

Consolidated Statements of Income (K-IFRS)

(Unit: KRW Million)

| | 1Q20 | 2Q20 | 3Q20 | 4Q20 | 2020 | 1Q21 | 2Q21 | 3Q21 | 2021 | QoQ | QoQ(%) | YoY | YoY(%) |
|-------------------------------------|----------------|----------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-----------------|------------------|-----------------|------------------|
| Total Revenue | 868,377 | 952,853 | 1,100,437 | 1,235,149 | 4,156,816 | 1,257,965 | 1,352,195 | 1,740,779 | 4,350,939 | +388,584 | +28.7% | +640,343 | +58.2% |
| Platform | 472,074 | 516,578 | 578,547 | 680,725 | 2,247,924 | 695,520 | 761,750 | 778,727 | 2,235,997 | +16,977 | +2.2% | +200,180 | +34.6% |
| Talk Biz | 233,870 | 257,229 | 292,522 | 365,358 | 1,148,979 | 373,552 | 390,455 | 404,902 | 1,168,909 | +14,448 | +3.7% | +112,380 | +38.4% |
| Portal Biz | 116,597 | 117,468 | 121,158 | 122,729 | 477,951 | 117,464 | 125,132 | 119,162 | 361,758 | -5,970 | -4.8% | -1,996 | -1.6% |
| Platform-Others | 121,607 | 141,881 | 164,867 | 192,638 | 620,994 | 204,504 | 246,164 | 254,662 | 705,330 | +8,499 | +3.5% | +89,795 | +54.5% |
| Content | 396,303 | 436,275 | 521,890 | 554,424 | 1,908,892 | 562,444 | 590,445 | 962,053 | 2,114,942 | +371,608 | +62.9% | +440,163 | +84.3% |
| Music | 169,185 | 168,683 | 182,003 | 185,453 | 705,324 | 184,589 | 188,078 | 197,107 | 569,774 | +9,030 | +4.8% | +15,104 | +8.3% |
| Story | 97,024 | 118,975 | 148,403 | 163,586 | 527,987 | 174,661 | 186,372 | 218,750 | 579,782 | +32,378 | +17.4% | +70,347 | +47.4% |
| Game | 96,841 | 107,461 | 150,353 | 140,803 | 495,458 | 130,291 | 128,564 | 463,077 | 721,933 | +334,513 | +260.2% | +312,724 | +208.0% |
| Media | 33,254 | 41,157 | 41,131 | 64,583 | 180,124 | 72,903 | 87,432 | 83,118 | 243,453 | -4,313 | -4.9% | +41,988 | +102.1% |
| Operating Expenses | 780,166 | 855,082 | 980,222 | 1,085,491 | 3,700,961 | 1,100,420 | 1,189,586 | 1,572,605 | 3,862,610 | +383,019 | +32.2% | +592,383 | +60.4% |
| Labor Cost | 198,670 | 216,526 | 239,291 | 265,719 | 920,205 | 292,915 | 301,048 | 307,182 | 901,145 | +6,134 | +2.0% | +67,891 | +28.4% |
| Cost of Revenue | 381,664 | 409,484 | 463,745 | 491,549 | 1,746,443 | 493,029 | 530,262 | 805,810 | 1,829,102 | +275,548 | +52.0% | +342,065 | +73.8% |
| Outsourcing / Infrastruct | 92,088 | 106,611 | 113,867 | 145,113 | 457,680 | 144,484 | 164,925 | 197,792 | 507,201 | +32,867 | +19.9% | +83,925 | +73.7% |
| Marketing Expenses | 29,932 | 38,545 | 76,257 | 87,540 | 232,274 | 67,223 | 91,129 | 148,070 | 306,423 | +56,940 | +62.5% | +71,812 | +94.2% |
