



INVESTOR PRESENTATION

Financial Results for the Third Quarter of the Fiscal Year 2023

Gurunavi, Inc. (Stock Code : 2440)

Food: Satisfying People
and Creating Connections



Summary

First 9 months results

- ✓ Excluding special factors, organic sales increased 14.2% YoY
- ✓ Operating income/loss improved significantly YoY, turning into the black
Reviewing the allocation of management resources implemented previous fiscal year was successful

Details: p4,5

Full-year forecast

- ✓ Income/loss forecast revised upwards due to steady recovery in existing areas and thorough cost-consciousness

Details: p13

For next fiscal year

- ✓ Changing website name has stimulated its usage by Rakuten members highly motivated to use their points
- ✓ Begin discussing further collaboration efforts with Rakuten to revive restaurant promotion services, aiming to achieve full-year profitability next fiscal year

Details: p10

Consolidated income statement

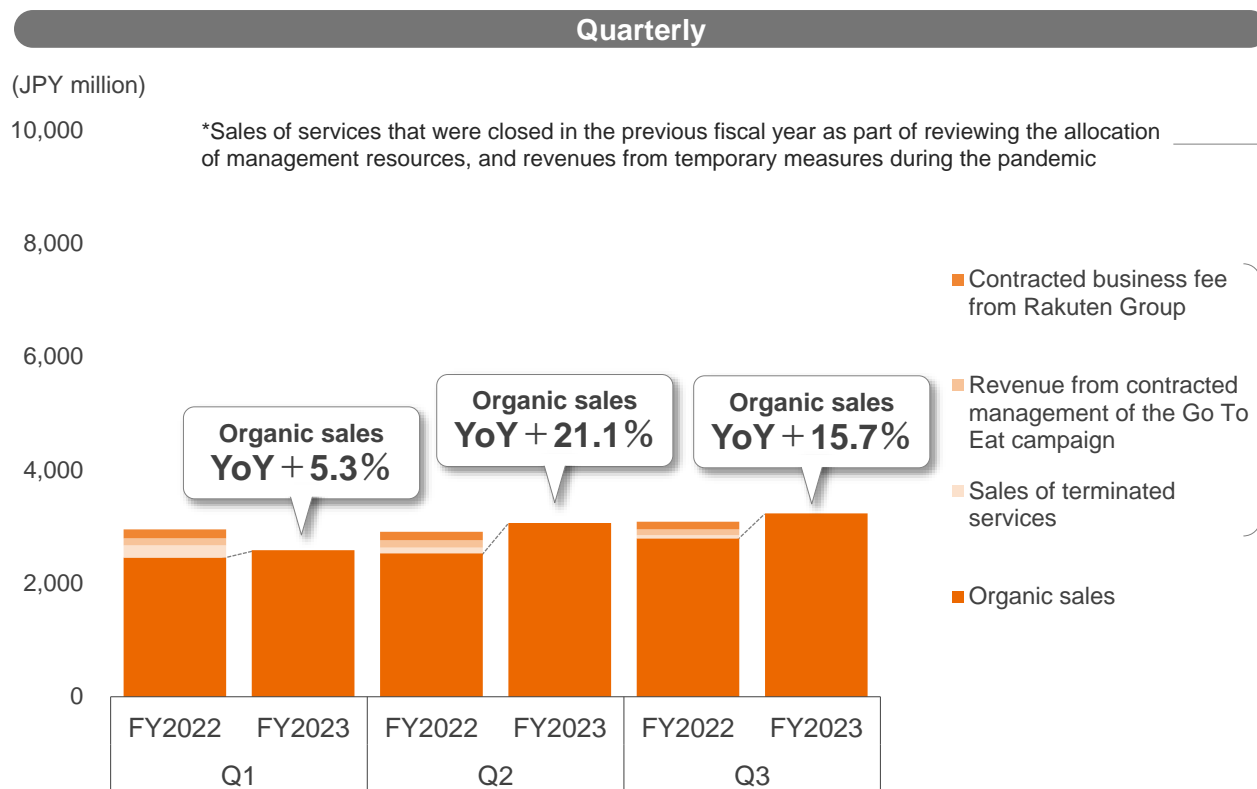
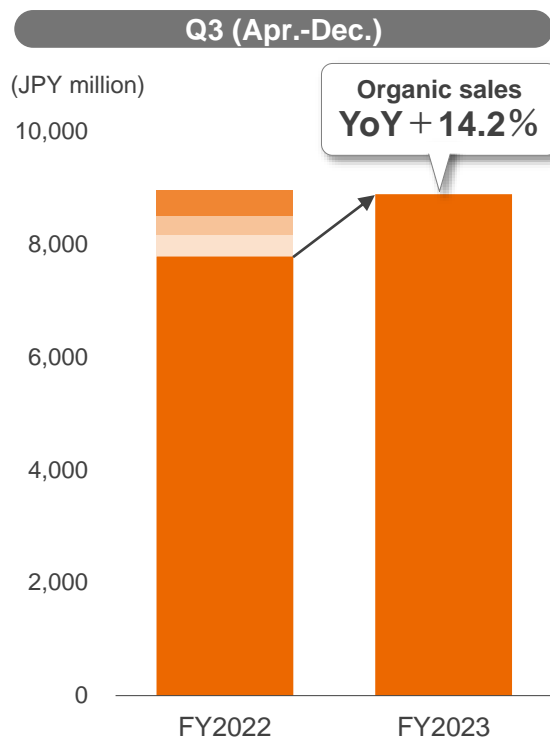
(JPY million)	Q3 FY2022 (Apr.-Dec.)	Ratio to sales	Q3 FY2023 (Apr.-Dec.)	Ratio to sales	YoY Change
Net sales	8,956	100.0%	8,886	100.0%	(0.8)%
Cost of sales	3,691	41.2%	3,224	36.3%	(12.6)%
Gross profit	5,264	58.8%	5,661	63.7%	7.5%
SG&A expenses	7,311	81.6%	5,639	63.5%	(22.9)%
Operating income (loss)	(2,046)	-	22	0.2%	-
Ordinary income (loss) *1	(1,996)	-	92	1.0%	-
Net loss before income taxes *2	(1,908)	-	(132)	-	-
Net loss attributable to owners of parent	(1,918)	-	(148)	-	-

*1 Recorded spot revenue of JPY 80 million related to a project that opened in September in the restaurant development business as a non-operating income in Q2 of this FY

*2 Recorded a loss on valuation of investment securities of JPY 223 million as an extraordinary loss in the first nine months in this FY

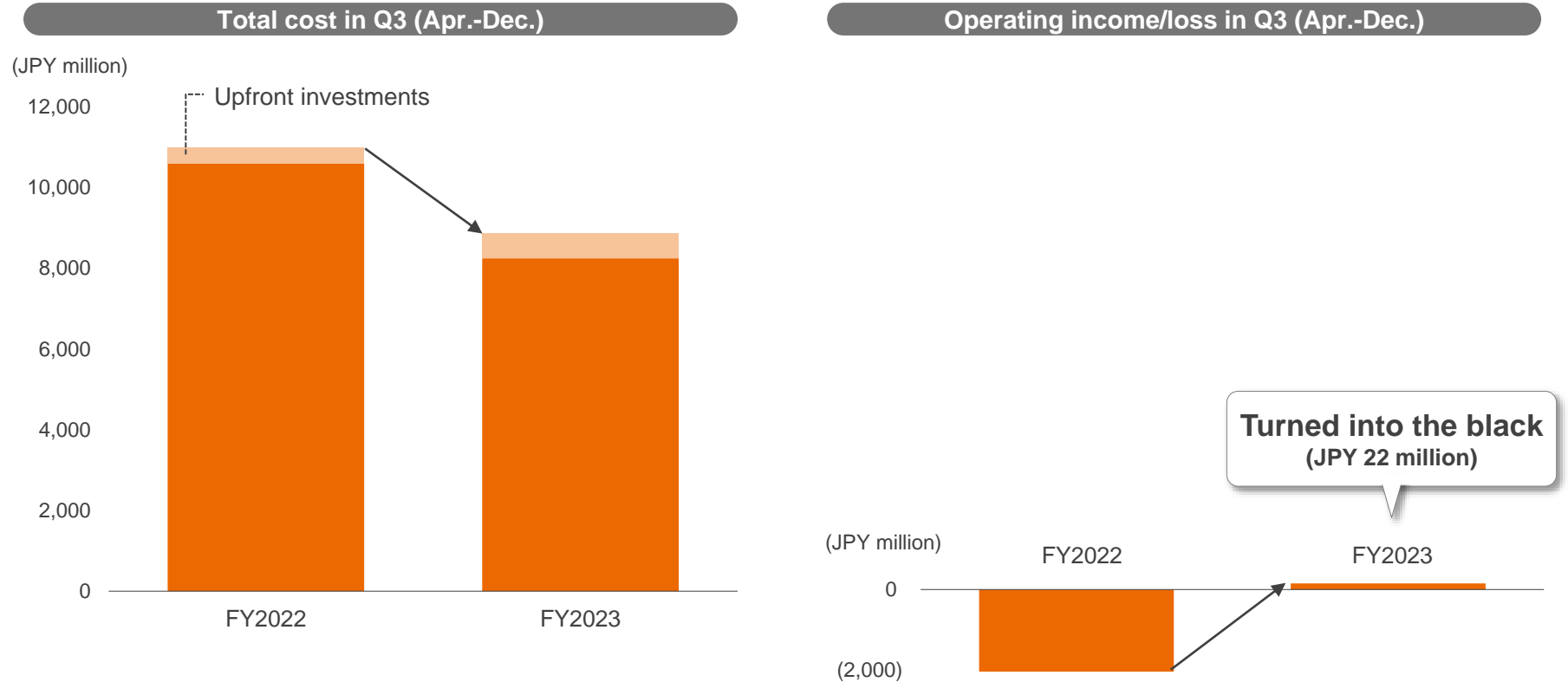
YoY comparison ~ Sales ~

Steady recovery in organic sales, excluding special factors



YoY comparison ~ Total cost, Operating income/loss ~

Reduced costs mainly due to the effects of reviewing the allocation of management resources, operating income/loss was in the black



