Financial Results Briefing for Q3 FY2020

Business attributes to assist in sustaining high growth even in times of crises

August 13, 2020 GMO Payment Gateway, Inc.

(3769; Tokyo Stock Exchange First Section)

The 62nd IR Meeting

GMO PAYMENT GATEWAY

https://www.gmo-pg.com/en/corp/

Safe Harbor Statement

The contents of this document are based on generally recognized economic and social conditions, as well as assumptions judged to be reasonable by GMO Payment Gateway as of August 13, 2020.

Please note that the contents are subject to change without prior notice in the event of changes in the business environment or other unforeseen occurrences.

Agenda

1. Summary of Financial Results for Q3 FY2020

2. Key Attributes of Our Business and Growth Strategy

3. Financial Highlights

Summary of Financial Results for Q3 FY2020

1.1 Financial Results Summary (IFRS)

Results outperforming company plans; MK reclassified as discontinued operation from Q3

KPI **2		,404 2.2%)	Approx. 670 mi	• •	Approx. ¥1.3 tr. (+24.9%)	
	<u>-</u>	ng Stores I-Q3) ^{※3}	TRX Volume (Q3 standalone)	TRX Value (Q3 standalone)		
EBITDA *1	7,578	8,844	+16.7%	-	3,445 (+23.2%)	
Profit Attributable to Owners of Parent	4,252	5,750	+35.2%	94.1%	2,342 (+39.9%)	
Pre-tax Profit	6,749	8,413	+24.7%	85.3%	3,165 (+25.9%)	
Operating Profit	6,932	7,778	+12.2%	75.0%	3,090 (+20.3%)	
Revenue	20,108	24,118	+19.9%	76.7%	8,623 (+29.5%)	
(Million yen)	Q3 FY2019 Actual	Q3 FY2020 Actual	% YoY	% achievement vs. Full year guidance	FY2020 Q3 standalone (% YoY)	

^{※1} EBITDA = Operating Profit + Depreciation.

^{*3} Figures exclude the recent increase in operating stores from a specific merchant. If included, the number of operating stores is 305,004 stores (up 65.3% YoY) for the same period.





^{*2} Figures in parentheses are % YoY changes. Excludes offline transactions; if offline transactions are included the TRX volume is approx. 680 mil. (up 53.6% YoY) and TRX value is approx. ¥1.4 tr. (up 27.6% YoY).

1.2.1 Main points on earnings ①

Initial plan was to return to revenue growth of 25%, and maintain OP growth 25%

■ Return to revenue growth of 25%

Focusing on multiple large development projects to recoup the impact that large merchants had from Q2 of the previous term. Revenues from these projects likely to concentrate in the latter part of this year.

Revenue growth guidance of 14%. Intend to return to 25% growth trajectory in one year's time.

Q3 progress to date: Growth rates improving every quarter, making progress in nearing to the 25% growth trajectory

■ Maintain 25% OP growth

Could not foresee MK's divestiture and COVID-19 when we compiled the guidance back in September 2019. Hence, OP guidance of ¥10.3bn was based on the estimated FY19 OP of ¥8.3bn.

Q3 progress to date: Achievement ratio of 75% of full year guidance; continuing to strive for full achievement.

Currently budgeting to maintain 25% growth next fiscal year and beyond

1.2.2 Main points on earnings ②

Underlying growth excluding MK's reclassification to discontinued operation and PS' allowance for doubtful accounts

[Consol. 3Q] Adjusting for previous term's OP uplift from PS' allowance for doubtful accounts

Revenue +19.9%

OP +12.2% **Excl. above factors:** +20.4%

[Consol. Q3 standalone] Adjusting for previous term's OP uplift from PS' allowance for doubtful accounts

Revenue +29.5%

OP +20.3% **Excl. above factors:** +29.8%

[Full Year Earnings] Previous term's OP includes MK's impairment loss and its earnings. Reclassifying MK as discontinued operations causes: Previous term's OP from continuing operation to be uplifted to ¥9,562 mil. versus the reported figure of ¥8,301 mil.

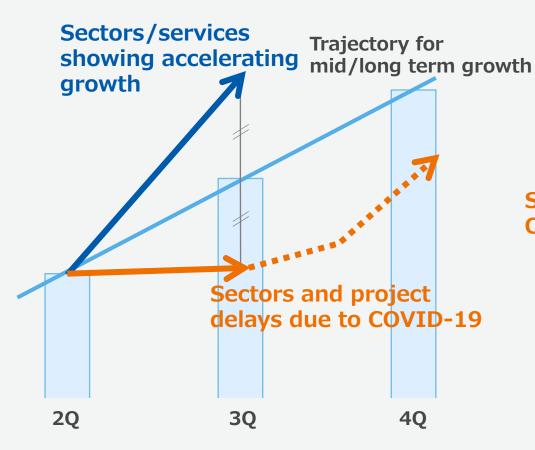
OP guidance: (pre-revision) + 25.0% (after revision) + 8.5%

**Underling growth is defined as the actual growth rate for revenue and operating profit after removing the impact from reclassifying MK as discontinued operation and PS' allowance for doubtful accounts for both FY2020 and FY2019.

1.3 Drilldown of recent revenue growth rates

Progress on track; business attributes worked to offset the negatives with the positives

■ Image of near-term growth



Sectors/services showing accelerating growth

Digital content, apparel, home delivery etc.

Payment terminals sales for offline payment

Payment After Delivery, Remittance, etc.

Merchant acquisitions accelerates at GMO Epsilon (for small-scale online shops)

Etc.

Sectors and project delays due to COVID-19

Travel/ticket sales etc.

stera (online): next generation payment platform with SMCC and Visa

DX platform
Financial institutions, utilities, telecom
and distributor/retailer

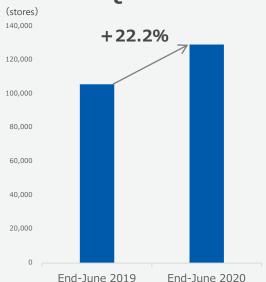
B2B factoring

Etc.

