FY2023/5 Financial Results

Gunosy Inc. TSE Prime (6047) July 14, 2023



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Company Profile





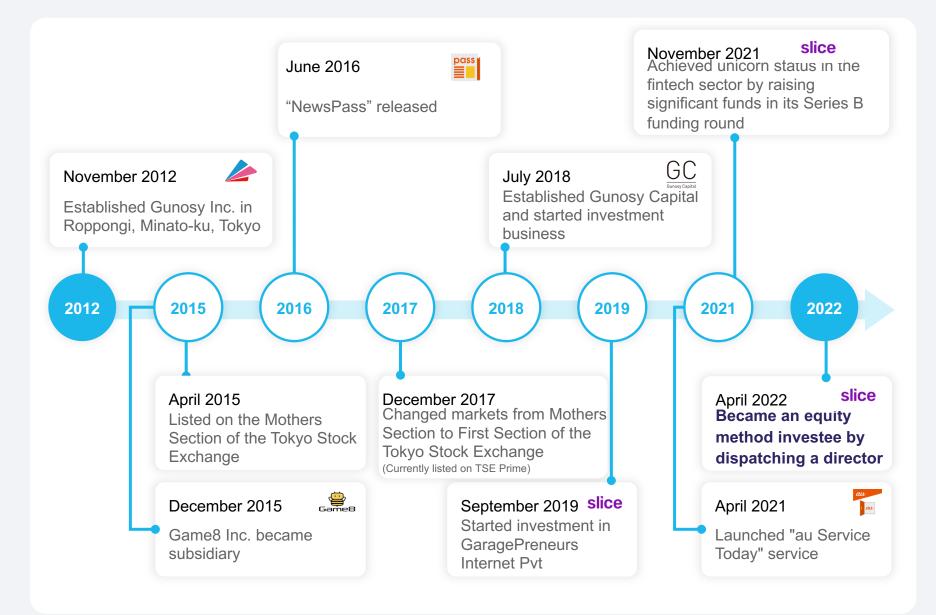


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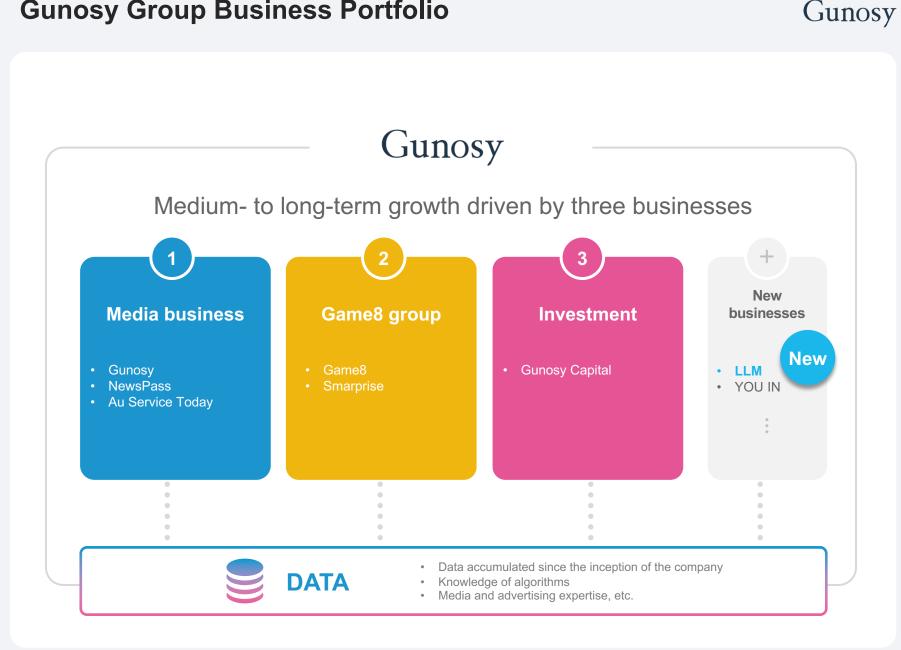


History

Gunosy



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Growth Image

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Established

Increase corporate value through growth of existing businesses and development of new businesses

Aim for group-wide growth with a market capitalization of 100 billion yen to long-term target CCC

pass

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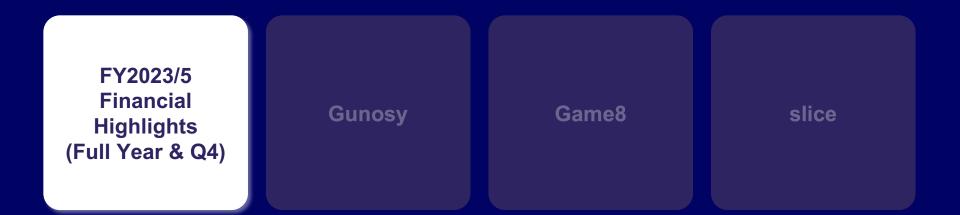
Media business

Gunosy





Executive Summary



Net sales

8,052 million yen	vs. forecast 97.6%	YoY	89.5%	

Gunosy

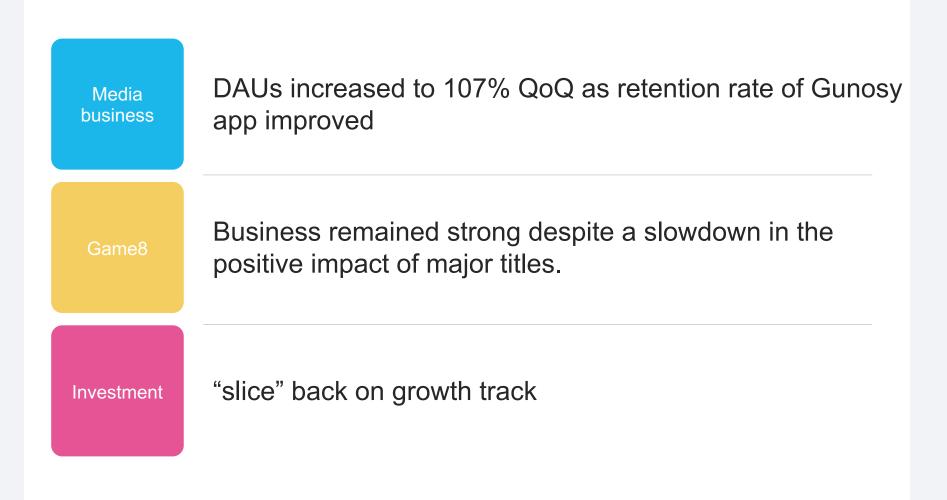
FY2023/5						
(full-year)	Operating pro	ofit -268 m	nillion yen vs. forecast	-	YoY	-
		Gunosy	Game8		Others	
By company	Net sales	5,633 _{million yen}	1,666 million yen		751	million yen
	Operating profit	-376 million yen	287 million yen		-178	million yen

Investment in Gunosy was implemented as planned and operating profit was in line with the consolidated financial forecast.

Summary

Product KPIs in Gunosy remained strong throughout the year, with DAUs increasing from the beginning of the year, but net sales fell short of the consolidated forecast, mainly due to weakness in eCPM in Q4.

"slice" is back on growth track with new products that comply with RBI guidelines.



(Q4) Sales Increase / Decrease

Gunosy app DAUs increased due to product improvement and investment in advertising. On the other hand, S/D for Gunosy Ads as a whole remained weak, resulting in lower sales due to slower than expected eCPM for programmatic advertising and the difficulty in capturing demand for direct media buying.

Details of sales increase/decrease

(Million yen)

Gunosy

FY2023/5		Difference		E e steve le sleis d'is ses es s / de se
	Q4 result	YoY	QoQ	Factors behind increase/decrease
Gunosy Ads	1,197	-295	-12	 Gunosy Ads The YoY drop in sales was primarily due to weaker-than-usual demand for direct media buying during the March advertising demand period, as well as a YoY decline in DAUs
ADNW	119	-138	-21	 in NewsPass and au Service Today. Overall Gunosy Ads sales also declined on a quarterly basis, due to weakness in the eCPM of programmatic advertising. However, investment in advertising for Gunosy is progressing steadily and DAUs are on an upward trend due to
Game8	445	-11	-24	the acquisition of new users and improvement in the retention rate. ADNW Despite cross-selling with Gunosy Ads, sales declined both YoY and QoQ
Others	244	51	-51	due to lower CPM and impressions. Game8 Business remained strong despite a slowdown in the positive impact of major titles.
Total	2,006	-393	-109	Others Sales continued to grow YoY, driven by strong performance at Smarprise. Sales declined QoQ due to the exclusion of Grill from the scope of consolidation.

