

FY2023/3

Results Briefing

2023.05.10

kakaku.com

Kakaku.com, Inc. Securities Code: 2371



1. Operating Results

2. Operating Results and Progress by Business

3. New Initiatives

4. Earnings Forecast

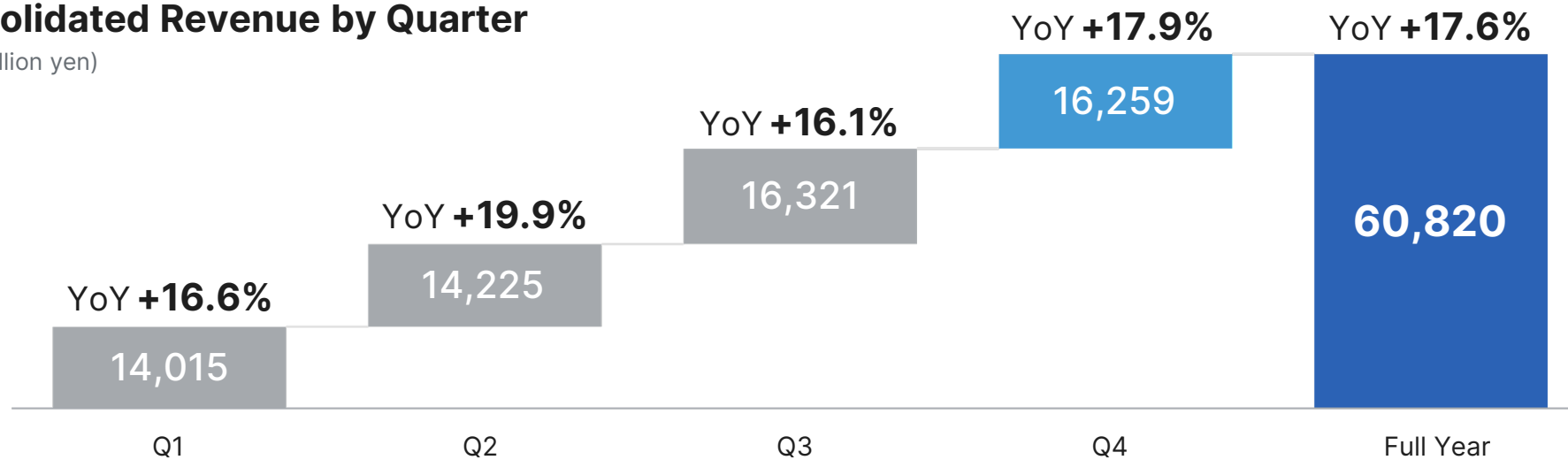
5. Appendix

	FY22/3		FY23/3				Forecast	Achievement Ratio
	Q4	full year	Q4	YoY	full year	YoY		
(Unit: million yen)								
Revenue	13,787	51,723	16,259	+17.9%	60,820	+17.6%	64,500	94.3%
Operating Profit	5,364	19,147	6,020	+12.2%	23,947	+25.1%	25,900	92.5%
OP Margin	38.9%	37.0%	37.0%	-1.9pt	39.4%	+2.4pt	40.2%	-
Profit Before Income Taxes	6,084	20,897	4,878	-19.8%	23,253	+11.3%	25,800	90.1%
Profit Attributable to Owners of the Parent Company	3,846	14,294	3,294	-14.4%	16,132	+12.9%	17,600	91.7%

Consolidated Revenue and Operating Profit by Quarter

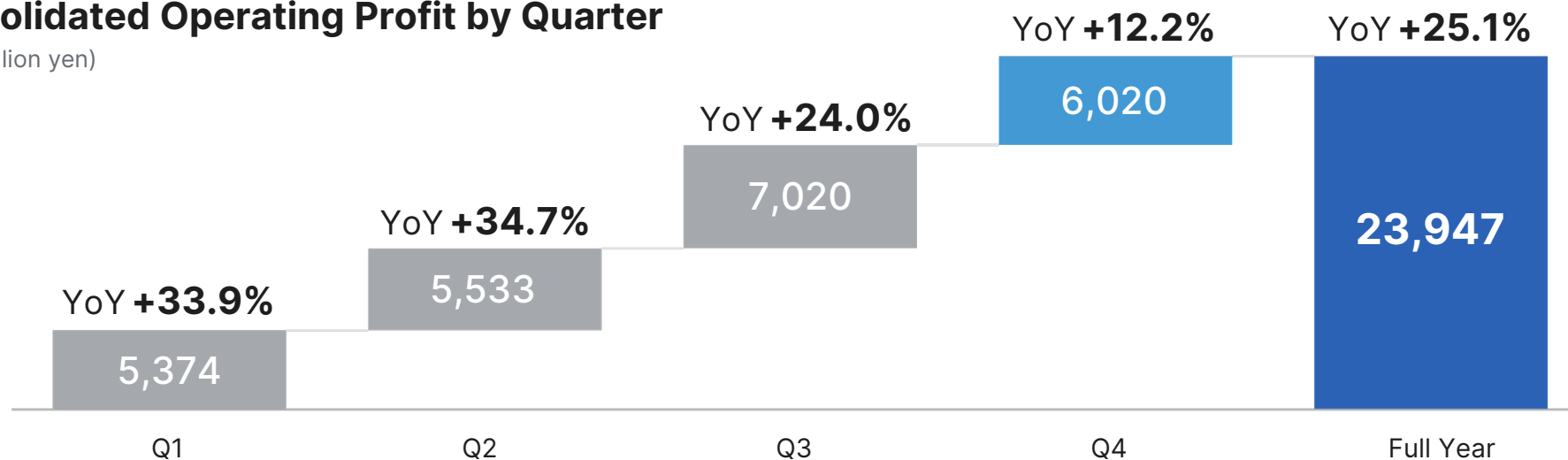
■ Consolidated Revenue by Quarter

(Unit: million yen)



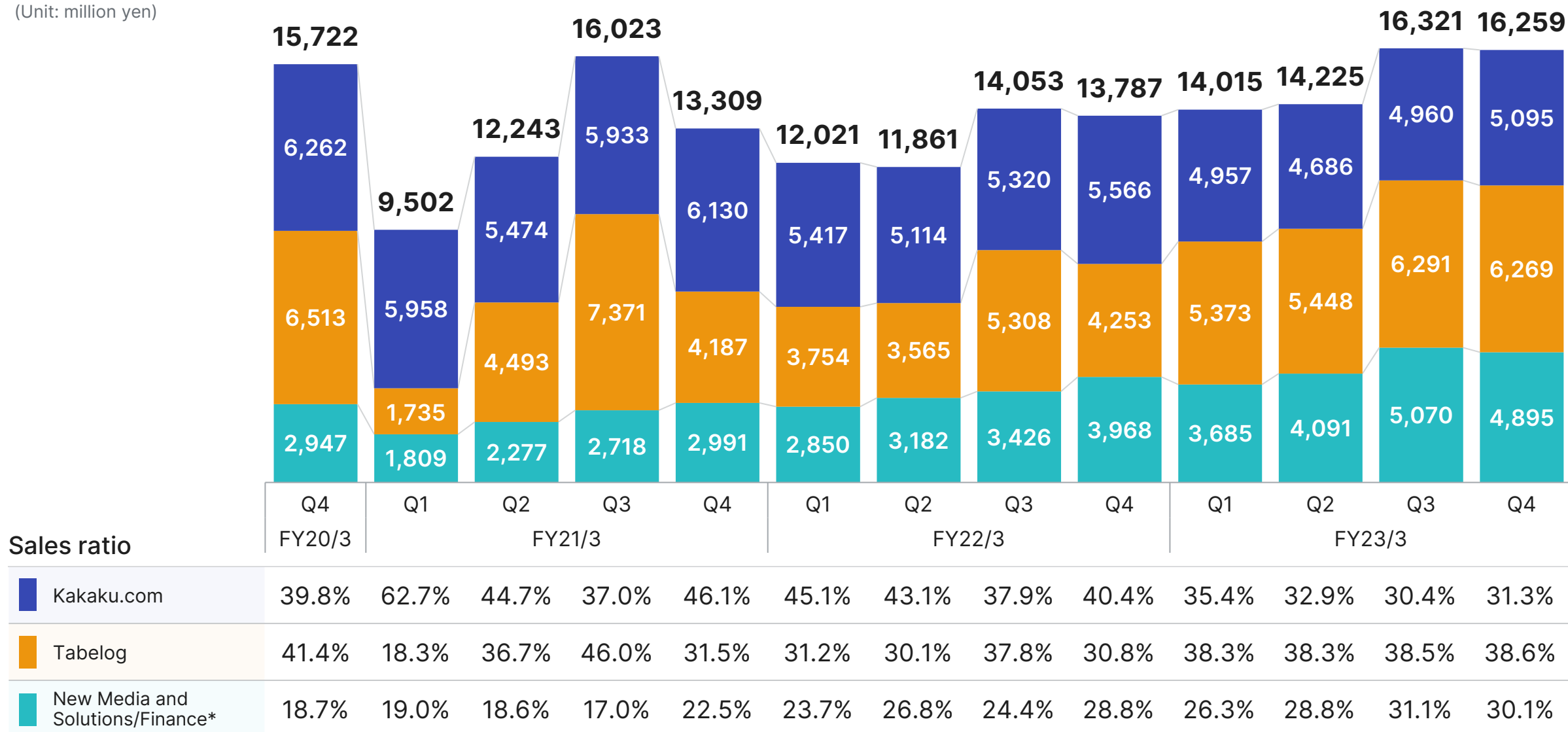
■ Consolidated Operating Profit by Quarter

(Unit: million yen)



Operating Results by Business

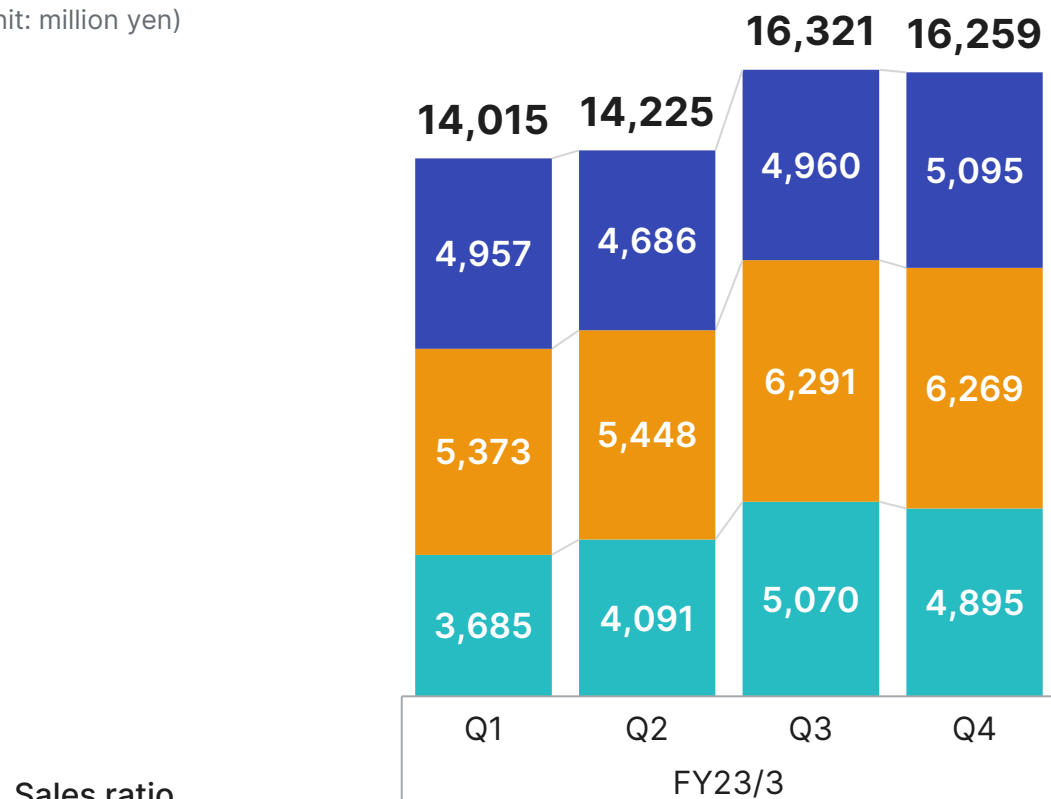
(Unit: million yen)



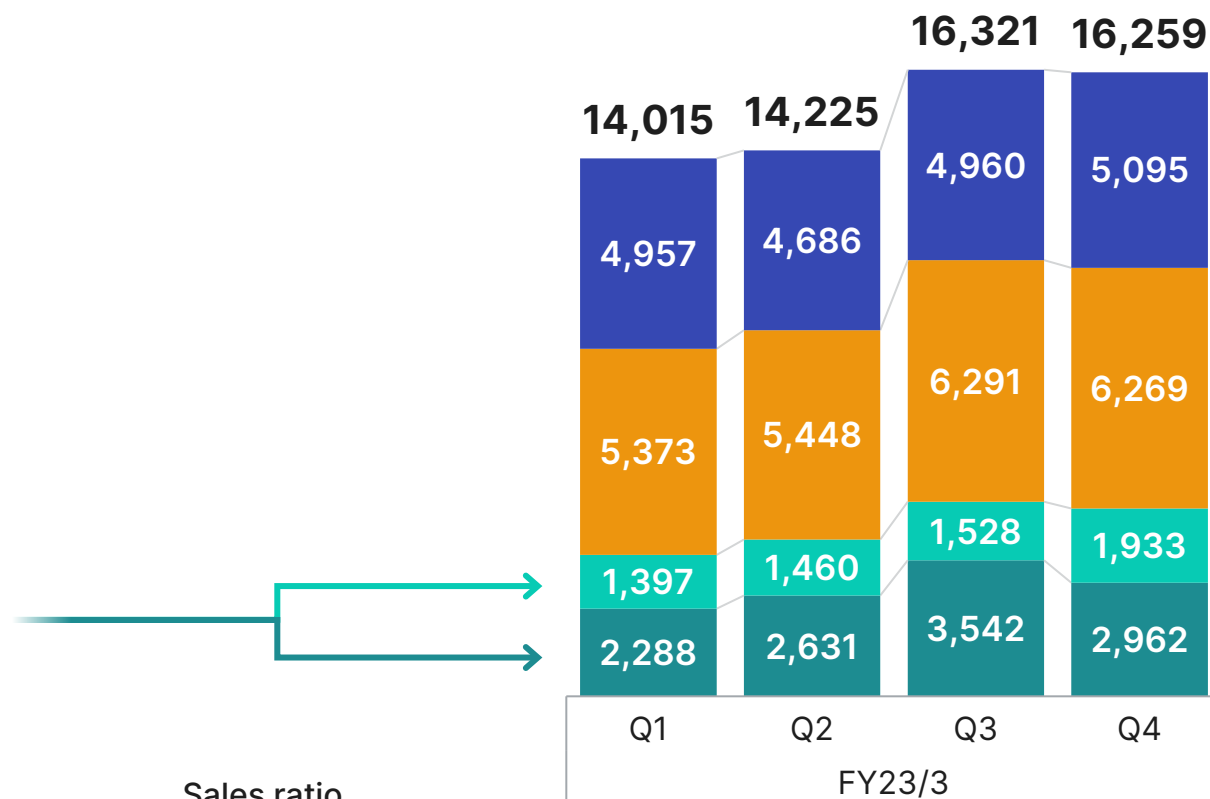
* In October 2022, there was a change in estimates related to revenue recognition for certain life insurance agency commissions in the finance business. Please refer to page 23 of the Results Briefing for the Third Quarter of the Fiscal Year ending March 31, 2023.

FYI: Separating Kyujin Box from New Media and Solutions/Finance

(Unit: million yen)



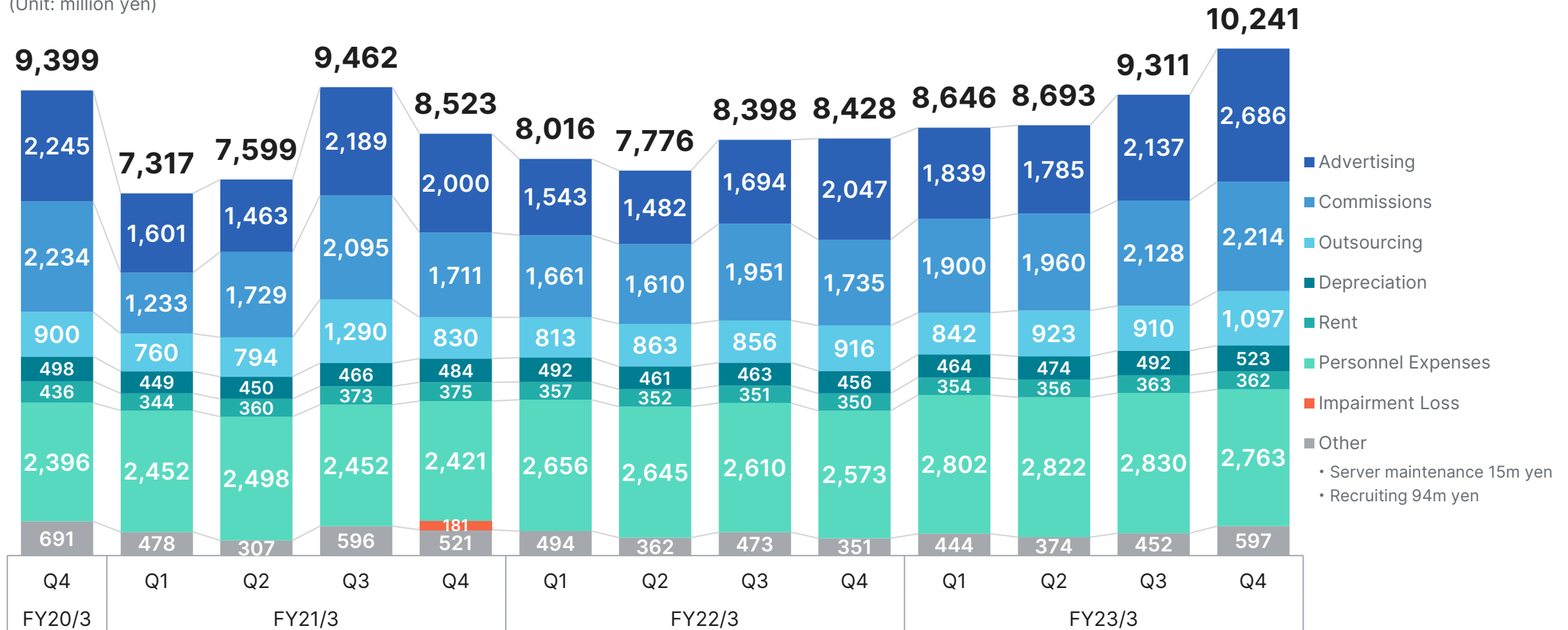
Sales ratio	Q1	Q2	Q3	Q4
Kakaku.com	35.4%	32.9%	30.4%	31.3%
Tabelog	38.3%	38.3%	38.5%	38.6%
New Media and Solutions/Finance	26.3%	28.8%	31.1%	30.1%



Sales ratio	Q1	Q2	Q3	Q4
Kakaku.com	35.4%	32.9%	30.4%	31.3%
Tabelog	38.3%	38.3%	38.5%	38.6%
Kyujin Box	10.0%	10.3%	9.4%	11.9%
New Media and Solutions/Finance	16.3%	18.5%	21.7%	18.2%

Advertising expenses increased, mainly due to expenses related to T-Points for Tabelog, as well as expenses related to Kyujin Box and Kakaku.com advertising. The increase in commissions is due mainly to an increase in sales agency fees for the Tabelog business.

