

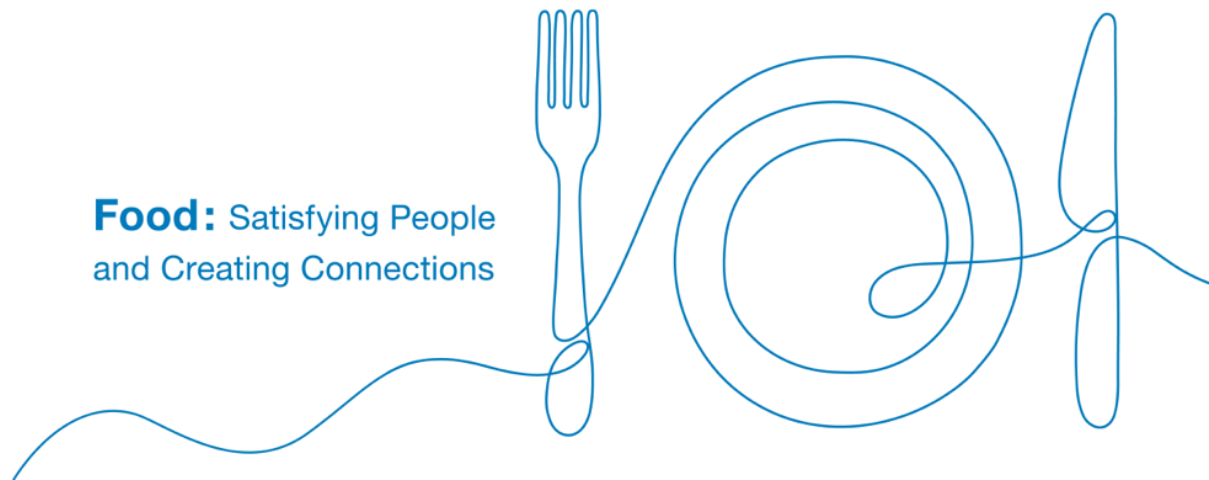


INVESTOR PRESENTATION

Financial Results for the First Half of the Fiscal Year 2021

Gurunavi, Inc. (Stock Code : 2440)

Food: Satisfying People
and Creating Connections



Summary

Progress of measures

- ✓ Strengthen capital and business alliance to secure funds necessary for growth investment and increase the driving force of measures. (p.9,14)

Business forecast

- ✓ Full-year business forecast undecided
 - It is expected that the demand for dining out will recover due to the gradual relaxation of restrictions on economic activities with the progress of vaccination. However, the future of the restaurant market remains uncertain due to concerns about a sixth wave of COVID-19 in Japan.
 - It is necessary to identify trends in the year-end party season in order to forecast business performance for the second half of the fiscal year.

Financial Highlights

Net sales	JPY	6,105 million	4.8 % YoY (for reference)
Operating loss	JPY	(2,170) million	
Net loss attributable to owners of parent	JPY	(2,240) million	
Number of total paying member restaurants (At the end of September 2021)		61,107	23.5 % YoY
Number of Rakuten ID linked members (At the end of September 2021)		4.85 million	64.7 % YoY

“Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020) have been applied from the beginning of the fiscal year 2021.
There is no change in presentation to the figures for previous years.

Consolidated income statement

(JPY million)	1H FY2020 (Apr.-Sep.)	Ratio to sales	1H FY2021 (Apr.-Sep.)	Ratio to sales	YoY Change (for reference)
Net sales	5,824	100.0%	6,105	100.0%	4.8%
Cost of sales	3,466	59.5%	2,450	40.1%	(29.3)%
Gross profit	2,357	40.5%	3,654	59.9%	55.0%
SG&A expenses	7,287	125.1%	5,824	95.4%	(20.1)%
Operating loss	(4,930)	-	(2,170)	-	-
Ordinary loss	(4,927)	-	(2,176)	-	-
Net loss before income taxes	(4,915)	-	(2,230)	-	-
Net loss attributable to owners of parent	(5,446)	-	(2,240)	-	-

Consolidated sales breakdown

(JPY million)	1H FY2020 (Apr.-Sep.)	1H FY2021 (Apr.-Sep.)	YoY (for reference)
Net sales	5,824	6,105	4.8%
Restaurant promotion services	5,037	5,082	0.9%
Cumulative retained services	4,499	4,452	(1.0)%
Spot services	538	629	17.0%
Promotions	450	426	(5.3)%
Related businesses	335	596	77.7%

Cumulative retained services

- ✓ Struggled due to stagnant demand in dining out due to the redeclaration of state of emergency and expansion of applied areas.
 - Responded flexibly to contract amount changes, without suspending membership fee payment.
 - Orders remained low.
 (Started proposing a new membership plan for recovery)

Spot services

- ✓ Online reservation commission fees decreased year-on-year. However, delivery business, which was succeeded from the Rakuten Group and started operation in July, contributed.

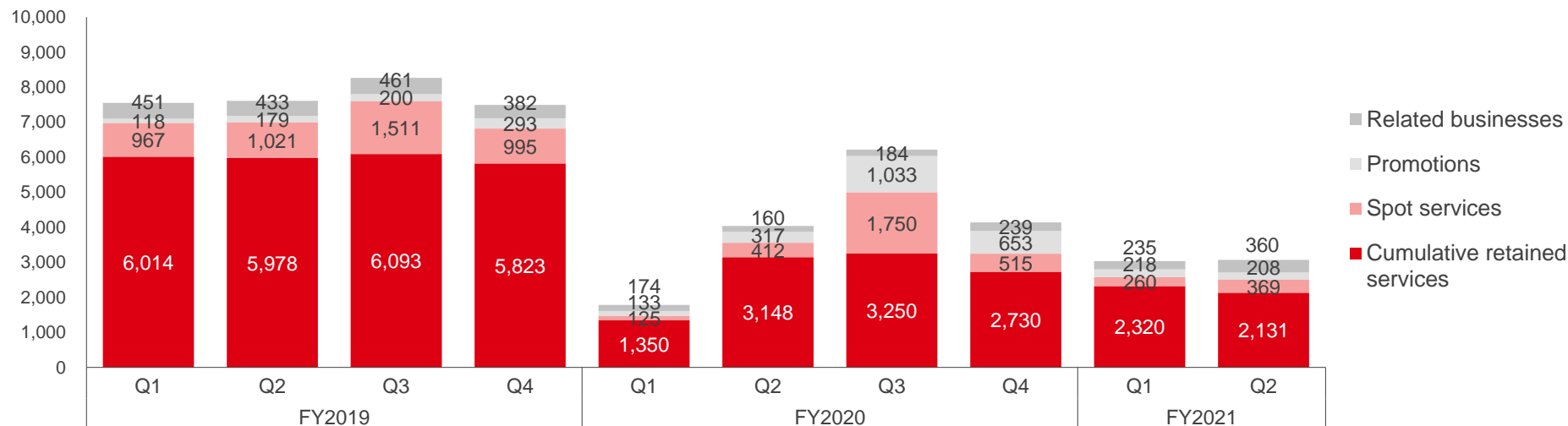
Promotions

- ✓ Recorded operation contract fee for “Go To Eat campaign”, but eliminated operation contract fee for “Gurunavi FOOD MALL”.

Related businesses

- ✓ Recorded contracted business fee from Rakuten Group.

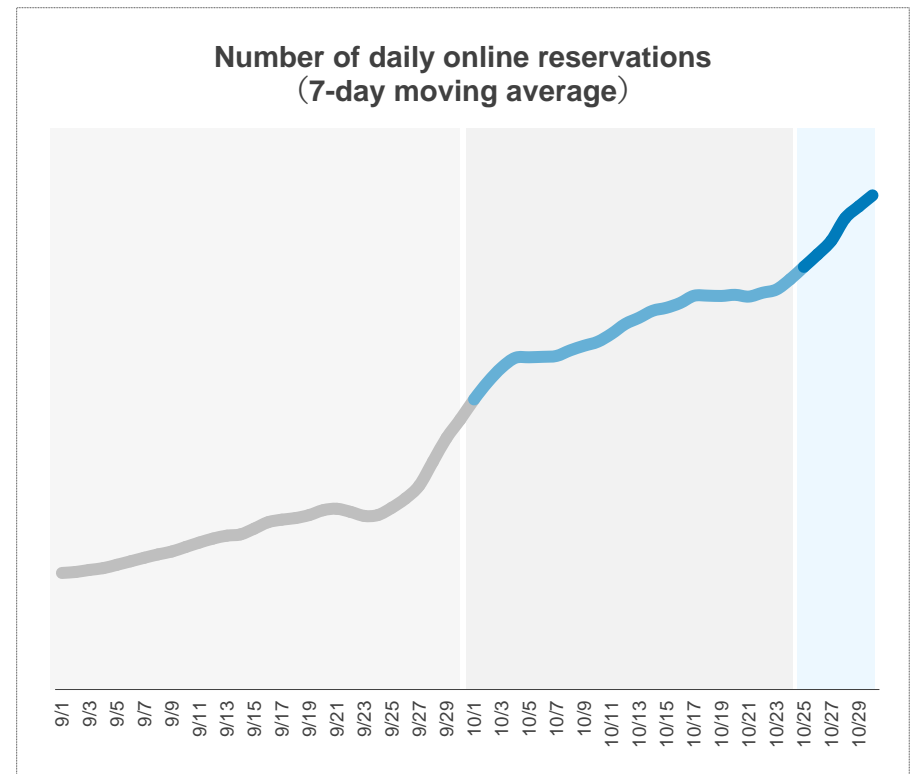
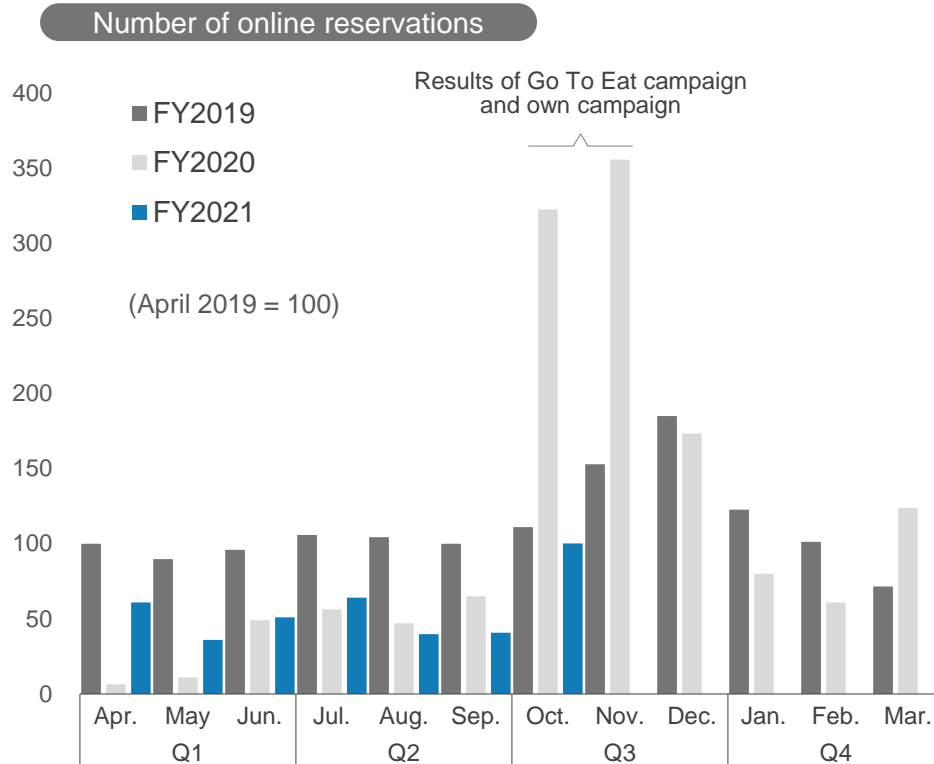
(JPY million)



Online reservations

■ Status of online reservations

- ✓ While requests for restaurants to shorten business hours continued in some areas in Japan, the number of reservations recovered in October to 90% of the pre-pandemic 2019 level.
- ✓ The pace of recovery shows acceleration after the lift of the request for shortened business hours on October 25.



