

# 연결손익계산서 (K-IFRS)

(단위: 백만원)

구 분	2020	1Q21	2Q21	3Q21	4Q21	2021	1Q22	2Q22	3Q22	2022	QoQ	QoQ(%)	YoY	YoY(%)
<b>매출액</b>	<b>4,156,816</b>	<b>1,257,965</b>	<b>1,352,195</b>	<b>1,740,779</b>	<b>1,785,730</b>	<b>6,136,669</b>	<b>1,651,703</b>	<b>1,822,315</b>	<b>1,858,697</b>	<b>5,332,715</b>	<b>+36,382</b>	<b>+2.0%</b>	<b>+117,917</b>	<b>+6.8%</b>
<b>플랫폼부문</b>	<b>2,247,924</b>	<b>695,520</b>	<b>761,750</b>	<b>778,727</b>	<b>1,004,780</b>	<b>3,240,778</b>	<b>885,985</b>	<b>930,655</b>	<b>986,935</b>	<b>2,803,575</b>	<b>+56,280</b>	<b>+6.0%</b>	<b>+208,208</b>	<b>+26.7%</b>
특비즈	1,148,979	373,552	390,455	404,902	475,012	1,643,922	460,972	453,217	467,400	1,381,590	+14,183	+3.1%	+62,498	+15.4%
포털비즈	477,951	117,464	125,132	119,162	130,745	492,503	114,036	102,378	109,779	326,192	+7,401	+7.2%	-9,383	-7.9%
플랫폼 기타	620,994	204,504	246,164	254,662	399,023	1,104,353	310,978	375,059	409,756	1,095,793	+34,696	+9.3%	+155,093	+60.9%
<b>콘텐츠부문</b>	<b>1,908,892</b>	<b>562,444</b>	<b>590,445</b>	<b>962,053</b>	<b>780,950</b>	<b>2,895,891</b>	<b>765,718</b>	<b>891,660</b>	<b>871,762</b>	<b>2,529,140</b>	<b>-19,898</b>	<b>-2.2%</b>	<b>-90,291</b>	<b>-9.4%</b>
스토리	527,987	174,661	186,372	218,750	211,920	791,702	240,486	227,588	231,271	699,345	+3,682	+1.6%	+12,521	+5.7%
게임	495,458	130,291	128,564	463,077	276,826	998,759	245,819	336,782	296,128	878,730	-40,655	-12.1%	-166,950	-36.1%
미디어	180,124	72,903	87,432	83,118	89,462	332,915	74,993	118,039	94,146	287,178	-23,893	-20.2%	+11,028	+13.3%
뮤직	705,324	184,589	188,078	197,107	202,742	772,516	204,420	209,251	250,217	663,888	+40,967	+19.6%	+53,110	+26.9%
<b>영업비용</b>	<b>3,700,961</b>	<b>1,100,420</b>	<b>1,189,586</b>	<b>1,572,605</b>	<b>1,679,142</b>	<b>5,541,752</b>	<b>1,493,047</b>	<b>1,651,293</b>	<b>1,708,365</b>	<b>4,852,706</b>	<b>+57,072</b>	<b>+3.5%</b>	<b>+135,760</b>	<b>+8.6%</b>
인건비	920,205	292,915	301,048	307,182	515,765	1,416,910	419,971	426,195	433,284	1,279,451	+7,089	+1.7%	+126,102	+41.1%
매출연동비	1,746,443	493,029	530,262	805,810	648,173	2,477,275	584,402	654,814	711,351	1,950,566	+56,537	+8.6%	-94,460	-11.7%
외주/인프라비	457,680	144,484	164,925	197,792	233,780	740,981	204,649	235,783	238,398	678,830	+2,615	+1.1%	+40,606	+20.5%
마케팅비	232,274	67,223	91,129	148,070	128,811	435,233	114,605	150,297	111,970	376,873	-38,327	-25.5%	-36,100	-24.4%
상각비	265,289	79,152	78,794	89,057	119,796	366,800	130,768	135,591	153,009	419,368	+17,418	+12.8%	+63,952	+71.8%
금융영업비용	5,839	4,256	1,476	1,735	1,667	9,134	1,436	3,995	10,507	15,938	+6,512	+163.0%	+8,772	+505.6%
기타	73,230	19,360	21,951	22,959	31,150	95,419	37,217	44,618	49,845	131,680	+5,227	+11.7%	+26,886	+117.1%
