



Makuake

Financial Results Briefing Materials for FY2022/9
(ended September 30,2022)

Makuake, Inc.



Financial Results

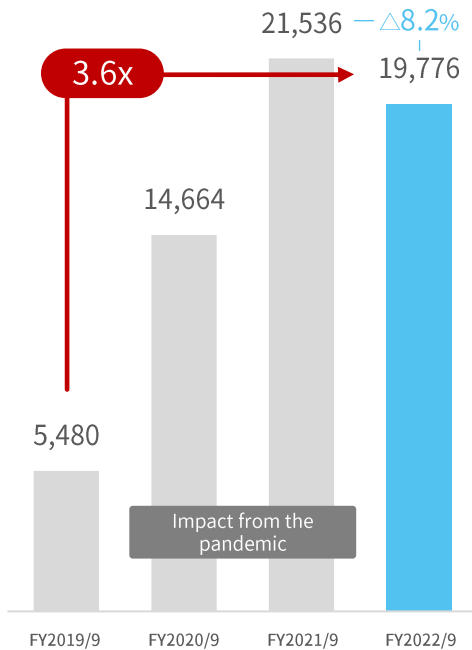
FY2022/9 Summary

Results

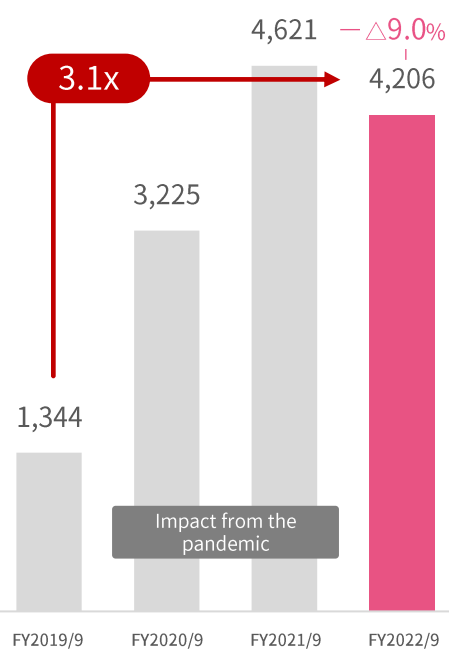
- The gross amount of "support" pre-orders (GMV), which had been boosted by the pandemic demand, was greatly impacted by headwinds from economic reopening, and posted a decline of 8.2% YoY
- Personnel expenses increased, reaching 39.4% of SG&A, as we went ahead with aggressive recruitment of personnel to keep pace with the customer base, the accumulation of which was brought forward by the pandemic
- As a result of a comparative review of our cashflows, book value and remaining useful life of main fixed assets, we have booked an impairment loss of JPY 1,009 million. Accordingly, net loss came in at JPY 1,347 million

(Unit: JPY million)

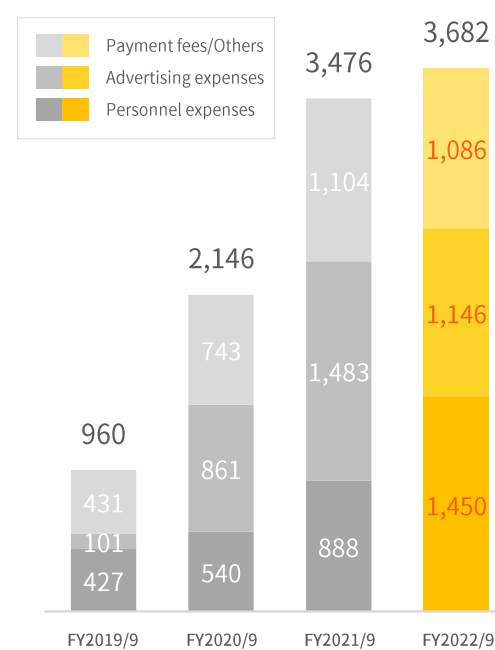
Gross Amount of "Support" Pre-orders
(tax included)



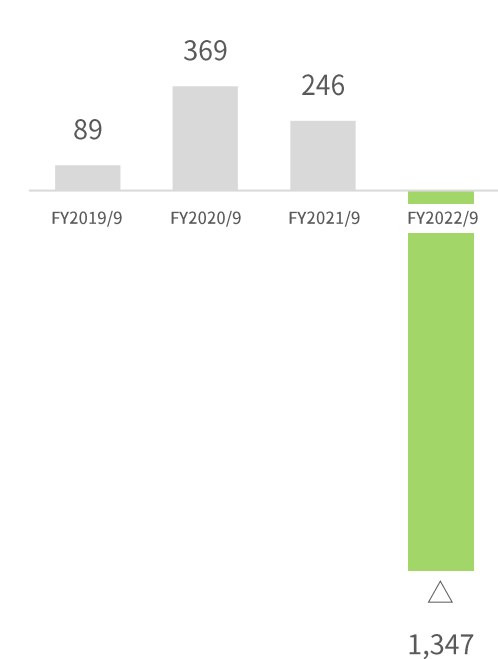
Net sales



SG&A



Net Income (Loss)

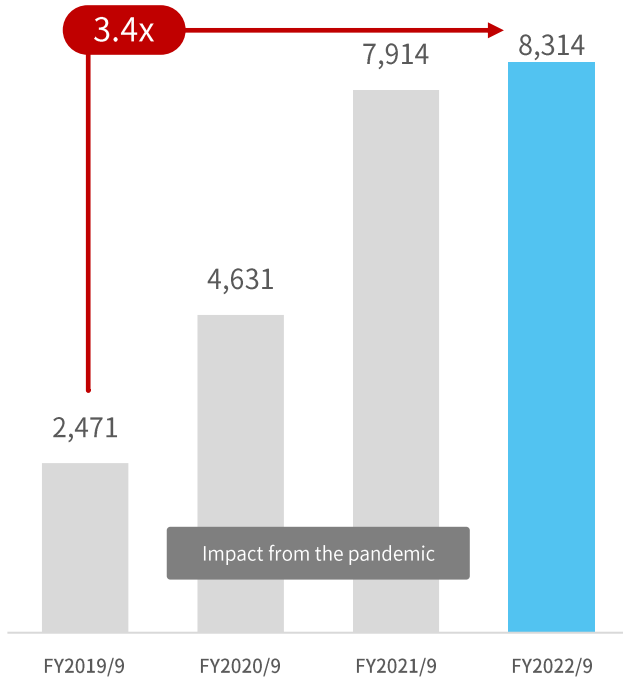


FY2022/9 KPI Summary

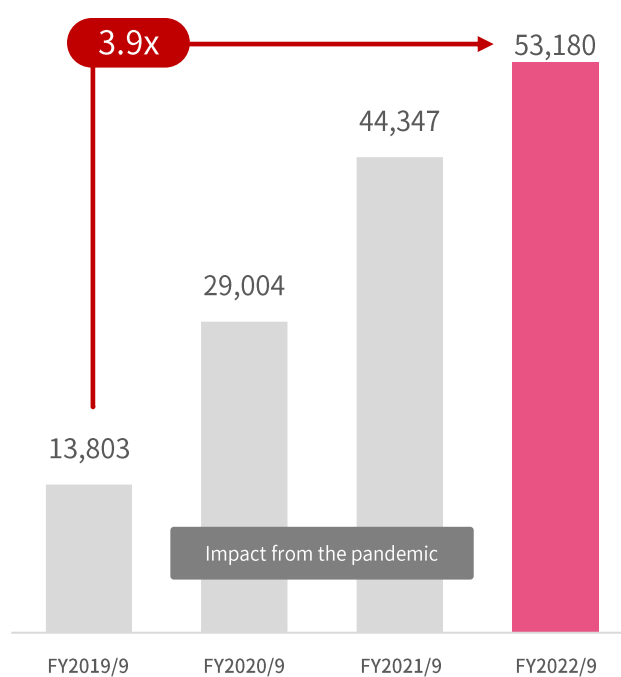
KPI

- The number of published projects increased 5.1% YoY thanks to aggressive hiring of curator and screening/monitoring/legal personnel and the strengthening of operations systems
- Access UUs rose 19.9% YoY due to the increase in the number of published projects, steady media exposure and ad delivery
- While conversion rate (CVR) was on an improving trend through Q3 due to the strengthening of internal operations and development of various functionalities, it finished down 1.3 pt YoY for the full year as the return of consumption back to offline due to economic reopening manifested itself in the 2nd half, and the number of "support" pre-orders declined

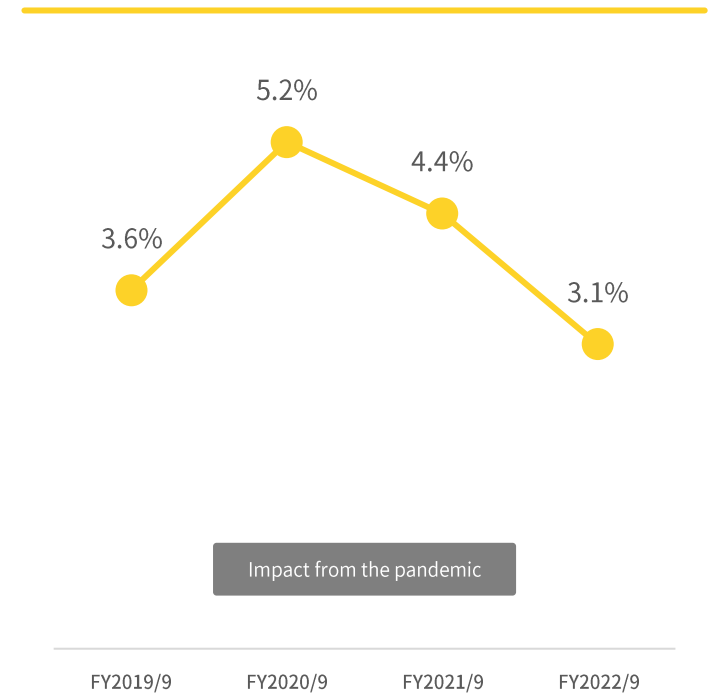
(Unit: project) No. of New Projects



(Unit: thousand) Unique User Access No.*



CVR

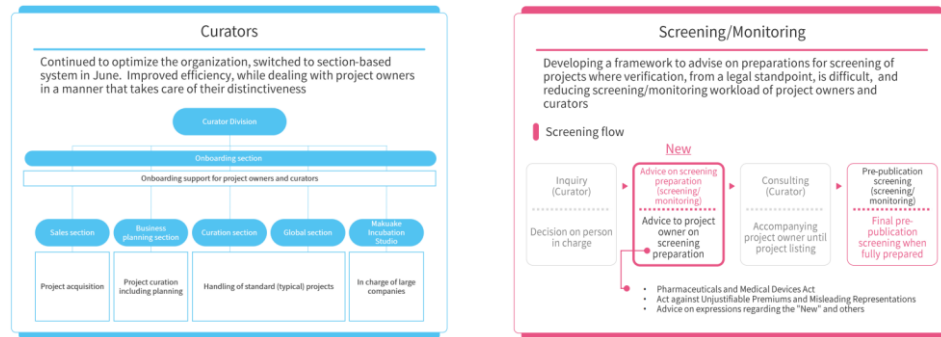


* Number of persons who visited Makuake during the period. Tabulated according to Google Analytics standards

Organization

- We went ahead with aggressive recruitment of personnel to keep pace with the customer base, the accumulation of which was brought forward by the pandemic, optimized operations of curator and screening/monitoring legal divisions and strengthened development of various systems, focusing on user experiences on preparations of encountering and product/service delivery.
- Along with making our thinking on and detailed rules for project publication public—in order to strengthen soundness, we held meetings of the Committee of External Experts and continued to improve our service so that clients can use Makuake with confidence

Optimization of Operational Structure



Improving Soundness



Development of New Functionalities



Development for ease-of-encountering experience



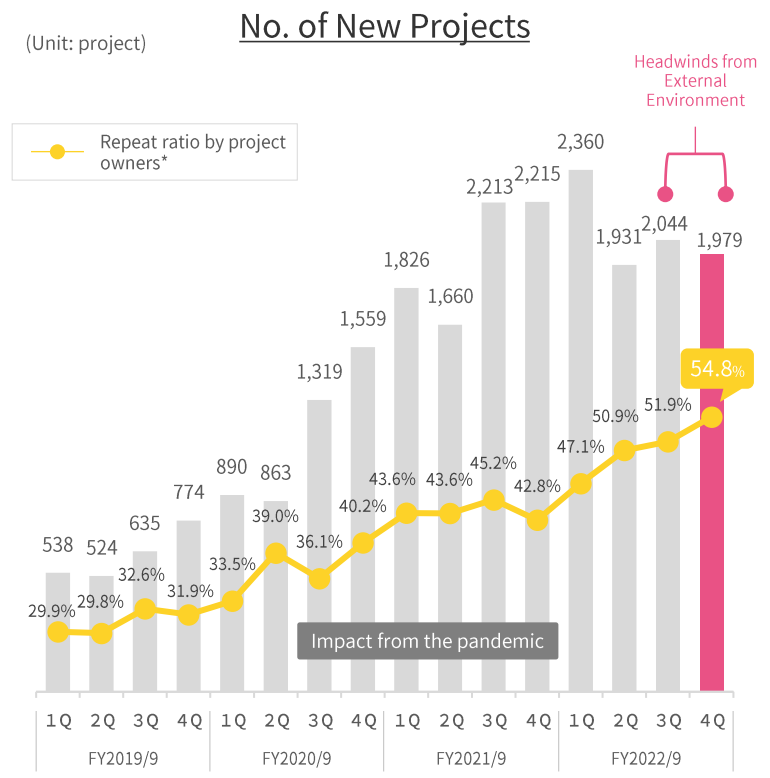
Development for product/service delivery experience



