

1Q of FY2022

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

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 realise how much we are sacrificing our own personal health and the health of our planet. The food we eat is a major contributor. 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.



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.



We believe that we are at the point of no return: our food system must change.

We need to find solutions and act now.

What we eat has an enormous impact on our world.

And cooking can help make our own health and the health of both society and the planet better.



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

By increasing the number of creators along the whole food value chain from growers to cooks and craftspeople.

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.



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.



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 help and inspire 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 we must make cooking enjoyable to encourage more people to cook more frequently.

Recipe company →

Cooking company

Recipes are just one part of cooking. We will address challenges in other areas as well, such as food production.

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

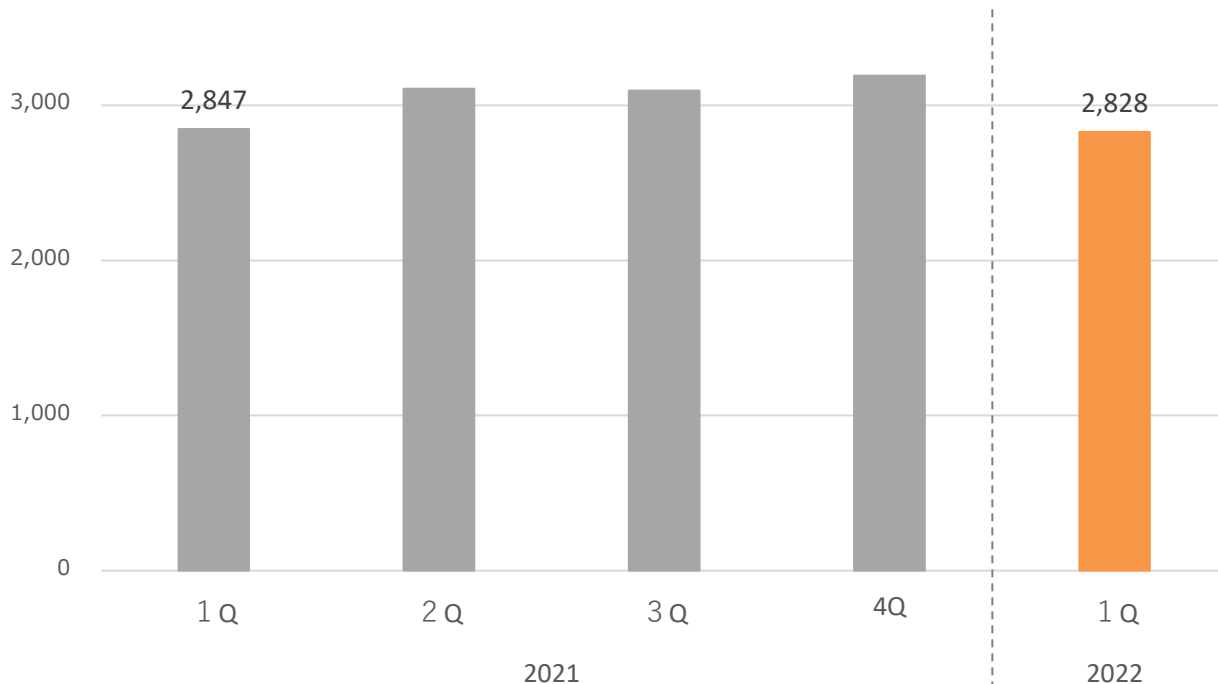
We will:

