

Translation

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**Summary of Consolidated Financial Results
for the Year Ended November 30, 2021
(Based on Japanese GAAP)**

January 14, 2022

Company name: Money Forward, Inc.
 Stock exchange listing: Tokyo
 Stock code: 3994 URL <https://corp.moneyforward.com>
 Representative: Representative Director, President and CEO Yosuke Tsuji
 Executive Officer and Accounting Department
 Inquiries: Shun Matsuoka TEL 03(6453)9160
 Manager
 Scheduled date of ordinary general meeting of shareholders: February 21, 2022
 Scheduled date to file Securities Report: February 21, 2022
 Scheduled date to commence dividend payments: –
 Preparation of supplementary material on financial results: Yes
 Holding of financial results meeting: Yes (for institutional investors and analysts)

(Amounts less than one million yen are rounded down)

1. Consolidated financial results for the year ended November 30, 2021 (from December 1, 2020 to November 30, 2021)

(1) Consolidated operating results

Percentages indicate year-on-year changes

| | Net sales | | EBITDA | | Operating profit | | Ordinary profit | | Profit attributable to owners of parent | |
|------------------------------|-----------------|------|-----------------|---|------------------|---|-----------------|---|---|---|
| | Millions of yen | % | Millions of yen | % | Millions of yen | % | Millions of yen | % | Millions of yen | % |
| Year ended November 30, 2021 | 15,632 | 38.1 | 429 | – | (1,062) | – | (1,432) | – | (1,482) | – |
| Year ended November 30, 2020 | 11,318 | 58.1 | (1,956) | – | (2,804) | – | (2,538) | – | (2,423) | – |

(Note)Comprehensive Income (millions of yen)

Year ended November 30, 2021: (1,548) (–%). Year ended November 30, 2020: (2,386) (–%)

| | Earnings per share | Diluted earnings per share | Profit attributable to owners of parent/equity | Ordinary profit/total assets | Operating profit/net sales |
|------------------------------|--------------------|----------------------------|--|------------------------------|----------------------------|
| | Yen | Yen | % | % | % |
| Year ended November 30, 2021 | (29.97) | – | (5.9) | (3.6) | (6.8) |
| Year ended November 30, 2020 | (52.08) | – | (27.7) | (13.4) | (24.8) |

*1 EBITDA=Operating profit(loss) + depreciation and amortization + tax expenses included in operating expenses + share-based remuneration expenses

Share-based remuneration expenses are included in EBITDA from fiscal year ended November 30, 2021.

*2 Diluted earnings per share is not disclosed because it is anti dilutive due to the Company's net loss position.

*3 The Company conducted a 2-for-1 stock split of common stock effective on December 1, 2020. Therefore, earnings per share is calculated on the assumption that the said stock split was conducted at the beginning of the previous fiscal year.

(2) Consolidated financial position

| | Total assets | Net assets | Equity ratio | Net assets per share |
|-------------------------|-----------------|-----------------|--------------|----------------------|
| | Millions of yen | Millions of yen | % | Yen |
| As of November 30, 2021 | 56,942 | 42,332 | 71.1 | 759.04 |
| As of November 30, 2020 | 21,711 | 10,237 | 44.3 | 201.71 |

(Reference)Equity (millions of yen)

As of November 30, 2021: 40,491. As of November 30, 2020: 9,618.

* The Company conducted a 2-for-1 stock split of common stock effective on December 1, 2020.

Therefore, net assets per share is calculated on the assumption that the said stock split was conducted at the beginning of the previous fiscal year.

