

## Consolidated Statements of Income (K-IFRS)

| (Unit: KRW Million)                            | 2017             | 1Q18           | 2Q18           | 3Q18           | 4Q18           | 2018             | 1Q19           | 2Q19           | 3Q19           | 4Q19            | 2019             | 1Q20           | 2Q20           | 3Q20             | 2020             | QoQ             | QoQ (%)        | YoY             | YoY (%)        |
|------------------------------------------------|------------------|----------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|-----------------|------------------|----------------|----------------|------------------|------------------|-----------------|----------------|-----------------|----------------|
| <b>Total Revenue</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>733,035</b> | <b>783,175</b> | <b>847,589</b>  | <b>3,070,111</b> | <b>868,377</b> | <b>952,853</b> | <b>1,100,437</b> | <b>2,921,667</b> | <b>+147,584</b> | <b>+15.5%</b>  | <b>+317,262</b> | <b>+40.5%</b>  |
| <b>Platform</b>                                | <b>824,707</b>   | <b>232,281</b> | <b>251,057</b> | <b>253,010</b> | <b>302,967</b> | <b>1,039,315</b> | <b>313,114</b> | <b>326,836</b> | <b>350,730</b> | <b>444,069</b>  | <b>1,434,749</b> | <b>441,825</b> | <b>492,690</b> | <b>554,401</b>   | <b>1,488,916</b> | <b>+61,710</b>  | <b>+12.5%</b>  | <b>+203,671</b> | <b>+58.1%</b>  |
| Talk Biz                                       | 258,117          | 88,544         | 97,587         | 107,139        | 127,871        | 421,141          | 126,906        | 138,928        | 162,420        | 221,572         | 649,827          | 224,728        | 248,410        | 284,422          | 757,560          | <b>+36,013</b>  | <b>+14.5%</b>  | <b>+122,002</b> | <b>+75.1%</b>  |
| Portal Biz                                     | 502,909          | 121,723        | 128,367        | 115,545        | 129,793        | 495,429          | 126,416        | 136,941        | 126,051        | 134,190         | 523,597          | 116,597        | 117,468        | 121,158          | 355,222          | <b>+3,690</b>   | <b>+3.1%</b>   | <b>-4,893</b>   | <b>-3.9%</b>   |
| New Biz                                        | 63,681           | 22,014         | 25,103         | 30,326         | 45,303         | 122,744          | 59,791         | 50,966         | 62,259         | 88,307          | 261,324          | 100,500        | 126,813        | 148,821          | 376,134          | <b>+22,008</b>  | <b>+17.4%</b>  | <b>+86,561</b>  | <b>+139.0%</b> |
| <b>Content</b>                                 | <b>1,147,620</b> | <b>323,141</b> | <b>337,876</b> | <b>346,283</b> | <b>370,378</b> | <b>1,377,678</b> | <b>393,199</b> | <b>406,200</b> | <b>432,445</b> | <b>403,519</b>  | <b>1,635,363</b> | <b>426,552</b> | <b>460,163</b> | <b>546,036</b>   | <b>1,432,750</b> | <b>+85,873</b>  | <b>+18.7%</b>  | <b>+113,591</b> | <b>+26.3%</b>  |
| Game                                           | 342,037          | 105,591        | 111,638        | 99,397         | 100,334        | 416,960          | 94,033         | 98,408         | 98,995         | 105,943         | 397,379          | 96,841         | 107,461        | 150,353          | 354,654          | <b>+42,892</b>  | <b>+39.9%</b>  | <b>+51,358</b>  | <b>+51.9%</b>  |
| Music                                          | 478,540          | 126,269        | 130,461        | 135,991        | 140,129        | 532,850          | 137,228        | 144,613        | 151,462        | 153,289         | 586,592          | 150,742        | 151,045        | 155,742          | 457,528          | <b>+4,697</b>   | <b>+3.1%</b>   | <b>+4,280</b>   | <b>+2.8%</b>   |
| Paid Content                                   | 126,911          | 43,767         | 50,845         | 60,482         | 63,313         | 218,407          | 74,647         | 81,512         | 91,913         | 49,177          | 297,249          | 97,024         | 118,975        | 148,403          | 364,401          | <b>+29,428</b>  | <b>+24.7%</b>  | <b>+56,490</b>  | <b>+61.5%</b>  |
| IP Business and Others                         | 200,131          | 47,514         | 44,932         | 50,412         | 66,602         | 209,461          | 87,291         | 81,666         | 90,075         | 95,111          | 354,144          | 81,946         | 82,683         | 91,538           | 256,167          | <b>+8,856</b>   | <b>+10.7%</b>  | <b>+1,463</b>   | <b>+1.6%</b>   |
| <b>Operating Expenses</b>                      | <b>1,806,947</b> | <b>545,020</b> | <b>561,343</b> | <b>568,629</b> | <b>669,052</b> | <b>2,344,044</b> | <b>678,649</b> | <b>692,577</b> | <b>724,093</b> | <b>768,007</b>  | <b>2,863,325</b> | <b>780,166</b> | <b>855,082</b> | <b>980,222</b>   | <b>2,615,470</b> | <b>+125,140</b> | <b>+14.6%</b>  | <b>+256,129</b> | <b>+35.4%</b>  |
| Labor Cost                                     | 420,262          | 127,258        | 125,921        | 130,349        | 158,323        | 541,852          | 160,127        | 159,044        | 177,401        | 204,970         | 701,543          | 198,670        | 216,526        | 239,291          | 654,487          | <b>+22,765</b>  | <b>+10.5%</b>  | <b>+61,890</b>  | <b>+34.9%</b>  |
| Cost of Revenue                                | 843,661          | 250,720        | 260,802        | 261,099        | 306,867        | 1,079,489        | 330,644        | 341,883        | 355,005        | 340,438         | 1,367,970        | 381,664        | 409,484        | 463,745          | 1,254,894        | <b>+54,261</b>  | <b>+13.3%</b>  | <b>+108,740</b> | <b>+30.6%</b>  |
| Outsourcing / Infrastructure                   | 227,604          | 68,112         | 73,743         | 84,719         | 87,804         | 314,379          | 89,930         | 84,424         | 79,145         | 106,617         | 360,117          | 92,088         | 106,611        | 113,867          | 312,567          | <b>+7,256</b>   | <b>+6.8%</b>   | <b>+34,722</b>  | <b>+43.9%</b>  |
| Marketing Expenses                             | 118,240          | 48,324         | 46,062         | 37,187         | 55,741         | 187,314          | 32,947         | 39,937         | 36,840         | 41,526          | 151,249          | 29,932         | 38,545         | 76,257           | 144,734          | <b>+37,712</b>  | <b>+97.8%</b>  | <b>+39,418</b>  | <b>+107.0%</b> |
