



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

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- 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

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## Mission

Connect the world through the  
creation of the “new”

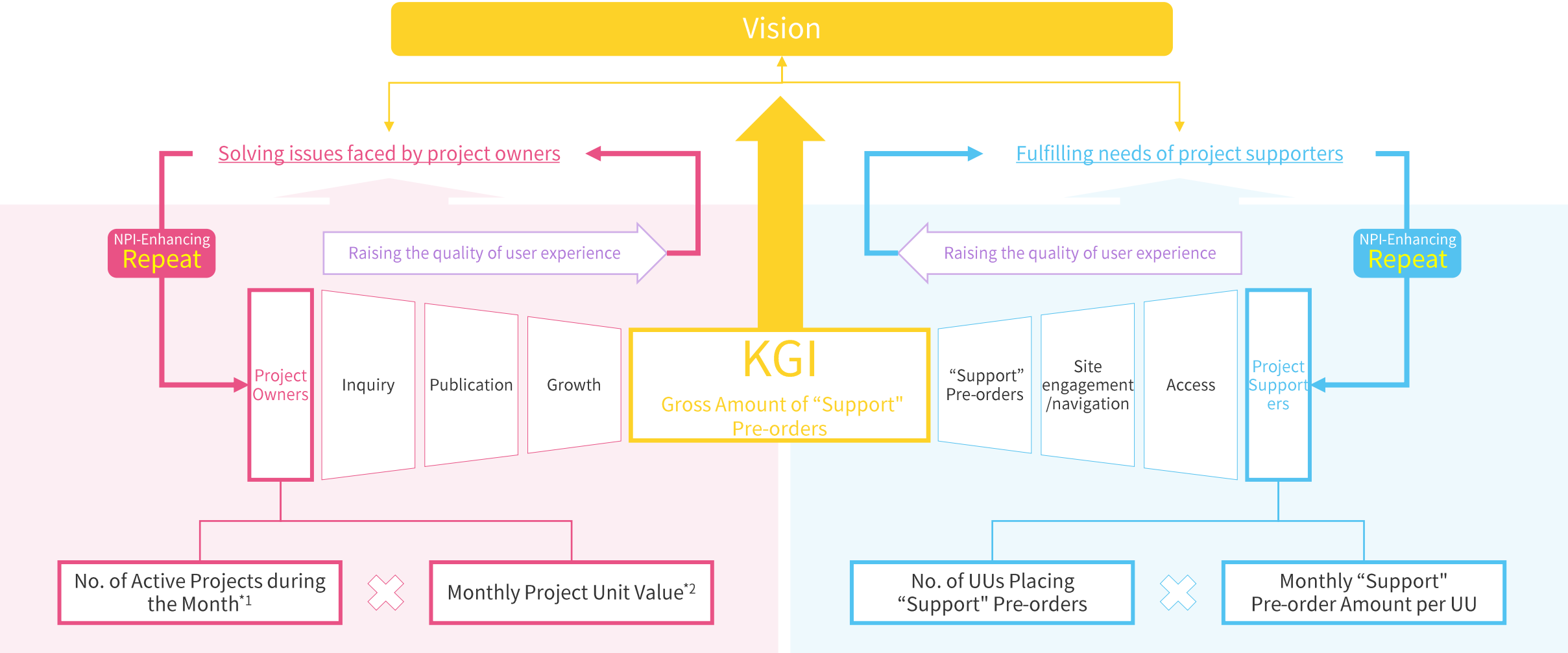
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## Standard

Support taking on challenges  
Insist on speed  
Aim for the sublime

# Factor Analysis of Makuake's Service Structure

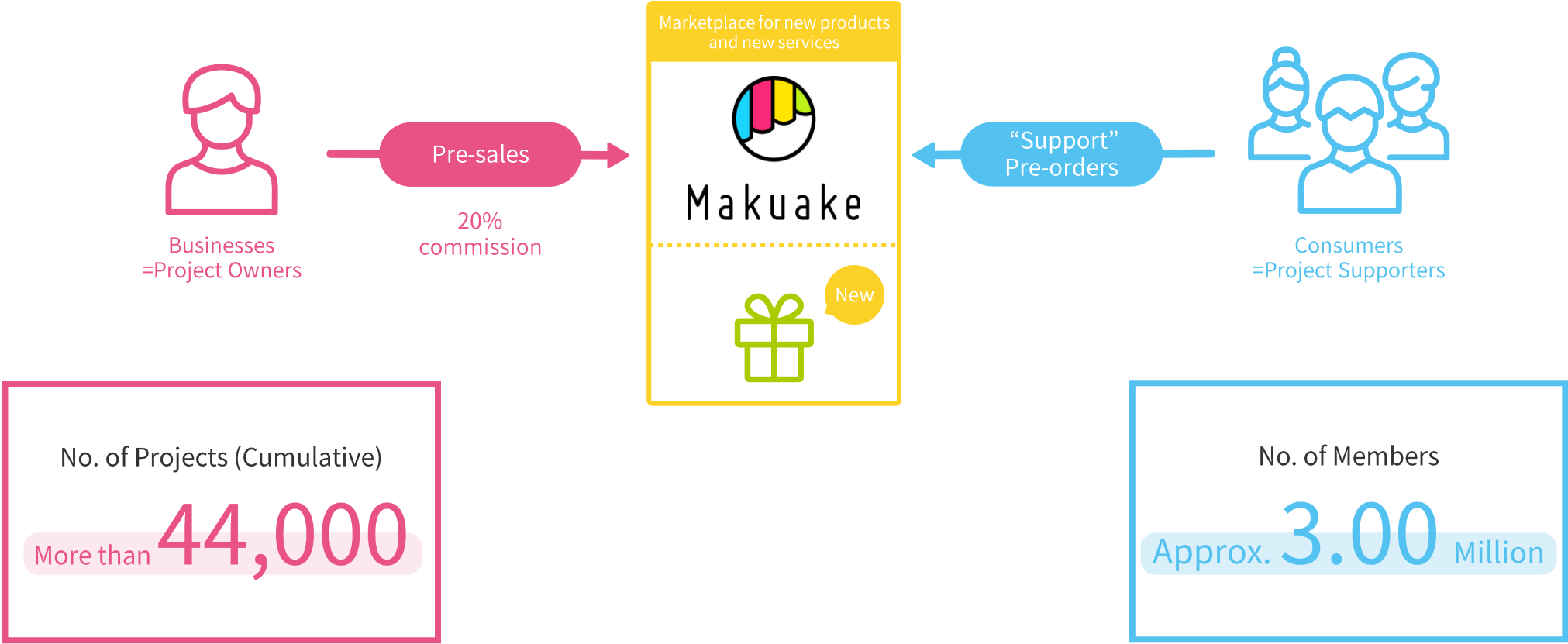
- Gross amount of "support" pre-orders, a KGI of Makuake, can be broken down into factors of two axes relating to project owners and supporters. These factors interact with each other and multiply to create a structure that generates accelerated growth



