

マクアケ

IR Day

Medium-term management strategy and
steps for strategy development through the
fiscal year ending September 30, 2027

Representative Director

Fumiaki Kiuchi



April 2002	Joined Recruit Staffing Co., Ltd.
October 2007	Joined Innovation Inc.
January 2009	Joined CyberAgent, Inc.
May 2013	Director of Makuake, Inc.
April 2023	Secretary of Japan Association of Corporate Executives (Current)
December 2024	Representative Director of Makuake, Inc. (Current)

The World Makuake Aspires For

- Guided by our vision and mission, we are striving for society enriched through the connection of the "new" that consumers seek and the "new" that companies wish to introduce to the world

Vision

Create a world where worthy things
can come to be, grow and endure

Mission

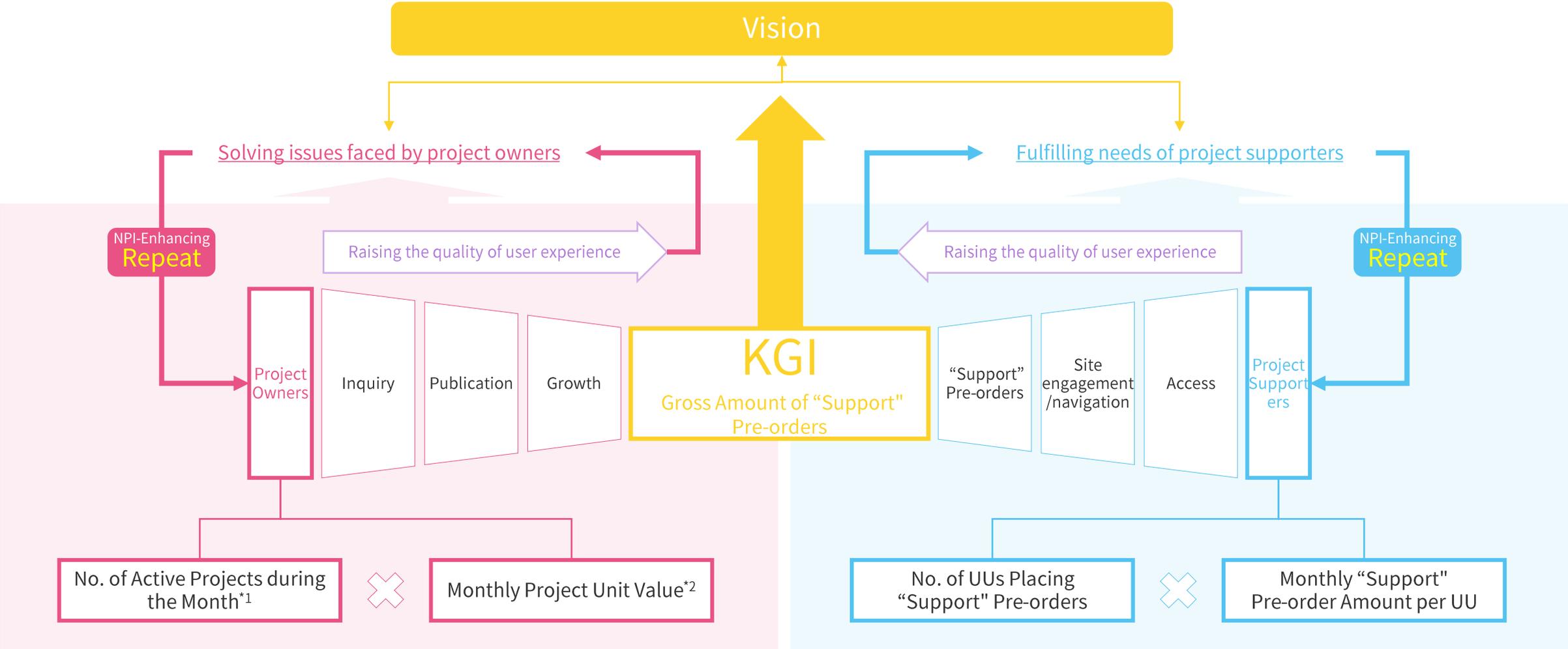
Connect the world through the
creation of the “new”

Standard

Support taking on challenges
Insist on speed
Aim for the sublime

Factor Analysis of Makuake's Service Structure

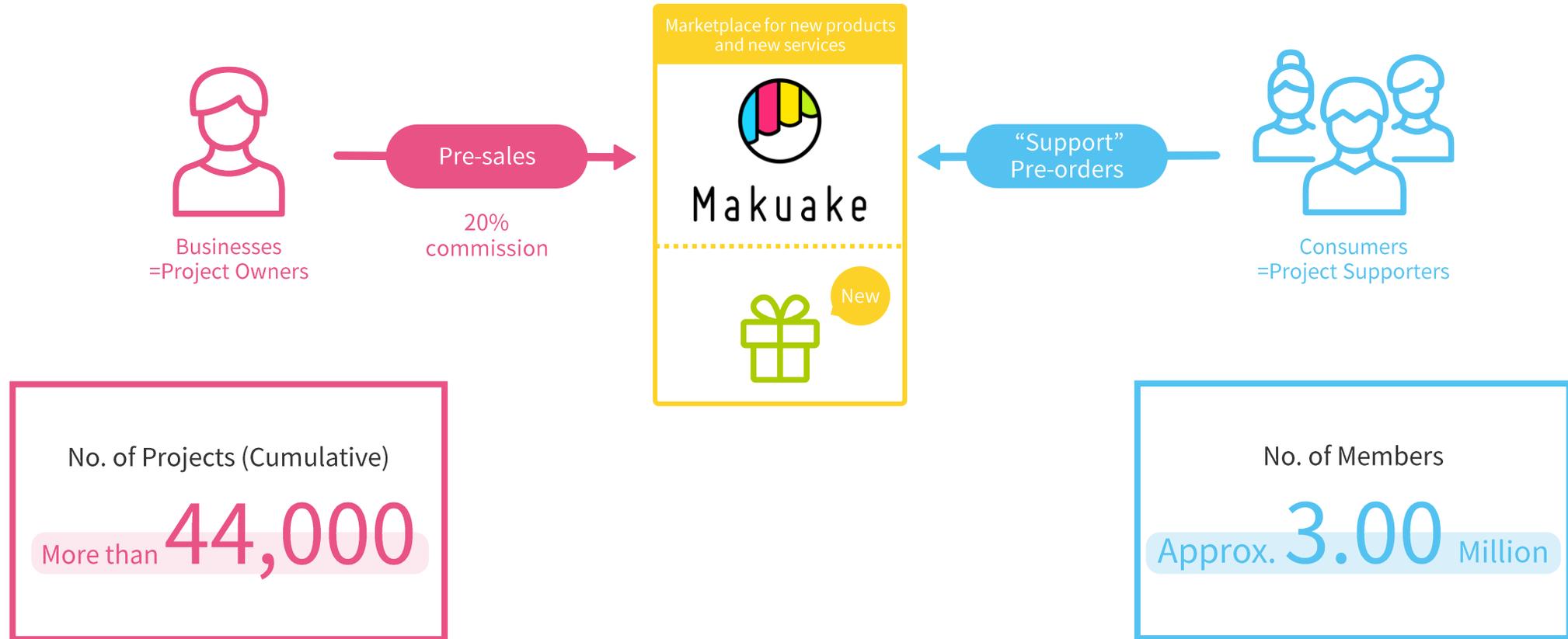
- Gross amount of "support" pre-orders, a KGI of Makuake, can be broken down into factors of two axes relating to project owners and supporters. These factors interact with each other and multiply to create a structure that generates accelerated growth



