

Results Briefing

FY3/21 Q2

- ① **Operating Results and Financial Position**
- ② Operating Results and Operational Progress by Business
- ③ Initiatives Going Forward
- ④ Earnings Forecast
- ⑤ Appendix

Operating Results and Financial Position

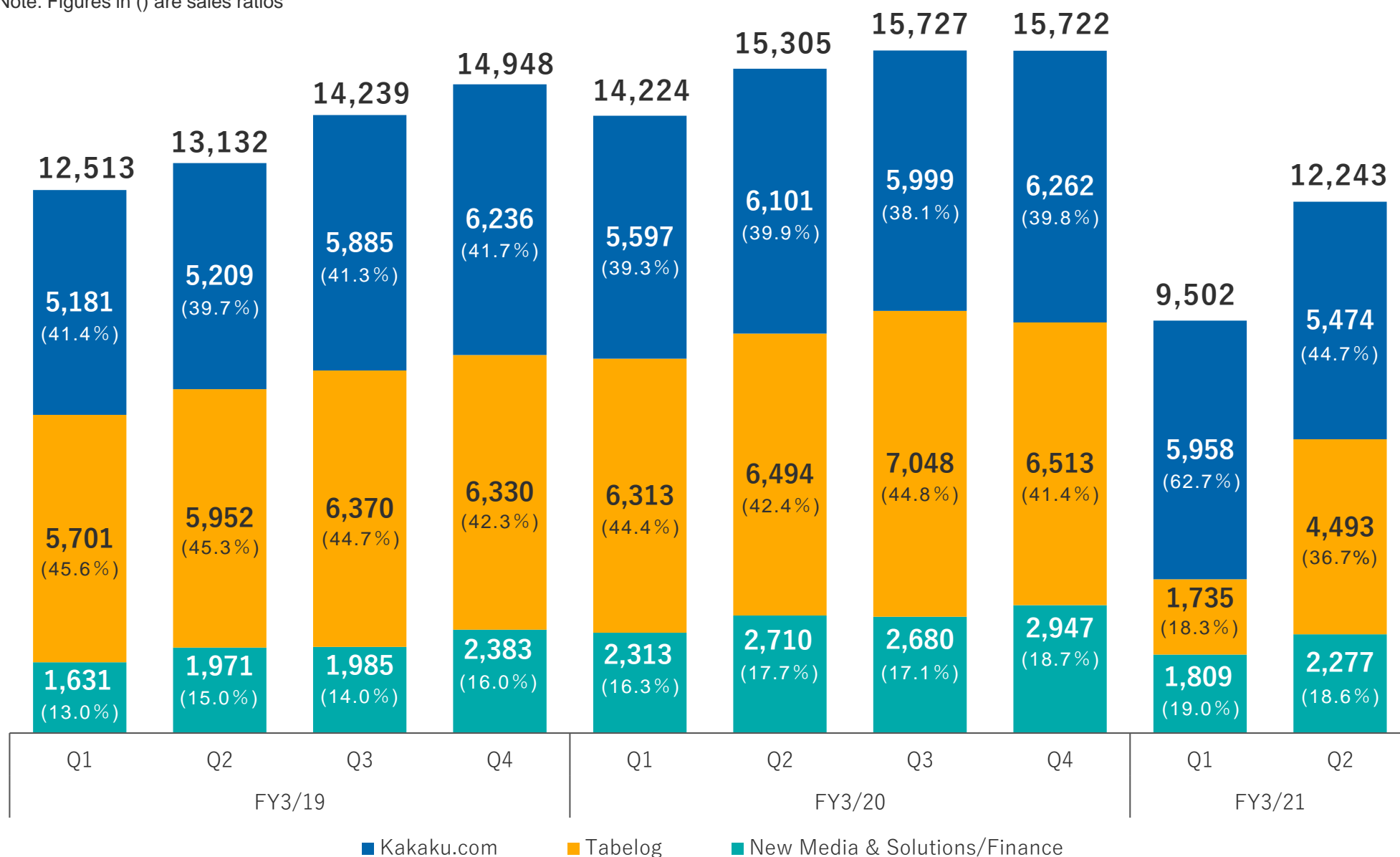
(Unit: million yen)

	Q2			6 months			Forecast	Achievement Ratio
	FY3/20	FY3/21	YoY	FY3/20	FY3/21	YoY		
Revenue	15,305	12,243	-20.0%	29,529	21,746	-26.4%	-	-
Operating Profit	7,121	4,667	-34.5%	13,569	6,877	-49.3%	-	-
OP Margin	46.5%	38.1%	-8.4pt	46.0%	31.6%	-14.3pt	-	-
Profit Before Income Taxes	7,006	4,422	-36.9%	13,343	6,579	-50.7%	-	-
Profit Attributable to Owners of the Parent Company	4,770	3,024	-36.6%	9,095	4,442	-51.2%	-	-

Operating Results and Financial Position

(Unit: million yen)

Note: Figures in () are sales ratios

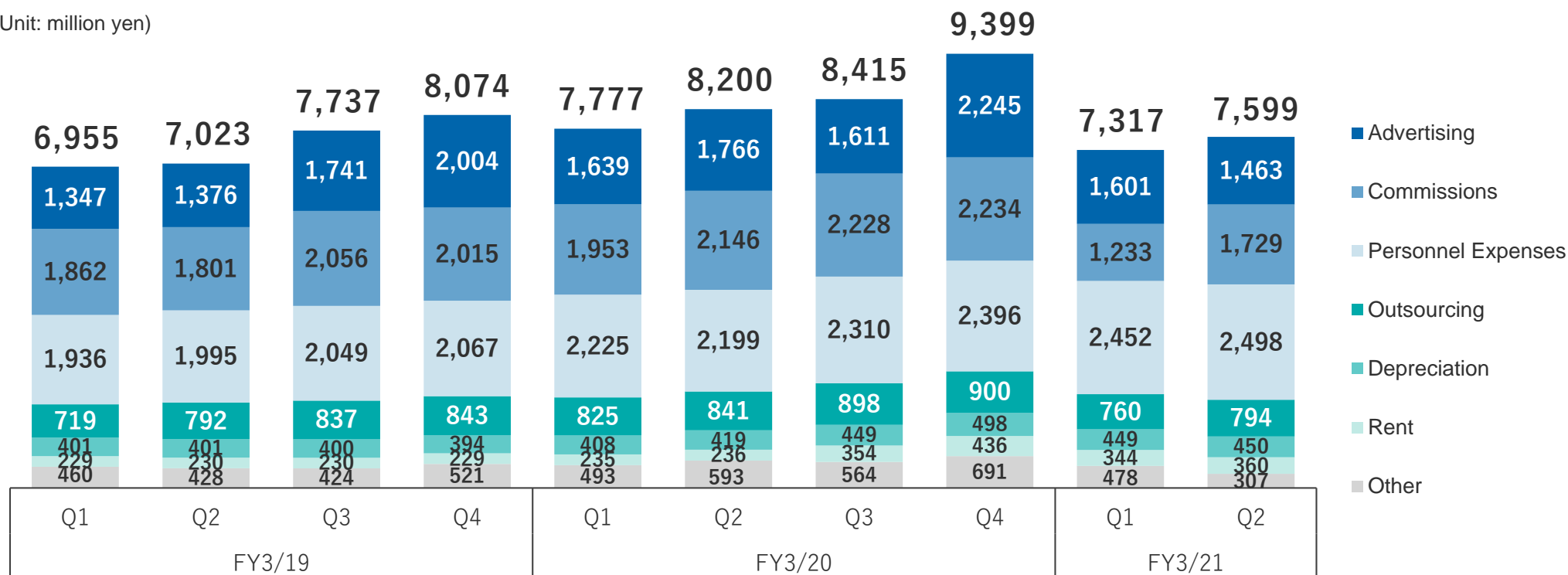


Quarterly Consolidated Operating Expenses

- **Advertising:** Costs associated with Tabelog loyalty points continued to decline, but ad spending for Kyujin Box and Sumaity increased.
- **Commissions:** Due to a decline in sales in Tabelog's restaurant promotion business, commission paid to sales agencies also declined.
- **Other:** Server maintenance 31million yen, recruiting 27million yen

Sales ratio of costs		YoY
Advertising	11.9%	+0.4pt
Commissions	14.1%	+0.1pt
Personnel Expenses	20.4%	+6.0pt
Outsourcing	6.5%	+1.0pt
Depreciation	3.7%	+0.9pt
Rent	2.9%	+1.4pt
Other	2.5%	-1.4pt

(Unit: million yen)



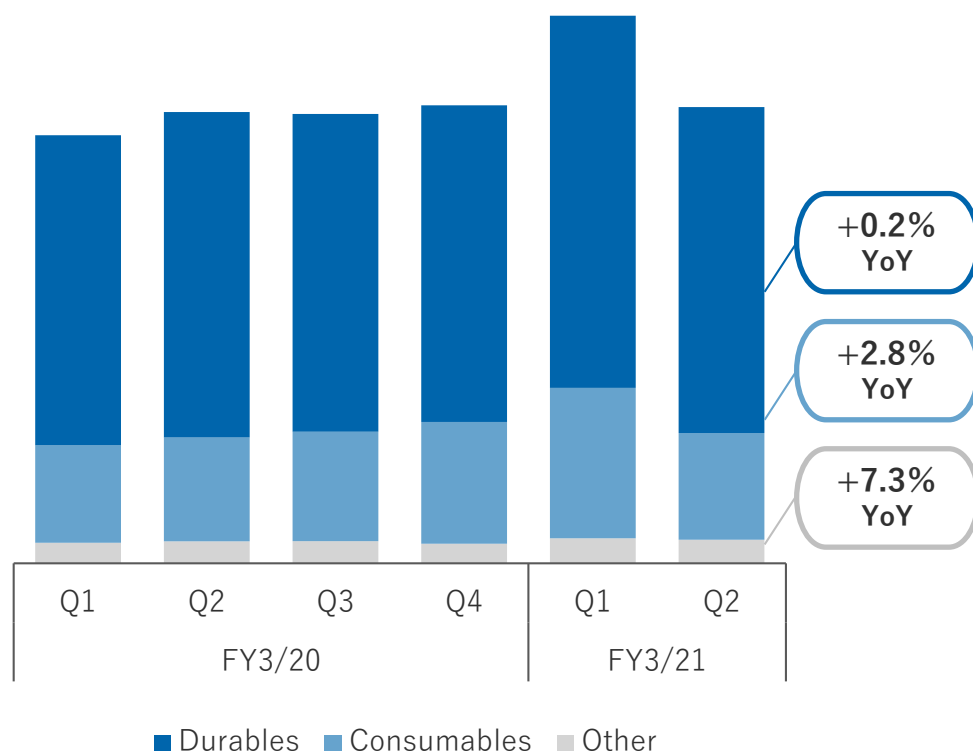
- ① Operating Results and Financial Position
- ② **Operating Results and Operational Progress by Business**
- ③ Initiatives Going Forward
- ④ Earnings Forecast
- ⑤ Appendix

