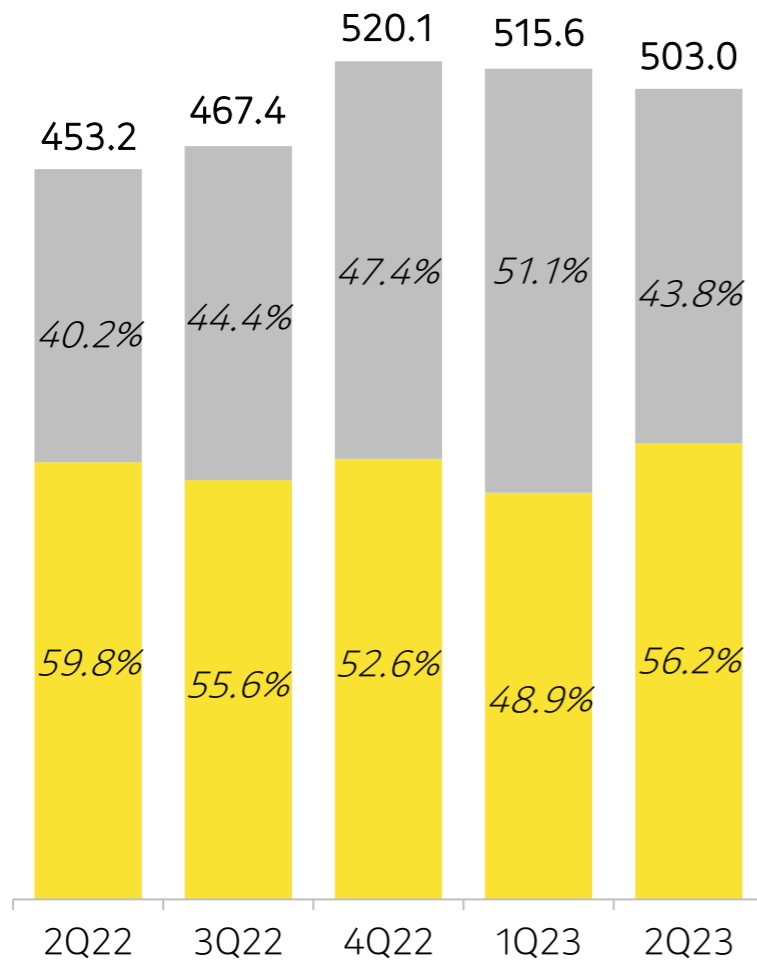
(Y) Subsidiary Deconsolidation, Portal QC Decline
(Q) High Seasonality

(Y) (Q) Kakao Mobility's Taxi and Parking / Kakao Pay's Financial Services

Talk Biz

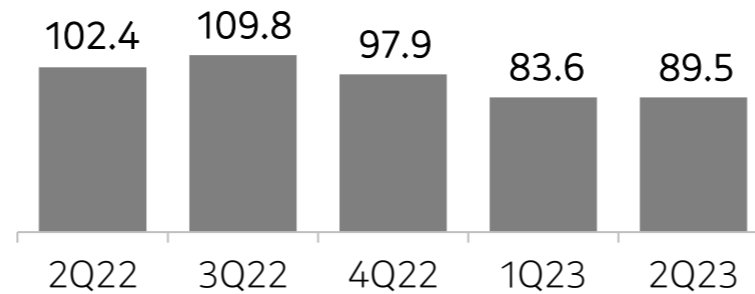
(in billion KRW)

■ Advertising ■ Commerce



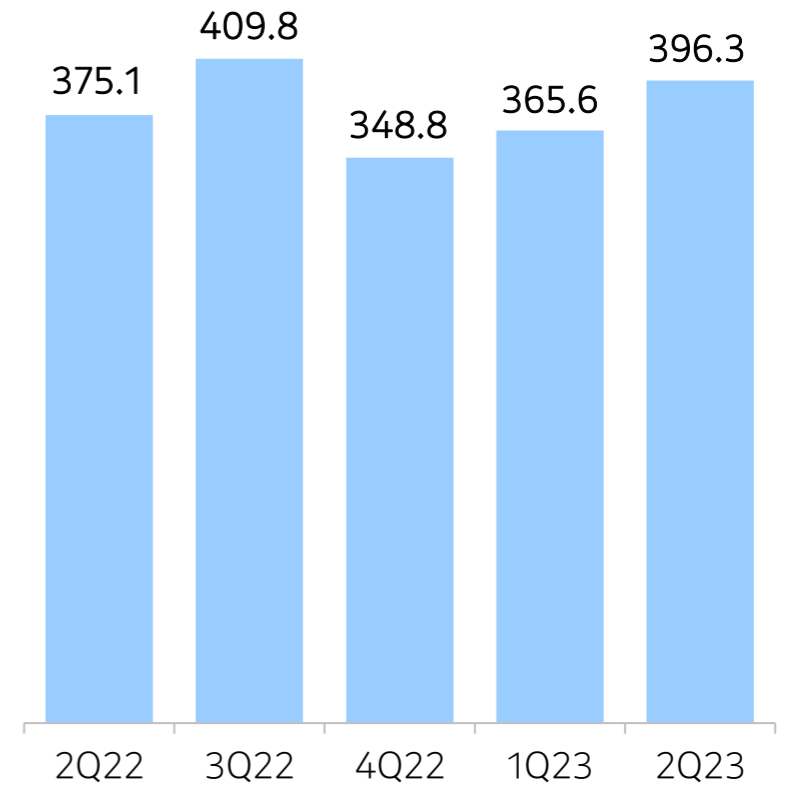
Portal Biz

(in billion KRW)