| Depreciation and Amorti | 58,711 | 61,621 | 66,781 | 78,177 | 265,289 | 79,152 | 78,794 | 89,057 | 247,004 | +10,263 | +13.0% | +22,276 | +33.4% |
| Miscellaneous | 29 | 3,577 | 994 | 1,239 | 5,839 | 4,256 | 1,476 | 1,735 | 7,467 | +259 | +17.6% | +741 | +74.6% |
| | 19,072 | 18,718 | 19,286 | 16,154 | 73,230 | 19,360 | 21,951 | 22,959 | 64,270 | +1,008 | +4.6% | +3,673 | +19.0% |
| Operating Profit | 88,211 | 97,771 | 120,215 | 149,659 | 455,856 | 157,545 | 162,609 | 168,175 | 488,329 | +5,565 | +3.4% | +47,960 | +39.9% |
| <i>Operating Profit Margin</i> | <i>10.2%</i> | <i>10.3%</i> | <i>10.9%</i> | <i>12.1%</i> | 11.0% | <i>12.5%</i> | <i>12.0%</i> | <i>9.7%</i> | 11.2% | <i>-2.4%p</i> | | <i>-1.3%p</i> | |
| Other Non-Operating Income | 21,747 | 100,713 | 47,984 | 181,908 | 352,353 | 54,440 | 66,051 | 799,581 | 920,071 | +733,530 | +1,110.6% | +751,597 | +1,566.3% |
| Other Non-Operating Expense | 9,541 | 14,582 | 17,642 | 504,299 | 546,064 | 6,604 | 19,237 | 20,697 | 46,538 | +1,460 | +7.6% | +3,055 | +17.3% |
| Financial Income | 36,847 | 21,324 | 37,364 | 120,571 | 216,106 | 47,881 | 18,268 | 43,939 | 110,088 | +25,671 | +140.5% | +6,575 | +17.6% |
| Financial Expenses | 15,945 | 1,987 | 12,160 | 42,578 | 72,670 | 69,689 | 64,666 | 90,409 | 224,764 | +25,743 | +39.8% | +78,248 | +643.5% |
| Equity-method Income | 5,280 | 883 | 3,832 | -1,303 | 8,692 | 135,130 | 186,656 | 171,227 | 493,013 | -15,430 | -8.3% | +167,395 | +4,368.4% |
| Profit before Income Tax | 126,599 | 204,123 | 179,593 | -96,043 | 414,271 | 318,703 | 349,681 | 1,071,815 | 1,740,200 | +722,134 | +206.5% | +892,223 | +496.8% |
| Income Tax | 46,699 | 58,901 | 35,865 | 99,447 | 240,912 | 78,829 | 33,757 | 205,536 | 318,123 | +171,779 | +508.9% | +169,672 | +473.1% |
| Net Profit from Continued Op | 79,899 | 145,222 | 143,728 | -195,490 | 173,360 | 239,874 | 315,924 | 866,279 | 1,422,077 | +550,355 | +174.2% | +722,551 | +502.7% |
| Net Profit | 79,899 | 145,222 | 143,728 | -195,490 | 173,360 | 239,874 | 315,924 | 866,279 | 1,422,077 | +550,355 | +174.2% | +722,551 | +502.7% |
| Controlling Interests | 77,461 | 139,761 | 127,526 | -189,124 | 155,624 | 224,536 | 311,660 | 779,122 | 1,315,319 | +467,463 | +150.0% | +651,597 | +511.0% |
| Non-controlling Interests | 2,439 | 5,461 | 16,202 | -6,366 | 17,736 | 15,337 | 4,264 | 87,157 | 106,758 | +82,892 | +1,943.9% | +70,954 | +437.9% |
| EBITDAR | 147,765 | 159,126 | 185,221 | 226,090 | 718,202 | 236,666 | 241,016 | 255,060 | 732,742 | +14,043 | +5.8% | +69,839 | +37.7% |

