

FY 3/2022 Third Quarter Results Briefing

2022.02.03

kakaku.com

Kakaku.com, Inc. Securities Code: 2371



1. Operating Results

2. Operating Results and Progress by Business

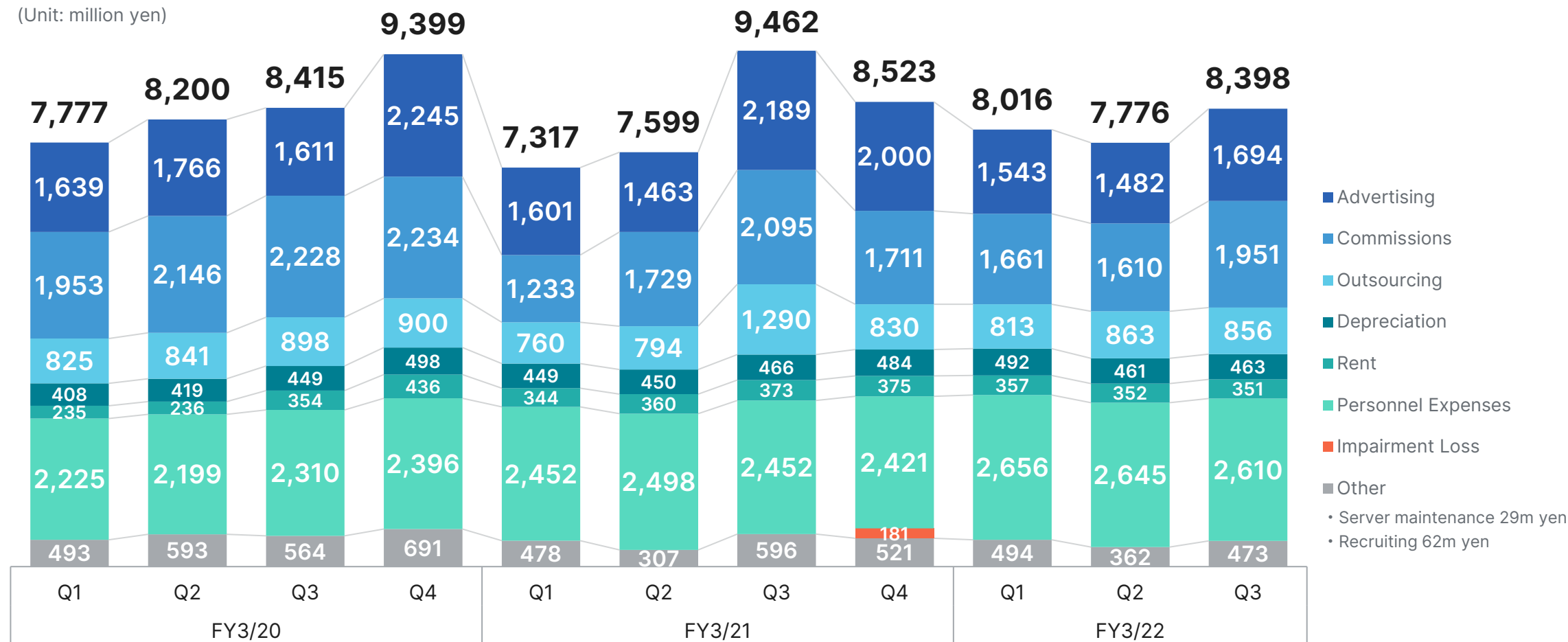
3. Initiatives Going Forward

4. Appendix

	FY3/21		FY3/22				Forecast	Progress
	Q3	9 months	Q3	YoY	9 months	YoY		
(Unit: million yen)								
Revenue	16,023	37,768	14,053	-12.3%	37,935	+0.4%	55,800	68.0%
Operating Profit	6,592	13,469	5,662	-14.1%	13,782	+2.3%	21,500	64.1%
OP Margin	41.1%	35.7%	40.3%	-0.8pt	36.3%	+0.6pt	38.5%	-
Profit Before Income Taxes	6,537	13,116	6,786	+3.8%	14,813	+12.9%	21,300	69.5%
Profit Attributable to Owners of the Parent Company	4,448	8,889	4,673	+5.1%	10,448	+17.5%	14,600	71.6%

Advertising, commissions, and outsourcing expenses decreased compared to last year, when expenses were temporarily inflated due to participation in the Go To Eat campaign.

(Unit: million yen)





1. Operating Results

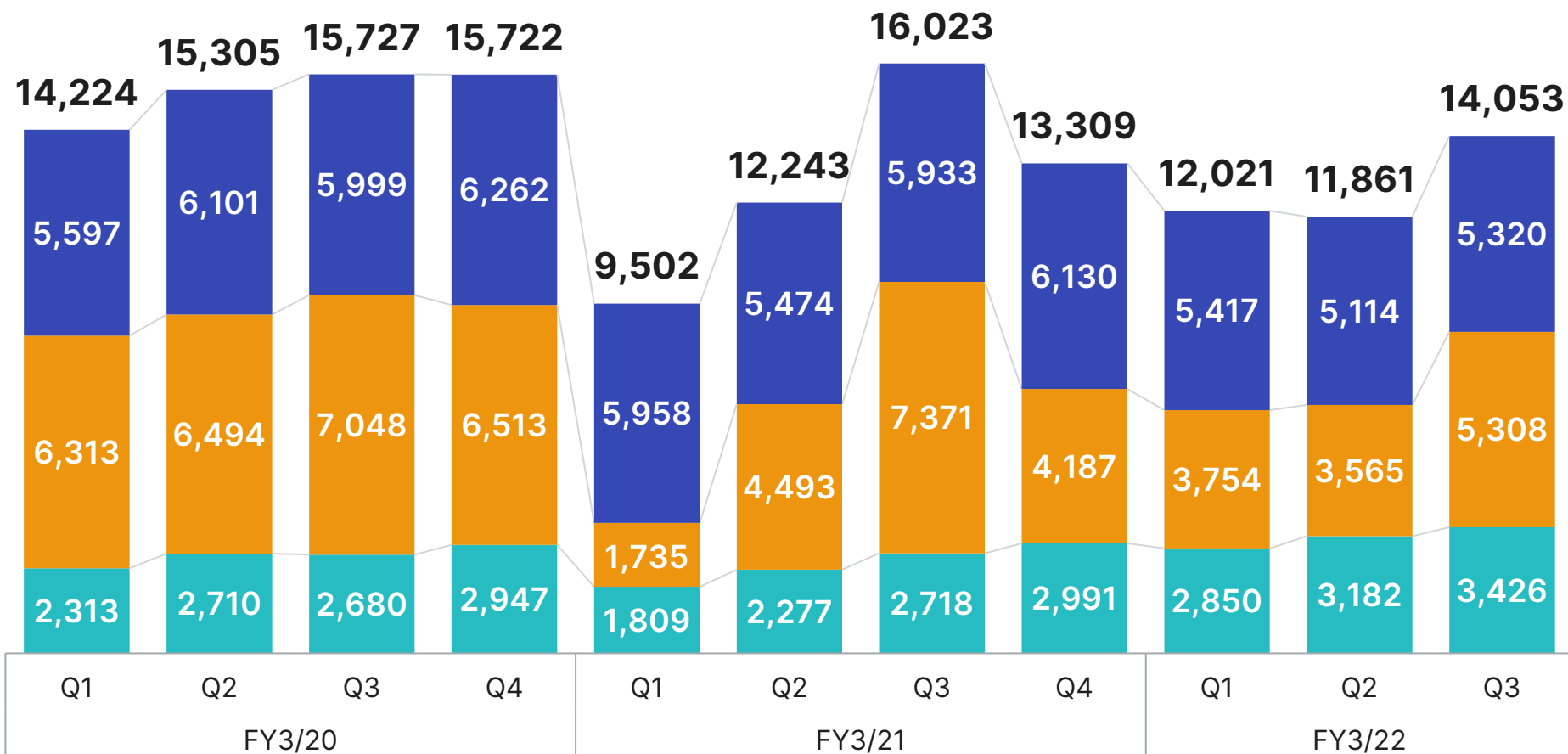
2. Operating Results and Progress by Business

3. Initiatives Going Forward

4. Appendix

Operating Results by Business

(Unit: million yen)



Sales ratio

Kakaku.com	39.3%	39.9%	38.1%	39.8%	62.7%	44.7%	37.0%	46.1%	45.1%	43.1%	37.9%
Tabelog	44.4%	42.4%	44.8%	41.4%	18.3%	36.7%	46.0%	31.5%	31.2%	30.1%	37.8%
New Media and Solutions/Finance	16.3%	17.7%	17.1%	18.7%	19.0%	18.6%	17.0%	22.5%	23.7%	26.8%	24.4%

Operating Results by Business

(Unit: million yen)		Q3 Revenue	YoY	9 months Revenue	YoY
Kakaku.com		5,320	-10.3%	15,851	-8.7%
Shopping		2,207	-7.8%	6,601	-13.6%
Service		1,811	-12.8%	5,995	-6.9%
Advertising		1,302	-11.0%	3,256	-1.0%
Tabelog		5,308	-28.0%	12,626	-7.2%
Restaurant Promotion		4,407	-17.3%	10,098	+0.7%
Premium User Memberships		374	-11.5%	1,141	-11.1%
Advertising		500	-35.3%	1,179	-17.7%
Income from Commissioned Operations*		27	-	207	-
New Media and Solutions/Finance		3,426	+26.0%	9,458	+39.0%
New Media and Solutions		2,778	+31.8%	7,459	+48.8%
Finance		648	+6.1%	2,000	+11.5%

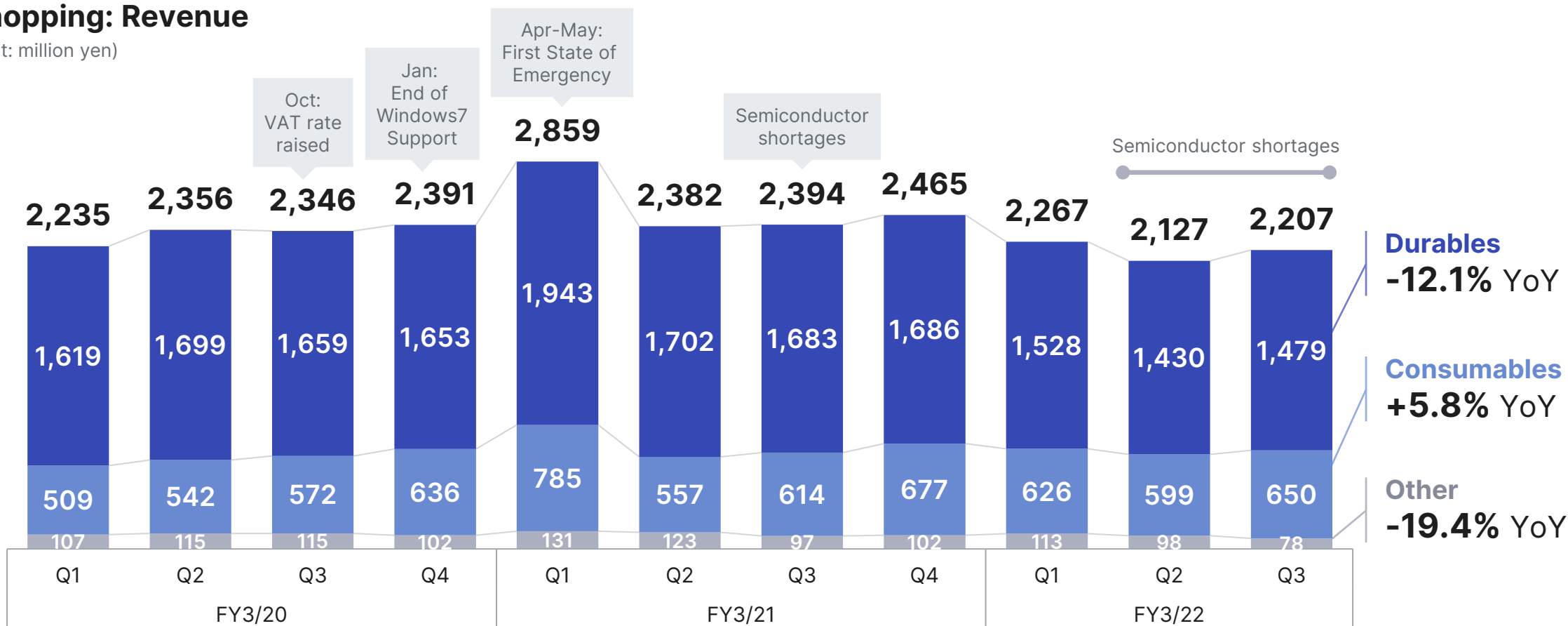
* Income from Commissioned Operations refers to revenue from Go To Eat Campaign related operations commissioned by the Ministry of Agriculture, Forestry and Fisheries. It does not, however, include advertising income (booked in the Tabelog's advertising business) related to these commissioned operations.



Shopping Business revenue declined. Revenue from durable goods fell due to supply chain disruptions and fewer launches of new PCs and large home appliance/electronics products. Revenue from consumable goods expanded steadily.

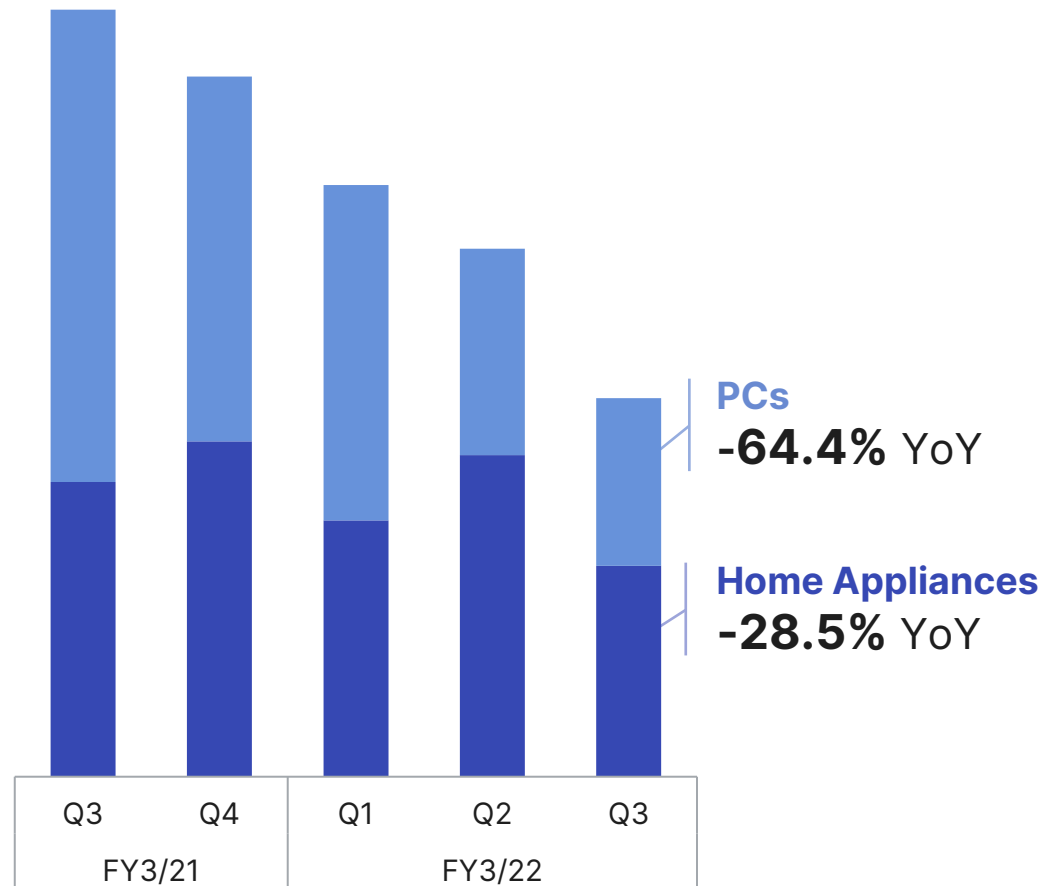
Shopping: Revenue

(Unit: million yen)



■ Durables: Few new product listed

New product launches by PC and home appliance manufacturers continued to decline due to the prolonged shortages of key components.



■ Consumables: New ranking page

New ranking page shows daily/weekly/monthly/3-monthly rankings of products and also presents information about products' special features.

