

kakao

Kakao Investor Relations
3Q 2023



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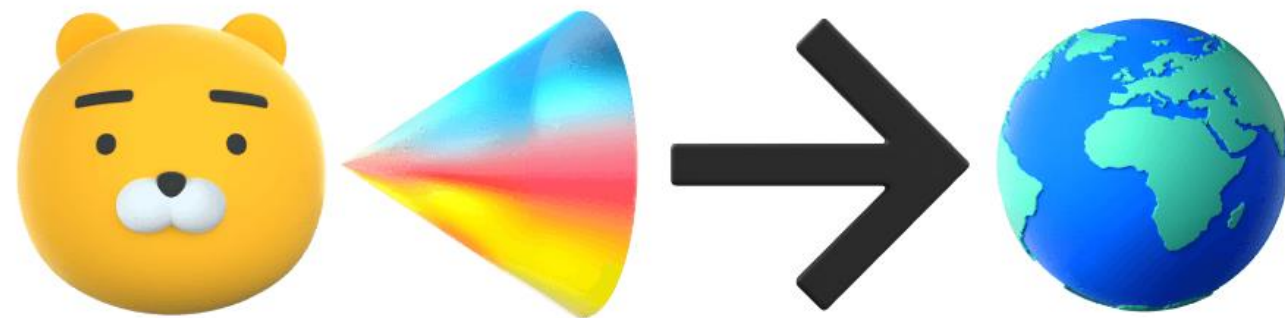
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Company Overview

Kakao Business

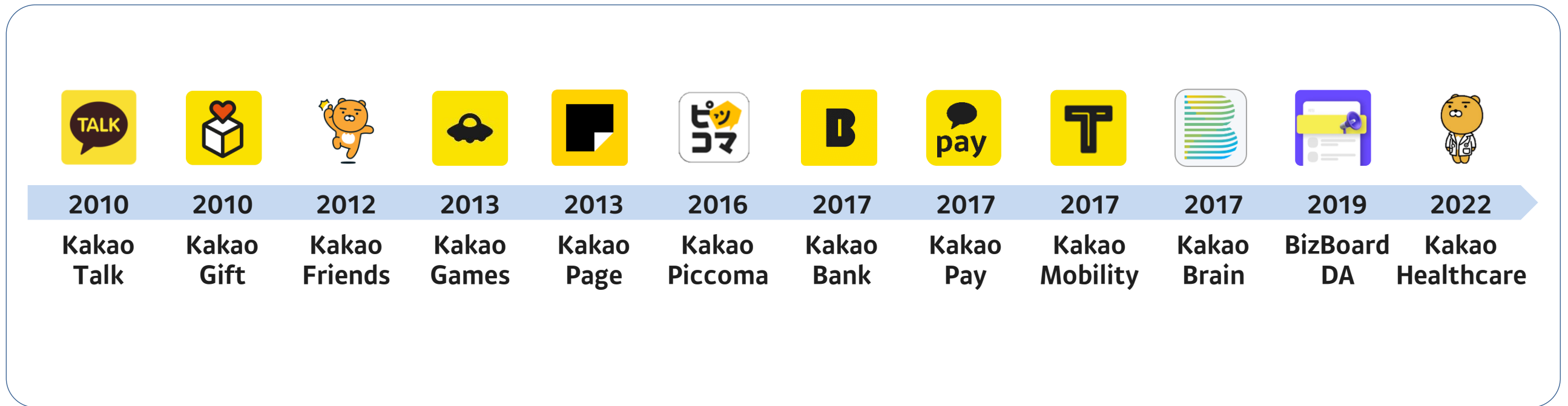
Financial Overview

**Making a better world with
people and technology**

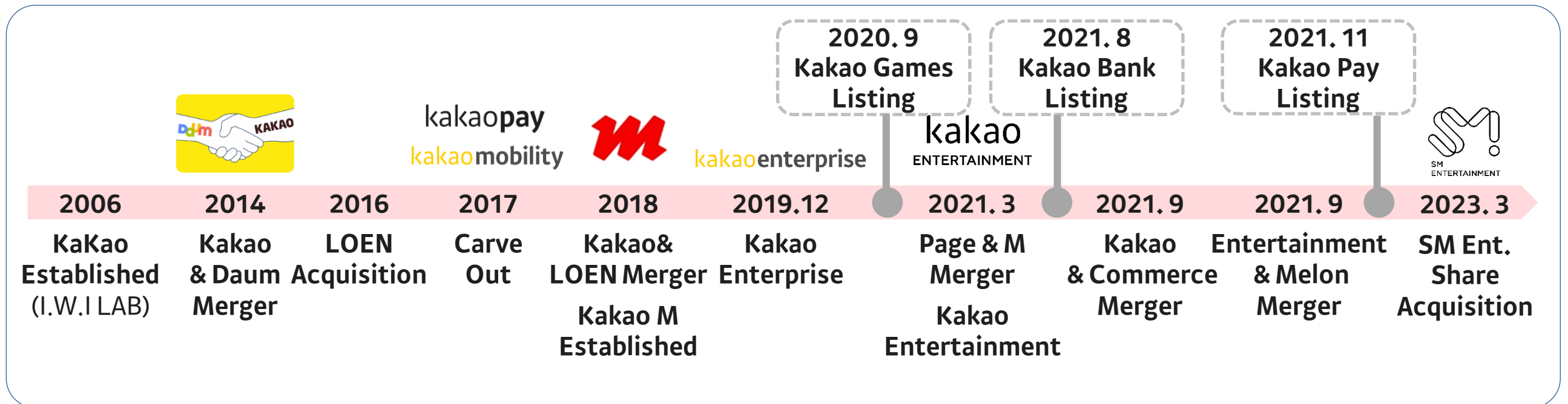


History

Innovative Service Launch & Incorporations



Changes in Business Structure & Listing of Subsidiaries



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



Platform

Kakao Talk	New Business	TechFin
Advertising (Talk+ Portal)	Kakao Mobility 57.3%/5.0+	Kakao Pay 46.5%/5.5
Commerce (Gift, Store, Makers)	Kakao Enterprise 85.1%/2.6	Kakao Bank ³⁾ 27.2%/11.1
	Kakao Brain 100%	
	Kakao Healthcare 100%	

Content

Game	Story, Music, Media
Kakao Games 40.9%/2.1	Kakao Entertainment 66.0%/11.3
	Kakao Piccoma 91.1%/8.8
	SM Entertainment 39.9%/3.1

1) Kakao's Stake and Listed Subsidiaries Valuation as of 2023.9.30
 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

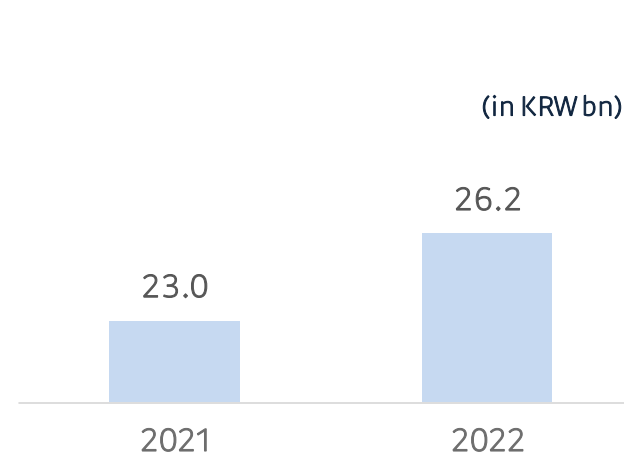
- ✓ FCF 5% for Cash Dividend
- ✓ Maintain Minimum DPS & Additional Payouts accordingly with Earnings

Shareholder Return History (FY21~FY22)

