

## Consolidated Statements of Income (K-IFRS)

(Unit: KRW Million)

|                                     | 1Q23             | 2Q23             | 3Q23             | 4Q23              | 2023              | 1Q24             | QoQ               | QoQ(%)        | YoY             | YoY(%)         |
|-------------------------------------|------------------|------------------|------------------|-------------------|-------------------|------------------|-------------------|---------------|-----------------|----------------|
| <b>Total Revenue</b>                | <b>1,623,769</b> | <b>1,923,255</b> | <b>2,011,472</b> | <b>1,998,506</b>  | <b>7,557,002</b>  | <b>1,988,350</b> | <b>-10,156</b>    | <b>-0.5%</b>  | <b>+364,581</b> | <b>+22.5%</b>  |
| <b>Platform</b>                     | <b>848,136</b>   | <b>869,496</b>   | <b>880,006</b>   | <b>956,804</b>    | <b>3,554,442</b>  | <b>954,777</b>   | <b>-2,027</b>     | <b>-0.2%</b>  | <b>+106,641</b> | <b>+12.6%</b>  |
| Talk Biz                            | 484,743          | 480,416          | 479,462          | 537,584           | 1,982,204         | 522,131          | -15,453           | -2.9%         | +37,388         | +7.7%          |
| Portal Biz                          | 83,551           | 89,479           | 83,244           | 88,059            | 344,334           | 84,684           | -3,375            | -3.8%         | +1,133          | +1.4%          |
| Platform-Others                     | 279,842          | 299,601          | 317,300          | 331,161           | 1,227,904         | 347,962          | +16,802           | +5.1%         | +68,120         | +24.3%         |
| <b>Content</b>                      | <b>775,633</b>   | <b>1,053,759</b> | <b>1,131,466</b> | <b>1,041,703</b>  | <b>4,002,560</b>  | <b>1,033,573</b> | <b>-8,130</b>     | <b>-0.8%</b>  | <b>+257,940</b> | <b>+33.3%</b>  |
| Music                               | 231,977          | 480,712          | 513,325          | 497,935           | 1,723,949         | 468,243          | -29,692           | -6.0%         | +236,266        | +101.8%        |
| Story                               | 228,586          | 230,990          | 249,142          | 213,352           | 922,070           | 226,952          | +13,600           | +6.4%         | -1,634          | -0.7%          |
| Game                                | 247,326          | 268,560          | 262,020          | 231,623           | 1,009,529         | 243,129          | +11,507           | +5.0%         | -4,197          | -1.7%          |
| Media                               | 67,744           | 73,497           | 106,978          | 98,793            | 347,012           | 95,249           | -3,544            | -3.6%         | +27,505         | +40.6%         |
| <b>Operating Expenses</b>           | <b>1,561,175</b> | <b>1,810,165</b> | <b>1,887,163</b> | <b>1,837,641</b>  | <b>7,096,144</b>  | <b>1,868,056</b> | <b>+30,415</b>    | <b>+1.7%</b>  | <b>+306,881</b> | <b>+19.7%</b>  |
| Labor Cost                          | 447,965          | 472,384          | 467,502          | 472,336           | 1,860,187         | 478,980          | +6,644            | +1.4%         | +31,015         | +6.9%          |
| Cost of Revenue                     | 642,374          | 780,423          | 849,365          | 714,211           | 2,986,373         | 819,934          | +105,722          | +14.8%        | +177,560        | +27.6%         |
| Outsourcing / Infrastruc            | 173,961          | 205,235          | 198,837          | 256,830           | 834,863           | 202,397          | -54,433           | -21.2%        | +28,436         | +16.3%         |
| Marketing Expenses                  | 96,979           | 100,415          | 104,533          | 103,919           | 405,846           | 89,254           | -14,665           | -14.1%        | -7,725          | -8.0%          |
| Depreciation and Amort              | 150,300          | 192,155          | 198,352          | 210,116           | 750,923           | 197,839          | -12,276           | -5.8%         | +47,539         | +31.6%         |