The screenshot shows the '2022年2月 メンズスニーカーの人気商品ランキング' (February 2022 Men's Sneakers Popular Product Ranking) page. It features a table with four tabs: 'デイリー' (Daily), '週間' (Weekly), '月間' (Monthly), and '3ヶ月' (3-monthly). The '週間' tab is selected, showing the top product as the [KAKAKU Sports] New Balance 940 NV/27 sneaker, priced at ¥8,250 ~, with a 4.87 rating (10 reviews). A blue callout box points to the product, stating 'Find products with enduring popularity and products popular right now'. Below the product, there is a description in Japanese and a section for reviews. A second product, the [K-Shoes] Super Light Forerunner, is shown at the bottom, priced at ¥4,600 ~, with a 2-star rating. A blue callout box points to the reviews section, stating 'You can also check product information'.

2022年2月 メンズスニーカーの人気商品ランキング

デイリー	週間	月間	3ヶ月
<p>👑 1位 [KAKAKU Sports] ニューバランス ポーズ 940 NV/27 ¥8,250 ~ ★★★★★ 4.87 (10件)</p> <p>(→ 1位)</p> <p>ランニングやウォーキングに最適なスポーツシューズ。ヒール部分に新開発の高反発素材を採用し、蹴りだしを強力にサポート。 シリーズ : 940</p> <p>この製品をおすすめするレビュー</p> <p>👤 ★5 とても軽くフィット感も良い ウォーキングシューズとして購入。履き心地がすごく軽く、足にフィットします。ソールの反発で楽に歩けます。</p> <p>👤 ★5 満足です^^ クッションのすごさに感動しました。軽いランニングで使用していますがこれまでのシューズとは段違いに足の疲れが軽いです。</p>			

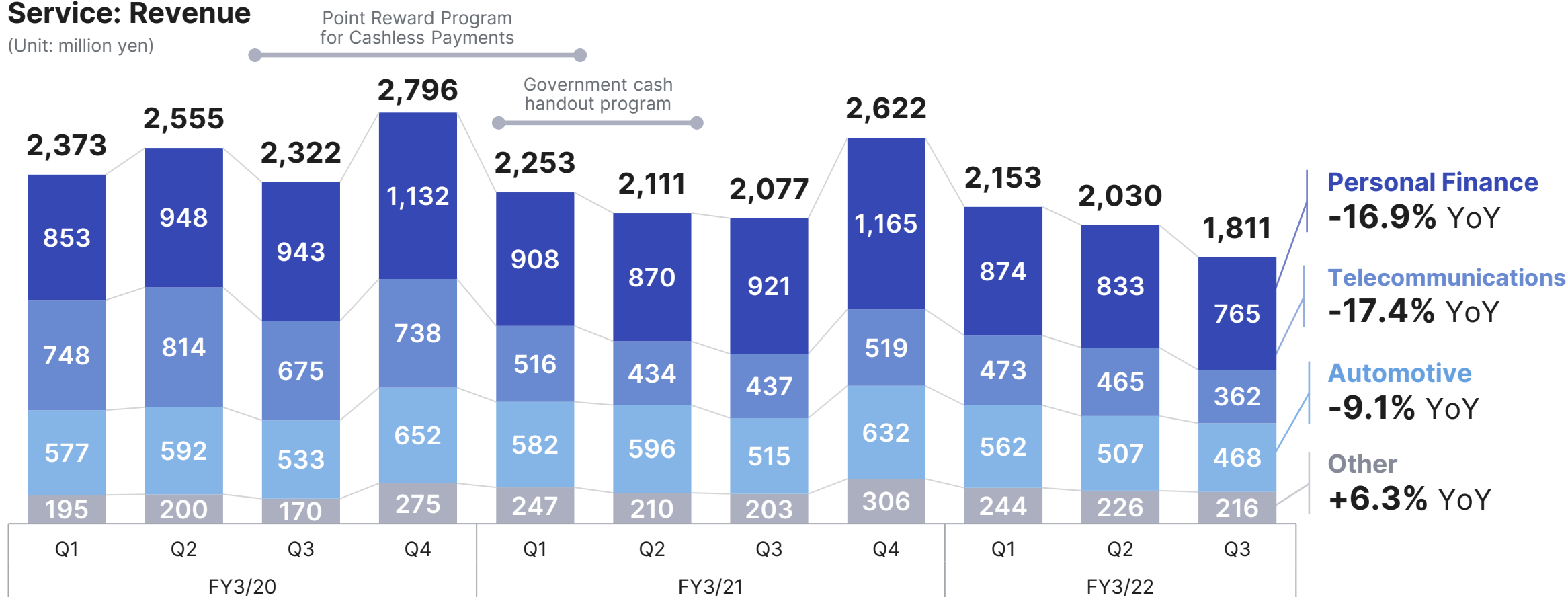
Find products with enduring popularity and products popular right now

You can also check product information

Service Business revenue decreased. Revenue declined in the personal finance, telecommunications, and automotive categories. In particular, the personal finance revenue is weighed down by weak consumption trends.

Service: Revenue

(Unit: million yen)



■ Trend by category

Personal Finance

Decline in credit card issuances and applications for card loans.

Telecommunications

Applications for optical fiber lines decreased. The Number of overseas Wi-Fi applications remained low.

Automotive

Inquiries for used car availability and estimates, as well as applications for car insurance estimates decreased.

Other

Applications for changing energy providers and for English lessons remained at a high level.

■ Personal Finance: Optimization of credit card ranking page for mobile



Larger image
Credit card brands displayed as logos

Added introductory text

■ Automotive: Situation of used car market



Delayed delivery and reduced production due to shortage of parts and materials



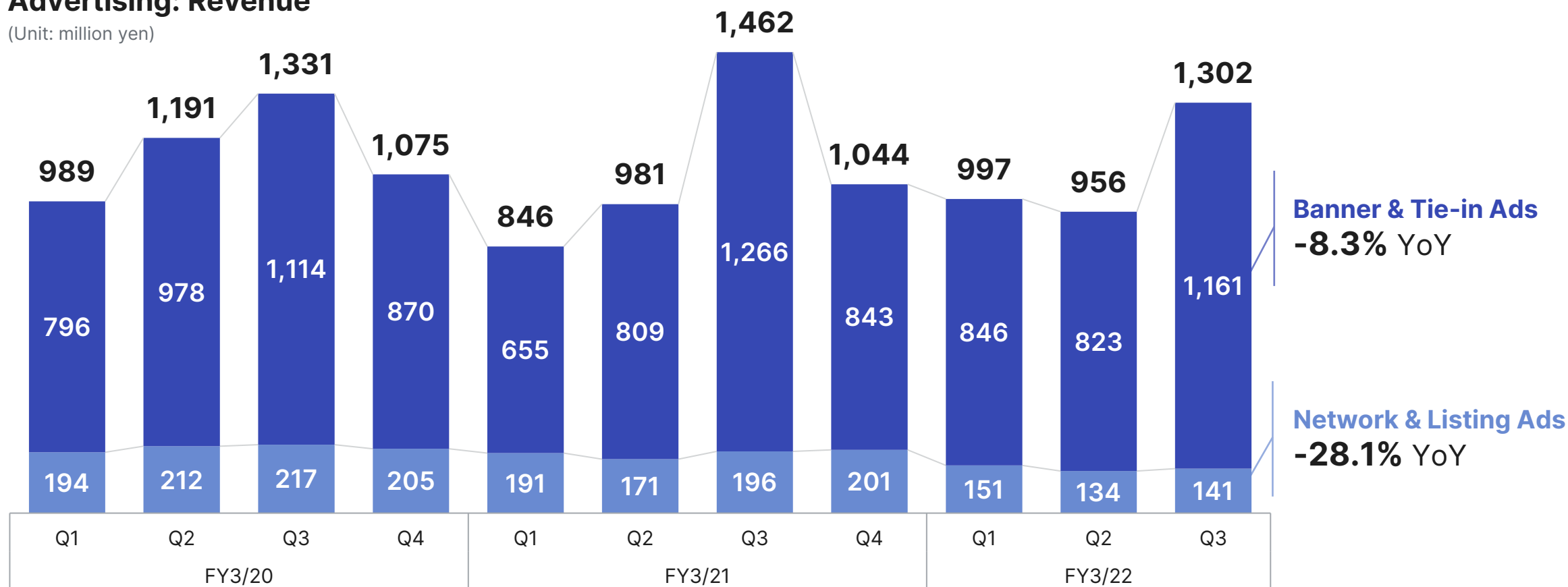
Short delivery times lead to high demand

Decline in used cars on the market and soaring prices

Advertising revenue declined. Advertising placements, especially from car and home appliance/electronics manufacturers, decreased amid the continued production adjustments and decline in new product releases caused by parts shortages.

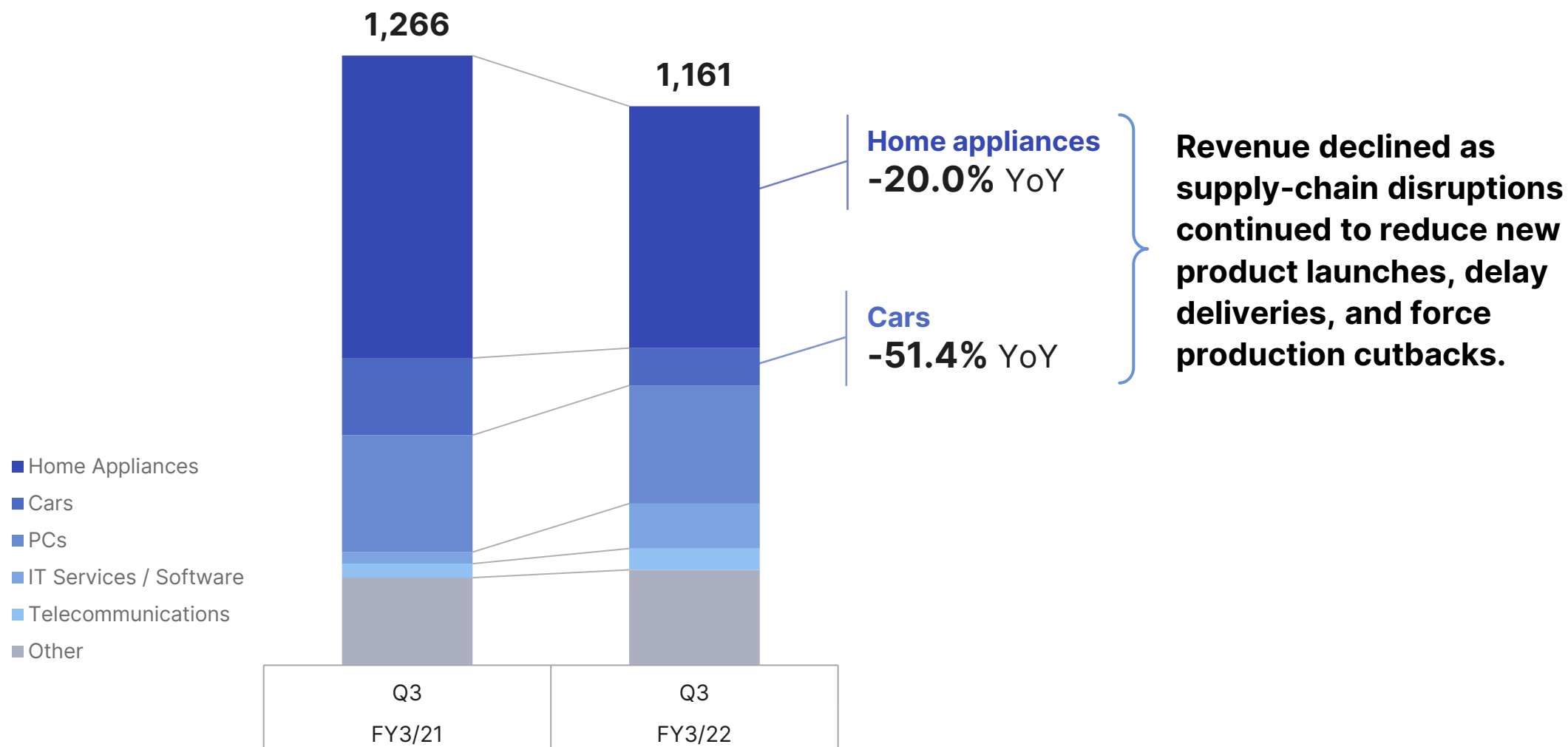
Advertising: Revenue

(Unit: million yen)



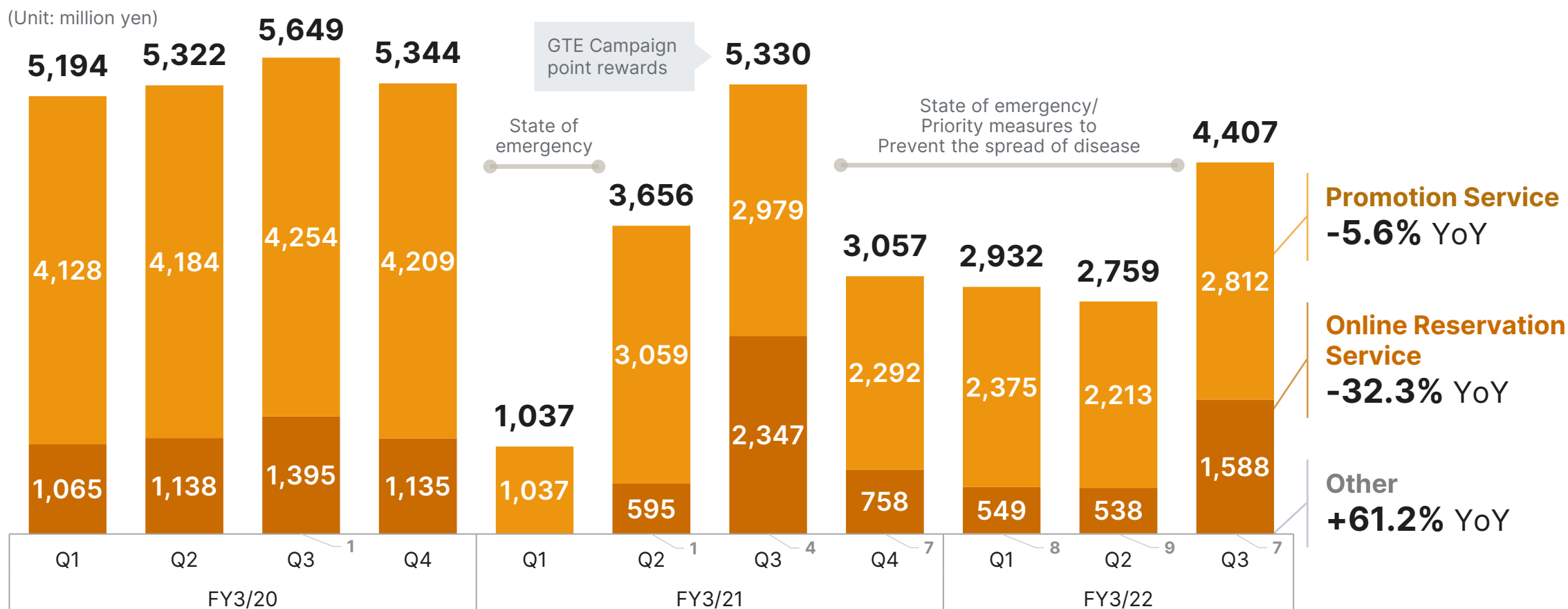
■ Banner & Tie-in Ads: Revenue by industry of advertisers

(Unit: million yen)





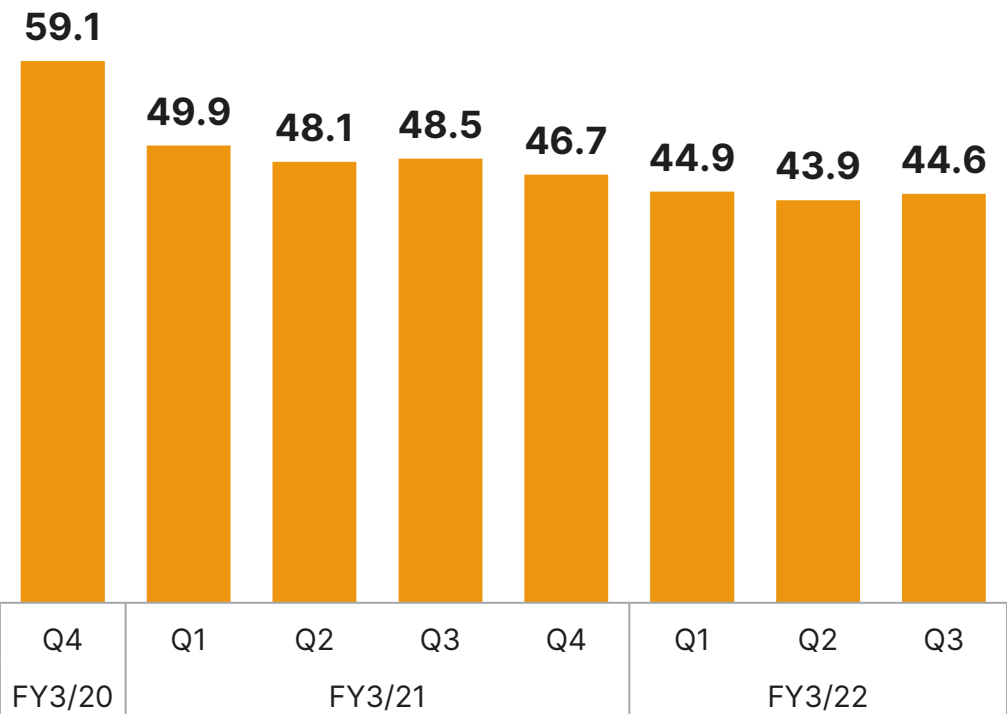
Revenue in the Restaurant Promotion Business grew QoQ, mainly in the Online Reservation Service, due to the lifting of the state of emergency. Sales declined compared to last year, when demand for dining out increased significantly.



