

マクアケ

IR Day

June 9, 2023 (Friday)

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Session01

Growth Strategy That Enables Makuake to Achieve GMV of JPY 30 Billion in Fiscal Year Ending September 2025

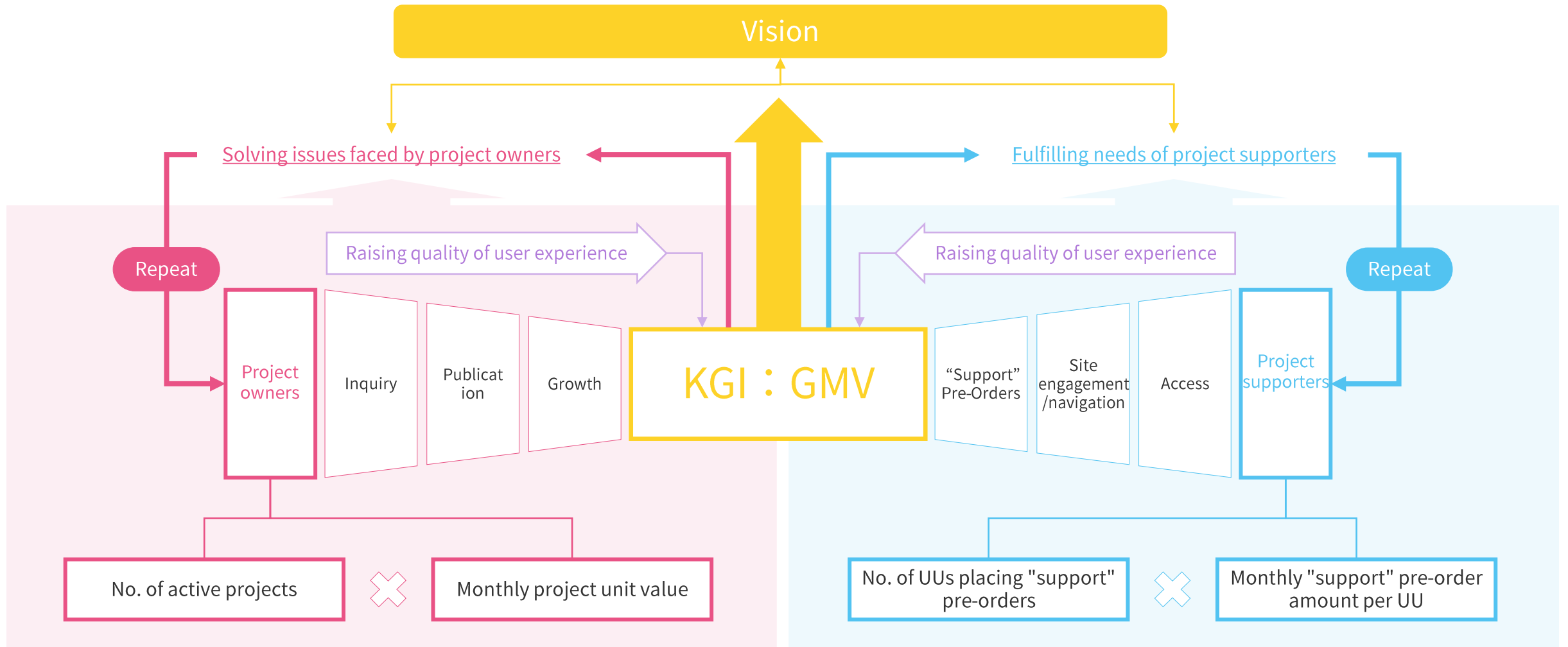
Ryotaro Nakayama

Makuake, Inc.
CEO

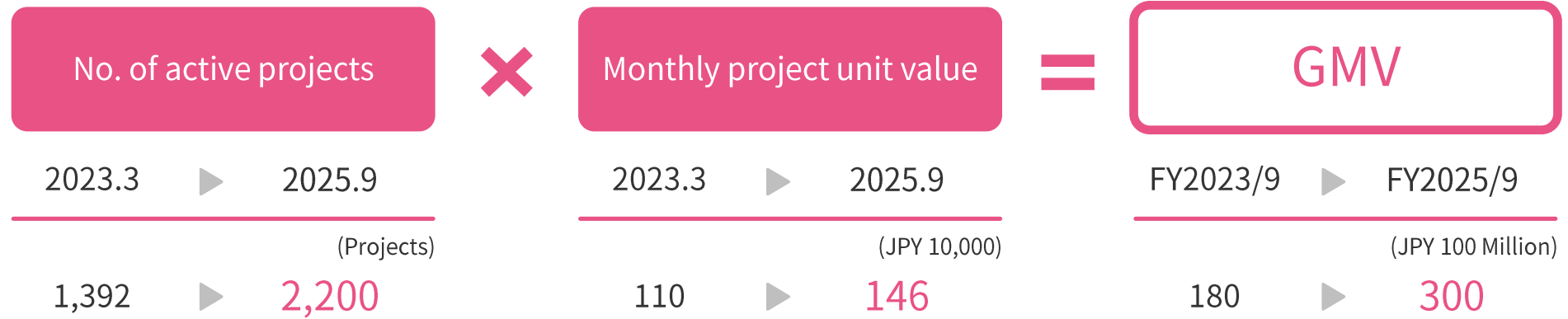
- | | |
|--------------|---|
| April 2006 | Joined CyberAgent, Inc. |
| October 2010 | Assigned to CyberAgent Ventures, Inc. |
| May 2013 | CEO of Makuake, Inc. (current position) |
| June 2018 | Director of Take Over as Startup, a General Incorporated Association (current position) |



Factor Analysis of Makuake's Service Structure



Medium-Term KPI Targets



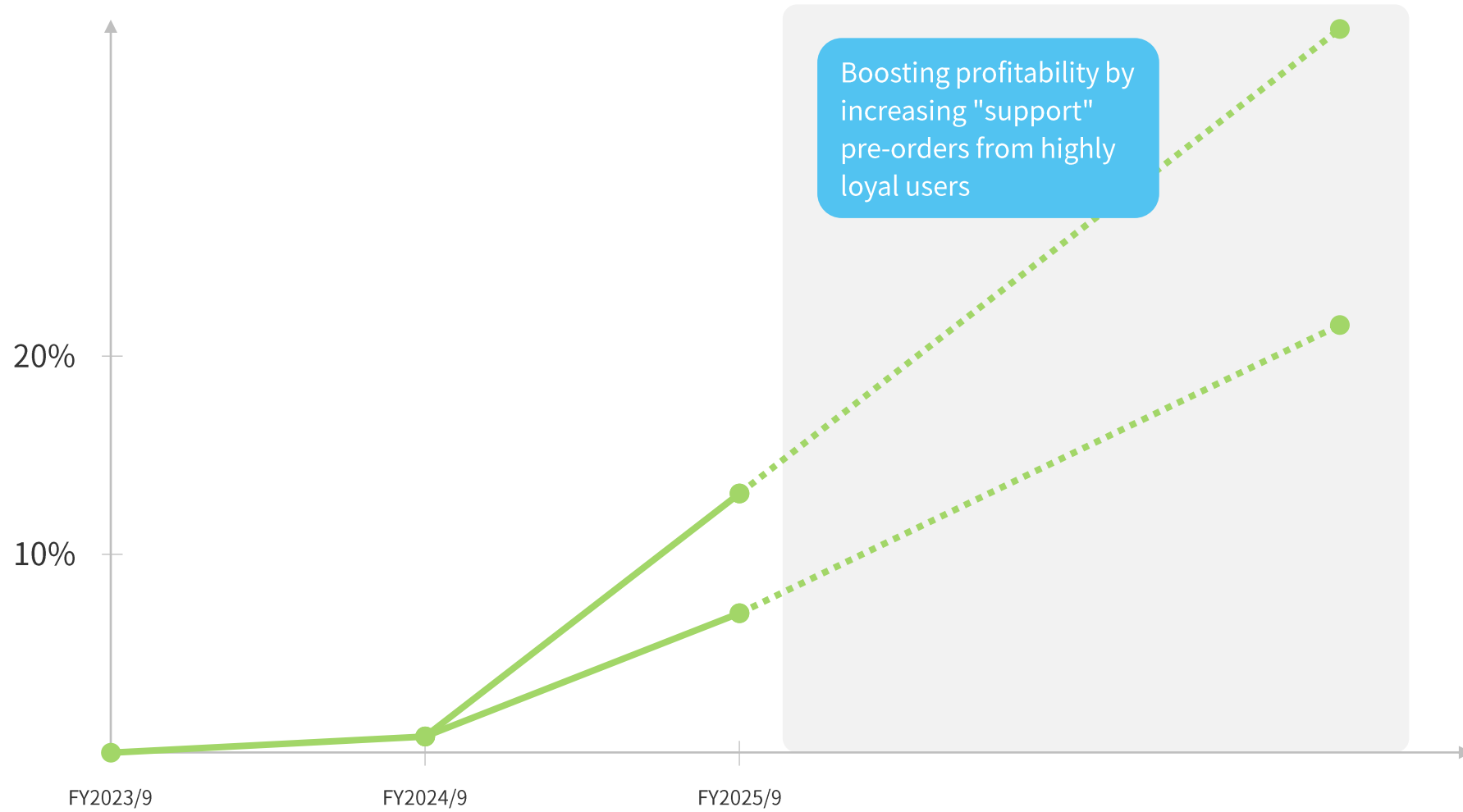
Expected GMV growth range: can fluctuate depending on market environment/progress of each strategy, etc.

