



INVESTOR PRESENTATION

Financial Results for the Third Quarter of the Fiscal Year 2021

Gurunavi, Inc. (Stock Code : 2440)

Food: Satisfying People
and Creating Connections

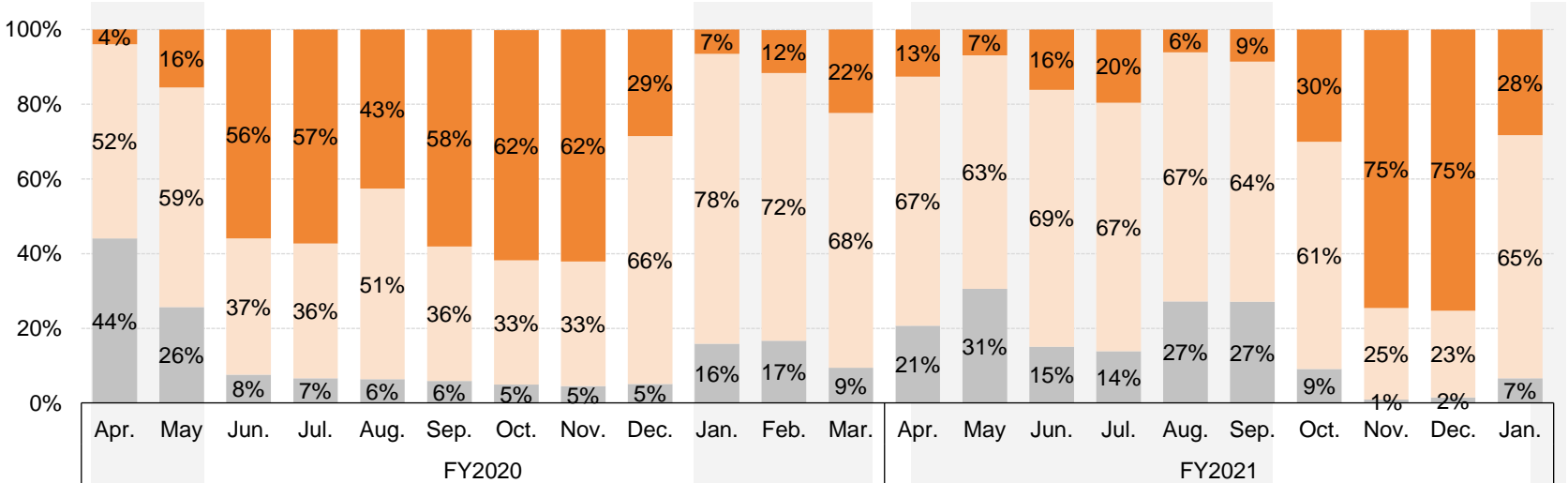


Business Environment

- ✓ Restaurants continued to face difficulties this period due to restrictions on operating hours and serving alcohol as a result of state-of-emergency declarations
 - Restaurant management continued to be reluctant to engage in sales promotion activities
- ✓ From October, the eating-out market showed signs of recovery after the state of emergency was lifted

■ Business status of member restaurants (Web survey of member restaurants)

■ Suspension ■ Shortened business hours ■ As usual



Financial Highlights

- ✓ Losses decreased due to fixed cost reductions, etc. despite the decrease in sales in a severe business environment
- ✓ Use of Gurunavi services by both restaurants and consumers increased after the lifting of the state of emergency in October
- ✓ Market outlook for eating out remains uncertain due to increasing numbers of infections since January and the full-year forecast has not yet been determined

	Q3 (Apr.-Dec.)	
	FY2020	FY2021
Net sales	JPY 12,041 million	JPY 9,563 million ↓
Operating loss	JPY (6,235) million	JPY (3,483) million ↑
Net loss attributable to owners of parent	JPY (6,486) million	JPY (3,606) million ↑
Number of total paying member restaurants (At the end of December 2021)	56,805	60,614 ↑
Number of Rakuten ID connected members (At the end of December 2021)	4.34 million	5.28 million ↑

“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)	Q3 FY2020 (Apr.-Dec.)	Ratio to sales	Q3 FY2021 (Apr.-Dec.)	Ratio to sales	YoY Change (for reference)
Net sales	12,041	100.0%	9,563	100.0%	(20.6)%
Cost of sales	5,788	48.1%	4,050	42.4%	(30.0)%
Gross profit	6,253	51.9%	5,513	57.6%	(11.8)%
SG&A expenses	12,488	103.7%	8,997	94.1%	(28.0)%
Operating loss	(6,235)	-	(3,483)	-	-
Ordinary loss	(6,217)	-	(3,564)	-	-
Net loss before income taxes	(5,939)	-	(3,597)	-	-
Net loss attributable to owners of parent	(6,486)	-	(3,606)	-	-

Consolidated sales breakdown

(JPY million)	Q3 FY2020 (Apr.-Dec.)	Q3 FY2021 (Apr.-Dec.)	YoY (for reference)
Net sales	12,041	9,563	(20.6)%
Restaurant promotion services	10,037	7,692	(23.4)%
Cumulative retained services	7,749	6,381	(17.7)%
Spot services	2,288	1,311	(42.7)%
Promotions	1,484	920	(38.0)%
Related businesses	519	950	82.8%

Cumulative retained services

- ✓ YoY decrease due to weak orders in the first half of the year and the effect of the discount campaign for the new member plan (Sep. to Jan.)
- ✓ Recovering from December due to improved external environment

Spot services

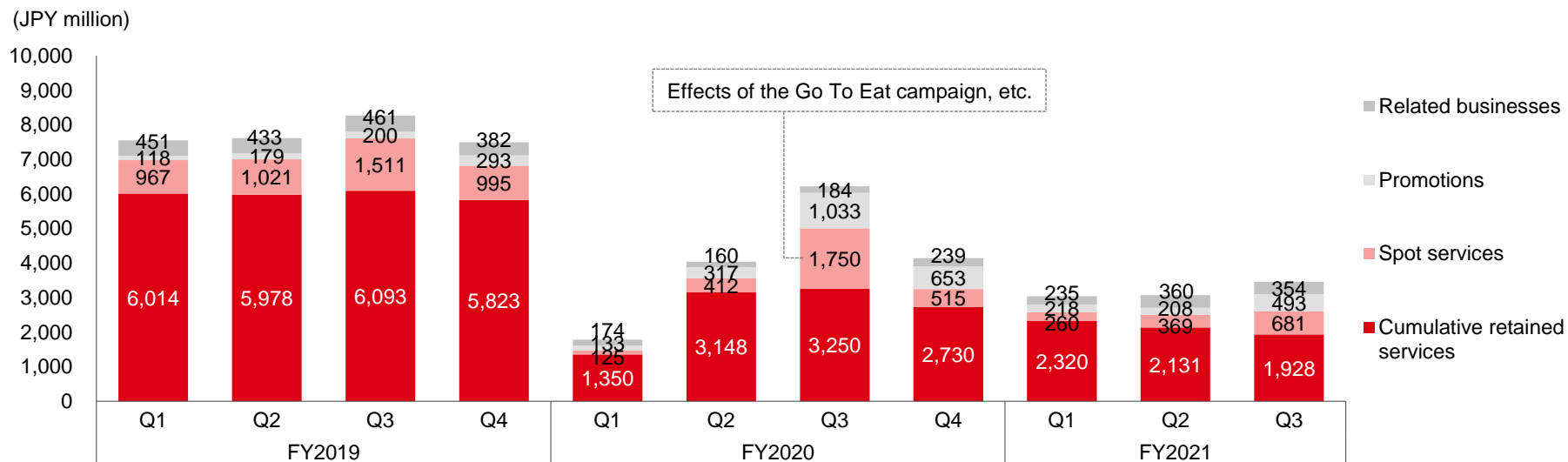
- ✓ YoY decrease in online reservation commission sales, which had been boosted by the Go To Eat campaign

