FY 2024/3 First Quarter

# Results Briefing

August 3, 2023

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

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

2. Progress by Business

3. Topics

4. Appendix


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# Consolidated Operating Results

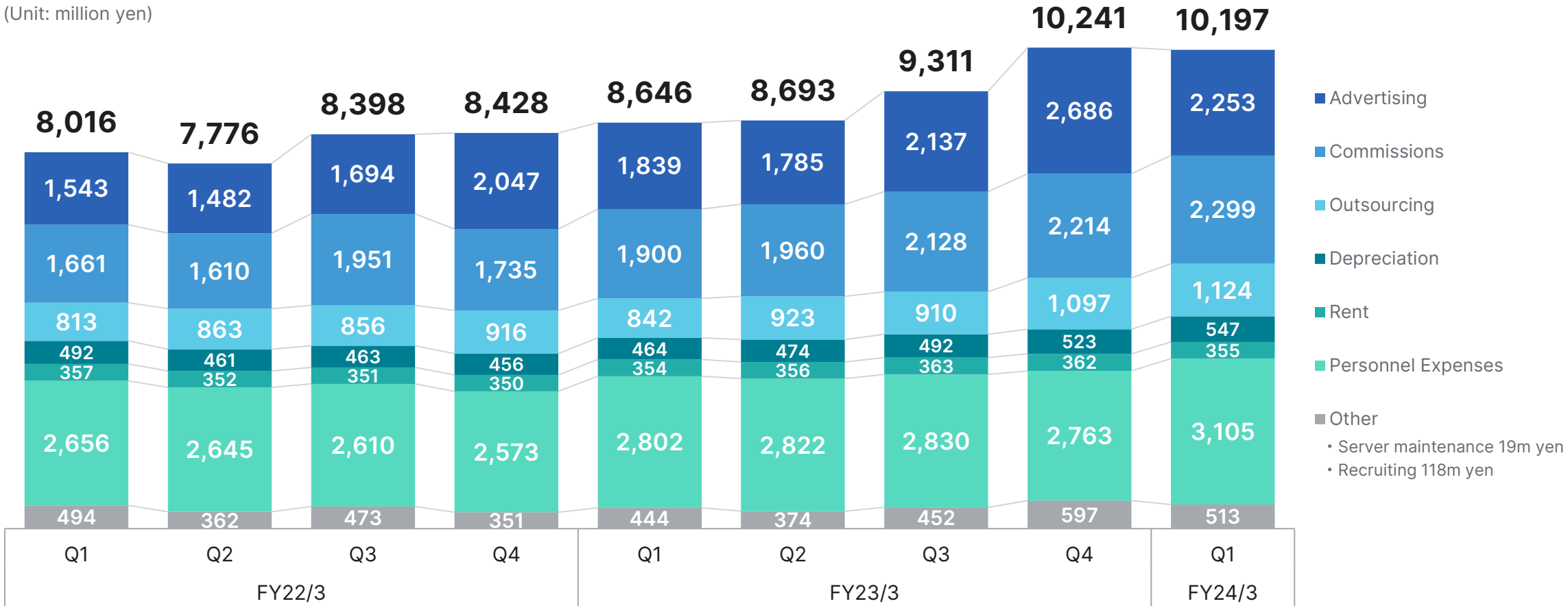
| (Unit: million yen) | FY23/3 Q1 | FY24/3 Q1 | FY24/3 YoY | Forecast | Progress |
|---|---|---|---|---|---|
| **Revenue** | 14,015 | **15,362** | **+9.6%** | 67,700 | 22.7% |
| **Operating Profit** | 5,374 | **5,171** | **-3.8%** | 27,100 | 19.1% |
| **OP Margin** | 38.3% | **33.7%** | **-4.6pt** | 40.0% | - |
| **Profit Before Income Taxes** | 5,645 | **5,296** | **-6.2%** | 26,900 | 19.7% |
| **Profit Attributable to Owners of the Parent Company** | 4,171 | **3,651** | **-12.5%** | 18,400 | 19.8% |

*As of FY24/3 Q1, the Company is applying IAS 12 “Income Taxes” (amended in May 2021). Figures after the retrospective application are used for comparative analysis with FY23/3 Q1.


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## Advertising expenses and commissions increased year-on-year in line with growth for Tabelog and Kyujin Box. Outsourcing cost increased due mainly to an increase in development-related costs for Tabelog.

(Unit: million yen)





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# Operating Results by Business

| (Unit: million yen) | Q1 Revenue | Year-on-Year Change | |
|---|---|---|---|
| | | Amount | % |
| **Kakaku.com** | **4,487** | **-470** | **-9.5%** |
| Shopping | 1,838 | -275 | -13.0% |
| Service | 2,021 | +75 | +3.9% |
| Advertising | 628 | -27 | -30.1% |
| **Tabelog** | **6,404** | **+1,031** | **+19.2%** |
| Restaurant Promotion | 5,681 | +1,059 | +22.9% |
| Premium User Memberships | 374 | +5 | +1.4% |
| Advertising | 349 | -11 | -2.9% |
| **Kyujin Box*** | **1,985** | **+588** | **+42.1%** |
| **New Media and Solutions/Finance*** | **2,486** | **+198** | **+8.7%** |
| New Media and Solutions | 1,853 | +288 | +18.4% |
| Finance | 633 | -90 | -12.4% |

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


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1. Operating Results (Consolidated/by Business)

2. **Progress by Business**

3. Topics

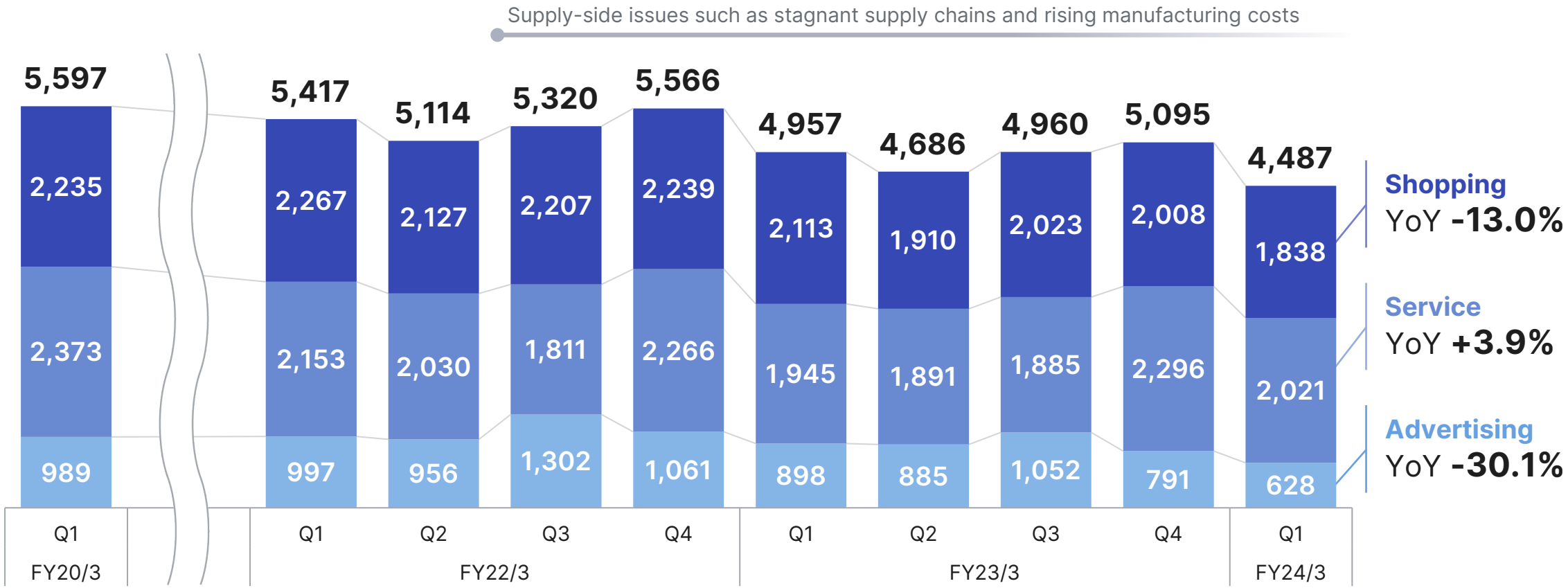
4. Appendix


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価格.com

**Revenue from the shopping business and the advertising business declined while revenue from the service business continued to increase year-over-year.**

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

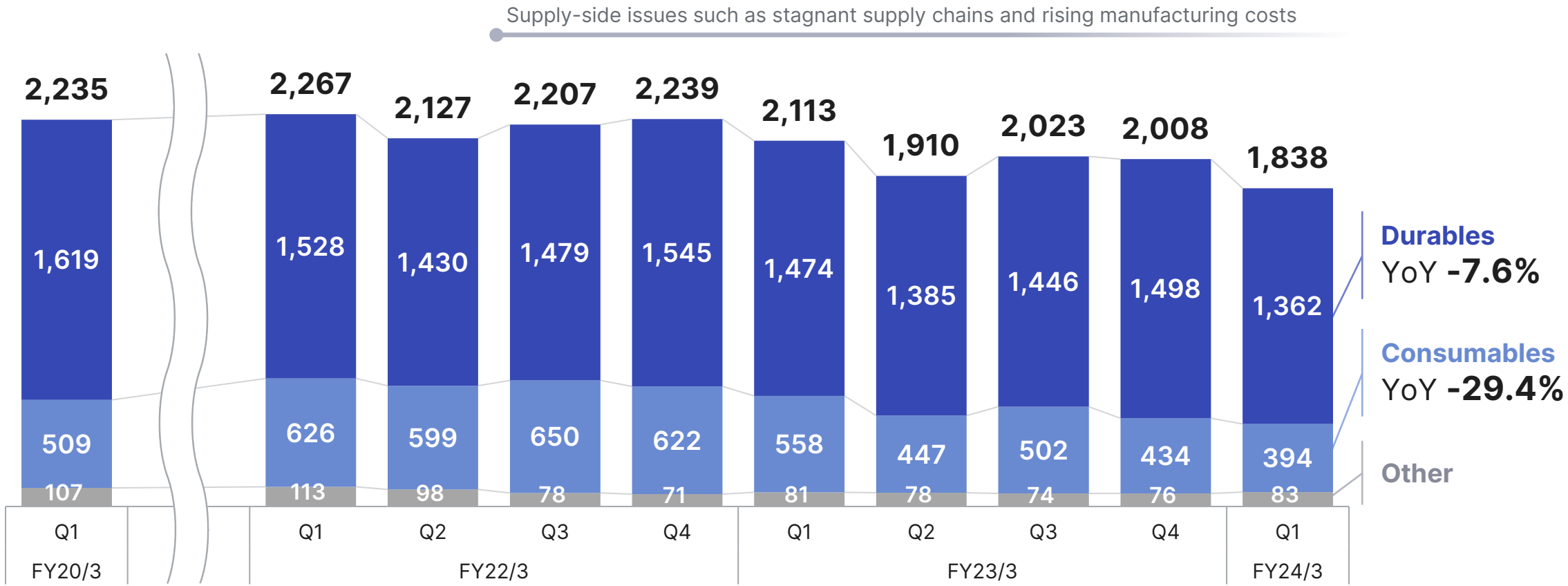




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**Revenue from the shopping business declined. Durable goods were affected by fewer new product registrations and higher product prices. Consumable goods are still affected by fluctuations in search rankings.**

## Shopping: Revenue (Unit: million yen)

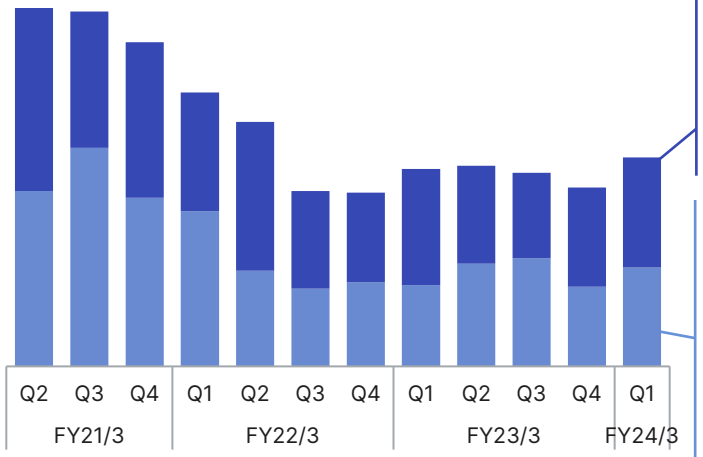




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## Durables: New Product Registrations

The number of new product registrations for digital/home appliances and PCs remained low.




**Digital/Home Appliances**

YoY**-5.2%**

Decrease in air-conditioners in particular

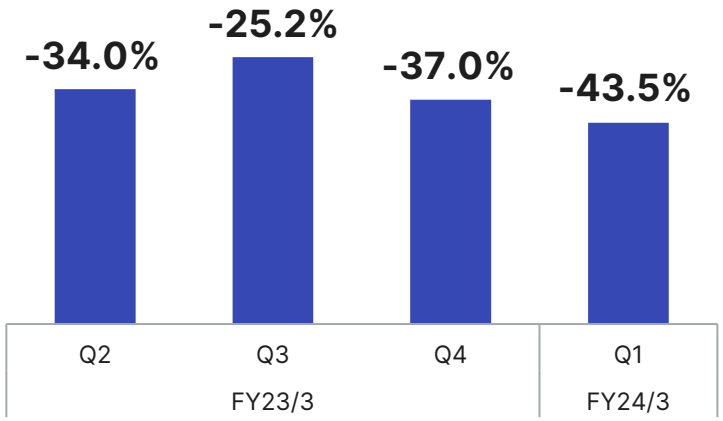
**PCs**

YoY**+21.7%**

Product registrations for certain manufacturers increased*

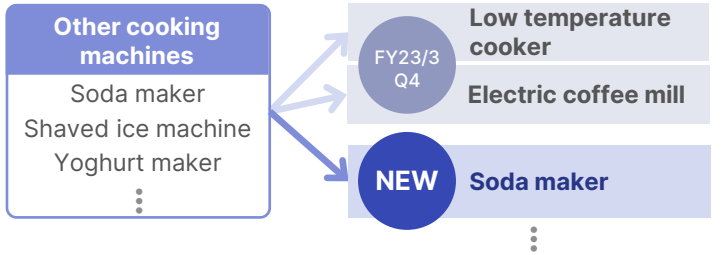
*Excluding above registrations, numbers would have declined by 5.9% YoY.

