Financial Results for the 1st Quarter of Fiscal Year Ending November 30, 2021

Money Forward, Inc.
April 14, 2021

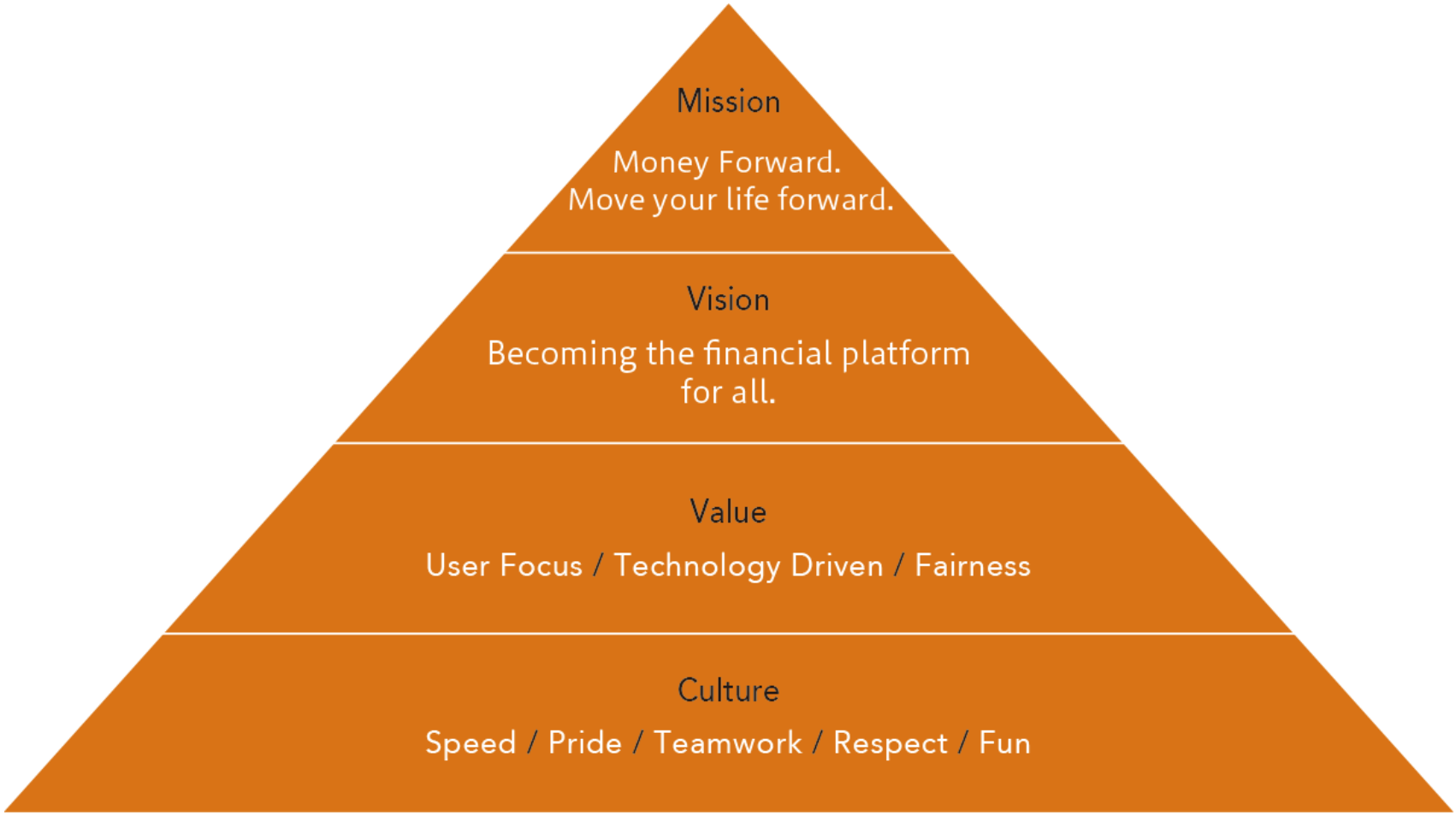
Contents

- Our Business P.2
- Financial Performance in FY11/21 Q1 P.14
  - Money Forward Business P.22
  - Money Forward Home P.37
  - Money Forward X P.43
  - Money Forward Finance P.51
- Growth Strategy P.54
- Appendix P.63



Our Business

Mission / Vision / Value / Culture

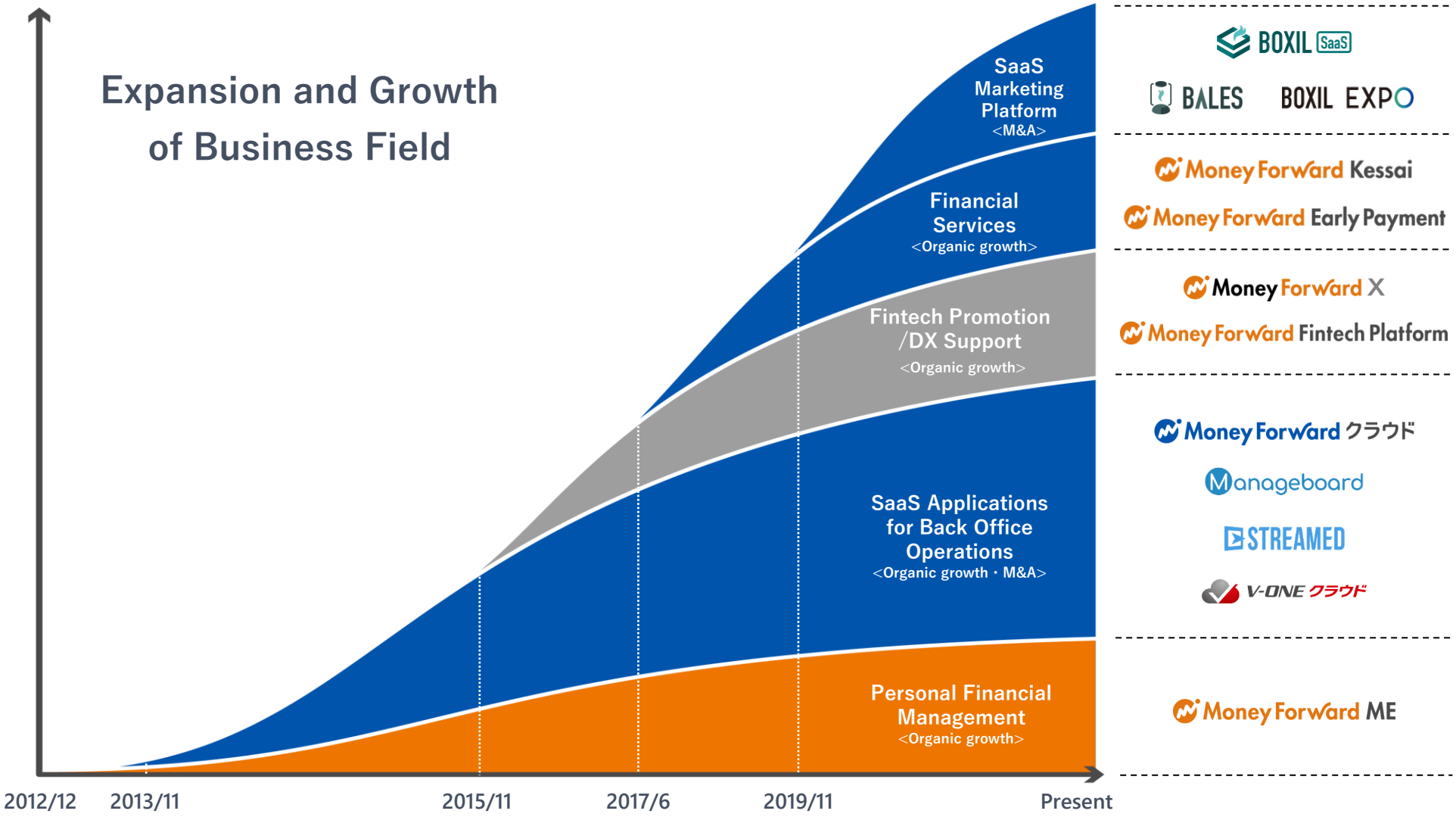


Providing Japan's Largest User Base and Product Lineup in SaaS/Fintech Field

User type	Business domain	Description	Key services
Corporate	Money Forward Business SaaS Applications for Back Office Operations	■ Provides cloud service for back office operation (accounting/finance and HR); boosts productivity significantly through shift to cloud and automation. ■ **150,000-plus paying users**, half of which corporate ■ Introduced at many accounting firms across Japan; **Covers 66% of Japan's top 100 firms**[*1]	Money Forward クラウド STREAMED Manageboard V-ONE クラウド
	Money Forward Business SaaS Marketing Platform	■ **One of Japan's largest SaaS marketing platforms**, operated by Smartcamp	BOXIL SaaS BALES BOXIL EXPO
	Money Forward Finance Financial Service	■ Provides BtoB deferred payment billing and factoring services ■ **Total transaction volume[*2] has exceeded ¥30.0 billion.**	Money Forward Kessai Money Forward Early Payment
Individual	Money Forward Home Personal Financial Management Apps	■ **Over 12 million users; Japan's No. 1 share[*3]** ■ 300,000-plus paying users ■ Provides household account improvement service based on users' data	Money Forward ME
Financial institution	Money Forward X Fintech Promotion/ DX Support	■ Joint service development with **39 financial institutions** ■ **Provides Fintech Platform** linking individual/corporate users, financial institutions and fintech companies, using an account-aggregation infrastructure	Money Forward X Money Forward Fintech Platform

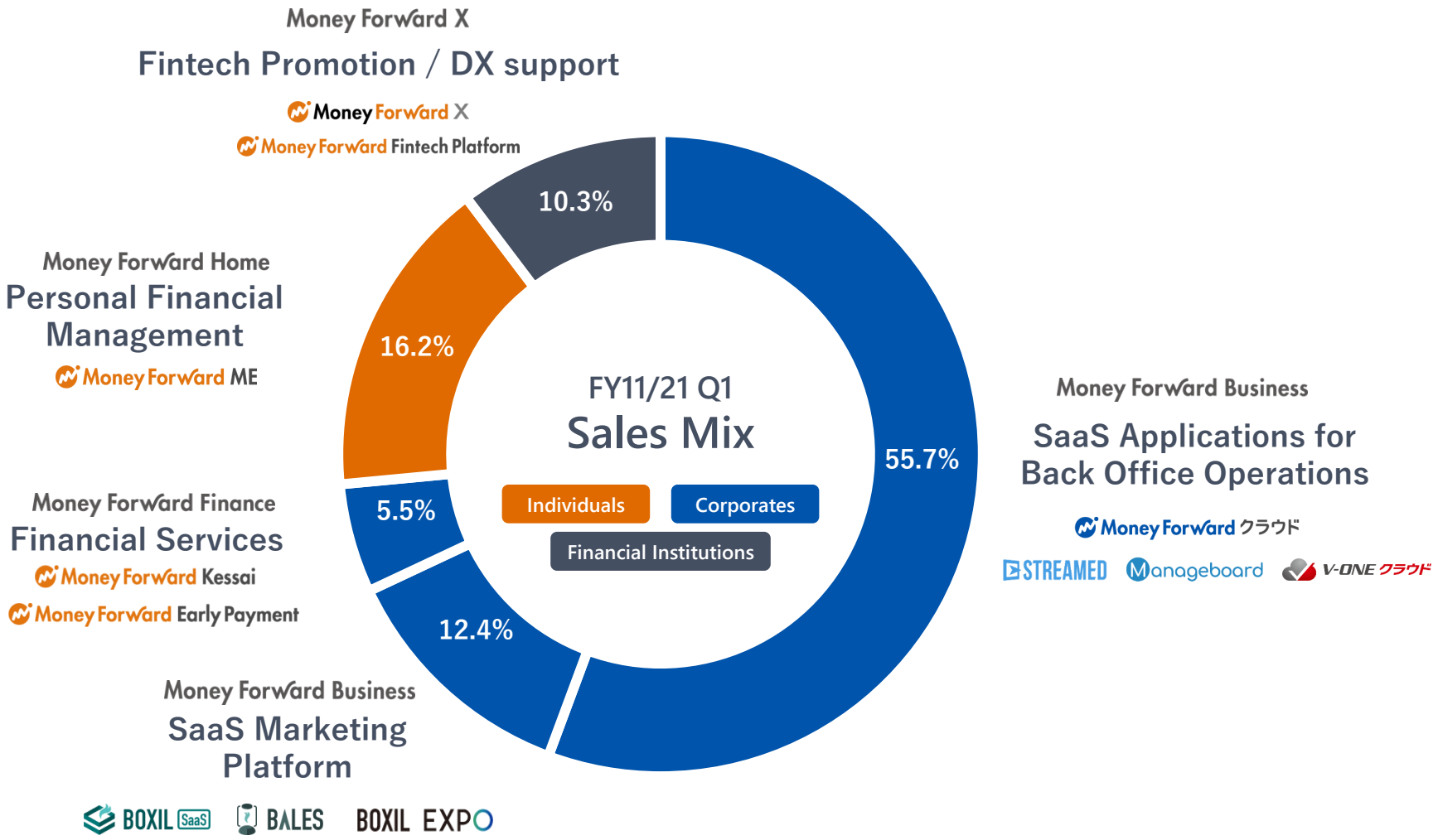
*1 See page 26 for details. *2 The cumulative amount of receivables that Money Forward Kessai, Inc. has acquired through *Money Forward Kessai,* BtoB deferred payment settlement service and *Money Forward Early Payment*, an accounts receivable financing service. *3 See page 85 for details.

Expanding Business Field Through New Business Development and M&A



Revenue Proportion

74% of net sales are to corporates, 16% are to individual, and 10% to financial institutions.



Environment Surrounding the Group

Revision of Electronic Books Maintenance Act/ Introduction of invoice system



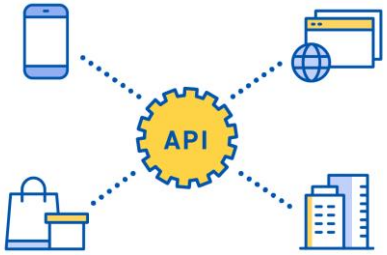
Introduction of remote work amid COVID-19 pandemic



Government's promotion of digitalization



Greater use of open API



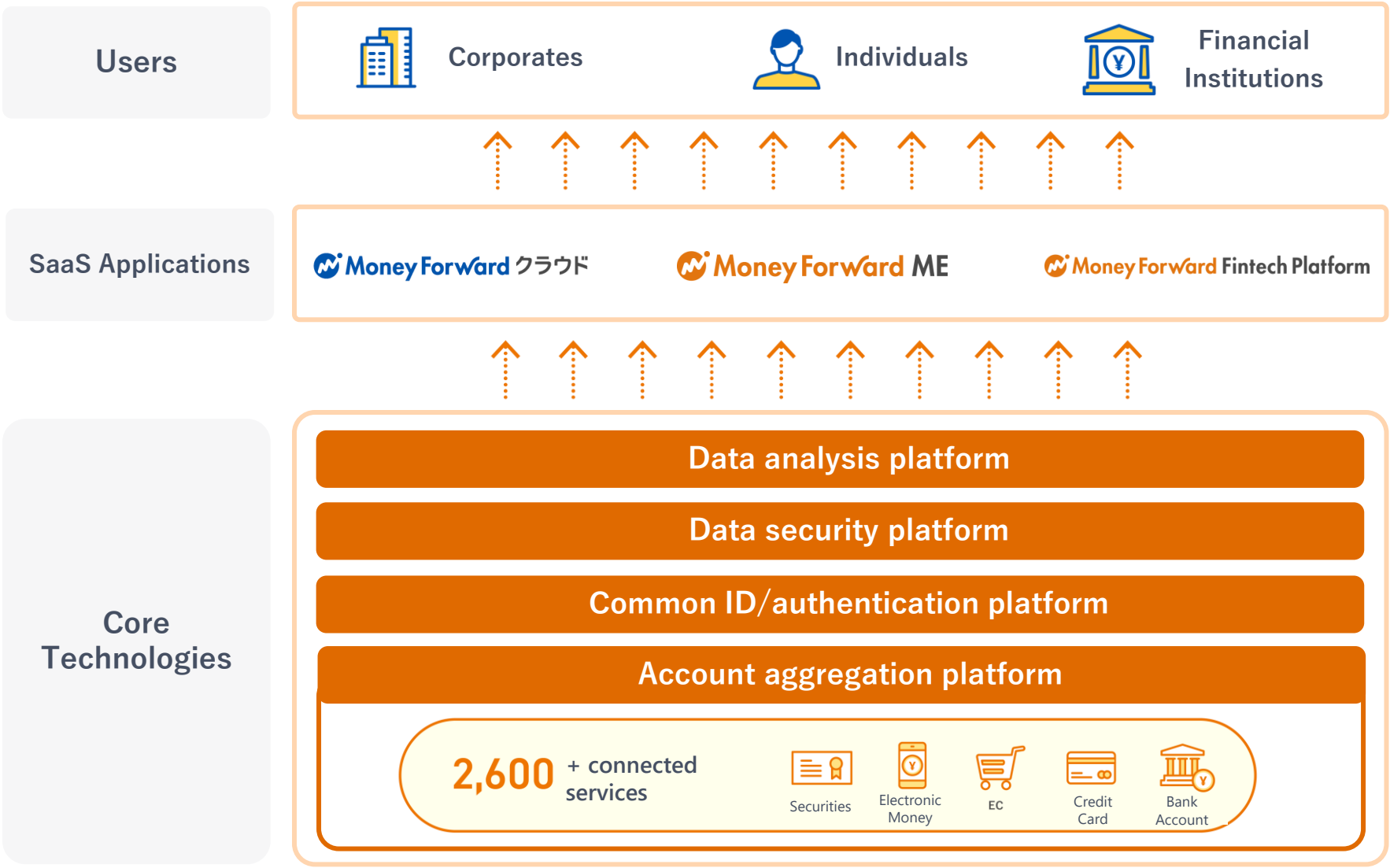
Review of Payment Services Act



Digitalization of salary payment



Developing Variety of Products Based on Common Core Technologies



ESG Initiatives to Achieve a Sustainable Society

We have set 3 priority themes to "solve the financial issues of all people and create a society where people can take on challenges."

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 Targets



Foundations Supporting 3 Key Themes

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

Governance that Balances Offense and Defense

Helping improve productivity and solve accounting and finance issues of accounting firms and their clients through *Money Forward Cloud*.

Issue before introduction

Productivity was low with conventional installing-style software, which required troublesome transfers of data and time-consuming data entry work.

Scale of introduction

The number of clients that have introduced *Money Forward Cloud Accounting* roughly tripled over two years.
STREAMED, an automated bookkeeping service, was introduced in 2019 to respond to demand for bookkeeping outsourcing service.

Impact of introduction

“Full-fledged introduction is underway as productivity is improved by using data linkage function and accessing the cloud simultaneously."

"Demand for BPO has increased recently, and *Money Forward Cloud* has become essential to expand the BPO business."

"Customers who have introduced *Money Forward Cloud* were able to prepare monthly financial statements without a hitch even amid the COVID-19 pandemic."

"Many young customers are considering introducing a cloud accounting service, meaning that there is a strong positive impact for attract young potential customers.”



Masami Mishima, representative member
Tax Accountants' Corporation
CROSSROAD

CROSSROAD

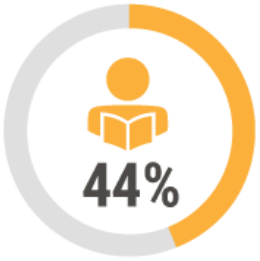
Changing personal behaviors and improving financial position through provision of *Money Forward ME*.