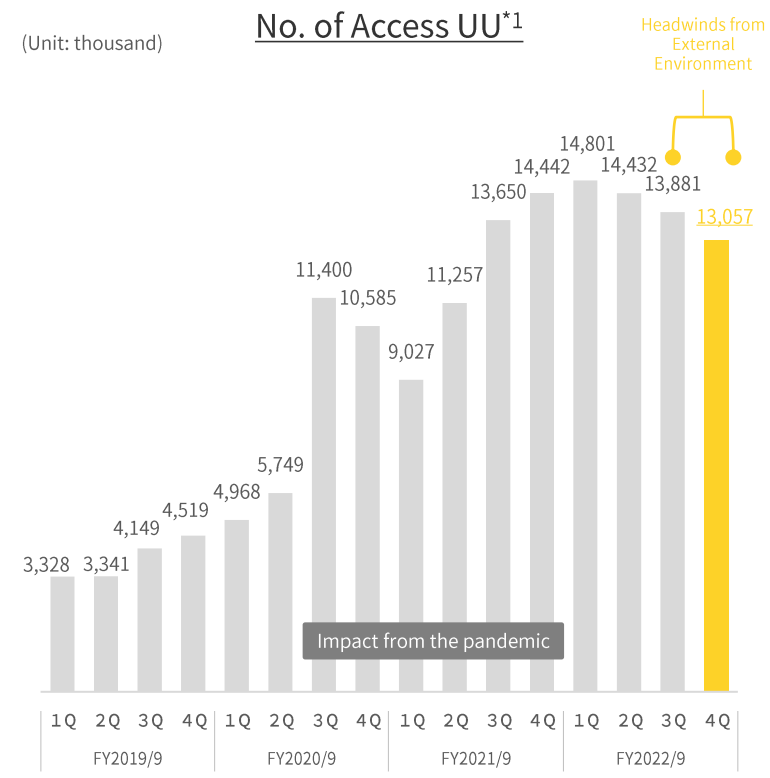
FY2022/9 External Environment Summary

External Environment

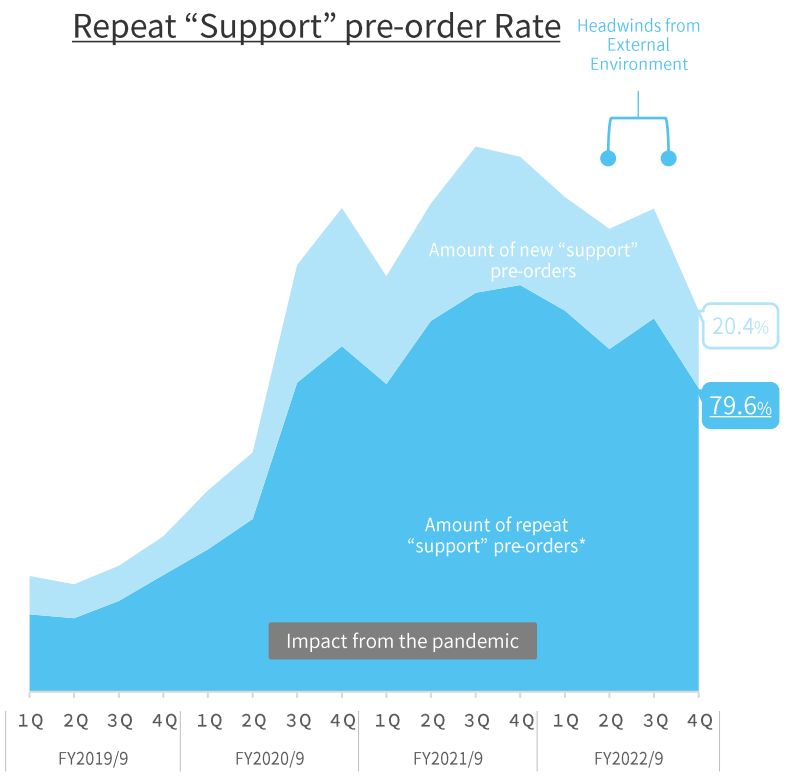
- As offline product distribution channels and consumption grew significantly in the 2nd half, consumption of services provided by the travel, hotels/lodging, catering/restaurants and similar industries has increased. Further, the depreciation of the yen driven by the international situation and skyrocketing raw material prices have created a confluence of negative factors for manufacturing and craftsmanship, impairing development of new products by businesses. We expect this kind of environment to persist for a while. On the other hand, the strong momentum of product distribution channels and consumption towards shifting to online will be sustained
- It was the year when we realized that, even as the external environment continues to change, the accumulation of repeat business from project owners and project supporters gives the possibility of having a stream of recurring revenue



*Ratio of projects published during the period by project owners who had had a previous project with us within the prior 1 year to total number of published projects



*Number of persons who visited Makuake during the period. Tabulated according to Google Analytics standards



*Ratio of gross amount of "support" pre-orders placed during the period by project supporters who had had a previous "support" pre-order within the prior 1 year to total gross amount of "support" pre-orders via Makuake's services.

Business Results Summary for FY2022/9 (vs Forecasts)

- We have met our financial forecasts announced on September 9, 2022 for all items, including GMV, above the ordinary loss line. On the other hand, following a comparative review of future cashflows, book value and remaining useful life of fixed assets, we have booked an impairment loss

| (Unit: JPY million) | FY2022/9 Forecasts | FY2022/9 Results | Change | Percentage change |
|--|-----------------------|---------------------|--------|-------------------|
| Gross Amount of "Support" pre-orders: GMV (Tax included) | 19,680 | 19,776 | +96 | +0.5% |
| Net Sales | 4,200 | 4,206 | +6 | +0.2% |
| Operating Profit (Loss) | △360 | △324 | +35 | - |
| Ordinary Profit (Loss) | △340 | △302 | +37 | - |
| Net Income (Loss) | △350 | △1,347 | △997 | - |

FY2022/9 Details of Extraordinary Loss

- We detected signs of impairment when reviewing our business plan in light of profit and loss levels for the fiscal year ended September 2022. For that reason, in accordance with the “Accounting Standard for Impairment of Fixed Assets,” we booked a fixed asset impairment loss of JPY 1,009 million, mainly on software

Balance sheet excerpt from FY2022/9 financial statements

| | | |
|--------------------------------|----------------|----------|
| Intangible assets | | |
| Goodwill | 17,333 | – |
| Software | 410,908 | – |
| Software in progress | 165,632 | – |
| Total intangible assets | 593,873 | – |

Income statement excerpt from FY2022/9 financial statements

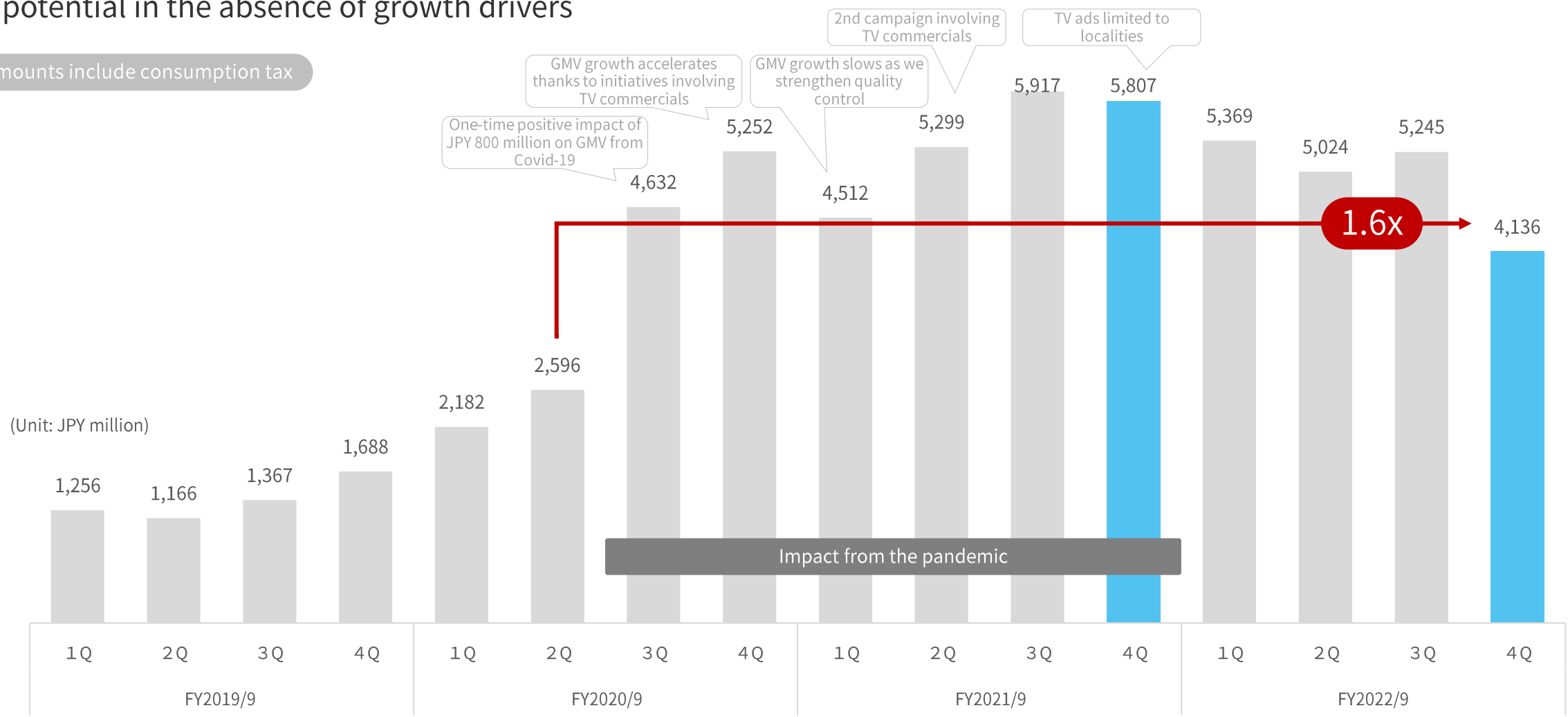
| | | |
|--|----------------|--------------------|
| Impairment losses | – | 1,009,307 |
| Loss on valuation of investment securities | – | 49,768 |
| Total extraordinary losses | – | 1,059,076 |
| Profit (loss) before income taxes | 326,089 | (1,264,138) |
| Income taxes - current | 117,038 | 9,708 |
| Income taxes - deferred | (37,590) | 73,508 |
| Total income taxes | 79,447 | 83,217 |
| Profit (loss) | 246,642 | (1,347,356) |

Recorded an impairment loss of JPY 1 billion on fixed assets, including Makuake-related software and software suspense account

Gross Amount of "Support" Pre-orders (GMV), Quarterly

- While GMV grew over the last two years due to the pandemic-induced demand, that expansion has cooled off as normalization of day-to-day life got under way and economic reopening accelerated. For that reason, Q4 growth was at our own potential in the absence of growth drivers

