kakaku.com

FY26/3 Results Briefing

Kakaku.com Inc. (TSE Prime 2371)

May 8, 2026

Executive Summary

FY26/3 Highlights

Revenue 94.1billion yen (YoY +20%), Operating Profit 27.2billion yen (YoY -7%)

- Revenue reached a record high, with Tabelog and Kyujin Box exceeding initial plans.
- Operating profit was anticipated to decline due to growth investments in Kyujin Box but fell slightly below forecast due to additional M&A-related expenses and AI investment costs.

FY27/3 Results Forecast

Revenue 114.5billion yen (YoY +22%), Operating Profit 30.8billion yen (YoY +13%)

- The Tabelog and HR segments are expected to serve as the primary growth drivers.
- We are targeting both revenue and profit growth, while maintaining our commitment to growth investments in the HR segment.

I. FY26/3 Consolidated Operating Results

II. FY26/3 Operating Results by Segment

III. FY27/3 Results Forecast

IV. Appendix

Consolidated Operating Results

FY26/3 Q4 and Full-Year Highlights

(million yen)

	FY26/3 Q4	YoY Change		Full-Year	YoY Change		Full-Year Forecast (progress)
		Amount	%		Amount	%	
Revenue	**25,236**	+3,488	+16.0%	**94,127**	+15,692	+20.0%	92,000 (102.3%)
Operating Profit	**6,110**	-1,118	-15.5%	**27,243**	-2,050	-7.0%	28,000 (97.3%)
OP Margin	**24.2%**	-9.0pt	—	**28.9%**	-8.4pt	—	30.4% (-)
Profit Before Income Taxes	**6,420**	-114	-1.7%	**27,347**	-1,368	-4.8%	27,700 (98.7%)
Profit Attributable to Owners of the Parent Company	**4,433**	-501	-10.1%	**18,803**	-1,230	-6.1%	19,000 (99.0%)
EPS (yen)	**22.41**	-2.55	—	**95.05**	-6.28	—	—

Consolidated Operating Results

FY26/3 Q4 and Full-Year Revenue and Income by Segment

(million yen)

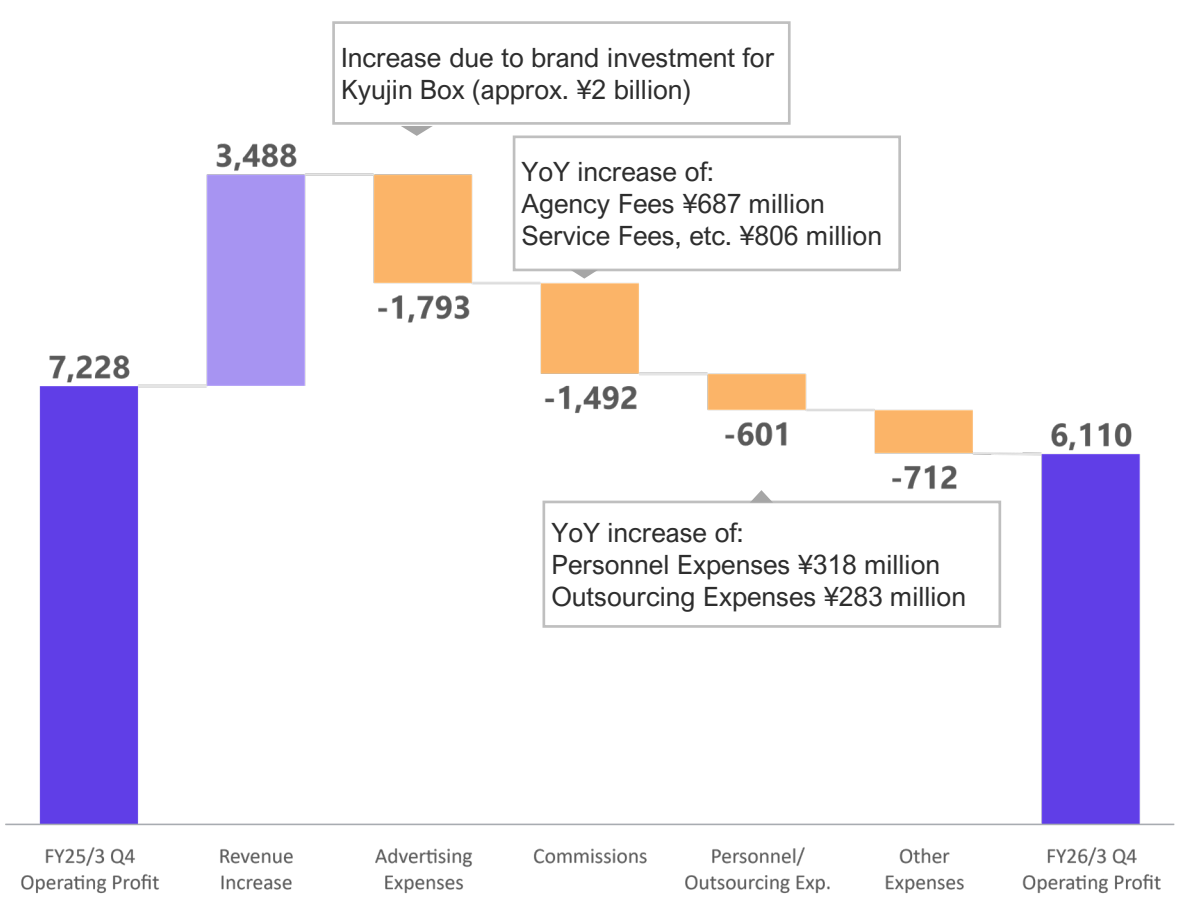
		FY26/3 Q4	YoY Change		Full-Year	YoY Change		Full-Year Forecast (progress)
			Amount	%		Amount	%	
Kakaku.com	Revenue	**6,057**	-362	-5.6%	**23,611**	-32	-0.1%	24,000 (98.4%)
	Segment Income	**3,237**	-251	-7.2%	**12,548**	+814	+6.9%	12,800 (98.0%)
Tabelog	Revenue	**10,562**	+1,718	+19.4%	**40,239**	+6,766	+20.2%	39,500 (101.9%)
	Segment Income	**5,168**	+767	+17.4%	**22,196**	+4,117	+22.8%	21,800 (101.8%)
Kyujin Box	Revenue	**5,792**	+1,536	+36.1%	**20,205**	+6,841	+51.2%	18,500 (109.2%)
	Segment Income	**-617**	-1,197	-206.2%	**-1,486**	-5,749	-134.9%	-1,500 (99.1%)
Incubation	Revenue	**2,825**	+596	+26.7%	**10,071**	+2,117	+26.6%	10,200 (98.7%)
	Segment Income	**801**	+128	+19.0%	**2,740**	+815	+42.3%	2,700 (101.5%)
Adjustment of Segment Income*		**-2,480**	-564	-29.5%	**-8,756**	-2,048	-30.5%	-7,800 (112.3%)

* Adjustment of Segment Income includes corporate, and company wide-expenses not allocated to each segment.

FY26/3 Change in Operating Profit (Quarterly and Full-Year)

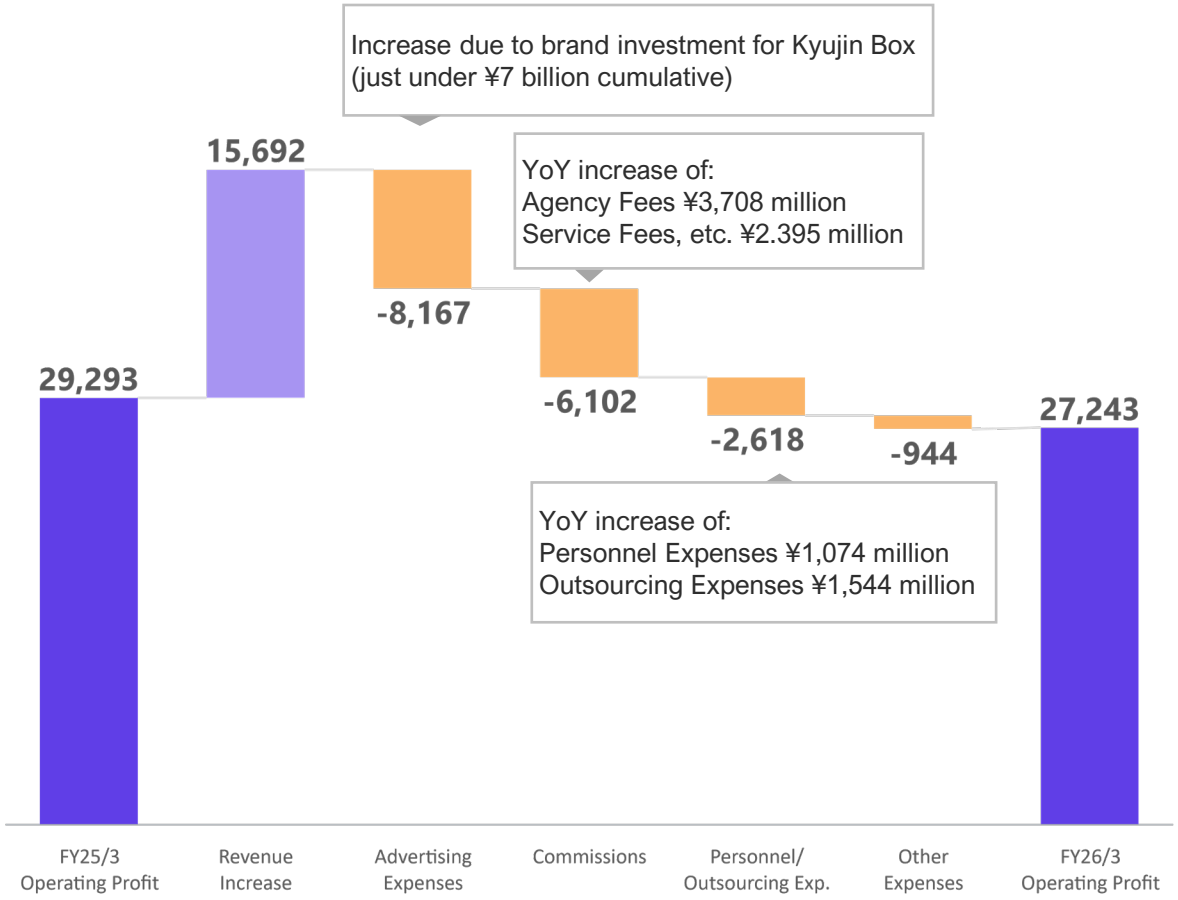
Q4 Change in Operating Profit

(million yen)



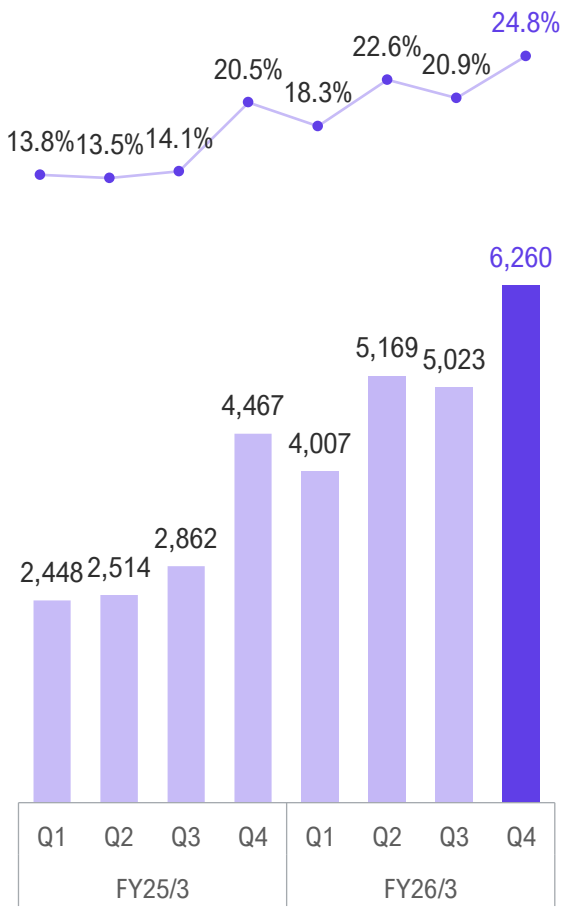
Full Year Change in Operating Profit

(million yen)