Change in behavior and awareness toward money*

I'm wasting less money.



I've gotten into the habit of studying about money and collecting related information.



I have reviewed my fixed costs.



Perceived monthly saving*

Average

¥27,848



or about ¥330,000 in annual saving!

* Based on a 2020 survey regarding financial awareness conducted on 5,874 *Money Forward ME* users who said they felt the service helped improve their household accounts.

Contribute to DX of society with diverse partners.



No. of Certified Members:
(Accounting firms and certified social insurance and labor consultant offices)

16,000 +[*1]

No. of Chambers of Commerce and Industry (CCI) that We Partner with

107[*1]

No. of Financial Institutions (FI) Served with Our Products:

39[*1]

# of API connections with FIs

1,109[*2]

*1 Number of accountants who use our services as of end of April 2021. Previous disclosure, 4,400+ members, were the number of accounting offices who have introduced our services.

*2 As of 8 April 2021. Counting financial institutions (including Shinkin Banks, Labor Banks and Agricultural and Fishery Cooperative Savings Insurance Corporations) that have API connections or web scraping connections with contracts.

Focus on creating environment with diversity and various opportunities for growth.

"TERAKOYA" one-on-one sessions in Japanese for overseas new graduates hired as engineers

One-on-one sessions to help participants learn Japanese language and culture, conducted by volunteers



"Leadership Forward Program" to groom leaders

Program to train next leaders, conducted by management members and external instructors





Financial Performance in FY11/21 Q1

Highlights in FY11/21 Q1

- Consolidated net sales **increased 45% YoY** to ¥3.47 billion in Q1. Net sales in Business domain **grew 51% YoY**, driving the significant overall growth. Sales remained solid, ranging between 22.0% and 23.5% against the full-year forecasts (21.1% overall in the year-earlier period*1)
- Gross profit steadily grew, **rising 53% YoY** to ¥2.54 billion.
- EBITDA totaled ¥0.36 billion and operating profit reached ¥0.08 billion.
- SaaS ARR*2, which is the total of the Group's recurring revenue, increased 35% YoY to **¥9.02 billion**. Growth of ARR in all domains accelerated.
- The number of paying customers*3 for the Group (individual, sole-proprietor and corporate) exceeded the **464,000**.

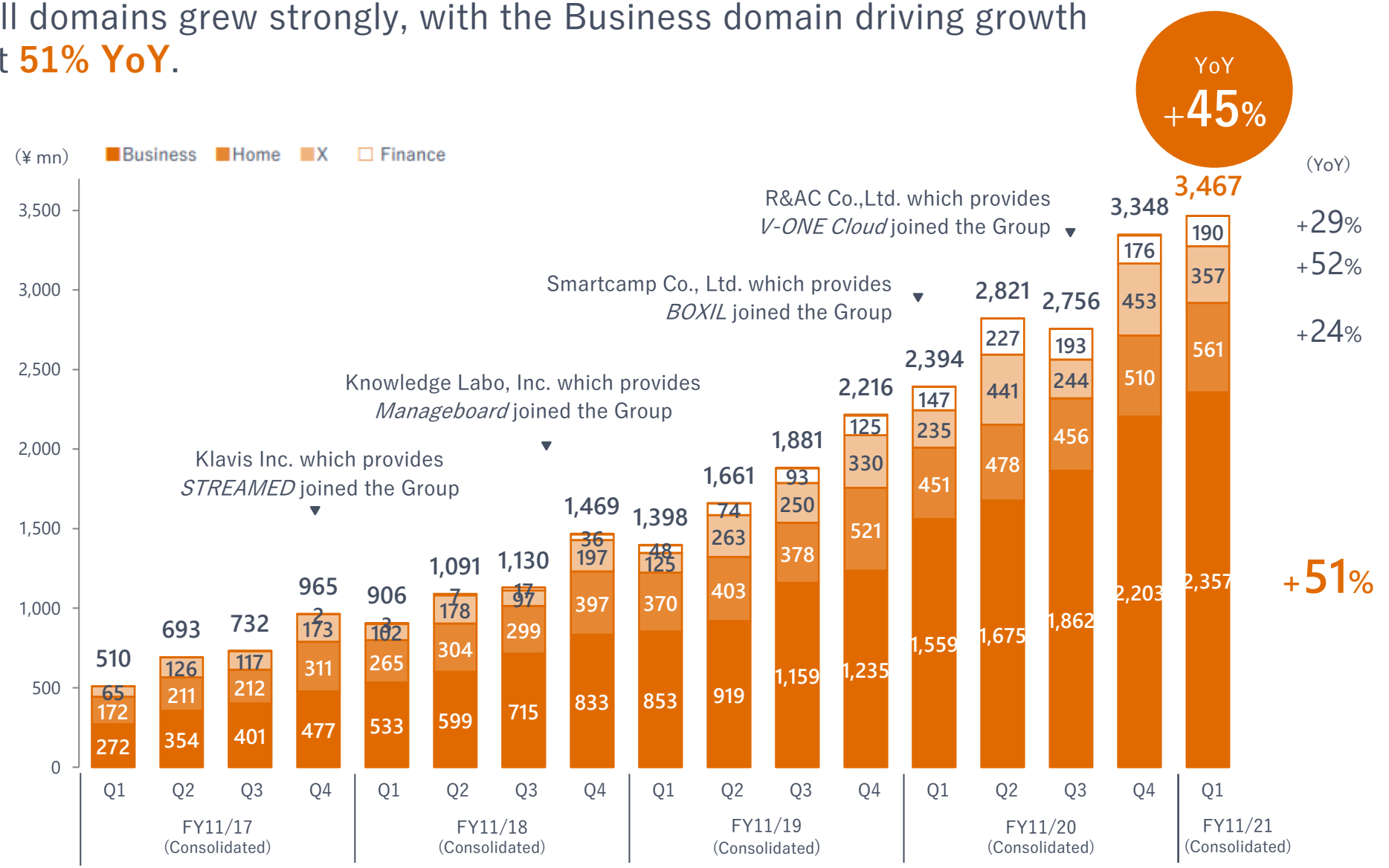
*1 Percentage of actual FY11/20 Q1 net sales vs. actual full FY11/20 net sales. The actual full FY11/20 figure includes sales of R&AC who joined the group.

*2 SaaS ARR is 12 times the MRR of the last month of each period in Home domain, Business domain, and X domain. For the definition of SaaS ARR, please refer to page 17.

*3 The number of paying customers is the sum of paying users of *Money Forward ME* in Home domain and customers paying for *Money Forward Cloud*, *STREAMED*, *Manageboard, V-ONE Cloud, Money Forward Certified Membership*, etc. in Business domain as of the end of February 2021.

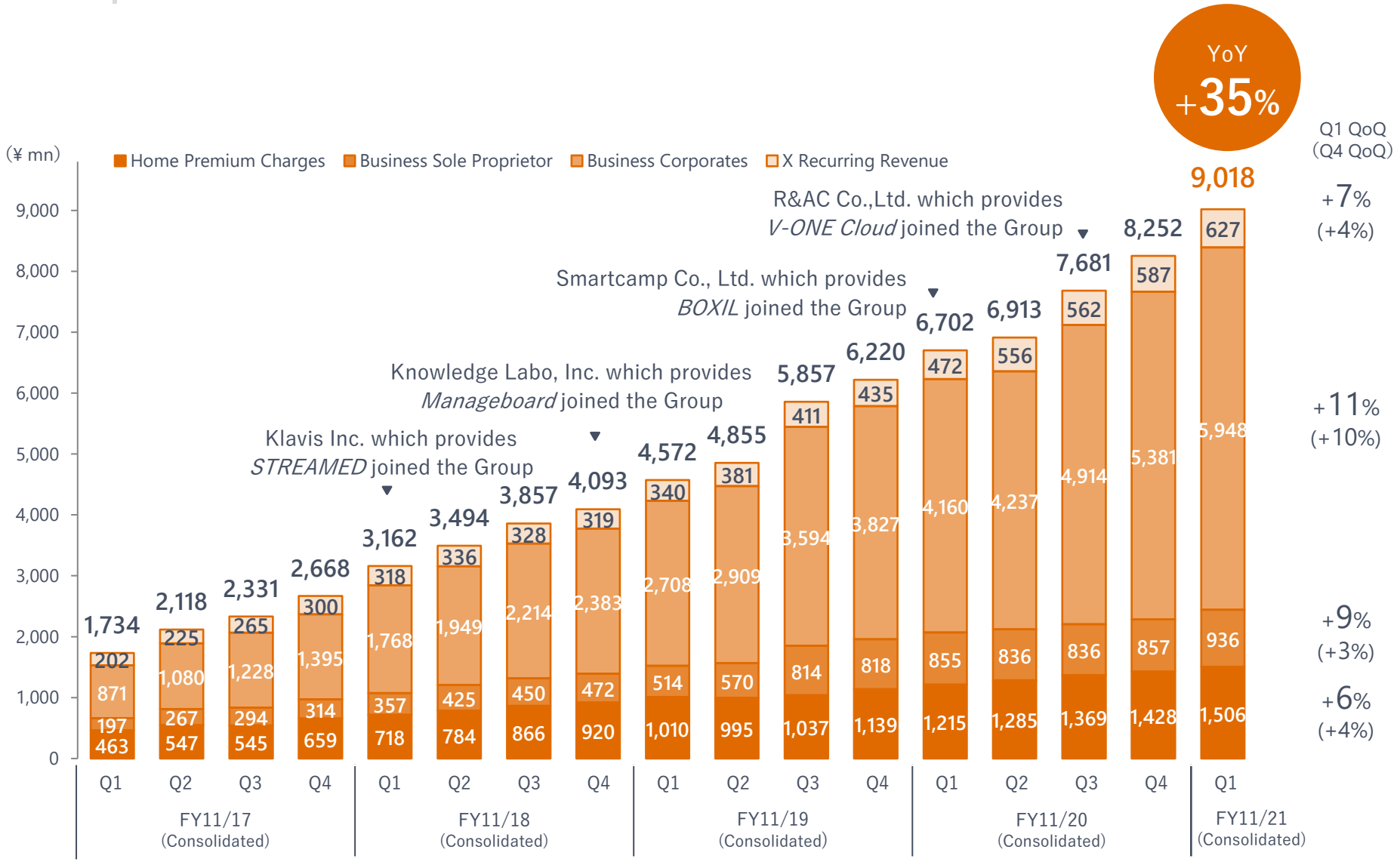
Q1 Consolidated Net Sales Continued to Grow Strongly, Up 45% YoY

All domains grew strongly, with the Business domain driving growth at **51% YoY**.



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

ARR Growth in All Domains Accelerated

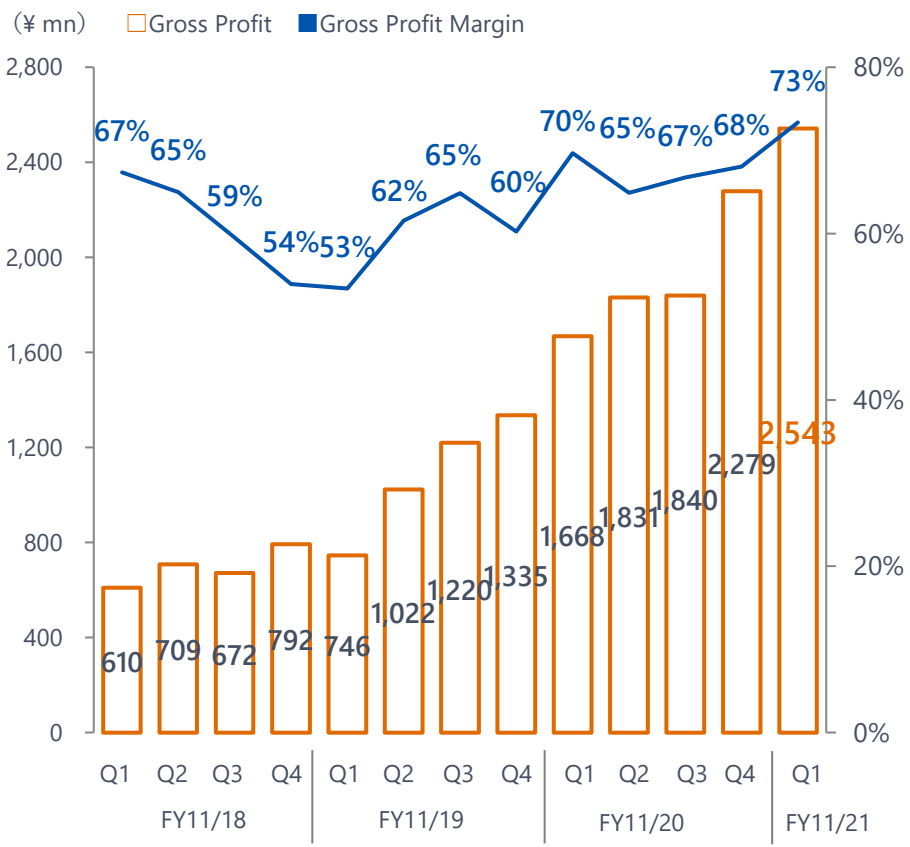


* SaaS ARR is 12 times of the SaaS MRR of the last month of each fiscal year. “Business Sole Proprietor” is revenue from services for sole proprietors in *Money Forward Cloud*. “Business Corporates” is revenue from services for corporates including *Money Forward Cloud*, *STREAMED*, *Manageboard* , *V-ONE Cloud*, and *Money Forward Certified Membership*. In order to adjust for seasonal factors of *STREAMED*, its MRR is calculated as one-third of the billing revenue of *STREAMED* in Q1 of each fiscal year. Non-recurring revenue of each business and net sales of Smartcamp are not included. * For the definition of ARR and MRR, please refer to page 75.

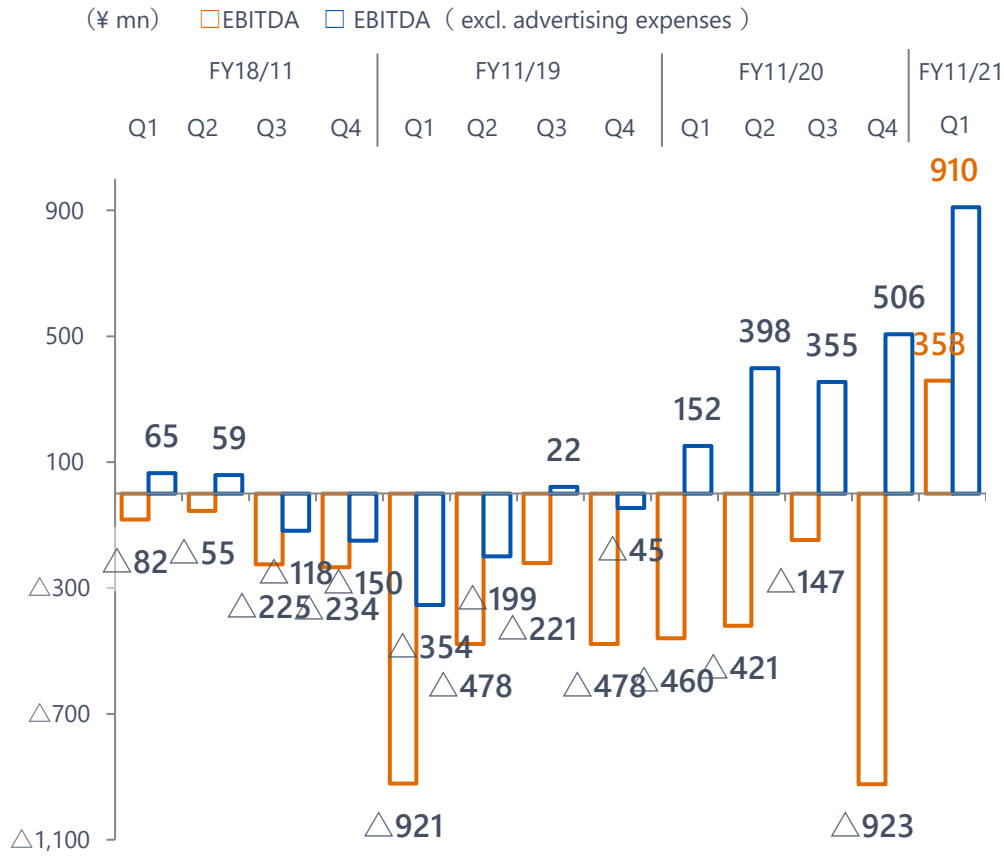
Gross Profit / EBITDA (Quarterly Trend)

Gross profit and gross profit margin both reached record highs. EBITDA excluding advertising expenses and EBITDA reached about ¥0.91 billion and ¥0.36 billion, **renewing record highs**.

Gross Profit



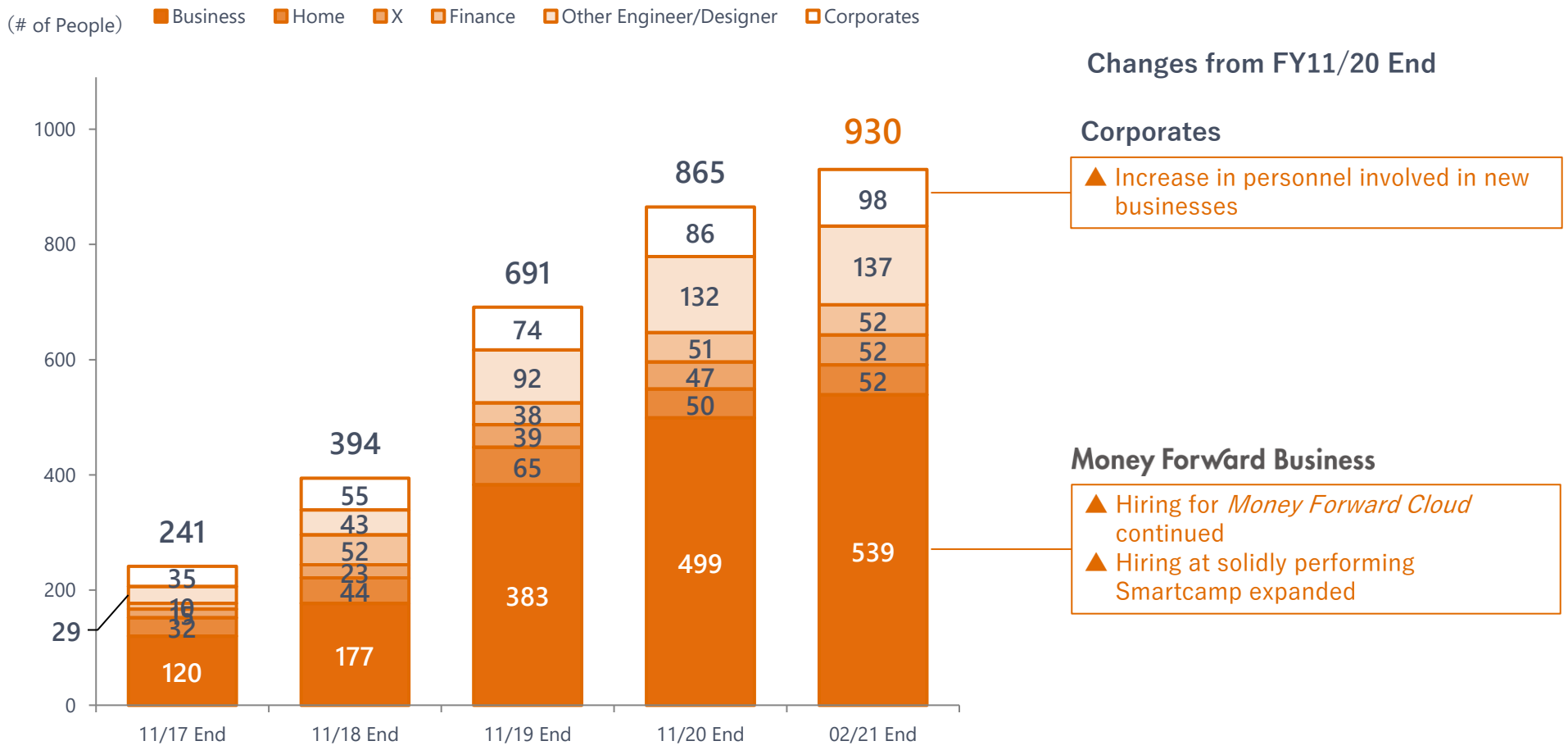
EBITDA



* EBITDA = operating profit/loss + depreciation and amortization + tax expenses included in operating expenses + share-based remuneration expenses * From FY11/20, started capitalizing software for development projects that are expected to generate revenue going forward, owing to continued enhancement of development capabilities.

