

# Business Plan

Version 1.0  
December 5<sup>th</sup>, 2022

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## EXECUTIVE SUMMARY

Vegan Bamboo Bar Amstelstraat will be a self-service fast casual restaurant that offers vegan burgers, salads, sandwiches, cakes, ice, milk bubble teas, milkshakes and drinks.

It is innovative:

- All plant-based (the current trend)
- Self-service ordering/paying
- Served at the table
- At a prime location
- Rich, warm vegan healthy dishes
- Health Score to rate our dishes

It is sustainable:

- According to the UN, [global livestock accounts for 14.5% of the total human-induced greenhouse gases](#)
- And [30% of the total land area of the world](#)

Vegan Bamboo Bar focuses on sustainable and healthy food. As a counterpart to the frying and reheating culture of machined-made foods available in abundance at many restaurants, we also serve rich, warm dishes with plant-based ingredients, healthy olive oil, and minimal additives. As a first step, we try to convince flexitarians to eat plant-based burgers consisting of meat substitutes from well-known brands (including fries and mayonnaise). These are more sustainable and healthier than dishes with animal ingredients. As a second step, we hope that our guests switch to our Food Bar dishes that are sustainable and genuinely healthy. We ensure quality and a delicious taste and inform our guests with a health score.

### Location

The location at Amstelstraat 7 is attractive because it is next to Rembrandtplein with many target groups. Due to its small size, it is suitable for a Quick Service restaurants. However, due to the energy crisis and inflation, it is not attractive for the traditional quick service formulas due to the many fast food stores at Rembrandtplein. However, for Vegan Bamboo Bar, it is attractive due to its unique format and its capability to attract customers. Rembrandtplein is almost always full of people (tourist, outgoing youth), and therefore ideal for advertisement with a mobile billboard. Furthermore, it is in an area with many residents, hotels, and businesses.

### Pilot store

The first Vegan Bamboo Bar was located at Stationsplein 85 between the station and the shopping mall Hoog Catharijne in Utrecht. This was a prime location, as Utrecht Central Station is visited by 88 million people yearly. Unfortunately, we were open for 7 weeks before the lockdown took place. We were open till September 2020, when we decided to cease operation due to the high rent of € 170.000 per year. Due to the pandemic, the world has changed, and people will work more from home. Therefore, there will be fewer travelers and commuters. And we have learned that Vegan Bamboo Bar does not need a high-traffic location to thrive. The second lesson learned was that our guests would accept a higher price level for the foods we serve. Vegan Bamboo Bar at Stationsplein was named the [Vegan Wahalla](#) by



Algemeen Dagblad. We were received with a lot of enthusiasm. Our restaurant has gained an average rating of 4,5 on social media, delivery, and food sites.

### Concept

Our concept is best described as a chain of high-quality fast-casual restaurants. We are 100% Vegan. We serve vegan burgers, salads, sandwiches, cakes, milk teas, milk shakes and ice. Our burgers will be sold for between € 11,50 and 16,00, and our food bar dishes will cost between € 10,00 (small) and € 16,00 (large). We have a broad variety of plant-based dishes (more than 40 dishes and sushis), although they will not all be served at Amstelstraat. And we have genuinely healthy plant-based dishes. We have developed 10 burgers, 4 soups, 9 warm dishes, 6 salads, 6 snacks, 4 sandwiches, and 10 sushis. Most of them are homemade by our chefs, ready to be served.

At this location, we will focus on burgers, snacks, and sandwiches for the lunch. Besides that, we will serve vegan cakes.

### Sales and marketing strategy

De target groups are in order of relevance the flexitarians (8 million in the Netherlands), vegetarians (700.000 in NL), and vegans (100.000 in NL). They will visit us as local inhabitants (800K within the city and 2,2 million in the metropolitan area) and tourists of Amsterdam (13 million in 2021).

With our vision in mind, we want to create an environment not only for the vegans but also for the flexitarians and the omnivore who wants to experiment. We offer them healthy homemade wholefood burgers and heavenly dishes without missing the tastes and textures of animal products.

### Management team

Our management team has a unique combination of skills. Seasoned in the hospitality industry, it has all the knowledge to start a new chain of restaurants since one of the management team member is the owner of Wok To Go with 27 stores. In addition, the team has in-depth knowledge of the online software industry, vegan trends, and nutritional science.

And most importantly, the management team has a passion and vision for healthy foods.

### Required investment

Required	Amount	Resources	Amount
Purchase location & goodwill	€ 165.000	Equity	€ 121.200
Depreciation & inventory	€ 86.705	Loan	€ 278.800
Deposit	€ 15.900		
Start up	€ 69.100		
Cost of funding	€ 27.000		
Reserve, pre-finance VAT	€ 36.295		
<b>Total</b>	<b>€ 400.000</b>	<b>Total</b>	<b>€ 400.000</b>



## Profit and lost

Vegan Bamboo Bar	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
<b>Net Turnover</b>	<b>439.159</b>	<b>565.227</b>	<b>608.706</b>	<b>634.794</b>	<b>652.185</b>	<b>669.577</b>	<b>678.273</b>	<b>686.969</b>	<b>691.317</b>	<b>695.664</b>
Purchases	129.898	167.187	180.048	187.764	192.909	198.053	200.625	203.197	204.483	205.769
Purchase Percentage	29,6%	29,6%	29,6%	29,6%	29,6%	29,6%	29,6%	29,6%	29,6%	29,6%
Packaging 2,0%	4.173	5.371	5.784	6.032	6.198	6.363	6.445	6.528	6.569	6.611
Personnel Costs	125.837	163.501	170.740	176.290	181.120	184.188	184.797	187.166	186.802	188.519
Gross Wages and Social Security %	29%	29%	28%	28%	28%	28%	27%	27%	27%	27%
<b>Other Operating Costs</b>	<b>191.002</b>	<b>158.012</b>	<b>155.273</b>	<b>148.230</b>	<b>149.534</b>	<b>150.838</b>	<b>151.490</b>	<b>152.143</b>	<b>152.469</b>	<b>152.795</b>
<b>Result before VPB</b>	<b>-42.253</b>	<b>5.698</b>	<b>34.204</b>	<b>56.620</b>	<b>70.568</b>	<b>92.380</b>	<b>132.415</b>	<b>135.435</b>	<b>138.494</b>	<b>139.471</b>
Result before VPB %Turnover	-10%	1%	6%	9%	11%	14%	20%	20%	20%	20%
Corporation tax	-6.338	855	5.131	8.493	10.585	13.857	19.862	20.315	20.774	20.921
<b>Net Profit</b>	<b>-35.915</b>	<b>4.843</b>	<b>29.073</b>	<b>48.127</b>	<b>59.982</b>	<b>78.523</b>	<b>112.553</b>	<b>115.120</b>	<b>117.720</b>	<b>118.550</b>
Net Profit %Turnover	-8%	1%	5%	8%	9%	12%	17%	17%	17%	17%
<b>Cash flow</b>	<b>-29.667</b>	<b>56.039</b>	<b>84.545</b>	<b>106.961</b>	<b>120.909</b>	<b>130.135</b>	<b>134.915</b>	<b>137.935</b>	<b>140.994</b>	<b>141.971</b>
Long-term Loan Repayment	61.600	61.600	61.600	61.600	61.600					
<b>Surplus</b>	<b>-91.267</b>	<b>-5.561</b>	<b>22.945</b>	<b>45.361</b>	<b>59.309</b>	<b>130.135</b>	<b>134.915</b>	<b>137.935</b>	<b>140.994</b>	<b>141.971</b>



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## 1. INTRODUCTION

According to the Food and Agricultural Organization of the United Nations, global livestock accounts for 14.5% of human-induced greenhouse gases<sup>1</sup> and 30% of the world's total land area<sup>2</sup>. Also, 500,000 thousand animals are slaughtered daily in the Netherlands, according to "De Volkskrant". Based on these figures, you can conclude that eating less meat reduces animal suffering, greenhouse gases, and landscape pollution.

Many people do not know what healthy eating means. And it isn't easy because everybody's DNA is different. Someone with a bad [APOE4 gene](#) has a 30% chance of early Alzheimer's. Someone with lousy detoxification genes will die from smoke, pesticides, additives, etc., as early as 40, while someone with good detoxification genes can last up to 90. It is a given that certain foods are bad, but how fast you succumb to them depends on your DNA.

Diet based on [plant-based whole foods](#) is proven to be the best and has a sustainable impact on weight loss. Vegetables, beans, seeds, nuts, and fruit feed your body and microbiome to fight inflammation, diseases, and aging. According to the [World Health Organization](#), [roast meat](#) contains [AGEs](#), a category 1 carcinogen. [Milk](#) contains fat, hormones, residues of antibiotics, and pesticides. Eating animal proteins and lots of refined sugar ages irreversibly. Deep-fried foods contain unhealthy [refined oil](#) and fried starch with [acrylamide](#), carcinogenic WHO category 2A.

The 2012-2016 Food Consumption Survey conducted by the National Institute for Public Health and the Environment shows that the Dutch consume more fruit, less meat, less dairy, and fewer sugary drinks. This trend has been reinforced in the last two years, mainly by emerging sustainable and healthy food.

Vegan Bamboo Bar will be a new vegan chain with the mission: "Inspire and inform how to eat healthily and sustainably".

We have opened our first restaurant at Stationsplein 85 between Utrecht Central Station and the shopping mall Hoog Catharijne in Utrecht. Due to the location and its limited number of seats (38 seats), we have set it up as a quick-service restaurant focusing on takeaway and guests staying for a short while.

As some of you may know, we were merely open for seven weeks when the Coronavirus pandemic hit us in March this year. As a result, we did not have the chance to build a robust financial buffer. Our rent was high, and we could not be profitable without a high revenue. The effect of the ongoing crisis also inhibits us from being eligible for additional funding for that location. Therefore, we have decided to cease the operation of the Vegan Bamboo Bar at Stationsplein, Utrecht.

As the sales figures were good in the first weeks, the ratings were excellent, and our guests were enthusiastic, we propose this business plan to restart Vegan Bamboo Bar at Westewagenstraat 62-80 in Rotterdam.

