# Financial Results Briefing for FY2020

Achieve 25% sustainable growth by solidifying position as a platformer

November 12, 2020

GMO Payment Gateway, Inc.

(3769; Tokyo Stock Exchange First Section)

The 63<sup>rd</sup> IR Meeting

**GMO** PAYMENT GATEWAY

https://www.gmo-pg.com/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 November 12, 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. Milestone

2. Summary of Financial Results for FY2020

3. Guidance for FY2021

4. Key Initiatives and Growth Strategies

5. Financial Highlights

## 1. Milestone

# Progress towards 2025 target OP of ¥25bn

#### Since 2015 profits from new businesses have exceeded plans

\*Ordinary income : 2005:actual, 2015:forecast, Other number: targets

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(Excerpt from FY2015 presentation materials)

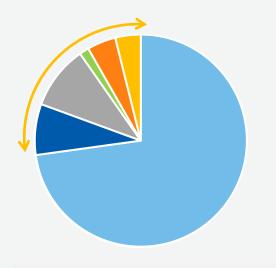
MSB: Money service business NEW: Results of FY2015

OP portfolio (breakdown) as of FY2015 (plan)

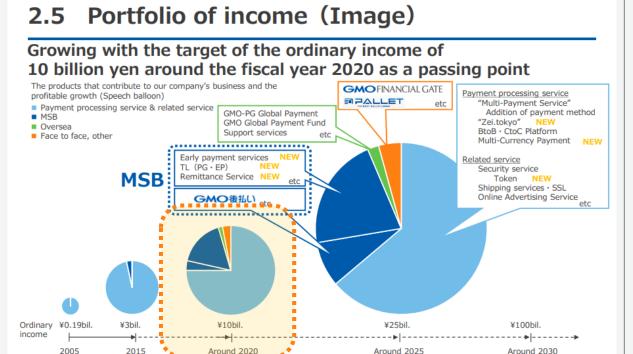


#### FY2020 Actual OP portfolio

- Online payment processing & peripheral services
- Payment After Delivery (FinTech)
- Domestic Transaction Lending etc. (FinTech)
- Overseas (Global)
- Offline Payment (IoT)
- Financial Institution services (Cashless)



Operating Profit ¥10.3bn



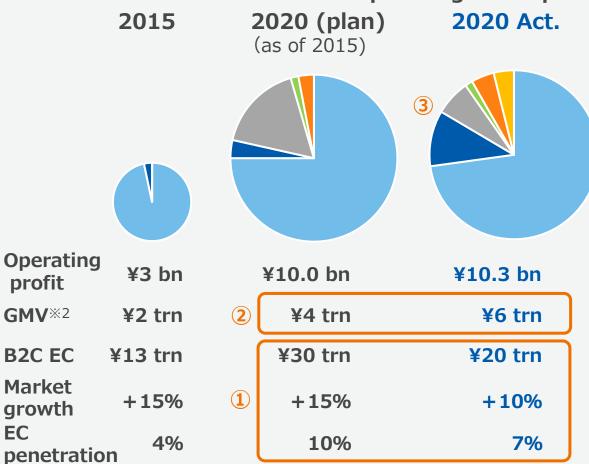
※TL: Transaction Lending

**GMO** PAYMENT GATEWAY

## 1.2 Background for change in FY2020 OP portfolio

# Acceleration of business expansion and optimizing earnings structure to the changes in business environment

■ Actual and Plan of FY2020 Operating Profit portfolio<sup>\*1</sup>



#### **Factors**

1 Lower than expected growth of B2C EC market

Rapid expansion of C2C market (Not included in METI statistics) Macro-economic factors, but COVID-19 accelerated trends

2 Outperformed initial plan for GMV

Sector-specific strategy (focus on non-merchandise)

	2015	2020
Non-merchandise ratio	<b>57%</b>	<b>69</b> %

Focused on acquiring large merchants and projects

Large retailer, digital content, financial, C2C, etc.

( <b>5</b> yr CAGR) <sup>※4</sup>	2015	2020
<b>TRX Volume</b>	+26%	+29%
TRX Value	+14%	+27%

③FinTech (Money Service Business)
Expanded → 1.4

<sup>\*2</sup> GMV: Figures are estimates and includes offline transaction. \*3 Non-merchandise ratio of TRX value of PG Multi-payment service \*4 5-yr CAGR excluding offline TRX volume and value.

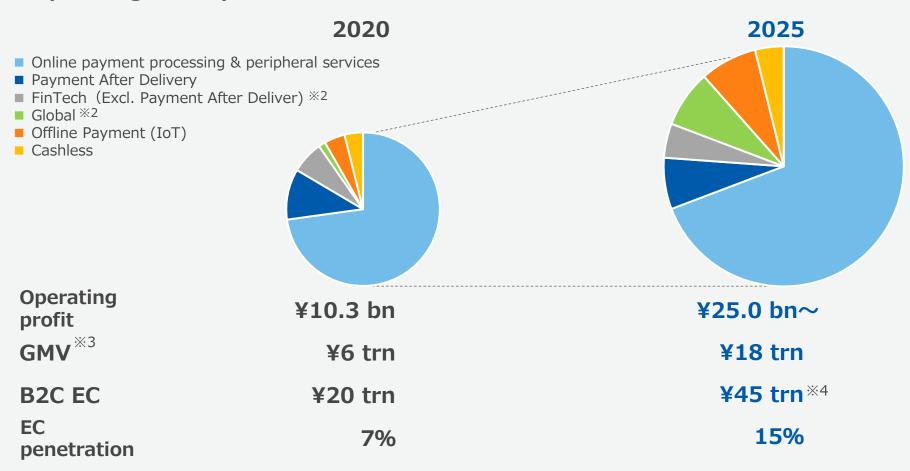


<sup>\*1</sup> Figures on this page are estimates. The B2C EC market growth and EC penetration are our estimates based on the market's performance one year before the estimates were compiled in 2015.

# 1.3 OP portfolio plan for 2025

# Achieve target by expanding the existing business and creating new services

■ Operating Profit plan for 2025<sup>\*1</sup>



<sup>\*1</sup> Figures on this slide are estimates. \*2 There is some overlap in operating profit from FinTech (excl. Payment After Delivery) and Global.

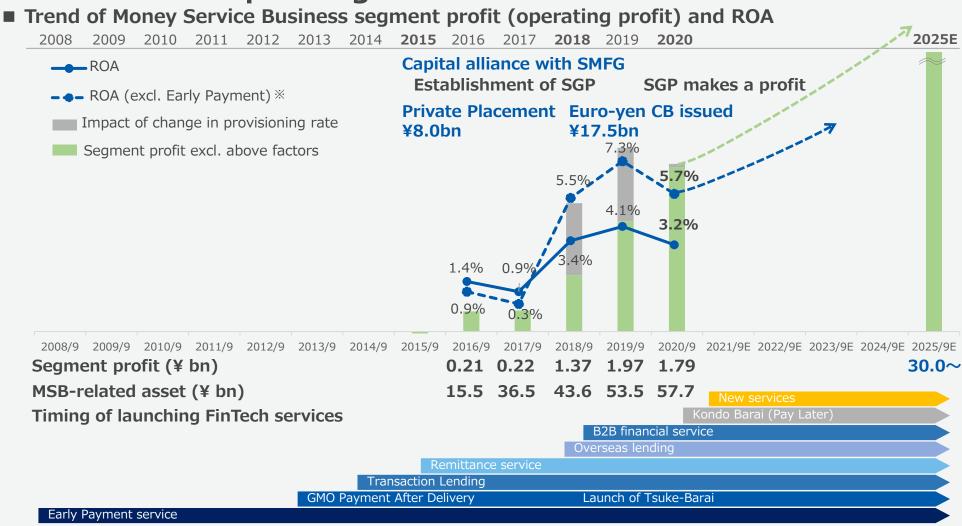
<sup>\*\*4</sup> Figures are our estimates based on METI's statistics on B2C EC market and other online payment markets.