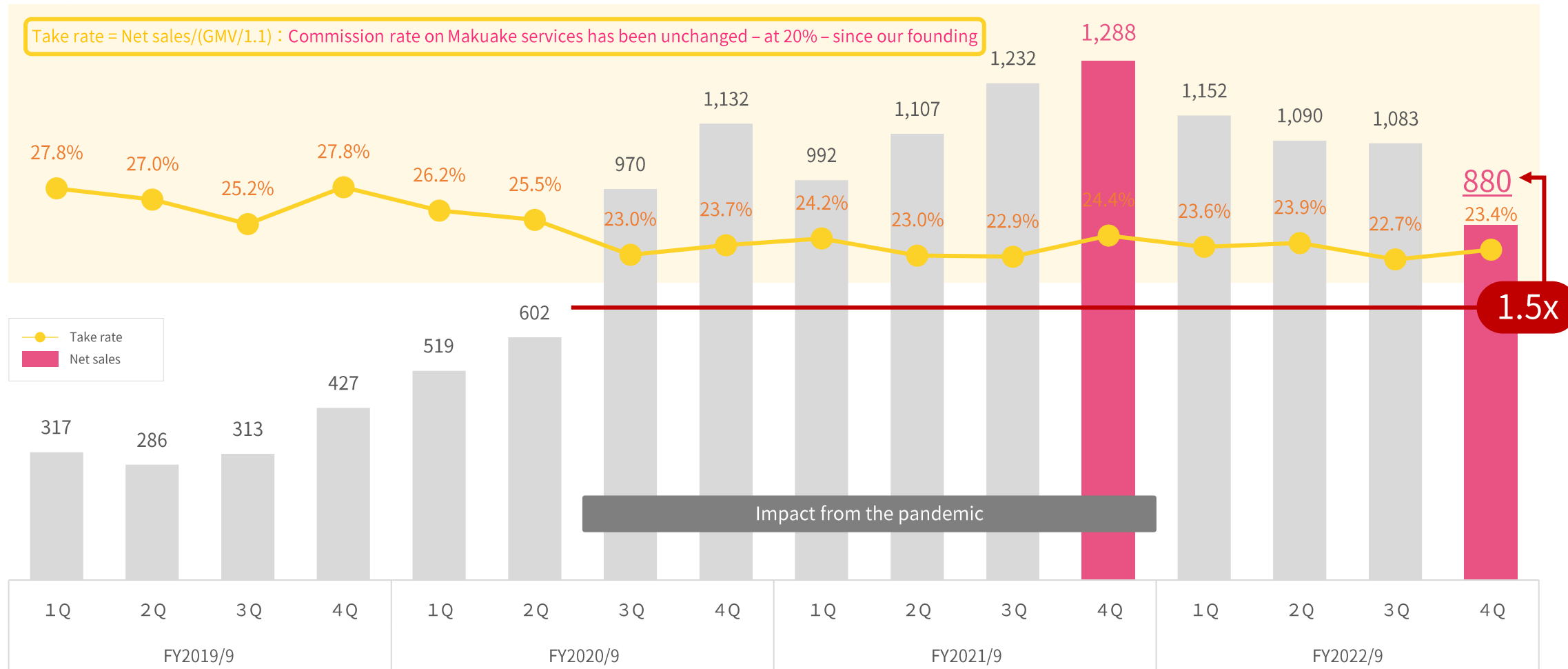
Amounts include consumption tax



Net Sales and Take Rate

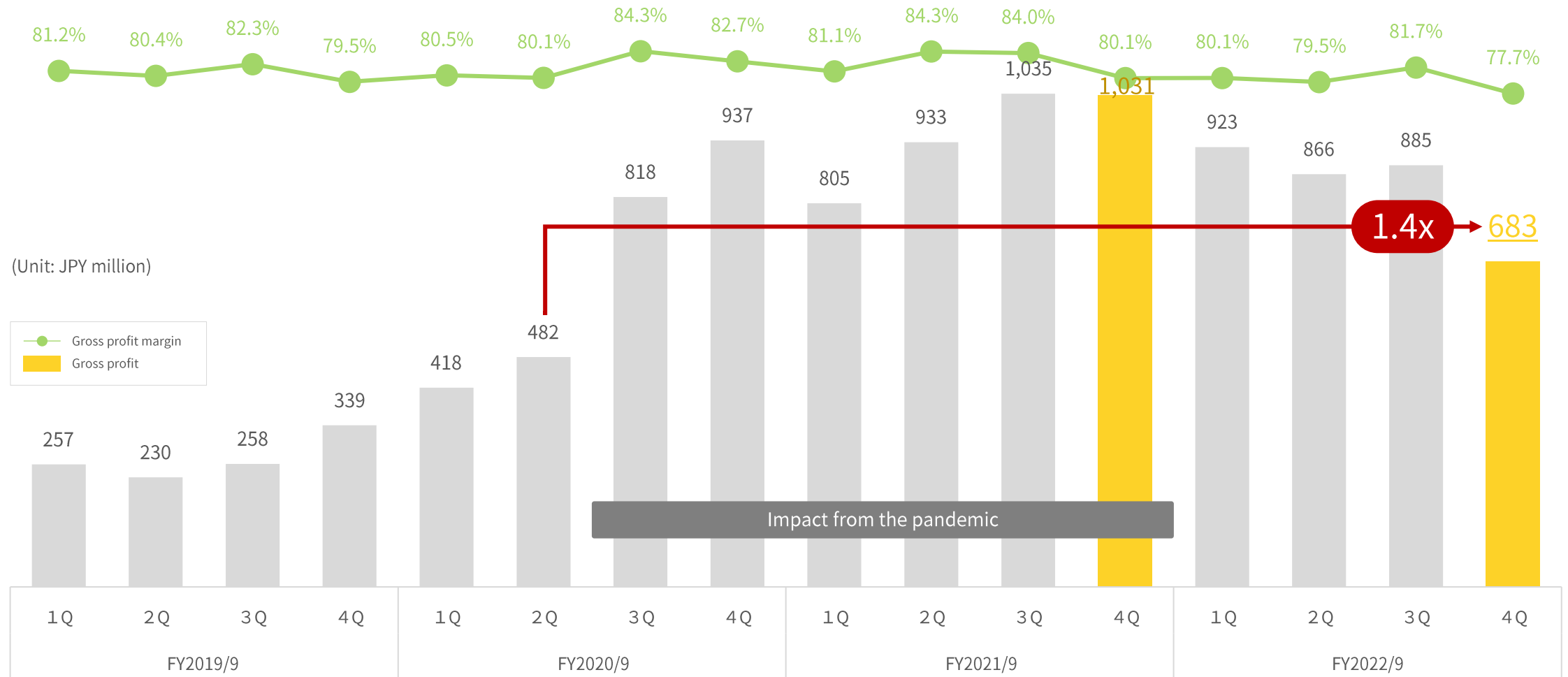
- Due to the GMV decline, net sales were down 31.7% YoY and 18.8% QoQ. On the other hand, take rate improved 0.7 pt to 23.4% as the ratio of other sales in total net sales increased

(Unit: JPY million)



Gross Profit and Gross Profit Margin

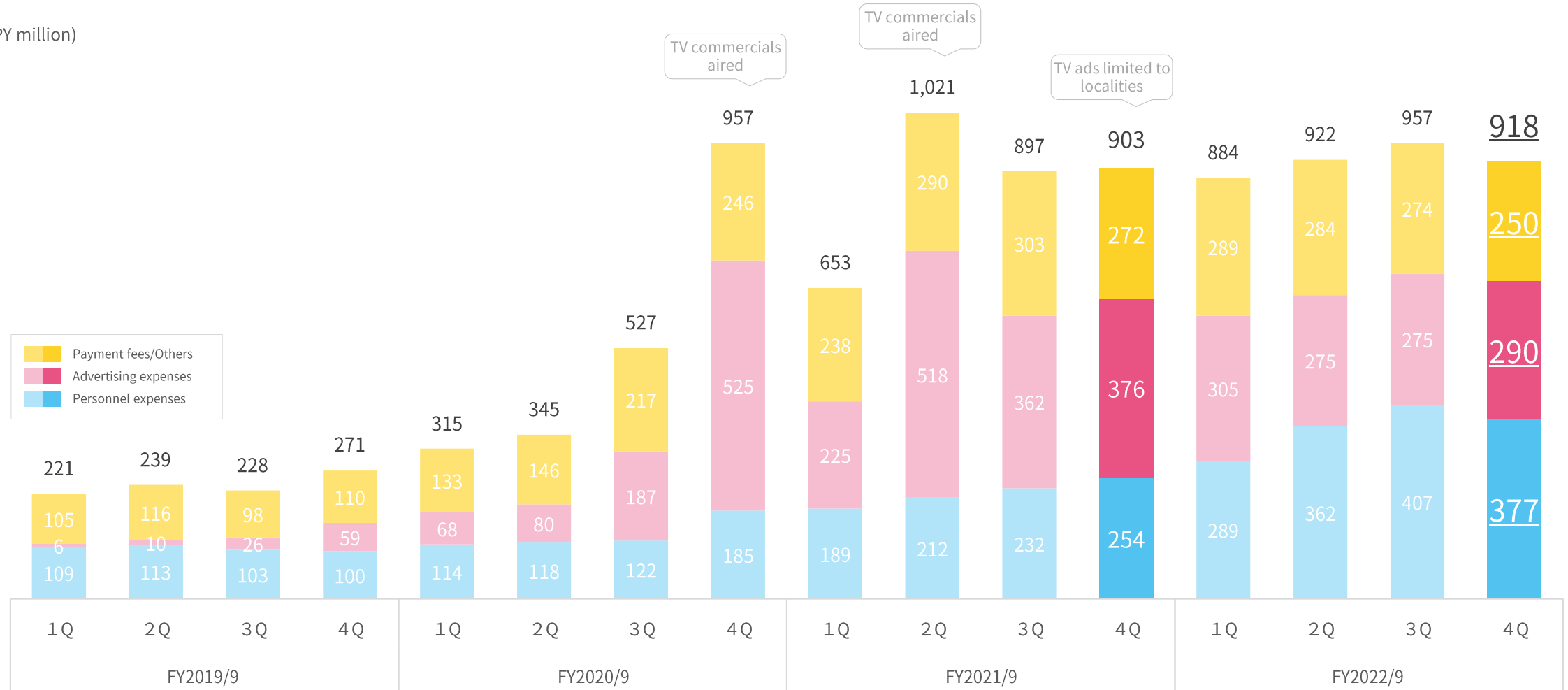
- Gross profit was down 33.7% YoY and 22.8% QoQ due to the decline in GMV. Gross profit margin was down 4.1 pt QoQ owing to higher software depreciation charges and higher server utilization fees due to across-the-board price increases by SaaS providers



Selling, General and Administrative Expenses

- As we held a real sales event "Makuake Mirai Marche" that brought project owners and consumers together and participated in other real events, our advertising and promotion expenses increased. This said, overall SG&A expenses were down 4.0% QoQ

(Unit: JPY million)

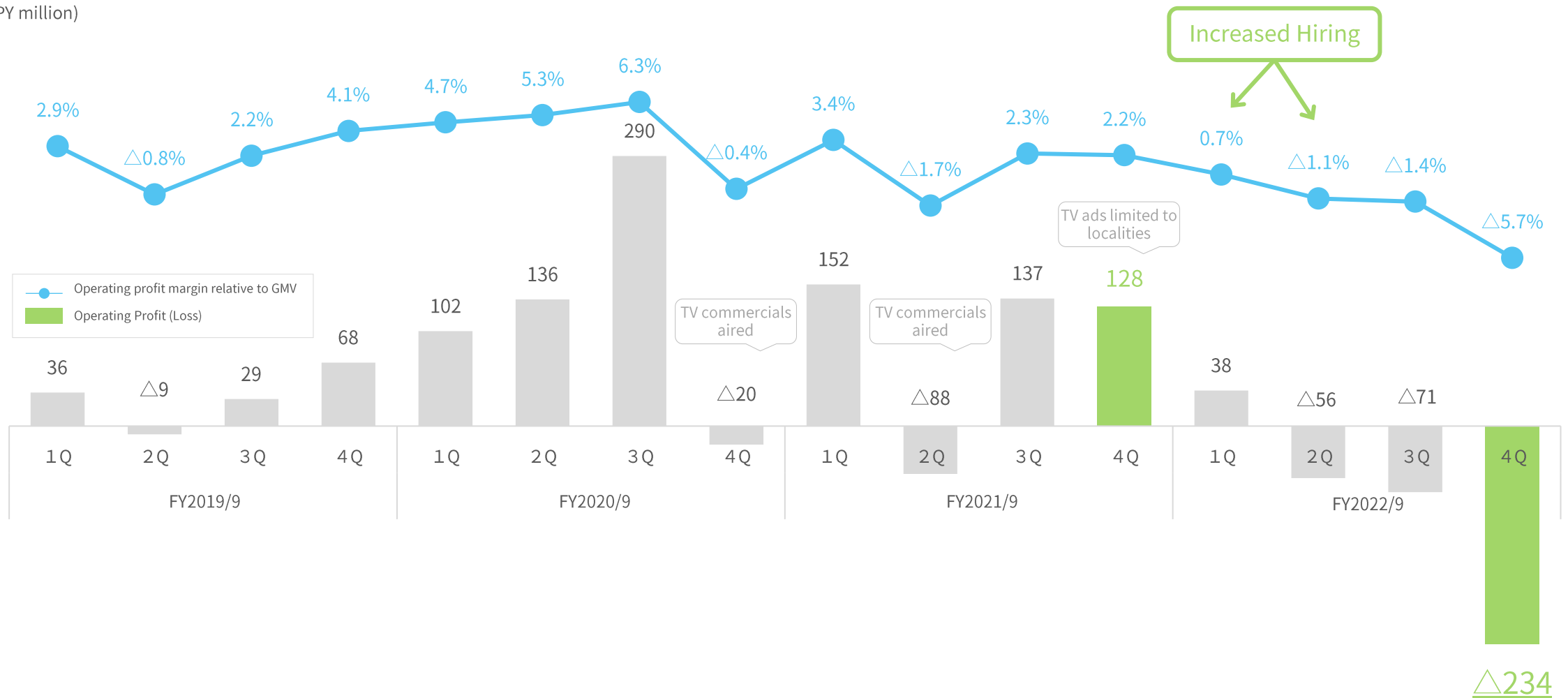


Note: Account titles aggregated into personnel expenses were revised as of Q2 FY2022/9

Operating Profit (Loss) and Operating Margin Relative to GMV

- Operating loss grew larger as GMV plunged from the impact of economic reopening, while personnel expenses rose on account of staff hired in the 1st half of FY2022/9, and advertising and promotion expenses increased due to participation in real events in Q4

(Unit: JPY million)

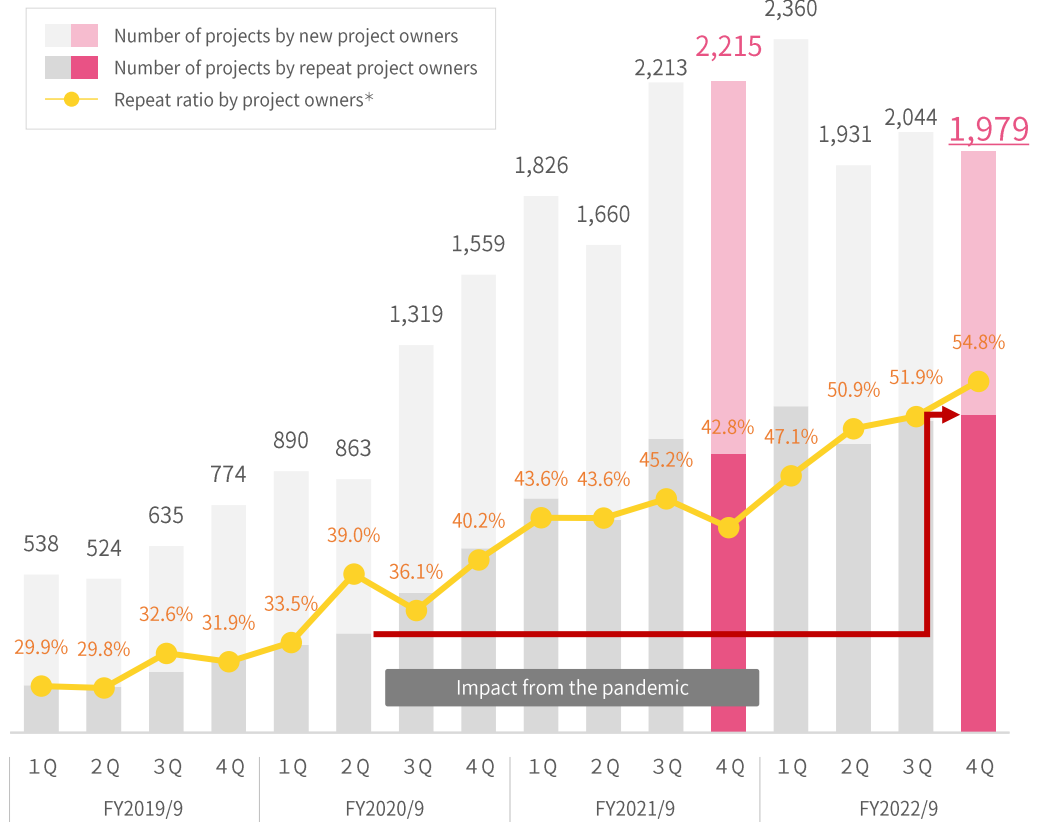


Key Performance Indicators (1)