Promotion Service:
Net gain in contracted restaurants, as demand for customer referrals increased after lifting of state of emergency. Monthly ARPU also increased.

Promotion Service: No. of restaurants (end-of-quarter)

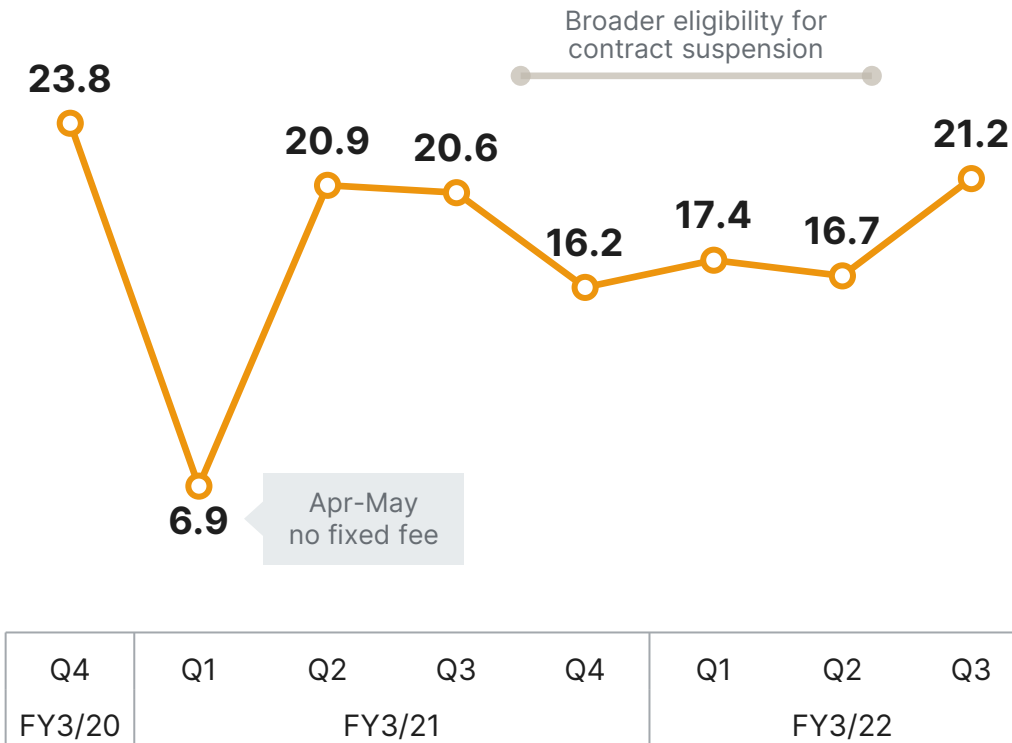
(Unit: thousand restaurants)



*The number of restaurants subscribing to the Promotion Service includes restaurants that have suspended their contract.

Promotion Service: ARPU (monthly fixed fee)

(Unit: thousand yen)



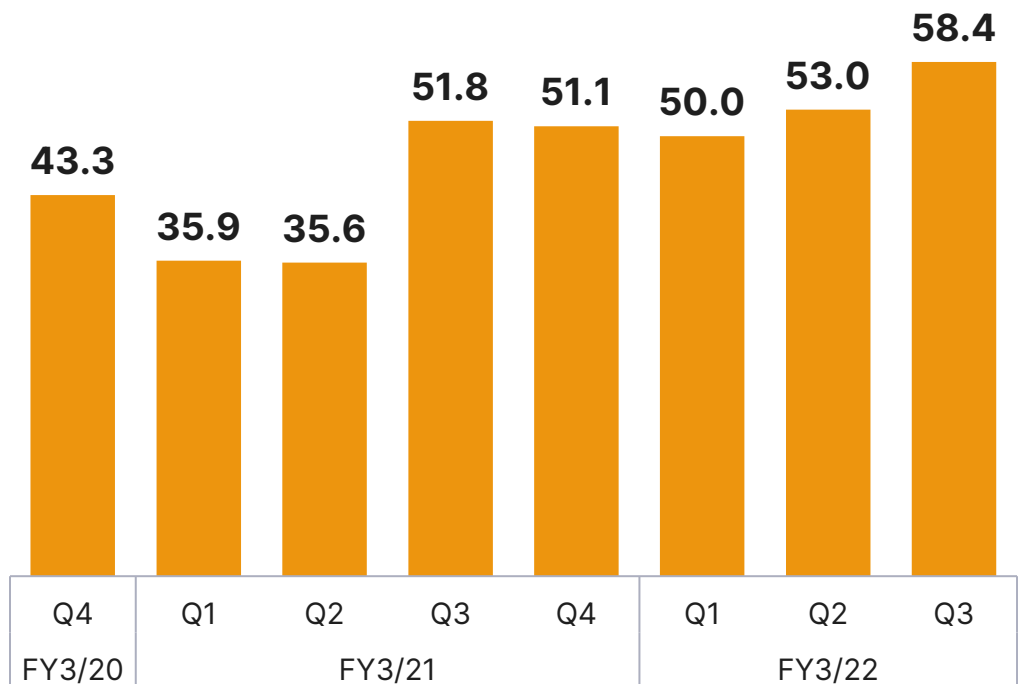
*Promotion Service ARPU = 3 months average of [Monthly Promotion Service revenue ÷ Monthly number of contracted restaurants (incl. restaurants that have suspended their contract)]

Online Reservation Service:

Upward trend in the number of contracted restaurants accelerated. Monthly ARPU rose on an increase in online seat reservations.

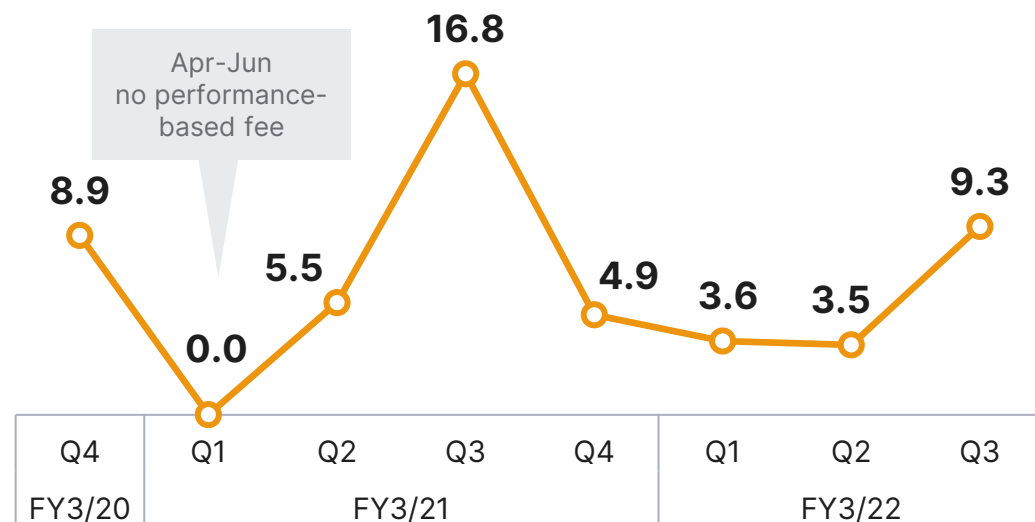
Online Reservation Service: No. of restaurants (end-of-quarter)

(Unit: thousand restaurants)



Online Reservation Service: ARPU (monthly, performance based)

(Unit: thousand yen)

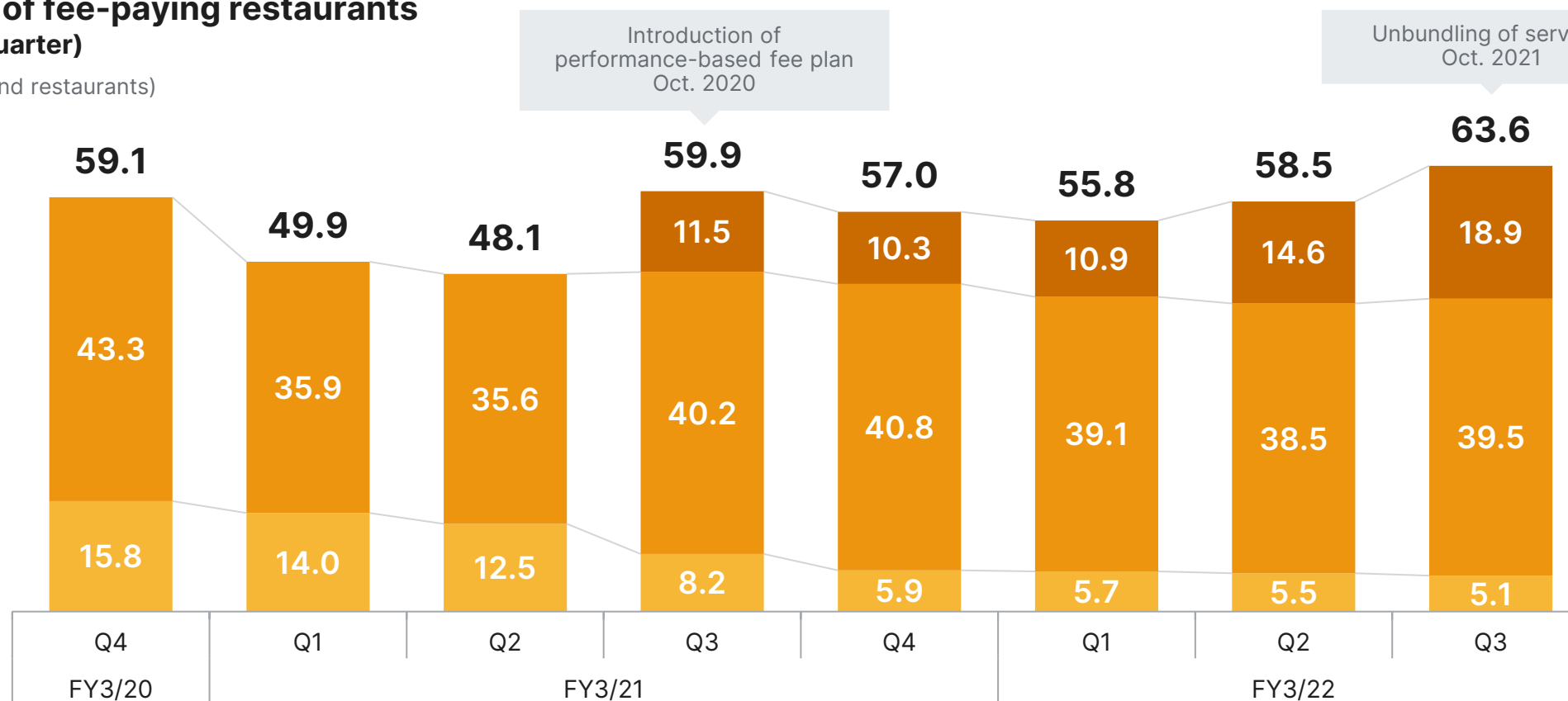


*Online Reservation Service ARPU = 3 months average of [Monthly Online Reservation Service revenue ÷ Monthly number of contracted restaurants]

The number of fee-paying restaurants increased significantly for the online reservation service.

Number of fee-paying restaurants (end-of-quarter)

(Unit: thousand restaurants)

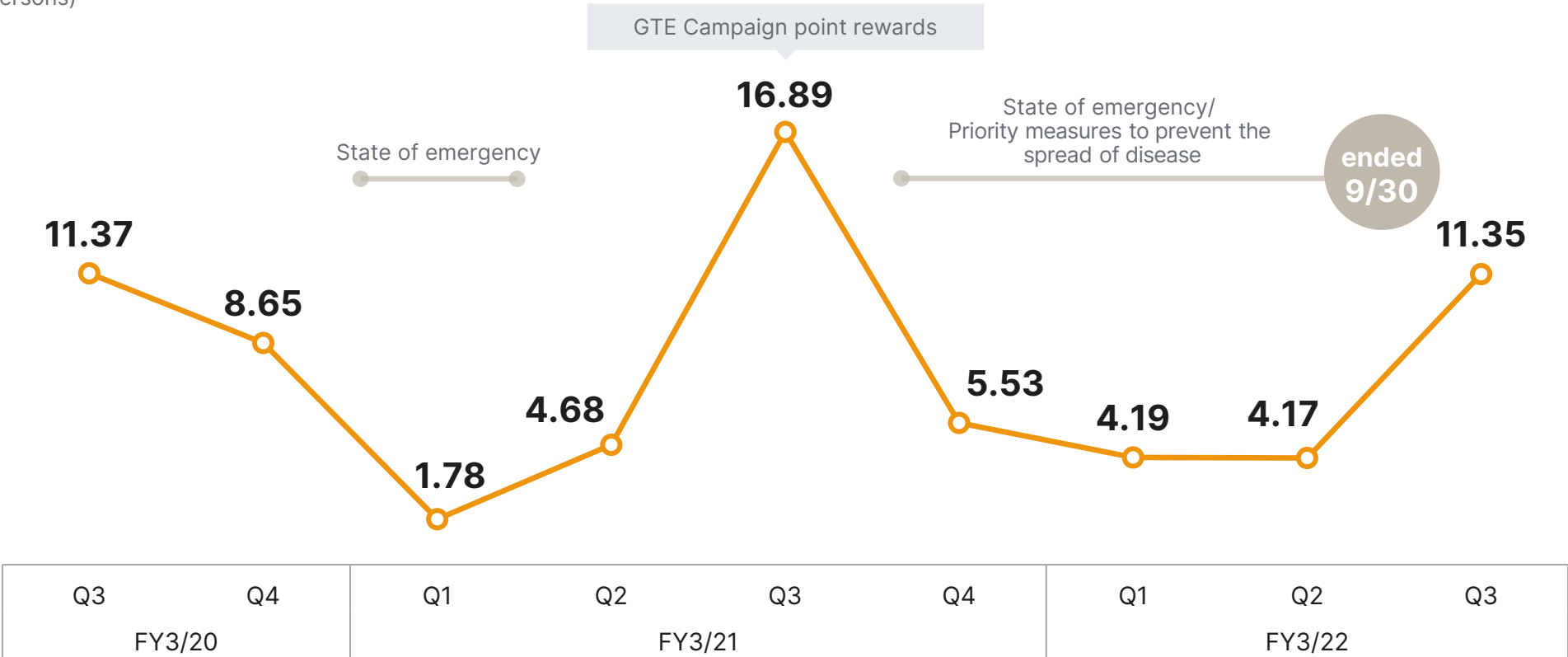


■ Promotion Service only (fixed fee) ■ Promotion+Online Reservation Service (fixed+performance-based fee) ■ Online Reservation Service only (performance-based fee)

Number of online seat reservations increased as restrictions on operating hours and the serving of alcohol were lifted completely, almost rebounding to the level seen two years earlier.