| Operating expense, Finan            | 4,833            | 6,824            | 9,570            | 8,510             | 29,737            | 17,288           | +8,779            | +103.2%       | +12,456         | +257.7%        |
| Miscellaneous                       | 44,763           | 52,729           | 59,004           | 71,719            | 228,215           | 62,364           | -9,355            | -13.0%        | +17,601         | +39.3%         |
| <b>Operating Profit</b>             | <b>62,594</b>    | <b>113,090</b>   | <b>124,309</b>   | <b>160,866</b>    | <b>460,858</b>    | <b>120,294</b>   | <b>-40,571</b>    | <b>-25.2%</b> | <b>+57,700</b>  | <b>+92.2%</b>  |
| <i>Operating Profit Margin</i>      | <i>3.9%</i>      | <i>5.9%</i>      | <i>6.2%</i>      | <i>8.0%</i>       | <i>6.1%</i>       | <i>6.0%</i>      | <i>-2.0%p</i>     |               | <i>+2.2%p</i>   |                |
| <b>Other Non-Operating Income</b>   | <b>16,964</b>    | <b>16,511</b>    | <b>72,789</b>    | <b>86,061</b>     | <b>192,325</b>    | <b>25,555</b>    | <b>-60,506</b>    | <b>-70.3%</b> | <b>+8,591</b>   | <b>+50.6%</b>  |
| <b>Other Non-Operating Expenses</b> | <b>42,037</b>    | <b>28,430</b>    | <b>79,956</b>    | <b>2,164,001</b>  | <b>2,314,424</b>  | <b>46,801</b>    | <b>-2,117,200</b> | <b>-97.8%</b> | <b>+4,764</b>   | <b>+11.3%</b>  |
| <b>Financial Income</b>             | <b>79,222</b>    | <b>61,649</b>    | <b>55,624</b>    | <b>120,942</b>    | <b>317,437</b>    | <b>79,519</b>    | <b>-41,423</b>    | <b>-34.3%</b> | <b>+297</b>     | <b>+0.4%</b>   |
| <b>Financial Expenses</b>           | <b>46,408</b>    | <b>50,524</b>    | <b>70,487</b>    | <b>140,977</b>    | <b>308,396</b>    | <b>54,363</b>    | <b>-86,614</b>    | <b>-61.4%</b> | <b>+7,955</b>   | <b>+17.1%</b>  |
| <b>Equity-method Income</b>         | <b>-5,522</b>    | <b>-623</b>      | <b>10,255</b>    | <b>-149</b>       | <b>3,960</b>      | <b>16,416</b>    | <b>+16,565</b>    | <b>TB</b>     | <b>+21,938</b>  | <b>TB</b>      |
| Profits of associates and jc        | 34,087           | 28,367           | 32,807           | 26,909            | 122,169           | 43,354           | +16,446           | +61.1%        | +9,268          | +27.2%         |
| Losses of associates and jc         | 39,609           | 28,990           | 22,552           | 27,058            | 118,209           | 26,938           | -120              | -0.4%         | -12,670         | -32.0%         |
| <b>Profit before Income Tax</b>     | <b>64,812</b>    | <b>111,672</b>   | <b>112,534</b>   | <b>-1,937,259</b> | <b>-1,648,240</b> | <b>140,619</b>   | <b>+2,077,878</b> | <b>TB</b>     | <b>+75,807</b>  | <b>+117.0%</b> |
| <b>Income Tax</b>                   | <b>56,474</b>    | <b>56,906</b>    | <b>75,676</b>    | <b>-20,628</b>    | <b>168,429</b>    | <b>72,944</b>    | <b>+93,572</b>    | <b>TB</b>     | <b>+16,470</b>  | <b>+29.2%</b>  |
| <b>Net Profit from Continued O</b>  | <b>8,338</b>     | <b>54,766</b>    | <b>36,858</b>    | <b>-1,916,631</b> | <b>-1,816,669</b> | <b>67,675</b>    | <b>+1,984,305</b> | <b>TB</b>     | <b>+59,336</b>  | <b>+711.6%</b> |
| <b>Net Profit</b>                   | <b>8,338</b>     | <b>54,766</b>    | <b>36,858</b>    | <b>-1,916,631</b> | <b>-1,816,669</b> | <b>67,675</b>    | <b>+1,984,305</b> | <b>TB</b>     | <b>+59,336</b>  | <b>+711.6%</b> |
| Controlling Interests               | 22,203           | 55,932           | 20,862           | -1,111,548        | -1,012,551        | 73,726           | +1,185,274        | TB            | +51,524         | +232.1%        |
| Non-controlling Interests           | -13,864          | -1,167           | 15,996           | -805,083          | -804,118          | -6,052           | +799,031          | CR            | +7,813          | CR             |
| <b>EBITDAR</b>                      | <b>212,995</b>   | <b>305,313</b>   | <b>323,689</b>   | <b>368,743</b>    | <b>1,210,741</b>  | <b>319,180</b>   | <b>-49,563</b>    | <b>-13.4%</b> | <b>+106,185</b> | <b>+49.9%</b>  |
| <b>Adjusted EBITDAR</b>             | <b>242,113</b>   | <b>331,744</b>   | <b>345,214</b>   | <b>375,733</b>    | <b>1,294,805</b>  | <b>347,788</b>   | <b>-27,945</b>    | <b>-7.4%</b>  | <b>+105,675</b> | <b>+43.6%</b>  |