(3) Consolidated cash flows

| | Cash flows from operating activities | Cash flows from investing activities | Cash flows from financing activities | Cash and cash equivalents at end of period |
|------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--|
| | Millions of yen | Millions of yen | Millions of yen | Millions of yen |
| Year ended November 30, 2021 | (2,327) | (5,199) | 34,797 | 36,020 |
| Year ended November 30, 2020 | (1,119) | (2,606) | 5,256 | 8,719 |

2. Cash dividends

| | Annual dividends per share | | | | | Total cash dividends (Total) | Dividend payout ratio (Consolidated) | Ratio of dividends to net assets (Consolidated) |
|--|----------------------------|-----------------|-----------------|-----------------|-------|------------------------------|--------------------------------------|---|
| | 1st quarter-end | 2nd quarter-end | 3rd quarter-end | Fiscal year-end | Total | | | |
| | Yen | Yen | Yen | Yen | Yen | Millions of yen | % | % |
| Year ended November 30, 2020 | – | 0.00 | – | 0.00 | 0.00 | – | – | – |
| Year ended November 30, 2021 | – | 0.00 | – | 0.00 | 0.00 | – | – | – |
| Year ending November 30, 2022 (Forecast) | – | 0.00 | – | 0.00 | 0.00 | | – | |

3. Forecast of consolidated financial results for the year ending November 30, 2022 (from December 1, 2021 to November 30, 2022)

In the fiscal year ending November 30, 2022, the Company will execute investments more flexibly mainly in Business domain, while monitoring the return on investment and market environment. As such, it is difficult to calculate a reasonable earnings forecast for the full year, and the Company plans to continuously disclose the earnings forecast for the next quarter.

Percentages indicate year-on-year changes

| | Net sales | | SaaS ARR | | EBITDA | |
|-----------|-----------------|-------|-----------------|-------|-----------------|---|
| | Millions of yen | % | Millions of yen | % | Millions of yen | % |
| Full year | 20,322 | 30.0 | 15,718 | 40.0 | – | – |
| | ~21,886 | ~40.0 | ~16,841 | ~50.0 | | |

| | Operating profit | | Ordinary profit | | Profit attributable to owners of parent | | Earnings per share |
|-----------|------------------|---|-----------------|---|---|---|--------------------|
| | Millions of yen | % | Millions of yen | % | Millions of yen | % | Yen |
| Full year | – | – | – | – | – | – | – |

| | Net sales | | SaaS ARR | | EBITDA | |
|---------------------------------------|-----------------|-------|-----------------|-------|-----------------|---|
| | Millions of yen | % | Millions of yen | % | Millions of yen | % |
| Three months ending February 28, 2022 | 4,299 | 24.0 | 12,545 | 36.0 | (2,400) | – |
| | ~4,368 | ~26.0 | ~12,729 | ~38.0 | ~(1,900) | |

| | Operating profit | | Ordinary profit | | Profit attributable to owners of parent | | Earnings per share |
|---------------------------------------|------------------|---|-----------------|---|---|---|--------------------|
| | Millions of yen | % | Millions of yen | % | Millions of yen | % | Yen |
| Three months ending February 28, 2022 | (2,900) | – | (2,980) | – | (2,920) | – | (54.67) |
| | ~(2,400) | | ~(2,480) | | ~(2,420) | | ~(45.31) |

*1 EBITDA=Operating profit(loss) + depreciation and amortization + tax expenses included in operating expenses +share-based remuneration expenses

*2 Advertising expenses for the three months ending February 28, 2022, are expected to range from 1,700 million yen to 1,900 million yen.

*3 SaaS ARR is 12 times the monthly recurring revenue of Home, Business, X and Finance domains in the last month of each term. In order to adjust for seasonal factors of *STREAMED*, monthly recurring revenue of each first quarter is calculated as one-third of the billing revenue of *STREAMED* of the said period.

