March 19, 2025

For Immediate Release
(English translation of the original Japanese document)

Company Name: Kakaku.com, Inc.
Representative: Atsuhiro Murakami, President and Representative Director
(Stock code: 2371; Prime, Tokyo Stock Exchange)
Contact: Shinichi Kasuya, Director, Senior Managing Executive Officer and CFO
Phone: +81 3-5725-4554

Notice Regarding Formulation of a Medium-Term Management Plan

At a meeting of the Board of Directors held on March 19, 2025, Kakaku.com, Inc. (the “Company”) formulated and resolved a Medium-Term Management Plan for the period from FY26/3 to FY30/3. For details, please refer to the attached document.

Medium-Term Management Plan
(FY26/3-FY30/3)

kakaku.com

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

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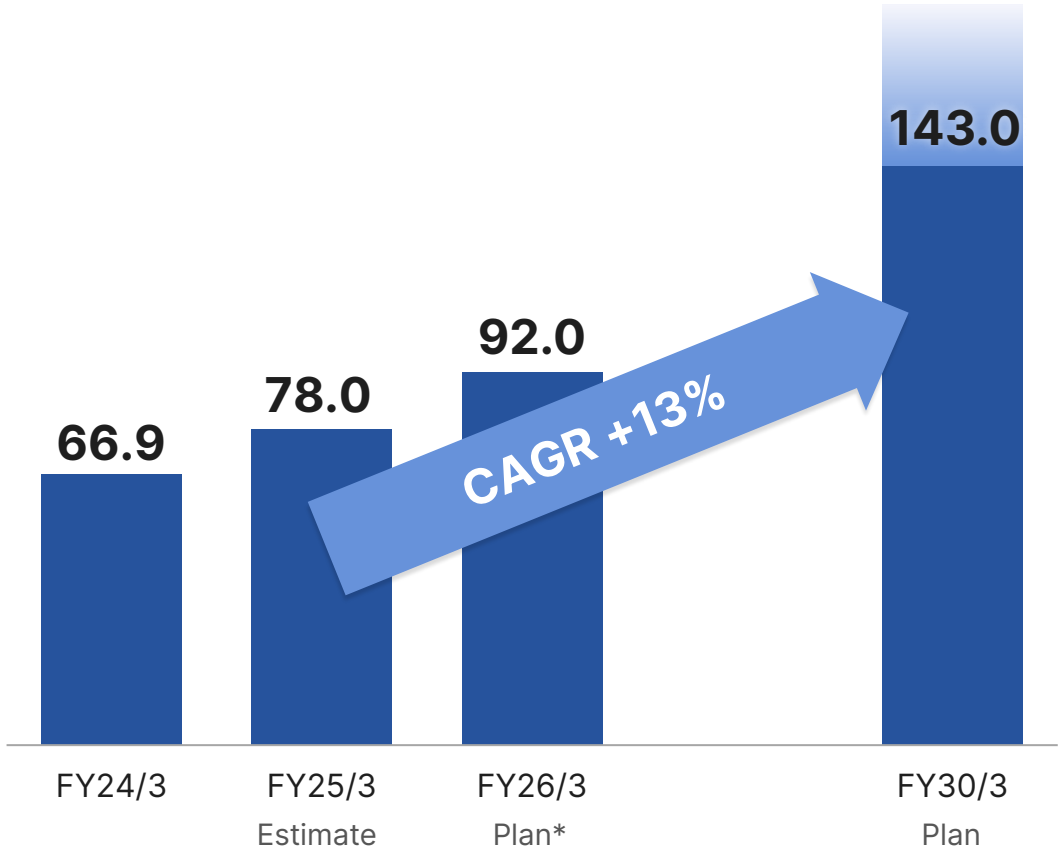
1. Revision of FY25/3 Earnings Forecast

(Billions of yen, %)	FY25/3 (Previous Forecast)	YoY	**FY25/3 (Revised Forecast)**	**YoY**	Compared to Previous Forecast	
					Increase/ Decrease	Change in %
Revenue	74.0	+10.6%	**78.0**	**+16.5%**	**+4.0**	**+5.4%**
Operating Profit	28.5	+10.4%	**29.2**	**+13.1%**	**+0.7**	**+2.5%**
OP Margin	38.6%	-	**37.4%**	**-**	**-1.2 pt**	**-**
Profit before income taxes	28.4	+8.7%	**28.9**	**+10.6%**	**+0.5**	**+1.8%**
Profit Attributable to Owners of the Parent Company	19.4	+7.2%	**19.8**	**+9.4%**	**+0.4**	**+2.1%**

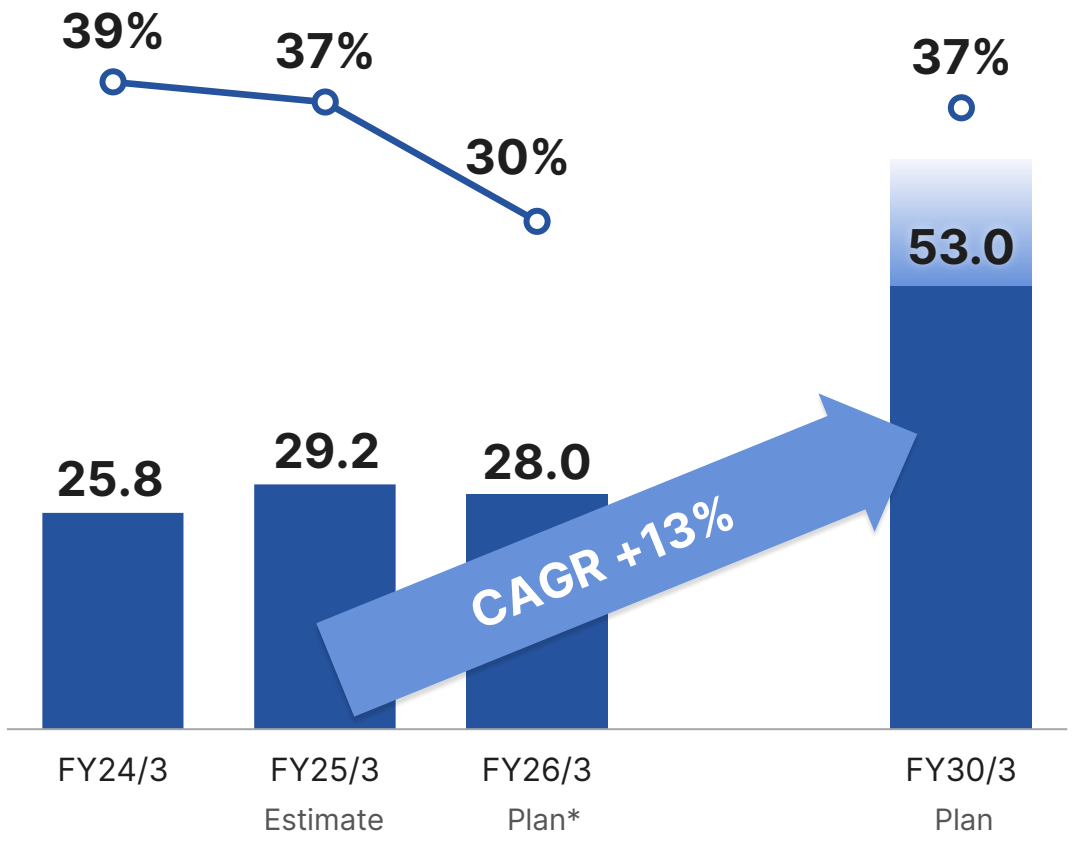
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Achieve double-digit CAGR growth in revenue and profit, by increasing investments in growth areas while continuing to grow the core businesses. In addition, aim for business expansion and accelerated growth through M&A and other growth investments.