(Unit: million yen)





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Operating Results by Business

	(Unit: million yen)	Q4	YoY	full year	YoY
Kakaku.com		5,095	-8.5%	19,697	-8.0%
Shopping		2,008	-10.3%	8,054	-8.9%
Service		2,296	+1.3%	8,017	-2.9%
Advertising		791	-25.5%	3,626	-16.0%
Tabelog		6,269	+47.4%	23,381	+38.5%
Restaurant Promotion		5,461	+58.8%	20,179	+49.1%
Premium User Memberships		390	+5.4%	1,496	-1.0%
Advertising		420	-0.5%	1,672	+4.4%
Income from Commissioned Operations*1		0	-	35	-
New Media and Solutions/Finance		4,895	+23.4%	17,742	+32.1%
New Media and Solutions		4,163	+26.6%	13,882	+29.2%
Finance*2		732	+7.6%	3,860	+44.0%

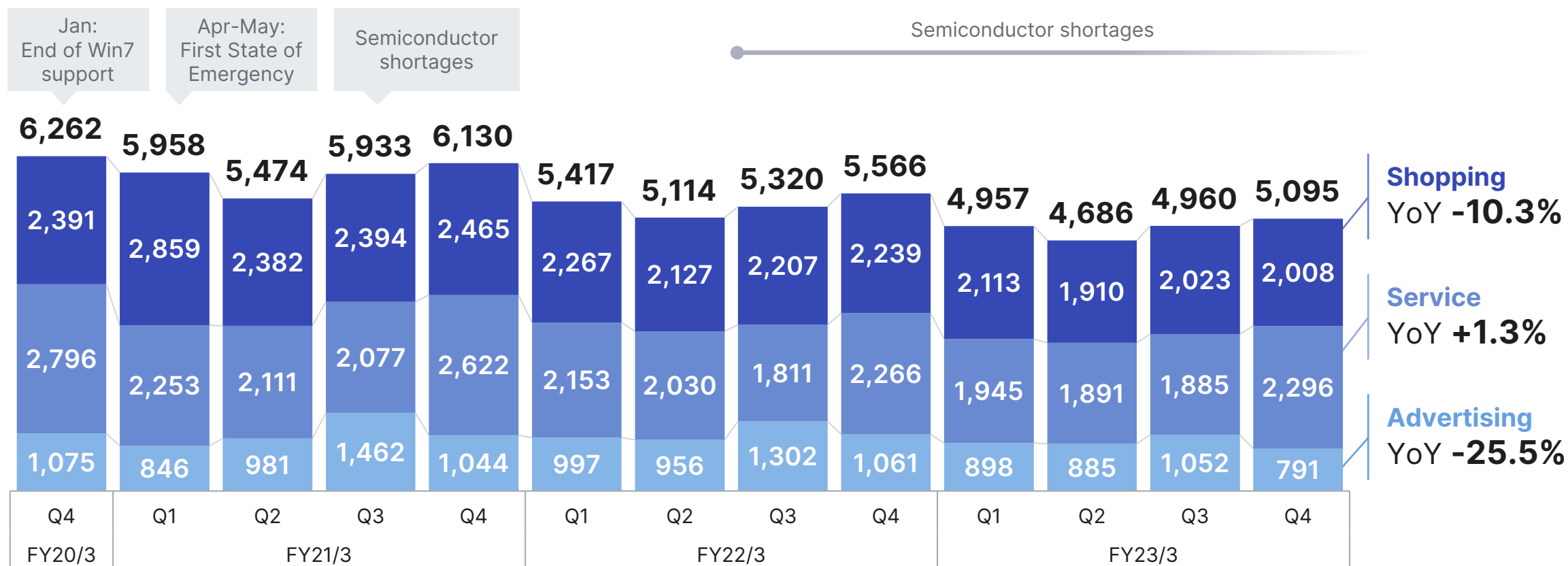
*1 Income from Commissioned Operations refers to revenue from Go To Eat Campaign related operations commissioned by the Ministry of Agriculture, Forestry and Fisheries. It does not, however, include advertising income (booked in the Tabelog's advertising business) related to these commissioned operations. An adjustment of (- 1.6m yen), which occurred in the process of settlement procedures, due to the termination of the Go To Eat Campaign in January 2023, is not included in the results for Q4.

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



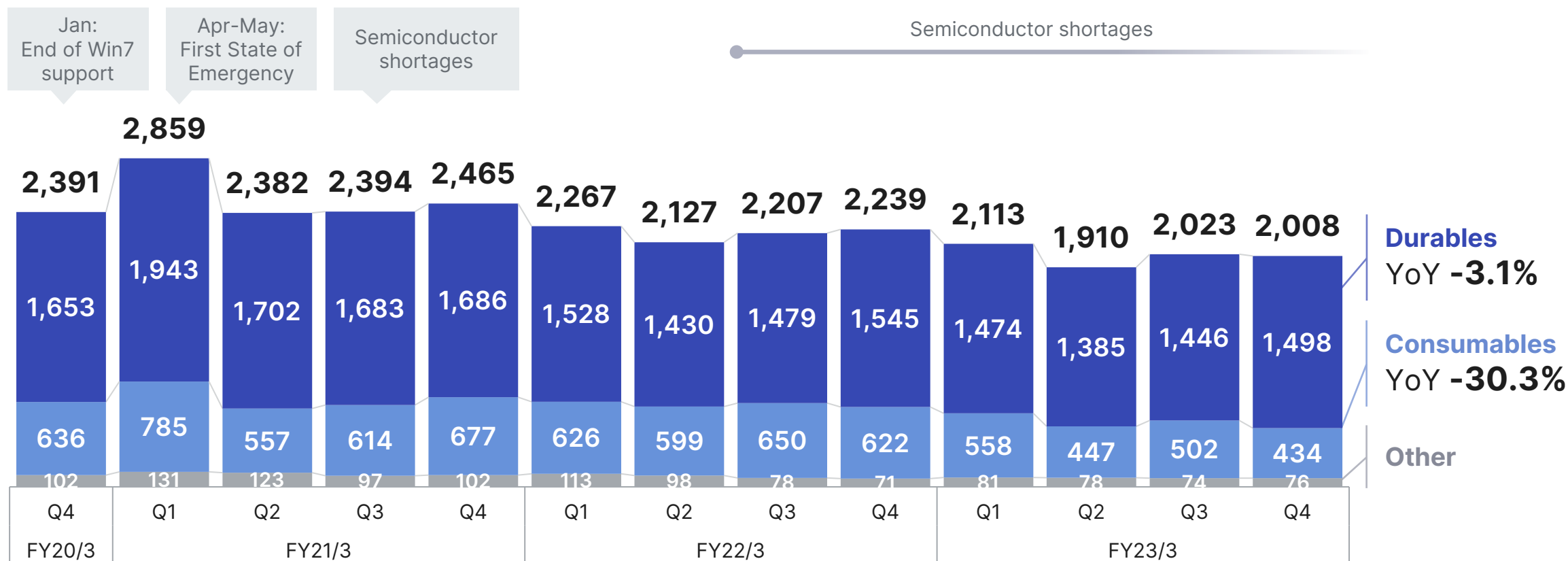
In the Kakaku.com business, revenue in both the Shopping Business and the Advertising Business declined year on year, while Service Business revenue increased for the second quarter in a row.

Kakaku.com Business: Revenue (Unit: million yen)



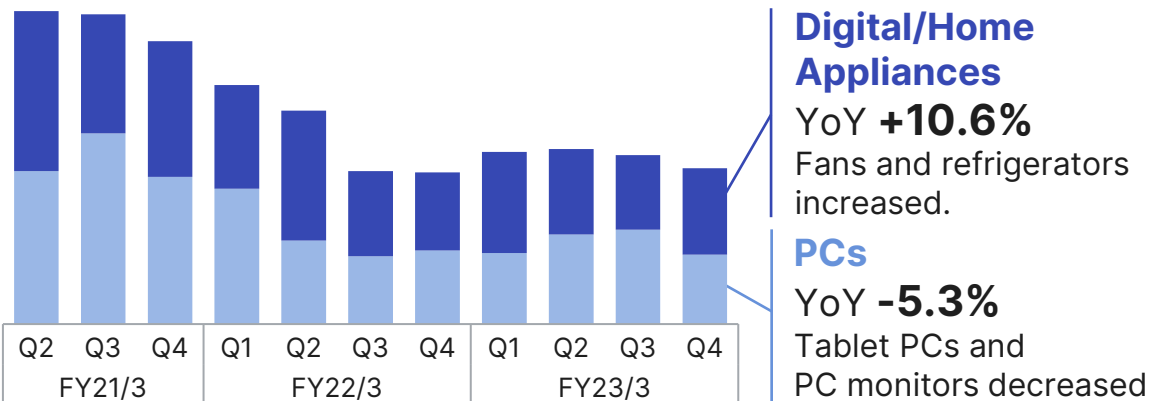
Shopping business revenue declined. Durable goods continued to be affected by the decline in the number of new product registrations and product price increases due to higher manufacturing costs. Consumer goods continued to be affected by fluctuations in search results rankings that occurred in Q2.

Shopping: Revenue (Unit: million yen)



Durables Goods: New Product Registrations

The number of new product registrations for digital/home appliances and PCs remain at nearly half of the levels of two years ago.



Improvement of Mobile Site and Smartphone App

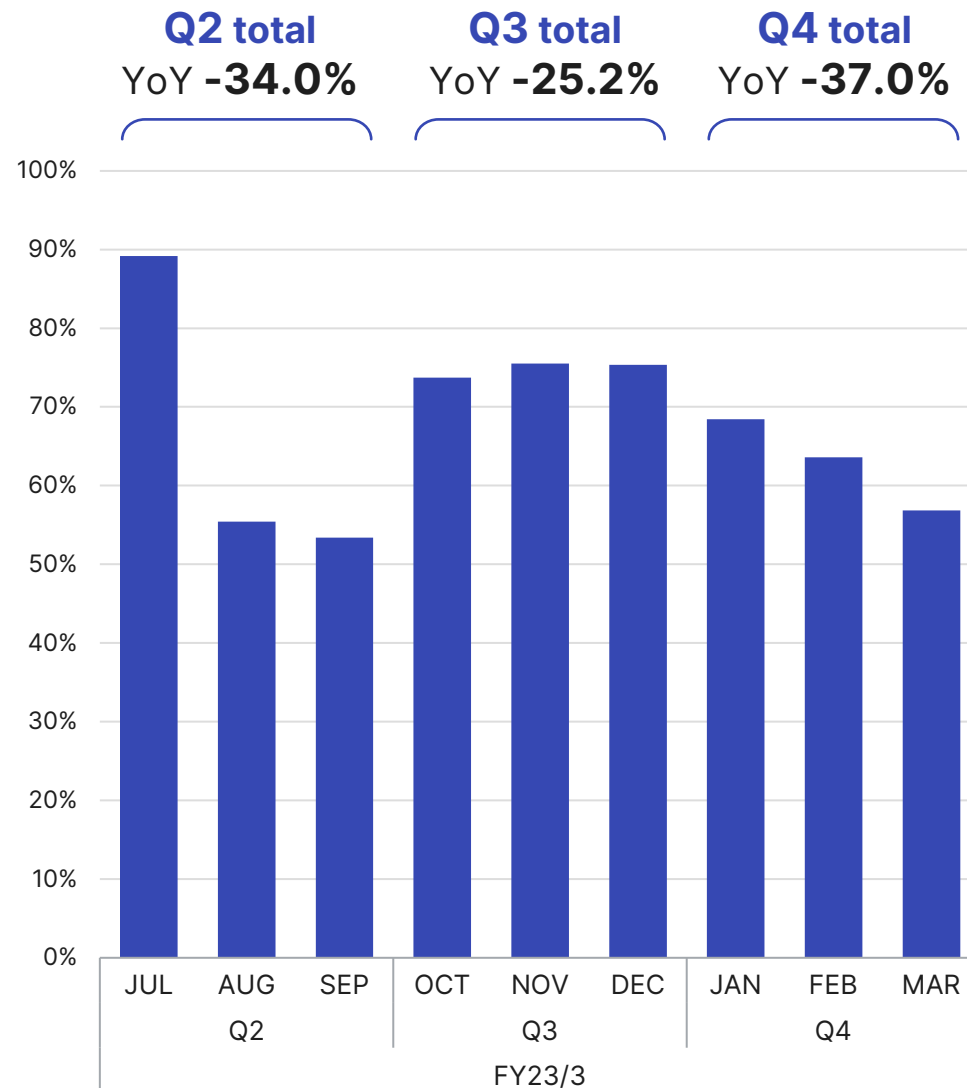


Swipe to switch between rankings



Push notifications for articles on product categories a user is interested in

Consumables: Organic Traffic (YoY)

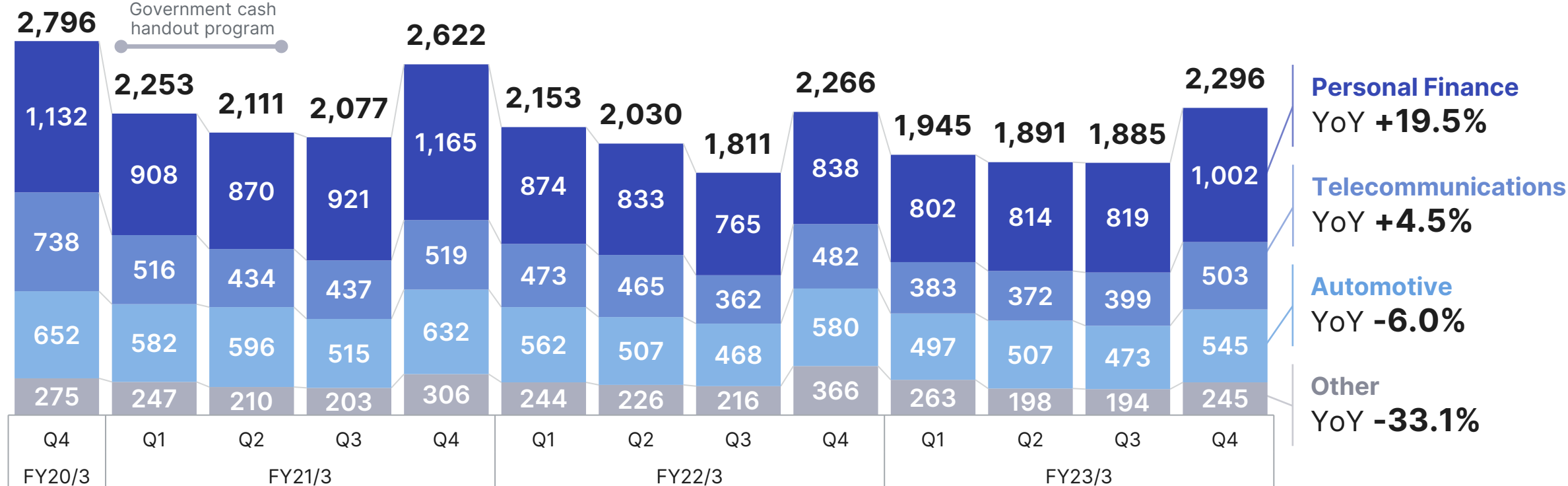


Revenue in the Service Business increased mainly in the Personal Finance and Telecommunications domains in line with the recovery in people's activity. Revenue in the Automotive domain continued to be affected by supply-side issues. In the "Other" category, revenue decreased mainly in the comparisons of electricity and gas service rates.

Service: Revenue (Unit: million yen)

Point Reward Program
for Cashless Payments

Government cash
handout program



■ Personal Finance

- The number of credit card issuances and applications for card loans increased year-on-year. Mortgage applications decreased.
- Following previous improvements to the smartphone site in Q1 and Q3, in Q4 we made changes to the display method of popularity rankings of credit cards.

Q1

Card Loans

Main points to consider when selecting a loan (e.g., effective annual interest rate, etc.) are briefly described. Features of each service are displayed as icons to enable users to recognize them at first glance.

Q3

Investments and Asset Management

Content and examples of products in each category are displayed on the top page of the smartphone version.