Others

(in billion KRW)



Content | Game Music

Game YoY -20% / QoQ +9%

Music YoY +130% / QoQ +107%

↳ ex-SM Entertainment +15% (y) / +4% (q)

(Y) Existing Game Titles Revenue Stabilization

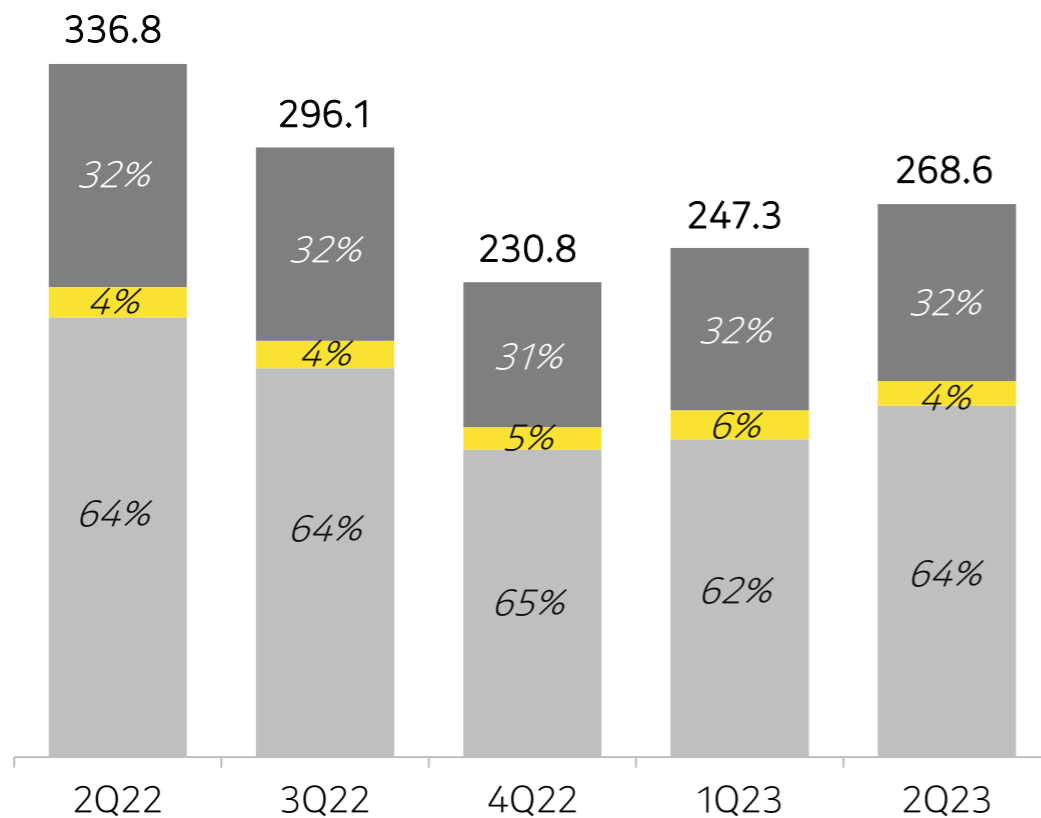
(Q) <ArcheAge War> Release, <Uma musume> 1st Anniversary Event

(Y) (Q) In-house Artist <IVE> Success, SM Entertainment Consolidation

Game

(in billion KRW)