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<sup>1</sup> <http://www.fao.org/news/story/en/item/197623/icode/>

<sup>2</sup> <http://www.fao.org/newsroom/en/news/2006/1000448/index.html>



## 1.1 Reception of Vegan Bamboo Bar

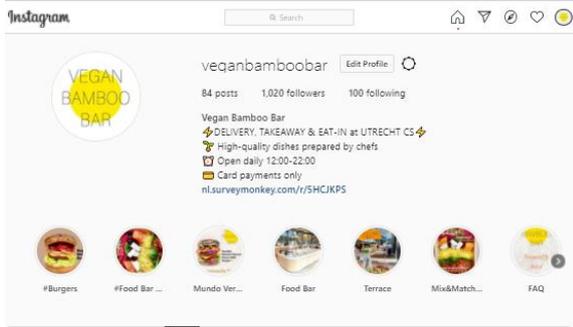
Our guests' reception of the Vegan Bamboo Bar at Stationsplein, Utrecht, was tremendously positive.

During the one and a half month of opening, the Vegan Bamboo Bar has generated the following exposure (status of November 5<sup>th</sup>):

- Algemeen Dagblad: "The Vegan Wahalla of Utrecht" <https://www.ad.nl/utrecht/dit-is-het-nieuwe-vegan-walhalla-van-utrecht~a222cea3/>
- Website – 31.508 unique visitors
- Facebook – 1.091 followers – Rating 4,5 of 25 reviews
- Instagram – 1.020 followers
- Deliveroo – 4,6 of more than 148 reviews (status August 24<sup>th</sup>)
- UberEats – 4,7 of 73 reviews (started April 22<sup>nd</sup>)
- Thuisbezorgd – 4,5 of 57 reviews (started July 9<sup>th</sup>)
- Resengo – 8,6 of 30 reviews (started end of May)
- Too Good To Go – 4,41 of 172 reviews
- Google – Rating 4,6 of 102 reviews
- Happy Cow – Rating 4,5 of 31 reviews
- Tripadvisor – Rating 4,0 of 9 reviews
- Newsletter – 261 subscribers with 72 willing to invest in Vegan Bamboo Bar
- Invites for speaking and interview
  - Ladies event about sustainability at Claudia Sträter for 75 participants of Rabobank private banking customers (unfortunately, canceled due to Coronavirus)
  - [Future of foods for students at the University of Utrecht](#)
  - Interview <https://www.veganbusiness.nl/post/de-aanleiding-van-ons-concept-is-de-zeldzame-ziekte-van-mijn-vrouw>
  - Community-wide talk "The hidden power of Foods" for executives of Silicon Valley at Collaborative Gain (<https://collaborativegain.com/home/councils/>) on August 19<sup>th</sup>, 2020.
- Known by Facebook vegan communities existing of 17.000 members
- Requests for regular catering of groups ranging from 10 to 20 for lunch by two local training companies, Space to Create and Astore Academie

During the first weeks of opening, no marketing activities were performed except for advertisements on pavement signs.

## 1.2 Impression of our previous restaurant



Instagram



Interior and exterior



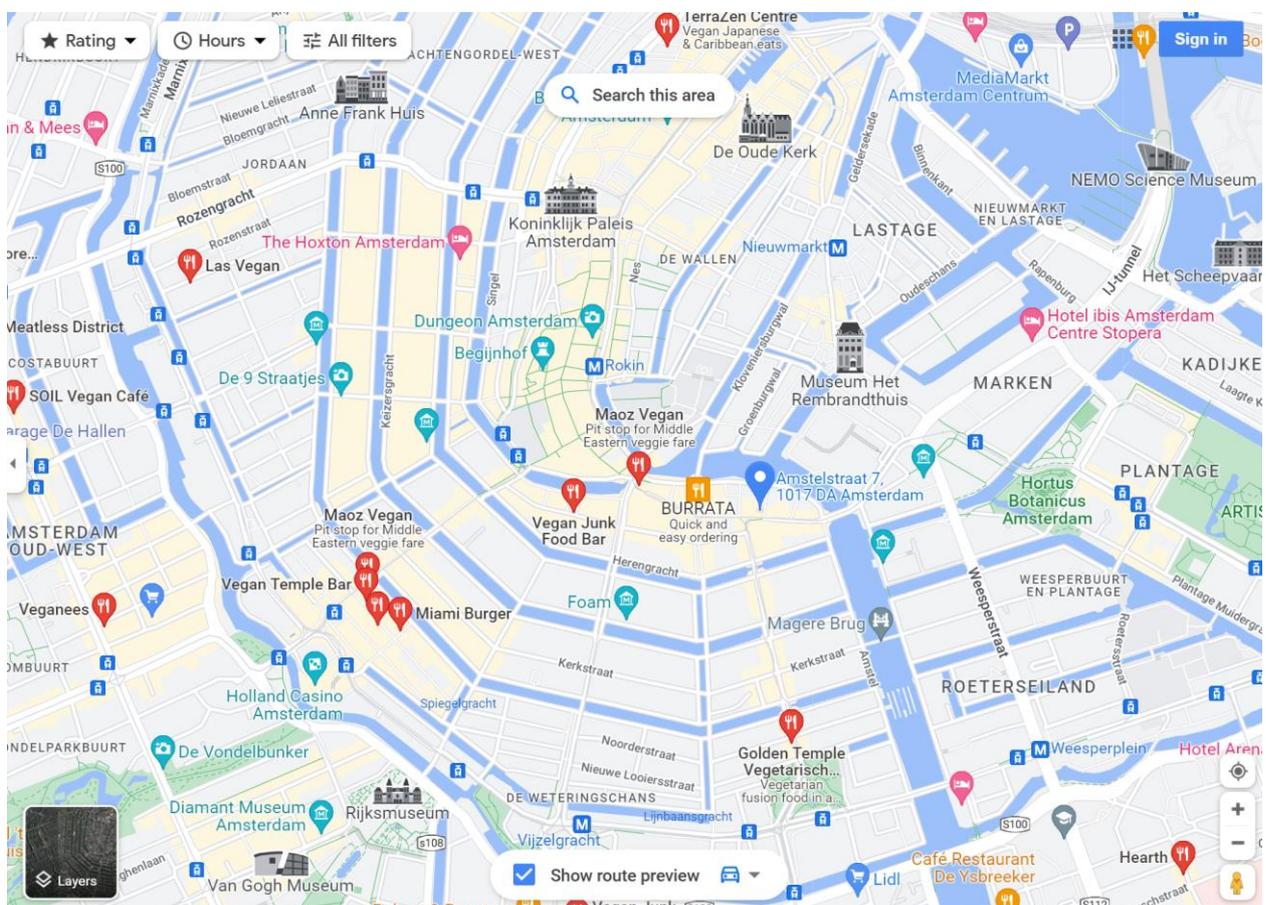
A typical Thursday, Friday, or Saturday

## 2. THE RESTAURANT

### 2.1 Location

The restaurant would be situated at Amstelstraat 7 in Amsterdam. It is at the corner of Rembrandtplein, one of the busiest place in Amsterdam. The location is especially busy at evening and night due to the many cafés and nightclubs.

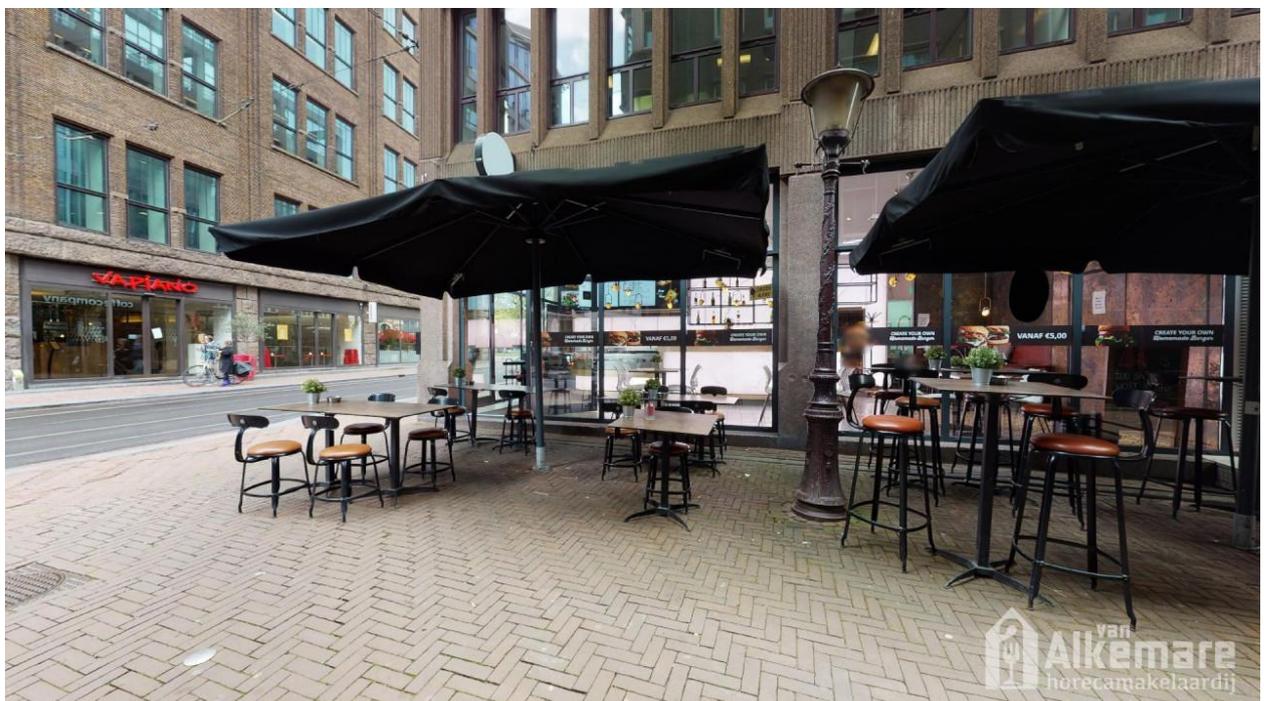
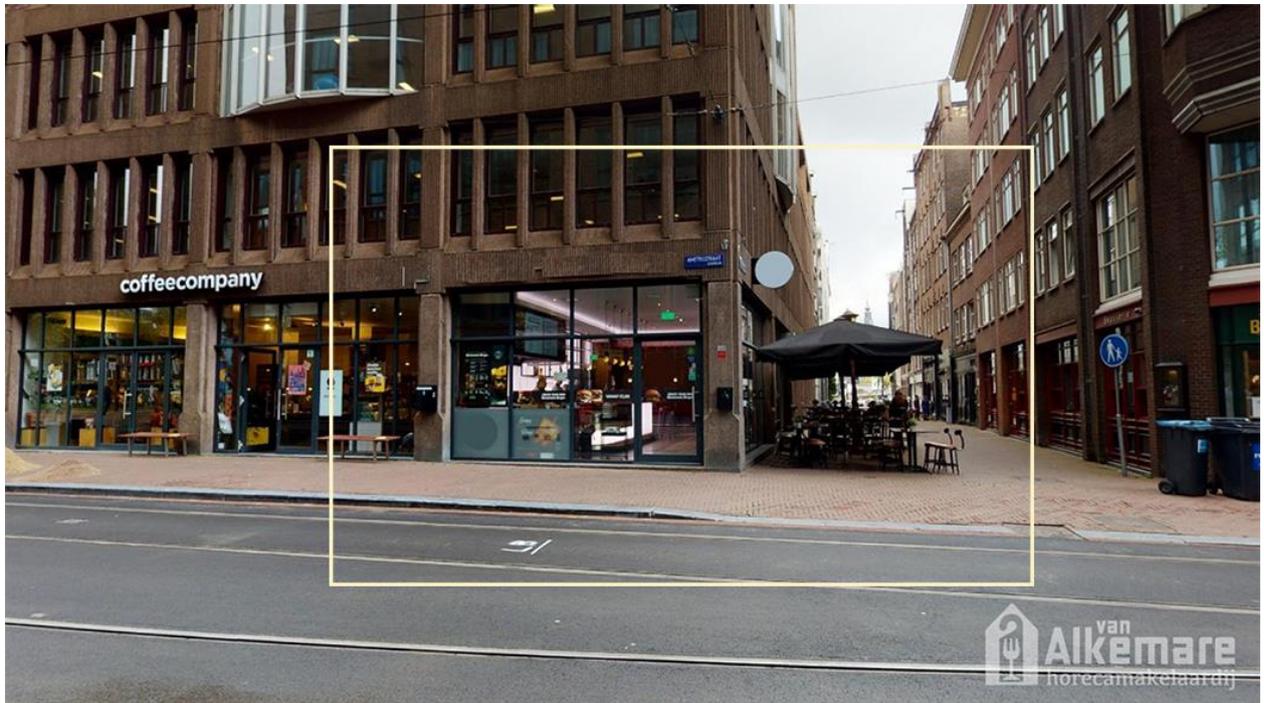
There are not many restaurants in the vicinity serving mainly vegan foods, Vegan Junk Foodbar and Maoz, a vegetarian fastfood restaurant.



