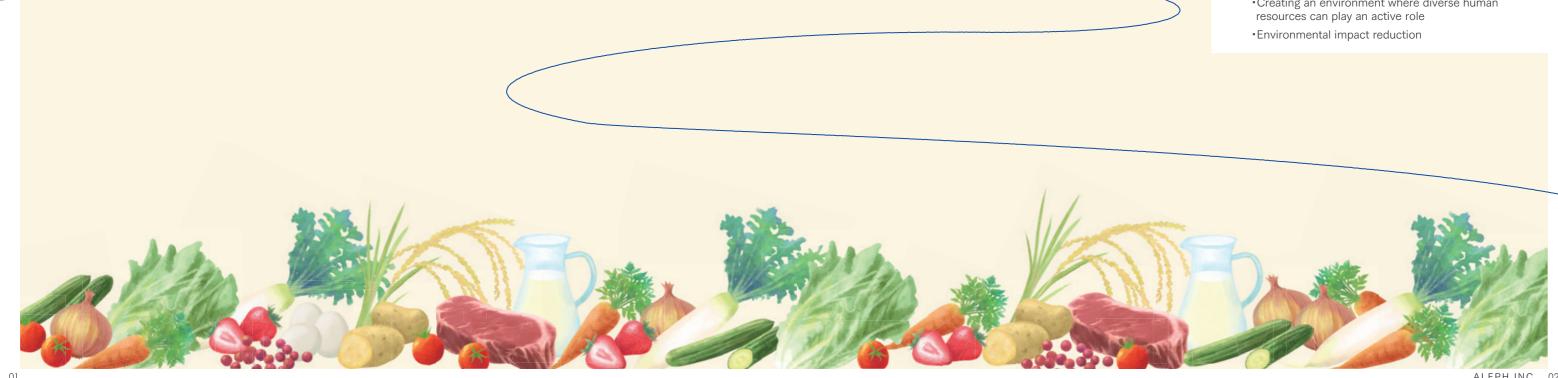
ALEPH INC. Corporate Book



Eating makes human beings better.

Daily eating nourishes not only our bodies, but also our souls. It is part of the great circle that connects everything on Earth. Our job is to provide good and enjoyable meal with ingredients born from the dialogue with nature, and to continue improving by learning from conversations with our customers while maintaining these connections. Good meal, that never leaves this great harmonious circle, creates good people, and good people create good connections. Our job brings both great responsibility and joy.





03 Message from our president / Mission

- •Our Corporate Mission /
- Our Management Philosophy
- •Our Management Standards

05 Our Vision

- ·Long-term vision and mid-term management plan
- •Company profile / Organization chart

07 Our History

09 Business introduction

- •Restaurant business / Franchise business
- •Food Processing, Manufacturing and Sales Business / Eniwa Business / External Sales Business

15 Food safety

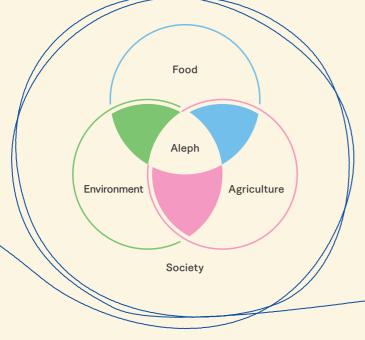
- •Development and procurement of ingredients
- •Processing / Manufacturing and preparing / Serving

19 Sustainability

- •Creating an environment where diverse human

Top Message, Mission





Our Mission

To develop businesses that preserve and enhance human health and safety.

To establish businesses that improve the human welfare.

To expand businesses that respect the nature.

A store exists for its customers, prospers with its employees and ceases to exist with its owner.

Since our founding in 1968, we have grown with the support of many people. This sector is now known as the food

service industry, and we believe that it is the result of the goodwill and efforts of our predecessors.

As we believe that "a business exists for its customers", we serve safe and secure meals to our customers and create a comfortable space to listen to their opinions and support their needs.

As we believe that "a business prospers with its employees", we respect each other, value our workplace, and feel motivated to work with high productivity as a result.

Our Management Philosophy

Promote our business with vigor and a commitment to respecting humanity. Preserve the harmony without bias or distortion.

