Gunosy

# FY2026/5 Financial Results for Q2

Gunosy Inc.
TSE Prime (6047)

Gunosy

# INDEX

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# Overall Picture and FY2026/5 Q2 Summary

# FY2026/5 Q2 Results Highlights

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## FY2026/5 Q2 Results

| | Results | Full-Year Progress vs. Plan | YoY |
|---|---|---|---|
| Net sales | 3,279 Million yen | 41.6% | 106.6% |
| Operating profit | 70 Million yen | 9.1% | -295 Million yen |
| EBITDA | 141 Million yen | 15.3% | -226 Million yen |

## Summary

- **Our portfolio company slice continues to scale strongly and has entered a new phase that balances both growth and profitability. Along with rapid expansion, its balance sheet has reached approximately 100 billion yen, and in FY2026 1H (Apr–Sep 2025), it recorded a net profit of 730 million yen on a pre-ESOP basis(*).** (See P5)

  Deposits have been growing at an annualized pace of 2.5x. Following the launch of its credit card service in September, the growth of AUM has also accelerated. (*) Net profit is shown before ESOP (Employee Stock Ownership Plan) expenses.

- **Our mid-term financial goals remain unchanged, including achieving EBITDA of 900 million yen in FY2027, which represents the key milestone of our growth story. However, for the current fiscal year, due to elevated volatility in the operating environment, performance is now expected to trend closer to our downside case. As a result, we have revised down our operating profit forecast for FY2026 to 250 million yen.**

  In the Core Cash Area, the overall news app market has seen a decline in active users, affecting performance. In G Holdings, the release timing of core game titles is being carefully evaluated with a focus on maximizing long-term profitability.

- **In the SC (store & commerce) business, we aim to pursue full-fledged expansion from 2H onward, aligned with the enforcement of the Act on Promotion of Competition for Specified Smartphone Software.** (See P37)

- **At the beginning of FY2026, we expected to distribute shareholder returns equivalent to DOE 4%. Given the strong performance of slice, we additionally resolved to pay a special dividend equivalent to DOE 1%, raising total shareholder returns for the fiscal year.** (See P12)

  While the FY2026 forecast has been revised downward, we believe that the underlying cash generation capability of the business remains intact, and therefore we will maintain the original DOE 4% level as the base dividend for the fiscal year. Regarding shareholder returns tied to the growth of slice, we intend to fund such returns through cash flows generated from selective exits of other investment holdings during this fiscal year, thereby ensuring compatibility with our FY2027 and longer-term growth trajectory.

# Key Strategic Investment | slice – Business Overview

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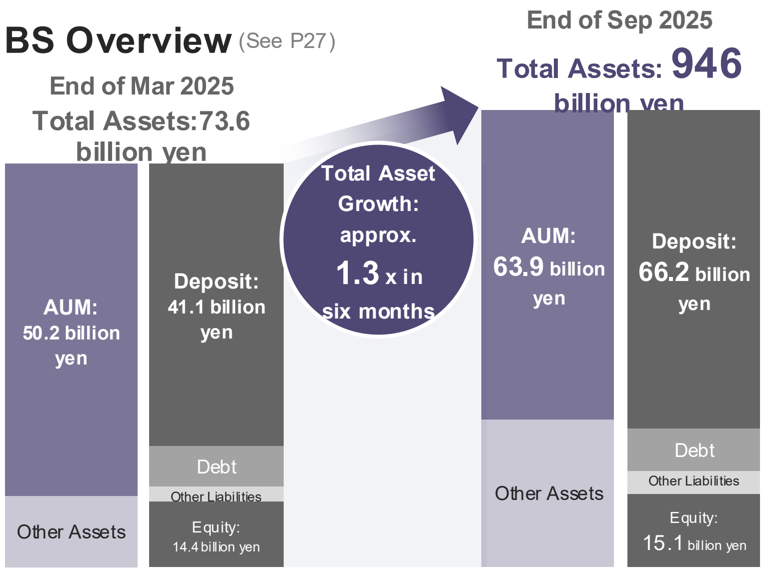
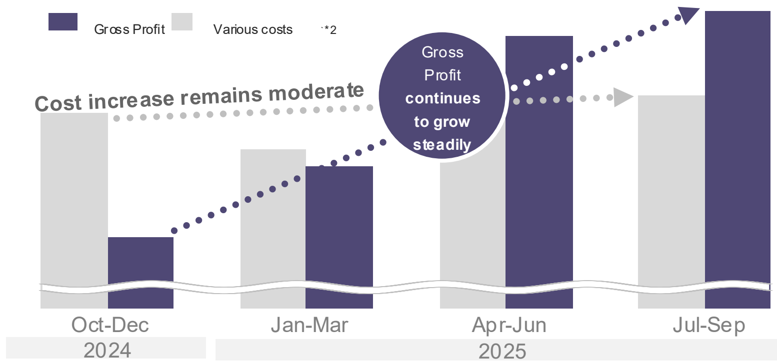
**As a digital bank with a deposits-led model**, total assets have reached **approximately 100 billion yen. A business model that balances growth and profitability has been established**, and the company is making steady progress toward mid- to long-term expansion while maintaining financial soundness.

## BS Overview (See P27)




## P&L Overview (See P27 and P33)

| FY2026 1H | Revenue: 10.7 billion yen | Net Profit: 730 million yen *(pre-ESOP) |
|---|---|---|




## Highlights

| | | |
|---|---|---|
| 1 | Business Scale Growth | Total assets have **reached approximately 100 billion yen, with deposits growing at an annualized pace of approximately 2.5x**, while AUM has continued to grow following the launch of the credit card service. |
| 2 | Improved Profitability | In FY2026 1H, **revenue reached 10.7 billion yen and net profit (pre-ESOP) turned positive at 730 million yen**. An efficient P&L structure continues to support Gross Profit growth while keeping cost increases controlled. |
| 3 | Growth Strategy | Compared to fintech and incumbent banking peers, slice **has built a distinctive positioning as a digital bank, balancing growth and profitability**, and is expected to further enhance corporate value as the market continues to expand. |
| 4 | Our Equity Ownership | On a fully diluted basis, **our equity ownership exceeds 12.65%, maintaining our position as the leading external shareholder**. |

*1: Figures converted from INR to JPY using an indicative FX rate of INR/JPY = 1.7
*2: Other costs = Various costs up to pretax operating profit = Opex + Marketing cost + Fixed cost + Depreciation

# Key Strategic Investment | slice – KPI Overview

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**Achieving well-balanced operations across profitability, liquidity, and capital soundness.**

## Key KPI Status (as of Sep 2025)

| | KPI Status | KPI Overview and Assessment |
|---|---|---|
| **Deposit** (See P27) | **66.2** billion yen<br>Annualized growth approx. 2.5x | • Total deposits; indicator of funding capacity and business stability.<br>• Expanded to a level sufficient to support loan growth, with limited funding constraints. |
| **AUM** (See P28) | **63.9** billion yen<br>Annualized growth approx. 1.4x | • Total loans and financial assets; indicator of business scale and growth.<br>• Rapid deposit growth has removed funding constraints, although from a financial soundness perspective, **capital strengthening will be key to supporting further rapid growth**. |
| **純利益** **(pre-ESOP | **730** million yen (1H) | • Profitability indicator excluding one-off items such as stock-based compensation.<br>• Achieved profitability while continuing to invest in growth, indicating that **the monetization model has been validated**. |
| **LDR** (Loan to Deposit Ratio) | Approx. **96**% | • Indicator of the balance between loans and deposits, reflecting asset efficiency and liquidity balance.<br>• High asset efficiency with adequate liquidity buffer, representing a well-balanced level. |
| **LCR** (Liquidity Coverage Ratio) | **253**% | • Indicator of liquidity soundness against short-term funding needs.<br>• Significantly above regulatory thresholds, indicating sufficient resilience to short-term growth and volatility. |
| **CAR** (Capital Adequacy Ratio) | **18.1**% | • Indicator of capital sufficiency against risk-weighted assets and bank financial soundness.<br>• Adequate at this stage, indicating that **the financial balance is sound**. |

Key Features

- **In the Indian market, slice is growing while maintaining a healthy balance across key banking KPIs.**

 

# Key Strategic Investment | Credit Rating — Outlook Upgraded

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slice has received an investment grade rating of “BBB- / Positive” from India’s leading credit rating agency.

**Its financial soundness as a banking institution has been recognized by external rating agencies.**

**slice has been assigned an investment grade rating of “BBB- / Positive” by Crisil Ratings**

Crisil Ratings

**Rating Rationale**
November 07, 2025 | Mumbai

**slice Small Finance Bank Limited**
*Rating outlook revised to 'Positive'; Rating Reaffirmed*

**Rating Action**

| | |
|---|---|
| Rs.50 Crore Lower Tier-II Bonds (under Basel II) | Crisil BBB-/Positive (Outlook revised from 'Stable'; Rating Reaffirmed) |

## About Crisil Ratings

Crisil Ratings

Crisil Ratings is India’s leading credit rating agency and a group company of S&P Global. It provides credit assessments and outlooks for banks, corporates and bond issuers, evaluating repayment capacity and creditworthiness. Its ratings are widely referenced in the Indian financial markets.

## Rating Rationale Summary

- Rating: Crisil BBB- (Reaffirmed)
- Outlook: Stable → Positive **Upgraded**

## Drivers of Outlook Improvement

- **Improved Market Position**
  Post-merger, lending has recovered with geographic and segment expansion.
- **Improved Profitability**
  Profitability improved in FY2026 1H and is expected to continue into the mid-term.
- **Capital Strengthening from the Merger**
  Post-merger capital strengthening has resulted in an assessment that capital levels are appropriate for current business scale.

https://www.crisilratings.com/mnt/winshare/Ratings/RatingList/RatingDocs/sliceSmallFinanceBankLimited_November%2007_%202025_RR_381965.html

# FY 2026/5 Revision of Full-Year Outlook

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The initial full-year plan is now expected to follow a downside case amid heightened business environment volatility. As a result, the operating profit target for the fiscal year has been revised downward to 250 million yen.

(Million yen)

| | FY2026/5 Initial forecast (full-year) | FY2026/5 Revised Plan (2H) | Revision Amount |
|---|---|---|---|
| Net sales | 7,890 | 6,450 | -1,440 |
| Operating profit | 780 | 250 | -530 |
| Operating margin | 9.9% | 3.9% | - |
| EBITDA | 927 | 401 | -526 |
| Ordinary profit | 770 | 360 | -410 |
| Profit attributable to owners of parent | 430 | 134 | -296 |

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## The path to achieving EBITDA for FY2027/5 remains unchanged.

Due to multiple external factors, achieving the mid-term financial goals ahead of schedule in the current fiscal year has become difficult. However, for FY2027/5 — the original target year — **we will maintain the current target levels as a 'floor' and aim for further upside in profitability.**

### Medium-Term Financial Goals: As of FY2027/5

| Business | | Investment |
|---|---|---|
| **EBITDA** | **ROIC** (on invested capital for existing businesses) | **IRR** |
| **900 million yen** | **15% and over** | **30%** |

# FY2026/5 Q2 Results — Net Sales and Operating Profit by Portfolio

Gunosy

The Core Cash Area was impacted by market conditions, with active user numbers trending soft.

GH is carefully assessing title release timing to maximize future monetization potential.

## FY2026/5 Q2 Portfolio Details

(Million yen)

| | Net sales | | | Operating profit | | |
|---|---|---|---|---|---|---|
| | **FY2026/5 Q2 (result)** | YoY | FY2026/5 plan achievement rate | **FY2026/5 Q2 (result)** | YoY | FY2026/5 plan achievement rate |
| Core Cash Area | **2,806** | 91.6% | 46.8% | **583** | 78.5% | 40.3% |
| Cash-Flow Accretive M&A Area（GH） | **465** | - | 26.4% | **-95** | - | - |
| High-Growth Option Area （SC Business/IR Hub excluding investment） | **8** | 65.0% | 6.1% | **-109** | - | - |
| Other Adjustments (Common Costs, etc.) | **0** | - | 25.5% | **-307** | - | - |
| Consolidated Total | **3,279** | 106.6% | 41.6% | **70** | 19.3% | 9.1% |

# FY2026/5 Group Portfolio Strategy and Q2 Summary

Gunosy

While business performance is currently trending on the downside, we assess that the fundamental cash flow generation capability remains unchanged. In parallel with conducting asset management for slice, we will strengthen the overall business toward achieving EBITDA of 900 million yen in FY2027/5.

| | FY2026/5 \| Targets | FY2026/5 Q2 \| Summary |
|---|---|---|
| 1 **Core Cash Area** | • Continue generating stable and predictable FCF<br>• Generate operating profit of **over 1.4 billion yen** from the Core Cash Area | • Although business conditions softened, we assess that the Core Cash Area's fundamental cash-flow generation capability remains intact.<br>Policies from Q3 Onward<br>• **In the second half, aim to increase profits through cost control.** |
| 2 **Cash-Flow Accretive M&A Area** | • Successfully complete GH's PMI and **achieve expansion of EBITDA and operating profit after goodwill amortization**<br>• Based on prudent financial risk control, **promote further M&A** to improve capital efficiency | • GH is carefully assessing the timing of new title releases with a view to maximizing long-term profitability.<br>Policies from Q3 Onward<br>• **GH is expected to contribute to Group profits toward FY2027/5,**<br>• **Actively pursuing initiatives to originate new M&A opportunities.** |
| 3 **High-Growth Option Area** | • **Support slice in achieving high growth as an advanced banking player in India**<br>• Initiate the expansion of off-app payment GMV in the **SC business**<br>• Create mid- to long-term growth potential in new businesses (e.g., IR Hub) | slice: • Total assets have reached approximately 100 billion yen, establishing a business model that balances growth and profitability, with steady progress toward mid- to long-term expansion.<br>SC business: • Regulatory changes are acting as a tailwind, supporting continued upfront investments.<br>IR Hub: • PMF is progressing, with a growing number of corporate adopters. |

# Shareholder Return Policy ｜FY2026/5 Shareholder Return Policy

Gunosy

In addition to implementing a shareholder return of 4% of consolidated shareholders' equity, exceeding the base DOE policy of 3%, **we plan to increase dividends by adding a special dividend equivalent to 1% DOE**, backed by slice's strong growth. The dividend forecast per share is 22 yen.

**Dividend Policy for FY2026/5**

We plan to implement **a shareholder return of 4%** of consolidated shareholders' equity, exceeding the base policy of 3% DOE, and **add a special dividend equivalent to 1%** funded by investment returns.

FY2026/5
**Total shareholder return (initial announcement)**
**4%**
(of consolidated shareholders' equity)

＋

**Additional dividend funded by investment returns**
**1%**
(of consolidated shareholders' equity)

＝

**Dividend forecast per share**
**22.00 yen**

# Defining the Group Portfolio

Gunosy

**The Group portfolio is divided into three areas** to realize shareholder value creation through both stability and growth.

Gunosy

Divided into three portfolios to **ensure both the strengthening of stable cash flow and growth over the medium to long term**.

## 1 Core Cash Area

Businesses that generate stable foundational cash flow

Features
- Robust business foundation providing stable and predictable FCF
- Serves as a funding source for the entire group

Target Businesses
- Media business
- G8 media business

## 2 Cash-Flow Accretive M&A Area

M&A of profitable companies expected to achieve ROIC > WACC *

Features
- Execute M&A transactions that contribute to FCF while delivering ROIC above WACC
- Leverage our group's resources and apply our proven expertise—through multifaceted support including digital transformation, recruitment, and corporate functions—to replicate our success and enhance the value of acquired companies.

Target Businesses
- G Holdings
- Others (M&A planned in the future)

## 3 High-Growth Option Area

Businesses with significant mid- to long-term growth potential

Features
- Currently FCF generation is limited
- High uncertainty but potential for substantial long-term returns

Target Businesses
- slice
- G8 (SC business)
- IR Hub

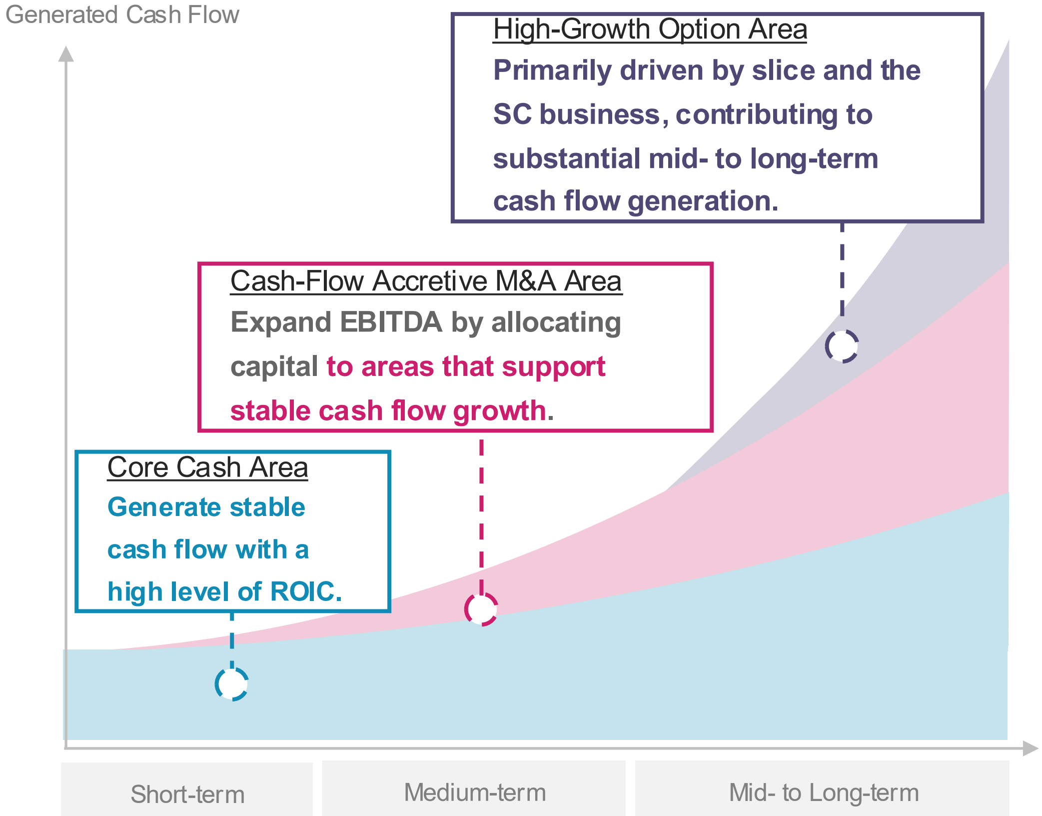
*ROIC = (EBITDA × (1 - Corporate Tax Rate) / Invested Capital); WACC is determined internally at a reasonable level.

