Financial Results for the Full Year Ended November 30, 2018

Money Forward, Inc.

January 15, 2019

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Highlights

Financial Highlights

- Full-year consolidated net sales increased significantly by **58% YoY** to ¥4.59 billion, **near the upper end of the forecast range** (50-60% YoY).
- EBITDA was negative ¥654 million, **being within the forecast range** (negative ¥670 to negative ¥370 million). EBITDA excluding advertising expenses was negative ¥203 million.
- Net sales of *Money Forward Cloud* (Previously known as *MF Cloud*) Services **increased significantly by 82% YoY**, **12% above the forecast,** leading the Group's growth.
- Net sales of PFM Services **grew steadily by 28% YoY**, which was **1% above the forecast.**

* FY11/18 consolidated net sales forecast was ¥4.35 ~ 4.65 billion. (announced on January 15, 2018)
Figures for *Money Forward Cloud* Services and PFM services are based on the lower end of the FY11/18 net sales forecast. (¥4.35 billion)

Key Topics in and after FY11/18 Q4

- ***Money Forward Cloud Attendance*** to be launched in mid February 2019.
- TV advertising campaign started for *Money Forward ME*.
- Formed partnership with NTT Docomo to co-develop features of *Lending Manager*, NTT Docomo's app for lending service customers.
- Money Forward Fine, Inc. completed registration as "Money Lender" under the Money Lending Business Act.
- Raised ¥6.6 billion in international equity offering (institutional investors only), **enhancing our balance sheet**.

FY11/19 Consolidated Financial Forecast

- We expect consolidated net sales of ¥7.12 to 7.58 billion with **YoY growth of 55 to 65%**, aiming to outperform the previous fiscal year (+58% YoY).

- With funds raised through international equity offering, **investment in sales and marketing will be increased considerably**, mainly for *Money Forward Cloud* Services.

- Given the above increase in net sales and investment, we expect EBITDA of negative ¥2.42 billion to negative ¥1.92 billion and EBITDA (excluding advertising expenses) of negative ¥1.02 billion to negative ¥0.52 billion.

- Due to the TV advertising campaign for PFM services, negative EBITDA is expected to be largest in Q1.

Policy for Growth Investment and Profitability

Policy for Growth Investment

- As a **Subscription business model**, we focus on **maximizing present value of medium-to-long term cash flow**.
- Through FY11/19 to FY11/20, investment will be accelerated in 1) Business domain which is a SaaS business and 2) Finance domain which consists of several financial solutions for existing customers.
- Such investment to be executed **as long as unit economics metrics are reasonable and sound**, with an eye on external environment as well as competitions.
  (further detail on P42-43)
- Will take M&A opportunities as a part of our growth strategy.

Policy for Profitability

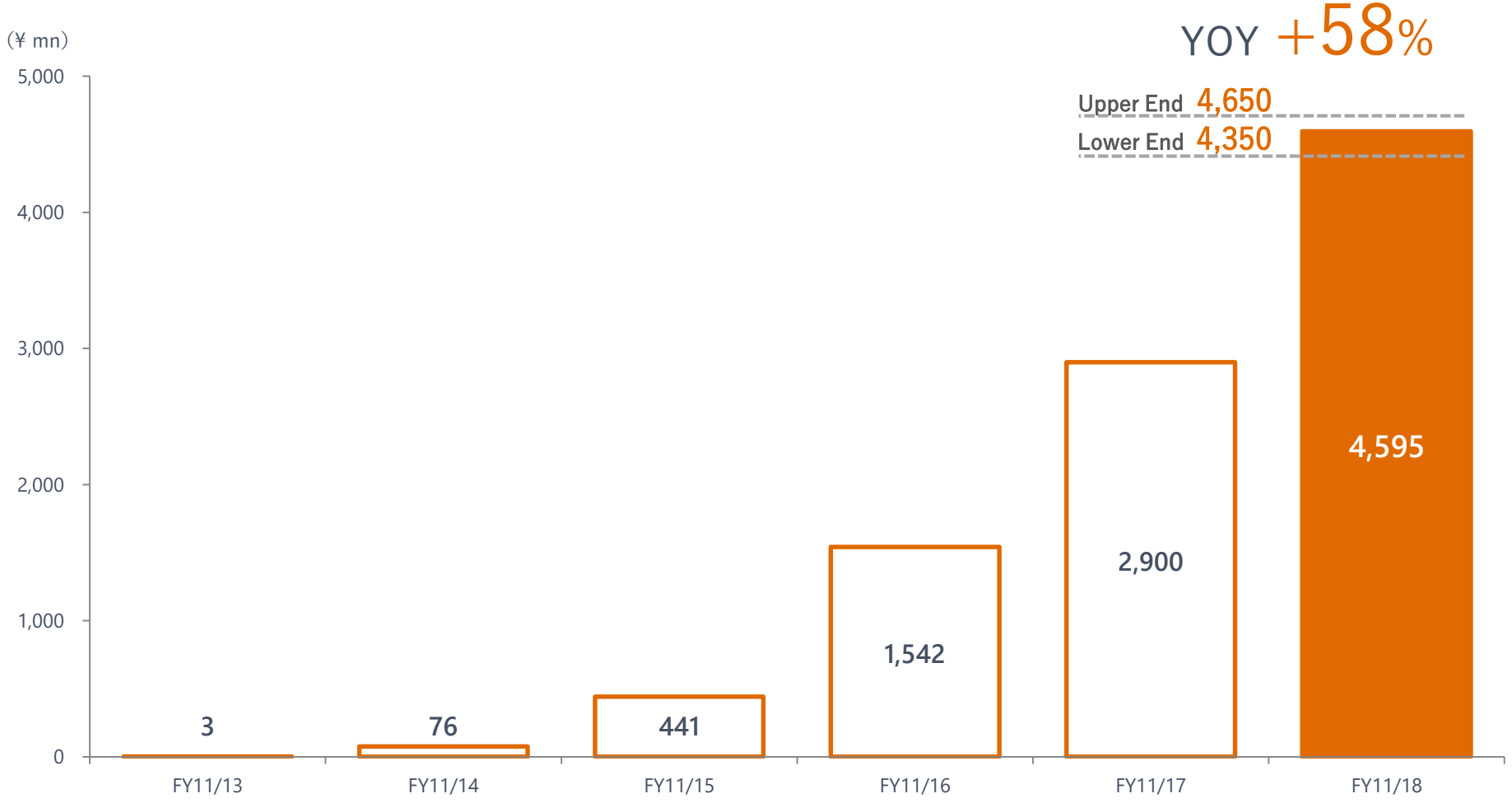
- Aim at **turning EBITDA positive** in FY11/21 by strengthening the revenue base and boosting cash flow generation by the above investments.
- After turning EBITDA positive, we plan to further improve the enterprise value by **listing on the first section of the Tokyo Stock Exchange** as soon as possible.



FY11/18
Financial Highlights and Topics

Net Sales Trend

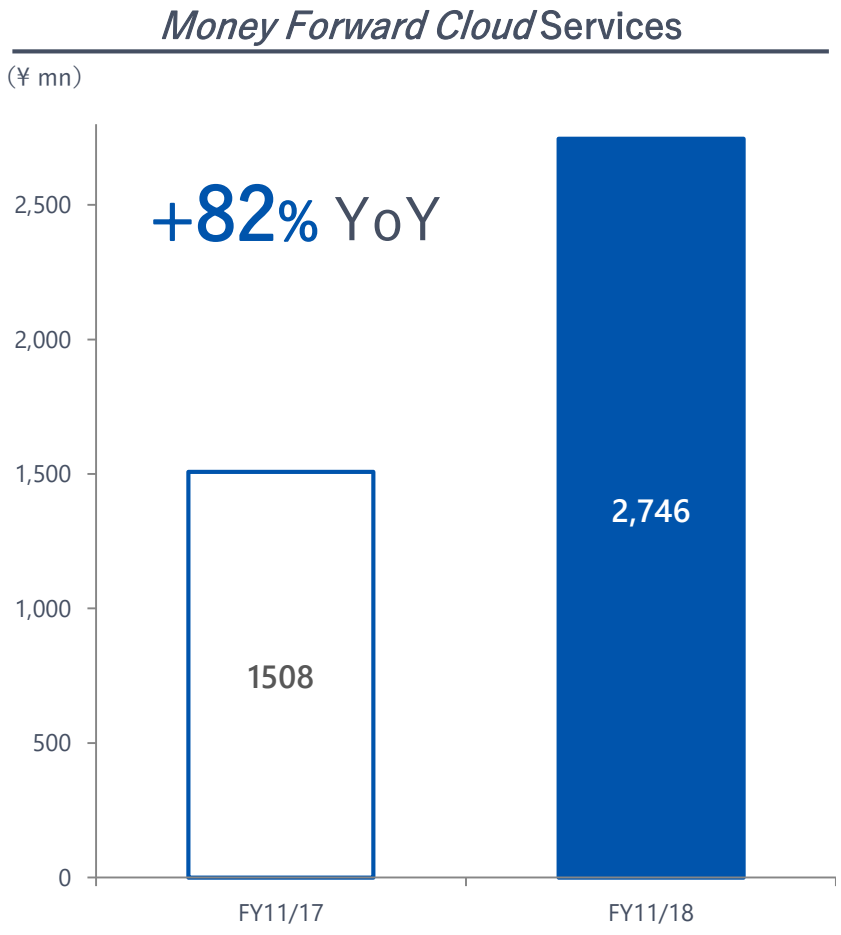
FY11/18 full-year consolidated net sales grew rapidly to ¥4.59 billion, up by **58% YoY,** thus the **near the upper end of the forecast range** (50 to 60% YoY).

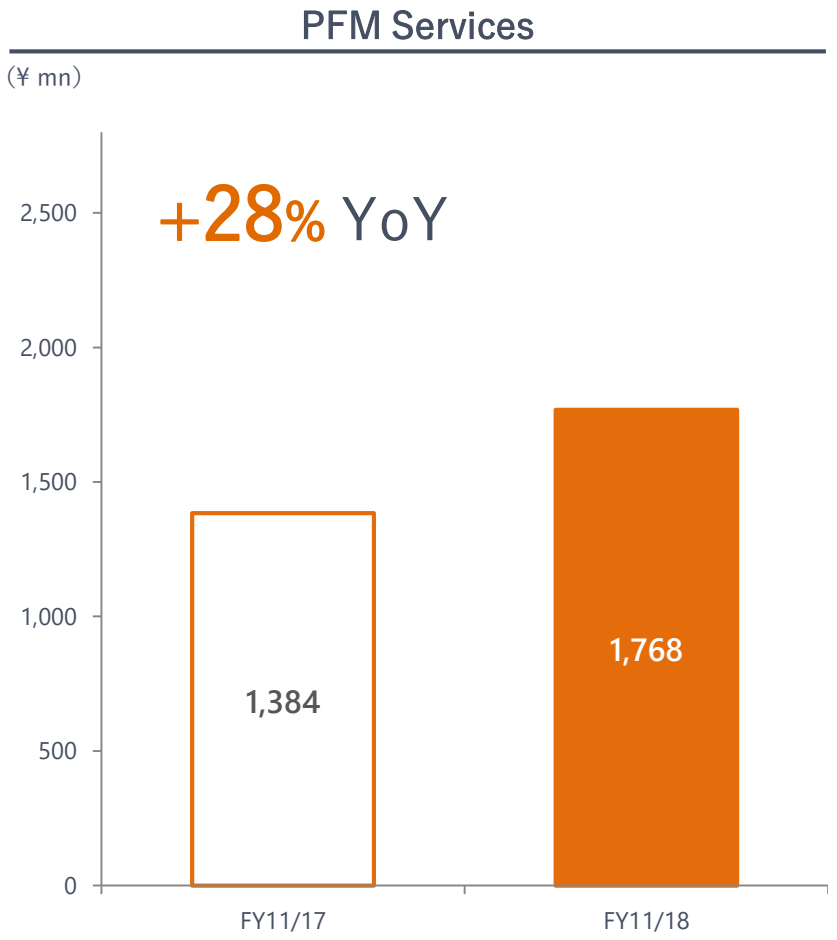


*Values for FY11/16 and before are stand-alone basis and values for FY11/17 and thereafter are consolidated basis.

Net Sales (By Key Service, YoY Comparison)

Net sales of both *Money Forward Cloud* Services and PFM Services grew significantly YoY, increasing by **82%** and **28%**, respectively.

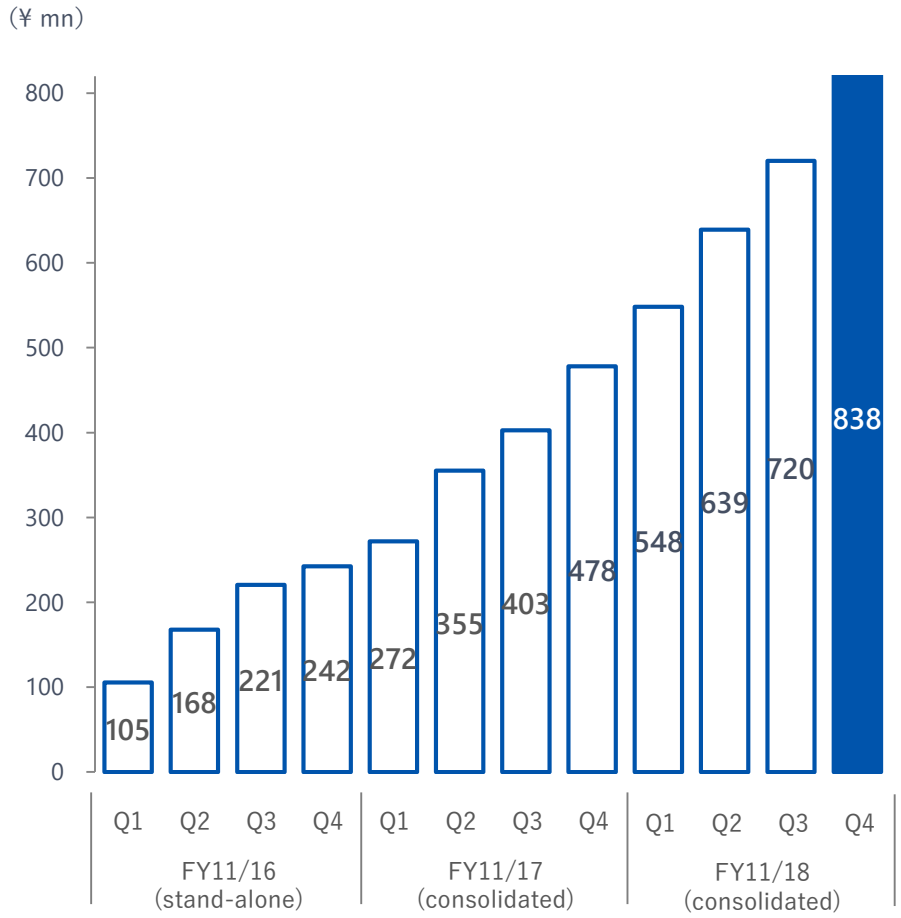




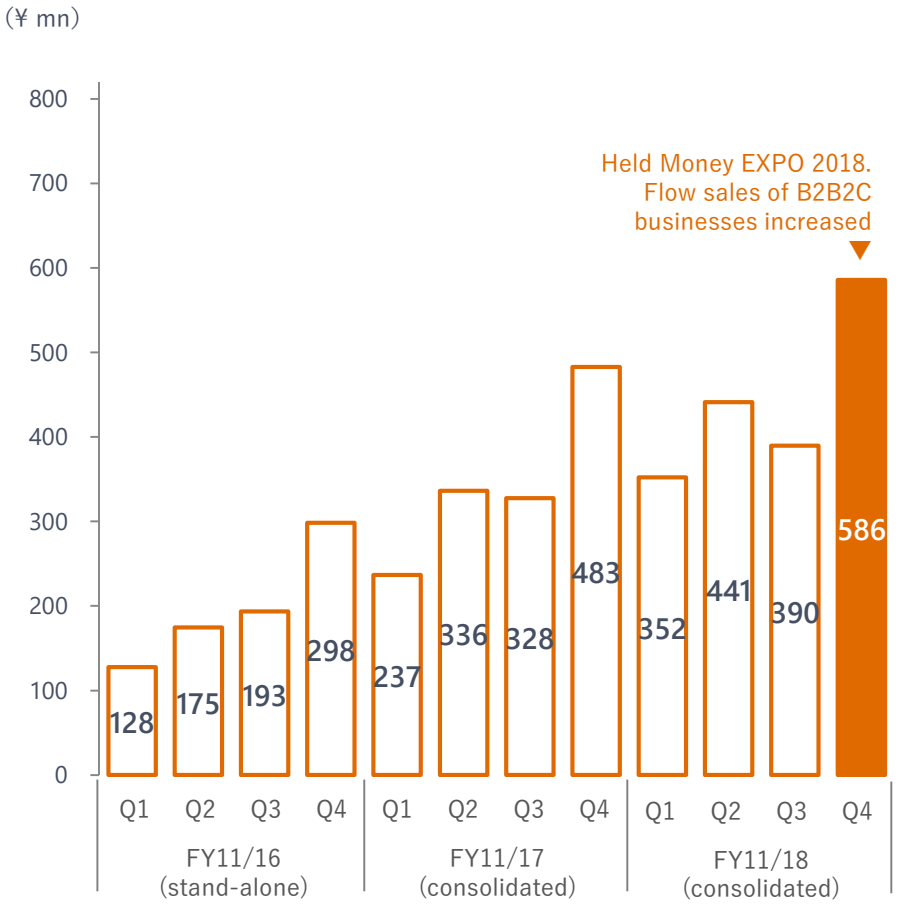
Net Sales (By Key Service, Quarterly Trend)