Stand on our customers' side by providing better and more affordable products.

Good and bad come above profit and loss.

We aim to make our customers and ourselves happy while not forgetting that we exist thanks to them.

With "a business ceases to exist with its owner", we mean that it is a natural process, but without a successor it will decline.

Following the example of our predecessors, we are now responsible to provide products and services that our customers can enjoy, to create a better working environment and to build a good reputation for the restaurant industry.

Even though the environment around us changes with the times, our cherished roots remain unchanged.

We aim to be a company that can grow together with the whole society, while meeting the diverse needs of our customers and facing social issues, so that the restaurant industry can be a better place for "human beings".

Our Management Standard

A company exists in the society and exists to solve society's shortages, dissatisfaction and issues.

Long-Term Vision and Mid-Term Management Plan



Company Profile

Founded	I December 1968	Head Office	3-1
Established	I July 1976, trade name changed in May 1987		TEI
Capital	I 100 million yen	Tokyo Head	Tak
	I CEO and President : Dai Shoji	Office	TEI
Officer	Executive Managing Director : Kaisaku Shoji Director : Hirotsugu Shindo Director : Hiroto Takei Director : Mitsuyuki Sato Corporate Auditor : Shiro Tsukidate	Osaka Office Group Companies	9F TEI •M •C: •Bc •Dc
Business Activities	Restaurant business, food processing and manufacturing business, franchise business, and other businesses		•De •Ec



Mid-Term Management Plan & **Management Strategies**

Vision for the next 3 Years

"Creating a More Attractive Restaurant Industry"

We want to respect our policy of "serving better and more convenient meals" to our customers, and create a more attractive restaurant industry for our employees as well.

3 Management Strategies

- 1 "Continued Growth"
- 2 "Securing Profitability"
- 3 "Achieving Sustainability"

-26, Kikusui 6-jo, Shiroishi-ku, Sapporo-shi, Hokkaido, Japan	
011-823-8301、FAX 011-823-8192	
anawa Empire Building 6th Floor 3-24-18. Takanawa, Minato-ku	т

okyo L 03-5422-9407, FAX 03-5422-9416

Hawk Crescent No. 2 Building, 7-4-21 Nishinakajima, Yodogawa-ku, Osaka L 06-6195-9497, FAX 06-6195-9498

1 "Continued Growth"