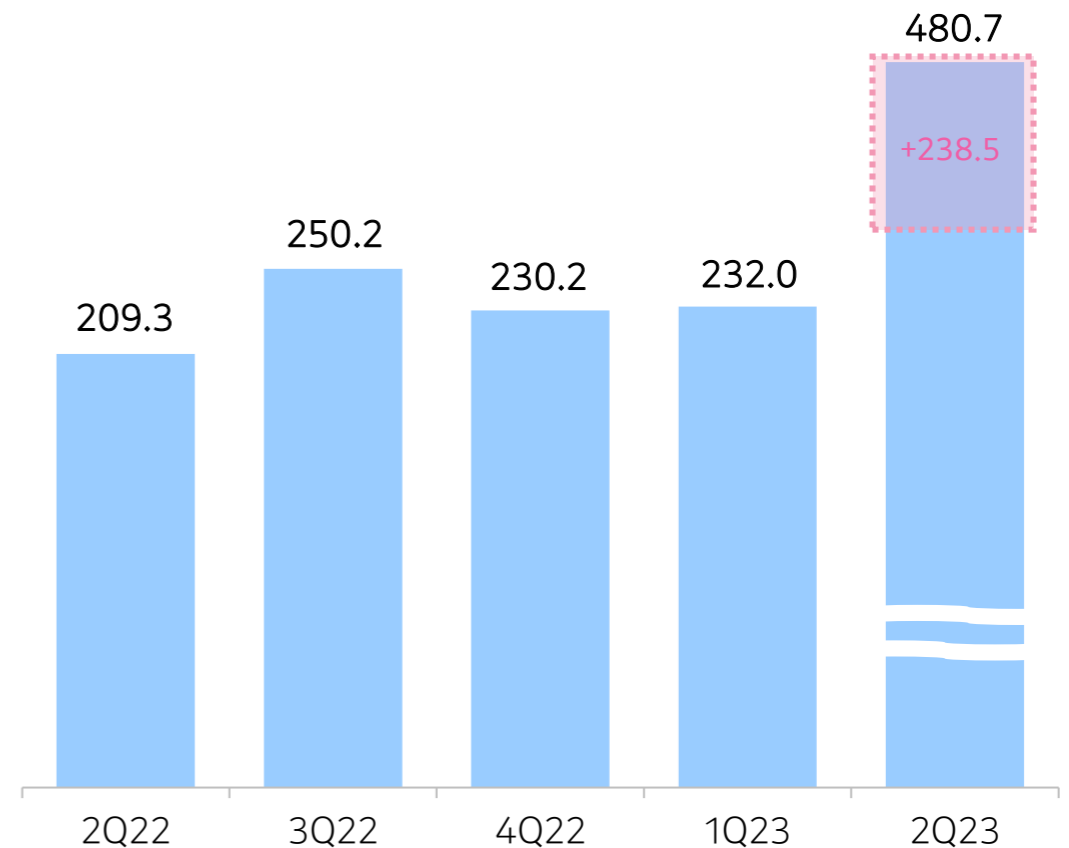
■ Mobile ■ PC ■ Other



Music

(in billion KRW)

■ SM Entertainment



Content | Story Media

Story YoY +1% / QoQ +1%

↳ Entertainment -10% (y) / -3% (q), Piccoma +12% (y) / +4% (q)

Media YoY -38% / QoQ +8%

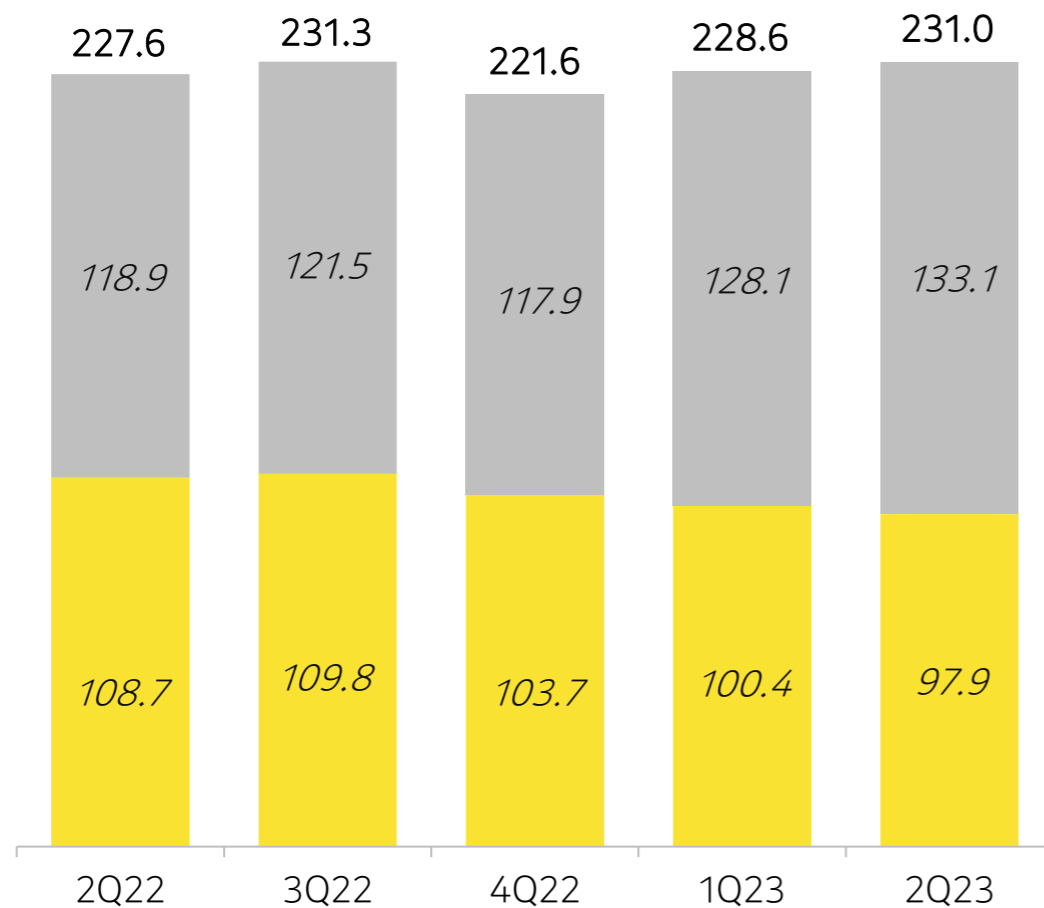
Entertainment - US Business Restructuring, Marketing Efficiency
 Piccoma - Golden Week Holiday, 7th Anniversary Event
 Excluding FX Effect +13% (y), +4% (q)

(Y) Production Line-up Concentrated in 2H23
 (Q) New Production Line-up including <You Have Done Well>

Story

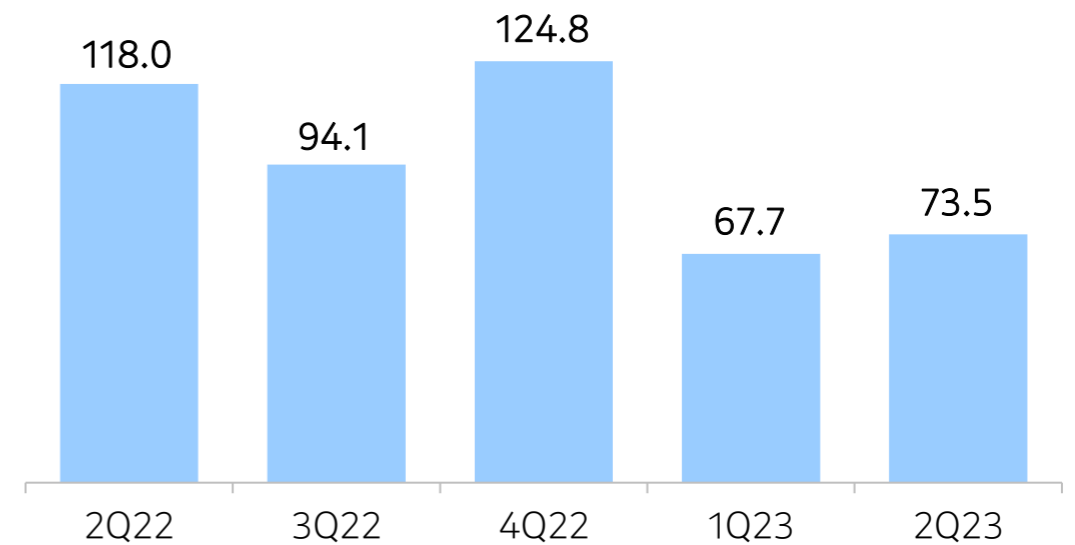
(in billion KRW)