*1 Number of Active Projects during the Month: The total number of projects that had pre-sales during the month
 *2 Monthly Project Unit Value: The average amount of "support" pre-orders generated by active projects during the month

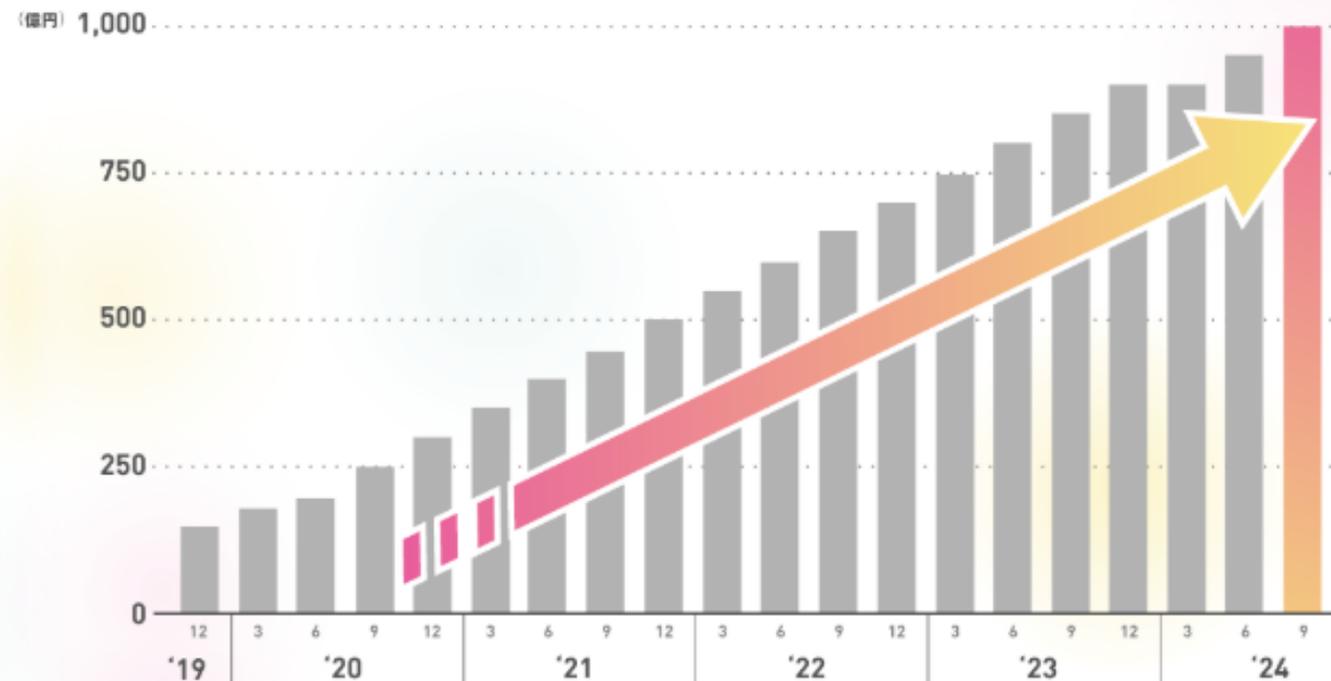
Makuake's Business Model

- Businesses can pre-sell their new products and services still in the planning phase on Makuake, while consumers, in the spirit of cheering on, can pre-purchase their products of interest through “support” pre-orders



Makuake Surpasses ¥100 Billion in Cumulative “Support” Pre-orders in 11 Years

Makuake 累計応援購入総額 1,000億円を突破



※2013年のサービス提供開始からの累計。グラフでは上場以降の業績を記載。

Products Launched through Makuake

- In addition to goods, a range of new products, including experiences such as new store openings and tickets to entertainment works, across a broad spectrum of genres from various regions are premiered daily on Makuake

<p>Gadgets</p>		<p>Alcoholic beverages</p>		<p>Labor-saving essentials</p>	
<p>Fashion</p>	<p>Restaurants and food</p>		<p>Leisure</p>	<p>Entertainment</p>	

