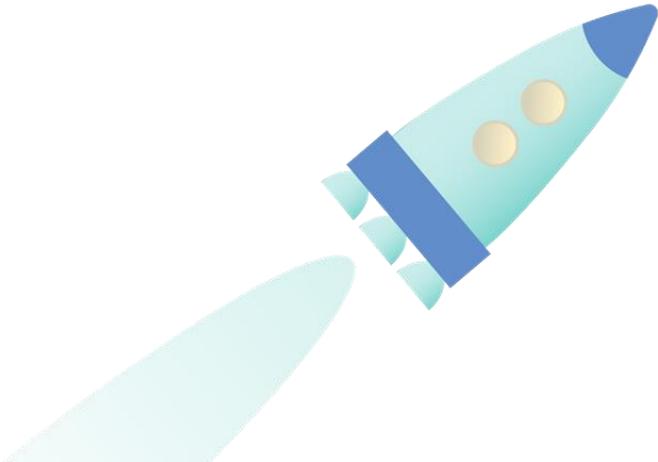


# FY2021 Summary

Cookpad Inc.

OUR MISSION



**From Cookpad's Articles of Incorporation:**

**Our company exists to 'make everyday cooking fun'  
and this is our mission.**

**When everyone on the planet enjoys everyday cooking,  
our company will dissolve.**

## OUR VISION



## OUR VISION



Capitalism and its prioritisation of economic growth has had a huge impact on the world: extreme poverty is declining and, in general, life expectancy is increasing.

However, we've started to realize how much we are sacrificing our own personal health and the health of our planet.

Our diet is contributing to 'lifestyle' diseases, the biggest cause of deaths around the world.

The food value chain is one of the largest sources of carbon dioxide emissions, contributing to global warming as well as threatening the world's biodiversity.

## OUR VISION



At the very moment we need to be more conscious of these issues and change our behaviour, we are actually becoming more ignorant of them.

Why? Because we're outsourcing cooking. We're outsourcing it to processed food, delivery services and restaurants. This act of outsourcing makes us less aware of what is going on with our food and everything connected to it.

## OUR VISION



We believe that we are at the point of no return: our food system must change. We need to find and act on solutions now.

What we eat has an enormous impact on our world. So cooking can help make our own health and the health of both society and the planet better.

## OUR VISION



How do we make a positive impact on our society and planet through home cooking?

By increasing the number of creators. Because once you become a creator, you become more aware. Creators think, they are curious, they are engaged. And they tend to make conscious, informed choices as a result. Choices that can change the world.

## OUR VISION



We believe that if cooking is more enjoyable, then more people will cook more often. Some people are motivated by learning new skills, some by the creativity and others by being part of the community. Whatever their motivation, we will help make cooking enjoyable for everyone who wants to cook.

## OUR VISION



Of the 7 billion people on our planet, there are many who already enjoy cooking.

We will create a community where the passion and wisdom of these people helps and inspires others.



# Objectives of the 10-year investment phase 2017-2027

Japan-centric service →

## Global service

To become No.1 in at least 100 countries around the world.

Focused on convenience →

## Focused on enjoyment

While convenience matters, we believe that it is by making cooking enjoyable that we will help more people cook and cook more frequently.

Recipe company →

## Cooking company

Recipes are just one part of cooking. We will address challenges in other areas too such as food production and distribution.

# Our focus is on long-term investments so we can have the greatest impact

- We will focus on increasing the number of people who enjoy cooking and increasing the diversity of production, sales, and cooking of food.
- We will create markets for the long-term and prioritize becoming No 1 in those markets rather than pursuing short-term successes.
- We will focus on long-term impact over short-/mid-term profit.
- We will manage the business in a way that allows us to be bold and flexible and not bound by future commitments.
- We will disclose factually accurate financial information at appropriate times to shareholders and investors.
- We will emphasize cash flow and cash balance as a measure rather than the profit and loss statement.