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 | 2020.03.31 | 2020.06.30 | 2020.09.30 | 2020.12.31 | 2021.03.31 | 2021.06.30 | 2021.09.30 |
|---|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Assets | | | | | | | |
| Current Assets | 3,026,024 | 3,273,439 | 4,115,526 | 4,462,924 | 5,207,947 | 6,241,823 | 6,997,716 |
| Cash and Cash Equivalents | 1,953,557 | 1,812,573 | 2,101,723 | 2,877,514 | 2,833,190 | 3,014,184 | 3,433,643 |
| Short-term Financial Instruments | 334,796 | 476,787 | 585,444 | 694,069 | 726,190 | 1,109,557 | 941,443 |
| Fair value through profit or loss | 51,669 | 283,021 | 556,872 | 134,503 | 724,221 | 1,102,164 | 1,345,999 |
| Derivatives Instruments Assets | 1,112 | 1,112 | 1,112 | 312 | 312 | 238 | - |
| Account Receivable | 141,946 | 146,669 | 187,505 | 247,374 | 275,381 | 306,647 | 147 |
| Other Current Financial Assets | 279,295 | 258,740 | 318,855 | 225,055 | 237,109 | 254,406 | 419,262 |
| Inventory Assets | 45,901 | 49,968 | 49,885 | 45,814 | 45,474 | 46,187 | 356,839 |
| Other Current Assets | 217,748 | 244,571 | 314,130 | 232,535 | 366,071 | 408,440 | 46,604 |
| Assets held for sale | - | - | - | 5,749 | - | - | 453,778 |
| Non-Current Assets | 6,009,709 | 6,301,729 | 6,617,351 | 6,987,396 | 7,421,585 | 8,125,113 | 10,335,732 |
| Account Receivable(Non-Current) | - | - | - | - | - | - | 226 |
| Long-term Available for Sales | 30,161 | 10,173 | 10,178 | 10,174 | 10,147 | 10,136 | 10,138 |
| Fair value through profit or loss | 136,136 | 178,979 | 198,330 | 303,222 | 241,726 | 246,083 | 274,380 |
| Fair value through other comprehensive income | 326,329 | 414,210 | 568,856 | 702,575 | 817,615 | 1,156,227 | 1,280,922 |
| Investments in Associates and Joint Ventures | 1,051,015 | 1,104,361 | 1,182,633 | 1,504,419 | 1,921,703 | 2,119,044 | 3,006,496 |
| Other Non-current Financial Assets | 102,608 | 111,217 | 115,143 | 121,291 | 122,685 | 131,492 | 107,160 |
| Tangible Assets | 345,003 | 367,551 | 387,490 | 430,668 | 447,392 | 471,373 | 498,207 |
| Intangible Assets | 3,639,185 | 3,713,713 | 3,732,871 | 3,351,553 | 3,340,735 | 3,446,066 | 4,448,492 |
| Investment Properties | 25,268 | 25,203 | 25,137 | - | - | - | - |
| Right-of-use Assets | 227,878 | 240,917 | 255,273 | 345,325 | 353,780 | 390,212 | 551,014 |
| Other Non-current Assets | 58,432 | 73,227 | 76,473 | 166,487 | 110,842 | 93,838 | 101,792 |
| Deferred Income Tax Assets | 67,694 | 62,178 | 64,967 | 51,683 | 54,958 | 60,642 | 56,906 |
| Finance Assets | 460,074 | 467,828 | 499,747 | 503,650 | 884,651 | 783,150 | 897,786 |
| Cash and Deposit | 33,392 | 34,218 | 46,329 | 36,632 | 92,331 | 20,355 | 156,945 |
| Fair value through profit or loss | 301,542 | 289,836 | 280,479 | 386,625 | 525,464 | 11,452 | 580,597 |
| Fair value through other comprehensive income | 200 | 200 | - | - | - | 567,440 | - |
| Tangible Assets | 6,050 | 5,793 | 5,754 | 5,850 | 5,719 | 6,389 | 9,488 |
| Intangible Assets | 25,615 | 40,504 | 39,409 | 36,034 | 34,761 | 33,462 | 32,178 |
| Right-of-use Assets | 1,351 | 1,219 | 3,554 | 3,533 | 3,768 | 3,742 | 3,416 |
| Other Finance Assets | 91,800 | 95,861 | 124,020 | 29,164 | 211,590 | 128,301 | 103,194 |
| Other Assets | 124 | 197 | 202 | 5,812 | 11,018 | 12,009 | 11,969 |
| Total Assets | 9,495,806 | 10,042,995 | 11,232,624 | 11,953,970 | 13,514,184 | 15,150,086 | 18,231,233 |
| Liabilities | | | | | | | |
| Current Liabilities | 2,465,156 | 2,320,783 | 2,667,508 | 2,929,590 | 3,033,581 | 3,163,945 | 4,447,404 |
| Account Payable and Other Payable | 608,622 | 644,113 | 793,461 | 835,983 | 914,780 | 983,653 | 1,180,888 |