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

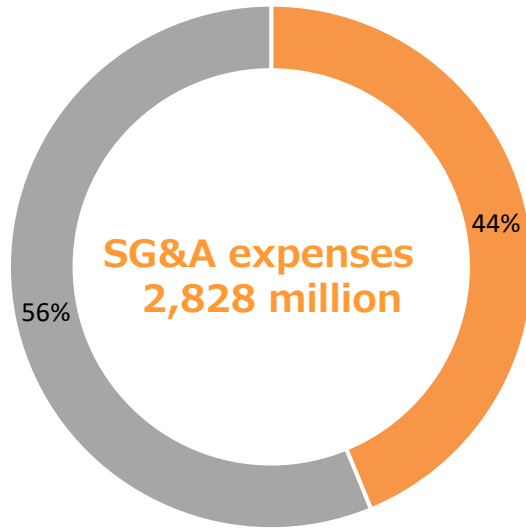
Progress in investments - consolidated SG&A expenses

(in millions of JPY)

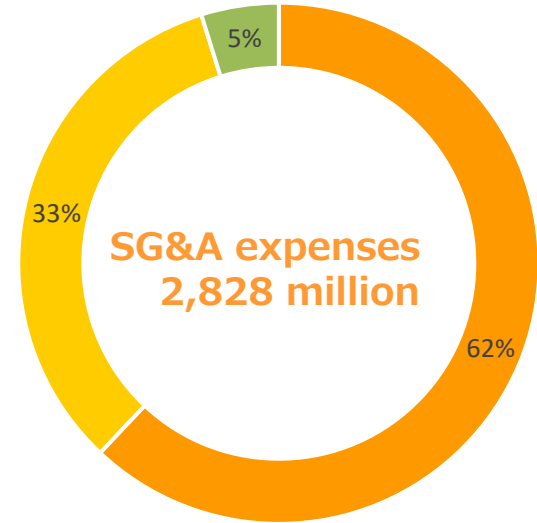
Down 0.7% year on year