Consolidated cost breakdown

(JPY million)	1H FY2020 (Apr.-Sep.)	1H FY2021 (Apr.-Sep.)	YoY (for reference)
Total cost	10,754	8,275	(23.0)%
Cost of sales	3,466	2,450	(29.3)%
SG&A	7,287	5,824	(20.1)%
Personnel expenses	3,493	3,493	(0.0)%
Rent expenses	1,030	667	(35.2)%
Business consignment expenses	627	723	15.4%
Advertising and promotion expenses	543	300	(44.7)%
Other	1,593	639	(59.9)%

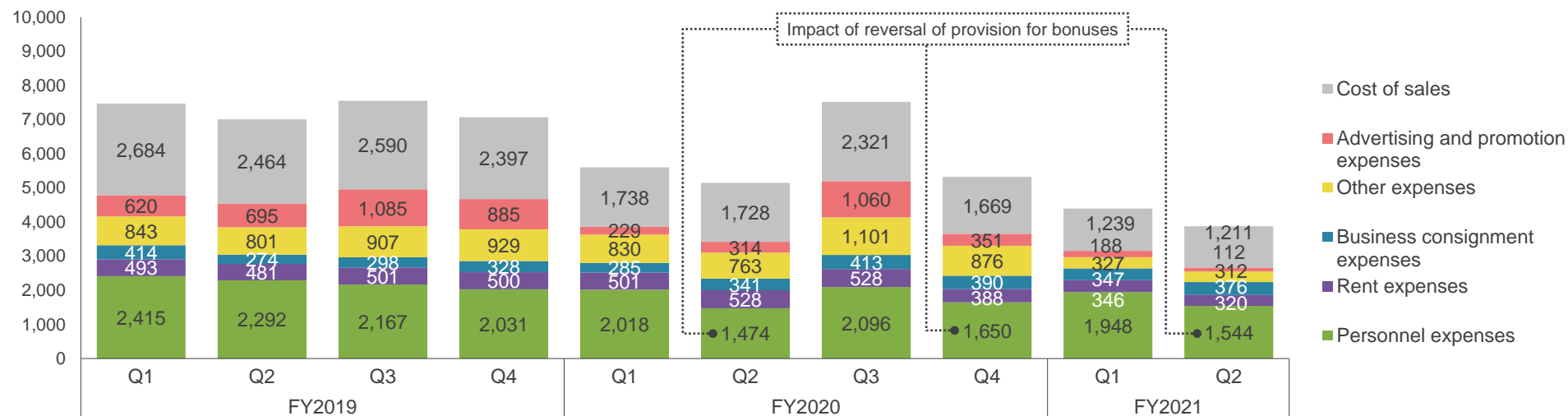
Cost of Sales

- ✓ Depreciation & amortization cost decreased due to the impairment accounting conducted in Q4 of FY2020.

SG&A

- ✓ Rent expenses
 - A decrease due to office space reduction and downsizing of sales offices.
- ✓ Advertising and promotion expenses
 - Reduced advertising expenses in light of the business environment.
- ✓ Other expenses
 - Reversal of allowance for doubtful accounts.
 - Eliminated one-time expenses (purchase costs for laptop, etc.) incurred in the previous fiscal year due to standardization of telework.
 - Depreciation & amortization cost decreased due to the impairment accounting conducted in Q4 of FY2020.

(JPY million)



Consolidated balance sheets

✓ Capital increase of JPY 5 bn in the coming third quarter (Details on the next page)

(JPY million)	As of Mar. 31, 2021	As of Sep. 30, 2021	Change	(JPY million)	As of Mar. 31, 2021	As of Sep. 30, 2021	Change
Total current assets	11,664	8,187	(3,476)	Total current liabilities	4,024	2,749	(1,274)
Cash and deposits *	7,507	4,866	(2,640)	Accounts payable- other	1,482	1,040	(442)
Notes and accounts receivable-trade	2,741	2,360	(381)	Deposits received *	1,675	984	(690)
Accounts receivable- other	1,154	740	(414)	Income taxes payable	57	5	(52)
Prepaid expenses	480	502	22	Provision for bonuses	247	245	(2)
Allowance for doubtful accounts	(581)	(347)	234	Provision for point card certificates	158	30	(128)
Other	362	64	(297)	Other	402	443	41
Total non-current assets	1,903	2,405	502	Total non-current liabilities	168	168	0
Property, plant and equipment	-	53	53	Total liabilities	4,192	2,918	(1,274)
Intangible assets	-	617	617	Total net assets	9,375	7,675	(1,700)
Investments and other assets	1,903	1,734	(168)	Equity	9,290	7,576	(1,713)
Total assets	13,567	10,593	(2,974)	Total liabilities and net assets	13,567	10,593	(2,974)

Total amount of commitment line contract as of Sep. 30, 2021 JPY 4 billion
(Outstanding borrowing balance) ()

* Recorded for cash and deposits and deposits received related to the operation of the contracted business from the Ministry of Agriculture, Forestry and Fisheries (Go To Eat campaign)
(At the end of March 2021 : 1,508 million yen each, At the end of September 2021 : 687 million yen each)

Strengthening equity capital

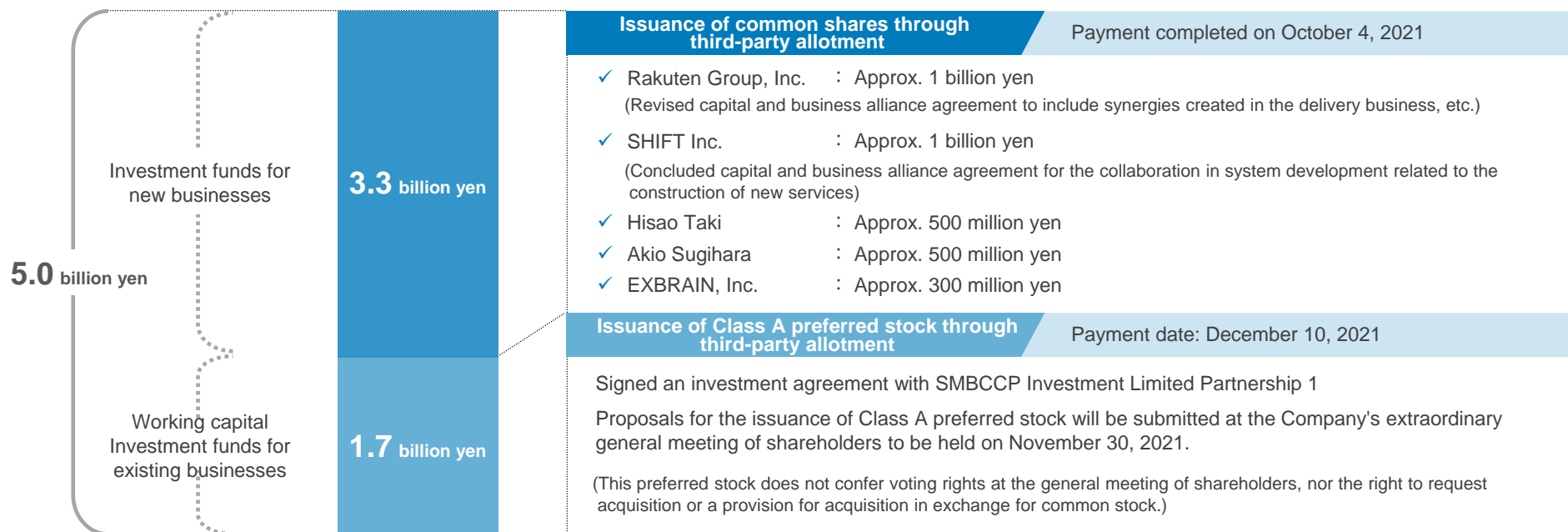
Strengthening financial base

Investment funds for new businesses	Working capital and investment funds for existing businesses
<ul style="list-style-type: none"> ✓ Secure the investment funds necessary for launch and expand new services 	<ul style="list-style-type: none"> ✓ Secure funds to prepare for the prolonged impact of the spread of COVID-19 on our business performance

Improving competitiveness

Strengthen restaurant support business	Create new business fields
<ul style="list-style-type: none"> ✓ Development into a "comprehensive food website" ✓ Support the transformation of restaurant management through digital utilization 	<ul style="list-style-type: none"> ✓ Provide value to food-related businesses, not limited to restaurants ✓ Create businesses that contribute to the development of the entire restaurant industry

Build a strong collaborative structure to increase momentum of the above enhancement measures



Toward recovery and regrowth of business performance

Evolve from a sales promotion support company into a management support company for restaurants

Until now Sales promotion support company

Transform restaurant sales promotion activities and consumers' dining out behavior with the combined power of "digital technology and human"



From now on Management support company

Transform the overall management of restaurants with the power of digital technology to enhance the value of all consumer dining experiences

Changes in food needs



Consumers

- ✓ Penetration of online reservations usage when dining out
- ✓ Establishment and penetration of take-out and delivery usage due to the spread of telework, etc.
- ✓ Increased awareness of the need for a comfortable (safe and convenient) restaurant environment
- ✓ Increased awareness of food waste

Increasing need for response

Target objectives



Restaurants

Reconstruct a sustainable management model that effectively utilizes digital technology