- As the external environment continues to shift due to the pandemic, the strength of Makuake service, where the accumulation of repeat business from project owners and project supporters allows for the creation of a class of clients who generate recurring revenue, has come to the fore. We recognize this strength again as our weapon for future growth

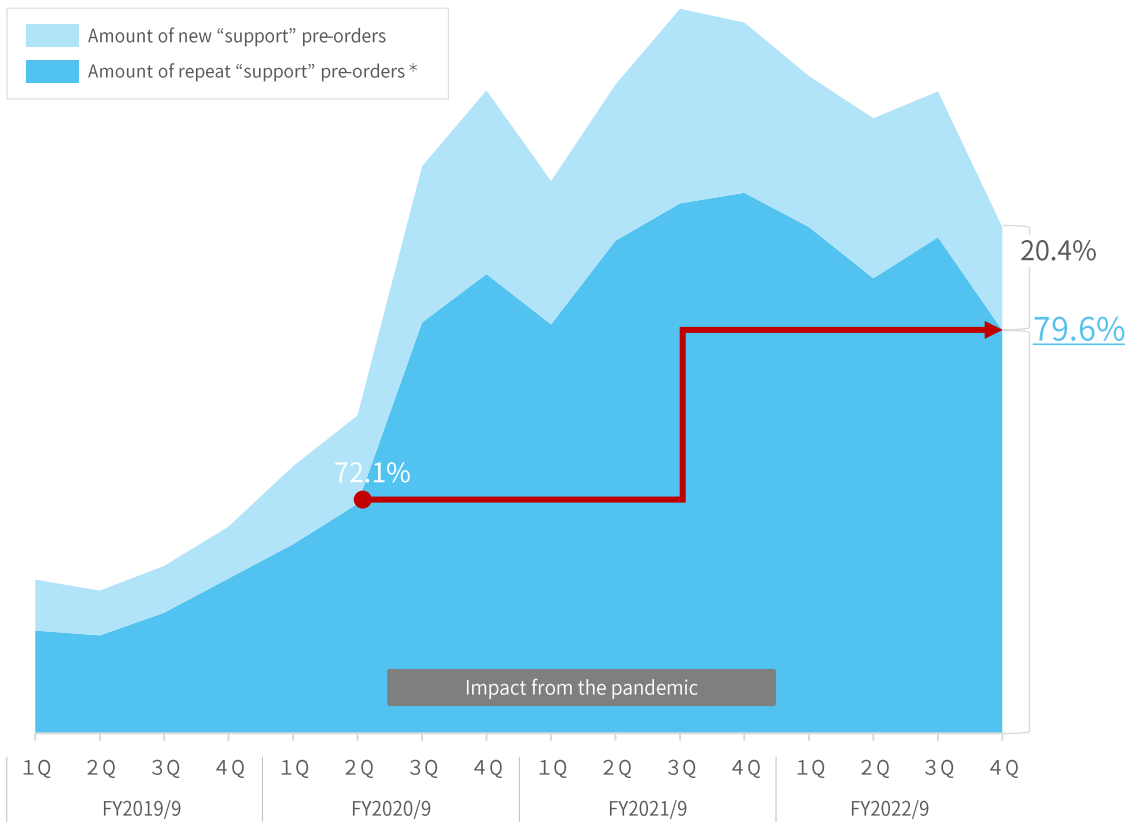
(Unit: project)

No. of New Projects



*Ratio of projects published during the period by project owners who had had a previous project with us within the prior 1 year to total number of published projects

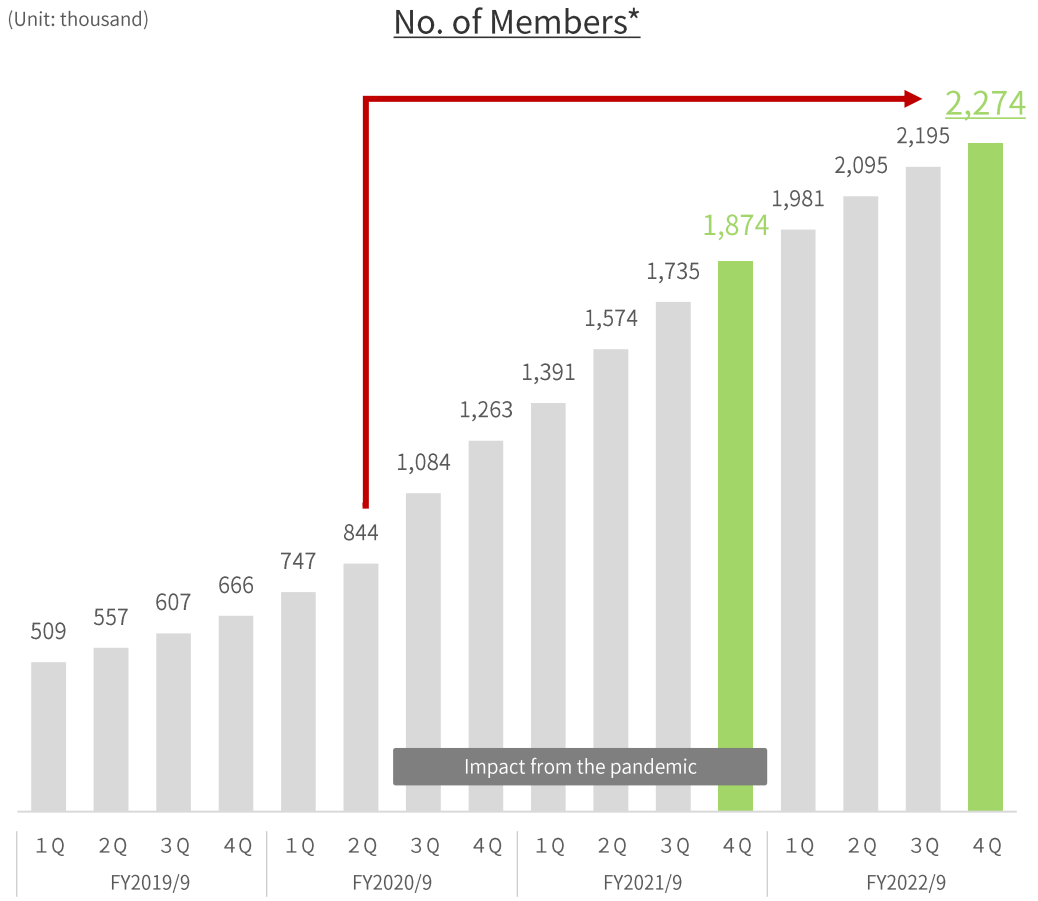
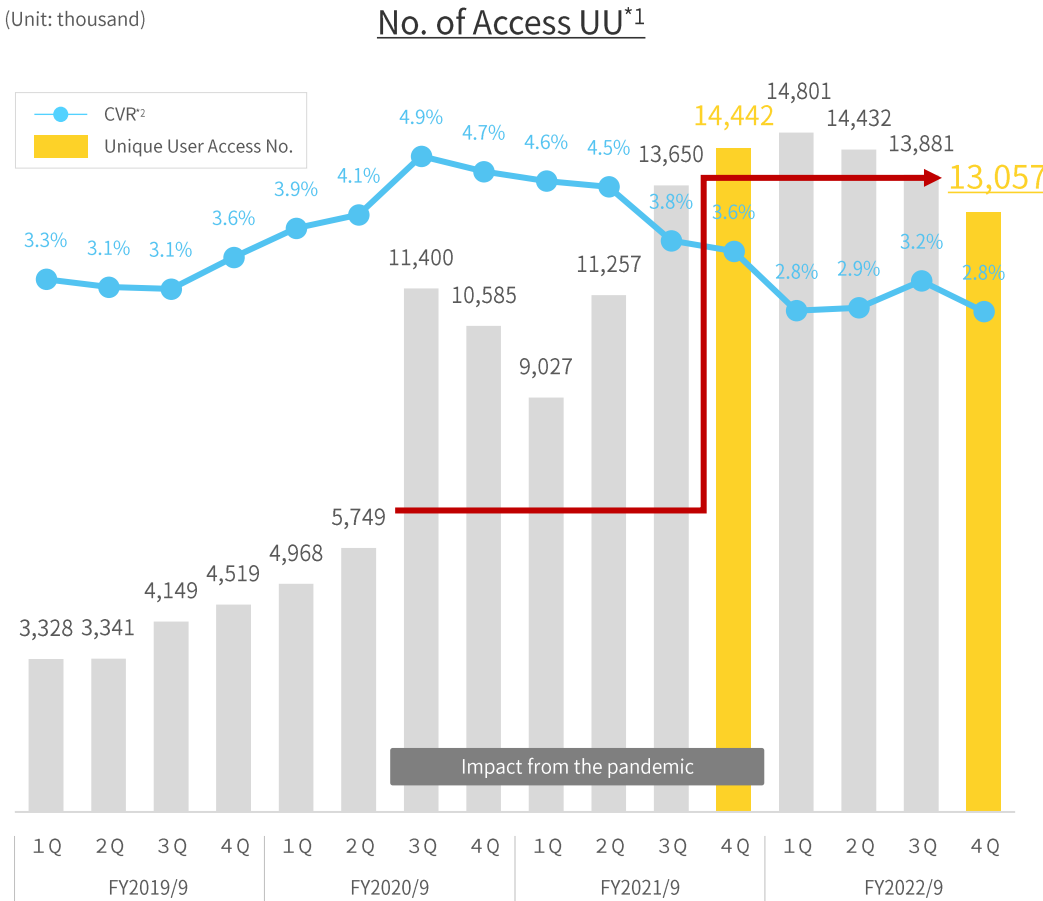
Repeat "Support" pre-order Rate



*Ratio of gross amount of "support" pre-orders placed during the period by project supporters who had had a previous "support" pre-order within the prior 1 year to total gross amount of "support" pre-orders via Makuake's services.

Key Performance Indicators (2)

- The trend of consumers to increase expenditures and allocate more of their time on travel, hotels/lodging, catering/restaurants and offline shopping has strengthened further from Q3 through Q4. As a result, access UUs have declined and the pace of increases in the number of members has slowed

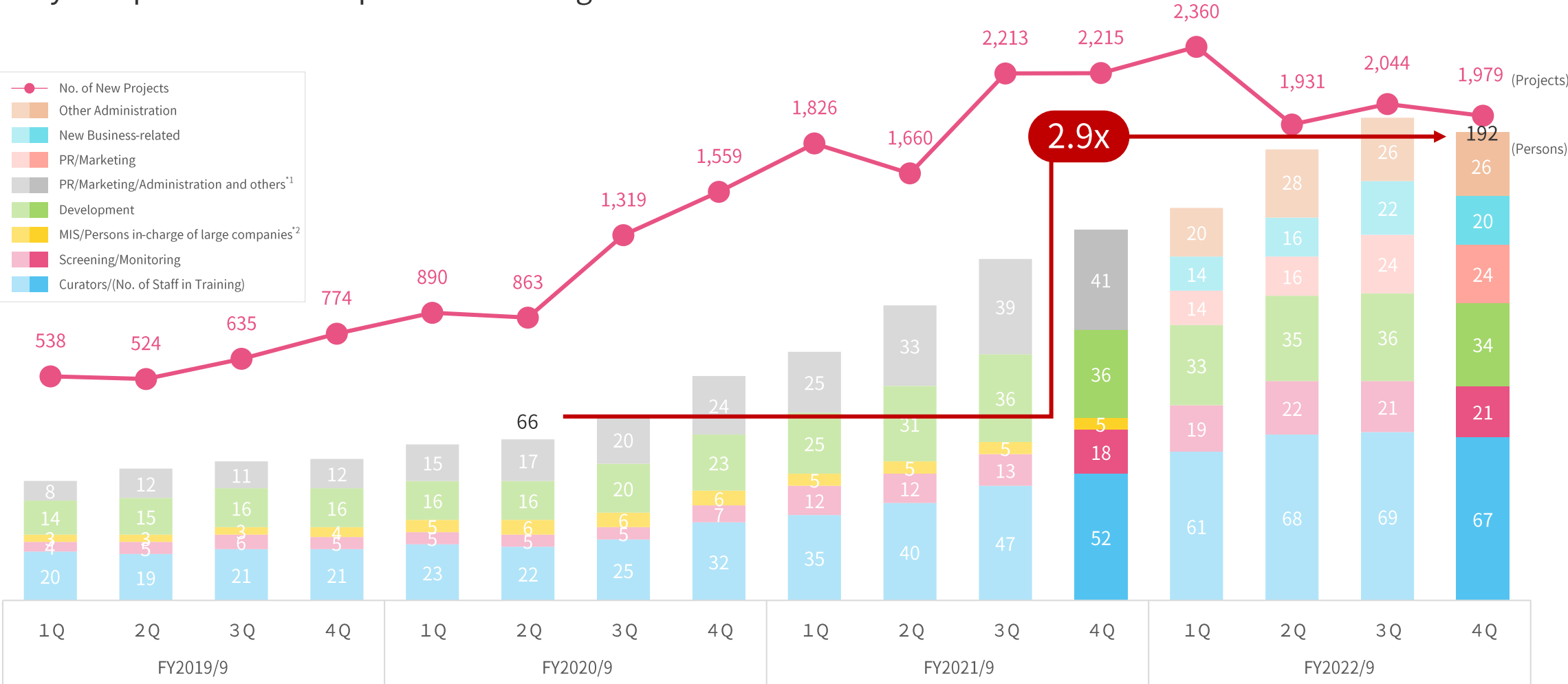


*1 Number of persons who visited Makuake during the period. Tabulated according to Google Analytics standards
 *2 CVR: Conversion Rate: the ratio of access UU on Makuake who placed a "support" pre-order to total access UU (number of "support" pre-orders ÷ total access UU). Please see Appendix for the number of "support" pre-orders