| Depreciation and Amortization Cost             | 130,972          | 31,445         | 33,943         | 34,532         | 38,193         | 138,113          | 50,142         | 53,360         | 60,746         | 56,366          | 220,615          | 58,711         | 61,621         | 66,781           | 187,113          | <b>+5,161</b>   | <b>+8.4%</b>   | <b>+6,035</b>   | <b>+9.9%</b>   |
| Miscellaneous                                  | 66,208           | 19,159         | 20,872         | 20,742         | 22,124         | 82,897           | 14,859         | 13,928         | 14,955         | 18,089          | 61,832           | 19,101         | 22,295         | 20,279           | 61,675           | <b>-2,015</b>   | <b>-9.0%</b>   | <b>+5,324</b>   | <b>+35.6%</b>  |
| <b>Operating Profit</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>40,459</b>  | <b>59,082</b>  | <b>79,582</b>   | <b>206,786</b>   | <b>88,211</b>  | <b>97,771</b>  | <b>120,215</b>   | <b>306,197</b>   | <b>+22,444</b>  | <b>+23.0%</b>  | <b>+61,132</b>  | <b>+103.5%</b> |
| <i>Operating Profit Margin</i>                 | 8.38%            | <i>1.9%</i>    | <i>4.7%</i>    | <i>5.1%</i>    | <i>0.6%</i>    | 3.0%             | <i>3.9%</i>    | <i>5.5%</i>    | <i>7.5%</i>    | <i>9.4%</i>     | 6.7%             | <i>10.2%</i>   | <i>10.3%</i>   | <i>10.9%</i>     | 10.5%            | <i>+0.7%p</i>   | -              | <i>+3.4%p</i>   | -              |
| <b>Other Non-Operating Income</b>              | <b>36,247</b>    | <b>12,858</b>  | <b>12,504</b>  | <b>27,492</b>  | <b>21,676</b>  | <b>74,531</b>    | <b>8,837</b>   | <b>13,463</b>  | <b>30,070</b>  | <b>21,385</b>   | <b>73,755</b>    | <b>21,747</b>  | <b>100,713</b> | <b>47,984</b>    | <b>170,445</b>   | <b>-52,729</b>  | <b>-52.4%</b>  | <b>+17,914</b>  | <b>+59.6%</b>  |
| <b>Other Non-Operating Expenses</b>            | <b>90,568</b>    | <b>14,205</b>  | <b>13,415</b>  | <b>24,616</b>  | <b>33,536</b>  | <b>85,772</b>    | <b>16,048</b>  | <b>10,955</b>  | <b>12,193</b>  | <b>482,216</b>  | <b>521,412</b>   | <b>9,541</b>   | <b>14,582</b>  | <b>17,642</b>    | <b>41,765</b>    | <b>+3,060</b>   | <b>+21.0%</b>  | <b>+5,449</b>   | <b>+44.7%</b>  |
| <b>Financial Income</b>                        | <b>78,947</b>    | <b>14,559</b>  | <b>35,388</b>  | <b>18,429</b>  | <b>44,077</b>  | <b>112,453</b>   | <b>22,801</b>  | <b>13,319</b>  | <b>30,091</b>  | <b>4,176</b>    | <b>70,386</b>    | <b>36,847</b>  | <b>21,324</b>  | <b>29,210</b>    | <b>87,381</b>    | <b>+7,887</b>   | <b>+37.0%</b>  | <b>-880</b>     | <b>-2.9%</b>   |
| <b>Financial Expenses</b>                      | <b>45,744</b>    | <b>8,585</b>   | <b>7,140</b>   | <b>6,500</b>   | <b>27,918</b>  | <b>50,143</b>    | <b>5,729</b>   | <b>13,770</b>  | <b>9,359</b>   | <b>15,142</b>   | <b>44,000</b>    | <b>15,945</b>  | <b>1,987</b>   | <b>4,007</b>     | <b>21,938</b>    | <b>+2,020</b>   | <b>+101.7%</b> | <b>-5,353</b>   | <b>-57.2%</b>  |
| <b>Equity-method Income</b>                    | <b>9,036</b>     | <b>22,151</b>  | <b>2,093</b>   | <b>2,769</b>   | <b>-20,361</b> | <b>6,652</b>     | <b>2,988</b>   | <b>11,052</b>  | <b>-8,844</b>  | <b>-24,967</b>  | <b>-19,771</b>   | <b>5,280</b>   | <b>883</b>     | <b>3,832</b>     | <b>9,996</b>     | <b>+2,949</b>   | <b>+333.8%</b> | <b>+12,676</b>  | -              |
| <b>Profit before Income Tax</b>                | <b>153,298</b>   | <b>37,181</b>  | <b>57,021</b>  | <b>48,238</b>  | <b>-11,769</b> | <b>130,670</b>   | <b>40,512</b>  | <b>53,567</b>  | <b>88,847</b>  | <b>-417,182</b> | <b>-234,257</b>  | <b>126,599</b> | <b>204,123</b> | <b>179,593</b>   | <b>510,315</b>   | <b>-24,531</b>  | <b>-12.0%</b>  | <b>+90,746</b>  | <b>+102.1%</b> |
| <b>Income Tax</b>                              | <b>28,204</b>    | <b>22,531</b>  | <b>34,527</b>  | <b>40,854</b>  | <b>16,870</b>  | <b>114,781</b>   | <b>22,948</b>  | <b>22,575</b>  | <b>37,392</b>  | <b>24,753</b>   | <b>107,668</b>   | <b>46,699</b>  | <b>58,901</b>  | <b>35,865</b>    | <b>141,465</b>   | <b>-23,036</b>  | <b>-39.1%</b>  | <b>-1,528</b>   | <b>-4.1%</b>   |
| <b>Net Profit from Continued Operations</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>30,992</b>  | <b>51,454</b>  | <b>-441,935</b> | <b>-341,925</b>  | <b>79,899</b>  | <b>145,222</b> | <b>143,728</b>   | <b>368,850</b>   | <b>-1,494</b>   | <b>-1.0%</b>   | <b>+92,274</b>  | <b>+179.3%</b> |
| <b>Net Profit from Discontinued Operations</b> | <b>0</b>         | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>         | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>        | <b>0</b>         | <b>0</b>       | <b>0</b>       | <b>0</b>         | <b>0</b>         | -               | -              | -               | -              |
| <b>Net Profit</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>30,992</b>  | <b>51,454</b>  | <b>-441,935</b> | <b>-341,925</b>  | <b>79,899</b>  | <b>145,222</b> | <b>143,728</b>   | <b>368,850</b>   | <b>-1,494</b>   | <b>-1.0%</b>   | <b>+92,274</b>  | <b>+179.3%</b> |
| Controlling Interests                          | 108,597          | 13,854         | 18,366         | 16,635         | -969           | 47,886           | 27,512         | 38,775         | 55,717         | -423,006        | -301,003         | 77,461         | 139,761        | 127,526          | 344,748          | <b>-12,236</b>  | <b>-8.8%</b>   | <b>+71,809</b>  | <b>+128.9%</b> |
| Non-controlling Interests                      | 16,497           | 796            | 4,128          | -9,251         | -27,670        | -31,997          | -9,948         | -7,782         | -4,263         | -18,929         | -40,922          | 2,439          | 5,461          | 16,202           | 24,102           | <b>+10,741</b>  | <b>+196.7%</b> | <b>+20,465</b>  | -              |
| <b>EBITDAR</b>                                 | <b>295,198</b>   | <b>41,847</b>  | <b>61,533</b>  | <b>65,196</b>  | <b>42,486</b>  | <b>211,062</b>   | <b>78,113</b>  | <b>94,190</b>  | <b>115,809</b> | <b>137,478</b>  | <b>425,590</b>   | <b>147,765</b> | <b>159,126</b> | <b>185,221</b>   | <b>492,112</b>   | <b>+26,095</b>  | <b>+16.4%</b>  | <b>+69,412</b>  | <b>+59.9%</b>  |