## Consumables: Organic Traffic (YoY)




## Initiatives to make product selection easier

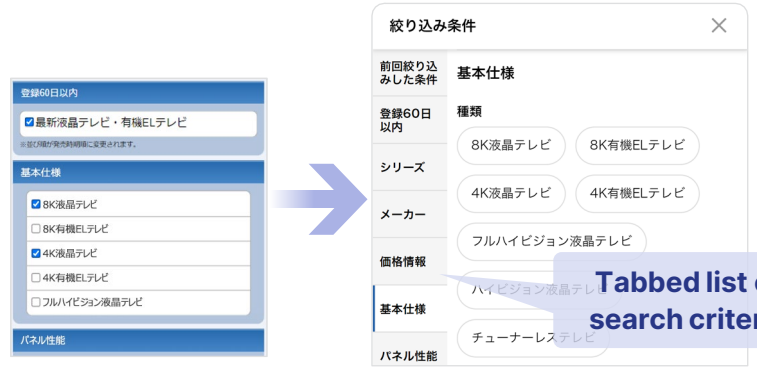
### 1 Establish new categories




**Create separate categories for products with an increasing number of product registrations or which are frequently searched for.**

### 2 Improve mobile website

Use tabs to switch between search criteria




Permanent search bar on screen

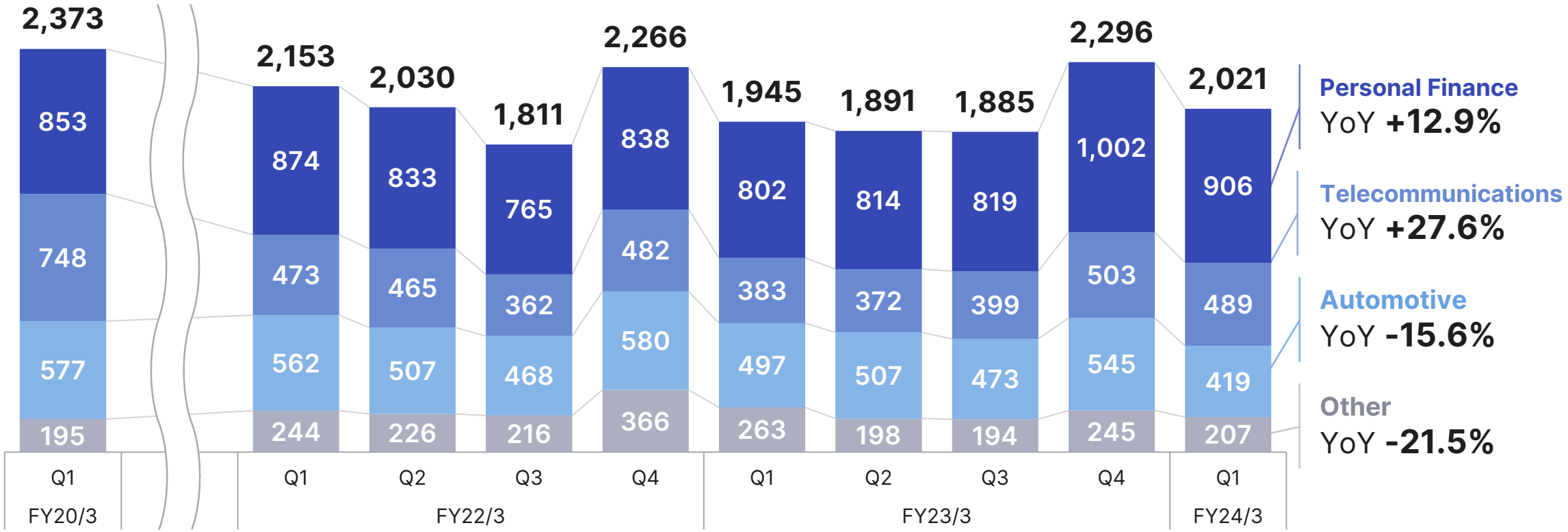



- **Search for information on a product at any time, even while scrolling through a page**
- **Added function displays frequently searched keywords**


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**Revenue for the service business increased. In the personal finance domain, the number of credit card issuances and card loan applications increased. In the telecommunications domain, overseas Wi-Fi comparison continued to recover. The automotive domain remained weak, as supply constrains continued. In the "Other" domain, revenue from electricity and gas price comparison continued to decline.**

## Service: Revenue (Unit: million yen)





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## Personal Finance

### New Category: Robo-Advisors*

*Robo-Advisors: AI-based services that provides users with investment advice and automated investment management.

**Released July 6**







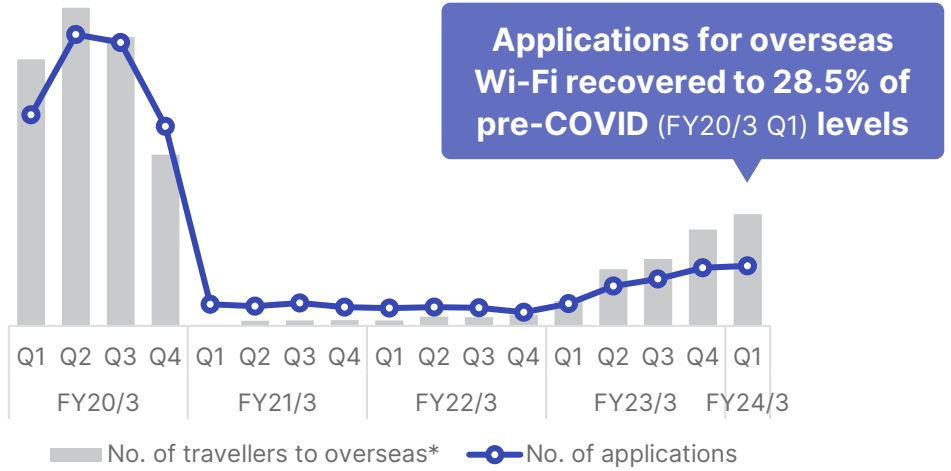
**Narrow down search by criteria, such as minimum investment amount, reward points, etc.**




**List and compare commissions, trust fees, NISA eligibility, etc.**

## Telecommunications

Overseas Wi-Fi applications continued to increase.
Applications for fiber-optic line also increased.




＊Source: Japanese Ministry of Justice, Immigration Statistics

## Automotive

Applications for used car availability and car insurance quotes decreased.

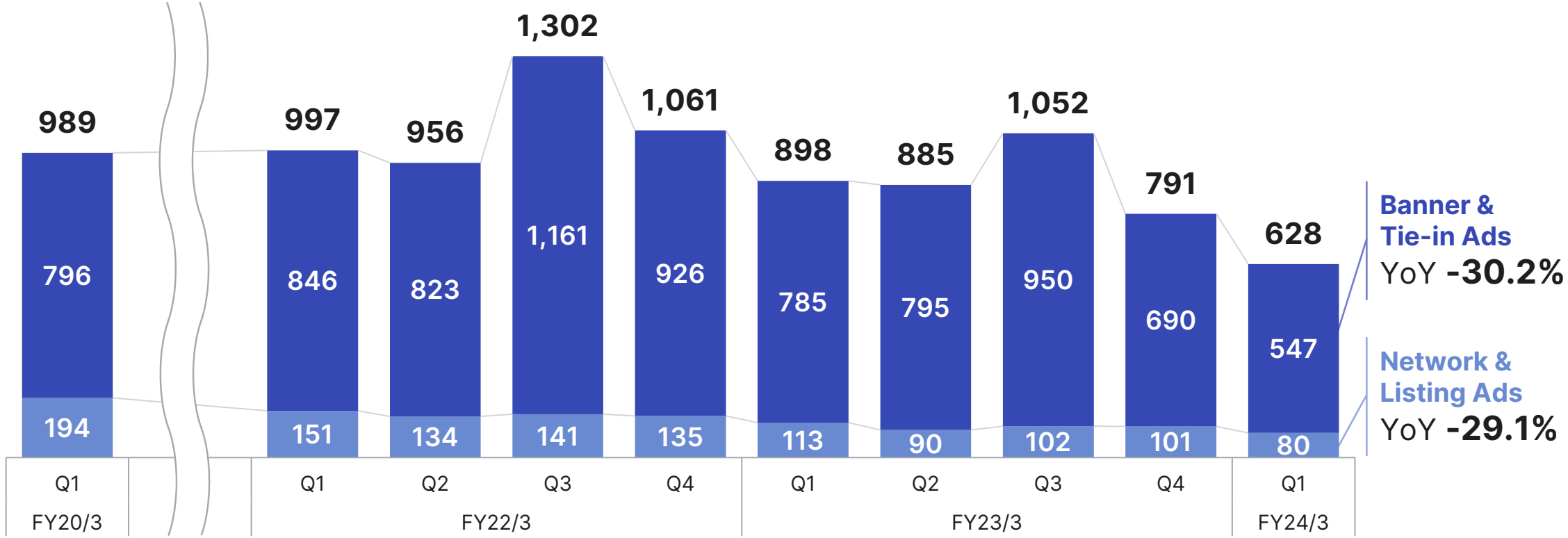
## Other

Applications for changing electricity and gas rate providers decreased.


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**Revenue for the advertising business declined. Ad placements from digital/home appliances manufacturers were affected by a decline in new product registrations. Ad placements from PC manufacturers declined due to the impact of higher manufacturing costs and lower advertising budgets of companies as a reaction to a decrease in special demand.**

## Advertising: Revenue (Unit: million yen)





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## Banner& Tie-in Ads: Revenue by Industry




### Digital/Home Appliances

YoY **-11.3%**

Ad placements declined due to a decrease in new products.

### PCs

YoY **-40.2%**

Affected by advertising budget cuts by major manufacturers

### Cars

YoY **-64.5%**

Supply-side issues continued, including production cuts and delivery delays.

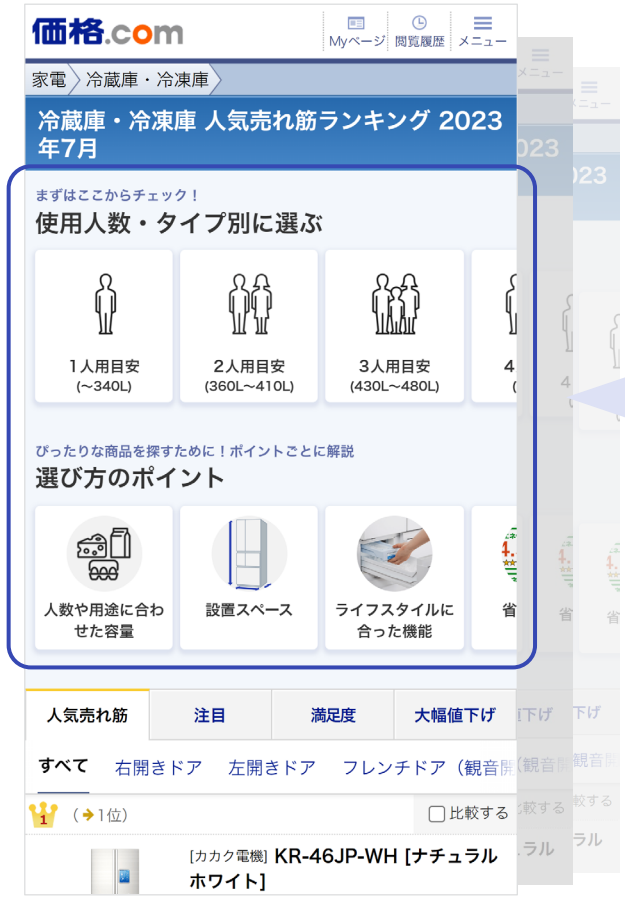
*Due to changes in the classification of advertisers in Q3 FY22/3, past data has been recalculated according to the new classification.


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## Durables: Improvement of Ranking Page

Added ability to easily narrow down products with features that suit users' lifestyles and needs.
Starting with the refrigerator and air conditioner category, the function will be gradually rolled-out across multiple categories.




* For demonstration purposes only

- **Easily narrow down product searches based on aspects such as [household size] for refrigerators or [room size] for air conditioners**
- **Search for products based on commentary on how to choose a product or product functions**

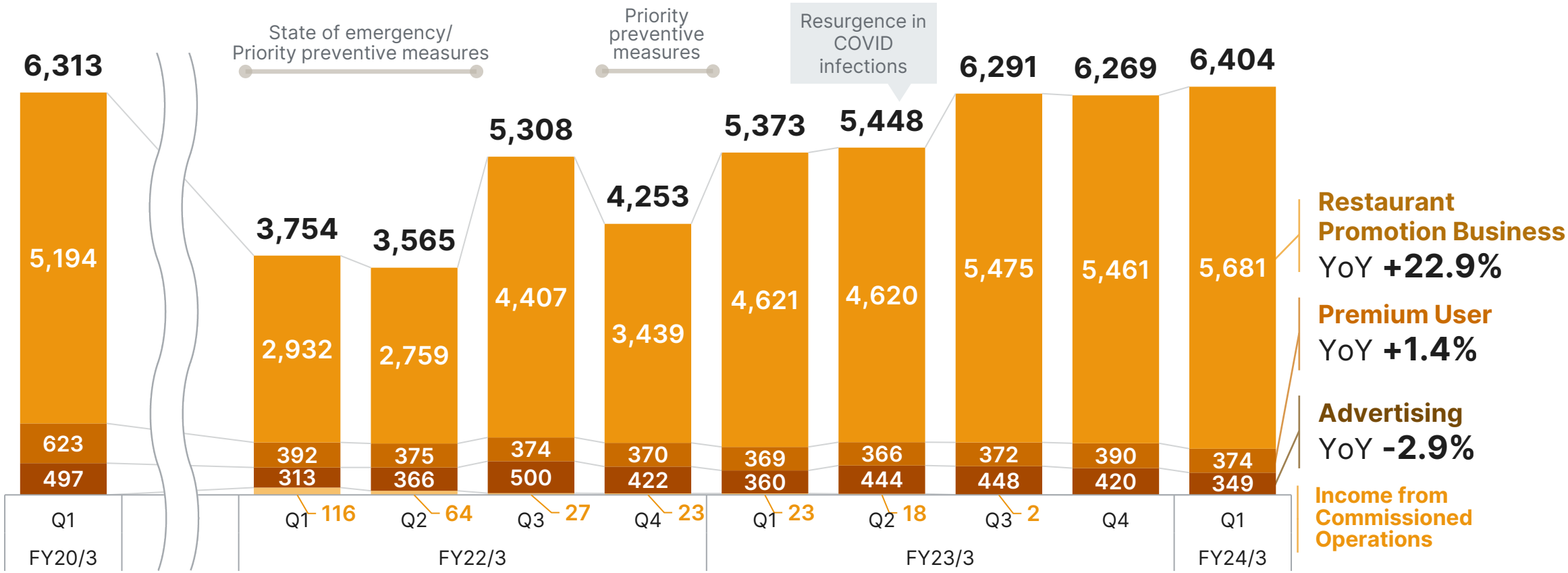
**Gradual rol-out into other categories**


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食べログ

**In the Tabelog business, revenue increased mainly for the restaurant promotion business.**

## Tabelog: Revenue (Unit: million yen)

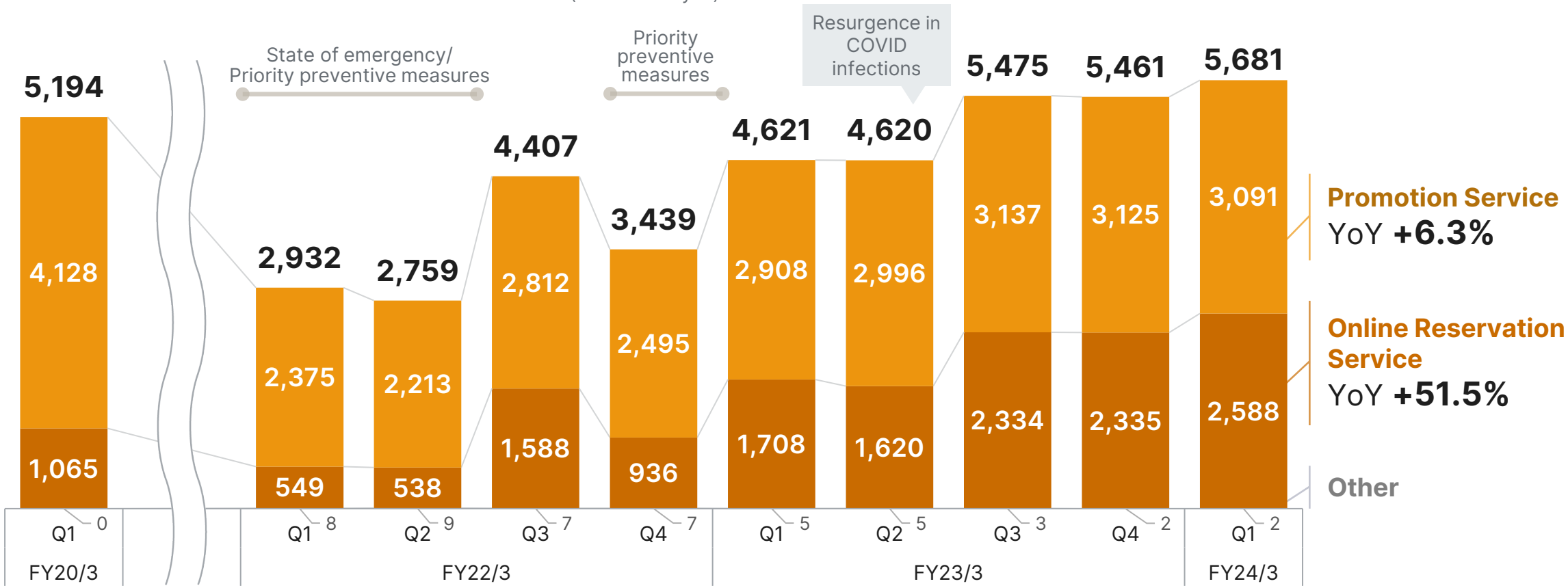




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## Revenue for the restaurant promotion business increased mainly for the online reservation service.