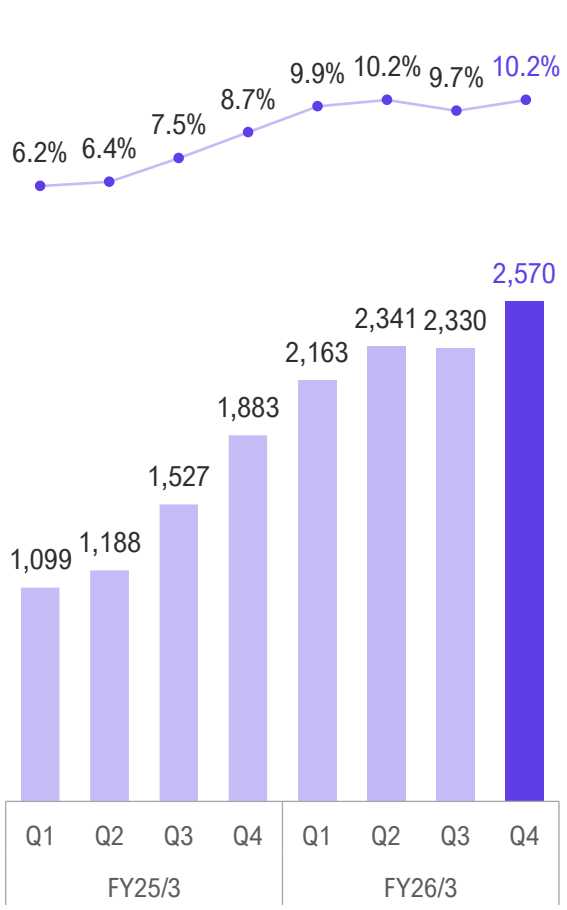


Quarterly Trends in Key Operating Expenses and their Ratio to Revenue

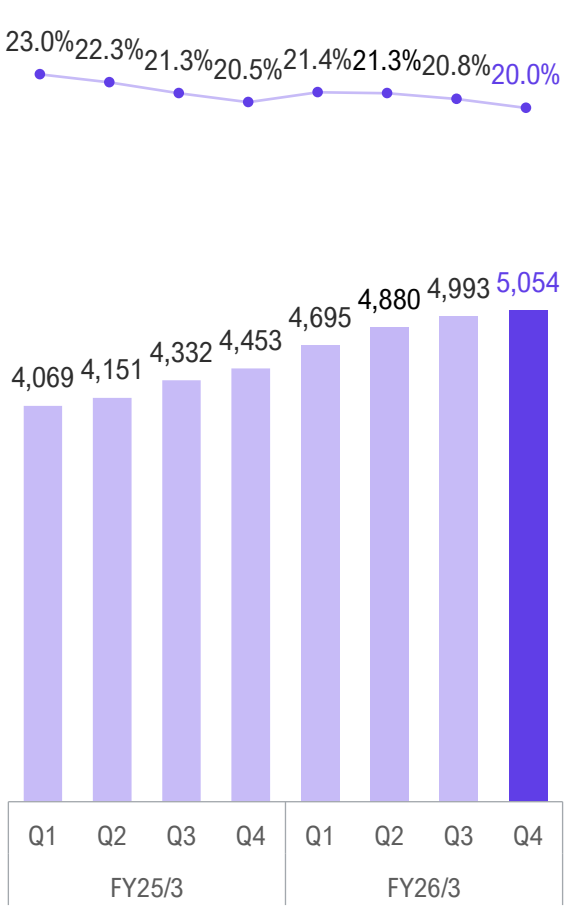
Advertising Expenses
(million yen)



Agency Fees (Commissions)
(million yen)



Personnel/Outsourcing Expenses
(million yen)



Growth investments drove higher advertising expenses and agency fees

- Advertising expenses and agency fees increased mainly due to strategic investments in Kyujin Box.
- While personnel and outsourcing expenses trended upward, their ratio to revenue declined.

＊For more details on operating cost, please refer to page 26.

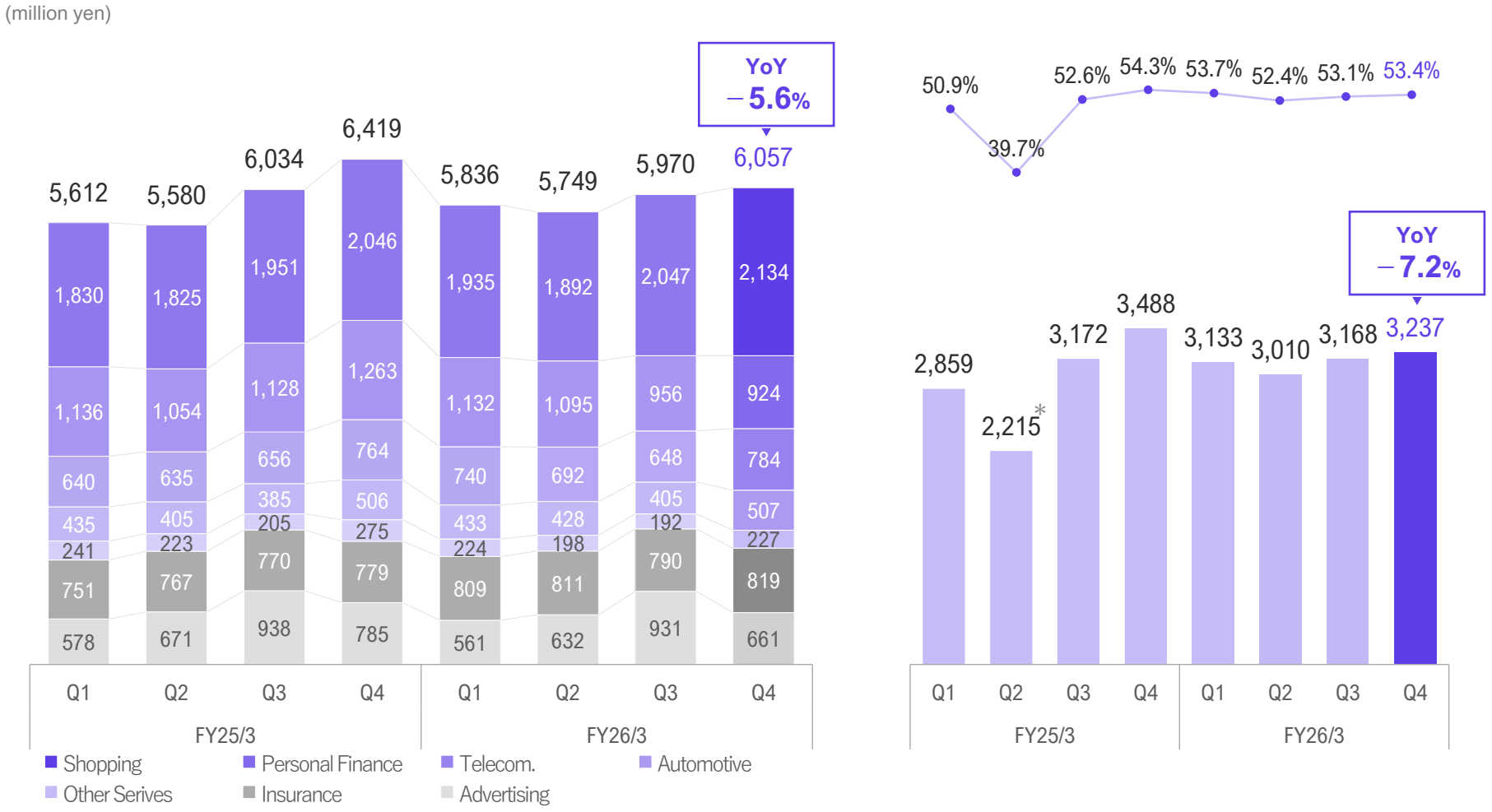
I. FY26/3 Consolidated Operating Results

II. FY26/3 Operating Results by Segment

III. FY27/3 Results Forecast

IV. Appendix

Quarterly Trends in Revenue and Segment Income



Shopping strong, but Personal Finance remained challenging

Q4 Results

- Shopping remained strong, supported by rising demand for PCs ahead of price increases due to semiconductor shortages.
- Personal Finance continued to face challenges due to shifts in the market environment and strategic changes by major players.

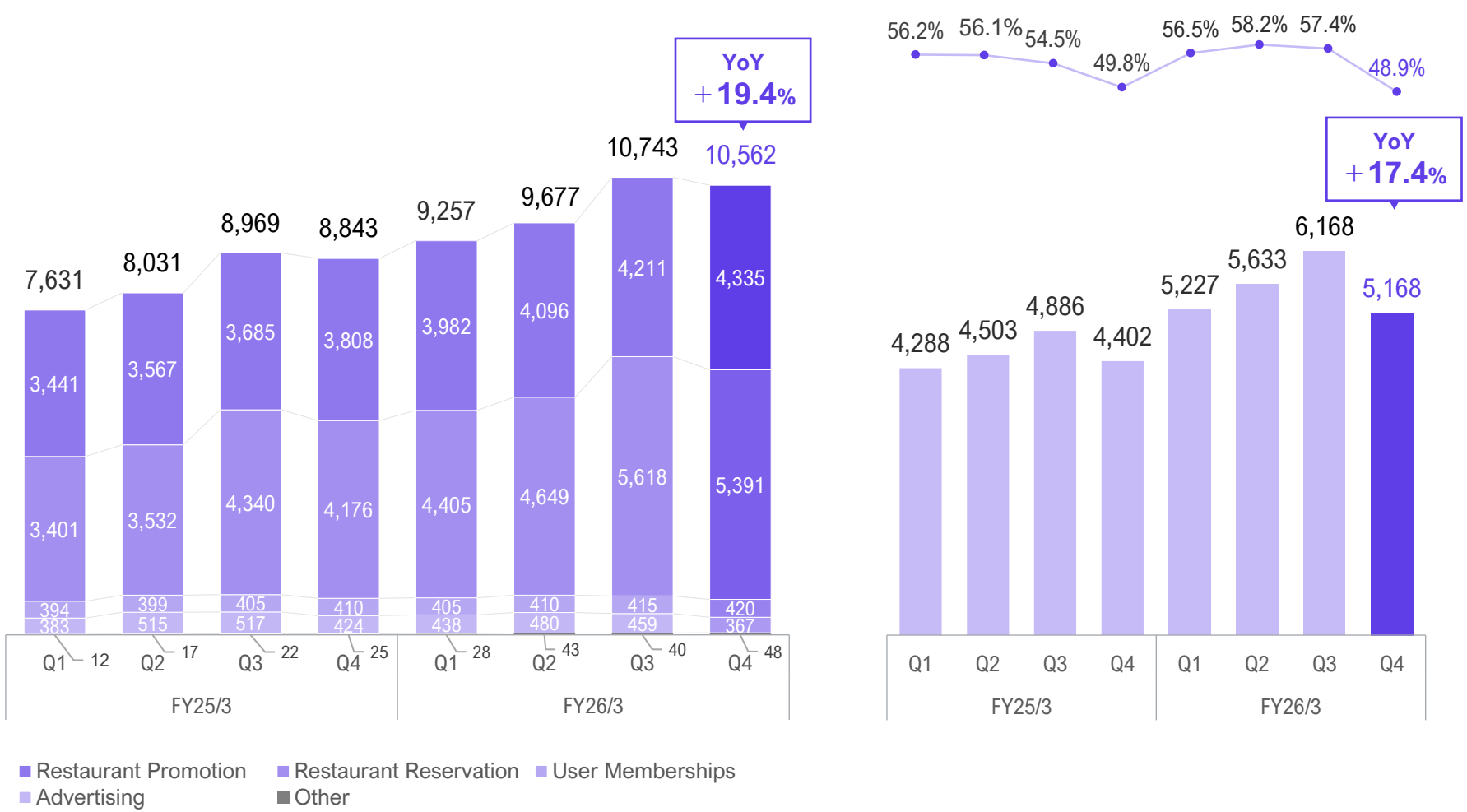
Full-Year Review

- Strong performance in Shopping was offset by weakness in Personal Finance, in H2, keeping revenue flat year-over-year.
- Segment income increased due to the absence of one-time impairment losses recorded in the previous fiscal year, combined with improved operational efficiency.