¥32 billion

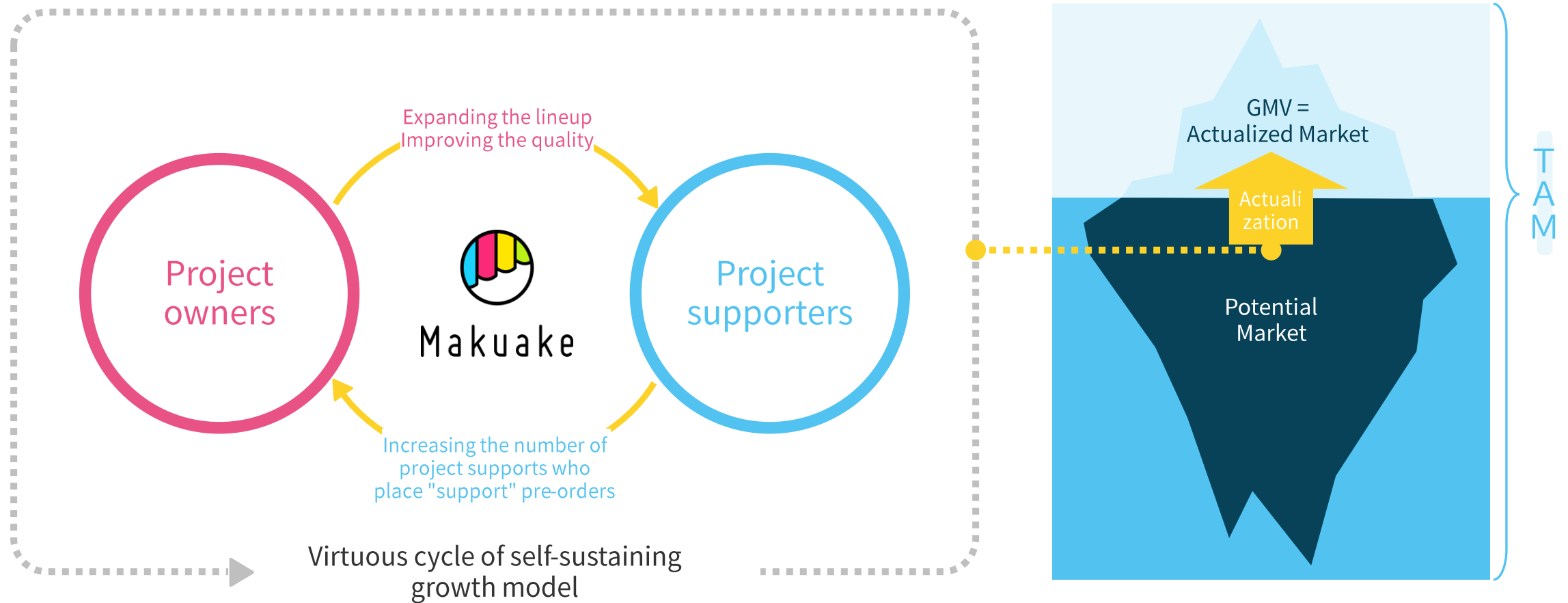
¥30 billion

¥28 billion

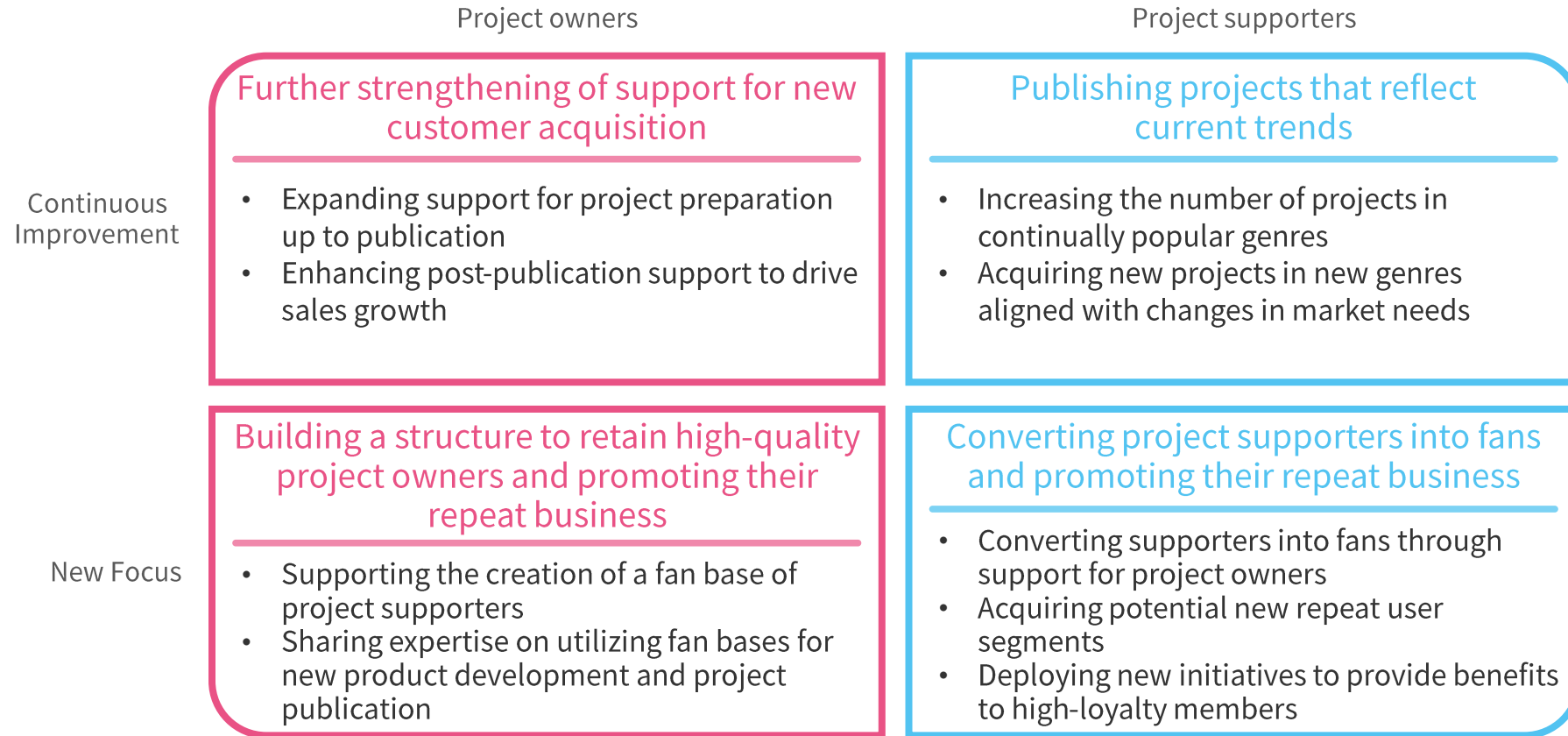
Medium-Term Operating Profit Margin Target



Makuake's Strength: Self-Sustaining Growth Model

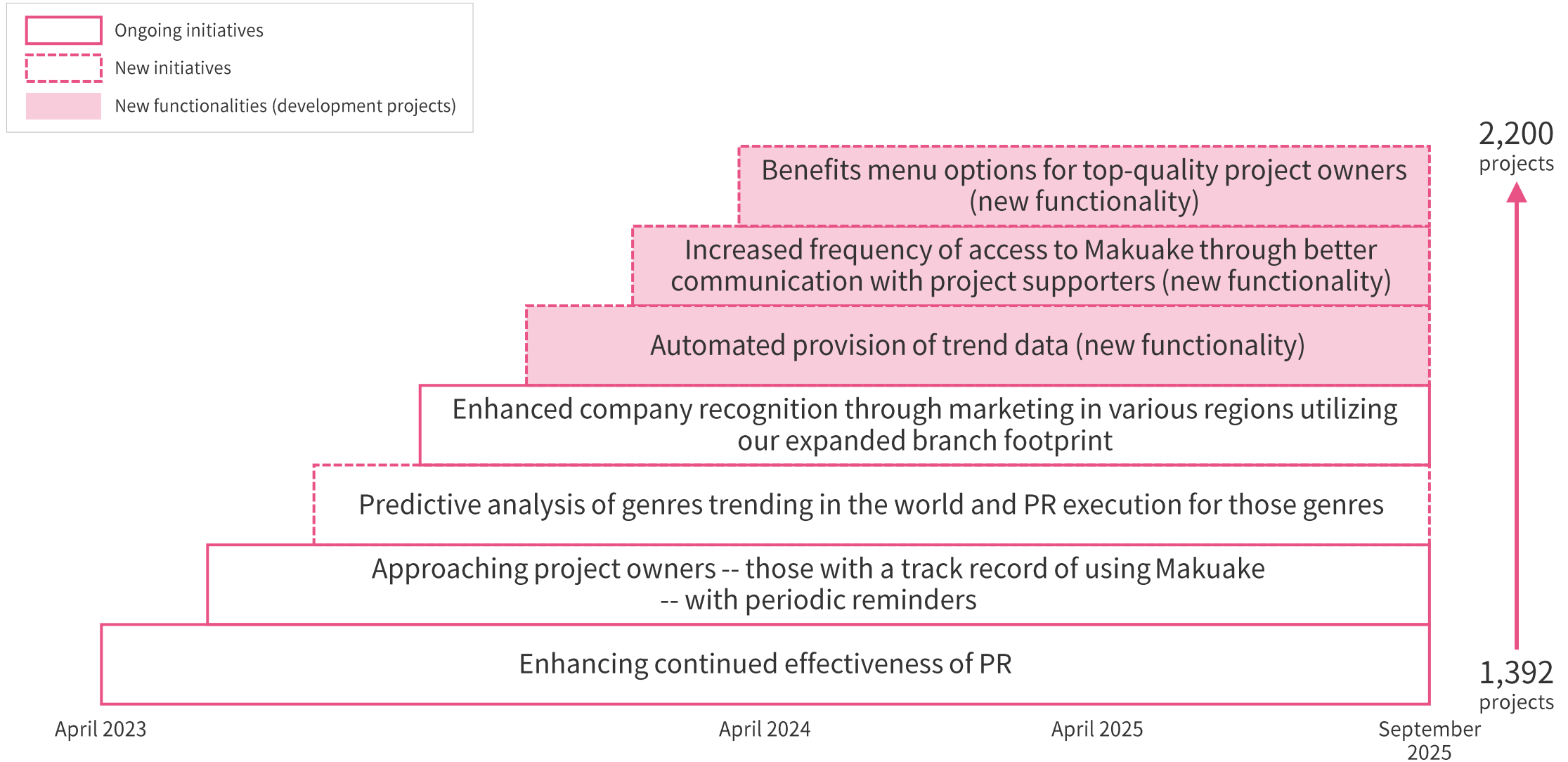


Growth Strategy Leveraging Our Strength: Converting Project Supporters into Fans by Utilizing Project Owner Customer Assets