Goods

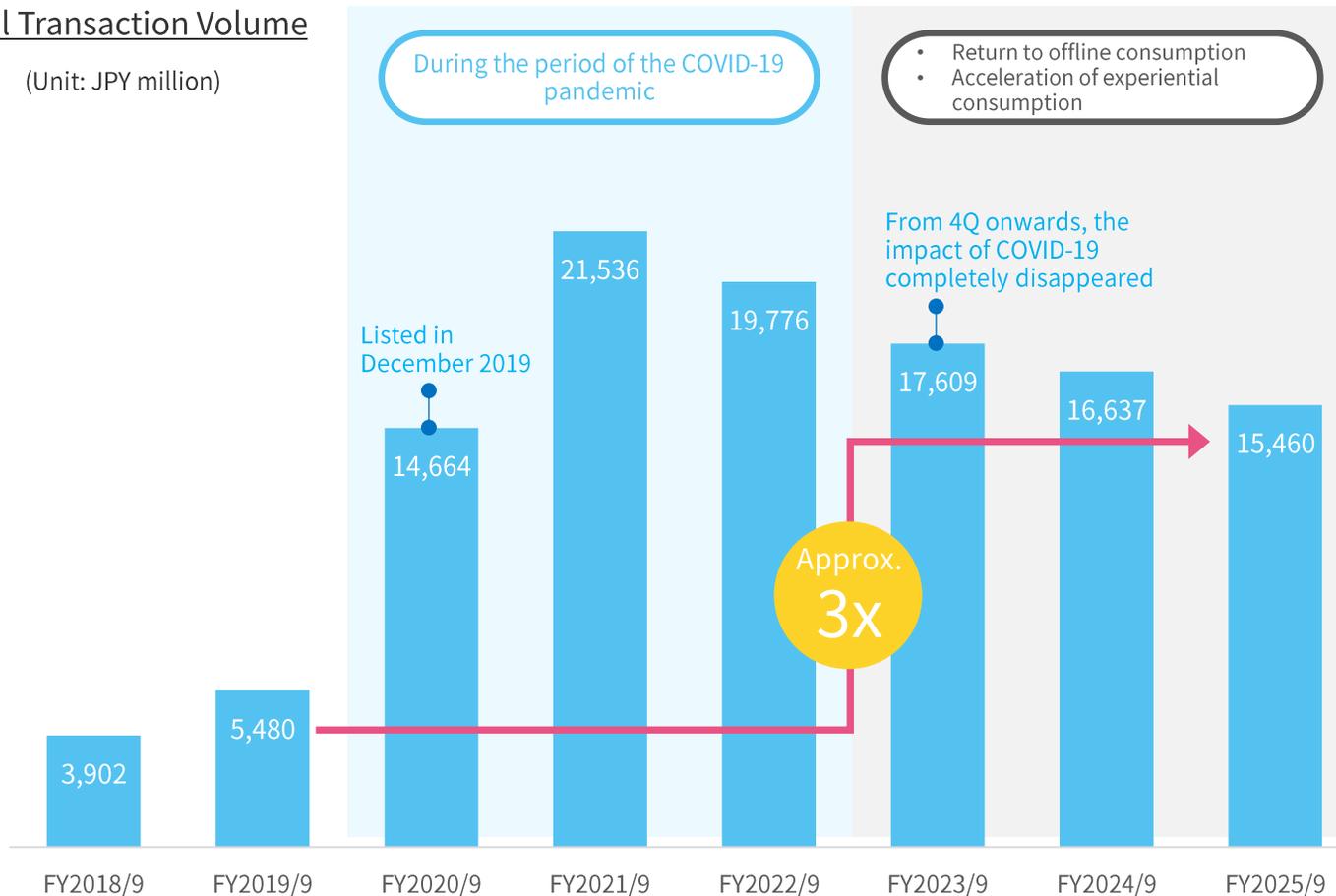
Experiences

Issues Facing the Company Based on Transaction Volume Trends to Date

- While we expanded transaction volume in the pre-sales e-commerce market for new products and services and secured the top position, our flagship business is flow-type, making it susceptible to external environmental factors, making the establishment of a stock structure a priority issue

Total Transaction Volume

(Unit: JPY million)



Results

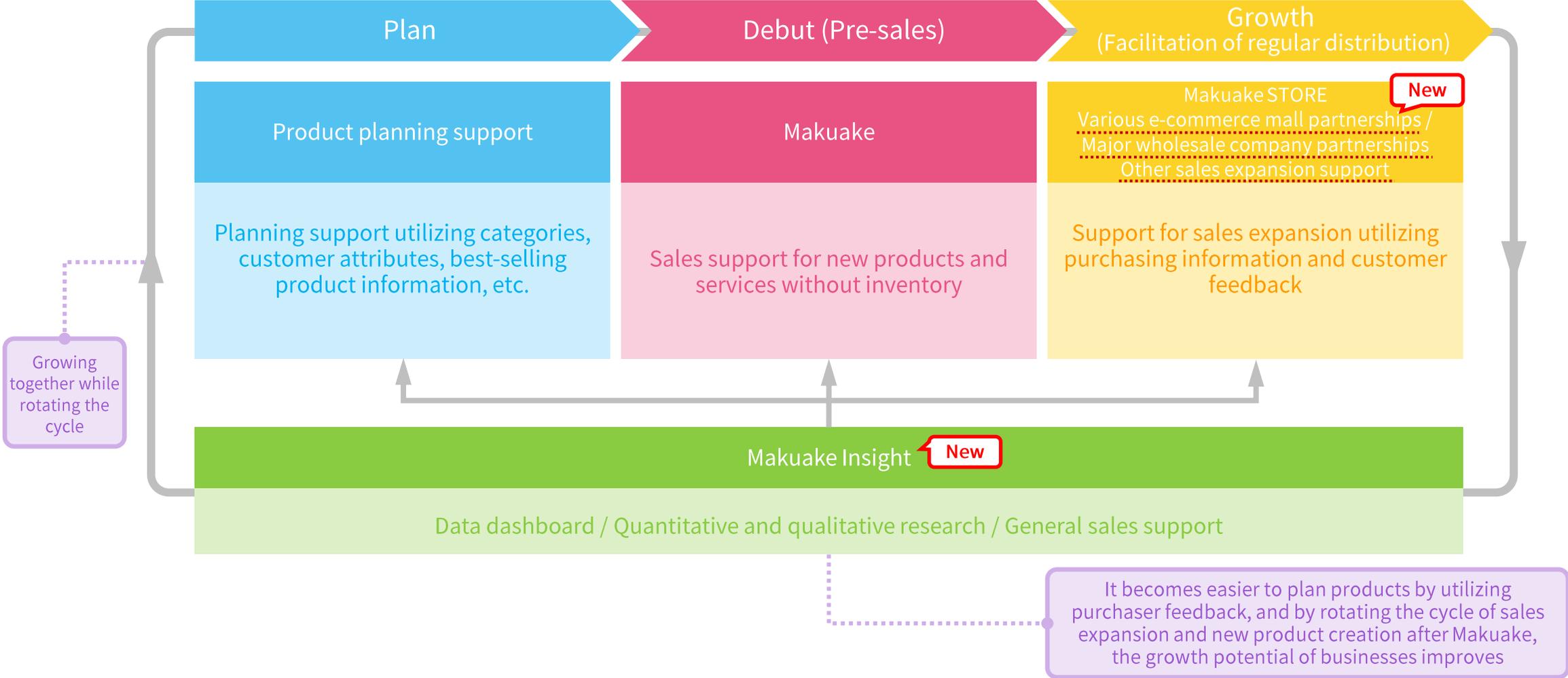
Acquired the top position in the e-commerce market for new products and services

Challenges for the next phase

Since the Makuake business is a flow-type business, the relationship with customers structurally ends in 2-3 months

Support from Product Planning to Sales (Plan-Debut-Growth) for Products to be Realized by FY2027/9

- From a focus centered on launching new products, we will transform our business model to one that provides continuous support to businesses from production to growth, centered on insight functions, and establish our position as a game changer with unique selling power in the huge retail distribution market



資料請求をする

お問い合わせ

新商品の開発でこんな悩みはありませんか？



生活者のニーズがわからない



自社商品の強みやターゲットの
ペルソナの解像度が上がらない



商品開発のPDCAが回っていない



Makuakeに蓄積されている様々なデータの提供や、登録ユーザーへの調査を行うことで、

新商品開発の課題を解決します

The image displays two overlapping screenshots of the Makuake Insight website. The background screenshot shows a table titled '相性が良いプロジェクト' (Projects with good compatibility) with columns for '種別' (Category), 'PJKV' (Project ID), 'タイトル' (Title), and 'PJK価格' (PJK Price). It lists several projects with images and brief descriptions. The foreground screenshot shows a detailed view of a project titled 'PJK一覧' (PJK List) and '応援コメント一覧' (Supporting Comments List). It includes a table with columns for 'No.', 'PJKV', 'タイトル', '平均評価数' (Average Rating), and '応援購入数' (Supporting Purchases). The table lists projects like '世界最小型' (World's smallest) and 'PLAYD NOTE ChatSP'. A separate section shows '応援コメント一覧' (Supporting Comments List) with columns for 'PJKV', '投稿日時' (Posting Date), and '応援コメント' (Supporting Comment).

New service : Makuake STORE Mall

The screenshot shows the Makuake STORE page on Yahoo! JAPAN. At the top, there are navigation links for 'ショッピング' (Shopping) and 'Makuake STORE' with a note about LYP Premium membership benefits. A search bar is present with the text '何をお探ですか?' (What are you looking for?). Below the search bar, there are icons for 'カート' (Cart), 'お気に入り' (Favorites), '注文履歴' (Order History), 'お気に入り' (Favorites), and 'マイページ' (My Page). A 'ストアをお気に入り' (Add store to favorites) button is also visible.