Q4

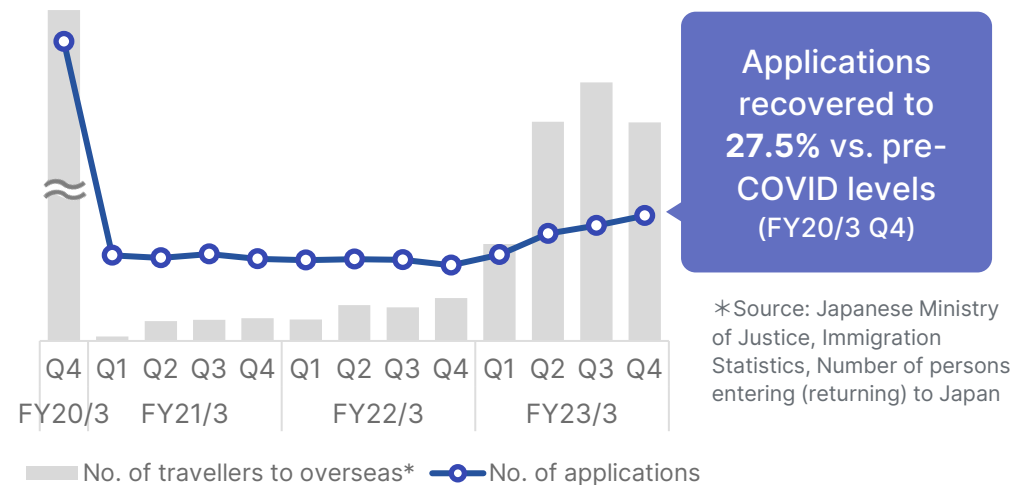
Credit Cards

Use tabs to switch between rankings without having to go to a separate page.



■ Telecommunications

Applications for fiber optic and mobile lines decreased. Applications for overseas Wi-Fi rentals increased.



■ Automotive

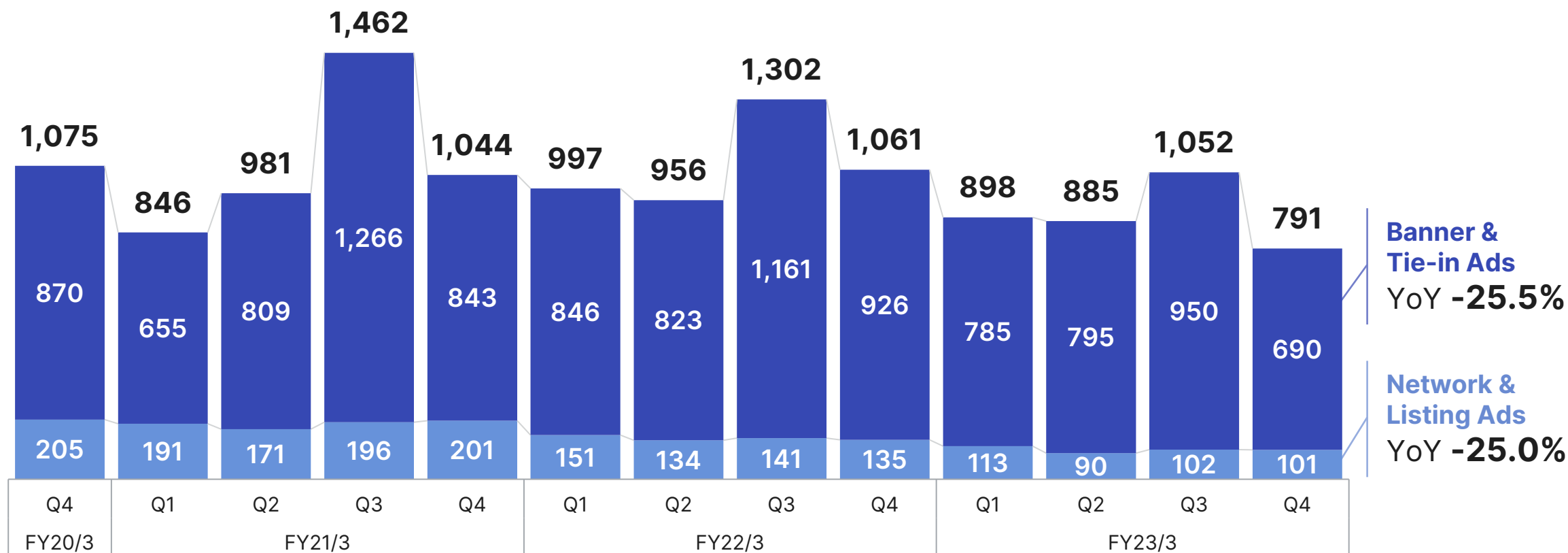
Applications for used car availability and car insurance quotes decreased.

■ Other

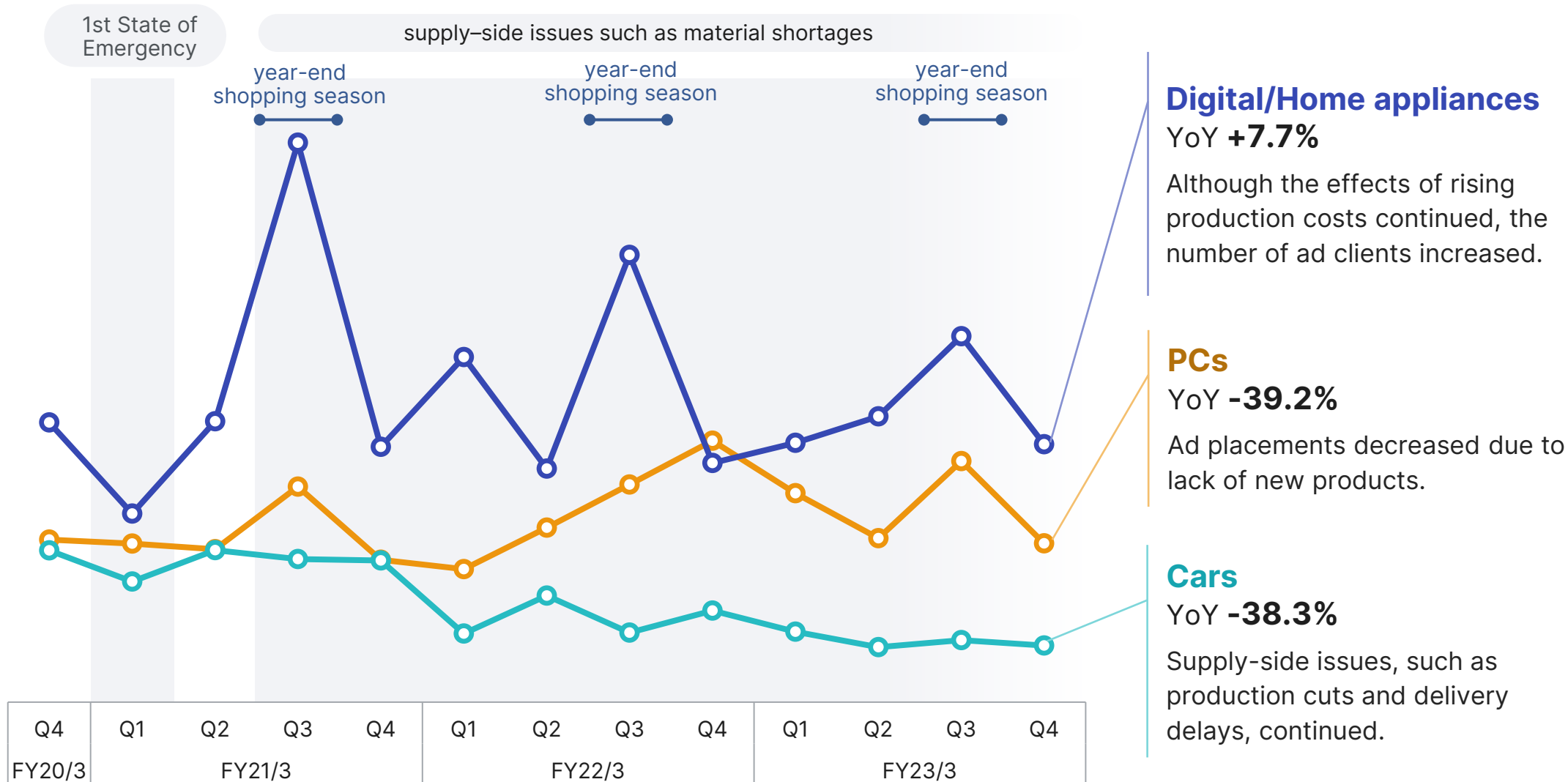
Applications for changing electricity and gas providers decreased compared to the previous year, when a withdrawal of providers from the market resulted in a sharp increase in applications.

Advertising revenue declined. While ad placements by PC manufacturers decreased, ad placements by manufacturers of digital/home appliances increased. The impact from a lack of new products and rising manufacturing costs continues.

Advertising: Revenue (Unit: million yen)



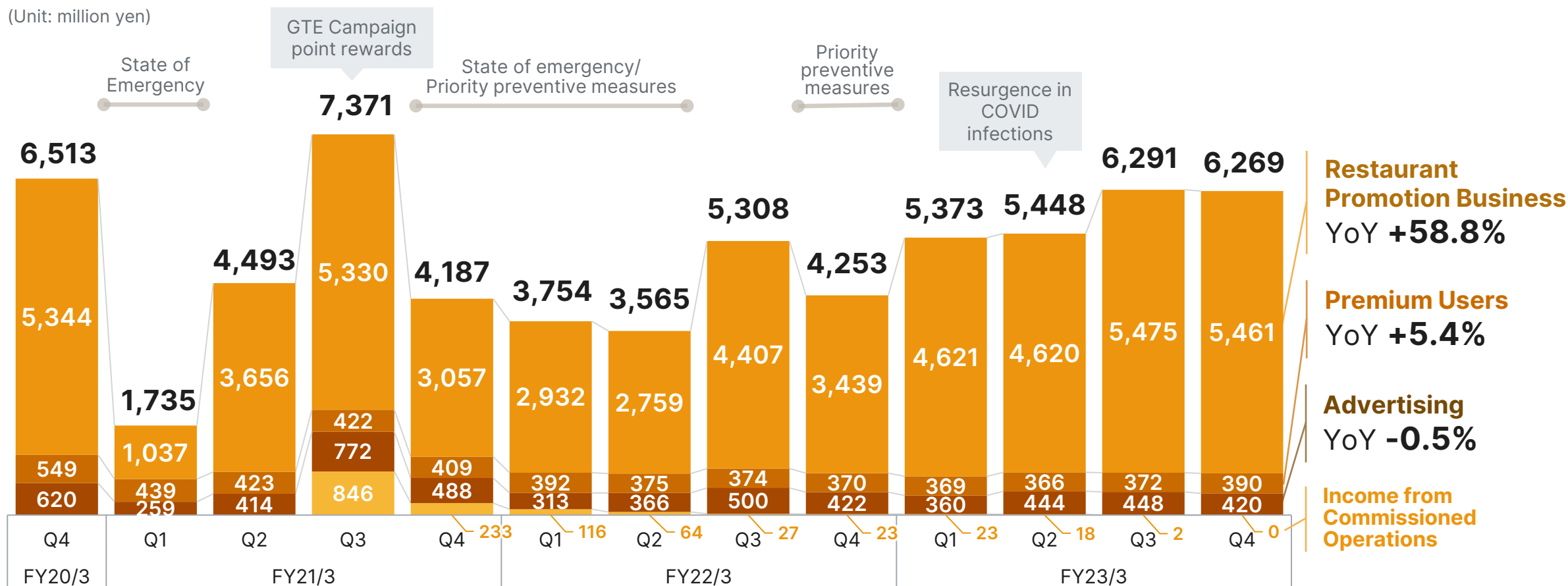
Banner& Tie-in Ads: Revenue by Industry



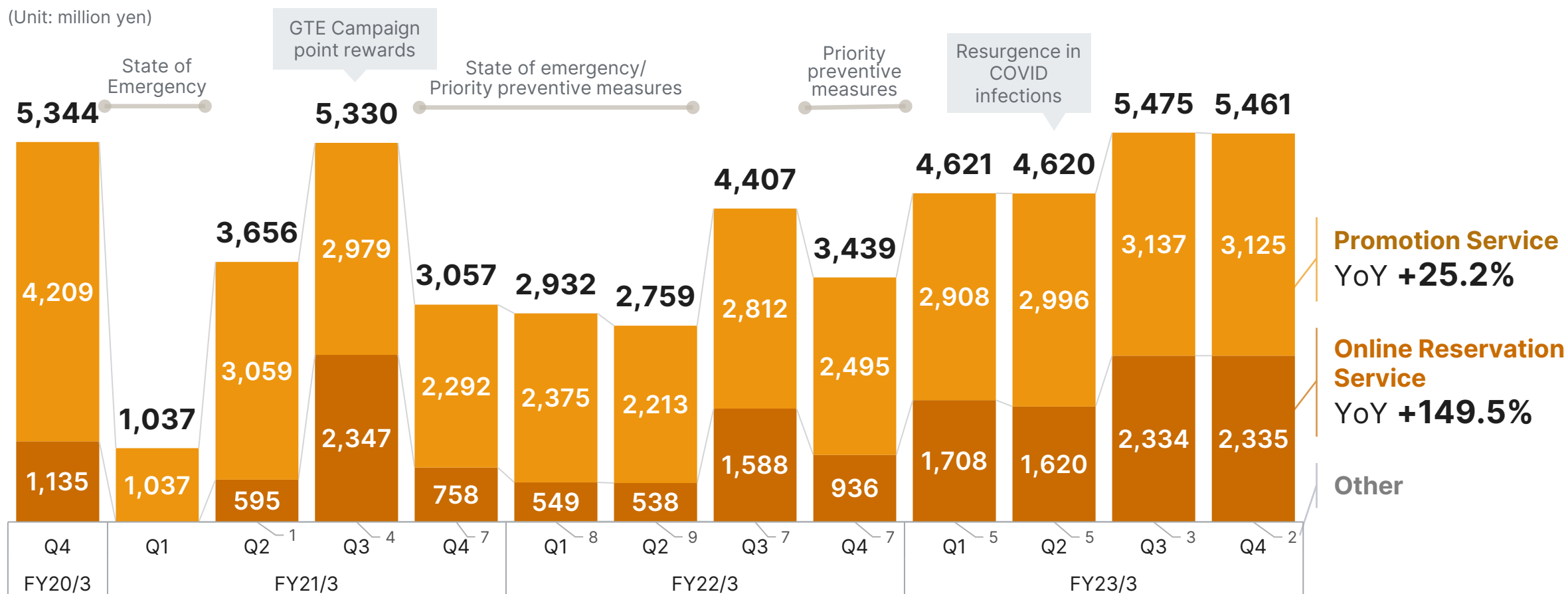


Revenue for Tablog increased mainly for the Restaurant Promotion Business, in line with strong demand for eating out.

(Unit: million yen)

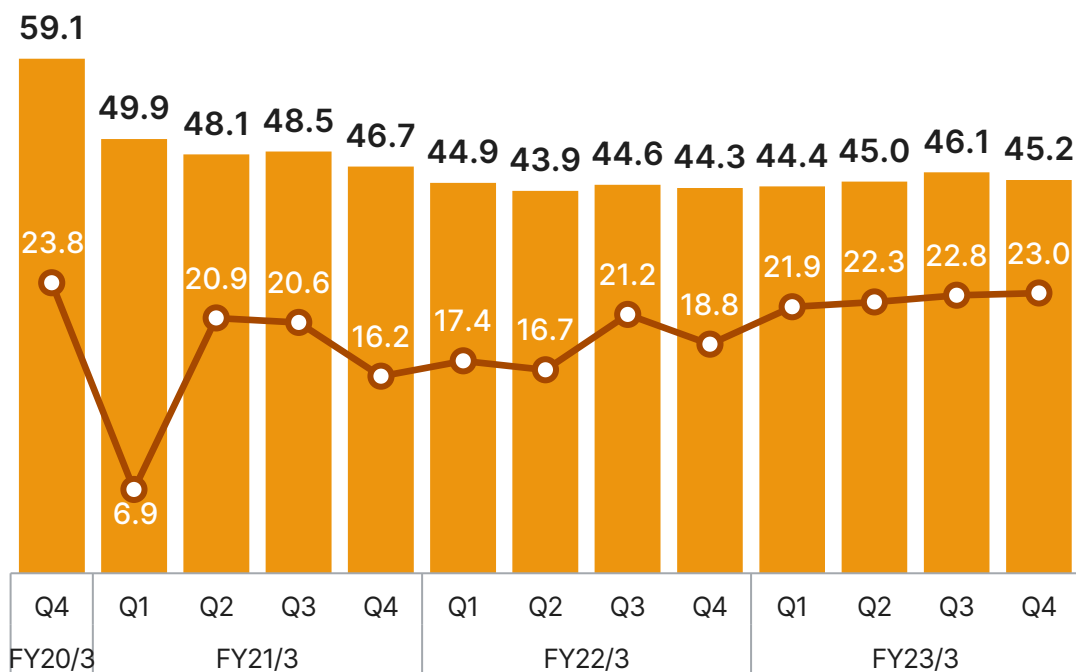


Revenue from both the Promotion Service and Online Reservation Service are on the rise.



In the Promotion Service, the number of contracted restaurants decreased QoQ. Cancellation increased as restaurants continued to face difficult conditions, including soaring raw material costs and labor shortages. In the Online Reservation Service, the number of contracted restaurants increased.

