

FY 2024/3 Second Quarter

Results Briefing

November 7, 2023

kakaku.com

Kakaku.com, Inc. (TSE Prime: 2371)



1. **Operating Results (Consolidated/by Business)**

2. Progress by Business

3. Topics

4. Appendix

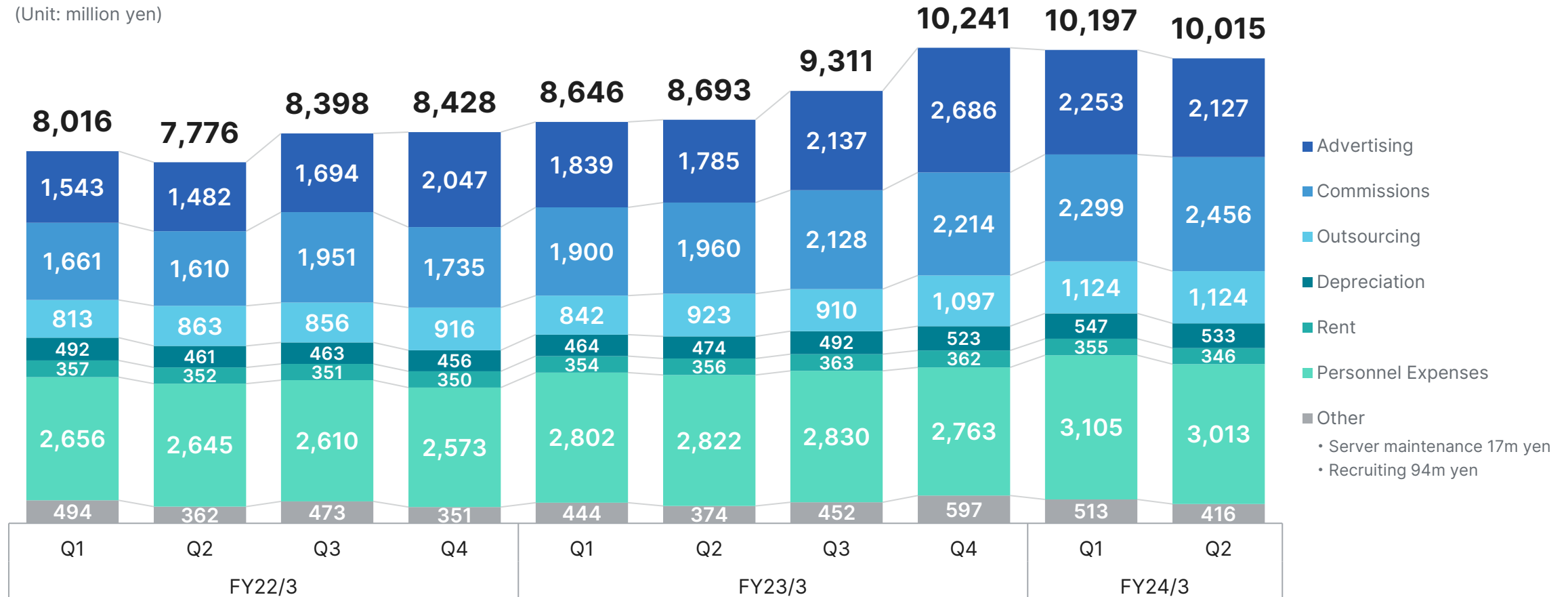
Consolidated Operating Results

	FY23/3		FY24/3				Forecast	Progress
	Q2	6 months	Q2	YoY	6 months	YoY		
(Unit: million yen)								
Revenue	14,225	28,240	16,073	+13.0%	31,435	+11.3%	67,700	46.4%
Operating Profit	5,533	10,906	6,128	+10.8%	11,299	+3.6%	27,100	41.7%
OP Margin	38.9%	38.6%	38.1%	-0.8pt	35.9%	-2.7pt	40.0%	-
Profit Before Income Taxes	5,685	11,330	6,219	+9.4%	11,516	+1.6%	26,900	42.8%
Profit Attributable to Owners of the Parent Company	3,880	8,050	4,265	+9.9%	7,916	-1.7%	18,400	43.0%

*Since FY24/3 Q1, the Company has been applying IAS 12 "Income Taxes" (amended in May 2021). Figures after the retrospective application are used for comparative analysis with FY23/3.

Mainly advertising expenses and commissions increased year-on-year due to business growth of Tabelog and Kyujin Box. Cost optimization, which has been strengthened since Q2, will continue in the second half of the fiscal year.

(Unit: million yen)



Operating Results by Business

	Q2	YoY Change		6 months	YoY Change	
		Amount	%		Amount	%
(Unit: million yen)						
Kakaku.com	4,400	-286	-6.1%	8,887	-756	-7.8%
Shopping	1,736	-174	-9.1%	3,574	-450	-11.2%
Service	2,015	+124	+6.6%	4,035	+199	+5.2%
Advertising	650	-235	-26.6%	1,277	-506	-28.4%
Tabelog	6,632	+1,184	+21.7%	13,036	+2,215	+20.5%
Restaurant Promotion	5,829	+1,209	+26.2%	11,510	+2,268	+24.5%
Premium User Memberships	380	+14	+3.7%	754	+19	+2.6%
Advertising	424	-20	-4.6%	773	-31	-3.8%
Kyujin Box*	2,265	+805	+55.2%	4,250	+1,393	+48.8%
New Media and Solutions/Finance*	2,777	+145	+5.5%	5,263	+343	+7.0%
New Media and Solutions	2,112	+205	+10.8%	3,965	+493	+14.2%
Finance	664	-60	-8.3%	1,298	-150	-10.3%

*Since FY24/3 Q1, [Kyujin Box], which was previously included in [New Media and Solutions/Finance], has been listed separately due to its increased financial impact. YoY figures have been adjusted accordingly.



1. Operating Results (Consolidated/by Business)

2. Progress by Business

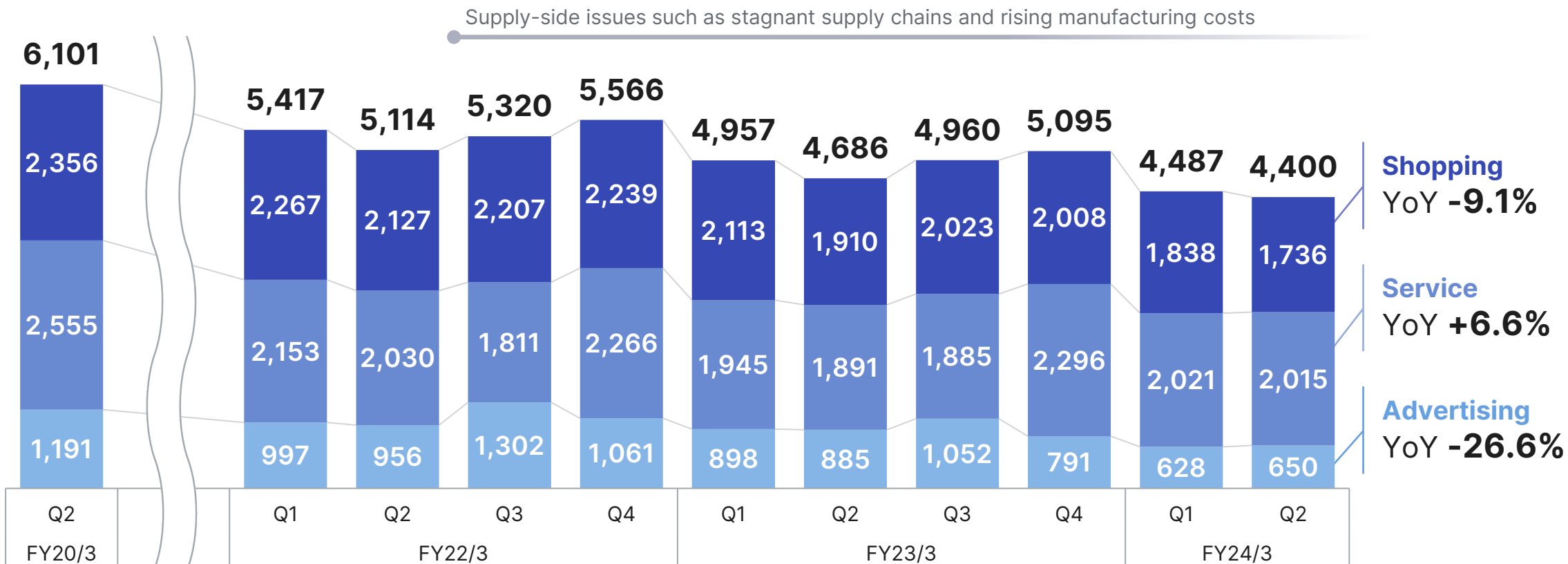
3. Topics

4. Appendix



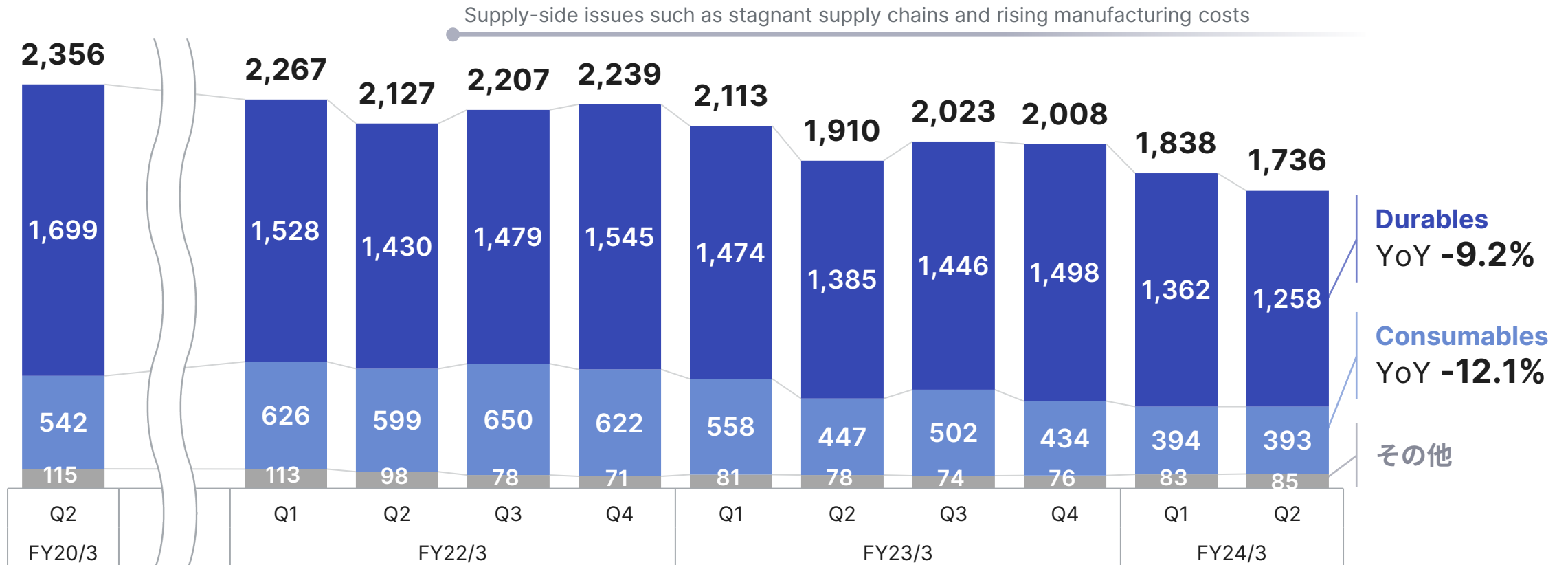
Revenue in the shopping business and the advertising business declined. In the service business revenue continued to increase.

Kakaku.com: Revenue (Unit: million yen)

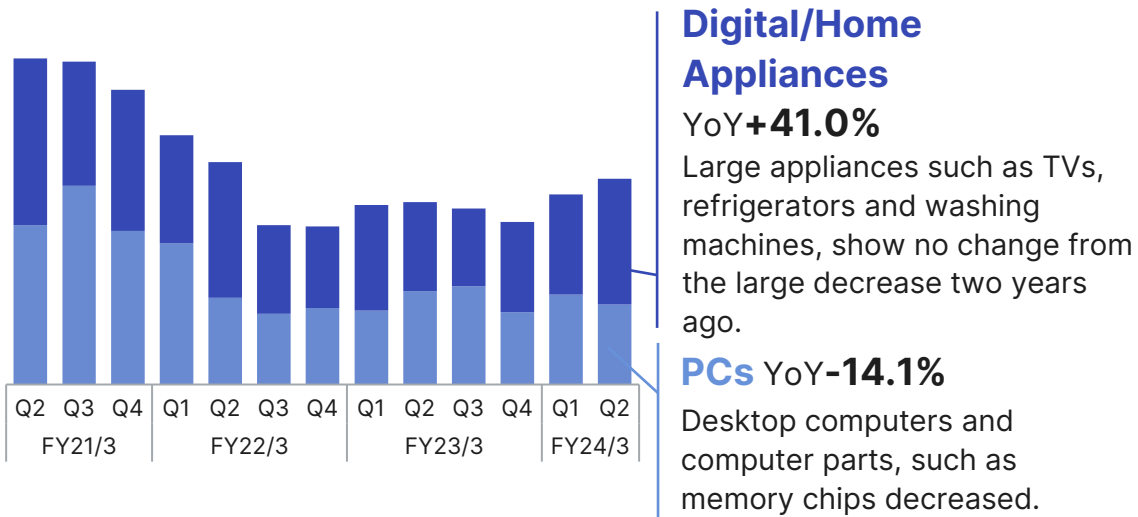


Revenue in the shopping business declined. Categories for durable goods were affected by fewer new product registrations. Categories for consumables continue to be affected by changes in search rankings that occurred in August of last year.