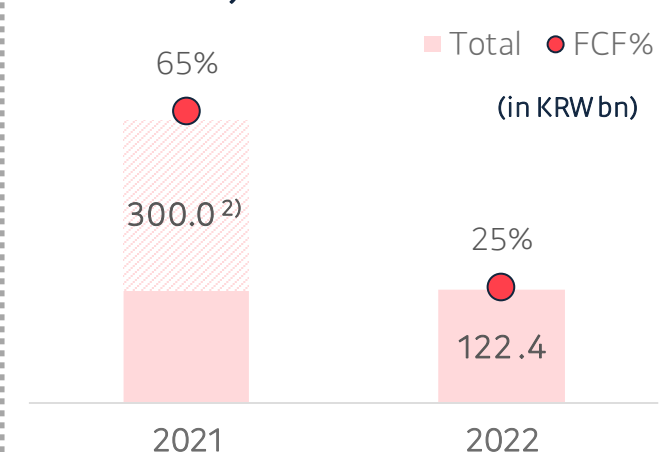
FY22 Shareholder Return ¹⁾

- ✓ 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

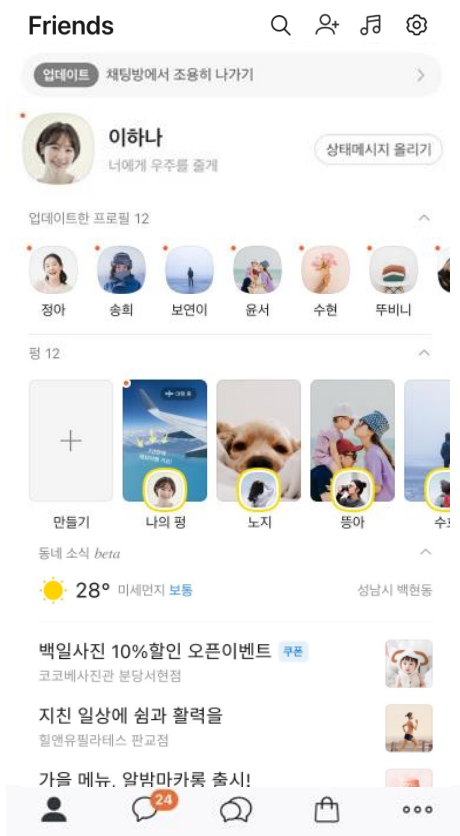
Content Business

Financial Overview

Three tabs with more than 10M DAU

Friends Tab

Friends' Birthday, Friends with Updates, Pung, Friends List



Chatting Tab

1:1, Team Chat, Talk Channel



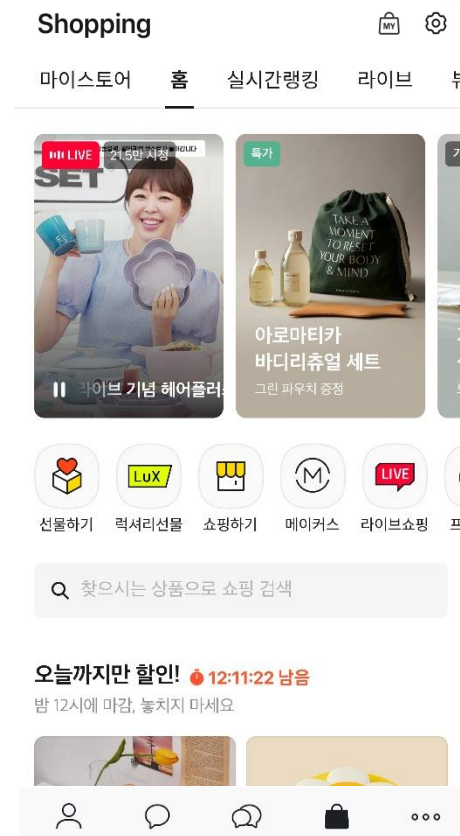
Open Chat Tab

Interest based Community Service



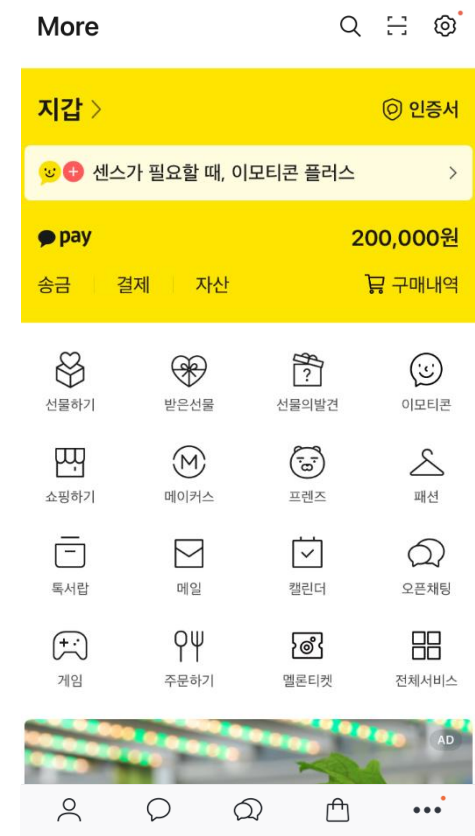
Shopping Tab

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

13M+


Open Chat Tab DAU
Year-end Target

Segmentation of Communication to Promote Qualitative Growth

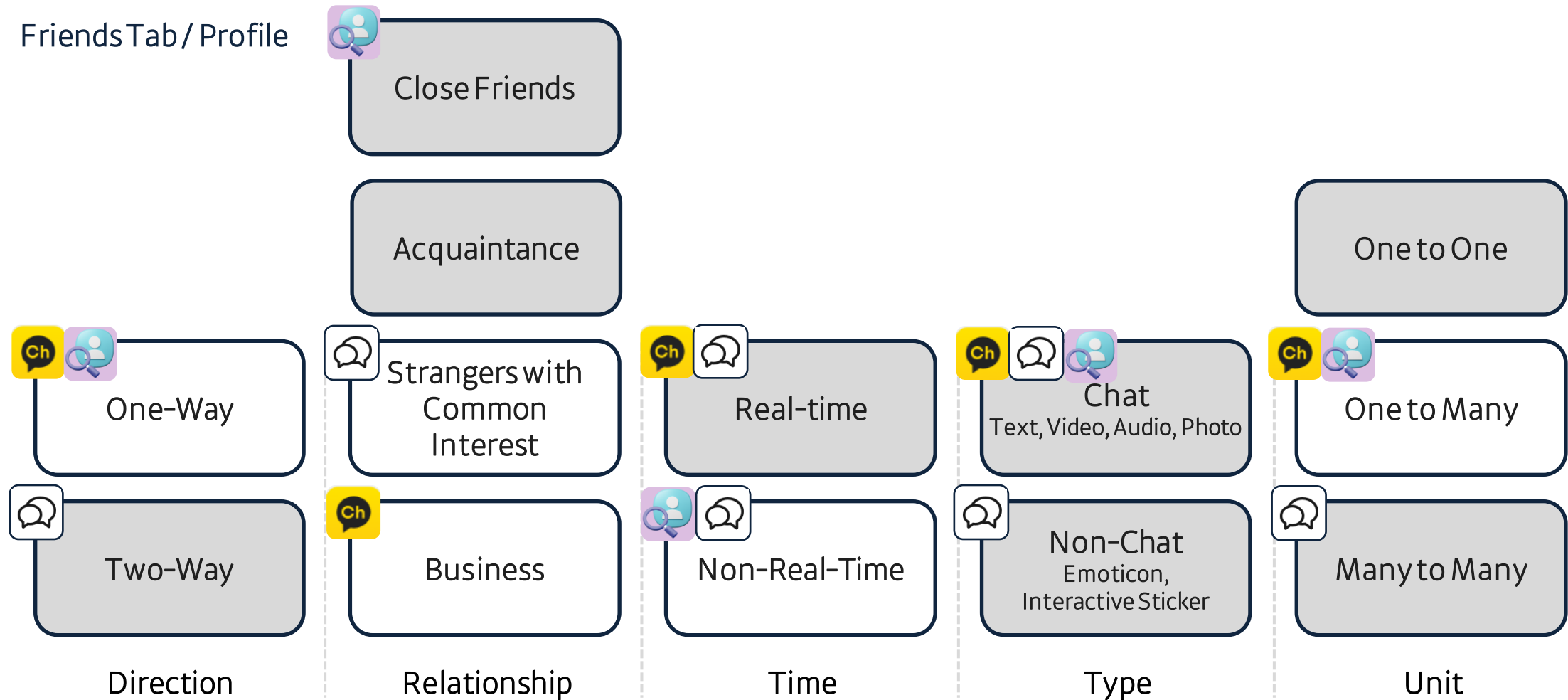
Communication Method

 Current Kakao Talk

 Talk Channel

 Open Chat

 Friends Tab / Profile

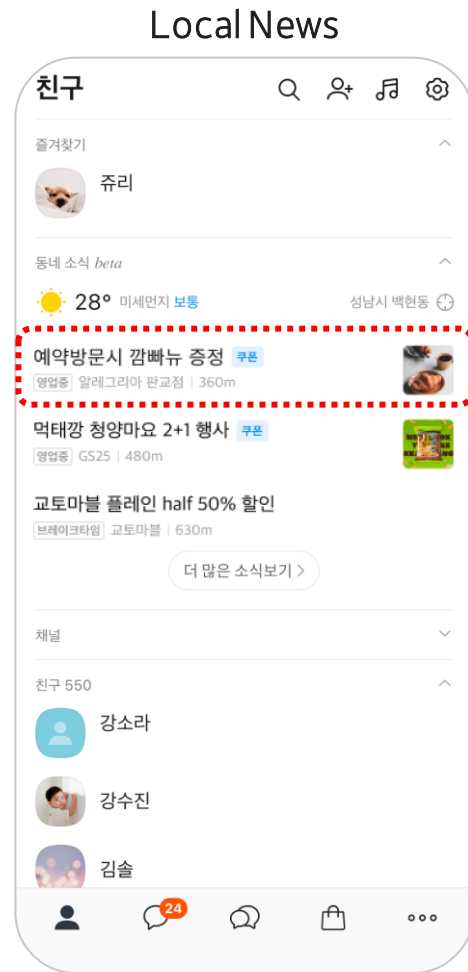


Catalyze New Business Opportunities with Local Service

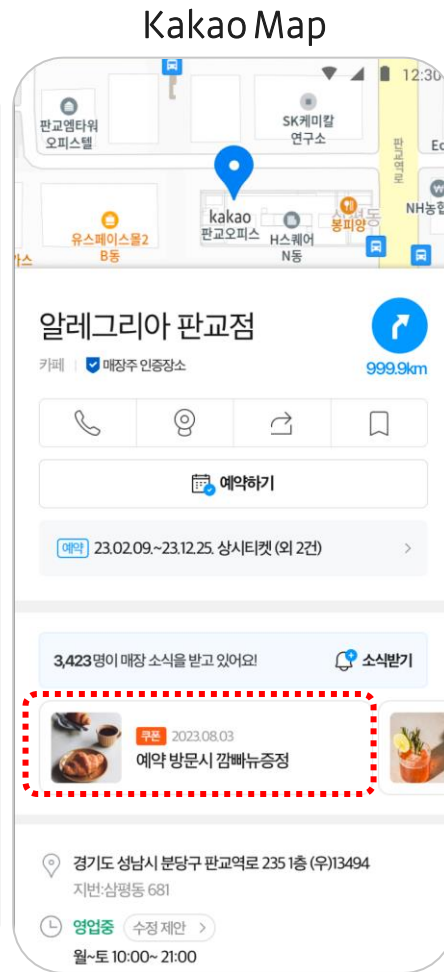
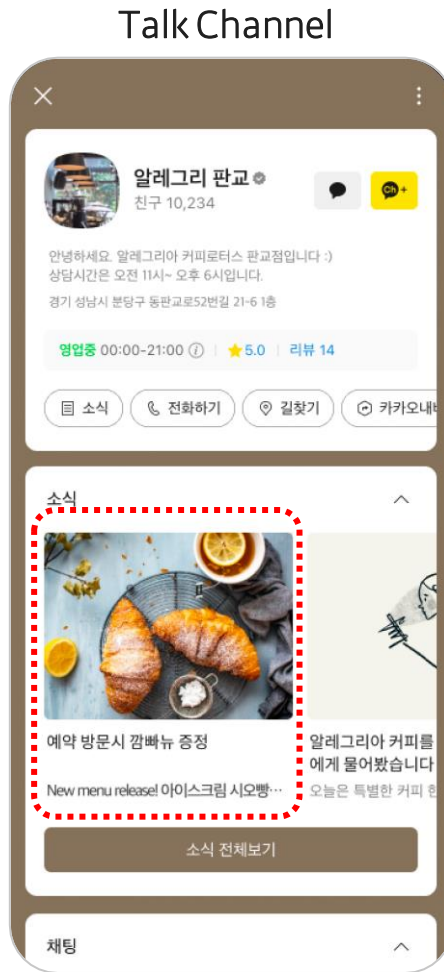
Long-tail Enterprise

Increase Total # of Talk Channels Through External Partnership

300,000 Business Partners



Local Business



Business Solution

Integrated Kakao Business Tools

- Order
- Reservation
- Expand Sector Coverage
- Payment
- Talk Checkout

Ad Synergy Across Talk Channel, Notification Talk, DA, SA

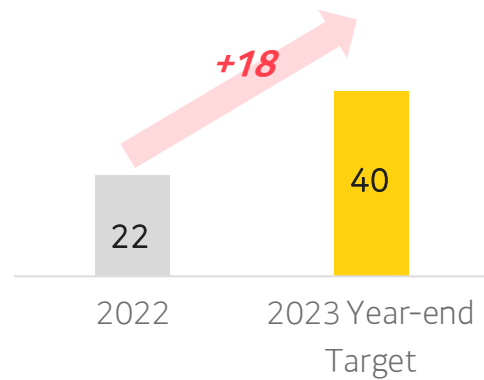
Commerce Increase GMV with Integrated Kakao Business Tools

Expansion of Business Opportunity through Qualitative Growth

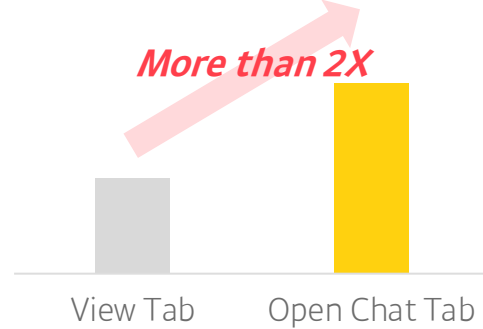
Strategy

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

Friends Tab DAU
(Unit: mn)

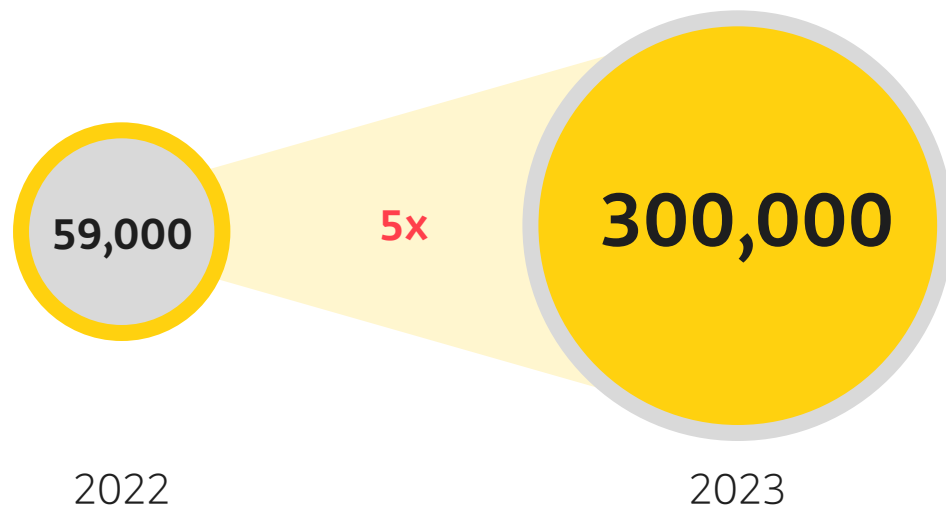


Open Chat Tab DAU
(Launched May 2023)



Growing Demand | Advertiser Pool

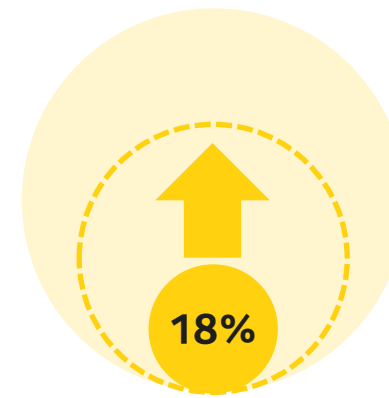
No. of Talk Channels with more than 1,000 Friends