4. Notes

(1) Changes in significant subsidiaries during the year ended November 30, 2021

(changes in specified subsidiaries resulting in the change in scope of consolidation): No

(2) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements

Changes in accounting policies due to revisions to accounting standards and other regulations: No

Changes in accounting policies due to other reasons: No

Changes in accounting estimates: No

Restatement of prior period financial statements: No

(3) Number of issued shares (common shares)

Total number of issued shares at the end of the period (including treasury shares)

| | | | |
|-------------------------|-------------------|-------------------------|-------------------|
| As of November 30, 2021 | 53,382,460 shares | As of November 30, 2020 | 47,702,436 shares |
|-------------------------|-------------------|-------------------------|-------------------|

Number of treasury shares at the end of the period

| | | | |
|-------------------------|---------------|-------------------------|---------------|
| As of November 30, 2021 | 36,475 shares | As of November 30, 2020 | 17,836 shares |
|-------------------------|---------------|-------------------------|---------------|

Average number of shares during the period

| | | | |
|------------------------------|-------------------|------------------------------|-------------------|
| Year ended November 30, 2021 | 49,450,652 shares | Year ended November 30, 2020 | 46,530,118 shares |
|------------------------------|-------------------|------------------------------|-------------------|

* The Company conducted a 2-for-1 stock split of common stock effective on December 1, 2020.

Therefore, the total number of issued shares is calculated on the assumption that the said stock split was conducted at the beginning of the previous fiscal year.

(Reference)

Non-consolidated financial results for the year ended November 30, 2021 (from December 1, 2020 to November 30, 2021)

(1) Non-consolidated operating results

Percentages indicate year-on-year changes

| | Net sales | | Operating profit | | Ordinary profit | | Profit | |
|------------------------------|-----------------|------|------------------|---|-----------------|---|-----------------|---|
| | Millions of yen | % | Millions of yen | % | Millions of yen | % | Millions of yen | % |
| Year ended November 30, 2021 | 11,231 | 34.2 | (784) | — | (1,126) | — | (1,924) | — |
| Year ended November 30, 2020 | 8,368 | 34.5 | (1,910) | — | (1,623) | — | (1,837) | — |

| | Earnings per share | | Diluted earnings per share | |
|------------------------------|--------------------|--|----------------------------|--|
| | Yen | | Yen | |
| Year ended November 30, 2021 | (38.93) | | — | |
| Year ended November 30, 2020 | (39.50) | | — | |

*1 Diluted earnings per share is not disclosed because it is anti dilutive due to the Company's net loss position.

*2 The Company conducted a 2-for-1 stock split of common stock effective on December 1, 2020.

Therefore, earnings per share is calculated on the assumption that the said stock split was conducted at the beginning of the previous fiscal year.

(2) Non-consolidated financial position

| | Total assets | | Net assets | | Equity ratio | | Net assets per share | |
|-------------------------|-----------------|--|-----------------|--|--------------|--|----------------------|--|
| | Millions of Yen | | Millions of Yen | | % | | Yen | |
| As of November 30, 2021 | 51,266 | | 43,066 | | 83.9 | | 806.58 | |
| As of November 30, 2020 | 19,981 | | 12,662 | | 63.1 | | 264.57 | |

(Reference)Equity (millions of yen)

As of November 30, 2020: 43,027. As of November 30, 2020: 12,616.

* The Company conducted a 2-for-1 stock split of common stock effective on December 1, 2020.

Therefore, net assets per share is calculated on the assumption that the said stock split was conducted at the beginning of the previous fiscal year.

Consolidated Financial Statements

Consolidated Balance Sheets

(Thousands of yen)

