

Translation

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January 27, 2026

Company Name:	Money Forward, Inc.
Representative:	Yosuke Tsuji Representative Director, President and Group CEO (Securities Code: 3994, Stock Exchange: TSE Prime)
Inquiries:	Yumiko Nagao Executive Officer and Group CFO (TEL: +81-3-6453-9160)

(Change in Disclosure) Notice Regarding Re-revision to the Proposed Management Structure for the 15th Fiscal Year

Money Forward, Inc. (the "Company") previously announced in the "Notice Regarding Change in Management Structure for the 15th Fiscal Year" (hereinafter referred to as the "said Disclosure") released on November 28, 2025, that the Company had decided on the proposed management structure for the 15th fiscal year, which is scheduled to be resolved at the 14th Annual General Meeting of Shareholders to be held in February 2026 (hereinafter referred to as the "Annual General Meeting of Shareholders"), based on the recommendations from the Nomination and Compensation Committee (Advisory Committee), at the Board of Directors meeting held on November 28, 2025.

Subsequently, based on the results of our engagements with the capital markets and from the perspective of strengthening corporate governance, the Company resolved at the Board of Directors meeting held on December 22, 2025, to change the proposed structure, as announced in the "(Change in Disclosure) Notice Regarding Changes to the Proposed Management Structure for the 15th Fiscal Year" (hereinafter referred to as the "said Changes").

Recently, based on discussions with relevant parties including the candidate himself, the Company has decided to nominate Hiroaki Yasutake, who was previously scheduled to retire, as a candidate for Director in place of Kohey Takashima, who was originally a candidate for new External Director. With respect to Hiroaki Yasutake, the Company has received a notice from him that it has become possible for him to continue to perform management oversight of the Company due to the reorganization of his other concurrent business duties, etc. Accordingly, the Board of Directors today resolved the following slate of Director candidates.

This matter will be officially decided with the approval of the Annual General Meeting of Shareholders.

Candidates for Director (After Change)

Name	New Title	Nomination Status
Yosuke Tsuji	President and Representative Director	Renominated
Naoya Kanesaka	Director	Renominated
Takuya Nakade	Director	Renominated
Masanobu Takeda	Director	Renominated

Chiaki Ishihara	Director	Renominated
Hiroaki Yasutake	External Director	Renominated
Gen Miyazawa	External Director	Renominated
Ryu Kawano Suliawan	External Director	Renominated
Yukino Kikuma	External Director	Renominated
Ken Ashida	External Director	Newly nominated
Ririko Ueda	External Director	Newly nominated
Masaaki Tanaka	—	(Retiring)
Akira Kurabayashi	—	(Retiring)

Note 1. The Company has submitted notification to Tokyo Stock Exchange, Inc. that Hiroaki Yasutake, Gen Miyazawa, Ryu Kawano Suliawan, and Yukino Kikuma have been appointed as independent officers. If they are re-elected, the Company plans to submit notification to the aforementioned exchange that they are independent officers.

- Ken Ashida and Ririko Ueda are candidates for External Director as defined in Article 2, Item 15 of the Companies Act.
- Ken Ashida and Ririko Ueda meet the requirements for independent officer as stipulated by the Tokyo Stock Exchange, Inc. If their election is approved at the 14th Annual General Meeting of Shareholders, the Company plans to submit notification to the aforementioned exchange that they are independent officers.
- There are no special interests between the Company and Ken Ashida and Ririko Ueda.
- Masaaki Tanaka and Akira Kurabayashi will retire upon the conclusion of the 14th Annual General Meeting of Shareholders due to the expiration of their terms of office. To ensure the independence of External Directors, the Company has established a guideline limiting the cumulative term of Independent External Directors to 6 terms (6 years) as a general rule, while not precluding re-election for up to a maximum of 8 terms (8 years) (the “Cumulative Term Rule”). Furthermore, if a director is 72 years of age at the conclusion of an Annual General Meeting of Shareholders, they shall retire at the conclusion of said meeting (the “Age Limit Rule”). Masaaki Tanaka exceeds the Cumulative Term Rule and is subject to the Age Limit Rule, and Akira Kurabayashi exceeds the Cumulative Term Rule; therefore, they will retire.

Please refer to the said Disclosure for the biographies of the candidates for new Director. There are no changes to the Corporate Auditors from the said Disclosure.