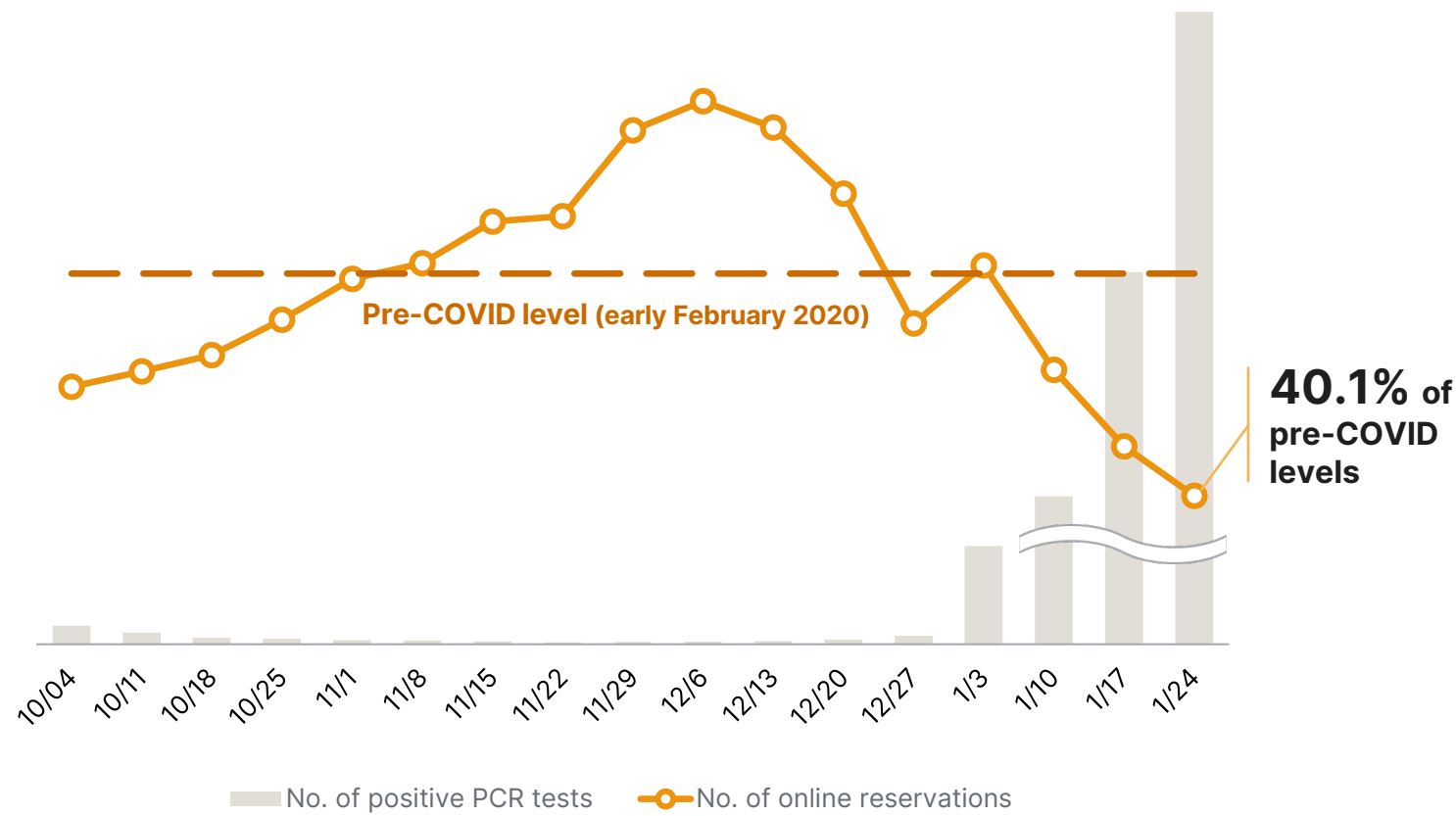
Number of online reservations (Quarterly total)

(Unit: million persons)

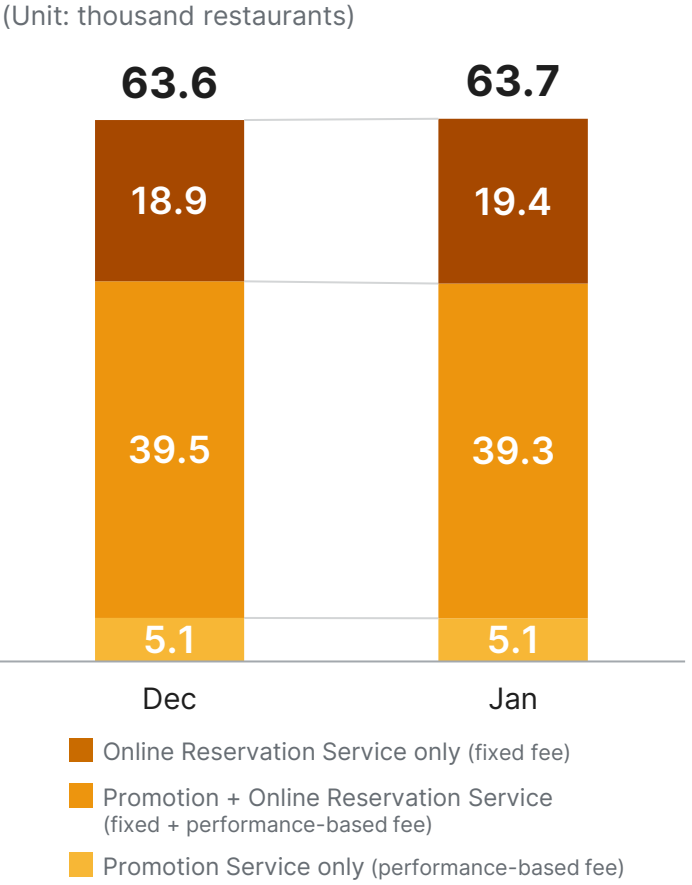


Online seat reservations have decreased with the recent rise in COVID-19 cases and reinstatement of countermeasures. The number of fee-paying restaurants has plateaued as restaurants take a more cautious stance toward attracting customers.

Number of online reservations (weekly)



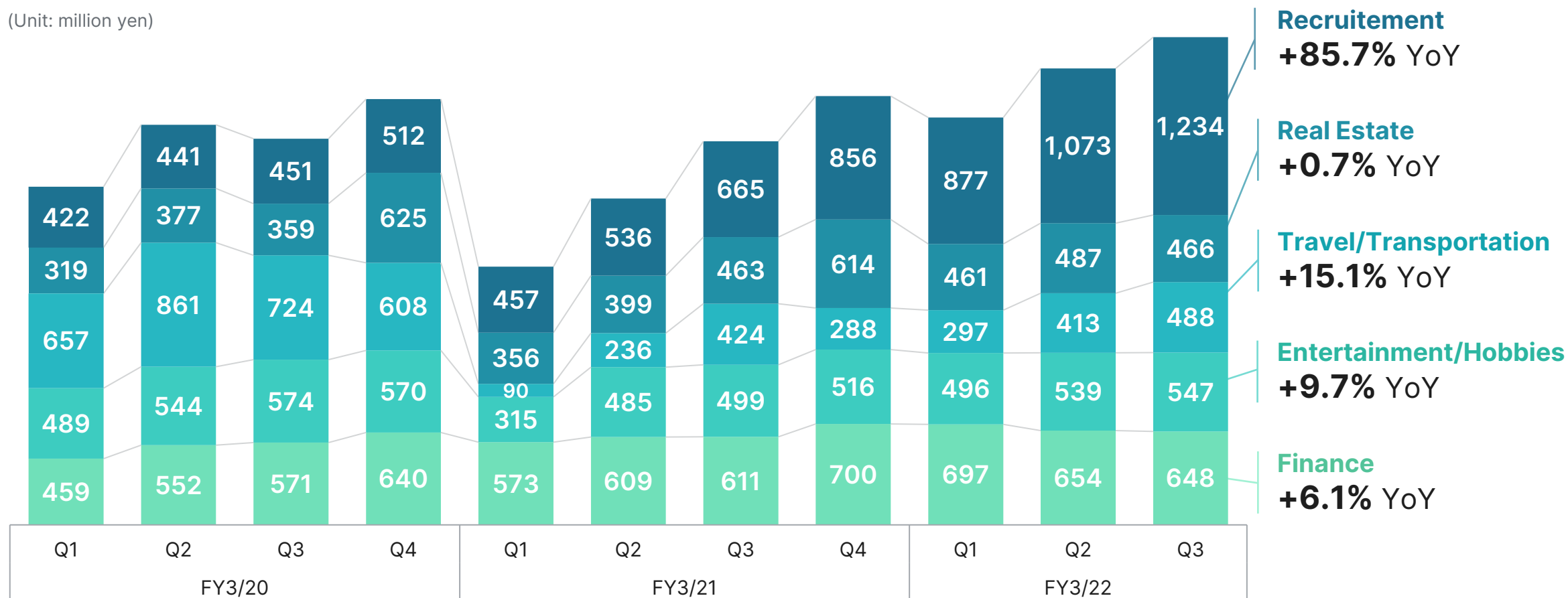
No. of fee-paying restaurants



In the New Media and Solutions/Finance Business, revenue remained brisk for the recruitment and finance domains.

The Travel/Transportation and Entertainment/Hobbies domains continued to recover.

(Unit: million yen)

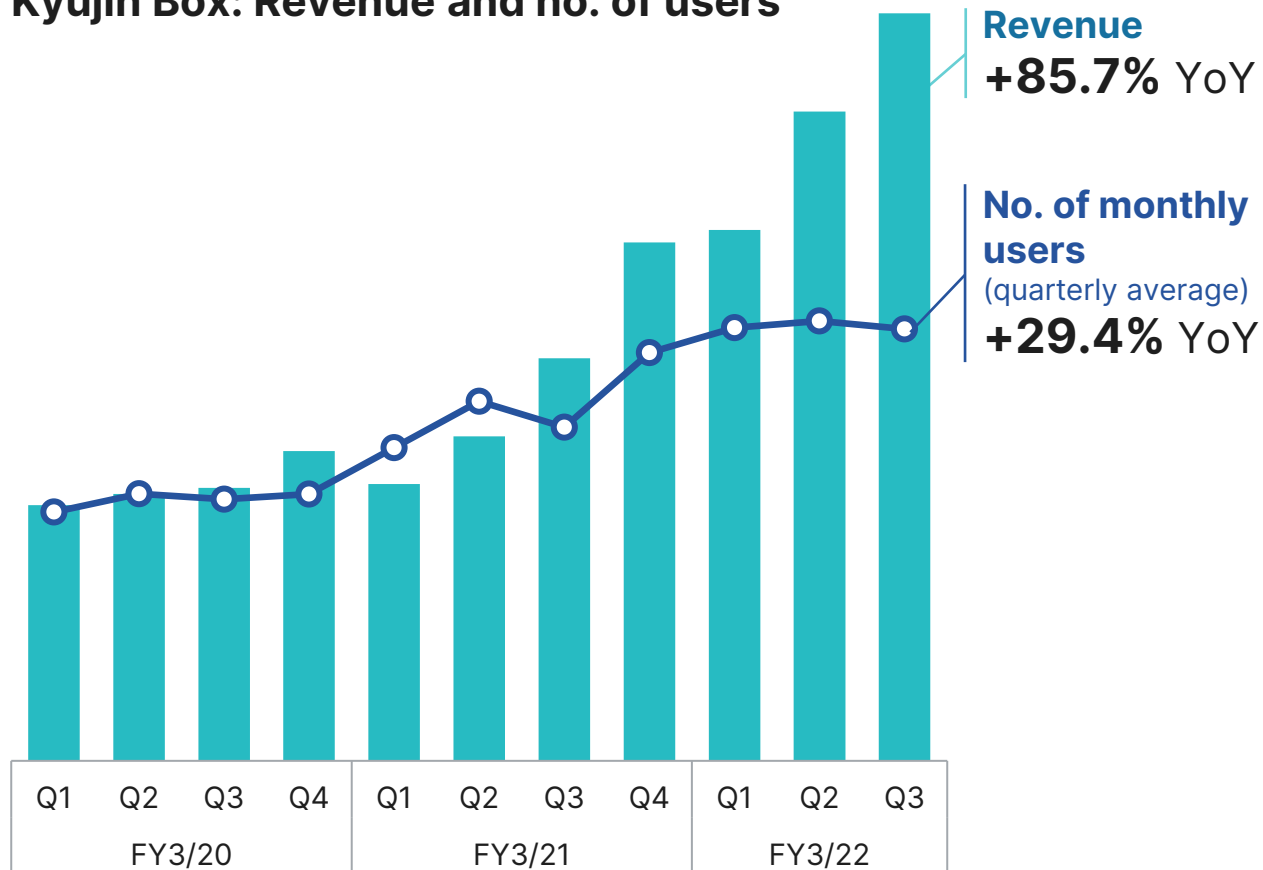


Kyujin Box



Kyujin Box revenue increased thanks to continued growth in the number of ad placements.

Kyujin Box: Revenue and no. of users



Efforts to improve usability for job seekers

More options to narrow down search results



Benefits	<input type="checkbox"/> Commuting EXP <input type="checkbox"/> Training available <input type="checkbox"/> Day-care available etc.
Term/Hours	<input type="checkbox"/> Short term <input type="checkbox"/> No overtime etc.
Conditions	<input type="checkbox"/> Holding multiple jobs allowed <input type="checkbox"/> Work from home allowed etc.

Notification of new job listings via SNS

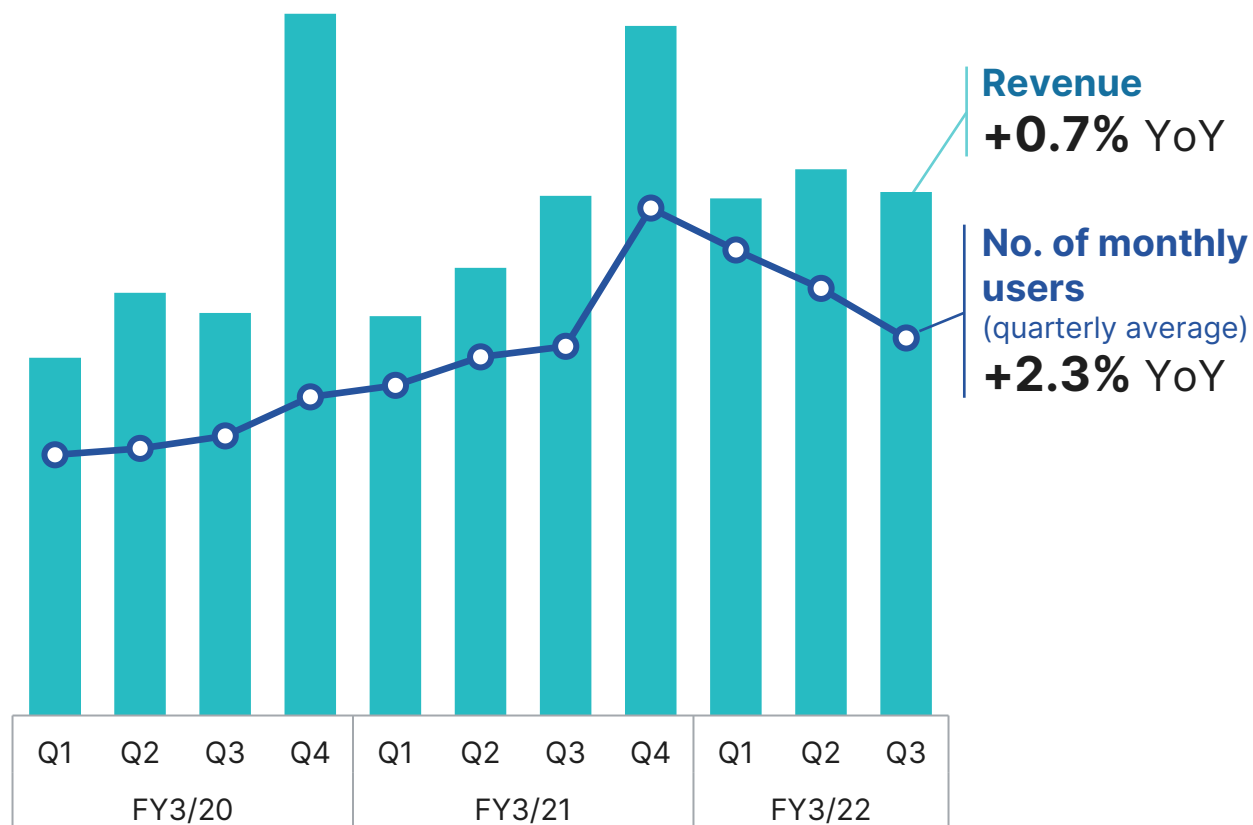




Sumaity

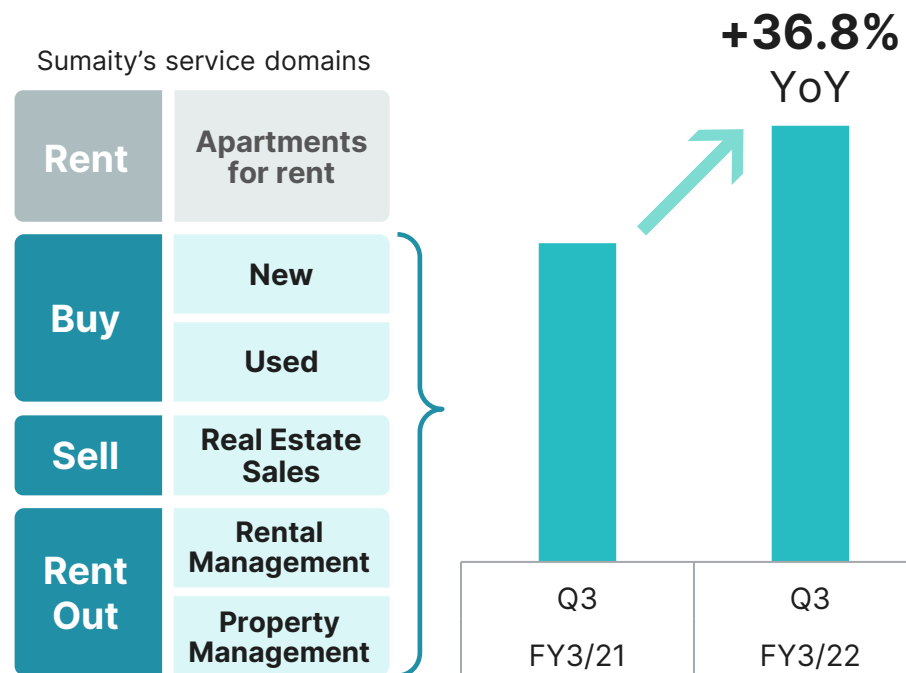
Revenue up only slightly as sudden increase in demand for online property searching and selection settles down.

