

Financial Results for the  
3<sup>rd</sup> Quarter of Fiscal Year  
Ending November 30, 2022



October 17, 2022

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# Our Business





MISSION

**Money Forward.  
Move your life forward.**

VISION

**Becoming the financial platform for all**

VALUE

**User Focus | Technology Driven | Fairness**

CULTURE

**Speed | Pride | Teamwork | Respect | Fun**

# Create a Sustainable Society Through Realizing Our Mission/Vision

We have set 3 priorities to achieve the SDGs targets.

We contribute to resolving financial issues for all and create society that drives challenge.

## User Forward

- Provide services that solve financial issues for a diverse range of users (corporates, sole proprietors, and individuals)
- Solve users' problems with technology and design
- Promote investment in security to ensure the safety

## Society Forward

- Contribute to DX of society with diverse partners
- Promoting activities to realize a better social system
- Practice environmentally friendly management

## Talent Forward

- Create diverse growth opportunities to draw out the potential of employees
- Management's commitment to member development
- Create an environment that accepts diverse viewpoints regardless of gender, nationality, age, and educational background

### SDGs Target

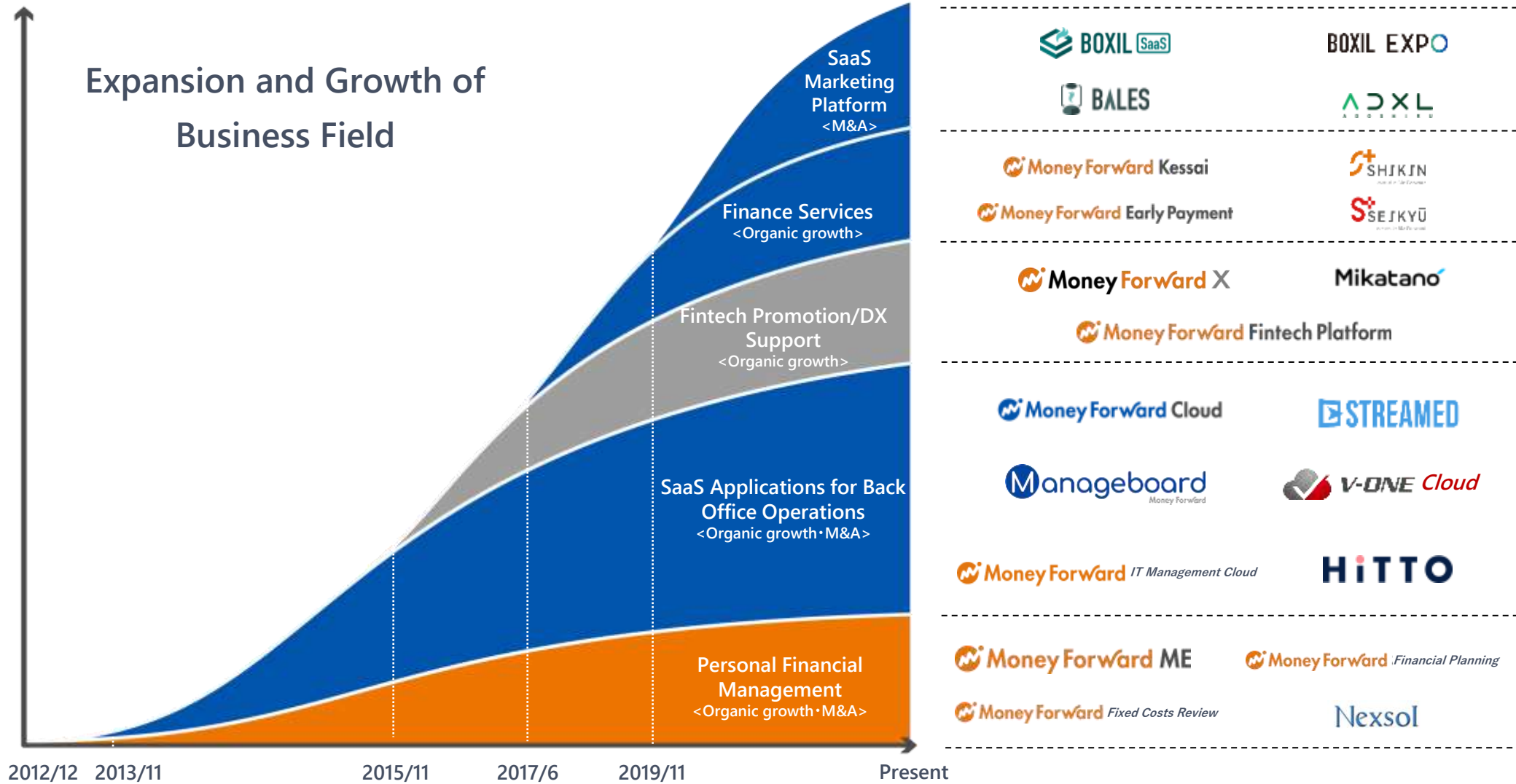


## Foundations Supporting 3 Priority Themes

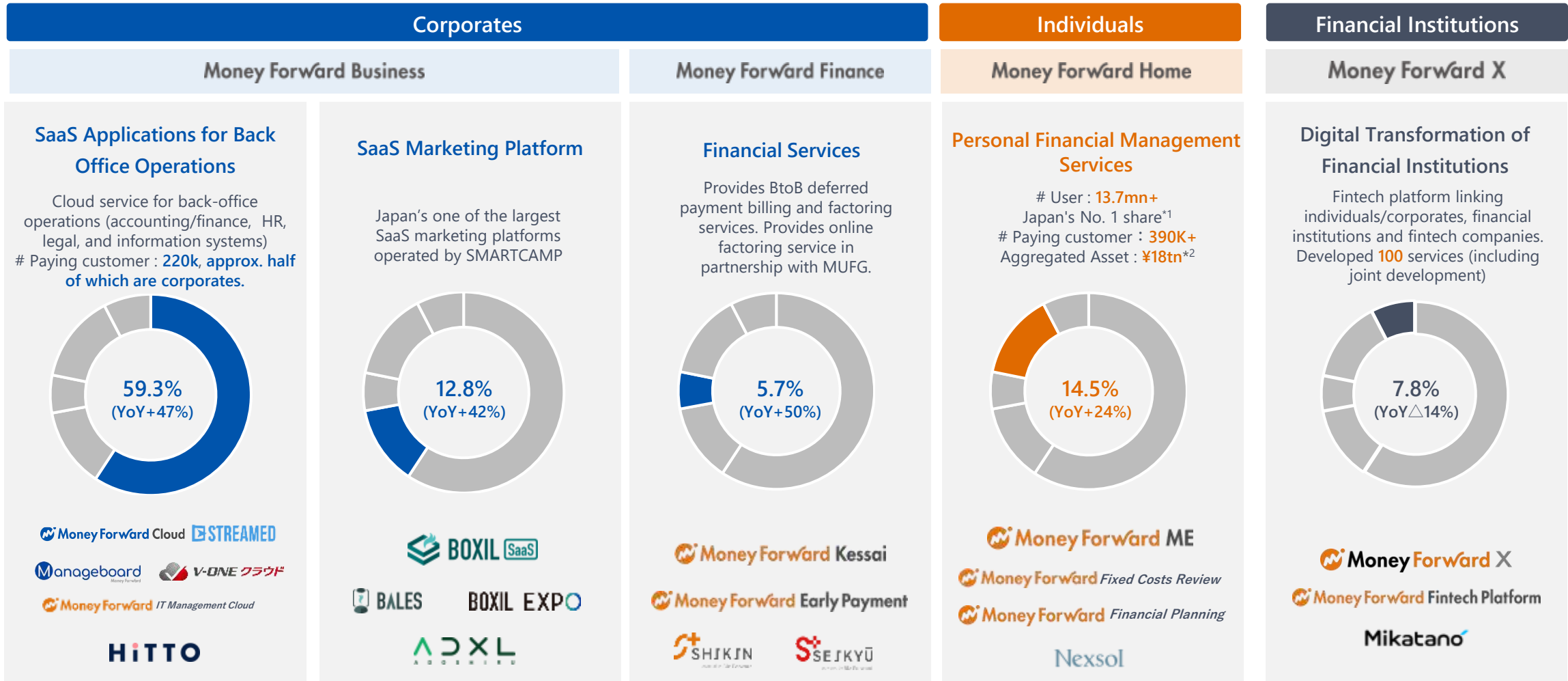
Penetration of Money Forward's Mission/Vision/Value/Culture

Governance that Balances Offense and Defense

# Expanding Business Field Through New Business Development and M&A



# Providing One of Japan's Largest User Base and Product Lineup in SaaS / Fintech Field



\* Graph shows the proportion of FY11/22 3Q cumulative revenue.

\*1 See P.99 for details. \*2 As of September 30, 2022. Total amount of financial assets that is aggregated in Money Forward ME and white-label services for individuals provided by Money Forward X.

# Rapidly Expanding Business Opportunities Due to Changes in External Environment

Revision of Electronic Books  
Maintenance Act/  
Introduction of invoice



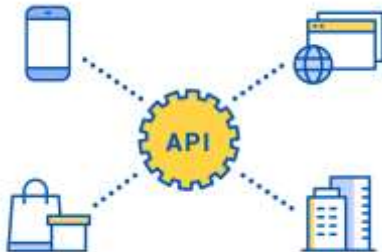
Rise of remote work  
triggered by  
COVID 19 pandemic



Government's promotion  
of digitalization



Greater use  
of open API



Review of  
Payment Services Act

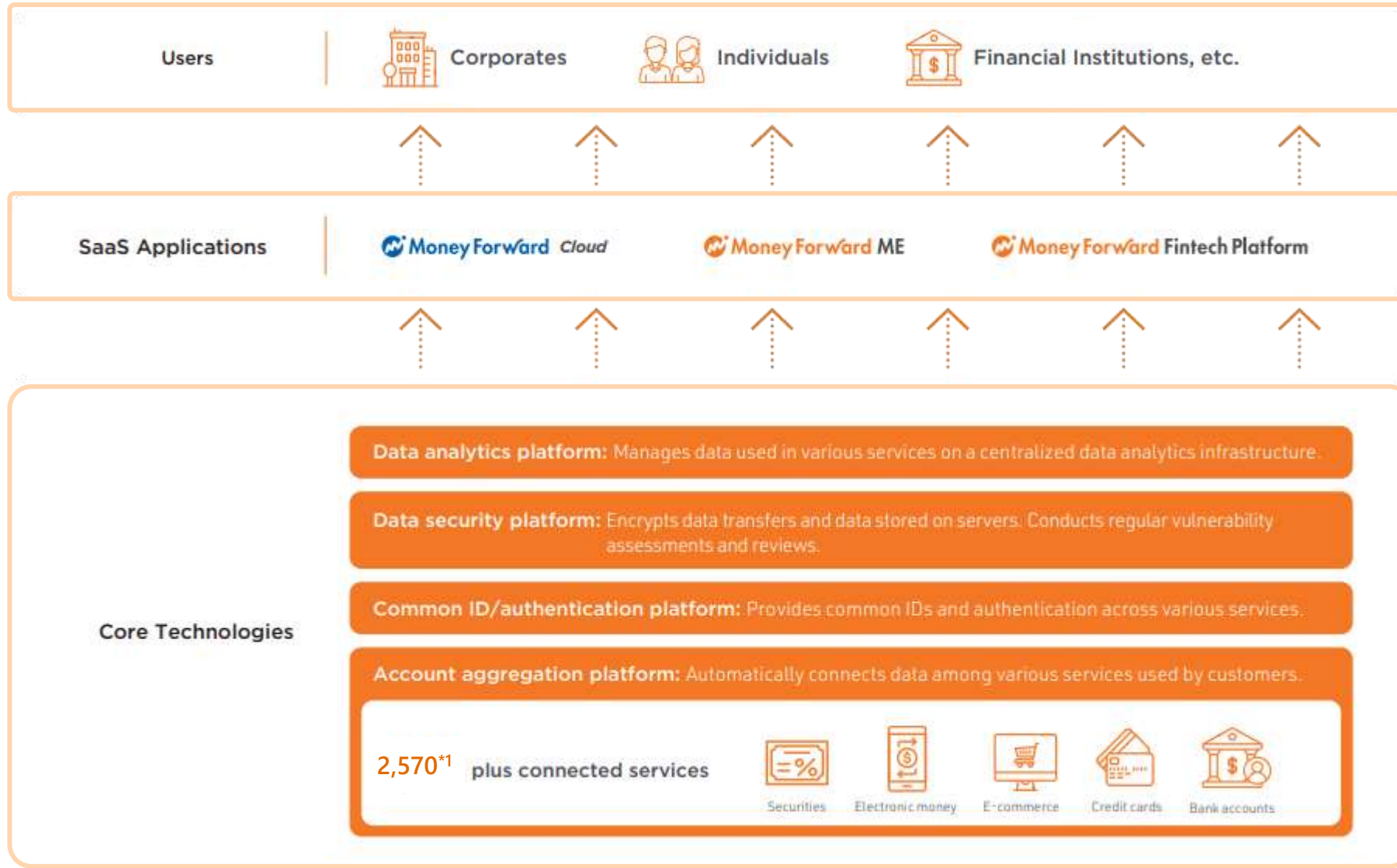


Digitalization  
of salary payment





# Developing Variety of Products Based on Common Core Technologies



\*1 Based on research by Money Forward, Inc. as of September 30, 2022.

# Highlights In FY11/22 Q3



## Highlights in FY11/22 Q3

Made steady progress toward reaching FY11/22 initial forecasts\*<sup>1</sup>

Achieve both growth and margin improvement by concentrating investments in rapidly growing Business domain hereafter.

Q3 consolidated net sales

+42% YoY

¥**5.46** bn

(Q2 results: +27%\*<sup>2</sup>)

Exceeded the upper range of forecasts\*<sup>2</sup>

SaaS ARR\*<sup>3</sup>

+43% YoY

¥**15.06** bn

(Significant rise from +38% in Q2)

Exceeded the upper range of forecasts\*<sup>2</sup>

Business domain  
Corporate ARR

+54% YoY

¥**10.41** bn

(Significant rise from +45% in Q2)

EBITDA\*<sup>4</sup> / Gross profit

¥**(1.87)** bn / ¥**3.32** bn

EBITDA was within the forecasted range of ¥(2.2) to (1.7) billion. EBITDA excluding advertising expenses was ¥(0.26) billion.

Released

*Money Forward  
Cloud Invoice System*

Invoice receipt service for  
medium to large-sized companies

\*1 Forecasts are ¥20.32 to 21.89 billion (+30 to 40% YoY) for consolidated net sales and ¥15.72 to 16.84 billion (+40 to 50% YoY) for SaaS ARR at FY11/22-end.

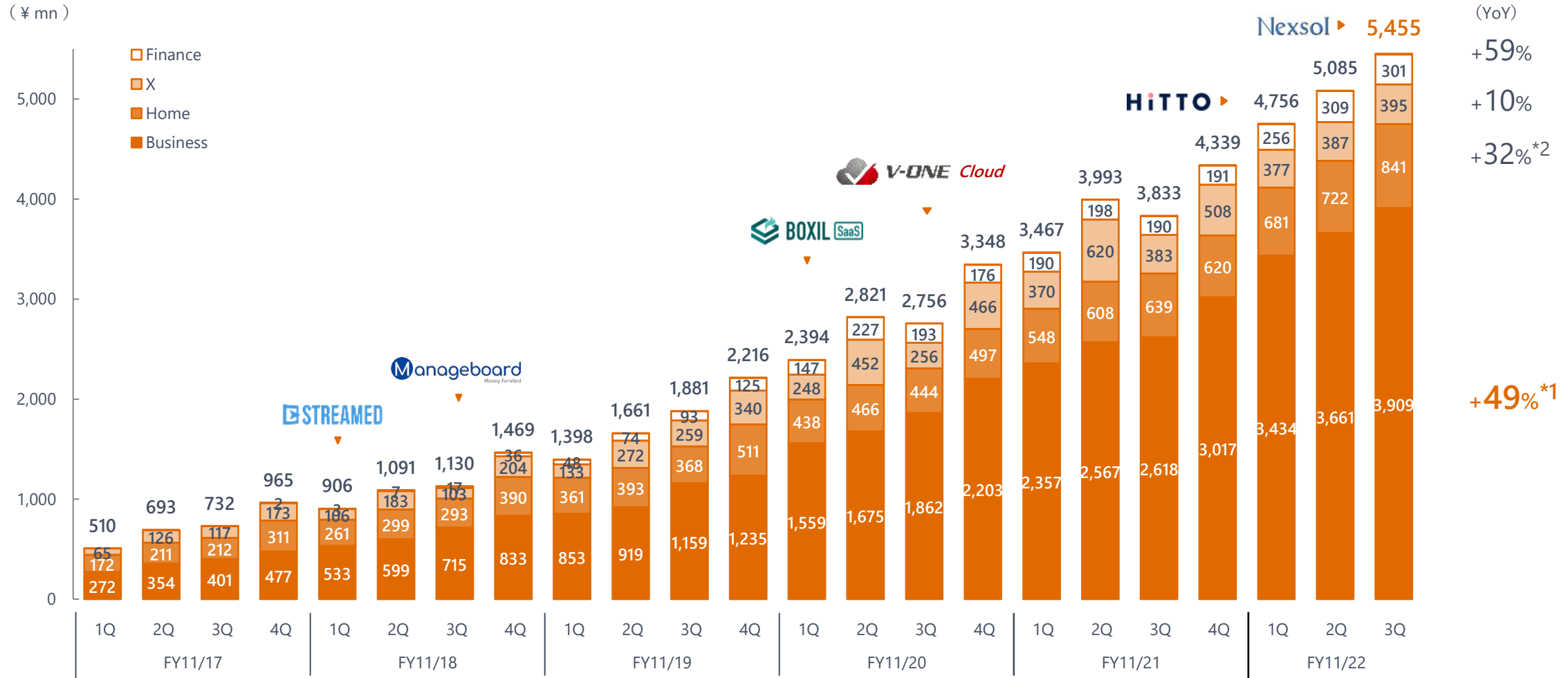
\*2 Forecasts disclosed on July 13, 2022. Quarterly forecasts are ¥5.18 to 5.41 billion (+35 to 41% YoY) for net sales, ¥(2.2) to (1.7) billion for EBITDA, and ¥14.61 to 15.03 billion (+39 to 43% YoY) for SaaS ARR at Q3-end. \*3 See p.85 for the definition of SaaS ARR.

\*4 EBITDA = Operating profit/loss + Depreciation and amortization + Tax expenses included in operating expenses + Share-based remuneration expenses.

# Q3 Consolidated Net Sales Increased by 42% YoY

Growth was mainly driven by net sales of Business domain, which **increased by 49%\*1** YoY.

YoY  
**+42%**



\* The aggregate of net sales of each domain do not necessarily correspond to consolidated net sales as net sales of "Other" are omitted from the graph.

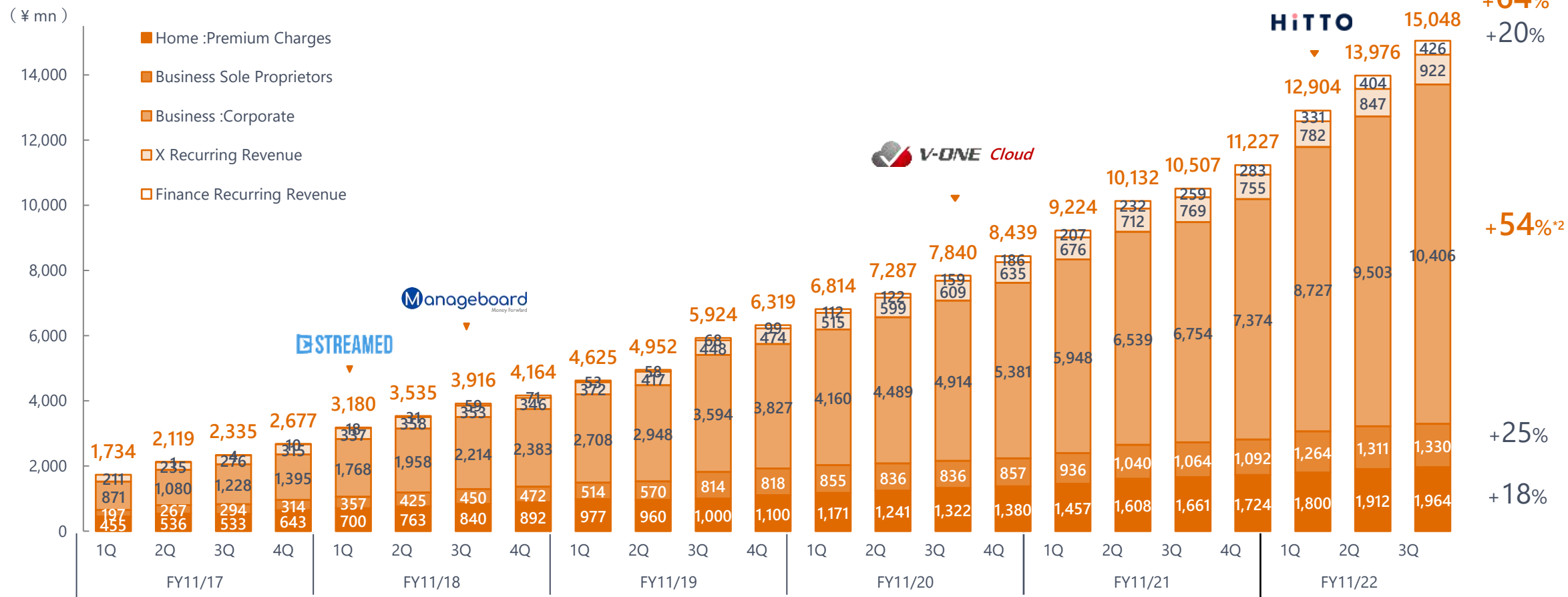
\*1 The net sales growth rate of Business domain excluding the impact of the acquisition of HiTTO Inc. was 45% YoY. Net sales of HiTTO Inc. are consolidated starting from January 2022 (Q1).

\*2 The net sales growth rate of Home domain excluding the impact of the acquisition of Nexsol CO., LTD was 11% YoY. Net sales of Nexsol CO., LTD. are consolidated starting from June 2022 (Q3).

# SaaS ARR Jumped by 43% YoY to over 15 Billion, Largely Exceeding the Q2 Growth of 38%

Corporate ARR in Business domain **soared by 54% YoY\*2**, a large step up from the growth of 45% in Q2. Recurring revenue in Finance domain also continued to follow its rapid growth trajectory, **surging by 64% YoY**.

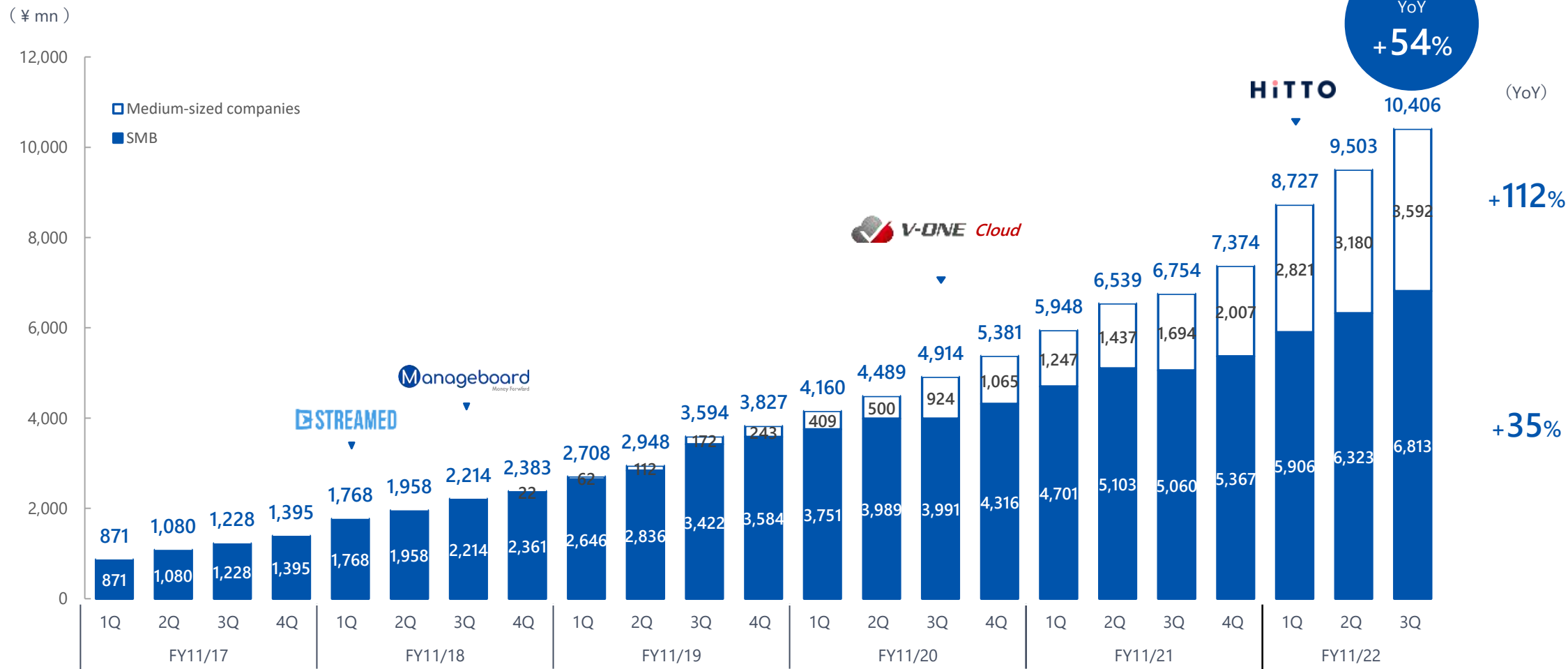
YoY  
**+43%** (YoY)



\*1 "Business: Sole Proprietors" is revenue from services for sole proprietors in Money Forward Cloud. "Business: Corporates" is revenue from services for corporate customers, including Money Forward Cloud, STREAMED, Manageboard, V-ONE Cloud, Money Forward Certified Member System, HITTO, and Money Forward IT Management Cloud. In order to adjust for seasonal factors of STREAMED, its MRR is calculated as one-third of the revenue from STREAMED in Q1 and Q2 of each fiscal year. From FY11/22, adjustments are also made to Q2 figures, which are seasonally affected by tax returns. Non-recurring revenue of each business and net sales of SMARTCAMP Co., Ltd. are not included. Figures for Finance domain include monthly fixed fees, and settlement and associated fees of Money Forward Kessai and SEIKYU+. See p.85 for the definitions of ARR, MRR, etc. Net sales from premium charges of Money Forward for XX, which targets financial institutions, have been revised retroactively since charges are recognized in X domain from FY11/22. \*2 Increased by 48% YoY excluding the impact of the acquisition of HITTO Inc.

# Corporate ARR in Business Domain Jumped by 54% YoY to over 10 Billion , Largely Exceeding the Q2 Growth of 45%

ARR of medium-sized companies\*1 continued to expand steadily, **reaching 112% YoY**. Growth in ARR for SMBs also accelerated from 24% YoY in Q2 to **35% YoY** owing to the net increase in users and rise in ARPA.

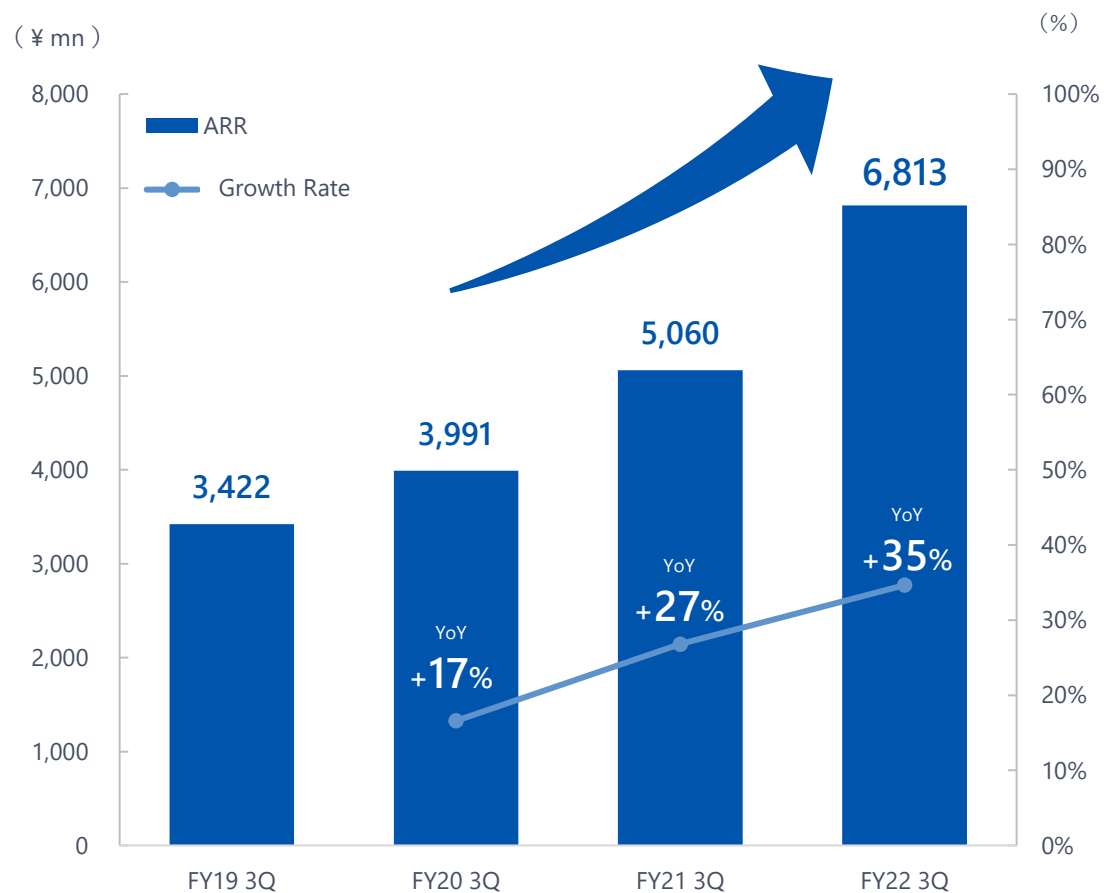


\*1 "SMB" is revenue from services for corporate customers, including *Money Forward Cloud*, *STREAMED*, *Manageboard*, and *Money Forward Certified Membership System*, as well as from accounting offices and their clients. In order to adjust for seasonal factors of *STREAMED*, its MRR is calculated as one-third of the revenue from *STREAMED* in Q1 and Q2 of each fiscal year. Revenue from *STREAMED* tends to rise in Q1 and Q2 as transactions increase during the fiscal year-end of corporate customers, while it tends to drop in Q3 (mainly in August) relative to Q2 since there are less business days. Revenue of "Medium-sized company" includes general corporate users (excluding accounting firms) that have adopted such services as *Money Forward Cloud*, *Manageboard*, *V-ONE Cloud*, *HITTO*, and *Money Forward IT Management Cloud* via field or partner sales, with the majority of companies having 50 or more employees. Flow revenue of each business and net sales of SMARTCAMP Co., Ltd. are not included. See p.85 for the definitions of ARR, MRR, etc.

