

東京美食 Labo TOKYO BISHOKU LABO, INC. Business Plan





Company

∼Group with JPY 2billion sales∼





Mission · · · Smile

Connect Japanese gastronomy and make people all over the world smile –Exploring "gourmet" that pleases the body with "five senses" and making the world smile–

<u>Vision•••Explore</u>

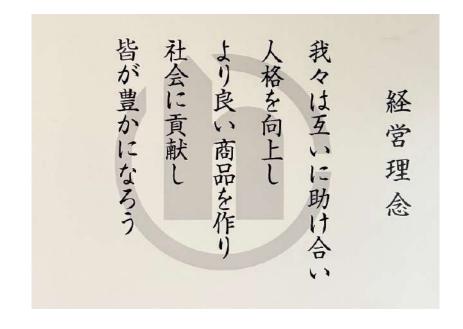
Exploring for a wonderful "gourmet" that is delicious and good for the body (Labo)

-Connecting producers and consumers to bring smiles to the world-

Strategy · · · Deliver

Pursuing high-quality ingredients and delivery methods that combine "tradition" and "innovation"

-Building a network of unique producers and sales channels all over the world-







Quest for a sustainable, one-of-a-kind business: "SDGs"

Toward the realization of a sustainable and better society and global environment in line with the SDGs, Kuradashi offers products with approaching expiration dates.







弊社は、食品ロスの取り組みの一環として、株式会社クラダシ様のお力を借りて SDGs への取り組みをおこなっております。

Pursuit of sustainable ONLY ONE BUSINESS: "SDGs"









Through the funds of Kuradashi Co., Ltd., which has received the Minister of the Environment Award and the Minister of Agriculture, Forestry and Fisheries Award, we will support environmental protection, social welfare, medical care, and disaster prevention.



For example, even branded beef such as Matsusaka beef, which is carefully raised, has the problem of surplus parts that are not popular. Furthermore, due to the decrease in restaurant demand due to the COVID-19 crisis and the increase in mail-order demand for some parts, demand has become more skewed. If the demand is not stable enough to consume the whole cow, it will be a burden on livestock farmers, and as a result, the supply will not be stable.

While we are required to work on SDGs such as "Reducing food loss-Responsible consumption and production-" In order to deliver Wagyu, which is a cultural heritage of Japan, in a "delicious and efficient manner without waste", we offer "Specially Selected Matsusaka Beef Curry" as Japan's finest retort pouch curry.





Pursuing high-quality ingredients and delivery methods that combine "tradition" and "innovation"

-Building a network of unique producers and sales channels all over the world-

New Business/Product Development

"Excavation and creation" of Japanese gastronomy with producers

Sales & Marketing

"Sales and marketing" of gastronomy via our own domestic and overseas sales channels

Platform / FC

Creating a "platform" for high-quality gastronomy that connects producers and customers

The food culture of the highest peak that Japan boasts to the world, and the producers and ingredients that support it. In order to connect Japanese gastronomy and make people around the world smile, we will launch innovative new businesses and develop products in pursuit of providing high-quality food.

We build our own sales channel and connect the products created with producers and developers who spare no effort to "consumers who recognize added value". Combining "gift use" and "business use" enables flexible development that meets the needs of domestic and overseas customers.

We have created a high-quality gourmet platform, not only expanding stores throughout Japan and the world, but also e-commerce business, etc. Including FC business, we will expand to other various business development.





Business Development

Wholesale Business **EC** Business **Shop Business**

Sixth Industrialization

New Business/Product

"Excavation and creation" of Japanese gastronomy with producers



Sales&Marketing

"Sales and marketing" of gastronomy via our own domestic and overseas sales channels









Platform

Creating a "platform" for high-quality gastronomy that connects producers and customers











































ONLY ONE BUSINESS

Kagoshima Kurobuta/Kobe Beef × Nikuman × Chinatown/Supermarket/JR/Airlines Matsusaka Beef/Jidori × Curry × Kokkai/Mitsukoshi Isetan/Selected EC/Overseas

It is possible to build various "ONLY ONE" businesses that are "efficient and highly profitable" by combining our strengths and receiving evaluations from food experts.