Strengthen table reservations

Secure dine-in sales

Sales channels diversification

Acquire new ways of securing sales

Improve product development power

Develop new product for each sales channel

Enhance safety and convenience

Improve the efficiency and non-contact methods of greeting customers

Improve operational efficiency

Reduce cost and resolve labor shortages

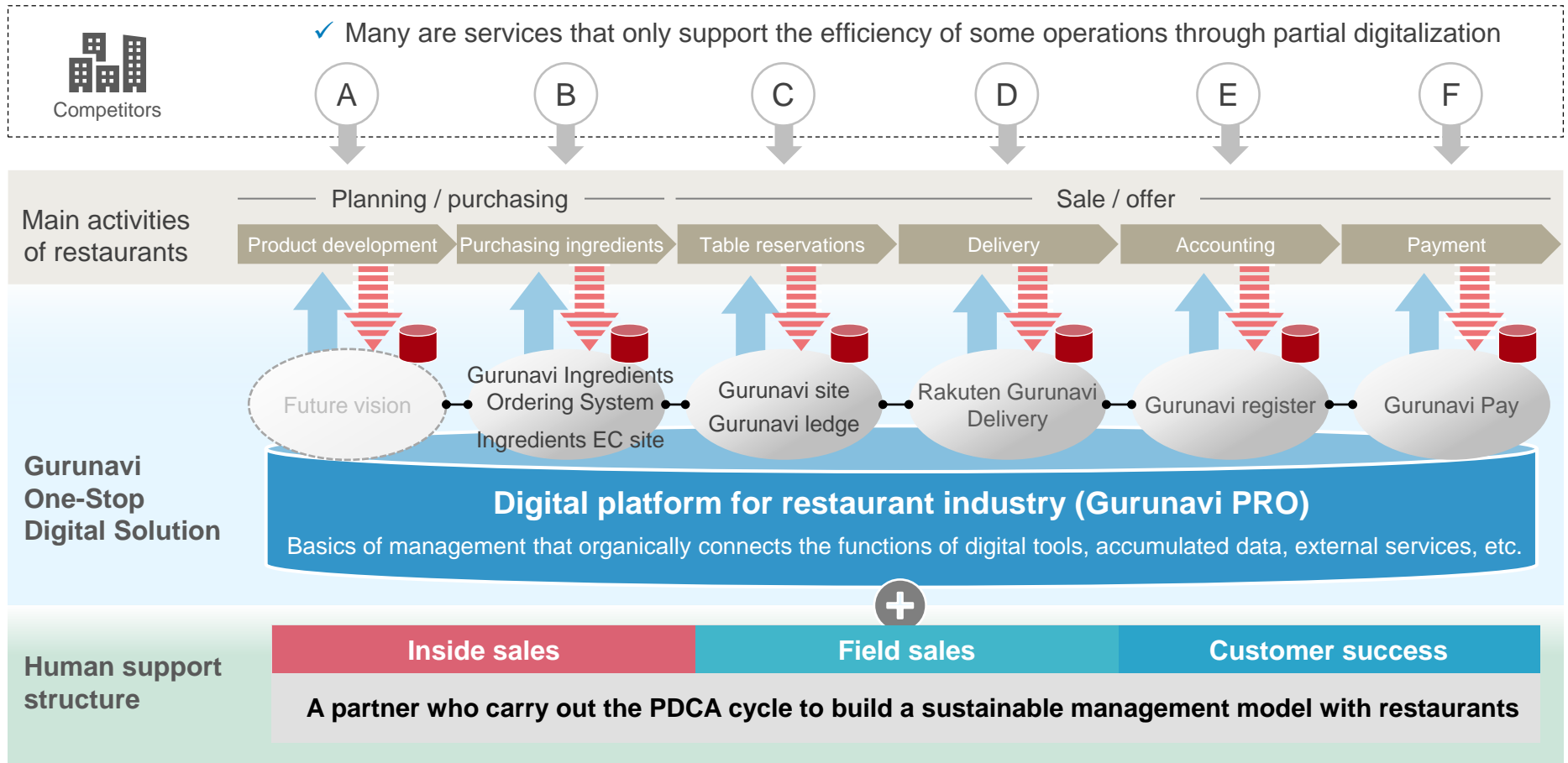
Optimize the procurement of food ingredients

Maintain and enhance quality, and reduce food waste

A drastic change in the business environment is a great opportunity to "evolve into management support company"

Target concept (1)

Establish a one-stop service for digital solutions Transform restaurant management with our unique "connecting power"



Target concept (2)

Provide value for all restaurants regardless of size, category, or location

Until now Sales promotion support company

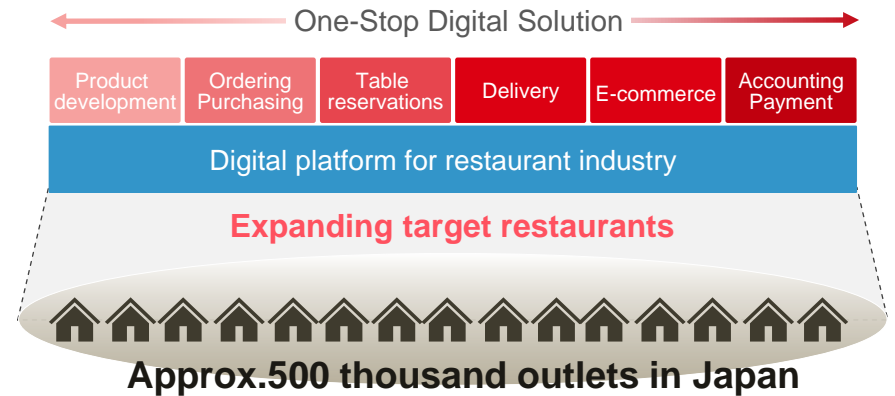
Business fields	
(Market)	(Service offered)
Dining out	Sales promotion support
Ready-made meals	Business/management support
Home-prepared meals	Product development support



Transform restaurant sales promotion activities and consumers' dining out behavior

From now on Management support company

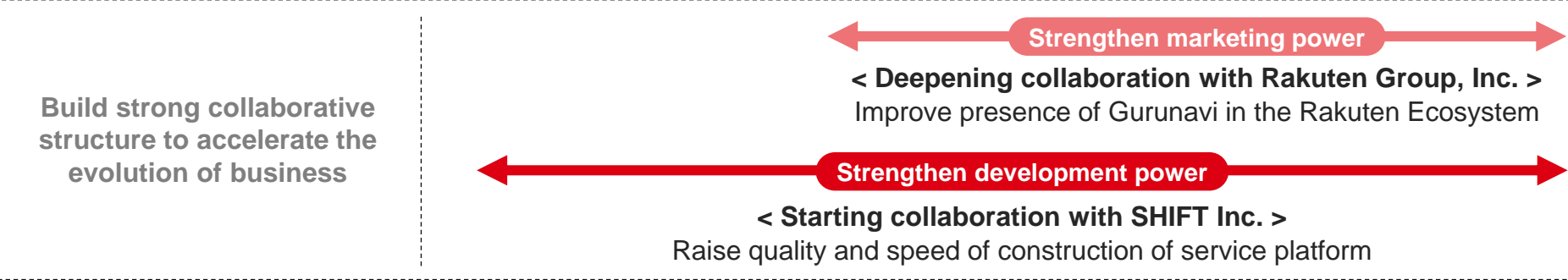
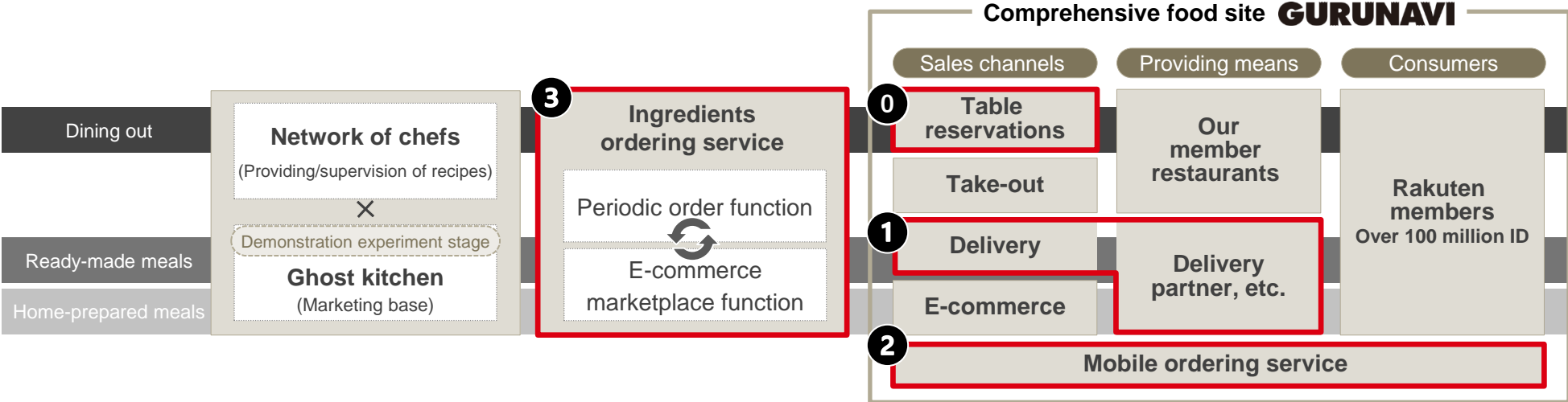
Business fields	
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Ready-made meals	Business/management support
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Transform the overall management of restaurants with the power of digital technology to enhance the value of all consumer dining experiences