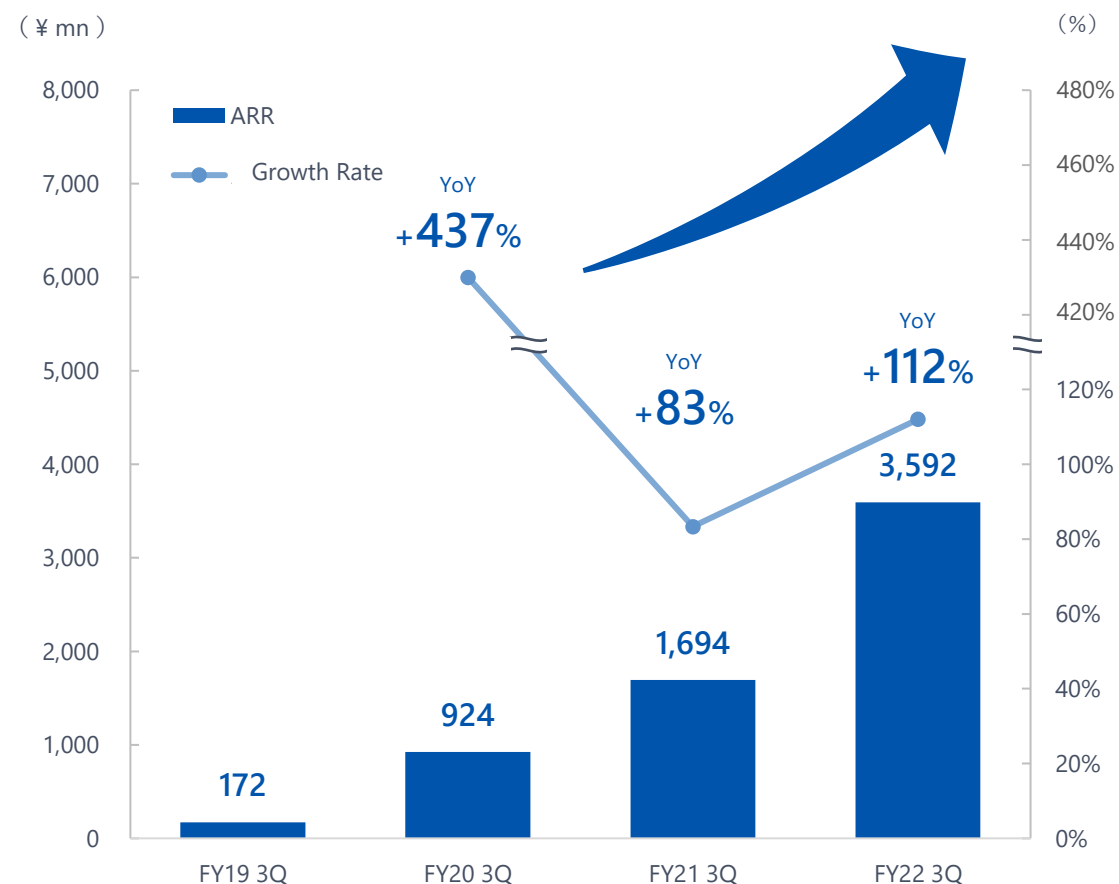
## YoY Growth Rate of Corporate ARR Accelerated while the ARR Volume Expanded

Product development and S&M investments have greatly accelerated the growth rate this fiscal year. Going forward, the company aims to achieve both investment efficiency and high growth.

ARR of SMB



ARR of medium-sized companies

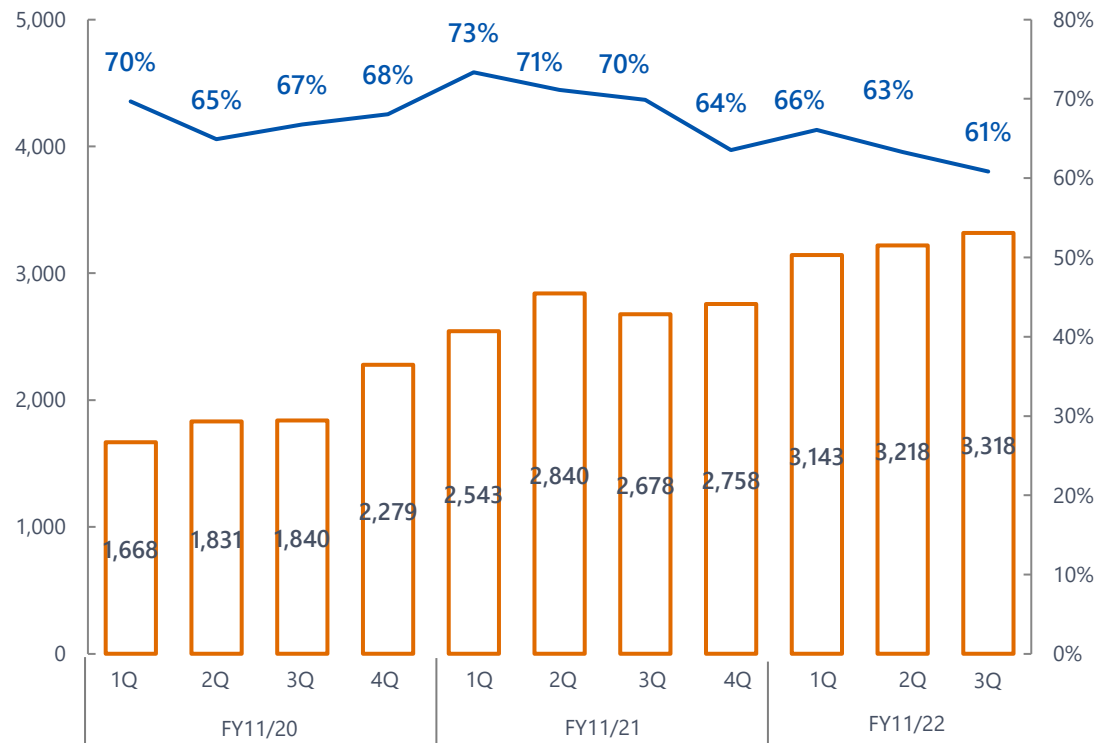


## Consolidated Gross Profit and SaaS Applications for Back-Office Operations Gross Margin Rate

Gross profit reached a record high. Consolidated gross profit margin was 61% (65% after adjustment\*<sup>1</sup>) due to the rise in engineer personnel expenses. The gross margin rate, as commonly defined by global SaaS companies, of SaaS applications for back-office operations was maintained at over 80%.

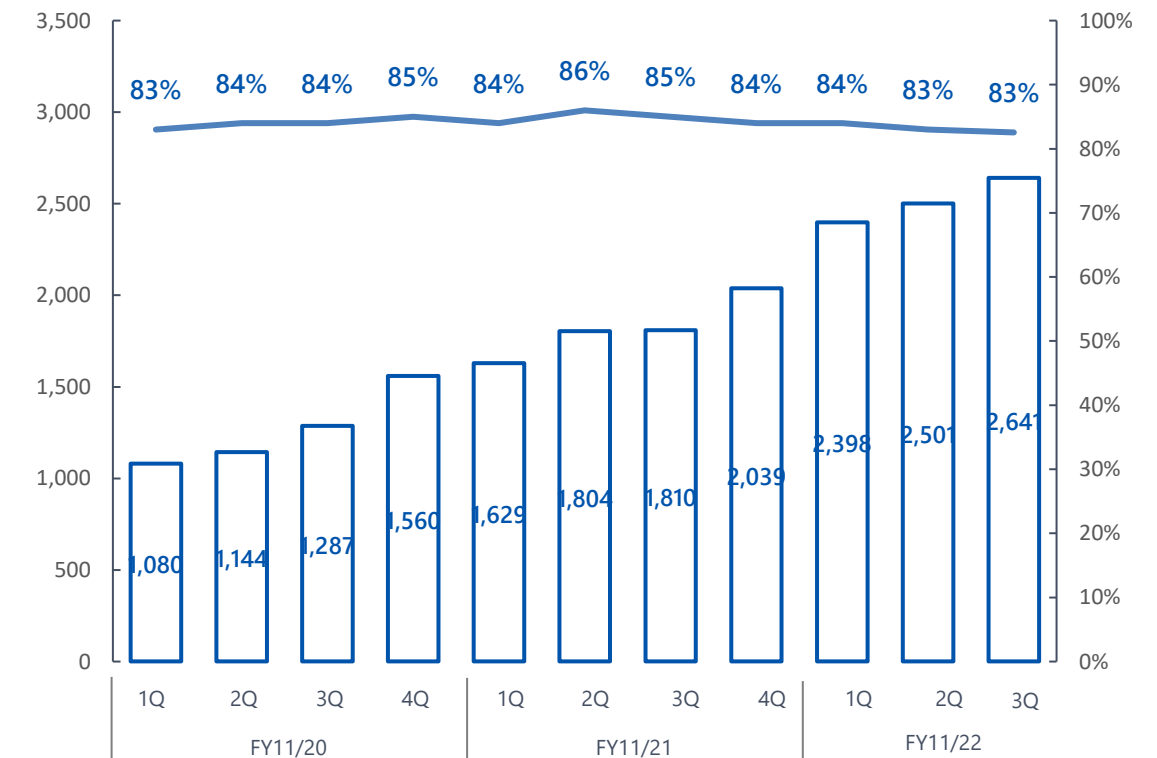
Consolidated Gross Profit  
(Financial Accounting Basis)

(¥ mn) ▬ Gross Profit ▬ Gross Profit Margin



Gross Margin Rate for Back-office SaaS Business\*<sup>2</sup>  
(Management Accounting Basis)

(¥ mn) ▬ SaaS Gross Margin ▬ SaaS Gross Margin Rate



\*1 Both net sales and cost of sales because net sales and fees related to IT introduction subsidies are excluded as it has seasonality. When ADXL executes the advertising operations of the Group, the costs are recorded as cost of sales. (i.e. Net sales at ADXL and the outsourcing costs at Group companies are offset in the consolidation process, and ADXL's purchase costs for advertising media are recorded as cost of sales in consolidated PL).

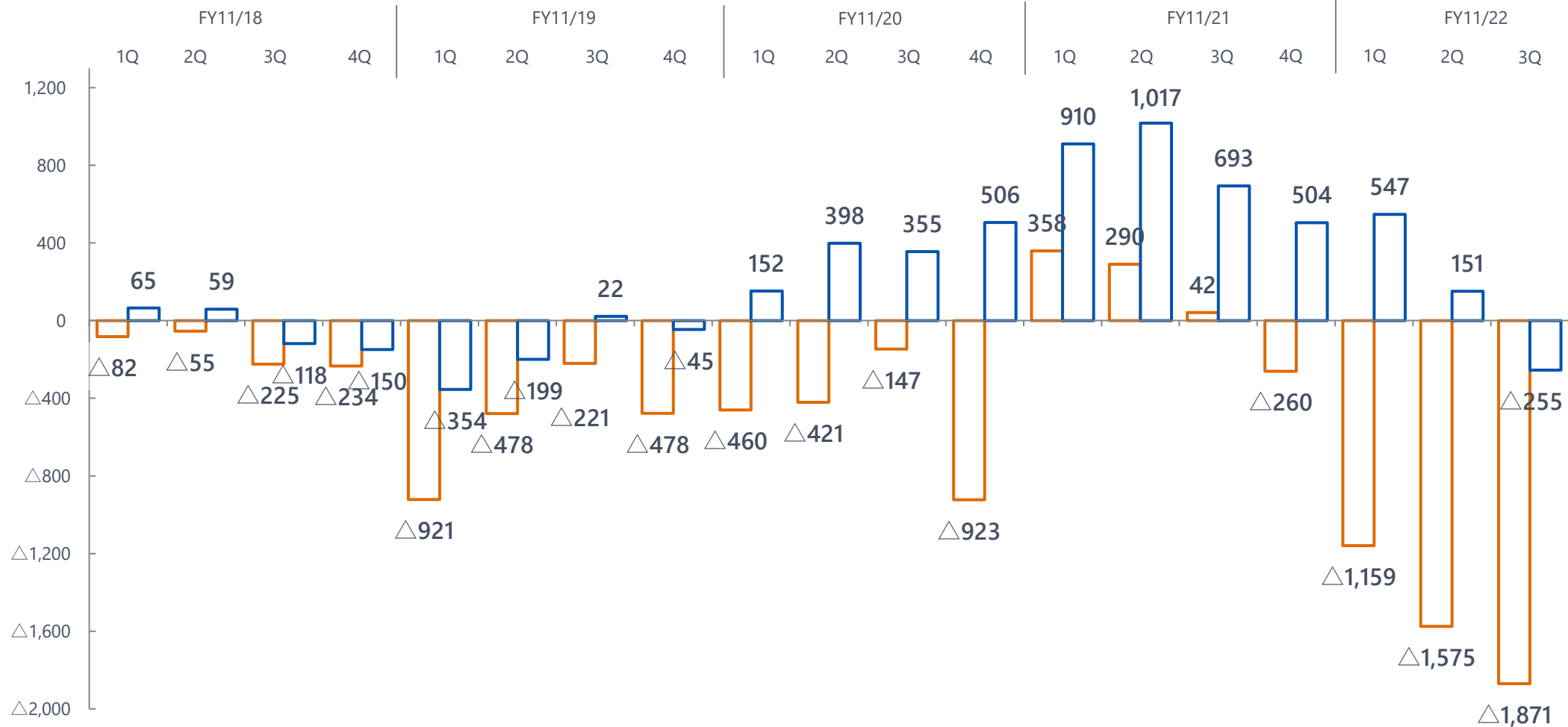
\*2 Total for Business domain excluding SMARTCAMP Co., Ltd. Calculated based on definitions commonly used by global SaaS companies. The cost portion includes communication expenses and system subscription fees related to product development, server fees including for AWS, API connection fees, as well as personnel expenses related to customer support, service infrastructure, and operators of *STREAMED*. Personnel expenses for engineers and designers involved in product development are included in cost of sales in the Japanese accounting standards and the Company's statement of income. Depreciation of software assets has been excluded from costs and amended retrospectively based on the common definition used by global SaaS companies.



## EBITDA(Quarterly Trend)

Due to accelerated investment, EBITDA was negative ¥1.87 billion, and EBITDA excluding advertising expenses was negative ¥ 0.26 billion.

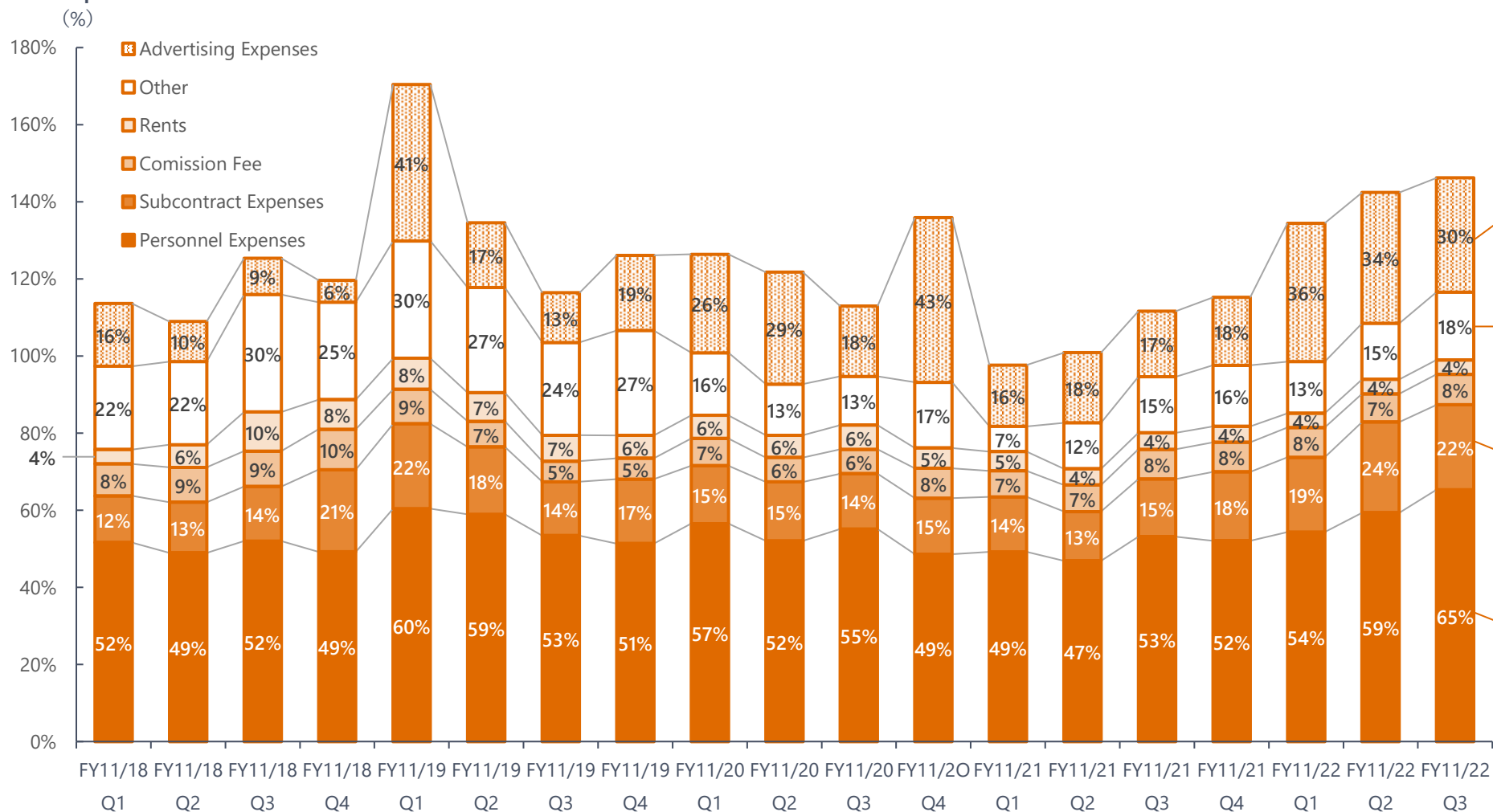
(¥ mn)    ▭ EBITDA    ▭ EBITDA (excl. advertising expenses)



\* EBITDA = Operating profit/loss + Depreciation and amortization + Tax expenses included in operating expenses + Share-based remuneration expenses

## Breakdown of Cost of Sales and SGA (% to Net Sales)

Personnel expenses as a percentage of net sales increased due to the consolidation of Nexsol CO., LTD. and strengthening of hiring in the Business domain. The ratio of expenses to sales is expected to peak in the 3Q and profitability will continue to improve in the future.



### Advertising expenses

- A company-wide review and partial reductions were made in investments from the perspective of cost efficiency.
- Advertising expenses was less than the lower range of forecasts at ¥1.6 billion yen\*1.

### Other

- Point commissions increased in parallel with the rise in payment amount of *Money Forward Pay for Business*.

### Subcontract expenses

- Continued development subcontracting in Business and X domains.

### Personnel expenses

- Personnel expenses of Nexsol CO., LTD. (approx. ¥110 million) were consolidated.
- Hiring were made mainly in Business domain (see p.18).

\*1 Forecasts disclosed on July 13, 2022. Q3 advertising expenses were projected at ¥1.8—2.0 billion.

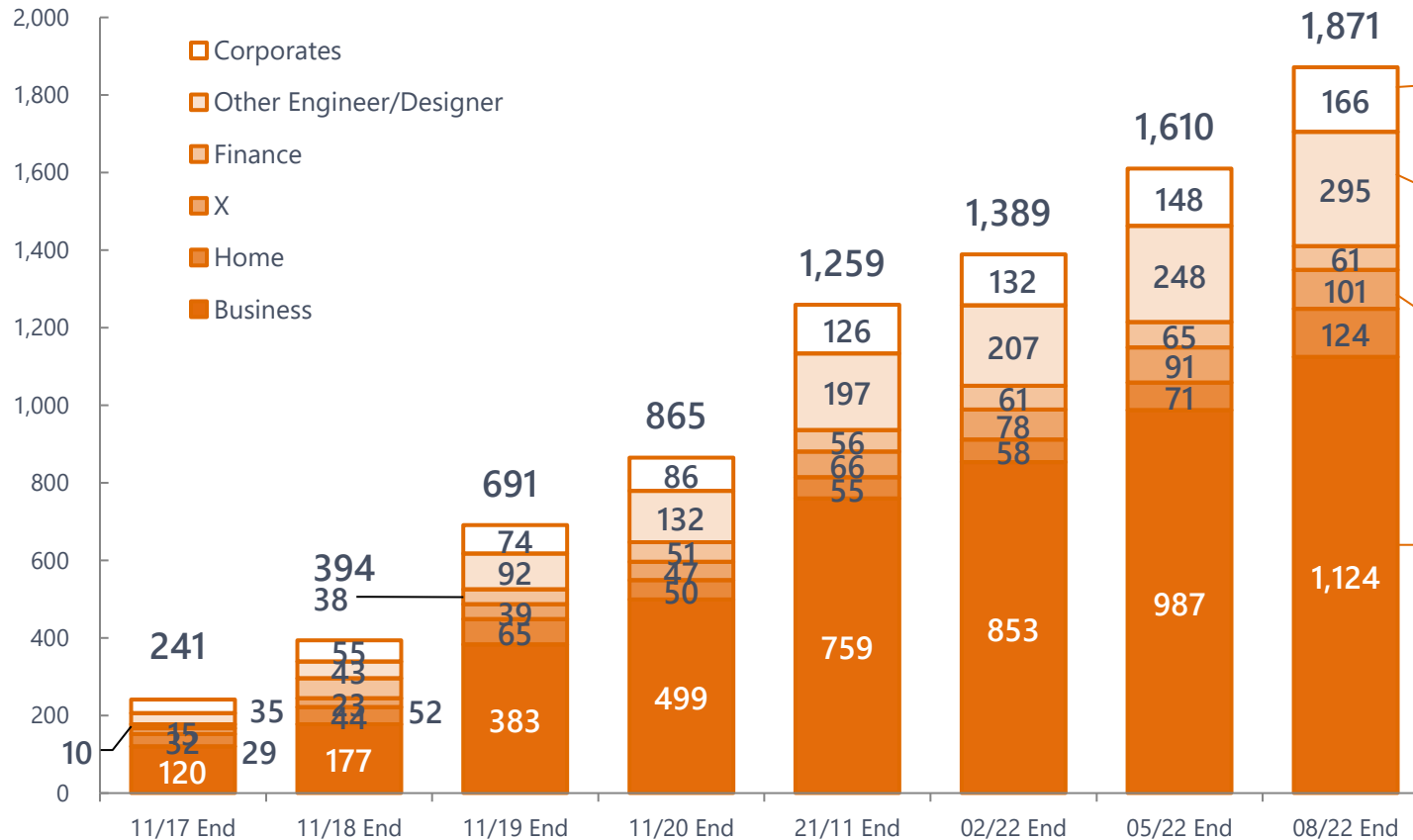
\* "Other" includes IT introduction subsidy fees, taxes and dues, communication expenses, recruiting/training expenses, amortization of goodwill, depreciation, and fee expenses.

\* Provision for bonuses, which was previously included in other expenses, is now included in personnel expenses. Retroactively amended past figures.

# Employees\*1

Increase was concentrated in Business domain, where personnel were mainly recruited in sales and marketing for medium-sized companies, and due to Nexsol CO., LTD. becoming a wholly owned subsidiary(44 employees) . Given that hiring has progressed sufficiently up till Q3, we expect to see a drop in the net increase in personnel from Q4 onward.

(# of People)



## Major Changes from FY11/22 Q2-end

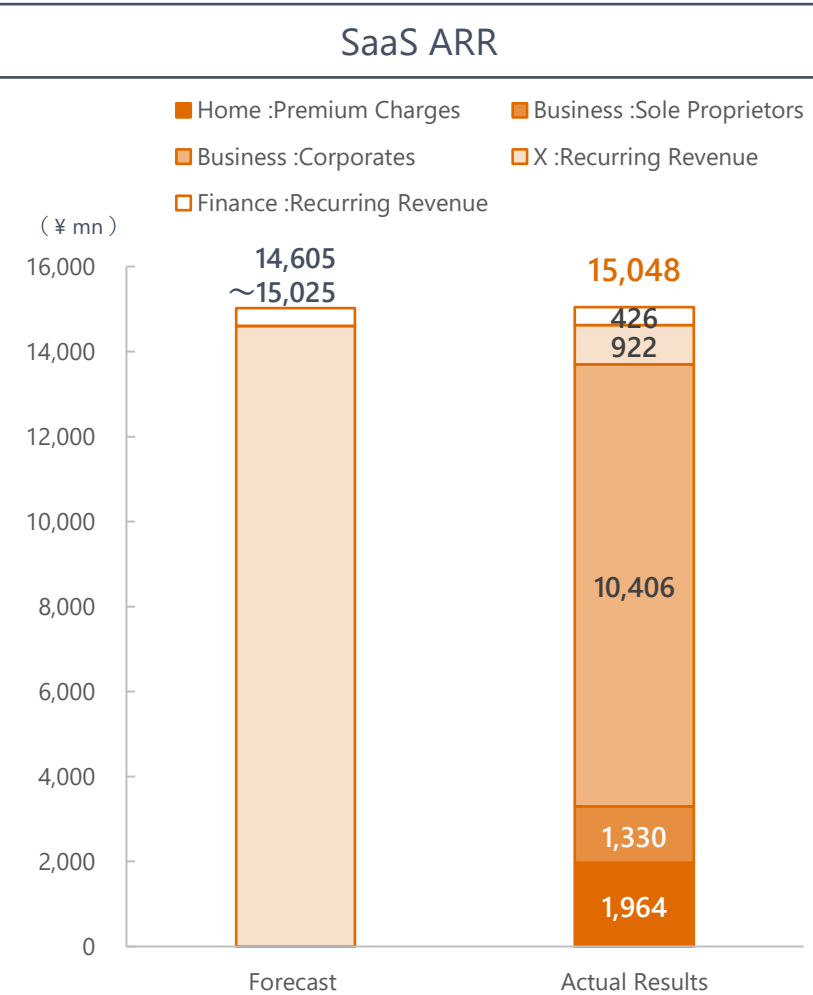
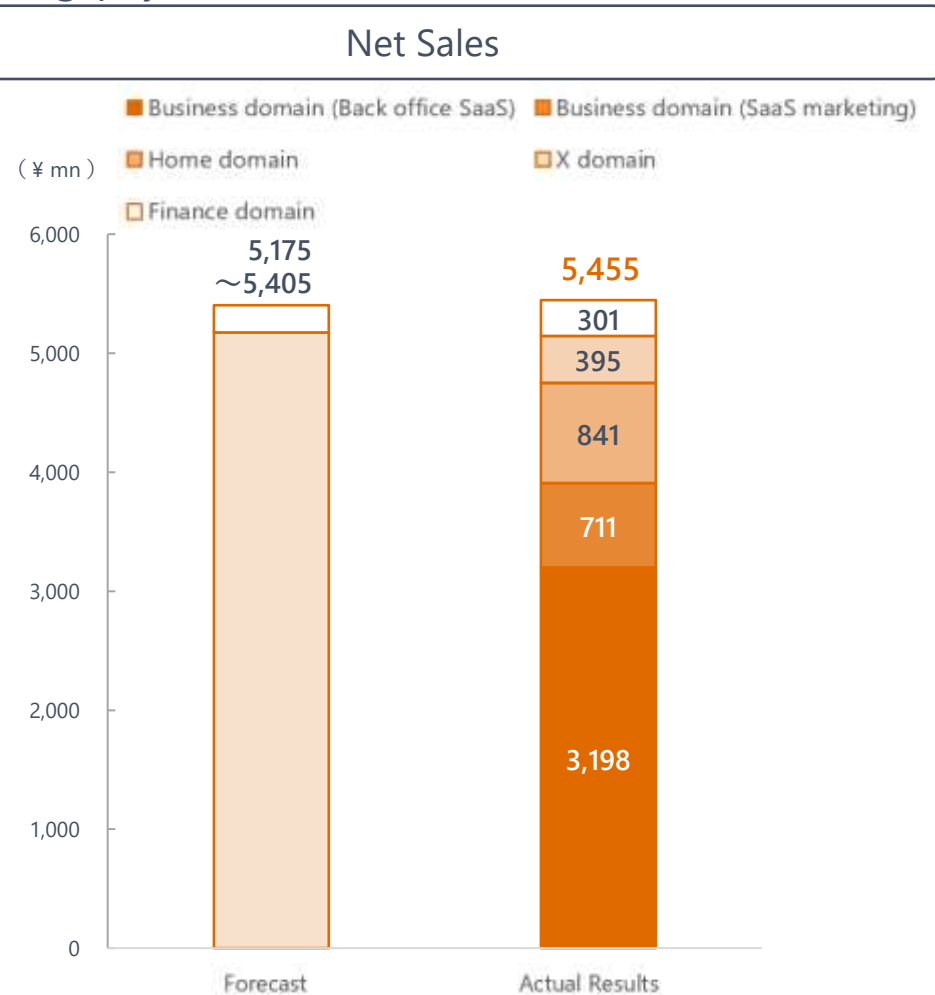
- Hired personnel responsible for fostering talents in People Forward Division (HR).
- Employed data analysis and utilization specialists as well as experts in legal affairs and intellectual property.
- Hired engineers for the CTO office of Money Forward Vietnam Co., Ltd. to engage in common infrastructure, technical issues, and product development.
- The headcount increased accompanying the acquisition of Nexsol CO., LTD.
- Continued to increase personnel engaged in sales, customer success, and marketing targeting medium-sized companies.
- Hired personnel engaged in cross-selling of products.

\* "Other Engineers/Designers" include the CISO Office, CIO Office, CTO Office, Account Aggregation Dept., and Money Forward Vietnam, Co., Ltd. "Corporate" includes CEO Office, Corporate Planning Dept., Accounting Dept., Legal and IP Dept., People Forward Dept., and Public Affairs Office.

\*1 Includes executive officers who do not serve as directors.

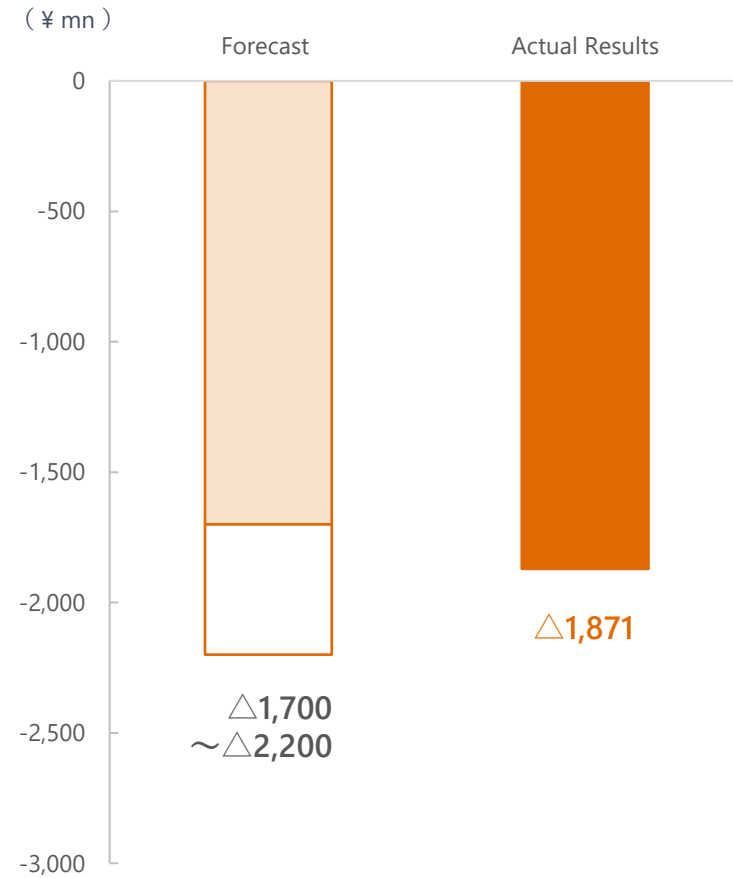
## Q3 Results vs. Initial Forecasts (Net Sales / SaaS ARR)

Both net sales and SaaS ARR exceeded the upper range of forecasts on the back of favorable progress made in adoptions of *Money Forward Cloud* among corporate customers, in increased ARPA, and in both the accounts receivable financing business and invoicing/payment BPO service.



## Q3 Results vs. Initial Forecasts (EBITDA)

EBITDA was within the forecasted range at negative ¥1,871 million (+¥229 million vs. the lower end of the forecast).



## Balance Sheet Items

Maintains a high level of financial soundness.