The main banner features the Makuake STORE logo and the text 'Makuake発のユニークな商品がいつでも買える' (Unique products from Makuake are always available for purchase). To the right of the banner is a colorful illustration of various household items like a lamp, a vase, and a bowl.

On the left side, there is a 'ストア内検索' (Store search) section with a search bar and a 'ストア内検索' (Store search) button. Below it is a 'カテゴリから探す' (Search by category) section with a list of categories: 'すべての商品 (13件)', 'アウトドア (1件)', 'スポーツ', 'インテリア (3件)', 'その他 (0件)', 'テクノロジー (2件)', and 'ファッション (7件)'. A large blue banner in the center contains the text '生活にワクワクを' (Excitement in life), '近未来のガジェット、自慢できる新しい製品、応援したくなるアイデア満載。' (Near-future gadgets, products you can be proud of, and ideas you'll want to support are packed in here.), and the Makuake STORE logo. A '詳しく見る' (View details) button is at the bottom of the blue banner.

The screenshot shows the Makuake STORE page on Rakuten. At the top, there is a search bar with the text 'キーワード検索' (Keyword search) and a search icon. To the right of the search bar are icons for '買い物かご' (Shopping cart), 'お知らせ' (Notice), 'お気に入り' (Favorites), '購入履歴' (Purchase history), 'myクーポン' (My coupon), 'ログイン' (Login), and '会員登録' (Member registration). The main banner features the Makuake STORE logo and the text 'Makuake発のユニークな商品がいつでも買える' (Unique products from Makuake are always available for purchase). To the right of the banner is a colorful illustration of various household items like a lamp, a vase, and a bowl.

Below the banner, there is a section for 'Makuake STORE 楽天市場店' (Makuake STORE Rakuten Ichiba store) with a star rating of '★★★★ (39ショップ)' and a 'お気に入り' (Add to favorites) button. To the right of this section is a search bar with the text 'ショップ内の商品を探す' (Search for products in the shop).

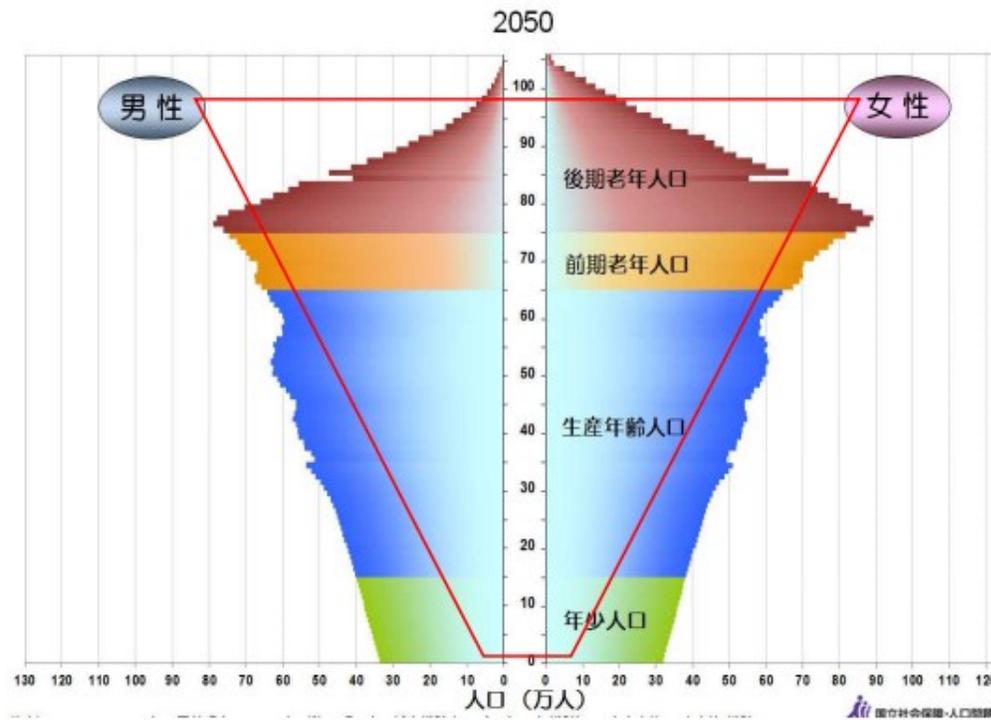
On the left side, there is a 'ショップカテゴリ' (Shop category) section with a list of categories: 'アウトドア', 'インテリア', 'ファッション', 'テクノロジー', and 'その他'. Below it is a 'ショップメニュー' (Shop menu) section with a list of items: '会社概要・決済方法・配送方法', 'ショップへ問い合わせ', 'メルマガ登録・変更', and 'すべての商品'.

The main content area features a product advertisement for '折りたためるキャンパス PAPER JACKET. by BUTTERFLY BOARD' (Foldable campus PAPER JACKET. by BUTTERFLY BOARD). The advertisement includes the 'GOOD DESIGN AWARD 2023' logo and an image of the product, which is a black and white paper folder. Below the image is the text '好きな紙をミニマルに携帯 紙専用2WAYジャケット' (Carry your favorite paper in a minimalist way. Paper-only 2WAY jacket).

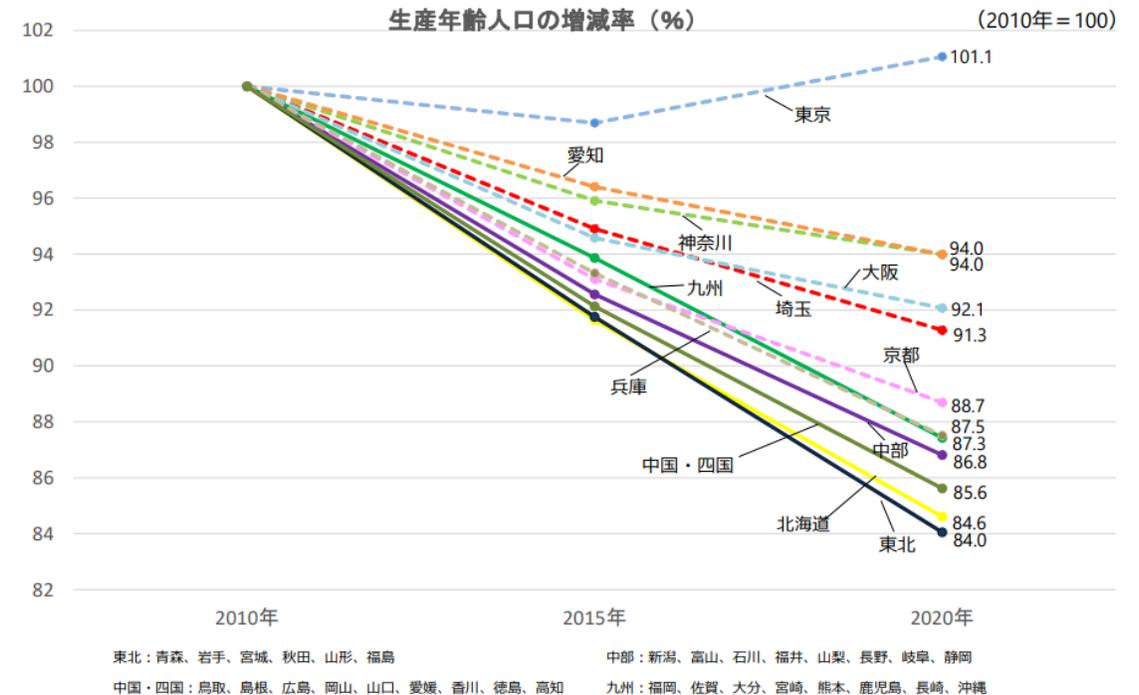
The Environment Surrounding Businesses and Challenges Faced by Customers