Wholesale Business **EC Business Shop Business**

Expansion of Sixth Industrialization

New Business/Product

"Excavation and creation" of Japanese gastronomy with producers



Production Base

Alliance/M&A

Production base supporting

Japanese gastronomy

Sales&Marketing

"Sales and marketing" of gastronomy via our own domestic and overseas sales channels









Premium Curry Series

Product Development Alliance/M&A

Japanese gourmet products/brands spreading to the world

Platform

Creating a "platform" for high-quality gastronomy that connects producers and customers









































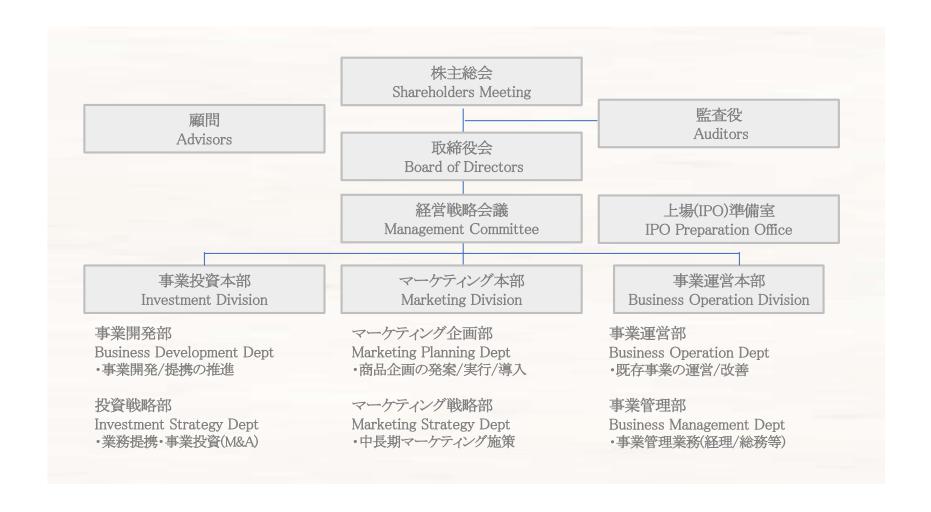
Shop/Sales Channel Alliance/M&A

Stores and Matsusaka City hometown tax payment bases, etc.

Evolving into "ONLY ONE" business construction by thickening "sixth industrialization" through business acquisitions (M&A) that carefully select necessary areas



Build a flexible organizational structure to "connect smiles and provide them in a form" centered on careful business development and investment strategies





Takeshi Ueda - President



Oversees product development and sales departments as head of division at European and US financial institutions. After returning to Barclays from the head office in London, he participated in the JV of Sumitomo Mitsui Banking Corporation and Barclays Wealth as Product COO (Chief Product Operating Officer). Plays a central role in business planning, revenue model, organizational structure and overall contract negotiations.

Many achievements in hands—on management participation and consulting in restaurant—related business investment. Engaged in founding TOKYO BISHOKU LABO, INC. Start—up of Food Tech, livestock business and overseas expansion of restaurants. Established the "Curry Labo" business. Graduated from Tokyo University (Economics) / Azabu High School.



Katsuhiro Takahashi - President



Since joining Saison Factory Co., Ltd., he has been engaged in sales, product development, and planning for 30 years. In 2002, he successfully developed the first directly managed store at the Daimaru Sapporo store, and the following year he was appointed store manager at the Daimaru Kyoto store, where he received the "Excellent Store Manager Award." Since 2008, he has served as project leader overseeing the opening of 33 stores nationwide, making a significant contribution to the expansion of the brand. In 2014, he launched the chocolate brand "Chocolat de Saison" together with JR Cross Station, developing innovative chocolates that utilize the "impregnation method." In 2017, he served as the project leader for "Luxury Panappu" with Ezaki Glico, and has developed many collaborative products with department stores and mass retailers. Since 2020, he has collaborated with Sichuan Restaurant to develop new food genres, and has also been involved in gift product planning with Takashimaya and Daimaru Matsuzakaya. He is a food professional with both execution and planning skills who has been pursuing "authentic food" for many years.









AZX Professionals Group Advisor

A professional firm with a wealth of experience and knowledge that supports "everyone who creates an innovative future"

AZX is a one-stop professional firm that covers a wide range of areas such as legal affairs, taxation, accounting, labor, and patents, which are essential for corporate management and growth. As a firm that mainly supports ventures and startups, we have an unrivaled wealth of achievements and experience, which is proof that AZX has been trusted over many years in the venture industry, enables reliable support for



ベンチャー支援に関する 高度な専門性



AZXには、ビジネスモデルチェックや 種類株式・ストックオプションの設計、 IPOやM&Aに向けた法的整備や内部統 制・ガパナンス体制構築など、ベン チャー特有のサポート実績が多数あり ます。