＊ In FY25/3 Q2, impairment losses of 588 million yen were recorded mainly on intangible assets and goodwill related to the business of Pathee Inc.. Excluding this impact, FY25/3 Q2 segment income for Kakaku.com was 2,803 million yen (YoY+9.2%) and income margin was 50.2%. For details, please refer to: 2. Condensed Consolidated Financial Statements (6) Notes on the Condensed Consolidated Financial Statements in the Consolidated Earnings Report for the Second Quarter (Semi-annual Period) of the Fiscal Year Ending March 31, 2025, issued on Nov. 6, 2024.

Quarterly Trends in Revenue and Segment Income

(million yen)



Online reservations drove results, exceeding the full-year plan

Q4 Results

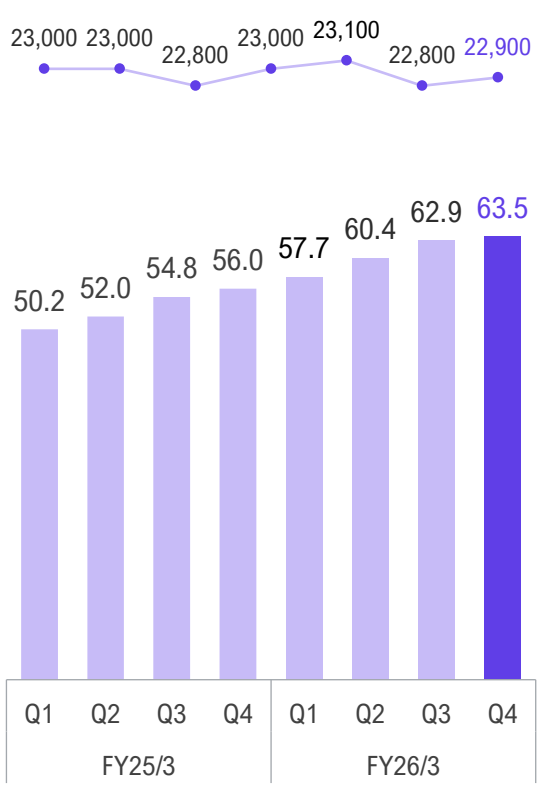
- Restaurant reservations drove growth, and restaurant advertising also expanded steadily. Meanwhile, strategic promotions aimed at boosting online reservation usage in regional cities temporarily lowered the segment profit margin.

Full-Year Review

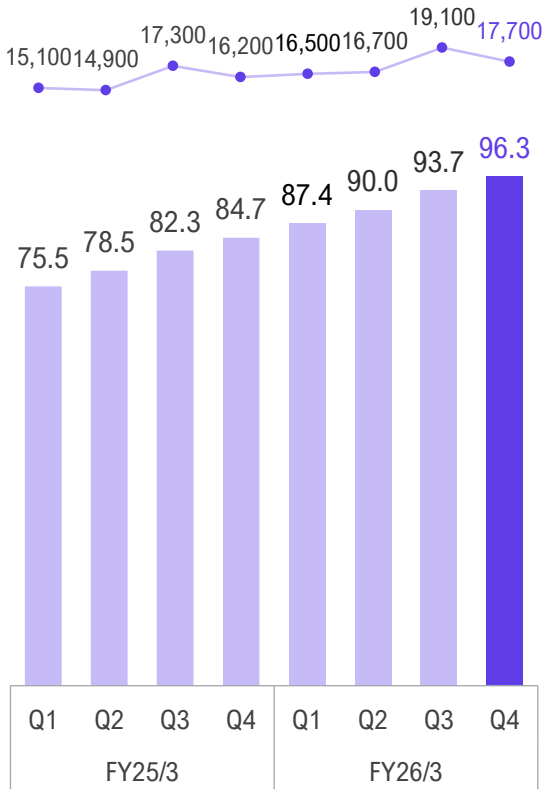
- Restaurant reservations grew strongly throughout the year, and restaurant advertising also remained solid due to synergy effects, allowing the segment to maintain a high level of profitability.

Quarterly Trends in Key KPIs

Restaurant Promotion
No. of contracted Restaurants and ARPU
(end-of-quarter, thousand restaurants, yen)

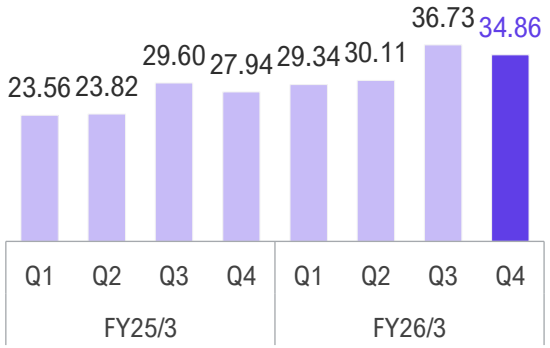


Restaurant Reservation
No. of contracted Restaurants and ARPU
(end-of-quarter, thousand restaurants, yen)

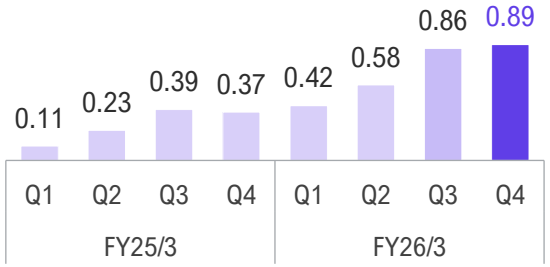


No. of Online Reservations
(quarterly total, million persons)

Domestic (Res. made on the Japanese Site/App)



Inbound (Res. made by Inbound Travelers)



Key KPIs remained solid

Q4 Results

- The number of restaurants subscribing to either or both the restaurant promotion and online reservations exceeded 100,000.
- Supported by continued strong inbound reservations, total online reservations increased significantly to 35.75 million.

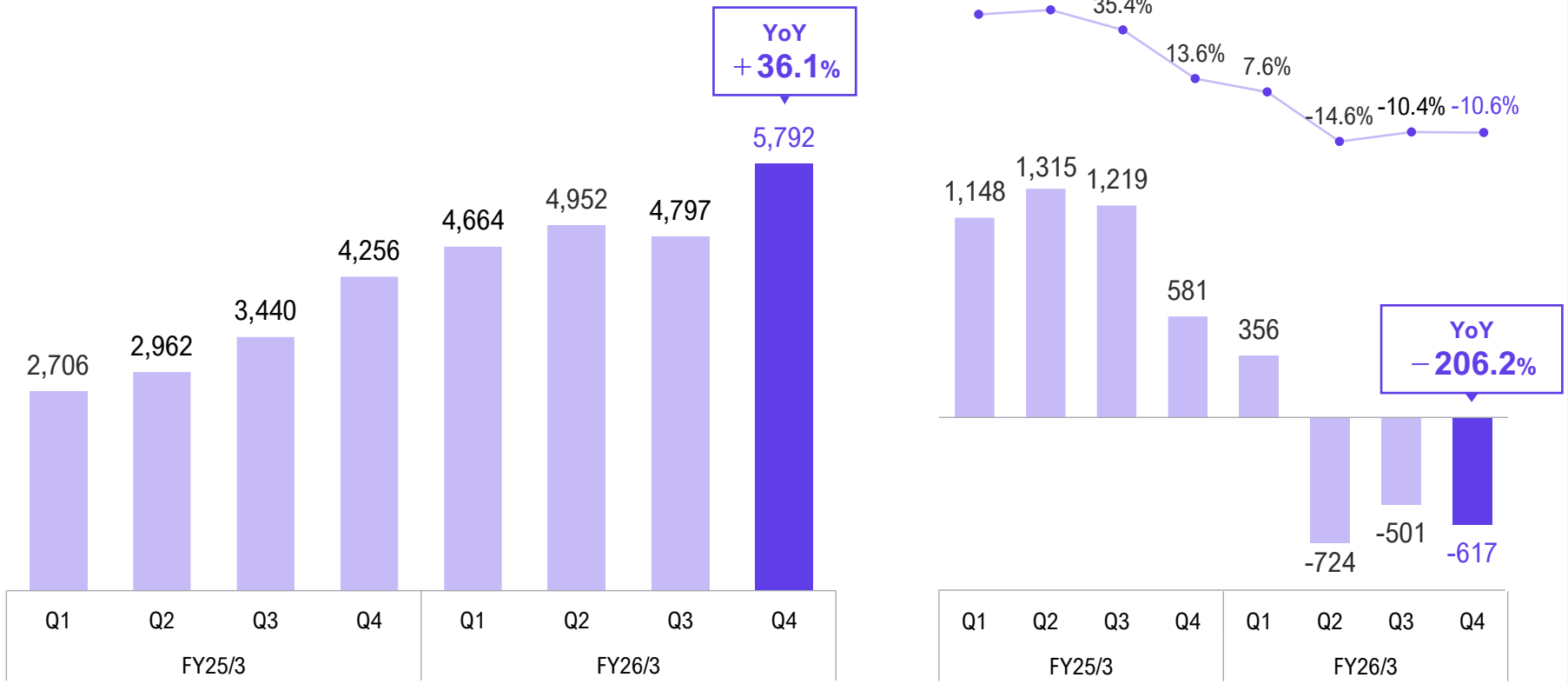
Full-Year Review

- The number of contracted restaurants and online reservations expanded at a pace exceeding the previous fiscal year.
- Contracted restaurants and online reservations expanded at a pace exceeding the prior year. Establishing a record-high client restaurant network, advanced the foundation for both sustainable growth in existing businesses and non-linear growth

＊1 The number of fee-paying restaurants is 97,700. Of these, 60,s00 are using both the Restaurant Promotion and the Restaurant Reservation Service.
＊ARPU= 3-month average of, monthly service revenue divided by monthly no. of contracted restaurants.

Quarterly Trends in Revenue and Segment Income

(million yen)



Revenue significantly exceeded the full-year plan

Q4 Results

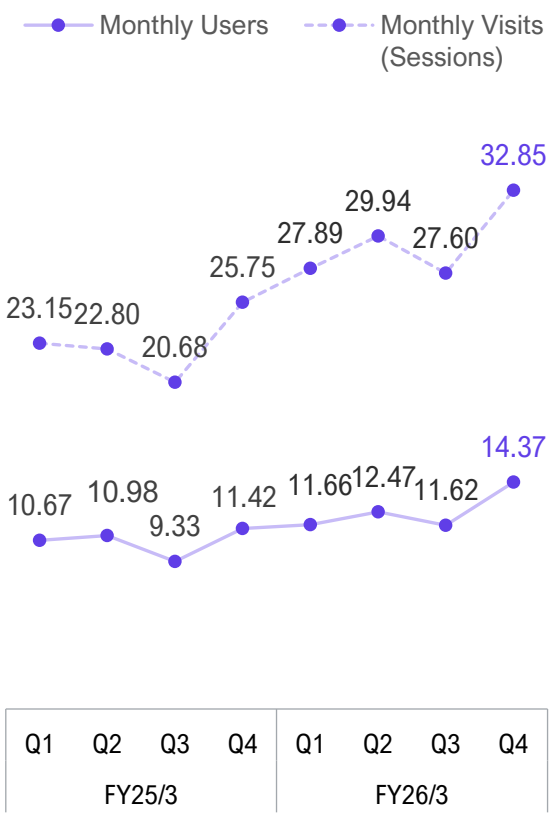
- Entering the peak demand season, revenue grew steadily while maintaining a high growth rate.
- Segment losses expanded due to strategic branding investments timed with the busy season.