1.4 Analysis of major KPIs (Q3 standalone)

DX acceleration at customers and services: resulting in surging TRX volume and increasing TRX value

Operating stores + 22.2% Prev. Q3 + 16.0%^{*2}



Excl. increase in delivery-related stores: +17.1%
Excl. increases in telecom-related stores: +20.6%

TRX Volume +53.1%^{*1} Prev. Q3 +26.1%^{*2}



Surge in TRX volume for sectors shown below: **3
 Utility +188.2%
 Delivery/Newspaper+185.1%
 Digital content +131.8%
 Apparel +112.0%

TRX Value +24.9% + 24.0% *2



- Decline in high per-transaction value travel/ticket sectors:^{**3}
 Excl. travel/ticket +35.0%
- Accelerating growth of merchandise EC

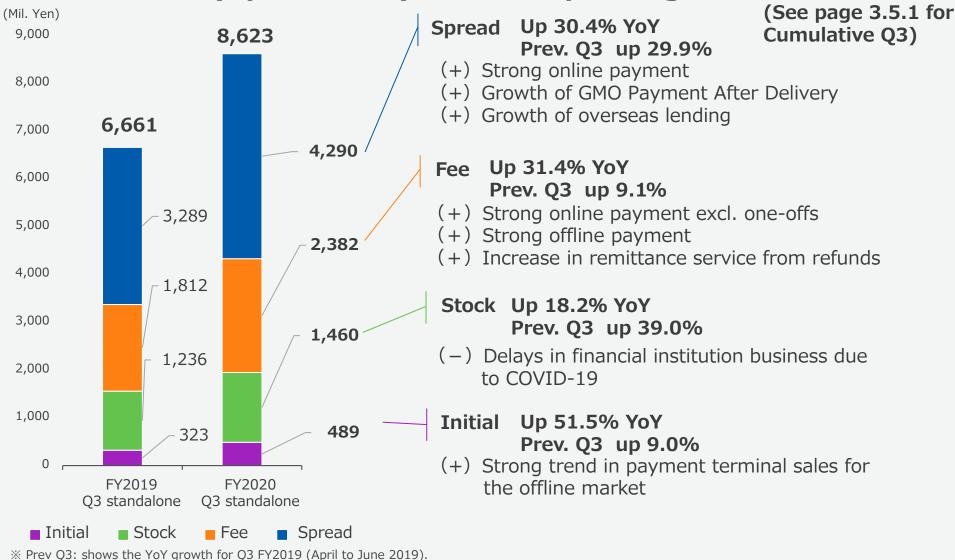
X1 Excludes offline. If offline is included, Q3 (April to June 2020) TRX volume growth is 53.6% (prev. Q3 is up 26.4%), TRX value is up 27.6% (prev. Q3 is up 23.5%).

^{%2} YoY figures for Q3 FY2019 (April to June 2019); operating stores are as of end-June.

³ YoY figures show TRX value for each sector in Q3 (April to June 2020) for PG Multi-Payment Service. Apparel sector excludes a large merchant.

1.5 Revenue by business model (Q3 standalone, continuing operations)

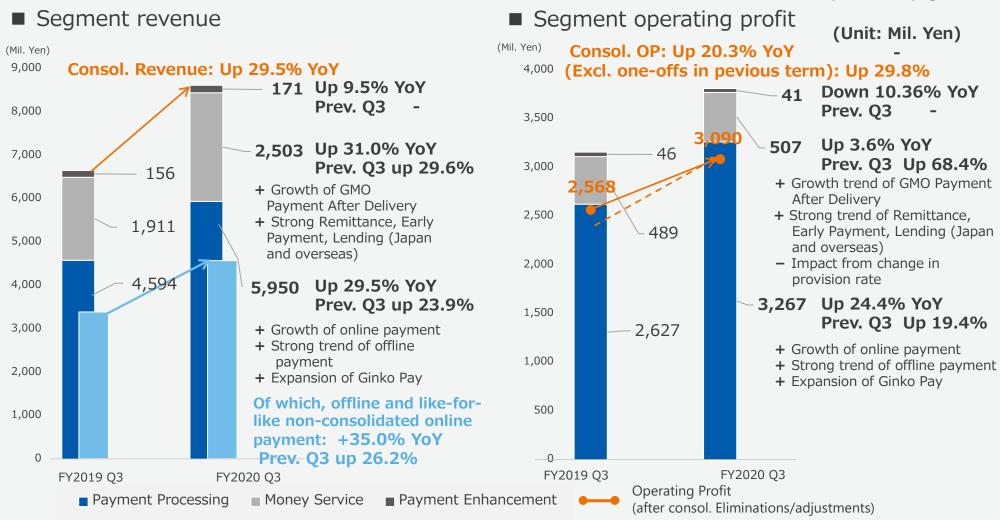
Q3 standalone (Apr. to Jun.) fee and spread grew over 30%



1.6 Segment revenue and OP YoY (Q3 standalone, continuing operations)

All segments outperformed company plans

Cumulative comparison on page 3.6



^{*} Previous Q3: Shows the YoY change for Q3 FY2019 (April to June 2019). Continuing operations in the Payment Enhancement Business before FY ending September 2018 cannot be computed.

^{**} Like-for-like online payment excludes:

① Contract expiration of a large merchant in the previous Q2, ② contract termination of a certain merchant in the previous Q2, ③ change in contract terms to certain merchants in the current term's Q1.



1.7 Group earnings: Actual, Forecast and Mix

Strong Q3 earnings at each company; progressing towards achieving full-year guidance (revised)



^{%1} PG parent: Non-consolidated GMO Payment Gateway; EP: GMO Epsilon; PS: GMO Payment Service; FG: GMO Financial Gate
%2 Up 16.7%: This fiscal year's revenue growth rate (revised forecast)



Future initiatives and growth strategy

2.1 Business Attributes: Resilient business and revenue structure in times of crisis

Achieved OP growth of over 20% even during past crises (Great Financial Crisis)

Business characteristics Past crises and OP trend (prev. standard) 2020 COVID-19 Market Factors +25.0% Growth markets: EC, DX, Cashless, 2019 **Fintech Enlarges corporate Consumption** disparity Large market size tax 8→10% +25.0% High entry barrier **Growth secured by supporting** digital transformation (DX) to **Cross industry Business Mode** achieve sustained growth after Feedback loop of stock & overcoming the crisis transaction (flow) **Expanding business scope:** 2014 credit card→multi-payment→Offline→FinTech→ Consumption tax 5→8% 2011 +31.3% 2008 **Great East Japan Profit structure** Client industry-linked revenue Lehman **Earthquake** Shock +20.8% Low cost of sales ratio +21.7% Online payment business: approx. 15% Churn rate 1.3% **1 Scale merit

^{*1} Churn Rate: the proportion of merchant contract termination (from July 2019 to June 2020) to total operating stores (as of end of June 2020) for non-consolidated GMO-PG. *2 Previous standard: OP before the deconsolidation of MACROKIOSK (i.e. including both continuing and discontinued operation)

2.2.1 Cross-industry 1

Sustain a high and stable growth by acquiring growth companies across diverse sectors and within sectors

■ Services provided to (including to-be provided) representative merchants in the Nikkei industry classification and growth expectation trend

Nikkei industry classificatior	Foods	Pharma- ceutical	Electric Machinery	Real Estate	Electric Power	Gas	Financials
Merchant	Major food delivery	Foreign- owned pharma	Major appliance maker	Major real estate	Major EPCO group	Major Gas utility	Foreign-owned insurance Major regional bank
GMO-PG service	 Payment for organic vegetable delivery 	ethical drugs, supplements, cosmetics EC website etc.	official EC	rental, share office	 Payment for electricity and gas bills Payment for support services etc. 	gas bill • Payment for	premium payment (medical/auto) · Ginko Pay · Acquiring
TRX Value growth	etc						etc.
(Q3 standalone `	YoY) +80%	+55%	+15%	+30%	+940%	+40%	+ 60% ^{**3}

^{*1} Excerpt of Nikkei industry classification with which we have commercial relation with.