1) EBITDAR: Rental expenses included in lease amortization from 1Q 2019 (EBITDA till FY2018)

Consolidated Statements of Financial Position (K-IFRS)

(Unit: KRW Million)

| Accounts                                        | 2018.03.31       | 2018.06.30       | 2018.09.30       | 2018.12.31       | 2019.03.31       | 2019.06.30       | 2019.09.30       | 2019.12.31       | 2020.03.31       | 2020.06.30        | 2020.09.30        |
|-------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|-------------------|
| <b>Assets</b>                                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                   |                   |
| <b>Current Assets</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>2,847,896</b> | <b>3,152,626</b> | <b>2,829,694</b> | <b>3,026,024</b> | <b>3,273,439</b>  | <b>4,115,526</b>  |
| Cash and Cash Equivalents                       | 1,797,944        | 1,670,638        | 1,500,842        | 1,247,013        | 1,633,397        | 1,617,254        | 1,788,419        | 1,918,225        | 1,953,557        | 1,812,573         | 2,101,723         |
| Short-term Financial Instruments                | 977,562          | 876,752          | 793,593          | 924,215          | 496,452          | 380,159          | 351,352          | 207,767          | 334,796          | 476,787           | 585,444           |
| Fair value through profit or loss               | 0                | 0                | 0                | 25,781           | 88,689           | 243,222          | 310,928          | 49,512           | 51,669           | 283,021           | 556,872           |
| Fair value through other comprehensive income   | 124              | 111              | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                 | 0                 |
| Available for Sales                             | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                 | 0                 |
| Derivatives Instruments Assets                  | 217              | 217              | 217              | 1,174            | 7,901            | 7,081            | 7,018            | 1,112            | 1,112            | 1,112             | 1,112             |
| Account Receivable                              | 0                | 173,920          | 171,765          | 193,669          | 104,408          | 127,484          | 132,832          | 157,221          | 141,946          | 146,669           | 187,505           |
| Finance Lease Receivable                        | 0                | 0                | 0                | 0                | 0                | 110              | 110              | 26               | 25               | 22                | 83                |
| Other Current Financial Assets                  | 120,945          | 124,695          | 179,848          | 207,656          | 233,342          | 240,958          | 276,750          | 252,461          | 279,270          | 258,718           | 318,772           |
| Inventory Assets                                | 22,078           | 32,363           | 36,609           | 35,836           | 42,784           | 51,518           | 55,220           | 49,450           | 45,901           | 49,968            | 49,885            |
| Other Current Assets                            | 119,253          | 126,405          | 147,410          | 223,605          | 165,552          | 180,110          | 229,997          | 193,921          | 217,748          | 244,571           | 314,130           |
| <b>Non-Current Assets</b>                       | <b>4,506,122</b> | <b>4,728,926</b> | <b>4,880,614</b> | <b>5,100,592</b> | <b>5,302,453</b> | <b>5,330,412</b> | <b>5,632,674</b> | <b>5,907,561</b> | <b>6,009,709</b> | <b>6,301,729</b>  | <b>6,593,219</b>  |
| Long-term Available for Sales                   | 12,101           | 10,522           | 10,004           | 50,689           | 50,618           | 51,005           | 51,393           | 50,062           | 30,161           | 10,173            | 10,178            |
| Fair Value through Profit or Loss               | 127,092          | 123,203          | 161,412          | 104,846          | 113,763          | 117,960          | 115,084          | 127,148          | 136,136          | 178,979           | 198,330           |
| Fair Value through Other Comprehensive Income   | 88,374           | 279,882          | 309,995          | 329,345          | 330,158          | 328,176          | 94,020           | 419,265          | 326,329          | 414,210           | 568,856           |
| Long-term Available for Sales                   | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                 | 0                 |
| Investments in Associates and Joint Ventures    | 210,444          | 232,998          | 285,390          | 305,188          | 302,881          | 352,323          | 803,962          | 978,944          | 1,051,015        | 1,104,361         | 1,182,633         |
| Long-term Finance Lease Receivable              | 0                | 0                | 0                | 0                | 0                | 106              | 80               | 63               | 28               | 414               | 208               |
| Other Non-current Financial Assets              | 43,294           | 48,397           | 50,263           | 58,321           | 57,835           | 59,221           | 77,056           | 92,291           | 102,581          | 110,803           | 114,935           |
| Tangible Assets                                 | 268,106          | 275,741          | 294,698          | 314,812          | 331,638          | 329,072          | 331,100          | 349,818          | 345,003          | 367,551           | 387,490           |
| Intangible Assets                               | 3,710,940        | 3,720,578        | 3,744,246        | 3,865,265        | 3,867,635        | 3,837,592        | 3,914,765        | 3,548,416        | 3,639,185        | 3,713,713         | 3,732,871         |
| Investment Properties                           | 9,311            | 0                | 0                | 0                | 0                | 0                | 0                | 2,843            | 25,268           | 25,203            | 25,137            |
| Right-of-use Assets                             | 0                | 0                | 0                | -                | 184,872          | 181,282          | 174,819          | 227,458          | 227,878          | 240,917           | 231,142           |
| Other Non-current Assets                        | 8,751            | 7,560            | 11,727           | 16,412           | 16,159           | 17,879           | 18,065           | 50,548           | 58,432           | 73,227            | 76,473            |
| Deferred Income Tax Assets                      | 27,709           | 30,044           | 12,879           | 55,716           | 46,895           | 55,795           | 52,330           | 60,703           | 67,694           | 62,178            | 64,967            |
| <b>Finance Assets</b>                           | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>460,074</b>   | <b>467,828</b>    | <b>499,747</b>    |
| Cash and Deposit                                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 33,392           | 34,218            | 46,329            |
| Fair value through profit or loss               | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 301,542          | 289,836           | 280,479           |
| Fair value through other comprehensive income   | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 200              | 200               | 0                 |
| Tangible Assets                                 | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 6,050            | 5,793             | 5,754             |
| Intangible Assets                               | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 25,615           | 40,504            | 39,409            |
| Right-of-use Assets                             | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 1,351            | 1,219             | 3,554             |
| Other Finance Assets                            | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 91,800           | 95,861            | 124,020           |
| Other Assets                                    | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 124              | 197               | 202               |
| <b>Total Assets</b>                             | <b>7,724,874</b> | <b>7,734,027</b> | <b>7,710,899</b> | <b>7,959,542</b> | <b>8,074,978</b> | <b>8,178,308</b> | <b>8,785,300</b> | <b>8,737,256</b> | <b>9,495,806</b> | <b>10,042,995</b> | <b>11,208,492</b> |
| <b>Liabilities</b>                              |                  |                  |                  |                  |                  |                  |                  |                  |                  |                   |                   |
| <b>Current Liabilities</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>2,036,752</b> | <b>2,406,066</b> | <b>2,433,322</b> | <b>2,465,156</b> | <b>2,320,783</b>  | <b>2,667,508</b>  |