Operating Results by Business

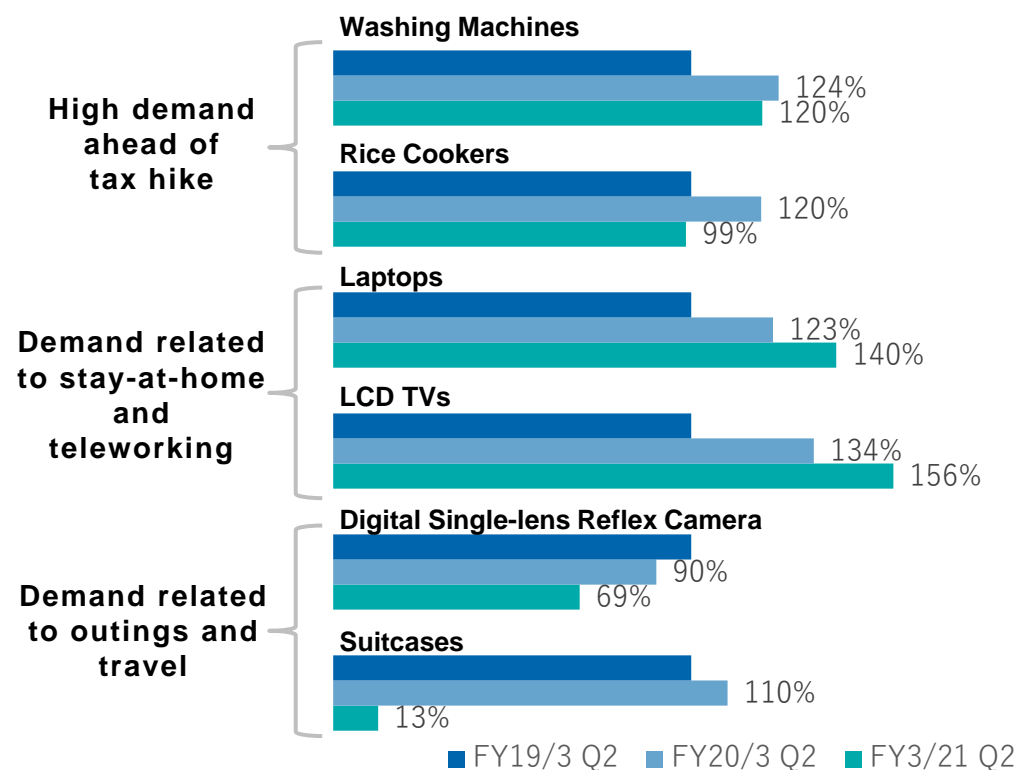
(Unit: million yen)		Q2 Revenue	YoY	6 months Revenue	YoY
Kakaku.com		5,474	-10.3%	11,432	-2.3%
	Shopping	2,382	+1.1%	5,241	+14.2%
	Service	2,111	-17.4%	4,364	-11.4%
	Advertising etc.	981	-17.6%	1,827	-16.2%
Tabelog		4,493	-30.8%	6,227	-51.4%
	Restaurant Promotion	3,656	-31.1%	4,693	-55.4%
	Premium Memberships	423	-28.7%	862	-29.2%
	Advertising etc.	414	-28.6%	673	-37.5%
New Media and Solutions/Finance		2,277	-16.0%	4,086	-18.6%
	New Media and Solutions	1,668	-22.7%	2,904	-27.6%
	Finance	609	+10.4%	1,183	+16.9%

- Revenue has remained mostly on par with last year which was boosted by rush demand ahead of the consumption tax hike.
- Stay-at-home/teleworking demand that emerged in the first quarter is now starting to wane.
- Revenue declined in categories that have a lot of users who engage in outings and travel.

Shopping: Revenue



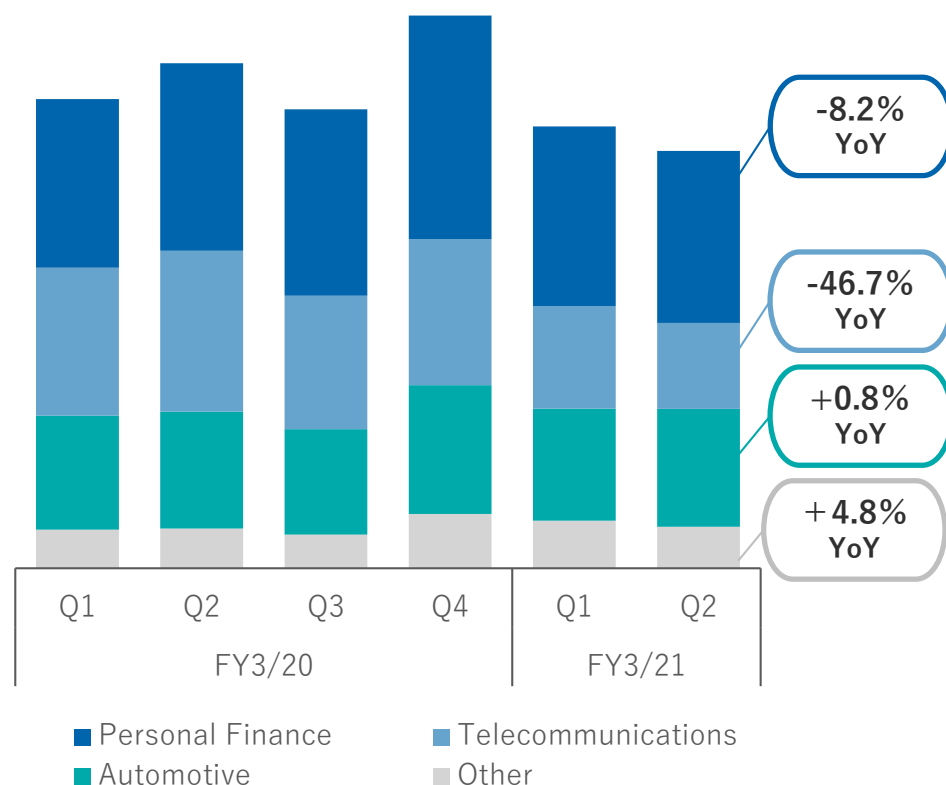
Shopping: Comparison of customer referrals from FY3/19 Q2 to FY3/21 Q2¹



Note¹: Comparison of customer referrals in 2Q FY20/3 and 2Q FY21/3, when the number for 2Q FY19/3 is indexed as 100.

- Revenue from the Service business declined. With the end of the government's point reward program for promoting cashless payments as well as a decrease in consumption opportunities associated with going out, revenue from the personal finance and telecommunications categories declined. At the same time, revenue from categories such as automotive and energy related services increased.

Service: Revenue



Service: Trends by Category

Personal Finance

Fewer credit card issuances as well as card loan applications.

Telecommunications

Sharp decrease in applications for overseas Wi-Fi services but increase for optical fiber lines and other domestic telecommunications services.

Automotive

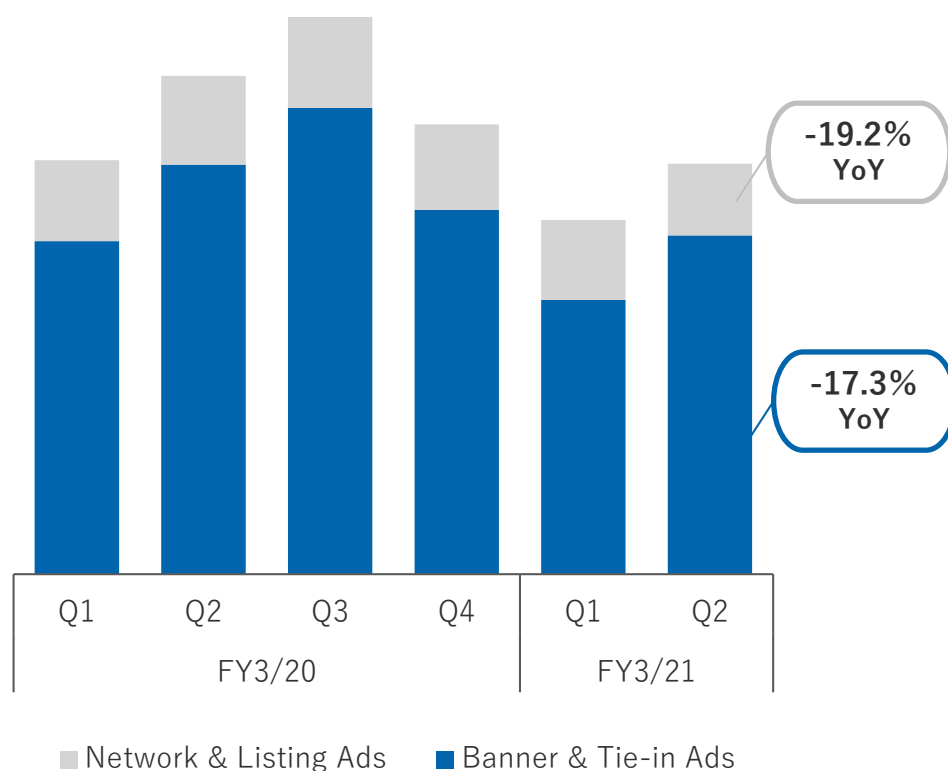
Applications for car insurance estimates decreased slightly, while searches for used cars increased.

Other

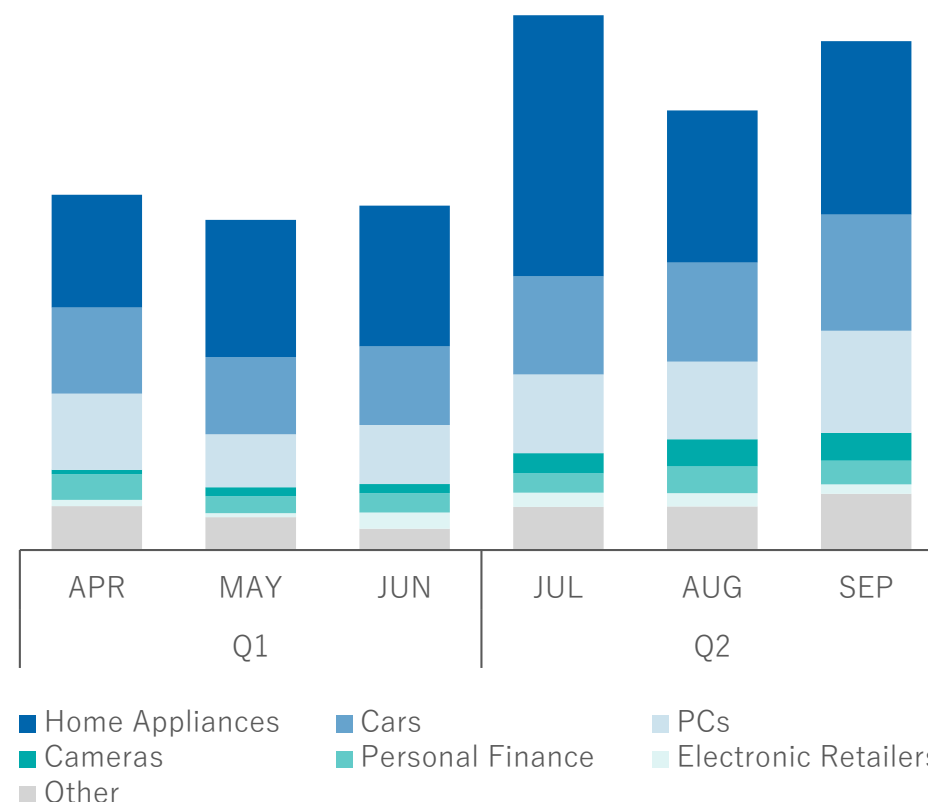
Applications for online English lessons and energy related services increased.

- Advertising revenue declined compared to last year which saw a concentration of advertising placements prior to the consumption tax increase. However, the advertisements that were postponed or cancelled in the first quarter, mostly in the home appliances industry, started to make a comeback in July.