Breakdown of investments - consolidated SG&A expenses ratio



Personnel expenses Others

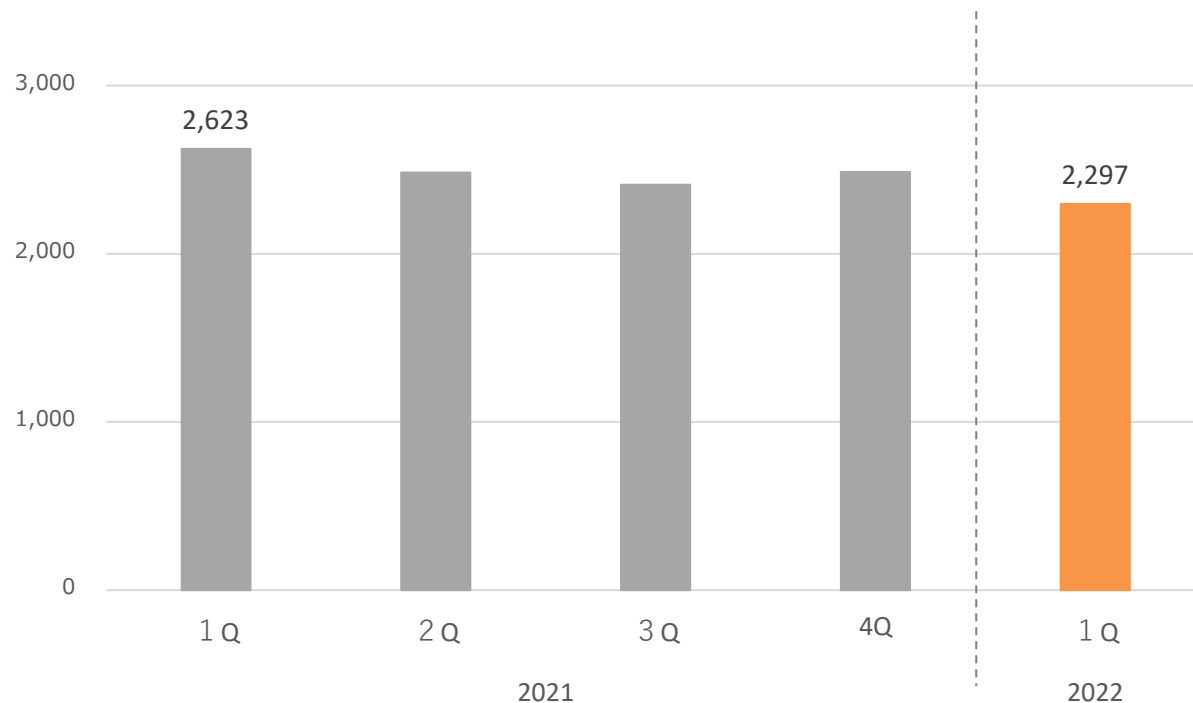


Japan Overseas TV

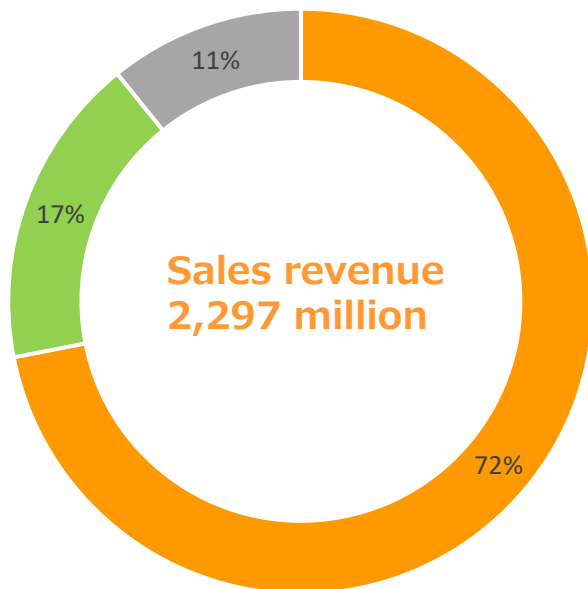
Consolidated sales revenue

(in millions of JPY)