| Account Payable and Other Payable               | 313,718          | 325,510          | 355,327          | 460,813          | 413,977          | 474,869          | 739,767          | 578,567          | 608,622          | 644,113           | 793,411           |
| Short-term Borrowings                           | 220,318          | 758,166          | 757,253          | 609,480          | 554,202          | 501,631          | 451,928          | 448,596          | 369,754          | 195,604           | 194,975           |
| Current Portion of Long-term Borrowings         | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                 | 0                 |
| Withholdings                                    | 0                | 0                | 0                | 129,889          | 155,507          | 224,718          | 262,054          | 299,564          | 280,341          | 286,388           | 310,378           |
| Other Non-current Financial Assets              | 37,711           | 21,317           | 22,066           | 44,424           | 36,983           | 27,618           | 43,614           | 25,256           | 44,407           | 31,527            | 43,465            |
| Income Tax Payable                              | 147,062          | 50,178           | 65,260           | 71,040           | 83,985           | 51,701           | 38,184           | 68,348           | 88,105           | 63,789            | 84,289            |
| Provisions                                      | 2,356            | 3,999            | 6,040            | 3,636            | 4,013            | 3,812            | 6,317            | 7,081            | 6,899            | 7,388             | 7,839             |
| Derivatives Instruments Liabilities             | 0                | 0                | 0                | 13,916           | 14,529           | 19,129           | 19,129           | 18,290           | 34,023           | 21,191            | 21,186            |
| Current Finance Lease Obligations               | 0                | 0                | 0                | 0                | 34,930           | 51,168           | 54,091           | 68,077           | 69,665           | 73,653            | 72,975            |
| Other Current Liabilities                       | 479,934          | 538,651          | 669,571          | 705,998          | 671,752          | 682,107          | 790,982          | 919,543          | 963,339          | 997,131           | 1,138,989         |
| <b>Non-Current Liabilities</b>                  | <b>771,624</b>   | <b>253,191</b>   | <b>250,798</b>   | <b>293,188</b>   | <b>467,147</b>   | <b>475,568</b>   | <b>495,289</b>   | <b>563,816</b>   | <b>587,098</b>   | <b>635,195</b>    | <b>665,237</b>    |
| Non-Current Account Payable and Other Payable   | 705              | 839              | 391              | 915              | 491              | 7,605            | 19,290           | 32,872           | 34,163           | 51,393            | 57,420            |
| Long-term Borrowings                            | 574,752          | 41,926           | 41,942           | 44,995           | 47,150           | 64,466           | 60,713           | 72,269           | 77,671           | 38,645            | 40,459            |
| Non-Current Provisions                          | 4,232            | 4,893            | 6,380            | 7,611            | 12,116           | 12,900           | 13,005           | 14,844           | 16,378           | 16,581            | 16,627            |
| Non-Current Finance Lease Obligations           | 0                | 0                | 0                | 0                | 151,320          | 133,999          | 125,453          | 164,989          | 163,276          | 175,117           | 166,920           |
| Defined Benefit Liabilities                     | 6,473            | 14,027           | 19,951           | 2,822            | 10,013           | 13,512           | 18,622           | 3,555            | 23,845           | 21,114            | 28,925            |
| Other Long-term Employee Benefits Liabilities   | 34,201           | 36,379           | 38,985           | 40,156           | 43,080           | 45,602           | 48,319           | 43,592           | 46,841           | 49,834            | 53,684            |
| Non-Current Derivatives Instruments Liabilities |                  |                  |                  |                  |                  |                  |                  | 7,372            | 24               | 13,847            | 13,999            |
| Deferred Income Tax Liabilities                 | 150,186          | 153,904          | 141,818          | 151,228          | 155,890          | 149,519          | 153,735          | 141,056          | 140,020          | 169,089           | 186,698           |
| Other Non-Current Financial Liabilities         | 1,074            | 1,223            | 1,330            | 45,461           | 47,086           | 47,887           | 56,070           | 62,843           | 58,063           | 62,341            | 64,159            |
| Other Non-Current Liabilities                   | 0                | 0                | 0                | 0                | 0                | 79               | 81               | 20,424           | 26,817           | 37,235            | 36,346            |
| <b>Financial Liabilities</b>                    | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>395,742</b>   | <b>385,547</b>    | <b>405,932</b>    |
| Deposit due to customers                        | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 298,489          | 282,493           | 273,589           |
| Deferred Income Tax Liabilities                 | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 185              | 237               | 331               |
| Defined Benefit Liabilities                     | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 27               | 167               | 218               |
| Other Employee Benefits                         | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 173               | 241               |
| Provisions                                      | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 44               | 44                | 228               |
| Finance Lease Obligations                       | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 1,329            | 1,199             | 3,381             |
| Other Financial Liabilities                     | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 93,566           | 98,990            | 126,113           |
| Other Liabilities                               | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 2,103            | 2,244             | 1,830             |
| <b>Total Liabilities</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>2,512,321</b> | <b>2,901,355</b> | <b>2,997,138</b> | <b>3,447,996</b> | <b>3,341,525</b>  | <b>3,738,676</b>  |
| <b>Equity</b>                                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                   |                   |
| Paid-in Capital                                 | 38,187           | 38,193           | 41,743           | 41,744           | 41,749           | 41,779           | 41,985           | 43,161           | 43,529           | 43,973            | 44,174            |
| Capital Surplus                                 | 4,752,062        | 4,739,992        | 4,628,189        | 4,647,543        | 4,645,830        | 4,661,890        | 4,732,535        | 5,043,199        | 5,241,080        | 5,631,397         | 5,843,897         |
| Othter Accumulated Earnings                     | -4,570           | -2,917           | -1,145           | 1,492            | 3,854            | 5,575            | 5,917            | 7,238            | -607             | -22,785           | -19,289           |
| Accumulated Other Comprehensive Income          | -19,144          | -21,192          | -24,127          | -7,329           | -9,313           | -4,976           | 3,790            | -16,393          | -68,515          | -24,502           | 18,888            |
| Retained Earnings                               | 416,165          | 437,598          | 454,216          | 453,400          | 470,860          | 509,635          | 571,483          | 148,154          | 238,162          | 377,923           | 505,449           |
| Minority Interest                               | 569,450          | 591,341          | 485,707          | 490,307          | 484,972          | 452,083          | 528,234          | 514,759          | 594,163          | 695,464           | 1,076,698         |
| <b>Total Equity</b>                             | <b>5,752,151</b> | <b>5,783,014</b> | <b>5,584,584</b> | <b>5,627,158</b> | <b>5,637,952</b> | <b>5,665,987</b> | <b>5,883,945</b> | <b>5,740,118</b> | <b>6,047,810</b> | <b>6,701,470</b>  | <b>7,469,816</b>  |
| <b>Total Liabilities &amp; Equity</b>           | <b>7,724,874</b> | <b>7,734,027</b> | <b>7,710,899</b> | <b>7,959,542</b> | <b>8,074,978</b> | <b>8,178,308</b> | <b>8,785,300</b> | <b>8,737,256</b> | <b>9,495,806</b> | <b>10,042,995</b> | <b>11,208,492</b> |