# Cookpad's key indicators for long-term investment

Cookpad conducts an annual survey together with Gallup on the frequency of home cooking around the world and its correlation with other lifestyle factors



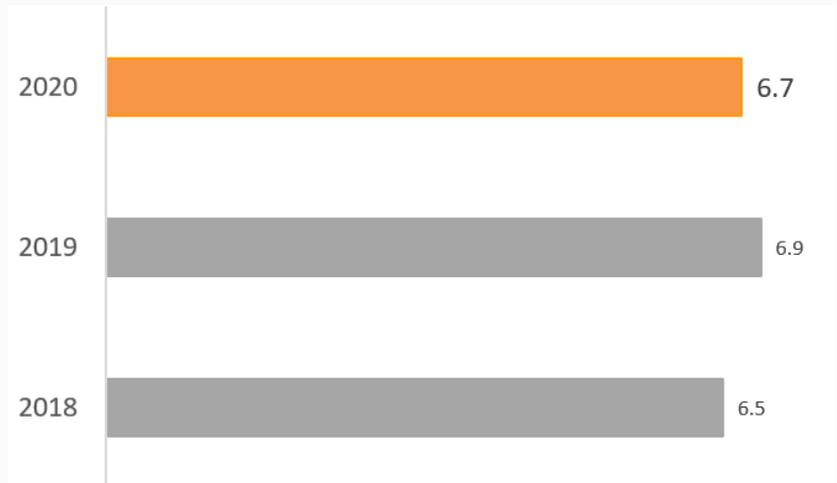
GALLUP®



Q. How many times did you cook lunch/dinner at home in the last 7 days?

**Average number of meals people around the world cooked for lunch and dinner at home.**

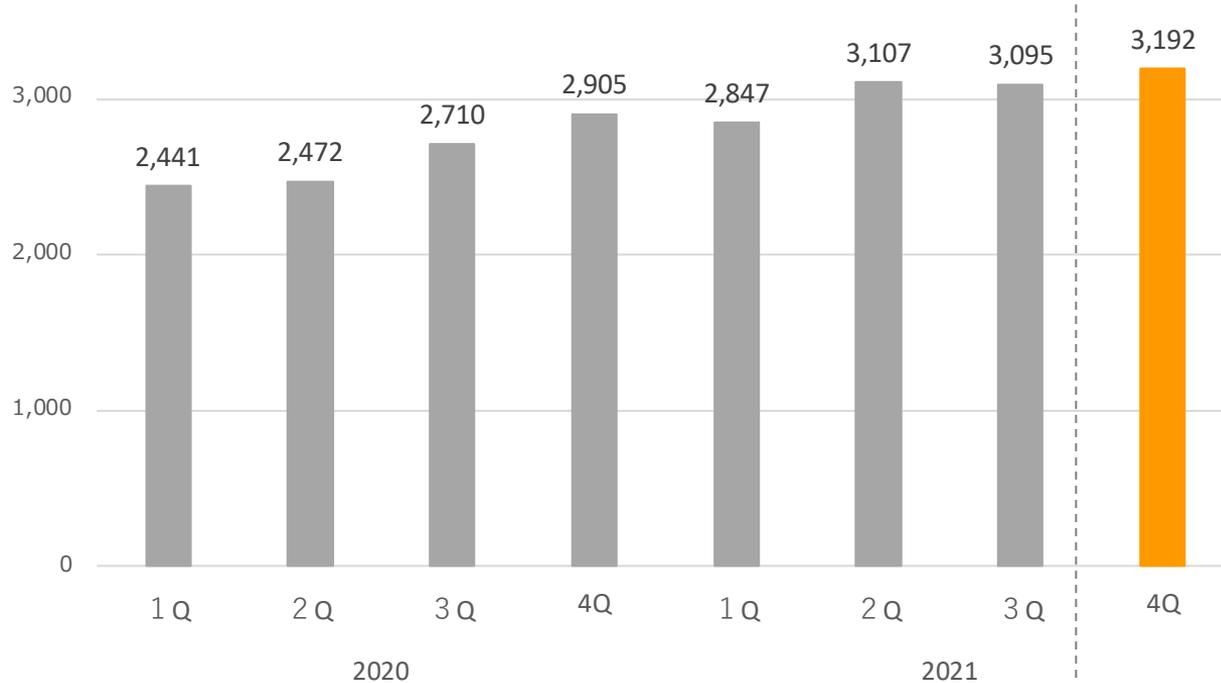
(Of the 14 meals)



# Progress in investments - consolidated SG&A expenses

(in millions of JPY)

