

## Consolidated Statements of Income (K-IFRS)

(Unit: KRW Million)

	1Q23	2Q23	3Q23	4Q23	2023	1Q24	2Q24	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>2,004,898</b>	<b>+16,548</b>	<b>+0.8%</b>	<b>+81,643</b>	<b>+4.2%</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>955,288</b>	<b>+511</b>	<b>+0.1%</b>	<b>+85,792</b>	<b>+9.9%</b>
Talk Biz	484,743	480,416	479,462	537,584	1,982,204	522,131	513,916	-8,215	-1.6%	+33,500	+7.0%
Portal Biz	83,551	89,479	83,244	88,059	344,334	84,684	87,870	+3,186	+3.8%	-1,609	-1.8%
Platform-Others	279,842	299,601	317,300	331,161	1,227,904	347,962	353,502	+5,540	+1.6%	+53,901	+18.0%
<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>1,049,611</b>	<b>+16,037</b>	<b>+1.6%</b>	<b>-4,148</b>	<b>-0.4%</b>
Music	231,977	480,712	513,325	497,935	1,723,949	468,243	510,883	+42,640	+9.1%	+30,171	+6.3%
Story	228,586	230,990	249,142	213,352	922,070	226,952	215,678	-11,274	-5.0%	-15,312	-6.6%
Game	247,326	268,560	262,020	231,623	1,009,529	243,129	233,465	-9,664	-4.0%	-35,095	-13.1%
Media	67,744	73,497	106,978	98,793	347,012	95,249	89,584	-5,664	-5.9%	+16,087	+21.9%
<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>1,870,934</b>	<b>+2,878</b>	<b>+0.2%</b>	<b>+60,769</b>	<b>+3.4%</b>
Labor Cost	447,965	472,384	467,502	472,336	1,860,187	478,980	480,636	+1,656	+0.3%	+8,251	+1.7%
Cost of Revenue	642,374	780,423	849,365	714,211	2,986,373	819,934	796,794	-23,139	-2.8%	+16,371	+2.1%
Outsourcing / Infrastruc	173,961	205,235	198,837	256,830	834,863	202,397	195,558	-6,839	-3.4%	-9,677	-4.7%
Marketing Expenses	96,979	100,415	104,533	103,919	405,846	89,254	108,205	+18,951	+21.2%	+7,790	+7.8%
Depreciation and Amort	150,300	192,155	198,352	210,116	750,923	197,839	207,280	+9,441	+4.8%	+15,125	+7.9%
Operating expense, Finan	4,833	6,824	9,570	8,510	29,737	17,288	16,831	-458	-2.6%	+10,006	+146.6%
Miscellaneous	44,763	52,729	59,004	71,719	228,215	62,364	65,629	+3,266	+5.2%	+12,901	+24.5%
<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>133,964</b>	<b>+13,670</b>	<b>+11.4%</b>	<b>+20,875</b>	<b>+18.5%</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>6.7%</i>	<i>+0.6%p</i>		<i>+0.8%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>63,996</b>	<b>+38,441</b>	<b>+150.4%</b>	<b>+47,485</b>	<b>+287.6%</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>65,307</b>	<b>+18,505</b>	<b>+39.5%</b>	<b>+36,877</b>	<b>+129.7%</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>79,401</b>	<b>-118</b>	<b>-0.1%</b>	<b>+17,752</b>	<b>+28.8%</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>75,129</b>	<b>+20,766</b>	<b>+38.2%</b>	<b>+24,605</b>	<b>+48.7%</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>27,949</b>	<b>+11,533</b>	<b>+70.3%</b>	<b>+28,573</b>	<b>TB</b>
Profits of associates and jc	34,087	28,367	32,807	26,909	122,169	43,354	38,744	-4,611	-10.6%	+10,377	+36.6%
Losses of associates and jc	39,609	28,990	22,552	27,058	118,209	26,938	10,794	-16,144	-59.9%	-18,196	-62.8%
<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>164,875</b>	<b>+24,256</b>	<b>+17.2%</b>	<b>+53,203</b>	<b>+47.6%</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>77,726</b>	<b>+4,781</b>	<b>+6.6%</b>	<b>+20,819</b>	<b>+36.6%</b>