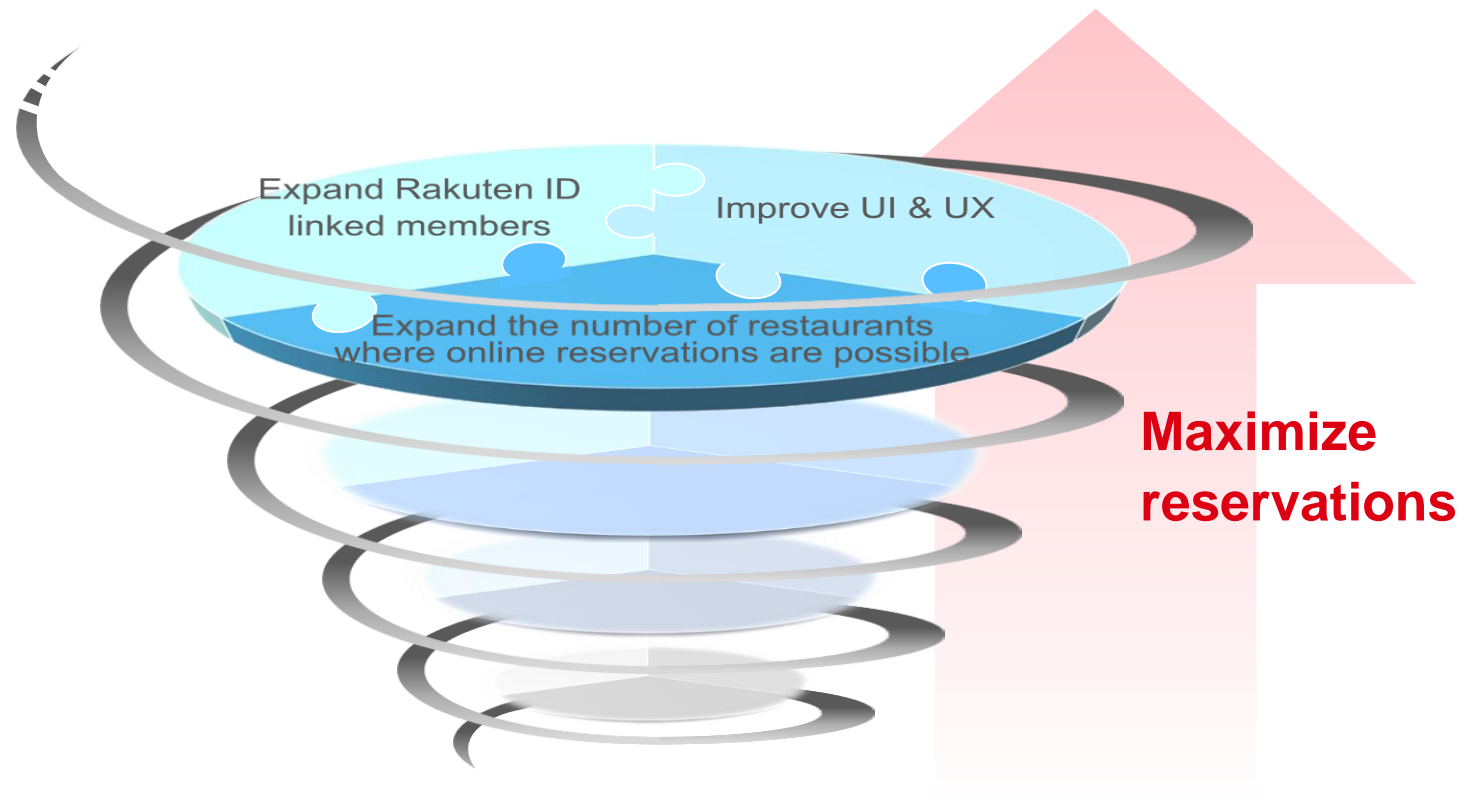
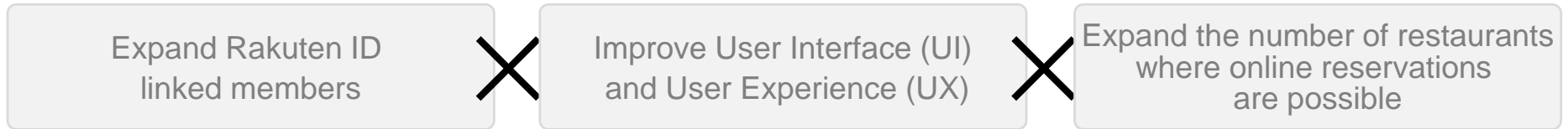
Business enhancement measures for recovery and regrowth

As the first step, in addition to strengthening the table reservation service, promote mobile ordering service, Ingredients ordering service, delivery service.



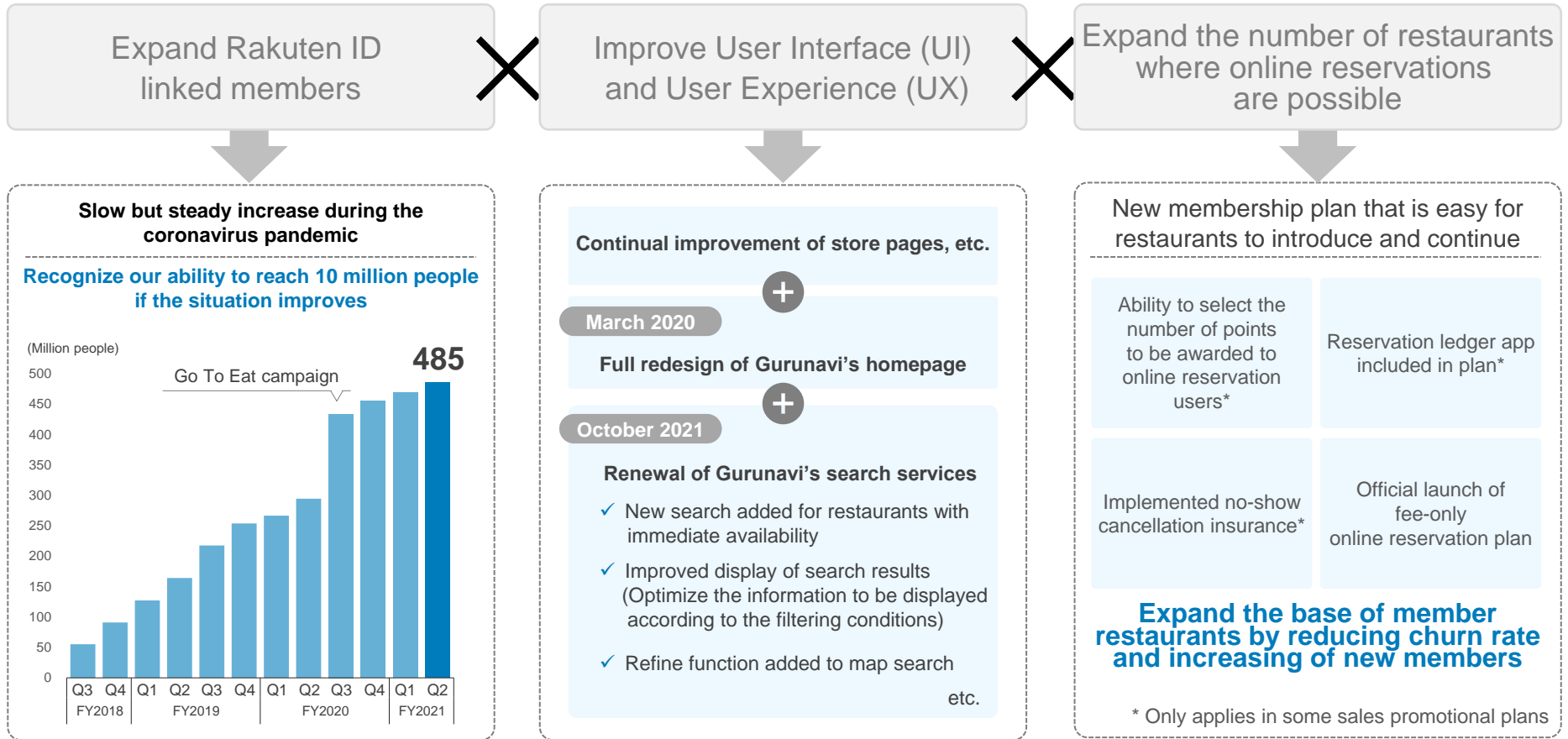
0 Strengthening table reservation service (1)

■ Main measures for improving value as a restaurant reservation media



0 Strengthening table reservation service (2)

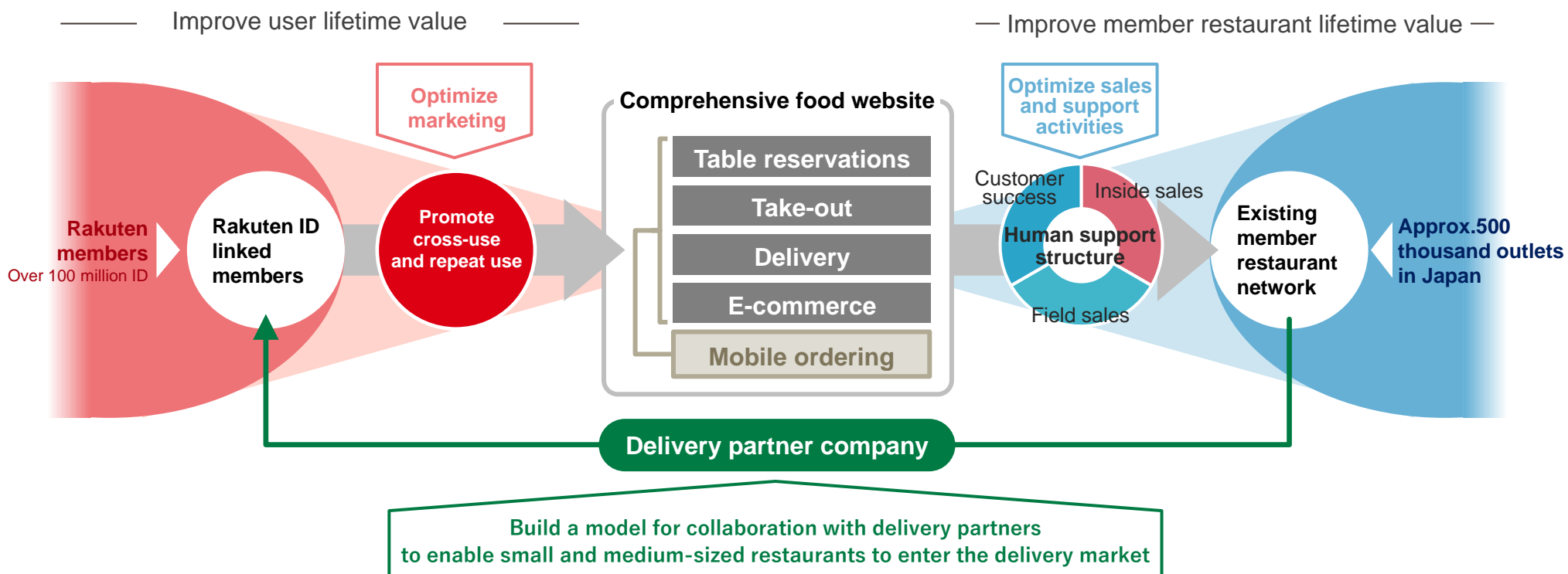
■ Main measures for improving value as a restaurant reservation media



Steady progress in building a foundation to significantly increase the number of customers for dine-in reservations
Increase media value around expansion of Rakuten ID-linked members and member restaurants

1 Strengthening delivery service

Fully utilize Gurunavi and Rakuten Group's assets and build a sustainable business model
Strengthen and expand the entire restaurant support business
by developing a comprehensive food website



Comprehensive support to meet diverse food needs of consumers
and help generate restaurant sales

2 Build mobile ordering service (1)

Receive evaluation from clients while gathering feedback to improve functions

GURUNAVI FineOrder



Proposals centered on restaurant chain companies that have high needs for improving operational efficiency through ICT utilization

< Main feedback from our clients >

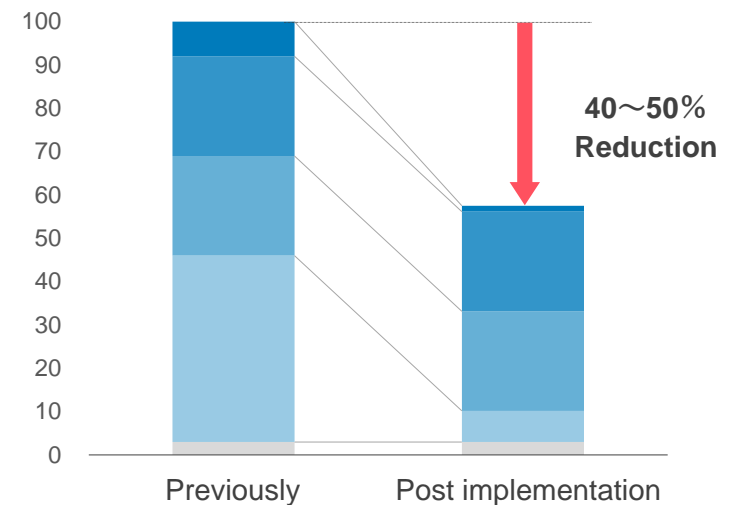
- ✓ Very agile in operation
- ✓ Can be implemented without changing work operations
- ✓ Would be helpful to be able to extend time for all-you-can-drink options (implemented based on feedback) etc.