Promotions

- ✓ Revenue from contracted management of the Go To Eat campaign and Gurunavi FOODMALL (ended FY2020 Q4) was declined/was eliminated

Related businesses

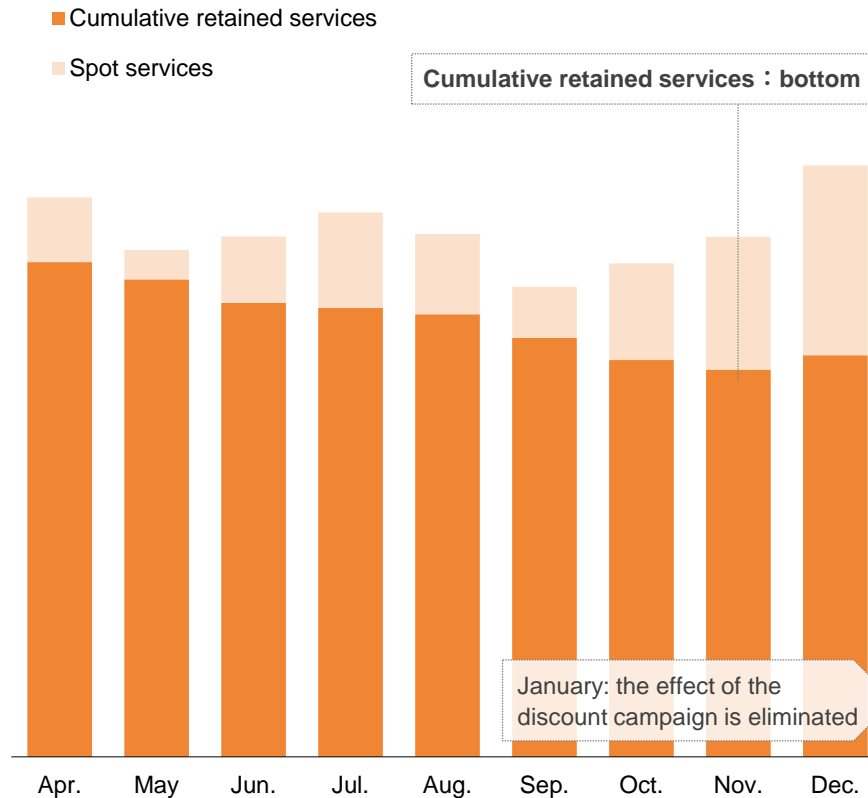
- ✓ Recorded contracted business fee from Rakuten Group.



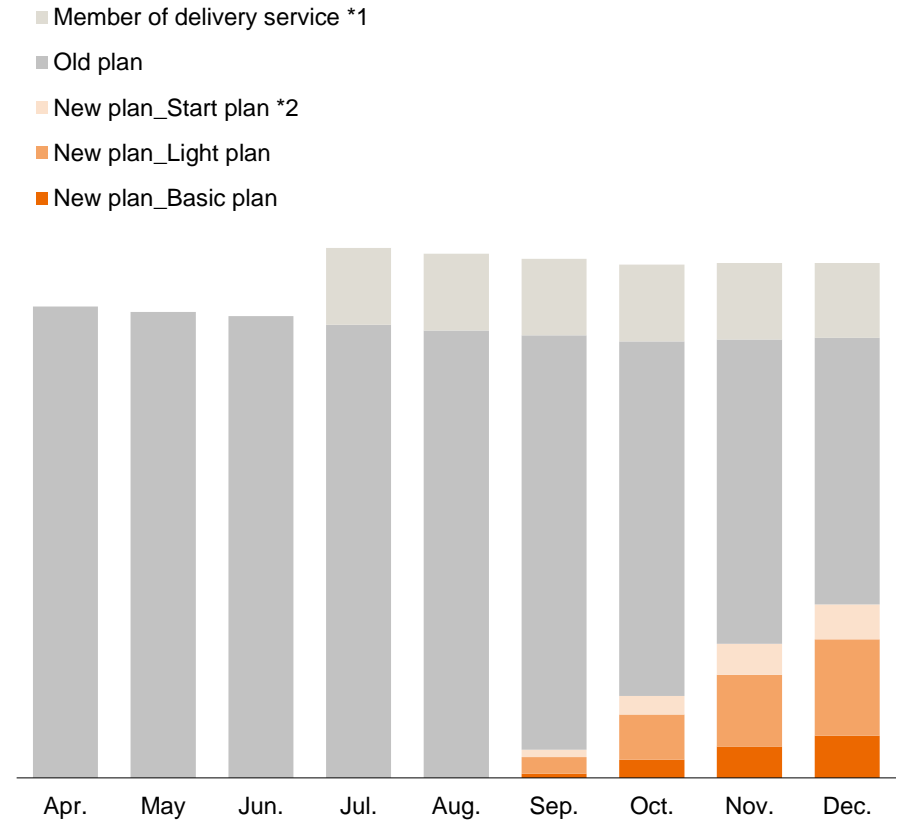
Monthly change in restaurant promotion services

✓ Both sales and number of member restaurants recovering in Q3

Monthly change in sales of restaurant promotion services



Monthly change in number of total paying member restaurants



*1 Delivery member restaurants transferred from Rakuten Group, Inc. in July 2021

*2 Restaurants that posted online reservations / bought optional services only

(Reference) New membership plan *launched in September 2021

- ✓ Set up a new plan with a lighter monthly fixed cost burden compared to the previous plan
 - ✓ For restaurants that do not require sales promotion support, such as thriving restaurants, online reservation functions and business support products are provided independently
- Increase the number of member restaurants and the possibility to reallocate resources to new businesses through the expansion of target restaurants, reduction of churn rate and associated improvement in operational efficiency