**<sup>%3</sup>** GMV: Figures are estimates of consolidated TRX value including offline payment.

# 1.4 Progress of FinTech Business

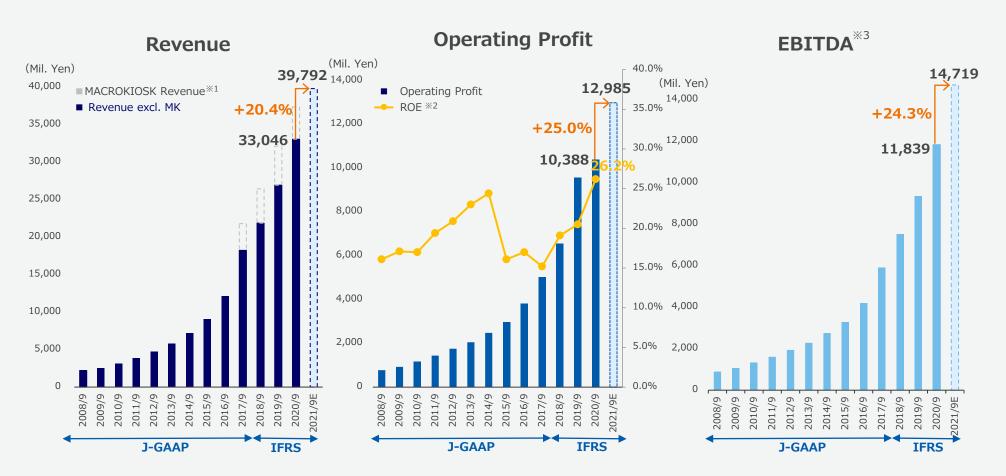
# Improve profitability by shifting assets to high-margin services and expanding these services



\*\*ROA (excl. Early Payment) is computed by dividing the segment profit (excl. Early Payment) and the MSB-related assets (excl. Early Payment); MSB-related asset is the average of the opening and closing balance of the year. SGP: SMBC GMO PAYMENT

### 1.5 Our Track Record of Growth

#### The product of management policy focused on sustainable growth



<sup>\*\*1</sup> Macro Kiosk's earnings has been reclassified as discontinued operations with it's deconsolidation in May 2020 and presented separately from the continuing operations as "Profit/Loss from Discontinued Operations", as per IFRS accounting standards. The revenue, operating profit and profit before incomes taxes present the figures for continuing operations only and exclude the discontinued operations.

<sup>\*3</sup> EBITDA: The sum total of operating profit and depreciation and amortization is used for J-GAAP; the sum total of operating profit and depreciation is used for IFRS.



X2 ROE: The ratio of Profit to Equity ratio is used for J-GAAP and the ratio of Profit to Equity Attributable to Owners of Parent is used for IFRS.

**Summary of Financial Results for FY2020** 

# 2.1 Financial Results Summary (IFRS)

Outperformed Guidance, increased dividends and reclassified MK as discontinued business from Q3

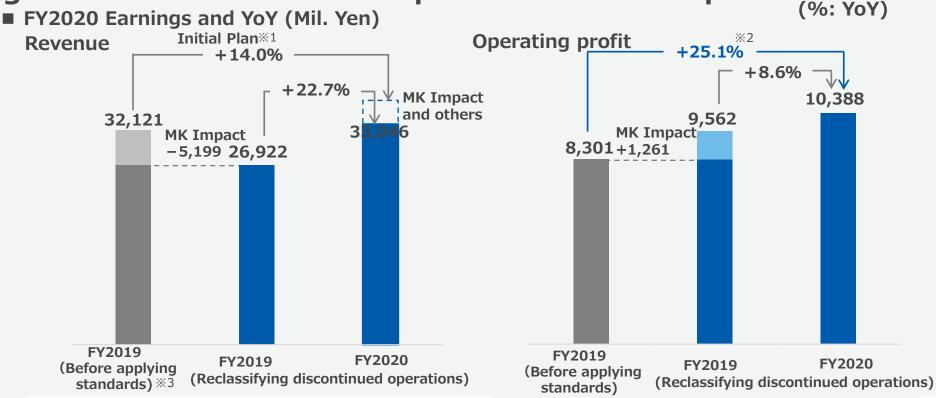
(Mil. Yen)	FY2019 Actual	FY2020 Guidance	FY2020 Actual	% Achievement vs. Guidance	Year-on-Year
Revenue	26,922	31,418	33,046	105.2%	+22.7%
Operating Profit	9,562	10,376	10,388	100.1%	+8.6%
Pre-tax Profit	9,297	9,867	10,989	111.4%	+18.2%
Profit Attributable to Owners of Parent	5,267	6,110	7,624	124.8%	+44.7%
EBITDA <sup>※1</sup>	10,458	-	11,839	-	+13.2%
DPS (Yen/shr)	¥36	¥42	¥52	¥16 incr	ease YoY
	Operating Stores (End-4Q) <sup>*2</sup>		TRX Volume (4Q standalor	ne) (4Q	RX Value standalone)
KPI (%: YoY)	141,573 (+27	3 stores	<b>720 mil. (+47.</b> ! prox. 40 mil. incl. offline (+	Approx.	<b>trn (+22.6%)</b> ncl. offline(+28.6%)

<sup>※1</sup> EBITDA = Operating Profit + Depreciation.

X2 Figures exclude the recent increase in operating stores from a specific merchant. If included, the number of operating stores is 324,062 stores (up +41.7% YoY) for the same period.

# 2.2 Operating Profit Growth

Previous year's OP was uplifted due to IFRS standards; OP growth rate of 25% if compared to initial OP plan



With the deconsolidation of MACROKIOSK in May 2020 the profit or loss from MK is reclassified as discontinued operations and presented separately from continued operations. The figures for revenues, operating profit and pre-tax profit for FY2020 and FY2019 present continued operations only and exclude the discontinued operations.

<sup>\*\*3</sup> Figure shows the FY2019 amount before reclassifying discontinued operations, which as announced on November 12, 2019 at the FY2019 results announcement.

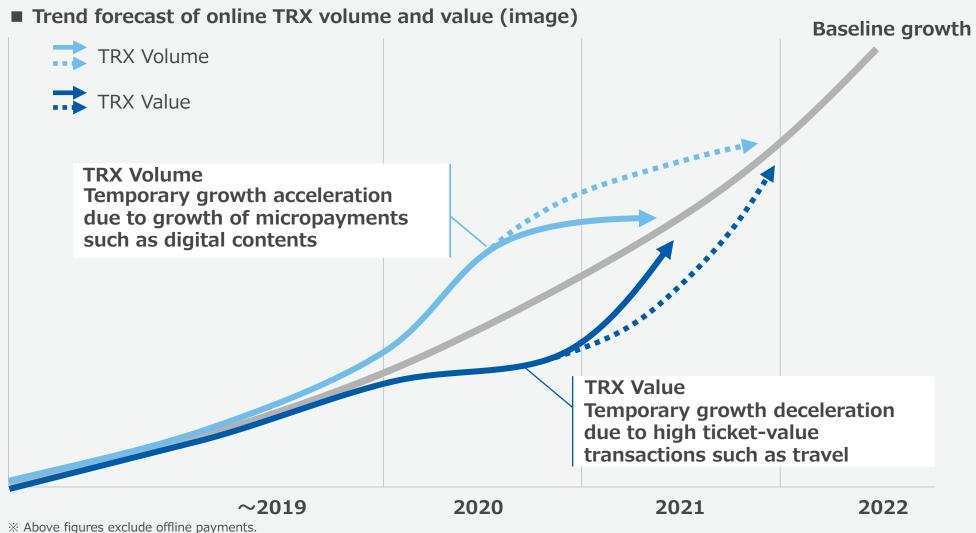


<sup>\*1</sup> Figure shows the FY2020 revenue YoY change compared to previous year's amount before reclassifying discontinued operations which was announced on November 12, 2019 at the FY2019 results announcement.

<sup>\*\*2</sup> Figure shows the FY2020 OP YoY change compared to FY2019 amount before reclassifying discontinued operations.