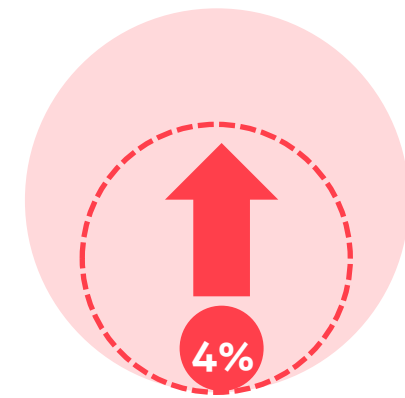
Goal

Top-line | Market Share Expansion in Advertising and eCommerce

Online Ad. M/S

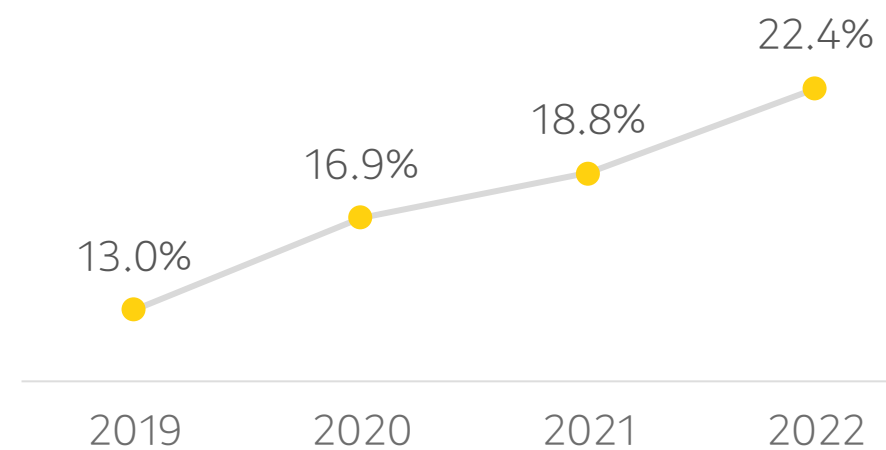


eCommerce M/S



Bottom-line | Continuous OPM Improvement

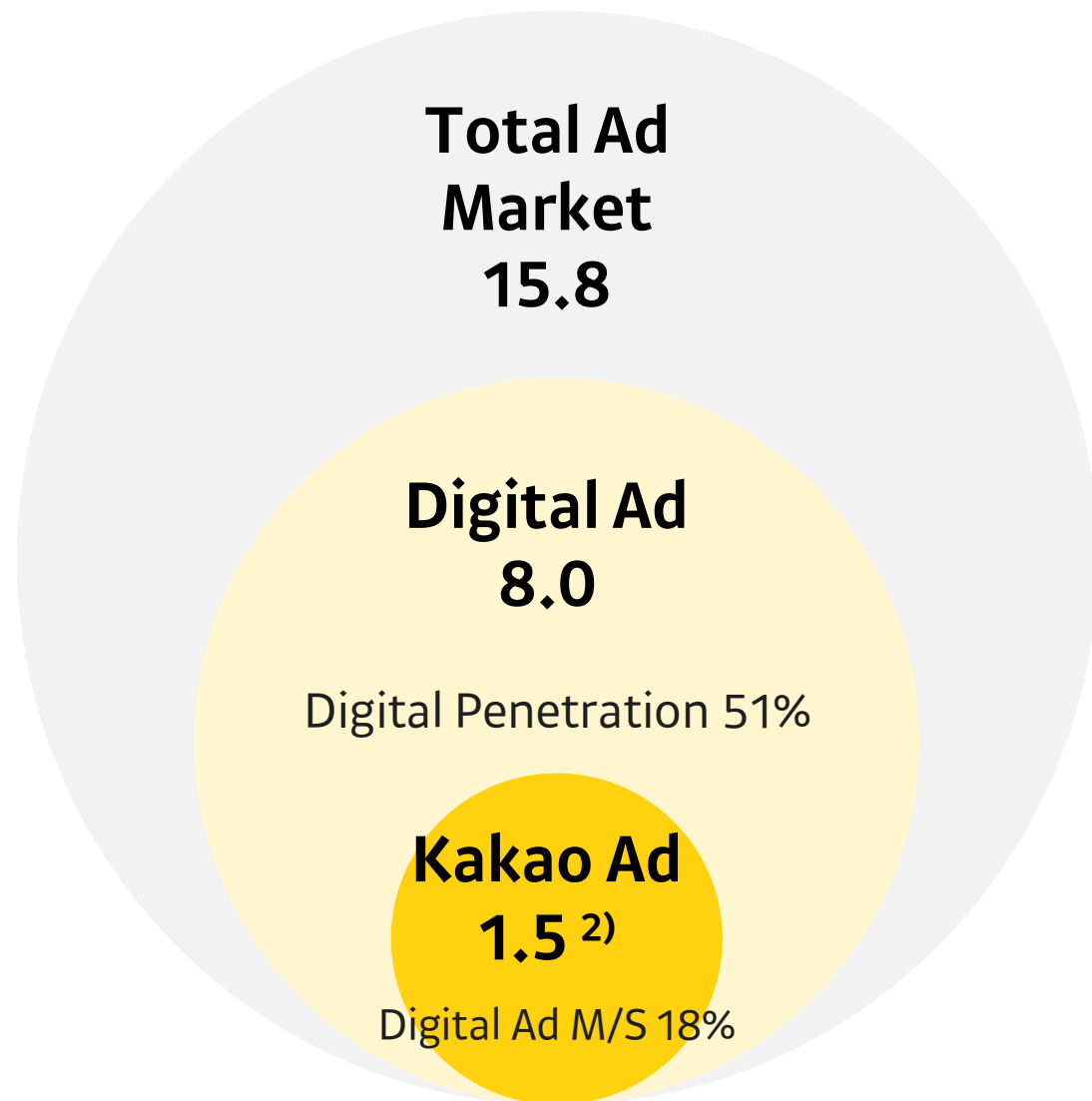
Kakao Separate OPM



Significant Growth Opportunity in Kakao Talk as a Biz Platform

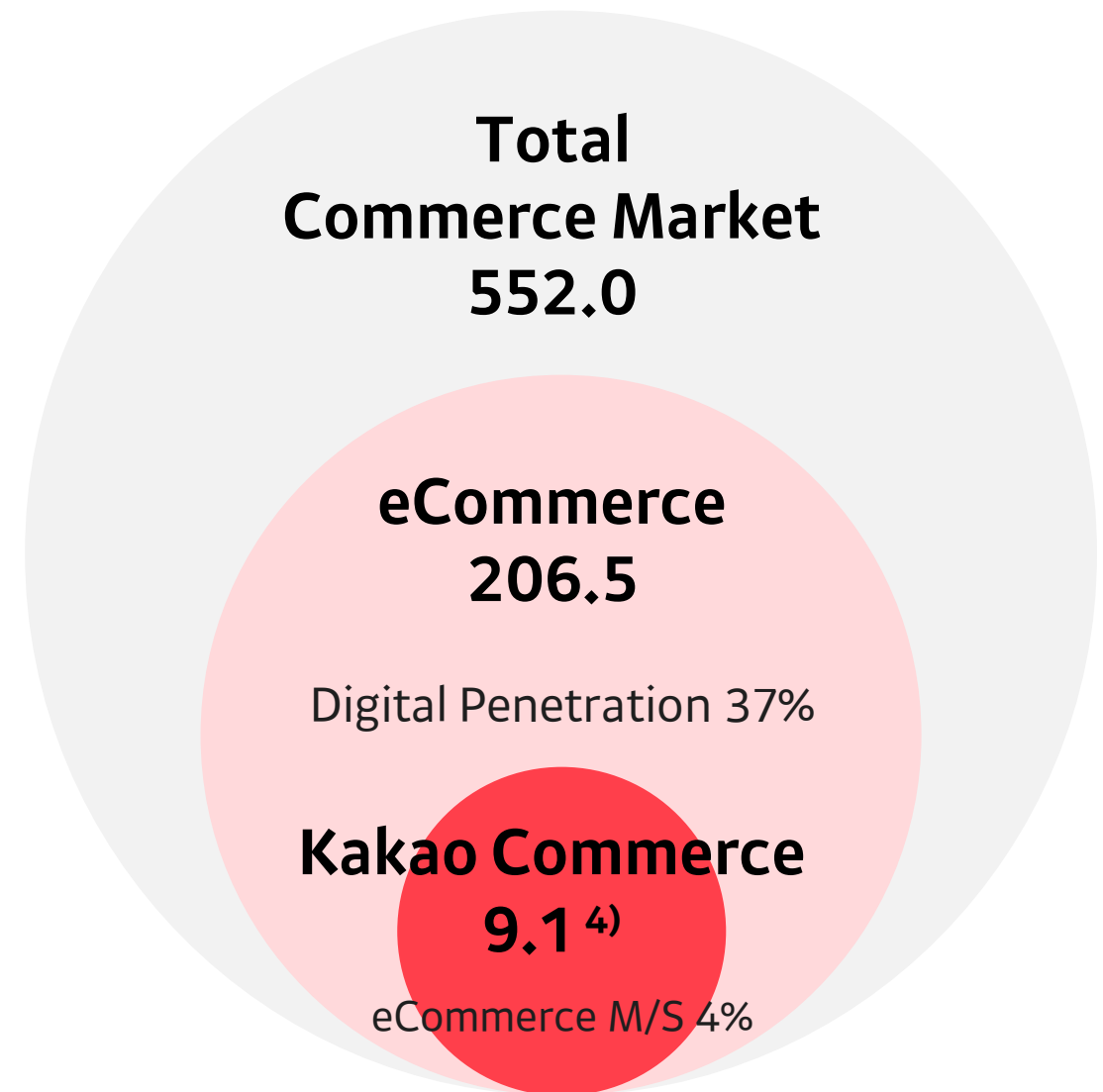
Domestic Ad Market Size (FY22) ¹⁾

(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

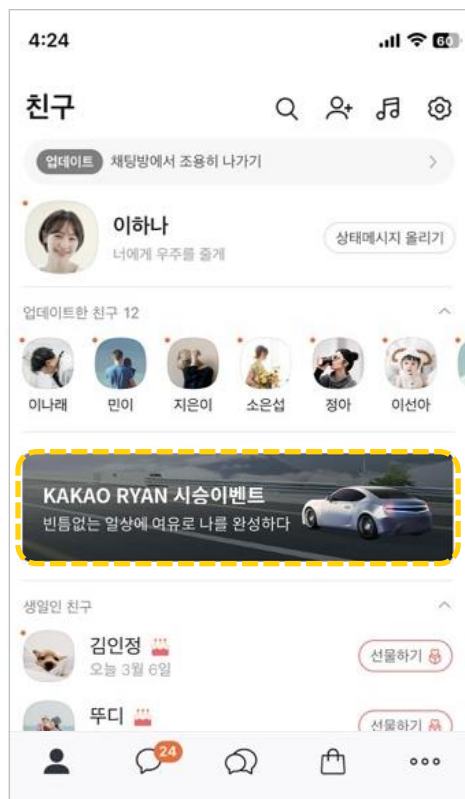
3) Source KOSIS, Service Industry Trend Survey & Online Shopping Trend Survey

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

From Brand Promotion to Direct Purchase all within Kakao Talk

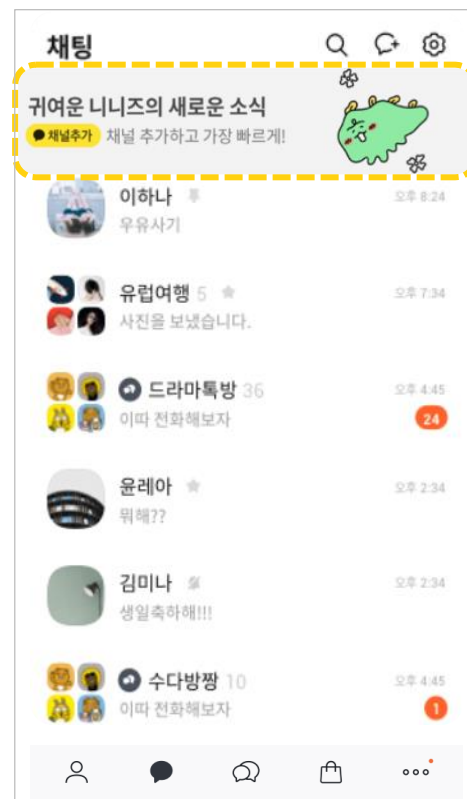
Bizboard CPT (beta)

Book 2 Hour Time Slot to Reach 30M DAU



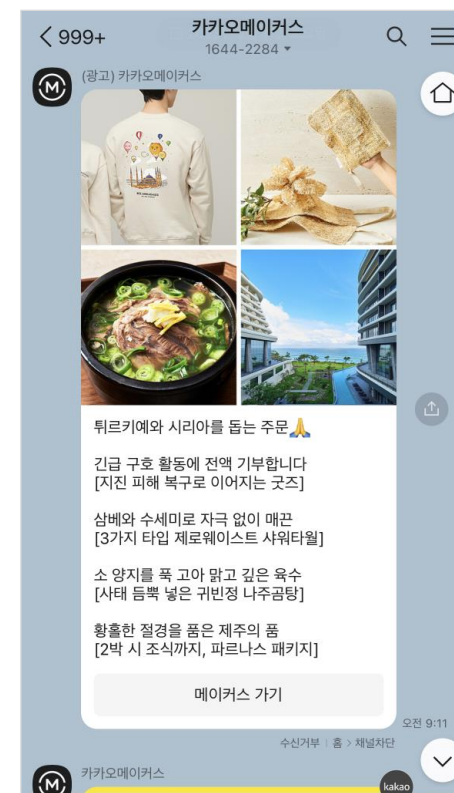
Performance based Bizboard (DA)

Reaches 44M DAU Mega Traffic



Talk Channel (Message)

Exceptional Reach & Conversion Rate



Notification Talk (Message)

Purchase, Reservation, Order Information



CPT Bizboard

Increase in Demand

Additional Inventory

Friends Tab, Open Chat Tab

+11% YoY

3Q Message Biz Revenue (Talk Channel + Notification Talk)

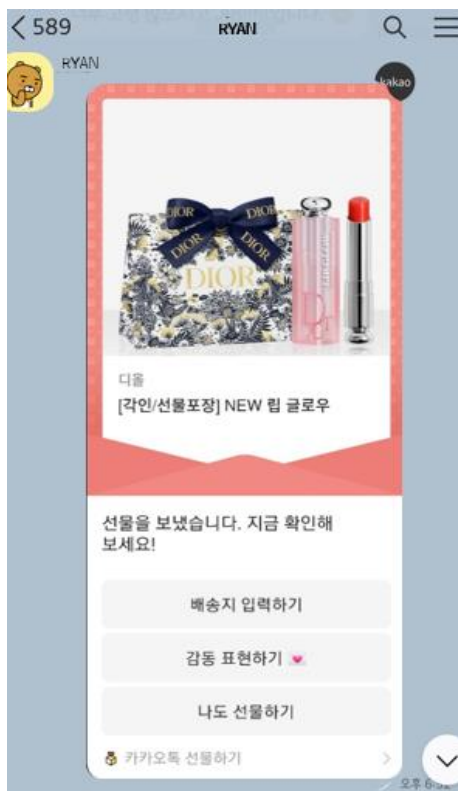
2.5M

Year End Total Talk Channel Accounts (E)

Expansion of Premium Gift & Synergy between Ad - Commerce

Gift

Send Gift Easily through Kakao Talk



Store

Timely Flash Sales 'Talk Deal'



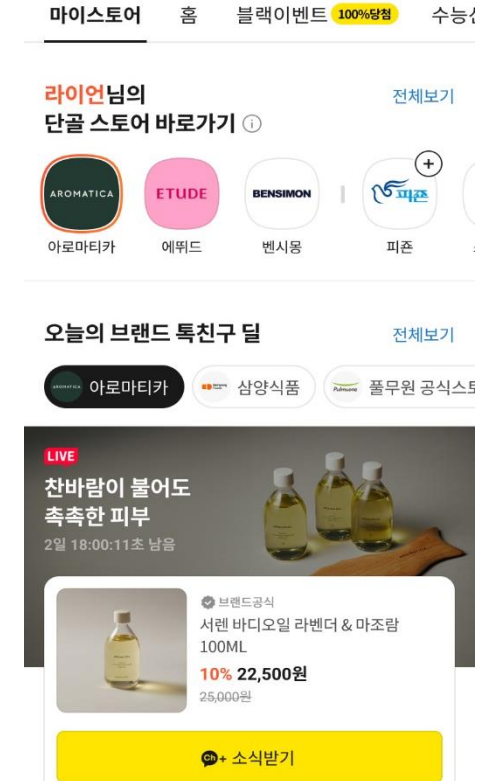
Kakao Shopping Live

Live Commerce Platform



My Store

Personalized Shopping Curation



2.4 tn

3Q Total GMV
Gift, Store, Makers, ZigZag, Grip

+11% YoY

3Q Delivered Gift GMV

Self Purchase Expansion

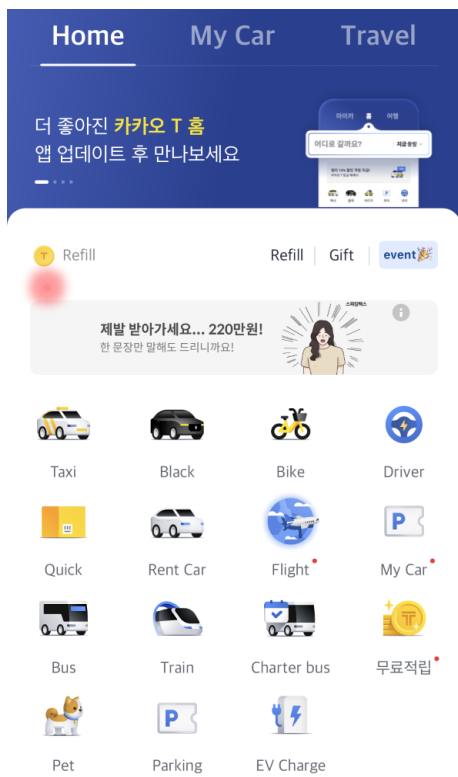
Synergy btwn.
Talk Channel, Talk Store, Shopping Live

