



Full-Year Financial Results Presentation for Fiscal Year Ending February 2025

TSE Growth Market (Securities Code: 2936)

April 14, 2025

Reinvent staple foods to make a healthy and sustainable lifestyle accessible to all

Our Goal is to Become “Nutrition Infrastructure”





Part 1

Full-Year Financial Results

Executive Summary

Net Sales	¥15.24 Bn	+2.5% YoY	▶ Under a policy prioritizing profitability improvement, we optimized ad spend and enhanced LTV, achieving revenue growth.
In-house EC	¥9.72 Bn	+7.1% YoY	▶ Steady growth driven by new product launches contributed to improved profitability through enhanced LTV measures.
Retail*1	¥4.46 Bn	-2.7% YoY	▶ Despite the decline in per-store sales at major convenience chains, which hold significant weight in the channel mix, the retail channel continued to serve as an important customer acquisition funnel for the in-house EC.
External EC	¥0.85 Bn	-20.2% YoY	▶ Ad investment was strategically reduced; while revenue declined YoY, results were within expectations.
Global	¥0.18 Bn	+36.5% YoY	▶ Strong growth in Hong Kong wholesale led revenue gains. New market expansion in Asia is progressing steadily.
Operating Profit Profit Margin(%)	¥0.13 Bn 0.9%	- YoY +7.0pt	▶ Effects of pricing revisions and cost structure improvements became more visible in the second half, resulting in full-year profitability.

Notes: In this material, amounts less than ¥1 million are rounded down. Ratios are calculated using actual values in one-yen increments and rounded to the first decimal place. QoQ refers to quarter-on-quarter, and YoY refers to year-on-year.

1. Combined sales of "Retail" and "Others" as classified under the nutritionally complete food business segment indicated in the Notes - Revenue Recognition in the quarterly securities report.

Financial Highlights

In FY2025, we focused on improving profitability and strengthening our business foundation. In result, revenue grew 2.5% YoY. Gross profit improved significantly through price revisions and product formula adjustments. Operating profit turned positive for the full year, supported by more efficient advertising spend and reduced logistics costs.

	FY2024 Full-Year	FY2025 Full-Year	YoY
Net Sales	¥14.87 Bn	¥15.24 Bn	+2.5%
In-house EC	¥9.08 Bn	¥9.72 Bn	+7.1%
Retail	¥4.59 Bn	¥4.46 Bn	▲2.7%
External EC	¥1.06 Bn	¥0.85 Bn	▲20.2%
Global	¥0.13 Bn	¥0.18 Bn	+36.5%
Gross Profit	¥7.39 Bn	¥8.38 Bn	+13.3%
Profit Margin (%)	49.7%	55.0%	+5.3pt
Operating Profit	-¥0.90 Bn	¥0.13 Bn	+¥1.07 Bn
Profit Margin (%)	-6.1%	0.9%	+7.0pt

FY2025 Results vs Forecast

We prioritized profitability and ensuring room for future investment over short-term sales.
As a result, part of our advertising spend was shifted into the next fiscal year.
While sales slightly underperformed the revised forecast, operating profit exceeded expectations.

	Revised Forecast* ¹	FY2025 Full-Year Result	vs Forecast
Net Sales	¥15.72 Bn	¥15.24 Bn	▲3.1%
Gross Profit	¥8.74 Bn	¥8.38 Bn	▲2.2%
Profit Margin (%)	55.6%	55.0%	▲0.6pt
SG&A Expenses	¥8.69 Bn	¥8.24 Bn	▲5.2%
SG&A Ratio (%)	55.3%	54.1%	▲1.2pt
Operating Profit	¥0.05 Bn	¥0.13 Bn	+167.0%
Profit Margin (%)	0.4%	0.9%	+0.5pt

Notes:

1. Forecast announced on October 15, 2024.

Quarterly Business Trends

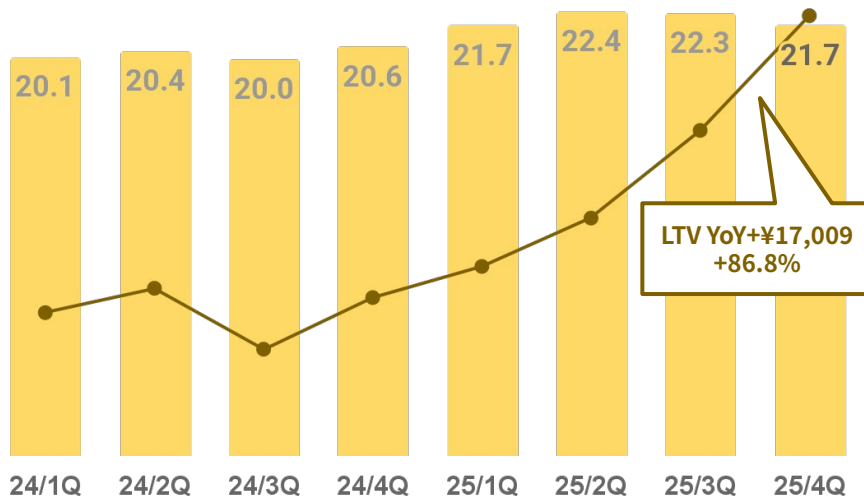
	Q1	Q2	Q3	Q4	Full-Year
Net Sales YoY	¥3.66Bn ▲2.0%	¥3.91Bn ▲10.4%	¥4.00Bn 15.8%	¥3.66Bn 10.7%	¥15.24Bn
In-house EC	¥2.30Bn	¥2.48Bn	¥2.60Bn	¥2.33Bn	¥9.72Bn
Retail	¥1.08Bn	¥1.15Bn	¥1.13Bn	¥1.09Bn	¥4.46Bn
External EC	¥0.22Bn	¥0.22Bn	¥0.22Bn	¥0.17Bn	¥0.85Bn
Global	¥0.05Bn	¥0.04Bn	¥0.03Bn	¥0.04Bn	¥0.18Bn
Gross Profit	¥1.92Bn	¥2.12Bn	¥2.26Bn	¥2.08Bn	¥8.38Bn
Profit Margin (%)	52.4%	54.2%	56.6%	56.9%	55.0%
SG&A Expenses	¥2.35Bn	¥2.15Bn	¥2.02Bn	¥1.69Bn	¥8.24Bn
SG&A Ratio (%)	64.4%	55.1%	50.8%	46.4%	54.1%
Operating Profit	-¥0.43Bn	-¥0.03Bn	¥0.23Bn	¥0.38Bn	¥0.13Bn
Profit Margin (%)	-11.9%	-1.0%	5.8%	10.4%	0.9%

Sales by Channel (In-house EC)

By limiting acquisition of customers with a high risk of early churn, and focusing on optimizing our customer base for higher profitability along with continuous new product launches, we achieved a record-low churn rate.

An increase in average purchase price also contributed, leading to a full-year LTV growth of +86.8% YoY — the highest level to date.

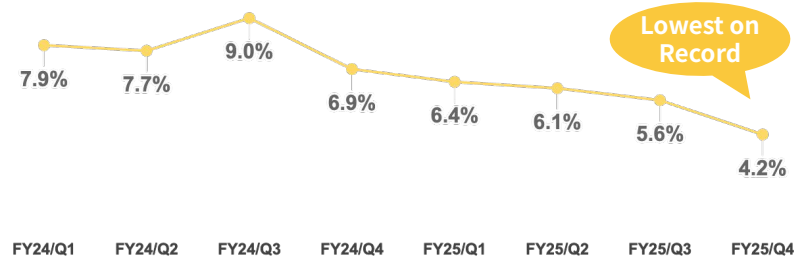
In-house EC Subscribers*¹ & LTV



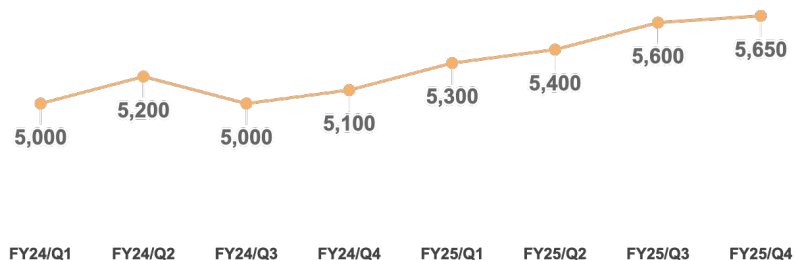
Notes:

1. Actual monthly increases in subscribers (cancellations taken into account).
2. The 3-month average of monthly cancellations / previous month's subscribers.
3. Average figure for each fiscal quarter (Q2: Mar. to May), (Q2: Jun. to Aug.), (Q3: Sep. to Nov.), (Q4: Dec. to Feb. next year). Monthly average purchase price = Monthly subscription sales / Monthly subscribers

Churn rate*²



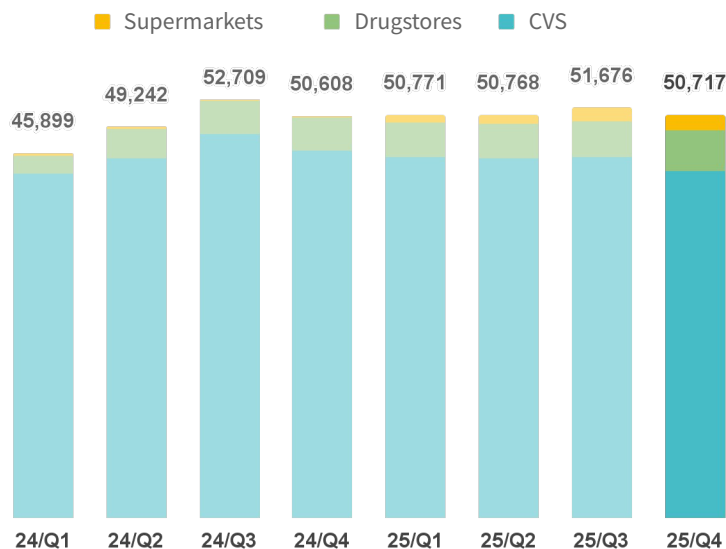
Monthly average purchase price*³



Sales by Channel (Retail Channel)

We maintained a store network of over 50,000 locations throughout the year, sustaining wholesale's critical role as a customer acquisition channel for our in-house EC. Although distribution in convenience stores slightly declined, we expanded our presence in supermarkets and drugstores to reach new customers.