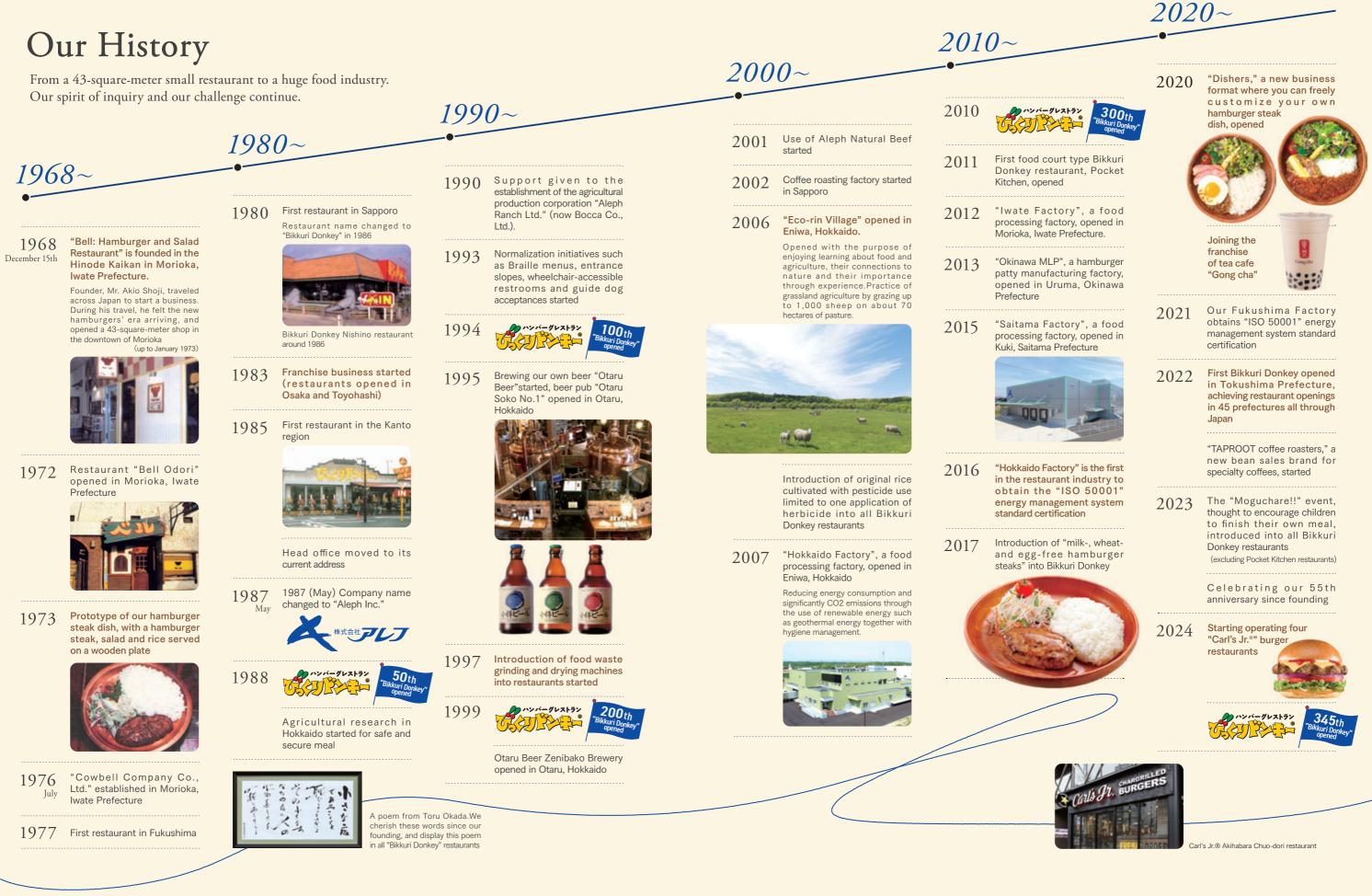
We aim for a stable and continued growth in order to continue providing products and services that can be useful to our customers.

2 "Securing Profitability"

We aim to improve our customers' experience by securing profitability through increased productivity by using digital technologies and by enhancing our products' appeal, services, comfort and convenience.

3 "Achieving Sustainability"

Our goal is to "evolve into a company where everyone feels motivated to work" for sustainability. For our long-term vision, we invest in human capital such as education to create a stimulating working environment where diverse human resources can play an active role, to improve our working conditions and to reform our systems. We also aim to grow into a company where employees can work with pride and with a sense of fulfillment.



Developing business for a new restaurant industry. Creating contacts with our customers all through Japan.

Our efforts to provide our responsible hamburger steaks to more and more customers have gradually expanded, resulting in four new businesses. Creating a greater "usefulness" with all our strength.





Restaurant **Business**

We aim to contribute to our society with a better restaurant industry where offering safe and secure ingredients and enjoyable spaces, faithfull to our thought that "the kanji character of "eating" is read as making "human being" better".

With diverse formats such as "Bikkuri Donkey", "Dishers", "Otaru Soko No.1", "Rakuda-ken", "Carl's Jr.®" and "Gong cha", we provide "safe, good and enjoyable time" across Japan.



Franchise **Business**

Our "Bikkuri Donkey" franchise business runs currently over 210 restaurants with about 30 member companies all through Japan.By providing to our member companies management support based on the franchise package developed by our "Bikkuri Donkey Chain Division", we offer the same quality products and services in both directly-managed and franchised restaurants, enhancing the reliability and consistency of our "Bikkuri Donkey brand".

page 11

Food Processing, Manufacturing and Sales Business

We operate ten factories to serve to our customers fresh and safe meals at any time. We produce our own "Bikkuri Donkey" hamburger patties, hamburger steaks' sauce, etc., in eight food processing factories across Japan and supply them to all restaurants. "TAPROOT coffee roasters" is our own coffee roasting factory. Our "Otaru Beer Brewery" brews beer according to the German tradition.