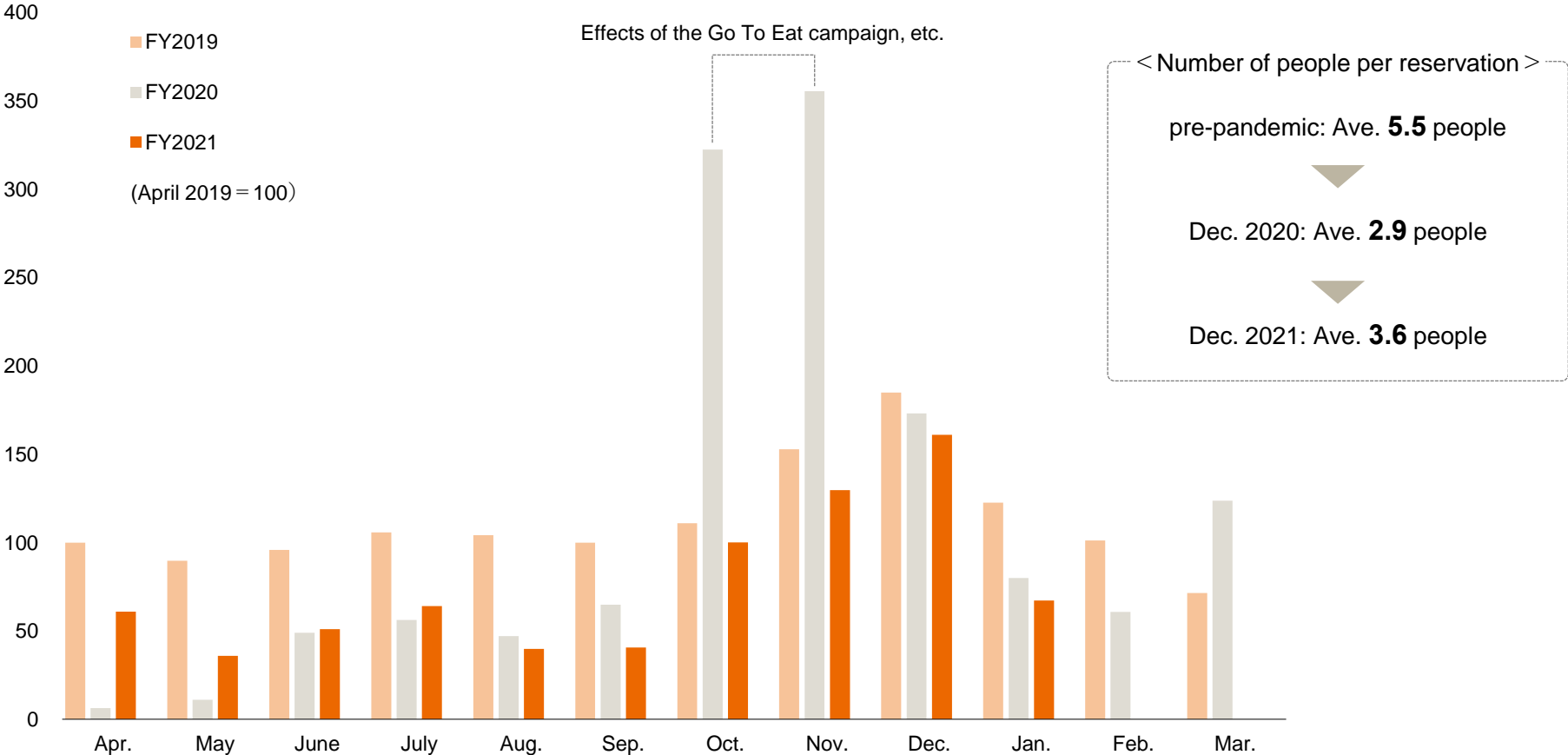
■ Sales promotional plan (that requires published restaurant page)

	Basic Plan	Light Plan	Start Plan
Basic membership fee	30,000 yen / month	10,000 yen / month	0 yen / month
Assigned sales contact	○	×	×
Online reservation	Different fee options available Lunch: 10-40 yen / person; Dinner: 50-200 yen / person		Fixed fee Lunch: 40 yen / person; Dinner: 200 yen / person
Gurunavi Ledger (App version)	○	○	×
Use of coupons (see p.12 for detail)	○	○	×
Enhanced exposure (publication on special pages and advertising spaces)	○	×	×
+			
Purchase of optional services available (exposure enhancement, outsourced services, in-store digitalization, management support, etc.)			

- Non-member sales promotional plan (no restaurant page) include the purchase options of in-store digitalization / management support / outsourced services, etc.

Monthly change in number of online reservations

- ✓ The number of online bookings in December recovered to 87% of pre-pandemic level (December 2019) due to improvements in the external economic environment and higher conversion rates (see p.13)
- ✓ Although numbers of people per reservation has picked up, there is a continual trend toward smaller groups



Consolidated cost breakdown

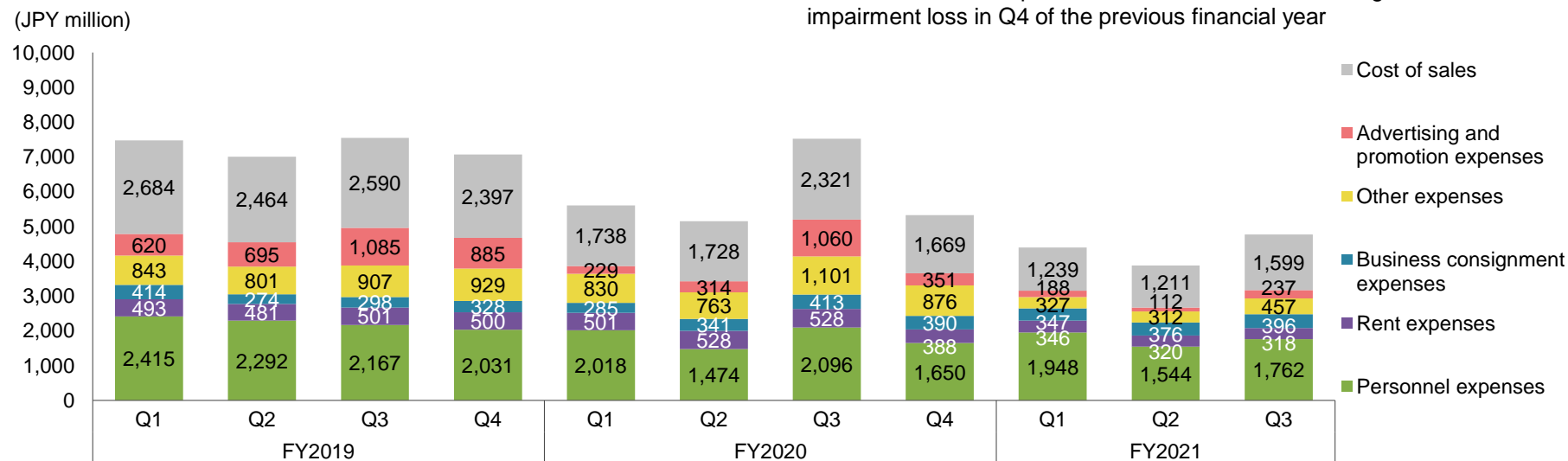
(JPY million)	Q3 FY2020 (Apr.-Dec.)	Q3 FY2021 (Apr.-Dec.)	YoY (for reference)
Total cost	18,277	13,047	(28.6)%
Cost of sales	5,788	4,050	(30.0)%
SG&A	12,488	8,997	(28.0)%
Personnel expenses	5,590	5,255	(6.0)%
Rent expenses	1,558	985	(36.8)%
Business consignment expenses	1,040	1,120	7.6%
Advertising and promotion expenses	1,604	537	(66.5)%
Other	2,694	1,097	(59.3)%

Cost of Sales

- ✓ Depreciation and amortization decreased due to recognition of impairment loss in Q4 of the previous financial year
- ✓ Reduction in Go To Eat campaign operating costs

SG&A

- ✓ Rent expenses
Decrease in office rent expenses due to scaling down office space and relocation/reduction of sales offices
- ✓ Advertising and promotion expenses
Reduction in advertising and promotion expenses for driving restaurant demand through Go To Eat campaign and for online reservation points
- ✓ Other expenses
Reduction in other expenses due to the repayment of reserves for bad debt and a reduction in depreciation and amortization in recognition of impairment loss in Q4 of the previous financial year