FY11/18 Q4 saw **record-high net sales for both *Money Forward Cloud* Services and PFM Services.**

Money Forward Cloud Services

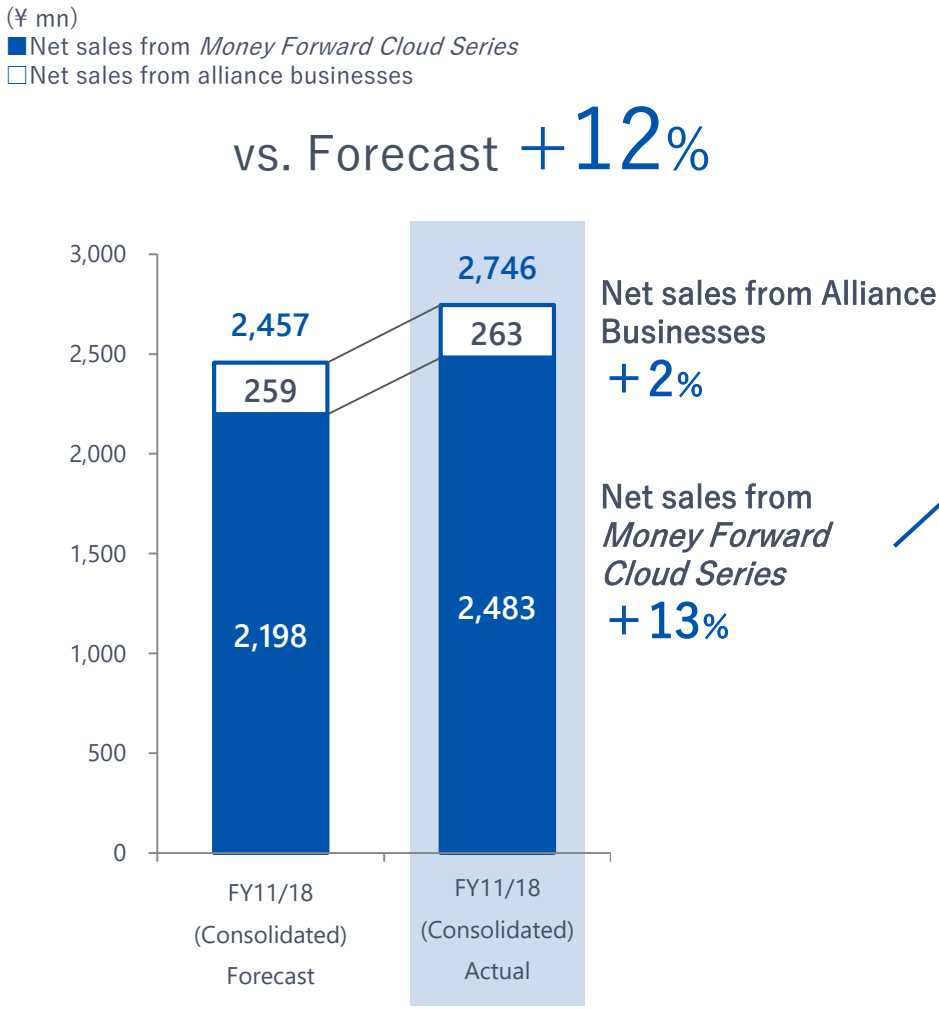


PFM Services



Net Sales vs. Forecast (*Money Forward Cloud* Services) 11

Achieved **12% above the forecast**, driven by steady growth of net sales from *Money Forward Cloud Series.*

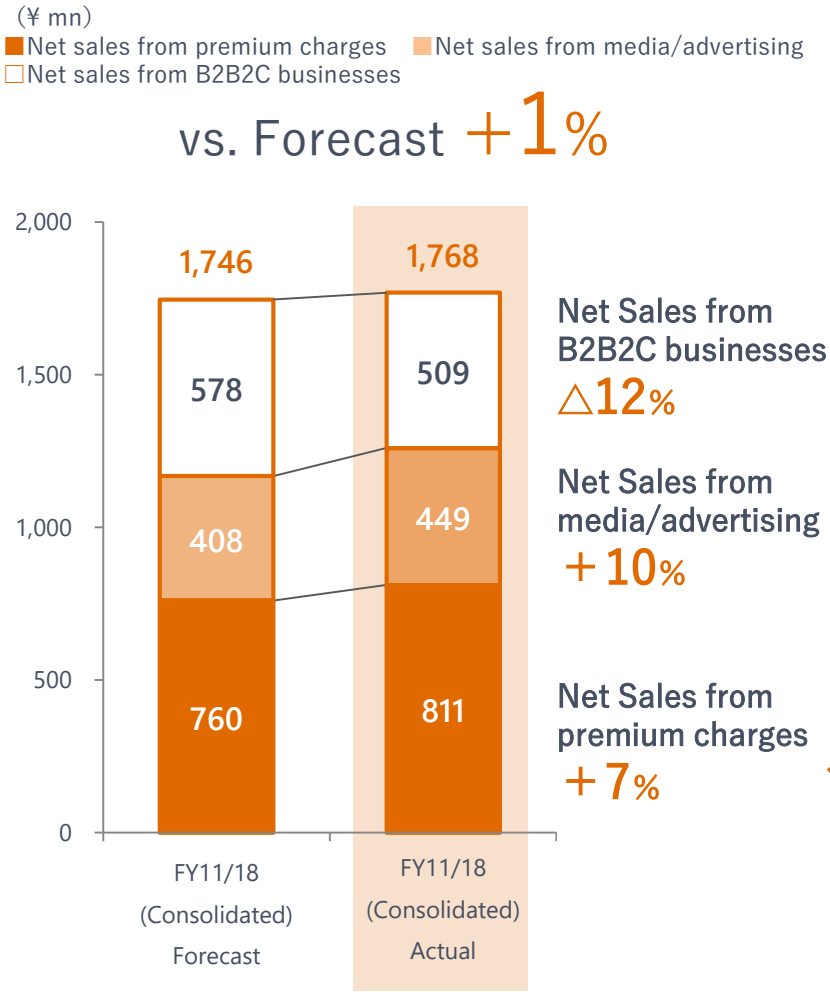


- Solid performance in direct sales to corporates. Expanding into larger accounts (several hundred employees), mainly with Expense and Payroll services
- Strong sales of *STREAMED* provided by Klavis which joined the Group in Nov. 2017
- Sales growth accelerated by a subsidy program supported by the by Japanese government for IT tool installations
- From Q4, added net sales of Knowledge Labo and Wakufuri, which joined the Group in Jul. and Aug. 2018, respectively

* FY11/18 consolidated forecasts are based on the lower end of the net sales forecast (¥4.35 billion) which announced on January 15, 2018.

Net Sales vs. Forecast (PFM Services)

Net sales from premium charges and media/advertising grew steadily, being in line with the forecast.



Net Sales from B2B2C businesses △12%

- Increased the number of financial institutions implementing *Digital Passbook,* which charges relatively lower initial implementation fees. On the other hand, the number of launch of *Money Forward for X ,* which charge higher initial implementation fees, fell short of the expectation
- Stock sales decreased due to contract modifications with some existing customers

Net Sales from media/advertising +10%

- Strong sales from events

Net Sales from premium charges +7%

- Both number of users and premium user rate increased steadily

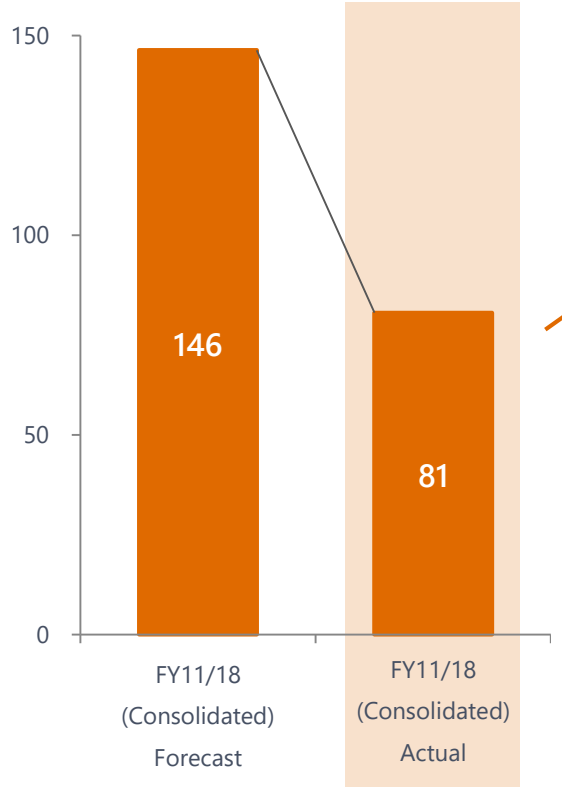
* FY11/18 consolidated forecasts are based on the lower end of the net sales forecast (¥4.35 billion) which announced on January 15, 2018.

Net Sales vs. Forecast (New Business etc.)

MF KESSAI's progress was on track while *mirai talk*, a face-to-face business, lagged behind the plan.

(¥ mn)

vs. Forecast negative 45%

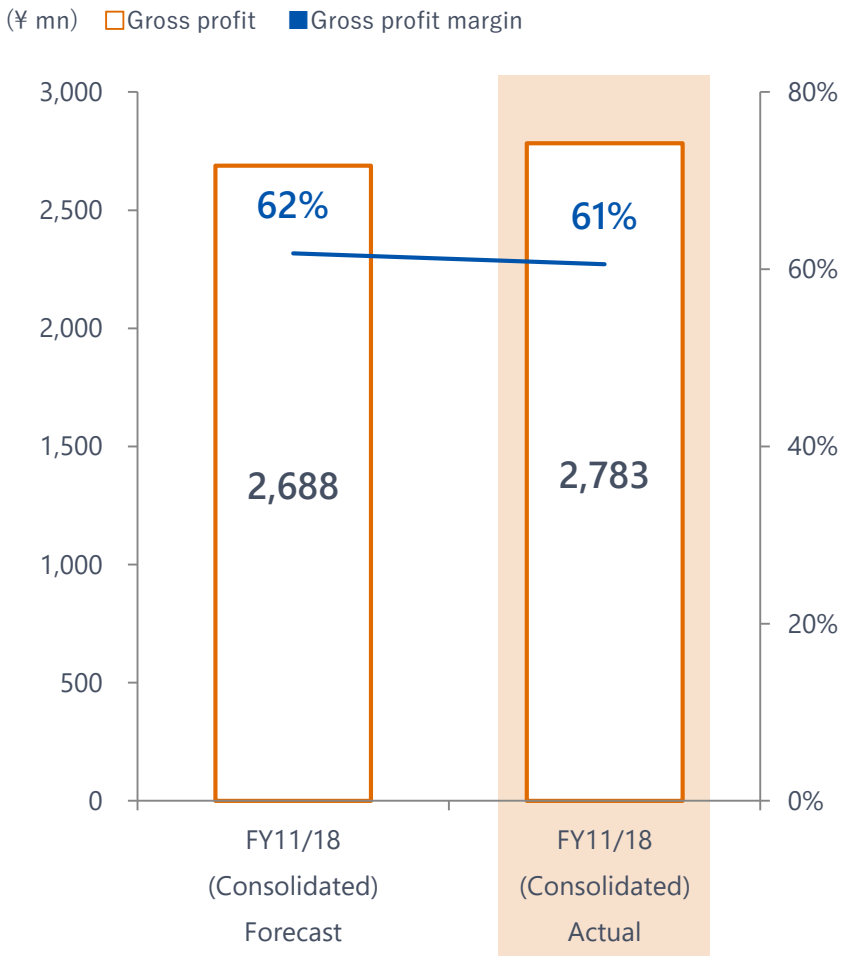


- Continued progress in the customer acquisition for *MF KESSAI*
- Monetization of *mirai talk* significantly lagged behind the plan

* FY11/18 consolidated forecasts are based on the lower end of the net sales forecast (¥4.35 billion), announced on January 15, 2018.

Gross Profit vs. Forecast

Gross profit and gross profit margin were mostly in line with the forecast.
Recruiting of development personnel has continued at a healthy pace.



- Gross profit was ¥0.1 billion above the forecast as net sales outperformed
- Gross profit margin was 61%, being mostly in line with the forecast of 62%

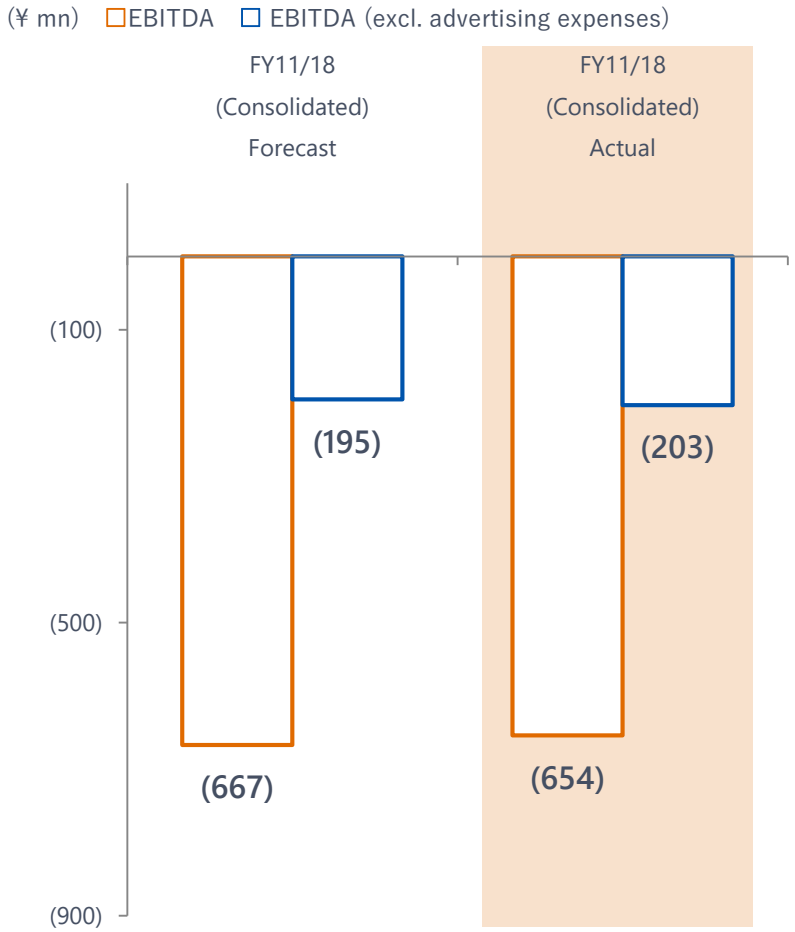
Reference : Difference in treatment of development expenses (mainly development personnel expenses) between us and global SaaS companies

- We allocate development personnel expenses in cost of sales based on J-GAAP
- In general, global SaaS companies allocate such costs as R&D expenses, which are not included in cost of sales

* FY11/18 consolidated forecasts are based on the lower end of the net sales forecast (¥4.35 billion), announced on January 15, 2018.

EBITDA vs. Forecast

EBITDA was negative ¥654 million, being within the forecast range (negative ¥670 million to negative ¥370 million).



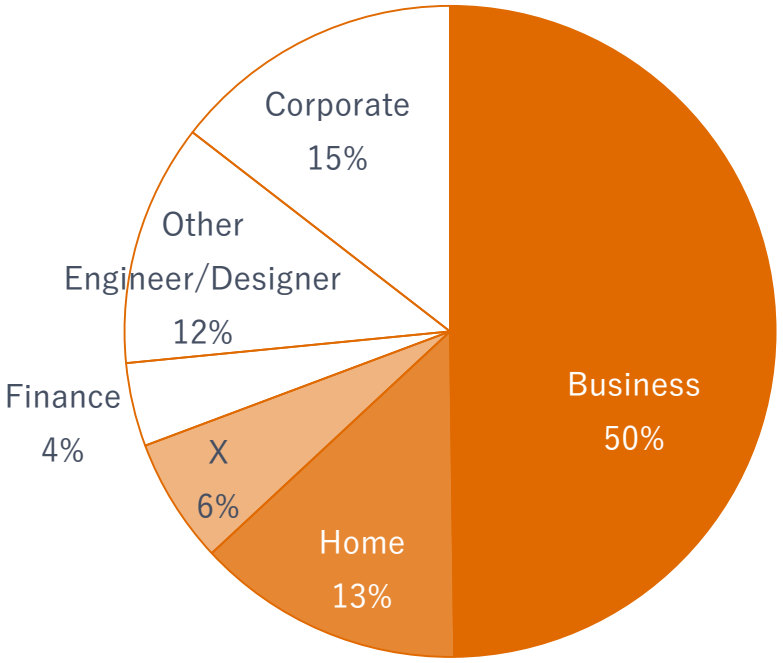
- As net sales grew steadily, investments towards development expenses and recruiting/training expenses etc. were accelerated
- As a result, EBITDA was at the lower end of the forecast range
- Advertising expenses were incurred as planned at the beginning of the fiscal year

* FY11/18 consolidated forecasts are based on the lower end of the net sales forecast (¥4.35 billion), announced on January 15, 2018.
EBITDA = Operating profit/loss + depreciation + amortization

Full-time Employee Breakdown (by New Domain)

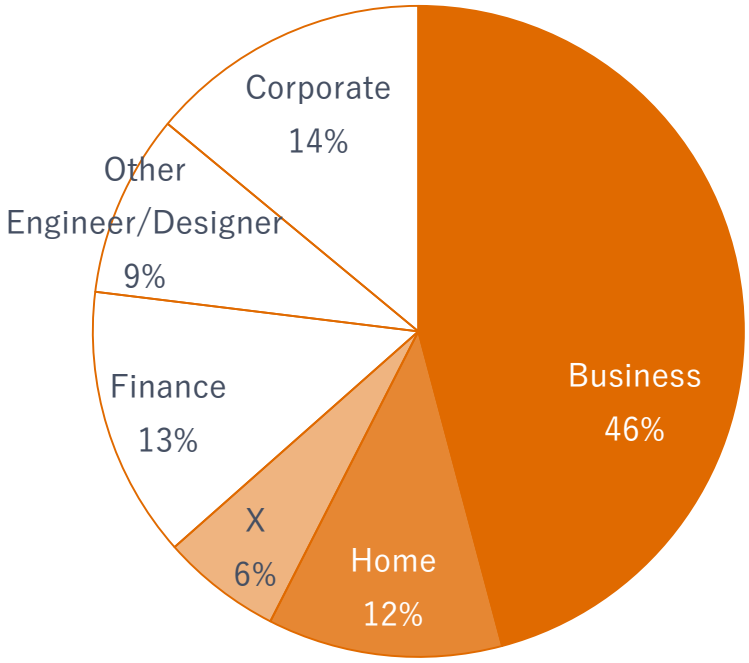
Considerable progress was made in recruiting as planned. Number of full-time employees reached 386 (+145 YoY). Proportion of Finance domain increased as it started to scale.