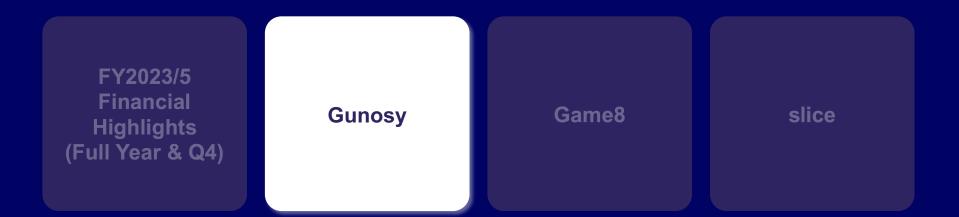
*1: Sales of Gunosy Ads are the total of "Gunosy", "NewsPass", "au Service Today" and "LUCRA".







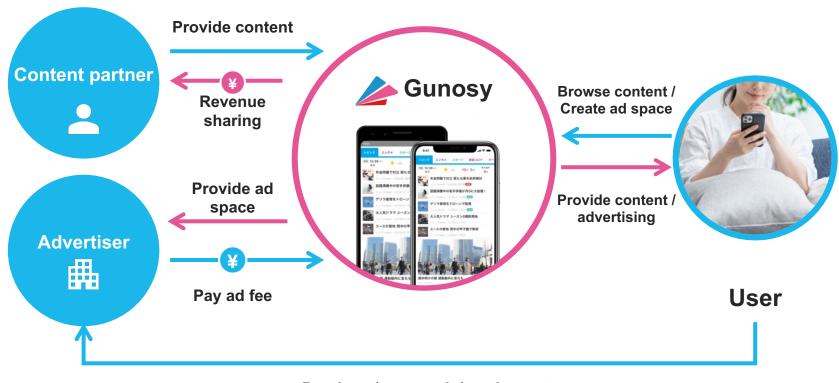
Executive Summary



Business Model of the Gunosy App

Gunosy

In the Gunosy app, we obtain content from external media ("content partners") and offer the service to users free of charge. We provide advertising space to advertisers to serve ads to users, and we receive revenue from advertisers.



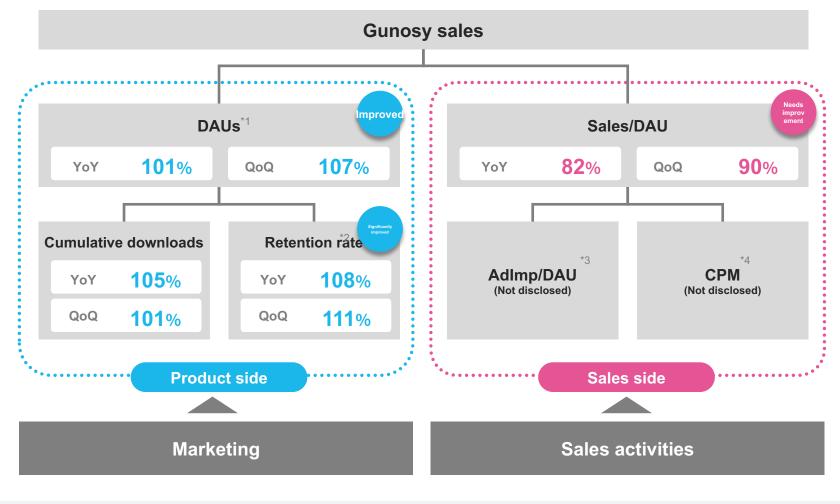
Purchase/use goods/services, etc.

Gunosy

Progress Summary of Gunosy's Key KPIs



In FY2023/5, we have made **significant progress in improving retention rates**, which we have been working on throughout the year. Advertising investments were executed as planned and **DAUs increased both on a QoQ and YoY basis**. On the other hand, both direct media buying and programmatic advertising struggled and S/D declined YoY and QoQ.



*1: Daily Active Users

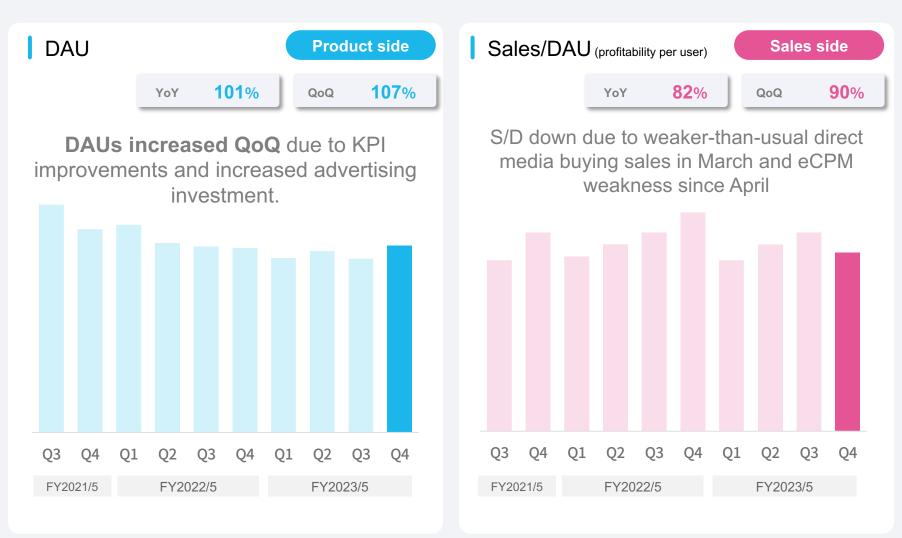
*2: The app retention rate refers to the percentage of new users who activate the app after a certain period of time.

*3: Number of ads served per daily active user *4: Cost Per Mille

Gunosy Gunosy's Key KPIs (1/2)

Gunosy

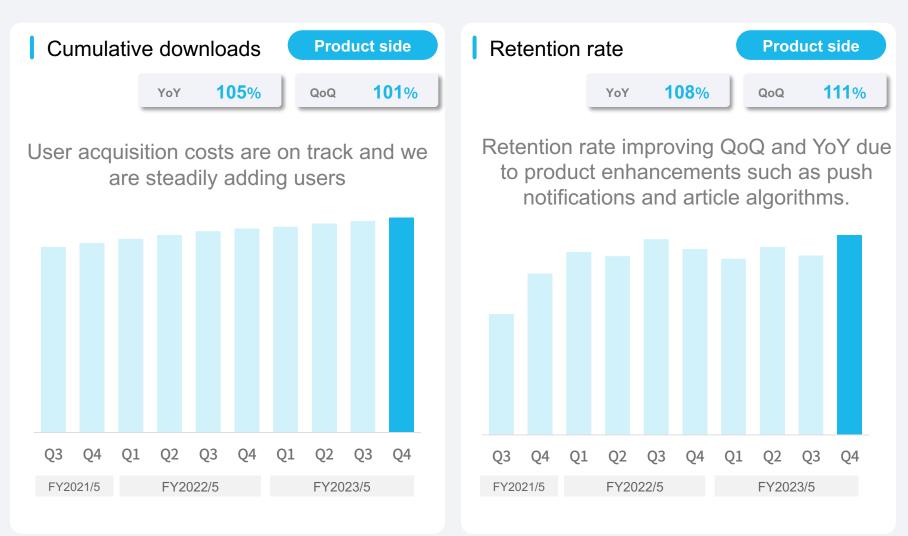
DAUs increased QoQ and YoY due to an improved retention rate and the resumption of full advertising investment from Q3. Sales/DAU declined QoQ and YoY, reflecting weak sales activity during the March advertising season and lower eCPM from April



Gunosy's Key KPIs (2/2)