Separate Statements of Income(K-IFRS)

|                                         |              |             |              |              |              |              |              |              |              |              |              |              |              |              |              |               |           |               |         |
|-----------------------------------------|--------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|-----------|---------------|---------|
| (Unit: KRW Million)                     | 2017         | 1Q18        | 2Q18         | 3Q18         | 4Q18         | 2018         | 1Q19         | 2Q19         | 3Q19         | 4Q19         | 2019         | 1Q20         | 2Q20         | 3Q20         | 2020         | QoQ           | QoQ(%)    | YoY           | YoY(%)  |
| Total Revenue                           | 978,700      | 244,578     | 252,523      | 291,778      | 385,046      | 1,173,925    | 331,522      | 361,961      | 388,482      | 431,506      | 1,513,471    | 406,609      | 415,094      | 449,469      | 1,271,172    | +34,375       | +8.3%     | +60,987       | +15.7%  |
| Operating Expenses                      | 881,149      | 228,192     | 223,005      | 255,788      | 344,574      | 1,051,559    | 296,869      | 316,612      | 338,958      | 364,968      | 1,317,407    | 341,164      | 359,373      | 377,084      | 1,077,621    | +17,710       | +4.9%     | +38,125       | +11.2%  |
| Labor Cost                              | 237,900      | 63,853      | 59,443       | 63,665       | 83,431       | 270,391      | 66,316       | 66,071       | 78,716       | 85,082       | 296,184      | 68,679       | 71,789       | 81,556       | 222,024      | +9,768        | +13.6%    | +2,840        | +3.6%   |
| Cost of Revenue                         | 344,501      | 93,908      | 92,106       | 110,641      | 164,786      | 461,441      | 151,260      | 162,666      | 168,150      | 188,654      | 670,730      | 191,777      | 200,238      | 211,340      | 603,354      | +11,102       | +5.5%     | +43,190       | +25.7%  |
| Outsourcing / Infrastructure            | 165,573      | 41,257      | 44,123       | 47,963       | 50,438       | 183,781      | 45,234       | 47,056       | 45,549       | 43,023       | 180,861      | 42,657       | 50,016       | 43,103       | 135,777      | -6,913        | -13.8%    | -2,446        | -5.4%   |
| Marketing Expenses                      | 38,087       | 6,146       | 3,380        | 7,140        | 12,875       | 29,540       | 2,184        | 4,844        | 5,054        | 14,338       | 26,421       | 3,066        | 4,049        | 5,031        | 12,146       | +983          | +24.3%    | -23           | -0.5%   |
| Depreciation and Amortization Cost      | 70,070       | 17,305      | 17,478       | 19,471       | 25,810       | 80,065       | 28,277       | 31,438       | 36,881       | 29,058       | 125,653      | 30,790       | 28,523       | 30,777       | 90,091       | +2,254        | +7.9%     | -6,103        | -16.5%  |
| Miscellaneous                           | 25,018       | 5,724       | 6,476        | 6,908        | 7,234        | 26,342       | 3,599        | 4,537        | 4,608        | 4,814        | 17,558       | 4,196        | 4,759        | 5,276        | 14,230       | +517          | +10.9%    | +668          | +14.5%  |
| Operating Profit                        | 97,551       | 16,386      | 29,518       | 35,990       | 40,472       | 122,366      | 34,654       | 45,348       | 49,524       | 66,538       | 196,064      | 65,445       | 55,721       | 72,385       | 193,551      | +16,664       | +29.9%    | +22,861       | +46.2%  |
| <i>Operating Profit Margin</i>          | <i>10.0%</i> | <i>6.7%</i> | <i>11.7%</i> | <i>12.3%</i> | <i>10.5%</i> | <i>10.4%</i> | <i>10.5%</i> | <i>12.5%</i> | <i>12.7%</i> | <i>15.4%</i> | <i>13.0%</i> | <i>16.1%</i> | <i>13.4%</i> | <i>16.1%</i> | <i>15.2%</i> | <i>+2.7%p</i> | -         | <i>+3.4%p</i> | -       |
| Other Non-Operating Income              | 244,605      | 50,042      | 3,545        | 2,613        | 2,359        | 58,558       | 1,006        | 1,344        | 3,915        | 4,699        | 10,964       | 1,988        | 1,142        | 21,350       | 24,480       | +20,208       | +1,770.3% | +17,435       | +445.3% |
| Other Non-Operating Expenses            | 86,259       | 4,973       | 7,317        | 3,192        | 26,873       | 42,354       | 13,664       | 12,060       | 6,482        | 440,649      | 472,856      | 10,137       | 9,123        | 5,056        | 24,316       | -4,067        | -44.6%    | -1,426        | -22.0%  |
| Financial Income                        | 43,324       | 17,829      | 39,812       | 5,791        | 16,795       | 80,226       | 13,638       | 12,494       | 31,625       | -2,190       | 55,567       | 29,478       | 5,066        | 2,783        | 37,327       | -2,283        | -45.1%    | -28,842       | -91.2%  |
| Financial Expenses                      | 51,795       | 9,207       | 1,439        | 6,934        | 18,552       | 36,131       | 3,995        | 4,446        | 2,505        | 8,887        | 19,833       | 3,395        | 2,361        | 1,492        | 7,248        | -870          | -36.8%    | -1,014        | -40.5%  |
| Profit Before Income Tax                | 247,426      | 70,077      | 64,120       | 34,268       | 14,201       | 182,665      | 31,639       | 42,680       | 76,076       | -380,489     | -230,093     | 83,381       | 50,444       | 89,970       | 223,794      | +39,526       | +78.4%    | +13,893       | +18.3%  |
| Income Tax                              | 29,872       | 16,693      | 19,806       | 40,820       | 15,117       | 92,435       | 10,435       | 16,543       | 9,391        | -7,291       | 29,077       | 27,655       | 16,325       | 12,901       | 56,881       | -3,424        | -21.0%    | +3,511        | +37.4%  |
| Net Profit from Discontinued Operations | 0            | 0           | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |              |              |              | 0            | -             | -         | -             | -       |
| Net Profit                              | 217,554      | 53,384      | 44,314       | -6,552       | -915         | 90,230       | 21,204       | 26,137       | 66,686       | -373,197     | -259,170     | 55,725       | 34,119       | 77,068       | 166,913      | +42,950       | +125.9%   | +10,383       | +15.6%  |
|                                         |              |             |              |              |              |              |              |              |              |              |              |              |              |              |              |               |           |               |         |
| EBITDAR                                 | 167,458      | 33,497      | 46,614       | 56,313       | 65,396       | 202,431      | 62,930       | 76,787       | 86,405       | 95,596       | 321,717      | 97,096       | 84,389       | 103,143      | 284,628      | +18,754       | +22.2%    | +20,168       | +24.3%  |

1) EBITDAR: Rental expenses included in lease amortization from 1Q 2019 (EBITDA till FY2018)

Separated Statements of Financial Position (K-IFRS)