- As Japan's labor force declines, small and medium-sized enterprises and regional businesses, which account for the majority of our customers, are more likely to face labor shortages, forcing them to focus on their core competencies of "making good products"

Estimated future population of Japan in 2050



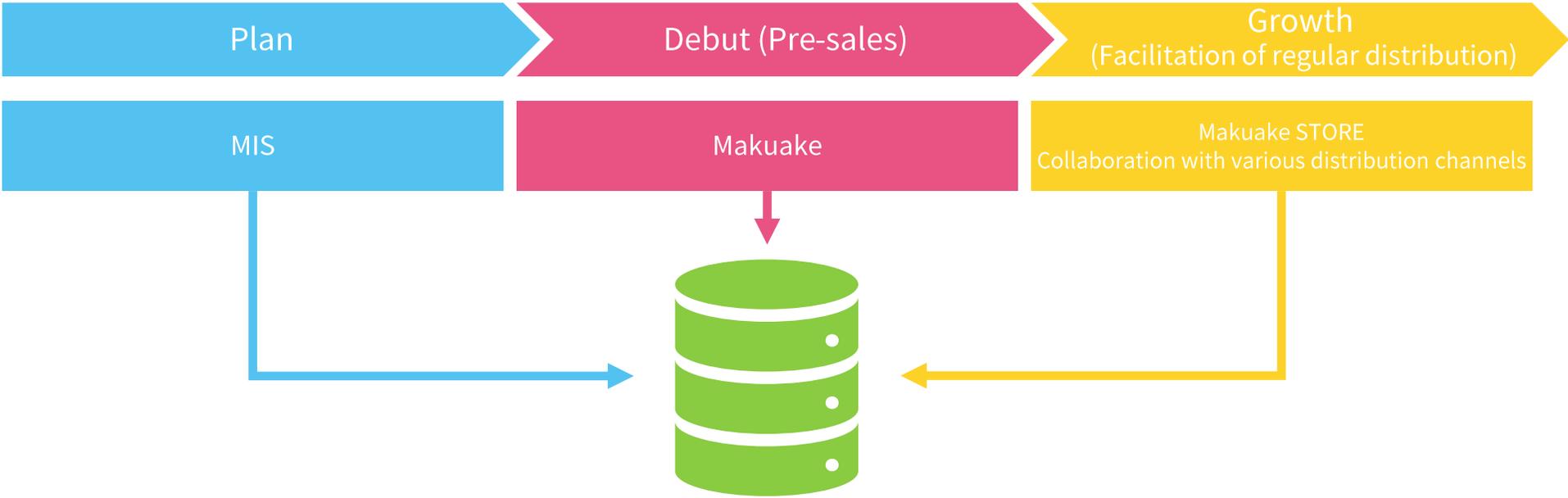
Decline rate of the working-age population (by region)



(Source) Excerpt from "Materials submitted by the Secretariat at the 35th Basic Labor Policy Council Meeting on November 29, 2024" by the Ministry of Health, Labour and Welfare (<https://www.mhlw.go.jp/content/12602000/001341810.pdf>)

Makuake's Unique Business Assets that Contribute to Solving Customer Issues

- While developing various services, we have accumulated unique assets that can only be found at Makuake and not at other companies. We believe that these assets will be extremely effective in providing precise solutions to the challenges faced by businesses



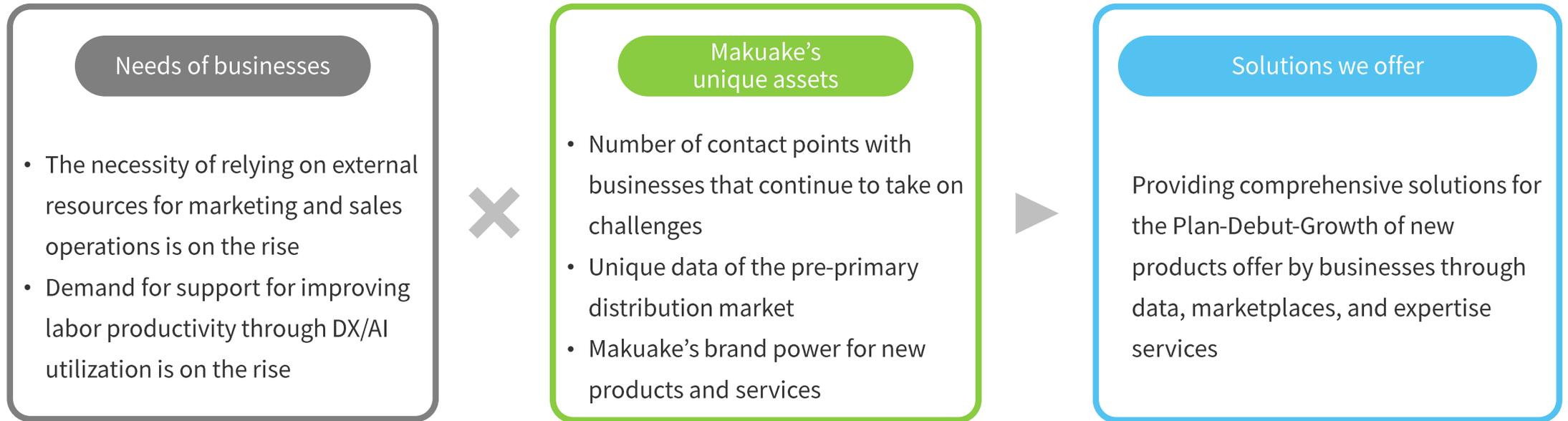
STOCK
1 | Number of contact points with businesses that continue to take on challenges

STOCK
2 | Unique data of the pre-primary distribution market

STOCK
3 | Makuake's brand power for new products and services

Providing Solutions that Change Businesses' Resource Investment Points

- By leveraging our unique assets to provide solutions for the Plan-Debut-Growth of products, we believe that businesses will be able to focus on their core competencies, while we will be able to accompany them over the long term



..... This will lead to

Solving business issues while increasing contact points with businesses and long-term contracts, and maintaining relationships

Targets for Each Business Year by FY2027/9

- We will transform ourselves from the largest platform for new product and service pre-sales into a business growth partner for challengers, and our medium-term milestone is to establish an overwhelming position in the domestic retail distribution market for new products and services

FY2025/9

Restructure our earnings structure, strengthen our management foundation, and initiate new strategies