Revenue (Billions of yen)



Operating Profit and Margin (Billions of yen, %)



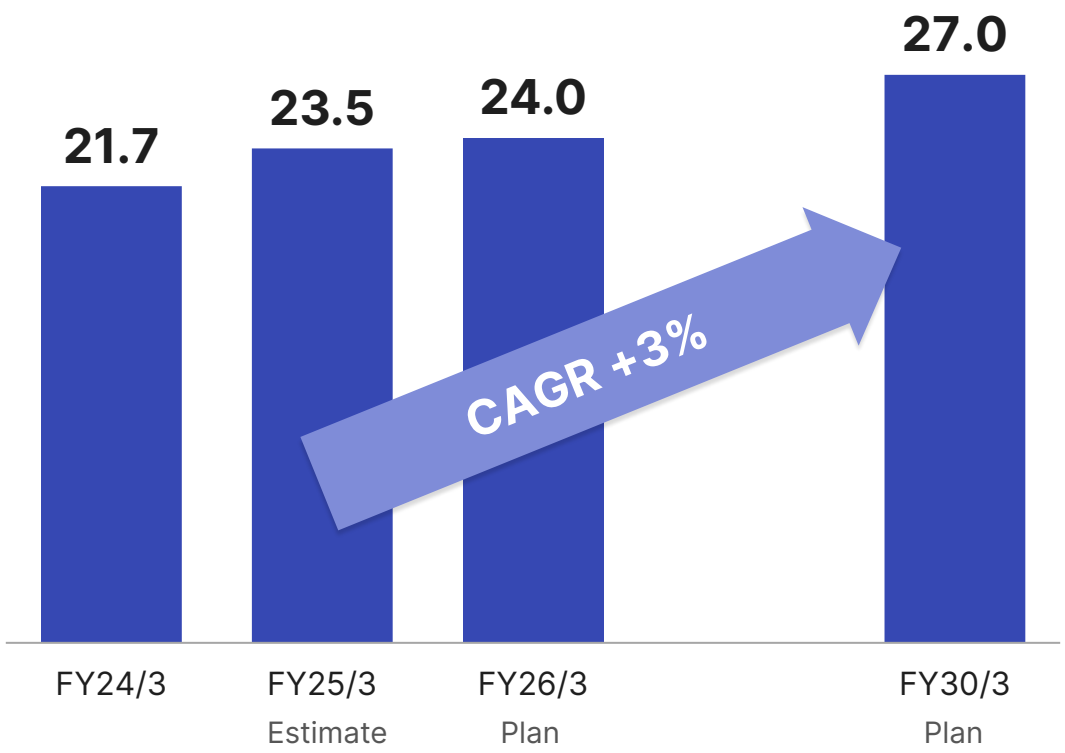
*The forecast for FY26/3 is based on the current plan as of now. The official consolidated earnings forecast is scheduled to be announced in May 2025.

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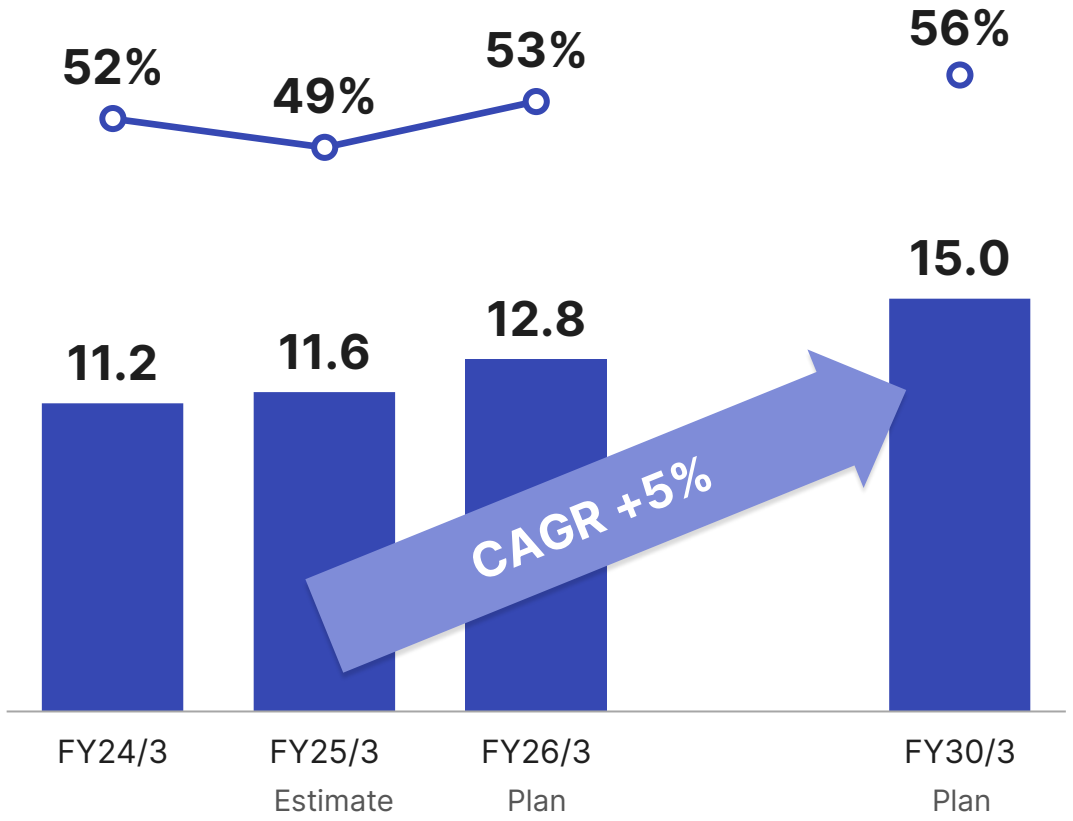
価格.com

Enhance organizational and operational efficiency while considering strategies for future growth.

