

IR Introduction

- Business Overview & Business Model -

Q1 FY2023

February 14, 2023

GMO PAYMENT GATEWAY

0. At a Glance

Key features of GMO-PG group's business model and the mechanism of sustainable growth

Market

- Broad-based & high growth payment market
 - ✓ Repeating and indispensable part of any commercial transaction
 - ✓ EC penetration (JP **9%** vs. US/Euro approx. **~30%**)
 - ✓ Cashless adoption (JP **33%**/vs. US/Euro approx. **~60%**)
 - ✓ FinTech and DX

Positioning

- Leading player
 - ✓ GMV **¥11.3 trn** (FY2022)
 - ✓ Revenue **¥50.2 bn** (FY2022)
 - ✓ Employees **799** (End-Sep 2022)
- High entry barriers

Value Proposition

- Contributing via "payment + a"
 - ✓ Growth support and business operation reform (toB)
 - ✓ Improving convenience (toC)
 - ✓ Decarbonization and financial inclusion (toSociety)

Competitive advantage

- Sales, system development, customer support capability and reliability
- Scale merit
- Proprietary applications
- Diversification through consolidated management (offline, BNPL, BaaS support)

Customer Base

- Cross-industry
- High growth industry leaders
- Public sector

Revenue model

- Stock & transaction
 - ✓ Balancing growth and stability
- Mutually enhancing model (customer growth=increased payments)
- High operating margins (**over 30%**)
- Low churn rate

Growth Strategy

- Expand business domain
 - ✓ Credit card payment⇒Multi-payment⇒Offline⇒FinTech⇒Global⇒DX
- Enlarging project size through high-value propositions to large customers

Management Discipline

- **17 consecutive years of revenue and profit increase**, achieving earnings guidance
- Performance based remuneration
- Highly experienced leadership team from entrepreneurs, business expansion, management (0⇒10⇒100)

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Abbreviations used in the materials are as follows:

GMO-PG: GMO Payment Gateway

GMO-EP: GMO Epsilon

GMO-MR: GMO Medical Reservations Technology

GMO-PS: GMO Payment Service

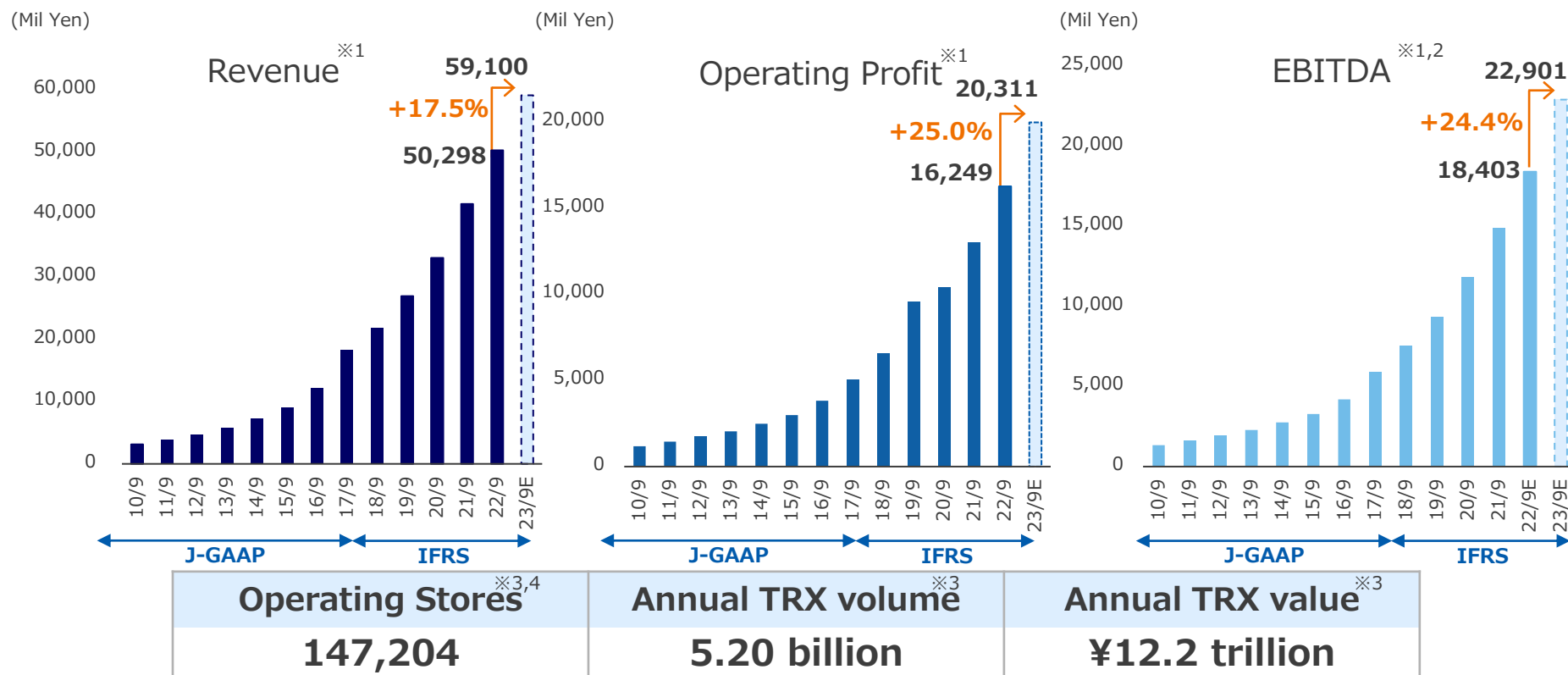
GMO-FG: GMO Financial Gate

GMO-CAS: GMO Card System

PF: Platform

1.1 Our Track Record of Growth

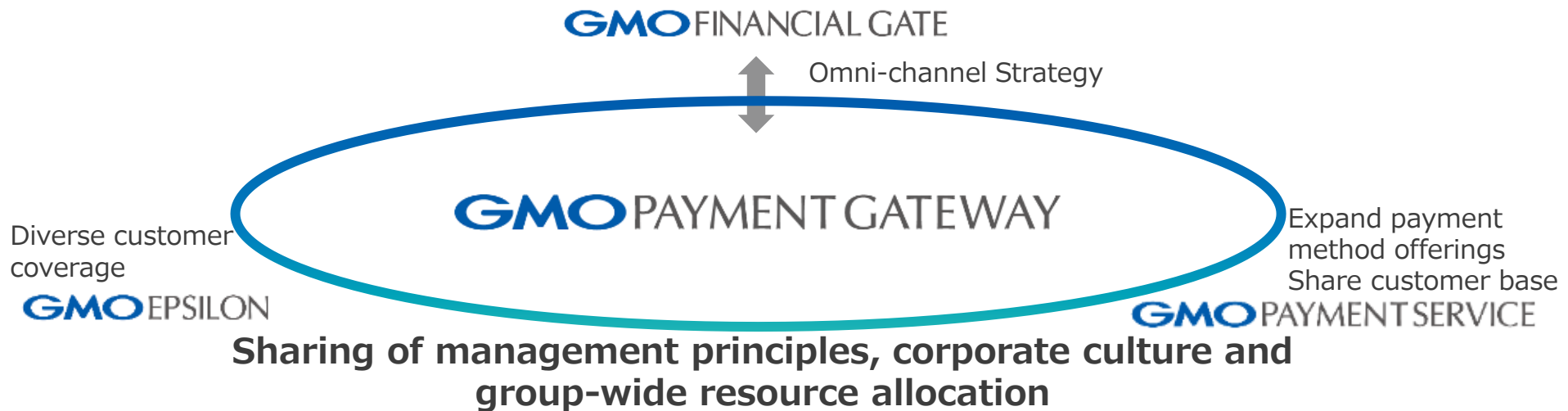
The results of management policy focused on sustainable growth



- (※1) Macro Kiosk has been deconsolidated in FY ending September 2020, the figures for revenue, operating profit and EBITDA present the continuing operations only and exclude the discontinued operations.
- (※2) EBITDA under J-GAAP is calculated as the sum-total of operating profit and depreciation and amortization; EBITDA under IFRS is calculated as the sum-total of operating profit and depreciation.
- (※3) Operating stores present the figures for GMO-PG and GMO-EP; transaction volume and value present figures for GMO-PG, GMO-EP, GMO-PS, GMO-FG; of this, online payment present figures for GMO-PG, GMO-EP and GMO-PS.
The number of operating stores is at the end of December 2022. Annual transaction volume and transaction value are the figures from January 2022 to December 2022. Annual transaction volume and transaction value include the figures of GMO Financial Gate Inc.
- (※4) The standards for calculation the number of operating stores has been revised from Q2 FY2022. Figures exclude a specific case and fincode byGMO. If included, the number of operating stores is 502,160 stores as of end of December 2022 (up 37.6% YoY).

1.2 Consolidated management

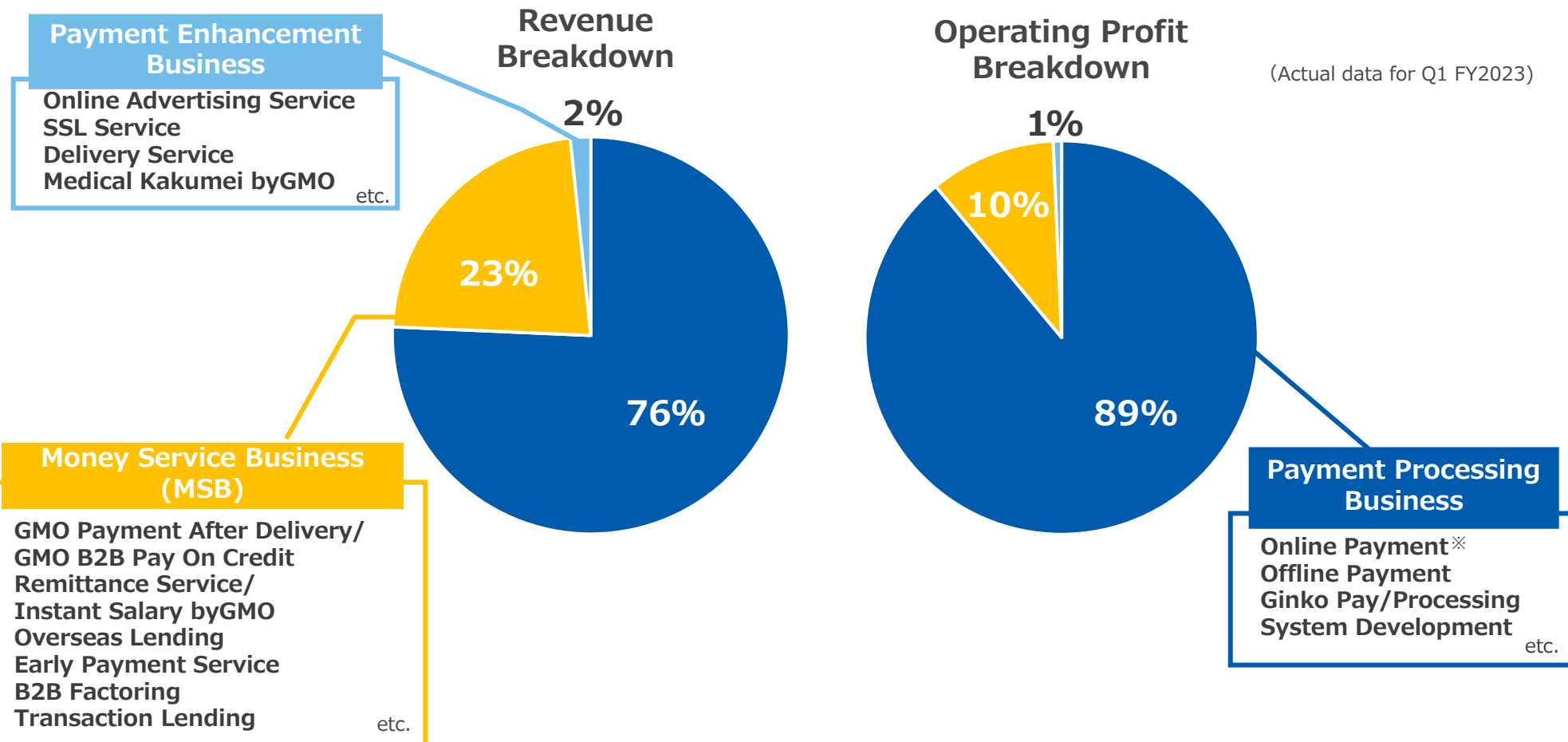
Realize Group-wide stable growth through sound business operation that agilely responds to the business environments at the major Group companies.



	GMO-PG	GMO-EP	GMO-FG	GMO-PS
Major Business	Payment Processing Business			BNPL business
	Online		Offline	Online
Customer	Municipalities, large to mid-sized corporates	Small operators	Offline stores, Unattended machines	EC operators, consumers
	Non-merchandise, and merchandise	Mainly merchandise	Non-merchandise, and merchandise	Mainly merchandise

1.3 Three Business Segments

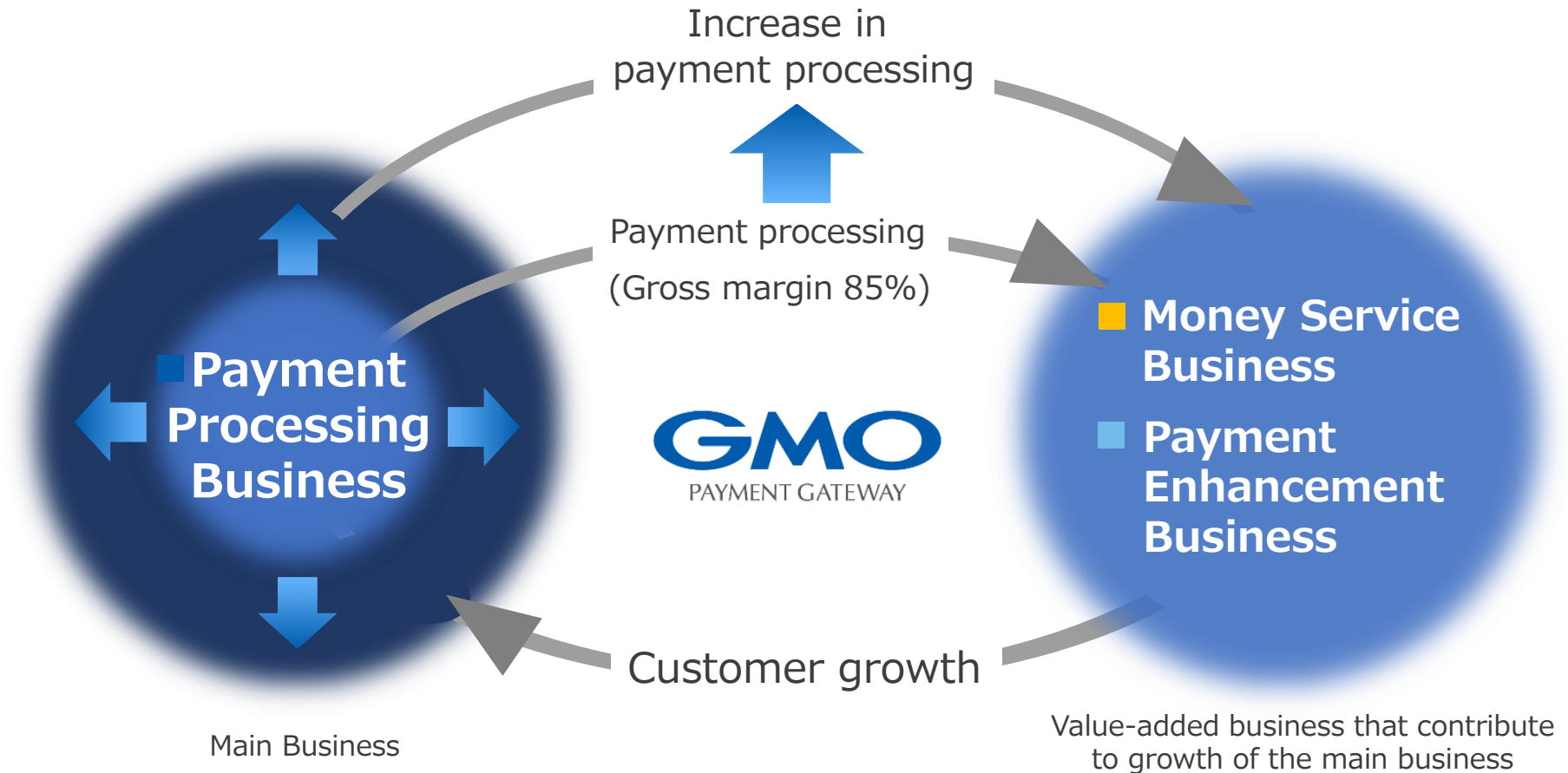
Sustain an over 25% OP growth from the expansion of mainstay payment processing business and its peripheral businesses



※ Online payment includes pay-as-you-go and recurring payment and Z.com Payment (overseas payment service).