# Future Cash Flow Projections by Portfolio and Concept for Enhancing Shareholder Value

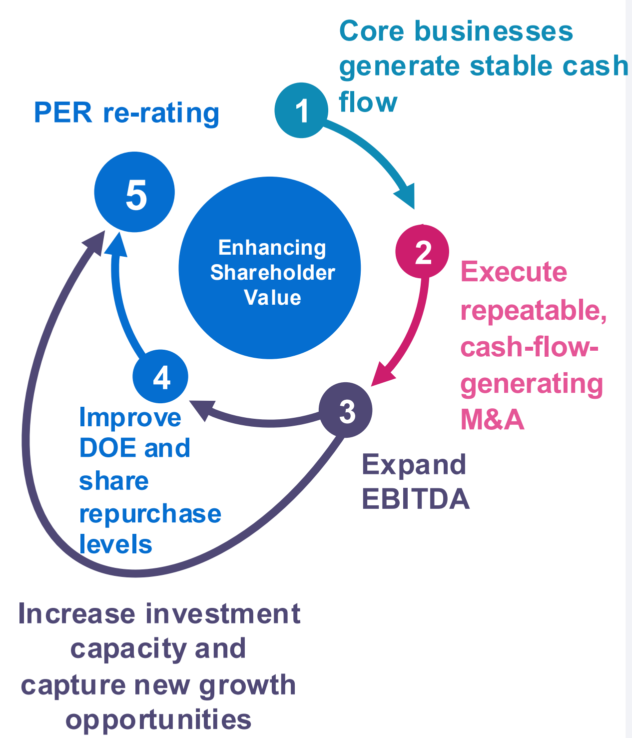
Gunosy

Enhance shareholder value by **expanding EBITDA** through the Core Cash Area and M&A, while **strengthening new growth drivers and shareholder returns**.

## Future Cash Flow Projections by Portfolio




## Flywheel for Enhancing Shareholder Value



# Capital Allocation and Shareholder Return Policy by Portfolio

Gunosy

We set targets for expected outcomes and capital efficiency for each portfolio and manage invested capital appropriately. **We have clarified our policy of reflecting the results in shareholder returns, aiming to enhance shareholder value**.

| Business Category / Investment Amount | | | | Capital Allocation Policy | Shareholder Return Policy |
|---|---|---|---|---|---|
| FY2025 Year-End Balance Sheet *1<br>**12.0 billion yen**<br>(net of current liabilities) | **High-Growth Option Area** | approx. **5.5 billion yen** | Investment | **Focus on asset management to achieve IRR above 30%; no additional capital allocation planned for the time being.** | **Return more than 20% of realized profits to shareholders**<br>Reflect progress and outcomes in dividend levels |
| | | | Business | **Make individual decisions considering mid- to long-term growth (currently up to 0.5 billion yen)** | **Maintain stable dividends at DOE of 3% or higher; for FY2026, plan to maintain DOE at 4%, consistent with FY2025 levels**<br>**Aim to raise dividends to a DOE level of 5%** over the long term<br>**Consider share buybacks at an appropriate time**, taking into account valuation, in order to improve capital efficiency and EPS |
| | **Cash-Flow Accretive M&A Area** | **4.5-5.0** *2 **billion yen** | Business | **Initially, execute M&A deals expected to deliver ROIC above WACC *3 two years post-acquisition** | |
| | **Core Cash Area** | **1.5-2.0 billion yen** | Business | **Maintain current high ROIC levels** | |

*1 To align with the concept of working capital, current liabilities are deducted from current assets. Invested capital for existing businesses includes operating fixed assets and cash.
*2 Includes 3.0 billion yen in investable cash and GH assets　*3 ROIC = (EBITDA × (1 - Corporate Tax Rate) / Invested Capital); WACC determined internally at a reasonable level

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# Business Overview by Portfolio

**Core Cash Area**

Cash-Flow Accretive M&A Area

High-Growth Option Area

# Core Cash Area ｜Portfolio Sales

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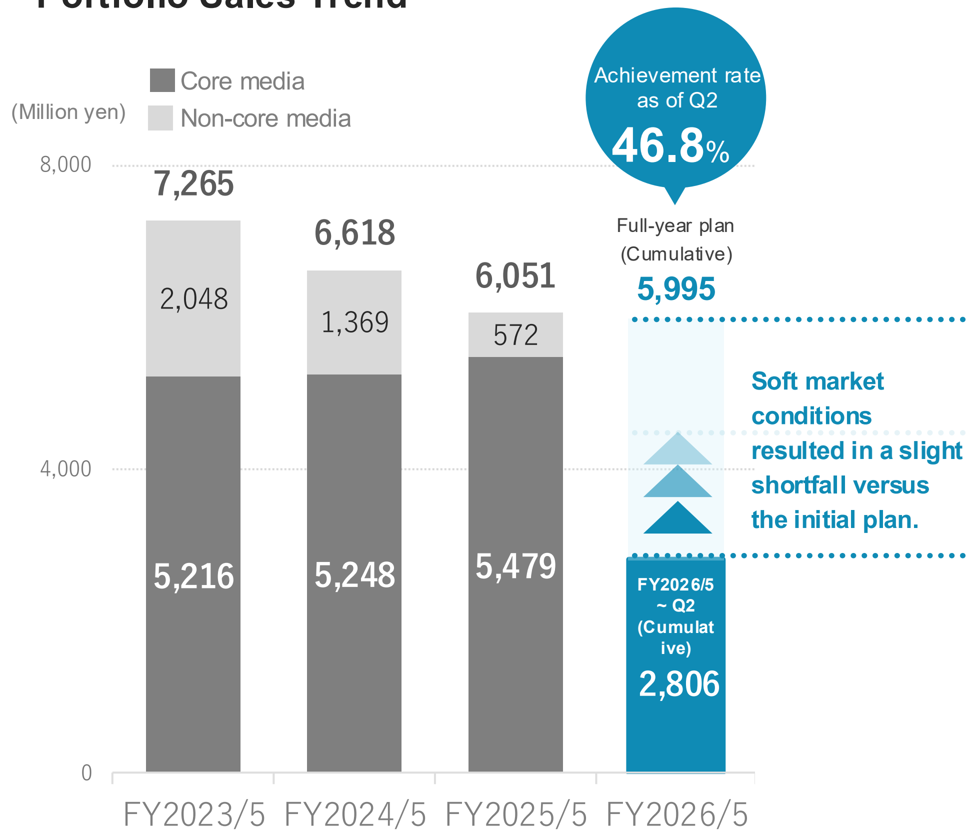
A core segment underpinning the Group's stable cash generation. Although performance has trended in a downside case due to a soft media market environment, the Core Cash Area's fundamental cash-flow generating capability remains intact, with recovery expected in FY2027.

## Portfolio Sales Trend




## Highlights (FY2026/5 Q2)

グノシー au Game8

**Revenue from Core Media**

# Slight underperformance

**Gunosy Business**

- Impact from a soft overall market for news app media, with a decline in active users
- Core services, Gunosy and au Service Today, experienced a slight decline in revenue

**Game8 Media Business**

- Both domestic and overseas media performed stably

*1 Core media: Gunosy, au Service Today, and Game8

*2 Non-core media: Businesses other than Core Media, including ADNW

# Core Cash Area | Portfolio EBITDA

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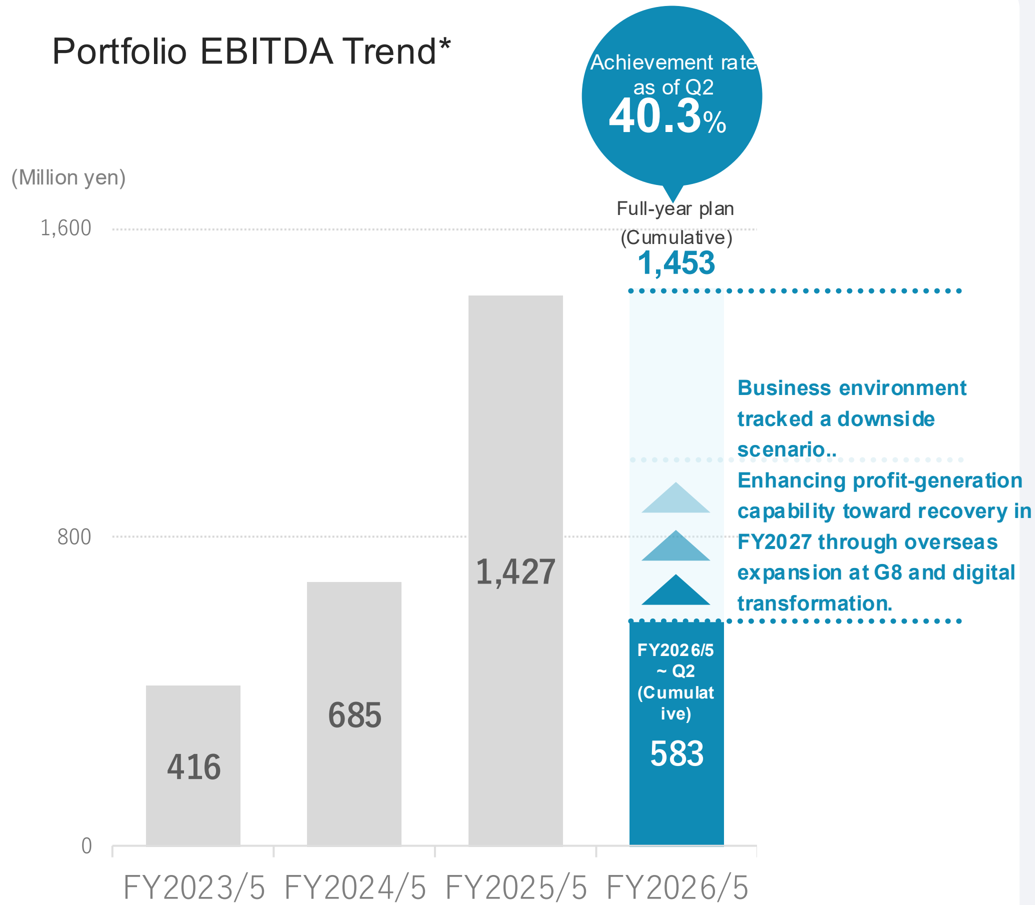
**The Core Cash Area generated 583 million yen in EBITDA** in FY2026/5 Q2. Looking toward FY2027, we will strengthen profit-generation capabilities through overseas expansion of G8 and the promotion of digital transformation.

Portfolio EBITDA Trend*




## Highlights (FY2026/5 Q2)

**EBITDA from the Core Cash Area ≒ Operating Profit**

*

**583 million yen**

**Gunosy Business**

- Business environment tracked a downside scenario.
- Strengthening operations through AI utilization and digital transformation..
- Continued comprehensive cost control.

**G8 Media Business**

- Stable operation of domestic media.
- Growth of overseas media.
- Strengthening operations through the utilization of AI and digital transformation.

* EBITDA for the Core Cash Area is roughly equivalent to operating profit.

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# Business Overview by Portfolio

Core Cash Area

**Cash-Flow Accretive M&A Area**

High-Growth Option Area

# M&A | Immediate Investment Focus

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**Our fundamental policy is to pursue M&A that strengthens our value chain in areas expected to generate stable cash flow.**

Areas for Allocating Available Cash for Investment

| | Existing Business Periphery | New Business |
|---|---|---|
| Stable Market | **Strategic M&A in stable domains + additional opportunities** | |
| Growth Market | **M&A and new businesses with significant growth potential** | |

**Short- to Medium-Term Allocation Priorities**

Prioritize **areas that contribute to stable C/F growth** to enhance capital efficiency and strengthen shareholder returns.

**Medium- to Long-Term Allocation Priorities**

If a stable C/F foundation is established, consider securing growth potential through M&A.

**Key Features**

- For the time being, **prioritize investments that build a stable C/F foundation over growth potential**.
- Position M&A aimed at strengthening the value chain as a core strategy.

# M&A | Financial Guidelines

Gunosy

To promote M&A, **we have established financial guidelines to prevent excessive risk-taking**. By adhering to these guidelines, we aim to execute M&A that balances improved capital efficiency with financial stability.

**Cash-Flow Accretive M&A Area**

| Guidelines on Financial Risk | |
|---|---|
| **(1) Investment Cap** | The maximum investment amount during the remaining two years of the medium-term plan is limited to **within the scope of currently available surplus cash (approximately 3.0 billion yen)**.<br>*Excludes the 1.1 billion yen already invested in G Holdings.<br>*Excludes funds raised through borrowing. |
| **(2) Profitability of Deals** | For the time being, we will only execute **deals where projected ROIC exceeds WACC two years after the M&A**.<br>*Assumed ROIC = (EBITDA × (1 - Corporate Tax Rate) / Invested Capital)<br>*WACC is determined internally at a reasonable level. |
| **(3) Financial Leverage Limit** | In principle, **Net Debt/EBITDA on a consolidated basis will be limited to 3x or less**.<br>If it exceeds 2x, we will assess financial soundness thoroughly before proceeding. |

**Key Features**

- Prioritize **deals that directly contribute to the Group's EBITDA growth**.
- Establish clear guidelines to avoid excessive financial risk while **balancing improved capital efficiency and financial stability**.

# G Holdings (GH) | Results and Key Evaluation Points

Gunosy

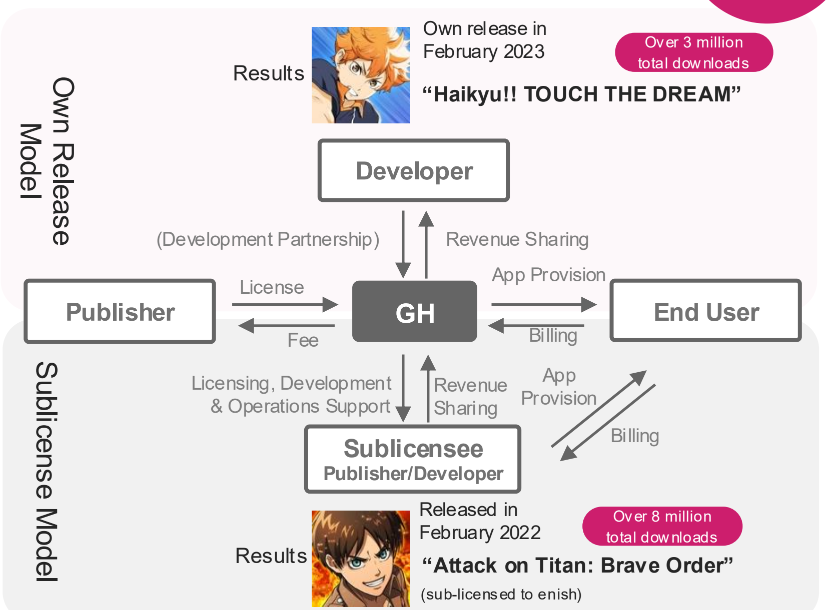
Highly evaluated for its repeatable business model that delivers **stable cash flow and strong capital efficiency**. Through M&A, Gunosy achieved both stable cash flow generation across the Group and entry into growth areas such as anime and manga IP.

## Acquisition Overview and Business Model

G-HOLDINGS
G Holdings Co., Ltd.

**Business Description**
Planning and production of smartphone games

Acquired in May 2025




## Alignment with Investment Policy

- **This is the first deal aligned with the M&A policy stated in our IR**: "Strengthen our value chain in areas expected to deliver stable earnings."

## Expected Benefits from GH Integration

- **An opportunity to enter a growth segment** of strategic importance, leveraging the global demand for Japanese anime and manga IP, with a focus on global expansion of Japan-originated IP.
- **Expected synergies with Game8**, including off-app payment solutions in collaboration with the SC business.