Advertising: Revenue



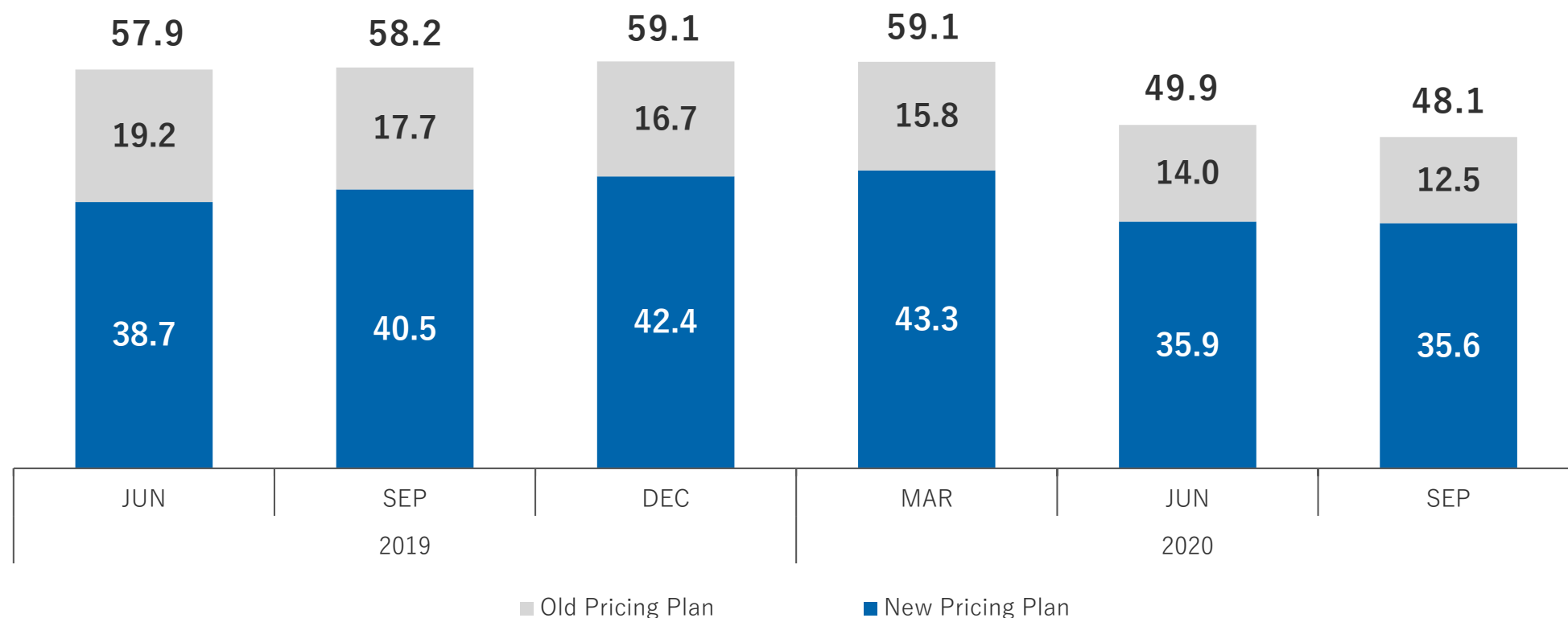
Revenue by Advertiser Industry



- Fee-paying restaurants came to 48,100 on the back of re-signings and new sign-ups.

Number of fee-paying restaurants

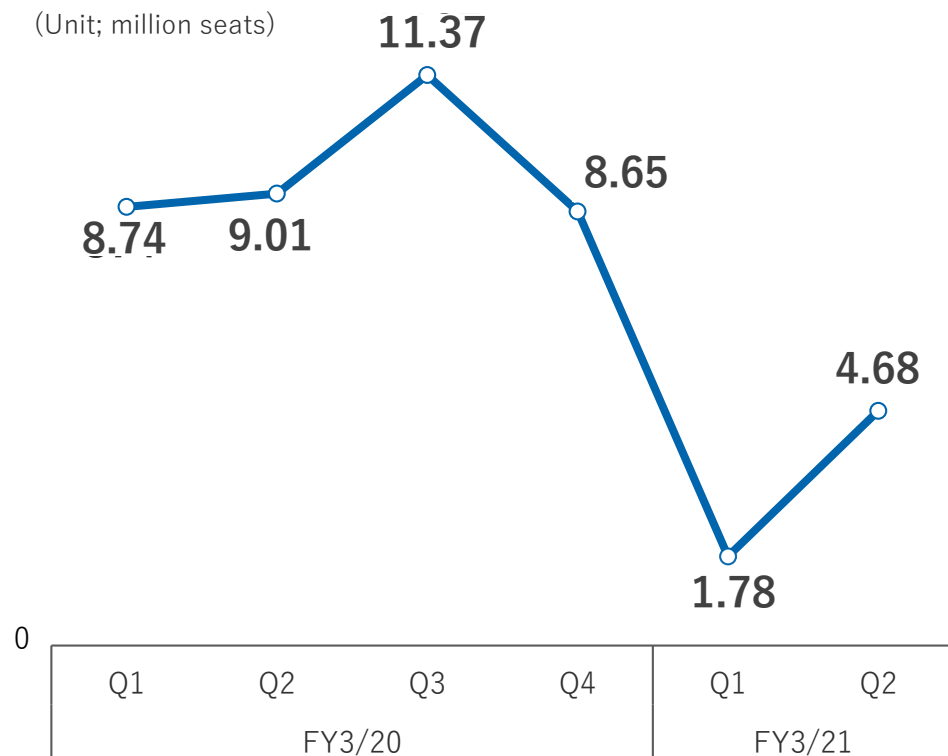
(Unit: thousand restaurants)



- Quarterly total number of online seat reservations came to 4.68 million. As of the week of September 21, the number of seat reservations had recovered to 68.9% versus last year's level and to 53.2% versus the week of February 3 immediately prior to COVID-19 having an impact.
- Monthly revenue per restaurant recovered to 25,000 yen because the collection of both fixed fees and variable fees was resumed in July.

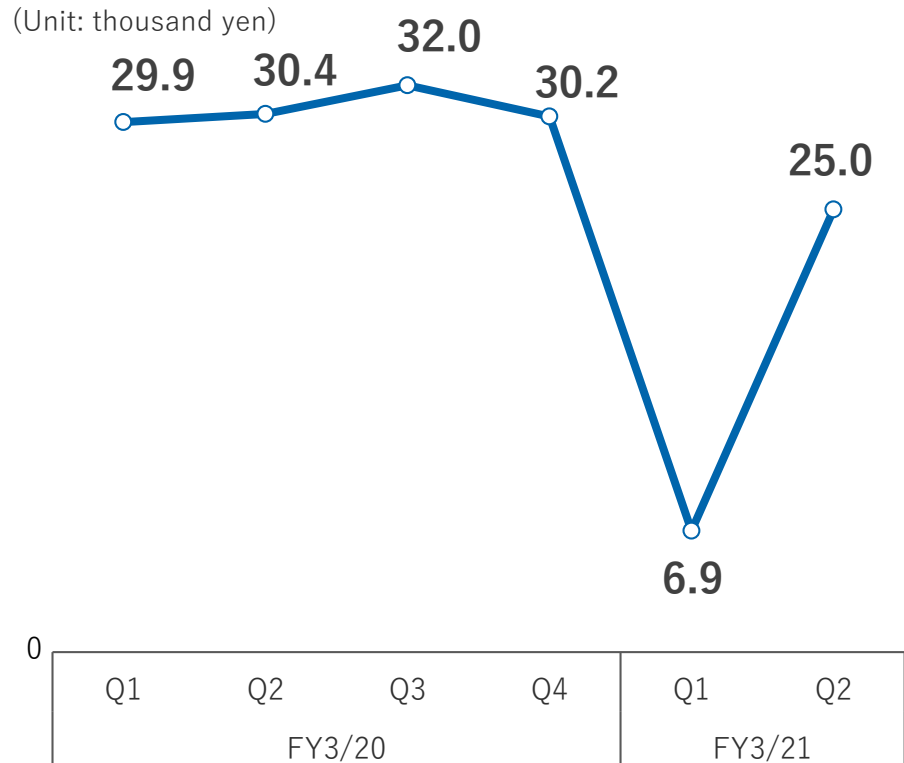
Number of seat reservations (quarterly total)

(Unit: million seats)



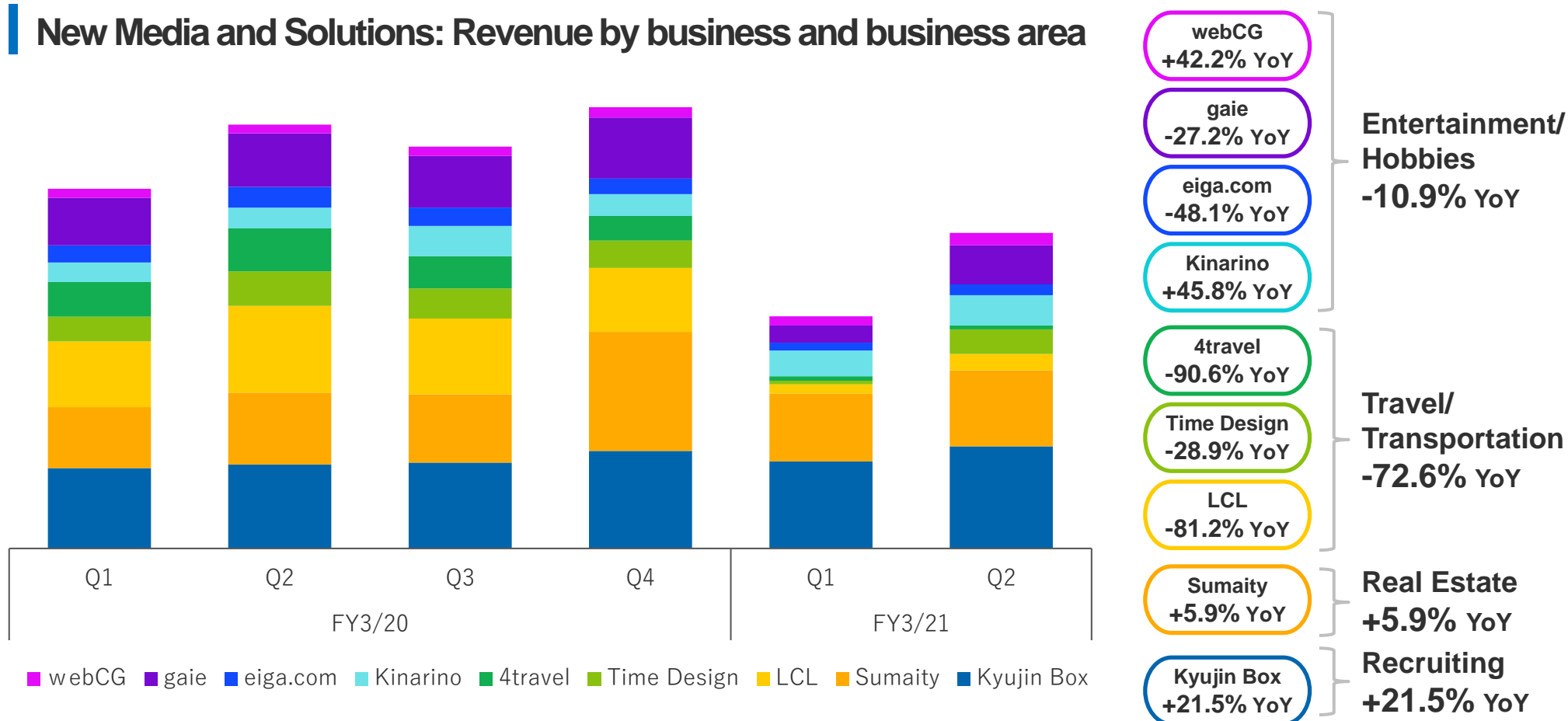
Average monthly revenue per restaurant (quarterly average)

(Unit: thousand yen)



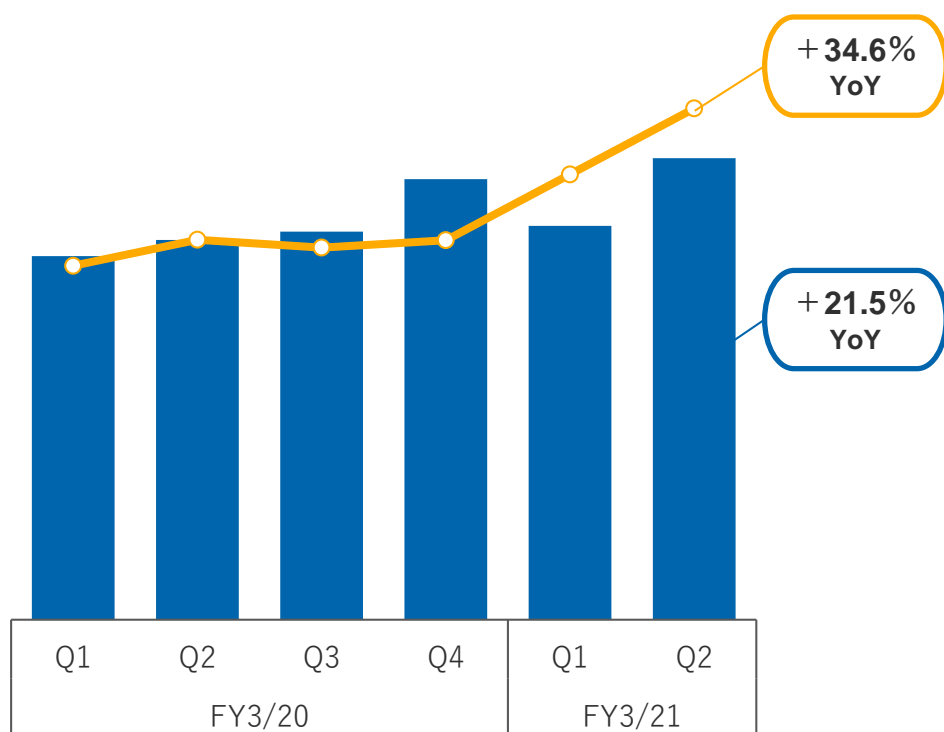
- In the new media and solutions business, results were brisk for Kyujin Box, Sumaity, and Kinarino.
- Revenue in the travel and transportation domains continues to face headwinds, but the situation is improving for Time Design.

