

# 연결손익계산서 (K-IFRS)

(단위: 백만원)

	2017	1Q18	2Q18	3Q18	4Q18	2018	1Q19	2019	QoQ	QoQ(%)	YoY	YoY(%)
<b>매출액</b>	<b>1,972,326</b>	<b>555,421</b>	<b>588,933</b>	<b>599,293</b>	<b>673,345</b>	<b>2,416,992</b>	<b>706,312</b>	<b>706,312</b>	<b>+32,968</b>	<b>+4.9%</b>	<b>+150,891</b>	<b>+27.2%</b>
플랫폼부문	824,707	232,281	251,057	253,010	302,967	1,039,315	313,114	313,114	+10,147	+3.3%	+80,833	+34.8%
특비즈	258,117	88,544	97,587	107,139	127,871	421,141	126,906	126,906	-965	-0.8%	+38,362	+43.3%
포털비즈	502,909	121,723	128,367	115,545	129,793	495,429	126,416	126,416	-3,377	-2.6%	+4,693	+3.9%
신사업	63,681	22,014	25,103	30,326	45,303	122,744	59,791	59,791	+14,489	+32.0%	+37,778	+171.6%
콘텐츠부문	1,147,620	323,141	337,876	346,283	370,378	1,377,678	393,199	393,199	+22,821	+6.2%	+70,058	+21.7%
게임 콘텐츠	342,037	105,591	111,638	99,397	100,334	416,960	94,033	94,033	-6,301	-6.3%	-11,558	-10.9%
뮤직 콘텐츠	478,540	126,269	130,461	135,991	140,129	532,850	137,228	137,228	-2,901	-2.1%	+10,959	+8.7%
유료 콘텐츠	126,911	43,767	50,845	60,482	63,313	218,407	74,647	74,647	+11,334	+17.9%	+30,880	+70.6%
IP비즈니스 기타	200,131	47,514	44,932	50,412	66,602	209,461	87,291	87,291	+20,688	+31.1%	+39,777	+83.7%
영업비용	1,806,947	545,020	561,343	568,629	669,052	2,344,044	678,649	678,649	+9,597	+1.4%	+133,629	+24.5%
인건비	420,262	127,258	125,921	130,349	158,323	541,852	160,127	160,127	+1,804	+1.1%	+32,869	+25.8%
매출연동비	843,661	250,720	260,802	261,099	306,867	1,079,489	330,644	330,644	+23,777	+7.7%	+79,924	+31.9%
외주/인프라	227,604	68,112	73,743	84,719	87,804	314,379	89,930	89,930	+2,126	+2.4%	+21,818	+32.0%
마케팅비	118,240	48,324	46,062	37,187	55,741	187,314	32,947	32,947	-22,794	-40.9%	-15,378	-31.8%
상각비	130,972	31,445	33,943	34,532	38,193	138,113	50,142	50,142	+11,949	+31.3%	+18,697	+59.5%
기타	66,208	19,159	20,872	20,742	22,124	82,897	14,859	14,859	-7,265	-32.8%	-4,301	-22.4%
<b>영업이익</b>	<b>165,380</b>	<b>10,402</b>	<b>27,590</b>	<b>30,664</b>	<b>4,293</b>	<b>72,949</b>	<b>27,663</b>	<b>27,663</b>	<b>+23,370</b>	<b>+544.4%</b>	<b>+17,262</b>	<b>+166.0%</b>
<b>영업이익률(%)</b>	8.38%	1.9%	4.7%	5.1%	0.6%	3.02%	3.9%	3.9%	+3.3%p		+2.0%p	
기타수익	36,247	12,858	12,504	27,492	21,676	74,531	8,837	8,837	-12,839	-59.2%	-4,022	-31.3%
기타비용	90,568	14,205	13,415	24,616	33,536	85,772	16,048	16,048	-17,488	-52.1%	+1,843	+13.0%
금융수익	78,947	14,559	35,388	18,429	44,077	112,453	22,801	22,801	-21,276	-48.3%	+8,242	+56.6%
금융비용	45,744	8,585	7,140	6,500	27,918	50,143	5,729	5,729	-22,189	-79.5%	-2,856	-33.3%
지분법이익	9,036	22,151	2,093	2,769	-20,361	6,652	2,988	2,988	+23,350	-	-19,163	-86.5%
계속사업법인세차감전순이익	153,298	37,181	57,021	48,238	-11,769	130,670	40,512	40,512	+52,281	-	+3,331	+9.0%
계속사업법인세비용	28,204	22,531	34,527	40,854	16,870	114,781	22,948	22,948	+6,078	+36.0%	+417	+1.9%
계속사업연결당기순이익	125,094	14,649	22,494	7,384	-28,639	15,889	17,564	17,564	+46,203	-	+2,914	+19.9%
중단사업순이익	0	0	0	0	0	0	0	0	+0	-	+0	-
<b>연결당기순이익</b>	<b>125,094</b>	<b>14,649</b>	<b>22,494</b>	<b>7,384</b>	<b>-28,639</b>	<b>15,889</b>	<b>17,564</b>	<b>17,564</b>	<b>+46,203</b>	<b>-</b>	<b>+2,914</b>	<b>+19.9%</b>
지배지분순이익	108,597	13,854	18,366	16,635	-969	47,886	27,512	27,512	+28,481	-	+13,658	+98.6%
비지배지분순이익	16,497	796	4,128	-9,251	-27,670	-31,997	-9,948	-9,948	+17,722	-	-10,744	-
<b>EBITDA</b>	<b>295,198</b>	<b>40,970</b>	<b>60,607</b>	<b>65,648</b>	<b>40,753</b>	<b>207,978</b>	<b>78,113</b>	<b>78,113</b>	<b>+37,360</b>	<b>+91.7%</b>	<b>+37,142</b>	<b>+90.7%</b>