Consolidated sales breakdown

(JPY million)	Q3 FY2022 (Apr.-Dec.)	Q3 FY2023 (Apr.-Dec.)	YoY
Net sales	8,956	8,886	(0.8)%
Restaurant promotion services	6,715	7,072	5.3%
Cumulative retained services	5,804	6,222	7.2%
Spot services	911	849	(6.8)%
Promotions	891	1,074	20.5%
Related businesses	1,349	740	(45.2)%

Cumulative retained services

- ✓ See next page for details

Spot services

- ✓ Increased online reservation commission sales due to a recovery in demand for dining out
- ✓ Decreased overall due to the impact of closing some services such as delivery services in previous fiscal year

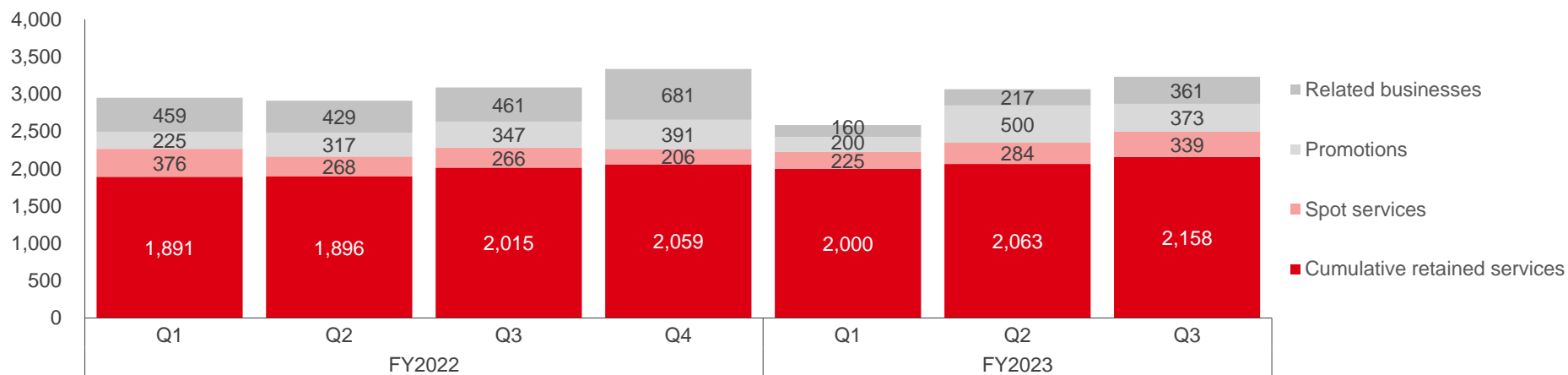
Promotions

- ✓ Recorded sales of new promotional services to be conducted inside member restaurants
- ✓ Increased promotional sales to national governments, etc.

Related businesses

- ✓ Terminated contracted business from Rakuten Group (March 2023)
- ✓ Recorded spot revenue of JPY 80 million related to a project that opened in September in the restaurant development business as a non-operating income

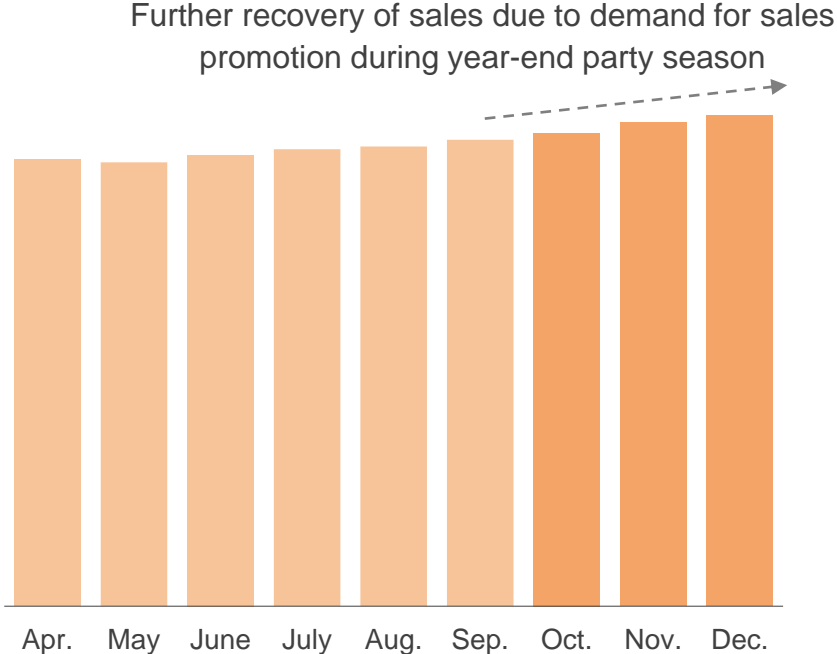
(JPY million)



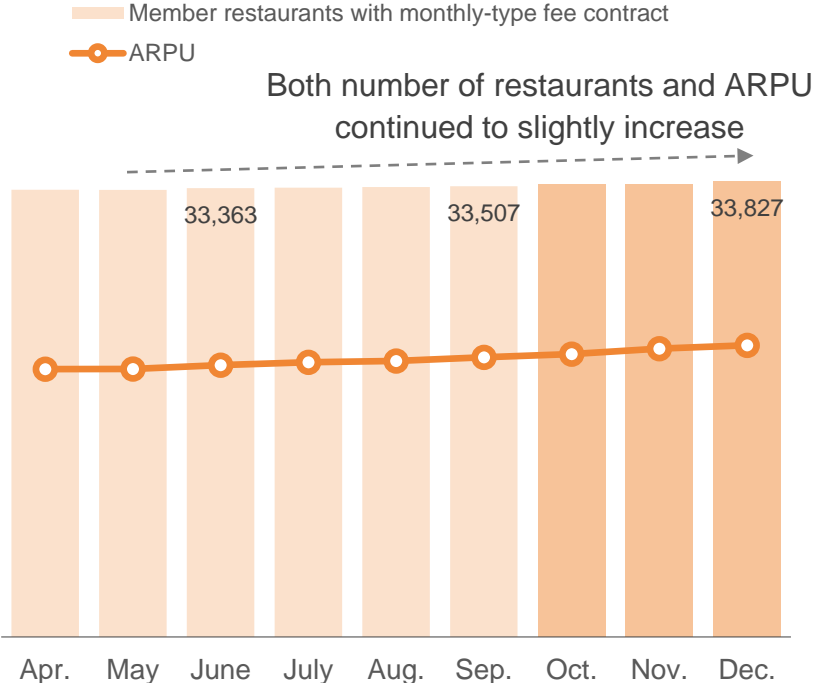
Restaurant promotion services ~ Cumulative retained services ~

Continued steady recovery by capturing demand for sales promotion during year-end party season

Monthly change in sales of Cumulative retained services



Change in number of member restaurants with monthly-type fee contract · ARPU

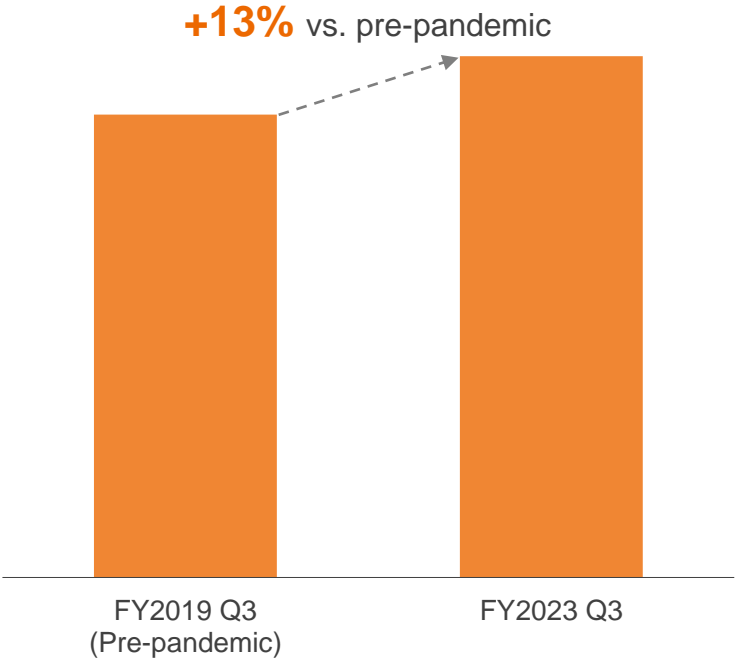
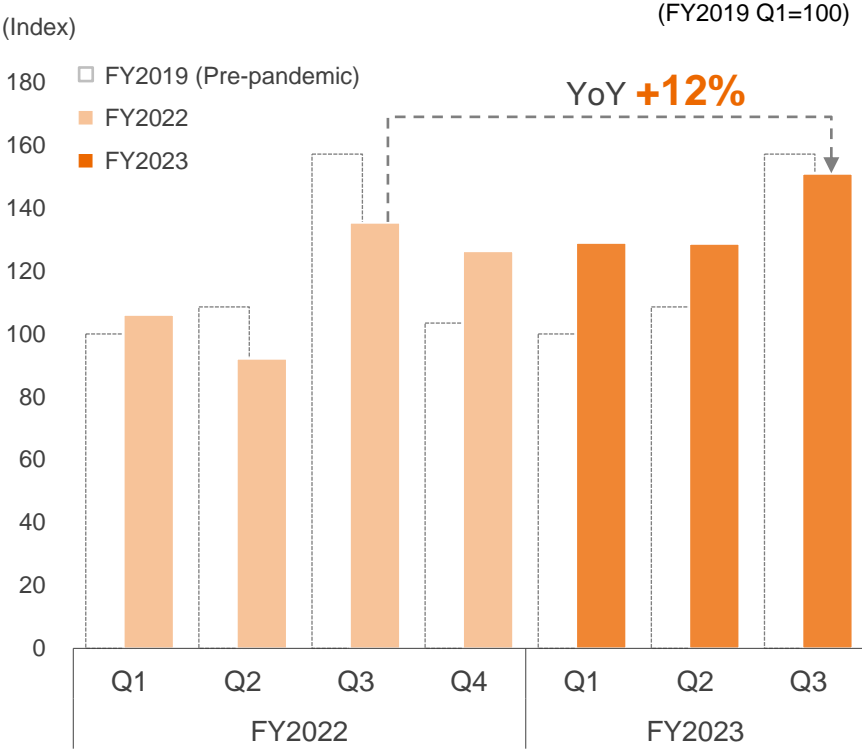