\*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

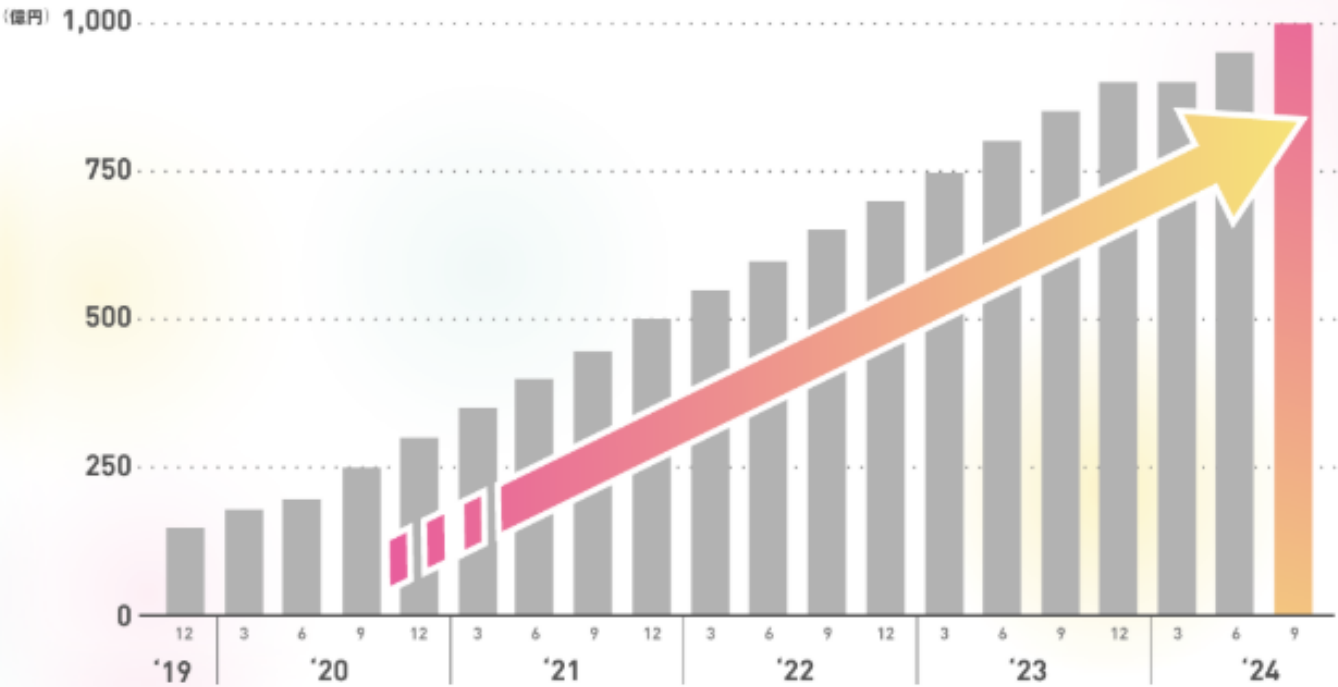
# Makuake's Business Model

- 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

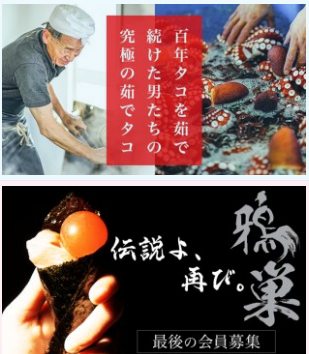


Goods

Gadgets

Alcoholic beverages

Labor-saving essentials