Down 12.5% year on year



Sales revenue ratio

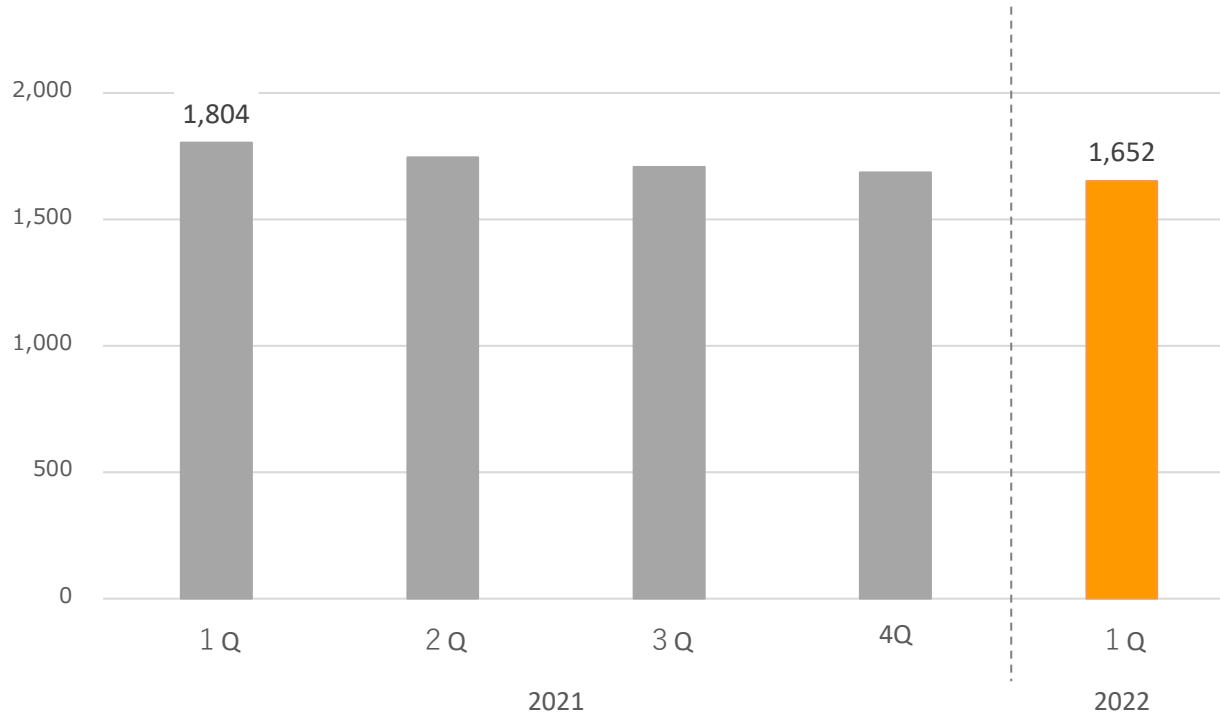


- Domestic "Cookpad" Premium Service membership sales
- Advertisement sales on domestic "Cookpad" sites
- Other sales
 - Sales from Japan Revenue sharing
 - Sales from Japan Cookpad publishing
 - Overseas sales
 - Cookpad Mart sales
 - CookpadTV sales, etc.

Japan recipe service (Premium Service)

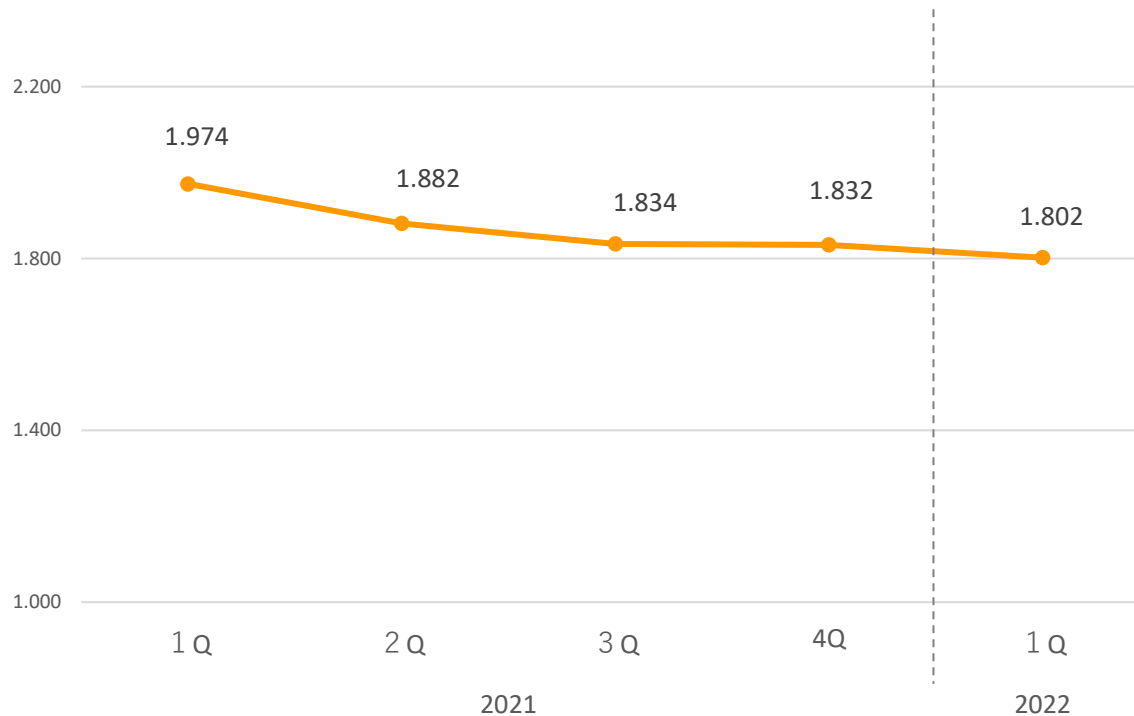
(in millions of JPY)