Restaurant promotion services ~ Online reservations (1) ~

Customer referral capabilities per member restaurant exceed those of pre-pandemic

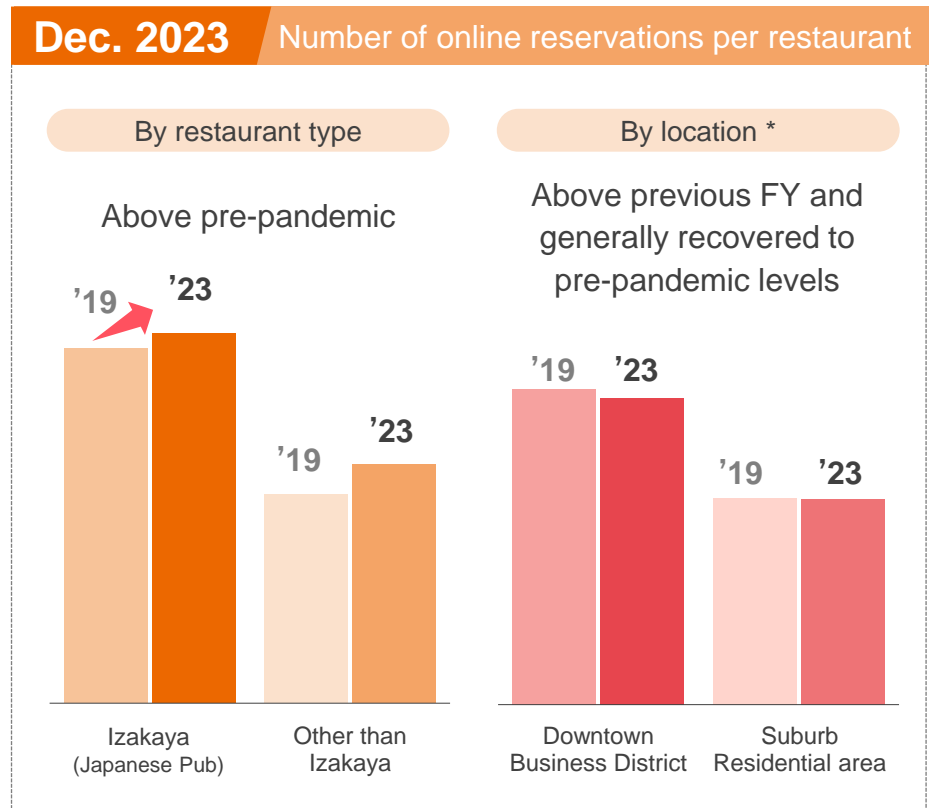
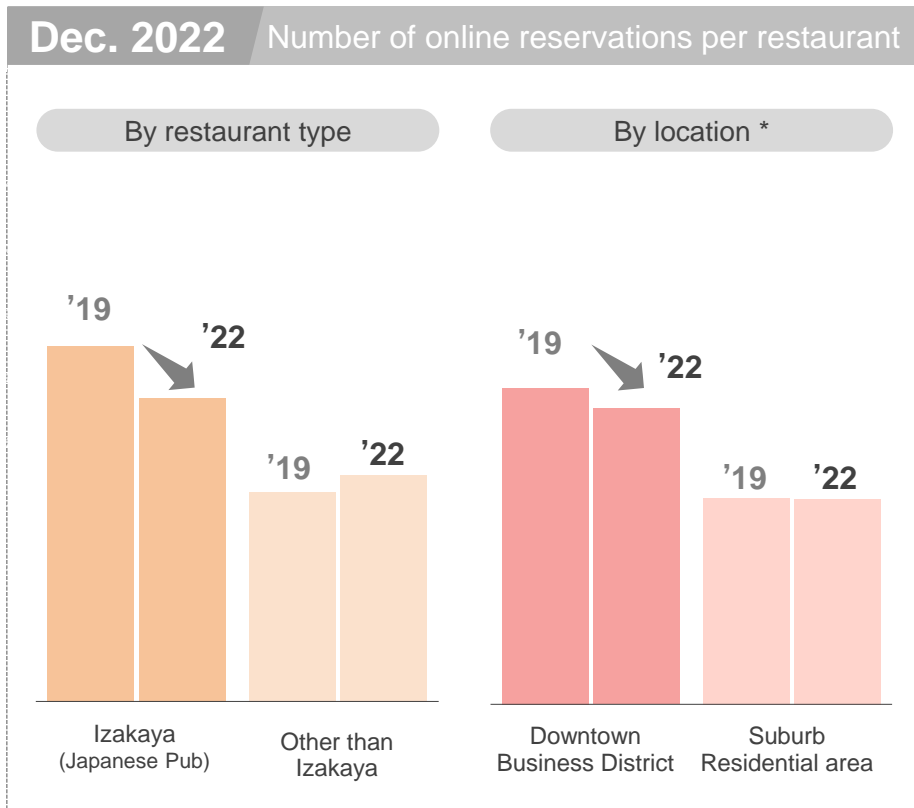
Quarterly change in number of online reservations

Number of online reservations per restaurant in Q3



Restaurant promotion services ~ Online reservations (2) ~

Recovery in the Izakaya and downtown areas, which had been slow to recover, to the same level as or higher than pre-pandemic levels

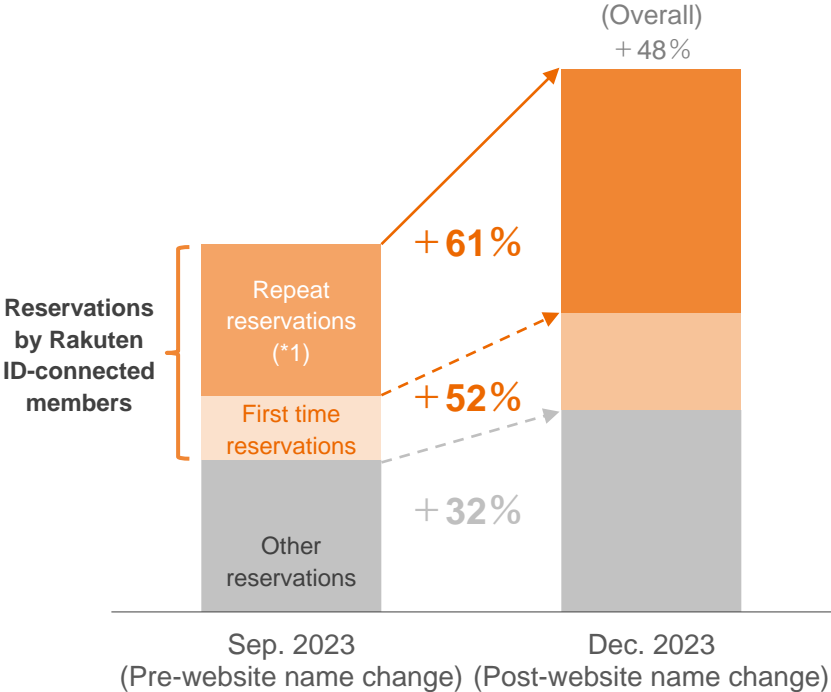


* Aggregated based on member restaurants in Tokyo

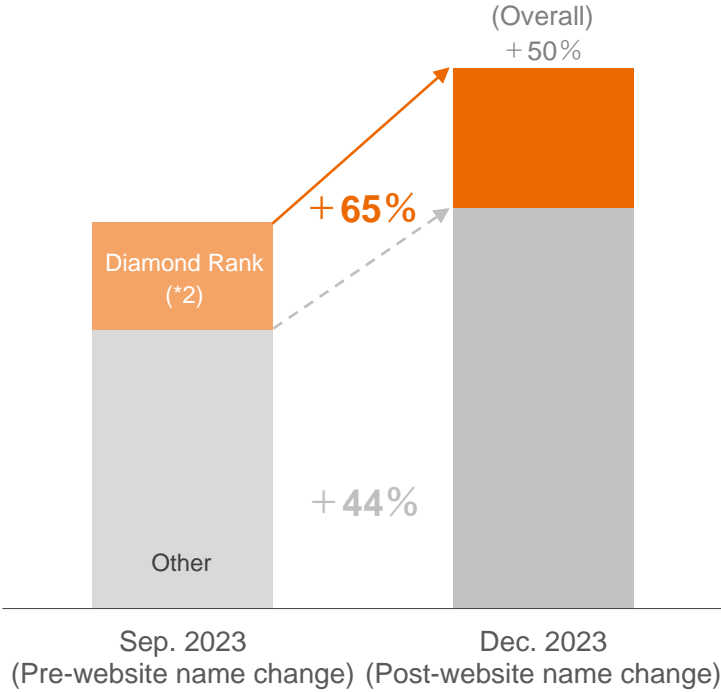
Restaurant promotion services ~ Online reservations (3) ~

Changing website name has stimulated its usage by Rakuten members highly motivated to use their points

Reservations by Rakuten ID-connected members in total online reservations



Number of new connected IDs by Rakuten member rank



*1 Reservations made by Rakuten-ID connected members from among second or subsequent reservations made with a Gurunavi-ID

*2 Rakuten members who have earned 4,000 points or more in the past six months, who have earned points over 30 times, and who have a Rakuten card

Consolidated cost breakdown

(JPY million)	Q3 FY2022 (Apr.-Dec.)	Q3 FY2023 (Apr.-Dec.)	YoY
Total cost	11,003	8,864	(19.4)%
Cost of sales	3,691	3,224	(12.6)%
SG&A	7,311	5,639	(22.9)%
Personnel expenses	4,518	3,571	(21.0)%
Rent expenses	805	650	(19.3)%
Business consignment expenses	705	517	(26.6)%
Advertising and promotion expenses	350	316	(9.7)%
Other	931	583	(37.4)%

