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INVESTOR PRESENTATION Q1

Financial Results for the First Quarter of the Fiscal Year 2026

Gurunavi, Inc.

Food: Satisfying People and Creating Connections

Medium-Term Management Plan 2028: Overview

Excerpts from medium-term management plan

– Vision –

"True" supporter of restaurants

– Company-wide policy –

"Transformation of value proposition" and "expansion of the restaurant network"

Transformation of customer perception of Gurunavi into that of a "management supporter"

Foundation-building for new growth through "reconstruction of the customer base" and "expansion of information assets"

– Business strategy –

Services

B2C — Expansion of the functions of the "restaurant management platform" into the B2B domain → B2B

- A: **Enhancement of media and membership services**
- B: **Establishment of the agent business**
- C: **Expansion of membership value**

Structure

- D: **Strengthening of the sales structure and improvement of operational processes**
- E: **Construction and utilization of a data infrastructure suited to the AI era**

– Management foundation –

- Strengthening of corporate governance
- Promotion of human capital management
- Strengthening of financial strategy

Numerical targets 2028

- ✓ Net sales: JPY 18.9 billion CAGR (25–28) 10%
- ✓ Operating income: JPY 1.3 billion OPM 7%
- ✓ Number of paying member restaurants: 60,000
- ✓ Total number of member restaurants: 100,000
- ✓ Return on equity (ROE): 21%
- ✓ Return on invested capital (ROIC) : 16%

Medium-Term Management Plan 2028：https://ssl4.eir-parts.net/doc/2440/tdnet/2823228/00.pdf

Summary

Progress on "Strengthening of Sales Structure" mostly as planned
Solid start in executing the Medium-Term Management Plan

Q1 Financial Results

- Strong net sales due to growth in both ARPU and the number of restaurants
- Lower-than-expected expenses due to thorough cost management and postponement of some hiring outside the restaurant support area

Hiring status	Restaurant support area ✓ Field sales : Completion of planned hiring for the current FY in Q1 ✓ Inside sales : Hiring expected to be completed in 1H despite a slow start

Full-year

- No revision to full-year forecast (see p.13 for details)

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Financial highlights

Q1 Financial Results Overview

Net sales	JPY	**3,378**	million	9.6 %	YoY
Operating loss	JPY	**(12)**	million	–	
Net income attributable to owners of parent	JPY	**24**	million	(51.6) %	YoY

Core KPIs

Number of total paying member restaurants (At the end of Q1 FY2026)		**43,114**		2.8 %	YoY
Restaurant support services services ARPU (As of Q1 FY2026)	JPY	**22,355**		6.3 %	YoY
Number of member restaurants with monthly-type fee contract (At the end of Q1 FY2026)		**33,555**		0.3 %	YoY
Cumulative retained services ARPU (As of Q1 FY2026)	JPY	**25,913**		9.3 %	YoY
Number of Rakuten ID connected members (At the end of Q1 FY2026)		**11.39**	million	10.3 %	YoY

Consolidated income statement

(JPY million)	Q1 FY2025 (Apr.-June)	Ratio to sales	Q1 FY2026 (Apr.-June)	Ratio to sales	YoY
Net sales	3,081	100.0%	**3,378**	100.0%	9.6%
Cost of sales	1,183	38.4%	**1,436**	42.5%	21.4%
Gross profit	1,898	61.6%	**1,941**	57.5%	2.3%
SG&A expenses	1,872	60.8%	**1,953**	57.8%	4.4%
Operating income (loss)	25	0.8%	**(12)**	-	-
Ordinary income (loss)	23	0.8%	**(23)**	-	-
Net income (loss) before income taxes	54	1.8%	**24**	0.7%	(54.7)%
Net income (loss) attributable to owners of parent *	51	1.7%	**24**	0.7%	(51.6)%

* Recorded a gain on sale of investment securities of JPY 47 million as an extraordinary income in Q1 (Same period of the previous fiscal year: JPY 30 million)

Consolidated sales breakdown

(JPY million)	Q1 FY2025 (Apr.-June)	Q1 FY2026 (Apr.-June)	YoY
Net sales	3,081	**3,378**	9.6%
Restaurant support services	2,643	**2,884**	9.1%
Cumulative retained services	2,380	**2,621**	10.1%
Spot services	262	**263**	0.3%
Promotions	173	**203**	17.3%
Related businesses	264	**290**	9.8%

Restaurant support services

✓ Higher-than-planned cumulative retained services sales driven by focus on annual contract orders from a restaurant close-support perspective

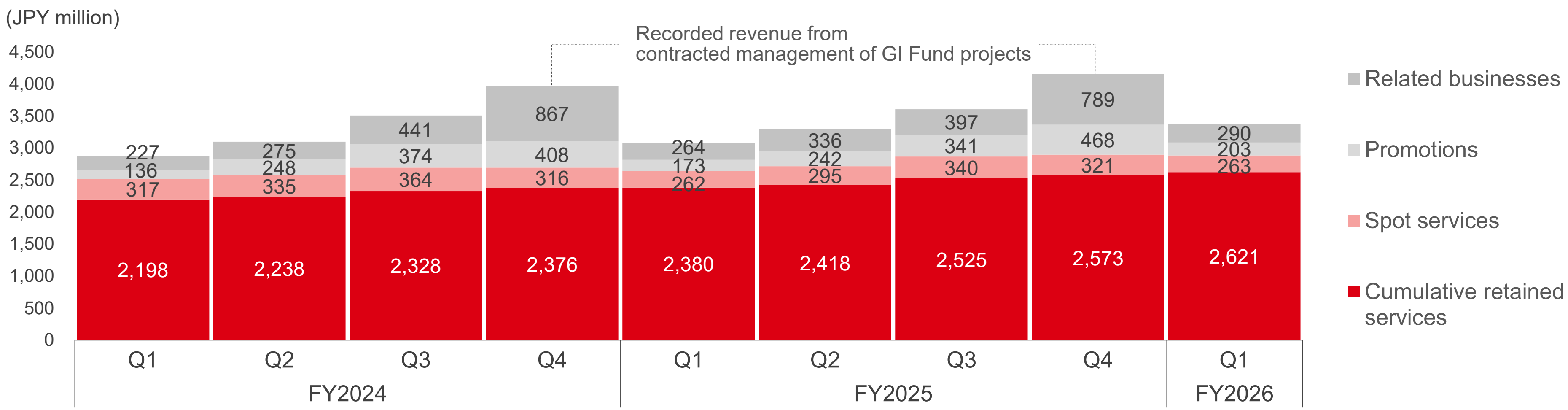
Renaming of "Restaurant promotion services" to "Restaurant support services" from this fiscal year, reflecting the expansion of service domains from promotional support to operational and management support, and anticipating further expansion of support areas based on the "Medium-Term Management Plan 2028". Only a name change with no change to the scope of aggregation; figures for the prior-year quarter are also presented under the new name.

Promotions

✓ Increase in promotional sales mainly for national and local governments

Related businesses

✓ Increase in sales of the kitchen appliance store "Tenpos Gurunavi"



Consolidated cost breakdown

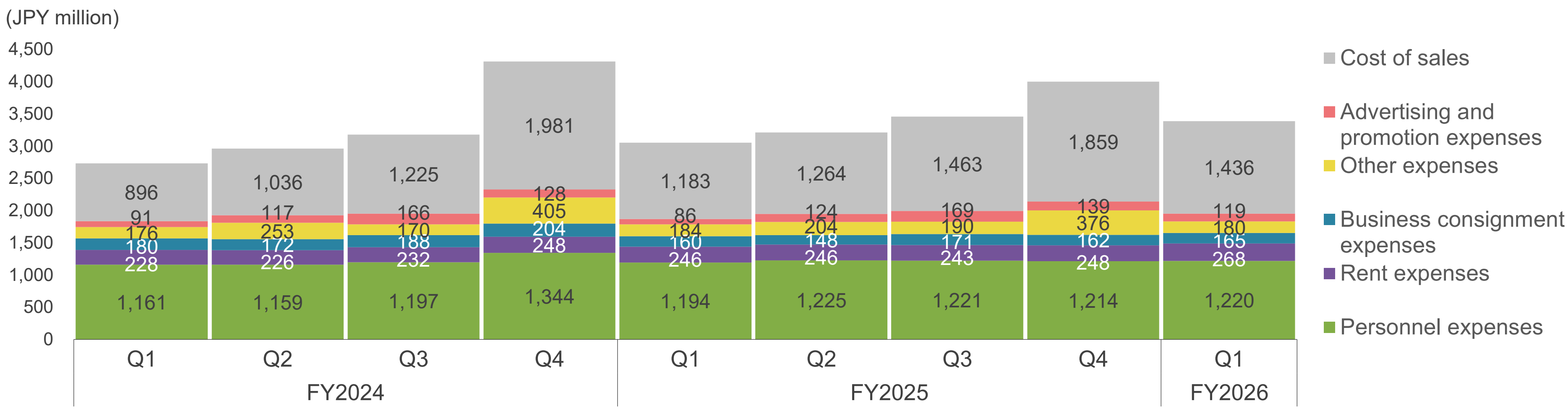
(JPY million)	Q1 FY2025 (Apr.-June)	Q1 FY2026 (Apr.-June)	YoY
Total cost	3,055	**3,390**	11.0%
Cost of sales	1,183	**1,436**	21.4%
SG&A	1,872	**1,953**	4.4%
Personnel expenses	1,194	**1,220**	2.2%
Rent expenses	246	**268**	8.6%
Business consignment expenses	160	**165**	3.2%
Advertising and promotion expenses	86	**119**	37.1%
Other	184	**180**	(1.9)%

Cost of Sales

- ✓ Increase in depreciation costs due to the accumulation of fixed assets
- ✓ Increase in outsourcing expenses mainly due to sales expansion

SG&A

- ✓ Increase in personnel expenses due to increased headcount to strengthen the restaurant support business
- ✓ Rent expenses increased mainly due to higher usage and price revisions of rental systems
- ✓ Increase in advertising and promotion expenses related to implementing various campaigns and generating leads for new member restaurants



Consolidated balance sheets

✓ Executing balance sheet management by comprehensively considering three financial metrics to achieve both "reduction of capital cost" and "financial soundness"

(1. D/E ratio: 0.5x, 2. Equity ratio: 45–50%, 3. Liquidity on hand (cash and deposits): 2+ months)