1) Adjusted EBITDAR: EBITDA + stock-based compensation

2) On March 20, 2024, the audit reports for the fiscal years 2020 to 2022 were reissued due to the restatement of the separate and consolidated financial statements for the respective periods.

## Consolidated Statements of Financial Position (K-IFRS)

(Unit: KRW Million)

| Accounts  | 2023.03.31        | 2023.06.30        | 2023.09.30        | 2023.12.31        | 2024.03.31        |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Assets</b>                                       |                   |                   |                   |                   |                   |
| <b>Current Assets</b>                               | <b>8,109,598</b>  | <b>8,091,539</b>  | <b>8,695,273</b>  | <b>8,943,260</b>  | <b>9,056,613</b>  |
| Cash and Cash Equivalents                           | 5,062,799         | 4,899,455         | 5,108,425         | 5,268,779         | 5,666,370         |
| Short-term Financial Instruments                    | 1,353,956         | 1,399,216         | 1,534,207         | 1,661,509         | 1,318,060         |
| Fair value through profit or loss                   | 254,963           | 287,007           | 263,141           | 154,695           | 206,635           |
| Derivatives Instruments Assets                      | 351               | 351               | -                 | 220               | 220               |
| Account Receivable                                  | 560,468           | 599,433           | 650,488           | 622,027           | 648,565           |
| Other Current Financial Assets                      | 403,139           | 401,666           | 610,183           | 575,469           | 567,163           |
| Inventory Assets                                    | 161,480           | 149,297           | 165,105           | 138,644           | 133,469           |
| Other Current Assets                                | 312,442           | 355,112           | 363,723           | 468,099           | 496,720           |
| Assets held for sale                                | -                 | -                 | -                 | 49,543            | 19,410            |
| Receivables On Income Tax Assets                    | -                 | -                 | -                 | 4,275             | -                 |
| <b>Non-Current Assets</b>                           | <b>16,495,369</b> | <b>16,858,387</b> | <b>16,936,236</b> | <b>15,090,187</b> | <b>15,319,725</b> |
| Long-term Available for Sales                       | 10,160            | 10,163            | 13,173            | 12,992            | 13,421            |
| Fair value through profit or loss                   | 553,419           | 562,165           | 567,398           | 484,753           | 488,726           |
| Fair value through other comprehensive income       | 1,568,005         | 1,456,237         | 1,377,705         | 1,658,868         | 1,744,987         |
| Derivatives Instruments Assets                      | 8,273             | 8,270             | 4,733             | 12,340            | 8,666             |
| Investments in Associates and Joint Ventures        | 3,115,774         | 3,191,833         | 3,216,360         | 2,941,239         | 2,937,306         |
| Other Non-current Financial Assets                  | 310,088           | 292,690           | 305,502           | 289,480           | 289,937           |
| Tangible Assets                                     | 969,847           | 1,127,704         | 1,227,268         | 1,322,051         | 1,353,574         |
| Intangible Assets                                   | 7,108,357         | 7,280,970         | 7,360,075         | 5,688,508         | 5,657,477         |
| Investment Properties                               | 42,879            | 42,320            | 61,781            | 73,807            | 142,819           |
| Right-of-use Assets                                 | 1,810,983         | 1,848,177         | 1,796,987         | 1,770,900         | 1,848,750         |
| Invested asset for postemployment benefit           | 56,399            | 44,721            | 33,258            | 60,429            | 44,449            |
| Other Non-current Assets                            | 440,928           | 440,708           | 429,938           | 255,674           | 278,583           |
| Deferred Income Tax Assets                          | 500,259           | 552,428           | 542,057           | 519,144           | 511,031           |
| <b>Financial Assets</b>                             | <b>981,573</b>    | <b>1,102,142</b>  | <b>1,154,225</b>  | <b>1,146,522</b>  | <b>1,282,692</b>  |
| Cash and Deposit                                    | 173,443           | 113,382           | 237,557           | 229,209           | 221,684           |
| Fair value through profit or loss                   | 478,799           | 605,130           | 626,249           | 677,902           | 760,841           |
| Fair value through other comprehensive income       | -                 | -                 | -                 | -                 | -                 |
| Current investments in equity instruments designa   | 35,370            | 59,882            | 81,504            | 67,375            | 83,897            |
| Investments in Associates, Subsidiaries and Joint V | -                 | -                 | -                 | -                 | 7,996             |
| Tangible Assets                                     | 14,571            | 14,114            | 14,136            | 14,878            | 13,900            |
| Intangible Assets                                   | 75,586            | 72,343            | 68,667            | 80,379            | 77,661            |
| Right-of-use Assets                                 | 2,706             | 2,406             | 2,030             | 2,256             | 2,367             |
| Invested asset for postemployment benefit           | 380               | 790               | 995               | 1,212             | 1,148             |
| Insurance Contracts Assets                          | 80                | 49                | 88                | 199               | 151               |
| Other Finance Assets                                | 187,152           | 219,534           | 105,115           | 71,055            | 110,787           |
| Other Assets  | 13,485            | 14,512            | 17,884            | 2,057             | 2,260             |