| Short-term Borrowings | 369,754 | 195,604 | 194,975 | 188,420 | 208,081 | 192,314 | 910,067 |
| Withholdings | 280,341 | 286,388 | 310,378 | 302,038 | 321,118 | 335,136 | 349,510 |
| Other Non-current Financial Assets | 44,407 | 31,527 | 30,116 | 33,859 | 18,848 | 33,710 | 118,463 |
| Income Tax Payable | 88,105 | 63,789 | 84,289 | 112,124 | 111,447 | 78,321 | 64,121 |
| Provisions | 6,899 | 7,388 | 7,839 | 5,858 | 6,143 | 9,737 | 11,120 |
| Derivatives Instruments Liabilities | 34,023 | 21,191 | 21,186 | 16,919 | 16,124 | 15,419 | 15,419 |
| Current Finance Lease Obligations | 69,665 | 73,653 | 72,975 | 78,896 | 89,542 | 98,491 | 129,746 |
| Other Current Liabilities | 963,339 | 997,131 | 1,152,288 | 1,355,496 | 1,347,498 | 1,417,164 | 1,668,069 |
| Non-Current Liabilities | 587,098 | 635,195 | 689,368 | 1,166,098 | 1,797,072 | 1,917,573 | 2,179,964 |
| Non-Current Account Payable and Other Payable | 34,163 | 51,393 | 57,420 | 40,882 | 86,423 | 88,106 | 47,922 |
| Long-term Borrowings | 77,671 | 38,645 | 40,459 | 409,801 | 911,398 | 919,716 | 920,575 |
| Non-Current Provisions | 16,378 | 16,581 | 16,627 | 19,594 | 19,287 | 20,996 | 21,979 |
| Non-Current Finance Lease Obligations | 163,276 | 175,117 | 191,052 | 273,311 | 276,595 | 307,058 | 436,441 |
| Defined Benefit Liabilities | 23,845 | 21,114 | 28,925 | 10,313 | 21,721 | 31,406 | 45,070 |
| Other Long-term Employee Benefits Liabilities | 46,841 | 49,834 | 53,684 | 53,832 | 56,144 | 60,517 | 64,123 |
| Non-Current Derivatives Instruments Liabilities | 24 | 13,847 | 13,999 | 20,887 | 20,205 | 20,205 | - |
| Deferred Income Tax Liabilities | 140,020 | 169,089 | 186,698 | 248,960 | 312,322 | 392,425 | 570,645 |
| Other Non-Current Financial Liabilities | 58,063 | 62,341 | 64,159 | 58,188 | 57,981 | 45,655 | 46,671 |
| Other Non-Current Liabilities | 26,817 | 37,235 | 36,346 | 30,330 | 34,997 | 31,489 | 26,537 |
| Financial Liabilities | 395,742 | 385,547 | 405,932 | 430,553 | 806,281 | 708,810 | 698,698 |
| Deposit due to customers | 298,489 | 282,493 | 273,589 | 377,849 | 571,527 | 555,334 | 571,581 |
| Deferred Income Tax Liabilities | 185 | 237 | 331 | - | - | - | - |
| Defined Benefit Liabilities | 27 | 167 | 218 | 192 | 228 | 240 | 250 |
| Other Employee Benefits | - | 173 | 241 | 264 | 327 | 389 | 451 |
| Provisions | 44 | 44 | 228 | 229 | 229 | 486 | 487 |
| Finance Lease Obligations | 1,329 | 1,199 | 3,381 | 3,304 | 3,579 | 3,417 | 3,143 |
| Other Financial Liabilities | 93,566 | 98,990 | 126,113 | 41,400 | 221,346 | 141,574 | 119,879 |
| Other Liabilities | 2,103 | 2,244 | 1,830 | 7,313 | 9,045 | 7,369 | 2,907 |
| Total Liabilities | 3,447,996 | 3,341,525 | 3,762,808 | 4,526,241 | 5,636,934 | 5,790,327 | 7,326,066 |
| Equity | | | | | | | |
| Paid-in Capital | 43,529 | 43,973 | 44,174 | 44,301 | 44,431 | 44,496 | 44,586 |
| Capital Surplus | 5,241,080 | 5,631,397 | 5,843,897 | 5,833,100 | 5,903,509 | 6,525,275 | 6,642,725 |
| Other Accumulated Earnings | -607 | -22,785 | -19,289 | 18,617 | 34,624 | 44,252 | 53,160 |
| Accumulated Other Comprehensive Income | -68,515 | -24,502 | 18,888 | 86,577 | 131,993 | 282,818 | 406,290 |
| Retained Earnings | 238,162 | 377,923 | 505,449 | 316,325 | 542,573 | 854,634 | 1,633,447 |
| Minority Interest | 594,163 | 695,464 | 1,076,698 | 1,128,809 | 1,220,119 | 1,608,284 | 2,124,959 |
| Total Equity | 6,047,810 | 6,701,470 | 7,469,816 | 7,427,729 | 7,877,250 | 9,359,759 | 10,905,168 |
| Total Liabilities & Equity | 9,495,806 | 10,042,995 | 11,232,624 | 11,953,970 | 13,514,184 | 15,150,086 | 18,231,233 |