<b>Net Profit from Continued Op</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>87,149</b>	<b>+19,475</b>	<b>+28.8%</b>	<b>+32,384</b>	<b>+59.1%</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>87,149</b>	<b>+19,475</b>	<b>+28.8%</b>	<b>+32,384</b>	<b>+59.1%</b>
Controlling Interests	22,203	55,932	20,862	-1,111,548	-1,012,551	73,726	101,290	+27,563	+37.4%	+45,357	+81.1%
Non-controlling Interests	-13,864	-1,167	15,996	-805,083	-804,118	-6,052	-14,141	-8,089	CR	-12,974	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>340,476</b>	<b>+21,295</b>	<b>+6.7%</b>	<b>+35,162</b>	<b>+11.5%</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>356,056</b>	<b>+8,268</b>	<b>+2.4%</b>	<b>+24,312</b>	<b>+7.3%</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	2023.06.30	2023.09.30	2023.12.31	2024.03.31	2024.06.30
<b>Assets</b>					
<b>Current Assets</b>	<b>8,091,539</b>	<b>8,695,273</b>	<b>8,943,260</b>	<b>9,056,613</b>	<b>9,165,626</b>
Cash and Cash Equivalents	4,899,455	5,108,425	5,268,779	5,666,370	5,909,067
Short-term Financial Instruments	1,399,216	1,534,207	1,661,509	1,318,060	1,285,345
Fair value through profit or loss	287,007	263,141	154,695	206,635	110,573
Derivatives Instruments Assets	351	-	220	220	399
Account Receivable	599,433	650,488	622,027	648,565	681,290
Other Current Financial Assets	401,666	610,183	575,469	567,163	564,826
Inventory Assets	149,297	165,105	138,644	133,469	128,457
Other Current Assets	355,112	363,723	468,099	496,720	471,154
Assets held for sale	-	-	49,543	19,410	14,514
Receivables On Income Tax Assets	-	-	4,275	-	-
<b>Non-Current Assets</b>	<b>16,858,387</b>	<b>16,936,236</b>	<b>15,090,187</b>	<b>15,319,725</b>	<b>15,296,485</b>
Long-term Available for Sales	10,163	13,173	12,992	13,421	13,428
Fair value through profit or loss	562,165	567,398	484,753	488,726	505,637
Fair value through other comprehensive income	1,456,237	1,377,705	1,658,868	1,744,987	1,763,139
Derivatives Instruments Assets	8,270	4,733	12,340	8,666	7,533
Investments in Associates and Joint Ventures	3,191,833	3,216,360	2,941,239	2,937,306	2,965,760
Other Non-current Financial Assets	292,690	305,502	289,480	289,937	283,752
Tangible Assets	1,127,704	1,227,268	1,322,051	1,353,574	1,373,604
Intangible Assets	7,280,970	7,360,075	5,688,508	5,657,477	5,624,521
Investment Properties	42,320	61,781	73,807	100,404	113,032
Right-of-use Assets	1,848,177	1,796,987	1,770,900	1,891,165	1,839,384
Invested asset for postemployment benefit	44,721	33,258	60,429	44,449	29,608
Other Non-current Assets	440,708	429,938	255,674	278,583	302,105
Deferred Income Tax Assets	552,428	542,057	519,144	511,031	474,982
<b>Financial Assets</b>	<b>1,102,142</b>	<b>1,154,225</b>	<b>1,146,522</b>	<b>1,282,692</b>	<b>1,242,991</b>
Cash and Deposit	113,382	237,557	229,209	221,684	194,299
Fair value through profit or loss	605,130	626,249	677,902	760,841	816,728
Current investments in equity instruments designa	59,882	81,504	67,375	83,897	73,954
Investments in Associates, Subsidiaries and Joint V	-	-	-	7,996	7,957
Tangible Assets	14,114	14,136	14,878	13,900	13,194
Intangible Assets	72,343	68,667	80,379	77,661	73,619
Right-of-use Assets	2,406	2,030	2,256	2,367	2,348