<b>영업이익</b>	<b>455,856</b>	<b>157,545</b>	<b>162,609</b>	<b>168,175</b>	<b>106,588</b>	<b>594,917</b>	<b>158,656</b>	<b>171,022</b>	<b>150,332</b>	<b>480,009</b>	<b>-20,690</b>	<b>-12.1%</b>	<b>-17,843</b>	<b>-10.6%</b>
<i>영업이익률(%)</i>	11.0%	12.5%	12.0%	9.7%	6.0%	9.7%	9.6%	9.4%	8.1%	9.0%	-1.3%p		-1.6%p	
<b>기타수익</b>	<b>352,353</b>	<b>54,440</b>	<b>66,051</b>	<b>799,581</b>	<b>813,358</b>	<b>1,733,429</b>	<b>1,665,287</b>	<b>138,613</b>	<b>133,594</b>	<b>1,937,493</b>	<b>-5,019</b>	<b>-3.6%</b>	<b>-665,987</b>	<b>-83.3%</b>
기타비용	546,064	6,604	19,237	20,697	360,710	407,247	48,351	34,449	35,677	118,477	+1,228	+3.6%	+14,980	+72.4%
금융수익	216,106	47,881	18,268	43,939	67,731	177,819	68,476	69,767	63,373	201,616	-6,394	-9.2%	+19,434	+44.2%
금융비용	72,670	69,689	64,666	90,409	90,553	315,317	94,687	73,280	67,080	235,047	-6,200	-8.5%	-23,329	-25.8%
<b>지분법손익</b>	<b>8,692</b>	<b>135,130</b>	<b>186,656</b>	<b>171,227</b>	<b>17,080</b>	<b>510,093</b>	<b>10,214</b>	<b>-35,158</b>	<b>-7,831</b>	<b>-32,774</b>	<b>+27,327</b>	<b>+77.7%</b>	<b>-179,057</b>	<b>-104.6%</b>
지분법이익	68,921	150,939	205,755	176,613	63,094	596,401	45,425	9,961	23,682	79,069	+13,721	+137.7%	-152,931	-86.6%
지분법손실	60,229	15,809	19,099	5,387	46,014	86,308	35,211	45,119	31,513	111,843	-13,606	-30.2%	+26,126	+485.0%
<b>계속사업법인세차감전순이익</b>	<b>414,271</b>	<b>318,703</b>	<b>349,681</b>	<b>1,071,815</b>	<b>553,494</b>	<b>2,293,694</b>	<b>1,759,595</b>	<b>236,514</b>	<b>236,711</b>	<b>2,232,820</b>	<b>+197</b>	<b>+0.1%</b>	<b>-835,105</b>	<b>-77.9%</b>
계속사업법인세비용	240,912	78,829	33,757	205,536	329,418	647,540	437,461	135,312	99,550	672,322	-35,762	-26.4%	-105,986	-51.6%
계속사업연결당기순이익	173,360	239,874	315,924	866,279	224,076	1,646,153	1,322,134	101,203	137,161	1,560,497	+35,958	+35.5%	-729,118	-84.2%
<b>연결당기순이익</b>	<b>173,360</b>	<b>239,874</b>	<b>315,924</b>	<b>866,279</b>	<b>224,076</b>	<b>1,646,153</b>	<b>1,322,134</b>	<b>101,203</b>	<b>137,161</b>	<b>1,560,497</b>	<b>+35,958</b>	<b>+35.5%</b>	<b>-729,118</b>	<b>-84.2%</b>
지배지분순이익	155,624	224,536	311,660	779,122	76,834	1,392,152	1,303,137	67,613	106,335	1,477,084	+38,722	+57.3%	-672,788	-86.4%
비지배지분순이익	17,736	15,337	4,264	87,157	147,243	254,001	18,997	33,590	30,826	83,413	-2,764	-8.2%	-56,330	-64.6%
<b>EBITDAR</b>	<b>718,202</b>	<b>236,666</b>	<b>241,016</b>	<b>255,060</b>	<b>225,418</b>	<b>958,160</b>	<b>288,475</b>	<b>306,075</b>	<b>301,757</b>	<b>896,307</b>	<b>-4,318</b>	<b>-1.4%</b>	<b>+46,697</b>	<b>+18.3%</b>
<b>조정 EBITDAR</b>	<b>-</b>	<b>258,172</b>	<b>279,579</b>	<b>269,755</b>	<b>298,674</b>	<b>1,106,180</b>	<b>331,970</b>	<b>345,470</b>	<b>335,243</b>	<b>1,012,683</b>	<b>-10,226</b>	<b>-3.0%</b>	<b>+65,489</b>	<b>+24.3%</b>