While implementation was delayed due to extension of state of emergency and expansion of areas under state of emergency, confirmed positive response to implementation

Image of efficiency improvement post-implementation

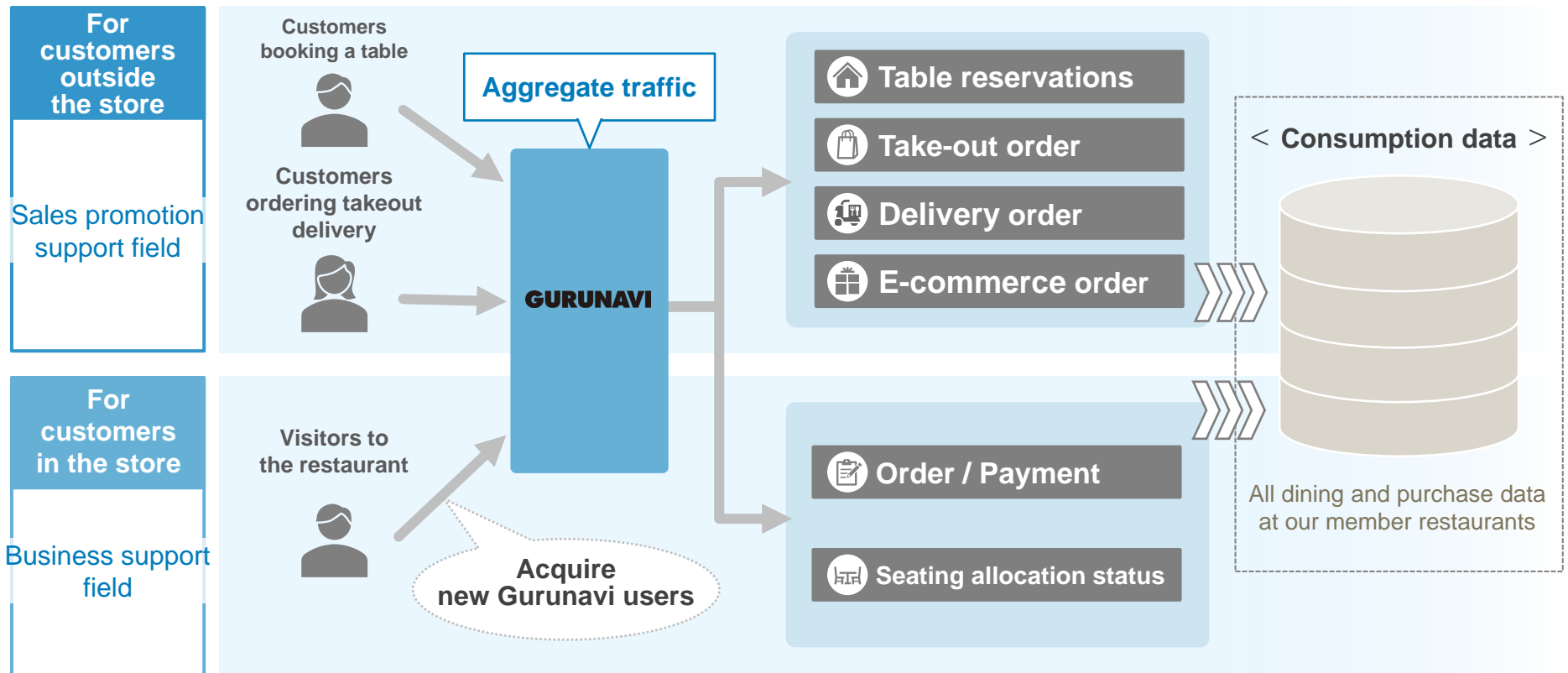
Expected to reduce dining area operations by 40-50%

- Seating customers
- Ordering
- Serving
- Clean-up
- Billing



2 Build mobile ordering service (2)

Seamless integration of dine-in reservations, take-out, and delivery ordering functions to promote cross-use and repeat use and maximize customer contact



3 Build ingredients ordering service (1)

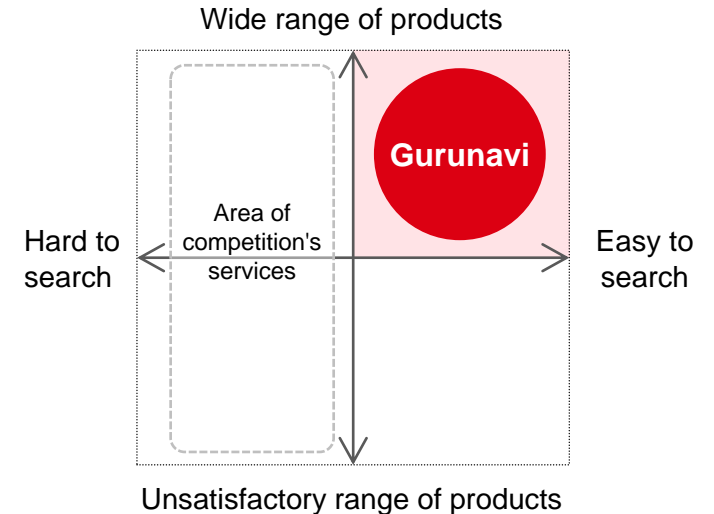
In addition to "Gurunavi Ingredients Ordering System", a tool for digitizing ordering operations, build ingredients e-commerce site to help restaurants and suppliers connect as business partners



Development of service due to high demand

Ingredients EC site

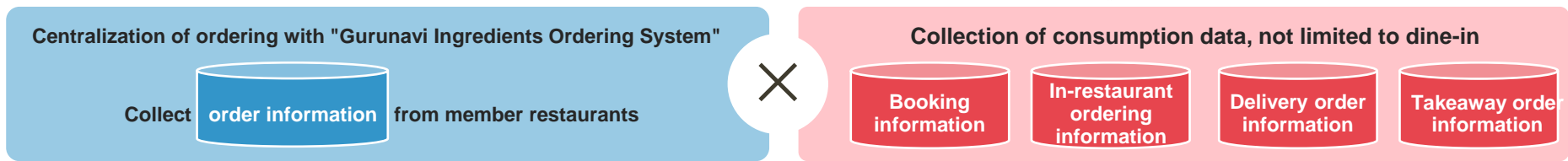
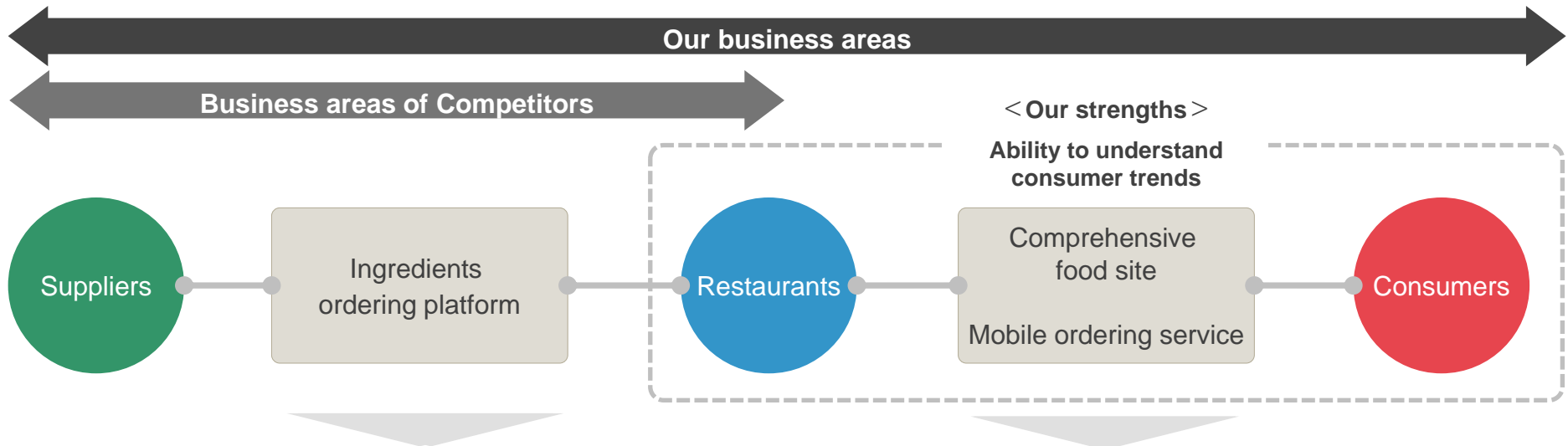
<p>Wide range of products</p>	<p>From standard products to high value-added products</p> <ul style="list-style-type: none"> Effective use of client assets through "Gurunavi FOODMALL" Set target number of products in each category and check the fulfilment rate
<p>Easy to search</p>	<p>Moving away from simple digitalization of paper catalogues</p> <ul style="list-style-type: none"> Implementation of experience gained from operating Gurunavi website Unlike other services, site designed with searchability of product in mind



To be launched this winter and fully operational next spring with features to guarantee secure trading