Within the area, there are many:

- Café's and restaurants drawing a lot of visitors
- Tourists
- Businesses
- Hotels

## 2.2 Exterior





View on Rembrandtplein

### 2.3 Interior

The picture below shows the current interior. Please note that the restaurant in the picture looks larger than it is.



# VEGAN BAMBOO BAR



Below is the mood board of Vegan Bamboo Bar. We will apply the some of the colours and style to the current interior.

Some changes might include:

- Attach bamboo slats to the illuminated bar
- Attach bamboo slats to the illuminated wall
- Cover the golden legde of the bar with a wooden look
- Change the floor to a floor with a wooden look.
- Replacement of the lights
- Replacement of the furniture



### 3. CONCEPT

#### 3.1 Overview

Characteristics:

- 100% Vegan
- Self-service
- Focus on healthy foods
- Health Score

Foods:

- VBB Homemade Wholefood vegan burgers
- Meat like vegan burgers
- Warm dishes in the food bar and for ordering (not at Market 27)
- Salads in the food bar and for ordering (not at Market 27)
- Sushi (not at Market 27)
- Sandwiches
- Coffee/tea/cakes
- Ice
- Bubble teas
- Drinks
- Beer

#### 3.2 Opening hours

The opening hours are daily from 11:30 till 22:00.

#### 3.3 Products

Vegan Bamboo Bar focuses on sustainable and healthy food. As a counterpart to the frying and reheating culture of machined-made foods available in abundance at many restaurants, we also serve rich, warm dishes with plant-based ingredients, healthy olive oil, and minimal additives.

We try to convince flexitarians with burgers with meat substitutes from well-known brands (including fries and mayonnaise). These are more sustainable and healthier than dishes with animal ingredients. Furthermore, we have a variety of homemade burgers and Food Bar dishes that are sustainable and healthy. We ensure quality and a delicious taste and inform our guests with a health score.

For the warm dishes, we use extra virgin olive as cooking oil. In addition, we avoid adding any other additives ourselves during the preparation of our warm dishes, such as the widely used monosodium glutamate (MSG, vetsin) that can be found in almost all processed foods and most restaurants.

Regarding the six homemade burgers, the patties are made of whole food, plant-based ingredients. They are made with a minimum of additives. We prepare them using an oven without baking them with refined vegetable oils. We try to serve them as healthy as possible.



We use extra virgin olive oil for our homemade mayonnaise, making it healthy to eat instead of to avoid.

Unfortunately, the chips, the snacks, the meat replacers, and some cakes cannot be prepared healthily. So, we assign them a low health score to make our guests aware of it.

We have made a clear choice not to serve only organic foods. For some vegetables with similar prices, we will go for organic. However, with a big price difference for others, the extra benefits do not outweigh the costs of going organic. Going fully organic makes sense for those with lousy detoxification genes from a health perspective. But, even for them, they can do the following first before going fully organic:

- Avoid all animal food polluted with antibiotics and hormones
- Avoid all refined plant-based oil causing way more inflammation than non-organic vegetables.
- Avoid refined sugar (cakes, cookies, etc.), causing more inflammation than non-organic vegetables.
- Avoid processed foods containing additives, refined sugar, and refined oil. This includes all processed vegan (semi-)finished products in the supermarket.
- Etc.

The above measures have ten times more impact on health than switching from non-organic to organic vegetables. However, if you suffer from a disease such as an autoimmunity or Parkinson's disease, and you have avoided all the foods mentioned above, we recommend you take the last step and go fully organic.

On the other hand, vegan in itself is not the same as healthy. Vegans are most likely [deficient](#) in essential vitamin B12, vitamin D, and omega 3 fats. However, with supplementation, eating plant-based food is much healthier than eating animal-based food and milk products.

*Appendix B* shows the products that are ready to serve.

### 3.4 The healthiness of Burgers

Why are Vegan Bamboo Bar Homemade Wholefood Burgers so extraordinary?

Below are burger patties ordered by healthiness descending:

- VBB Wholefood Burger Patty
  - Whole vegetables
  - Contains cold-pressed olive oil or no added oil
  - Ovenbaked with no oil
  - Contains no E621/yeast extract/aroma/etc., and minimal additives
  - Pure combined tastes of the rich ingrediënts
- Manufactured Vegetable Burger Patty
  - Most contain processed isolated foods
  - Contains unhealthy refined vegetable oil
  - Baked in unhealthy refined vegetable oil
  - Contains E621/yeast extract/aroma/etc., and some additives
- Meatlike Burger Patty



- Highly processed isolated foods
- Contains unhealthy refined vegetable oil
- Baked in unhealthy refined vegetable oil
- Contains E621/yeast extract/aroma/etc. and a lot of additives to mimic the meatlike structure
- Beef Burger Patty
  - Carcinogenic category 1, according to WHO, by releasing harmful advanced glycation end products when frying
  - Contains unhealthy saturated fat
  - Baked in unhealthy refined vegetable oil

### 3.5 Mission

The mission of Vegan Bamboo Bar is: "*Inform how and inspire to eat healthily and sustainably*".

The mission:

- Healthy food
  - ◆ We will serve as much as possible healthy food.
  - ◆ However, in order not to deter the general public, we will not exaggerate. So, we also serve meat substitutes and vegan sauces that are not as healthy as fresh vegetables but that the general public is familiar with in terms of taste, such as vegan mayonnaise.
- Animal friendly and sustainable
  - ◆ By definition, we are animal friendly
  - ◆ We will use as much as possible sustainable disposables.
  - ◆ We will fight against food waste
- Inspire and inform
  - ◆ Not many people know what real healthy foods are and how strong the link is between their foods and health.
  - ◆ We will inform our guests in a light-hearted way and help them to get rid of their illnesses and ailments with information

### 3.6 Logo

The chosen logo is a unique landmark. In each restaurant, one wall will be provided with the logo. So when you walk into a Vegan Bamboo Bar, you will immediately recognize it.

- The big yellow dot draws attention from a distance, indicating you need to be there.
- The typeface indicates something refined and distinguished to be found that does not rhyme with the standard type of vegans establishments.
- The name suggests that something healthy and sustainable can be found there.
  - ◆ Vegan – healthy and sustainable
  - ◆ Bamboo – Oriental, tasty, fun, friendly (due to the association with a panda)
  - ◆ Bar – Food bar, eatery



### 3.7 Inspire and inform

Many people want to eat healthily but do not know what is healthy. Vegan Bamboo Bar intends to inform guests about this when serving dishes and selling products. To give you an idea of what we want to inform our customers about, we provide a few powerful examples below:

- Resistant (resistant starch) carbohydrates are healthier than simple carbohydrates<sup>3</sup>. They are filling but get absorbed less, and part of it acts like fiber.
- Omega 3 oils (olive oil) are healthier than saturated fats<sup>4</sup> and refined omega 6 vegetable oils<sup>5</sup> (sunflower oil, rapeseed oil, etc.). The latter weakens cell membranes, among others.
- Almost all diseases can be prevented through good nutrition, including diabetes, cardiovascular disease, and cancer<sup>6</sup>. Many programs have proven this, and national health insurances cover some of them.
  - ◆ American Medicare reimburses a program that uses nutrition, sports, and stress management to treat prostate cancer and heart diseases<sup>7</sup>.
  - ◆ In the Netherlands, programs such as "Reverse diabetes" and "Eating differently for MS" have already achieved their first successes. Some progressive health insurers already reimburse these programs<sup>8</sup>.
- A healthy diet can prevent dementia and Alzheimer's<sup>9</sup>.
- We know so little about what's healthy because even the doctors haven't had more than 25 hours of study on nutrition<sup>10</sup>.

Vegan Bamboo Bar will sell as many healthy dishes or products as possible. For example, we will use cold-pressed olive oil as much as possible when preparing self-designed dishes. However, Vegan Bamboo Bar will not only sell super healthy dishes or products because we also want to reach a large and broad public. That is why we also offer dishes or products that are less healthy but known to the general public. More details and examples are given in Annexes A.1 en A.2.

We introduce the Vegan Bamboo Bar Health Score to make our guests aware of health aspects.