■ Entertainment ■ Piccoma¹⁾



Media

(in billion KRW)



1) Piccoma's result does not include its advertising business

Earnings Summary

(in billion KRW)

	2Q22	1Q23	2Q23	Change	
				YoY	QoQ
Total Revenue	1,822.3	1,740.3	2,042.5	12%	17%
Platform	930.7	964.7	988.7	6%	2%
Talk Biz	453.2	515.6	503.0	11%	-2%
Portal Biz	102.4	83.6	89.5	-13%	7%
Platform - Others	375.1	365.6	396.3	6%	8%
Content	891.7	775.6	1,053.8	18%	36%
Game	336.8	247.3	268.6	-20%	9%
Music	209.3	232.0	480.7	130%	107%
Story	227.6	228.6	231.0	1%	1%
Media	118.0	67.7	73.5	-38%	8%
Operating Expenses	1,651.3	1,669.2	1,929.0	17%	16%
Operating Profit	171.0	71.1	113.5	-34%	60%
<i>Margin (%)</i>	9.4%	4.1%	5.6%	-3.8%p	+1.5%p
Net Profit	101.2	63.8	56.3	-44%	-12%
Controlling Interests	67.6	77.5	55.4	-18%	-29%
Non-controlling Interests	33.6	(13.7)	0.9	-97%	turn to profit

Earnings Summary - ex. SM Entertainment

(in billion KRW)

	2Q22	1Q23	2Q23	Change	
				YoY	QoQ
Total Revenue	1,822.3	1,740.3	1,804.0	-1%	4%
Platform	930.7	964.7	988.7	6%	2%
Talk Biz	453.2	515.6	503.0	11%	-2%
Portal Biz	102.4	83.6	89.5	-13%	7%
Platform - Others	375.1	365.6	396.3	6%	8%
Content	891.7	775.6	815.3	-9%	5%
Game	336.8	247.3	268.6	-20%	9%
Music	209.3	232.0	242.2	15%	4%
Story	227.6	228.6	231.0	1%	1%
Media	118.0	67.7	73.5	-38%	8%
Operating Expenses	1,651.3	1,669.2	1,703.3	3%	2%
Operating Profit	171.0	71.1	100.7	-41%	42%
<i>Margin (%)</i>	9.4%	4.1%	5.6%	-3.8%p	+1.5%p
Net Profit	101.2	63.8	46.3	-54%	-27%
Controlling Interests	67.6	77.5	56.1	-17%	-28%
Non-controlling Interests	33.6	(13.7)	(9.8)	<i>turn to loss</i>	<i>CR</i>

Operating Expenses

(in billion KRW)

	2Q22	1Q23	2Q23	Change	
				YoY	QoQ
Operating Expenses	1,651.3	1,669.2	1,929.0	17%	16%
Labor Cost	426.2	445.8	471.8	11%	6%
Cost of Revenue	654.8	666.8	810.4	24%	22%
Outsourcing / Infrastructure	235.8	242.0	282.3	20%	17%
Marketing Expense	150.3	114.6	120.0	-20%	5%
Depreciation and Amortization Cost	135.6	150.3	185.0	36%	23%
Misc.	48.6	49.6	59.6	23%	20%

Operating Expenses - ex. SM Entertainment

(in billion KRW)

	2Q22	1Q23	2Q23	Change	
				YoY	QoQ
Operating Expenses	1,651.3	1,669.2	1,703.3	3%	2%
Labor Cost	426.2	445.8	451.6	6%	1%
Cost of Revenue	654.8	666.8	649.1	-1%	-3%
Outsourcing / Infrastructure	235.8	242.0	270.5	15%	12%
Marketing Expense	150.3	114.6	119.6	-20%	4%
Depreciation and Amortization Cost	135.6	150.3	157.5	16%	5%
Misc.	48.6	49.6	54.9	13%	11%