ベンチャー エコシステム



VENTURE ECO SYSTEM

AZXは2001年より、ベンチャー企業だけでなく、ベンチャーキャピタルや証券会社など、ベンチャーに関わる全てのブレーヤーに対してサービスを提供しており、真にベンチャーコミュニティに根付いたファームとしての地位を確立しています。

最先端技術の理解 幅広い領域に関する知見



ベンチャーに特化しているからこそ、フィンテック、ヘルスケアテック、AlloT等の最先端分野の依頼を受ける機会も多く、いわゆるITベンチャーはもちろん、金融、バイオ、飲食など、幅広い業種のクライアントをサポートしており、業界特有の法的問題に対する高度な知見を有しています。

豊富なIPO達成件数

150 社以上

ベンチャー企業がサポートを依頼する専門家を選ぶにあたり、 IPOのサポート実績は非常に重要です。AZXは、IPOを達成し たベンチャー企業のサポートはもちろのこと、IPOの引受器 査についても豊富なサポート実績があり、現在のIPO実務に即 した適切なアドバイスを提供することができます。

圧倒的なAZXのサポート実績

5000 #

ペンチャー企業を中心として、数多くのクライアントの皆様をサポートして参りました。ペンチャー企業を中心にサポートしている事務所としては他に類をみないほどの豊富な実績と経験は、 AZXがペンチャー業界において長年に渡り信頼されてきた証であるとともに、クライアントの皆様への確かなサポートを可能とするものです。

支援実績(2001年1月創立)

20年以上

AZXは2021年に20周年を迎えました。この20年、インターネットパブルの崩壊やリーマンショックなど様々な難局もありましたが、どんな時もクライアントの皆さまとともに乗り越え、日本におけるペンチャー業界の発展に貢献して参りました。その経験から蓄積された豊富なナレッジを活かしたサポートを提供しております。

資金調達サポートもおまかせ

4000 件以上

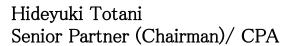
投資契約、種類株式の設計、CBの設計などの案件を極めて多数 サポートしており、複雑な投資案件を含め日常的に資金調達案 件を取り扱っています。また多数のVCもクライアントとしてい るため、投資を行う側・受ける側の両者の視点からのアドバイ スが可能です。

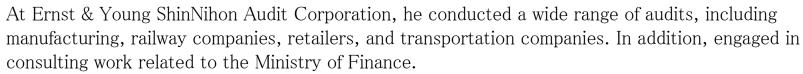
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Audit Corporation RSM Seiwa







After that, joined Seiwa Audit Corporation as a partner and engaged in business such as accounting audits and consulting for operating companies. In addition to being involved in the first Hong Kong IPO of a Japanese company as a responsible person, he has also been involved as a responsible person in projects such as domestic IPOs and audits of correction reports. He is also the author of many books and lecturer at seminars. Appointed Senior Partner (General Manager) in July 2016

Registered Political Funds Auditor (#3551) Member of the Recommendation Committee of the Japanese Institute of Certified Public Accountants Tokyo Association (July 2010–June 2014) Member of the Business Committee of the Japanese Institute of Certified Public Accountants Tokyo Branch (July 2018–June 2019)

Clients

Total Statutory Audits (dual-types) Statutory Audits (listed-types) Statutory Audits (unlisted-types) School Audits Social Welfare Corporations Audits Other Statutory and Voluntary Audits (including 27 IPOs)	147 companies 19 companies 1 company 20 companies 4 schools 9 corporations 94 companies	Staff	Total Partners (CPAs) Professional Staff (CPAs) Professional Staff (CPA canidates) Professional Staff (US CPAs) *1 from the US Freelance CPAs Interns and Other Support Staff *1 from the US Administrative Staff	144 15 36 21 15 42 5	
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Wholesale Business



Business Partners

Major retailers / mail order / wholesale / OEM, etc. Developing unique sales channel construction that leverages strengths for both gift and business use



















































Building sales channels with top-class business partners in each industry/field based on product strength/branding

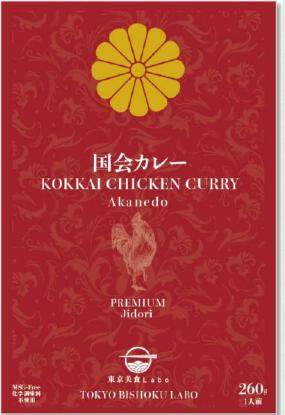


Developed "National Diet Curry" in collaboration with Akanedo, a café in the National Diet Building/House of Representatives (own product/Maker Position)













Special events: Raise awareness at events at department stores where carefully selected products are displayed









Isetan Shinjuku Main Store: Opened as "Food that you want to convey to the future" along with famous store signboard products carefully selected by buyers up to 9









Shop Business (Direct/FC)



Direct Shop (KOBE NANKINMACHI KOURAN)

Kobe Nankinmachi Koran: Traditional soy sauce ramen (chuka soba) and pork buns made with care since the restaurant's founding. Serving the traditional flavors of 66 years since its founding.