### Restaurant Promotion Business: Revenue (Unit: million yen)

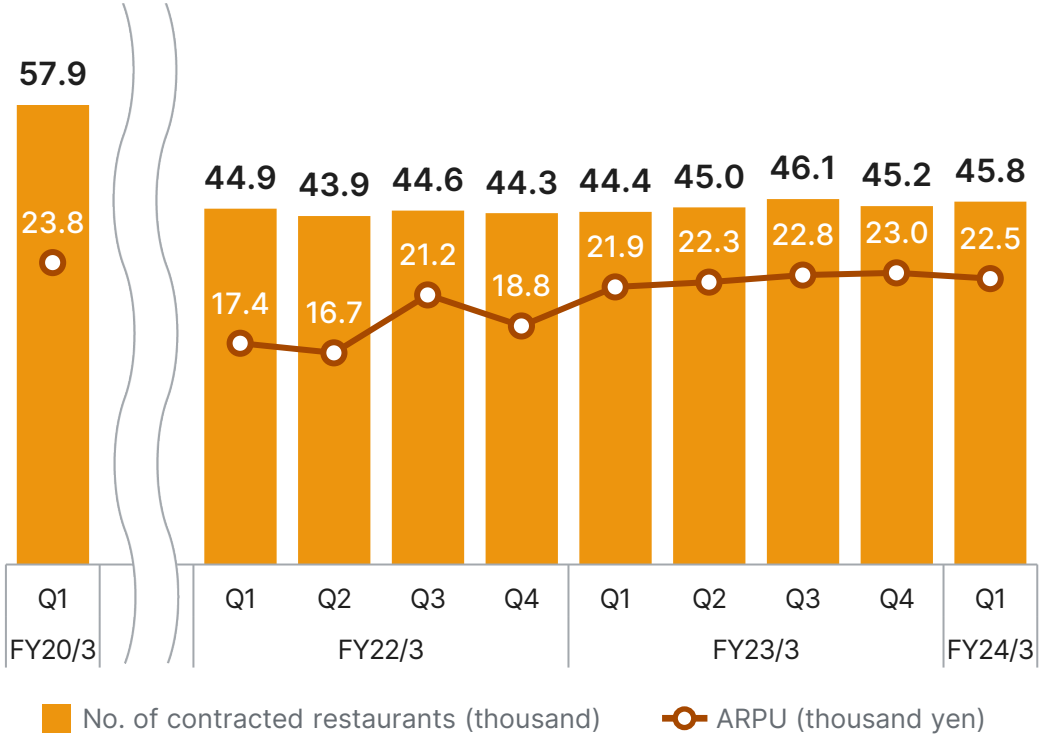




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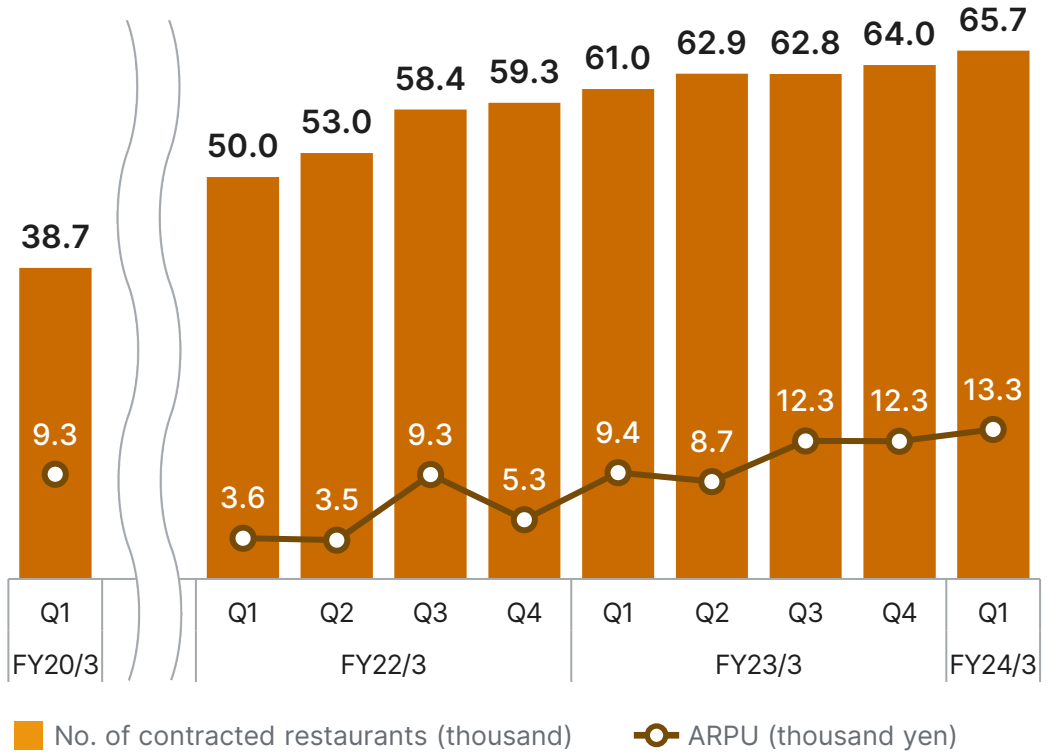
**In the promotion service, the number of contracted restaurants increased, while ARPU decreased due to plan downgrades and other factors. Many restaurants continued to be affected by labor shortages and other issues. In the online reservation service, the number of contracted restaurants continued to increase.**

## 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

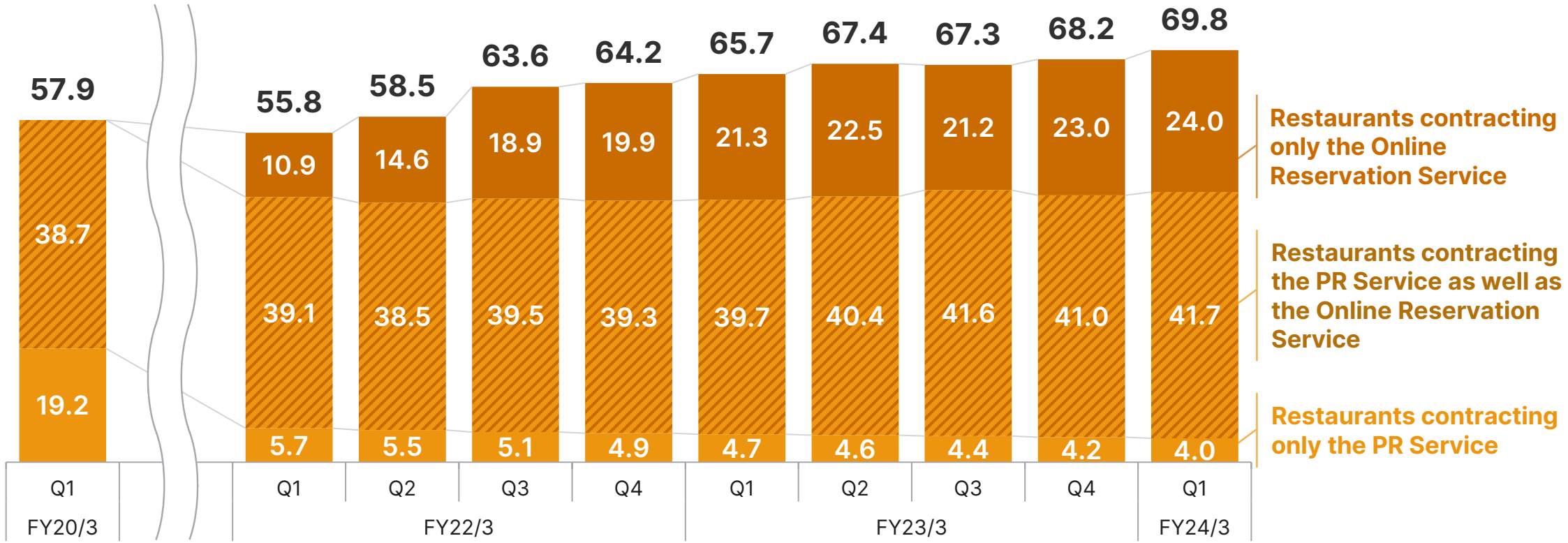



∗Online Reservation Service ARPU = 3 months average of [Monthly Online Reservation Service revenue ÷ Monthly number of contracted restaurants]


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**The number of restaurants subscribing to both the promotion service and the online reservation service, as well as those subscribing only to the online reservation service, increased.**

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

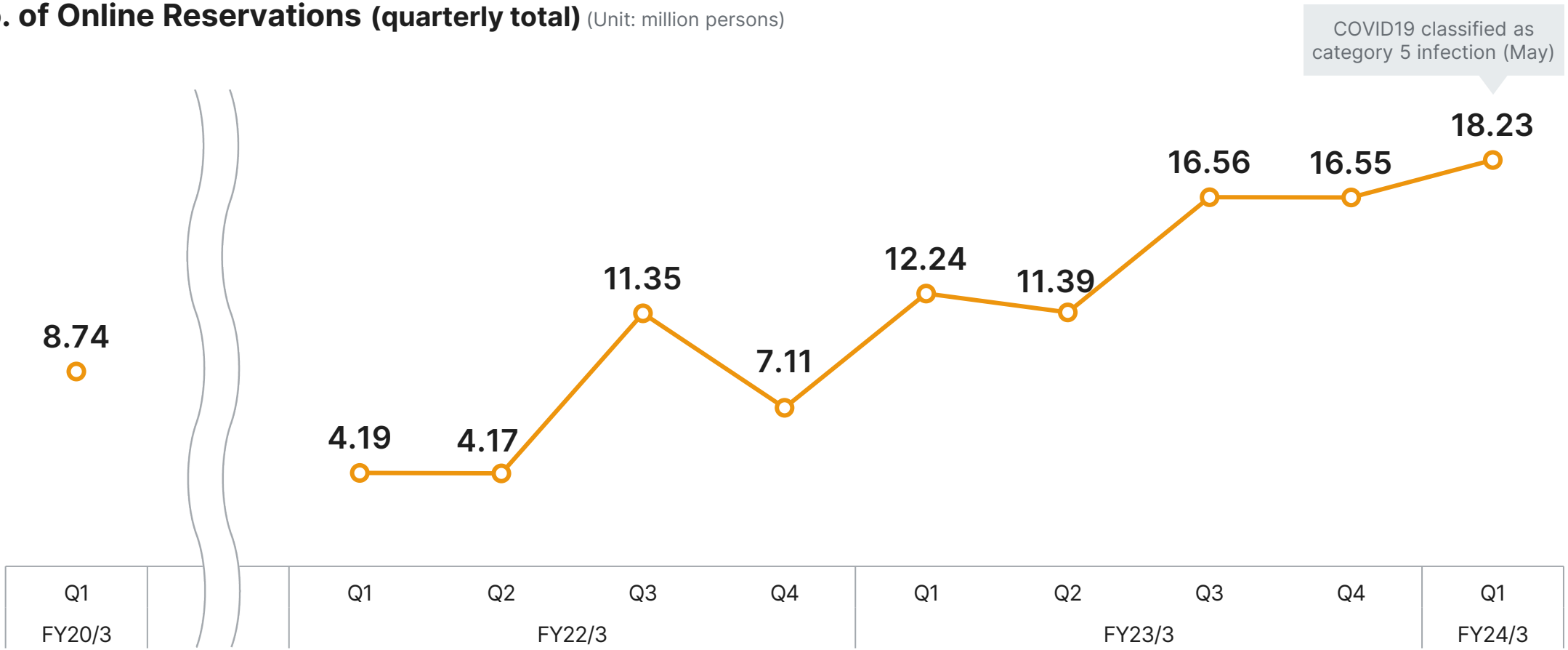




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## The number of online reservations continued to increase due to further growth in demand for dining out.

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



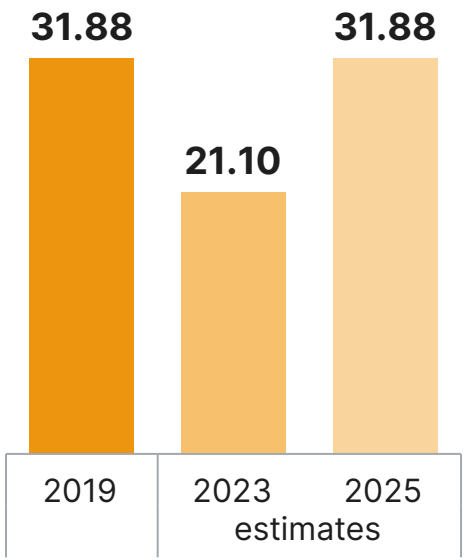


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## Trends of foreign visitors to Japan

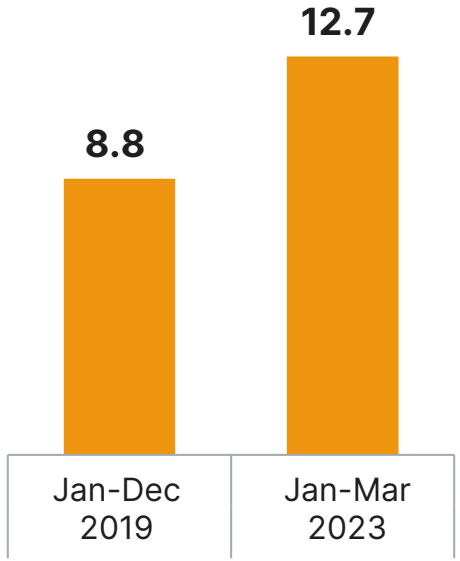
- The number of foreign visitors to Japan, which declined sharply during the pandemic, is on the road to recovery and is expected to return to pre-COVID levels in 2025.
- The average stay is nearly 2 weeks which provides many opportunities to dine out.