Profits

Operating Profit YoY -34% / QoQ +60%

Net Profit YoY -44% / QoQ -12%

(Y) Data Center Replication and AI Investment

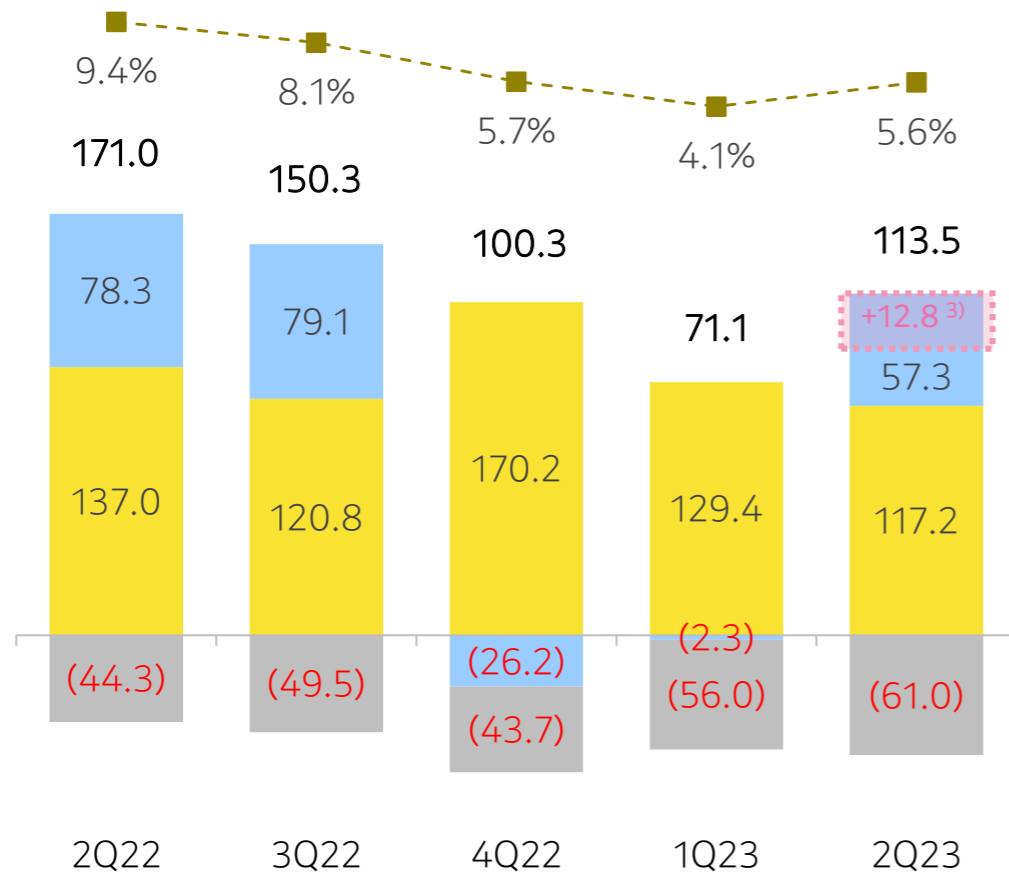
(Q) SM Entertainment Consolidation, Subsidiaries OP Increase

(Y) High Base from Equity Method Stock Disposal Gain

Operating Profit(M)

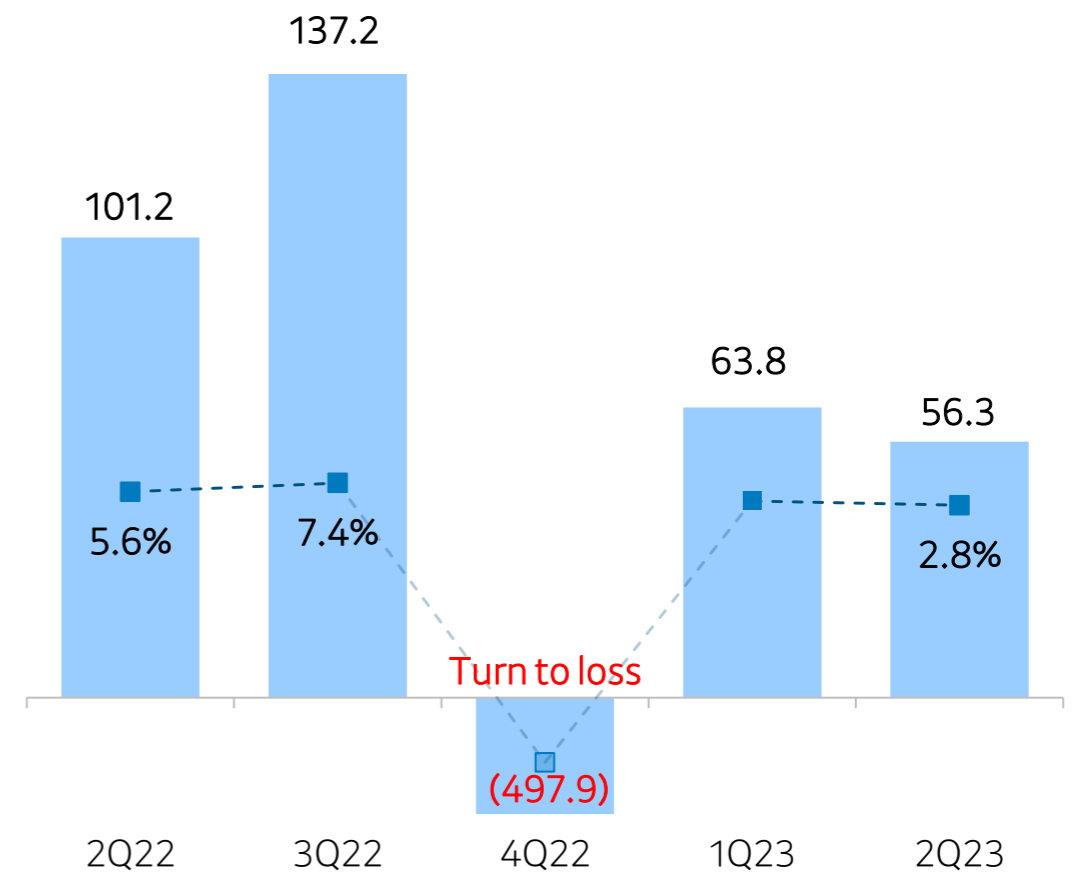
(in billion KRW)

