



# Makuake

Financial Results for the  
Six-month Period Ended March 31, 2021

Makuake, Inc.  
(Securities code: 4479)

# The Background of Makuake's Birth and the Value Provided by the Makuake

- Companies are having a hard time making bold new products because the costs and risks involved in making new products in existing distributions are too high. However, Makuake is creating an environment that is easy to launch new products due to reduced cost and risk.

## Companies

### Traditional Commercial Distribution

- Companies have to spend big cash upfront to build inventory before launching new products
- Existing consumer marketing is expensive in the early stages
- Except for large companies, it is difficult to sell products widely in the distribution market

### Problem

- Even large companies are focusing on developing improved versions of popular products because it is difficult to take the risk of developing new products
- Test marketing that is not actually sold is less accurate
- Because it is difficult to determine marketability of new products, it is difficult to raise loan limits to mass-produce new products
- Difficulties in estimating initial inventory demand can result in inventory risk or loss of opportunity
- Good technology and ideas are being shelved

### Makuake-Provided Solution

- Get immediate consumer access with pre-paid trials
- Get actual buyers' feedback on the concepts
- Save marketing costs and time
- Gain immediate awareness and track record
- Get revenue cash in the pre-launch stage

### Commercial Distribution, Transformed by Makuake

- Creating new products and services becomes easier, regardless of company size
- Innovative new products and services that suit consumers' diverse tastes will be born
- Waste inventory is reduced

# The Background of Makuake's Birth and the Value Provided by the Makuake

- Consumers with diverse tastes now want more than just purchases, and we provide a new consumption experience called "support pre-order" that we purchase through support and empathy.

## Consumers

### Consumer Needs

- Desire to enrich life with new products/services perceived as superior
- Desire to encounter interesting new products/services suiting their hobbies and tastes
- Desire to understand and influence the process of creating new products/services of interest
- Desire to share new products/services suiting their values

### Problem

- Tired of undistinguished or undifferentiated products at traditional commercial distribution
- No opportunity in traditional commercial distribution to hear the producer's thoughts and background in detail
- Difficult to find because information about new products and services is scattered
- No opportunity to connect with producers even consumers despite being attached to a product

### Makuake-Provided Solution

- Fun of experiencing new products and services daily
- A special feeling that can get new products before mass production as soon as possible
- A wealth of information such as producers' ideas and stories regarding the birth of new products
- The "support pre-order" - a new consumer experience of purchasing with support and empathy

### The Consumer Experience, Transformed by Makuake

- Easy to encounter products suiting their hobbies and tastes with just a few finger taps
- Uplifting feeling of receiving a product/service they like after reading the background and story of its birth
- Feeling of stronger self-identity by sharing and early adopting
- Sense of fulfillment from being able to contribute to birth and spread of things suiting their own values

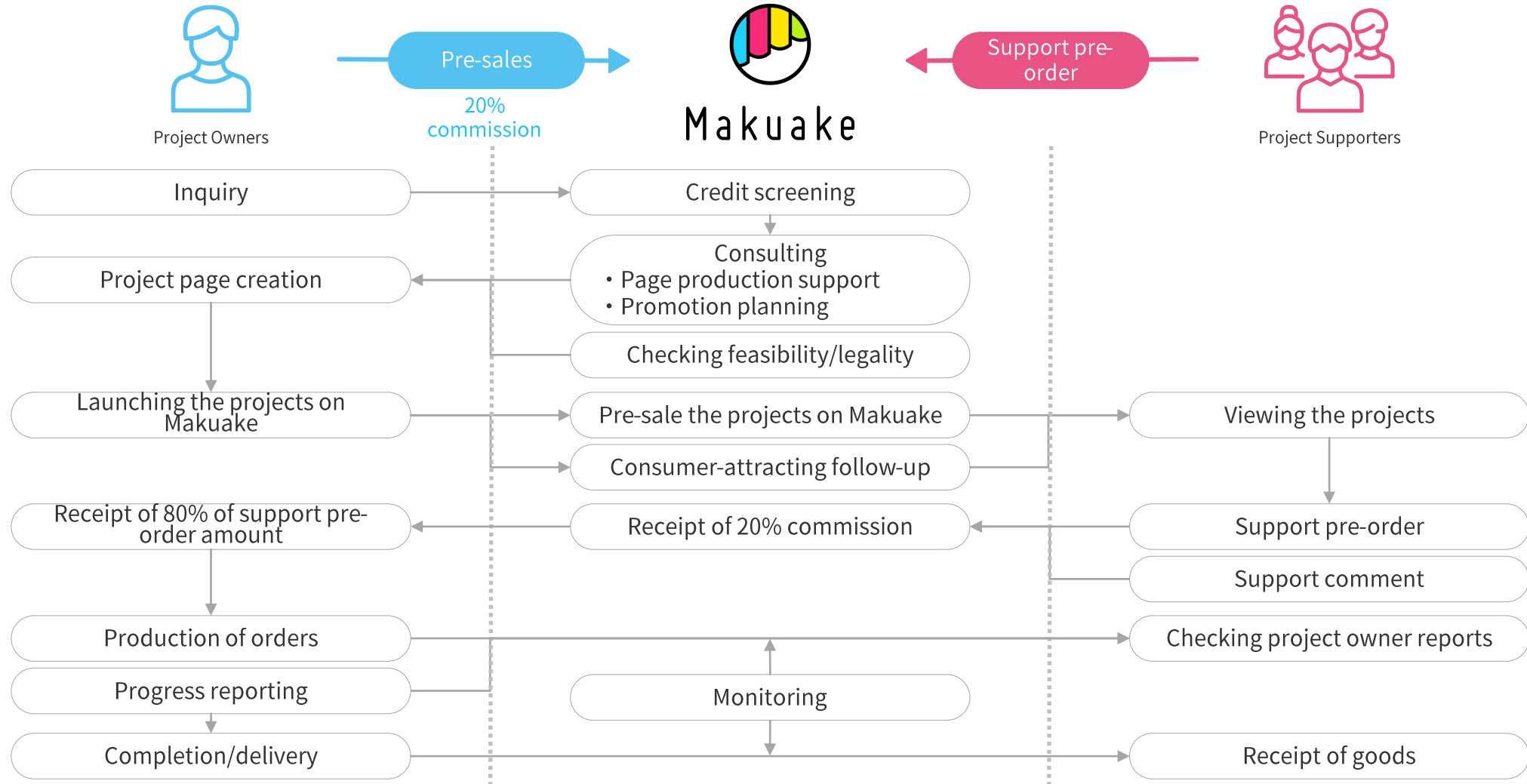
# Makuake, a Marketplace for New Products and Services Launch

- Makuake is a market where new products and services are launched, and consumers can buy faster than others.



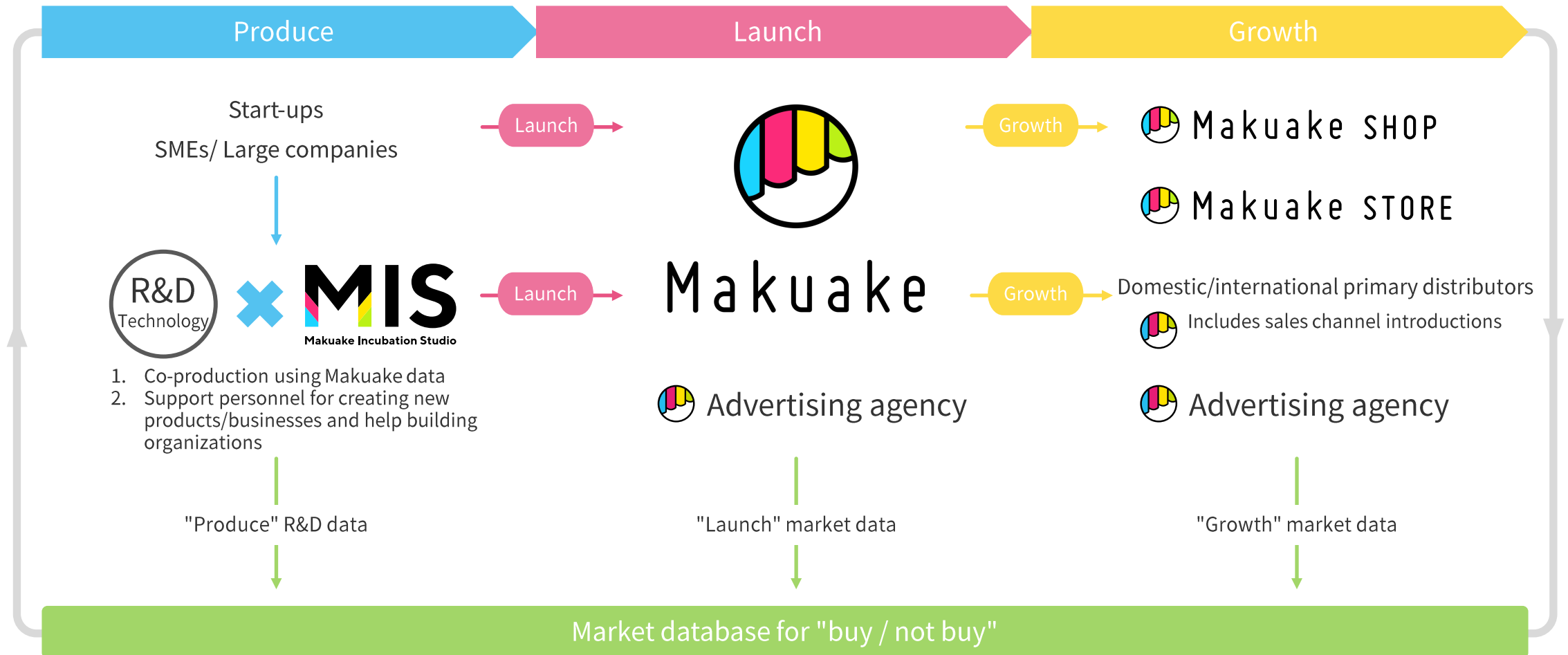
# Makuake Workflow

- Companies are able to conduct pre-sales on Makuake for new products and services in planning phases, and consumers can pre-purchase products of interest with a feeling of support.



# Makuake ecosystem created by Makuake Optional services

- By supporting everything from new product and service planning to market launch to sales expansion after mass-production, you can accumulate a variety of market data, give hints to companies about the next new product, and continue to provide new products to consumers.



# Makuake Optional Services: (1) Makuake Incubation Studio (MIS)

- We offer support in product co-production and building business creation mechanisms, leveraging R&D technology from major companies.



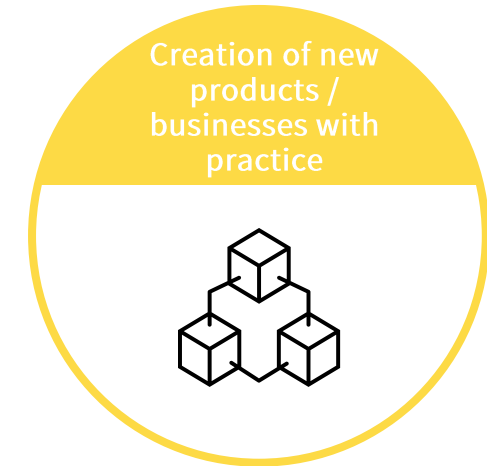
Technology application search support

Successfully develop new technology applications based on company-owned technology and combining it with advance market data



Product co-production

Co-produce new products/businesses to the extent that Makuake helps bring them into the world alongside the creator



Business creation workshop

Offer a series of programs creating mechanism for business creation through implementation and human resource development

# Makuake Incubation Studio: Support Examples

- MIS have produced more than 100 products and businesses and made a concrete market launch.



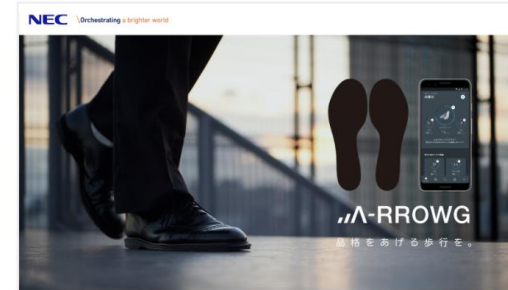
## Sharp

- Brand naming
- Brand logo direction
- Product planning/production
- Product value translation



## LIXIL

- Definition of business vision/mission
- Brand naming
- Brand logo direction
- Creative advertising direction



## NEC

- Definition of business vision/mission
- Brand naming
- Brand logo direction
- Product value translation



## Toyobo

- Initiative to generate business based on research technology
- Implementing new product generation workshops
- Commercialization studies from user value viewpoint
- Execution of Makuake project



# Makuake Optional Services: (2) Other Services

- We are working to maximize the Makuake ecosystem by developing various services related to Makuake's operation.

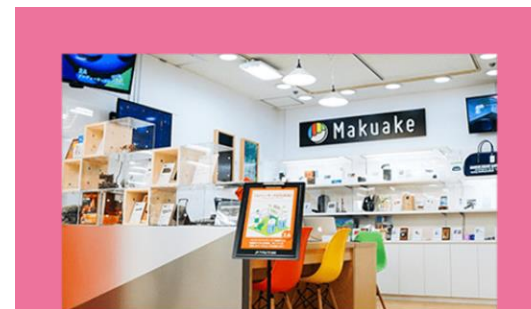
## Makuake Store

Service selling products created in Makuake on Makuake-owned e-commerce website



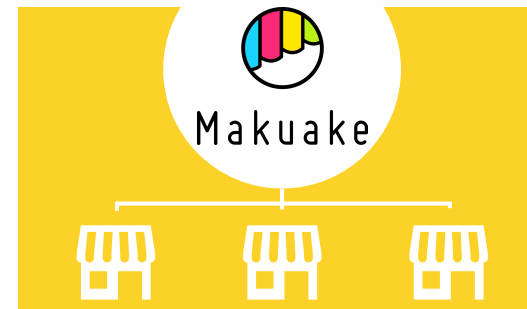
## Makuake SHOP

Service exhibiting/selling products from project owners at Makuake-run physical storefronts



## Sales Channel Introduction

Service introducing Makuake-affiliated distributors to serve as sales channels



## Advertising Operation Agency

Online advertising agency services for projects pre-sold in Makuake at the request of the project owner

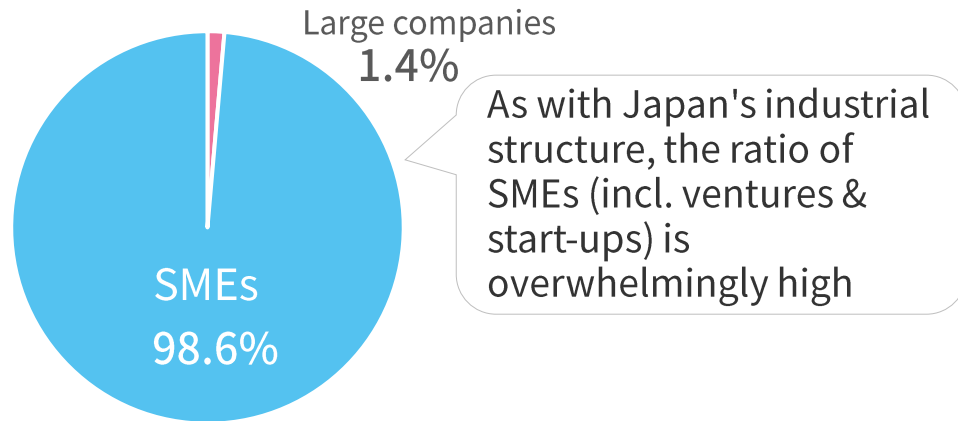


# Makuake User Data: Companies (Project Owners)

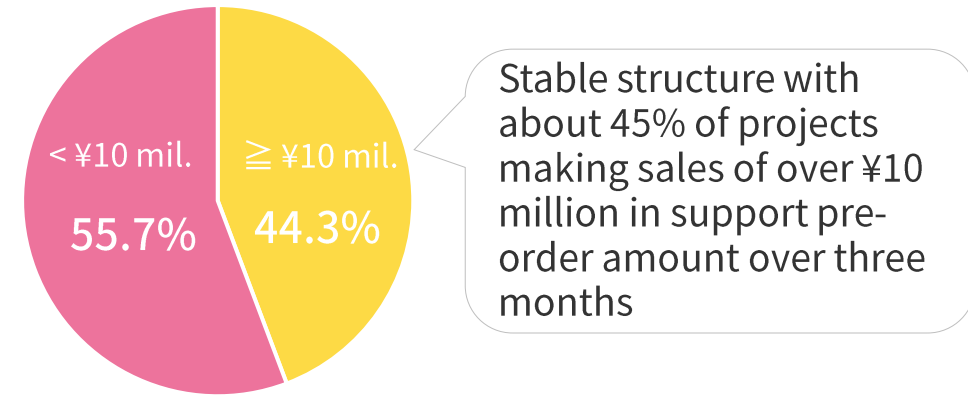
(Data as of 2Q FY2021)

- Makuake is often used by SMEs, characteristic of the Japanese market, and is utilized in a variety of categories, with lots of repeat use and major company utilization, and is increasing broad penetration in industries.