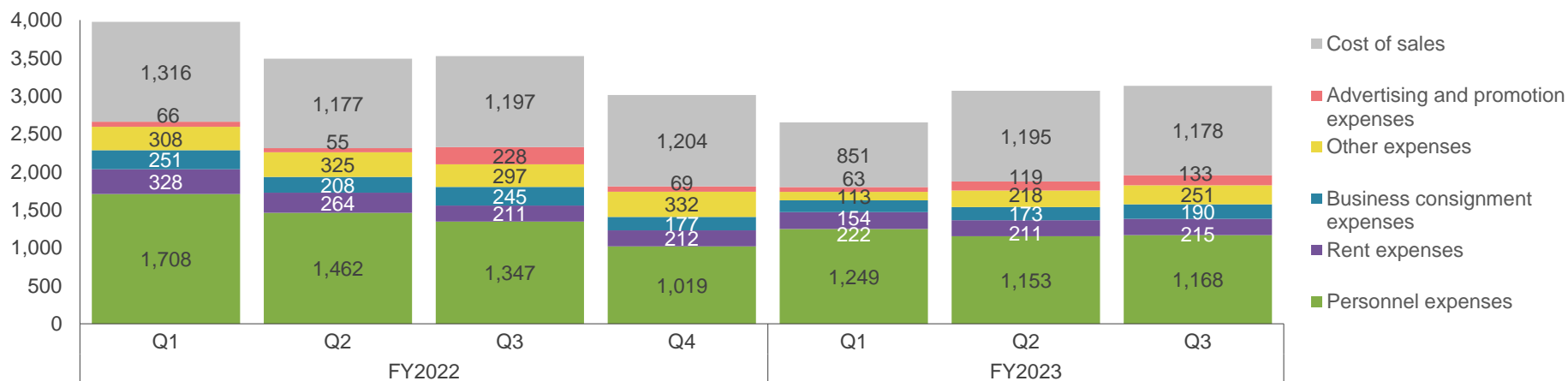
Cost of Sales

- ✓ Labor costs decreased due to a decrease in the number of employees with a natural attrition and restrictive new employment and an increase in secondment to partner companies

SG&A

- ✓ Personnel expenses
 - Decreased for the same reason as cost of sales
- ✓ Business consignment expenses
 - Reduced due to focus on key services
- ✓ Other expenses
 - Decreased due to the reversal of allowance for doubtful accounts and decrease in depreciation & amortization cost, etc.

(JPY million)



Consolidated balance sheets

- ✓ “Go To Eat campaign” commissioned by the Ministry of Agriculture, Forestry and Fisheries has been completed and cash and deposits, accounts payable- other and deposits received related to this campaign eliminated in Q1 of this fiscal year (At the end of March 2023 / cash and deposits:1,607 million yen, accounts payable- other:736 million yen, deposits received:870 million yen)
- ✓ Implemented partial purchase and cancellation of Class A preferred shares in Q3 of this fiscal year (JPY 531 million)

(JPY million)	As of Mar. 31, 2023	As of Dec. 31, 2023	Change	(JPY million)	As of Mar. 31, 2023	As of Dec. 31, 2023	Change
Total current assets	12,061	9,623	(2,437)	Total current liabilities	3,657	2,193	(1,463)
Cash and deposits	8,266	5,351	(2,914)	Accounts payable- other	2,031	1,262	(768)
Notes and accounts receivable-trade	2,871	2,679	(192)	Deposits received	920	107	(813)
Accounts receivable- other	813	876	62	Income taxes payable	22	14	(8)
Prepaid expenses	267	454	187	Provision for bonuses	178	91	(86)
Allowance for doubtful accounts	(197)	(69)	128	Provision for point card certificates	15	22	6
Other	40	331	290	Other	488	694	206
Total non-current assets	939	1,535	595	Total non-current liabilities	2,445	2,477	31
Property, plant and equipment	-	164	164	Long-term borrowings	2,200	2,200	-
Intangible assets	-	376	376	Other	245	277	31
Investments and other assets	939	994	54	Total liabilities	6,102	4,670	(1,431)
				Total net assets	6,898	6,488	(410)
				Equity	6,821	6,417	(404)
Total assets	13,001	11,159	(1,841)	Total liabilities and net assets	13,001	11,159	(1,841)

Total amount of commitment line contract as of Dec. 31, 2023
(Outstanding borrowing balance

JPY 5 billion
—)

FY2023 Full-year business forecast

Due to steady recovery in restaurant promotion services and thorough cost-consciousness, income/loss forecast revised upwards, and existing areas (*1) are making progress with profits exceeding initial plan

(JPY million)	FY2023 Full-year		Q3 (Apr.-Dec.) (result)	Q4 (prospect)
	Previous forecast	New forecast		
Net sales	13,700	13,000	8,886	4,113
Operating income (loss)	(700)	(500)	22	(522)
Ordinary income (loss)	(750)	(450)	92	(542)
Net loss attributable to owners of parent	(770)	(570)	(148)	*3 (421)

Full-year forecast

- While the core business of restaurant promotion services is expected to exceed initial plans, net sales are expected to be lower than previous forecasts due to delays in and reconsideration of new initiatives (*furusato nozei* services, some promotions, etc.)
- However, we have revised income/loss forecast upwards to reflect significant cost reductions achieved due to thorough cost-consciousness that has permeated the company

Q4 prospect

- Sales are expected to increase from Q3 due to non-recurring income mainly from the Green Innovation Fund project and the promotions business
- In addition to increased costs associated with the sales growth mentioned above, we expect to increased personnel expenses due to an increase in headcount and bonus amounts (*2), increased upfront investment in “Gurunavi FineOrder,” and recorded costs for opening Tempos Busters

Further strengthen business base and raise employee motivation through additional future-oriented investments and increased bonuses, seeking return to profitability next fiscal year and regrowth thereafter

*1 Existing restaurant promotion services, promotions and the restaurant development business

*2 Planning to increase the bonuses, which were set at a low level at the beginning of this fiscal year, based on the policy of reviewing them accordance with improvement in operating income/loss

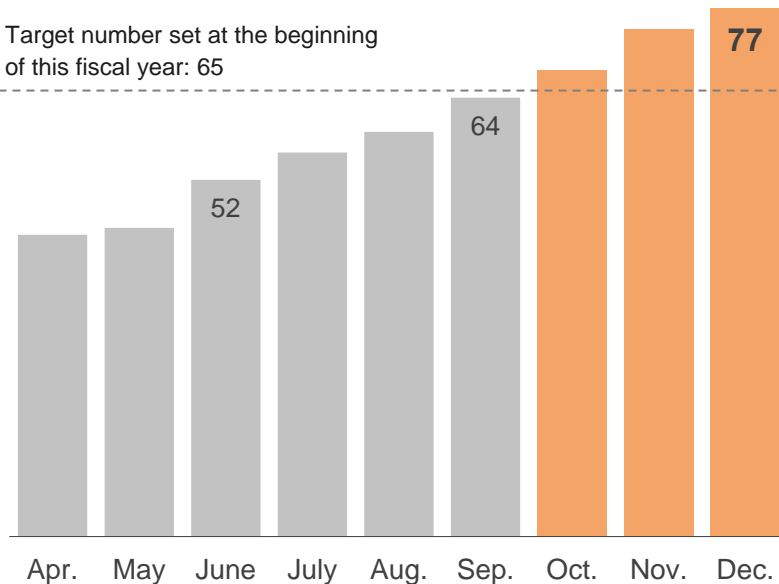
*3 We sold a part of our investment securities holdings in January 2024, and expect to record extraordinary income in Q4

Mobile ordering service “Gurunavi FineOrder” (1)

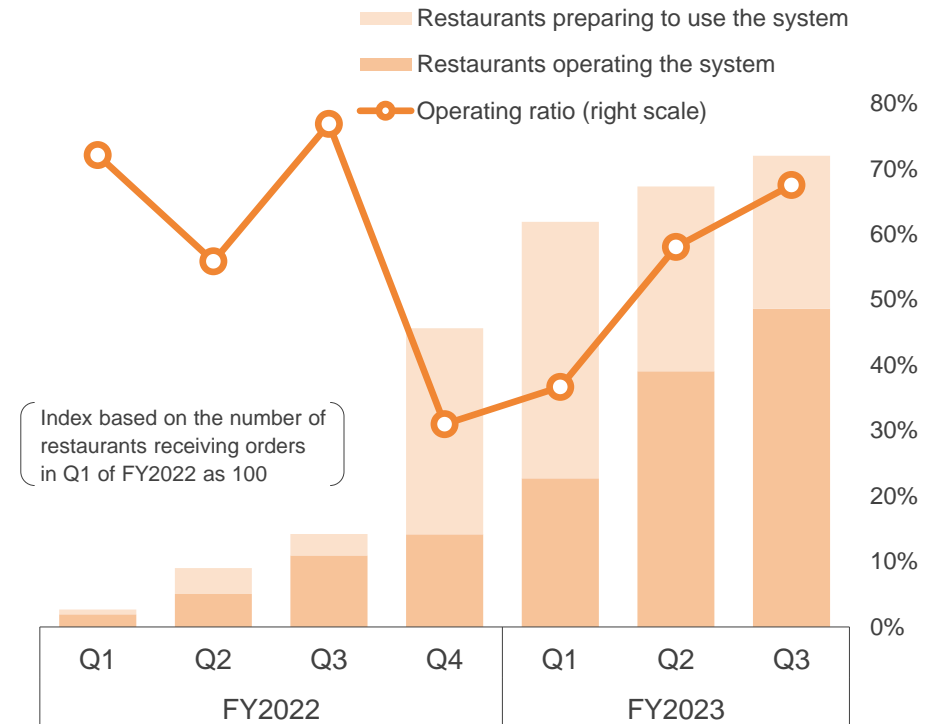
Steadily promote the expansion of contracted companies and improvement of operation ratio, the growth foundation for the next FY and beyond

Monthly change in number of contracted companies

Target number set at the beginning of this fiscal year: 65



Operation status of “Gurunavi FineOrder”



Mobile ordering service “Gurunavi FineOrder” (2)

High active rate leading to future increase in both member restaurants and ARPU

Active rate of "Gurunavi FineOrder" in restaurants operating the system

98.2%

*In December 2023

*Data extracted from table service plans

Total number of "Gurunavi FineOrder" users

11.60 million users

*As of December 31, 2023

*Total number of people in groups of people who ordered using mobile ordering

"Gurunavi FineOrder" churn rate

0.1% *Excluding cancellations due to circumstances on the store side as store closures

*In December 2023

Restaurant expansion policy

Current focus area

Large/medium chains

Very large chains

For full-scale expansion from FY2024 advancing development for adding new POS that cooperate with our service

Small chains/owner-proprietor restaurants

Considering and trialing sales strategy

Other areas

While conducting market studies, begin making some proposals

Hotels

Bakeries/sweets

Food courts

etc.