Consolidated balance sheets

- ✓ Raised 5.0 billion yen by issuing common stock (3.3 billion yen) and Class A preferred stock (1.7 billion yen) through third-party allotment

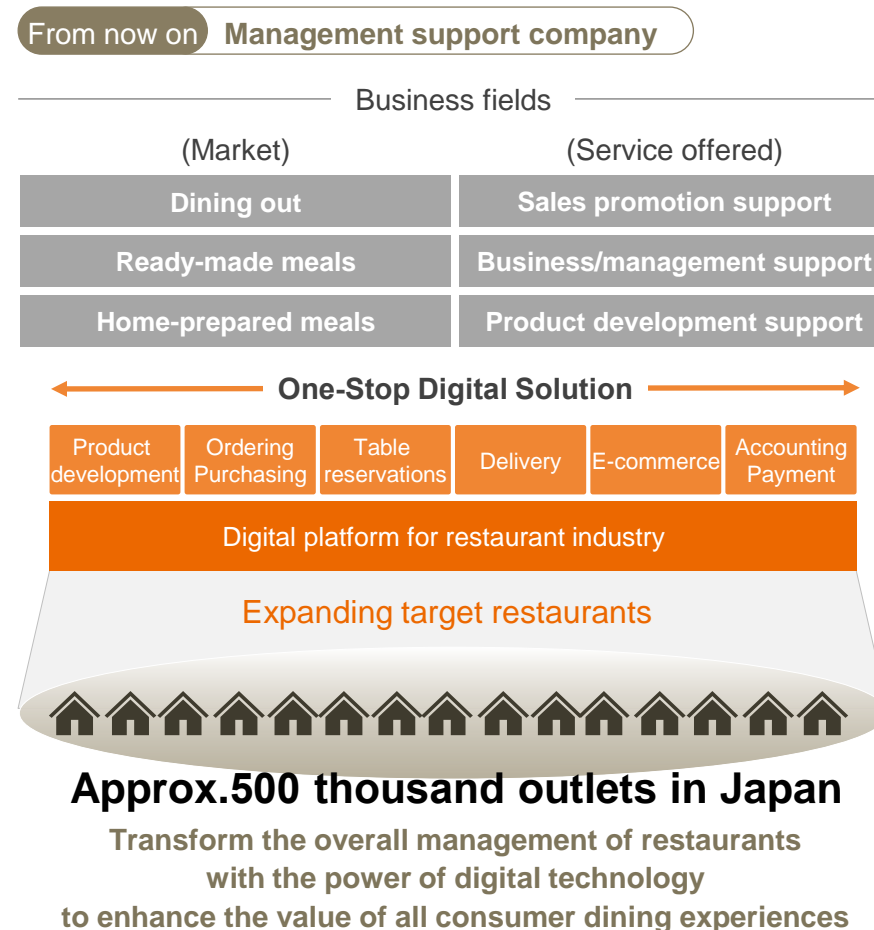
(JPY million)	As of Mar. 31, 2021	As of Dec. 31, 2021	Change	(JPY million)	As of Mar. 31, 2021	As of Dec. 31, 2021	Change
Total current assets	11,664	11,573	(90)	Total current liabilities	4,024	2,902	(1,121)
Cash and deposits *	7,507	7,246	(260)	Accounts payable- other	1,482	1,348	(133)
Notes and accounts receivable-trade	2,741	3,413	671	Deposits received *	1,675	803	(872)
Accounts receivable- other	1,154	657	(497)	Income taxes payable	57	2	(54)
Prepaid expenses	480	685	204	Provision for bonuses	247	286	39
Allowance for doubtful accounts	(581)	(546)	34	Provision for point card certificates	158	30	(128)
Other	362	119	(243)	Other	402	430	28
Total non-current assets	1,903	2,814	910	Total non-current liabilities	168	235	66
Property, plant and equipment	-	95	95	Total liabilities	4,192	3,137	(1,054)
Intangible assets	-	793	793	Total net assets	9,375	11,250	1,875
Investments and other assets	1,903	1,925	21	Equity	9,290	11,145	1,854
Total assets	13,567	14,388	820	Total liabilities and net assets	13,567	14,388	820

Total amount of commitment line contract as of Dec. 31, 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 December 2021 : 600 million yen each)

Target concept

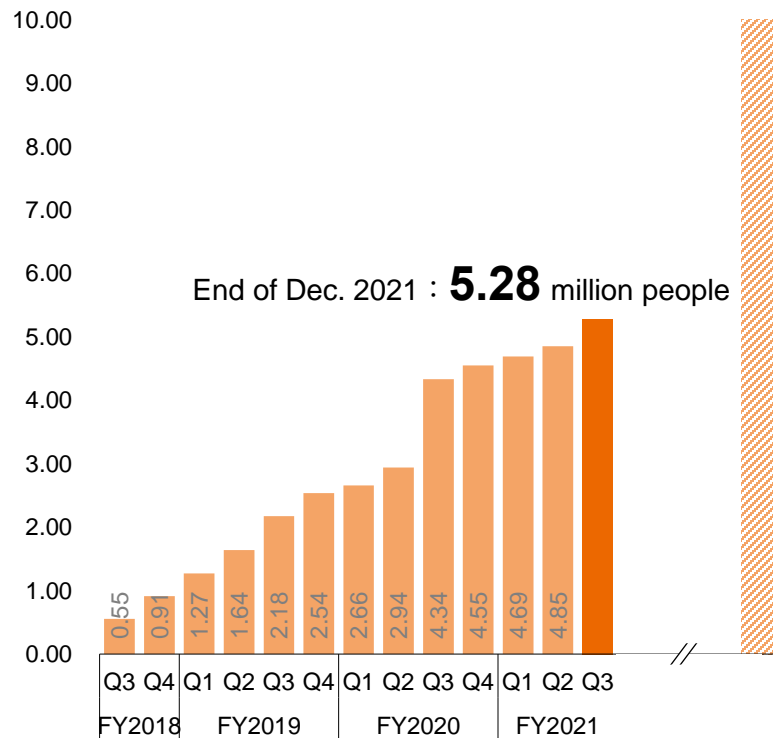
Evolve from a sales promotion support company into a management support company
Provide value for all restaurants regardless of size, category, or location



Progress in strengthening measures: Strengthening the ability to send customers for dine-in (1)

- ✓ Number of Rakuten ID-connected members exceeded 5 million
- ✓ Launch of “Gurunavi Online Reservation Coupon” to strengthen the promotion of online reservations for Rakuten members (over 100 million)
 - Making constant improvements in terms of convenience and benefits to increase Rakuten ID-connected membership to 10 million

■ Number of Rakuten ID-connected members



■ Gurunavi Online Reservation Coupon

(Trial - December 2021, implementation - January 2022)

- Gurunavi analyzes reservation trends for Rakuten ID-connected members and issues targeted discount coupons (available for online reservation)
- Gurunavi promotes the uptake of coupons through both Gurunavi and Rakuten websites and email newsletters

Member Restaurants

Restaurants can attract customers through discounts at no cost

→ Increased member satisfaction and retention

Gurunavi

More flexible incentives can be provided with fewer resources than before.