Invested asset for postemployment benefit	790	995	1,212	1,148	1,121
Insurance Contracts Assets	49	88	199	151	101
Other Finance Assets	219,534	105,115	71,055	110,787	56,937
Other Assets	14,512	17,884	2,057	2,260	2,734
<b>Total Assets</b>	<b>26,052,067</b>	<b>26,785,733</b>	<b>25,179,969</b>	<b>25,659,030</b>	<b>25,705,102</b>
<b>Liabilities</b>					
<b>Current Liabilities</b>	<b>6,206,851</b>	<b>6,777,392</b>	<b>6,766,753</b>	<b>6,883,580</b>	<b>7,371,705</b>
Account Payable and Other Payable	1,483,574	1,743,096	1,799,199	1,817,581	1,800,621
Short-term Borrowings	1,740,419	1,839,892	1,629,452	1,628,971	2,162,602
Withholdings	481,556	523,149	521,689	535,175	548,138
Other Non-current Financial Assets	1,287,187	1,334,127	1,556,291	1,601,397	1,520,765
Income Tax Payable	96,617	110,204	144,441	156,434	119,032
Provisions	20,470	21,464	20,652	20,082	23,519
Derivatives Instruments Liabilities	38,112	37,862	8,196	6,893	29,748
Current Finance Lease Obligations	277,666	284,570	284,615	298,516	302,048
Other Current Liabilities	781,248	883,028	802,219	818,532	865,234
<b>Non-Current Liabilities</b>	<b>3,630,211</b>	<b>3,624,527</b>	<b>3,737,184</b>	<b>3,840,148</b>	<b>3,352,204</b>
Non-Current Account Payable and Other Payable	101,630	57,219	67,666	58,464	45,527
Long-term Borrowings	793,729	743,608	845,628	807,317	358,332
Non-Current Provisions	76,498	76,401	80,962	74,650	80,844
Non-Current Finance Lease Obligations	1,773,643	1,756,341	1,730,858	1,874,072	1,848,826
Defined Benefit Liabilities	25,337	28,063	22,455	23,804	26,711
Other Long-term Employee Benefits Liabilities	83,175	89,058	69,997	71,593	71,872
Non-Current Derivatives Instruments Liabilities	1,071	1,191	-	-	-
Deferred Income Tax Liabilities	675,282	724,870	719,232	744,207	734,717
Other Non-Current Financial Liabilities	25,139	74,740	161,765	162,596	162,570
Other Non-Current Liabilities	74,708	73,036	38,620	23,444	22,804
<b>Financial Liabilities</b>	<b>833,221</b>	<b>799,777</b>	<b>817,434</b>	<b>961,420</b>	<b>943,941</b>
Deposit due to customers	585,873	663,605	714,931	812,646	850,214
Defined Benefit Liabilities	44	222	-	-	-
Other Employee Benefits	3,044	3,399	4,485	3,059	3,455
Provisions	1,131	1,134	845	883	990
Insurance Contract Liabilities	1,529	2,362	2,763	3,954	4,247
Finance Lease Obligations	1,703	1,354	1,711	1,700	1,757
Other Financial Liabilities	234,937	122,557	88,019	132,558	75,021
Other Liabilities	4,962	5,144	4,679	6,620	8,258
<b>Total Liabilities</b>	<b>10,670,284</b>	<b>11,201,697</b>	<b>11,321,370</b>	<b>11,685,147</b>	<b>11,667,850</b>
<b>Equity</b>					
Paid-in Capital	44,476	44,499	44,535	44,574	44,394
Capital Surplus	8,736,768	8,869,860	8,839,891	8,866,024	8,919,462
Other Accumulated Earnings	3,843	11,811	7,571	12,472	-35,066
Accumulated Other Comprehensive Income	-1,291,931	-1,330,962	-1,050,415	-1,015,003	-1,033,920
Retained Earnings	3,061,185	3,082,202	1,922,137	1,963,929	2,065,340
Minority Interest	4,827,441	4,906,627	4,094,880	4,101,885	4,077,042
<b>Total Equity</b>	<b>15,381,783</b>	<b>15,584,037</b>	<b>13,858,599</b>	<b>13,973,883</b>	<b>14,037,252</b>
<b>Total Liabilities &amp; Equity</b>	<b>26,052,067</b>	<b>26,785,733</b>	<b>25,179,969</b>	<b>25,659,030</b>	<b>25,705,102</b>