■ Kakao (Separate)
 ■ Subsidiaries¹⁾
■ New Initiatives²⁾
■ OPM
 ■ SM Entertainment



Net Profit(M)

(in billion KRW)



1) Subsidiaries: All business segment excluding Kakao & New Initiatives

3) Reflected PPA cost and consolidation adjustment from SM Entertainment OP (35.7bn)

2) New Initiatives : Kakao Enterprise, Kakao Brain, Kakao Healthcare

4) Subsidiaries includes internal transaction

CapEx / Employees

CapEx YoY +28% / QoQ +147%

Employees YoY +2,591 / QoQ +1,464

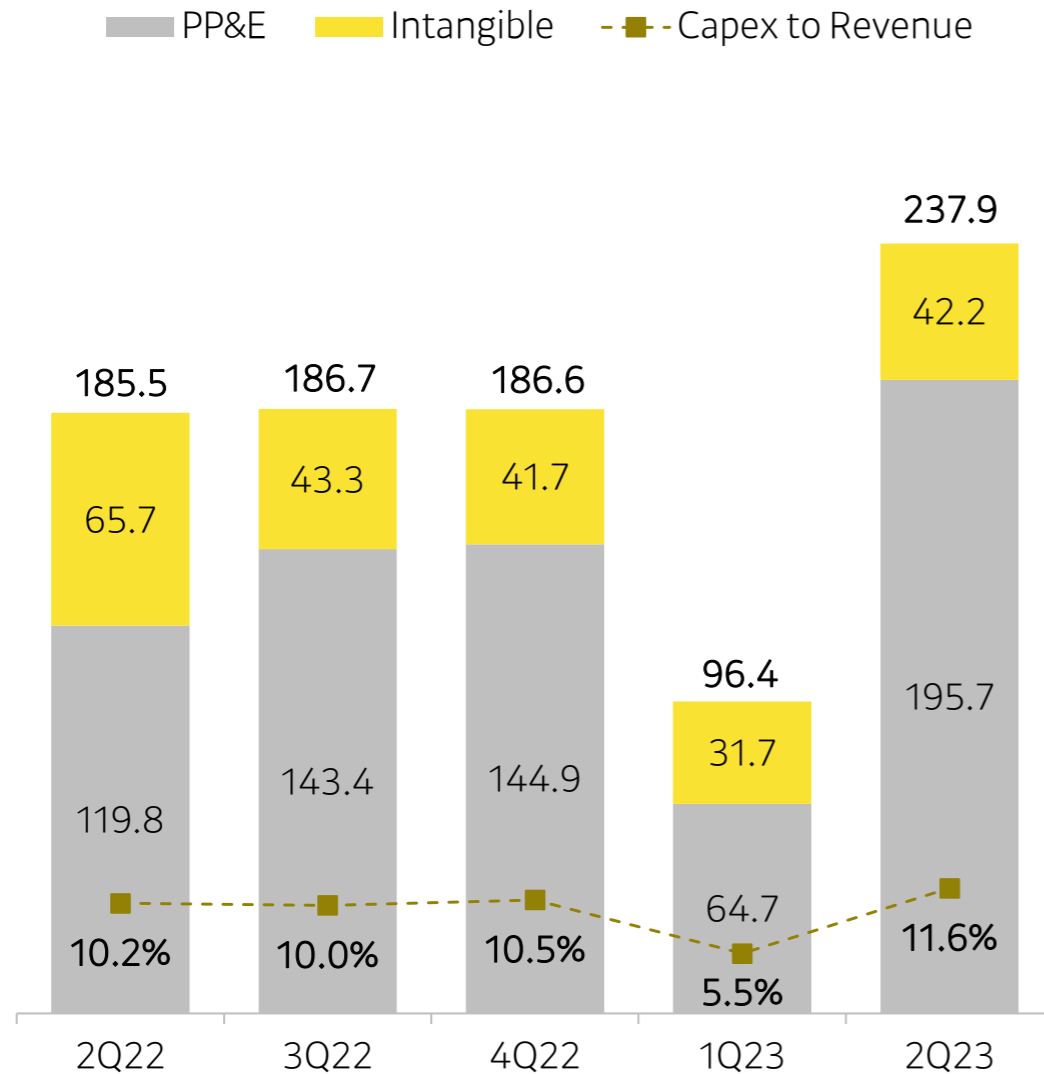
(Y) (Q) Investment in IDC, AI, Content IP

(Y) Business Expansion

(Q) Conservative Hiring, SM Entertainment Consolidation (+1,536)