Sumaity: Revenue and no. of monthly users



Revenue from non-rental domains

Revenue from non-rental domains continues to increase with expansion/enhancement of content enabling property searches based on individual lifestyles and contractual conditions.



LCL

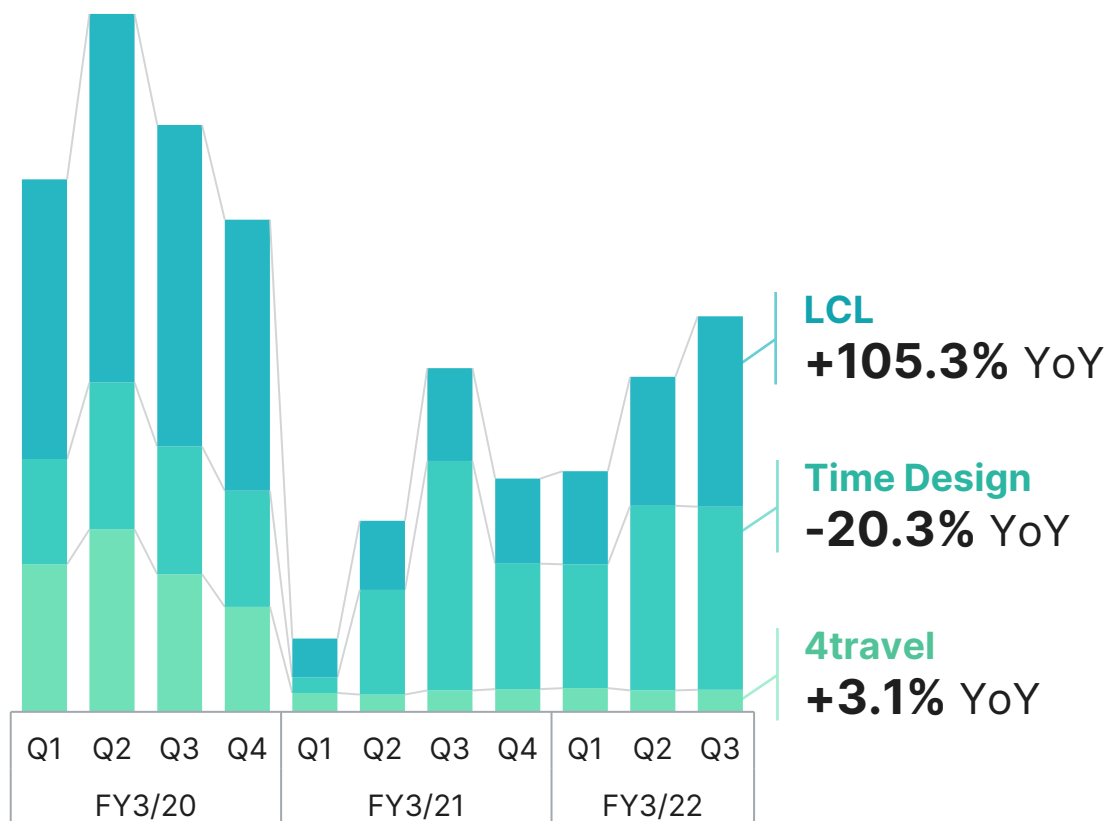
Time Design

4fortravel.jp

LCL, Time Design, 4travel

The travel and transportation domain remains sluggish overall, but domestic travel demand began to recover after lifting of the state of emergency.

Travel/Transportation: Revenue by business



Current situation of sites/services

Time Design

The number of hotels using the dynamic package platform continued to increase.

Domestic DP 2,950 hotels, +18.7% YoY

Overseas DP 420 hotels, +27.1% YoY

*The number of hotels using Overseas DP includes hotels in Japan offering lodging/air ticket packages to guests travelling to Japan.

LCL

While still at a low level, revenue is recovering thanks to a recovery in domestic travel demand.

4travel

Although slightly higher than last year, revenue remained at low level.



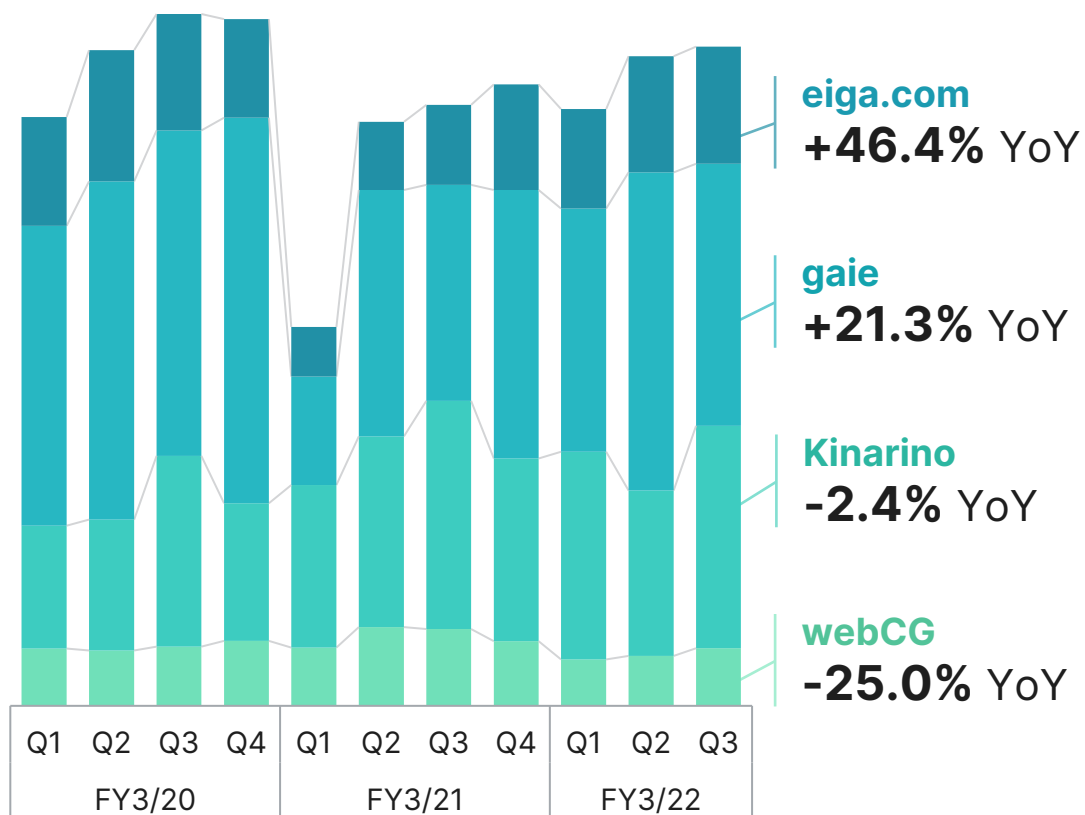
eiga.com, gaie, Kinarino, webCG

キナリノ



eiga.com and gaie continue to see recovery in ad placements for newly released movies.

Entertainment/Hobbies: Revenue by business



Current situation of sites/services

Kinarino

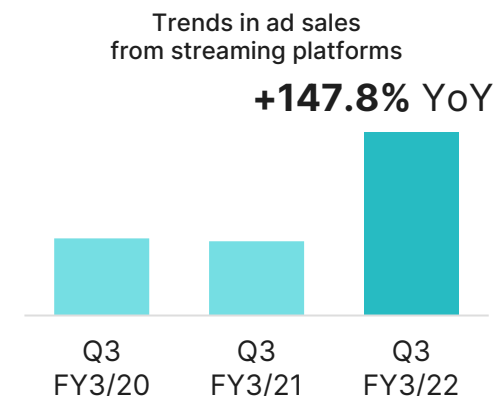
Kinarino Mall revenue remains high due to increased number of stores on the website and a rebound in demand for apparel.

webCG

Ad placements by car manufacturers decreased owing to continued production cutbacks in response to a shortage of parts and materials.

eiga.com

Rebound in ad placements for newly released movies while ad placements from video streaming platforms remains at a high level.

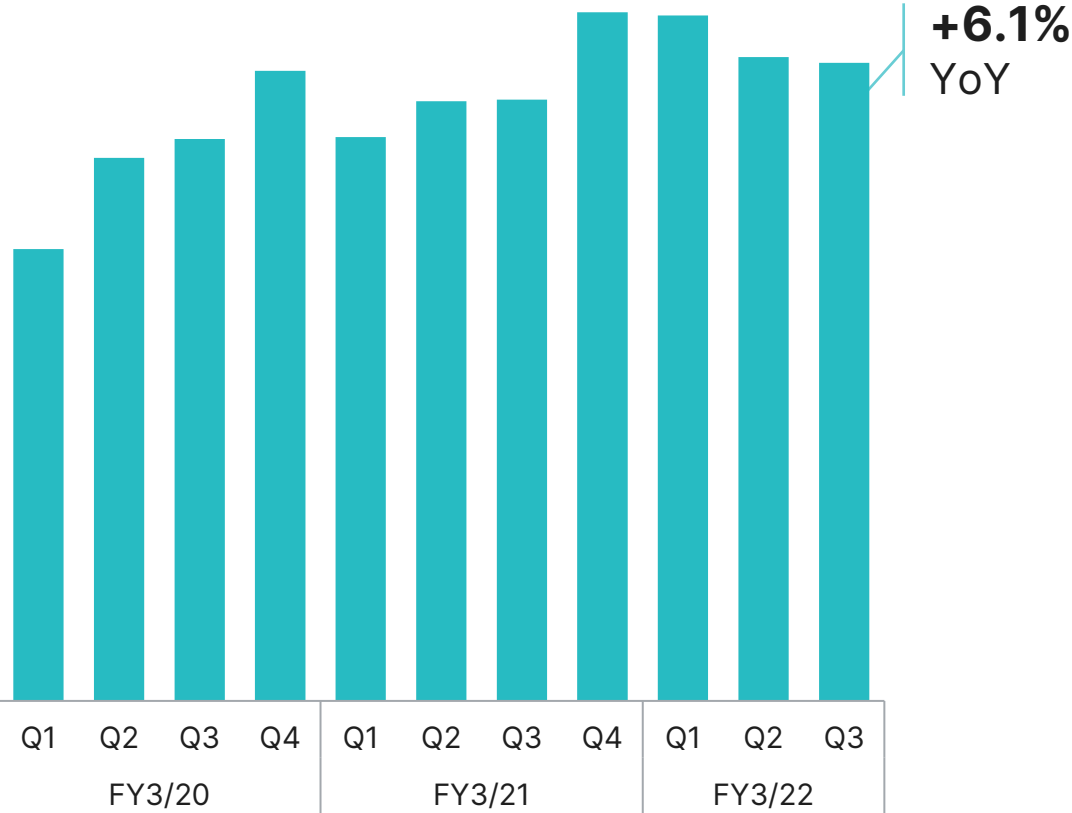




Kakaku.com Insurance


Kakaku.com Insurance achieved moderate growth as demand from users considering and applying for life insurances settled down.





Kakaku.com Insurance: Revenue



Trend by insurance product

Insurance	Trend	Detail
Life Insurance	➡	Demand for considering and applying for life insurances has slowed since lifting of the state of emergency.
Home Insurance	➡	Applications increasing after improvements to online content, such as across-the-board policy comparisons.
Pet Insurance	⬆	Solid growth in new applications due to after improvements to content, including listing of new products.
Overseas Travel Insurance	➡	Applications remain at low levels amid continued weak demand for overseas travel.

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Business	Policy	Initiatives
	Provide meaningful information to users, so they can feel more satisfied with their purchases	<ul style="list-style-type: none">■ Improved searchability to make it easier to find information that users require■ Improved comprehensiveness of information that users require when making comparisons
	Provide a broad range of services to connect people and restaurants.	<ul style="list-style-type: none">■ Increase number of restaurants offering online reservation■ Increase number of App users■ Providing a comprehensive DX service to solve operation related issues for restaurants
	Find the job that best fits your needs from a greater number of job information	<ul style="list-style-type: none">■ Enhance original content and functionality of the site needed to find and choose jobs■ Expand partnerships and increase options for job seekers
	Make insurance consultations available online	<ul style="list-style-type: none">■ Easier to understand: Information about insurance features and latest trends■ Easier to choose: Enhancement of functions, such as rankings, simulations and online consultations■ Simplified procedures: Enhancement of online insurance products, ability to perform various procedures online

Business

Policy



A more satisfying way to search for a home from a wider variety of real estate information

LCL

Aiming to increase users by providing more information related to bus travel.



Develop businesses that respond to the diversifying ways people watch movies, such as a video streaming service under the eiga.com brand.

Business

Policy

Time Design

Provide dynamic package platform mainly for hotel websites + provide solutions that enable unbundled accommodation sales for arranged travel.

キナリノ

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.



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 online events.



Shopping Business: Develop the next areas of strength

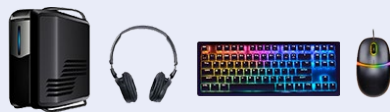
Products with many features and different options to choose from



Games/ Gaming PCs

As the e-sports market continues to expand, we want to make it easier even for novice gamers to choose the right products.

- More information for beginners, such as complete gaming sets
- Shopping simulation



Total ¥XX,XXX



Kitchen Appliances

Make it easier for users to compare and choose new types of products, by providing content describing their features and usability

- Increase product lineup and reviews
- More information on related services, such as subscription services for home appliances
- Improved tie-in of related content with product search pages



Products where users have strong preferences and are very particular about the products they choose



Bicycles

With growing demand for electric and high-end bicycles, we want to support users when shopping for, maintaining or wanting to sell their bike.

- Increase lineup of bicycles and accessories
- Increase lineup of shops listed on the site
- Provide information on selling used bikes

Compare and buy a bicycle

Compare and buy accessories

Maintenance

Sell your bicycle



Golf

We want to provide information on a wide range of golf clubs and other equipment and make them easy to compare.

- Consolidate information on products of the same series and enhance information on special features
- Improve the UI of product pages and the searchability
- Organize and aggregate information such as reviews and word-of-mouth





食べログ

Aiming to be the restaurant search and reservation service of choice



■ Increase number of restaurants offering online reservations

Start offering Online Reservation as a stand-alone service
→ sales efforts targeting all restaurants taking reservations

26,000
restaurants

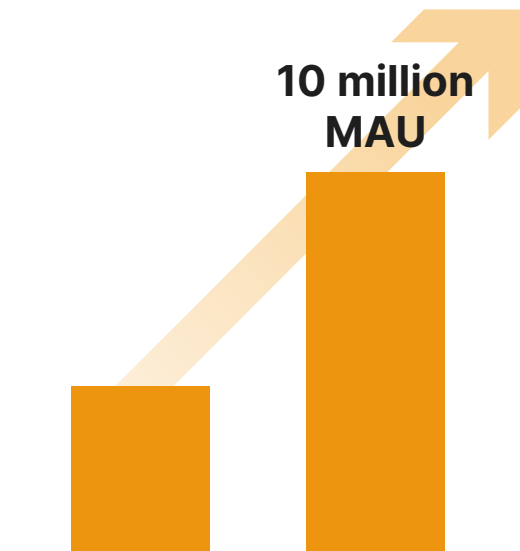
10,000
restaurants

Target market now includes all restaurants taking reservations

■ Increase number of App users

Continue to make improvements (search accuracy, display speed, etc.)

10 million
MAU



Aiming to continue stable growth on a group-wide basis while increasing New Media and Solutions/Finance businesses' share of total revenue to over 20%.