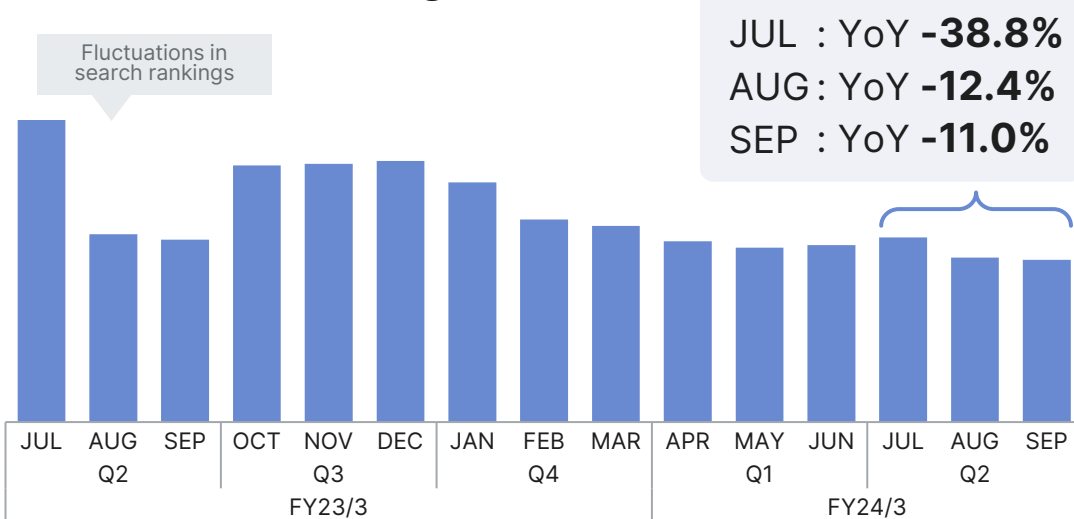
Shopping: Revenue (Unit: million yen)



Durables: New Product Registrations

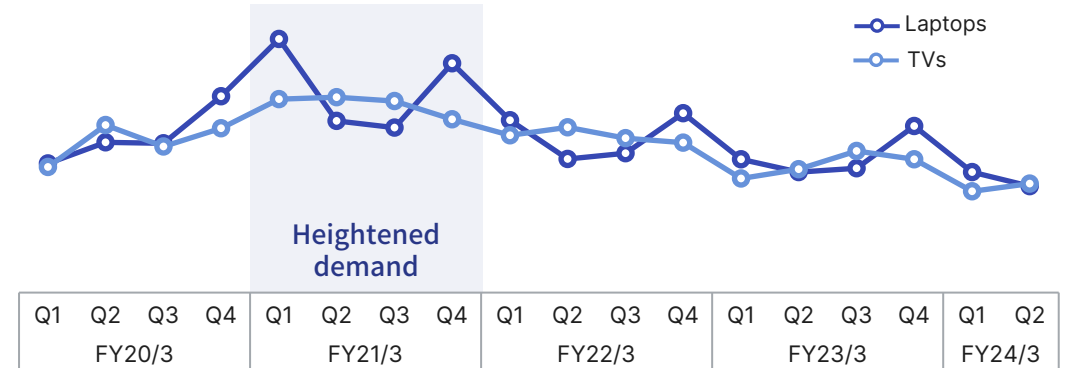


Consumables: Organic Traffic



Traffic sent to shops in major categories (quarterly total)

Reactionary decline in traffic for Laptops and TVs following the heightened demand during the pandemic



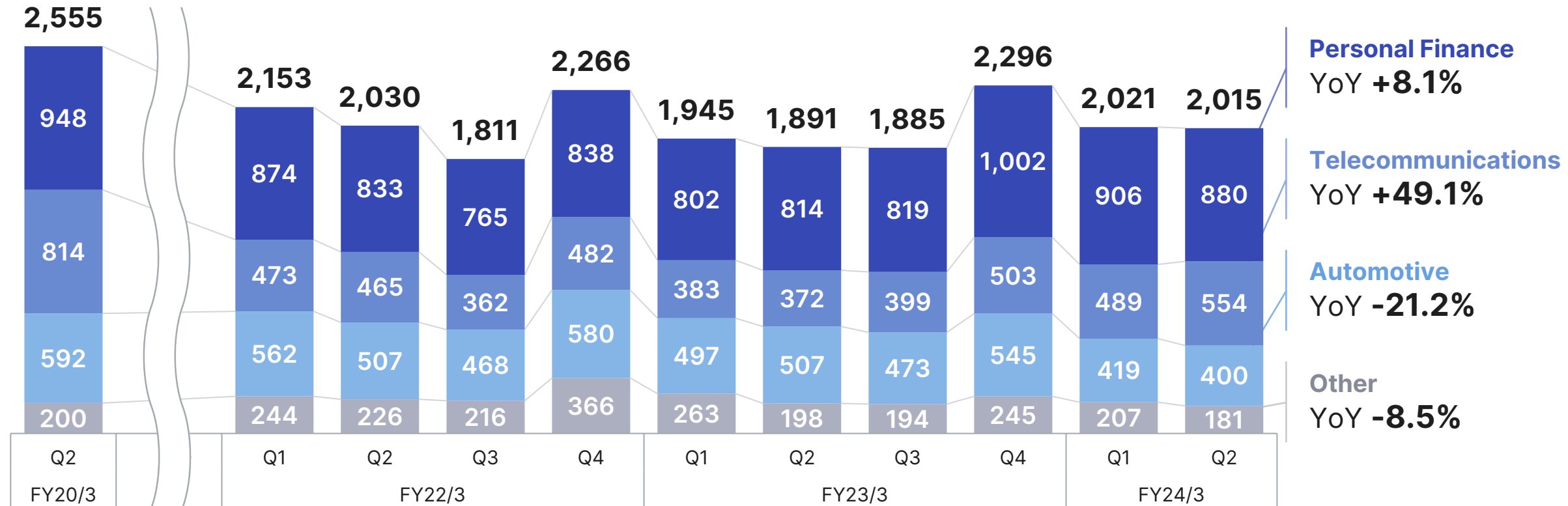
Durables: Price comparison for smartphones to include information on used smartphones



Price information for selling smartphones will be added in the second half of the fiscal year.

Service business revenue increased. Revenue in the personal finance domain and the telecommunications domain increased. The automotive domain remained weak. In the “Other” domain, revenue from the moving, electricity and gas price comparison services continued to decline.

Service: Revenue (Unit: million yen)

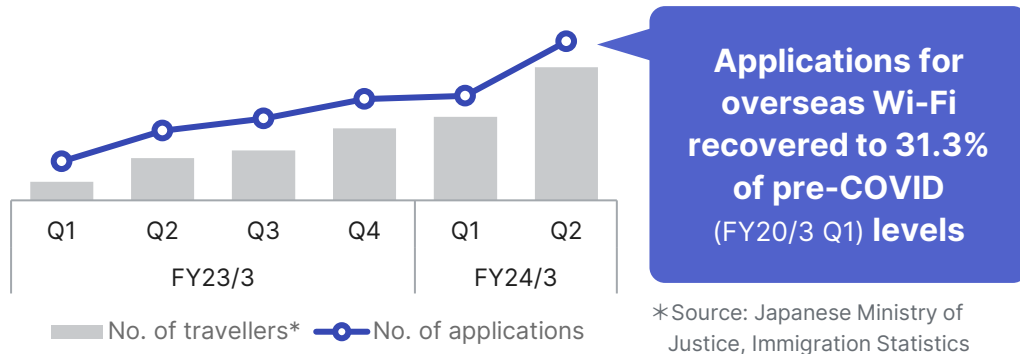


■ Personal Finance

The number of applications for credit cards and card loans continued to increase as consumer spending on events and travel increased.

■ Telecommunications

The number of applications for overseas Wi-Fi continued to increase along with the increase in the number of travelers. Applications for fiber optic lines and mobile line increased.



Applications for overseas Wi-Fi recovered to 31.3% of pre-COVID (FY20/3 Q1) levels

■ Automotive

The number of used car inventory checks and auto insurance quotes declined. The number of used car registered in the market remained low.

■ Other

Applications for quotes from moving companies decreased. Electricity price comparisons continued to be affected by lower demand for switching to alternative electricity suppliers.

■ Improved mobile site: easy to understand for first-time users

- At the top of the page, the lowest rates for each type of interest rate and the most popular financial institutions are listed for users to see at a glance.



To be expanded across other categories, including credit cards and internet providers

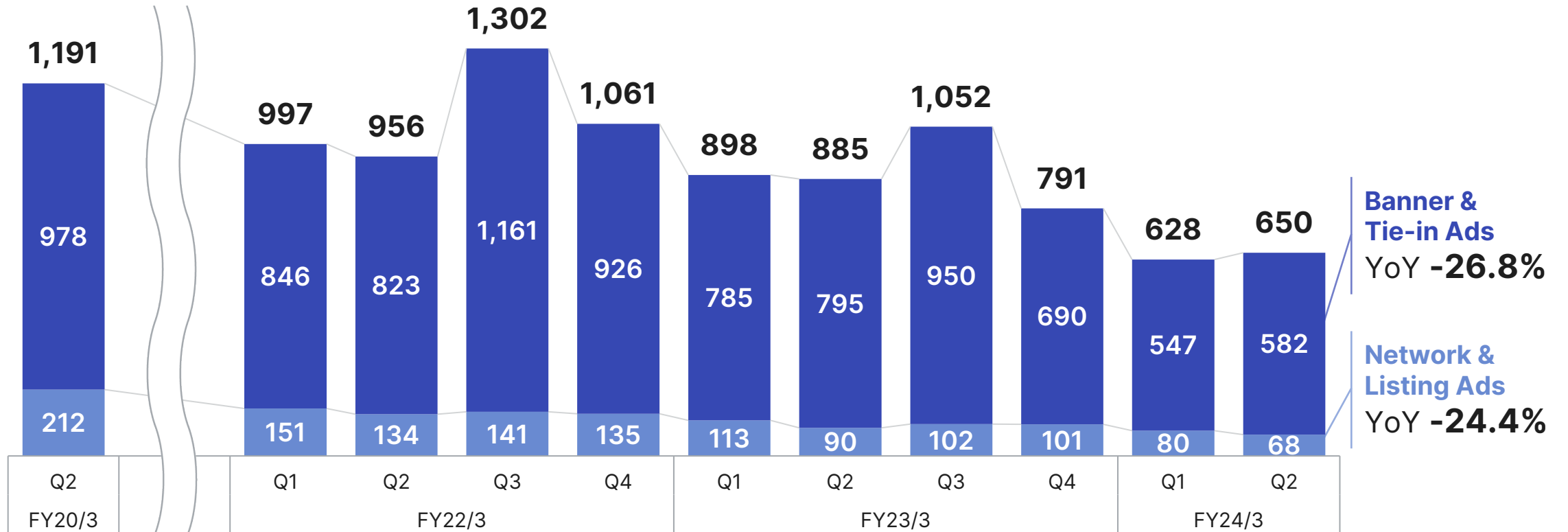
- The NISA* comparison page was revamped for the launch of the new NISA in 2024.



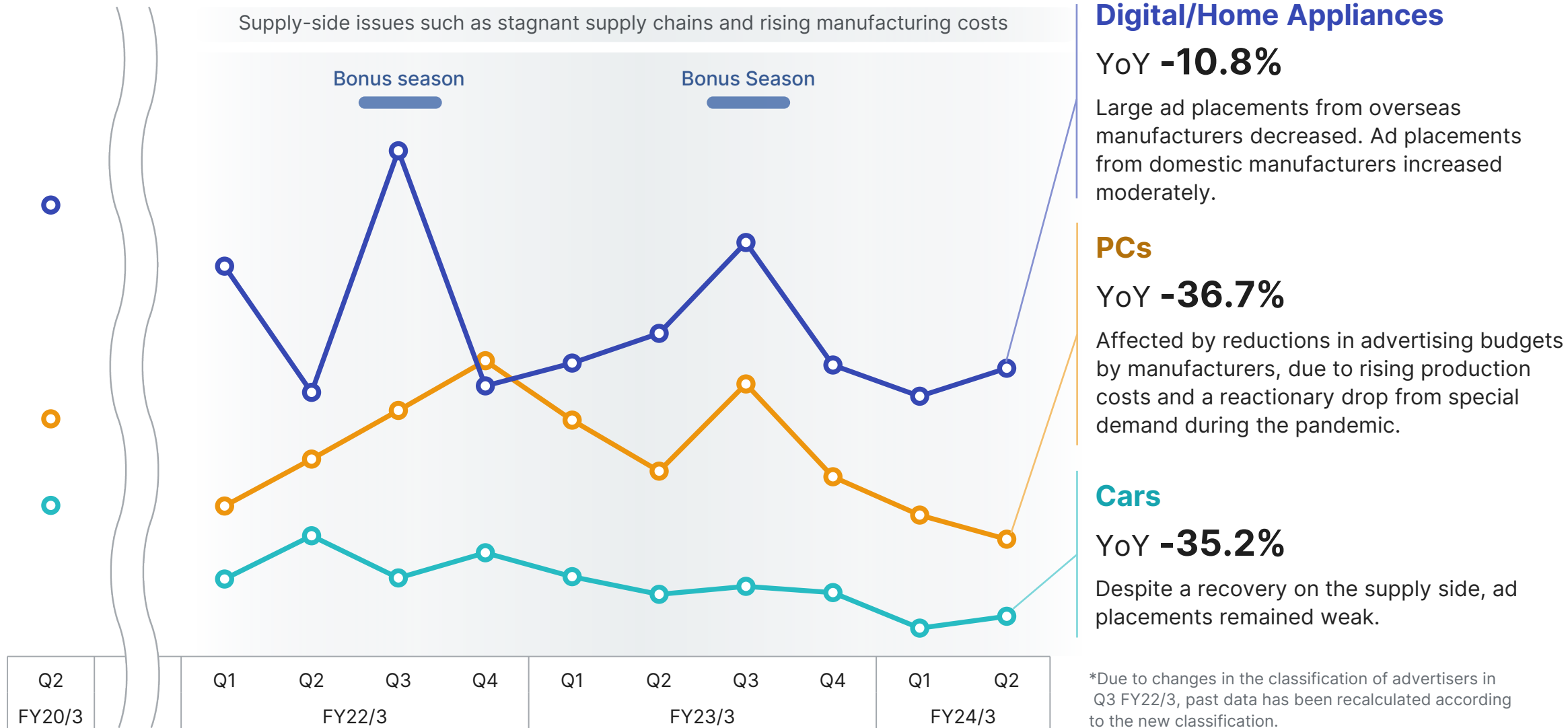
*NISA, short for Nippon (Japan) Individual Savings Account, is a tax exemption scheme for investments by individuals.

Revenue in the advertising business declined. Ad placements from manufacturers in all three major areas (digital/home appliances, PCs, and cars) declined.

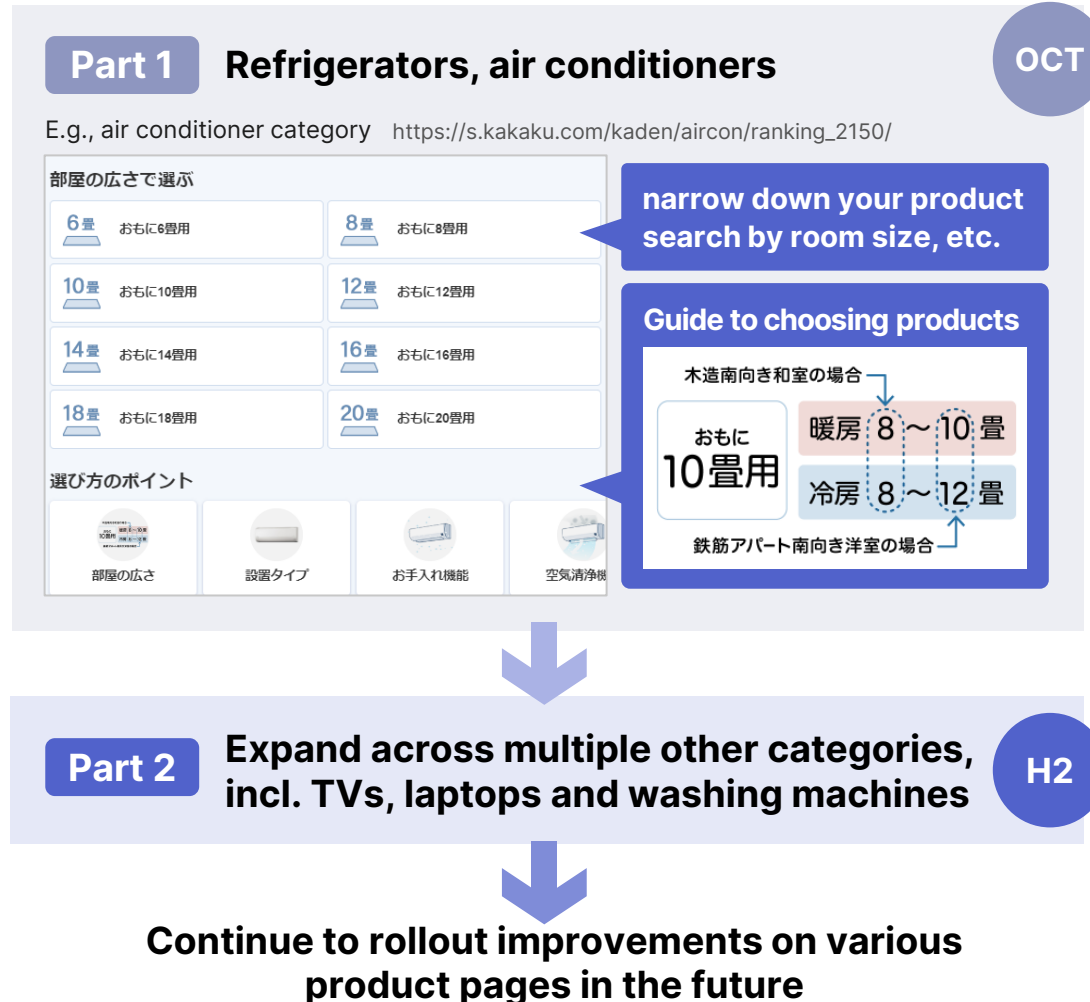
Advertising: Revenue (Unit: million yen)



■ Banner& Tie-in Ads: Revenue by Industry



- **Improvement of mobile site:**
Functions and content to make it easier for users to select products that match their lifestyle and intended use



- **New categories for services with high consumer interest**

Online Programming Schools

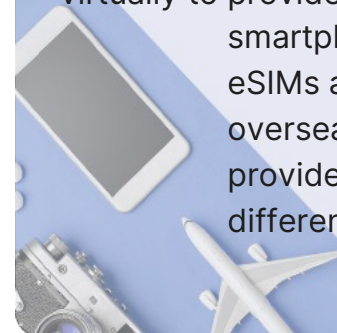
Due to high demand for online schools and a growing interest in programming among a wide range of age groups, Kakaku.com will be offering content that will allow users to compare online programming schools for the purpose of a career change or reskilling.