Revenue (Billions of yen)



Segment Profit and Margin (Billions of yen, %)

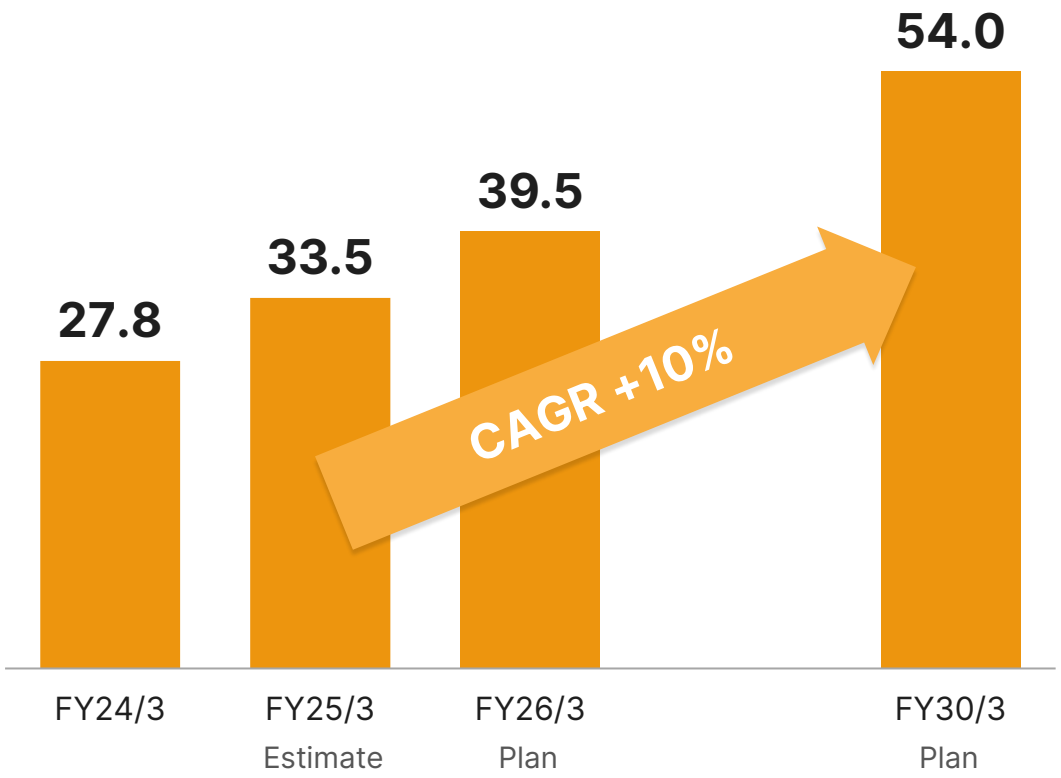


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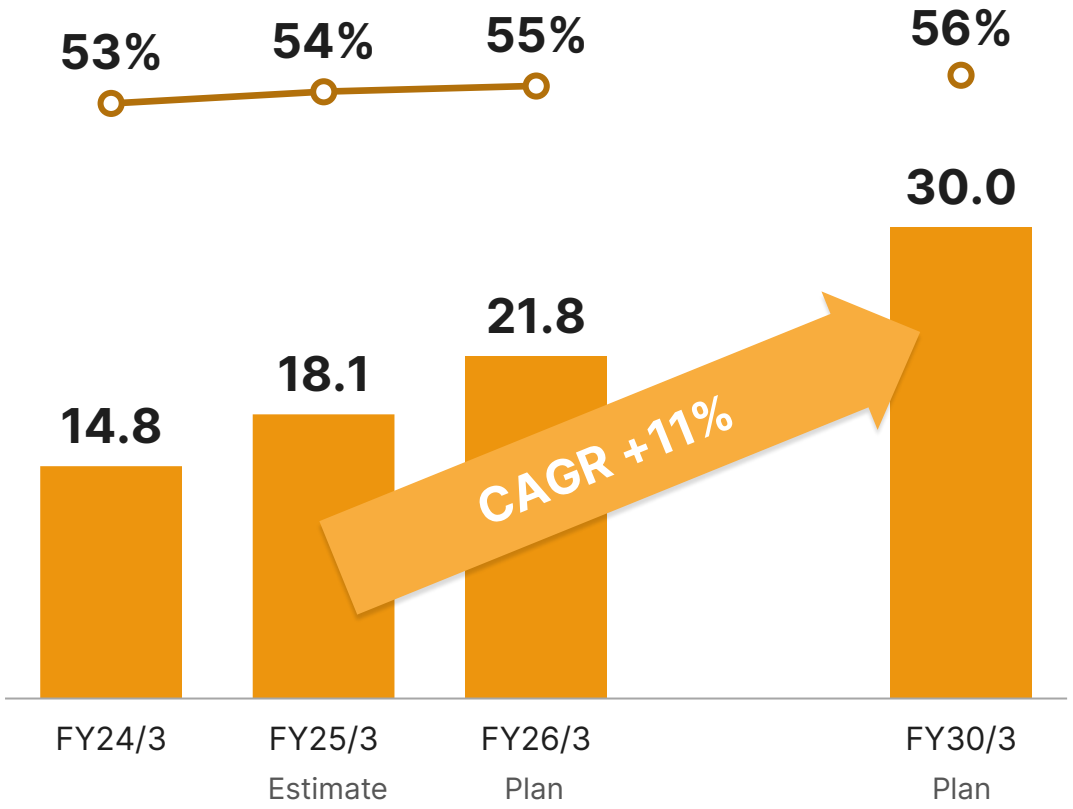
食べログ

Continue to grow existing businesses and expand service for inbound travelers to achieve robust growth.