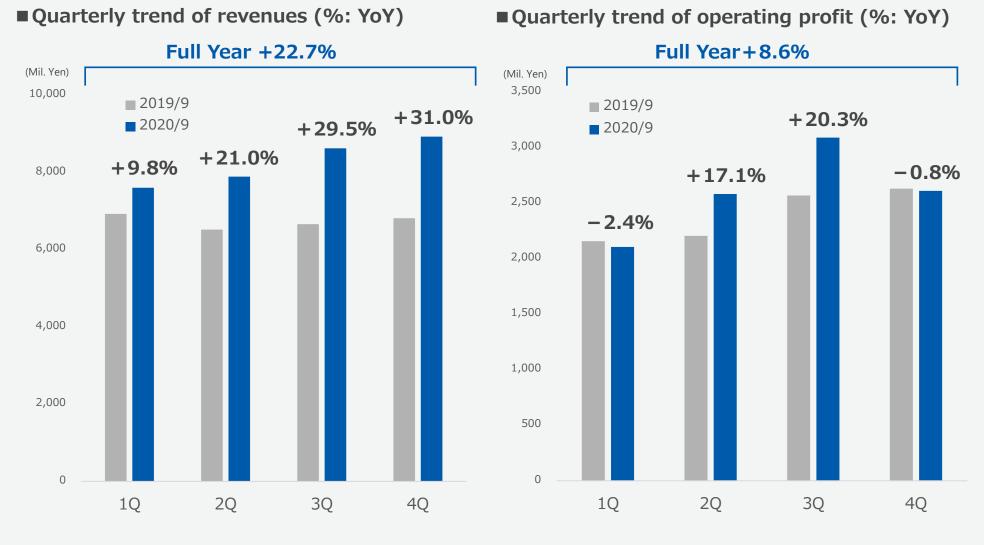
## 2.3.1 Transaction volume and value

#### Return to baseline growth trajectory next FY, after the temporary blip caused by COVID-19



# 2.3.2 Revenues and Operating Profit

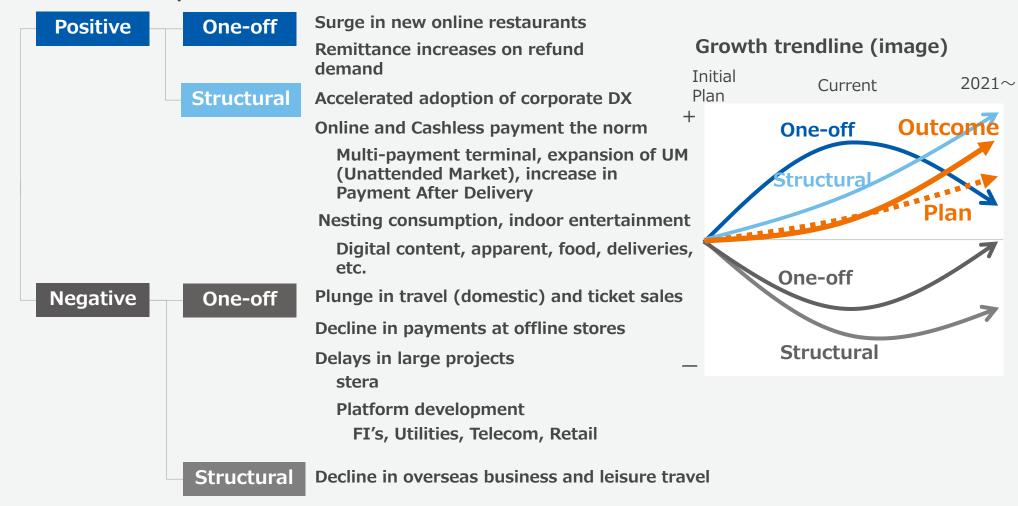
#### Revenue growth rate accelerated each quarter as planned



# 2.4 Summary

#### **Expect growth to outperform plans despite the unforeseen changes** in business environment

■ COVID-19 Impact



## 3. FY2021 Guidance

# 3.1 Guidance for Consolidated FY2021 (IFRS)

### Plan to achieve revenue growth of 20% and OP growth of 25%

**■** Consolidated FY2021 Guidance (IFRS)

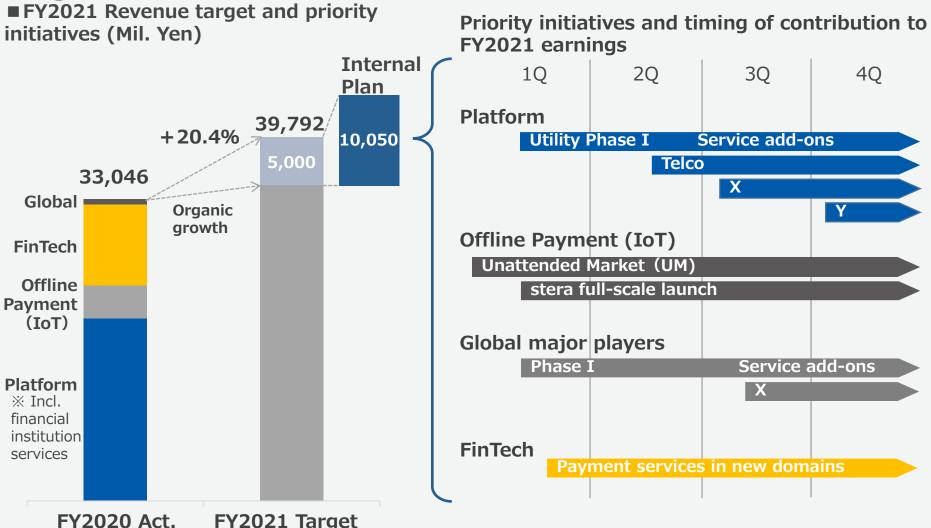
(Mil. Yen, % are YoY changes)

1	FY2020 Initial Plan <sup>※</sup>	FY2020 Actual	FY202 Guidance	YoY	(Reference) Vs. FY2020 Initial Plan
Revenues	31,418	33,046	39,792	+20.4%	+26.7%
Operating Profit	10,376	10,388	12,985	+25.0%	+25.1%
Pre-tax Profit	9,867	10,989	12,426	+13.1%	+25.9%
Profit	6,216	7,693	8,042	+4.5%	+29.4%
Profit Attributable Owners of Parent	e to 6,110	7,624	7,930	+4.0%	+29.8%
Dividend per shar	e ¥42	¥52	¥54	+¥2	+¥12

<sup>\*</sup> Figures shows the revised guidance amounts as announced on August 7, 2020.

# 3.2 Initial plan of achieving targets

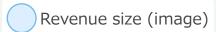
Planned to achieve targets by executing on priority initiatives to generate incremental revenues of ¥10 bn