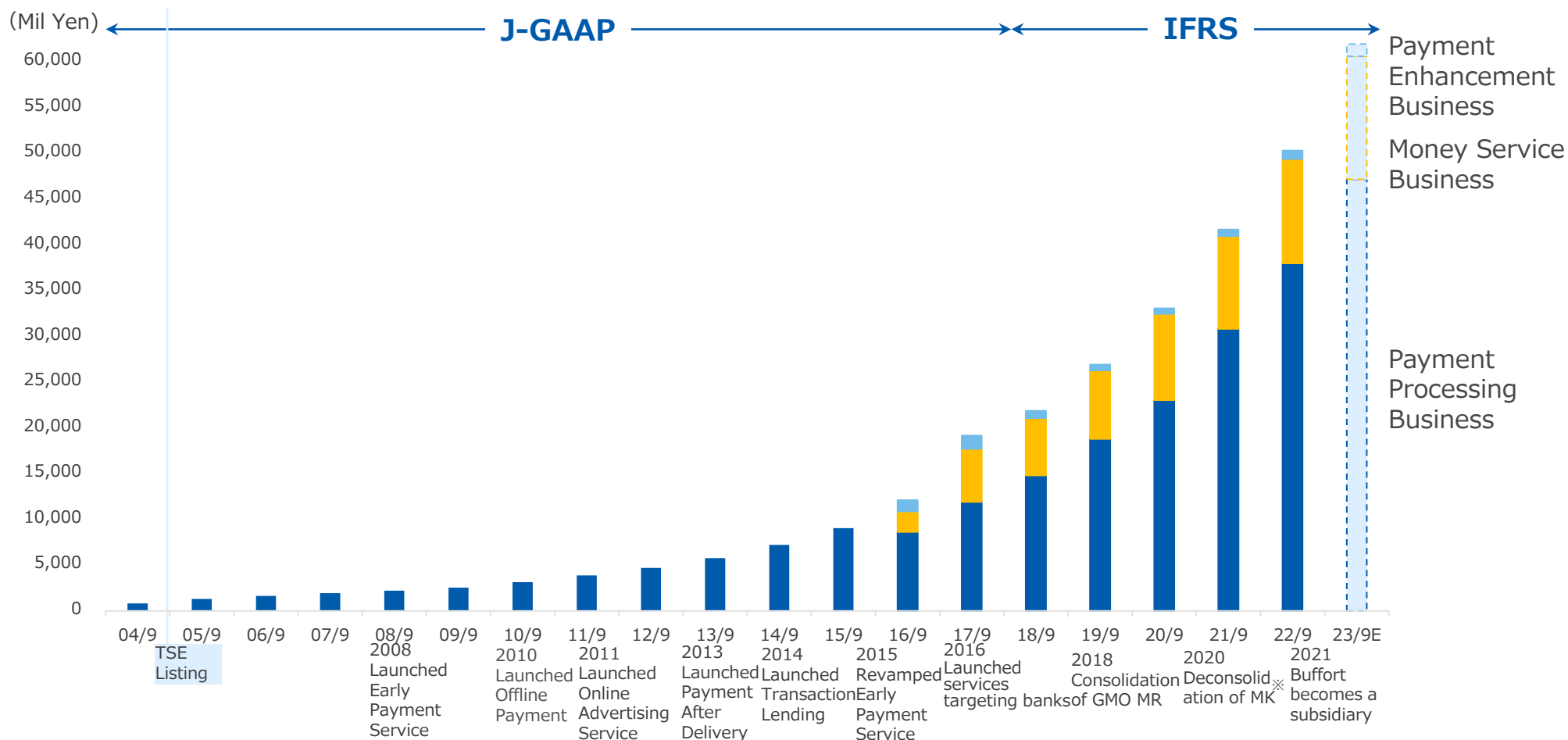
1.4 Our Business Eco-system

An expanding eco-system of our value-added services complementing our main business to achieve mutual growth



1.5 Revenue Trend by Segment

3 segments of Payment Processing Business, Money Service Business and, Payment Enhancement Business



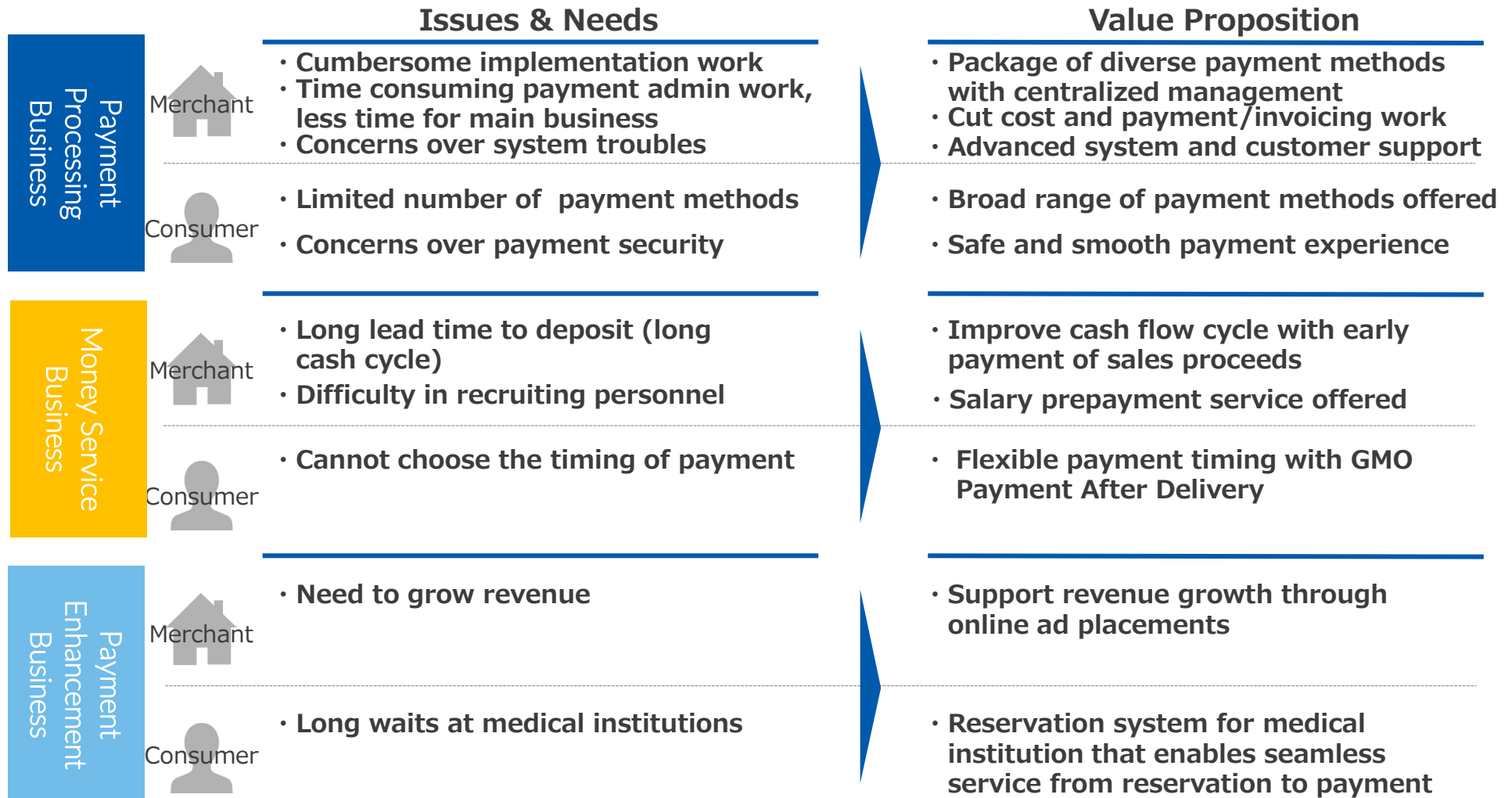
※ There was only one segment of Payment Processing Business until September 2015; segment information disclosure began from FY ending September 2016.

MK stands for MACROKIOSK.

Due to the deconsolidation of MACROKIOSK from FY2020, its business has been reclassified as a discontinued operations and is excluded from the revenue figures shown above.

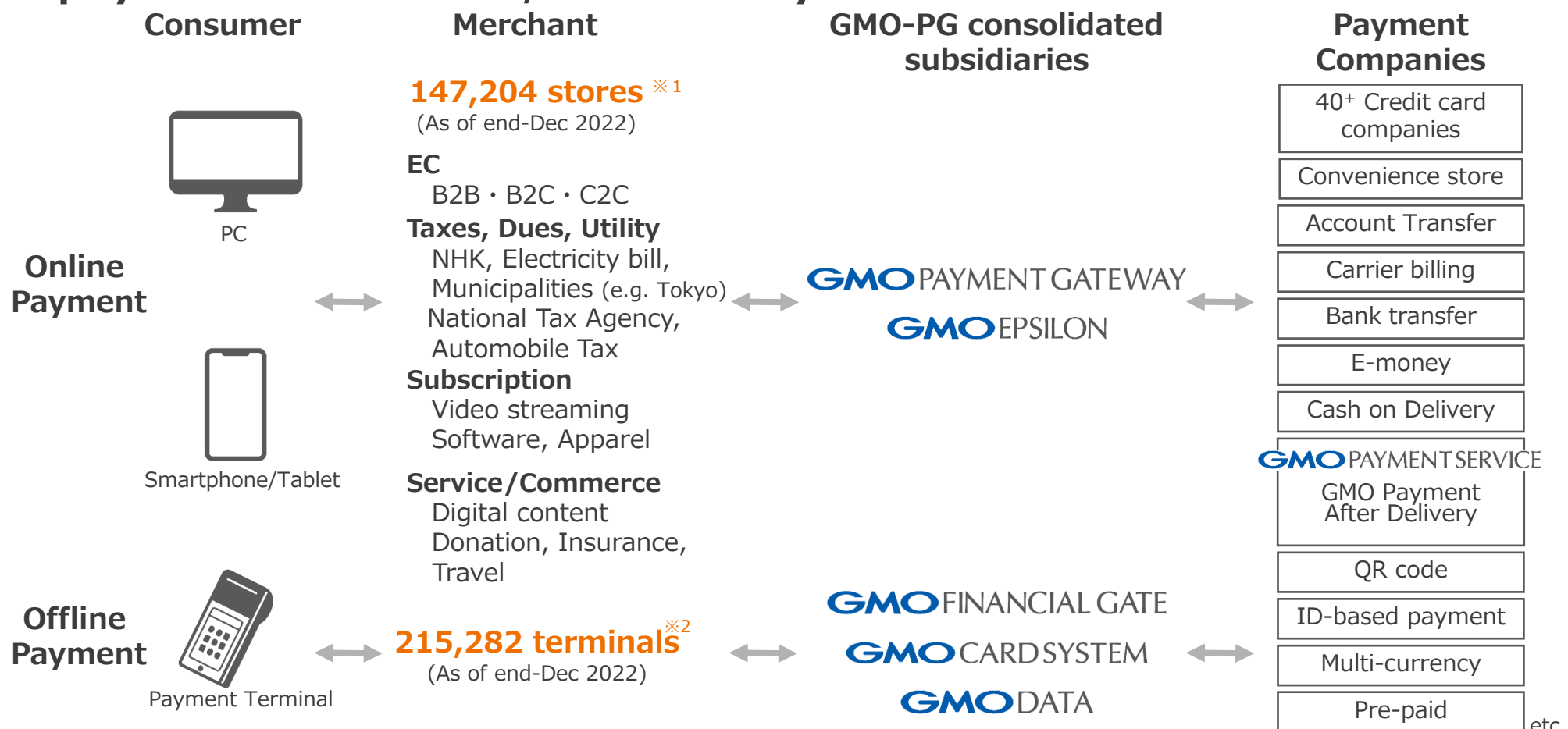
1.6 Our value proposition

Businesses and services to comprehensively cater to customer's needs



1.7 Positioning of GMO-PG group

Connecting merchants and payment companies through 'contracts,' 'payment information,' and 'money flow'.



※1 The standards for calculation the number of operating stores has been revised from Q2 FY2022. Figures exclude a specific case and fincode byGMO. If included, the number of operating stores is 502,160 stores as of end of December 2022 (up 37.6% YoY).

※2 Operating payment terminals: Starting from FY2021 the figure presents the combined number of payment terminals sold through sales partner and embedded-type payment terminals. (up 44.3% YoY)

1.8 Payment Processing Business: Revenue model of credit card payment processing

Revenue model determined by merchant size and type

■ Four revenue types (i.e., business models)

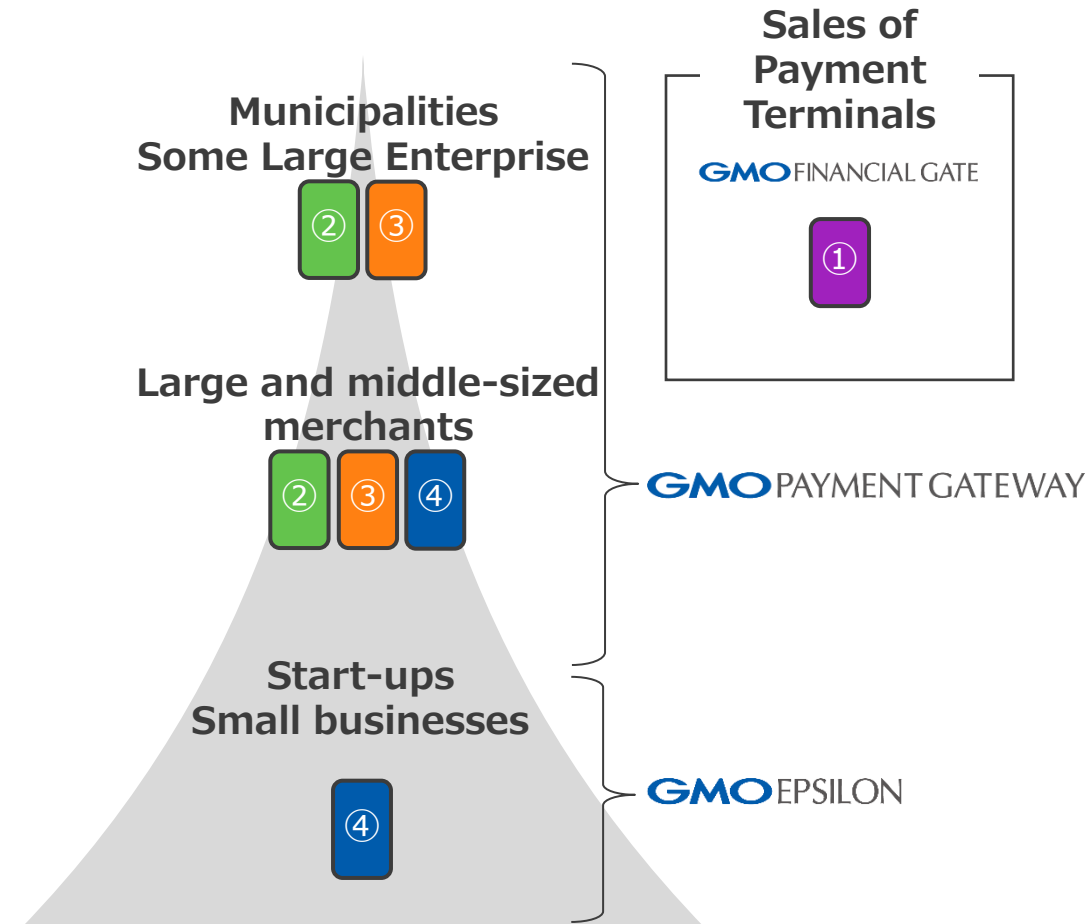
① Initial (Initial revenue)
Payment Terminal Sales
Coefficient: Number of terminals (units)
Revenue: $\frac{\text{Terminal sales (units)}}{\text{Terminal sales (units)}} \times \text{Yen}$; paid at start of service