Full-time Employees

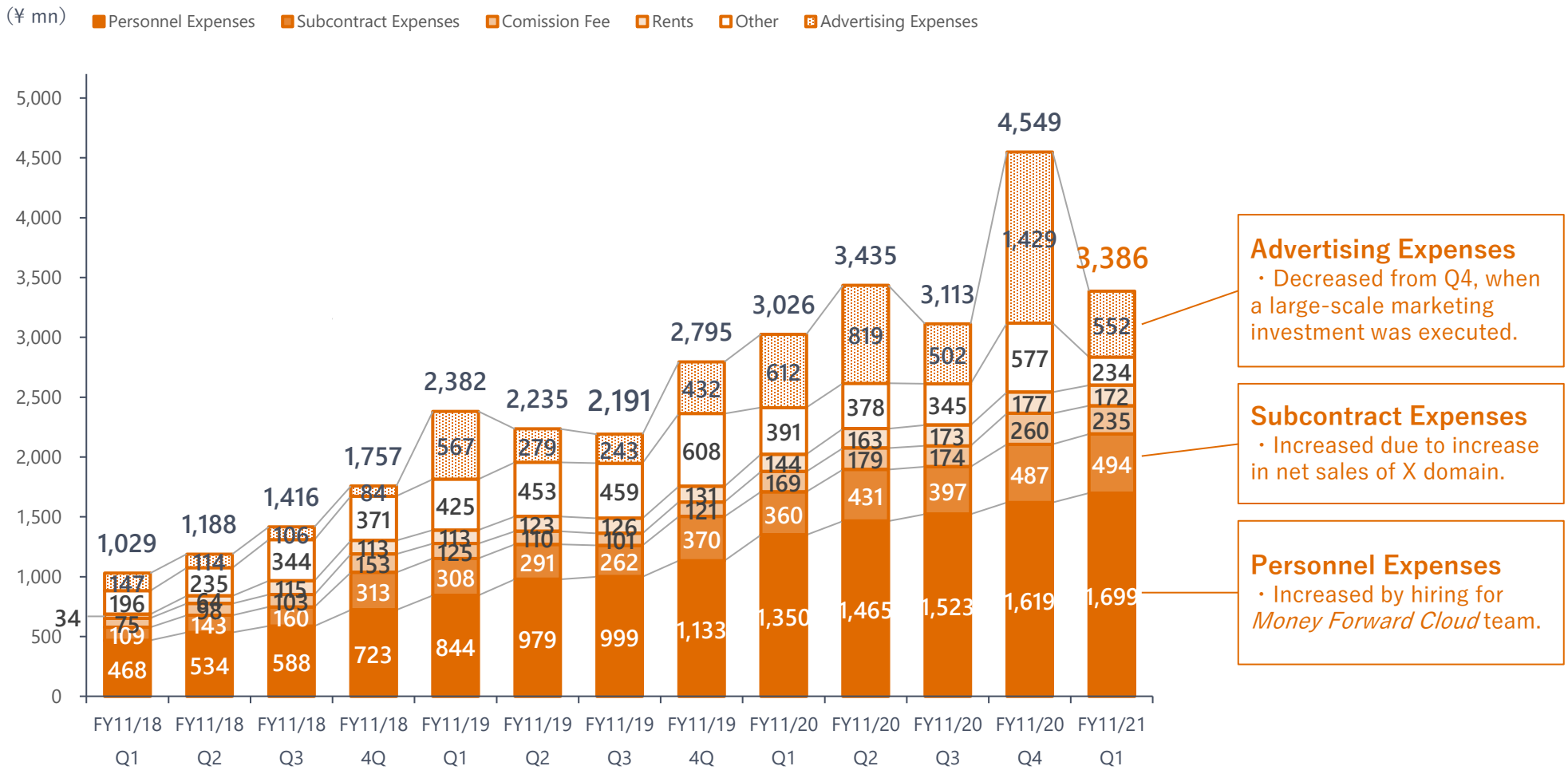
Hiring in Business domain increased steadily. About 30 new graduates joined the Group in April.



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

Breakdown of Expenses (Cost of Sales & SGA)

Expenses decreased from Q4, when a large-scale marketing investment was executed.



Advertising Expenses
・Decreased from Q4, when a large-scale marketing investment was executed.

Subcontract Expenses
・Increased due to increase in net sales of X domain.

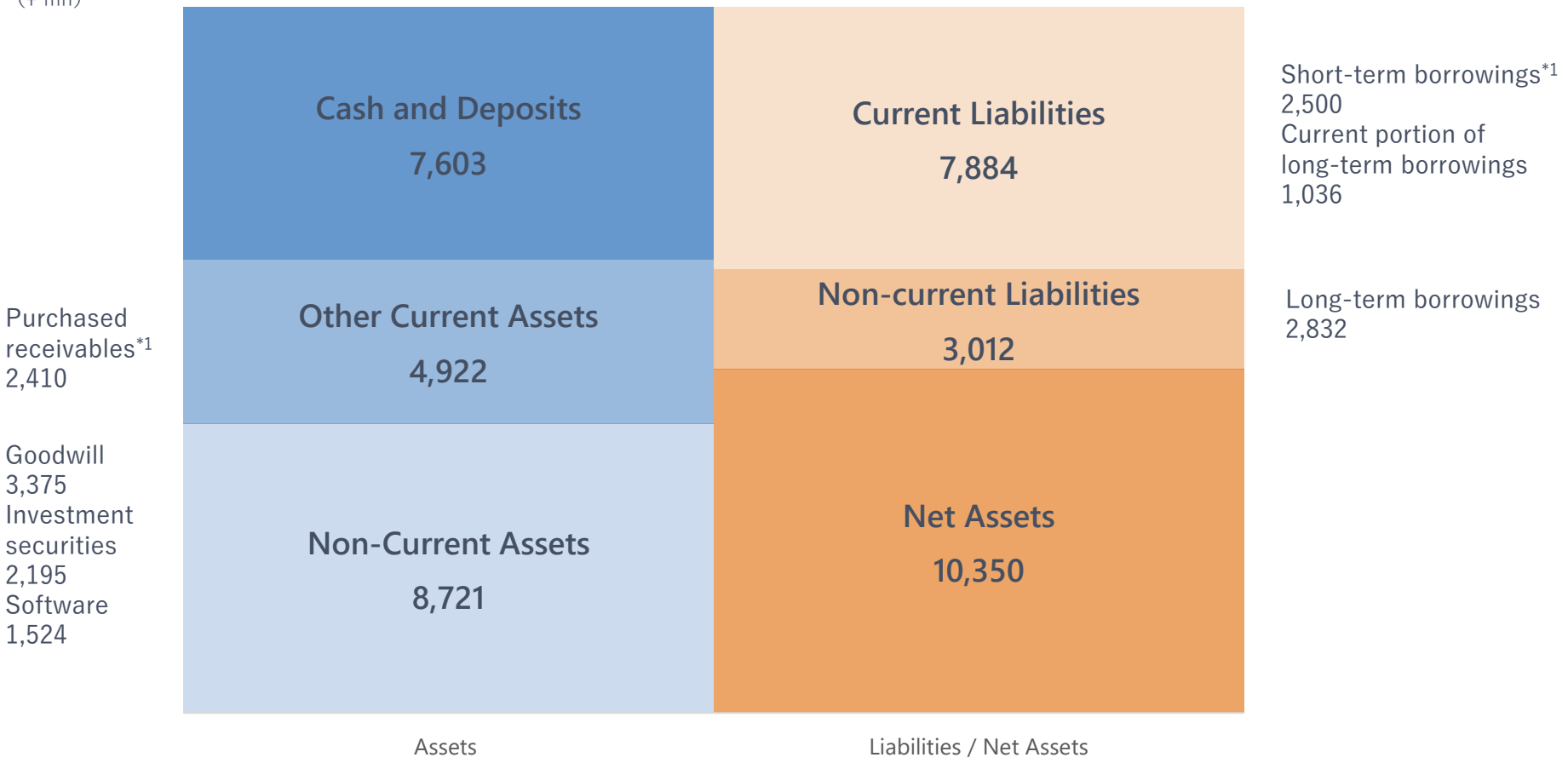
Personnel Expenses
・Increased by hiring for *Money Forward Cloud* team.

* “Other expenses” include amortization, communication expenses , recruiting/training expenses , tax and dues, professional fee, depreciation, R&D expenses, etc.

Balance Sheet

Maintains a **high level of financial soundness**, with cash and deposits of approx. ¥7.6 billion and net assets of over ¥10 billion.

(¥ mn)



*1 Related to Money Forward Kessai, Inc.


Money Forward Business

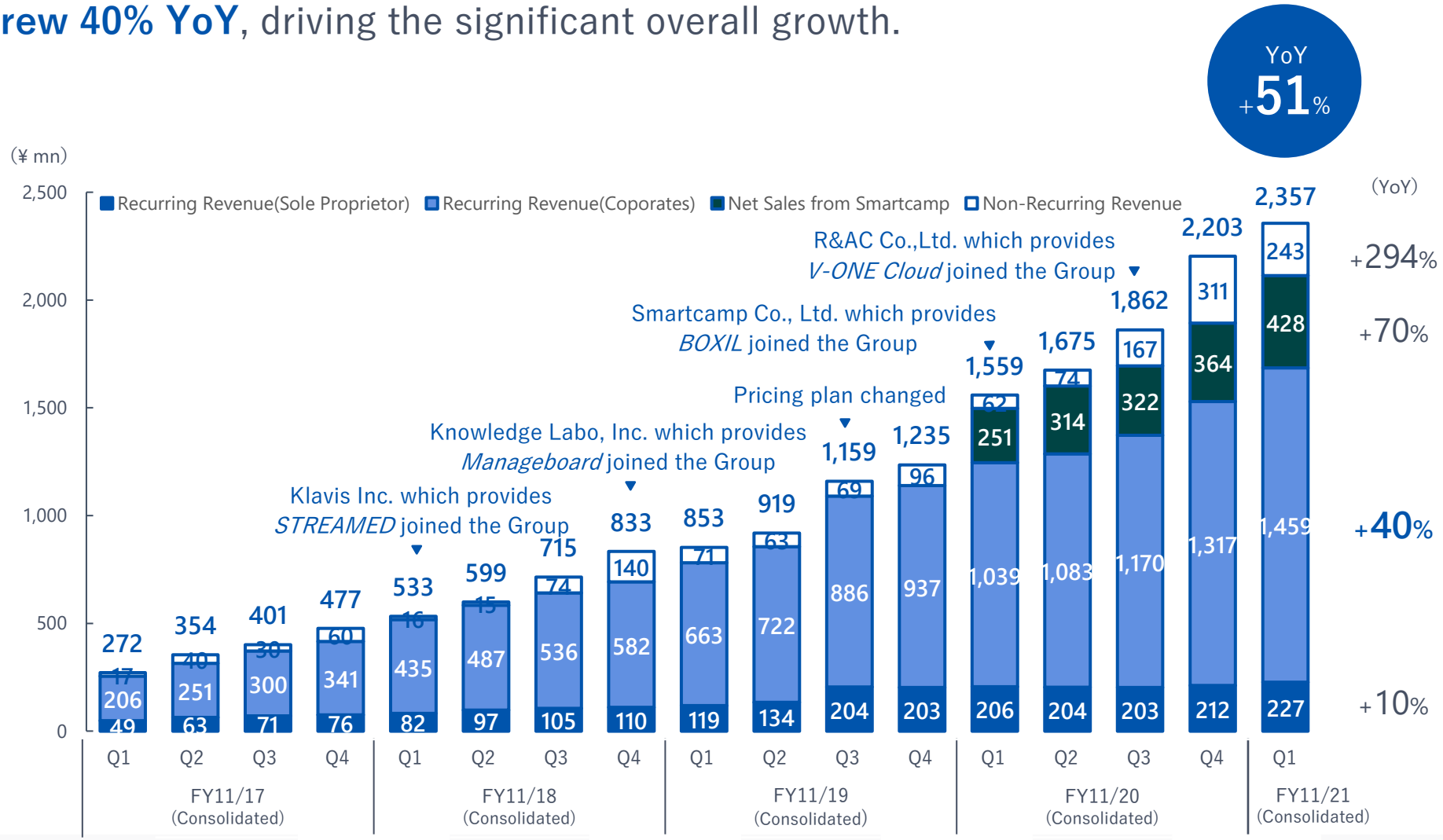
Highlights in FY11/21 Q1

- Q1 net sales grew significantly, **increasing 51% YoY**[*1]. Sharp growth was driven by corporate customer sales.
- Smartcamp achieved a significant growth of **70% YoY**, supported by an expansion in the domestic SaaS market and aggressive marketing spending by SaaS business providers.
- Paying customers, including both corporate and sole-proprietor, increased steadily to total **154,000**[*2]. **The pace of winning sole proprietor users accelerated** by transferring PFM users and renewing apps.
- ARPA for corporate customers **rose 4.4% sequentially** to ¥80,587. Introduction of *Money Forward Cloud Accounting Plus* accelerated.
- Customer churn rate improved to **1.0%**[*3] from 1.4% a year earlier.
- ERP will further improve by the provision of ***Money Forward Cloud Contract***.

*1 Organic growth rate excluding R&AC's consolidation was 43% YoY.
*2 For the definition of the number of paying customers, please refer to page 25.
*3 3-month average up to February 2021.

Net Sales(Quarterly Trend)

Net sales grew significantly, **increasing 51% YoY**. Corporate recurring revenue*1 **grew 40% YoY**, driving the significant overall growth.



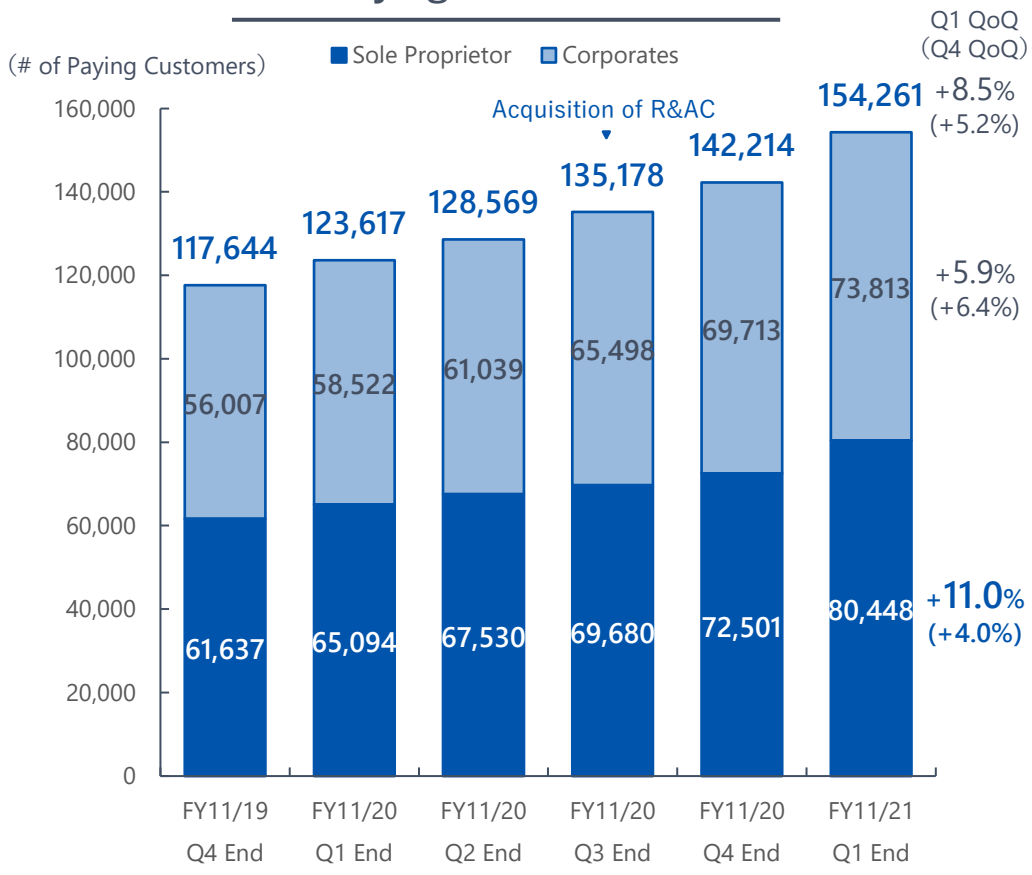
*1 Recurring Revenue(Corporates) excluding the impact of acquisition of R&AC is ¥1,393 million, up +34% YoY.

* Recuring Revenue (Sole Proprietor) is the revenue from services for sole proprietors in *Money Forward Cloud*. Recuring Revenue (Corporate) is the revenue from services for corporates including *Money Forward Cloud*, *STREAMED*, *Manageboard, V-ONE Cloud*, and *Money Forward Certified Membership*.

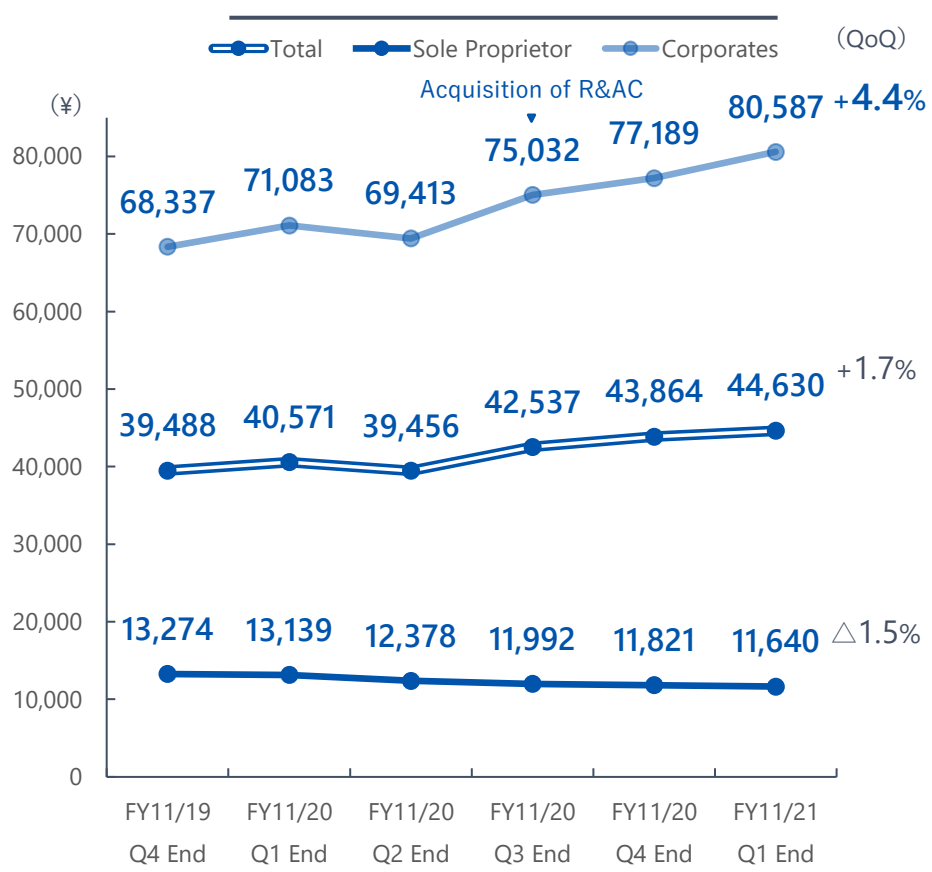
Growth in Paying Customers and ARPA Continued

The number of paying corporate users and their ARPA grew steadily. Acquisition of medium-size customers remains on an uptrend. Increase in the number of paying sole-proprietor customers accelerated, with the figure **rising 11.0% from the previous quarter**.