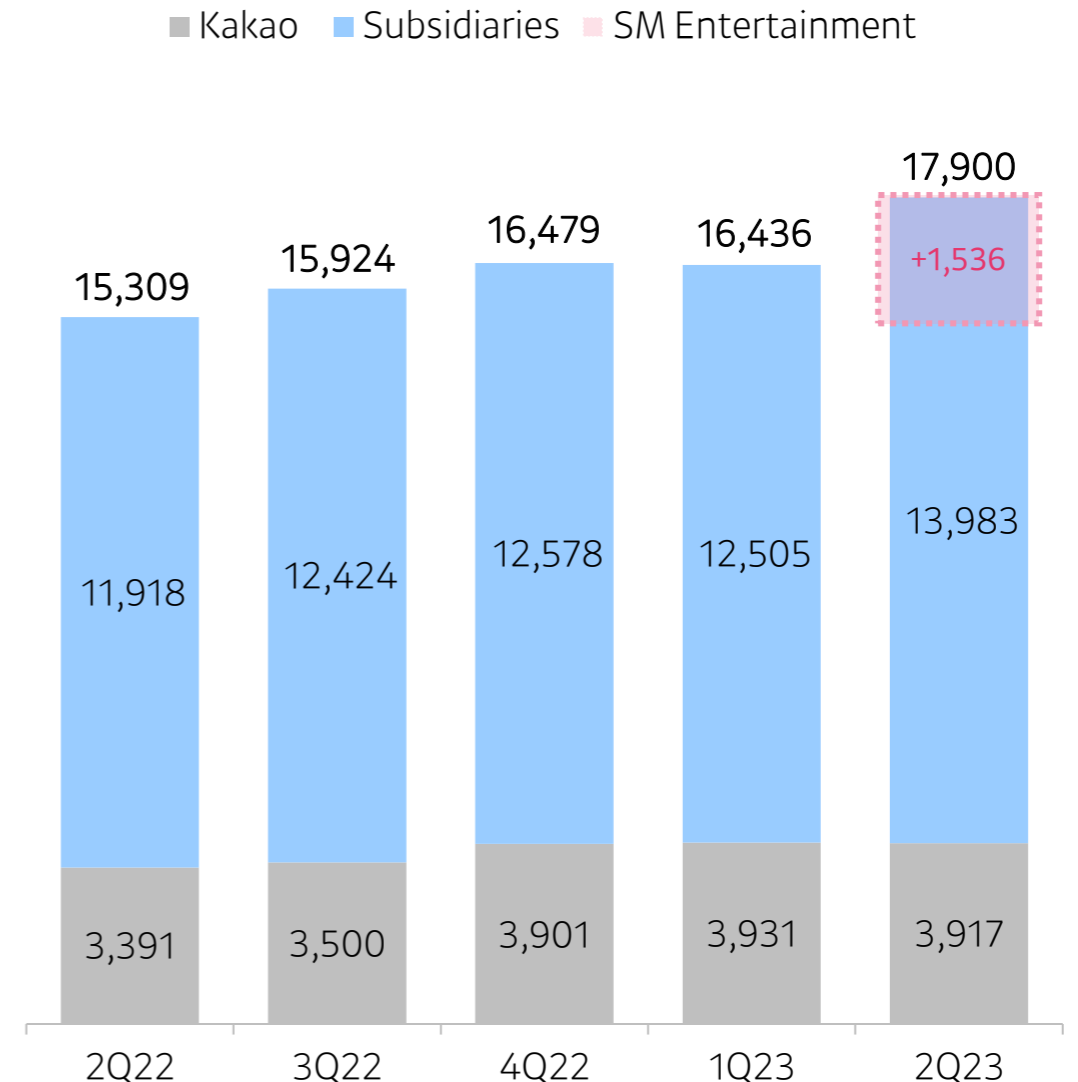
CapEx

(in billion KRW)



Employees

(# of people)



1) CapEx is based on the cash outflow for new acquisition of tangible and intangible assets.
 2) 2Q23 CapEx is based on consolidated K-IFRS that have not been audited and may subject to change

Financial Statements Summary – Consolidated

Income Statement					
(in billion KRW)	2Q22	3Q22	4Q22	1Q23	2Q23
Total Revenue	1,822.3	1,858.7	1,774.1	1,740.3	2,042.5
Platform	930.7	986.9	966.8	964.7	988.7
Talk Biz	453.2	467.4	520.1	515.6	503.0
Portal Biz	102.4	109.8	97.9	83.6	89.5
New Biz	375.1	409.8	348.8	365.6	396.3
Content	891.7	871.8	807.3	775.6	1,053.8
Game	227.6	231.3	221.6	228.6	231.0
Music	336.8	296.1	230.8	247.3	268.6
Story	118.0	94.1	124.8	67.7	73.5
Media	209.3	250.2	230.2	232.0	480.7
Operating Expenses	1,651.3	1,708.4	1,673.8	1,669.2	1,929.0
Labor Cost	426.2	433.3	410.6	445.8	471.8
Cost of Revenue	654.8	711.4	703.8	666.8	810.4
Outsourcing / Infrastructure	235.8	238.4	245.3	242.0	282.3
Marketing Expense	150.3	112.0	108.4	114.6	120.0
Depreciation and Amortization Cost	135.6	153.0	161.0	150.3	185.0
Misc.	48.6	60.4	44.8	49.6	59.6
Operating Profit	171.0	150.3	100.3	71.1	113.5
<i>Margin (%)</i>	<i>9.4%</i>	<i>8.1%</i>	<i>5.7%</i>	<i>4.1%</i>	<i>5.6%</i>
Other Non-Operating Income	138.6	133.6	76.0	17.0	16.5
Other Non-Operating Expenses	34.4	35.7	993.0	42.0	28.4
Financial Income	69.8	63.4	141.2	79.2	61.6
Financial Expenses	73.3	67.1	228.1	46.4	50.5
Equity-method gain	10.0	23.7	21.2	34.1	28.4
Equity-method loss	45.1	31.5	46.1	39.6	29.0
Profit before Income Tax	236.5	236.7	(928.5)	73.3	112.1
Income Tax	135.3	99.5	(430.5)	9.5	55.8
Net Profit	101.2	137.2	(497.9)	63.8	56.3
Controlling Interests	67.6	106.3	(124.1)	77.5	55.4
Non-controlling Interests	33.6	30.8	(373.8)	(13.7)	0.9
EBITDAR	306.1	301.8	253.6	221.5	298.5
Adjusted EBITDAR ¹⁾	345.5	335.2	295.8	250.6	324.9