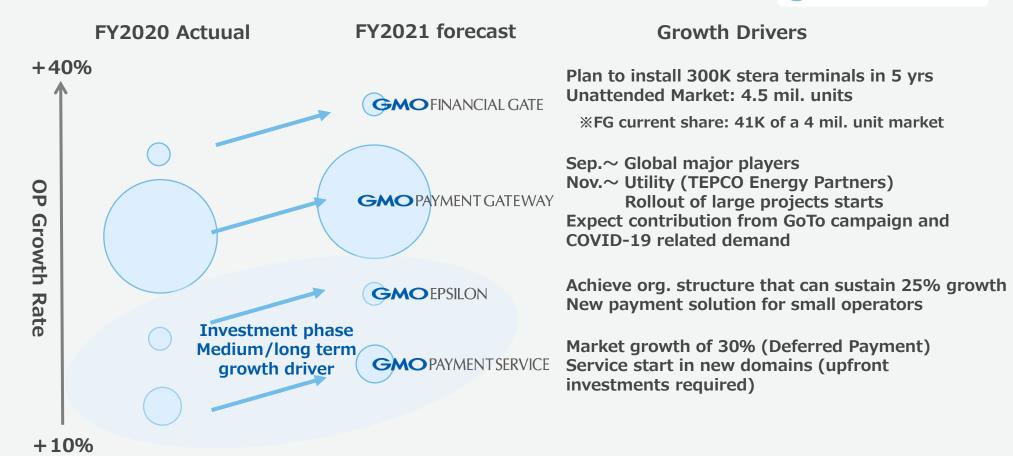


# 3.3 Operating Profit Forecast by Company

# Sustain high growth on consolidated basis while deploying upfront investments to secure medium to long-term growth

■ Revenue size and OP growth rate by company: Drivers of FY2021 growth

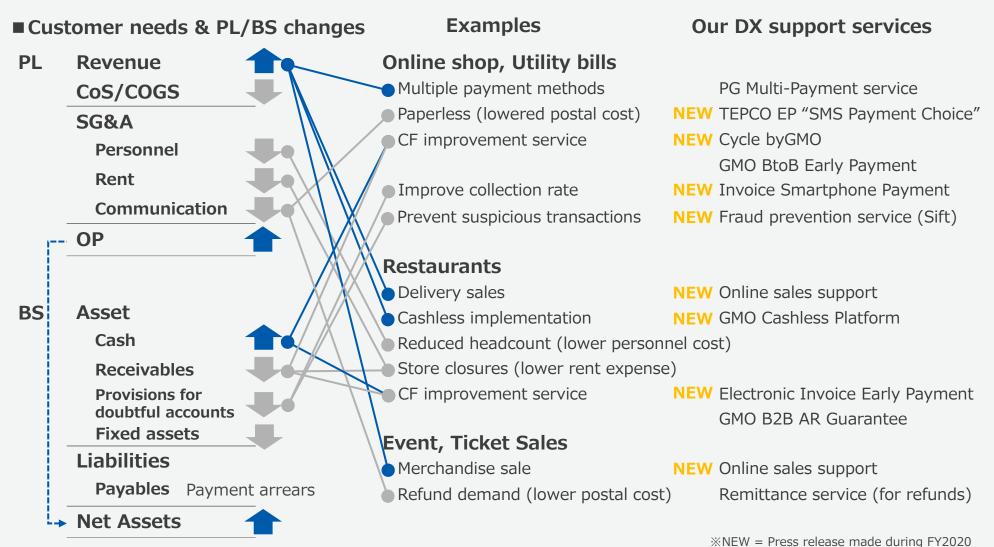




**Key Initiatives and Growth Strategies** 

# 4.1 Our position in a New Normal

#### DX support services that improves client's PL & BS



# 4.2 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, OP target and Priority Initiatives

Market Segment	Broad	ler EC	FinT	ech	Off	line	Ваз	aS	Globa	nl
Segment	2020	2025	2020	2025	2020	2025	2020	2025	2020	2025
TAM (¥ trn)	20 (B2C 352 time (B2B	352x	1 (Deferred mark		87 (Cashless	<b>118</b> market)	2 X ti (IT invest Financial In		<b>50</b> X tin	nes <b>50</b> $x$
GMV (¥ trn)	5	13	-	-	1	5	-	-	-	-
OP (¥ bn)	7.5	18.0	1.8	3.0	0.5	2.0	0.5	1.0	0.5	5.0
	Platf	orm	FinTe	ech	Offline Pay	ment (IoT)	Platf	orm	Glo	bal
Priority Initiatives	Global ı playe	-	B2B payme	nt service	FinTe	ech			Fin1	Tech
	B2B payme	ent service								

\*\*Figures for TAM, GMV, OP (operating profit) are our estimates and targets. Figures are estimates and are rounded down to the nearest whole number. There is some overlap in OP for the FinTech and OP figures. Offline OP includes companies other than GMO Financial Gate. TAM: Total Addressable Market, BaaS: Bank as a Service, GMV: transaction (TRX) value.



### 4.3 Platform: Broader EC

Launch of phase I of platform to enable paperless and lower cost

**OP** potential of broader **EC** 

	2020		2025	
TAM	20	2.3x	45	(B2C EC)
(¥ trn)	352	X times	<b>352</b> <i>x</i>	(B2B EC)
OP (¥ bn)	7.5	2~2.7x	16.0~20	0.0

Customer needs

Paperless and lower cost of payment

Payment service to global operators

**Quick & cheaper payment implementation at SMEs** 

**■** Priority Initiatives

**Industry specific platform** 

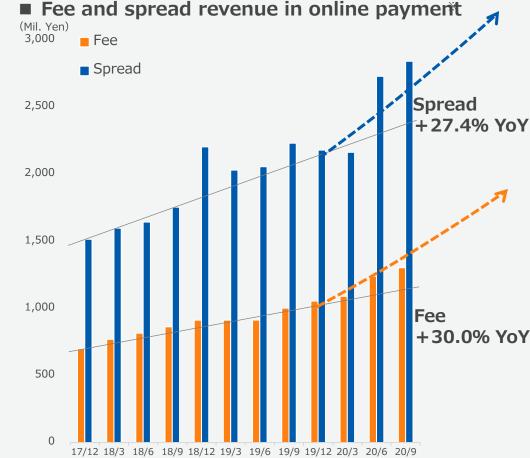
Service launch in November to TEPCO Energy Partners

**Omni-channel** 

Global major players

NEW

Strengthen position in SME space



■ GMO-EP TRX value and acquisition of new merchants
Q4 standalone TRX value +62.0% YoY
Q4 standalone new merchant acquisitions +62.4% YoY

### 4.4 Platform to Financial Institutions

#### Increase number of services to FI's to expand stock revenue

**OP Potential of Financial institution platform** 



**■** Customer needs

Need to realize cashless initiatives Low cost and high security needs

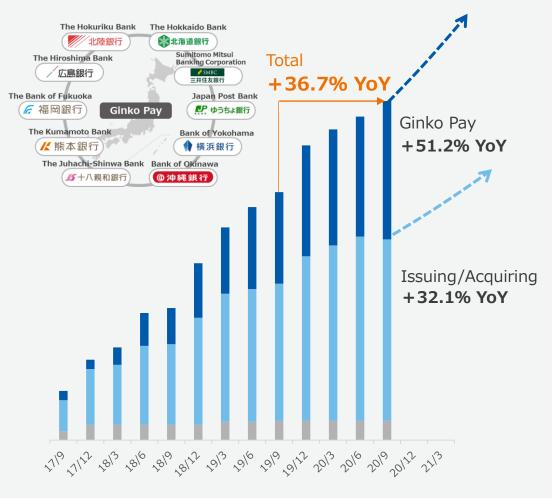
■ Growth strategy and progress to date

Platform to financial institutions

Ginko Pay

Issuing/Acquiring

■ Quarterly trend of stock revenue from financial institution businesses



**\*\*** GCP : GMO Cashless Platform

#### 4.5 FinTech

Expand Payment After Delivery and high-margin services, improve revenue growth rates and capital efficiency



	2020		2025
<b>TAM</b> (¥ trn)	1	3x	3 (Deferred payment market)
OP (¥ bn)	1.8	1.5x∼	3.0~

**■** Customer needs

Non-credit card payment methods

Refunds for travel and event cancellations

The 'funding gap' faced by SMEs

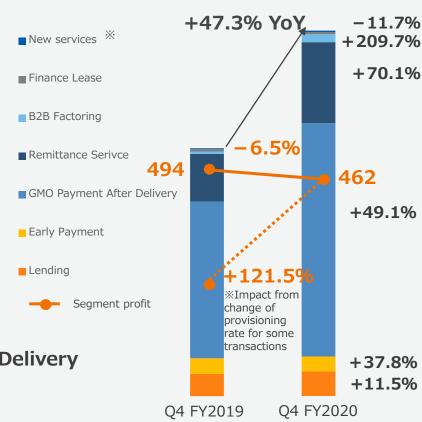
■ Growth strategy and progress to date

Shift assets to high margin services<sup>\*1</sup>

B2B financial services, expand Payment After Delivery

Creation of new services





<sup>\*\*1</sup> Services where ROIC exceeds WACC: Payment After Delivery, overseas Lending, B2B Factoring (Invoice Early Payment, B2B Early Payment), B2B AR Guarantee. (ROIC = Annual estimated NOPAT ÷ monthly average BS balance)

<sup>\*\*2</sup> The YoY figures are not available for B2B AR Guarantee (launched May 2018) and Kondo Barai ("Pay Later", launched June 2020) .

# 4.6 Offline Payment / IoT

Cashless adoption accelerates with cashier-less payment technologies and omni-channel shift
OP potential of offline payment (IoT)

Quarterly



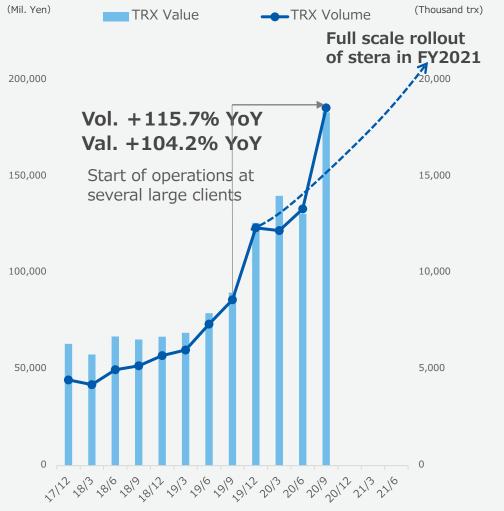
- **■** Customer needs Cashless and unmanned payment Cost reduction
- Growth strategy and progress to date

**Unattended Market (UM)** 

Full scale rollout of stera NEW

Sales expansion of next generation multipayment terminal

020, Omni-channel strategy (group synergy)



Quarterly trend of TRX volume and value of GMO-FG

### 4.7.1 Global: Business Portfolio

# 2C2P turns profitable; profit expansion from a sound asset base that can withstand a crisis Global's OP potential Global's business areas

2020 2025 **TAM**(¥ trn) **50** *X times* **50** *x* (US/Asia Lending) **OP**(¥ bn.) **5**(overall Global OP)