Separate Statements of Income(K-IFRS)

(Unit: KRW Million)

| | 1Q20 | 2Q20 | 3Q20 | 4Q20 | 2020 | 1Q21 | 2Q21 | 3Q21 | 2021 | QoQ | QoQ(%) | YoY | YoY(%) |
|------------------------------------|----------------|----------------|----------------|-----------------|------------------|----------------|----------------|----------------|------------------|-----------------|----------------|-----------------|----------------|
| Total Revenue | 406,609 | 415,094 | 449,469 | 508,023 | 1,779,195 | 490,851 | 521,393 | 468,353 | 1,480,597 | -53,040 | -10.2% | +18,884 | +4.2% |
| Operating Expenses | 341,164 | 359,373 | 377,084 | 401,509 | 1,479,130 | 414,130 | 424,069 | 371,888 | 1,210,086 | -52,181 | -12.3% | -5,196 | -1.4% |
| Labor Cost | 68,679 | 71,789 | 81,556 | 85,824 | 307,847 | 102,928 | 95,302 | 88,961 | 287,190 | -6,341 | -6.7% | +7,404 | +9.1% |
| Cost of Revenue | 191,777 | 200,238 | 211,340 | 210,143 | 813,496 | 214,942 | 221,615 | 163,785 | 600,341 | -57,831 | -26.1% | -47,555 | -22.5% |
| Outsourcing / Infrastructure | 42,657 | 50,016 | 43,103 | 55,766 | 191,543 | 55,419 | 64,693 | 73,547 | 193,659 | +8,854 | +13.7% | +30,444 | +70.6% |
| Marketing Expenses | 3,066 | 4,049 | 5,031 | 7,479 | 19,625 | 3,409 | 4,481 | 4,943 | 12,832 | +462 | +10.3% | -89 | -1.8% |
| Depreciation and Amortization Cost | 30,790 | 28,523 | 30,777 | 37,610 | 127,700 | 32,097 | 32,147 | 33,860 | 98,104 | +1,713 | +5.3% | +3,083 | +10.0% |
| Miscellaneous | 4,196 | 4,759 | 5,276 | 4,688 | 18,919 | 5,335 | 5,831 | 6,793 | 17,959 | +962 | +16.5% | +1,517 | +28.8% |
| Operating Profit | 65,445 | 55,721 | 72,385 | 106,513 | 300,064 | 76,721 | 97,324 | 96,465 | 270,510 | -859 | -0.9% | +24,080 | +33.3% |
| <i>Operating Profit Margin</i> | <i>16.1%</i> | <i>13.4%</i> | <i>16.1%</i> | <i>21.0%</i> | <i>16.9%</i> | <i>15.6%</i> | <i>18.7%</i> | <i>20.6%</i> | <i>18.3%</i> | <i>+1.9%p</i> | | <i>+4.5%p</i> | |
| Other Non-Operating Income | 1,988 | 1,142 | 21,350 | 23,074 | 47,554 | 3,271 | 5,871 | 44,599 | 53,742 | +38,728 | +659.6% | +23,249 | +108.9% |
| Other Non-Operating Expenses | 10,137 | 9,123 | 5,056 | 394,469 | 418,785 | 1,171 | 10,727 | 8,637 | 20,535 | -2,090 | -19.5% | +3,581 | +70.8% |
| Financial Income | 29,478 | 5,066 | 2,783 | 22,767 | 60,093 | 37,611 | 18,399 | 49,242 | 105,252 | +30,843 | +167.6% | +46,459 | +1,669.7% |
| Financial Expenses | 3,395 | 2,361 | 1,492 | 16,771 | 24,019 | 17,513 | 2,724 | 17,557 | 37,794 | +14,833 | +544.5% | +16,065 | +1,077.0% |
| Profit Before Income Tax | 83,381 | 50,444 | 89,970 | -258,886 | -35,092 | 98,919 | 108,144 | 164,113 | 371,176 | +55,969 | +51.8% | +74,143 | +82.4% |
| Income Tax | 27,655 | 16,325 | 12,908 | 25,899 | 82,787 | 20,315 | 9,975 | -56,342 | -26,053 | -66,317 | -664.8% | -69,250 | -536.5% |
| Net Profit | 55,725 | 34,119 | 77,062 | -284,785 | -117,879 | 78,604 | 98,169 | 220,455 | 397,229 | +122,286 | +124.6% | +143,394 | +186.1% |
| EBITDAR | 97,096 | 84,389 | 103,143 | 144,490 | 429,118 | 108,952 | 129,338 | 130,298 | 368,588 | +960 | +0.7% | +27,154 | +26.3% |