Paying Customers*1



ARPA*2



*1 Number of paying customer(Sole Proprietor) includes those subscribing services for sole proprietors in *Money Forward Cloud*. Number of paying customer (Corporate) includes corporates, accounting offices and their clients subscribing services for corporates including *Money Forward Cloud*, *STREAMED*, *Manageboard*, *V-ONE Cloud*, and *Money Forward Certified Membership*. The above figures do not include Smartcamp.

*2 ARPA is 12 times the MRR of Business domain in the last month of each period (ARR) divided by number of paying customers.

Expansion of Partnerships with Accounting Firms

Focusing on helping accounting firms and their clients succeed, working through branches across Japan. **66%* of Japan's top 100 accounting firms** have already introduced our cloud accounting modules.

Hokkaido Tohoku Area

シマ会計 / MATcH.POINTs マッチポイント株式会社 / SUZUKA / Paris Formation 税理士法人 中野会計事務所 / Venture partners / TOTAL SUPPORT SINCE 1964

Kanto Koshinnetsu Area

KODATO 株式会社 古田土経営 税理士法人 古田土会計 / AG / TOTAL Group 税理士法人TOTAL / ATLAS アトラス総合事務所 / Seven Rich 会計事務所 Seven Rich Accounting / 辻・本郷 税理士法人 HONGO TSUJI TAX & CONSULTING / G.S.ブレインズ税理士法人 / Shiodome Partners / SALIRE GROUP / BUSINESS NAVIGATION / A.G.S.

Tokai Hokuriku Area

SMC SMCホールディングス SUPPORT MANAGEMENT CONSULTANTS / MMPC GROUP / 税理士法人 大樹 / 税理士法人スマッシュ経営 / 顧客企業の繁栄に総合力で奉仕する 合同会計グループ / 税理士法人 葵パートナーズ / hmr seventh sense

Kansai Area

TripleGood トリプルグッドグループ / ひかりアドバイザーグループ ひかり税理士法人 / Ogasahara Solution & Accompany 御堂筋税理士法人 / ひろせ税理士法人 HIROSE LICENSED TAX ACCOUNTANT / action success 税理士法人 アクセス / SBC PARTNERS

Chugoku Shikoku Area

axis 税理士法人アクシス / お客様企業の「黒字化と節税」が私たちの目標です。 みどり合同税理士法人グループ / 税理士法人サンアクア 株式会社形山会計 / 税理士法人SIN S N / 経済産業省 認定経営革新等支援機関 成和税理士法人

Kyushu Area

UP Partners / 税理士法人 武内総合会計 / 税理士法人 アーリークロス / 伊藤会計事務所 ITO TAX ACCOUNTANT OFFICE / Intelligent Group 玉来網店 IG会計グループ / 永田経営グループ NAGATA Management Group / TA PARTNERS 税理士法人 ティーエーパートナーズ CERTIFIED PUBLIC TAX ACCOUNTANTS'CO.

* As of the end of February 2021. Calculated by Money Forward, Inc. based on “Top 500 Accounting Firms” in 2019 by Monthly ProPartner.

Enhance Partnerships with Labor and Social Security Attorney Offices

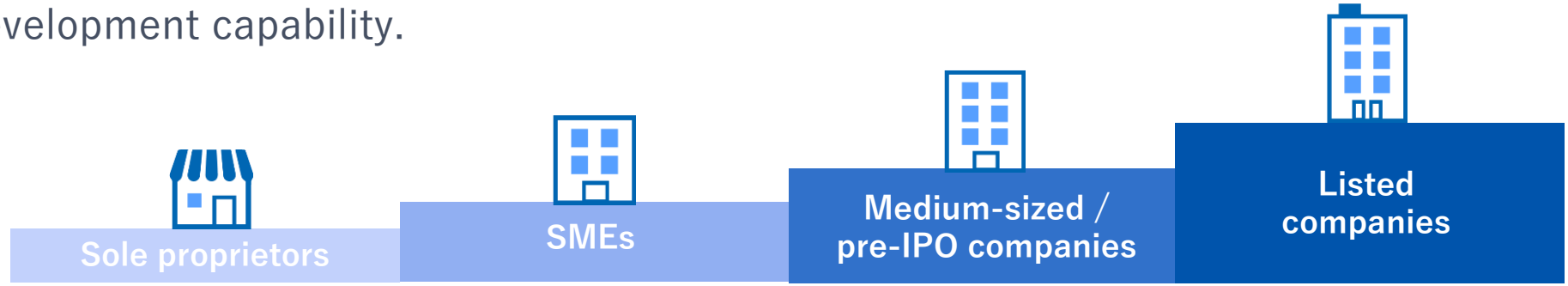
Through a tie-up with KiteRa, Inc., a cloud service provider who specializes in corporate internal rules, supports consultants to focus on their work to resolve labor issues of their clients.

Money Forward　KiteRa



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.



For sole proprietors

Money Forward *Cloud Tax Return*

For SMEs

Money Forward *Cloud Accounting*

For Medium-sized / pre-IPO, and listed companies

Money Forward *Cloud Accounting Plus*

For every company size

Money Forward *Cloud Invoice*
Money Forward *Cloud Expense*
Money Forward *Cloud My Number*
Money Forward *Cloud Payroll*
Money Forward *Cloud Social Insurance*
Money Forward *Cloud Attendance*
Money Forward *Cloud Contract*

Mainly for accounting office

STREAMED — Automated Bookkeeping

Manageboard Money Forward — Cashflow Analysis and Budget Control

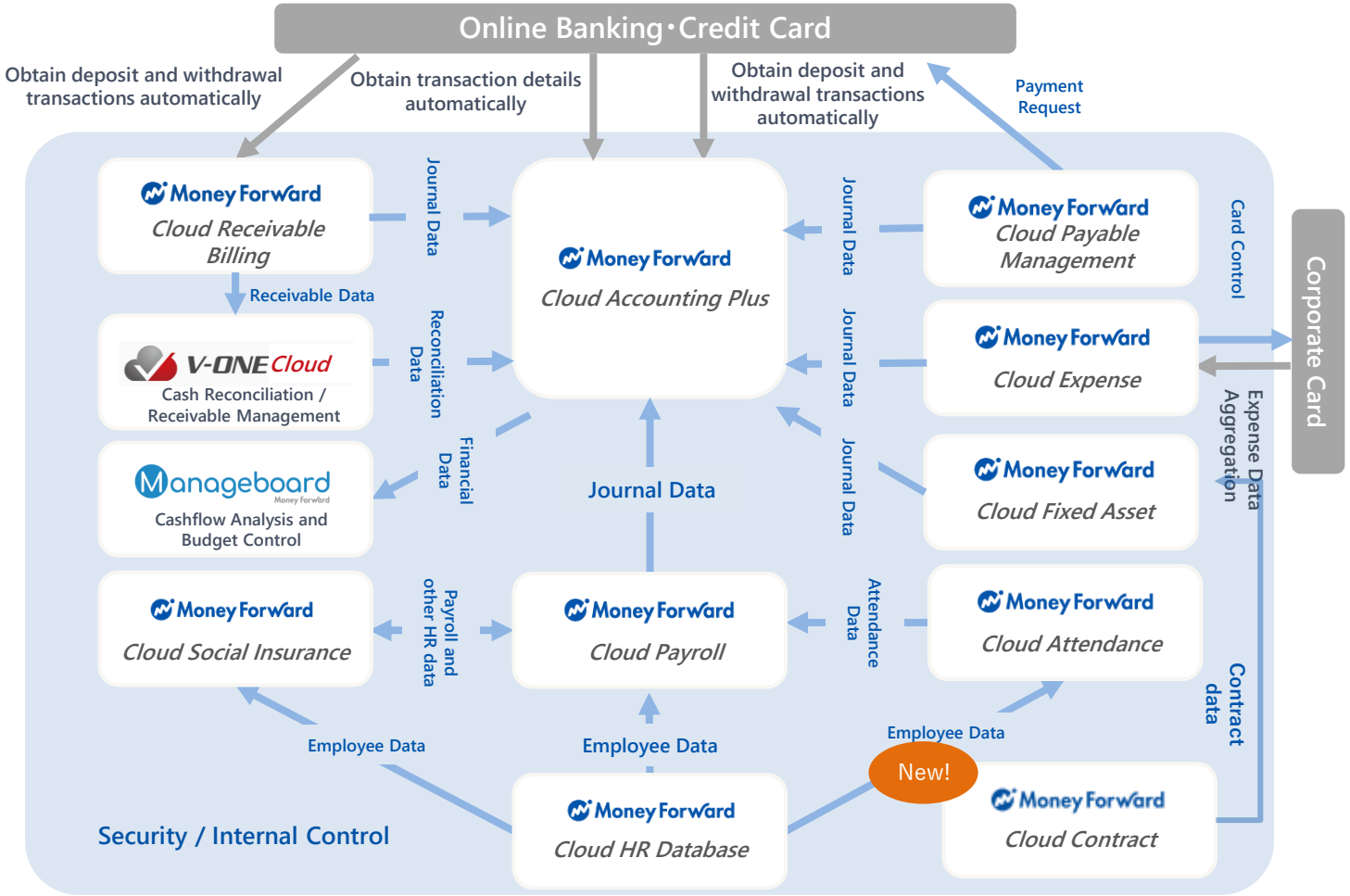
Mainly for medium-sized companies

Money Forward *Cloud HR Database*
Money Forward *Cloud Payable Management*
V-ONEクラウド — Cash Reconciliation / Receivable Management
Money Forward *Cloud Fixed Asset*
Money Forward *Cloud Receivable Billing*

* *Money Forward Cloud Fixed Asset, Money Forward HR Database*, and *Money Forward Cloud Contract* are to be released in May 2021. *Money Forward Cloud Receivable Billing* is to be released in June 2021.

Powerful Product Lineup for Medium-sized / Pre-IPO and Listed Companies

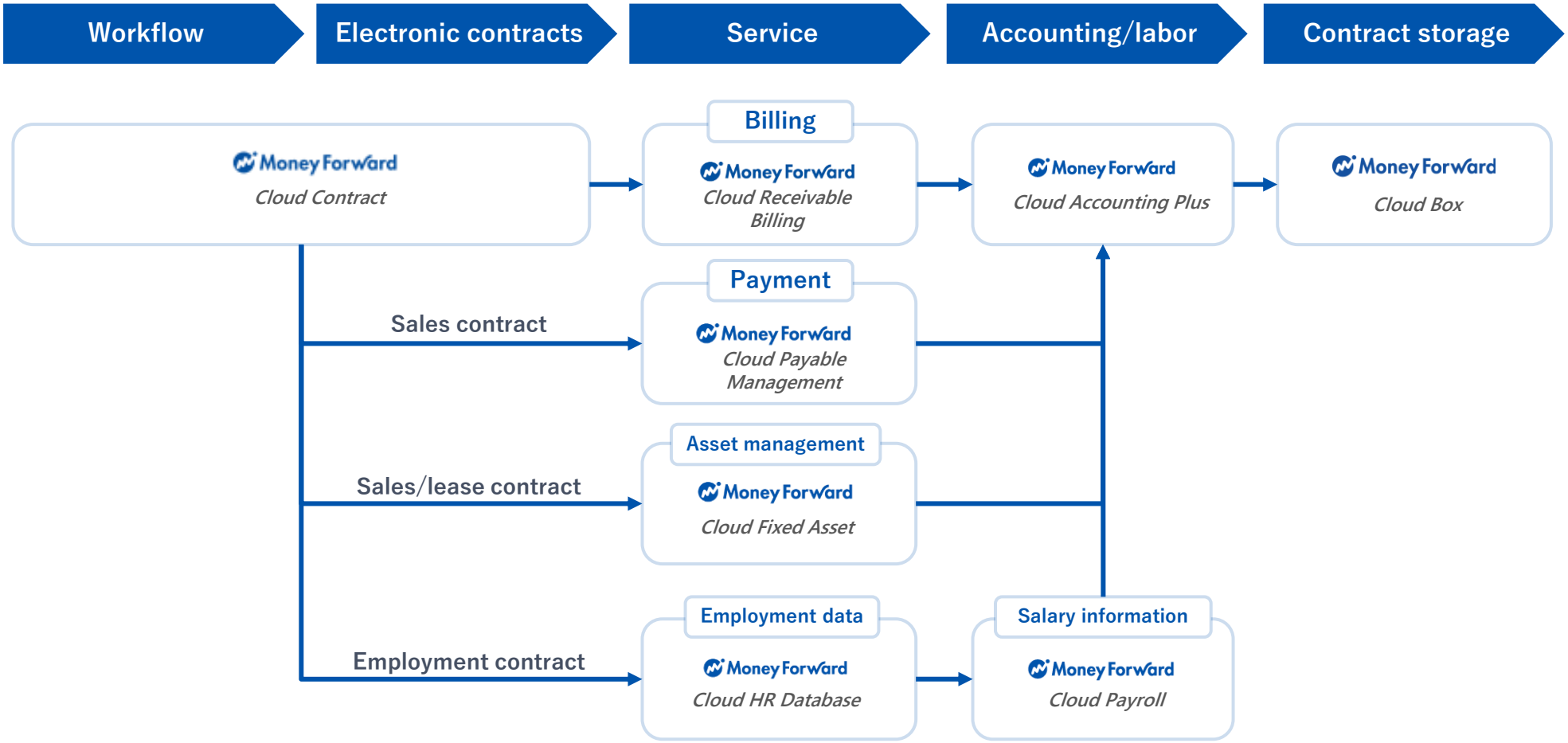
Entering the legal field with ***Money Forward Cloud Contract***. * The Cloud ERP will cover accounting/finance, HR and legal fields with seamless data linkage.



* *Money Forward Cloud Contract* is to be released in May 2021.

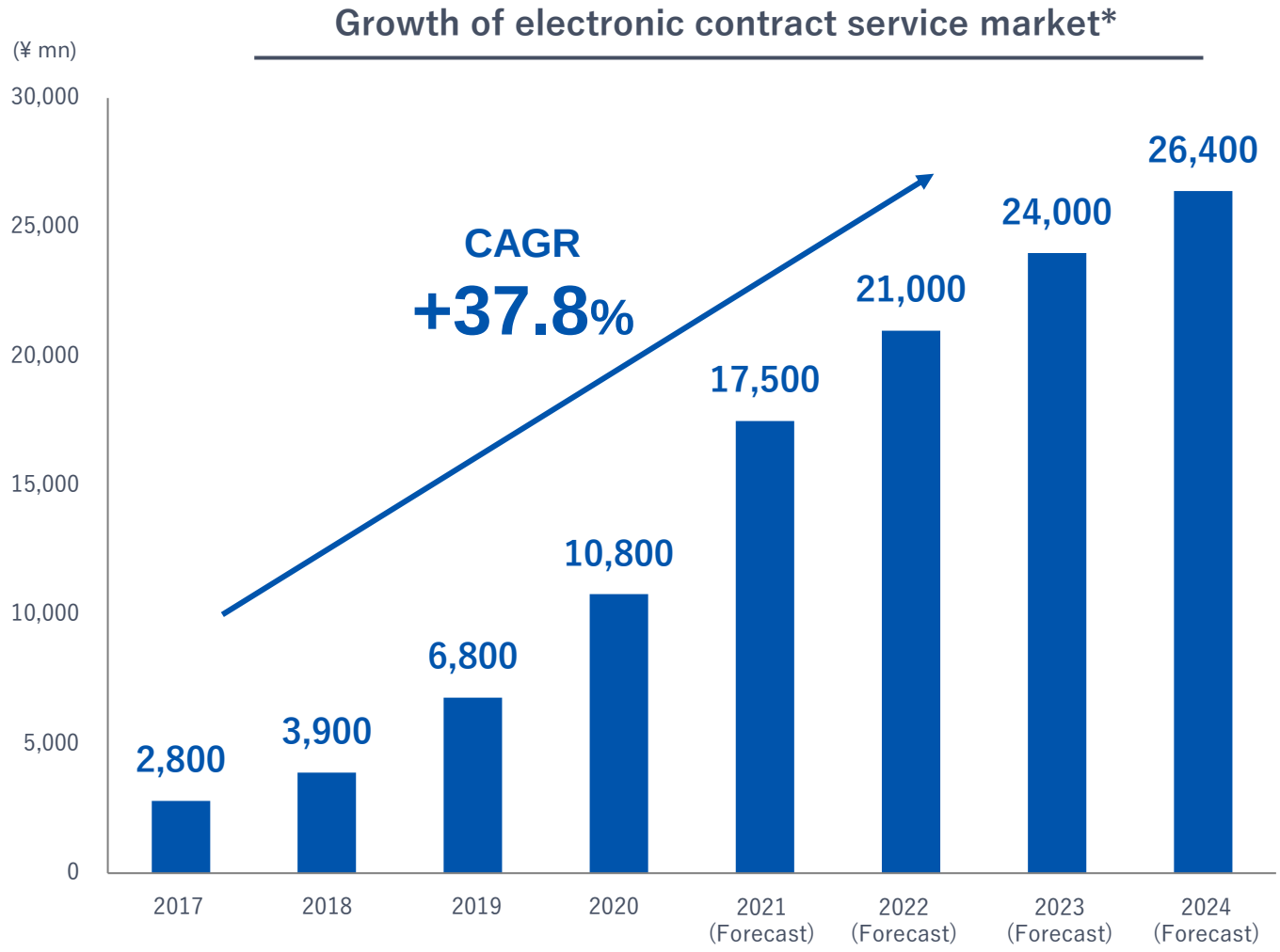
Accelerating DX of Contract-related Operations

The entire back office operations will be covered, from workflows and contract signing to recognition of credits/debts and account processing. Productivity of companies will improve significantly.



Legal Tech Market, Where Strong Growth Is Expected

Pursuing share expansion in the legal tech market by cross-selling *Money Forward Cloud Contract* to the existing users.



* Compiled from Yano Research Institute Ltd.'s November 24, 2020 press release entitled, "Electronic Contract Service Market in Japan: Key Research Findings 2020"

Growing Corporates Using *Money Forward Cloud*（1/2）

Introduction of *Money Forward Cloud Accounting Plus* **has been accelerated.**

＜Corporates using *Money Forward Cloud Accounting Plus*（Example）＞

AI inside
カラダノート
日本ホスピスホールディングス株式会社
Gojo & Company, Inc.
LayerX
zeals
Schoo
EC CUBE
人と組織の成長コンサルティング Legaseed
Hybrid Technologies
SORACOM
TENTIAL
Marketing Applications
Ai Robotics
funds
Japan Digital Design
F-CODE
Direct Sourcing
VIDPOOL Gunosy グループ
Grill Gunosy グループ
STADIUM
TRUST CITY WITH TRUST, WITH EVERYONE.
Chat Plus+
JMA
RNA ReboRNA Reborna Biosciences, Inc.
FiNC Technologies

Growing Corporates Using *Money Forward Cloud*（2/2）

Introduction of cloud payroll, attendance, expense, social insurance etc. has been accelerated in listed, medium-sized, and Pre-IPO companies.