#### **■** Global business earnings and related BS items

Payment Processing Business				Money Service Business			Sum Total		
19/9	20/9	YoY	19/9	20/9	YoY	19/9	20/9	YoY	
42	53	+26%	387	575	+48%	429	630	+45%	
_	_	-	_	_	_	117	235	+100%	
					2	-19	514	_	
			Ava lond	ing halanco		98	749	_	
		/	<b>2,900</b>	<b>4,204</b>	-	2,900	4,204	+44%	
		_				2,198	2,198	_	
	19/9 42 - 2C2P cumuinvestment	Busines 19/9 20/9 42 53  2C2P cumulative equity investments	Business 19/9 20/9 YoY 42 53 +26%  2C2P cumulative equity investments	Business         19/9       20/9       YoY       19/9         42       53       + 26%       387         -       -       -       -         2C2P cumulative equity investments       Avg. lend       2,900	Business         Business           19/9         20/9         YoY         19/9         20/9           42         53         + 26%         387         575           -         -         -         -         -           2C2P cumulative equity investments         Avg. lending balance         2,900         4,204	Business   Business   19/9   20/9   YoY   19/9   20/9   YoY   19/9   20/9   YoY   42   53   +26%   387   575   +48%   -	Business   Business   19/9   20/9   YoY   19/9   20/9   YoY   19/9   19/9   42   53   +26%   387   575   +48%   429   429   427   428   429   428   429   428   429   428   429   428   429   428   429   428   429   428   429   428   429   428   429   428   429   429   428   429	Business   Business	

## 4.7.2 Global: FinTech supporting MSB services (Lending)

Developing pipeline towards Phase 2 adjusted to the timing of recovery in each country

Country-specific strategies\* (GDP growth rate forecasts)

**■** Current environment

#### **USA MSB**

- > Gradual recovery, infection cases continue
- > Intensifying competition in loan market

#### Asia MSB

#### **Indonesia**

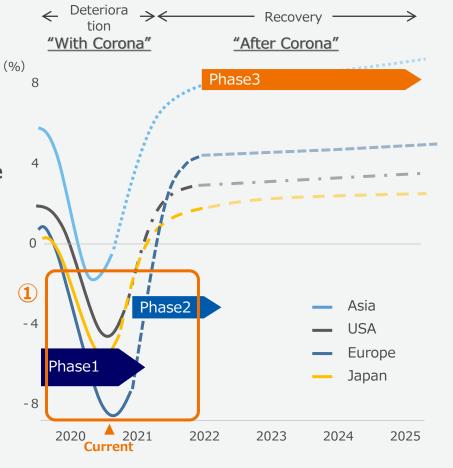
- Gradual recovery, infections cases continue
- Slowing down of competition

#### India

- On recovery path, infection cases continue
- Low visibility of loan market

#### **■** Current stance

Continuation of Phase I
Building up pipeline towards Phase 2,
but continue to take a cautious stance
on extending credit

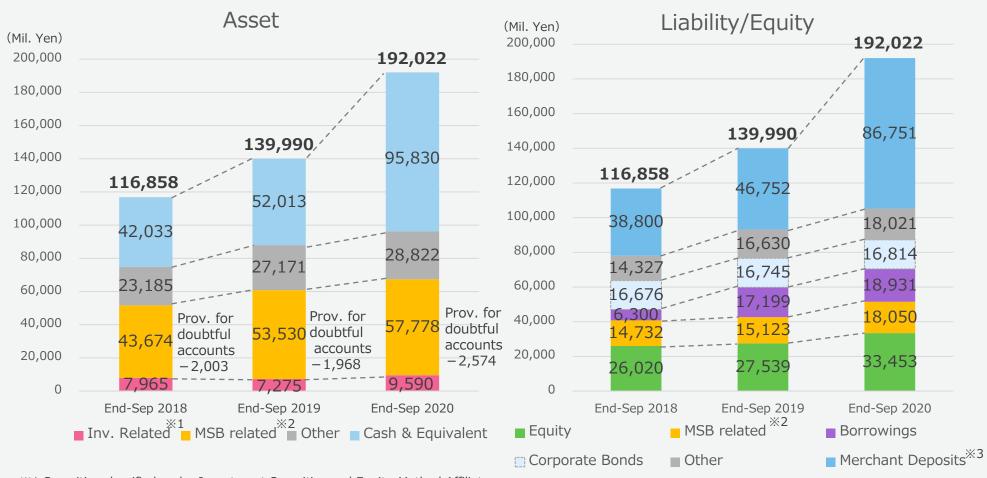


\*\*Referenced IMF's "World Economic Outlook, October 2020: A Long and Difficult Ascent", figures for 2022 and onward are our estimates.

# 5. Financial Highlights

# **Balance Sheet Changes**

#### Increase in deposits received and MSB-related assets



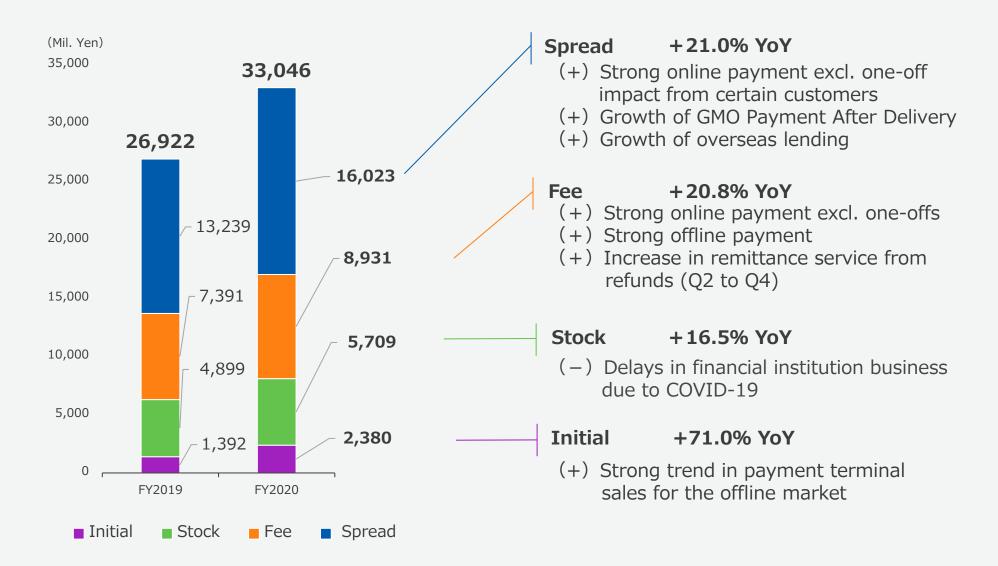
<sup>\*1</sup> Securities classified under Investment Securities and Equity-Method Affiliates

(30)

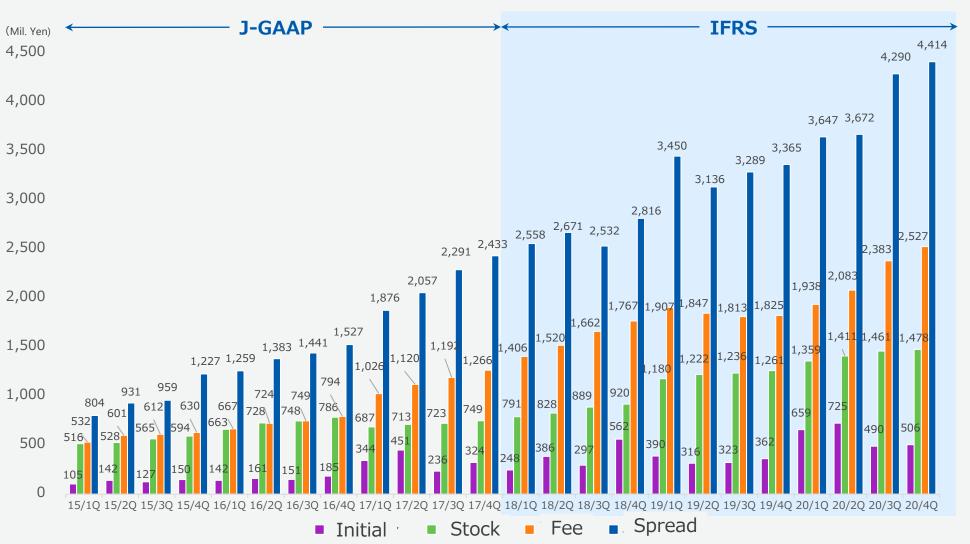
<sup>\*2</sup> MSB Related Asset = Lease assets, Short term loans, Advance payment, Accrued revenue (net of provision for doubtful accounts) MSB Related Liabilities = Accrued expenses

<sup>\*3</sup> Deposits received from merchants under the Representative Contract. \*4 Some figures are shown in net amounts of financial assets and liabilities.