| | As of November 30, 2020 | As of November 30, 2021 |
|---------------------------------------|-------------------------|-------------------------|
| Assets | | |
| Current assets | | |
| Cash and deposits | 8,919,850 | 36,220,522 |
| Notes and accounts receivable - trade | 1,228,255 | 1,516,402 |
| Operational investment securities | 219,851 | 1,074,286 |
| Inventories | 83,005 | 21,762 |
| Purchased receivables | 2,210,303 | 4,222,155 |
| Other | 855,801 | 1,073,146 |
| Allowance for doubtful accounts | (56,747) | (102,517) |
| Total current assets | 13,460,320 | 44,025,758 |
| Non-current assets | | |
| Property, plant and equipment | | |
| Buildings | 424,973 | 460,326 |
| Accumulated depreciation | (91,486) | (143,887) |
| Buildings, net | 333,486 | 316,439 |
| Tools, furniture and fixtures | 252,597 | 383,671 |
| Accumulated depreciation | (107,852) | (165,893) |
| Tools, furniture and fixtures, net | 144,744 | 217,778 |
| Construction in progress | — | 3,112 |
| Total property, plant and equipment | 478,231 | 537,330 |
| Intangible assets | | |
| Goodwill | 3,547,877 | 3,068,762 |
| Software | 623,057 | 2,313,203 |
| Software in progress | 393,400 | 723,223 |
| Total intangible assets | 4,564,335 | 6,105,189 |
| Investments and other assets | | |
| Investment securities | 2,230,427 | 5,006,164 |
| Leasehold and guarantee deposits | 580,220 | 606,325 |
| Other | 410,833 | 712,468 |
| Allowance for doubtful accounts | (12,619) | (50,678) |
| Total investments and other assets | 3,208,861 | 6,274,279 |
| Total non-current assets | 8,251,428 | 12,916,799 |
| Total assets | 21,711,748 | 56,942,558 |

(Thousands of yen)

As of November 30, 2020

As of November 30, 2021

| | As of November 30, 2020 | As of November 30, 2021 |
|---|-------------------------|-------------------------|
| Liabilities | | |
| Current liabilities | | |
| Accounts payable - trade | 175,032 | 211,852 |
| Short-term loans payable | 2,510,000 | 4,700,000 |
| Current portion of long-term loans payable | 968,344 | 1,713,041 |
| Accounts payable - other | 1,664,797 | 1,822,487 |
| Accrued expenses | 717,171 | 908,826 |
| Income taxes payable | 89,930 | 350,189 |
| Unearned revenue | 1,454,299 | 1,722,767 |
| Provision for bonuses | 16,874 | 34,506 |
| Provision for points | – | 644 |
| Other | 643,955 | 812,054 |
| Total current liabilities | 8,240,405 | 12,276,371 |
| Non-current liabilities | | |
| Long-term loans payable | 3,067,741 | 2,141,100 |
| Retirement benefit liability | – | 2,376 |
| Other | 165,833 | 189,728 |
| Total non-current liabilities | 3,233,574 | 2,333,205 |
| Total liabilities | 11,473,980 | 14,609,576 |
| Net assets | | |
| Shareholders' equity | | |
| Capital stock | 9,614,410 | 25,775,494 |
| Capital surplus | 2,910,162 | 17,233,262 |
| Retained earnings | (3,111,275) | (2,755,553) |
| Treasury shares | (146) | (850) |
| Total shareholders' equity | 9,413,150 | 40,252,352 |
| Accumulated other comprehensive income | | |
| Valuation difference on available-for-sale securities | 214,893 | 228,409 |
| Foreign currency translation adjustment | (9,752) | 10,898 |
| Total accumulated other comprehensive income | 205,140 | 239,307 |
| Share acquisition rights | 46,549 | 38,529 |
| Non-controlling interests | 572,927 | 1,802,791 |
| Total net assets | 10,237,768 | 42,332,981 |
| Total liabilities and net assets | 21,711,748 | 56,942,558 |

Consolidated Statements of Income and Consolidated Statements of Comprehensive Income
Consolidated Statements of Income