3 Build ingredients ordering service (2)

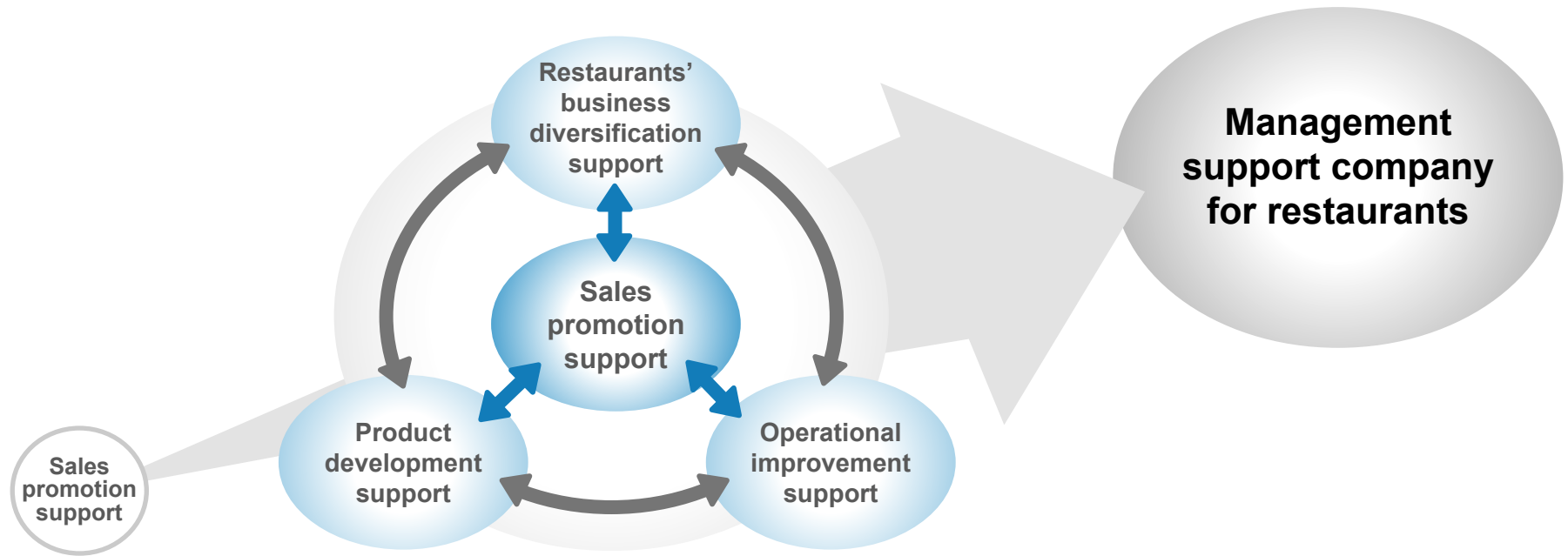
Future business development potential through ingredients ordering service



Medium/long term development

- ✓ Support improvement in logistics efficiency by matching order and shipping information to reduce transport costs
- ✓ Support reduction of food loss by optimizing order quantities and timing based on demand forecasts

Evolve into management support company for restaurants



Transform restaurant from an **"on the spot meal provider"**
to a **"comprehensive food service provider"** that meets all consumer needs

Reference materials

Number of member restaurants

FY2021 Q2

Number of total paying member restaurants

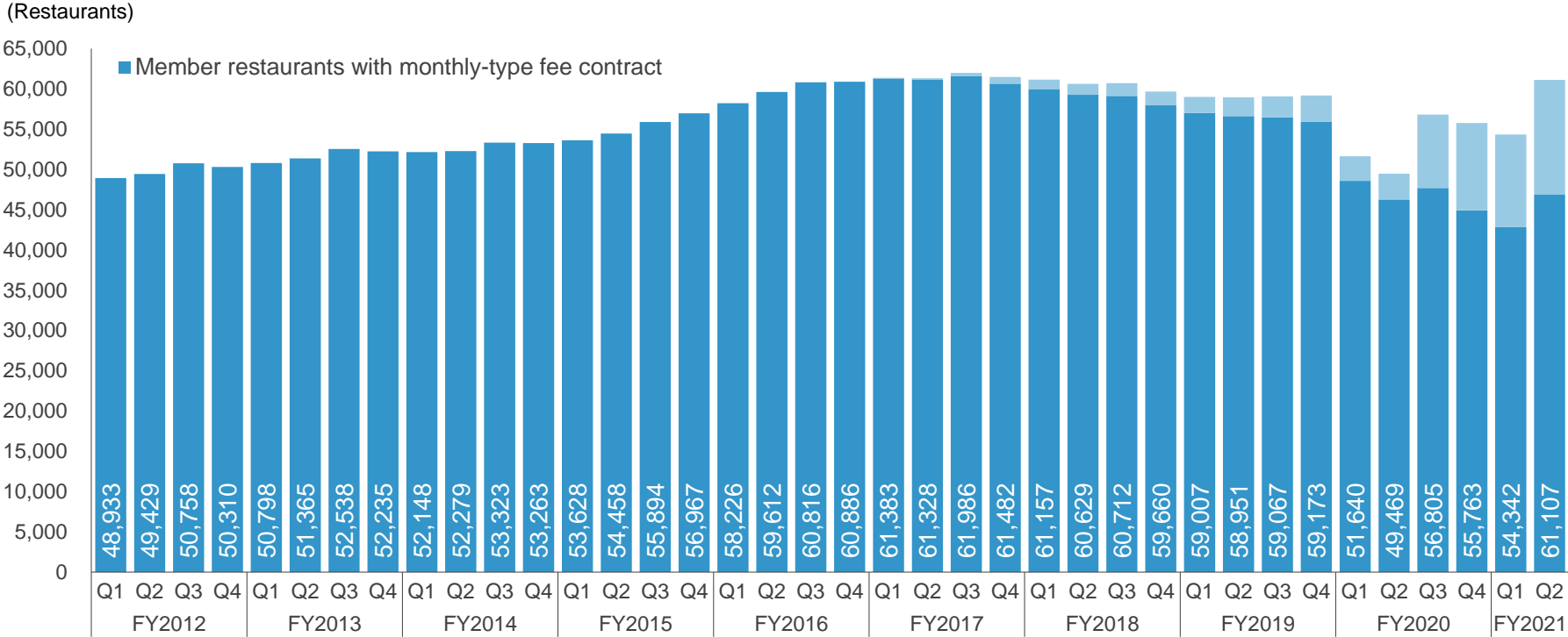
61,107

at the end of September 2021
up by 11,638 from the end of September 2020

Member restaurants with monthly-type fee contract

46,904

at the end of September 2021
up by 648 from the end of September 2020



*The numbers in the graph are the number of total paying member restaurants

User reach

■ Number of Rakuten ID linked members : **4.85 million**

(At the end of Sep. 2021; 2.94 million at the end of Sep. 2020)

■ Number of Gurunavi members : **21.54 million**

(As of Oct. 1, 2021; 19.35 million members as of Oct. 1, 2020)

■ Unique user per month : **44.00 million**

(In Dec. 2020; 56.00 million users in Dec. 2019)

✓ Decreased year-on-year, due to stagnant demand in dining out with the spread of COVID-19.

*Unique users per month: Based on browser count

*Gurunavi member: An individual who has registered for membership at Gurunavi

Quarterly sales data (consolidated)

Net sales (Unit: JPY million)		FY2018				FY2019				FY2020				FY2021	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Cumulative retained services	a	6,778	6,417	6,385	6,300	6,014	5,978	6,093	5,823	1,350	3,148	3,250	2,730	2,320	2,131
Spot services	b	751	691	1,166	999	967	1,021	1,511	995	125	412	1,750	515	260	369
Restaurant promotion services	c= a+b	7,530	7,108	7,552	7,299	6,982	6,999	7,605	6,819	1,475	3,561	5,000	3,245	2,581	2,501
Promotions	d	144	174	322	314	118	179	200	293	133	317	1,033	653	218	208
Core businesses total	e= c+d	7,674	7,282	7,874	7,614	7,100	7,178	7,805	7,113	1,608	3,879	6,033	3,899	2,799	2,709
Related businesses	f	534	513	634	600	451	433	461	382	174	160	184	239	235	360
Total	g= e+f	8,209	7,795	8,509	8,214	7,551	7,611	8,267	7,495	1,783	4,040	6,217	4,139	3,034	3,070

(Unit: JPY)		FY2018				FY2019				FY2020				FY2021	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Restaurant promotion services revenue per restaurant(ARPU)	h*1	40,933	38,911	41,493	40,430	39,227	39,557	42,961	38,449	8,878	23,486	31,367	19,224	15,628	14,442
Cumulative retained services revenue per restaurant(ARPU)	i*2	37,466	35,876	35,963	35,872	34,872	35,071	35,924	34,547	8,617	22,136	23,064	19,657	17,631	15,838

*1) Sum of sales of cumulative retained services and those of spot services divided by the average of number of total paying member restaurants at previous and current quarter-end $h=2/3*c/(jt-1+jt)$

*2) Sales of cumulative retained services divided by the average of number of member restaurants with monthly-type fee contract at previous and current quarter-end $i=2/3*a/(kt-1+kt)$

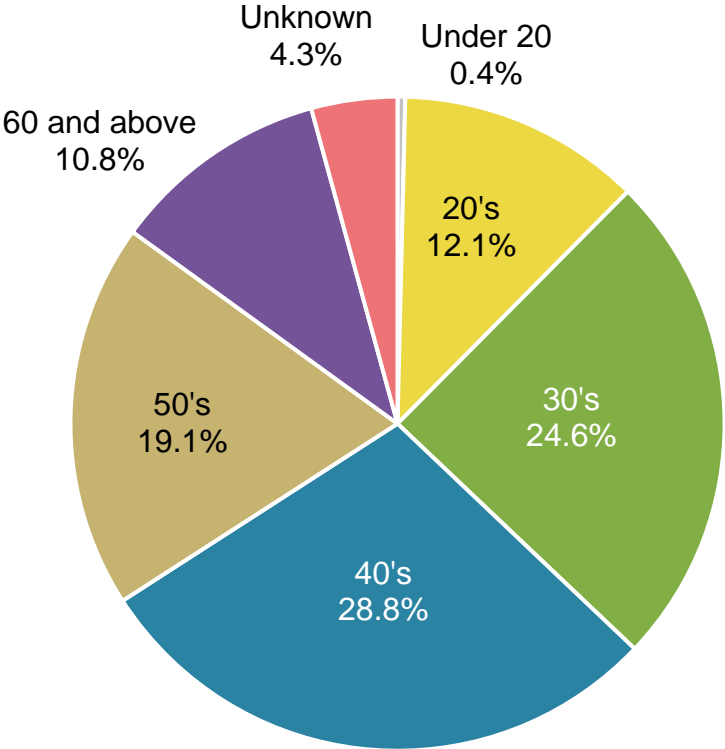
The deviation from figures disclosed before the first quarter of fiscal year 2021 is due to a recalculation based on the number of member restaurants with monthly-type fee contract defined in Note 3)

Number of member restaurants (Unit: restaurants)		FY2018				FY2019				FY2020				FY2021	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Total paying member restaurants	j	61,157	60,629	60,712	59,660	59,007	58,951	59,067	59,173	51,640	49,469	56,805	55,763	54,342	61,107
Member restaurants with monthly-type fee contract	k*3	59,973	59,264	59,125	57,960	57,027	56,612	56,469	55,910	48,580	46,256	47,694	44,917	42,830	46,904

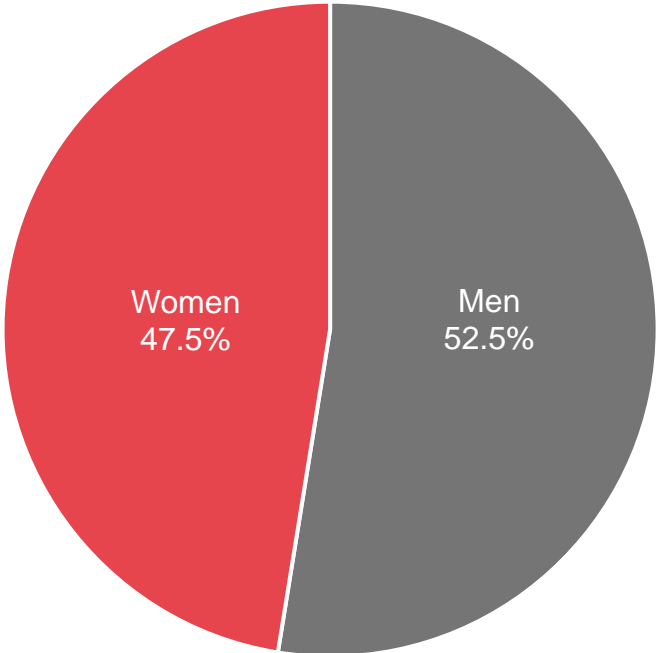
*3) Restaurants using the fixed monthly fee service (regardless of whether they have a paid listing contract on the Gurunavi site)