( ¥ mn )

|  |                             |                                |  |
|--|-----------------------------|--------------------------------|--|
|  | <b>Cash and Deposits</b>    | <b>Current Liabilities</b>     |  |
|  | 27,141                      | 21,608                         | Short-term borrowings* <sup>1</sup><br>8,690     |
|  |                             |                                | Current portion of long-term borrowings<br>2,865 |
|  |                             | <b>Non-current Liabilities</b> |  |
|  |                             | 6,515                          | Long-term borrowings<br>5,928                    |
| Purchased receivables* <sup>1</sup><br>5,669   | <b>Other Current Assets</b> |                                |  |
|  | 11,937                      |                                |  |
| Goodwill<br>4,671<br>Investment securities * <sup>2</sup><br>13,445<br>Software<br>5,445 | <b>Non-current Assets</b>   | <b>Net Assets</b>              |  |
|  | 26,288                      | 37,241                         |  |
|  | Assets                      | Liabilities / Net Assets       |  |

\*1 Related to Money Forward Kessai, Inc. and Biz Forward, Inc.

\*2 The company wrote down 832 million yen on Susten Capital Management Inc. due to the progress of its business. SUSTEN, the asset management service offered by the company, generates revenue on a pay-for-performance basis. Its investment strategy is centered on short-term bonds, and its investment performance was weaker than expected due to the recent sharp rise in U.S. interest rates,

Money Forward  
**Business**



## Highlights in FY11/22 Q3

Q3 net sales  
¥3.91 billion

YoY

**+49%**

Growth rate excluding the impact of acquiring HITTO, Inc. was 45% YoY.

Total/corporate paying customers  
223,538 / 106,887

YoY

**+27.9% / +28.1%**

(+28.3%\*1)

(+25.4%\*1)

Total/corporate ARPA  
¥52,502 / ¥97,355

YoY

**+17.4% / +20.3%**

(+11.2%\*1)

(+15.9%\*1)

Total/corporate ARR  
¥11.74 billion / ¥10.41 billion

**+50% / +54%**

(+43%\*1)

(+45%\*1)

ARR of mid-sized customers\*2  
¥3.59 billion

YoY

**+112%**

Corporate customer churn rate\*3  
(12-month / 3-month average)

**0.8% / 0.9%**

The churn rate remained low in spite of the ARPA growth measures including pricing plan revisions. The 12- and 3-month churn rate average among sole proprietors was 1.7% and 1.3%, respectively.

\*1 Figures in parentheses are year-on-year growth rates in 2Q FY11/2022.

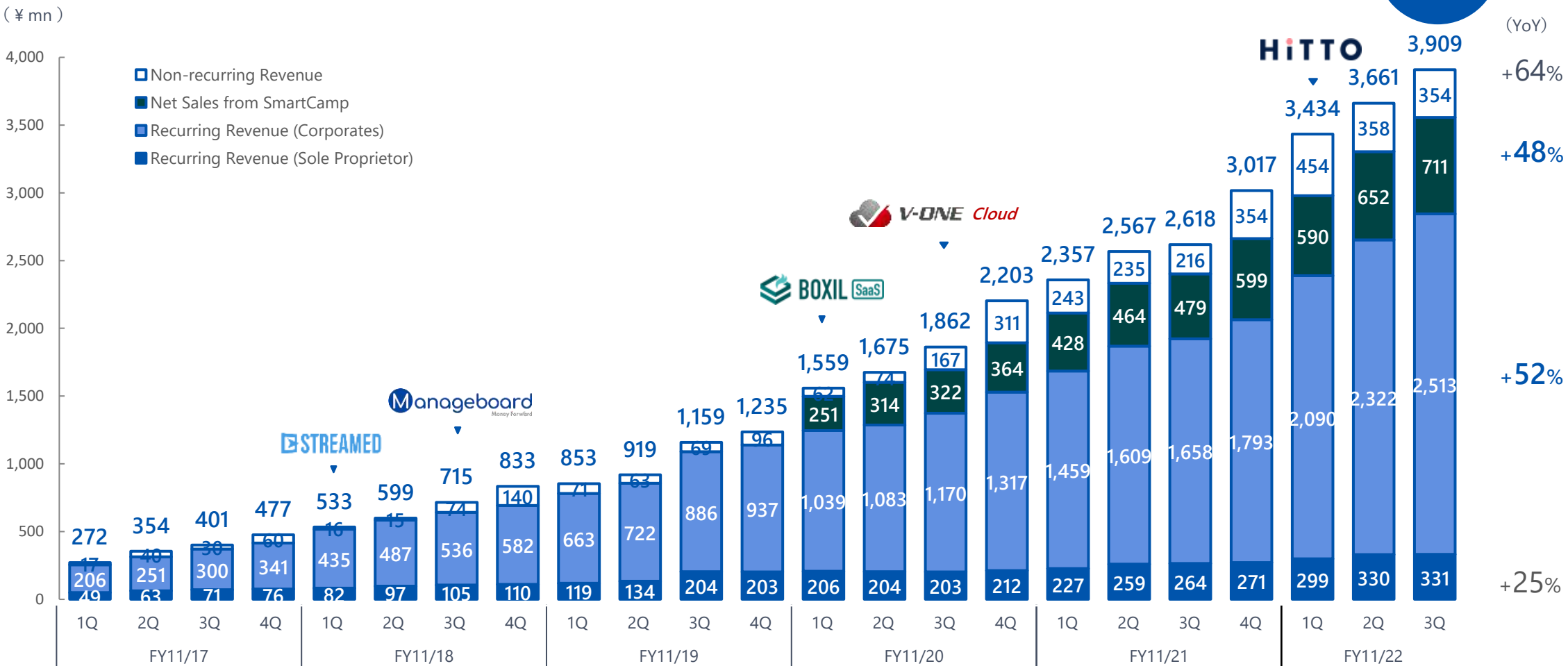
\*2 Medium-sized companies refer to corporate customers (excluding professional service firms), mostly with 50 or more employees, that have deployed our services via field sales or partner sales.

\*3 Averages of the 12 months and 3 months up to August 2022.



# Quarterly Net Sales of Business Domain

Net sales **jumped by 49% YoY**. In particular, corporate recurring revenue achieved marked growth, **rising by 52% YoY\*1**. SMARTCAMP Co., Ltd. also continued to see robust growth in its sales, **up by 48% YoY**.



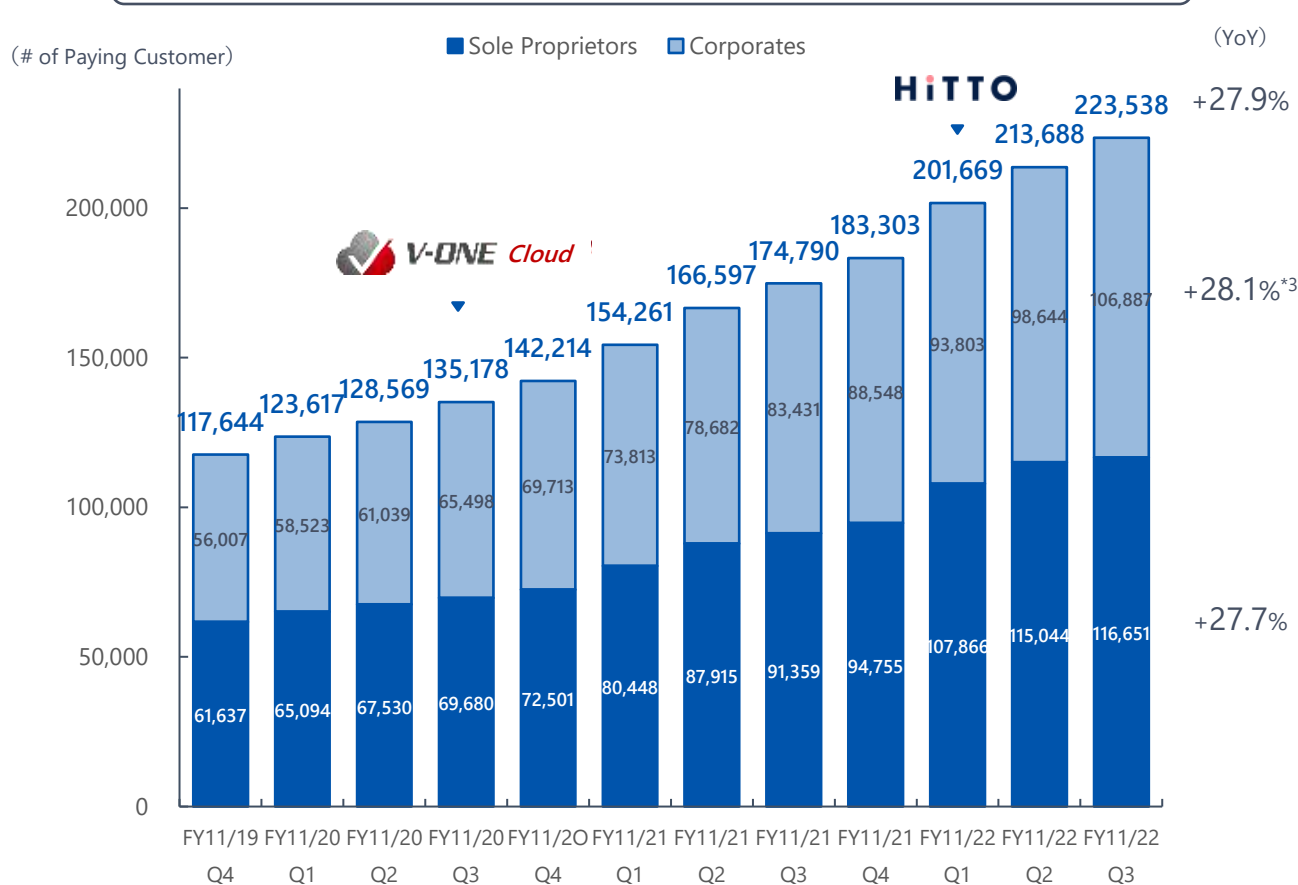
\* "Recurring Revenue (Sole proprietors)" is the revenue from services for sole proprietors in *Money Forward Cloud*. "Recurring Revenue (Corporates)" is the revenue from services for corporate customers, including *Money Forward Cloud*, *STREAMED*, *Manageboard*, *V-ONE Cloud*, *Money Forward Certified Member System*, *HITTO* and *Money Forward IT Management Cloud*. Non-recurring revenue primarily consists of sales from IT introduction subsidies, sales from initial implementations of *Money Forward Cloud* and *V-ONE Cloud* mainly by medium-sized companies, sales from consulting by Knowledge Labo, Inc., and sales from card payment fees in *Money Forward Pay for Business*.

\*1 The growth rate of "Recurring Revenue (Corporates)" excluding the impact of the acquisition of HITTO Inc. was 48% YoY.

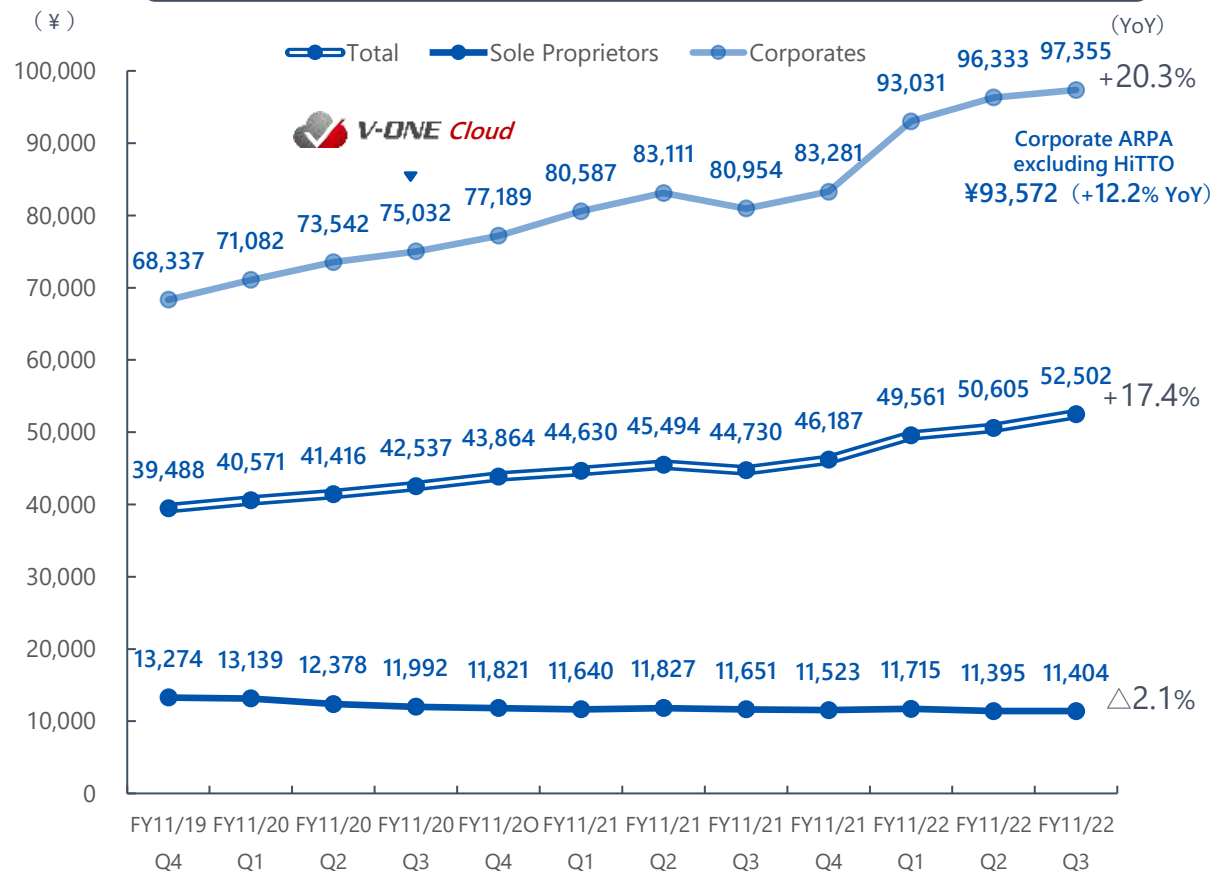
# Accelerated Growth in No. of Paying Corporate Customers\*1 and Corporate ARPA\*2

The number of paying customers **climbed by 27.9% YoY**. Corporate customers **increased by 28.1% YoY**, up from 25.4% in Q2, as adoptions via internet channels and accounting offices made progress. Corporate ARPA grew steadily, **up by 20.3% YoY**, thanks to the pricing revision in the online plan and expansion in the medium-sized company user base.

Paying customers\*1



ARPA\*2



\*1 The number of paying customers who are sole proprietors is the number of those who pay for *Money Forward Cloud* services catering to individuals. The number of corporate paying customers include business corporations, and professional service firms and their clients that pay for services catering to corporations, including *Money Forward Cloud*, *STREAMED*, *Manageboard*, *V-ONE Cloud*, *HITTO* and *Money Forward IT Management Cloud*, as well as professional service firms that pay for *Money Forward Cloud Certified Member System*. SMARTCAMP Co., Ltd. is not included in the figures above.

\*2 ARPA: 12 times the monthly recurring revenue of Business domain in the last month of each term (ARR), divided by the number of paying customers. See p.85 for detailed definitions.

\*3 In Q3, we stopped offering cloud accounting OEM to partner companies and shifted to provision of *Money Forward Cloud* services (targeting 1,500 end users). With this change, the count for paying customers was changed from one count per partner company to one count per end user. Of the Q3 net increase in paying corporate customers, approximately 1,500 derive from this temporary factor.

## Our Customers (1/2)

*Money Forward Cloud Accounting Plus* users increased steadily.

Corporates using *Money Forward Cloud Accounting Plus* (Examples)



## Our Customers (2/2)

Expanding the client base that includes listed companies, medium-sized companies, and companies preparing for IPO.

Corporates using cloud payroll, attendance, expense, social insurance, *V-ONE Cloud*, *HiTTO* etc. (Examples)

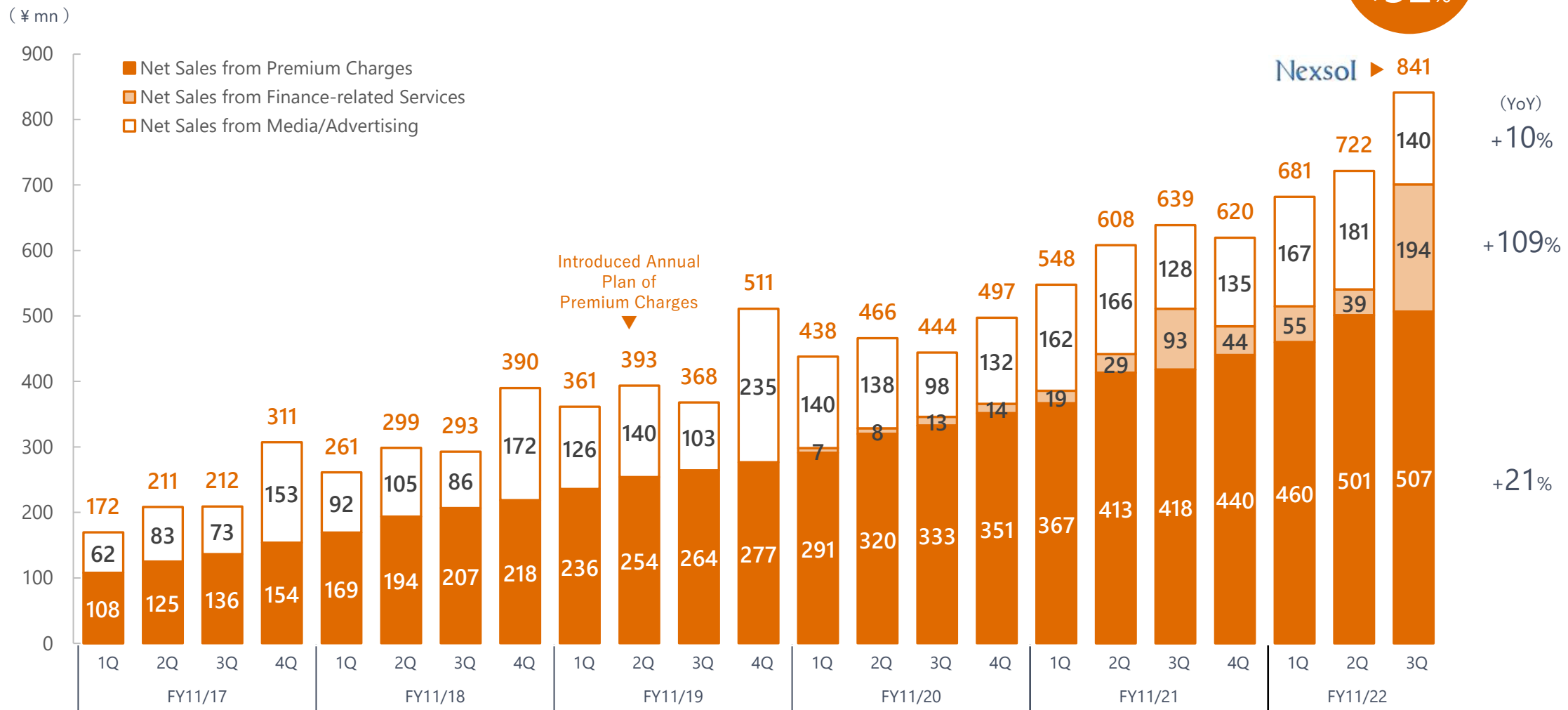
|                          |   |   |  |   |   |   |   |   |   |   |   |   |
|--------------------------|---|---|--|---|---|---|---|---|---|---|---|---|
| Listed Company           | Prime/<br>Standard  |    |     |     |    |    |    |    |   |   |   |   |
|                          |   |    |     |     |    |    |    |    |   |   |   |   |
| Growth                   |   |    |    |    |    |    |    |   |   |   |   |   |
|                          |   |    |     |     |    |    |    |    |    |    |   |   |
| Medium-sized,<br>Pre IPO |   |    |     |     |    |    |    |    |    |   |   |   |
|                          |   |    |     |     |    |    |    |    |   |    |   |   |
|                          |   |  |   |    |   |  |  |  |  |  |  |  |
|                          |   |  |   |   |  |  |  |  |  |  |  |   |
|                          |  |  |  |  |  |  |  |  |  |  |   |   |

Money Forward  
**Home**



## Quarterly Net Sales of Home Domain

Nexsol CO., LTD (Q3 net sales: approx. ¥0.13 bn) became a wholly owned subsidiary, contributing to a **32% YoY growth**.

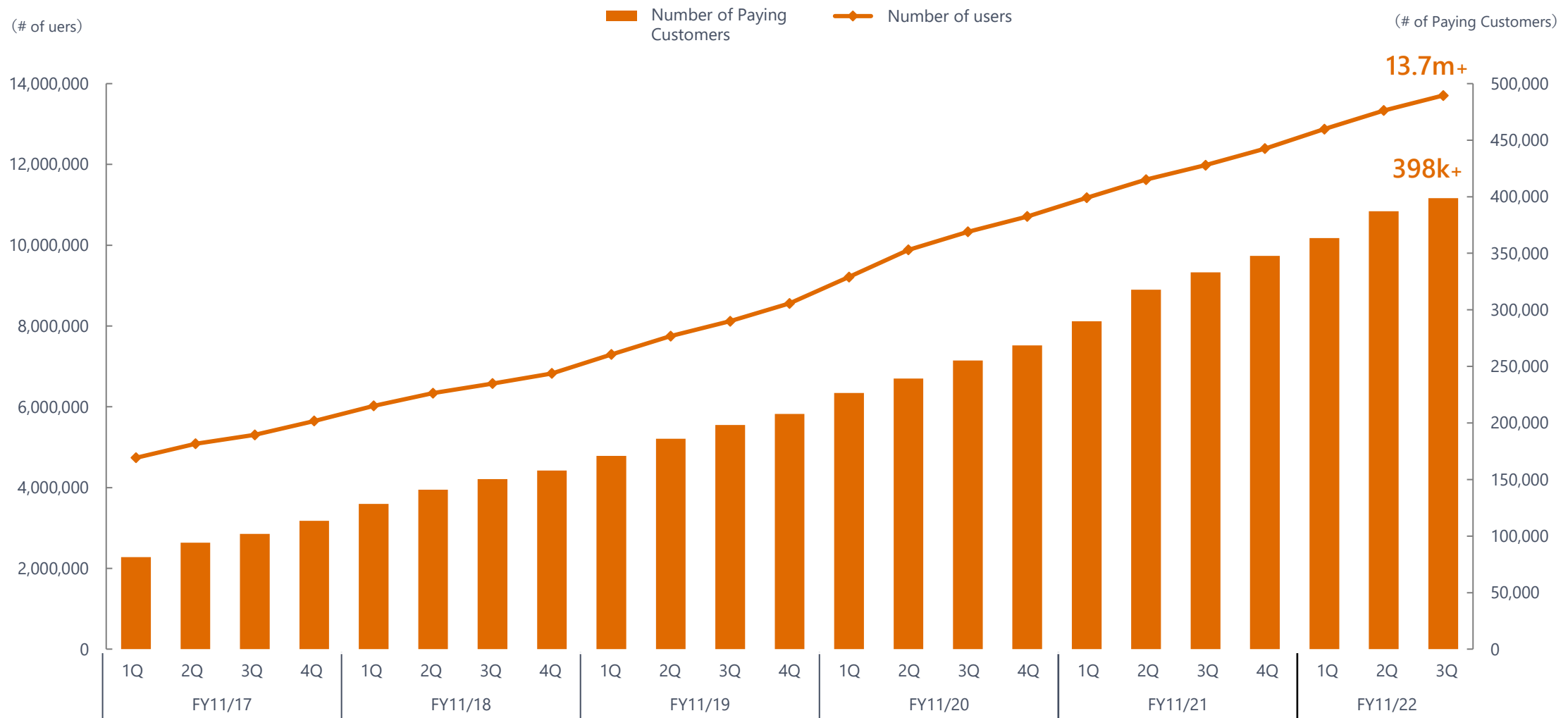


\* Net sales from financial services include revenues from *Money Forward Financial Planning* and *Money Forward Fixed Cost Review*.

\* Net sales from premium charges of *Money Forward for XX*, which targets financial institutions, have been revised retroactively since charges are recognized in X domain from FY11/22.

## Total and Paying Users of *Money Forward ME*

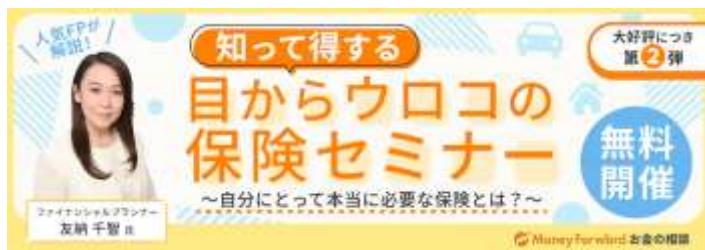
The number of total users has continued to climb, exceeding 13.7 million<sup>\*1</sup>, with paying users **increasing steadily by 20% YoY**.



\*1 Number of users of *Money Forward ME* in Home domain, which is the total number of app downloads and web registrations of *Money Forward ME*. The number of users of services for financial institutions provided in X domain, which was included in the past, is not included.

## Bolstered Insurance Business by Offering FP Consultations and Insurance Products with Partners

### Financial planning (FP) consultations by newly acquired Nexsol



Nexsol

- Holds life insurance seminars targeting *Money Forward ME* users.
- At the seminar, a financial planner of Nexsol CO., LTD. transfers users by recommending insurance products.

### Customer transfers from *Money Forward Financial Planning* to FPs to IFAs



(Examples of Partners)



- Provides free consultation via a service linked to *Money Forward Financial Planning*.
- Partners with FPs and IFAs to offer a wide range of services from life planning to asset management and introduce appropriate financial products including insurance.

### Insurance product recommendations via *Money Forward Fixed Cost Review*



- Analyzes potential reductions in insurance premiums and appropriate amount of protection leveraging a policy review function.
- Based on the analysis, introduces *Money Forward Term Life Insurance* provided by Lifenet Insurance Company.



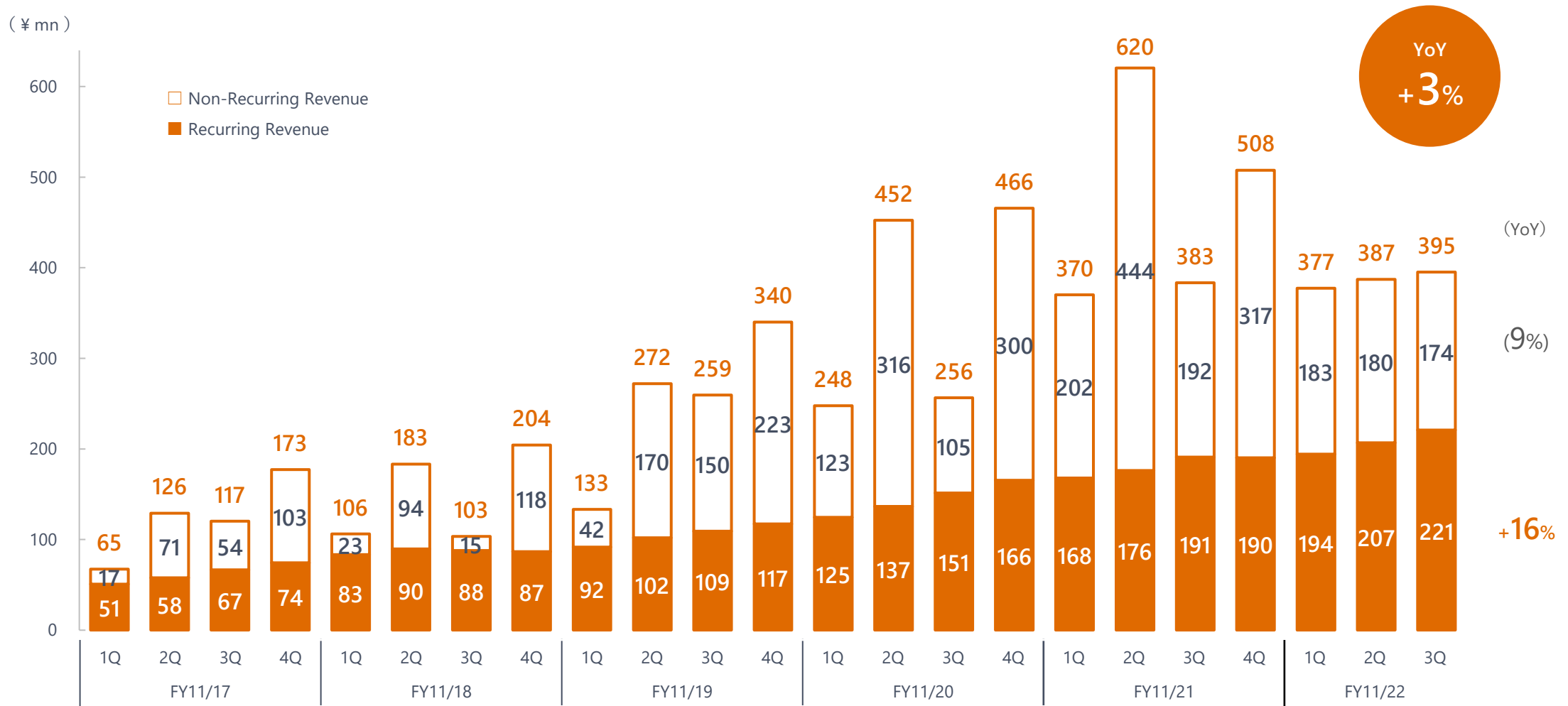
Money Forward

X



## Quarterly Net Sales of X Domain

Recurring revenue **climbed by 16% YoY**, with growth from Q4 onwards expected to accelerate on the sales expansion of *Mikatano Works*, released in Q3.

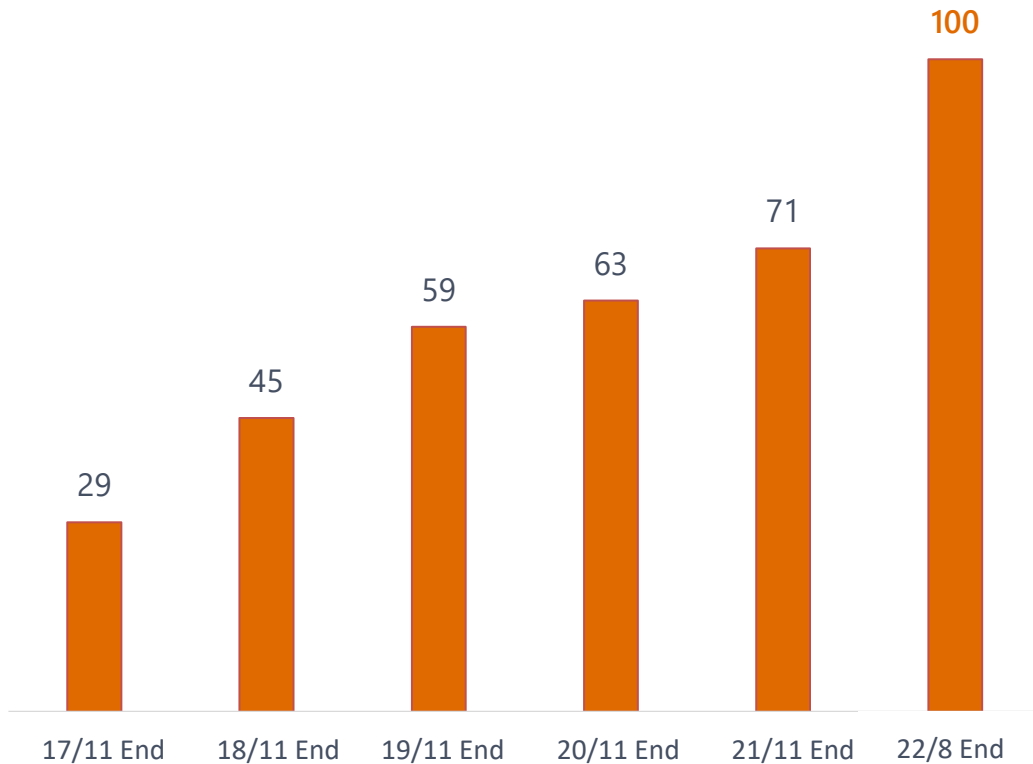


\* Net sales from premium charges of *Money Forward for XX*, which targets financial institutions, have been revised retroactively since charges are recognized in X domain from FY11/22.