Statement of Financial Position			
(in billion KRW)	2021.12.31	2022.12.31	2023.6.30
Current Assets	8,102.2	7,755.7	8,092.5
Cash and Cash Equivalents	5,231.5	4,780.2	4,899.5
S-T Financial Instruments	1,573.6	1,210.2	1,399.2
Account Receivable	398.1	440.9	599.4
Other Current Financial Assets	319.1	361.9	401.7
Other Current Assets	579.9	962.5	792.8
Non-Current Assets	13,712.0	14,450.9	16,857.7
Investments in Associates and Joint Ventures	3,215.8	2,651.9	3,191.8
Tangible Assets	554.9	885.4	1,127.7
Intangible Assets	6,347.8	6,022.4	7,281.0
Other Non-current Assets	3,593.5	4,891.3	5,257.2
Finance Assets	965.4	756.8	1,102.1
Total Assets	22,779.6	22,963.5	26,052.4
Current Liabilities	5,630.3	5,148.3	6,138.1
Account Payable and Other payable	1,231.0	1,374.0	1,484.9
Short-term Borrowings	1,258.8	1,096.9	1,740.4
Income Tax Payable	188.9	157.7	98.5
Other Current Liabilities	2,951.6	2,519.8	2,814.2
Non-Current Liabilities	2,885.1	3,843.9	3,634.7
Non-Current Finance Lease Obligations	1,318.2	1,643.4	1,773.6
Deferred Income Tax Liabilities	756.8	652.6	679.8
Other Non-Current Liabilities	810.1	1,547.9	1,181.3
Finance Assets	674.2	439.4	832.6
Total Liabilities	9,189.6	9,431.6	10,605.4
Paid-in Capital	44.6	44.6	44.5
Capital Surplus	7,781.2	8,115.9	8,736.3
Other Accumulated Earnings	77.1	41.0	3.8
Accumulated Other Comprehensive Income	371.8	(1,250.7)	(1,300.9)
Retained Earnings	1,709.6	3,046.5	3,131.0
Minority Interest	3,605.6	3,534.6	4,832.3
Total Equity	13,590.0	13,531.9	15,447.1
Total Liabilities & Equity	22,779.6	22,963.5	26,052.4

1) Adjusted EBITDAR : included equity compensation expense

Financial Statements Summary – Parent

Income Statement					
(in billion KRW)	2Q22	3Q22	4Q22	1Q23	2Q23
Total Revenue	596.4	613.4	650.5	640.7	634.6
Operating Expenses	459.4	492.7	480.3	511.3	517.4
Labor Cost	129.0	128.6	97.4	132.7	141.3
Cost of Revenue	190.2	209.9	237.5	234.0	217.5
Outsourcing / Infrastructure	64.5	67.5	73.8	69.9	77.9
Marketing Expense	5.4	7.6	9.7	3.4	4.9
Depreciation and Amortization Cost	53.7	61.8	60.2	59.6	63.9
Misc.	16.5	17.2	1.7	11.6	11.8
Operating Profit	137.0	120.8	170.2	129.4	117.2
<i>Margin (%)</i>	23.0%	19.7%	26.2%	20.2%	18.5%
Other Non-Operating Income	6.7	4.2	18.5	3.0	4.4
Other Non-Operating Expenses	2.4	10.4	91.0	1.9	6.1
Financial Income	43.0	39.4	35.4	34.3	13.8
Financial Expenses	47.9	43.8	27.7	14.1	15.5
Profit before Income Tax	136.5	110.2	105.4	150.7	113.9
Income Tax	30.2	33.3	(184.4)	27.4	21.0
Net Profit	106.2	76.9	289.8	123.3	92.9
EBITDAR	129.3	181.2	230.3	188.9	182.5
Adjusted EBITDAR ¹⁾	213.2	198.3	247.8	203.5	194.4

Statement of Financial Position			
(in billion KRW)	2021.12.31	2022.12.31	2023.6.30
Current Assets	2,418.0	2,334.9	1,810.3
Cash and Cash Equivalents	1,478.7	1,248.8	1,123.4
S-T Financial Instruments	255.4	211.0	141.5
Account Receivable	152.2	139.3	128.0
Other Current Assets	531.7	735.8	417.4
Non-Current Assets	7,606.7	8,456.6	9,475.2
Investments in Associates, Subsidiaries and Joint Ventures	3,547.8	4,751.7	5,614.0
Tangible Assets	312.6	500.5	631.5
Intangible Assets	1,573.6	1,608.6	1,605.1
Other Non-current Assets	2,172.7	1,595.9	1,624.5
Total Assets	10,024.7	10,791.5	11,285.5
Current Liabilities	2,299.1	2,183.5	2,403.4
Account Payable and Other payable	493.5	546.8	466.5
Short-term Borrowings	342.2	28.7	300.0
Income Tax Payable	55.5	74.2	35.1
Other Current Liabilities	1,407.9	1,533.9	1,601.8
Non-Current Liabilities	1,171.3	1,516.7	1,578.1
Non-Current Finance Lease Obligations	1,076.1	1,306.4	1,353.8
Deferred Income Tax Liabilities	-	97.1	107.1
Other Non-Current Liabilities	95.2	113.2	117.2
Total Liabilities	3,470.4	3,700.2	3,981.5
Paid-in Capital	44.6	44.6	44.5
Capital Surplus	5,489.2	5,636.7	5,713.8
Other Accumulated Earnings	77.1	41.0	3.8
Accumulated Other Comprehensive Income	240.5	11.3	11.1
Retained Earnings	702.8	1,357.6	1,530.7
Total Equity	6,554.2	7,091.3	7,304.0
Total Liabilities & Equity	10,024.7	10,791.5	11,285.5

1) Adjusted EBITDAR : included equity compensation expense

Thank You