Kakaku.com

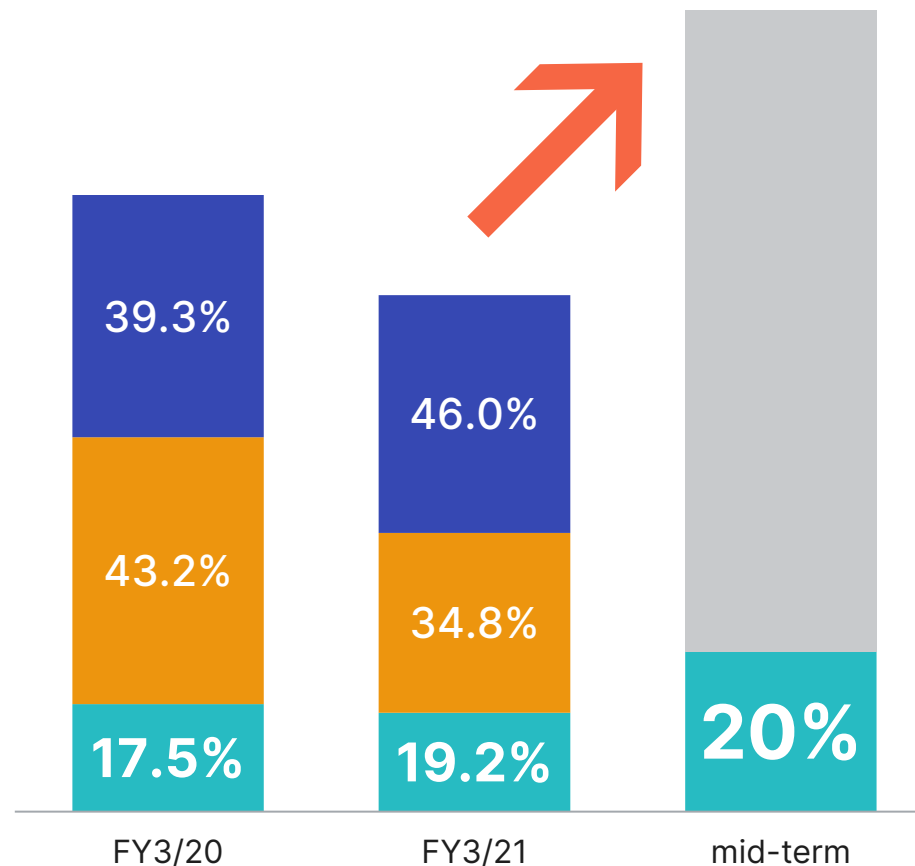
Continue to make site improvements and enhance content to provide meaningful information to users, so they can feel more satisfied with their purchases.


Tabelog

Remain the first choice for users when searching for restaurant and making reservations, while providing a broad range of new services based on the concept of connecting users with restaurants.

New Media and Solutions/Finance

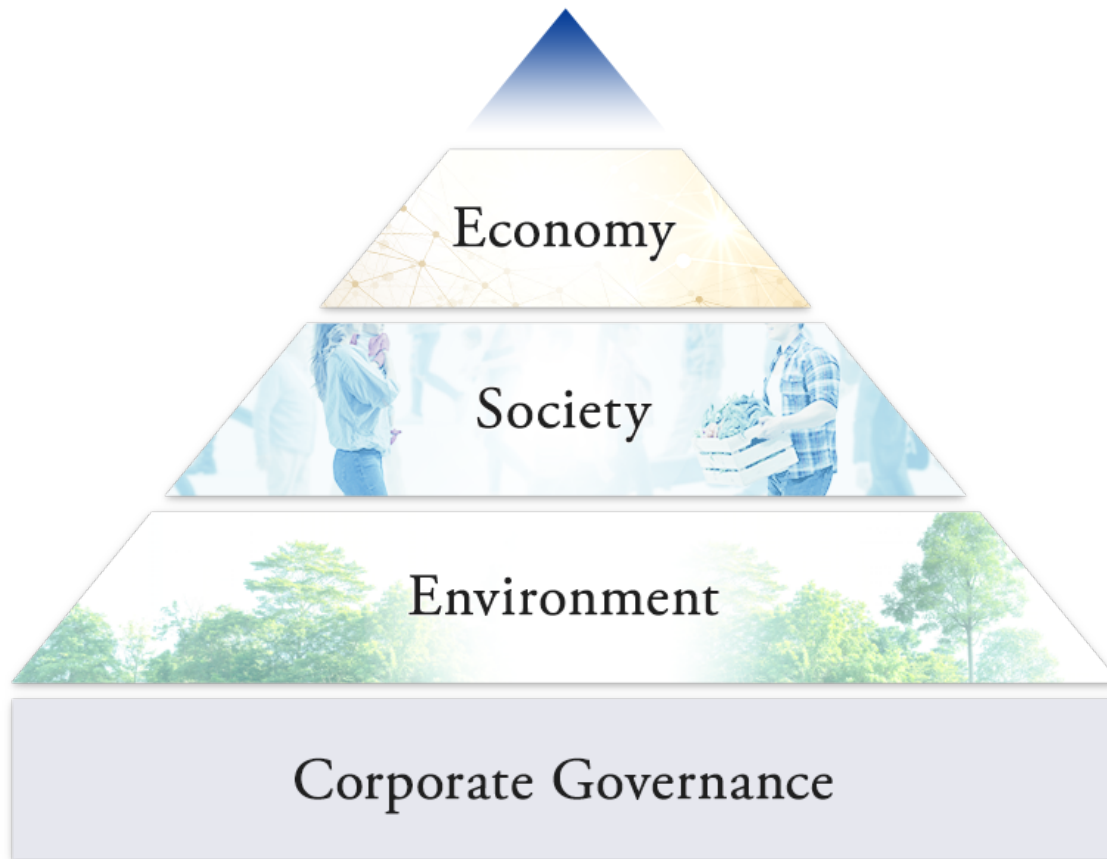
Expand the number of users by enriching the content of existing businesses and proactively invest to match the stage of growth



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As a company that strives to be a part of people's lives, we will address economic, social, and environmental issues through our corporate activities.

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



Our main initiatives

Economy: Development of the Internet Industry

- Provide safe and secure services
- Support development of new technologies
- Engineer training

Society: Creating a vibrant society

- Human resource development and improving work environment
- Support development of sports culture
- Support disaster relief efforts
- Provide information that can help people enrich their lives

Environment: Protecting our planet's environment

- Coordinate with environmental conservation groups
- Provide information on environmental conservation
- Reduce environmental impact of offices

Details of our initiatives in each area

Economy

Provide safe and secure services

- Greater data security
- Measures to protect personal data
- Quality Management of Online Advertising

Engineer training

- Train engineers using original curriculum
- In-house study group sessions on various topics

Support development of new technologies

- Sponsor industry conferences
- Join security related industry bodies

Society

Human resource development and improved work environment

- Support work-life balance
- Provide environment to promote flexible working styles
- Support career development to accelerate personal growth

Support disaster relief efforts

- Donations to disaster relief efforts

Support development of sports culture

- Support development of music culture
- Support popularization of e-sports

Provide information that can help people enrich their lives

- Local information (disaster prevention, education, etc.)
- Sightseeing information

Environment

Coordinate with environmental conservation groups

- Support NPOs focusing on biodiversity and environmental conservation
- Installing vending machines which make donations to forestation programs, with each purchase

Reduce environmental impact of offices

- Promote recycling
- Procure office supplies compliant with Japan's Act on Promoting Green Procurement

Provide information on environmental conservation

- Information on products that have acquired ecolabels
- Information on saving energy and renewable energy
- Information on second-hand products (home appliances, smartphones, cars)

■ Environment

Support for fish research projects using environmental DNA

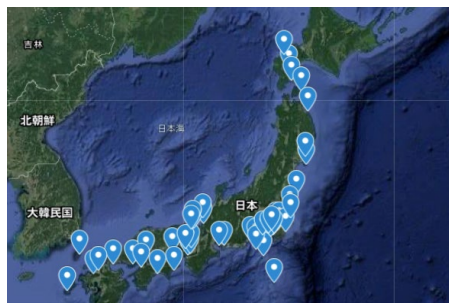
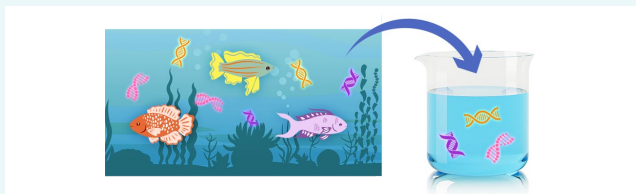
A survey to observe the fish ecosystem along the coast of Japan by analyzing the environmental DNA of fish in seawater. Research activities are conducted in collaboration between local citizens and researchers.
(Organized by: Certified NPO Earthwatch Japan)

Objective

- Observe the fish ecosystem along the coast of Japan
- Create a database that can be freely used by researchers
- A steppingstone for the conservation and use of Japan's coastal areas

What is Environmental DNA

General term for DNA derived from excretion and tissue fragments of organisms in the environment, such as water, soil, and air.



63 water sampling locations nationwide



Water sampling

■ Society

Support for using babysitter services

The company will pay a portion of fees for babysitter dispatch services, to support employees in balancing their work with child-rearing. (As of October 2021) *

*Utilizing the Cabinet Office's Babysitter Dispatch Program
https://www8.cao.go.jp/shoushi/shinseido/outline/sitter_atukai.html

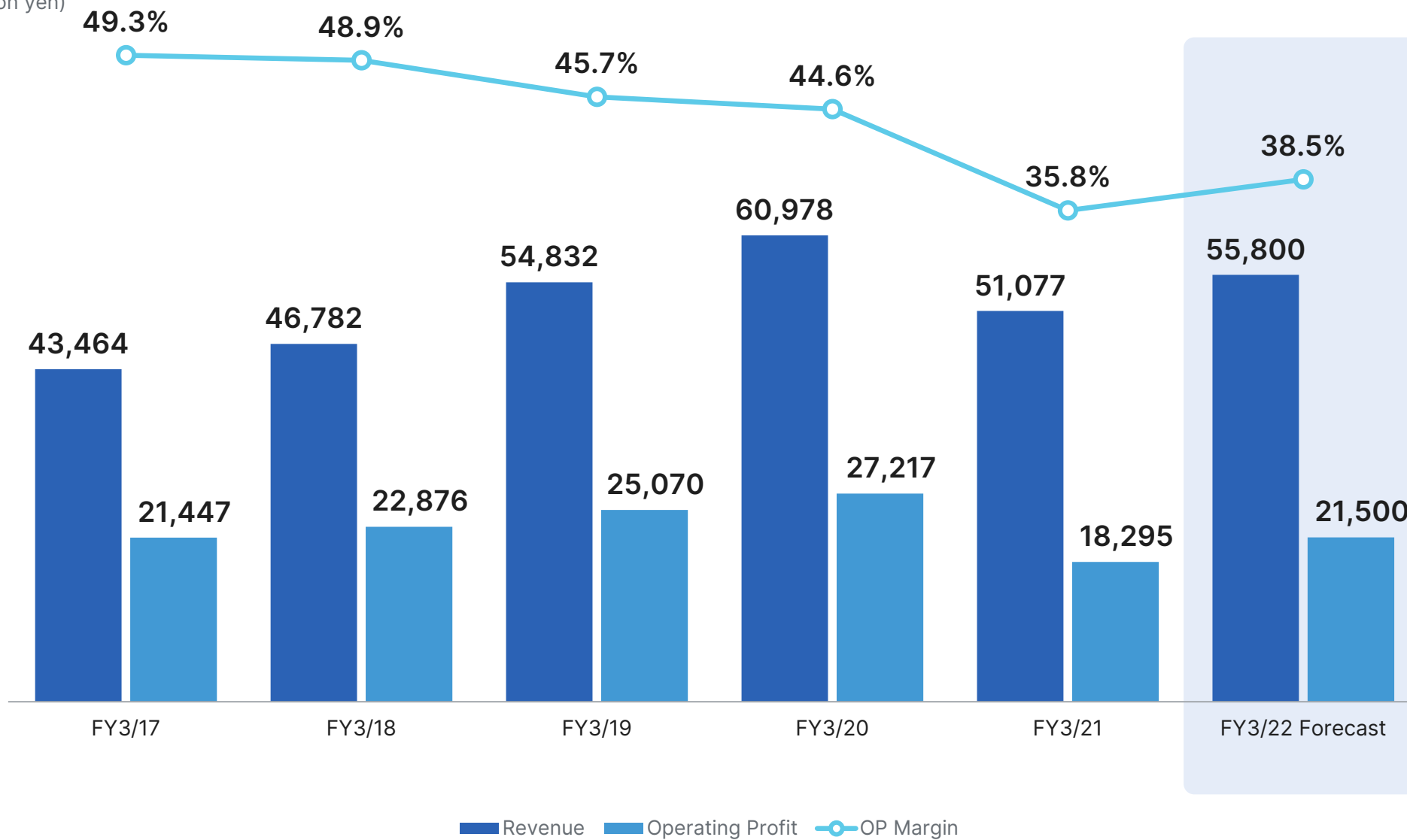
Organizing e-sports events

With the aim of promoting e-sports, a competition was held between three independence support centers for persons with disabilities (2 in Osaka Prefecture, 1 in Okayama Prefecture).

The event was held in October 2021, in cooperation with the Shougaisha Jiritsu Suishin Kikou Association .

Forecast of Consolidated Financial Results for the Fiscal Year Ending March 31, 2022

(Unit: million yen)



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)

	FY3/18	FY3/19	FY3/20	FY3/21
Capital-to-Asset ratio *1	78.5%	79.1%	67.8%	66.1%
ROE *2	45.7%	45.1%	44.0%	26.2%
Dividend per share (yen)	32	36	40	40
Total dividend (billion yen)	68	75	83	82
Payout ratio	43.3%	45.2%	45.3%	70.0%
Acquisition cost of treasury stock (billion yen)	108	30	80	0
Total return ratio *3	112.2%	63.1%	88.8%	70.0%

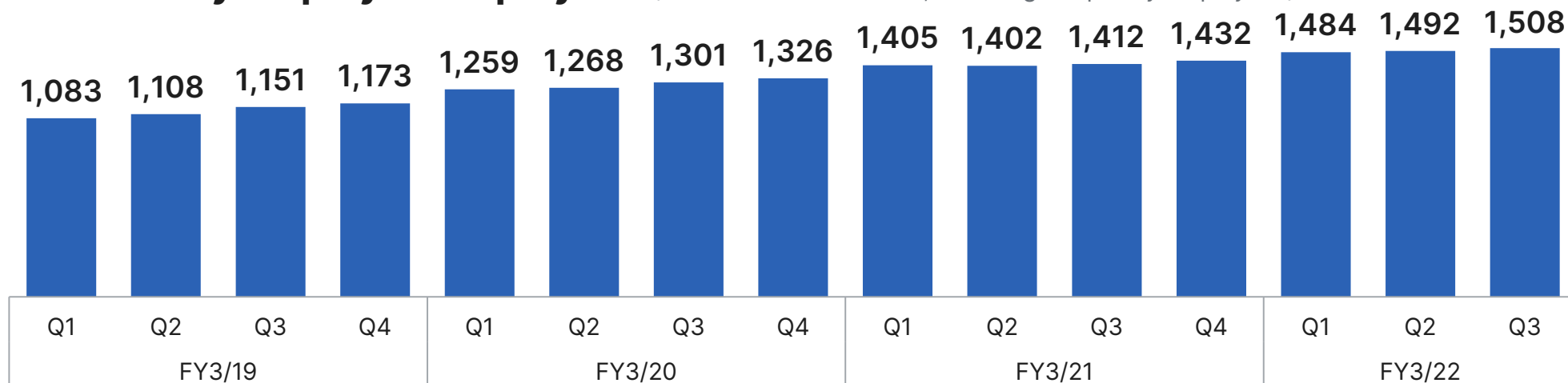
Note: *1 Capital-to-Asset Ratio = Equity attributable to owners of the parent company ÷ total assets × 100

*2 ROE = Profit attributable to owners of the parent company ÷ (Total net assets – Stock options – Non controlling assets) × 100