Full-Year Review

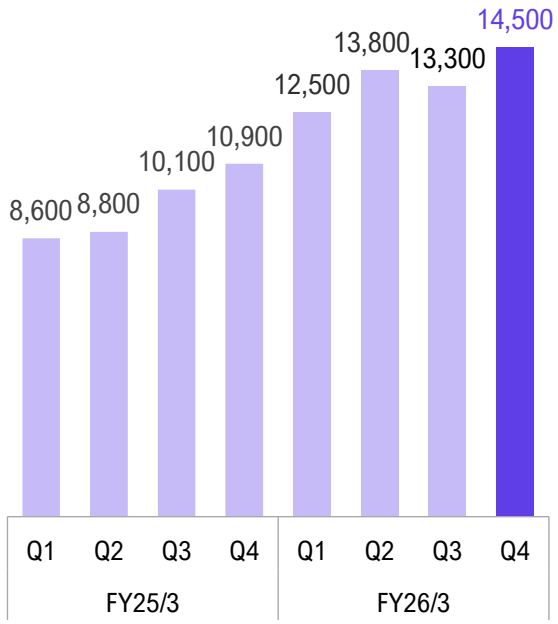
- Favorable competitive conditions in H1 drove strong performance, with revenue exceeding the full-year plan by over 10 percentage points. Growth investments in brand awareness and sales channel expansion resulted in a JPY 1.5 billion loss.

Quarterly Trends in Key KPIs

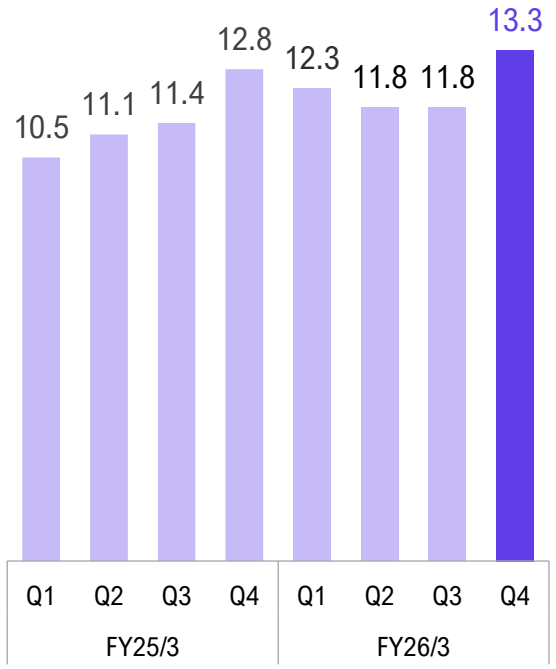
Monthly No. of Users and Visits
(quarterly average, million users, million visits)



No. of Active Client Accounts
(quarterly average)



ARPU (Revenue per Active Client Account)
(quarterly average, ten thousand yen)



＊Monthly Users: The number of individuals who visited the site within a month, measured by unique browsers.
＊Monthly Visits: The total number of times users visited the service within a month.
＊Active Accounts: The number of accounts that posted at least one paid job listing during the month. Since a single company may operate multiple accounts, this figure does not correspond to the number of companies.
＊ARPU: Three-month average of (monthly revenue ÷ monthly active client accounts).

Business foundation strengthened

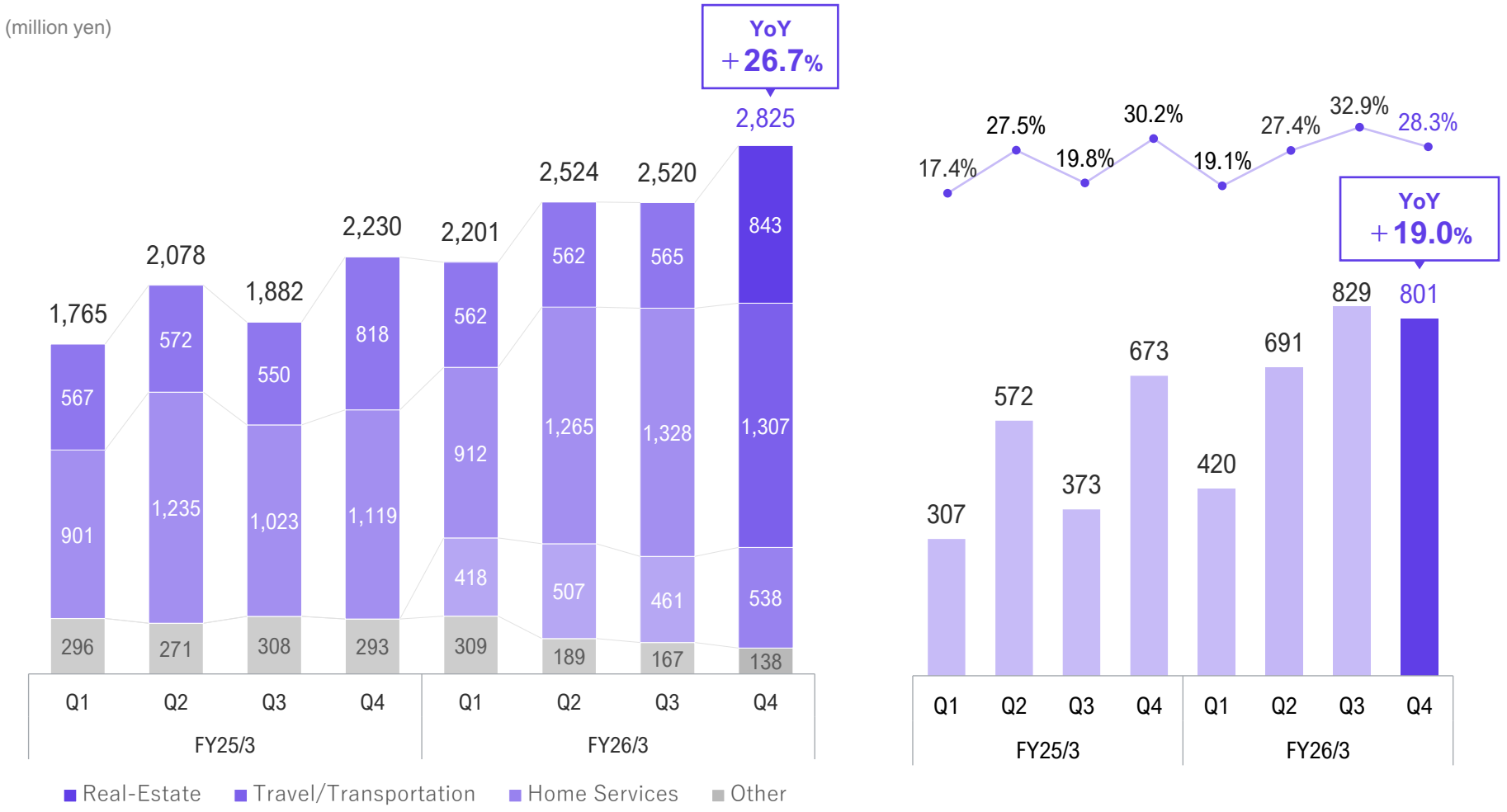
Q4 Results

- Supported by enhanced brand investments timed with peak demand, user and visit numbers increased steadily. Brand awareness improved by 20 percentage points from approx. 35% in the previous year.
- New client acquisition progressed, with active accounts and ARPU reaching record highs.

Full-Year Review

- Despite the impact of seasonality and the competitive environment, all key KPIs trended steadily. The user base on both the job seeker and client company sides expanded, advancing the foundation for further growth from the next fiscal year onward.

Quarterly Trends in Revenue and Segment Income



Home Services and Travel performed steadily, driving revenue and profit growth

Q4 Results

- LiPLUS in the Home Services domain and Time Design in the “Travel” domain drove growth.

Full-Year Results

- While growth in the Real Estate domain slowed, LiPLUS, which joined the Group in April 2025, and Time Design served as key growth drivers, achieving resulting in double-digit revenue and profit growth for the segment.

＊Starting from FY26/3 Q1, we revised the internal breakdown of the Incubation segment. Revenue from businesses previously disclosed under "Lifestyle & Entertainment" is now aggregated under "Others.“ Accordingly, past figures have been retrospectively adjusted based on the new classification criteria. Furthermore, effective FY26/3 Q2, we have reclassified the amount of intercompany transaction eliminations, previously included in "Other," by apportioning it to each segment. Accordingly, the figures for FY26/3 Q1 have also been adjusted; however, the impact on the revenue of each segment is immaterial.