Gunosy

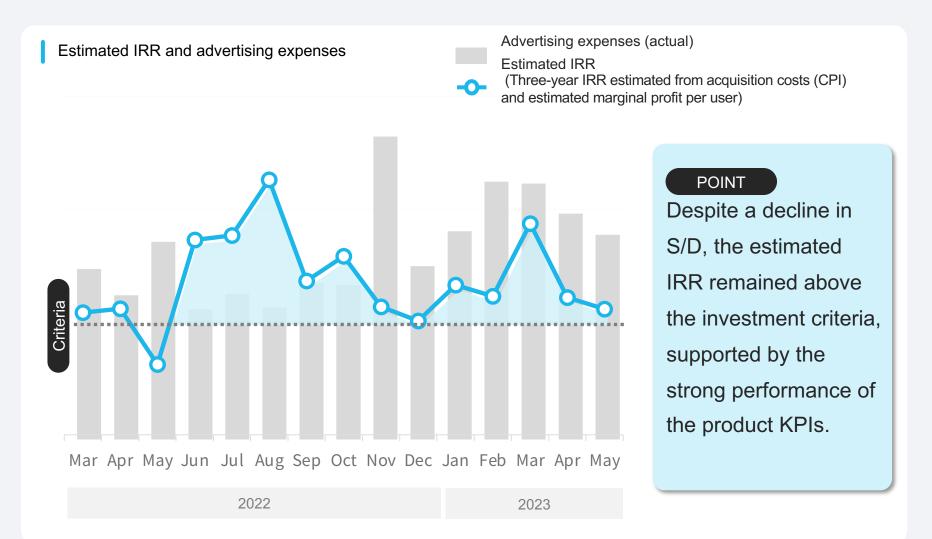
Retention rate is improving due to product improvements such as push notifications and article algorithms. **On the product side, we expect to see an improved return on investment in new user acquisition**.



Advertising Expenses and Estimated IRR

Gunosy

Due to the improved retention rate and strong user acquisition efficiency, **estimated IRR remained above the investment criteria** in Q4, despite S/D decline.



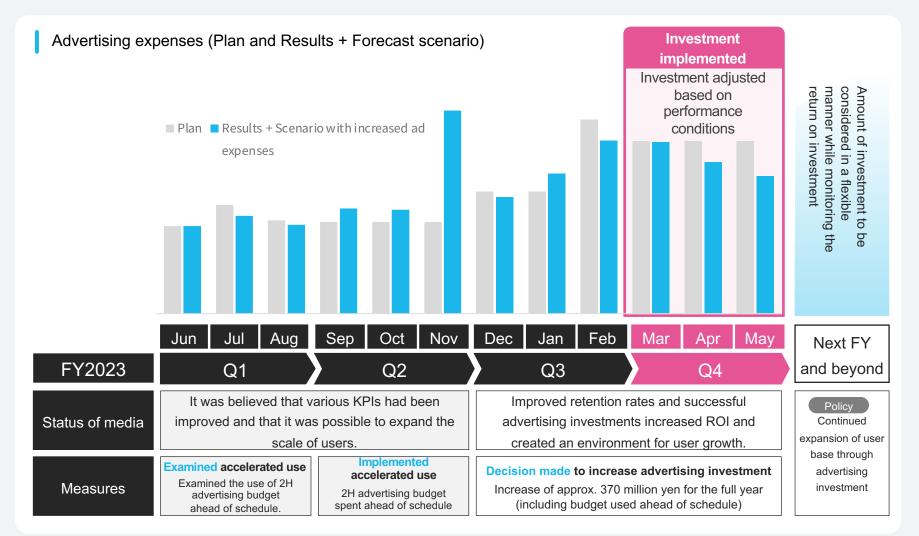
Gunosy

Advertising Investment in Gunosy

Gunosy

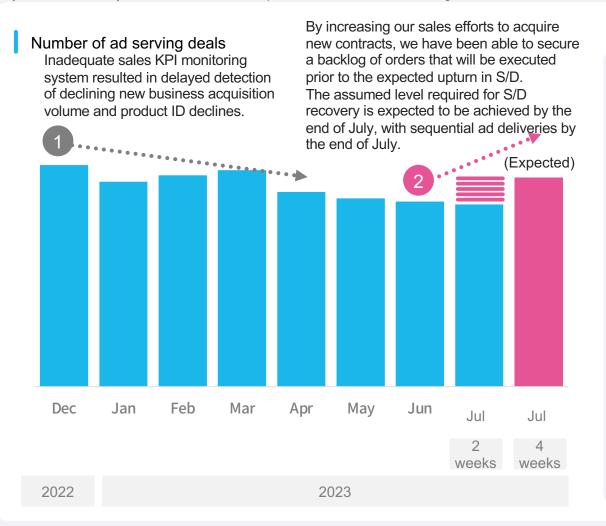
Gunosy

In Q4, we invested in advertising, taking into account return on investment and other factors. Although the amount of investment was less than planned, the number of users increased as planned due to a strong retention rate.



Hypothesis of S/D Decline and Status of Improvement Gunosy

The system for monitoring sales-related KPIs was inadequate, resulting in delays in detecting a decline in the number of new contracts acquired. As a result, the number of advertising contracts declined, leading to a drop in S/D. We will focus on acquiring new deals after reorganizing monitoring system for sales-related KPIs. Following the reorganization of the KPI monitoring system in sales, we will focus on winning new contracts. We expect the number of advertising contracts to recover by the end of July and S/D to return to pre-decline levels from August.



Causes of S/D decline

Inadequacies in the sales KPI monitoring system caused delays in detecting a decline in new contracts. As a result, the number of ad serving projects decreased and S/D fell short of expectations.

Actions for improvement

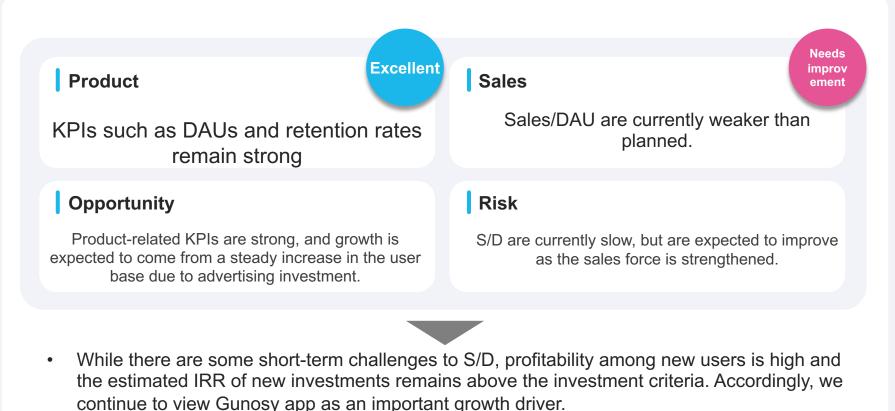
- Re-establish sales KPIs and monitoring system
- Maximize activities to win new business
- Improve the quality of customer success from order to delivery

S/D is expected to return to pre-decline levels beginning in August as the number of contracts recovers.

Valuation as an Investment Opportunity

Gunosy

Gunosy's retention rate has improved and **its product potential has expanded**. Although S/D is currently below plan, we expect this to be a short-term issue that can be resolved by strengthening the sales operations. We continue to view Gunosy as an important growth driver and will **continue to invest in advertising in the next fiscal year, aiming to achieve both consolidated and non-consolidated operating profits in FY2025/5**.



In FY2024/5, we plan to resolve short-term operational issues and continue to invest in advertising to the extent that our estimated IRR exceeds our investment criteria. We will grow sales to a level that will allow us to achieve consolidated and non-consolidated operating profitability in FY2025/5.