Company profile

https://www.aleph-inc.co.jp/company/overvie





https://www.aleph-inc.co.jp/business

page 11 >



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Eniwa Business / External Sales Business

We operate "Eco-rin Village" in Eniwa, Hokkaido. We promote initiatives for food, agriculture, environment and culture, aiming to "reduce the environmental impact and contribute to a sustainable society".

Our external sales business develops original products to make it possible to enjoy the "Bikkuri Donkey" taste also at home, and sells them to retail stores, etc.Our lineup includes milk-, wheat- and egg-free hamburger steaks, etc.

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Business intraduction | Restaurant business / Franchise busine



A long-loved hamburger steak specialty restaurant.



Our hamburger steak dish, with a hamburger steak, salad and rice served on the same wooden plate, is our restaurant's flagship product. We run over 340 restaurants in 45 prefectures across Japan. We cook each order in restaurant and serve freshly-made products. With our restaurant's name "Bikkuri Donkey", we aim to create a restaurant where our customers can have fun and joy, feel surprise and emotions, and to become useful to our society such as a donkey supports people's daily life with a gentle gaze.



The restaurant "Bell Odori", operating in Morioka, Iwate Prefecture, since 1972, is the "home" of our Bikkuri Donkey. In order to never forget our gratitude towards all customers who came and called it "Bell san" its actual menu is the same as in our Bikkuri Donkey, but its sign remains "Bell".

https://www.bikkuri-donkey.com/

Franchise Business

Our head office and franchise member companies have a relationship based on mutual trust and work together to fulfill the role of "food infrastructure" with our chain.





A new format of restaurant where you can enjoy your unique hamburger steak dish by freely customizing your hamburger steak with different toppings and the quantity of your vegetables, your rice and sauce, etc.



https://hello-dishers.com/





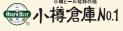
A farm restaurant with pasta made with Italian wheat and a wood-fired Neapolitan pizza.We use "Konayuki Tonton" pork from our Eco-rin Village's free-range pigs.

https://www.ecorinvillage.com/facility/rakudaken.html



milk tea.





A beer pub in a stone warehouse along the Otaru Canal. You can enjoy our Otaru Beer, brewed in a kettle in the middle of the restaurant according to German tradition.



https://otarubeer.com/jp/?page_id=357







Carl's Jr. A global hamburger brand born in Southern California, USA. Australian beef used for our main product's beef patties.

https://www.carlsjr.jp/

Gong cha

A global tea cafe' from Taiwan with stores worldwide. We offer high-quality teas, focused on aroma and freshness, in casual style, including our popular



https://www.gongcha.co.jp/



Business intraduction | Food Processing, Manufacturing and Sales Business



Safety and good taste by our own hands.

Hamburger patties are delivered refrigerated daily

We produce our own hamburger steak patties upon receiving orders from our restaurants according to what is needed, when it is needed, only in the quantity needed." We

deliver freshly-made hamburger

patties daily.

We produce and supply the ingredients used in our "Bikkuri Donkey" in eight food processing factories across Japan. By establishing manufacturing bases all across Japan, we can deliver fresh ingredients and ensure their stable supply even in case of natural disasters, when neighboring factories will back up.



Our factories

Other factories



TAPROOT coffee roasters

We procure specialty coffees, that meet our own standards for cultivating, harvesting and processing from South America, Africa and other regions, and roast fresh green beans.



https://www.taproot-coffee.com/



Otaru Beer Zenibako Brewery

We produce our own original beers such as our "Otaru Beer" and our "Donkey House Beer (draft)" using only German organic malt, aroma hops, yeast and Otaru soft water.



https://otarubeer.com/jp/

Eniwa Business / External Sales Business



Practicing coexistence with nature.

Our "Eco-rin Village" in Eniwa, Hokkaido, is a place where practice creating a model of a sustainable recycling society and culture. We are focusing on the activities of the "Eco-rin Village School", which connects the vision of our founder, Akio Shoji, that "we hope that people will naturally turn their attention to food, agriculture and the environment through playing and experiencing nature, and gain awareness and make discoveries."