Topics ~ Initiatives for promoting Japanese Food Culture ~

Continuously implemented since 2014

Efforts to preserve and hand down Japan's excellent food culture

Announcing 2023's "Dish of the Year":
Gochiso Onigiri (gourmet rice balls)



- ✓ The dish was determined through the processes of utilizing food-related big data held by Gurunavi, a survey of Gurunavi members, and screening by media personnel, as a dish deeply reflective of the year's societal trends
- ✓ Disseminating Japan's excellent food culture home and abroad

Order received as Promotion businesses

Efforts to increase consumption of rice, a staple of the Japanese diet

Held "Rice Flour Menu Fair"
(Nov. 1, 2023 to Feb. 29, 2024)



- ✓ Implemented as part of the "Rice/Rice Flour Consumption Expansion Measures Project" conducted by the Ministry of Agriculture, Forestry and Fisheries (MAFF)
- ✓ 1,300+ restaurants in Japan offer rice-flour-based menus, and **number of rice-flour-based menus listed on Rakuten Gurunavi increased 43% YoY (*)**

Efforts to hand down *Washoku*, traditional Japanese cuisine, to the next generation

Campaign launched to commemorate the 10th anniversary of Japanese food being registered as a UNESCO Intangible Cultural Heritage

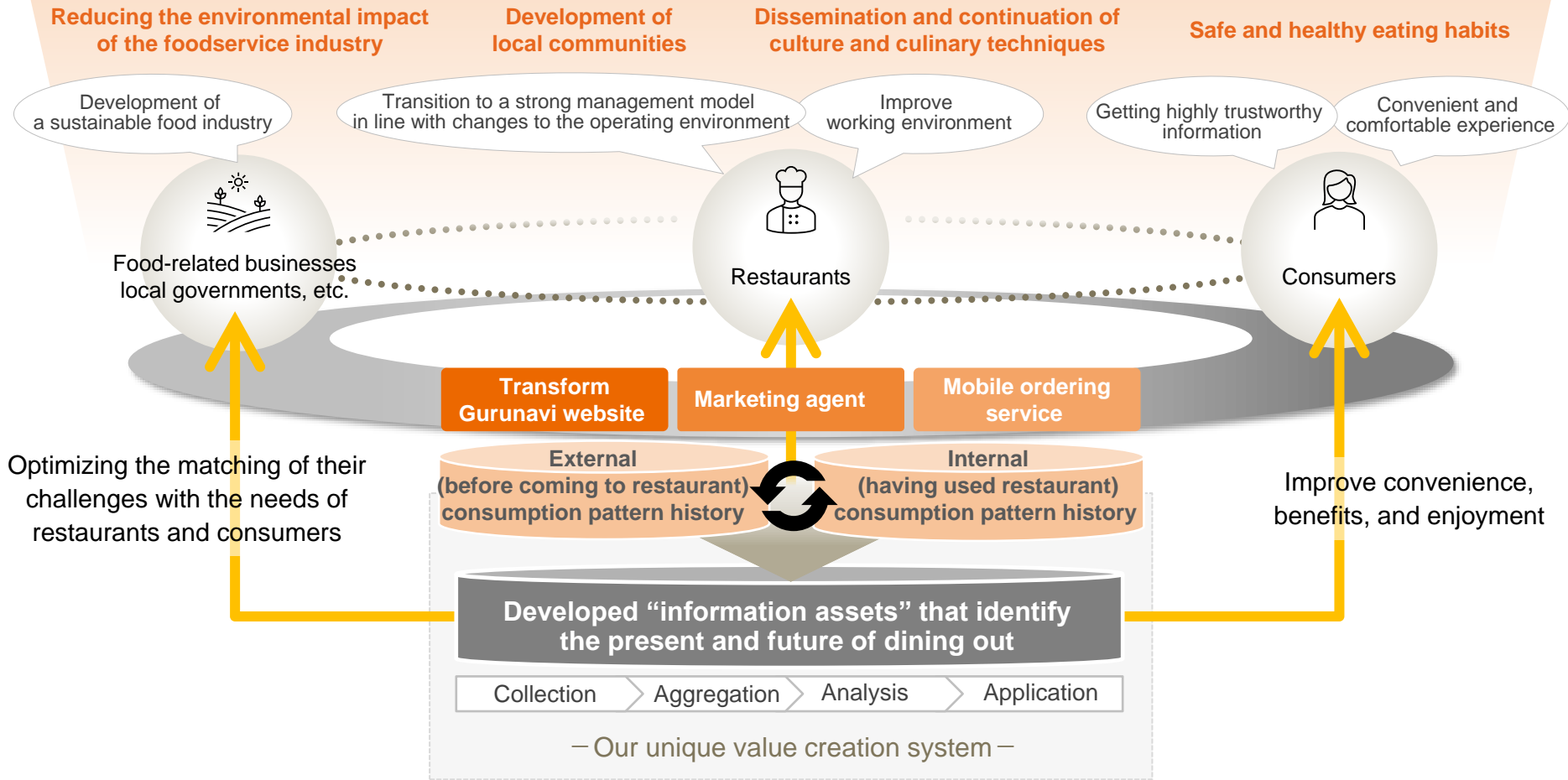


- ✓ Work with companies and organizations on a promotional project for the preservation of *Washoku* under MAFF
- ✓ Communicate the appeal of *Washoku* to young people and families with children by communicating new ideas through a dedicated website and official social media channels

* As of December 2023, Researched by Gurunavi Data Library

Future vision

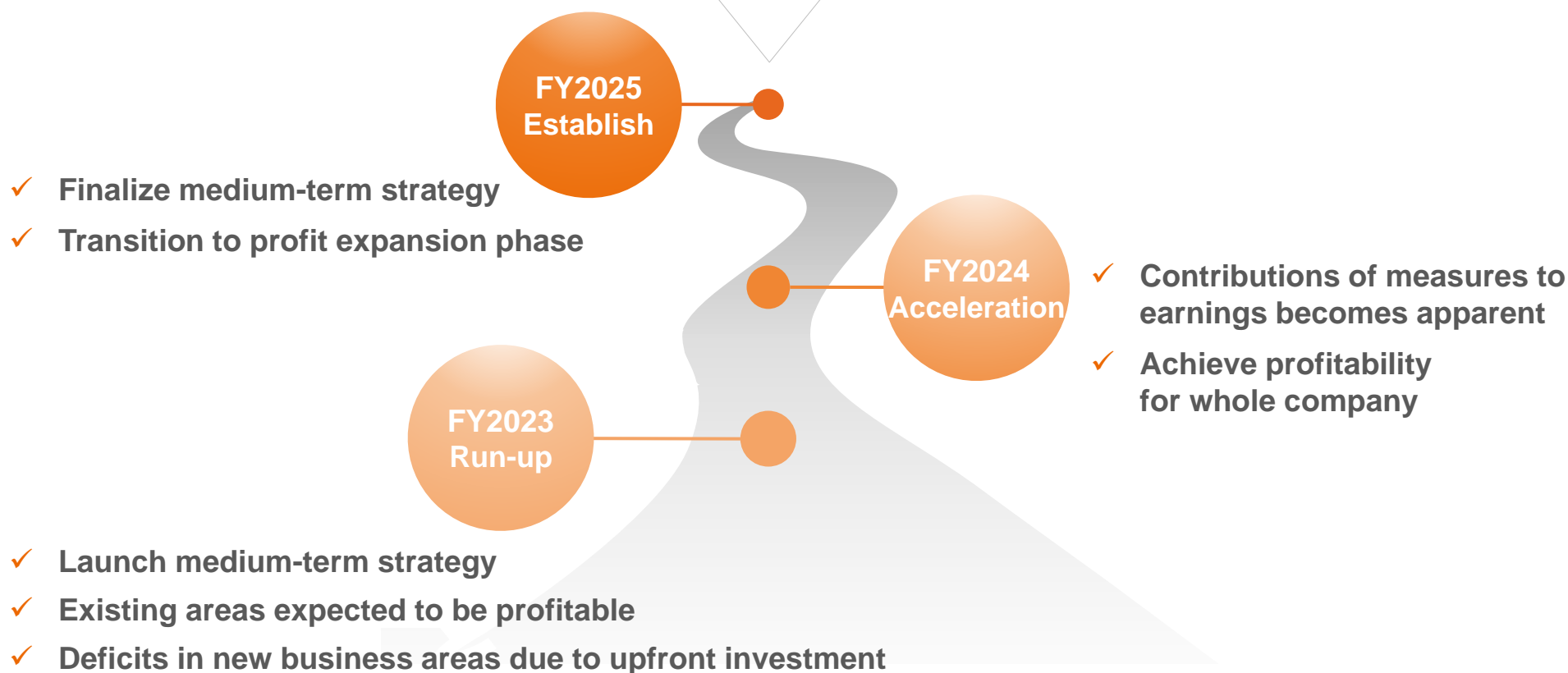
Contributed to realization of prosperous food future by leveraging our unique information assets



Road map

FY2025, the final fiscal year of the new Medium-term Business Policy, coincides with the 30th anniversary of the launch of the Gurunavi site