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

Separated Statements of Financial Position (K-IFRS)

(Unit: KRW Million)

| | 2020.03.31 | 2020.06.30 | 2020.09.30 | 2020.12.31 | 2021.03.31 | 2021.06.30 | 2021.09.30 |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Assets | | | | | | | |
| Current Assets | 1,169,400 | 1,198,575 | 1,315,804 | 1,782,402 | 1,871,413 | 1,746,118 | 2,413,505 |
| Cash and Cash Equivalents | 806,368 | 558,935 | 464,440 | 1,356,885 | 992,460 | 679,709 | 722,806 |
| Short-term Financial Instruments | 15,590 | 85,435 | 65,497 | 65,497 | 65,497 | 65,497 | 385,435 |
| Fair Value through Profit or Loss | 0 | 234,022 | 348,565 | 0 | 469,597 | 647,406 | 941,594 |
| Account Receivable | 77,396 | 66,001 | 89,163 | 120,478 | 106,191 | 97,033 | 122,672 |
| Short-term Finance Lease Receivable | 2,306 | 3,181 | 5,281 | 5,035 | 6,852 | 10,559 | 9,669 |
| Other Current Financial Assets | 235,881 | 219,912 | 277,113 | 203,640 | 192,964 | 206,365 | 170,240 |
| Inventory Assets | 1,403 | 53 | 0 | 0 | 0 | 0 | 23,857 |
| Derivatives Instruments Assets | 894 | 894 | 894 | 94 | 94 | 94 | 0 |
| Other Current Assets | 29,562 | 30,140 | 64,850 | 30,772 | 37,756 | 39,453 | 37,231 |
| Non-Current Assets | 5,370,963 | 5,476,744 | 5,681,904 | 5,563,105 | 5,689,034 | 5,937,920 | 6,287,418 |
| Long-term Available for Sales | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Fair Value through Profit or Loss | 45,701 | 46,895 | 46,752 | 59,627 | 61,202 | 63,776 | 70,043 |
| Fair Value through Other Comprehensive Income | 228,849 | 319,274 | 473,964 | 536,801 | 646,102 | 699,517 | 821,689 |
| Investment Securities in Associates and Subsidiaries | 2,212,369 | 2,199,772 | 2,227,366 | 2,393,426 | 2,398,689 | 2,556,645 | 3,236,944 |
| Other Non-current Financial Assets | 11,321 | 11,477 | 11,577 | 12,897 | 15,581 | 15,694 | 22,446 |
| Tangible Assets | 256,619 | 271,488 | 276,972 | 272,117 | 278,901 | 283,649 | 304,600 |
| Right-of-use Assets | 95,203 | 103,292 | 113,826 | 126,832 | 130,751 | 130,213 | 190,024 |
| Long-term finance lease receivable | 9,984 | 11,419 | 17,383 | 16,851 | 17,365 | 47,368 | 39,824 |
| Intangible Assets | 2,453,409 | 2,452,631 | 2,453,585 | 2,106,231 | 2,103,170 | 2,102,845 | 1,567,777 |
| Investment Properties | 23,338 | 23,276 | 23,213 | 0 | 0 | 0 | 0 |
| Retirement Pension Management Assets | 1,965 | 3,251 | 1,545 | 7,696 | 4,025 | 278 | 0 |
| Other Non-current Assets | 22,205 | 23,969 | 25,721 | 20,627 | 23,247 | 27,934 | 24,069 |
| Total Assets | 6,540,363 | 6,675,319 | 6,997,708 | 7,345,506 | 7,560,447 | 7,684,038 | 8,700,922 |