# 연결재무상태표(K-IFRS)

(단위: 백만원)

계정과목	2017.03.31	2017.06.30	2017.09.30	2017.12.31	2018.03.31	2018.06.30	2018.09.30	2018.12.31	2019.03.31	QoQ
<b>자 산</b>										
<b>유동자산</b>	<b>1,234,450</b>	<b>1,520,075</b>	<b>2,143,548</b>	<b>1,993,096</b>	<b>3,218,752</b>	<b>3,005,101</b>	<b>2,830,285</b>	<b>2,858,950</b>	<b>2,772,525</b>	<b>-86,425</b>
현금및현금성자산	618,541	744,582	953,532	1,116,793	1,797,944	1,670,638	1,500,842	1,247,013	1,633,397	386,384
단기금융상품	273,176	372,168	440,407	394,152	977,562	876,752	793,593	924,215	496,452	-427,763
파생상품자산	1,919	1,919	1,919	53,650	217	217	217	1,174	7,901	6,726
매출채권	166,003	177,099	185,940	179,238	180,628	173,920	171,765	193,669	104,408	-89,261
기타유동금융자산	84,597	91,965	301,392	134,445	121,069	124,806	179,848	233,437	322,031	88,595
재고자산	12,691	15,526	15,173	21,560	22,491	34,626	36,843	36,666	43,139	6,473
기타유동자산	77,522	116,816	245,184	93,258	118,840	124,142	147,176	222,775	165,197	-57,578
<b>비유동자산</b>	<b>4,260,188</b>	<b>4,289,978</b>	<b>4,350,550</b>	<b>4,356,332</b>	<b>4,506,122</b>	<b>4,728,926</b>	<b>4,880,614</b>	<b>5,100,592</b>	<b>5,302,443</b>	<b>201,852</b>
장기매도가능증권	106,633	116,231	172,651	160,038	215,466	403,086	471,408	434,191	443,911	9,720
관계기업투자	98,155	120,928	134,655	161,950	210,444	232,998	285,390	305,188	302,881	-2,306
기타비유동금융자산	47,567	47,229	45,043	50,564	55,395	58,919	60,267	109,009	108,453	-556
유형자산	263,425	267,044	264,623	271,044	277,416	275,741	294,698	314,812	331,638	16,826
무형자산	3,719,432	3,713,619	3,703,579	3,689,582	3,710,940	3,720,578	3,744,246	3,865,265	3,867,635	2,370
사용권자산	0	0	0	0	0	0	0	0	184,872	184,872
기타비유동자산	6,706	6,451	9,436	8,789	8,751	7,560	11,727	16,412	16,159	-253
이연법인세자산	18,270	18,475	20,563	14,366	27,709	30,044	12,879	55,716	46,895	-8,821
<b>자 산 총 계</b>	<b>5,494,638</b>	<b>5,810,052</b>	<b>6,494,098</b>	<b>6,349,428</b>	<b>7,724,874</b>	<b>7,734,027</b>	<b>7,710,899</b>	<b>7,959,542</b>	<b>8,074,969</b>	<b>115,426</b>
<b>부 채</b>										
<b>유동부채</b>	<b>770,121</b>	<b>832,658</b>	<b>1,060,838</b>	<b>1,040,863</b>	<b>1,201,099</b>	<b>1,697,822</b>	<b>1,875,517</b>	<b>2,039,196</b>	<b>1,969,879</b>	<b>-69,318</b>
매입채무 및 기타채무	247,581	256,083	264,211	280,380	313,583	325,369	358,184	460,813	413,977	-46,836
단기차입금	156,272	158,583	155,479	174,372	220,318	758,166	757,253	609,480	554,202	-55,278