New Media and Solutions: Revenue by business and business area



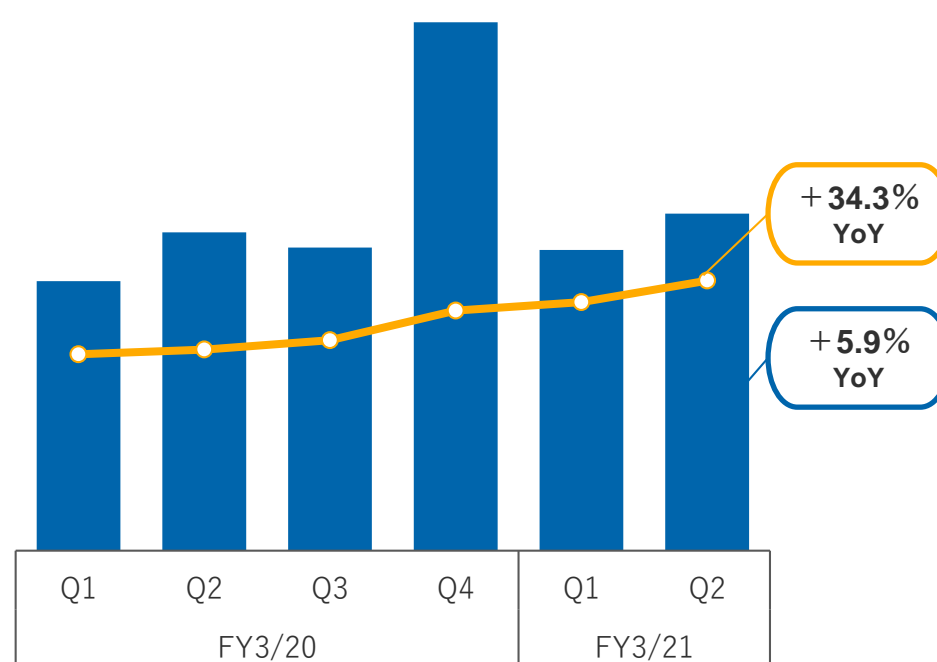
- Kyujin Box revenue increased thanks to growth in the number of users. Also, the number of companies placing ads is on the rise thanks to more flexible advertising management following the adoption of a bidding system.
- Sumaity revenue grew as more people continued to search online for real estate and housing information, including rental properties.

Kyujin Box: No. of users and revenue



■ Quarterly Revenue ○ Monthly users (Quarterly average)

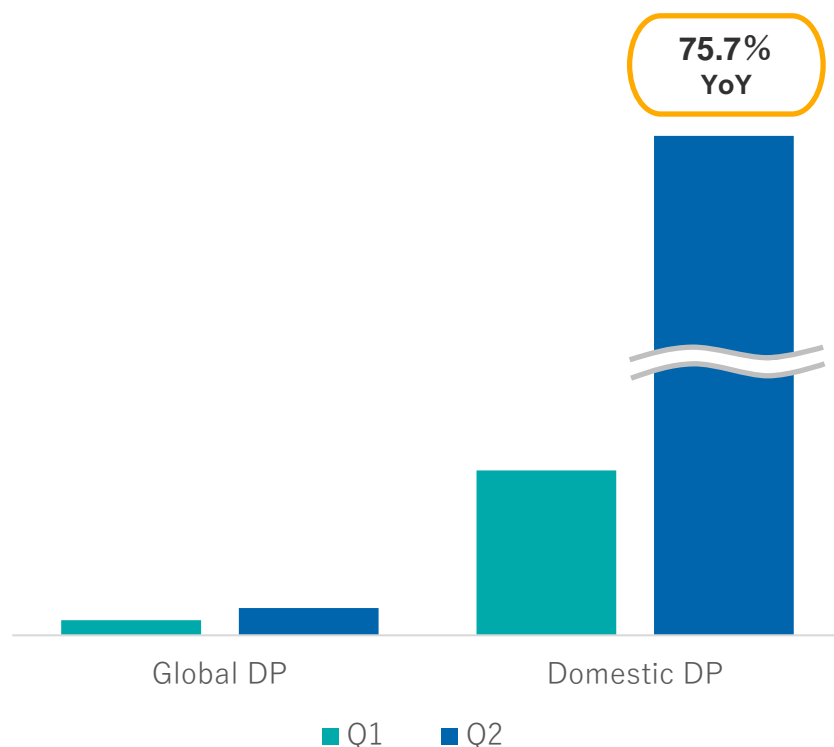
Sumaity: No. of users and revenue



■ Quarterly Revenue ○ Monthly users (Quarterly average)

- Time Design's domestic business showed signs of a recovery as demand for domestic travel picked up.
- In the entertainment/hobbies category, revenue from eiga.com and gaie continued to decline due to fewer ad placements but remained brisk for Kinarino through its e-commerce shopping site, Kinarino Mall.

Time Design: Gross revenue for Dynamic Packaging Solutions



Current situation of entertainment related sites and services

キナリノ

- Strong content lineup, including recipes and interior goods. Increased ad placements from manufacturers of food and daily necessities.
- E-commerce (Kinarino Mall) results continue to be brisk, mainly in categories of lifestyle goods.

映画.com / gaie

- Ad placements remain flat because of delays in new movie releases.
- Developing of new services based on experience gained in existing businesses.

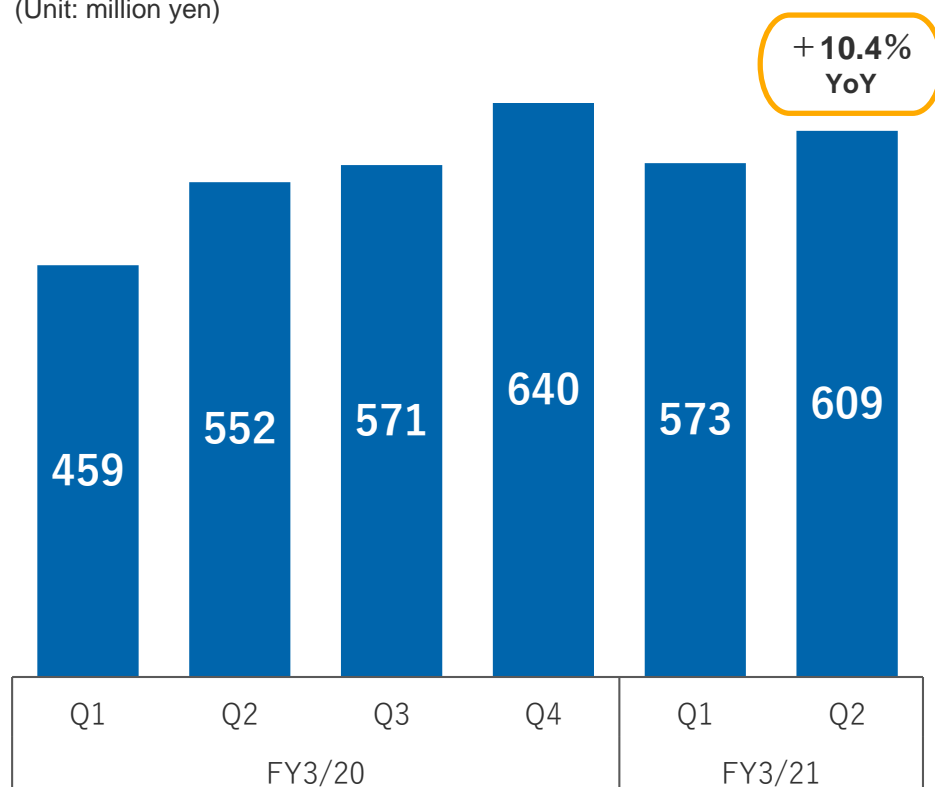
webCG Car Graphic

- Ad placements from automakers show signs of recovery as the number of monthly users remains stable.
- Revenue grew on ad placements through a partnership with a video streaming site.

- Kakaku.com Insurance revenue increased on the back of sustained strong demand from users considering and applying for insurance policies online.

Kakaku.com Insurance: Revenue

(Unit: million yen)



Growth in applications and revenue attributable to online life insurances

No. of contracts



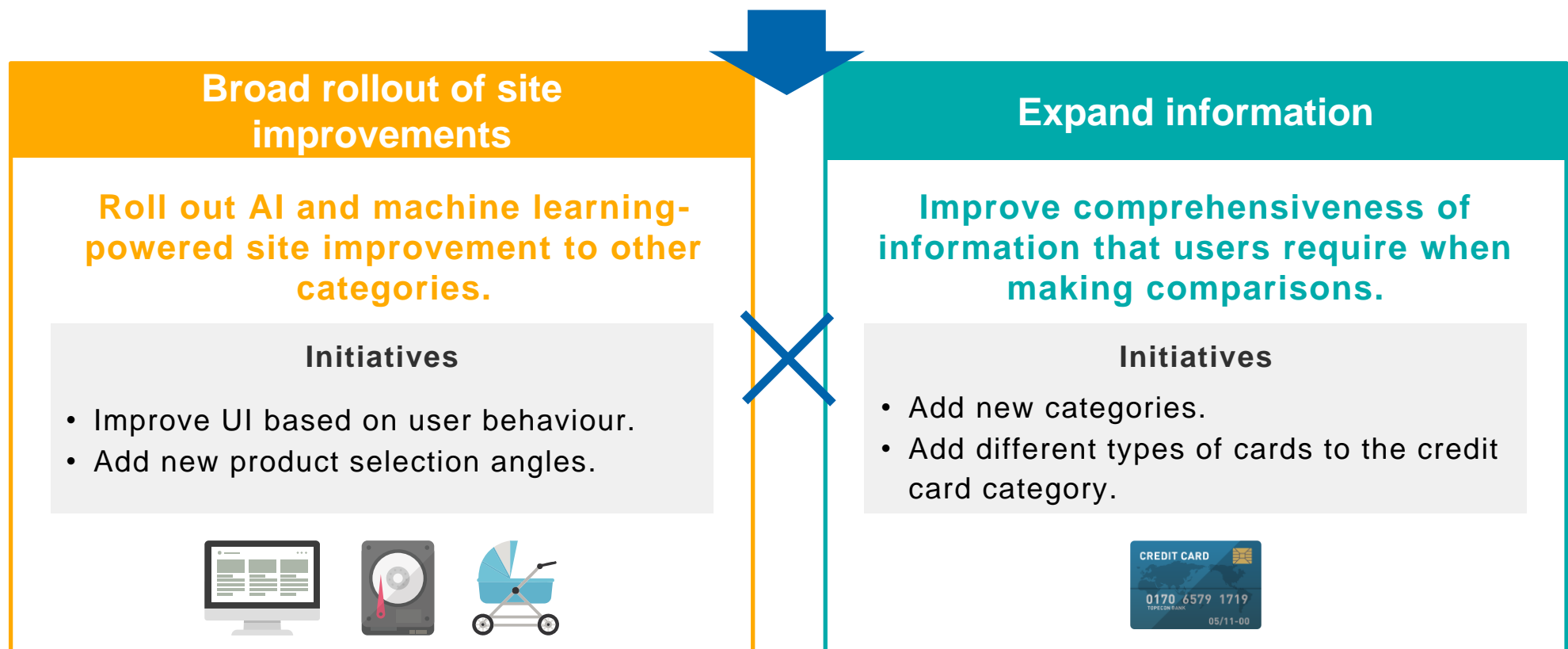
Revenue



- ① Operating Results and Financial Position
- ② Operating Results and Operational Progress by Business
- ③ Initiatives Going Forward**
- ④ Earnings Forecast
- ⑤ Appendix