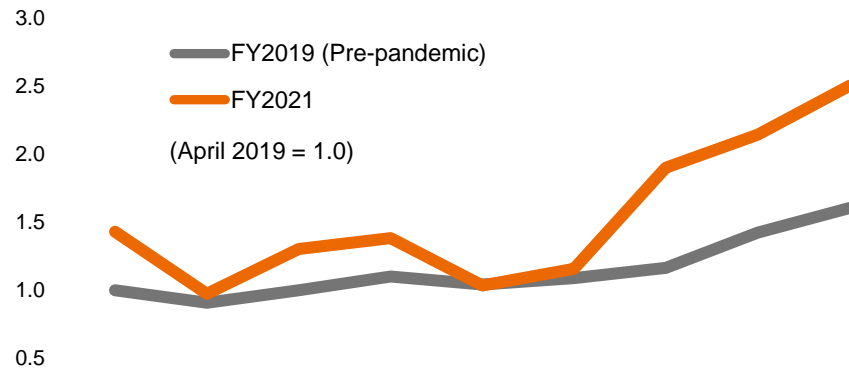
→ More efficient marketing to attract new member users and promote repeat use by existing member users



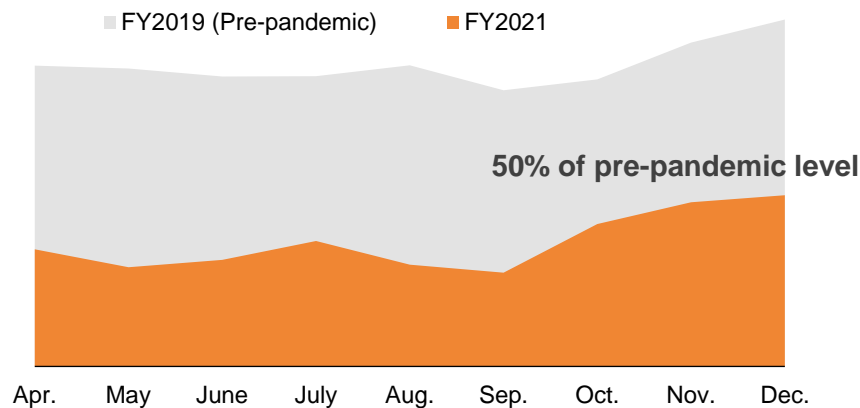
Progress in strengthening measures: Strengthening the ability to send customers for dine-in (2)

- ✓ Continually improve UI & UX and increase conversion rate
- ✓ Increase the number of diners sent to member restaurants through reservations by recovering the number of visits to Gurunavi site through improvements in the external environment, etc.

Conversion rate of online reservation



Number of visits to Gurunavi site



Recent UI & UX improvement initiatives

FY2019 Q4	<ul style="list-style-type: none"> Modernized Gurunavi website home page
FY2020 Q1	<ul style="list-style-type: none"> Improved reservation form
Q2	<ul style="list-style-type: none"> Added “Coronavirus Measures” display on restaurant pages Modernized restaurant pages for smartphones – pt.1
Q3	<ul style="list-style-type: none"> Improved restaurant search UI Modernized restaurant pages for smartphones – pt.2
Q4	<ul style="list-style-type: none"> Modernize map search function on mobile app
FY2021 Q3	<ul style="list-style-type: none"> Modernize restaurant search options Enlarge “Coronavirus Measures” display on restaurant pages

お店の取り組み 14/14件実施中 (2021/12/21更新)

全スタッフワクチン接種済

店内や設備等の消毒・除菌・洗浄

Additionally, conducted a series of improvements to the booking process, search function and restaurant page UI

Progress in strengthening measures: Build ingredients ordering service

- ✓ Launch “Gurunavi FOODMALL”, an e-commerce website for sourcing commercial use ingredients and materials for restaurants
 - Add value for restaurants and create new revenue stream (charging sales commission for wholesalers)

■ Gurunavi ingredients ordering support services

Regular order function

ぐるなび 発注

✓ Ongoing trial



EC site that functions like a shopping mall for ingredients

ぐるなび 仕入モール

✓ Launched November 2021

Main features of Gurunavi FOODMALL

- 1. Wide range of products available, from ingredients to takeout packaging and materials**
 - ✓ Products on website: over 17,000 (as of end of December 2021)
- 2. Site layout and search function make searches easy**
 - ✓ Searches can be refined by shipping cost, temperature, price, payment method, production / processing location, total weight

Working to build up a range of new suppliers and ingredients for restaurants, and new customers for suppliers

In preparation for full-scale launch in April 2022, continue to develop product range and improve UI & UX to meet the needs of participating restaurants



New initiatives

Contribute to a sustainable food culture, while working to generate new revenue by trialing new businesses and services

■ LIVE camera experiment in restaurants – “AKIBA no Akiba”

(November 2021 – January 2022)

1. Images from inside participating restaurants updated every minute and posted on web sites
Supports customers in choosing safe and secure restaurants during the COVID-19 pandemic by showing real-time occupancy information
2. **Seat Keeper** (holds an empty seat for 15 minutes), and **Live Coupon** (issued when a seat is available) functions provide convenience and benefit to customers



■ Develop “Soy Delice Koji” soymilk cheese for commercial production, in collaboration with Tokyo Institute of Technology and Fuji Oil Co., Ltd. (Commercial sales began December 2021)

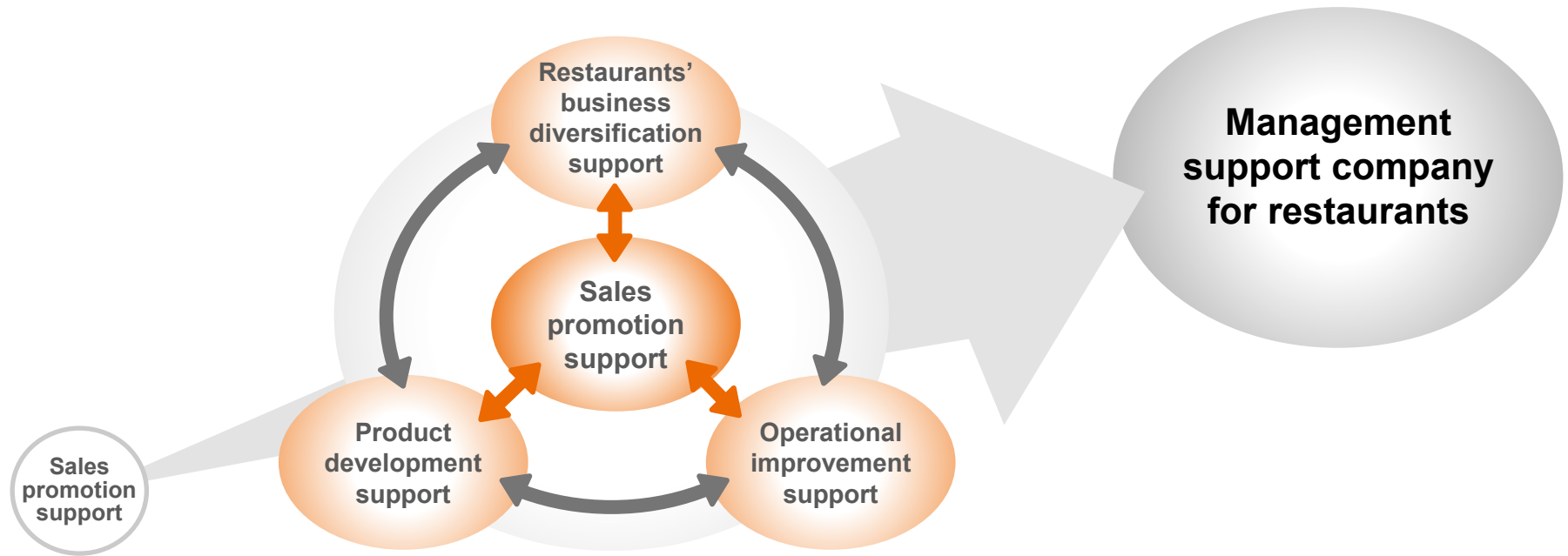
1. Product development based on results of joint fermentation research with the Tokyo Institute of Technology in 2016
2. Double fermentation of low-fat soy milk with lactic acid bacteria and koji mold: food made from plant-based ingredients for health, environmental protection, and food diversity
3. Continue to discover new values from Japanese food through scientific analysis of fermented food and work to enhance brand value of Japanese food through product development