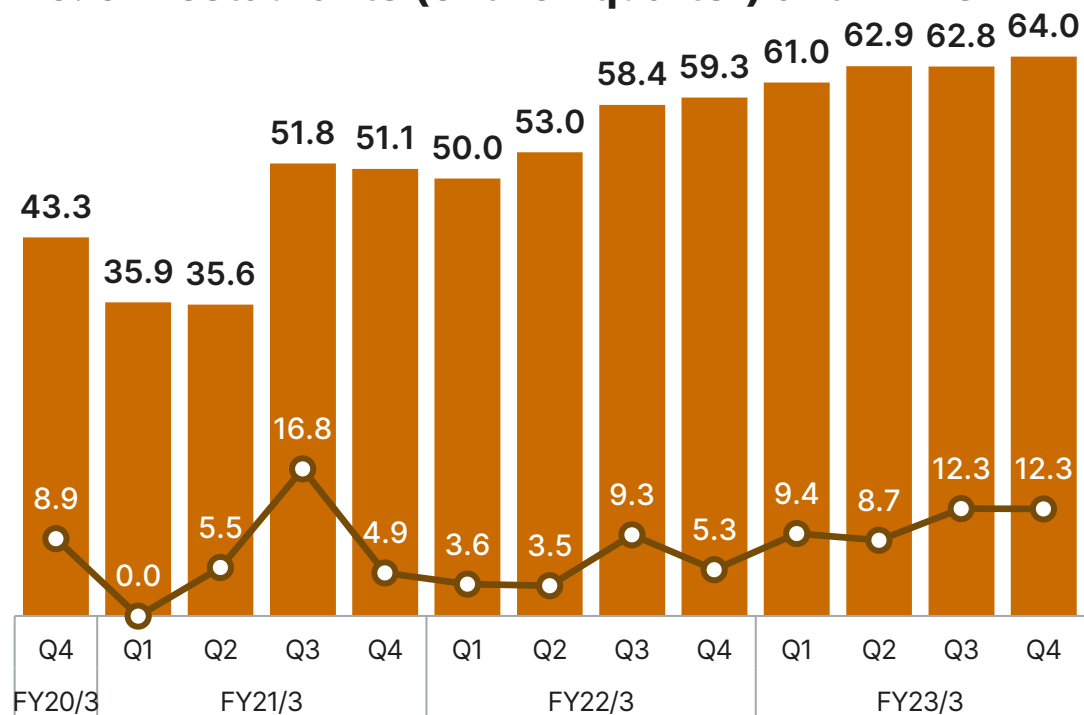
Promotion Service: No. of Restaurants (end-of quarter) and ARPU



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

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

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

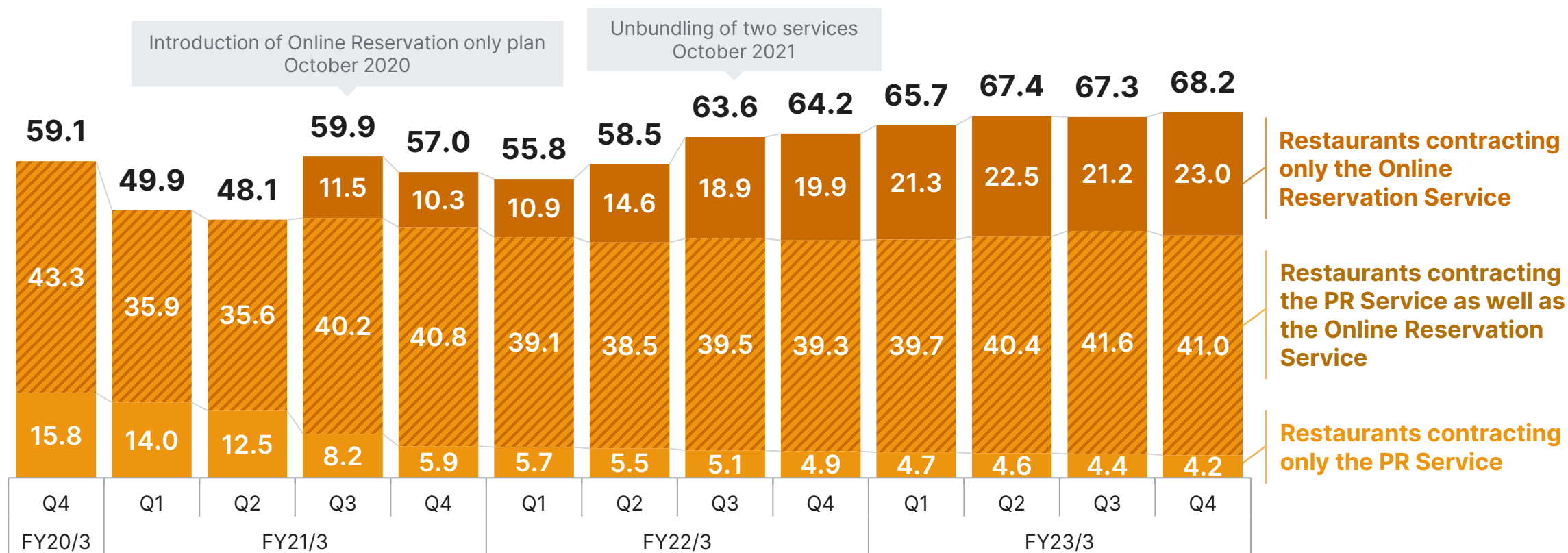


■ No. of contracted restaurants (thousand) —○— ARPU (thousand yen)

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

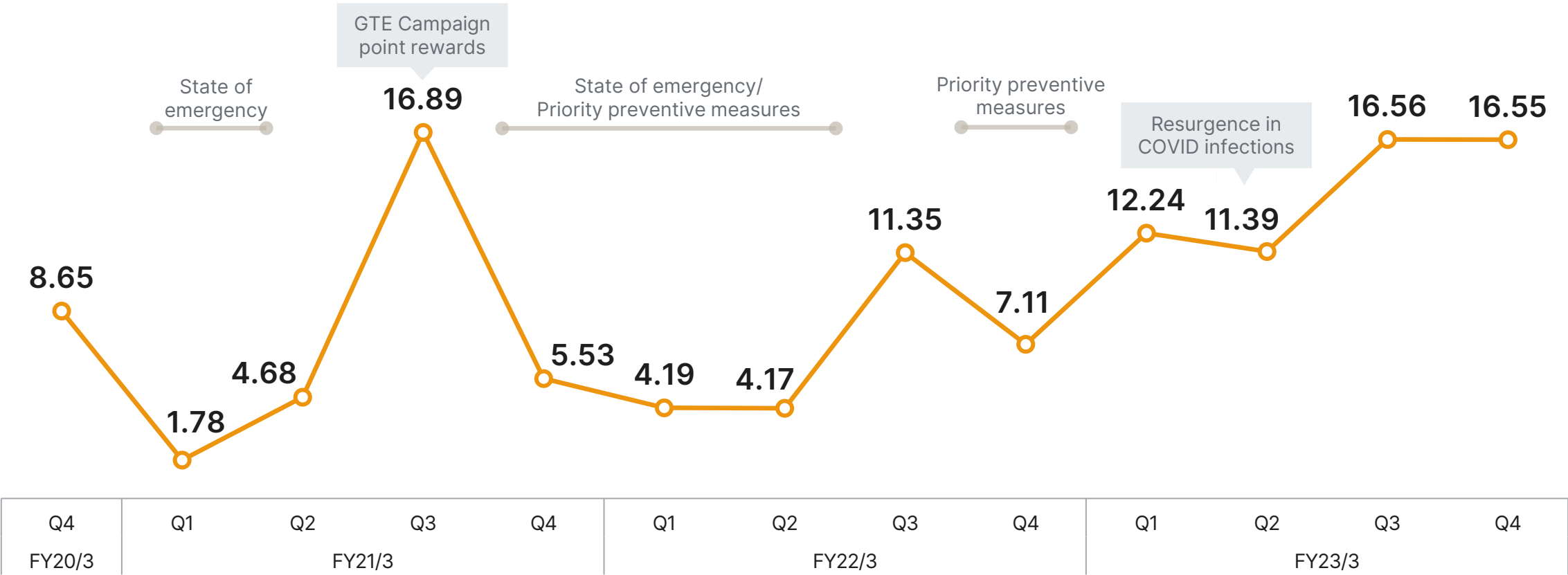
The total number of fee-paying restaurants continued to increase.
However, the number of restaurants contracting both the Promotion Service and the Online Reservation Service decreased slightly.

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



Due to strong demand for eating out, the number of online reservations remains high.

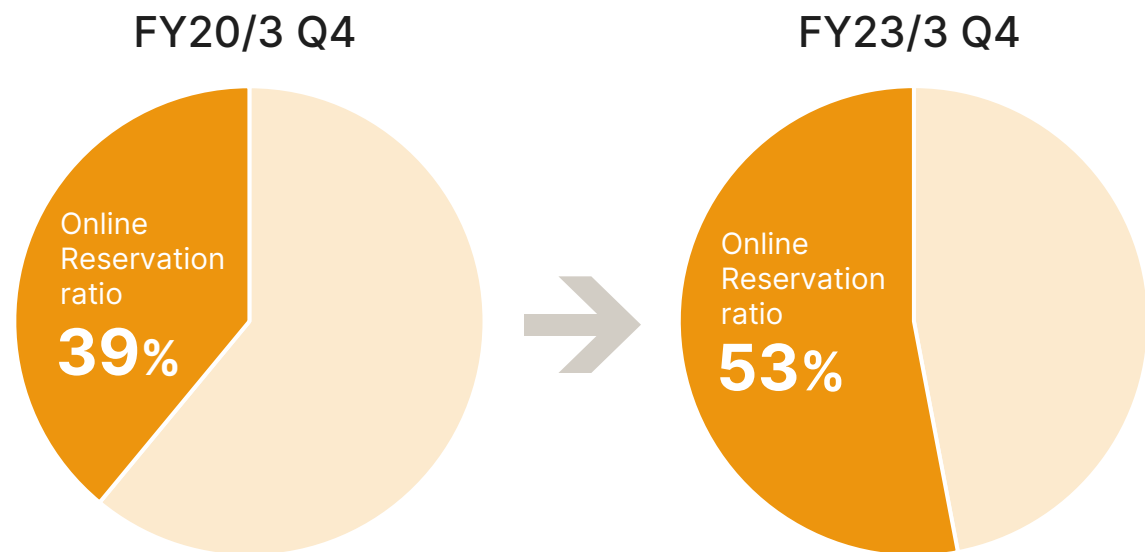
No. of Online Reservations (quarterly total) (Unit: million persons)



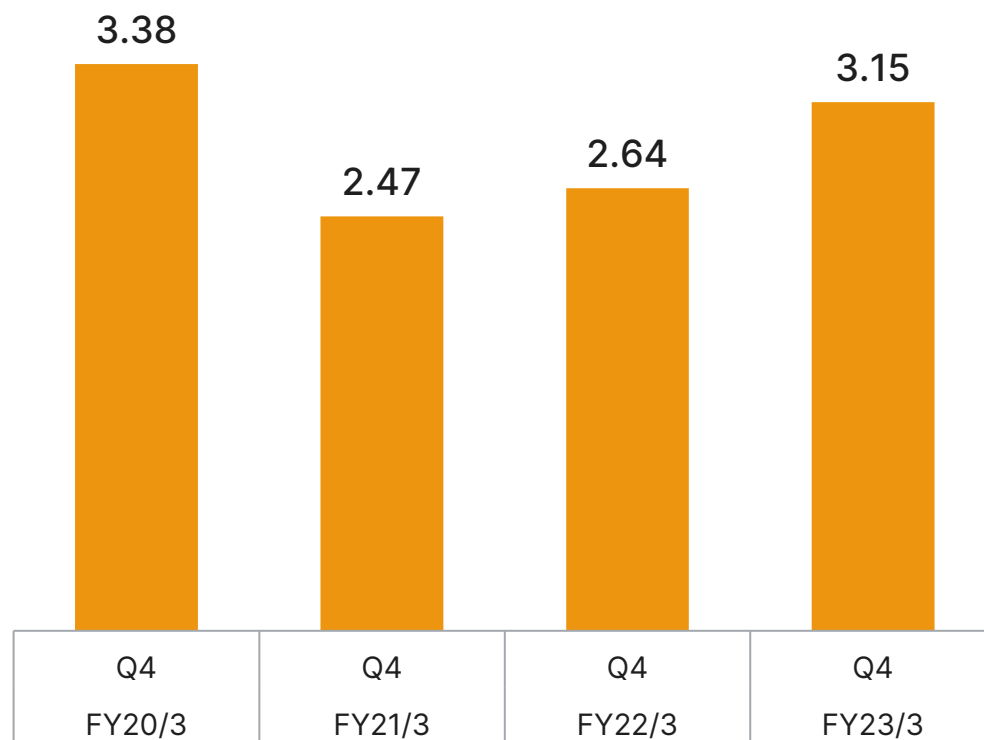
**The ratio of online reservations has increased significantly over the past three years.
The number of people per online reservation is lower than the pre-COVID level.**

Ratio of Online Reservations (quarterly average)

Due to changes in consumer behavior and restaurants' digital transformation progressing, the ratio of online reservations at Tabelog is expanding.

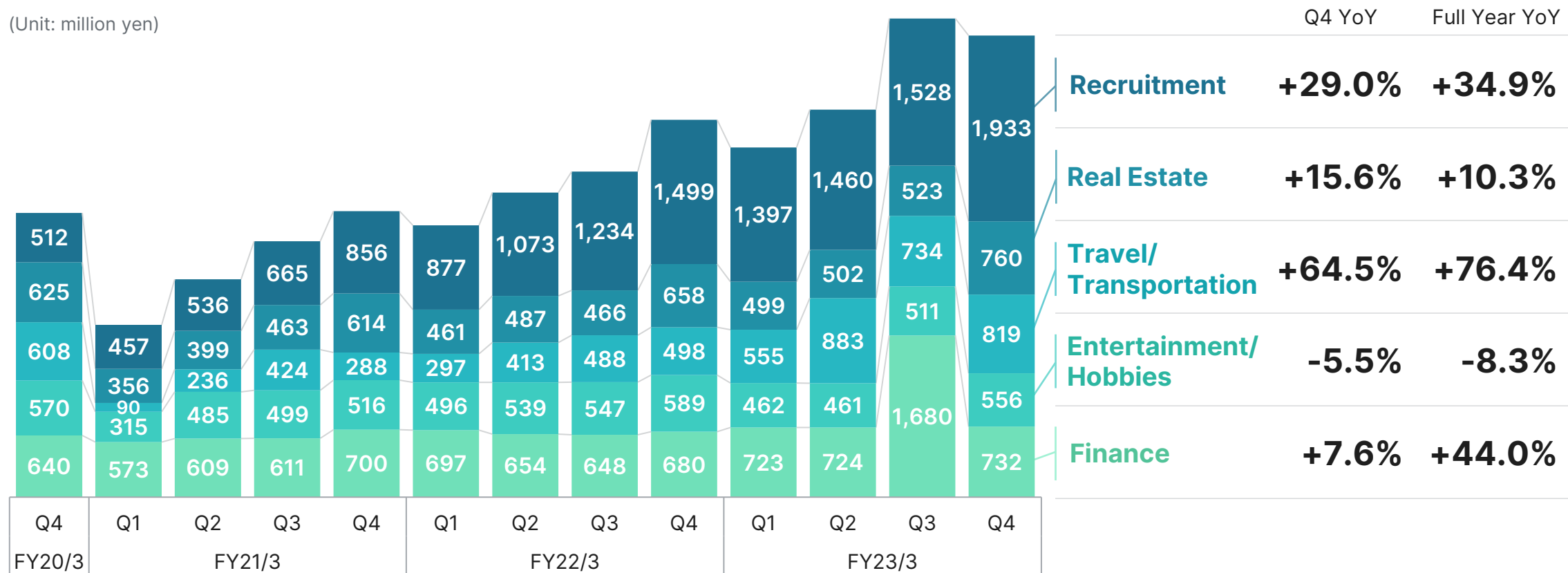


Number of People per Online Reservation (quarterly average)



In New Media and Solutions/Finance, sales continued to increase, particularly in the Recruitment, Real Estate and Travel/Transportation domains.

(Unit: million yen)



* For Revenue in "Others" and internal offsets, please refer to our Data Book.

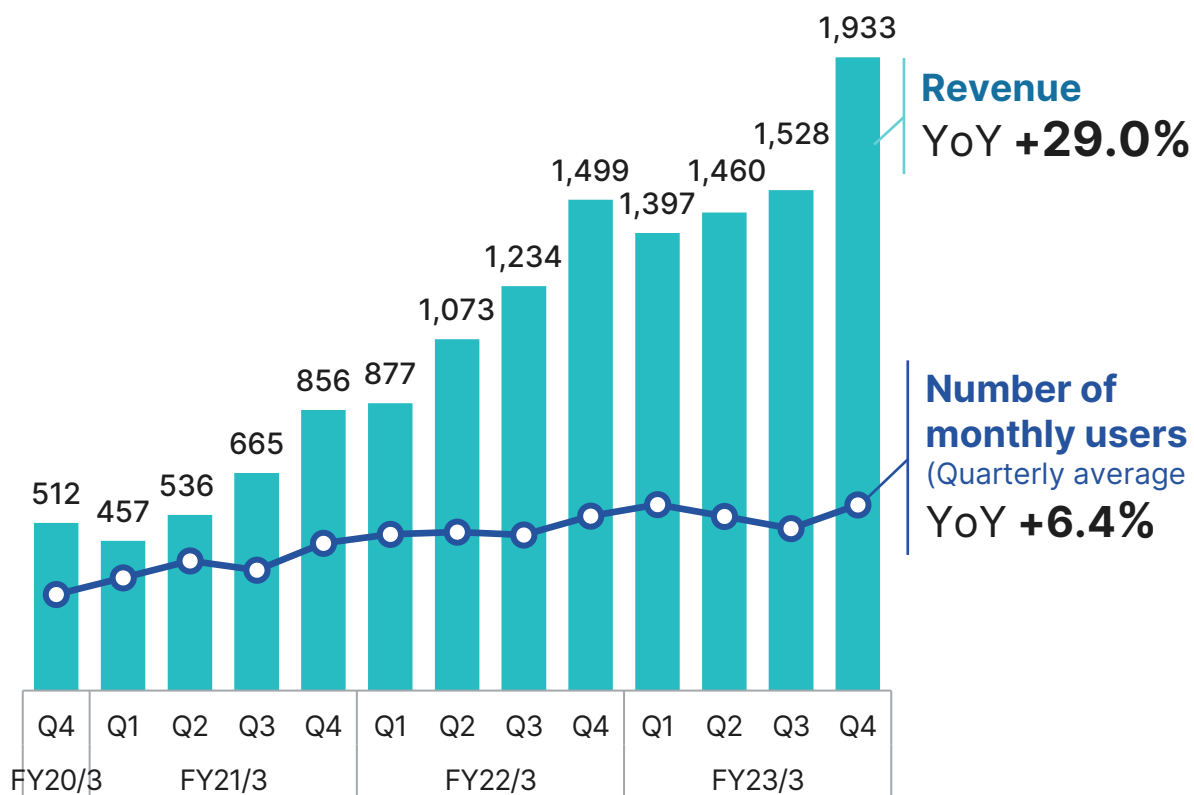
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Kyujin Box revenue increased. The number of both advertisers and paid job listings continued to increase.