(Thousands of yen)

| | Fiscal year ended November 30, 2020 | Fiscal year ended November 30, 2021 |
|--|--|--|
| Net sales | 11,318,217 | 15,632,601 |
| Cost of sales | 3,700,849 | 4,814,024 |
| Gross profit | 7,617,367 | 10,818,576 |
| Selling, general and administrative expenses | 10,422,150 | 11,880,838 |
| Operating loss | (2,804,783) | (1,062,262) |
| Non-operating income | | |
| Interest income | 113 | 78 |
| Subsidy income | 9,475 | 2,281 |
| Gain on sale of investment securities | 325,233 | 3,213 |
| Consumption taxes refund | - | 9,013 |
| Other | 3,286 | 11,904 |
| Total non-operating income | 338,107 | 26,491 |
| Non-operating expenses | | |
| Interest expenses | 37,035 | 48,325 |
| Share issuance costs | 25,351 | 313,935 |
| Other | 9,693 | 34,497 |
| Total non-operating expenses | 72,080 | 396,758 |
| Ordinary loss | (2,538,755) | (1,432,529) |
| Extraordinary income | | |
| Gain on reversal of share acquisition rights | 1,790 | 2,462 |
| Gain on step acquisitions | 100,000 | - |
| Total extraordinary income | 101,790 | 2,462 |
| Extraordinary losses | | |
| Loss on valuation of investment securities | 17,690 | - |
| Total extraordinary losses | 17,690 | - |
| Loss before income taxes | (2,454,655) | (1,430,066) |
| Income taxes - current | 49,616 | 136,850 |
| Income taxes - deferred | (25,792) | 15,632 |
| Total income taxes | 23,824 | 152,483 |
| Loss | (2,478,479) | (1,582,549) |
| Loss attributable to non-controlling interests | (55,197) | (100,287) |
| Loss attributable to owners of parent | (2,423,282) | (1,482,262) |

Consolidated Statements of Comprehensive Income

(Thousands of yen)

| | Fiscal year ended November 30, 2020 | Fiscal year ended November 30, 2021 |
|--|--|--|
| Loss | (2,478,479) | (1,582,549) |
| Other comprehensive income | | |
| Valuation difference on available-for-sale securities | 94,859 | 13,516 |
| Foreign currency translation adjustment | (2,835) | 20,651 |
| Total other comprehensive income | 92,023 | 34,167 |
| Comprehensive income | (2,386,455) | (1,548,382) |
| Comprehensive income attributable to | | |
| Comprehensive income attributable to owners of parent | (2,331,350) | (1,448,094) |
| Comprehensive income attributable to non-controlling interests | (55,105) | (100,287) |

Consolidated Statements of Changes in Equity

Fiscal year ended November 30, 2020

| | Shareholders' equity | | | | |
|---|----------------------|-----------------|-------------------|-----------------|----------------------------|
| | Capital stock | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at beginning of period | 6,942,818 | 4,026,306 | (3,211,257) | (146) | 7,757,721 |
| Changes during period | | | | | |
| Issuance of new shares | 2,394,216 | 2,394,216 | | | 4,788,432 |
| Issuance of new shares - exercise of share acquisition rights | 110,744 | 110,744 | | | 221,489 |
| Restricted Stock Unit | 166,631 | 166,631 | | | 333,262 |
| Increase by share exchanges | | 449,998 | | | 449,998 |
| Purchase of shares of consolidated subsidiaries | | (1,714,697) | | | (1,714,697) |
| Change in ownership interest of parent due to transactions with non-controlling interests | | 226 | | | 226 |
| Deficit disposition | | (2,523,264) | 2,523,264 | | – |
| Loss attributable to owners of parent | | | (2,423,282) | | (2,423,282) |
| Net changes in items other than shareholders' equity | | | | | |
| Total changes during period | 2,671,592 | (1,116,144) | 99,982 | – | 1,655,429 |
| Balance at end of period | 9,614,410 | 2,910,162 | (3,111,275) | (146) | 9,413,150 |