User overview

Users by age group



User composition by gender

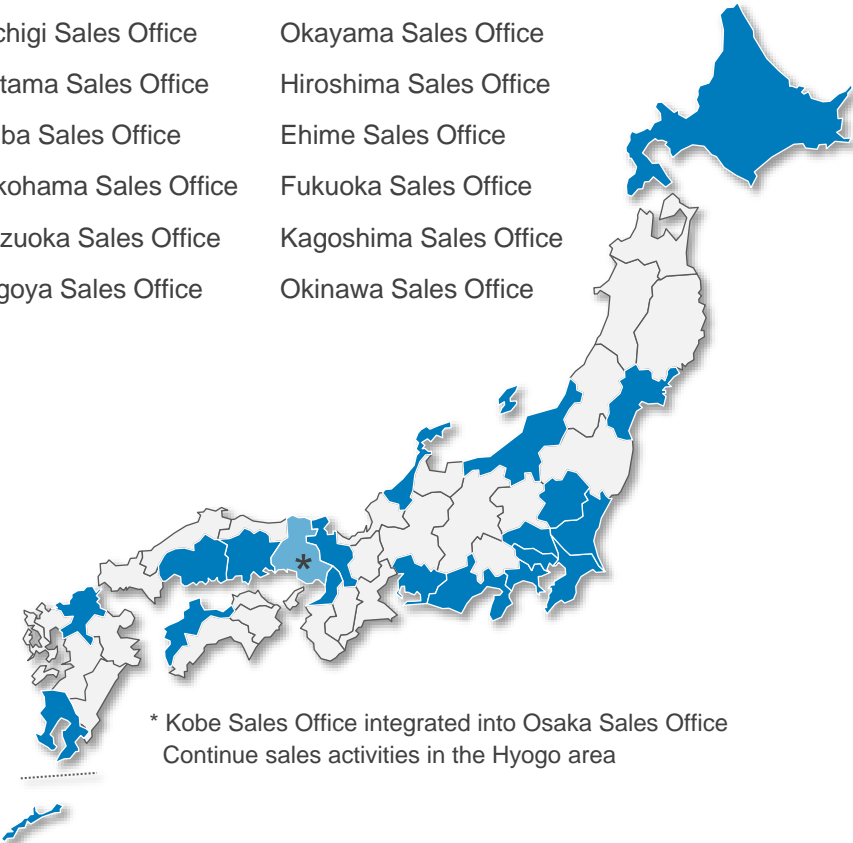


Source: Gurunavi member data (In September 2021)

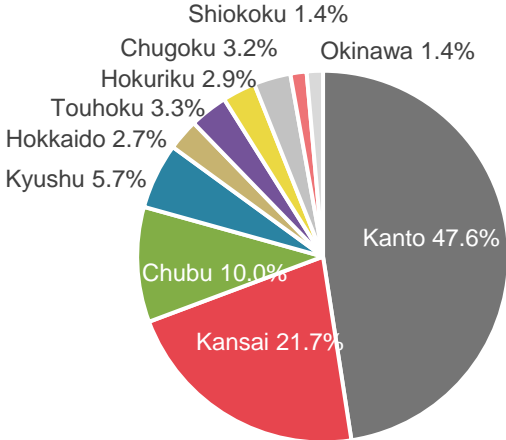
Regional expansion and member restaurants

20 sales offices that provide services to local businesses across the country

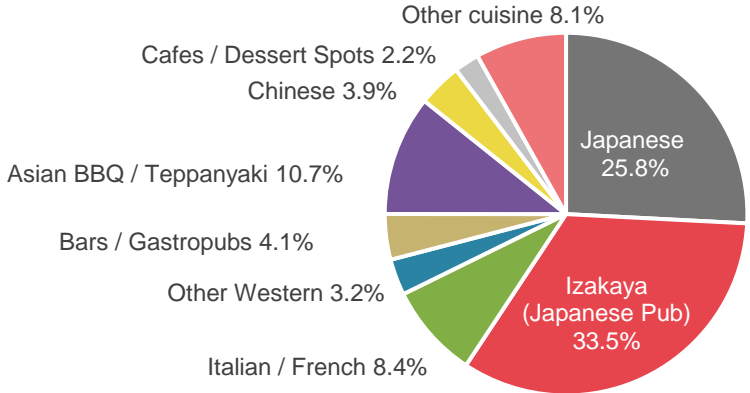
- Head Office
- Hokkaido Sales Office
- Sendai Sales Office
- Ibaraki Sales Office
- Tochigi Sales Office
- Saitama Sales Office
- Chiba Sales Office
- Yokohama Sales Office
- Shizuoka Sales Office
- Nagoya Sales Office
- Niigata Sales Office
- Kanazawa Sales Office
- Osaka Sales Office
- Kyoto Sales Office
- Okayama Sales Office
- Hiroshima Sales Office
- Ehime Sales Office
- Fukuoka Sales Office
- Kagoshima Sales Office
- Okinawa Sales Office



Percentage of member restaurants(paid) by region



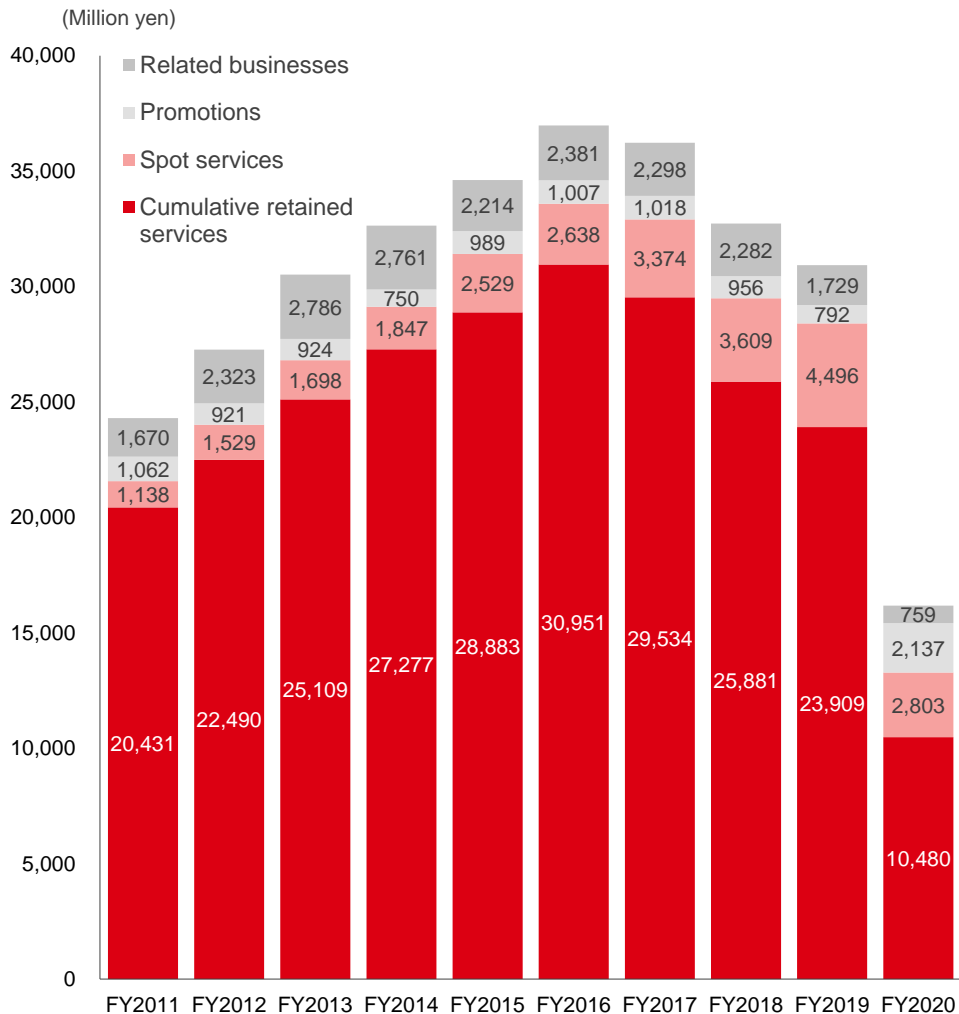
Percentage of member restaurants (paid) by restaurant type



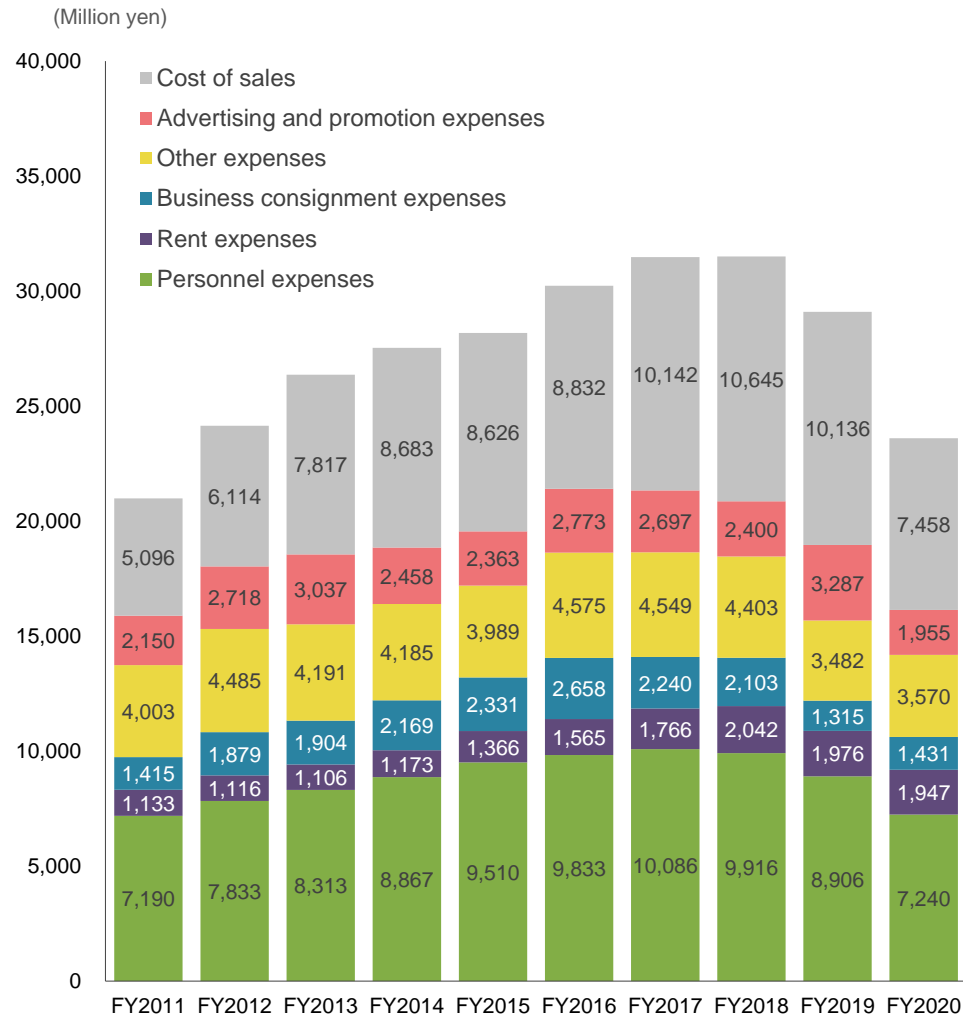
* In September 2021

Sales and costs & expenses

Sales



Costs & Expenses



Historical data (consolidated)

