



# 연결재무상태표(K-IFRS)

(단위: 백만원)

계정과목	2014.10.01	2014.12.31	2015.03.31	2015.06.30	2015.09.30	2015.12.31	2016.03.31	2016.06.30	2016.09.30	2016.12.31
<b>자 산</b>										
<b>유동자산</b>	<b>686,059</b>	<b>798,291</b>	<b>841,003</b>	<b>763,404</b>	<b>765,548</b>	<b>970,067</b>	<b>1,199,871</b>	<b>998,303</b>	<b>1,007,494</b>	<b>1,224,286</b>
현금및현금성자산	414,971	451,228	474,733	328,641	307,643	397,177	661,677	473,466	472,701	641,646
단기금융상품	115,378	184,548	200,350	263,452	266,912	373,389	225,969	208,740	196,350	236,748
파생상품자산	1,128	1,516	1,269	377	237	5,241	5,239	6,917	8,920	3,942
매출채권	109,392	108,431	109,699	97,957	100,208	88,822	149,137	148,952	155,886	195,347
기타금융자산	19,531	25,843	20,858	29,754	50,199	59,619	63,880	69,473	80,551	66,260
재고자산	2,121	2,016	2,062	2,167	3,342	5,353	5,189	6,167	8,103	12,555
기타유동자산	23,537	24,709	32,033	41,056	37,006	40,465	88,780	84,589	84,982	67,789
<b>비유동자산</b>	<b>1,952,452</b>	<b>1,969,734</b>	<b>2,012,217</b>	<b>2,124,466</b>	<b>2,160,868</b>	<b>2,218,411</b>	<b>3,989,828</b>	<b>4,216,525</b>	<b>4,213,302</b>	<b>4,258,087</b>
장기금융상품	0	0	10,000	10,160	10,182	10,193	10,001	10,000	10,000	10,000
장기매도가능증권	20,950	25,258	42,285	20,302	23,512	30,892	53,843	63,256	57,810	87,445
관계기업투자	17,763	18,712	29,102	57,576	87,815	68,704	70,919	81,403	100,675	117,076
기타비유동금융자산	34,705	33,702	34,163	35,164	26,710	23,040	32,286	37,012	37,568	35,269
유형자산	191,137	196,894	204,469	215,198	220,897	219,052	229,745	250,108	246,581	253,854
무형자산	1,684,488	1,688,974	1,685,639	1,777,945	1,786,790	1,855,604	3,576,620	3,752,056	3,737,301	3,733,284
기타비유동자산	3,409	3,308	3,607	5,154	4,444	9,592	7,820	10,255	9,944	7,575
이연법인세자산	0	2,886	2,952	2,967	519	1,334	8,594	12,434	13,422	13,584
<b>자 산 총 계</b>	<b>2,638,510</b>	<b>2,768,025</b>	<b>2,853,220</b>	<b>2,887,870</b>	<b>2,926,416</b>	<b>3,188,478</b>	<b>5,189,699</b>	<b>5,214,829</b>	<b>5,220,796</b>	<b>5,482,373</b>
<b>부 채</b>										
<b>유동부채</b>	<b>179,423</b>	<b>227,488</b>	<b>252,419</b>	<b>267,517</b>	<b>281,096</b>	<b>316,078</b>	<b>1,410,405</b>	<b>715,677</b>	<b>710,851</b>	<b>799,761</b>
매입채무및기타채무	91,985	109,126	104,611	140,811	146,859	89,506	181,807	186,158	198,197	260,744
기타유동금융부채	11,181	5,443	5,581	6,492	10,325	3,673	9,832	12,344	13,351	16,763