Revenue (Billions of yen)



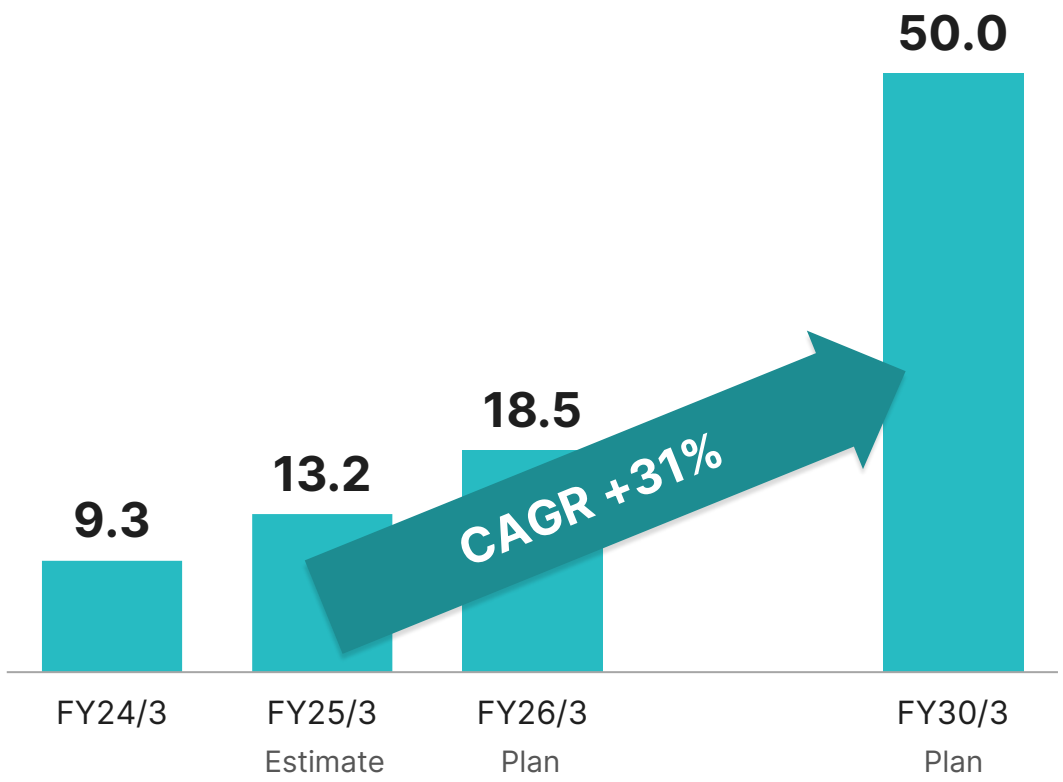
Segment Profit and Margin (Billions of yen, %)



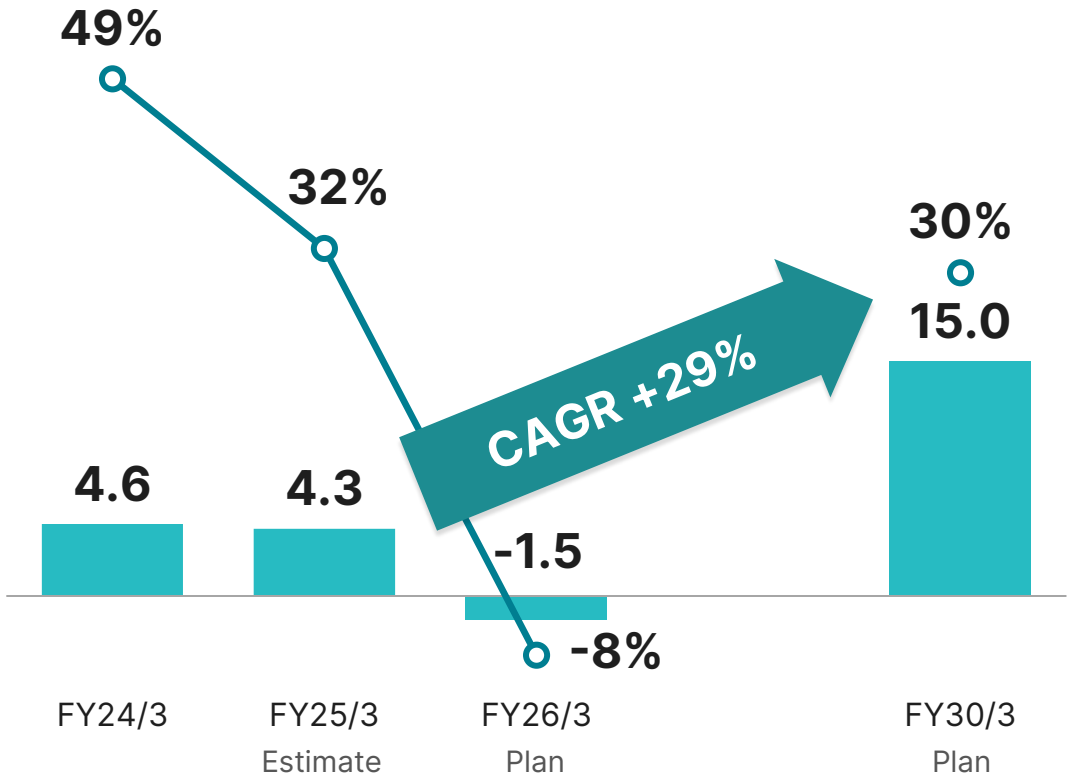
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Increase investments to achieve revenue growth at a CAGR of 30% or more.

Revenue (Billions of yen)



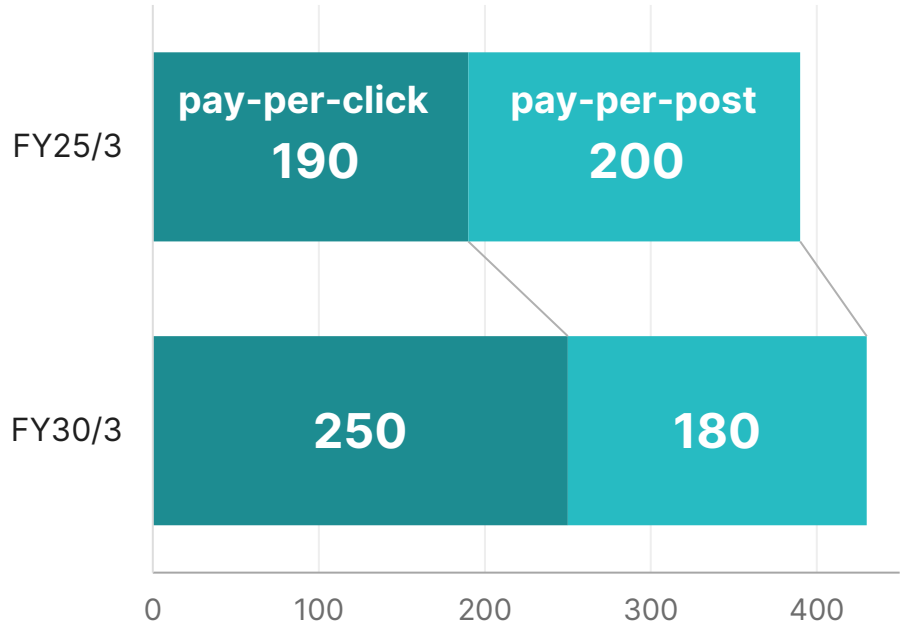
Segment Profit and Margin (Billions of yen, %)