| <b>Total Assets</b>                                 | <b>25,586,540</b> | <b>26,052,067</b> | <b>26,785,733</b> | <b>25,179,969</b> | <b>25,659,030</b> |
| <b>Liabilities</b>                                  |                   |                   |                   |                   |                   |
| <b>Current Liabilities</b>                          | <b>6,109,428</b>  | <b>6,206,851</b>  | <b>6,777,392</b>  | <b>6,766,753</b>  | <b>6,883,580</b>  |
| Account Payable and Other Payable                   | 1,504,279         | 1,483,574         | 1,743,096         | 1,799,199         | 1,817,581         |
| Short-term Borrowings                               | 1,601,804         | 1,740,419         | 1,839,892         | 1,629,452         | 1,628,971         |
| Withholdings  | 458,189           | 481,556           | 523,149           | 521,689           | 535,175           |
| Other Non-current Financial Assets                  | 1,520,297         | 1,287,187         | 1,334,127         | 1,556,291         | 1,601,397         |
| Income Tax Payable                                  | 149,060           | 96,617            | 110,204           | 144,441           | 156,434           |
| Provisions  | 20,774            | 20,470            | 21,464            | 20,652            | 20,082            |
| Derivatives Instruments Liabilities                 | 38,916            | 38,112            | 37,862            | 8,196             | 6,893             |
| Current Finance Lease Obligations                   | 268,626           | 277,666           | 284,570           | 284,615           | 298,516           |
| Other Current Liabilities                           | 547,482           | 781,248           | 883,028           | 802,219           | 818,532           |
| <b>Non-Current Liabilities</b>                      | <b>3,551,537</b>  | <b>3,630,211</b>  | <b>3,624,527</b>  | <b>3,737,184</b>  | <b>3,840,148</b>  |
| Non-Current Account Payable and Other Payable       | 109,323           | 101,630           | 57,219            | 67,666            | 58,464            |
| Long-term Borrowings                                | 792,584           | 793,729           | 743,608           | 845,628           | 807,317           |
| Non-Current Provisions                              | 76,411            | 76,498            | 76,401            | 80,962            | 74,650            |
| Non-Current Finance Lease Obligations               | 1,733,227         | 1,773,643         | 1,756,341         | 1,730,858         | 1,874,072         |
| Defined Benefit Liabilities                         | 20,588            | 25,337            | 28,063            | 22,455            | 23,804            |
| Other Long-term Employee Benefits Liabilities       | 80,539            | 83,175            | 89,058            | 69,997            | 71,593            |
| Non-Current Derivatives Instruments Liabilities     | 1,071             | 1,071             | 1,191             | -                 | -                 |
| Deferred Income Tax Liabilities                     | 639,354           | 675,282           | 724,870           | 719,232           | 744,207           |
| Other Non-Current Financial Liabilities             | 26,710            | 26,624            | 76,849            | 161,925           | 162,726           |
| Other Non-Current Liabilities                       | 71,731            | 73,224            | 70,927            | 38,460            | 23,314            |
| <b>Financial Liabilities</b>                        | <b>688,081</b>    | <b>833,221</b>    | <b>799,777</b>    | <b>817,434</b>    | <b>961,420</b>    |
| Deposit due to customers                            | 468,768           | 585,873           | 663,605           | 714,931           | 812,646           |
| Defined Benefit Liabilities                         | 149               | 44                | 222               | -                 | -                 |
| Other Employee Benefits                             | 2,696             | 3,044             | 3,399             | 4,485             | 3,059             |
| Provisions  | 1,127             | 1,131             | 1,134             | 845               | 883               |
| Insurance Contract Liabilities                      | 117               | 1,529             | 2,362             | 2,763             | 3,954             |
| Finance Lease Obligations                           | 1,973             | 1,703             | 1,354             | 1,711             | 1,700             |
| Other Financial Liabilities                         | 207,870           | 234,937           | 122,557           | 88,019            | 132,558           |
| Other Liabilities                                   | 5,382             | 4,962             | 5,144             | 4,679             | 6,620             |
| <b>Total Liabilities</b>                            | <b>10,349,046</b> | <b>10,670,284</b> | <b>11,201,697</b> | <b>11,321,370</b> | <b>11,685,147</b> |
| <b>Equity</b>                                       |                   |                   |                   |                   |                   |
| Paid-in Capital                                     | 44,616            | 44,476            | 44,499            | 44,535            | 44,574            |
| Capital Surplus                                     | 8,646,390         | 8,736,768         | 8,869,860         | 8,839,891         | 8,866,024         |
| Other Accumulated Earnings                          | 42,041            | 3,843             | 11,811            | 7,571             | 12,472            |
| Accumulated Other Comprehensive Income              | -1,138,627        | -1,291,931        | -1,330,962        | -1,050,415        | -1,015,003        |
| Retained Earnings                                   | 3,005,341         | 3,061,185         | 3,082,202         | 1,922,137         | 1,963,929         |
| Minority Interest                                   | 4,637,734         | 4,827,441         | 4,906,627         | 4,094,880         | 4,101,885         |
| <b>Total Equity</b>                                 | <b>15,237,495</b> | <b>15,381,783</b> | <b>15,584,037</b> | <b>13,858,599</b> | <b>13,973,883</b> |
| <b>Total Liabilities &amp; Equity</b>               | <b>25,586,540</b> | <b>26,052,067</b> | <b>26,785,733</b> | <b>25,179,969</b> | <b>25,659,030</b> |