Experiences

Fashion

Restaurants and food

Leisure

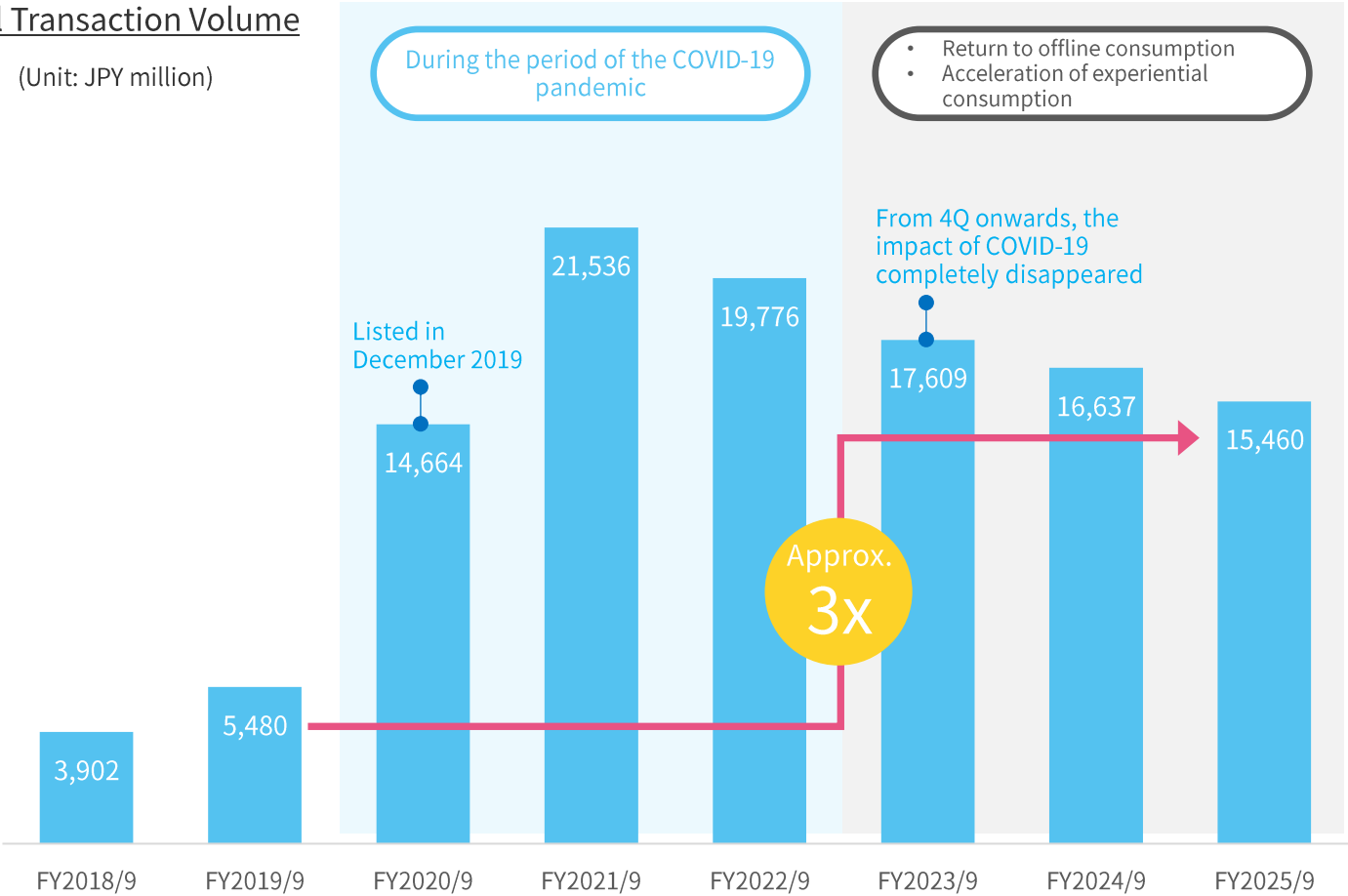
Entertainment

# 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

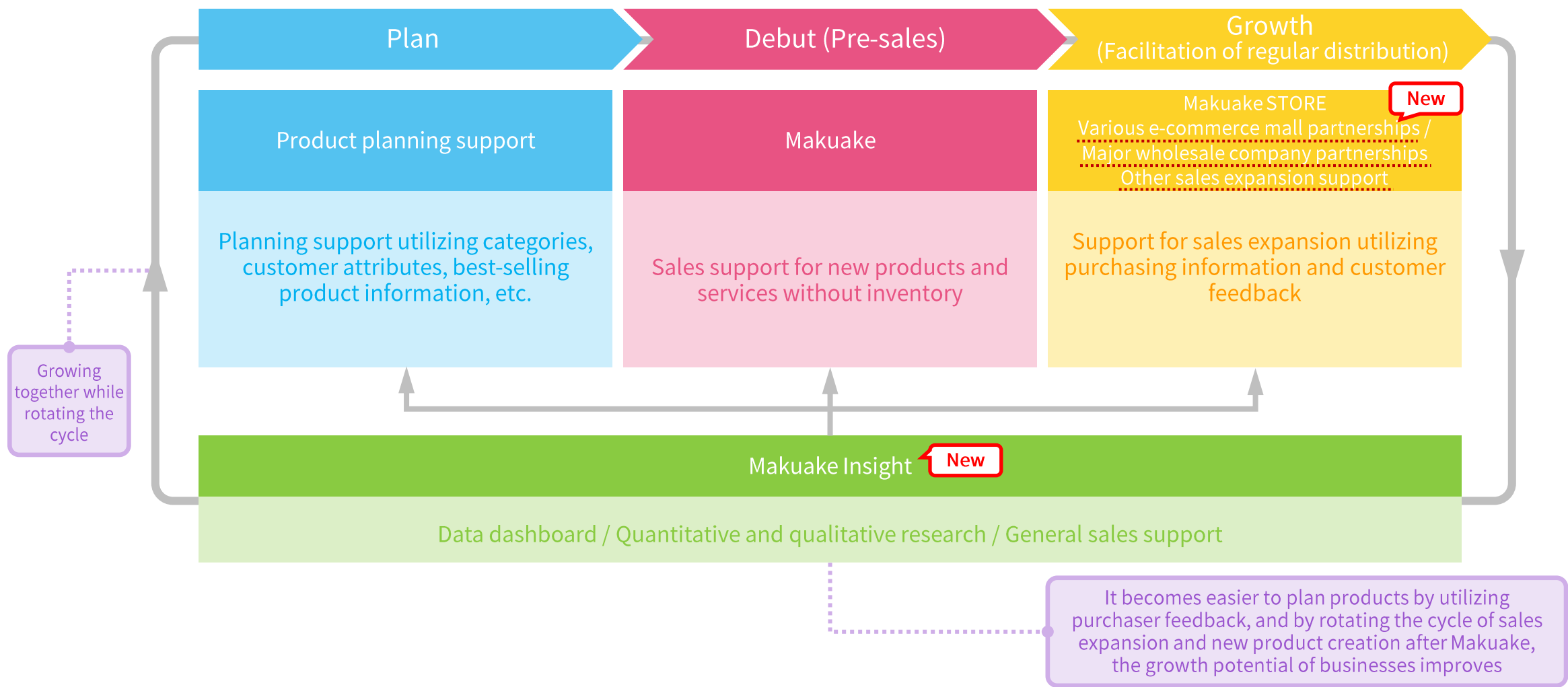
Acquired the top position in the e-commerce market for new products and services