② Stock (Fixed revenue)
Fixed Monthly Revenue
Coefficient: Number of operating stores
Revenue: $\text{Operating stores} \times \text{Yen}$

③ Fee (Transaction processing revenue)
Fee based on transaction volume
Coefficient: Number of payments processed
Revenue: $\frac{\text{Number of payments processed}}{\text{Number of payments processed}} \times \text{Yen}$

④ Spread (Merchant's revenue)
Spread on the transaction value
Coefficient: Value of transaction
Revenue: $\text{Value of transaction} \times \%$

■ Revenue type determined by merchant type/size



1.9 Payment Processing: Two types of merchant contracts

Direct contract

No. of contracts

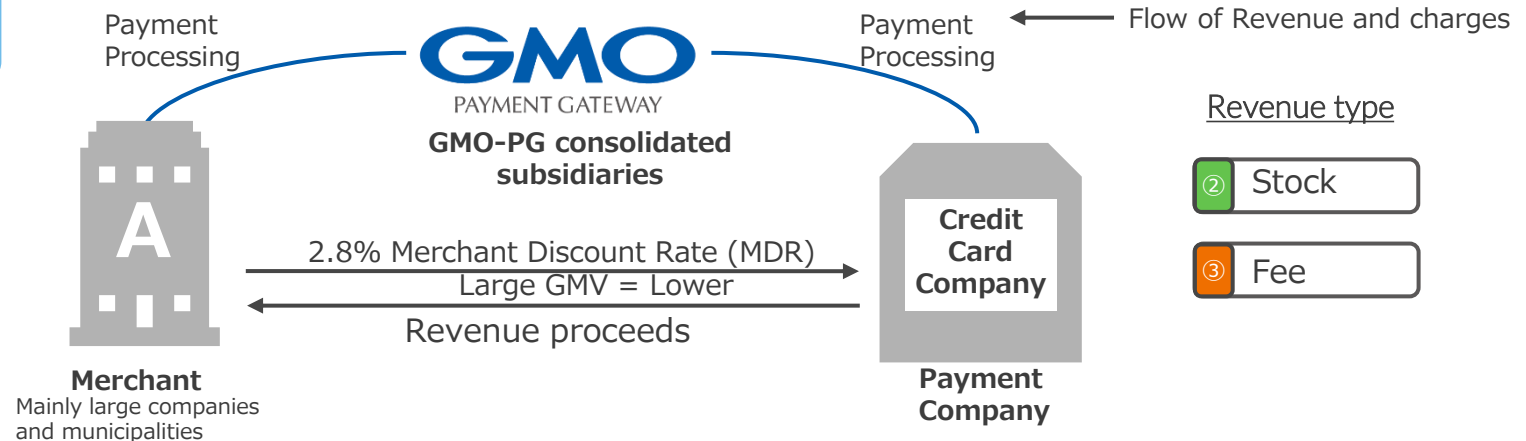
Several contracts with multiple payment companies

MDR

Direct negotiations with payment companies

GMO-PG's role

Data processing only



Revenue type

- ② Stock
- ③ Fee

Representative contract

No. of contract

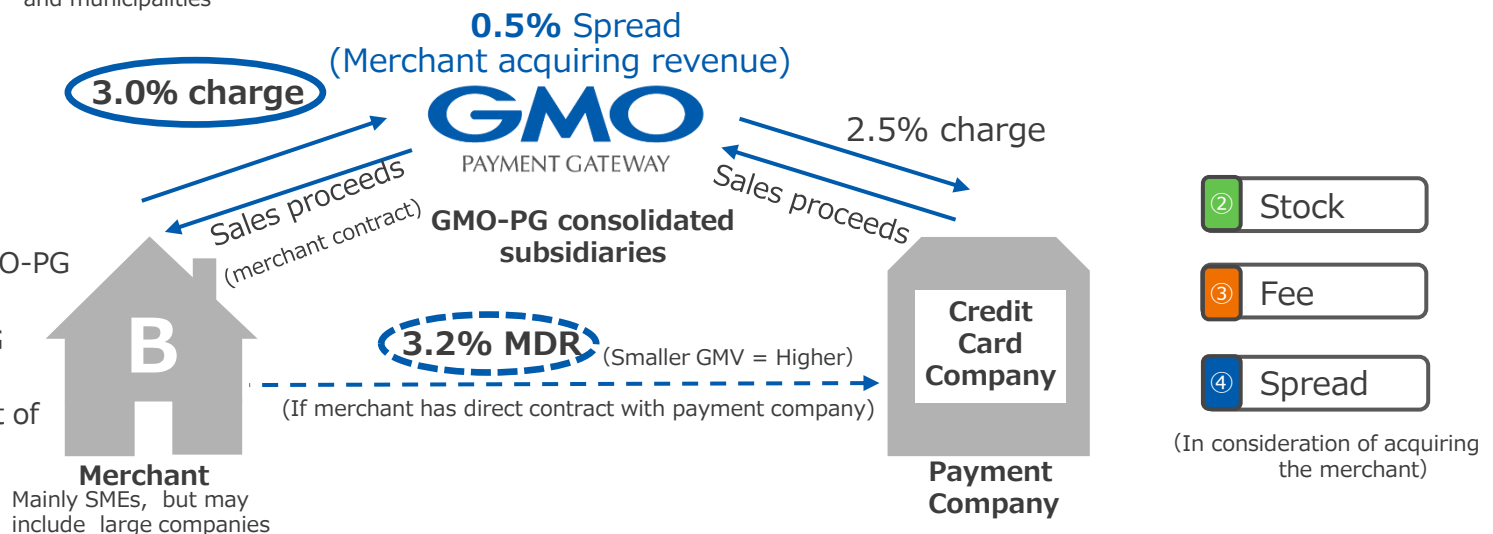
Single contract with GMO-PG

MDR

Reduceable via GMO-PG

GMO-PG's role

Data processing/Deposit of sales proceeds



- ② Stock
- ③ Fee
- ④ Spread

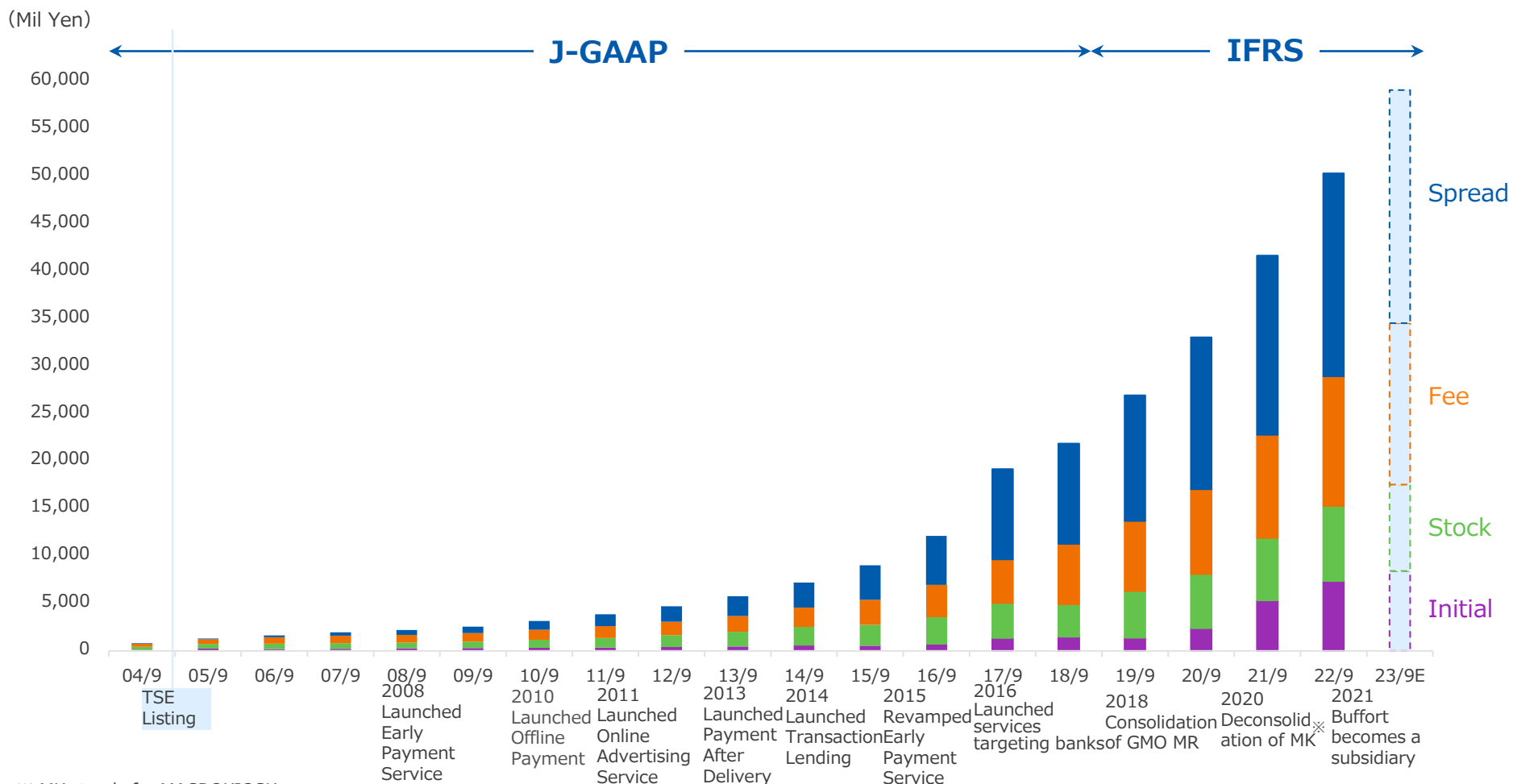
(In consideration of acquiring the merchant)

※ Figures included are shown for purpose of comprehension only.

※ This illustration represents the contracts for credit card. GMO Epsilon revenues are only derived from spreads (See page 11).

1.10 Revenue Breakdown by Business Model

Aiming for a balanced revenue growth by pursuing various initiatives



※ MK stands for MACROKIOSK.

※ Due to adoption of IFRS accounting standards, the online marketing service (stock) and finance lease (spread) revenue recognition standard is changed from gross basis to net basis from fiscal year ending September 2018.

Due to the deconsolidation of MACROKIOSK from FY2020, its business has been reclassified as a discontinued operations and is excluded from the revenue figures shown above.

1.11 Summary Table of Segments, Business Model and Services

Reporting in 3 Segments and 4 business models

■ Business Model

Initial (Initial revenue)	Online Payment※
	Offline Payment
	SSL Service
Stock (Fixed revenue)	Online Payment
	Offline Payment
	Ginko Pay / Processing / GCP※
	System Development
	Online advertising service
	Medical Kakumei byGMO
Fee (Transaction processing revenue)	Online Payment
	Offline Payment
	GMO Payment After Delivery
	GMO B2B Pay On Credit
	Remittance Service
	Instant Salary byGMO
	Delivery service
Spread (Merchant acquiring service revenue)	Medical Kakumei byGMO
	Online Payment/frcode byGMO
	Offline Payment
	GMO Payment After Delivery
	GMO B2B Pay On Credit
	Overseas Lending
	Early Payment Service
	B2B Factoring
	Transaction Lending

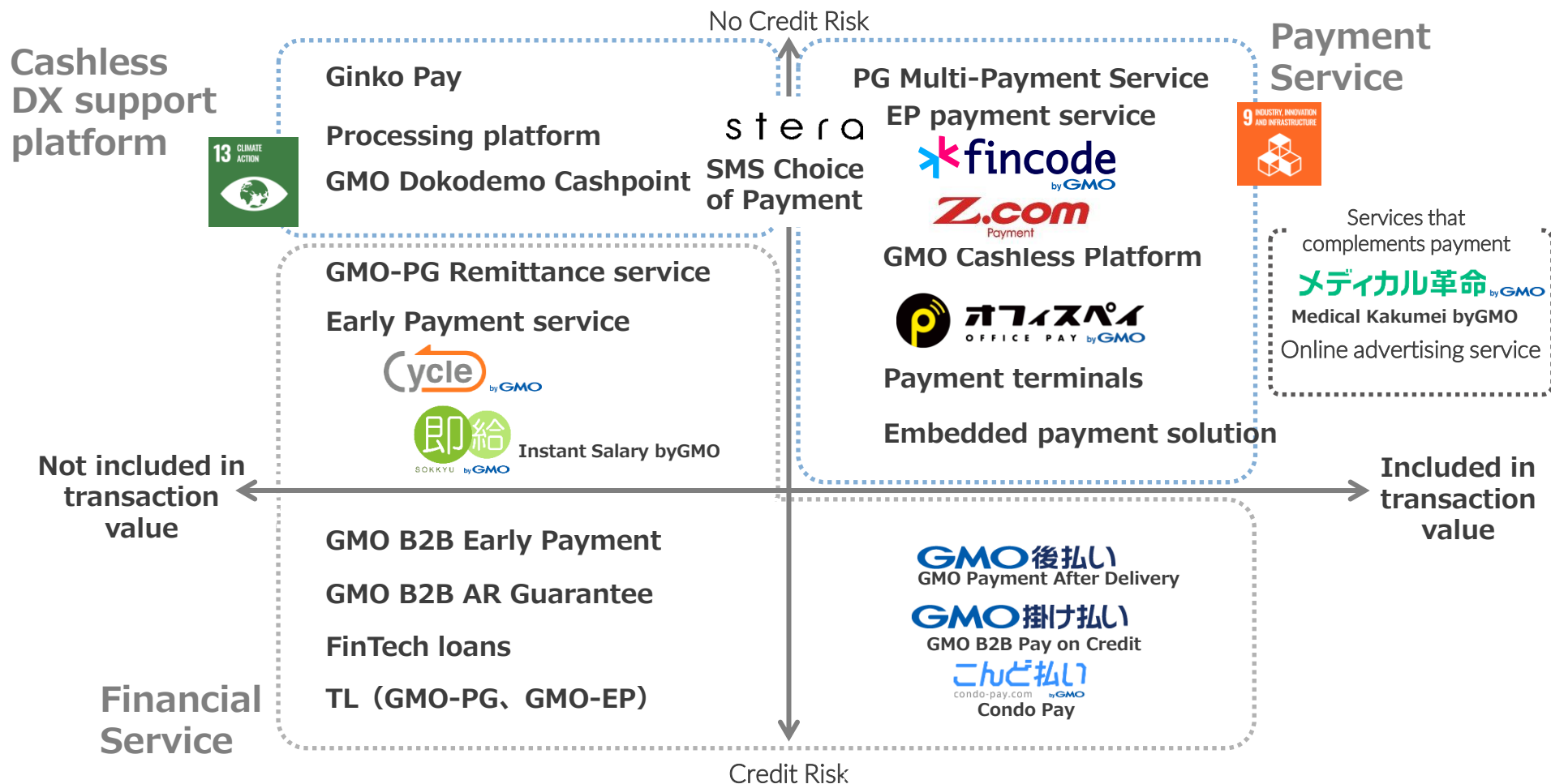
■ Segment

Payment Processing Business	Online Payment※ / frcode byGMO
	Offline Payment
	Ginko Pay/Processing/GCP※
	System Development
Money Service Business (MSB)	GMO Payment After Delivery
	GMO B2B Pay On Credit
	Remittance Service
	Instant Salary byGMO
	Overseas Lending
	Early Payment Service
Payment Enhancement Business	B2B Factoring
	Transaction Lending
	Online advertising service
	SSL service
	Delivery service
	Medical Kakumei byGMO

※ Online Payment includes pay-as-you-go payment, recurring payment, Z.com Payment (overseas payment service), GCP stands for GMO Cashless Platform.