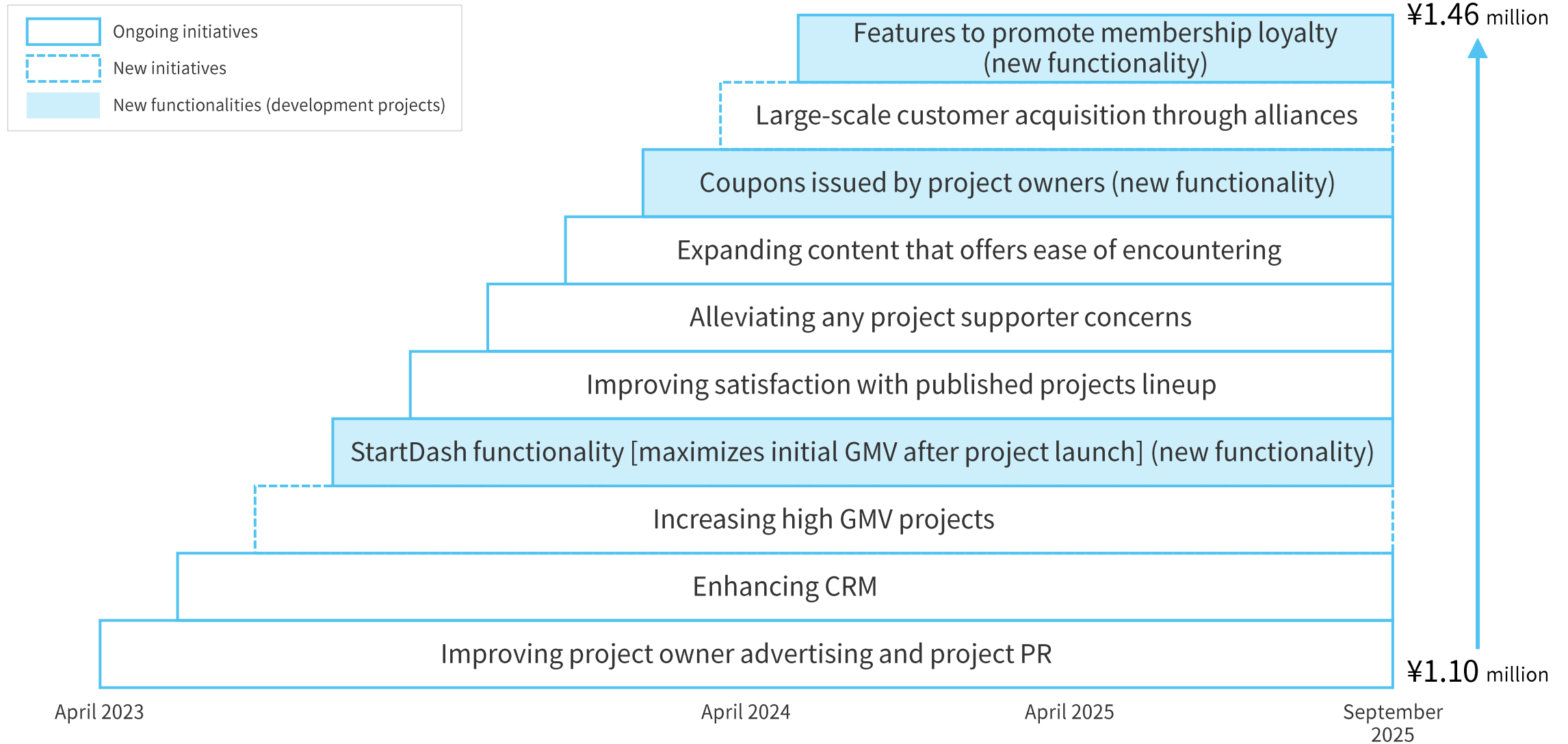


Enabling the generation of stable GMV by accumulating repeat customer assets

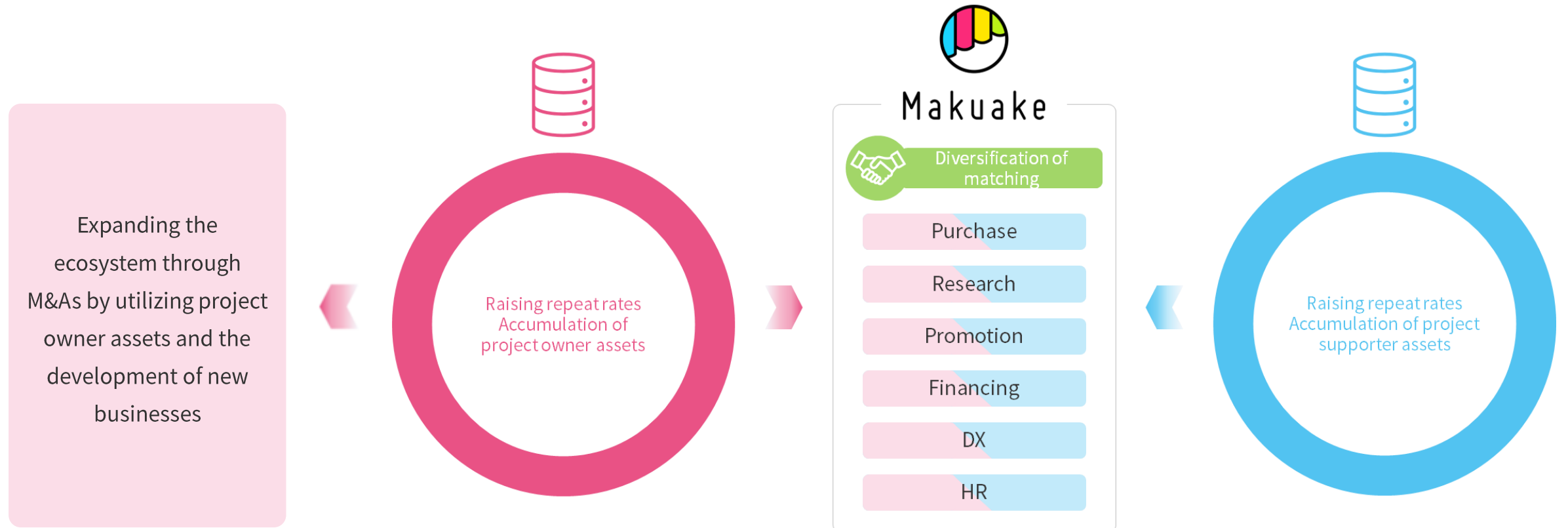
Top Priority KPIs: Initiatives to Improve Active Project Count and Timing of Their Impact



Top Priority KPIs: Initiatives to Improve Monthly Project Unit Value and Timing of Their Impact



Long-Term Vision for Business Expansion through Leveraging Customer Assets



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Session02

How Can We Retain Project Owners and Project Supporters and Obtain Their Repeat Business?

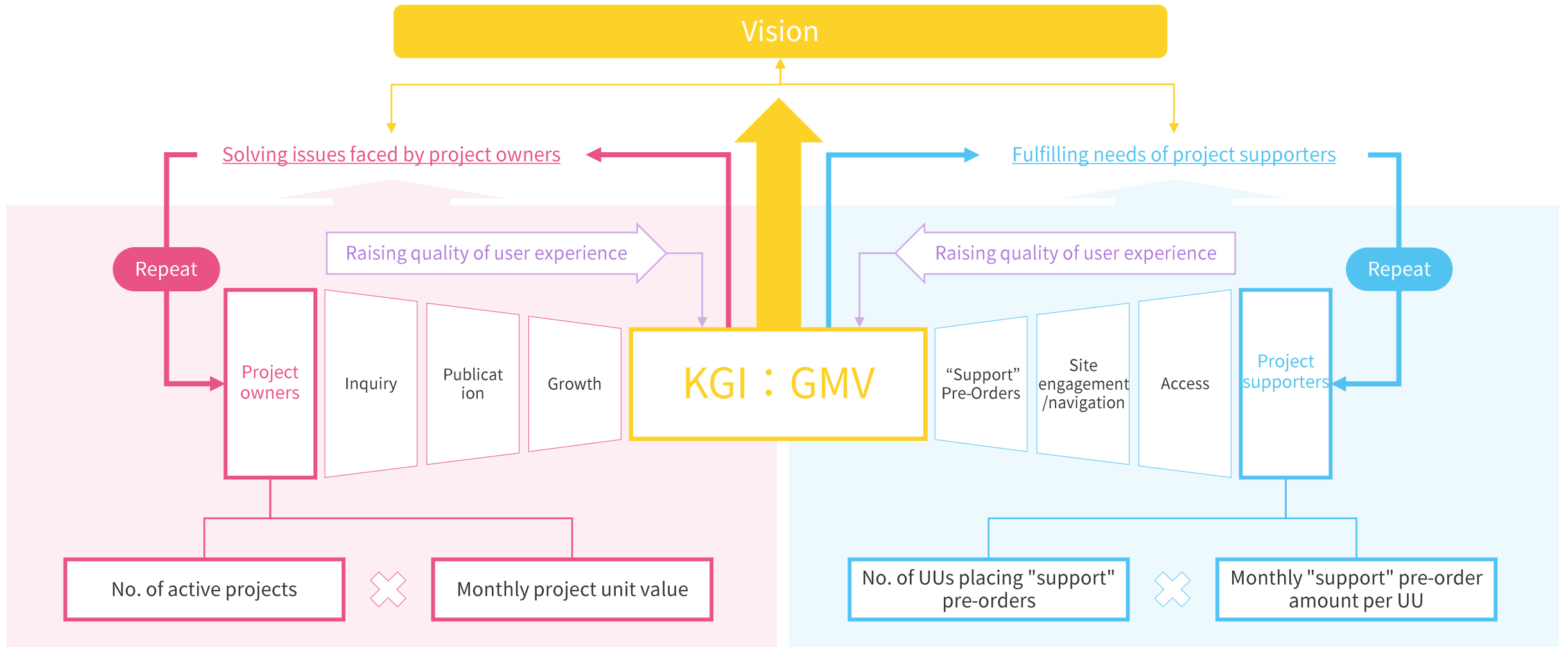
Kana Bogaki

Co-founder
Director of Makuake, Inc.

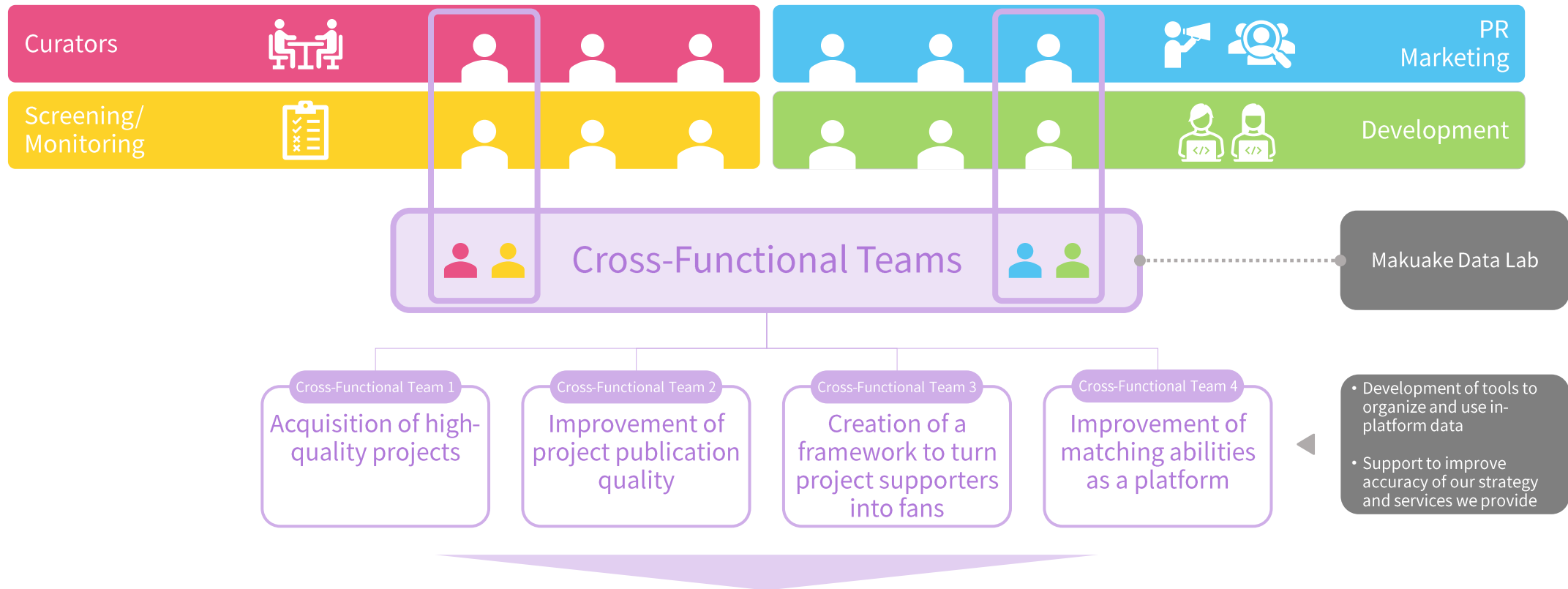
- | | |
|----------------|--|
| April 2006 | Joined CyberAgent, Inc. |
| May 2006 | Assigned to CyberBuzz, Inc. |
| October 2010 | Director of CyberBuzz, Inc. |
| April 2012 | Assigned to Cygames, Inc. |
| September 2012 | Director of Grence, Inc. |
| May 2013 | Director of Makuake, Inc. (current position) |
| April 2021 | Published the Book "New Rules for How to Sell the Makuake Way" |
| April 2022 | Outside Director at ENECHANGE Ltd. (current position) |