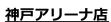






神戸三田プレミアムアウトレット店







イオンモール大日店



みのおキューズモール店



As a base for building a system (and wholesale business for stores) for the Eat-in/Take Out/Delivery business



皇蘭 Direct Shop (SANJIN SANJIN)

Sanjin Sanjin: The creamy pork bone soup, made by slowly simmering pork bones, chicken bones, and vegetables, pairs perfectly with the homemade extra-thin noodles, making it popular with women





山神山人 西神プレンティ店



山神山人 麺ロード店



As a base for building a system (and wholesale business for stores) for the Eat-in/Take Out/Delivery business



宣賞 Direct Shop(Curry Labo Tokyo)

Directly managed stores: Operates store business at carefully selected flagship directly managed stores in Tokyo

Nihombashi Takashimaya store (counter seats) [Scheduled to open in August]



KOURAN Premium NIKUMAN Fair



As a base for building a system (wholesale business for stores) for the Eat-in/Take Out/Delivery business





EC(In-House)







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TV marketing receiver + Cross-border EC axis





Great potential for cross-border e-commerce (BtoC) with lower hurdles

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TV: Introduced in a special program of a key station as "the strongest retort curry in history". Other TV Shopping projects are also being planned

















出演者がカメラが止まっても食べ続け完食した「レトルトを超えた最高級カレー」







Product Concept



For example, one of Japan's world-class cultural heritages, "CHIKUSAN (Livestock business)". Its quality is unmatched.

However, due to various structural problems,

loss of original charm and potential

There is also a problem that is often seen

To compete with imported red meat, it grows quickly and big.

As a result of promoting feed that has beautiful marbling,

Many wagyu beef has turned into "heavy fat" in the stomach

Although KOBE BEEF has a certain reputation overseas, In general, <u>Australian WAGYU</u>, which is of inferior quality, is misunderstood as "Wagyu". In addition, there are many cooking methods that do not bring out the original flavor.



We want many people in Japan and around the world to know the "original charm" of wagyu beef.

As a means of giving shape to this feeling, we have produced the "highest grade retort pouch curry" that utilizes the highest quality KOBE beef/Matsusaka beef_Kagoshima Kurobuta/etc.



Why "KORAN BUTAMAN/KOBE BEEF MAN"

And "special Matsusaka/Wagyu beef curry"?

Significance

- High-quality meat/fat flavor condensed (original taste of Wagyu beef)
- Stable quality (can be provided without blurring the taste)
- Kobe/Matsusaka beef overseas (beyond export restrictions)

Advantage

- Mass production is possible (secure flexible production infrastructure)
- High profitability (high added value compared to meat wholesale)
- Long expiration date (no loss, easy to expand overseas)
- Secure a wide range of sales channels (develop gift-giving and business-use products)

It is possible to deliver Japanese beef of the highest quality in delicious, waste-free, and efficient ways both domestically and internationally.





"World's best Wagyu beef" purchase power

We own owned factory "KORAN LABO", Securing the source of the rich flavor of meat and fat

Ability to develop "Highest price range products"

Grasping all the market data for retort curry, It has the ability to realize value in the highest price range.

Ability to build "original sales channels"

Conduct effective marketing to sales channels suitable for gift-giving,

The provision of products for business use will also lead to the expansion of sales channels for gifts.





Global Chinese bun market size (estimated as of 2024): Approximately US\$4.5-6.5 billion (approximately JPY 7,000-1 trillion)

Since it is calculated as the "Steamed Bun Market" (steamed buns, bao, and Chinese buns in general), it refers to the entire Chinese bun category, not just Chinese buns. Compound annual growth rate (CAGR): Expected to reach US\$6-9 billion by 2030, with a CAGR of approximately 5-7%.

1. China (largest market): Market size: \$2.5-\$3.5 billion.

The largest market, accounting for approximately 55–60% of the global market. Sales at convenience stores (FamilyMart, Lawson, Seven–Eleven) and local chains are booming. Baozi have become a well–established breakfast food, and are in high demand in the restaurant market as well.