## Continued Expansion of Service Lineup\*1

Number of services reached 100 in response to heightened demand for digital transformation among financial institutions.

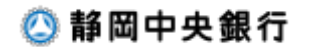
Number of services\*1



Major co-creation projects for individual customers

### かんたん通帳 <New!>

Users can check their withdrawal/deposit history and account balance on the app and also switch to a digital passbook.



Co-developed a PFM app linked to various NTT DOCOMO services.



### au PAY 「お金の管理」

Jointly developed a function for managing accounts information in the au PAY app.



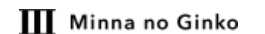
### OneStock

Asset management app that supports users' future asset formation through visualization of asset lives, centralized asset management and asset diagnosis functions.



### III Minna no Ginko

Offering the account aggregation function to their official app. Support UI/UX design to meet customer needs.



\*1 Number of services provided by X domain; X domain customers include non-financial institutions such as NTT DoCoMo and KDDI.

## Expand DX Solutions business for Corporate Customers of Financial Institutions, Targeting a Recurring Revenue Ratio of 60%

To sustain strong growth, we aim to raise the share of services for corporates among total net sales to **over 30%** (vs. 10% in FY11/21), and the share of recurring revenue to **over 60%** (vs. 36% in FY11/21) by FY11/24.

### Service Overview

### Advantages

### Clients\*1

In-house  
/  
Joint  
Development

#### Corporate Portal

Membership portal site for corporate and sole-proprietor customers; jointly developed with NTT DATA



#### Mikatano 資金管理

(Minakano Financial Management, previously "Business Financial Management")

Service for corporate customers of financial institutions



#### Mikatano ワークス

(Minakano Works, previously "DXF")

A portal service for SME customers of financial institutions to support their DX



- Centralized management of information on deposits and withdrawals/deposits in multiple accounts
- Ability to conduct wide-ranging transactions, including the review of electronic documents
- Creates customer contact points online
- Centralized management of information on deposits and withdrawals/deposits in multiple accounts
- Automatically updates account balances and statements
- Enables download of statements in CSV format
- Digital services with comprehensible and intuitive user interface and experience (UI and UX) for daily operations, including communication tools, and workflow and attendance management.

Bank of Yokohama, Hokuriku Bank, Nishi-Nippon City Bank, Senshu Ikeda Bank, and San-in Godo Bank, Hiroshima Bank, **Shizuoka Bank(New!)** and other 2 banks

Okazaki Shinkin Bank, Kyoto Shinkin Bank, and Tama Shinkin Bank, Shikoku Bank, Chugoku Bank, Tochigi Bank, **Tokushima Taisho Bank(New!), Yokohama Shinkin Bank(New!), Hachijuni bank(New!) / Kyoto Bank(New!)**

Senshu Ikeda Bank, Iyo Bank, Gunma Bank, Bank of Saga, Shikoku Bank, Shizuoka Bank, Joyo Bank, Daishi Hokuetsu Bank, Tama Shinkin Bank, Chiba Kogyo Bank, Chugoku Bank, Tokushima Taisho Bank, First Bank of Toyama, Nagano Bank, Nishi-Nippon City Bank, Hachijuni Bank, Hirogin Holdings, Fukuoka Bank, Yokohama Shinkin Bank, Fukuoka Bank, Kumamoto Bank, Juhachi Shinwa Bank, **Kyoto Bank(New!)** etc.

Unit

#### Account Aggregation Platform



- Improve value of bank's BtoB services by utilizing data aggregation from corporate bank accounts
- Solutions include passbook / cashflow / transaction lending etc.

Fukuoka Bank < Findy >  
Bank of Yokohama < Business Connect >  
Iyo Bank < IYOGIN Business Portal >  
**Biz Forward < SHIKIN+ > (New!)**  
**Nishi-Nippon City Bank < NCB Business Solution > (New!)**

\*1 Regarding *Mikatano Works*, a DX portal for SMEs, financial institutions that have decided to introduce or are considering introducing it are listed as clients.

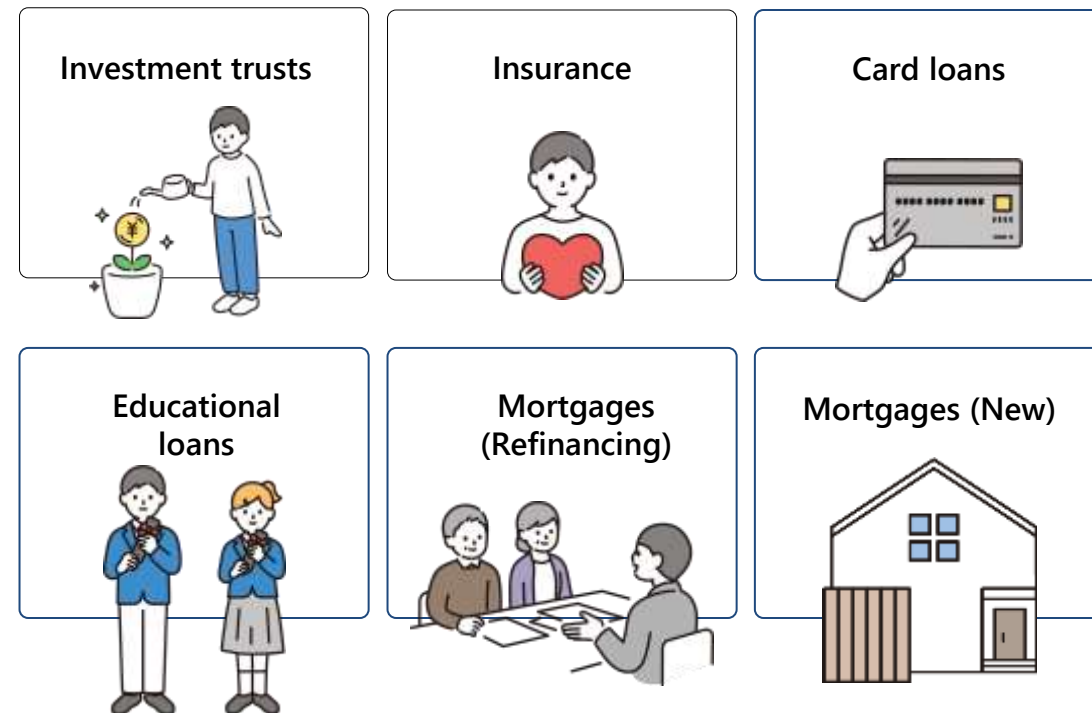
## The Michinoku Bank, Ltd. to Implement Marketing Solution *X-Insight Marketing (XIM)*

*X-Insight Marketing (XIM)* supports financial institutions' marketing activities by utilizing data to automatically recommend optimal financial actions to each customer. Driving DX in the financial industry such as improvement of the click-through rate (CTR\*1) of in-app recommendations.

### *Michinoku Bank Digital Passbook*



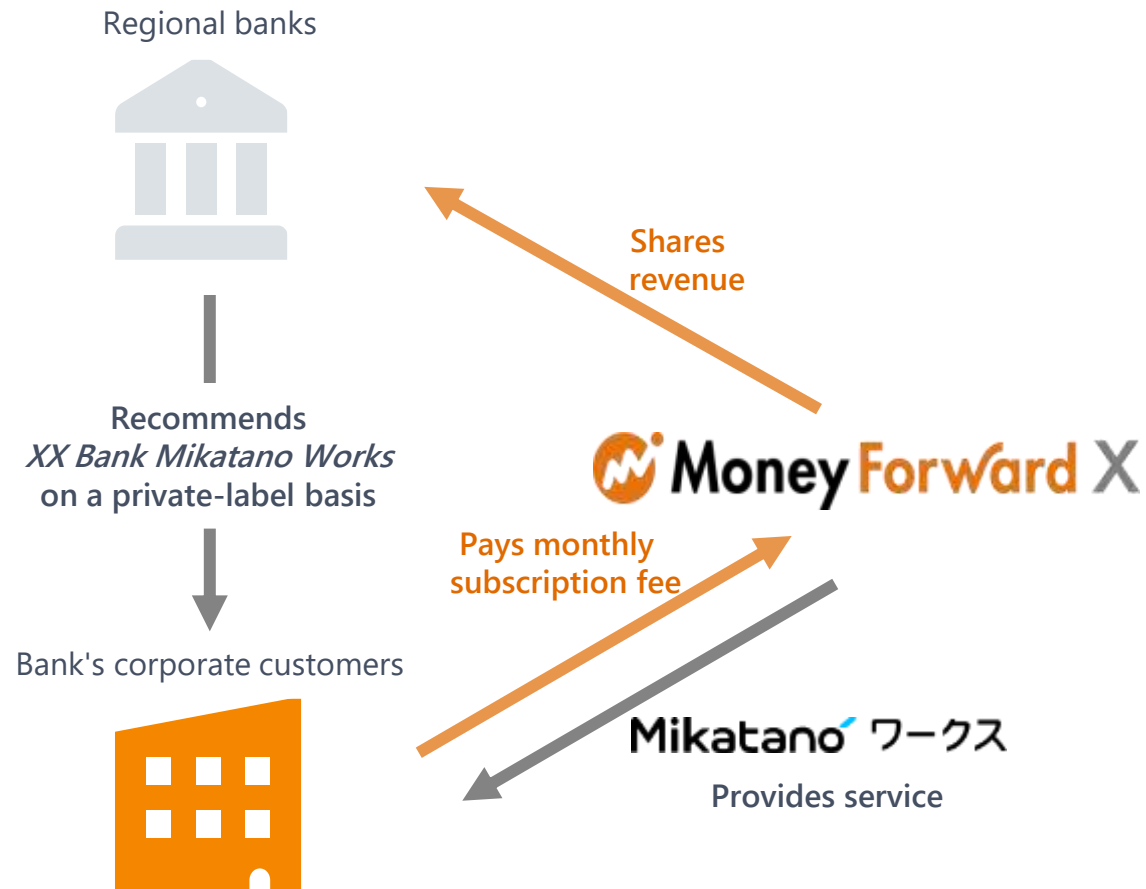
### Examples of services recommended using XIM



\*1 Click-through rate: The number of ad clicks divided by the number of ad display count.

## Mikatano Works contributes to Regional DX and boosts recurring Revenue ratio

Implemented *Mikatano Works* among regional companies and supported their digital transformation (DX) in partner with financial institutions. The service contributes to stabilizing revenue base as recurring revenue is logged through users' monthly payments.



### Financial Institutions that Installed *Mikatano Works*

|                       |                   |
|-----------------------|-------------------|
| Yokohama Shinkin Bank | Chugoku Bank      |
| Fukuoka Bank          | Hachijuni Bank    |
| Kumamoto Bank         | Kyoto Bank        |
| Juhachi Shinwa Bank   | Shikoku Bank      |
| Tokushima Taisho Bank | Nagano Bank       |
| Chiba Kogyo Bank      | Joyo Bank         |
| Tochigi Bank          | (13 institutions) |

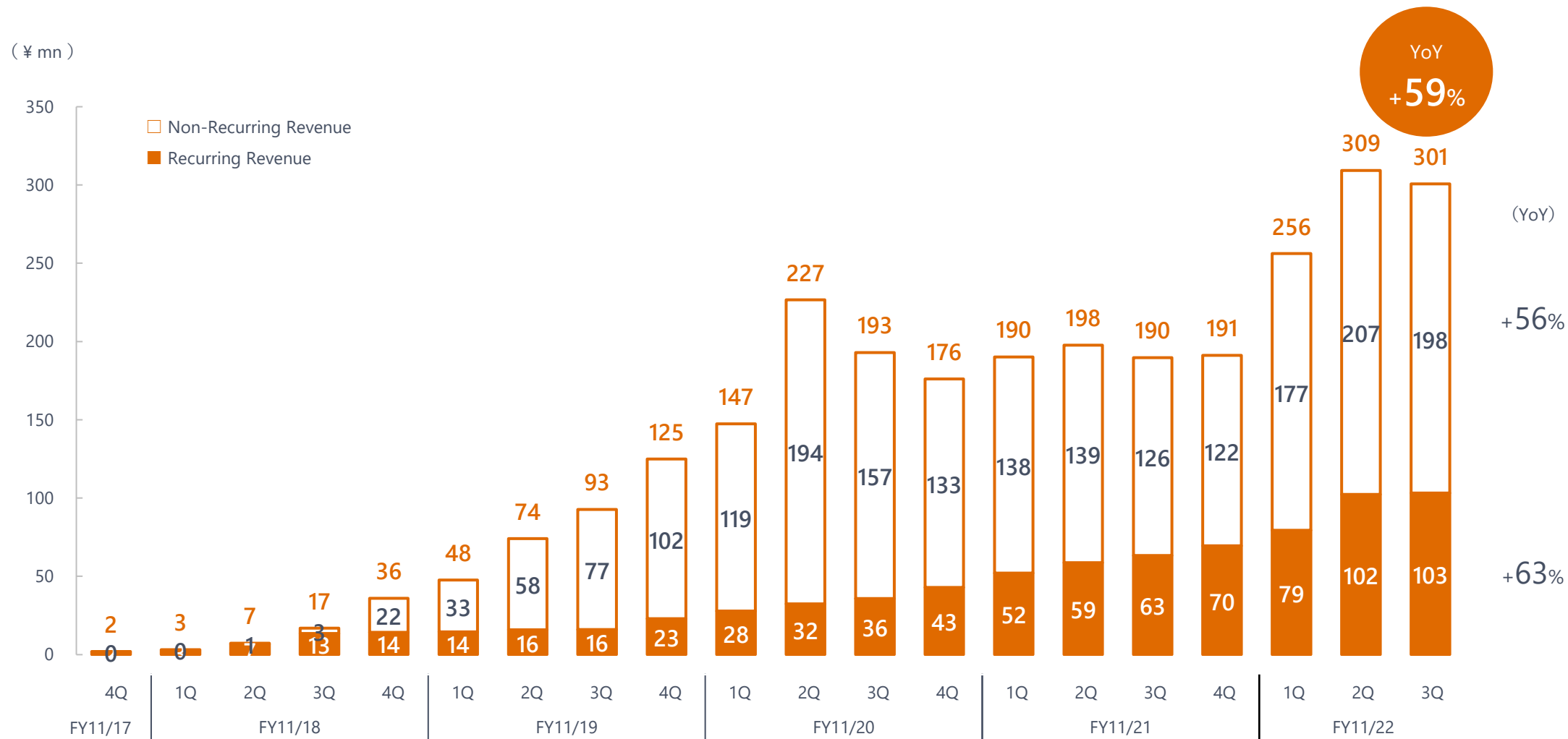
9 more institutions will install before January 2023.

Money Forward  
**Finance**



## Quarterly Net Sales of Finance Domain

The invoicing/payment BPO service (recurring revenue) logged a growth of **63% YoY**. Sales from the accounts receivable financing business (flow revenue), maintained a high level of growth of **56% YoY**, albeit a slight decrease from Q2.



\* Recurring revenue includes monthly fixed fees, and settlement and associated fees of *Money Forward Kessai* and *SEIKYU+*. Non-recurring revenue includes net sales of *Money Forward Early Payment*, *SHIKIN+*, and *Money Forward Synca, Inc.*, as well as postage fees of *Money Forward Kessai* and *SEIKYU+*.



## Cybozu Co., Ltd., Provider of kintone with 20,000+ Users in Japan\*, implements Money Forward Kessai



### Drastically reduces time spent on processing payments and sending reminders

- Greatly cuts hours spent on confirmations in the payment process, including checking discrepancies in transferred amount.
- Alleviates burden of chasing overdue payments, previously done by sending individual emails.
- Staff no longer need to commute to the office just to make a bank transfer request.

# Progress on Growth Strategy



# Growth Strategy

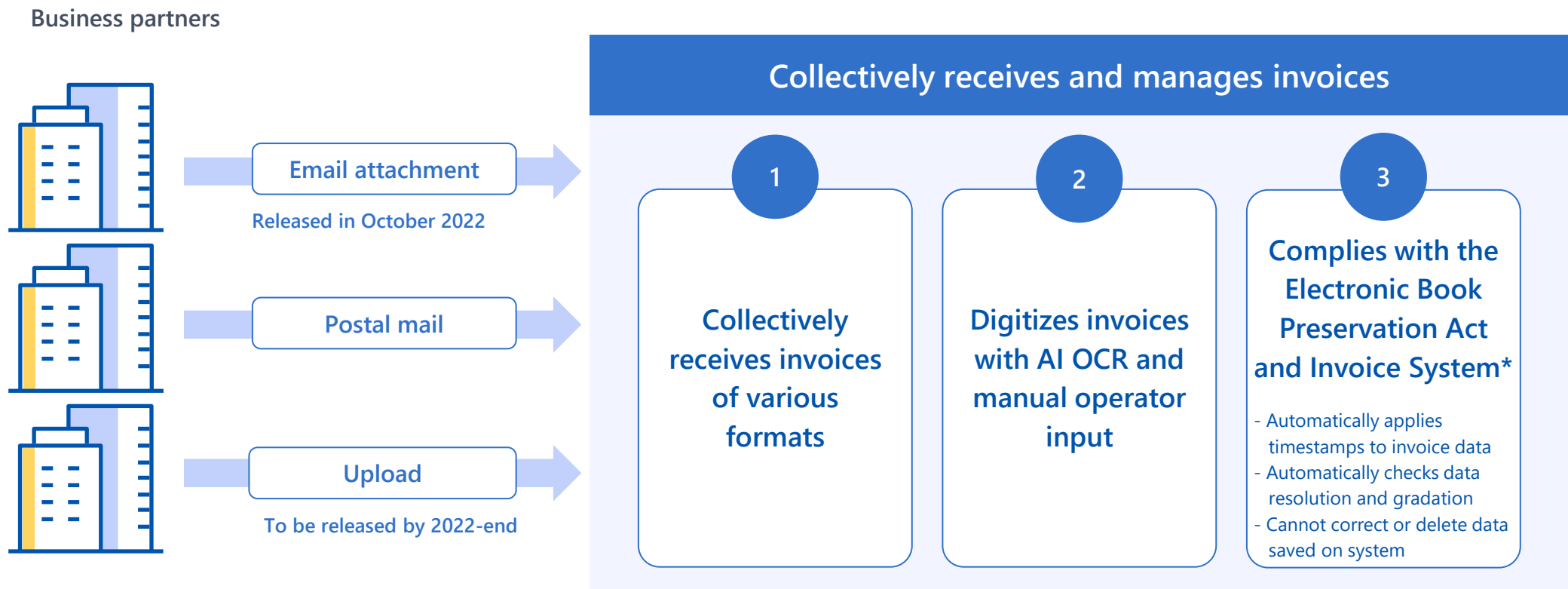
-  Superior Back-office SaaS Platform with Differentiated Go-to-market Strategy
-  Multiple Avenues for Future Growth with Significant Synergies
-  Disciplined M&A Strategy with Proven Track Record
-  Leverage Existing Assets to Create New Opportunities

# Growth Strategy

-  **1 Superior Back-office SaaS Platform with Differentiated Go-to-market Strategy**
-  **2 Multiple Avenues for Future Growth with Significant Synergies**
-  **3 Disciplined M&A Strategy with Proven Track Record**
-  **4 Leverage Existing Assets to Create New Opportunities**

## Launched *Money Forward Cloud Invoice System* Targeting Medium to Large-sized Companies

*Money Forward Cloud Invoice System* was rolled out to collectively receive and digitize invoices in response to the rising demand in invoice digitization spurred by the Revised Electronic Book Maintenance Act and the Invoice System. The new service seamlessly integrates with the payment management systems used by medium-sized companies.



\* Will become compatible with the Invoice System once the scheme rolls out in October 2023.

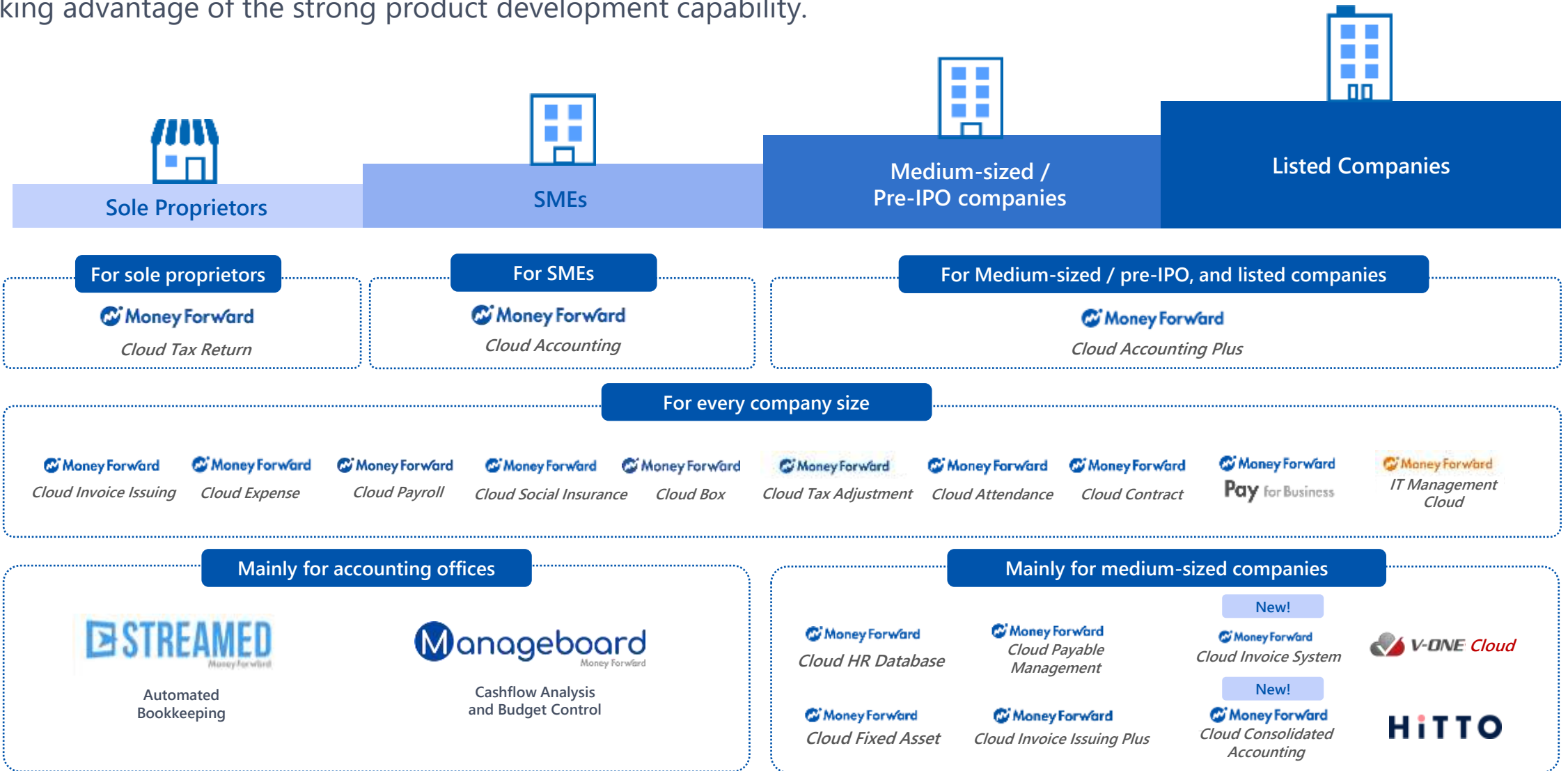
## Planning to Launch Cloud-based Consolidated Accounting System in Winter of 2022

The new service will automate and streamline the collection and aggregation of group companies' data, thereby reducing the hassle and man-hours involved in consolidated accounting.










# Product Lineup to Address Various Companies

Expanding product lineup to target medium-sized / pre-IPO and listed companies, in addition to sole proprietors and SMEs, taking advantage of the strong product development capability.



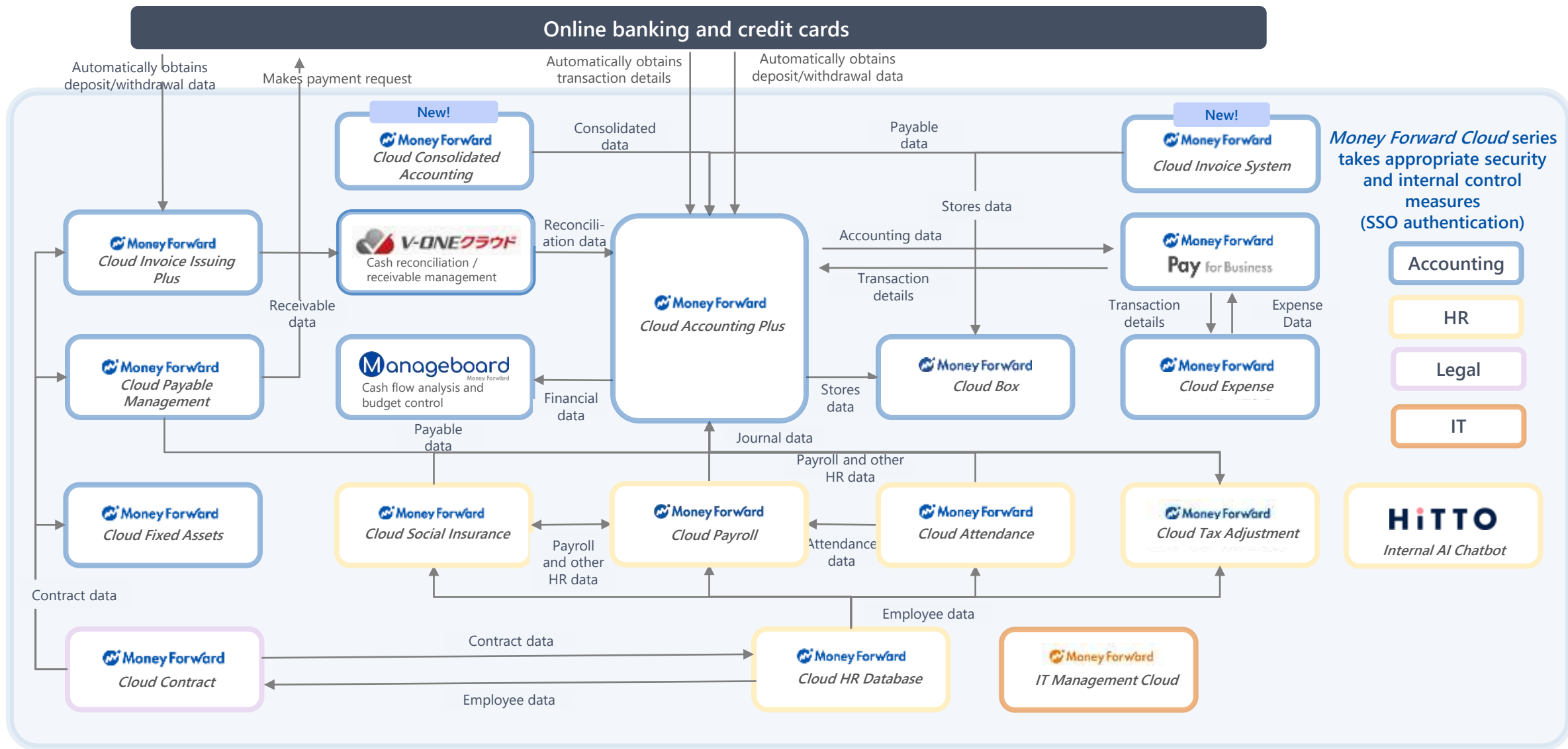
\* Money Forward Cloud Consolidated Accounting will be launched in winter of 2022.

# Effective Market Strategy Depending on the Customer Segment

|              | Customer Segment  |  |  |  |
|--------------|---|--|--|--|
|              | Accounting Firms & Their Clients  | SMEs   | Medium to large-sized Companies  | Sole Proprietors   |
| Key Products | <br>Accounting / Invoice / HR etc.<br><br><br>Cloud-based Bookkeeping Service | <br>Accounting / Invoice / HR etc. | <br>Accounting Plus / Invoice Issuing / Payroll / Expense / Contract / Invoice System<br><br> <br>Cash Reconciliation and Receivable Management    AI Chatbot for Employees | <br>Tax Return etc. |
| Go-to-market | Direct Sales  | Online Subscription  | Direct Sales / Partner Sales   | Online Subscription  |
| Key Users    | Accountants   | CEO / CFO / Accountants  | Accounting Dept / HR Dept / Admin Dept / Sales Dept  | Sole Proprietors / Accountants   |
| KPI*1        | ARR : ¥ 10,406 million, YoY+54%<br>< SMB : ¥ 6,813 million, YoY+35% / Mid : ¥ 3,592 million, YoY+112% ><br># of Customers : 106,887, YoY+28% / ARPA : ¥ 97,355, YoY+20%   |  |  | ARR : ¥1,330 million, YoY+25%<br># of Customers: 116,651, YoY+28%<br>ARPA : ¥11,404, YoY, △2.1%        |



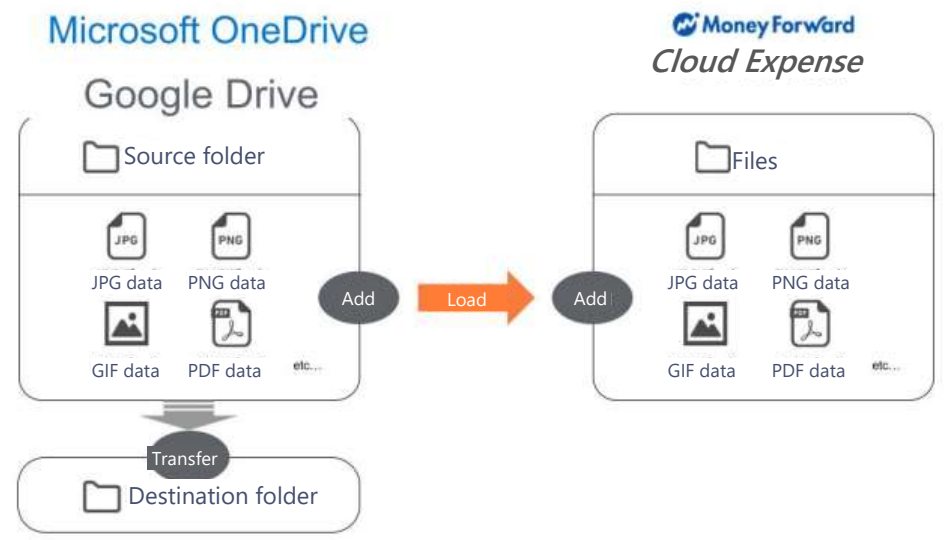
# Product Lineup that Covers the Four Back-Office Areas of Accounting, HR, Legal, and IT



\* Money Forward Cloud Consolidated Accounting is planned to be launched in winter of 2022.