미지급법인세	12,400	20,680	34,545	21,911	25,957	29,448	47,336	20,877	14,192	24,698
충당부채	294	1,364	826	475	330	1,149	873	885	1,173	1,350
기타유동부채	63,563	90,825	96,826	95,331	94,122	179,939	420,773	256,430	276,452	288,565
단기차입금	0	50	0	133	1,162	3,759	731,170	231,845	200,374	200,224
미지급배당금	0	0	10,030	0	0	0	10,035	0	0	0
유동성장기차입금	0	0	0	50	25	100	75	50	25	42
파생상품부채	0	0	0	2,314	2,314	8,504	8,504	7,087	7,087	7,375
<b>비유동부채</b>	<b>88,306</b>	<b>77,309</b>	<b>83,508</b>	<b>83,006</b>	<b>87,869</b>	<b>286,925</b>	<b>362,567</b>	<b>987,714</b>	<b>989,489</b>	<b>977,195</b>
비유동매입채무 및 기타채무	2,318	1,674	1,700	2,273	2,275	611	3,360	3,238	3,240	2,396
장기차입금	250	250	250	392	2,822	292	292	292	292	250
회사채	0	0	0	0	0	199,383	269,120	319,114	319,182	319,255
전환사채	0	0	0	0	0	0	0	475,674	476,198	476,422
비유동충당부채	1,509	1,801	3,227	2,866	3,220	3,402	3,724	3,745	3,868	4,099
순확정급여부채	19,440	3,362	7,137	10,993	14,939	8,311	13,010	9,427	14,183	2,431
기타장기종업원급여부채	15,669	20,077	21,590	23,310	24,923	24,968	26,747	30,702	30,366	28,373
이연법인세부채	43,589	50,083	49,547	42,204	38,576	48,636	46,084	145,359	141,970	143,970
기타비유동금융부채	5,530	61	58	967	1,114	1,321	230	164	191	0
<b>부 채 총 계</b>	<b>267,729</b>	<b>304,797</b>	<b>335,927</b>	<b>350,523</b>	<b>368,965</b>	<b>603,003</b>	<b>1,772,972</b>	<b>1,703,391</b>	<b>1,700,340</b>	<b>1,776,956</b>
<b>자 본</b>										
자본금	28,332	29,121	29,714	30,004	30,057	30,098	33,770	33,805	33,813	33,858
자본잉여금	2,246,535	2,258,974	2,264,694	2,257,707	2,259,578	2,274,186	3,035,853	3,024,611	3,025,417	3,105,014
기타자본항목	-48,491	-26,268	-27,258	-8,787	-8,960	-9,032	-10,887	-11,050	-11,083	-11,232
기타포괄손익누계액	-3,018	2,114	12,786	-13	1,526	829	1,920	1,619	-4,557	1,137
이익잉여금	138,764	190,678	211,744	232,300	245,304	256,313	259,454	268,288	280,503	305,871
비지배지분	8,659	8,609	25,614	26,136	29,946	33,081	96,617	194,165	196,364	270,770
<b>자 본 총 계</b>	<b>2,370,781</b>	<b>2,463,228</b>	<b>2,517,293</b>	<b>2,537,347</b>	<b>2,557,451</b>	<b>2,585,475</b>	<b>3,416,726</b>	<b>3,511,438</b>	<b>3,520,456</b>	<b>3,705,418</b>
<b>부채와자본총계</b>	<b>2,638,510</b>	<b>2,768,025</b>	<b>2,853,220</b>	<b>2,887,870</b>	<b>2,926,416</b>	<b>3,188,478</b>	<b>5,189,699</b>	<b>5,214,829</b>	<b>5,220,796</b>	<b>5,482,373</b>