Factor Analysis of Makuake's Service Structure

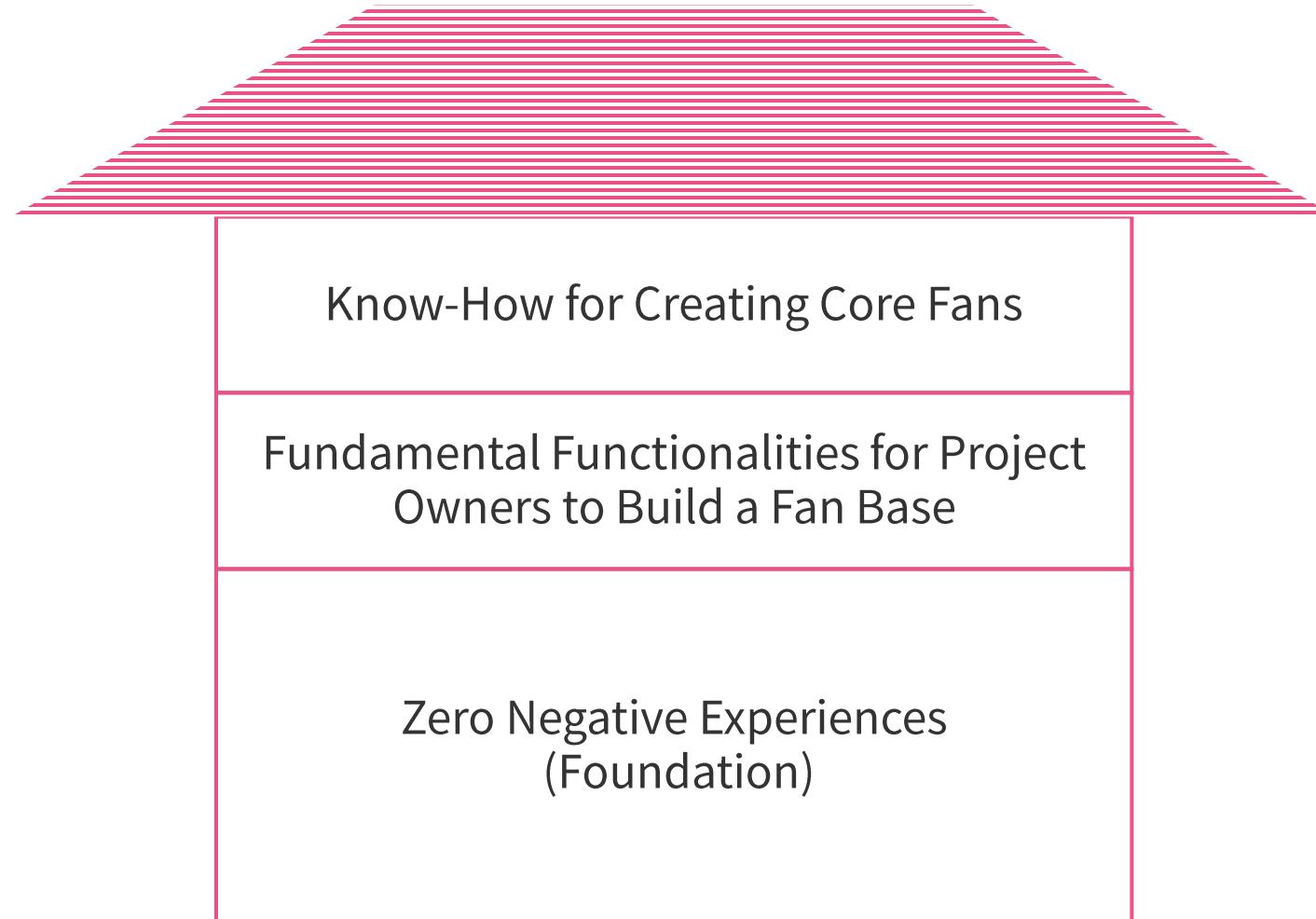


Organizational Structure of Makuake Service



Better efficiency through selection and concentration
Making WHO/WHAT/HOW more clear

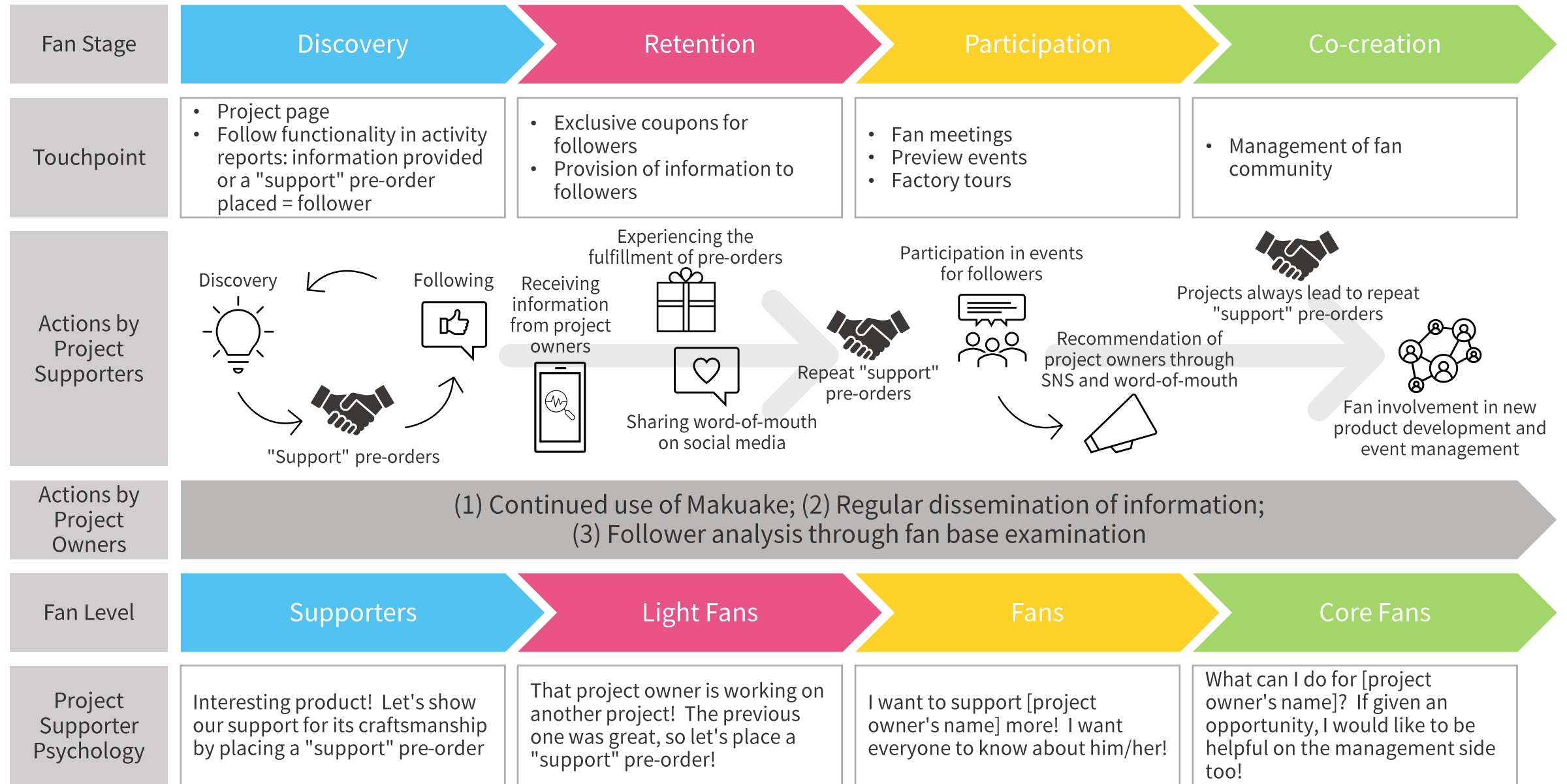
Framework for Converting Project Supporters into Fans Based on User Psychology



Functionality to Follow Project Owners

Functionality to capture project supporters' interest and engagement with project owners, and generate sustained communication independent of projects

Visualizing the Process of Building a Fan Base through the Use of Project Owner Follow Functionality

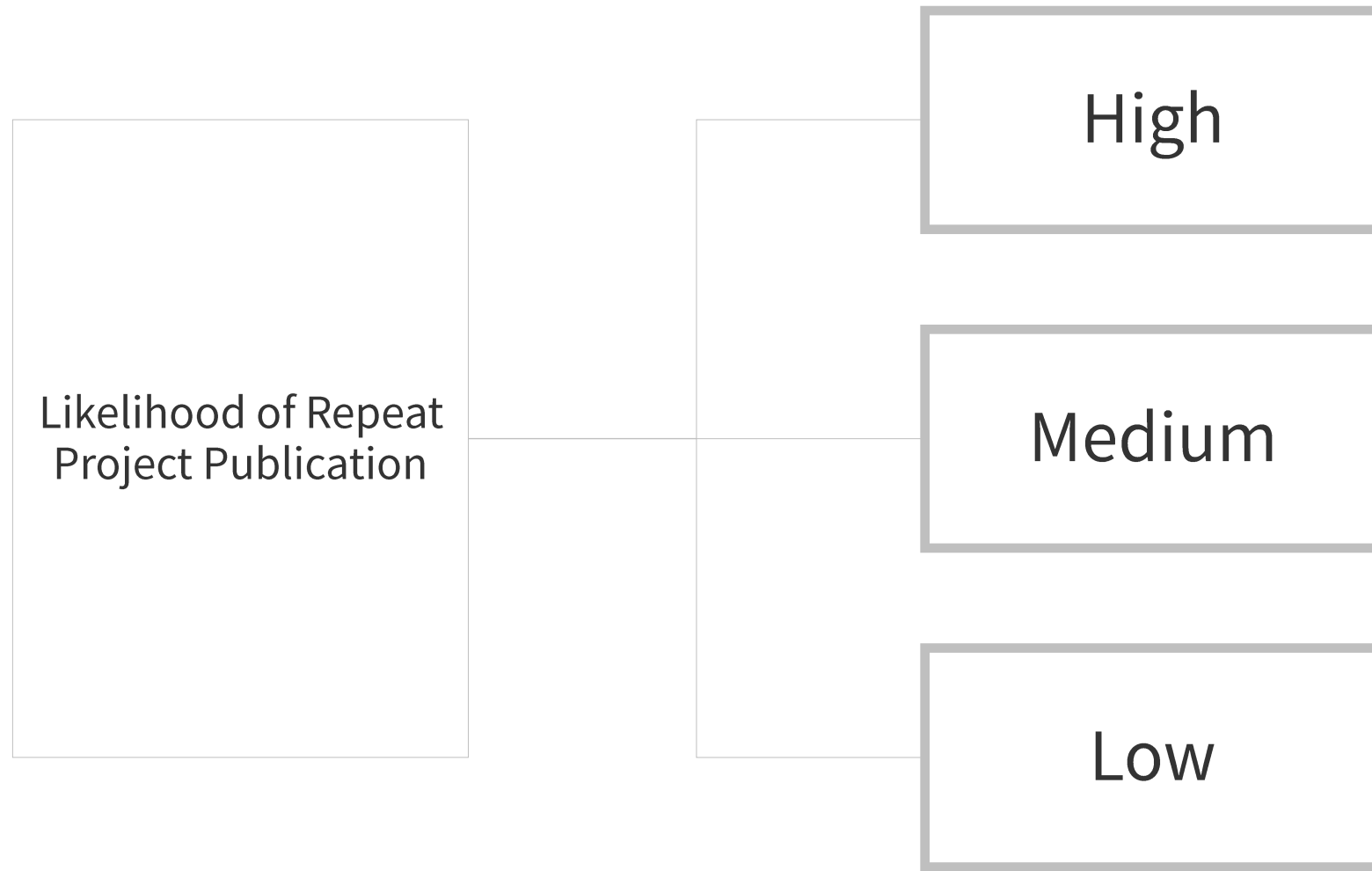


Makuake Points Program

For example, we award points for:

- Number of "support" pre-orders and amount of "support" pre-orders
- Writing of "support" comments
- Using the share support functionality [allows for further support of projects owners]
- Sharing on social media