**No. of foreign visitors to Japan** (Unit: million visitors)




*Source: JTB Tourism Research & Consulting

**Average no. of nights spent by foreigners in Japan** (Unit: nights)




*Source: Japan Tourism Agency, Consumption trends of International Visitors

## Initiatives for foreign visitors

Search → Reserve → Order → Payment

Current Initiatives

**Partnership with gourmet sites**

Linking Tabelog's restaurant information and seating inventory to Meituan Dianping and OpenRice, thereby allowing users to make online reservations through the respective services.

**Future Initiatives**

**Expand services for foreign visitors**

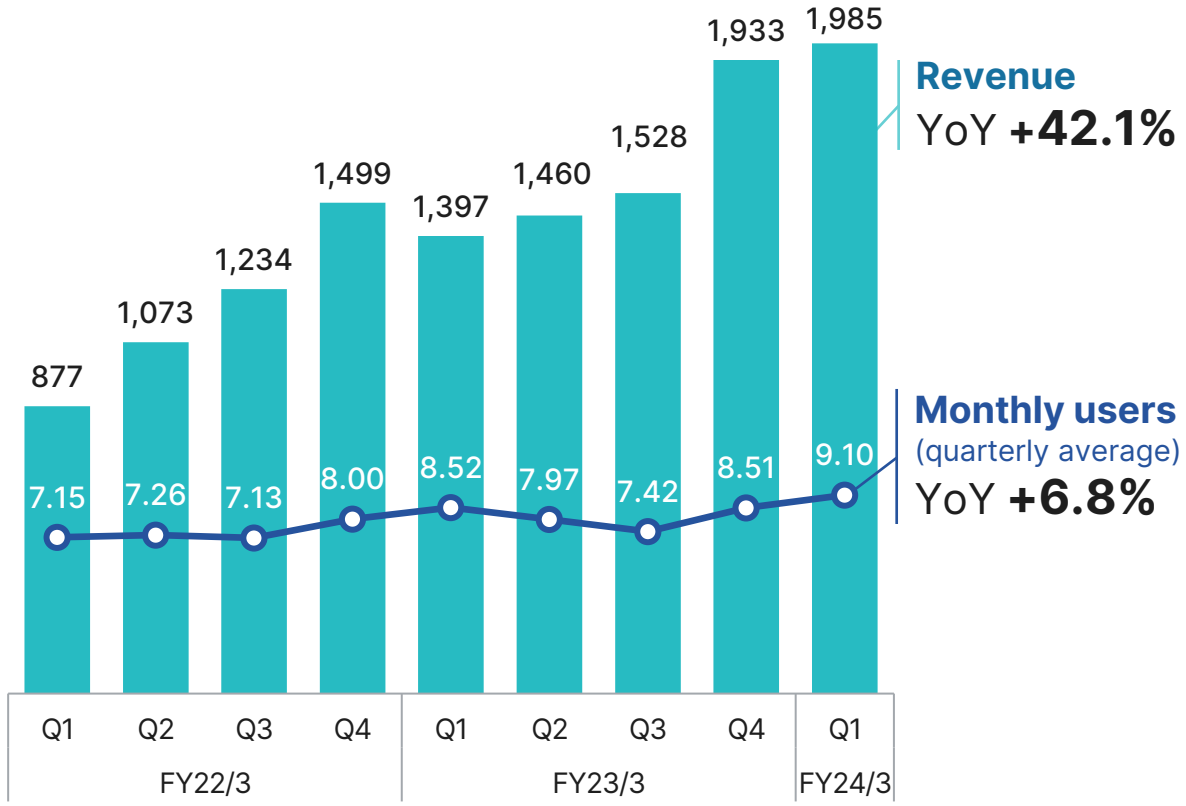
- Extend multilingual support on Tabelog, including restaurant information and online reservation function
- Consider further supporting restaurants by providing multilingual functions on Tabelog Order


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**Revenue for Kyujin Box increased. Both the number of users and the number of paid job listings increased. The number of monthly users exceeded 9 million for the first time.**

## Kyujin Box: Revenue and Number of Users

(Unit: million yen, million users)




## Initiative: Improvement of PC website



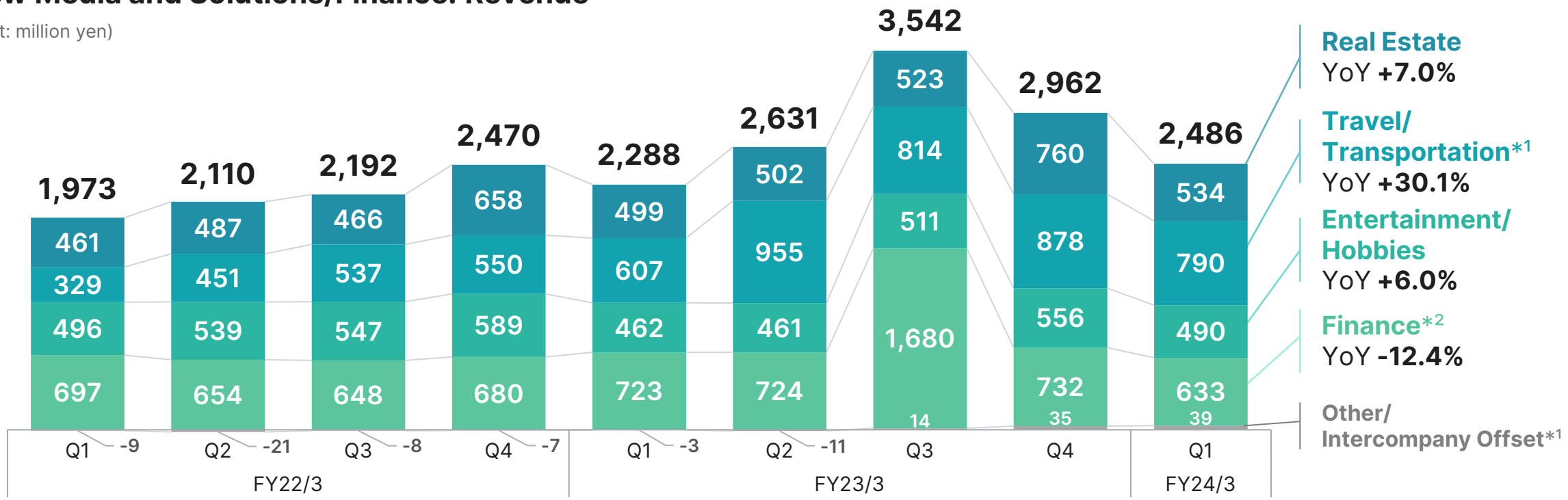


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# Revenue for the New Media and Solutions/Finance Business*1 increased. While revenue for the finance domain declined, the real estate and travel/transportation domains posted higher revenues.

## New Media and Solutions/Finance: Revenue

(Unit: million yen)




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

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

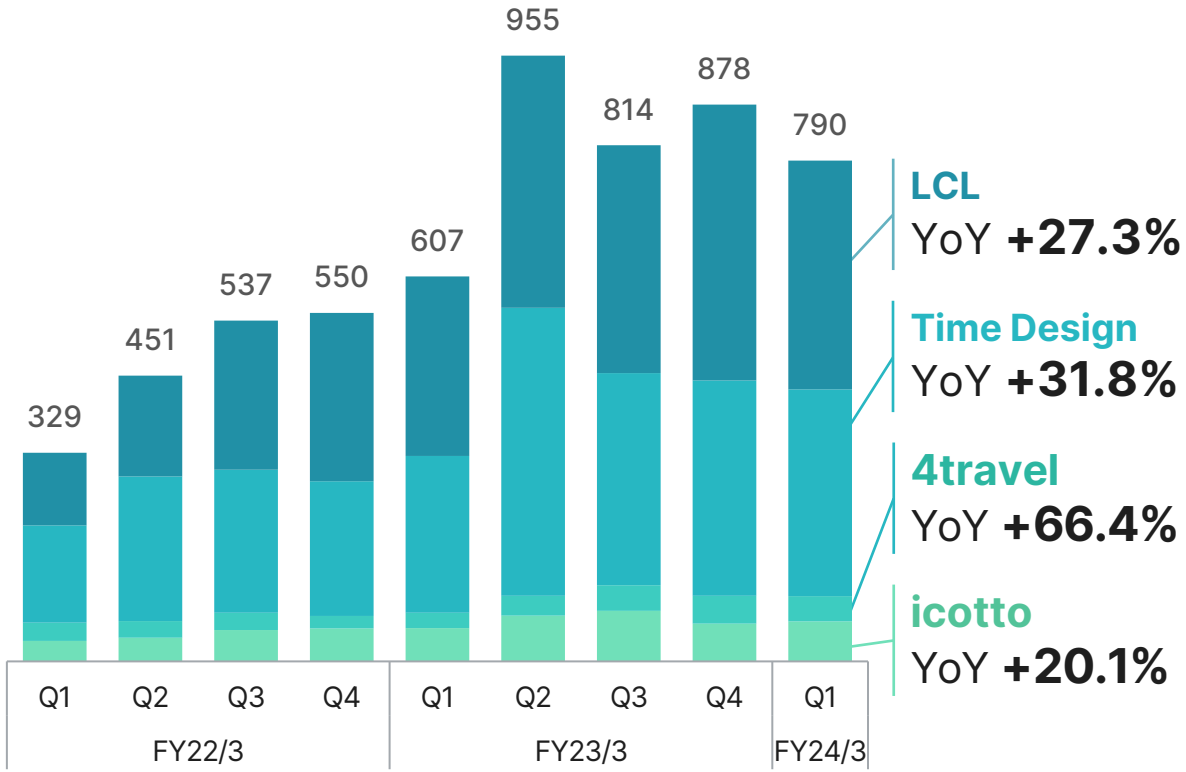

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LCL Time Design 4travel.jp icotto

**Revenue continued to increase for each business in the Travel/Transportation domain. While growth in demand for domestic travel is levelling off, the demand for overseas travel has continued to recover gradually, increasing the number of users of Time Design's dynamic package reservation platform and 4travel's overseas Wi-Fi rentals.**

## Travel/Transportation: Revenue by Business

(Unit: million yen)




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

## About icotto

icotto (launched in 2016) is a travel media with articles on accommodations by travel destination or purpose. The site also provides links to travel websites where reservations can be made.







icotto also offers unique content on social media, such as editorial staff's "favorite accommodations" and hotel voucher giveaway campaigns.


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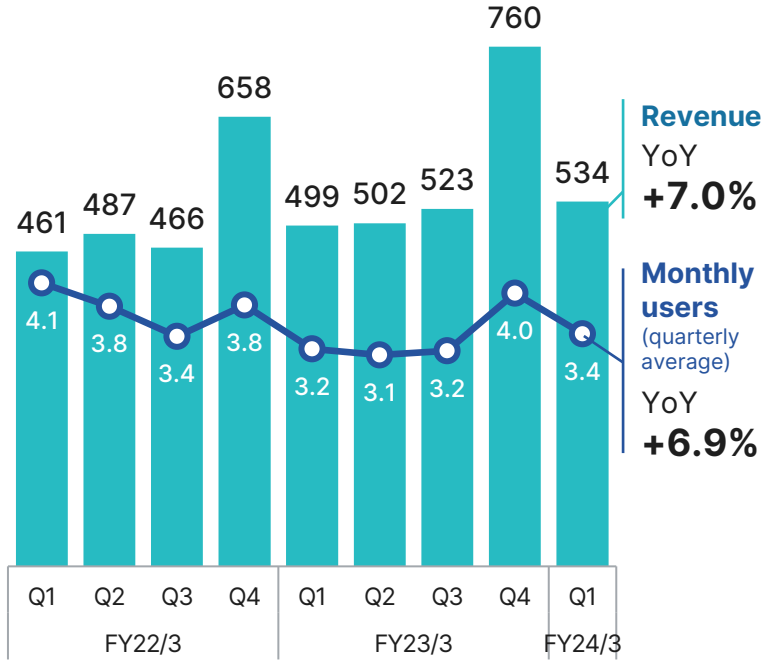
## Sumaity

スマイティ

Both the number of monthly users and revenue increased. Sumaity has continued to improve content, such as identifying and matching duplicate property listings and as well as expanding information on used and new properties.

### Revenue and Number of Users

(Unit: million yen, million users)



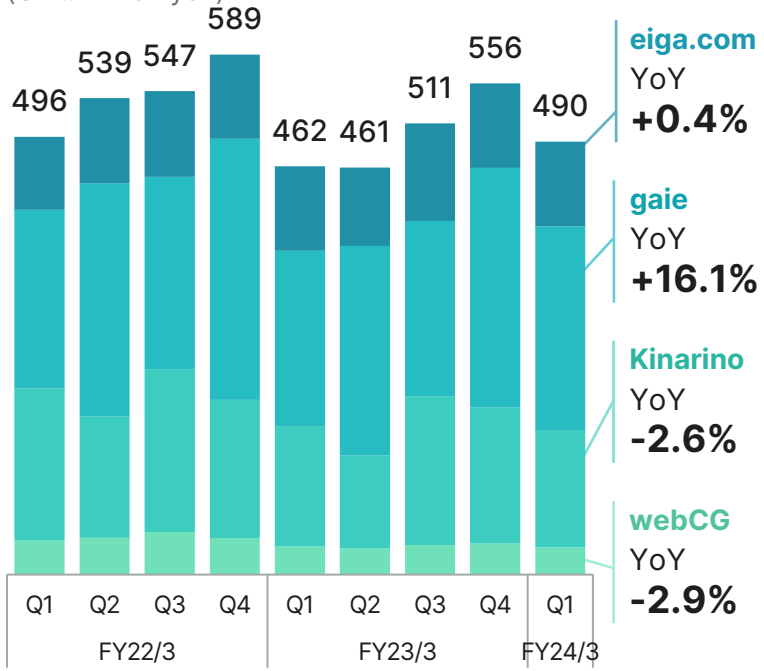

## Entertainment/Hobbies

映画.com　gaie　キナリノ　webCG Car Graphic

eiga.com and gaie saw an increase in ad placements associated with the release of Hollywood blockbusters. Kinarino saw a decline in revenue, but sales have been on a gradual upward trend since June. webCG continued to be affected by delays in deliveries and production cuts.