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<sup>3</sup> Resistant Starch 101 — Everything You Need to Know: <https://www.healthline.com/nutrition/resistant-starch-101>

<sup>4</sup> High- and Low-Fat Dairy Intake, Recurrence, and Mortality After Breast Cancer Diagnosis: <https://academic.oup.com/jnci/article/105/9/616/986948>

<sup>5</sup> The importance of a balanced  $\omega$ -6 to  $\omega$ -3 ratio in the prevention and management of obesity: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5093368/>

<sup>6</sup> How Not to Die: Discover the Foods Scientifically Proven to Prevent and Reverse Disease: <https://www.amazon.com/How-Not-Die-Discover-Scientifically/dp/1250066115#customerReviews>

<sup>7</sup> Dr. Dean Ornish Partners With HealthWays To Expand Impact: <https://www.forbes.com/sites/devinthorpe/2016/02/24/dr-dean-ornish-partners-with-healthways-to-expand-impact/#60ce0da47d0a>

<sup>8</sup> Voeding Leeft maakt de samenleving vitaler met de kracht van voeding: <https://voedingleeft.nl/wat-wij-doen/>

<sup>9</sup> The End of Alzheimer's: The First Program to Prevent and Reverse Cognitive Decline: <https://www.amazon.com/End-Alzheimers-Program-Prevent-Cognitive/dp/0735216207#customerReviews>

<sup>10</sup> Status of nutrition education in medical schools: <https://www.ncbi.nlm.nih.gov/pubmed/16600952>.



This is described in detail in Appendix A.3.

Vegan Bamboo Bar does not want to overwhelm customers with information and does not want to impose anything on their customers. Information is provided in the following ways:

- We will be printing paper placemats with infographics about nutrition dishes, such as:
  - ◆ Good and bad fats
  - ◆ Good and bad carbohydrates
  - ◆ Clean fifteen / dirty boxes (sensitivity to pesticides)
  - ◆ Raw or cooked vegetables?
- We are going to describe the health aspects of our dishes. We will indicate what is in the product at each launch and explain the health aspects. We do this on Facebook, Instagram, website, and mailing list for those who wish. All information is provided with an acknowledgment of the source.
- We carry the following indicators
  - ◆ Vegan Bamboo Bar Health scores from 0 to 10
  - ◆ Gluten-free

### 3.8 The start of an international chain

When setting up this branch of Vegan Bamboo Bar, we consider rolling out internationally. The goal is to open more than ten restaurants in the Netherlands within five years and expand the number of businesses worldwide in parallel. Since Vegan Bamboo Bar is a specialty store where the public wants to travel, a prime location for a third or new establishment is unnecessary. The chains Vegan Junkfood Bar



(the Netherlands) and Copper Branch (abroad) have proven this. This means that new branches can be rolled out faster.

Project developers already like our Vegan Bamboo Bar concept because there are simply too few concepts that serve healthy and sustainable food. Besides Hoog Catharijne, the Mall of the Netherlands has also invited us to open an establishment there (unfortunately, the timing was off). And we were invited by the project developers of Westewagenstraat in Rotterdam.

With the founders' experience (Wok To Go Group), the formula for setting up this second branch is already laid down in manuals. Purchasing and product development take place centrally. Thanks to the founders, a network of distributors and suppliers is available for this new concept. Product development takes place by vegan chefs and food innovation professionals involved as consultants. The vegan burgers are developed in the EC-certified central kitchen and distributed to the various branches. The central kitchen was used by the Wok To Go group years ago. We will benefit from the more than 20 years of expertise and experience of the Wok To Go group. The central production kitchen allows us to perform part of the complex preparation work centrally, allowing us to run the restaurant with less experienced chefs on location. Therefore, we offer a suitable environment for a novice cook with a career perspective. As soon as they are experienced, they can move on to product development.

Since the first restaurant's timing was terrible (in hindsight) and the banks are reluctant to finance restaurants, we want to crowdsource to find co-owners. We have successfully experimented with this concept with the restaurant Wok! Vredenburg. We have sold some of the certificates to enthusiasts through a social media campaign for € 25.00 or more. We expect great success with Shared Funding from Vegan Bamboo Bar because:

- More enthusiastic people are for this concept because of the health and sustainability aspects. In addition, the participants feel that they are contributing to society, which is also the case.
- With the first store, we have refined our products and gained experience. Furthermore, it offers a good idea of the expected turnover and figures to offer the participants a return on their investment.

The significant advantage of this financing model is that we have to borrow less from the bank, keep complete control of the business, create more fans and word-of-mouth advertising, and open new stores faster.

We will use business intelligence in product development. From the start, we will collect data from the sales such as: what time we sell something, how many customers we have, what the average customer spend is per hour, per weekday and month, how much of a product we sell, what the impact of a marketing campaign on sales. We will use this data to optimize product development and sales. We will focus on a sound IT system and immediately build a data warehouse. We will also want to get in touch with our customers as much as possible. For example, almost everyone knows about healthy eating and wants valuable information. Once we have reached a certain level of credibility, this will prove a potent marketing tool.

## 4. MARKET ANALYSIS

### 4.1 Market segmentation

The market for restaurants can be categorised into the following price ranges:

1. Luxury restaurants, from € 75,00
2. Above-average restaurant, € 40,00 - € 75,00
3. Average restaurant, € 20,00 - € 40,00
4. Casual restaurant, € 15,00 - € 25,00
5. Fastfood with seating, € 8,00 - € 15,00
6. Fastfood, € 5,00 - € 10,00

The restaurant falls in category 4.

### 4.2 Market Trend

The Food Consumption Survey 2012-2016<sup>11</sup> conducted by the Dutch National Institute for Public Health and the Environment shows:

- We eat more fruit
  - ◆ The Dutch ate almost 120 grams of fruit per day from 2012 to 2016, 8% more than from 2007 to 2010.
- We eat less meat and dairy
  - ◆ Every day we eat about 100 grams of meat, and we consume about 350 grams of dairy products. That is respectively 8 and 12 percent less than in 2007-2010.
- We drink less sugary drinks
  - ◆ From 2012 to 2016, children drank an average of 595 ml of sugary drinks per day, compared to 292 ml for adults.
- We mainly eat cakes, pastries, fruit, and non-alcoholic drinks
  - ◆ The Dutch consume almost 80% of all food and drink at home.
  - ◆ More commonly eaten or drunk foods outside the home include cakes, pastries, fruit, and non-alcoholic drinks.

The above statistics are the most recent figures from the National Institute for Public Health and the Environment. Although the statistics are several years old, they indicate the trend. Moreover, this trend has been reinforced in the last two years, particularly by the rise of sustainable and healthy food.

Healthy eating, sustainable food, and vegan are on the rise. Beyond Meat has been hyped and valued at more than \$ 1 billion. Impossible Foods also has a valuation of more than \$ 1 billion<sup>12</sup>. Unilever has taken over "Vegetarische Slager"<sup>13</sup>. All major food producers are throwing themselves into the vegan market. Examples are vegan burgers, eggs, sushi, Magnum, Cornetto, Ben & Jerry ice cream, vegan

<sup>11</sup> Voedselconsumptiepeiling 2012-2016: <https://www.wateetnederland.nl/Conclusies->

<sup>12</sup> Exclusive: Impossible Foods raises \$300 million with investors eager for bite of meatless burgers: <https://www.reuters.com/article/us-impossible-foods-fundraising-exclusiv/exclusive-impossible-foods-raises-300-million-with-investors-eager-for-bite-of-meatless-burgers-idUSKCN1SJOYK>

<sup>13</sup> Unilever neemt Vegetarische Slager over: <https://www.distrifood.nl/fabrikanten/nieuws/2018/12/unilever-neemt-vegetarische-slager-over-101120862>



cheeses, and yogurt. Millennials are increasingly aware of massive livestock farming's environmental impact and consciously look for animal-friendly alternatives. Also, they are more aware of the adverse effects on the health of animal foods. Sausages, hot dogs, burgers, and grilled steaks are classified by the World Health Organization (WHO) as a Category 1 carcinogen<sup>14</sup>. This is the same category as smoking and asbestos, which means that the carcinogenic mechanism has been proven and demonstrated in double randomised tests with placebo groups.

In today's busy society, people take less and less time to cook for themselves. As a result, convenience food formulas are doing well throughout the food sector. Concepts with a tight cost structure, self-service, and high productivity continue to grow. In addition, mobile ordering is gaining ground in shops and restaurants, following the successful Mcdonald's 'kiosk columns' and the accompanying 'table service'<sup>15</sup>.

Consumers and tourists are very price-conscious. Inexpensive, freshly prepared products with good quality are even more popular, and people are willing to pay a little more for them. Despite the self-service concept, our dishes are prepared by chefs. The price is slightly lower than an average restaurant meal. Simultaneously, the quality is better and fresher than in a typical restaurant because of the high turnover rate due to the high turnover.

### 4.3 Market growth

The low-price healthy meal market is still growing due to the growing number of single-family households and the aging population. This is reinforced by the increasing number of women working part-time. The above is supported by market research by Albert Heijn: the fast-food market will grow from € 20 billion to € 30 billion in the next ten years.

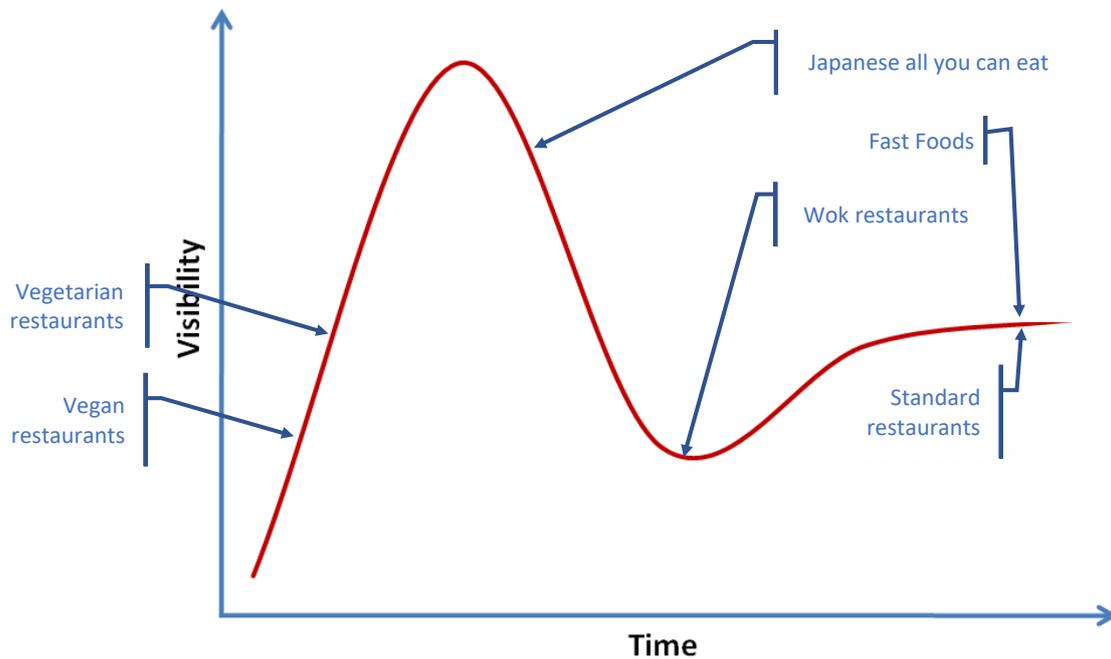
More importantly, the vegan and healthy food markets are growing many times faster than any other category.