**Increase of 9.9% compared to previous year 4Q**



# Breakdown of investments - consolidated SG&A expenses ratio



Personnel expenses    Others

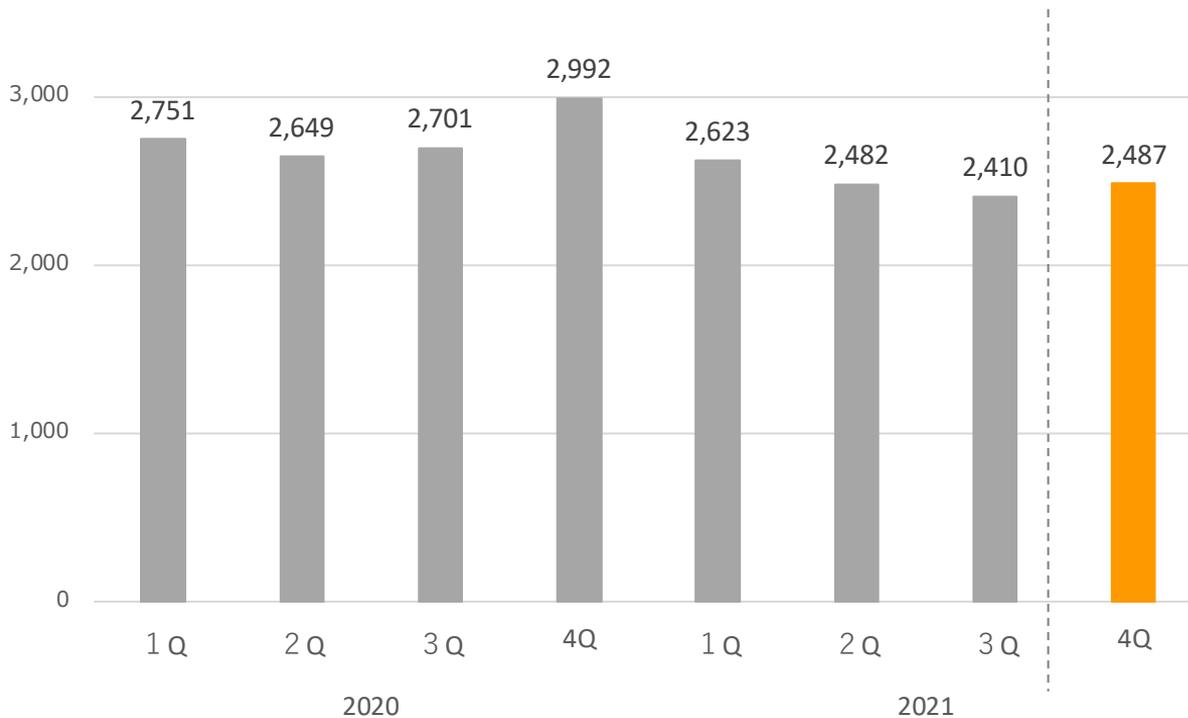


Japan    Overseas    TV

# Consolidated sales revenue

(in millions of JPY)

