

FY 3/2023 Second Quarter Results Briefing

November 2, 2022

kakaku.com

Kakaku.com, Inc. (TSE Prime 2371)



1. Consolidated Operating Results

2. Operating Results and Progress by Business

3. Initiatives Going Forward

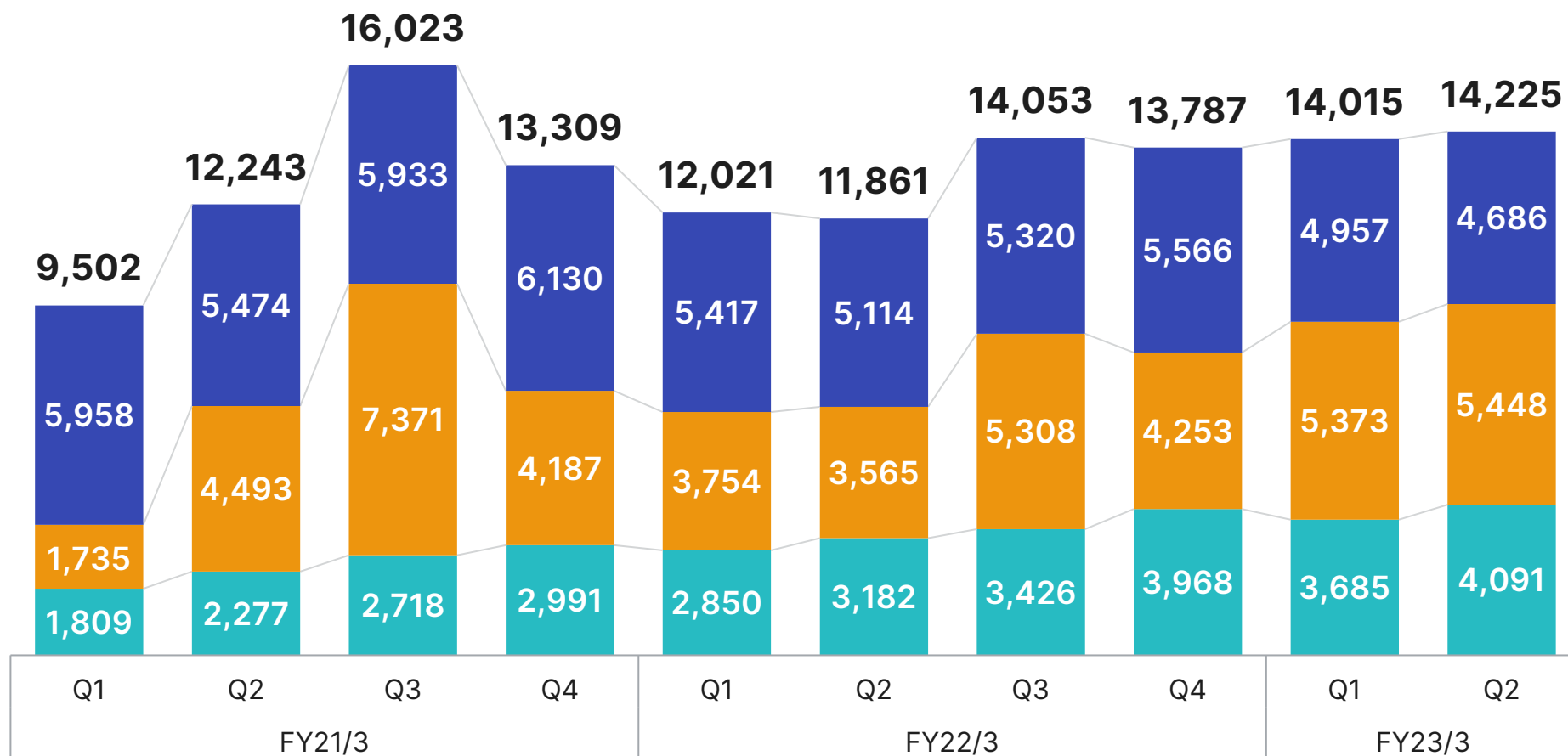
4. Appendix

Consolidated Operating Results

	FY22/3		FY23/3				Forecast	Progress
	Q2	H1	Q2	YoY	H1	YoY		
(Unit: million yen)								
Revenue	11,861	23,882	14,225	+19.9%	28,240	+18.2%	64,500	43.8%
Operating Profit	4,109	8,121	5,533	+34.7%	10,906	+34.3%	25,900	42.1%
OP Margin	34.6%	34.0%	38.9%	+4.3pt	38.6%	+4.6pt	40.2%	-
Profit Before Income Taxes	4,060	8,027	5,685	+40.0%	11,330	+41.1%	25,800	43.9%
Profit Attributable to Owners of the Parent Company	3,024	5,774	3,876	+28.2%	8,046	+39.3%	17,600	45.7%

Quarterly Consolidated Operating Results by Business

(Unit: million yen)

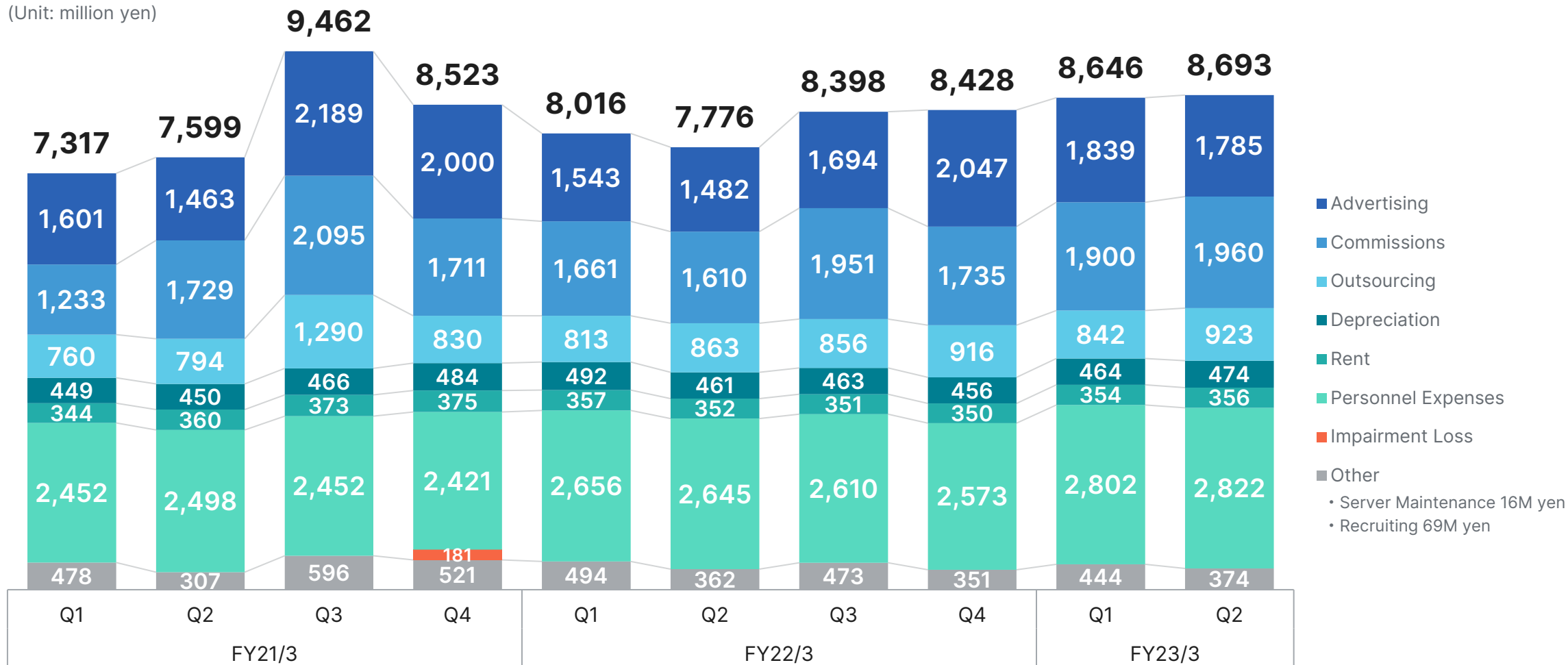



Sales ratio

Kakaku.com	62.7%	44.7%	37.0%	46.1%	45.1%	43.1%	37.9%	40.4%	35.4%	32.9%
Tabelog	18.3%	36.7%	46.0%	31.5%	31.2%	30.1%	37.8%	30.8%	38.3%	38.3%
New Media and Solutions/Finance	19.0%	18.6%	17.0%	22.5%	23.7%	26.8%	24.4%	28.8%	26.3%	28.8%

Advertising expenses and commissions continued to increase YoY in conjunction with the recovery of the Tabelog business.

(Unit: million yen)



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Operating Results by Business

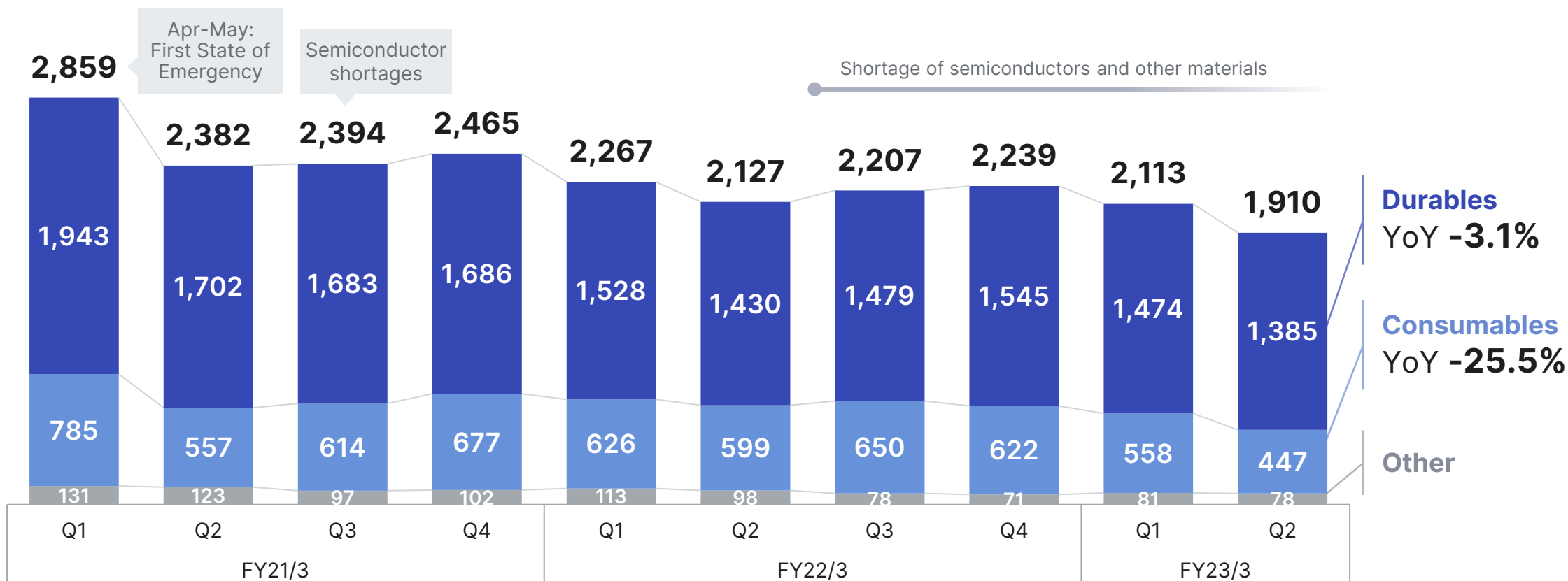
(Unit: million yen)		Q2	YoY	H1	YoY
Kakaku.com		4,686	-8.4%	9,643	-8.4%
Shopping		1,910	-10.2%	4,024	-8.4%
Service		1,891	-6.9%	3,836	-8.3%
Advertising		885	-7.5%	1,783	-8.7%
Tabelog		5,448	+52.8%	10,821	+47.9%
Restaurant Promotion		4,620	+67.5%	9,242	+62.4%
Premium User Memberships		366	-2.4%	735	-4.2%
Advertising		444	+21.2%	804	+18.3%
Income from Commissioned Operations*		18	-	40	-
New Media and Solutions/Finance		4,091	+28.6%	7,776	+28.9%
New Media and Solutions		3,367	+33.2%	6,329	+35.2%
Finance		724	+10.7%	1,447	+7.1%

* : 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.



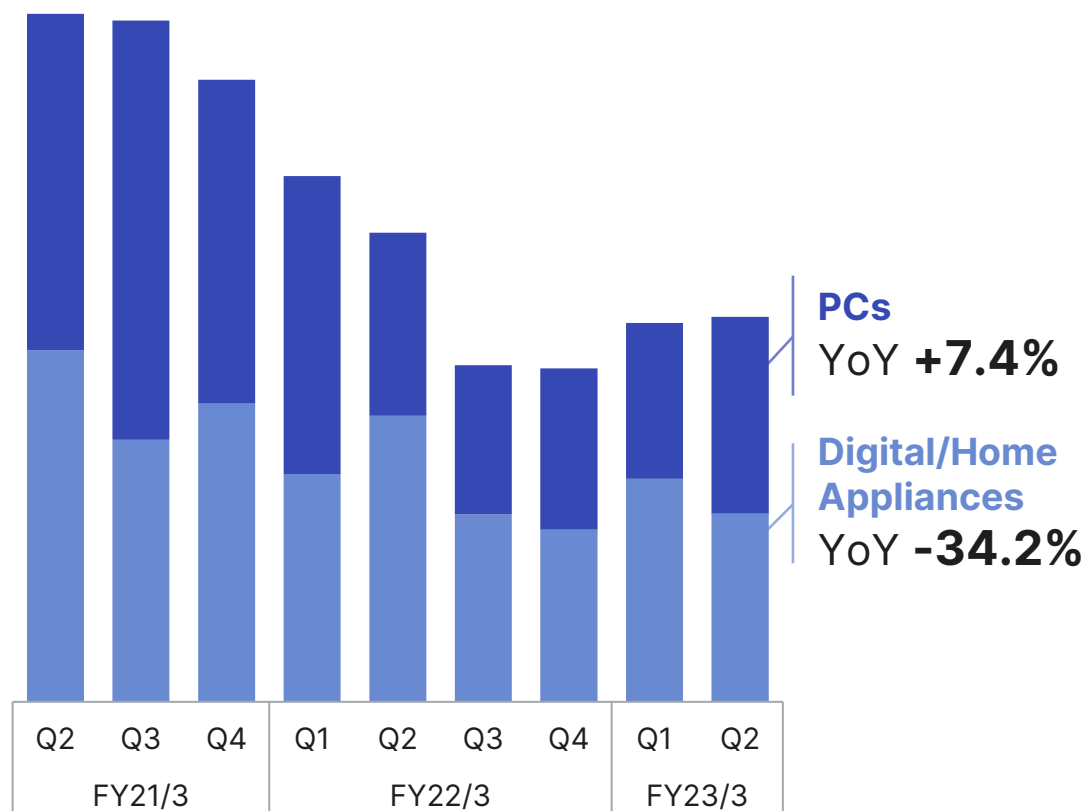
Shopping business revenue declined. For durable goods, the number of registrations for new products began to recover around August but remained at low levels. Consumer goods were affected by search ranking volatility.