Repeat Business Strategy for Project Owners: (1) Promote Repeat Use Based on the Likelihood of Repeat Project Publication



Support Based on the Likelihood of Repeat Project Publication:

- System-based monitoring of client touchpoints
- Conducting review meetings
- Holding regular meetings and understanding the project owner's product development schedule

Repeat Business Strategy for Project Owners: (2) Strengthening Project Owners' Repeat Business through Enhanced Support after the Implementation of Their Projects on Makuake

Expansion of Sales Channels and Product PR



We collaborate with Jupiter Shop Channel Co., Ltd., the operator of "SHOP CHANNEL." Through a special project called "Makuake Selection," they feature products launched on Makuake in their programs, thus providing project owners with a general sales channel and PR support. In addition to broadcasting, the arrangement facilitates mutual customer referrals/support

Recruitment Support and Corporate Branding



We have started a business collaboration with Wantedly Inc., the operator of "Wantedly." Project owners who have executed projects on Makuake can utilize the Makuake-exclusive Wantedly Support Plan to acquire talent to support their subsequent business growth

Repeat Business Strategy for Project Owners: (2) Strengthening Project Owners' Repeat Business through Enhanced Support after the Implementation of Their Projects on Makuake

Product Development and Expansion of Sales Channels



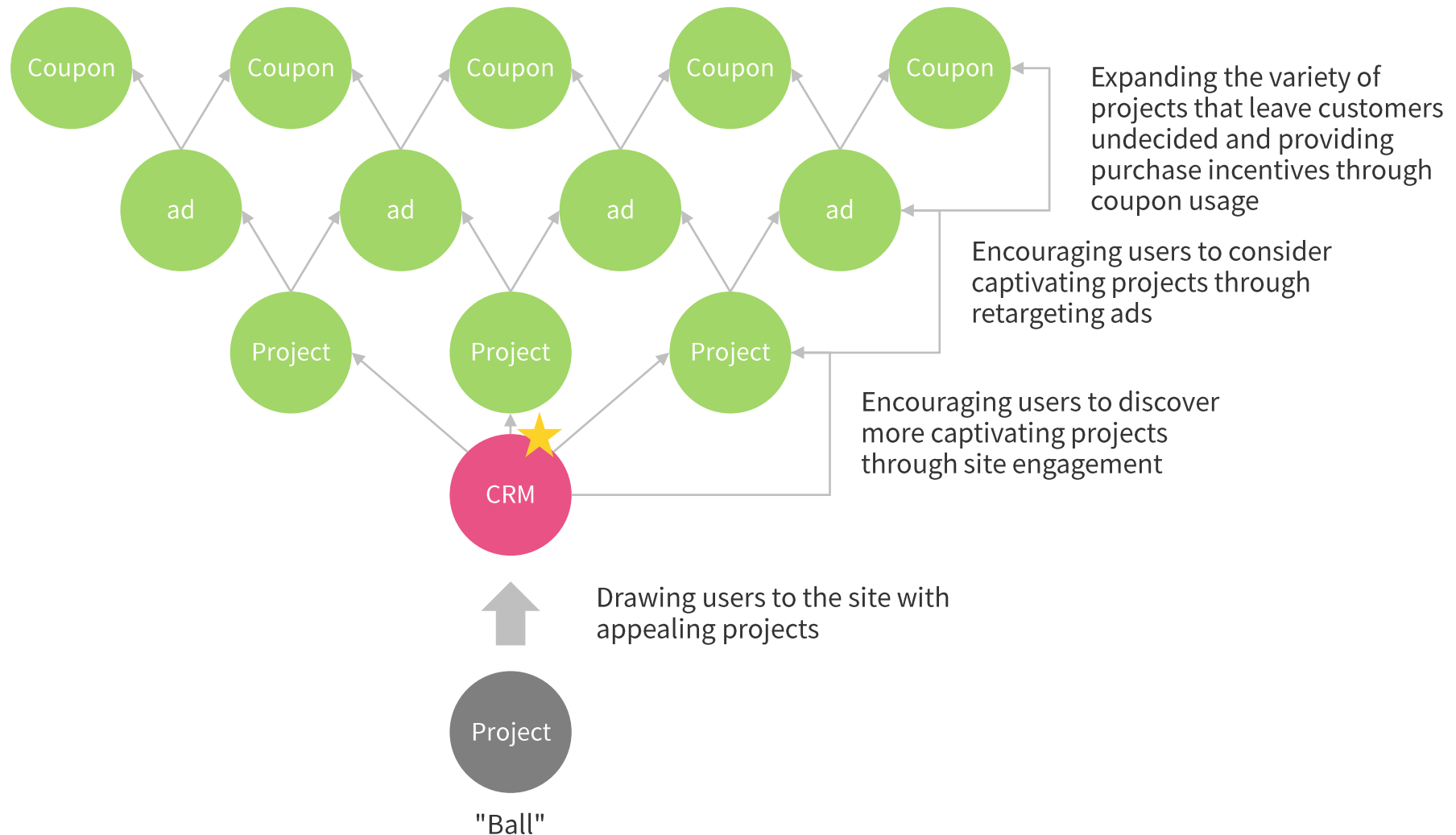
We have collaborated with "JOURNAL STANDARD FURNITURE" (BAYCREWS CO., LTD.) to jointly support business owners in their new product development. We are currently showcasing all 8 projects resulting from this collaboration on a dedicated page. Additionally, the products are being exhibited at "JOURNAL STANDARD FURNITURE Shibuya Store," and we expect that some of the products will be available for general sale at JOURNAL STANDARD FURNITURE after the completion of their publication on Makuake

Product Development and Corporate Branding



We are currently running the "User Voting Campaign: Choose the Real-Thing Marvel Items Made by Japanese Makers" that aims to produce original items themed after Marvel's works and "stories" of the characters that appear in them by utilizing technical prowess of craftsman project owners who have given life to numerous new products on Makuake

Repeat Business Strategy for Project Supporters: Promotion of Project Supporter Repeat Business through Various Marketing Initiatives



Repeat Business Strategy for Project Supporters: Promotion of Project Supporter Repeat Business through Various Marketing Initiatives

- CRM: Streamlining delivery through newsletters and LINE messaging
- Site engagement: Facilitating encounters with projects
- Project owner advertising: Improving order rates and delivery efficiency
- Makuake advertising: Encouraging the return of project supporters to our platform utilizing the member list
- Coupons: Promoting "support" pre-orders from highly loyal users

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Session03

Creating the Possibilities for the "New" at Makuake through Makuake Data Lab

Fumiaki Kiuchi

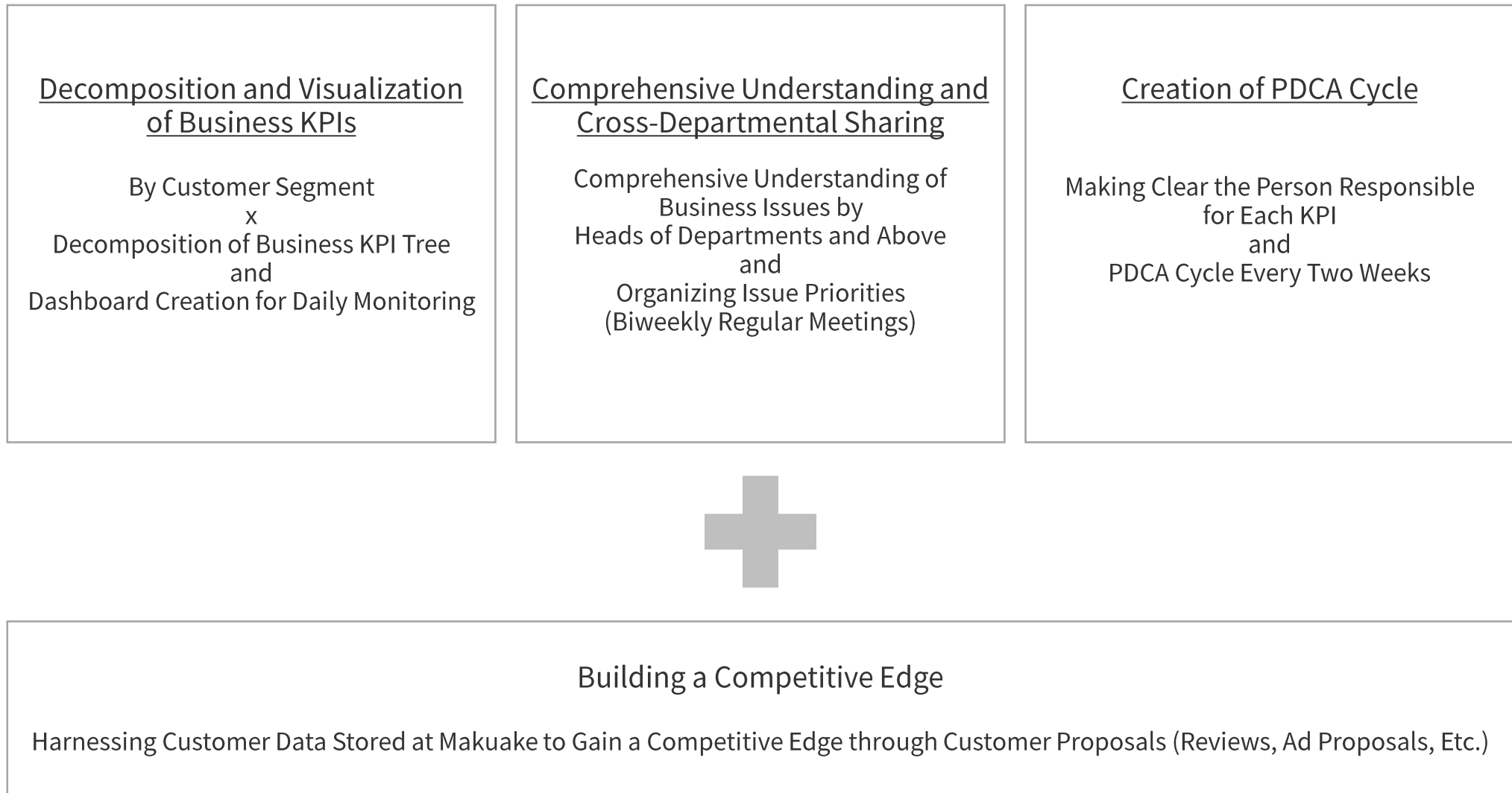
Co-founder

Director of Makuake, Inc.