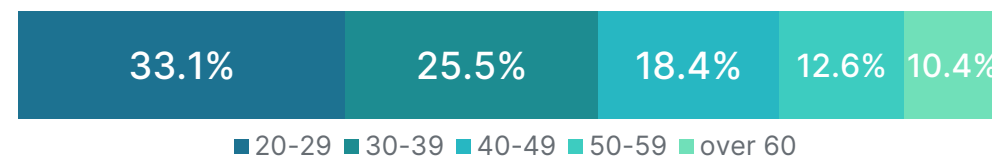
Kyujin Box: Revenue and Number of Users

(Unit: million yen)

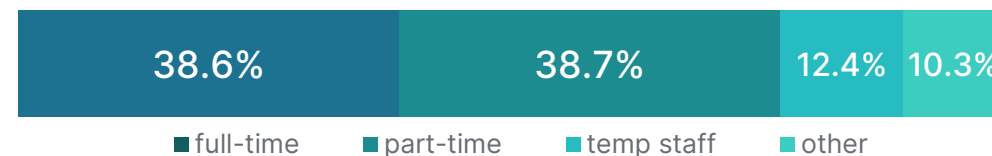


Characteristics of Kyujin Box Users

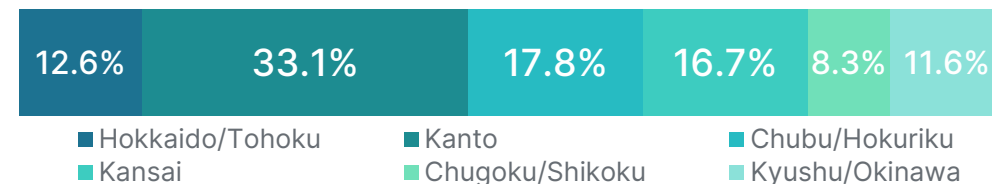
Breakdown by age group



Ratio of job listings viewed by employment type



Ratio of job listings viewed by region



LCL

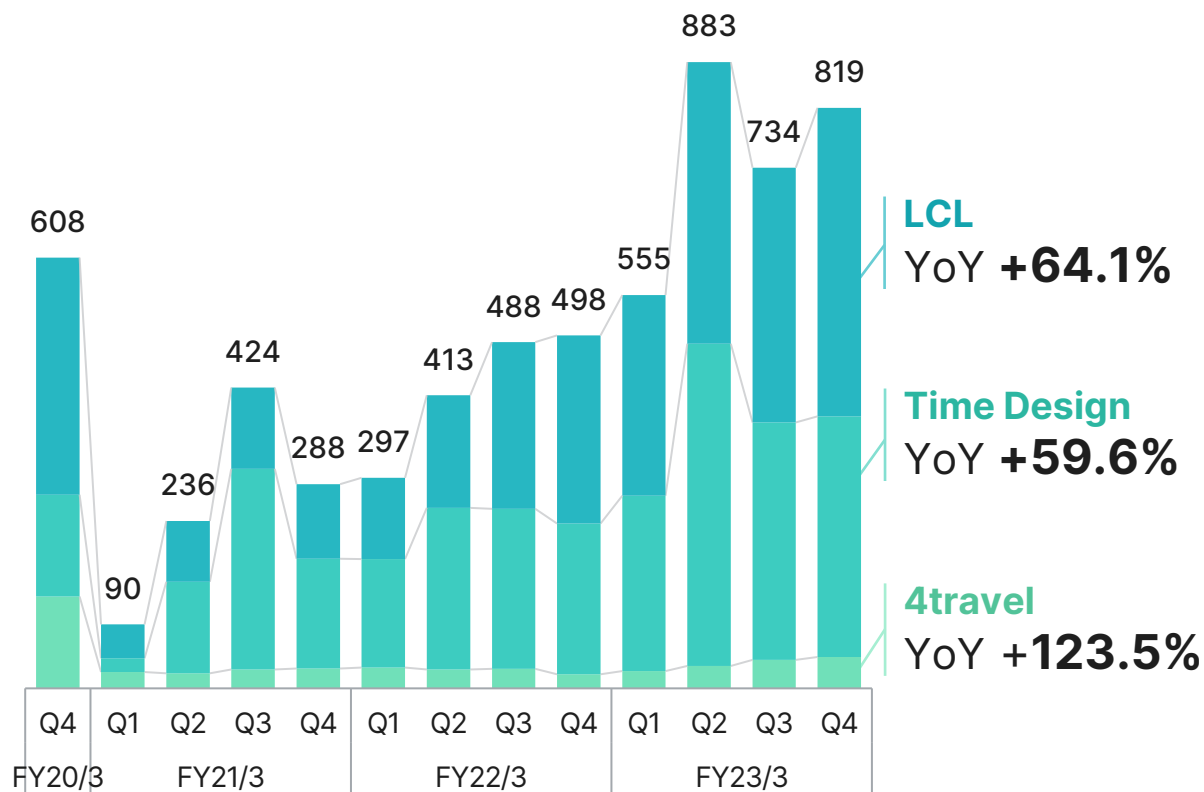
Time Design

4travel.jp

Revenue increased in each of the Travel/Transportation domain's businesses. Demand for domestic travel remains high and demand for international travel is gradually recovering.

Travel/Transportation: Revenue by Business

(Unit: million yen)

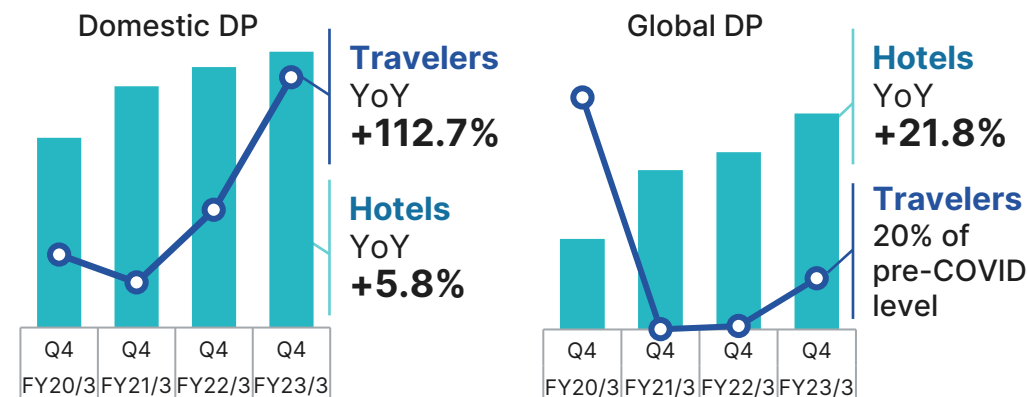


LCL

The number of highway bus users continued to increase. Partnering with travel agencies to expand lineup of airline tickets and tours that can be compared.

Time Design

The number of hotels using the Domestic DP and Global DP solutions increased. Demand for domestic travel is high and, and travelers using Domestic DP increased significantly. The number of travelers using Global DP is rebounding gradually.

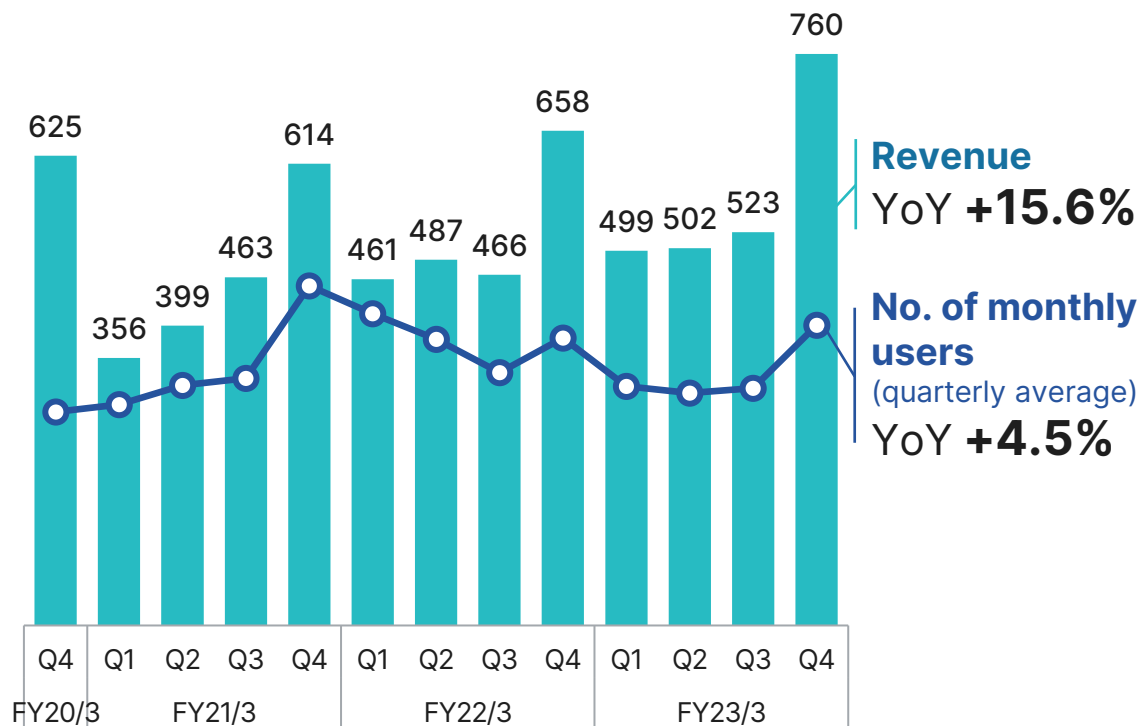




Revenue for Sumaity increased.
Monthly users increased in line with
heightened demand before the start
of the new fiscal year.

Sumaity: Revenue and Number of Users

(Unit: million yen)



gaie

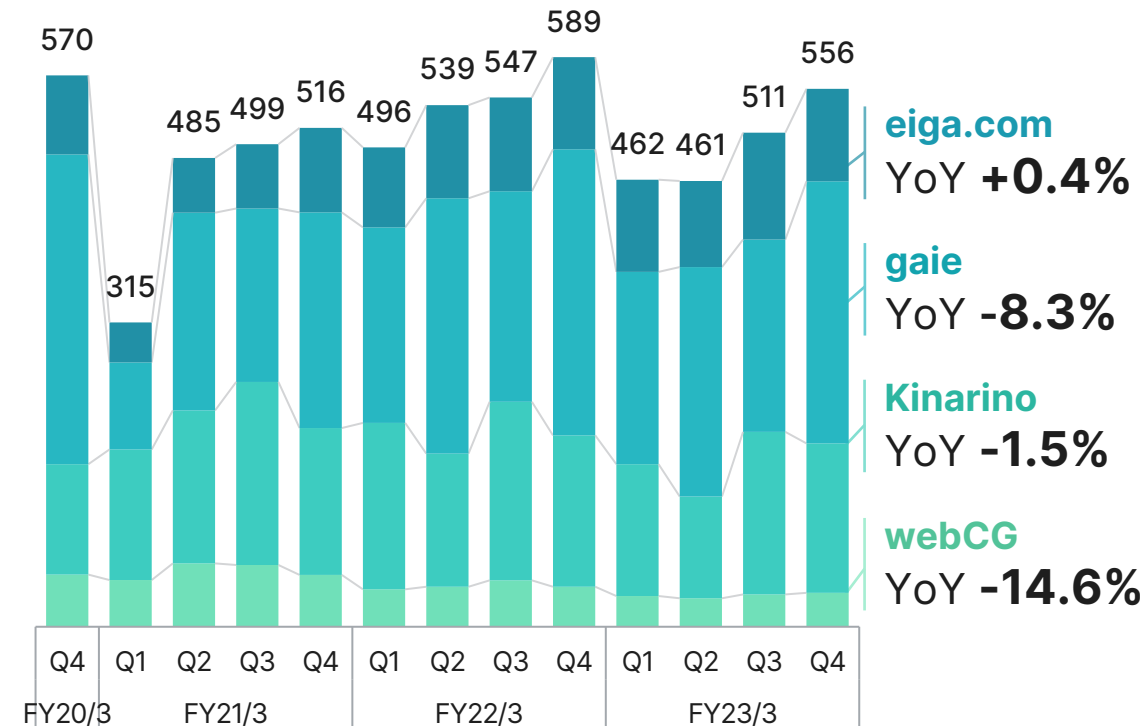
キナリノ



eiga.com and gaie were affected by
fewer Hollywood blockbusters.
webCG revenue remained low, as
delays in car deliveries and production
cuts led to fewer ad placements.

Entertainment/Hobbies: Revenue by Business

(Unit: million yen)

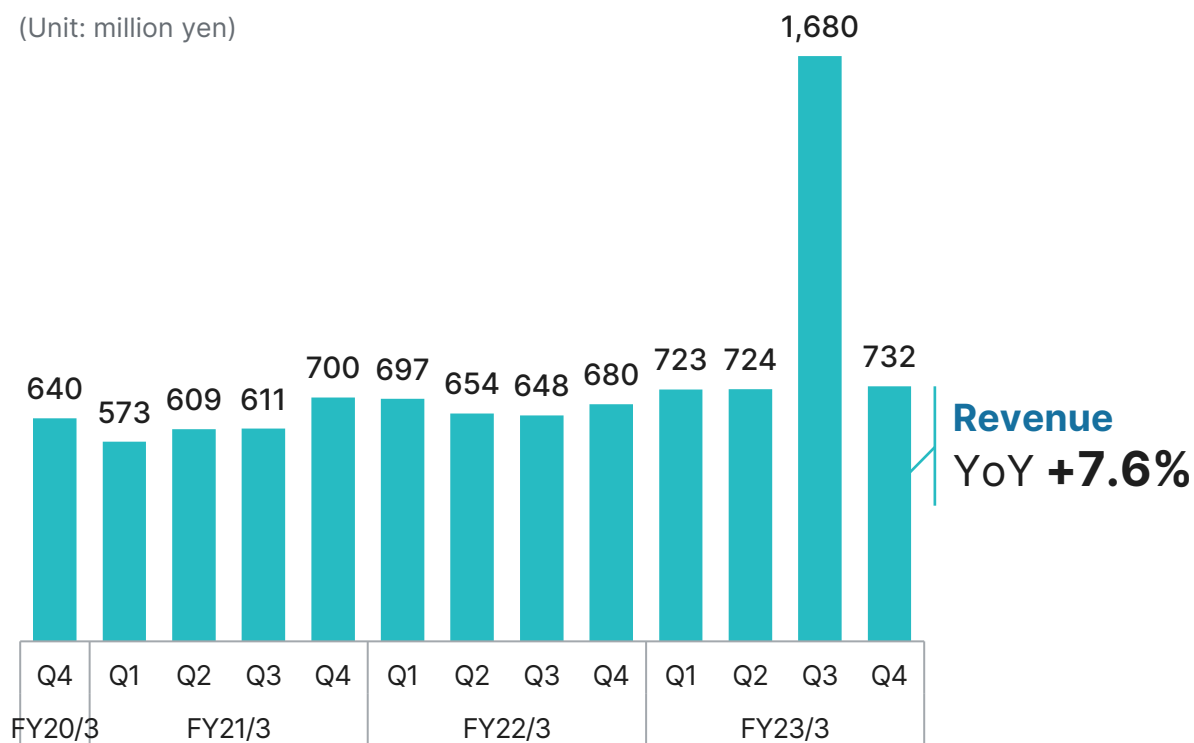




Kakaku.com Insurance saw an increase in revenue.

Kakaku.com Insurance: Revenue


(Unit: million yen)



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Situation by Insurance Product

Product	Details
Life Insurance	Applications for medical insurance, which had increased as a result of the spread of COVID-19, returned to normal levels.
Fire Insurance	New applications decreased year-on-year relative to the surge in demand that occurred prior to a revision of fire insurance premiums in October.
Pet Insurance	Pet insurance policies are gradually increasing.
Overseas Travel Insurance	Overseas travel insurance policies rebounded to about 30% of the pre-COVID level.

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Next-Generation Solution for EC Businesses Jointly Developed with Digital Garage Group

Using the latest technology to provide a
secure and safe environment for a
smoother shopping experience



The Company has reached an agreement with Digital Garage, which provides a group of services in the areas of DX and FinTech integrating payment and data, to jointly develop a smart commerce business and establish a joint venture for the purpose of planning this business.

Expand Information and Services that are Useful for Environmentally Conscious Purchasing Decisions

for
instance

- Search for products with eco-labels
- See how much CO2 was emitted during the manufacturing of a product
- Search for second-hand, rentals, subscriptions
- Get a quotes on the purchase price of used products
- Find out how best to care for products
- Find out how to recycle a product

Buy products with low
environmental impact

Use products as long
as possible

Take advantage of
used products

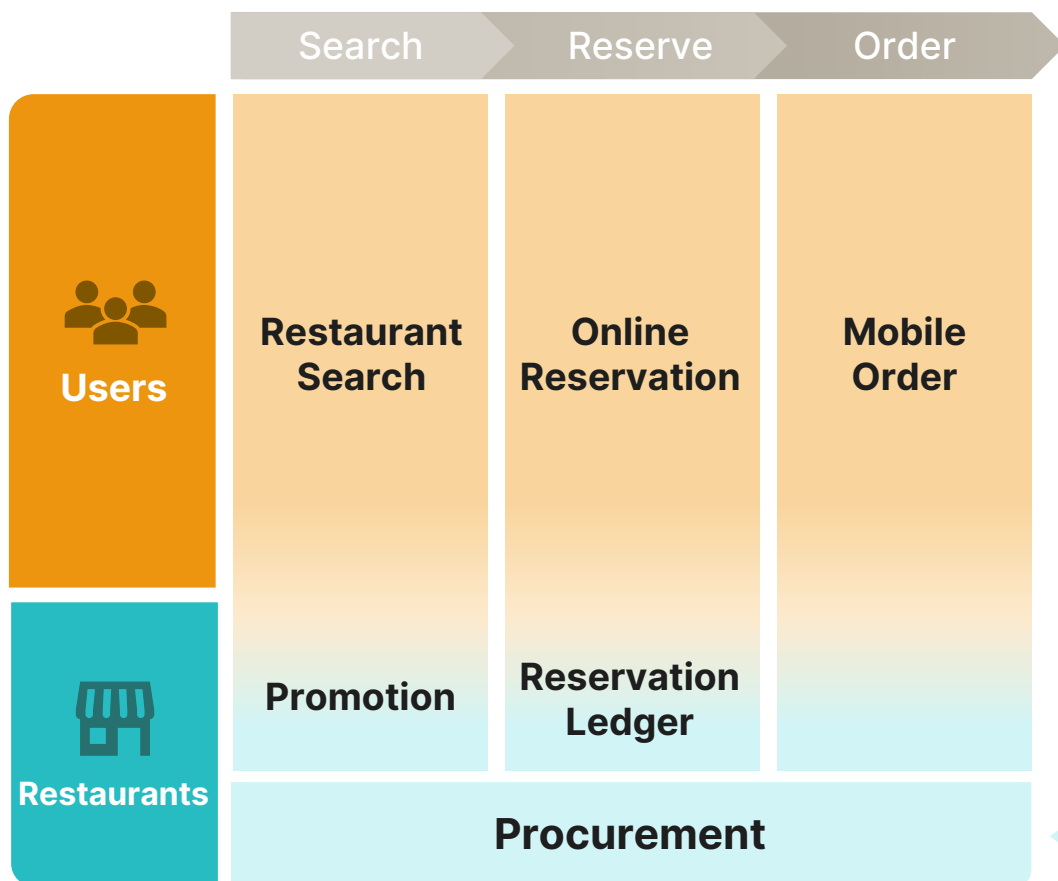
Reduce Use of
Resources

Reduce Waste

Re-Use



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



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

*1 Restaurants using sales promotion services including other sites.