＜Corporates using cloud payroll, attendance, expense, social insurance, etc.（Example）＞

Listed Company

TSE 1st/2nd

AEON　LIKE　JAFCO　giftee*　WingArc 1ST The Data Empowerment Company

TSE Mothers

WANTEDLY　Chatwork　UZABASE　Retty

Sun*　feedforce　ビザスク　Makuake　Crowd Works

Medium-sized, Pre-IPO

BIZREACH　PASONA HR Solution　丸紅新電力 MARUBENI POWER RETAIL　Kellogg's　DOMA-DOMA　KURASHICOM

Adacotech Adaptive Cognition Technology　PR Table　MISS PARIS GROUP　clean planet　SAMURAI INCUBATE　Synspective

Astroscale　COCON　Taimee　株式会社トライグループ　RevComm Inc　MiddleField

Bellmare　CAMPFIRE　TORETA　お金のデザイン　NEXWAY TIS INTEC Group　hachidori

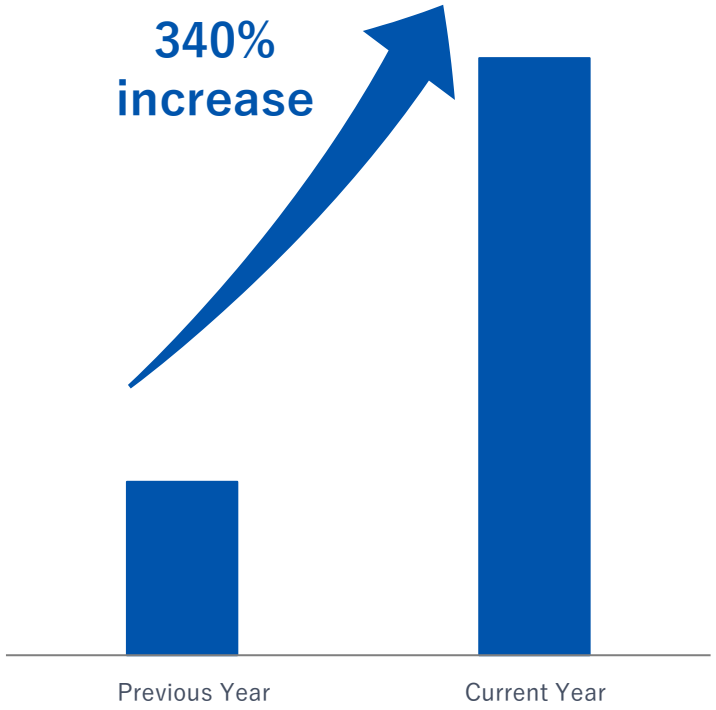
Sole Proprietor Users Increasing Briskly

Japan's first to allow users to make journal entries, create tax returns and file them electronically from a single smartphone app equipped with electronic filing feature*1; **solid increase of customer referrals from PFM service.**

Enables electronic filing from smartphone



Number of new tax return users using *Money Forward ME* *2



*1 Based on February 5, 2021 Money Forward research on apps distributed on Google Play and App Store.

*2 The figures are the numbers of users newly registered for *Money Forward Tax Return* who had been using *Money Forward ME*. The previous fiscal year figure is for a period from October 1, 2019 to February 29, 2020 and the current fiscal year figure is for a period from October 1, 2020 to February 28, 2021.

BOXIL SaaS AWARD

The award aims to make SaaS known widely and help companies speed up their DX.



Smartcamp Establishes a New Company “ADXL”

In order to address issues in the SaaS industry, including more diverse marketing methods and shortage of marketers, Smartcamp has launched ADXL, Inc., a digital agency specialized in SaaS.

ADXL
ADOSHIRU

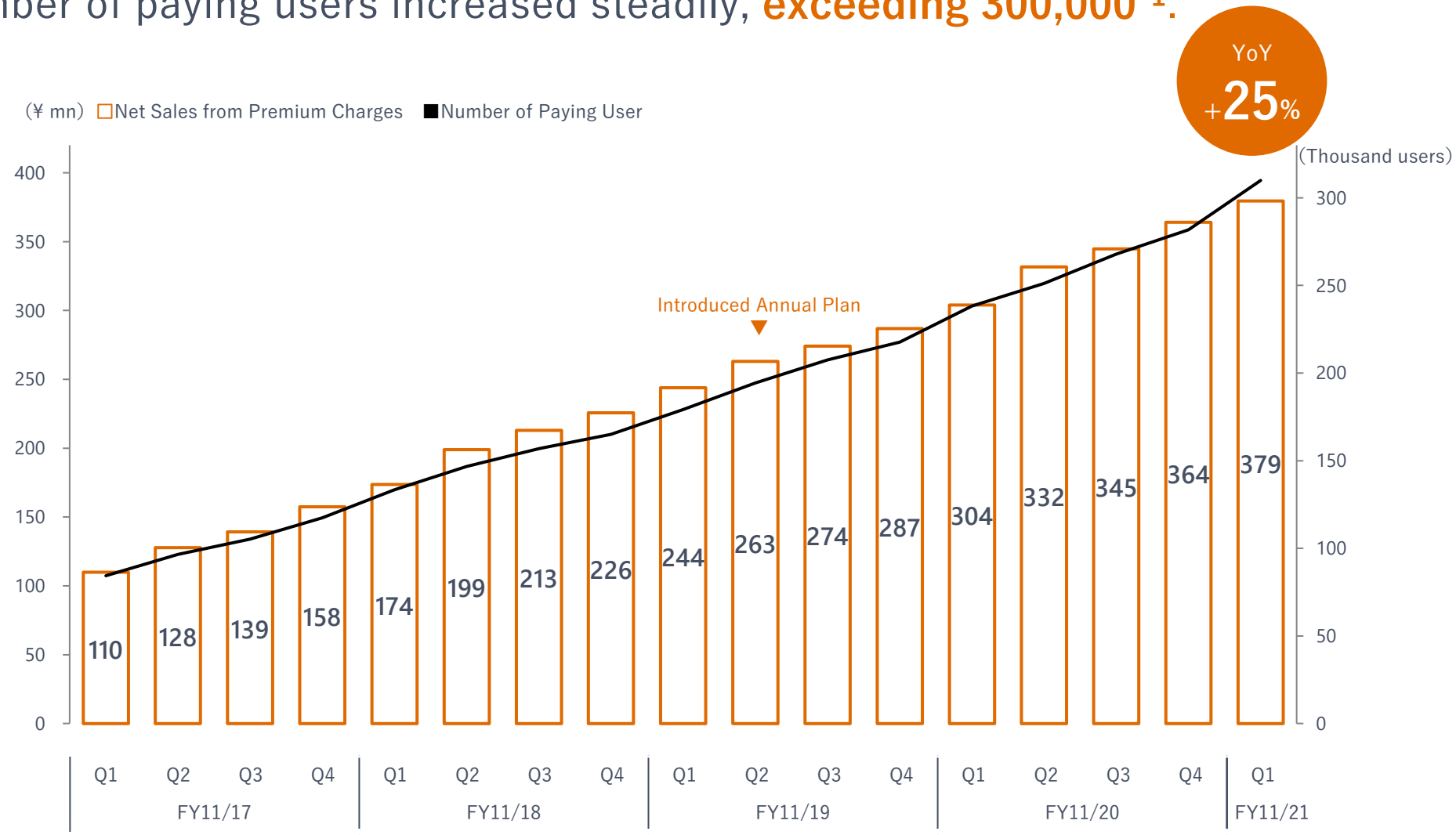
Marketing service × **Ad agency service** × **Technology service**

Money Forward Home



Net Sales from Premium Charges

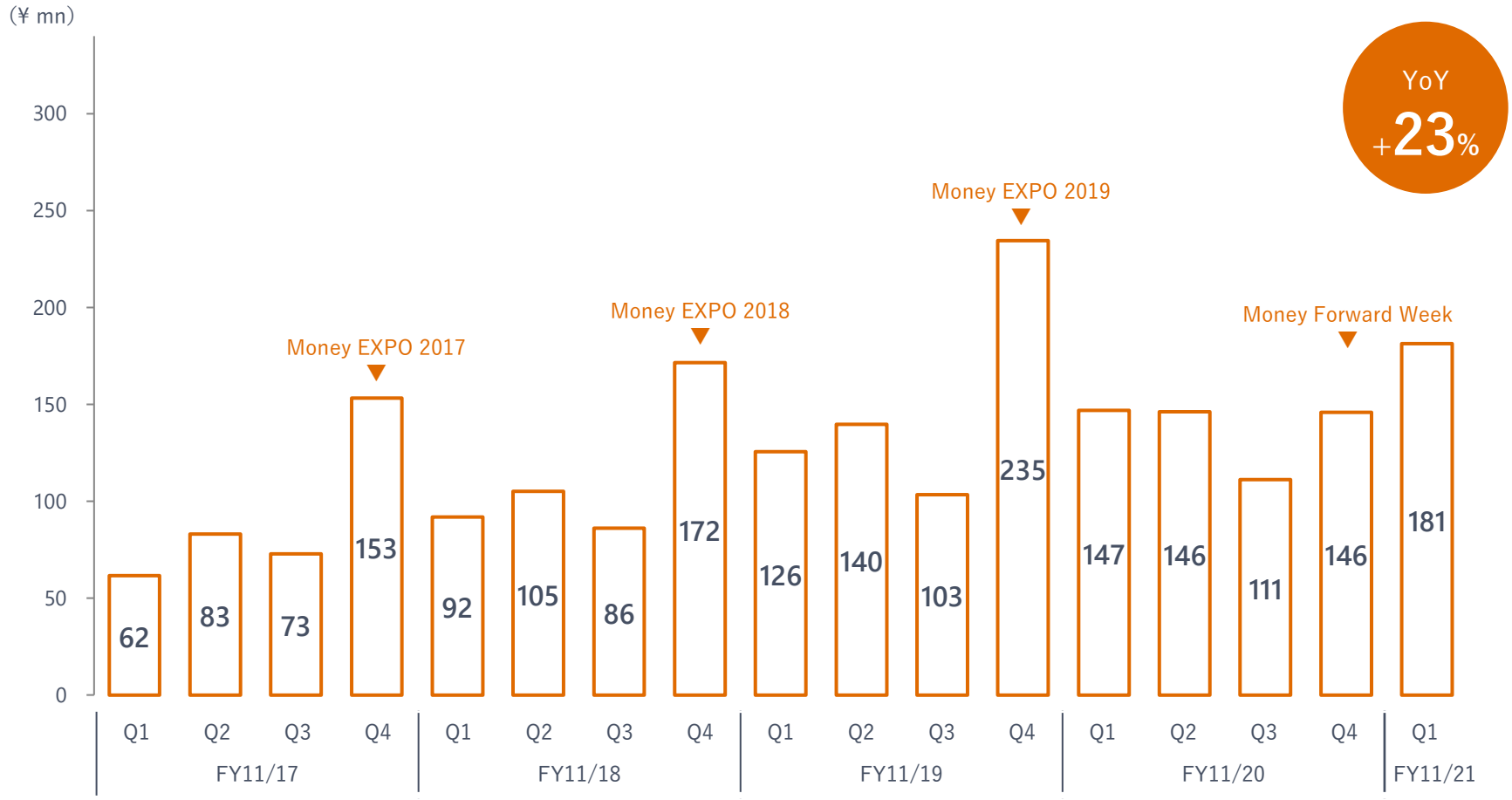
Grew by **25% YoY**.
Number of paying users increased steadily, **exceeding 300,000*1**.



*1 As of the of February 2021.

Net Sales from Media/Advertising

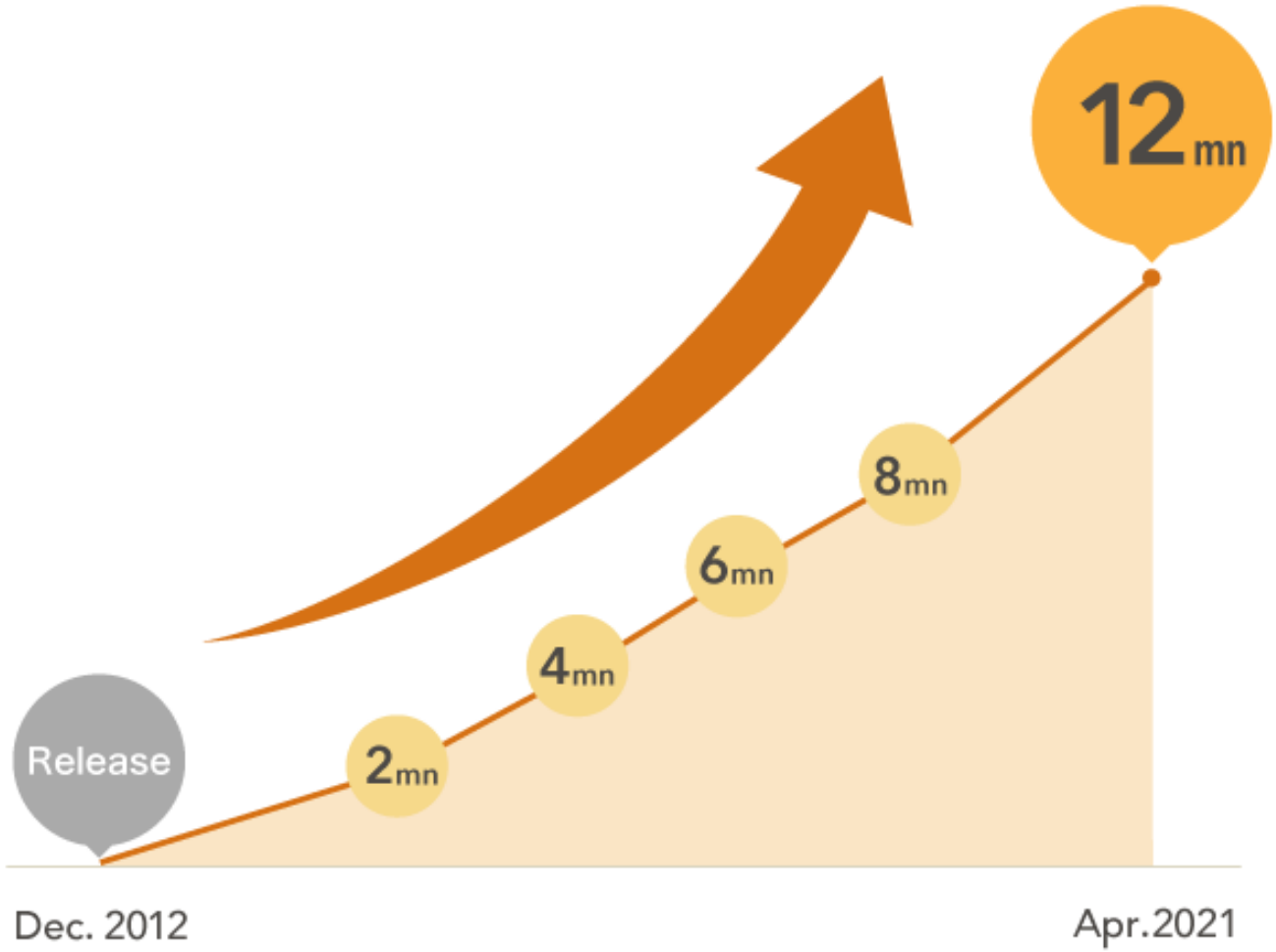
Net sales grew **23% YoY**. New services, including *Money Forward Money Consultation*, contributed to the revenue increase.



* Net sales from media/advertising include: 1) advertising sales from *MONEY PLUS* – lifestyle and finance online magazine, 2) sales from events (Money Expo) and seminars, and 3) sales from other PFM services including *Money Forward Money Consultation*.

Money Forward ME Users Exceeds 12 Million

The pace of user acquisition accelerated due to the stronger brand recognition.



Household Income and Expense Data-Liking Function Launched for FPs

Started offering a household income and expense data-liking service that allows customers to share such data with financial planners in *Money Forward Money Consultation*.



The function shortens the time for asking customers about their finance and creates an environment in which FPs can focus on customers' financial issues and life plans.

New Service in *Money Forward Fixed Cost Review*

As the second release, a plan is underway to launch a service to review life insurance contracts by partnering with Lifenet Insurance Company.

Enhance value proposition

Visualize → Get knowledge → Learn about finance → Take actions for improvement

Money Forward 固定費の見直し

Service that helps improve household finances

Providing service in collaboration with varied partners to improve household finances

New!

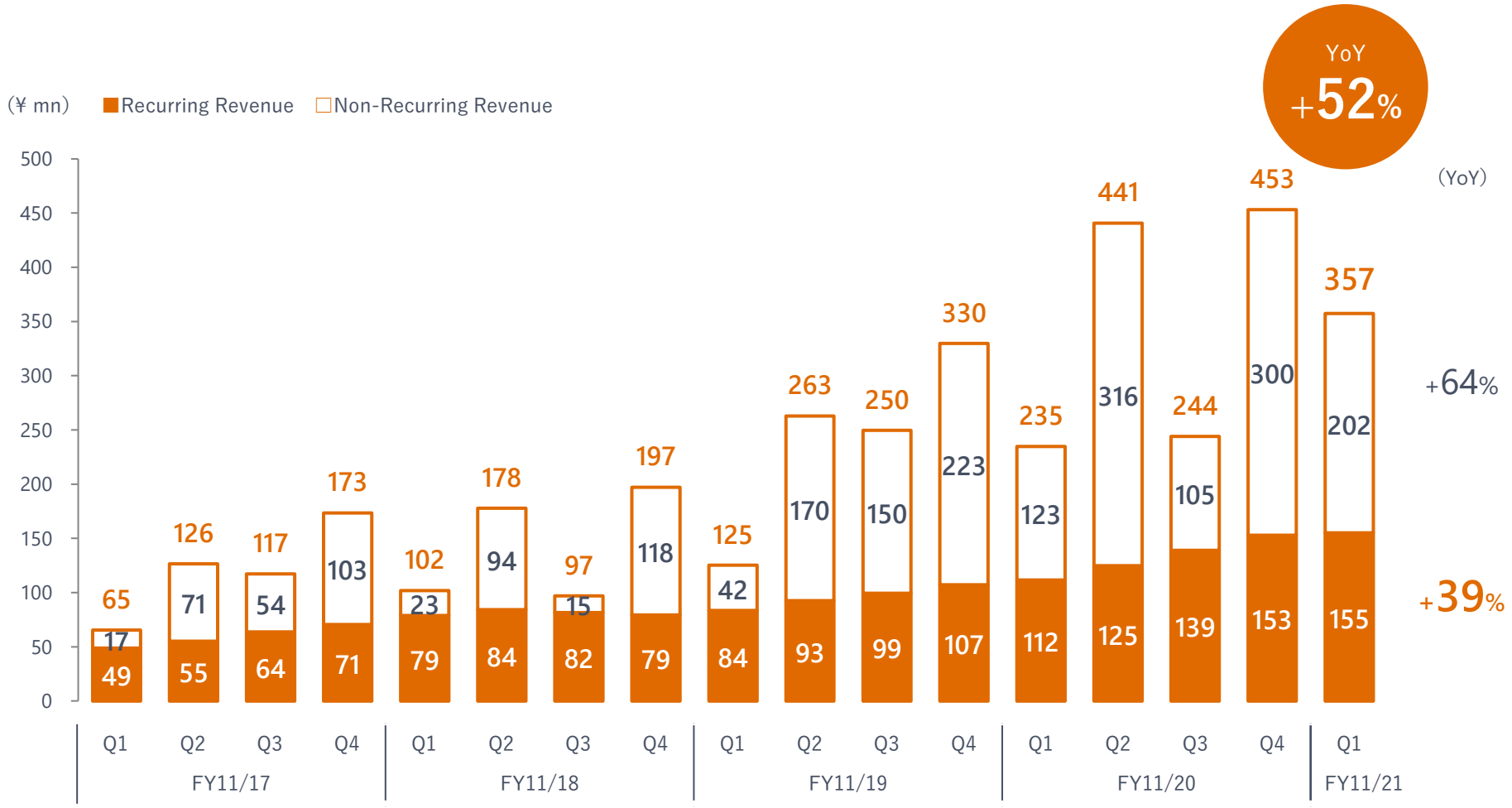
- Review of electricity bills (SymEnergy)
- Review of life insurance contracts (LIFENET INSURANCE COMPANY)

* *Money Forward Fixed Cost Review* launched in November 2020.