1.12 Product map

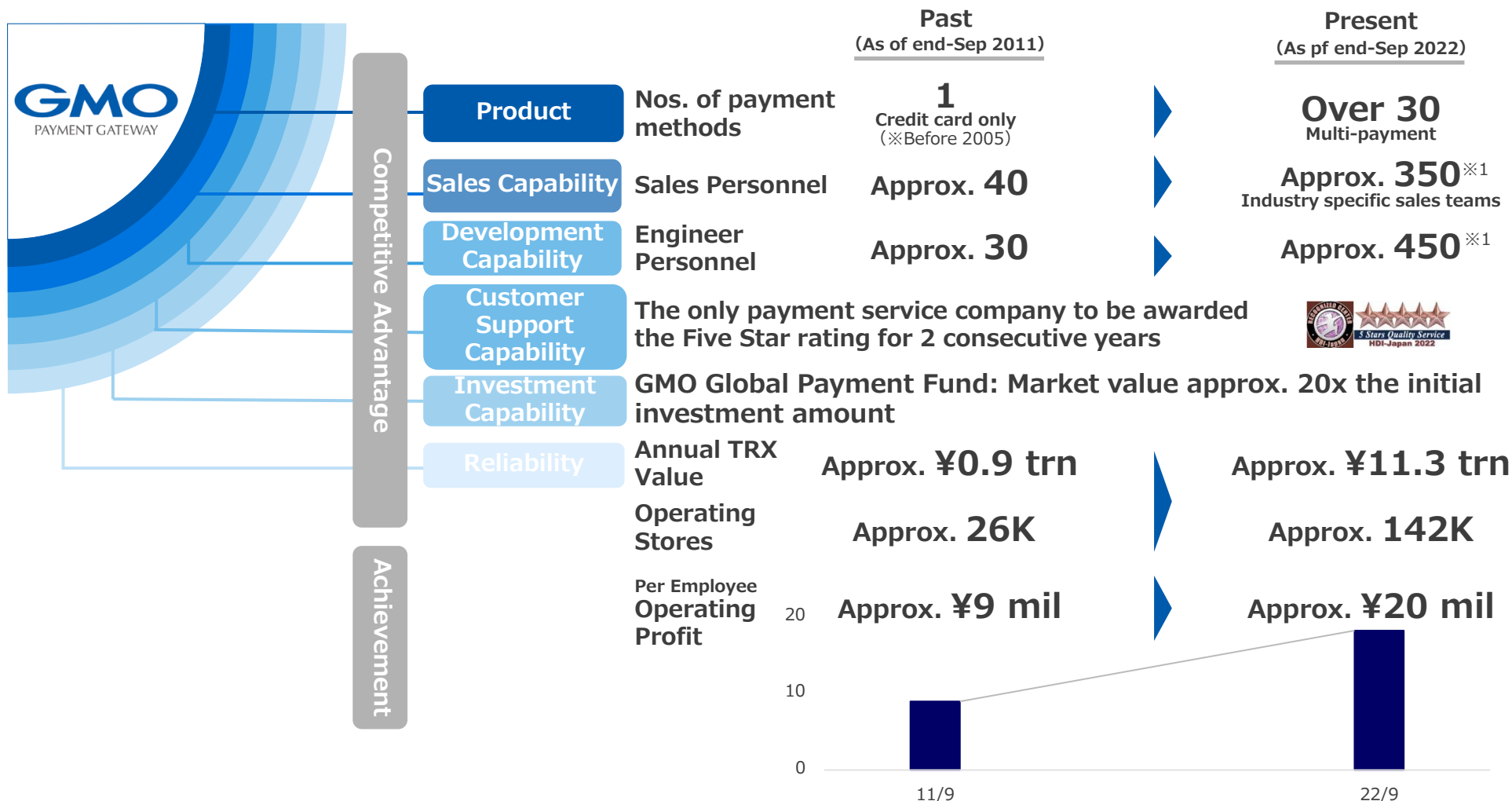
GMO-PG's definition of payment: what enables the digitalization of money flow



※ TL stands for Transaction Lending

1.13 Competitive Advantage and Achievement

Expand the value provided to clients, contribute to client's growth





1

Business
Overview

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2.1 Expansion of TAM and Profit Targets

Expand scope of business in the enormous market to achieve
2025 OP target of ¥25 bn

■ TAM by market segment, GMV,^{※1} OP target and Priority Initiatives

Market Segment	Broader EC P.22-23		FinTech P.24-27		BaaS ^{※2} P.28-29		Offline · IoT P.29-31		Global P.32-33	
	2020	2025	2020	2025	2020	2025	2020	2025	2020	2025
TAM (¥ trn)	20 (B2C EC)	45	1 (BNPL)	3	2 (IT investment by Financial Institutions)	2~	87 (Offline cashless market)	118	50 (Overseas lending)	50~
	352 (B2B EC)	408~	2.5 (Early Payment, Transaction Lending)	8						
			220 (Salary bank transfer)	220~						
GMV (¥ trn)	5	13	—	—	—	—	1	5	—	—
OP (¥ bn)	75	180 ~220	18	30~	5	10~	5	20~	— ^{※3}	30~
Priority Initiatives	DX Platform GMP ^{※4} fincode byGMO		GMO Payment After Delivery GMO B2B Pay On Credit BNPL Instant Salary byGMO		GMO-PG Processing Platform		Next-generation payment platform Unattended payment (IoT)		FinTech (investment & lending)	

※1 Figures for TAM, GMV, OP (operating profit) are GMO-PG's estimates and targets. Figures are estimates and are rounded up to the nearest whole number.
There is some overlap in the OP figures for FinTech and Global. Offline OP includes companies other than GMO Financial Gate consolidated subsidiaries.

TAM: Total Addressable Market, BaaS: Bank as a Service, GMV: transaction value.

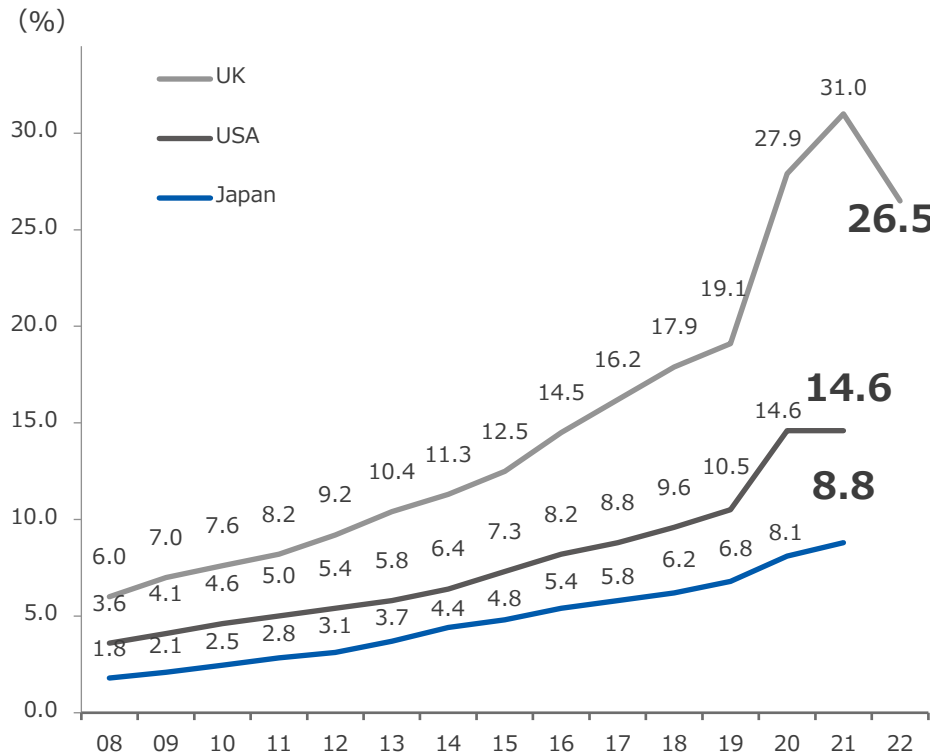
※2 BaaS/Cashless includes embedded finance.

※3 The OP figure for Global is included in FinTech for FY2020. ※4 Global Major Players (GMP): large corporates that provide IT-utilizing services globally.

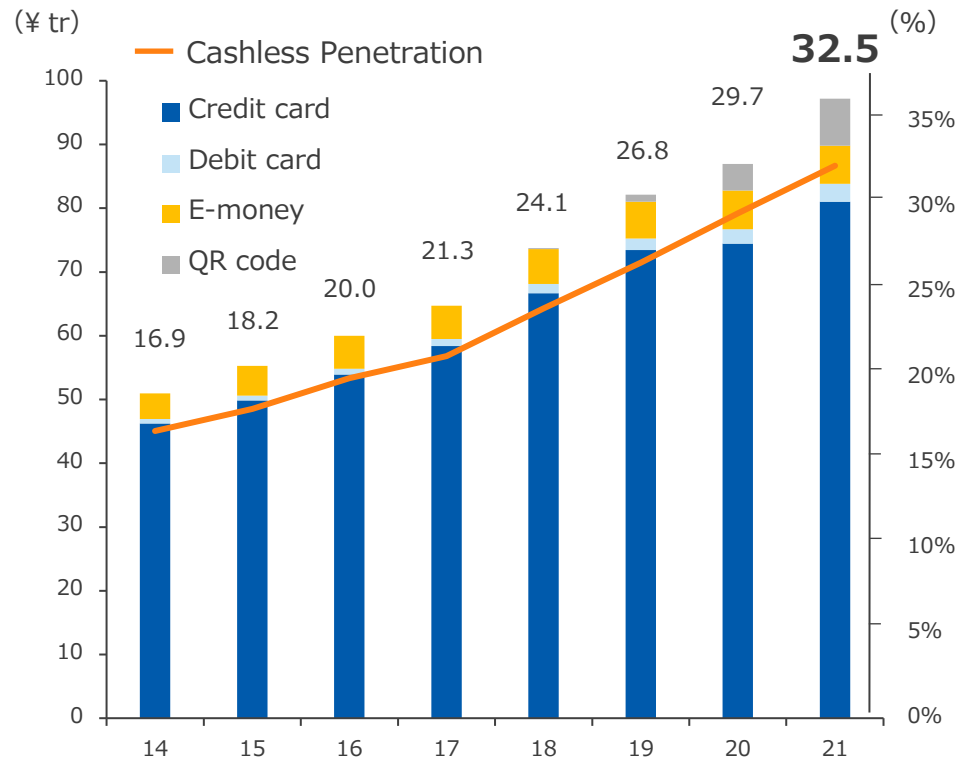
2.2.1 Narrowly-defined EC: B2C EC Market

Low cashless and EC penetration compared to US/European countries

■ EC Penetration Rates in Developed Markets



■ Cashless penetration in Japan (ratio to private final consumption)



※ METI "FY2021 Global Survey Project Concerning Integrated Domestic and External Economic Growth Strategy Building (E-Commerce market survey)"
 U.S. Bureau of the Census "The 3rd Quarter 2022 Retail E-Commerce Sales Report";
 U.K. Office for National Statistics "Retail Sales Index internet sales, December 2022"

※ Cabinet Office "System of National Accounts"
 Japan Consumer Credit Association's Credit Card Statistics
 Bank Of Japan's Payment and Settlement Statistics
 Payments Japan Association's Code Payment Statistics

2.2.2 Key Characteristics of Payment Business

Stable industry with high entry barriers and low churn rates

High entry barriers

**Regulation
(Amended ISA etc.)**

- Responding to tightening regulations through repeated amendments
- Merchant management, security enforcement

**Payment company
Network**

- Unique payment practices (huge range of payment methods) requires transactions with multiple payment companies (page 10)

Business scale

- Scale is key given low ASP
- Merchant acquisition requires development capability, sales capability and track record

Payment system

- System investment of several billions of yen to maintain stable processing of vast amounts of payment data

Low churn rate

**Business
Characteristics**

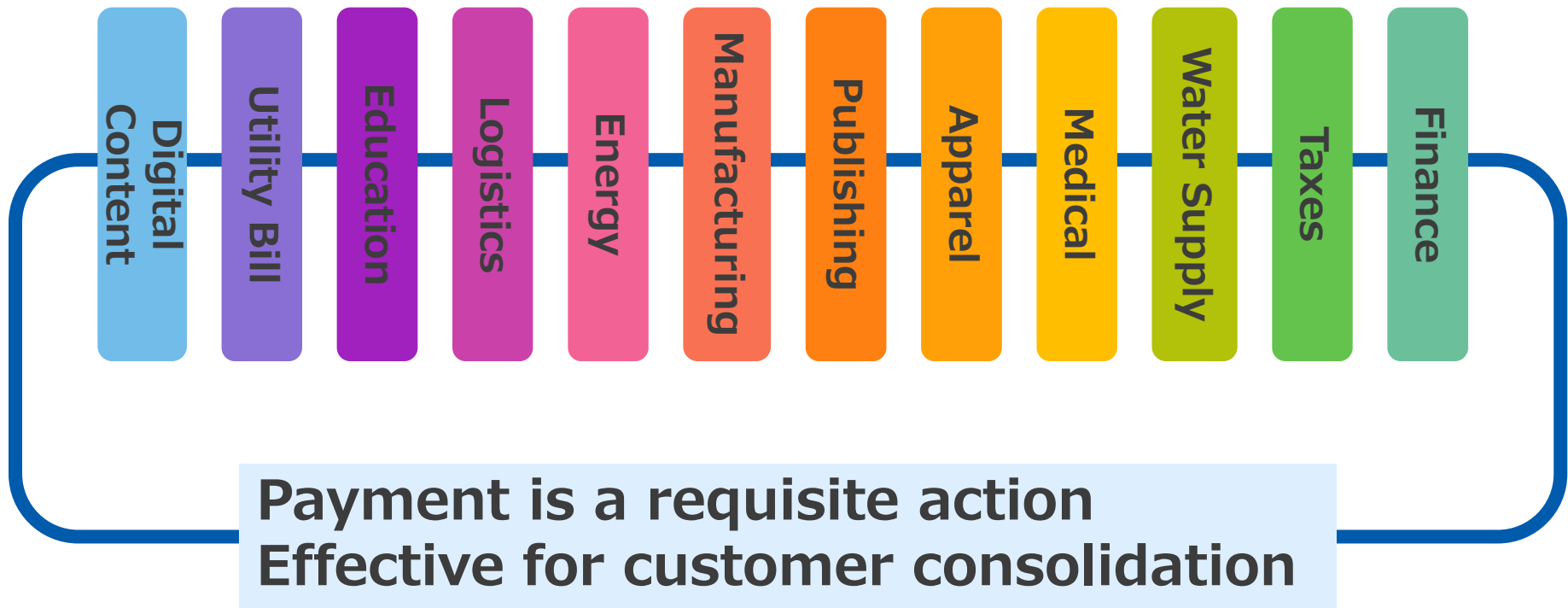
- Payment is a critical operation that cannot be halted
- Sharing of personal information such as credit card information