I. FY26/3 Consolidated Operating Results

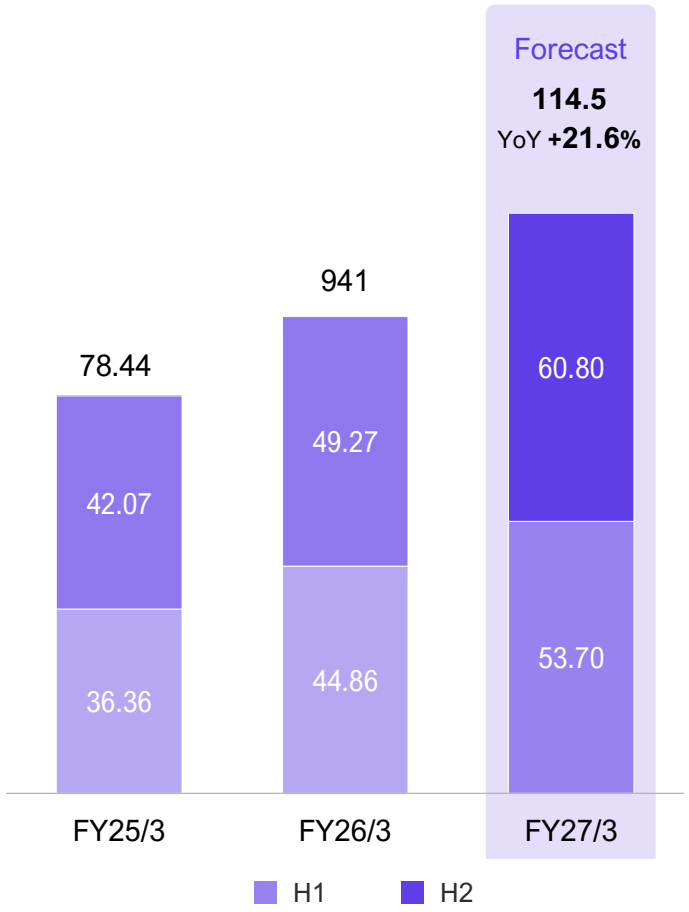
II. FY26/3 Operating Results by Segment

III. FY27/3 Results Forecast

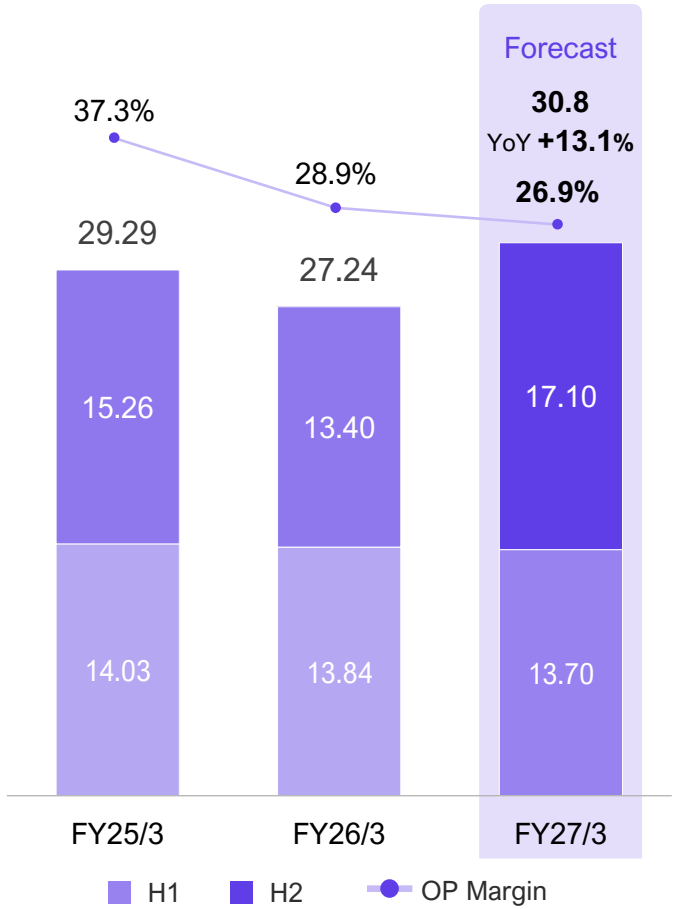
IV. Appendix

Results and Dividend Forecast for FY27/3

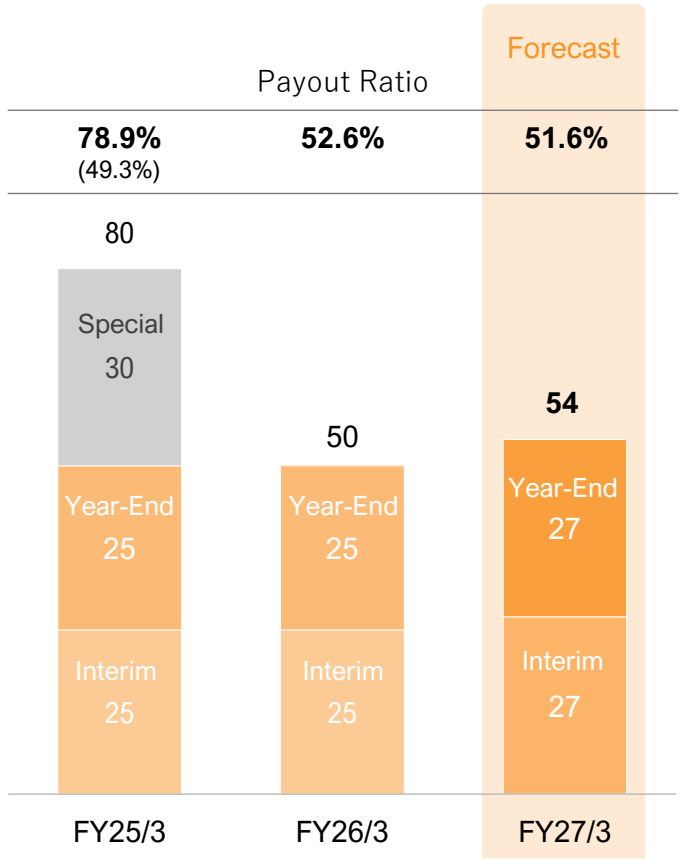
Revenue
(billion yen)



Operating Profit
(billion yen)



Dividend*
(yen)



＊ In FY25/3, the dividend per share was 80 yen, consisting of a regular dividend of 50 yen and a special dividend of 30 yen, with a payout ratio of 78.9%. Excluding the special dividend, the dividend per share was 50 yen, with a payout ratio of 49.3%.
For more details, please refer to the "Notice of Revision to Dividend Forecast for FY March 2025 (Special Dividend)" disclosed on February 6, 2025.

Results Forecast

FY27/3 Results Forecast by Segment

(billion yen)

		FY27/3 Forecast	YoY	
Kakaku.com	Revenue	**246**	+4%	While the Shopping category continues to grow, the decline in the Financial Services category from the prior year is expected to cycle through, positioning the segment for renewed growth.
	Segment Income	**133**	+6%	
Tabelog	Revenue	**465**	+16%	Maintaining high growth centered on expanding online reservations, with a focus on accelerating the expansion of its nationwide business footprint and pursuing medium- to long-term revenue opportunities such as restaurant DX.
	Segment Income	**254**	+14%	
HR*	Revenue	**318**	—	Establish a dual-brand structure consisting of “Kyujin Box” and “engage,” building the foundation for medium- to long-term synergies. Segment profit will temporarily turn negative due to upfront costs associated with the consolidating engage.
	Segment Income	**-9**	—	
Incubation	Revenue	**117**	+15%	Positioning LiPLUS and Time Design as growth pillars, while continuing to explore new business development and M&A opportunities.
	Segment Income	**31**	+13%	
Adjustment of Segment Income*		**-99**	+13%	Increase due to investments in advanced technologies such as generative AI, office expansion driven by increasing sales headcount, and the establishment of management infrastructure following the consolidation of the engage business.

＊From FY27/3 Q1, the combined total of Kyujin Box and the engage business will form the "HR" segment.
For Kyujin Box on a standalone basis, revenue of 26.2 billion yen (YoY +30%) and operating profit of 0 billion yen (an improvement of 1.5 billion yen yoy) are forecast.

I. FY26/3 Consolidated Operating Results

II. FY26/3 Operating Results by Segment

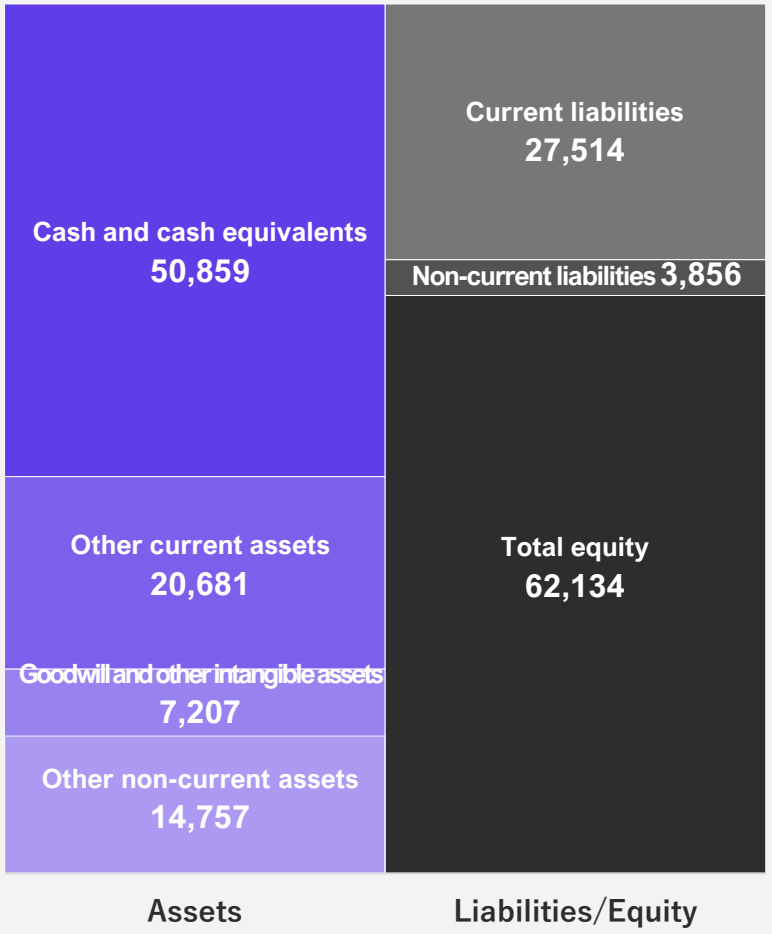
III. FY27/3 Results Forecast

IV. Appendix

Balance Sheet

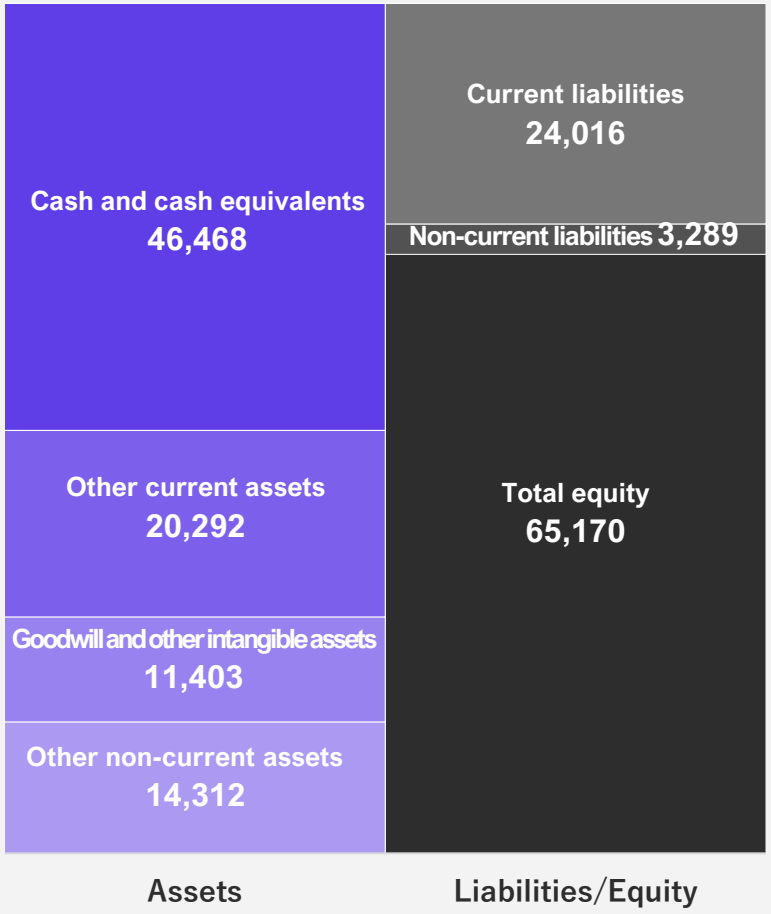
As of March 31, 2025

(million yen)



As of March 31, 2026

(million yen)



- Cash and cash equivalents decreased due to the payment of the year-end dividend in June (55 yen per share, totaling 10.9 billion yen) and the FY26/3 interim dividend in December (25 yen per share, totaling 5.0 billion yen).
- Goodwill and intangible assets increased primarily due to the acquisition of LiPLUS Holdings, Inc.

Appendix **Cash Flow**

(million yen)

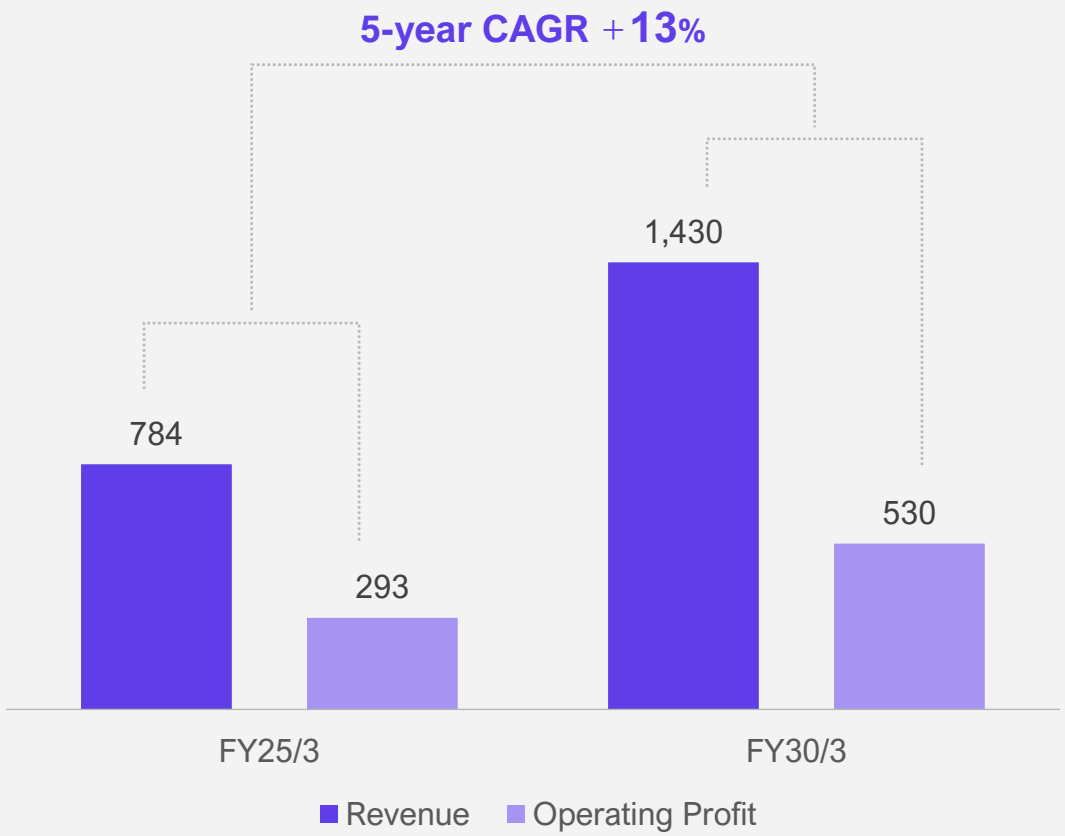
	FY25/3 Q4	FY26/3 Q4	YoY Change (%)
Operating Cash Flow	**27,404**	**25,354**	**-7.5%**
Investing Cash Flow	**-2,939**	**-11,415**	**-288.4%**
Financing Cash Flow	**-11,302**	**-18,374**	**-62.6%**
Cash and Cash Equivalents at End of Period	**50,859**	**46,468**	**-8.6%**