^{*3} The figure shows the growth rate of TRX value of the service we provide to the foreign-owned insurance company

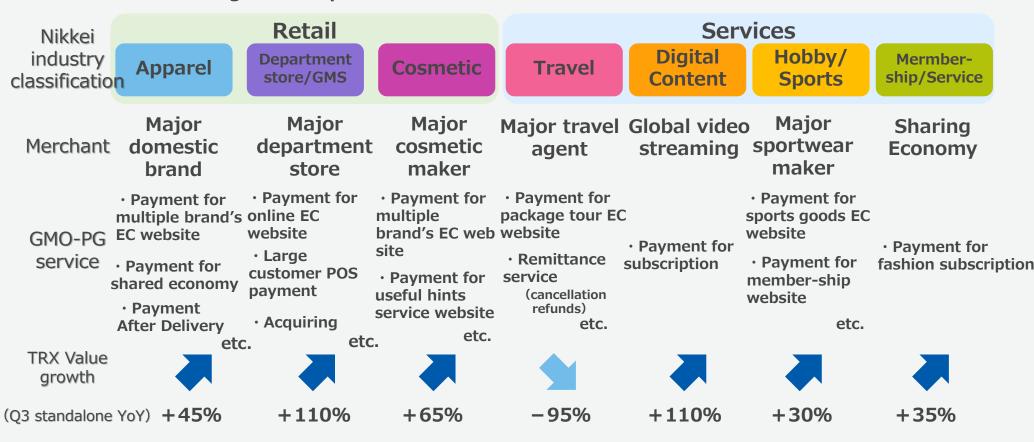


^{*2} Shows approximate YoY figures of TRX value of a representative merchant in each of the industry classification that use PG Multi-Payment service during Q3 FY2020 (April to June 2020).

2.2.2 Cross-industry 2

Sustain a high and stable growth by acquiring growth companies across diverse sectors and within sectors

■ Services provided to (including to-be provided) representative merchant in the Nikkei industry classification and growth expectation trend



X1 Excerpt of Nikkei industry classification with which we have commercial relation with.

^{**2} Shows approximate YoY figures of TRX value of a representative merchant in each of the industry classification that use PG Multi-Payment service during Q3 FY2020 (April to June 2020).

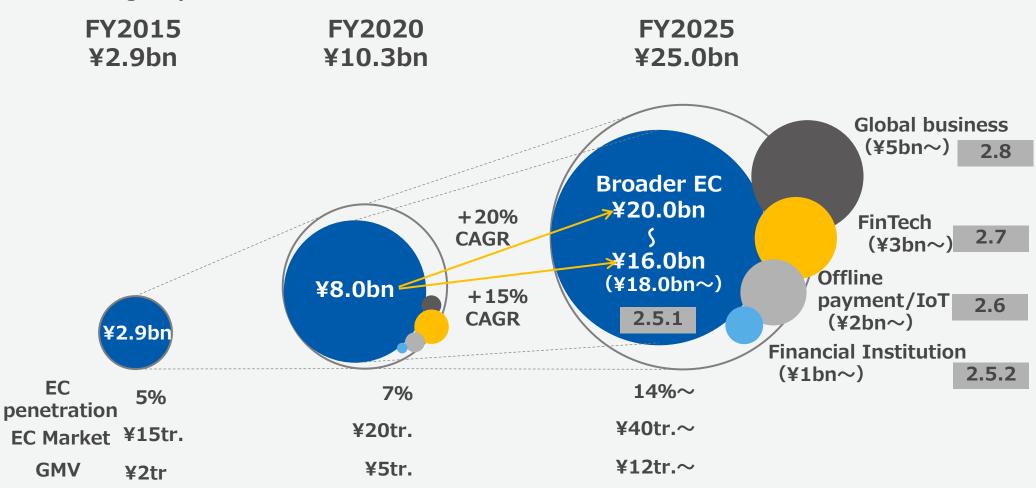


2.3 2025 Management Target

Promote commercialization of large projects to achieve OP of ¥25.0bn by 2025

■ OP target by focus areas

() OP potential amount (Unit: ¥ billion)



** References: METI's "FY2019 Global Survey Project Concerning Integrated Domestic and External Economic Growth Strategy Building (E-Commerce market survey)". Figures in 2025 are forecasts, and figures are approximations.



2.4 Progress of Priority Initiatives

Delays occurred in certain projects; impact to earnings estimated to be minimal



2.5.1 DX Platform: The Broader EC

Growth acceleration of merchandise EC from progress in DX; also aiming at new business opportunities

■ Growth strategy and progress

Creating industry specific DX platforms

Acquire large and high-growth merchants (enterprise)

NEW Omni-channel enabled for offline sectors

NEW Global major players

Strengthening measures at GMO Epsilon (SME domain)

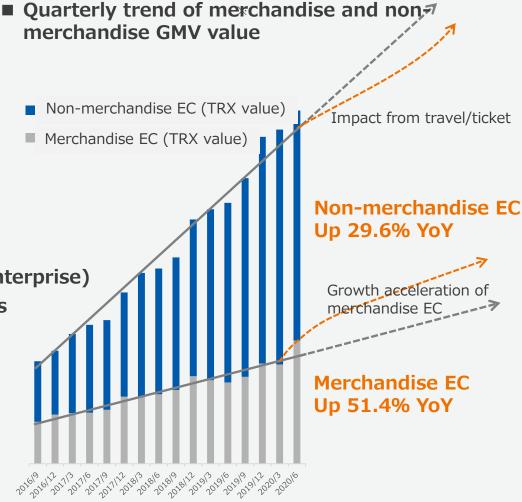
<Delayed projects>

stera (Online): Delay in certain functions

Utility: September launch, full scale start

in 1H 2021

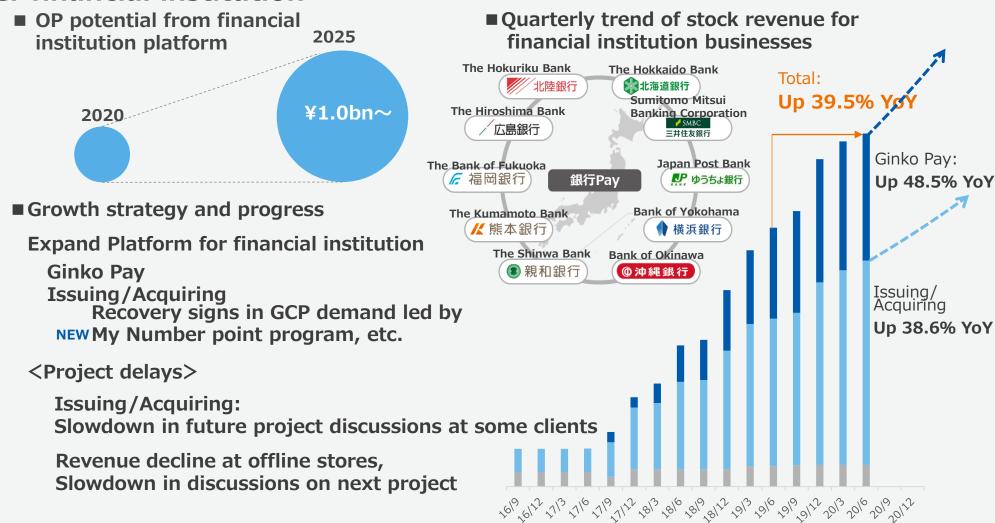
Telecom: 9-mnth delay



X TRX value of Multi-Payment Service provided by GMO Payment Gateway.