(Unit: KRW Million)

| Accounts                                             | 2018.03.31       | 2018.06.30       | 2018.09.30       | 2018.12.31       | 2019.03.31       | 2019.06.30       | 2019.09.30       | 2019.12.31       | 2020.03.31       | 2020.06.30       | 2020.09.30       |
|------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Assets</b>                                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| <b>Current Assets</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>1,248,372</b> | <b>1,338,939</b> | <b>1,014,031</b> | <b>1,169,400</b> | <b>1,198,575</b> | <b>1,315,804</b> |
| Cash and Cash Equivalents                            | 997,491          | 747,162          | 742,441          | 250,920          | 666,790          | 704,126          | 734,460          | 647,121          | 806,368          | 272,880          | 464,440          |
| Short-term Financial Instruments                     | 474,376          | 402,011          | 508,641          | 601,712          | 257,254          | 15,533           | 15,590           | 15,590           | 15,590           | 85,435           | 65,497           |
| Fair value through profit or loss                    |                  |                  |                  |                  |                  | 200,649          | 241,039          | 0                | 0                | 520,077          | 348,565          |
| Account Receivable                                   | 80,305           | 73,810           | 74,094           | 71,333           | 64,135           | 77,196           | 81,650           | 94,991           | 77,396           | 66,001           | 89,163           |
| Short-term Finance Lease Receivable                  | 0                | 0                | 0                | 0                | 0                | 1,071            | 1,071            | 2,306            | 2,306            | 3,181            | 5,281            |
| Other Current Financial Assets                       | 98,893           | 102,457          | 238,316          | 306,244          | 243,966          | 200,405          | 214,081          | 222,442          | 235,881          | 219,912          | 277,113          |
| Inventory Assets                                     | 6,907            | 6,781            | 12,002           | 2,640            | 5,004            | 9,605            | 9,158            | 3,989            | 1,403            | 53               | 0                |
| Derivatives Instruments Assets                       | 0                | 0                | 4,720            | 957              | 7,351            | 6,532            | 6,469            | 894              | 894              | 894              | 894              |
| Other Current Assets                                 | 19,038           | 18,636           | 63,556           | 27,674           | 24,932           | 33,254           | 35,420           | 26,696           | 29,562           | 30,140           | 64,850           |
| <b>Non-Current Assets</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>5,038,012</b> | <b>5,299,964</b> | <b>5,470,330</b> | <b>5,370,963</b> | <b>5,476,744</b> | <b>5,657,773</b> |
| Long-term Available for Sales                        | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           | 10,000           |
| Fair Value through Profit or Loss                    |                  | 23,984           | 34,220           | 37,674           | 38,288           | 40,841           | 44,246           | 45,399           | 45,701           | 46,895           | 46,752           |
| Fair Value through Other Comprehensive Income        |                  | 212,752          | 217,923          | 237,572          | 237,081          | 237,081          | 4,672            | 330,411          | 228,849          | 319,274          | 473,964          |
| Long-term Available for Sales                        | 95,576           | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                |
| Derivative financial instruments                     | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                |
| Investment Securities in Associates and Subsidiaries | 2,443,398        | 2,607,287        | 833,251          | 1,496,538        | 1,485,643        | 1,474,580        | 1,986,958        | 2,212,394        | 2,212,369        | 2,199,772        | 2,227,366        |
| Other Non-current Financial Assets                   | 9,973            | 9,864            | 16,223           | 9,200            | 10,641           | 10,659           | 10,716           | 10,648           | 11,321           | 11,477           | 11,577           |
| Tangible Assets                                      | 204,132          | 205,992          | 231,981          | 236,016          | 252,342          | 250,128          | 244,516          | 248,311          | 256,619          | 271,488          | 276,972          |
| Right-of-use Assets                                  | 0                | 0                | 0                | 0                | 104,204          | 96,270           | 91,559           | 101,982          | 95,203           | 103,292          | 89,695           |
| Long-term finance lease receivable                   | 0                | 0                | 0                | 0                | 0                | 2,278            | 2,198            | 10,459           | 9,984            | 11,419           | 17,383           |
| Intangible Assets                                    | 1,618,499        | 1,613,864        | 3,414,445        | 2,875,510        | 2,882,313        | 2,882,375        | 2,872,607        | 2,458,575        | 2,453,409        | 2,452,631        | 2,453,585        |
| Investment Properties                                | 0                | 0                | 21,789           | 21,777           | 21,728           | 21,678           | 21,629           | 21,580           | 23,338           | 23,276           | 23,213           |
| Retirement Pension Management Assets                 | 1,678            | 0                | 0                | 8,250            | 4,580            | 2,861            | 2,218            | 5,811            | 1,965            | 3,251            | 1,545            |
| Other Non-current Assets                             | 5,581            | 5,337            | 5,291            | 8,823            | 7,025            | 9,261            | 8,643            | 14,760           | 22,205           | 23,969           | 25,721           |
| <b>Total Assets</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>6,286,383</b> | <b>6,638,902</b> | <b>6,484,361</b> | <b>6,540,363</b> | <b>6,675,319</b> | <b>6,973,577</b> |
| <b>Liabilities</b>                                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| <b>Current Liabilities</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>1,205,494</b> | <b>1,453,535</b> | <b>1,370,950</b> | <b>1,283,385</b> | <b>1,091,942</b> | <b>1,206,166</b> |