■ “Gurunavi Premium Meal Kit” for recreating the taste of popular restaurants at home (From January 2022)

1. Meal kits that bring together carefully selected ingredients and seasoning, with cooking instruction videos by the chef, to provide customers with the tastes of popular restaurants
2. Transforming the restaurant from places where customers eat into places to create and share the joy of new food
Offering a wide range of ways to enjoy restaurants and a guide to a rich dietary lifestyles to consumer



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 Q3

Number of total paying member restaurants

60,614

at the end of December 2021
up by 3,809 from the end of December 2020

Member restaurants with monthly-type fee contract

47,050

at the end of December 2021
down by 644 from the end of December 2020



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

User reach

■ Number of Rakuten ID connected members : **5.28 million**

(At the end of Dec. 2021; 4.34 million at the end of Dec. 2020)

■ Number of Gurunavi members : **22.04 million**

(As of Jan. 1, 2022; 20.91 million members as of Jan. 1, 2021)

■ Unique user per month : **41.00 million**

(In Dec. 2021; 44.00 million users in Dec. 2020)

*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	Q3
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	1,928
Spot services	b	751	691	1,166	999	967	1,021	1,511	995	125	412	1,750	515	260	369	681
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	2,610
Promotions	d	144	174	322	314	118	179	200	293	133	317	1,033	653	218	208	493
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	3,104
Related businesses	f	534	513	634	600	451	433	461	382	174	160	184	239	235	360	354
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	3,458

(Unit: JPY)		FY2018				FY2019				FY2020				FY2021		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
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	14,298
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	13,687

*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 $i=2/3*a/(kt-1+kt)$

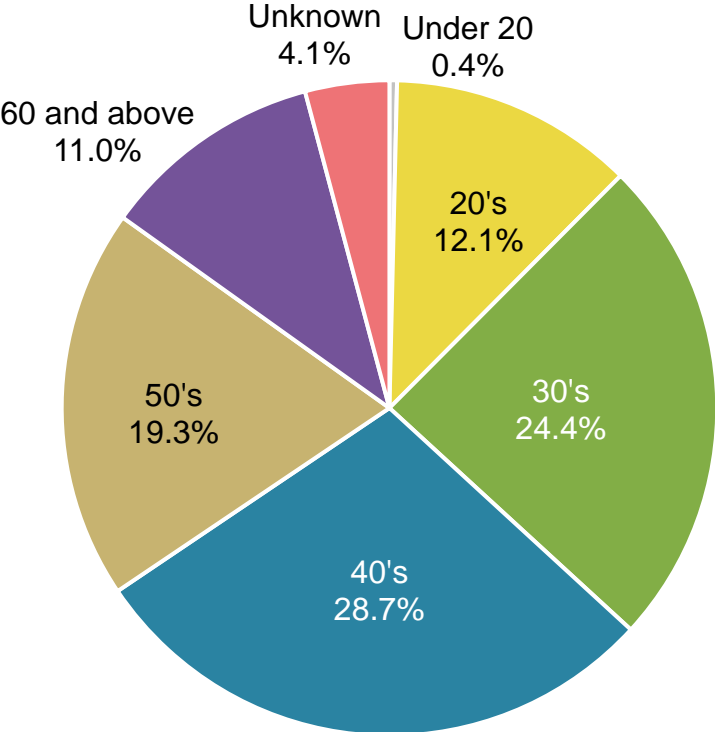
The deviation from figures disclosed before the first quarter of fiscal year 2021 is due to a recalculation based on the number of member restaurants with monthly-type fee contract defined in Note 3)

Number of member restaurants (Unit: restaurants)		FY2018				FY2019				FY2020				FY2021		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
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	60,614
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	47,050

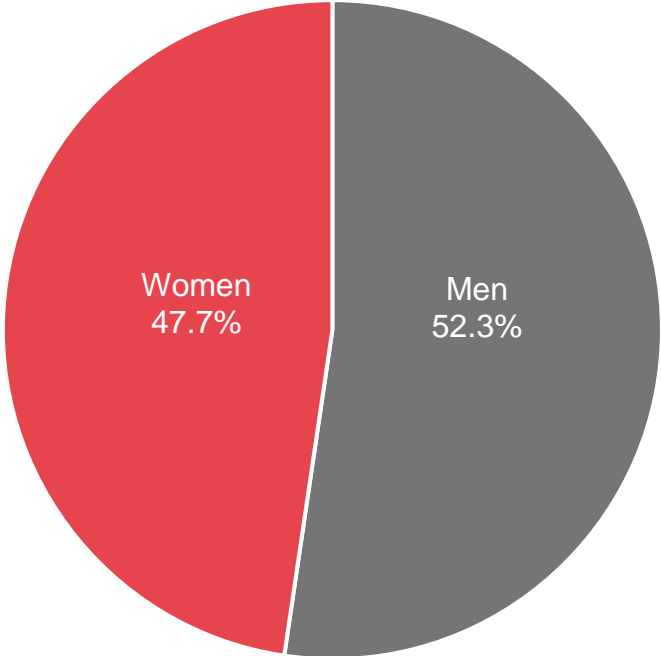
*3) Restaurants using the fixed monthly fee service (regardless of whether they have a paid listing contract on the Gurunavi site)

