

Translation

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In the event of any discrepancy between this translated document and the original Japanese document, the latter shall prevail.

January 21, 2026

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Notice Regarding Results of Tender Offer for OutlookConsulting Co., Ltd. (Securities Code: 5596)

Money Forward Consulting, Inc. (the “Tender Offeror”) decided at its Board of Directors meeting held on November 12, 2025, to acquire the share certificates, etc. of OutlookConsulting Co., Ltd. (securities code 5596; Tokyo Stock Exchange (“TSE”) Growth Market; the “Target Company”) through a tender offer (the “Tender Offer”) based on the Financial Instruments and Exchange Act (Act No. 25 of 1948, including subsequent amendments; the “Act”) and commenced the Tender Offer on November 13, 2025. The Tender Offeror hereby announces that the Tender Offer was completed on January 20, 2026, as follows.

1. Outline of the Tender Offer

(1) Name and Location of the Tender Offeror

Name Money Forward Consulting, Inc.

Location 3-1-21 Shibaura, Minato-ku, Tokyo

(2) Name of the Target Company

OutlookConsulting Co., Ltd.

(3) Type of Share Certificates, etc. Subject to the Tender Offer

1) Common shares

2) Share acquisition rights

i. Share acquisition rights issued based on the resolution of the Board of Directors of the Target Company held on March 31, 2022 (the “1st Series Share Acquisition Rights”) (exercise period from May 1, 2024 to April 28, 2032)

ii. Share acquisition rights issued based on the resolution of the Board of Directors of the Target Company held on May 23, 2023 (the “2nd Series Share Acquisition Rights,” and together with the 1st Series Share Acquisition Rights, the “Share Acquisition Rights”) (exercise period from June 1, 2025 to May 23, 2033)

(4) Number of Share Certificates, etc. to be Purchased

Type of Share Certificates, etc.	Number of shares to be purchased	Minimum number of shares to be purchased	Maximum number of shares to be purchased
Common shares	1,011,249 shares	— shares	— shares

Total	1,011,249 shares	— shares	— shares
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(Note 1) Since no maximum or minimum number of share certificates, etc. to be purchased has been set in the Tender Offer, the Tender Offeror will purchase all of the share certificates, etc. tendered in the Tender Offer (the “Tendered Share Certificates, etc.”).

(Note 2) Since no maximum number of shares to be purchased has been set in the Tender Offer, the number of shares to be purchased is shown as the maximum number of 1,011,249 Target Company Shares that the Tender Offeror will purchase in the Tender Offer. This number is obtained by deducting the number of Target Company Shares owned by the Tender Offeror as of November 13, 2025 (2,197,499 shares) from the total number of shares after considering potential shares (3,208,748 shares). The “total number of shares after considering potential shares” is calculated as follows: the total number of issued shares of the Target Company as of September 30, 2025 (3,579,812 shares), as described in the 20th Semi-Annual Report filed by the Target Company on November 13, 2025 (the “Target Company’s Semi-Annual Report”), plus the number of Target Company Shares (51,996 shares) to be issued upon exercise of the Share Acquisition Rights (259,980 units) which were outstanding and exercisable as of November 13, 2025 (totaling 3,631,808 shares), minus the number of treasury shares held by the Target Company as of September 30, 2025 (423,060 shares), as described in the Target Company’s Semi-Annual Report.

(Note 3) Shares less than one unit are also subject to the Tender Offer. If a right to demand purchase of shares less than one unit is exercised by a shareholder in accordance with the Companies Act (Act No. 86 of 2005, including subsequent amendments), the Target Company may purchase its own shares during the period of the Tender Offer (the “Tender Offer Period”) in accordance with procedures under laws and regulations.

(Note 4) The Tender Offeror has no plans to acquire the treasury shares owned by the Target Company through the Tender Offer.

(Note 5) The Target Company Shares to be issued or transferred upon exercise of the Share Acquisition Rights by the last day of the Tender Offer Period are also subject to the Tender Offer.

(5) Period of the Tender Offer

1) Period of the Tender Offer

November 13, 2025 (Thursday) to January 20, 2026 (Tuesday) (42 business days)

2) Possibility of extension upon request of the Target Company

N/A

(6) Price of the Tender Offer

1) Common shares: 1,800 yen per share

2) Share acquisition rights

i. 1st Series Share Acquisition Rights: 210 yen per unit

ii. 2nd Series Share Acquisition Rights: 1 yen per unit

2. Results of the Tender Offer

(1) Outcome of the Tender Offer

Since no maximum or minimum number of share certificates, etc. to be purchased has been set in the Tender Offer, the Tender Offeror will purchase all of the Tendered Share Certificates, etc. as described in the public notice of the commencement of the Tender Offer and the Tender Offer Statement (including the matters amended by the public notice of the change in the terms and conditions of the Tender Offer and the Amendment to the Tender Offer Statement filed thereafter).

(2) Date of Public Notice of Results of the Tender Offer and Name of Newspaper for Public Notice

Pursuant to Article 27-13, Paragraph 1 of the Act, the results of the Tender Offer were announced to the press at the TSE on January 21, 2026, in the manner prescribed in Article 9-4 of the Order for Enforcement of the Financial Instruments and Exchange Act (Cabinet Order No. 321 of 1965, including subsequent amendments) and Article 30-2 of the Cabinet Office Order on Disclosure Required for Tender Offer for Share Certificates by Persons Other Than Issuers (Ministry of Finance Order No. 38 of 1990, including subsequent amendments).