2.5.2 DX Platform: Financial Institution

Expand stock revenue by expanding the number of services provided per financial institution



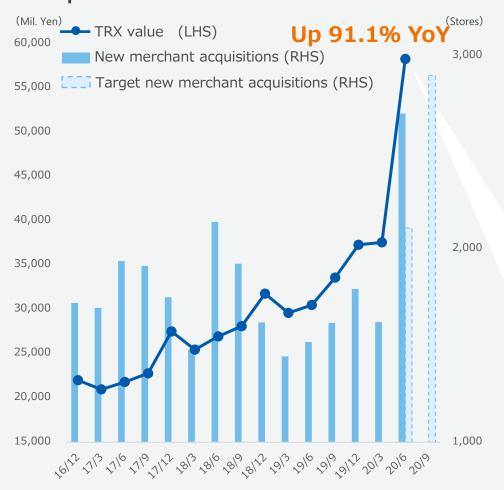
%GCP: GMO Cashless Platform

2.5.3 Initiative in the SME domain and progress

TRX value surging, focusing on new merchant acquisitions to return to 25% growth trajectory

• GMO-EP: TRX value and new merchant

acquisitions



■ Growth strategy and progress

Acceleration of new merchant acquisition measures and creation of new businesses

Strengthen business to financial institution through collaboration with partners

NEW Financial Institution service, new measures such as busines cards etc.

Rollout of "Cycle by GMO" in early Fall of 2020

NEW Expand merchant acquisition by strengthening interpartner measures

7/9 Service launch of online sales support portal

<TRX value growth of top-ranking sectors>

,				
Alcohol	March + 115%	Apr-Jun +250%		
Bags, trinkets, brand goods	+70%	+105%		
Beaty, cosmetic, perfume	+60%	+105%		
Men's: fashion, shoes	+55%	+100%		
Food, sweets	+50%	+175%		
Books, Magazine, Comics	+40%	+115%		
Flower, Gardening, DIY	+35%	+80%		

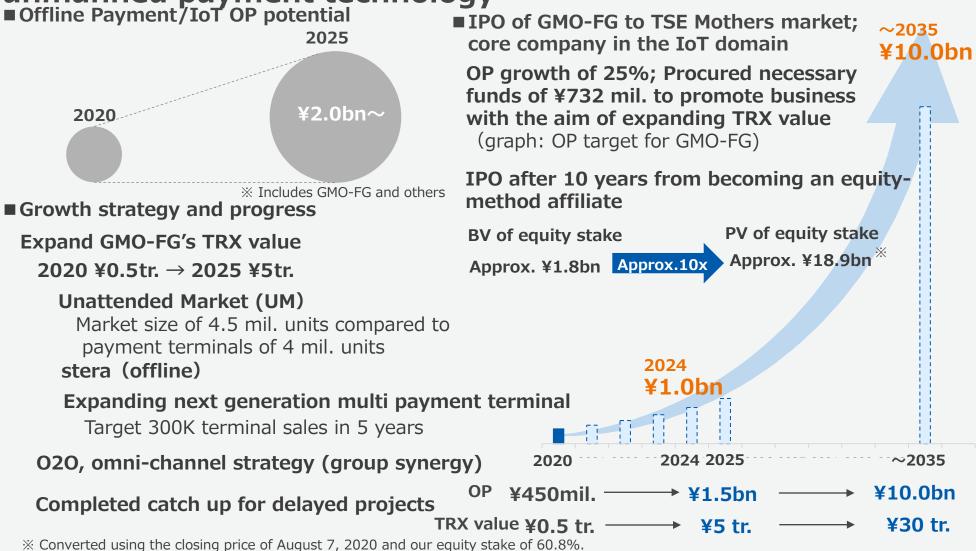
* Approximations. Average of the monthly figures for April to June.

2.6 Offline payment and IoT

Accelerate cashless by promoting omni-channel adoption and unmanned payment technology

Offline Payment/IoT OP potential

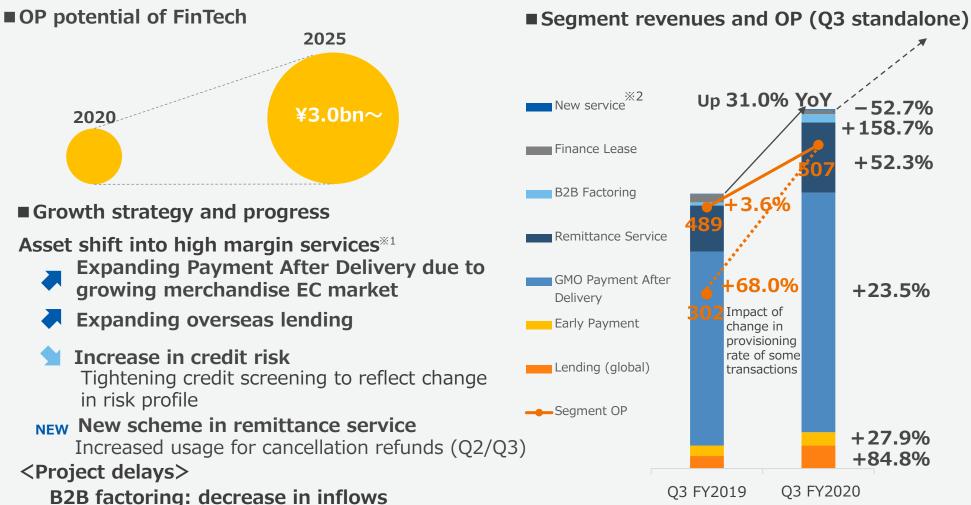
IPO of GMO-FG to TSE Mothers market:



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2.7 FinTech

Improve capital efficiency and expand earnings through high-margin services and Payment After Delivery



^{**1} Services where ROIC > WACC: Payment After Delivery, Overseas Lending, B2B Factoring (Invoice Early Payment, B2B Early Payment), B2B AR Guarantee. (ROIC = Est annual NOPAT ÷ Monthly avg. BS balance)

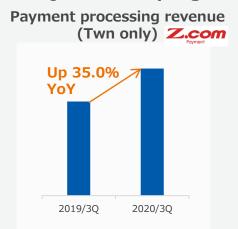
^{**2} B2B AR Guarantee (launched May 2018), "Kondo Barai" (launched June 2020). YoY figures are not displayed.