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<b>자 산</b>										
<b>유동자산</b>	<b>626,235</b>	<b>719,078</b>	<b>624,623</b>	<b>539,497</b>	<b>553,384</b>	<b>718,533</b>	<b>605,891</b>	<b>425,410</b>	<b>413,120</b>	<b>511,067</b>
현금및현금성자산	374,824	392,871	277,103	137,443	145,356	190,785	373,662	204,013	206,327	279,217
단기금융상품	103,366	172,796	191,590	243,648	237,609	361,809	70,614	57,090	37,190	37,190
파생상품자산	1,412	2,197	1,949	4,284	4,144	0	0	0	0	0
매출채권	106,310	105,085	106,105	93,861	94,005	87,162	83,093	78,672	78,262	95,980
기타금융자산	19,249	24,586	19,340	30,427	49,563	57,498	54,672	58,117	67,455	73,826
재고자산	2,121	2,016	2,062	1,345	659	643	976	1,782	3,009	3,483
기타유동자산	18,953	19,527	26,474	28,491	22,048	20,637	22,875	25,736	20,878	21,371
<b>비유동자산</b>	<b>1,997,602</b>	<b>2,036,753</b>	<b>2,185,106</b>	<b>2,317,273</b>	<b>2,315,067</b>	<b>2,398,531</b>	<b>4,302,455</b>	<b>4,320,305</b>	<b>4,320,529</b>	<b>4,319,097</b>
장기금융상품	0	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
장기매도가능증권	14,323	15,189	16,451	17,969	18,573	24,402	34,561	34,351	33,911	56,303
종속기업,공동기업및관계기업투자	117,772	148,110	281,877	393,607	397,287	474,327	2,314,900	2,340,016	2,352,267	2,337,040
기타비유동금융자산	29,707	28,335	28,007	27,760	19,142	17,212	14,295	13,488	12,259	10,442
유형자산	187,647	193,359	200,691	210,665	213,328	210,393	212,336	207,762	202,499	203,866
무형자산	1,647,949	1,651,658	1,647,829	1,655,325	1,652,295	1,652,605	1,708,591	1,705,271	1,700,485	1,694,581
이연법인세자산	0	0	0	0	0	0	0	0	0	0
기타비유동자산	203	102	251	1,948	4,442	9,591	7,773	9,418	9,109	6,865
<b>자 산 총 계</b>	<b>2,623,837</b>	<b>2,755,831</b>	<b>2,809,729</b>	<b>2,856,770</b>	<b>2,868,451</b>	<b>3,117,064</b>	<b>4,908,346</b>	<b>4,745,715</b>	<b>4,733,649</b>	<b>4,830,163</b>
<b>부 채</b>										
<b>유동부채</b>	<b>172,427</b>	<b>218,394</b>	<b>239,183</b>	<b>243,841</b>	<b>251,481</b>	<b>265,747</b>	<b>1,202,571</b>	<b>541,632</b>	<b>522,910</b>	<b>611,750</b>
매입채무및기타채무	91,186	107,084	106,173	140,236	145,065	91,748	103,845	112,297	116,741	174,592
기타금융부채	9,130	4,287	4,553	5,240	7,498	2,719	2,215	2,441	2,734	2,400
미지급법인세	12,060	20,310	33,531	16,129	21,349	24,581	31,081	9,785	2,959	7,256
충당부채	0	986	483	160	5	713	306	305	320	279
단기차입금	0	0	0	0	0	0	730,041	230,942	200,000	200,000
미지급배당금	0	0	10,030	0	0	0	10,035	0	0	0
기타유동부채	60,051	85,727	84,413	82,077	77,565	145,987	325,048	185,862	200,156	227,223
<b>비유동부채</b>	<b>87,207</b>	<b>76,643</b>	<b>79,100</b>	<b>76,765</b>	<b>78,251</b>	<b>276,435</b>	<b>351,836</b>	<b>846,564</b>	<b>851,017</b>	<b>844,890</b>
비유동매입채무 및 기타채무	2,423	1,780	1,794	1,823	1,823	150	157	104	118	118
장기차입금	250	250	250	250	250	250	250	250	250	250
회사채	0	0	0	0	0	199,383	269,120	319,114	319,182	319,255
전환사채	0	0	0	0	0	0	0	248,803	248,865	248,928
교환사채	0	0	0	0	0	0	0	199,209	200,698	202,197
비유동충당부채	1,509	1,779	3,235	2,805	3,158	3,174	3,495	3,513	3,531	3,549
순확정급여부채	13,018	2,513	5,649	8,775	11,909	5,551	9,206	3,550	7,179	0
기타장기종업원급여부채	19,537	19,226	20,741	22,247	23,711	23,533	24,958	26,318	27,648	24,913
기타비유동금융부채	315	0	0	0	0	0	0	0	0	0
이연법인세부채	50,155	51,095	47,432	40,865	37,401	44,394	44,649	45,704	43,546	45,680
<b>부 채 총 계</b>	<b>259,635</b>	<b>295,037</b>	<b>318,283</b>	<b>320,606</b>	<b>329,732</b>	<b>542,182</b>	<b>1,554,407</b>	<b>1,388,196</b>	<b>1,373,927</b>	<b>1,456,641</b>
<b>자 본</b>										
자본금	28,332	29,121	29,714	30,004	30,057	30,098	33,770	33,805	33,813	33,858
자본잉여금	2,246,536	2,258,975	2,264,694	2,275,487	2,276,818	2,291,486	3,055,341	3,056,102	3,056,580	3,057,264
자본조정	-48,491	-26,268	-27,258	-8,787	-8,960	-9,032	-10,887	-11,050	-11,083	-11,232
기타포괄손익누계액	0	-252	-143	-227	-129	244	312	101	172	5,702
이익잉여금	137,825	199,218	224,438	239,687	240,931	262,086	275,404	278,560	280,241	287,930
<b>자 본 총 계</b>	<b>2,364,202</b>	<b>2,460,793</b>	<b>2,491,445</b>	<b>2,536,164</b>	<b>2,538,719</b>	<b>2,574,882</b>	<b>3,353,939</b>	<b>3,357,519</b>	<b>3,359,722</b>	<b>3,373,522</b>
<b>부채와자본총계</b>	<b>2,623,837</b>	<b>2,755,831</b>	<b>2,809,729</b>	<b>2,856,770</b>	<b>2,868,451</b>	<b>3,117,064</b>	<b>4,908,346</b>	<b>4,745,715</b>	<b>4,733,649</b>	<b>4,830,163</b>