User overview

Users by age group



User composition by gender

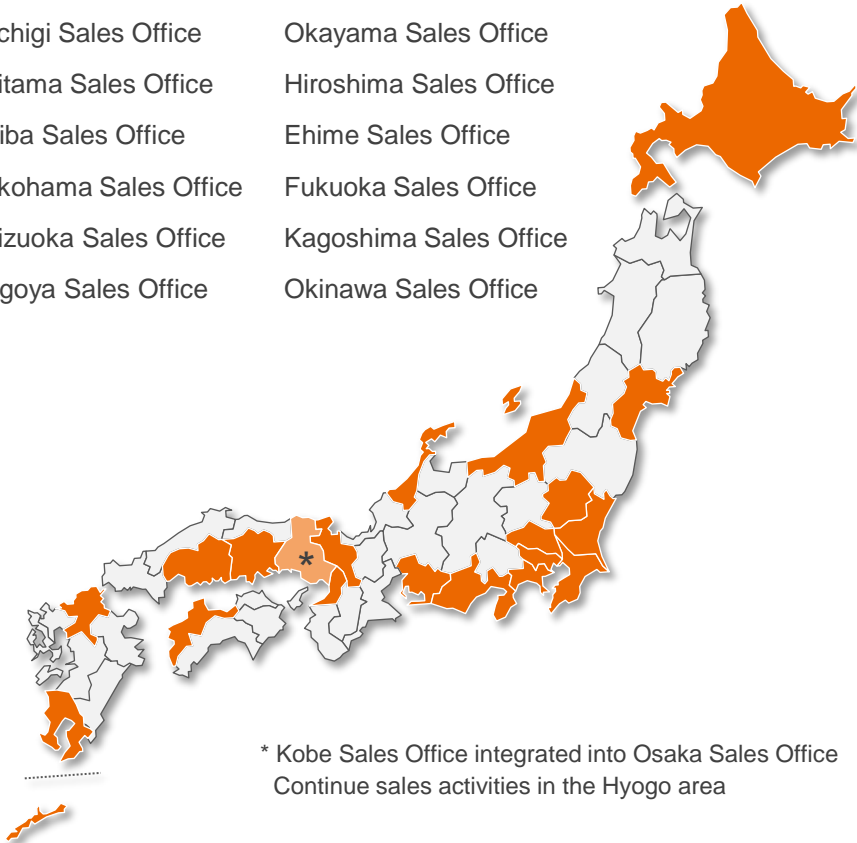


Source: Gurunavi member data (In December 2021)

Regional expansion and member restaurants

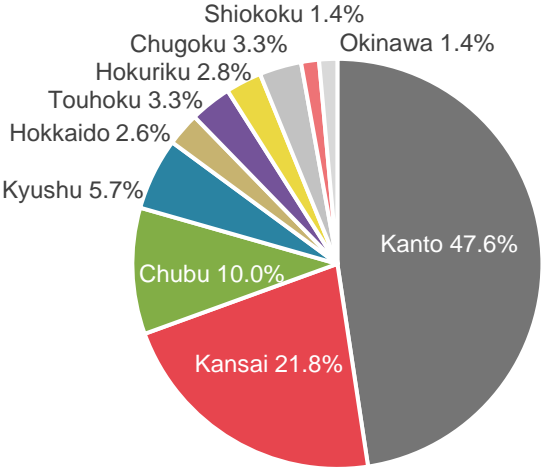
20 sales offices that provide services to local businesses across the country

- 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

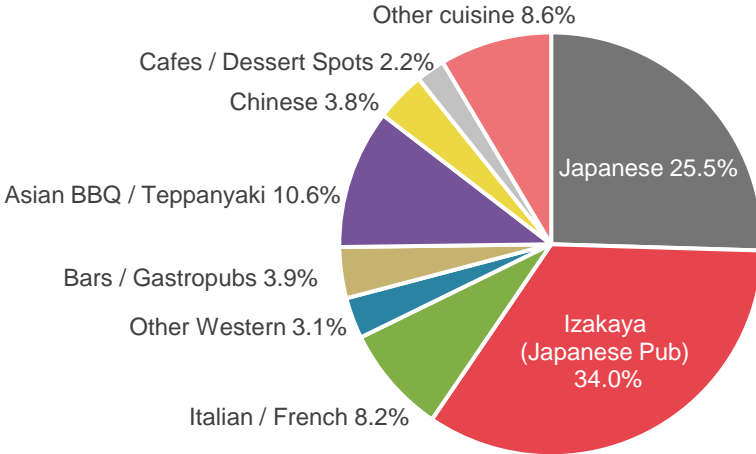


* Kobe Sales Office integrated into Osaka Sales Office
Continue sales activities in the Hyogo area

Percentage of member restaurants(paid) by region



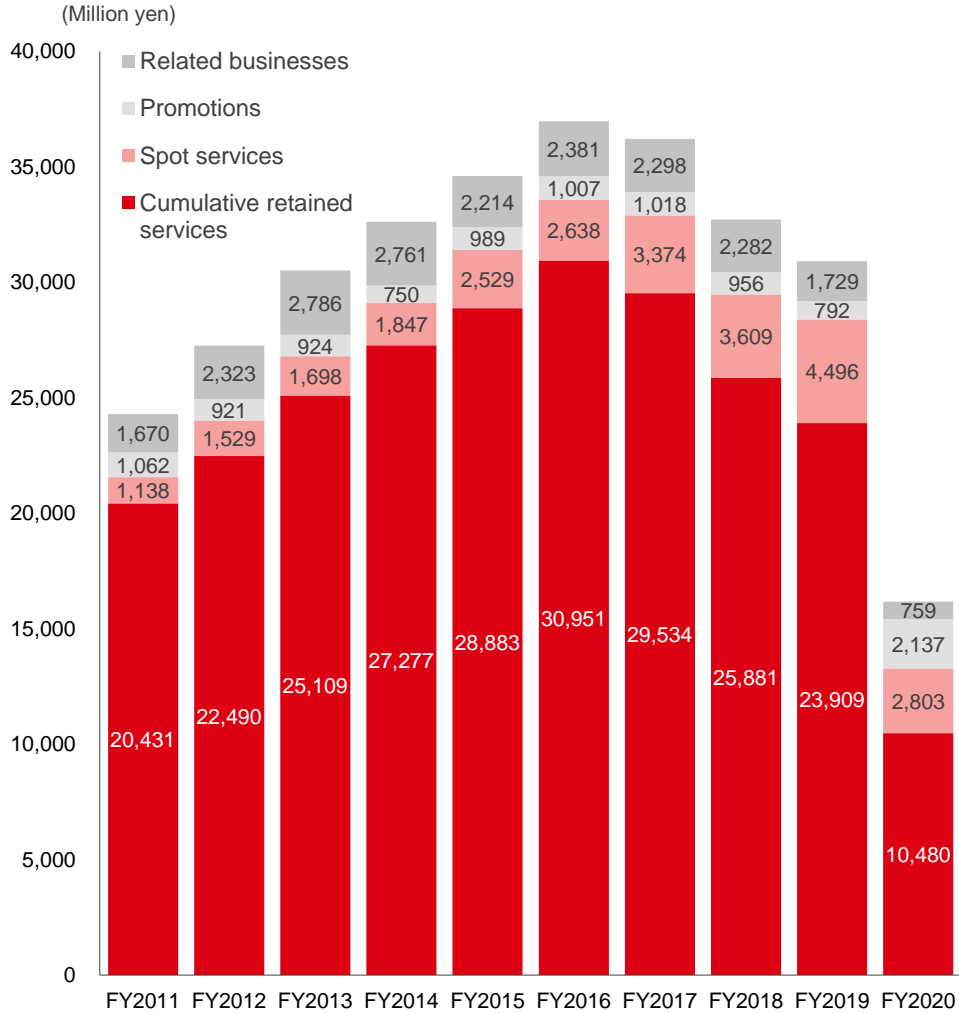
Percentage of member restaurants (paid) by restaurant type