Main Components	
Operating CF	
Profit before income taxes	**27,347**
Decrease in current liabilities	**-7,620**
Decrease in current assets	**-5,592**
Increase in financial liabilities	**4,978**
Investing CF	
Payments into time deposits	**-10,000**
Purchase of shares of subsidiaries resulting in change in scope of consolidation	**-3,715**
Financing Cash Flow	
Dividends paid	**-15,820**

Appendix **Mid-Term Plan (for reference)**

Consolidated Mid-Term Plan

(billion yen)



Mid-Term Plan by Segment

(billion yen)

		FY30/3 Forecast	5-year CAGR
Kakaku.com	Revenue	**270**	**+3%**
	Segment Income	**150**	**+5%**
Tabelog	Revenue	**540**	**+10%**
	Segment Income	**300**	**+11%**
Kyujin Box	Revenue	**500**	**+31%**
	Segment Income	**150**	**+29%**
Incubation	Revenue	**120**	**+9%**
	Segment Income	**40**	**+16%**

Management Indices

- 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 growth investments, flexibly return surplus funds to shareholders (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

Appendix **Past Results of Financial Indices**

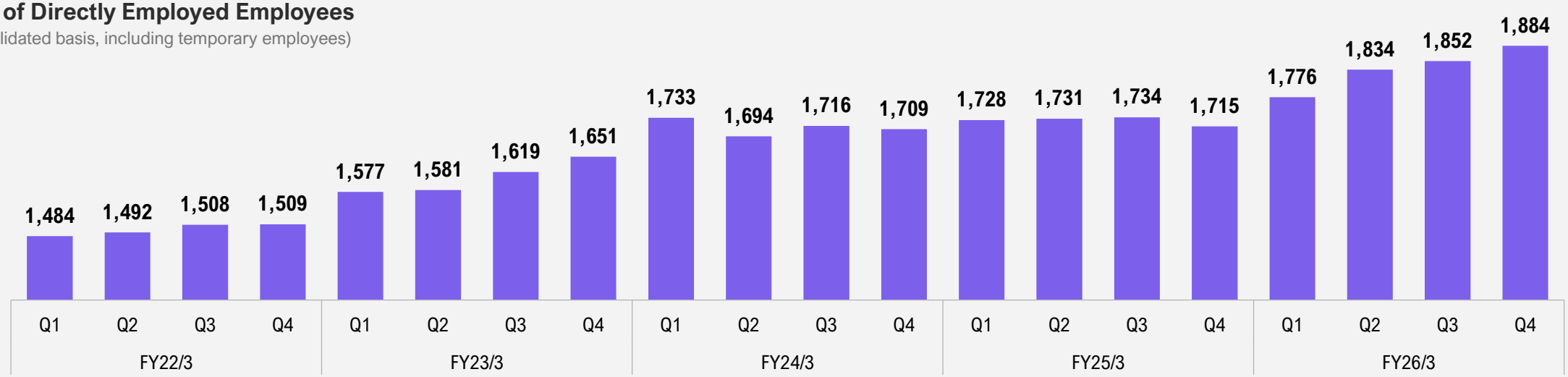
	FY22/3	FY23/3	FY24/3	FY25/3	FY26/3
Capital-to-Asset Ratio *1	**68.0%**	**60.9%**	**61.7%**	**66.1%**	**70.3%**
ROE *2	**30.1%**	**33.7%**	**36.5%**	**35.4%**	**29.7%**
EPS (yen)	**69.65**	**79.39**	**90.45**	**101.33**	**95.05**
Dividend per share (yen)	**40**	**40**	**46**	**80**	**50**
└Ordinary Dividend	40	40	46	50	50
└Special Divided	-	-	-	30	-
Total dividend payout (billion yen)	**81.9**	**81.1**	**91.7**	**158.2**	**98.9**
Payout ratio	**57.4%**	**50.4%**	**50.9%**	**78.9%**	**52.6%**
Acquisition cost of treasury stock (billion yen)	**50**	**80**	**60**	**0**	**0**
Total return ratio *3	**92.3%**	**99.8%**	**83.8%**	**78.9%**	**52.6%**

*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.

Appendix **Number of Employees and Breakdown by Age Group and Job Function**

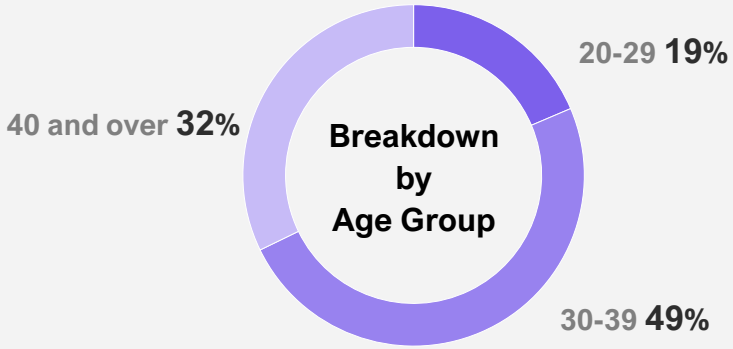
Number of Directly Employed Employees

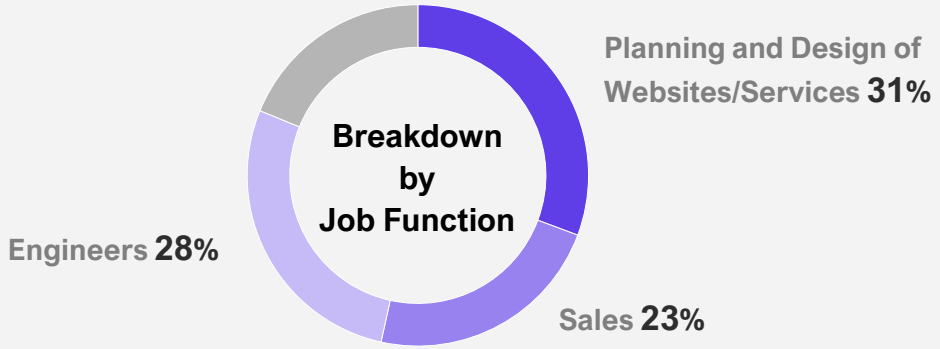
(on a consolidated basis, including temporary employees)



Breakdown by age group and job function

(employees of Kakaku.com, Inc. as of March 2025)





Appendix

Sustainability (Materiality and Main Initiatives

Providing Sustainable Services

We are committed to strengthening security and protecting our users' privacy to ensure that they can use our services with confidence, while actively advancing initiatives that enhance the user experience through technological innovation. Currently, we are proactively incorporating cutting-edge technologies—including generative AI—and are engaged in ongoing research and development to deliver innovative services.

Main Initiatives	
Information Security	• Countermeasures against cyberattacks • Implementation and testing of incident response plans • Employee training to raise security awareness
Privacy Protection	• Internal policies established for handling personal information • Employee training to raise awareness of privacy practices • Regular reviews and audits conducted
Service Quality Assurance	• Policies and guidelines established for website operations • Disclosure and reporting on site management status • Initiatives to ensure advertising quality and acquisition of relevant certifications
Promotion of Technological Innovation and R&D for the Advancement of Services	• Development of engineering talent • Utilization of generative AI • Sponsorship of industry conferences and membership in security-related organizations

Developing and Leveraging a Diverse Workforce

To continuously expand our business and deliver services that are useful, accessible, and closely aligned with people's daily lives, we must respond to social and lifestyle changes, uncover new needs and business opportunities, and embrace ongoing transformation and innovation. We believe that achieving this requires a diverse workforce and an environment where everyone can fully realize their potential.

Main Initiatives	
Occupational Health and Safety	• Health monitoring and stress checks for employees • Enhanced preventive care by in-house occupational physicians • Implementation of disaster preparedness drills
Human Resource Development	• Expanded training opportunities, including self-directed learning support programs • On-the-job training (OJT) and regular 1on1 sessions to support goal achievement and personal growth
Diversity, Equity & Inclusion (DE&I)	• Development and enhancement of systems to support balancing work with childcare or nursing care • Promotion of flexible work styles • Initiatives to prevent workplace harassment

Sustainability (Materiality and Main Initiatives

Contributing to a Healthy and Sustainable Society

Guided by our mission to “User First to Create New Norms,” we offer internet services across a wide range of areas—including shopping, dining, job search, real estate, and travel—to make everyday life more convenient while continuously addressing various social issues. Through these efforts, we strive to contribute to the realization of a sustainable society.

Main Initiatives	
Promoting a More Sustainable and Efficient Society Through IT	• Expansion of comprehensive DX (digital transformation) services to address operational challenges in the restaurant industry • Promotion of fintech solutions for the food service sector • Exploration of real-world applications for generative AI
Supporting Local Communities Through Owned Media	• Provide regional information via Sumaity • Promotion of local tourism through Kinarino and icotto

Contributing to the Global Environment

We believe that sustainable economic growth and a prosperous society are only possible with a healthy global environment. Based on this belief, we have established the Kakaku.com Group Environmental Policy. In addition to addressing the urgent challenge of climate change, we are committed to contributing to environmental sustainability by promoting resource-conscious practices through our services.

Main Initiatives	
Addressing Climate Change	• Response to TCFD recommendations • Monitoring and reduction of environmental impact at business sites
Contributing to a Circular Economy	• Providing information on second-hand products and eco/sustainability topics through owned media
Promoting biodiversity and sustainable food resources	• Assistance with fish population monitoring using environmental DNA • Support for Japanese eel conservation activities

Strengthening Governance

We believe that our Group should strive for mutual prosperity with all stakeholders—including shareholders, customers, business partners, employees, and society at large—and that doing so will lead to the continuous enhancement of corporate value. To achieve this, our approach to corporate governance is centered on two pillars: creating socially valuable services and strengthening relationships with stakeholders while enhancing our governance framework. We regard these efforts as a top management priority. Going forward, we will continue to review and improve our governance practices as necessary to ensure their effectiveness, in response to changes in the social environment and legal or regulatory developments.