1) Key Indices as of 3Q23

Expand Beyond Mobility to Logistics and Future Technology

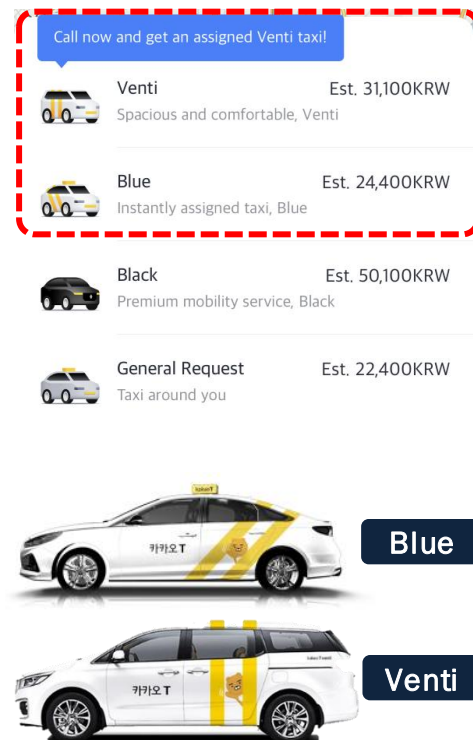
Kakao T

All-in-One
Mobility Platform



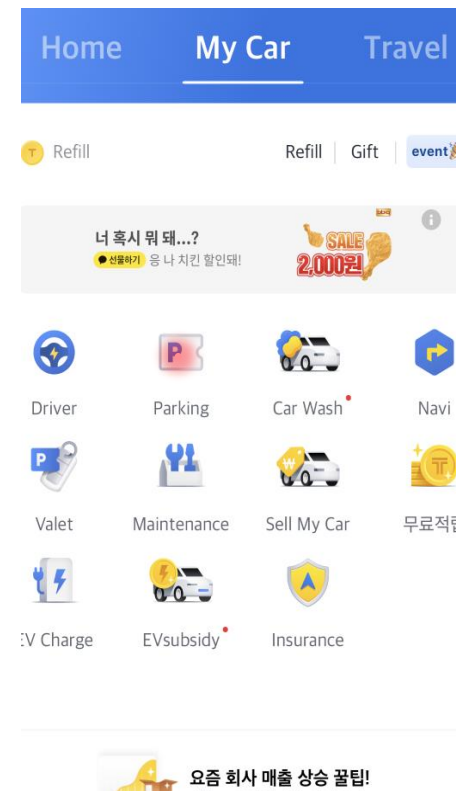
Taxi

Premium
Franchised Taxi



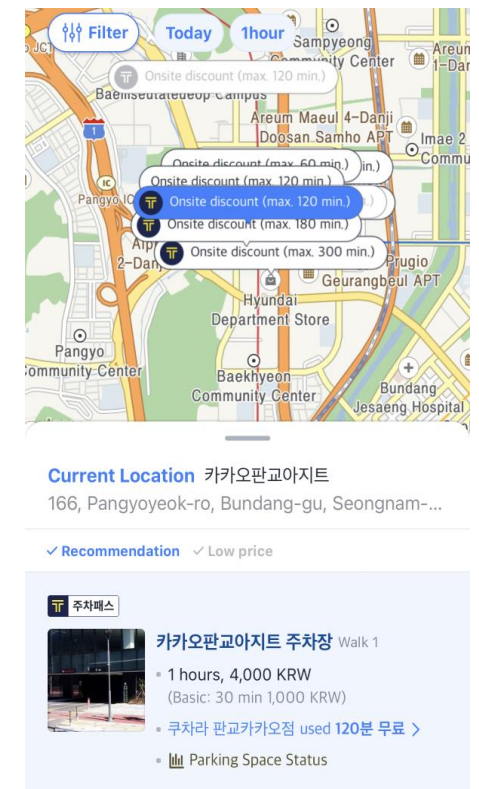
My Car

EV Charge, Car Wash, Sell
My Car, Maintenance



Parking

Partnership with 2k
parking lots



37M

Registered Users

Brand Taxi

Blue & Venti 50k+

**Car Owner
Platform**

New Business Models

1.4M

Parking Pass Users

Investment in AI & Healthcare to Secure New Growth Drivers

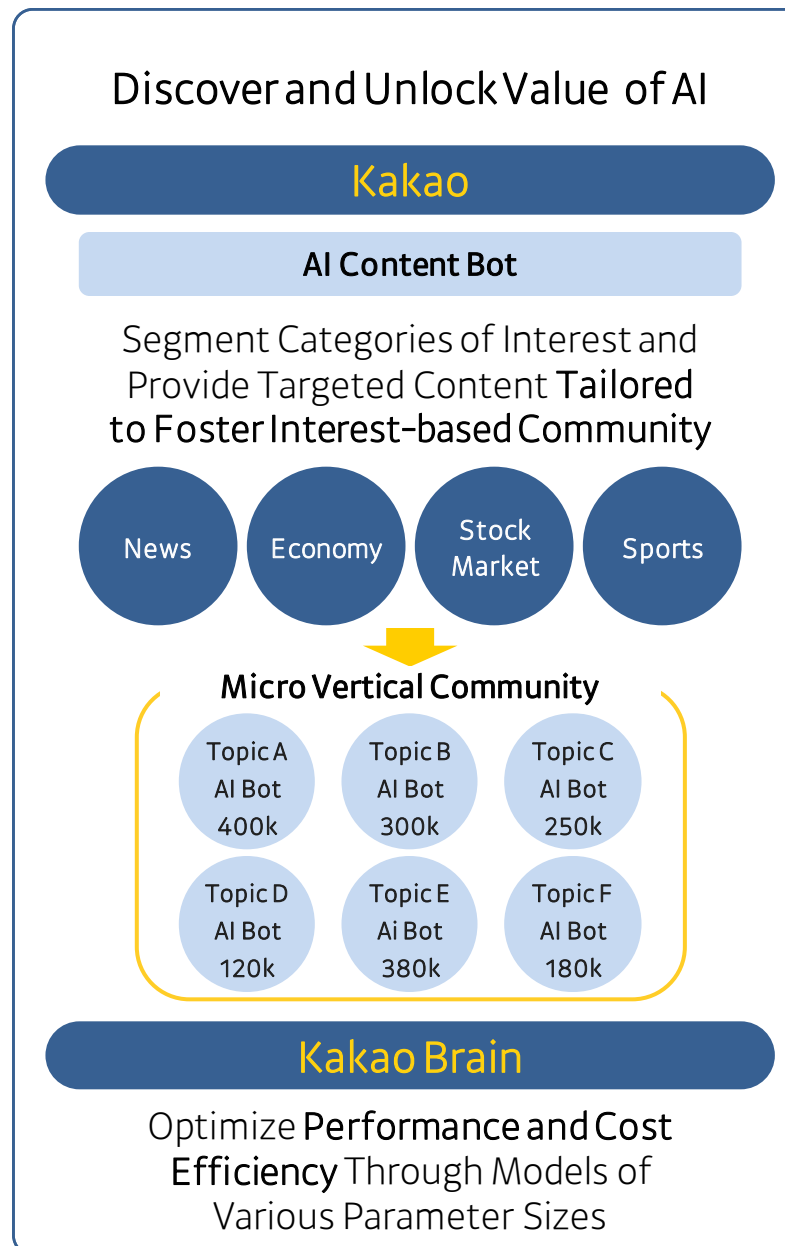
kakaoenterprise

Digital Transformation through Cloud



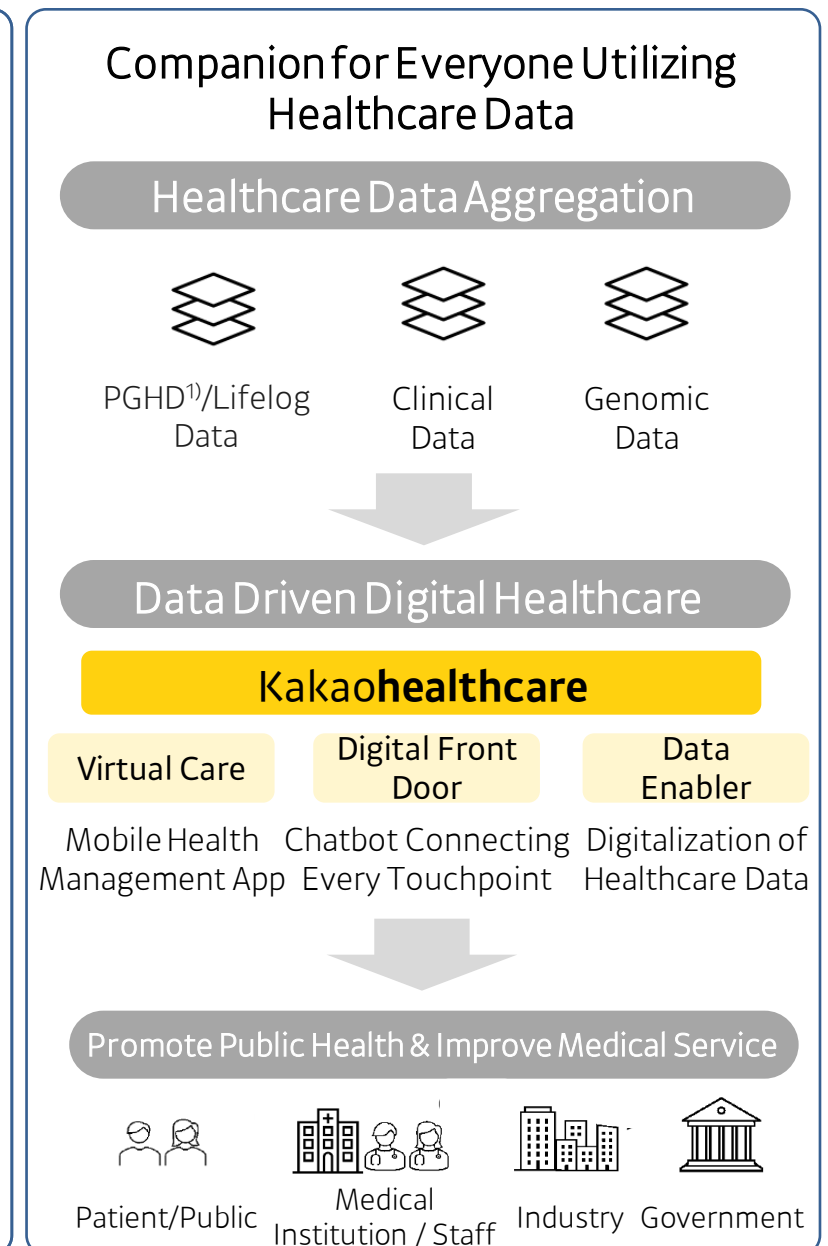
kakaoAI

Vertical AI Services with Large-scale AI



kakaohealthcare

Digital Healthcare Ecosystem

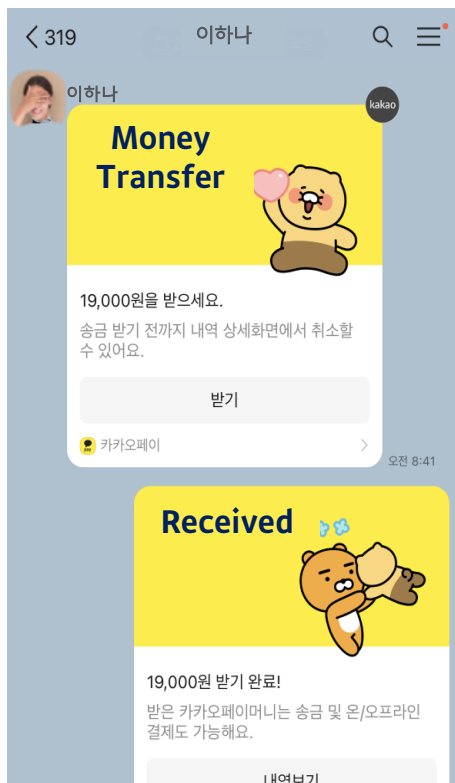


1) Multi-AZ: Deploying Workloads Across One or More Data Centers
 2) TGW(Transit Gateway)
 3) PGHD(Patient-Generated Health Data)

Evolve into Comprehensive Daily Financial Platform

Money Transfer

Easy and Fast like Sending a Talk Message

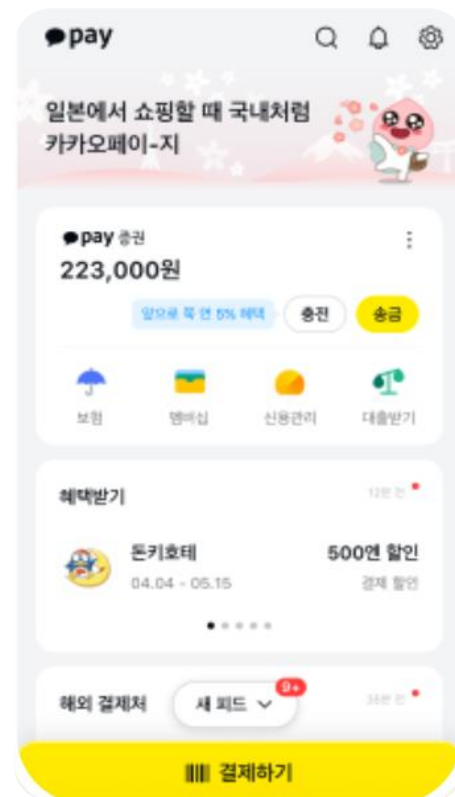


22.9M

3Q MAU

On/Offline Payment

Expansion of Overseas Coverage

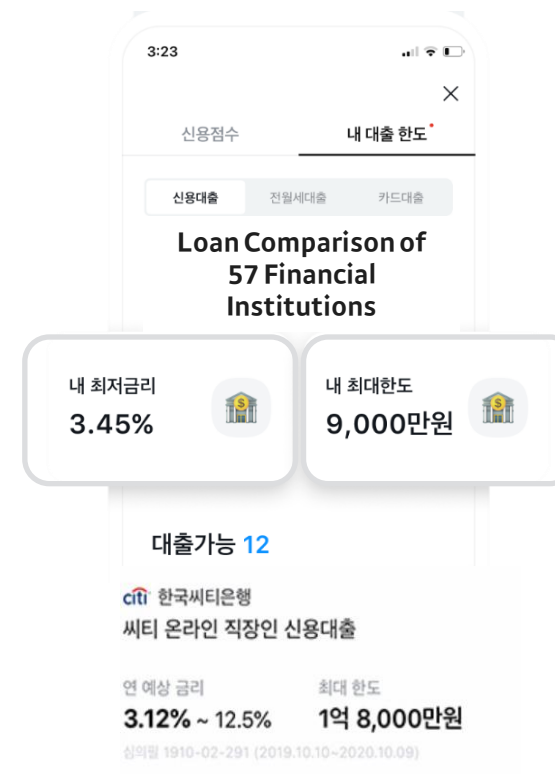


W36.2tn

3Q TPV

Loan Referral

Diversified Product Line-up

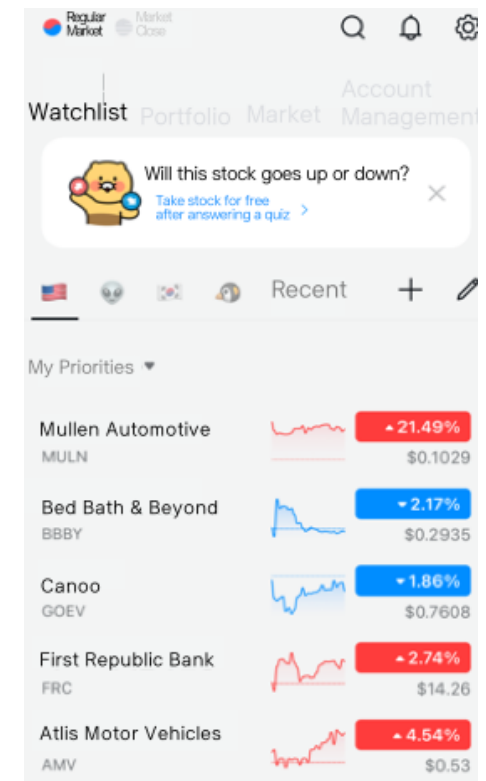


29%

Digital Payment to Finance Revenue TPV Portion

Securities

Kakao Pay Securities MTS



960k

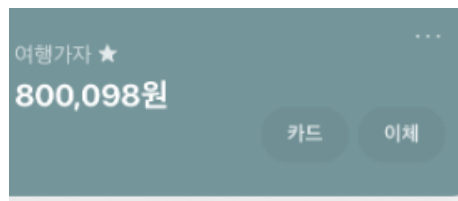
Domestic Franchise

1) Key Indices as of 3Q23

No.1 Online Bank with Innovative User-Friendly Technology

Group Account

of Users
CAGR +23%



김이지 200,000원

박지현 200,000원

이은지 200,000원

안서영 200,000원

Mortgage Loan

Balance KRW 8tn,
51% for Refinancing Purpose



Mortgage Loan
Approved

실행일 3일 전에
대출실행에 동의해주세요.

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 6.6tn Total Loans
Referred (+16% YTD)

제휴사 대출 추천

제휴사별 한도와 금리를 비교해보세요.
최대 +500만원, 최고 0.5% 우대
카카오뱅크 전용우대가 적용된 결과입니다.

추천 결과 5건

한국투자 저축은행

대출한도: 3,500만원 | 대출금리: 14.5% | 대출기간: 36개월

증도상환수수료 0원 | 민기일시상환 가능

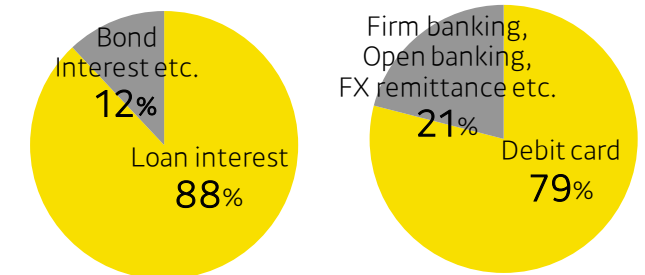
이 조건으로 대출받기

롯데캐피탈

한도최대

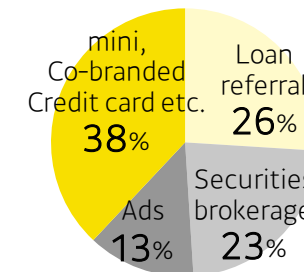
Diversify Product

3Q Operating Revenue
KRW 656.6bn

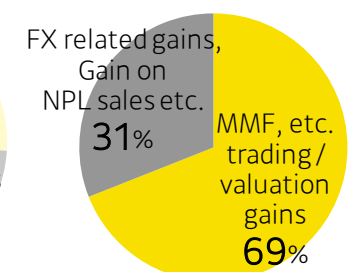


Interest revenue
535.9bn

Fee revenue
54.8bn



Platform revenue
18.3bn



Others
47.6bn

22.3M

Customer Base

17.4M

MAU

₩45.7tn

Deposit Balance
(+32% YoY)

₩37.1tn

Loan Balance
(+35% YoY)

Company Overview

Platform Business

Content Business

Financial Overview

Global Game Company Encompassing from Publishing to Developing

FY24 Core Lineups

	Title	Genre	Inhouse/ Publishing (Studio)	Device (Platform)	Region
1H24	Odin: Valhalla Rising	MMORPG	In-house (Lionheart)	PC+Mobile	N.America and Europe
	R.O.M	MMORPG	Publishing (Red Lab Games)	PC+Mobile	Global
	Eversoul	Collectible RPG	Publishing (NINEARK)	Mobile	Japan
	ArcheAge War	MMORPG	In-house (XLGAMES)	PC+Mobile	Taiwan, Japan, etc.
	Goddess Order	Action RPG	Publishing (Load Complete)	Mobile	Global
	Project V	Roguelike Casual RPG	In-house (Lionheart)	Mobile	Global

Upcoming Global Title



- Hard-Core MMORPG with Massive Scale Competition
- Red Lab (Proven MMORPG Expertise)
- Global Launch 1H'24
- Global Concurrent Launch, Nation vs. Nation Rivalry
- Quarter View Perspective Offering Highly Immersive Massive PvP Combat

Game Value Chain

XL Games , Lionheart Studio

8+ New Titles (FY24)

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%+

3Q Piccoma Digital Comic App M/S

Content Library (3Q23, 140k+ IP)