DEC

eSIMs for overseas travel

With an increase in eSIM services (digital versions of the physical SIM card, which can identify devices virtually to provide network connection) and compatible smartphones, consumer interest in overseas eSIMs as a means of communication during overseas travel is growing. Kakaku.com will provide content allowing users to compare different overseas eSIM services.

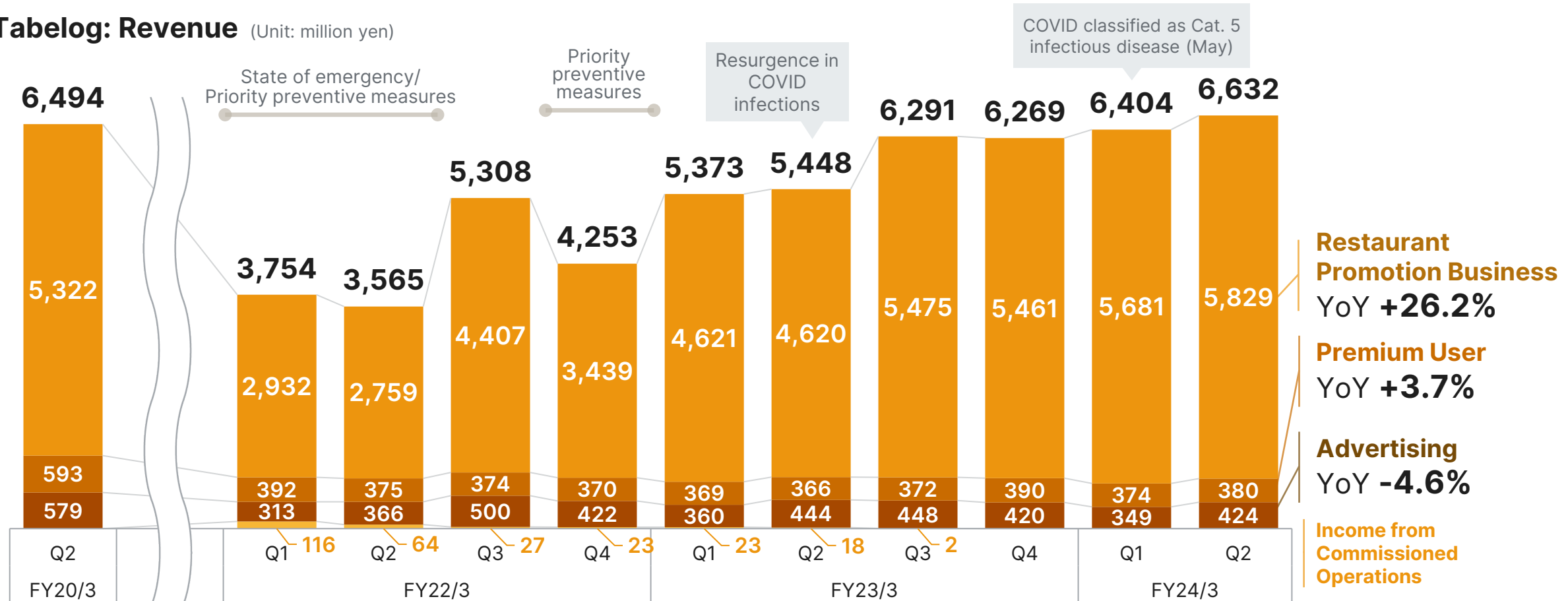


JAN



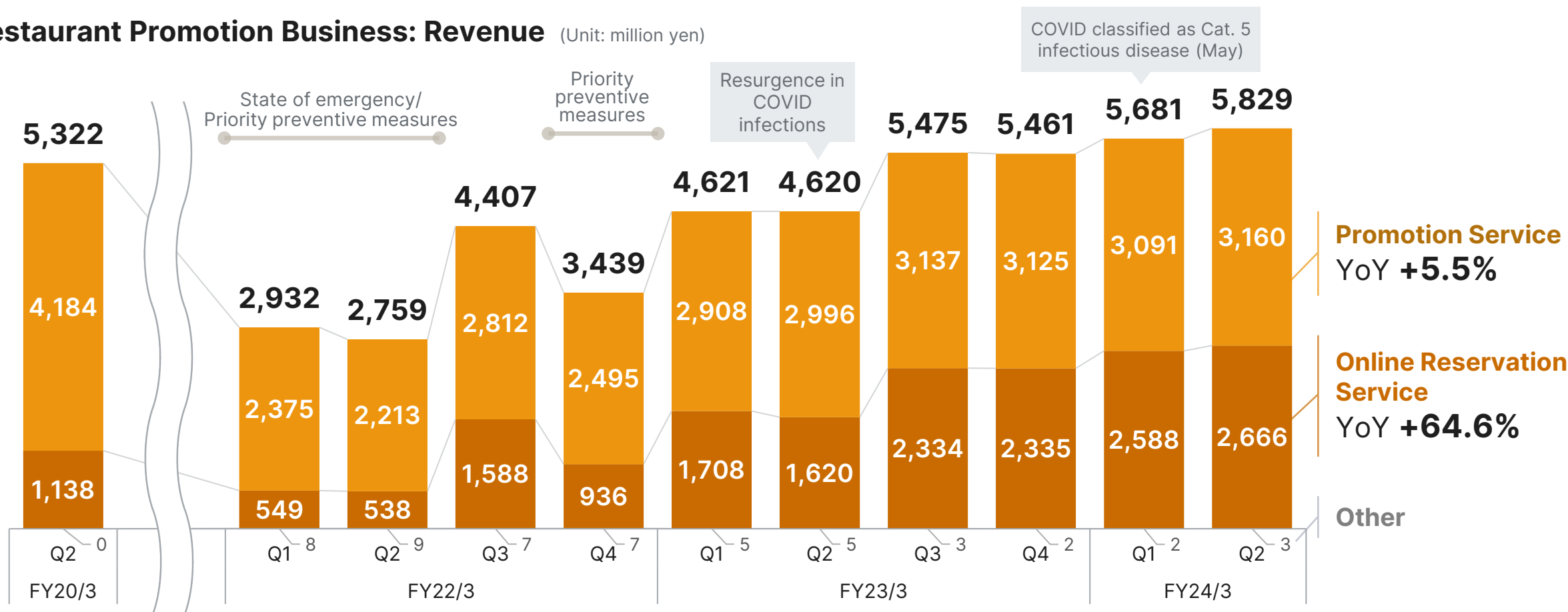
Revenue in the Tabelog business increased mainly due to growth in the restaurant promotion business. In the advertising business, sales continued to decline for the quarter but increased in September.

Tabelog: Revenue (Unit: million yen)



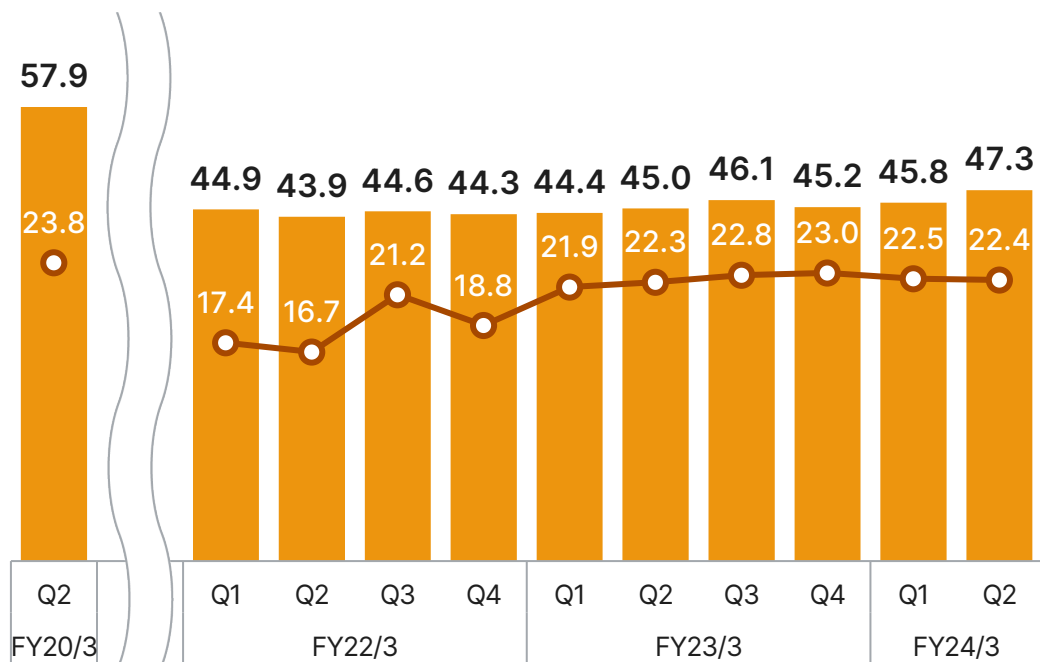
Both the Promotion and Online Reservation Service saw an increase in revenue compared with last year, when the impact from COVID-19 remained.

Restaurant Promotion Business: Revenue (Unit: million yen)



Although the environment surrounding restaurants remains challenging due to prolonged labor shortage and other factors, the number of restaurants contracting the promotion service and the online reservation service increased steadily.

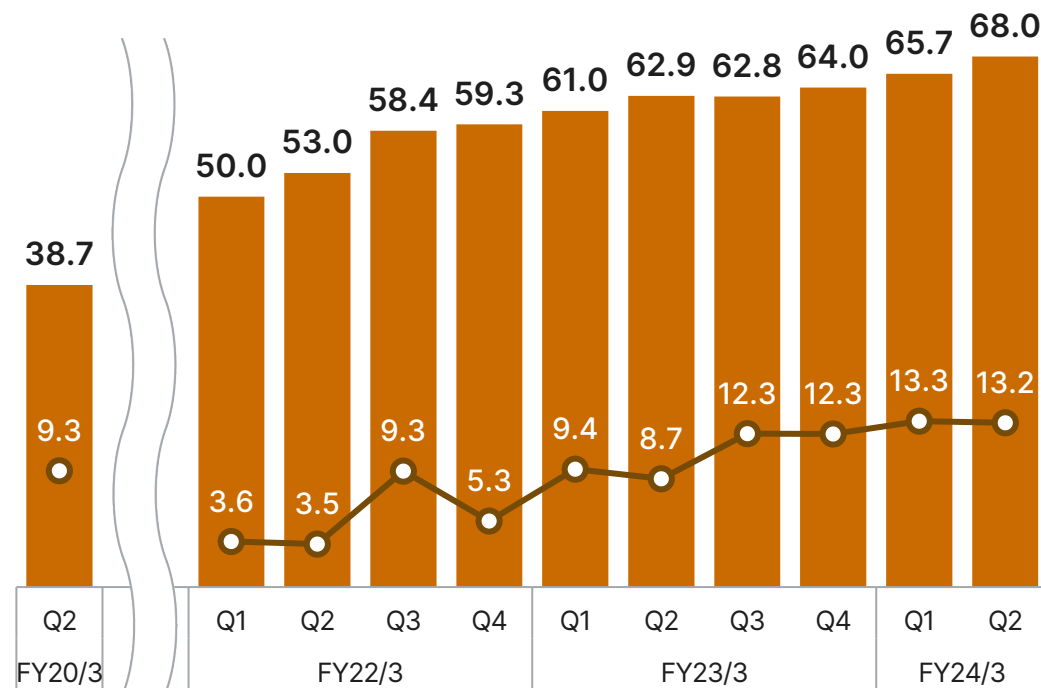
**Promotion Service:
No. of Restaurants (end-of quarter) and ARPU**



■ No. of contracted restaurants (thousand) ○- ARPU (thousand yen)

*Promotion Service ARPU = 3 months average of [Monthly Promotion Service revenue ÷ Monthly number of contracted restaurants (incl. restaurants that have suspended their contract)]

**Online Reservation Service:
No. of Restaurants (end-of quarter) and ARPU**

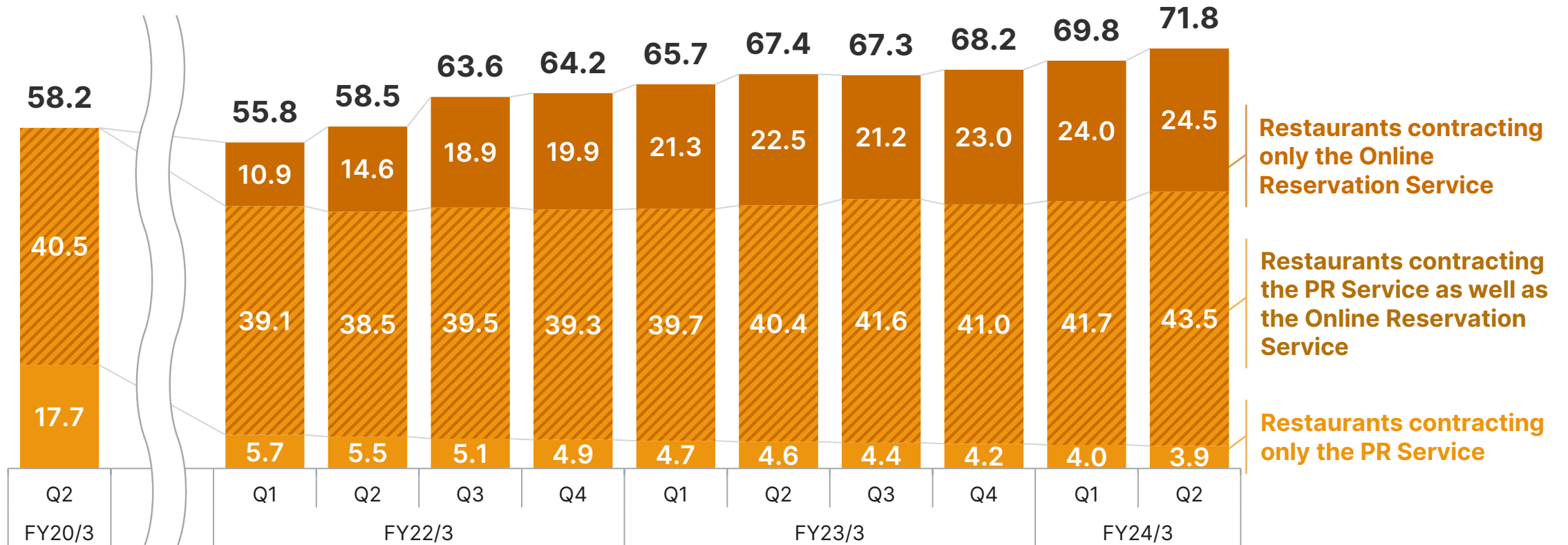


■ No. of contracted restaurants (thousand) ○- ARPU (thousand yen)

*Online Reservation Service ARPU = 3 months average of [Monthly Online Reservation Service revenue ÷ Monthly number of contracted restaurants]

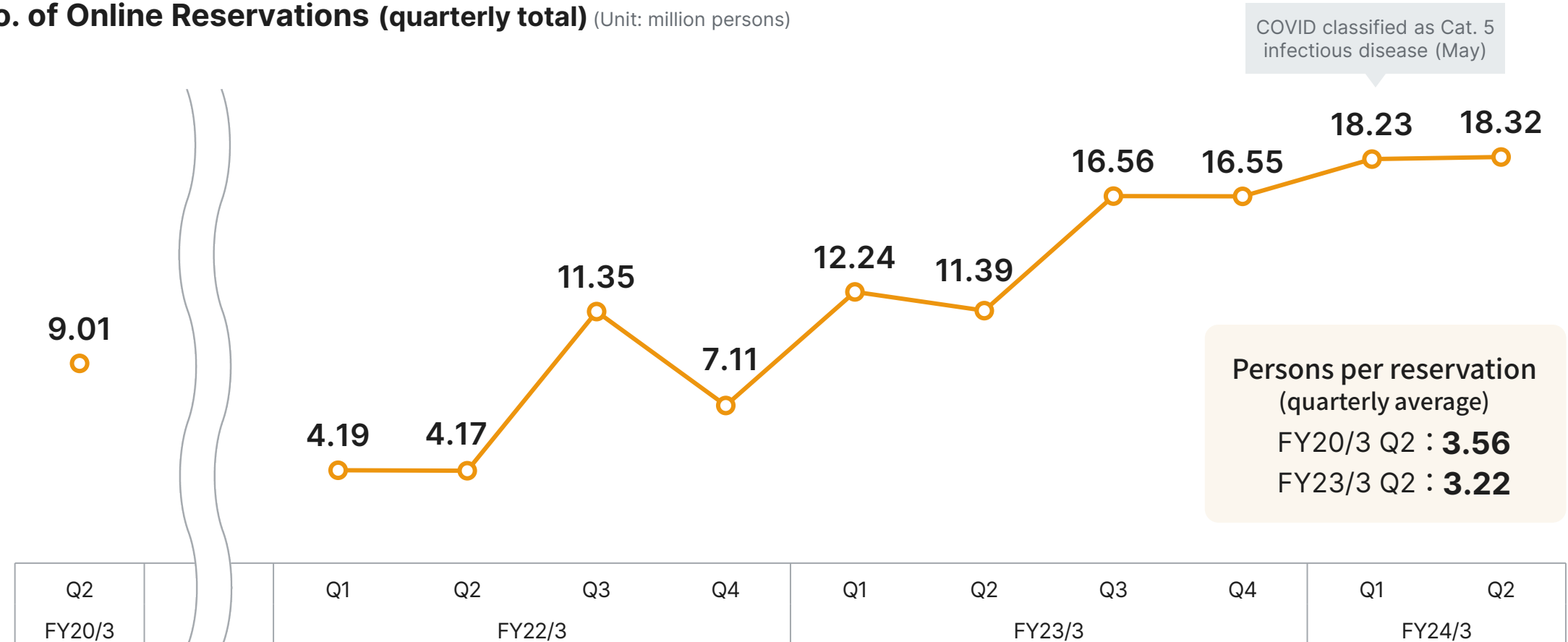
Mainly the number of restaurants contracting both the promotion service and the online reservation service increased.