Money Forward X

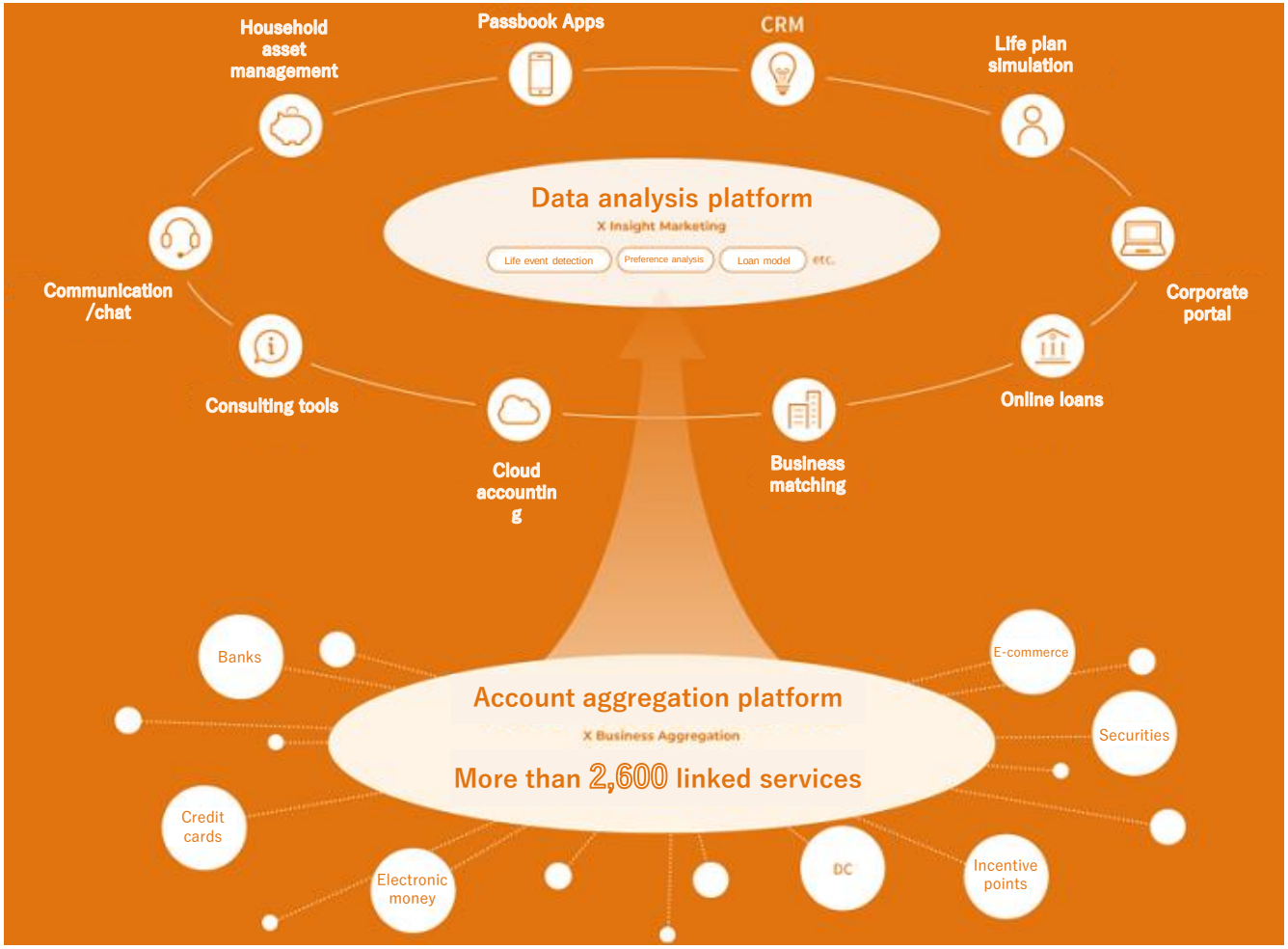
Net Sales from Money Forward X

Net sales increased **52% YoY**. Recurring revenue continued solid growth of **39% YoY.**



* Non-recurring revenue from initial development are recorded at the time of acceptance by clients, and not necessarily at the time of service launch.

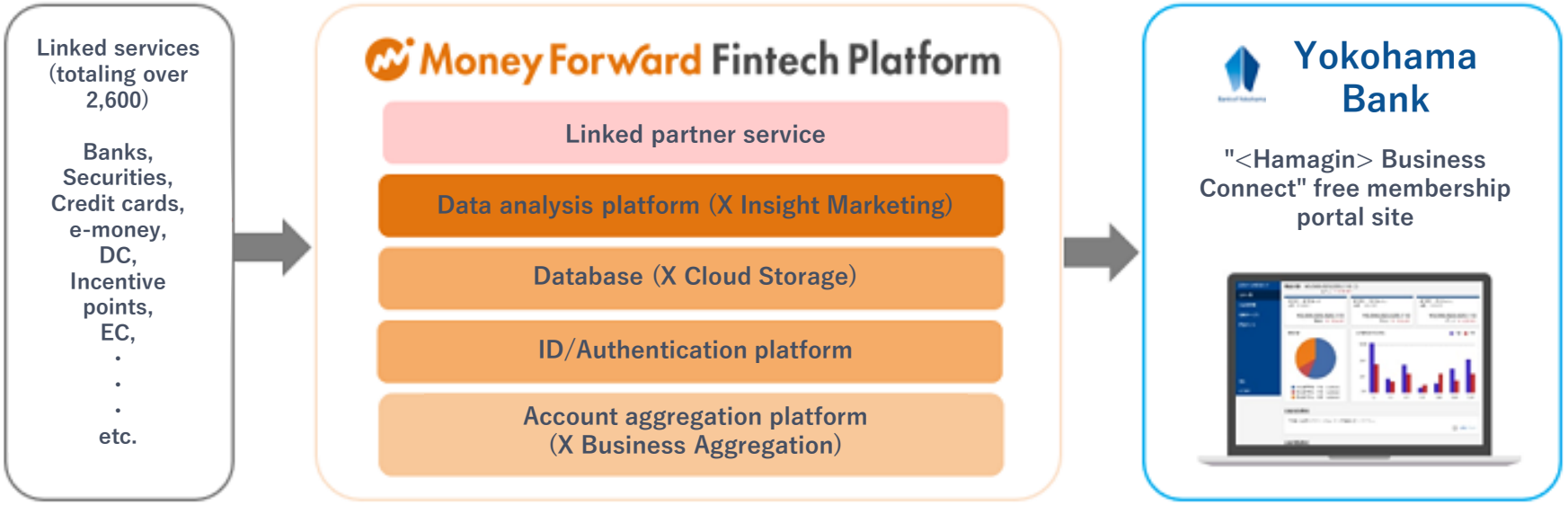
Money Forward Fintech Platform Launched for Financial Institutions by Partnering with AWS*



* Amazon Web Services

1st Project: Introduction at Yokohama Bank

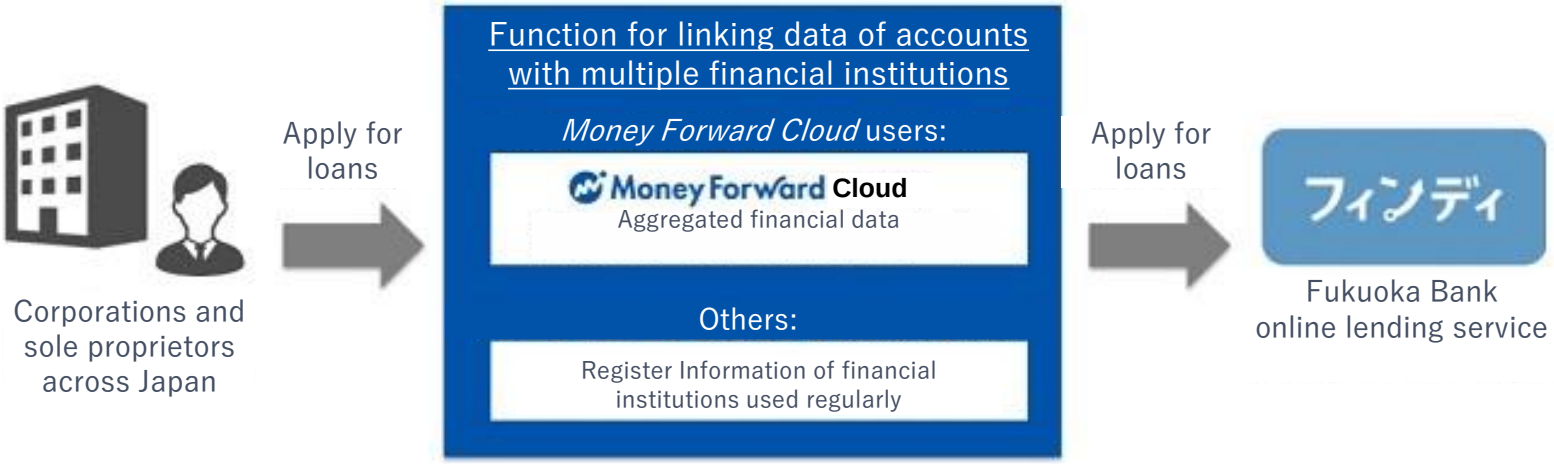
Money Forward Fintech Platform helps financial institutions to expand services for customers and promote their DX.



Providing Data Linkage Service for Fukuoka Bank

The function allows corporations and sole proprietors who do not have accounts of Fukuoka Bank to apply for their loan service, providing fundraising opportunities for wide-ranging users.

Providing Fukuoka Bank's *Findy* online lending service with a function that enables linking of data of accounts with multiple financial institutions



Partnership with Financial Institutions, Etc. (B2C)

Money Forward for X

Developing customized PFM service for financial institutions' customers.

Customers

SBI Sumishin Net Bank / Yamaguchi FG / Shizuoka Bank / Toho Bank / Gunma Bank / Shiga Bank / Okazaki Shinkin Bank / Tsukuba Bank /Sompo Japan Nipponkoa Himawari Life Insurance/ Tochigi Bank / Mizuho Bank / Toyo Bank / JA Bank/ Tokushima Taisho Bank/ Aflac Life Insurance (New)



Passbook Apps

Developing passbook apps for financial institutions' clients.

Customers

Gunma Bank / Tochigi Bank /Taiko Bank / Tsukuba bank / Michinoku Bank /Hokuriku Bank / Kyoto Shinkin Bank /JA Bank/ Shiga Bank / Labour Bank/ Saikyo Bank /Tokushima Taisho Bank



Asset Monitoring Unit・PFM Unit

Offering PFM tools within financial institutions' apps.

Customers

JAL card / Taiko Bank / Sendai Bank / Kyoto Shinkin Bank /Hokuriku Bank / Awa Bank / Akita Bank / Mitsubishi UFJ Morgan Stanley Securities(New) /Michinoku Bank (New) / Hokkoku Bank(New)



Partnership with Financial Institutions, etc. (B2C)

レンディングマネージャー

Jointly developed an advising function of the app for customers registered for loan service

docomo

おかねのコンパスTT

Providing asset management function of the app that has such functions as investment service, insurance and pensions

マネーコンパス・ジャパン

OneStock

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

NOMURA

Shizugin WebWallet app

Helped design UI and UX of the official app of the bank's online branch, making it closely address customer needs.

静岡銀行

au PAY “Money Management"

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

KDDI

SAFETY

Enables monthly calculation of estimated fund shortage by grasping deposit balances, withdrawals/deposits, debiting of card use

伊予銀行

Chiba Bank My Post

Participating in the development of "Chiba Bank My Post," a service that allows users to check information such as mortgage loan repayment plans on the web

ちばぎん

Passbook app (for banks participating in TSUBASA Alliance)

Jointly developed passbook apps exclusively for the TSUBASA shared core banking system.
Provided to Chiba Bank, North Pacific Bank, Daishi Hokuetsu Bank, Chugoku Bank, and Toho Bank.

Partnership with Financial Institutions, etc. (B2B)

Corporate portal

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

Advantages for financial institutions introducing it:

- 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

Clients:

Bank of Yokohama, Hokuriku Bank, and Nishi-Nippon City Bank



BFM (Business Financial Management)

Service for corporate customers of financial institutions

Advantages for financial institutions introducing it:

- 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

Client:

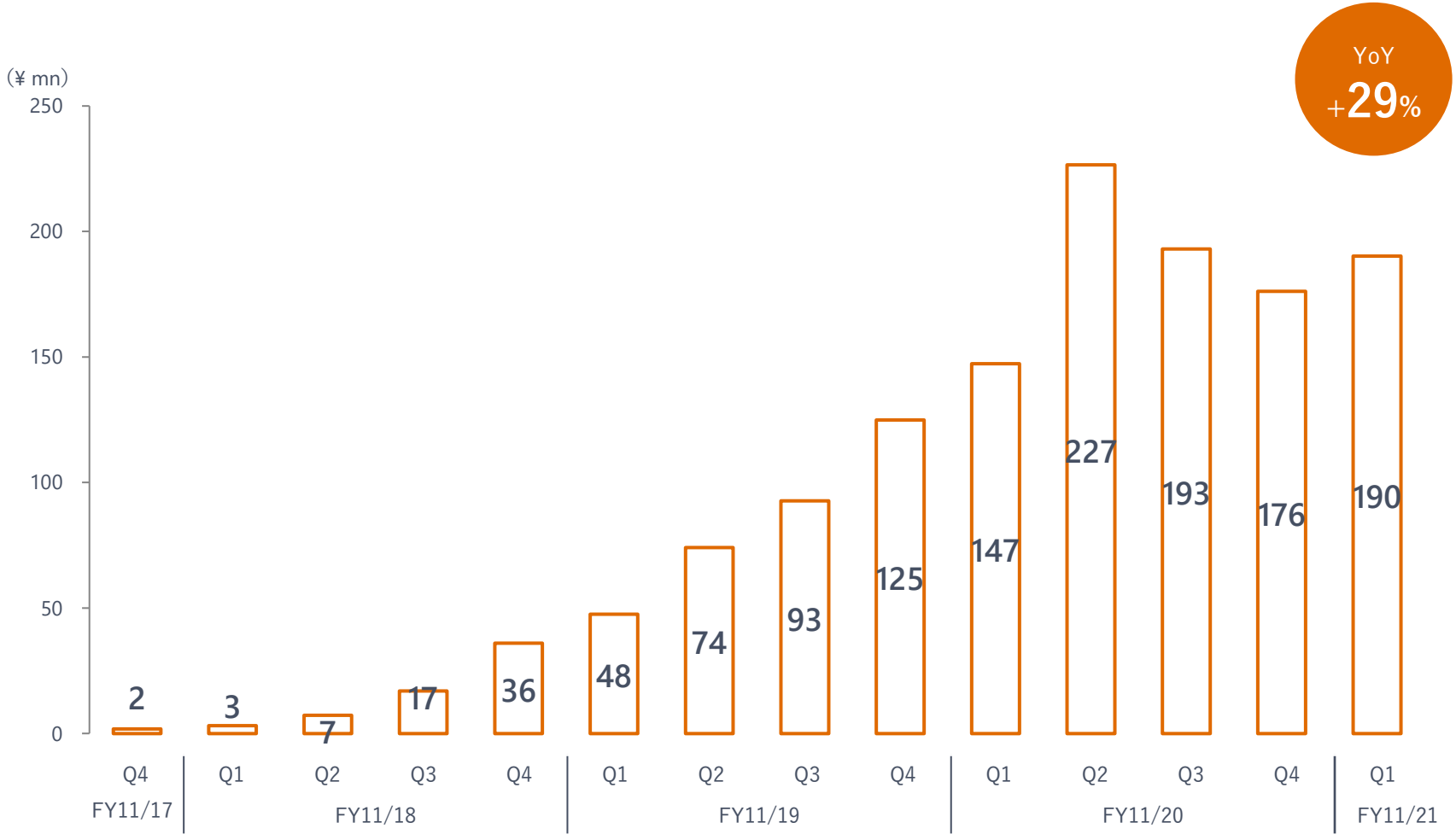
Okazaki Shinkin Bank




Money Forward Finance

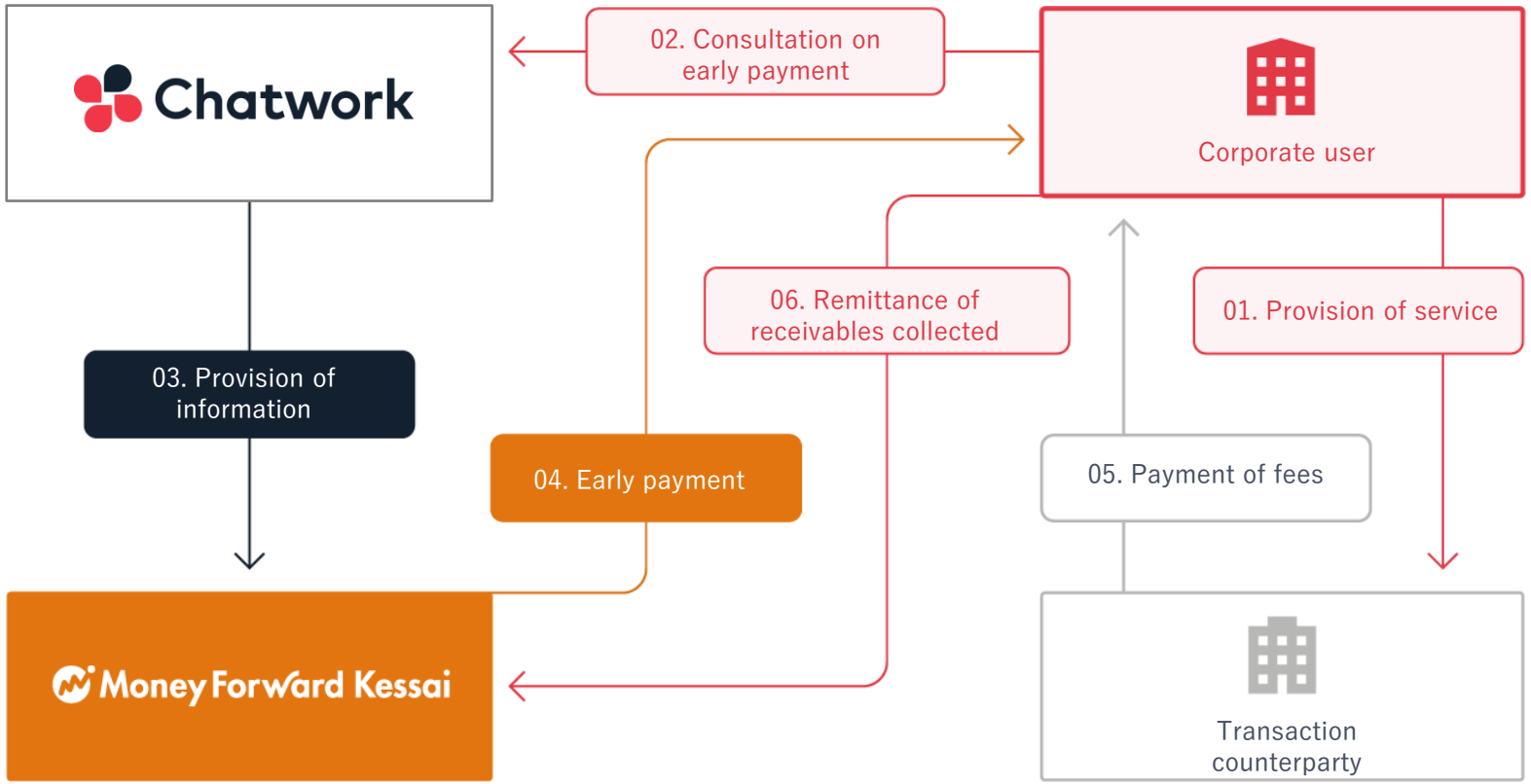
Net Sales from Money Forward Finance

Q1 achieved net sales growth of **29% YoY**. Continuing to tighten credit control.