Down 8.4% year on year



Number of domestic Premium Service members

(in millions)

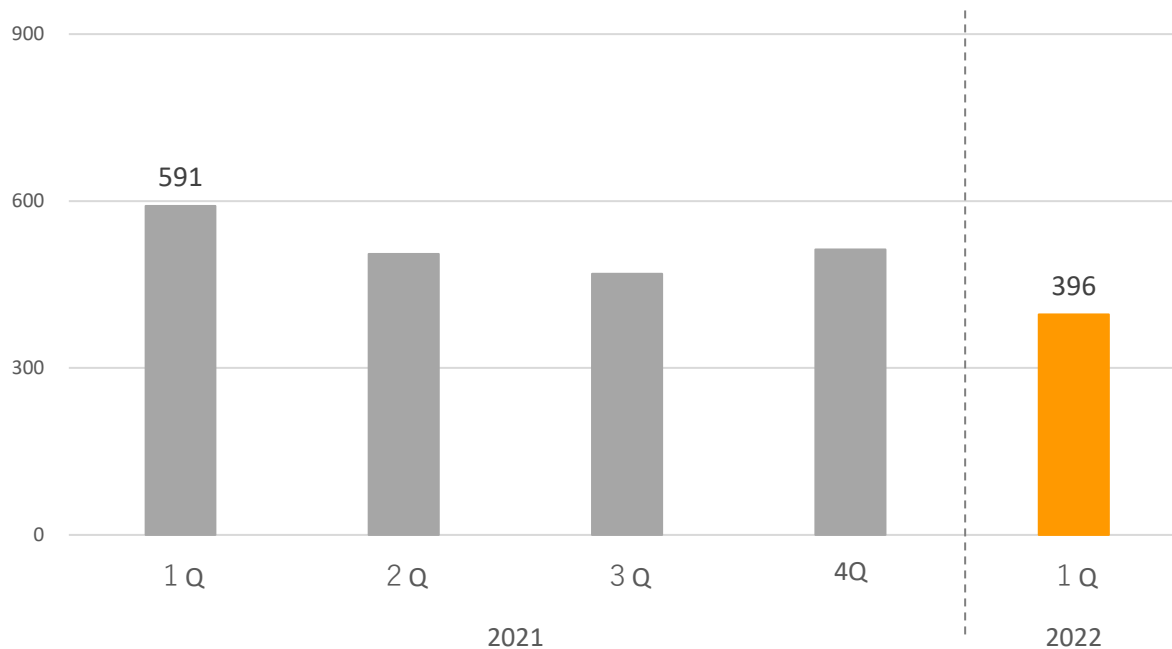


※ Premium Service subscription numbers at end of each quarter

Japan recipe service (Advertising)

(in millions of JPY)