Store Network*1






Percentage of new in-house EC users who had previously purchased at retail stores*2

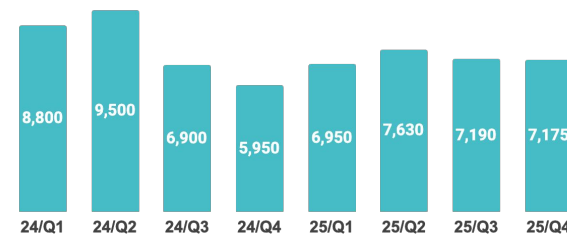
Approx. 49%

Plays a key role in driving awareness and acquisition for in-house EC

Expansion Opportunities

Total Stores in Japan	CVS 	Drugstores 	Supermarkets 
	55,810*3	22,621*4	23,028*5
Distrib. Rate*6	78.3% YoY ▲4.4pts	22.5% YoY +4pts	8.4% YoY +6pts

Monthly Sales per Store*7



Notes:

- The number of stores which stocks our products.
- This refers to first-time buyers on our in-house EC platform (both one-time and subscription). It concerns the percentage of respondents who answered "Convenience store," "Gym," "Supermarket," and "Drugstore." to the question "Have you ever purchased Base Food products before?"
- The total number of stores on an all-store basis from the "Convenience Store Statistical Survey Monthly Report August 2023" by the Japan Franchise Chain Association.

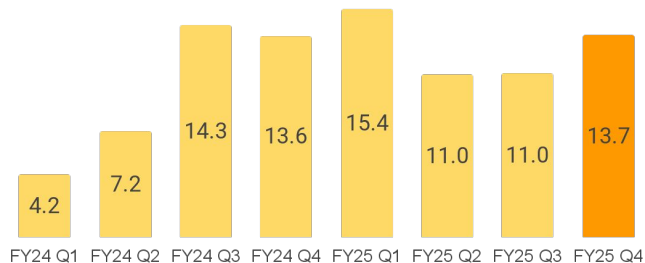
- The store count summary of regular members as of June 2023 from the Japan Chain Drug Store Association.
- The number of supermarket stores as of December 31, 2022, from the National Supermarket Association.
- As of the end of February 2025.
- Quarterly average. Monthly sales per store = Monthly sales of the entire retail channel / Number of stores.

Overseas Sales

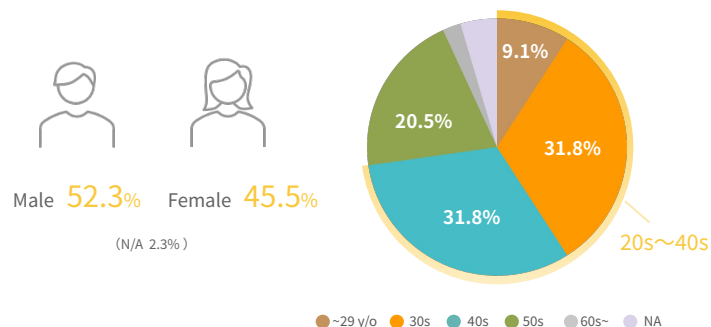
Hong Kong led overseas growth, with new 7-Eleven launches progressing smoothly in the second half. Overseas revenue totaled ¥180M (+36.5% YoY). Test sales in new markets also began, laying the foundation for mid- to long-term growth.

Trends in Quarterly Volume of Bags Sold

Unit: 10,000 bags



Popular Among the Working-Age Demographics *1



Notes:

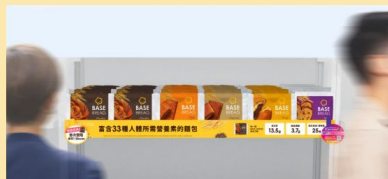
1. Based on the questionnaire results for users after subscription purchases on the Hong Kong in-house EC.

Summary

Hong Kong

Expansion Stage

- Achieved +16.9% YoY sales growth in Hong Kong despite controlled investment level
- Began sales at 7-Eleven, which holds dominant CVS market share, in October. **Expanded to a total of 250 stores by the end of the period.**
 - Established a stable record of daily sales



China

Preparation Stage

- Signed a basic agreement for a manufacturing and sales partnership with a major local food company under a revenue-sharing model**
- Targeting sales launch during FY2026

Taiwan

Validation Stage

- Undergoing cost-effective verification while balancing with the current customer acquisition efficiency

U.S. & South Korea

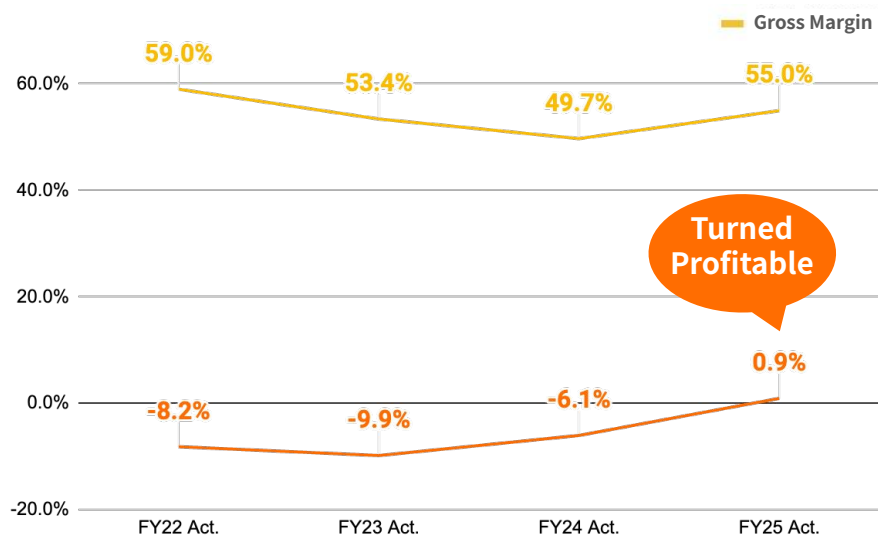
Validation Stage

- Launched EC sales from late February 2025
- Testing product acceptance and acquisition efficiency while deepening customer understanding

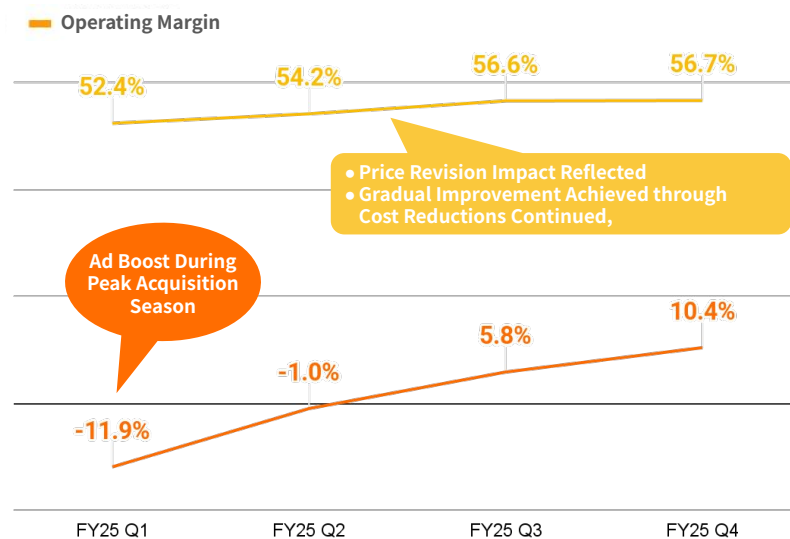
Profit Highlights

Gross margin improved steadily, supported by price revisions and cost optimization.
Operating margin also rose, driven by more efficient variable and ad spend, reinforcing structural profitability.

Annual Trends



Quarterly Trends



Factors of Profit Changes (YoY)

	FY2024 Full-Year (Actual)		FY2025 Full-Year (Actual)		Change Factors
	Amount	% of net sales	Amount	% of net sales	
Cost of Sales	¥7.47Bn	50.3%	¥6.86Bn	45.0%	Q4 result: 43.3%. Improved due to cost reductions from price increases and formula adjustments.
Packing and Transportation Cost*1	¥1.75Bn	11.8%	¥1.59Bn	10.5%	Q4 result: 9.8%. Improved due to warehouse labor cost reductions through price increases and operational improvements.
Transaction Fee	¥0.50Bn	3.4%	¥0.49Bn	3.2%	-
Marketing Expenses	¥3.27Bn	22.0%	¥3.08Bn	20.3%	Q4 result: 12.6%. Improved through advertising cost optimization.
Personnel Expenses	¥1.49Bn	10.0%	¥1.63Bn	10.7%	Q4 result: 11.1%. Although the labor cost ratio deteriorated due to downward revision of sales, hiring has been reduced since Q1 and optimization is in progress.
Other Expenses*2	¥1.27Bn	8.5%	¥1.44Bn	9.5%	Q4 result: 9.8%. Temporarily increased due to partial warehouse expansion for inspection enhancement and preparatory costs related to overseas expansion.
Operating Profit	-¥0.90Bn	-6.1%	¥0.13Bn	0.9%	

Notes: Accounts are based on managerial accounting.