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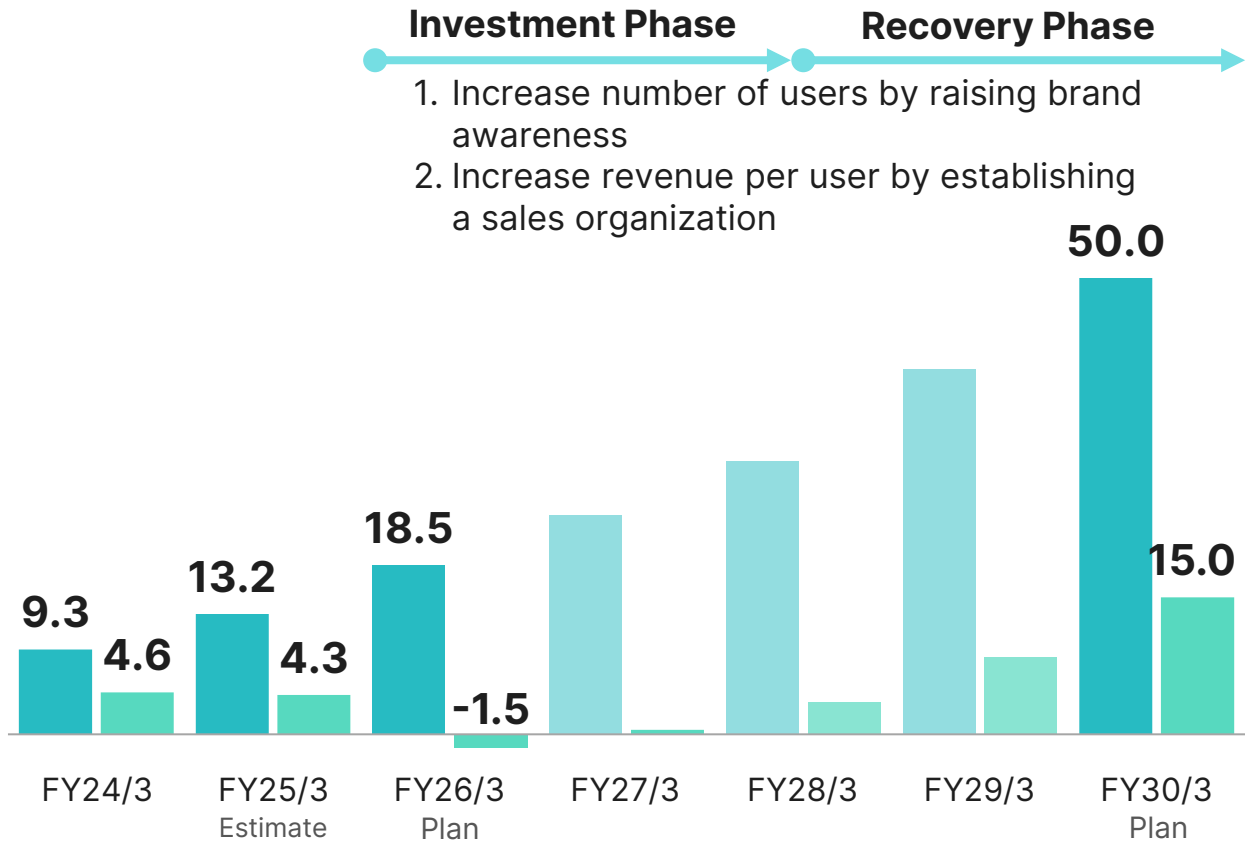
Increase revenue in-line with the growth of the pay-per-click job board market, by raising brand awareness and establishing a sales organization.

Job board market size (Billions of yen)



*Estimates based on market data, etc.

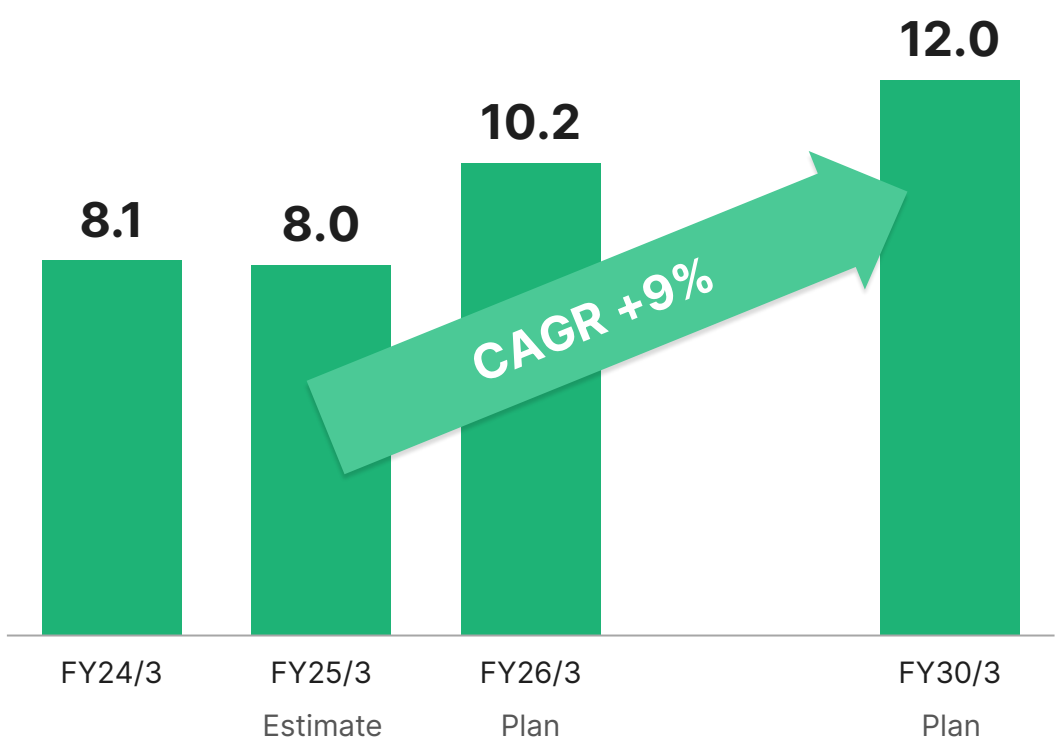
Medium-term investment approach (Billions of yen)