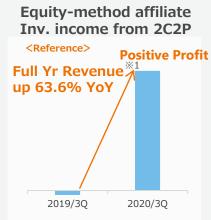


2.8.1 Global: The 5 payment domains

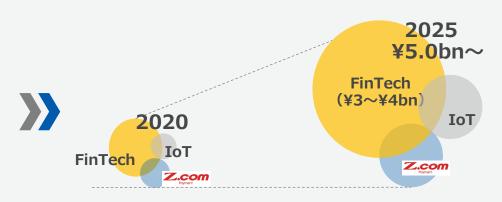
Create Payment C FinTech feedback loop in the mid/long term

■ Q3 FY2020 progress

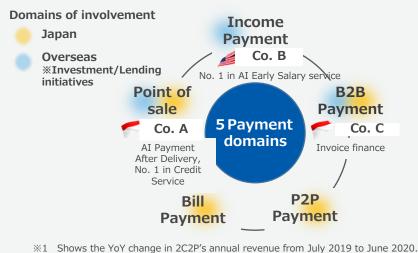




■ Growth potential of Global



■ 5 focus areas in overseas market



■ Growth strategy to 2025

Method: Own business, investment, lending and M&A



LFlexible combination depending on macro conditions and timing



Lefocus on Taiwan, expand to local and Japanese companies

➤ Partner with top VC/Financial institutions in Indonesia and USA

└Approx. target list of 100 companies including minority investments

※2 Source: CB INSIGHTS "Payments Trends to Watch in 2019"





2.8.2 Global: Fintech supporting MSB services (Lending)

Strategy unchanged; Seeking new potential investee/borrower while monitoring overall conditions

■ Growth strategy

Strengthening Fintech support

Phase 1: Prudently 1 monitor existing borrowers, and

2 seek new potential borrowers

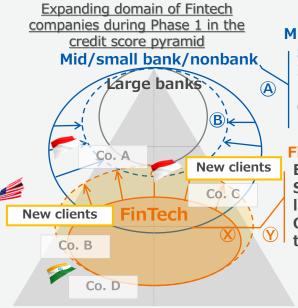
Phase 2: Proactive conversion

Phase 3: Proactive expansion

High growth achievable from building up

pipeline during COVID-19 times

Corporate

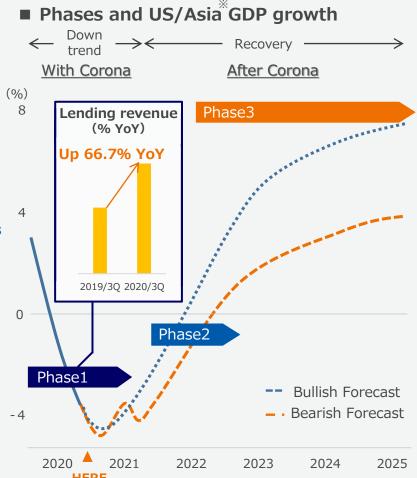


Mid/small banks/nonbanks

Shrink from (A→B)
Increase in bad loan reserves, weakening due to monetary policy

FinTech companies

Expand from ⊗→♥ Shrinking presence of large/mid/small banks Opportunity to expand to "fill the void"



%GDP growth rate of Asian countries excluding Japan, Korea, Taiwan, Hong Kong and Singapore.

Referenced IMF's "World Economic Outlook, June 2020: The Great Lockdown;" Figures for 2022 and onwards are our forecasts

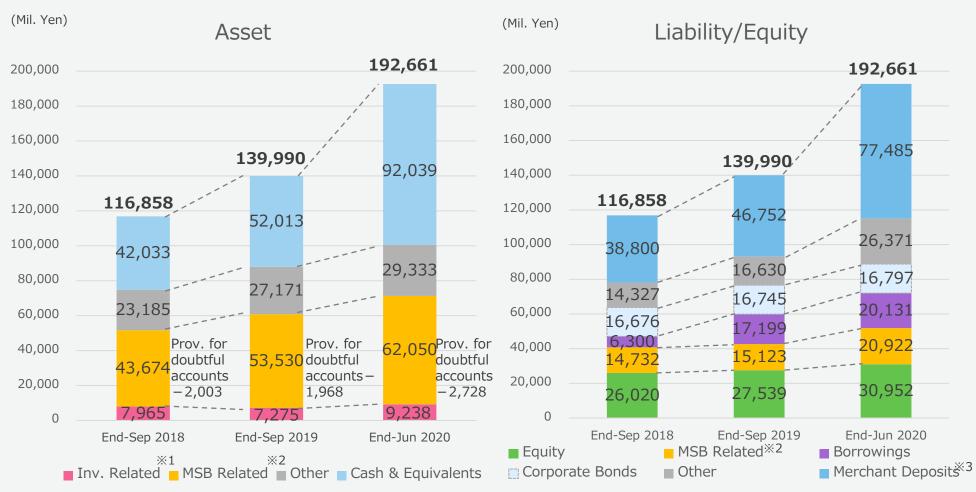


Individual

3. Financial Highlights

3.1 Balance Sheet Changes

Increase in deposits received and MSB-related assets



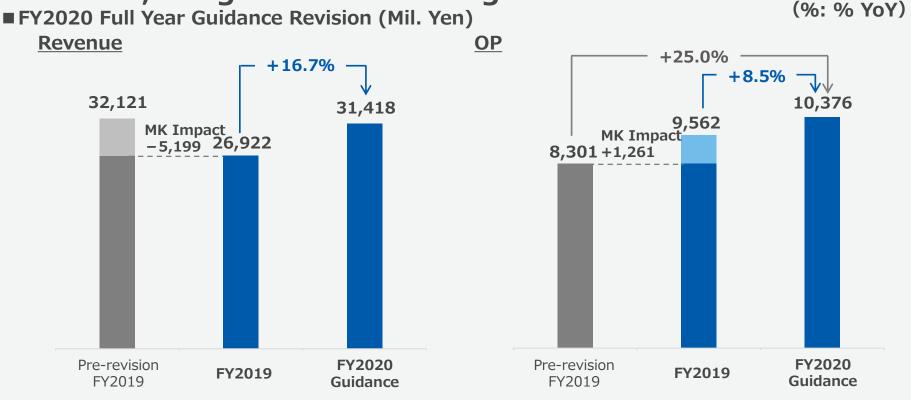
X1 Securities classified under Investment Securities and Equity-Method Affiliates

X3 Deposits received from merchants under the Representative Contract. X4 Some figures are shown in net amounts of financial assets and liabilities.