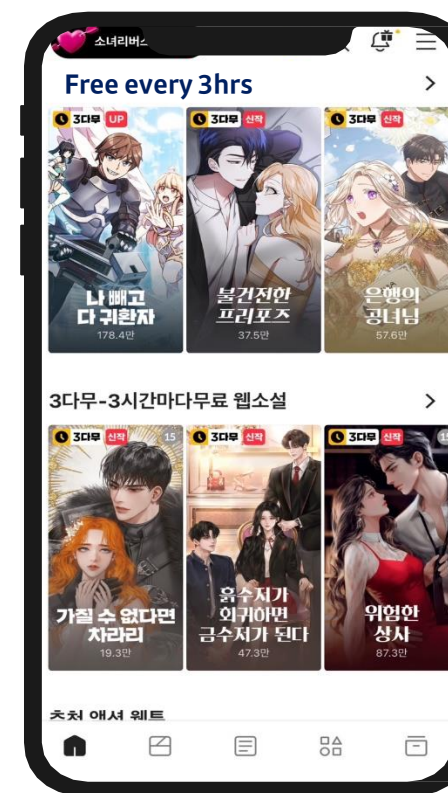


Japan #1/Global #7

3Q23 Top Grossing Consumer Spending
※ incl. games



'Free after 3 hours' Implementation

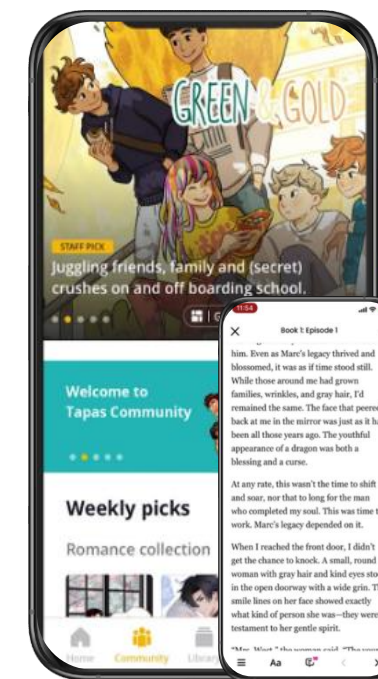


₩353.3bn

3Q Piccoma / Ent. Platform GMV

2H22 Tapas + Radish Merger

tapas entertainment



10k +

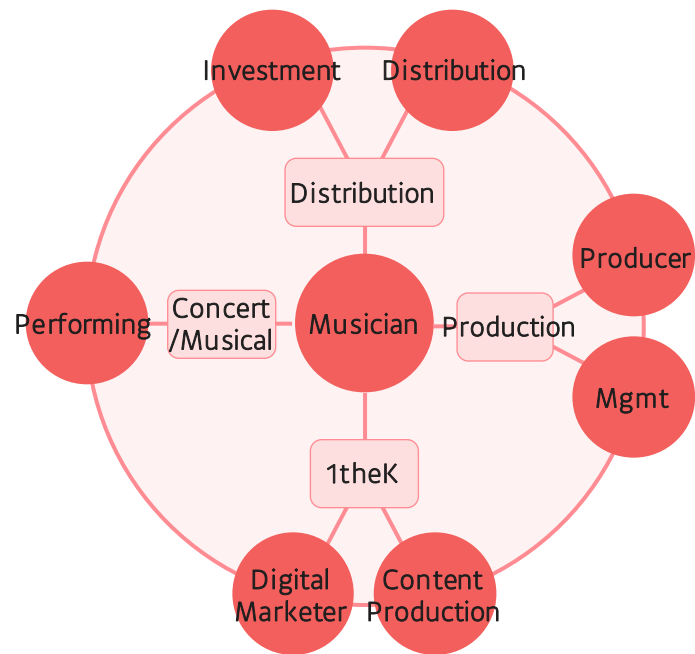
Kakao Entertainment Original IP

1) Key Indices as of 3Q23

Expedited label business growth based on strong fandom

Stable Music Value-chain

Internalize Value-chain from Investment-Distribution-Production



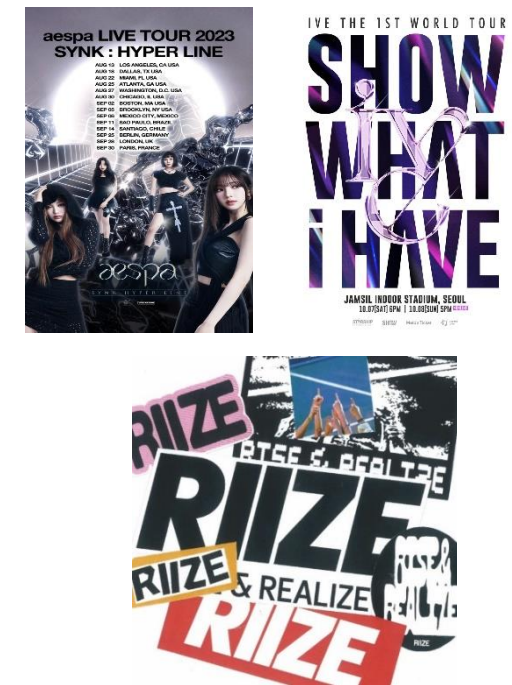
No.1 Domestic Music Platform

Largest Music Content Holder



Global Expansion, Artist line-up extension

4Q, <IVE> 3rd Album and Global Tour
4Q, SM Boy Group <NCT New Team> Debut



No.1
K-pop Music Distribution
Music Streaming Platform

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

8.7M
3Q23 SM Album Sold

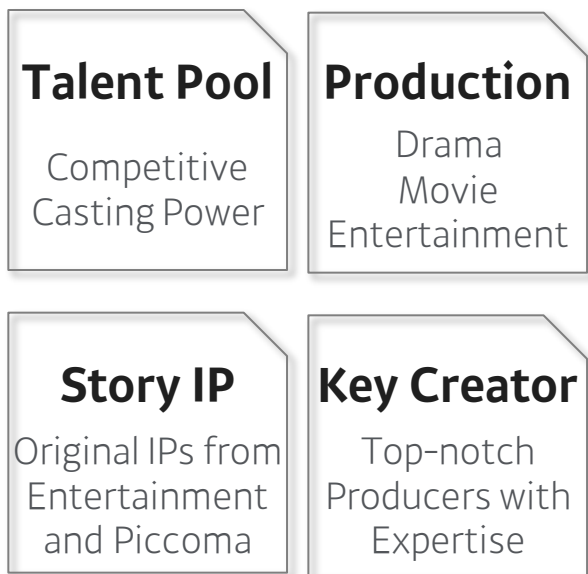
Global Expansion

1) Key Indices as of 3Q23

Expand global IP competitiveness & Stable programming rights

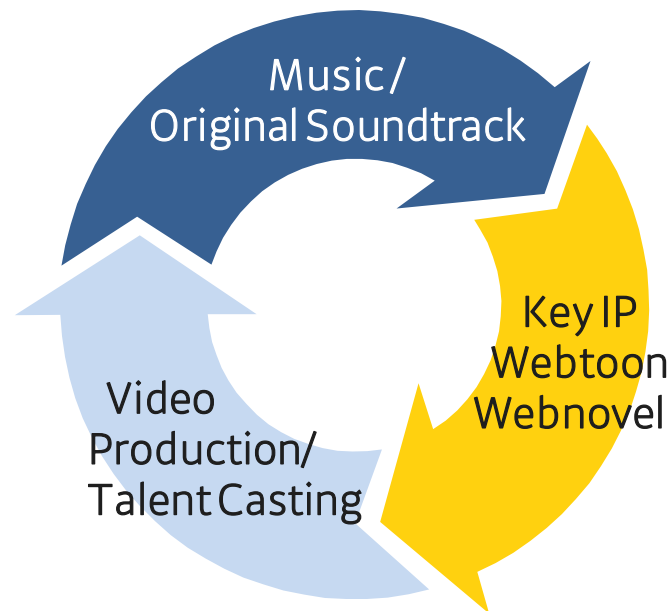
Content Production Capability

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

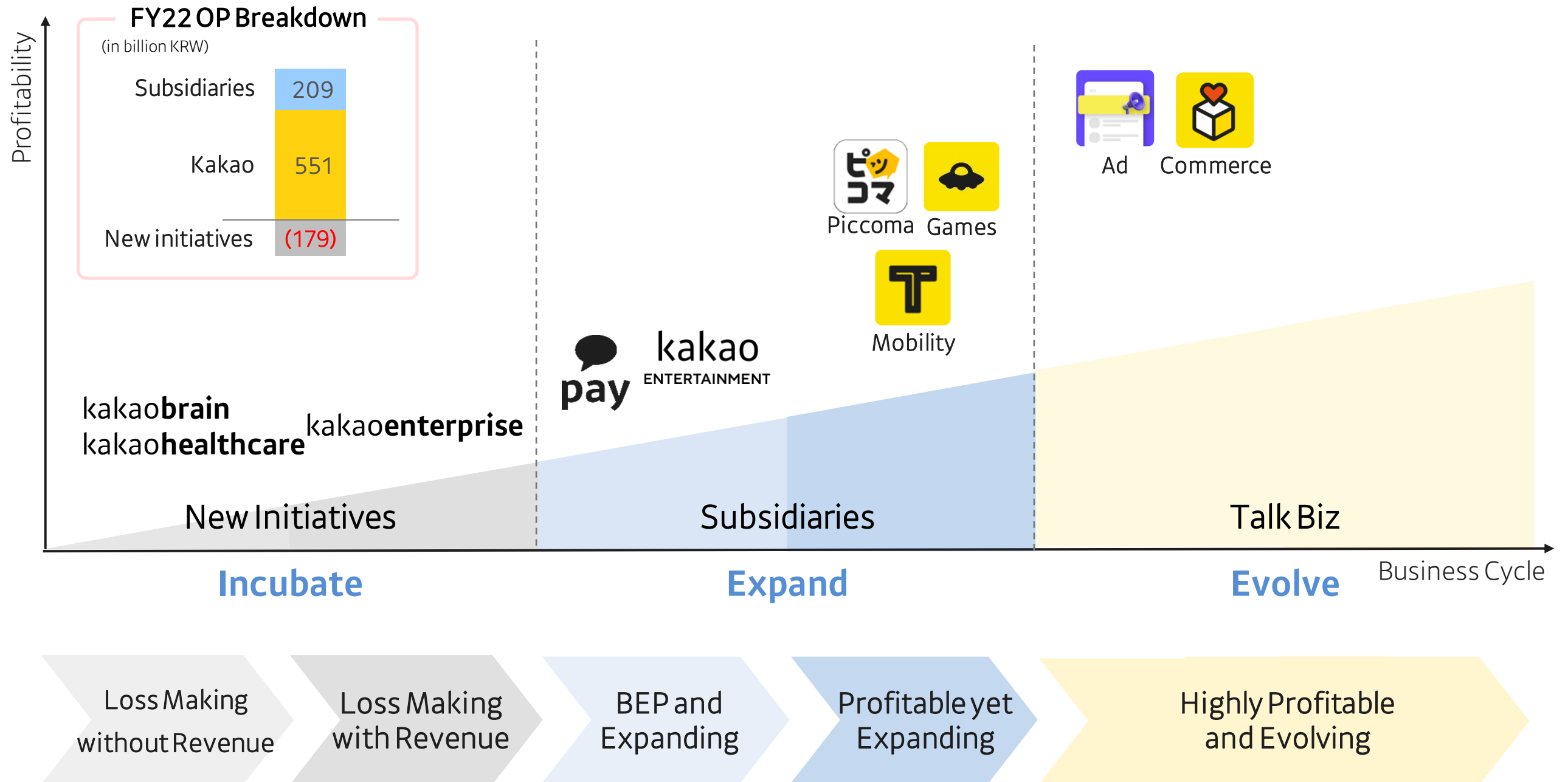
Flywheel Effect
IP Life-cycle Expansion

Distribution Channel
TV, Netflix, Disney+, Amazon Prime

1) Key Indices as of 3Q23

Business Cycle

Margin Expansion via Core Business and New Initiatives



Company Overview

Platform Business

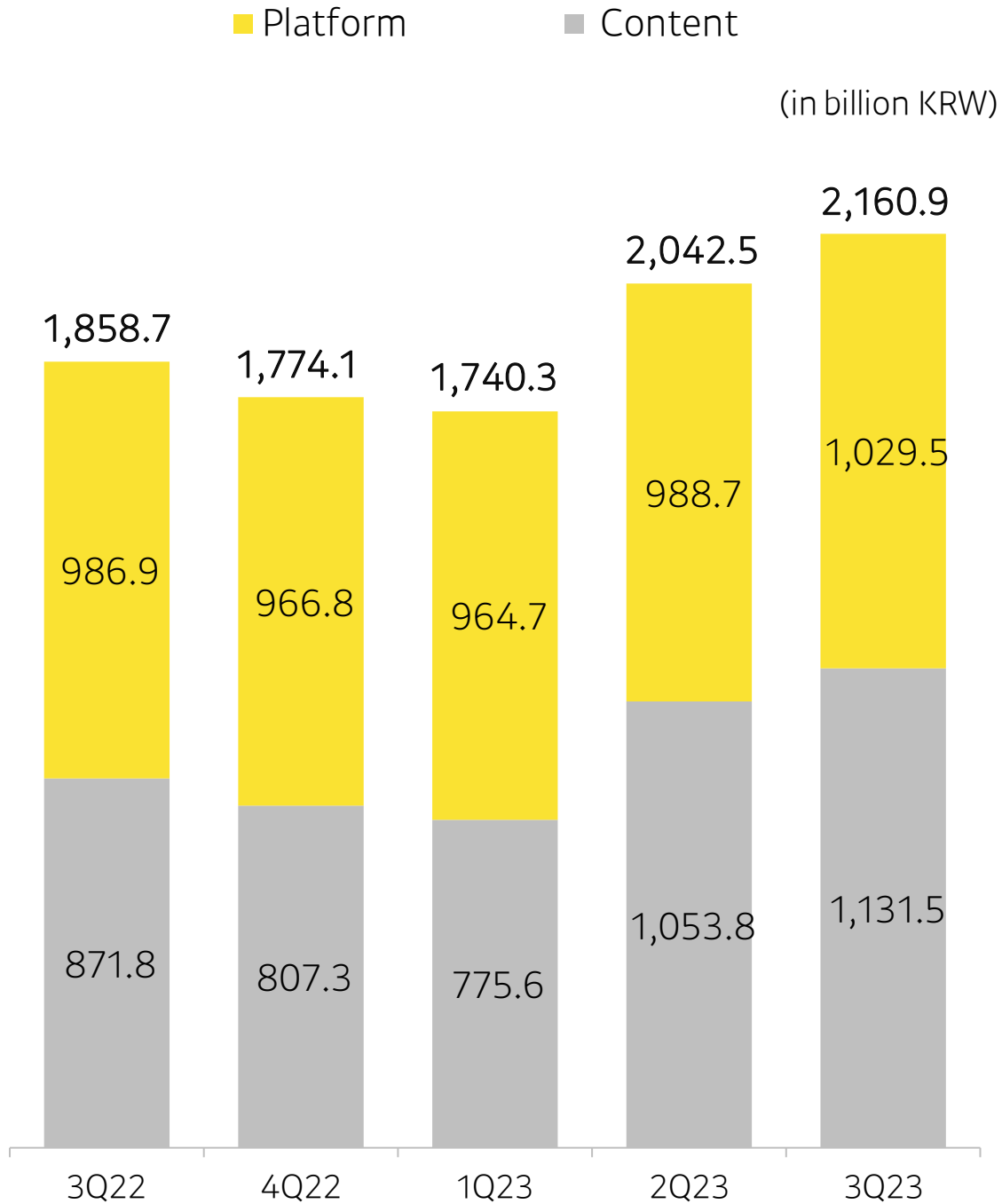
Content Business

Financial Overview

Revenue

Q3 Revenue YoY +16% / QoQ +6%

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 Kakao Story / Style / Page Other Subsidiaries' Ad
		Platform-Others Mobility, Pay, Enterprise, Blockchain, Other Subsidiaries, Kakao Friends-Others
Content	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

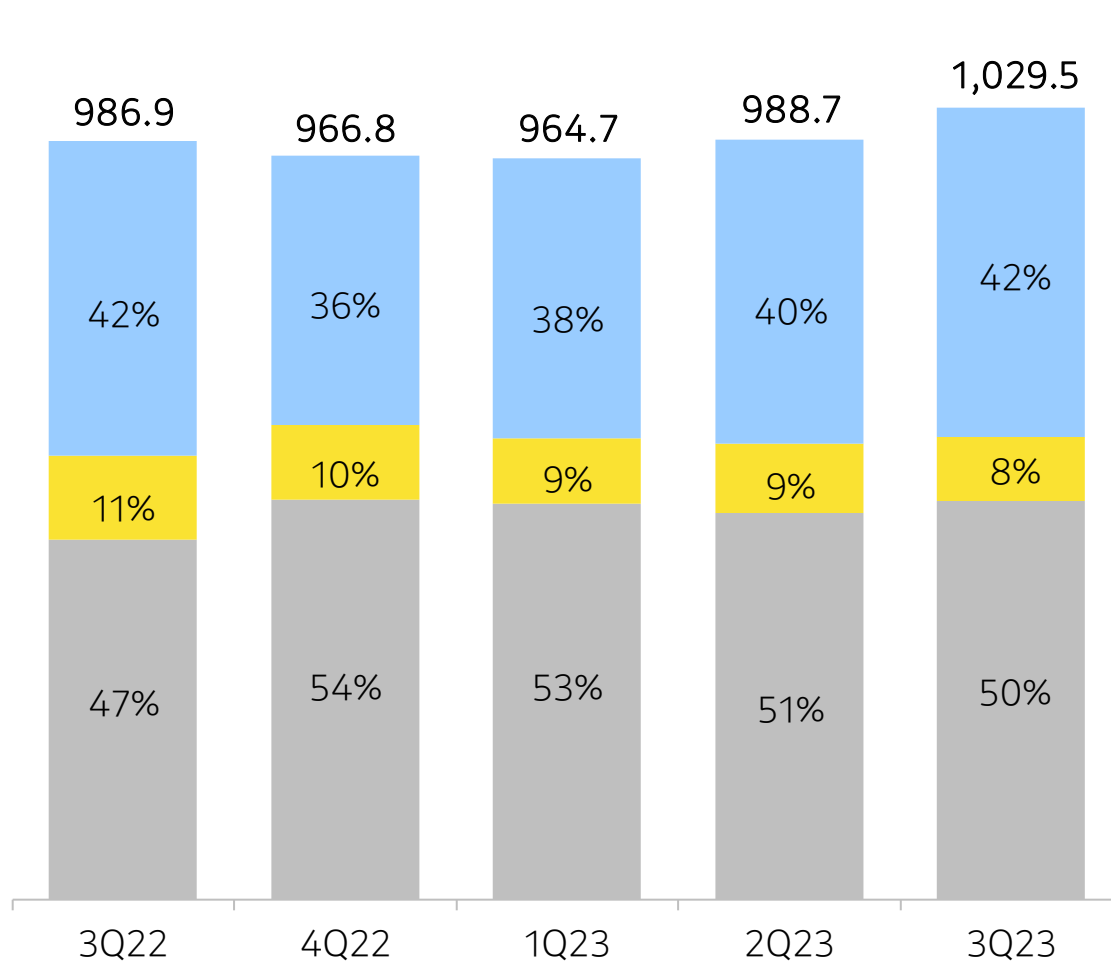
Platform YoY +4% / QoQ +4%

Content YoY +30% / QoQ +7%

Platform

(in billion KRW)