## Separate Statements of Income(K-IFRS)

(Unit: KRW Million)

|                                    | 1Q23           | 2Q23           | 3Q23           | 4Q23            | 2023             | 1Q24           | QoQ             | QoQ(%)      | YoY            | YoY(%)      |
|------------------------------------|----------------|----------------|----------------|-----------------|------------------|----------------|-----------------|-------------|----------------|-------------|
| <b>Total Revenue</b>               | <b>609,841</b> | <b>611,999</b> | <b>617,367</b> | <b>660,393</b>  | <b>2,499,600</b> | <b>640,466</b> | <b>-19,927</b>  | <b>-3%</b>  | <b>+30,624</b> | <b>+5%</b>  |
| <b>Operating Expenses</b>          | <b>488,833</b> | <b>495,020</b> | <b>497,787</b> | <b>484,937</b>  | <b>1,966,578</b> | <b>502,740</b> | <b>+17,803</b>  | <b>+4%</b>  | <b>+13,906</b> | <b>+3%</b>  |
| Labor Cost                         | 134,727        | 141,674        | 135,376        | 104,080         | 515,857          | 130,174        | +26,094         | +25%        | -4,552         | -3%         |
| Cost of Revenue                    | 209,554        | 194,775        | 207,035        | 219,799         | 831,163          | 212,615        | -7,184          | -3%         | +3,061         | +1%         |
| Outsourcing / Infrastructure       | 69,945         | 77,912         | 68,032         | 71,557          | 287,447          | 68,938         | -2,619          | -4%         | -1,007         | -1%         |
| Marketing Expenses                 | 3,435          | 4,897          | 8,775          | 10,744          | 27,852           | 4,798          | -5,946          | -55%        | +1,363         | +40%        |
| Depreciation and Amortization Cost | 59,552         | 63,945         | 65,958         | 65,525          | 254,981          | 73,536         | +8,011          | +12%        | +13,985        | +23%        |
| Miscellaneous                      | 11,620         | 11,815         | 12,611         | 13,231          | 49,278           | 12,677         | -554            | -4%         | +1,057         | +9%         |
| <b>Operating Profit</b>            | <b>121,008</b> | <b>116,978</b> | <b>119,579</b> | <b>175,456</b>  | <b>533,022</b>   | <b>137,726</b> | <b>-37,730</b>  | <b>-22%</b> | <b>+16,718</b> | <b>+14%</b> |
| <i>Operating Profit Margin</i>     | <i>19.8%</i>   | <i>19.1%</i>   | <i>19.4%</i>   | <i>26.6%</i>    | <i>21.3%</i>     | <i>21.5%</i>   | <i>-5.1%p</i>   |             | <i>+1.7%p</i>  |             |
| Other Non-Operating Income         | 3,016          | 4,464          | 5,253          | 5,874           | 18,606           | 8,672          | +2,798          | +48%        | +5,656         | +188%       |
| Other Non-Operating Expenses       | 1,849          | 6,152          | 15,924         | 386,872         | 410,797          | 7,034          | -379,838        | -98%        | +5,185         | +280%       |
| Financial Income                   | 34,252         | 13,807         | 24,447         | 45,562          | 118,067          | 47,094         | +1,532          | +3%         | +12,842        | +37%        |
| Financial Expenses                 | 14,111         | 15,462         | 13,587         | 14,456          | 57,615           | 15,019         | +563            | +4%         | +908           | +6%         |
|                                    |                |                |                |                 | 0                |                |                 |             |                |             |
| Profit Before Income Tax           | 142,315        | 113,635        | 119,768        | -174,436        | 201,283          | 171,439        | +345,874        | 흑자전환        | +29,124        | +20%        |
| Income Tax                         | 25,482         | 21,080         | 31,335         | 21,277          | 99,174           | 39,250         | +17,973         | +84%        | +13,768        | +54%        |
| <b>Net Profit</b>                  | <b>116,833</b> | <b>92,555</b>  | <b>88,433</b>  | <b>-195,712</b> | <b>102,109</b>   | <b>132,189</b> | <b>+327,901</b> | <b>흑자전환</b> | <b>+15,356</b> | <b>+13%</b> |
| <b>EBITDAR</b>                     | <b>180,534</b> | <b>182,232</b> | <b>186,494</b> | <b>241,392</b>  | <b>790,652</b>   | <b>211,166</b> | <b>-30,226</b>  | <b>-13%</b> | <b>+30,631</b> | <b>+17%</b> |
| <b>Adjusted EBITDAR</b>            | <b>195,120</b> | <b>194,223</b> | <b>197,828</b> | <b>246,909</b>  | <b>834,079</b>   | <b>220,449</b> | <b>-26,460</b>  | <b>-11%</b> | <b>+25,329</b> | <b>+13%</b> |

1) Adjusted EBITDAR: EBITDA + stock-based compensation

2) On March 20, 2024, the audit reports for the fiscal years 2020 to 2022 were reissued due to the restatement of the separate and consolidated financial statements for the respective periods.