### Revenue

(Unit: million yen)



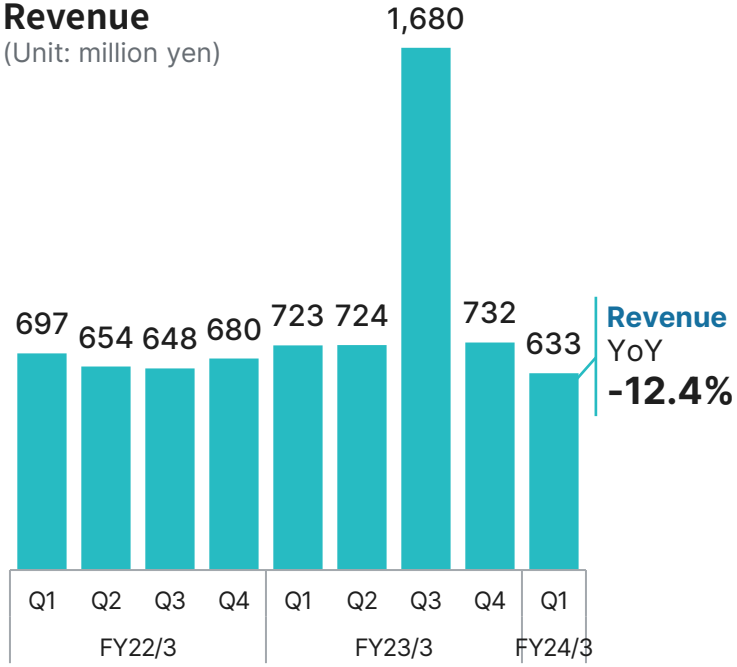

## Kakaku.com Insurance*

kakaku.com insurance

Revenue declined due to lower demand for life insurance and medical insurance and the impact of the shortening of the policy period of fire insurance in last October, and price increases in effect. Meanwhile, sales of overseas travel insurance recovered to about 50% of pre-COVID levels.

### Revenue

(Unit: million yen)




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


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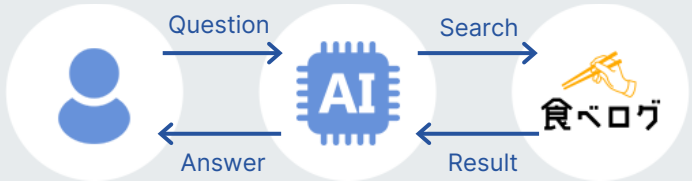
4. Appendix


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**Introduce functions and services utilizing generative AI on a trial basis, with the anticipation that the way people search and gather information will be changed significantly in the future, as generative AI evolves. We will identify user needs and issues to be considered, and we will improve existing services and develop new ones, based on these results.**

**Research Phase** → **Full-scale development of functions and services**

## Utilize our information within generative AI platforms




Search items and answer formats are fixed. The AI extracts keywords matching the format from the users' question and returns a search result obtained from Tabelog as an answer.

- Tabelog released plugin for ChatGPT (May 6, 2023)
- Create plugins for multiple services, such as Kakaku.com and Kyujin Box

## Utilize generative AI in our services




Use AI to understand potential needs from users' questions and generate answers based on restaurant information and user reviews.

- As of July 26, 2023, a limited number of users can use an AI powered chat in the Tabelog App.







- Understand users' intent and provide choices, even for vague questions
- Change search criteria and narrow down choices while "having a conversation" with the AI
- Provide recommendations tailored to user characteristics and preferences


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# Create a system for long-term business continuity and select highly important issues

## Sustainability Management Structure

**Board of Directors**
Instructions and advice on reported items

**Representative Director and President**
Decision on materiality and initiatives

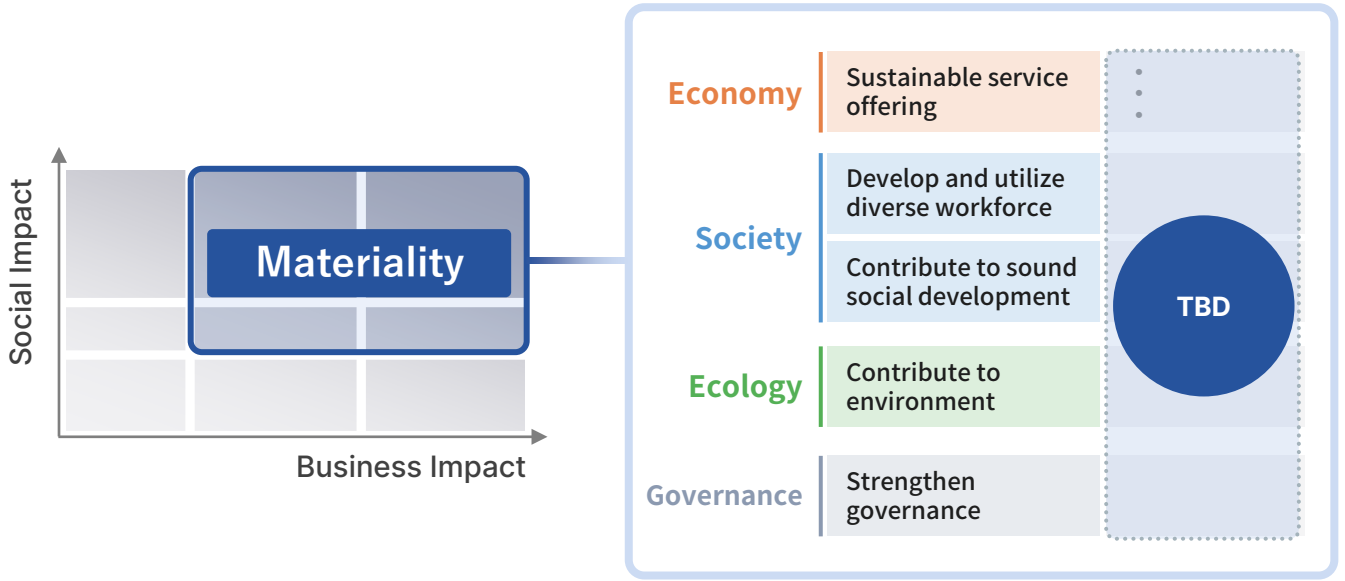
**Sustainability Committee**
(Representative Director and President, persons responsible for each materiality)
materiality development, promotion of initiatives, and KPI management

**Sustainable Management Promotion Dept.**
Support of committee and promotion of initiatives

**Divisions/Departments /Group Companies**
Execution of initiatives

## Identification of Materiality

- Identify sustainability-related issues based on GRI standards and other guidelines, as well as evaluation items from ESG-related evaluation organizations, and determine high-priority items as materiality
- Appoint persons  responsible for each materiality and consider/promote specific initiatives and KPIs



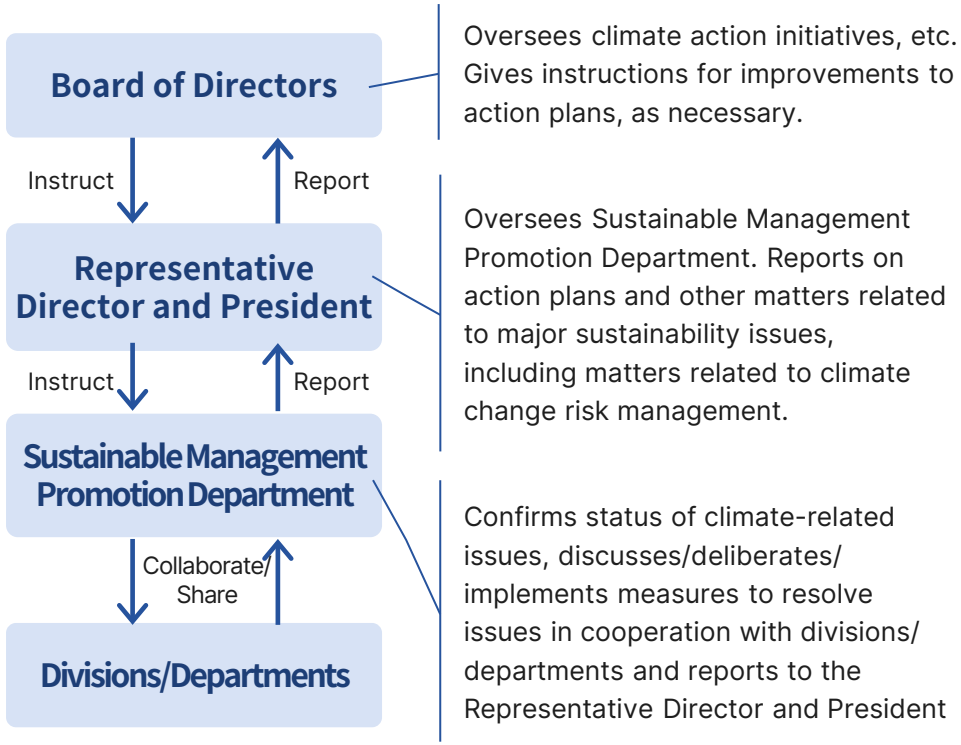


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# TCFD

We recognize climate change to be an important issue. Based on the framework developed by TCFD, we will conduct a scenario analysis, estimate the amount of greenhouse gas emissions, and disclose climate-related information in accordance with the four areas recommended by TCFD.

## ■ Governance




For details on our response to climate change, please refer to [2.2.2 Sustainability Policy and Initiatives, (3) Climate Change] in the Annual Securities Report for the Fiscal Year Ended March 31, 2023 (in Japanese only)
https://ssl4.eir-parts.net/doc/2371/yuho_pdf/S100QYX3/00.pdf

## ■ Strategy

- Reduce environmental impact by identifying and reducing greenhouse gas emissions from business activities.
- Consider and identify risks and opportunities for the 2- and 4-degree scenarios*, based on the characteristics of the business

*Examples of risks/opportunities for the 2-degree scenario:
Risk: less demand for products and services due to changes in consumer behavior resulting from heightened environmental awareness
Opportunity: development of products and services in response to changes in consumer values and behavior

## ■ Risk management

Under the supervision and direction of the President and Representative Director, the company's risk management system spans across all businesses and functions.
Risks and opportunities are identified and evaluated by each department and are managed by the Sustainable Management Promotion Department and each Division/Department.
The Sustainable Management Promotion Department updates the status of implementation to the Representative Director. Issues and risks which have a particularly large impact on the business are reported to and discussed by the Board of Directors.

## ■ Metrics and targets

Given the nature of our business, we believe that the impact of climate change risks on our business is limited. We have not set emission targets at this time, but will consider them in light of future trends

| | | |
|---|---|---|
| FY22/3 GHG emissions (t-CO2e) | Scope 1 | **5** |
| | Scope 2 (location based) | **1,424** |
| | Scope 2 (market based) | **1,402** |


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1. Operating Results (Consolidated/By Business)

2. Progress by Business

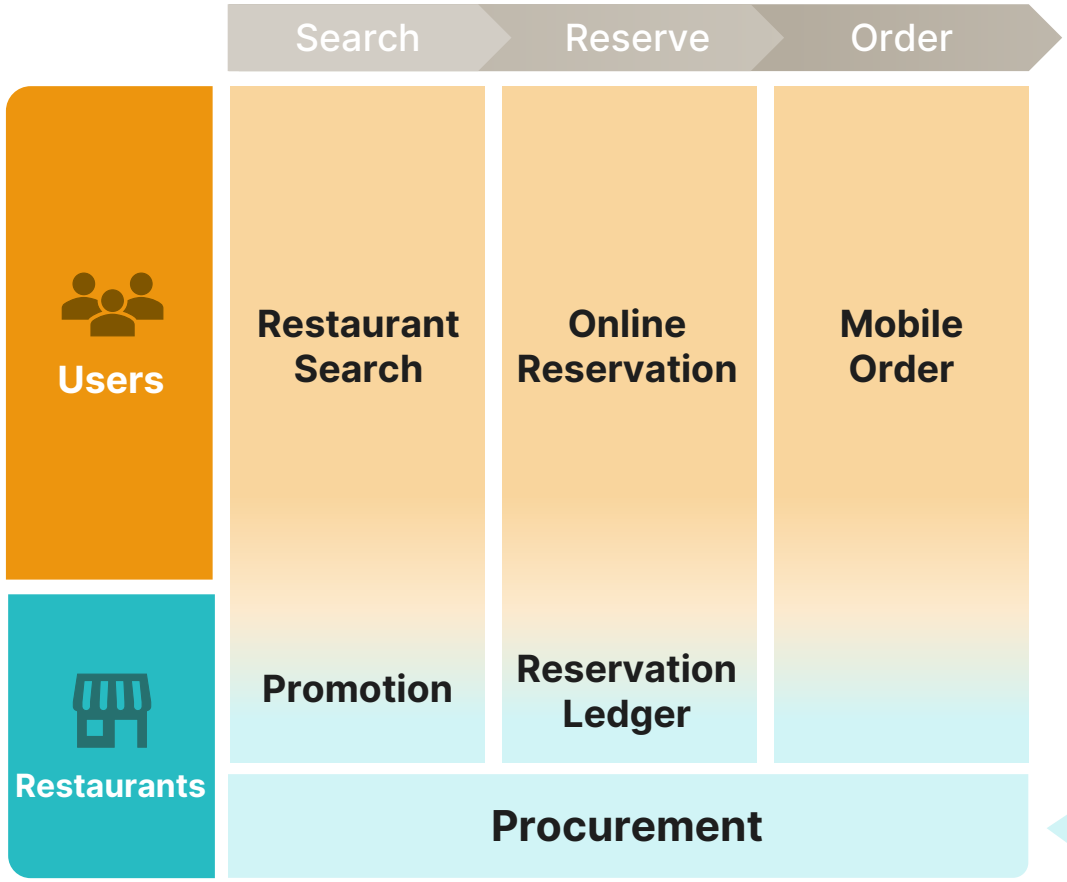
3. Topics

4. **Appendix**


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食べログ

# 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)


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# 求人ボックス

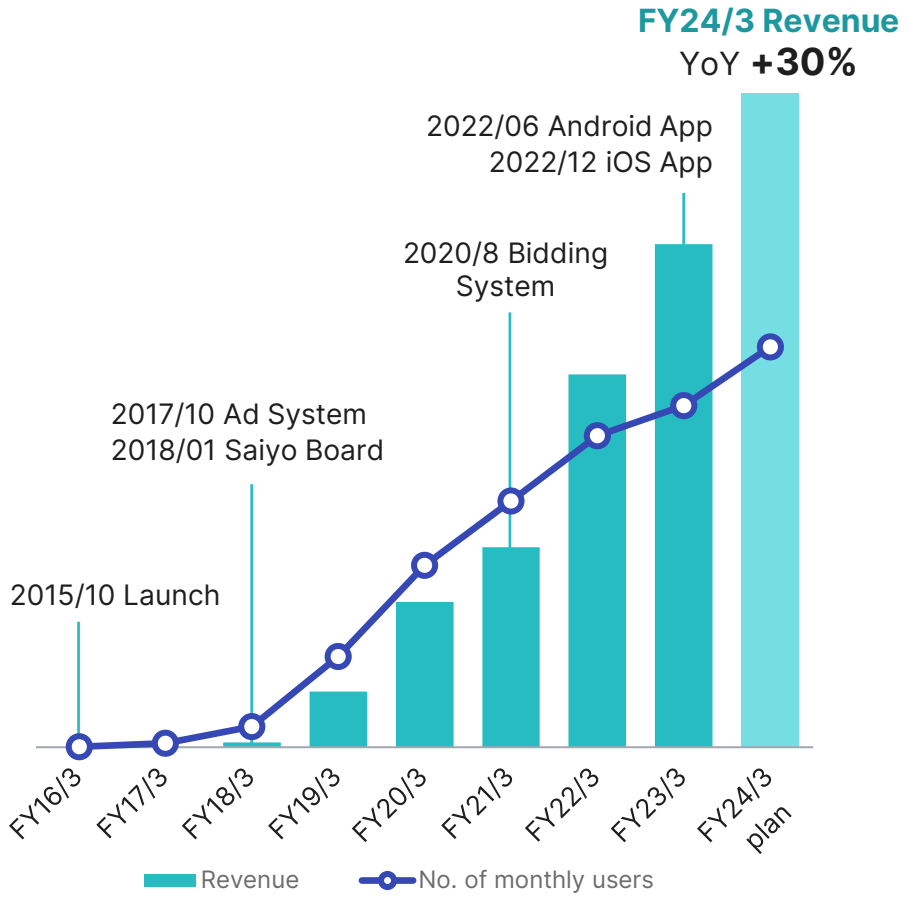
## Find the job that best fits your needs from a greater number of job listings