Eco-rin Village School

We promote activities to help children challenge themselves, think and make spontaneous explorations and discoveries, such as becoming aware of the importance of people, creatures and the environment.

Sheep Grazing

This is one of our practical initiatives in grassland agriculture, where sheeps are moved among paddocks and eat highly-nutritious grass. We graze up to 1,000 sheeps.







https://www.ecorinvillage.com/



Tomato no Mori

We grow about 20,000 tomatoes hydroponically from a single seed in one year. In 2013, it was certified as "the largest tomato plant" in the Guinness World Records.

External Sales Business

With the desire to provide enjoyable meal times also at home with our Bikkuri Donkey products, we sell them in our restaurants, retail stores and online stores.



The "milk-, wheat- and egg-free Bikkuri Donkey hamburger steaks (with sauce)" are popular on our online store.



https://www.sowelu.top/

Jood safety | Development and procurement of ingredients

We take responsibility for the safety of our ingredients in order to provide secure products.

To realise the idea that "the food industry produces good people", we have established three guarantees (quality, safety and traceability) and three contributions (health, environment and optimization). By building a mass merchandising system that can consistently control everything from ingredient research to production, procurement, processing and service, we know where, by whom and how ingredients were produced.



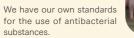
We value the natural state of our cattle and raise them naturally.

"Bikkuri Donkey" hamburger steaks are made with minced beef and pork. Our beef is "Aleph Natural Beef" from contracted producers in New Zealand, Australia and Uruguay. Our meat combines good taste with high safety, from free-range cattle without any artificial growth hormones.





Our cattle graze on vast pastures of designated farms in New Zealand, Australia and Uruguay



Three Principles of Ingredient Development and Procurement Quality Guarantee of taste. freshness and standards Safety Traceability Restrictions on the Understanding of use of agricultural origin, production chemicals and area and season chemical fertilizers

We procure pork with Pork guaranteed origin.

The pork used for our "Bikkuri Donkey" hamburger steaks' minced meat is procured from Japan and overseas. Our suppliers submit a "shipper's certificate" once a year. We are working with our suppliers for sustainable procurement, such as raising healthy pigs in a comfortable, low-stress environment that requires as little antibacterial substances as possible



Rice

Rice grown in rice fields rich in living creatures.

The rice used in all Bikkuri Donkey restaurants is safely cultivated with pesticide use limited to one herbicide application (insecticides and fungicides are not allowed on rice fields' sides as well). The rice fields are a place where many living creatures, like frogs and loaches, grow. More than 400 contracted producers across Japan produce our rice with consideration for biodiversity.



Carefully cultivating varieties suited to the production area's climate



We procure our green coffee beans by ourselves and roast them in Sapporo.

We visit production areas around the world and procure our specialty coffee from contracted farms. We import our green coffee beans directly from each country to Hokkaido and roast them in our own factory.



We harvest only fully ripe beans from our contracted farms in Guatemala. Ethiopia Perù, Brazil and other countries.



Our barley and hops are cultivated in Germany.

We use German barley and hops grown organic in contracted farms. Our barley is malted in Germany. Our hops are a rare, highly aromatic variety.



Our ingredients are only malt, hops veast and the Otaru soft water



Promoting traceability.

We procure our main vegetables from contracted producers, who are focused on soil improvement through the use of green manure and compost.

The onions used for our hamburger steaks are grown by domestic contracted producers using less than half the usual amount of agricultural chemicals. Our daikon, a popular salad vegetable, is grown without any harmful soil sterilization, and is supplied with the right amount of nutrients.



Our onions are procured seasonally from contracted farms across Japan, selecting varieties suitable for our hamburger steaks



From Date, Hokkaido, to all Japan.

The raw ingredients for our softcream are delivered across Japan from our group company, Bocca Co., Ltd. High-quality raw milk from Bocca's own dairy farm and dairy farmers in Date is strickly checked and then processed within 72 hours.

> Our willing of "processing quality ingredients optimally" is also applied to our dairy products.









Joad safety | Processing / Manufacturing and preparing / Serving

Bringing the power of safe and secure ingredients to your table.