### 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

Makuake インサイト

相性が良いプロジェクト

Makuake インサイト



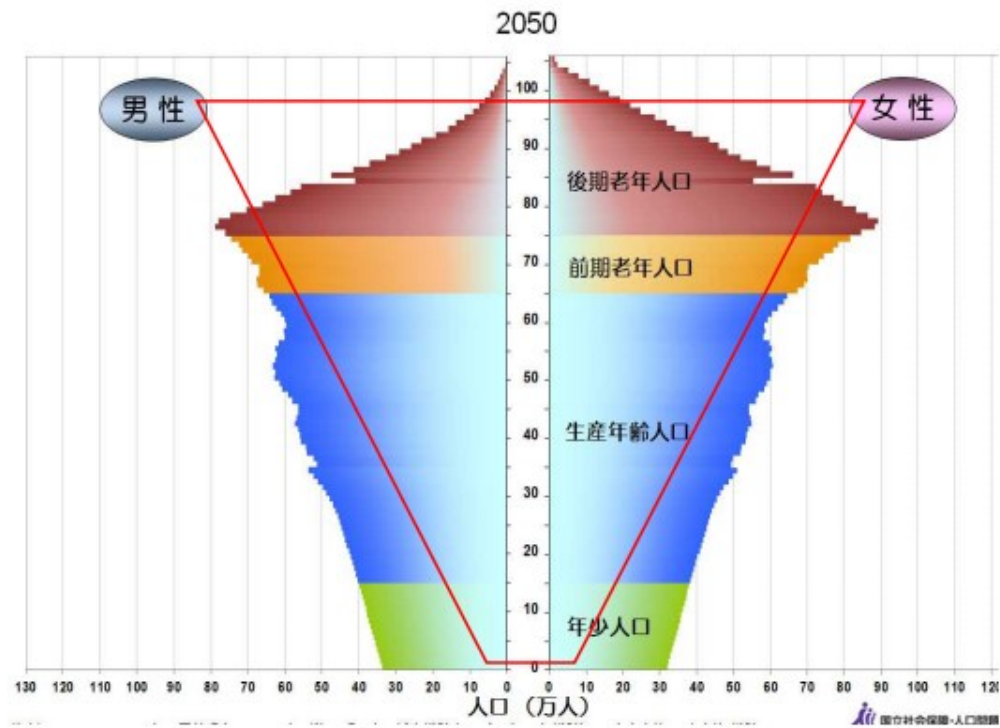
# New service : Makuake STORE Mall



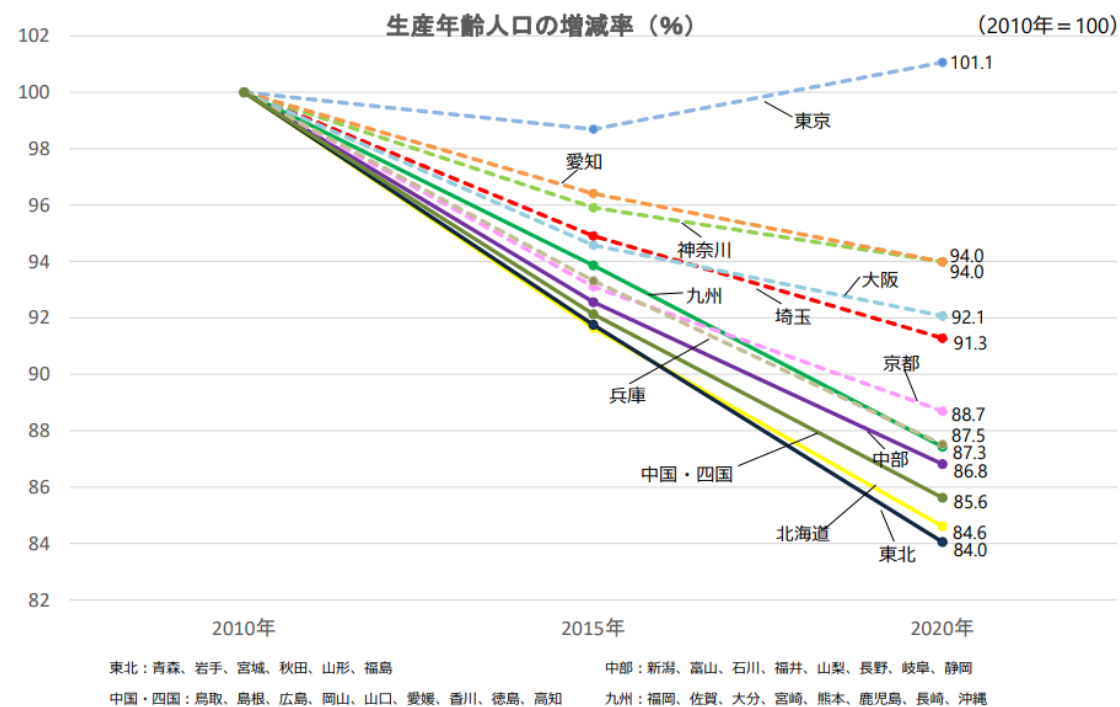
# The Environment Surrounding Businesses and Challenges Faced by Customers