As of November 30, 2017



Total : 241

As of November 30, 2018

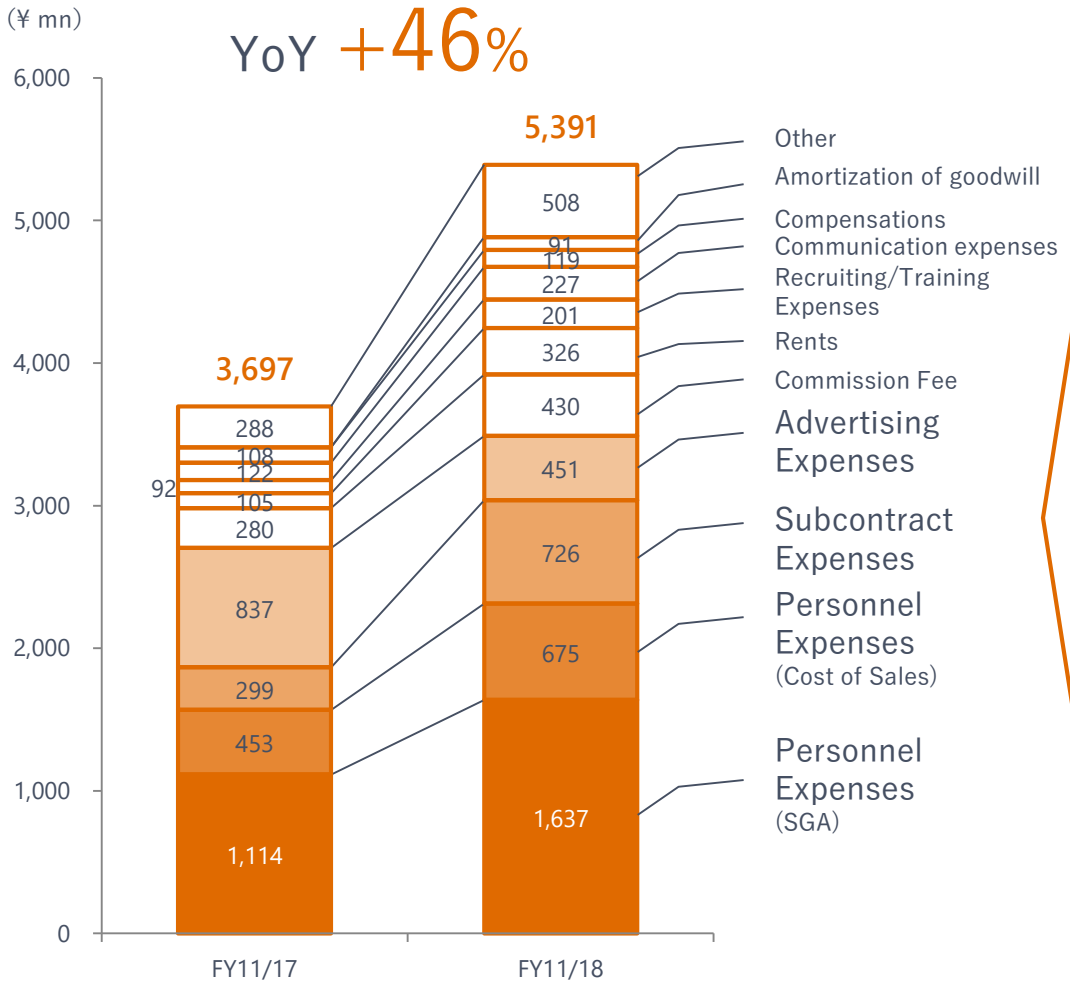


Total : 386
(YoY +145)

* Other Engineer/Designer includes CISO Dept., CTO Dept., Account Aggregation Dept. etc.
Corporate includes CEO's Office, Corporate Planning and Finance Dept, Administrative Dept., Fintech Research Office, etc.

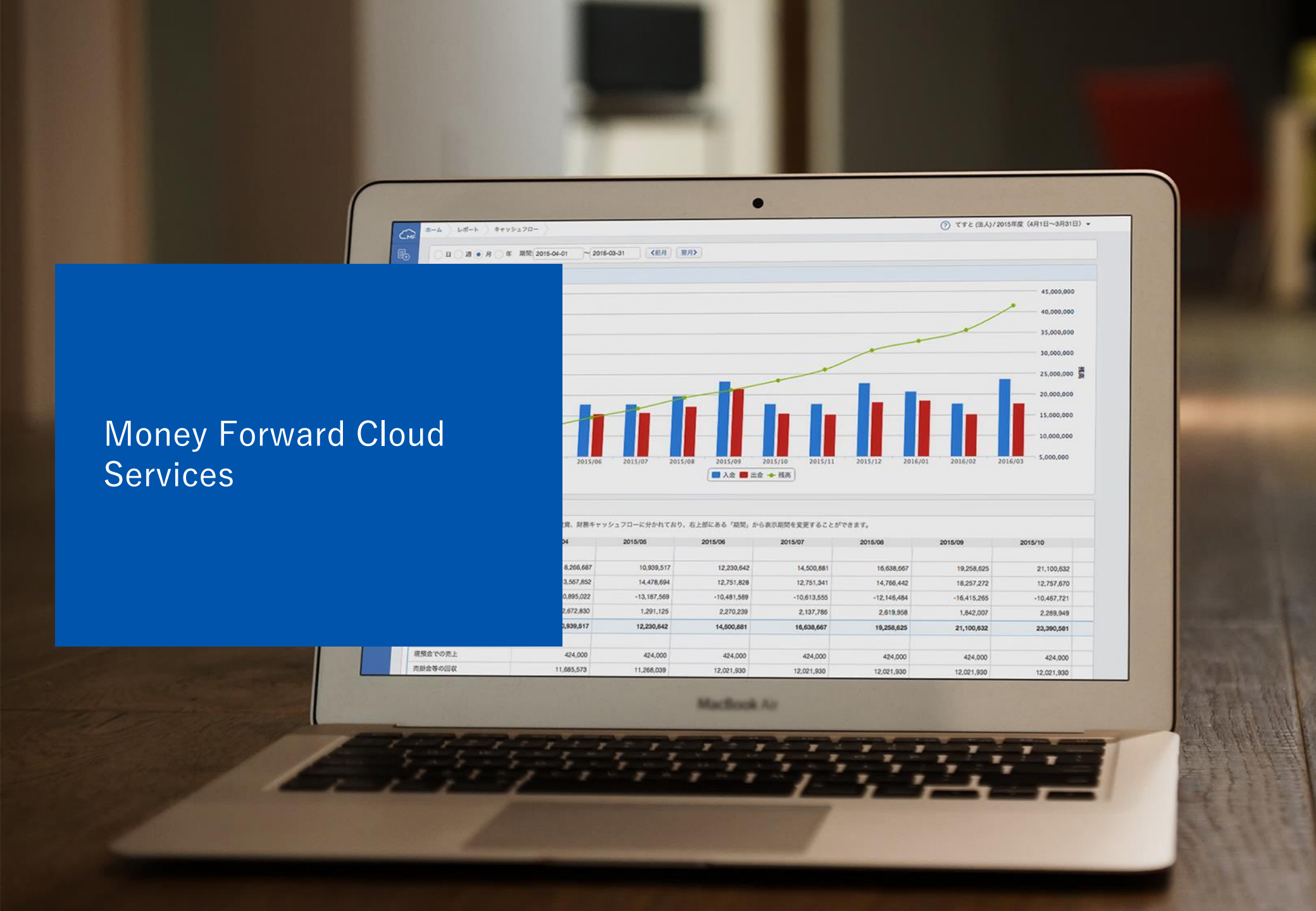
Breakdown of Expenses (Cost of Sales & SGA)

Total expenses increased by 46% YoY mainly due to the increase in personnel expenses.



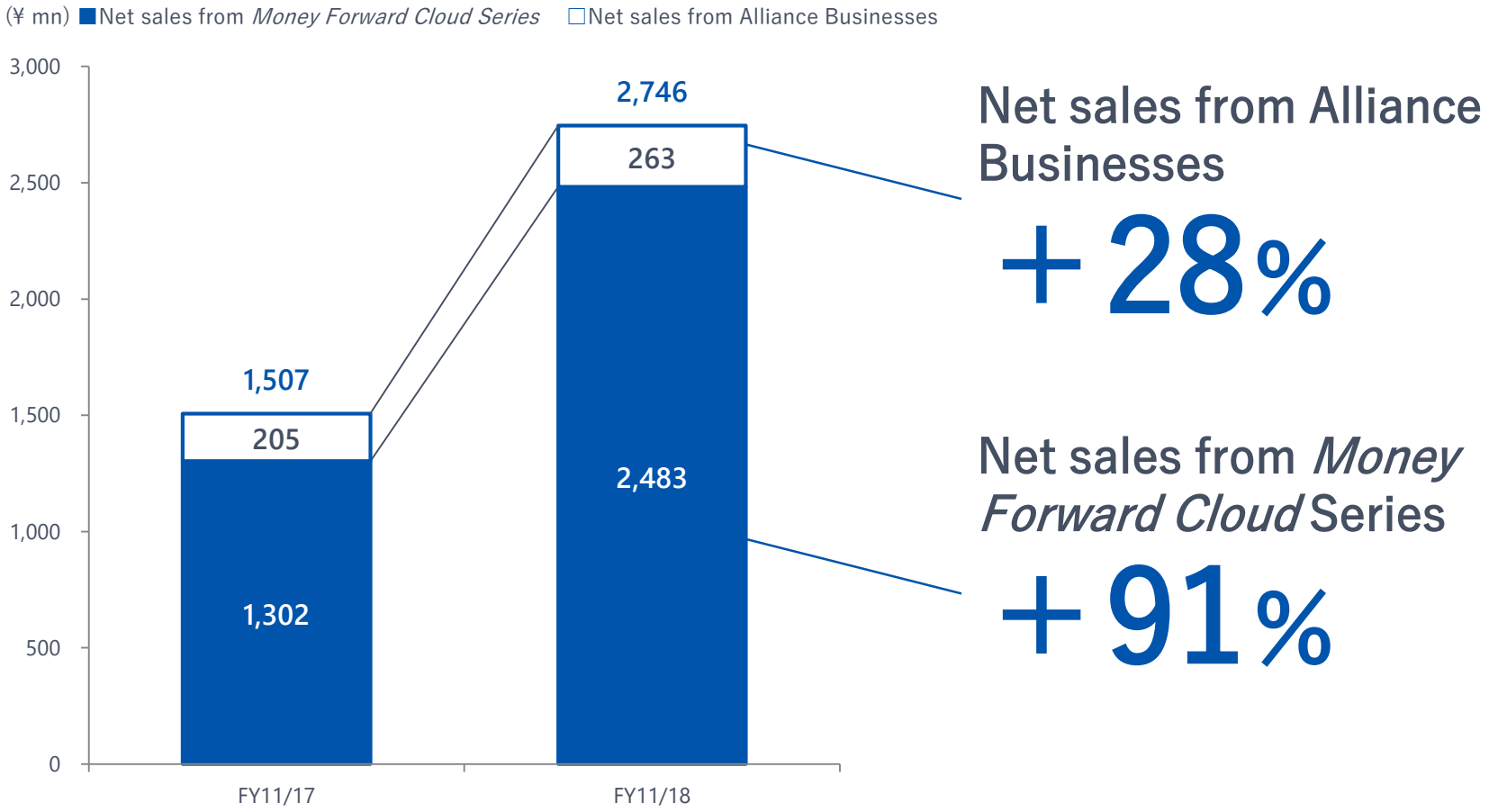
- Increase in personnel expenses (Cost of Sales) was driven by recruiting of engineers/designers. On the other hand, increase in personnel expenses (SGA) was driven by recruiting of sales and etc.
- Subcontract expenses increased as more development consignment expenses were incurred for the purpose of setting up new businesses and etc.
- Increase in office rent and one-time expenses for HQ relocation
- Advertising expenses dropped YoY as there was no TV advertising campaign conducted in FY11/18

Money Forward Cloud Services



Net Sales of *Money Forward Cloud* Services

Net sales of *Money Forward Cloud* Series increased significantly by **91% YoY**.

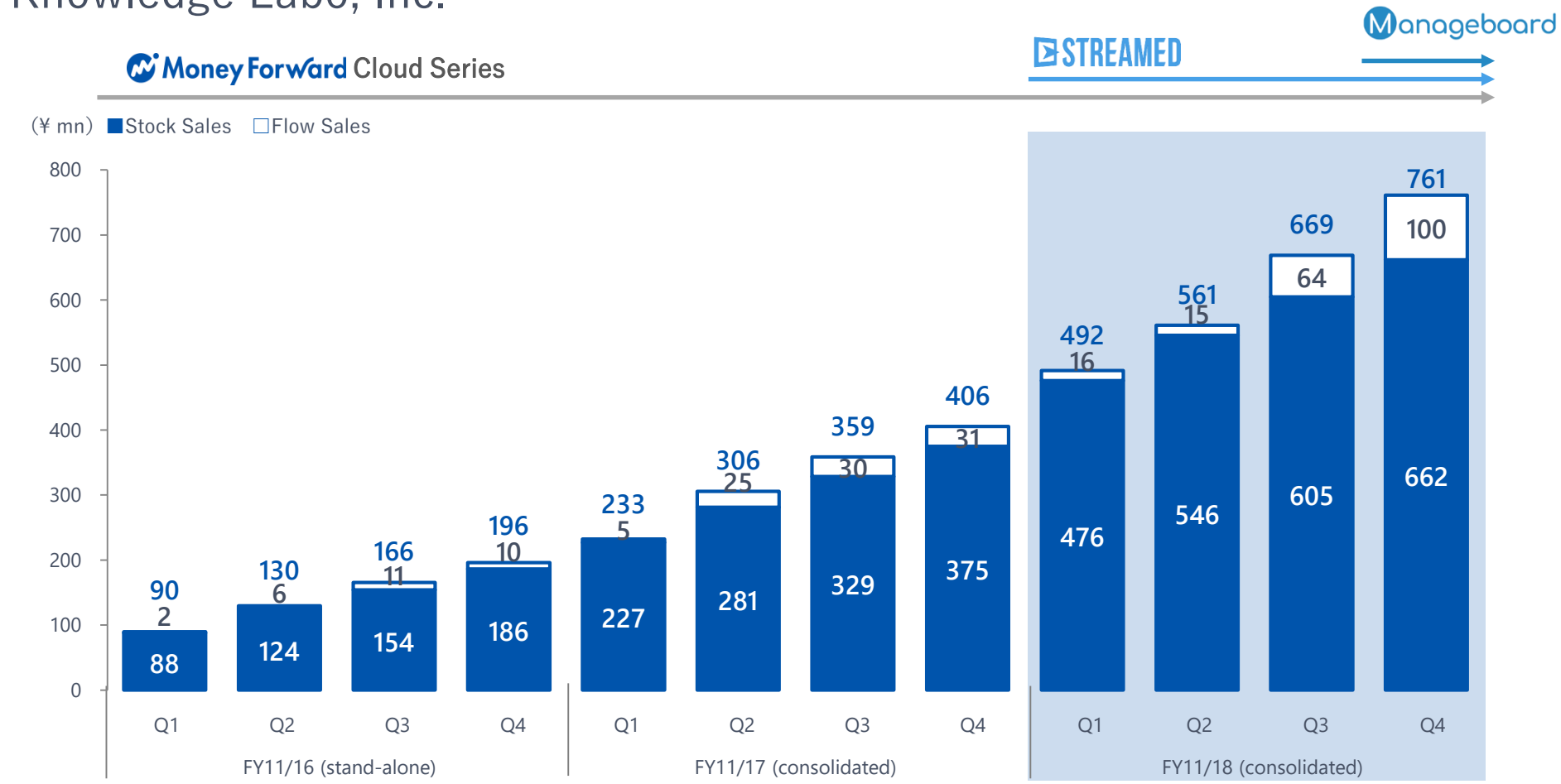


Net sales from *Money Forward Cloud Series* : 1) Direct sales to corporations and accounting firms, etc. 2) Online sales through promotions 3) Net sales from *STREAMED* provided by Klavis Inc. which joined the Group in Nov. 2017 (from FY11/18 Q1) 4) Net sales from Knowledge Labo, Inc. and Wakufuri, Inc. which joined the Group in Jul. 2018 and Aug. 2018, respectively (from FY11/18 Q4)
Net sales from Alliance Businesses : 1) Provision of OEM and other services to leading companies in various industries 2) Organizing events such as “MF Cloud Expo”

Net Sales from *Money Forward Cloud Series*

(Trend in Net Sales)

Stock Sales grew consistently. Flow sales surged in Q4 mainly due to the increase in fees for implementation of services and consolidation of Knowledge Labo, Inc.