Food safety is carried from our producers to our factories and finally to our restaurants like in a relay. Everyone involved takes over a baton and passes it carefully to the next one imaging the moment when our customers eat their own meal in our restaurants. We aim to ensure that the inherent power of our ingredients, developed and procured without any compromising on safety, is fully demonstrated when they are served on the table.

Processing / Manufacturing

Initiatives at Factories

Just-in-Time Production System

In order to maintain freshness, essential for good taste, hygiene and safety, we use a just-in-time system for our processing and manufacturing. It means that production is not based on our factories' convenience, but it starts with highly accurate sales forecasts for each restaurant and is based on what, when and how much is needed. Our basic rule is not to prepare in advance.



Our eight food processing factories all through Japan process and manufacture the ingredients according to the just-in-time production system and provide them to all our "Bikkuri Donkey" restaurants

100% Inspection

We take any measure to prevent foreign materials finishing into our hamburger patties. We check all patties through metal detectors and X-ray detectors.

We check a hamburger patties for foreign materials before shipping to ensure that ou customers can them safely



Our Quality Control Team

We conduct bacterial tests, physicochemical tests, verification tests, wipe tests and environmental tests on our products. We are also responsible for creating a system to provide safe products through operational support for the HACCP (Hazard Analysis and Critical Control Point) system.

Cooking / Providing

Initiatives at Restaurants

Thorough Risk Management

The HACCP concept is carried through to our restaurants. The final stage of risk management is carried out in our restaurants, where measures are taken according to the risk of each food item.

Checking Cooking Equipment and Procedures

Here are two typical safety initiatives in our kitchens. The first one is the grilling of our hamburger steaks. Their safety must be guaranteed. In our restaurants they are grilled according to procedures set by head office, and cooking equipment is checked several times a day to ensure it is working properly.

The second one is our soft cream servers, which are structurally prone to bacterial growth. Trained employees disassemble, clean, sterilize and perform safety checks on servers.



QSC Activities

We are engaged in improving quality, service and cleanliness.

Quality: we thoroughly manage temperature, expiration date and cooking procedures of our ingredients in order to serve freshly made products to our customers.

Service: we serve our products safely and carefully, dress neatly and serve customers with a smile to make them happy.

Cleanliness: we regularly wipe down the seating areas and maintain a clean space, and use our facilities and cooking properly to ensure that our customers can enjoy our restaurants.



Sustainability

Solving problems for a sustainable society, one by one

As stated in our Management Standards (page 04), our goal is to solve social shortages, dissatisfactions and problems.In accordance to these standards, we are fully committed to solve social issues one by one through business activities using people and resources.Here are our efforts to create an environment where diverse human resources can play an active role and to reduce our impact on the global environment.

Basic SDGs Policy

In accordance with our corporate mission and management philosophy, we clarify our internal issues, express them in relation to the SDGs (Sustainable Development Goals) and resolve them through both internal and external collaboration to embody a sustainable company and individual lifestyles.

Creating a peoplefriendly society from within the company.

As a company that provides products to diverse customers, we are actively working to ensure that our employees have diverse attributes and values. At the same time, we are also making efforts to eliminate any anxiety and dissatisfaction regarding the health and lifestyle of our employees. We are accelerating our efforts to face these issues to achieve the different well-being of each employee.

ttps://www.aleph-inc.co.jp/company/normalization/

Major Initiatives

Diverse Workforce

- •Gender balance and women's empowerment are our management issues.
- •We are working to increase the proportion of women in management positions.
- •We aim to eliminate bias in terms of age and gender by revising our meeting management guidelines.
- •We are conducting human rights due diligence, establishing rules to prevent harassment, and conducting trainings.
- •We are promoting a change in awareness within our company, including among management.

Employee Health and Welfare

- •We provide health checkups once a year and twice a year for employees who regularly work late nights.We are also strengthening the call for all part-time workers to undergo health checkups.
- •We provide trainings and examinations to maintain and improve mental health care.

Life and Cooperation

- •We encourage our male employees to take childcare and nursing care leave.
- •We obtained "Kurumin" certification from the Ministry of Health, Labor and Welfare.
- •We have established an annual paid leave stock system.
- •We have a "GLTD (Group Long-Term Disability) insurance system" to compensate employees for loss of income in the case of long-term inability to work due to illness or injury.