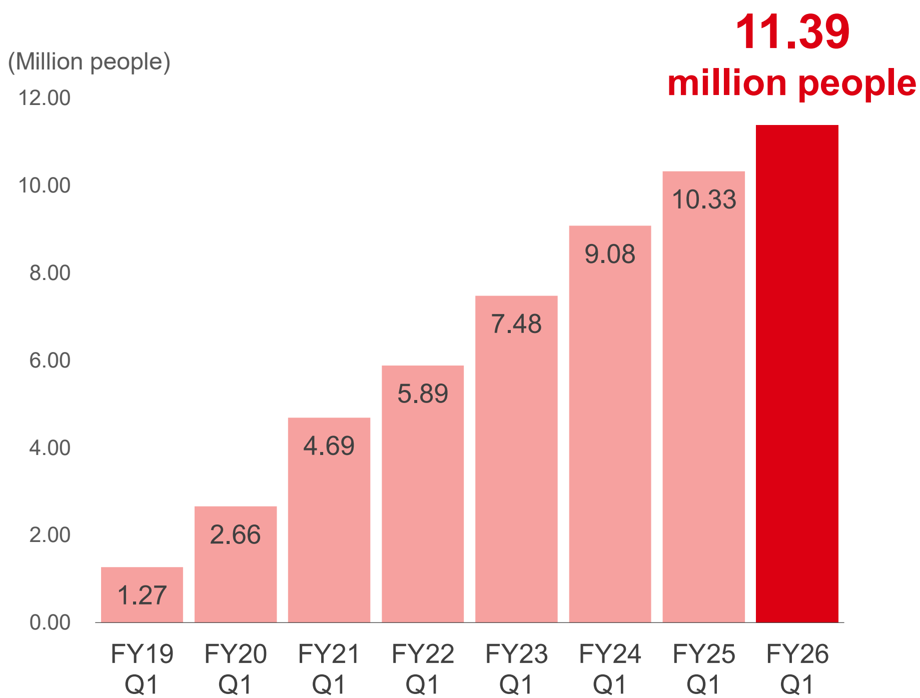
(JPY million)	As of Mar. 31, 2026	As of Jun. 30, 2026	Change	(JPY million)	As of Mar. 31, 2026	As of Jun. 30, 2026	Change
Total current assets	7,987	**7,830**	(157)	Total current liabilities	2,411	**2,463**	51
Cash and deposits	3,300	**4,297**	997	Accounts payable- other	1,257	**1,328**	70
Notes and accounts receivable-trade	2,527	**1,809**	(718)	Deposits received	40	**131**	91
Accounts receivable- other	1,525	**802**	(723)	Income taxes payable	4	**1**	(2)
Prepaid expenses	365	**536**	170	Provision for bonuses	336	**172**	(163)
Allowance for doubtful accounts	(60)	**(55)**	4	Provision for point card certificates	5	**5**	0
Other	327	**439**	112	Other	767	**823**	55
Total non-current assets	2,924	**3,028**	104	Total non-current liabilities	3,256	**3,175**	(80)
Property, plant and equipment	244	**400**	156	Long-term borrowings	3,034	**2,973**	(60)
Intangible assets	1,870	**1,877**	6	Other	222	**202**	(19)
Investments and other assets	809	**750**	(58)	Total liabilities	5,667	**5,638**	(28)
				Total net assets	5,243	**5,219**	(23)
				Equity	5,206	**5,183**	(23)
Total assets	10,911	**10,858**	(52)	Total liabilities and net assets	10,911	**10,858**	(52)

Total amount of uncommitted line contract as of June 30, 2026 JPY 3 billion
(Outstanding borrowing balance —)

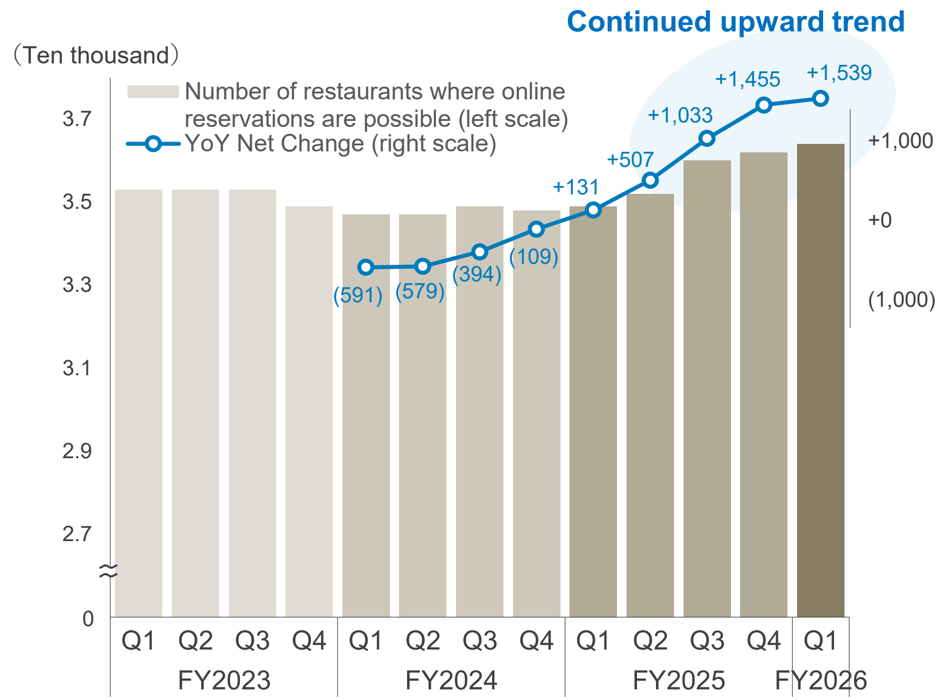
Progress in measures: Enhancement of media and membership services

- ✓ [Demand Side] Continued steady expansion of Rakuten ID connected members (our user base)
- ✓ [Supply Side] Continued upward trend in the number of restaurants where online reservations are possible, driven by headcount expansion and improved onboarding support

■ Number of Rakuten ID connected members



■ Change in number of restaurants where online reservations are possible



Progress in measures: Establishment of the agent business (New services)

- ✓ Developed "citation management products" effective for AI search recommendations, in collaboration with Uberall
- ✓ Improving information credibility on Google through bulk synchronization of restaurant information to major media platforms based on Rakuten Gurunavi listings

1. Starting point Rakuten ぐるなび

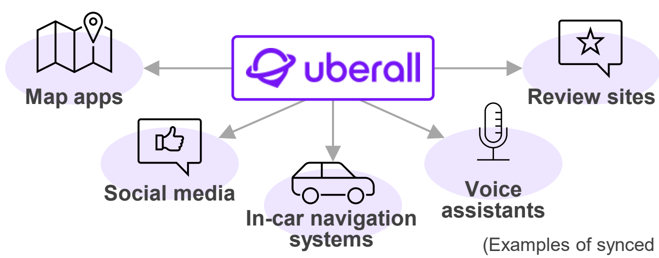
Latest official information

2. Integration Google Business Profile

Information update and management via GBP operation support

3. Distribution Uberall (One of the world's leading Local SEO platforms)

Bulk synchronization of official information to diverse media platforms



(Examples of synced platforms)

Effectiveness

Local SEO measures
Improving search rankings

- Improving credibility score of restaurant information

➡ **Expanding exposure in local searches and maps**

AIO measures
Optimizing recommendations

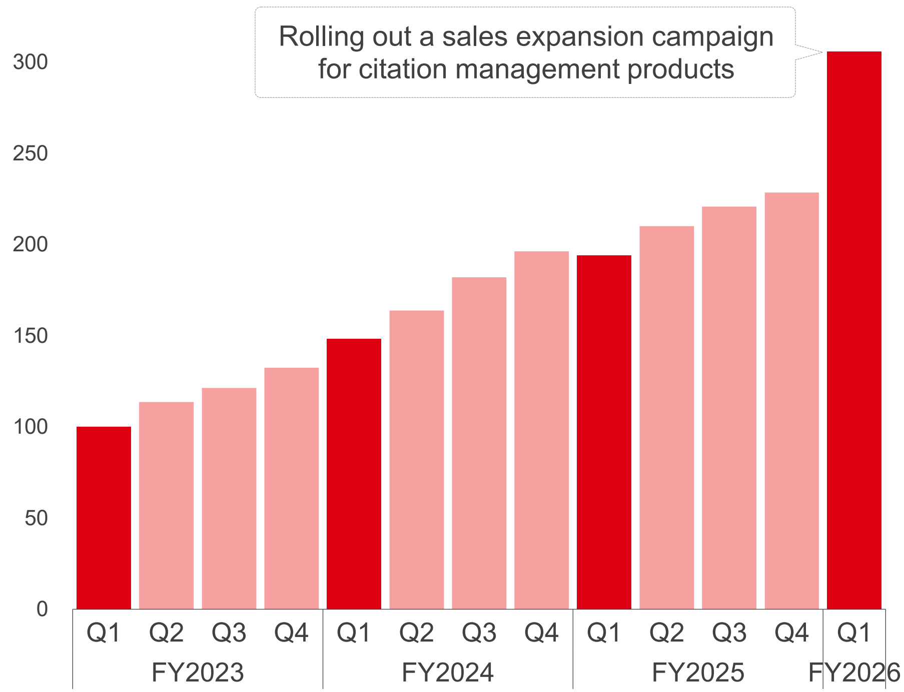
- Gaining AI recognition as a "trusted restaurant"

➡ **Driving preferential recommendations**

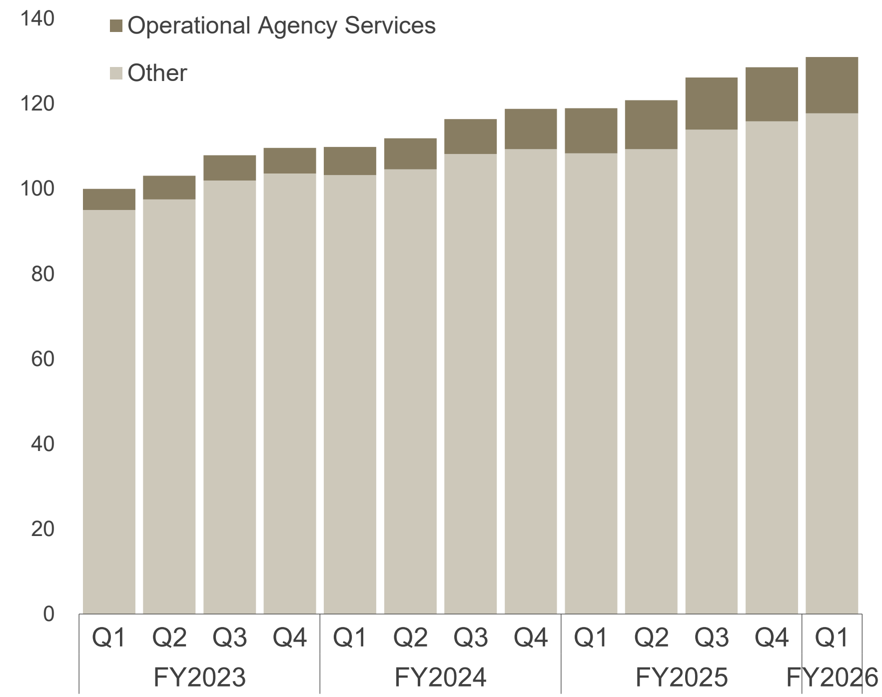
Progress in measures: Establishment of the agent business (Operational agency services)

✓ Becoming a growth driver for cumulative retained sales centered on Google Business Profile operational support

Total number of restaurants using Operational agency services
(Index based on Q1 of FY2023, which is set as 100)



Status of sales of Operational agency services in cumulative retained services
(Index based on Q1 of FY2023, which is set as 100)



Full-year business forecasts for the fiscal year 2026

Business policy and full-year forecasts for the fiscal year 2026

Policy

Began evolution from “media” to “restaurant management platform”

Make strategic investments aiming to maximize corporate value in the medium- to long-term and build the foundation for J-curve growth

Strategic investments

Investment of approx. 1 billion yen in reinforcement sales structure to expand restaurant network

✓ Hire approx. 70 people mainly in restaurant support business and expand network of referral partners

Income improvement

Implement income improvement measures in other business areas to maximize overall company income

✓ Initiated a review of business operations for the restaurant development business

✓ Strengthening the operating structure to accelerate “Gurunavi FineOrder” adoption

Use of AI

Promote “AI-friendly” initiatives in preparation for full-scale use of information assets in future

✓ Revamp into a modular structure to enable AI to correctly understand and manipulate product and data, etc.