1. Includes warehouse and personnel expenses.

2. Research and development expenses, outsourcing and commission expenses, etc.

R&D Initiatives and Achievements

Product Launches

- Launched **7x more new products than the prior year**
 - Reached a record low churn rate by sustaining user interest
- Launched a new product category
 - **Over 500,000 units of BASE YAKISOBA sold cumulatively**



Quality & Safety

- Ensured quality and safety via a food safety management system
- Improved customer satisfaction score for BASE BREAD Plain by **+4pt YoY^{*1}**

Cost Optimization

- Reduced costs through formula updates and ingredient substitution
- **Balanced cost reduction and taste enhancement through technological development.**

Notes:

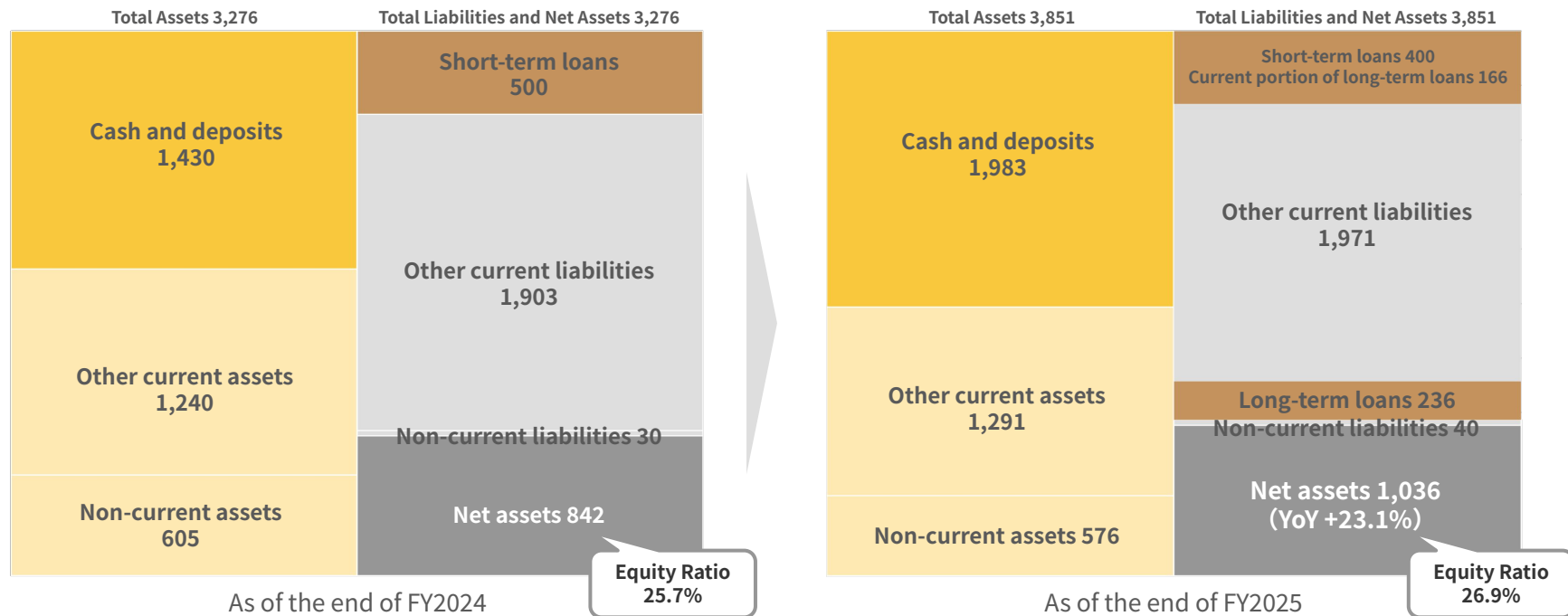
1. Comparison of internal survey results between FY2024 (Mar 2023–Feb 2024) and FY2025 (Mar 2024–Feb 2025).

Balance Sheet

Equity ratio improved to 26.9% at year-end, supported by a return to profitability. We secured additional short- and long-term loans capacity, strengthening our financial base.

Going forward, we aim to enhance net assets, ensuring sound financial management and capital efficiency.

(Million Yen)



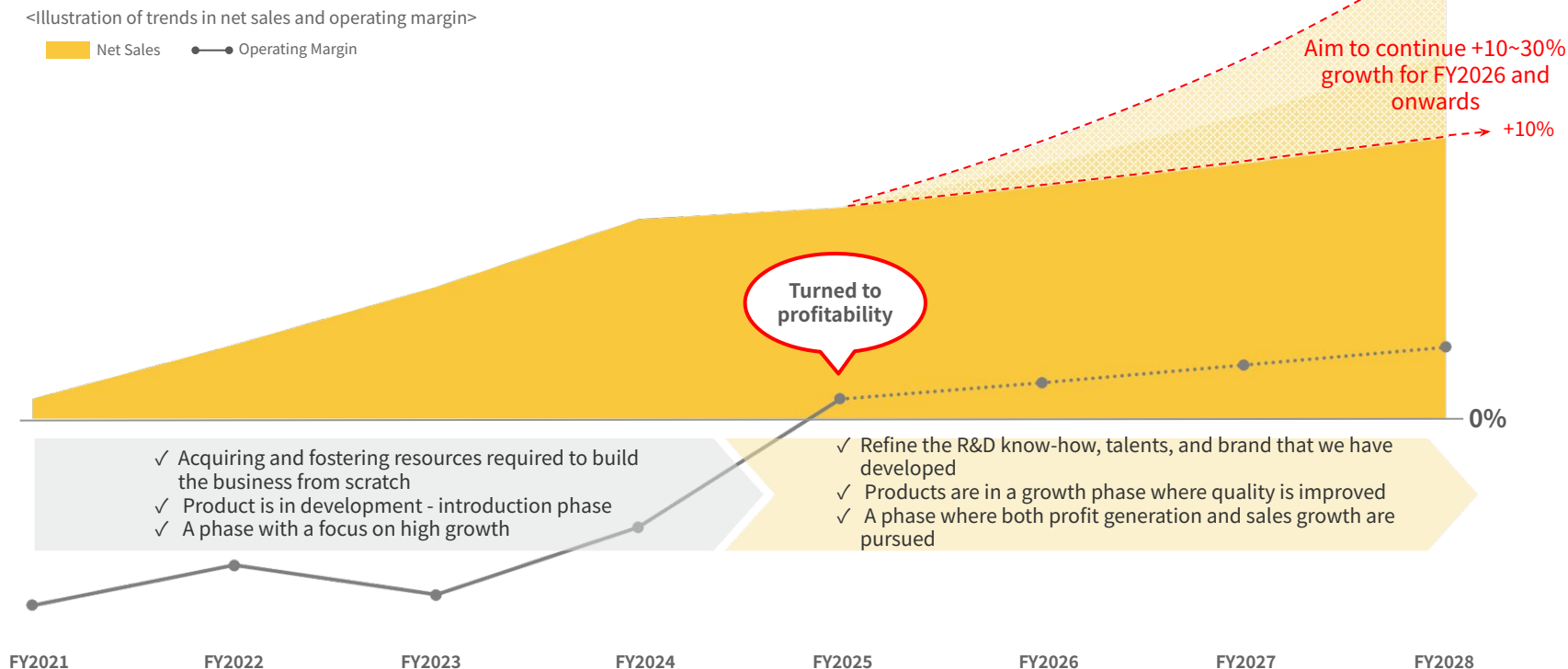


Part 2

FY2026 Forecast

Basic Policy

Aim to continue +10~30% growth while moderately improving profit margins by reinforcing such assets as R&D know-how, talents, and brands we have fostered through previous strategic investments, and enhancing product quality



Full-Year Forecast for FY2026

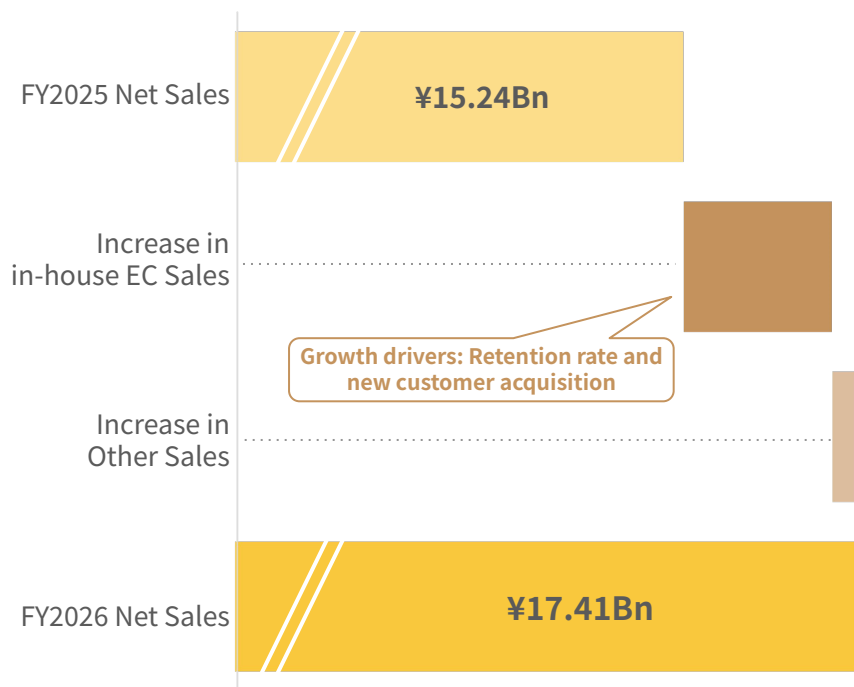
In FY2026, we will prioritize revenue growth while maintaining FY2025-level operating profitability. Generated profit will be reinvested into strategic growth initiatives and AI development, laying the foundation for sustainable performance and organizational productivity.

	FY2025 Full-Year Result	FY2026 Full-Year Forecast	YoY
Net Sales	¥15.24 Bn	¥17.41 Bn	+14.2%
Gross Profit	¥8.38 Bn	¥9.97 Bn	+19.1%
Profit Margin (%)	55.0%	57.3%	+2.3pt
Operating Profit	¥0.13 Bn	¥0.19 Bn	+41.8%
Profit Margin (%)	0.9%	1.1%	+0.2pt

Notes : Although we expect to report a profit at each level below operating income, specific figures are not disclosed at this time, as the amount of SBIR grant income—planned to be recorded as non-operating income—has not yet been finalized.

Sales Growth Drivers (YoY)

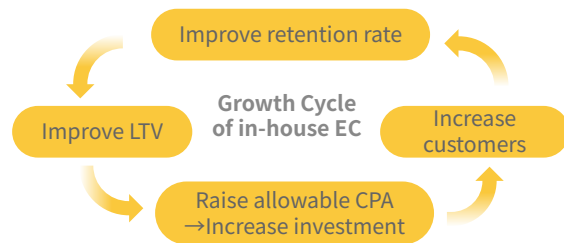
We will continue to position in-house EC channel as the core growth driver, and pursue top-line expansion by strengthening brand awareness and enhancing reach through investment and channel expansion.