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

Support DX of restaurants

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

Newly launched Tabelog plugin for ChatGPT allows users to search for available seats at restaurants accepting online reservations through Tabelog, using ChatGPT

Tabelog provides an extension tool (ChatGPT plug-in) to enable a wide range of actions for searches using ChatGPT

- With this plugin, the online reservation inventory information of restaurants listed on Tabelog is linked to ChatGPT, enabling users to search for seating availability using ChatGPT.
- By activating this plug-in, users can use ChatGPT to search for restaurants that match their preferences by specifying their desired area, food genre, the date and time they wish to make a reservation, and the number of people they wish to book for.
- In addition, using links provided in ChatGPT's response, users can complete their online reservations in Tabelog.

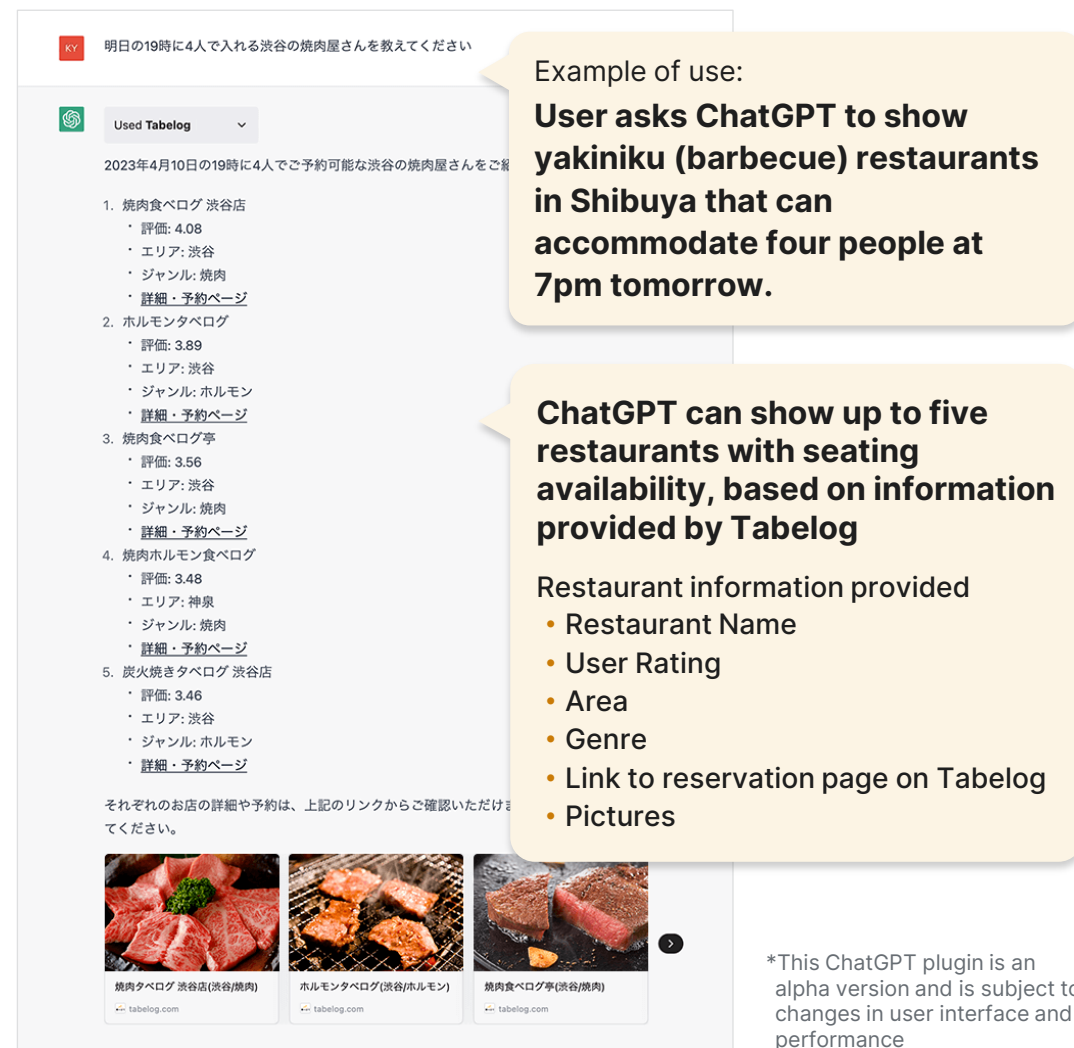
Example of a search using Tabelog's ChatGPT plugin

Example of use:
User asks ChatGPT to show yakiniku (barbecue) restaurants in Shibuya that can accommodate four people at 7pm tomorrow.

ChatGPT can show up to five restaurants with seating availability, based on information provided by Tabelog

Restaurant information provided

- Restaurant Name
- User Rating
- Area
- Genre
- Link to reservation page on Tabelog
- Pictures



The screenshot shows a ChatGPT interface with a user query in Japanese: '明日の19時に4人で入れる渋谷の焼肉屋を教えてください' (Please tell me yakiniku restaurants in Shibuya where 4 people can sit at 19:00 tomorrow). The ChatGPT response lists five restaurants with their ratings, areas, genres, and links to reservation pages on Tabelog. The restaurants are: 1. 焼肉食べログ 渋谷店 (Rating: 4.08, Area: Shibuya, Genre: Yakiniku), 2. ホルモンタベログ (Rating: 3.89, Area: Shibuya, Genre: Yakiniku), 3. 焼肉食べログ亭 (Rating: 3.56, Area: Shibuya, Genre: Yakiniku), 4. 焼肉ホルモン食べログ (Rating: 3.48, Area: Shinjuku, Genre: Yakiniku), and 5. 炭火焼きタベログ 渋谷店 (Rating: 3.46, Area: Shibuya, Genre: Yakiniku). Below the list are three images of yakiniku dishes with their respective Tabelog links.

*This ChatGPT plugin is an alpha version and is subject to changes in user interface and performance



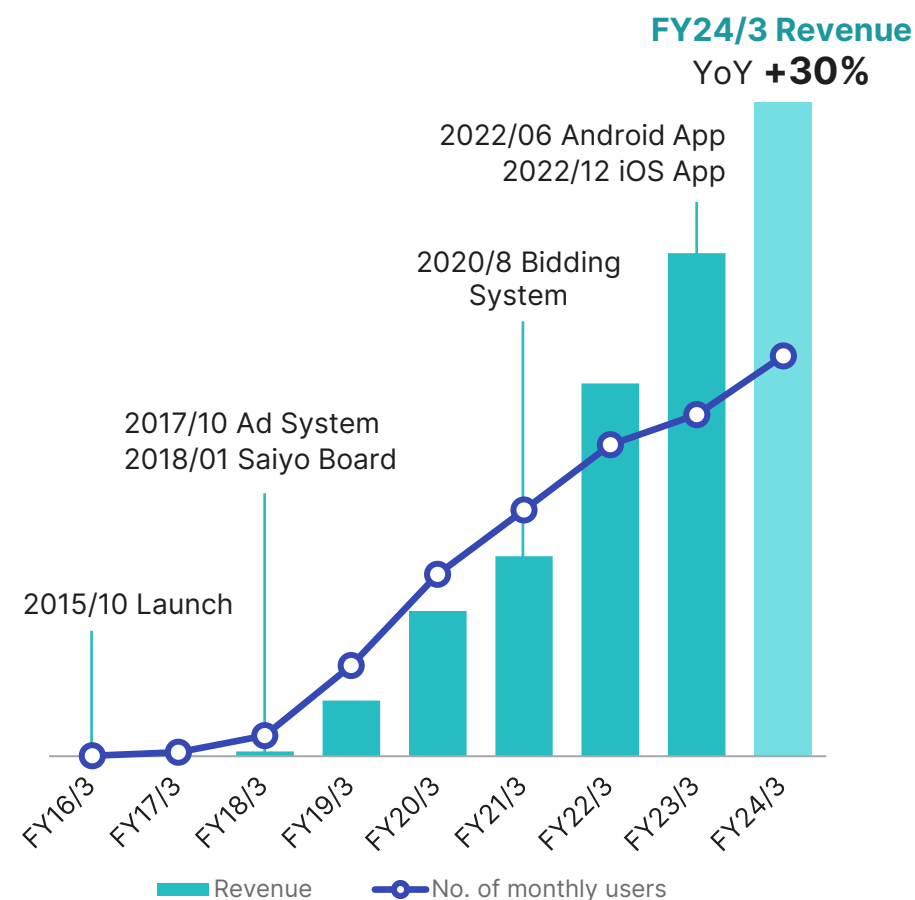
Find the job that best fits your needs from a greater number of job listings

Enhance information and improve functionality

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

Expand partnerships and increase options for job seekers

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



In Tabelog and Kakaku.com, joint development of businesses in the area of FinTech, as well as the creation of a smart commerce business integrating next-generation technologies suited for the age of GenAI and web3.



食べログ

No. of monthly users

96.49M

価格.com

42.35M

**Deepen
Strategic Alliance**



Digital Garage Group

Settlement Transaction Volume : 5.2 Trillion Yen

No. of settlement locations : Over 900k stores

R&D using new technologies at DG Lab ・ DA Lab

Alliance/collaboration/joint venture with Digital Garage, a company with advanced technologies and provider of one of Japan's largest payment platforms

■ **Jointly develop FinTech/DX solutions for restaurants**

Following Tabelog Order, start of invoice card payment. Continuous development of FinTech related solutions for restaurants.

■ **Agreement to jointly develop and roll-out a next-generation business in the area of e-commerce and establish a joint planning company**

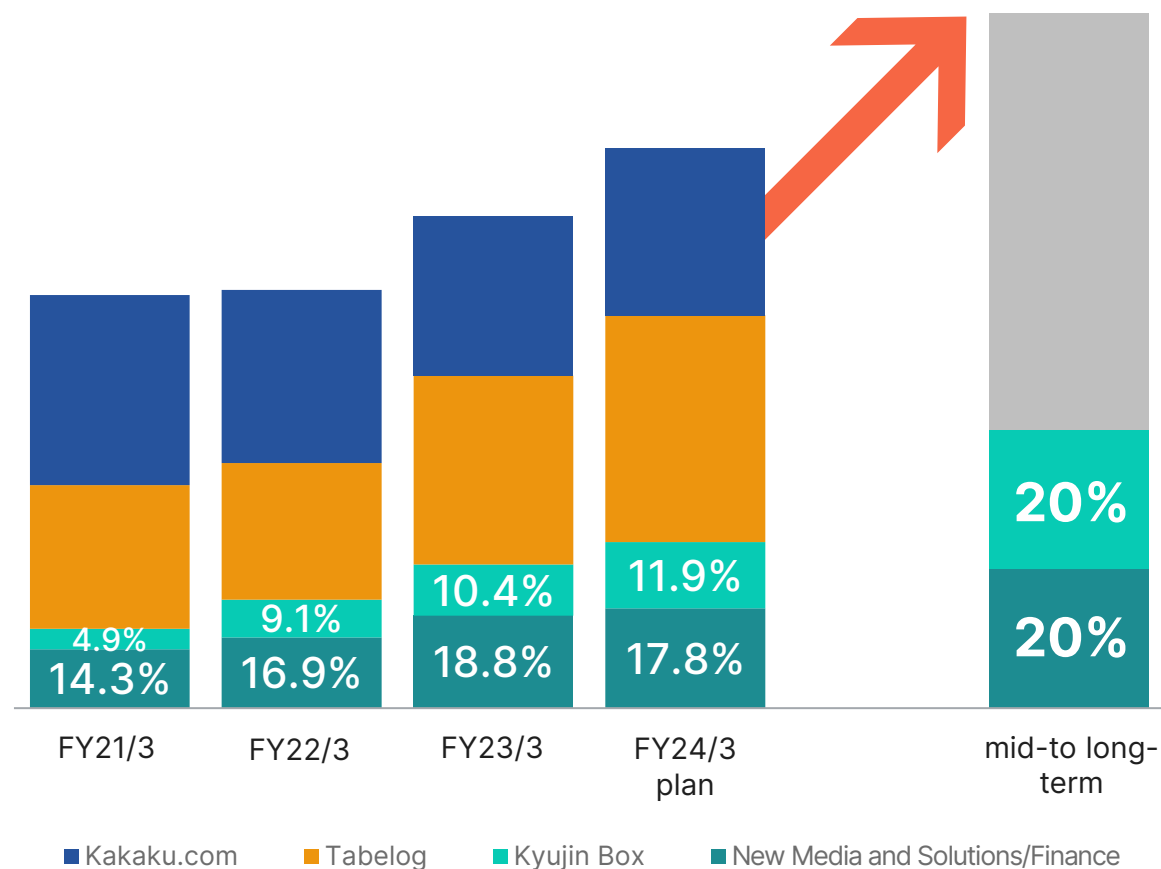
Agreement to establish a joint venture to develop and roll-out a smart e-commerce business, utilizing next generation technology, password less authentication and one-click payment


■ **Development and provision of Tabelog's ChatGPT plugin**

Utilize and promote new technologies for services, in cooperation with Digital Garage, a company with an extensive network and know-how

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

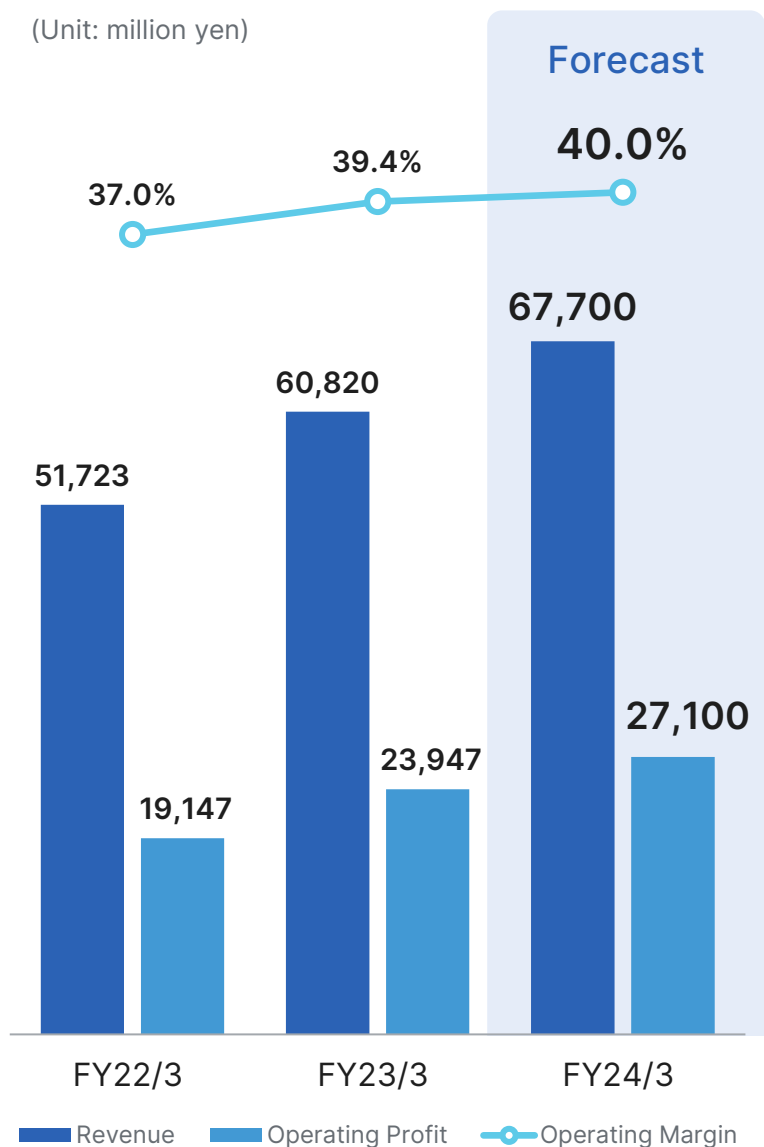
- Continue to expand service areas and business models of existing businesses and create new businesses while maintaining stable growth of the company as a whole.
- Raise the sales ratio of Kyujin Box and New Media and Solutions/Finance to more than 20% in the mid- to long-term.



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Earnings Forecast for FY24/3

(Unit: million yen)



Kakaku.com

**approx.
+5%**

- Strengthening of existing areas (e.g., enhance products and stores listed)
- Ad “purchasing” options, such as second-hand, subscriptions/rentals
- Create new service categories

Tabelog

**approx.
+20%**

- Accelerate recovery of restaurants contracting Promotion Service
- Increase restaurants contracting the Online Reservation Service and the service’s users
- Expand App usage

Kyujin Box


**low
+30%_s**

- Traffic growth including App
- Increase companies using the service to further increase job selection options

**New Media
and Solutions/
Finance**

**approx.
+5%**

- Expand user base by enriching content and making proactive investments appropriate for the growth stage of each business
- Finance Business revenue to decline after sharp growth in FY23/3 due to change in estimates related to revenue recognition

- 
1. Operating Results
 2. Operating Results and Progress by Business
 3. New Initiatives
 4. Earnings Forecast
 - 5. Appendix**

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.