#### 5.2.1 Revenue by business model (FY2020, continuing operations)



# 5.2.2 Quarterly trend of revenue by business model

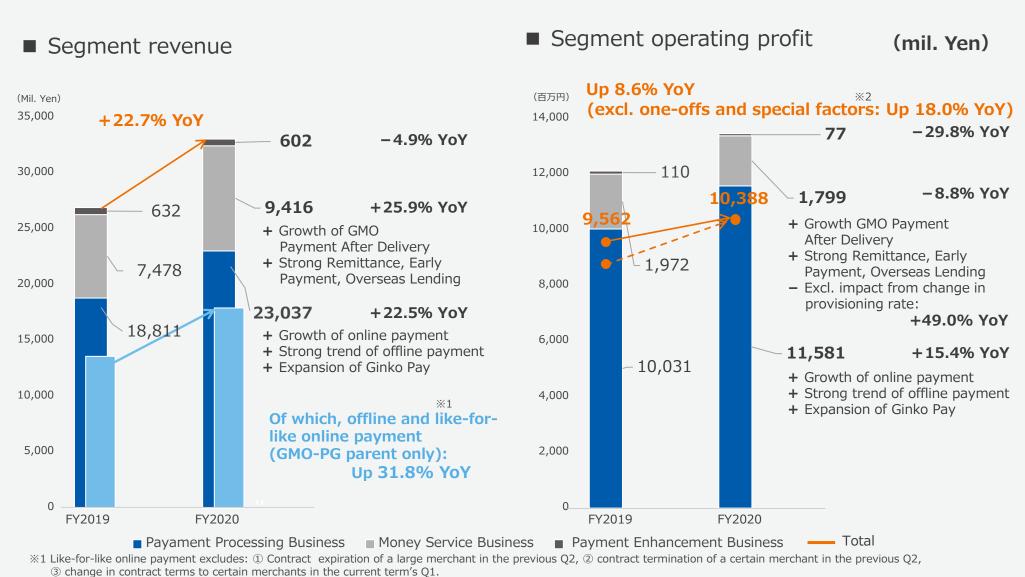


\*\*Online advertising service (stock) and finance lease (spread) revenues are recognized as a net amount with the IFRS adoption rather than the gross method from FY Ending September 2018

The figures for revenues by business model present the continuing operations only and exclude MACROKIOSK, due to its deconsolidation in May 2020.



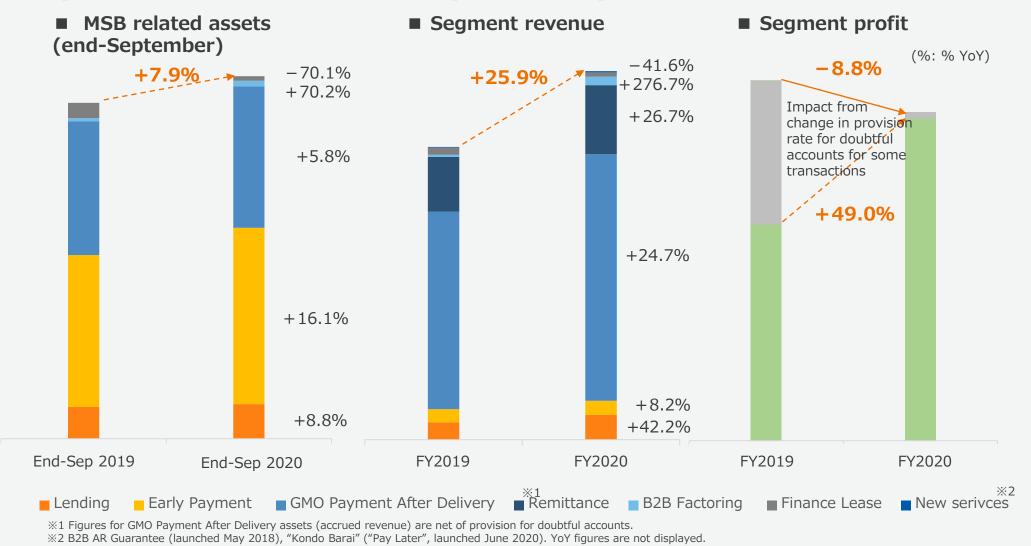
#### 5.3 Segment revenue and OP YoY (FY2020, continuing operations)



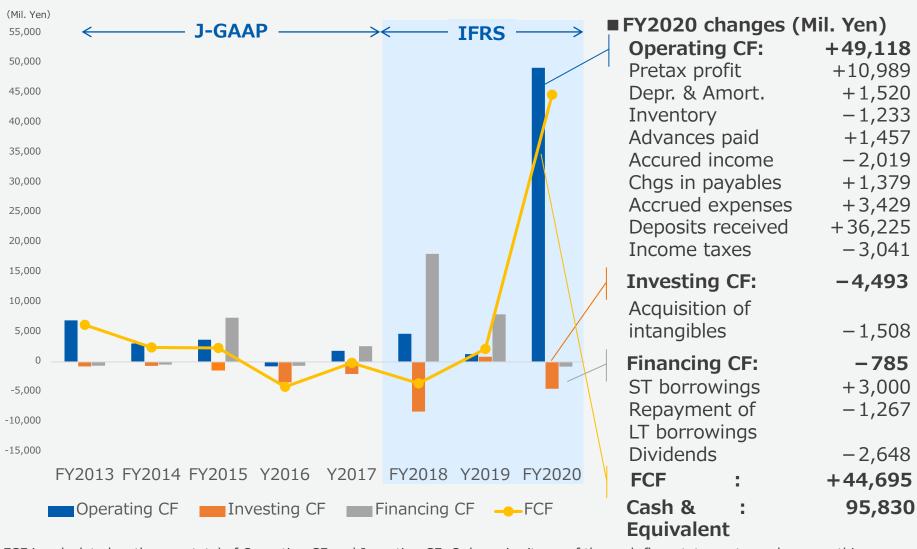
<sup>\*2</sup> Special factors: excluding the impact from the change in provisioning rate for certain transactions.

## 5.4 FinTech: Assets & profit growth (cumulative basis)

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



## **Consolidated Cashflow Statement**



<sup>\*</sup> FCF is calculated as the sum total of Operating CF and Investing CF. Only major items of the cash flow statement are shown on this page.

# 5.6 Major Quarterly KPIs

#### Group-wide annual GMV value reaches ¥5.8 trillion

Operating stores: 141,573 stores, GMV volume approx. 720 mil., GMV value approx. ¥1.3 trillion. (10K (Reference 1) GMV volume incl. offline Approx. 740 million (¥100 Mil.) transactions) GMV value incl. offline Approx. ¥1.5 trillion 14,000 80,000 (Stores) 13,000 (Reference 2) Annual consolidated GMV value: Approx. ¥5.8 trillion 140,000 12,000 GMV value excl. GMO-FG: Approx. ¥5.2 trillion 11,000 70,000 10,000 120,000 9,000 8,000 60,000 7,000 6,000 100,000 5,000 50,000 4,000 80,000 40,000 Proportion of spread revenue **≒**50% 60,000 **X**Annual average basis 30,000 (revised in 5% increments) 40,000 20,000 20,000 10,000 1913 71/3 71/6 71/8 71/3 1819 18172 1519 76/3 16/6 16/9 18/3 18/6 10/3

Pay-as-you-go billing TRX Volume



Recurring billing TRX Volume

Operating stores

TRX Value

<sup>\*1</sup> Figure excludes a significant increase in operating stores from a specific merchant. If included, operating stores would be 324,062 outlets as of end-September 2020 (up 41.7% YoY).

\*2 Operating stores are measured on an end-of-quarter basis. GMV value and volume are the total for the respective quarter and exclude GMO Financial Gate.