(Thousands of yen)

| | Accumulated other comprehensive income | | | Share acquisition rights | Non-controlling interests | Total net assets |
|---|---|---|--|--------------------------|---------------------------|------------------|
| | Valuation difference on available-for-sale securities | Foreign currency translation adjustment | Total accumulated other comprehensive income | | | |
| Balance at beginning of period | 120,126 | (6,917) | 113,208 | 54,541 | 104,687 | 8,030,159 |
| Changes during period | | | | | | |
| Issuance of new shares | | | | | | 4,788,432 |
| Issuance of new shares - exercise of share acquisition rights | | | | | | 221,489 |
| Restricted Stock Unit | | | | | | 333,262 |
| Increase by share exchanges | | | | | | 449,998 |
| Purchase of shares of consolidated subsidiaries | | | | | | (1,714,697) |
| Change in ownership interest of parent due to transactions with non-controlling interests | | | | | | 226 |
| Deficit disposition | | | | | | - |
| Loss attributable to owners of parent | | | | | | (2,423,282) |
| Net changes in items other than shareholders' equity | 94,766 | (2,835) | 91,931 | (7,991) | 468,239 | 552,179 |
| Total changes during period | 94,766 | (2,835) | 91,931 | (7,991) | 468,239 | 2,207,609 |
| Balance at end of period | 214,893 | (9,752) | 205,140 | 46,549 | 572,927 | 10,237,768 |

Fiscal year ended November 30, 2021

| | Shareholders' equity | | | | |
|---|----------------------|-----------------|-------------------|-----------------|----------------------------|
| | Capital stock | Capital surplus | Retained earnings | Treasury shares | Total shareholders' equity |
| Balance at beginning of period | 9,614,410 | 2,910,162 | (3,111,275) | (146) | 9,413,150 |
| Changes during period | | | | | |
| Issuance of new shares | 15,786,000 | 15,786,000 | | | 31,572,000 |
| Issuance of new shares - exercise of share acquisition rights | 95,920 | 95,920 | | | 191,840 |
| Restricted Stock Unit | 279,163 | 279,163 | | | 558,327 |
| Deficit disposition | | (1,837,984) | 1,837,984 | | - |
| Loss attributable to owners of parent | | | (1,482,262) | | (1,482,262) |
| Purchase of treasury shares | | | | (704) | (704) |
| Net changes in items other than shareholders' equity | | | | | |
| Total changes during period | 16,161,084 | 14,323,100 | 355,721 | (704) | 30,839,202 |
| Balance at end of period | 25,775,494 | 17,233,262 | (2,755,553) | (850) | 40,252,352 |

(Thousands of yen)

| | Accumulated other comprehensive income | | | Share acquisition rights | Non-controlling interests | Total net assets |
|---|---|---|--|--------------------------|---------------------------|------------------|
| | Valuation difference on available-for-sale securities | Foreign currency translation adjustment | Total accumulated other comprehensive income | | | |
| Balance at beginning of period | 214,893 | (9,752) | 205,140 | 46,549 | 572,927 | 10,237,768 |
| Changes during period | | | | | | |
| Issuance of new shares | | | | | | 31,572,000 |
| Issuance of new shares - exercise of share acquisition rights | | | | | | 191,840 |
| Restricted Stock Unit | | | | | | 558,327 |
| Deficit disposition | | | | | | - |
| Loss attributable to owners of parent | | | | | | (1,482,262) |
| Purchase of treasury shares | | | | | | (704) |
| Net changes in items other than shareholders' equity | 13,516 | 20,651 | 34,167 | (8,020) | 1,229,864 | 1,256,011 |
| Total changes during period | 13,516 | 20,651 | 34,167 | (8,020) | 1,229,864 | 32,095,213 |
| Balance at end of period | 228,409 | 10,898 | 239,307 | 38,529 | 1,802,791 | 42,332,981 |