Forecasts

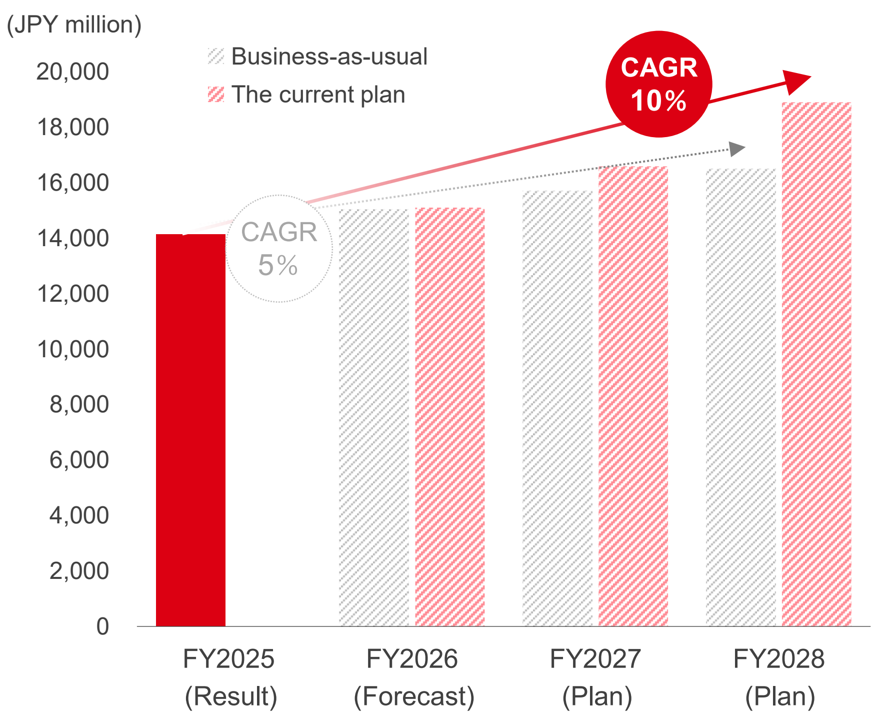
(JPY million)	FY2025 (results)	FY2026 (forecasts)	YoY
Net sales	14,132	**15,100**	+6.8%
Operating income (loss)	400	**(830)**	-
Ordinary income (loss)	368	**(920)**	-
Net income attributable to owners of parent (loss)	236	**(1,000)**	-

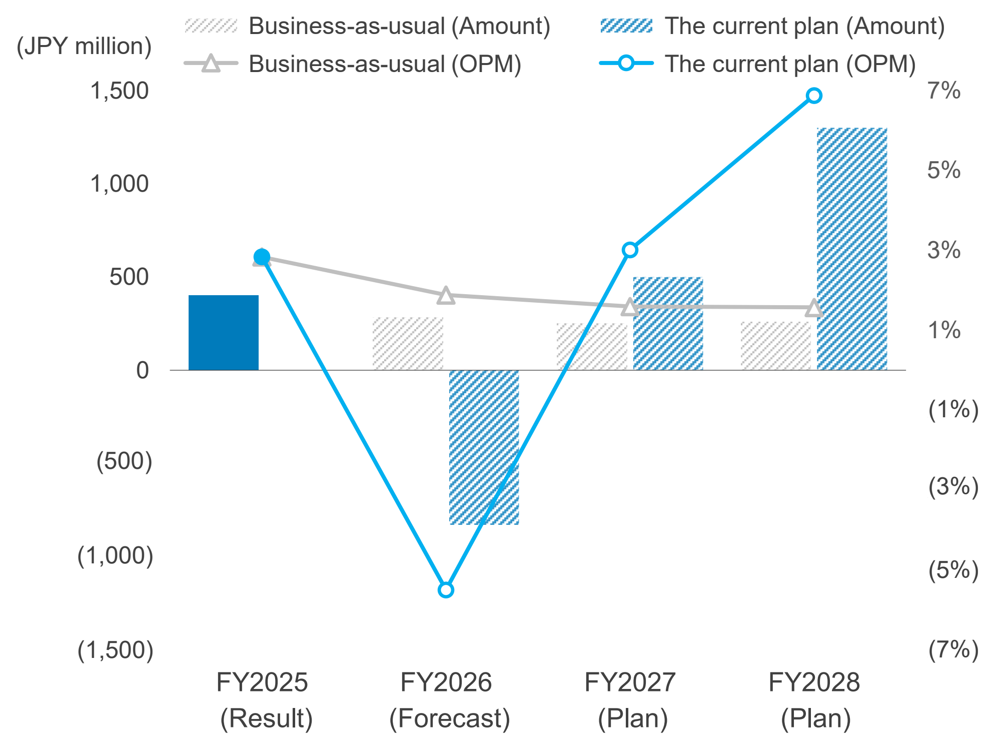
Medium-term management plan 2028

Excerpts from medium-term management plan

Raise growth potential of sales and income through strategic investments in FY2026

Net sales	JPY **18.9** bn CAGR(25-28) 10%	Operating income	JPY **1.3** bn OPM 7%

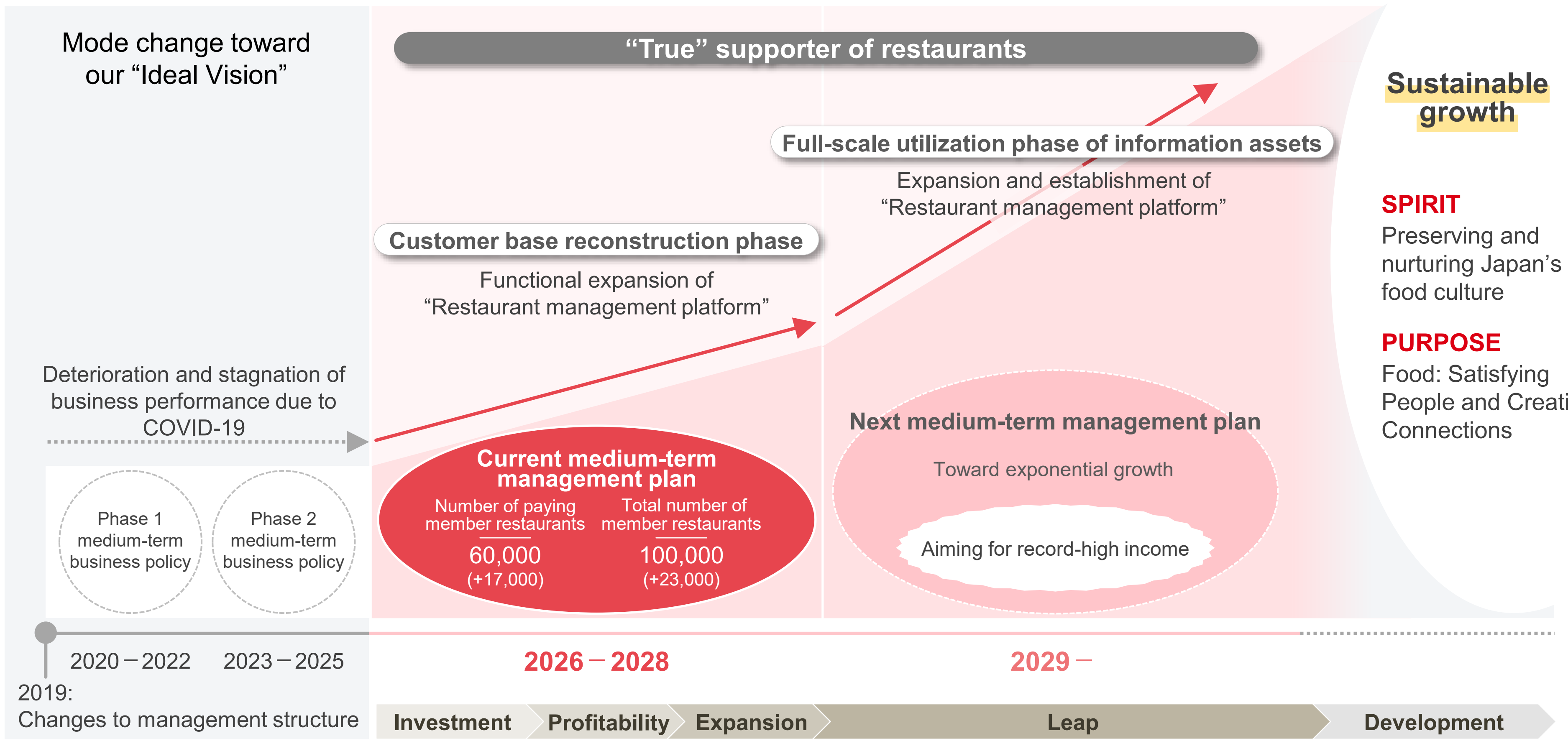




In Conclusion: Medium- to long-term vision

Excerpts from medium-term management plan

Establishing foundations for new growth to become the No. 1 company with restaurant information network



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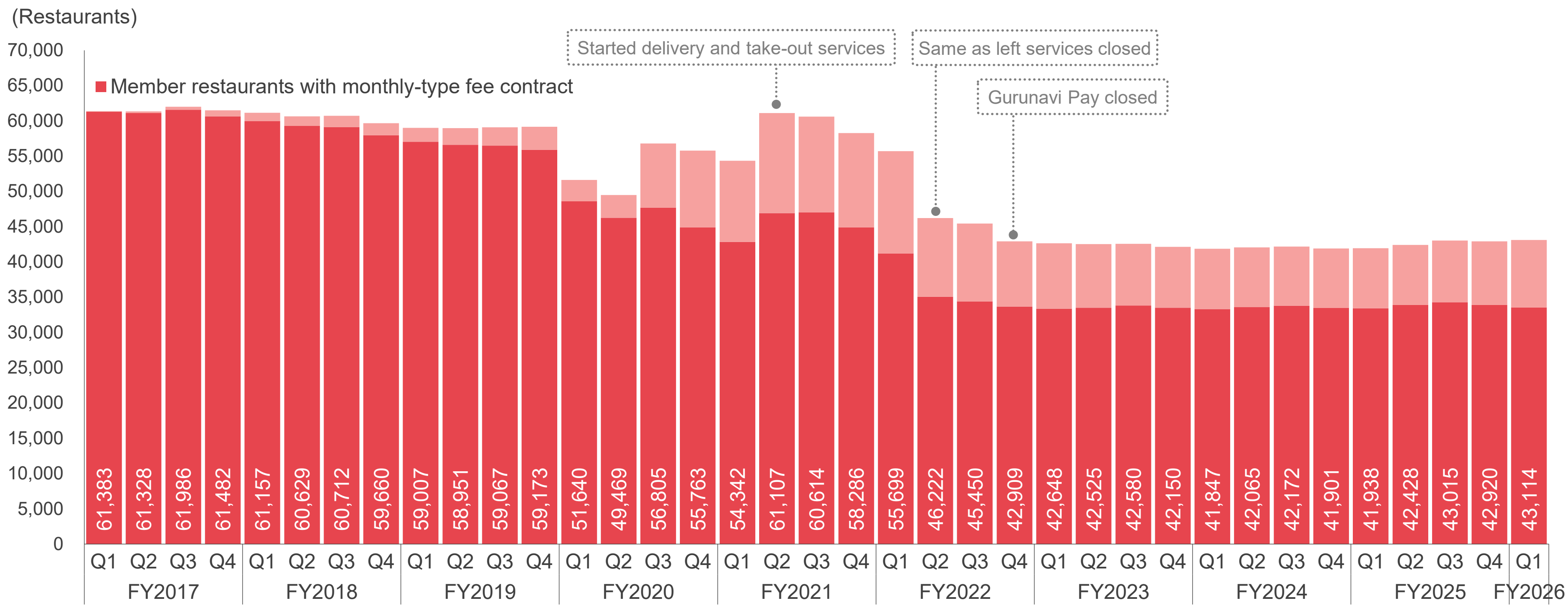
Reference materials