3.2 Revision to Full Year Guidance

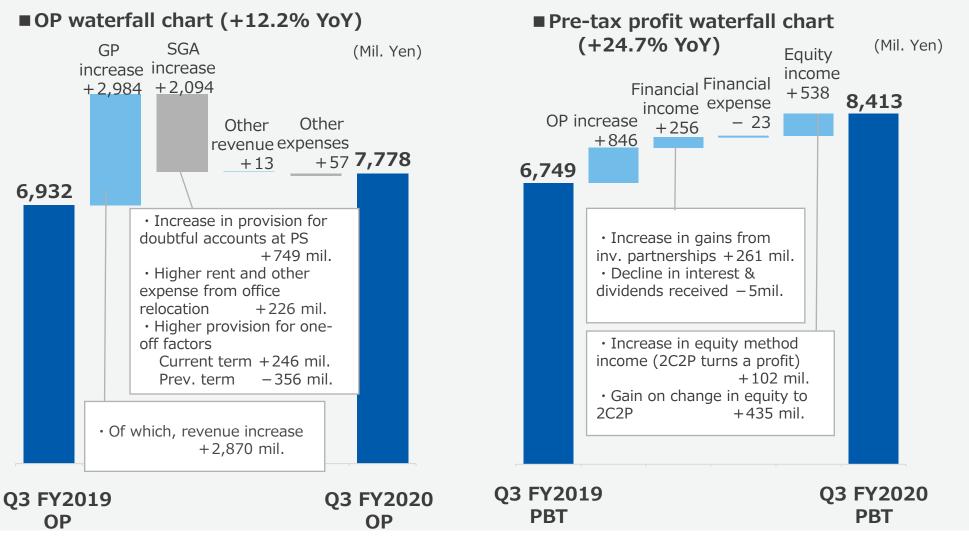
Reclassified MS as discontinued operations as per IFRS standards; OP guidance unchanged



MACROKIOSK's earnings is presented as profit/loss from discontinued operation and excluded from continuing operations, due to its deconsolidation on May 2020 as per IFRS accounting standards. As a result, earnings guidance for FY2020 and the revenue, operating profit and profit before income taxes in the previous term have been restated to present continuing operations only and exclude the discontinued operation.

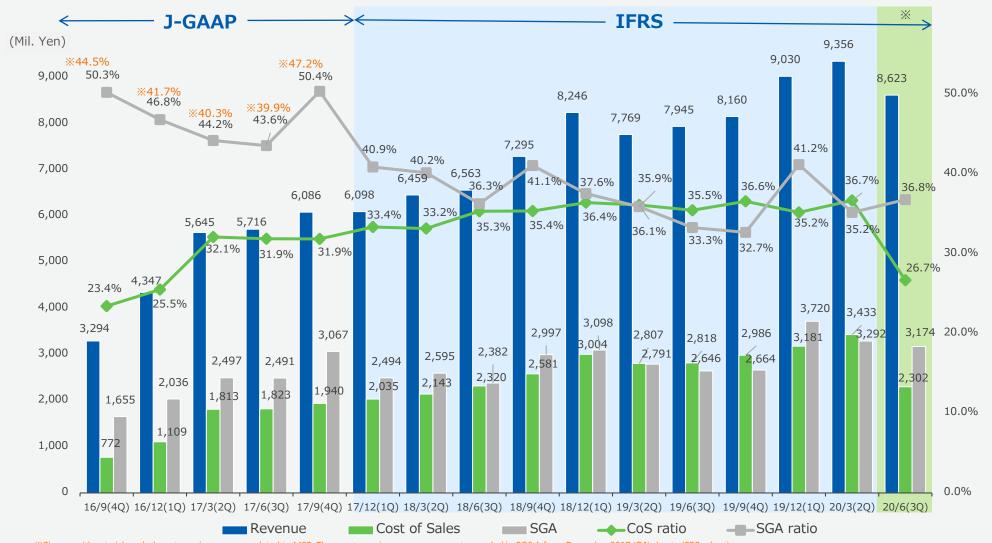
3.3 Factors affecting OP & Pretax Profit (Cumulative Q3 basis)

SG&A increase due to higher provisions; Pre-tax profit uplifted from increase in equity method income



3.4.1 Quarterly trend of CoS and SGA ratio

CoS ratio fluctuates with changes in revenue mix



**Figures with asterisk exclude outsourcing expense related to MSB. These outsourcing expenses are not recorded in SG&A from December 2017 (Q1) due to IFRS adoption.

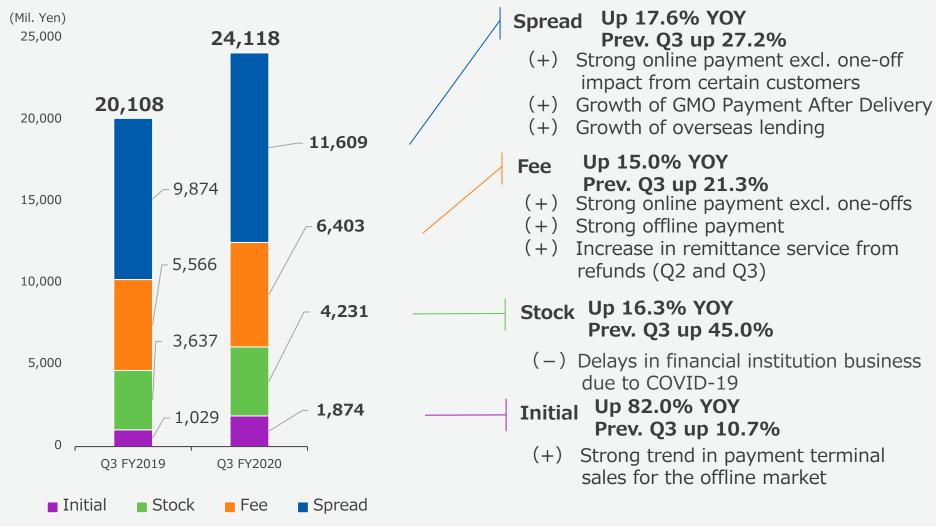
**Figures only present the continuing operation from Q3 FY2020 and onwards and exclude MACROKIOSK (reclassified as discontinued operation) due to its deconsolidation on May 2020.

3.4.2 Quarterly trend of PG and EP's CoS and SGA ratio

CoS ratio fluctuates with changes in revenue mix

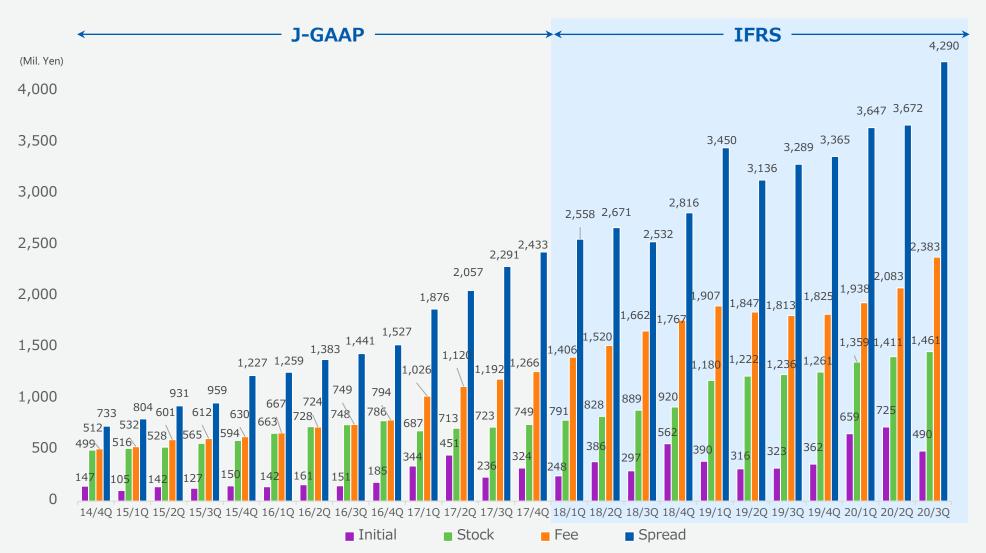


3.5.1 Revenue by business model (cumulative Q3, continuing operations)



X Previous Q3: Shows the YoY change for Q3 FY2019 (October 2019 to June 2019).