충당부채	1,325	1,179	586	1,934	2,356	3,999	6,040	3,636	4,013	377
유동금융리스부채	0	0	0	0	0	0	0	0	34,930	34,930
미지급배당금	16,000	0	0	0	13,470	0	0	0	10,253	10,253
미지급법인세	34,482	40,950	114,476	115,123	147,062	50,178	65,260	71,040	83,985	12,946
파생상품부채	7,375	7,375	7,375	2,254	0	0	0	13,916	14,529	613
기타유동부채	307,086	368,487	518,711	466,801	504,310	560,109	688,780	880,311	853,989	-26,322
<b>비유동부채</b>	<b>977,551</b>	<b>985,241</b>	<b>988,035</b>	<b>800,745</b>	<b>771,624</b>	<b>253,191</b>	<b>250,798</b>	<b>293,188</b>	<b>467,147</b>	<b>173,959</b>
비유동매입채무 및 기타채무	2,440	1,987	2,487	1,547	670	821	373	915	491	-424
장기차입금	250	0	0	0	6,484	2,000	2,010	3,101	2,447	-654
회사채	795,670	796,012	794,321	620,808	568,268	39,926	39,933	41,894	44,703	2,809
비유동충당부채	4,227	4,353	4,037	4,211	4,232	4,893	6,380	7,611	12,116	4,506
비유동금융리스부채	0	0	0	0	0	0	0	0	151,320	151,320
순확정급여부채	6,967	12,203	17,220	1,963	6,473	14,027	19,951	2,822	10,013	7,191
기타장기종업원급여부채	30,021	31,618	33,064	32,075	34,236	36,397	39,003	40,156	43,080	2,924
이연법인세부채	137,839	138,929	136,387	139,502	150,186	153,904	141,818	151,228	155,890	4,662
기타비유동금융부채	138	139	518	640	1,074	1,223	1,330	45,461	47,086	1,625
<b>부 채 총 계</b>	<b>1,747,672</b>	<b>1,817,899</b>	<b>2,048,873</b>	<b>1,841,609</b>	<b>1,972,723</b>	<b>1,951,013</b>	<b>2,126,315</b>	<b>2,332,385</b>	<b>2,437,026</b>	<b>104,641</b>
<b>자 본</b>										
자본금	33,908	33,941	33,970	34,004	38,187	38,193	41,743	41,744	41,749	5
자본잉여금	3,103,430	3,235,681	3,552,564	3,603,587	4,729,786	4,739,992	4,628,189	4,647,543	4,645,830	-1,713
기타자본항목	-10,935	-9,446	-7,827	-6,026	-4,570	-2,917	-1,145	1,492	3,854	2,362
기타포괄손익누계액	-3,006	-1,335	8,084	-4,968	-19,144	-21,192	-24,127	-7,329	-9,322	-1,993
이익잉여금	347,660	358,964	391,019	402,542	438,442	437,561	454,216	453,400	470,860	17,459
비지배지분	275,908	374,349	467,416	478,681	569,450	591,378	485,707	490,307	484,972	-5,335
<b>자 본 총 계</b>	<b>3,746,966</b>	<b>3,992,153</b>	<b>4,445,225</b>	<b>4,507,820</b>	<b>5,752,151</b>	<b>5,783,014</b>	<b>5,584,584</b>	<b>5,627,158</b>	<b>5,637,943</b>	<b>10,785</b>
<b>부채와자본총계</b>	<b>5,494,638</b>	<b>5,810,052</b>	<b>6,494,098</b>	<b>6,349,428</b>	<b>7,724,874</b>	<b>7,734,027</b>	<b>7,710,899</b>	<b>7,959,542</b>	<b>8,074,969</b>	<b>115,426</b>