Shopping: Revenue (Unit: million yen)



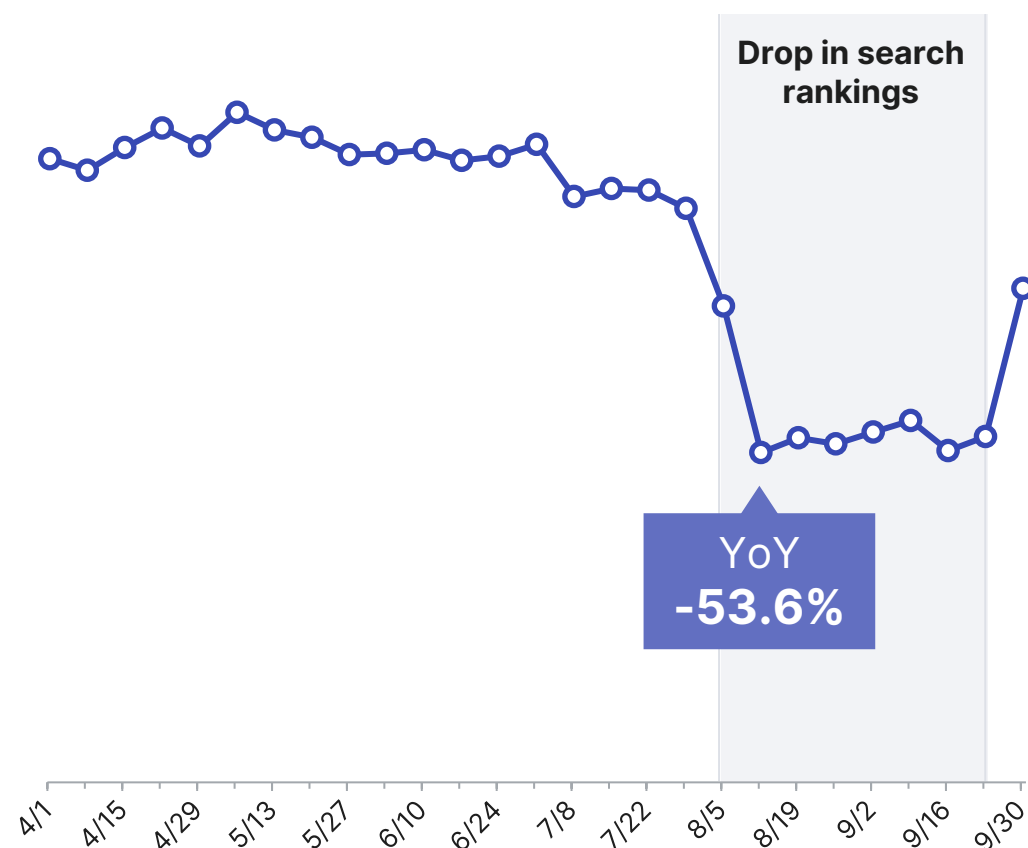
■ Durables: No. of registrations for new products

In digital/home appliances, the number of new product registrations declined, especially for seasonal appliances. For PCs, mainly laptops continued to recover from Q4 of the previous year.



■ Consumables: Number of organic traffic (weekly)

From August 5, search rankings fell significantly, and at one point the number of inflows dropped to -53.6% YoY.

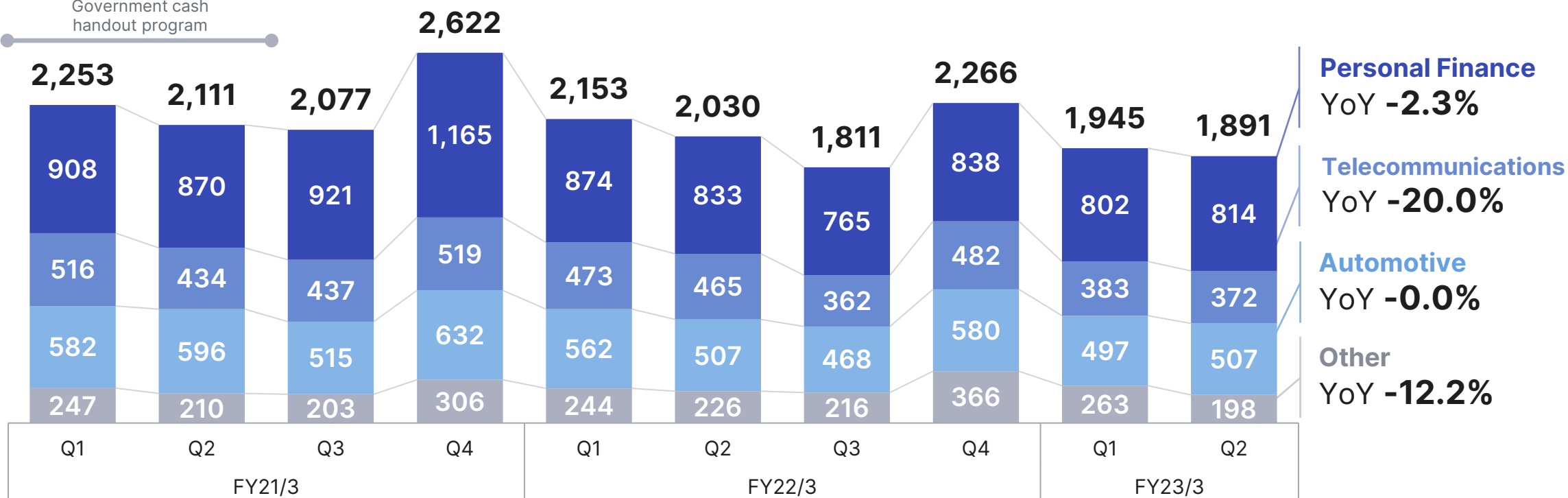


Service business revenue decreased. In the telecommunications domain, the trend to review fiber-optic lines in conjunction with people staying at home and working remotely, has settled down. In the personal finance and automotive domains, revenue remained mostly flat.

Service: Revenue (Unit: million yen)

Point Reward Program for
Cashless Payments

Government cash
handout program



■ Trend by category

Personal Finance

Mortgage applications and credit card issuances declined. On a QoQ basis, applications for card loans have been recovering for three consecutive quarters.

Telecommunications

Applications for fiber-optic lines and low-cost SIMs decreased. Overseas Wi-Fi applications increased.

Automotive

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

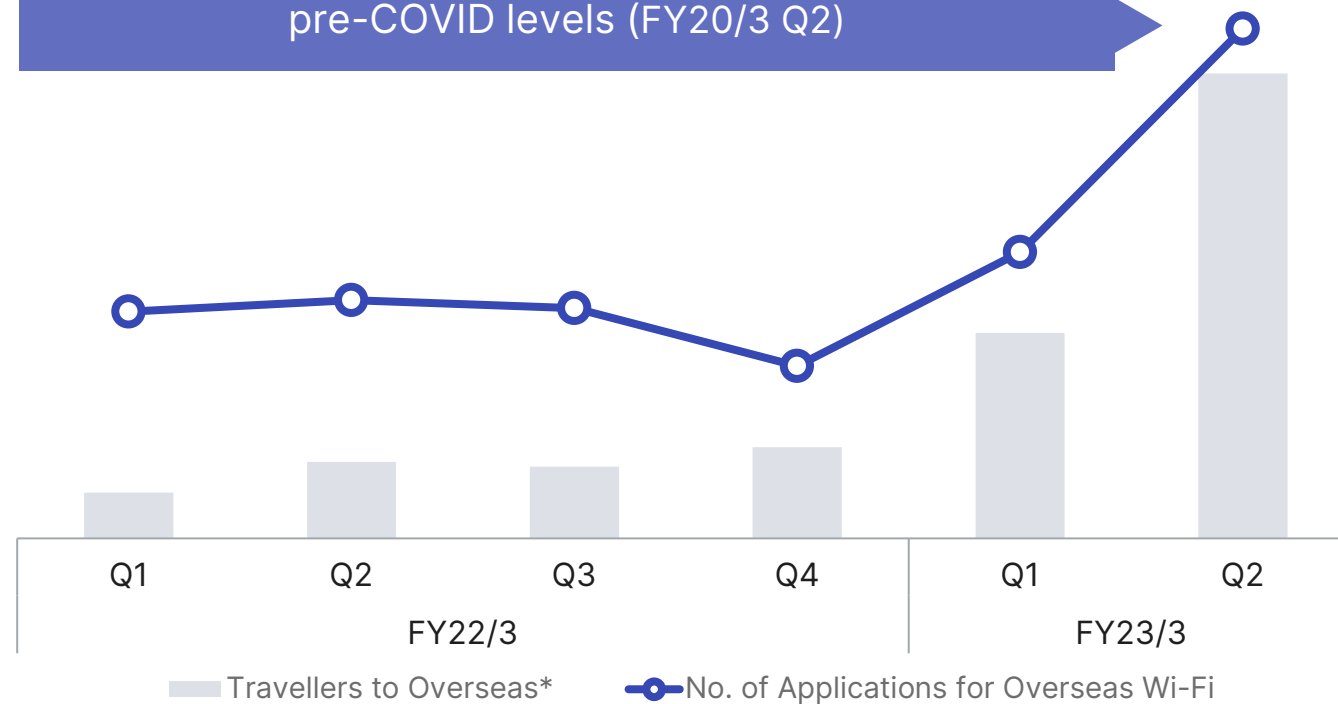
Other

Applications for changing energy providers and for online English lessons decreased.

■ No. of applications for overseas Wi-Fi and travelers to overseas

With the easing of (re-)entry restrictions for Japan, the number of applications for overseas Wi-Fi rentals rose along with the number of travelers, especially to popular destinations such as South Korea and Hawaii.

Overseas Wi-Fi applications recovered to **13.7%** vs. pre-COVID levels (FY20/3 Q2)

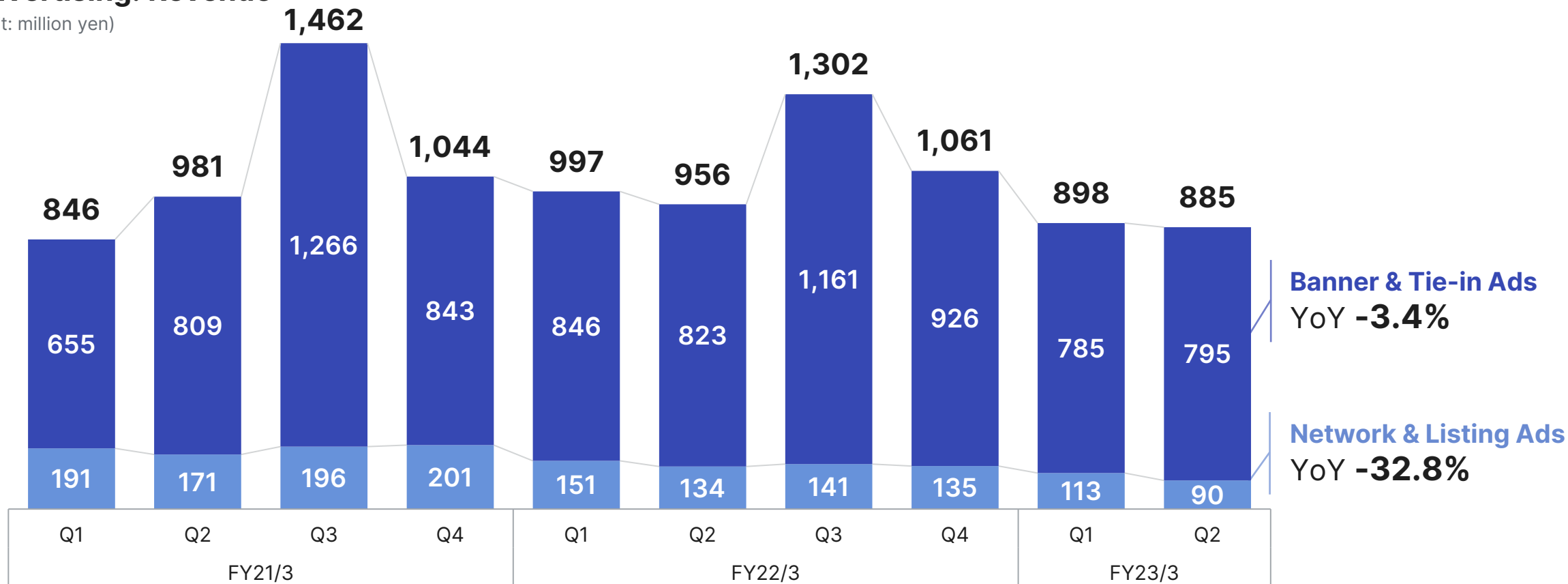


*Source: Japanese Ministry of Justice, Immigration Statistics, Number of persons entering (returning) to Japan

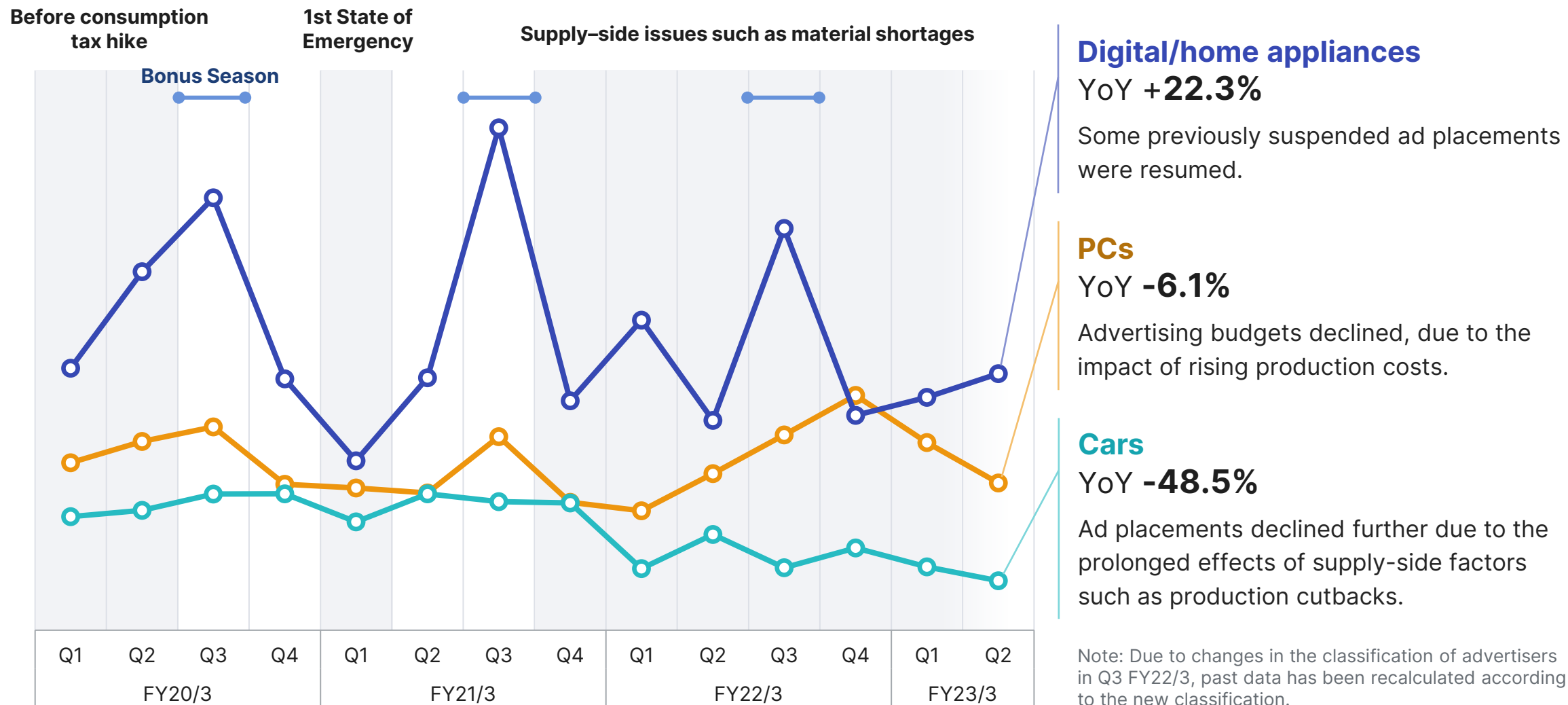
Advertising revenue declined. Banner and tie-in ads from car as well as PC manufacturers decreased.