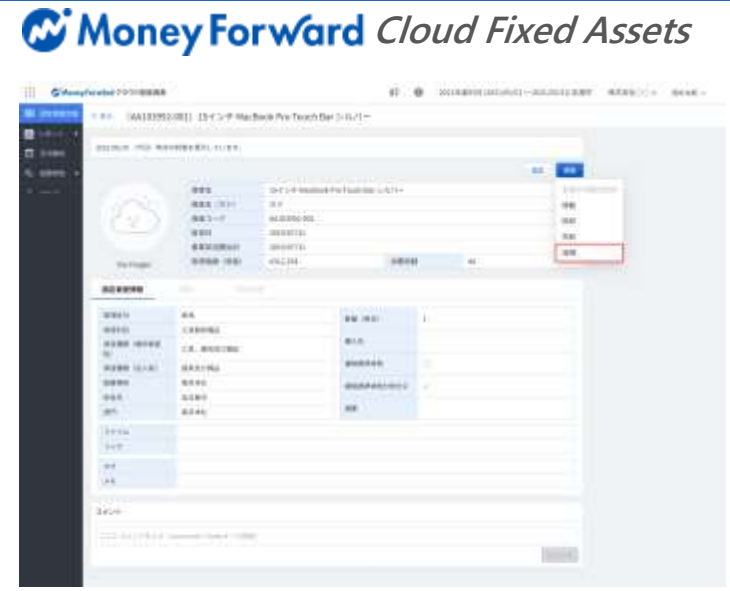
# Added Value through Continuous Product Improvement (1/2)

Integrated *Money Forward Cloud Expenses* with *Google Drive* and *Microsoft OneDrive*



Images of receipts stored in a designated folder on *Microsoft OneDrive* or *Google Drive* can now be loaded to *Money Forward Cloud Expenses*.

Added impairment loss management function in *Money Forward Cloud Fixed Assets*



Users can register, create journal entries of, and check the accumulated amount of impairment loss on *Money Forward Fixed Assets*.

## Added Value through Continuous Product Improvement (2/2)

Creating graphs in customized reports on  
*Manageboard*



Added function for creating graphs in custom reports of business management software *Manageboard*.

Graphs can be used to visualize two-axes analyses, actual vs. forecast comparisons, and year-on-year comparisons.

Approval via smartphone in  
*Money Forward Cloud Contract*



Authorized users can "approve," "sign," "send back," or "reject" a contract received via *Money Forward Cloud Contract* from their smartphone.

## Uniquely Positioned as a Highly Flexible Cloud-based ERP

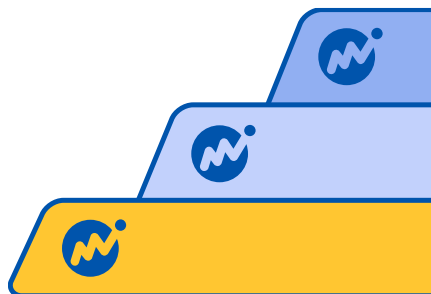
Flexibly accommodates changes in operation flows and systems of rapidly growing companies. Our strength lies in enabling phased or partial implementation without largely altering users' existing operations.

### Wide Range of Product Line-up



Covers end-to-end back-office operations, including areas of accounting and finance, HR, and legal affairs. Ranging from processing contracts, issuing invoices, and managing receivables, to accounting.

### Phased or Partial Implementation



Adopts an architecture that allows partial or phased system implementation, for example, starting with only expense module, or only payroll and attendance modules.

### High Scalability



Is highly scalable due to seamless integration among modules and API connections with third-party services.

## Strong Partnerships with Accounting Firms

Focusing on helping accounting firms and their clients succeed, working through branches across Japan. **73%\*** of Japan's top 100 accounting firms have already introduced our cloud accounting modules.

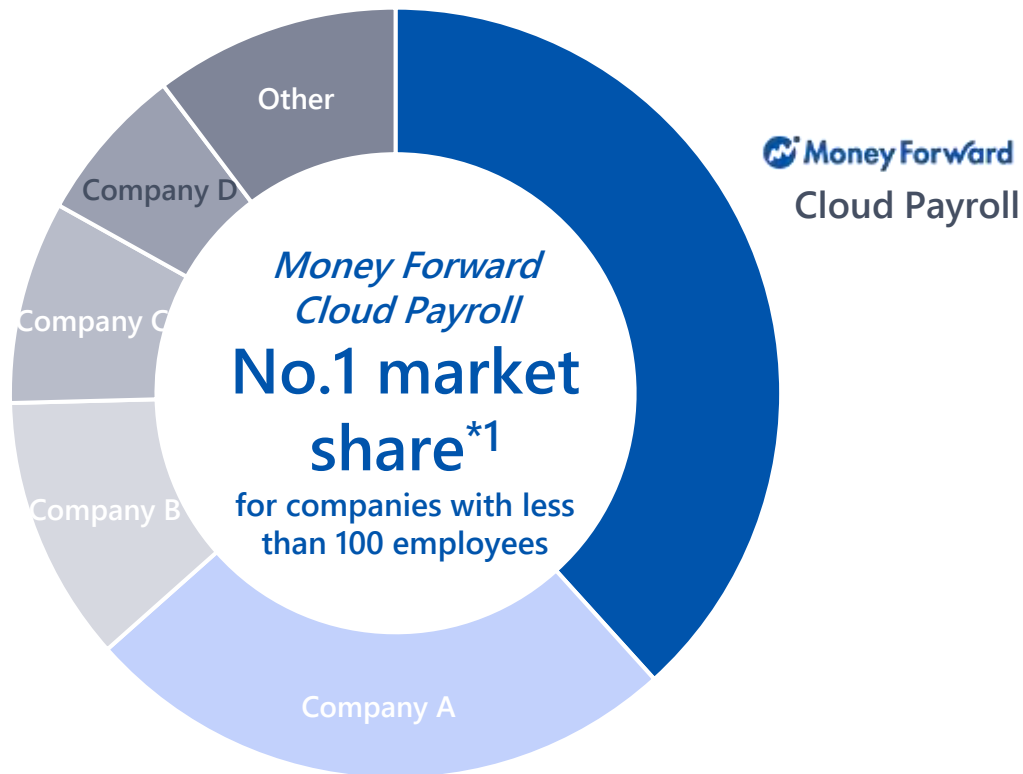


\* As of August 31, 2022. Calculated by Money Forward, Inc. based on "Top 500 Accounting Firms" in 2019 by Monthly ProPartner.

## Money Forward Cloud Payroll Holds Top Market Share\*1 for Firms with Less than 100 Employees

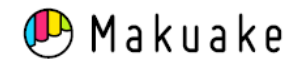
Money Forward Cloud Payroll ranked No.1 in terms of market share among similar services used by companies with less than 100 employees in *ITR MARKET VIEW HR, Salary, and Workplace Management Market 2022* \*2.

Market share among payroll management software used by companies with less than 100 employees\*1



Companies using Money Forward Cloud Payroll (examples\*2)

Listed companies



SPACEMARKET

Medium-sized and pre-IPO companies



AI Robotics



人を、場を、世界を、笑顔に。



note



TENTIAL



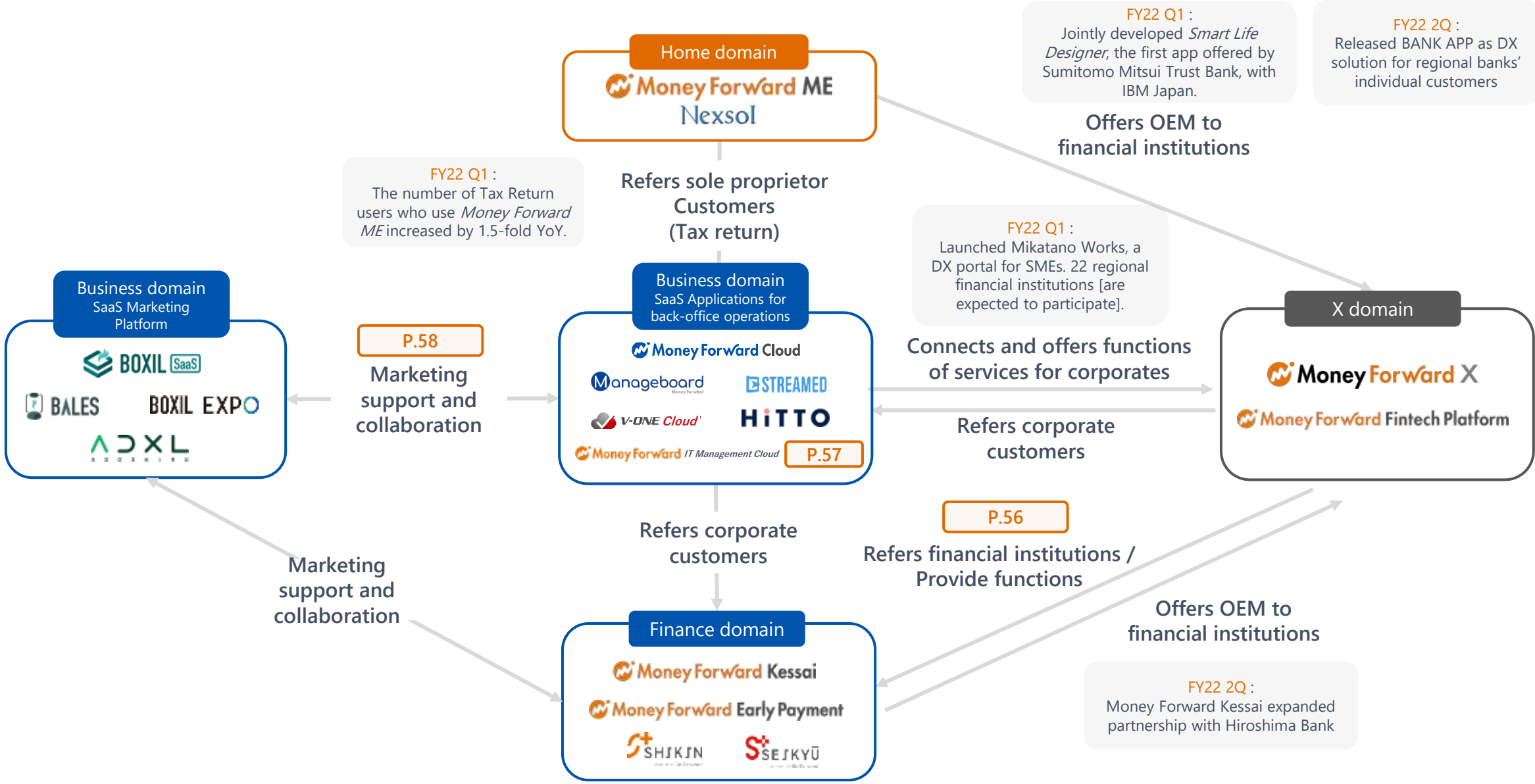
\*1 *ITR MARKET VIEW HR, Salary, Workplace Management Market 2022*. Share in the payroll management software market targeting companies with fewer than 100 employees based on vendor sales by company size (FY2020)

\*2 Including companies with over 100 employees.

# Growth Strategy

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-  2 **Multiple Avenues for Future Growth with Significant Synergies**
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# Creating Unique Value Through Inter-Domain Synergies





## Biz Forward's Online Factoring Service *SHIKIN+* Adds Account Aggregation Function of X Domain

By leveraging Money Forward Fintech Platform's data aggregation platform provided by Money Forward X, users can now automatically provide bank statement data on SHIKIN+ for a fast and hassle-free credit screening process.

**Biz Forward**

**SHIKIN+**  
powered by Biz Forward

**NEW!**

**Account Aggregation Function**

Submits bank statements in a few steps to offer seamless credit screening

入出金明細の提出  
インターネットバンキングを利用している口座はこちら

口座連携をはじめる

上記以外の口座はこちら

よくあるご質問

A member of MUFG

## Enhanced Functions in *Money Forward IT Management Cloud* to Raise Usability for SaaS Users

Leveraging our strength in account aggregation, we extended the coverage of linkable SaaS to 200+ and launched *SaaS Cost Management β* (patent pending), a first-in-industry<sup>\*1</sup> function that automatically visualizes SaaS-related costs by linking with *Money Forward Cloud Expenses* and other services.

### Representative companies using *Money Forward IT Management Cloud*



### Released *SaaS Cost Management β* function

Example of a company using *IT Management Cloud*<sup>\*2</sup>



- Enables checking the actual cost spent on each SaaS by connecting respective companies' Global SaaS DB with *Money Forward Cloud Expenses*.
- Identifies possible areas where SaaS spending can be cut based on status of usage by each user.

\*1 As of September 30, 2022, compared to the three major SaaS management service providers in Japan. In-house research.

\*2 Calculated the total license costs for individual users who have been granted a paid license but have not logged in for over 45 days to a SaaS implemented by Company A, a user of *SaaS Cost Management β*.

## BOXIL EXPO, Organized by SMARTCAMP Co., Ltd., Continues to Grow Rapidly

Captured ranging needs and expanded participant base by holding the event offline for the first time and setting various themes.

Captured a broad range of users through various themes



Was able to expand the participant base by holding exhibits under such themes as finance and accounting, HR, marketing, and inside sales.

Held first offline exhibition in Fukuoka













The first offline exhibition was held in Fukuoka in view of the recovering number of people attending such events in pursuit of in-person presentations of service or products.

# Growth Strategy

-  Superior Back-office SaaS Platform with Differentiated Go-to-market Strategy
-  Multiple Avenues for Future Growth with Significant Synergies
-  **Disciplined M&A Strategy with Proven Track Record**
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# Our M&A Strategy and Track Record

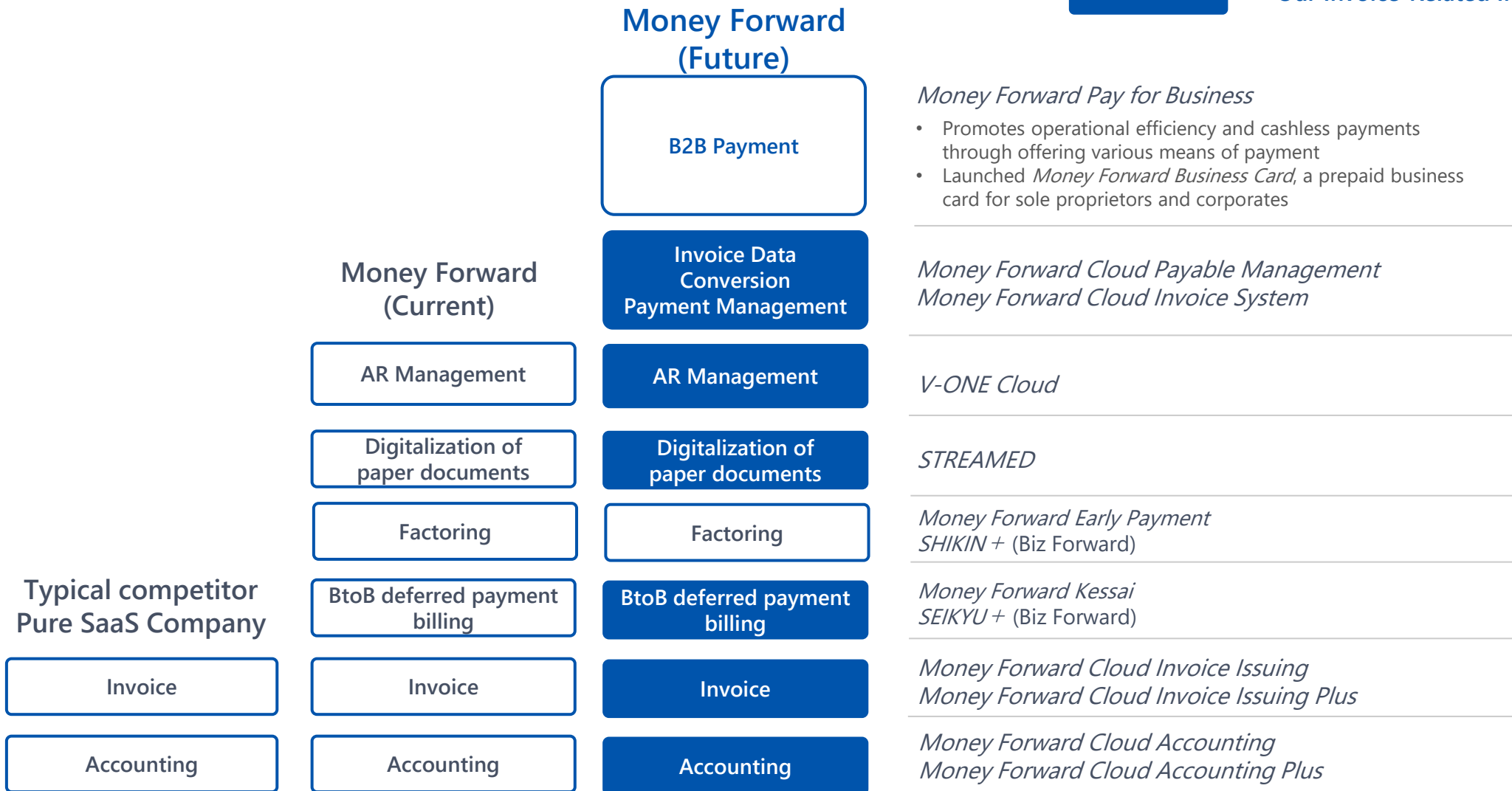
| Business Area   | Strategy  | Track Records   |
|---|---|---|
| <p>Business /<br/>Back-office SaaS</p> <p>+</p> <p>Home</p> | <p><b>1 Expansion of Product Line-up</b></p> <ul style="list-style-type: none"> <li><b>Business</b> Upsell products to existing customers (accounting firms and corporates) for ARR expansion</li> <li><b>Business</b> Expand range of best-in-class solutions to further enhance line-up to medium to large-sized/pre-IPO companies and listed companies</li> <li><b>Home</b> Expand financial services and enhance value proposition</li> </ul> | <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <br/>           (November 2017)         </div> <div style="text-align: center;"> <br/>           (July 2018)         </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;"> <br/>           (October 2020)         </div> <div style="text-align: center;"> <br/>           (December 2021)         </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div style="text-align: center;"> <br/>           (May 2022)         </div> <div style="text-align: center;"> <br/>           (March 2022)         </div> </div> <p><small>*Susten Capital Management Inc. is an equity method affiliate</small></p> |
| <p>Business /<br/>SaaS Marketing</p>                        | <p><b>2 Expansion of TAM(Geographical Expansion)</b></p> <ul style="list-style-type: none"> <li>● Access to cloud back-office SaaS market in SEA</li> </ul> <p><b>3 Expansion of TAM(Business Area Expansion)</b></p> <ul style="list-style-type: none"> <li>● Enter SaaS marketing business which has large market potential</li> </ul>  | <div style="display: flex; justify-content: space-around; margin-bottom: 20px;"> <div style="text-align: center;"> <br/>           Multiple follow-on investments since January 2018.         </div> <div style="text-align: center;"> <br/>           (June 2021)         </div> <div style="text-align: center;"> <br/>           (September 2021)         </div> </div> <p><small>* We hold minority stakes in Mekari, FlowAccount, and Bizzi.</small></p> <div style="text-align: center; margin-top: 40px;"> <br/>           (February 2020)         </div>  |

# Growth Strategy

-  Superior Back-office SaaS Platform with Differentiated Go-to-market Strategy
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# Launch of the Invoice System Will Be a Major Tailwind for Many of Our Cloud Services

Our Invoice-Related Initiatives



# Issuing and Saving Invoices on Cloud Is Vital as the Invoice System Kicks Off

Amid the promotion of digitizing invoices, demand for cloud-based accounting systems is on the rise.

1

## Issue digital invoices

- With the introduction of the Invoice System, **issuers will be required to keep a copy of every invoice for seven years. A lot of effort can be saved by electronically issuing and storing invoices.**

2

## Store digital invoices

- **It will be necessary to electronically store all invoices, including those received as paper invoices, to achieve centralized management.**
- Digitizing invoice information will become easier than when receiving paper invoices.

3

## Increased use of cloud accounting and tax declaration

- Digitizing upstream process (invoice) will enable more effective use of the automated journal integration function in cloud accounting.
- **Use of cloud accounting and tax declaration functions is expected to accelerate as the Invoice System is launched and the number of businesses liable for taxation increases.**

### After Introduction of Invoice System

Invoice sender

Invoice receiver



Sender must also store invoice



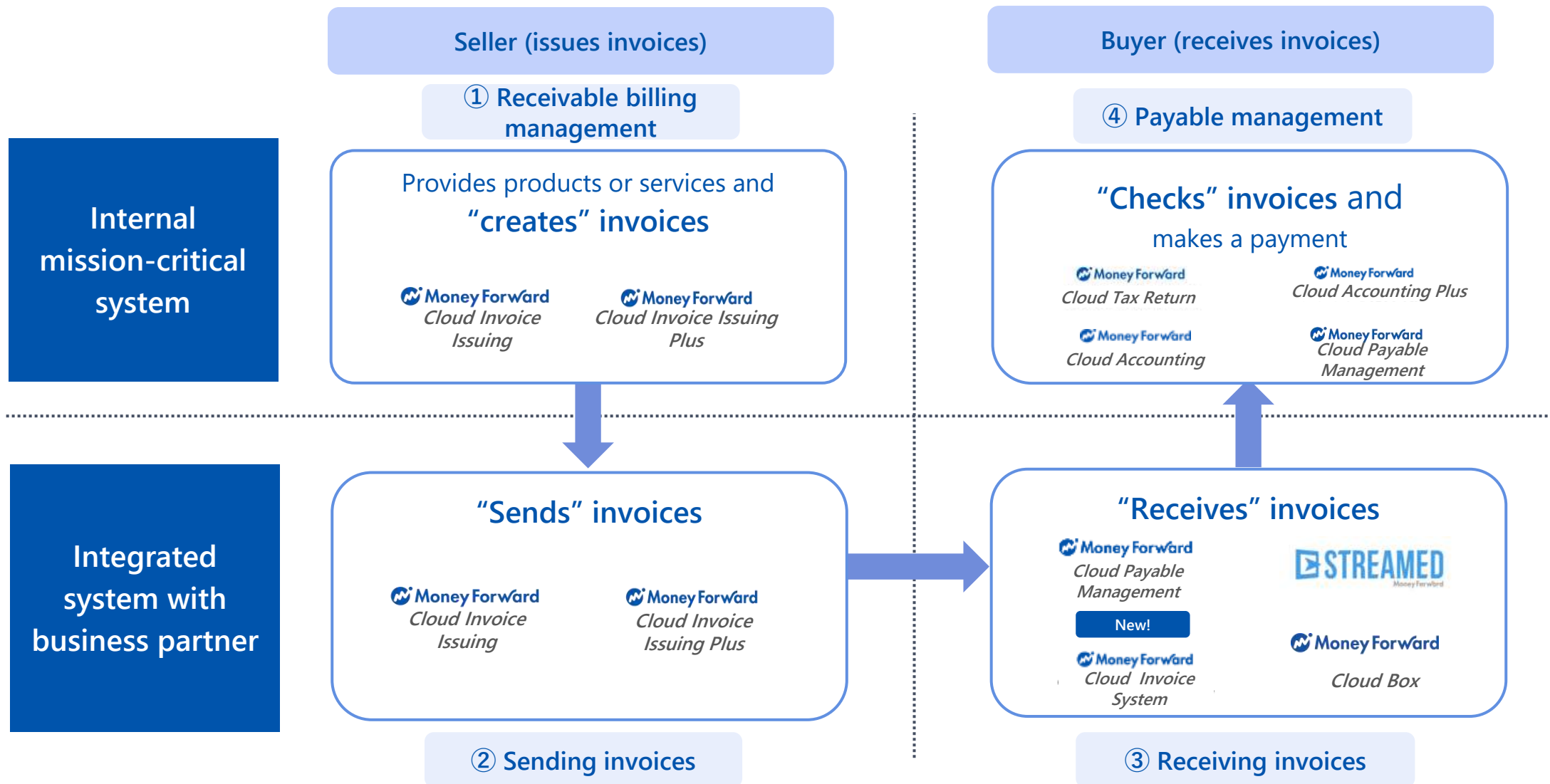


# Product Lineup That Meets Ranging New Demands Arising from Invoice System

Offer products that meet various needs, from sending invoices to filing declarations, thereby providing an end-to-end system with high usability.

|  | SMEs and Accounting Firms  | Medium-sized Businesses   | Sole Proprietors   |
|--|--|---|--|
| <p>(1) Create</p> <p>(2) Send</p>        | <p><b>Money Forward</b><br/><i>Cloud Invoice Issuing</i></p> <ul style="list-style-type: none"> <li>Offers free service for registering as a qualified invoice issuer</li> <li>Electronically sends invoices and automatically saves them on <i>Cloud Box</i></li> </ul>   | <p><b>Money Forward</b><br/><i>Cloud Invoice Issuing Plus</i></p> <ul style="list-style-type: none"> <li>Integrates with CRM systems to enable users to easily create invoices and send them in bulk</li> <li>Streamlines reconciliations by matching with bank account statements</li> <li>Integrates journal entries with <i>Accounting Plus</i></li> </ul>                                 | <p><b>Money Forward</b><br/><i>Cloud Invoice Issuing</i></p> <ul style="list-style-type: none"> <li>Offers free service for registering as a qualified invoice issuer</li> <li>Electronically sends invoices and automatically saves them on <i>Cloud Box</i></li> </ul> |
| <p>(3) Receive/<br/>Save</p>             | <p><b>STREAMED</b><br/>Digitizes receipts</p> <p><b>Money Forward</b><br/><i>Cloud Payable Management</i><br/>Digitally manages invoices</p> <p><b>Money Forward</b><br/><i>Cloud Box</i></p> <ul style="list-style-type: none"> <li>Automatically saves sent and received invoices</li> <li>Can be used free of charge</li> </ul> | <p><b>Money Forward</b><br/><i>Cloud Invoice System</i><br/>Receives and digitizes invoices</p> <p><b>Money Forward</b><br/><i>Cloud Payable Management</i><br/>Manages invoices in digital format.</p> <p><b>Money Forward</b><br/><i>Cloud Box</i></p> <ul style="list-style-type: none"> <li>Automatically saves sent and received invoices</li> <li>Can be used free of charge</li> </ul> | <p><b>Money Forward</b><br/><i>Cloud Box</i></p> <ul style="list-style-type: none"> <li>Automatically saves sent and received invoices</li> <li>Can be used free of charge</li> </ul>  |
| <p>(4) Confirm/<br/>Make<br/>Payment</p> | <p><b>Money Forward</b><br/><i>Cloud Payable Management</i><br/>Manages workflow and payments</p> <p><b>Money Forward</b><br/><i>Cloud Accounting</i><br/>Integrates journal entries</p>   | <p><b>Money Forward</b><br/><i>Cloud Payable Management</i><br/>Manages workflows and payments</p> <p><b>Money Forward</b><br/><i>Cloud Accounting Plus</i><br/>Integrates journal entries</p>  | <p><b>Money Forward</b><br/><i>Cloud Tax Return</i><br/>Integrates journal entries</p>   |

# Providing Products with Functions Required in Invoicing Processes



## Other Initiatives



## Received an "A" MSCI ESG Rating\*<sup>1</sup>, Up 2 Levels from Last Year's "BB"

The Company's ESG scores improved in almost all categories, including human capital development, privacy and data security, and governance, owing to enhanced disclosures of relevant areas such as ESG data. We will continue to actively implement initiatives towards achieving sustainability.



\*1 The MSCI ESG Ratings analyze the initiatives and risk management capabilities in categories of "environment," "social," and "governance", scoring companies in seven ranks, from the lowest rating of CCC to the highest of AAA. This rating is used as a global benchmark for ESG investments covering 8,500 companies worldwide. Refer to the following link for details: <https://www.msci.com/documents/1296102/15233886/MSCI-ESG-Ratings-Brochure-cbr-en.pdf/7fb1ae78-6825-63cd-5b84-f4a411171d34>

\* Use of the data of MSCI ESG Research LLC or its subsidiaries (hereinafter referred to collectively as "MSCI") and of MSCI's logos, trademarks, service marks, or index names by the Company does not imply endorsement, approval, recommendation or solicitation of the Company by MSCI. MSCI's services and data are the property of MSCI or its providers and are provided "as is" with no warranty. MSCI's name and logos are its trademark or service mark.

# Released Parental Leave Guidebook

The guide includes information on systems and internal procedures related to pregnancy, childbirth, and childcare, as well as interviews of those who have had relevant experiences to ensure that everyone involved, including the person concerned, their partners and team members, can comfortably embrace such life events.



The checklist is titled 'メンバーへの確認事項チェックリスト' and contains four main items:

- 「出産時期はいつですか？」** (When is your due date?) - Information on how to determine the due date.
- 「産育休はいつ頃取得する予定ですか？」** (When do you plan to take parental leave?) - Information on how to determine the start and end dates of leave.
- 「体調やつわりの状況を教えてください」** (Please tell us about your health and pregnancy status.) - Information on how to report health and pregnancy status.
- 「チームにはいつ共有しましょうか？」** (When should we share this with the team?) - Information on how to share this information with the team.
- 「どんなサポートが必要ですか？」** (What kind of support do you need?) - Information on how to determine the type of support needed.

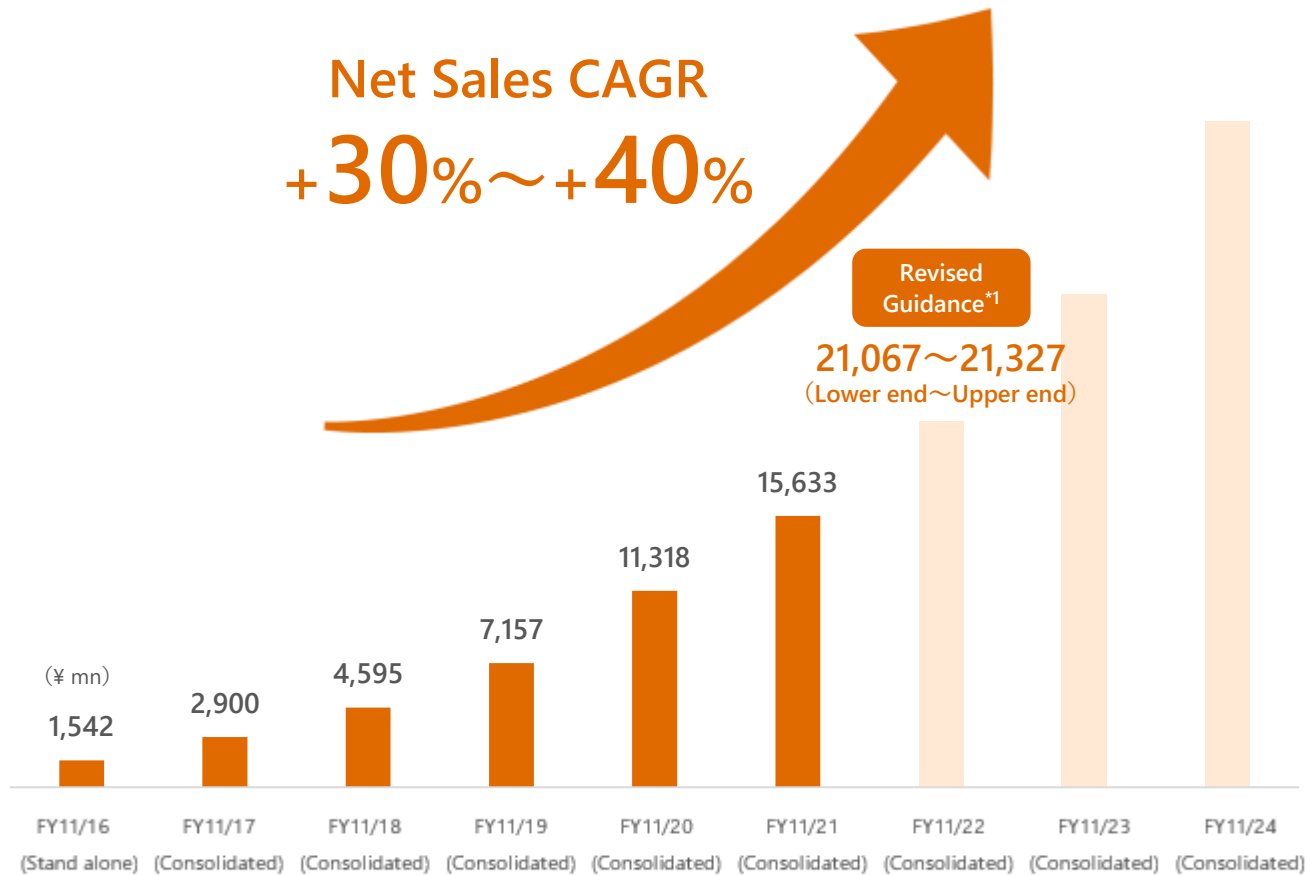
The interview section is titled 'TEAM MEMBER INTERVIEW' and features a photo of 小笠原 純也 さん (Juneda Ogasawara). The text describes his experience: '育児にしっかりと向き合うために育休は取得するつもりだった' (I planned to take parental leave to properly deal with childcare). It mentions that he took 1.5 months of parental leave and that his company has a supportive environment for taking leave.