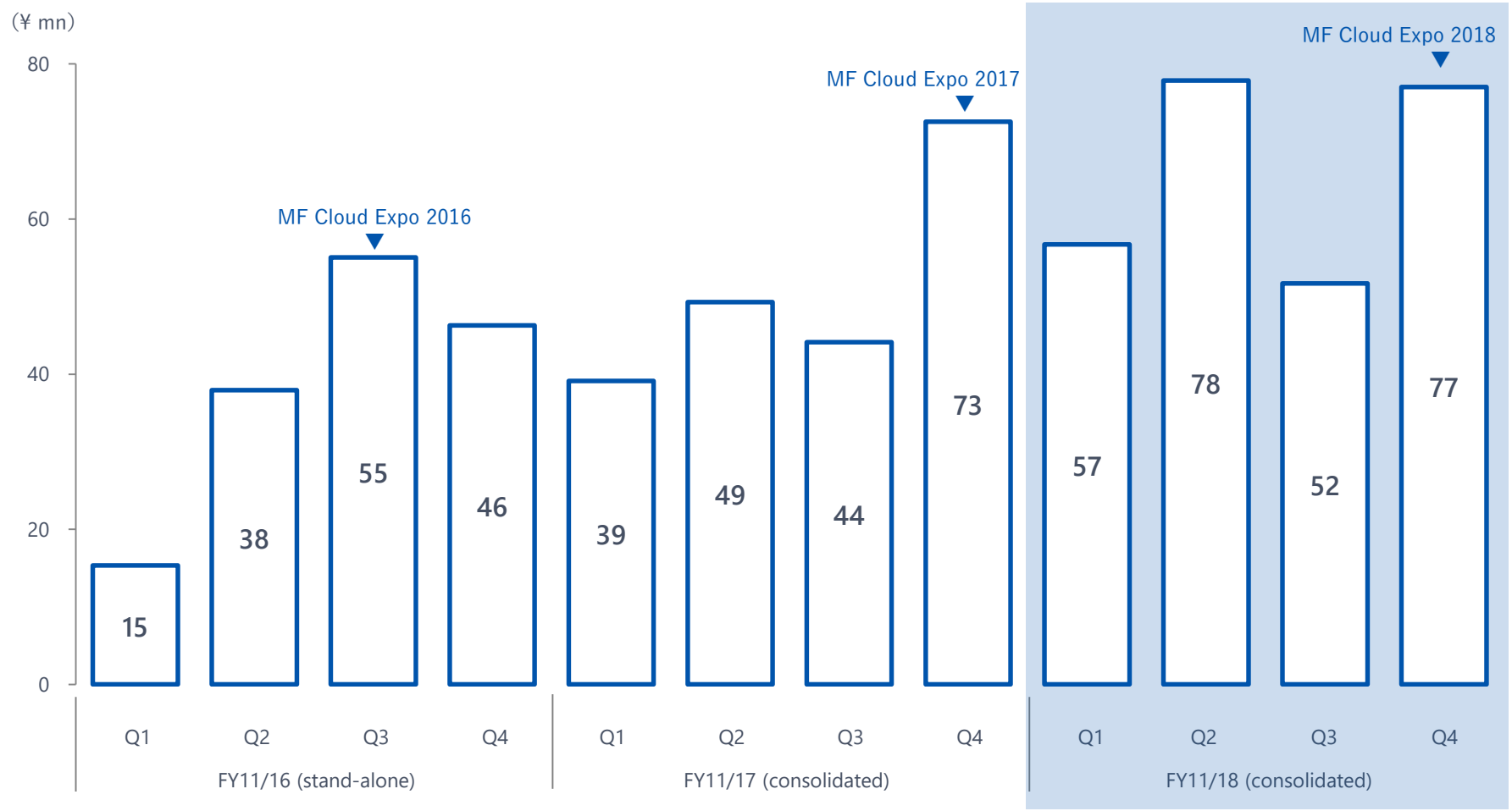


*1 Consolidated with 1) net sales from *STREAMED* provided by Klavis Inc., which joined the Group in Nov. 2017 (from FY11/18 Q1) and 2) net sales from Knowledge Labo, Inc. and Wakufuri, Inc. which joined the Group in Jul. 2018 and Aug. 2018, respectively (from FY11/18 Q4)

*2 Flow sales include 1) fees for implementation of services, 2) consulting fees from Knowledge Labo, Inc. , 3) net sales of Wakufuri, Inc., 4) seminar ticket sales and etc.

Net Sales from Alliance Businesses (Trend in Net Sales)

Hosted MF Cloud Expo in Q4.



Expansion to Larger Clients

Money Forward Expense and *Money Forward Payroll*'s customer base is expanding to large and high-growth companies, due to strategic emphasis on direct-sales to corporates.

Money Forward Cloud Expense

UZABASE

BIZREACH

世界の Wちゃん®

Money Forward Cloud Payroll

DOME UNITED

weblio

西麻布

* Logos are examples of customers.

Pricing Table

Out of the *Money Forward Cloud* series, Payroll, Expense and All-in service are charged per employee, resulting in continuous increase in revenue per customer.

Money Forward Cloud		Monthly Charge: 10 employees	Monthly Charge: 50 employees
Fixed Charge	Accounting	¥2,980	
	Tax Return	¥800	
	Invoice	¥2,980	
Charge per employee	Payroll	¥4,000	¥16,000
	Expense	¥5,000	¥25,000
	Value Pack (All-in Service)	¥9,800	¥41,800

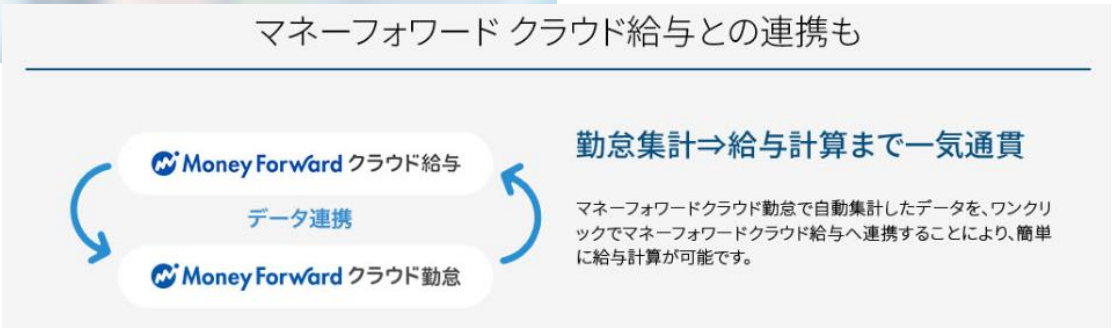
Monthly Charges:

Money Forward Cloud Accounting, *Tax Return*, and *Invoice* : Pricing for the Basic Plan
Money Forward Cloud Payroll ; ¥2,500 for first 5 persons and ¥300 per person thereafter
Money Forward Cloud Expense : ¥300-¥900 per person subject to accompanied options
Value Pack is a set of primary products of *Money Forward Cloud Series*, including *Accounting/Tax Return*, *Payroll*, *My Number*, *Expense*, and *Invoice*.
Pricing varies depending on the number of users

Money Forward Cloud Attendance

Cloud-based attendance management system, *Money Forward Cloud Attendance*, to be launched next month. We aim to improve business's efficiency through accelerating the integration of attendance management, payroll and accounting software, as well as increasing revenue per existing customer.





Credit Feature on *Money Forward Cloud Accounting*

For the first time in the industry, a new feature is introduced where available credit amount is visualized on *Money Forward Cloud Accounting.* In addition to making the user's credit status more transparent, a new service where loans are provided by a group company will be launched in the future.



Data from *Money Forward Cloud Accounting* is used to automatically calculate the maximum borrowing amount available by partnering financial institutions, making loans more accessible.

＜Partnering Financial Institutions＞



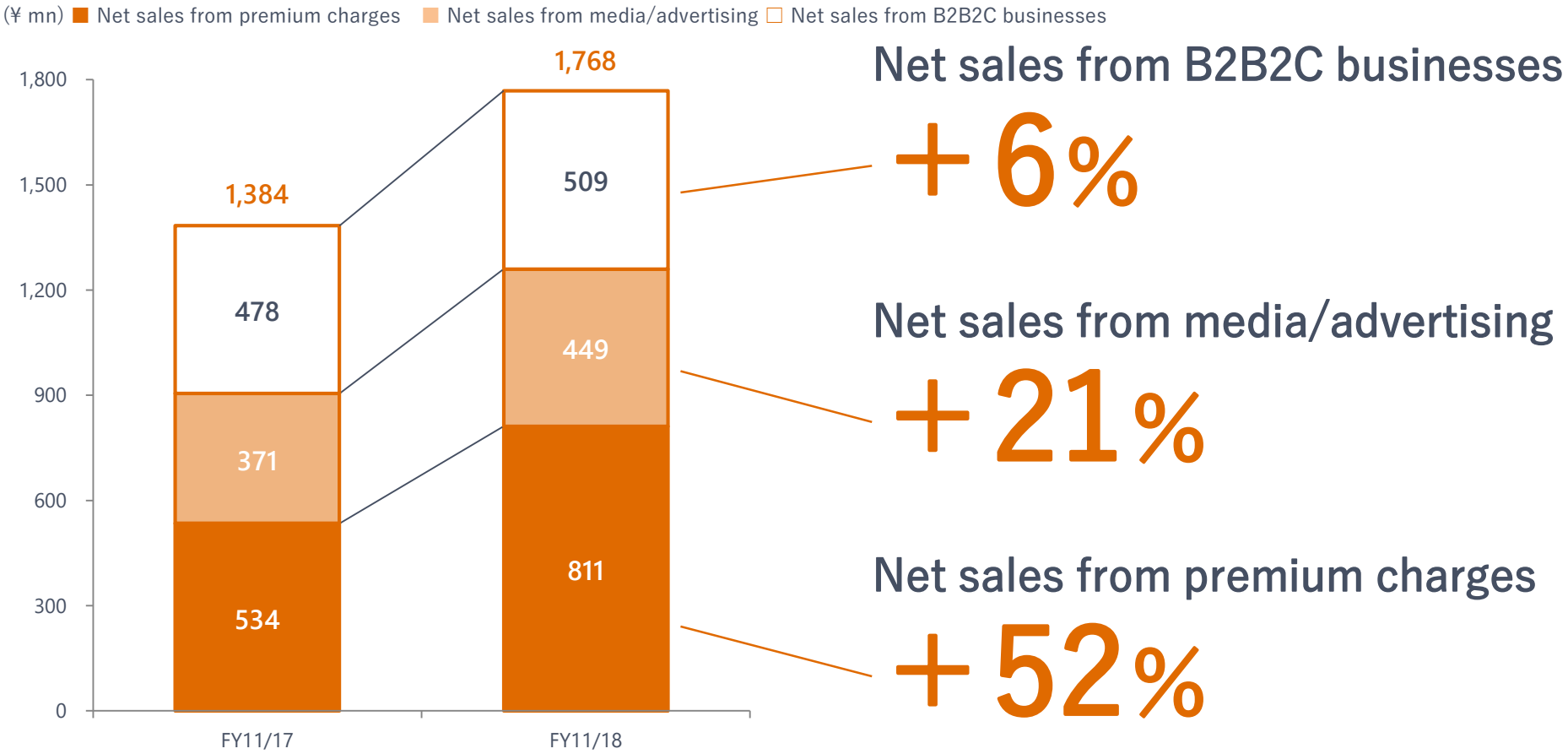
* First cloud accounting software in Japan, according to company research, January 2019.

PFM Services



Net Sales of PFM Services

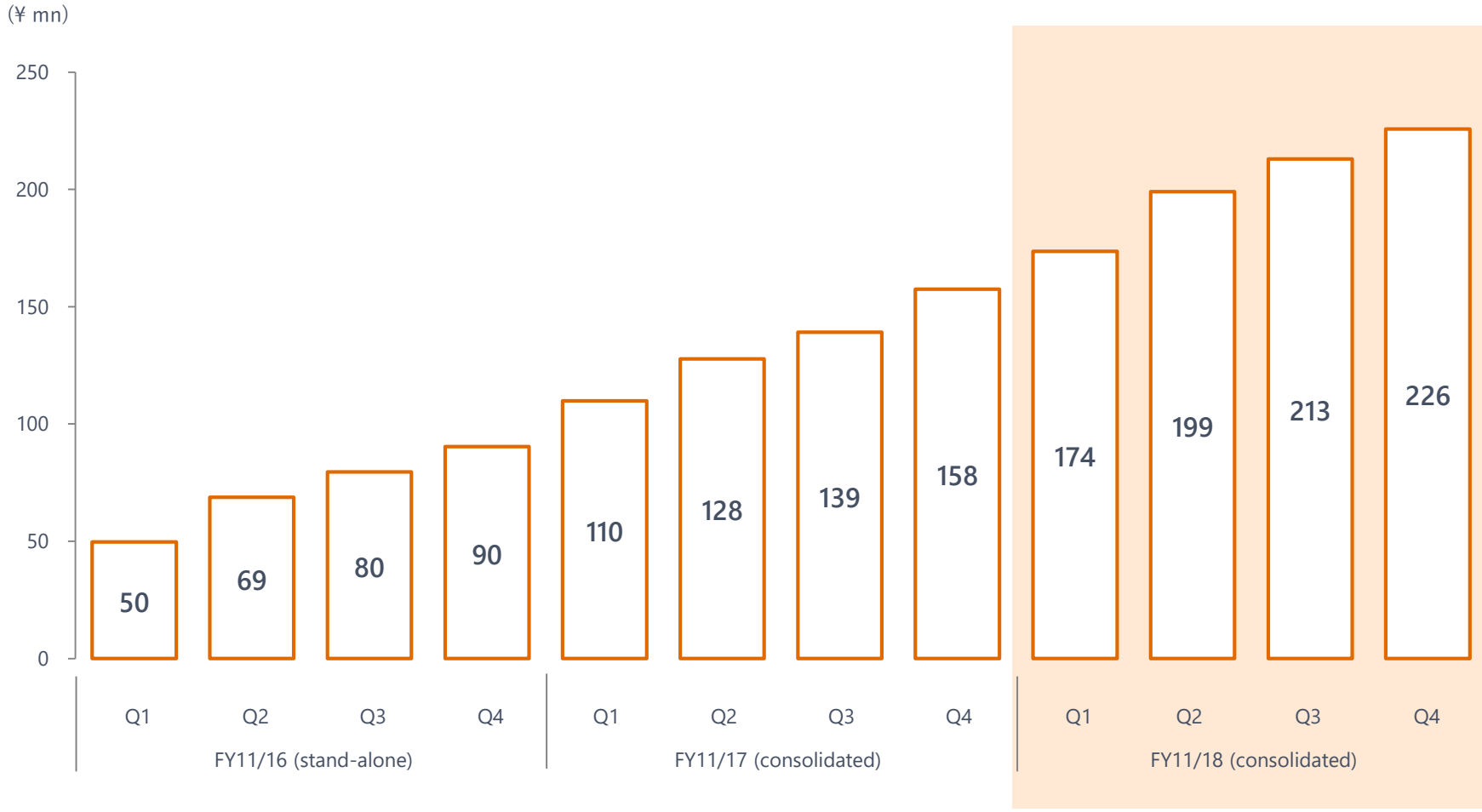
All categories achieved growth in net sales. In particular, stock sales from premium charges were strong, up by +52% YoY.



Net sales from premium charges : Monthly charge for *Money Forward ME* - automated personal financial management service
Net sales from media/advertising : Advertising sales from *MONEY PLUS* - practical economic media and sales from events (Money EXPO) and seminars (e.g., on real estate and DC plan)
Net sales from B2B2C businesses : Development and maintenance charge from financial institutions, etc.