- 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



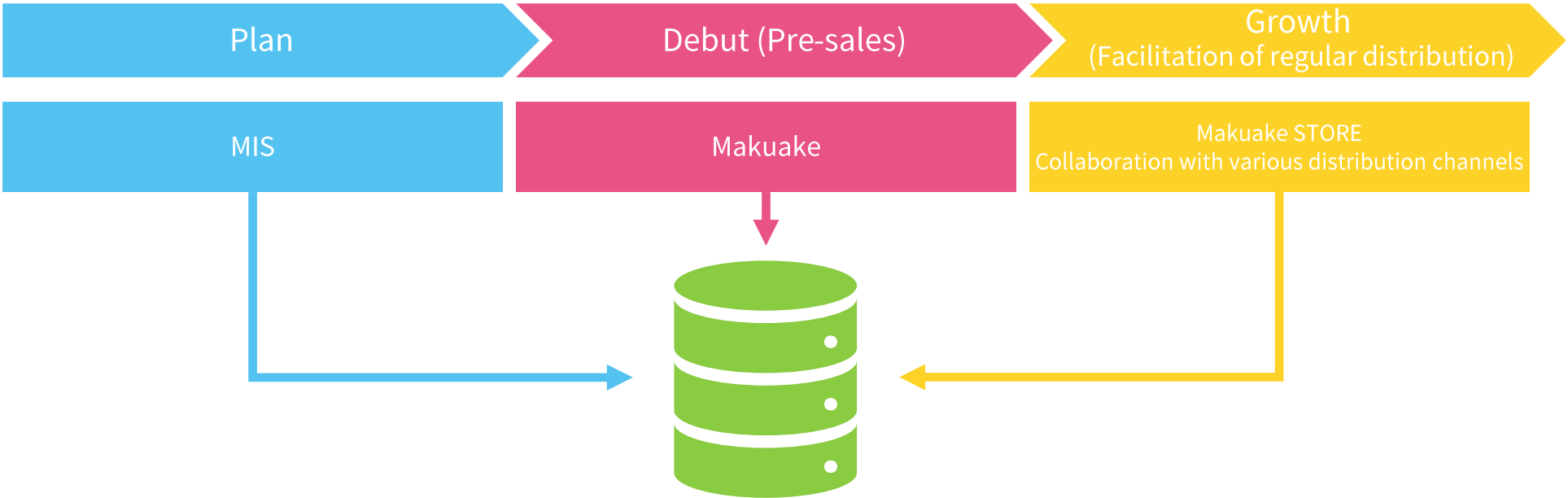
Decline rate of the working-age population (by region)