## Separate Statements of Income(K-IFRS)

(Unit: KRW Million)

	1Q23	2Q23	3Q23	4Q23	2023	1Q24	2Q24	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>644,340</b>	<b>+3,874</b>	<b>+1%</b>	<b>+32,341</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>514,360</b>	<b>+11,620</b>	<b>+2%</b>	<b>+19,339</b>	<b>+4%</b>
Labor Cost	134,727	141,674	135,376	104,080	515,857	130,174	134,308	+4,133	+3%	-7,367	-5%
Cost of Revenue	209,554	194,775	207,035	219,799	831,163	212,615	198,525	-14,090	-7%	+3,750	+2%
Outsourcing / Infrastructure	69,945	77,912	68,032	71,557	287,447	68,938	79,327	+10,389	+15%	+1,415	+2%
Marketing Expenses	3,435	4,897	8,775	10,744	27,852	4,798	6,908	+2,110	+44%	+2,011	+41%
Depreciation and Amortization Cost	59,552	63,945	65,958	65,525	254,981	73,536	79,249	+5,713	+8%	+15,304	+24%
Miscellaneous	11,620	11,815	12,611	13,231	49,278	12,677	16,043	+3,366	+27%	+4,227	+36%
<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>129,980</b>	<b>-7,746</b>	<b>-6%</b>	<b>+13,002</b>	<b>+11%</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>20.2%</i>	<i>-1.3%p</i>		<i>+1.1%p</i>	
Other Non-Operating Income	3,016	4,464	5,253	5,874	18,606	8,672	21,009	+12,337	+142%	+16,545	+371%
Other Non-Operating Expenses	1,849	6,152	15,924	386,872	410,797	7,034	115,530	+108,496	+1,542%	+109,378	+1,778%
Financial Income	34,252	13,807	24,447	45,562	118,067	47,094	28,965	-18,129	-38%	+15,159	+110%
Financial Expenses	14,111	15,462	13,587	14,456	57,615	15,019	19,978	+4,959	+33%	+4,516	+29%
Profit Before Income Tax	142,315	113,635	119,768	-174,436	201,283	171,439	44,446	-12,677	-100%	-11,815	-100%
Income Tax	25,482	21,080	31,335	21,277	99,174	39,250	22,057	-12,677	-100%	-11,815	-100%
<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>22,389</b>	<b>-12,677</b>	<b>-100%</b>	<b>-11,815</b>	<b>-100%</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>209,064</b>	<b>-2,102</b>	<b>-1%</b>	<b>+26,832</b>	<b>+15%</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>216,104</b>	<b>-4,345</b>	<b>-2%</b>	<b>+21,880</b>	<b>+11%</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)