Assumptions Behind Forecast

In-house EC

- **Improve retention rate** by enhancing both service and product offerings
- **Increase new customer acquisition** through expanded distribution and awareness-boosting investment



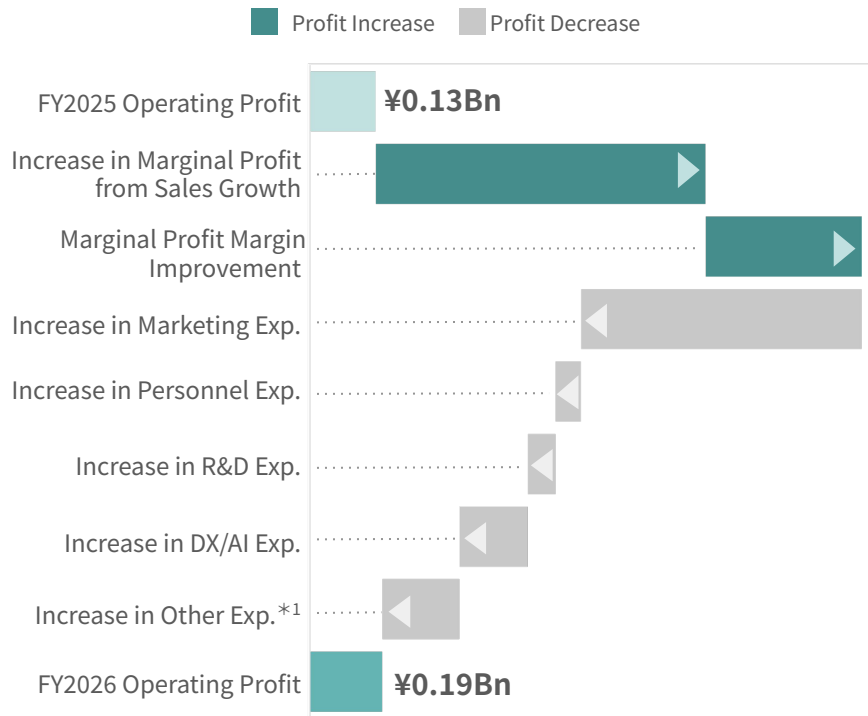
Other Channels: Upside not included due to uncertainty

- Retail : Upside if new SKUs and shelf expansion exceed expectations
- Global : Growth from HK and new market launches

Operating Profit Growth Drivers (YoY)

While maintaining profitability, we remain committed to growth.

Generated profits are reinvested into advertising for brand awareness, as well as DX and AI for business growth and operational efficiency.



Assumptions Behind Forecast

Variable Costs

- COGS : COS ratio will improve as price revision effects reflects full-year
- Logistics : Improved cost efficiency via shipping optimization
- Transaction fee : No major change expected

Fixed Costs

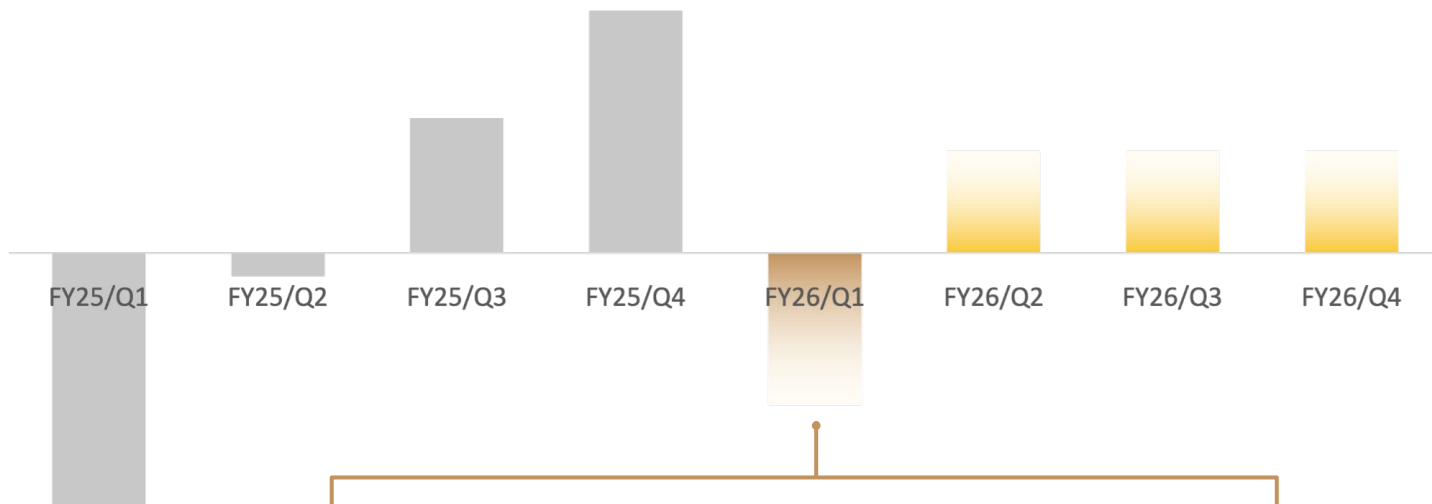
- Marketing : **Increase spending amount to raise brand awareness**
 - **Cost ratio will remain controlled as improved retention leads to greater acquisition cost efficiency.**
- Personnel : New hiring are limited as key roles are filled
- R&D : Expected to increase with SBIR grant use*2
- DX/AI : Increase for acceleration of DX and AI initiatives
- Others : Growth-linked rise in outsourcing & depreciation

Notes:

1. Includes outsourcing, transaction fees, rent, and depreciation, etc.
2. SBIR grants are expected to be recorded as non-operating income following approval after fiscal year-end. See p.40-41 for details.

Quarterly Operating Profit Outlook

We plan for an operating loss in Q1 due to concentrated promotional investment during the high-demand season. However, we expect to return to profitability for the full year.



Q1 is a key window for customer acquisition

- High ad efficiency due to seasonal demand and health focus
- Early acquisition drives full-year subscription growth

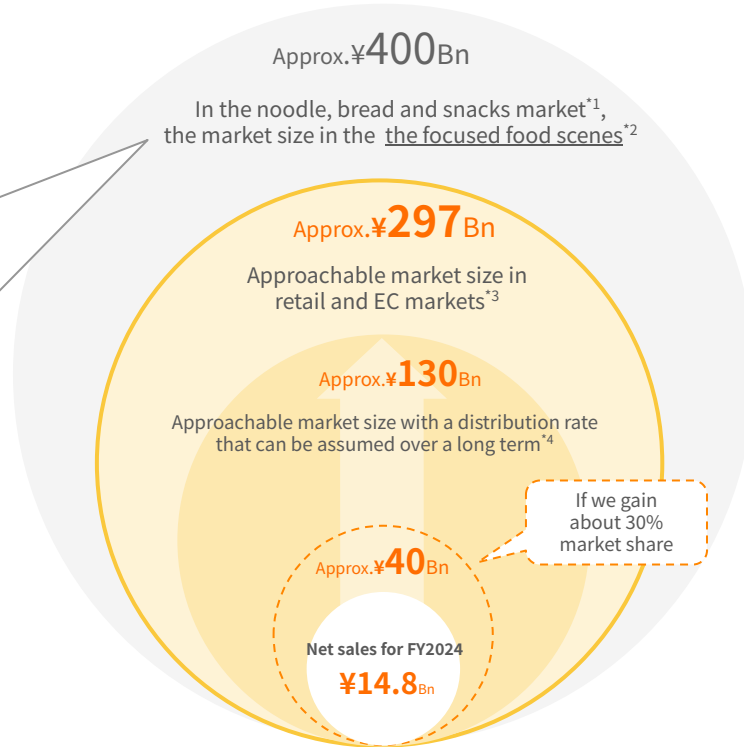
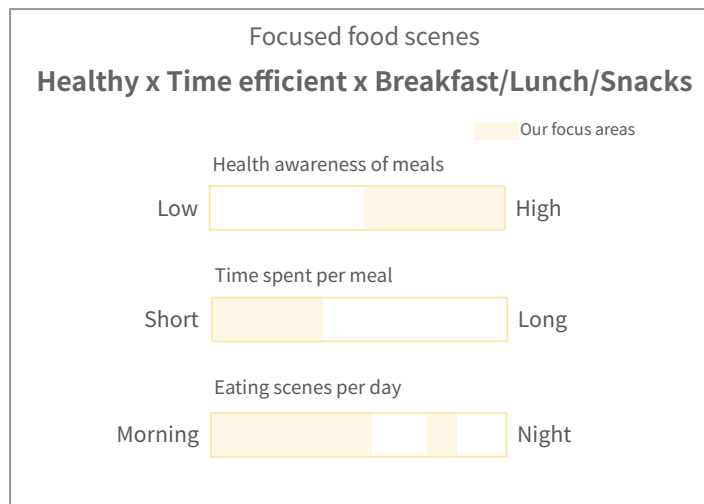


Part 3

Future growth strategy

Domestic Target Market

In the vast food market, work to expand our share in food scenes where our strengths of “healthy x time efficient x breakfast/lunch/snacks” overlaps



Notes:

- Figures for “noodles,” “snacks” and “bread” are the value for “noodles,” the combined value for “biscuits and cookies” and “crackers” in the “confectionery and snacks” segment, and the value for “total bread market,” respectively, provided by Fuji Keizai Co., Ltd.
- Calculated by using the rate in the “axis of time x unit price” in the food scenes in which we excel (based on our research) and the rate of health-conscious consumers (based on the Survey of Consumer Trends (January 2024) by Japan Finance Corporation) as coefficients
- Retail stores refer to mass merchandisers, CVS, and drugstores, and excludes restaurants, bakeries, etc. Calculated by using the composition ratio of sales trends by channel for each category (based on Fuji Keizai Co., Ltd.) as coefficients
- Calculated by multiplying the distribution rate by channel for each category that we can assume in the future

Growth Strategy (1)

Expand sales channels and Acquisition of Trial Users

Expand sales channels

- The expansion opportunity of at drugstores and supermarkets is approx. 80%*¹
 - Aim for continuous distribution with **product and package tailored to each channel's user base**