Initiatives

- Involved in development from upstream level given unique operations/work-flow and needs
- Concurrently provide high-demand financial services

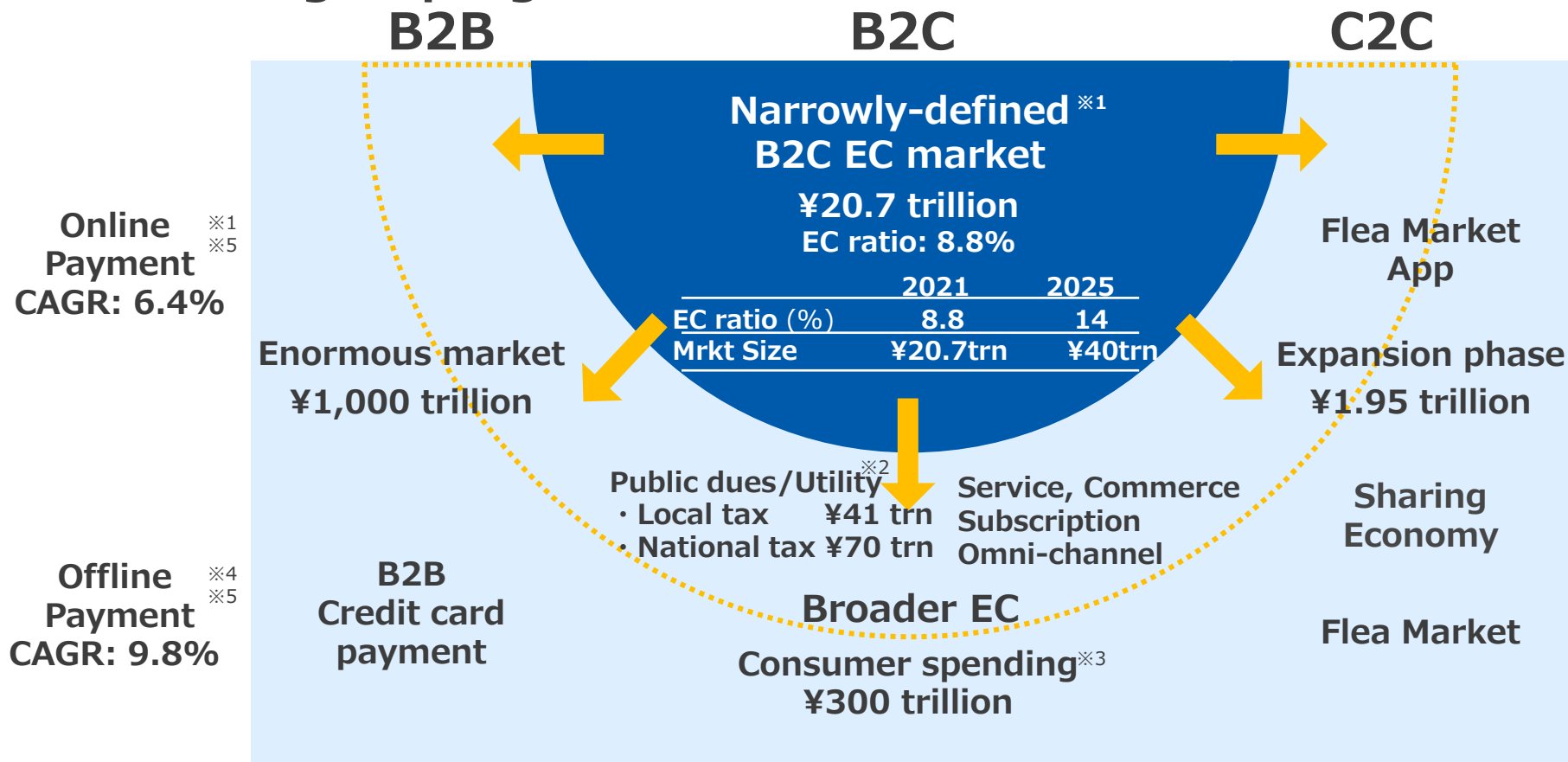
2.2.3 Characteristic of Payment Business: Cross-Industry

Payment is a required action for any purchase and is a highly sticky application



2.3.1 Broader EC: Expanding Scope of Cashless Business

Japan's migration towards cashless payment is contributing to GMO-PG group's growth acceleration



※1 References : METI's "FY2021 Global Survey Project Concerning Integrated Domestic and External Economic Growth Strategy Building (E-Commerce market survey)". Figures for 2025 are our estimates.

※2 MIAC "Breakdown of national tax and local tax revenue (FY2022 Budget and Local Government Finance Plan)"

※3 THE WORLD BANK "Household final consumption expenditure (current USD)"

※4 Payments Japan Association's "Cashless Roadmap 2019"; Yano Research Institute's "Domestic Cashless Settlement Market 2022."

※5 Online payment CAGR refers to the 5-year CAGR from 2017 to 2021 for online payment market size. Offline CAGR: refers to the 5-year CAGR from 2017 to 2021 for the offline cashless market.

2.3.2 Broader EC: Public Dues and Utility Bills

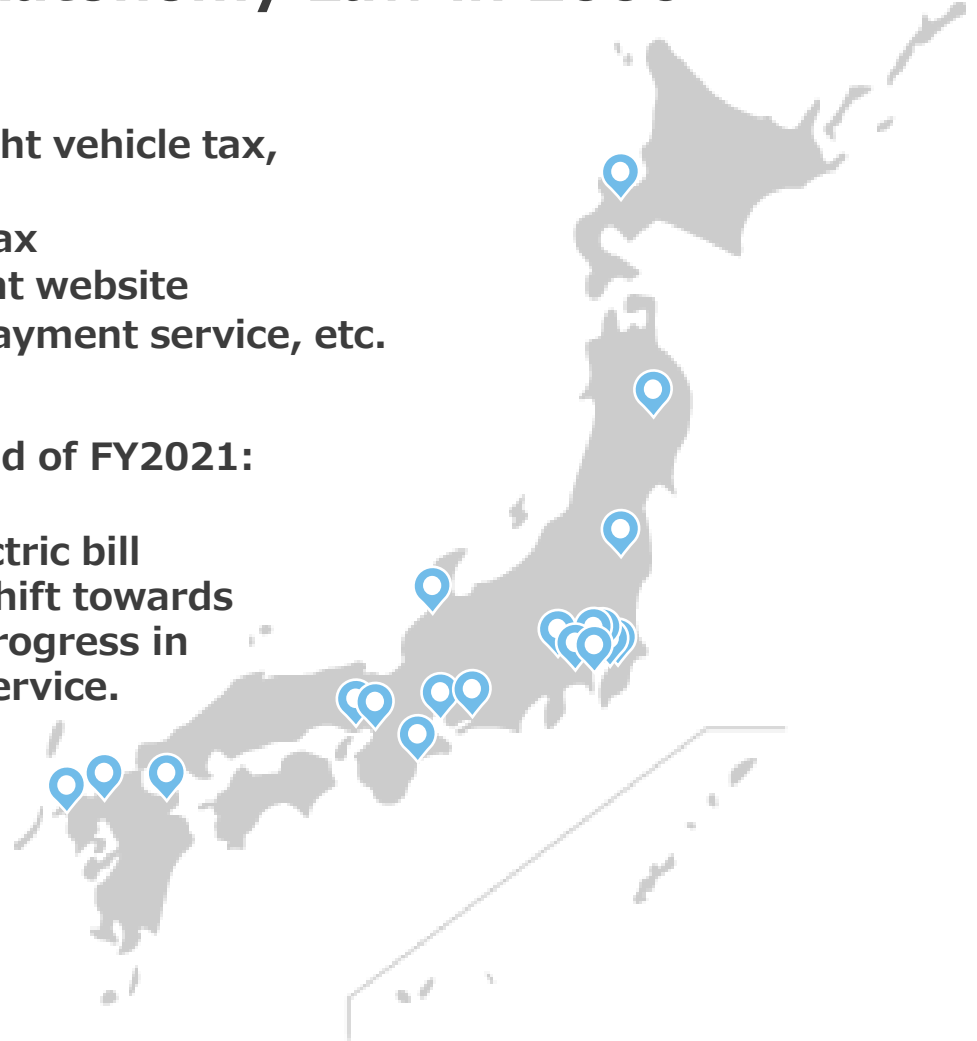
Introducing card payments for public dues and taxes since the amendment of the Local Autonomy Law in 2006

Local governments **Local Taxes (automobile tax, light vehicle tax, fixed assets tax, etc.)**
Water bill, gas bill, hometown tax
National tax credit card payment website
National tax smartphone app payment service, etc.

NHK **Broadcasting subscription fee**
Credit card usage rate at the end of FY2021:
18.1% (Up +0.6% YoY) ※

Electric Power Company **Supporting digitalization of electric bill payment to realize significant shift towards paperless operations. Making progress in cross-industry deployment of service.**

Expansion expected to continue:
Maintenance fee, cram school tuition fee
parking fee, school meal charge, etc.



※ Japan Broadcasting Corporation “Business Report for FY2021”

2.4.1 FinTech: Money Service Business (MSB)

Financial services that only a payment processing company can offer

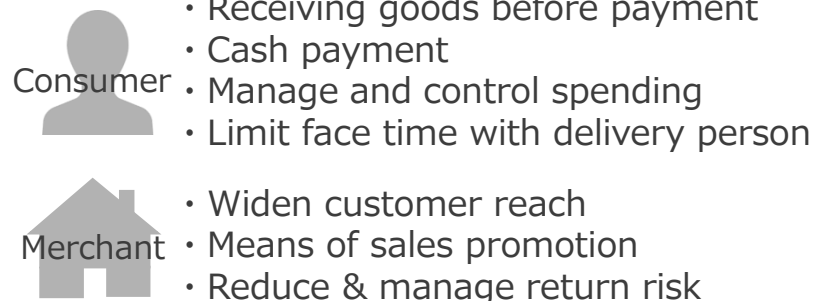
	<u>Services</u>	<u>Related assets</u>	<u>Business Model</u>
✓ GMO Payment After Delivery GMO B2B Pay On Credit	Pay the sales proceed ahead of the deposit from the consumer	Accrued revenues	<div>③ Fee</div> <div>④ Spread</div>
✓ Remittance service Instant Salary byGMO※	Efficient and secure refund and remittance processing	Advances paid	<div>③ Fee</div>
✓ Overseas Lending/ Transaction Lending	Lending of growth funds	Accounts receivable-trade (short term loans)	<div>④ Spread</div>
✓ Early Payment service	Improves cash flows by bringing forward the payment date	Advances paid	<div>④ Spread</div>
✓ B2B Factoring	Early cash conversion of accounts receivable	Accrued revenues	<div>④ Spread</div>

※ Instant Salary byGMO is offered in two types of deposit-type and reimbursement-type. Advances paid is recorded only for the reimbursement-type

2.4.2 FinTech: Japan's BNPL market

Expand business by capturing the Japan's unique BNPL needs

BNPL needs in Japan

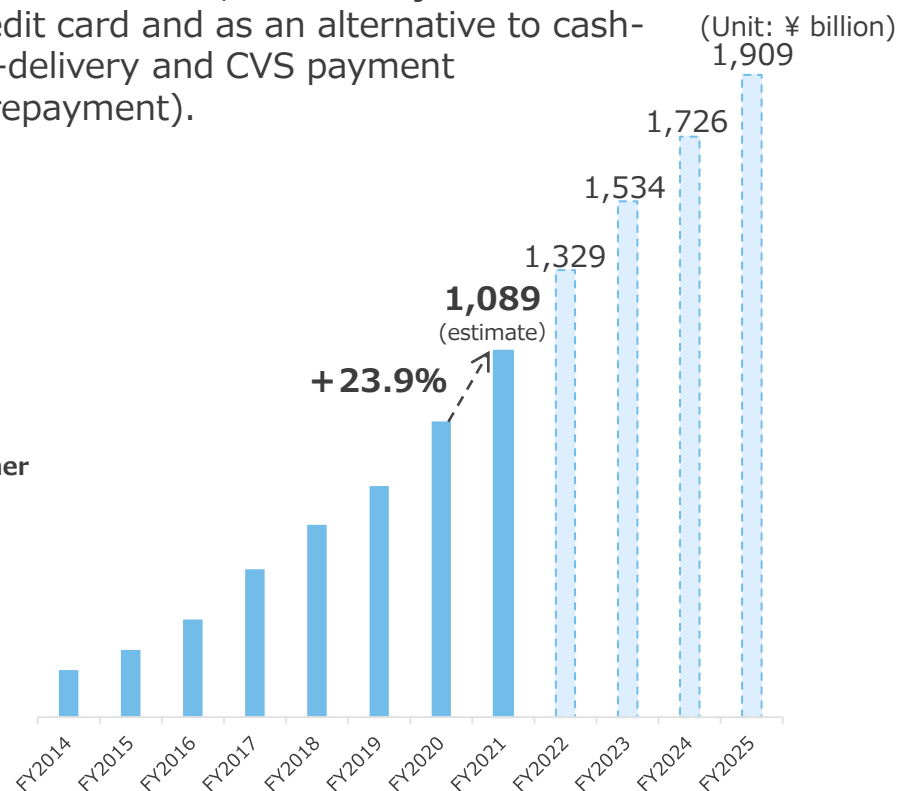
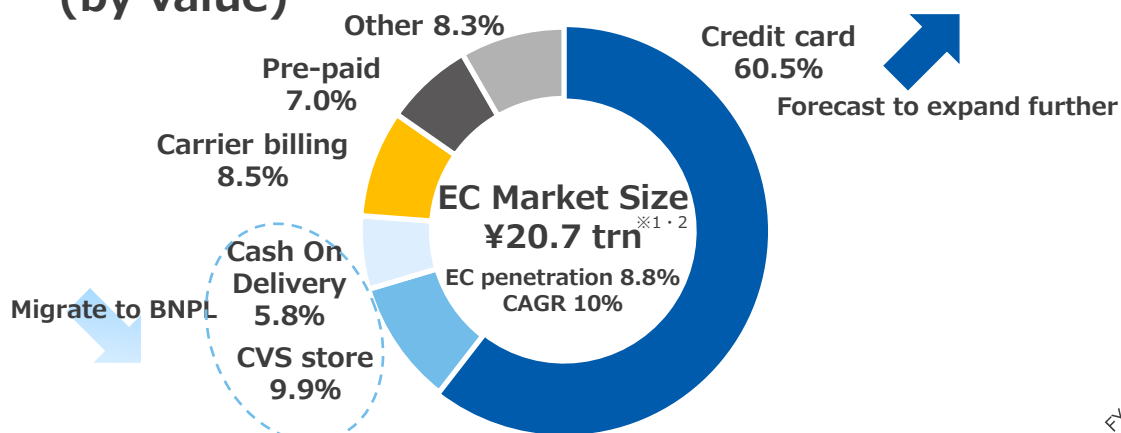


Outlook of Japan's BNPL market ※3

A growing payment method driven by the expansion of EC, use in conjunction with credit card and as an alternative to cash-on-delivery and CVS payment (prepayment).

(Unit: ¥ billion)

EC market breakdown by payment method (by value)



※1 METI "FY2021 Global Survey Project Concerning Integrated Domestic and External Economic Growth Strategy Building (E-Commerce market survey)"

※2 Yano Research Institute Ltd. "Online Payment/Settlement Service Providers 2022"

※3 Yano Research Institute Ltd. "Online Payment/Settlement Service Providers 2022" and "Domestic Cashless Settlement Market 2019."
The figure for FY2021 is an estimate, the figures for FY2022~FY2025 are forecasts.