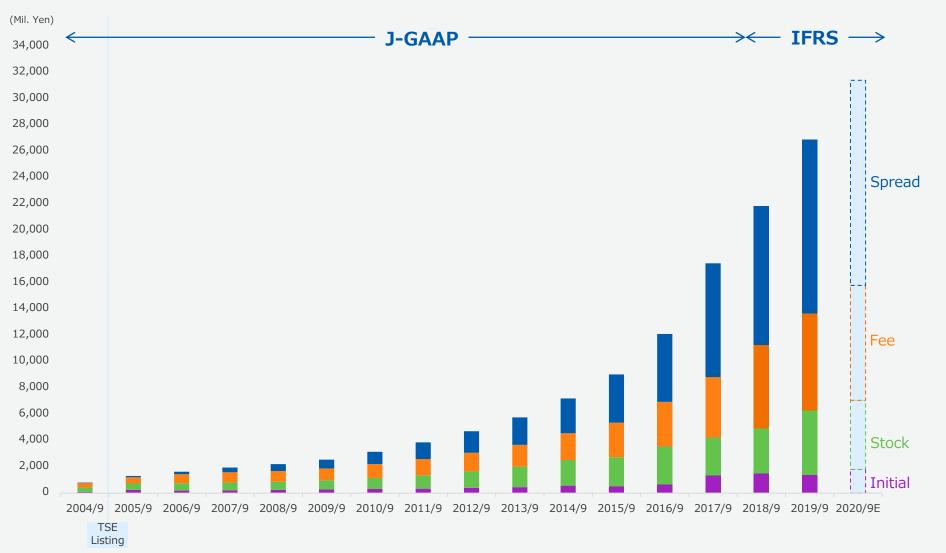
3.5.2 Quarterly trend of revenue by business model



^{**} Online advertising service (stock) and finance lease (spread) revenues are recognized as a net amount with the IFRS adoption rather than the gross method from FY Ending September 2018 The figures for revenues by business model present the continuing operations only and exclude MACROKIOSK, due to its deconsolidation on May 2020.

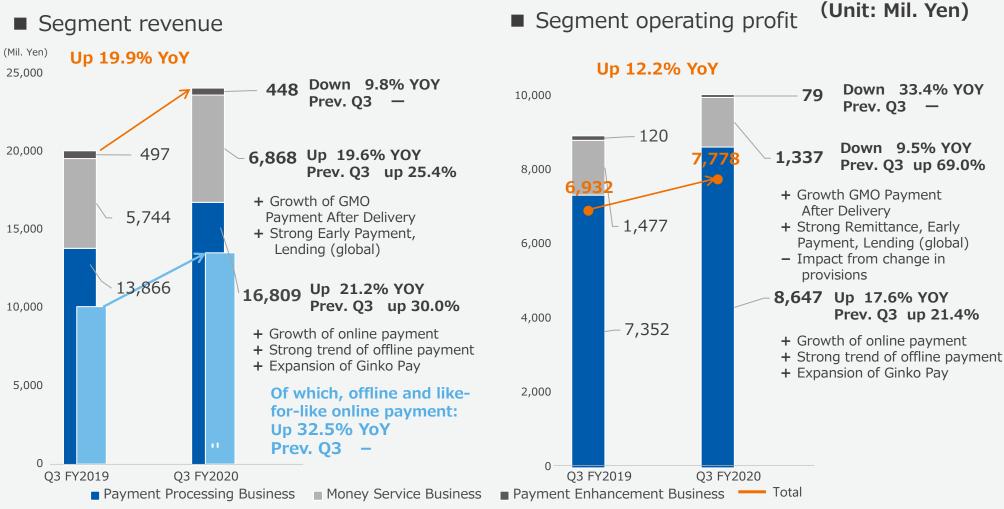


3.5.3 Revenue trend by business model (annual)



X Online advertising service (stock) and finance lease (spread) revenues are recognized as a net amount with the IFRS adoption rather than the gross method from FY Ending September 2018. The figures for revenues by business model present the continuing operations only and exclude MACROKIOSK, due to its deconsolidation on May 2020.

3.6 Segment revenue and OP YoY (cumulative Q3, continuing operations)



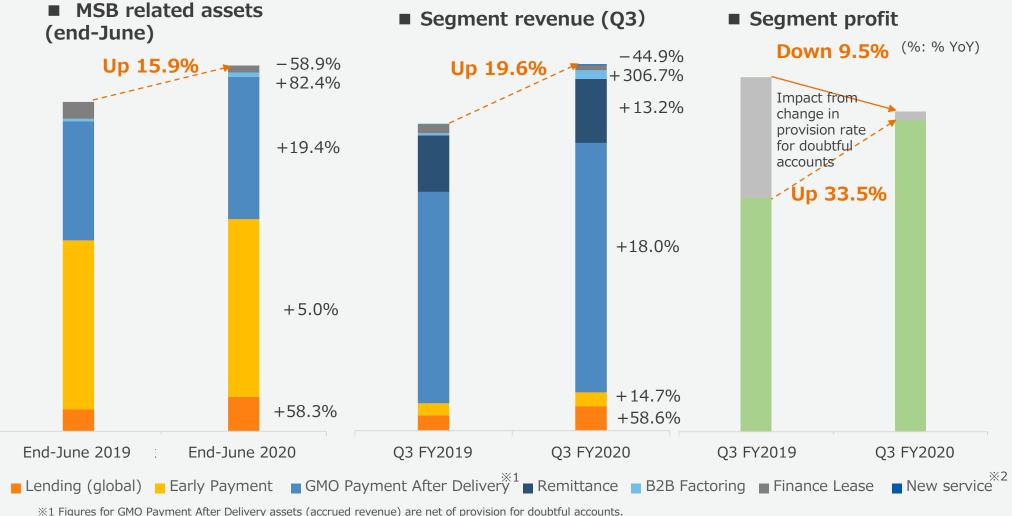
^{*} Previous Q3: Shows the YoY change for Q3 FY2019 (October 2018 to June 2019). Continuing operations in the Payment Enhancement Business before FY ending September 2018 cannot be computed. Like-for-like online payment excludes:

① Contract expiration of a large merchant in the previous Q2, ② contract termination of a certain merchant in the previous Q2, ③ change in contract terms to certain merchants in the current term's Q1. Cumulative figures before FY ending September 2018 cannot be computed.