Our vegan concept is set out below against other eateries in a "hype cycle", which sketches a typical course of a new concept to give you an idea. Vegan Bamboo Bar is at the beginning of the hype cycle, which will grow considerably in the coming years.

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<sup>14</sup> Q&A on the carcinogenicity of the consumption of red meat and processed meat: <https://www.who.int/features/qa/cancer-red-meat/en/>

<sup>15</sup> Foodservice passeert de grens van €20 miljard: <https://fsin.nl/actueel/nieuws/549/foodservice-passeert-de-grens-van-€20-miljard>



## 4.4 Competitor analysis

### 4.4.1 Restaurants in the neighborhood

Within 1 km, there are only two restaurants serving mainly vegan foods, Vegan Junkfoodbar and Maoz.

There are a lot of potential guests due to the many café's, restaurants, tourists, businesses and hotels. The Rembrandtplein is always busy and provide an opportunity to attract guests.

Vegan Bamboo Bar distinguishes itself from the other restaurants by high quality, better taste, awesome homemade wholefoods burgers, affordable prices, and quick preparation. Most of our competitors lack the creativity to create unique dishes and burger patties. They don't know the science of nutrition to create healthy products. They lack the means to create their products and are heavily dependent on semi-finished products of large food manufacturers, which have to be fried.

### 4.4.2 Vegan in the Netherlands

In the Netherlands, Vegan Junkfood Bar is very popular, with 4 branches in Amsterdam, 1 in Rotterdam and 1 in Barcelona. Vegan Junkfood Bar has an urban graffiti style and profiles itself as a hip place. The chain has a tough image and distances itself from the tree-hugging image of vegan. Vegan Junk Food Bar serves real junk food and not healthy food. Many dishes are fried with refined vegetable oil, which is terrible for your health. We see that a lot of new vegan restaurants are copying this formula. Vegan Junkfoodbar is very successful, which is good for us, since they promote vegan food.

The look and the type of their vegan food is very different with that of Vegan Bamboo Bar. We, too, want to move away from the tree-hugging appearances of vegans. We want to make plant-based foods



accessible to everyone, not just hip millennials. But unlike Vegan Junkfood Bar, most of our dishes will be healthier, which you can eat every day without getting a chronic disease.

Jack Bean<sup>16</sup> opened the first branch in Rotterdam. It is entirely self-service. Jack Bean is currently proving himself, and the outlook was reasonable, given their expansion plans. Unfortunately, the Coronavirus will have an impact on its growth plan.

Copperbranch, a successful chain started in Canada, wants to open 20 vegan restaurants in the Netherlands. They have established one in Utrecht and one in Rotterdam. Another one will be opened in Almere next year. They focus on "Plant-based power foods" and, therefore, on health. They have a similar source of inspiration as we at Vegan Bamboo Bar, namely Dr. Michael Greger, who researches how food affects your health and promotes whole food plant-based diet as the healthiest diet in the world<sup>17</sup>.

#### **4.4.3 Vegan international**

Besides Copper Branch, there are other chains such as:

- Veggie Grill with 50 locations in the US
- Swingkitchen in Germany, Austria, and Switzerland with 6 branches
- Eatbychloe with 14 locations in the US and 4 locations in London
- Flowerburger with 13 stores in Italy, 1 in France, and 1 in the Netherlands.

These chains are looking for franchisees and show that the vegan trend is international and catching on. The more of these chains, the more the vegan trend and market will be strengthened. We welcome this.

McDonald's alone has 37,000 branches in the world. Compared to this, the numbers of vegan quick-service/casual dining establishments are negligible. If you compare this with the trend and the number of people who want to eat plant-based and healthy, you can see plenty of room for vegan chains such as Vegan Bamboo Bar.

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<sup>16</sup> Hoe Jack Bean Nederland wil veroveren met plant based: <https://foodbrigade.nl/2019/ho-jack-bean-nederland-wil-veroveren-met-plant-based/>

<sup>17</sup> What is the healthiest diet?: <https://nutritionfacts.org>

## 5. BUSINESS MODEL

### 5.1 Key success criteria

- Added value for the guests
  - ◆ Taste, taste, taste.
  - ◆ Unique homemade wholefood burgers
  - ◆ Cold and warm healthy quality dishes at an attractive price
  - ◆ Fast preparation because the dishes are based on semi-finished products that are prepared centrally
  - ◆ A wide choice for flexitarians, vegans, and vegetarians
  - ◆ Balanced set of menus that are filling for an adult
  - ◆ Vegan burgers and vegetable dishes where the flavors are obtained from pure ingredients and not from additives
  - ◆ Self-service and, therefore, no waiting time
  - ◆ In addition to a focus on dinner, a strong focus on lunch
- Location
  - ◆ Near one of the busiest place in Amsterdam.
  - ◆ Surrounded by offices, and local residents
  - ◆ Little numbers of vegan restaurant within 1 km range
- Unique products
  - ◆ Many homemade dishes and homemade quality burger patties
  - ◆ Created based on the science of nutrition

### 5.2 Target group

De target groups are in order of relevancy:

- Flexitarians (8 million in the Netherlands<sup>18</sup>)
- Vegetarians (700.000 in NL<sup>19</sup>)
- Vegans (100.000 in NL<sup>20</sup>)

They will visit us as:

- Local residents
- Office workers
- Students

The sales strategy varies per target group:

- The furnishing and design are set against the tree-hugging appearances to attract the flexitarians.

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<sup>18</sup> Meer dan de helft van de Nederlanders is 'flexitariër':

<https://www.voedingscentrum.nl/nl/pers/persmappen/persmap-eetpatronen-van-verschillende-sociale-milieus-duurzaamheid-en-voedselverspilling/meer-dan-de-helft-van-de-nederlanders-is-flexitarier.aspx>

<sup>19</sup> Consumptiecijfers en aantallen vegetariërs: <https://www.vegetariers.nl/bewust/veelgestelde-vragen/factsheet-consumptiecijfers-en-aantallen-vegetariers->

<sup>20</sup> Feiten & cijfers: hoeveel veganisten zijn er eigenlijk?: <https://veganchallenge.nl/feiten-cijfers-hoeveel-veganisten-zijn-er-eigenlijk/>



- As many passers-by could be in a hurry, sales are focused on speed with self-service and burgers/sandwiches ready in 5 minutes.
- We offer a range of lunch options for the office workers who walk by or who want to take away.

### 5.3 Marketing strategy

The following marketing activities are undertaken:

- Instore
  - ◆ Mainstream design to attract not only vegans but anyone.
  - ◆ Takeaway friendly and promoting
- Locally
  - ◆ Flyering at the hotels in the neighborhood
  - ◆ Flyering at the offices in the area
  - ◆ Monthly crazy free burger Fridays where we offer 50 free burgers (cost price around € 200)
  - ◆ Deploy mobile billboard at Rembrandtplein during dinner time
- Digitally
  - ◆ Paid Facebook and Instagram marketing
  - ◆ Search Engine Optimization strategy where we will try to end up on the first page when people search on "Vegan Amsterdam"
    - We have achieved this with Vegan Utrecht.
  - ◆ Organising opening promotions with substantial discounts
  - ◆ The web addresses [www.veganbamboobar.com](http://www.veganbamboobar.com) and [www.veganbamboobar.nl](http://www.veganbamboobar.nl) are already fully populated with all our dishes described in detail and will also serve as a signboard.
  - ◆ Facts about the new product's quality aspects are posted on Facebook (around 1.000 followers), Instagram (around 800 followers), and mailing (around 250 subscribers) during product launches.
  - ◆ We will advertise through Google Adwords.
- Other
  - ◆ Word-of-mouth advertising because of our unique concept.