Consolidated Statements of Cash Flows

(Thousands of yen)

| | Fiscal year ended November 30, 2020 | Fiscal year ended November 30, 2021 |
|---|--|--|
| Cash flows from operating activities | | |
| Loss before income taxes | (2,454,655) | (1,430,066) |
| Depreciation | 120,578 | 394,640 |
| Amortization of goodwill | 369,962 | 473,425 |
| Share-based payment expenses | 148,680 | 249,764 |
| Increase (decrease) in provision for bonuses | 5,232 | 16,961 |
| Increase (decrease) in allowance for doubtful accounts | 14,793 | 83,829 |
| Increase (decrease) in provision for points | – | 644 |
| Interest and dividend income | (113) | (78) |
| Loss (gain) on step acquisitions | (100,000) | – |
| Loss (gain) on sale of investment securities | (325,233) | (2,868) |
| Loss (gain) on valuation of investment securities | 17,690 | – |
| Interest expenses | 37,035 | 48,325 |
| Share issuance costs | 25,351 | 313,935 |
| Decrease (increase) in notes and accounts receivable - trade | (274,608) | (303,621) |
| Decrease (increase) in investment securities for sale | (219,851) | (854,435) |
| Decrease (increase) in inventories | (64,949) | 61,241 |
| Decrease (increase) in purchased receivables | (141,431) | (2,011,852) |
| Increase (decrease) in notes and accounts payable - trade | (16,784) | 36,820 |
| Increase (decrease) in accounts payable - other | 874,817 | (7,714) |
| Increase (decrease) in accrued expenses | 45,279 | 192,387 |
| Increase (decrease) in unearned revenue | 581,586 | 268,468 |
| Other, net | 306,240 | 242,886 |
| Subtotal | (1,050,378) | (2,227,306) |
| Interest and dividend income received | 113 | 78 |
| Interest expenses paid | (37,829) | (48,926) |
| Income taxes paid | (31,562) | (51,498) |
| Net cash provided by (used in) operating activities | (1,119,657) | (2,327,653) |
| Cash flows from investing activities | | |
| Payments into time deposits | (400,000) | (400,000) |
| Proceeds from withdrawal of time deposits | 200,000 | 400,000 |
| Purchase of property, plant and equipment | (123,639) | (204,667) |
| Purchase of intangible assets | (1,042,643) | (2,129,319) |
| Purchase of investment securities | (459,497) | (2,824,447) |
| Proceeds from sale of investment securities | 349,881 | 24,027 |
| Payments for leasehold and guarantee deposits | (156,923) | (69,623) |
| Proceeds from collection of leasehold and guarantee deposits | 15,227 | 19,159 |
| Purchase of shares of subsidiaries resulting in change in scope of consolidation | (988,862) | – |
| Payments for sale of shares of subsidiaries resulting in change in scope of consolidation | – | (14,218) |
| Other, net | 79 | (381) |
| Net cash provided by (used in) investing activities | (2,606,378) | (5,199,470) |

(Thousands of yen)

| | Fiscal year ended November 30, 2020 | Fiscal year ended November 30, 2021 |
|--|--|--|
| Cash flows from financing activities | | |
| Increase (decrease) in short-term loans payable | 510,000 | 2,190,000 |
| Proceeds from long-term loans payable | 1,222,000 | 1,000,000 |
| Repayments of long-term loans payable | (632,724) | (1,159,944) |
| Proceeds from issuance of common shares | 4,978,368 | 31,444,347 |
| Purchase of treasury shares | – | (704) |
| Proceeds from share issuance to non-controlling shareholders | – | 196,000 |
| Purchase of shares of subsidiaries not resulting in change in scope of consolidation | (1,390,629) | – |
| Proceeds from partnership | 570,000 | 1,140,000 |
| Payments of listing-related expense | – | (11,539) |
| Other, net | (334) | (334) |
| Net cash provided by (used in) financing activities | 5,256,681 | 34,797,825 |
| Effect of exchange rate change on cash and cash equivalents | (3,332) | 29,970 |
| Net increase (decrease) in cash and cash equivalents | 1,527,313 | 27,300,671 |
| Cash and cash equivalents at beginning of period | 7,192,537 | 8,719,850 |
| Cash and cash equivalents at end of period | 8,719,850 | 36,020,522 |