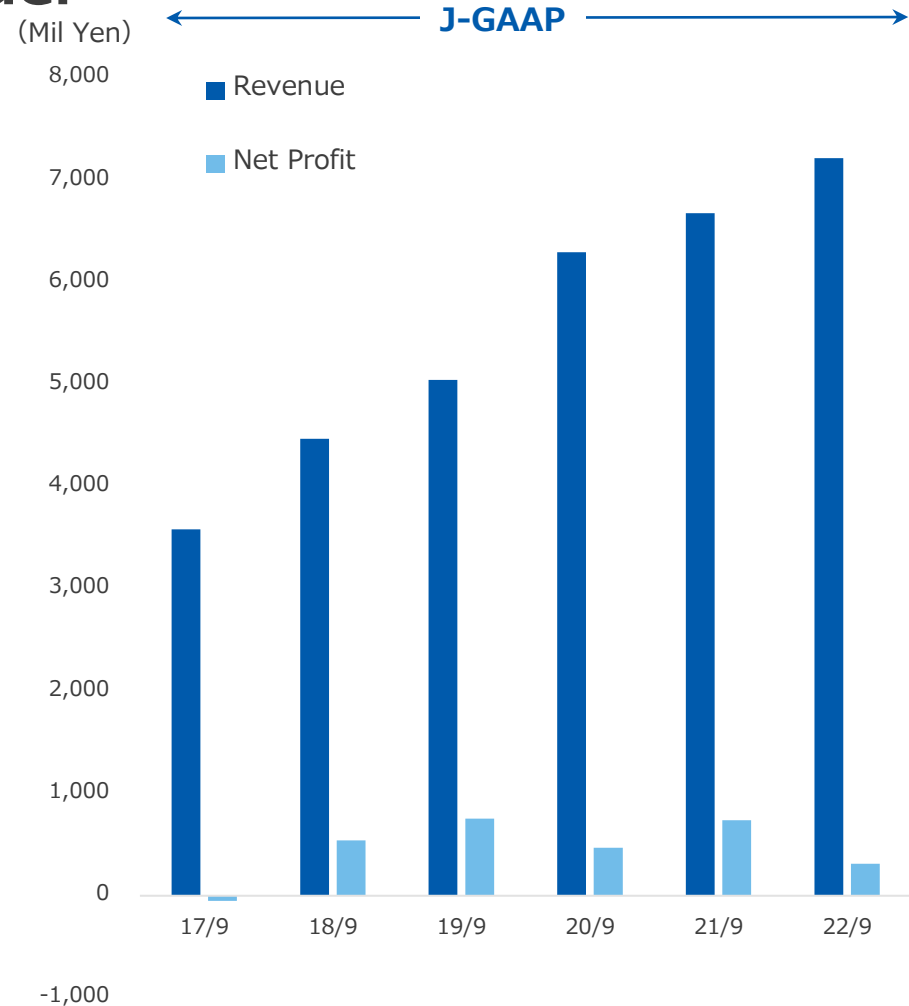
2.4.3 FinTech: BNPL business of GMO-PS

Established top-tier market share and earnings base as a comprehensive payment provider

Key features of our BNPL business

- Apply machine learning that utilizes the large amount of credit data
- Lower default rate by accumulating credit data and collection know-how
- Provide all payment methods needed in the EC market as a comprehensive payment provider
- Rollout business-use BNPL by collaborating with B2B operators
- Planning to provide offline transactions using stera platform and long-term installment payment with the business alliance with SMCC

- Stable profit generation and expansion of transaction value
- Leverage group synergy and build top tier business foundation



2.4.4 FinTech: Instant Salary byGMO

To be the de facto digital and seamless service provider in the ¥220 trillion salary market

Collaboration with SMFG

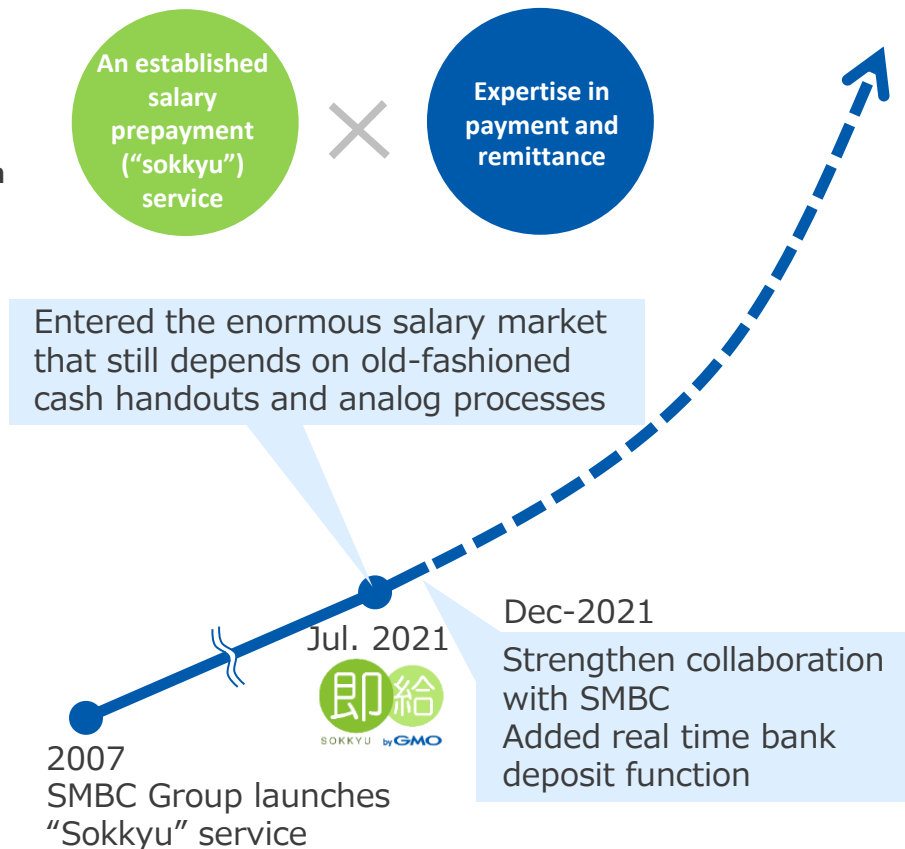
2015 2016 2017 2018 2019 2020 2021



Target Market



Growth Trend (image)

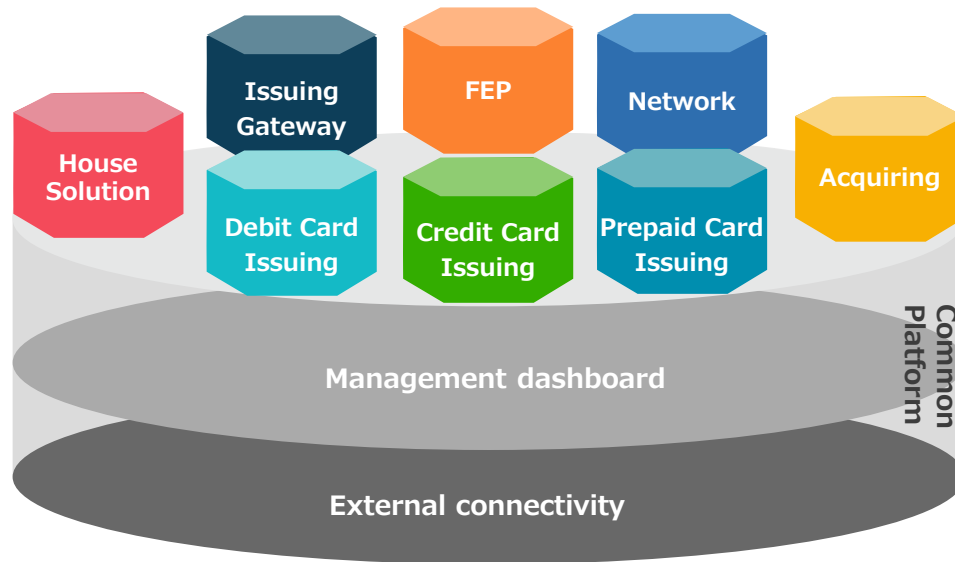


※ SMFG: Sumitomo Mitsui Financial Group, Inc. SMBC Group: Sumitomo Mitsui Banking Corporation group (including Sakura Information System Co. Ltd.)

2.5.1 BaaS (Embedded Finance)

One-stop payment solution by leveraging payment know-how and our track record

■ GMO-PG Processing Platform



【Background】

Expansion of cashless/DX needs
Financial services provided by business operators

【Value Proposition】

Freely choose from payment solutions and common platform according to business needs

■ Revolutionary credit card issuing system “H-ALIS”[※]



Rollout from Oct. 2023 through collaboration among 4 companies: GMO-PG will carry out development, FEP and sales in Japan

【Background】

Increasing needs of operators for speedy issuing of various types of credit cards as these operators pursue cashless initiative

【Value Proposition】

- Enables low-cost and swift credit card issuing
- Seamless system linkage by using API base
- Prompt functional upgrades

※ The four companies refers to Hyundai Card Co., Ltd., Bankware Global Co., Ltd., EXA CORPORATION, GMO Payment Gateway, Inc.
FEP stands for Front End Processor and refers to the system required for a credit card company to connect/access an external network.

2.5.2 BaaS/IoT

Increase Ginko Pay adopters, interlink each service to create an infrastructure-like service

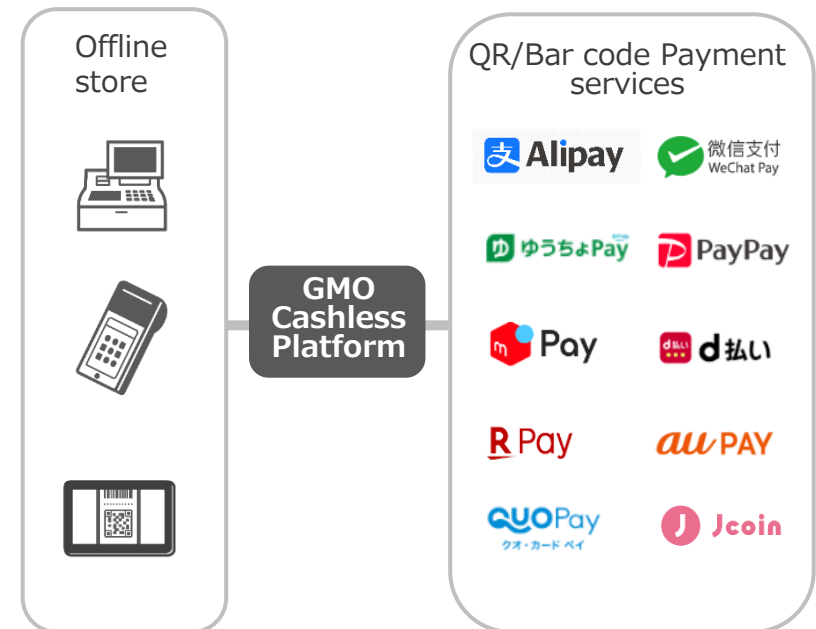
■ Ginko Pay

Smartphone-based payment app marketed to financial institutions that allows for immediate debit from user's bank account



■ GMO Cashless Platform

Cashless solution for offline stores which offers a package of payments methods including QR/Bar code. Planning to launch new cashless payment method.



2.6.1 IoT: Offline Payment Market

GMO
FINANCIAL GATE

GMO
CARD SYSTEM

GMO
DATA

Expand business scale through cashless migration and alliance strategy

■ Offline payment

GMO Financial Gate offers payment terminals for payments made at offline stores.

■ Growth factors of the offline market

- Cashless demand from changing externalities such as the “new normal” lifestyles

Mobile terminal



Embedded-type EMV terminal※



■ stera

Rollout of a new payment platform to provide a one-stop service that handles variety of payment methods.



※ EMV : Uniform standard for IC-chip embedded credit cards formulated by Visa and MasterCard.

Target: Unattended Market

Vending (Goods)



Ticket



Coffee Machine



Fare Adjustment (Golf, hotel)



Vending (Beverage/Food)



EV Charging Stn. Parking Fee



Self Check-out



Coin Laundry



Capsule toy machine



2.6.2 GMO Financial Gate, Inc.: Overview

■ Name	GMO Financial Gate, Inc. (TSE Growth, security code 4051)	
■ Date of Establishment	September 1999	
■ Location	Humax Shibuya Building 7F, 1-14-6 Dogenzaka, Shibuya-ku, Tokyo	
■ Capital Stock	¥1,618 million yen (As of December 31, 2022)	
■ Major Shareholders	GMO Payment Gateway, Inc. and others	
■ Management	President and CEO Kentaro Sugiyama Director Akio Aoyama (Sales Division Executive Officer) Director Tomonaga Fukuda (System Division Executive Officer) Director Tomoki Tamai (Administrative Division Executive Officer) Director Tatsuya Koide (Managing Executive Officer of GMO Payment Gateway Inc.) External Director Nao Shimamura External Director Rie Asayama External Auditor Takayoshi Nagasawa External Auditor Satoru Ozawa Auditor Takashi Iinuma (CPA; Representative of Iinuma General Accounting Firm)	
■ Auditor	Ernst & Young ShinNihon LLC	
■ Consolidated Subsidiaries	GMO Card System, Inc. (Equity stake: 100%) GMO Data, Inc. (51.0% stake; Sumitomo Mitsui Card Company, Ltd. 49.0%)	 
■ Business Description	Provides cashless payment infrastructure for credit card, debit card, e-money, etc.	

(As of February 14, 2023)

2.7.1 Global: Overseas Strategy

Leverage overseas expertise to focus on growth markets of SE Asia and India

■ Business Area



■ Strategy

Payment Processing Business

Collaborate with investee to provide local payment services

Money Service Business

Invest/Lend to key FinTech companies in NAM and Asia

- Acquire, introduce and transfer the latest expertise and know-how
- Strengthen relations with borrowers and investees

Payment Processing Business

Money Service Business

■ Investments and Borrowers^{※1}

Country	Major investees	Major borrowers
		^{※2}
	^{※2}	
	^{※2}	^{※2} ^{※2}

※1 Investment and borrowers of GMO Payment Gateway and GMO Global Payment Fund

※2 Already divested and/or investment recovered.

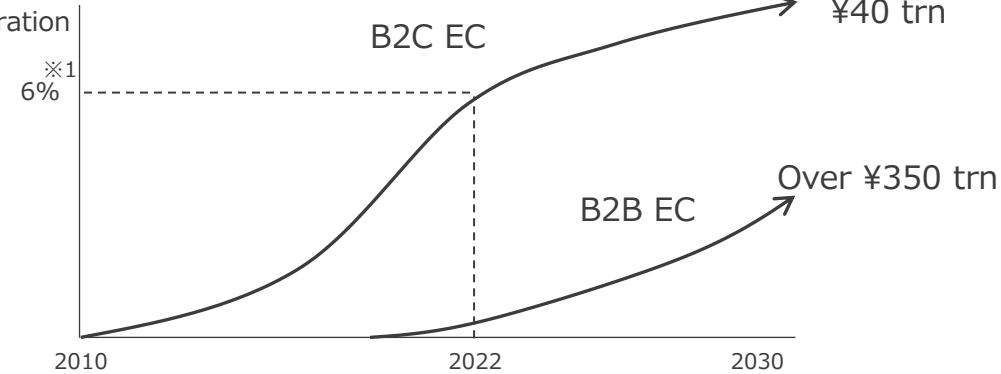
2.7.2 Global: The 20-year track record of overseas investment strategy

Major functions shifted to India/Pacific region: Evolving into a credit provider from a payment service provider

Major overseas investment and loan portfolio

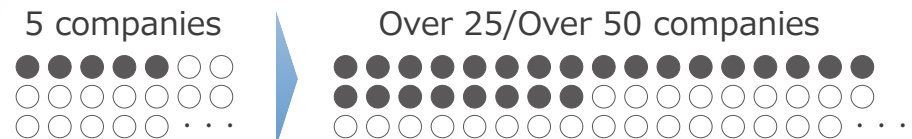


Market expansion of SE Asia & India



Emergence of high-growth FinTech

Image of the increase in FinTech unicorns supported by GMO-PG



※1 Calculated using final private consumption and B2C EC penetration rates for both regions.