Key Features

- **Strong experience in planning and operating multiple major IP titles**, consistently creating added value
- Delivers **stable cash flow and high capital efficiency** by rigorously controlling risk and return

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*2 ©諫山創・講談社/進撃の巨人 The Final Season製作委員会 ©G Holdings Co., Ltd. ©enish,inc.

# G Holdings (GH) | Progress Summary

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Advancing development toward maximizing long-term revenue, while carefully assessing optimal release timing for each title. Development of each title is progressing smoothly, with earnings contribution expected from next fiscal year onward.

## Titles Scheduled for Future Release (Announced Titles)

Scheduled for Release in 2026


Sublicense model

**Yowamushi Pedal Resonance**

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©G Holdings Co., Ltd.
©enish,inc.

Scheduled for Release in 2026


Sublicense model

**Crimson Inferno (Togen Anki)**

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**＋ 1–2 additional new titles in development**

Key Features

- Q1–Q2 results recorded an operating loss, partly due to upfront advertising and promotional investment for new releases..
- Progressing toward maximizing long-term revenue, while carefully assessing release timing.

Development for each title is underway, **with earnings contribution expected mainly from the next fiscal year onward.**

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# Business Overview by Portfolio

Core Cash Area

Cash-Flow Accretive M&A Area

**High-Growth Option Area**

# High-Growth Option Area | Capital Allocation Status

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**Strategically and flexibly allocate capital to areas with strong mid- to long-term growth potential.**
Capital investments are made in slice, SC (store & commerce) business, IR Hub, and others, based on timing and growth potential.

<table>
<tr><th rowspan="6">High-Growth Option Area</th><th colspan="4">Capital Allocation (Based on B/S amounts at the end of FY2025/5)</th><th>Business Overview / Timeline and Potential</th></tr>
<tr><td rowspan="5">Total<br>Approx. 5.5<br>billion yen</td><td rowspan="2">Investment</td><td>slice</td><td>Approx.<br>3.5<br>billion yen</td><td>slice: The most critical strategic investment in the High-Growth Option Area<br>・Relaunched as a digital-first bank in India, with key KPIs showing steady growth<br>・Actively introducing new banking services and products, indicating extremely strong mid- to long-term growth potential<br>・Aiming for an IPO in 3–4 years after achieving significant growth</td></tr>
<tr><td>Others</td><td>Approx.<br>1.7<br>billion yen</td><td>Other Investments:<br>While certain investments recorded impairment, the overall portfolio has been performing solidly. We expect certain cash inflows from the investment side and plan to return capital to shareholders based on defined criteria.</td></tr>
<tr><td colspan="2">SC business</td><td rowspan="2">Approx.<br>200-300<br>million yen<br><br>* Cumulative investment: Approx. 500 million yen</td><td>With the enforcement of the Act on Promotion of Competition for Specified Smartphone Software, we have begun full-scale entry into a newly opened market exceeding 2 trillion yen. Expect significant growth over the next 2–3 years in the short to medium term.</td></tr>
<tr><td colspan="2">IR Hub business</td><td>AI-powered disclosure support cloud with advanced decision-making capabilities, already adopted by multiple companies on a paid basis. Currently in a growth phase equivalent to Seed to Pre-A stage.</td></tr>
</table>

# slice: Business Metrics as of End-September 2025 - Highlights

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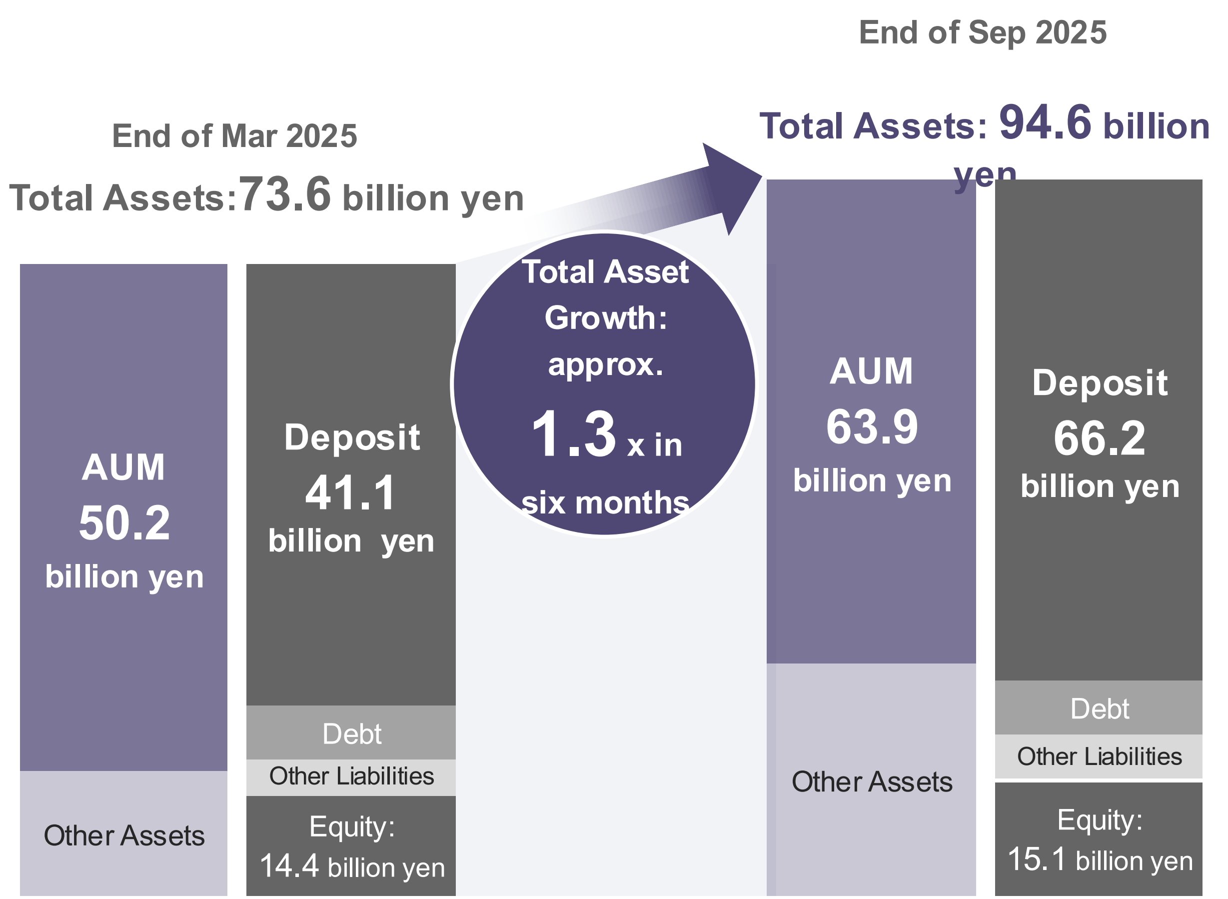
As of the end of September 2025, slice's **total assets reached 94.6 billion yen**.

**Half-year revenue totaled 10.7 billion yen, with net profit turning positive at 730 million yen**, reflecting sustained strong growth momentum.

## Total Asset Trend (FY2026 1H)




## FY2026 1H Financial Snapshot
(as of End-September 2025)

**FY2026 1H**

**Revenue:**

**10.7 billion yen**

**Net Profit:**

**730 million yen**

*** pre-ESOP**

- Source: Crisil Ratings, Rating Rationale (November 7, 2025) | Mumbai slice Small Finance Bank Limited
- Figures converted from INR to JPY using an indicative FX rate of INR/JPY = 1.7

# slice | Business Scale Expansion – Deposit Growth

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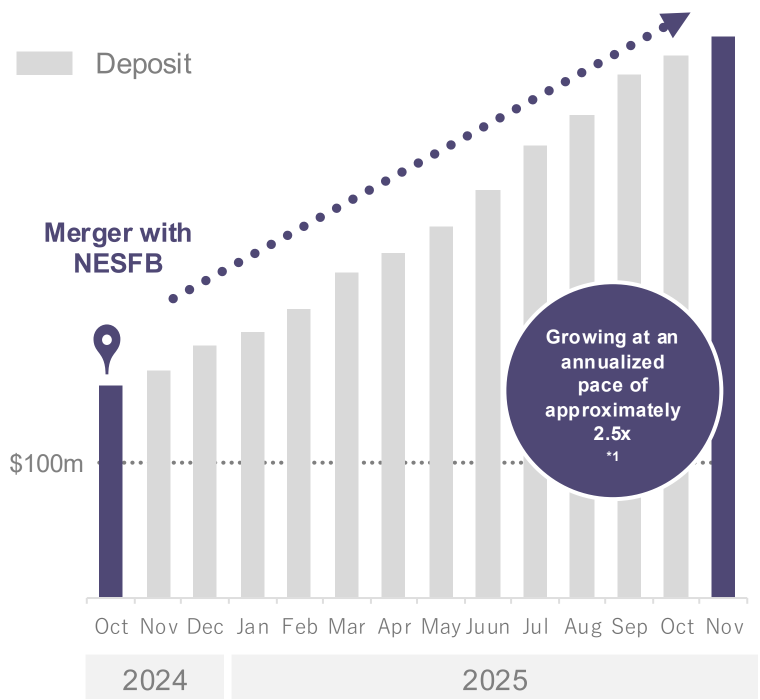
The number of new account openings has increased to **approximately 400K per month, comparable to or exceeding HDFC, India's largest private bank, in terms of net customer additions**.

Accordingly, **the deposit balance (Deposit) has continued to grow at an annualized pace of approximately 2.5x following the merger**.

## Deposit

Deposit balance has steadily increased since the merger
**Growing at an annualized pace of approximately 2.5x**




## About Deposit Services

- Providing **digital accounts that can be opened and used entirely within the app**.
- New bank account openings have **grown to approximately 400K accounts per month**, with **net customer additions comparable to or exceeding HDFC, India's largest private bank** *2.

### HDFC Bank

HDFC BANK We understand your world

HDFC Bank commenced its operations as a commercial bank in 1995. Headquartered in Mumbai, it serves over 93 million customers. Known as the largest private sector bank in India, it offers a comprehensive range of financial services.

**Valuation** *3

**Approximately 25 trillion yen**

The highest market capitalization among Private Sector Banks.

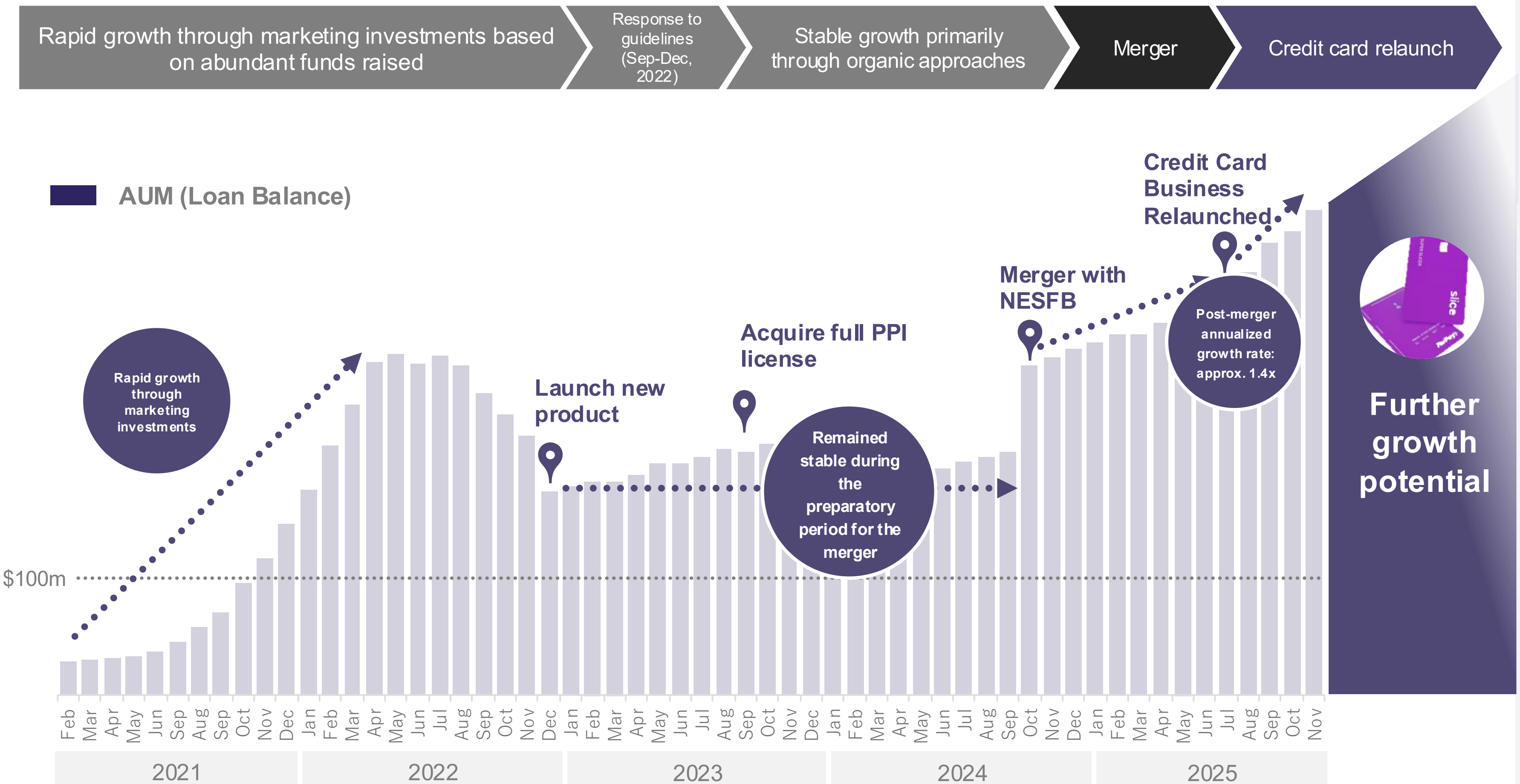
*1: CMGR (Compound Monthly Growth Rate) calculated over the 13-month period from the end of October 2024 to November 2025, rounded to the second decimal place.
For convenience, a fixed FX rate of INR/USD 0.012 is uniformly applied.
*2: HDFC Bank net customer additions: Monthly figures estimated based on annual increases in the Customer Base disclosed in HDFC Bank's Q2 FY2026 Earnings Presentation.
*3: Source: Based on external media reports and our estimates. Market capitalization figures converted from INR to JPY using an indicative FX rate of INR/JPY = 1.7 as of early January.

# slice | Business Scale Expansion – AUM Growth

Gunosy

After the public release of the credit card in August, growth accelerated.

It is expected to continue **supporting AUM growth going forward**.




For convenience, a fixed exchange rate of INR/USD 0.012 is uniformly applied.

*1 CMGR (Compound Monthly Growth Rate): Calculated over the 13-month period from the end of October 2024 to November 2025, rounded to the second decimal place.

# slice | Post-Merger Profit Model Overview

Gunosy

Following the transition to a banking institution, the business model has shifted from an AUM-driven model to a dual-driver model of AUM growth × yield enhancement. The expansion of low-cost Deposits is improving spreads, **resulting in a significant increase in underlying profitability**.