| Liabilities | | | | | | | |
| Current Liabilities | 1,283,385 | 1,091,942 | 1,206,166 | 1,421,581 | 1,401,681 | 1,318,174 | 1,719,047 |
| Accounts Payables and Other Payables | 710,614 | 749,492 | 865,299 | 1,035,669 | 1,031,269 | 997,150 | 449,975 |
| Short-term Borrowings | 302,049 | 106,926 | 77,965 | 57,987 | 39,999 | 0 | 0 |
| Current Finance Lease Obligations | 31,204 | 33,428 | 31,967 | 37,613 | 45,619 | 52,036 | 63,293 |
| Other Current Financial Liabilities | 23,876 | 12,887 | 13,768 | 48,355 | 27,445 | 15,638 | 19,642 |
| Income Tax Payable | 57,380 | 28,137 | 45,471 | 49,823 | 65,972 | 31,609 | 23,944 |
| Derivatives Instruments Liabilities | 3,316 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Current Liabilities | 154,947 | 161,072 | 171,696 | 192,133 | 191,377 | 221,741 | 1,162,193 |
| Non-Current Liabilities | 240,144 | 226,746 | 263,610 | 598,480 | 643,193 | 685,820 | 700,617 |
| Non-Current Trade Payables and Other Payables | 2,765 | 2,453 | 4,485 | 4,591 | 7,077 | 8,783 | 7,917 |
| Long-term Borrowings | 39,972 | 0 | 0 | 321,761 | 335,727 | 335,205 | 341,476 |
| Non-Current Finance Lease Obligations | 82,494 | 91,420 | 111,280 | 121,900 | 120,918 | 148,585 | 192,587 |
| Non-Current Provisions | 9,518 | 9,575 | 9,638 | 10,333 | 10,395 | 11,027 | 12,361 |
| Defined Benefit Liabilities | 0 | 0 | 0 | 0 | 0 | 0 | 5,816 |
| Other Long-term Employee Benefits Liabilities | 26,866 | 28,401 | 29,896 | 27,047 | 28,478 | 29,749 | 35,467 |
| Deferred Income Tax Liabilities | 77,610 | 90,829 | 100,224 | 108,245 | 134,135 | 140,003 | 97,593 |
| Other Non-Current Liabilities | 0 | 0 | 0 | 0 | 0 | 1 | 7 |
| Other Non-Current Financial Liabilities | 919 | 4,069 | 8,088 | 4,602 | 6,463 | 12,466 | 7,393 |
| Total Liabilities | 1,523,529 | 1,318,688 | 1,469,777 | 2,020,061 | 2,044,874 | 2,003,994 | 2,419,664 |
| Equity | | | | | | | |
| Paid-in Capital | 43,529 | 43,973 | 44,174 | 44,301 | 44,431 | 44,496 | 44,586 |
| Capital Surplus | 4,618,733 | 4,908,835 | 4,957,218 | 4,986,863 | 5,026,921 | 5,044,594 | 5,324,115 |
| Other Accumulated Earnings | 33,448 | 11,269 | 14,766 | 18,617 | 34,624 | 44,252 | 53,160 |
| Accumulated Other Comprehensive Income | -61,630 | -24,320 | 17,840 | 66,514 | 134,743 | 173,731 | 265,971 |
| Retained Earnings | 382,754 | 416,873 | 493,934 | 209,150 | 274,852 | 372,972 | 593,427 |
| Total Equity | 5,016,834 | 5,356,631 | 5,527,932 | 5,325,445 | 5,515,572 | 5,680,044 | 6,281,259 |
| Total Liabilities & Equity | 6,540,363 | 6,675,319 | 6,997,708 | 7,345,506 | 7,560,447 | 7,684,038 | 8,700,922 |