### 5.4 SWOT-analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>■ Excellent location fitting our concept</li> <li>■ The management has extensive experience in catering, product development, product management, and doing business internationally in the quick-service and casual dining segment.</li> <li>■ The management is well-traveled and knows the food cultures in the Netherlands, Germany, France, England, Spain, Poland, Ukraine, America, Hong Kong, China, Singapore, Malaysia, and Thailand.</li> <li>■ The management team has implemented other restaurant concepts several times (Wok To Go chain and restaurants such as Wok! Vredenburg and Konnichi Wa).</li> <li>■ The management team lives in Utrecht, has multiple Amsterdam restaurants, knows the</li> </ul>	<p><b>Weak points:</b></p> <ul style="list-style-type: none"> <li>■ The combination of fusion and vegan is new.           <ul style="list-style-type: none"> <li>◆ With the first store in Utrecht, we have proven that guests love it</li> </ul> </li> <li>■ There are many competitors in the neighborhood in the same price range.           <ul style="list-style-type: none"> <li>◆ We have a unique product that stands out.</li> </ul> </li> <li>■ Vegan has the association of a tree-hugging club.           <ul style="list-style-type: none"> <li>◆ True, but the trend is that vegan and plant-based is becoming mainstream.</li> </ul> </li> <li>■ Not easily accessible by car, expensive parking rate           <ul style="list-style-type: none"> <li>◆ Luckily, most people will come via public transportation and bikes</li> </ul> </li> </ul>
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<p>area, has a network, and can build a good team without any problems.</p> <ul style="list-style-type: none"> <li>■ The management team has a deep understanding of the IT industry. It is part of Collaborative Gain, a network of Silicon Valley executives sharing knowledge about product marketing, product design, and product development in the IT software industry. Why is this important? Data about our guests are worth gold.</li> <li>■ The majority of our products are homemade. They have a unique signature, and they are rich in Western and oriental tastes and developed with the science of nutrition in mind</li> <li>■ We serve complete and fresh meals at a low price due to central purchasing and the production process via a central kitchen.</li> <li>■ We are animal and climate-friendly. We are sustainable. We are the future of food.</li> <li>■ We deeply understand plant-based trends and industry, both in the Western world and in Asia.</li> <li>■ The first vegan casual dining food store in the area. Our restaurant in Utrecht was branded as the Vegan Wahalla by the Dutch newspaper "Algemeen Dagblad". It stands out among the vast amount of standard restaurants.</li> <li>■ It is one of the few places that offer proper healthy food. Unfortunately, vegan food in itself is not equivalent to healthy food. Most vegan foods are highly processed and fried.</li> <li>■ The management has extensive knowledge of nutrition science and understands the link between food and chronic diseases. It holds lectures on nutrition and health occasionally on an ad hoc basis.</li> <li>■ A casual dining restaurant chain with a story: inspiring society to eat healthy and sustainable. The ultimate goal of the management is to provide nutritional knowledge to its guests in a light-hearted manner.</li> <li>■ The location is also suitable for takeaway and delivery with a dense population.</li> </ul>	<ul style="list-style-type: none"> <li>◆ We expect some people willing to pay a high parking rate for a visit.</li> </ul>
<ul style="list-style-type: none"> <li>■ Opportunities: <ul style="list-style-type: none"> <li>■ We are in a growth market <ul style="list-style-type: none"> <li>◆ Growth at the store: start with the restaurant, gain brand awareness, and expand in takeaway and delivery.</li> <li>◆ A first success facilitates opening new stores.</li> <li>◆ There is a global push to fend off climate change. Biden has reserved 2 trillion dollars for this purpose.</li> <li>◆ Climate and animal cruelty awareness is growing among the youth due to inspirators</li> </ul> </li> </ul> </li> </ul>	<p>Threats:</p> <ul style="list-style-type: none"> <li>■ Since we are in a growth market, competitors will emerge <ul style="list-style-type: none"> <li>◆ We have a head start</li> <li>◆ Our knowledge of nutritional science and our story are unique</li> <li>◆ Our products are homemade and unique</li> <li>◆ We have the knowledge, expertise, and capability to create new products fast.</li> </ul> </li> <li>■ Local restaurants are increasingly putting</li> </ul>



<p>such as Greta Thunberg, pop stars, and celebrities.</p> <ul style="list-style-type: none"><li>◆ We are the future of food.</li><li>■ The location is ideal for promotion.</li></ul>	<p>vegan dishes on their menus</p>
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## 6. FINANCIAL PLAN

### 6.1 One-time investment

Categorie	Subcategorie	Beschrijving	Sum of Bedrag
Costs	Interior	Work clothes	€ 750
	Marketing	Advertising campaign during opening	€ 3.000
	Start up	Exploitation license, Bibob	€ 750
		Printed matter	€ 500
		Stock burgers, patties, snacks, ice, pastry, drinks, etc.	€ 12.500
		Packaging burgers, snacks, drinks, bags, stickers, etc. for 1 to 2 months	€ 4.000
		Hiring & training personel, unproductive hours personel, preparing for opening by Bo and personel	€ 2.500
		Investment restaurant manager in effort	€ 5.000
	VBB Group	Interior design and arranging tableware, all packaging, menucard, stand decoration, etc. (VBB 80 hrs SYL)	€ 3.600
		Overall projectmanagement, financing & contracts (VBB 80 hrs YF)	€ 3.600
		Opening, hypercare, actions to increase revenue, etc. (VBB 40 hrs each at € 45 per hour: Yip, YF & SYL)	€ 5.400
		Franchisefee for product improvement, design, generic marketing, update website, instagram, etc.	€ 25.000
	Administration	Accountant fees	€ 1.000
		Notary	€ 1.500
<b>Costs Total</b>			<b>€ 69.100</b>
Deposit	Deposit	Deposit	€ 15.900
<b>Deposit Total</b>			<b>€ 15.900</b>
Depreciation	Renovation	Installation plumber	€ 1.000
		Installation electricity	€ 3.000
		Installation connection devices	€ 2.000
		Project management construction (VBB 80 hrs Yip)	€ 3.600
	Inventory	Lighting	€ 2.000
		Tableware	€ 1.300
		2 x Order kiosks	€ 3.000
		Illuminated billboard front	€ 3.000
		Small kitchenware	€ 1.000
		Fire extinguisher, blanket, first aid	€ 400
		Latjes voor muur/bar	€ 3.000
		Muur achterkant (geprint behang)	€ 5.000
		Plants indoor	€ 1.000
		Plants terrace	€ 2.000
		Illuminated billboard side	€ 3.000
		Tables indoor	€ 1.200
		Chairs indoor	€ 4.320
		Tables Terrace	€ 2.550
		Chairs Terrace	€ 6.120
		Floor	€ 4.500
		Replace toilets	€ 6.000
		Goodwill and inventory	€ 165.000
	Kitchenware	Milkshake shaker	€ 1.000
		Turbo oven	€ 10.215
		Milktea sirup machine (later)	€ 1.000
		Milktea shaker (later)	€ 1.000
		Milktea sealer (later)	€ 1.000
		Milktea Icemaker (later)	€ 1.500
		Refrigerated workbench by Market27	€ 0
		Dishwasher by Market27	€ 0
		Washstand by Market27	€ 0
		Stockroom freezer	€ 1.500
		Stockroom refrigerator by Market27	€ 0
		Warmhoudkast	€ 8.000
		Saladiere	€ 1.000
		Pastry display case	€ 1.500
<b>Depreciation Total</b>			<b>€ 251.705</b>
Financing	Financing	Advance VAT, unforeseen, remaining becomes work capital	€ 36.295
	Crowdfunding	VBB coordination funding	€ 3.000
		Campaign Crowdfunding	€ 4.000
		Opstartfee CrowdAboutNow	€ 2.500
		Loan CrowdAboutNow	€ 17.500
<b>Financing Total</b>			<b>€ 63.295</b>
<b>Grand Total</b>			<b>€ 400.000</b>



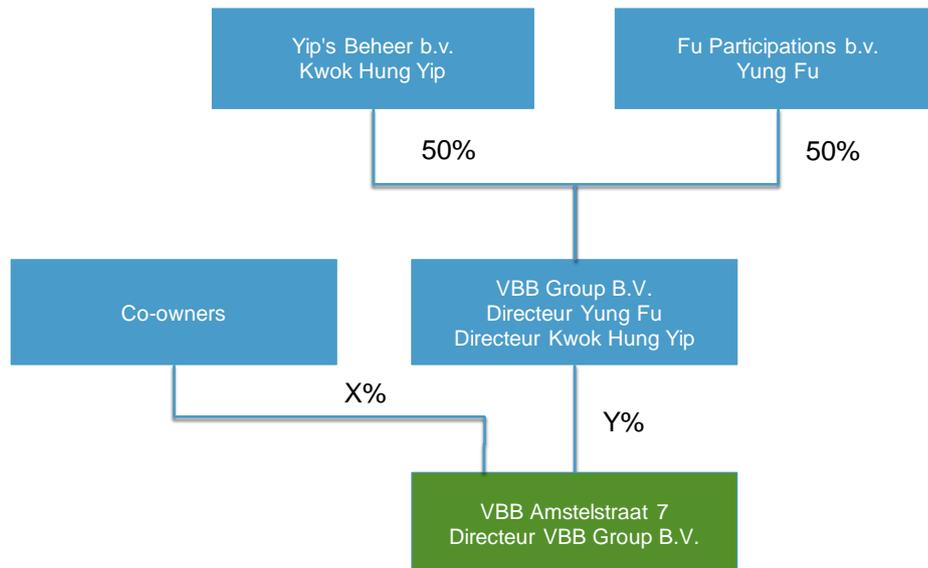
## 6.2 Revenue projection for the next ten years

Vegan Bamboo Bar	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Turnover Restaurant	334.829	430.947	464.097	483.986	497.246	510.506	517.136	523.766	527.081	530.396
Turnover Takeaway	104.331	134.281	144.610	150.807	154.939	159.071	161.137	163.202	164.235	165.268
<b>Total Turnover</b>	<b>439.159</b>	<b>565.227</b>	<b>608.706</b>	<b>634.794</b>	<b>652.185</b>	<b>669.577</b>	<b>678.273</b>	<b>686.969</b>	<b>691.317</b>	<b>695.664</b>
Average per day	2.928	1.549	1.668	1.739	1.787	1.834	1.858	1.882	1.894	1.906
Average guests per day € 17,50	167	88	95	99	102	105	106	108	108	109
Min day	2.196	1.161	1.251	1.304	1.340	1.376	1.394	1.412	1.421	1.429
Max day	3.660	1.936	2.085	2.174	2.234	2.293	2.323	2.353	2.368	2.382
<b>Purchases</b>										
<b>Total Purchases</b>	<b>129.898</b>	<b>167.187</b>	<b>180.048</b>	<b>187.764</b>	<b>192.909</b>	<b>198.053</b>	<b>200.625</b>	<b>203.197</b>	<b>204.483</b>	<b>205.769</b>
Purchases Percentage	29,6%	29,6%	29,6%	29,6%	29,6%	29,6%	29,6%	29,6%	29,6%	29,6%
Delivery Costs 30,0%	-	-	-	-	-	-	-	-	-	-
<b>Gross Margin</b>	<b>309.261</b>	<b>398.040</b>	<b>428.658</b>	<b>447.029</b>	<b>459.277</b>	<b>471.524</b>	<b>477.648</b>	<b>483.772</b>	<b>486.833</b>	<b>489.895</b>
<b>Direct Operating Costs</b>	-	-	-	-	-	-	-	-	-	-
Packaging 4,0%	4.173	5.371	5.784	6.032	6.198	6.363	6.445	6.528	6.569	6.611
Gross Wages	103.034	133.896	139.747	144.264	148.216	150.700	151.171	153.109	152.787	154.200
Social Security	20.607	26.779	27.949	28.853	29.643	30.140	30.234	30.622	30.557	30.840
Other Personnel Costs 0,5%	2.196	2.826	3.044	3.174	3.261	3.348	3.391	3.435	3.457	3.478
<b>Personnel Costs Total</b>	<b>125.837</b>	<b>163.501</b>	<b>170.740</b>	<b>176.290</b>	<b>181.120</b>	<b>184.188</b>	<b>184.797</b>	<b>187.166</b>	<b>186.802</b>	<b>188.519</b>
Gross Wages & Social Security %	29%	29%	28%	28%	28%	28%	27%	27%	27%	27%
<b>Other Operation Costs</b>	<b>191.002</b>	<b>158.012</b>	<b>155.273</b>	<b>148.230</b>	<b>149.534</b>	<b>150.838</b>	<b>151.490</b>	<b>152.143</b>	<b>152.469</b>	<b>152.795</b>
<b>Operating Result</b>	<b>-11.751</b>	<b>71.156</b>	<b>96.861</b>	<b>116.477</b>	<b>122.425</b>	<b>130.135</b>	<b>134.915</b>	<b>137.935</b>	<b>140.994</b>	<b>141.971</b>
Depreciation	12.585	50.341	50.341	50.341	50.341	37.756	2.500	2.500	2.500	2.500
<b>Net Profit</b>	<b>-35.915</b>	<b>4.843</b>	<b>29.073</b>	<b>48.127</b>	<b>59.982</b>	<b>78.523</b>	<b>112.553</b>	<b>115.120</b>	<b>117.720</b>	<b>118.550</b>
Net Profit %Turnover	-8%	1%	5%	8%	9%	12%	17%	17%	17%	17%
<b>Cash Flow</b>	<b>-29.667</b>	<b>56.039</b>	<b>84.545</b>	<b>106.961</b>	<b>120.909</b>	<b>130.135</b>	<b>134.915</b>	<b>137.935</b>	<b>140.994</b>	<b>141.971</b>
Long-term Loan Repayment	61.600	61.600	61.600	61.600	61.600					
<b>Surplus</b>	<b>-91.267</b>	<b>-5.561</b>	<b>22.945</b>	<b>45.361</b>	<b>59.309</b>	<b>130.135</b>	<b>134.915</b>	<b>137.935</b>	<b>140.994</b>	<b>141.971</b>