## Summary of Banking BS/PL Structure

### BS

**AUM 63.9 billion yen**

Other Assets

**Deposit 66.2 billion yen**

Debt

Other Liabilities

Equity 15.1 billion yen

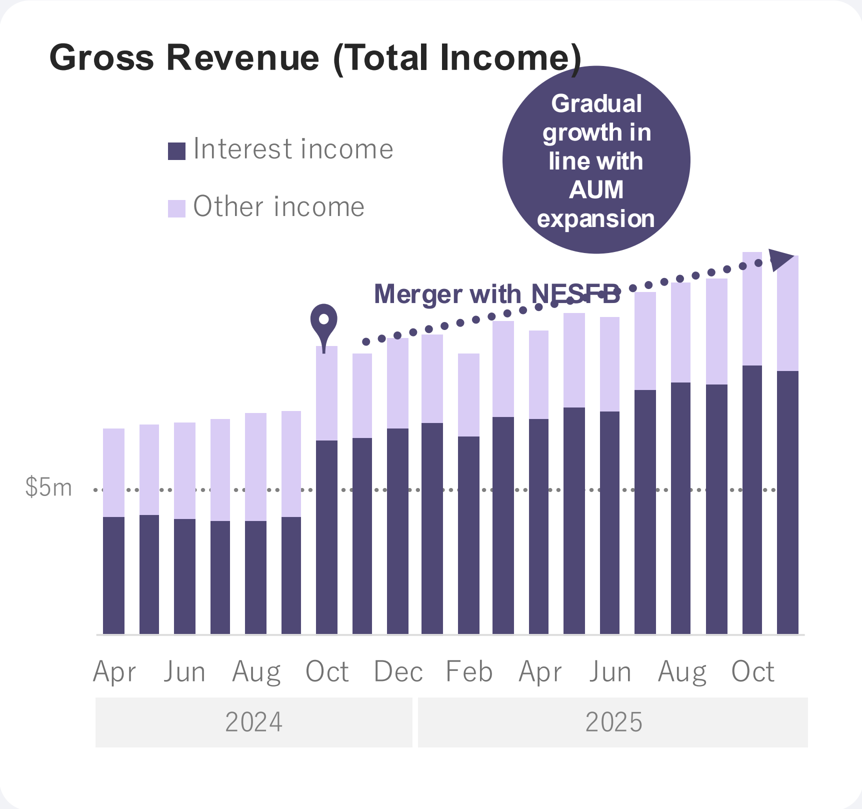
### PL items

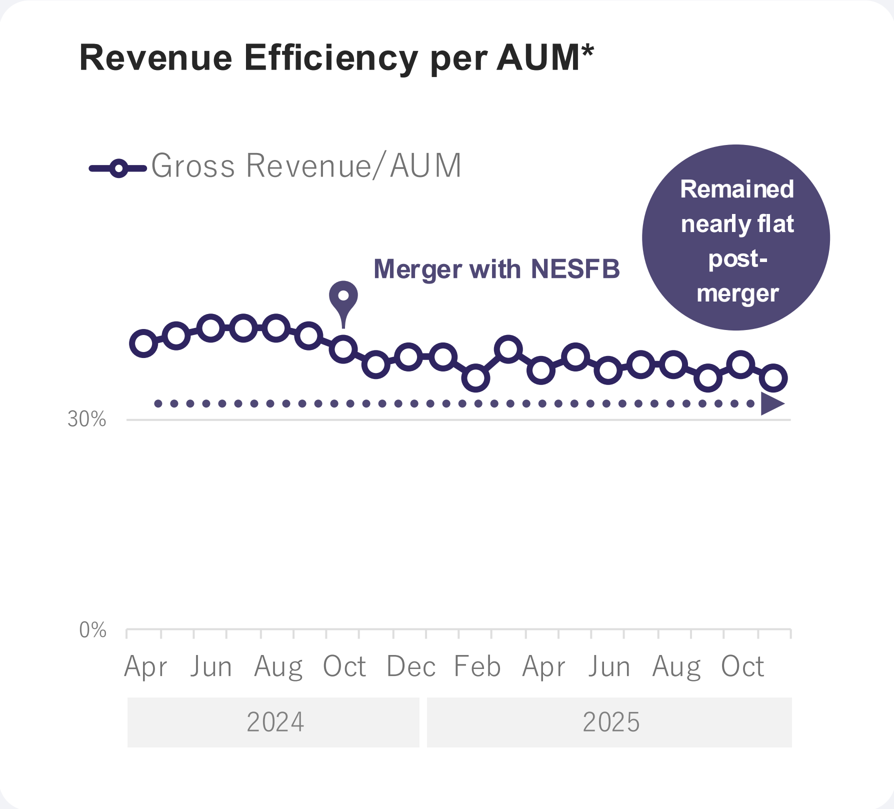
| Overview | | Trends by Item | |
|---|---|---|---|
| **Gross Revenue** | • Interest income (AUM × average lending rate)<br>• Other income (additional income from ancillary services) | Strong | **AUM yields remain high, with additional upside expected from service expansion..** |
| **Cost of Funds** | • Deposit interest expense (Deposit × interest rate)<br>• Debt interest expense (Debt × interest rate) | Weak | **High-rate Debt is being replaced by lower-rate Deposits, significantly improving the cost of funds.** |
| Credit Cost | | Maintained | Maintained at a certain level |
| **Gross Profit (Spread)** | | increased | **Banking transition has significantly improved spreads on an asset basis.** |

# slice | Profitability Status — Gross Revenue and Revenue Efficiency

Gunosy

**Profitability per AUM has remained largely stable** after the merger. Gross Revenue is expected to continue growing in line with the increase in AUM, which serves as a leading indicator.




**Key Features**

- **Gross Revenue** saw a significant increase upon the merger.
- The revenue ratio remained at nearly the same level after the merger, with growth anticipated to follow the rise in AUM, subject to a certain time lag

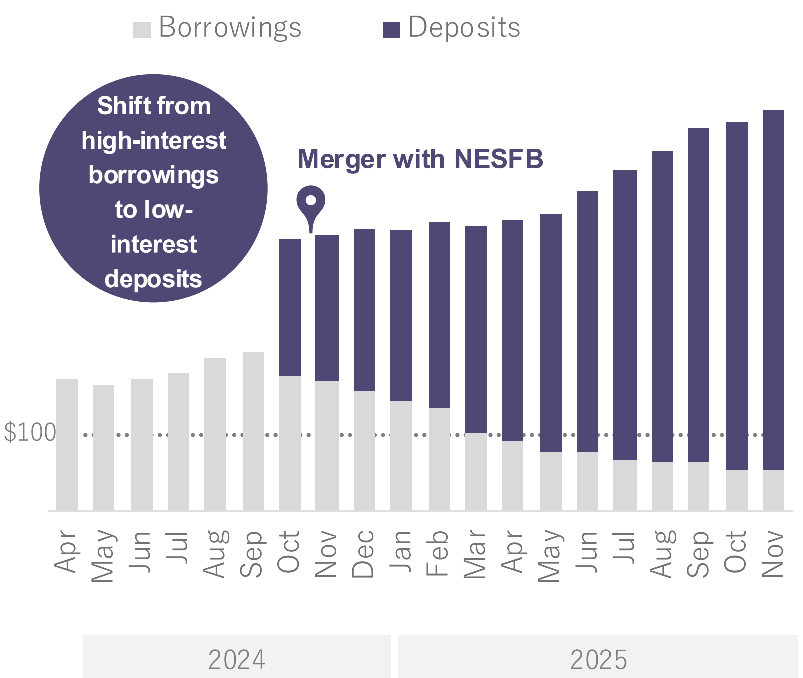
For convenience, a fixed exchange rate of INR/USD 0.012 is uniformly applied.
Gross Revenue/AUM: An indicator of revenue efficiency per AUM. Calculated by multiplying each month's Gross Revenue/AUM by 12.

# slice ｜ Profitability Improvement – Debt Profile and Cost of Funding

As deposits increased following the merger, the funding structure has been shifting from high-interest borrowings to lower-cost deposits. As a result, **the overall cost of funding has declined as expected**.

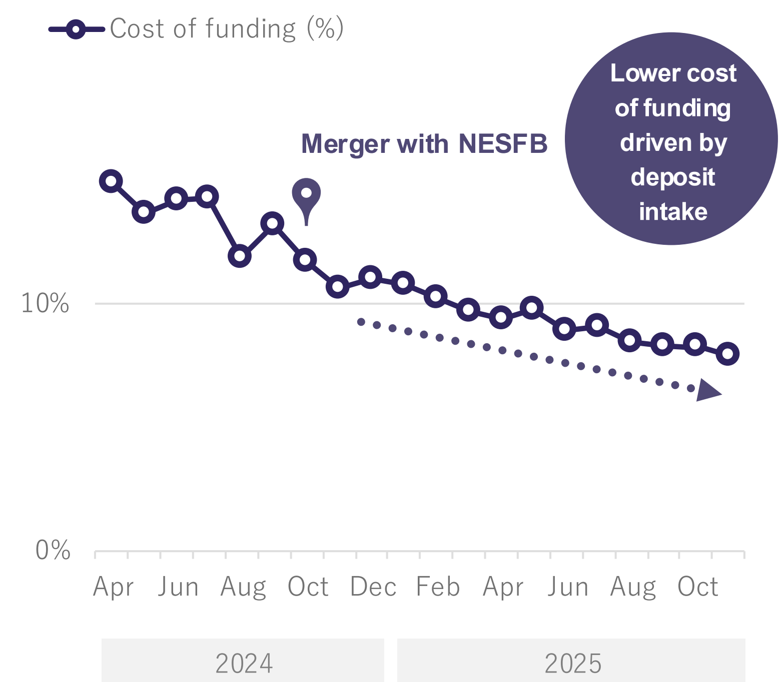
## Debt Profile

Repayment of high-interest borrowings from external financial institutions is progressing, with **a shift toward lower-interest deposit-based funding**.




## Cost of Funding

As borrowings gradually shift to deposits, the overall cost of funding continues to decline.



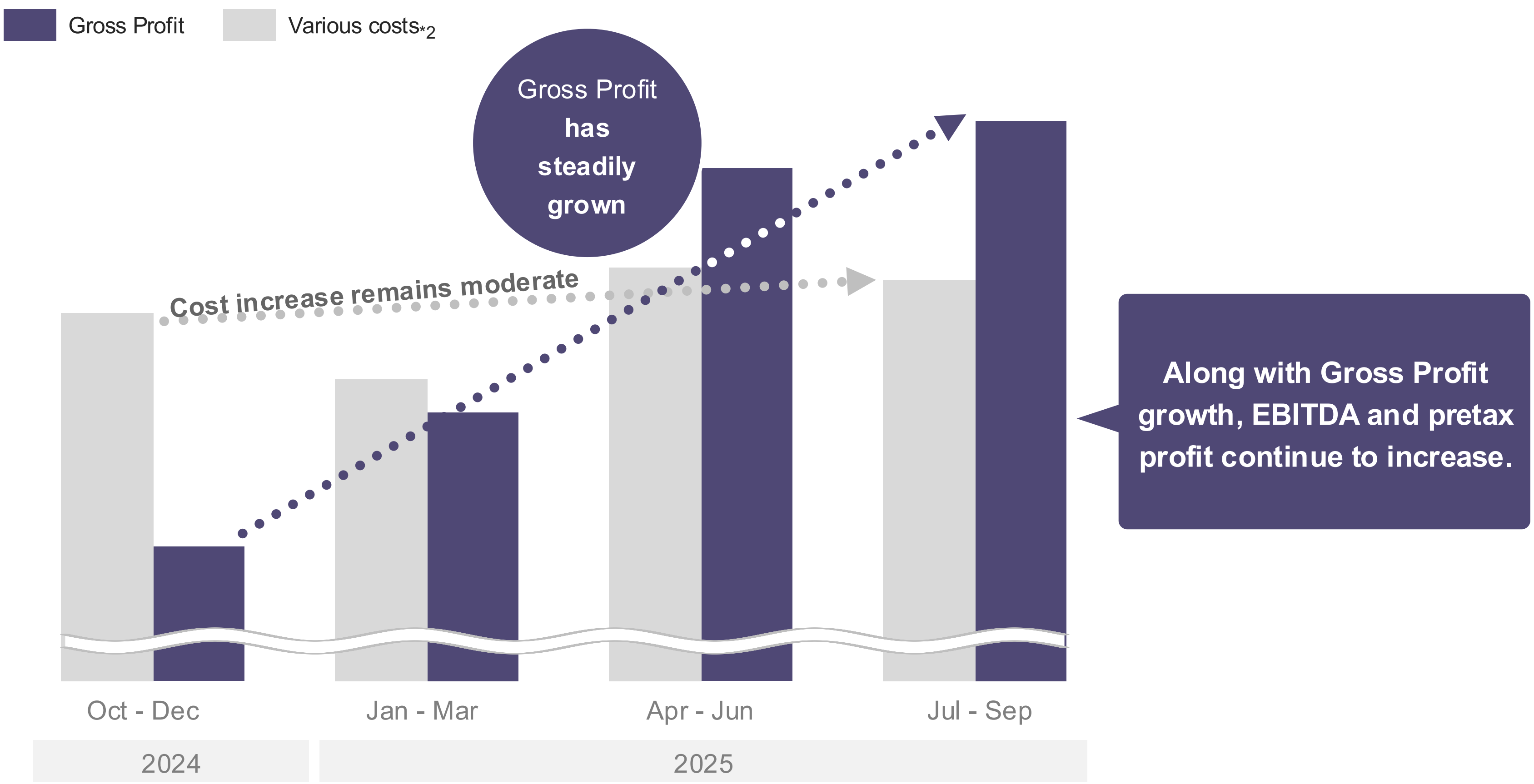

For convenience, a fixed exchange rate of INR/USD 0.012 is uniformly applied.
* Cost of Funding = { (Interest Expense / Days in month) / (Short Borrowing + Deposit + External Loanbook) } × 365

# slice | Gross Profit Trend and P&L Structure

Gunosy

Supported by improved yields and AUM expansion, Gross Profit has shown steady growth. Alongside this, **an efficient P&L structure that effectively controls cost increases has been established**, resulting in continued increases in EBITDA (*1) and pretax profit.

## Relationship between Gross Profit Trend and Other Costs*2 (Conceptual Illustration)




*1: EBITDA = Earnings Before Taxes, Depreciation and Amortization  As a financial institution, profits including interest are positioned as a key performance indicator.
*2: Other costs = Various costs up to pretax operating profit = Opex + Marketing cost + Fixed cost + Depreciation

# slice | Unique Positioning



By blending fintech startup culture with banking business capabilities, slice has achieved a **differentiated positioning** relative to both fintech companies and traditional banks.

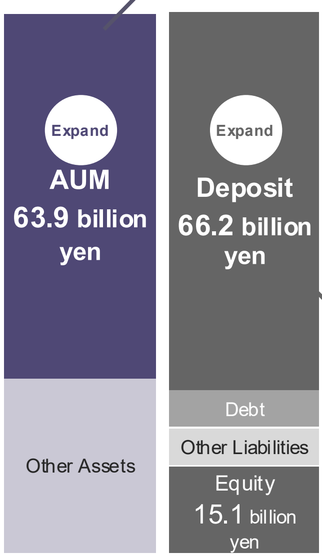
## Comparison vs. Competitors

| | | Fintech | Bank | Unique positioning<br>**slice** |
|---|---|---|---|---|
| **Position** | | **Provides selective financial services focused on digital-native demands** | Provides comprehensive, offline-centric financial services | **Provides comprehensive financial services for digital-native consumers** |
| **Differentiation Factors** | **1 Deposit Acceptance** | △ Unable to take deposits; relies on external borrowing with higher funding costs | ○ **Deposit-taking represents the core banking advantage, enabling lower-cost and more stable funding compared to market borrowing** | ○ **Shares the same advantages as banks: deposit-based, low-cost, and stable funding compared to market borrowing** |
| | **2 Service Scope** | △ Cannot independently issue credit cards or directly integrate service offerings with UPI, and must rely on partner institutions. | ○ **Able to independently offer credit card issuance and UPI-linked services** | ○ **Able to independently offer credit card issuance and UPI-linked services** |
| | **3 Cost Structure** | ○ **Digital-based and highly scalable low-cost structure** | △ Traditional cost structure reliant on paper and offline channels | ○ **Digital-based and highly scalable low-cost structure** |
| | **4 Brand Appeal** | ○ **Strong appeal among the expanding digital-native generation** | △ Appeals mainly to traditional customer segments through legacy brand strength | ○ **Strong appeal among the expanding digital-native generation** |

# slice | Impact of Unique Positioning on Business Metrics

slice's unique positioning as a digital bank **has significantly contributed to improvements in key business metrics**.

## Impact on BS Items




**Strong brand appeal with a robust waiting list for credit card issuance**

Related Differentiation Factor 4

**Deposit acceptance enables access to growth funding, particularly among digital-native generations**

Related Differentiation Factor 1

## Impact on PL Items

| | | |
|---|---|---|
| Gross Revenue | Leveraging broad banking service offerings to create diversified revenue opportunities | Related Differentiation Factor 2 |
| Borrowing Cost | Deposit acceptance allows capital to be raised at low cost | Related Differentiation Factor 1 |
| Other Operating Costs | Digital, branch-free and paperless operations enable scaling without increasing operating costs | Related Differentiation Factor 3 |

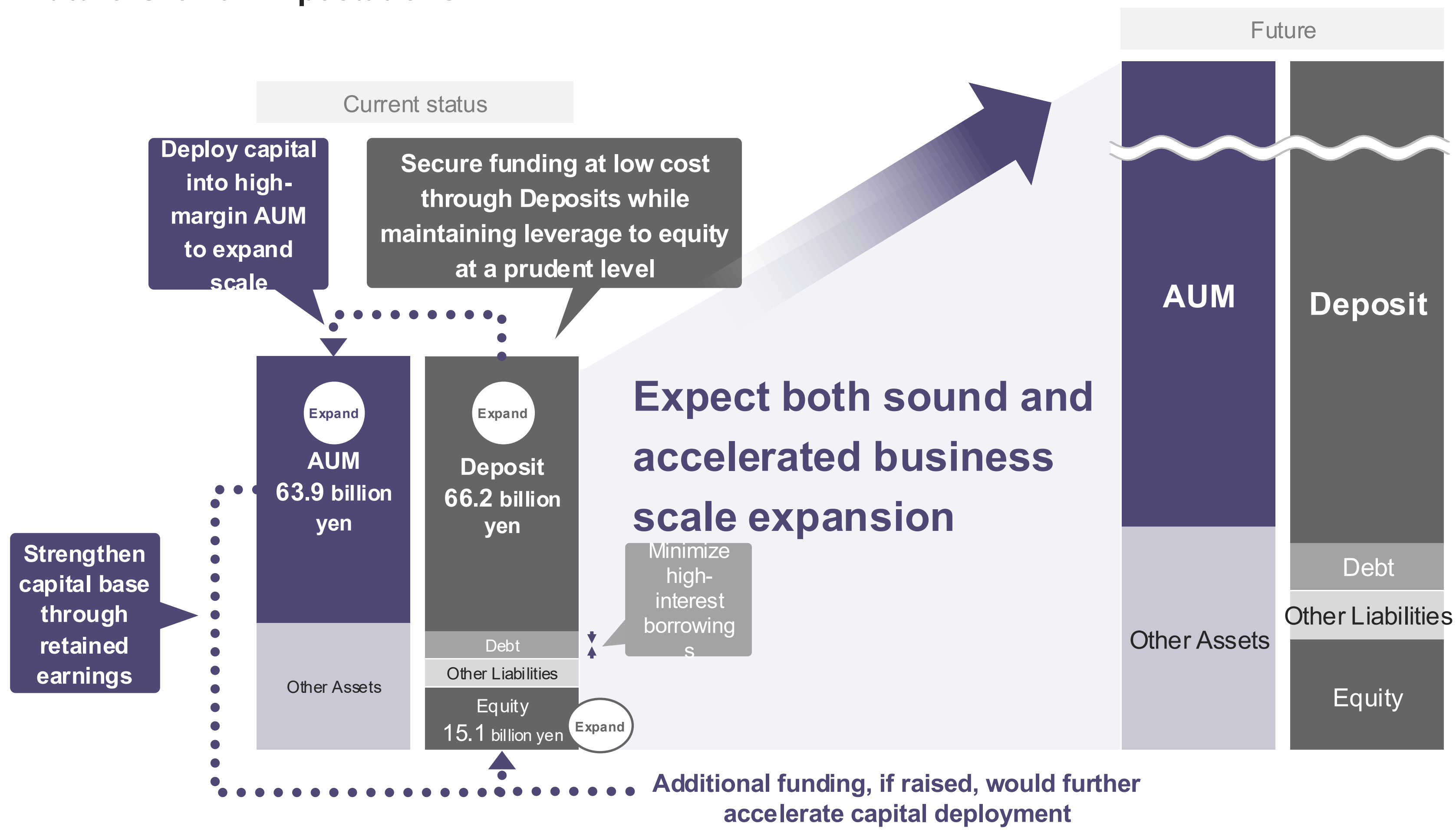
**Key Features**

**In India, where long-term market growth is expected, slice has established a business model that combines strong growth potential with high profitability.**

Gunosy

With continued accumulation of profits and additional funding to strengthen the capital base, maintaining the current unique positioning is expected to support both sound and rapid business scale expansion.