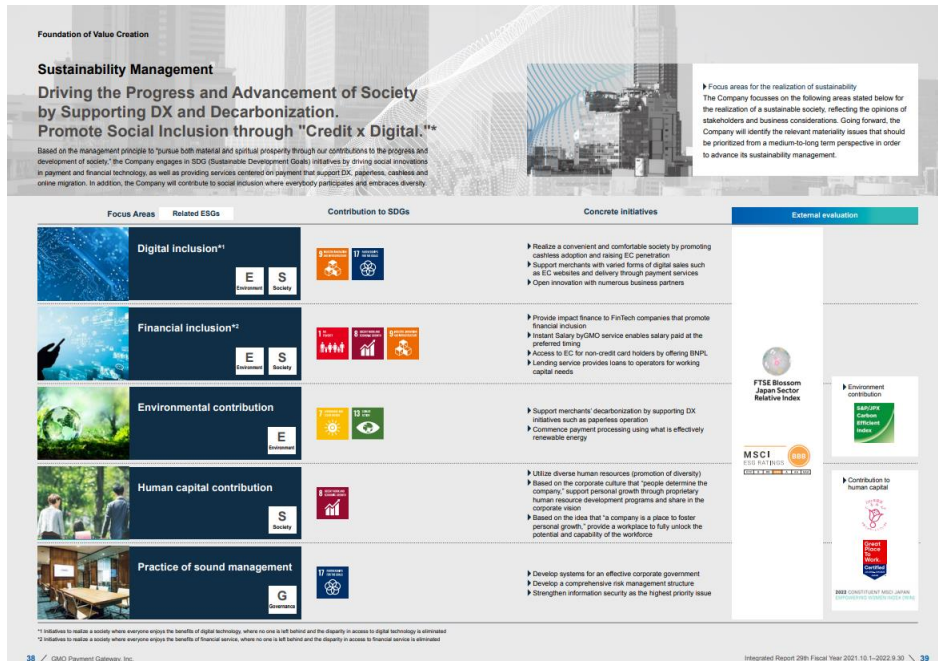
※2 Figures are GMO-PG estimates using GDP forecasts for both regions and B2C/B2B EC market penetration rates for US/Japan

2.8.1 Sustainability

Integrated Report outlines the various initiatives to realize sustainability

29th Integrated Report

URL: https://www.gmo-pg.com/en/corp/newsroom/pdf/20221219_gmo_pg_ir_integrated_report_en.pdf



Specific initiatives (excerpt)

Realize convenient and comfortable society by promoting EC and cashless adoption

Promote impact finance to financial inclusion FinTech companies (microfinance)

Support merchant's decarbonization through DX support and paperless operations

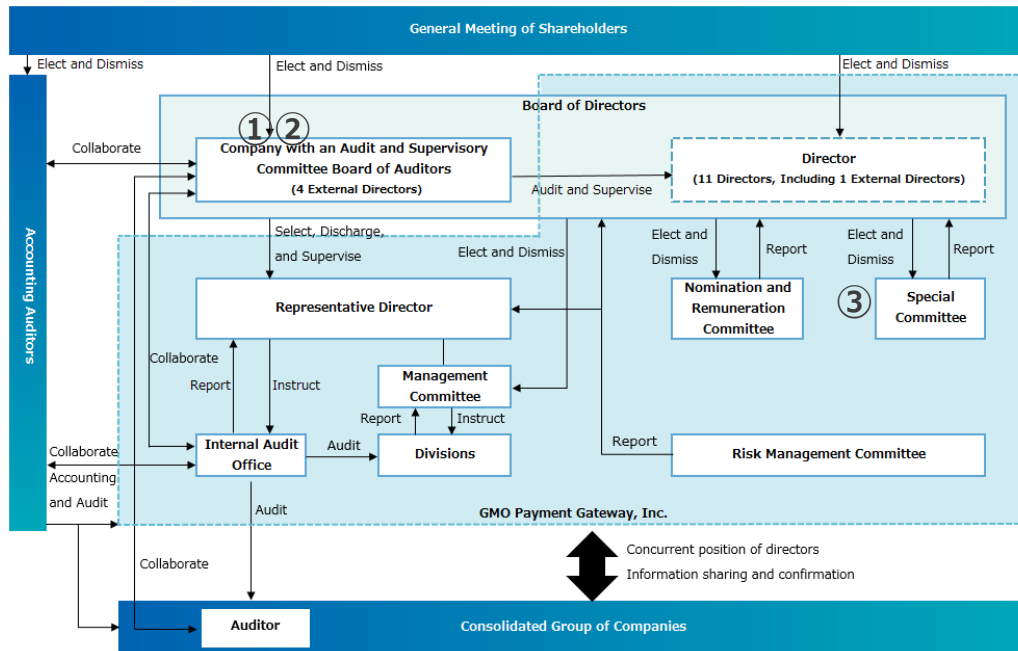
Due to start payment processing using what is effectively renewable energy sources GHG emissions (Scope 1+2) reduced by 84% (YoY)

Selected as Best Place to work for 8 consecutive times by the Best Place to Work survey

2.8.2 Strengthening Governance Structure

Realize medium- to long-term improvement in enterprise value through strengthening of supervisory function of the Board

Corporate Governance Organizational Structure

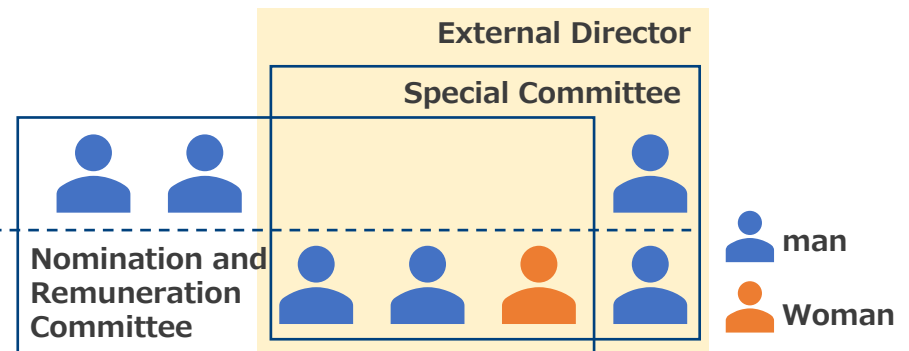



- ① Transition to company with Audit and Supervisory Committee
- ② Proportion of External Director rises to a third
- ③ Established a Special Committee
 - Comprised of five External Directors
 - Strengthen protection of interests of non-controlling shareholders
 - Transactions and actions that entail a conflict of interest between the controlling shareholder and non-controlling shareholders are evaluated and deliberated at the Special Committee and reported to the Board which is vested to reach a decision.

Director



Directors that are members of the Audit and Supervisory Committee

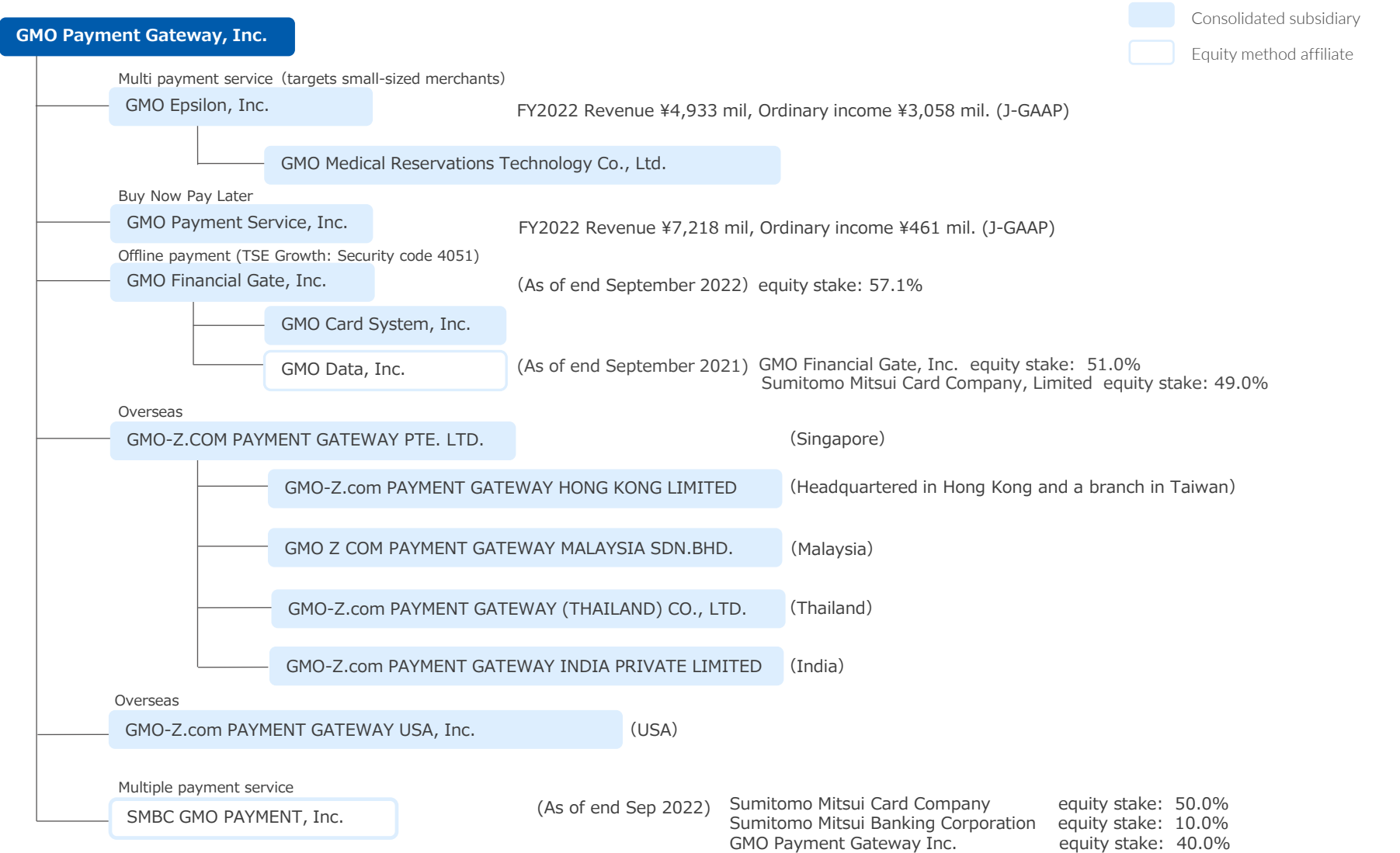


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|----------|----------------------------|-------------|
| 1 | Business Overview | p.4 |
| 2 | Focus Areas | p.18 |
| 3 | Reference Materials | p.37 |

3.1 Company Outline (as of January 1, 2023)

- Name
GMO Payment Gateway, Inc. (3769; Tokyo Stock Exchange Prime)
- Date of establishment March 1995
- Location
FUKURAS office (Head office)
SHIBUYA FUKURAS 15F, 1-2-3 Dogenzaka, Shibuya-ku,
Tokyo, 150-0043 Japan
Humax Office
Humax Shibuya Building 7F, 1-14-6, Dogenzaka, Shibuya-ku,
Tokyo Japan
- Capital stock 13,323 million yen
- Major shareholders
GMO Internet Group Inc., Sumitomo Mitsui Banking Corporation,
Mr. Issei Ainoura, etc.
- Auditor
Ernst & Young ShinNihon LLC
- Major consolidated subsidiaries
GMO Epsilon, Inc., GMO Payment Service, Inc.,
GMO Financial Gate, Inc.,
GMO-Z.com Payment Gateway Pte. Ltd. (Singapore), etc.
- Major Equity affiliates
SMBC GMO Payment, Inc., GMO Data, Inc., etc.
- Management team
Chairman & Director
President & Chief Executive Officer
Director, Executive Vice President
Director, Executive Vice President
Director
Director
Director
Director
Director
Director
External Director
External Director, Audit & Supervisory Committee
External Director, Audit & Supervisory Committee
External Director, Audit & Supervisory Committee
External Director, Audit & Supervisory Committee
Senior Managing Executive Officer
Senior Managing Executive Officer
Senior Managing Director
Senior Managing Director
Managing Executive Officer
Managing Executive Officer
Managing Executive Officer
Senior Executive Officer
Senior Executive Officer
Executive officer
Executive officer
Executive officer
Executive officer
Executive officer
Executive officer
Executive officer
Executive officer
Executive Officer
Executive Officer
Executive Officer
Masatoshi Kumagai
Issei Ainoura
Ryu Muramatsu
Satoru Isozaki
Masashi Yasuda
Hirofumi Yamashita
Yuki Kawasaki
Teruhiro Arai
Noriko Inagaki
Takashi Shimabara
Akio Sato
Kazutaka Yoshida
Kazuhiko Okamoto
Yumi Hokazono
Fumio Kai
Shinichi Sugiyama
Tatsuya Koide
Yuichi Hisada
Takashi Mitani
Tomoyuki Murakami
Takeshi Yoshii
Katsunari Mukai
Masaru Yoshioka
Kazunari Taguchi
Kiyonobu Inayama
Shingo Ito
Yoshinori Inokuchi
Hirofumi Tozawa
Yasunori Hatada
Junpei Kendo
Katsuyoshi Sota
Takeshi Yoshida
Yusuke Nakayama
Osamu Nishioka

3.2 Major subsidiaries and equity-method affiliates (IFRS standards)

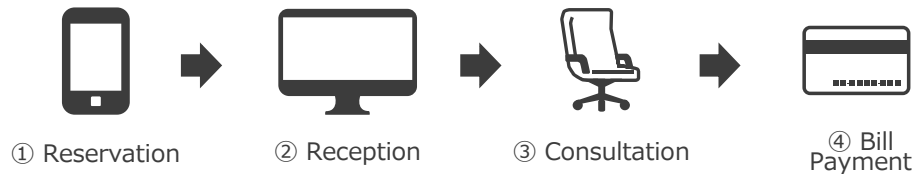


3.3 GMO Medical Reservations Technology メディカル革命 by GMO

Provides reservation management system to improve operations at hospitals and clinics

■ Medical Innovation byGMO

Seamless services that not only includes online reservation function, but also reception, e-medical records links and cashless payment function. ※1



■ Omatome Shinsatsuken byGMO

Bundle multiple medical cards of several hospitals and clinics onto a single app
Contributes to improving reception work efficiency and cancellation rates

Other services also available

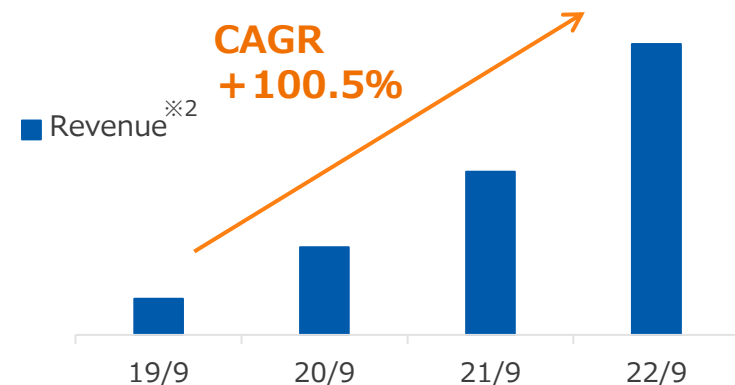
- Medical Kakumei byGMO for veterinary hospitals
- Dentry byGMO

※1 The following services of reception machines for repeat visits, e-medical record links and payment functions are available as option services.