(3) Number of Share Certificates, etc. Purchased

Type of Share Certificates, etc.	(i) Number of Tendered Shares on a stock basis	(ii) Number of Purchased Shares on a stock basis
Share certificates	817,192 shares	817,192 shares
Share acquisition right certificates	21,874 shares	21,874 shares
Corporate bond certificates with share options	— shares	— shares
Trust beneficiary certificates for share certificates, etc. ()	— shares	— shares
Depository receipts for share certificates, etc. ()	— shares	— shares
Total	839,066 shares	839,066 shares
(Total number of potential share certificates, etc.)	(21,874 shares)	(21,874 shares)

(4) Ownership Ratio of Share Certificates, etc. After the Tender Offer

Number of Voting Rights Represented by Share Certificates, etc. Held by the Tender Offeror Before the Tender Offer	21,974 units	(Ownership Ratio Before the Tender Offer: 68.48%)
Number of Voting Rights Represented by Share Certificates, etc. Held by Special Related Parties Before the Tender Offer	66 units	(Ownership Ratio Before the Tender Offer: 0.21%)
Number of Voting Rights Represented by Share Certificates, etc. Held by the Tender Offeror After the Tender Offer	30,365 units	(Ownership Ratio After the Tender Offer: 94.63%)
Number of Voting Rights Represented by Share Certificates, etc. Held by Special Related Parties After the Tender Offer	— units	(Ownership Ratio After the Tender Offer: - %)
Total Number of Voting Rights of All Shareholders of	31,540 units	

the Target Company		
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(Note 1) “Number of Voting Rights Represented by Share Certificates, etc. Held by Special Related Parties Before the Tender Offer” is the total number of voting rights represented by share certificates, etc. held by each special related party (excluding those who are excluded from the category of special related parties under Article 3, Paragraph 2, Item 1 of the Cabinet Office Order for the purpose of calculating the ownership ratio of share certificates, etc. under each Item of Article 27-2, Paragraph 1 of the Act).

(Note 2) “Total Number of Voting Rights of All Shareholders of the Target Company” is the number of voting rights of all shareholders as of September 30, 2025, as described in the Target Company’s Semi-Annual Report (described as 100 shares per unit). However, as shares less than one unit (excluding treasury shares less than one unit held by the Target Company) and the Share Acquisition Rights were also subject to the Tender Offer, the ownership ratio is calculated using 32,087 units (corresponding to 3,208,748 shares, which is the total number of shares after considering potential shares) as the denominator.

(Note 3) “Ownership Ratio Before the Tender Offer” and “Ownership Ratio After the Tender Offer” are rounded to the second decimal place.

(5) Calculation in the Case Where the Tender Offer is Conducted by the Pro Rata Method

N/A

(6) Settlement Method

1) Name and Location of Head Office of Financial Instruments Business Operator, Bank, etc. in Charge of Settlement
Mizuho Securities Co., Ltd. 1-5-1 Otemachi, Chiyoda-ku, Tokyo

2) Commencement Date of Settlement

January 27, 2026 (Tuesday)

3) Settlement Method

A notice of purchase, etc. through the Tender Offer shall be mailed to the address of the shareholders who tendered in the Tender Offer (the “Tendering Shareholders, etc.”) (or the standing proxy in the case of foreign shareholders) without delay after the end of the Tender Offer Period. Purchase shall be made in cash. The tender offer agent shall, in accordance with the instructions of the Tendering Shareholders, etc. (or the standing proxy in the case of foreign shareholders), remit the purchase price for the purchased share certificates, etc. to the place designated by the Tendering Shareholders, etc. (or the standing proxy in the case of foreign shareholders) without delay after the commencement date of the settlement, or pay to the account of the Tendering Shareholders, etc. under the tender offer agent that accepted the tendering.

3. Policies After the Tender Offer and Future Outlook

With respect to the policies after the Tender Offer, there will be no change from the contents described in the “Notice Regarding Commencement of Tender Offer for OutlookConsulting Co., Ltd. (Securities Code: 5596)” issued by the Tender Offeror on November 12, 2025 (including the matters amended thereafter). Based on the results of the Tender Offer, the Tender Offeror plans to implement procedures to acquire all of the Target Company Shares (including Target Company Shares to be issued upon exercise of the Share Acquisition Rights, but excluding the Target Company Shares held by the Tender Offeror and treasury shares held by the Target Company) and all of the Share Acquisition Rights. Although the Target Company Shares are listed on the TSE Growth Market as of today, if such procedures are implemented, the Target Company Shares will be delisted through prescribed procedures in accordance with the TSE’s delisting criteria. After delisting, the Target Company Shares can no longer be traded on the TSE Growth Market. Future procedures will be promptly announced by the Target Company as soon as they

are determined in consultation with the Target Company.

4. Location for Public Inspection of Tender Offer Report

Money Forward Consulting, Inc.

(3-1-21 Shibaura, Minato-ku, Tokyo)

Tokyo Stock Exchange, Inc.

(2-1 Nihombashi Kabutocho, Chuo-ku, Tokyo)