## Separated Statements of Financial Position (K-IFRS)

(Unit: KRW Million)

|  | 2023.03.31        | 2023.06.30        | 2023.09.30        | 2023.12.31        | 2024.03.31        |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Assets</b>  |                   |                   |                   |                   |                   |
| <b>Current Assets</b>                                | <b>1,767,894</b>  | <b>1,810,313</b>  | <b>2,061,453</b>  | <b>1,931,910</b>  | <b>1,950,248</b>  |
| Cash and Cash Equivalents                            | 934,120           | 1,123,413         | 1,215,786         | 1,439,389         | 1,464,914         |
| Short-term Financial Instruments                     | 241,000           | 141,500           | 121,500           | 21,500            | 11,500            |
| Fair Value through Profit or Loss                    | 134,599           | 49,953            | 0                 | 0                 | 0                 |
| Account Receivable                                   | 118,830           | 128,012           | 144,425           | 156,828           | 147,027           |
| Short-term Finance Lease Receivable                  | 24,679            | 24,584            | 26,444            | 26,610            | 31,766            |
| Other Current Financial Assets                       | 260,363           | 287,139           | 488,295           | 226,946           | 237,389           |
| Inventory Assets                                     | 19,815            | 19,548            | 33,422            | 26,454            | 22,927            |
| Derivatives Instruments Assets                       | 0                 | 0                 | 0                 | 220               | 220               |
| Other Current Assets                                 | 34,489            | 36,163            | 31,582            | 33,962            | 34,504            |
| <b>Non-Current Assets</b>                            | <b>9,206,467</b>  | <b>9,475,169</b>  | <b>9,537,202</b>  | <b>9,422,958</b>  | <b>9,609,630</b>  |
| Long-term Available for Sales                        | 10,000            | 10,000            | 10,000            | 10,000            | 10,000            |
| Fair Value through Profit or Loss                    | 90,272            | 87,171            | 89,196            | 79,557            | 83,069            |
| Fair Value through Other Comprehensive Income        | 25,695            | 21,432            | 20,269            | 16,864            | 16,505            |
| Derivative financial instruments                     | 3,156             | 3,156             | 3,156             | 0                 | 0                 |
| Investment Securities in Associates and Subsidiaries | 5,517,899         | 5,614,039         | 5,671,178         | 5,353,211         | 5,361,963         |
| Other Non-current Financial Assets                   | 68,233            | 67,086            | 66,870            | 266,098           | 270,896           |
| Tangible Assets                                      | 495,968           | 631,470           | 673,948           | 736,512           | 759,581           |
| Right-of-use Assets                                  | 818,567           | 883,087           | 825,111           | 799,784           | 909,339           |
| Long-term finance lease receivable                   | 156,484           | 150,130           | 159,555           | 154,238           | 178,082           |
| Intangible Assets                                    | 1,607,588         | 1,605,127         | 1,599,017         | 1,584,768         | 1,585,867         |
| Investment Properties                                | 375,854           | 370,778           | 392,960           | 387,539           | 408,928           |
| Retirement Pension Management Assets                 | 34,644            | 29,426            | 24,023            | 30,751            | 23,828            |
| Other Non-current Assets                             | 2,106             | 2,266             | 1,918             | 3,636             | 1,572             |
| <b>Total Assets</b>                                  | <b>10,974,361</b> | <b>11,285,481</b> | <b>11,598,655</b> | <b>11,354,868</b> | <b>11,559,878</b> |