Chatwork Early Payment Service Launched

Started partnering with Chatwork, which has one of the largest business chat customer bases in Japan.





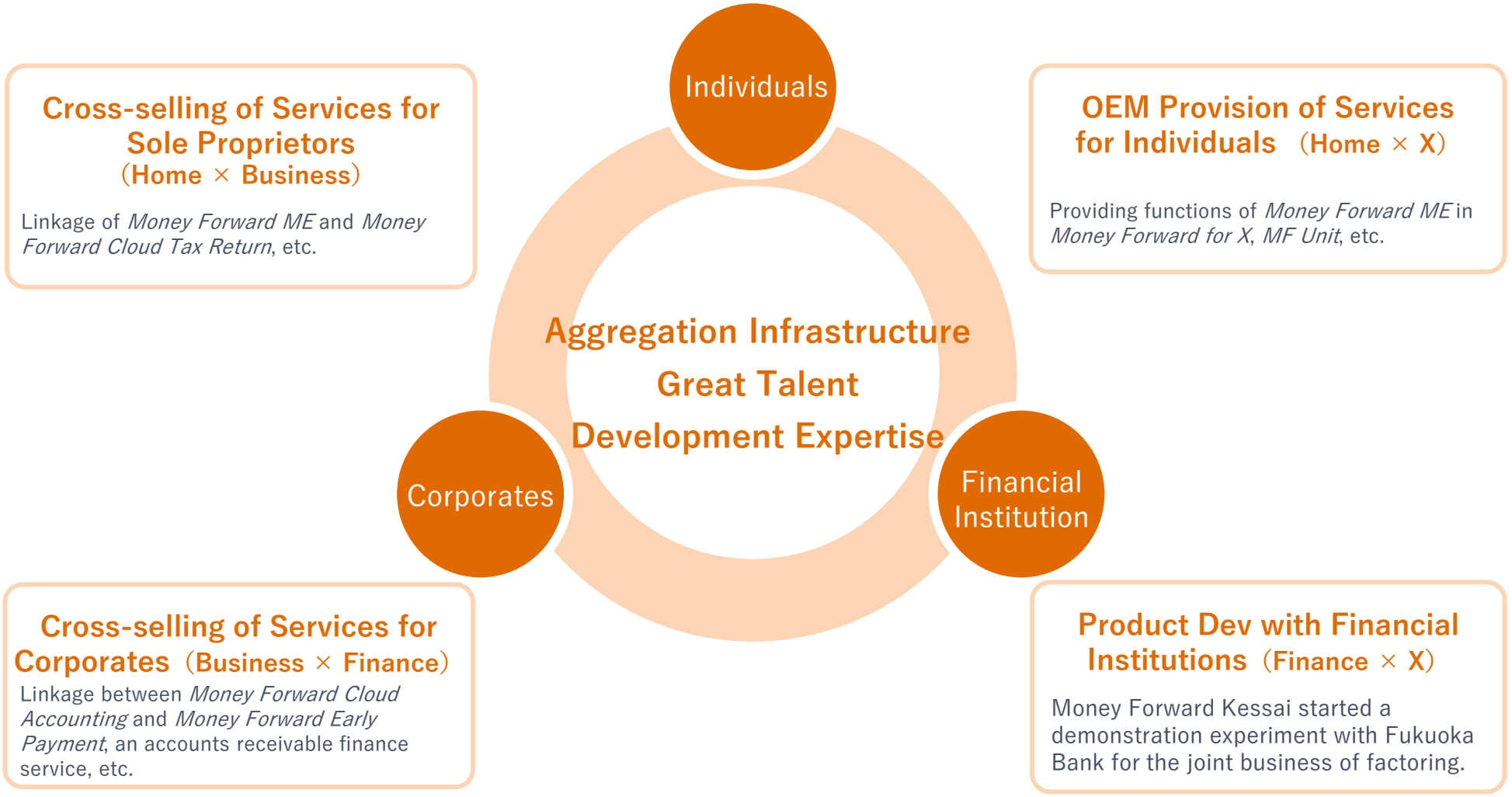
Growth Strategy

Group-wide Growth Strategy

Strategic investment in Business domain	• Boost of customer success in accounting office channel through branches across Japan • Continue aggressive S&M investment to gain mid-sized corporates • Gain sole proprietors by promoting tax return app with electronic filing function and linking tax return service with PFM
Synergies between domains	• Continuously expand TAM by launching new services and businesses successively • Enhance value for users and brand recognition • Recruit diverse and talented human resources
Secure competitive advantage by investing in technology	• Increase investment in technology to secure competitive advantage • Continue to recruit and train engineers and designers to strengthen product development and design capabilities
Success in M&A	• Leverage past experiences in post merger integration to accelerate the growth after M&As • Enhance management level by welcoming management teams/entrepreneurs of acquired companies as Group's management

Create Synergies by Operating Multiple Domains

Cross-selling of *Money Forward Cloud Tax Return* to PFM users has greatly accelerated.



Cross-selling of Services for Sole Proprietors (Home × Business)

Linkage of *Money Forward ME* and *Money Forward Cloud Tax Return*, etc.

OEM Provision of Services for Individuals (Home × X)

Providing functions of *Money Forward ME* in *Money Forward for X*, *MF Unit*, etc.

Cross-selling of Services for Corporates (Business × Finance)

Linkage between *Money Forward Cloud Accounting* and *Money Forward Early Payment*, an accounts receivable finance service, etc.

Product Dev with Financial Institutions (Finance × X)

Money Forward Kessai started a demonstration experiment with Fukuoka Bank for the joint business of factoring.

Secure Competitive Advantage by Investing in Tech

To further solve users' problems with the power of technology and data, we are promoting R&D in the focused area of "autonomy and usability".

Value Provided	R&D Focus Areas
Visualization of current situation / discovery of problems	**Automation & Security** Identify issues by securely and automatically collecting data and visualizing the current situation. **Account Aggregation** Data collection by API*1 and scraping*2 / common user ID, etc. **Infrastructure & Security** Labor-saving cloud infrastructure*3 Single sign-on (SSO)*4, etc.
Visualization of future / problem solving	**Autonomy & Usability** Anticipate future challenges through advanced technology and propose actions to solve them. **Machine Learning / Deep Learning** Predicting and analyzing future of household finances/accounting **Natural Language Processing** Improving prediction and analysis accuracy by structuring transaction data **UI/UX** Visualization of prediction results / Suggestion of action candidates

*1 Technology for sharing data, etc. between different software and services. *2 Technology for extracting specific information from websites, etc.
*3 A service for renting out the infrastructure for providing cloud services.
*4 A system that allows users to log in to multiple web services, cloud services, and applications by simply authenticating with one set of IDs and passwords once.

M&A/Investment: Strategy and Results

Continue to execute strategic M&A/investment in order to accelerate discontinuous growth.

Accelerate existing businesses' growth	Expand SaaS product lineup	KLAVIS, KnowledgeLabo, R&AC Reliance & Action Communications Co.,Ltd.
	Expand customer base	ネットde会計, Crew Cloud Accounting Service
Expand business areas/ ecosystems	Expand business areas to growth markets	SMARTCAMP, mekari
	Capital tie-ups to expand ecosystems in SaaS/Fintech areas	Chatwork, BASE, CAMPFIRE

Policy for Growth Investment and Profitability

Investment Policy for Future Growth

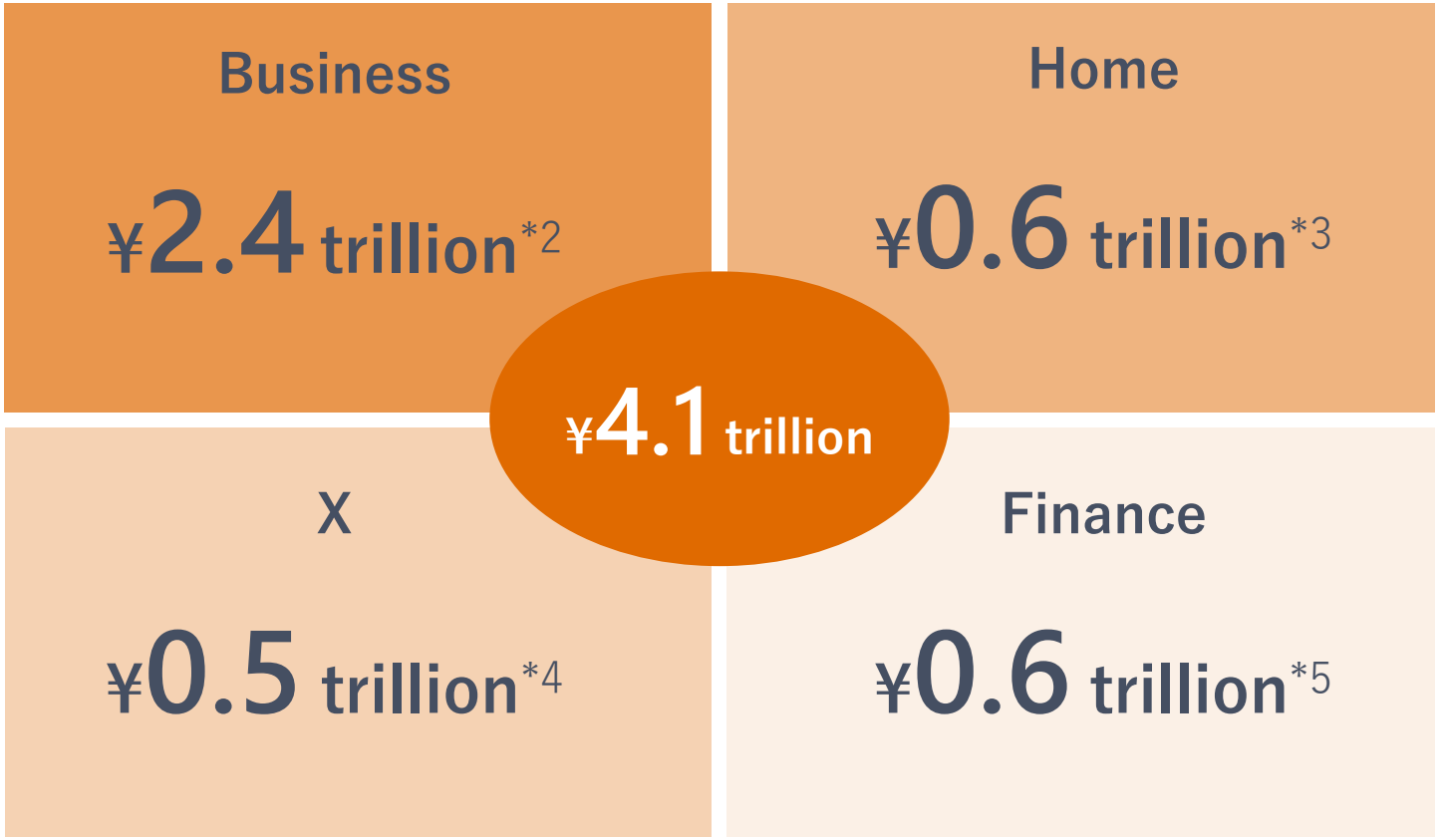
- As a **subscription business model**, we focus on **maximizing medium-to-long term cash flow**.
- Investment for future growth to be executed **as long as unit economics metrics are reasonable and sound**, with an eye on external environment as well as competitions.
- Selectively pursue strategically meaningful M&A opportunities with emphasis on financial discipline.
- Aims to further strengthen partnership with our existing investment partner, Mekari Group which is a leading company in the cloud accounting and HR market for SMBs in Indonesia.

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.
- We plan to further improve the enterprise value by **listing on the first/prime section of the Tokyo Stock Exchange** as soon as possible.

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

TAM of Business domain expanded to ¥2.4 trillion, driven by expansion in solutions targeting medium-size companies.



* All footnotes are described on page 60.

Definition of Total Addressable Market (TAM)

*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 Total sum of Back office SaaS TAM and Domestic SaaS marketing. Back office SaaS TAM is calculated based on 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. Created by Money Forward based on National Tax Agency 2017 Survey, MIAC June 2016 Economic Census Activity Survey, MIAC 2017 Labor Force Survey. Total SaaS Marketing market size is estimated based on data which is back office SaaS expected market share in FY2019 (Fuji Chimera Research Institute, Inc., 2019 New Software Business Market.) and back office SaaS potential market size. Average advertising costs to net sales ratio of domestic major listed SaaS companies which was calculated by Money Forward based on financial reports and presentation documents of Money Forward, RAKUS, Uzabase, User Local, kaonavi, Chatwork, Sansan, freee, Cybozu, and TeamSpirit.

*3 Home TAM is calculated based on total potential number of domestic *Money Forward ME* paying user plus additional potential revenue coming from new applications fee for financial services such as life insurance, home loan, brokerage account, and credit card. The fee is based on Money Forward's historical data. Number of total potential users are calculated based on number of internet banking accounts for major 5 banks as well as data provided in H28 Financial and Information System White Paper. New user is estimated based on various data source such as the life insurance association of Japan. Survey on Insurance policy by contract type in H30; Japan Securities Dealers Association. Survey on Individual shareholders, dated July 17, 2019; Ministry of Land, Infrastructure, Transport, and Tourism Survey on Housing Loan; and Japan Consumer Credit Association. Survey on Credit Related Statistics in 2018.

*4 Calculated for potential market size that is related to service provided by Money Forward X within domestic contract development software market. Data based on Information and Communication Basic Survey in 2018 as well as company historical data and estimates.

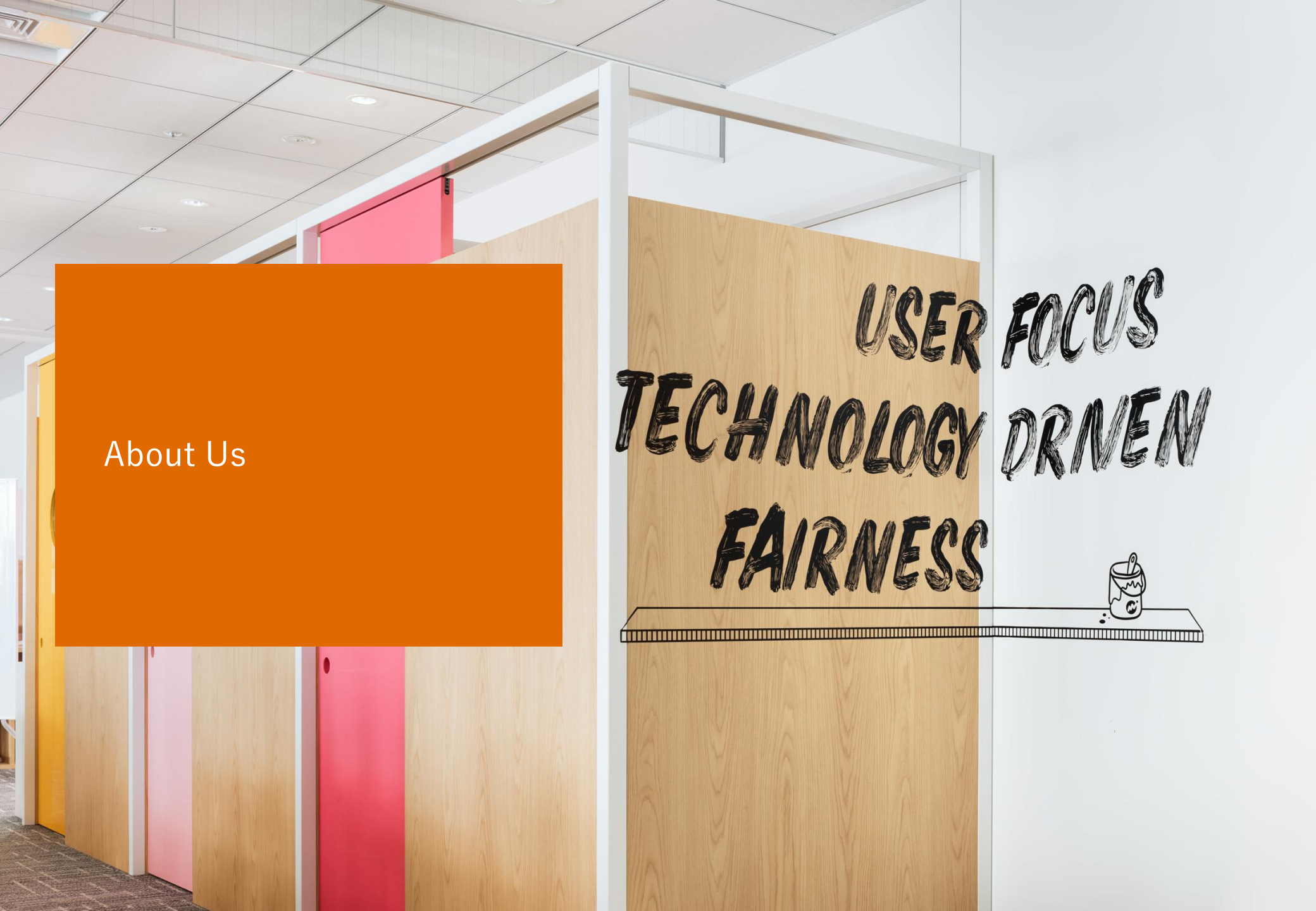
*5 Calculated by annual required working capital for corporate under revenue of ¥500 million multiplied by ratio of post payment settlement usage as well as annual fee potentially charged by Money Forward Kessai for its service. Working capital = receivable + inventory - payable. Data based on Small and Medium Enterprise Agency's report on basic survey on SMEs in FY2016 as well as company estimates.



Money Forward. Move your life forward.

Appendix

About Us





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
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

* As of April 13, 2021

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 Ventures Partner, 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.
- Founded and appointed as CEO of Money Forward Synca, Inc. in Sept 2019.



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.



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.

* As of April 13, 2021

External Directors

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



Nobuaki Kurumatani

Director, Representative Executive Officer, President and Chief Executive Officer,
Toshiba Corporation

Former Representative Director, Deputy president and Executive Officer of Sumitomo Mitsui Banking Corporation. Former President of Japan, CVC Capital Partners.



Masaaki Tanaka

External Director
Chairman of the Board
Representative Executive Officer President & CEO
Nippon Paint Holdings Co., Ltd.

Former Director and Deputy President at Mitsubishi UFJ Financial Group Served as Director at Morgan Stanley from 2011 to 2015. Appointed Executive Chairman of the Board of Nippon Paint Holdings Co., Ltd. in March 2019. In March 2020, he was inaugurated Chairman of the Board Representative Executive Officer President & CEO.



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.



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 Managment Bank Inc. Holds an MBA from Harvard University.



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.

* As of April 13, 2021

Executive Officers CxO

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.