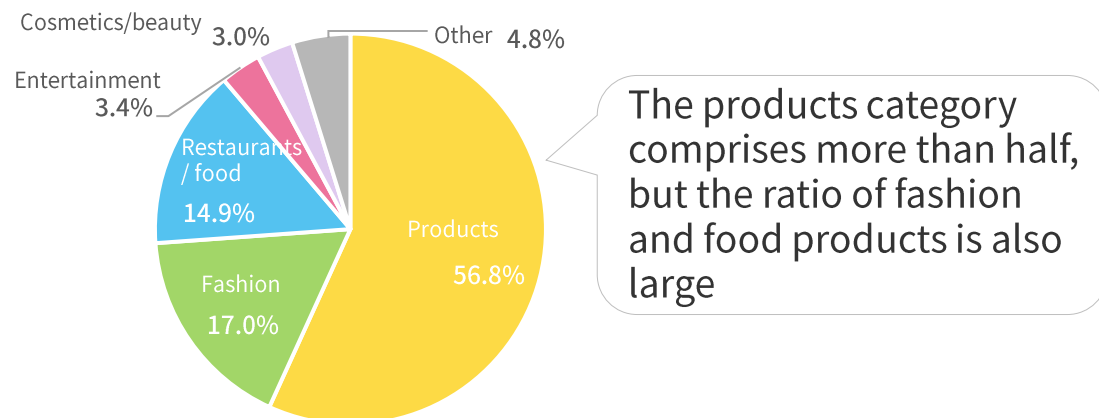
By Company Size (Based on no. of projects launched)



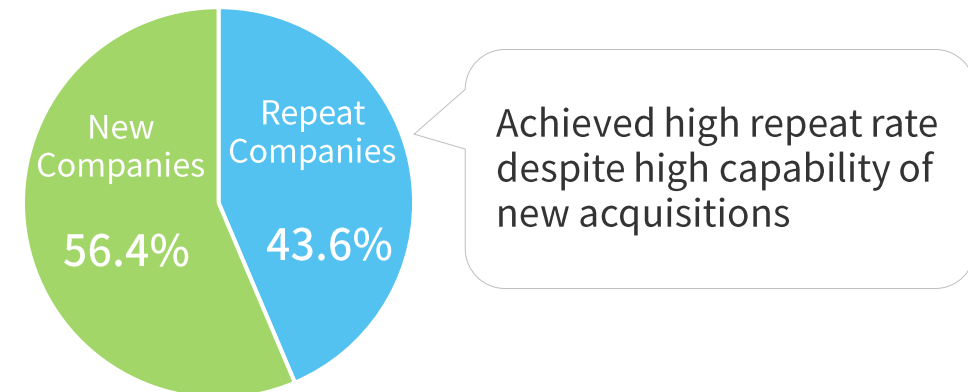
By Project Support Pre-order Amount (Based on support pre-order amount)



By Category (Based on no. of projects launched)



Repeat Rate in Past Year (Based on no. of projects launched)

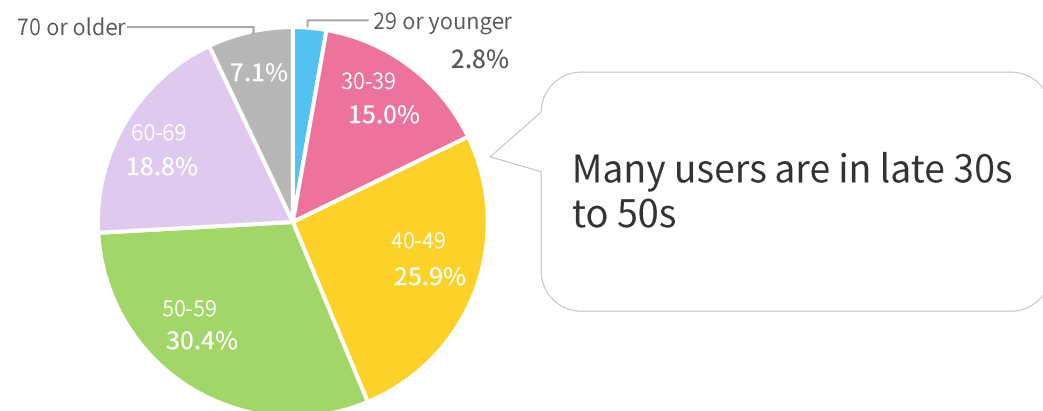


# Makuake User Data: Consumers (Project Supporters)

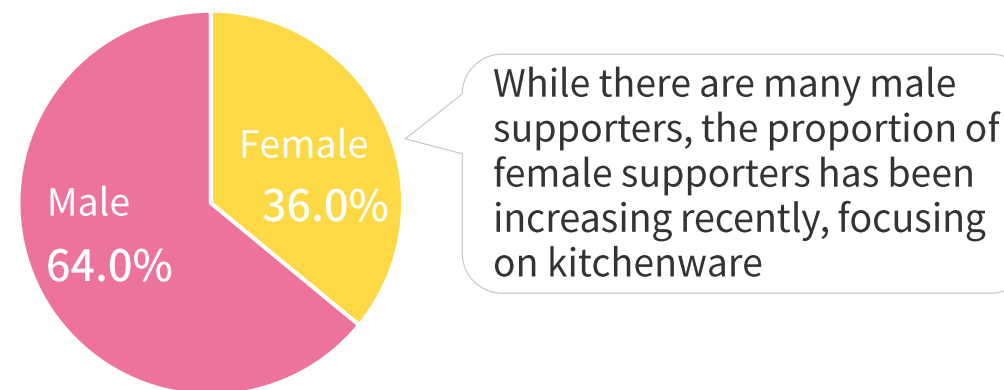
(Data as of 2Q FY2021)

- Makuake is used by age groups with vibrant economic activity as a unique medium for encountering new products. As a result, repeat support pre-order rate has exceeded 70%.

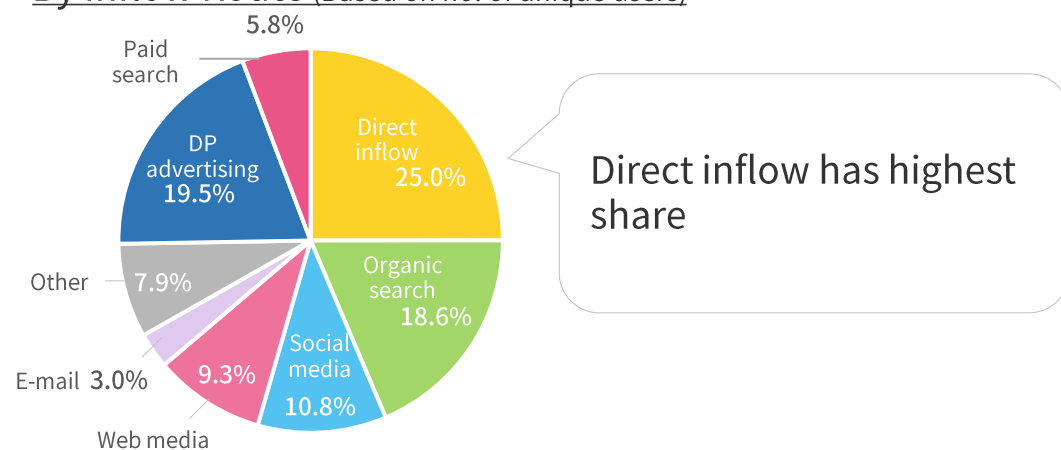
By Age Group (Based on no. of support pre-orders)



By Gender (Based on no. of support pre-orders)



By Inflow Route (Based on no. of unique users)

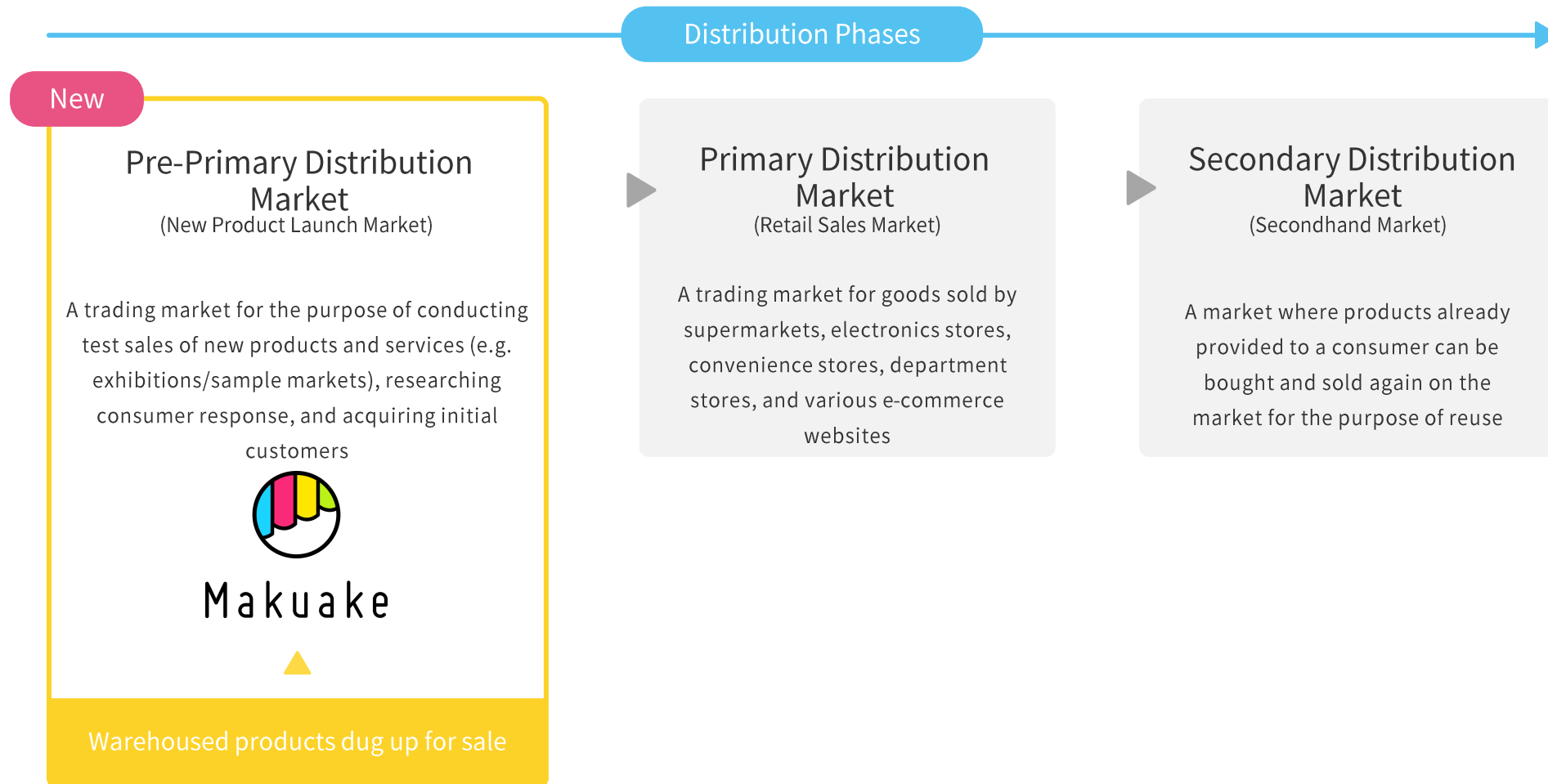


Repeat Rate in Past Year (Based on amount of support pre-orders)



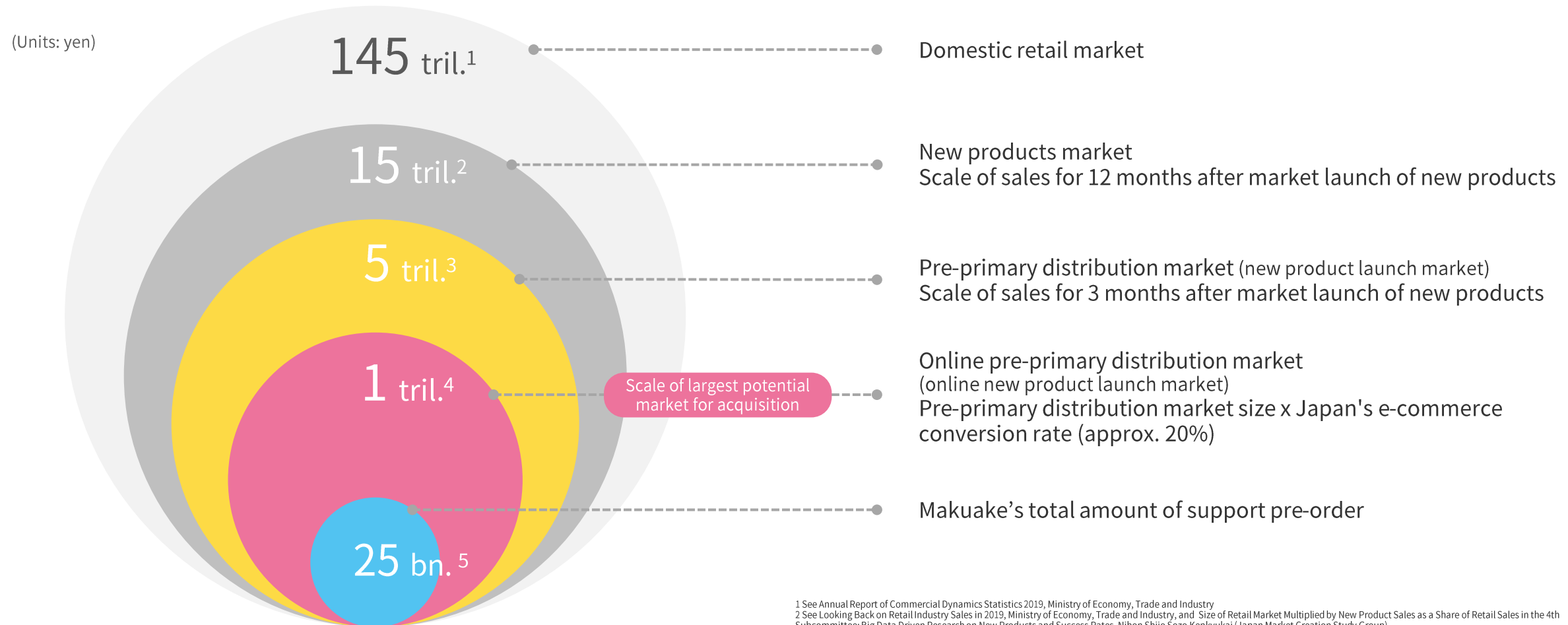
# Target Market

- Makuake is creating and fostering a new market, the "Pre-Primary Distribution Market", in which no one has focused on onlineization.



# Total Addressable Market

- We recognized that the online pre-primary distribution market, a subset of the pre-primary distribution market (the new product launch market), is the total addressable market by Makuake.