| Accounts Payables and Other Payables                 | 170,482          | 170,369          | 305,425          | 404,760          | 520,230          | 539,098          | 806,903          | 686,650          | 710,614          | 749,492          | 865,299          |
| Short-term Borrowings                                | 429,614          | 731,495          | 732,683          | 564,921          | 516,575          | 458,234          | 435,759          | 429,063          | 302,049          | 106,926          | 77,965           |
| Curent Finance Lease Obligations                     | 0                | 0                | 0                | 0                | 22,074           | 23,740           | 25,253           | 31,495           | 31,204           | 33,428           | 31,967           |
| Other Current Financial Liabilities                  | 12,044           | 1,551            | 5,159            | 16,329           | 13,859           | 4,281            | 13,086           | 36,548           | 23,876           | 12,887           | 13,768           |
| Income Tax Payable                                   | 104,652          | 39,119           | 55,755           | 59,204           | 67,533           | 33,754           | 21,672           | 38,119           | 57,380           | 28,137           | 45,471           |
| Derivatives Instruments Liabilities                  | 45,550           | 34,540           | 0                | 8,915            | 8,637            | 7,435            | 1,252            | 5,871            | 3,316            | 0                | 0                |
| Other Current Liabilities                            | 257,386          | 275,917          | 395,880          | 196,577          | 119,312          | 133,951          | 144,610          | 143,204          | 154,947          | 161,072          | 171,696          |
| Current Provisions for Customer Refunds              | 0                | 0                | 374              | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                |
| Provisions                                           | 0                | 0                | 0                | 0                | 0                | 5,000            | 5,000            | 0                | 0                | 0                | 0                |
| <b>Non-Current Liabilities</b>                       | <b>391,545</b>   | <b>95,722</b>    | <b>190,471</b>   | <b>200,790</b>   | <b>289,560</b>   | <b>281,695</b>   | <b>270,986</b>   | <b>255,100</b>   | <b>240,144</b>   | <b>226,746</b>   | <b>239,472</b>   |
| Non-Current Trade Payables and Other Payables        | 162              | 159              | 1,488            | 1,642            | 1,642            | 2,016            | 2,131            | 2,787            | 2,765            | 2,453            | 4,485            |
| Long-term Borrowings                                 | 340,118          | 39,926           | 39,933           | 39,939           | 39,946           | 39,952           | 39,959           | 39,965           | 39,972           | 0                | 0                |
| Non-Current Finance Lease Obligations                | 0                | 0                | 0                | 0                | 84,040           | 79,407           | 73,410           | 88,643           | 82,494           | 91,420           | 87,148           |
| Non-Current Provisions                               | 3,298            | 3,312            | 4,246            | 4,292            | 8,702            | 8,764            | 8,812            | 9,461            | 9,518            | 9,575            | 9,638            |
| Defined Benefit Liabilities                          | 0                | 1,896            | 5,533            | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                |
| Other Long-term Employee Benefits Liabilities        | 26,118           | 27,481           | 29,163           | 28,448           | 30,039           | 31,543           | 33,065           | 25,385           | 26,866           | 28,401           | 29,896           |
| Deferred Income Tax Liabilities                      | 21,696           | 22,754           | 109,859          | 126,350          | 125,046          | 119,751          | 113,305          | 88,039           | 77,610           | 90,829           | 100,217          |
| Other Non-Current Liabilities                        | 0                | 0                | 0                | 0                | 0                | 79               | 81               | 18               | 0                | 0                | 0                |
| Other Non-Current Financial Liabilities              | 152              | 194              | 249              | 118              | 145              | 183              | 221              | 801              | 919              | 4,069            | 8,088            |
| <b>Total Liabilities</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>1,487,188</b> | <b>1,724,520</b> | <b>1,626,050</b> | <b>1,523,529</b> | <b>1,318,688</b> | <b>1,445,638</b> |
| <b>Equity</b>                                        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Paid-in Capital                                      | 38,187           | 38,193           | 41,743           | 41,744           | 41,749           | 41,779           | 41,985           | 43,161           | 43,529           | 43,973           | 44,174           |
| Capital Surplus                                      | 4,086,797        | 4,087,116        | 4,096,188        | 4,096,216        | 4,097,226        | 4,103,033        | 4,145,496        | 4,462,250        | 4,618,733        | 4,908,835        | 4,957,218        |
| Othter Accumulated Earnings                          | -4,570           | -2,917           | 43,782           | 35,547           | 37,909           | 39,630           | 39,972           | 41,293           | 33,448           | 11,269           | 14,766           |
| Accumulated Other Comprehensive Income               | -10,407          | -20,046          | -20,893          | -1,606           | -1,978           | -1,978           | -772             | -2,897           | -61,630          | -24,320          | 17,840           |
| Retained Earnings                                    | 544,565          | 588,879          | 582,327          | 579,442          | 590,594          | 616,731          | 687,702          | 314,504          | 382,754          | 416,873          | 493,941          |
| <b>Total Equity</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>4,799,195</b> | <b>4,914,382</b> | <b>4,858,311</b> | <b>5,016,834</b> | <b>5,356,631</b> | <b>5,527,938</b> |
| <b>Total Liabilities &amp; Equity</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>6,286,383</b> | <b>6,638,902</b> | <b>6,484,361</b> | <b>6,540,363</b> | <b>6,675,319</b> | <b>6,973,577</b> |