2. East Asia (Japan, Taiwan, South Korea): Market Size: \$1-1.4 Billion

Japan's steamed bun market is approximately \$600–1000 billion (\$800–1000 billion). Taiwan has a strong breakfast culture, and there is a high demand for eating out with meat buns and vegetable buns. South Korea is experiencing rapid growth in convenience stores, with demand soaring especially during the winter.

3. Southeast Asia (ASEAN): Market size: \$400-600 million

Growth is particularly strong in Thailand, Vietnam, and Malaysia.

Local companies such as Hua Seng Heng (Thailand) are expanding in size.

4. North America and Europe: Market size: \$300-500 million

Growth driven by an increase in Chinese immigrants and the popularity of Asian food.

Bao specialty stores (BaoHaus, Wow Bao) are growing.

The frozen food market is particularly expanding.

•Mordor Intelligence - Steamed Bun Market Size

https://www.mordorintelligence.com/industry-reports/steamed-buns-market

•Grand View Research - Asia Pacific Steamed Buns Market Report

https://www.grandviewresearch.com/industry-analysis/asia-pacific-steamed-buns-market

•Euromonitor - Bread & Bakery Products (includes steamed buns)

https://www.euromonitor.com



●時短・簡便ニーズ追い風に成長 中華まん市場は、コンビニエンスストアの 店舗増加や食事代替・おやつなど食シーンの 拡大で2014年に580億円だった市場規模 が、17年は670億円に、18年は、前年比 2%増の680億円を達成し、市場規模700 億円を射程圏内に収めた。18年は暖冬と なり、中華まんには厳しい環境だったが、 逆風の中、市場成長を果たした。成長の背景には、女性の社会進出によって相対的に 家事にかける時間が減少し、食事でもより 時短・簡便のニーズが高まっ



Japanese curry is the best in the world! [December 2022]

~Taste Atlas AWARDS 2022~

European experiential travel site Announcing the 100 Best Traditional Cuisines of the World

"Japanese curry" was chosen as No. 1 in 13 = Gambas al ajillo the world

13 = Gambas al ajillo 14 = Shish kebab 15 = Païdakia

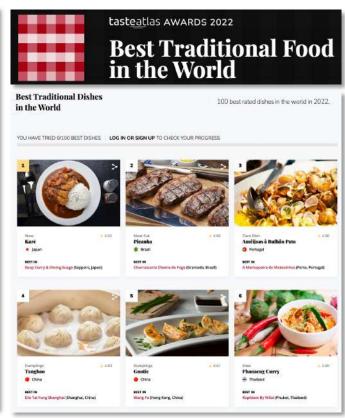
Proven global demand for Japanesestyle curry

















IPO Plan



From July 2023, we will enter the N-2 term and start preparations for listing. Scheduled to apply for listing in 3Q (January-March 2027) of the fiscal period ending June 2027 (N period)







Significance of Listing

Respond to further market expansion in major cities in Japan and overseas

[~] Listed in the fiscal year ending June 2026, and after listing, further expand "Connecting Japanese BISHOKU(gastronomy) to make the world smile"

A platform (foundation) for the overseas expansion of various products (companies/businesses) related to Japanese "gastronomy"

Angel Round [2023-2024]

- •Expand sales channels and awareness of mainstay products such as "Kokkai Curry(National Diet Curry)" and "Premium Matsusaka Beef Curry"
- •Business development in "directly managed stores" of "restaurant business" (Curry Labo Tokyo)

Seed / Series A [2024-2025]

- •Expansion of main product types such as "Kokkai Curry (National Diet Curry)" and "Premium Selected Matsusaka Beef Curry" (promoting high-quality collaboration)
- •Expansion of directly managed stores in the "restaurant business" in the "Tokyo metropolitan area" (preparing overseas stores)

Series B [2025–2026]

- •Formation of "Tokyo Bishoku Labo Community" centered on "main products" (collaboration also centered)
- •Expansion of "CAFE business" directly operated/FC stores "nationwide" (overseas stores are on track)

Listing Period [2026–2027]

- Disseminate "Tokyo Bishoku Labo Community" to the "world" (Japanese gastronomy to the world)
- •Expansion of "CAFE business" directly operated/FC stores "worldwide" (increase in overseas stores)

After Listing [2027–2028~]

- •Established the "World" brand of "Tokyo Bishoku Labo Community" (Making the world smile with Japanese gastronomy)
- •Expansion of "main products" and "CAFÉ business" "globally" through directly managed/FC stores