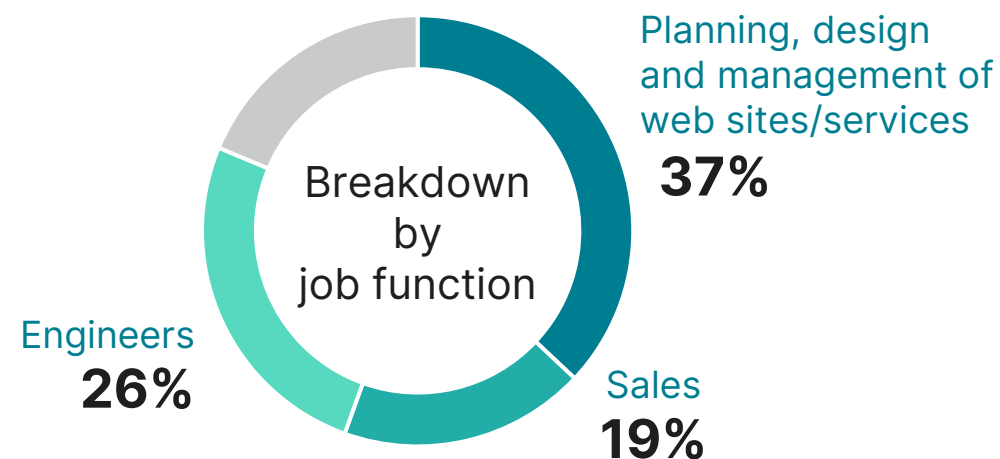
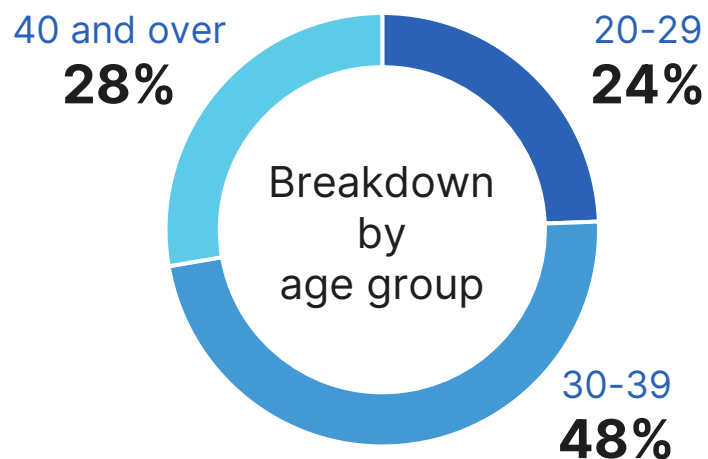
*3 Total Return Ratio = (Total dividend + Acquisition cost of treasury stock) ÷ Profit attributable to owners of the parent company × 100

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 December 2021)

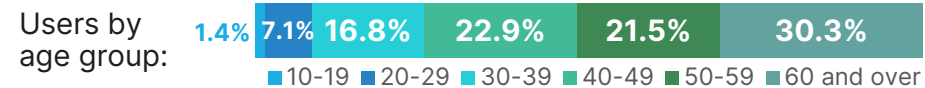


Internet Media	Kakaku.com	Shopping <p>Commission income based on clicks and sales performance</p> <hr/> <p>Clients: EC Malls and Shops, Electronics Retail Stores, etc.</p>	Service <p>Commission based on the number of contracts for personal finance and telecommunications etc.</p> <hr/> <p>Clients: Service Providers, etc.</p>	Advertising <p>Advertising revenue from banner and text ads, content and search-based advertising.</p> <hr/> <p>Clients: Consumer Electronics Manufacturers, etc.</p>
	Tabelog	Restaurant Promotion <p>Commission from sales promotion services (fixed monthly fee) and online reservation (performance-based fee)</p> <hr/> <p>Clients: Restaurants</p>	Premium Memberships <p>User fees for access to premium content.</p> <hr/> <p>Clients: Users</p>	Advertising <p>Advertising revenue from banner and text ads, content and search-based advertising.</p> <hr/> <p>Clients: Beverage companies, local governments, etc.</p>
Finance	New Media and Solutions/ Finance	New Media and Solutions <p>Revenue generated by sites and service, such as Kyujin-box, Sumaity, Kinarino, Bus Hikaku Navi operated by LCL, Inc or the dynamic package reservation system developed by Time Design Co., Ltd.</p>		
		Finance <p>Commission from general insurance business for life insurances and non-life insurance, etc. operated by Kakaku.com Insurance, Inc.</p>		

価格.com

Purchasing support site

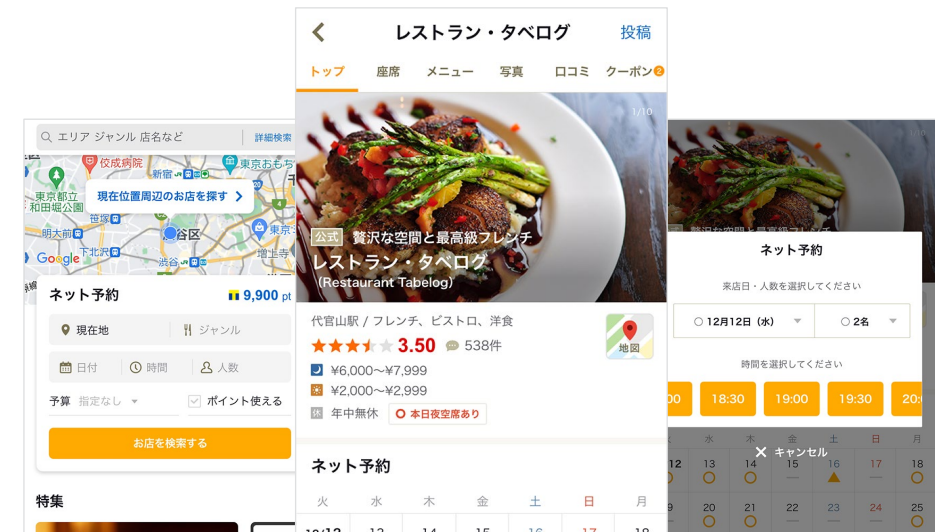
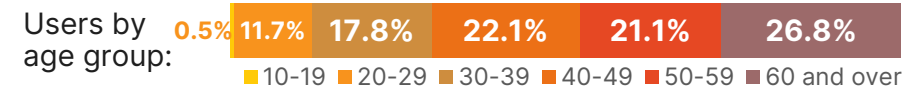
Monthly users: 60.52 million (as of December 2021)



食べログ

Restaurant discovery and reservation site

Monthly users: 136.52 million (as of December 2021)



Note: Users by age group for Kakaku.com and Tabelog are as of November 2021.

求人ボックス

Comprehensive search site for job seekers



スマイティ

Real estate housing information site



kakaku.com insurance

Consulting service for insurance selection



キナリノ

Lifestyle media for women



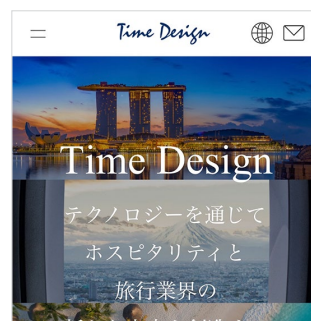
バス比較なび

Comparison site for highway busses and bus tours



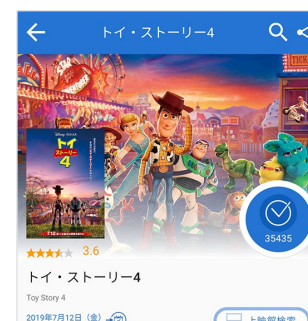
Time Design

Dynamic package reservation platform



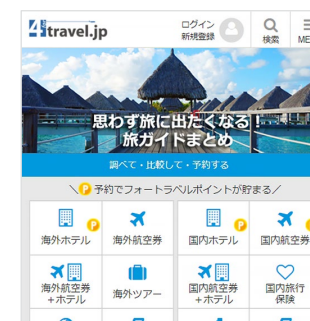
映画.com

Comprehensive movie information site



4for travel.jp

Travel review and comparison site





Online site for car lovers



Online photo sharing community



Online travel information media



Web magazine for men's fashion



Anime and Akihabara culture information media



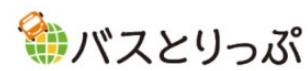
FX and Exchange rate related information site



Cryptocurrency and Blockchain related information site



Comparison site for low-cost bus, airline and bullet train tickets



Online media for information on bus trips, travel and sightseeing



Digital promotion agency, focusing on promotion of movies



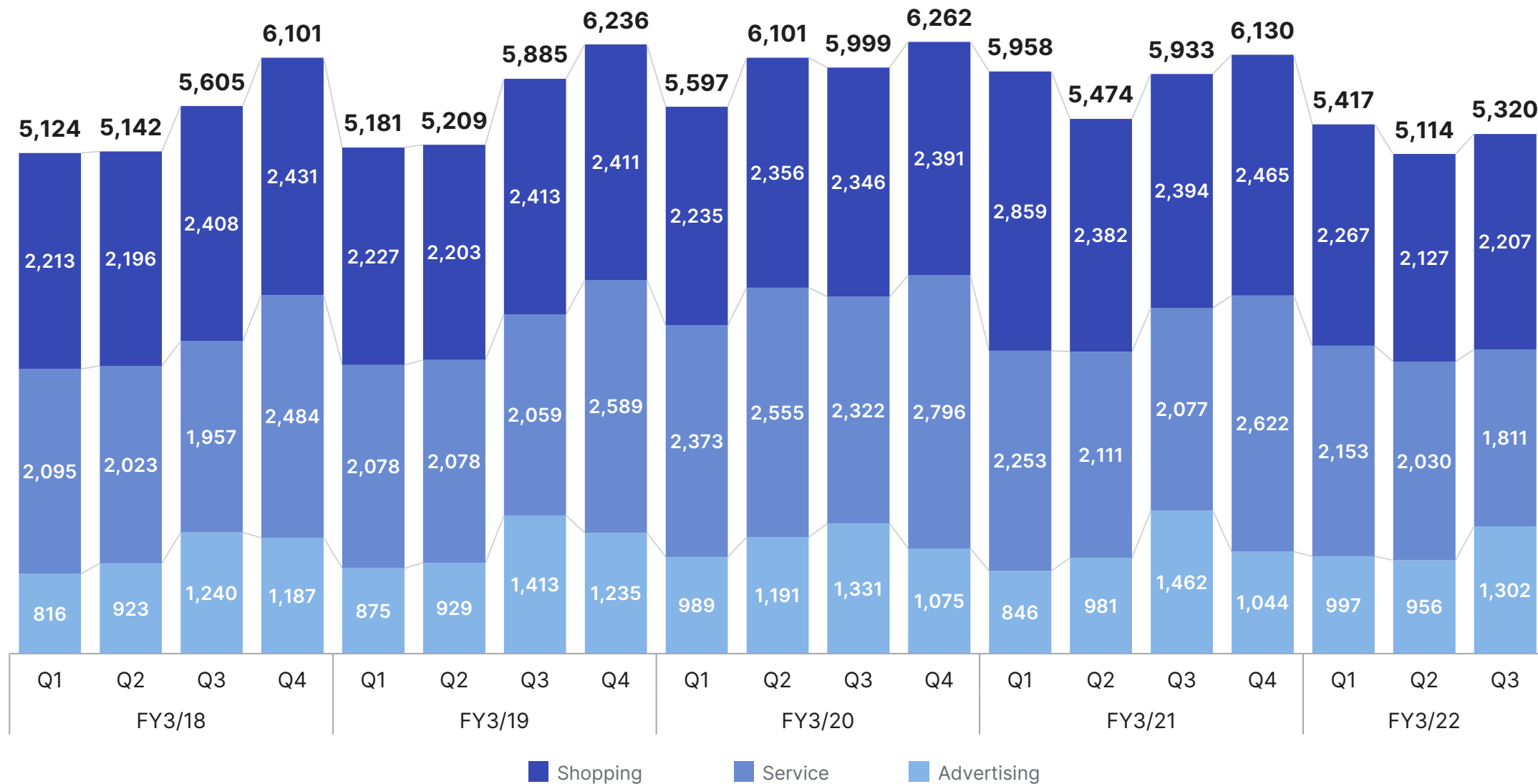
General information site for Anime



Horror movie streaming service

Kakaku.com: Breakdown of revenue

(Unit: million yen)



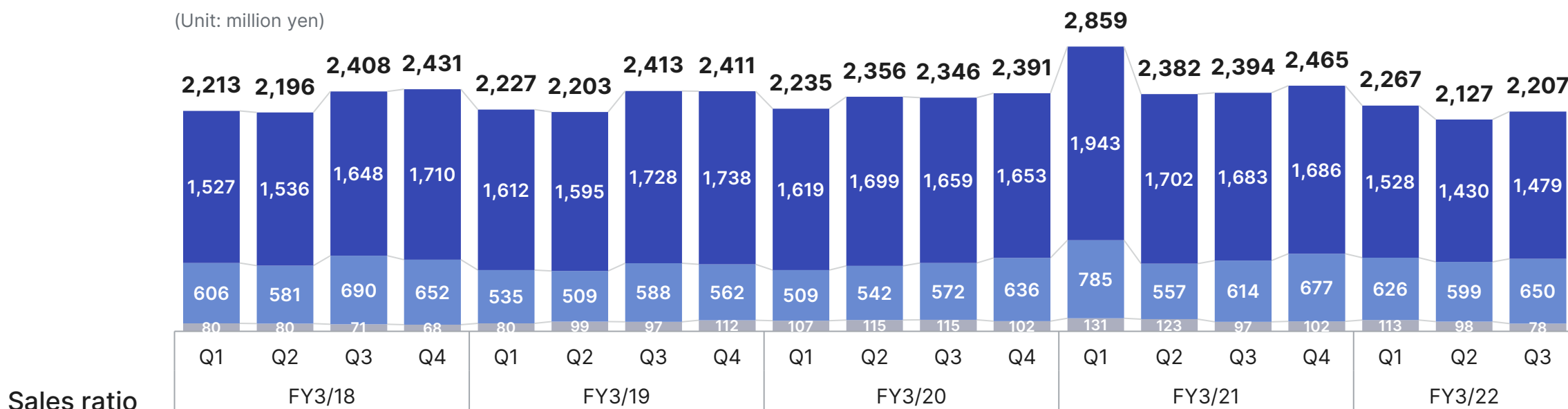
Kakaku.com: Breakdown of Shopping revenue

Main categories

Business Model

Durables	PCs, home appliances, cameras, etc.	Commission based on clicks and sales performance
Consumables	Interior products, furniture, fashion, shoes, accessories, cosmetics, etc.	
Other	Water dispensers, settlement fees, etc.	

(Unit: million yen)



Sales ratio

Durables	69.0%	69.9%	68.4%	70.4%	72.4%	72.4%	71.6%	72.1%	72.4%	72.1%	70.7%	69.1%	68.0%	71.5%	70.3%	68.4%	67.4%	67.2%	67.0%
Consumables	27.4%	26.4%	28.6%	26.8%	24.0%	23.1%	24.4%	23.3%	22.8%	23.0%	24.4%	26.6%	27.5%	23.4%	25.6%	27.5%	27.6%	28.2%	29.4%
Other	3.6%	3.6%	2.9%	2.8%	3.6%	4.5%	4.0%	4.7%	4.8%	4.9%	4.9%	4.3%	4.6%	5.2%	4.0%	4.1%	5.0%	4.6%	3.5%

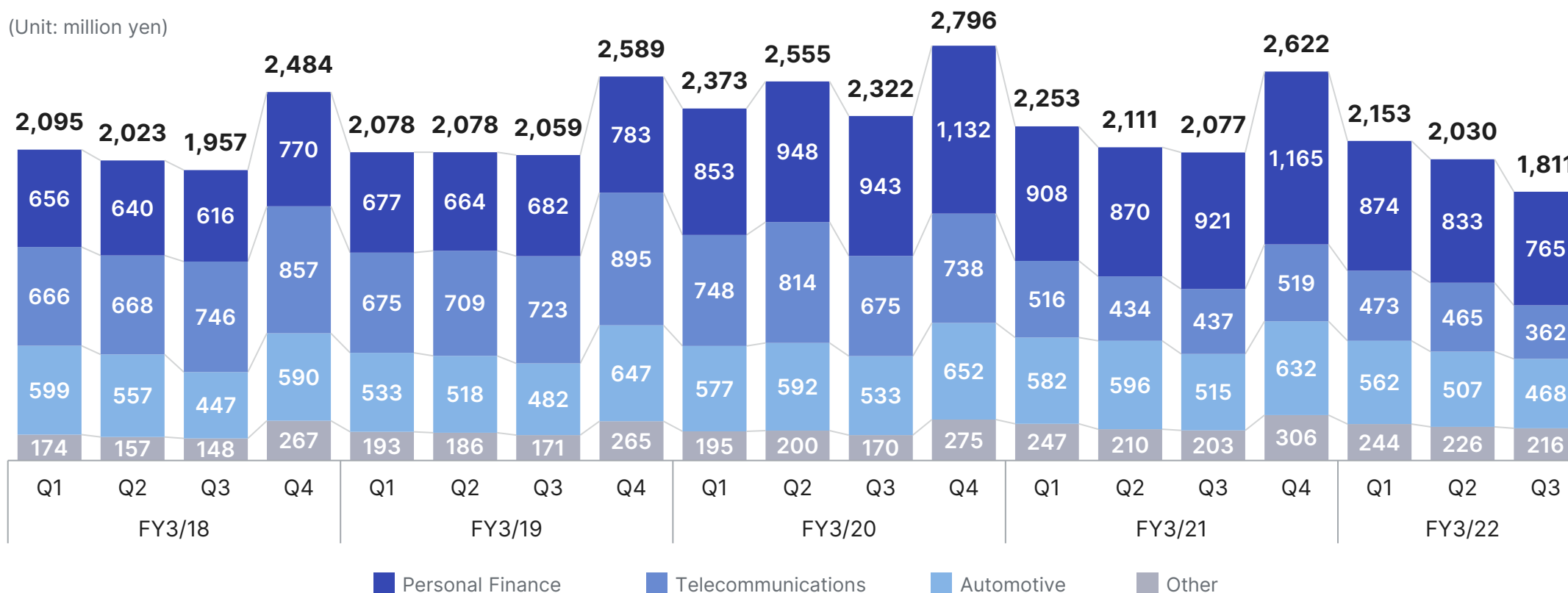
Kakaku.com: Breakdown of Service revenue

Main categories

Business Model

Personal Finance	Credit cards, loans, investment and asset management, FX, etc.	Commissions based on the number of inquiries or applications
Telecommunication	Wi-Fi rentals, low-cost SIMs, internet providers, etc.	
Automotive	Car insurances, used cars, etc.	
Other	English lessons, energy providers (electricity, gas), etc.	