	2023.06.30	2023.09.30	2023.12.31	2024.03.31	2024.06.30
<b>Assets</b>					
<b>Current Assets</b>	<b>1,810,313</b>	<b>2,061,453</b>	<b>1,931,910</b>	<b>1,950,248</b>	<b>2,083,997</b>
Cash and Cash Equivalents	1,123,413	1,215,786	1,439,389	1,464,914	1,562,303
Short-term Financial Instruments	141,500	121,500	21,500	11,500	11,500
Fair Value through Profit or Loss	49,953	-	-	-	-
Account Receivable	128,012	144,425	156,828	147,027	180,566
Short-term Finance Lease Receivable	24,584	26,444	26,610	31,766	30,844
Other Current Financial Assets	287,139	488,295	226,946	237,389	214,935
Inventory Assets	19,548	33,422	26,454	22,927	24,742
Derivatives Instruments Assets	-	-	220	220	220
Income tax refund receivables	-	-	4,275	-	15,387
Other Current Assets	36,163	31,582	29,687	34,504	39,074
Non-current Assets Held for Sale	-	-	-	-	4,425
<b>Non-Current Assets</b>	<b>9,475,169</b>	<b>9,537,202</b>	<b>9,422,958</b>	<b>9,609,630</b>	<b>9,543,575</b>
Long-term Available for Sales	10,000	10,000	10,000	10,000	10,000
Fair Value through Profit or Loss	87,171	89,196	79,557	83,069	83,259
Fair Value through Other Comprehensive Income	21,432	20,269	16,864	16,505	15,135
Long-term Available for Sales	-	-	-	-	-
Derivative financial instruments	3,156	3,156	-	-	-
Investment Securities in Associates and Subsidiaries	5,614,039	5,671,178	5,353,211	5,361,963	5,231,544
Other Non-current Financial Assets	67,086	66,870	266,098	270,896	271,092
Tangible Assets	631,470	673,948	736,512	759,581	870,831
Right-of-use Assets	883,087	825,111	799,784	909,339	885,206
Long-term finance lease receivable	150,130	159,555	154,238	178,082	168,151
Intangible Assets	1,605,127	1,599,017	1,584,768	1,585,867	1,580,940
Investment Properties	370,778	392,960	387,539	408,928	415,506
Retirement Pension Management Assets	29,426	24,023	30,751	23,828	10,240
Other Non-current Assets	2,266	1,918	3,636	1,572	1,671
<b>Total Assets</b>	<b>11,285,481</b>	<b>11,598,655</b>	<b>11,354,868</b>	<b>11,559,878</b>	<b>11,627,572</b>
<b>Liabilities</b>					
<b>Current Liabilities</b>	<b>2,437,297</b>	<b>2,665,978</b>	<b>2,661,575</b>	<b>2,573,738</b>	<b>2,647,321</b>
Accounts Payables and Other Payables	466,526	507,260	532,093	477,181	466,327
Short-term Borrowings	300,000	320,000	250,000	160,000	268,956
Current Finance Lease Obligations	150,235	153,022	150,323	171,406	168,468
Other Current Financial Liabilities	7,143	7,623	1,421,928	1,454,825	1,425,895
Income Tax Payable	33,543	51,918	68,427	91,516	61,692
Derivatives Instruments Liabilities	-	-	-	-	15,416
Other Current Liabilities	1,479,850	1,626,154	238,804	218,811	240,566
<b>Non-Current Liabilities</b>	<b>1,571,423</b>	<b>1,553,002</b>	<b>1,510,121</b>	<b>1,678,329</b>	<b>1,656,741</b>
Non-Current Trade Payables and Other Payables	35,143	36,609	36,463	40,495	39,377
Non-Current Finance Lease Obligations	1,353,765	1,334,339	1,309,613	1,461,603	1,450,710
Non-Current Provisions	38,764	38,327	38,602	39,049	39,831
Other Long-term Employee Benefits Liabilities	42,409	45,064	37,184	35,870	34,852
Deferred Income Tax Liabilities	100,432	97,858	85,619	100,543	91,515
Other Non-Current Liabilities	911	806	2,641	768	456
<b>Total Liabilities</b>	<b>4,008,720</b>	<b>4,218,980</b>	<b>4,171,696</b>	<b>4,252,067</b>	<b>4,304,061</b>
<b>Equity</b>					
Paid-in Capital	44,476	44,499	44,535	44,574	44,394
Capital Surplus	5,713,830	5,721,136	5,744,621	5,759,159	5,801,198
Other Accumulated Earnings	3,843	11,811	7,571	12,472	-35,066
Accumulated Other Comprehensive Income	11,059	10,179	-4,630	-4,910	-5,921
Retained Earnings	1,503,553	1,592,050	1,391,076	1,496,516	1,518,905
<b>Total Equity</b>	<b>7,276,761</b>	<b>7,379,675</b>	<b>7,183,172</b>	<b>7,307,811</b>	<b>7,323,511</b>
<b>Total Liabilities &amp; Equity</b>	<b>11,285,481</b>	<b>11,598,655</b>	<b>11,354,868</b>	<b>11,559,878</b>	<b>11,627,572</b>

## Number of Employees

	2Q23	3Q23	4Q23	1Q24	2Q24	QoQ	YoY
Kakao	3,917	3,902	3,880	3,870	4,035	▲165	▲118
Kakao Subsidiaries	13,983	13,306	13,237	13,327	13,156	▽171	▽827
<b>Total</b>	<b>17,900</b>	<b>17,208</b>	<b>17,117</b>	<b>17,197</b>	<b>17,191</b>	▽6	▽709

\* 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

(Reference date: 30th June 2024)

Company	Subsidiaries							Affiliates
	Kakao Pay	Kakao Games	Kakao Mobility	Kakao Entertainment	Kakao Piccoma	Kakao Enterprise	SM Entertainment	Kakao Bank
Stake	46.3%	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 73% stake in Kakao Piccoma and a 21.6% stake in SM Entertainment.