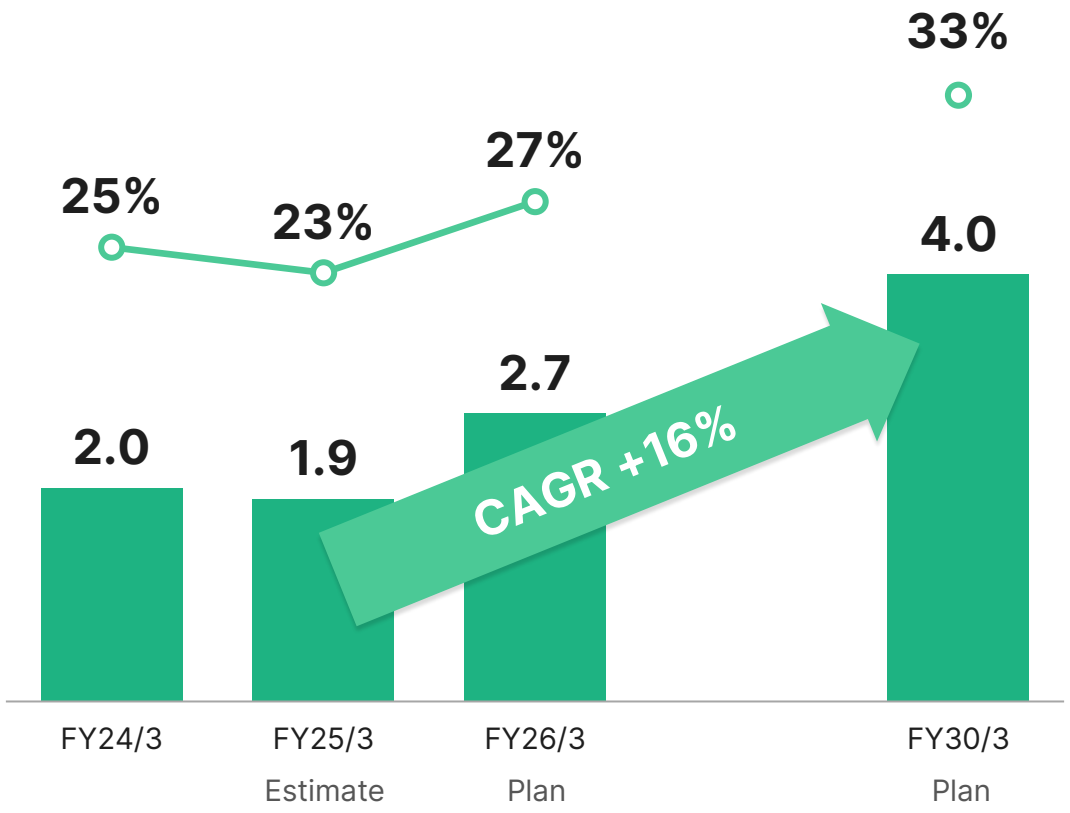
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Enhance organizational and operational efficiency while continuing efforts in new businesses development and M&A.

Revenue (Billions of yen)

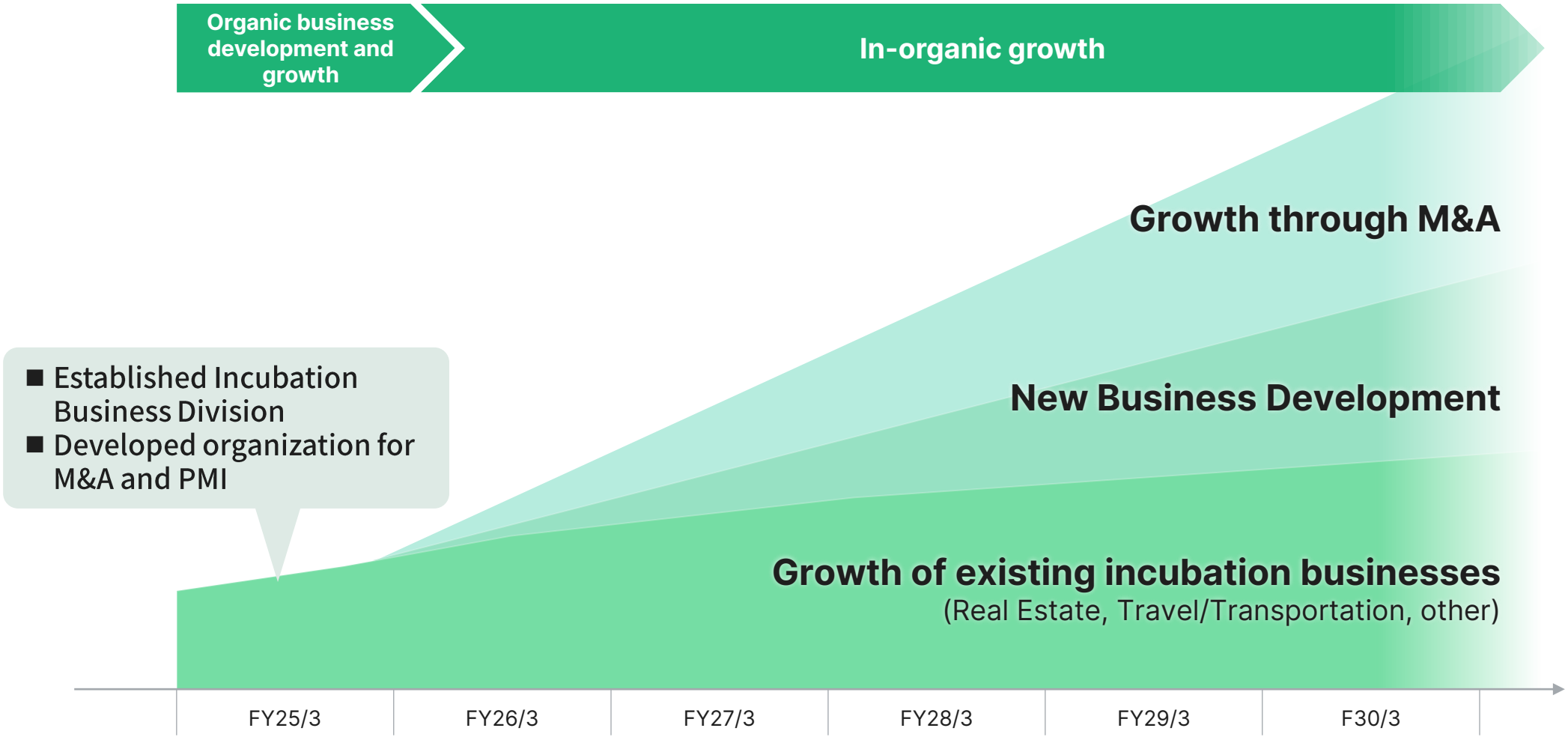


Segment Profit and Margin (Billions of yen, %)