(Unit: million yen)



Personal Finance

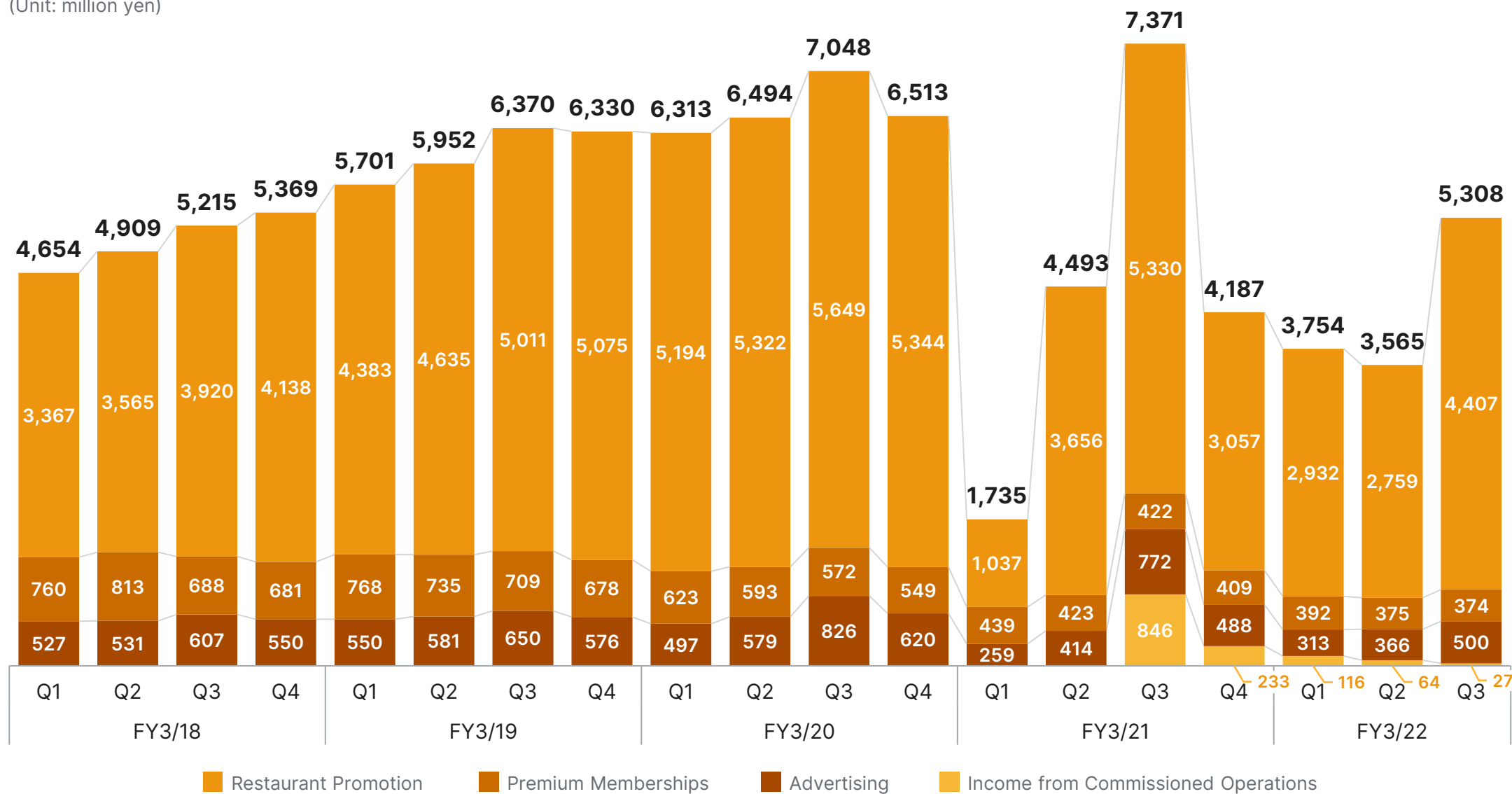
Telecommunications

Automotive

Other

Tabelog: Revenue by business

(Unit: million yen)



Tabelog: Number of fee-paying restaurants (end-of-quarter)

Promotion Service

Service provided: Promotion on Tabelog

- Add large photos and information on restaurant's specialties and courses
- Priority display in standard search results

Commissions : fixed monthly fee

- 10,000yen, 25,000yen, 50,000yen, 100,000yen

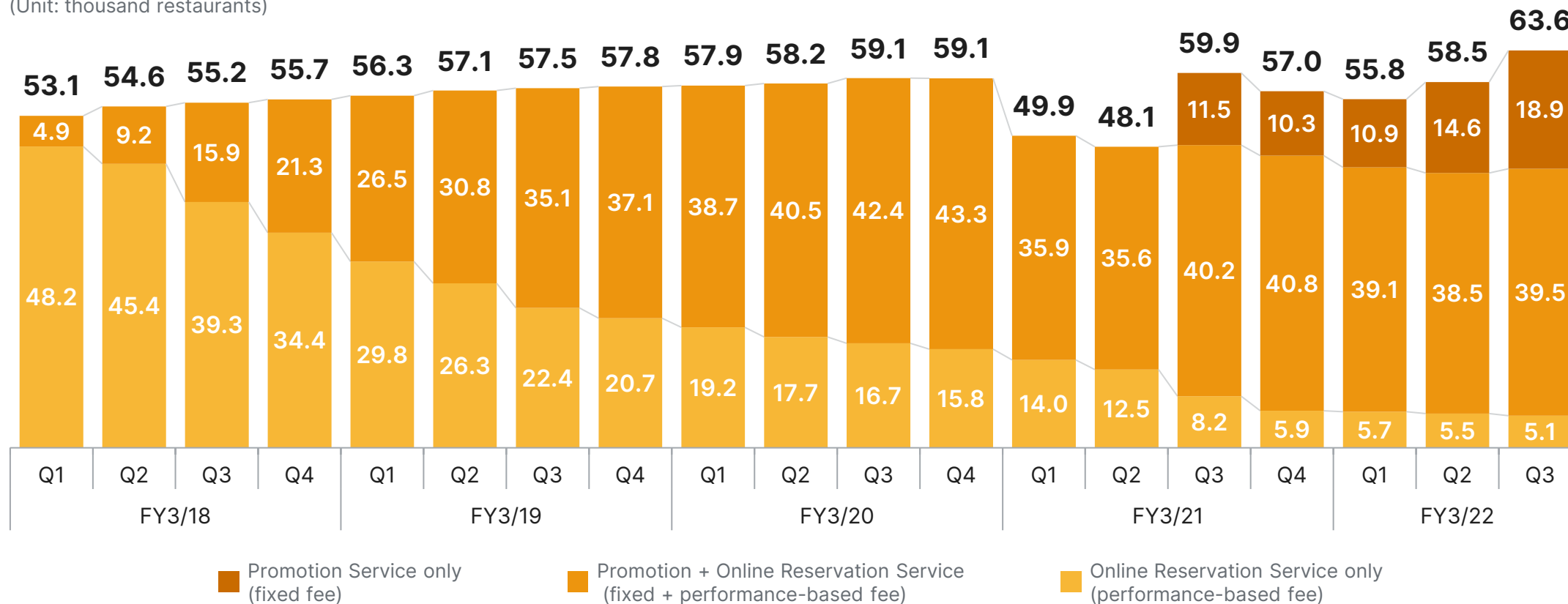
Online Reservation Service

Service provided: Use of Tabelog's online reservation service

Commissions: performance-based fee

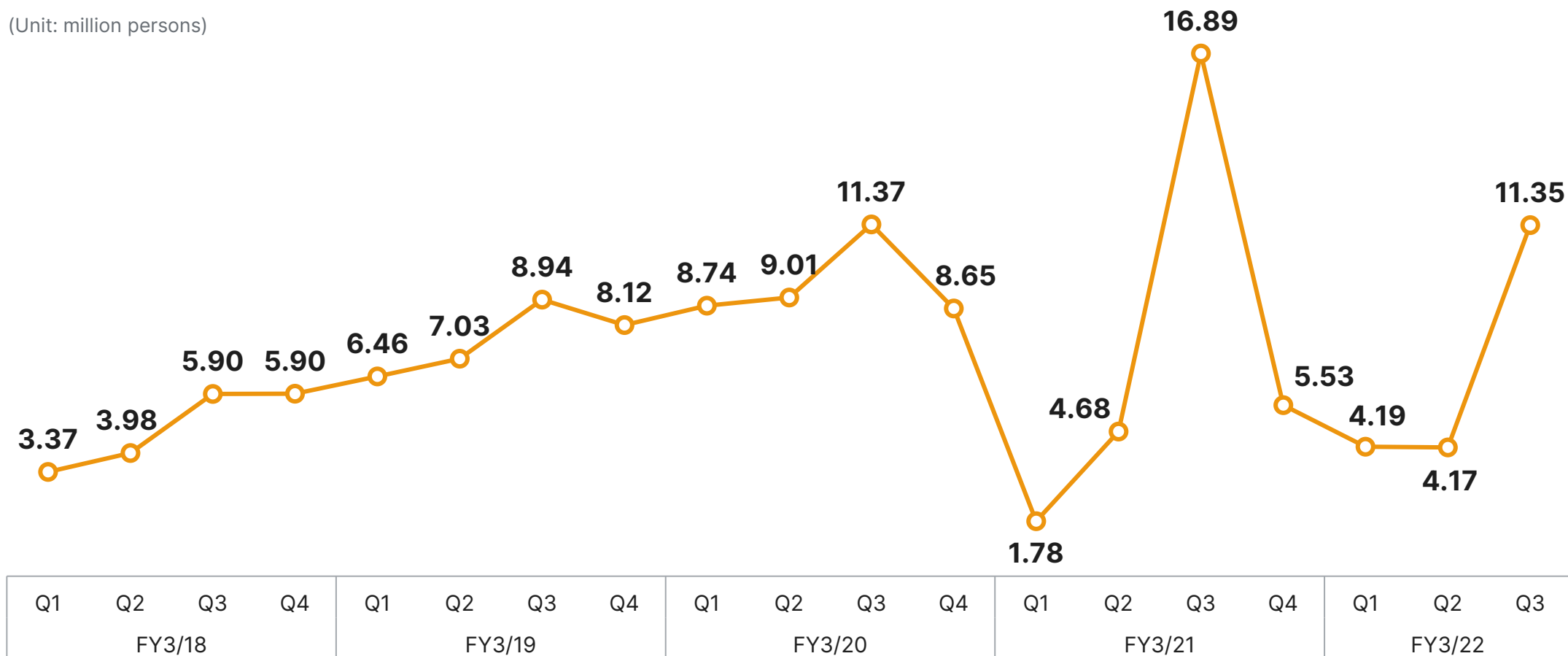
- Lunch: 100yen per customer
- Dinner: 200yen per customer

(Unit: thousand restaurants)



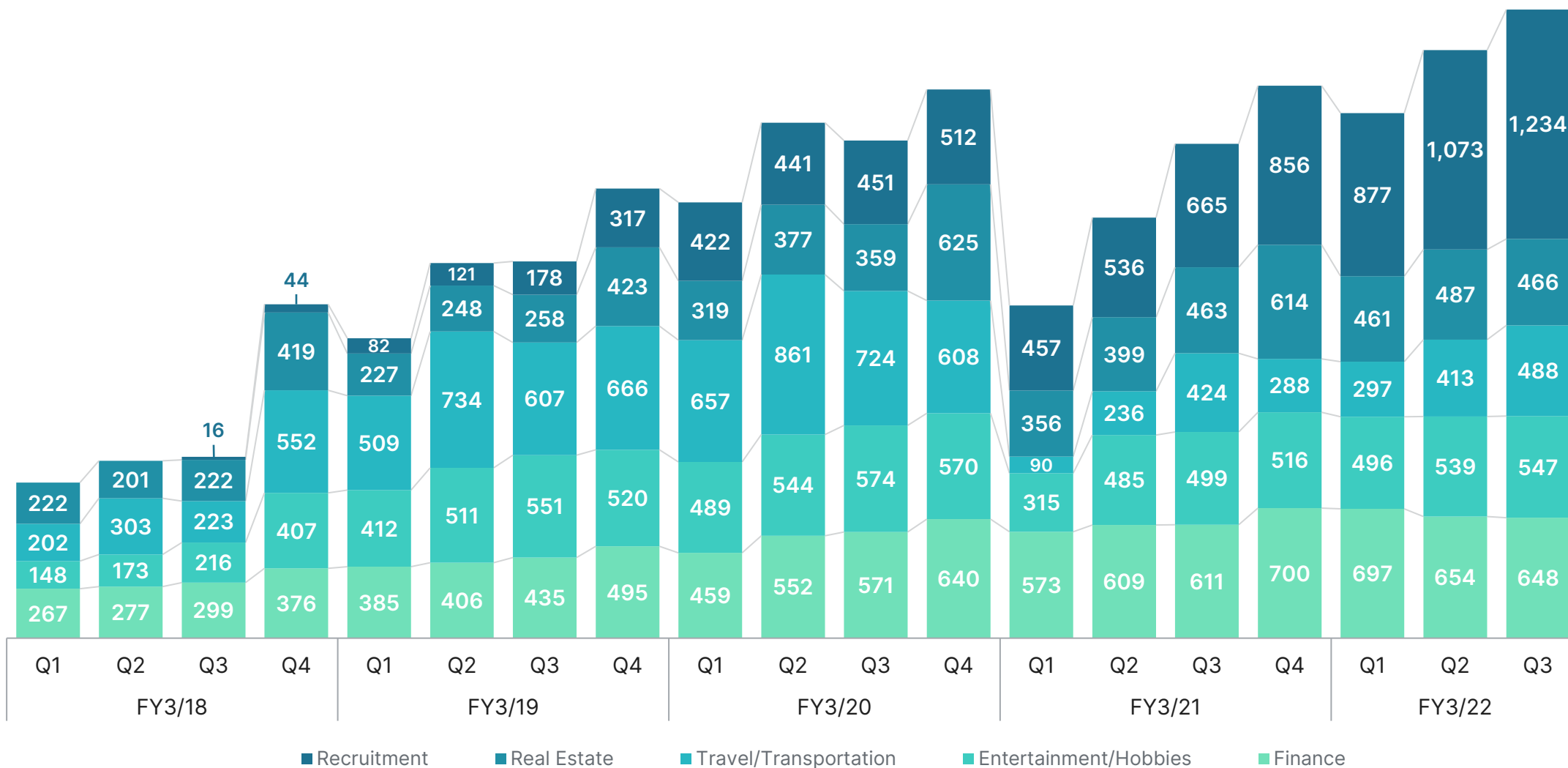
Tabelog: Number of online reservations (quarterly total)

(Unit: million persons)



New Media and Solutions/Finance: Revenue by business

(Unit: million yen)



Company Name	Kakaku.com, Inc.	
Address	3-5-7 Ebisu Minami, Shibuya-ku, Tokyo 150-0022	
Founded	December 1997	
URL	https://corporate.kakaku.com/	
Share Listing	The First Section 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/
	gaie, Inc.	https://gaie.jp/

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.