Decrease of 16.9% compared to previous year 4Q



# Sales revenue ratio

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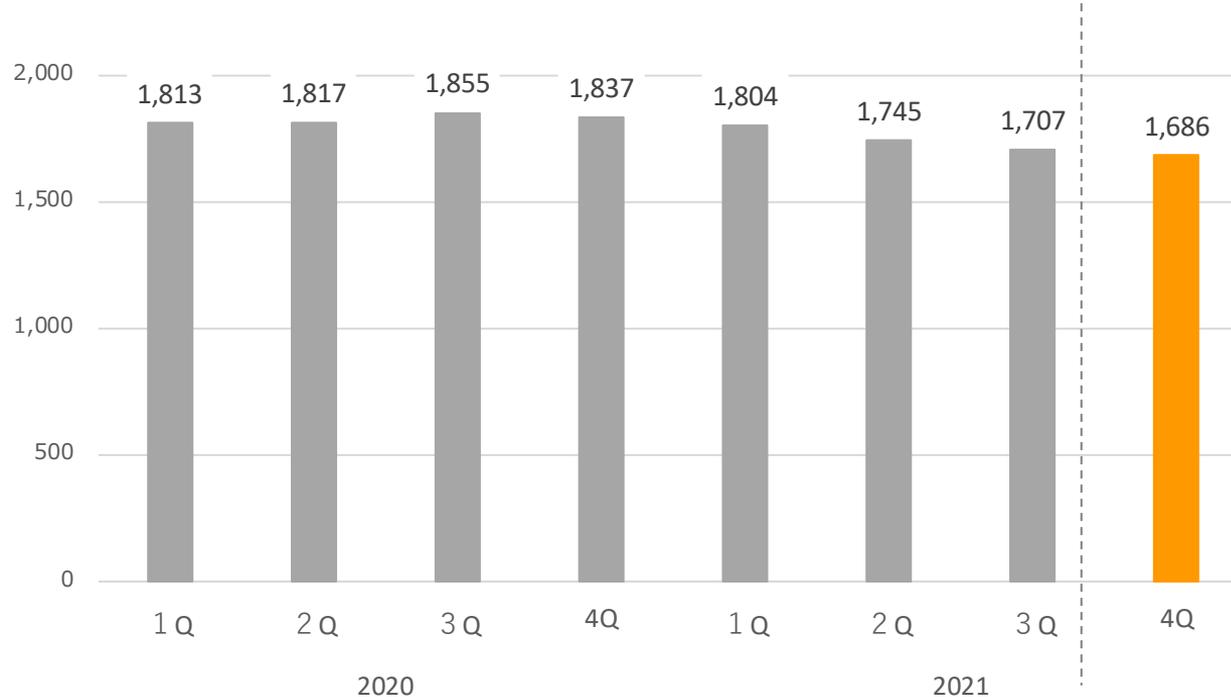


- Domestic "Cookpad" Premium Service membership sales
- Advertisement sales on domestic "Cookpad" sites
- Other sales
  - Sales from Japan Revenue sharing
  - Sales from Japan Cookpad publishing
  - Overseas sales
  - Cookpad Mart sales
  - CookpadTV sales, etc.

# Japan recipe service (Premium Service)

(in millions of JPY)

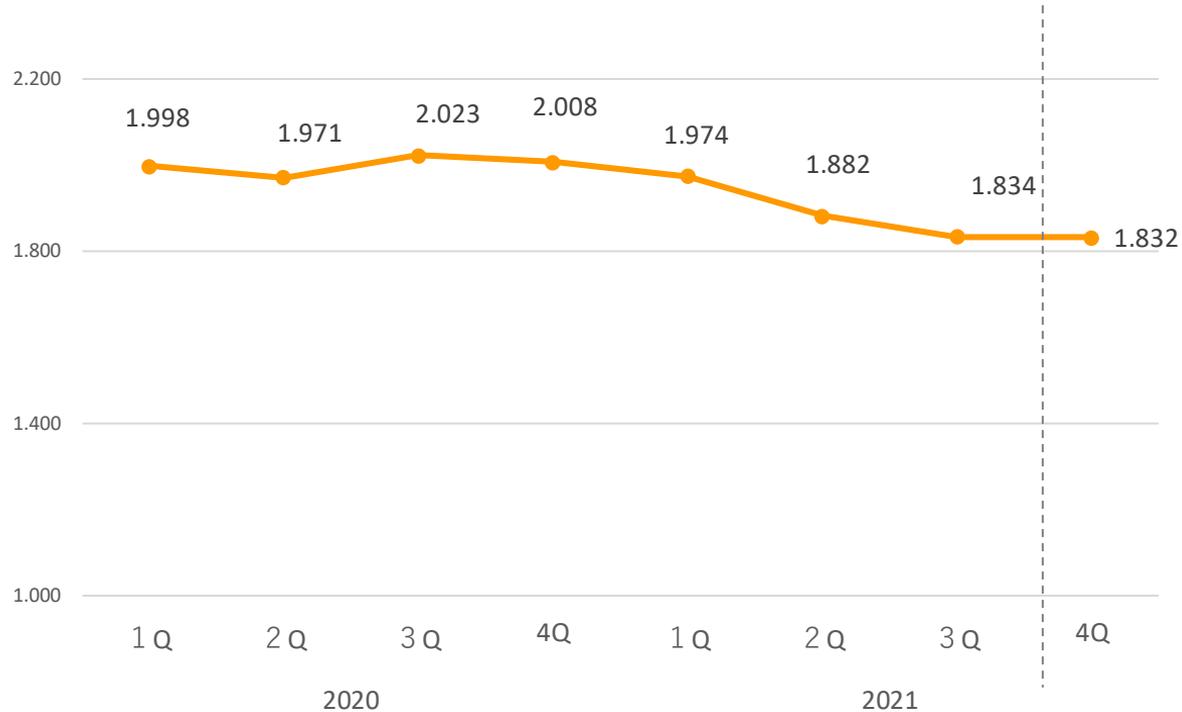
Decrease of 8.3% compared to previous year 4Q



