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January 24, 2025

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Representative Director, President and Group CEO
(Securities Code: 3994,
Stock Exchange: TSE Prime)
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**Notice Regarding Company Split (Simplified Absorption-Type Company Split) and Transfer of Sub-subsidiary
(Notice Regarding Reorganization of subsidiaries in the Corporate Performance Management space)**

Money Forward, Inc. (the "Company") hereby announces that at today's Board of Directors meeting, it resolved to execute a company split (simplified absorption-type split), effective April 1, 2025 (scheduled), whereby all shares of Knowledge Lab, Inc. (hereinafter referred to as "Knowledge Lab"), held by the Company, will be transferred to Money Forward Cloud Corporate Performance Management Consulting Co., Ltd. (hereinafter referred to as "MFCC"), a wholly-owned subsidiary of the Company (hereinafter referred to as "this Company Split").

As the company split is a simplified absorption-type company split with the Company's wholly owned subsidiary, certain items and details are omitted from this disclosure.

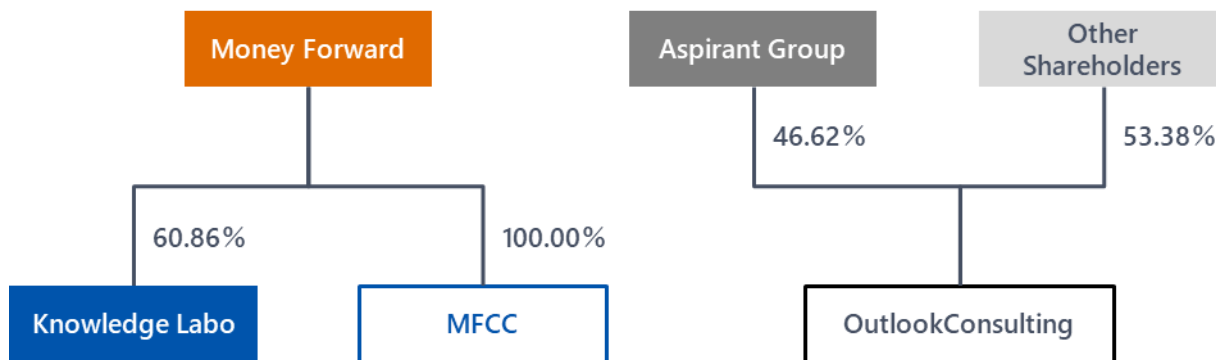
Additionally, as a result of the company split, Knowledge Lab, currently a subsidiary of the Company, will become a sub-subsidiary of the Company.

1. Purpose of Company Split

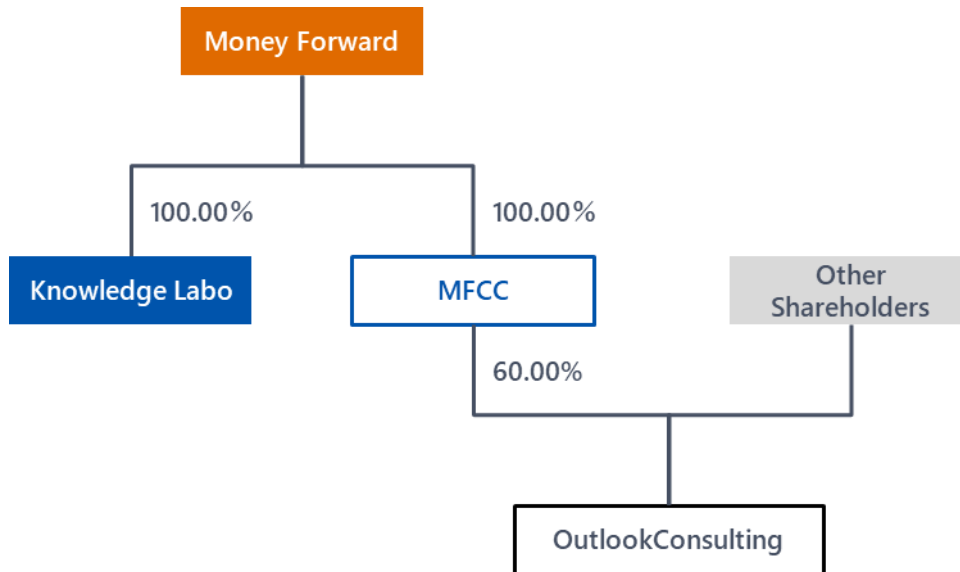
As disclosed in the announcements dated November 13, 2024, titled "Notice Regarding Commencement of Tender Offer for OutlookConsulting Co., Ltd. (Code: 5596) and Conclusion of Capital and Business Alliance Agreement" and "Notice Regarding Conversion of Knowledge Labo, Inc. into Wholly Owned Subsidiary through Simplified Share Exchange" as well as the announcement dated December 12, 2024, titled "Notice Regarding Results of Tender Offer for OutlookConsulting Co., Ltd. (Securities Code: 5596) and Transfer of Subsidiary", we had planned to consolidate the functions in the corporate performance management (hereinafter referred to as "CPM") space into MFCC following the tender offer for Outlook Consulting by MFCC and the share exchange with Knowledge Lab by the Company (hereinafter collectively referred to as "the Subsidiary Reorganization"), in order to expand our business in the CPM space.

The structure of the Subsidiary Reorganization is as follows. It is expected that the Subsidiary Reorganization will be completed with the execution of the company split.