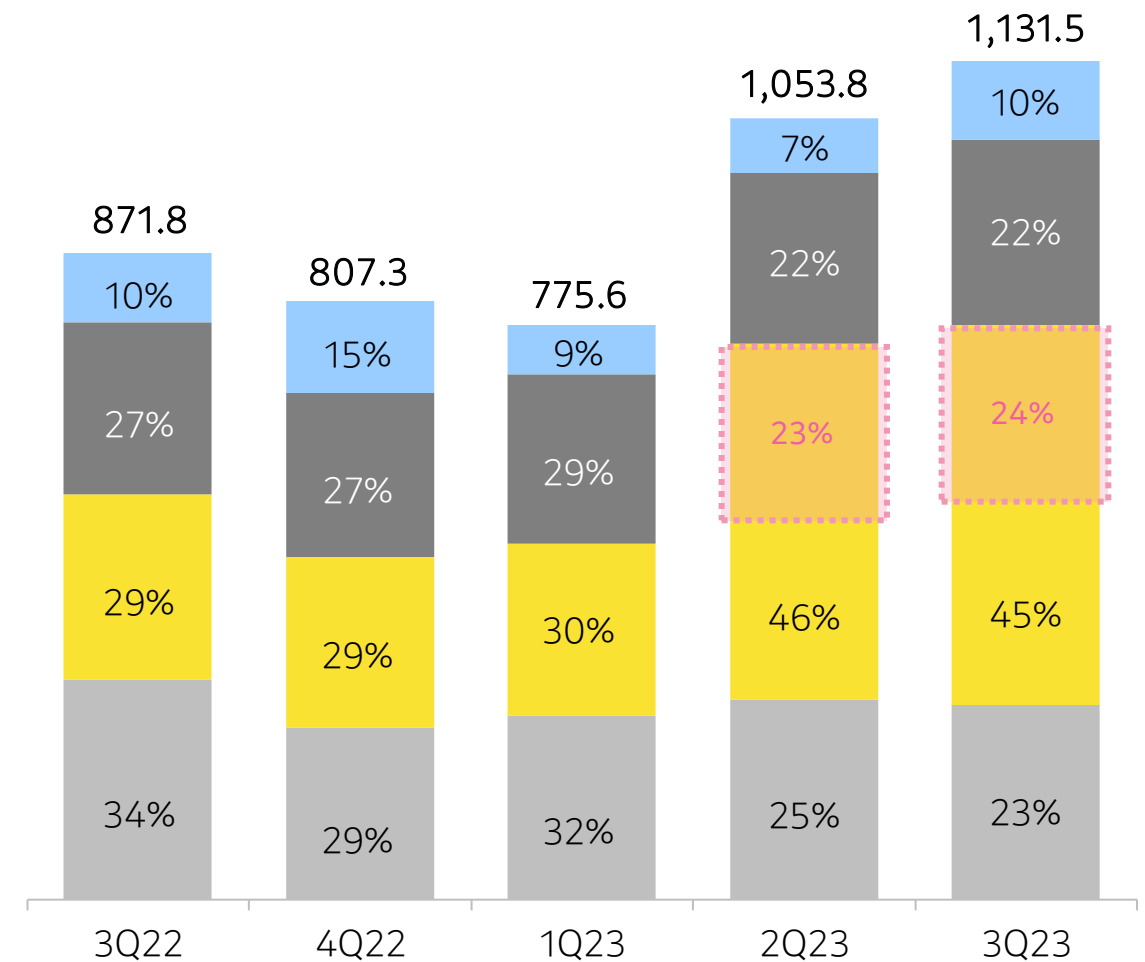
■ Talk Biz ■ Portal Biz ■ Platform-Others



Content

(in billion KRW)

■ Game ■ Music ■ Story ■ Media ■ SM Entertainment



1) Before consolidation adjustment of SM Entertainment

Platform | Talk Biz Portal Biz Platform-Others

Talk Biz YoY +11% / QoQ +3%

Portal Biz YoY -24% / QoQ -7%

Others YoY +5% / QoQ +8%

(Y) Message Ad (+11%), Talk Gift Luxury Brand GMV (+18%)
 (Q) Strong Seasonality of Commerce offset Low Seasonality of Ad

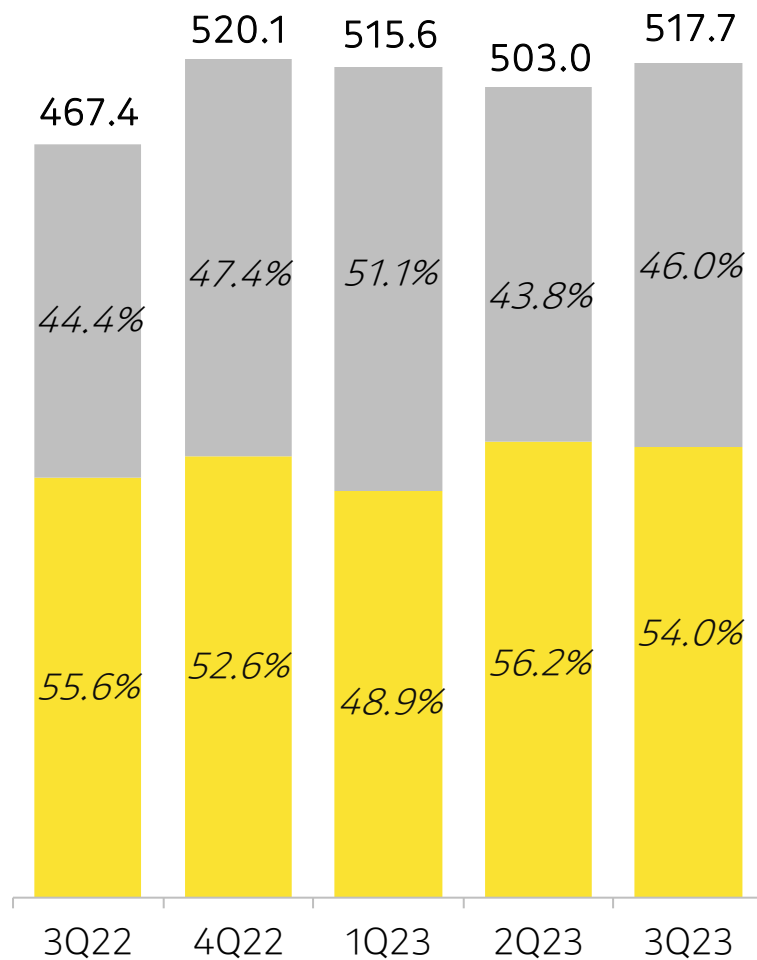
(Y) Portal QC Decline
 (Q) Low Seasonality of Portal Service and Ad Industry

(Y/Q) Balanced Growth of Kakao Mobility & Kakao Pay

Talk Biz

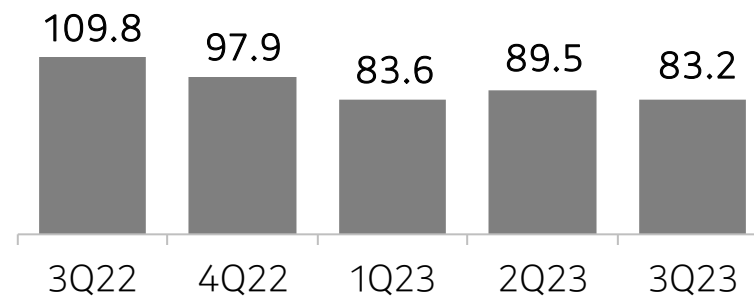
(in billion KRW)

■ Advertising ■ Commerce



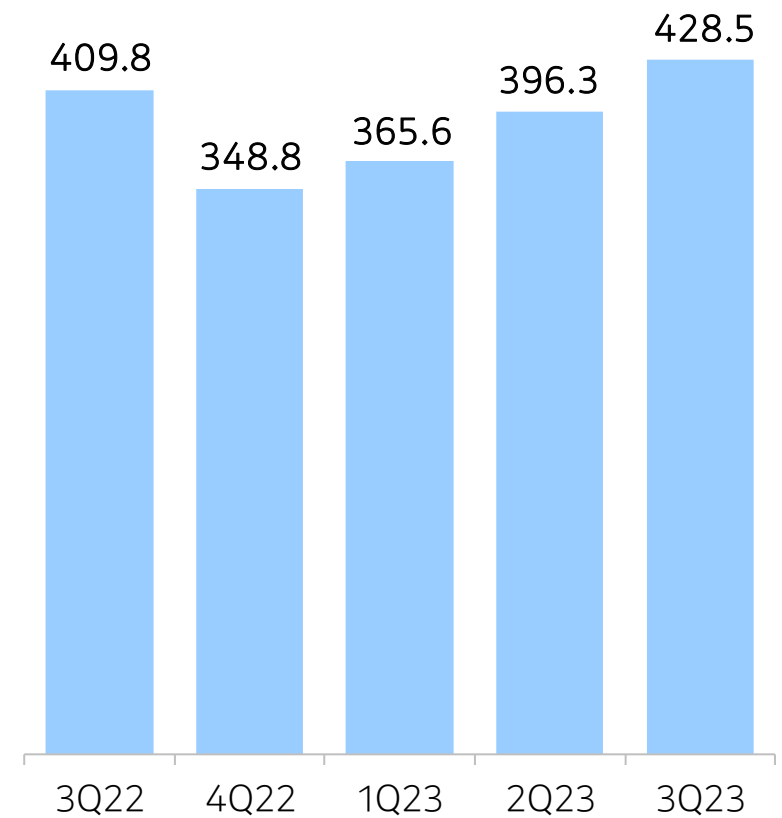
Portal Biz

(in billion KRW)



Others

(in billion KRW)



Content | Game Music

Game YoY -12% / QoQ -2%

Music YoY +105% / QoQ +7%

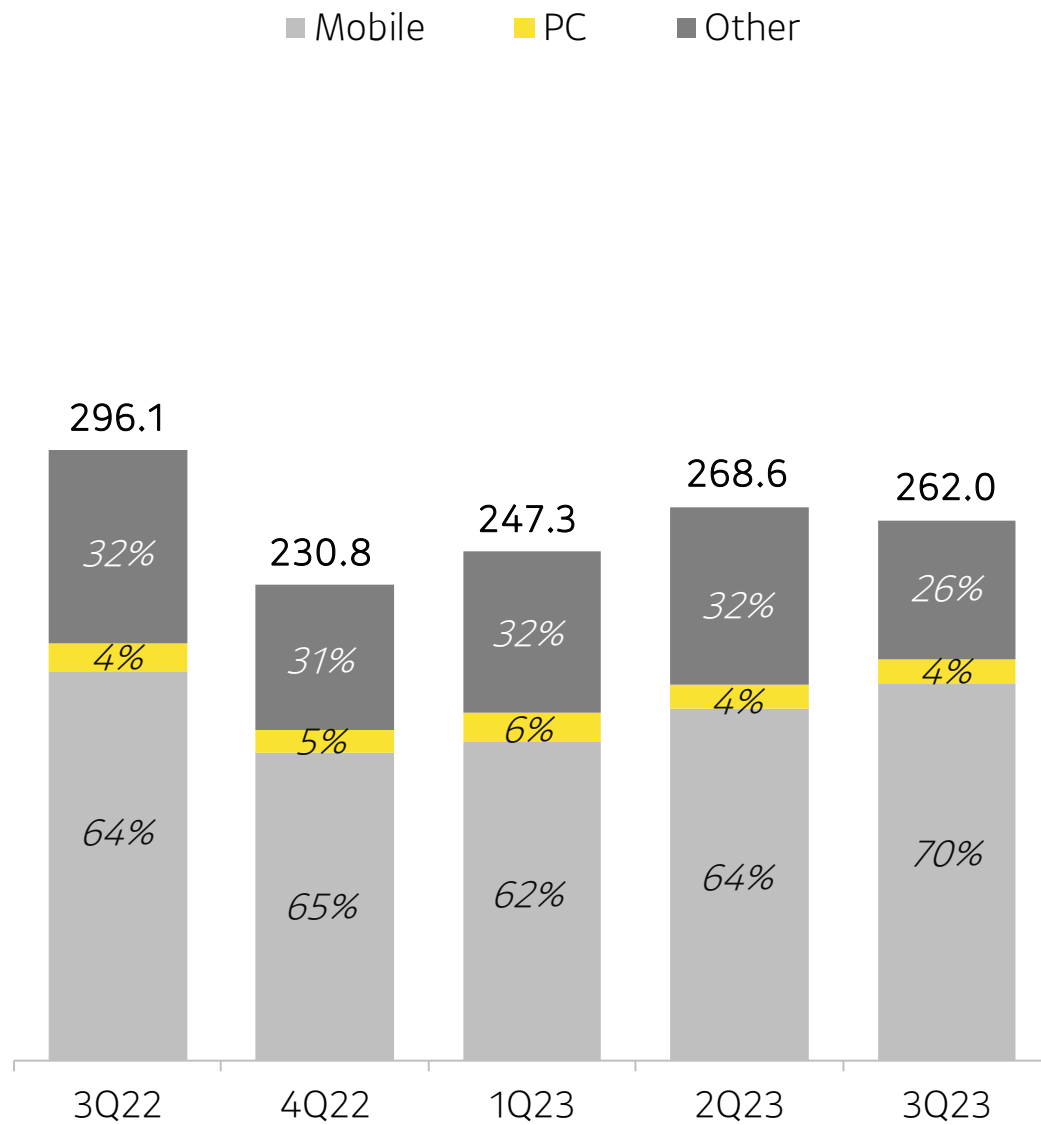
↳ ex-SM Entertainment ¹⁾ +3% (y) / +6% (q)

(Y/Q) Macro Headwind in Other Business

(Y/Q) In-house Artist Success, Record High Album Sales of SM

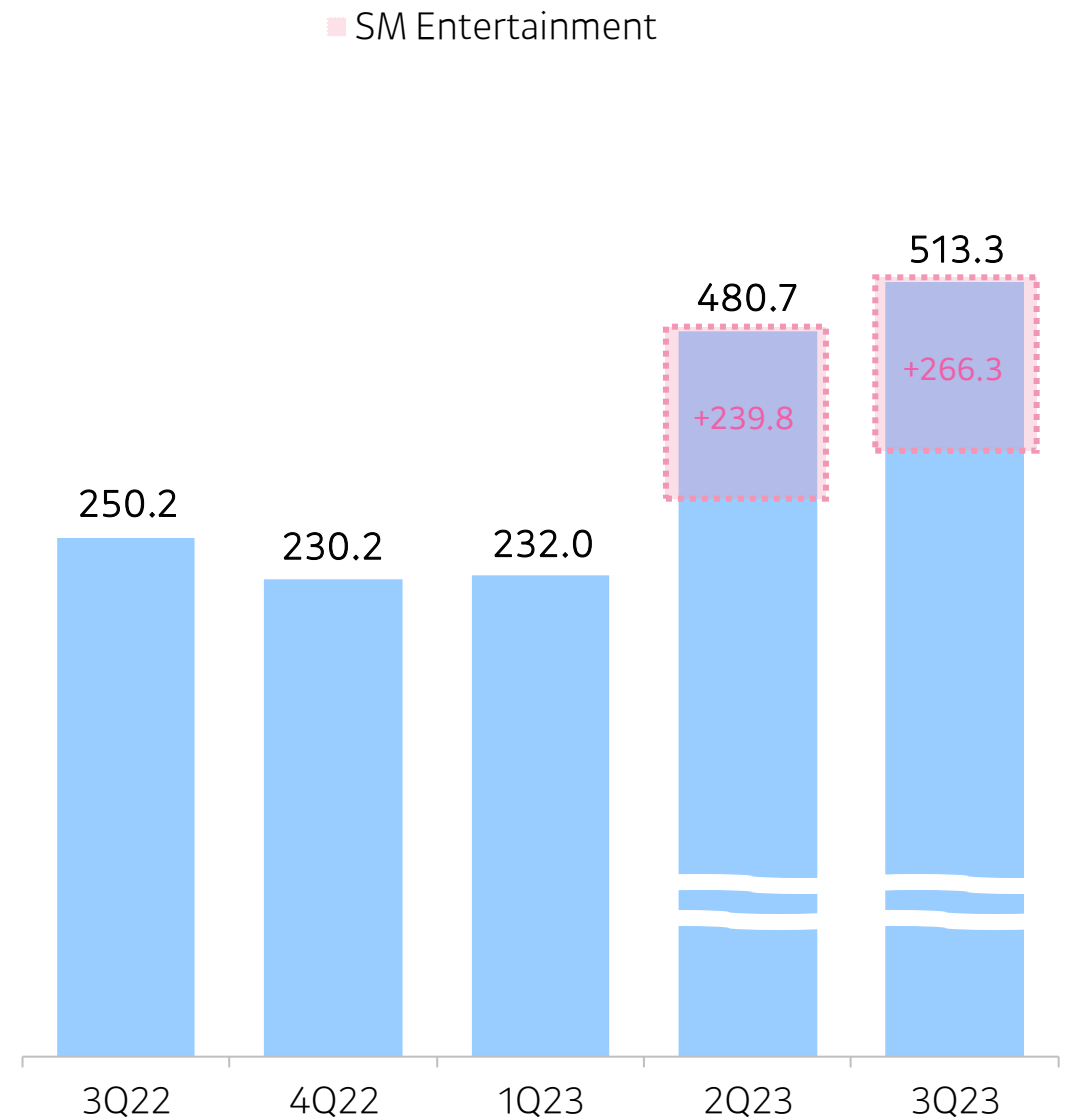
Game

(in billion KRW)