## 7. MANAGEMENT AND ORGANISATION

### 7.1 Organisational structure

The organisational structure is as follows. The established BVs are in blue, and the newly to be set up BVs are in green.



The percentage of the co-owners will be determined during the crowdsourcing campaign. VBB Group B.V. has voting rights. The other investors have no voting rights.

### 7.2 Management team

The management team consists of Mr. Kwok Hung Yip, Mr. Yung Fu, and Mrs. S. Y. Fu. They realize that the modern consumer wants healthy, high-quality food that is fast and inexpensive. Moreover, they want to contribute to society with this healthy and sustainable concept.

Mr. Hung Yip is responsible for:

- Renovation
  - ◆ He has built dozens of restaurants from scratch, the last of which are Wok! Vredenburg in Utrecht and Vegan Bamboo Bar Stationsplein, Utrecht.
- Furnishing the kitchen
  - ◆ Maximum efficiency in walkway design and equipment placement
  - ◆ A team is deployed with hired food innovation specialists to develop new products
- Operation
  - ◆ Mr. Hung Yip is an expert in the management of a quick-service restaurant.
  - ◆ The central kitchen of the Wok To Go group is used.
  - ◆ The distribution network of the Wok To Go group is deployed.

Mr. Yung Fu is responsible for:

- Product marketing and product management



- ◆ Corporate identity of the chain
- ◆ Mr. Fu is a product manager of a software company and will use this knowledge in product marketing
- ◆ He has led a team that has developed 10 burgers and 14 dishes rated with an average of 4,5 (of 10) by hundreds of guests. These products are ready to be deployed again.
- IT
  - ◆ Mr. Fu ensures a sound IT infrastructure
  - ◆ Mr. Fu is an IT expert and will use business intelligence to determine which products sell best and to optimize sales

Mrs. Shuk Yi Fu is responsible for:

- Product development and innovation
  - ◆ Mrs. Fu has knowledge of healthy ingredients.
  - ◆ She has introduced sushi and improved the taste of the homemade patties.
  - ◆ She innovates and introduces new dishes.
- Design
  - ◆ Mrs. Fu is responsible for the design of the restaurant, the presentation of the products, and social media marketing.
- Quality Assurance
  - ◆ Mrs. Fu checks the quality of the physical store, the products, and the staff.

The management team will set up the chain and casual dining restaurants, train the staff, and be intensively involved during the start-up phase. The staff of the Wok To Go group is available to support this new formula. Also, the management team has already hired professionals to make this a success. The management team has successfully set up catering establishments from scratch dozens of times.

The profiles of the management team can be found in *Annex B*.

### 7.3 Personnel plan

The intended personnel consists of:

- One business manager
- One full-time counter staff for the burgers and snacks
- Part-time counter staff for the burgers and snacks

The casual dining restaurant has an international Eastern and Western look. The staff is a reflection of this. The team must be able to speak English and preferably also Dutch.

Based on our experience at Stationsplein, Utrecht, it is effortless to find counter staff.

We will deploy the core team with expertise and experience in the current product to train new counter staff.



## A INSPIRE

### A.1 What is healthy food?

Many people want to eat healthily but do not know what is healthy. We provide a few examples below to give you an idea of what we want to inform our customers.

#### **Resistant (resistant starch) instead of simple carbohydrates<sup>21</sup>**

People above average weight will lose weight without feeling hungry by eating resistant carbohydrates instead of simple carbohydrates. The resistant carbohydrates make you feel full, while only part of it is absorbed in the small intestine, which converts into glucose and belly fat (if you overeat). The other part goes to the colon and is food for your microbiome. On the other hand, simple carbohydrates are fully absorbed in the small intestine and are therefore healthier for overweight people.

Examples of resistant carbohydrates are:

- Carbohydrates in oats, buckwheat, beans, nuts, and seeds
- Rice cooked and then cooled, such as sushi rice (the cooling creates resistant carbohydrates). Please note that only a small percentage become resistant.
- Potatoes that have been cooked and then cooled, as found in cold potato salad. Please note that only a small percentage become resistant.

Examples of simple carbohydrates are:

- Warm white or brown rice
- All bread, including brown bread, multigrain bread, etc.
- All types of pasta, including whole wheat pasta
- All forms of wraps

The above does not mean that the bread is unhealthy. On the contrary, it is an excellent food for many slim people who need a lot of energy. However, it harms people with excess weight, high blood pressure, or diabetes.

Many people can get rid of their excess weight (and the ailments they have due to excess weight) by replacing simple carbohydrates with resistant carbohydrates (more beans, nuts, etc.) without ever feeling hungry. They do not suffer from the yo-yo effect and do not need to diet or exercise (if they exercise, it is even faster).

#### **Omega 3 oils instead of saturated fats and refined omega 6 vegetable oils**

Today we consume almost only saturated fats and refined oils as these are used en masse by the food industry in virtually all products due to their low cost. However, saturated fats and refined oils heavily burden human health. The saturated fats of meat and dairy products cause DNA damage and increase

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<sup>21</sup> Resistant Starch 101 — Everything You Need to Know: <https://www.healthline.com/nutrition/resistant-starch-101>



the risk of cancer<sup>22</sup>. The refined vegetable oils are obtained by chemical treatments and heating, making them unstable and causing DNA damage through oxidation, which increases the risk of disease<sup>23</sup>.

Examples of unhealthy fats and oils:

- Animal fats
- Fats from large wild or farmed fish (due to contamination and heavy metals)
- Refined oils, such as sunflower oil, salad oil, etc.
- Also, refined olive oil

Examples of healthy fats:

- Fats from nuts
- Avocado
- Cold-pressed olive oil (virgin or extra virgin olive oil)
- Linseed oil
- Fats from small wild fish: wild salmon, mackerel, anchovies, sardines, and herring (SMASH fish).

By switching from unhealthy to healthy fats/oils, many people will purify their blood vessels, and their brains will function better (relieving concentration problems, anxiety disorders, and depression). The brain consists of 60% fat. Imagine what would happen if you feed them daily with good-quality rather than low-quality fat.

Vegan Bamboo Bar will only use cold-pressed olive oil when preparing self-designed dishes.

## A.2 The direct link between food and diseases

Many people know that healthy eating is proper for them. However, in one way or another, people do not see the causal relationship between the fries, cookies, crisps, and cola they eat regularly and their excess weight or their illnesses. The above example makes sense, but do people with diabetes see the causal relationship between eating breakfast and lunch with bread daily and eating pasta at night and their diabetes? Probably not.

Good nutrition can prevent all diseases, including diabetes, heart disease, and cancer<sup>24</sup>. Dementia and Alzheimer's can also be controlled by a healthy diet<sup>25</sup>. Some would argue that genes cause diseases. They are partly right. If you have specific genes, you cannot correctly process certain foods, which increases the risk of illness.

An example is people with APOE4 gene variation E3 / E4, which statistically gives them a 30% chance of developing Alzheimer's in their lifetime. However, you can work around it by paying closer attention to nutrition. That gene mutation means that their fat processing process is less than ideal. If they only eat

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<sup>22</sup> High- and Low-Fat Dairy Intake, Recurrence, and Mortality After Breast Cancer Diagnosis:

<https://academic.oup.com/jnci/article/105/9/616/986948>

<sup>23</sup> The importance of a balanced  $\omega$ -6 to  $\omega$ -3 ratio in the prevention and management of obesity:

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5093368/>

<sup>24</sup> How Not to Die: Discover the Foods Scientifically Proven to Prevent and Reverse Disease:

<https://www.amazon.com/How-Not-Die-Discover-Scientifically/dp/1250066115#customerReviews>

<sup>25</sup> The End of Alzheimer's: The First Program to Prevent and Reverse Cognitive Decline:

<https://www.amazon.com/End-Alzheimers-Program-Prevent-Cognitive/dp/0735216207#customerReviews>



healthy food and fats, they will never suffer from their gene mutation. This is called epigenetics<sup>26</sup>. For example, women with a BRCA1 gene mutation have an 80% risk of breast cancer. However, this gene is a DNA repair gene. You should avoid all foods and chemicals that cause DNA damage if you have this gene, such as smoking, alcohol, roast meats, processed foods, refined oils (e.g., sunflower oil), etc. Another example is people with poor MTHFR- gene, which could mean they can metabolize only 30% of B9 and B12 vitamins. As a result, they suffer from concentration problems, ADHD, anxiety disorders, depression, etc. In this case, they need to supplement B vitamins.