- | | |
|--------------|--|
| April 2002 | Joined Recruit Staffing Co., Ltd. |
| October 2007 | Joined Innovation Inc. |
| January 2009 | Joined CyberAgent, Inc. |
| May 2013 | Director of Makuake, Inc. (current position) |



Initiatives Implemented since the Establishment of Makuake Data Lab



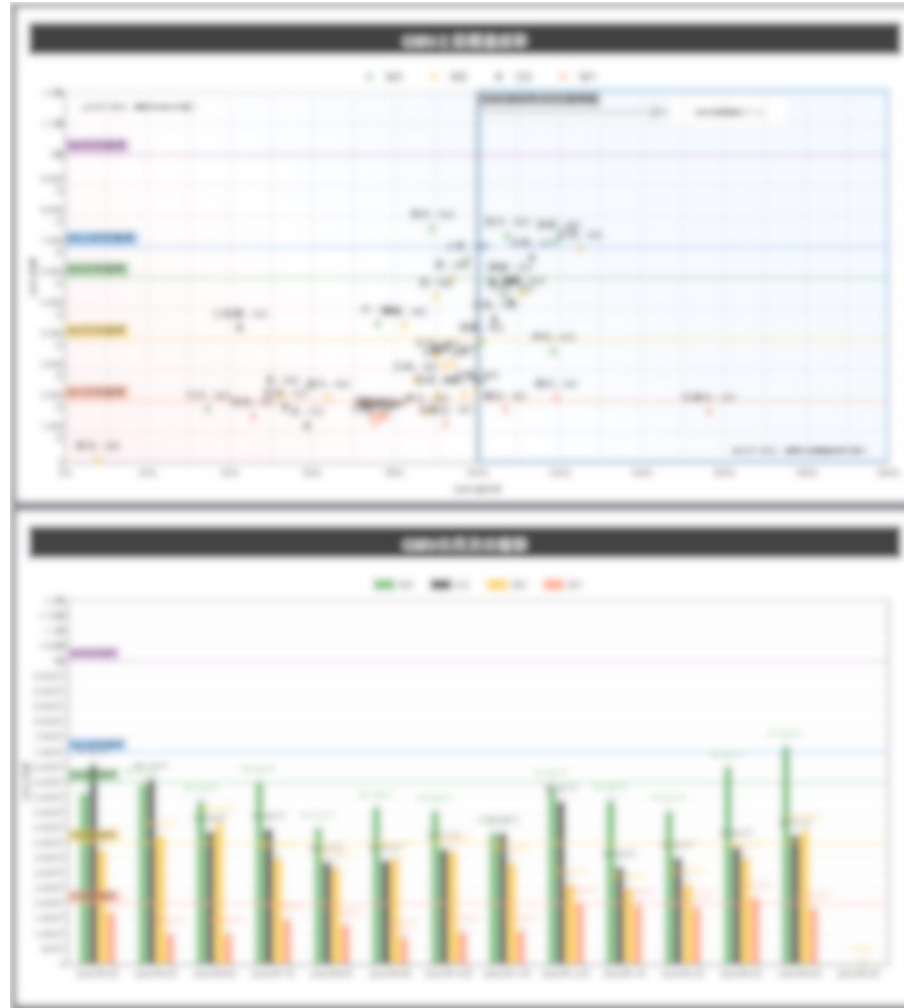
Customer Segmentation

- Segmentation of Project Owners by Line of Business/RFM and Team Assignment
- Segmentation of Project Supporters by Purchase Frequency and Last Purchase Date



Action Visualization

- Curator CRM Tool (Action Recommendation/Negotiations/Action History)
- Skill Map (Grade/Results/Expertise Area)



A blurred screenshot of a data table with columns and rows.

Grand KPIs

- Major KGIs and KPIs
×
Panel That Combines
Issue Discovery/
Issue Identification/
Sharing
By Customer Segment





Building Future Competitive Advantage through Data Utilization

"Because the purpose of business is to create a customer, the business enterprise has two—and only two—basic functions: marketing and innovation. Marketing and innovation produce results..."

(from "Management" by Peter Drucker)

Innovation

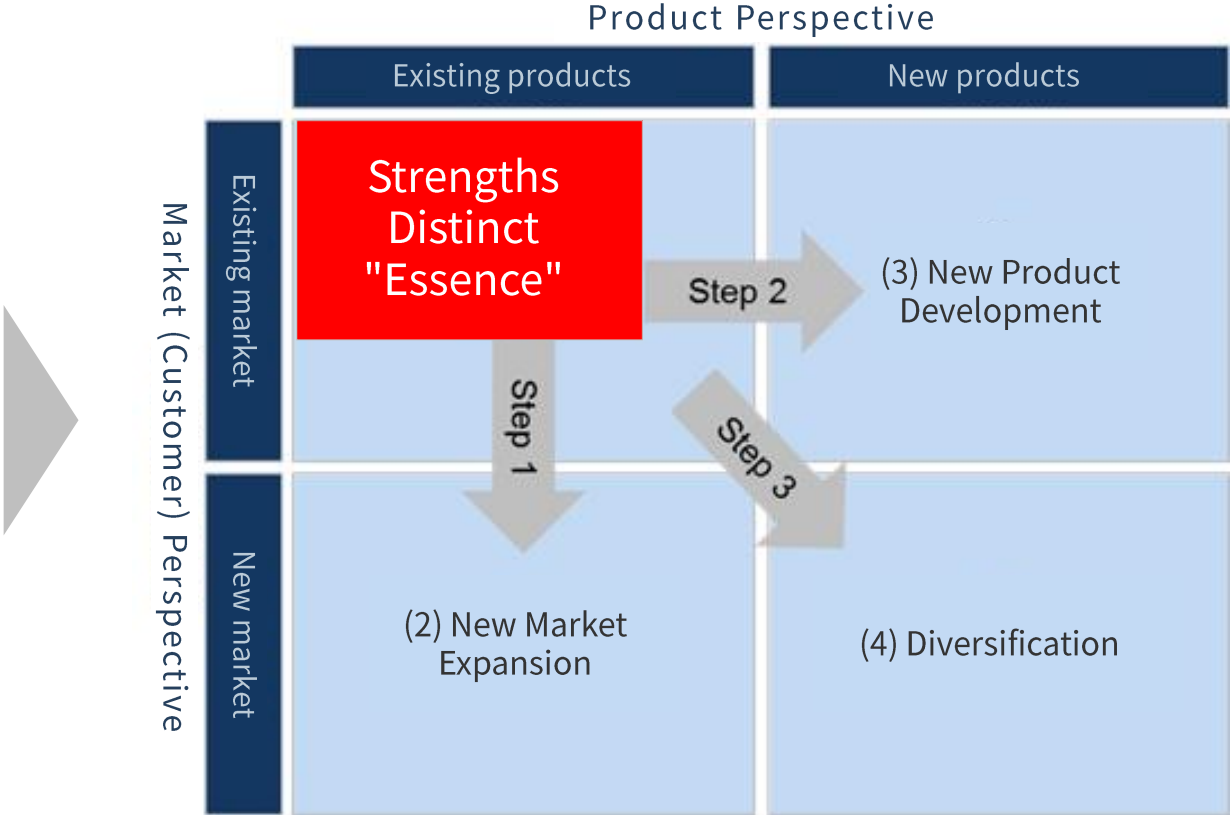
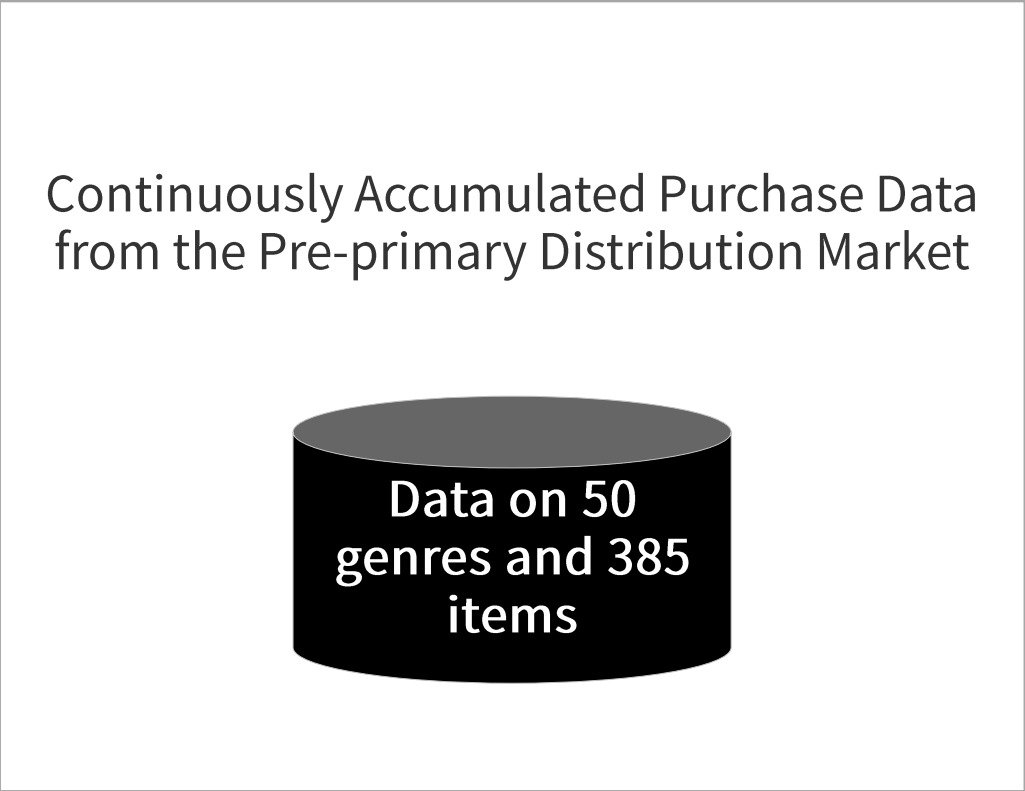
Supporting the creation of new products by leveraging project owner businesses' expertise in their respective business fields and their distinct "essence" as a business

Marketing

Achieving better understanding of project supporters who place "support" pre-orders through quantitative data and qualitative information, and gaining insights for expansion into the primary distribution market

Continuing to Accompany Project Owner Businesses in Their “Creation of Customers”

By leveraging the unique data accumulated from the pre-primary distribution market, we provide support for the creation of new products, taking into consideration respective business fields, strengths, and the distinct "essence" of project owner businesses



Continuing to Accompany Project Owner Businesses in Their “Creation of Customers”

Project Library

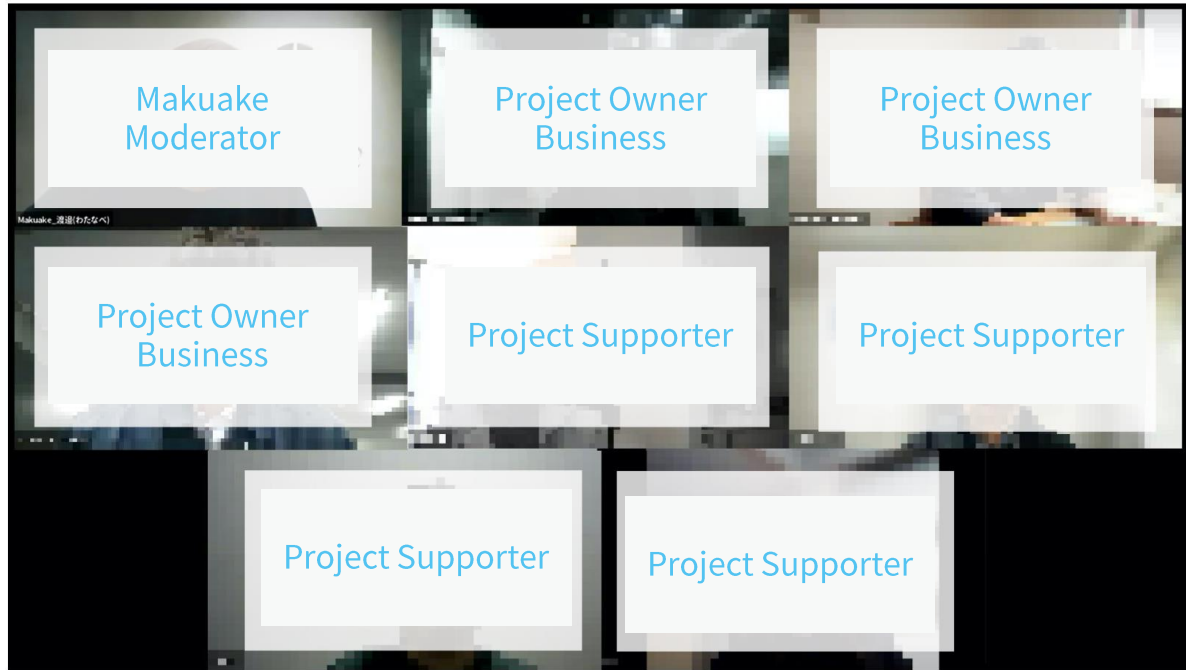


Project Supporter Library



Working to support the potential for business expansion based on customer project information, while ensuring its full confidentiality