| <b>Liabilities</b>                                   |                   |                   |                   |                   |                   |
| <b>Current Liabilities</b>                           | <b>2,292,596</b>  | <b>2,434,895</b>  | <b>2,663,219</b>  | <b>2,661,575</b>  | <b>2,573,738</b>  |
| Accounts Payables and Other Payables                 | 477,599           | 466,526           | 507,260           | 532,093           | 477,181           |
| Short-term Borrowings                                | 119,582           | 300,000           | 320,000           | 250,000           | 160,000           |
| Current Finance Lease Obligations                    | 143,113           | 150,235           | 153,022           | 150,323           | 171,406           |
| Other Current Financial Liabilities                  | 32,869            | 7,143             | 7,623             | 7,930             | 35,313            |
| Income Tax Payable                                   | 0                 | 0                 | 0                 | 0                 | 0                 |
| Other Current Liabilities                            | 1,519,433         | 1,510,991         | 1,675,314         | 1,721,229         | 1,729,839         |
| <b>Non-Current Liabilities</b>                       | <b>1,507,371</b>  | <b>1,573,825</b>  | <b>1,555,761</b>  | <b>1,510,121</b>  | <b>1,678,329</b>  |
| Non-Current Trade Payables and Other Payables        | 0                 | 0                 | 0                 | 0                 | 0                 |
| Long-term Borrowings                                 | 0                 | 0                 | 0                 | 0                 | 0                 |
| Non-Current Finance Lease Obligations                | 1,297,010         | 1,353,765         | 1,334,339         | 1,309,613         | 1,461,603         |
| Non-Current Provisions                               | 38,469            | 38,764            | 38,327            | 38,602            | 39,049            |
| Defined Benefit Liabilities                          | 0                 | 0                 | 0                 | 0                 | 0                 |
| Other Long-term Employee Benefits Liabilities        | 0                 | 0                 | 0                 | 0                 | 0                 |
| Deferred Income Tax Liabilities                      | 93,653            | 100,432           | 97,858            | 85,619            | 100,543           |
| Other Non-Current Liabilities                        | 41,765            | 44,811            | 47,823            | 39,133            | 35,874            |
| Other Non-Current Financial Liabilities              | 36,474            | 36,054            | 37,415            | 37,156            | 41,259            |
| <b>Total Liabilities</b>                             | <b>3,799,967</b>  | <b>4,008,720</b>  | <b>4,218,980</b>  | <b>4,171,696</b>  | <b>4,252,067</b>  |
| <b>Equity</b>  |                   |                   |                   |                   |                   |
| Paid-in Capital                                      | 44,616            | 44,476            | 44,499            | 44,535            | 44,574            |
| Capital Surplus                                      | 5,662,384         | 5,713,830         | 5,721,136         | 5,744,621         | 5,759,159         |
| Other Accumulated Earnings                           | 42,041            | 3,843             | 11,811            | 7,571             | 12,472            |
| Accumulated Other Comprehensive Income               | 14,229            | 11,059            | 10,179            | -4,630            | -4,910            |
| Retained Earnings                                    | 1,411,124         | 1,503,553         | 1,592,050         | 1,391,076         | 1,496,516         |
| <b>Total Equity</b>                                  | <b>7,174,394</b>  | <b>7,276,761</b>  | <b>7,379,675</b>  | <b>7,183,172</b>  | <b>7,307,811</b>  |
| <b>Total Liabilities &amp; Equity</b>                | <b>10,974,361</b> | <b>11,285,481</b> | <b>11,598,655</b> | <b>11,354,868</b> | <b>11,559,878</b> |