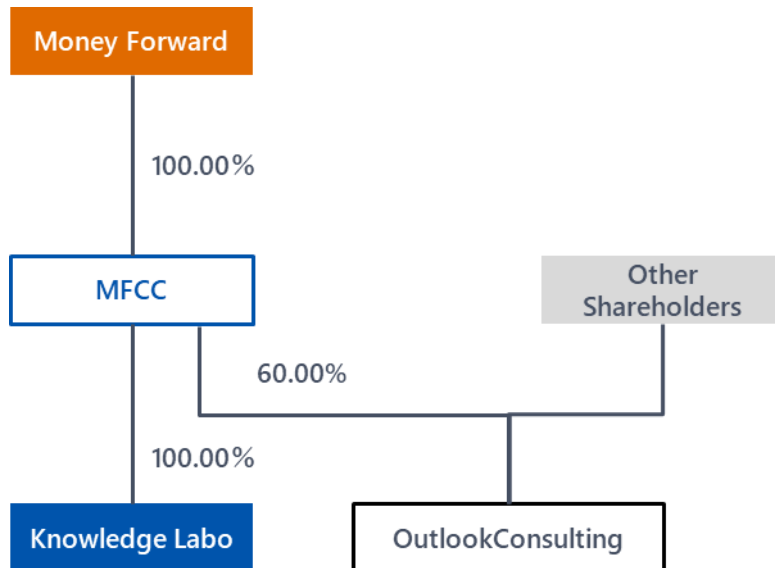
Before the Subsidiary Reorganization (as of November 13, 2024)



After tender offer and share exchange (as of January 1, 2025)



After the Subsidiary Reorganization (as of April 1, 2025, plan)



2. Outline of Company Split

(1) Date of Company Split

Date of resolution by Board of Directors (approval of absorption-type company split agreement) (The Company and MFCC)	January 24, 2025
Date of conclusion of absorption-type company split agreement	January 24, 2025
Effective date of company split	April 1, 2025 (plan)

* The Company Split will be a Simplified Absorption-type Company Split specified in Article 784, paragraph (2) of Japan's

Companies Act for the Company and a Short-form Absorption-type Split specified in Article 796, paragraph (1) of Japan's Companies Act for MFCC, and therefore, the Company Split will be carried out without obtaining approval at their general meetings of shareholders.

(2) Method of Company Split

The method is a simplified absorption-type company split in which the Company is the splitting company and MFCC is the succeeding company.

(3) Details of Allotment Related to Company Split

No shares or other consideration will be allocated upon the Company Split.

(4) Handling of Share Acquisition Rights and Convertible Bonds Accompanying Company Split

There will be no change in the handling of share acquisition rights and convertible bonds issued by the Company as a result of the company split.

(5) Changes in Capital Resulting from Company Split

There will be no changes in the Company's capital as a result of the company split.

(6) Rights and Obligations to Be Transferred to Succeeding Company

Of the rights and obligations related to the Business, those stipulated in the absorption-type company split agreement will be transferred to MFCC.

(7) Prospects for Fulfillment of Obligations

The Company has determined that it does not foresee the succeeding company facing any problems in fulfilling the obligations it will bear after the effective date of the company split.

3. Overview of Companies Involved in Company Split

	Splitting company (the Company) (as of November 30, 2023)	Succeeding company (as of November 30, 2023)
(1) Company name	Money Forward, Inc.	Money Forward Cloud Corporate Performance Management Consulting, Inc.
(2) Address	21F Tamachi Station Tower S, 3-1-21 Shibaura, Minato-ku, Tokyo	3-1-21 Shibaura, Minato-ku, Tokyo
(3) Name and title of representative	Yosuke Tsuji Representative Director, President and Group CEO	Hiroshi Shimanouchi Representative Director
(4) Business description	Platform service business	Design and sales of corporate performance management (CPM) software and provision Business of consulting services related to CPM as well as holding of shares or equity in companies, etc. engaging in such business
(5) Capital	27,290 million yen	50,000 yen
(6) Date of incorporation	May 18, 2012	June 24, 2024
(7) No. of shares issued	54,788,890 shares	10 shares
(8) Fiscal year-end	November 30	November 30
(9) Major shareholders and ownership ratio	Yosuke Tsuji 16.47% The Master Trust Bank of Japan, Ltd. (trust account) 14.14%	The Company 100.00%
(10) Financial data and earnings in most recent fiscal year		
Fiscal year	FY11/24 (consolidated)	-
Net assets	44,675 million yen	-
Total assets	106,191 million yen	-
Net assets per share (yen)	647.62 yen	-
Net sales	40,363 million yen	-
Operating profit	-4,735million yen	-
Ordinary profit	-5,353 million yen	-
Profit attributable to owners of parent	-6,330 million yen	-
Earnings per share (yen)	-116.32 yen	-

4. Overview of Business to Be Split

(1) Details of Business to Be Split

Business in the CPM space

(2) Financial Performance of the Business to Be Split

Net sales: 953 million yen (for the fiscal year ended November 2024)

(3) Accounts and Values of Assets and Liabilities to Be Split (as of May 31, 2024)

Assets		Liabilities	
Account	Book value	Account	Book value
Current assets	—	Current liabilities	—
Non-current assets	2,143million yen	Non-current liabilities	—
Total	2,143 million yen	Total	—

(Note) The values of assets and liabilities to be split will be finalized by adjusting the above figures for any changes incurred up to the effective date of the company split.

5. Status after Company Split

The company split will not result in any changes in the Company’s name and address, the name and title of its representative, and its business description, capital, or fiscal year-end.

6. Future Outlook

As the company split will be executed between the Company and its wholly owned subsidiary, the impact on the Company’s consolidated financial results will be minimal.