<sup>1</sup> See Annual Report of Commercial Dynamics Statistics 2019, Ministry of Economy, Trade and Industry

<sup>2</sup> See Looking Back on Retail Industry Sales in 2019, Ministry of Economy, Trade and Industry, and Size of Retail Market Multiplied by New Product Sales as a Share of Retail Sales in the 4th Subcommittee: Big Data-Driven Research on New Products and Success Rates, Nihon Shijo Sozo Kenkyukai (Japan Market Creation Study Group)

<sup>3</sup> Market size for 3 months after launch, when sales accumulation is highest for new products: per Makuake calculations

<sup>4</sup> E-commerce market size in the new product launch market: per Makuake calculations / Based on growth rate of the B2C EC market in IT Navigator 2019 Edition, Nomura Research Institute

<sup>5</sup> Forecast of total amount of support pre-order for the fiscal year ending September 2021

# Room for Growth: Number of Potential Project Owners

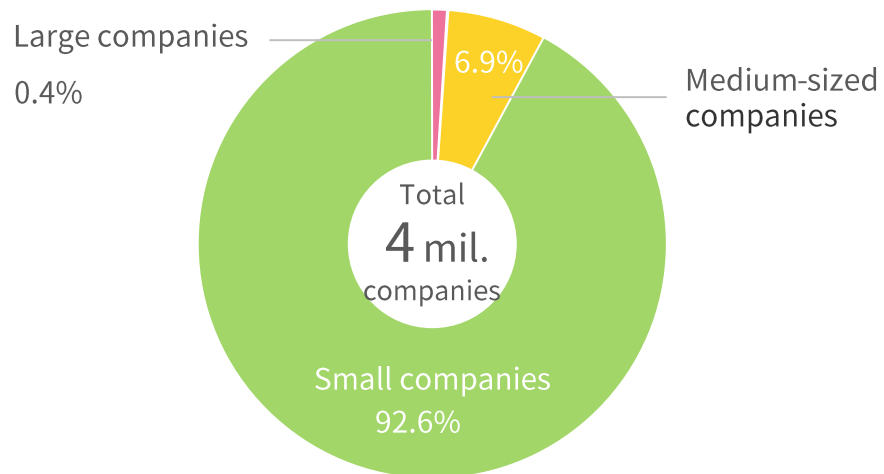
- Japanese market, where there are a large number of various SMEs of high technology, is unusual in the world. There is still room for growth in Makuake's main target industry.

## No. of Companies by Domestic Scale (Based on no. of employees)

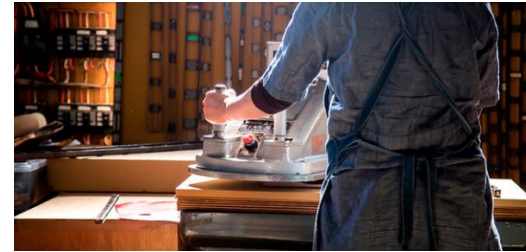
Small companies  
(less than 20 employees) **3.8 mil. +**

Medium-sized companies  
(20-299 employees) **280k +**

Large companies  
(300+ employees) **17k +**



## No. of Companies by Major Industry Category



Manufacturing **460k +**



Accommodation  
Restaurant  
Food services **540k +**



Academic research,  
professional/technical industry **190k +**

(incl. content, publishing, entertainment)

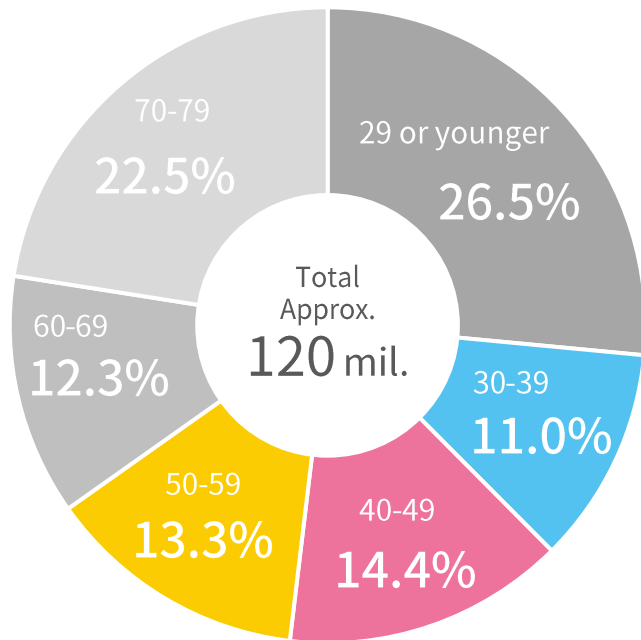
(Source) Economic Census - Activity Survey 2016, Statistics Bureau of Japan, Ministry of Internal Affairs and Communications

# Room for Growth: Number of Potential Project Supporters

- Currently, there are more than 40 million people in Japan in their 30s, 40s and 50s, the main users of Makuake. There is ample room for growth to expand the enjoyment of the new consumer experience of support pre-orders, including other generations.

## Japanese Population, by Age Group

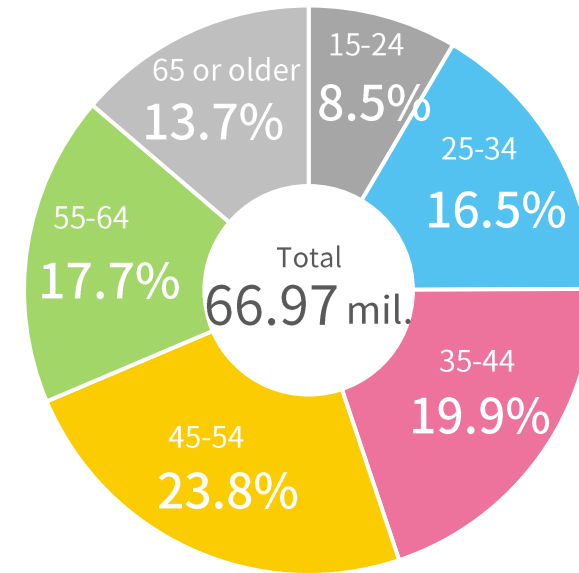
Ages 30-59: **48.57 million**



## Japanese Workforce Population

Total workforce population: **66.97 million**

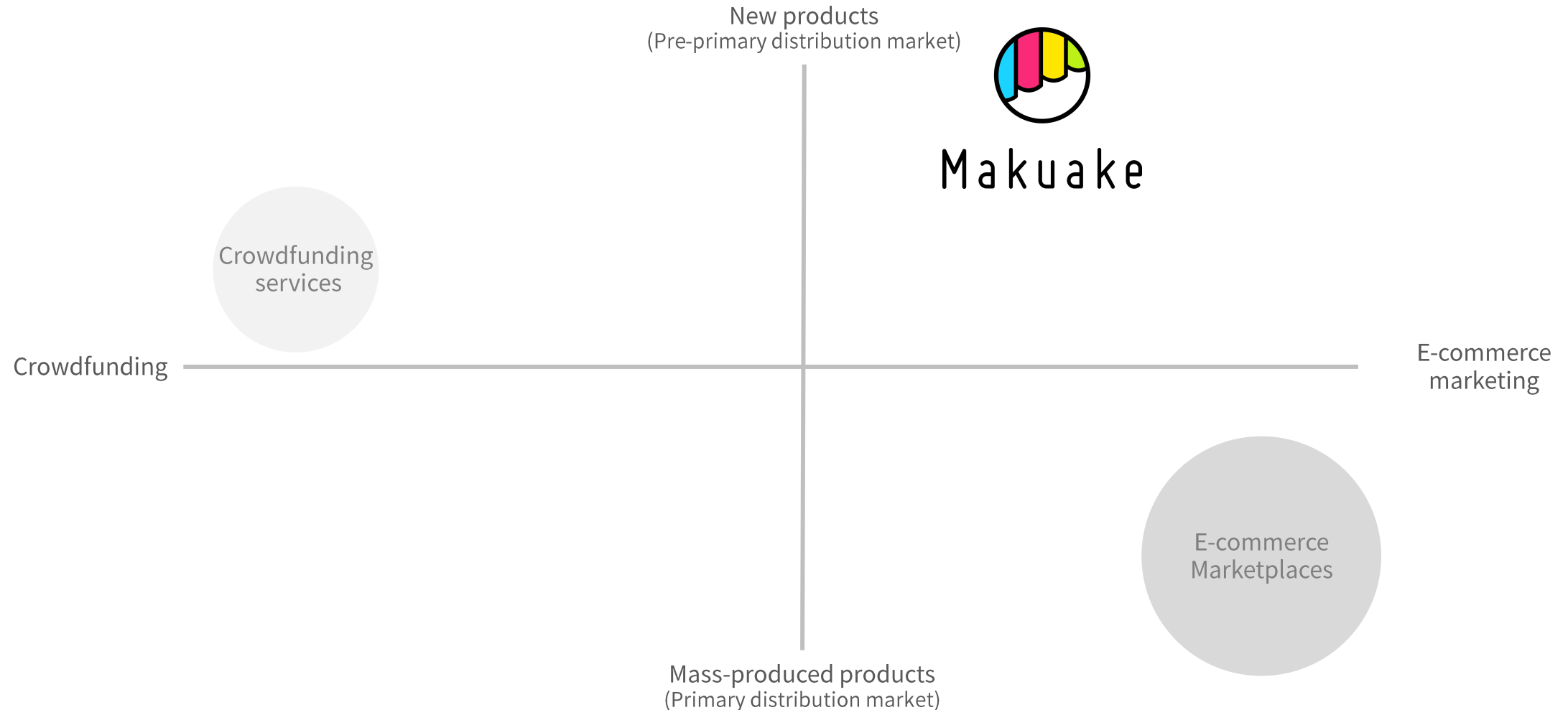
Ages 25-54: **40.14 million**



(Source) Population Estimates, Statistics Bureau of Japan, Ministry of Internal Affairs and Communications

# Makuake's Competitive Environment

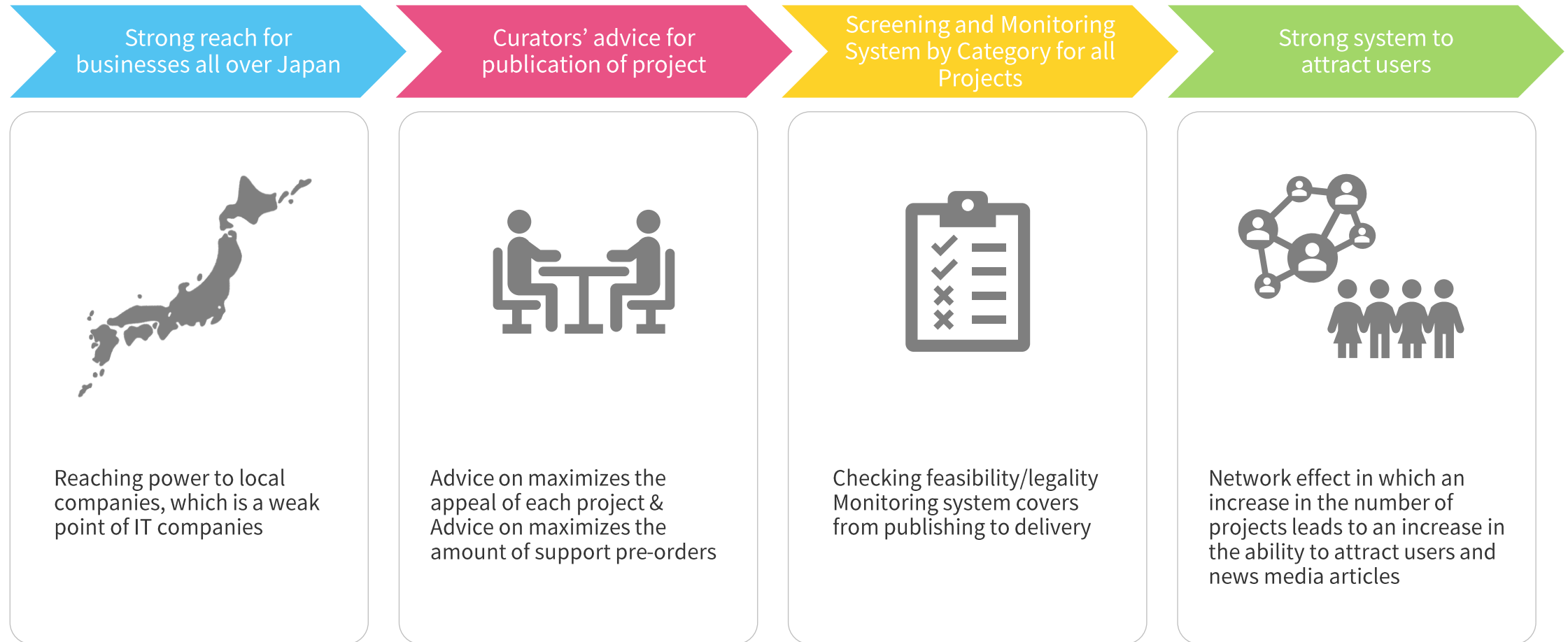
- By establishing a pre-sales model that specializes in new products and services before distribution, we have established a unique position differentiated from conventional e-commerce marketplaces and crowdfunding sites.





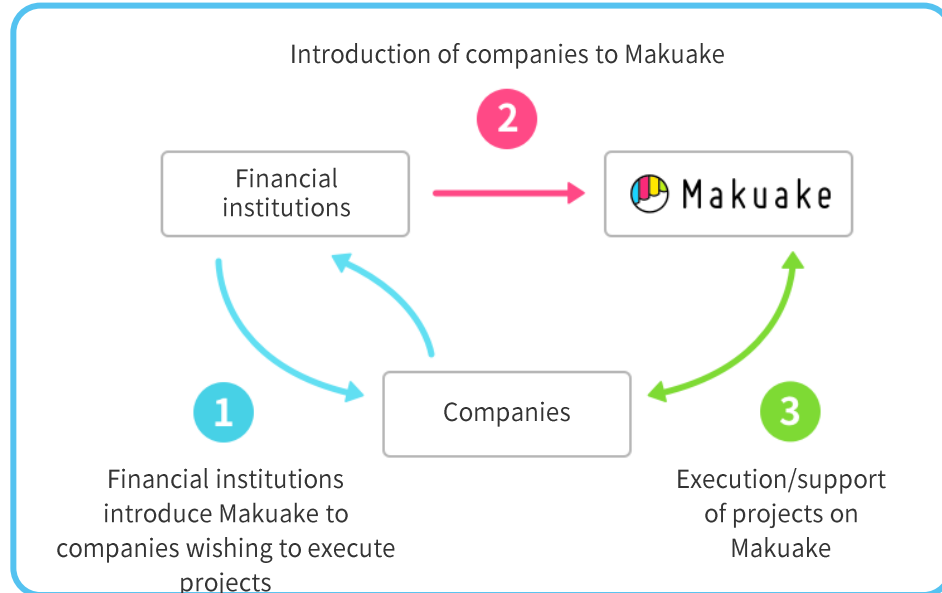
# Makuake's Competitive Advantages (Strengths)

- Combining various strengths, it is enabling the development of services in which new products constantly emerge before the primary distribution, which has not been realized so far.



# Competitive Advantages: (1) Strong Reach for Businesses all over Japan

- Our mechanism enables collaboration with more than 100 financial institutions nationwide and acquisition of high-quality projects through Makuake Incubation Studio.



Approximately 100 affiliated financial institutions in Japan

Simultaneously raising local awareness of Makuake and publishing projects from local companies



More than 30 Large companies in various industries

MIS actively collaborates with large companies to create groundbreaking products that attract lots of attention

# Competitive Advantages: (2) Curator Consulting Maximizes Project Appeal

- For all projects, the curator in charge supports maximizing appeal of the product's project page and maximizing support pre-order amount.

## Maximization of Project Page Appeal



今回、Makuakeでも多くの実績を持つAFUSTアが日本の正規輸入販売代理店として立ち、新しい電動アシスト自転車「naicsports power 2.0」のプロジェクトを立ち上げました。本プロジェクトで製品の魅力を伝え、自転車通勤のパートナーにしたいだけだとおもいます。

### 「naicsports power 2.0」6つのポイント

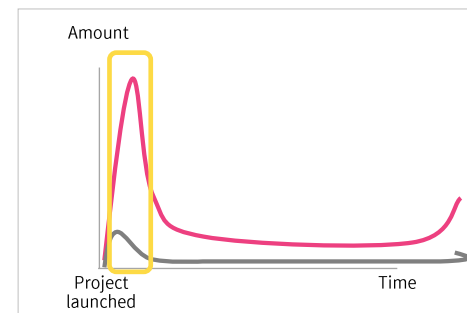
- 2つのバッテリーで最大100km走行可能。さらに自由に。
- 5段階のハイパワー電動アシストでどんな坂道も楽々走行。
- 7段階ギアで走りさらに快適に。
- スッキリとした美しいデザイン。
- 街乗りにも最適化したセッティング。
- 折り畳み楽々で持ち運び自由自在。



- ダブルバッテリー**  
100kmまで長距離対応
- 5段階電動アシスト**  
軽快な走行を実感
- 外装7段変速**  
信頼の高いシマノ製
- 18kg**  
18kgで持ち運び楽々  
簡単に折りたためる
- 20inchタイヤ**  
衝撃吸収＆安定性
- 6カラー展開**  
スタイリッシュな走り

- Advice on product/service concept organization
- Advice on project target segment organization
- Creative advice on publishing content/story/page
- Introduction of design partner, etc. for page production

## Maximization of Support Pre-order Amount



- Advice on promotional strategy
- PR support with news media
- Messaging support with e-mail newsletters, push notifications, social media, etc.
- Support for attracting consumers (users) with advertising
- Support for exhibitions at physical stores



# Competitive Advantages: (3) Screening and Monitoring System by Category for all Projects

- All projects are inspected at three stages based on per-category screening items, with Makuake monitoring everything from project publishing to product delivery and continuously increasing its operational efficiency.