Our main initiatives

Economy: Development of the Internet Industry

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

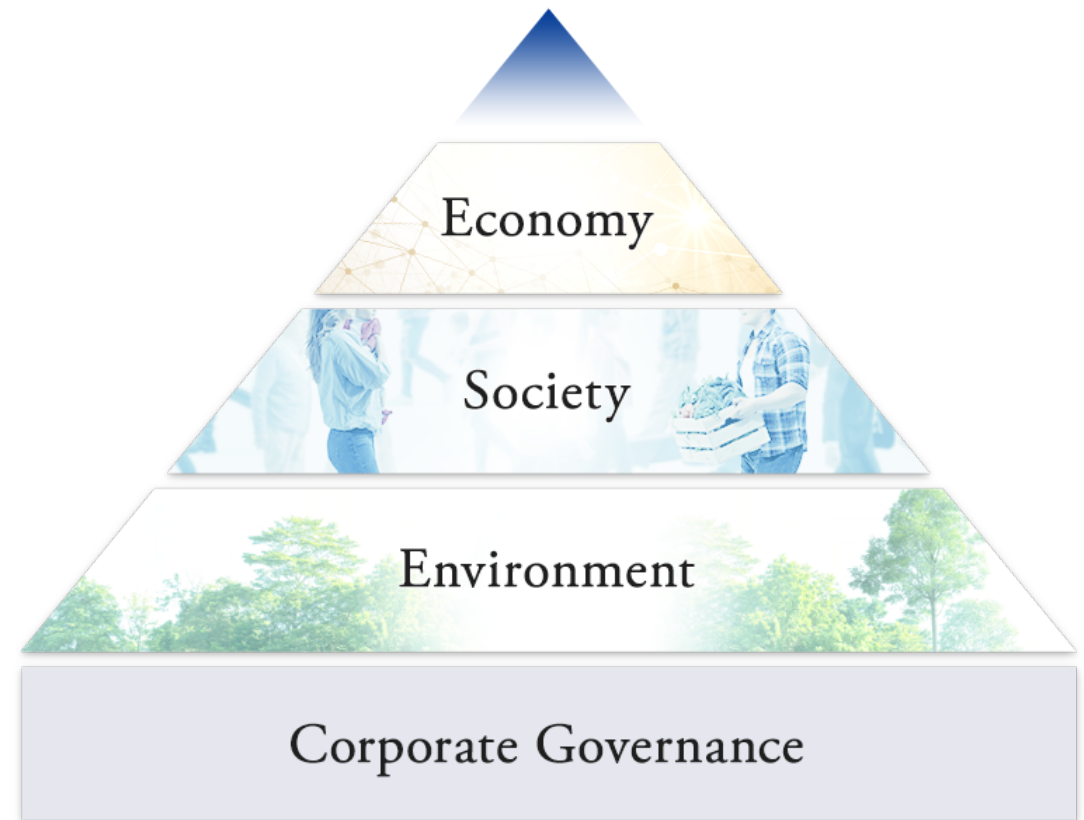
Society: Creating a vibrant society

- Human resource development
- Contribution to a worker-friendly society
- Dissemination and provision of information on local communities and tourism
- Support for disaster recovery
- Supporting the development of music culture

Environment: Protecting our planet's environment

- Respond to Climate Change
- Dissemination and provision of information on environmental protection
- Protection of natural resources

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



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

Support development of new technologies

- Reinforcement of engineer training system
- Train engineers using original curriculum
- Sponsor industry conferences
- Join security related industry bodies

Society

Human resource development

- Support career development to accelerate personal growth

Dissemination and provision of information on local communities and tourism

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

Contribution to a worker-friendly society

- Support work-life balance
- Provide environment to promote flexible working styles

Support disaster relief efforts

- Donations to disaster relief efforts

Supporting the development of music culture

- Supporting the development of music culture

Environment

Respond to Climate Change

- Reducing the Environmental Impact of Offices
- Identify and reduce GHG (greenhouse gas) emissions

Provide information on environmental conservation

Reduce environmental impact of offices

- Support NPOs focusing on biodiversity and environmental conservation

- Information on products that have acquired eco-labels
- 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)

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

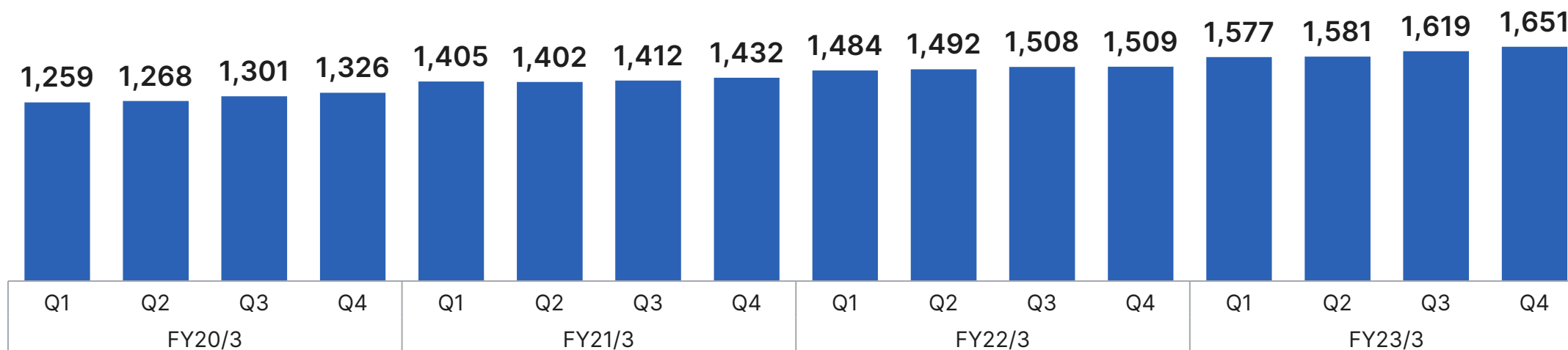
*1 Capital-to-Asset Ratio = Equity attributable to owners of the parent company ÷ total assets × 100

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

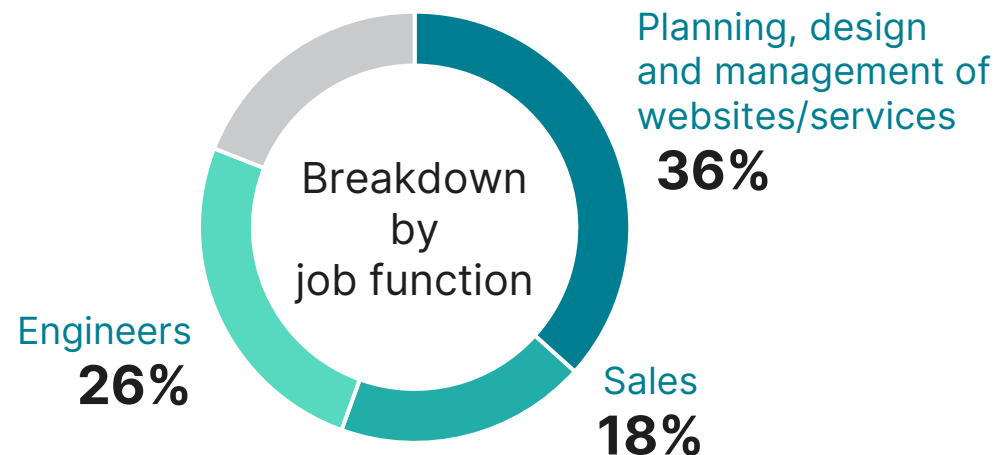
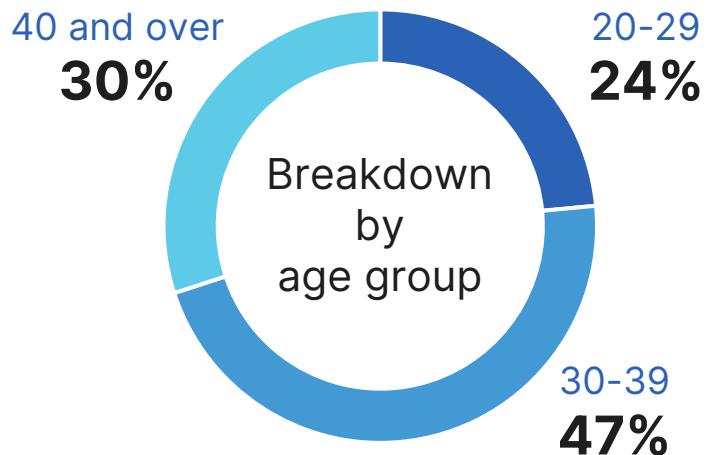
*3 Total Return Ratio = (Total dividend + Acquisition cost of treasury stock) ÷ Profit attributable to owners of the parent company × 100

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

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



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



Internet Media	Kakaku.com	Shopping <p>Commission income based on clicks and sales performance</p> <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> <p>Clients: Service Providers, etc.</p>	Advertising <p>Advertising revenue from banner and text ads, content and search-based advertising.</p> <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> <p>Clients: Restaurants</p>	Premium Memberships <p>User fees for access to premium content.</p> <p>Clients: Users</p>	Advertising <p>Advertising revenue from banner and text ads, content and search-based advertising.</p> <p>Clients: Beverage companies, etc.</p>
	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		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: 42.35M (as of March 2023)

Users by device:

28%

72%

■ PC ■ Smartphone

Users by age group*2 : 1.9%

15.0%

16.5%

21.7%

20.2%

24.7%

■ 10-19 ■ 20-29 ■ 30-39 ■ 40-49 ■ 50-59 ■ 60 and over



食べログ

Restaurant discovery and reservation site

Monthly users *1: 96.49M (as of March 2023)

Users by device:

16%

84%

■ PC ■ Smartphone

Users by age group*2 : 0.5%

19.6%

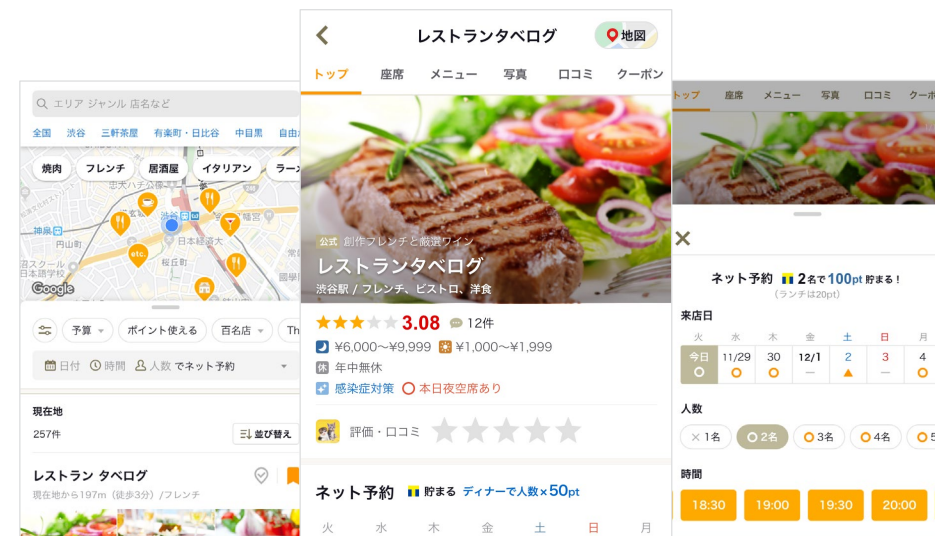
18.3%

20.6%

18.5%

22.6%

■ 10-19 ■ 20-29 ■ 30-39 ■ 40-49 ■ 50-59 ■ 60 and over



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

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

求人ボックス

Comprehensive search site for job seekers



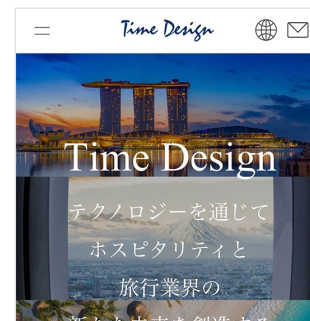
スマイティ

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



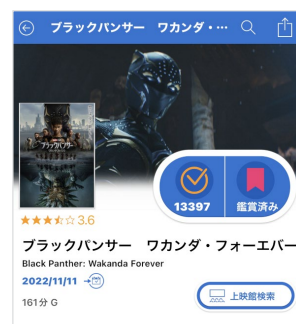
4travel.jp

Travel review and comparison site



映画.com

Online database for movies and showtimes



キナリノ

Lifestyle media



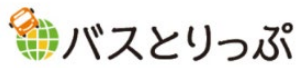
kakaku.com insurance

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



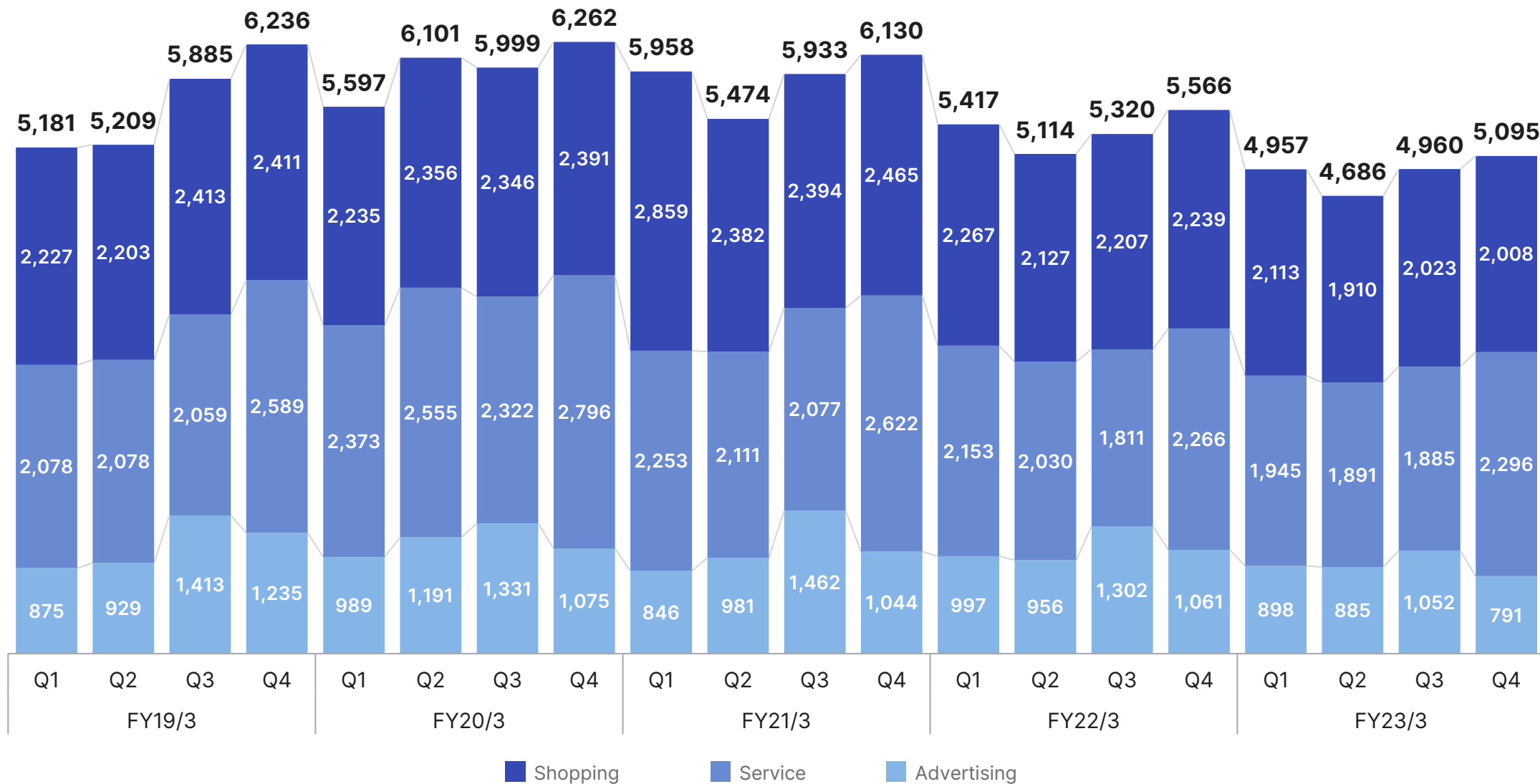
Online photo sharing community



Anime and Akihabara culture information media

Kakaku.com: Breakdown of Revenue by Business

(Unit: million yen)



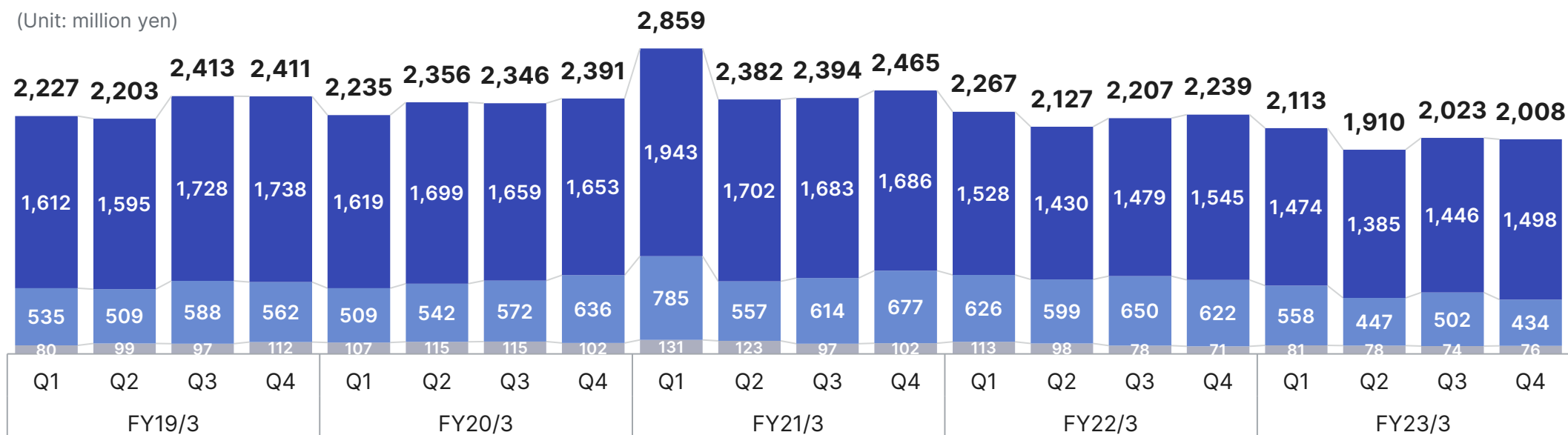
Kakaku.com: Breakdown of Shopping Business Revenue