We are certified as a "Childcare Support Company" by the Ministry of Health, Labour and Welfare



A Workplace Where Using Your own Individuality

- about hair color

- work

Diverse Working Styles



We decide on our full-time employees' assigned location, office and working style considering their preferences from three categories: nationwide, regional and part-term. We have also introduced a job return system that allows employees to return to work.



There are no restrictions

• Any clothing is ok as long as it is clean and appropriate for work (a workplace that does not have a uniform. In restaurants and factories that have uniforms, commuting to work).

• Our Bikkuri Donkey adopts genderless uniforms.In addition to common items that are not gender-specific, different colors and styles can be chosen for certain items for individuality and ease of



- A short-time working childcare system that exceeds legal standards (available until the child graduates from elementary school).
- · Refreshment leave, which allows five consecutive days off twice a year.
- Many male employees take childcare leave as well.

Trainings for Growth

We offer various educational programs to our employees several times a year to acquire necessary knowledge and experience.We offer trainings that match our employees'career plans, leading to individual skill improvement.



We established a whistleblowing hotline outside the company. We aim to create a secure working environment, such as establishing regulations to prevent customer harassment.



"Eating" is directly affected by the environment.

Since our founding, we didn't want to use ingredients that we didn't know where or how they were produced, so we started learning agriculture ourselves. We started agricultural research in Hokkaido in 1988 and opened a group ranch in 1990. We pursued agriculture following the laws of nature, but we realized that no matter how much we reduced the use of pesticides and chemicals fertilizers, it would be difficult to achieve our ideal if soil, water, and air are polluted. Therefore, we started various initiatives to reduce our own environmental impact through our daily business activities.



Using actively electricity derived from renewable energy sources. Our Bikkuri Donkey Chigasaki restaurant uses electricity generated from food waste from the restaurant.

Our "survey of living creatures in rice fields" is intended to understand the current state of rice fields' e c o s y stem an d biodiversity. It is done in all producing areas of our contracted rice.



Becoming a company that can "make social issues as its own".

Our first practical initiative for creating a sustainable, recycling-oriented society was the introduction of food waste processors in our restaurants in 1997. Our employees started understanding that "food waste can be a valuable resource if separated", and promoted initiatives to recycle food waste from restaurants into fertilizers and other products.

In 2003, we formulated our Basic Environmental Policy and have been promoting activities to achieve the targets set every three years. In 2021, we integrated the action guidelines and goals into our SDGs action plan, and incorporated them into our management strategies to promote our initiatives from a broader and long-term perspective.



The wooden plates used for our hamburger steak dishes are made from domestic materials and old rubber trees that no longer produce latex.We reuse scratched plates instead of throwning them away.

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	Sen L . manufacture and the sense of the sense of
We also use straws made from	7
starch-derived polylactic acid.	

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Main Initiatives to Reduce Environme	ental Impact
 Initiatives to achieve carbon neutrality (Reducing energy consumption and using renewable energy) 	 Initiatives to reduce food recycling Initiatives to reduce the d
 Initiatives to reduce water usage and wastewater load 	 Initiatives to reduce the d Initiatives to prevent flucture eliminate fluorocarbons
	 Initiatives to conserve bic

Minimizing the environmental impact.

We have been taking the lead in our industry in realizing a carbon-free society and promoting resource circulation, which are the foundations of the SDGs. In order to be faithful to our thought of "eating' makes 'human beings' 'better'", we aim to provide our customers with a good and enjoyable experience without any worries about safety or environmental impact. We want to be trusted as a place where "you have nothing to worry about here".



We started the "Moguchare!!" since 2006 to encourage children to order and finish their own meal by themselves. We have received comments such as "I've overcome my likes and dislikes".



We promote the food waste recycling in various ways, including recycling with food waste processors and in collaboration with recycling business operators.

lso mix food waste our restaurants livestock manure straw mulch, ent and turn it into post.



l loss and promote food

- disposable plastic usage lorocarbon leakage and
- odiversity

Our initiatives are summarized in the "Aleph SDGs Report".



https://www.aleph-inc.co.jp/company/download/