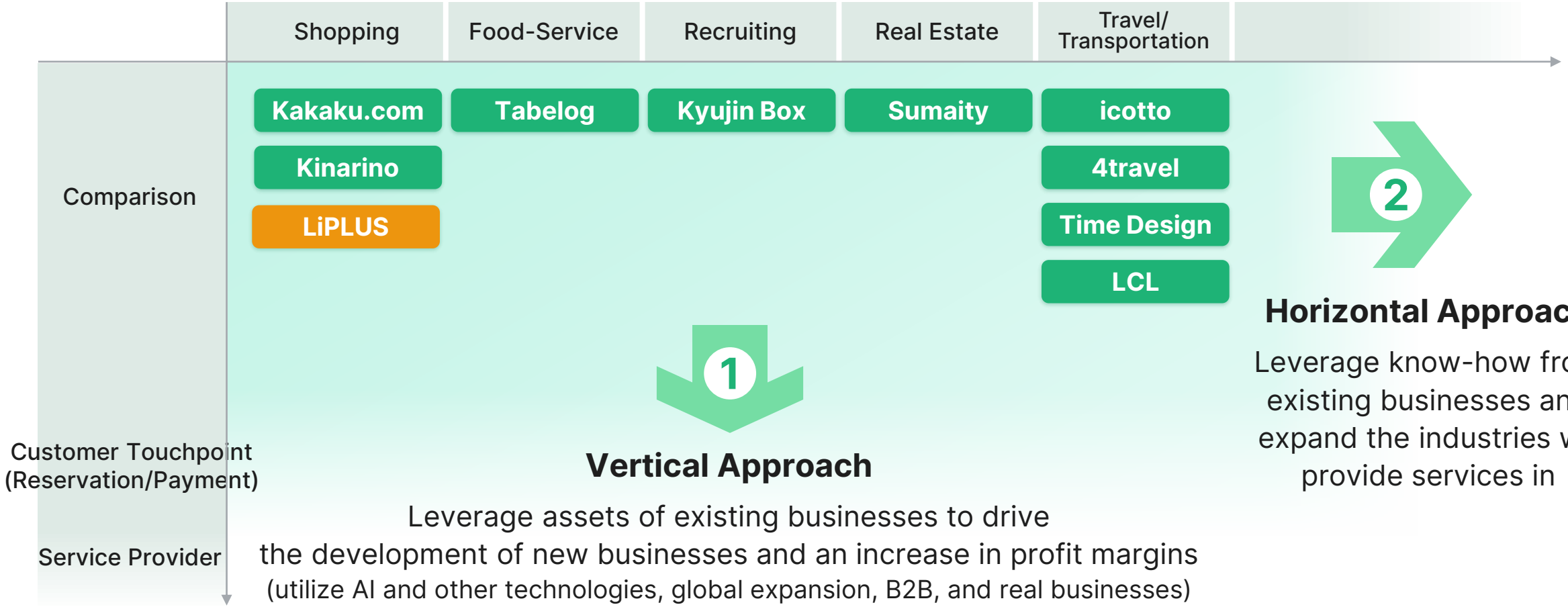
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In addition to growth of existing businesses, shift to in-organic growth through new business development and M&A



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① Expand range of services, ② Expand industries



Vertical Approach

Leverage assets of existing businesses to drive
the development of new businesses and an increase in profit margins
(utilize AI and other technologies, global expansion, B2B, and real businesses)

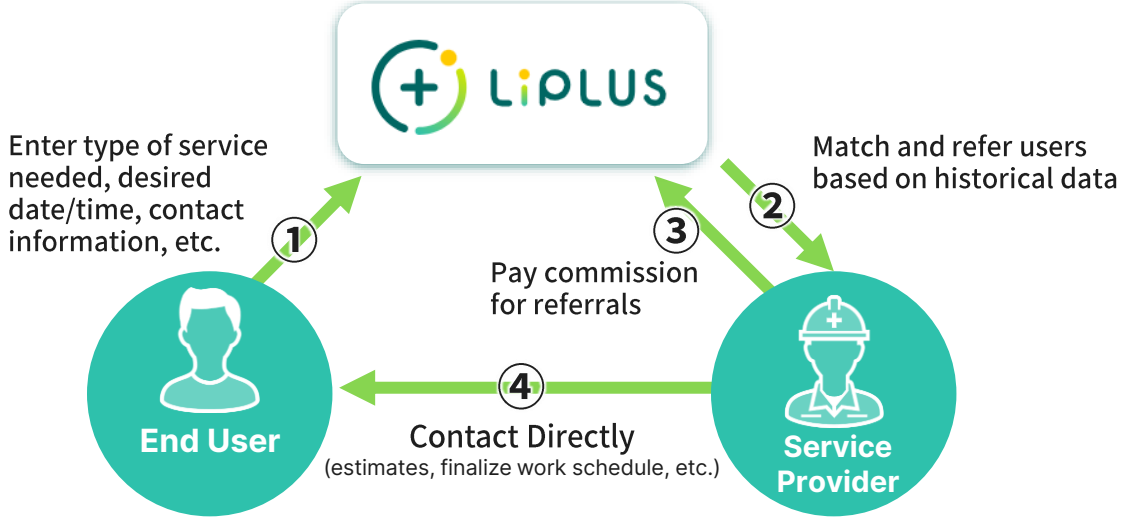
Horizontal Approach

Leverage know-how from existing businesses and expand the industries we provide services in

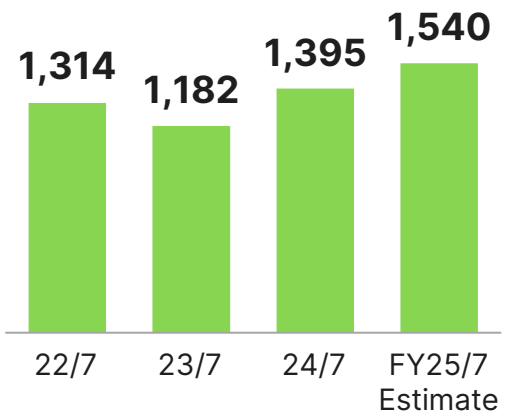
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LiPLUS Holdings

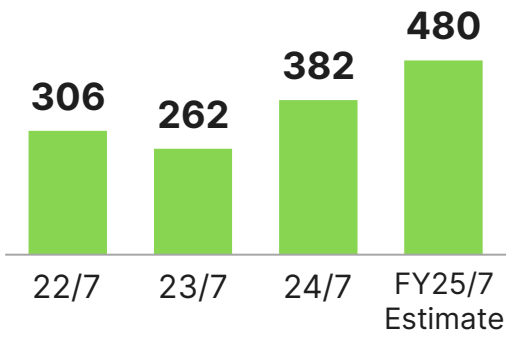
- LiPLUS Holdings, Inc. operates a platform that matches users with providers of various household-related services, based on historical data.
- The market for household-related services, which is estimated to be worth 5 trillion yen, is rapidly moving online. Even excluding synergies with our company, both revenue and profit are expected to grow at double-digit CAGRs.
- We expect to further increase the number of users and raise the conversion rate by sharing our online marketing know-how and referring users from Kakaku.com.