No. of Fee-Paying Restaurants (end-of-quarter) (Unit: thousand restaurants)



The number of online reservations continued to increase due to an increase in the number of restaurants contracting the online reservation service and an increase in the ratio of online reservations. The number of persons per reservation remained below pre-COVID level.

No. of Online Reservations (quarterly total) (Unit: million persons)

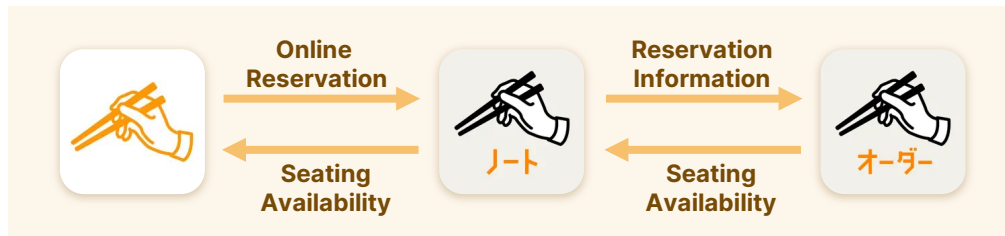


■ Increased efficiency of restaurant operations

• Integrating Tabelog Order with Tabelog Note

Linking table assignments and reservations in real-time, to streamline operations such as seating customers and reservation managements

SEP



• Integration with 3rd party services

Continue to expand the functionality of Tabelog Order and Tabelog Note, by integrating with other services. e.g., integrating Tabelog Note with channel managers or integrating Tabelog Order with various POS systems.

■ Online reservation services for international travelers

• Multilingual support for online reservations

Online reservation function available in multiple languages (Jan 2024), so that international travelers can also make reservations through Tabelog. Other functions will be added in the future.

• Continue collaboration with overseas gourmet sites

Continue collaboration with Meituan and OpenRice, while enhancing functionality for both diners and restaurants.

■ Ponta points Integration *au* ID

Earn Ponta points with online reservations by linking your au ID or Ponta Membership ID with Tabelog

NOV



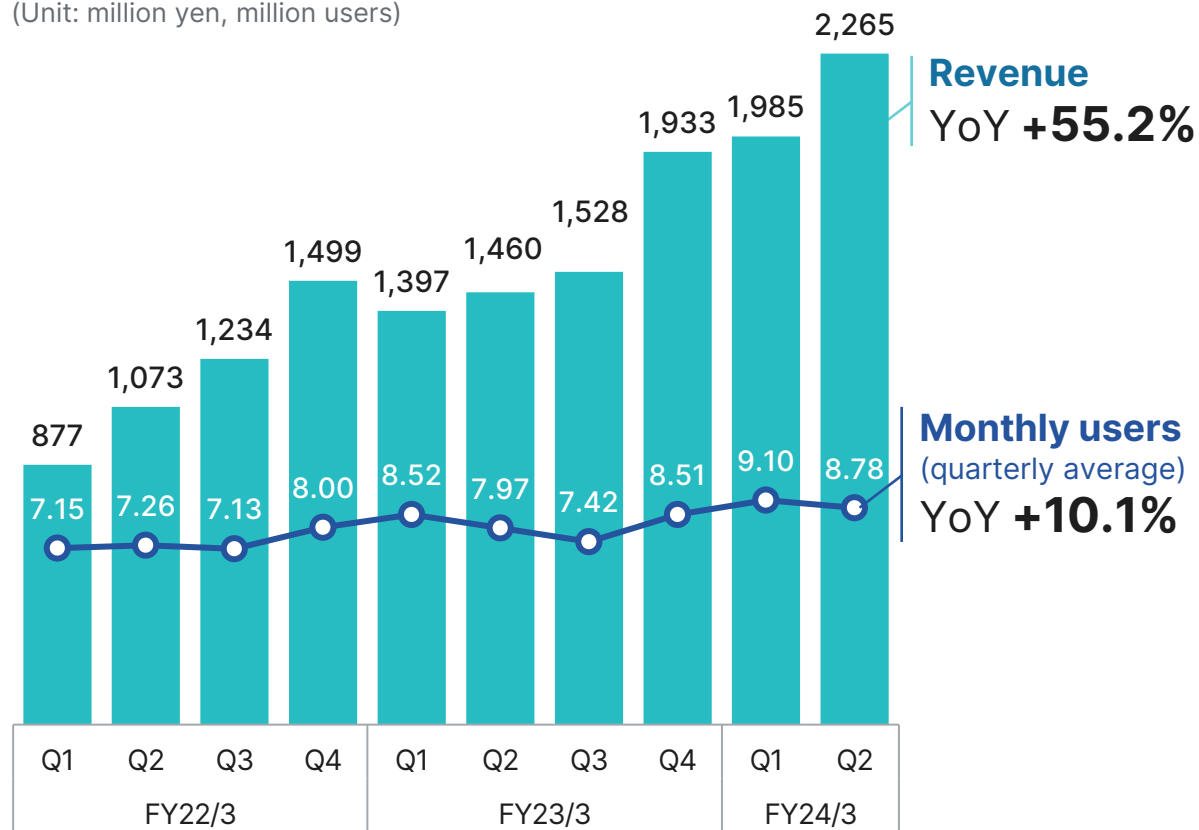
- Conditions for linking an au ID or Ponta Membership ID to Tabelog: Only for users who have never made an online reservation on Tabelog and have never linked their T-Point account with Tabelog.
- Users other than those listed above will continue to earn T-Points.



Revenue in Kyujin Box increased. In addition to the clicks on paid job ads, the number of client companies using Kyujin Box continued to increase.

Kyujin Box: Revenue and Number of Users

(Unit: million yen, million users)



App Improvement: Added content to make searching for jobs easier



List of recommended job listings, based on the user's browsing history



List of new listings (posted within 24 hours) that match search criteria saved by the user



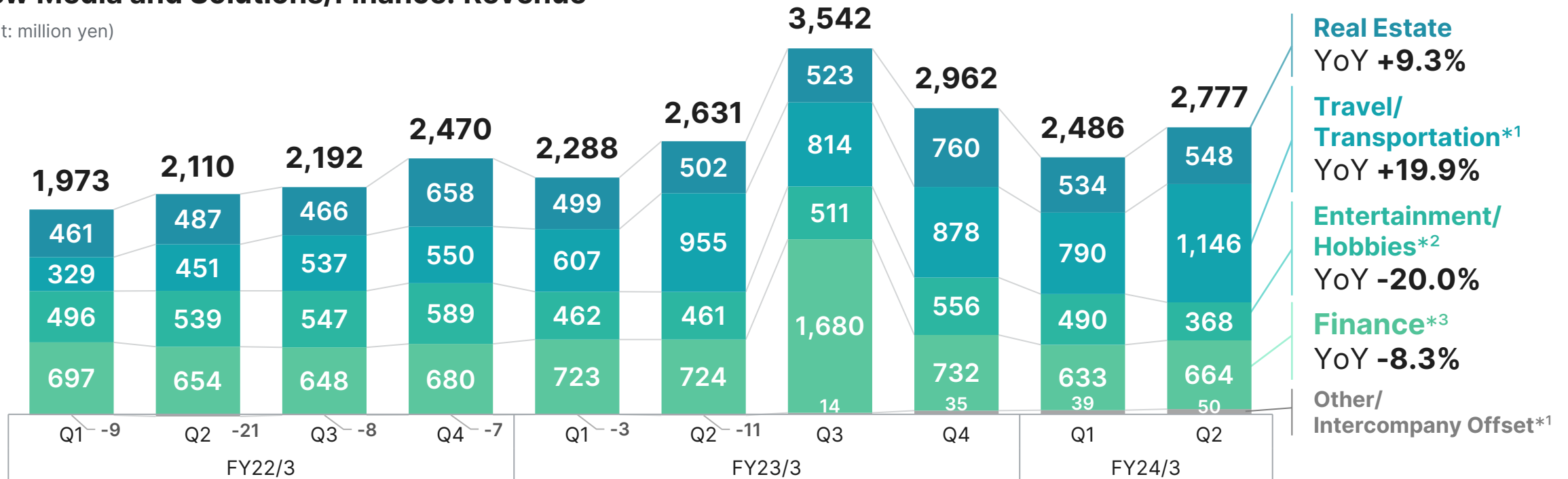
Ranking of search keywords, frequently found with the user's search criteria

New Media and Solutions/Finance Business*¹ revenue increased.

Revenue in the travel/transportation domain remained strong but declined in the finance domain and the entertainment/hobbies domain, which was affected by the deconsolidation of gaie Inc.

New Media and Solutions/Finance: Revenue

(Unit: million yen)



*1 Regarding sales classifications: (1) Due to the following two reclassifications in FY24/3 Q1, the results for FY23/3 Q4 and earlier have been recalculated based on the new classifications
 i) [Kyujin Box] has been listed separately, due to its growing financial impact, ii) [icotto] has been moved from [Other] in [New Media and Solutions/Finance] to [Travel/Transportation]
 (2) Numbers for [Other] and [Intercompany Offset] which have hitherto only been shown in our Databook have been added to the above graph.

*2 Following the transfer of all shares of gaie Inc. on August 1, only revenue for July has been recorded for Q2.

*3 In October 2022, there was a change in estimates related to revenue recognition for certain life insurance agency commissions in the finance business.
 Please refer to page 23 of the Results Briefing for the Third Quarter of the Fiscal Year ending March 31, 2023.

LCL

Time Design

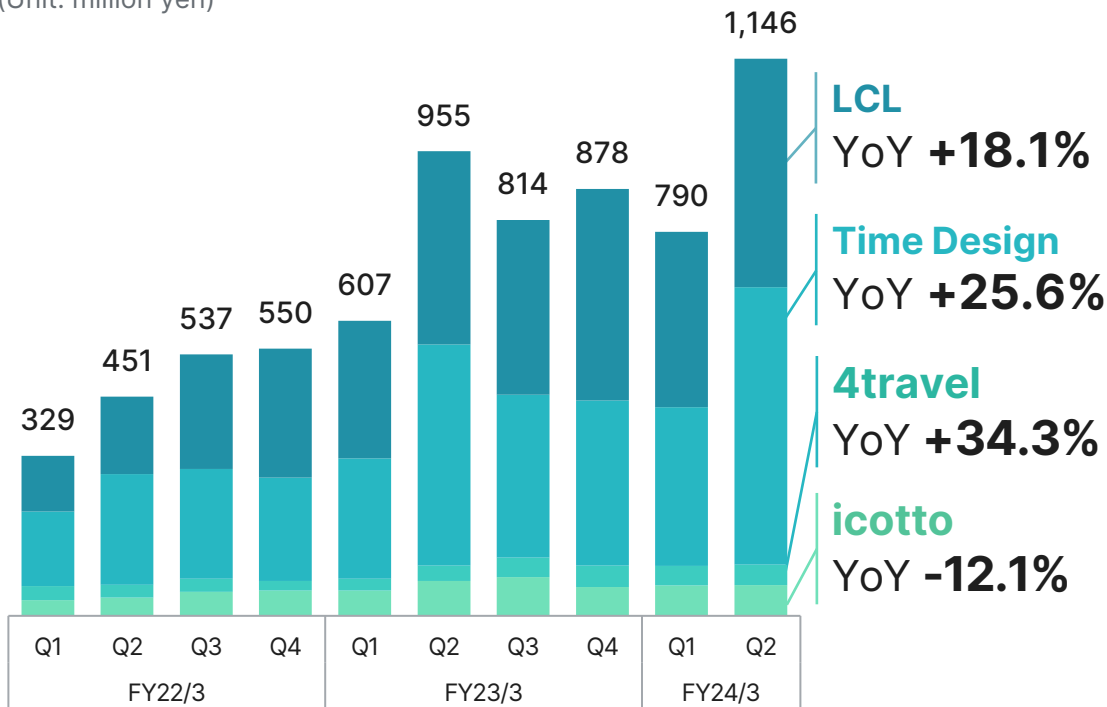
4travel.jp

icotto

In the travel/transportation domain, revenue for LCL and Time Design increased, mainly due to heightened demand for domestic travel.

Travel/Transportation: Revenue by Business

(Unit: million yen)



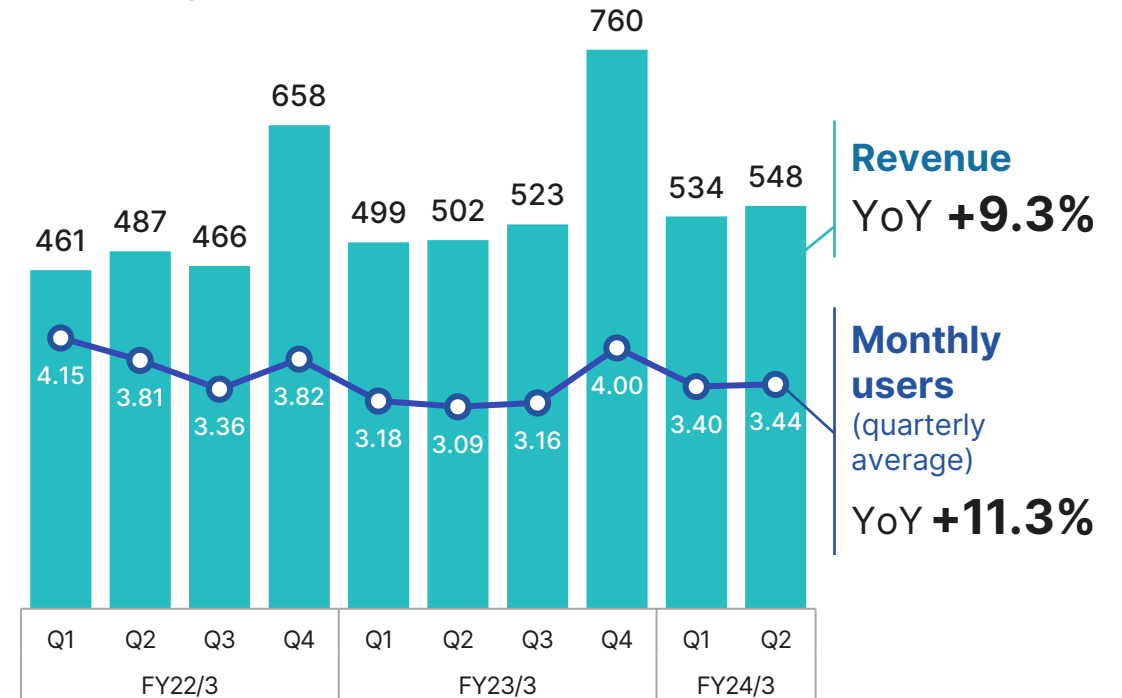
*Since FY24/3 Q1, [icotto] which hitherto was included in [Others] has been included in the Travel/Transportation domain. Results for FY23/3 Q4 and earlier have been recalculated based on the new classification.