Advertising: Revenue

(Unit: million yen)



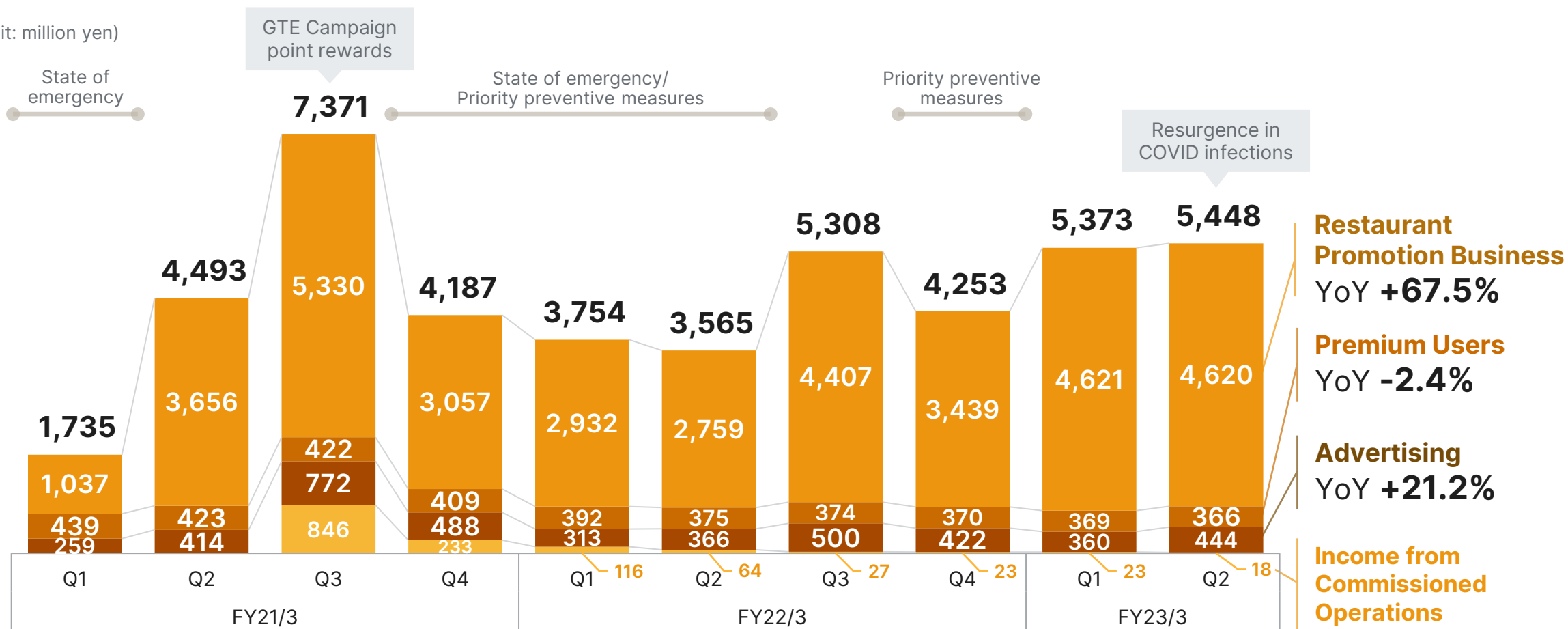
Banner& Tie-in Ads: Revenue by industry



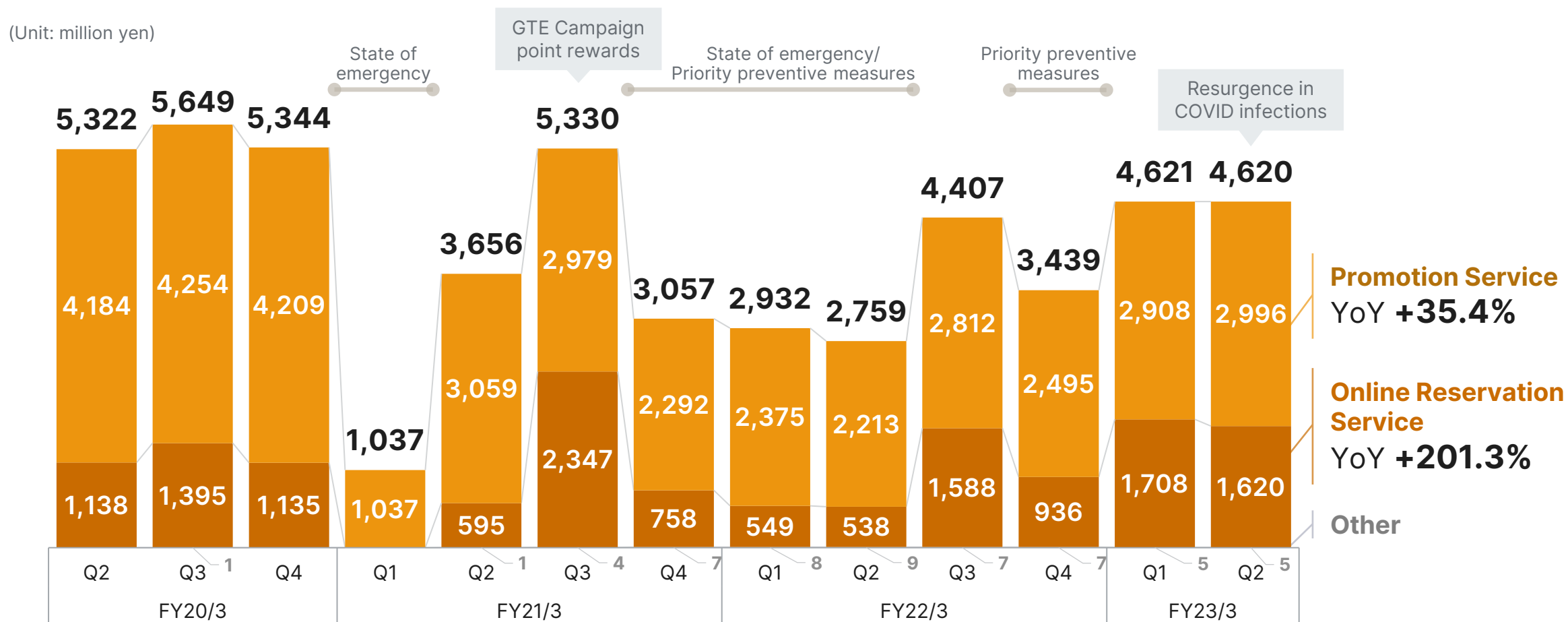


In the Tabelog business, revenue continued to increase in the restaurant promotion business and advertising business.

(Unit: million yen)

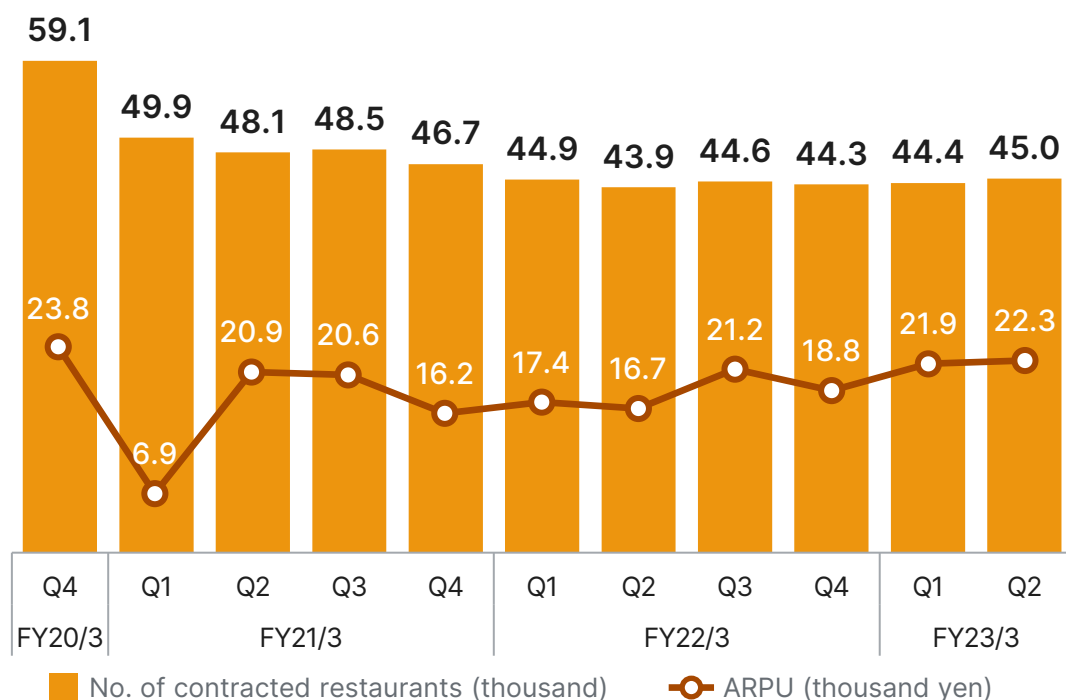


In the restaurant promotion business, revenue in the online reservation service increased despite being impacted by a resurgence in COVID infections in July and August. Promotion service revenue is on a recovery trend.



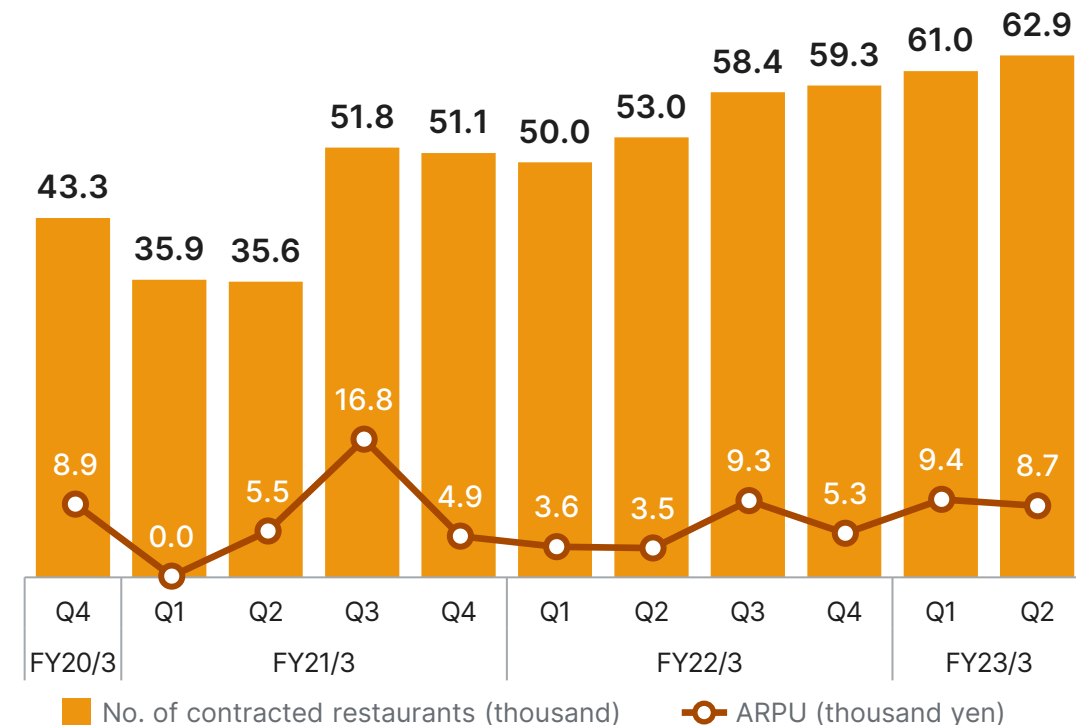
In the promotion service, both the number of contracted stores and ARPU are on a recovery track, reflecting a growing interest in sales promotion among restaurants. Demand for the online reservation service remained high, and the number of contracted restaurants steadily increased.

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



*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

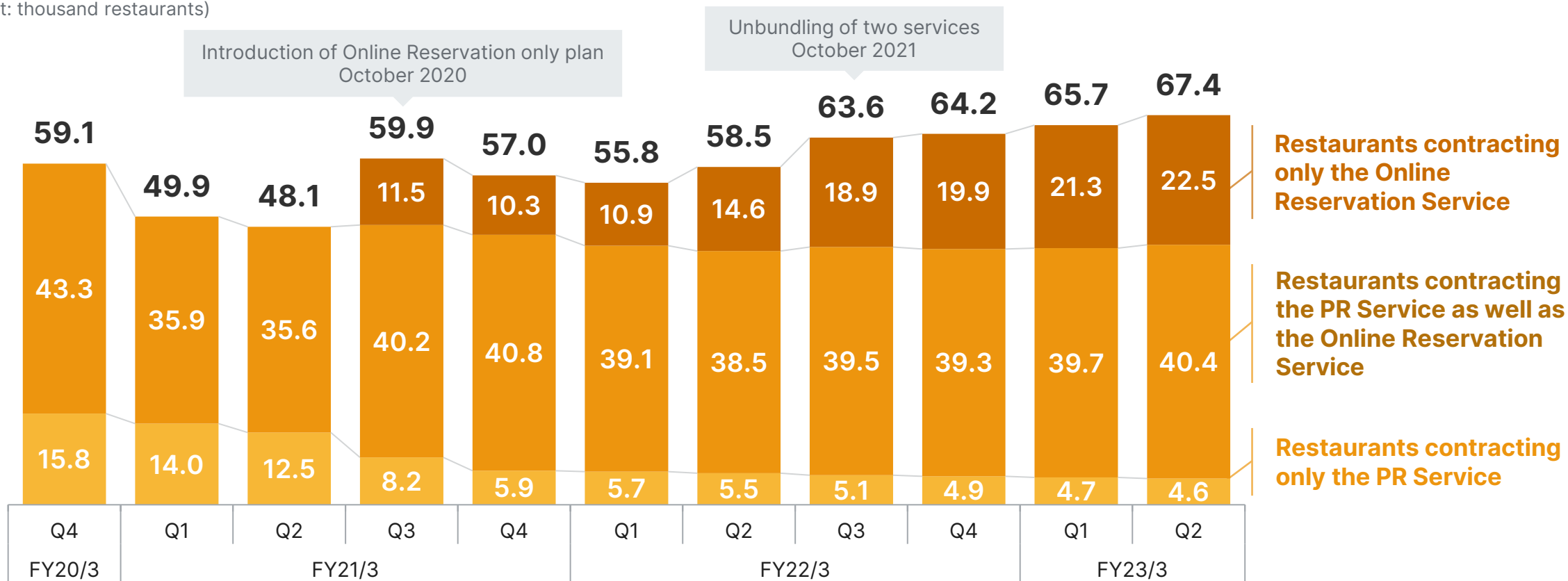


*Online Reservation Service ARPU = 3 months average of [Monthly Online Reservation Service revenue ÷ Monthly number of contracted restaurants]

The number of fee-paying restaurants increased rose to 67,400. Both the number of restaurants contracting only the online reservation service as well as the number of restaurants contracting both the online reservation service and the promotion service increased.