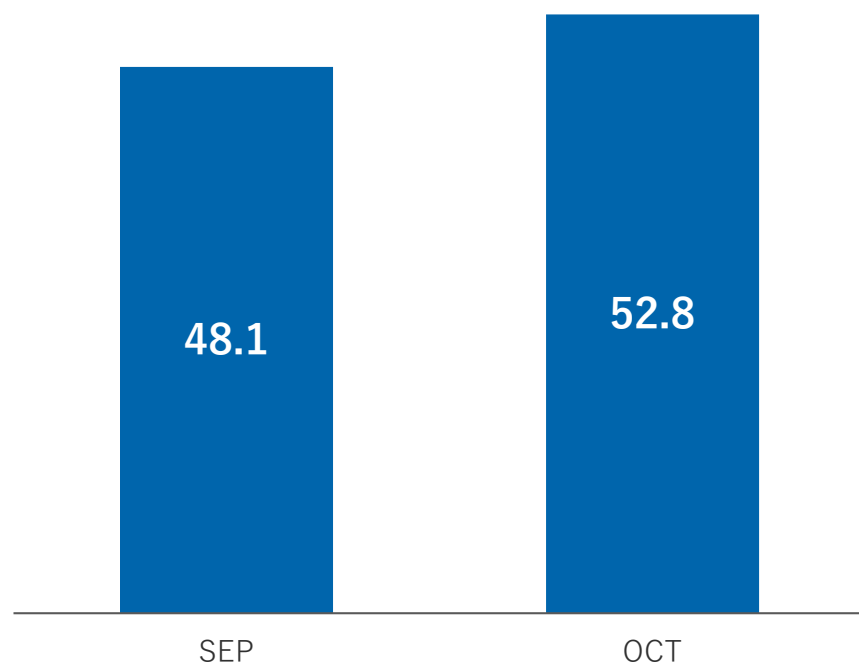
- Make site improvements, expand and enhance content, and provide more meaningful information so that users can feel more satisfied with their purchases.

Aim to have everyone feel glad about their purchases.

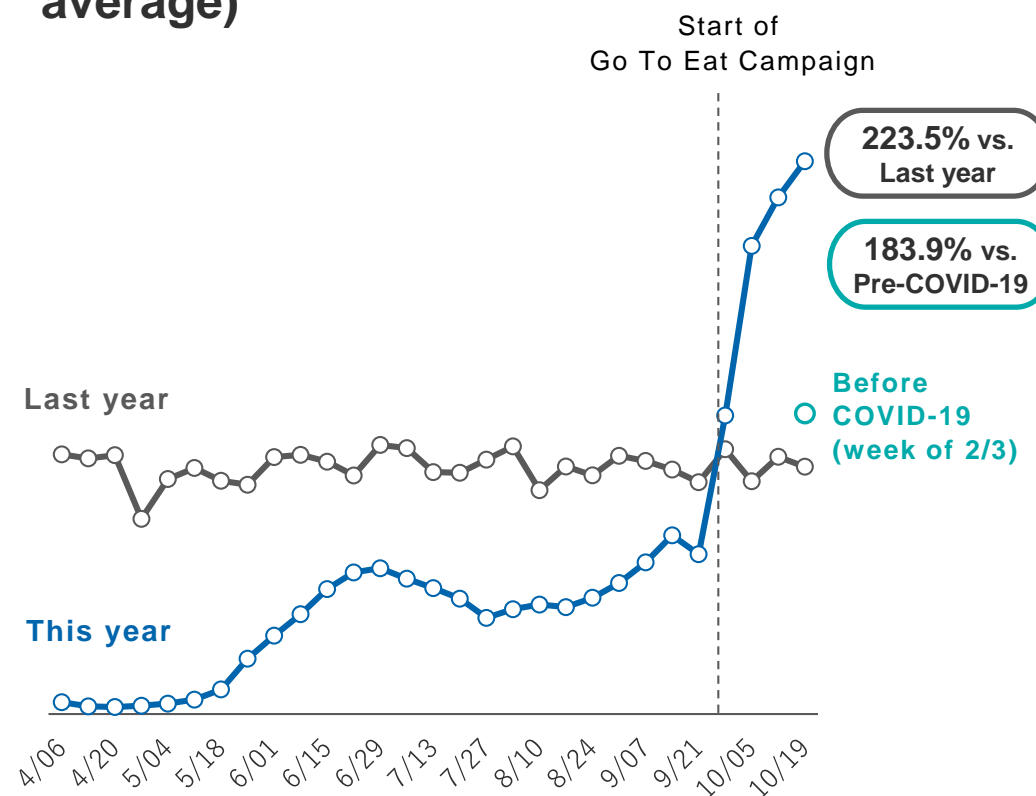


- As of the end of October, the number of fee-paying restaurants had risen to 52,800 thanks to an increase in new sign-ups, including those that are part of the limited period online reservation plan coinciding with the "Go To Eat" campaign.
- As of the week of October 19, the number of online seat reservations had surged to 223.5% versus last year's level and to 183.9% versus the pre-COVID-19 level.

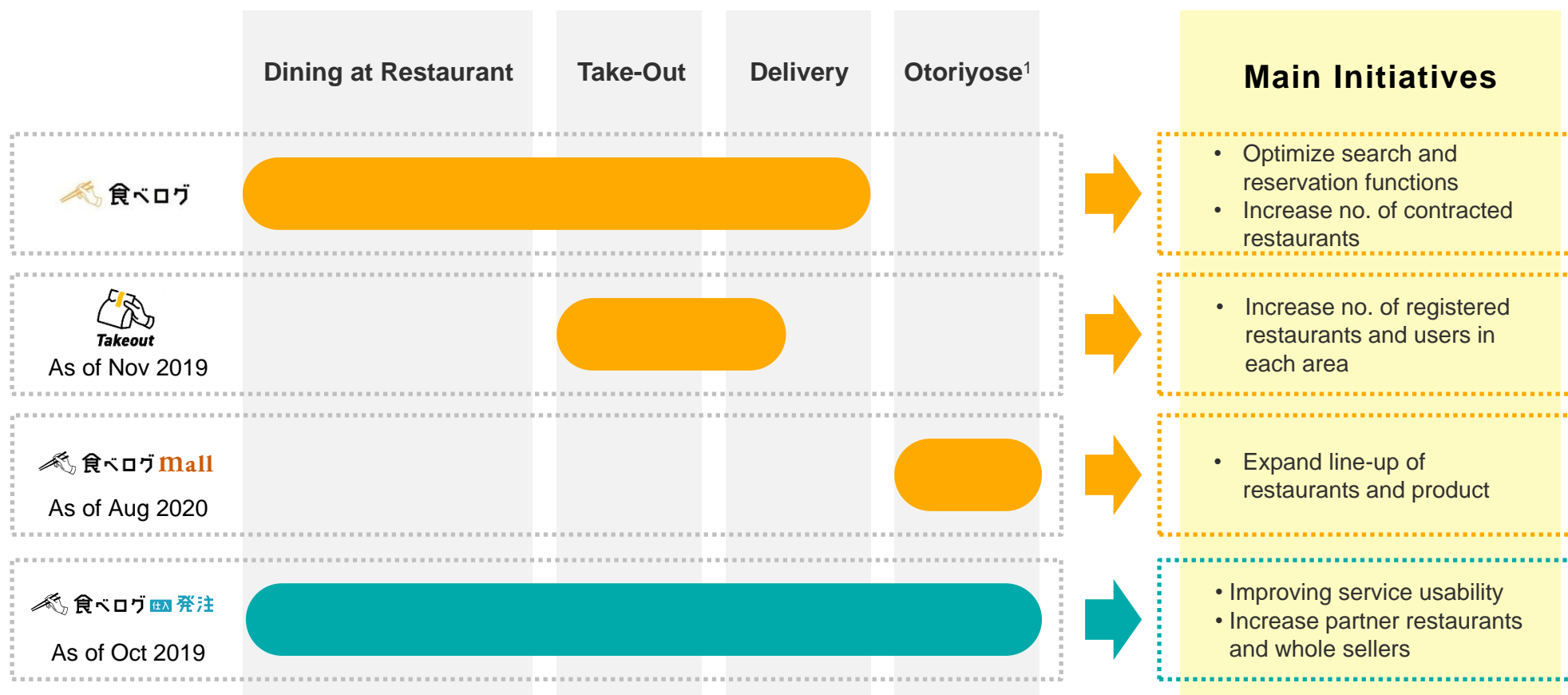
No. of fee-paying restaurants



No. of online seat reservations (weekly average)





- Provide a broad range of new services with a focus on food, while also remaining the first choice for users searching for restaurants and making reservations.
- Aim to provide services that help restaurants deal with a variety of operational and business issues.



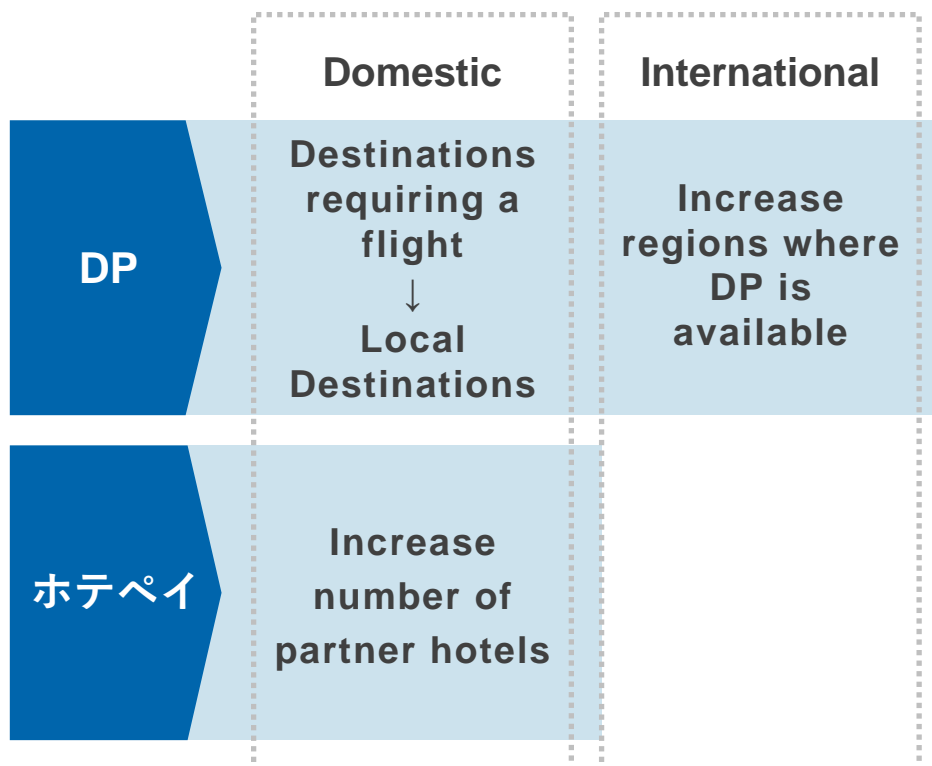
Note¹: Otoriyose= Home delivery of selected food or ready-to cook kits directly from restaurants.