Both revenue and the number of monthly users increased. In addition to increasing property listings, Sumaity continued efforts such as identifying and matching duplicate listings.

Sumaity: Revenue and Number of Users

(Unit: million yen, million users)





gaie

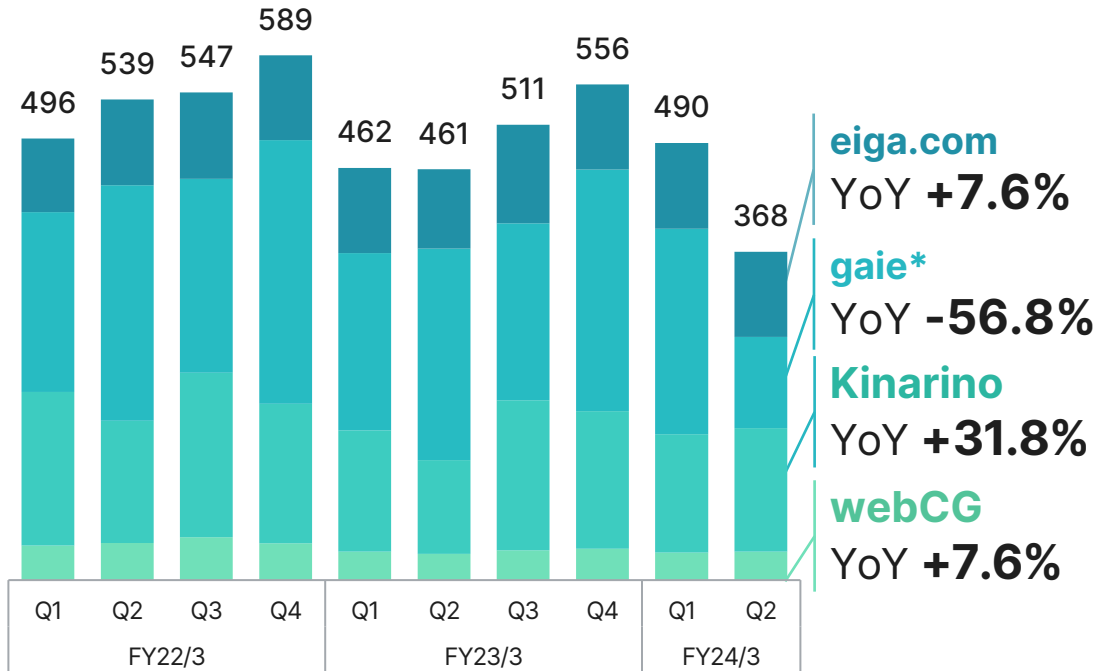
キナリノ



eiga.com saw an increase in ad placements from streaming platforms and webCG from tire manufacturers. Kinarino continued to see a recovery in ad revenue in addition to an increase in e-commerce sales.

Entertainment/Hobbies: Revenue by business

(Unit: million yen)



*Following the transfer of all shares of gaie Inc. on August 1, only revenue for July has been recorded for Q2.



In addition to life insurance and medical insurance, demand for fire insurance, which rose last year, was weak. Meanwhile, overseas travel insurance continued to recover.

Kakaku.com Insurance: Revenue*

(Unit: million yen)



*In October 2022, there was a change in estimates related to revenue recognition for certain life insurance agency commissions in the finance business. Please refer to page 23 of the Results Briefing for the Third Quarter of the Fiscal Year ending March 31, 2023.



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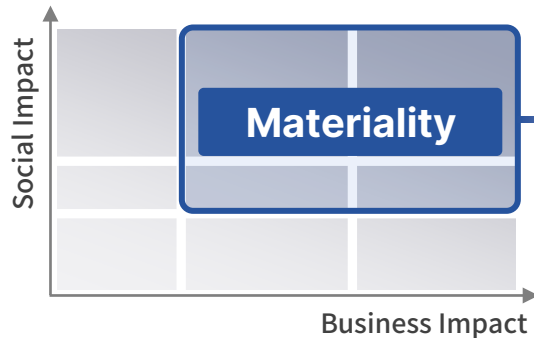
2. Progress by Business

- 3. Topics**

4. Appendix

Assessing Materiality

We have identified 14 material issues which need to be addressed for the sustainable development of society and Kakaku.com Group. These materiality initiatives will be implemented by our divisions and group companies, under the guidance of sustainability committee members.



Assess materiality, by identifying sustainability-related issues, based on guidelines such as the GRI standards and other guidelines and evaluation items of ESG evaluation organizations, after evaluating their importance.

Economy	Provide sustainable services	<ul style="list-style-type: none"> - Information security and privacy protection - Service quality maintenance - Promote technology and R&D to advance services
Society	Develop and utilize diverse human resources	<ul style="list-style-type: none"> - Occupational health and safety - Human resource development - Diversity, Equity & Inclusion
	Contribute to sound social development	<ul style="list-style-type: none"> - Promote a healthy and efficient society through IT - Provide regional and community support through in-house media
Ecology	Contribute to environment	<ul style="list-style-type: none"> - Climate change response - Contribute to recycling-oriented society - Conservation of biodiversity and food resources
Governance	Strengthen governance	<ul style="list-style-type: none"> - Ensure effectiveness of corporate governance - Corporate ethics and respect for human rights - Risk management

Data analysis/data related human resource development : Support for 17th Data Business Creation Contest

Participated as a business partner in the 17th Data Business Creation Contest organized by the Data Management Creation Lab at Keio Research Institute at SFC. Supported participants ranging from high school to graduate school students in competing for ideas and initiatives derived from data analysis, by providing data and advice to participants and as contest judges. The data we provided in this contest is also used by students enrolled in the Data Business Creation course, a special course offered by the lab, to learn about data analysis and proposals.



■ Data provided

Provided Kakaku.com's product information and user reviews on home appliances, to be analyzed under the topic of "Ethical lifestyle through household appliances".

■ Study sessions

Held introductory study sessions for all contest participants to deepen their understanding of our company's data and how we utilize it.

Dedicated pages were created on the corporate website to disclose details of sustainability policies and initiatives, and to enhance information disclosure through communication with evaluation organizations, by responding to questionnaires and giving feedback.

Sustainability related pages on corporate website

<https://corporate.kakaku.com/company/sustainability> *currently in Japanese only



On Sustainability

- Our approach
- Materiality
- Promotion structure

Specific Initiatives

Economy

- Provide safe services
- Support development of technologies

Society

- Ensure human resource development
- Create work-friendly environment
- Ensure diversity in the promotion of core human resources, etc.
- Contribute to local communities
- Support disaster relief efforts
- Support development of sports and culture

Ecology

- Climate change response
- Provide information on environmental issues
- Protect natural resources

Corporate Governance

- Basic policy
- Corporate Governance Program
- Compliance Program
- Risk Management

Participate in external evaluations


■ Respond to questionnaires

Responded to CDP (Climate Change) and Corporate Sustainability Assessment (CSA) questionnaires.



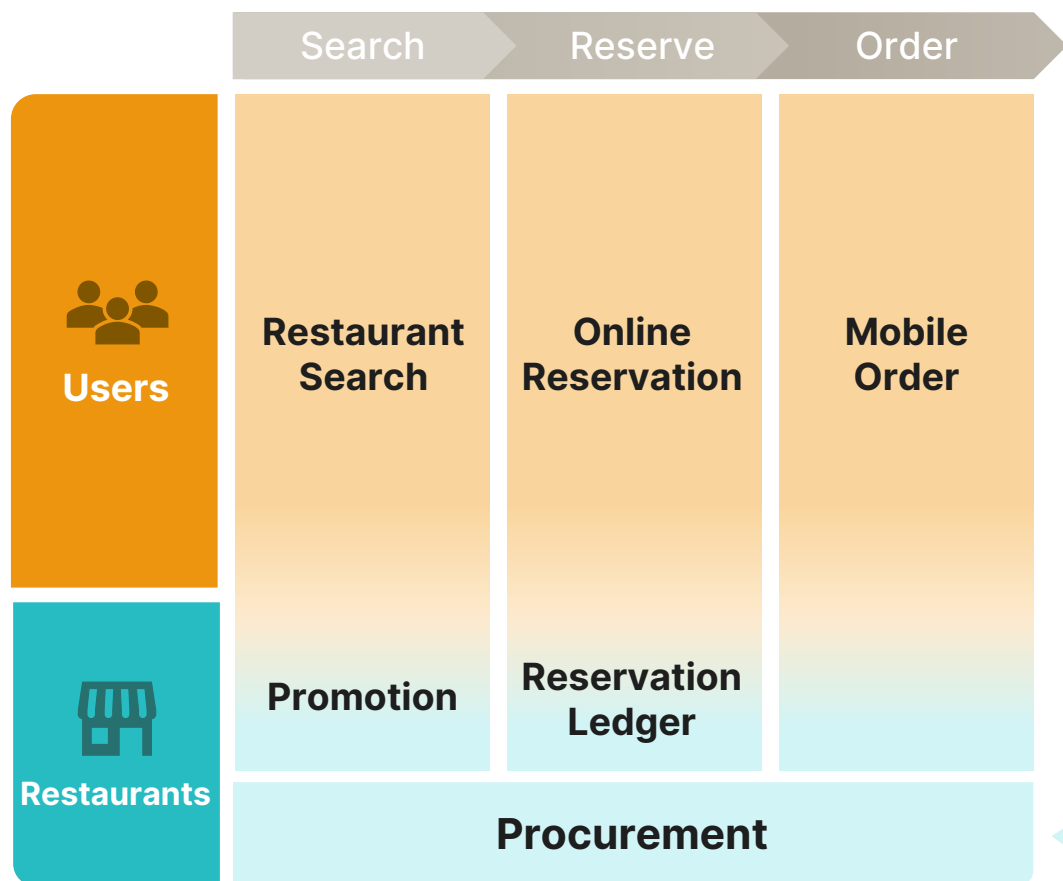
■ Feedback to assessment organizations

Provided feedback on MSCI ESG Research. Will also provide feedback on assessments conducted by FTSE and Sustainalytics.

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Provide a broad range of services to connect people and restaurants.



	FY23/3 results	FY24/3 plan	TAM
No. of restaurants contracting Promotion Service	45,200	approx. 48,000	80,000~ 100,000*1
No. of restaurants contracting Online Reservation Service	64,000	approx. 70,000	100,000~ approx. 300,000*2
No. of online reservations (quarterly total)	16.55M	approx. 22M	-
App MAU	7.45M	10M	-

*1 Restaurants using sales promotion services including other sites.

*2 100,000= No. of restaurants using online reservations, including other services, 300,000= No. of restaurants (registered on Tabelog as) taking reservations or reservation only (including by telephone, online, etc.)

Support DX of restaurants

Roll-out of Tabelog Order, Tablog Note (Reservation Ledger), Tabelog Shiire (Procurement)



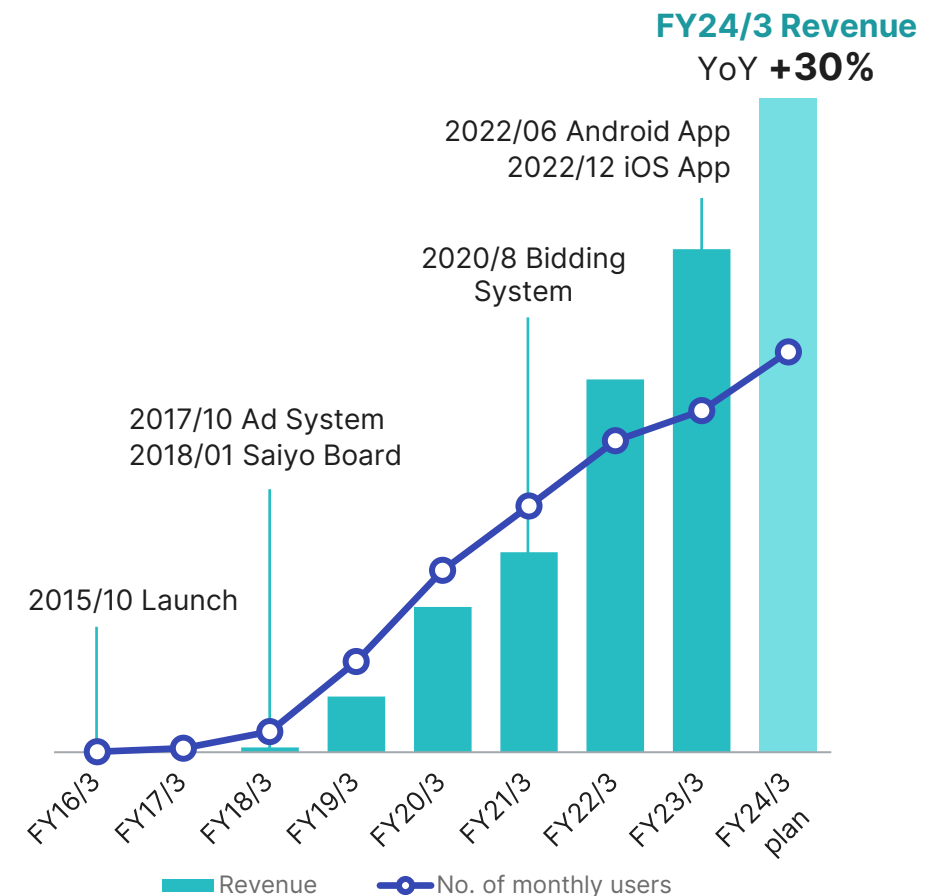
Find the job that best fits your needs from a greater number of job listings

Enhance information and improve functionality

- Continue to improve searchability by expanding search criteria and improving accuracy for fuzzy searches.
- Expand job application functions, such as direct application from the site.
- Expand original content, such as information on the latest trends and advice on career changes and jobs.
- Continued efforts to ensure that job listings are accurate and up-to-date, including putting in place a screening system and reacquiring and updating job information at regular intervals.