# Guidance for FY11/22 and onwards



## Forecast for FY11/22 and Onwards

Aiming to sustain a growth rate of 30 to 40% in net sales.



### Forecasts for FY11/22 and after

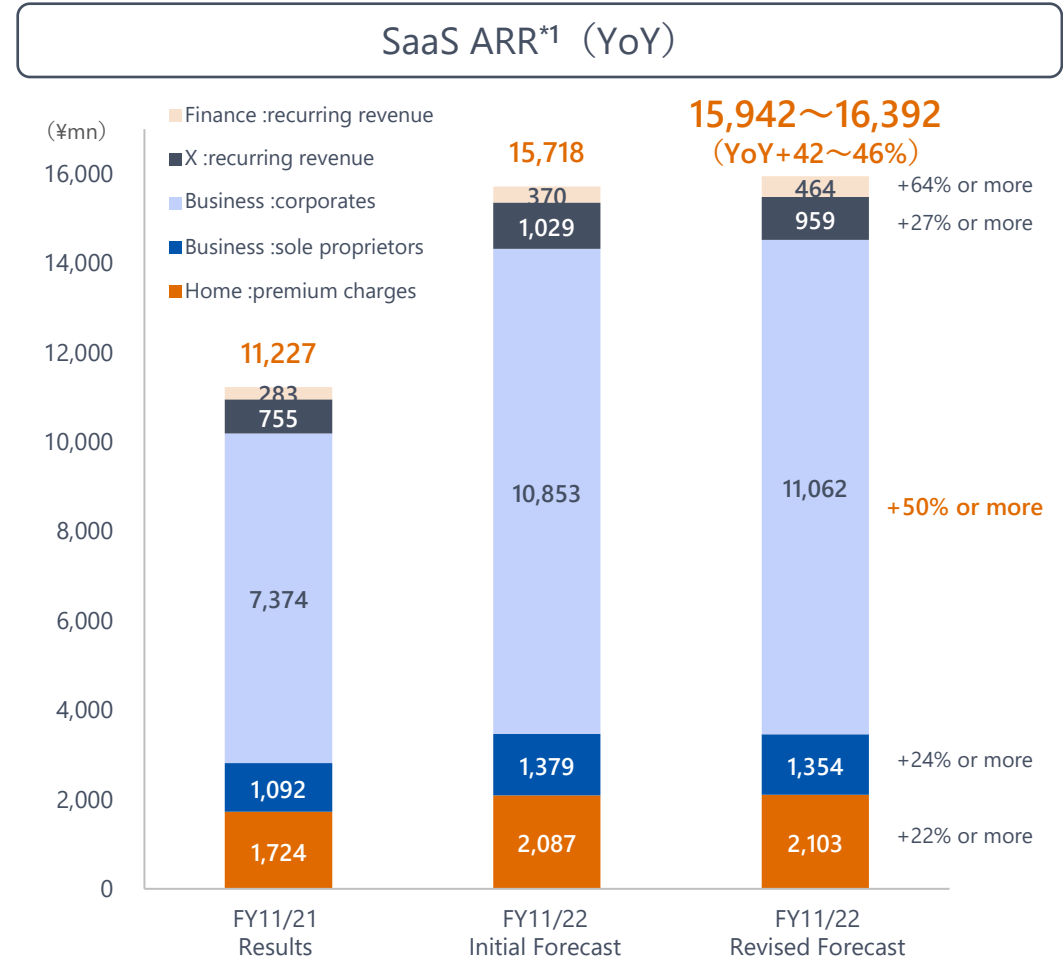
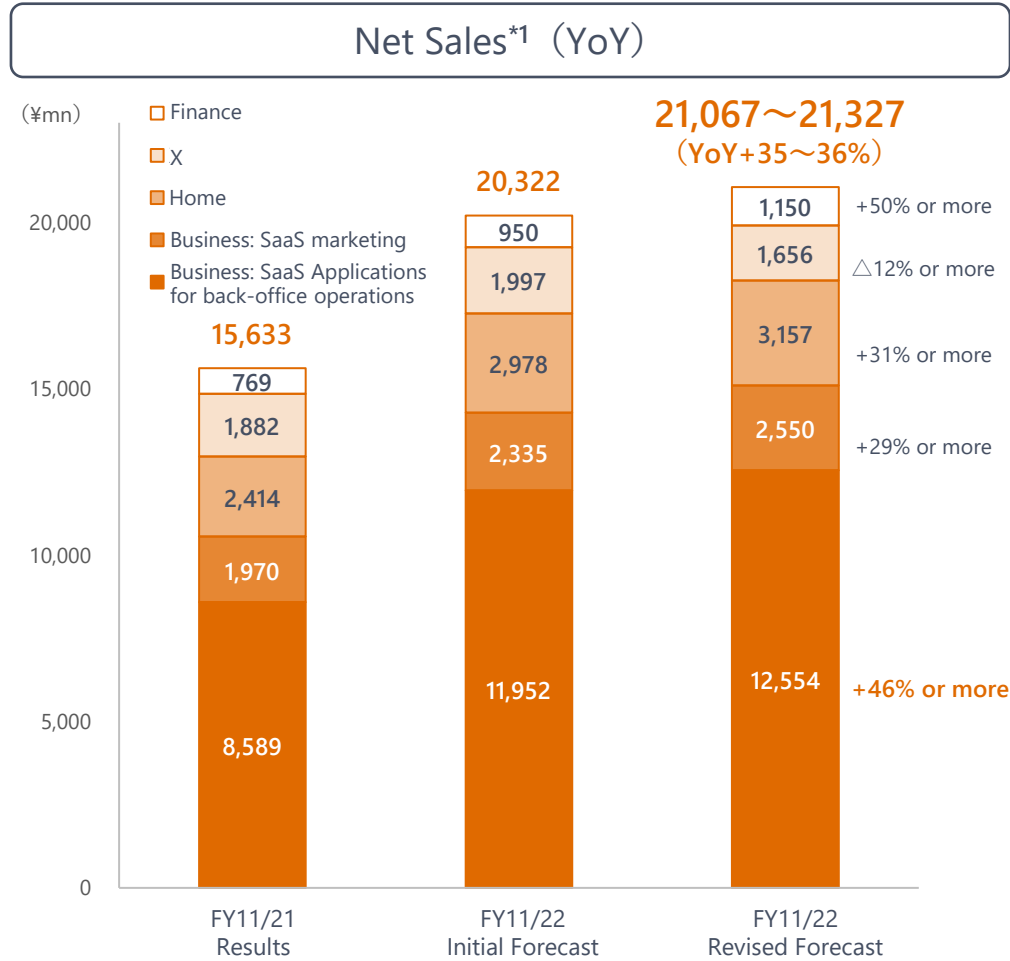
- FY11/22 consolidated net sales are expected to be **¥21.07–21.33 billion (+35 to 36% YoY)**, and year-end SaaS ARR at **¥15.94 to 16.39 billion (+42% to 46% YoY)**. 4Q net sales is expected to be **¥5.77-6.03 billion (+33 to 39% YoY)**.
- In FY11/22 4Q, advertising and promotion spend is expected to be between **¥1.5 to 1.7 billion** to boost corporate ARR growth of corporates. **EBITDA is expected to be within ¥(1.85) to (1.35) billion, improving from ¥(1.87) in 3Q.**

• Chart above is created by projecting annual growth rate of net sales at +35%.

\*1 Revised the initial full-year forecast for sales of 20,322 million yen to 21,886 million yen (+30% to 40% YoY), following the disclosure of the 4Q forecast.

# Full-year Net Sales / SaaS ARR Forecasts (Comparison with the Initial Forecast)

Growth exceeded the initial forecast in all three domains except the X domain. Growth was particularly strong in the Business domain for corporate customers.



\* Includes other net sales.

\*1 Net sales and SaaS ARR by each domain are based on lower end projections.



## Policy on Future Investment and Profit/Loss

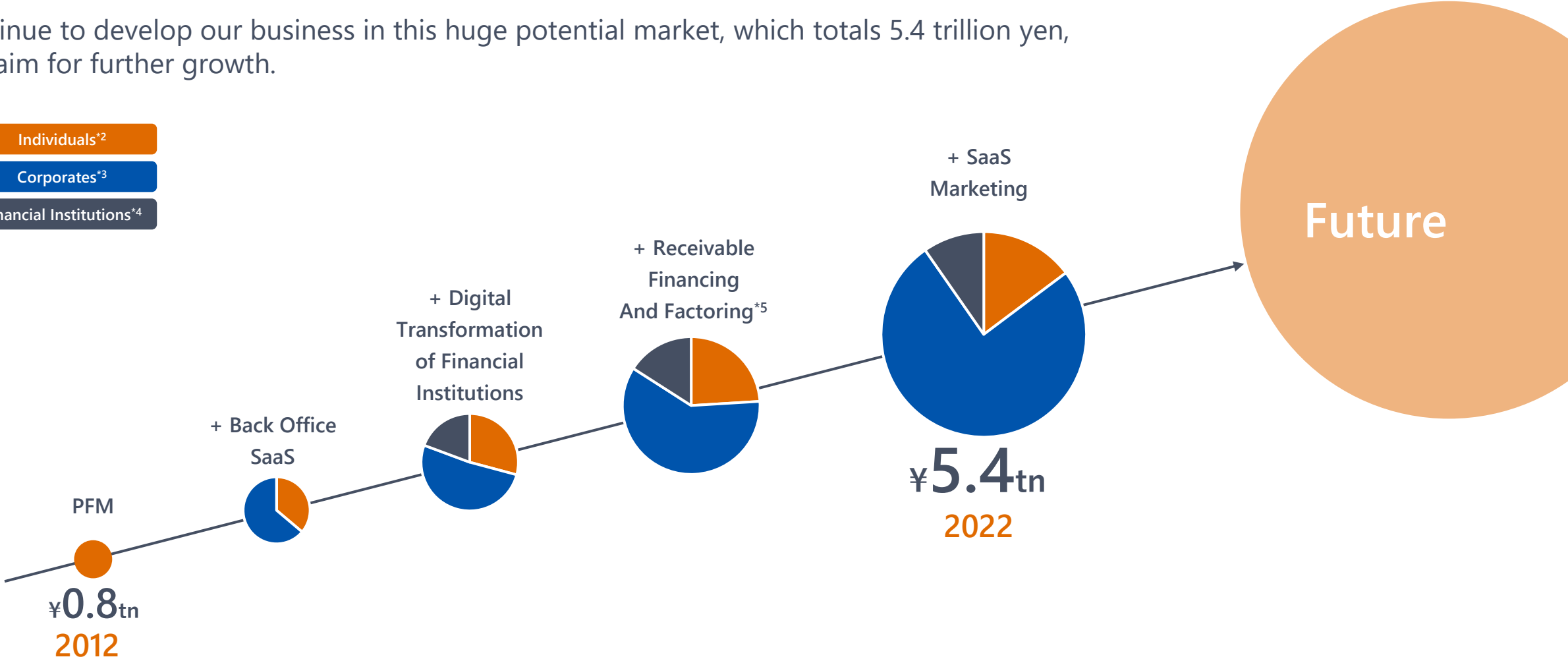
|                     | Previous Strategy   |   | Updated Strategy  |
|---------------------|---|---|---|
| Mid Term Growth     | Durable growth rate of 30 to 40% CAGR in net sales until FY11/24.   | ➔ | Unchanged   |
| Upfront Investments | Place top priority on boosting SaaS ARR, and accelerate upfront investments, especially in Business domain.   | ➔ | <b>Concentrate resources on the Business domain</b> (Back-office SaaS for corporate clients), where ARR growth is accelerating significantly. Other domains will continue to grow, but priority will be placed on improving profitability.                        |
| Unit Economics      | Maintain soundness in unit economics while making agile investments in recruiting and marketing. Specifically, CAC Payback Period* is anticipated to be between 24 and 36 months. | ➔ | The CAC Payback Period is targeted to be <b>within 18-24 months</b> , improving acquisition efficiency.   |
| Profitability       | FY22 will hit the bottom in terms of losses. From FY23 onwards, the Company will improve profitability while maintaining necessary investments.                                   | ➔ | <ul style="list-style-type: none"> <li><b>FY22 3Q will be the bottom in terms of quarterly EBITDA loss.</b></li> <li>Improve EBITDA in FY23 while continuing to invest with discipline, <b>achieve EBITDA positive for the FY24 full year results.</b></li> </ul> |

\* See p.85 for the definitions of CAC payback period.

# TAM\*1 Continued to Expand, Driven by Expansion of Business Areas and Services

Continue to develop our business in this huge potential market, which totals 5.4 trillion yen, and aim for further growth.

- Individuals\*2
- Corporates\*3
- Financial Institutions\*4

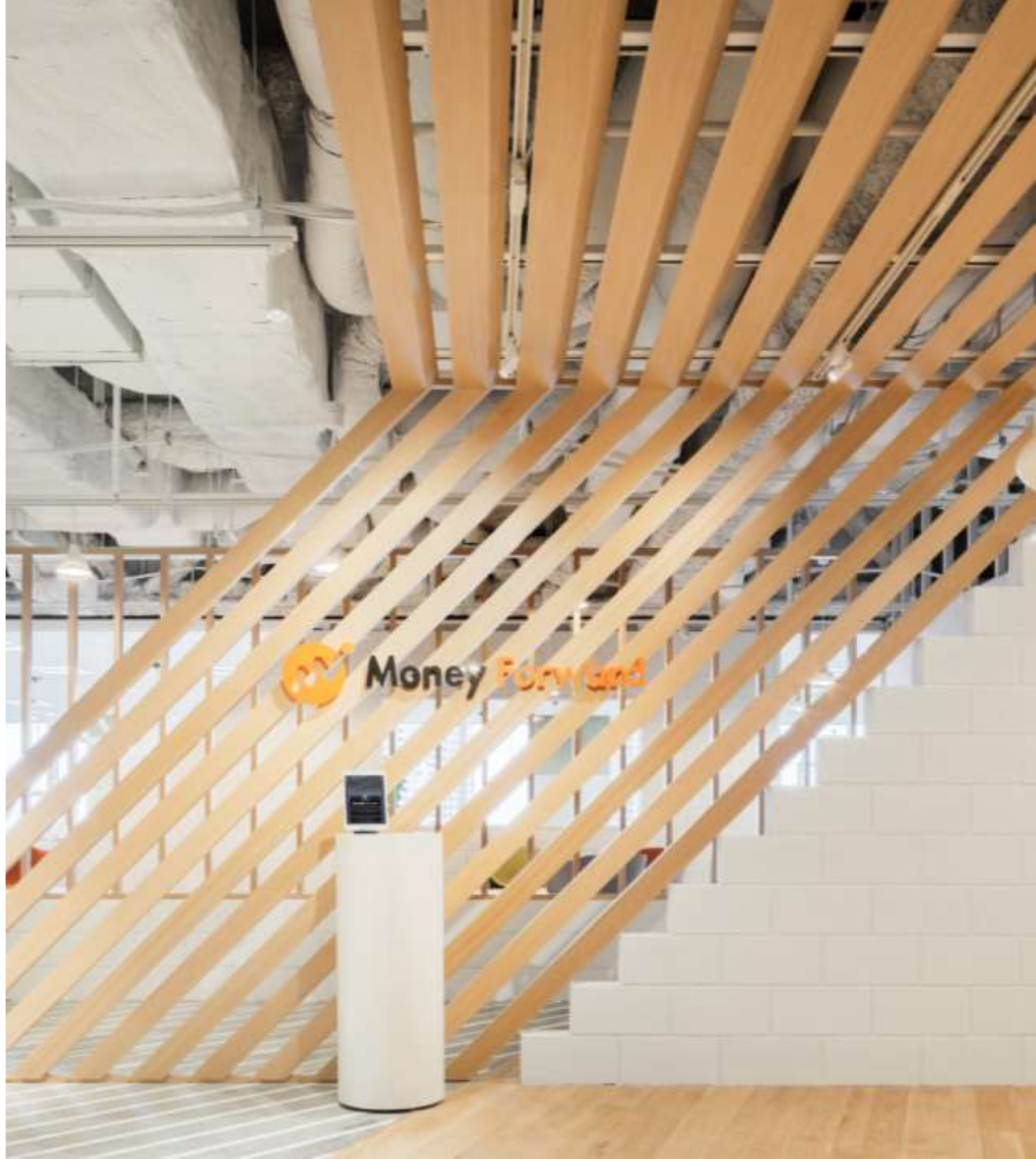


\*1 Total Addressable Market. Potential market size for four domains of Money Forward is estimated, by using certain assumptions, based on third party research, publication as well as Money Forward historical data.  
 \*2 See page 101 for the calculation of Individuals TAM. \*3 See pages 96 and 98 for the calculation of Corporates TAM, including back office SaaS, SaaS marketing. See \*5 for receivable financing and factoring markets.  
 \*4 Calculated based on the market size for the Japanese contract software development market size according to the Ministry of Internal Affairs and Communications/Ministry of Economy, Trade and Industry's 2018 Basic Survey on Information and Communications Industry multiplied by an estimated market share. \*5 Calculated based on an annual required working capital for Japanese companies with revenues of under ¥500 million according to the Small and Medium Enterprise Agency of Japan's Report on Basic Survey on SMEs in 2016 multiplied by an estimated usage rate for accounts receivables financing services multiplied by a rate based on Money Forward Kessai's past fees received.  
 \*These figures are not intended as an objective indicator of the size of the market for our businesses as of May 2022. Actual market size may differ from this estimate due to the limitations peculiar to such third party research and publications in terms of their accuracy.

# Appendix



# About Us



## Members of Board of Directors (CEO)



### Yosuke Tsuji

Representative Director, President and CEO

Yosuke Tsuji worked at Sony Corporation and Monex Securities before establishing Money Forward, Inc. in 2012. He currently serves as an Executive Officer of the Japan Association of New Economy (JANE) and an executive committee member of Silicon Valley Japan Platform.

Kyoto University Faculty of Agriculture (BS), Wharton School, University of Pennsylvania(MBA).

#### Awards (including awards to Money Forward)

- Jan. 2014 US Embassy's Award at the Entrepreneur Awards Japan (TEAJ) 2014
- Feb. 2014 JVA Chief Judge's Award at the Japan Venture Awards (JVA) 2014
- Mar. 2014 Grand Prize at the Financial Innovation Business Conference (FIBC) 2014
- Dec. 2016 Selected by *Nikkei Business* magazine as one of "The 100 Most Influential People for Japan 2017"
- Dec. 2017 Ranked in Forbes Japan's "Japan's Top 10 Entrepreneurs"
- Feb. 2018 Judges Association's Special Award at the Japan Venture Awards 2018

## Internal Directors

Management team has in-depth expertise in finance and technology.



### Naoya Kanesaka

Director, Executive Officer and CFO  
 Representative Director of Money Forward Synca, Inc.  
 Representative Director of Money Forward Venture Partners, Inc.

- 2007-2014: Goldman Sachs (Tokyo and San Francisco offices). Engaged in advisory services for cross-border M&As and fund procurement mainly in the technology and financial industries, and in enhancing value of investee companies.
- Joined Money Forward, Inc. in 2014. As CFO, led IPO, domestic and global financing, M&A and alliance.
- Appointed as CEO of Money Forward Synca, Inc. in Sept 2019.



### Takuya Nakade

Director, Executive Officer and CTO  
 D&I Head

- Joined Money Forward, Inc. in 2015. Developed financial systems, and was appointed as CTO in 2016 and director in 2018.
- 2007-2014: Simplex Inc. Developed stock trading systems catered to securities companies.
- 2001-2007: Jupiter Shop Channel Co., Ltd. Led CRM system development as IT manager.



### Masanobu Takeda

Director, Executive Officer and COO of Money Forward Business Company

- Served as Director at Macromill Group, in charge of corporate planning and led the company's corporate and HR strategic planning, M&As, and new business development.
- Served as Director and Head of Corporate Planning at eole Inc.
- Joined Money Forward, Inc. in 2017 by M&A of Klavis Inc., where he served as Director and CFO since 2016.

## External Directors

Highly experienced leaders in the Japanese economy are appointed as external directors.



### Masaaki Tanaka

**External Director**  
 Vice Chair, Board of Councilors, US-Japan Counsel  
 Former Chairman, President & CEO,  
 Nippon Paint Holdings Co., Ltd.  
 Former Director and Deputy President at Mitsubishi UFJ  
 Financial Group. Appointed as Executive Chairman of the  
 Board of Nippon Paint Holdings Co., Ltd. in March 2019.  
 Serving as Vice Chair of the Board of Councilors of US-Japan  
 Counsel from 2013.



### Etsuko Okajima

**External Director**  
 CEO, ProNova Inc.  
 Founded ProNova Inc in 2007, and currently serves as CEO of the  
 company. Worked at Mitsubishi Corporation, McKinsey & Company,  
 and Globis Group, where she served as President of Globis  
 Management Bank Inc. Holds an MBA from Harvard University.



### Akira Kurabayashi

**External Director**  
 Managing Director & Head of Japan, DNX Ventures  
 Joined DNX Ventures (former Draper Nexus Venture  
 Partners) in 2015 where he currently serves as Managing  
 Director. Engaged in venture capital businesses targeting  
 Japan and the U.S. at Fujitsu Limited and Mitsui & Co., Ltd.  
 Oversaw investments in Japan at Globespan Capital  
 Partners and Salesforce Ventures.



### Ryoko Ueda

**External Director**  
 Associate Professor, SBI Graduate School  
 After joining Mizuho Securities Co., Ltd., was seconded to Japan  
 Investor Relations and Investor Support, Inc. (J-IRIS). Served as  
 Special Research Fellow of Financial Research Center, Financial  
 Services Agency (FSA), worked at Mizuho International plc (London),  
 and was then appointed Senior Researcher at J-IRIS. Holds current  
 position since March 2020. Holds a PhD in policy research.



### Hiroaki Yasutake

**External Director**  
 Junify Co-founder & CSO  
 Joined Rakuten in 1998 as one of its earliest employees and created  
 various services as a software engineer as well as building the tech  
 team from scratch and leading the entire Rakuten group tech team  
 as Managing Executive Officer until January 2016. After Rakuten,  
 moved to the US and founded Junify Corporation. Supports many  
 Japanese companies as an advisor. Serves as a board member of  
 Techmatrix, and director of Japan CTO Association.



### Gen Miyazawa

**External Director**  
 Corporate Director EVP, Managing Corporate Officer, Yahoo Japan  
 Founded Cirus Technologies, Inc. in 2004, which was acquired by  
 Yahoo Japan Corporation in 2010. Appointed as Corporate Officer in  
 2014 (youngest in Yahoo's history at that time). Appointed as  
 Managing Corporate Officer and President of Media Company in  
 2018 and supervised divisions such as sales, media, search,  
 development and new businesses. Appointed as Director in 2019  
 and supervises the entire corporate administration.

## Executive Officers

Management members who have key roles in the growing group.



### Toshio Taki

Executive Officer, Sustainability Head  
CoPA(Chief of Public Affairs)  
Head of Money Forward Fintech Institute

- Appointed as director of Money Forward, Inc. in 2012.
- Member of FSA panel of experts on FinTech start-ups.
- 2004-2012: Nomura Securities Co., Ltd./Nomura Institute of Capital Markets Research. Engaged in research on household behaviour, the pension system, and financial institution business models etc.
- Graduated Keio University (Faculty of Economics) in 2004 and Stanford University (MBA) in 2011.



### Hirokazu Ban

Executive Officer and CCO (Chief Compliance Officer)

- Joined Money Forward, Inc. in 2016. Appointed as director in 2018.
- 2009-2015: SBI Securities Co., Ltd. Served in the Legal and Corporate Planning Departments. Launched SBI Money Plaza Co., Ltd. in 2012 and became director.
- Graduated Waseda University (Sociology) in 2001. After graduating Aoyama Gakuin University Law School, registered as an attorney in 2008.



### Takashi Ichikawa

Executive Officer and CISO

- Joined Money Forward, Inc. in 2012. Appointed as director in 2017.
- 2011-2012: Major financial systems development company. Led the infrastructure division and launched a new FX transactions site.
- 2000-2011: Monex Group, Inc. Developed and operated securities trading systems and engaged in project management for subsidiary mergers, etc.



### Daisuke Sergio Ito

Executive Officer and CDO (Chief Design Officer)

- Joined FreeBit Co., Ltd. in 2003 and engaged in PR, corporate branding and business strategy in CEO Office.
- Moved to the US to learn art in 2006 and became a freelance designer and came back to Japan in 2010.
- Has been representing AN INC.
- Appointed as CDO in 2020.



### Tatsuya Kanto

Executive Officer and CSO, Money Forward Home Company CSO  
Chairman and CEO. Klavis, Inc.

- Worked in a software development company and was involved in project management and launched overseas bases.
- Joined Macromill, Inc. in 2006 and engaged in M&A and foundation of JV.
- Founded Klavis, Inc in 2012 and serves as Representative Director and CEO.
- Joined Money Forward group in 2017 by M&A.



### Masakazu Sekita

Executive Officer and CLO (Chief Legal Officer)

- Registered as a lawyer in 2004.
- Worked at Mitsui, Yasuda & Wani, Gaikokuho Kyodo-Jigyo Horitsu Jimusho Linklaters (Linklaters Tokyo), and T&K Partners for more than 16 years before joining the Company in January 2021.
- Appointed as Director of Biz Forward Inc. in August 2021 as well as the Company's Executive Officer and CLO in December 2021.



## Other Key Management Members (1/2)

Management members who have key roles in the growing group.



### Kazuya Yamada

**Executive Officer, Money Forward Business Company CSO**

- Passed Japanese CPA examination and joined Deloitte Touche Tohmatsu LLC, in 2016.
- Served as Executive Officer and CFO in a startup.
- Joined Money Forward, Inc. in 2014 and served as Head of CEO office, Head of MF Cloud development before being appointed as Money Forward Business Company CSO.



### Kiminobu Tahira

**Executive Officer, Head of CEO Office**

- Involved in business development of systems for the distribution industry at NEC Corporation.
- At Rakuten, Inc., experienced setting up marketing division of Rakuten Ichiba, constructing reward program and facilitated business alliance.
- Joined Money Forward, Inc. as Head of marketing department after leading retail marketing at Monex, Inc.



### Naoki Kuroda

**Executive Officer, Fukuoka Office Head and General Manager of Pay Business**

- Joined Monex, Inc. in 2008,
- From 2012, developed bulletin board system and other web services and offered marketing consulting.
- Joined Money Forward, Inc. in 2013 soon after its foundation.
- After engaged in the development of *Money Forward ME* and *Money Forward Cloud*, serves as PO of *Money Forward Cloud Expense* and *Money Forward Pay for Business*.



### Daisuke Motokawa

**Executive Officer, Alliance Strategy Head, Money Forward X Company CSO**

- Joined NTT DOCOMO, INC. in 2003 and engaged in solution sales for large corporations.
- Transferred to FeliCa Networks, Inc. and in charge of business planning of mobile wallet and newly set up big data business.
- Returned to NTT DOCOMO, INC. and experienced NFC/Fintech.
- Joined Money Forward, Inc. in 2016.



### Ryo Shibuya

**Executive Officer and Money Forward Business Company VPoE**

- Joined Adways Inc. in 2007 and was in charge of developing advertising system.
- Joined GREE, Inc. and experienced the development of advertising system and new business.
- Joined Money Forward, Inc. in 2014 and was involved in development of invoice and accounting / tax return modules.
- Experienced the launch of payroll and MyNumber modules.
- Currently serves as VPoE and Head of Development of B2B services.



### Shun Matsuoka

**Executive Officer and Accounting Department Manager**

- Joined Sony Corporation in 1998 and engaged in accounting and tax operations, including projects for early closing of accounts and adoption of new system and new accounting standards.
- Passed Small and Medium Business Consultant, Certified Public Tax Accountant, and Certified Public Accountant examinations while in Sony. Registered as a CPA in 2020.
- Joined Money Forward, Inc. in April 2019 as Co-Accounting Department Manager.

## Other Key Management Members (2/2)

Management members who have key roles in the growing group.



### Satoshi Furuhashi

**Executive Officer, Money Forward, Inc.**  
**Representative Director and Chairman, SMARTCAMP Co., Ltd.**  
**Representative Director of Money Forward Venture Partners, Inc.**

- Engaged in institutional sales at Mizuho Bank, Ltd.
- Experienced business development and customer acquisition at Speee, Inc.
- Founded Smartcamp Co.,Ltd, which offers several services including BOXIL and was appointed as Representative Director.
- Joined Money Forward group by M&A in 2019.
- Engaged in the foundation of HIRAC FUND and was appointed as Representative Partner.



### Naomichi Tomiyama

**Executive Officer, Money Forward, Inc.**  
**Representative Director, Money Forward Kessai, Inc.**  
**Representative Director, Biz Forward, Inc.**

- Joined KPMG AZUSA LLC and engaged in financial and internal control audit.
- Involved in many voluntary and legal liquidation projects in a consulting company.
- Joined Money Forward, Inc. in 2014 and was involved in strategy planning and new business development.
- Appointed as Representative Director in Money Forward Kessai, Inc. in 2017.
- Appointed as Representative Director in Biz Forward, Inc. in 2021.



### Seiko Harada

**Executive Officer, Cross-functional Business Head**  
**Representative Director and CEO, ADXL, Inc.**

- After graduating from university, engaged in marketing and PR in an entertainment industry.
- Joined GREE, Inc. in 2011 as PR. After engaged in setting up an industry group, was transferred to business development and creative department of social game. After 2016, engaged in setting up social media marketing business.
- Joined Money Forward, Inc. in 2018.



### Hidetsugu Kunimi

**Representative Director, Knowledge Labo, Inc.**

- After engaged in financial audit and consulting at Deloitte Touche Tohmatsu LLC, experienced many M&As and turnarounds at Deloitte Touche Tohmatsu Financial Advisory LLC.
- Founded Knowledge Labo, Inc. in 2013 and serves as Representative Director.
- Joined Money Forward group in 2018 by M&A.



### Youkou Takano

**CIO (Chief Infrastructure Officer)**

- Joined Yahoo Japan Corporation in 2006 and engaged in development and maintenance of internal systems and infrastructures.
- Led engineering team and executed cyberattack countermeasures and information system strategy.
- Joined Money Forward, Inc in 2019.