- Kyujin Box and Sumaity will aim to enhance information and improve functions in their respective domains whilst also seeking to expand tie-ups with new business partners.

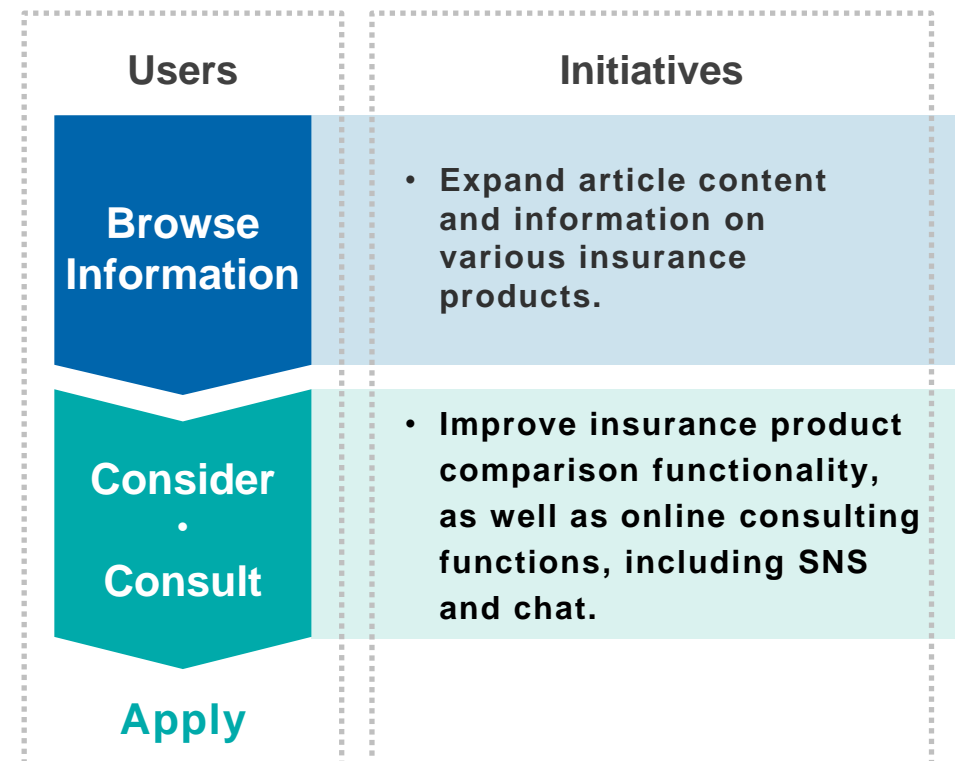
	Enhance information and improve functions	×	Expand partnerships	Recent initiatives
	<ul style="list-style-type: none"> Expand and enhance original content with articles, etc. Improve accuracy of job search results. 		<ul style="list-style-type: none"> Provide companies with a platform for direct posting of job openings on Saiyo Board. Enhance flexibility of advertising management with the introduction of a bidding system. 	Renewal of Saiyo Board <ul style="list-style-type: none"> Expanded and enhanced visual content and information companies can disseminate. Added editing features (preview function and the ability to reuse existing job information).
	<ul style="list-style-type: none"> Improve aggregation of property information to identify identical properties by. Expand and enhance original content with articles, etc. 		<ul style="list-style-type: none"> Expand scope of listed properties. 	Tie-ups with new partners to sell new and existing apartments, as well as detached houses.

- Time Design will continue to expand its provision of the dynamic package system and the HotelPay settlement service for hotels.
- Kakaku.com Insurance will expand its information and comparison/consultation functions so that users can browse and consider insurance products online.

Time Design: Expand range of current businesses

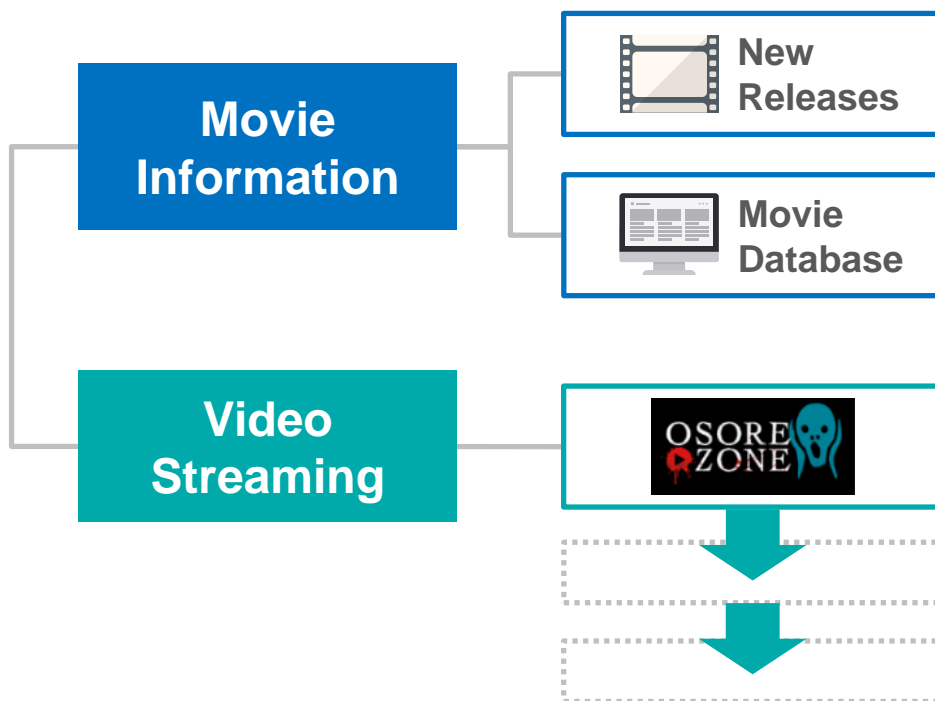


Kakaku.com Insurance : Enhance content and consulting functions

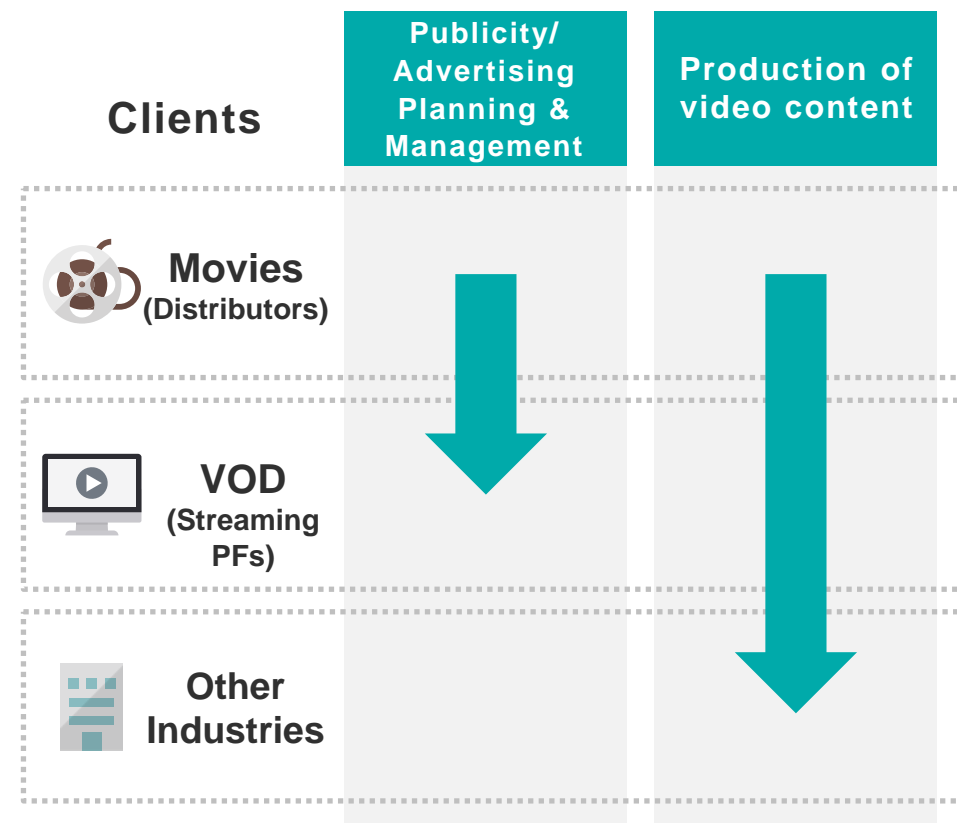


- eiga.com will draw on the knowledge gained from its current business and aim to expand the video streaming business in response to the diversification of the ways people watch movies.
- gaie will step up expansion of existing publicity/advertising business and video products business.

eiga.com : Expand video streaming business



gaie: Offer services to businesses in other industries



- Aiming to grow monthly users on group-wide basis and increase New Media and Solutions/Finance businesses' share of total revenue to 20%.

Kakaku.com

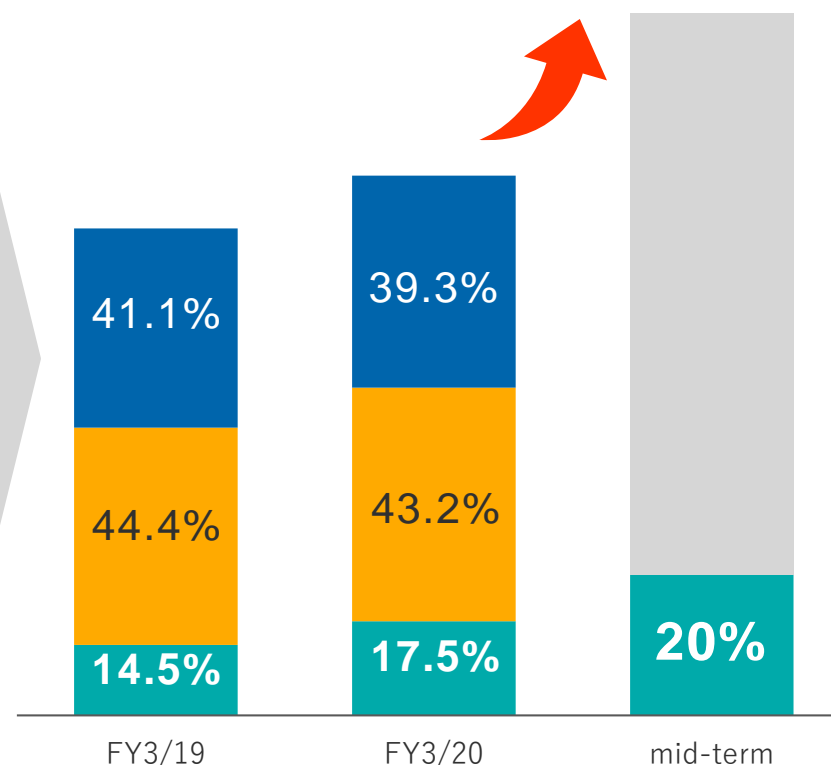
Make site improvements, expand and enhance content, and provide more meaningful information so that users can feel more satisfied with their purchases.

Tabelog

Provide a broad range of new services with a focus on food, while also remaining the first choice for users searching for restaurants and making reservations. Aim to provide services that help restaurants deal with a variety of operational and business issues.