### 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.).

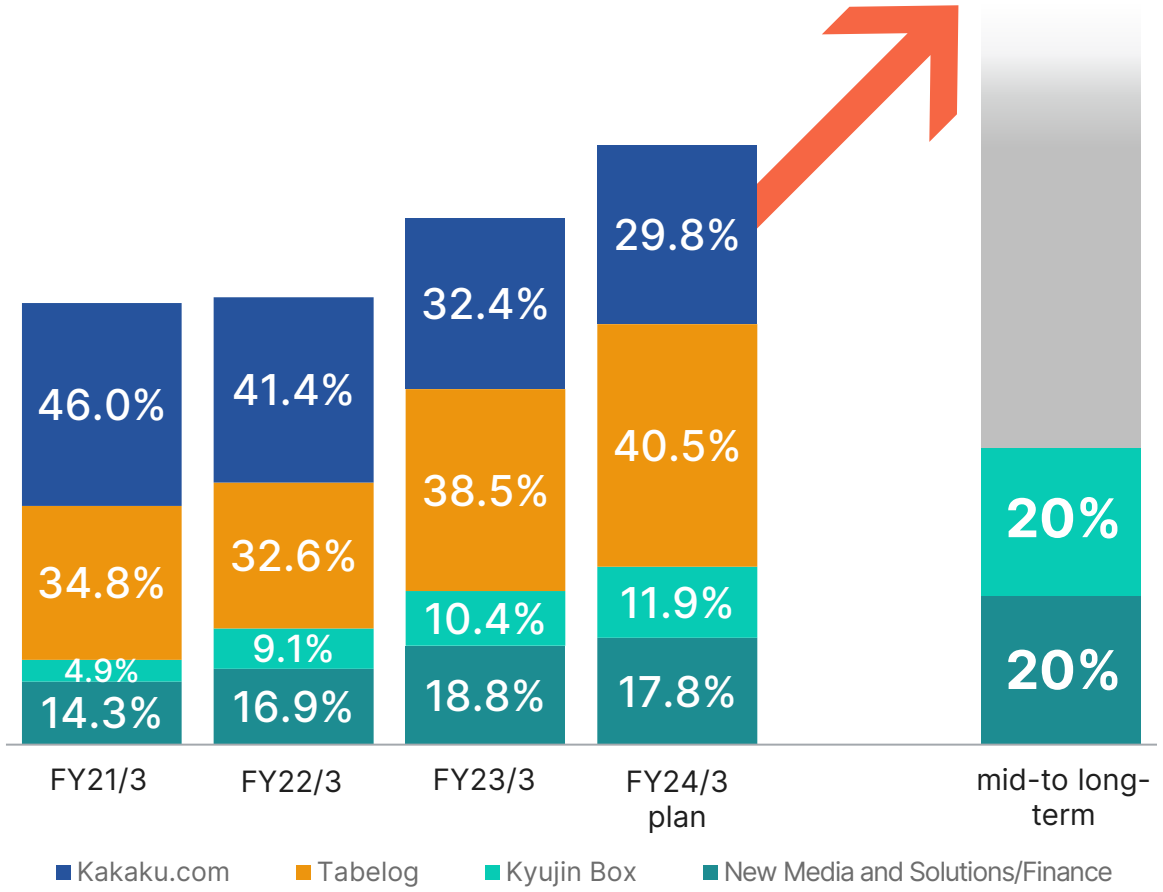




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## We will continue to take on the challenge of transforming our existing businesses and creating new ones by identifying changes in society and lifestyles as well as uncovering new needs and business potential.

- 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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## 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)

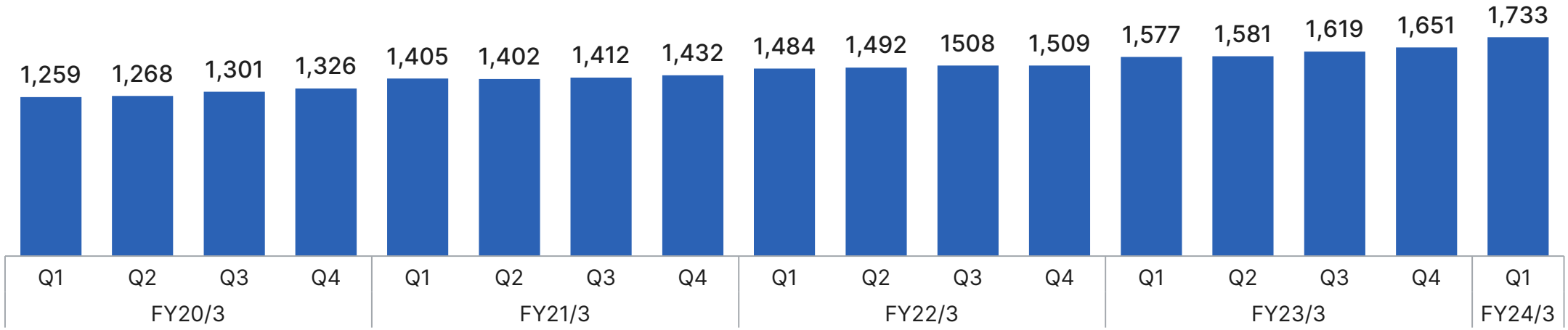

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| | FY19/3 | FY20/3 | FY21/3 | FY22/3 | FY23/3 |
|---|---|---|---|---|---|
| **Capital-to-Asset ratio** *1 | 79.1% | 67.8% | 66.1% | 68.0% | 60.9% |
| **ROE** *2 | 45.1% | 44.0% | 26.2% | 30.1% | 33.7% |
| **Dividend per share** (yen) | 36 | 40 | 40 | 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% |

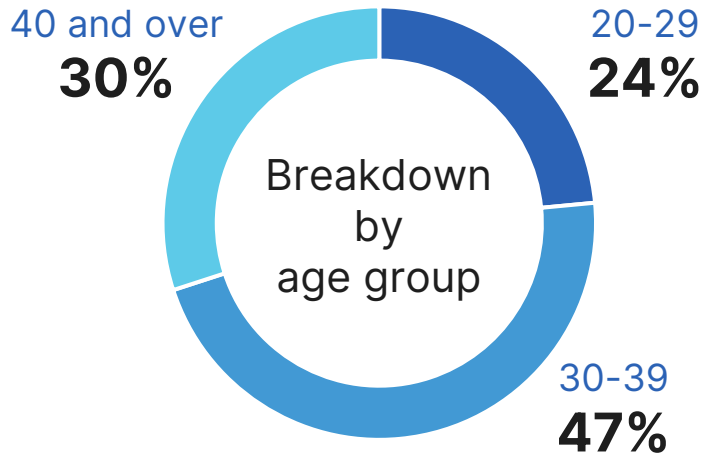
*1 Capital-to-Asset Ratio = Equity attributable to owners of the parent company ÷ total assets × 100
*2 ROE = Profit attributable to owners of the parent company ÷ (Equity attributable to owners of the parent company) x 100
*3 Total Return Ratio = (Total dividend + Acquisition cost of treasury stock) ÷ Profit attributable to owners of the parent company x 100
Acquisition cost of treasury cost does not include fees or other expenses paid to the Tender Order Agent.

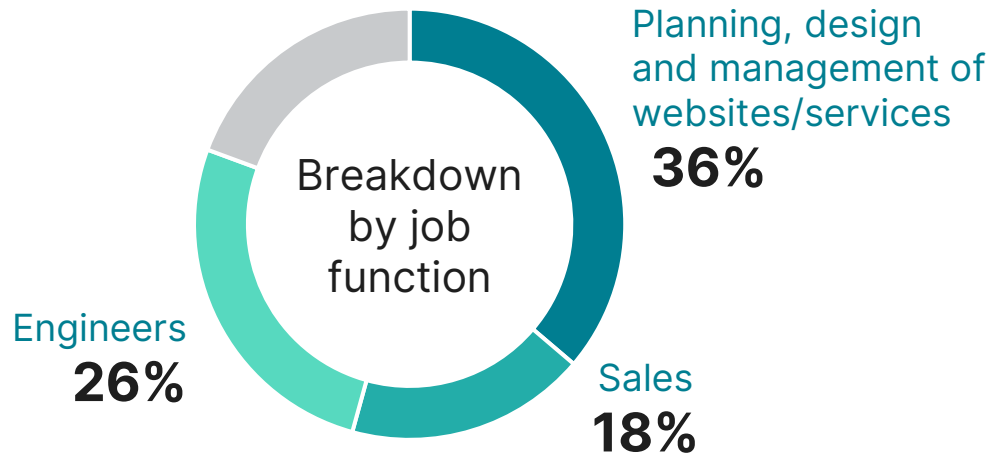

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## Number of directly employed employees (on a consolidated basis, including temporary employees)




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



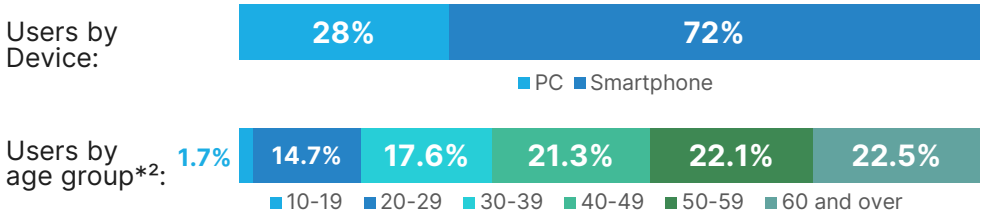





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価格.com Purchasing support site

Monthly users*1 : 39.21M (as of June 2023)










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

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

## Business Overview

### Shopping Business and Service Business

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

**Main Categories of the Shopping Business**

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

**Main Categories of the Service Business**

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

### Advertising Business

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

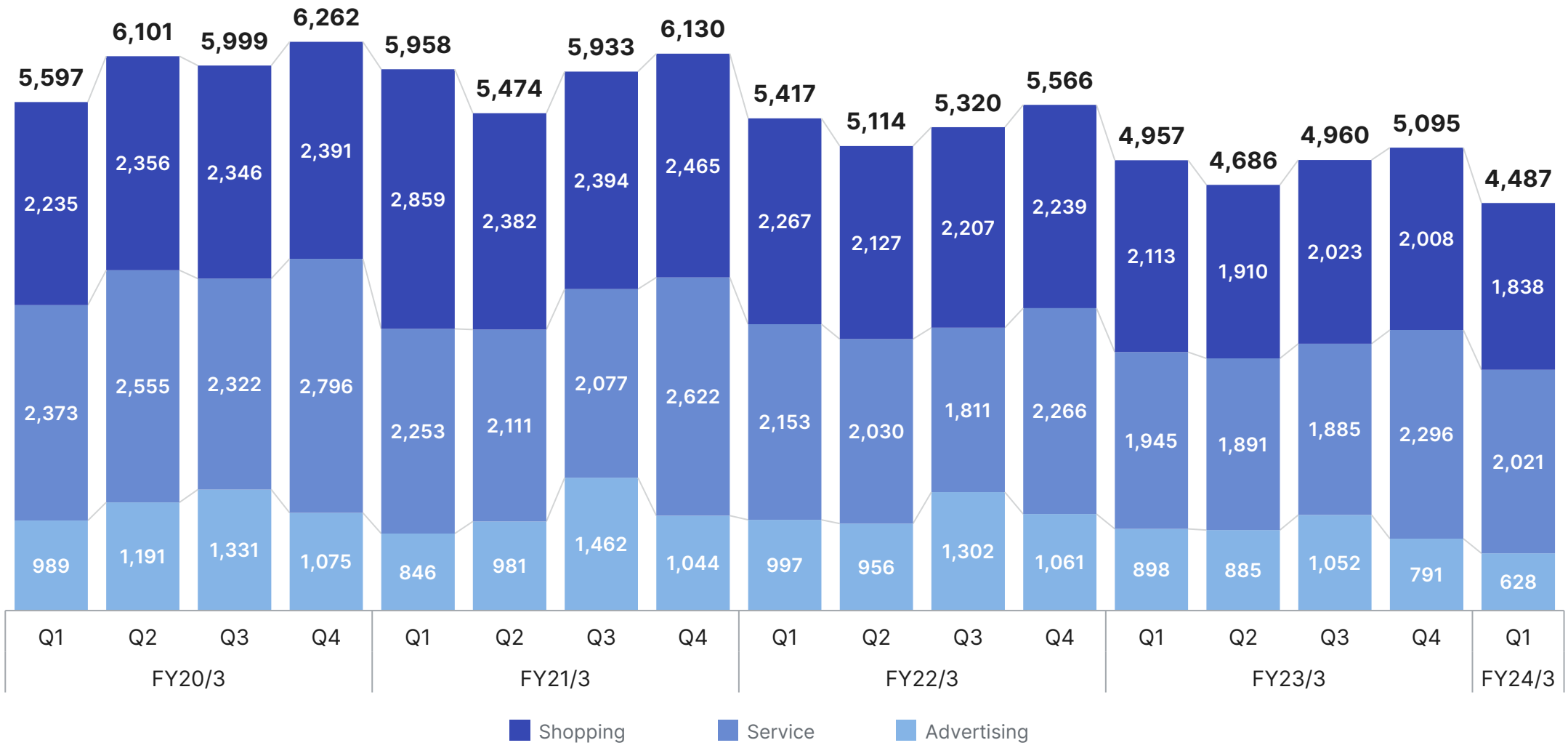
## Business Model

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


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# Kakaku.com: Breakdown of Revenue by Business

(Unit: million yen)