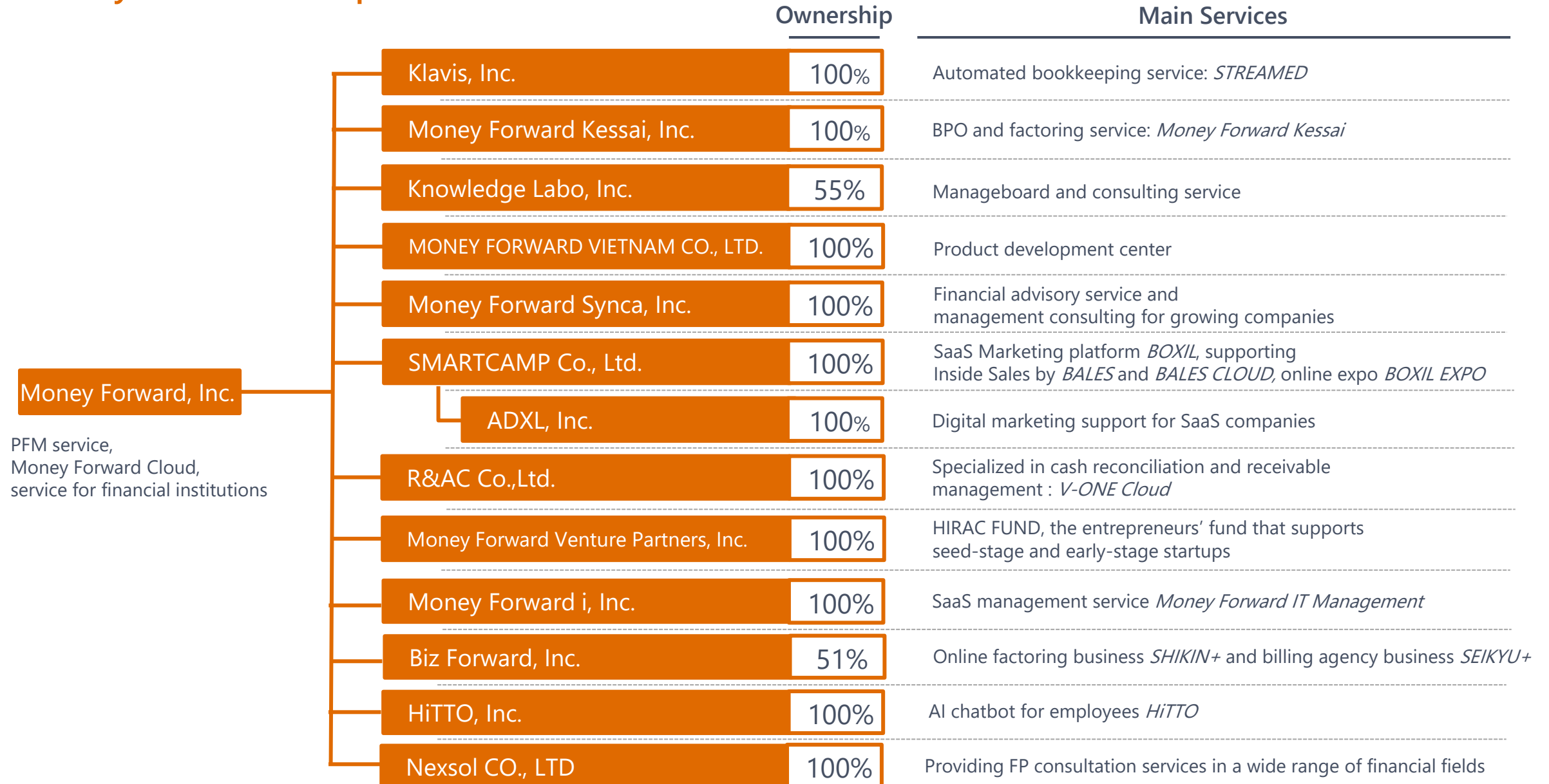


### Tetsuya Komaguchi

**Money Forward Business Company CMO (Chief Marketing Officer)**

- Engaged in product strategy planning and brand management for the North American, Asian, and European markets at P&G Japan and Singapore.
- Joined Money Forward, Inc. in Sep 2018 and served as product marketing manager of Money Forward ME and head of accounting business in Money Forward Cloud.
- Currently oversees marketing of Money Forward Business Company as CMO.

# Money Forward Group Structure



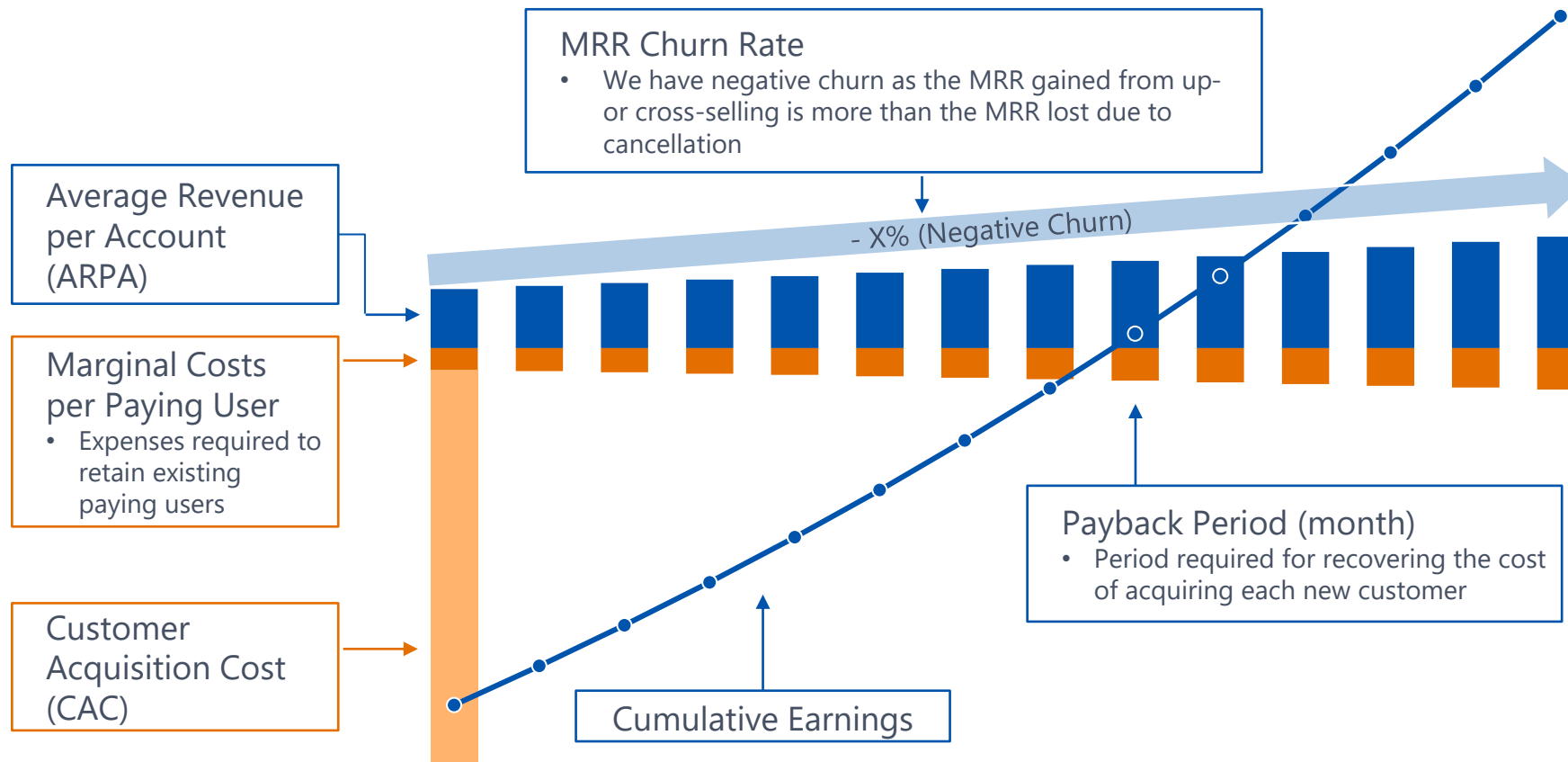
## Share Price and Trading Volume Since IPO (Adjusted Stock Split\*1)



\*\*As of October 14, 2022. \*1 Conducted a 2-for-1 split for each common share held by shareholders written or recorded in the closing shareholder registry on the record date, November 30, 2020

## Unit Economics-Driven Investment

Unit economics per product and per customer channel are taken into account when making investment decisions, metrics which are commonly used by global SaaS companies.



## Definition of KPIs

|                            |   |
|----------------------------|---|
| <b>MRR</b>                 | Monthly Recurring Revenue<br>Total recurring revenue as of the end of a particular month  |
| <b>ARR</b>                 | Annual Recurring Revenue<br>Calculated by multiplying the MRR as of the end of a particular period by 12  |
| <b>SaaS ARR</b>            | Calculated by multiplying SaaS MRR of a particular period by 12. SaaS MRR includes: 1) net sales from premium charges in Home domain, 2) recurring revenue from sales of <i>Money Forward Cloud</i> and other cloud services such as <i>STREAMED</i> , <i>Manageboard</i> , <i>V-ONE Cloud</i> , and <i>Money Forward Certified Membership</i> , <i>HiTTO</i> , <i>IT Management Cloud</i> ) recurring revenue in X domain. In order to adjust for seasonal factors of <i>STREAMED</i> , its MRR is calculated as one-third of the revenue from <i>STREAMED</i> in Q1 and Q2 of each fiscal year. From FY11/22, adjustments are made to Q2 figures, which are seasonally affected by tax returns.<br>Non-recurring revenue of each business and net sales of SMARTCAMP Co., Ltd. are not included.  |
| <b>Paying Customer</b>     | Paid subscribers in the Business domain, which is a total of (1) accounting firms and their clients, and (2) sole-proprietors and direct-sales corporates subscribed via the web channel etc. Services of SMARTCAMP Co., Ltd. are not included.   |
| <b>ARPA</b>                | Average Revenue per Account.<br>Calculated by dividing ARR as of the end of a particular period by the number of Customers.   |
| <b>Customer Churn Rate</b> | Average monthly churn rate of a particular period.<br>Calculated as: $[\text{number of customers churn during (N) month}] / [\text{number of customers as of the end of (N-1) month}]$  |
| <b>MRR Churn Rate</b>      | Average monthly churn rate based on MRR of a particular period.<br>Calculated as: $1 - [\text{MRR as of the end of (N) month from customers as of the end of (N-1) month} / \text{MRR as of the end (N-1) month}]$ .<br>Negative amount (Negative Churn) refers to the status when the revenue increase for existing customers by upselling/cross-selling exceeds the revenue decrease due to customer churn.   |
| <b>CAC Payback Period</b>  | Customer Acquisition Cost (CAC) payback period. CAC payback period as of a particular date is the number of months of ARPA as of such date necessary to recover the cost of acquiring each new Money Forward Business paying customer. It is calculated by total sales and marketing expenses of the latest 12 full months, divided by gross new Money Forward Business paying customers added during such period, divided by the last full month's ARPA.<br>Sales and marketing costs consist of personnel costs directly associated with the sales and marketing activity in the Money Forward Business domain, including expenses related to educating and onboarding customers and users. Other costs include, but are not limited to, advertising costs, marketing costs, promotional event costs and allocated overheads in the Money Forward Business domain.<br>ARPA is based on gross profit margin. Gross profit margin is calculated by subtracting from sales the personnel costs related to the operation of the product, cost of the customer support department, commissions paid etc. |

## (Reference) Historical Revenue by Each Business Domain (Quarterly Trend)

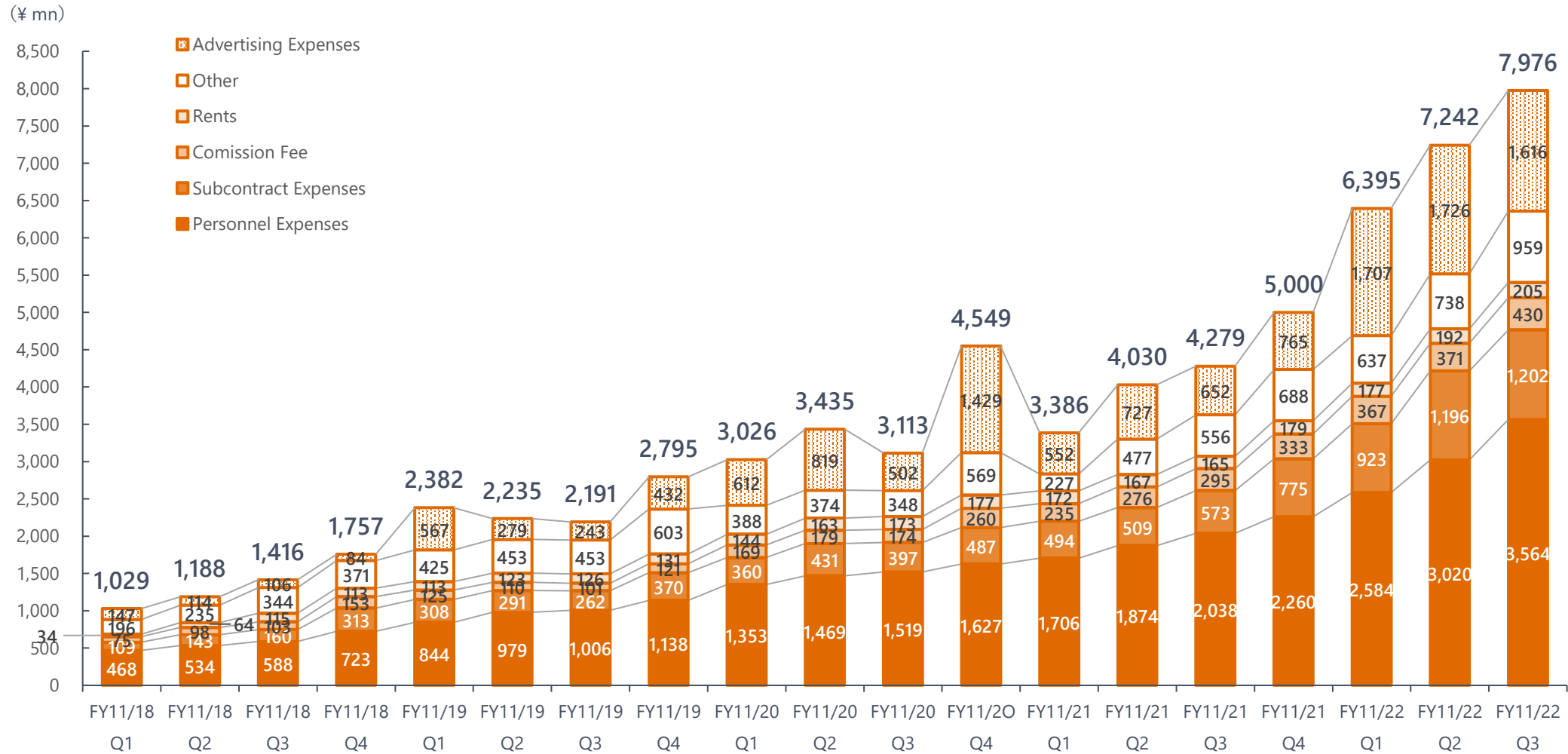
| (¥ mn)   | FY11/19<br>Q1 | FY11/19<br>Q2 | FY11/19<br>Q3 | FY11/19<br>Q4 | FY11/20<br>Q1 | FY11/20<br>Q2 | FY11/20<br>Q3 | FY11/20<br>Q4 | FY11/21<br>Q1 | FY11/21<br>Q2 | FY11/21<br>Q3 | FY11/21<br>Q4 | FY11/22<br>Q1 | FY11/22<br>Q2 | FY11/22<br>Q3 |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Business domain</b>   | 853           | 919           | 1,159         | 1,235         | 1,559         | 1,675         | 1,862         | 2,203         | 2,357         | 2,567         | 2,618         | 3,017         | 3,434         | 3,661         | 3,909         |
| Recurring Revenue (Sole Proprietors)                             | 119           | 134           | 204           | 203           | 206           | 204           | 203           | 212           | 227           | 259           | 264           | 271           | 299           | 330           | 331           |
| Recurring Revenue (Corporates)                                   | 663           | 722           | 886           | 937           | 1,039         | 1,083         | 1,170         | 1,317         | 1,459         | 1,609         | 1,658         | 1,793         | 2,090         | 2,322         | 2,513         |
| Non-recurring Revenue  | 71            | 63            | 69            | 96            | 62            | 74            | 167           | 311           | 243           | 235           | 216           | 354           | 454           | 358           | 354           |
| Net Sales from SMARTCAMP*1                                       | #N/A          | #N/A          | #N/A          | #N/A          | 251           | 314           | 322           | 364           | 428           | 464           | 479           | 599           | 590           | 652           | 711           |
| <b>Home domain</b>   | 361           | 393           | 368           | 511           | 438           | 466           | 444           | 497           | 548           | 608           | 639           | 620           | 681           | 722           | 816           |
| Recurring Revenue  | 236           | 254           | 264           | 277           | 291           | 320           | 333           | 351           | 367           | 413           | 418           | 440           | 460           | 501           | 482           |
| Non-recurring Revenue  | 126           | 140           | 103           | 235           | 147           | 146           | 112           | 146           | 181           | 195           | 221           | 179           | 221           | 221           | 334           |
| <b>X domain</b>  | 133           | 272           | 259           | 340           | 248           | 452           | 256           | 466           | 370           | 620           | 383           | 508           | 377           | 387           | 420           |
| Recurring Revenue  | 92            | 102           | 109           | 111           | 125           | 137           | 151           | 166           | 168           | 176           | 191           | 190           | 194           | 207           | 246           |
| Non-recurring Revenue  | 42            | 170           | 150           | 223           | 123           | 316           | 105           | 300           | 202           | 444           | 192           | 317           | 183           | 180           | 174           |
| <b>Finance domain</b>  | 48            | 74            | 93            | 125           | 147           | 227           | 193           | 176           | 190           | 198           | 190           | 191           | 256           | 309           | 301           |
| Recurring Revenue  | 14            | 16            | 16            | 23            | 28            | 32            | 36            | 43            | 52            | 59            | 63            | 70            | 79            | 102           | 103           |
| Non-recurring Revenue  | 33            | 58            | 77            | 102           | 119           | 194           | 157           | 133           | 138           | 139           | 126           | 122           | 177           | 207           | 198           |
| <b>Recurring Revenue in total</b>                                | <b>1,124</b>  | <b>1,228</b>  | <b>1,480</b>  | <b>1,556</b>  | <b>1,689</b>  | <b>1,776</b>  | <b>1,893</b>  | <b>2,089</b>  | <b>2,272</b>  | <b>2,516</b>  | <b>2,595</b>  | <b>2,764</b>  | <b>3,123</b>  | <b>3,463</b>  | <b>3,675</b>  |
| <b>Non-recurring Revenue in total *2</b>                         | <b>274</b>    | <b>434</b>    | <b>402</b>    | <b>660</b>    | <b>453</b>    | <b>731</b>    | <b>541</b>    | <b>895</b>    | <b>766</b>    | <b>1,013</b>  | <b>758</b>    | <b>976</b>    | <b>1,042</b>  | <b>971</b>    | <b>1,069</b>  |
| <b>Total Revenue (excl. SMARTCAMP)</b>                           | <b>1,398</b>  | <b>1,661</b>  | <b>1,881</b>  | <b>2,216</b>  | <b>2,142</b>  | <b>2,506</b>  | <b>2,435</b>  | <b>2,984</b>  | <b>3,039</b>  | <b>3,529</b>  | <b>3,354</b>  | <b>3,741</b>  | <b>4,166</b>  | <b>4,434</b>  | <b>4,744</b>  |
| <b>% of Recurring Revenue to Total Revenue (excl. SMARTCAMP)</b> | <b>80%</b>    | <b>74%</b>    | <b>79%</b>    | <b>70%</b>    | <b>79%</b>    | <b>71%</b>    | <b>78%</b>    | <b>70%</b>    | <b>75%</b>    | <b>71%</b>    | <b>77%</b>    | <b>74%</b>    | <b>75%</b>    | <b>78%</b>    | <b>77%</b>    |

\* Net sales from premium charges of *Money Forward for XX*, which targets financial institutions, have been revised retroactively since charges are recognized in X domain from FY11/22. There is no impact for consolidated net sale.

\*1 Net sales of SMARTCAMP are included from Dec. 1, 2019.

\*2 Net sales of SMARTCAMP are not included. Includes other net sales.

## Breakdown of Expenses (Cost of Sales & SGA)



" Other" includes IT introduction subsidy fees, taxes and dues, communication expenses, recruiting/training expenses, amortization of goodwill, depreciation, and fee expenses.

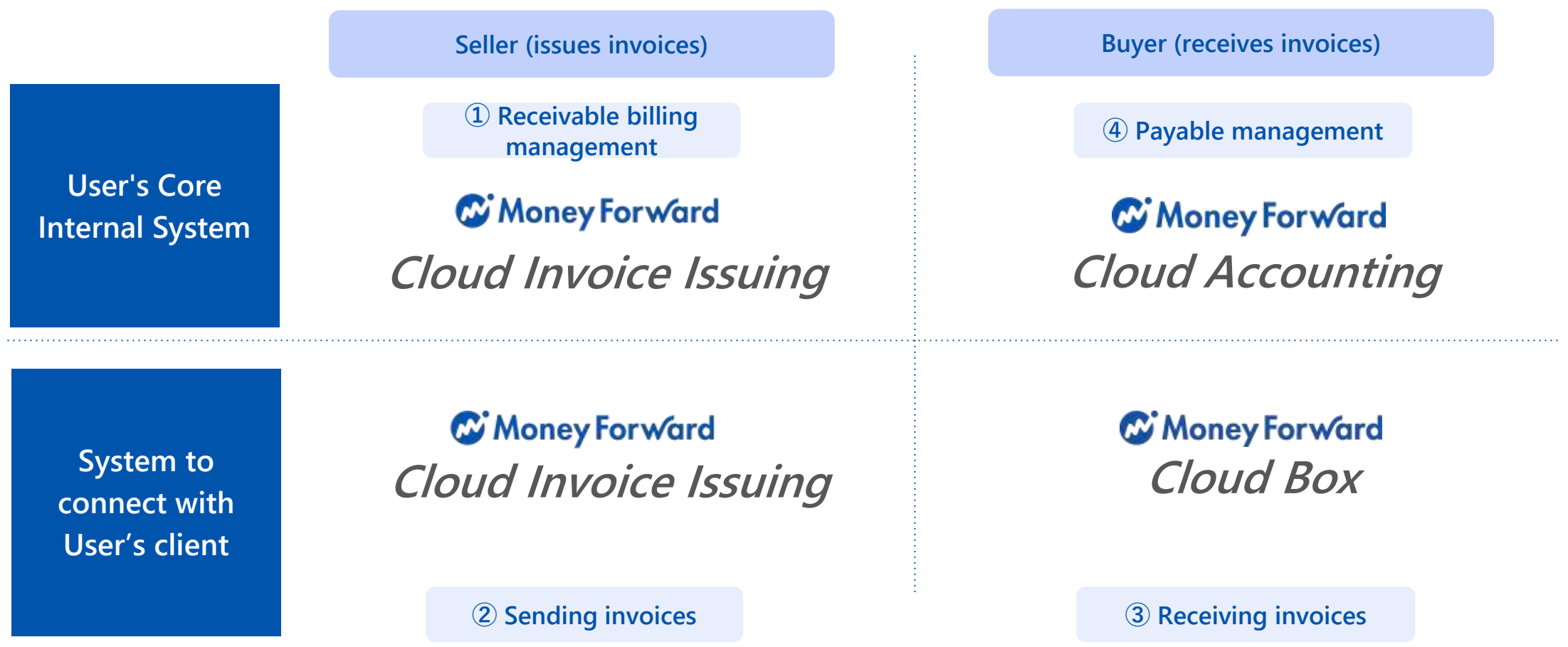
\* Provision for bonuses, which was previously included in other expenses, is now included in personnel expenses. Retroactively amended past figures.



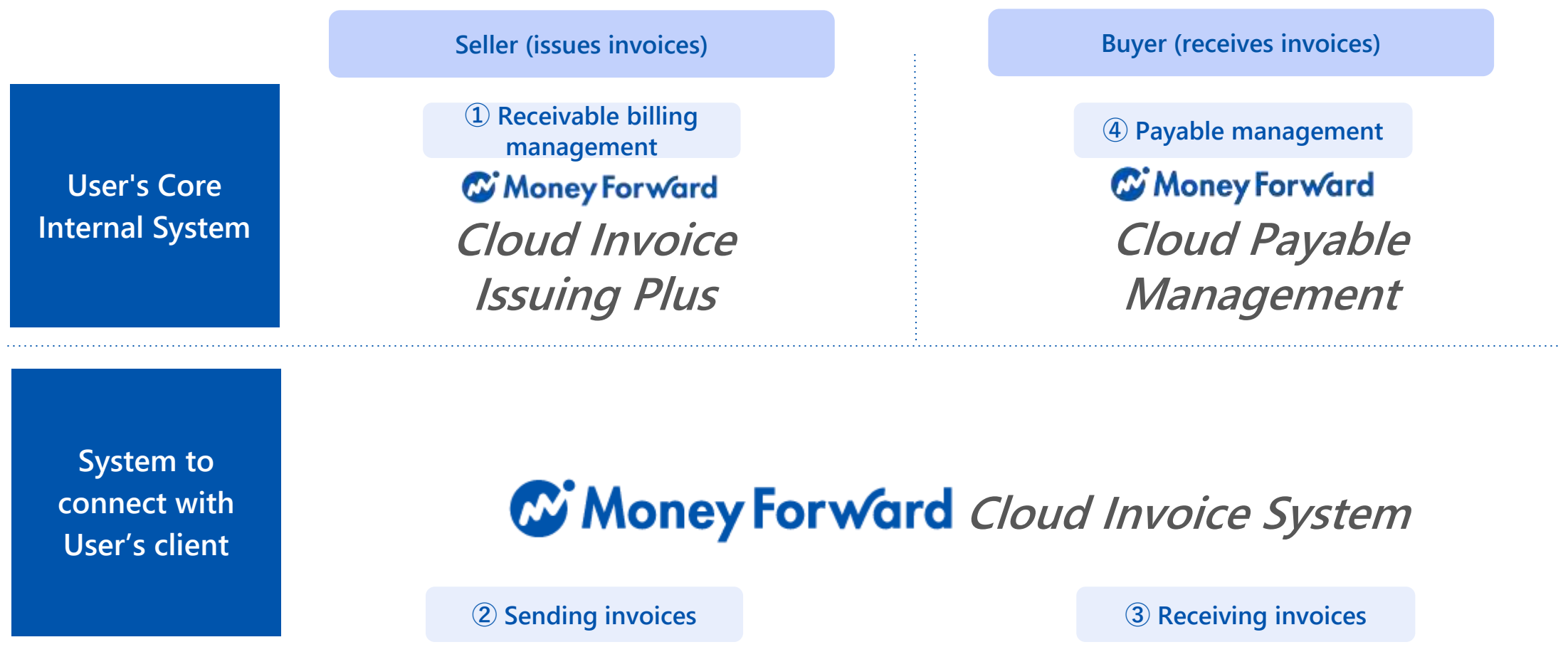
# Introduction of Invoice



# For Sole Proprietors and SMB | Product Lineup



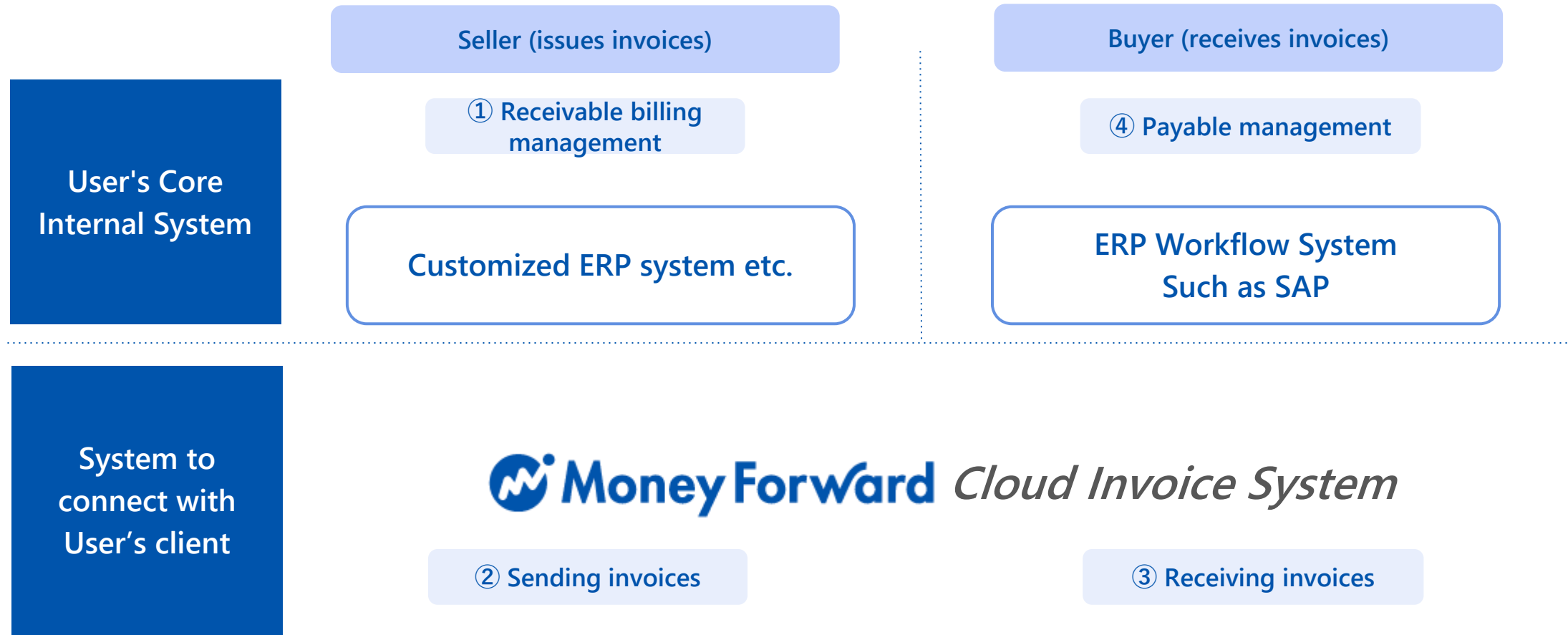
# For Medium-Sized Companies | Product Lineup



\* Sending function of the Money Forward Cloud Invoice System is to be developed.

# For Enterprise Companies : Service Usage

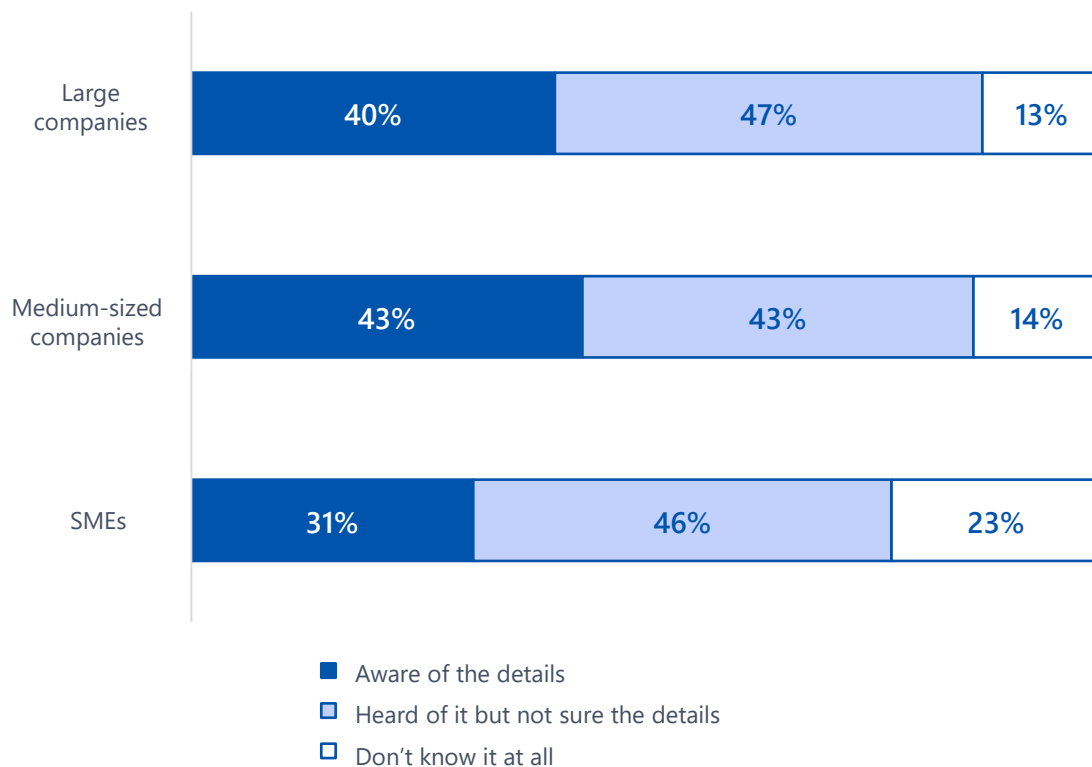
SaaS can be provided to enterprises that already have a core system in place, as well as to peripheral areas.