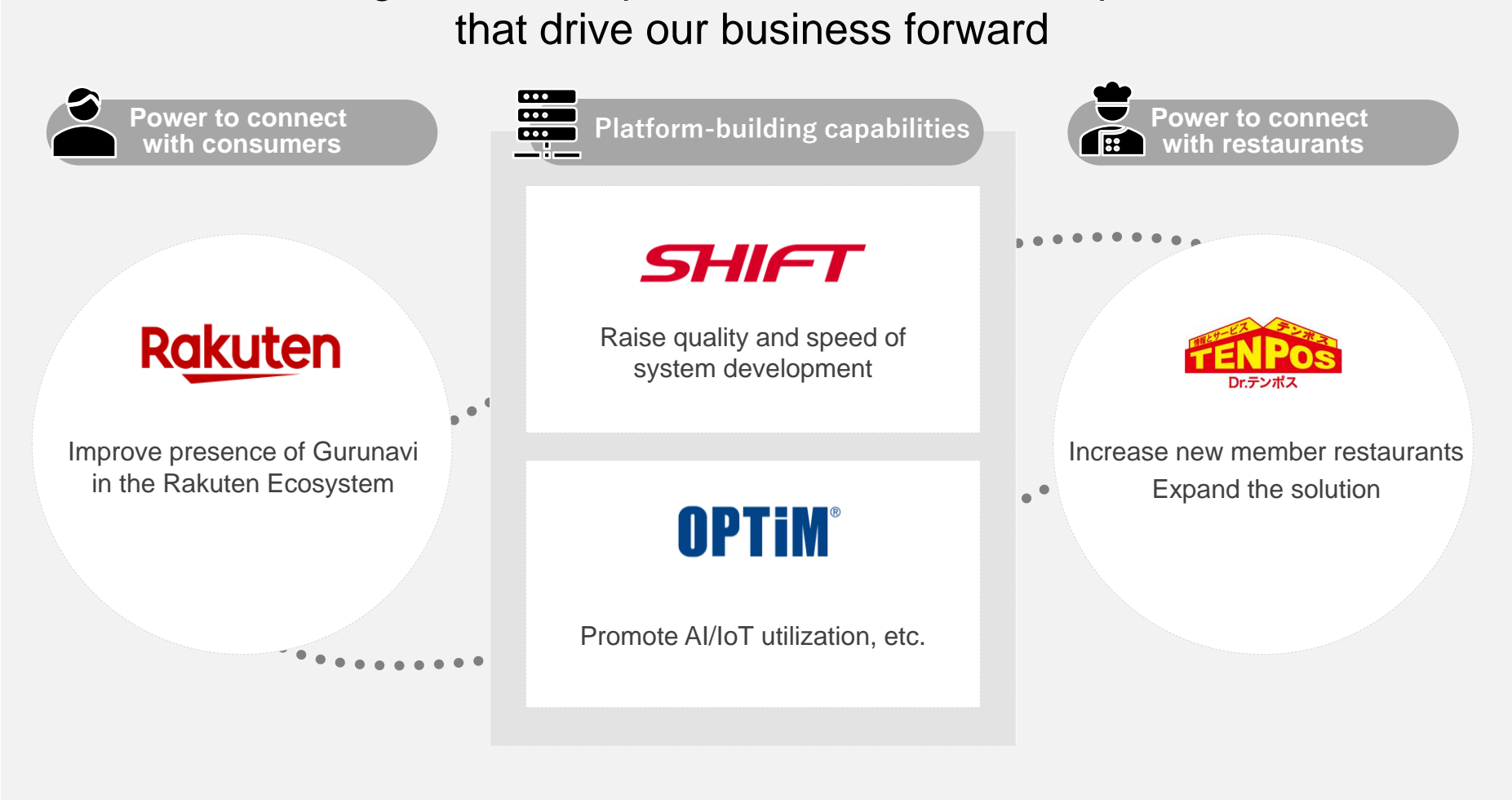
Transition to a strong business model in line with changes to the business environment, chart new growth trajectory



Reference materials

Strong collaborative structure

Strengthen and expand the three essential powers that drive our business forward



Initiatives for Sustainability

For "food," "people," and "society" to continue to prosper

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



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 commission	Different fee options available Lunch: 11-41 yen / person; Dinner: 55-205 yen / person		Fixed fee Lunch: 41 yen / person; Dinner: 205 yen / person
Gurunavi Ledger (App version)	○	○	×
Use of coupons	○	○	×
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.

Number of member restaurants

FY2023 Q3

Number of total paying member restaurants

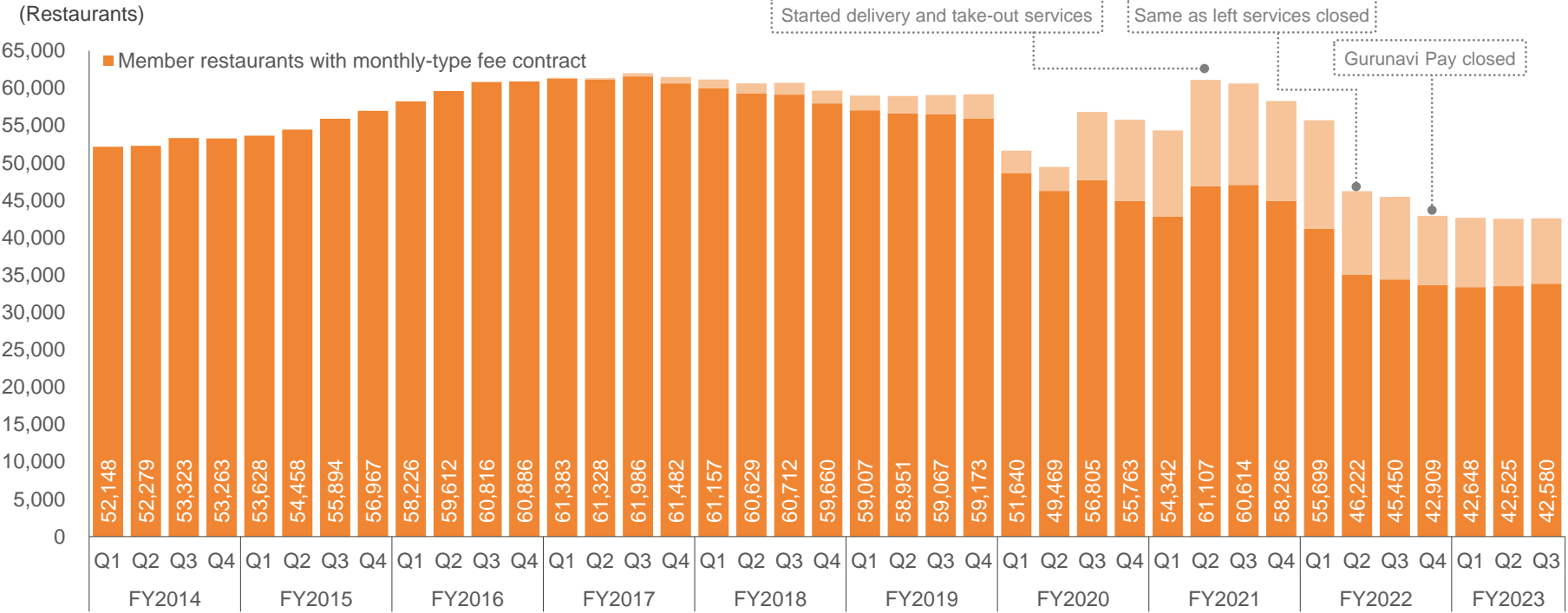
42,580

at the end of December 2023
down by 2,870 from the end of December 2022

Member restaurants with monthly-type fee contract

33,827

at the end of December 2023
down by 579 from the end of December 2022



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

User reach

■ Number of Rakuten ID connected members : **8.33 million**

(At the end of Dec. 2023; 6.67 million at the end of Dec. 2022)

■ Number of Gurunavi members : **25.63 million**

(As of Jan. 1, 2024; 23.53 million members as of Jan. 1, 2023)

■ Unique user per month : **32.00 million**

(In Dec. 2023; 38.00 million users in Dec. 2022)

*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)		FY2020				FY2021				FY2022				FY2023		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Cumulative retained services	a	1,350	3,148	3,250	2,730	2,320	2,131	1,928	2,030	1,891	1,896	2,015	2,059	2,000	2,063	2,158
Spot services	b	125	412	1,750	515	260	369	681	268	376	268	266	206	225	284	339
Restaurant promotion services	c= a+b	1,475	3,561	5,000	3,245	2,581	2,501	2,610	2,299	2,267	2,165	2,282	2,266	2,226	2,347	2,498
Promotions	d	133	317	1,033	653	218	208	493	440	225	317	347	391	200	500	373
Core businesses total	e= c+d	1,608	3,879	6,033	3,899	2,799	2,709	3,104	2,739	2,493	2,482	2,630	2,657	2,426	2,847	2,872
Related businesses	f	174	160	184	239	235	360	354	548	459	429	461	681	160	217	361
Total	g= e+f	1,783	4,040	6,217	4,139	3,034	3,070	3,458	3,288	2,953	2,911	3,091	3,339	2,586	3,065	3,234

(Unit: JPY)		FY2020				FY2021				FY2022				FY2023		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Restaurant promotion services revenue per restaurant(ARPU)	h *1	8,878	23,486	31,367	19,224	15,628	14,442	14,298	12,892	13,263	14,164	16,600	17,101	17,345	18,376	19,572
Cumulative retained services revenue per restaurant(ARPU)	i *2	8,617	22,136	23,064	19,657	17,631	15,838	13,687	14,724	14,646	16,585	19,347	20,177	19,903	20,567	21,371

*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)

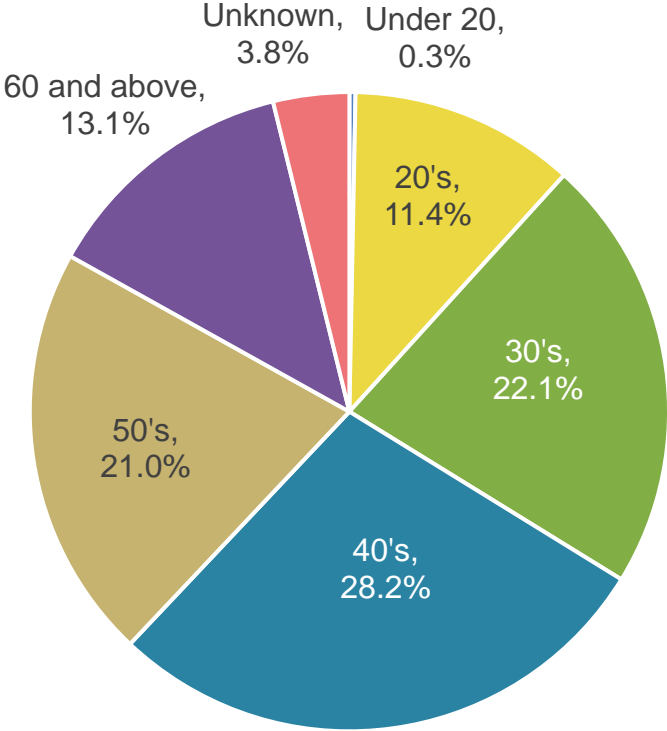
Number of member restaurants (Unit: restaurants)		FY2020				FY2021				FY2022				FY2023		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Total paying member restaurants	j	51,640	49,469	56,805	55,763	54,342	61,107	60,614	58,286	55,699	46,222	45,450	42,909	42,648	42,525	42,580
Member restaurants with monthly-type fee contract	k*3	48,580	46,256	47,694	44,917	42,830	46,904	47,050	44,906	41,195	35,052	34,406	33,656	33,363	33,507	33,827