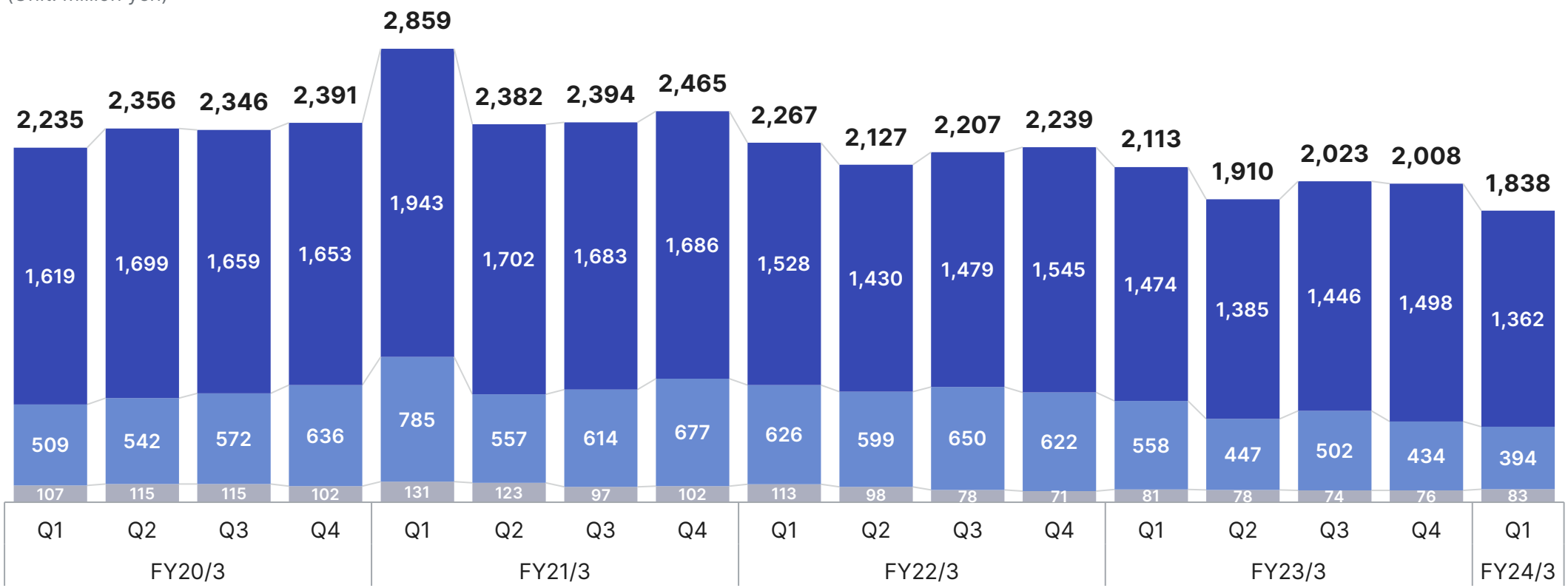




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# Kakaku.com: Breakdown of Shopping Business Revenue

(Unit: million yen)



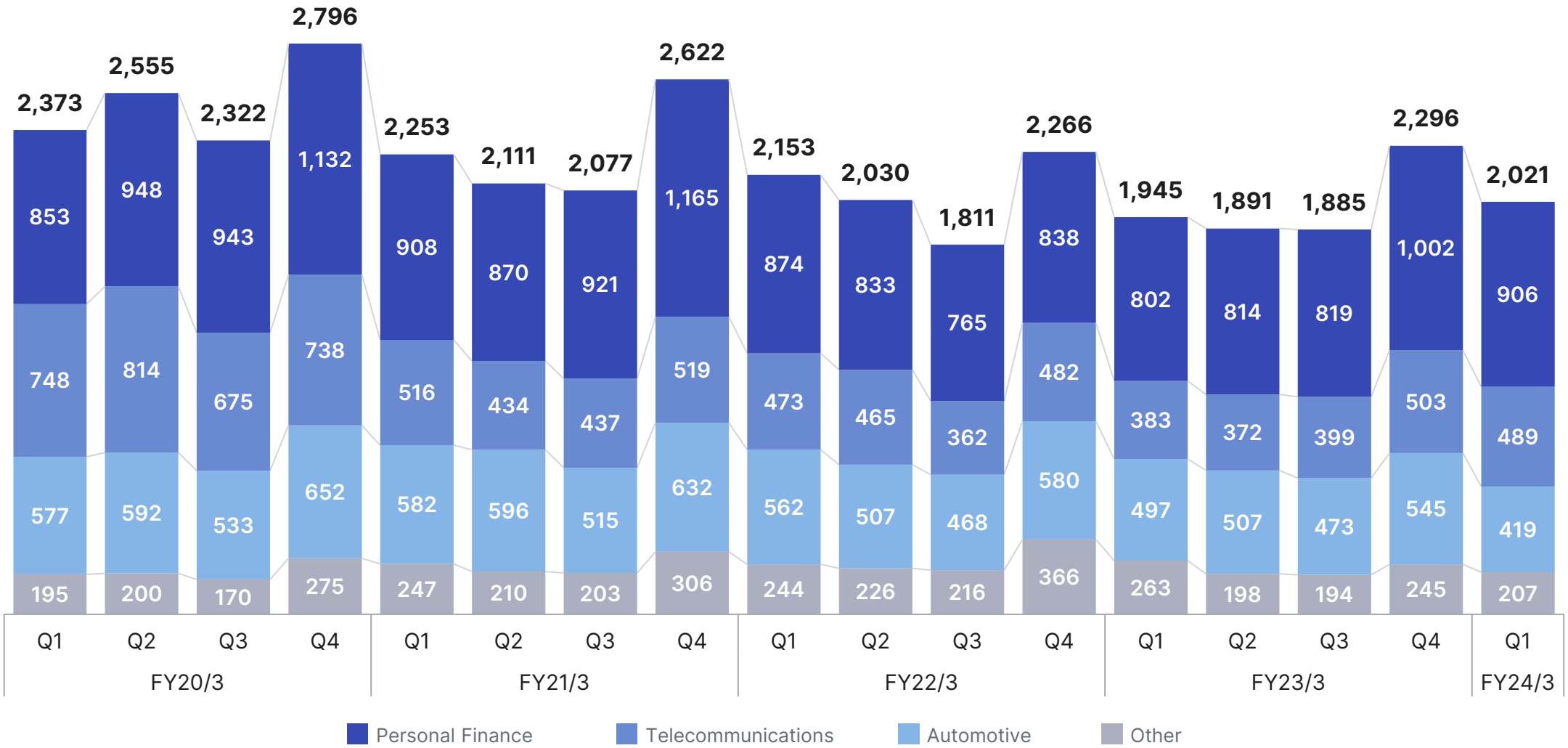

Sales ratio

| | Q1 FY20/3 | Q2 FY20/3 | Q3 FY20/3 | Q4 FY20/3 | Q1 FY21/3 | Q2 FY21/3 | Q3 FY21/3 | Q4 FY21/3 | Q1 FY22/3 | Q2 FY22/3 | Q3 FY22/3 | Q4 FY22/3 | Q1 FY23/3 | Q2 FY23/3 | Q3 FY23/3 | Q4 FY23/3 | Q1 FY24/3 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Durables | 72.4% | 72.1% | 70.7% | 69.1% | 68.0% | 71.5% | 70.3% | 68.4% | 67.4% | 67.2% | 67.0% | 69.0% | 69.8% | 72.5% | 71.5% | 74.6% | 74.1% |
| Consumables | 22.8% | 23.0% | 24.4% | 26.6% | 27.5% | 23.4% | 25.6% | 27.5% | 27.6% | 28.2% | 29.4% | 27.8% | 26.4% | 23.4% | 24.8% | 21.6% | 21.4% |
| Other | 4.8% | 4.9% | 4.9% | 4.3% | 4.6% | 5.2% | 4.0% | 4.1% | 5.0% | 4.6% | 3.5% | 3.2% | 3.8% | 4.1% | 3.7% | 3.8% | 4.5% |


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# Kakaku.com: Breakdown of Service Business Revenue

(Unit: million yen)



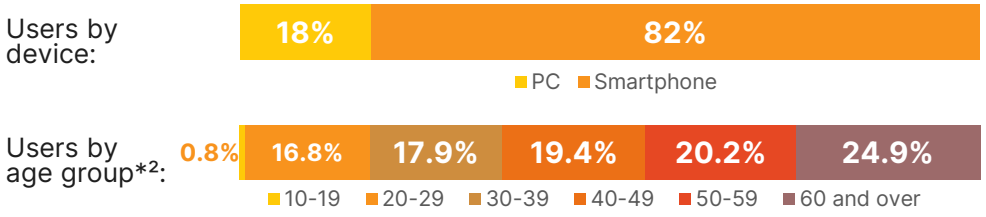


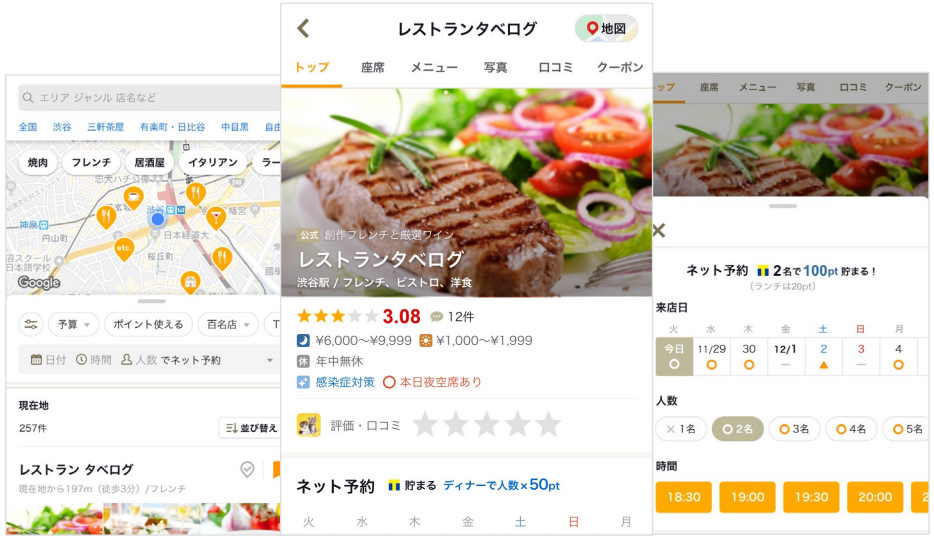
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# Tabelog: Overview

## 食べログ Restaurant discovery and reservation site

Monthly users*1 : 96.49M (As of June 2023)




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

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

## Business Overview

### Restaurant Promotion Business

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

### Premium User Membership Business

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

### Advertising Business

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

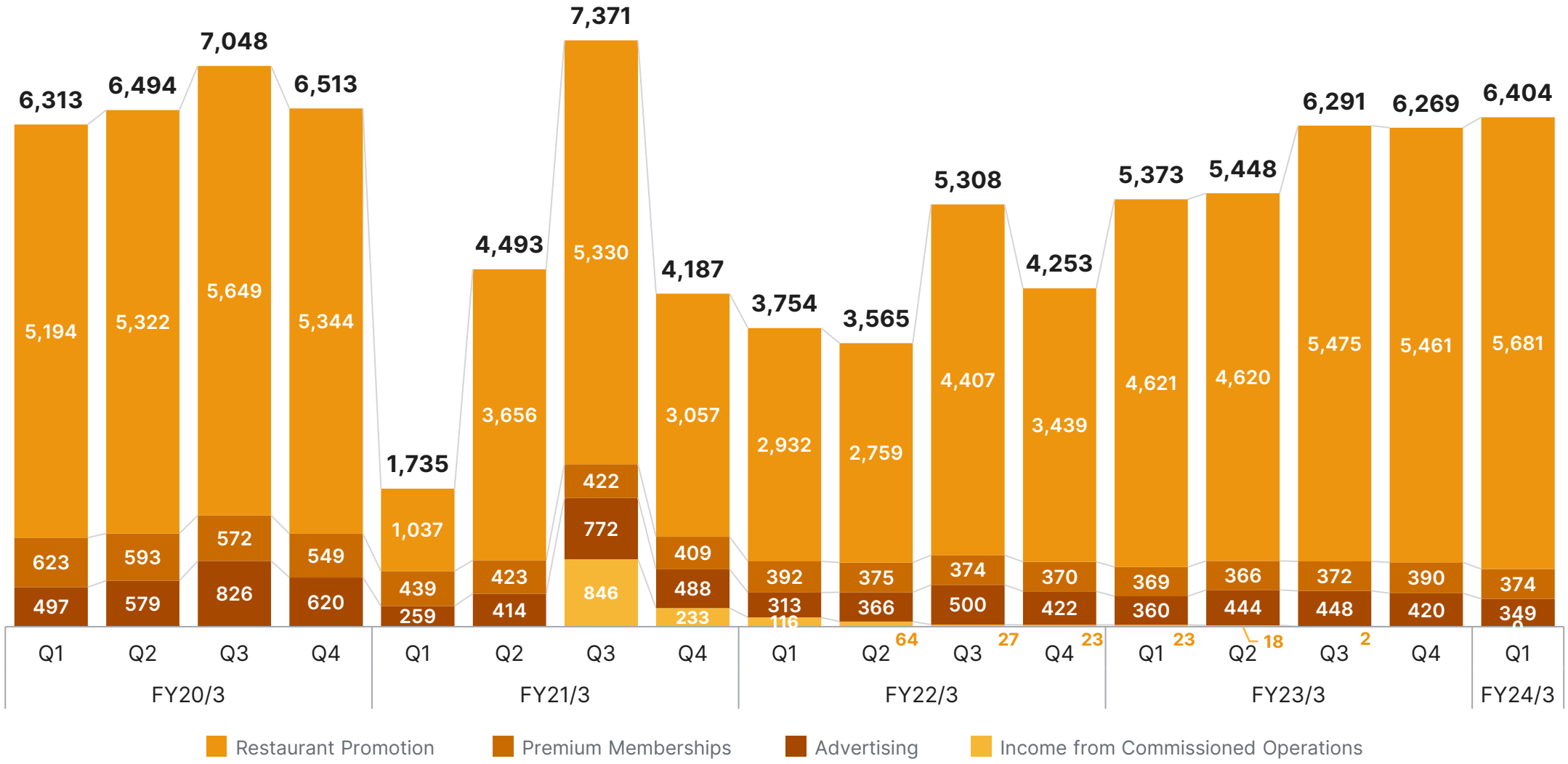
## Business Model

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


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# Tabelog: Breakdown of Revenue by Business

(Unit: million yen)