※2 The revenue figure is based on J-GAAP.

■ Corporate Overview

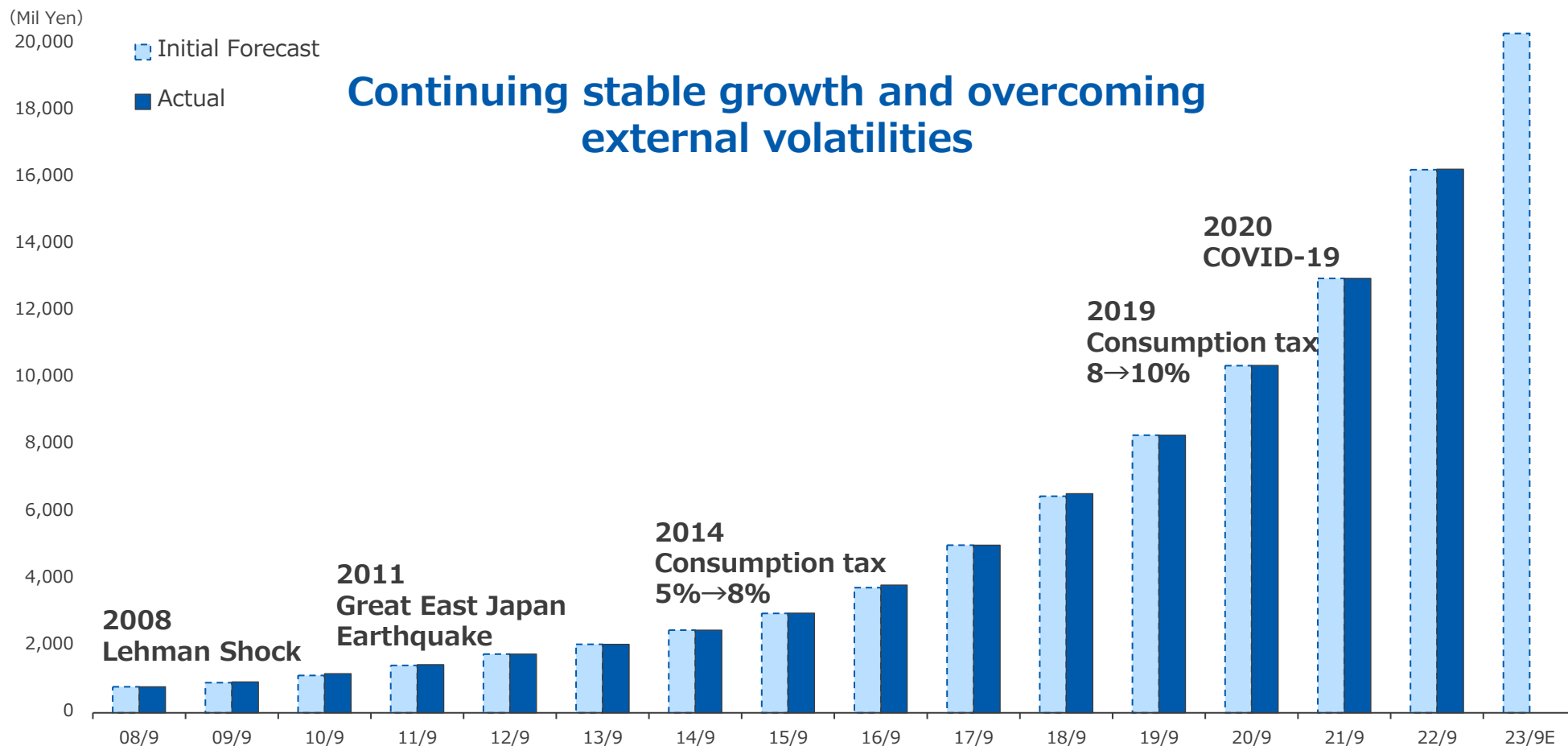
Corporate name	GMO Medical Reservations Technology Co. Ltd.		
Establishment	April 11, 2016		
Parent company	GMO Epsilon, Inc. (Equity stake: 100.0%) (Joined the Group in August 2018)		
Address	Tokyo HQ: Humax Shibuya Building 7F, 1-14-6 Dogenzaka, Shibuya-ku, Tokyo Hamamatsu Branch: Chanson Building 6F, 125 Daikumachi, Naka-ku, Hamamatsu-shi, Shizuoka		



3.4 Continuous achievement of OP target

Earnings targets achieved through the earnings structure with high visibility and a disciplined business operation

Operation Profit[※]



※ Initial forecast for FY2018 is based on revised forecast to reflect the voluntary adoption of IFRS. Figures before FY2019 present operating profit before the deconsolidation of MACROKIOSK and include both continuing and discontinued businesses.

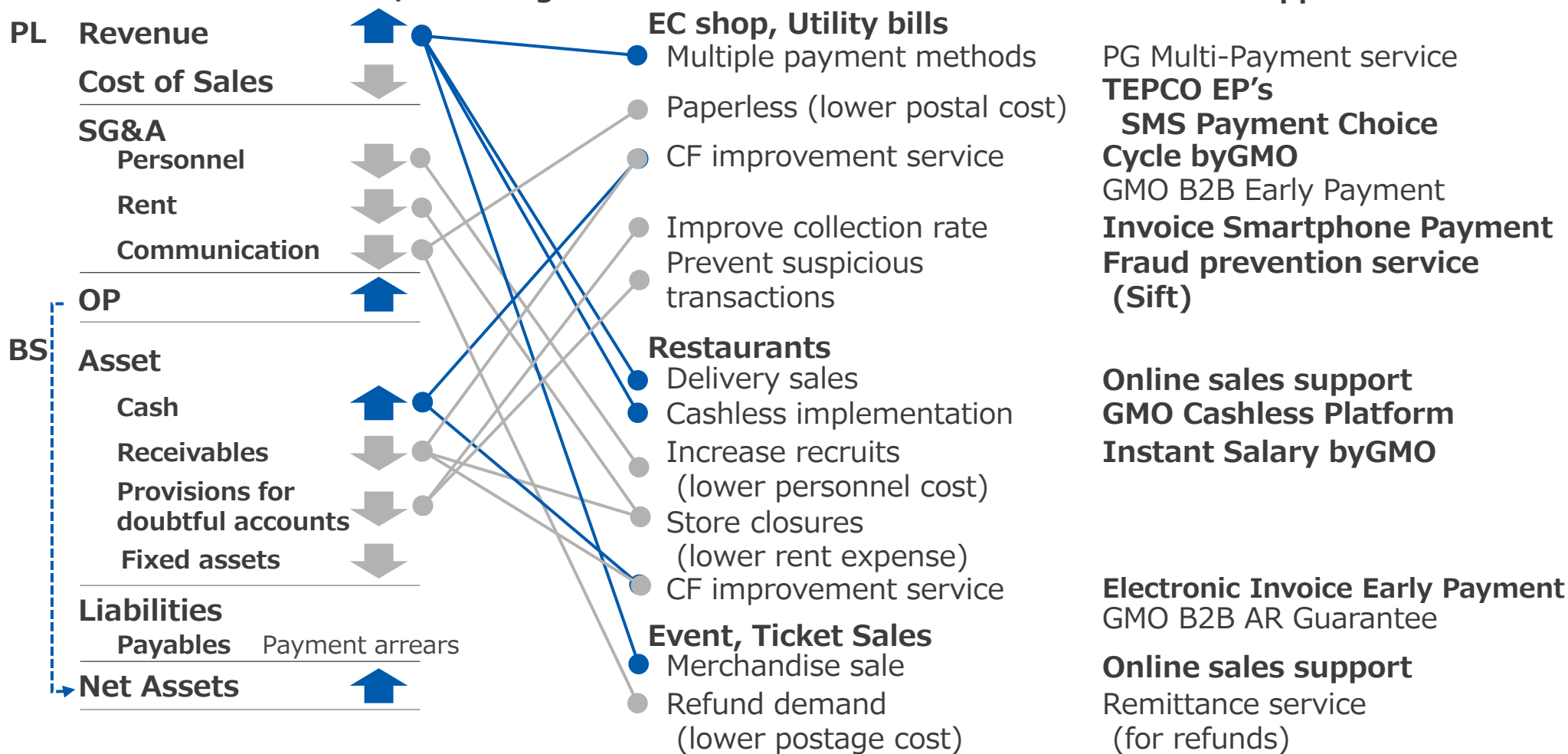
3.5 DX Support Services to Improve Clients PL/BS

Service line-up that can respond to the diverse clients' needs

Customer needs & PL/BS changes

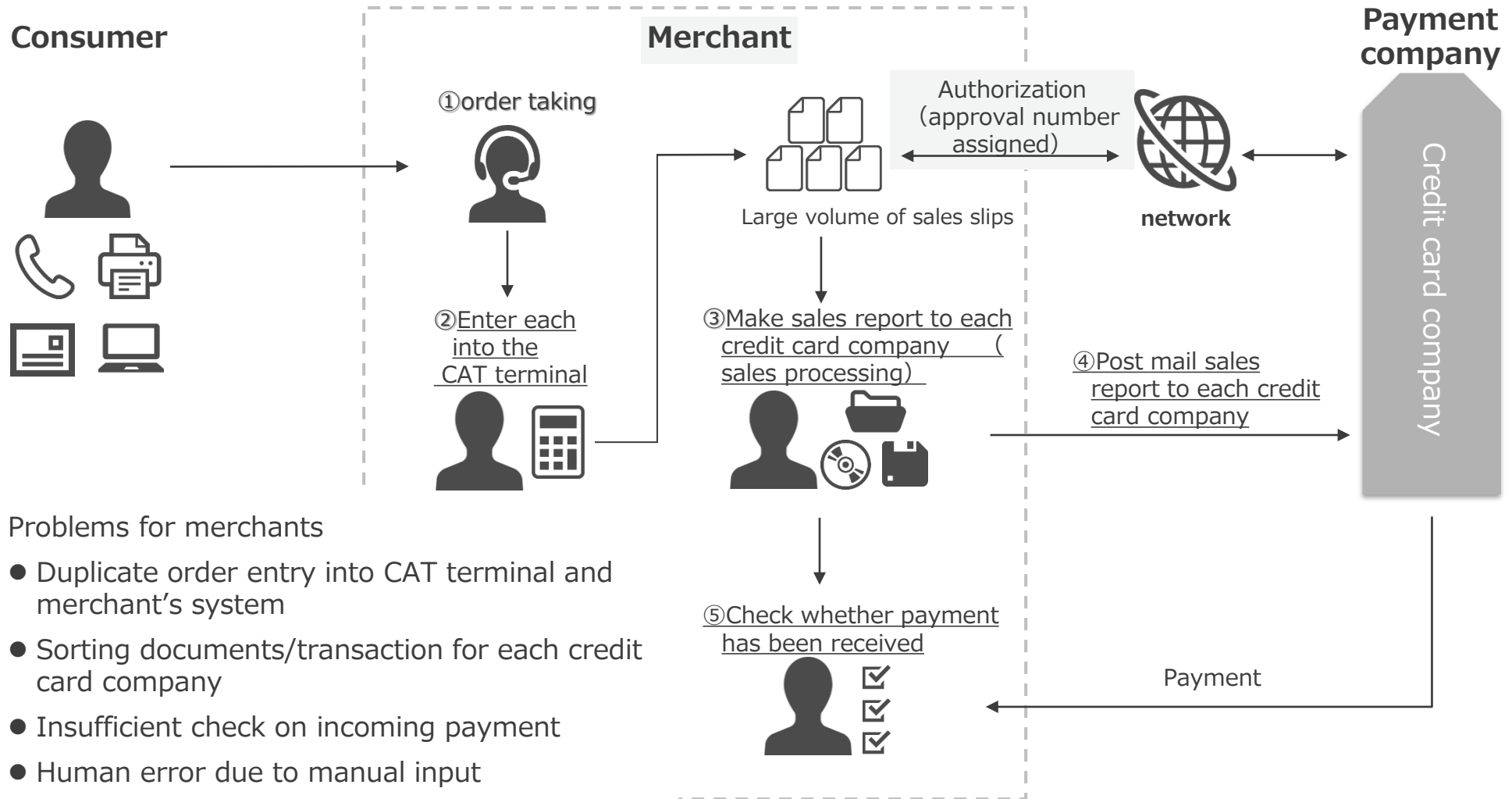
Use cases

Our DX support services



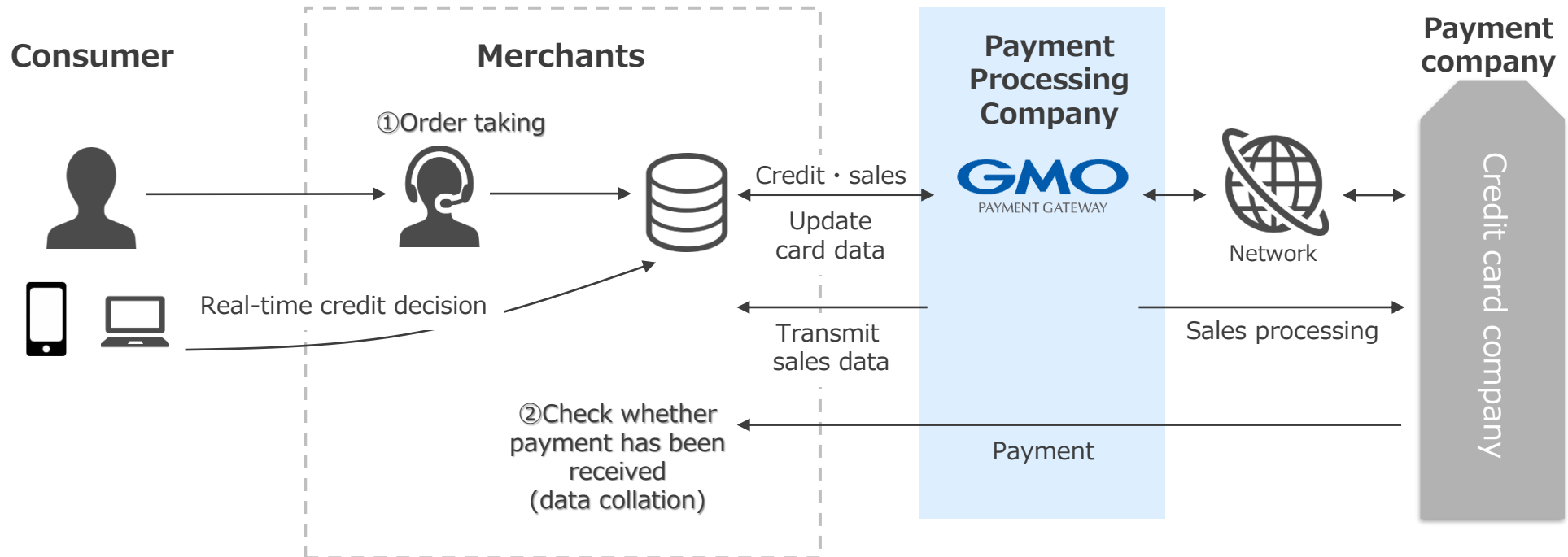
3.6.1 Business outline of payment processing company (1)

Problems with online credit card payment in the early days of E-Commerce



3.6.2 Business outline of payment processing company (2)

Payment processing service realizes operational efficiency in credit card payment operations



In the early days of Ecommerce, credit card payment was processed offline between the merchant and the credit card company, resulting in work burden on both sides.

The establishment of payment processing companies eliminated this burden for both parties.