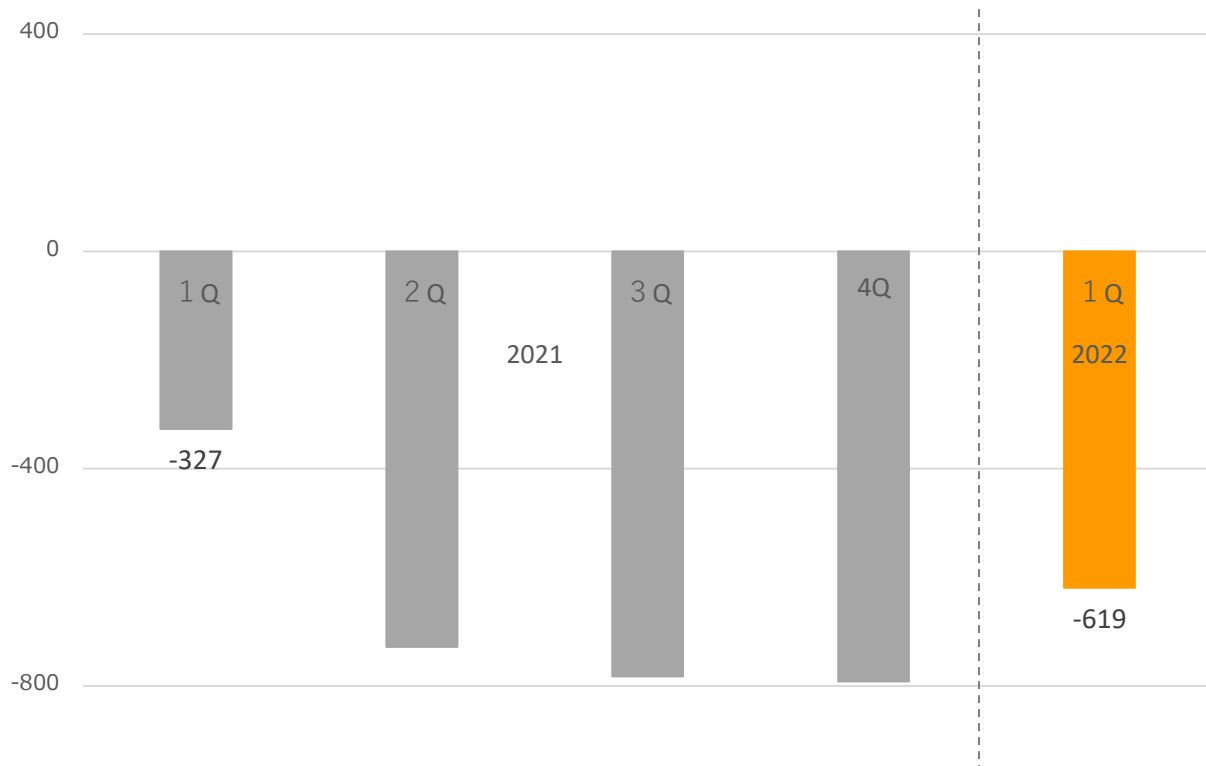
Down 33.0% year on year



Operating income by quarter

(in millions of JPY)