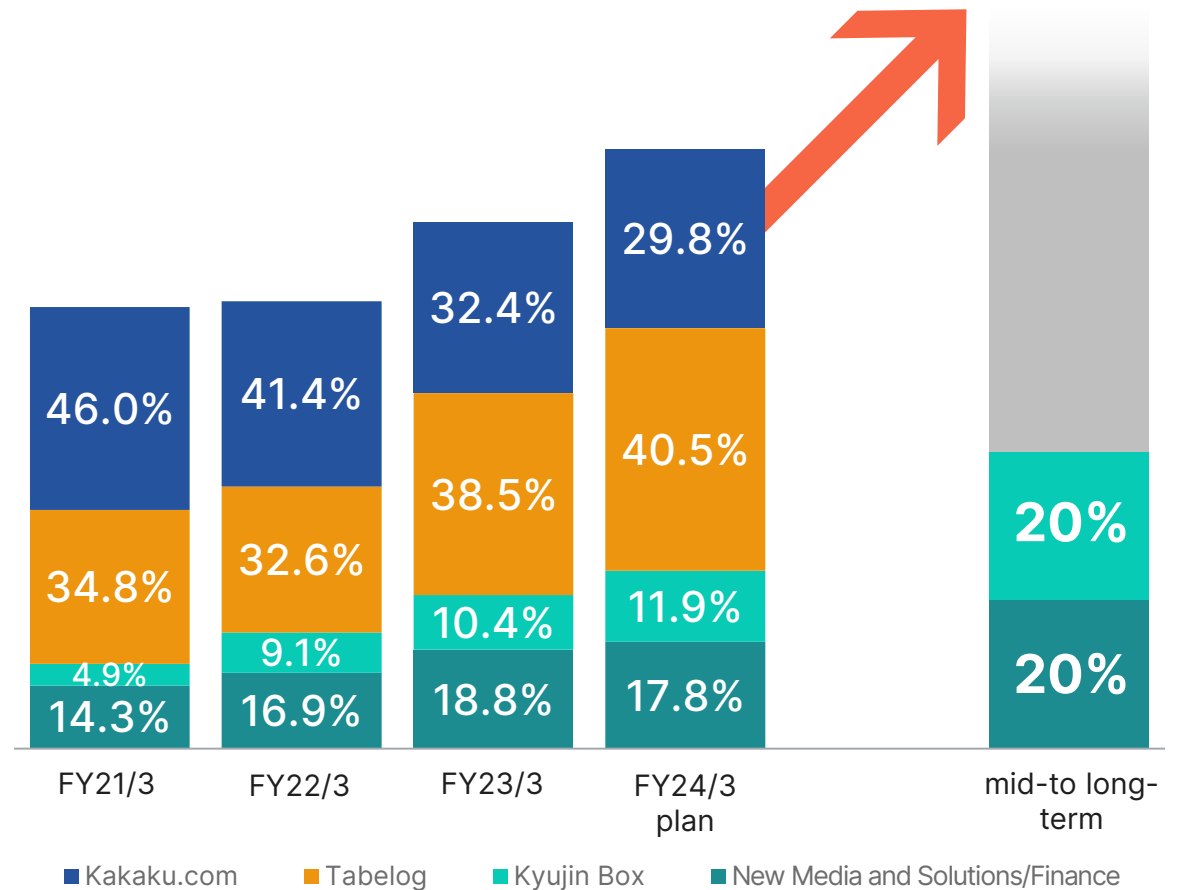
Expand partnerships and increase options for job seekers

- Expand functions and mechanisms to make it easier for clients to manage their paid listings, such as being able to make detailed settings.
- Expand functions for “Saiyo Board” (Hiring Board) to make it easier to post and manage multiple listings (improved batch posting functions, etc.).



We will continue to take on the challenge of transforming our existing businesses and creating new ones by identifying changes in society and lifestyles as well as uncovering new needs and business potential.

- Continue to expand service areas and business models of existing businesses and create new businesses while maintaining stable growth of the company as a whole.
- Raise the sales ratio of Kyujin Box and New Media and Solutions/Finance to more than 20% in the mid- to long-term.



Management Index

Targeting 40% ROE

Approach to profit growth

Achieve stable profit growth through business expansion and optimal resource allocation.

Approach to allocation of management resources

Growth investment

- Investment in human resources to expand existing businesses and create new businesses
- Investment in research and development related to advanced technologies and their application to businesses
- M&A and investment for the purpose of expanding business portfolio and accelerating growth

Shareholder returns

- Retain necessary funds on hand for the operation of existing businesses and investments for growth, and return excess retained earnings to shareholders
- Continuously pay dividends (twice a year) and buy back shares (flexibly)

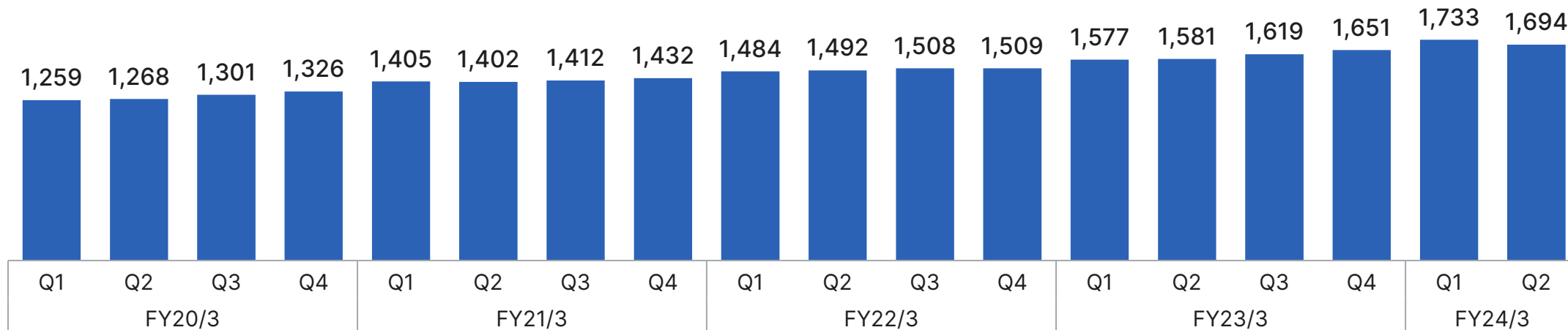
	FY19/3	FY20/3	FY21/3	FY22/3	FY23/3
Capital-to-Asset ratio *1	79.1%	67.8%	66.1%	68.0%	60.9%
ROE *2	45.1%	44.0%	26.2%	30.1%	33.7%
Dividend per share (yen)	36	40	40	40	40
Total dividend (billion yen)	75	83	82	82	81
Payout ratio	45.2%	45.3%	70.0%	57.4%	50.4%
Acquisition cost of treasury stock (billion yen)	30	80	0	50	80
Total return ratio *3	63.1%	88.8%	70.0%	92.3%	99.9%

*1 Capital-to-Asset Ratio = Equity attributable to owners of the parent company ÷ total assets × 100

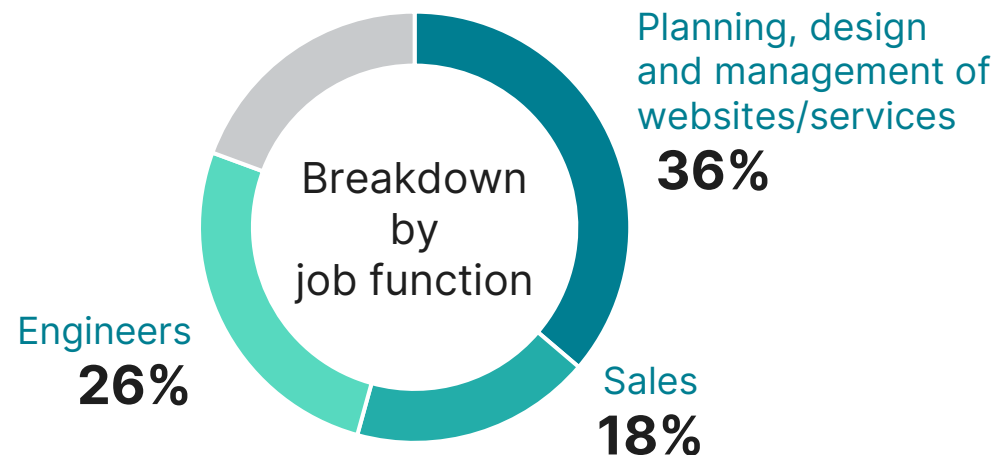
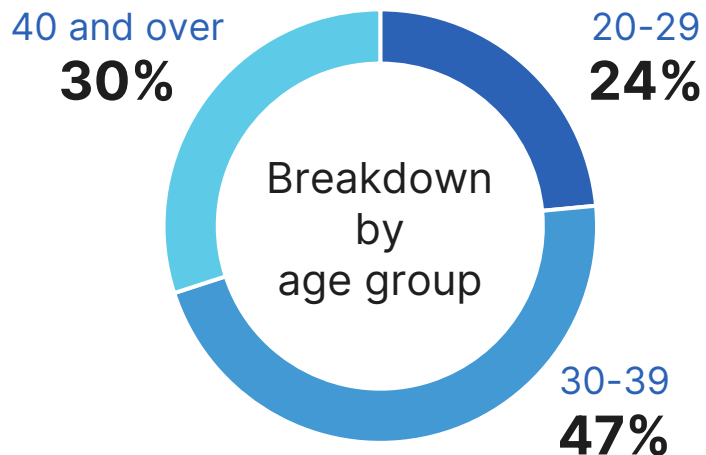
*2 ROE = Profit attributable to owners of the parent company ÷ (Equity attributable to owners of the parent company) × 100

*3 Total Return Ratio = (Total dividend + Acquisition cost of treasury stock) ÷ Profit attributable to owners of the parent company × 100
 Acquisition cost of treasury cost does not include fees or other expenses paid to the Tender Order Agent.

Number of directly employed employees (on a consolidated basis, including temporary employees)



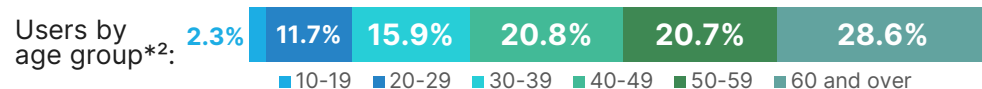
Breakdown by age group and job function (employees of Kakaku.com, Inc. as of March 2023)





Purchasing support site

Monthly users*1 : 36.63M (as of September 2023)



*1 Monthly unique users are counted as the number of browsers that visited the site (for certain browsers, operating systems, etc., there may be instances in which users who re-visited the site after a certain period are counted multiple times). Double-counting as a side effect of high-speed loading of mobile webpages and mechanical accesses by third parties' web-scraping bots etc. are eliminated to the fullest extent possible.

*2 Users by age group are as of August 2023.

Business Overview

Shopping Business and Service Business

We direct users who want to purchase products or use services to online malls and shops, manufacturers, and service providers, by providing specifications and details on product and services, as well as pricing information, to support users' decision-making. The business is classified into two main categories depending on the products and services handled.

Main Categories of the Shopping Business

- Durable Goods** | Computers, home appliances, cameras, etc.
- Consumer Goods** | Interior products/furniture, fashion, shoes, accessories, cosmetics, etc.
- Other** | Water servers, etc.

Main Categories of the Service Business

- Personal Finance** | Credit cards, loans (card loans, mortgages), investments, asset management, FX, etc.
- Telecommunications** | Overseas Wi-Fi rental, low-cost SIM cards, internet providers, etc.
- Automotive** | Used car search, car insurance, etc.
- Other** | Energy (electricity and gas), English courses, travel, etc.

Advertising Business

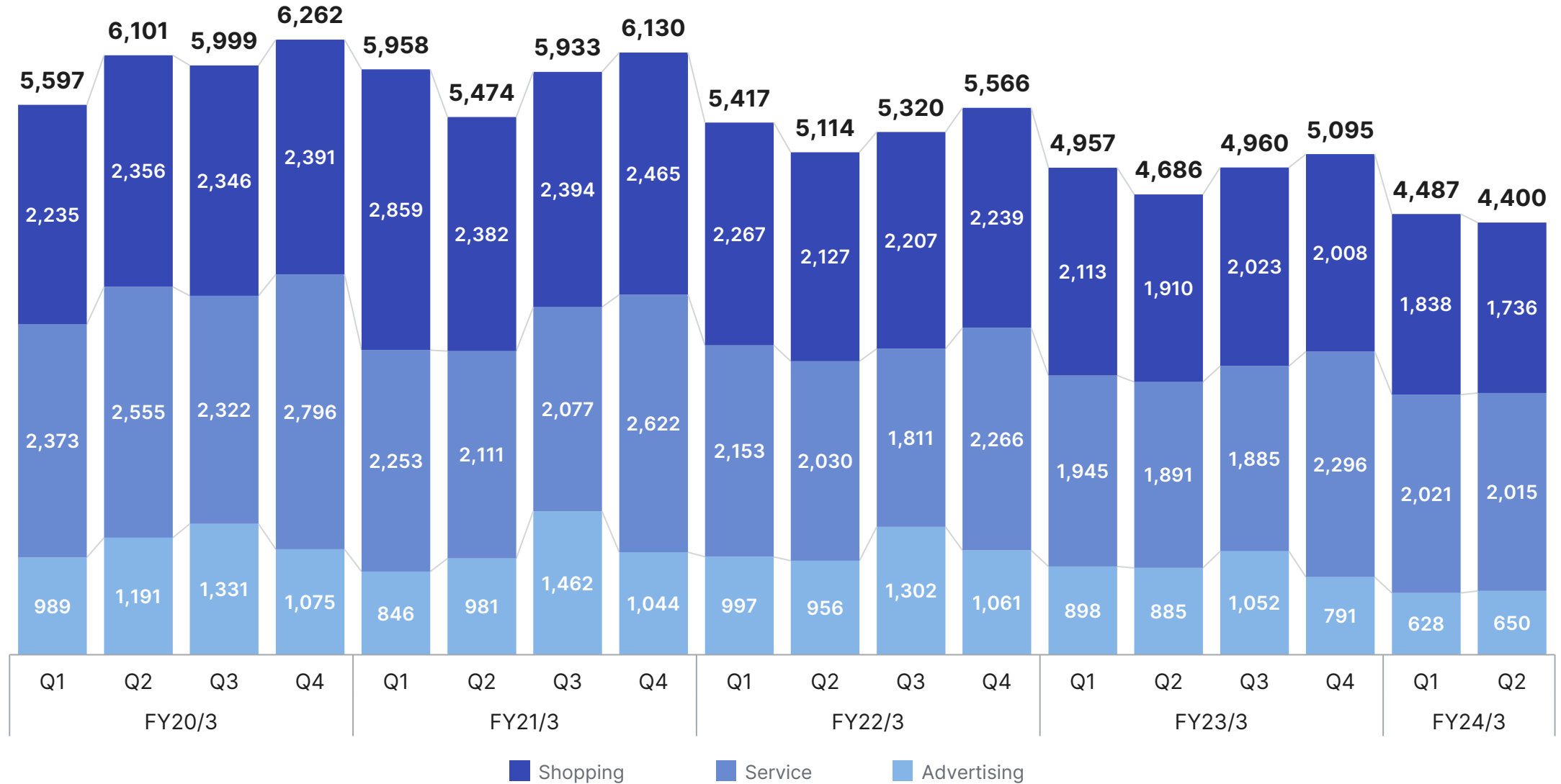
This business involves creating and distributing various advertisements mainly on the Kakaku.com website.

Business Model

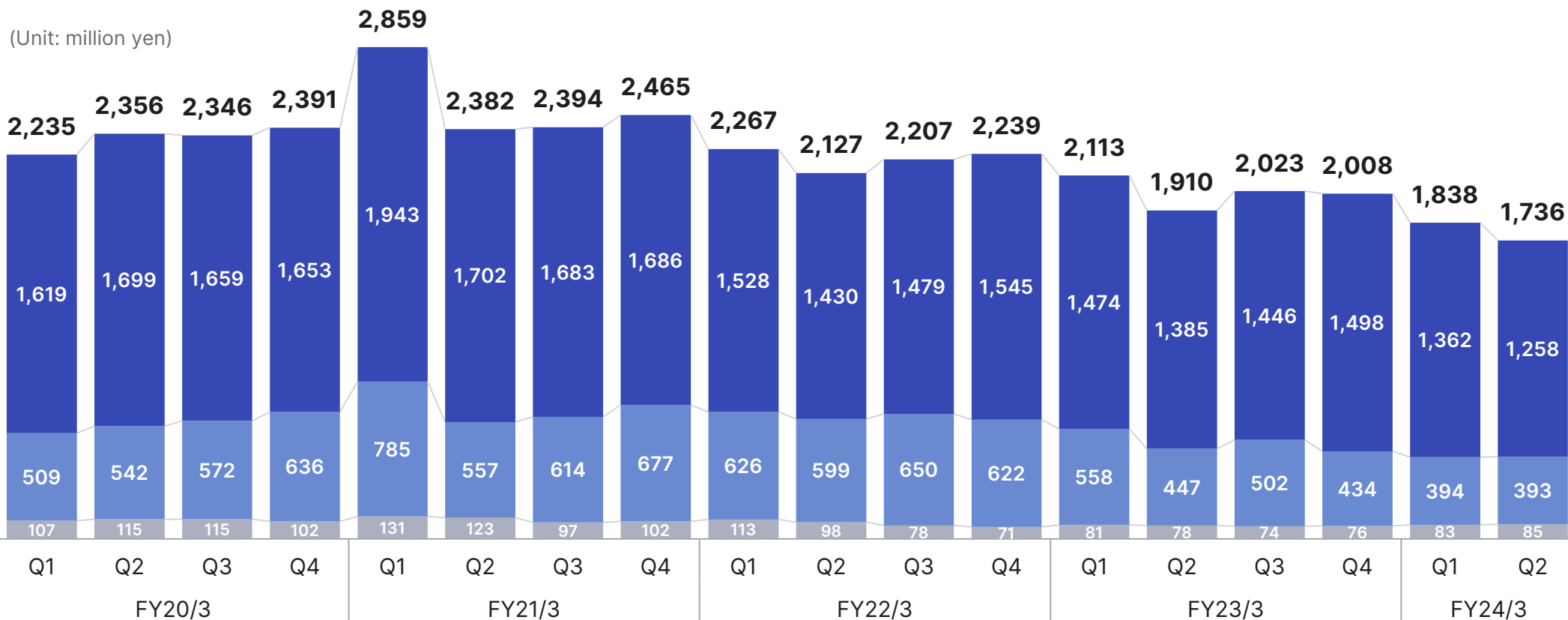
Shopping Business	Commission income based on clicks and sales performance	Clients: Online malls, e-commerce shops, electronics retailers, etc.
Service Business	Commission income based on applications for various services, etc.	Clients: Service providers, etc.
Advertising Business	Advertising revenue from banners, text ads, search-based ads, etc.	Clients: Manufacturers, service providers, etc.