주) EBITDAR: 2019년 1분기부터 임차료 리스상각비에 포함. 2018년까지는 EBITDA 임

주) 조정 EBITDAR: EBITDAR+ 주식보상비용

# 연결재무상태표(K-IFRS)

(단위:백만원)

계정과목	2021.12.31	2022.03.31	2022.06.30	2022.09.30
<b>자산</b>				
<b>유동자산</b>	<b>8,102,194</b>	<b>8,204,176</b>	<b>7,929,367</b>	<b>8,286,538</b>
현금및현금성자산	5,231,504	4,768,675	4,279,894	4,555,255
단기금융상품	1,573,559	1,451,732	1,450,446	1,154,413
당기손익-공정가치 측정 금융자산	305,060	834,049	922,535	1,378,018
파생상품자산	352	135	135	135
매출채권	398,117	355,291	461,252	420,692
기타유동금융자산	319,120	408,925	302,786	297,833
재고자산	91,808	104,519	129,789	153,540
기타유동자산	182,674	280,849	379,246	326,652
매각예정자산	-	-	3,284	-
<b>비유동자산</b>	<b>13,711,985</b>	<b>15,452,418</b>	<b>16,027,968</b>	<b>16,385,212</b>
장기금융상품	10,139	10,141	10,155	10,157
당기손익-공정가치 측정 금융자산	302,249	326,962	340,116	438,063
기타포괄손익-공정가치 측정 금융자산	1,219,163	3,182,170	3,021,540	2,900,809
파생상품자산	-	1,831	4,753	4,753
관계기업 및 공동기업 투자	3,215,802	2,697,644	2,662,505	2,743,743
기타비유동금융자산	144,002	244,391	264,612	263,050
유형자산	554,916	590,170	697,665	786,951
무형자산	6,347,795	6,443,985	6,938,144	7,168,822
투자부동산	101,296	100,051	98,805	97,560
사용권자산	1,399,234	1,470,123	1,625,693	1,613,016
기타비유동자산	345,470	318,630	300,018	293,145
이연법인세자산	71,920	66,321	63,960	65,143
<b>금융업자산</b>	<b>965,379</b>	<b>787,198</b>	<b>819,617</b>	<b>773,469</b>
현금및예치금	341,952	193,249	169,834	161,180
당기손익-공정가치 측정 금융자산	495,952	470,107	475,146	430,653
기타포괄손익-공정가치 측정 금융자산	-	-	-	-
유형자산	11,782	12,031	14,199	14,710
무형자산	33,228	60,440	59,222	57,744
사용권자산	11,200	3,924	2,222	3,527
기타금융자산	30,498	29,911	75,851	76,414
기타자산	40,767	17,536	23,143	29,242
<b>자산총계</b>	<b>22,779,559</b>	<b>24,443,792</b>	<b>24,776,951</b>	<b>25,445,219</b>
<b>부채</b>				
<b>유동부채</b>	<b>5,630,274</b>	<b>5,649,849</b>	<b>5,186,967</b>	<b>5,273,827</b>
매입채무 및 기타채무	1,230,985	1,321,713	1,295,181	1,347,315
단기차입금	1,258,828	1,286,866	1,460,716	1,351,245
예수금	384,150	404,653	434,066	447,010
기타유동금융부채	653,737	606,669	44,122	55,094
미지급법인세	188,902	198,726	103,528	118,188
총당부채	11,243	5,717	6,685	7,545
파생상품부채	11,912	11,912	11,912	12,119
단기리스부채	169,531	191,869	235,564	250,981
기타유동부채	1,720,987	1,621,723	1,595,194	1,684,330
<b>비유동부채</b>	<b>2,885,094</b>	<b>3,381,638</b>	<b>4,200,475</b>	<b>4,353,205</b>
비유동매입채무 및 기타채무	63,708	52,279	50,070	50,249
장기차입금	553,054	526,161	1,131,825	1,256,567
비유동총당부채	51,934	57,671	60,109	63,811
장기리스부채	1,318,155	1,492,079	1,626,467	1,605,126
순확정급여부채	-	9,273	17,807	33,996
기타장기종업원급여부채	67,927	71,382	71,294	75,494
비유동파생상품부채	-	1,831	1,831	9,328
이연법인세부채	756,812	1,077,100	1,142,396	1,148,558
기타비유동금융부채	43,010	27,394	29,899	29,857
기타비유동부채	30,494	66,467	68,777	80,219
<b>금융업부채</b>	<b>674,218</b>	<b>516,538</b>	<b>568,357</b>	<b>541,374</b>
예수부채	598,311	458,191	459,208	437,036
순확정급여부채	338	403	608	738
기타장기종업원부채	1,020	1,224	1,451	1,708
총당부채	1,151	1,158	1,261	1,266
리스부채	10,266	3,067	1,244	2,583
기타금융부채	49,080	47,124	99,983	93,863
기타부채	14,052	5,370	4,601	4,181
<b>부채총계</b>	<b>9,189,586</b>	<b>9,548,025</b>	<b>9,955,799</b>	<b>10,168,406</b>
<b>자본</b>				
자본금	44,641	44,677	44,545	44,582
자본잉여금	7,781,245	7,853,941	7,885,288	7,915,097
자본조정	77,070	101,704	19,696	31,237
기타포괄손익누계액	371,825	287,416	208,968	300,086
이익잉여금	1,709,599	2,989,764	3,063,240	3,169,383
비지배자본	3,605,593	3,618,264	3,599,416	3,816,427
<b>자본총계</b>	<b>13,589,972</b>	<b>14,895,767</b>	<b>14,821,153</b>	<b>15,276,813</b>
<b>부채 및 자본총계</b>	<b>22,779,559</b>	<b>24,443,792</b>	<b>24,776,951</b>	<b>25,445,219</b>