Number of Employees (Kakao)

| | 1Q20 | 2Q20 | 3Q20 | 4Q20 | 1Q21 | 2Q21 | 3Q21 | QoQ | YoY |
|--------------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Kakao | 2,366 | 2,373 | 2,328 | 2,634 | 2,713 | 2,719 | 3,070 | ▲351 | ▲742 |
| Kakao Subsidiaries | 6,918 | 6,975 | 7,497 | 8,010 | 8,431 | 9,417 | 10,104 | ▲687 | ▲2,607 |
| Total | 9,284 | 9,348 | 9,825 | 10,644 | 11,144 | 12,136 | 13,174 | ▲1,038 | ▲3,349 |

* 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.

* Until 4Q20, the above number of employees include full-time and part-time employees only (not assistances and interns)

* Starting from 1Q21, the above number includes interns, assistants, short-term employees but not part-time employees but does not include the member of the board.

* In 3Q21, Melon Company was spun off from Kakao and merged with Kakao Entertainment and Kakao Commerce merged with Kakao.

Ownership Stake in Key Subsidiaries and Affiliates (Kakao)

(Reference date: 30th September 2021)

| Company | Subsidiaries | | | | | | Affiliates | |
|---------|--------------|----------------|-------------|---------------------|-------------|------------------|------------|--------|
| | Kakao Pay | Kakao Mobility | Kakao Games | Kakao Entertainment | Kakao Japan | Kakao Enterprise | Kakao Bank | Dunamu |
| Stake | 55.0% | 58.5% | 45.2% | 74.7% | 91.1% | 87.4% | 27.3% | 19.0% |

* Above equity ratio is the number of stocks held to the total number of issued stocks, and was calculated by simply adding the percentage of equity held by the consolidated subsidiaries.

* Kakao as a separate entity owns a 72.9% stake in Kakao Japan and a 7.6% stake in Dunamu.

* After the listing of Kakao Pay on November 3 2021, Kakao's stake in Kakao Pay became 47.8%.