Continuing to Accompany Project Owner Businesses in Their “Creation of Customers”



* 4-6 project supporters

Group Interview Details

1. Participating Project Supporter Information (Excerpt from Advance Questionnaire - Product Reviews and Expectations)

	評価	理由	プロジェクト	理由	今後の期待
NovaPort TRIO					
他レビュー					

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Session04

Leverage Effect on Growth Generated through Makuake's Distinct Approach to Investing in Human Capital

Megumi Sakamoto

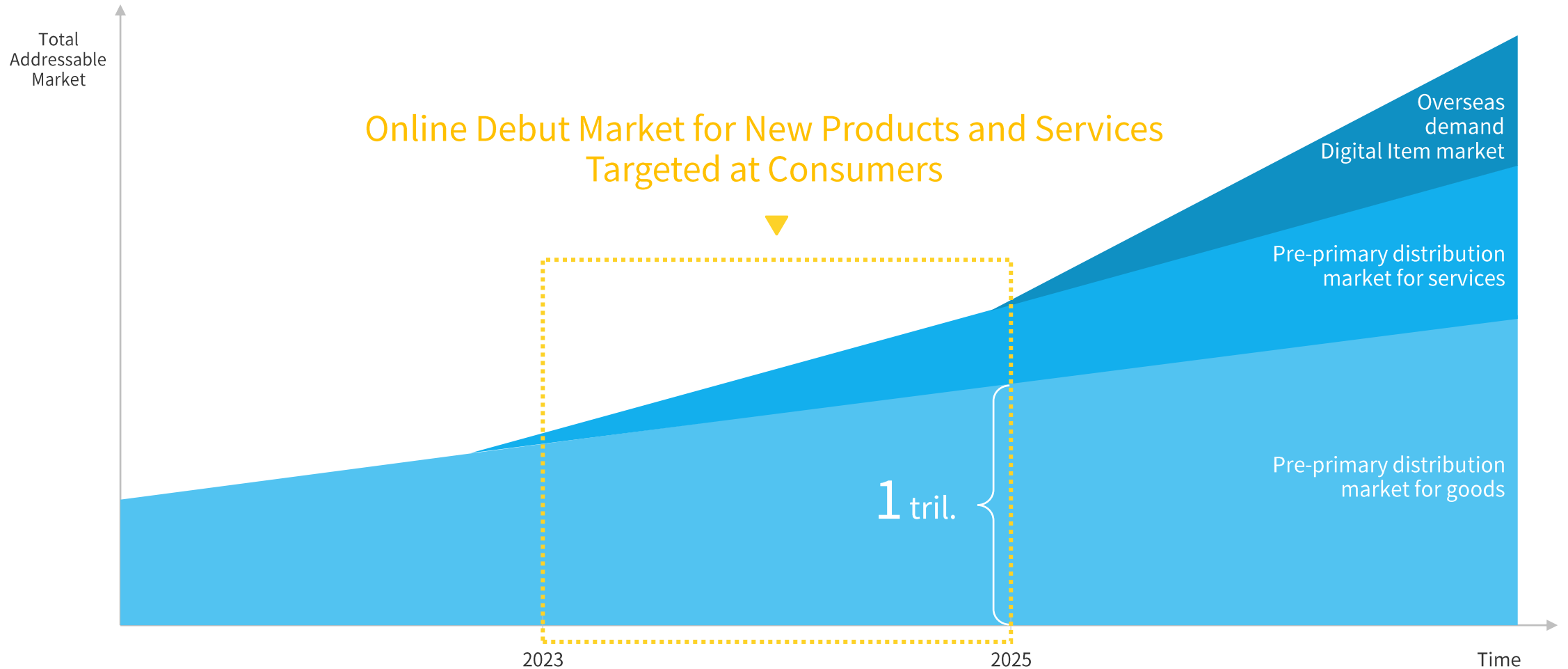
Executive Officer

- | | |
|----------------|---|
| April 2007 | Joined Trils Incorporated |
| September 2009 | Joined Oscar Promotion Co., Ltd. |
| January 2013 | Joined Trils Incorporated |
| May 2017 | Joined Makuake, Inc. |
| April 2021 | Executive Officer, Head of Quality Assurance Department and Head of Human Resources of Makuake, Inc. (current position) |



Main Target Market Through FY2025/9

- We will continue to focus on the online pre-primary distribution market for goods, which is expected to grow to JPY 1 trillion by 2025. Additionally, we will work towards developing the online pre-primary distribution market for services



Challenges to Achieve Further Growth That Have Emerged Post-pandemic

- During the pandemic, we prioritized responding to the rapid changes in demand from both project owners and project supporters, which resulted in GMV growth. However, this also brought to light numerous challenges that need to be addressed in order to achieve further growth in the future

1 Establishing a business structure not greatly influenced by the external environment

2 Continuing GMV growth and enhancing capacity to achieve GMV targets

3 Improving productivity

4 Actualizing a large-scale TAM(Total Addressable Market)

Challenges in Enhancing Human Capital to Move Medium-Term Management Plan Forward

- The challenges that became apparent from the engagement survey and our current organizational structure for improving our human capital management include not only streamlining operations centering on training and securing the time for creative thinking but also creating a flexible organizational structure that can adapt to change

1 Securing time for creative thinking

..... According to the results of the engagement survey, the top 5 concerns were related to securing time for creative thinking

2 Building an organization that can flexibly respond to changes in the workforce brought on by generational imbalances

..... Employees in their 30s: less than 60% / Employees in their 20s: over 30% → Concentration of life events occurring simultaneously

3 Strengthening internal knowledge sharing and reskilling framework

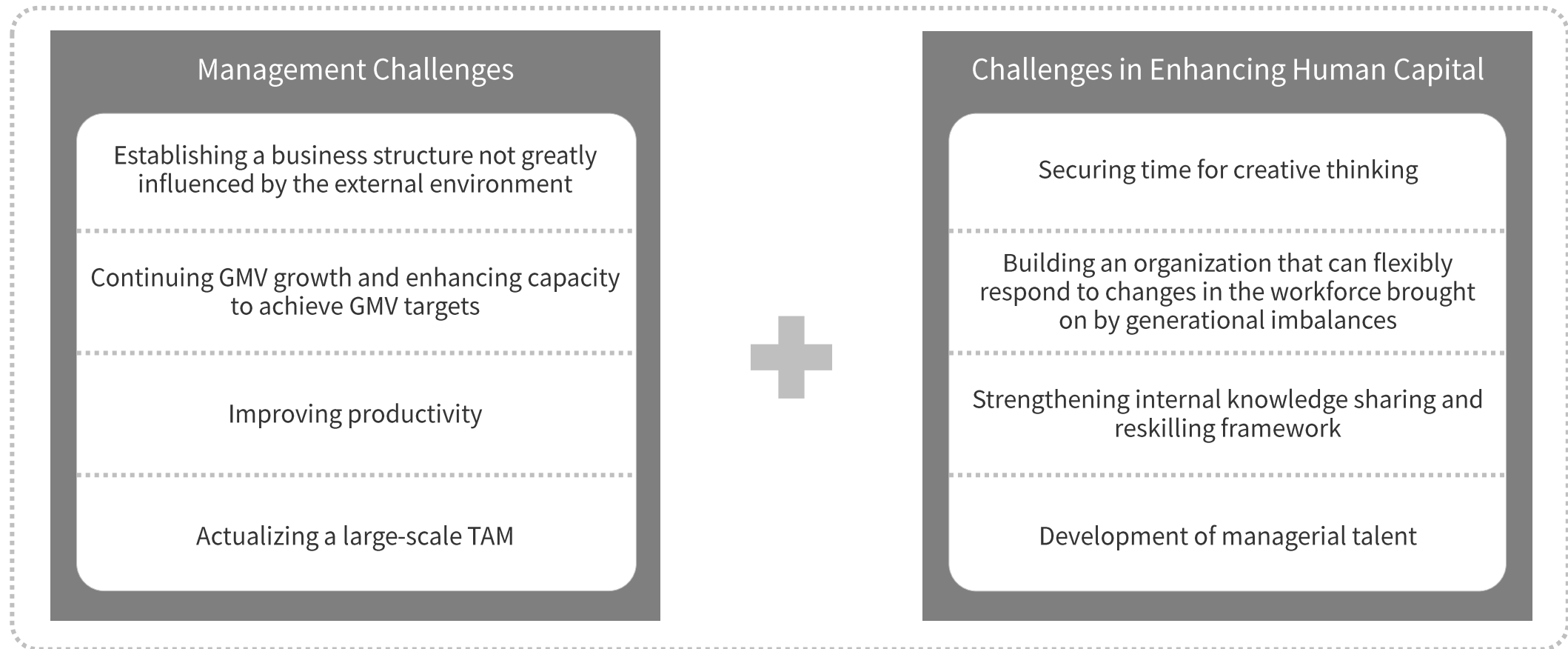
..... The proportion of employees with short tenure is high, and the reskilling framework as a system is weak

4 Development of managerial talent

..... There is no established program to train employees for management-level positions

Overcoming management challenges through human capital management

- We will address our challenges in management and enhancing human capital by focusing mainly on human resources, and strive to achieve our medium-term management plan



Achieving medium-term management plan through human capital management

Strengths of Our Human Capital Management as Revealed in the Engagement Survey

- In the engagement survey conducted in December 2022, our employees strongly identified with our company's vision, took pride in the services we offer while performing their jobs, and felt a high level of psychological safety even in a corporate culture that encourages taking on challenges

1 Our people share the vision and take pride in the services we provide

2 Opportunities for challenging work are provided and evaluated appropriately

3 Corporate/organizational culture with a high level of psychological safety

Establishing Framework to Strengthen Our Human Capital Management

- We established a dedicated team to create and propagate our company's culture by increasing interactions between project owners and supporters, as well as promoting exchange with other departments by planning and holding various events. It is through these efforts that we are building the foundation of our human capital management and a strong organizational culture

1 Our people share the vision and take pride in the services we provide



Makuake Factory Tour研修 in 福岡【後編】

" Makuake Factory Tour "



" Makuake Local Meetup "



"Makuake Mirai Marche"



" Makuake Award "



Semi-annual General Meeting of Employees

Hosting events that promote a culture of valuing results by showing respect for project managers and facilitating connections between project owners and supporters