Executive Summary

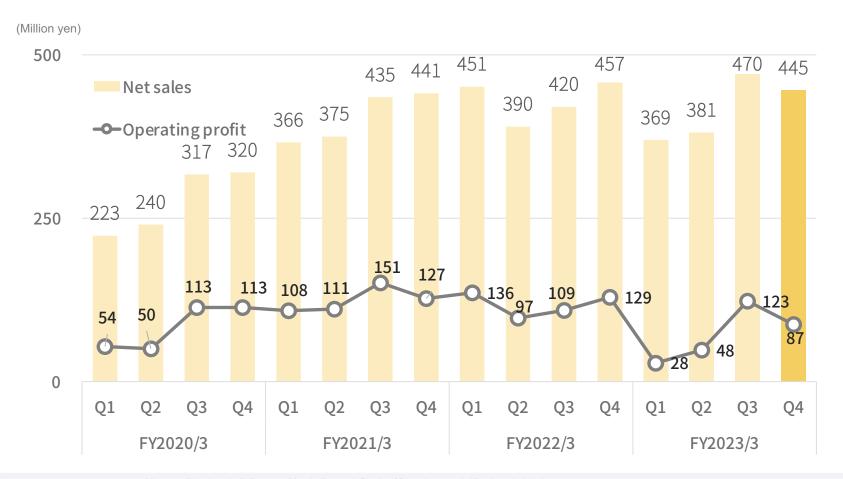


Game8

Game8

Gunosy

As expected, the positive impact of the major titles launched in 3Q subsided to some extent, but profits remained at a high level and **made a significant contribution as a pillar to the Group's overall profit** for the full year. We will continue to **operate existing businesses in a stable manner while investing to create new business pillars.**

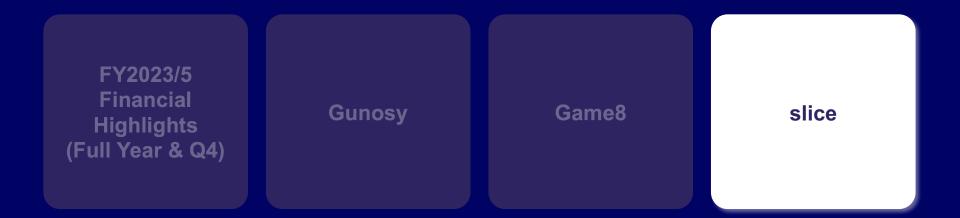


* Nonconsolidated results (before consolidated adjustment). Results of Smarprise, our subsidiary is not included. FY2023 Q4 results are for the period from January to March 2023 due to a gap with the parent company's consolidated accountiner of the period.





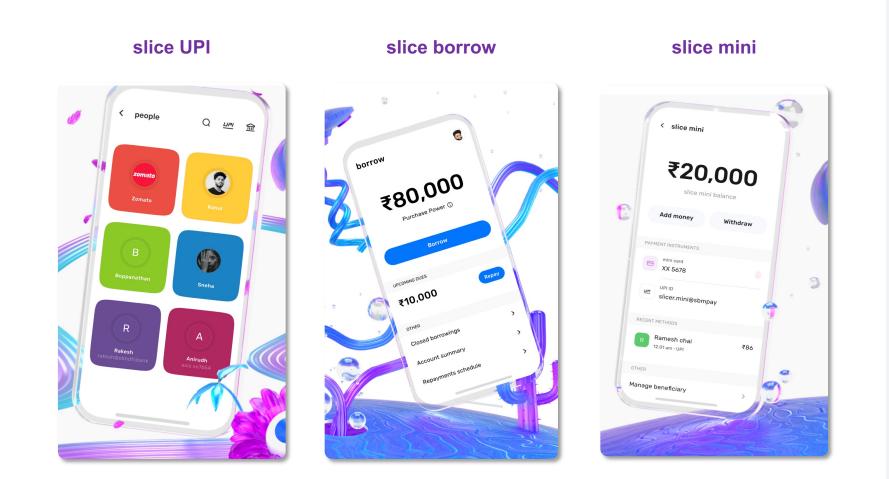
Executive Summary



Services provided by "slice"



"slice" provides a financial platform that allows easy borrowing and flexible repayment for the Indian market.

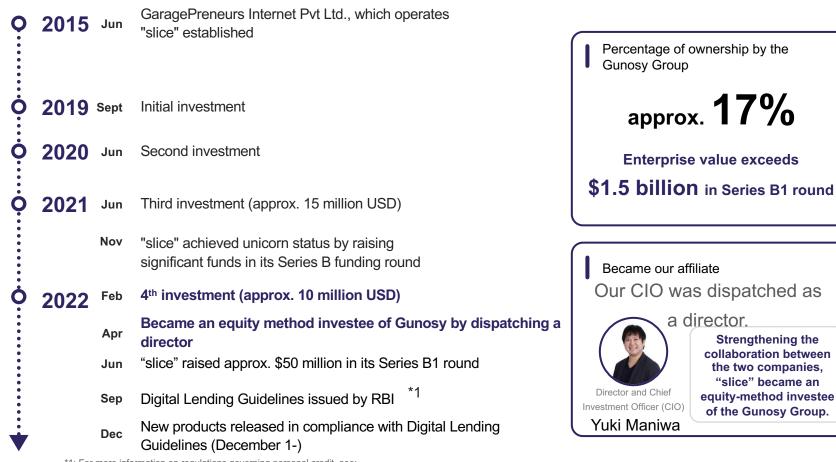


slice

"slice" and Gunosy - Major Events to Date

Gunosy

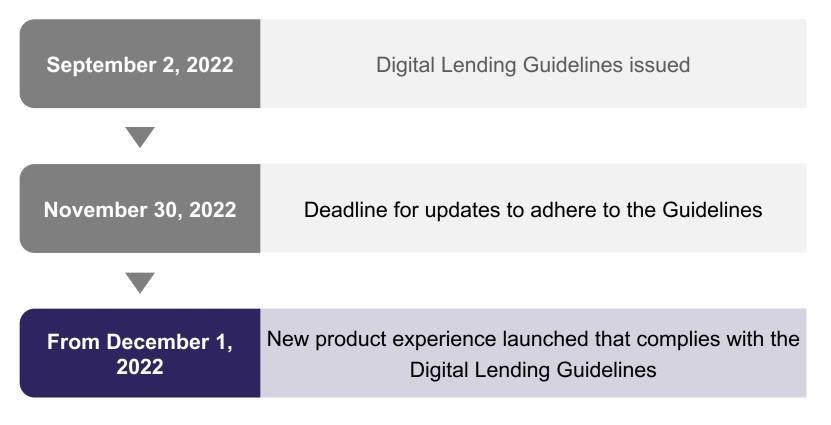
Since our initial investment in September 2019, we have made multiple investments to provide maximum support for slice's business expansion.



*1: For more information on regulations governing personal credit, see: https://rbidocs.rbi.org.in/rdocs/notification/PDFs/GUIDELINESDIGITALLENDINGD5C35A71D8124A0E92AEB940A7D25BB3.PDF

Status of Compliance with Digital Lending Guidelines Gunosy

To comply with the Digital Lending Guidelines issued by the Reserve Bank of India (RBI), changes to the product experience were required by the end of November 2022, and the new product release was completed within the deadline.



*1: For more information on regulations governing personal credit, see: https://rbidocs.rbi.org.in/rdocs/notification/PDFs/GUIDELINESDIGITALLENDINGD5C35A71D8124A0E92AEB940A7D25BB3.PDE

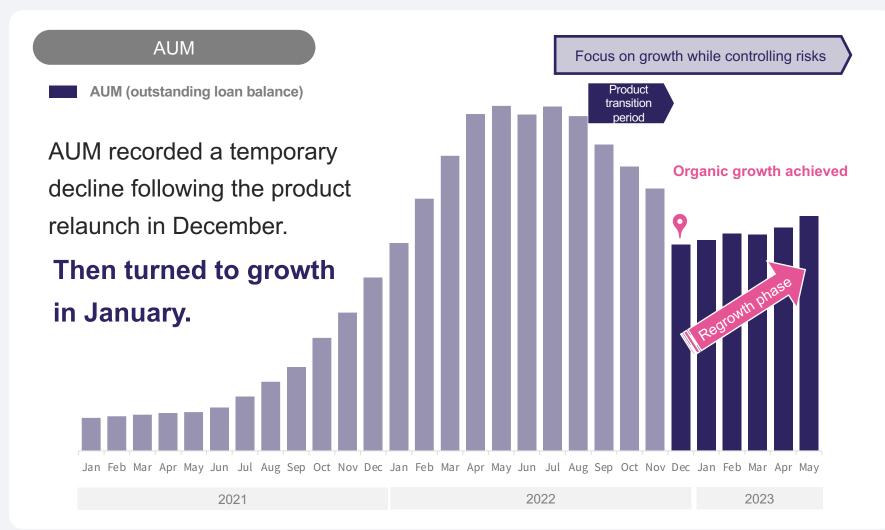
slice

slice

Progress on KPIs

Gunosy

"slice" entered a period of re-growth after the completion of the product release that complied with the Digital Lending Guidelines. Since the product relaunch, "slice" has been cautiously extending credit to creditworthy users and has achieved organic growth with very low marketing costs.



slice

Our View on slice's Growth Potential





Our stance

We will continue to work closely with "slice" to help them realize their full growth potential as they seek to grow in the new regulatory environment.