No. of fee-paying restaurants (end-of-quarter)

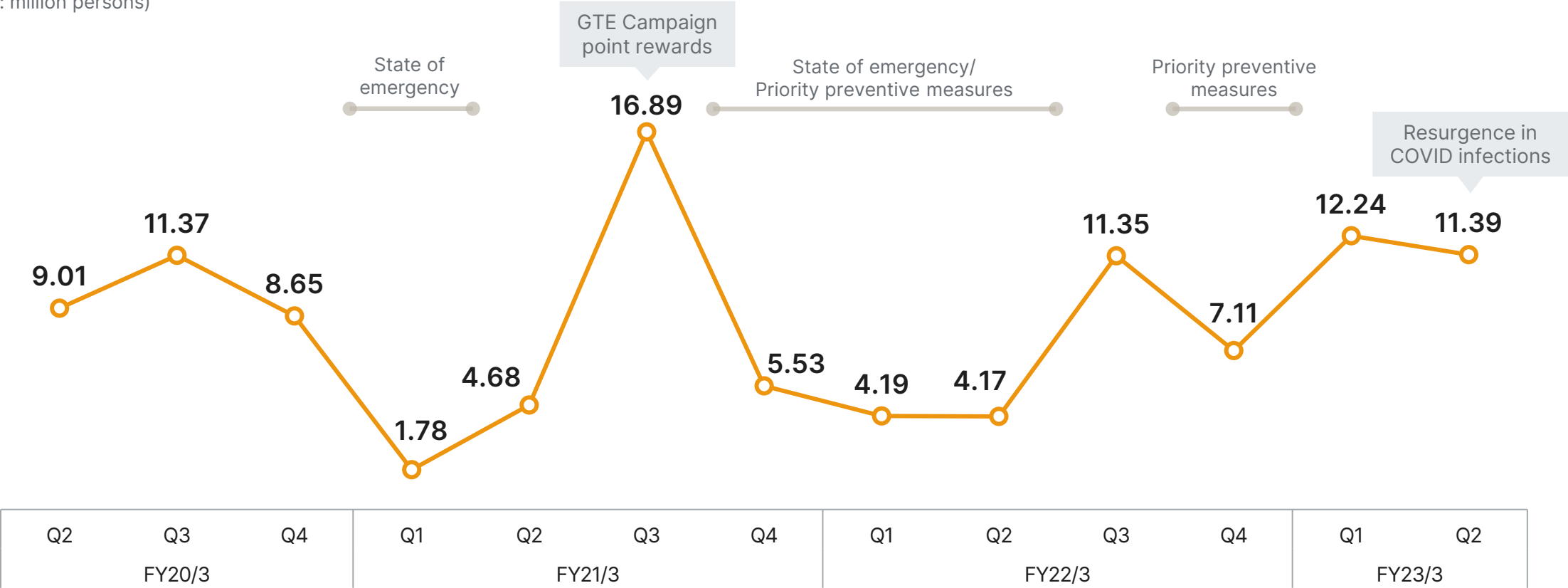
(Unit: thousand restaurants)



The number of online reservations continued to increase, despite the impact of a resurgence in COVID infections in July and August.

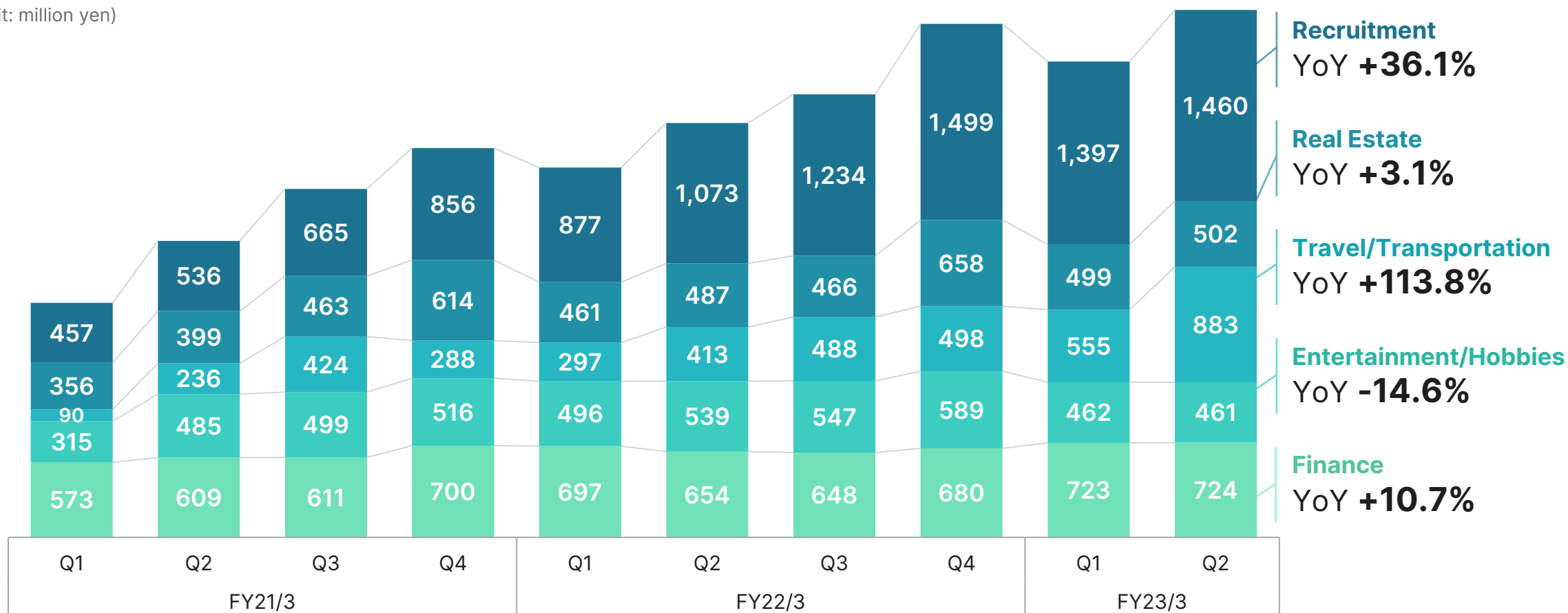
No. of online reservations (quarterly total)

(Unit: million persons)



In the New Media and Solutions/Finance business, there was continued growth in the recruitment domain. In the travel/transportation domain, revenue has exceeded pre-COVID levels (+2.6% vs FY20/3 Q2).

(Unit: million yen)

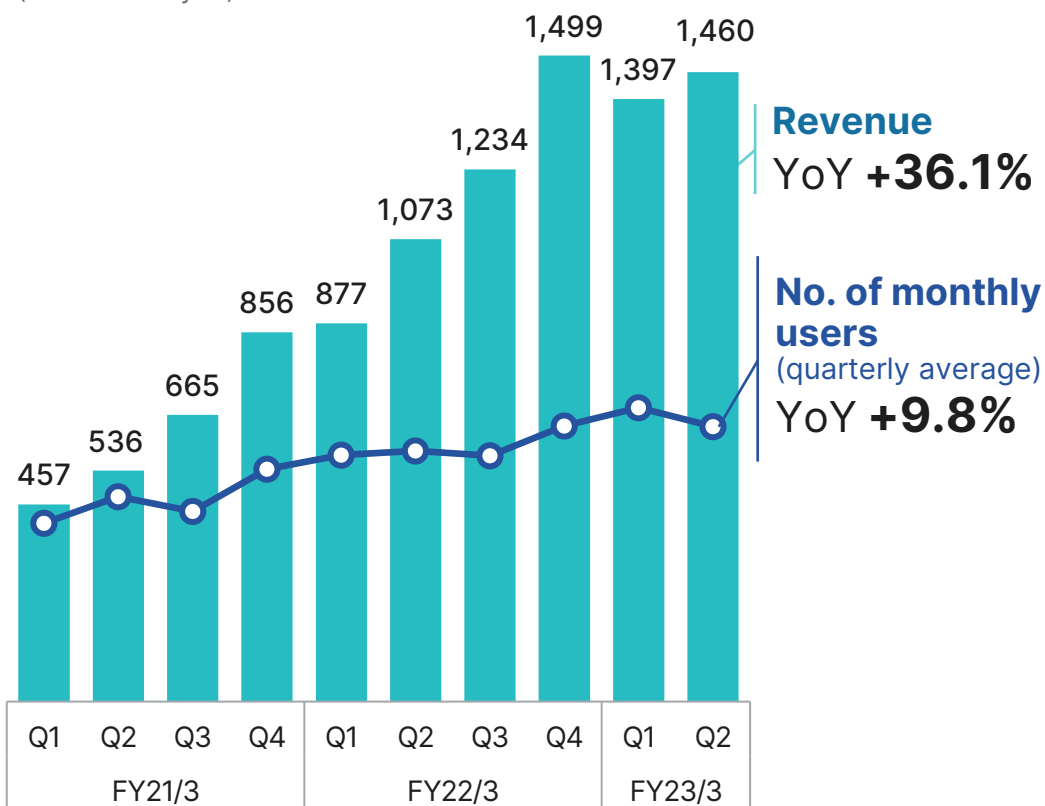




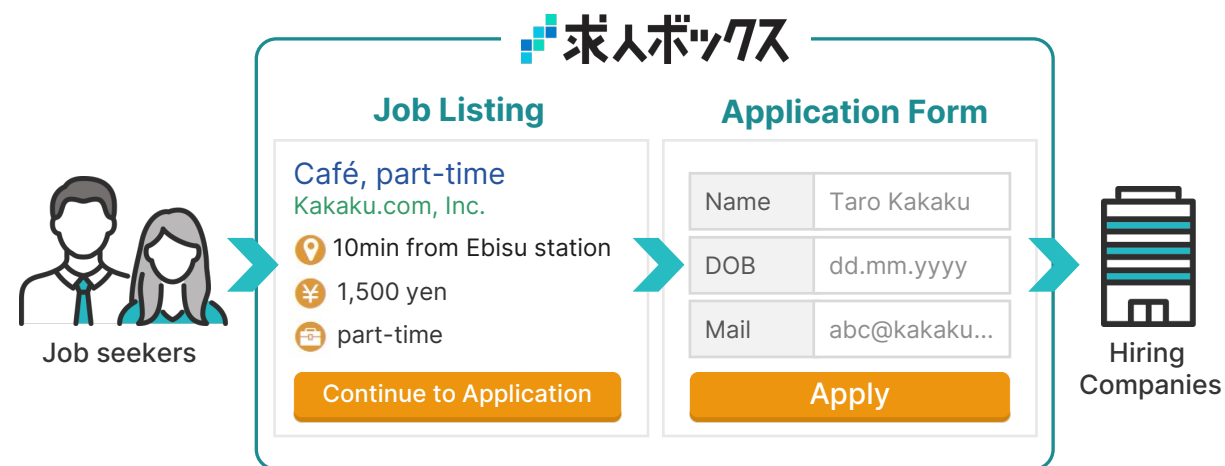
Kyujin Box revenue continued to grow, as both the number of monthly users and the number of advertisers continued to increase.

Kyujin Box: Revenue and no. of users

(Unit: million yen)



Initiative to make direct applications even easier



Advantages for job seekers:

- Can apply directly from Kyujin Box
- No need to enter basic information (name, contact information, etc.) pre-registered on Kyujin-Box

Advantages for hiring companies:

- Easier to ascertain the applications via Kyujin Box

LCL

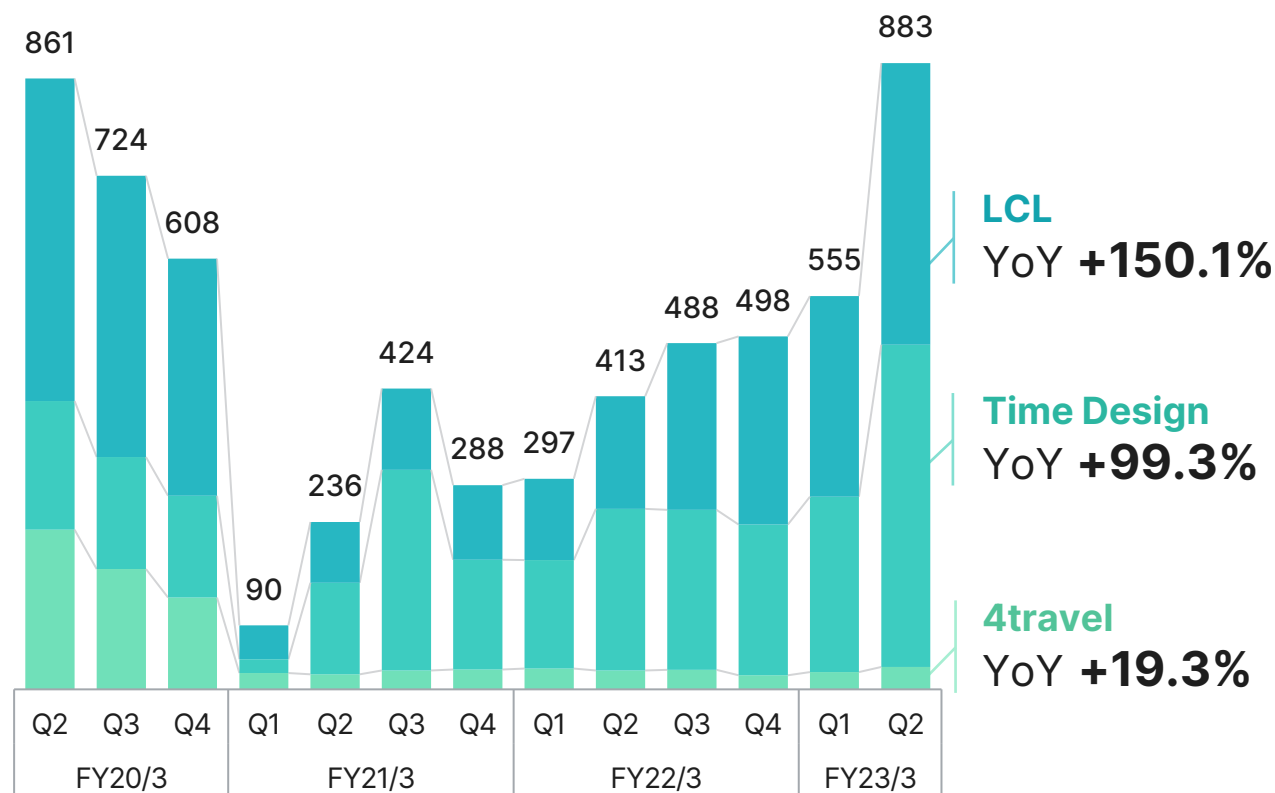
Time Design

4travel.jp

Revenue increased in the travel/transportation domain.
Following an increase in demand for domestic travel, demand for overseas travel is also starting to recover.