* Cumulative number of registered members = persons who placed at least one "support" pre-order

Number of Published Projects and Employee Count

• There was no increase in the number of employees as the process of joining the company by the personnel hired in the 1st half to deal with the number of published projects, which had rapidly grown due to the pandemic, was completed in Q3. We have a fully adequate number of personnel to target new markets



¹ From Q1 FY2022/9, we are breaking down the personnel numbers of "PR/Marketing/Administration and others" into "PR/Marketing", "New Business-related" and "Other Administration-related"
² Given that MIS/Persons in charge of large companies are increasingly co-performing curator duties, we are adding their numbers to the headcount of the curator organization from Q1 FY2022/9

Major Projects Launched in Q4 FY2022/9

The trend of concentrated launches and "support" pre-orders of certain groups of products and certain product genres has disappeared. Instead, a wide variety of products covering a diverse array of consumer needs have gained popularity

ALISO
ワインに合う 寿司
応援購入総額 12,528,000円 (目標金額 300,000円) 1175%
サポーター 386人
残り 23日

【学芸大 | 完全個室 | 会員制】寿司とワインをたっぷり楽しんで1万円の限

Opening of Gakugeidai, a Members-only Sushi Restaurant

ベルトが消える、魔法の5WAYバッグ。
SchuBelt
応援購入総額 17,630,500円 (目標金額 100,000円) 17630%
サポーター 918人
残り 7日

あのラッパーも大絶賛！ベルトが消える魔法の5WAYバッグ「SchuBELT」

5-Way Multifunctional Bag with Retractable Strap

BRIN SLEEP
羽毛布団も毛布もいらない
これ一枚で 究極に暖かい 掛け布団
14℃ でも快適温度
応援購入総額 70,392,795円 (目標金額 1,000,000円) 7039%
サポーター 2,213人
残り 40日

真冬でもこれ一枚で！究極の暖かさ・快適さ・清潔さを実現した布団！ブレ

Comforter That Needs No Blanket by BrainSleep

新選組屯所 旧前川邸 東の蔵の修繕プロジェクト
応援購入総額 12,086,000円 (目標金額 5,000,000円) 241%
サポーター 767人
残り 23日

【新選組】発足期を支えた歴史的建築物「旧前川邸」東の蔵の修繕サポータ

Repair of "Former Shinsengumi Station House"

GENKI
Waveform
応援購入総額 13,956,930円 (目標金額 1,000,000円) 1395%
サポーター 566人
残り 終了

2台の音声を「同時に聴ける」イヤホン！GENKIシリーズ最新作 Waveform

Earphones that Allow to Listen to Audio from 2 Devices Simultaneously

GOFO
リラクゼーション ブランド発！
在宅ワークデスク選びで 通り着いた、最後のデスク。 COFO Desk Premium | Pro
応援購入総額 26,001,800円 (目標金額 800,000円) 3250%
サポーター 474人
残り 34日

至福のワークスペース、完成。理想の仕事空間を叶える夢のデスク | COFO

Desk That Provides Blissful Workspace

革新的なApple Watch専用 エアバングル
イタリアの美・鯖江の眼鏡づくりの技
air bangle
応援購入総額 13,560,400円 (目標金額 100,000円) 13560%
サポーター 1,055人
残り 36日

日常を彩る軽くて快適な着け心地、アップルウォッチ専用エアバングルに新

Bangle Born from Eyeglasses-making Technology in Sabae City

PONY The Dog Bike
ペットが乗れる電動バイク
応援購入総額 24,292,500円 (目標金額 1,000,000円) 2429%
サポーター 191人
残り 23日

愛犬と一緒に出かけ！買物も楽々の可愛い電動バイク | Dog Bike PONY

Bike You Can Ride Together with Your Pet

Dolce lodge
まるでロッジのような快適空間を楽しめる
応援購入総額 30,314,735円 (目標金額 300,000円) 10104%
サポーター 664人
残り 終了

【まるでロッジのような快適空間】ロッジ型テント「Dolce lodge」

Lodge-style Tent

Major Projects Launched in Q4 FY2022/9 (Large Companies)

- Never mind existing best sellers: in a new initiative, large companies continue to undertake the challenge of test-marketing their new products via Makuake

MIS Project ちよさ、クセになる。

応募購入総額 **23,760,000円** (目標金額 1,000,000円) Success!

2370%

サポーター **2,000人**

残り **終了**

終了しました

THE MIZUNO ENERGY ULTRA LIGHT

高次元のクッション性x反発力で歩くのがクセになる。機能性ミニマルシューズ

Mizuno

Haier

本場フランスの「地下セラー」を自宅で見たい。

2室2温ワインセラー

応募購入総額 **11,574,500円** (目標金額 1,000,000円) Success!

1157%

サポーター **108人**

残り **終了**

終了しました

本格的な熟成を楽しみたい人に。1台で「2つの温度」に設定できる家庭用ワ

Haier Smart Home

自然の香りに満たされる、深呼吸を。

香料研究から生まれたリトリートスティック

応募購入総額 **1,600,000円** (目標金額 300,000円) Success!

533%

サポーター **350人**

残り **終了**

終了しました

肌に塗って、自然を感じる4つの香り。資生堂の香料研究が生んだリトリート

Shiseido

革靴を超える革靴

WWS

応募購入総額 **13,228,316円** (目標金額 500,000円) Success!

2645%

サポーター **830人**

残り **5時間**

応募購入する

“カカトが蹴める”本革ビジネスシューズ | スーツ型作業着を生んだWWSの新

WWS (Work Wear Suit)

NEW OPEN!

大自然堪能型ワインテラス

プレミ再生 ツアー

サントリー 登美の丘ワイナリー TOMI NO OKA WINERY

応募購入総額 **790,000円** (目標金額 500,000円) Success!

158%

サポーター **107人**

残り **終了**

終了しました

大自然を丸ごと堪能できるテラスが登美の丘ワイナリーにOPEN! 特別ツアー

Suntory

日本酒を進化させる実験

Gekkeikan Studio no.3

応募購入総額 **838,500円** (目標金額 300,000円) Success!

279%

サポーター **153人**

残り **終了**

終了しました

日本酒を進化させる実験第三弾。飲む温度で変化するトロピカルな香りと味

Gekkeikan

美BIDISH

食事の時間も、自分のために。美の食材にこだわったご自愛な一皿

「美」と向き合うPOLAが開発した冷凍・冷蔵惣菜「BIDISH」

POLA

応募購入総額 **1,330,406円** (目標金額 500,000円) Success!

266%

サポーター **304人**

残り **53日**

応募購入する

美と向き合う【POLA】が開発、美の食材にこだわった冷凍惣菜「BIDISH」

POLA

裸足のような履き心地

steppi

応募購入総額 **4,946,786円** (目標金額 300,000円) Success!

1648%

サポーター **581人**

残り **53時間**

応募購入する

「軽い・洗える・痛くない」毎日の足元を変える新感覚撥水ニットシューズ

Onward

むぎを手軽においしく食卓へ

焙煎 オートミール 茶漬

伊藤園 ふっくら香ばし

応募購入総額 **549,240円** (目標金額 1,000,000円) Success!

54%

サポーター **138人**

残り **23日**

応募購入する

【簡単3step】香ばしくて具沢山! 小腹を満たせる伊藤園の焙煎オートミー

ITO EN

SDGs-related Projects Launched in Q4 FY2022/9

• Products are being launched one after another, developed by project owners using materials that previously would have been discarded in response to Goal No. 12 (Responsible Consumption and Production) of SDGs (Sustainable Development Goals)

応援購入総額 **4,972,220円** (Success)
 目標金額 1,000,000円
 497%
 サポーター 390人
 残り 終了
 終了しました

現代の壁に長く寄り添う、普遍的な価値を
デッドストックレザー x 着物アップサイクル
 Presented by *nanamatta*

【デッドストックレザーx眠っていた着物】職人の手仕事で唯一無二のレザー
"Upcycling" Unused Kimono into Leather Items

11 住み続けられるまちづくりを
 12 つくる責任 つかう責任

応援購入総額 **2,540,500円** (Success)
 目標金額 500,000円
 508%
 サポーター 191人
 残り 23日
 応援購入する

空古屋港水族館
ペンギン愛好家に贈る
エンペラーペンギン 体感型レアグッズ
 30th ANNIVERSARY

名古屋港水族館30周年記念！ペンギン好きに贈る、超希少エンペラーペンギ

Exclusive Goods Made from Normally-discarded Feathers Shed by Penguins

12 つくる責任 つかう責任
 14 海の豊かさを 守ろう

応援購入総額 **815,000円** (Success)
 目標金額 500,000円
 63%
 サポーター 102人
 残り 終了
 終了しました

エシカル素材が奏でる
香りの音階。

地域共奏のお酒。規格外のフルーツ＆野菜と芋焼酎で作る「fスピリッツ」

Limited-edition Sake Made from Locally-sourced Ingredients

8 働きがいも 経済成長も
 11 住み続けられるまちづくりを
 15 陸の豊かさも 守ろう

応援購入総額 **1,301,380円** (Success)
 目標金額 500,000円
 260%
 サポーター 125人
 残り 終了
 終了しました

ベジブロスを
 手軽に、
 おいしく。
SU PULI

ベジブロスを手軽に。栽培期間中に農業不使用の国産野菜スープ【SUPULI】
Nutritious Soup Made with the Use of Normally-discarded Skins and Scraps of Vegetables

3 すべての人に 健康と福祉を
 12 つくる責任 つかう責任
 15 陸の豊かさも 守ろう

応援購入総額 **1,758,400円** (Success)
 目標金額 300,000円
 586%
 サポーター 109人
 残り 35日
 応援購入する

Makuake ローカル共創プログラム
 ゼームス 企画監修
THE FISH NET BAG

廃棄漁網をアップサイクル！アウトドアに最適なメッシュバッグに
"Upcycled" Mesh Bag Made from Discarded Fishing Net

12 つくる責任 つかう責任
 14 海の豊かさを 守ろう

応援購入総額 **1,058,400円** (Success)
 目標金額 300,000円
 353%
 サポーター 87人
 残り 終了
 終了しました

気軽に**サステナブル**
 新しいお花のカタチ
エシカルフラワー
 ロス対象フラワーを**100%**使用

気軽にサステナブル！独自製法でつくるエシカルなドライフラワーでフラワ

Dried Flowers Created from Flowers Slated for Disposal

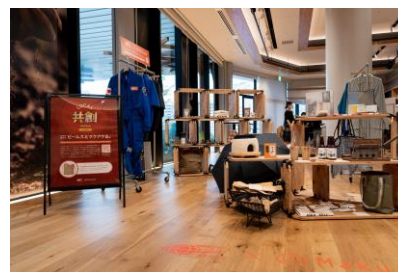
8 働きがいも 経済成長も
 12 つくる責任 つかう責任

Held a Real Event "Makuake Mirai Marche" That Brought Makers and Consumers Together

Acquisition of Project Supporters

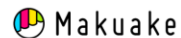


The shopping event held at WITH HARAJUKU facility located next to Harajuku station allowed for experiencing and buying of unique products originated on Makuake while hearing stories from product creators



Animating Projects Together Launched Recruitment Drive for "Makuake Ambassador"

Acquisition of Project Supporters



This is an initiative to recruit volunteers--from among project supporters who regularly place support pre-orders on Makuake--to celebrate and enliven, together with us, Makuake and projects published on Makuake

Support for New Product Launches in Localities with Makuake x BEAMS Staff

Acquisition of project owners



Support for the launch of new products on Makuake--done under "Bringing out the Appeal of Connections with Localities" slogan--by making the most of the individuality of the staff of all BEAMS stores, and by conducting concept and product planning work with businesses across Japan

Establishment of Makuake Branch in Hokuriku

Acquisition of project owners



Support for projects from a wider range of businesses by strengthening cooperation with local businesses, affiliated local financial institutions such as Fukuho Bank, Fukui Credit Union and Hokuriku Bank, as well as local governments

Renewal of "Makuake STORE" Which Sells Only Products Originally Launched on Makuake

Strengthening of ecosystem



On September 16, we did a complete renewal of "Makuake STORE", an EC platform which sells unique products that had been launched on Makuake. This is an EC platform where one can buy, at any time, unique products that had been launched on Makuake, a service where the "new"--products and experiences--can be purchased through support pre-orders. The EC platform deploys a proprietary search axis [axis-specified thematic search], as well as offers content of original articles.