Financial Results for FY2023/5



FY2023/5 Consolidated Results for Q4

As for net sales in FY2023, Gunosy's DAUs grew steadily from the beginning of the year, but sales declined year-over-year due to the sluggish performance of ADNW as well as the weaker-than-usual performance of direct media buying. In addition to the decline in sales, an operating loss was recorded in advance due to advertising investments for Gunosy's re-growth.

		QoQ comp	arison	FY2023/5 Full-year	YoY comparison	
	FY2023/5 Q4	FY2023/5 Q3	QoQ		FY2022/5 Full-year	YoY
Net sales	2,006	2,116	94.8%	8,052	8,998	89.5%
Operating profit	-112	6	-	-268	412	-
Operating margin	-	0.3%	-	-	4.6%	-
Ordinary profit	1 -472	-304	-	-1,705	191	-
Profit attributable to owners of parent	2 -657	-332	-	-1,150	130	-

Share of loss of entities accounted for using equity method: A loss of 373 million yen was recorded upon finalizing the accounting treatment of the PPA (purchase price allocation) related to "slice", which had been pending, and the recognition of profit/loss. Of this amount, 85 million yen was temporarily recorded upon the finalization of the PPA.

• Loss on valuation of investment securities: A loss on valuation of investment securities of 111 million yen was recorded on two issues held solely for investment purposes, taking into account their individual financial conditions.

• Impairment of non-current assets: Based on the medium- to long-term plan, which takes into account the loss incurred upfront from the advertising investment in Gunosy, and after review in accordance with the "Accounting Standard for Impairment of Non-Current Assets," an impairment loss of 65 million yen was recorded for non-current assets.



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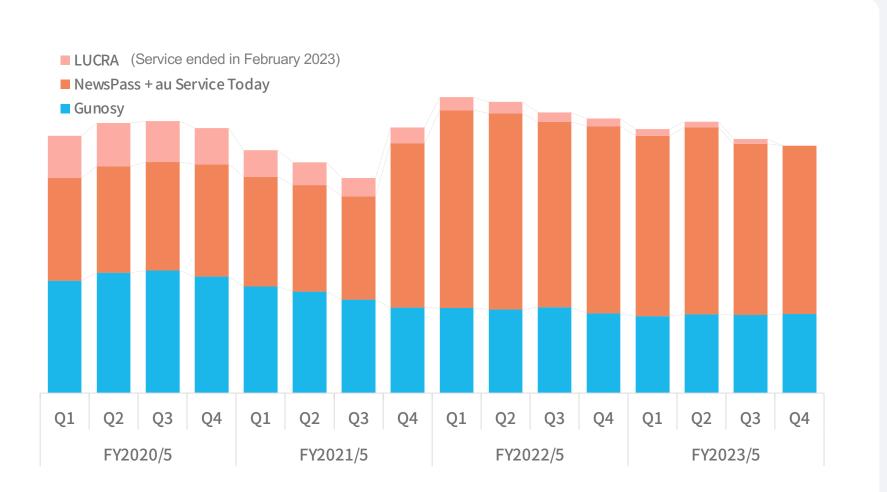
(Million yen)

Gunosy

Total Number of Active Users^{*}(MAUs)



Due to the successful advertising investments in Gunosy, **MAUs bottomed out and turned into an** expansionary trend throughout the period.

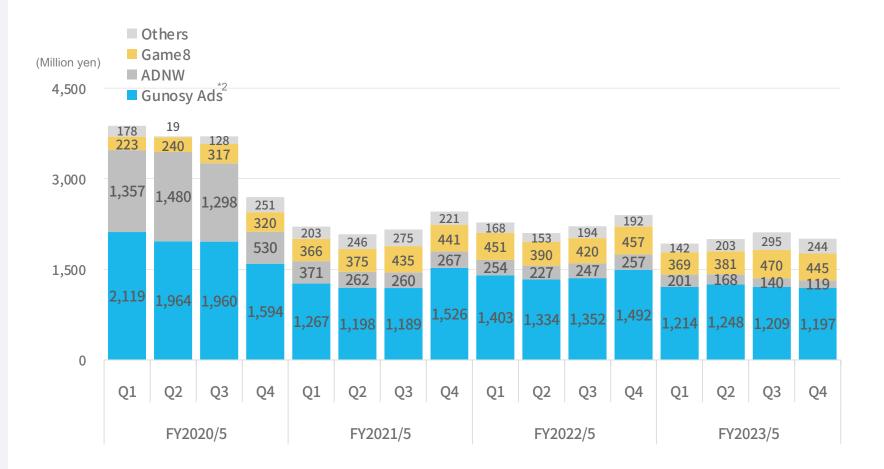


*Average for each quarter of MAUs (monthly active users) of "Gunosy", "NewsPass", "au Service Today" and "LUCRA". (C) Gunosy Inc. All Rights Reserved. 31

Breakdown of Net Sales *1



Overall, net sales remained stable compared to the previous quarter, supported by strong product KPIs. On a YoY basis, however, sales declined due to sluggish growth in Gunosy Ads, mainly driven by weak uptake in direct media buying demand, in addition to poor performance in ADNW. Our challenge going forward is to strengthen sales operations and achieve stable sales growth in line with the growth in product KPIs.



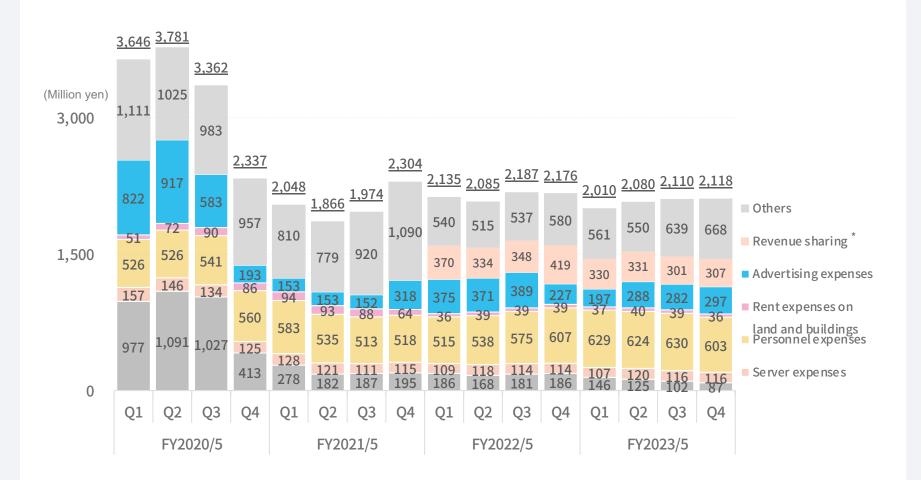


*2: Sales of Gunosy Ads are the total of "Gunosy", "NewsPass", "au Service Today" and "LUCRA" (Service ended in (C) Gunosy Inc. All Rights Reserved. 32 February 2023).

Cost Structure



Costs continued to be tightly controlled. Personnel costs decreased sequentially. Other costs increased due to one-off expenses such as PPA costs related to slice and recruitment costs.



* "Revenue sharing" include "Live video production expe

* "Revenue sharing" included in "Others" in FY2021/5 and earlier, but separated from "Others" from FY2022/5 Q1. "Live video production expenses" is included in "Others" from FY2022/5 Q1.