Number of member restaurants

FY2026 Q1

Number of total paying member restaurants	**43,114**	at the end of June 2026 up by 1,176 from the end of June 2025
Member restaurants with monthly-type fee contract	**33,555**	at the end of June 2026 up by 113 from the end of June 2025



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

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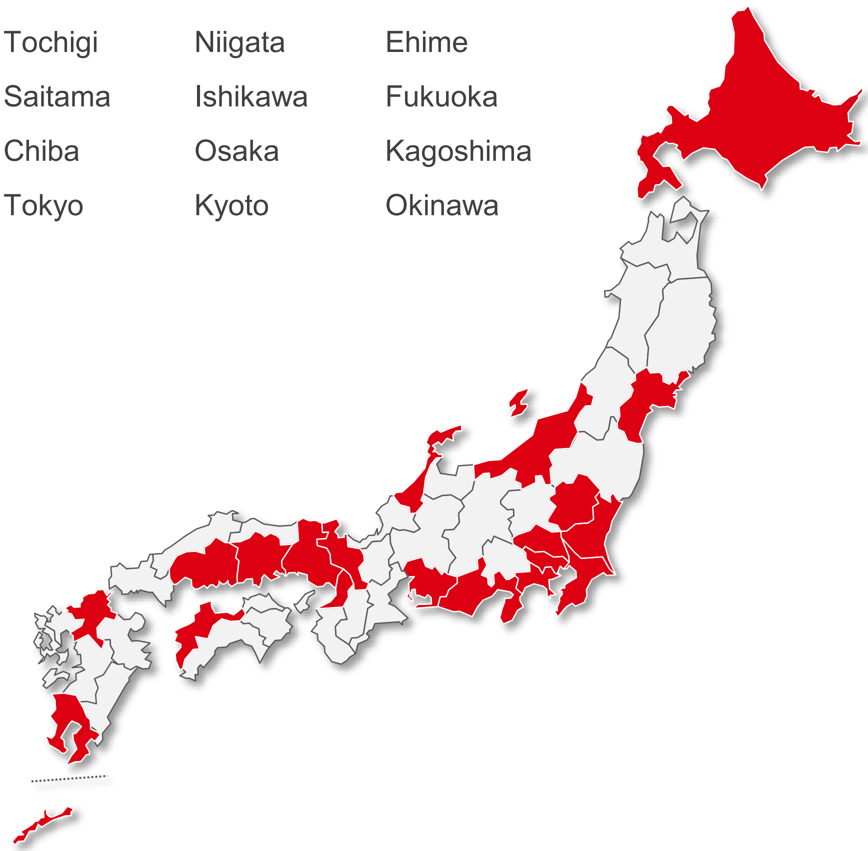
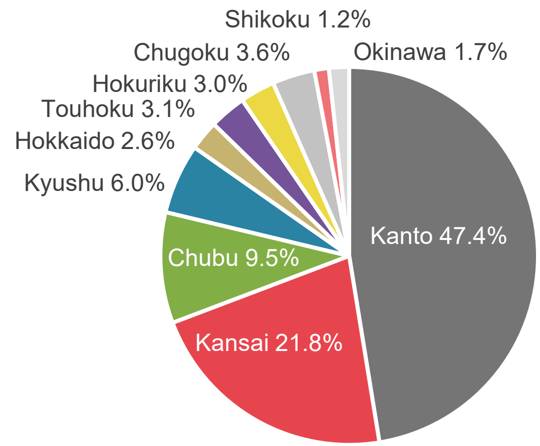
Regional expansion and member restaurants

Area with our sales staff (21 prefectures)

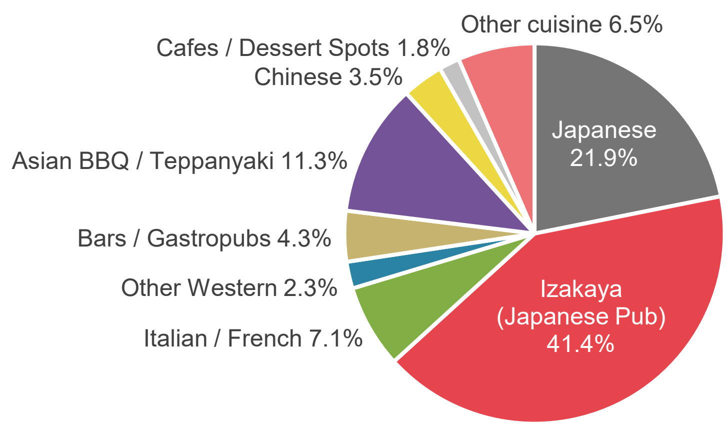
Hokkaido	Kanagawa	Hyogo
Miyagi	Shizuoka	Okayama
Ibaraki	Aichi	Hiroshima
Tochigi	Niigata	Ehime
Saitama	Ishikawa	Fukuoka
Chiba	Osaka	Kagoshima
Tokyo	Kyoto	Okinawa



Percentage of member restaurants(paid) by region



Percentage of member restaurants (paid) by restaurant type



* In June 2026

Membership plan

■ Sales promotional plan (that requires published restaurant page)

	Basic Plan	Light Plan	Start Plan
Basic membership fee	**30,000** yen / month	**10,000** yen / month	**0** yen / month
Assigned sales contact	○	×	×
Online reservation commission	**Different fee options available** Lunch: 11-41 yen / person; Dinner: 55-205 yen / person		Fixed fee Lunch: 41 yen / person; Dinner: 205 yen / person
Gurunavi Ledger (App version)	○	○	×
Use of coupons	○	○	×
Enhanced exposure (publication on special pages and advertising spaces)	○	×	×

+

Purchase of optional services available (exposure enhancement, outsourced services, in-store digitalization, management support, etc.)

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

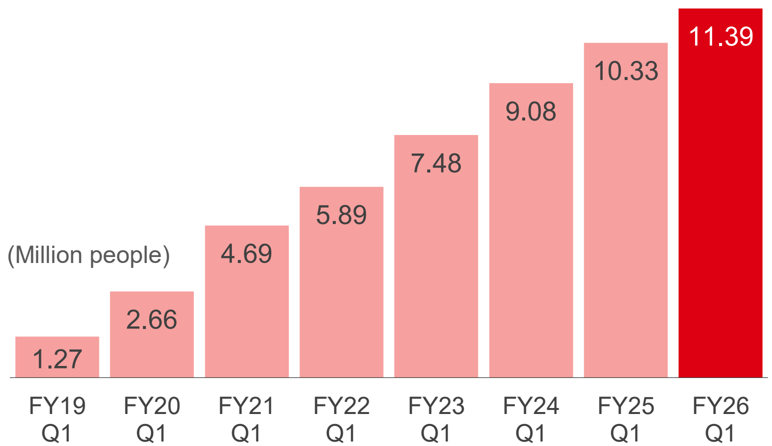
User reach - Number of users, user attributes -

Number of Gurunavi members: 29.48 million

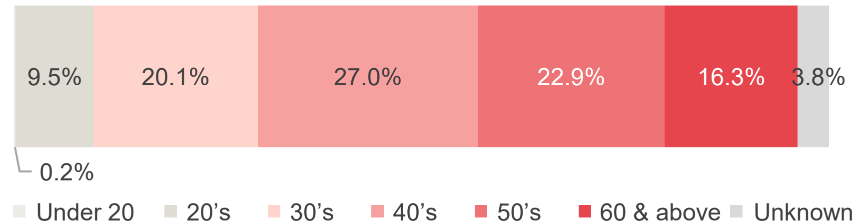
* An individual who has registered for membership at Rakuten Gurunavi
* As of July 1, 2026

Number of Rakuten ID connected members: 11.39 million

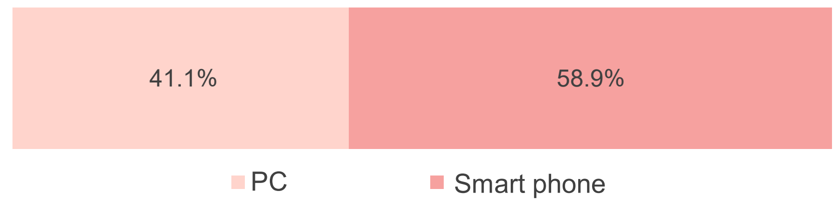
* Number of members who have connected their Gurunavi member ID to Rakuten ID



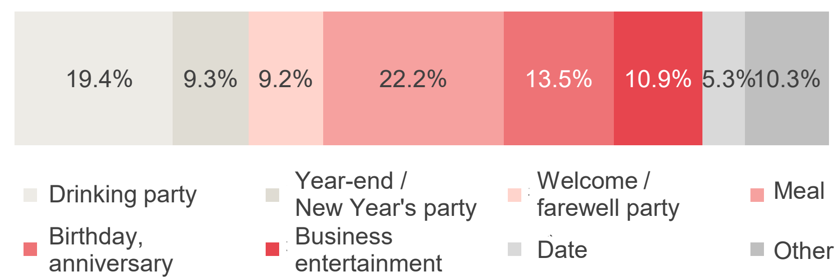
Users by age group * Gurunavi member data (In June 2026)



Users by device * Unique user data (In June 2026)



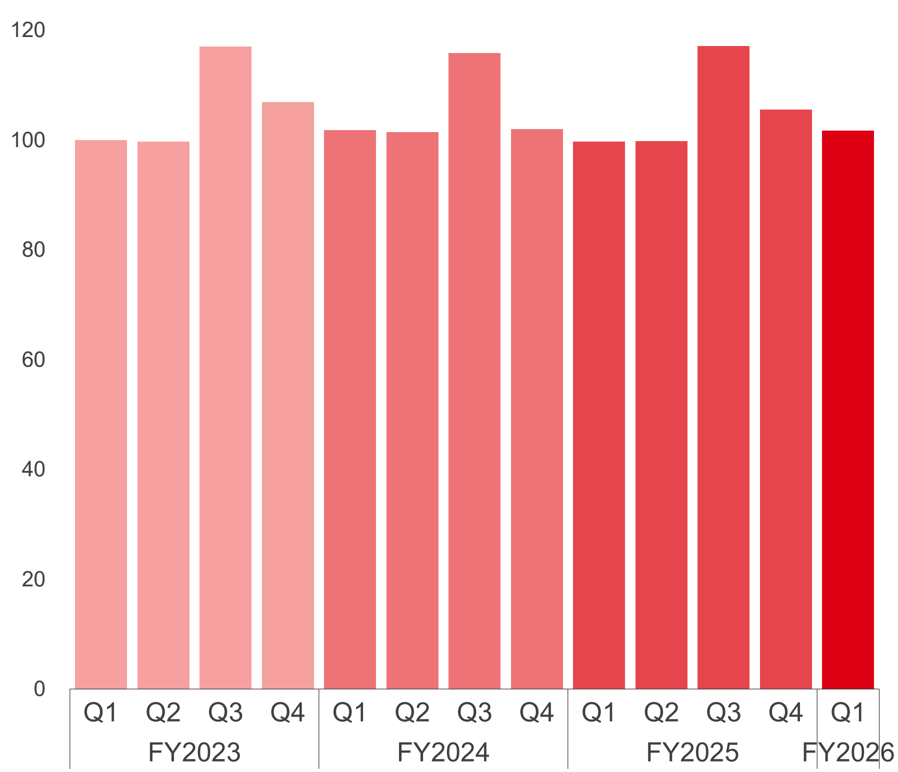
Purpose of Use * Gurunavi online reservation (2025)