FY2026/9

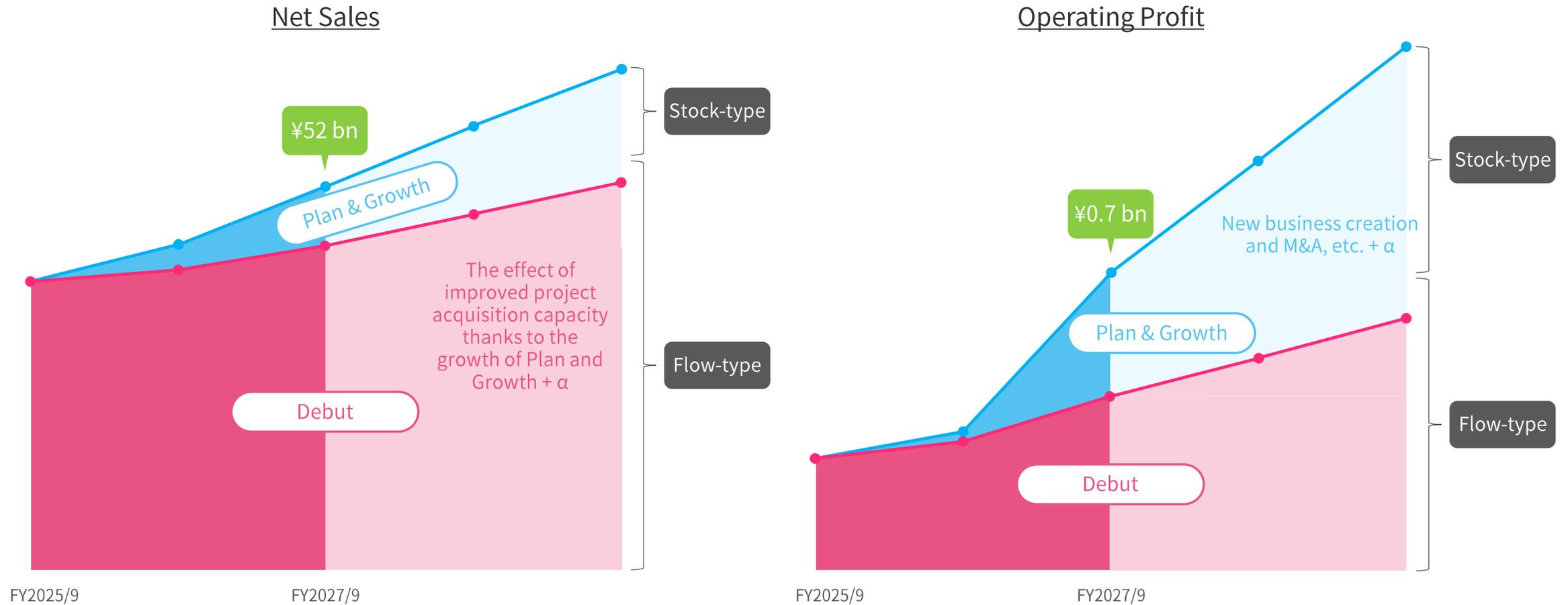
Launch investments aimed at Makuake's renewed growth based on the strength of operating cash flow

FY2027/9

Achieve a unique position in the domestic retail industry and strengthen our market influence through the comprehensive implementation of the P-D-G (Plan-Debut-Growth) cycle

Targets and Future Revenue Outlook by FY2027/9

- Through business development in the Plan and Growth domains, we will increase the services we provide to each customer and expand revenue per customer by combining flow-type revenue with stock-type revenue, with the aim of achieving net sales of JPY 5.2 billion and operating profit of JPY 0.7 billion



Human capital management plan and
corporate culture improvement strategy for
achieving the medium-term management plan

President and Representative
Director

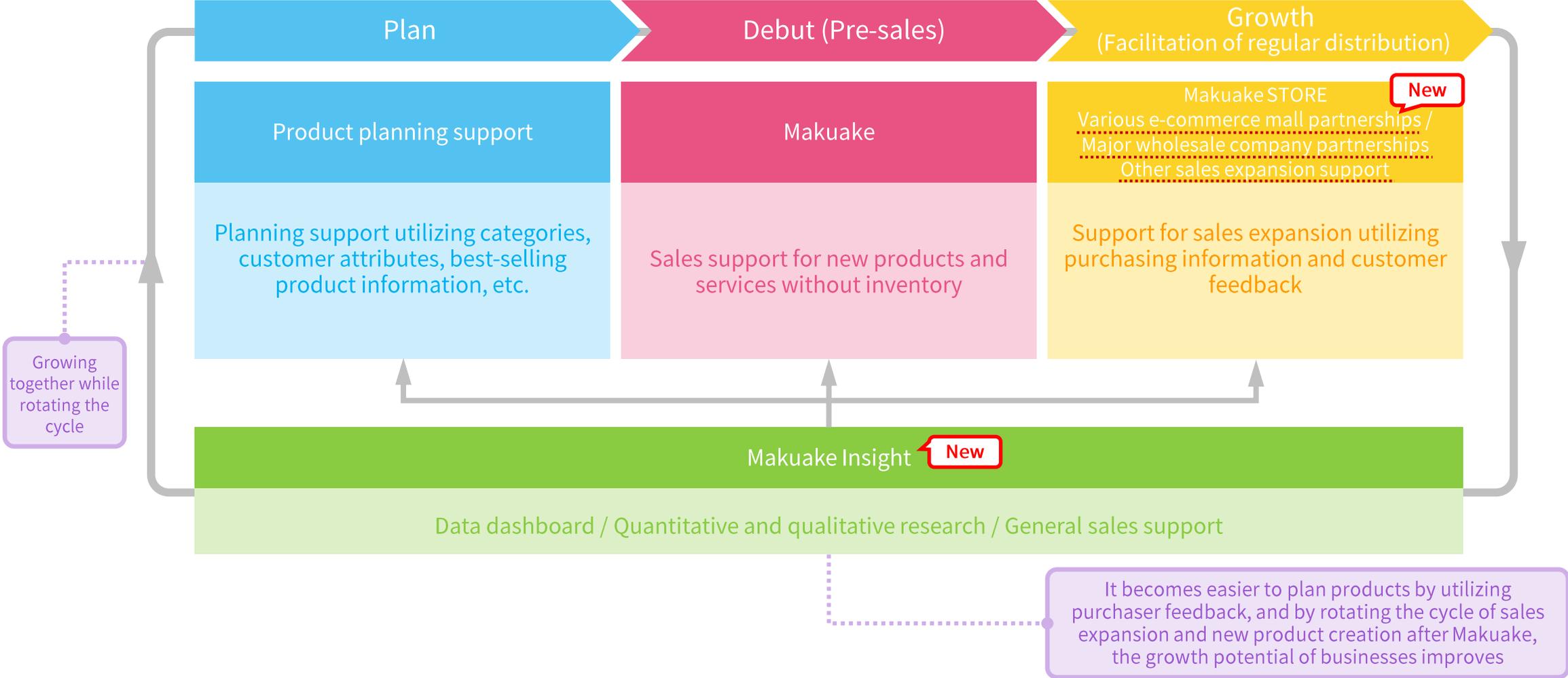
Ryotaro Nakayama



- April 2006 Joined CyberAgent, Inc.
- October 2010 Seconded to CyberAgent Ventures, Inc.
- May 2013 President and Representative Director of Makuake, Inc.
(Current)
- June 2018 Director of Japan Venture Capital Association (Current)