## 별도손익계산서 (K-IFRS)

(단위: 백만원)

	2017	1Q18	2Q18	3Q18	4Q18	2018	1Q19	2019	QoQ	QoQ(%)	YoY	YoY(%)
<b>매출액</b>	<b>978,700</b>	<b>244,578</b>	<b>252,523</b>	<b>291,778</b>	<b>385,046</b>	<b>1,173,925</b>	<b>331,522</b>	<b>331,522</b>	<b>-53,524</b>	<b>-13.9%</b>	<b>+86,945</b>	<b>+35.5%</b>
<b>영업비용</b>	<b>881,149</b>	<b>228,192</b>	<b>223,005</b>	<b>255,788</b>	<b>344,574</b>	<b>1,051,559</b>	<b>296,869</b>	<b>296,869</b>	<b>-47,705</b>	<b>-13.8%</b>	<b>+68,677</b>	<b>+30.1%</b>
인건비	237,900	63,853	59,443	63,665	83,431	270,391	66,316	66,316	-17,115	-20.5%	+2,463	+3.9%
매출연동비	344,501	93,908	92,106	110,641	164,786	461,441	151,260	151,260	-13,526	-8.2%	+57,352	+61.1%
외주/인프라	165,573	41,257	44,123	47,963	50,438	183,781	45,234	45,234	-5,204	-10.3%	+3,976	+9.6%
마케팅비	38,087	6,146	3,380	7,140	12,875	29,540	2,184	2,184	-10,690	-83.0%	-3,961	-64.5%
상각비	70,070	17,305	17,478	19,471	25,810	80,065	28,277	28,277	+2,466	+9.6%	+10,971	+63.4%
기타	25,018	5,724	6,476	6,908	7,234	26,342	3,599	3,599	-3,636	-50.3%	-2,125	-37.1%
<b>영업이익</b>	<b>97,551</b>	<b>16,386</b>	<b>29,518</b>	<b>35,990</b>	<b>40,472</b>	<b>122,366</b>	<b>34,654</b>	<b>34,654</b>	<b>-5,818</b>	<b>-14.4%</b>	<b>+18,268</b>	<b>+111.5%</b>
<b>영업이익률(%)</b>	<b>10.0%</b>	<b>6.7%</b>	<b>11.7%</b>	<b>12.3%</b>	<b>10.5%</b>	<b>10.4%</b>	<b>10.5%</b>	<b>10.5%</b>	<b>-0.1%p</b>		<b>+3.8%p</b>	
기타수익	244,605	50,042	3,545	2,613	2,359	58,558	1,006	1,006	-1,352	-57.3%	-49,036	-98.0%
기타비용	86,259	4,973	7,317	3,192	26,873	42,354	13,664	13,664	-13,208	-49.2%	+8,692	+174.8%
금융수익	43,324	17,829	39,812	5,791	16,795	80,226	13,638	13,638	-3,157	-18.8%	-4,191	-23.5%
금융비용	51,795	9,207	1,439	6,934	18,552	36,131	3,995	3,995	-14,557	-78.5%	-5,213	-56.6%
계속사업법인세차감전순이익	247,426	70,077	64,120	34,268	14,201	182,665	31,639	31,639	+17,437	+122.8%	-38,438	-54.9%
계속사업법인세비용	29,872	16,693	19,806	40,820	15,117	92,435	10,435	10,435	-4,682	-31.0%	-6,258	-37.5%
중단사업순이익	0	0	0	0	0	0	0	0	+0		+0	
<b>당기순이익</b>	<b>217,554</b>	<b>53,384</b>	<b>44,314</b>	<b>-6,552</b>	<b>-915</b>	<b>90,230</b>	<b>21,204</b>	<b>21,204</b>	<b>+22,119</b>		<b>-32,180</b>	<b>-60.3%</b>
<b>EBITDA</b>	<b>167,458</b>	<b>33,497</b>	<b>46,614</b>	<b>56,313</b>	<b>65,396</b>	<b>201,821</b>	<b>63,188</b>	<b>63,188</b>	<b>-2,208</b>	<b>-3.4%</b>	<b>+29,691</b>	<b>+88.6%</b>