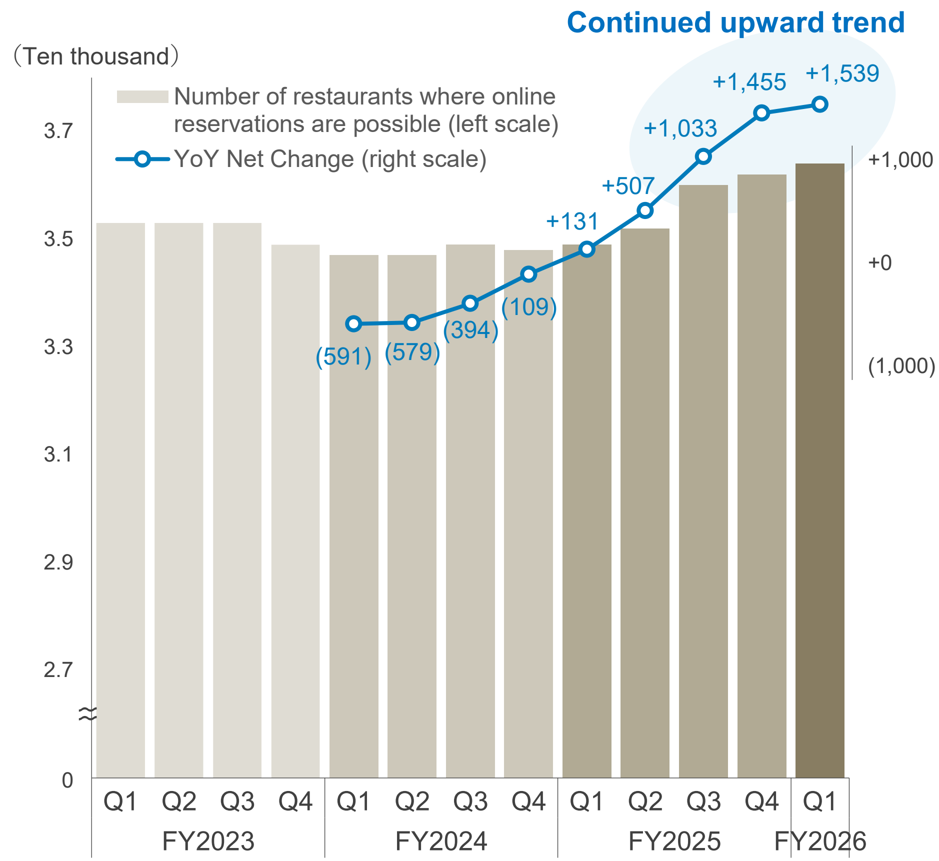
Status of online reservations

Change in number of online reservations

(Index based on Q1 of FY2023, which is set as 100)

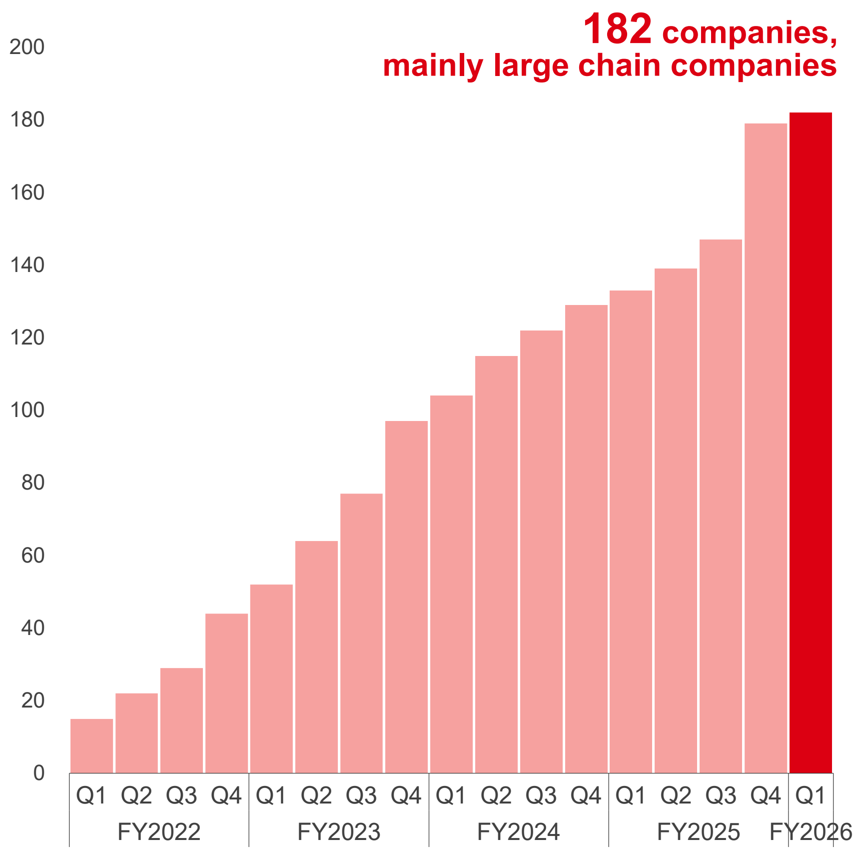


Change in number of restaurants where online reservations are possible

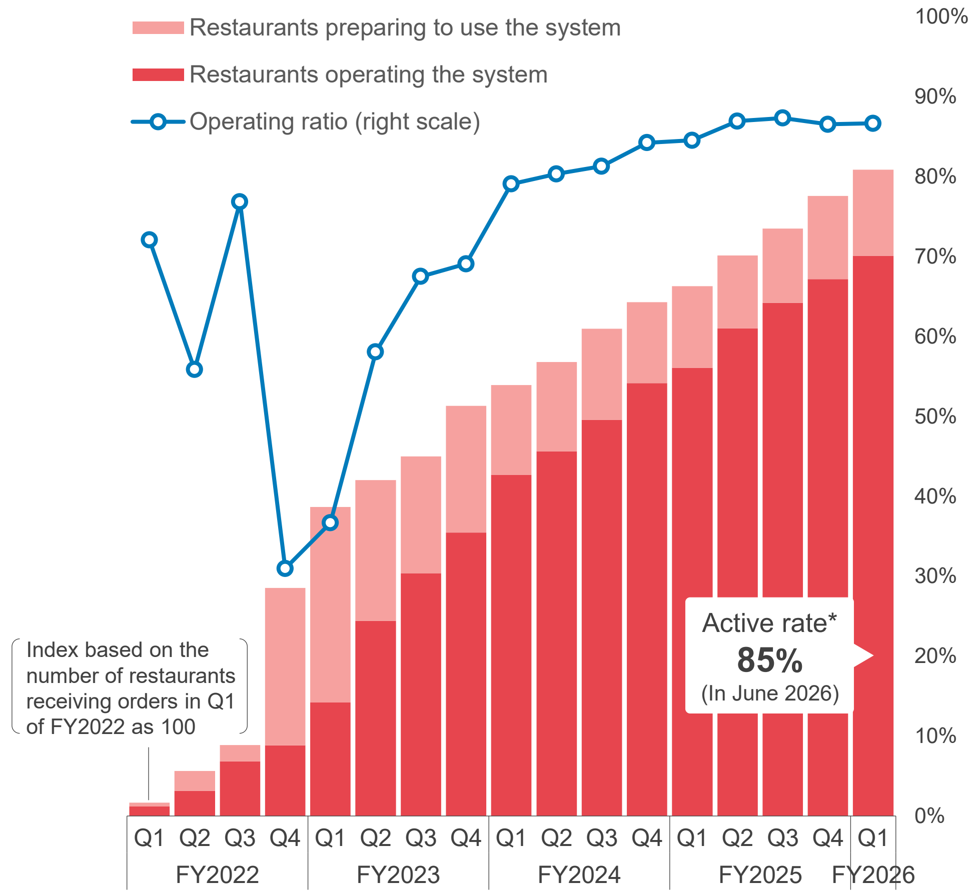


Mobile ordering service (Gurunavi FineOrder)

Change in number of contracted companies



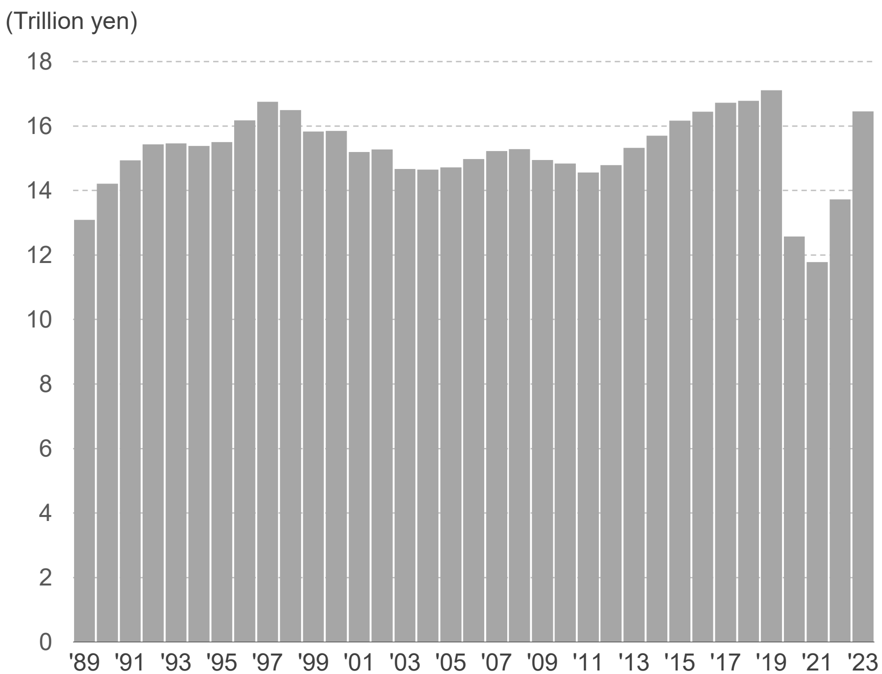
Operation status of "Gurunavi FineOrder"



* Percentage of restaurants where orders were generated by Gurunavi FineOrder (among those restaurants operating the system)

Business environment

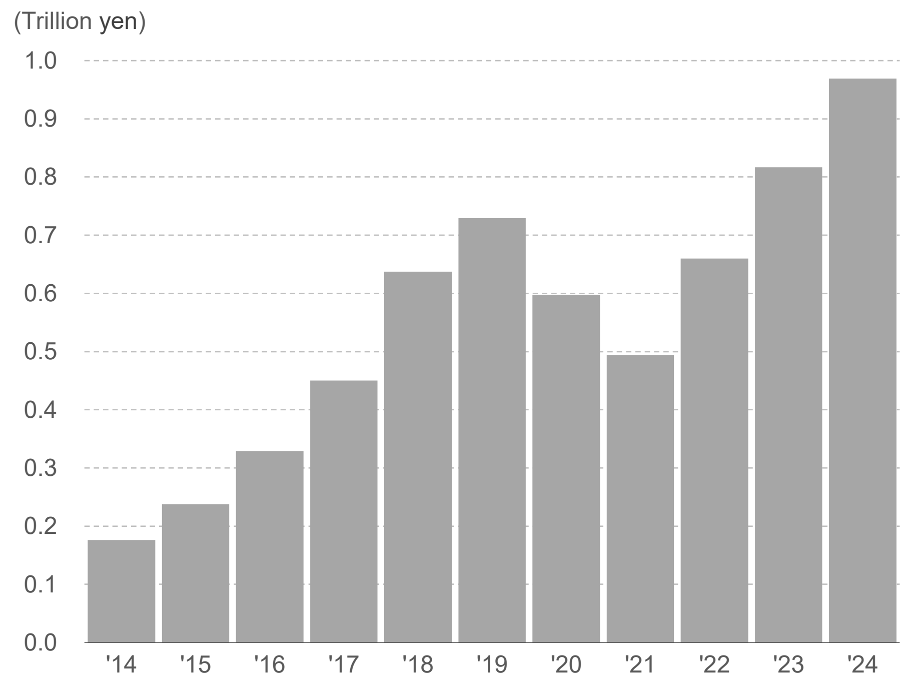
Market size of the Japanese restaurant industry



*Source: Japan Foodservice Association; Size of restaurant market
*Institutional meals, bars, and night clubs are excluded.