# Number of domestic Premium Service members



(in millions)

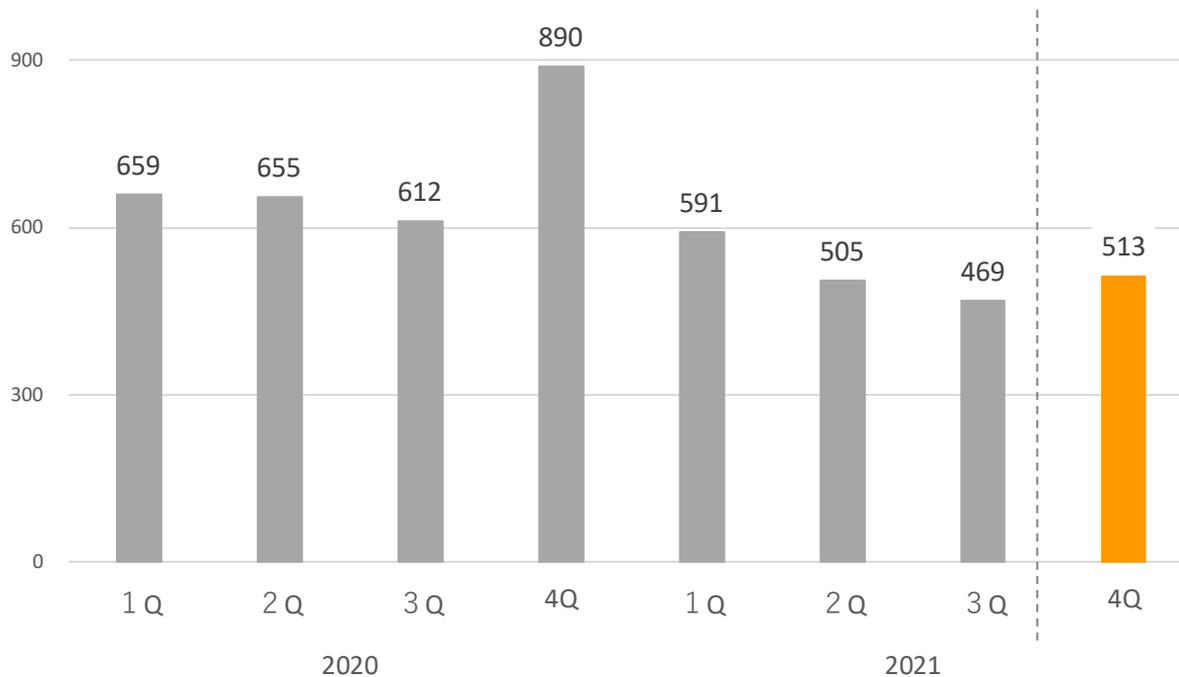


※ Premium Service subscription numbers at end of each quarter

# Japan recipe service (Advertising)

(in millions of JPY)