New Media and Solutions/Finance

Expand usership by enhancing content of existing businesses and make aggressive investments according to the growth stage of each service



- ① Operating Results and Financial Position
- ② Operating Results and Operational Progress by Business
- ③ Initiatives Going Forward
- ④ Earnings Forecast**
- ⑤ Appendix

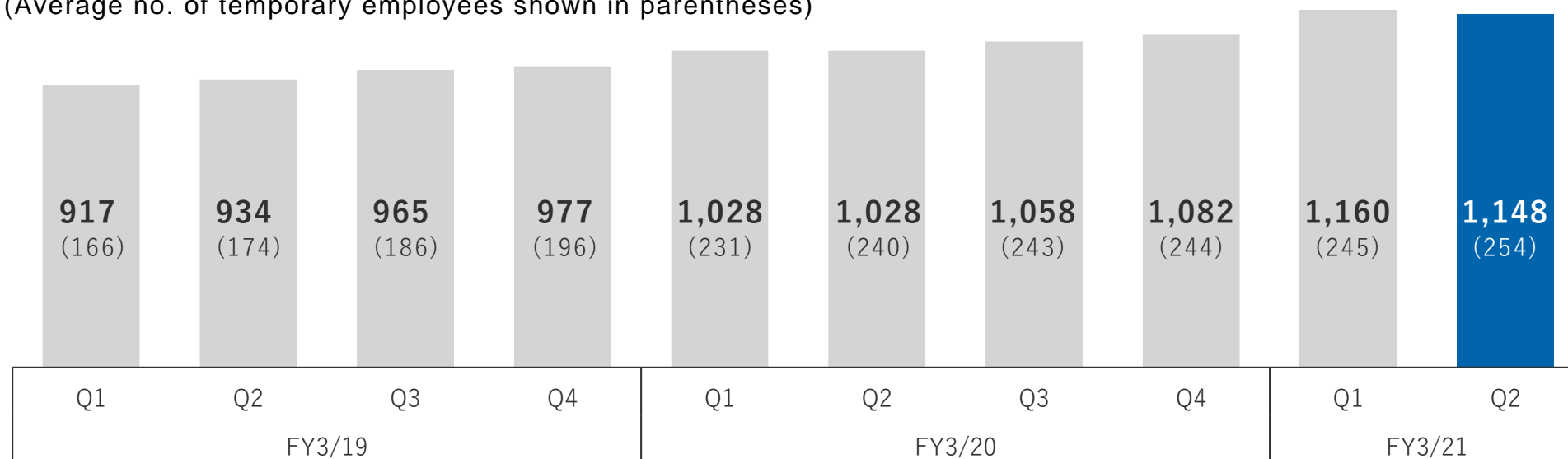
Owing to the difficulty of reasonably estimating the impact of COVID-19, we have yet to determine our consolidated earnings forecasts for FY3/2021.

We will promptly disclose the forecast as soon as it becomes possible to do so.

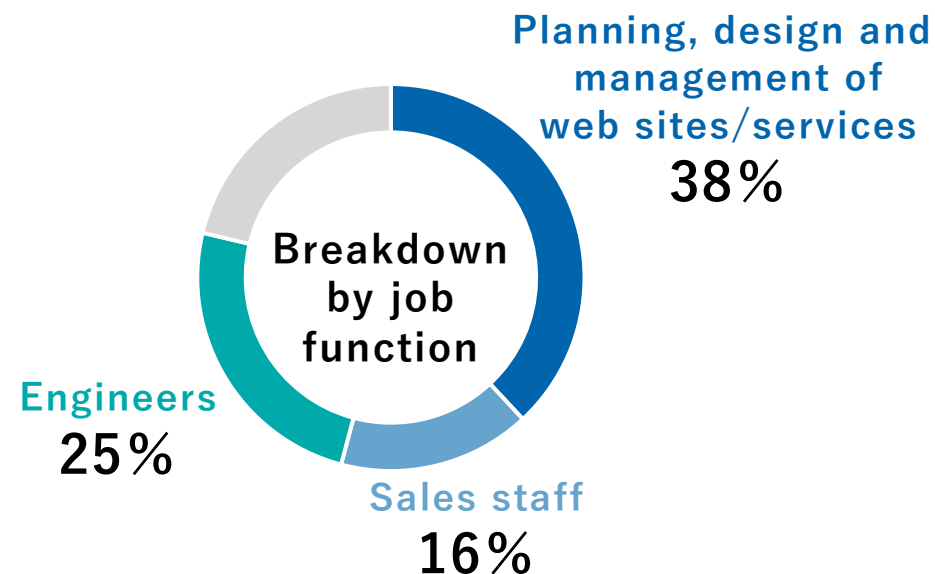
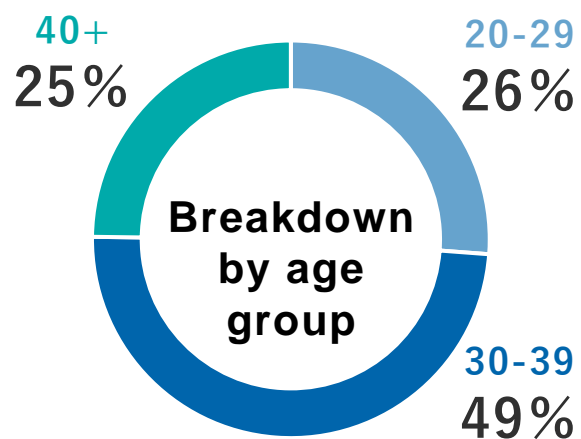
- ① Operating Results and Financial Position
- ② Operating Results and Operational Progress by Business
- ③ Initiatives Going Forward
- ④ Earnings Forecast
- ⑤ Appendix**

Average number of regular employees by quarter

(Average no. of temporary employees shown in parentheses)



Breakdown by age group and job function (Employees of Kakaku.com Inc. as of Sep 2020)

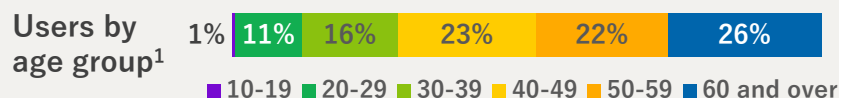
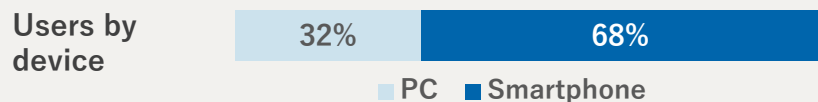


Internet Media	Kakaku.com	Shopping Commission from registered shops, based on the number of clicks and sales performance.	Service Commission based on the number of contracts for personal finance and telecommunications etc.	Advertising Advertising revenue from banner and text ads, content and search-based advertising.
		【Clients】 EC Malls and Shops, Electronics Retail Stores, etc.	【Clients】 Service Providers, etc.	【Clients】 Consumer Electronics Manufacturers, etc.
	Tabelog	Restaurant Promotion Monthly fees for promotional services for restaurants as well as commissions based on online reservations.	Premium Memberships User fees for access to premium content.	Advertising Advertising revenue from banner and text ads, content and search-based advertising.
		【Clients】 Restaurants	【Clients】 Users	【Clients】 Beverage companies, etc.
	New Media and Solution / Finance	New Media and Solution Revenue generated by sites and service, such as Kyujin-box, Sumaity, Kinarino, Bus Hikaku Navi operated by LCL, Inc or Dynamic package reservation system developed by Time Design Co., Ltd.		
		Finance Commission from general insurance business for life insurances and non-life insurance, etc. operated by Kakaku.com Insurance, Inc.		
Finance				



Purchase support site
[Kakaku.com]

Monthly Users: 56.68 million users



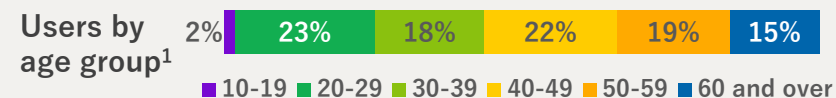
Initiatives Gong Forward

Make site improvements, expand and enhance content, and provide more meaningful information so that users can feel more satisfied with their purchases.



Restaurant discovery and reservation site
[Tabelog]

Monthly Users: 107.67 million users



Initiatives Gong Forward

Provide a broad range of new services with a focus on food, while also remaining the first choice for users searching for restaurants and making reservations.
Aim to provide services that help restaurants deal with a variety of operational and business issues.



Job classifieds site
[Kyujin Box]

Initiatives Gong Forward

Making it easier for job seekers to find the right job from among the many listings by providing original content and improving the search function accuracy.



Dynamic package reservation system
[Time Design Co., Ltd.]

Initiatives Going Forward

In addition to the dynamic package platform mainly used on hotel websites, Time Design will look to provide solutions that enable unbundled accommodation sales using arranged travel.



Insurance consulting service
[Kakaku.com Insurance]

Initiatives Going Forward

Working to gain new policyholders and make switching between policies easier by expanding insurance products and improving chat functions.



Highway busses and bus tours
comparison site [Bus Hikaku Navi]

Initiatives Going Forward

Aiming to increase number of users by providing more bus information.

Note¹: Users by age group for Kakaku.com and Tabelog are as of Aug 2020



Online residential real estate site
[Sumaiti]

Initiatives Going Forward

Working to expand scope of services by providing more property sales information and improving site functionality.



Travel review and comparison site
[4travel]

Initiatives Going Forward

Aiming to provide high quality travel guide content by improving functions for users to post journal entries as well as holding photo contests and other events.



Online database for movies and showtimes
[eiga.com]

Initiatives Going Forward

To address the changes in how people now watch movies, eiga.com will take on the challenge of entering the video streaming services business under the eiga.com brand name.



Lifestyle media [Kinarino]

Initiatives Going Forward

Improve content quality and increase no. of stores featured in Kinarino Mall, to increase users and provide more opportunities for them to visit the site.



Photo sharing community site:
[PHOTOHITO]



Purchase support site for
SE Asia [priceprice.com]



Town information media:
[CHIKU-WA]



Online magazine for men's
Fashion: [TASCLAP]



Animation and Akihabara
culture information media :
[Akiba Souken]



FX and Exchange Rate related
information site :[FX-rashinban]



Cryptocurrency and Blockchain
related information site
[Kasotsuka-rashinban]



Comparison site for the
cheapest bus, airline and bullet
train tickets: [Low price trips]



Online media for bus trips,
travel and sightseeing:
[Bus Trip]



Online information site for
car lovers: [webCG]



Online travel Information
media [icotto]



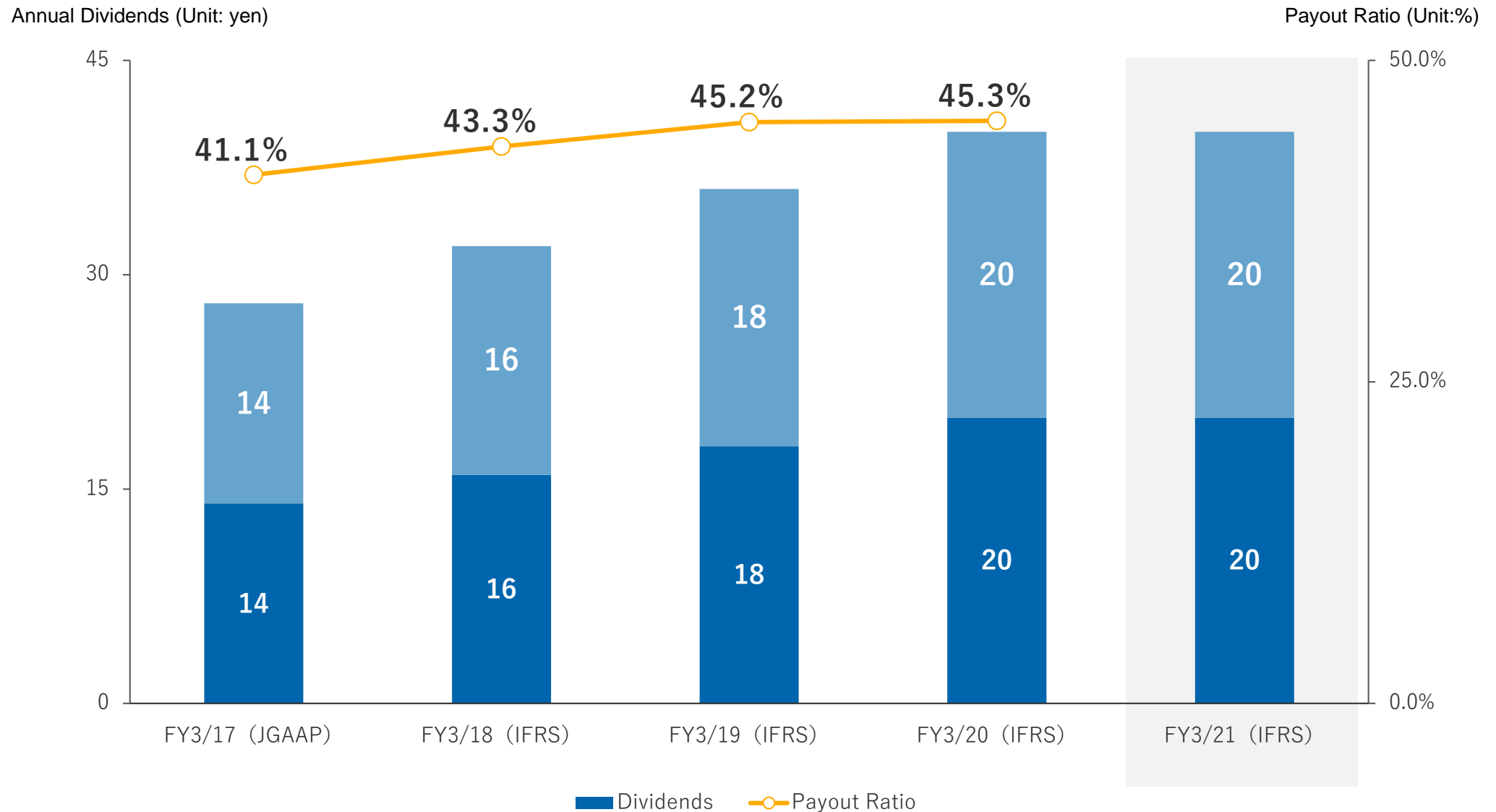
General information site
for Anime [Anime-Hack]