Support from Product Planning to Sales (Plan-Debut-Growth) for Products to be Realized by FY2027/9

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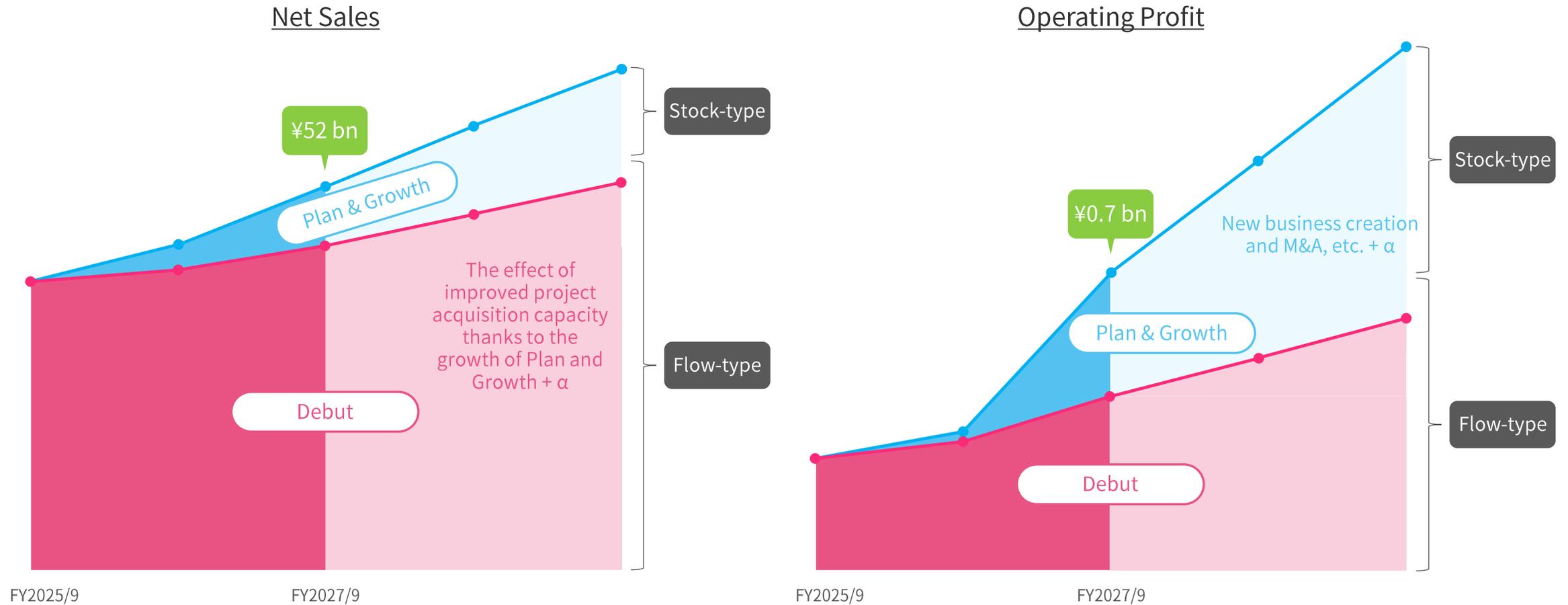
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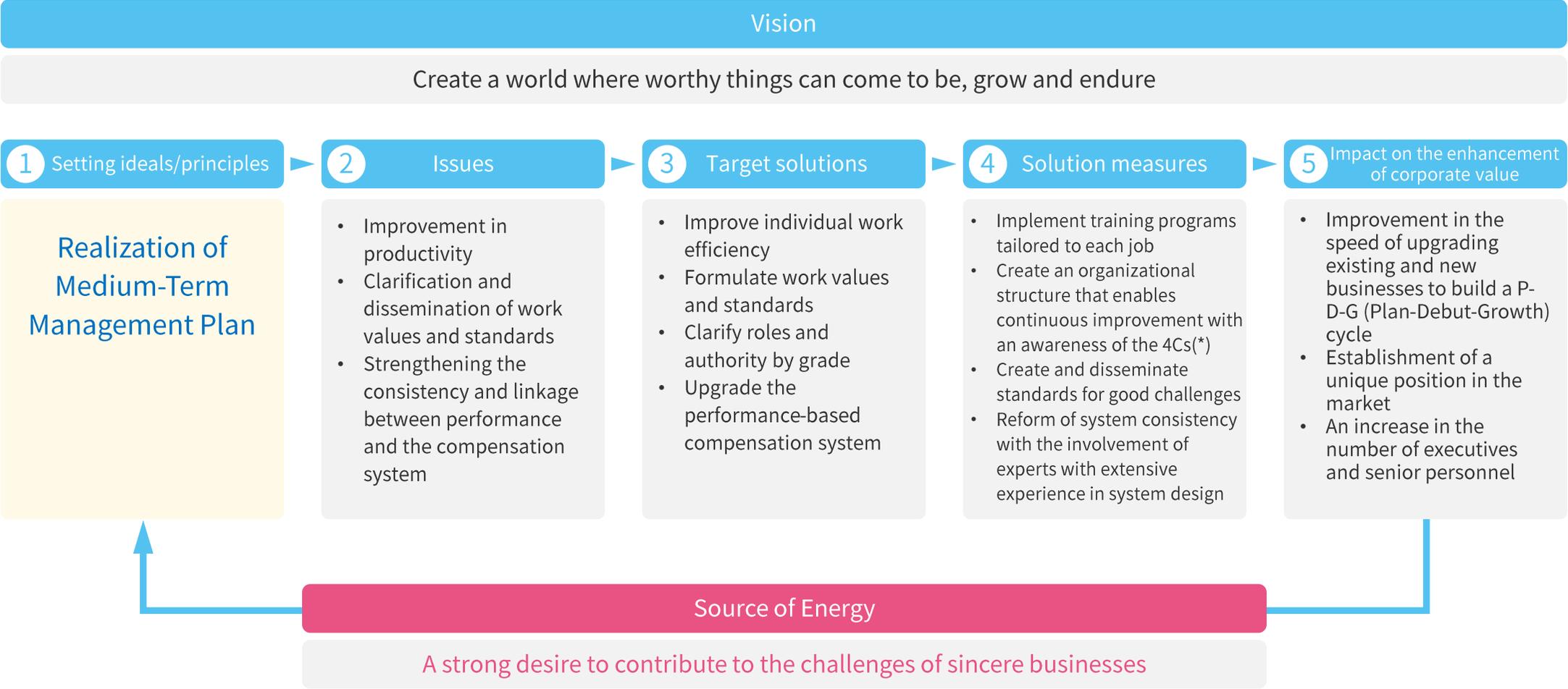
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Human Capital Management Plan to Ensure the Realization of the Medium-Term Management Plan by FY2027/9

- We have identified three major issues for realizing our Medium-Term Management Plan and will implement solutions while driving growth through human capital management, leveraging our employees' strong desire to contribute to the challenges faced by sincere businesses, which is a unique strength of the Company