## Screening System per Category

### Screening flow

Credit screening: Checking project owner's risk



Project screening: Checking feasibility



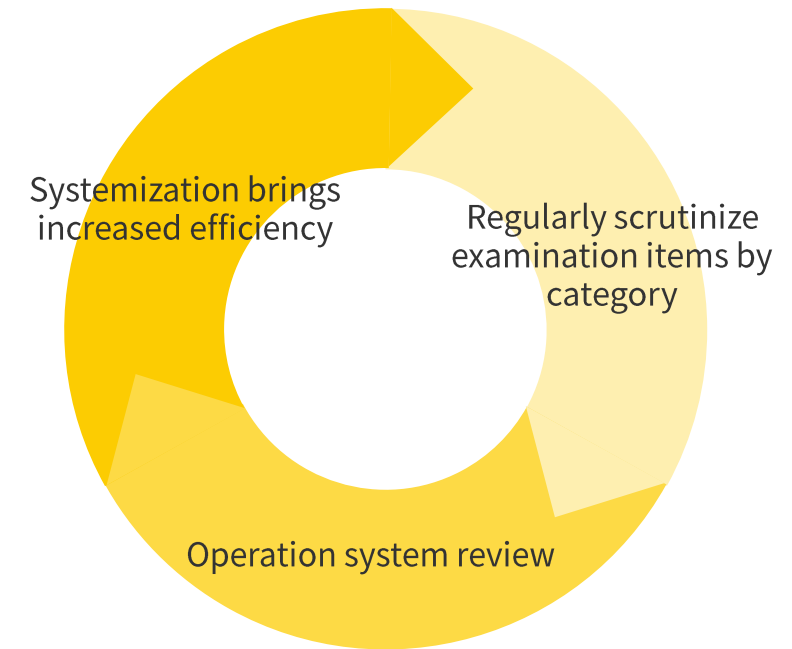
Pre-publishing screening: Checking page content



Monitoring

## Operations and Systems in Pursuit of Efficiency

More than seven years of accumulated screening operation expertise;

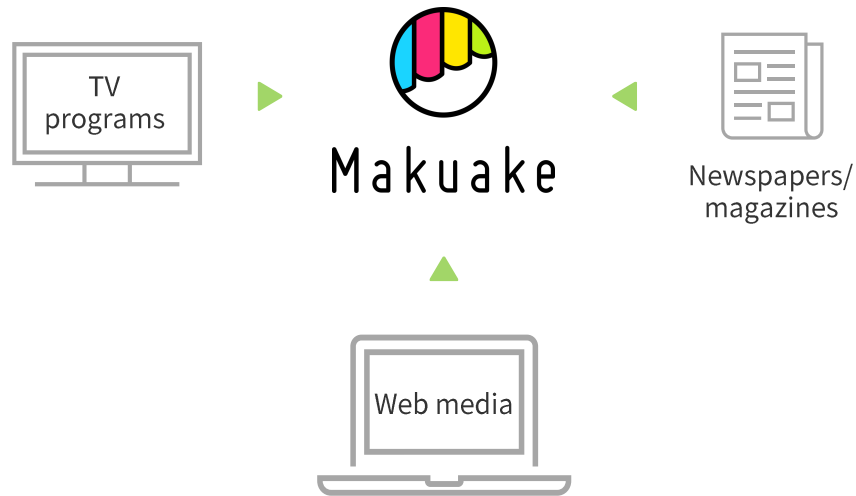


# Competitive Advantages: (4) Strong System to Attract users

- In addition to a mechanism of over 10,000 monthly articles on average in Makuake project-related newsmedia publishings, various measures to attract users have created a network effect in which an increase in the number of projects leads to an increase in the ability to attract users.

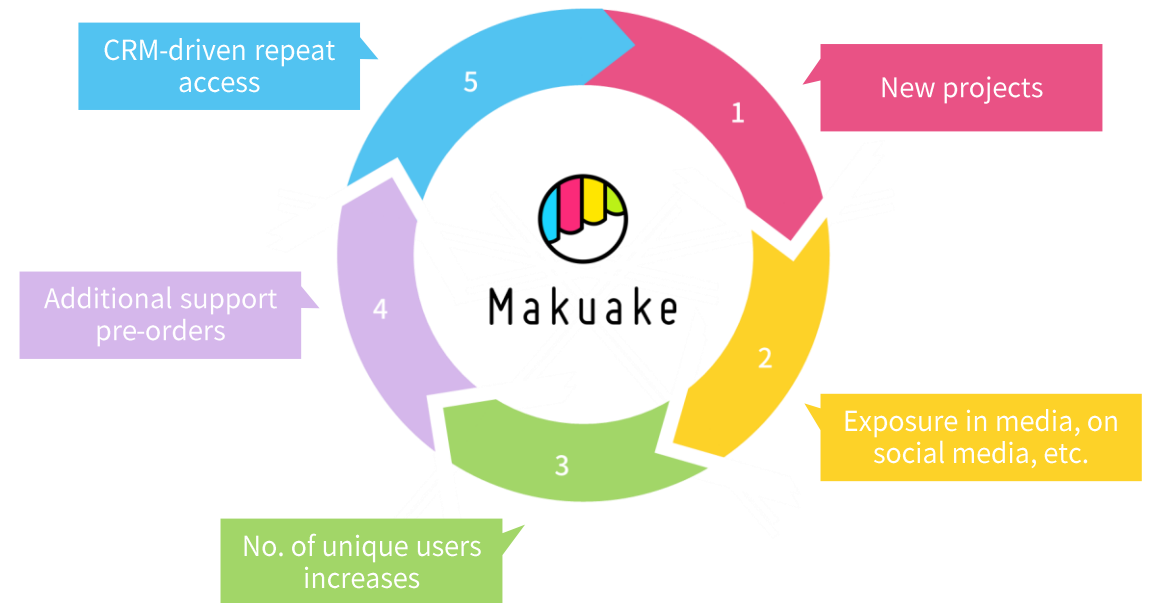
Average Monthly Media Coverage: **10k+** articles

Makuake is recognized by the media as a marketplace where dozens of new products are created every day, and an average of more than 10,000 Makuake-related articles are posted monthly.



No. of Unique Users: **10mil.+**

Makuake is used as a medium for new products, a marketplace to encounter new products suiting users' own hobbies and tastes



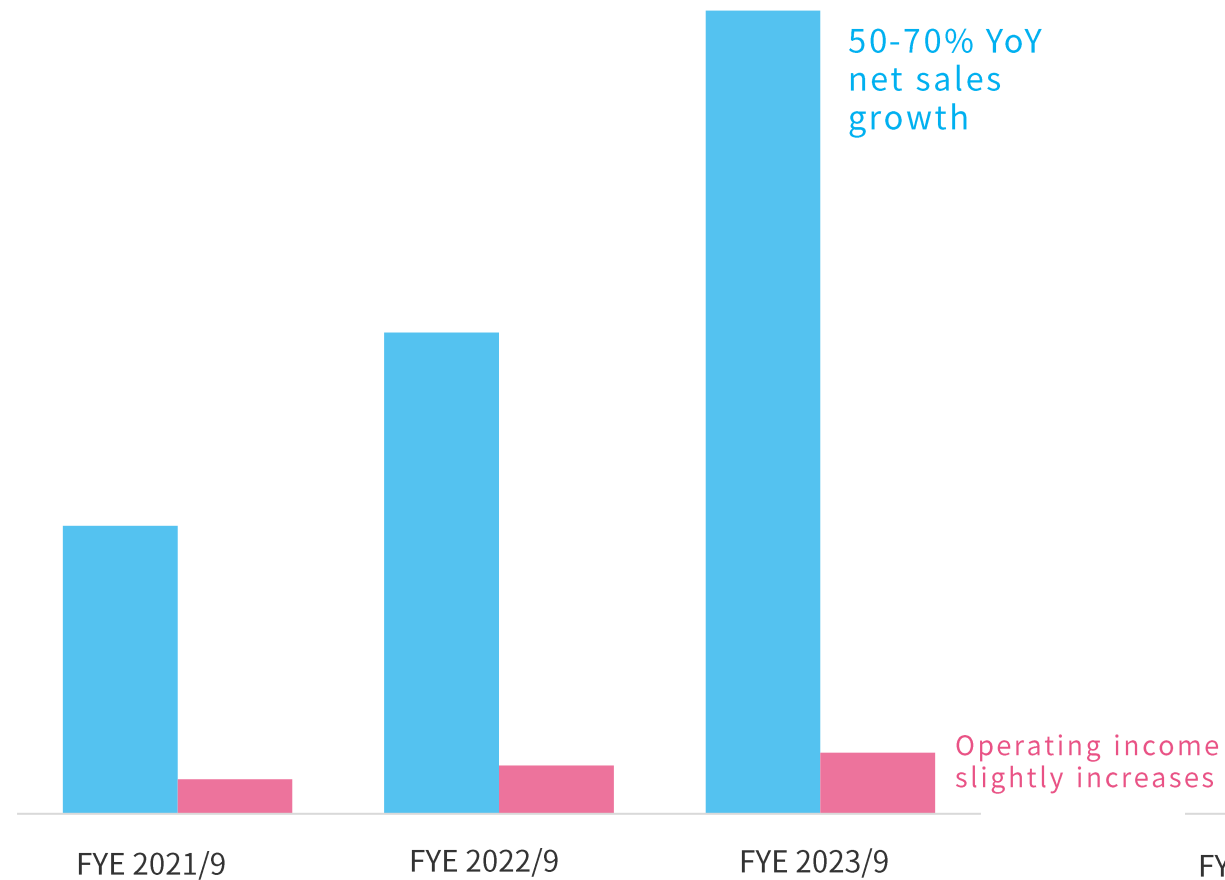


# Medium- to Long-Term Growth Strategy

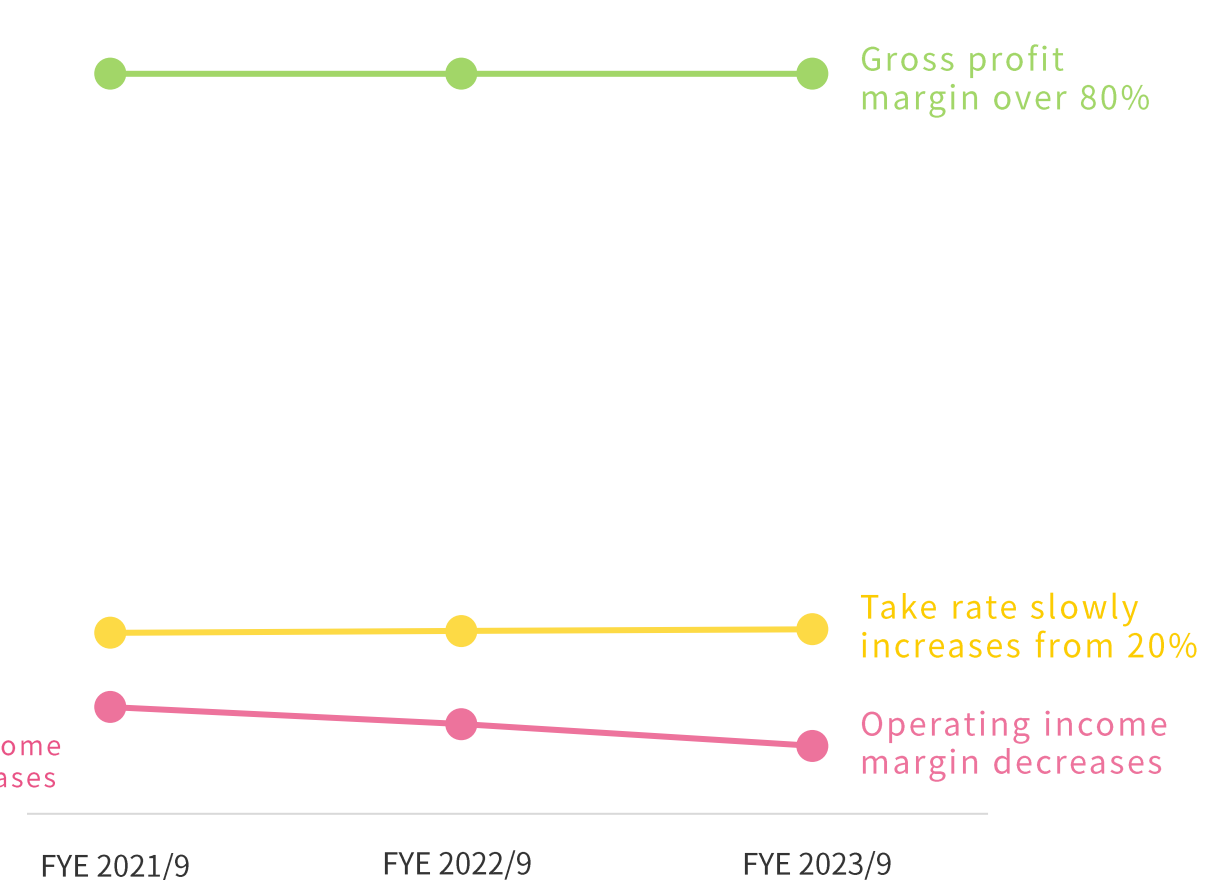
# View on Medium-Term Growth

- We will give top priority to maximizing the total amount of support pre-orders (GMV) on Makuake, our leading indicator of net sales, and aim for growth of 50% to 70% of annual net sales.

Net Sales and Operating Income



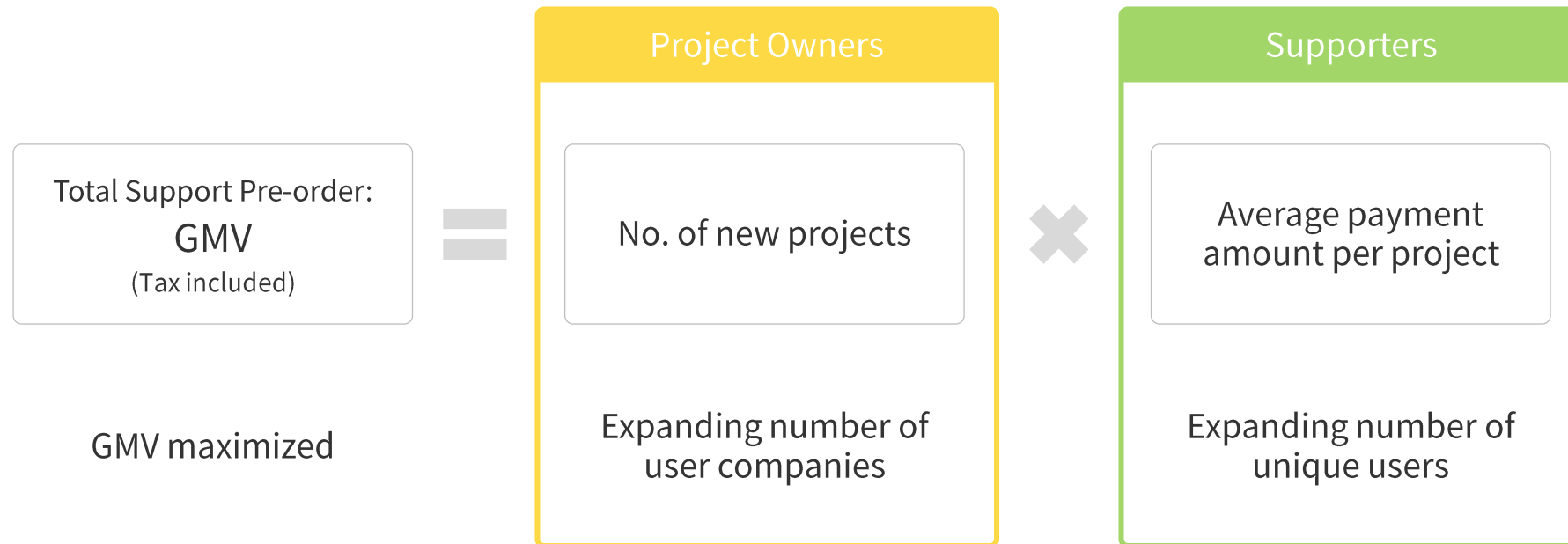
Gross Profit Margin / Take Rate / Operating Income Margin



# Medium- to Long-Term Goals for the Total Amount of Support Pre-order and Growth Policy

- As a marketplace for the launch of new products and services, we will establish our infrastructure's position in Japan and expand the use of our services globally as a new distribution mechanism.