FY2023/9 Forecasts

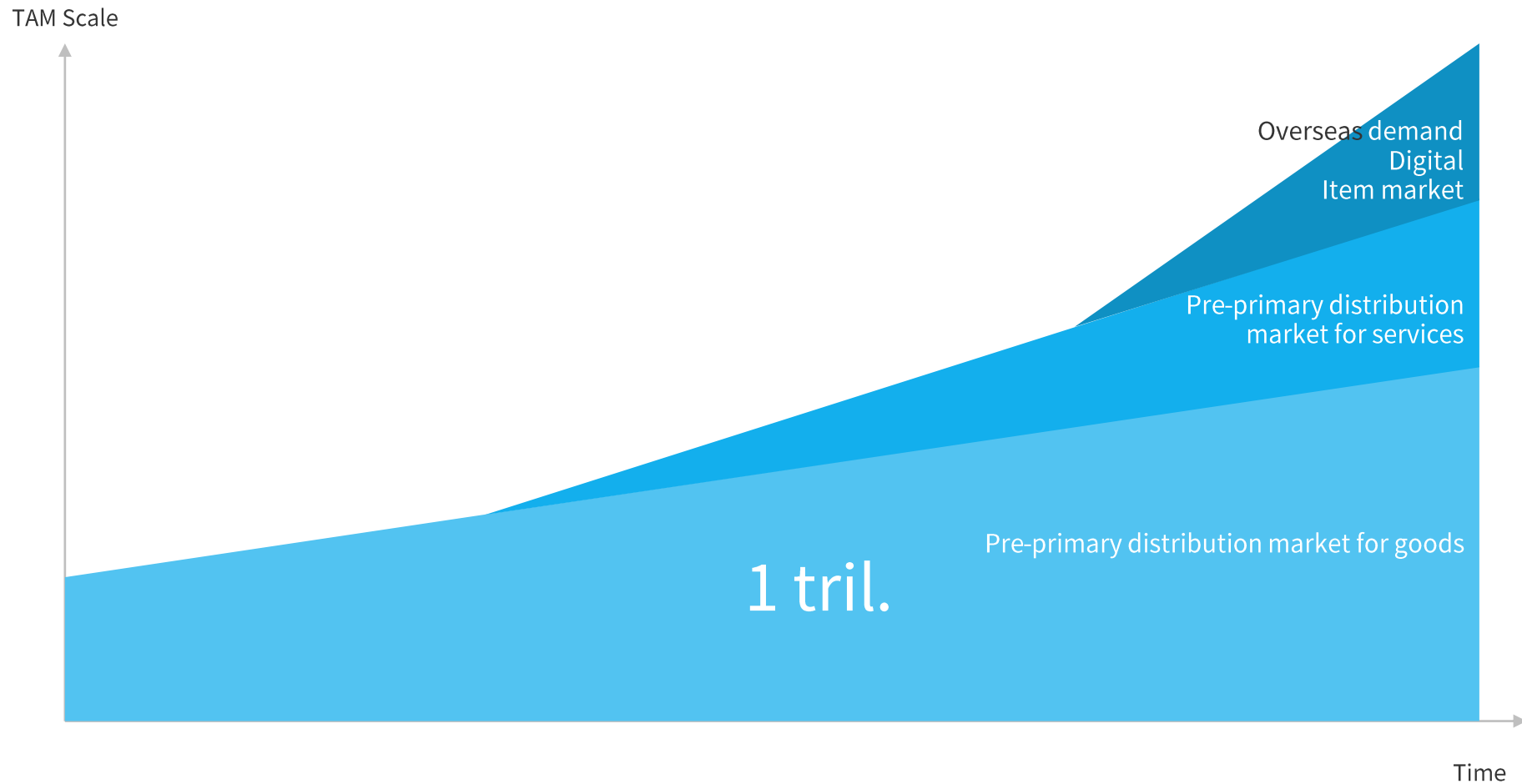
FY2023/9 Full-Year Forecasts

- Based on careful consideration of the impact of multiple negative factors from the external environment such as economic reopening and the depreciation of the yen, we expect both net sales and operating loss to worsen YoY. Further, we anticipate that uncertainty in the external environment will continue for some time

| (Unit: JPY million) | FY2022/9 | FY2023/9 Forecasts | Change | Percentage change |
|--|----------|-----------------------|--------|-------------------|
| Gross Amount of "Support" pre-orders: GMV (Tax included) | 19,776 | 18,000 | △1,776 | △9.0% |
| Net Sales | 4,206 | 3,840 | △366 | △8.7% |
| Operating Profit (Loss) | △324 | △880 | △555 | - |
| Ordinary Profit (Loss) | △302 | △880 | △577 | - |
| Net Income (Loss) | △1,347 | △890 | +457 | - |

Potential for Expansion of Total Addressable Market for Makuake Service Under Harsh External Environment

- Our TAM is expanding--starting from the travel, lodging and catering industries rejuvenated by economic reopening to future overseas demand for new products from Japan and the launch of new products and services on the Metaverse



Basic Policy for Growth in FY2023/9

- We will build an organization dedicated to capturing this huge potential market (TAM) while placing emphasis on strengthening--through initiatives to raise customer satisfaction--the foundations for stable growth of our business created by our repeat customers, and continue to further expand our customer base

Raising Customer Satisfaction

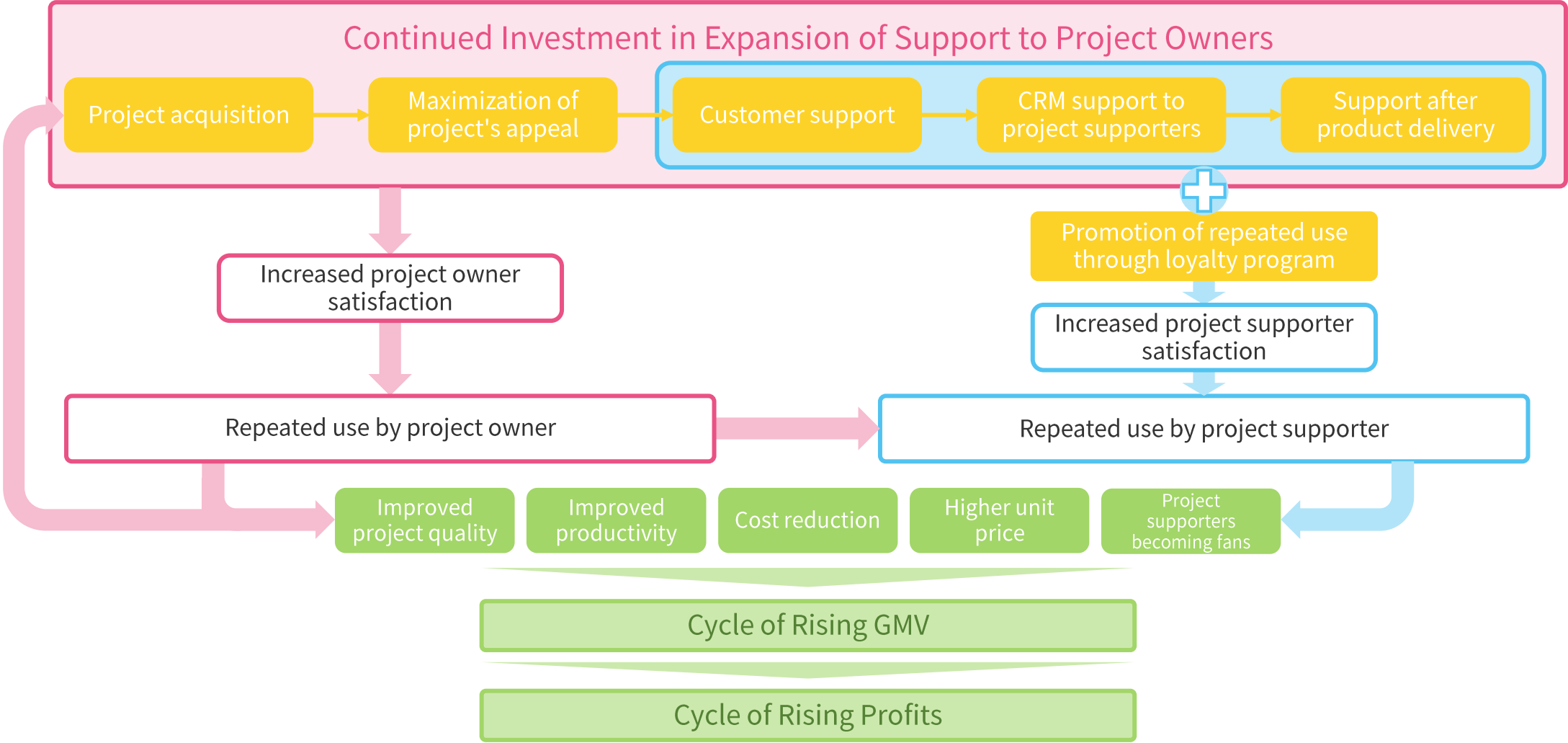
- Will focus on creating a structure that increases the necessity of repeated use of Makuake by expanding and strengthening support to project owners and improving their satisfaction
- Will improve and expand the framework for boosting repeated use by project supporters, invest in CRM initiatives and accelerate the process of turning project supporters into fans
- Will prevent disengagement of project supporters by expanding the framework for supporting project owners in providing project supporter care, and by strengthening soundness
- Will focus on improvements to the customer support framework, its proper operation and customer feedback management in order to increase customer satisfaction. As we train our existing employees, we will work on their optimal placement and make upfront investments in personnel expenses to accumulate human capital

Expanding Customer Base

- To address this huge potential market, will bolster our marketing unit to secure new customers and strengthen acquisition of new project managers
- Will strengthen the development of our "weapons"--tools to assuredly go after this promising potential market, as well as invest in marketing expenses for acquisition initiatives
- Will further strengthen acquisition of consumers who have strong preferences as to their lifestyles and those who sympathize with Makuake's worldview
- Will implement new initiatives to bring in those with high disposable income

Focus of Attention for FY2023/9: Framework for Repeatable User Experience

- We will work to create a cycle of rising GMV as we increase satisfaction of project owners and project supporters by raising the quality of support provided to project managers and, at the same time, offering a program to project supporters that promotes repeated use

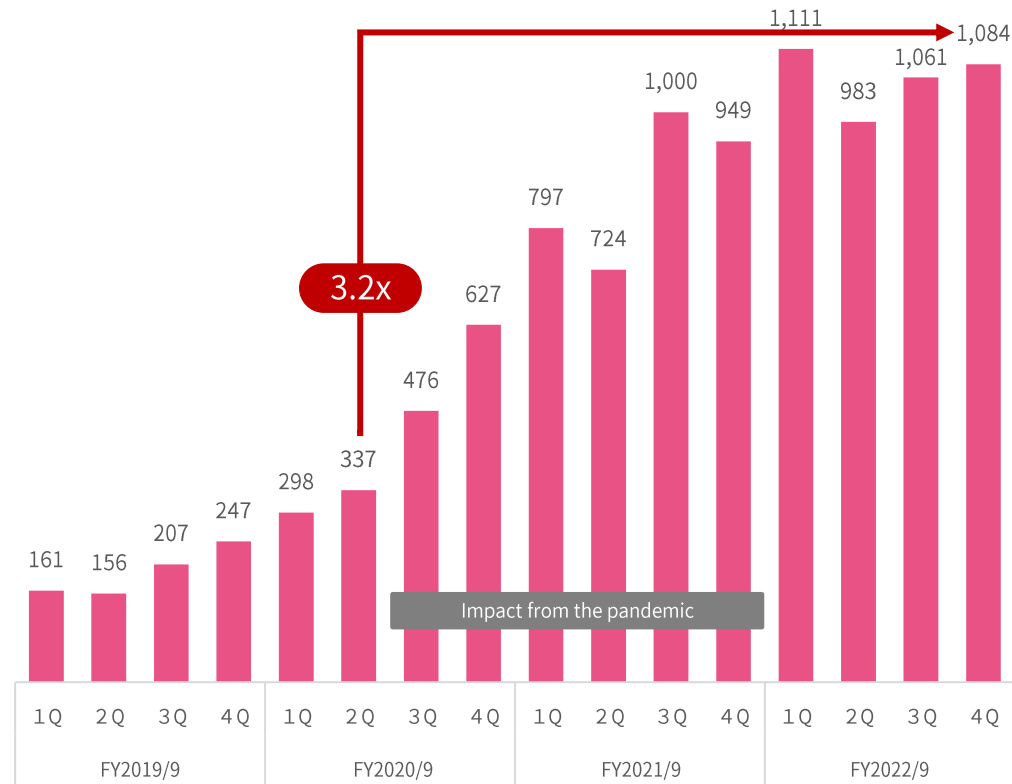


Most Important Indicators for FY2023/9 Growth

- We believe that raising customer satisfaction, which is the paramount focus of our attention in FY2023/9, will lead to repeated use of Makuake. Further, indicators of repeated use pertaining to project owners and project supporters will be the most important indicators measuring the results of our growth initiatives