(Unit: JPY million)	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Consolidated business results										
Net sales	24,302	27,265	30,518	32,636	34,617	36,979	36,226	32,728	30,927	16,181
Operating income (loss) *1	3,312	3,116	4,147	5,099	6,429	6,740	4,742	1,216	1,821	(7,423)
Ordinary income (loss)	3,375	3,153	4,167	5,127	6,492	6,813	4,809	1,289	1,894	(7,269)
Net income (loss)	1,909	1,959	2,420	3,279	4,367	4,799	3,192	581	949	(9,704)
Assets • Liabilities • Net assets										
Total assets	16,951	19,103	22,071	23,665	27,322	23,917	25,457	23,797	23,979	13,567
Cash and deposits	7,548	7,399	9,448	10,492	13,131	7,922	8,000	7,630	11,653	7,507
Liabilities	4,381	5,005	5,926	6,201	7,026	5,878	6,270	5,093	4,709	4,192
Net assets	12,569	14,098	16,145	17,464	20,296	18,038	19,186	18,704	19,270	9,375
Equity	12,555	14,042	16,099	17,427	20,266	18,013	19,166	18,662	19,211	9,290
Per share data										
Earnings per (loss) share(JPY) *2	39.12	40.15	49.56	67.26	90.19	102.25	68.27	12.42	20.26	(206.90)
Dividends per share(JPY) *2	10	10	15	28	38	42	44	8	8	-
Other										
Operating margin(%)	13.6	11.4	13.6	15.6	18.6	18.2	13.1	3.7	5.9	-
Return on equity(%)	16.1	14.7	16.1	19.6	23.2	25.1	17.2	3.1	5.0	-
Return on assets(%)	10.4	10.9	11.8	14.3	17.1	18.7	12.9	2.4	4.0	-
Payout ratio(%)	25.6	24.9	30.3	41.6	42.1	41.1	64.5	64.4	39.5	-
Shareholders' equity ratio(%)	74.1	73.5	72.9	73.6	74.2	75.3	75.3	78.4	80.1	68.5
Number of shares of treasury stock	1,585,400	1,585,400	1,503,649	266,059	216,459	1,924,559	1,892,159	1,839,162	1,806,562	1,757,262
Total paying member restaurants	48,893	50,310	52,235	53,263	56,967	60,886	61,482	59,660	59,173	55,763

*1: The credit commitment fee payable to financial institutions, previously included in the "payment fee" under selling, general and administrative expenses, is separated to the "commitment fee" under non-operating expenses from the fiscal year 2020.

There is no change in presentation to the figures for previous years.

*2: Gurunavi implemented a 2-to-1 split on April 1, 2014. Calculated on the assumption that these share split were conducted at the beginning of the fiscal year 2011 (April 1, 2011).

Human support structure

A partner who works with restaurant managers with the aim of expanding operations over the long-term

Providing advice on advertising and promotion and other issues facing member restaurants
Member restaurant sales staff

Paying regular visits to member restaurants to answer questions and provide detailed support
Visiting staff

Providing advice to member restaurants in difficulty
Call center staff have specific skills related to the restaurant industry
Call center

Sharing success stories and know-how to restaurant owners through seminars and video distribution
Gurunavi Academy

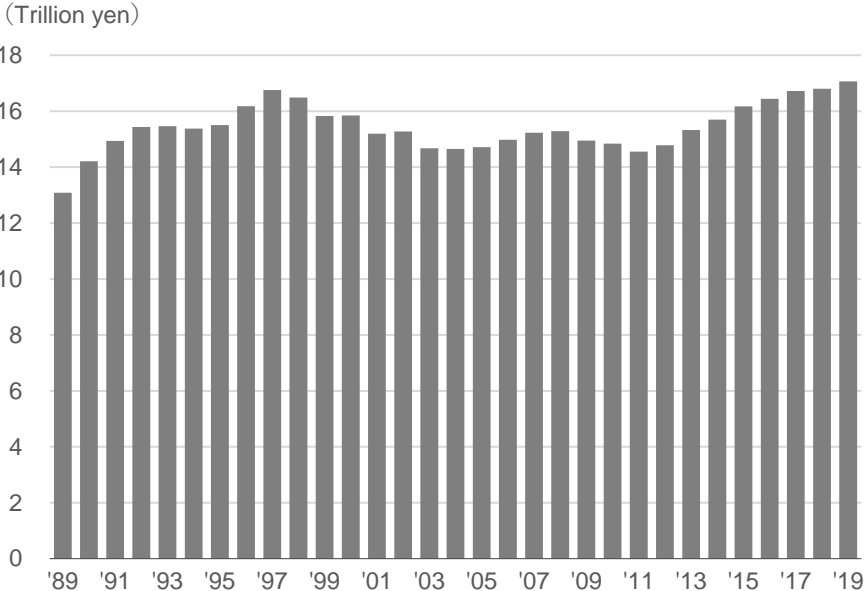
Business Environment

Number of restaurants

490 thousand outlets in 2016 (peaked at 650 thousand outlets in 1986)

*Sources: 1986 Business Census; 2016 Economic Census for Business Activity
 *Institutional meals, bars, and night clubs are excluded.

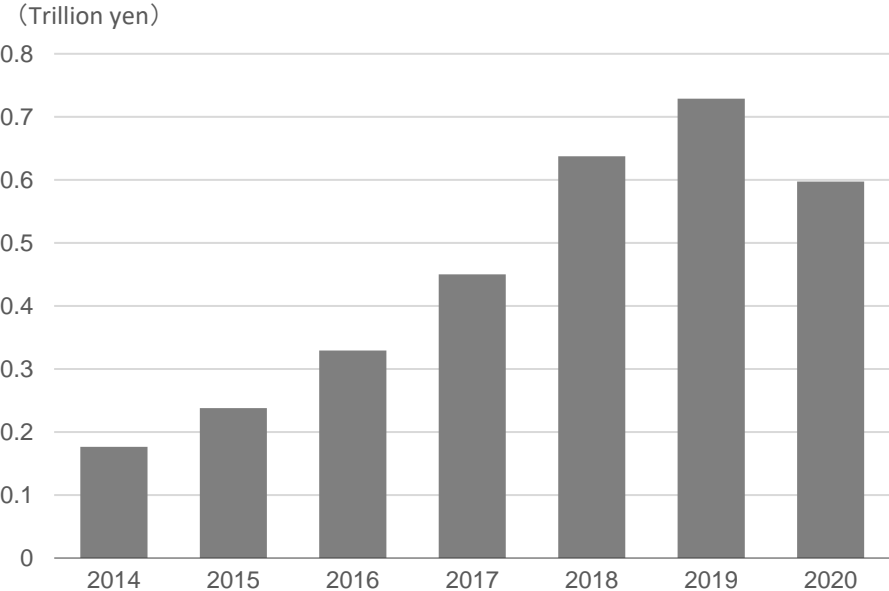
Market size of the Japanese restaurant industry



*Source: Food Industry Research Institute; Size of restaurant market
 *Institutional meals, bars, and night clubs are excluded.

Increased for eight consecutive years due to an increase in foreign visitors to Japan and a rise in corporate entertainment spending

Market size of online reservation in restaurant



*The Ministry of Economy, FY2020 E-Commerce Market Survey

18.0% decrease year on year in 2020

Company profile as of the end of September 2021

Name	Gurunavi, Inc. (stock code: 2440)
Establishment	October 2, 1989 (incorporated) February 29, 2000 (Gurunavi, Inc. established)
Head office	1-2-2, Yurakucho, Chiyoda-ku, Tokyo
Capital	100 million yen (Number of shares issued: 48,675,100 shares)
Business description	Web-based information provision relating to restaurants etc. using the platform of PC and smartphones etc. Provision of support service associated with the management of restaurants etc. and other related business
Directors	Chairman and Director : Hisao Taki President and Representative Director : Akio Sugihara Outside Directors : Koichi Tsukihara (Independent Director), Hidehiko Sato (Independent Director), Hirohisa Fujiwara (Independent Director), Kazunori Takeda, Naho Kono
Top 10 shareholders (as of March 31, 2021)	Rakuten Group, Inc. 15.0%, Hisao Taki 12.7%, The Master Trust Bank of Japan, Ltd. (Trust account) 4.2%, Japan Traffic Culture Association 4.0%, Odakyu Electric Railway Co., Ltd. 2.4%, Custody Bank of Japan, Ltd. 2.4%, Tokyo Metro Co., Ltd. 2.1%, Mizuho Trust & Banking Co., Ltd. retirement benefit trust (Keikyu Corporation account) re-trust trustees, Custody Bank of Japan, Ltd. 1.9%, Hiroko Taki 1.8%, The Master Trust Bank of Japan, Ltd. (Retirement benefit Trust TOKYU CORPORATION account) 1.5% *The ratio of shareholding is calculated based on the total number of shares issued after deduction of treasury stock (1,757,262 shares).
Total Number of shareholders (as of March 31, 2021)	18,600
Number of total personnel	Non-consolidated : 1,509 Consolidated : 1,718
Consolidated subsidiaries	Gurunavi Promotion Community, Inc. (100%), Gurunavi (Shanghai), Inc. (100%) Gurunavi Research Institute, Inc. (100%), Gurunavi Support Associe, Inc. (100%)



Company information

<https://corporate.gnavi.co.jp/en/>

Gurunavi IR contact information

<https://ssl.gnavi.co.jp/company/english/contact/>

Disclaimer

This document is not intended for offering investments in the securities issued by the Company. The document has been prepared based on data available at the end of September 2021. The views and forecasts included in the document reflect judgments of the Company when the document was prepared.

The Company will not guarantee or ensure the accuracy and completeness of the information, which may be changed without prior notice.