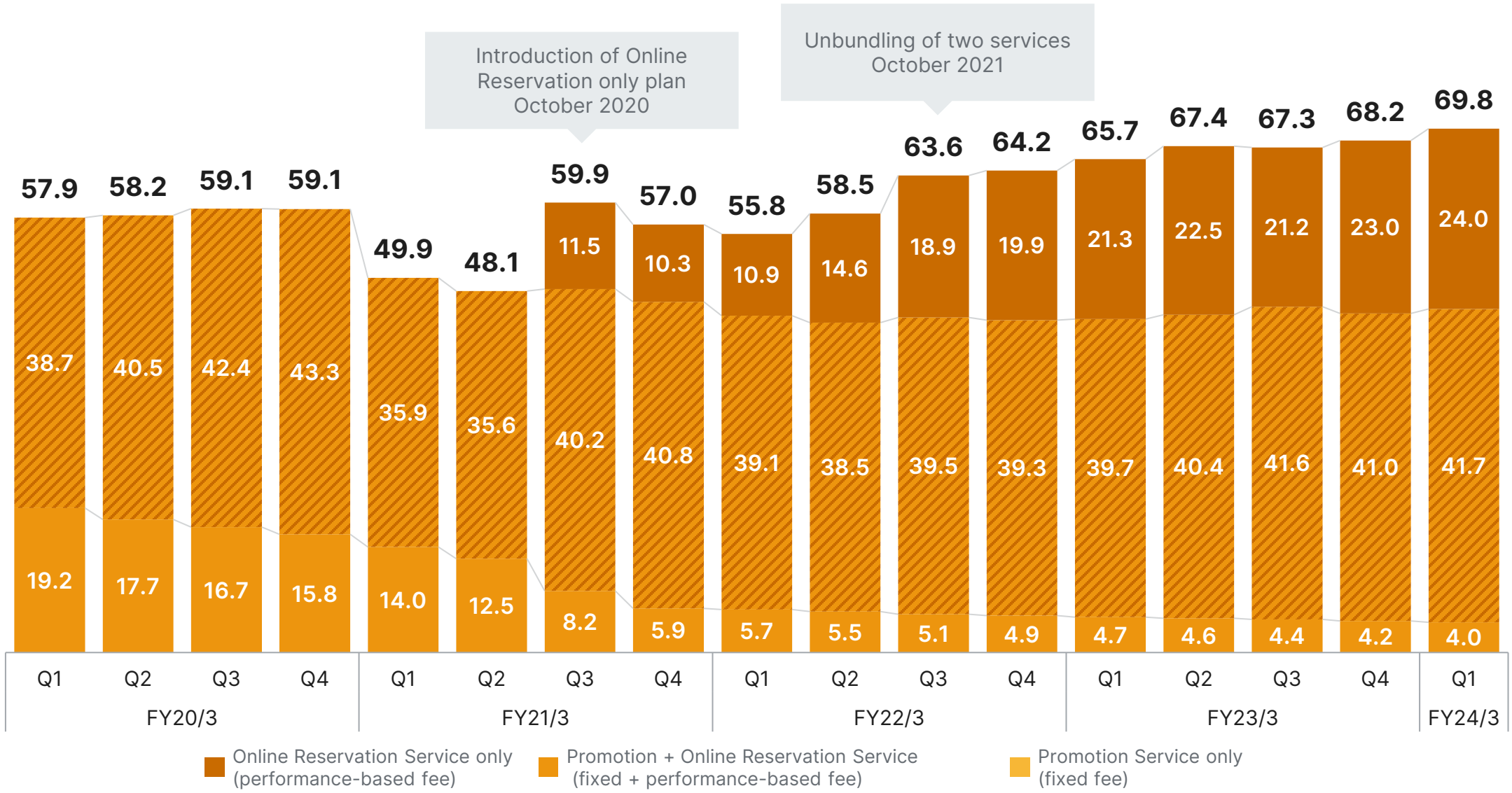




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# Tabelog: Number of Fee-Paying Restaurants (end-of-quarter)

(Unit: thousand restaurants)

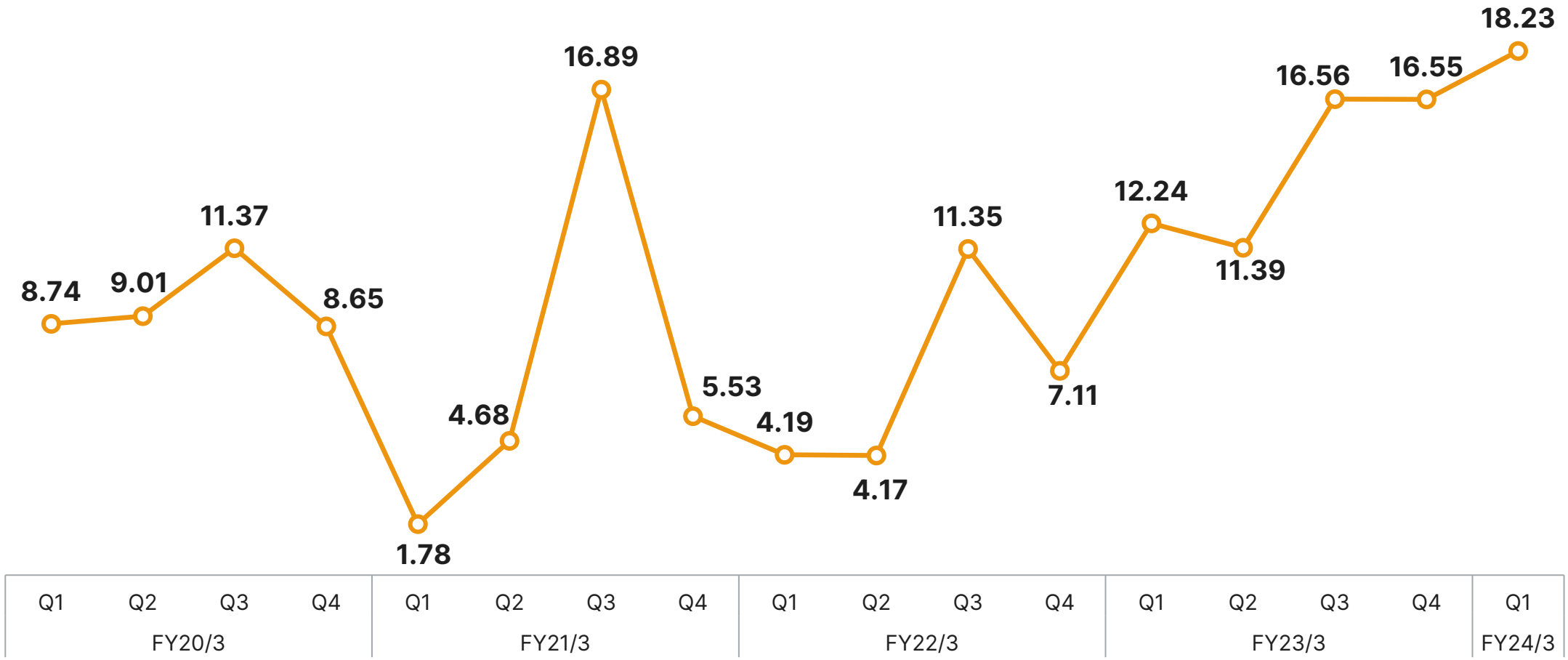




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# Tabelog: Number of Online Reservations (quarterly total)

(Unit: million persons)



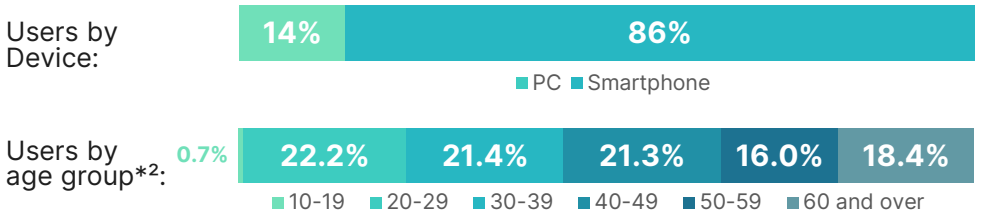


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# 求人ボックス

Comprehensive search site for job seekers

Monthly Users*1 : 9.10M (FY24/3 Q1 quarterly average)







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

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

## Business Overview

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

### How job listings are posted on Kyuji Box

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

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

## Business Model

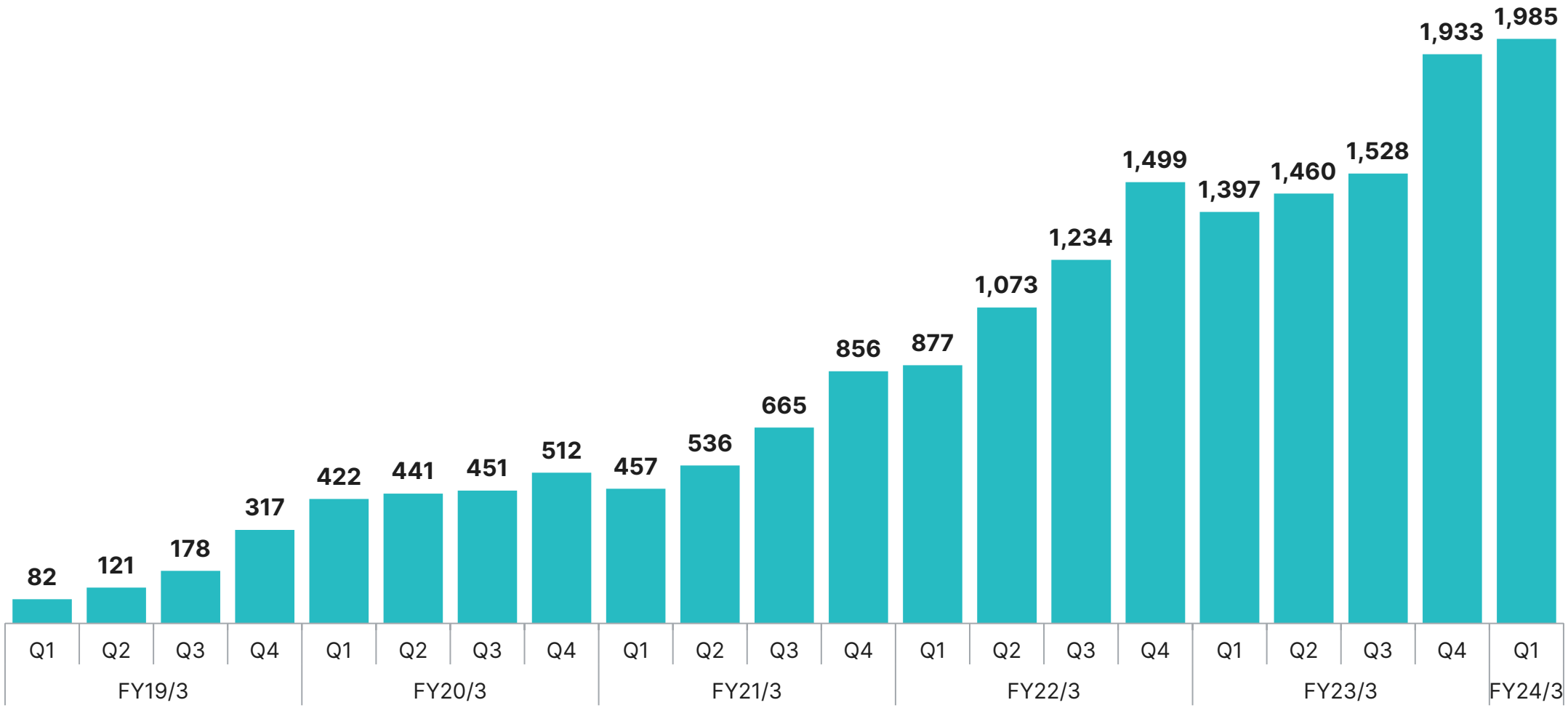
| | | |
|---|---|---|
| **Kyujin Box** | Income from commissions based on the number of users sent to job sites and employers' websites (i.e., no. of clicks) through paid listing ads* | Clients: Job boards, etc. (including recruitment and temporary staffing service providers), employers (including companies using Saiyo Board). |

* A bidding system allows advertisers to adjust their cost per click in increments of one yen from 25 to 1,000 yen per click.


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# Kyujin Box: Revenue

(Unit: million yen)





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# New Media and Solutions/Finance: Overview of Services

## New Media and Solutions

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

## Finance

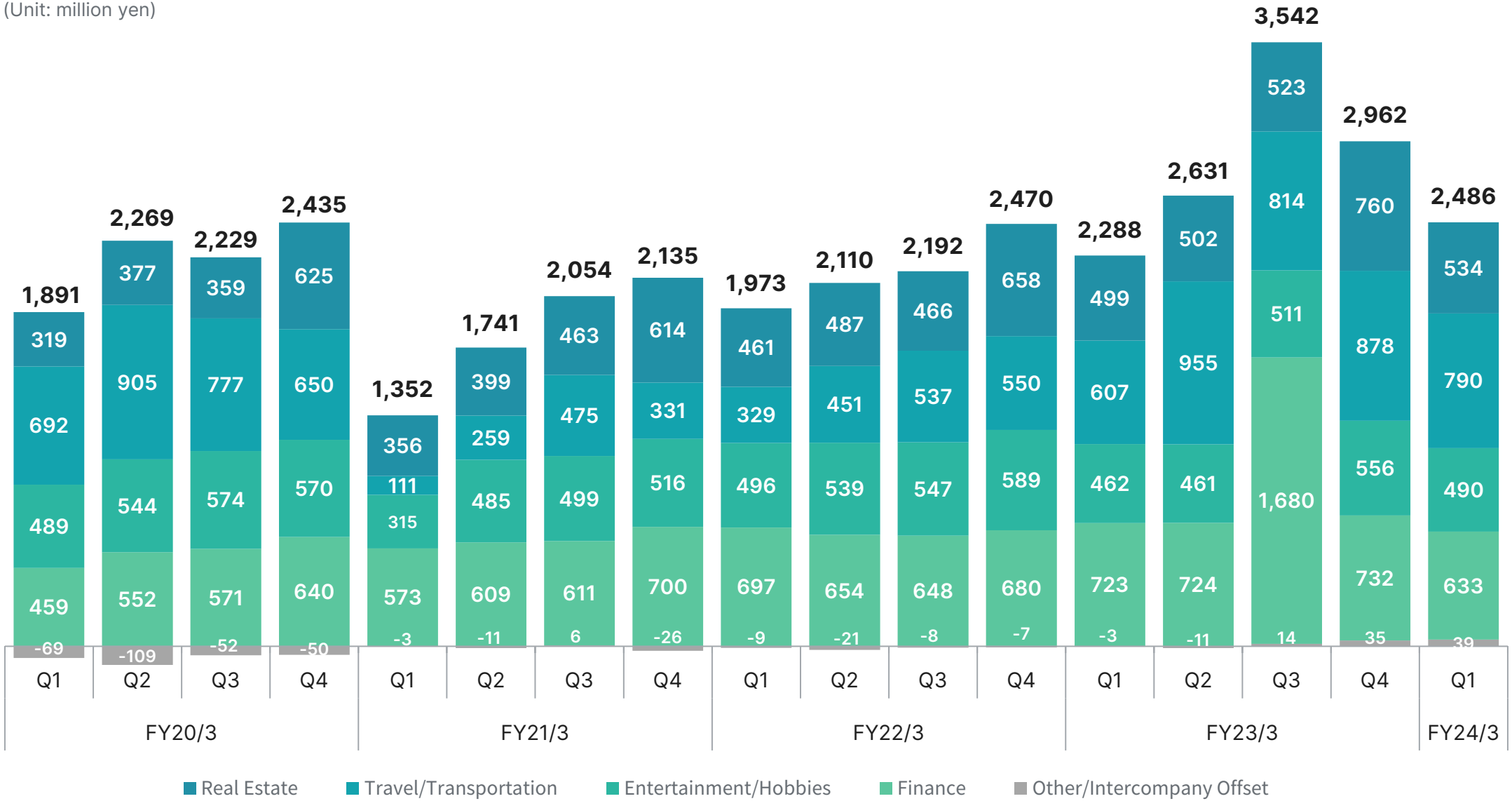
Commission income from life insurance, non-life insurance and other general insurance agency business of Kakaku.com Insurance, a consolidated subsidiary.

| | | | |
|---|---|---|---|
| スマイティ<br>Residential real estate website | Time Design<br>Dynamic package reservation platform | バス比較なび<br>Price comparison site for highway/ overnight buses and bus tours | 格安移動<br>Price comparison site for domestic travel and overseas airline tickets |
| 4travel.jp<br>Travel review and comparison site | icotto<br>Online travel information media | キナリノ<br>Lifestyle media | 映画.com<br>Online database for movies and showtimes |
| webCG Car Graphic<br>Online media for car enthusiasts | Pathee<br>Shopping spot information site | STORECAST<br>Digital sales promotion tool for retail stores | kakaku.com insurance<br>Consulting service for insurance selection |


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# New Media and Solutions/Finance: Revenue by Business

(Unit: million yen)





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# Company Profile

| | | |
|---|---|---|
| **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/ |
| | 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.


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