# Thank You Very Much CMOPAYMENT GATEWAY

GMO Payment Gateway, Inc. (3769; Tokyo Stock Exchange, Section 1)

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

For inquiries please contact our IR team at the telephone number below: Corporate Value Creation Strategy Division (IR Department)

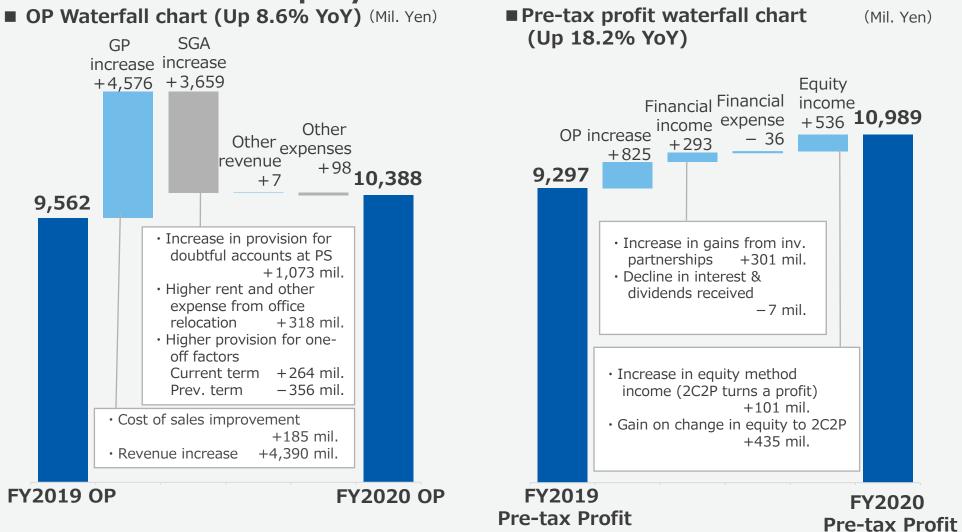
TEL: +81-3-3464-0182

E-mail: ir-contact@gmo-pg.com

## **Reference Materials**

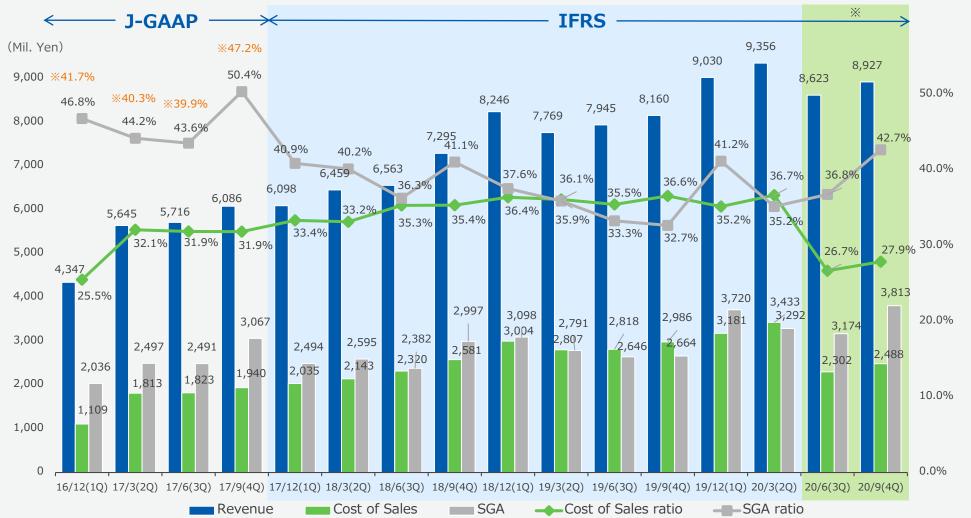
# Factors affecting OP & Pretax Profit (FY2020)

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



# Quarterly trend of CoS and SGA ratio

CoS ratio fluctuates with changes in revenue mix, deconsolidation of MK caused ratio to decline



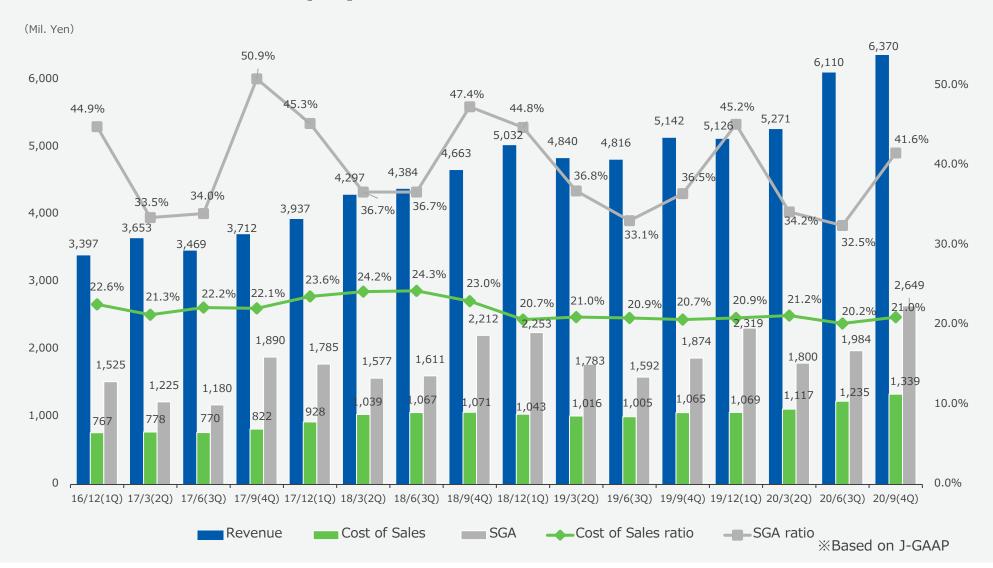
\*Figures with asterisk exclude outsourcing expense related to MSB. These outsourcing expenses are not recorded in SG&A from December 2017 (Q1) due to IFRS adoption. \*Figures only present the continuing operation from Q3 FY2020 and onwards and exclude MACROKIOSK (reclassified as discontinued operation) due to

its deconsolidation in May 2020.

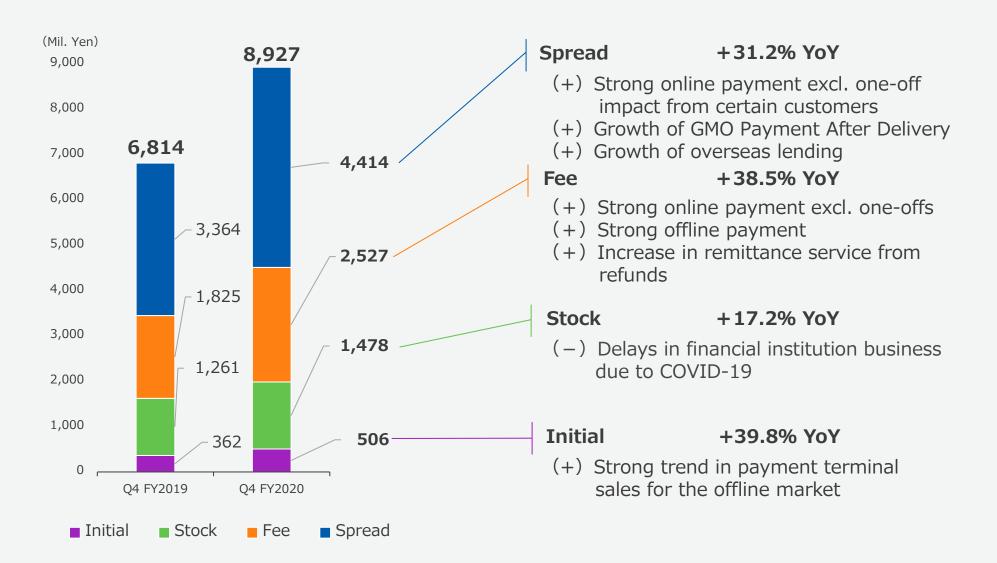


# Quarterly trend of PG and EP's CoS and SGA ratio

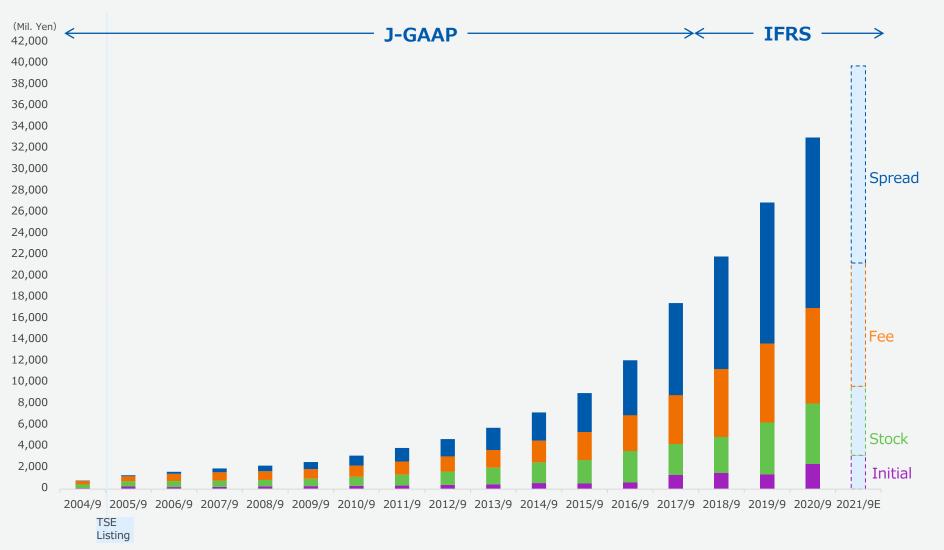
#### CoS ratio of online payment business remains stable