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

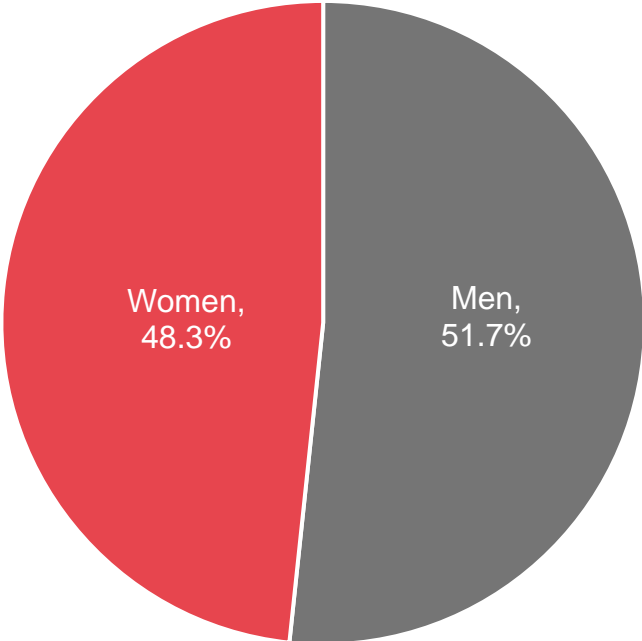
"Accounting Standard for Revenue Recognition" (ASBJ Statement No. 29, March 31, 2020) have been applied from the beginning of the fiscal year 2021. There is no change in presentation to the figures for previous years.

User overview

Users by age group



User composition by gender

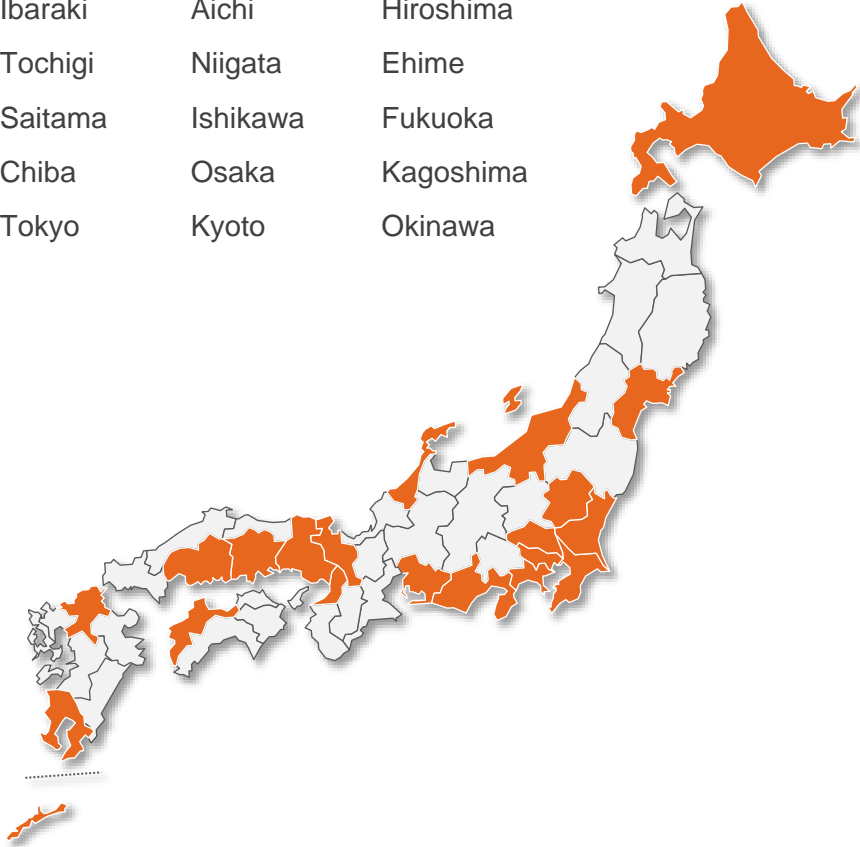


Source: Gurunavi member data (In December 2023)

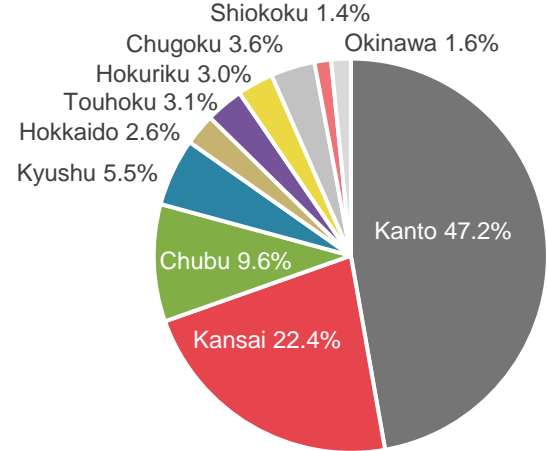
Regional expansion and member restaurants

Area with our sales staff (21 prefectures)

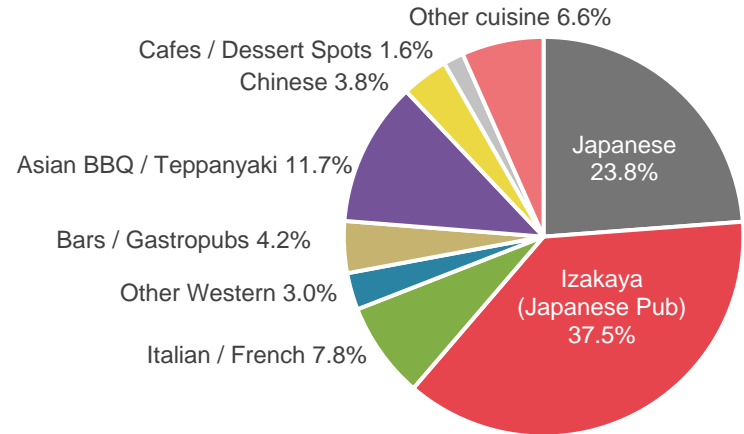
- | | | |
|----------|----------|-----------|
| Hokkaido | Kanagawa | Hyogo |
| Miyagi | Shizuoka | Okayama |
| Ibaraki | Aichi | Hiroshima |
| Tochigi | Niigata | Ehime |
| Saitama | Ishikawa | Fukuoka |
| Chiba | Osaka | Kagoshima |
| Tokyo | Kyoto | Okinawa |