Main Initiatives	
Ensuring Effective Corporate Governance	• Establishment of the Basic Policy on Corporate Governance • Implementation of a Compliance Program
Business Ethics and Human Rights	• Development of a compliance framework • Internal whistleblower system • Establishment of a basic policy on customer harassment
Risk Management	• Development of a risk management system • Fostering a strong risk-aware corporate culture

Appendix

Quarterly Trend of Revenue and Profit

(million yen)

	FY22/3		FY23/3				FY24/3				FY25/3				FY26/3			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Consolidated Revenue	**14,053**	**13,787**	**14,015**	**14,225**	**16,321**	**16,259**	**15,362**	**16,073**	**17,244**	**18,249**	**17,713**	**18,650**	**20,324**	**21,748**	**21,958**	**22,903**	**24,030**	**25,236**
Kakaku.com	5,967	6,244	5,669	5,397	6,655	5,870	5,176	5,108	5,512	5,930	5,612	5,580	6,034	6,419	5,836	5,749	5,970	6,057
Tabelog	5,308	4,253	5,373	5,448	6,291	6,269	6,404	6,632	7,415	7,395	7,631	8,031	8,969	8,843	9,257	9,677	10,743	10,562
Kyujin Box	1,234	1,499	1,397	1,460	1,528	1,933	1,985	2,265	2,381	2,717	2,706	2,962	3,440	4,256	4,664	4,952	4,797	5,792
Incubation	1,544	1,792	1,576	1,920	1,847	2,187	1,797	2,069	1,936	2,207	1,765	2,078	1,882	2,230	2,201	2,524	2,520	2,825
Consolidated Operating Cost	**8,398**	**8,428**	**8,646**	**8,693**	**9,311**	**10,241**	**10,197**	**10,015**	**10,249**	**10,730**	**10,740**	**11,593**	**12,297**	**14,618**	**14,671**	**16,462**	**16,760**	**19,132**
Advertising Expenses	1,694	2,047	1,839	1,785	2,137	2,686	2,253	2,127	2,323	2,726	2,448	2,514	2,862	4,467	4,007	5,169	5,023	6,260
Commissions	1,951	1,735	1,900	1,960	2,128	2,214	2,299	2,456	2,592	2,707	2,790	2,978	3,512	3,971	4,301	4,675	4,913	5,463
Agency Fees	842	731	786	797	885	894	897	970	1,070	1,092	1,099	1,188	1,527	1,883	2,163	2,341	2,330	2,570
Service Fees, etc.	1,109	1,004	1,114	1,163	1,242	1,320	1,402	1,486	1,521	1,614	1,691	1,790	1,985	2,088	2,138	2,334	2,584	2,894
Personnel Expenses	2,610	2,573	2,802	2,822	2,830	2,763	3,105	3,013	2,937	2,873	3,056	3,041	3,060	3,053	3,269	3,314	3,330	3,371
Outsourcing	856	916	842	923	910	1,097	1,124	1,124	1,003	1,091	1,013	1,109	1,272	1,400	1,427	1,565	1,663	1,683
Rent	351	350	354	356	363	362	355	346	343	341	341	343	352	345	363	369	366	437
Depreciation	463	456	464	474	492	523	547	533	507	519	535	570	571	584	636 *2	651	672	673
Other*1	473	351	444	374	452	597	513	416	544	473	556	1,037	667	797	668	688	792	1,329
Consolidated Operating Profit	**5,662**	**5,364**	**5,374**	**5,533**	**7,012**	**6,029**	**5,171**	**6,128**	**7,000**	**7,520**	**6,977**	**7,057**	**8,032**	**7,228**	**7,288** *2	**6,555**	**7,290**	**6,110**
Kakaku.com	-	-	-	-	-	-	2,565	2,567	2,916	3,202	2,859	2,215	3,172	3,488	3,133	3,010	3,168	3,237
Tabelog	-	-	-	-	-	-	3,253	3,424	4,094	4,042	4,288	4,503	4,886	4,402	5,227	5,633	6,168	5,168
Kyujin Box	-	-	-	-	-	-	995	1,211	1,113	1,288	1,148	1,315	1,219	581	356	-724	-501	-617
Incubation	-	-	-	-	-	-	206	577	517	660	307	572	373	673	391 *2	720	829	801
Segment Income Adj.	-	-	-	-	-	-	-1,849	-1,651	-1,640	-1,672	-1,625	-1,549	-1,618	-1,915	-1,819	-2,083	-2,374	-2,480
Profit Before Income Taxes	**6,786**	**6,084**	**5,645**	**5,685**	**7,036**	**4,887**	**5,296**	**6,219**	**6,989**	**7,617**	**7,086**	**7,007**	**8,088**	**6,534**	**7,260**	**6,294**	**7,373**	**6,420**
Profit Attributable to Owners of the Parent	**4,673**	**3,846**	**4,171**	**3,880**	**4,784**	**3,317**	**3,651**	**4,265**	**4,761**	**5,419**	**4,824**	**4,766**	**5,509**	**4,934**	**5,006**	**4,362**	**5,002**	**4,433**

＊1 “Other” includes Other Expenses and Impairment Losses.
＊2 Operating profit for FY26/3 Q1 was adjusted to incorporate the effect of the PPA (Purchase Price Allocation) for LiPLUS Holdings Co., Ltd., which became a consolidated subsidiary on April 1, 2025.

価格.com Purchasing Support Site

Monthly Users* : 31.01 million (as of March 2026)



* 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.

Business Overview

Shopping

Refer users to online malls and shops, or manufacturers, by providing information such as product specifications, prices, and supporting the decision-making of users considering to purchase a product.

Service

Refer users to service providers, by providing information such as service details and fees, and supporting the decision-making of users considering to apply for a service.

Advertising

Creating and distributing various advertisements, mainly on the Kakaku.com website.

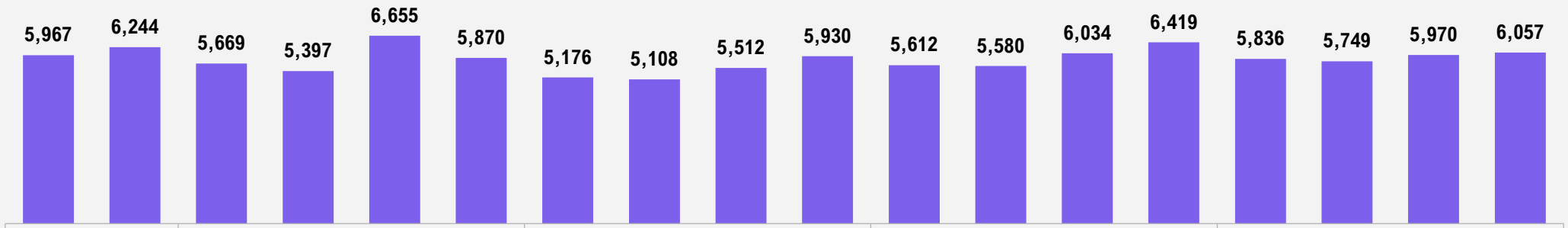
Insurance (operating company: Kakaku.com Insurance, Inc.)

Solicitation and mediation of life and non-life insurance.

Business Model

Shopping	Durables	PCs, home appliances, cameras, etc.	Commission income based on clicks and sales performance	Clients: online malls and shops, electronics retailers, etc.
	Consumables	furniture, fashion, shoes, accessories, cosmetics, etc.		
	Other	water servers, etc.		
Service	Personal Finance	credit cards, loans (card loans, mortgages), investments , asset management, FX, etc.	Commission income based on applications for various services	Clients: service providers
	Telecom	internet providers, overseas Wi-Fi rentals, low-cost SIM cards, etc.		
	Automotive	used cars, car insurance, etc.		
	Other	Energy (electricity, gas), English courses, etc.		
Advertising	banner ads, tie-in ads, search-based ads, etc.		Advertising revenue	Clients: manufacturers, service providers, etc.
Insurance	life insurance: death, medical and cancer insurance, etc. non-life insurance: fire, overseas travel and pet insurance		Commission income from life and non-life insurance solicitation and mediation	Clients: insurance companies

Kakaku.com (Quarterly Trend of Revenue and Segment Income)



(million yen)

	Q3 FY22/3	Q4 FY22/3	Q1 FY23/3	Q2 FY23/3	Q3 FY23/3	Q4 FY23/3	Q1 FY24/3	Q2 FY24/3	Q3 FY24/3	Q4 FY24/3	Q1 FY25/3	Q2 FY25/3	Q3 FY25/3	Q4 FY25/3	Q1 FY26/3	Q2 FY26/3	Q3 FY26/3	Q4 FY26/3
Revenue	**5,967**	**6,244**	**5,669**	**5,397**	**6,655**	**5,870**	**5,176**	**5,108**	**5,512**	**5,930**	**5,612**	**5,580**	**6,034**	**6,419**	**5,836**	**5,749**	**5,970**	**6,057**
Shopping	2,184	2,217	2,093	1,888	2,029	2,039	1,886	1,775	1,855	1,926	1,830	1,825	1,951	2,046	1,935	1,892	2,047	2,134
Durables	1,478	1,544	1,473	1,383	1,445	1,494	1,358	1,254	1,333	1,413	1,311	1,289	1,405	1,518	1,430	1,383	1,534	1,611
Consumables	627	601	537	425	482	415	377	375	403	395	384	388	425	428	405	389	407	420
Other	79	72	82	80	103	130	152	145	119	119	135	149	121	101	100	121	106	103
Service	1,811	2,266	1,945	1,890	1,885	2,295	2,017	2,008	2,168	2,632	2,452	2,317	2,375	2,808	2,530	2,413	2,201	2,442
Personal Finance	765	838	802	814	819	1,002	906	880	1,022	1,198	1,136	1,054	1,128	1,263	1,132	1,095	956	924
Telecom	362	482	383	372	399	503	489	554	560	692	640	635	656	764	740	692	648	784
Automotive	468	580	497	507	473	545	419	400	400	472	435	405	385	506	433	428	405	507
Other	216	366	263	198	193	244	203	175	186	270	241	223	205	275	224	198	192	227
Advertising	1,324	1,081	908	894	1,062	804	639	661	805	655	578	671	938	785	561	632	931	661
Banner/Tie-In Ads	1,183	946	794	804	960	706	559	594	726	595	526	620	883	734	520	585	897	631
Network Ads	140	135	113	90	102	98	80	67	80	60	52	51	55	52	42	48	35	31
Insurance	648	680	723	724	1,680	732	633	664	684	717	751	767	770	779	809	811	790	819
Segment Income	-	-	-	-	-	-	**2,565**	**2,567**	**2,916**	**3,202**	**2,859**	**2,215**	**3,172**	**3,488**	**3,133**	**3,010**	**3,168**	**3,237**

食べログ Restaurant search and reservation service

Monthly Users * : 97.08 million users (as of March 2026)



＊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.

Business Overview

Restaurant Promotion

Support restaurants to attract customers, through priority display in standard search results in Tabelog, and providing added information, such as photos and descriptions to convey the appeal or specialties of restaurants

Restaurant Reservation

Online restaurant reservation service.

Premium Users

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

Advertising

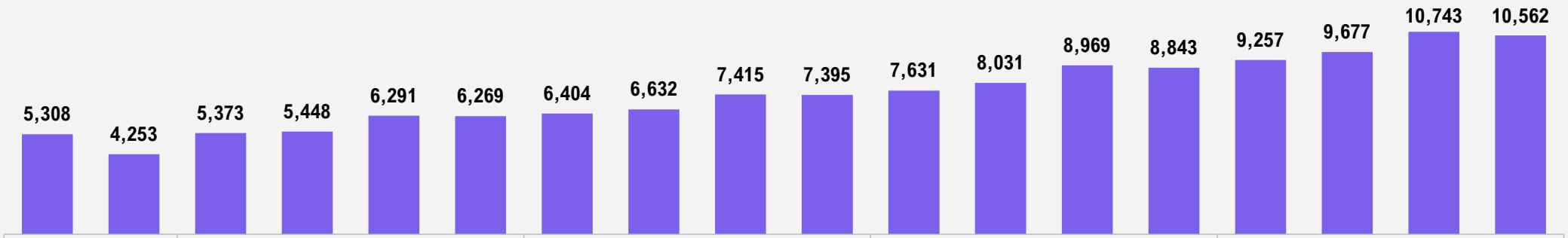
Creating and distributing advertisements on Tabelog, targeting users with a high interest in gourmet food.

In addition, we provide operational support for restaurants, such as in-store mobile ordering (Tabelog Order),an online reservation ledger (Tabelog Note), and a procurement service (Tabelog Shi-ire ("Tabelog Procurement")).

Business Model

Restaurant Advertising	Income from fixed monthly fees, based on service provided ¥10,000 / ¥25,000 / ¥50,000 / ¥100,000	Clients: restaurants
Restaurant Reservation	Income from fees based on number of customer referrals dinner: ¥200/person lunch: ¥100/person	Clients: restaurants
User Membership	Income from user fees for access to premium content	Clients: users
Advertising	Advertising revenues from banner ads, tie-in ads, search-based ads, etc.	Clients: manufacturers, service providers, etc.