별도재무상태표(K-IFRS)

(단위: 백만원)

계정과목	2017.03.31	2017.06.30	2017.09.30	2017.12.31	2018.03.31	2018.06.30	2018.09.30	2018.12.31	2018.03.31	QoQ
<b>자 산</b>										
<b>유동자산</b>	<b>493,467</b>	<b>519,002</b>	<b>870,913</b>	<b>632,508</b>	<b>1,677,009</b>	<b>1,350,858</b>	<b>1,643,770</b>	<b>1,261,480</b>	<b>1,269,433</b>	<b>7,954</b>
현금및현금성자산	261,861	187,675	417,539	388,574	997,491	747,162	742,441	250,920	666,790	415,870
단기금융상품	16,899	118,695	98,223	14,834	474,376	402,011	508,641	601,712	257,254	-344,458
파생상품자산	0	0	0	0	0	0	4,720	957	7,351	6,395
매출채권	77,233	80,744	83,978	77,955	80,305	73,810	74,094	71,333	64,135	-7,197
기타유동금융자산	109,965	103,587	236,590	128,318	98,893	102,457	238,316	306,244	243,966	-62,278
재고자산	3,647	6,431	8,033	5,508	6,907	6,781	12,002	2,640	5,004	2,364
기타유동자산	23,862	21,869	26,549	17,319	19,038	18,636	63,556	27,674	24,932	-2,742
<b>비유동자산</b>	<b>4,345,826</b>	<b>4,343,702</b>	<b>4,404,420</b>	<b>4,324,369</b>	<b>4,388,836</b>	<b>4,689,080</b>	<b>4,785,124</b>	<b>4,941,359</b>	<b>5,053,845</b>	<b>112,486</b>
장기매도가능증권	54,948	57,583	108,975	97,059	95,576	236,736	252,144	275,246	275,369	123
종속기업,공동기업및관계기업투자	2,368,459	2,368,945	2,442,759	2,368,582	2,443,398	2,607,287	833,251	1,496,538	1,485,643	-10,895
기타비유동금융자산	19,849	19,289	18,851	19,304	19,973	19,864	26,223	19,200	20,641	1,442
유형자산	206,547	207,211	203,381	208,084	204,132	205,992	231,981	236,016	252,342	16,326
무형자산	1,689,813	1,684,701	1,624,592	1,620,416	1,618,499	1,613,864	3,414,445	2,875,510	2,882,313	6,803
투자부동산	0	0	0	0	0	0	21,789	21,777	21,728	-49
사용권자산	0	0	0	0	0	0	0	0	104,204	104,204
기타비유동자산	6,210	5,973	5,861	10,925	7,259	5,337	5,291	17,073	11,605	-5,467
<b>자 산 총 계</b>	<b>4,839,293</b>	<b>4,862,703</b>	<b>5,275,333</b>	<b>4,956,878</b>	<b>6,065,845</b>	<b>6,039,938</b>	<b>6,428,894</b>	<b>6,202,839</b>	<b>6,323,279</b>	<b>120,440</b>
<b>부 채</b>										
<b>유동부채</b>	<b>760,308</b>	<b>768,571</b>	<b>972,057</b>	<b>948,931</b>	<b>1,019,728</b>	<b>1,252,991</b>	<b>1,495,276</b>	<b>1,250,706</b>	<b>1,268,220</b>	<b>17,514</b>
매입채무 및 기타채무	148,533	133,333	146,400	163,318	170,482	170,369	305,425	404,760	520,230	115,470