2 Our people share the vision and take pride in the services we provide

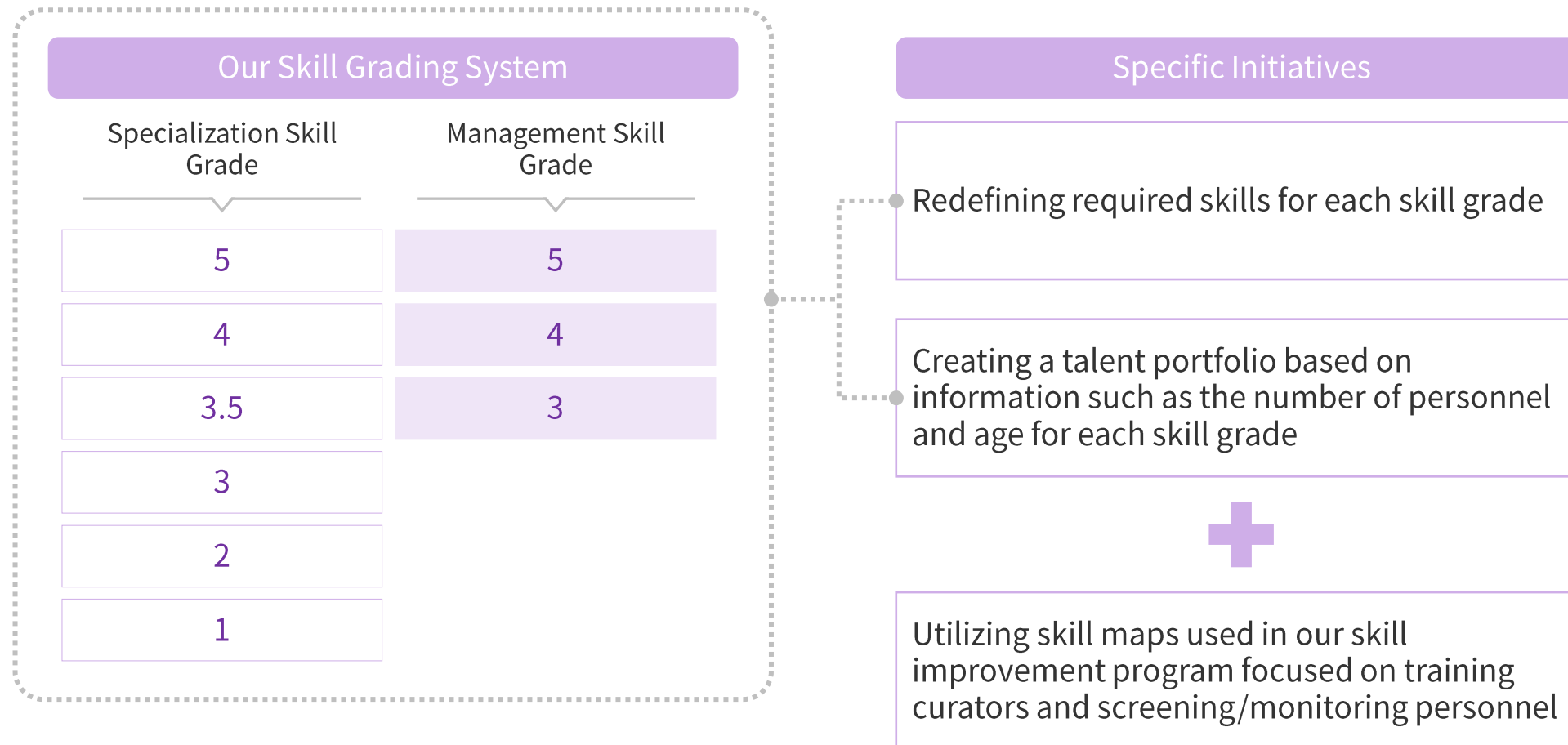
Able to move forward by launching challenging projects and engaging all employees through company-wide morning meetings and other events
Reviewing project accomplishments and presenting commendations at monthly review meetings and monthly kickoff meetings

3 Corporate/organizational culture with a high level of psychological safety

1-on-1 interactions / Promoting a culture that achieves a balance of diversity through a high ratio of women in executive and managerial roles
Encouraging inter-departmental communication through a range of in-house events
Supporting departmental activities initiated by employees themselves that facilitate colleagues coming together

Creating Agile Organizational Structure That Can Effectively Respond to Changes in Both External Environment and Company Talent Pool

- We will enhance the completeness of our talent pool and skill maps, and utilize them to enable agile responses to changes in both the external environment that affect our human capital investment plans and in our talent pool, including changes that require organizational realignment



Continued Growth in GMV + Strengthening of Internal Knowledge Sharing and Reskilling System + Development of Management Talent

- We will enhance the current system where employees proactively seek opportunities for skills improvement, and implement development programs tailored to each skill grade and the timing after their employment to facilitate individual skill improvement. Through these efforts, we aim to achieve continuous growth in GMV

Continued Improvement

Continuing with knowledge-sharing study sessions, voluntarily planned and implemented by each department

Strengthening support for in-house activities aimed at acquiring skills and expanding the system of certified courses

Enhancing the operation of skill-up programs focused on training curators and screening/monitoring personnel

New Focus

Implementation of training programs based on necessary skills for each grade

Training managers on "results management"

Introducing a new program within the new employee training to enhance their understanding of the business revenue structure, improve their ability to see the big picture of the business, and develop their initiative and self-sufficiency skills

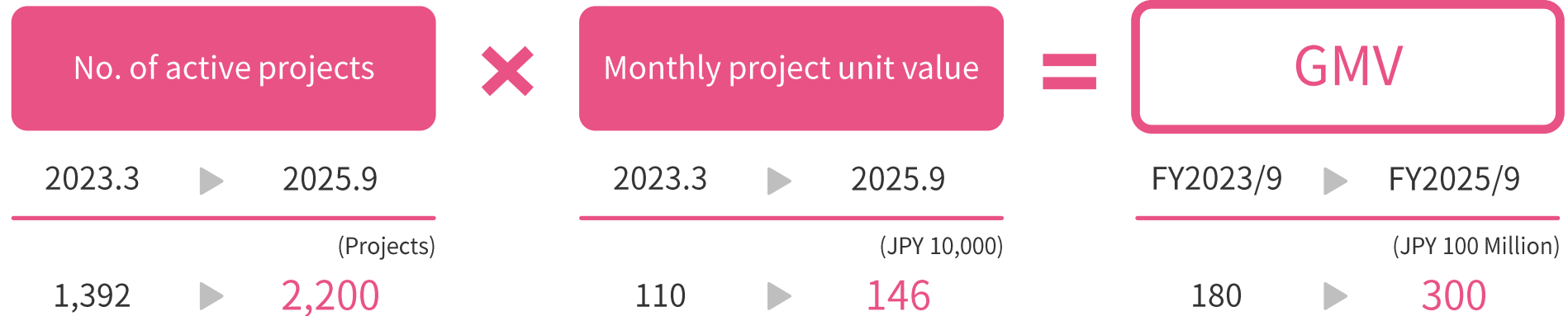
Improving Productivity + Securing Time for Creative Thinking

- We aim to increase the use of common professional language within our company to reduce communication overhead and the time required for decision-making. At the same time, we will fully utilize our systems and ensure optimal personnel placement to secure time for creative thinking, ultimately enhancing productivity

Fast Data-Based Decision-Making	Better Business Efficiency Through Systems Utilization	Establishing Decision-Making Framework	Leveraging Underutilized Personnel
Improving decision-making accuracy and speed by setting up a data dashboard in the Data Lab	Transforming curation and screening/monitoring/legal processes through digitalization (DX)	Establishing a decision-making framework and reducing the time required for decision-making	Leveraging human resources portfolio to identify underutilized personnel
Establishing a common professional language grounded in quantitative information and reducing communication overhead	Simplifying operations and improving processing speeds through external systems utilization		Considering reassignments and dual roles for underutilized personnel to ensure optimal personnel placement
	Streamlining operations through internal development of new functionalities		

Medium-Term KPI Targets

- We aim to achieve a GMV of JPY 30 billion (mid-target) by September 2025 by increasing the number of active projects to 2,200 and raising project unit value to JPY 1.46 million

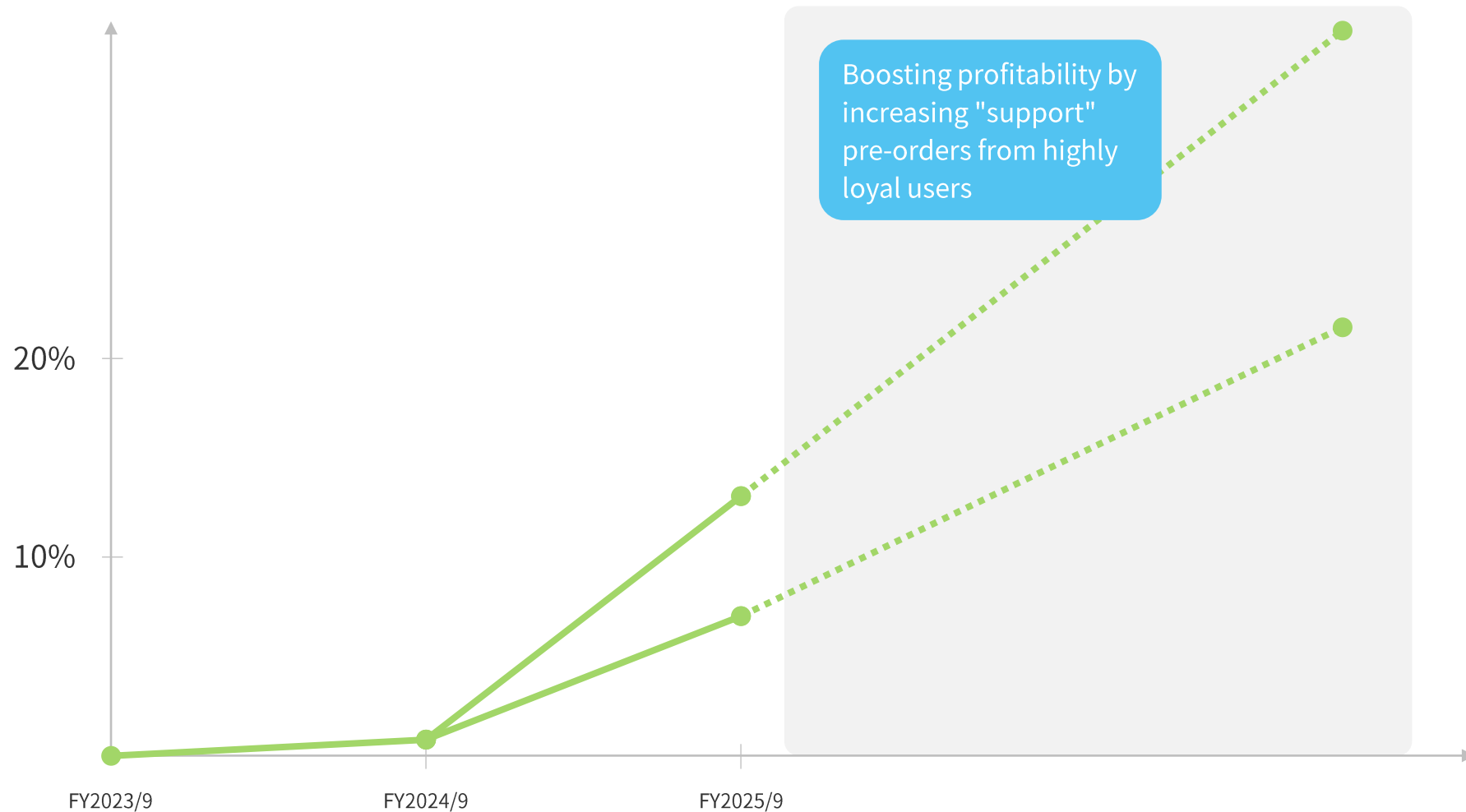


Expected GMV growth range: can fluctuate depending on market environment/progress of each strategy, etc.

- ¥32 billion
- ¥30 billion
- ¥28 billion

Medium-Term Operating Profit Margin Target

- We are targeting an operating profit margin of approximately 7.5% to 13.5% for FY2025/9, assuming a balance between sales growth and cost management



Disclaimer and Cautions Regarding Future Outlook

- While the content of this document has been prepared based on generally recognized economic and social conditions as of June 9, 2023 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.
- There are no changes to the information disclosed on December 28, 2022, regarding items not listed in this document related to “Business Plans and Growth Potential”.



IR Inquiries

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Makuake