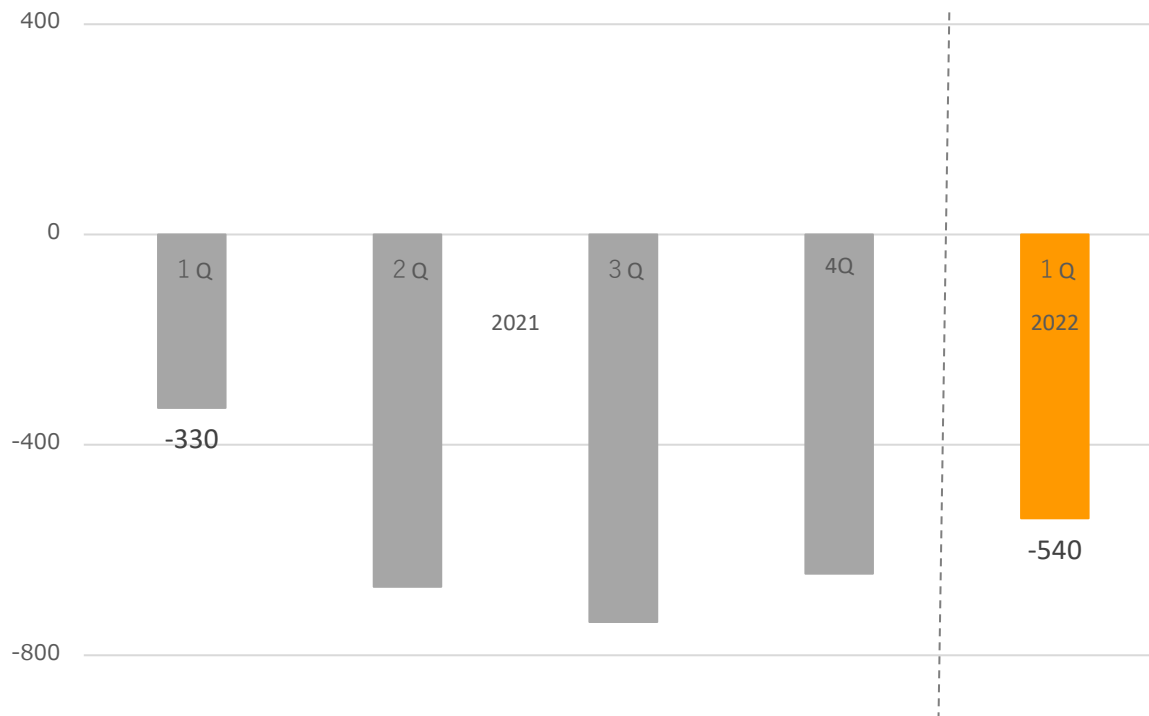
Down JPY 291 million year on year



Profit attributable to shareholders of Cookpad Inc.

(in millions of JPY)

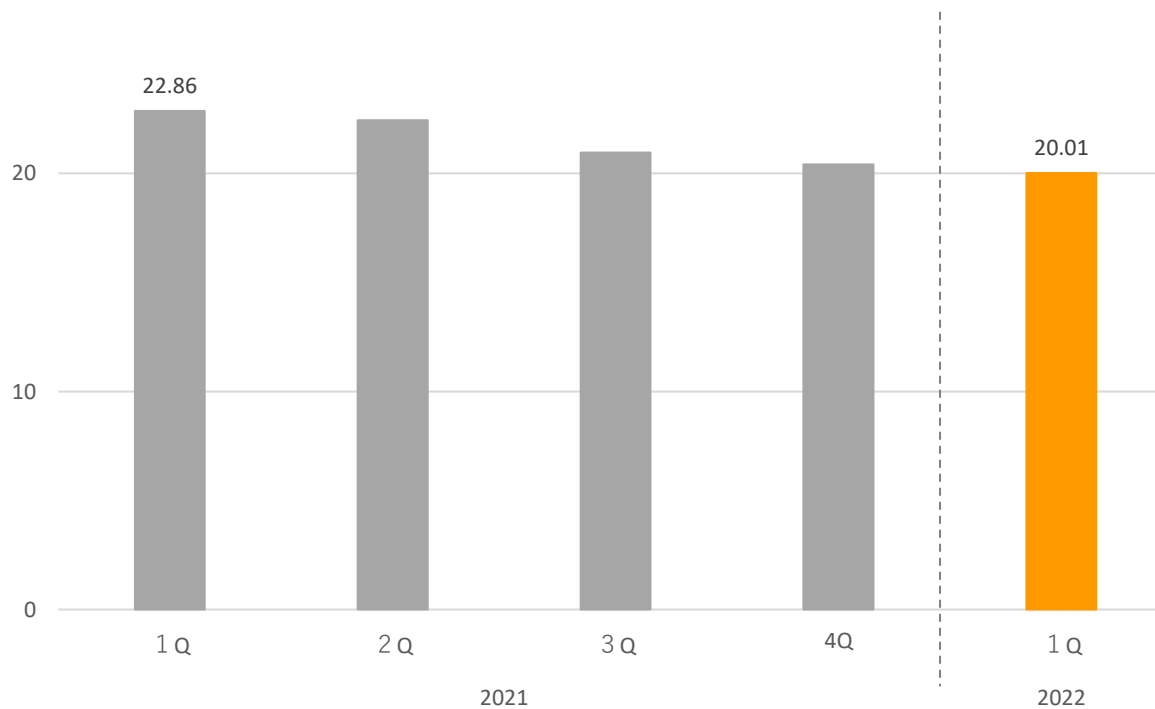
Down JPY 209 million year on year



Cash and cash equivalents

(in billions of JPY)

Down 12.7% year on year



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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