Horror movie streaming
service [OSORE ZONE]

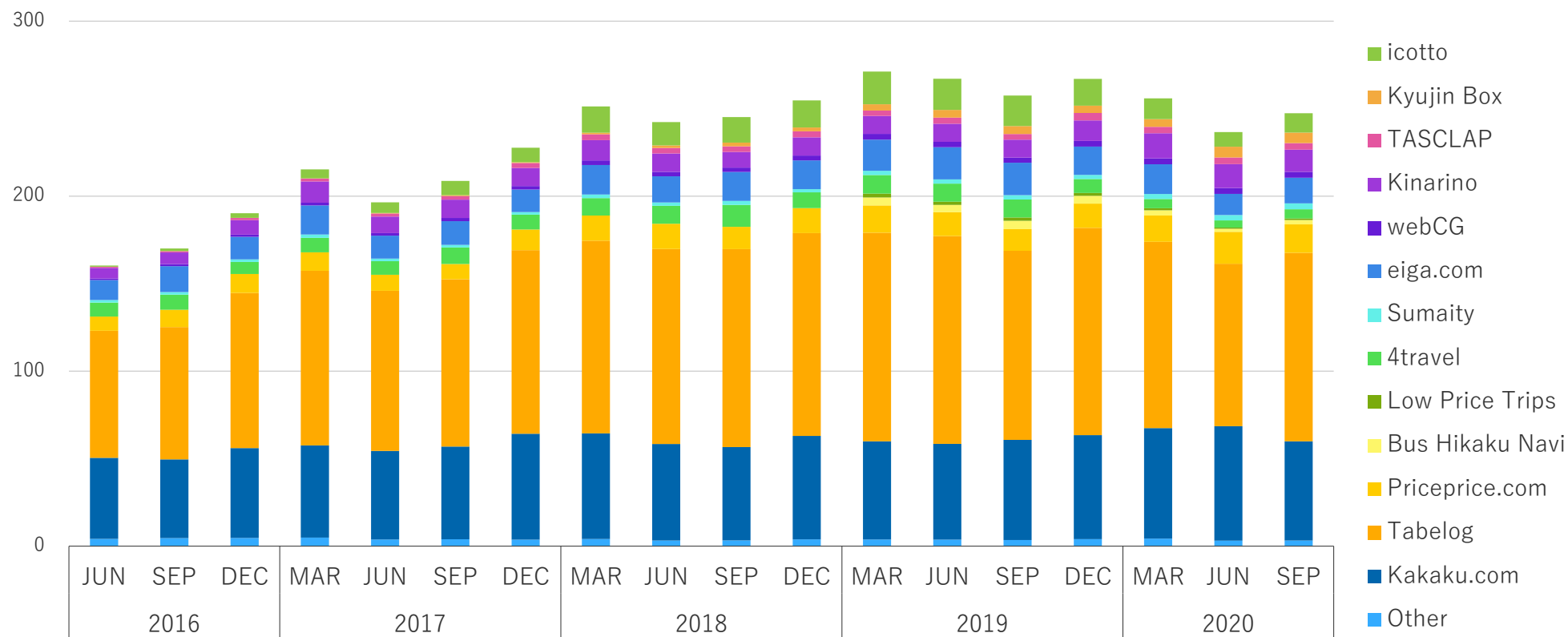


Digital promotion agency for
movies [gaie, Inc.]



- Total accumulated monthly traffic for all services of Kakaku.com as of Sep 2020, was 247.41 million visitors, down by 3.9% year-on-year.

(単位：百万UU)



About monthly unique user counts

The number of monthly unique users is the number of browsers that visited the site, not the number of cumulative visits, during a month. We have measured monthly user numbers exclude overlapping users which occurs by the mobile webpage speed and mechanical access such as automatic collecting program by third parties.

Management Index

Targeting 40% ROE

Approach to profit growth

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

Approach to allocation of management resources

Growth investment

- Invest in human resources in process of expanding existing businesses and creating new ones.
- Invest in researching, developing and commercially deploying leading-edge technologies.
- Engage in M&A and make minority investments to expand the business portfolio and expedite growth.

Shareholder returns

- Leave enough funds necessary for the operation of existing businesses and investments for growth at hand, and return excess retained earnings to shareholders.
- Continue to pay dividends (twice a year) and buy back shares (flexible).



	FY2013/3	FY2014/3	FY2015/3	FY2016/3	FY2017/3	FY2018/3	FY2019/3	FY2020/3
ROE ¹	38.0%	40.4%	41.7%	45.2%	44.5%	45.7%	45.1%	44.0%
Dividend per share (yen)	35	12.5	16	21	28	32	36	40
Total dividend (100 million yen)	20	28	35	46	61	68	75	83
Payout ratio	28.1%	30.9%	32.5%	35.2%	41.1%	43.3%	45.2%	45.3%
Acquisition cost of treasury stock (100 million yen)	53	0	81	50	42	108	30	80
Total return ratio ²	103.1%	30.9%	106.7%	73.2%	69.3%	112.2%	63.1%	88.8%

Note:

1. ROE = Profit attributable to owners of the parent company / (Total net assets – Stock options – Non controlling assets) x 100, %

2. Total return ratio= (Total dividend + Acquisition cost of treasury stock) / Profit attributable owners of the parent company x 100, %

Acquisition cost of treasury cost does not include fees or other expenses paid to the Tender Order Agent.

- We strive to be a part of people's daily lives. As such, we continue to contribute to economic development, as well as pursue social and environmental issues through our business activities.

LIFE with

-To become a part of people's daily lives-



Our initiatives

Economy: Contributing to the growth of the internet industry

- Information safety
- Support the development of IT technologies

Society: Creating a vibrant society

- Provide better workplace environments (environment/system)
- Support the development of sports culture
- Support disaster-recovery efforts

Environment: Protecting our planet's environment

- Reduce environmental impact of offices
- Coordinate with environmental conservation groups

Details of our initiatives in each area:

Economy

Information safety

- Strengthen information security
- Block unauthorized access
- Personal information protection measures

Support the development of IT technologies

- Sponsor conferences
- Coordinate with industry bodies

Society

Provide better workplace environments

- More flexible working hours
- Utilize video conferencing for meetings and introducing online sales negotiation tools

Support disaster-recovery efforts

- Disaster Relief

Support the development of sports culture

- Support the popularization and development of e-sports
- Support orchestras

Environment

Reduce environmental impact of offices

- Encourage sustainable procurement practices
- Reduce waste and promote recycling

Coordinate with environmental conservation groups

- Support biodiversity conservation activities through NPOs
- Support tree planting by installing vending machines which make donations with each purchase

(Unit: million yen)

FY3/2019 (IFRS)	Q1	Q2	Q3	Q4	Full Year
Revenue	12,513	13,132	14,239	14,948	54,832
Kakaku.com / sales ratio	5,181 / 41.4%	5,209 / 39.7%	5,885 / 41.3%	6,236 / 41.7%	22,510 / 41.1%
Tabelog / sales ratio	5,701 / 45.6%	5,952 / 45.3%	6,370 / 44.7%	6,330 / 42.4%	24,352 / 44.4%
New Media, etc. / sales ratio	1,631 / 13.0%	1,971 / 15.0%	1,985 / 14.0%	2,383 / 15.9%	7,970 / 14.5%
Operating Profit	5,560	6,123	6,513	6,873	25,070
Operating Margin	44.4%	46.6%	45.7%	46.0%	45.7%
ROE	-	-	-	-	45.1%
Total return ratio	-	-	-	-	61.0%
FY3/2020 (IFRS)	Q1	Q2	Q3	Q4	Full Year
Revenue	14,224	15,305	15,727	15,722	60,978
Kakaku.com / sales ratio	5,597 / 39.3%	6,101 / 39.9%	5,999 / 38.2%	6,262 / 39.8%	23,960 / 39.3%
Tabelog / sales ratio	6,313 / 44.4%	6,494 / 42.4%	7,048 / 44.8%	6,513 / 41.4%	26,369 / 43.2%
New Media, etc. / sales ratio	2,313 / 16.3%	2,710 / 17.7%	2,680 / 17.0%	2,947 / 18.7%	10,649 / 17.5%
Operating Profit	6,448	7,121	7,315	6,333	27,217
Operating Margin	45.3%	46.5%	46.5%	40.3%	44.6%
ROE	-	-	-	-	44.0%
Total return ratio	-	-	-	-	88.9%
FY3/2021 (IFRS)	Q1	Q2	Q3	Q4	Full Year
Revenue	9,502	12,243			
Kakaku.com / sales ratio	5,958 / 62.7%	5,474 / 44.7%			
Tabelog / sales ratio	1,735 / 18.3%	4,493 / 36.7%			
New Media, etc. / sales ratio	1,809 / 19.0%	2,277 / 18.6%			
Operating Profit	2,209	4,667			
Operating Margin	23.2%	38.1%			
ROE	-	-			
Total return ratio	-	-			

Company Name	Kakaku.com, Inc.	
Address	3-5-7 Ebisu minami, Shibuya-ku, Tokyo 150-0022	
Founded	December 1997	
Website	https://corporate.kakaku.com/	
Share Listing	The First Section of Tokyo Stock Exchange	
Stock Code	2371	
Related Companies	Kakaku.com Insurance, Inc.	URL: https://kakakucom-insurance.co.jp/
	4travel, Inc.	URL: https://fortravel.jp/
	eiga.com, Inc	URL: https://eiga.com/
	Time Design Co., Ltd.	URL: https://www.timedesign.co.jp/
	webCG, Inc.	URL: https://www.webcg.net/
	LCL, Inc.	URL: https://www.lclco.com/
	gaie, Inc.	URL: https://gaie.jp/
	Catapult Ventures Pte. Ltd.	URL: https://www.moneysmart.sg/
	LoveBonito Holdings Pte. Ltd.	URL: https://www.lovebonito.com/
	TabSquare Pte. Ltd.	URL: https://www.tabsquare.ai/

Note: Information and projections of future performance contained in this document include the Company's judgments premised on information available at the time of preparation and assumptions concerning uncertainties. They may differ from actual business performance and results due to a variety of factors.