FY2024/5 Outlook And Policy



Business / Investment Policy Updates



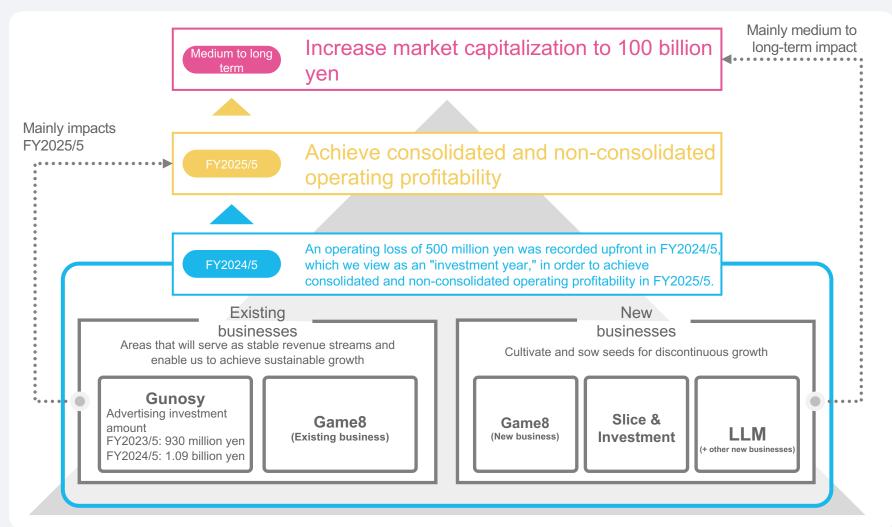
In the existing businesses, the growth of the Gunosy app and the Game8 business in particular will be key to strengthening profit generation in the short to medium term. We continue to value "slice" as a medium to long-term growth driver, while being mindful of risk management in terms of the consolidated balance sheet. On the new business front, new developments from LLM and Game8 Group are very promising.

		Growth opportunities	Business issues	Business policy/Investment policy
Existing business	Gunosy	Improved retention rates and high profitability from new users	 Stabilize revenue-related KPIs with focus on strengthening advertising sales operations Continue to improve product KPIs for dramatic growth 	• Subject to the strengthening of our operational structure and the increased solidity of our business plan, we will continue advertising investments until we reach a sales scale that allows us to achieve sufficient capital efficiency as Gunosy Inc. (We aim to achieve consolidated and non- consolidated operating profitability in FY2025/5.)
	Game8 (game walkthrough media)	Higher cost per media unit	 Improve productivity of articles 	 Invest in areas where existing media strength and customer base can be leveraged and actively consider M&A opportunities, leveraging Game8's own strong financial base.
	NewsPass / au Service Today	Provide more value to au users	 Achieve stable sales growth even in the face of declining DAUs for NewsPass without new user acquisition 	• Continue to work with KDDI to invest a certain level in the areas of development and promotion to improve the product.
New business	slice	Strong demand for deferred payments, credit cards and digital payments in the Indian market	 Concentration of exposure in overall consolidated B/S 	• Close asset management to support the realization of slice's extremely high growth potential and to implement a strict risk management approach to the concentration of exposures within the consolidated B/S.
	LLM	Social implementation of new solutions based on innovative technologies	 Commercialize our core technology, Gunosy Al (tentative name) 	• Establish a framework that enables rapid trial and error for social implementation in order to accumulate knowledge and evaluate business feasibility. Initially, we plan to start with a minimum investment of less than 100 million yen per year.
	Other new businesses	New business development in Game8, new initiatives such as "YOU IN", "colleize", etc.	 Refine the business to investment grade status where there is a rationale for the investment. 	 Make individual investment decisions based on future growth potential, capital efficiency, risk, and other factors while monitoring business progress.

Policy for FY2024/5: Overall Summary

Gunosy

Aiming to achieve consolidated and non-consolidated operating profitability in FY2025/5, FY2024/5 will be a year of investment. We will continue to invest in advertising for Gunosy app, aiming for a revenue scale that will allow the company to be profitable on a non-consolidated basis, while continuing to invest in new businesses such as LLM and Game8, and continuing to manage the assets of "slice" closely in the medium to long term.

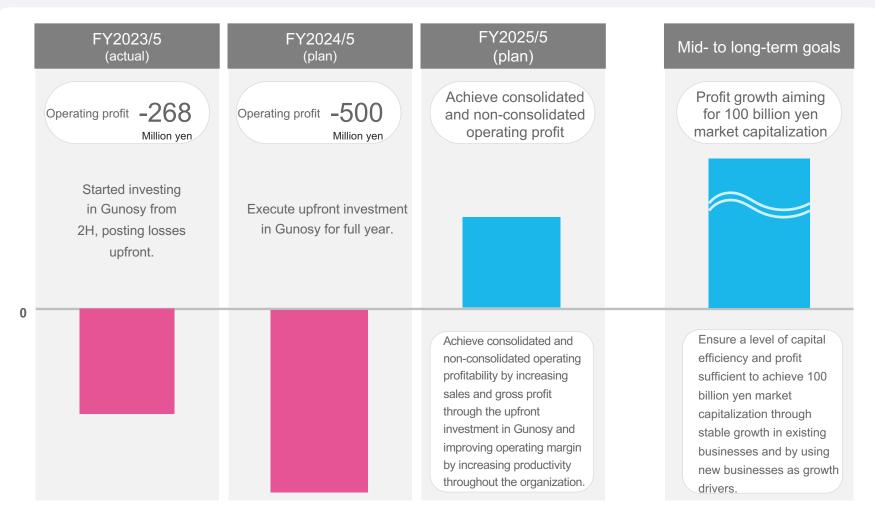




Operating Profit Trends

Gunosy

In FY2024/5, we will work to improve sales and gross profit by making upfront investments in the Gunosy app, and to improve operating margin by strengthening productivity throughout the organization, in order to achieve consolidated and non-consolidated operating profitability in FY2025/5. Furthermore, we will achieve growth toward a market capitalization of 100 billion yen by using new businesses as growth drivers.

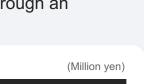


Sales Forecast by Business

The Gunosy app is expected to achieve **sales growth of over 10%** due to upfront investments, and Game8 is also expected to achieve stable growth. Although overall sales will decline due to the underperformance of some businesses, we expect to maintain gross profit levels by improving gross profit margins through an increase in the sales ratio of the Gunosy app and other factors.

	FY2023/5	FY2024/5	Difference		Factors behind increase/decrease	
	(result)	(plan)	Increase/ Decrease	Percentage change		
Gunosy Ads	4,869	4,592	-277	-5.7%	Gunosy Ads Although the Gunosy app is expected to grow both sales and gross profit by	
ADNW	629	369	-260	-41.4%	 more than 10% YoY, sales are expected to decline YoY due to lower News Pass DAUs ADNW Switch to operating with a minimum workforce as the business environment is expected to remain challenging. Game8 Plan to expand primarily through existing game walkthrough media business. 	
Game8	1,666	1,855	189	11.4%		
Others	886	1,063	177	20.5%		
Total	8,052	7,880	-172	-2.1%		
Gross profit (Gross profit margin)	3,106 (38.6%)	3,098 (39.3%)	-8	-0.3%	Gross profit Maintain gross profit level despite YoY sales decline through improved gross profit margins	

*1: Sales of Gunosy Ads are the total of "Gunosy", "NewsPass", "au Service Today" and "LUCRA" (Service ended in February 2023).



Gunosy



FY 2024/5 Full-Year Outlook (Consolidated)

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Gunosy
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As for ordinary profit, we plan to record a non-cash loss due to share of profit/loss of entities accounted for using equity method related to "slice".

With the re-growth of AUM, the above profit/loss is expected to improve significantly YoY.

(Million yen)

	FY2023/5 full-year (result)	FY2024/5 full-year (plan)	YoY
Net sales	8,052	7,880	97.9%
Operating profit	-268	-500	-
Operating margin	_	-	-
Ordinary profit	-1,705	-999	-
Profit attributable to owners of parent	-1,150	-1,070	-

FY 2024/5 Full-Year Outlook (Consolidated – 1H and 2H) Gunosy

Net sales and profit/loss in each category are expected to improve in the second half of the fiscal year. In particular, ordinary profit and profit/loss are expected to improve significantly in the second half compared with the first half, mainly due to the continued improvement in slice's loss.