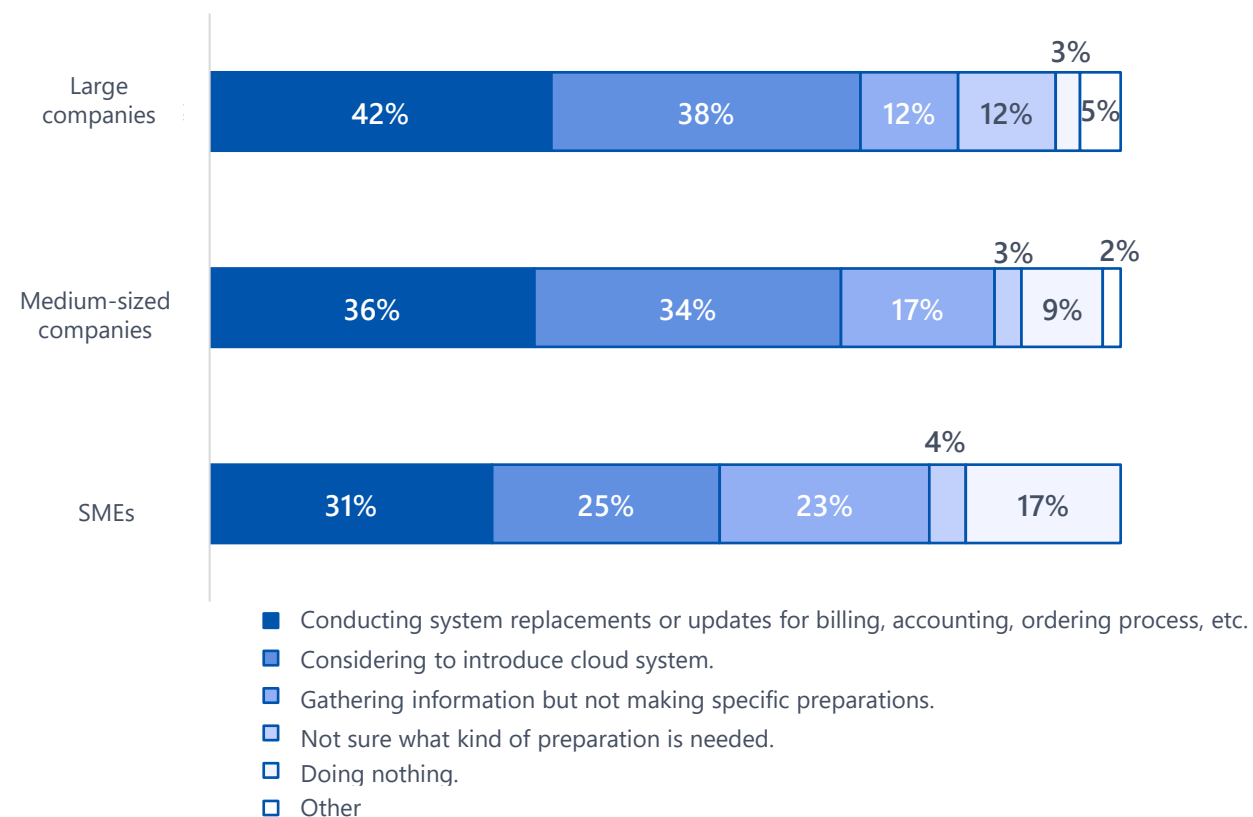
\* Sending function of the Money Forward Cloud Invoice System is to be developed.

Awareness of the Invoice System is low, with only 30% of SMEs aware of the new regulation. Compliance status is low for even companies that are aware of the regulation, thus demand for cloud services is expected to accelerate.

### Awareness of Invoice System\*1 (by company size)



### Status of compliance with the Invoice System\*2 (Within those who responded "Aware of the details" in the left chart)

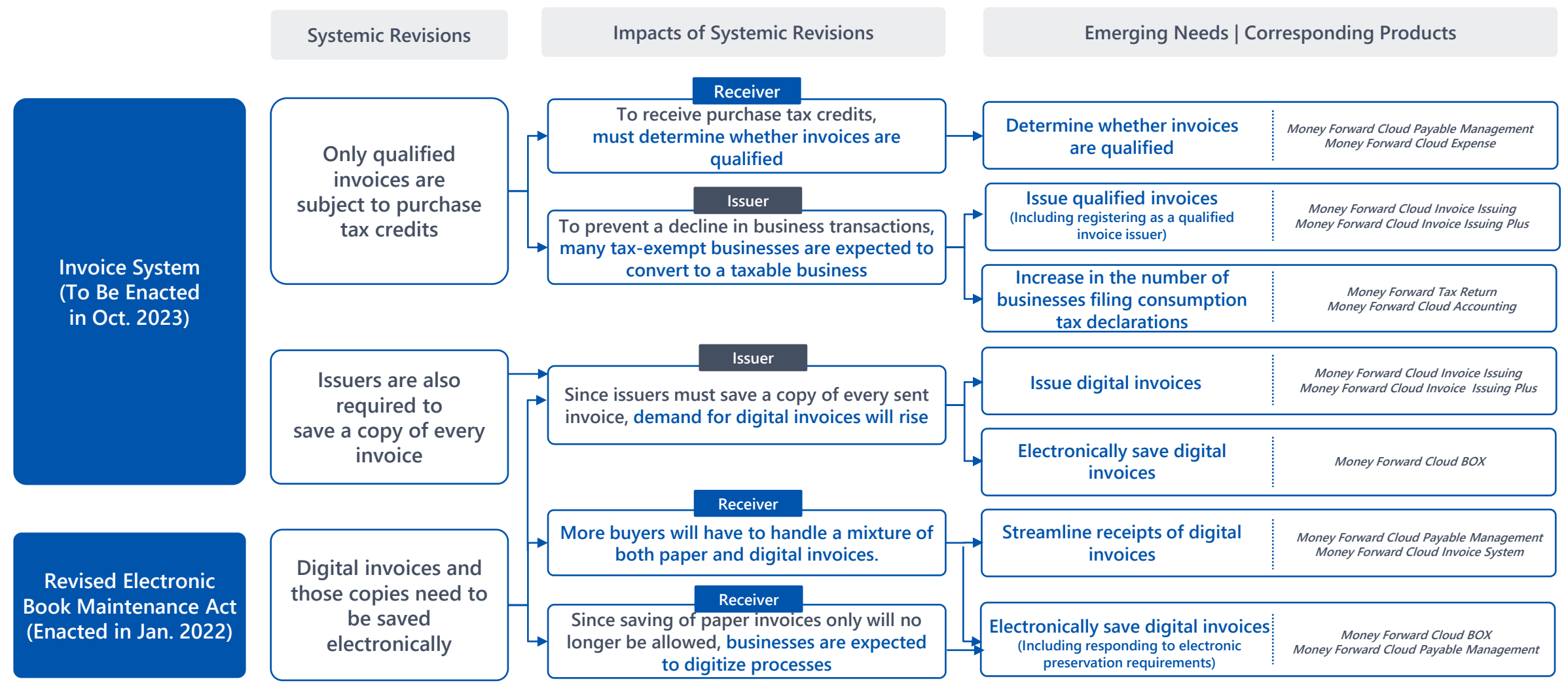


\*1 MM Research Institute, March 4, 2022, "Data 14: Awareness of Invoice System by Company Size," in "Survey on Digitalization of SMEs," an analysis of issues in promoting DX among SMEs.

\*2 In the same report as \*1, "Data 15. Security Issues by Company Size (for respondents who indicated in Data 14 that they were "Aware of the details" of the invoice system).

# (Reference) Impact of Launch of Invoice System; New Demands/Corresponding Products

Major systemic changes accompanying the revision of the Electronic Book Preservation Act and the enactment of the Invoice System are expected to promote electronic sending and receiving of invoices.



# Products and Services



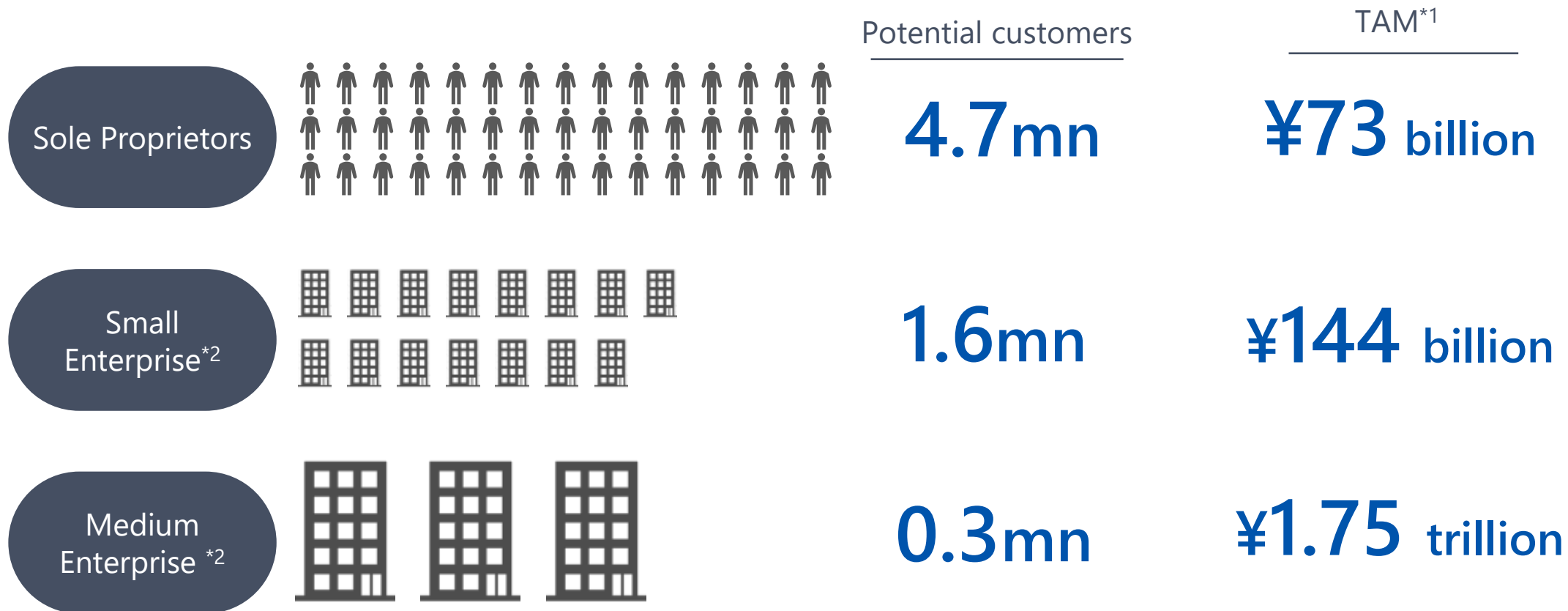
## Business Domain – Price Table

|                    | Accountants<br>& their clients  | Sole Proprietors<br>SMEs   | Corporates   |
|--------------------|---|--|--|
| Distribution       | Field sales   | WEB marketing  | Field sales/<br>Inside sales   |
| Price<br>(Example) | <p><b>Small Business</b><br/>Monthly: ¥3,980<br/>Annual: ¥35,760<br/>(¥2,980/month)</p> <p><b>Business</b><br/>Monthly: ¥5,980<br/>Annual: ¥59,760<br/>(¥4,980/month)</p> <p><b>STREAMED</b> min ¥10,000<br/><b>Manageboard</b> min ¥49,800</p> | <p><b>Personal Mini</b><br/>Monthly: ¥980<br/>Annual: ¥9,600<br/>(¥800/month)</p> <p><b>Personal</b><br/>Monthly: ¥1,280<br/>Annual: ¥11,760<br/>(¥980/month)</p> <p><b>Personal Plus</b><br/>Annual: ¥35,760<br/>(¥2,980/month)</p> <p><b>Small Business</b><br/>Monthly: ¥3,980<br/>Annual: ¥35,760<br/>(¥2,980/month)</p> <p><b>Business</b><br/>Monthly: ¥5,980<br/>Annual: ¥59,760<br/>(¥4,980/month)</p> | <p><b>Accounting Plus</b><br/>Inquiry Price<br/><b>V-ONE Cloud</b><br/>Min ¥33,000<br/><b>Contract</b> Inquiry Price<br/><b>Invoice Plus</b><br/>Inquiry Price<br/><b>HR Database</b><br/>Inquiry Price<br/><b>Expense</b> ¥500/employee<br/><b>Payroll</b><br/>¥300/employee<br/><b>Attendance</b><br/>¥300/employee<br/><b>Social Insurance</b><br/>¥100/employee<br/><b>My Number</b><br/>¥100/employee<br/><b>Tax Adjustment</b><br/>¥100 /employee<br/><b>Payable Management</b><br/>¥300/transaction</p> |



## Back Office SaaS Potential Market Size

Potential market size of back-office SaaS, Group's current area of focus, is estimated to be about **¥1.97 trillion**<sup>\*1</sup>.

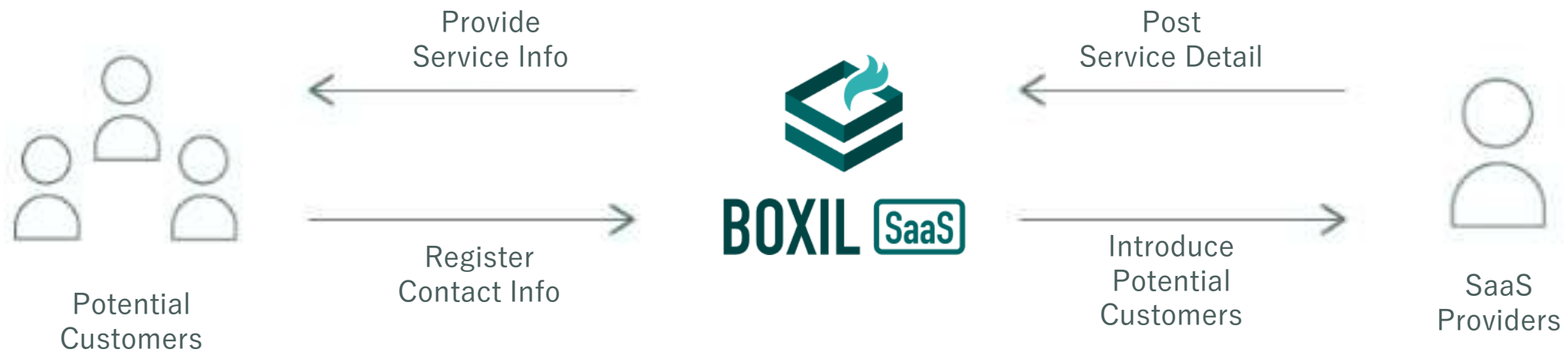


<sup>\*1</sup> Created by Money Forward, Inc. based on National Tax Agency 2020 Survey, MIAC June 2016 Economic Census Activity Survey, MIAC 2017 Labor Force Survey. Total annual expenditure when the Group's all potential customers introduced *Money Forward Cloud* in Japan. The total number of potential customers is the sum of sole proprietors and corporates with less than 1,000 employees.

<sup>\*2</sup> Defined as "Small enterprise" for a corporate with less than 20 employees, "Medium enterprise" for a corporate with between 20 and 999 employees.

# BOXIL SaaS- SaaS Comparison Platform which helps SaaS Companies with their Marketing

The #1 SaaS comparison website \* chosen by SaaS users and potential customers. It connects potential SaaS customers with 1,000+ SaaS products, receiving fees from the SaaS vendors for every document request made by the potential customers.



\* Based on the results of "image survey of SaaS Comparison Media" in September 2020 by Cross Marketing Inc.

## Domestic SaaS Marketing Potential Market Size

Domestic SaaS marketing potential market size is estimated to expand to about ¥1.41 trillion, along with the expansion of SaaS market in Japan.

$$\begin{array}{c} \text{SaaS potential market size}^{*1} \\ \hline \end{array} \times \begin{array}{c} \text{Advertising costs} \\ \text{to net sales ratio}^{*2} \\ \hline \end{array} = \text{¥1.41 tn}$$

¥7.9 tn × 17.9% = ¥1.41 tn

\*1 Estimated based on 25% of the total investment in business systems in the domestic software market in FY 2022 by Fuji Chimera Research Institute, Inc., "2020 New Software Business Market" and the potential market size of back-office SaaS described in the former page.

\*2 Average advertising costs to net sales ratio of domestic major public SaaS companies. Created by Money Forward, Inc. based on financial reports and presentation documents of Money Forward, RAKUS, Uzabase, User Local, kaonavi, Chatwork, Sansan, freee, Cybozu, TeamSpirit, and Yappli available as of April 26, 2022.

## Money Forward ME - Automated PFM Service

*Money Forward ME* is the No.1 PFM and asset management app in Japan<sup>\*1</sup>, reaching 13.7 million users<sup>\*2</sup>. Number of financial services that can be connected is also No.1<sup>\*3</sup>.

Integrates 2,570+<sup>\*3</sup> financial services and automatically creates household accounting books



Manage your financial services easily by aggregating your financial data and visualize your expenditure, you can find unnecessary costs.

No. 1<sup>\*1</sup> in terms of usage and recognition as a PFM app and asset management app



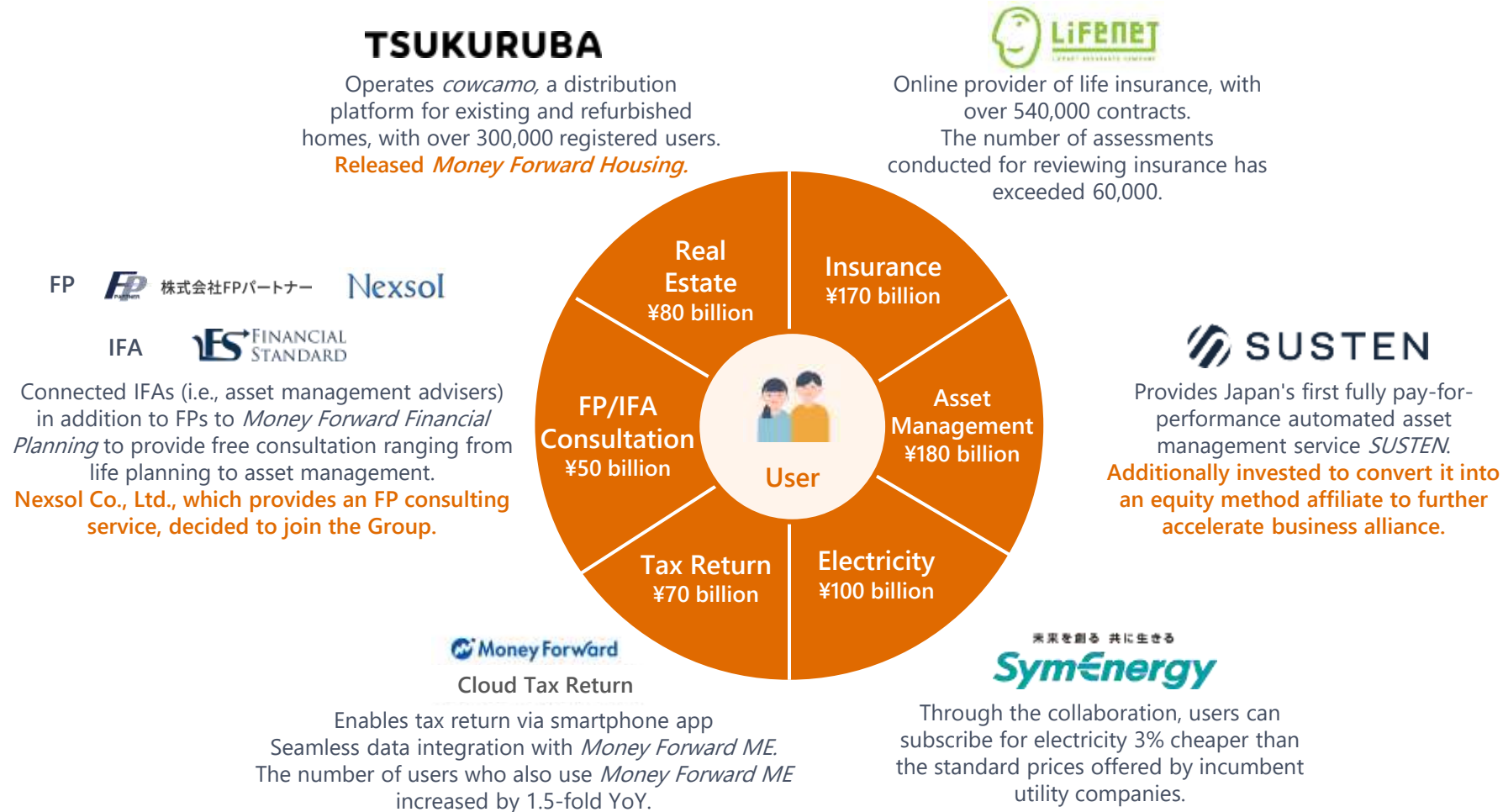
\*1 Survey by Macromill, Respondents: 1,035 PFM app users in their 20s-60s / 1,035 asset management app users in their 20s-60s; Survey period: October 3, 2022 - October 4, 2022; Survey method: Internet survey. PFM apps refer to apps that allow users to manage their household budget using a smartphone or tablet, while asset management apps refer to apps that allow users to centrally manage multiple assets using a smartphone or tablet.

\*2 Number of users of *Money Forward ME* in Home domain, which is the total number of app downloads and web registrations of *Money Forward ME*. The number of users of services for financial institutions provided in X domain, which was included in the past, is not included.

\*3 Based on research by Money Forward, Inc. as of September 30, 2022.

## Expanded Alliances, Including M&As, at an Accelerated Pace

With the aim of resolving financial issues of users, various service developments and alliances progressed steadily in a business realm where the total addressable market (TAM) is **over ¥800 billion**\*1.



\*1 Including TAM of PFM services (¥220 billion). TAM of tax return service is not included as it's included in that of Business domain

## TAM of Home Domain

Approaching to ¥800 billion TAM related to personal financial services through business development and business alliances.

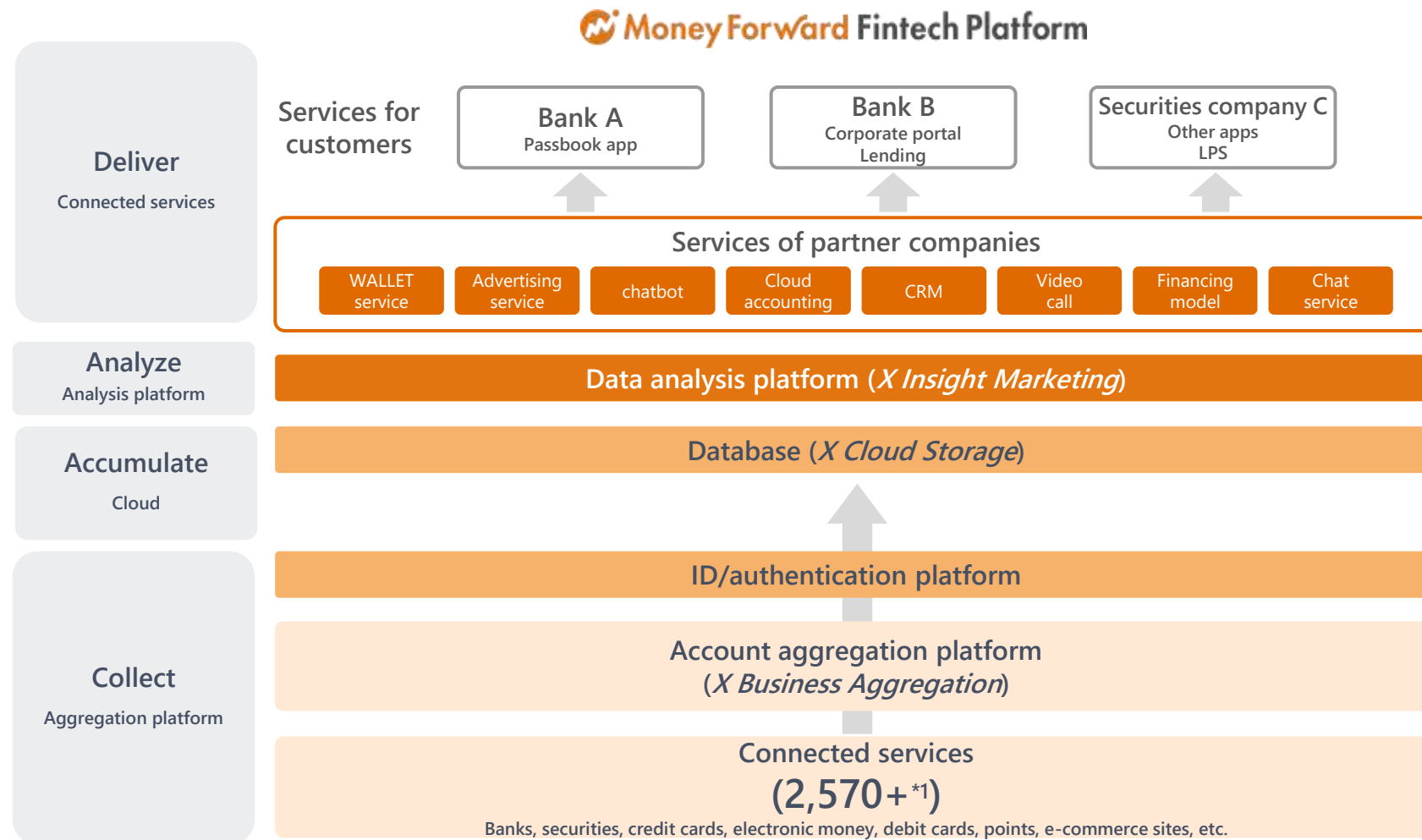
|                  |                                  |   |                       |   |                     |
|------------------|----------------------------------|---|-----------------------|---|---------------------|
| PFM              | 37 million people <sup>*1</sup>  | × | ¥6,000 <sup>*2</sup>  | = | <b>¥220 billion</b> |
| Asset management | ¥18 trillion <sup>*3</sup>       | × | 1% <sup>*4</sup>      | = | <b>¥180 billion</b> |
| Electricity      | ¥5 trillion <sup>*5</sup>        | × | 2% <sup>*4</sup>      | = | <b>¥100 billion</b> |
| Insurance        | ¥3 trillion <sup>*6</sup>        | × | 5% <sup>*4</sup>      | = | <b>¥170 billion</b> |
| Real estate      | ¥4 trillion <sup>*7</sup>        | × | 2% <sup>*4</sup>      | = | <b>¥80 billion</b>  |
| FP consultation  | 2.6 million people <sup>*8</sup> | × | ¥20,000 <sup>*4</sup> | = | <b>¥50 billion</b>  |
| <b>Total</b>     |                                  |   |                       |   | <b>¥800 billion</b> |

<sup>\*1</sup> Net banking users. Calculated by the Company by estimating the total number of Internet banking users in Japan based on the number of Internet banking accounts at three metropolitan banks, and the "White Paper on Financial Information Systems 2022". <sup>\*2</sup> Annualized premium charge for *Money Forward ME*. <sup>\*3</sup> The total amount of financial assets in the accounts linked to the personal services provided by *Money Forward ME* and *Money Forward X* as of June 30, 2022.

<sup>\*4</sup> Commission rate the Company receives, estimated based on other companies' services. <sup>\*5</sup> Market size of new electric power companies. Estimated by Money Forward, Inc. based on "Population, Demographics and Households Based on the Basic Resident Ledger" by the Ministry of Internal Affairs and Communications, "Progress in Total Liberalization of Electricity and Gas Retailing" by the Ministry of Economy, Trade and Industry, "General Contact Points for Government Statistics (e-Stat)," and "Household Income and Expenditure" by the Ministry of Internal Affairs and Communications. <sup>\*6</sup> New subscription fee for individual insurance contracts. Calculated by the Company based on The Life Insurance Association of Japan's FY 2021 "Trends in Life Insurance" and the FY2019 Survey on "Life Insurance Coverage (preliminary version)". <sup>\*7</sup> Market size of the existing condominium market in Tokyo. Based on "Trends in the Tokyo Metropolitan Area Real Estate Market (FY 2021)" by the East Japan Real Estate Information Network. <sup>\*8</sup> Of the number of new individual insurance contracts purchased, annual premiums paid by those who purchased through insurance agents. Based on the Life Insurance Association of Japan's FY 2021 "Trends in Life Insurance" and the Life Insurance Culture Foundation's "National Survey on Life Insurance (Preliminary Version)" for FY 2021.

## Driving Digital Transformation of Banks and Their Customers via *Money Forward Fintech Platform*



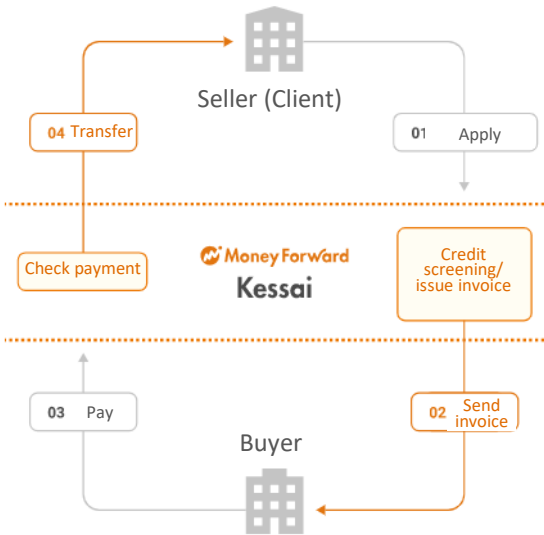
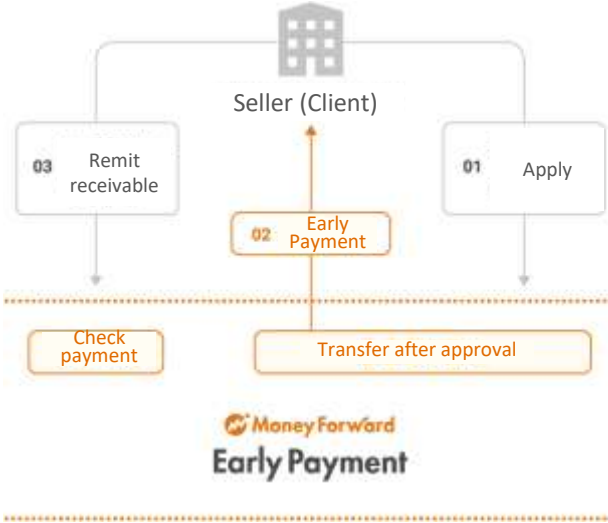
Platform that can accumulate and analyze asset data and settlement data for corporate financial services and link them to third parties.



## Business Outline of Money Forward Kessai, Inc.

Deploys two businesses: *Money Forward Kessai*, a B2B invoicing and settlement BPO business, and *Money Forward Early Payment*, an accounts receivable financing business.

Both services are also offered by Biz Forward, a joint venture established with MUFJ Bank, Ltd.

|                          |  Money Forward Kessai |  Money Forward Early Payment |
|--------------------------|---|---|
| <b>Scheme</b>            |                      |                              |
| <b>Service</b>           | B2B invoicing and settlement BPO service  | Accounts receivable financing service   |
| <b>Value Proposition</b> | Streamlines credit screening/invoicing/collection and offers payment guarantee                          | Enables early financing   |
| <b>Business Model</b>    | Recurring revenue   | Non-recurring revenue   |





#### Disclaimer

The forward-looking statements and other contents included in this material are determined based on information currently available and may be subject to change due to macro economic trends, changes in the market environment or industry in which the Group operates, or for other internal/external factors. Money Forward, Inc. shall not represent or warrant the accuracy or completeness of the information contained in this material.

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**FY11/22 Full-Year Financial results are scheduled to be released at 15:00 or later on January 16, 2023.**