단기차입금	353,675	355,181	356,714	378,088	429,614	731,495	732,683	564,921	516,575	-48,346
기타금융부채	2,610	3,441	2,756	11,099	1,994	1,551	5,159	16,329	3,806	-12,523
리스부채	0	0	0	0	0	0	0	0	22,074	22,074
미지급법인세	6,646	14,477	73,666	81,507	104,652	39,119	55,755	59,204	67,533	8,330
미지급배당금	10,006	0	0	0	10,050	0	0	0	10,053	10,053
파생상품부채	29,758	24,102	21,972	43,997	45,550	34,540	0	8,915	8,637	-279
기타유동부채	209,079	238,037	370,549	270,922	257,386	275,917	396,254	196,577	119,312	-77,264
TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	0
<b>비유동부채</b>	<b>637,236</b>	<b>642,516</b>	<b>640,879</b>	<b>450,237</b>	<b>391,545</b>	<b>95,722</b>	<b>190,471</b>	<b>200,790</b>	<b>289,560</b>	<b>88,770</b>
비유동매입채무 및 기타채무	118	240	165	162	162	159	1,488	1,642	1,642	0
장기차입금	250	0	0	0	0	0	0	0	0	0
회사채	568,319	568,501	566,649	392,974	340,118	39,926	39,933	39,939	39,946	7
비유동충당부채	3,567	3,585	3,267	3,285	3,298	3,312	4,246	4,292	8,702	4,410
순확정급여부채	2,709	6,125	8,465	0	0	1,896	5,533	0	0	0
기타장기종업원급여부채	26,327	27,672	29,004	24,715	26,118	27,481	29,163	28,448	30,039	1,590
기타비유동금융부채	0	0	55	110	152	194	249	118	145	27
비유동금융리스부채	0	0	0	0	0	0	0	0	84,040	84,040
이연법인세부채	35,947	36,392	33,275	28,992	21,696	22,754	109,859	126,350	125,046	-1,304
<b>부 채 총 계</b>	<b>1,397,544</b>	<b>1,411,087</b>	<b>1,612,936</b>	<b>1,399,168</b>	<b>1,411,272</b>	<b>1,348,713</b>	<b>1,685,747</b>	<b>1,451,496</b>	<b>1,557,780</b>	<b>106,284</b>
<b>자 본</b>										
자본금	33,908	33,941	33,970	34,004	38,187	38,193	41,743	41,744	41,749	5
자본잉여금	3,058,151	3,058,510	3,061,268	3,036,434	4,086,797	4,087,116	4,096,188	4,096,216	4,097,226	1,009
자본조정	-10,935	-9,446	-7,827	-6,026	-4,570	-2,917	43,782	35,547	37,909	2,362
기타포괄손익누계액	5,001	4,400	5,895	-4,472	-10,407	-20,046	-20,893	-1,606	-1,978	-372
이익잉여금	355,623	364,212	569,091	497,769	544,565	588,879	582,327	579,442	590,594	11,152
<b>자 본 총 계</b>	<b>3,441,749</b>	<b>3,451,616</b>	<b>3,662,397</b>	<b>3,557,710</b>	<b>4,654,573</b>	<b>4,691,225</b>	<b>4,743,147</b>	<b>4,751,343</b>	<b>4,765,499</b>	<b>14,156</b>
<b>부채와자본총계</b>	<b>4,839,293</b>	<b>4,862,703</b>	<b>5,275,333</b>	<b>4,956,878</b>	<b>6,065,845</b>	<b>6,039,938</b>	<b>6,428,894</b>	<b>6,202,839</b>	<b>6,323,279</b>	<b>120,440</b>