(Million yen)

	FY2024/5 full-year (forecast for 1H)	FY2024/5 full-year (forecast for 2H)	Difference
Net sales	3,841	4,038	196
Operating profit	-351	-148	203
Operating margin	_	_	-
Ordinary profit	-823	-175	648
Profit attributable to owners of parent	-871	-198	673

Balance Sheet Status

Gunosy

A strong financial foundation is in place and sufficient cash and deposits are maintained to allow for flexible investment. Existing investments are primarily in slice and are expected to generate high returns. While strengthening the ability to generate short-term cash flow, mainly through growth investments in Gunosy, there is also sufficient capacity for medium to long-term growth investments, including new businesses such as LLM and M&A.

Balance sheet as of the end of FY2023/5



potential





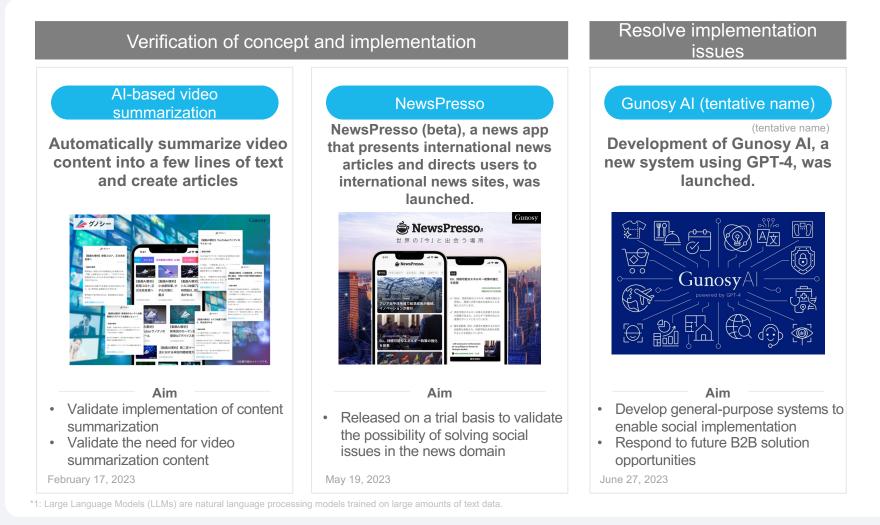
Initiatives in LLM



LLM Activity Results for FY2023/5



We recognized the emergence of LLM as an innovative technology and started developing LLM-based services early on. After repeated trial and error, we have completed releases for three projects. We have been actively involved in research and development from the earliest stages.



LLM

Hypotheses about the LLM in its Early Years And Insights Gained to Date



While we recognize that LLM poses certain risks to existing businesses, we also see it as a technology that offers significant business opportunities for both existing and new businesses. Among the challenges for social implementation of LLM, we focused on our core competence, where we can leverage the strengths of our technology, and developed a solution, "Gunosy AI (tentative name)".

Opportunities	Risks
Business improvementImprove productivity by automating tasks, etc.MediaDeliver new media experiences	Certain risks are recognized in existing media businesses • Lower barriers to entry into the media business
Game8 Enhance productivity and user experience	 Decreased profitability of existing content providers due to increased content volume

Insights

- LLM is expected to play a major role in solving social problems, reforming existing business models, and in many other areas. In many cases the major implementation hurdles are (1) outputting high-quality responses in a natural interactive format, (2) addressing security concerns, and (3) integrating with the service itself.
- Our core competence in effectively addressing these issues will help us manage various risks and capitalize on key growth opportunities.





LLM Gunosy AI (tentative name)



Gunosy AI is a system that uses LLM (Large-scale Language Model). It mimics human processes and generates appropriate responses based on data held by companies. It can be deployed directly as a web service or on other platforms through API-compatible tools such as LINE and Slack.

Gunosy AI (tentative name)

Started development of Gunosy AI, a new system (tentative name) utilizing GPT-4



Aim

- Develop general-purpose systems to enable social implementation
- Respond to future B2B solution opportunities

June 27, 2023

Gunosy AI (tentative name)

1

Resolves the issue of legitimacy of answers, which is considered a concern for ChatGPT.

By properly passing the basic data of the service in which Gunosy AI is implemented to GPT, it is possible to return the correct answer while maintaining a natural conversation.

Protect input information

Gunosy AI, accessed through the GPT-4 API, is designed so that input information is not used for learning and improvement.

We aim to commercialize the product as a B2B solution in the future.

LLM Structure to Promote LLM



Kentaro Nishio, Director of Gunosy and founder of Game8, has been appointed Director in charge of the commercialization of Gunosy AI (tentative name). After establishing a new department, we plan to increase the number of development trials and accumulate knowledge for internal use and as a B2B solution.

Business Promotion Structure

Kentaro Nishio, Director of Gunosy, appointed Director in charge



Director

Kentaro Nishio

Co-founded Labit Inc. while a student at Tokyo Metropolitan University and became Representative Director in 2013. After transferring the business to a subsidiary of Recruit Holdings, founded Game8 and currently serves as Representative Director and Chairman. Joined Gunosy in 2015 after Game8 became a subsidiary of Gunosy. Became Director of Gunosy in August 2020, after having served as Corporate Officer and General Manager, Media Business Division of Gunosy since September 2018.

Current policy

- Build a system that allows us to do trial and error for social implementation at high speed to accumulate knowledge and evaluate business feasibility.
- 2. Increase opportunities to take on new business challenges by actively using AI internally and improving the productivity of existing businesses.
- 3. We envision our position in this area as a provider of software that acts as an intermediary between users and LLMs.
- 4. We will use Gunosy AI (tentative name) to formulate our own businesses and start businesses with collaborative partners.





Business Overview by Division



Gunosy

Gunosy

A special tab was made available for the WBC (World Baseball Classic), which attracted a lot of attention. Proactively addressing users' needs for "information they want to know" also contributed to the increase in active users.

Special tab was made available for the WBC (March 6 – 23)



Gunosy's original content published in collaboration with partner media companies.



Contribute to an increase in active users through the provision of "information they want to know".

Media Business au Service Today

Gunosy

Measures are being taken to **further expand user contact points** on au Service Today, a portal site for au users. Continuous efforts are being made to improve the user experience in obtaining information and to enhance the user interface.

Measures to further expand user contact points



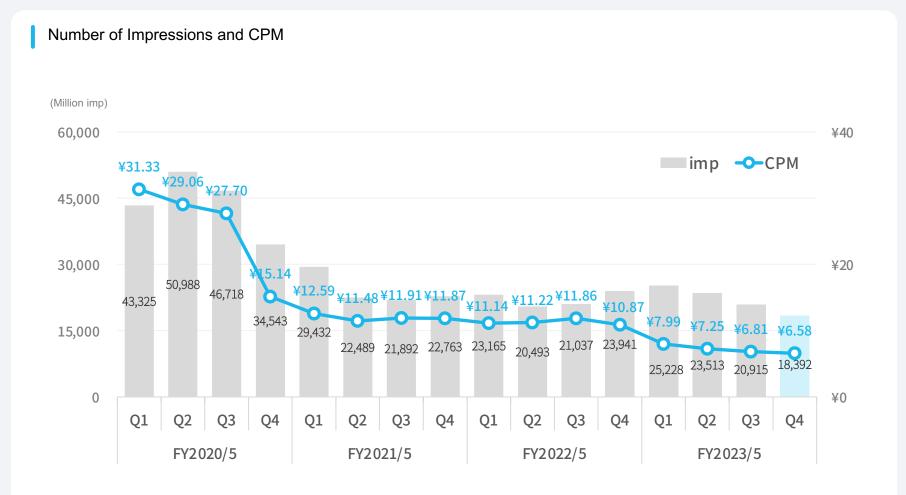


Special features of the "au Service Today" An all-in-one application that serves as a gateway for au users Au users Pre-installed on Android devices Portal site operated by one of the largest au telecommunicati ons companies in Japan Connected to various au services J~

Media Business Ad Network (ADNW)



Despite efforts to increase cross-selling with Gunosy Ads, both impressions and CPMs remained sluggish due to changing market conditions.