## Future Growth Expectations



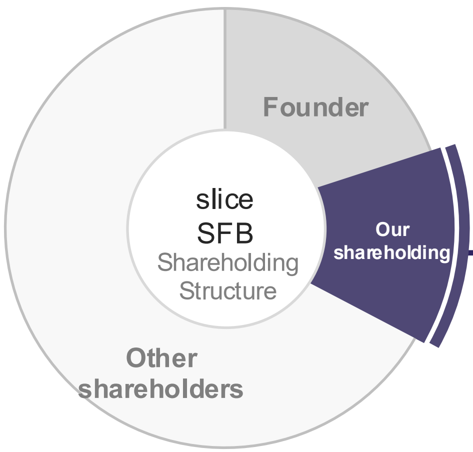

*1: EBITDA = Earnings Before Taxes, Depreciation and Amortization　As a financial institution, profits including interest are positioned as a key performance indicator.
*2: Other costs = Various costs up to pretax operating profit = Opex + Marketing cost + Fixed cost + Depreciation

# slice | Shareholding Status

Even after the merger, Gunosy has maintained a shareholding of over 12.65% on a fully diluted basis.

**As the key external shareholder**, we continue to support slice's mid- to long-term growth and maintain a strong relationship.

## Our shareholdings




Maintaining status as the

leading external shareholder

Shareholding ratio on a fully diluted basis*

Over **12.65**%

### About the Shareholding Ratio

- Under the equity method, the shareholding was disclosed at **17.7%** on a non-diluted basis, in accordance with accounting requirements.
- Going forward, disclosure will be made on a **fully diluted basis**, due to the following factors:
  - Dilution resulting from the merger and the exclusion from the equity method following the discontinuation of board representation.
  - Potential impact of outstanding convertible shares.
- As some convertible shares may vary depending on performance and capital raising, the minimum ratio of **12.65%** at maximum dilution will be used as the disclosure benchmark.

## Asset Management Structure

**As the leading external shareholder, we will continue to maintain a strong relationship.**

- With the transition to the banking business, we have aimed to **establish an optimal management structure that balances business growth and operational efficiency**. As a result of discontinuing the dispatch of directors, the company is no longer subject to the equity method of accounting.
- **As the leading external shareholder, we will maintain a strong relationship to ensure appropriate monitoring is maintained.**
- Going forward, **our Chief Investment Officer, Maniwa, will remain responsible for asset management**.

Gunosy

The “Act on Promotion of Competition for Specified Smartphone Software (the “Smartphone Competition Promotion Act”)” took effect in December. We believe **this has further increased the importance of G8’s strengths in off-game user acquisition and user traffic**.

### Payment Methods After Enforcement of the Smartphone Competition Promotion Act *1

| # | Target Users | Payment Method | Transaction Fee |
|---|---|---|---|
| ① | In-game users | Platform payment | High |
| ② | In-game users | Alternative in-app payment | High |
| ③ | In-game users | Off-app payment via routing users to own EC | High |
| ④ | Off-game users | Off-app payment via routing users to own EC | Low |
| ⑤ | Off-game users | Payment via external services | Medium |

### Changes Resulting from the Enforcement of the Smartphone Competition Promotion Act

**(1) Overview of the regulation**

- Enforced on December 18, 2025
- The regulation requires platform operators to allow flexible payment options such as off-app payments and external links, thereby promoting competition.

**(2) Platform responses and publisher options**

- Platform operators are expected to revise their rules and update their fee structures.
- While alternative in-game payment methods and redirection via external links will be permitted, transaction fees are expected to remain relatively high.
- For solutions that encourage **users outside the game** to complete **item purchases outside the game**, transaction fees can be kept comparatively lower.

As a result of the enforcement of the regulation and publisher responses,
**off-game user acquisition strength and user traffic**
have become even more important factors.

*1 Created based on information as of December 18, 2025.

# Game8 | SC* Business Potential (* SC: Store and Commerce)

Gunosy

By operating both game media and payment services in-house, **we enable seamless integration that preserves the user experience**. We expect strong potential for future expansion of the payment business, **leveraging a unique positioning that remains rare even in Japan**.

## User Acquisition (Game Media)


- **Previously ranked No.1 in domestic traffic** (FY25 Q2 report)
- **A leading game media platform with strong user acquisition capabilities**

## User Traffic (Payment Functionality)

Business 1

### S8 Shops

Payment #③&④

One-stop service for building and managing external payment websites (off-app platforms)

Business 2

### Game8 Store

Payment #⑤

An e-commerce service within Game8 that enables the sale of in-game items and game download keys

Key Features

**By combining strong user acquisition and user traffic capabilities, we have enabled seamless integration that preserves the user experience, securing a rare positioning in the Japanese market.**

# New Business | IR Hub Progress Update

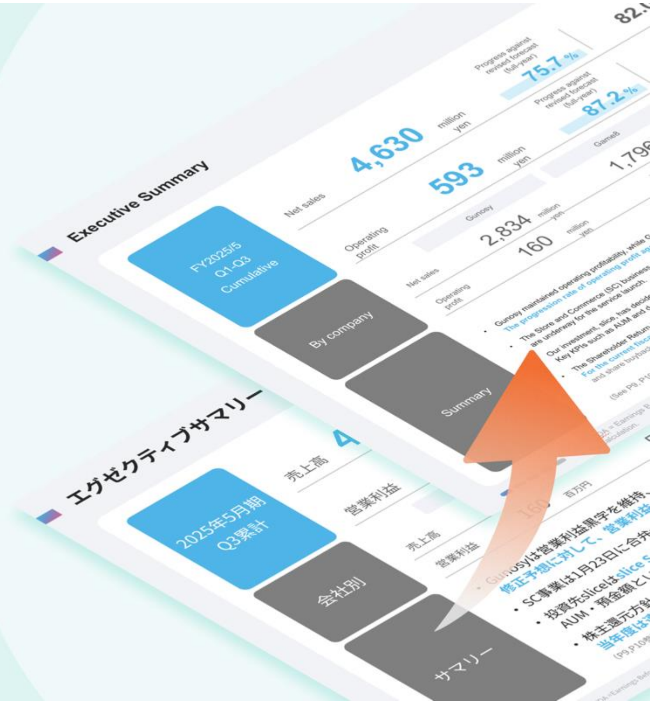
Gunosy

A product-driven growth cycle — **identifying user pain points, improving the product, and proposing solutions** — has taken hold. Continuous feature enhancements are steadily increasing product value, leading to a repeatable expansion in **the number of companies adopting our service**.

## On the Release of the Automatic Layout Adjustment Feature

New Feature

Automatic Layout Adjustment for English Translations of Earnings Presentation Materials




開示業務支援クラウド

IR Hub

**Background**

Addressing the increased operational workload stemming from **mandatory English disclosures** for the Prime Market beginning April 2025.

**Challenges**

Eliminates **layout disruptions caused by text expansion** during English translation.

**Effect**

Significantly reduces **workload required to revise PowerPoint materials**.

IR Hub Client Companies (partial list)

# Digital Transformation Initiatives | Driving Competitiveness and Sustainable Growth

Gunosy

We are promoting corporate transformation through digital technologies, including the active use of LLMs, to **drive productivity improvements in existing businesses and create new business opportunities**.

**Objective**

**Promoting company-wide digital transformation to enhance productivity in existing businesses and create new business opportunities.**

**FY2025 Results**

**(1) Improve P/L and secure investment resources for growth opportunities by enhancing productivity**

- Reduced workload by more than **3,000** man-hours annually
- Improved P/L by **25** million yen

**(2) Creating new business opportunities through digital transformation initiatives in various operations**

- IR operations → **Launched IR Hub**
- **Automated ad review and business processes**

**Going Forward**

**Further improving productivity** (e.g., maximizing efficiency in existing operations by increasing AI task automation in core processes)

**Turning internal digital transformation initiatives that improve productivity into new businesses.**

# 3

# FY2026/5 Full-Year Forecast and Mid-Term Financial Goals

# FY2026/5 Revision of Full-Year Outlook (Reproduced from page 8)

(Reproduced from page 8)

Gunosy

The initial full-year plan is now expected to follow a downside case amid heightened business environment volatility. As a result, the operating profit target for the fiscal year has been revised downward to 250 million yen.

(Million yen)

| | FY2026/5 Initial forecast (full-year) | FY2026/5 Revised Plan (2H) | Revision Amount |
|---|---|---|---|
| Net sales | 7,890 | 6,450 | -1,440 |
| Operating profit | 780 | 250 | -530 |
| Operating margin | 9.9% | 3.9% | - |
| EBITDA | 927 | 401 | -526 |
| Ordinary profit | 770 | 360 | -410 |
| Profit attributable to owners of parent | 430 | 134 | -296 |

# Full-Year FY2026 Plan Revision — Portfolio Details

Gunosy

The Core Cash Area continues to generate stable cash flows; however, performance for the fiscal year is trending toward the downside scenario. GH has entered a pre-launch investment phase for new titles, and Operating Profit is expected to remain in negative territory.

## Full-Year FY2026 Plan Revision — Breakdown by Portfolio

(Million yen)

| | Net Sales | | | Operating Profit | | | EBITDA | | |
|---|---|---|---|---|---|---|---|---|---|
| | Initial Full-Year FY2026 Plan | **Revised FY2026 2H Plan** | **Revisions** | Initial Full-Year FY2026 Plan | **Revised FY2026 2H Plan** | **Revisions** | Initial Full-Year FY2026 Plan | **Revised FY2026 2H Plan** | **Revisions** |
| Core Cash Area | 5,995 | **5,540** | **-455** | 1,449 | **1,191** | **-258** | 1,453 | **1,194** | **-259** |
| Cash-Flow Accretive M&A Area（GH） | 1,766 | **874** | **-892** | 69 | **-155** | **-224** | 213 | **-7** | **-220** |
| High-Growth Option Area（SC Business/IR Hub excluding investment） | 131 | **35** | **-96** | -154 | **-200** | **-46** | -154 | **-200** | **-46** |
| Other Adjustments (Common Costs, etc.) | -3 | **0** | **2** | -584 | **-586** | **-2** | -584 | **-586** | **-2** |
| Consolidated Total | 7,890 | **6,450** | **-1,440** | 780 | **250** | **-530** | 927 | **401** | **-526** |

## The path to achieving EBITDA for FY2027/5 remains unchanged.

Due to multiple external factors, achieving the mid-term financial goals ahead of schedule in the current fiscal year has become difficult. However, for FY2027/5 — the original target year — **we will maintain the current target levels as a 'floor' and aim for further upside in profitability.**

### Medium-Term Financial Goals: As of FY2027/5

| Business | | Investment |
|---|---|---|
| **EBITDA** | **ROIC** (on invested capital for existing businesses) | **IRR** |
| **900 million yen** | **15% and over** | **30%** |

# Shareholder Return Policy

Gunosy

Reflecting the earnings outlook and the growth potential of slice, we determined that a balance between stable shareholder returns and business growth can be achieved. **We aim to maintain a stable dividend with a DOE of 3% or higher, while targeting a DOE of 5% over the long term.**

## Reasons for the Policy Change (March 2025)

Based on the following two factors, it has been concluded that it can balance **stable shareholder returns with continued business growth**:

### (1) Earnings Outlook of Existing Businesses

With Gunosy achieving profitability on a standalone basis and Game8 continuing to grow steadily, **the probability of stable profit generation on a consolidated basis has increased.**

### (2) Growth of slice

slice has **evolved into India's first fintech-origin bank**, significantly increasing its future growth potential.

## Details of the Policy Change

**Previous Policy**

Dividend payout to commence when stable profit generation is expected. Shareholder returns equivalent to 20% of realized gains from investments.

↓

**Revised Policy**

**Base Policy**

Stable dividend with a **DOE of 3% or higher**,
plus shareholder returns equivalent to 20% of realized gains from investments.

+

Additional share buybacks based on overall business conditions.

↓

**Future Target**

Achieving a **DOE of 5%** *

**Key Feature**

- DOE (Dividend on Equity) is calculated as: Annual Dividend Amount / Consolidated Shareholders' Equity.
- The existing businesses are considered capable of generating sufficient profits to stably provide dividends with a DOE of 3% or higher, even while making certain growth investments.
- Cash and deposits available for investment will primarily be allocated to promising investment opportunities, including M&A that generate stable cash flows. The future goal is to reach a profit level that enables maintaining dividends with a DOE of 5%.

*In cases where DOE exceeds 5%, shareholder returns are expected to be provided through share buybacks or temporary special dividends.

# Shareholder Return Policy ｜FY2026/5 Shareholder Return Policy (Reproduced from page 12)

Gunosy

In addition to implementing a shareholder return of 4% of consolidated shareholders' equity, exceeding the base DOE policy of 3%, **we plan to increase dividends by adding a special dividend equivalent to 1% DOE**, backed by slice's strong growth. The dividend forecast per share is 22 yen.

**Dividend Policy for FY2026/5**

We plan to implement **a shareholder return of 4%** of consolidated shareholders' equity, exceeding the base policy of 3% DOE, and **add a special dividend equivalent to 1%** funded by investment returns.

FY2026/5
**Total shareholder return (initial announcement)**
**4%**
(of consolidated shareholders' equity)

\+

**Additional dividend funded by investment returns**
**1%**
(of consolidated shareholders' equity)

=

**Dividend forecast per share**
**22.00 yen**

# Efforts to Maintain Prime Market Listing

Gunosy

We will continue to drive performance improvement and enhance shareholder returns to meet the tradable share market capitalization requirement, while steadily preparing for a smooth transition to the Standard Market as a safety net.

## Compliance Status as of FY2025 Reference Date

| | Prime Market Listing Standard | Our Status | Compliance Status |
|---|---|---|---|
| **Number of Shareholders** | 800 or more | 6,627 | Compliant |
| **Number of Tradable Shares** | 20,000 units or more | 141,649 units | Compliant |
| **Market Capitalization of Tradable Shares** | **10 billion yen or more** | **8.487 billion yen** | **Non-compliant** |
| **Tradable Share Ratio** | 35% or more | 58.4% | Compliant |

## Initiatives for Improvement

**(1) Performance Enhancement**

- Steadily achieve goals in each area under the mid-term plan to establish a **group-wide trend of revenue and profit growth**.
- Pursue **EBITDA expansion through Core Cash Area and M&A**, while developing new businesses centered on SC to **create growth drivers**.
- Work to enhance IR initiatives to **foster appropriate market understanding of slice's growth potential**.

**(2) Strengthening Shareholder Returns**

- Maintain **a profit level that ensures DOE of 3% or higher**, **with a long-term aim of achieving a DOE level of 5%**, enabling increased dividends.
- On the investment area, **more than 20% of realized gains will be returned to shareholders**. Dividends will be adjusted to reflect investment results as progress is made.
- **We will also drive improvements in capital efficiency and EPS by appropriately combining share buybacks**.

**Key Features**

- In parallel, preparations for a potential transition to the Standard Market as a safety net are progressing smoothly.