## 카카오 연결인원현황

Name	4Q17	1Q18	2Q18	3Q18	Former Criteria	New Criteria	1Q19	QoQ
					4Q18	4Q18		
카카오	2,446	2,529	2,533	2,952	2,775	2,531	2,598	▲67
카카오 종속회사	3,386	3,809	4,073	3,985	4,500	4,744	5,680	▲936
인원수 계	5,832	6,338	6,606	6,937	7,275	7,275	8,278	▲1,003

\* 본사와 자회사의 겸직중인 직원의 경우 기존 본사 소속으로 분류되었으나, 2019년 1분기 부터 직원의 주근무지를 기준으로 분류하고 있습니다.

\* 1Q19 종속회사 (총 91개사) : (주)다음글로벌홀딩스, Path Mobile Inc Pte Ltd, (주)디케이서비스, (주)디케이테크인, (주)디케이비즈니스, DK CHINA Co., Ltd., DK CHINA YanJiao Co., Ltd., 이미지온(주), (주)버즈피아, Beijing KAKAO Co., Ltd., (주)울트라캡슐, KAKAO JAPAN Corp., DK, ZUBON, (주)키즈노트, (주)카카오인베스트먼트, (주)티앤케이팩토리, (주)카카오벤처스(구, 케이큐브벤처스), 룩앤울(주), (주)카카오아이엑스, (주)손노리, (주)타이드스퀘어, (주)플러 Kakao Page Pte. LTD, (주)카카오게임즈, (주)프렌즈게임즈(구,슈퍼노바일본), (주)엔글, Kakao Games Europe B.V(구, Daum Games Europe B.V), Kakao Games USA, Inc., (주)카카오브이엑스, Kakao Games Japan Co. 태식상무유한공사, 지스왕중국상해법인, (주)툰노리, (주)어바웃타임, (주)카카오페이지(구, 포도트리), PT. Path Mobile Indonesia, (주)링키지랩, (주)카카오엠, (주)스탑엔터테인먼트, (주)모빌, Kakao IX Japan, Kakao IX (주)플랜에이엔터테인먼트, (주)하이라인엔터테인먼트(구.(주)하우스오브뮤직), (주)엠텍크루, (주)페이브엔터테인먼트, (주)크래커엔터테인먼트, 문화인, 크리스피스튜디오, (주)메가몬스터(구, 스토리플랜트), (주)파킹스퀘어, KVG SG PTE. LTD, 주식회사 카오메이커스, 주식회사 카오브레인, (주)케이벤처그룹, (주)카카오페이, (주)카카오모빌리티, (주)아씨오, (주)이엔티스토리엔터테인먼트, Panzea Pte. Ltd., Klaytn Pte. Ltd., Kakao Comm (주)삼양씨앤씨, (주)나일론코리아미디어, (주)키위플러스, Kakao G, 그라운드원, 그라운드엑스, (주)핀플레이, (주)넥스트인터내셔널, (주)씨씨파트너스, (주)스퀘어랩, (주)폴라리움, (주)라이프엠엠, KakaoIX UK Ltd. (주)네오바자르, Neobazar Indonesia, (주)다운크리에이티브, (주)제이코믹스, Beijing Da yun, (주)제이와이드컴퍼니, (주)와이드에스컴퍼니, (주)레디엔터테인먼트, (주)캐스팅봄, 상해레디 문화전파 유한공사, (주)비에이치엔터테인먼트, (주)매니지먼트슌

\* 상기 종속회사는 인건비 산정에 포함된 종속회사를 나타낸 것으로 회계 기준상 연결종속회사와는 차이가 있을 수 있습니다.

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