(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

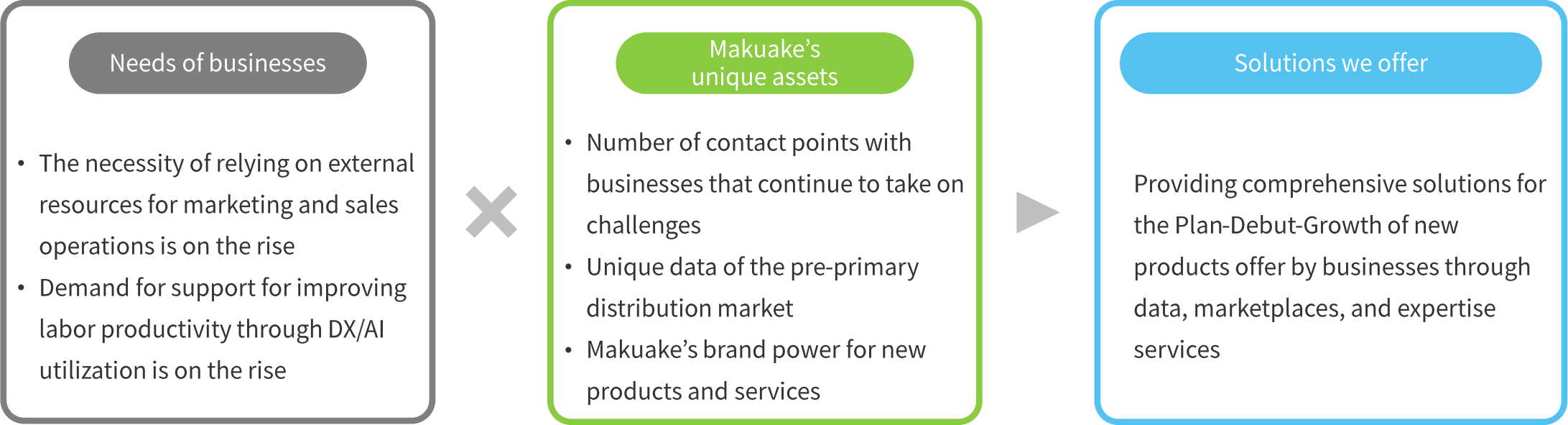
STOCK

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



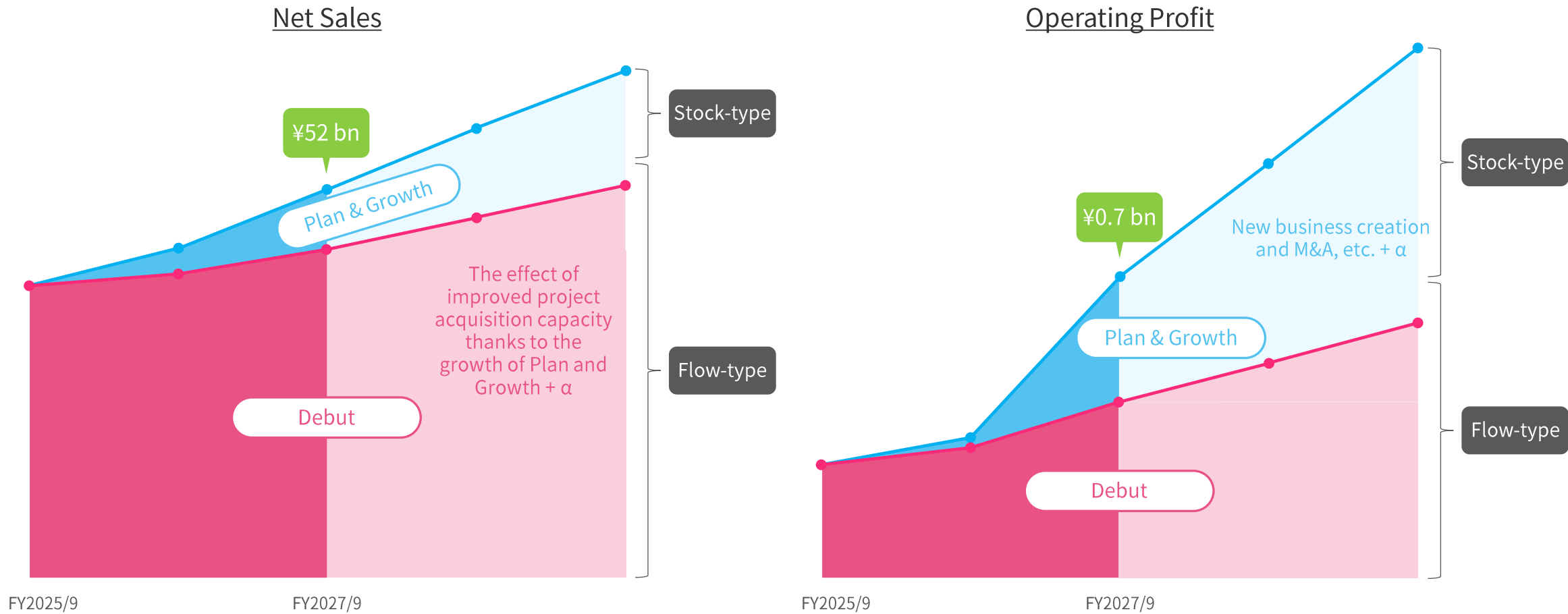
# Targets for Each Business Year by FY2027/9