Example at Costco:
12-pack to cater to bulk purchase demand



- Diversify the customer inflow channels to our in-house EC by **cultivating sales channels that are different from retailers**

Example:



Introduction to corporate offices that pursue health management



Coordination with health checkups and specific health guidance programs

Expand product categories

- Increase in-store exposure by expanding the categories and realizing **display on shelves other than for bread**
- Work to capture customers of different attributes and needs by offering variations in tastes and categories

Example:



Chocolate bread
×
Users on a diet



Pancake mix
×
Family customers



Cup noodle
×
Business persons



Koshian
×
Senior generation

Inflow to our in-house EC

Foster users after their inflow (next page)

Notes:

1. Calculated by using the number of stores to which our products are distributed as of the end of August 2024, based on the total number of drugstores and supermarkets in Japan (drugstores: using the number of stores by Japan Association of Chain Drug Stores; supermarkets: using the number of stores by National Supermarket Association of Japan)

Growth Strategy (2)

Inflow from Retail Stores and Other Sales Channels

Enhance LTV of Our In-House EC Users

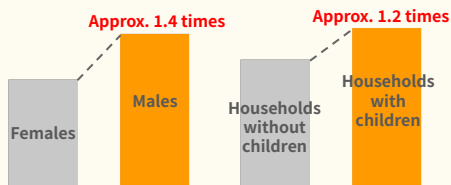
Optimize Customer Composition

- Increase user segments with relatively high LTV
 - High-spending segments:

- Male users

- Household users with children

Sales per customer*¹ over a 3 months period:



- Segment with relatively low churn rates :
 - Users who have purchased our products at retail stores

Increase Purchase Price

- Drive **cross-selling by expanding categories beyond** core products (BREAD series)



- Strengthen measures aimed at increasing purchase price in terms of services as well

Further Improve Churn Rate

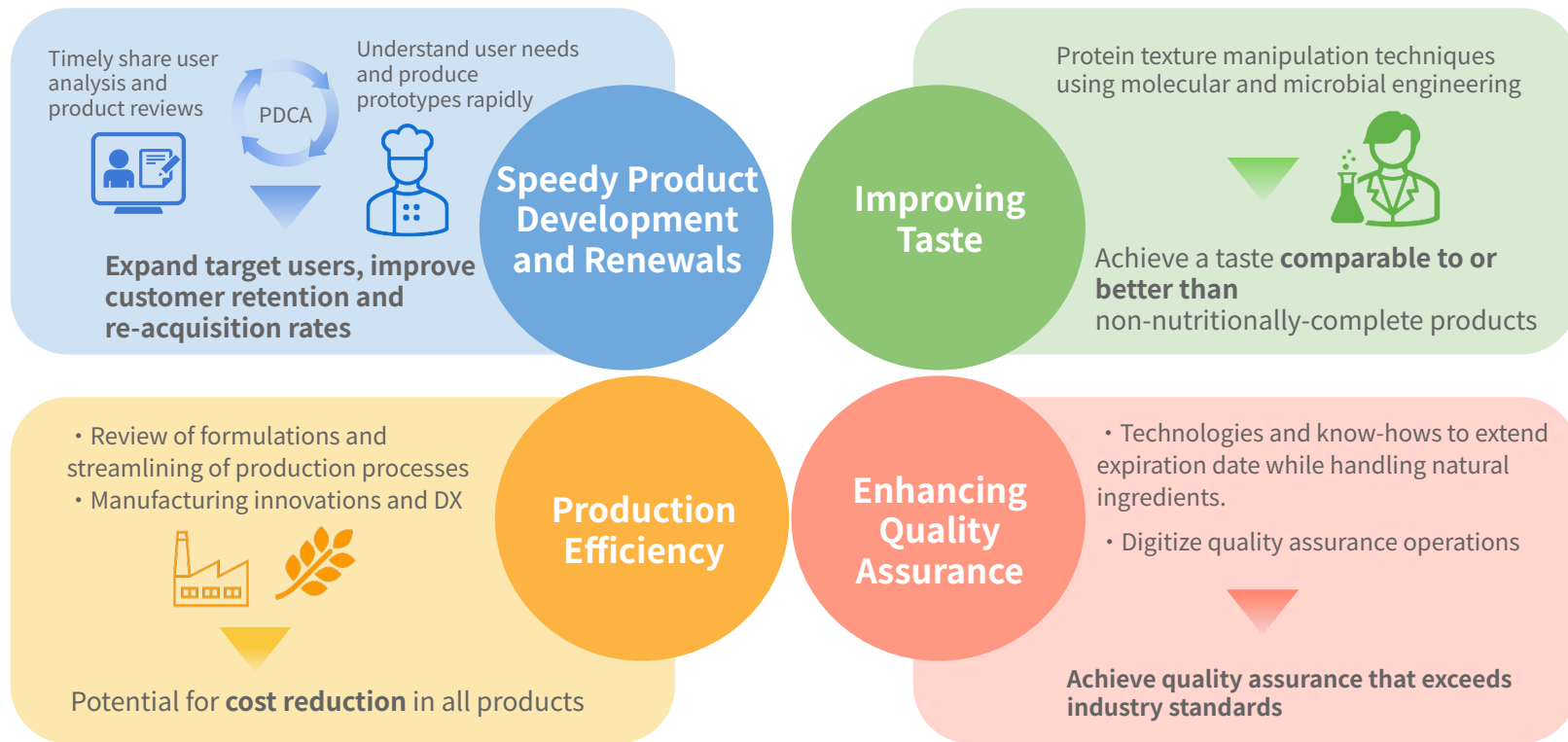
- Continuously introduce new products
 - The main reason for cancellation is “getting tired of the taste and unable to finish all”
 - Based on past results, **the churn rate tends to decrease when new products are introduced**

Churn rate trends by month for FY2025:



R&D Strategy

Our R&D group is working on "speedy product development and renewals", "improving taste", "product efficiency" and "enhancing quality assurance". We are strengthening deep and digital technology as a driver to accelerate business growth and propel mission accomplishment.



Global Strategy

Enter into overseas markets while controlling large-scale investments during the start-up phase by taking such measures as efficiently enhancing brand recognition through omni-channel development and alliances with local partners that have manufacturing bases and sales channels

Export Strategy

Expand brand recognition efficiently via omni-channel strategies through cross-border EC and retail stores

- ✓ Directly collect feedback of local users through cross-border EC to **efficiently conduct verification**
- ✓ Leverage domestic sales track record and retail networks to **enter local stores and enhance product recognition.**
 - Expanded to 250 stores at Hong Kong 7-Eleven.

Local manufacturing strategy

Alliance with local partners

- ✓ **Minimize initial investment** by partnering with those who have local manufacturing and sales networks
- ✓ **Accelerate market entry** by collaborating with partners knowledgeable about local regulations and practices

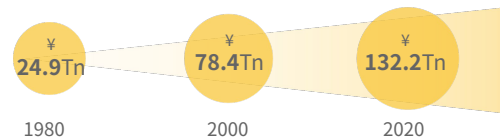
Mission & Business Model

Social Issues in Japan

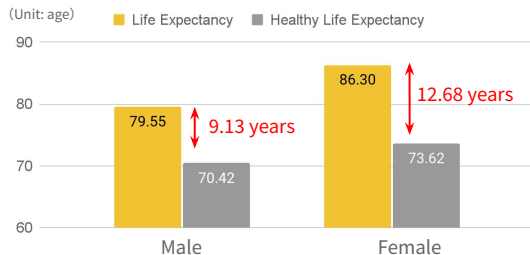
Extension of Healthy Life Expectancy

Increase in Social Security Expenses*1

We aim to reduce social security benefit expenses by extending healthy lifespans

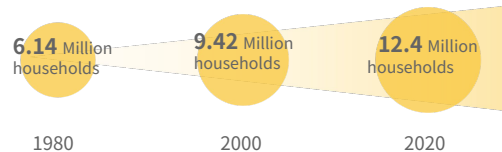


Gap between life expectancy and healthy life expectancy*2

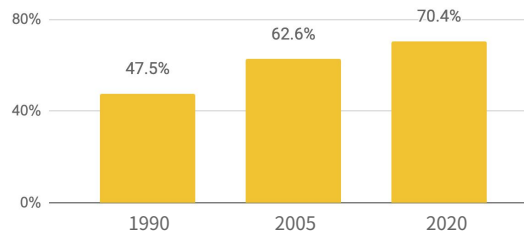


Less Time Spent for Meal Preparation

Increase of Dual-Income Households*3*4

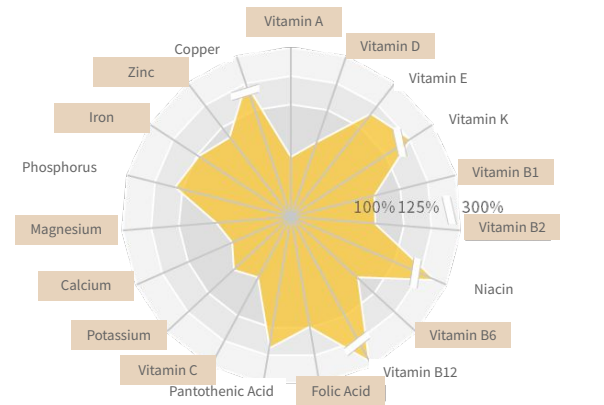


Increase in people who don't want to spend much time on cooking*5



Improvement in Nutritional Balance

Dietary Imbalance*6 in Daily Nutrient Intake for Adult Men



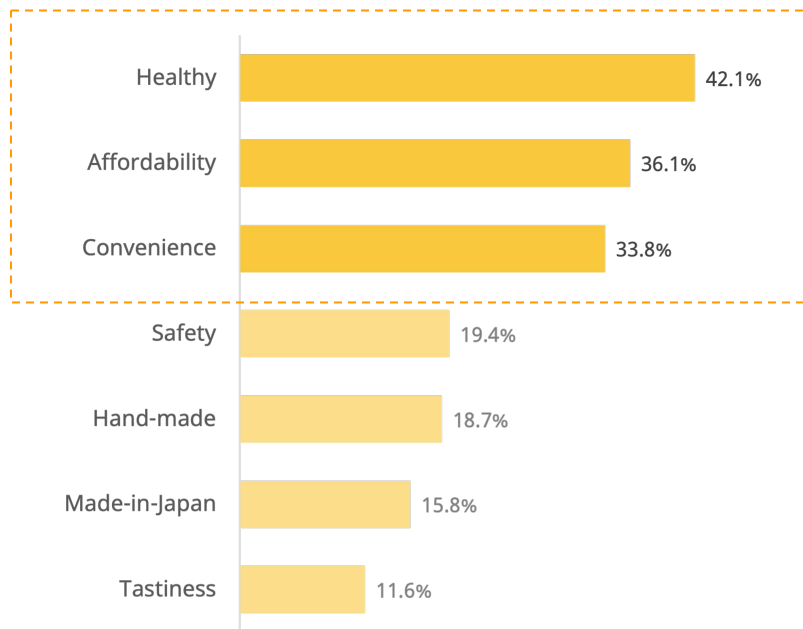
Notes:

- "The Financial Statistics of Social Security in Japan Fiscal Year 2021." by the National Institute of Population and Social Security Research.
- Average life expectancy (2010) based on "The 22nd Life Tables" by the Ministry of Health, Labour and Welfare of Japan. Healthy life expectancy (2010) is based on the "Future Projection of Healthy Life Expectancy and Cost-Effectiveness of Lifestyle Disease Prevention," a research funded by the Health Labour Sciences Research Grant.
- Figures for 1980 and 2000 are from the "Special Survey of the Labor Force Survey" by the Statistics Bureau of Japan, and figures for 2020 are from the "Labor Force Survey (Detailed Tabulation) (Annual average)" by the Statistics Bureau of Japan.
- Households in which both the husband and wife are employees in sectors other than agriculture and forestry.
- In the "Lifestyle Stationary Measurement Report 2020" by Tokyo Gas Urban Life Research, the percentage of people who answered either A or likely A in a question regarding cooking of: "A. Not taking time for cooking" or "B. Taking time for cooking." The survey covered 3,991 members of the Tokyo Gas Urban Life Inquiring Points (TULIP), who are over the age of 20 and live in Tokyo, Kanagawa, Chiba, and Saitama Prefectures.
- The % of nutrient intake for each nutrient = the average nutrient intake for males of 20-29 years old males in 2019 (based on the "National Health and Nutrition Survey, Nutrient Intake Status Survey" conducted by the National Institute of Health and Nutrition) / the recommended or reference nutrient intake levels for males aged 18-29 (based on the "Dietary Reference Intakes for Japanese (2020 Edition)" by the Ministry of Health, Labour and Welfare)

Why BASE FOOD?

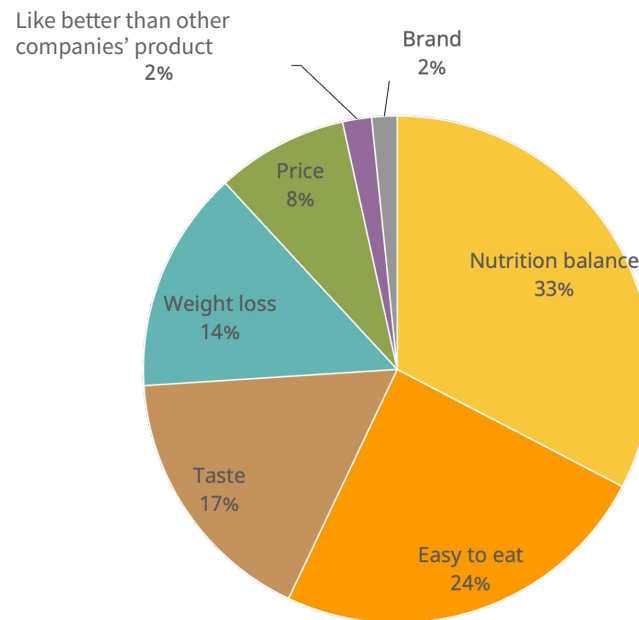
BASE FOOD accurately meets the high demand for convenient and affordable balanced meals

Top 3 Preferences for Meals*¹



Why Users Continue to Choose BASE FOOD

n = 459 (multiple answers allowed), 1,059*² answers received



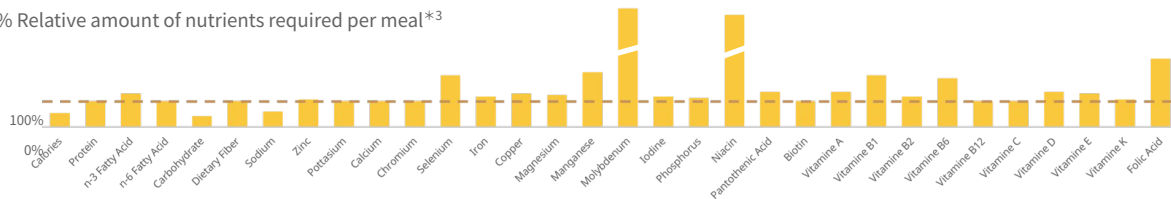
Notes:

1. Page 3 of the "Consumer Survey (July 2022)" by the Japan Finance Corporation (The survey covered 1,000 males and 1,000 females on their 20s through 70s in Japan. Up to two responses were permitted for the question of "Choose the answers that best represent your current food preferences.")
2. Covered 459 subscribers as of September 21, 2022, with the question of "Why do you subscribe to BASE FOOD?"

Healthier Lives with Nutritionally Complete^{*1} Staple Food

BASE BREAD Nutrients^{*2}

% Relative amount of nutrients required per meal^{*3}



Made of Plant-Based Ingredients



Whole Wheat



Soy



Glutinous rice



Whole Grain Rye



Chia seed



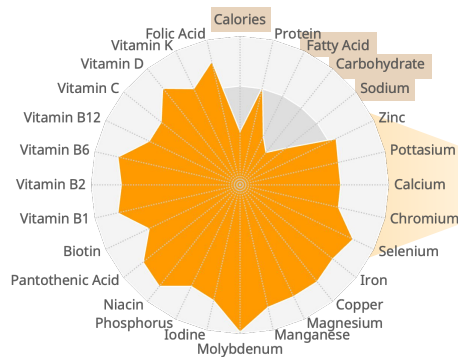
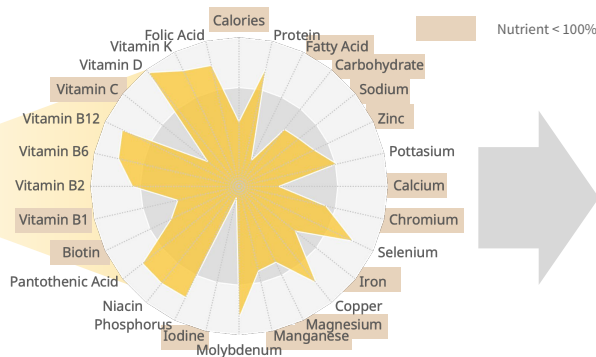
Kelp

Swap out Lunch, Swap in BASE BREAD for a “Well-Balanced” Meal with Essential Nutrients Anywhere^{*4}

- ✓ Low Fat
- ▲ Low Carb
- ▲ Low salt
- ▲ Nutritious



Example of a meal deemed “well-balanced”



- ✓ Low Fat
- ✓ Low Carb
- ✓ Low Salt
- ✓ Nutritious



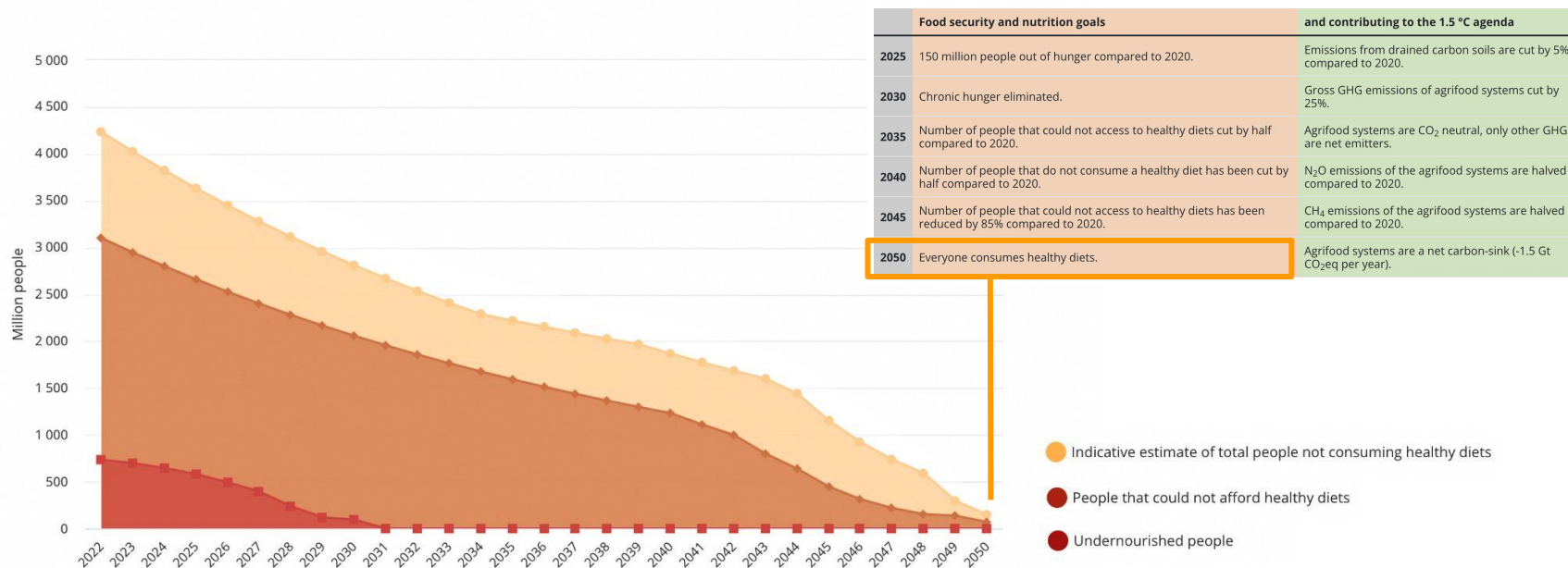
BASE BREAD^{*1}

Notes:

- One meal (1 package for BASE PASTA, 2 packages for BASE BREAD, 4 packages for BASE cookies, and 1 package for BASE FOOD Deli) includes 1/3 or more of the daily criterion value of all nutrients except for fatty acid, saturated fatty acid, carbohydrate, and sodium, which may be overused with other meals
- Nutrients assuming intake of two packages of BASE BREAD Plain for one meal
- Nutritional value of BASE BREAD Plain, assuming to eat 2 packages per meal. One-third of the criterion value of nutrients for a day (aged 18 or older, criterion calories of 2,200kcal; Consumer Affairs Agency)
- Relative amount of nutrients required per meal, based on the criterion value indicated in Note 2 (Aged 18 or older, criterion calories of 2,200kcal; Consumer Affairs Agency)
- Total nutrients of cereals, rice, (wet rice), polished rice, and non-glutinous rice of 200g; fish and shellfish/<fish> (salmon and trout), grilled chum salmon of 80g; vegetables/eggplant/boiled eggplant of 70g; vegetables/spinach, annual average of boiled spinach of 70g; seasoning and spices/<seasoning> (miso)/instant miso/powder of 8g; according to Standard Tables of Food Composition in Japan, 2020 (Eighth Revised Version) by Resources Research Committee, Council for Science and Technology, Ministry of Education, Culture, Sports, Science and Technology

Addressing Health Inequalities is a Significant Global Agenda

FAO (Food and Agriculture Organization of the United Nations) has set a goal that by 2050, all humans will not only be able to consume the "minimum nutritional requirements" for daily living, but also have a "nutritionally balanced diet" in line with national dietary guidelines.

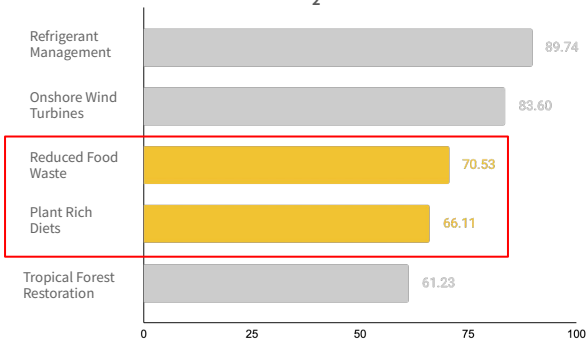


Social Impact

Contributions to Sustainability

By incorporating waste bran and plant-rich protein ingredients, we can contribute to the reduction of CO₂ emissions

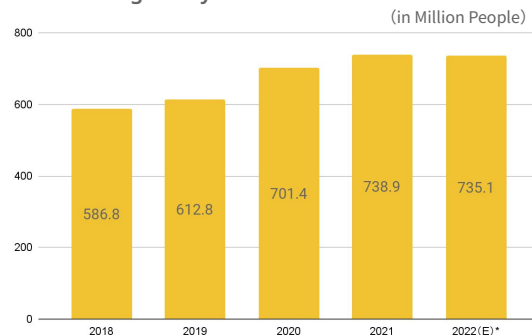
TOP5 solutions to reduce CO₂ emissions^{*1}



Reducing Health Inequalities

By reinforcing R&D innovation, we can provide better products to households and regions in poor nutrition balance, creating a healthy and sustainable lifestyle accessible to all.

The undernourished population exceeds 700 million globally^{*1}



Providing Emergency Rations

The distinctive social value proposition we offer as a “Nutrition Infrastructure” company

Bread

Long-life

Nutritionally Complete

Disaster Resilience

- Storable
- No need of electricity, gas, or water
- Easily secure nutrition even in emergent situations where nutrition tends to be inadequate

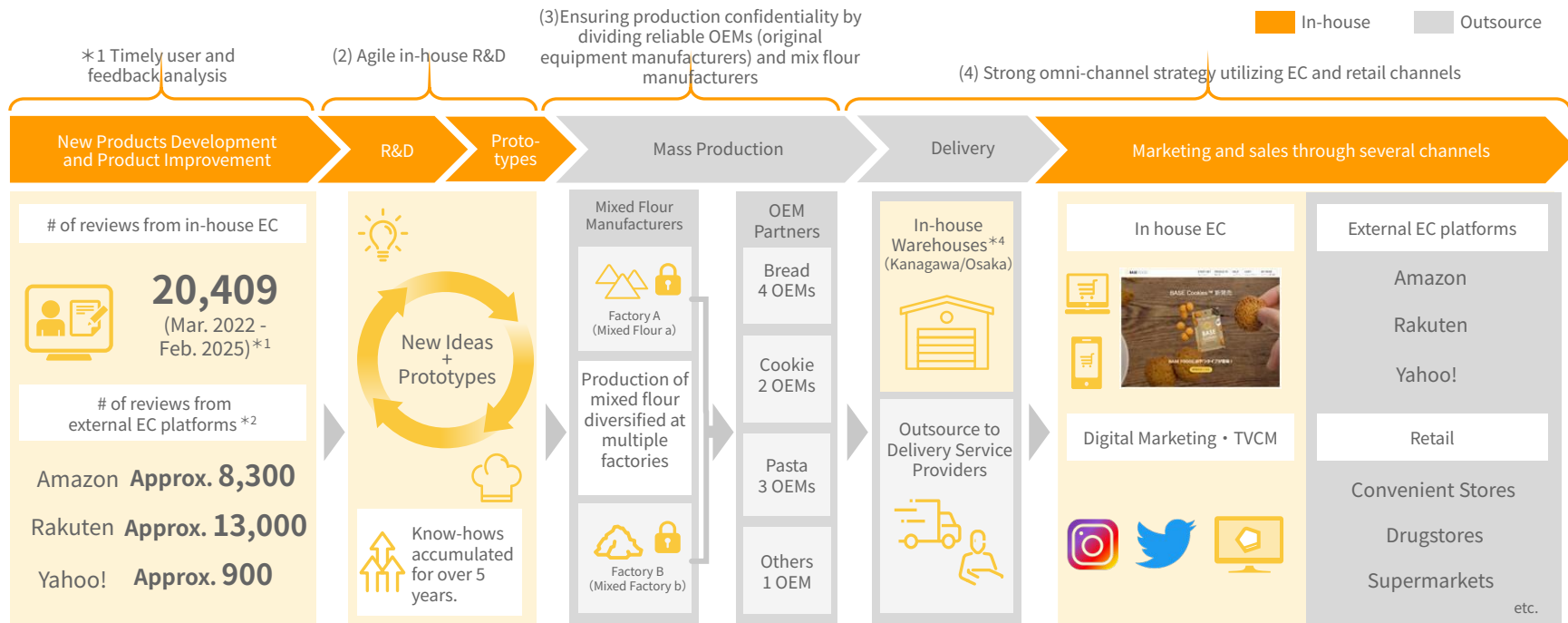
Notes:

1. Paul Hawken. Drawdown: The Most Comprehensive Plan Ever Proposed to Reverse Global Warming. 2017. The term CO₂ (carbon dioxide) refers not only to carbon dioxide itself but also encompasses all greenhouse gases converted to carbon dioxide equivalents based on their global warming potential (GWP), including methane, nitrous oxide, CFC-12, HCFC-22, and other gases with minor impacts.

2. Food and Agriculture Organization of the United Nations (FAO). FAOSTAT : Suite of Food Security Indicators. Last Updated: 2023/08/23. <https://www.fao.org/faostat/en/#data/FS>

Business Model

(1) Timely user and feedback analysis, (2) Agile in-house R&D, (3) Confidential mass production by manufacturing mixed flour and products at separate business partners, and (4) Strong omni-channel strategy utilizing EC and retail channels



Notes:

1. After the recall of certain products, the review aggregation was temporarily suspended between Nov. 5, 2023 and Jan. 17, 2024.

2. The cumulative reviews for BASE BREAD 4 Flavor 16 Bag Set, BASE BREAD 4 Flavor 20 Bag Set, and Chocolate 16 Bag Set as of the end of Feb. 2024.

3. One meal (1 package for BASE PASTA, 2 packages for BASE BREAD, 4 packages for BASE cookies, and 1 package for BASE FOOD Deli) includes 1/3 or more of the daily criterion value of all nutrients except for fatty acid, saturated fatty acid, carbohydrate, and sodium, which may be overused with other meals.

4. As of the end of Feb. 2024.

Developing New Market by Expanding Product Lineups

By enhancing our R&D capabilities, we have increased the quality and frequency of new product launches and renewals. We are also improving foundational technologies such as taste and texture, which enables not only the evolution of individual products but also the optimization of the entire product portfolio.

BASE BREAD



Sales Ratio *1

90.7%

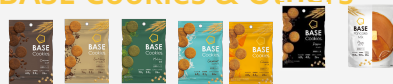
BASE PASTA & Deli



Sales Ratio *1

4.7%

BASE Cookies & Others



Sales Ratio *1

4.7%

Leverage

Our Focus

Foundational
technology for high
whole grain content
and nutritionally
balanced staples

Optimize the entire
product portfolio!