Within 202X: 100 - 500 billion yen





# Purpose of International Offering and the Usage of Funds with Growth Strategy

- Funds raised in February will be systematically invested in various strategies to accelerate the maximization of the total amount of support pre-order.

## Purpose

Improve corporate value and shareholder value by aggressively and flexibly investing to further accelerate growth

## Usage and Growth Strategy

### Advertising expenses

Actively investing in branding advertising to increase awareness, expanding the number of project owners and supporters, and laying the foundation for expanding the total amount of support pre-order

### Personnel hiring/expenses

Increase personnel, in line with further diversification of project categories and increase in the number of projects

### System development costs

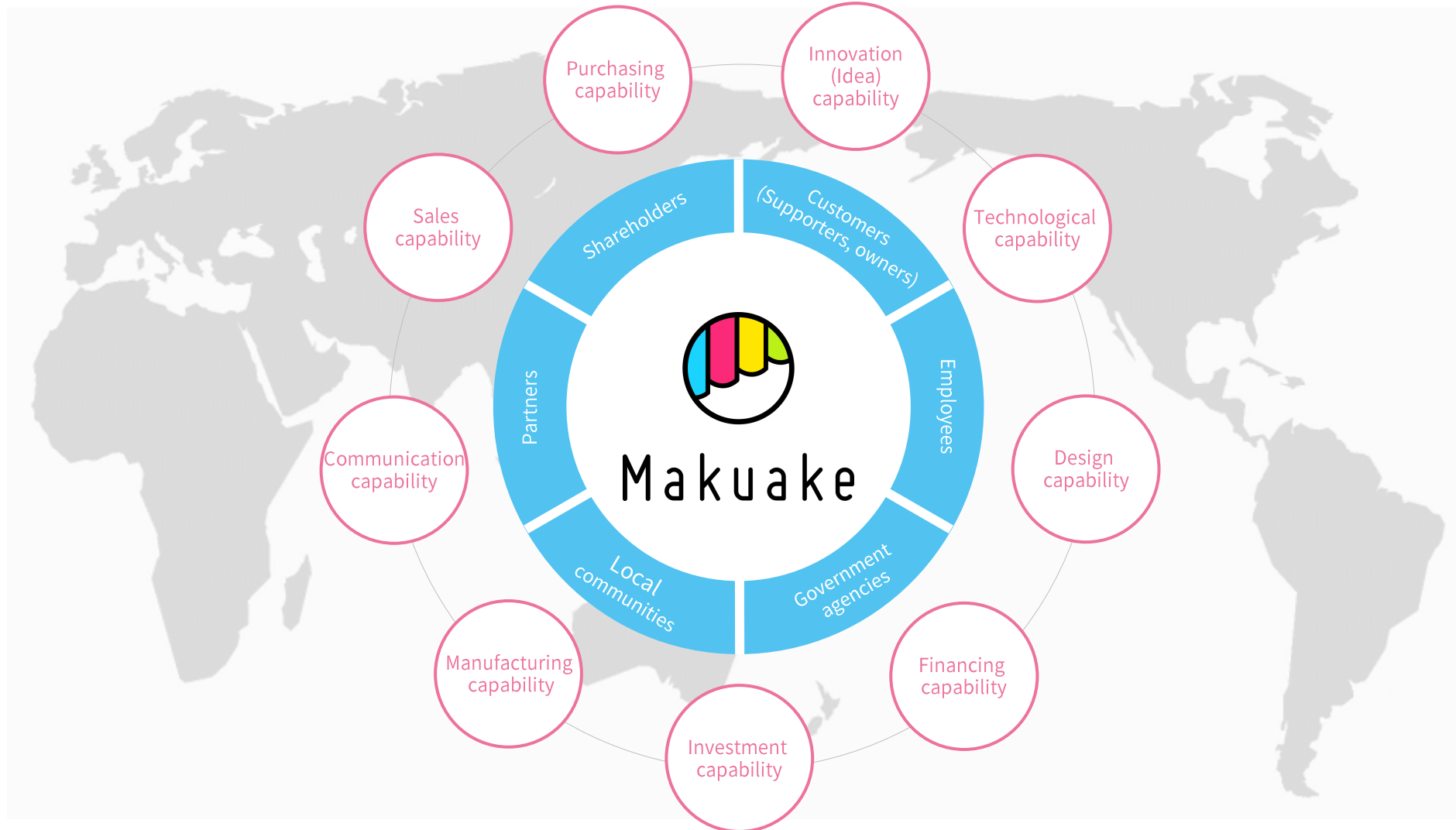
Further enhancing competitiveness by developing functions and strengthening function extension in pursuit of safety, security, and ease of use

### M&A and capital tie-ups

Capital and business alliances with external companies with high business synergies to provide more robust support

# View on Long-Term Expansion of Services

- As a kind of social infrastructure, we will link the various "capabilities" possessed by individuals and corporations around the world in order to support the creation and spread of new products and services.



# Maximizing Positive Impact on Environment and Society Associated with Business Growth

- Since our business operation is a mechanism that can contribute to the environment and society, we will maximize positive impact on these two areas through expanding the scale of our business.



- Reduced inventory of mass production systems built for product launch despite a lack of knowledge of the availability of the companies can sell
- Reducing energy and waste generated during production by producing only the necessary amounts



- Local projects account for 70% of the total, contributing greatly to revitalizing the local economy
- Supporting the sustainability of the enterprise with successor support
- Avoid loss of business/consumer opportunity by supporting new product and service launch
- Supporting socio-economic aspects with donations in the event of a disaster



# Financial Results

1

Total amount of support pre-order (GMV) more than doubles year-on-year

2

Impact from TV commercials grows unique user count

3

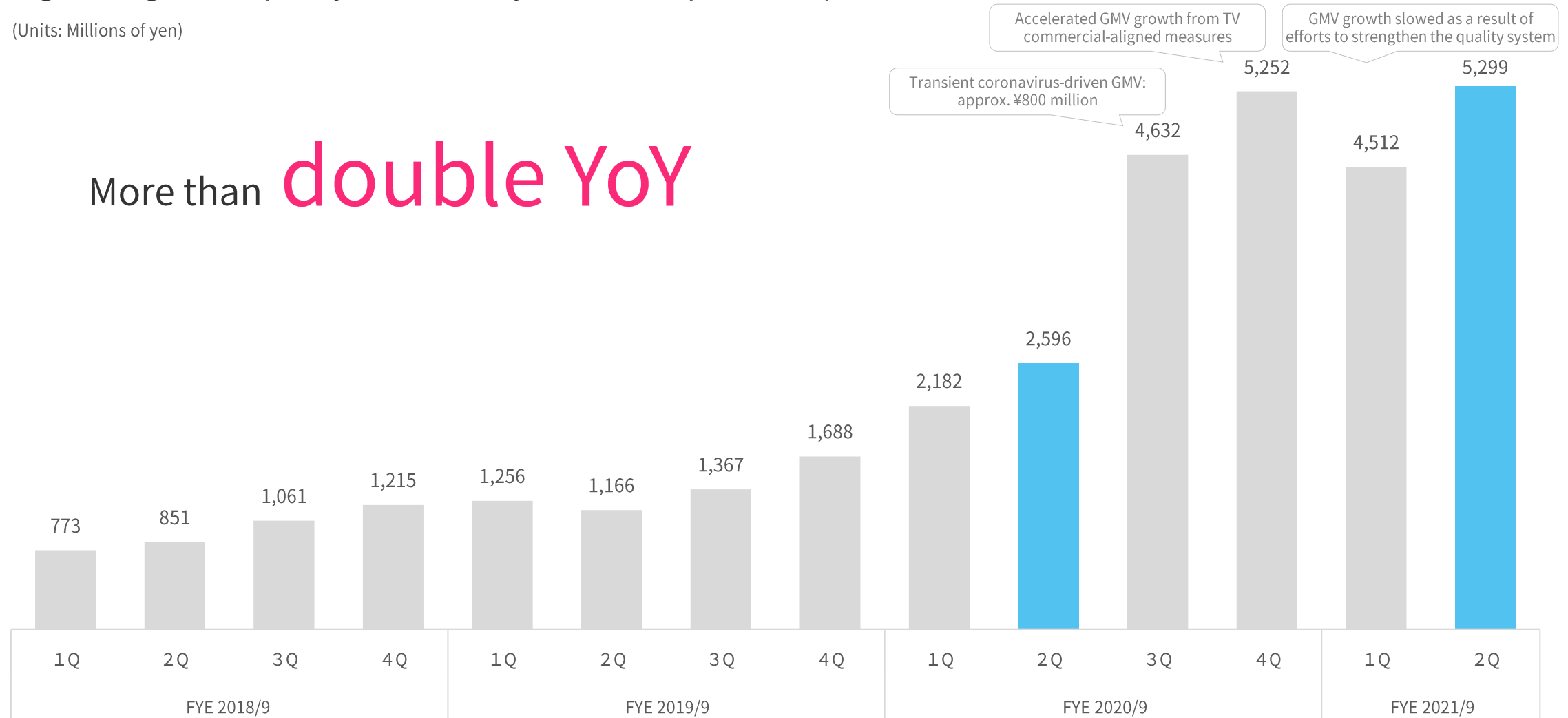
Although an operating loss was recorded for the quarter due to an increase in upfront investment, analysis of the impact of upfront investment on the increase in GMV has progressed.

# Total Amount of Support Pre-order : GMV

- The GMV more than doubled from the same period last year, showing expected growth from the decrease in GMV following the strengthening of the quality assurance system in the previous quarter.

(Units: Millions of yen)

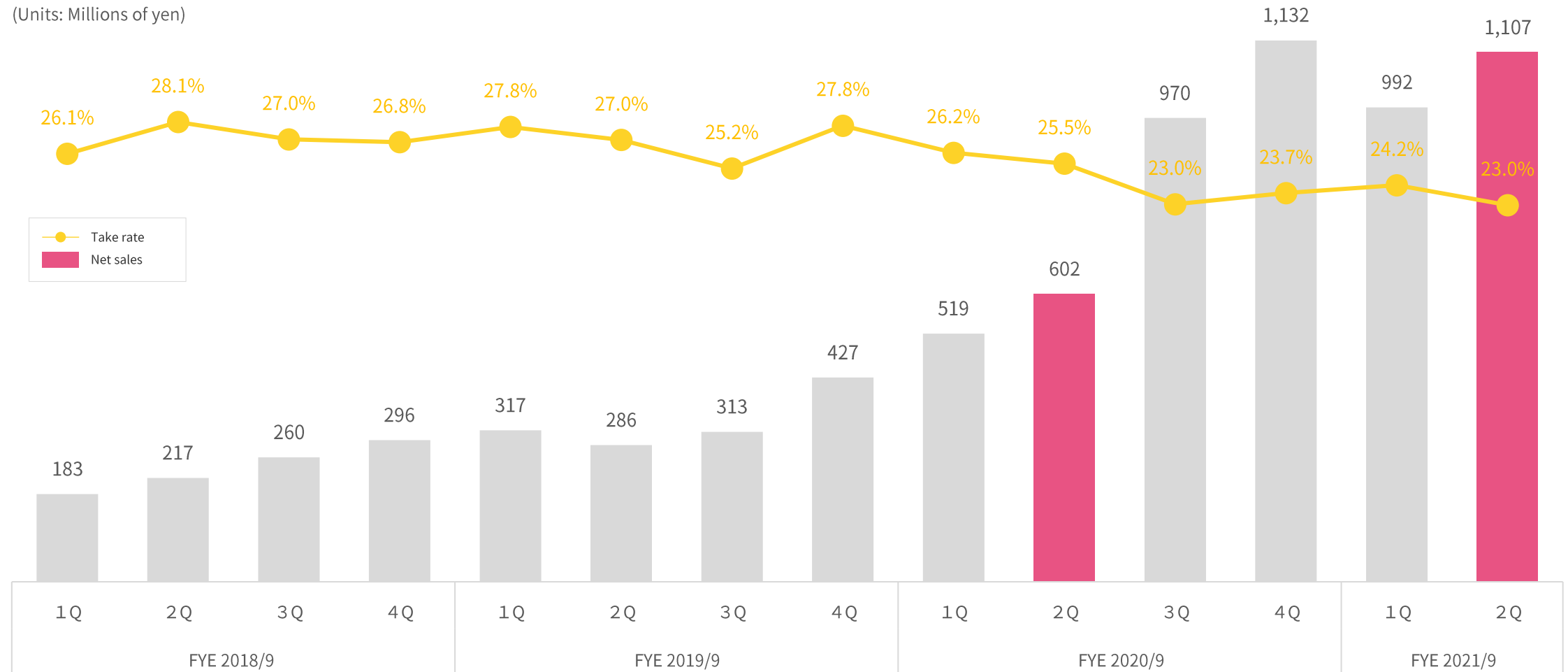
More than **double YoY**



# Net Sales and Take Rate

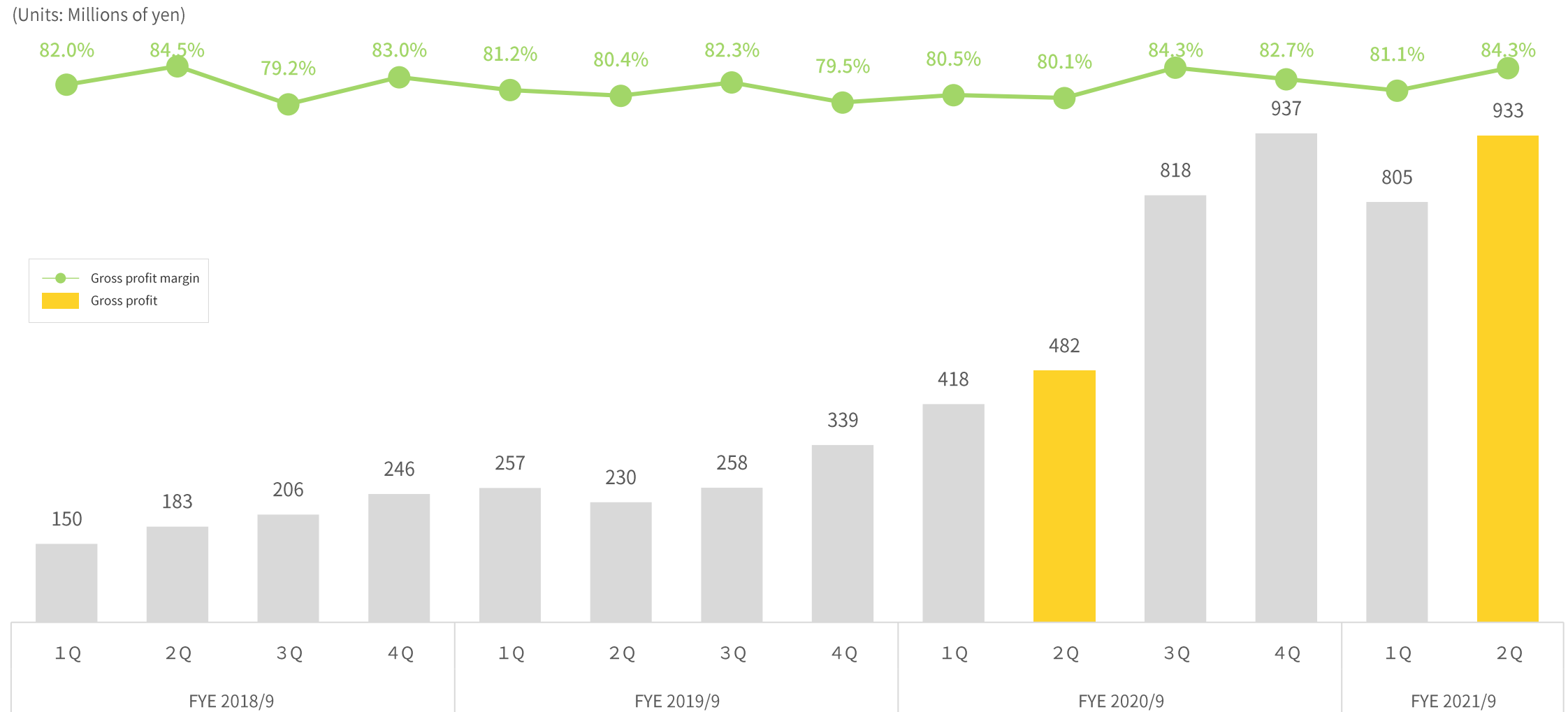
- Net sales rose 1.8 times year-on-year due to GMV growth, and the commission rate was 23% due to Makuake's increased share of total sales.