- 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

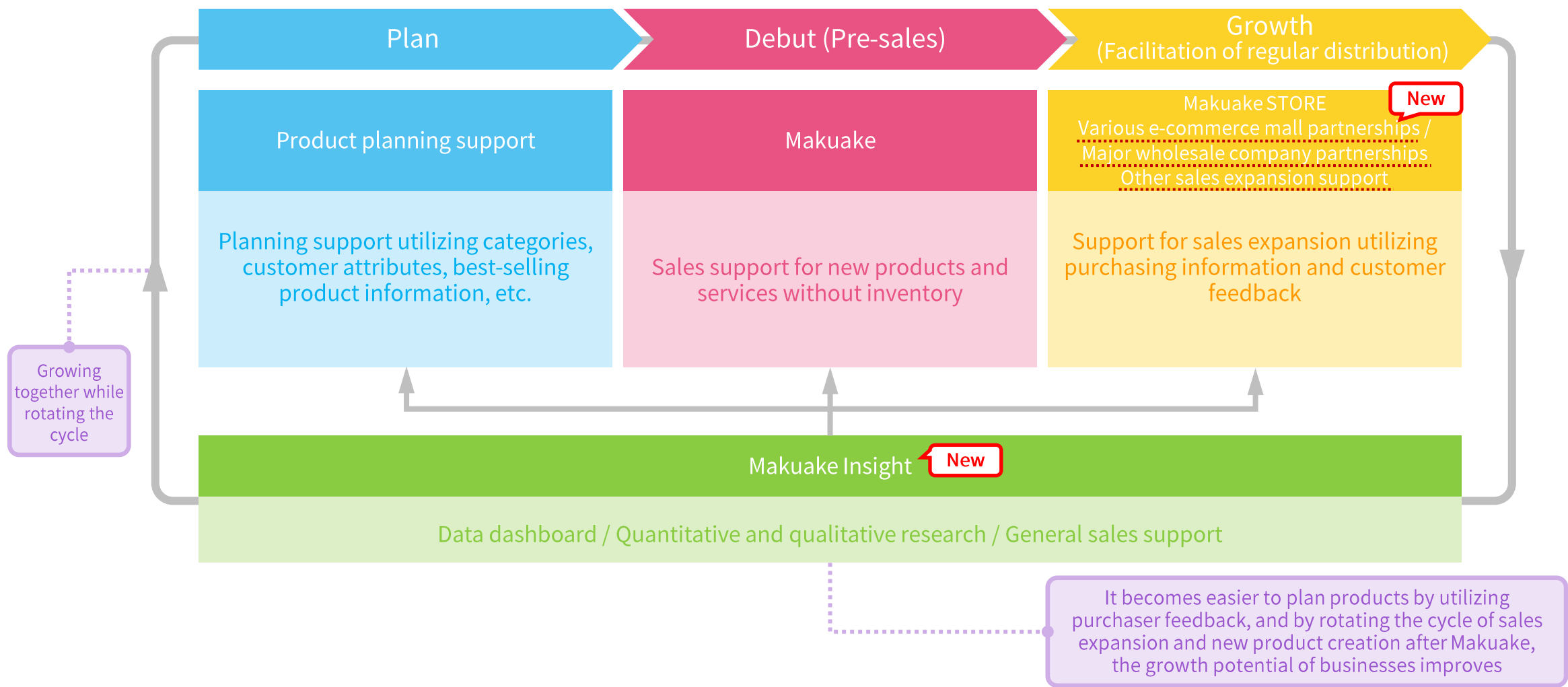
Ryotaro Nakayama



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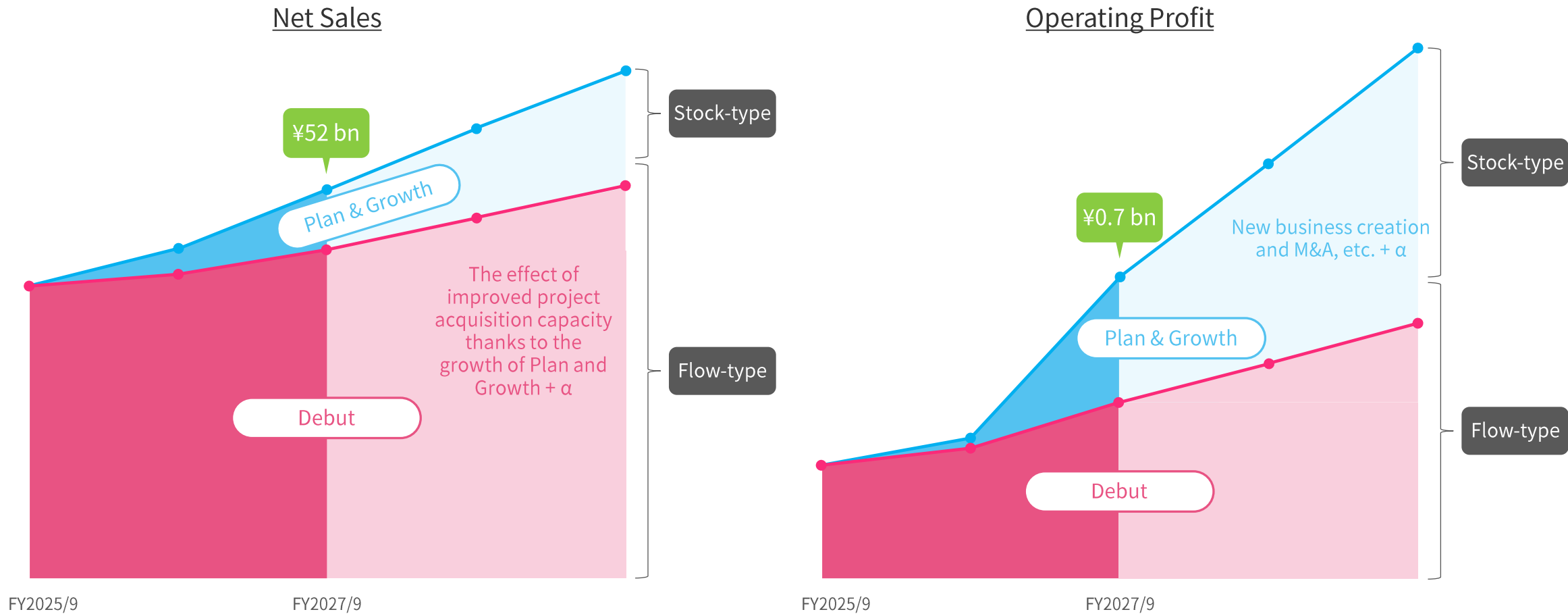
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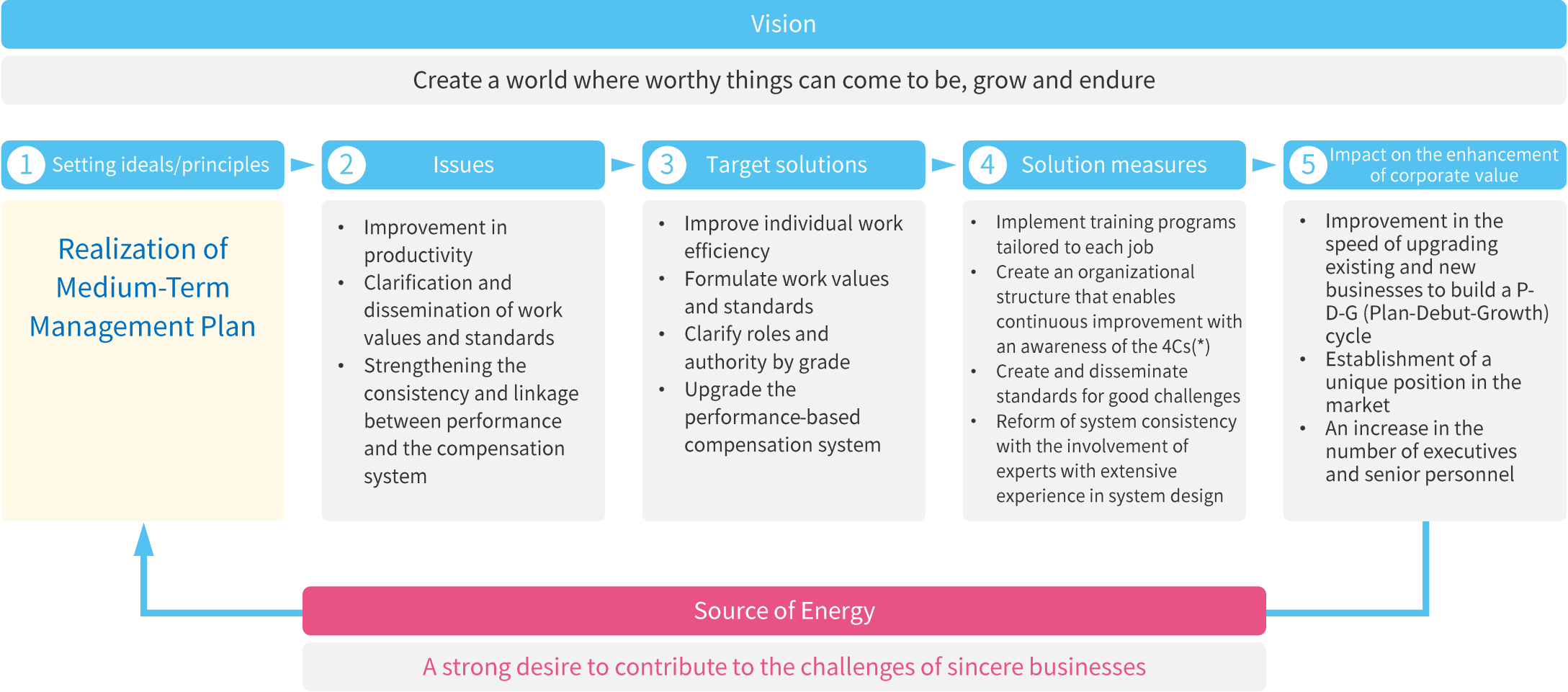
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# Human Capital Management Plan to Ensure the Realization of the Medium-Term Management Plan by FY2027/9