# 별도손익계산서 (K-IFRS)

(단위: 백만원)

구 분	2020	1Q21	2Q21	3Q21	4Q21	2021	1Q22	2Q22	3Q22	2022	QoQ	QoQ(%)	YoY	YoY(%)
<b>매출액</b>	<b>1,779,195</b>	<b>490,851</b>	<b>521,393</b>	<b>468,353</b>	<b>652,319</b>	<b>2,132,916</b>	<b>596,230</b>	<b>596,389</b>	<b>613,433</b>	<b>1,806,051</b>	<b>+17,044</b>	<b>+2.9%</b>	<b>+145,080</b>	<b>+31.0%</b>
<b>영업비용</b>	<b>1,479,130</b>	<b>414,130</b>	<b>424,069</b>	<b>371,888</b>	<b>520,804</b>	<b>1,730,891</b>	<b>473,134</b>	<b>459,359</b>	<b>492,669</b>	<b>1,425,162</b>	<b>+33,310</b>	<b>+7.3%</b>	<b>+120,781</b>	<b>+32.5%</b>
인건비	307,847	102,928	95,302	88,961	156,578	443,768	143,508	129,005	128,627	401,140	-378	-0.3%	+39,667	+44.6%
매출연동비	813,496	214,942	221,615	163,785	234,577	834,919	197,550	190,180	209,861	597,591	+19,681	+10.3%	+46,076	+28.1%
외주/인프라	191,543	55,419	64,693	73,547	66,224	259,883	64,179	64,528	67,546	196,253	+3,018	+4.7%	-6,001	-8.2%
마케팅비	19,625	3,409	4,481	4,943	6,913	19,745	4,188	5,418	7,594	17,200	+2,177	+40.2%	+2,652	+53.6%
상각비	127,700	32,097	32,147	33,860	46,349	144,454	50,920	53,747	61,794	166,460	+8,048	+15.0%	+27,934	+82.5%
기타	18,919	5,335	5,831	6,793	10,162	28,122	12,789	16,482	17,246	46,517	+764	+4.6%	+10,453	+153.9%
<b>영업이익</b>	<b>300,064</b>	<b>76,721</b>	<b>97,324</b>	<b>96,465</b>	<b>131,515</b>	<b>402,025</b>	<b>123,096</b>	<b>137,030</b>	<b>120,764</b>	<b>380,889</b>	<b>-16,266</b>	<b>-11.9%</b>	<b>+24,299</b>	<b>+25.2%</b>
<i>영업이익률(%)</i>	<i>16.9%</i>	<i>15.6%</i>	<i>18.7%</i>	<i>20.6%</i>	<i>20.2%</i>	<i>18.8%</i>	<i>20.6%</i>	<i>23.0%</i>	<i>19.7%</i>	<i>21.1%</i>	<i>-3.3%p</i>		<i>-0.9%p</i>	
기타수익	47,554	3,271	5,871	44,599	7,050	60,791	1,405,807	6,678	4,200	1,416,684	-2,477	-37.1%	-40,399	-90.6%
기타비용	418,785	1,171	10,727	8,637	49,865	70,400	25,502	2,424	10,361	38,287	+7,937	+327.5%	+1,724	+20.0%
금융수익	60,093	37,611	18,399	49,242	123,289	228,542	45,532	43,044	39,415	127,991	-3,629	-8.4%	-9,827	-20.0%
금융비용	24,019	17,513	2,724	17,557	8,472	46,266	21,743	47,853	43,819	113,415	-4,035	-8.4%	+26,262	+149.6%
계속사업법인세차감전순이익	-35,092	98,919	108,144	164,113	203,517	574,692	1,527,190	136,474	110,199	1,773,863	-26,275	-19.3%	-53,914	-32.9%
계속사업법인세비용	82,787	20,315	9,975	-56,342	94,124	68,071	382,761	30,250	33,292	446,303	+3,043	+10.1%	+89,635	+159.1%
<b>당기순이익</b>	<b>-117,879</b>	<b>78,604</b>	<b>98,169</b>	<b>220,455</b>	<b>109,393</b>	<b>506,621</b>	<b>1,144,429</b>	<b>106,224</b>	<b>76,907</b>	<b>1,327,560</b>	<b>-29,317</b>	<b>-27.6%</b>	<b>-143,548</b>	<b>-65.1%</b>
<b>EBITDAR</b>	<b>429,118</b>	<b>108,952</b>	<b>129,338</b>	<b>130,298</b>	<b>177,667</b>	<b>546,255</b>	<b>173,672</b>	<b>129,338</b>	<b>181,177</b>	<b>484,187</b>	<b>+51,839</b>	<b>+40.1%</b>	<b>+50,879</b>	<b>+39.0%</b>
<b>조정 EBITDAR</b>	<b>455,279</b>	<b>125,741</b>	<b>148,887</b>	<b>137,402</b>	<b>222,256</b>	<b>634,286</b>	<b>199,948</b>	<b>213,160</b>	<b>198,298</b>	<b>611,406</b>	<b>-14,861</b>	<b>-7.0%</b>	<b>+60,896</b>	<b>+44.3%</b>