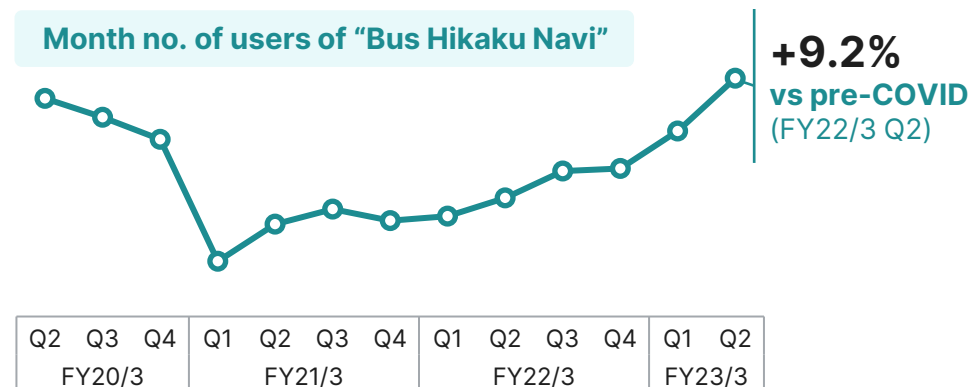
Travel/Transportation: Revenue by business

(Unit: million yen)



LCL

The number of highway bus users increased in conjunction with the recovery in domestic travel. The recovery trend in bus tours also continued.



Time Design

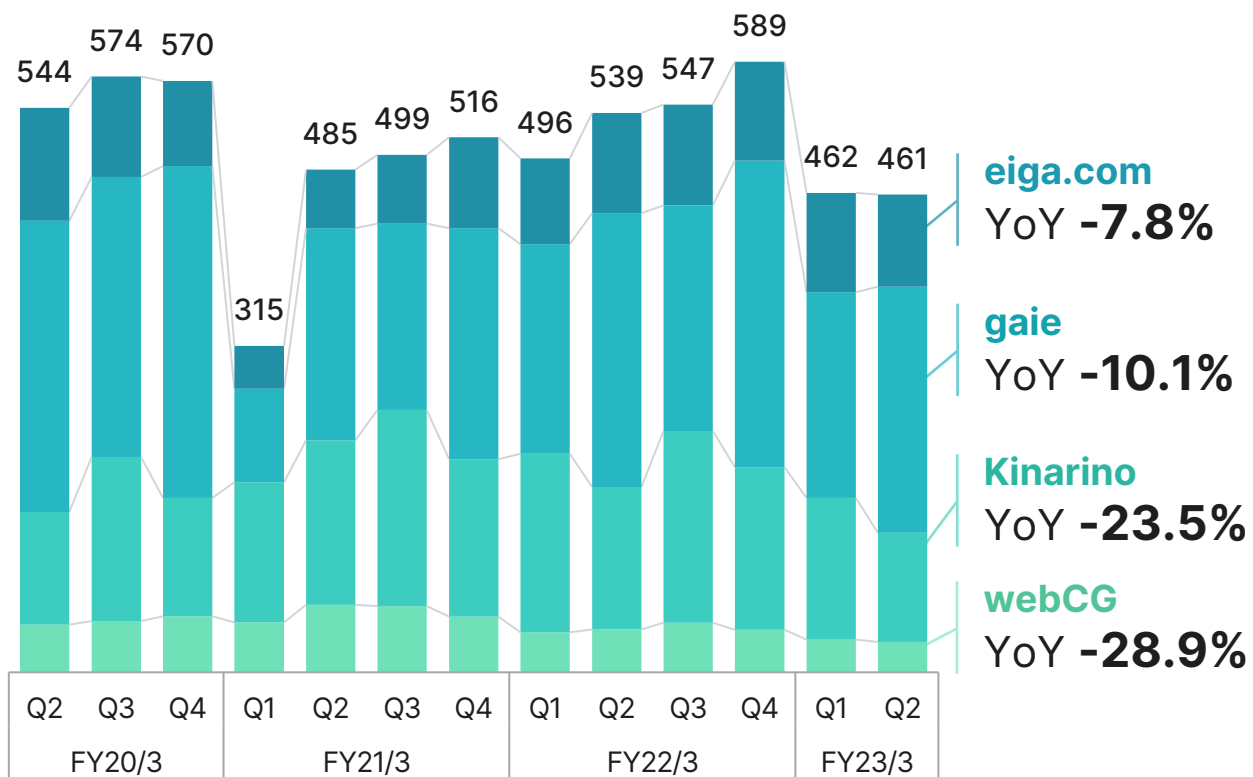
- Usage of domestic DP continues to increase.
- Prepared DP solution combining hotel reservations with car rentals.



In entertainment/hobbies, advertising revenue declined in each business.

Entertainment/Hobbies: Revenue by business

(Unit: million yen)



eiga.com / gaie

Advertising sales declined due to fewer major movie releases compared to the previous year, in which there was a concentration of new releases.

Kinarino

While advertising revenue declined, EC (Kinarino Mall) revenue continued to grow.

webCG

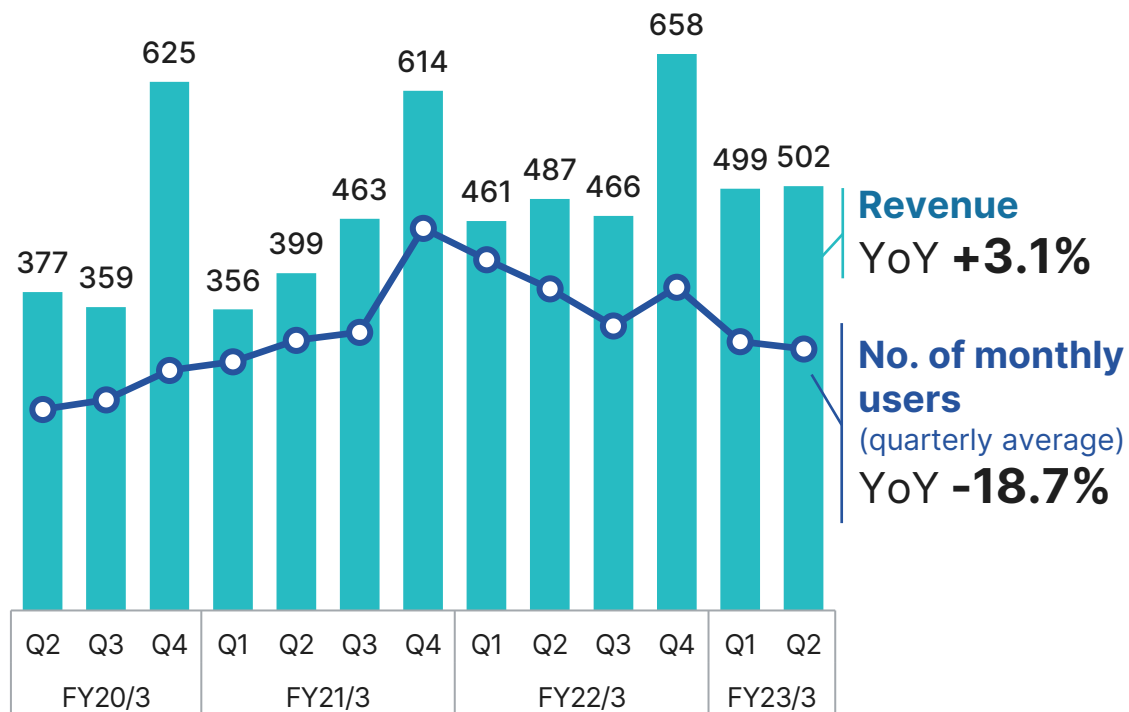
Ad placements from car manufacturers decreased due to the impact of production cutbacks as a result of prolonged component shortages.



Sumaity revenue increased, despite a slowdown in site traffic, as compared to the previous year, when demand for searching for properties online increased.

Sumaity: Revenue and no. of monthly users

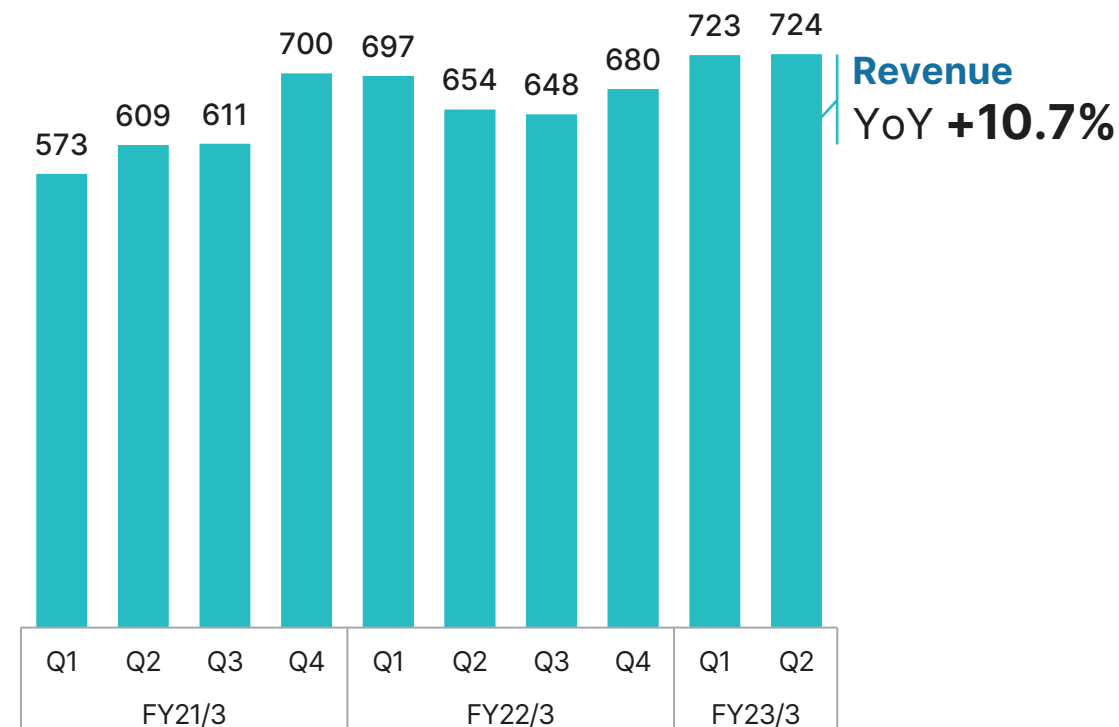
(Unit: million yen)








Kakaku.com Insurance revenue increased, as demand for fire insurances surged prior to a revision of fire insurance premiums.

Kakaku.com Insurance: Revenue

(Unit: million yen)



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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.



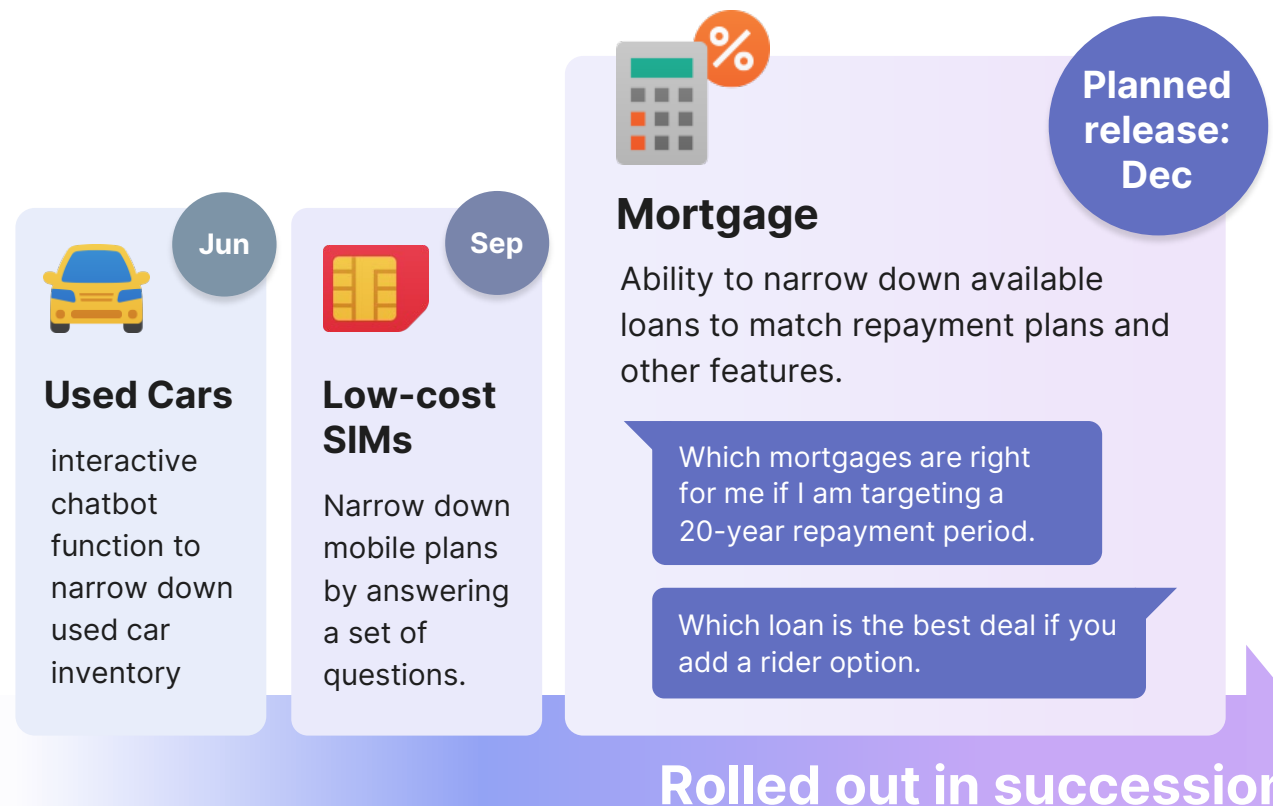
Shopping Business: Hometown Tax Content

Plan to roll out content allowing users to search across multiple major websites for hometown tax thank-you gifts.