#### Revenue by business model (Q4 standalone, continuing operations)



# Revenue trend by business model (annual)

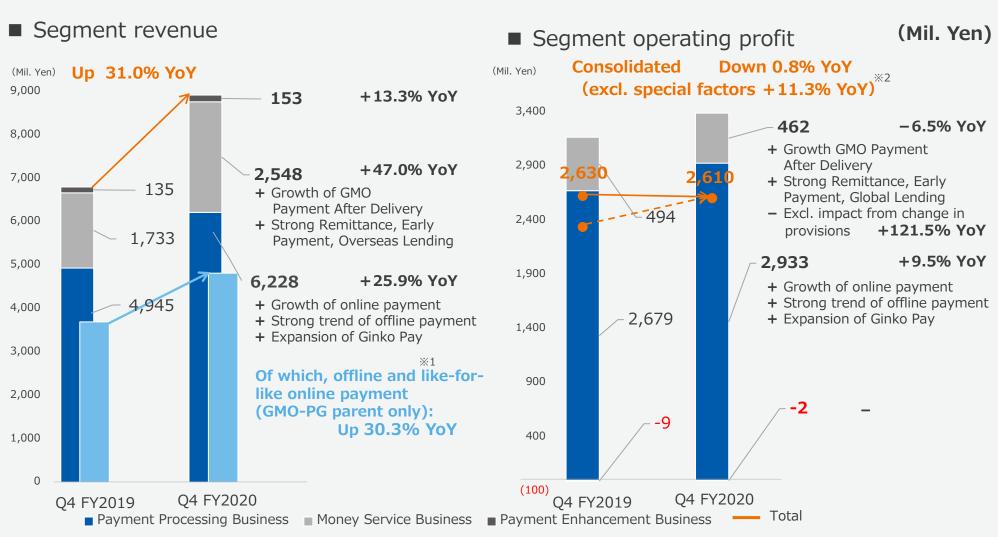


\*\*Conline advertising service (stock) and finance lease (spread) revenues are recognized as a net amount with the IFRS adoption rather than the gross method from FY Ending September 2018

The figures for revenues by business model present the continuing operations only and exclude MACROKIOSK, due to its deconsolidation on May 2020.



#### Segment revenue and OP YoY (Q4 standalone, continuing operations)

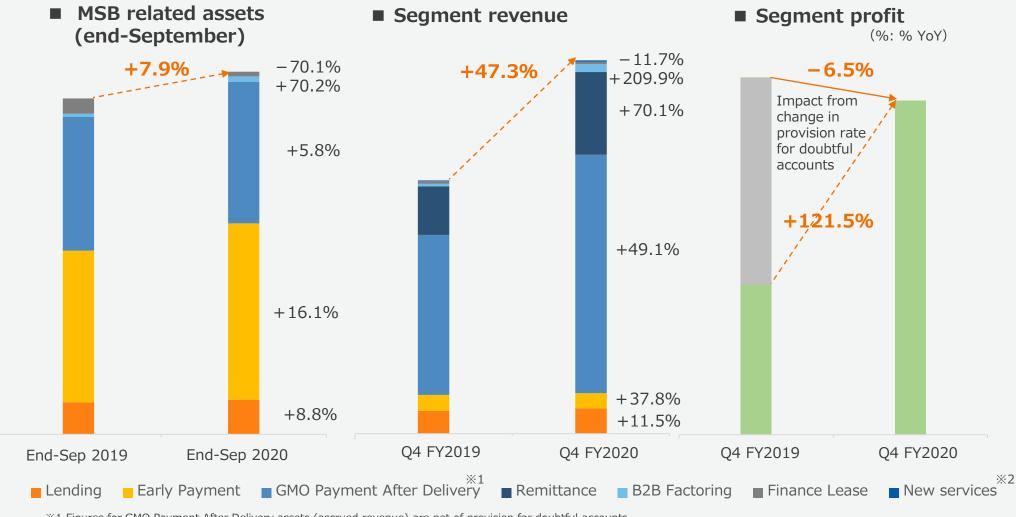


<sup>\*\*1</sup> Like-for-like online payment excludes: ① Contract expiration of a large merchant in the previous Q2, ② contract termination of a certain merchant in the previous Q2, ③ change in contract terms to certain merchants in the current term's Q1.

<sup>※2</sup> Special factors: excluding the impact from the change in provisioning rate for certain transactions.

# FinTech: Assets & profit growth (Q4 standalone)

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 ("Pay Later", launched June 2020). YoY figures are not displayed.



# Consolidated KPI analysis (Q4 standalone)

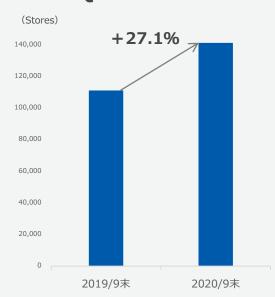
Accelerating DX adoption by customers and services, TRX volume surges, TRX Volume also in uptrend

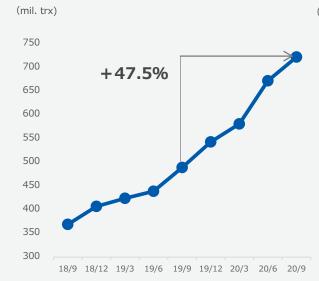
Operating stores +27.1% Prev. Q4

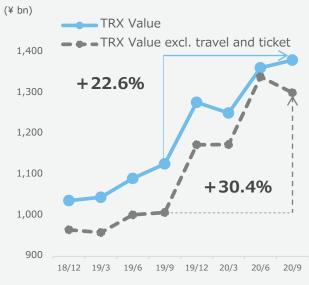


**+47.5%**<sup>\*1</sup> +32.6%<sup>\*2</sup>

+22.6% TRX Value Prev. Q4







- · Excl. increase in delivery related stores +17.1%
- · Excl. increase in communications related stores +26.2%
- Sectors with particularly high TRX volume growth **%3** Utility + 48.0% Delivery/Newspaper +177.4%
  - **Digital content** +129.0% **Apparel** + 86.5%
- · High value-per-transaction sectors such as travel and ticket sales recovering somewhat in Jul-Sep quarter Excl. travel/ticket +30.4% ×3
- Acceleration of merchandise EC

<sup>3</sup> Figures are YoY growth rates of GMV values by sector for PG Multi-Payment Service for the Q4 period (Jul∼Sep). Apparel excludes a large merchant.



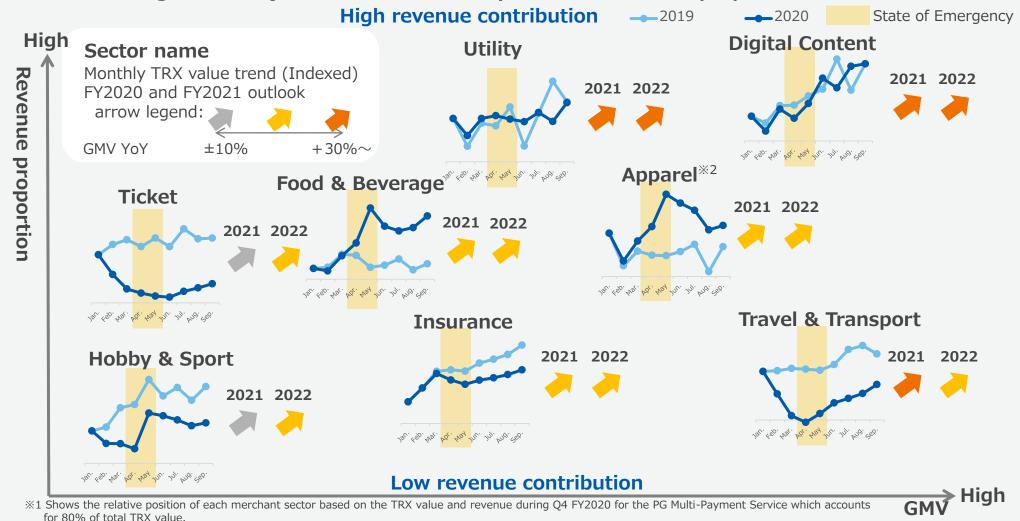
Excludes offline payment. If offline is included, the Q4 (July~September 2020) TRX volume grew +48.6% (prev. Q4 up 33.1%), TRX value grew 28.6% (prev. Q4 up 27.8%)

Figures show the YoY growth rates for Q4 FY2019 (July~September 2019, end-Sep 2019).

# YoY comparison of GMV value by sector

Travel, hobby and sports show some recovery, accelerated online shift of food & beverage and apparel

■ Scatter diagram of major merchant sectors by GMV and Revenue proportion





Proportion