16.4 trillion yen in 2023, 20% increase year on year

Market size of online reservation in restaurant



*Source: The Ministry of Economy, E-Commerce Market Survey

19% increase year on year in 2024

Quarterly sales data (consolidated)

Net sales (Unit: JPY million)		FY2023 Q1	FY2023 Q2	FY2023 Q3	FY2023 Q4	FY2024 Q1	FY2024 Q2	FY2024 Q3	FY2024 Q4	FY2025 Q1	FY2025 Q2	FY2025 Q3	FY2025 Q4	FY2026 Q1
Cumulative retained services	a	2,000	2,063	2,158	2,194	2,198	2,238	2,328	2,376	2,380	2,418	2,525	2,573	2,621
Spot services	b	225	284	339	304	317	335	364	316	262	295	340	321	263
Restaurant support services	c= a+b	2,226	2,347	2,498	2,498	2,515	2,574	2,693	2,693	2,643	2,714	2,866	2,895	2,884
Promotions	d	200	500	373	537	136	248	374	408	173	242	341	468	203
Core businesses total	e= c+d	2,426	2,847	2,872	3,035	2,651	2,823	3,068	3,101	2,817	2,956	3,208	3,363	3,088
Related businesses	f	160	217	361	1,060	227	275	441	867	264	336	397	789	290
Total	g= e+f	2,586	3,065	3,234	4,096	2,879	3,098	3,510	3,969	3,081	3,293	3,605	4,152	3,378

(Unit: JPY)		FY2023 Q1	FY2023 Q2	FY2023 Q3	FY2023 Q4	FY2024 Q1	FY2024 Q2	FY2024 Q3	FY2024 Q4	FY2025 Q1	FY2025 Q2	FY2025 Q3	FY2025 Q4	FY2026 Q1
Restaurant support services revenue per restaurant(ARPU)	h *1	17,345	18,376	19,572	19,658	19,968	20,453	21,318	21,358	21,021	21,450	22,366	22,460	22,355
Cumulative retained services revenue per restaurant(ARPU)	i *2	19,903	20,567	21,371	21,729	21,932	22,311	23,045	23,553	23,715	23,943	24,688	25,164	25,913

*1) Sum of sales of cumulative retained services and those of spot services divided by the average of number of total paying member restaurants at previous and current quarter-end h=2/3*c/(jt-1+jt)

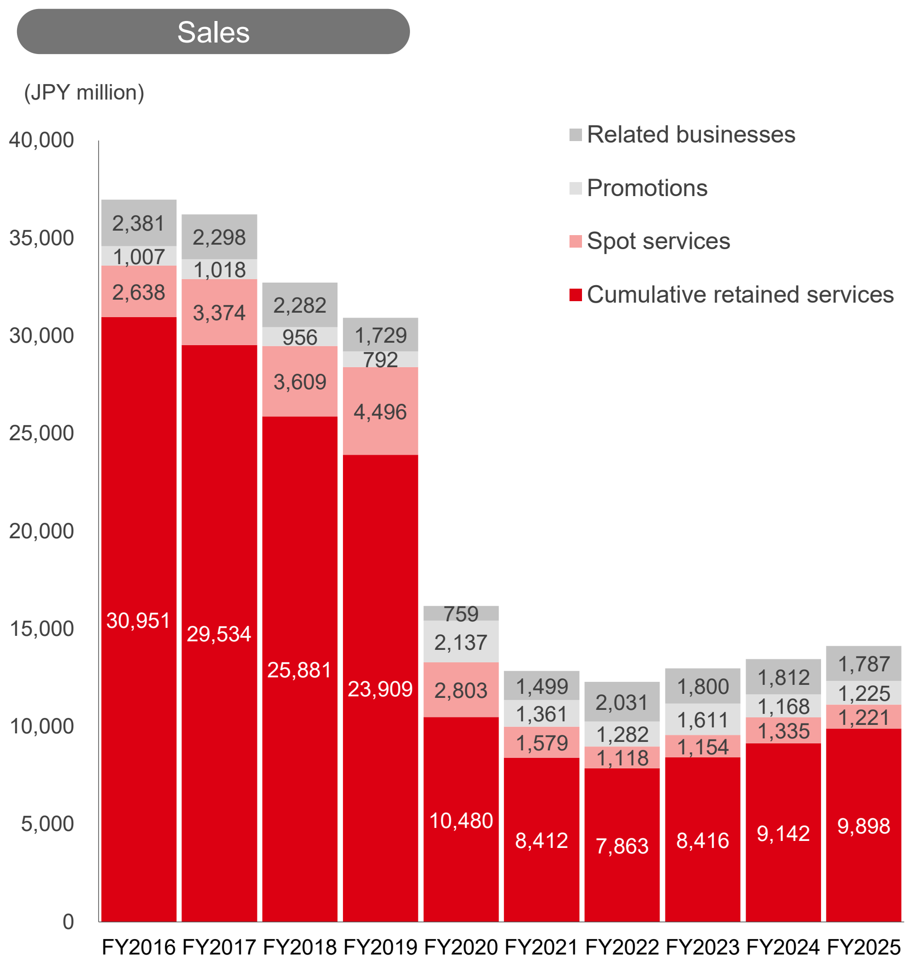
*2) Sales of cumulative retained services divided by the average of number of member restaurants with monthly-type fee contract at previous and current quarter-end i=2/3*a/(kt-1+kt)

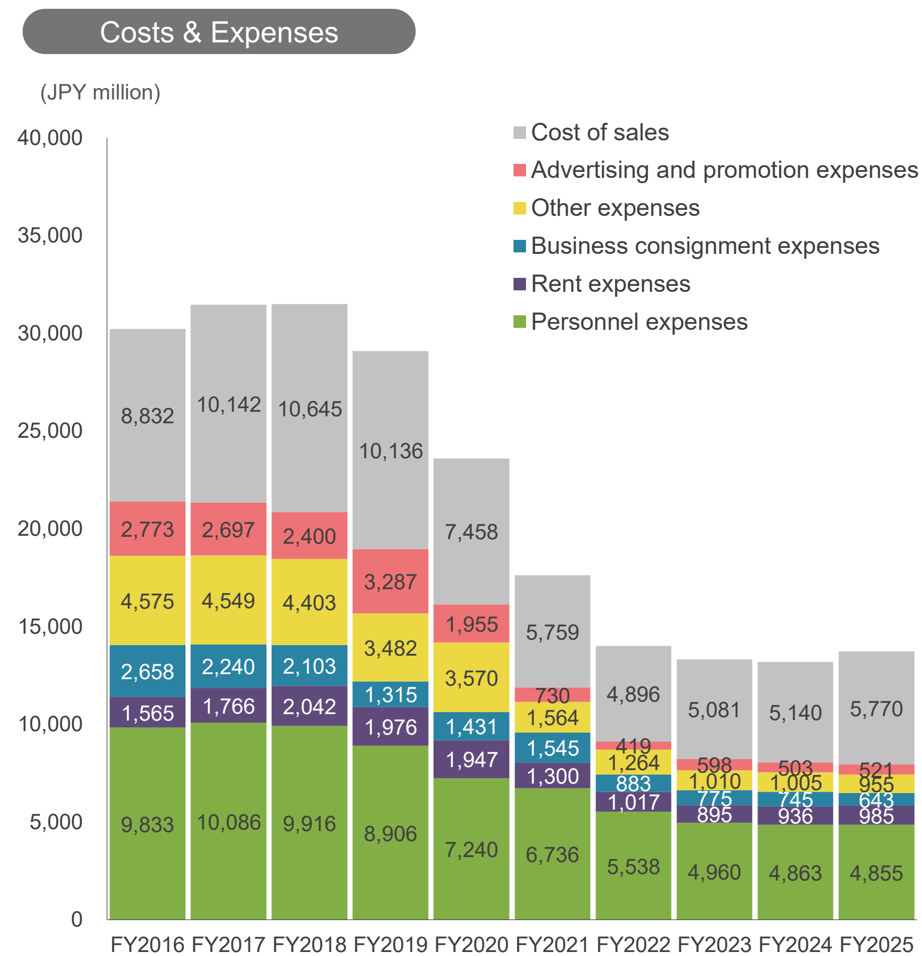
Number of member restaurants (Unit: restaurants)		FY2023 Q1	FY2023 Q2	FY2023 Q3	FY2023 Q4	FY2024 Q1	FY2024 Q2	FY2024 Q3	FY2024 Q4	FY2025 Q1	FY2025 Q2	FY2025 Q3	FY2025 Q4	FY2026 Q1
Total paying member restaurants	j	42,648	42,525	42,580	42,150	41,847	42,065	42,172	41,901	41,938	42,428	43,015	42,920	43,114
Member restaurants with monthly-type fee contract	k*3	33,363	33,507	33,827	33,498	33,319	33,570	33,797	33,481	33,442	33,903	34,300	33,881	33,555

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

Renaming of “Restaurant promotion services” to “Restaurant support services” from FY2026, reflecting the expansion of service domains for restaurants from promotional support to operational and management support, and anticipating further expansion of support areas based on the “Medium-Term Management Plan 2028.”
Only a name change with no change to the scope of aggregation; figures for FY2025 and earlier are also presented under the new name.