## 카카오 연결인원현황

Name	4Q14	1Q15	2Q15	3Q15	4Q15	1Q16	2Q16	3Q16	4Q16	QoQ	YoY
카카오	2,262	2,255	2,271	2,299	2,375	2,469	2,541	2,655	2,630	▽25	▲255
카카오 종속회사	1,269	1,348	1,413	1,447	1,725	1,812	2,403	2,501	2,529	▲28	▲804
인원수 계	3,531	3,603	3,684	3,746	4,100	4,281	4,944	5,156	5,159	▲3	▲1,059

\* 상기 숫자에는 정규직 및 계약직 사원이 포함되어 있으며, 어시스턴트와 인턴은 포함되어있지 않습니다.

\* 3Q16 종속회사 (총 59개사) : (주)다음글로벌홀딩스, Path Mobile Inc Pte Ltd, (주)디케이서비스, (주)디케이테크인, (주)디케이비즈니스, DK CHINA Co., Ltd., DK CHINA YanJiao Co., Ltd., 이미지온(주), (주)버즈피아, (주)쌍크리얼스, (주)로티플, (주)카카오랩, (주)씨니로프트, KAKAO SINGAPORE PTE. Ltd., Beijing KAKAO Co., Ltd., (주)울트라캡송, Ultra Interactive, Inc., KAKAO JAPAN Corp., (주)키즈노트, (주)케이벤처그룹, (주)티앤케이팩토리, (주)셀잇, (주)케이큐브벤처스, 케이큐브-1호벤처투자조합, 카카오청년창업펀드, 록앤올(주), (주)카카오프렌즈, (주)밸류포션, Valuepotion Pte. LTD, (주)카닥, (주)카카오게임즈(구, 엔진), (주)지니랩스, (주)아이나, (주)슈퍼노바일레븐, (주)블랙스타게임즈, (주)레드스타게임즈, (주)마그넷, (주)엔글, 불혹소프트(주), Kakao Games Europe B.V(구, Daum Games Europe B.V), Kakao Games USA, Inc., (주)어바웃타임, (주)포도트리, PT. Path Mobile Indonesia, (주)나비로, (주)링키지랩, 카카오디지털콘텐츠펀드, 카카오성장나눔게임펀드, (주)로엔엔터테인먼트, (주)스타쉽엔터테인먼트, (주)킹콩엔터테인먼트, (주)플랜에이엔터테인먼트, (주)엠택크루, (주)페이브엔터테인먼트, (주)크라커엔터테인먼트, 문화인, (주)파킹스퀘어, (주)넘버웍스, KVG SG PTE. LTD, 피플러그, 카카오-씨씨브이씨 제주 창조경제혁신 펀드

\* 4Q16 로엔 및 그 종속회사의 총 인원수는 514명 입니다.

\* 2016년 12월 중 (주)마그넷, 불혹소프트(주)를 매각하였으나 4분기 인건비에는 포함되었습니다.