Kakaku.com: Breakdown of Revenue by Business

(Unit: million yen)



Kakaku.com: Breakdown of Shopping Business Revenue

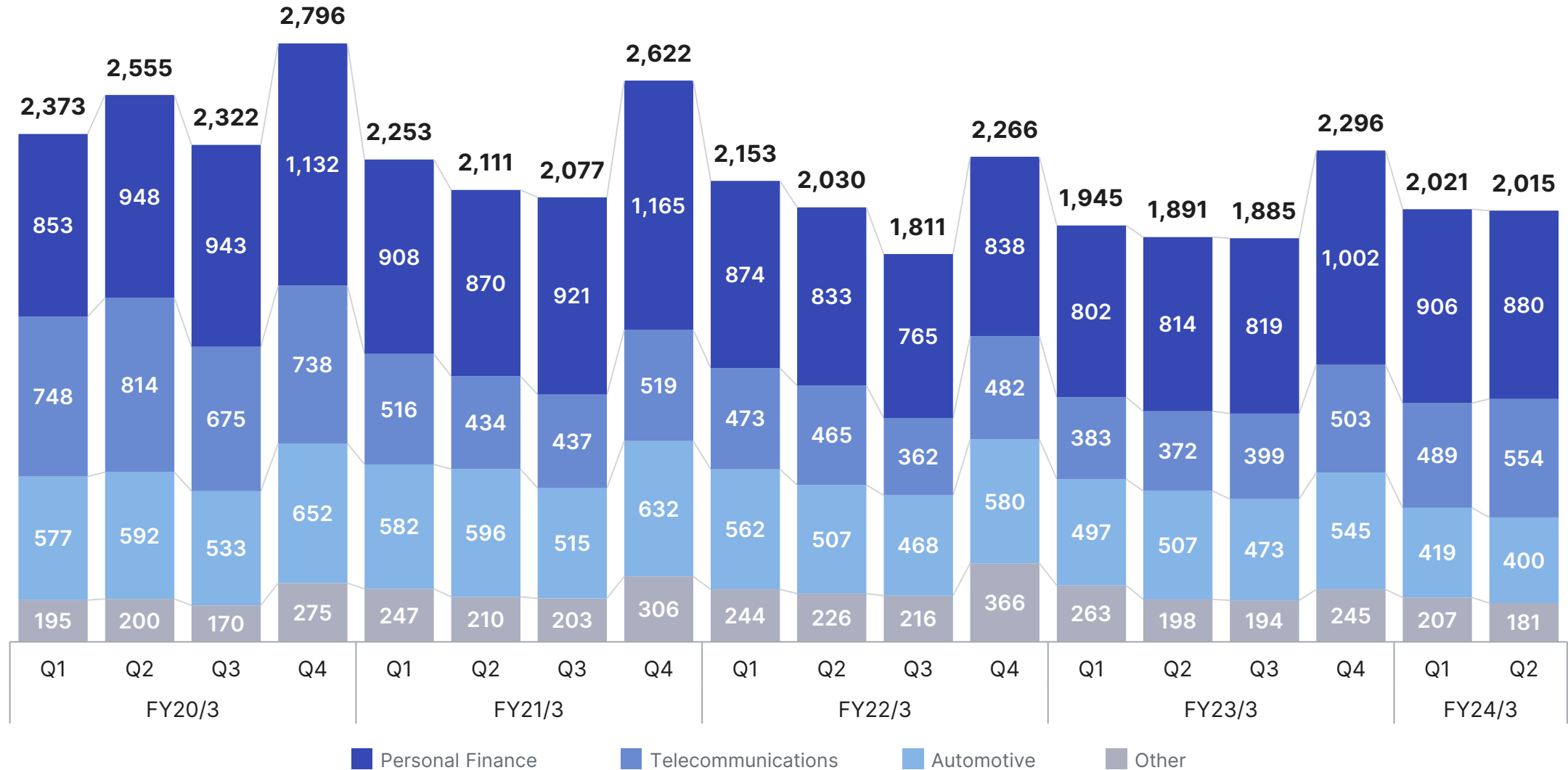


Sales ratio

Durables	72.4%	72.1%	70.7%	69.1%	68.0%	71.5%	70.3%	68.4%	67.4%	67.2%	67.0%	69.0%	69.8%	72.5%	71.5%	74.6%	74.1%	72.5%
Consumables	22.8%	23.0%	24.4%	26.6%	27.5%	23.4%	25.6%	27.5%	27.6%	28.2%	29.4%	27.8%	26.4%	23.4%	24.8%	21.6%	21.4%	22.6%
Other	4.8%	4.9%	4.9%	4.3%	4.6%	5.2%	4.0%	4.1%	5.0%	4.6%	3.5%	3.2%	3.8%	4.1%	3.7%	3.8%	4.5%	4.9%

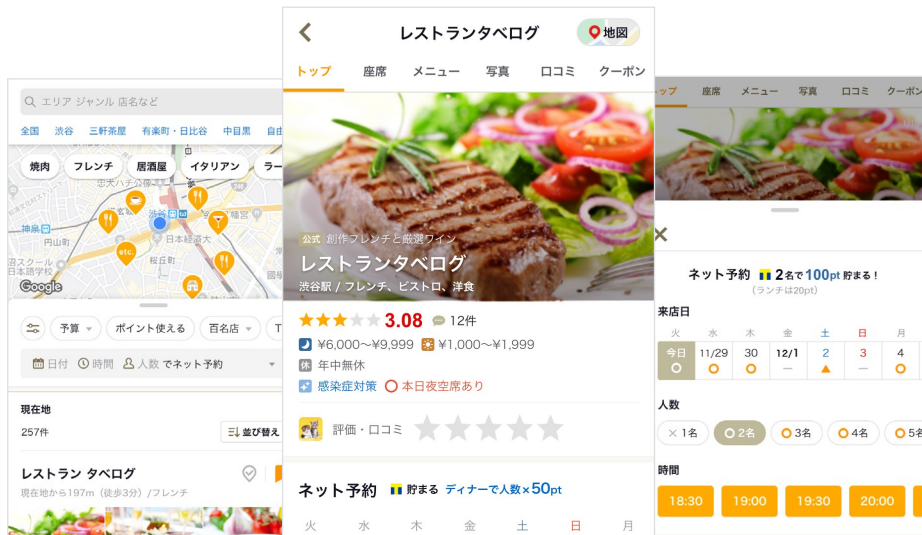
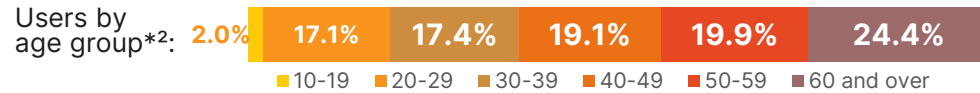
Kakaku.com: Breakdown of Service Business Revenue

(Unit: million yen)





Monthly users*1 : 90.77M (As of September 2023)



*1 Monthly unique users are counted as the number of browsers that visited the site (for certain browsers, operating systems, etc., there may be instances in which users who re-visited the site after a certain period are counted multiple times). Double-counting as a side effect of high-speed loading of mobile webpages and mechanical accesses by third parties' web-scraping bots etc. are eliminated to the fullest extent possible. Tabelog's support of AMP (Accelerated Mobile Pages) ended in February 2022..

*2 Users by age group are as of August 2023.

Business Overview

Restaurant Promotion Business

- **Promotion Service:** A service that prioritizes the display of subscribing restaurants, giving them added visibility in standard search results on Tabelog. It also allows restaurants to create detailed pages incorporating photos and text to convey their appeal and specialties to attract more customers.
- **Online Reservation Service:** A service that allows restaurants to use the online reservation function of Tabelog.
- **Other:** Business support services for restaurants such as in-store mobile ordering (Tabelog Order), an online reservation ledger (Tabelog Note), and a procurement service (Tabelog Shiire)

Premium User Membership Business

Subscription-based service for users, with benefits such as members-only coupons and being able to access rankings based on user ratings on mobile devices.

Advertising Business

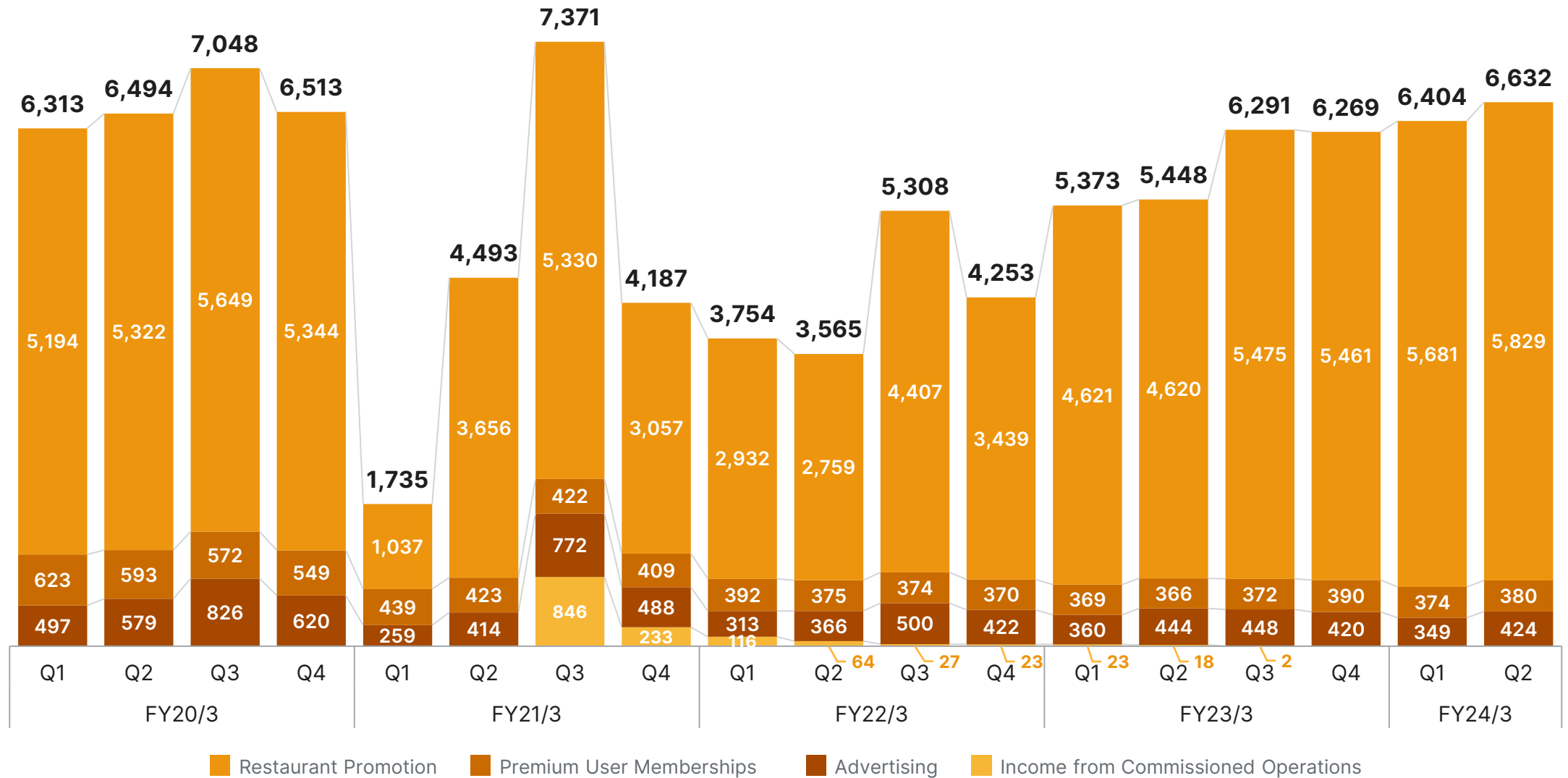
Creating and distributing advertisements targeting users with a high interest in gourmet food on Tabelog

Business Model

Restaurant Promotion Business	Income from commissions Promotion Service: fixed monthly fee (10,000 yen/25,000 yen/50,000 yen/100,000 yen depending on the service) Online Reservation Service: performance-based fee (200 yen/person for dinner, 100 yen/person for lunch, depending on the number of visitors)	Clients: Restaurants
Premium Membership Business	Income from user fees for access to premium content.	Clients: Users
Advertising Business	Advertising revenues from banners, text ads, planned ads, etc.	Clients: Brands, service providers, etc.