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.



Tatsuya Kanto

Executive Officer and CSO, Money Forward Home Company CSO
Representative Director 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.



Hirokazu Ban

Executive Officer and CLCO(Chief Legal and 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.



Daisuke Sergio Ito

Executive Officer and CDO
Head of Design Strategy Office

- 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.

* As of April 13, 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 appointed as Money Forward Business Company CSO.



Naoki Kuroda

Executive Officer, Fukuoka Office Head

・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* series, serves as PO of *Money Forward Cloud Expense*.



Junichi Kanda

Executive Officer, External Relation Head
Money Forward X Company COO

・Joined the Bank of Japan in 1994.
・MA on Yale University.
・Temporally transferred to Financial Services Agency from 2015 to 2017 and was involved in investigation and policy planning related to Japan's payment structure and Fintech.
・Joined Money Forward, Inc. in 2017.



Kiminobu Tahira

Executive Officer, Money Forward Home Company COO

・Was 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.



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.
・Was 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.

* As of April 13, 2021

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 Ventures Partner, Inc.

・Engaged in institutional sales at Mizuho Bank, Ltd.
・Experienced business development and customer acquisition at Speee, Inc.
・Founded Smartcamp Co.,Ltd, which offers *BOXIL* and was appointed as Representative Director.
・Joined Money Forward group by M&A in 2019.



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.



Youkou Takano

CIO

・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.



Naomichi Tomiyama

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

・Joined KPMG AZUSA LLC and engaged in financial and internal control audit.
・Was 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.



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.



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. Was registered as a CPA in 2020.
・Joined Money Forward, Inc. in April 2019 as Co-Accounting Department Manager.

* As of April 13, 2021

Money Forward Group Structure



* As of April 13, 2021

Share Price and Trading Volume since IPO (Adjusted Stock Split*1)



* As of April 9, 2021.

*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.

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 ARPA 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

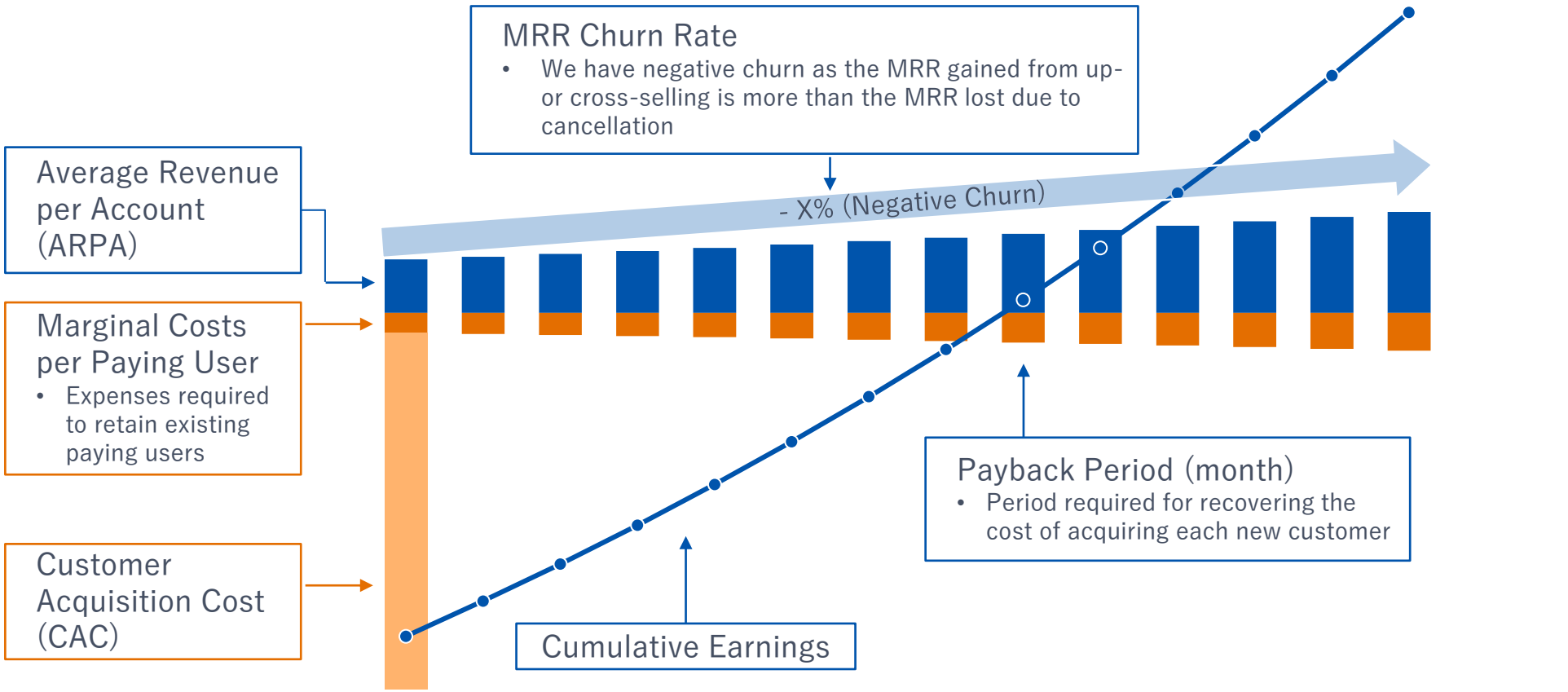
- Investment in sales, marketing and customer success to be accelerated as long as unit economics metrics are reasonable and sound.
- Investment decisions to be made based on the unit economics metrics described in next page.

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.

Definition of KPIs

MRR	Monthly Recurring Revenue Total recurring revenue as of the end of a particular month
ARR	Annual Recurring Revenue Calculated by multiplying the MRR as of the end of a particular period by 12
SaaS ARR	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 *Money Forward Cloud* and other cloud services such as *STREAMED, Manageboard , V-ONE Cloud, and Money Forward Certified Membership*, 3) recurring revenue in X domain. In order to adjust for seasonal factors of *STREAMED* in Q1, MRR is calculated as one-third of the billing revenue of *STREAMED* in Q1 of each fiscal year. Non-recurring revenue of each business and net sales of Smartcamp are not included.
Customer	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.
ARPA	Average Revenue per Account. Calculated by dividing ARR as of the end of a particular period by the number of Customers
Customer Churn Rate	Average monthly churn rate of a particular period. Calculated as: [number of customers churn during (N) month] / [number of customers as of the end of (N-1) month]
MRR Churn Rate	Average monthly churn rate based on MRR of a particular period. Calculated as: 1 – [MRR as of the end of (N) month from customers as of the end of (N-1) month / MRR as of the end (N-1) month. 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.



Products and Services

Money Forward Cloud – SaaS Platform for Back Office

Money Forward Cloud provides various products for back-office operations.



Money Forward Cloud

- Money Forward Cloud Accounting
- Money Forward Cloud Tax Return
- Money Forward Cloud Invoice
- Money Forward Cloud Payroll
- Money Forward Cloud Expense
- Money Forward Cloud My Number
- Money Forward Cloud Attendance
- Money Forward Cloud Social Insurance
- Money Forward Cloud Accounting Plus
- Money Forward Cloud Box
- Money Forward Cloud Payable Management

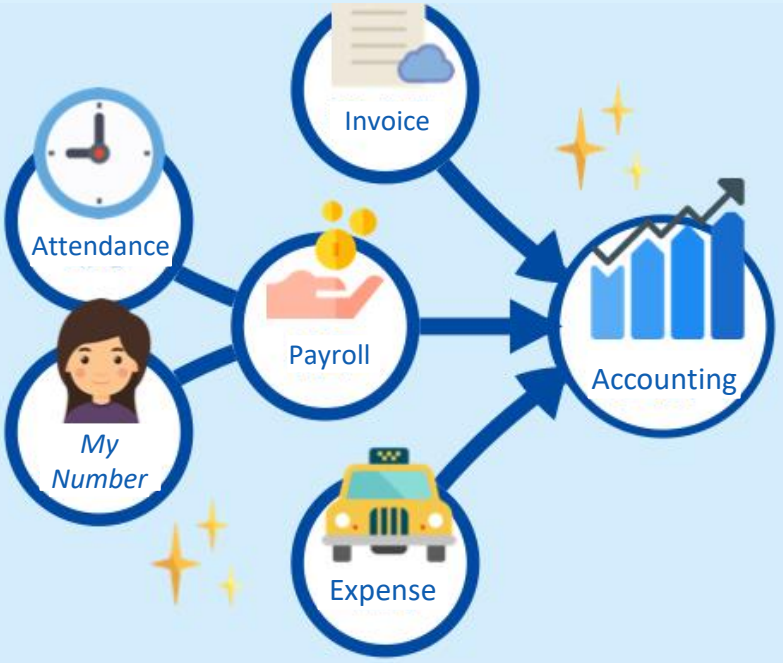
Providing a Paradigm Shift - Integrated Back Office

Plans to facilitate a shift from a world filled with cumbersome manual back-office operations to one which automatically connects back-office functions through cloud.

Conventional Back Office - Manual entries based on paperwork



Money Forward Cloud - Integration of back-office functions



Why *Money Forward Cloud* is the Right Choice (1/2)

Automated operations enable users to reduce cost and time for back office operations significantly.

Reduced the time spending on monthly accounting operations by approximately **50%**[*1]

Manual input

Ave **19 hours**/month

→

Automated input

Ave **9 hours**/month

Saved **¥1 million per year**[*2] in expense reimbursement

Submit/Approve by Paper

Ave **¥1.6 million**

→

Submit/Approve by Smartphone

Ave **¥0.3 million**

+Cloud Expense fee (¥ 0.3 million)

*1 Based on the results of the internet survey "*Money Forward Cloud Accounting and Tax Return* user Questionnaire" in September 2019.
*2 When company has 100 employees, their hourly rate is ¥1,500 and 50 of them claim expense reimbursement on a monthly basis.

Why *Money Forward Cloud* is the Right Choice (2/2)

	Conventional Software	Money Forward Cloud
Access from multiple devices	×	○
Automated journal entry	×	○ Automated input and suggestion of journal entry classification
Easy to co-work with accountants	△ Need to send data	○
Co-work on accounting operations	△	○
Initial Cost	×	○ No initial Cost
Automated Software Update	× Charges additional fee or manual update	○
Introduction	× Need installation	○ No need to install
Risk of Data leakage/loss	× Loss with PC malfunction or storage failure	○ Automated backup almost reduced the risk to Zero
HR/Invoice Tools	× Need to manage with Excel or install other software	○ Various software can be used and able to connect to accounting software

Business Domain – Price Table

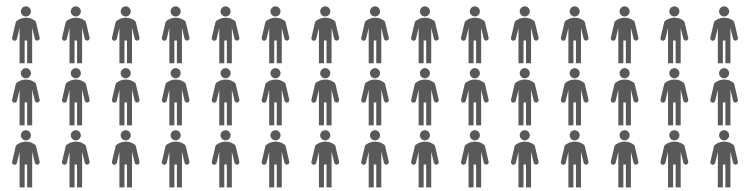
	Accountants & their clients	Sole Proprietors / SMEs	Corporates
Distribution	Field sales	WEB marketing	Field sales/ Inside sales
Price (Example)	**Small Business** Monthly: ¥3,980 Annual: ¥35,760 (¥2,980/month) **Business** Monthly: ¥5,980 Annual: ¥59,760 (¥4,980/month) **STREAMED** min ¥10,000 **Manageboard**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

* All listed prices are excluding tax.

Back Office SaaS Potential Market Size

Potential market size of back-office SaaS, Group's current area of focus, is estimated to be about **¥1.4 trillion**[*1].

	Potential customers	TAM[*1]
Sole Proprietors	4.5mn	¥70 billion
Small Enterprise[*2]	1.5mn	¥144 billion
Medium Enterprise[*2]	0.32mn	¥1.23 trillion







*1 Created by Money Forward, Inc. based on National Tax Agency *2017 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.
*2 Defined as "Small enterprise" for a corporate with less than 20 employees, "Medium enterprise" for a corporate with between 20 and 999 employees.

Domestic SaaS Marketing Potential Market Size

Domestic SaaS marketing potential market size is estimated to expand to about ¥0.95 trillion, along with the expansion of SaaS market in Japan.

SaaS potential market size[*1]		Advertising costs to net sales ratio[*2]		
¥6.1 tn	×	15.6%	=	**¥0.95 tn**

*1 Estimated based on 17.3% which is back office SaaS expected market share in FY2019 (Fuji Chimera Research Institute, Inc., *2019 New Software Business Market*.) and back office SaaS potential market size.
*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, Wantedly, User Local, kaonavi, Chatwork, Sansan, freee, Cybozu, and TeamSpirit as of end of December, 2020.

BOXIL - SaaS Marketing Platform

BOXIL connects its 10+ million PV* monthly users (potential SaaS customers) with 1,000+ SaaS products, receiving fees from the SaaS vendors for every document request made by the potential customers.

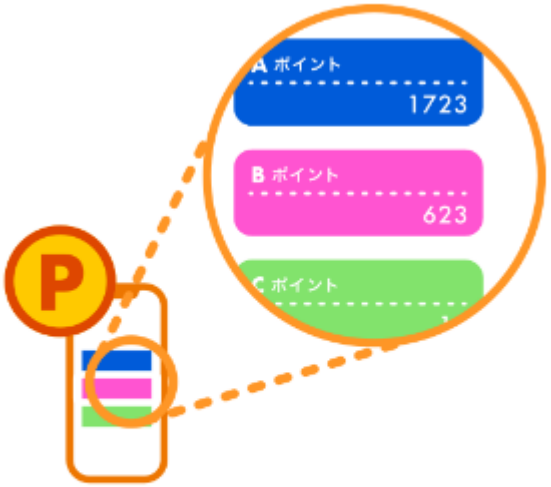


* As of October 2019

Money Forward ME - Automated PFM Service

Money Forward ME is the No.1 PFM app in Japan[*1], reaching 11.5 million users.
Number of financial services that can be connected is also No.1[*2].

Integrates 2,600+ [*2] 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 what you are wasting.

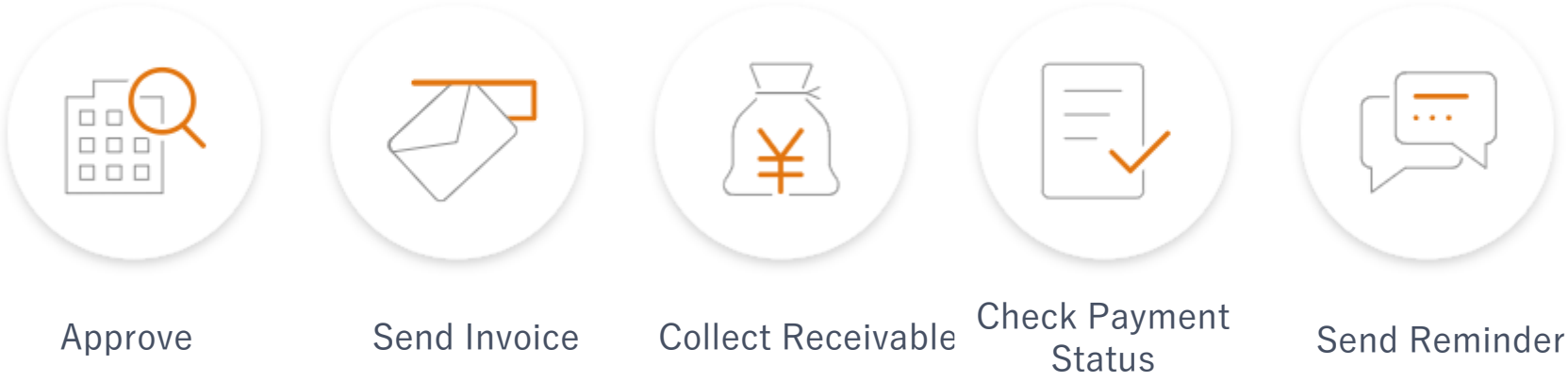
***Money Forward ME*[*1] is continued to be No.1 PFM service**



*1 Macromill, Inc “PFM app currently used” (Nov. 18 to 19, 2020) Survey targets: 1,034 PFM app users in their 20s to 60s.
*2 Based on research by Money Forward, Inc. as of March 2021.

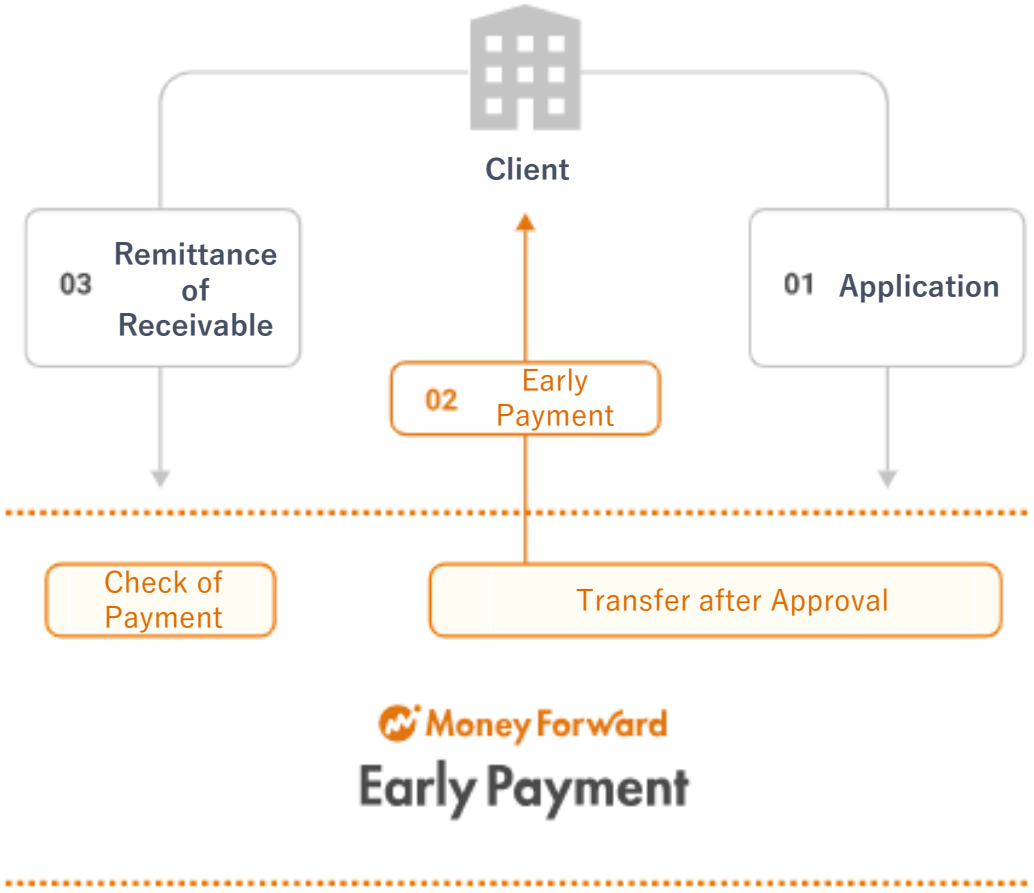
Money Forward Kessai
BPO and Online Invoicing Service

Offers total invoicing service. Takes only a few seconds at the shortest for approval process with 100% payment guarantee. Enables corporate to easily and safely introduce deferred payment.



Money Forward Early Payment
Accounts Receivable Financing

Enables corporates to improve cash flow by selling their accounts receivable before the payment due date.



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.
The names of companies, products, and services (including logos, etc.) mentioned in this document are trademarks of the respective companies or registered trademarks of the respective rights holders.

This material is an excerpt translation of the original Japanese material and is only for reference purposes. In the event of any discrepancy between this translated material and the original Japanese material, the latter shall prevail.