(Units: Millions of yen)



# Gross Profit and Gross Profit Margin

- Gross profit also increased along with sales growth, reaching 1.9 times year-on-year. Gross profit margin was maintained at above 80%.

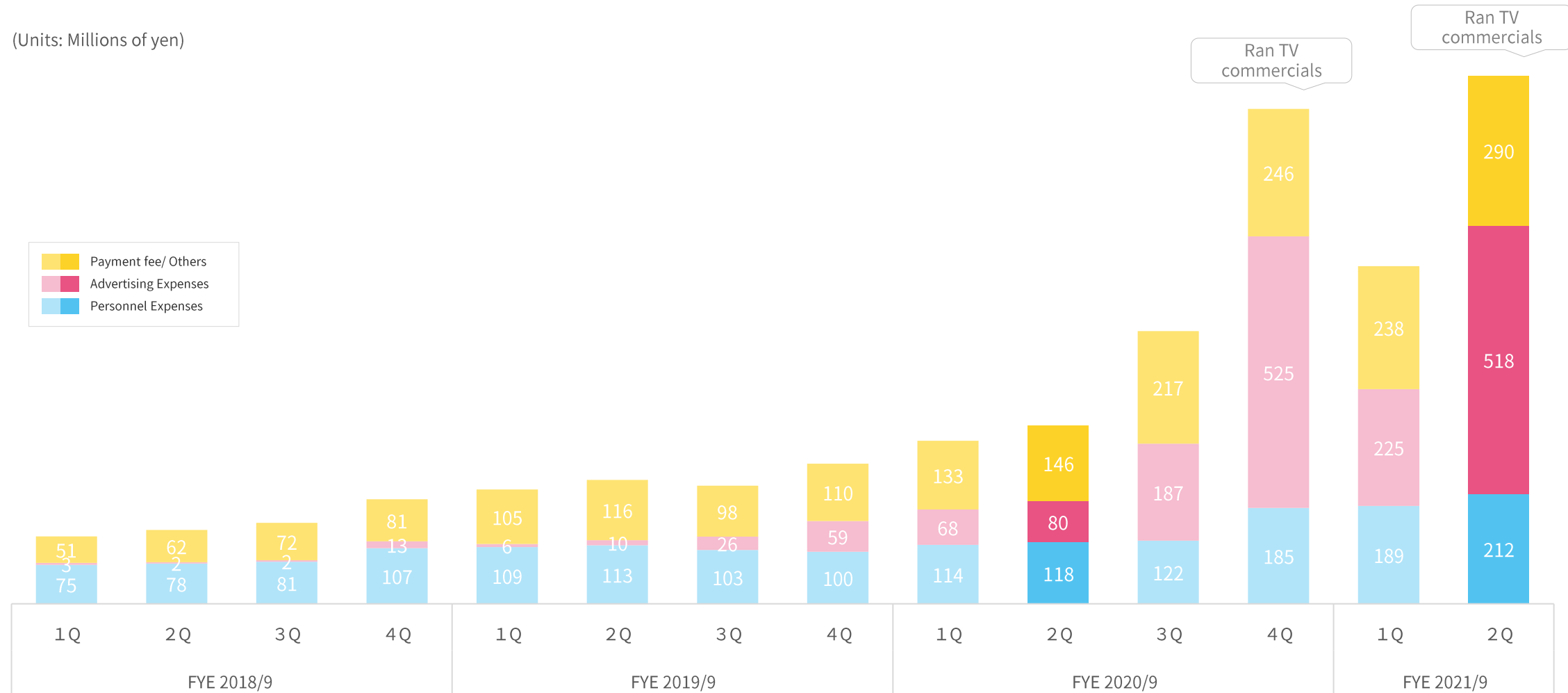




# Selling, General and Administrative Expenses

- Personnel expenses have increased as recruitment has been strengthened as a prior investment for market growth, and advertising expenses such as TV advertising and web and app advertising have increased to raise awareness of services.

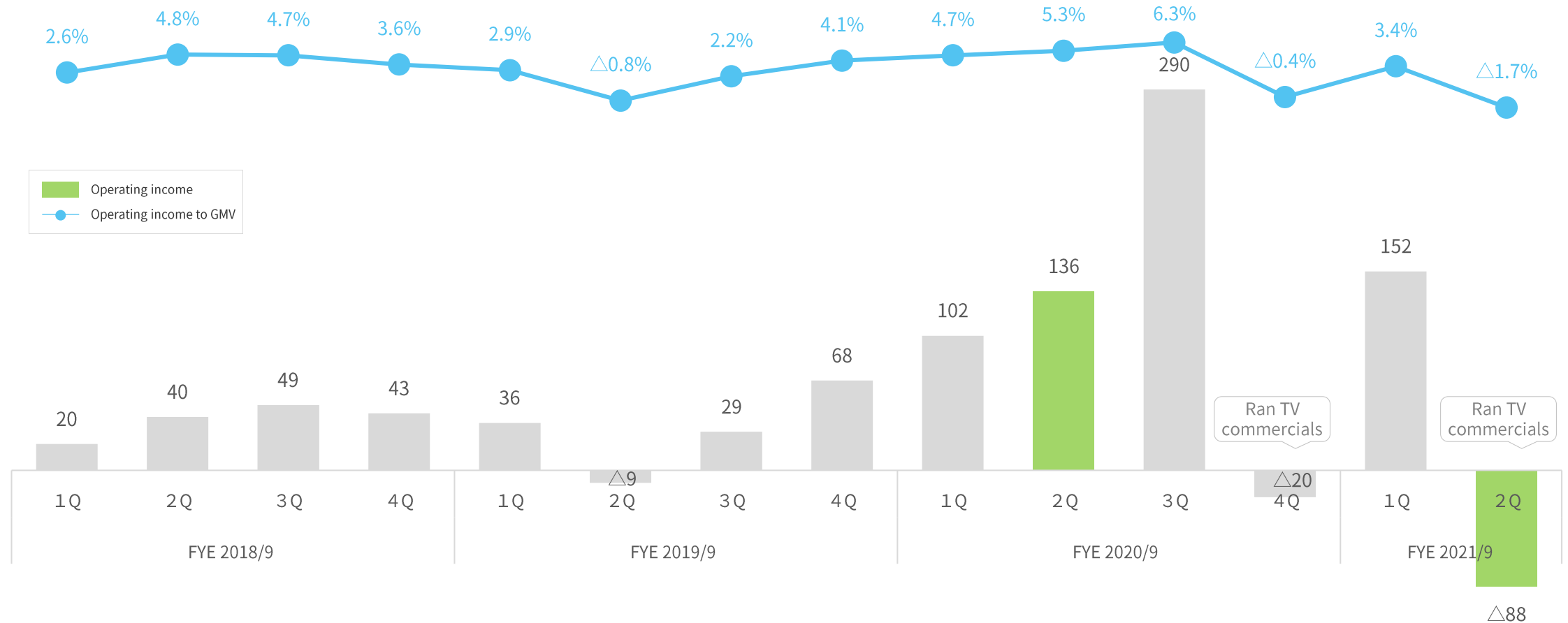
(Units: Millions of yen)



# Operating Income and Operating Income Margin Relative to GMV

- As originally planned, operating income was negative for the quarter due to investment in TV commercials and increased personnel in preparation for growth.

(Units: Millions of yen)



Ran TV commercials

Ran TV commercials

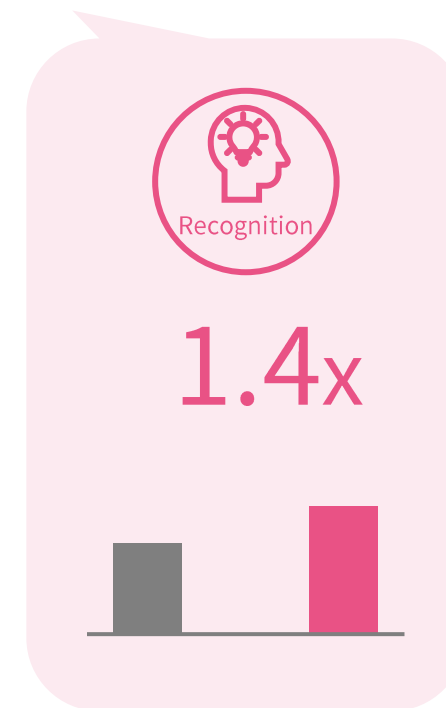
# TV Commercial Impact

- By running TV ads, the number of designated searches for Makuake increased 3.5 times compared to before the advertisement, and the level of recognition increased by up to 1.4 times.



それは、応援購入という新しい体験。

Makuake

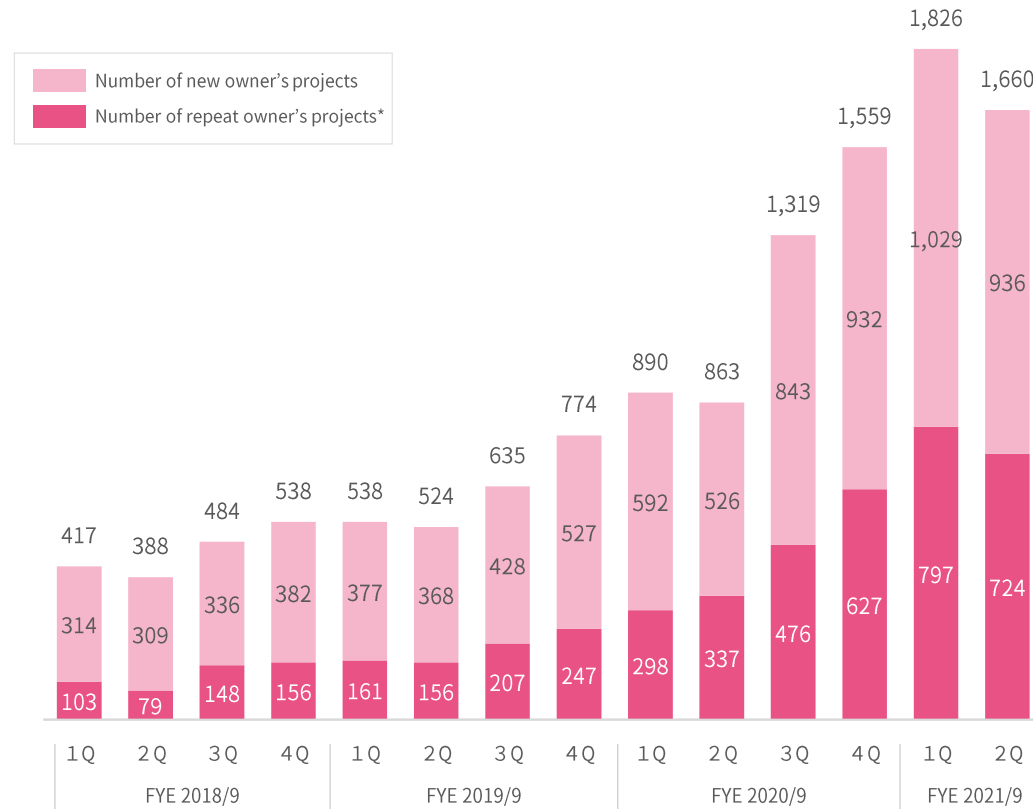


# Key Indicator Performance

- Due to the seasonal nature of new project numbers, whereby new projects decrease during periods of less business days, new projects decreased beginning in the previous quarter, but repeat support pre-order rate increased.

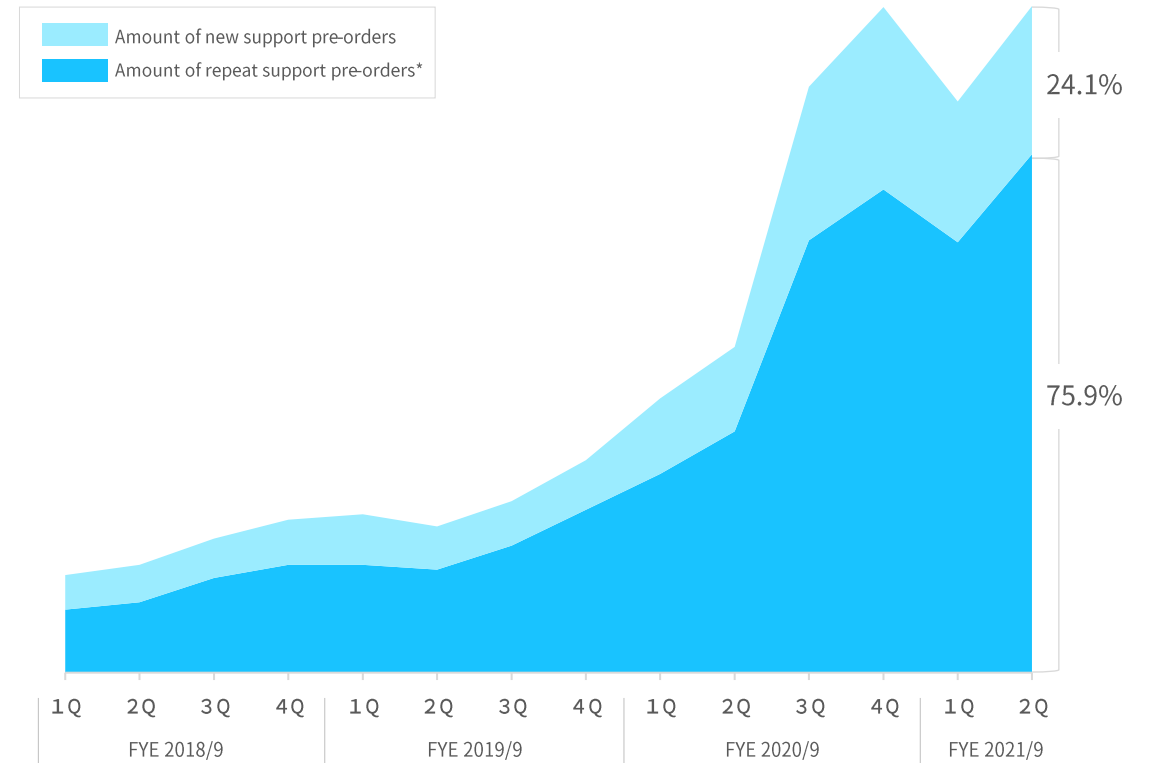
(Units: Projects)

No. of New Projects



\* The number of new projects posted during the fiscal year by project owners who had previously posted a project within the last year

Repeat Support Pre-order Rate



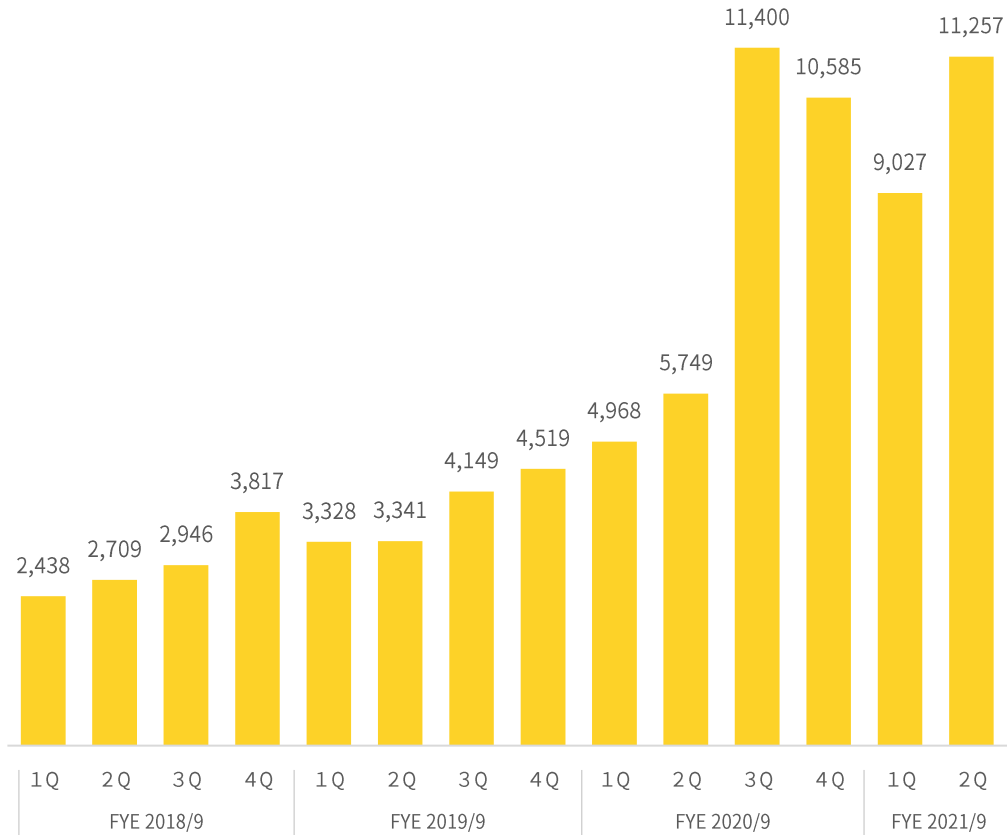
\* Of the total amount of support pre-orders on the Makuake service, the share of the amount of support pre-orders from project supporters who have made a support pre-order in the past year (as of FY2020, we have improved our data aggregation methods, increasing accuracy)

# Key Indicator Performance

- Impact from TV commercials has increased the number of access unique users to a level on par with peak times, with the number of members simultaneously trending up.