주) 주) EBITDAR: 2019년 1분기부터 임차료가 리스상각비에 포함. 2018년까지는 EBITDA 임

주) 조정 EBITDAR: EBITDAR+ 주식보상비용

## 별도재무상태표(K-IFRS)

(단위: 백만원)

계정과목	2021.09.30	2021.12.31	2022.03.31	2022.06.30	2022.09.30
<b>자 산</b>					
<b>유동자산</b>	<b>2,413,505</b>	<b>2,417,993</b>	<b>2,441,129</b>	<b>2,178,243</b>	<b>2,420,461</b>
현금및현금성자산	722,806	1,478,676	1,129,676	823,933	725,073
단기금융상품	385,435	255,435	220,557	181,057	61,000
(유동)당기손익-공정가치측정금융자산	941,594	267,800	680,740	757,432	1,196,860
매출채권	122,672	152,199	138,055	125,064	127,327
단기금융리스채권	9,669	9,774	16,004	22,506	23,378
기타유동금융자산	170,240	190,569	197,203	206,697	209,589
재고자산	23,857	20,845	15,205	15,557	24,842
파생상품자산	0	0	0	0	0
기타유동자산	37,231	42,695	43,689	45,996	52,393
<b>비유동자산</b>	<b>6,287,418</b>	<b>7,606,659</b>	<b>9,300,467</b>	<b>9,602,739</b>	<b>9,601,244</b>
장기금융상품	10,000	10,000	10,000	10,000	10,000
(비유동)당기손익-공정가치측정금융자산	70,043	86,640	92,842	95,852	101,914
기타포괄손익-공정가치측정금융자산	821,689	789,170	2,286,287	2,159,957	2,097,232
파생금융상품	0	0	0	2,922	2,922
종속/관계기업투자주식	3,236,944	3,547,758	3,577,058	3,848,386	3,852,912
기타비유동금융자산	22,446	55,199	65,310	69,849	68,703
유형자산	304,600	312,555	334,839	383,351	451,509
사용권자산	190,024	836,401	904,066	953,432	942,085
장기금융리스채권	39,824	38,839	106,542	158,382	157,692
무형자산	1,567,777	1,573,635	1,603,141	1,609,277	1,614,199
투자부동산	0	306,536	302,767	298,998	295,229
퇴직연금운용자산	0	20,496	15,309	9,959	4,740
기타비유동자산	24,069	29,431	2,306	2,372	2,107
<b>자 산 총 계</b>	<b>8,700,922</b>	<b>10,024,652</b>	<b>11,741,596</b>	<b>11,780,982</b>	<b>12,021,705</b>
<b>부 채</b>					
<b>유동부채</b>	<b>1,719,047</b>	<b>2,299,149</b>	<b>2,351,185</b>	<b>2,214,334</b>	<b>2,406,759</b>
매입채무및기타채무	449,975	493,501	551,598	466,172	545,590
단기차입금	0	342,179	350,014	374,322	416,050
단기리스부채	63,293	101,724	117,238	138,660	141,516
기타유동금융부채	19,642	58,224	28,052	6,188	6,372