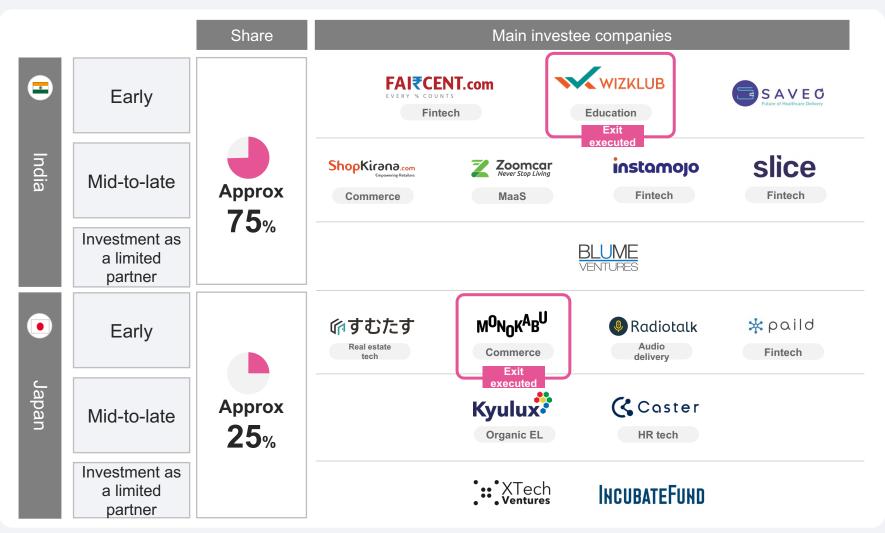
* CPM (cost per mille): Price per 1,000 impressions of advertisement

Investment

Gunosy

The overall cumulative investment remains in the range of approximately 5 billion yen. There was no major change in the overall portfolio.

* Investments made since October 2018, when the investment project was launched, are included in the following:



Investment

Status of the Estimated Value of the Investment Portfolio

Gunosy

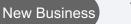
	FY2019/5	FY2020/5	FY2021/5	FY202/5	FY2023/5
Investment ratio	0.98	0.99	1.11	5.36	5.16
(N "Accumulated investment" and "Estimated value + Sale price"	Aillion yen) Accumulate Ketter	ed investment value + Sale price ^{*2}		25,741	26,546
	253 249	813 808	1,867 2,068	4,805	5,140
Investm Japan	30	259	770	880	1,090
(accumulat ed)	223	553	1,097	3,924	4,049
Market Japan	30	259	776	1,037	1,357
(accumu lated)	218	547	1,291	24,703	25,188

*1. Accumulated investment: Calculated in yen at the exchange rate at the time of investment. Includes investments in issues already sold.

*2. Estimated value: Value that we estimated as the price at which shares, etc. would be transferred in an arm's-length transaction, based on the following method. Note that such estimated value is generally not based on the results of a valuation report by an external third party or an audit by an accounting auditor, but is calculated by us at our own discretion.

(1) Issues that raised funds in a recent funding round: The estimated valuation is the valuation at the time of the relevant round, with a 20.7% illiquidity discount applied.

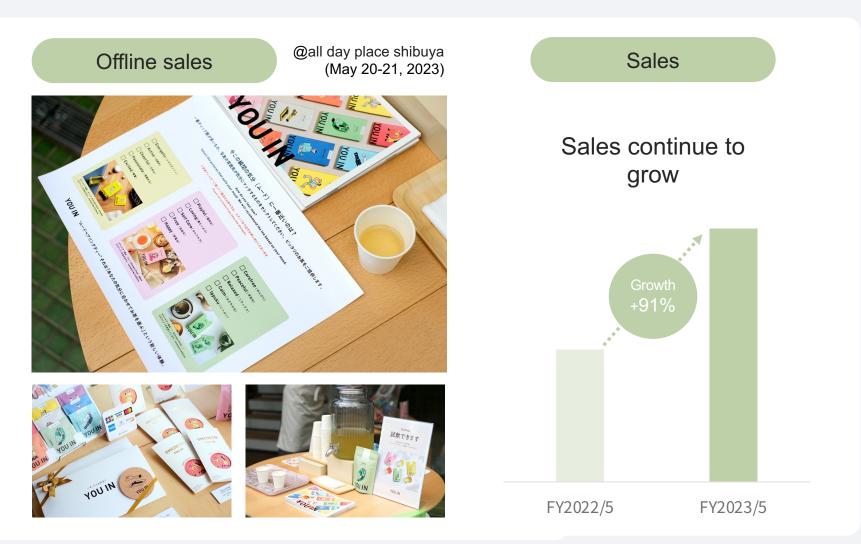
- (2) Issues for which an external third-party valuation was previously obtained: The estimated valuation is based on such valuation.
- (3) Other issues: Valued at book value at the time of investment. For those acquired in foreign currency, the value is converted at the most recent exchange rate.



YOU IN

Gunosy

Gift demand remained strong and **purchases by foreign tourists were solid** in store in May, suggesting that demand in the inbound market is also strong. Sales continue to grow.







Reference Materials: Overview of Gunosy Inc.



Overview of Gunosy Inc.

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Gunosy

Basic Information		Representative Director and Chairman,
Company name:	Gunosy Inc.	Officers: Group Chief Executive Officer (CEO), Shinji Kimura
Representative:	Shinji Kimura	Representative Director and President, Yuya Taketani
	Yuya Taketani	Tuya Taketani
Established:	November 14, 2012	Director and Chief Investment Officer (CIO), Yuki Maniwa
Fiscal year end:	Мау	Director, Kentaro Nishio
Capital:	4,099 million yen	Director, Takuya Sawada
Stock Code:	(as of the end of May 2023) 6047 (TSE Prime)	Director (Outside), Suguru Tomizuka
Audit corporation:	Ernst & Young ShinNihon LLC	Director (Outside), Junichi Shiroshita
Number of employees:	252 (as of the end of May 2023, on a	Director (Outside), Hirokazu Mashita
Head office:	consolidated basis) 2-24-12 Shibuya, Shibuya-ku, Tokyo	Director (Outside), Lei-Isabelle Nakao
Business:	Development and operation of informa	Corporate Auditor, Masakazu Ishibashi
curation service and other media		Corporate Auditor (Outside), Kenji Shimizu
		Corporate Auditor (Outside), Noboru Kashiwagi

Our Management Team

Gunosy

The management structure for FY2023/5 is as follows. We are continuing to strengthen our governance, including the **transition** from a non-statutory Compensation Committee to a non-statutory **Nomination** and Compensation Committee in December 2021.



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From "Gunosy Way" to "Gunosy Pride"

Gunosy



The concept of "Gunosy Way", which had been defined as a milestone for Gunosy to follow, was **redesigned as "Gunosy Pride**", which inherits the original thoughts and concepts.

"Triple win" philosophy

Benefit the customer, the user, and the world. Benefit yourself, others, and your fellow employees. We will continue to create a cycle of goodness not only outside the company and society, but within our company as well.

2

Creating opportunities with science

We will use data and technology to accelerate innovation with facts. We will also use science to solve social issues.

3 Centennial quality

We do not stop working until we feel that this is the best we can do, rather than thinking that this is good enough. We will face the work in front of us with sincerity and honesty, seeking quality that will endure for a hundred years.

4

Respond to adversity in a positive way

There are as many adversities as there are challenges. However, we believe that it is the adversity that brings us the opportunity for growth. We will not run away from the obstacles in front of us, but rather we will aggressively pursue our business in adversity.

Forward-looking statements contained in these materials are prepared from judgments and assumptions based on information available at the time of preparing the materials, and do not guarantee their accuracy. These materials contain financial data that have not been audited by an independent certified public accountant or an auditing firm.

Please note that actual results may differ materially from the forecasts due to various uncertainties included in these judgments and assumptions and changes in risk factors and the economic environment.





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