## Number of Employees (Kakao)

|                    | 1Q23          | 2Q23          | 3Q23          | 4Q23          | 1Q24          | QoQ        | YoY         |
|--------------------|---------------|---------------|---------------|---------------|---------------|------------|-------------|
| Kakao              | 3,931         | 3,917         | 3,902         | 3,880         | 3,870         | ▽10        | ▽61         |
| Kakao Subsidiaries | 12,505        | 13,983        | 13,306        | 13,237        | 13,327        | ▲90        | ▲822        |
| <b>Total</b>       | <b>16,436</b> | <b>17,900</b> | <b>17,208</b> | <b>17,117</b> | <b>17,197</b> | <b>▲80</b> | <b>▲761</b> |

\* Above number includes interns, assistants, short-term employees, but not part-time employees and the member of the board.

## Ownership Stake in Key Subsidiaries and Affiliates (Kakao)

(Reference date: 31th March 2024)

| Company | Subsidiaries |             |                |                     |               |                  |                  | Affiliates |
|---------|--------------|-------------|----------------|---------------------|---------------|------------------|------------------|------------|
|         | Kakao Pay    | Kakao Games | Kakao Mobility | Kakao Entertainment | Kakao Piccoma | Kakao Enterprise | SM Entertainment | Kakao Bank |
| Stake   | 46.4%        | 40.8%       | 57.3%          | 66.0%               | 91.1%         | 85.1%            | 40.3%            | 27.2%      |

\* 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 Piccoma and a 21.0% stake in SM Entertainment.