미지급법인세	23,944	55,518	86,227	46,082	43,493
기타유동부채	1,162,193	1,248,003	1,218,056	1,182,909	1,253,738
<b>비유동부채</b>	<b>700,617</b>	<b>1,171,299</b>	<b>1,664,157</b>	<b>1,809,267</b>	<b>1,796,165</b>
비유동매입채무및기타채무	7,917	16,683	23,376	31,583	36,091
장기차입금	341,476	0	0	0	0
장기리스부채	192,587	1,076,109	1,242,171	1,340,376	1,331,363
비유동충당부채	12,361	40,681	40,925	41,171	41,418
순확정급여부채	5,816	0	0	0	0
기타장기종업원급여부채	35,467	35,656	41,717	43,804	45,931
이연법인세부채	97,593	0	314,179	351,480	340,342
기타비유동부채	7	0	60	40	398
기타비유동금융부채	7,393	2,170	1,730	813	621
<b>부 채 총 계</b>	<b>2,419,664</b>	<b>3,470,448</b>	<b>4,015,343</b>	<b>4,023,601</b>	<b>4,202,923</b>
<b>자 본</b>					
자본금	44,586	44,641	44,677	44,545	44,582
자본잉여금	5,324,115	5,489,187	5,529,200	5,630,338	5,630,360
자본조정	53,160	77,070	101,704	19,696	31,237
기타포괄손익누계액	265,971	240,487	226,413	132,320	105,213
이익잉여금(결손금)	593,427	702,820	1,824,259	1,930,483	2,007,390
<b>자 본 총 계</b>	<b>6,281,259</b>	<b>6,554,205</b>	<b>7,726,253</b>	<b>7,757,381</b>	<b>7,818,782</b>
<b>부채와자본총계</b>	<b>8,700,922</b>	<b>10,024,652</b>	<b>11,741,596</b>	<b>11,780,982</b>	<b>12,021,705</b>

## 연결인원현황

	1Q21	2Q21	3Q21	4Q21	1Q22	2Q22	3Q22	QoQ(%)	YoY(%)
카카오	2,713	2,719	3,070	3,388	3,348	3,391	3,500	▲3.2	▲14.0
카카오 종속회사	8,431	9,417	10,104	10,790	11,581	11,918	12,178	▲2.2	▲20.5
합계	11,144	12,136	13,174	14,178	14,929	15,309	15,678	▲2.4	▲19.0

\* 1Q21부터 등기임원(사내이사, 사외이사)가 제외된 정규직 + 기간제 기준으로 변경하였고, 기간제는 계약직, 인턴, 어시스턴트, 단기아르바이트를 포함, 단시간근무자는 제외하고 있습니다.

\* 3Q21 카카오에서 분사된 멜론컴퍼니 인원은 카카오 종속회사로 그 분류가 변경되었고, 카카오로 흡수합병된 카카오커머스의 인원은 카카오로 분류가 변경되었습니다.

## 주요 지분증권 보유현황

(기준일: 2022년 09월 30일)

회사명	연결종속회사					관계회사		
	카카오페이	카카오게임즈	카카오모빌리티	카카오엔터테인먼트	카카오픽코마	카카오엔터프라이즈	카카오뱅크	두나무
지분율	47.0%	41.0%	57.3%	73.6%	91.1%	85.1%	27.2%	14.6%

\* 상기 지분율은 발행주식총수 대비 보유주식수의 비율이며, 연결종속회사가 보유하는 지분율을 단순합산하였습니다

\* 카카오가 직접 보유한 카카오재팬의 지분율은 72.9%, 두나무 지분율은 10.6%입니다.