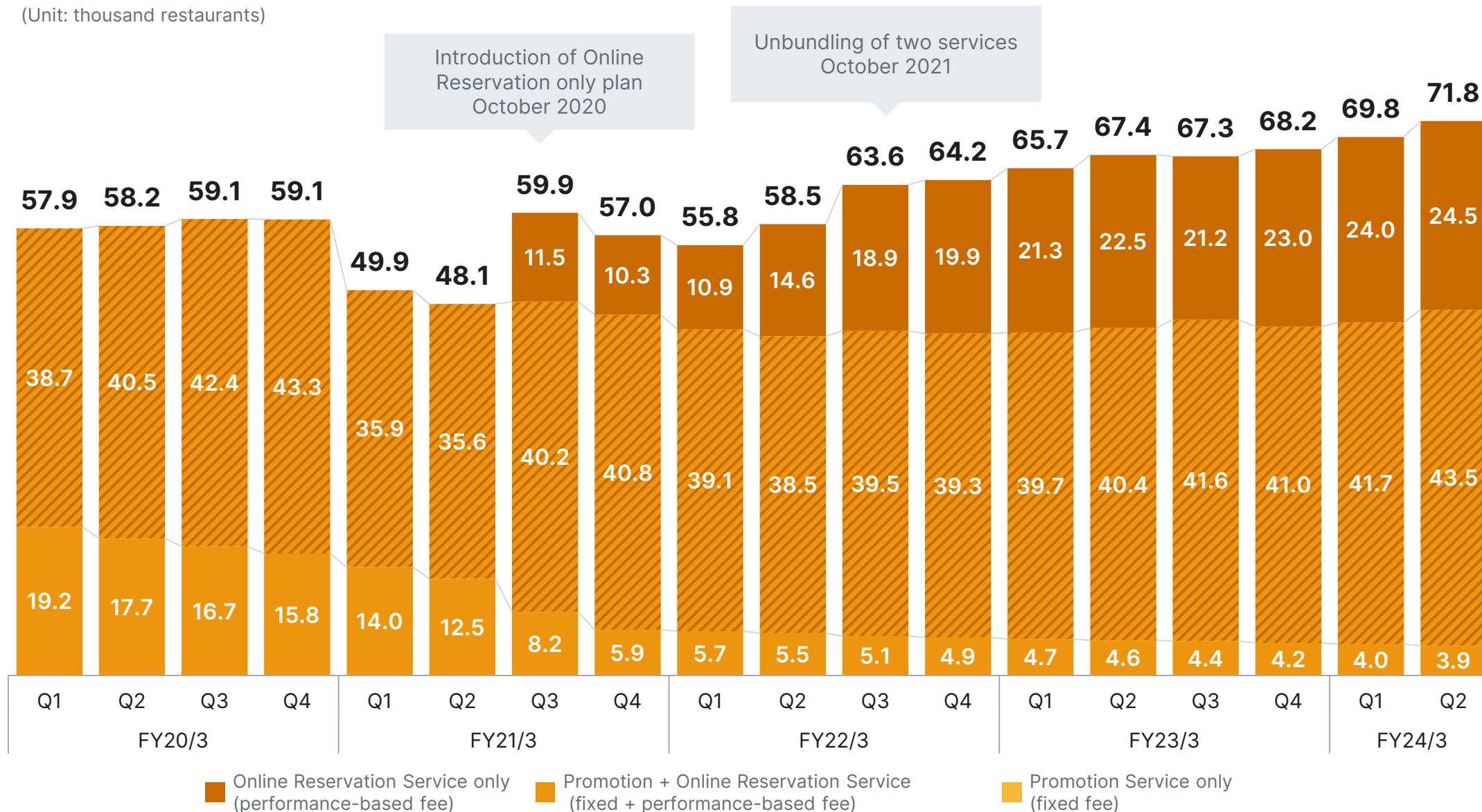
Tabelog: Breakdown of Revenue by Business

(Unit: million yen)



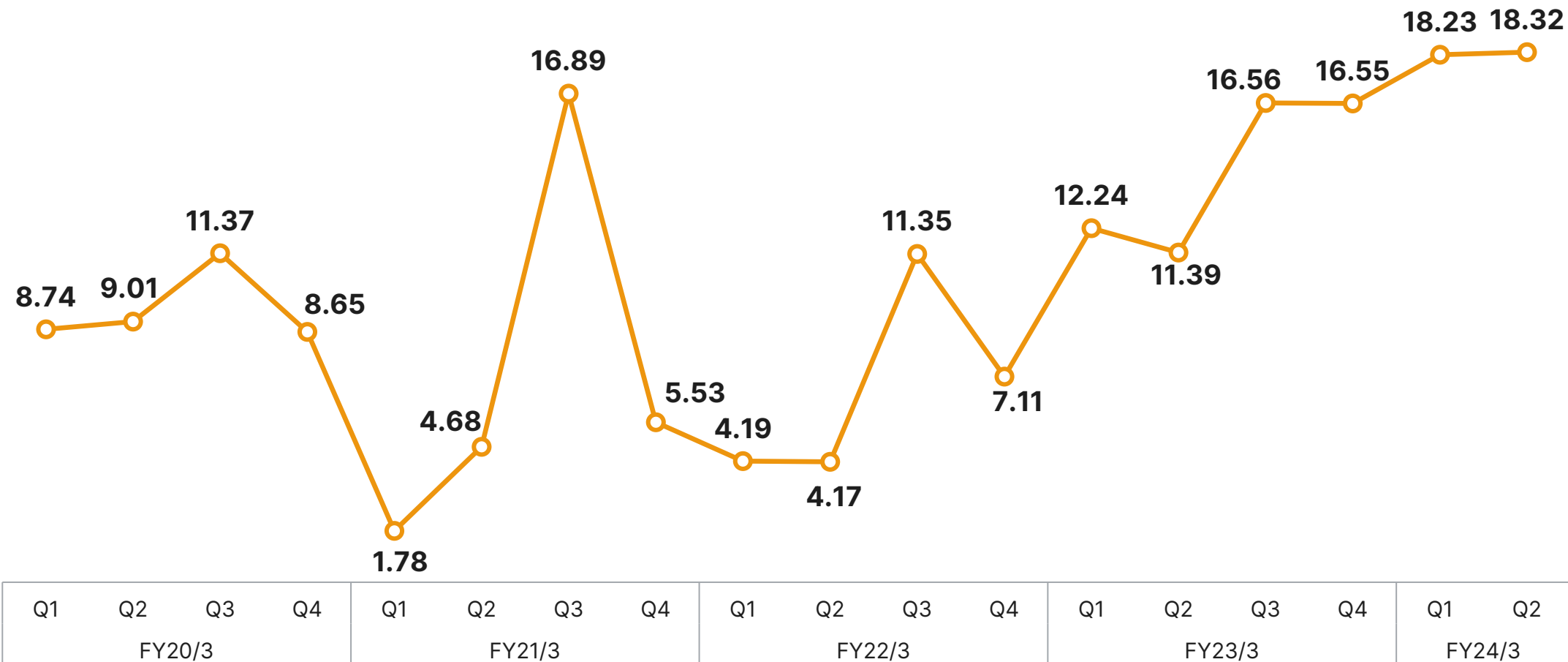
Tabelog: Number of Fee-Paying Restaurants (end-of-quarter)

(Unit: thousand restaurants)



Tabelog: Number of Online Reservations (quarterly total)

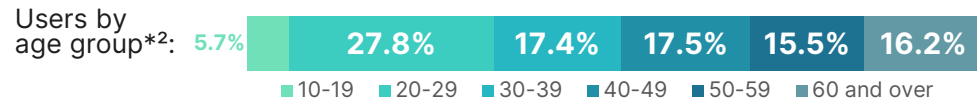
(Unit: million persons)





Comprehensive search site for job seekers

Monthly Users*1 : 8.78M (FY24/3 Q2 quarterly average)



*1 Monthly unique users are counted as the number of browsers that visited the site (for certain browsers, operating systems, etc., there may be instances in which users who re-visited the site after a certain period are counted multiple times). Double-counting as a side effect of high-speed loading of mobile webpages and mechanical accesses by third parties' web-scraping bots etc. are eliminated to the fullest extent possible.

*2 Users by age group are as of August 2023.

Business Overview

Kyujin Box allows users to do an aggregated search for job listings from job boards and employers' websites. In addition to collecting job information through automated crawling, the service also receives direct submissions from employers through Saiyo Board*. Information on Kyujin Box is not limited to a certain region, employment type, or type of job.

How job listings are posted on Kyuji Box

- **Crawling:** Kyujin Box crawls and post information from job boards and employers' websites
- **Saiyo Board:** Employers directly submit and post job-related information.
- **Listing Ads (paid):** Displayed at the top of search results

* Saiyo Board (Recruiting Board): A platform for companies that do not have their own recruiting site. Free of charge, companies can easily create job listings and post them on Kyujin Box, simply by filling out a form with the necessary requirements. They will also receive an email notification when they receive an application and employers can check the applicant's information and contact details, to then conduct an interview and accept or reject the applicant on an individual basis.

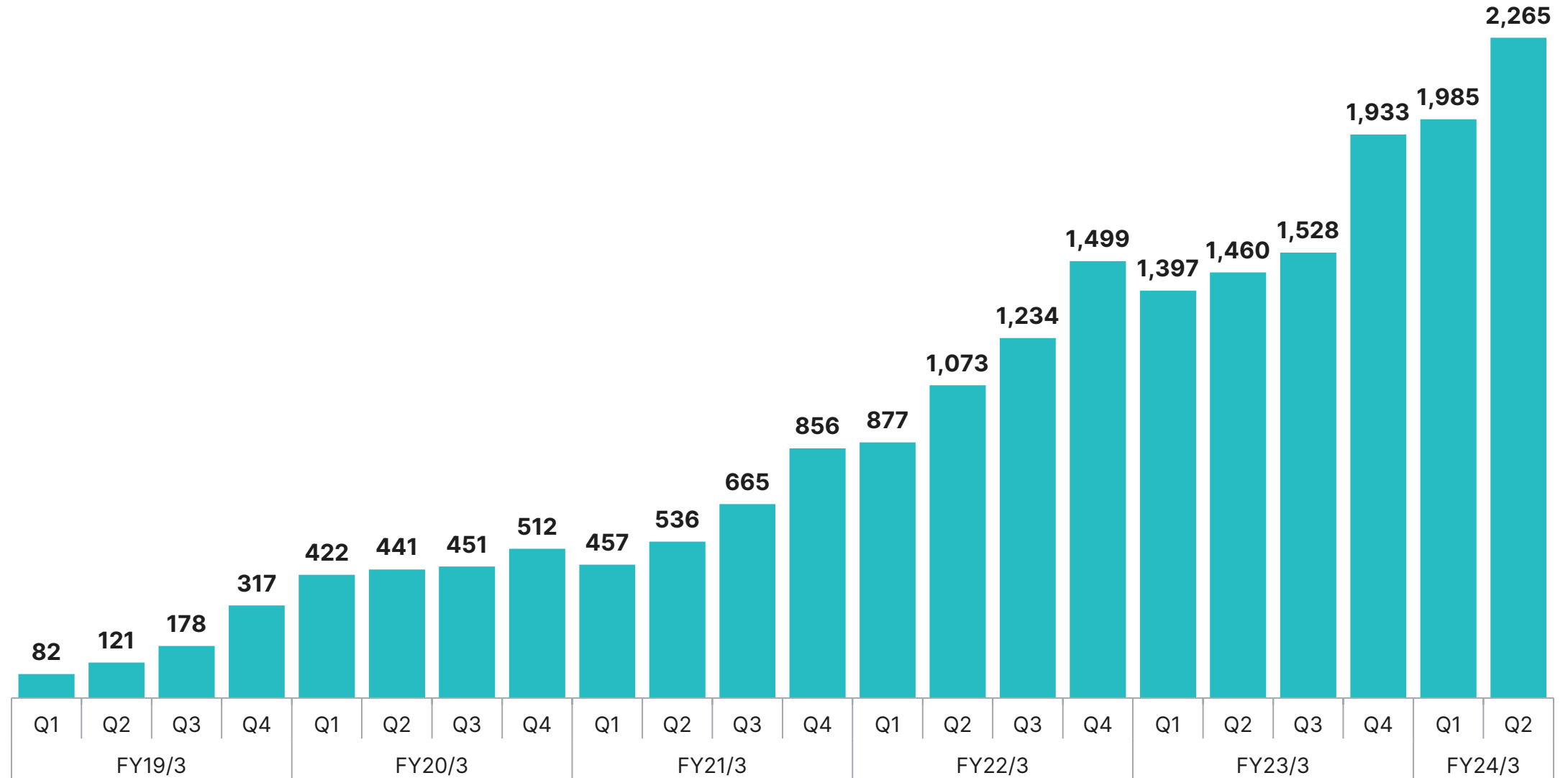
Business Model

Kyujin Box	Income from commissions based on the number of users sent to job sites and employers' websites (i.e., no. of clicks) through paid listing ads*	Clients: Job boards, etc. (including recruitment and temporary staffing service providers), employers (including companies using Saiyo Board).
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* A bidding system allows advertisers to adjust their cost per click in increments of one yen from 25 to 1,000 yen per click.

Kyujin Box: Revenue

(Unit: million yen)



New Media and Solutions

Income from sites and services, such as [Sumaity], [Kinarino], [Bus Hikaku Navi] operated by consolidated subsidiary LCL, Inc., and the Dynamic Package Reservation Platform provided by consolidated subsidiary Time Design Co., Ltd.

Finance

Commission income from life insurance, non-life insurance and other general insurance agency business of Kakaku.com Insurance, a consolidated subsidiary.



Residential real estate website

Time Design

Dynamic package reservation platform



Price comparison site for highway/overnight buses and bus tours



Price comparison site for domestic travel and overseas airline tickets



Travel review and comparison site

icotto

Online travel information media

キナリノ

Lifestyle media



Online database for movies and showtimes



Online media for car enthusiasts



Shopping spot information site

STORECAST

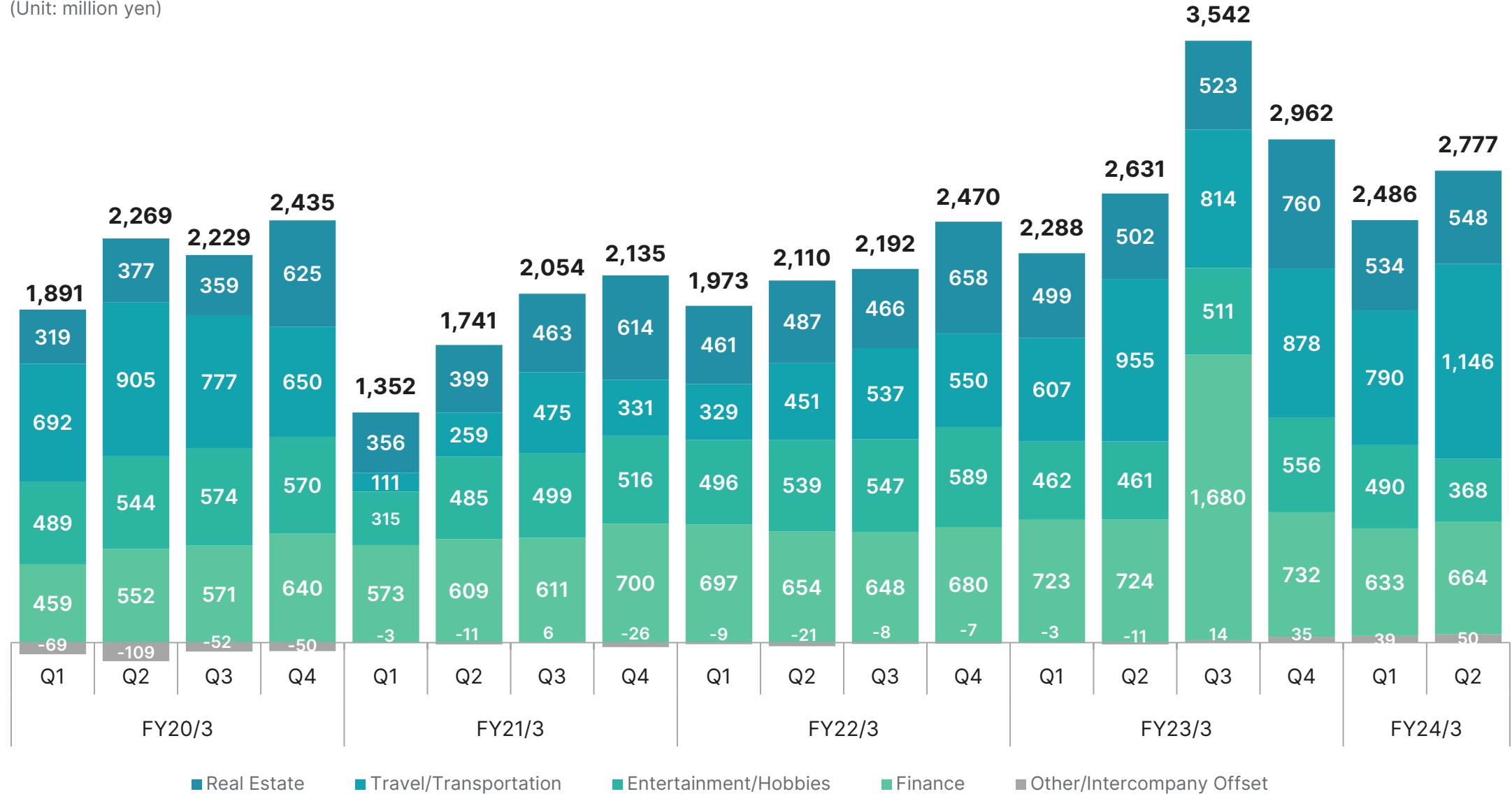
Digital sales promotion tool for retail stores



Consulting service for insurance selection

New Media and Solutions/Finance: Revenue by Business

(Unit: million yen)



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Address	3-5-7 Ebisu Minami, Shibuya-ku, Tokyo 150-0022	
Founded	December 1997	
URL	https://corporate.kakaku.com/	
Share Listing	Prime Market of Tokyo Stock Exchange	
Securities Code	2371	
Related Companies	Kakaku.com Insurance, Inc.	https://kakakucom-insurance.co.jp/
	eiga.com, Inc.	https://eiga.com/
	Time Design Co., Ltd.	https://www.timedesign.co.jp/
	webCG, Inc.	https://www.webcg.net/
	LCL, Inc.	https://www.lclco.com/
	Pathee, Inc.	https://corp.pathee.com

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