(*) A coined term created by the Company that refers to two types of customers: project owner customers and supporter customers. An expression that adds two Customers to the Competitor and Company in the general 3C's model

Status Targets for Human Capital Management Strategy for Each Business Year by FY2027/9

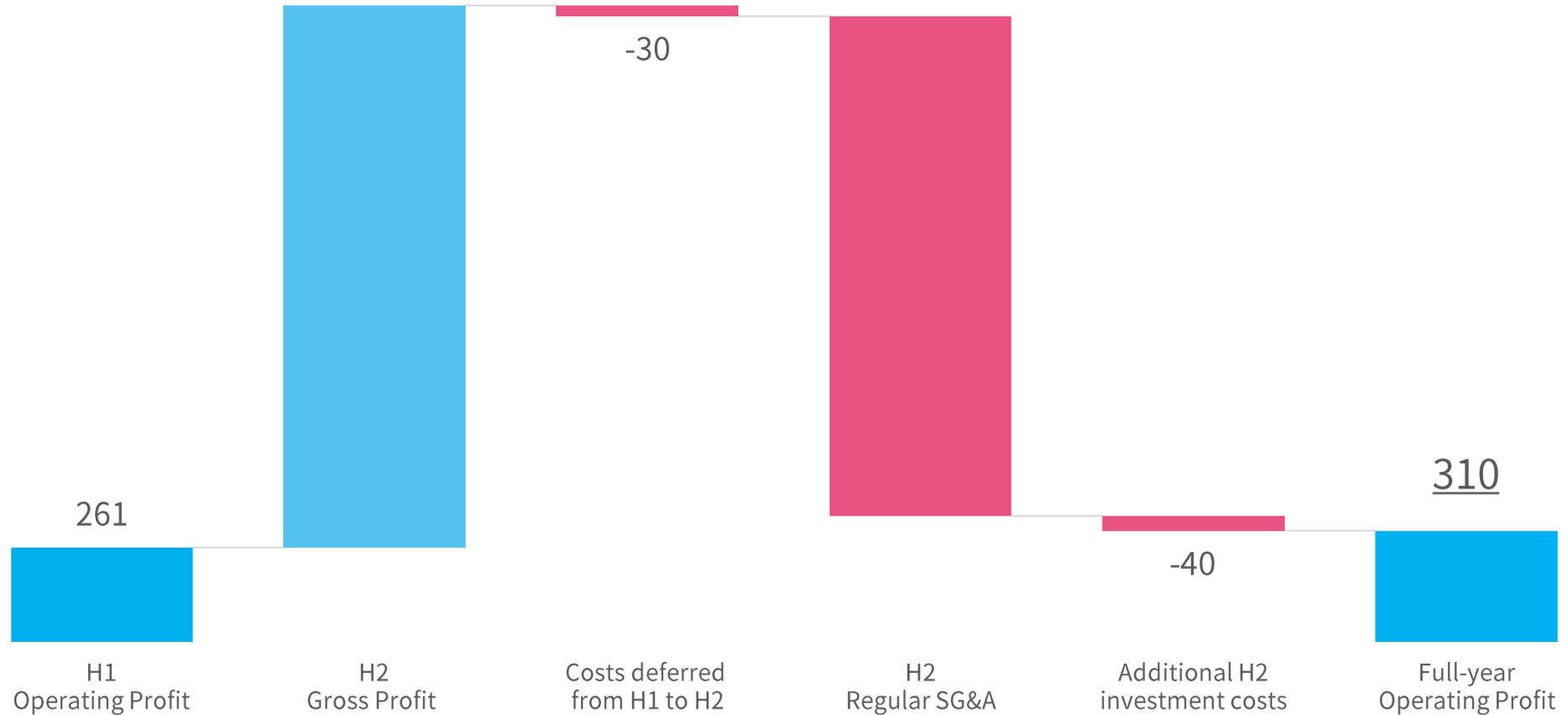
- We will build a foundation for value judgment that will enable us to exceed our medium-term management targets, evolve the P-D-G (Plan-Debut-Growth) cycle led by the frontline, and aim to create a workplace where talented people can feel a sense of fulfillment in their work and contribute to the enhancement of corporate value

FY2025/9	<ul style="list-style-type: none">• Launch of medium-term human capital management strategy• Begin formulating and disseminating various policies
FY2026/9	<ul style="list-style-type: none">• The dissemination and education of various policies will become self-driven• Elevation of engagement through upgrading the performance-based compensation system
FY2027/9	<ul style="list-style-type: none">• Self-driven evolution and feature additions in the P-D-G (Plan-Debut-Growth) cycle led by the frontline• Improvement of competitiveness in recruiting and retaining talented personnel

Analysis of Changes in Operating Profit for H2 of FY2025/9

- In addition to regular SG&A expenses in H2, including personnel recruitment, we plan to incur a one-time expense of JPY 30 million for costs that were scheduled to be incurred in H1 but were postponed, and additional investments of approximately JPY 40 million for AI, new businesses, and human capital management measures aimed at strengthening our growth foundation in the next fiscal year onwards

(Unit: JPY million)



Makuake's Source of Energy Mechanism: Makuake Mirai Marche



Makuake's Source of Energy Mechanism: Production Site Tour



Makuake's Source of Energy Mechanism: Makuake Local Meetup

Makuake Local Meetup

地域に集う、本音が集う。

4/26(火) 18:00-21:00

@ 八尾



松岡 宏治
株式会社マクアケ



北村 悠太郎氏
カネエム工業株式会社



松尾 泰貴氏
株式会社友安製作所



木村 祥一郎氏
木村石鹸工業株式会社



太田 泰造氏
錦城護謨株式会社

Makuake Local Meetup

地域に集う、本音が集う。

7/12(火) 18:00-21:00

@ 福岡



宮田 紗良
株式会社マクアケ
九州拠点責任者



石蔵 義浩氏
株式会社石蔵商店
代表取締役



山岸 勇太氏
一般社団法人ベンチャー型事業承継
九州エリア統括責任者



椎葉 昌史氏
東te-ri
代表取締役社長



村岡 浩司氏
株式会社一平ホールディングス
代表取締役社長



Makuake
Global Meetup
@Seoul



Makuake Global Meetup
@Shenzhen

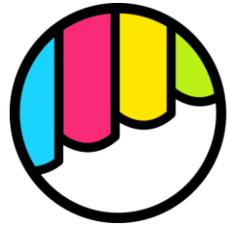
Disclaimer and Cautions Regarding Future Outlook

- While the content of this document has been prepared based on generally recognized economic and social conditions as of June 3, 2025 and certain assumptions deemed reasonable by Makuake, Inc., it may change due to shifts in business environment and other factors.
- When investing, please be sure to read our financial reports and other documents released by us before making any decision, at your own judgement, as an investor.
- Risk and uncertainty include general domestic and international economic conditions such as general industry and market conditions, and fluctuations in interest and currency exchange rates.
- Please note that Makuake, Inc., may, based on certain assumptions deemed reasonable by Makuake, Inc., update or revise “outlook information” provided in this document if new information comes to light or material future events occur.



IR Inquiries

IR@makuake.co.jp



Makuake