4

# ESG Initiatives

# Key ESG Initiatives

Gunosy

1. Designing appropriate governance with a focus on group management
2. Designing and operating board agendas to enhance management precision
3. Operating media with a commitment to providing a safe advertising experience

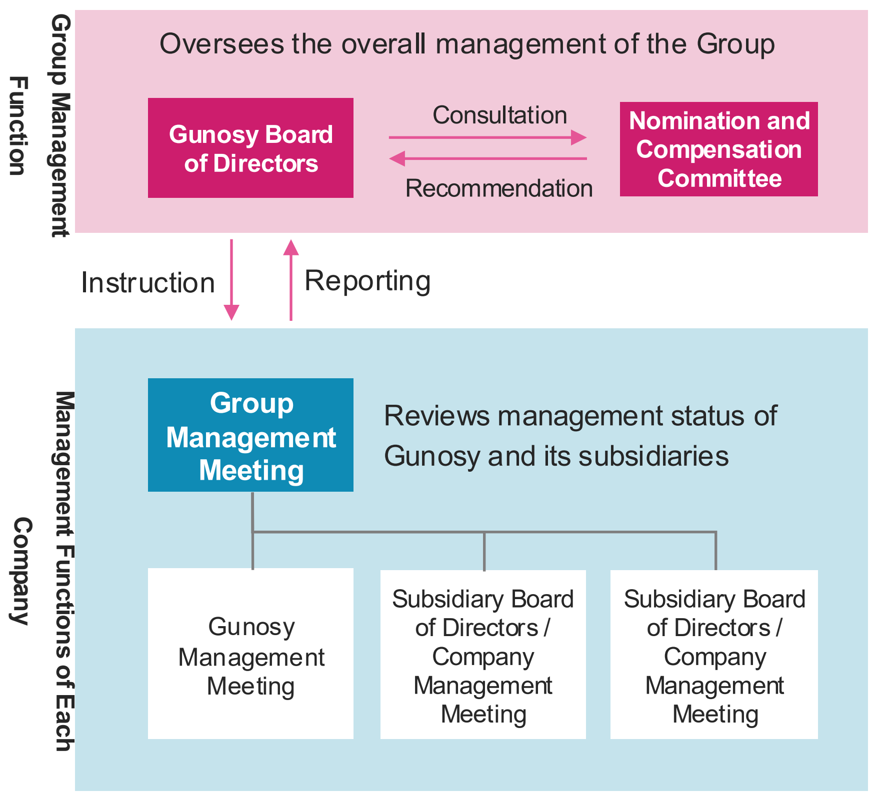
 

# 1 Designing Appropriate Governance for Group Management

Gunosy

**Establishing an organizational management framework capable of supporting full-scale group management**. We will continue to update our governance framework through constructive dialogue with capital markets.

## Key Committees in Group Management




## Board Composition

(See P47)

| Breakdown of Board Members | Number |
|---|---|
| Number of Directors | 9 |
| Outside Directors | 4 |
| Independent Directors | 4 |
| Number of Female Directors | 1 |

## Nomination and Compensation Committee

A voluntary Nomination and Compensation Committee chaired by an independent outside director, with a majority of independent outside directors, has been established.

Ensures **objectivity and transparency** in **director appointments, dismissals, and compensation** through consultation and recommendations to the Board.

## 2 Designing and Operating Board Agendas



To enhance board effectiveness, **we ensure that key management agendas are discussed regularly**.
Each fiscal year, we conduct evaluations of board effectiveness and review the operational efficiency of the board.

### Board Meeting Schedule

| Examples of Board Agendas | Frequency | Number of Sessions (per Year) |
|---|---|---|
| Discussion on Business Plans and Management Strategies | **Semi-annual** | **2 times** |
| Discussion on Progress of Strategic and Business Plan Implementation | **Annual** | **1 time** |
| Deliberation on Management Risks | **Semi-annual** | **2 times** |
| Review and Discussion of Business Operational Framework | **Semi-annual** | **2 times** |
| Planning and Discussion on Organizational Strategy and Talent Structure | **Semi-annual** | **2 times** |
| Monitoring Progress of Business Strategies and Performance | **Monthly** | **12 times** |

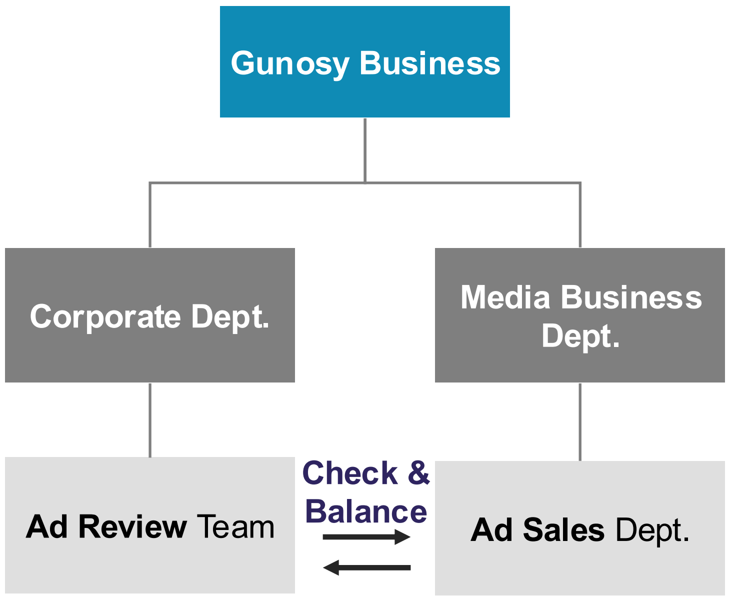
By **appropriately setting board agendas and reviewing and improving operational effectiveness through annual evaluations of board effectiveness**, we aim to achieve high-quality governance and enhance shareholder value.

# 3 Media Management Designed to Ensure a Safe Advertising Experience

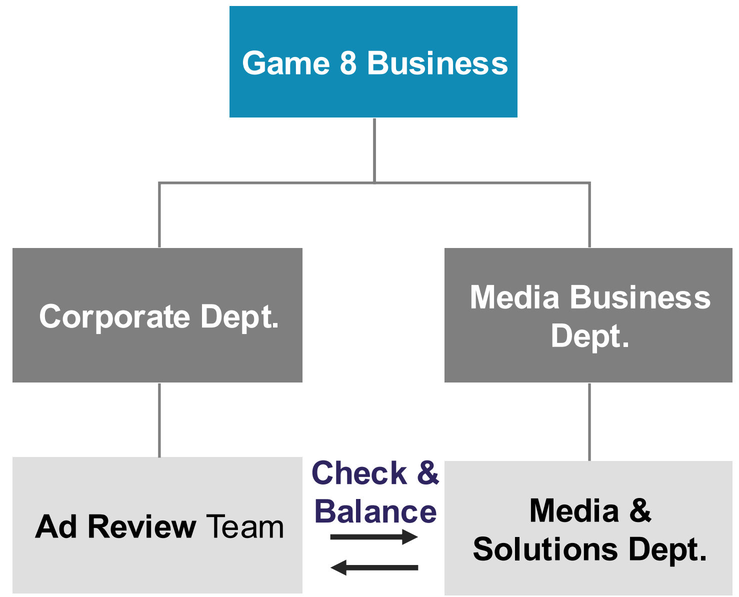
Gunosy

By establishing an ad review framework that **ensures checks and balances between ad sales and ad review functions**, we aim to implement governance that provides a safe advertising experience.

### Gunosy Business




### Game8 Company




**Key Feature**

By **separating the supervisory departments** of the ad sales team, which is incentivized by revenue growth from ad acquisition, and the ad review team, which ensures quality, we have established a structure that creates **mutual checks and balances**.

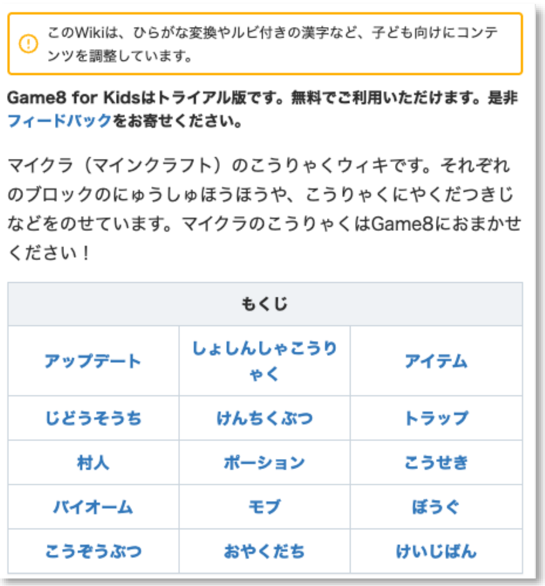
# Media Management Designed to Ensure a Safe Advertising Experience (Continued)

Gunosy

Game8 has launched “Game8 for Kids” to **enhance advertising quality and provide game walkthrough information that minors can use safely and with confidence**.

## Examples of Game8 for Kids Initiatives

**Revising difficult kanji and expressions**




**Adding furigana (phonetic guides) to kanji**


**Quality control of advertising delivery to minors**

5

# Company Profile

Gunosy

Optimally deliver information to people around the world

## Management Team

The management structure for FY2026/5 is as follows.

Representative Director and Chairman, Group Chief Executive Officer (CEO)

**Shinji Kimura**

Representative Director and President

**Kentaro Nishio**

Director and Chief Operating Officer (COO)

**Shunsuke Sawamura**

Director and Chief Financial Officer (CFO)

**Tatsuyuki Iwase**

Director

**Ryuichiro Hayashi**

Director (Outside)

**Suguru Tomizuka**

Director (Outside)

**Junichi Shiroshita**

Director (Outside)

**Akihito Moriya**

Director (Outside)

**Hitomi Iba**

# Company History

Gunosy

2012 2015 2016 2017 2018 2019 2021 2022 2025

**November 2012**
Established Gunosy Inc. in Roppongi, Minato-ku, Tokyo

**April 2015**
Listed on the Mothers Section of the Tokyo Stock Exchange

**December 2015**
Game8 Inc. became subsidiary

**June 2016**
“Newslite” (formerly NewsPass) released

**December 2017**
Changed markets from Mothers Section to First Section of the Tokyo Stock Exchange
(Currently listed on TSE Prime)

**July 2018**
Established Gunosy Capital and started investment business

**September 2019** slice
Started investment in GaragePreneurs Internet Pvt (Currently slice Small Finance Bank Ltd.)

**April 2021**
“au Service Today” released

**April 2024** slice
Became an equity method investment
(Excluded from equity-method accounting in September 2024)

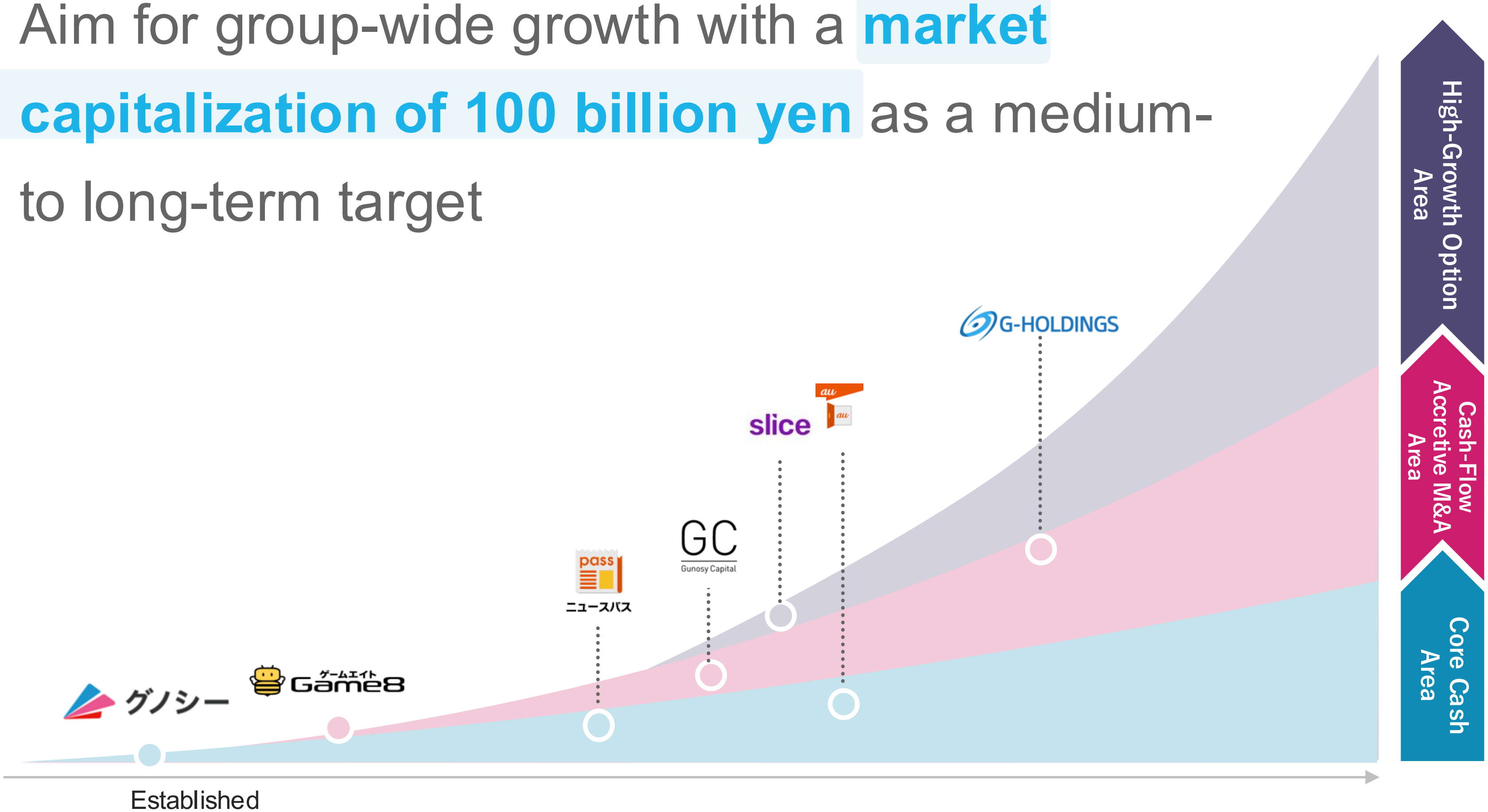
**May 2025** G-HOLDINGS
G Holdings Co., Ltd. became a subsidiary

Gunosy

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** as a medium-to long-term target



## Basic Information

| | |
|---|---|
| Company name: | Gunosy Inc. |
| Representative: | Shinji Kimura<br>Kentaro Nishio |
| Established: | November 14, 2012 |
| Fiscal year end: | May |
| Capital: | 4,099 million yen (as of the end of November 2025) |
| Stock Code: | 6047 (TSE Prime) |
| Audit corporation: | Ernst & Young ShinNihon LLC |
| Number of employees: | 198<br>(as of the end of November 2025, on a consolidated basis) |
| Head office: | 2-24-12 Shibuya, Shibuya-ku, Tokyo |
| Business: | Development and operation of information curation service and other media |

| | |
|---|---|
| Officers: | Representative Director and Chairman, Group Chief Executive Officer (CEO), Shinji Kimura |
| | Representative Director and President, Kentaro Nishio |
| | Director and Chief Operating Officer (COO), Shunsuke Sawamura |
| | Director and Chief Financial Officer (CFO), Tatsuyuki Iwase |
| | Director, Ryuichiro Hayashi |
| | Director (Outside), Suguru Tomizuka |
| | Director (Outside), Junichi Shiroshita |
| | Director (Outside), Akihito Moriya |
| | Director (Outside), Hitomi Iba |
| | Corporate Auditor, Masakazu Ishibashi |
| | Corporate Auditor (Outside), Kenji Shimizu |
| | Corporate Auditor (Outside), Kengo Wada |

## 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.

Gunosy

### 1 “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.

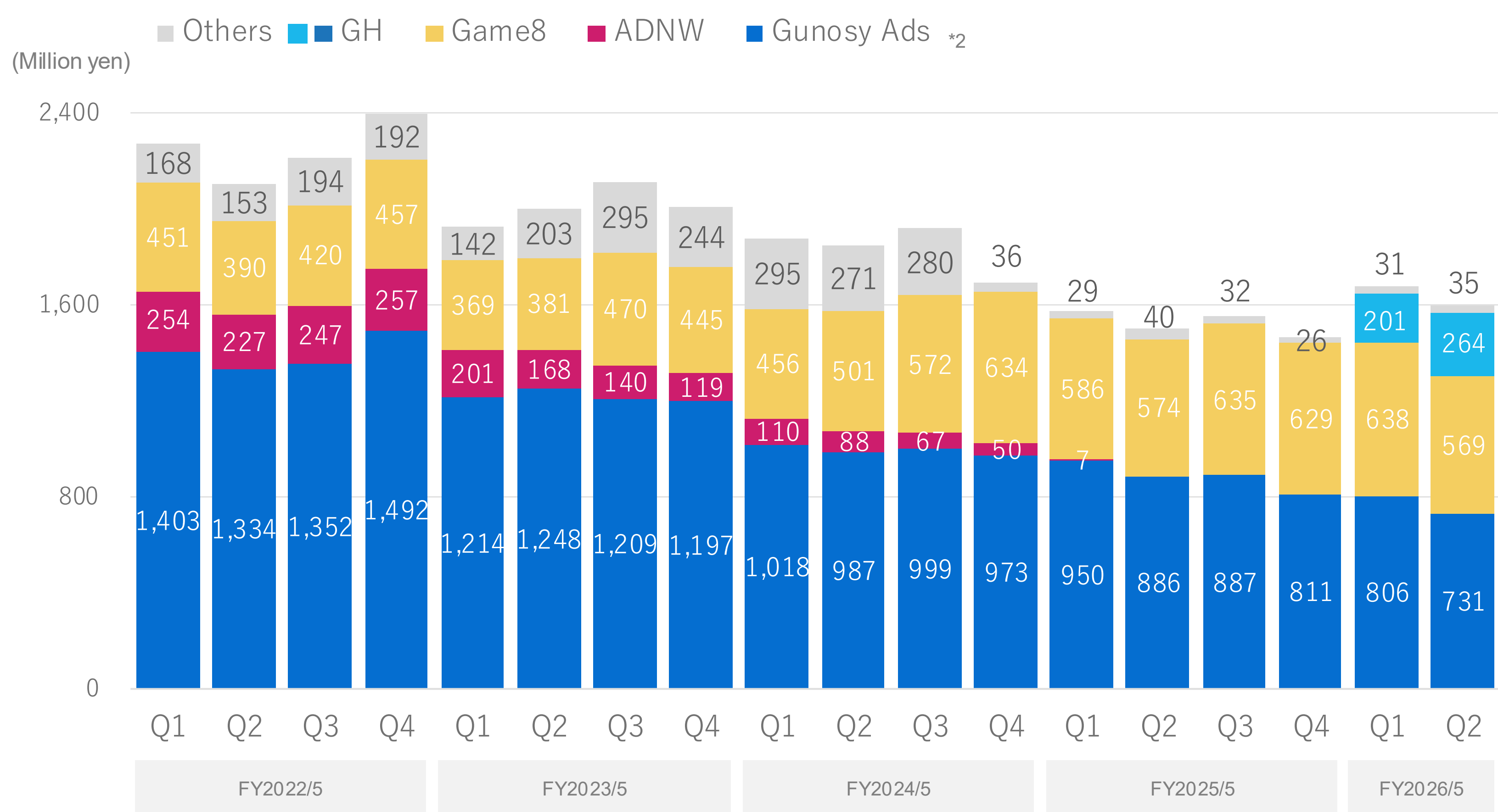
6

# Business Segments Overview

# Breakdown of Net Sales[*1]

Gunosy

Group-wide net sales remained flat quarter-on-quarter.