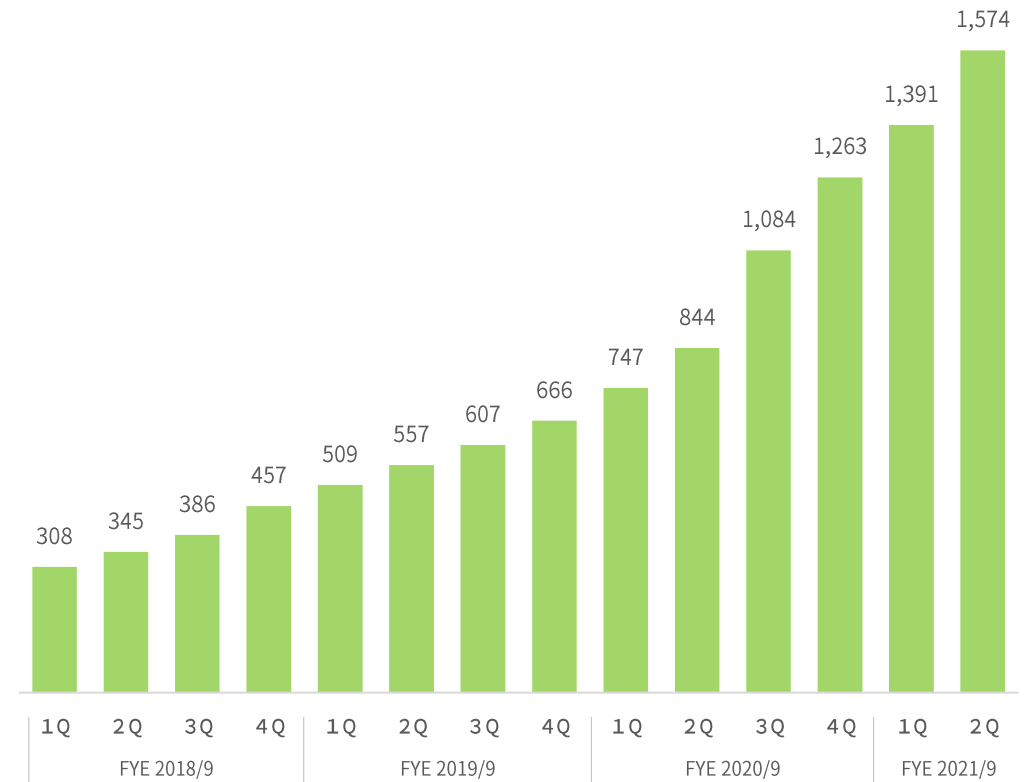
(Units: Thousands of users)

No. of Access Unique Users\*



(Units: Thousands of users)

No. of Members\*

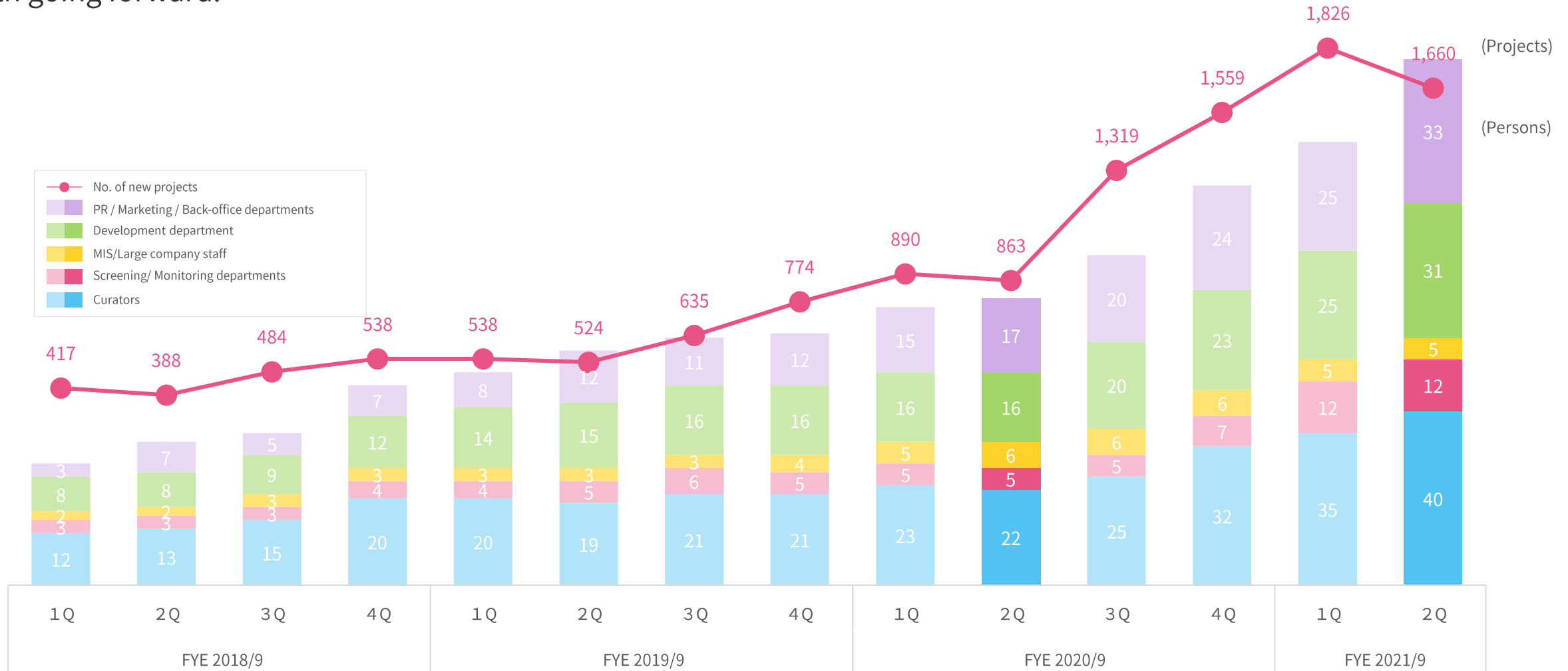


\* Number of visitors to Makuake during the period

\* Cumulative number of registered members = persons who have made at least one support pre-order

# Number of New Projects and Employees

- Since the second half of the previous fiscal year, we have been making advance personnel hires in line with the rapid increase in the number of new projects and our business expansion. We recognize that hiring and training is an issue for our further growth going forward.



# Major Projects Launched in Jan. to Mar.

- Food-related projects, which have been increasing since the second half of the previous fiscal year, became prominent during this quarter.

2階建てだから取り出しやすい、しまいやすい「FLOORPACK」

応援購入総額 **91,495,800円** (Success!)

目標金額 300,000円

1049%

サポーター 4,621人

残り 終了

終了しました

2階建てだから取り出しやすい、しまいやすい「FLOORPACK」

Convenience Goods

全てのコーヒー好きにタップするだけ自家焙煎

応援購入総額 **51,529,000円** (Success!)

目標金額 1,000,000円

5152%

サポーター 589人

残り 45時間

応援購入する

スマホでタップするだけ自家焙煎！SANDBOX SMART コーヒーロASTER

Specialized Function Products

四季を感じるおでん

応援購入総額 **5,835,500円** (Success!)

目標金額 500,000円

1167%

サポーター 267人

残り 38日

応援購入する

ミシュラン星獲得フレンチ「ラベ」松本一平シェフの夢「おでんレストラン」

Restaurants

北海道・函館で造る新たなチャレンジ！

郷家

応援購入総額 **20,962,000円** (Success!)

目標金額 3,000,000円

698%

サポーター 1,439人

残り 12日

応援購入する

北海道・道南エリアで約35年ぶりに新たな酒蔵『箱館醸蔵』が誕生。限定日

Japanese Sake

熊野筆の洗顔筆

0.1mm極細毛が4.7万本！

応援購入総額 **36,905,020円** (Success!)

目標金額 500,000円

7381%

サポーター 4,974人

残り 終了

終了しました

0.1mmが4.7万本！ブラシではなく筆で洗う。「熊野筆ROTUNDA洗顔筆」

"Made in Japan" Technology

Quira

「生ぬるい」扇風機とは、もうサヨナラ

超音波式冷風扇 **ヒヤミスト2**

応援購入総額 **27,230,627円** (Success!)

目標金額 100,000円

9070%

サポーター 3,790人

残り 27日

応援購入する

-アテの涼しい風を運ぶ。昨冬大ヒットした冷風扇「ヒヤミスト2」2021最新

Gadgets

レンジスター

無水カレーがレンジで簡単にできる！！

応援購入総額 **6,557,970円** (Success!)

目標金額 500,000円

1313%

サポーター 732人

残り 終了

終了しました

レンジ界の革命児『レンジスター』レンジで無水カレーができる！！

Kitchen Goods

Nanafu

3回結ぶだけ

うっとり 快適 魅惑の『浴衣ルームウェア』

MADE IN JAPAN

応援購入総額 **7,655,760円** (Success!)

目標金額 300,000円

2551%

サポーター 304人

残り 20日

応援購入する

【第2弾】簡単・艶やか・リラックス、国産「浴衣ルームウェア」で少し特

Fashion

まぼろし商店

もう一度「味」を思い出そう

応援購入総額 **4,015,500円** (Success!)

目標金額 300,000円

1338%

サポーター 394人

残り 終了

終了しました

消えてしまったあの名店の思い出の味を復活させる！まぼろし商店

Gourmet Order Products

# Major Projects Launched in Jan. to Mar. (Large Companies)

- Usage of Makuake continues to grow among major companies, with project category expanding and repeat use increasing.

思い出フォトグラファー。Canonの自動撮影カメラ | PowerShot PICK

Canon Marketing Japan

想像を超えるストレッチジーンズ

Kaihara

職人を越えた?!

Juchheim

Juchheim

持ち運べるレイコップ RAYCOP GO

Raycop Japan

思わず笑顔になるロボット。

Panasonic

KINUAMI U

LIXIL

ninebot Gokart PRO

Segway-Ninebot

イオンの力で花粉対策

DESCENTE

柔らかく接触冷感「アイマスク」

Toyobo



# Topics : Service Improvement Releases (1)

- We released a number of service improvements this quarter to improve user satisfaction.

## Pursuing Ease of Encountering New Projects

Released the "Recommended tab" and "Special Feature tab" in the app

### Recommended Tab

Enables viewing of projects in the app recommended from opportunity learning based on viewing history



### Special Feature Tab

Provides new chances to encounter projects every week, enabling fateful encounters



## Improving the Support Pre-order Experience

Released on/off functionality for My Tag new project push notifications

Enables on/off setting of push notifications for new projects registered to My Tag



# Topics : Service Improvement Releases (2)

- In addition to releases to improve user satisfaction, we are continuing to develop for operational improvements.

## Improving the Payment Experience

### Launch of cash payment reminder push notifications

Push notification reminders now received two days before cash payment deadline, helping avoid missed opportunity to obtain new products if payment is forgotten



## Operational Improvements

### Increasing productivity through improving search function for anti-social forces during credit screening

- When screening teams check for anti-social forces involvement:
- Possible to Search for a combination of multiple conditions
  - Multiple search tabs opened simultaneously

#### Credit screening (sample)

Open all search tabs simultaneously

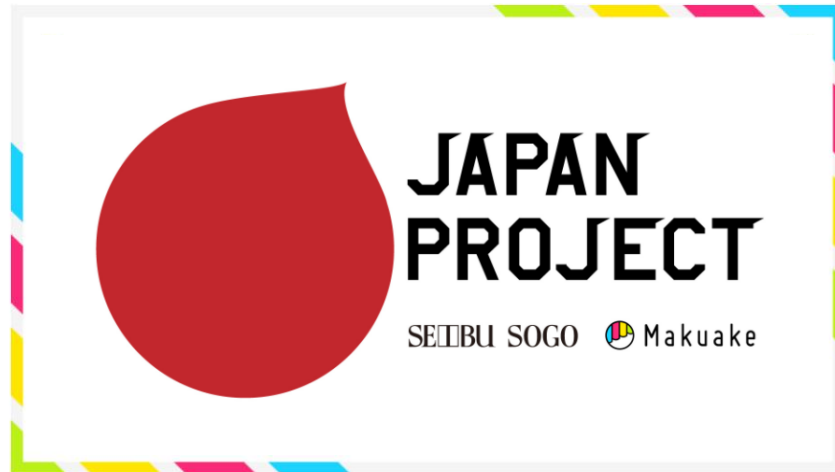
Search condition #1

Search following keywords with search condition #1

Search condition #2

Search following keywords with search condition #2

## Held Online Event "Japan Project"



Held the Japan Project, as an initiative to support "Made in Japan" craftsmanship. This initiative used our "online event" function, which enables department stores, distributors, and event operators to post multiple projects together as a special page on Makuake.

## Awarded at the 7th GOOD ACTION Award Held by Rikunabi NEXT



Amid organizational expansion from business growth, volunteer staff worked to solve the lack of communication in remote work during the COVID-19 pandemic. Their online, in-house video program, "Maku-ura Cozy Chat," was commended and won the "Trend Award" at the 7th GOOD ACTION Award.