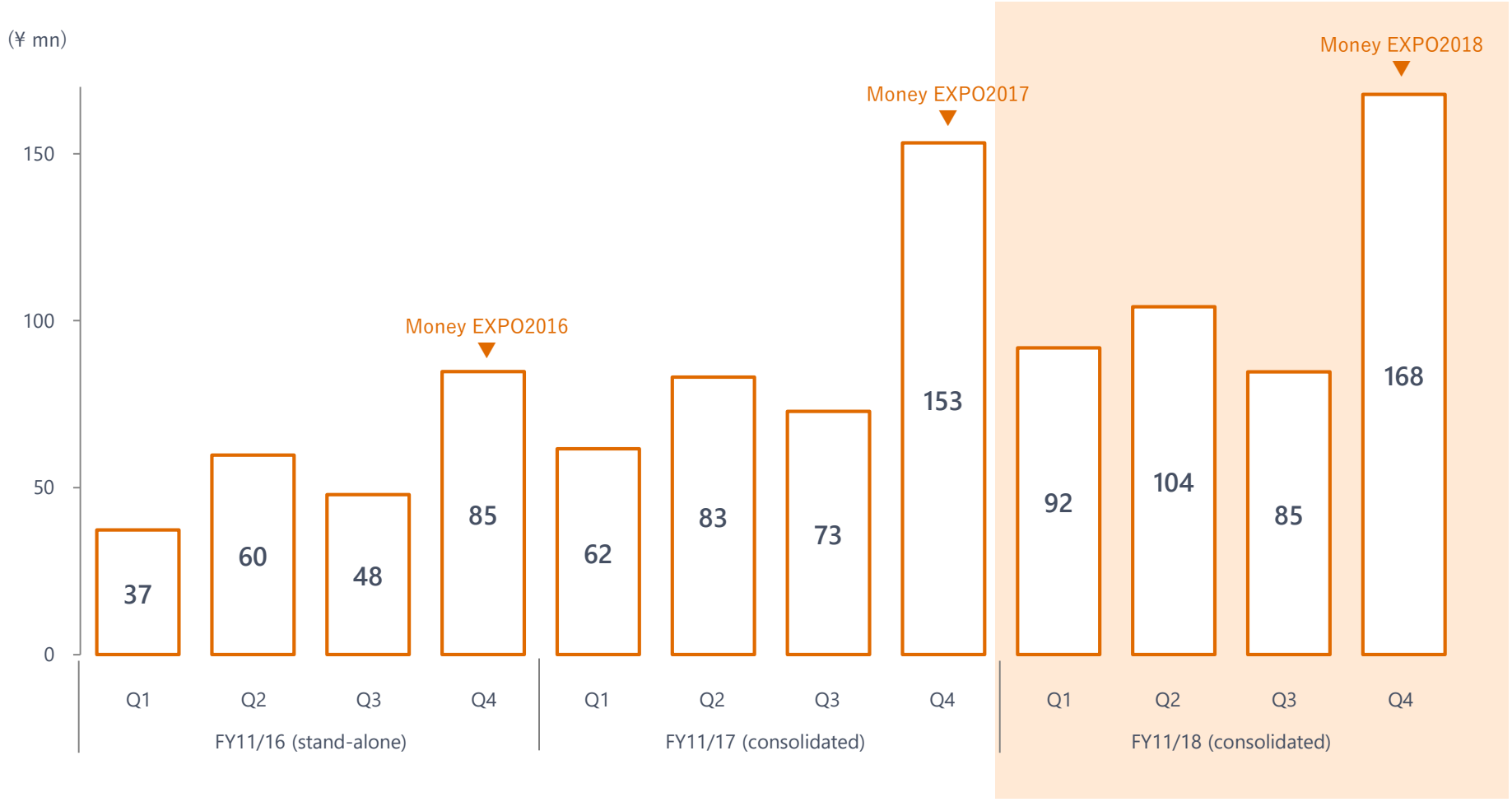
Net Sales from Premium Charges (Trend in Net Sales) 28

Number of premium user continued to increase, exceeding 165,000 (as of November 2018). Premium user rate also continues to increase.



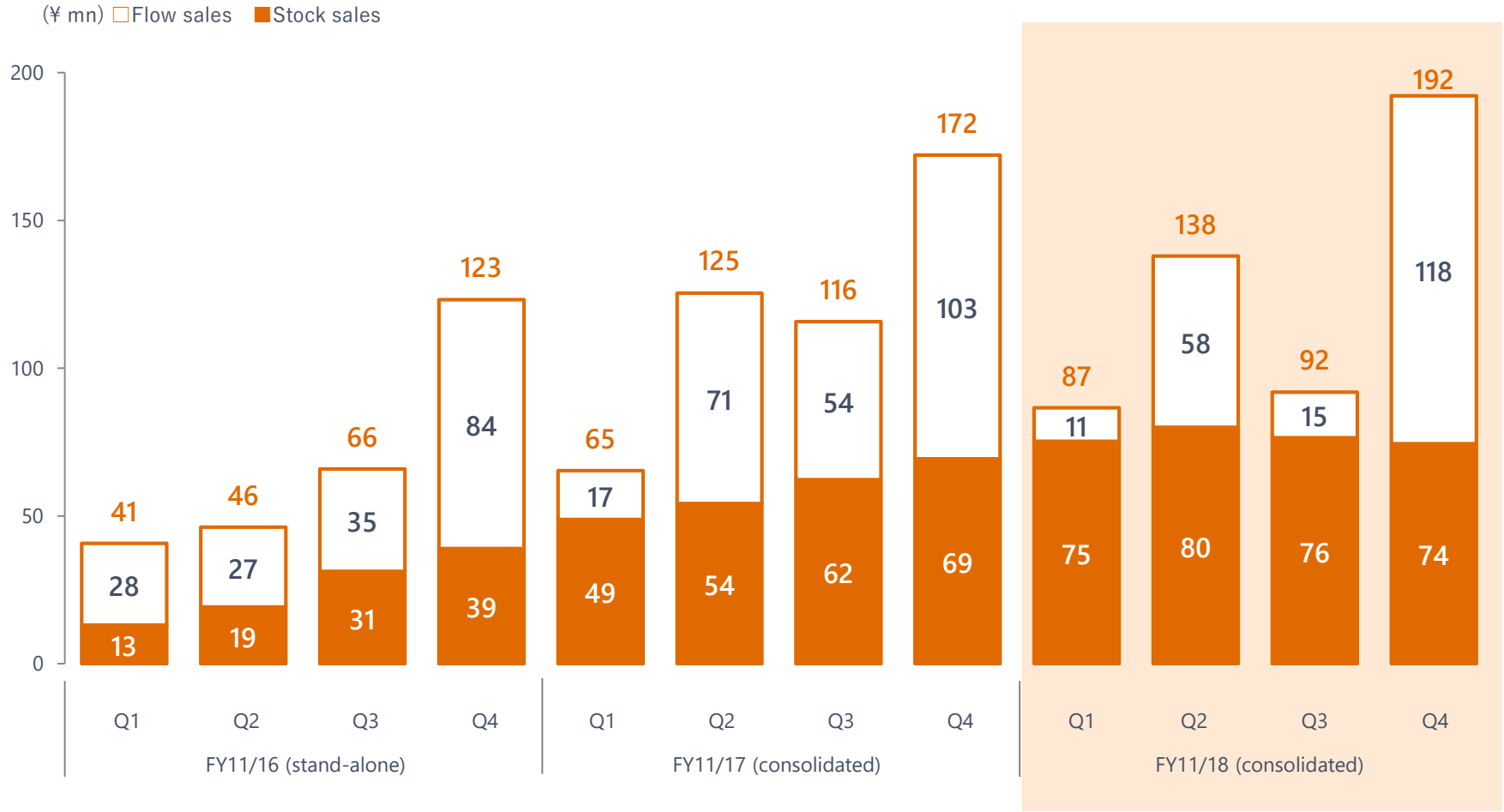
Net Sales from Media/Advertising (Trend in Net Sales) 29

Strong revenue from sponsorship revenue of Money EXPO 2018.
Q4 saw record-high quarterly net sales.



Net Sales from B2B2C Businesses (Trend in Net Sales) 30

Q4 achieved record-high quarterly net sales, driven by the expected surge in flow sales (initial development sales and etc.). Stock sales is expected to pick up from Q1 FY11/19 onwards.



National Television Advertisement（Dec. 22, 2018~）

Public figures and casts discuss their thoughts on “Money”, triggering viewers to think about what “Money” means to them.



Leveraging Personal Data for “Hometown tax”*

Money Forward ME connects with “*Furusato Choice*”, enabling users to easily track how much and to where donations has been made on the *Money Forward ME* app.



*”Hometown Tax” is a policy where the tax payer is eligible for tax deductions if one makes donations to the municipal of their choice.

Coupon App - *tock pop*

tock pop, a coupon app, was launched with more than 10,000 pre-registered users. In the future, we aim to provide coupons based on information accumulated in the user's *Money Forward ME* account.



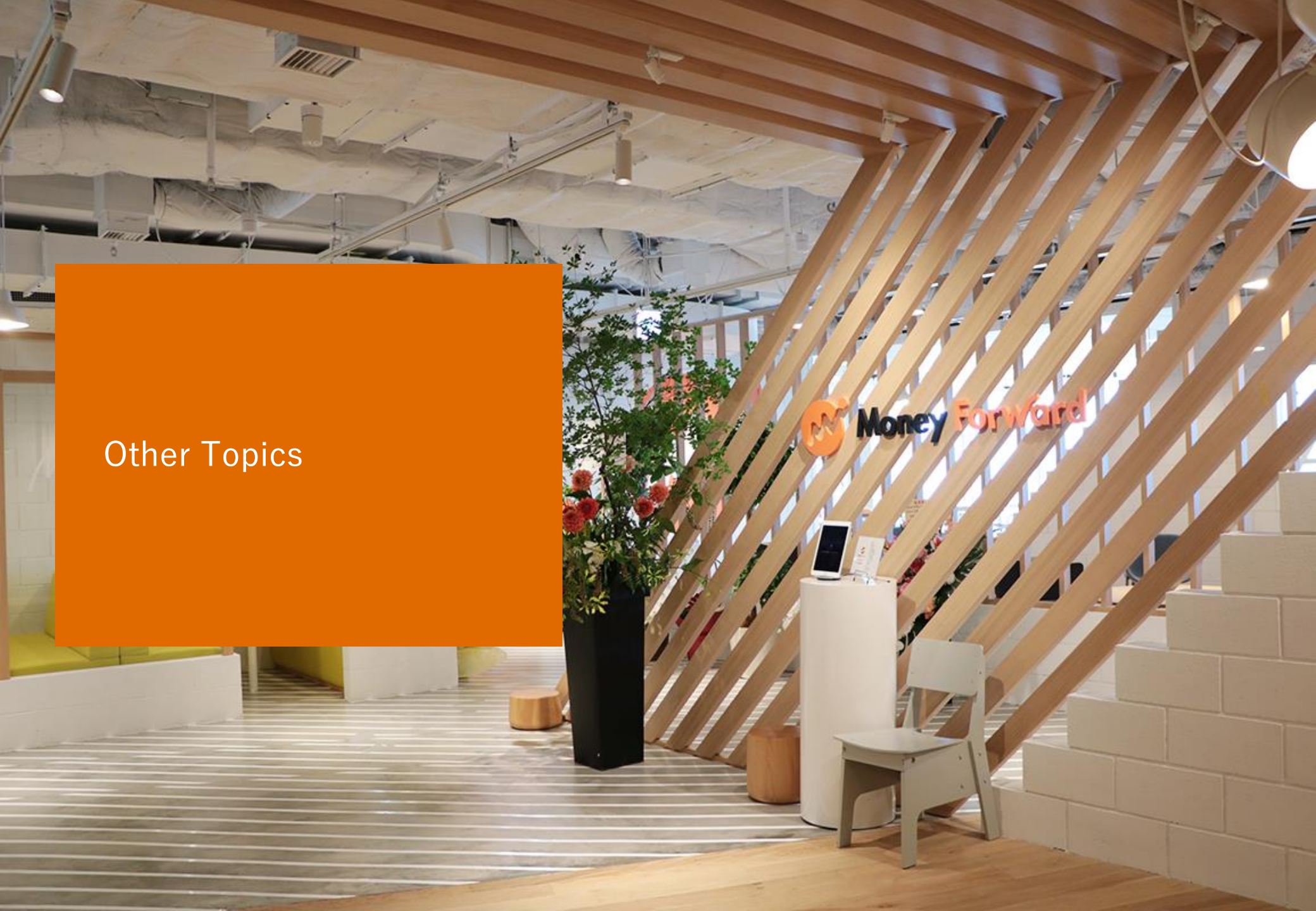
Lending Manager with NTT Docomo

Partnered with NTT Docomo to develop a service which advises users on the appropriate loan amount and repayment plan. This function will be available on NTT Docomo's *Lending Manager* app, a platform for users with loan arrangements.

NTT docomo × Money Forward



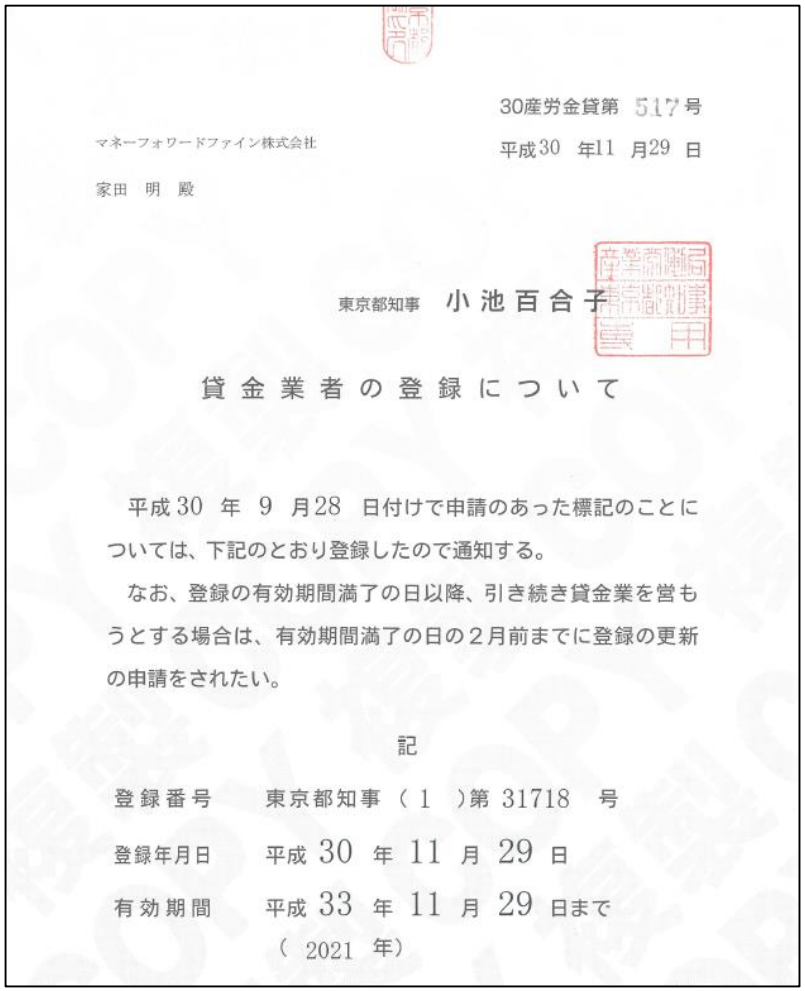
**Lending Manager* is a trademark of NTT Docomo



Other Topics

Money Forward Fine: Registered as “Money Lender” 36

Money Forward Fine successfully completed its registration as “Money Lender” on Nov. 29, 2018, under the Money Lending Business Act. Money Forward Fine expects to launch its service in Spring 2019.



30産労金貸第 517 号
平成30 年11 月29 日

マネーフォワードファイン株式会社
家田 明 殿

東京都知事 小池百合子

貸金業者の登録について

平成30 年 9 月28 日付けで申請のあった標記のことについては、下記のとおり登録したので通知する。

なお、登録の有効期間満了の日以降、引き続き貸金業を営もうとする場合は、有効期間満了の日の２月前までに登録の更新の申請をされたい。

記

登録番号 東京都知事（ 1 ）第 31718 号
登録年月日 平成 30 年 11 月 29 日
有効期間 平成 33 年 11 月 29 日まで
（ 2021 年）

Alliance with Financial Institutions: APIs

We are the most API-connected platform in Japan, in both Referential APIs and Money Transfer APIs. The Japanese Government targets the adoption of open banking APIs by 80+ banks by 2020.

	Financial Institution	For consumers		For business	
		Referential	Money transfer	Referential	Money transfer
1	SBI Sumishin Net Bank	✓	✓	✓	✓
2	Shizuoka Bank	✓			
3	Gunma Bank	✓		✓	
4	Mizuho Bank			✓	✓
5	Seven Bank			✓	✓
6	Aichi Bank	✓		✓	
7	Sumitomo Mitsui Banking Corporation	✓		✓	✓
8	Minato Bank			✓	
9	Japan Net Bank	✓		✓	
10	Michinoku Bank	✓			
11	MUFG Bank	✓		✓	✓
12	Tochigi Bank	✓			
13	Chiba Bank	✓			
14	North Pacific Bank	✓			
15	Taiko Bank	✓			

	Financial Institution	For consumers		For business	
		Referential	Money transfer	Referential	Money transfer
16	Keiyo Bank	✓			
17	Iyo Bank	✓			
18	Daishi Bank	✓			
19	Kita Kyushu Bank	✓			
20	Momiji Bank	✓			
21	Yamaguchi Bank	✓			
22	Jibun Bank	✓			
23	Chugoku Bank	✓			
24	Toho Bank	✓			
25	Ashikaga Bank	✓			
26	Kumamoto Bank	✓		✓	✓
27	Shinwa Bank	✓		✓	✓
28	Bank of Fukuoka	✓		✓	✓
29	Sendai Bank	✓			

*Red indicates additions from the FY11/18 Q3 presentation

Alliance with Financial Institutions

Partnering financial institutions continues to increase. More products under development, to be launched within this year .

Money Forward for X Series

Developing customized *Money Forward ME* for financial institutions and its clients.

- SBI Sumishin Net Bank
- Yamaguchi FG
- Shizuoka Bank
- Tokai Tokyo Securities
- Toho Bank
- Gunma Bank
- Shiga Bank
- Fukui Bank
- Okazaki Shinkin Bank
- Michinoku Bank
- Tsukuba Bank
- Tokyo Star Bank
- Sumitomo Mitsui Trust Bank
- Sompo Japan Nipponkoa Himawari Life Insurance
- Tochigi Bank
- Mizuho Bank
- North Pacific Bank

□ additions from the FY11/18 Q3 presentation

Digital Passbook

Developing passbook apps for financial institutions and its clients

- Gunma Bank
- Toho Bank
- Tochigi Bank
- Taiko Bank
- Tsukuba Bank
- Michinoku Bank

MF Unit Series

Offering PFM tools within financial institutions apps

Asset Monitoring Unit

- Jal Card
- Taiko Bank
- Sendai Bank

Article Distribution Unit

- Shizuoka Bank
- Mizuho Bank

Lending Manager

service advising loan amounts and repayment plans.

** Lending Manager* is a trademark of NTT Docomo

Appointment of Directors

Masanobu Takeda to be appointed as Director for the Money Forward Business domain. Etsuko Okajima, professional in management and human resources development, to be newly appointed as External Director.