Revenue (Millions of yen)



EBITDA (Millions of yen)



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Management Indicators

- ROE of **40% or more**、Equity Ratio of **50% or more** (Cost of Equity recognized to be around 7-8%)
- Operating profit margin of **40% or more**

Capital Allocation

Actively pursue growth investments, while providing a certain level of shareholder returns

(Shareholder Returns)

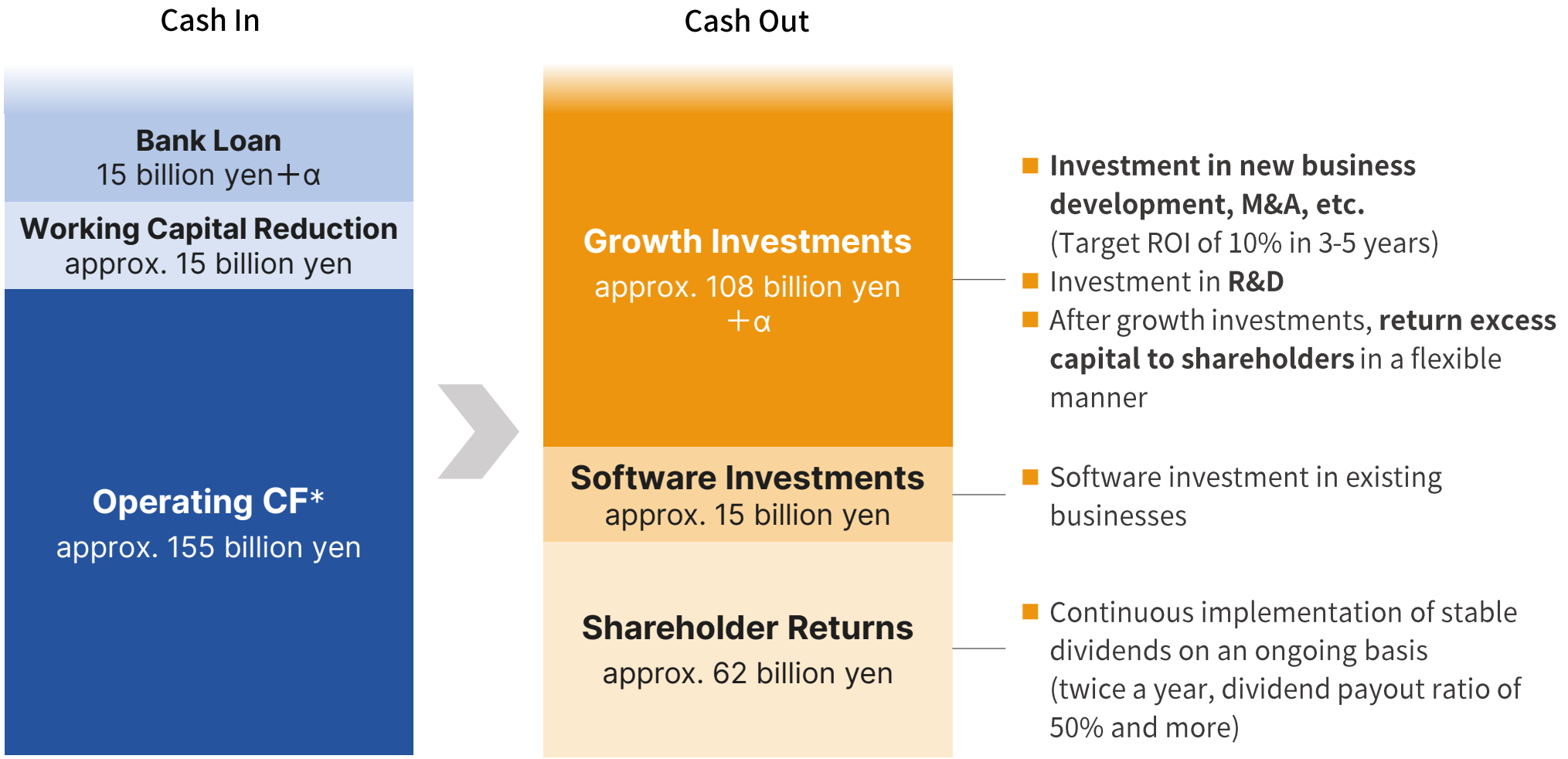
- Continuously pay dividends (twice a year, payout ratio of 50% or more)
- After making growth investments, flexibly return surplus funds to shareholders (share buybacks, special dividends)

(Growth Investments)

- Expand business into new areas by leveraging existing business assets
- Horizontally expand business into new industries using know-how from existing businesses
- Investments in R&D related to advanced technologies

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Capital Allocation Breakdown (5-year total (FY26/3-FY30/3))



*Operating CF=Assumed operating profit - assumed income tax expense + assumed depreciation and amortization

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User-First to Create New Norms

What does user-first really mean?
You won’t find the answer by simply asking the users.

It’s about discovering needs that users don’t even know they have.
It’s about creating new norms that future generations will find indispensable.
We believe this is the true meaning of user-first.

We don't need conjectures; we don’t need outdated conventions.
Let’s create by focusing on what truly benefits users.
Because the future that no one knows, but everyone has been waiting for,
is waiting ahead.

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USER FIRST Thoroughly consider from the user's perspective

- Always ask, "Is this truly what the user wants?"
- Question existing norms and industry practices
- Continue to evolve, as user needs change with time and technological advancements

DYNAMIC GROWTH Aim for dynamic growth

- Approach with a mindset of doubling or tripling, rather than 10% growth; of innovating, rather than just improving
- Aim for non-linear business growth, not just an extension of what came before

OTAKU SPIRIT Pursue with passion and relentless dedication

- Maintain an insatiable curiosity and become an expert in your field
- Pay meticulous attention to detail to enhance quality

AI EXCELLENCE Achieve outstanding results with AI

- Create new experiences, new value, and new markets with AI
- Maximize your performance by leveraging AI

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