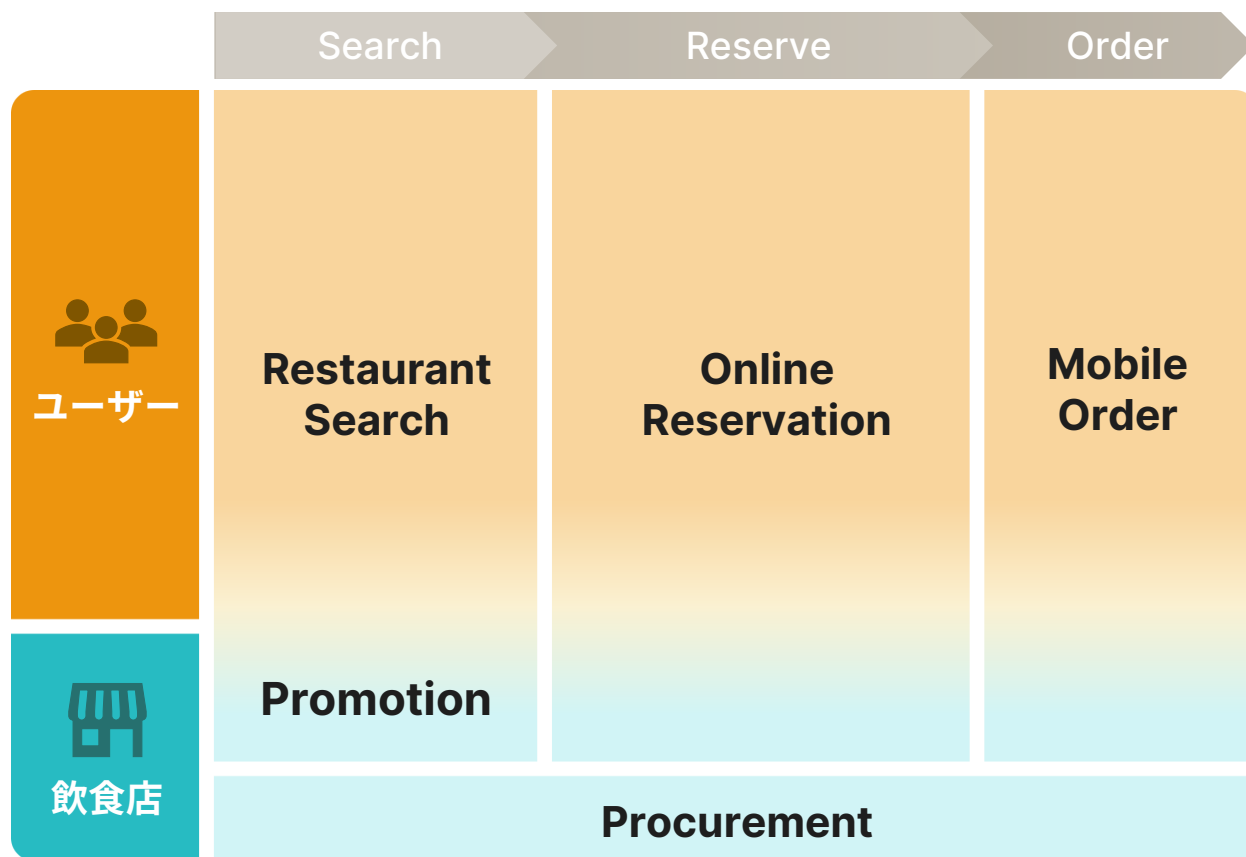
Service Business: Enhance support content

Organize search criteria based on users' purposes and needs, to make searching for services easier.





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

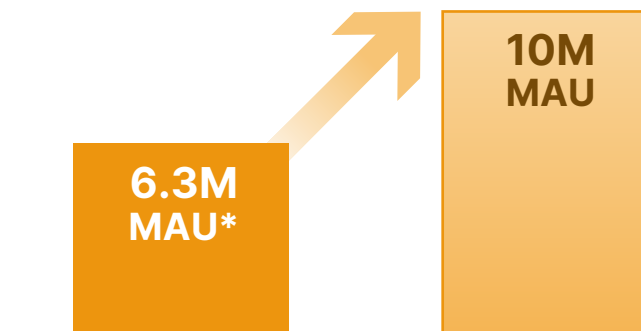


- **Increase no. of restaurants offering online reservations**



* As of September 2022

- **Increase no. of App users**



* As of September 2022



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

Enhance information and improve functionality needed to choose jobs

- Continue to improve viewability and searchability
- Continue efforts to keep job information accurate and up-to-date
- Expand original content, such as articles on how best to search for jobs
- Expand functions to support users to apply for a job

Expand partnerships and increase options for job seekers

- Expand functions and mechanisms to make it easier for clients to manage their paid listings



Pathee

**On October 3, 2022, Kakaku.com acquired shares in Pathee, Inc. ,
thereby turning it into a subsidiary**

**Services provided by
Pathee, Inc.**

Support physical stores' digital sales promotion by making it possible to post store information, such as product inventory, to online platforms.

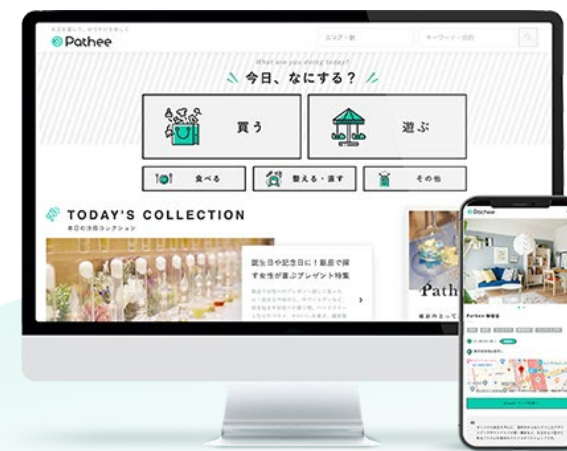
**Purpose of making Pathee, Inc.
a subsidiary**

- Provide value-added services for shopping at physical stores, in addition to online shopping related information currently provided by Kakaku.com
- Share expertise in operating internet media, to further grow the Pathee.com site



Digital sales promotion tool for retail stores

STORECAST



Shopping spot information site

Pathee

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

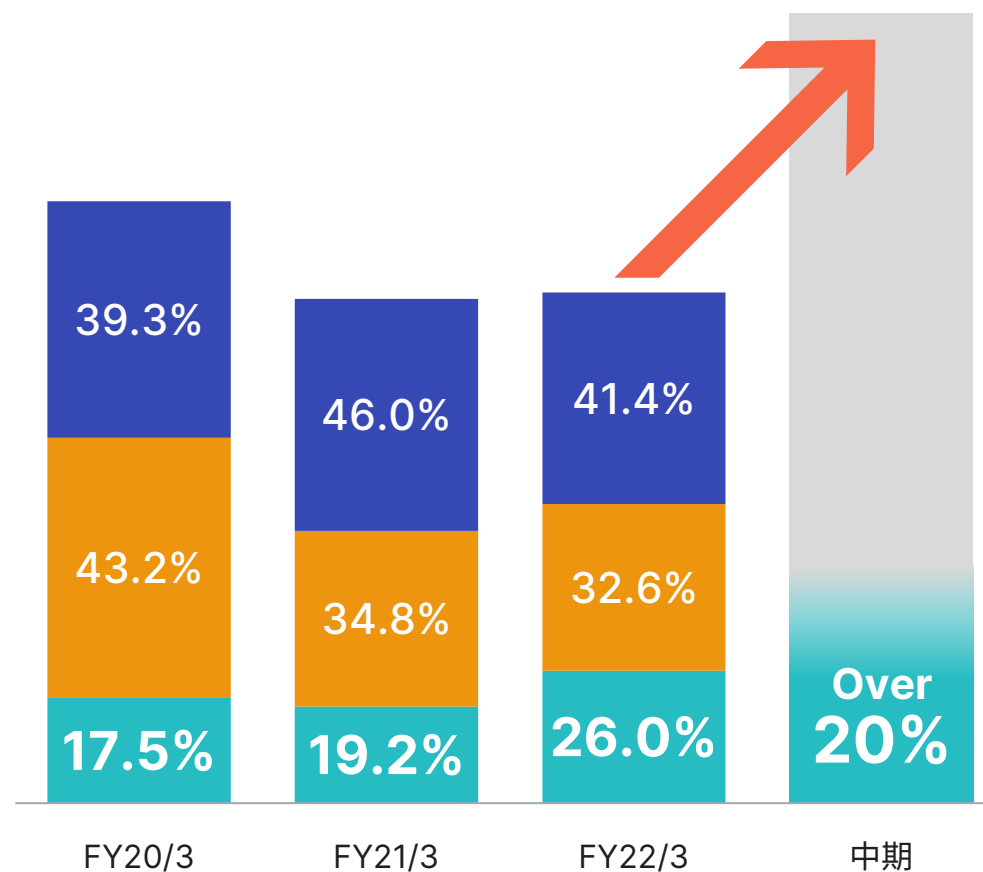
Continue to make site improvements and enhance content to provide meaningful information to users, so they can feel more satisfied with their purchases.


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

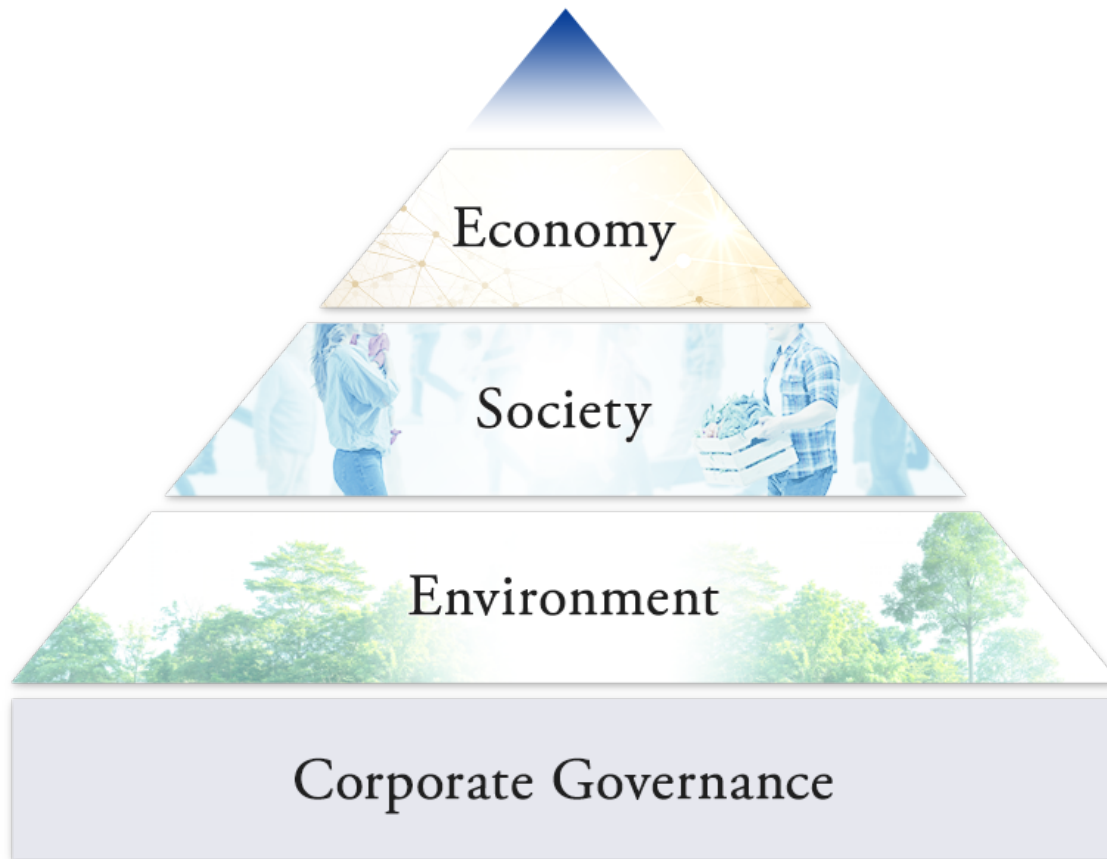
Expand the number of users by enriching the content of existing businesses and proactively invest to match the stage of growth



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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

- Reinforcement of engineer training system
- Train engineers using original curriculum

Support development of new technologies

- Sponsor industry conferences
- Join security related industry bodies

Society

Human resource development and improved work environment

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

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)

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)

	FY18/3	FY19/3	FY20/3	FY21/3	FY22/3
Capital-to-Asset ratio *1	78.5%	79.1%	67.8%	66.1%	68.0%
ROE *2	45.7%	45.1%	44.0%	26.2%	30.1%
Dividend per share (yen)	32	36	40	40	40
Total dividend (billion yen)	68	75	83	82	82
Payout ratio	43.3%	45.2%	45.3%	70.0%	57.4%
Acquisition cost of treasury stock (billion yen)	108	30	80	0	50
Total return ratio *3	112.2%	63.1%	88.8%	70.0%	92.3%

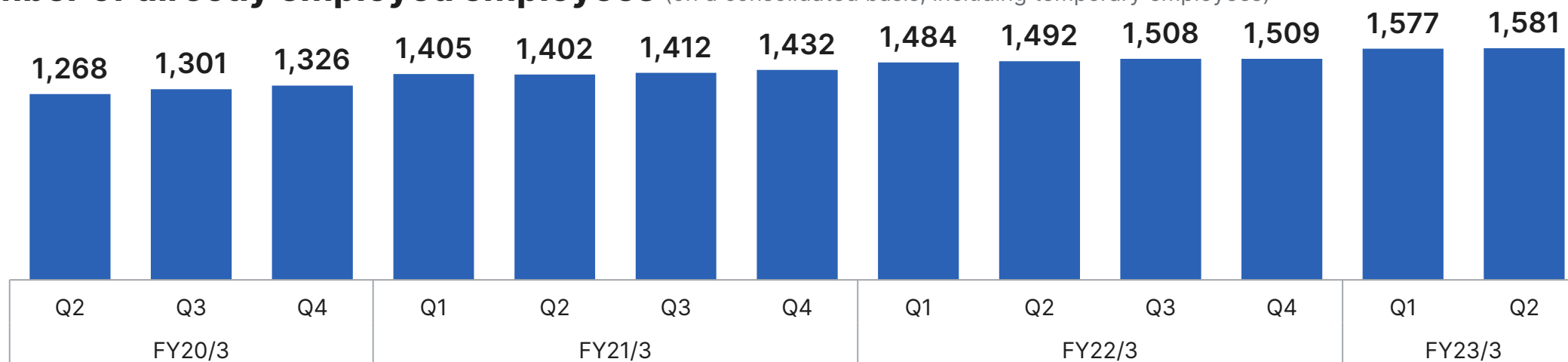
*1 Capital-to-Asset Ratio = Equity attributable to owners of the parent company ÷ total assets × 100