Number of Employees (Kakao)

|                    | Before Change | After Change |       |       |       |       |       |       |       |      |        |
|--------------------|---------------|--------------|-------|-------|-------|-------|-------|-------|-------|------|--------|
|                    | 4Q18          | 4Q18         | 1Q19  | 2Q19  | 3Q19  | 4Q19  | 1Q20  | 2Q20  | 3Q20  | QoQ  | YoY    |
| Kakao              | 2,775         | 2,531        | 2,598 | 2,609 | 2,672 | 2,300 | 2,366 | 2,373 | 2,328 | ▽45  | ▽344   |
| Kakao Subsidiaries | 4,500         | 4,744        | 5,680 | 5,325 | 5,486 | 6,301 | 6,918 | 6,975 | 7,497 | ▲522 | ▲2,011 |
| Total              | 7,275         | 7,275        | 8,278 | 7,934 | 8,158 | 8,601 | 9,284 | 9,348 | 9,825 | ▲477 | ▲1,667 |

\* Employees, who concurrently hold positions both at HQ and subsidiaries, were counted under HQ, but, from the first quarter of 2019, they are classified based on the employee's primary workplace.

\* Subsidiaries included in the calculation of labor costs on Consolidated Income Statement, may differ from the list of subsidiaries based on K-IFRS. As of the end of 3Q20, the number of subsidiaries based on K-IFRS is 112.

\* The above number of employees include full-time and part-time employees only (not assistances and interns)