Music

(in billion KRW)



1) Before consolidation adjustment of SM Entertainment

Content | Story Media

Story YoY +8% / QoQ +8%

↳ Entertainment +9% (y) / +22% (q),
Piccoma +7% (y) / -3% (q), Excluding FX effect +10% (y) / +1% (q)

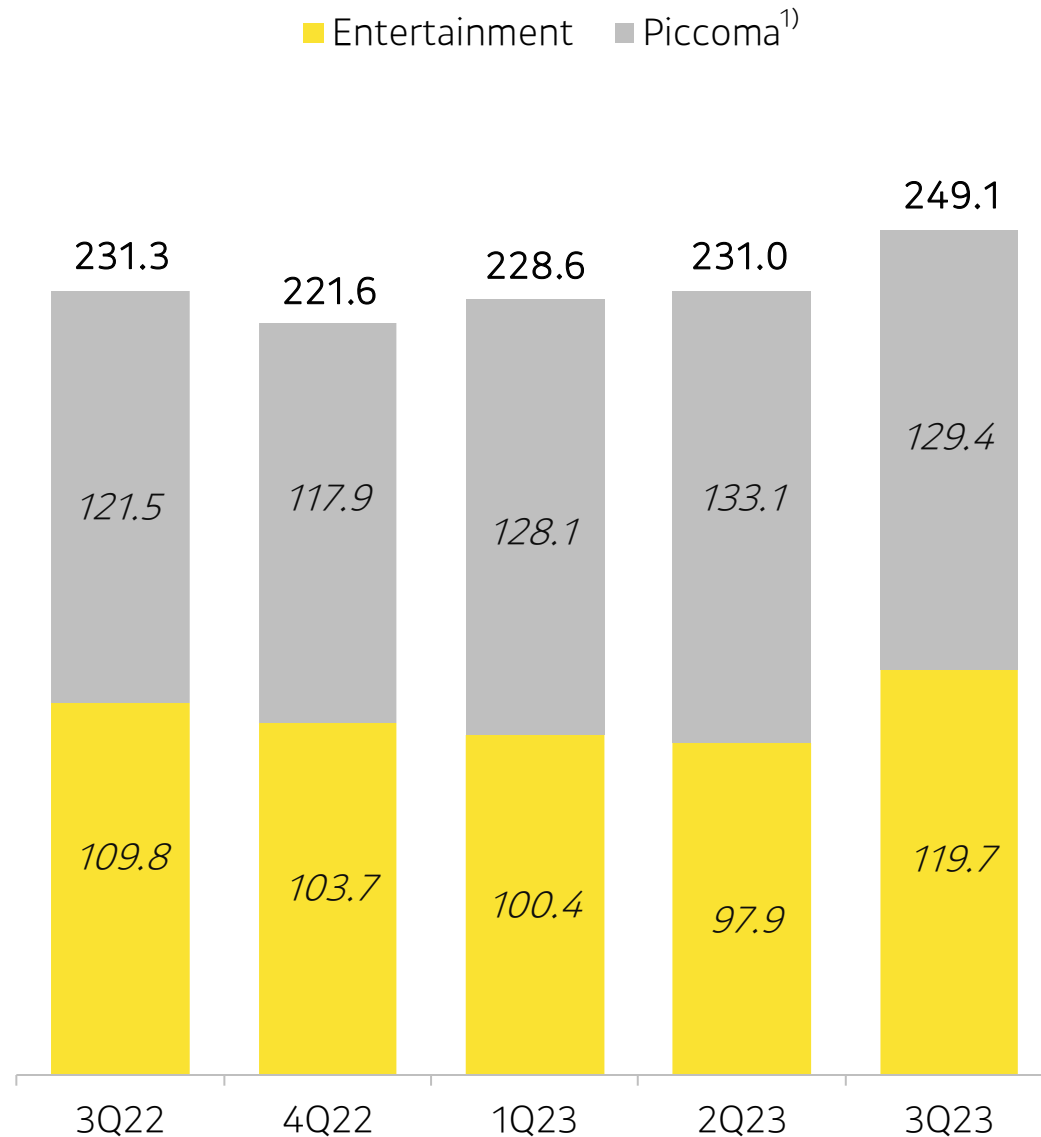
Media YoY +14% / QoQ +46%

Entertainment - Increase in ARPPU & Paying User Ratio
Piccoma - Improved User Metric, Competitive IP Library

(Y/Q) New Production Line-up Concentrated in 2H23

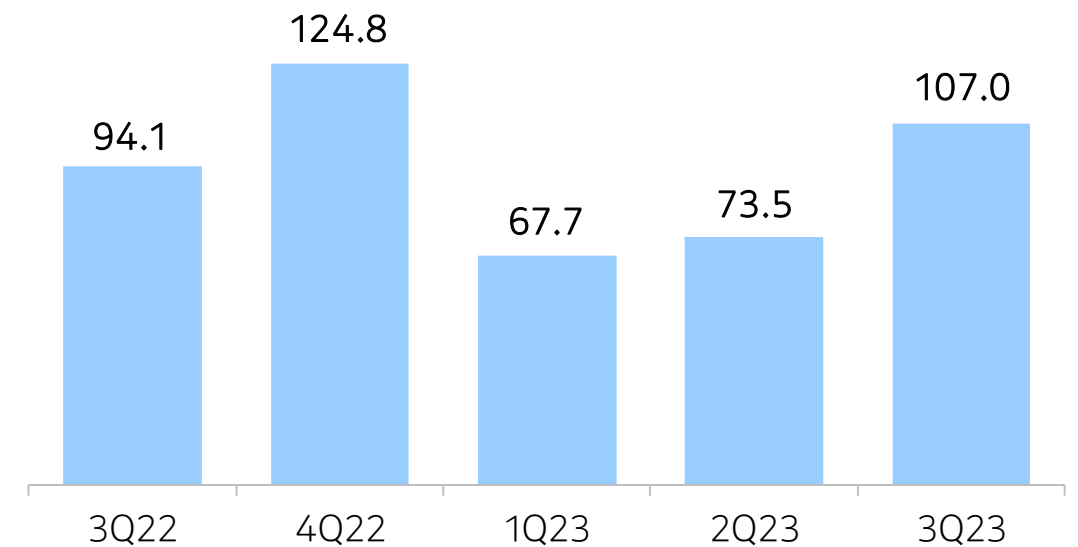
Story

(in billion KRW)



Media

(in billion KRW)



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

Earnings Summary

(in billion KRW)

	3Q22	2Q23	3Q23	Change	
				YoY	QoQ
Total Revenue	1,858.7	2,042.5	2,160.9	16%	6%
Platform	986.9	988.7	1,029.5	4%	4%
Talk Biz	467.4	503.0	517.7	11%	3%
Portal Biz	109.8	89.5	83.2	-24%	-7%
Platform - Others	409.8	396.3	428.5	5%	8%
Content	871.8	1,053.8	1,131.5	30%	7%
Game	296.1	268.6	262.0	-12%	-2%
Music	250.2	480.7	513.3	105%	7%
Story	231.3	231.0	249.1	8%	8%
Media	94.1	73.5	107.0	14%	46%
Operating Expenses	1,708.4	1,929.0	2,020.6	18%	5%
Operating Profit	150.3	113.5	140.3	-7%	24%
<i>Margin (%)</i>	8.1%	5.6%	6.5%	-1.6%p	+0.9%p
Net Profit	137.2	56.0	49.5	-64%	-12%
Controlling Interests	106.3	57.0	33.3	-69%	-42%
Non-controlling Interests	30.8	(1.0)	16.2	-48%	Turn to Black

Earnings Summary - ex. SM Entertainment

(in billion KRW)

	3Q22	2Q23	3Q23	Change	
				YoY	QoQ
Total Revenue	1,858.7	1,804.0	1,904.5	2%	6%
Platform	986.9	988.7	1,029.5	4%	4%
Talk Biz	467.4	503.0	517.7	11%	3%
Portal Biz	109.8	89.5	83.2	-24%	-7%
Platform - Others	409.8	396.3	428.5	5%	8%
Content	871.8	815.3	875.0	0.4%	7%
Game	296.1	268.6	262.0	-12%	-2%
Music	250.2	242.2	256.9	3%	6%
Story	231.3	231.0	249.1	8%	8%
Media	94.1	73.5	107.0	14%	46%
Operating Expenses	1,708.4	1,703.3	1,789.4	5%	5%
Operating Profit	150.3	100.7	115.1	-23%	14%
<i>Margin (%)</i>	8.1%	5.6%	6.0%	-1.6%p	+0.9%p
Net Profit	137.2	46.3	19.4	-86%	-58%
Controlling Interests	106.3	56.1	23.1	-78%	-59%
Non-controlling Interests	30.8	(9.8)	(3.7)	Turn to Red	CR

Operating Expenses

(in billion KRW)

	3Q22	2Q23	3Q23	Change	
				YoY	QoQ
Operating Expenses	1,708.4	1,929.0	2,020.6	18%	5%
Labor Cost	433.3	471.8	467.0	8%	-1%
Cost of Revenue	711.4	803.2	872.1	23%	9%
Outsourcing / Infrastructure	238.4	282.3	289.2	21%	2%
Marketing Expense	112.0	120.0	125.4	12%	5%
Depreciation and Amortization Cost	153.0	192.2	198.4	30%	3%
Misc.	60.4	59.6	68.6	14%	15%

Operating Expenses - ex. SM Entertainment

(in billion KRW)

	3Q22	2Q23	3Q23	Change	
				YoY	QoQ
Operating Expenses	1,708.4	1,703.3	1,789.4	5%	5%
Labor Cost	433.3	451.6	447.7	3%	-1%
Cost of Revenue	711.4	649.1	726.4	2%	12%
Outsourcing / Infrastructure	238.4	270.5	280.3	18%	4%
Marketing Expense	112.0	119.6	112.7	1%	-6%
Depreciation and Amortization Cost	153.0	157.5	159.3	4%	1%
Misc.	60.4	54.9	63.0	4%	15%

Profits

Operating Profit YoY -7% / QoQ +24%

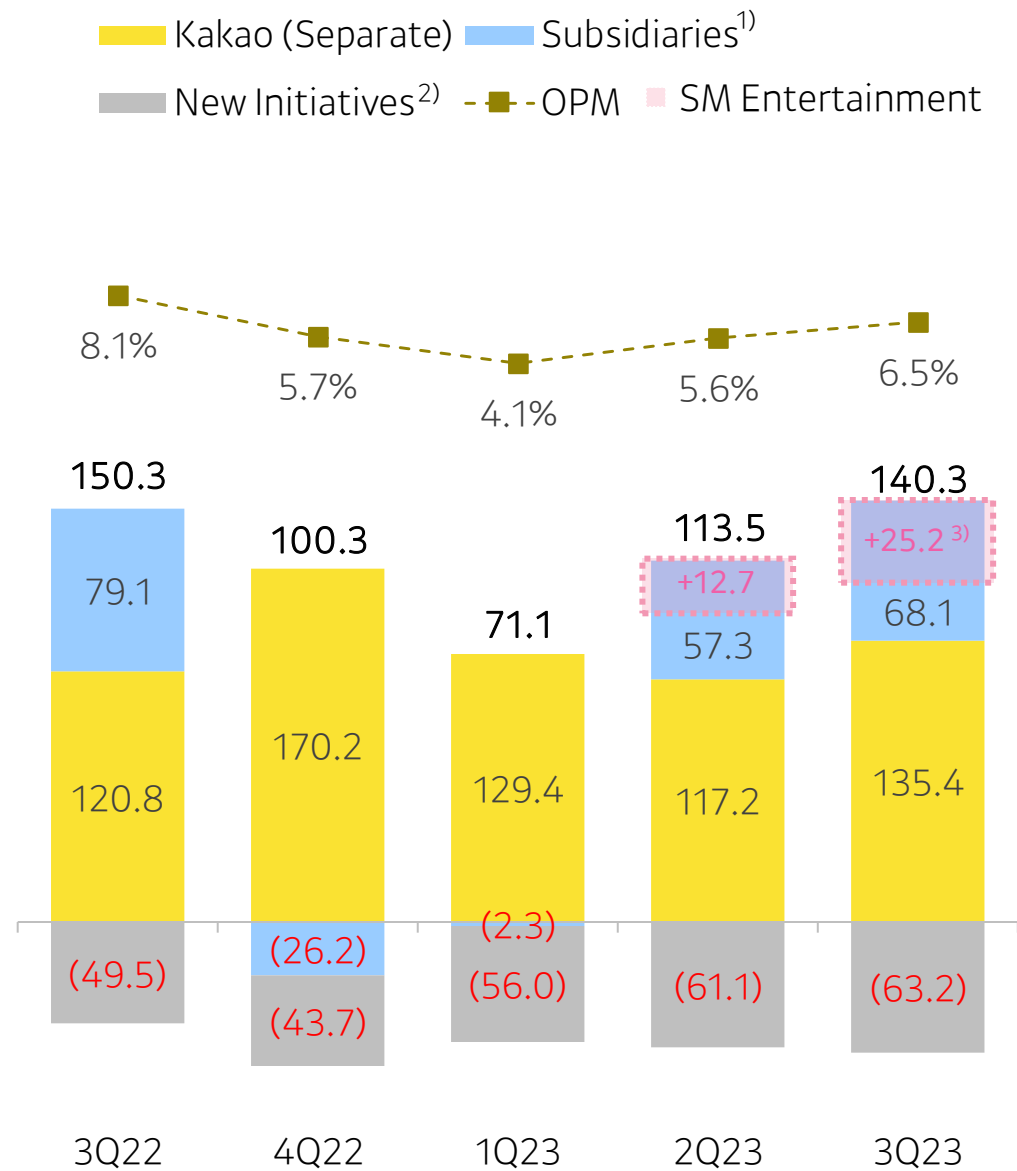
Net Profit YoY -64% / QoQ -12%

(Y) AI Investment, One-off Labor Cost of Subsidiaries
(Q) Operating Cost Efficiency, Strong Talk Biz