Sales and costs & expenses





Historical data (consolidated)

(Unit: JPY million)	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Consolidated business results										
Net sales	36,979	36,226	32,728	30,927	16,181	12,852	12,296	12,982	13,458	14,132
Operating income (loss) *	6,740	4,742	1,216	1,821	(7,423)	(4,786)	(1,724)	(339)	262	400
Ordinary income (loss)	6,813	4,809	1,289	1,894	(7,269)	(4,692)	(1,664)	(277)	261	368
Net income (loss)	4,799	3,192	581	949	(9,704)	(5,768)	(2,286)	(363)	211	236
Assets･Liabilities･Net assets										
Total assets	23,917	25,457	23,797	23,979	13,567	12,107	13,001	11,411	11,128	10,911
Cash and deposits	7,922	8,000	7,630	11,653	7,507	6,962	8,266	5,368	5,042	3,300
Liabilities	5,878	6,270	5,093	4,709	4,192	3,255	6,102	5,273	6,150	5,667
Net assets	18,038	19,186	18,704	19,270	9,375	8,851	6,898	6,137	4,978	5,243
Equity	18,013	19,166	18,662	19,211	9,290	8,767	6,821	6,118	4,926	5,206
Per share data										
Earnings (loss) per share (JPY)	102.25	68.27	12.42	20.26	(206.90)	(114.46)	(44.25)	(8.98)	2.00	4.18
Dividends per share(JPY)										
Common shares	42	44	8	8	-	-	-	-	-	-
Class A preferred shares	-	-	-	-	-	13.808	45.000	45.000	-	-
Other										
Operating margin(%)	18.2	13.1	3.7	5.9	-	-	-	-	2.0	2.8
Return on equity(%)	25.1	17.2	3.1	5.0	-	-	-	-	3.8	4.7
Return on assets(%)	18.7	12.9	2.4	4.0	-	-	-	-	1.9	2.1
Payout ratio(%)	41.1	64.5	64.4	39.5	-	-	-	-	-	-
Shareholders' equity ratio(%)	75.3	75.3	78.4	80.1	68.5	72.4	52.5	53.6	44.3	47.7
Number of shares of treasury stock	1,924,559	1,892,159	1,839,162	1,806,562	1,757,262	1,128,462	1,128,462	412,962	501,462	526,662
Total paying member restaurants	60,886	61,482	59,660	59,173	55,763	58,286	42,909	42,150	41,901	42,920

* The credit commitment fee payable to financial institutions, previously included in the "payment fee" under selling, general and administrative expenses, is separated to the "commitment fee" under non-operating expenses from the fiscal year 2020. There is no change in presentation to the figures for previous years.

Sustainability 1 - Basic policy -

Focusing on the food service market, Gurunavi endeavors to increase corporate value through the provision of value to society, based on the principle held by Gurunavi since its founding that corporate activity should itself be social contribution.

Consequently, regarding sustainability, as with our management policy, our basic policy is to continue to be a company that contributes to the realization of a sustainable and better society by continuing to provide new value to the world through the exploration of all food possibilities and connecting various people, things and events through food, based on our purpose, “Food: Satisfying People and Creating Connections”, which in turn is based on the spirit of “Protecting and nurturing Japanese food culture”, which has been with us since our founding.

(Details) See the Corporate Governance Report
https://corporate.gnavi.co.jp/en/profile/governance/

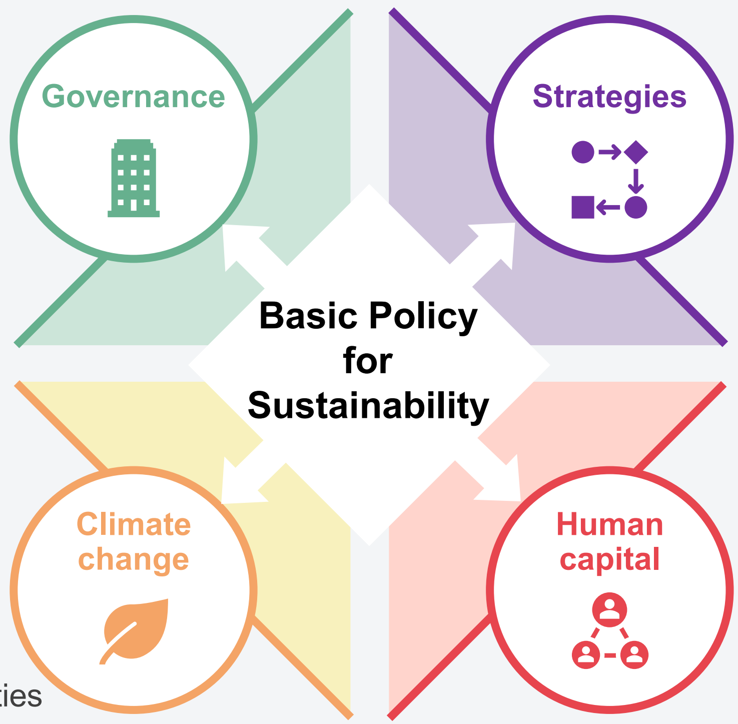
Sustainability 2　- Outline of initiatives -

Establishment a system related to sustainability

Company-wide promotion system headed by the Corporate Planning Department

Identifying important issues

Identifying materiality related to sustainability



Identifying risks and opportunities

Identifying important risks/opportunities based on two scenarios:“1.5℃ / 2℃ scenario” and a “4℃ scenario”

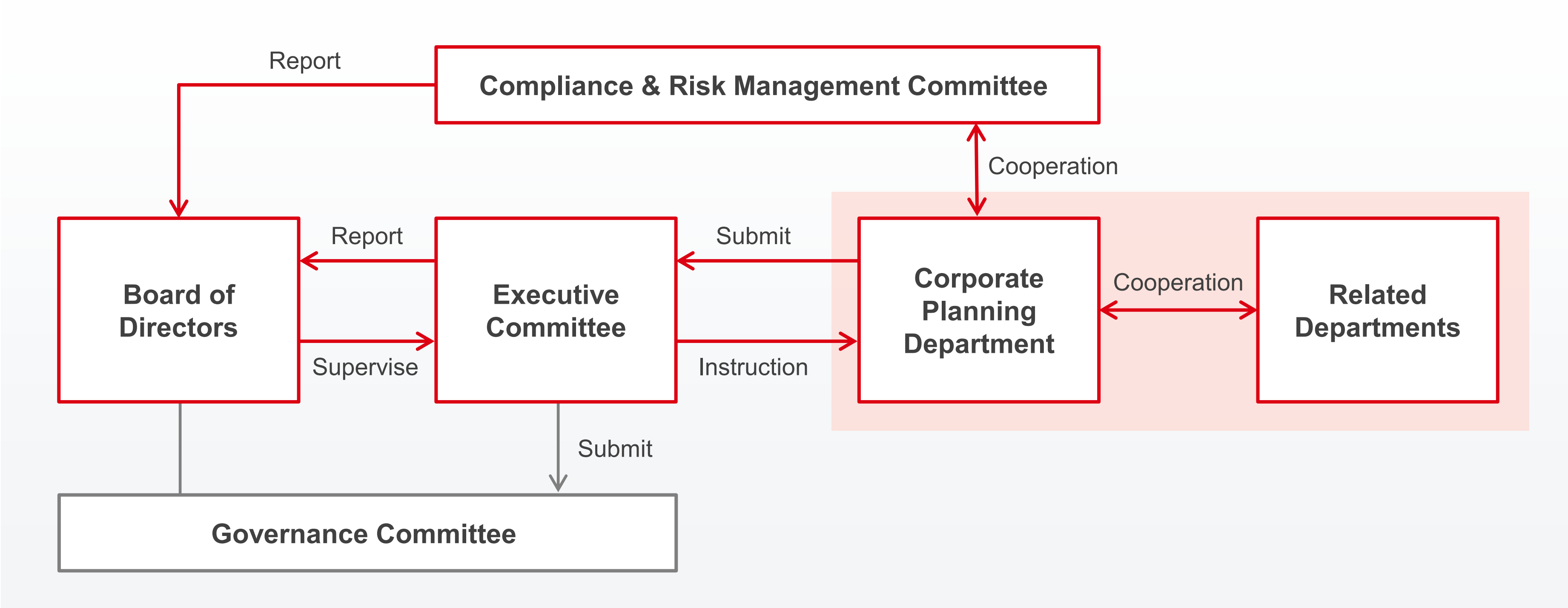
Establish “HR Policy”

Clarifying views on human capital management to further reinforcement of initiatives

Sustainability 3 - Establish a system -

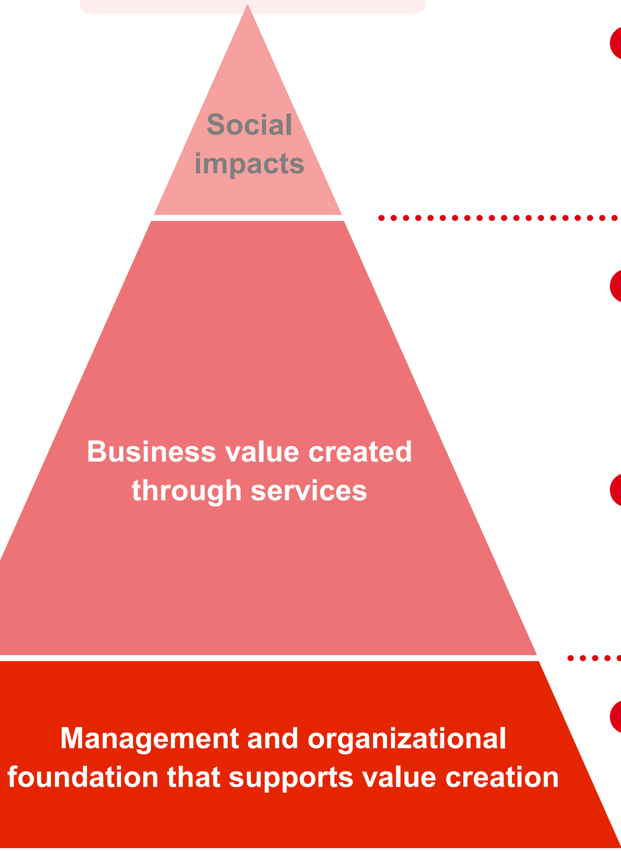
Governance and risk management system

Headed by the Corporate Planning Department, working in collaboration with the Compliance & Risk Management Committee and other related departments, Gurunavi implements company-wide initiatives regarding the identification of important sustainability related issues, the identification and identification of risks, and the consideration and execution of corresponding measures.



Sustainability 4 - Identifying important issues -

Embodying Purpose
Food: Satisfying People and Creating Connections



8 materialities (important issues)

7 Reducing the environmental burden of Gurunavi and the food service industry

Reduce the burden on regional environments by contributing to reduced food waste and conserving resources.

8 Popularization and passing down of Japan's excellent food culture and technologies

Contribute to the realization of a rich society through food by popularizing and passing this down to later generations Japan's food culture and the techniques that support it.

5 Optimization of the overall food service industry value chain

Realizing a sustainable food service industry development within the changes in social environment, including climate change

6 Promotion of regional communities through food

Unearthing and widely transmitting the attraction of a region through its food

3 Supporting evolution into sustainable restaurant management models

Expanding the value and services that support sustainable profit generation and improvements in working environments for restaurants

4 Protecting consumers safe, secure, and enriched food experiences

Along with creating conditions that allow consumers to select restaurants conveniently and securely, proposing various ways to enjoy food.