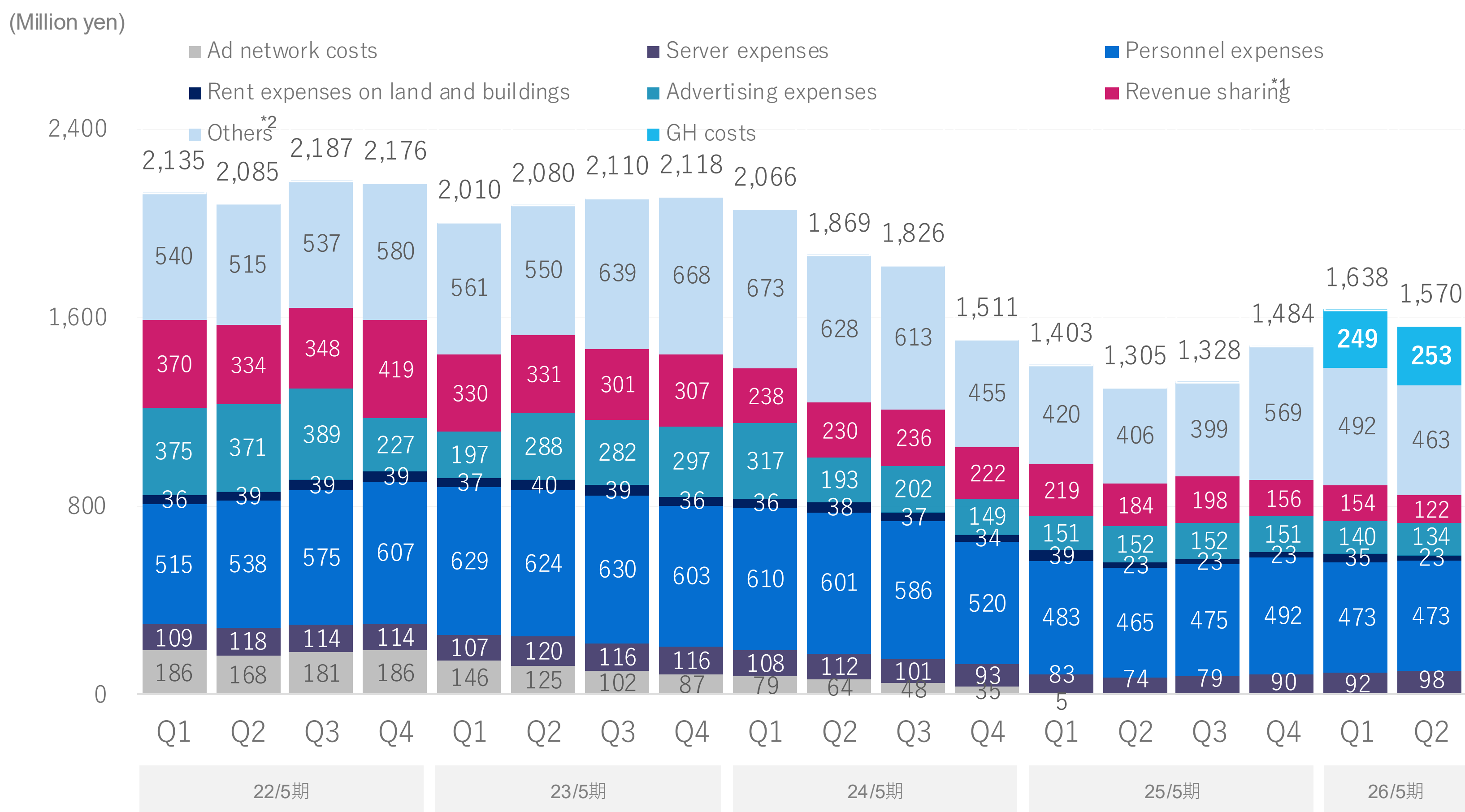



*1: Sales of Gunosy Ads, ADNW and Game8 are presented on a nonconsolidated basis. Internal trade adjustments are included in Others

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

# Cost Structure

We continue to maintain our cost control policy to enable efficient Group operations.

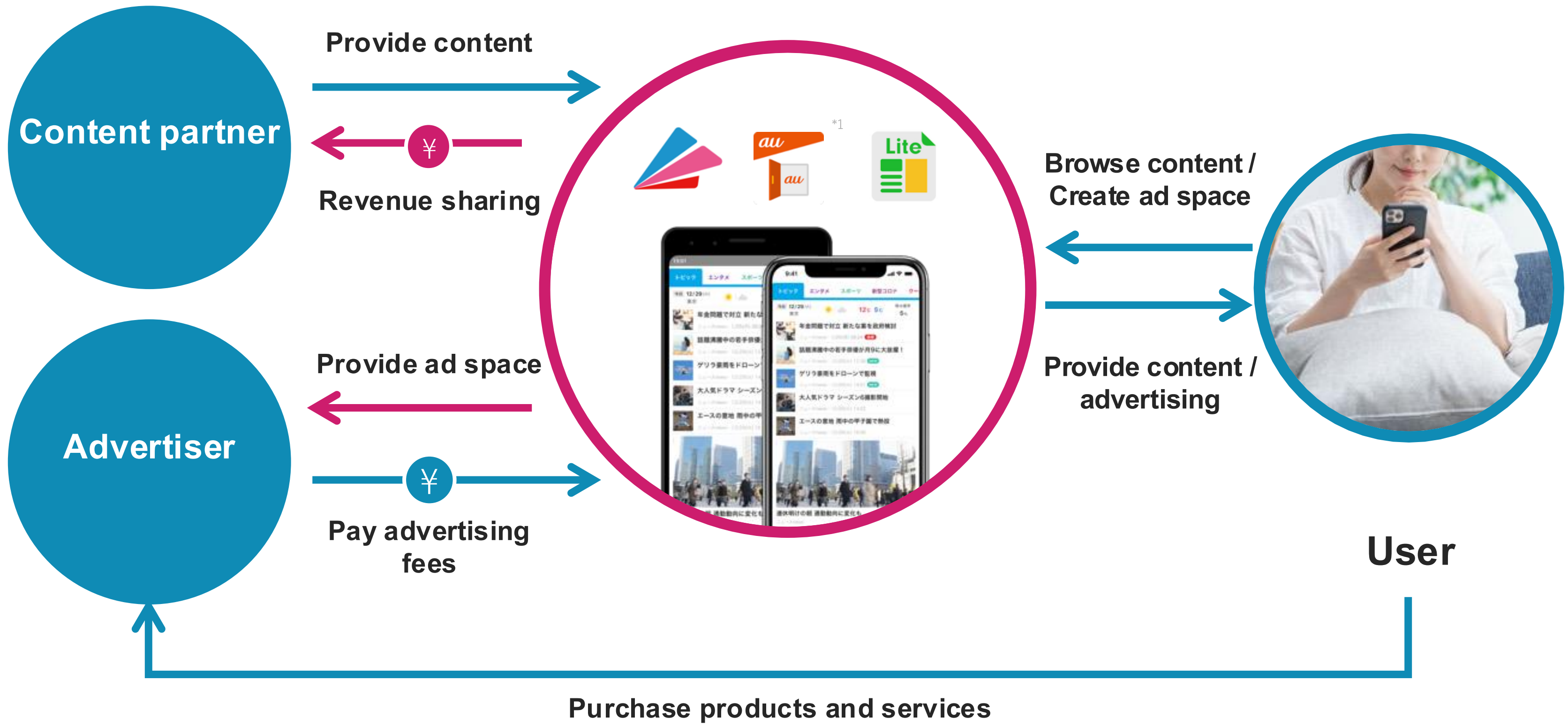



*1: "Revenue sharing" included in "Others" in FY2021 and earlier, but separated from "Others" from FY2022 Q1. "Live video production expenses" is included in "Others" from FY2022 Q1.
*2: "Others" temporarily increased in FY2025 Q4 due to M&A-related expenses.

# Business Model of Our Media Business

Gunosy

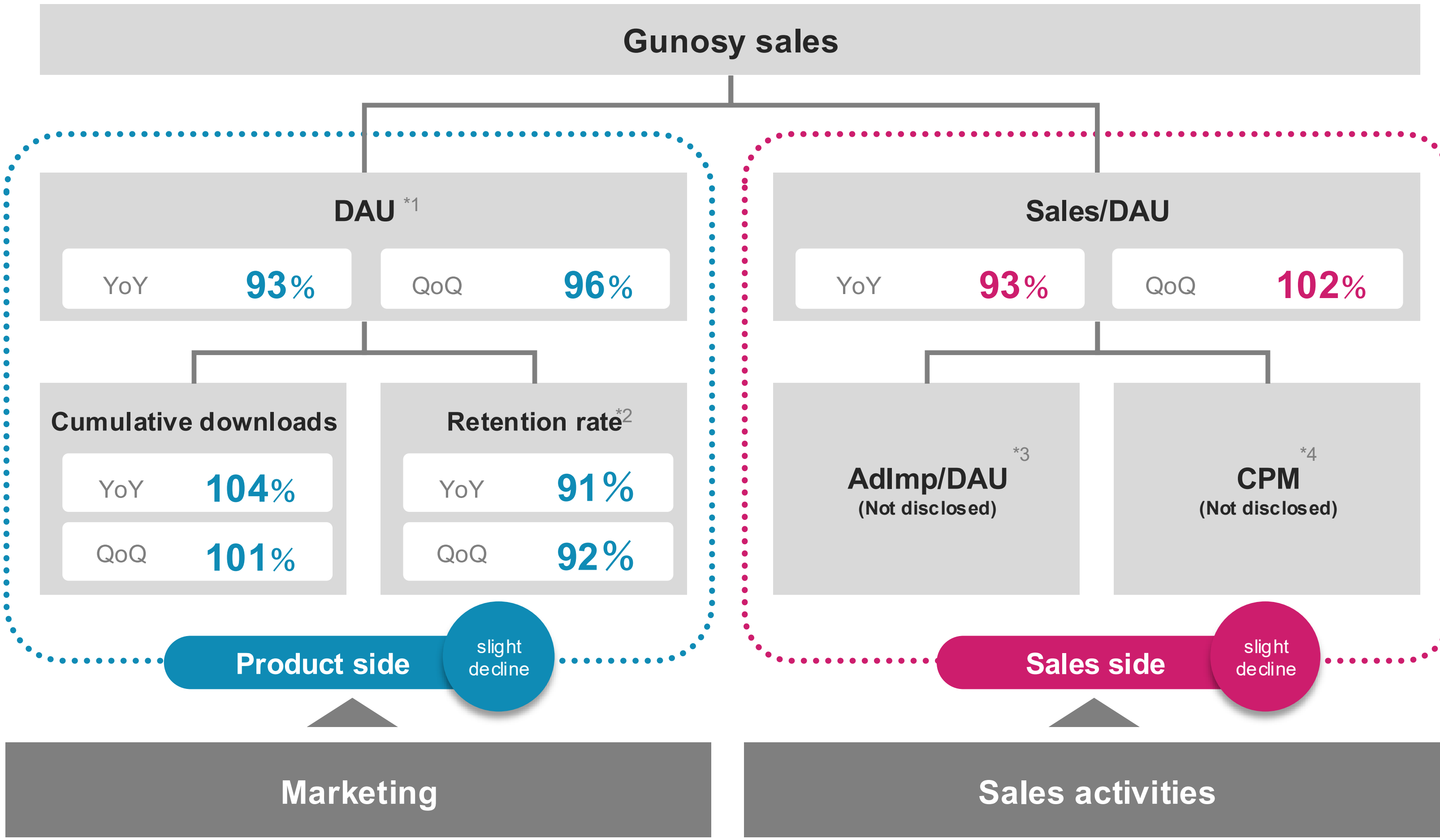
We source content from external media (“content partners”) and provide services to users free of charge. Revenue is generated from advertisers through the sale of advertising space used to deliver ads to users.




*1: Since the advertising space in au Service Today is provided jointly with KDDI, part of the sales and costs are shared by both companies.

Gunosy

Sales/DAU has recovered from the previous quarter's temporary dip, which remained within normal volatility ranges. While the advertising market continues to trend downward, **despite a slight decline in DAUs, we believe the service's underlying cash-flow generation remains intact.**



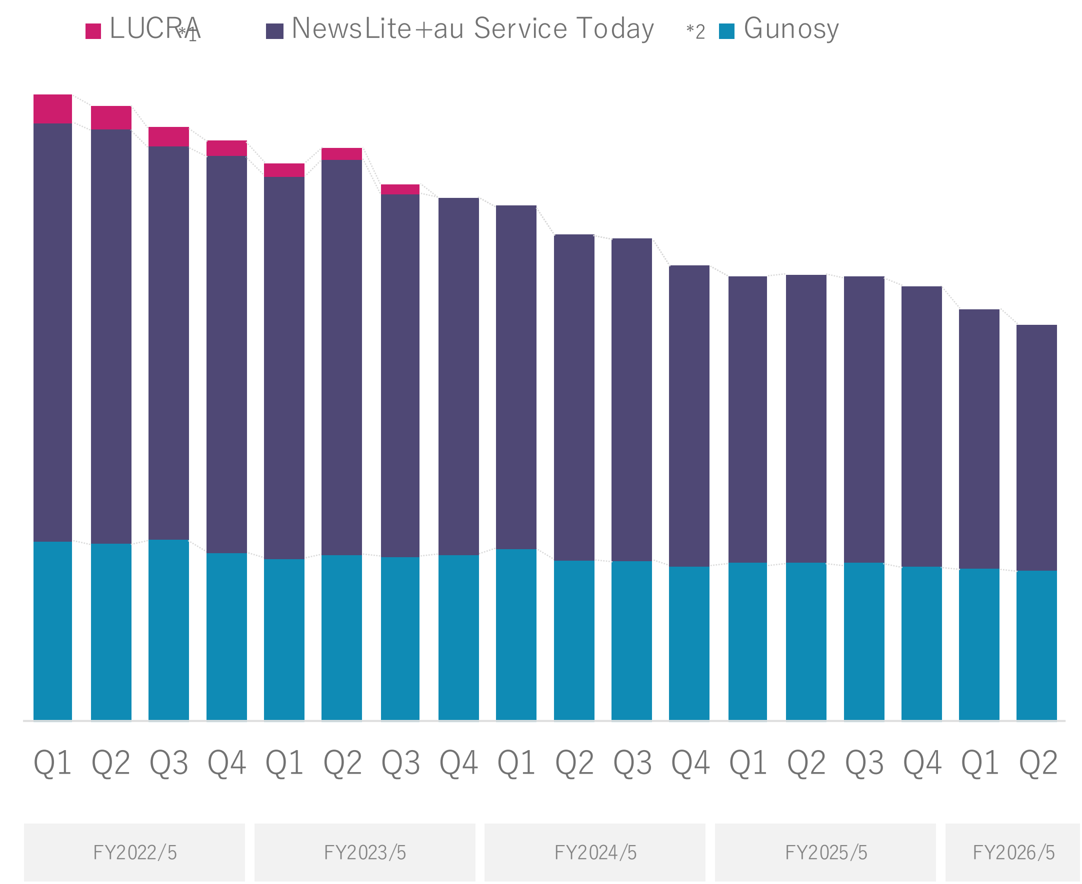

*1: Daily Active Users
*2: The app retention rate refers to the percentage of new users who activate the app after a certain period of time.
*3: Number of ads served per daily active user
*4: Cost Per Mille

# Gunosy | Total Number of Active Users (MAU) and Advertising Industry Breakdown

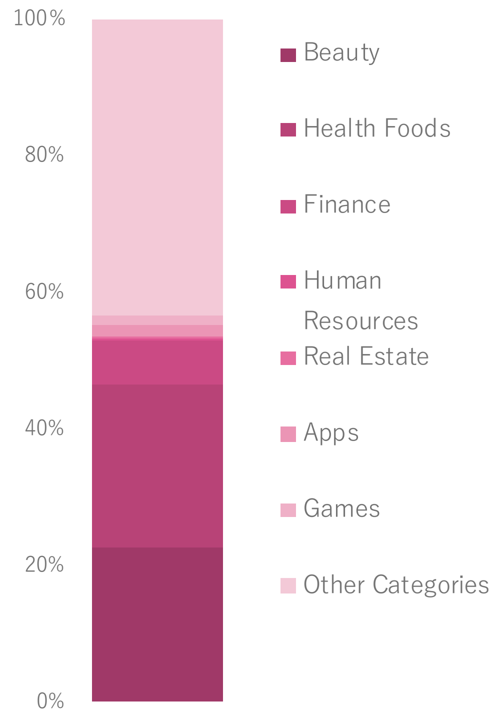
Gunosy

In addition to continued control of advertising expenses, the downsizing of NewsLite also contributed to a decrease in MAU, which remained within the expected range. Advertising clients remained diversified across multiple segments, continuing to support stable business operations.