Masanobu Takeda

2001 Joined Medix Inc
2003 Joined Macromill Group
2007 Promoted as Officer
2008 Promoted as Director
2016 Joined Kravis, Inc as CSO
2017 Promoted as Director and CFO (current)
Appointed External Director of ASMARQ Co., Ltd (current)
2018 Joined Money Forward, Inc. as Executive Officer (current)



Etsuko Okajima

1989 Joined Mitsubishi Corporation
2001 Joined McKinsey & Company Japan Office
2002 Joined Globis Management Bank
2005 Appointed as CEO
2007 Founder and CEO of ProNova Inc. (current)
2014 Appointed External Director of MARUI GROUP CO., LTD (current)
Appointed External Director of Astellas Pharma Inc
2015 Appointed External Director of Septeni Holdings (current)
2016 Appointed External Director of Link and Motivation Inc (current)
2018 Appointed External Director of euglena Co.,Ltd. (current)



International Equity Offering

International Equity Offering

The offering makes us capable of more strategic investments, as well as the inclusion of more overseas institutional investors.

Usage breakdown

1.	Sales, marketing and product development activities of *Money Forward Business* to accelerate revenue growth and win market share.	¥5.62bn
2.	Investments to accelerate growth of *Money Forward Finance*, primarily for *MF KESSAI*, a company operating online invoicing and factoring service	¥0.60bn
3.	Repayment of outstanding loans raised for the purposes of M&A and marketing expenses, in order to strengthen the balance sheet for future M&A opportunities	¥0.40bn

* Increase in number of shares as a result of the issuance of new shares : 2,400,000 shares
(Including shares issued pursuant to the over-allotment option : 400,000 shares)

Investment Policy : Disciplined Investment Execution

Product Development/New Business Investments

- Basic policy is to start with minimal investment to achieve product market fit, followed by the decision to invest further.
- Constant launch of add-ons and new businesses contribute to ARPPU increase, customer base expansion and product competitiveness.
- M&A is also considered as an effective means of entering new business, adding functions and/or customers.

Investment in Sales, Marketing and Customer Success

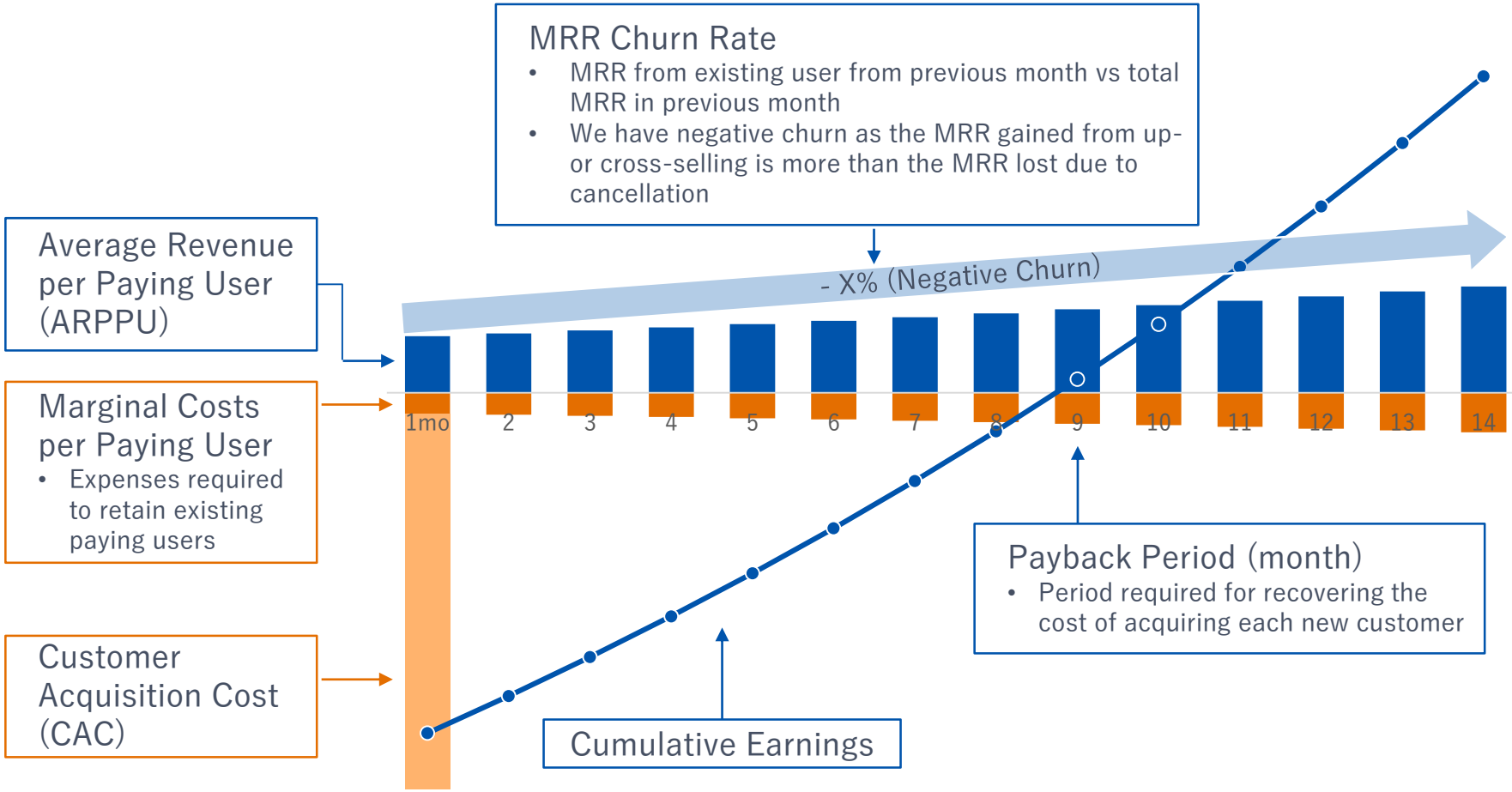
- Investment in sales, marketing and customer success to be accelerated as long as unit economics metrics are reasonable and sound.
- Investment decisions to be made based on the unit economics metrics described in next page.

Continuous Review and Revision of Product/Business

- Businesses are assessed by growth, market opportunities/competition and profitability every quarter to make appropriate decisions such as withdrawal.

Unit Economics-Driven Investment

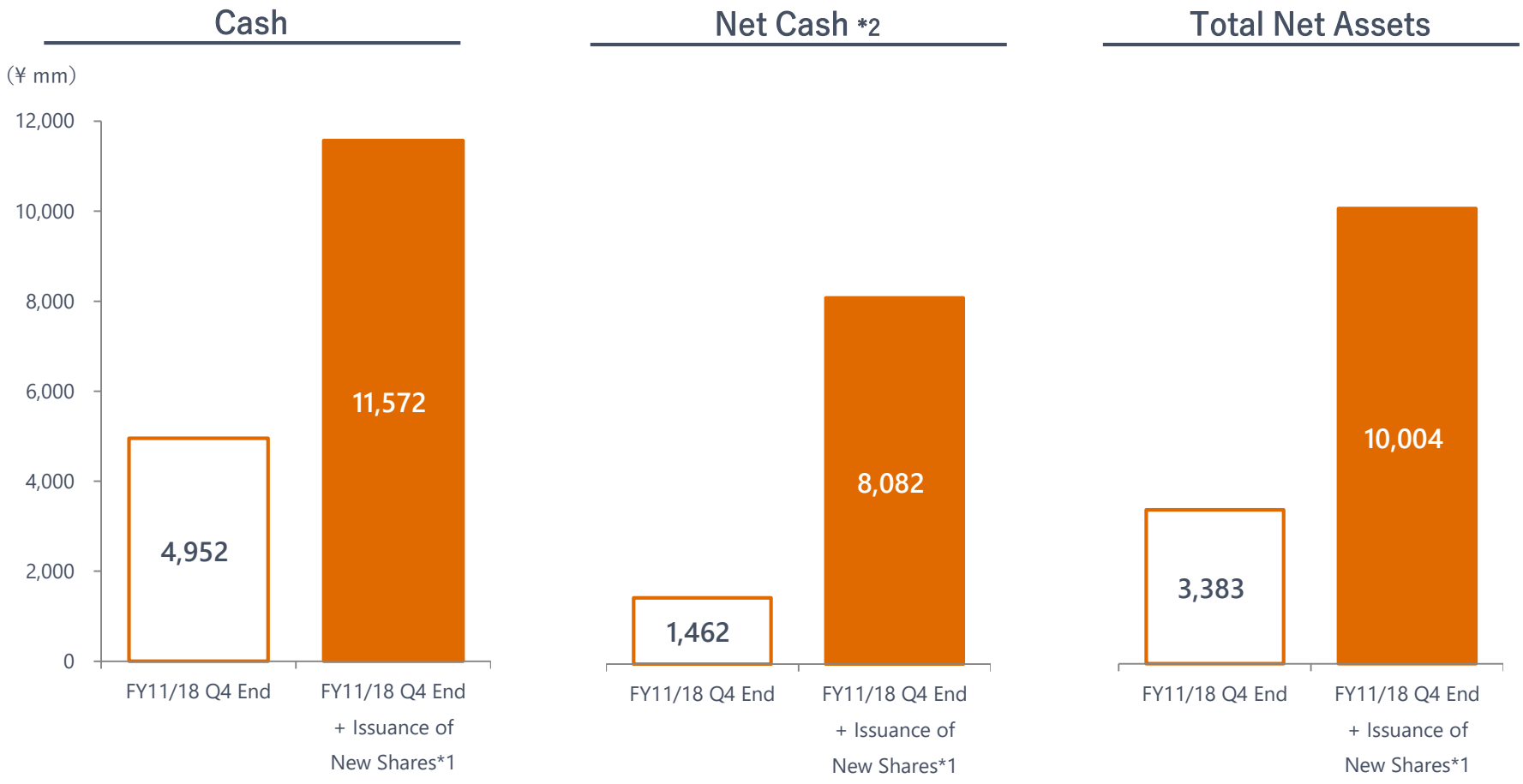
Unit economics per product and per customer channel are taken into account when making investment decisions, metrics which are commonly used by global SaaS companies.



* For illustrative purpose only and not to size.

Enhancing Balance Sheet for Further Investments

Strengthening the balance sheet for future M&As and investments in our current business.



*1 Added amount of cash proceeds from the international equity offering (¥6.62 billion) to FY11/18 Q4 end figure
*2 Deducted amount of debt from cash amount.



Recategorizing Business Domains

Our Services (Previous Business Domains)

Previously our business was categorized into three domains; *Money Forward Cloud* Services (B2B), PFM Services (B2C), and New Businesses.

B2B Area

Money Forward Cloud Services

Money Forward クラウド

"Money Forward Cloud"

SaaS*1 Platform for Businesses

Accounting / Tax Return
Invoice / Payroll
My Number / Expense
Finance

STREAMED
Cloud-based Bookkeeping Service

Manageboard
Cloud-based Business Analysis Service

B2C Area

PFM*2 Services

Money Forward ME
Automated PFM Service

MONEY PLUS
Practical Economic Media

Money Forward Mall
Platform for Comparing/ Registering to Financial Services

New Businesses

MF ESSAI
Online BPO and factoring service

SiraTama
Automated Savings App

mirai talk
Financial Consultation Outlet

tockpop
Coupon App

*1 SaaS：Software as a Service
*2 PFM：Personal Financial Management

Our Services (Newly Defined Business Domains)

Due to an increase in products and services, business domains have been recategorized by its mission.

Money Forward

Money Forward Business

- Money Forward Cloud Series
  - Money Forward Cloud Accounting
  - Money Forward Cloud Tax Return
  - Money Forward Cloud Expense
  - Money Forward Cloud Payroll
  - Money Forward Cloud Invoice
  - Money Forward Cloud My Number
  - Money Forward Cloud Finance
- STREAMED
- Manageboard

etc.

Money Forward Home

- Money Forward ME
- Money Forward Mall
- MONEY PLUS
- SiraTama
- mirai talk
- tockpop

Money Forward X

- Money Forward for ○○
- MF Unit
- Digital Passbook
- Money Forward Cloud for ○○

Money Forward Finance

- MF ESSAI
- Money Forward Financial
- Money Forward Fine

Missions for Each Business Domain

Money Forward

Money Forward.
Move your life forward.

Money Forward Business

Accelerate business growth.

Money Forward Home

Make everyone’s life convenient and prosperous.

Money Forward X

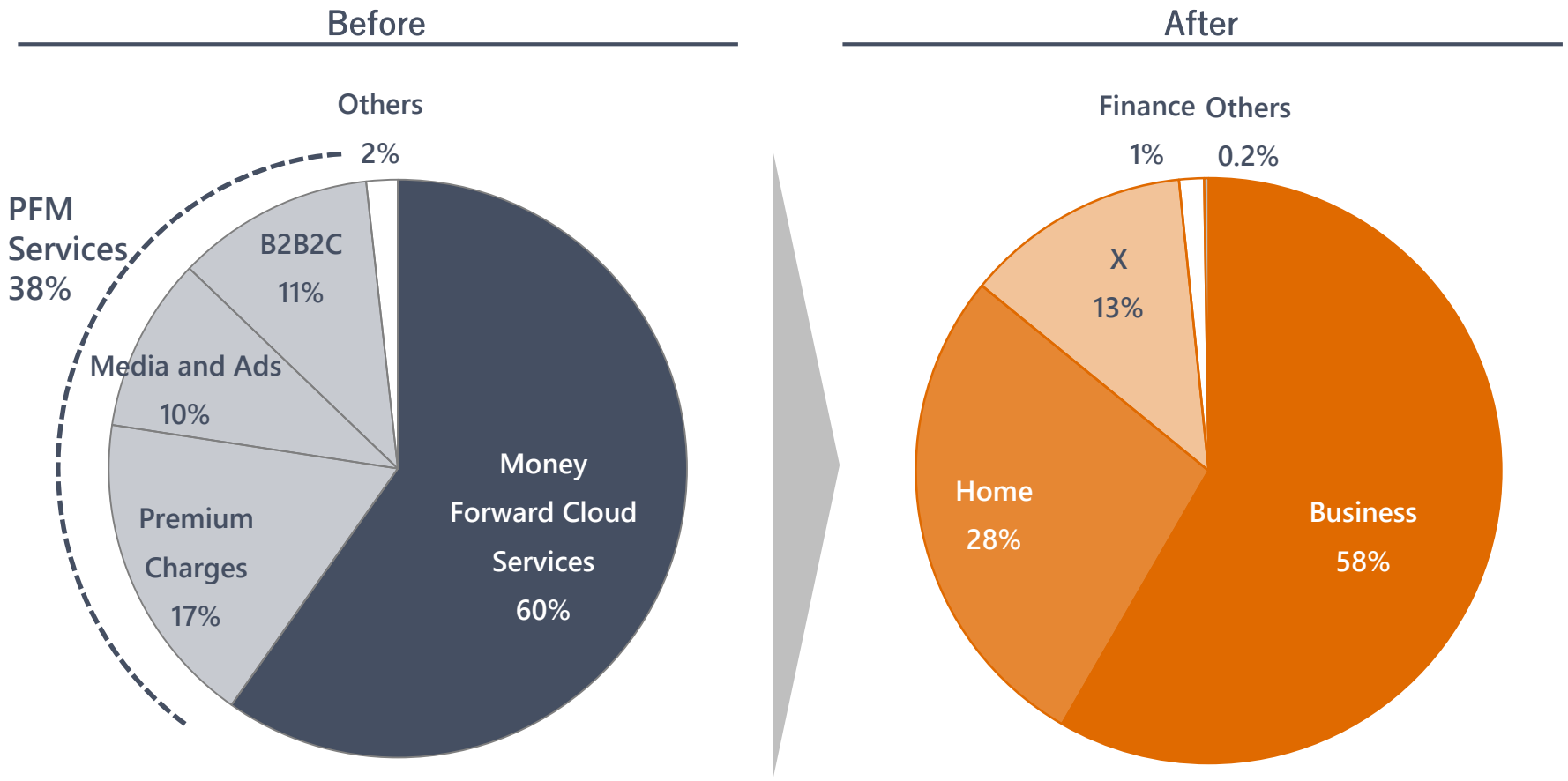
Create new financial services with partners.

Money Forward Finance

Circulate money towards right direction.

Net Sales by Domain (FY11/18) - Before and After

Home domain includes net sales from premium charges, media/advertising, and B2C businesses in new businesses etc.
X domain includes B2B2C businesses in PFM services and businesses provided for financial institutions in *Money Forward Cloud* Services.



Before and After Domain Reorganization

Domains are reorganized by its mission.