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)



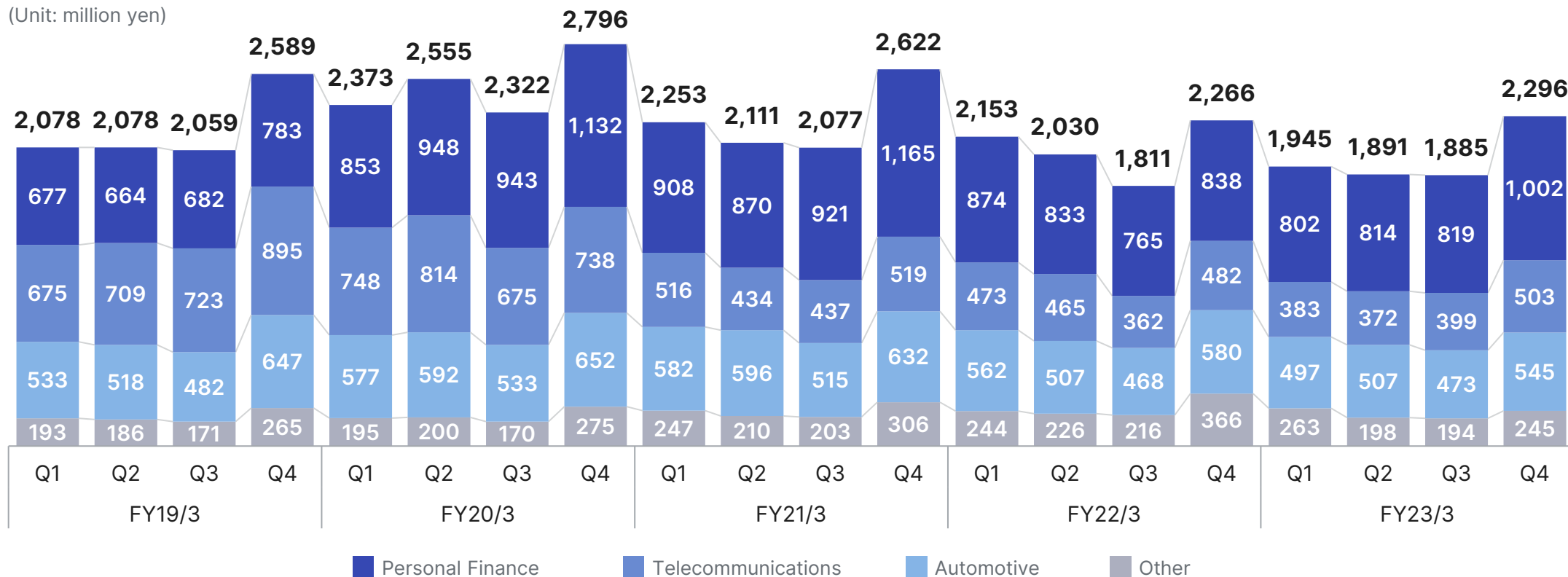
Sales ratio

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%	71.5%	74.6%
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%	24.8%	21.6%
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%	3.7%	3.8%

Kakaku.com: Breakdown of Service Business Revenue

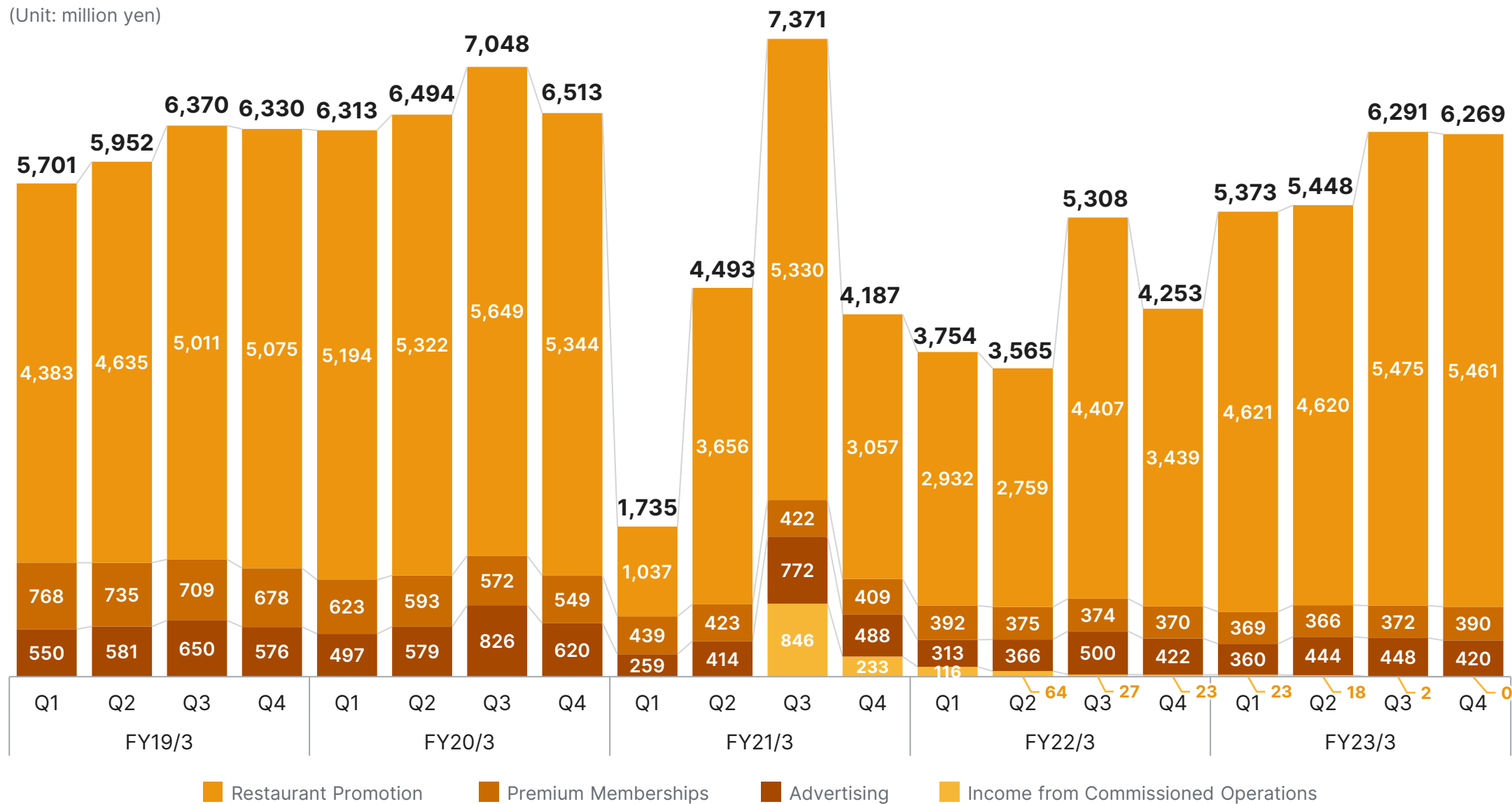
Main categories		Business Model
Personal Finance	Credit cards, loans, investment and asset management, FX, etc.	Commissions based on the number of inquiries or applications
Telecommunications	Wi-Fi rentals, low-cost SIMs, internet providers, etc.	
Automotive	Car insurances, used cars, etc.	
Other	English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

(Unit: million yen)



Tabelog: Breakdown of 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

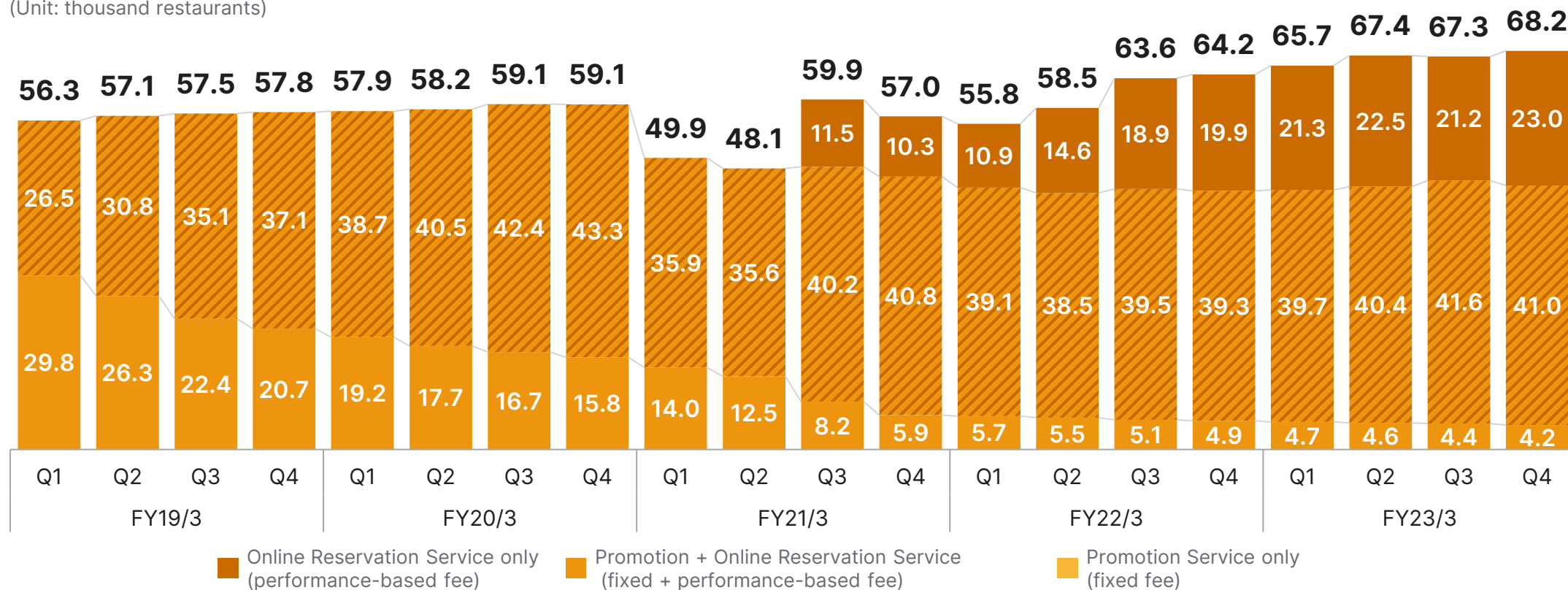
Online Reservation Service

Service provided: Use of Tabelog's online reservation service

Commissions: performance-based fee

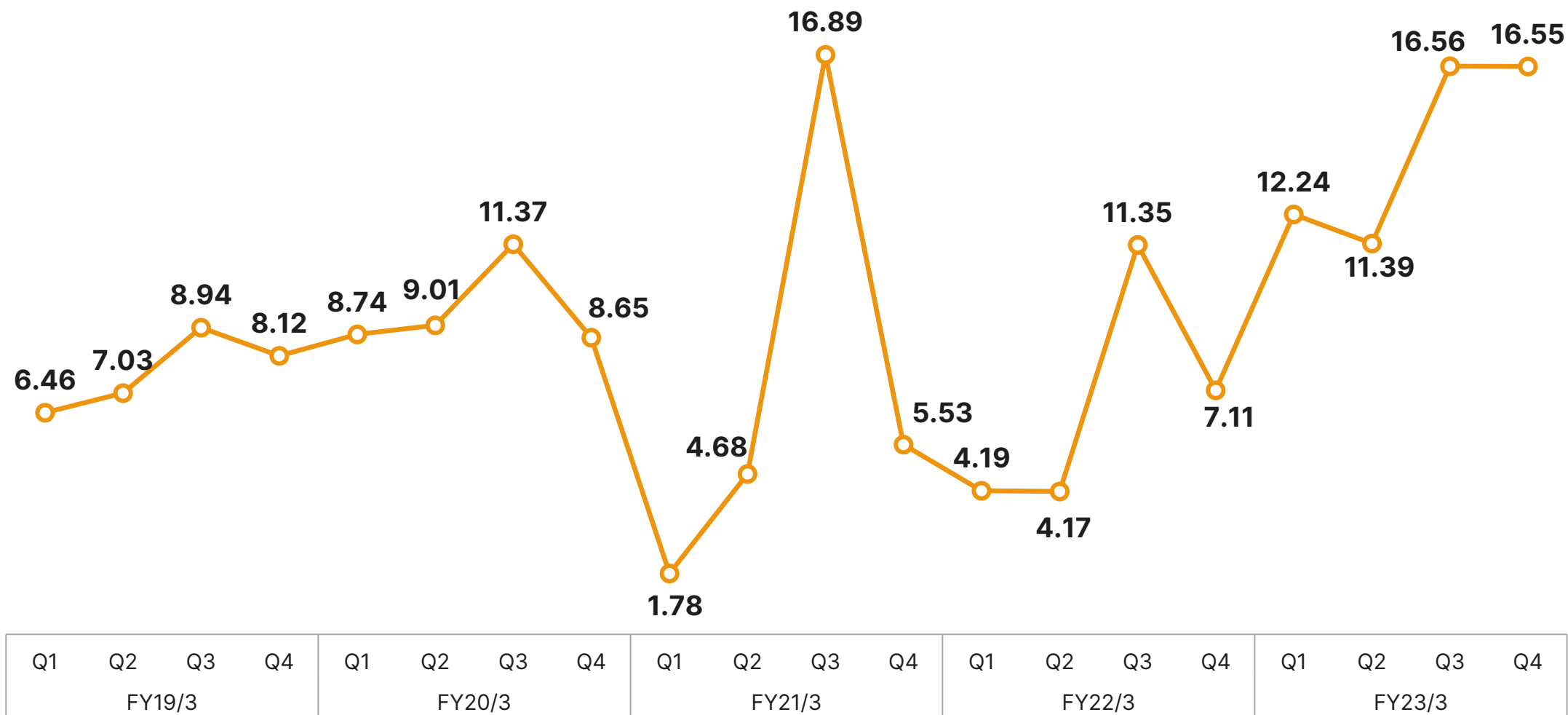
- Lunch: 100yen per customer
- Dinner: 200yen per customer

(Unit: thousand restaurants)



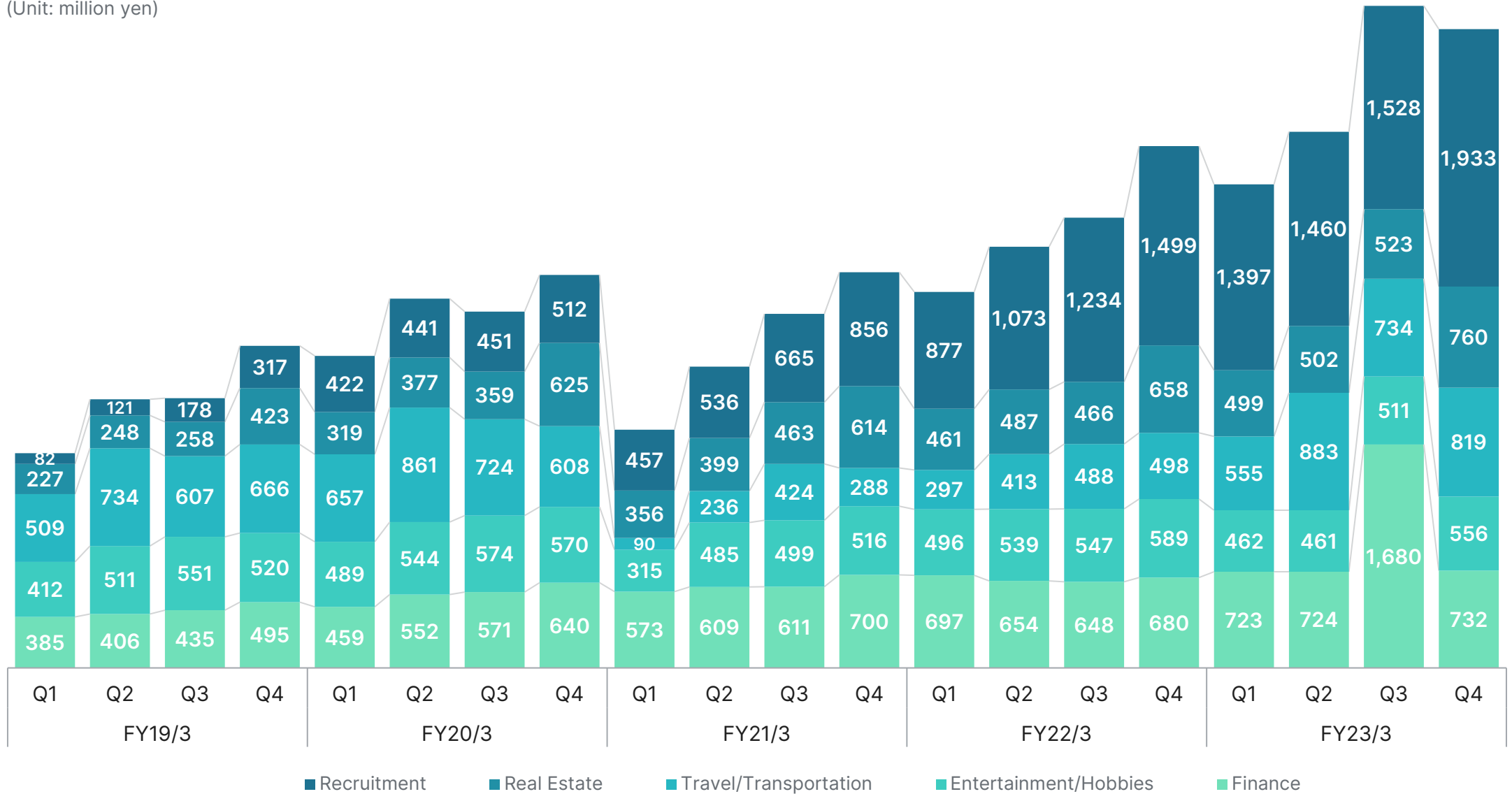
Tabelog: Number of Online Reservations (quarterly total)

(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

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