3.7.1 FinTech: Assets & profit growth (cumulative basis)

Expansion of high-margin services; YoY decline from reversals of provisions booked in the previous year



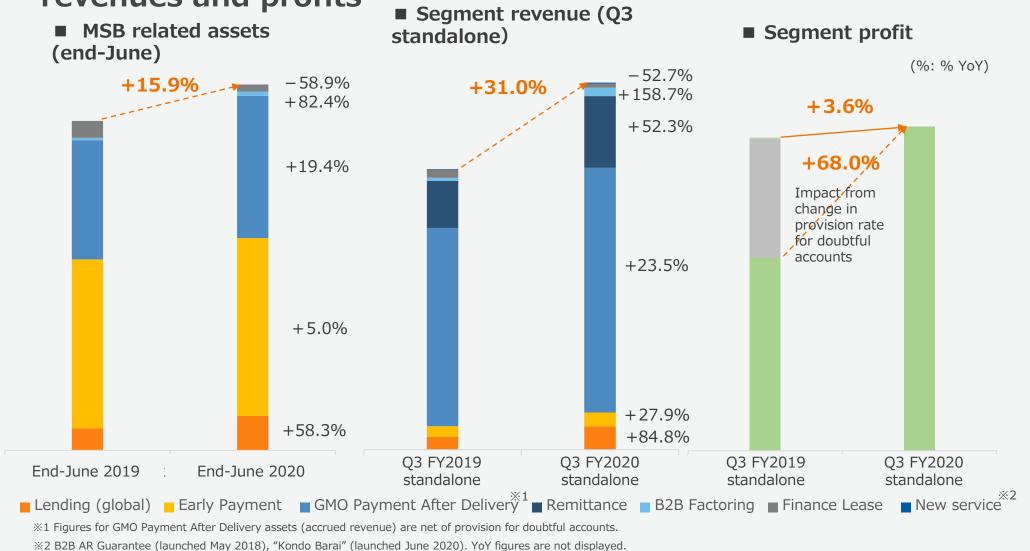
^{*1} Figures for GMO Payment After Delivery assets (accrued revenue) are net of provision for doubtful accounts.

^{**2} B2B AR Guarantee (launched May 2018), "Kondo Barai" (launched June 2020). YoY figures are not displayed.

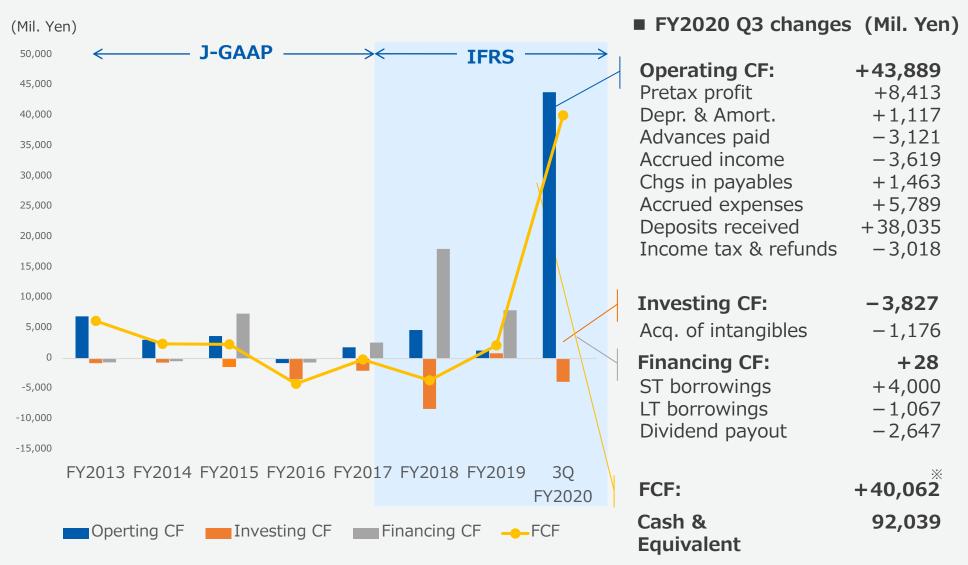


3.7.2 FinTech: Assets & profit growth (Q3 standalone)

Steady growth of high-margin services leading to higher revenues and profits



3.8 Consolidated Cashflow Statement

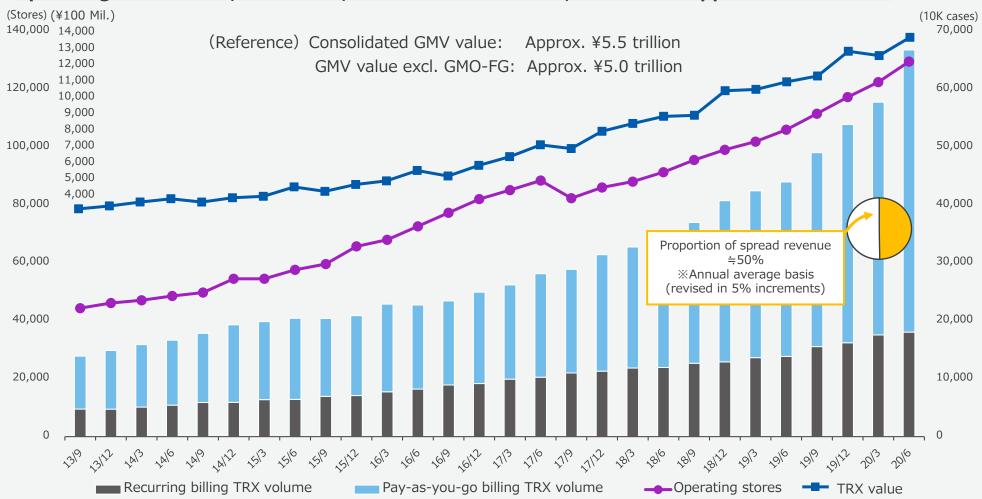


^{*} FCF is calculated as the sum total of Operating CF and Investing CF. Only major items (above ¥1 bn change) of the cash flow statement are shown on this page.

3.9 Major Quarterly KPIs

Group-wide annual GMV value reaches ¥5.5 trillion

Operating stores: 129,404 stores, GMV volume 670 mil., GMV value approx. ¥1.3 trillion.



**1 Figure excludes a significant increase in operating stores from a specific merchant. If included, operating stores would be 305,004 outlets as of end-June 2020 (up 65.3% YoY).

**2 Operating stores are measured on an end-of-guarter basis. GMV value and volume are the total for the respective guarter.

Thank You Very Much MOPAYMENT GATEWAY

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