- 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

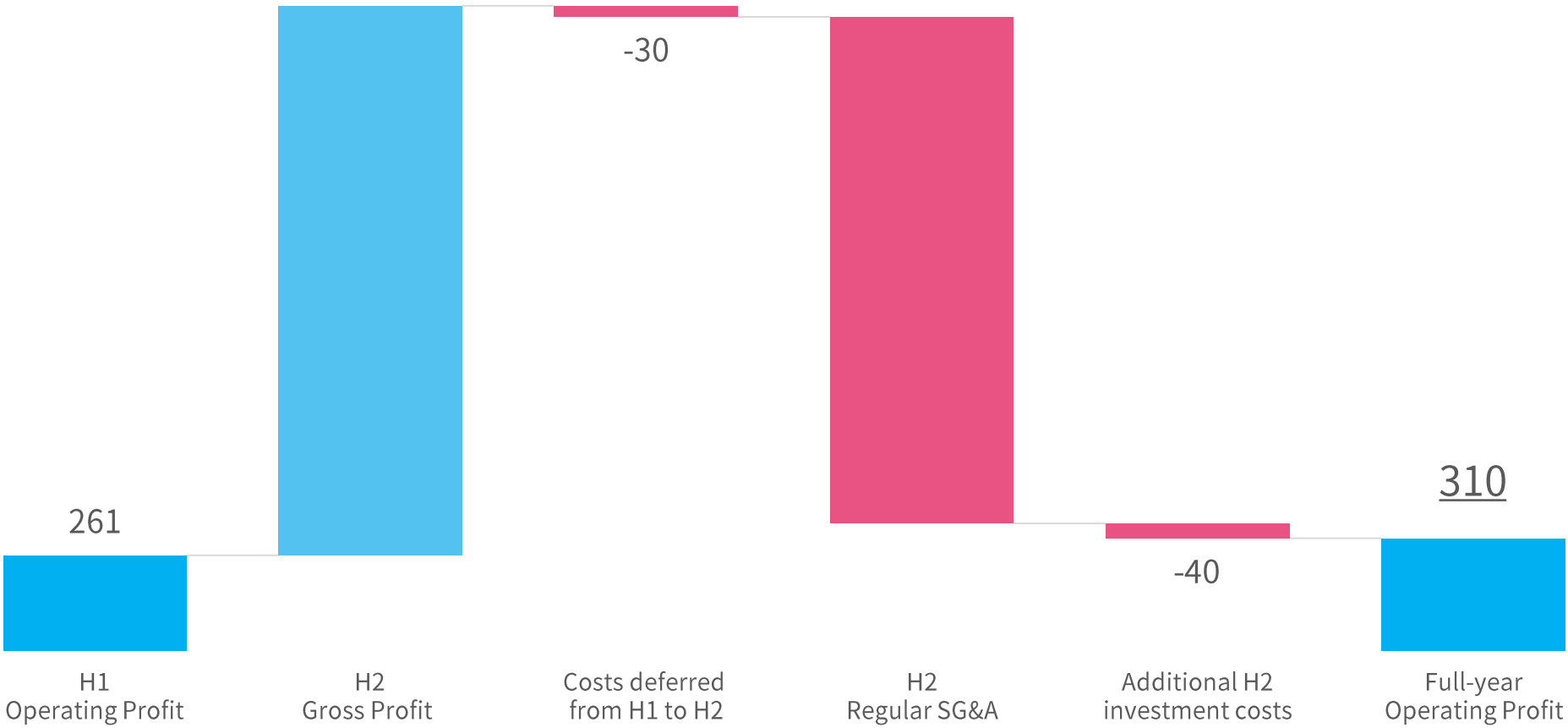
- We will build a foundation for value judgment that will enable us to exceed our medium-term management targets, evolve the P-D-G (Plan-Debut-Growth) cycle led by the frontline, and aim to create a workplace where talented people can feel a sense of fulfillment in their work and contribute to the enhancement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

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

# 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  
Mite-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

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- 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](mailto:IR@makuake.co.jp)