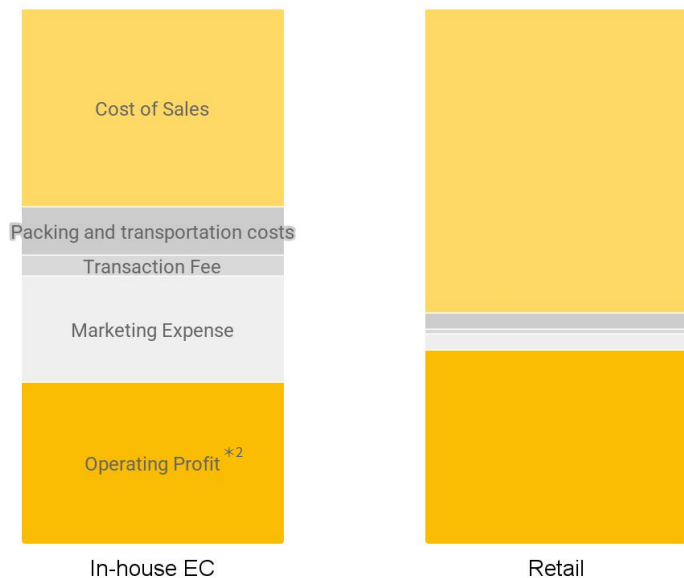
Notes:

1. Sales ratio of BASE FOOD series (except sales of source) in in-house EC in FY2025.

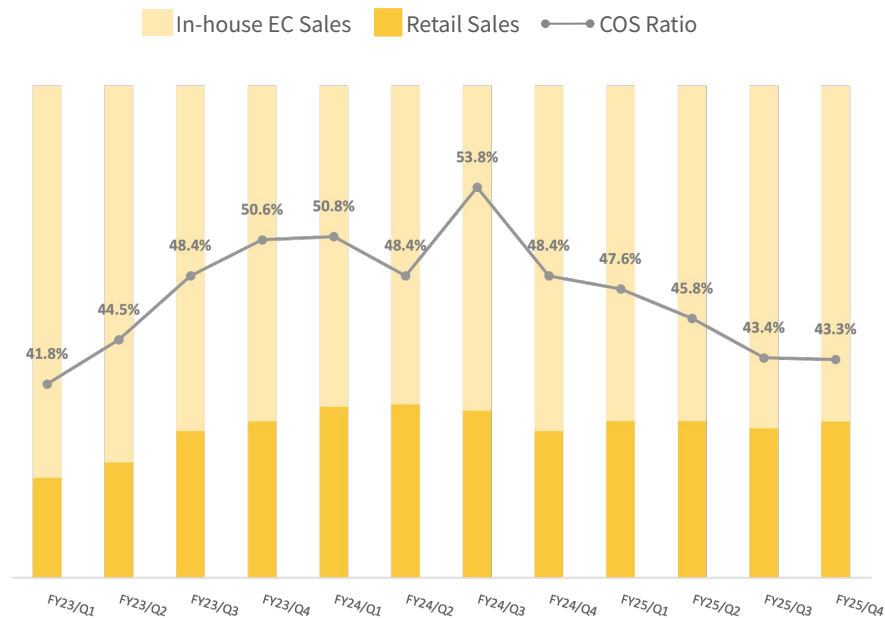
(Reference) Comparison of In-House EC and Retail Channel

In-house EC keeps the cost of sales (COS) ratio in the late 30s, allowing for a high gross margin. However, it incurs a relatively higher SG&A ratio due to user acquisition and product delivery on our own. Conversely, the retail channel has a higher COS ratio but a significantly lower SG&A ratio.

Cost Structure Comparison by Channel * 1



Trend of COGS Ratio and Channel Composition



Notes:

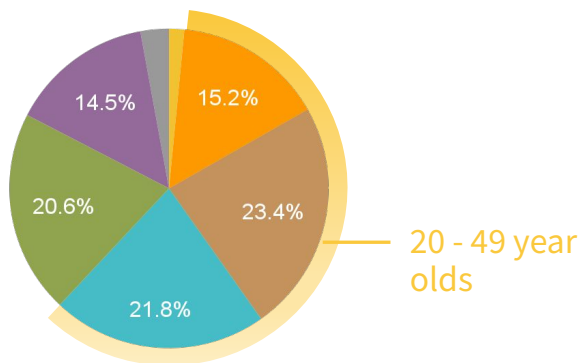
1. Represents the sales ratio for each category, based on management accounting, with both in-house EC and retail sales set at 100 as a reference.
2. Excludes fixed expenses (personnel expenses, research and development expenses, and others).
3. Average values for each accounting period.

Customer Insights

Customer Base #1

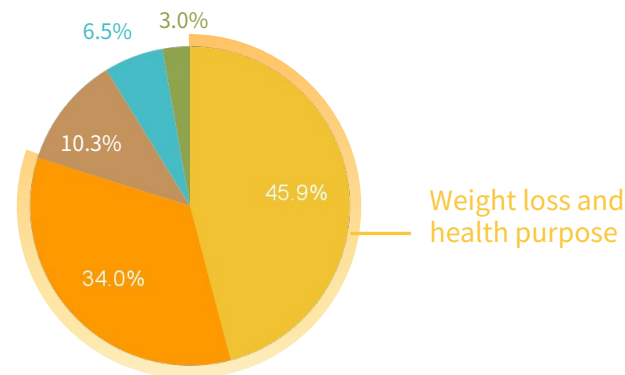
Popular Among the Working-Age Demographics * 1

Male 35.6% Female 56.9% (N/A 7.6%)



● 10 and below ● 20 - 29 ● 30 - 39 ● 40 - 49
● 50 - 59 ● 60 and above ● N/A

Over 75% Purchase for Weight-Loss and Health * 1



● Weight loss ● Diet improvement ● Saving time ● Training
● Better diet for children ● N/A

Notes:

1. Based on 17,875 responses from the user survey conducted in March 2024 to February 2025.

Customer Base #2

We are reaching a broad range of customers, primarily those who lead busy lives but aspire to maintain a healthy diet.

Real User Profile *¹

Profile		
Name: A Age: 20s/Female Occupation: Office Worker Purpose: Diet/Training	Name: B Age: 30~40s/Female Occupation: Office Worker Purpose: Training/Kids healthy meal	Name: C Age: 40s/Male Occupation: Office worker Purpose: Metabolic Syndrome Prevention
How they spend the day		
Wakes up at 7 AM, heads to the gym first thing, then gets ready for work. Drinks protein at noon, eats a ham sandwich between 2-3 PM. If working overtime, eats BASE FOOD.	Either works or does chores from 9AM to 5PM. Her son has BASE BREAD as after-school snacks. In the evening, she goes for a run 2-3 times a week. After her daughter comes home from school, heads to cram school after a quick dinner.	Starts working from 7AM to 7-8 PM. After work, makes dinner and exercise for about 1 hr on weekends. On weekends, wakes up around 9 AM and exercises for about 2 hrs.
The timing they consume BASE FOOD during the day		
Eats twice a week when working overtime. Her husband also buys BASE BREAD from 4 to 5 times a week.	No fixed time. Either morning or noon, as there's no free time in the evening.	Usually eats for breakfasts, along with two cups of coffee and 100 calories of peanut butter.
How long they have purchased BASE FOOD		
Started purchasing 24 meals around March 2020, intended for consuming on workdays at the office.	Started purchasing for herself around March 2021 but soon found it convenient as a light meal for her 15 y.o. daughter.	Started purchasing around 2019, when the BASE BREAD was still frozen.
The motivation to start BASE FOOD		
Noticed her colleague eating BASE BREAD for lunch which attracted her at first. After visiting the website to learn more, decided to try as she prefers high-protein-low-carb food to stay active. Also the offer for first-time buyers also led to an immediate purchase.	Found it on Instagram ads. She used to buy meals from the convenience stores during work but was concerned about food additives. While contemplating these issues, she learned about this protein-rich bread on Instagram and decided to buy it online.	Initially, started eating when diagnosed with metabolic syndrome. He decided to replace staple food with BASE FOOD hoping it would improve his diet. He continued this diet and was able to lose 12.3 kg in 1.5 yrs.

Notes:

1. Excerpts from interview data of A (Jul. 15, 2020), B (May 31, 2021), and C (May 31, 2021).

Appendix

[Repost] Japanese Government Small Business Innovation Research (SBIR) Grant

As announced in Q2, we have been selected for the Small/Startup Business Innovation Research Program (SBIR)*¹ by the Japanese government. We are now eligible to receive grant funds for up to ¥1.87 billion for our research activities.

農林水産省 The Ministry of Agriculture, Forestry and Fisheries 中小企業イノベーション創出推進事業 Small/Startup Business Innovation Research Program

What is the SBIR*¹

A government-funded program that provides consistent support from innovative R&D to social implementation of the results.

We made a proposal for “Demonstration of Manufacturing Technologies to Create New Demand for Grains,” one of the themes opened for application by the Ministry of Agriculture, Forestry and Fisheries (MAFF), and were selected as a business eligible for funding.

Implementation period: From Nov 2024 to March 2028

Maximum grant amount: ¥1.87 billion

Project Details and Expected Benefits

Further enhance the flavor, texture, and production efficiency of our products through microbiological engineering, molecular engineering, and digital technology, etc.

1. Develop fundamental technologies for nutritionally complete bread with a high content of whole grains
2. Develop applied technologies for nutritionally complete bread with a high content of brown rice

Additional Notes

- The grant or the project will pose no impact on our earnings forecast for FY2025.
- The schedule for grant funds receipt and recognition is detailed on the next page.

Notes

1. Refer to “[Selection Results for the Second Open Call of the Small/Startup Business Innovation Research Program by the Ministry of Agriculture, Forestry and Fisheries](#)” (Japanese only)

[Repost]How to Record SBIR Grants

The SBIR grant will be paid out after a review of the performance report to be submitted at the end of each fiscal year. The first payment will be made in May or June 2025^{*1} and will cover the activity costs from November 2024 to March 2025.

- After the end of the fiscal year, we will report the SBIR research activity results and claim the expenses covered by the grant.
- Expected to be disbursed in 1 to 2 months after the month when claim is made^{*1}
- The received grant will be recorded on the Statements of Income as non-operating income.

(Reference) Approximate schedule for claiming and disbursement under the SBIR program^{*1}

	2025							2026							2027							2028					
	Jan.	Feb.	Mar.	Apr.	May.	Jun.	...	Jan.	Feb.	Mar.	Apr.	May.	Jun.	...	Jan.	Feb.	Mar.	Apr.	May.	Jun.	...	Jan.	Feb.	Mar.	Apr.	May.	Jun.
Our fiscal year	FY25		FY26					FY27					FY28					FY29									
Results report/claim			★							★								★							★		
Grant disbursement				★ 1 - 2 months after claim month							★ 1 - 2 months after claim month								★ 1 - 2 months after claim month							★ 1 - 2 months after claim month	

The activity costs for the current fiscal year will be recorded as non-operating income for the next fiscal year.

Notes

1. As of January 14, 2025, The schedule may be subject to change in the future.

Disclaimer

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