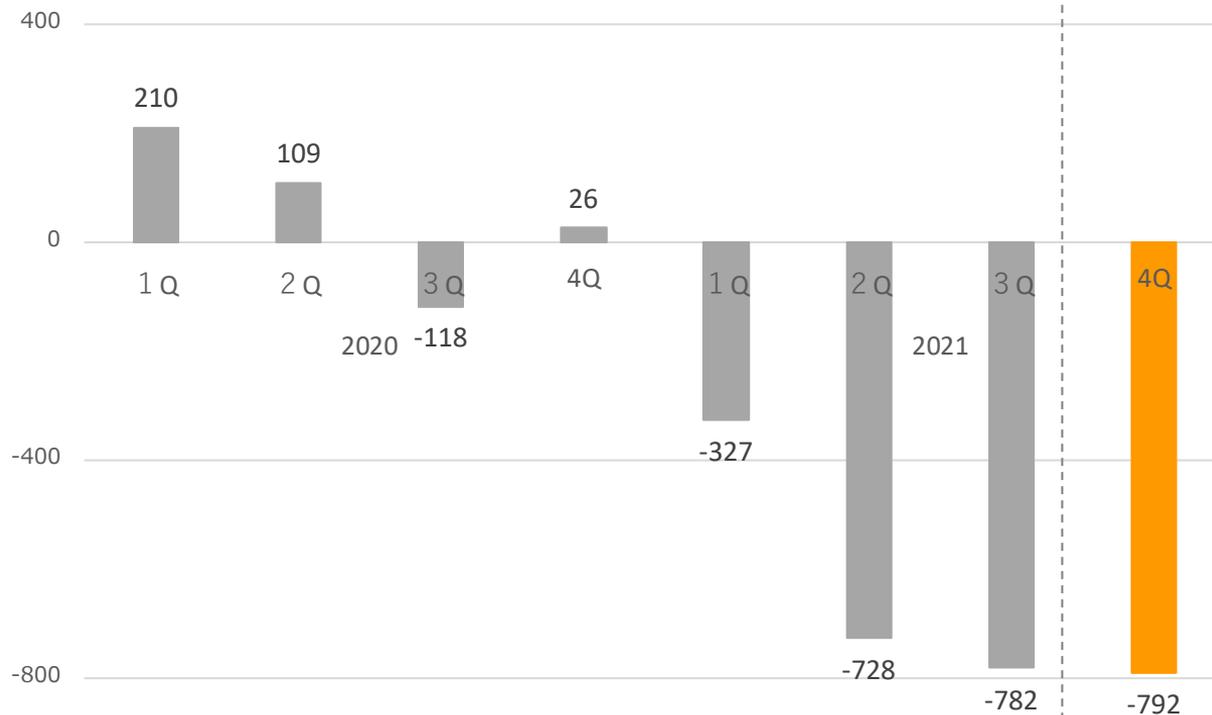
Decrease of 42.4% compared to previous year 4Q



# Operating income by quarter

(in millions of JPY)