## Concluded a partnership agreement with Tokushima City



Collaboration and cooperation between Makuake and Tokushima City on the following, targeting implementation in 2021:

- Utilizing Makuake for sales channel expansion support for SMEs
- Support for women, young business owners, entrepreneurs
- Promotion of utilizing Makuake for regional vitalization

## Makuake Co-Founder Kana Bogaki Published her First Book

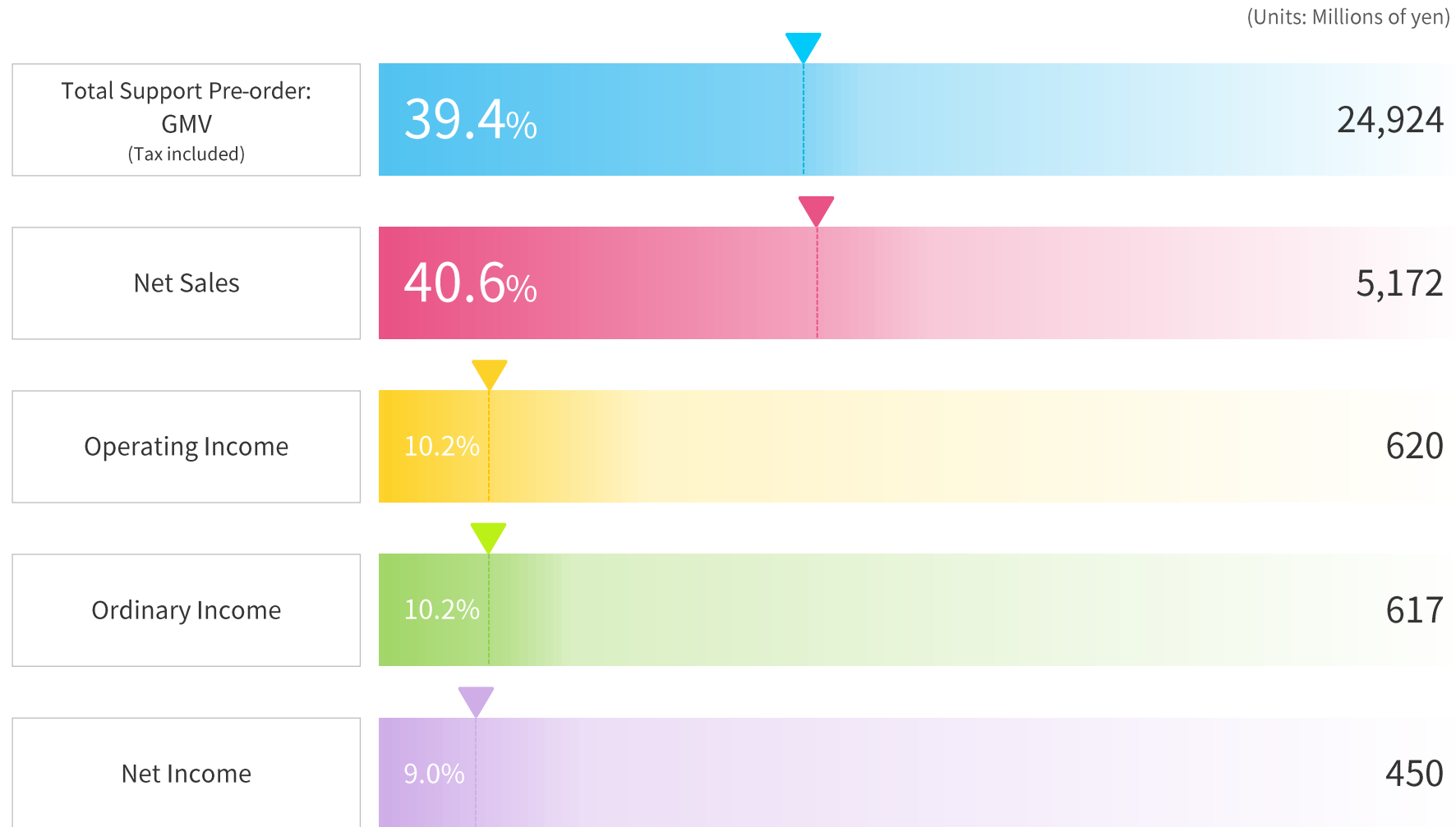


### "New Laws of Makuake-Style Selling"

While interweaving successful cases of various genres born from "Makuake", episodes seen from collaboration with cooperating companies and organizations, interviews with performers, and columns, grasp the characteristics of each case and explain the new "way of selling" in modern times.

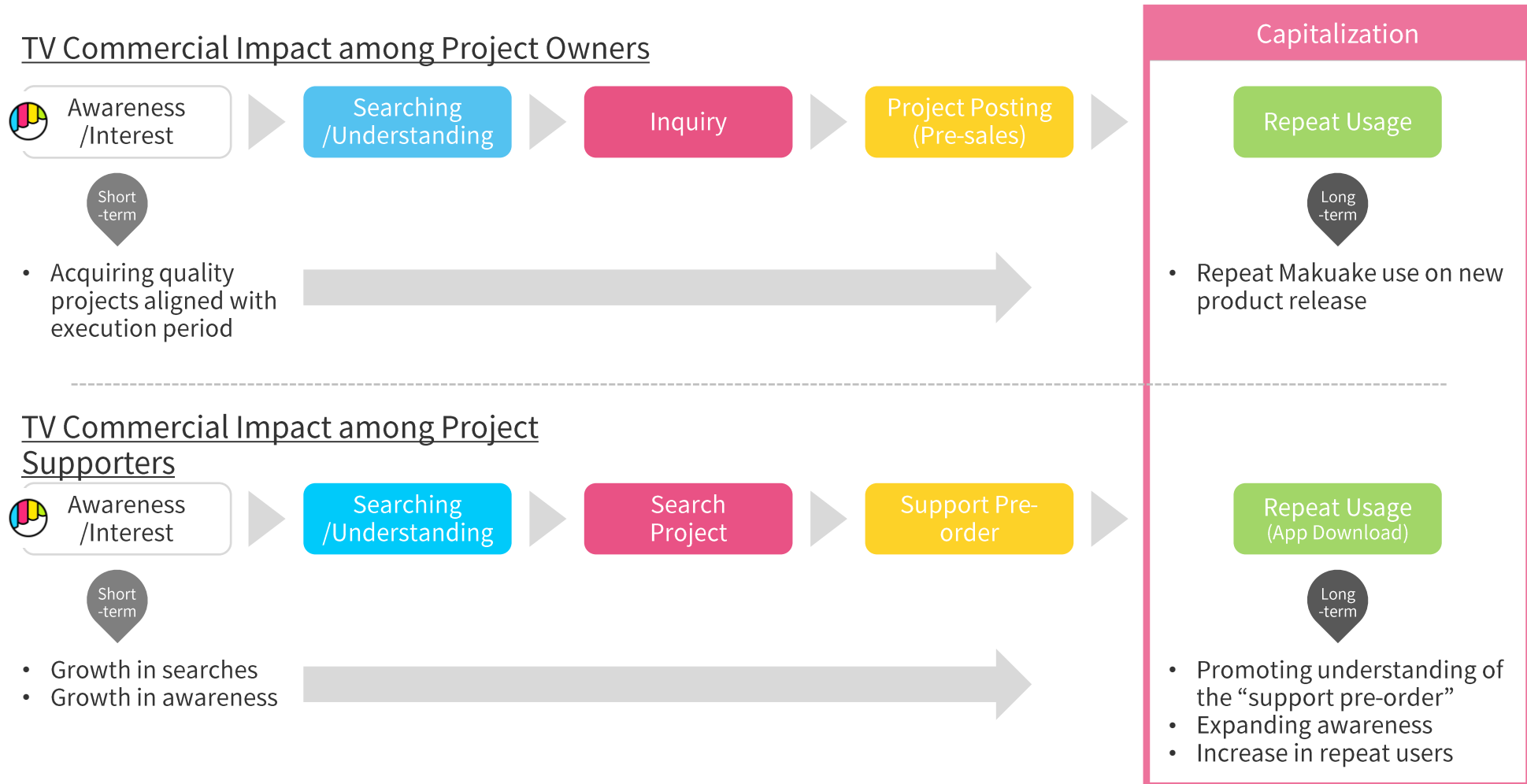
# Progress Toward Full-Year Forecasts

- As of this quarter, we have been accelerating our growth in the second half of the fiscal year as planned, and we will be able to achieve our full-year forecast.



# Growth Strategy for the Second Half (1)

- Invest in TV commercials to accelerate capitalization of project owners and supporters, and increase GMV by increasing the number of application users.



# Growth Strategy for the Second Half (2)

- By strengthening the guidance to the application for users who use the browser and increasing the frequency of use per user, it will become a medium for new products.

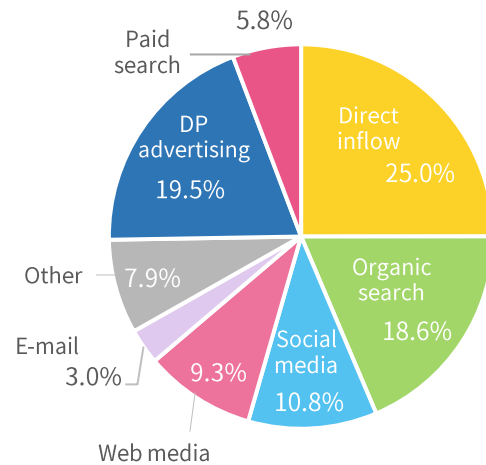


Guidance to App



There are still many users who use the service from the browser via direct inflow, organic search, social media, web media, and so on

App users have higher usage frequency and support pre-order frequency versus website users



Characteristics of app users:

- View Makuake in free time
- View products in favorite categories through push notifications
- Looking forward to encounter with new products recommended by Makuake on the Special Features tab.

# Growth Strategy for the Second Half (3)

- We will proceed with development to improve user satisfaction and focus on building up a stacking of repeat support pre-orders.

(Units: Millions of yen)

5,000

Stronger accumulation of repeaters

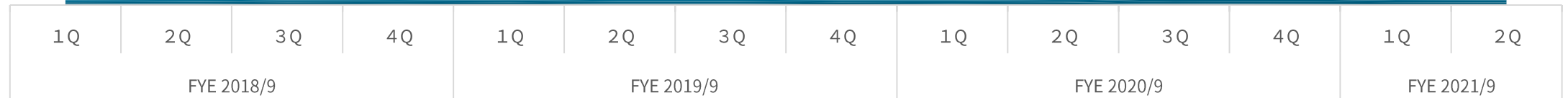
4,000

3,000

2,000

1,000

0





# FY2021 Full-Year Performance Forecast

- Our forecast for the full year remains unchanged. We forecast a 1.7 times year-on-year growth in the GMV, and an approximately 1.2 times year-on-year growth in operating income.

(Units: Millions of yen)	FYE 2020/9	FYE 2021/9	Change	Percent Change
Total Support Pre-order: GMV (Tax included)	14,664	24,924	+10,260	+70.0%
Net Sales	3,225	5,172	+1,947	+60.4%
Operating Income	510	620	+109	+21.5%
Ordinary Income	512	617	+105	+20.6%
Net Income	369	450	+80	+21.8%



# Appendix

# Performance Summary: Year-on-Year (YTD)

- While operating income temporarily declined due to investment in TV commercials, the GMV volume more than doubled year-on-year.

(Units: Millions of yen)	FYE 2020/9 2Q (YTD)	FYE 2021/9 2Q (YTD)	Change (YonY)	Percent Change (YonY)
Total Support Pre-order: GMV (Tax included)	4,779	9,811	+5,032	+105.3%
Net Sales	1,122	2,100	+978	+87.2%
Gross Profit	901	1,738	+837	+93.0%
Operating Income	239	63	△176	△73.6%
Ordinary Income	240	62	△177	△73.9%
Quarterly Net Income	164	40	△124	△75.4%

# Performance Summary: Year-on-Year (Single Quarter)

- The GMV has more than doubled year-on-year this quarter.

(Units: Millions of yen)	FYE 2020/9 2Q (Single Qtr.)	FYE 2021/9 2Q (Single Qtr.)	Change (YonY)	Percent Change (YonY)
Total Support Pre-order: GMV (Tax included)	2,596	5,299	+2,702	+104.1%
Net Sales	602	1,107	+505	+83.8%
Gross Profit	482	933	+450	+93.3%
Operating Income	136	△ 88	△225	△164.7%
Ordinary Income	137	△ 89	△226	△165.1%
Quarterly Net Income	92	△ 65	△157	△170.4%

# Performance Summary: Quarter-on-Quarter (Single Quarter)

- Since the end of January, the GMV has increased by 17% compared to the previous quarter as a result of our focus on strengthening promotion.

(Units: Millions of yen)	FYE 2021/9 1Q (Single Qtr.)	FYE 2021/9 2Q (Single Qtr.)	Change (QonQ)	Percent Change (QonQ)
Total Support Pre-order: GMV (Tax included)	4,512	5,299	+787	+17.5%
Net Sales	992	1,107	+114	+11.6%
Gross Profit	805	933	+127	+15.9%
Operating Income	152	△88	△240	△158.3%
Ordinary Income	152	△89	△241	△158.7%
Quarterly Net Income	105	△65	△171	△161.6%

# KPIs: Year-on-Year

- The number of new projects doubled in scale, with strong growth in all indicators.

	FYE 2020/9 2Q (Single Qtr.)	FYE 2021/9 2Q (Single Qtr.)	Change (YonY)	Percent Change (YonY)
No. of New Projects	863	1,660	+797	+92.4%
Project Owners Repeat Rate (%) <sup>(1)</sup>	39.0%	43.6%	-	+4.6pt
Repeat Support Purchase Rate (%) <sup>(2)</sup>	72.1%	75.9%	-	+3.8pt
No. of Access Unique Users	5,748,772	11,257,289	+5,508,517	+95.8%
No. of Members	844,082	1,573,864	+729,782	+86.5%
No. of Support Pre-orders	237,435	507,850	+270,415	+113.9%

(1) The share of new projects posted during the fiscal year by project owners who had previously posted a project within the last year

(2) Of the total amount of support pre-orders on the Makuake service, the share of the amount of support pre-orders from project supporters who have made a support pre-order in the past year (as of FY2020, we have improved our data aggregation methods, increasing accuracy)

# KPIs: Quarter-on-Quarter (Single Quarter)

- Although the number of new projects decreased slightly due to seasonality, the number of access unique users increased by about 25% due to impact from TV commercials.

	FYE 2021/9 1Q (Single Qtr.)	FYE 2021/9 2Q (Single Qtr.)	Change (QonQ)	Percent Change (QonQ)
No. of New Projects	1,826	1,660	△166	△9.1%
Project Owners Repeat Rate (%) <sup>(1)</sup>	43.6%	43.6%	-	±0pt
Repeat Support Purchase Rate (%) <sup>(2)</sup>	74.1%	75.9%	-	+1.9pt
No. of Access Unique Users	9,026,738	11,257,289	+2,230,551	+24.7%
No. of Members	1,391,071	1,573,864	+182,793	+13.1%
No. of Support Pre-orders	414,324	507,850	+93,526	+22.6%

(1) The share of new projects posted during the fiscal year by project owners who had previously posted a project within the last year

(2) Of the total amount of support pre-orders on the Makuake service, the share of the amount of support pre-orders from project supporters who have made a support pre-order in the past year (as of FY2020, we have improved our data aggregation methods, increasing accuracy)

# Management Team Introduction

- At the General Meeting of Shareholders on December 10, 2020, the Company transitioned to become a company with an audit and supervisory committee to strengthen governance.



Ryotaro Nakayama  
CEO



Kana Bogaki  
Co-founder / Director



Fumiaki Kiuchi  
Co-founder / Director



Yohei Ikunai  
Director



Go Nakayama  
Non-executive Director



Hisashi Katsuya  
Non-executive Director



Kuniyoshi Mabuchi  
Non-executive Director



Yoshie Shinoki  
Executive Director



Noriaki Kushida  
Non-executive Director



Haruki Oyama  
Non-executive Director

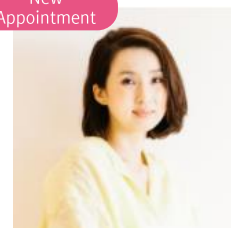


Yuki Tamura  
Executive Officer and CFO



Kanako Yanai  
Executive Officer and GM of PR

New Appointment



Megumi Sakamoto  
Executive Officer

— Non-Audit & Supervisory Committee Member Directors  
— Audit & Supervisory Committee Member Directors



The company is currently in a state of growth. We believe that securing retained earnings and prioritizing investment in expansion of business scale and stronger profitability will lead to maximized corporate value and a continuous stream of profit return.

Our fundamental policy for future dividends of surplus is to distribute with consideration of balance versus securing retained earnings. However, at present we have elected for policy prioritizing retained earnings, and no determination has been made as to the timing for issuing dividends.

# Disclaimer and Caution Regarding Future Outlook

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- The information contained in this material has been prepared based on commonly-recognized economic and social conditions as of April 20th, 2021 and certain assumptions deemed reasonable by Makuake, Inc. These underlying conditions and assumptions may change without notice with shifts in the business environment or with changes in other factors.
- When investing, please be sure to read the prospectuses for issuance of new shares and stock offering (and notices of amendments thereto) prepared by the company before making any decision as an investor.
- Risk and uncertainty are present in any transaction, and are applicable to general industry and market conditions as well as general domestic and international economic conditions, including fluctuations in interest rates and currency exchange rates.
- Note that Makuake, Inc. does not bear any duty to update or revise “outlook information” provided in this document, even if new information comes to light or future events occur.



## Inquiries about IR

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