

note

note inc.
July 7, 2026

note Appoints Takayuki Fukatsu as CSO (Chief Strategy Officer) Expanding Content Reach and Monetization Opportunities via AI Utilization and Partner Alliances



note inc. announces that Takayuki Fukatsu, formerly Chief Experience Officer (CXO), has been appointed as Chief Strategy Officer (CSO), effective today.

In 2022, before generative AI gained widespread attention, note shifted its management, human resources, and budget allocation toward the AI field. Through this company-wide AI shift, net sales for the recent first half (*1) grew 1.9 times compared to the same period three years ago. Net sales per employee also expanded 2.3 times. In addition, page views on note during the same period grew 1.4 times year-on-year.

Fukatsu, who has led this AI strategy, will now design the entire ecosystem as CSO. He will create a framework where creators, partner companies, and note can co-create and share value.

*1: First half of the fiscal year ending November 2026 (December 2025 to May 2026)

Current Status of note

Generative AI is becoming a new entry point for searching information and making decisions. Among all platforms, note ranks second after YouTube in the comprehensive ranking of domains cited by AI (*1). Traffic originating from AI is also approximately four times the expected value predicted from search traffic (*2).

Behind this success is the accumulation of 82.09 million articles and works on note (as of May 2026), written by creators based on their real experiences and unique insights. note does not consist solely of articles aimed at search traffic or page views. Instead, it preserves individual experiences and thoughts in the creators' own words. This adds value, making them easily discoverable and referenceable even in the AI era. For over ten years, note has provided an environment where creators can focus on writing without offering incentives based on page views. This accumulation forms note's current strength. Consequently, inquiries for partnerships from global technology and media companies are increasing.

*1: <https://prtimes.jp/main/html/rd/p/000000058.000157671.html> (Ahrefs Survey, June 2026)

*2: Joint survey by VALUES and note (Released October 2025)

Becoming a Content Distribution Infrastructure for the AI Era

Fukatsu, in his role as CXO, designed both note's growth model and its AI strategy. He was one of the earliest in Japan to declare that "the age of generative AI is coming" (*3). He has also participated in a roundtable discussion to explain AI policy to the Prime Minister, the LDP AI and web3 Project Team, and the drafting of the national AI Strategy White Paper (*4). As CSO, he will lead the design of the entire ecosystem in four key areas.

*3: <https://note.com/fladdict/n/n13c1413c40de>

*4: https://note.com/akihisa_shiozaki/n/n3bbe75fa841c

1. AI Utilization: Expanding Content Reach

Content accumulated on note over ten years now has more opportunities to be discovered and referenced through generative AI. note views this change as an opportunity to deliver creators' insights and experiences to more people, and has pursued the following initiatives:

- Collaboration with global technology companies such as Google and NAVER
- Construction of a RAG database following selection for the Ministry of Economy, Trade and Industry's (METI) national project "GENIAC"
- Full renewal of the recommendation engine

A core initiative is the "AI Context Network," which aggregates fan reviews and official information for each work or product. By connecting official information with articles written by creators about their favorite works or products, note creates a pathway for readers to discover new works or products, leading to purchases or viewings.

2. Business Foundation: Building an Ecosystem with Partners

Rather than relying on an advertising-driven model, note has built a framework where readers pay for content to support creators. In the AI era, the vast accumulation of articles written out of passion and a desire to share is leading to new collaborations with partner companies. note is expanding alliances across a wide range of industries including publishing, video production, and technology, starting with a partnership with KADOKAWA. New AI-driven revenue pillars are emerging, such as directing user traffic to partner companies through the AI Context Network.

3. Creative: Creator's Works as the Starting Point of the Cycle

There are concerns that compensation for writers might decrease in an era where generative AI mass-produces content. However, creator earnings on note remain steady. The average annual sales for the top 1,000 creators reached 15.15 million yen (*5) and continue to rise annually.

Furthermore, note is expanding initiatives to take creative works to the next level. This includes "Sosaku Taisho," one of Japan's largest creative contests which has led to the publication of 34 books, the operation of the story-posting site TALES, and the planning and development of works by its subsidiary Tales & Co.