Decrease by JPY 818 million compared to previous year 4Q

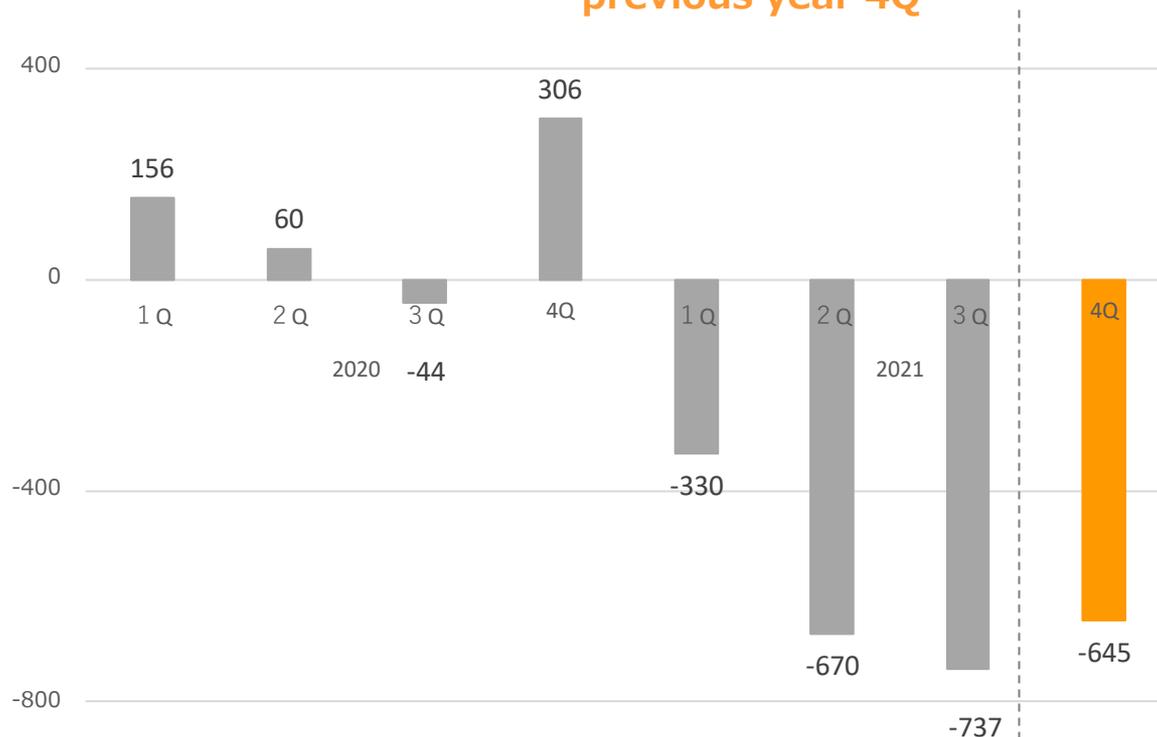


※ Prior year results have been retroactively restated as a result of an accounting policy adopted during the quarter ended June 30, 2021.

# Profit attributable to shareholders of Cookpad Inc.

(in millions of JPY)

Decrease by JPY 952 million compared to previous year 4Q

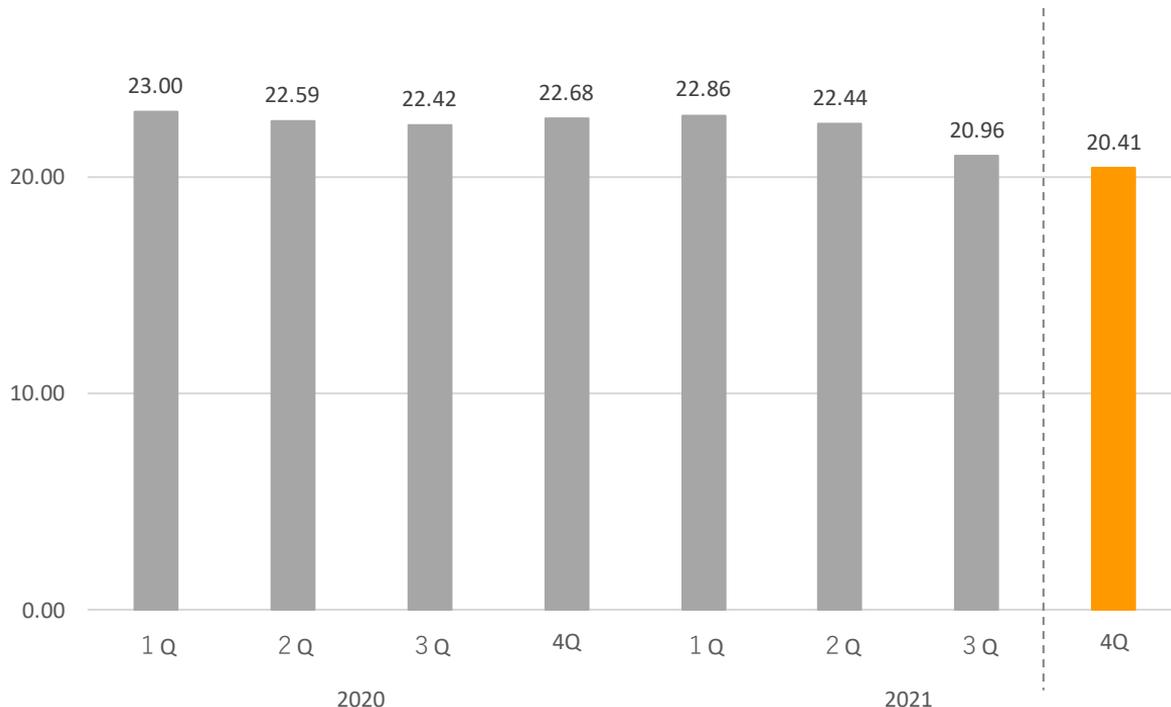


※ Prior year results have been retroactively restated as a result of an accounting policy adopted during the quarter ended June 30, 2021.

# Cash and cash equivalents

(in billions of JPY)

Decrease of 10.0% compared to previous year 4Q



This presentation contains certain comments that may be characterized as forward-looking statements. These statements are based on information currently available to management and its beliefs and assumptions regarding future business and financial performance. A number of factors such as changes in business environment may cause actual results to differ materially from any future results or performance expressed or implied by this presentation.

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