Percentage of member restaurants (paid) by region



Percentage of member restaurants (paid) by restaurant type

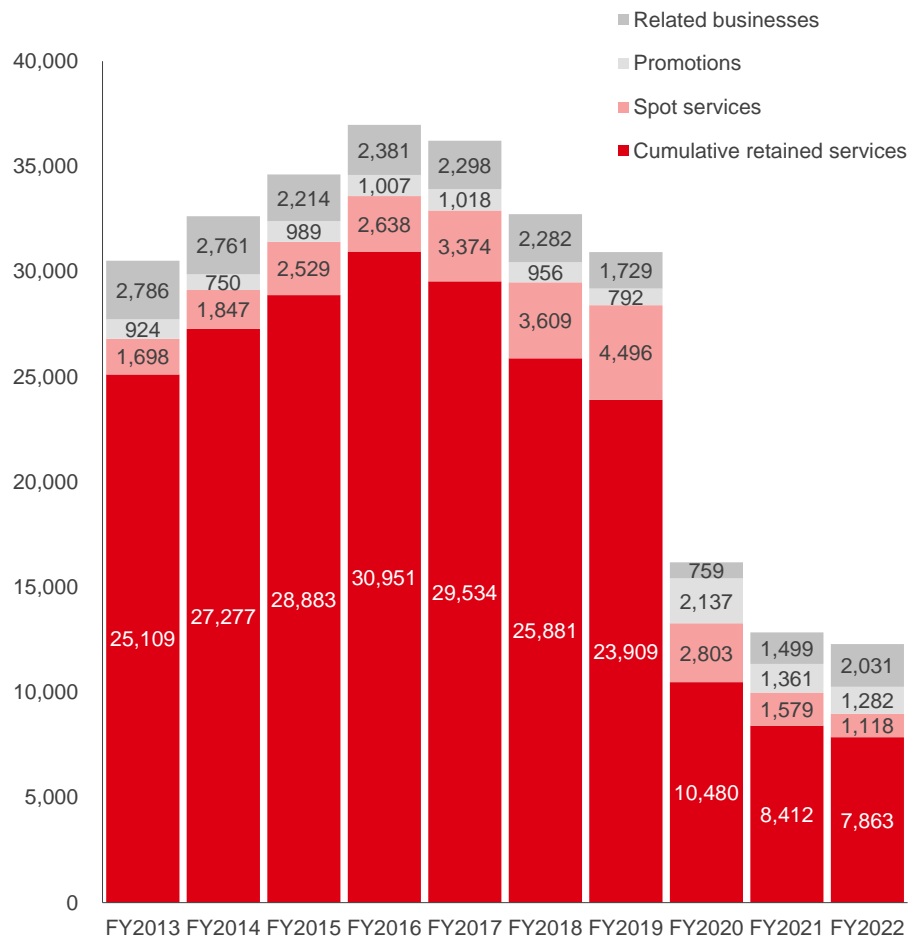


* In December 2023

Sales and costs & expenses

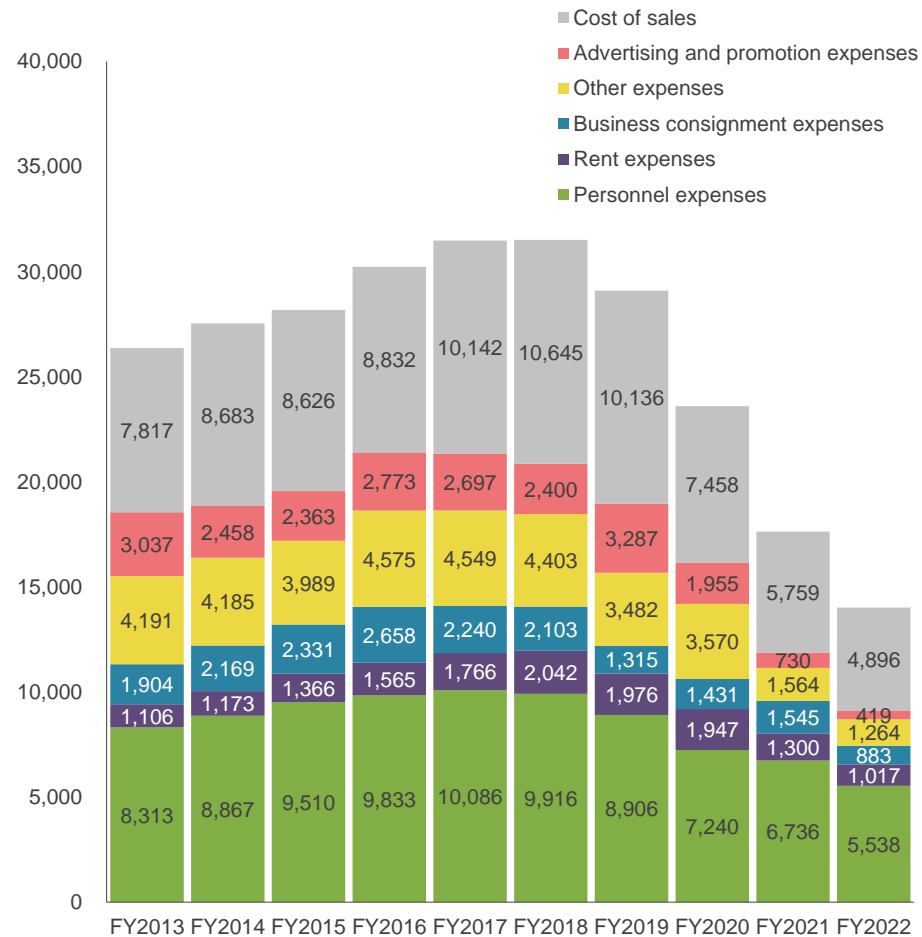
Sales

(Million yen)



Costs & Expenses

(Million yen)



Historical data (consolidated)

(Unit: JPY million)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Consolidated business results										
Net sales	30,518	32,636	34,617	36,979	36,226	32,728	30,927	16,181	12,852	12,296
Operating income (loss) *1	4,147	5,099	6,429	6,740	4,742	1,216	1,821	(7,423)	(4,786)	(1,724)
Ordinary income (loss)	4,167	5,127	6,492	6,813	4,809	1,289	1,894	(7,269)	(4,692)	(1,664)
Net income (loss)	2,420	3,279	4,367	4,799	3,192	581	949	(9,704)	(5,768)	(2,286)
Assets · Liabilities · Net assets										
Total assets	22,071	23,665	27,322	23,917	25,457	23,797	23,979	13,567	12,107	13,001
Cash and deposits	9,448	10,492	13,131	7,922	8,000	7,630	11,653	7,507	6,962	8,266
Liabilities	5,926	6,201	7,026	5,878	6,270	5,093	4,709	4,192	3,255	6,102
Net assets	16,145	17,464	20,296	18,038	19,186	18,704	19,270	9,375	8,851	6,898
Equity	16,099	17,427	20,266	18,013	19,166	18,662	19,211	9,290	8,767	6,821
Per share data										
Earnings (loss) per share (JPY) *2	49.56	67.26	90.19	102.25	68.27	12.42	20.26	(206.90)	(114.46)	(44.25)
Dividends per share (JPY)										
Common shares *2	15	28	38	42	44	8	8	-	-	-
Class A preferred shares	-	-	-	-	-	-	-	-	13,808	45,000
Other										
Operating margin(%)	13.6	15.6	18.6	18.2	13.1	3.7	5.9	-	-	-
Return on equity(%)	16.1	19.6	23.2	25.1	17.2	3.1	5.0	-	-	-
Return on assets(%)	11.8	14.3	17.1	18.7	12.9	2.4	4.0	-	-	-
Payout ratio(%)	30.3	41.6	42.1	41.1	64.5	64.4	39.5	-	-	-
Shareholders' equity ratio(%)	72.9	73.6	74.2	75.3	75.3	78.4	80.1	68.5	72.4	52.5
Number of shares of treasury stock	1,503,649	266,059	216,459	1,924,559	1,892,159	1,839,162	1,806,562	1,757,262	1,128,462	1,128,462
Total paying member restaurants	52,235	53,263	56,967	60,886	61,482	59,660	59,173	55,763	58,286	42,909

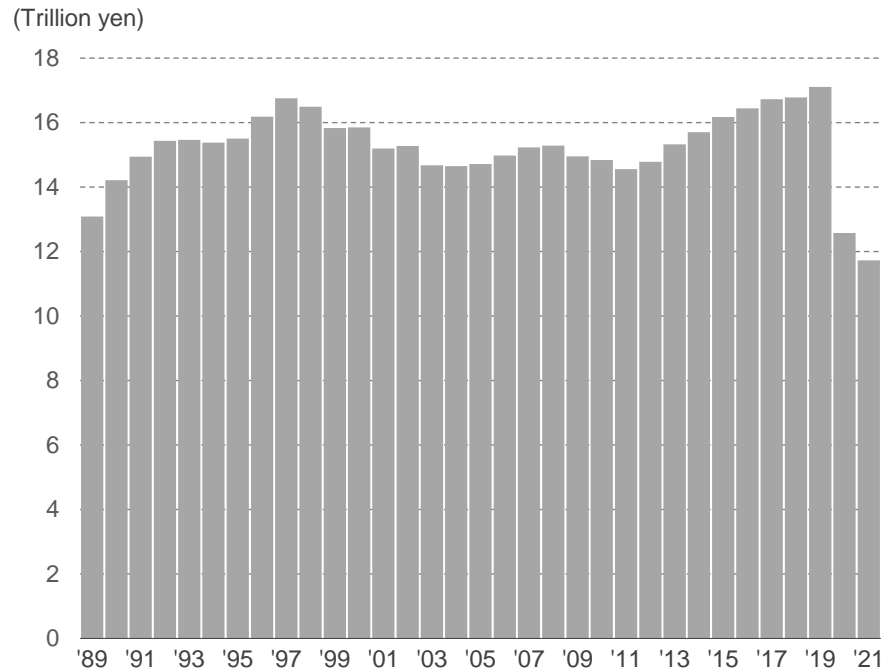
*1: The credit commitment fee payable to financial institutions, previously included in the "payment fee" under selling, general and administrative expenses, is separated to the "commitment fee" under non-operating expenses from the fiscal year 2020.

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 2013 (April 1, 2013).

Business Environment

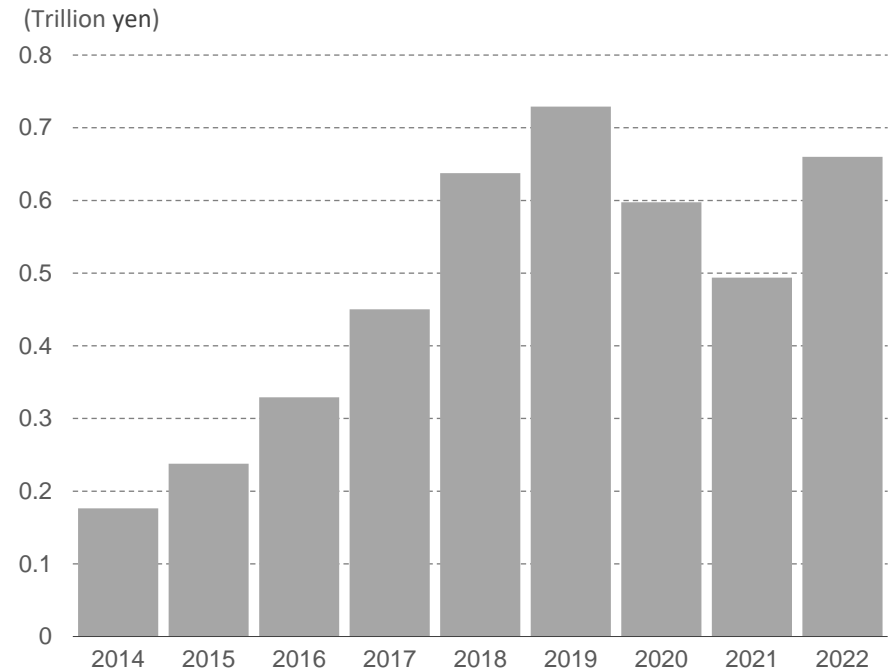
Market size of the Japanese restaurant industry



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

11.7 trillion yen in 2021, 7% decrease year on year

Market size of online reservation in restaurant



*The Ministry of Economy, FY2022 E-Commerce Market Survey

34% increase year on year in 2022

Company profile as of the end of December 2023

Name	Gurunavi, Inc. (stock code: 2440)
Establishment	October 2, 1989 (incorporated) February 29, 2000 (Gurunavi, Inc. established)
Head office	1-1-2 Yurakucho, Chiyoda-ku, Tokyo
Capital	100 million yen
Number of shares issued	Common shares: 56,903,800 Class A preferred shares: 2,400,000
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 Director : Koichi Tsukihara (Outside / Independent), Hirohisa Fujiwara (Outside / Independent), Kazunori Takeda (Outside), Yui Ono (Outside), Director(Audit & Supervisory Committee Member) : Kiyoshi Suzuki (Full-time), Taketeru Minaki (Outside / Independent), Hidehiko Sato (Outside / Independent), Yoshio Ishida (Outside / Independent)
Top 10 shareholders (as of September 30, 2023)	Rakuten Group, Inc. 16.6%, Hisao Taki 12.7%, The Master Trust Bank of Japan, Ltd. (Trust account) 7.4%, SHIFT Inc. 4.0%, Japan Traffic Culture Association 3.3%, Akio Sugihara 2.3%, Odakyu Electric Railway Co., Ltd. 2.0%, Tokyo Metro Co., Ltd. 1.7%, Hiroko Taki 1.5%, OPTiM Corporation 1.4% *The ratio of shareholding is calculated based on the total number of shares issued after deduction of treasury stock (1,128,462 shares).
Number of total personnel	Non-consolidated : 984 Consolidated : 1,080
Consolidated subsidiaries	Gurunavi (Shanghai), Inc. (100%), Gurunavi Research Institute, Inc. (100%), Gurunavi Support Associe, Inc. (100%), G dining 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 2023. 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.