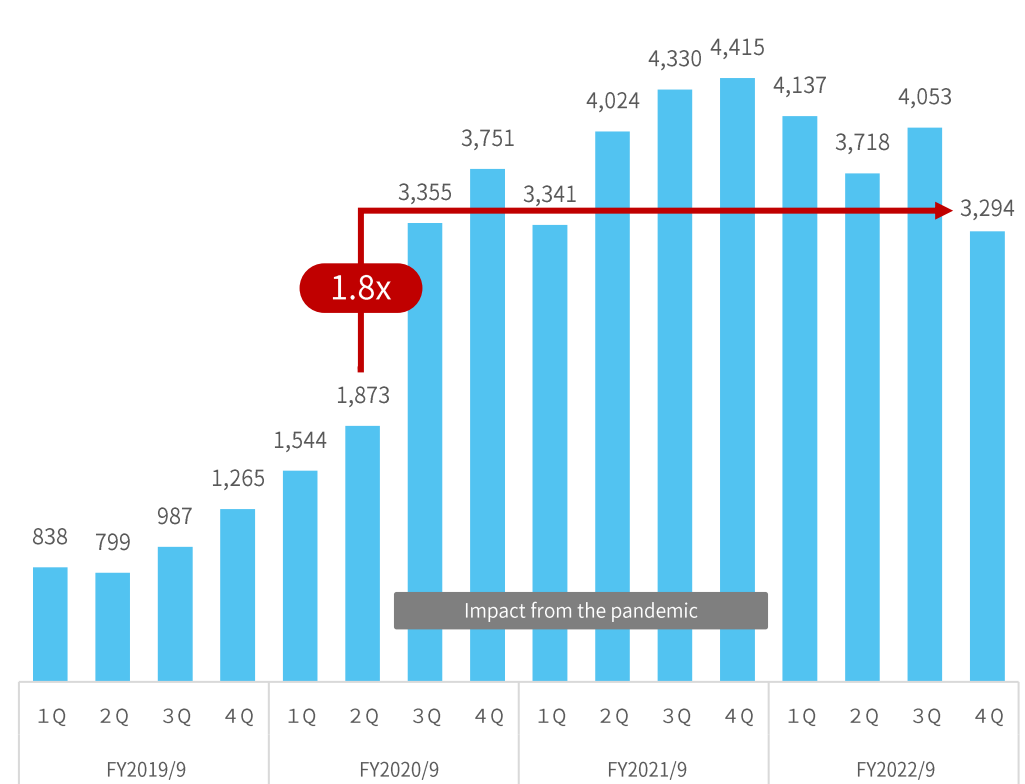
Number of projects by repeat project owners


(Unit: project)



Amount of repeat "Support" Pre-orders

(Unit: JPY million)





On Revision of Medium-Term Business Plan

Reasons for Revision of Medium-Term Business Plan

- After recalculating our own potential in the absence of growth drivers in light of the most recent financial results and the continuing uncertainty in the current external environment, we have determined it is necessary to revise our medium-term business plan which was aiming at JPY 80 billion in GMV, and are presently working on this task

Revising to our own potential in the absence of growth drivers in light of the most recent financial results

Continuing uncertainty in the external environment surrounding us

In forecasting future business results, the impact of variable factors--the reality we have to deal with--outweighs the company's own efforts

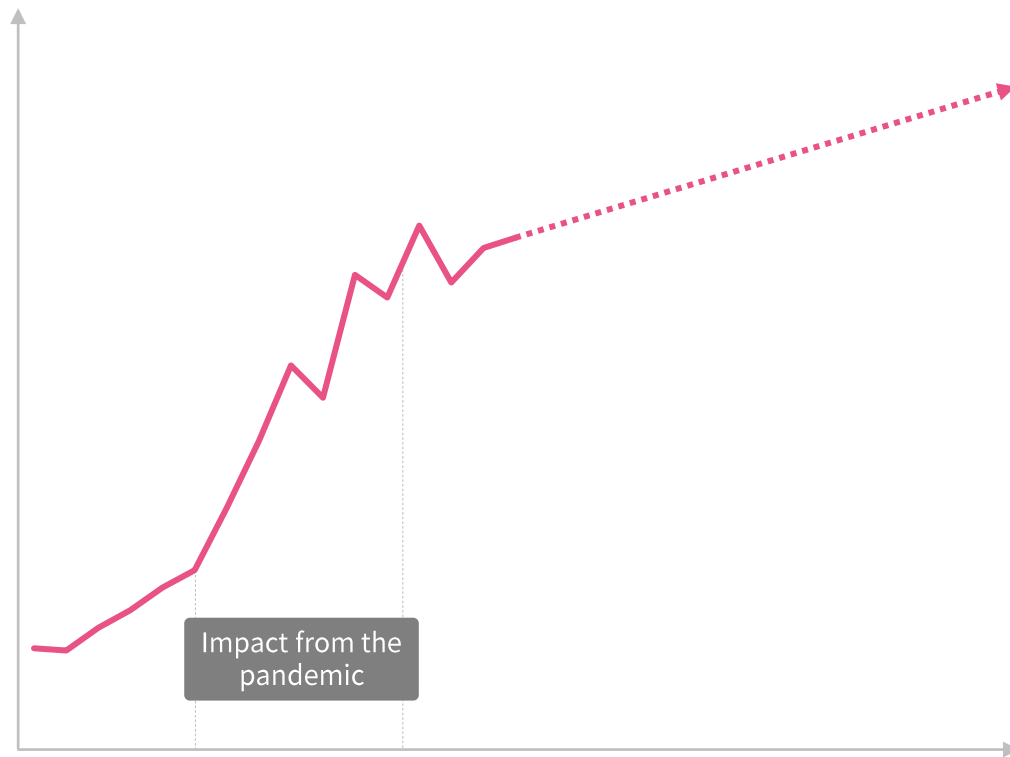
Given current conditions, it has become necessary to revise the medium-term business plan

On Disclosure of Medium-Term Targets

- We deem it difficult to disclose at this point our medium-term targets due to many uncertain factors in the current external environment. On the other hand, we believe that what is most important from the standpoint of measuring our progress towards continued growth are KPIs related to repeat business given to us by project owners and project supporters

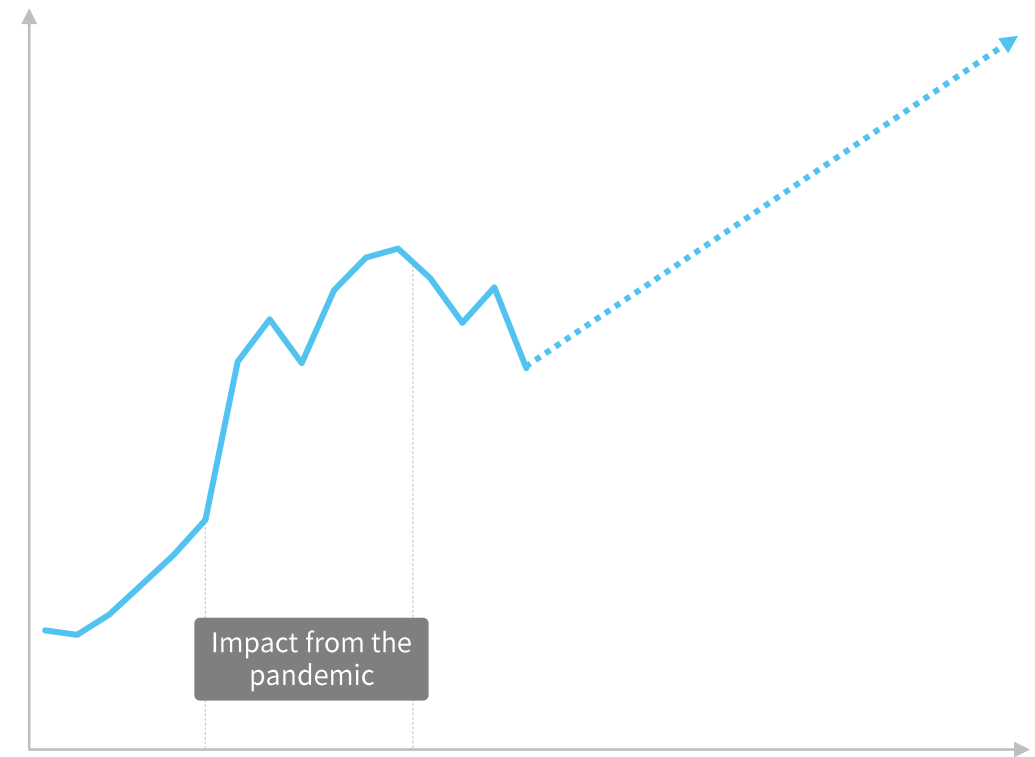
Envisioned Progress in the Number of Published Projects by Repeat Project Owners

(Unit: project)



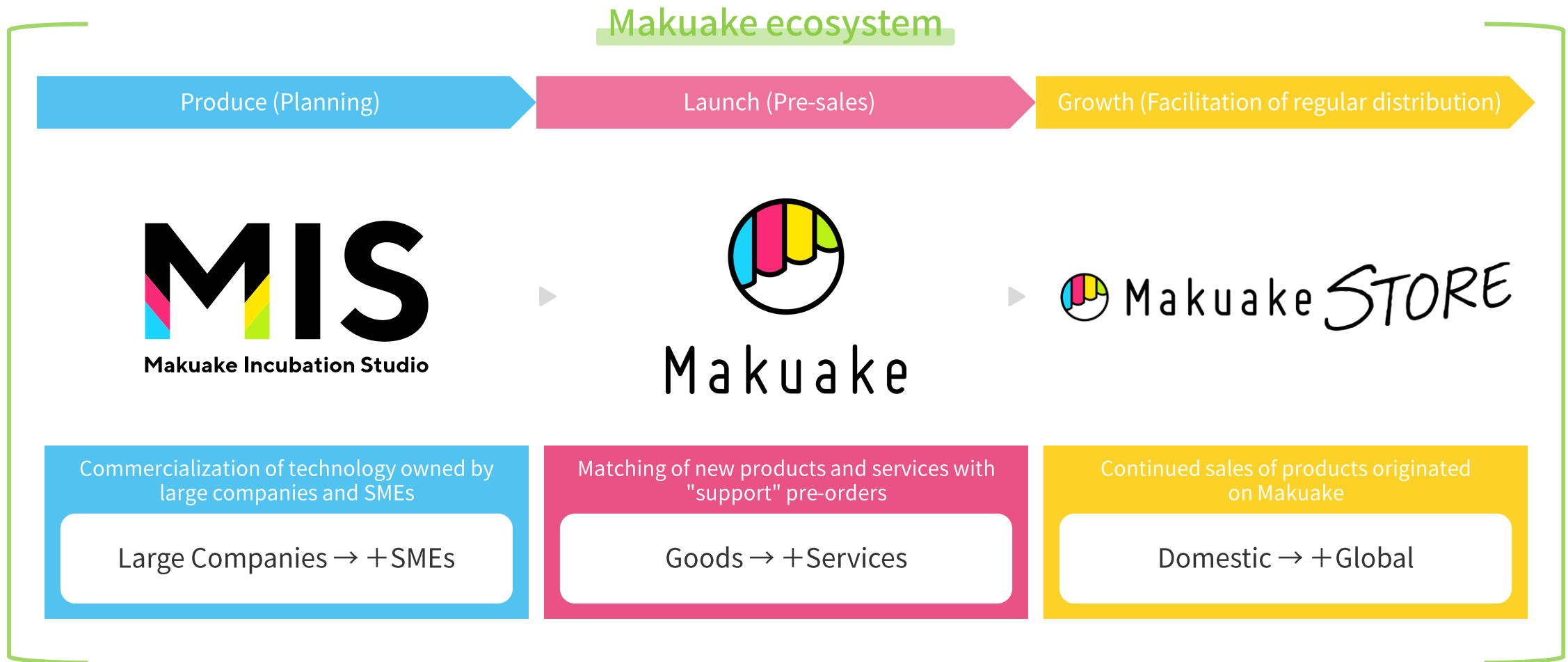
Envisioned Progress in the Amount of "Support" Pre-orders

(Unit: JPY million)



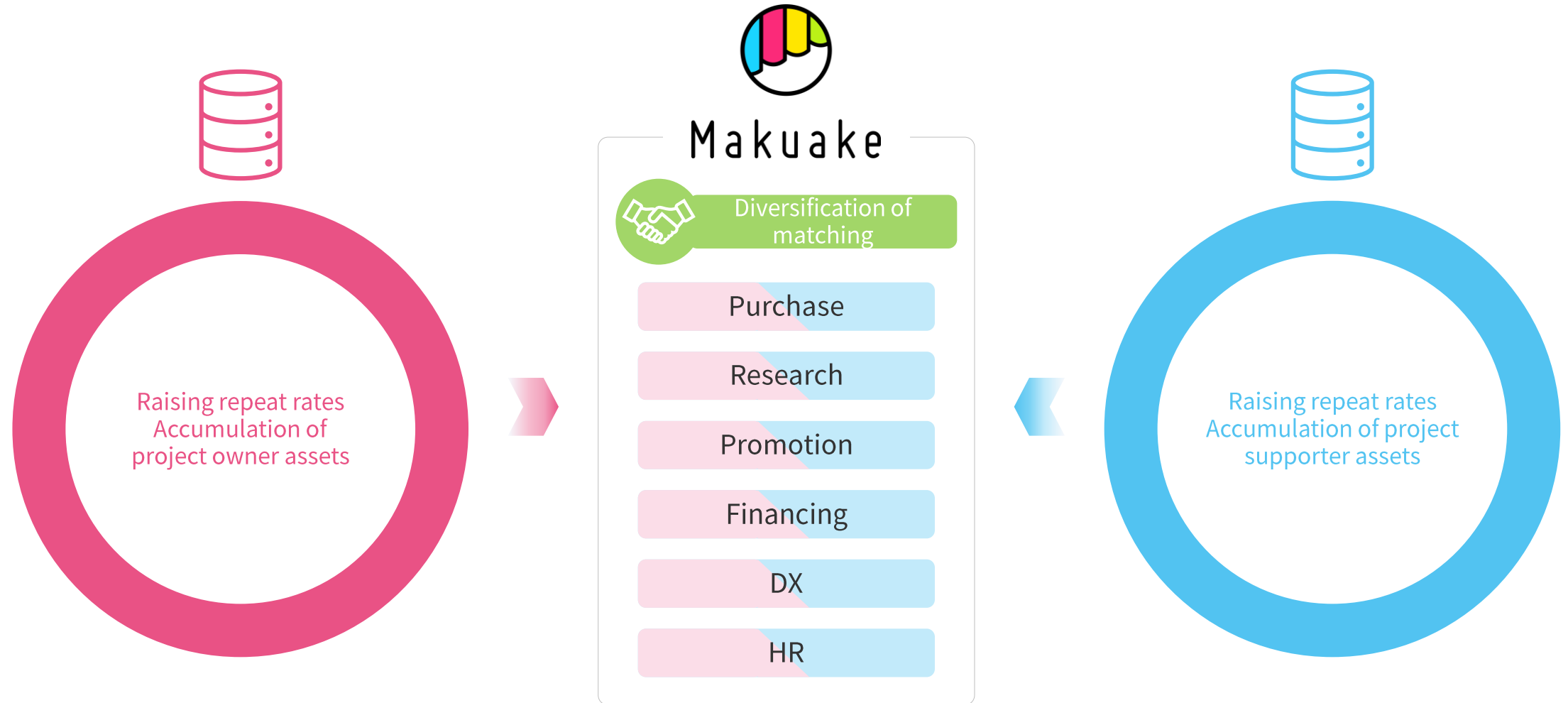
Policy on Medium-Term Management Plan (1)