Before

Domain	Products and Services
Money Forward Cloud Service	• Money Forward Cloud Series, STREAMED, Manageboard • Money Forward Cloud Series for corporates and financial institutions
PFM Service	• Money Forward ME, Money Forward Mall, MONEY PLUS • Money Forward for X Series, Digital Passbook, MF Unit
New Businesses etc.	• Siratama, mirai talk • MF KESSAI, Money Forward Financial , Money Forward Fine

After

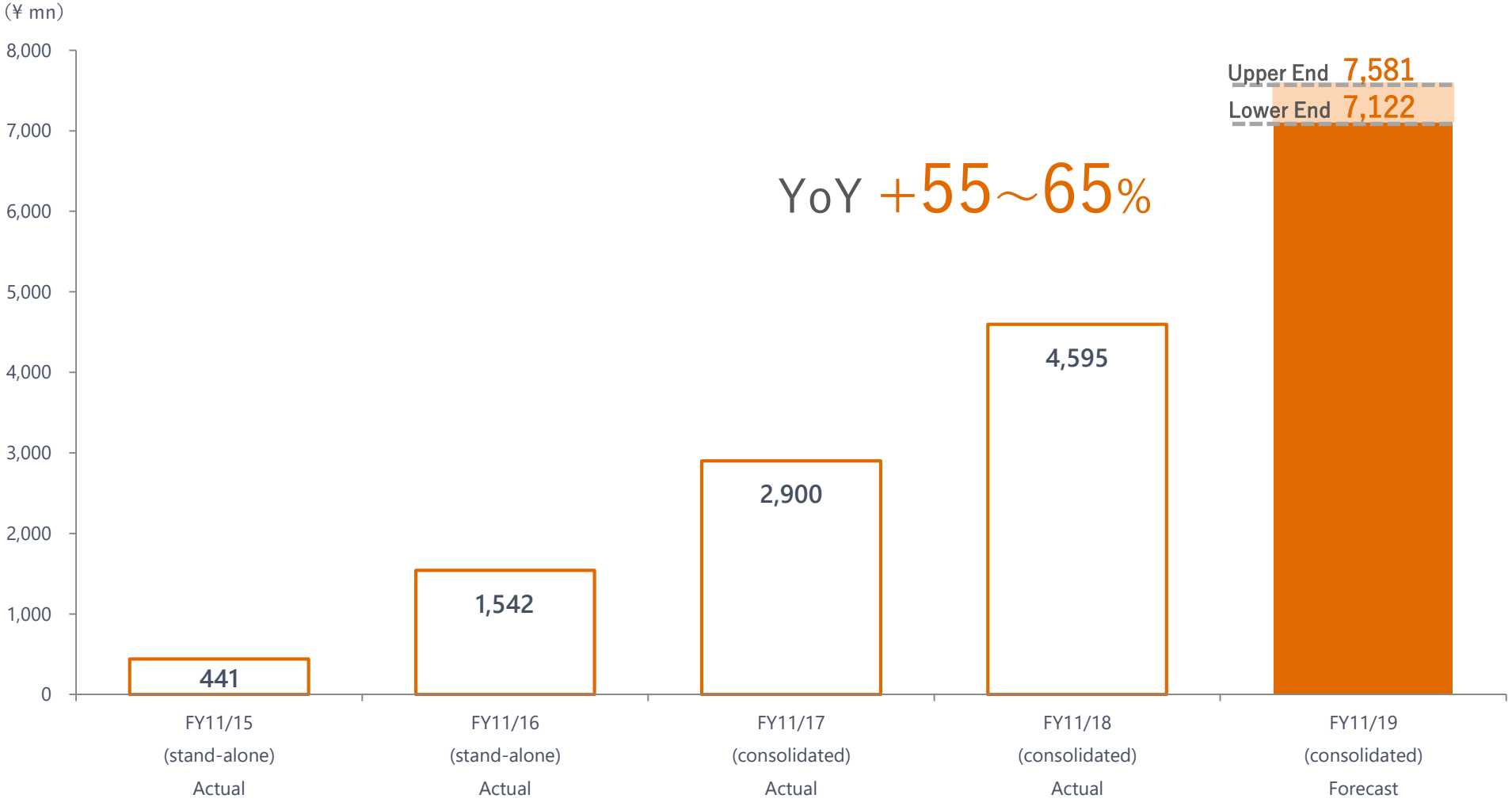
Products and Services	Mission	Domain
• Money Forward Cloud Series, STREAMED, Manageboard • Money Forward Cloud Series for corporates	Accelerate Business Growth	Money Forward Business
• Money Forward ME, MONEY PLUS, Money Forward Mall, Siratama, mirai talk, tock pop	Make everyone's life convenient and prosperous.	Money Forward Home
• Money Forward Cloud Series for financial institutions Money Forward for X Series, Digital Passbook, MF Unit	Create new financial services with partners.	Money Forward X
• MF KESSAI, Money Forward Financial, Money Forward Fine	Circulate money towards right direction.	Money Forward Finance



FY11/19
Financial Forecasts

FY11/19 Consolidated Net Sales Forecast

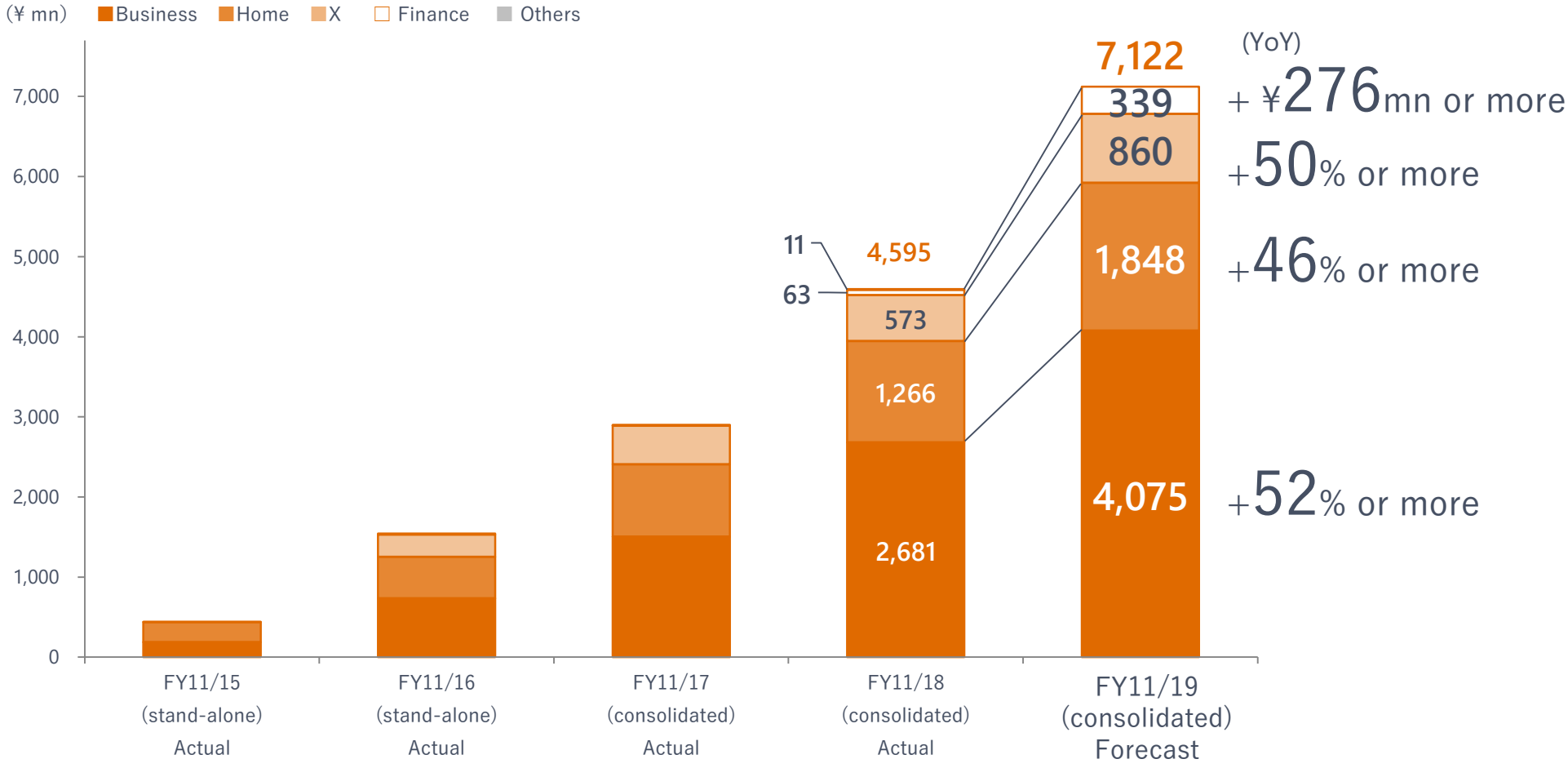
We expect net sales of ¥7.12 to 7.58 billion, which is **YoY growth of 55 to 65%**.



* Figures in and before FY11/16 are stand-alone basis and figures in FY11/17 and thereafter are consolidated basis.

Net Sales Forecast by Business Domain

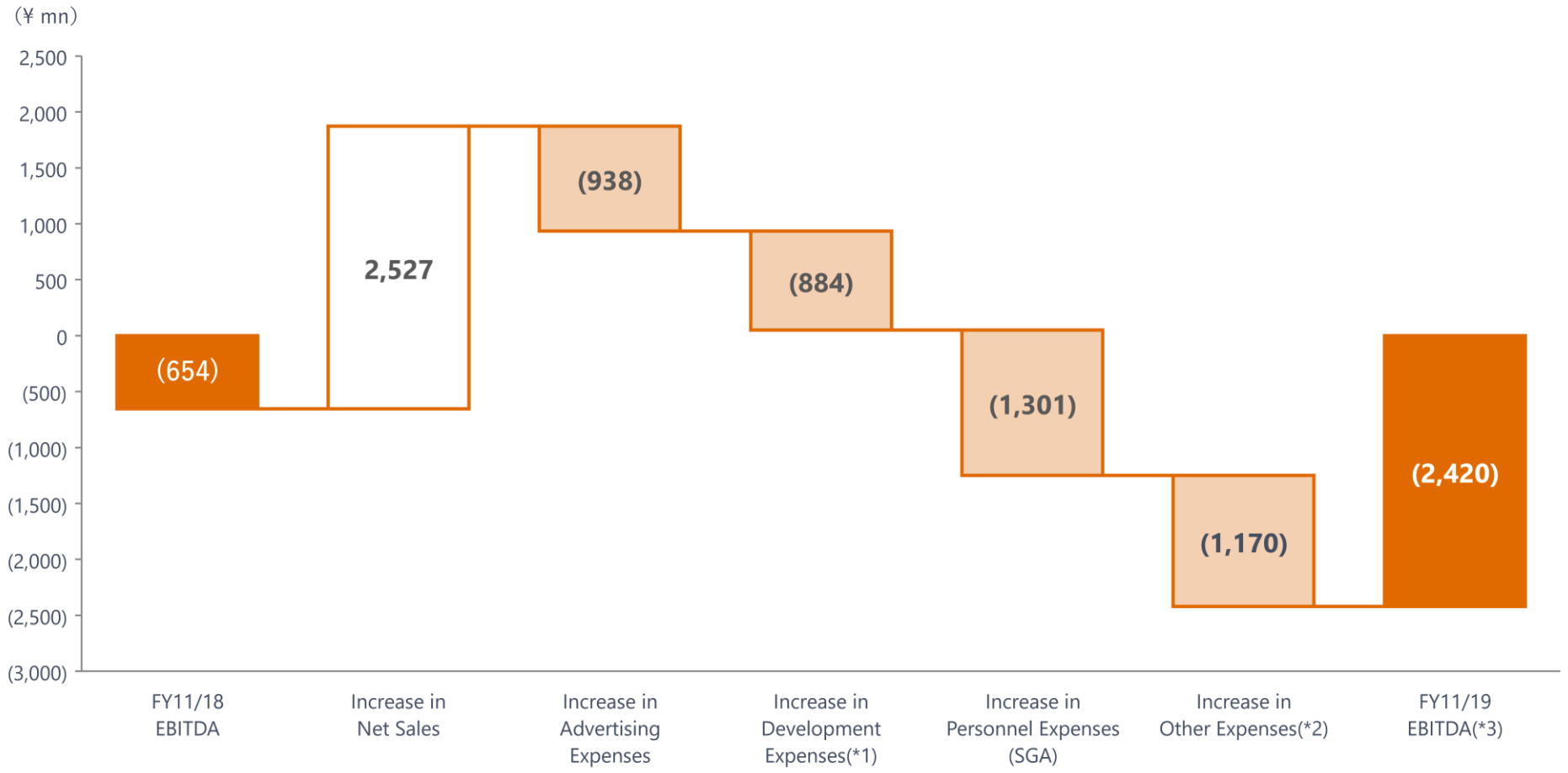
Expect to see **further growth in all categories** with strong contribution from Business domain. Monetization of Finance domain to be accelerated from FY11/19 onwards.



* Breakdown of the lower end of the FY11/19 net sales forecast (¥7.12 billion).

Breaking Down the Change in EBITDA

Negative EBITDA will increase due to advertising costs (concentrated in Q1), which includes costs for TV advertising campaign, and addition in personnel. Gross profit margin is expected to improve.



*1 Both personnel expenses(Cost of Sales) and subcontract expenses (Cost of Sales).
*2 Includes increase in commission fee (approx. + ¥351 million) , communication expenses (approx. + ¥231 million) and rent (approx. + ¥137 million)
*3 Assuming FY11/19 Net Sales ¥7.12 billion

Stock Option: Amendment in Vesting Conditions

As a commitment to our business plan, vesting conditions for the Stock Option #11 held by internal directors have been amended.

Stock option #11 issued in February 2018
Option holders: Internal Directors (7 persons)
Number of options: 782
Number of Shares: 78,200

Before Amendment
- (a) FY11/18 Net Sales ¥4,350 million or more : Exercisable portion 33%
- (b) FY11/19 Net Sales ¥6,500 million or more : Exercisable portion 33%
- (c) FY11/20 Net Sales ¥10,000 million or more : Exercisable portion 34%

After Amendment
- (a) FY11/18 Net Sales ¥4,350 million or more : Exercisable portion 33%
- (b) FY11/19 Net Sales ¥7,122 million or more : Exercisable portion 33%
- (c) FY11/20 Net Sales ¥11,040 million or more : Exercisable portion 34%

*Other terms and conditions have not been changed.
*Vesting conditions for stock options of holders other than the 7 internal directors have not been changed.

Appendix



About Us

Mission/Vision/Value

We alleviate individuals' concerns and insecure feelings about personal finance, boost businesses' growth potential, and aspire to become largest financial platform in Japan.



'Money' may be nothing more than a tool for living. However, money is also essential for guarding ourselves and our families, as well as for realizing our dreams.
Money Forward, Inc. contributes to building a better society by providing services that enable users to "see money in a positive light and broaden their range of opportunities," thereby significantly enriching their lives.



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 committee member of the METI Fintech Review Conference.
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
Nov. 2016	Ranked in Forbes Japan's "Japan's Top 10 Entrepreneurs" for two consecutive years
Dec. 2016	Selected by *Nikkei Business* magazine as one of "The 100 Most Influential People for Japan 2017"
Feb. 2018	Judges Association's Special Award at the Japan Venture Awards 2018

Executive Profiles

Our management team has in-depth expertise in finance and technology.



Toshio Taki

Director and Executive Officer
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.



Takayuki Tsuzuki

Director and Executive Officer

- Appointed as director of Money Forward, Inc. in 2013.
- 2001-2012: Sony Corporation. Developed 5GHz WiFi routers, content delivery services for the PlayStation series, copyright protection systems, and product security measures.
- Graduated Yokohama National University (Faculty of Engineering, Master) in 2001.



Takashi Ichikawa

Director, 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.



Naoya Kanesaka

Director, Executive Officer and Co-CFO

- Joined Money Forward, Inc. in 2014. Appointed as director in 2017.
- 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.
- Graduated The University of Tokyo (Faculty of Economics) in 2007.



Takuya Nakade

Director, Executive Officer and CTO

- 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.



Hirokazu Ban

Director, Executive Officer and Administration Division Manager

- 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.

Executive Profiles

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



Nobuaki Kurumatani

External Director
Director, Representative Executive Officer
Chairman and CEO, Toshiba Corporation

- Worked for Mitsui Bank. Served as deputy president and executive officer at Sumitomo Mitsui Financial Group, and representative director deputy president and executive officer at Sumitomo Mitsui Banking Corporation.



Masaaki Tanaka

External Director

- Member of the FSA panel of experts on FinTech startups and other government-related panels.
- Adviser to the FSA since 2017.
- Former Senior Global Adviser at PwC International.
- Served as director and deputy president at Mitsubishi UFJ Financial Group, Inc. and director at Morgan Stanley.



Akira Kurabayashi

External Director
Managing Director, Draper Nexus Venture Partners

- Joined Draper Nexus Venture Partners in 2015 and 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.



Takashi Mitachi

Adviser (Former External Director)
The Boston Consulting Group
Senior Advisor

- External director of Rakuten, Inc., and visiting professor at the Graduate School of Management, Kyoto University.
- Worked for Japan Airlines Co., Ltd., and BCG, where he served as a Global Management Committee from 2006 to 2013.



Makoto Haruta

Adviser
Representative Director and CEO, betaCatalyst Inc.

- Established betaCatalyst Inc. in 2015.
- Worked for The Sumitomo Bank, Ltd., and DeNA Co., Ltd., where he served as managing director and CFO, and then director and chairman. Led DeNA's IPO, established joint venture companies with major corporations, and oversaw M&As, including the acquisition of the Yokohama DeNA BayStars.

Money Forward Group Structure



*Knowledge Labo, Inc., Wakufuri, Inc. and MONEY FORWARD VIETNAM CO., LTD. were consolidated at the end of FY11/18 Q3.

Share Price and Trading Volume since IPO



* As of January 11, 2018


Products and Services

Money Forward Cloud Series - SaaS Platform

Money Forward Cloud Series is a SaaS platform for back office operations.