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

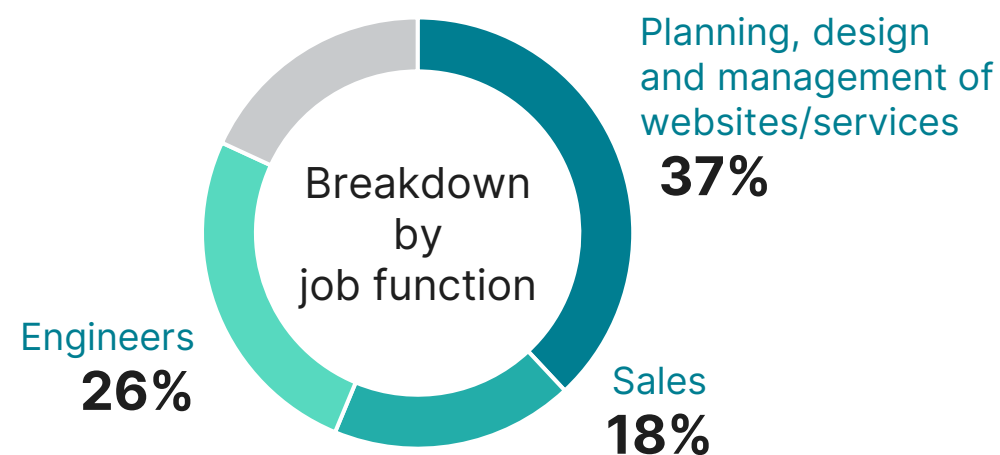
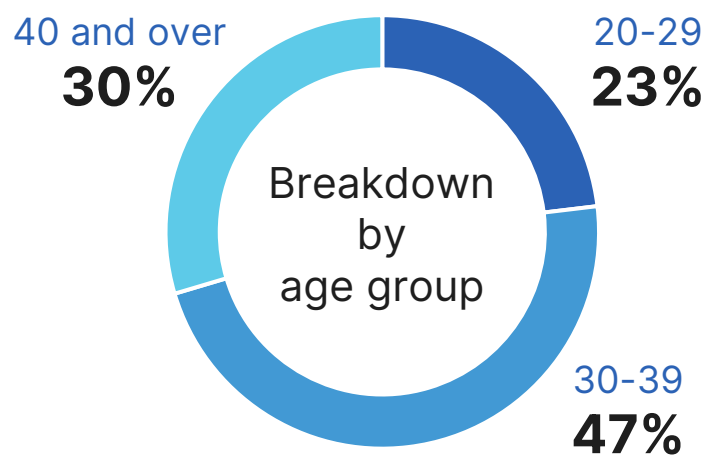
*3 Total Return Ratio = (Total dividend + Acquisition cost of treasury stock) ÷ Profit attributable to owners of the parent company × 100

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 September 2022)

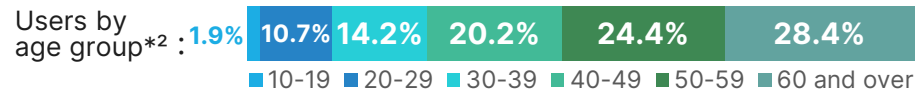


Internet Media	Kakaku.com	Shopping <p>Commission income based on clicks and sales performance</p> <hr/> <p>Clients: EC Malls and Shops, Electronics Retail Stores, etc.</p>	Service <p>Commission based on the number of contracts for personal finance and telecommunications etc.</p> <hr/> <p>Clients: Service 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, 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

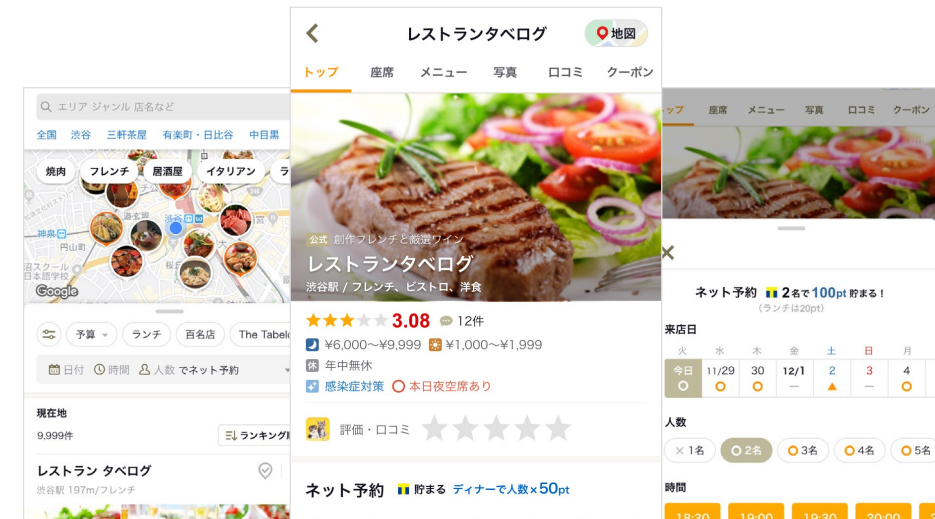
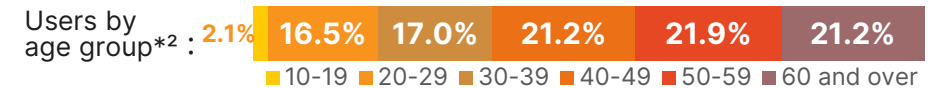
Monthly users *1 : 46.80M (as of September 2022)



食べログ

Restaurant discovery and reservation site

Monthly users *1 : 89.98M (as of September 2022)



*1 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. Tabelog support of AMP (Accelerated Mobile Pages) ended as of February 2022.

*2 Users by age group are as of May 2022.

求人ボックス

Comprehensive search site for job seekers



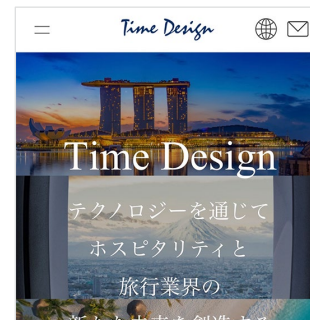
スマイティ

Residential real estate website



Time Design

Dynamic package reservation platform



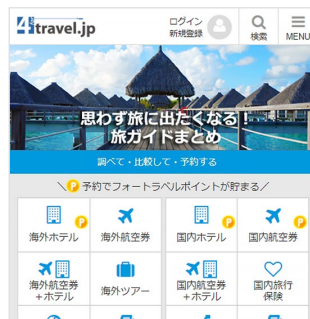
バス比較なび

Price comparison site for highway/overnight buses and bus tours



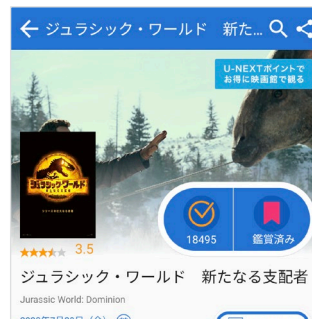
4travel.jp

Travel review and comparison site



映画.com

Online database for movies and showtimes



キナリノ

Lifestyle media



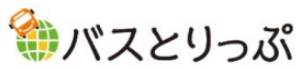
kakaku.com insurance

Consulting service for insurance selection





Price comparison site for domestic travel and overseas airline tickets



Online media on highway busses and bus tours



Horror movie streaming service



Digital promotion agency, focusing on promotion of movies



Online media for car enthusiasts



Shopping spot information site



Digital sales promotion tool for retail stores



Online travel information media



Online media for men's fashion



FX and Exchange rate related information site



Cryptocurrency and Blockchain related information site



General information site for Anime



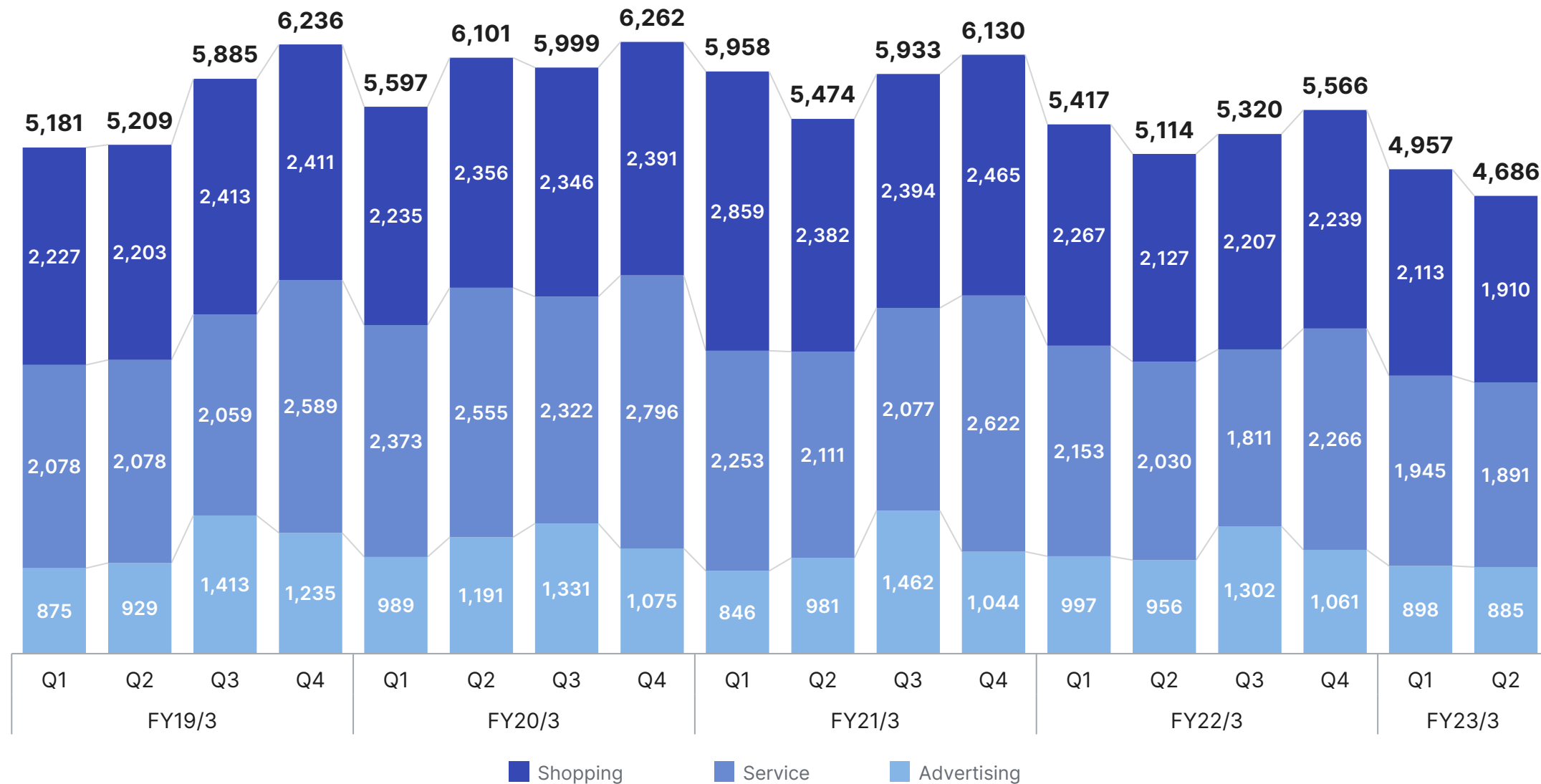
Online photo sharing community



Anime and Akihabara culture information media

Kakaku.com: Breakdown of revenue by business

(Unit: million yen)



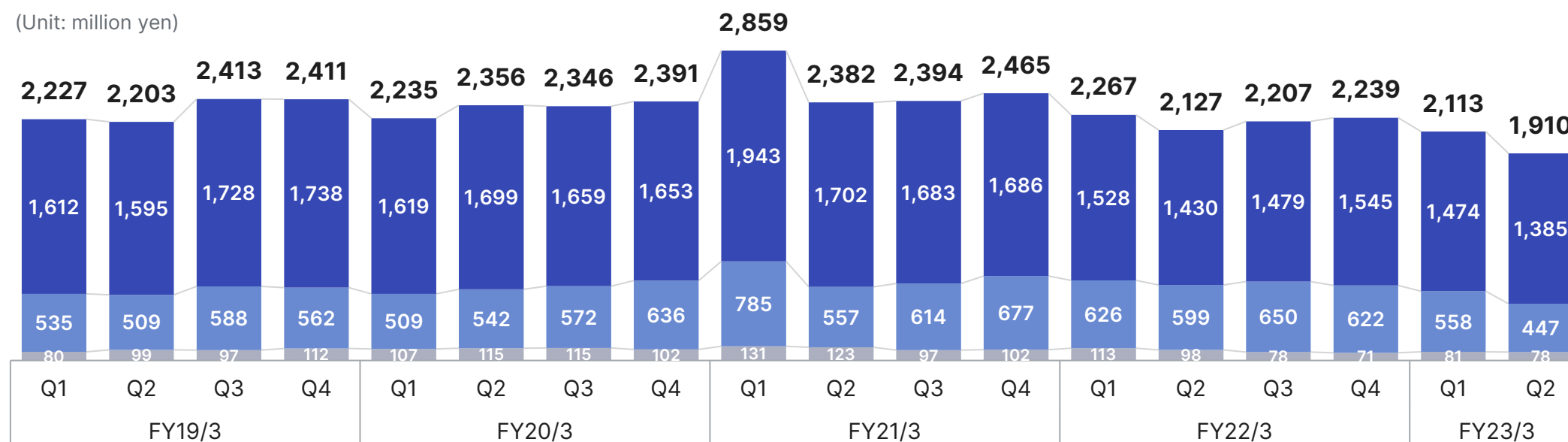
Kakaku.com: Breakdown of Shopping revenue

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	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%	69.0%	69.8%	72.5%
Consumables	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%	27.8%	26.4%	23.4%
Other	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%	3.2%	3.8%	4.1%

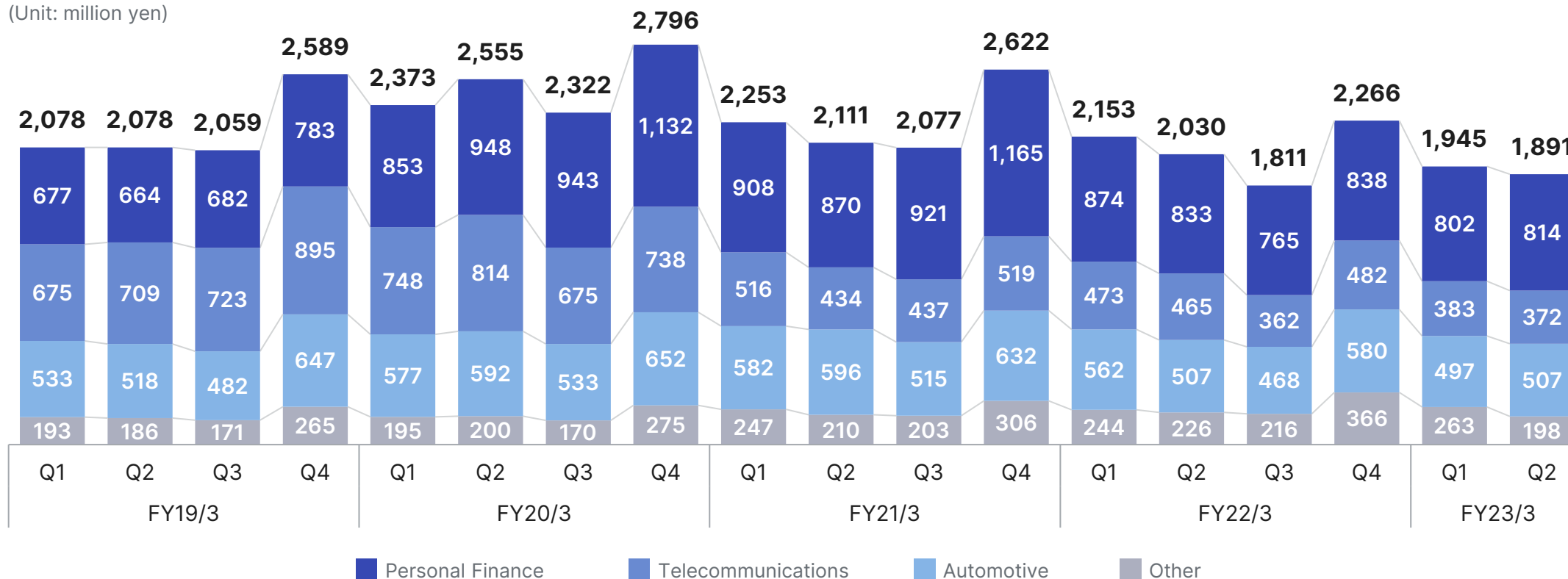
Kakaku.com: Breakdown of Service revenue