(Y) Decrease in Pre-tax Income
(Q) Increase in Effective Tax Rate

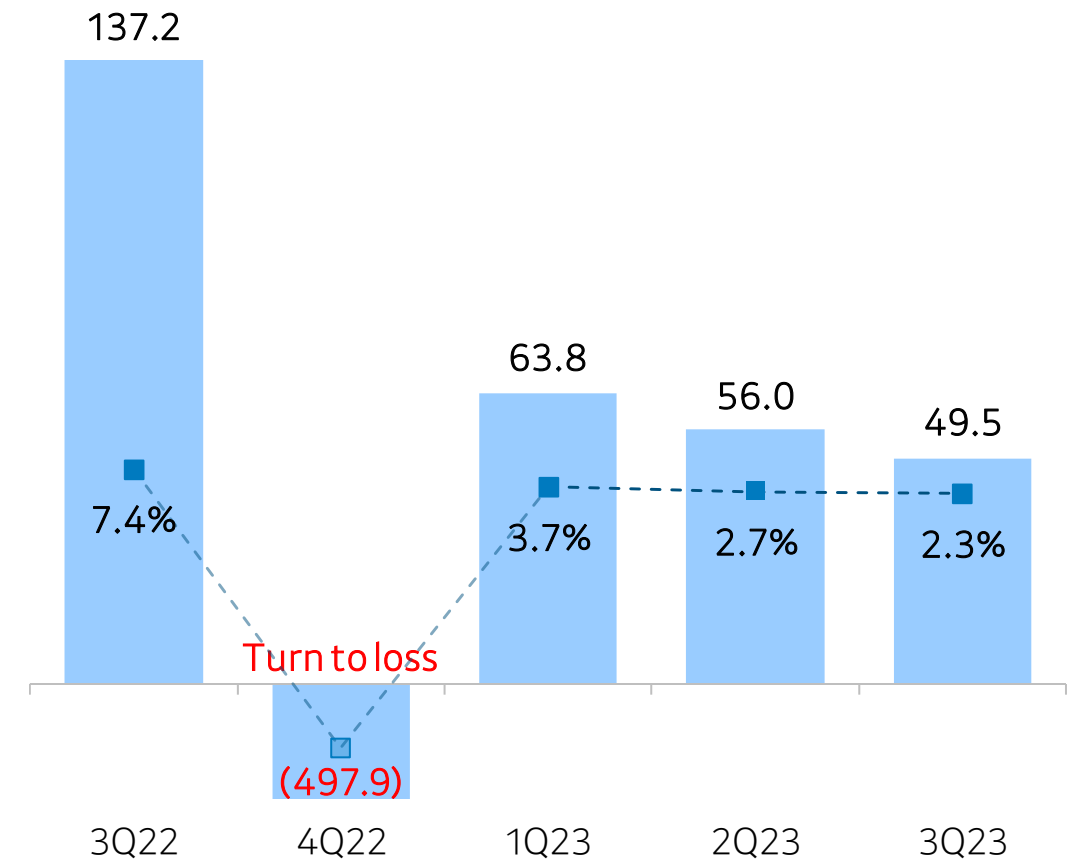
Operating Profit(M)

(in billion KRW)



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 (50.5bn)

2) New Initiatives : Kakao Enterprise, Kakao Brain, Kakao Healthcare
4) Subsidiaries includes internal transaction

CapEx / Employees

CapEx YoY -17% / QoQ -35%

Employees YoY +1,284 / QoQ -692

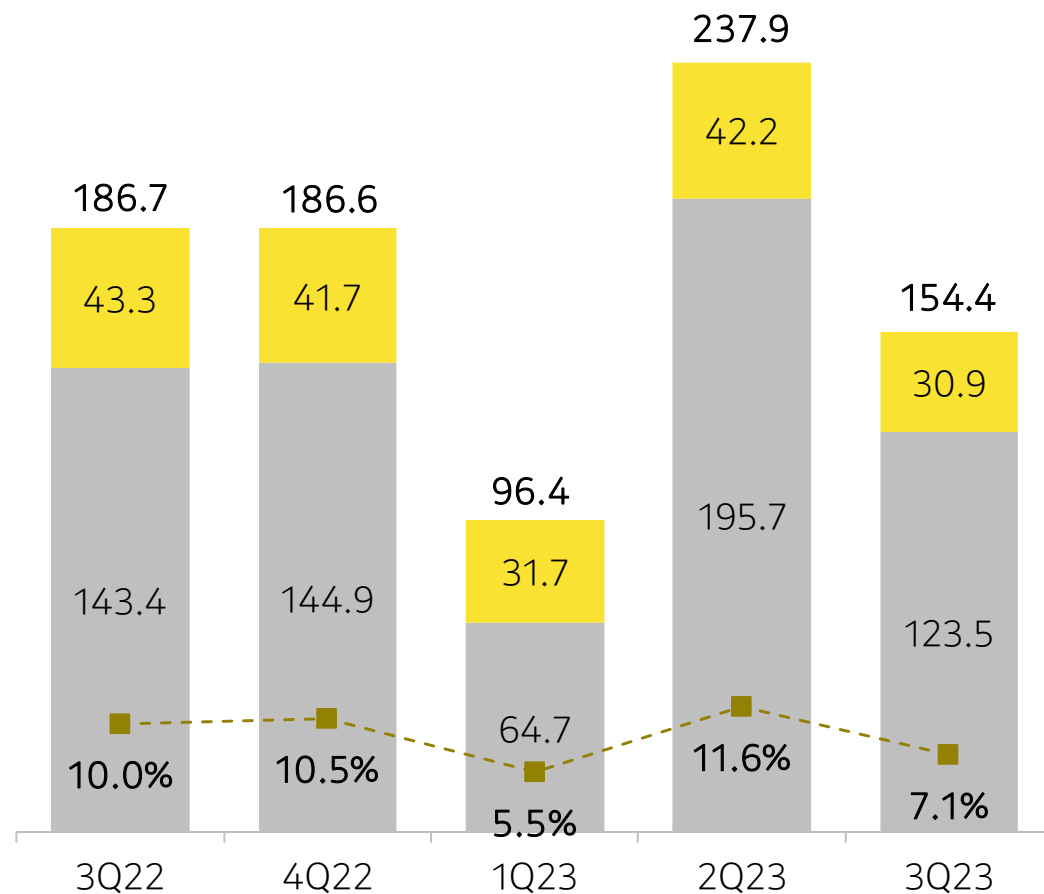
(Y/Q) Server & GPU Optimization / Completion of DC Construction

(Y) Consolidation of SM Entertainment (Ex. SM, -212 YoY)
(Q) Conservative Hiring, Restructuring of Subsidiaries

CapEx

(in billion KRW)

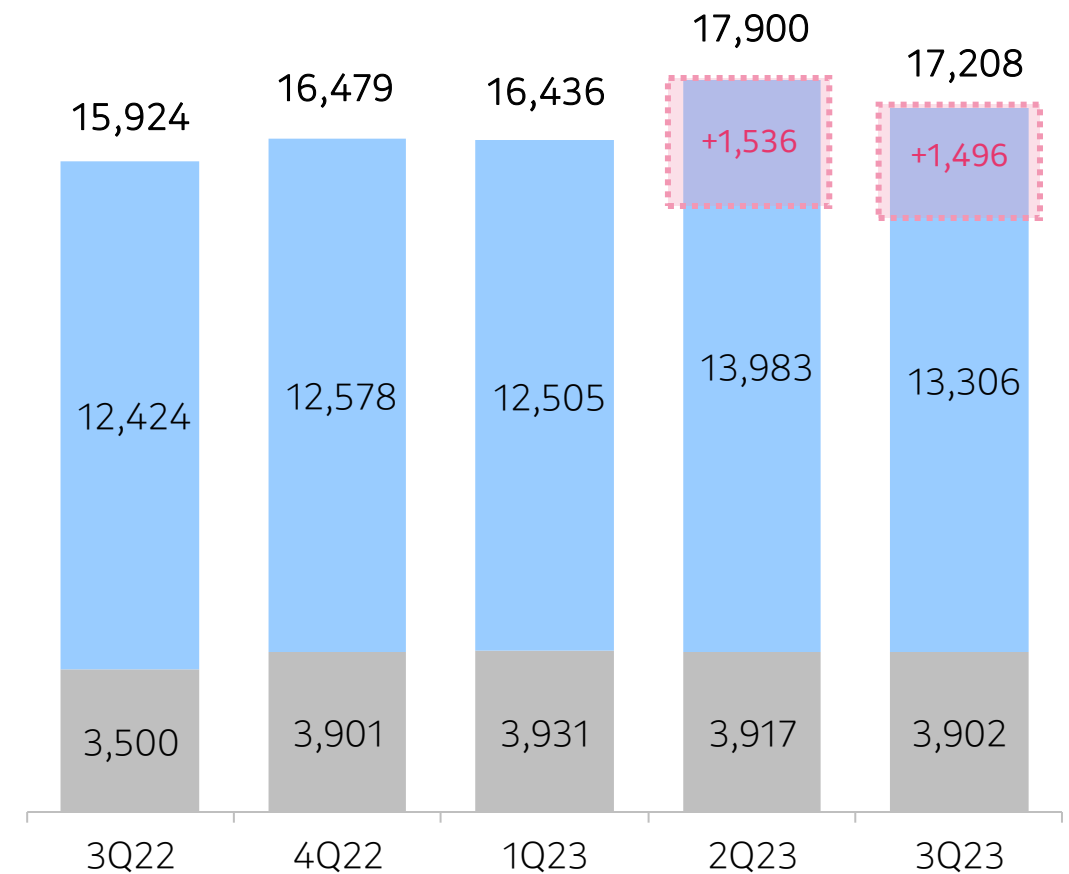
■ PP&E ■ Intangible -■- Capex to Revenue



Employees

(# of people)

■ Kakao ■ Subsidiaries ■ SM Entertainment



1) CapEx is based on the cash outflow for new acquisition of tangible and intangible assets.
2) 3Q23 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)	3Q22	4Q22	1Q23	2Q23	3Q23
Total Revenue	1,858.7	1,774.1	1,740.3	2,042.5	2,160.9
Platform	986.9	966.8	964.7	988.7	1,029.5
Talk Biz	467.4	520.1	515.6	503.0	517.7
Portal Biz	109.8	97.9	83.6	89.5	83.2
New Biz	409.8	348.8	365.6	396.3	428.5
Content	871.8	807.3	775.6	1,053.8	1,131.5
Game	231.3	221.6	228.6	231.0	249.1
Music	296.1	230.8	247.3	268.6	262.0
Story	94.1	124.8	67.7	73.5	107.0
Media	250.2	230.2	232.0	480.7	513.3
Operating Expenses	1,708.4	1,673.8	1,669.2	1,929.0	2,020.6
Labor Cost	433.3	410.6	445.8	471.8	467.0
Cost of Revenue	711.4	703.8	666.8	803.2	872.1
Outsourcing / Infrastructure	238.4	245.3	242.0	282.3	289.2
Marketing Expense	112.0	108.4	114.6	120.0	125.4
Depreciation and Amortization Cost	153.0	161.0	150.3	192.2	198.4
Misc.	60.4	44.8	49.6	59.6	68.6
Operating Profit	150.3	100.3	71.1	113.5	140.3
<i>Margin (%)</i>	<i>8.1%</i>	<i>5.7%</i>	<i>4.1%</i>	<i>5.6%</i>	<i>6.5%</i>
Other Non-Operating Income	133.6	76.0	17.0	16.5	72.8
Other Non-Operating Expenses	35.7	993.0	42.0	28.4	80.0
Financial Income	63.4	141.2	79.2	61.6	55.6
Financial Expenses	67.1	228.1	46.4	50.5	70.5
Equity-method gain	23.7	21.2	34.1	28.4	32.8
Equity-method loss	31.5	46.1	39.6	29.0	22.6
Profit before Income Tax	236.7	(928.5)	73.3	112.1	128.5
Income Tax	99.5	(430.5)	9.5	56.0	79.0
Net Profit	137.2	(497.9)	63.8	56.0	49.5
Controlling Interests	106.3	(124.1)	77.5	57.0	33.3
Non-controlling Interests	30.8	(373.8)	(13.7)	(1.0)	16.2
EBITDAR	301.8	253.6	221.5	305.7	339.7
Adjusted EBITDAR ¹⁾	335.2	295.8	250.6	332.1	361.2

Statement of Financial Position			
(in billion KRW)	2021.12.31	2022.12.31	2023.9.30
Current Assets	8,102.2	7,755.7	8,695.3
Cash and Cash Equivalents	5,231.5	4,780.2	5,108.4
S-T Financial Instruments	1,573.6	1,210.2	1,534.2
Account Receivable	398.1	440.9	650.5
Other Current Financial Assets	319.1	361.9	610.2
Other Current Assets	579.9	962.5	792.0
Non-Current Assets	13,712.0	14,450.9	16,936.1
Investments in Associates and Joint Ventures	3,215.8	2,651.9	3,216.4
Tangible Assets	554.9	885.4	1,227.3
Intangible Assets	6,347.8	6,022.4	7,360.1
Other Non-current Assets	3,593.5	4,891.3	5,132.4
Finance Assets	965.4	756.8	1,154.2
Total Assets	22,779.6	22,963.5	26,785.6
Current Liabilities	5,630.3	5,148.3	6,696.2
Account Payable and Other payable	1,231.0	1,374.0	1,743.1
Short-term Borrowings	1,258.8	1,096.9	1,839.9
Income Tax Payable	188.9	157.7	115.6
Other Current Liabilities	2,951.6	2,519.8	2,997.6
Non-Current Liabilities	2,885.1	3,843.9	3,629.6
Non-Current Finance Lease Obligations	1,318.2	1,643.4	1,756.3
Deferred Income Tax Liabilities	756.8	652.6	729.9
Other Non-Current Liabilities	810.1	1,547.9	1,143.3
Finance Assets	674.2	439.4	799.0
Total Liabilities	9,189.6	9,431.6	11,124.9
Paid-in Capital	44.6	44.6	44.5
Capital Surplus	7,781.2	8,115.9	8,869.4
Other Accumulated Earnings	77.1	41.0	11.8
Accumulated Other Comprehensive Income	371.8	(1,250.7)	(1,340.9)
Retained Earnings	1,709.6	3,046.5	3,166.2
Minority Interest	3,605.6	3,534.6	4,909.7
Total Equity	13,590.0	13,531.9	15,660.7
Total Liabilities & Equity	22,779.6	22,963.5	26,785.6

1) Adjusted EBITDAR : included equity compensation expense

Financial Statements Summary - Parent

Income Statement					
(in billion KRW)	3Q22	4Q22	1Q23	2Q23	3Q23
Total Revenue	613.4	650.5	640.7	634.6	655.6
Operating Expenses	492.7	480.3	511.3	517.4	520.2
Labor Cost	128.6	97.4	132.7	141.3	135.0
Cost of Revenue	209.9	237.5	234.0	217.5	229.8
Outsourcing / Infrastructure	67.5	73.8	69.9	77.9	68.0
Marketing Expense	7.6	9.7	3.4	4.9	8.8
Depreciation and Amortization Cost	61.8	60.2	59.6	63.9	66.0
Misc.	17.2	1.7	11.6	11.8	12.6
Operating Profit	120.8	170.2	129.4	117.2	135.4
<i>Margin (%)</i>	<i>19.7%</i>	<i>26.2%</i>	<i>20.2%</i>	<i>18.5%</i>	<i>20.7%</i>
Other Non-Operating Income	4.2	18.5	3.0	4.4	7.1
Other Non-Operating Expenses	10.4	91.0	1.9	6.1	17.8
Financial Income	39.4	35.4	34.3	13.8	24.4
Financial Expenses	43.8	27.7	14.1	15.5	13.6
Profit before Income Tax	110.2	105.4	150.7	113.9	135.6
Income Tax	33.3	(184.4)	27.4	21.0	35.5
Net Profit	76.9	289.8	123.3	92.9	100.1
EBITDAR	181.2	230.3	188.9	182.5	202.3
Adjusted EBITDAR ¹⁾	198.3	247.8	203.5	194.4	213.7

Statement of Financial Position			
(in billion KRW)	2021.12.31	2022.12.31	2023.9.30
Current Assets	2,418.0	2,334.9	2,061.5
Cash and Cash Equivalents	1,478.7	1,248.8	1,215.8
S-T Financial Instruments	255.4	211.0	121.5
Account Receivable	152.2	139.3	144.4
Other Current Assets	531.7	735.8	579.7
Non-Current Assets	7,606.7	8,456.6	9,537.2
Investments in Associates, Subsidiaries and Joint Ventures	3,547.8	4,751.7	5,671.2
Tangible Assets	312.6	500.5	674.0
Intangible Assets	1,573.6	1,608.6	1,599.0
Other Non-current Assets	2,172.7	1,595.9	1,593.1
Total Assets	10,024.7	10,791.5	11,598.7
Current Liabilities	2,299.1	2,183.5	2,620.1
Account Payable and Other payable	493.5	546.8	507.3
Short-term Borrowings	342.2	28.7	320.0
Income Tax Payable	55.5	74.2	57.3
Other Current Liabilities	1,407.9	1,533.9	1,735.5
Non-Current Liabilities	1,171.3	1,516.7	1,560.0
Non-Current Finance Lease Obligations	1,076.1	1,306.4	1,334.3
Deferred Income Tax Liabilities	-	97.1	104.8
Other Non-Current Liabilities	95.2	113.2	120.8
Total Liabilities	3,470.4	3,700.2	4,180.1
Paid-in Capital	44.6	44.6	44.5
Capital Surplus	5,489.2	5,636.7	5,721.1
Other Accumulated Earnings	77.1	41.0	11.8
Accumulated Other Comprehensive Income	240.5	11.3	10.2
Retained Earnings	702.8	1,357.6	1,631.0
Total Equity	6,554.2	7,091.3	7,418.6
Total Liabilities & Equity	10,024.7	10,791.5	11,598.7

1) Adjusted EBITDAR : included equity compensation expense

Thank You