1 Reinforcement of corporate governance

Living up to the trust of all stakeholders

2 Creating an organization that allows employees to fulfill their potential

Working to improve the internal environments and develop nurture human resources

Sustainability 5 - Value Creation Process -

Input
Source of value creation (Capabilities)

Customer base
Member restaurants
Rakuten ID connected members

Human capital
Accompanied Support Structure

Societal Relational Capital
Strong collaborative structure

Financial Capital
Shareholders' equity
Interest-bearing debt
Commitment line

Business model
Mid-term direction

Medium-Term Management Plan (FY2026 - FY2028)

– Vision –
“True” supporter of restaurants

– Company-wide policy –
“Transformation of value proposition” and “expansion of the restaurant network”

– Business strategy –
Expansion of the functions of the “restaurant management platform” into the B2B domain

+

Financial Strategy

Management and organizational foundation

1. Reinforcement of corporate governance
2. Creating an organization that allows employees to fulfill their potential

Output
Business activity results

Providing value to customers

3. Supporting evolution into sustainable restaurant management models
4. Protecting consumers safe, secure, and enriched food experiences
5. Optimization of the overall food service industry value chain
6. Promotion of regional communities through food

+

Economic value
– FY2028 –
Net sales: JPY 18.9 bn
Operating income: JPY 1.3 bn

Outcome
Providing value to society

7. Reducing the environmental burden of Gurunavi and the food service industry
8. Popularization and passing down of Japan’s excellent food culture and technologies

PURPOSE
Food: Satisfying People and Creating Connections

Sustainability 6 - Identifying risks and opportunities -

The scenario analyses considered a “1.5℃ / 2℃ scenario” and a “4℃ scenario”. As a result, the main risks and opportunities in relation to climate change have been identified as follows, and we are considering and executing initiatives to address them.

Category			Overview of Risks and Opportunities	Main Initiatives
Risks	Transition risks	Policies/laws and regulations	Increased costs accompanying the reinforcement of regulations related to CO_2 emissions	- The impacts related to these risks are understood to be limited due to the characteristics of our business - Along with energy-saving operations at offices and data centers, we will aim to control CO_2 emissions through “Hybrid workstyle”
		Market	Reduced demand for our services accompanying heightened environmental awareness among consumers	- Continuous reviews of information and content posted on “Rakuten Gurunavi” in line with changes in consumer needs - Commencing work to build businesses/services that will contribute to the optimization of the overall food service industry in Japan
		Reputation	Diminished reputation among stakeholders due to late responses to climate change	- Continued initiatives to enhance disclosure of climate change response information
	Physical risks	Acute	Impacts on our business operations due to increased severity of natural disasters such as typhoons and floods, etc.	- Completed construction of remote working mechanisms and environments that are not tied to work locations - Alleviation of impacts by using multiple data center sites - Promotion of considerations for appropriate BCP reviews according to business content and environmental changes
		Acute	Reduced demand for our services due to increased severity of natural disasters such as typhoons and floods, etc.	- Recognition of the need to build an optimal business portfolio (acquisition of revenue sources other than support for restaurants)
		Chronic	Reduced demand for our services due to the progress of global warming	- Commencement of work to build business that will contribute to the optimization of agricultural production and distribution - Services that will contribute to improving the purchasing efficiency of restaurants are currently under consideration - Commencement of work to build services related to promoting the enjoyment of home-cooked meals and ready-made meals
Opportunities	Products/services		Development of new products and services in response to changing values and initiatives accompanying heightened environmental awareness among persons engaged in the food services market (producers, wholesalers, restaurants, consumers, etc.)	- Continuous reviews of information and content posted on “Rakuten Gurunavi” in line with changes in consumer needs - Commencing work to build businesses/services that will contribute to the optimization of the overall food service industry in Japan - Expanded provision of services that contribute to improved restaurant business efficiency and labor-saving
	Market		Improving our reputation among stakeholders through initiatives for the resolution of environmental issues	- Continued initiatives to enhance disclosure of climate change response information

Sustainability 7 - Promote human capital management (1) -

Strengthened the foundations of human capital management under the "Work Style Evolution Project" launched in 2020

Smart Work Shift

Highly productive, independent, and efficient work style

Workstyle Shift
A working style that suits the individual

Ownership Shift
Each individual fulfils a leading role

Management Shift
Improved productivity, promotion of value creation

Improving job satisfaction

Making work more comfortable

Improving work style flexibility and diversity

- ✓ Expansion of work sites
- ✓ Introduction of remote working systems
- ✓ Introduction of flextime systems
- ✓ Introduction of joint commute/remote working "Hybrid workstyle"

Making work more comfortable

- ✓ Creation of a guide to communication under remote working
- ✓ Creation of a management book
- ✓ Revitalization of internal communication such as reviews of company-wide morning meetings, etc.

Improving the rewarding feeling

Improving feeling of growth

- ✓ Reinforcement of internal job posting systems
- ✓ Promotion of self-directed career development
- ✓ Clarification of role definitions for all employees and management, and by job type
- ✓ Company-wide introduction of the e-learning system
- ✓ Promotion of measures to strengthen management

Improving feeling of contribution

- ✓ Review of award system
- ✓ Revised human resource systems
  - ・Grade System
  - ・Remuneration System
  - ・Assessment System

Utilizing a talent management system as a supporting mechanism

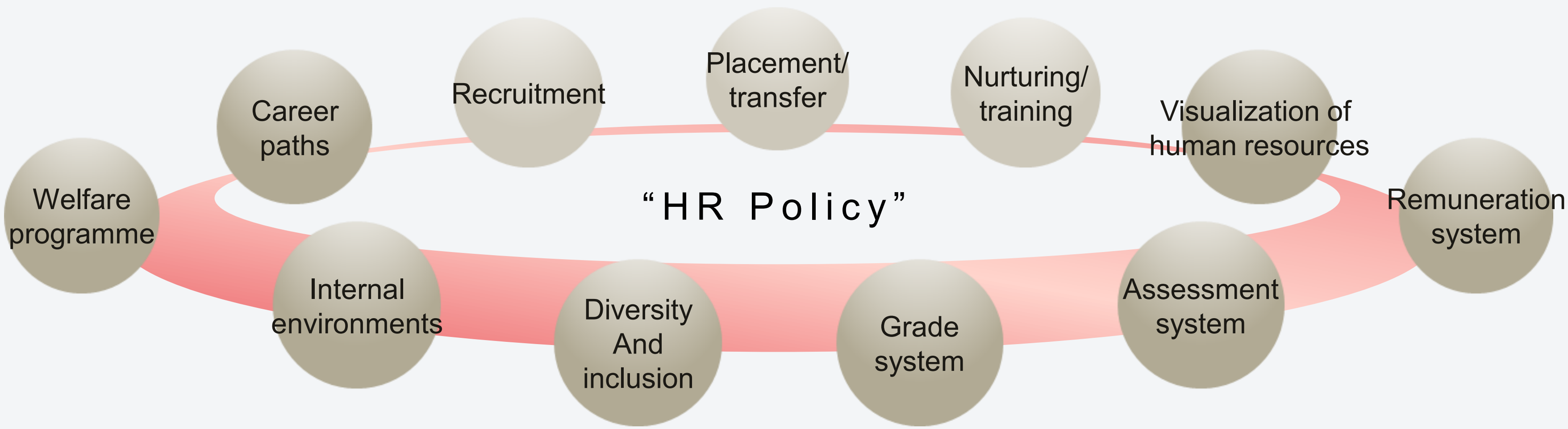
Sustainability 8 - Promote human capital management (2) -

Established "HR Policy" in April 2024,
which will serve as the basic policy for human capital management

HR Policy

The "Future of Food" connected by "Our Growth"

We will create a strong Gurunavi through which the development of individuals who can think, learn, and create independently, will pioneer the enriched future of food. Based on this belief, Gurunavi will work closely with employees in all aspects of the "challenges" they face to support their "growth", and pool the strengths of individuals, in order to continue to evolve into a company where human resources with an abundance of ambition, who will confront the potential of food in earnest, will "congregate and develop".



Information dissemination initiatives

Official Article Content

https://note.com/gnavi_official

(Japanese version only)

Strengthen the dissemination of non-financial information, such as the status of employees engaged in our business and services, the progress of measures, and feedback from customers who use our services.

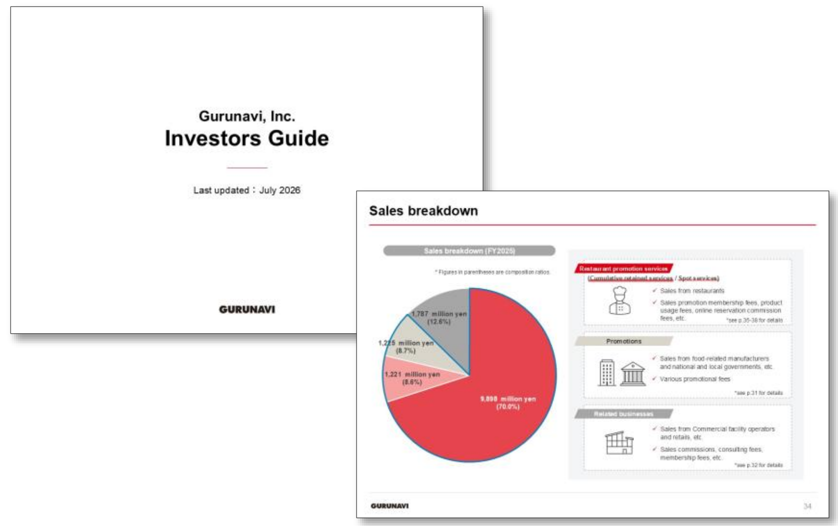
▲ HOME

▲ Examples of articles

Investors Guide

https://corporate.gnavi.co.jp/en/ir/library/investorsguide/

Material for basic information of our company, such as history, business contents, and performance trends



Company profile as of the end of June 2026

Name	Gurunavi, Inc.（stock code: 2440）
Establishment	October 2, 1989（incorporated） February 29, 2000（Gurunavi, Inc. established）
Head office	1-1-2 Yurakucho, Chiyoda-ku, Tokyo
Capital	100 million yen
Number of shares issued	Common shares: 56,903,800
Business description	Web-based information provision relating to restaurants etc. using the platform of PC and smartphones etc. Provision of support service associated with the management of restaurants etc. and other related business
Directors	Chairman and Director : Hisao Taki , President and Representative Director : Akio Sugihara Director : Hirohisa Fujiwara (Outside / Independent), Kazuhiko Kasahara (Outside), Koji Ando (Outside), Ryo Matsumura (Outside) Director (Audit & Supervisory Committee Member) : Kiyoshi Suzuki (Full-time), Hidehiko Sato (Outside / Independent), Yoshio Ishida (Outside / Independent) , Mio Minaki (Outside / Independent)
Top 10 shareholders	Rakuten Group, Inc. 16.5%, Hisao Taki 12.6%, The Master Trust Bank of Japan, Ltd. (Trust account) 5.3%, SHIFT Inc. 4.0%, Japan Traffic Culture Association 3.3%, Akio Sugihara 2.3%, Odakyu Electric Railway Co., Ltd. 2.0%, Tokyo Metro Co., Ltd. 1.7%, Hiroko Taki 1.5%, OPTiM Corporation 1.4% *The ratio of shareholding is calculated based on the total number of shares issued after deduction of treasury stock (532,662 shares).
Number of total personnel	Non-consolidated : 879 Consolidated : 968 *including executives, part-time workers, employees on leave, and employees seconded to other companies
Consolidated subsidiaries	Gurunavi (Shanghai), Inc. (80%), Gurunavi Support Associe, Inc. (100%), G dining Inc. (100%)

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GURUNAVI

Company information
https://corporate.gnavi.co.jp/en/

Gurunavi IR contact information
https://ssl.gnavi.co.jp/company/english/contact/