Main categories

Business Model

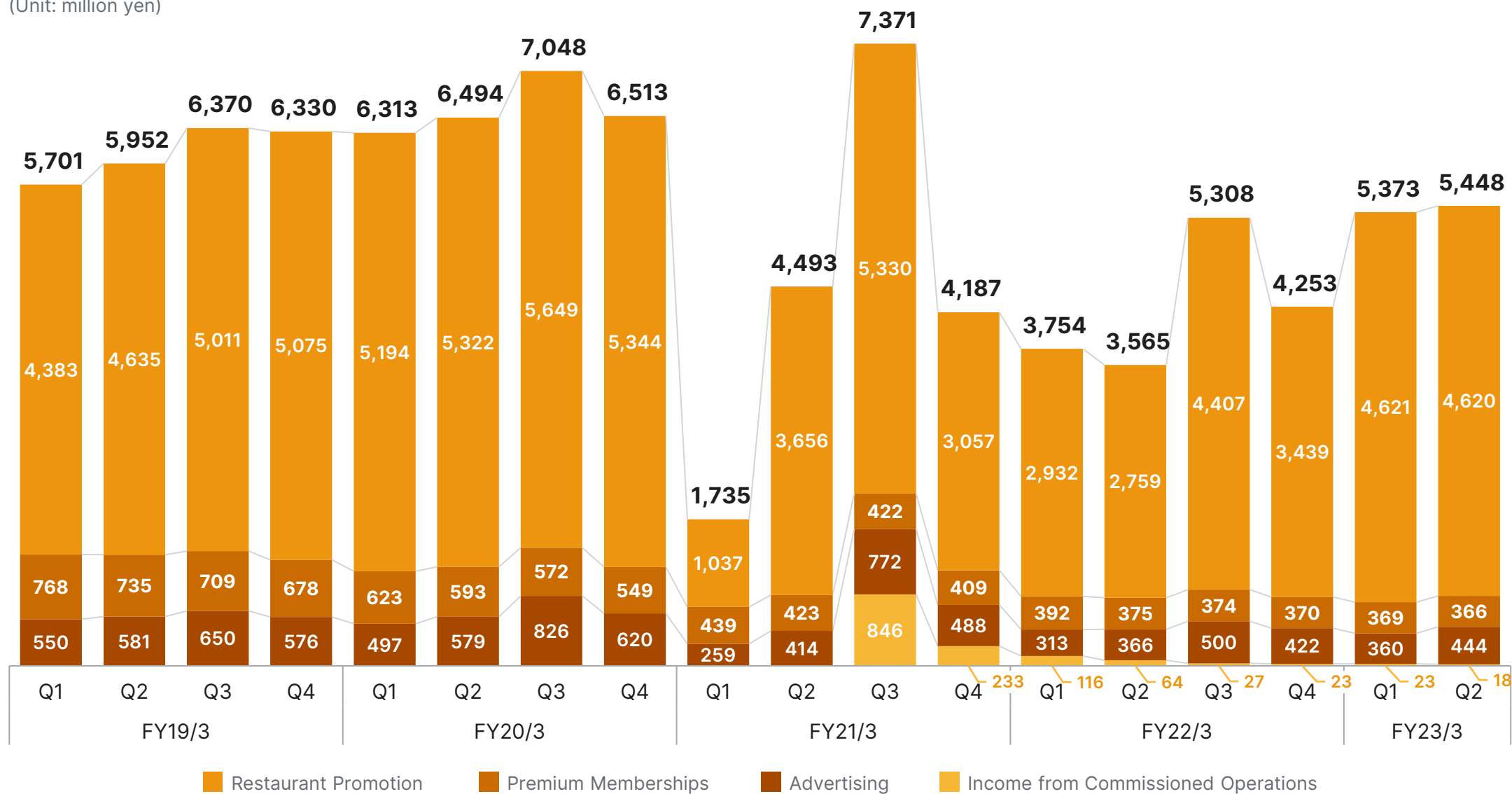
Personal Finance	Credit cards, loans, investment and asset management, FX, etc.	Commissions based on the number of inquiries or applications
Telecommunication	Wi-Fi rentals, low-cost SIMs, internet providers, etc.	
Automotive	Car insurances, used cars, etc.	
Other	English lessons, energy providers (electricity,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

(Unit: million yen)



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

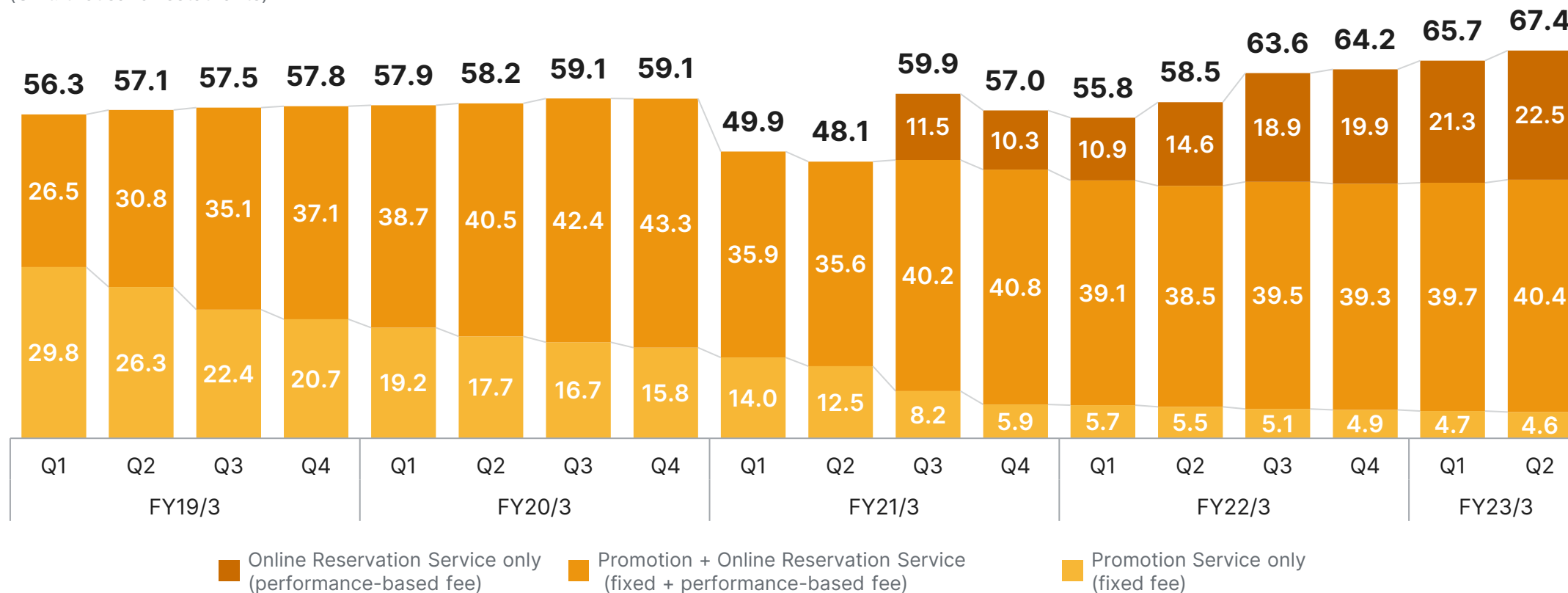
Online Reservation Service

Service provided: Use of Tabelog's online reservation service

Commissions: performance-based fee

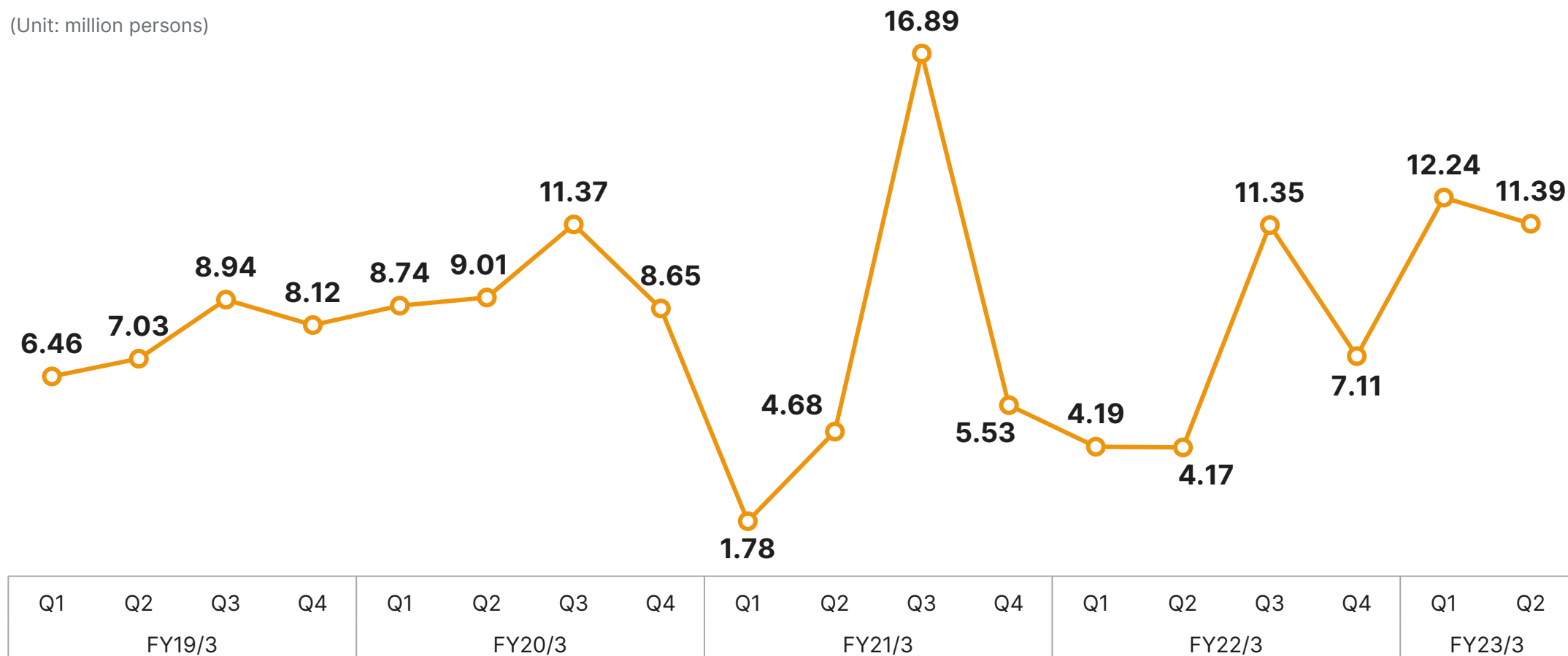
- Lunch: 100yen per customer
- Dinner: 200yen per customer

(Unit: thousand restaurants)



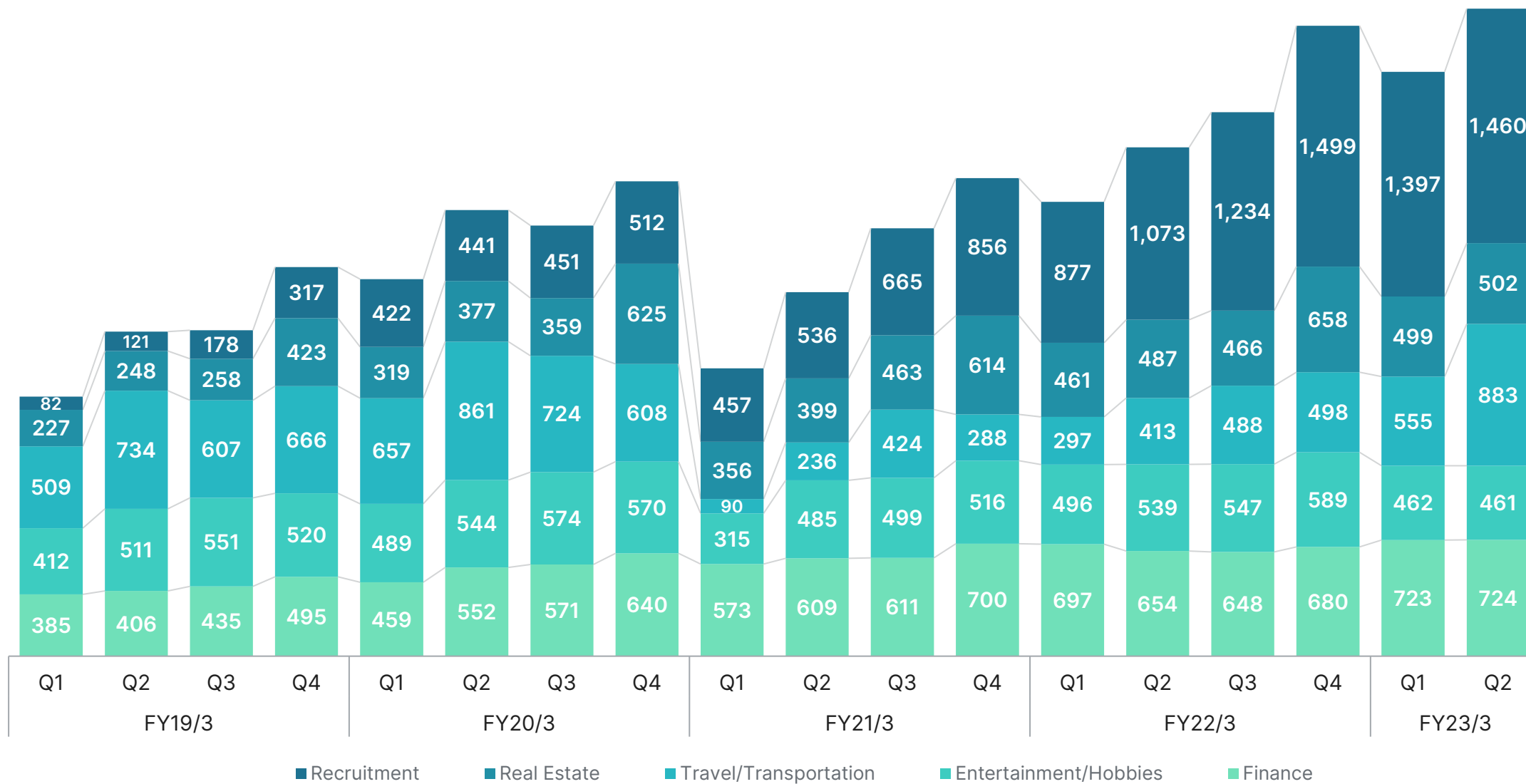
Tabelog: Number of online reservations (quarterly total)

(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	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/
	gaie, Inc.	https://gaie.jp/
	Pathee, Inc.	https://corp.pathee.com

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.