Money Forward Cloud Series

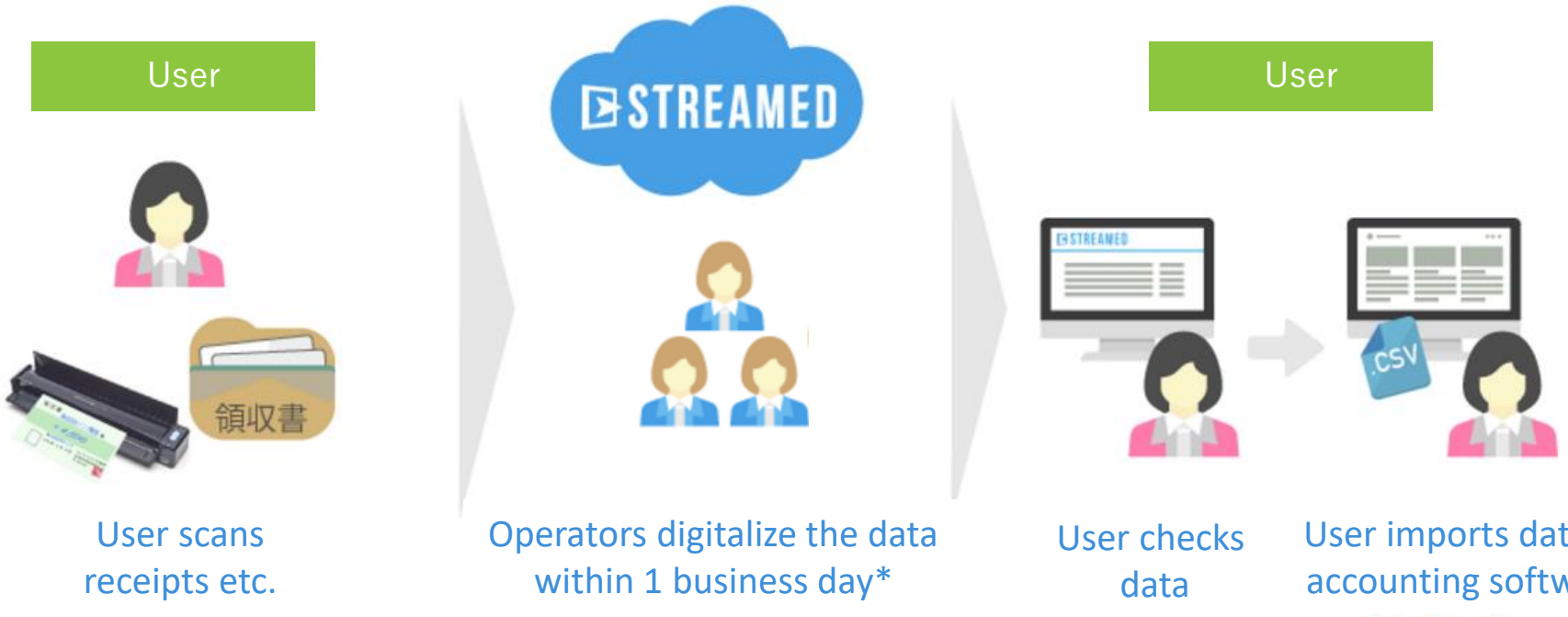
Money Forward Cloud Accounting
Money Forward Cloud Tax Return
Money Forward Cloud Expense
Money Forward Cloud Payroll
Money Forward Cloud Invoice
Money Forward Cloud My Number
Money Forward Cloud Finance

Tapping into the expanding cloud computing market, we provide products in the form of SaaS, reducing large initial investments that would otherwise be required.
We strive to provide the benefits of IT to businesses big and small.

STREAMED - Cloud-based Bookkeeping Service

STREAMED is a cloud bookkeeping service, where operators promptly digitalize receipt data scanned by users. The service is provided by Klavis Inc., which joined the Group in November 2017.

Gathering evidence → **Importing data**



User scans receipts etc.

Operators digitalize the data within 1 business day*

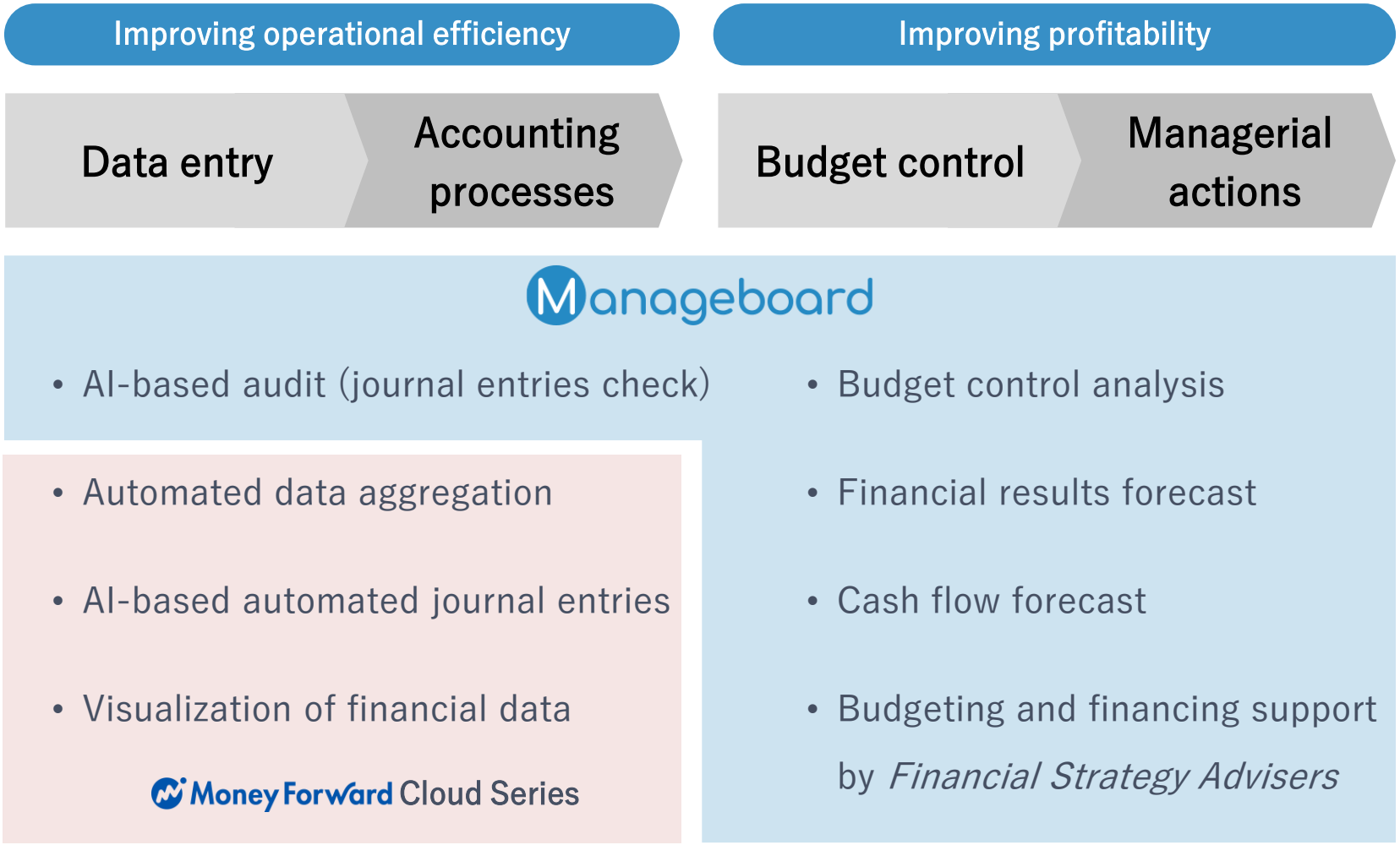
User checks data

User imports data to accounting software

* Data scanned during 10 am -7 pm of business day is digitalized within 1 business day.

Manageboard - Cloud-based Business Analysis Tool

Manageboard primarily offers functions which help SMEs improve their profitability.



Money Forward ME - Automated PFM Service

Money Forward ME is the No.1 PFM app in Japan, reaching 7 million users.
One in four PFM app users are using *Money Forward ME.*

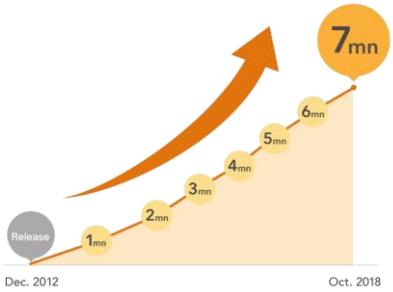
No.1* coverage: integrates 2,650+ financial services/ Automatically creates household accounting books by aggregating multiple accounts



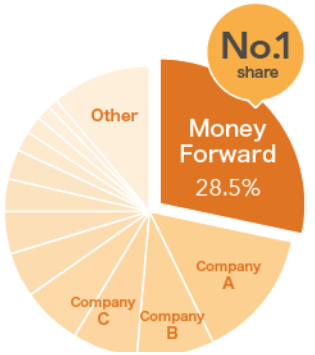
* Based on research by Money Forward, Inc. as of Dec. 31, 2018

No. of users and market share

No. of users



Market share



Source: Mar. 23 to 27, 2017, Rakuten Research, Inc.,
"PFM app currently used"
Survey targets: 685 PFM app users in their 20s to 60s

MONEY PLUS - Practical Economic Media

MONEY PLUS delivers information on how to use money wisely as a tool to enrich one's lives. Readers are encouraged to familiarize themselves with money and finance, a topic often considered complex.

MONEY PLUS
くらしの経済メディア

A practical economic media that enriches readers' lives now and in the future



Money Forward Mall

Platform for comparing and applying for financial services such as credit cards and securities accounts. Launched in December 2018.



mirai talk - Consulting “Your Future Finance”

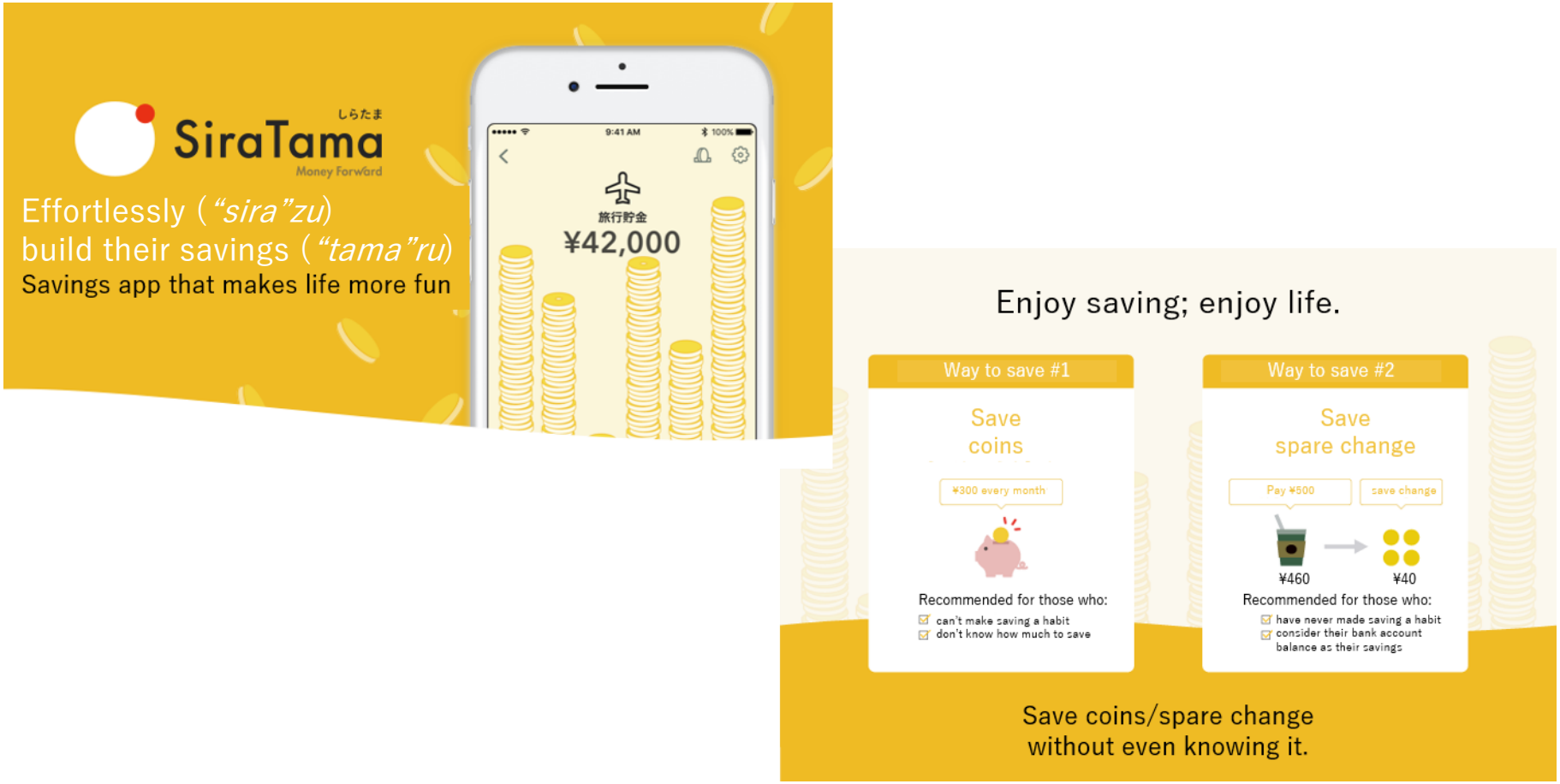
mirai talk is a physical outlet in Tokyo. *mirai talk* advises customers on lifetime planning and personal wealth growth, by combining data from *Money Forward ME* and insights from professional financial planners



* The guarantee is offered in the “Standard” and “Complete” courses. The amount to be guaranteed is determined per customer according to the initial personal finance analysis. Please contact us for details and conditions of the guarantee.

SiraTama - Savings App that Makes Life More Fun

SiraTama is an automatic savings app that enables users to effortlessly (*"sira"zu*) build their savings (*"tama"ru*).



tock pop - Coupon App

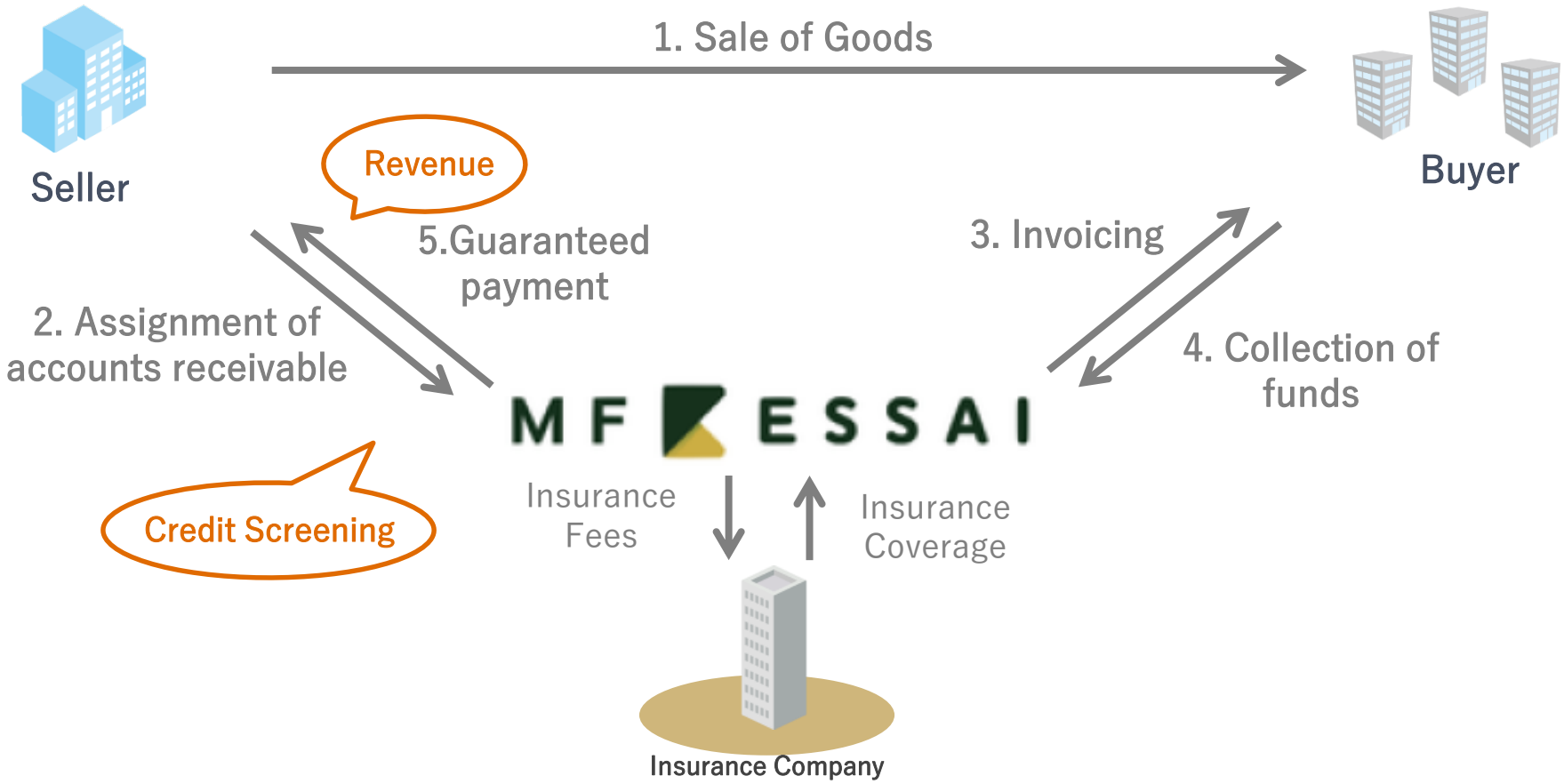
"tock pop" is a coupon app which offers rewards and discount coupons for restaurants and retail stores, as well as fitness and leisure facilities.



Coupons available for the following stores and more!

MF KESSAI - Online Invoicing and Factoring Services

MF KESSAI is a business process outsourcing and factoring service launched in June 2017.



Money Forward

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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