- We will strengthen portfolio management of business revenue by making Makuake ecosystem stronger, centering on MIS, Makuake and STORE that encompass everything from producing (planning) of products and services and to their growth, and expanding the scale of these businesses



Policy on Medium-Term Management Plan (2)

- We are aiming to growth GMV and improve profitability by accumulating project owner and project supporter assets and diversifying our matching service that aligns the needs of both



Risks Accompanying Growth and Countermeasures

- We will grasp, analyze, and evaluate risks that may emerge as we execute our medium-term growth plan, and implement countermeasures to control these risks

| | Possible risks | Impact on Business | Details of Impact | Measures against risks |
|---|---|--------------------|---|--|
| 1 | Leakage of personal information through hacking, etc. | High | Potential impact on our operations and business results due to loss of social credibility | <ul style="list-style-type: none"> • Carrying out of security audits |
| 2 | Issues with projects, such as delivery delays | Medium | May be held accountable as platform operator | <ul style="list-style-type: none"> • Continuous operation and improvement of screening and monitoring systems |
| 3 | Considerable shrinkage of the Internet ad market due to the regulations on Internet ads | Medium | Potential impact on our operating results and financial condition due to a decline in our ability to attract customers | <ul style="list-style-type: none"> • Sharing of information with online ad media and agencies • Speedy proactive measures |
| 4 | Risks related to the securing and loss of personnel | Medium | Potential impact on operating results and financial condition due to repercussions on our business growth if we are unable to secure planned-for personnel in a timely manner, and/or personnel training does not progress as planned, and/or there is an outflow of our employees to other companies | <ul style="list-style-type: none"> • Improvements in flexibility of our arrangements to accommodate remote work and diverse workstyles • Maintenance of an appropriate pay system supported by sound financial standing • Securing a variety of career options by creating new businesses, business bases, etc. |

* For other risks, please see "Business and Other Risks" in our "Annual Securities Report"



Appendix

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

- We have a vision
- We love challenges and ring up the curtain by ourselves
- We embrace technology and deliver value to society
- We do not give up striving to understand
- We insist on 360-degree success
- We are a group of professionals playing as one team
- Let's aim for greatness

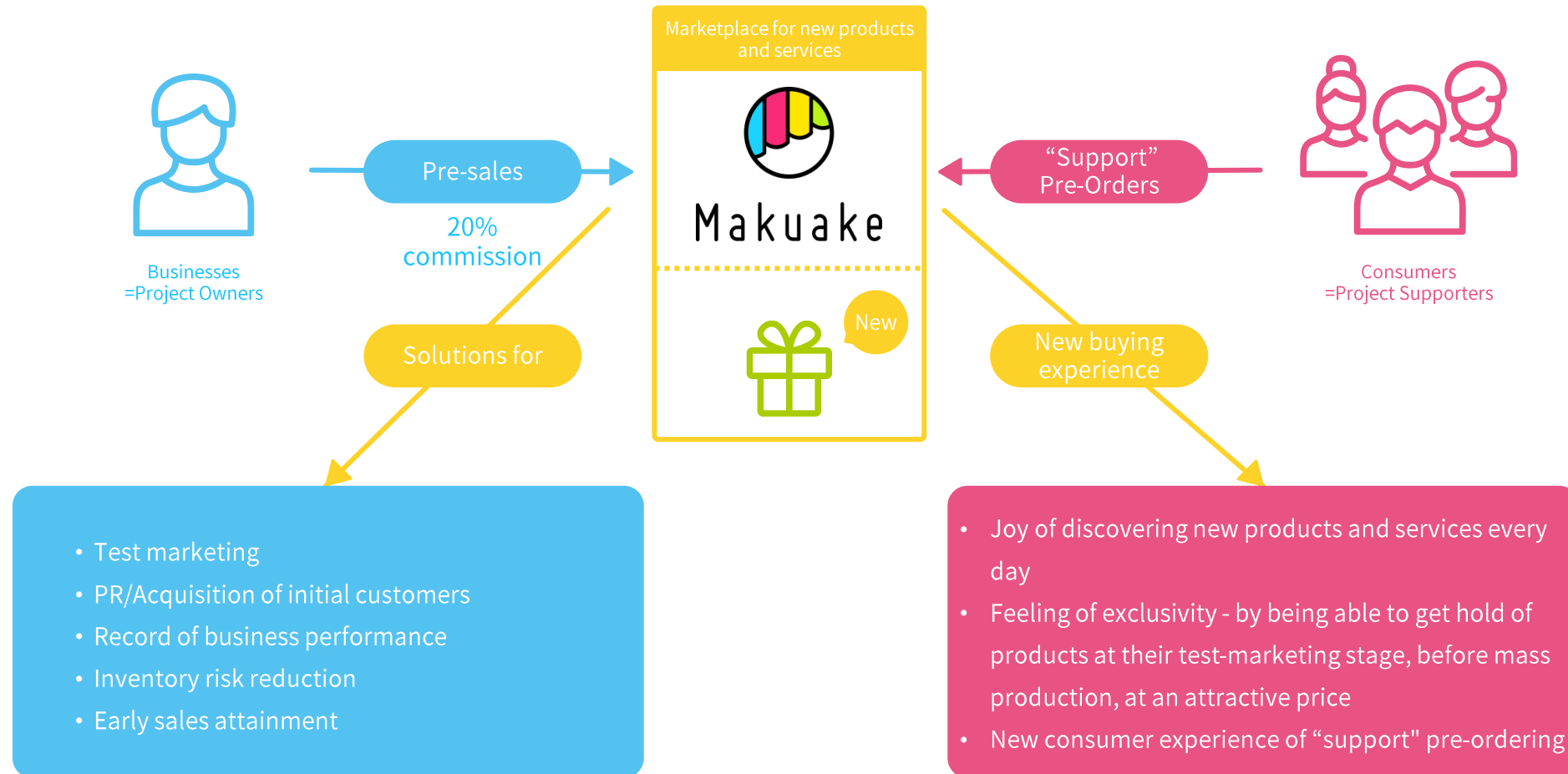
Makuake -- a Venue for Launch of New Products and Services

- We are a marketplace where consumers can buy premiering new products and services faster through “support“ pre-orders



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-ordering



Business Results Summary: YoY, Full-Year

| (Unit: JPY million) | FY2021/9 | FY2022/9 | Change YoY | Percent Change YoY |
|--|----------|----------|------------|--------------------|
| Gross Amount of “support” pre-orders: GMV (Tax included) | 21,536 | 19,776 | △1,760 | △8.2% |
| Net Sales | 4,621 | 4,206 | △414 | △9.0% |
| Gross Profit | 3,805 | 3,358 | △446 | △11.7% |
| Operating Profit (Loss) | 329 | △324 | △653 | - |
| Ordinary Profit (Loss) | 326 | △302 | △628 | - |
| Net Income (Loss) | 246 | △1,347 | △1,593 | - |

Business Results Summary: YoY, standalone quarter

| (Unit: JPY million) | FY2021/9 Q4 (standalone) | FY2022/9 Q4 (standalone) | Change YoY | Percent Change YoY |
|--|-----------------------------|-----------------------------|---------------|-----------------------|
| Gross Amount of “support” pre-orders: GMV (Tax included) | 5,807 | 4,136 | △1,670 | △28.8% |
| Net Sales | 1,288 | 880 | △408 | △31.7% |
| Gross Profit | 1,031 | 683 | △348 | △33.7% |
| Operating Profit (Loss) | 128 | △234 | △362 | - |
| Ordinary Profit (Loss) | 125 | △235 | △361 | - |
| Net Income (Loss) | 116 | △1,354 | △1,471 | - |

Business Results Summary: QoQ, standalone quarter

| (Unit: JPY million) | FY2022/9 Q3 (standalone) | FY2022/9 Q4 (standalone) | Change QoQ | Percent Change QoQ |
|--|-----------------------------|-----------------------------|---------------|-----------------------|
| Gross Amount of “support” pre-orders: GMV (Tax included) | 5,245 | 4,136 | △1,108 | △21.1% |
| Net Sales | 1,083 | 880 | △203 | △18.8% |
| Gross Profit | 885 | 683 | △202 | △22.8% |
| Operating Profit (Loss) | △71 | △234 | △163 | - |
| Ordinary Profit (Loss) | △70 | △235 | △165 | - |
| Net Income (Loss) | △54 | △1,354 | △1,299 | - |

KPIs: YoY, Full-Year

| | FY2021/9 | FY2022/9 | Change YoY | Percent Change YoY |
|---|------------|------------|------------|--------------------|
| No. of New Projects | 7,914 | 8,314 | +400 | +5.1% |
| Project Owners Repeat Rate (%) ^{*1} | 62.5 | 52.5 | - | △10.0pt |
| Repeat “support” pre-order Rate (%) ^{*2} | 74.8 | 76.9 | - | +2.1pt |
| No. of Access Unique Users | 44,347,392 | 53,180,469 | +8,833,077 | +19.9% |
| No. of Members | 1,874,196 | 2,273,866 | +399,670 | +21.3% |
| No. of “support” pre-orders | 1,962,668 | 1,647,138 | △315,530 | △16.1% |

^{*1} Ratio of projects published during the period by project owners who had had a previous project with us within the prior 1 year to total number of published projects
^{*2} Ratio of gross amount of "support" pre-orders placed during the period by project supporters who had had a previous "support" pre-order within the prior 1 year to total gross amount of "support" pre-orders via Makuake's services.
 Note that as of FY2020/9, we are using an improved calculation method with better data accuracy

KPIs: YoY, standalone quarter

| | FY2021/9 Q4 (standalone) | FY2022/9 Q4 (standalone) | Change YoY | Percent Change YoY |
|---|-----------------------------|-----------------------------|---------------|-----------------------|
| No. of New Projects | 2,215 | 1,979 | △236 | △10.7% |
| Project Owners Repeat Rate (%) ^{*1} | 42.8 | 54.8 | - | +11.9pt |
| Repeat “support” pre-order Rate (%) ^{*2} | 76.0 | 79.6 | - | +3.6pt |
| No. of Access Unique Users | 14,442,316 | 13,057,289 | △1,385,027 | △9.6% |
| No. of Members | 1,874,196 | 2,273,866 | +399,670 | +21.3% |
| No. of “support” pre-orders | 524,737 | 367,131 | △157,606 | △30.0% |

^{*1} Ratio of projects published during the period by project owners who had had a previous project with us within the prior 1 year to total number of published projects
^{*2} Ratio of gross amount of “support” pre-orders placed during the period by project supporters who had had a previous “support” pre-order within the prior 1 year to total gross amount of “support” pre-orders via Makuake's services.
 Note that as of FY2020/9, we are using an improved calculation method with better data accuracy

KPIs: QoQ, standalone quarter

| | FY2022/9 Q3 (standalone) | FY2022/9 Q4 (standalone) | Change QoQ | Percent Change QoQ |
|---|-----------------------------|-----------------------------|---------------|-----------------------|
| No. of New Projects | 2,044 | 1,979 | △65 | △3.2% |
| Project Owners Repeat Rate (%) ^{*1} | 51.9 | 54.8 | - | +2.9pt |
| Repeat “support” pre- order Rate (%) ^{*2} | 77.3 | 79.6 | - | +2.4pt |
| No. of Access Unique Users | 13,880,515 | 13,057,289 | △823,226 | △5.9% |
| No. of Members | 2,195,111 | 2,273,866 | +78,755 | +3.6% |
| No. of “support” pre-orders | 448,387 | 367,131 | △81,256 | △18.1% |

^{*1} Ratio of projects published during the period by project owners who had had a previous project with us within the prior 1 year to total number of published projects

^{*2} Ratio of gross amount of “support” pre-orders placed during the period by project supporters who had had a previous “support” pre-order within the prior 1 year to total gross amount of “support” pre-orders via Makuake’s services.
Note that as of FY2020/9, we are using an improved calculation method with better data accuracy

As the company is currently in a state of growth, we believe that by retaining profits and prioritizing investment in expanding business size and improving earning power will lead to maximization of our corporate value and a continuous stream of profit return to shareholders.

As to future distribution of dividends out of surplus, our basic policy is to do so with consideration of balance versus retaining profits. For the time being, we have elected for policy prioritizing retaining profits, and no determination has been made as to the timing for issuing dividends.

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 October 25, 2022 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 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.



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Makuake