Appendix **Tabelog** (Quarterly Trend of Revenue, Segment Income and Key KPIs)



(million yen)	Q3 FY22/3	Q4 FY22/3	Q1 FY23/3	Q2 FY23/3	Q3 FY23/3	Q4 FY23/3	Q1 FY24/3	Q2 FY24/3	Q3 FY24/3	Q4 FY24/3	Q1 FY25/3	Q2 FY25/3	Q3 FY25/3	Q4 FY25/3	Q1 FY26/3	Q2 FY26/3	Q3 FY26/3	Q4 FY26/3
Revenue	**5,308**	**4,253**	**5,373**	**5,448**	**6,291**	**6,269**	**6,404**	**6,632**	**7,415**	**7,395**	**7,631**	**8,031**	**8,969**	**8,843**	**9,257**	**9,677**	**10,743**	**10,562**
Restaurant Promotion	2,812	2,495	2,908	2,996	3,137	3,125	3,091	3,160	3,270	3,363	3,441	3,567	3,685	3,808	3,982	4,096	4,211	4,335
Restaurant Reservation	1,588	936	1,708	1,620	2,334	2,335	2,588	2,666	3,215	3,165	3,401	3,532	4,340	4,176	4,405	4,649	5,618	5,391
User Memberships	374	370	369	366	372	390	374	380	390	394	394	399	405	410	405	410	415	420
Advertising	500	422	360	444	448	420	349	424	533	463	383	515	517	424	438	480	459	367
Income from Commissioned Operations	27	23	23	18	2	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	7	7	5	5	3	2	2	3	7	9	12	17	22	25	28	43	40	48
Segment Income	-	-	-	-	-	-	**3,253**	**3,424**	**4,094**	**4,042**	**4,288**	**4,503**	**4,886**	**4,402**	**5,227**	**5,633**	**6,168**	**5,168**
Rest. Promotion No. of Restaurants (end of quarter)	44,600	44,300	44,400	45,000	46,100	45,200	45,800	47,300	49,000	49,400	50,200	52,000	54,800	56,000	57,700	60,400	62,900	63,500
Rest. Promotion ARPU (end of quarter, yen)	21,200	18,800	21,900	22,300	22,800	23,000	22,500	22,400	22,600	22,800	23,000	23,000	22,800	23,000	23,100	22,800	22,700	22,900
Rest. Reservation No. of Restaurants (end of quarter)	58,400	59,300	61,000	62,900	62,800	64,000	65,700	68,000	71,100	73,300	75,500	78,500	82,300	84,700	87,400	90,000	93,700	96,300
Rest. Reservation ARPU (end of quarter, yen)	9,000	5,300	9,400	8,700	12,300	12,300	13,300	13,200	15,300	14,600	15,100	14,900	17,300	16,200	16,500	16,700	19,100	17,700
Online Reservations (quarterly total, million)	11.35	7.11	12.24	11.39	16.56	16.55	18.23	18.32	23.07	22.26	23.66	24.05	29.99	28.31	29.76	30.69	37.60	35.75

Comprehensive job search service

Monthly Users* : 15.57 million users (as of March 2026)



* 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.

Business Overview

Provide a comprehensive search engine for job information. Referral of job seekers to job sites and hiring companies, by supporting job seekers to find a job that matches their desired conditions, out of more than 10 million job listings. Includes listings posted on online job boards and companies' recruitment sites, as well as information directly posted by employers on Saiyo Board*. Listings are not limited to a certain area, employment type or job category.

How job listings are posted on Kyujin Box

- Crawling : Job listings are published by integrating data from job sites and hiring companies.
- Saiyo Board **:** Employers directly submit and post job-related information
- Listing Ads (paid) : Preferred display in search results

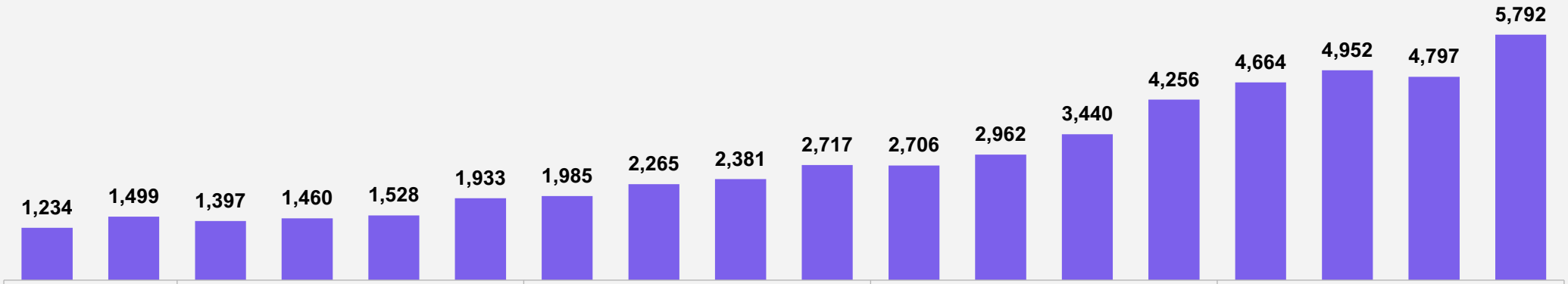
* Listing job information on Kyujin Box is free of charge. Fees are incurred only when a paid listing ad is clicked (performance-based model).
* Saiyo Board ("Hiring Board") : A platform designed for companies that do not have their own recruitment website. By simply entering job details into a standardized form, employers can easily create a job page and publish it on Kyujin Box at no cost. When applications are received, employers are notified via email. They can then view applicant details and contact information to proceed with individual interviews and hiring decisions.

Business Model

Kyujin Box	Income from commissions based on the number of users referred to job sites and employers' websites, (i.e. no. of clicks) through paid listing ads*.	Clients: job sites (incl. employment agencies and temp staff services), employers (incl. employers 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.

Appendix **Kyujin Box** (Quarterly Trend of Revenue, Segment Income and Key KPIs)



(million yen)

	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	FY22/3		FY23/3				FY24/3				FY25/3				FY26/3			
Revenue	**1,234**	**1,499**	**1,397**	**1,460**	**1,528**	**1,933**	**1,985**	**2,265**	**2,381**	**2,717**	**2,706**	**2,962**	**3,440**	**4,256**	**4,664**	**4,952**	**4,797**	**5,792**
Segment Income	-	-	-	-	-	-	**995**	**1,211**	**1,113**	**1,288**	**1,148**	**1,315**	**1,219**	**581**	**356**	**-724**	**-501**	**-617**
Monthly Users (quarterly average, million users)	7.13	8.00	8.52	7.97	7.42	8.51	9.10	8.78	8.37	9.81	10.67	10.98	9.33	11.42	11.66	12.47	11.62	14.37
Monthly Visits (quarterly average, million visits)	-	-	-	-	-	-	-	-	-	-	23.15	22.80	20.68	25.75	27.89	29.94	27.60	32.85
Active Client Accounts (quarterly average)	-	-	-	-	-	-	-	-	-	-	8,600	8,800	10,100	10,900	12,500	13,800	13,300	14,500
ARPU (quarterly average, ten thousand yen)	-	-	-	-	-	-	-	-	-	-	10.5	11.1	11.4	12.8	12.3	11.8	11.8	13.3

Appendix **Incubation** (Overview of Main Services)

Real Estate

スマイティ

Residential Real Estate Website

Travel and Transportation

Time Design

Dynamic Package Reservation Platform

Operating company: Time Design Co., Ltd.

バス比較なび

Price Comparison Service for Highway and Overnight Buses

Operating company: LCL, Inc.

格安移動

Comparison Site for the Cheapest Bus, Airline and Bullet Train Tickets

Operating company: LCL, Inc.

4travel.jp

Travel-Review and Comparison Site

icotto

Online Travel Information and Hotel Reservation Media

Home Services

LiPLUS

Home Service Matching Platform

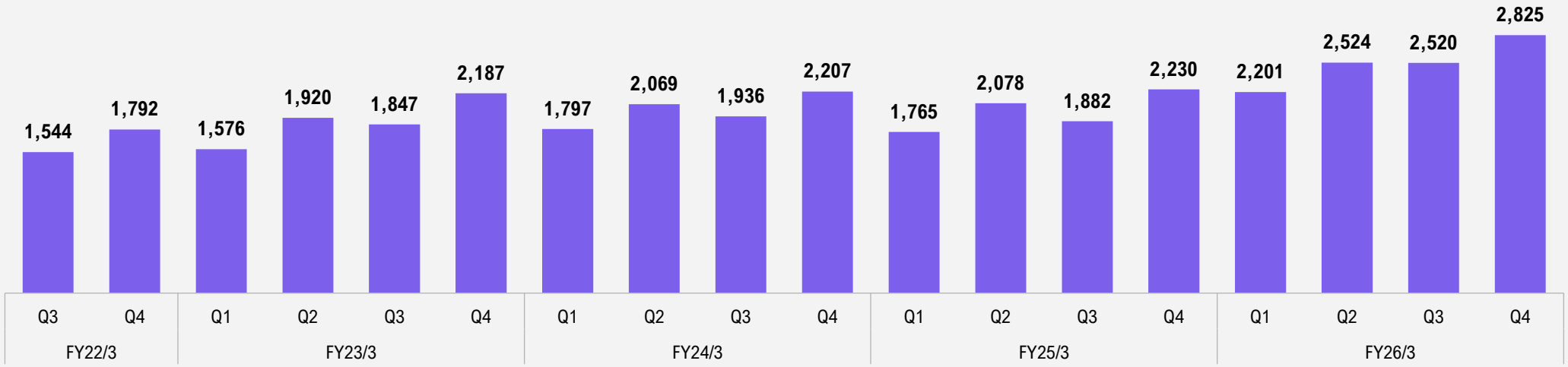
Operating company: LiPlus Holdings inc.

Lifestyle

キナリノ

Lifestyle Media

Appendix **Incubation** (Quarterly Trend of Revenue and Segment Income)



（百万円）

	Q3 FY22/3	Q4 FY22/3	Q1 FY23/3	Q2 FY23/3	Q3 FY23/3	Q4 FY23/3	Q1 FY24/3	Q2 FY24/3	Q3 FY24/3	Q4 FY24/3	Q1 FY25/3	Q2 FY25/3	Q3 FY25/3	Q4 FY25/3	Q1 FY26/3	Q2 FY26/3	Q3 FY26/3	Q4 FY26/3
Revenue	**1,544**	**1,792**	**1,576**	**1,920**	**1,847**	**2,187**	**1,797**	**2,069**	**1,936**	**2,207**	**1,765**	**2,078**	**1,882**	**2,230**	**2,201**	**2,524**	**2,520**	**2,825**
Real Estate	466	658	499	502	523	760	534	548	553	855	567	572	550	818	562	562	565	843
Travel/Transportation	537	550	607	956	815	879	793	1,152	975	1,057	901	1,235	1,023	1,119	912	1,265	1,328	1,307
Home Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	418	507	461	538
Other	540	584	470	463	509	547	470	368	408	295	297	271	308	293	309	189	167	138
Lifestyle/ Entertainment	547	589	462	461	511	556	490	368	375	298	320	289	330	320	309	189	167	138
Other (incl. intercompany offset)	-7	-5	8	2	-2	-9	-20	0	33	-3	-24	-18	-22	-27	-	-	-	-
Segment Income	-	-	-	-	-	-	**206**	**577**	**517**	**660**	**307**	**572**	**373**	**673**	**391**	**720**	**829**	**801**

＊Starting from FY26/3 Q1, we revised the internal breakdown of the Incubation segment. Revenue from businesses previously disclosed under "Lifestyle & Entertainment" is now aggregated under "Others.“ Accordingly, past figures have been retrospectively adjusted based on the new classification criteria. Furthermore, effective FY26/3 Q2, we have reclassified the amount of intercompany transaction eliminations, previously included in "Other," by apportioning it to each segment. Accordingly, the figures for FY26/3 Q1 have also been adjusted; however, the impact on the revenue of each segment is immaterial.

Company Name	Kakaku.com, Inc.	
Founded	December 1997	
Capital	916 million yen(as of March 31, 2025)	
Representative Director	Atsuhiro Murakami (President)	
Address	Head Office: Digital Gate Building, 3-5-7 Ebisu-Minami, Shibuya-ku, Tokyo Shibuya Office: Shibuya PARCO DG Bldg., 12-14F, 15-1, Udagawa-cho, Shibuya-ku, Tokyo	
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/
	Time Design Co., Ltd.	https://www.timedesign.co.jp/
	LCL, Inc	https://www.lclco.com/
	LiPLUS Holdings inc.	https://liplus-s.com/
	engage Inc.	https://corp.en-gage.net/
Contact Form	https://corporate.kakaku.com/contact/form_ir	

Note: Information and projections of future performance contained in this document include the Company’s judgments premised on information available at this time and assumptions concerning uncertainties. They may differ from actual business performance and results due to a variety of factors.