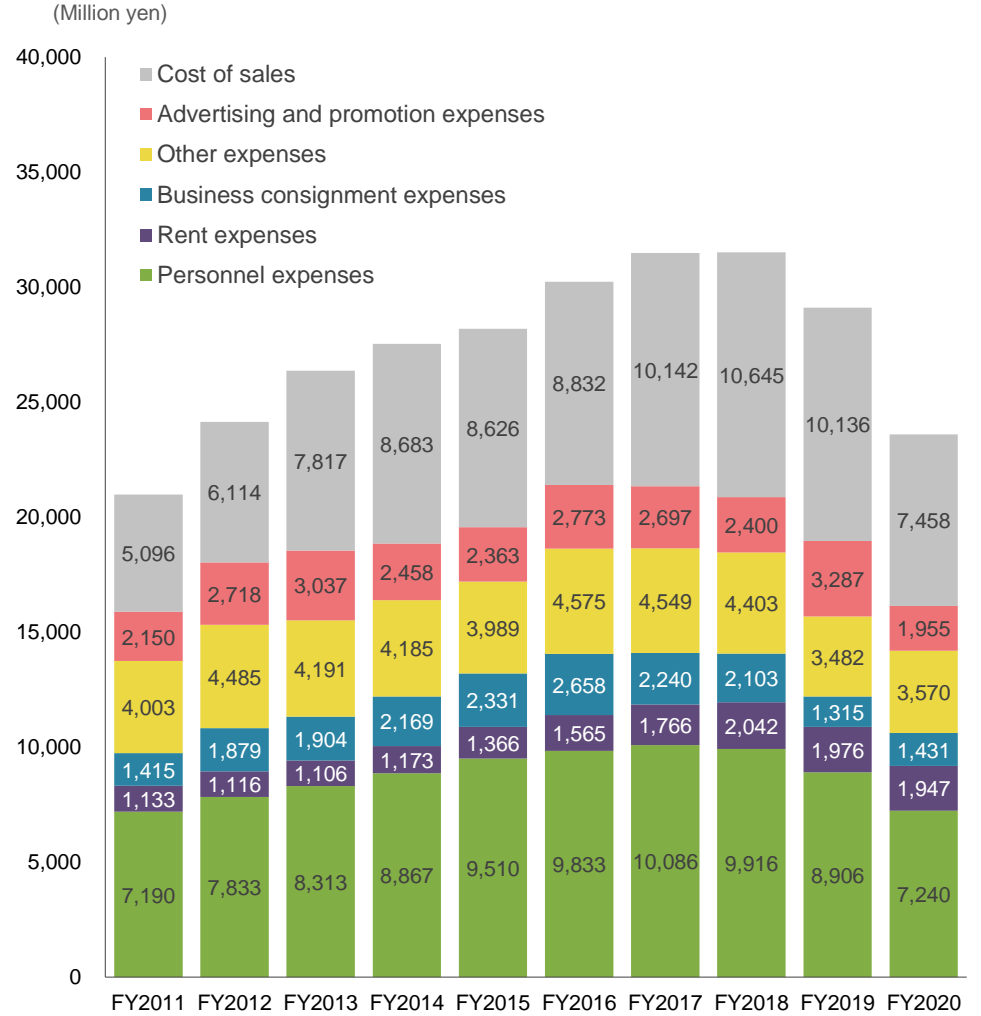
* In December 2021

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

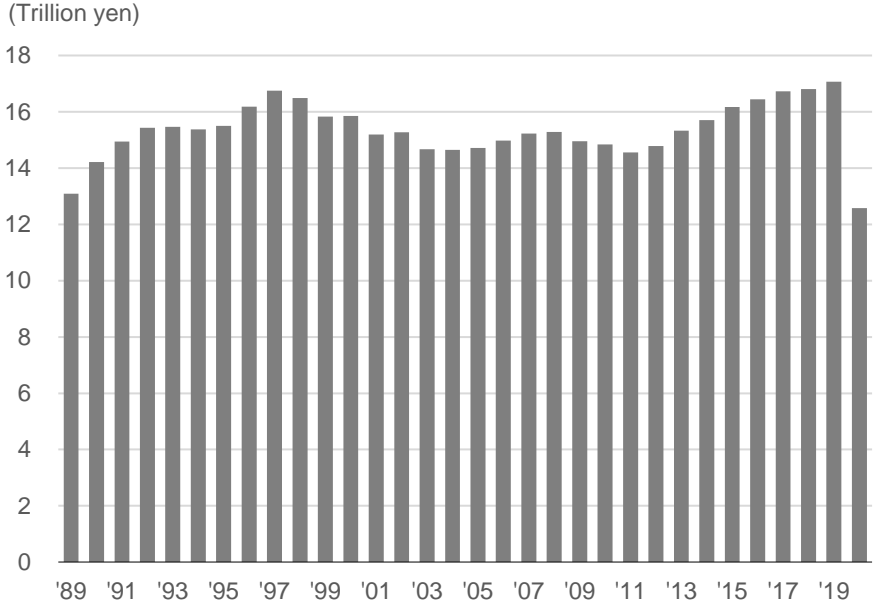
Business Environment

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.

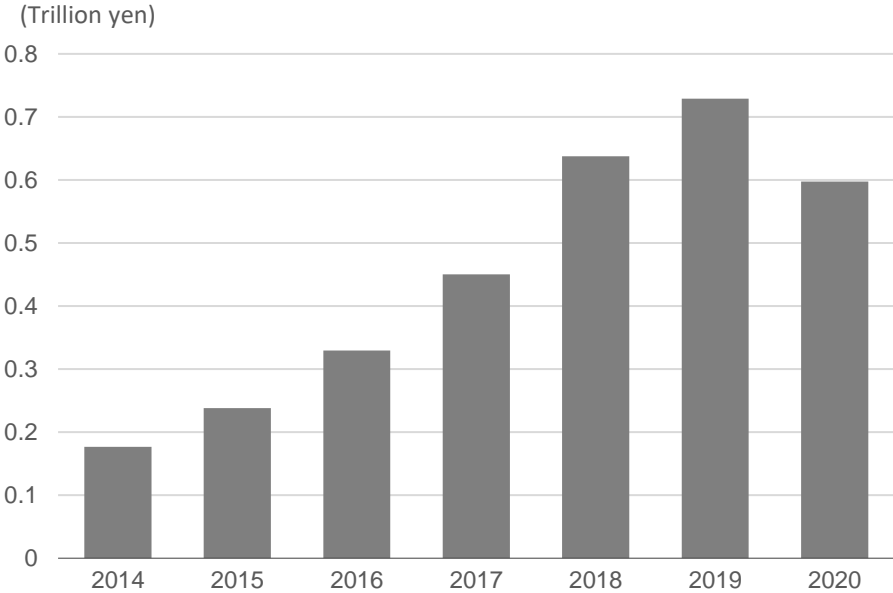
Market size of the Japanese restaurant industry



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

12.6 trillion yen in 2020, 26% decrease year on year

Market size of online reservation in restaurant



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

18% decrease year on year in 2020

Company profile as of the end of December 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	Common shares: 56,124,000 Class A preferred shares: 3,400,000
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 October 20, 2021)	Rakuten Group, Inc. 17.1%, Hisao Taki 13.1%, The Master Trust Bank of Japan, Ltd. (Trust account) 6.3%, SHIFT Inc. 4.2%, Japan Traffic Culture Association 3.4%, Akio Sugihara 2.3%, Odakyu Electric Railway Co., Ltd. 2.1%, Tokyo Metro Co., Ltd. 1.8%, Hiroko Taki 1.6%, The Master Trust Bank of Japan, Ltd. (Retirement benefit Trust TOKYU CORPORATION account) 1.3% *The ratio of shareholding is calculated based on the total number of shares issued after deduction of treasury stock (1,757,262 shares).
Number of total personnel	Non-consolidated : 1,466 Consolidated : 1,669
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 December 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.