*5: One-year period from December 2024 to November 2025

4. Data Infrastructure: Supporting the Ecosystem

The vast number of articles stored on note is categorized and structured using AI to serve as a foundation that drives the entire ecosystem. note contains many articles based on real experiences, such as "Sunscreen that worked for sensitive skin" or "The desk I am glad I bought for working from home." The platform analyzes what aspects are supported and what feedback is gathered for each product or work. note is developing a system to provide these insights as reports to partner companies for use in promotions and product development.

Comment from Takayuki Fukatsu, CSO (Chief Strategy Officer)

"Over the past few years, I have taken a step back from designing individual features of note. Instead, I have focused on establishing a more fundamental framework. This includes building partnerships and ecosystems to help creators thrive, as well as integrating AI. To match this title with my current actual role of 'building note's strategic positioning,' my title has been changed from CXO to CSO. I will continue to work on the mid- to long-term vision of note and the foundational design for its sustainable evolution, ensuring that creators can continue their creative activities with peace of mind."

<Biography>

Interaction Designer. Representative Director of THE GUILD. Serves as CSO of note Inc. and CXO of Bengo4.com, Inc. In recent years, he has served as a strategic AI advisor for numerous local governments and corporations, leading AI-driven organizational transformation (AIDX). He is also involved in education as a visiting professor at Musashino Art University and a visiting lecturer at ZEN University.

Comment from Sadaaki Kato, Founder & CEO

"Mr. Fukatsu joined note as CXO in 2017. Shortly after, he formulated the growth model we still use today, and we also created our mission, vision, and values together. Since then, his contributions have spanned a wide range of areas beyond design and UX, including acquiring the note.com domain and forming alliances with various companies.

Recently, his role has expanded to include building a business structure that utilizes AI and formulating mid- to long-term business strategies. The title of CSO reflects this reality. I have

always said that 'note will become a city on the internet.' I look forward to working together to build a framework that serves as a solid infrastructure useful to all creators."

*Reference article: What does it mean that note is a town? Asking the CEO of note now.

<https://note.jp/n/n0def26161c92>

Future Outlook

Under its ecosystem strategy, note will advance the following initiatives:

- Expanding the target areas of the AI Context Network
- Expanding strategic partnerships and creating new revenue opportunities
- Diversifying creator revenue opportunities and strengthening IP development
- Opening data infrastructure and expanding APIs

Fukatsu to Speak at Today's Earnings Briefing at 17:00

An online briefing regarding the second-quarter financial results for the fiscal year ending November 2026, announced today, will be held from 17:00. Fukatsu will speak alongside CEO Kato and CFO Kashima to explain note's growth strategy in the AI era. This session is open not only to institutional investors and analysts but also to individual investors. Please register via the URL below in advance to participate.

- Date and Time: Tuesday, July 7, 2026, starting at 17:00, scheduled to end around 18:00 (Connection opens at 16:50)
- Format: Live streaming via Zoom Webinar
- Speakers: Sadaaki Kato, Founder and CEO; Yukihiro Kashima, Director and CFO; Takayuki Fukatsu, CSO
- Eligible Participants: Open to anyone.
- How to Participate: Please pre-register using the registration form below. A live stream URL will be sent to your registered email address.

https://note-jp.zoom.us/webinar/register/WN_QoHFh_Y7QJKaYLTw85SS2g

note

note is a media platform where creators post text, images, audio, and videos, and users can enjoy and support that content. We value a safe atmosphere and diversity so that everyone can enjoy and continue creating. Individuals and corporations mingle, expanding opportunities to find things they like and meet interesting people. The service launched in April 2014, and approximately 82.09 million works have been created. The number of members has reached 12.48 million (as of May 2026).

- URL: <https://note.com/>
- iOS App: <https://itunes.apple.com/jp/app/note-noto/id906581110>
- Android App: <https://play.google.com/store/apps/details?id=mu.note>

note inc.

Our mission is to "Start, and Keep on Creating," and we are building systems for expression and creation. The media platform note supports all kinds of creative activities by creators. Creators can publish their original content, receive support from fans and peers through memberships, shops and brand owners can showcase products in their stores, and corporations and organizations can use note pro to disseminate information.

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Date of Establishment: December 8, 2011

Representative Director and CEO: Sadaaki Kato Corporate Website: <https://note.jp>

【For inquiries regarding this press release】

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