**Media Business: Total Number of Active Users (MAU)**




**Distribution of Advertising Categories**

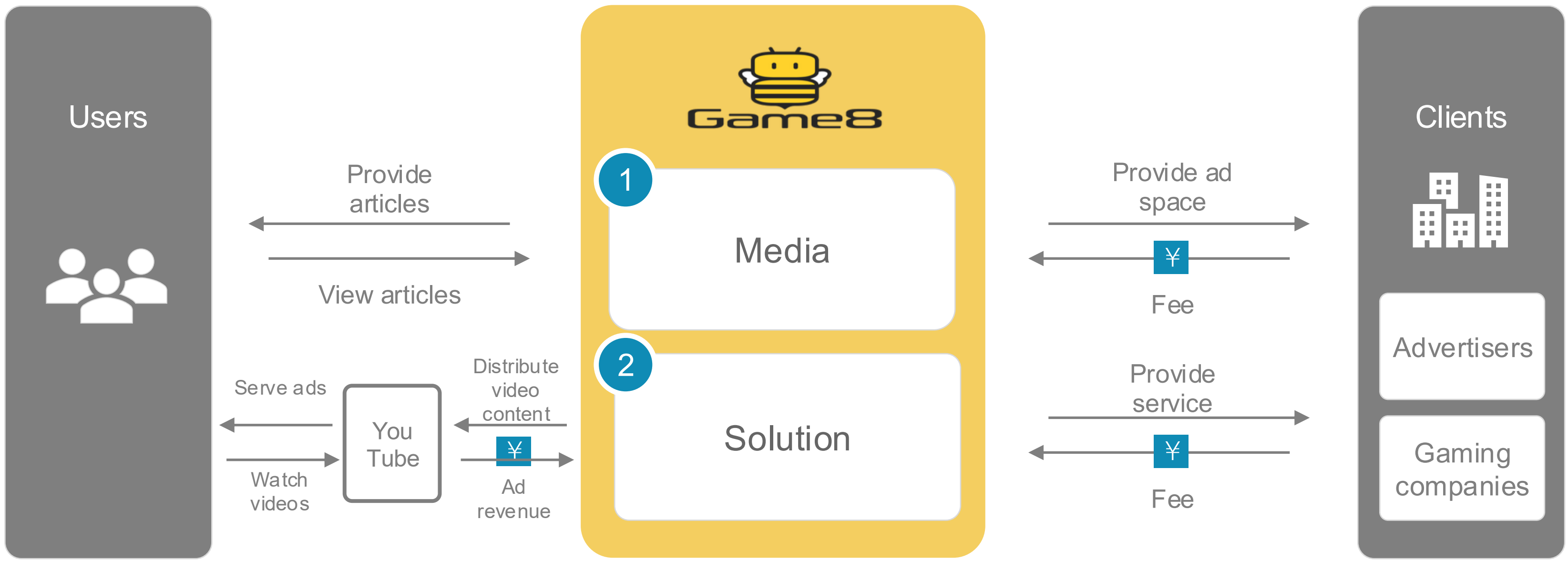



*1: LUCRA ended its service in February 2023. *2: NewsPass was renamed NewsLite in April 2025.

# Game8 | Business Model



Gate8 Inc. develops its business around monetizing advertising revenue through game walkthrough media services. The company provides a wide range of marketing solutions by employing diverse advertising strategies, including writing game walkthrough articles.




| | Business | Strength |
|---|---|---|
| 1 **Media** | • Operates its own game walkthrough site<br>• Homepage takeover ads on its game walkthrough site | • Operates gaming media with the highest number of page views in Japan.<br>• Manages its own ad monetization team domestically to achieve stable and high eCPM.<br>• Develops sales activities in the gaming area with a focus on providing reliable solutions. |
| 2 **Solution** | • Create articles on game walkthrough<br>• Provide advertising strategies for websites other than Game8.jp<br>• Operates the SNS operation on behalf of the client. | |

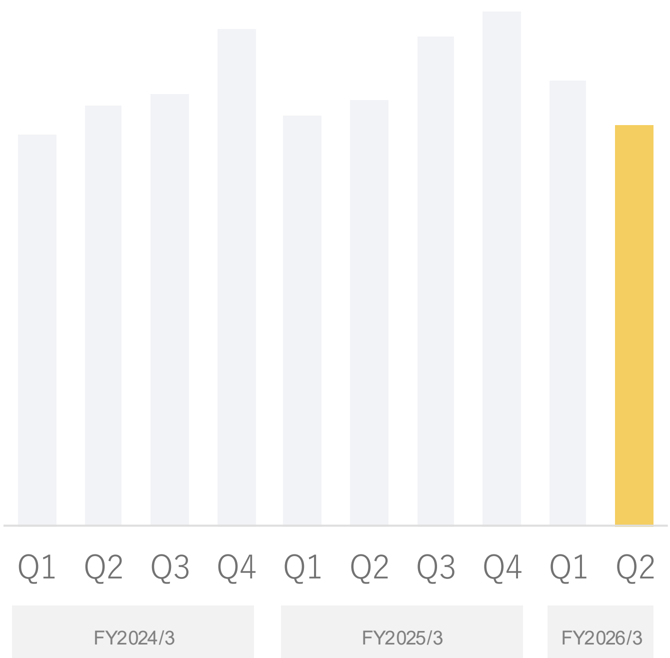
# Game8 | Key KPIs

Gunosy

Both domestic and international media businesses remained stable. While KPIs are subject to title mix volatility, overall performance remained solid and resilient.

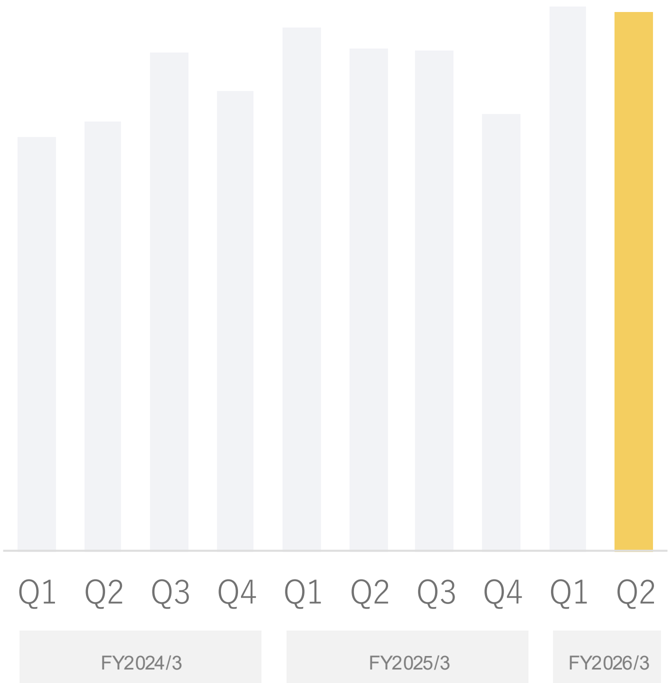
**PVs**

Although affected by title mix volatility, page views remained steady.




**RPM**

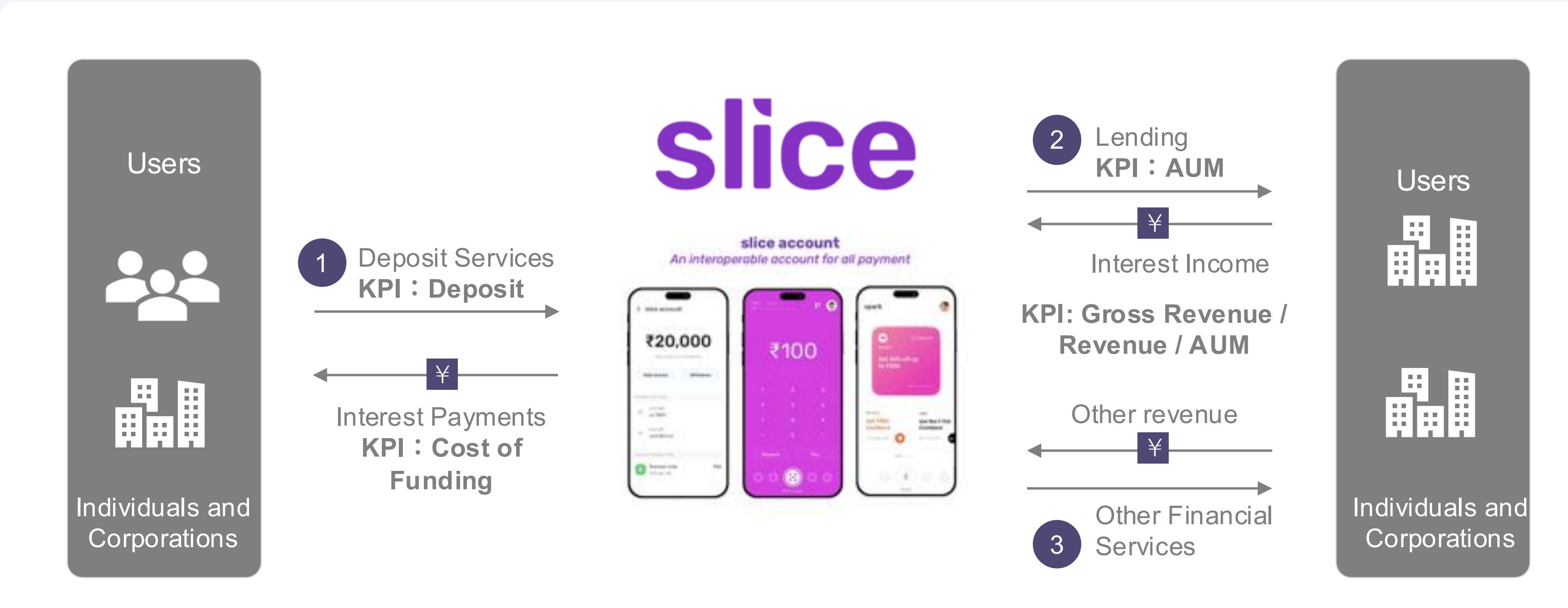
Maintained high profitability.




RPM (Revenue per Mille): Revenue per 1,000 impressions of advertisement

Gunosy

A financial services business based in India, known for its intuitive, digital-first design that has gained strong support among younger users. Following the merger with NESFB, the company has expanded its range of financial services, including the acceptance of deposits as a licensed bank.




## Business Overview

1 **Deposit Services** 2 **Lending** 3 **Other Financial Services**

All services are delivered through a digital-first platform that operates entirely within the app. With a lending model centered on individuals and corporations and funded by customer deposits, the business provides a broader suite of financial services.

## Strengths

- India's first digital-first bank.
- As a licensed bank, slice holds competitive advantages over other fintech startups:
  - **Lower cost of funding** through the acceptance of deposits
  - Greater flexibility in offering a **wide range of financial services**

# slice | Company History



slice was founded in 2015. Since 2019, cumulative investment from Gunosy has exceeded ¥3 billion. **In October 2024, the merger with NESFB was completed.**

| | | |
|---|---|---|
| **2015** | **Jun** | GaragePreneurs Internet Pvt Ltd., the operator of slice, established |
| **2019** | **Sep** | Initial investment |
| **2020** | **Jun** | Second investment |
| **2021** | **Jun** | Third investment |
| **2022** | **Feb** | Fourth investment |
| | **Apr** | **Became an equity method investee of Gunosy** |
| | **Sep** | Digital Lending Guidelines issued by RBI |
| | **Dec** | New products released in compliance*1 with Digital Lending Guidelines *1 (December 1-) |
| **2023** | **Sep** | **No objection certificate from RBI obtained for merger with NESFB** |
| **2024** | **Oct** | Excluded from the equity method scope in September 2024 following the **completion of the merger with NESFB** |

About slice

## Transforming the financial experience for billions of Indians

**Executive Director of NESFB**
**&**
**Founder of slice**

**Rajan Bajaj**

Before founding slice, Rajan launched Mesh, a furniture startup that allowed customers to rent items on a subscription basis and eventually purchase the items they liked. Later, he joined the product team at Flipkart, the Indian e-commerce giant now owned by Walmart, where he helped launch the Marketplace, the company's fastest-growing business segment at the time. Through these experiences, Rajan came to understand the importance of credit cards as a financial tool, which led him to found "slice" to help highly motivated young people like himself.

An alumnus of IIT Kharagpur, Rajan was named to the Forbes Asia 30 under 30 list for 2021 and the Forbes India 30 under 30 list for 2022.

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

Gunosy

**Following the merger**, slice is now able to offer a wider array of financial services, including **deposit accounts and credit cards**. At the same time, the merger is **expected to contribute to improved capital efficiency** through lower borrowing costs and enhanced financial leverage.

| License before the merger | | License after the merger |
|---|---|---|
| **Non-Banking Financial Company (NBFC)** | | **Scheduled Commercial Bank**<br>**Small Finance Banks (SFB)** |
| Deposit accounts could not be offered | **Deposit Services** | Deposit accounts can now be offered |
| Independent issuance of consumer credit card was not allowed. Only limited financial services, such as lending, could be offered. | **Services** | Consumer credit through multiple channels, including UPI/cards, is now allowed. The provision of a broader range of financial services, which are restricted to banks, is now possible. *1 |
| Interest rates for funding through borrowing were approximately 10-15% *2 | **Cost of funds** | Domestic banking deposit costs (cost of deposit) are now approximately 5-7% *3 |
| Leverage ratio capped at below 7x under NBFC regulations *4 | **DE ratio** | Leverage ratio increased to around 14x, in line with Indian banking regulations |

*1: The scope of business generally permitted under regulations. In practice, individual approval from regulatory authorities may also be required to commence operations.

*2: Quoted from the credit rating documents of slice NBFC Quadrillion Finance Private Limited prior to the merger.
CARE Ratings Ltd. Quadrillion Finance Private Limited September 23, 2024 Annexure-1: Details of instruments/facilities, Nonconvertible Debentures, Coupon Rate (%)
Source: https://www.careratings.com/upload/CompanyFiles/PR/202409130935_Quadrillion_Finance_Private_Limited.pdf
CARE Ratings Ltd. Quadrillion Finance Private Limited November 29, 2023 Annexure-1: Details of instruments/facilities, Nonconvertible Debentures, Coupon Rate (%)
https://www.careratings.com/upload/CompanyFiles/PR/202311131127_Quadrillion_Finance_Private_Limited.pdf

*3: Axis Bank Ltd Investor Presentation Quarterly Results Q2FY25 P7 Cost of Deposit
Source: https://www.axisbank.com/docs/default-source/investor-presentations/investor-presentation-q2fy25.pdf
AU Small Finance Bank Ltd Integrated Annual Report 2023-24 P313 Cost of Deposit
Source: https://objectstorage.ap-mumbai-1.oraclecloud.com/n/aubank2/b/Marketing/o/Annual-Report-FY24-Updated.pdf

*4: Master Direction – Reserve Bank of India (NBFC– Scale Based Regulation) Directions, 2023 Chapter IV Prudential Regulation 9.1 Leverage Ratio
Source: https://mfinindia.org/assets/upload_image/pdf/Master%20Direction%20(Scale%20Based%20Regulation)%20October%2019,%202023.PDF

*5: Based on the financial statements of private sector banks available as of December 2024, this represents the highest debt-to-equity ratio identified in our review.