The above shows that a lot is known about nutrition and health today. Unfortunately, not many people know about this yet. Many will find it unbelievable because they have never heard of this. It also makes sense because even the doctors haven't had more than 25 hours of nutrition studies anywhere in the world<sup>27</sup>. Fortunately, promising developments are going on in the world and the Netherlands. Below are some examples:

- US Medicare reimburses a program that uses nutrition, sports, and stress management as treatment for prostate cancer<sup>28</sup>
- In the Netherlands, programs such as "Reverse diabetes" and "Eating differently in MS" have already achieved their first successes<sup>29</sup>. Some progressive health insurers already reimburse these programs.

Vegan Bamboo Bar aims to educate and educate the public about the enormous impact of nutrition on their health and actively promote the initiatives described above.

### A.3 Vegan Bamboo Bar Health Score

Governments and the food industry struggle with a universal health score for products because of conflicting interests. The food industry will never accept that roast meat, milk, or processed foods are classified as unhealthy. Because of this stalemate at the European level, France has decided to introduce Nutriscore on its own. This score is a compromise with which most food manufacturers seem to agree. Unfortunately, the compromise is not a strict indication of how healthy a product is. The indication is based on measurable amounts of calories, sugar, salt, fat, protein, fiber, fruits, and vegetables. It's better than nothing but lacks the refinement of good and bad fats, for example. A lot of omega-3 fats are not bad at all. People need a lot of fat to stay healthy.

That is why we have decided to introduce a Vegan Bamboo Bar Health Score ourselves. This is based on the science of nutrition and health. We take into account:

- Calories are not an indicator of health, but the quantity
- The distinction between good and bad fats
- The difference between resistant carbohydrates and simple carbohydrates
- Differentiate between bad protein and good protein
- Take into account additives, such as E numbers

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<sup>26</sup> Dirty Genes: A Breakthrough Program to Treat the Root Cause of Illness and Optimize Your Health: <https://www.amazon.com/Dirty-Genes-Breakthrough-Program-Optimize/dp/0062698141#customerReviews>

<sup>27</sup> Status of nutrition education in medical schools: <https://www.ncbi.nlm.nih.gov/pubmed/16600952>.

<sup>28</sup> Dr. Dean Ornish Partners With HealthWays To Expand Impact: <https://www.forbes.com/sites/devinthorpe/2016/02/24/dr-dean-ornish-partners-with-healthways-to-expand-impact/#60ce0da47d0a>

<sup>29</sup> Voeding Leeft maakt de samenleving vitaler met de kracht van voeding: <https://voedingleeft.nl/wat-wij-doen/>



- Take into account the harmfulness of ingredients such as AGEs (high temperature heated meat) and acrylamide (high temperature heated carbohydrates), both of which are carcinogenic according to the World Health Organization
- Take into account the aging or rejuvenating effect of the ingredients according to the latest science



## **B PROFILES**

### **B.1 Kwok Hung Yip**

Kwok Hung Yip worked in the catering industry from a young age, among others, at his parents' restaurant. His father taught him to cook, and his mother taught him hosting, management, purchasing, and accounting. After his architectural studies, he became an entrepreneur in an (interior) construction company in Utrecht in 1993 and did many projects in Germany. Yip has designed and renovated more than 30 restaurants, some of which are abroad, such as in Egypt. Before founding and becoming managing director of the Wok To Go group with 20 branches fourteen years ago, he and his wife owned several successful Japanese restaurants. At the Wok To Go group, he is responsible for, among other things, the strategic direction of the formula and the production kitchen that supplies all branches.

Yip works closely with its creative team, suppliers, and industry experts. As a result, shared values and deep-seated commitment are combined with increasing efficiency and differentiation from the competition. This has led to rapid innovations and healthy, surprising products. "By keeping our team small and working with the right experts at every stage, the Wok To Go group can innovate quickly and efficiently and respond to emerging market trends."

### **B.2 Yung Fu**

Yung Fu grew up in the Chinese restaurant world. He has worked as a managing consultant at Ernst & Young Consulting and Capgemini. He was one of the founders of Eyefreight, which sells transport management systems to multinationals such as Heineken, Levis, Campari, and Tata Steel. He was Eyefreight's Head of Product and Development. After the acquisition of Eyefreight by Elemica, he works at Elemica as Vice President of Global Enterprise Solutions.

Yung traveled extensively through South East Asia, the Middle East, Europe, and the US and has done business with people from different cultures. He loves food and is on top of the food trends. As an entrepreneur, using his knowledge of product management, Fu has developed the concept of Vegan Bamboo Bar and wants to start an international chain of vegan restaurants. Fu intends to run the restaurant business using modern technology such as social media marketing and data analytics.

### **B.3 Shuk Yi Fu**

Shuk-Yi was a business process manager at Rabobank Nederland. Due to medications, she contracted fibromyalgia and suffered from chronic pain in her whole body. When the doctors told her that there was no cure and she had to live with it, she immersed herself in nutrition and health with her husband. They realized that conventional medicine could only treat people's symptoms and could not cure them. Ultimately, it is the body that heals itself. They have studied dozens of books written by leading medical specialists and hundreds of medical studies about nutrition, nutrients (vitamins and minerals), toxins, microbiome, epigenetics, and disease prevention. They have used their knowledge to cure Shuk Yi's illnesses. They have found the root causes and have been tackling them via nutrition and nutrients because there is no medicine. They conducted sessions on healthy eating and helped family and friends get better from autoimmune diseases and cancer, improve mental health, and prevent chronic diseases.



They have developed the Vegan Bamboo Bar homemade wholefood burgers and Food Bar dishes with their acquired in-depth nutrition knowledge. They were designed to maximize the health aspects. They have no choice but to apply their knowledge and pass it on to anyone who wants to hear about it.

## C VEGAN BAMBOO BAR DISHES

This appendix gives an impression of all the dishes of Vegan Bamboo Bar. The menus below are described in detail on our website <https://veganbamboobar.com/>. The restaurant at Amstelstraat 7 will focus on burgers, sandwiches, snacks, cakes, ice, vegan bubble milk tea, milkshake, and drinks. We will check whether it is possible to serve a limited number of foodbar dishes.

### C.1 Burgers

#### Beyond Meat Miso Sesame Burger

SEPTEMBER 1, 2020 IN [VBB BURGERS](#) | [READ MORE](#)



The Beyond Meat patty is indistinguishable from the real thing. The burger is garnished with mixed lettuce,...

#### Double Mundo Cheese Bacon BBQ Burger

AUGUST 31, 2020 IN [VBB BURGERS](#) | [READ MORE](#)



The Mundo Verde burger is indistinguishable from the real thing. The burger is topped with Mixed lettuce,...

#### Beyond Meat Cheese Burger

APRIL 11, 2020 IN [VBB BURGERS](#) | [READ MORE](#)



The Beyond Meat patty is indistinguishable from the real thing. The burger is garnished with tomato, romaine...

#### Mundo Verde Teriyaki Burger

APRIL 9, 2020 IN [VBB BURGERS](#) | [READ MORE](#)



The Mundo Verde burger is indistinguishable from the real thing. The burger is topped with tomato, mixed...

#### Walnut Mushroom Burger

DECEMBER 25, 2019 IN [VBB BURGERS](#) | [READ MORE](#)



The patty is coarsely grounded, contains few binding agents, and is made fo walnuts, mushrooms, onions, lentils,...

#### Miso Portobello Burger

DECEMBER 23, 2019 IN [VBB BURGERS](#) | [READ MORE](#)



The patty is finely grounded, compact, and is made of portobello, miso, pearl couscous, red bell pepper, tomato,...

#### Smokey Tempeh Black Bean Burger

DECEMBER 23, 2019 IN [VBB BURGERS](#) | [READ MORE](#)



The patty is finely grounded, compact and is made of tempeh, black bean, lentil, onion, garlic, ginger, carrot,...

#### Red Beet Bean Burger

DECEMBER 21, 2019 IN [VBB BURGERS](#) | [READ MORE](#)



The patty is coarsely grounded, contains few binding agents and is made of red kidney beans, beetroot, red rice,...

#### Samphire, Tofu and Pea Burger

DECEMBER 21, 2019 IN [VBB BURGERS](#) | [READ MORE](#)



The patty is coarsely grounded, contains few binding agents, and is made of samphire, pea, and tofu, coriander,...

## C.2 Food Bar Warm Dishes

### Vietnamese Lemongrass "Meat"

SEPTEMBER 5, 2020 IN [VBB DISHES](#) | [READ MORE](#)



Vegan meat, green cabbage, baby corn, lemon grass and chili

### Mushroom "Ham" Cream Pasta

JUNE 15, 2020 IN [VBB DISHES](#) | [READ MORE](#)



Mixed mushrooms, sour cream, vegan ham, fresh parsley.

### Indonesion Tempeh with Onions

APRIL 5, 2020 IN [VBB DISHES](#) | [READ MORE](#)



Baked tempeh, onions, kaffir lime leaves in a mild laos sauce, salam, lemongrass, tamarind, and Javanese palm...

### Fried Tofu, Green Bean in Peanut sauce

DECEMBER 22, 2019 IN [VBB DISHES](#) | [READ MORE](#)



Fried tofu with green bean, black bean, and peanuts in peanut sauce. Several health benefits: Green...

### Thai Red Coconut Curry

DECEMBER 22, 2019 IN [VBB DISHES](#) | [READ MORE](#)



Thai red coconut curry with pumpkin, green beans, tofu en spring onion. Several health benefits: Green...

### Madras Curry with Vegan Chicken

DECEMBER 22, 2019 IN [VBB DISHES](#) | [READ MORE](#)



Curry madras with vegan chicken, spinach, peas in soy yogurt and tomato sauce. Capped with shavings of almonds Several...

### Vegan Bhaji

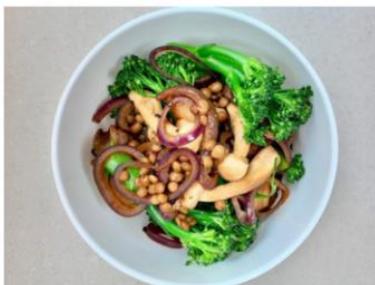
DECEMBER 22, 2019 IN [VBB DISHES](#) | [READ MORE](#)



The bhaji is an Indian Curry dish with cauliflower, potato, carrot, peas with mild Indian spices. Several...

### Sweet Soy Mushroom

DECEMBER 19, 2019 IN [VBB DISHES](#) | [READ MORE](#)



Mushroom mix with lentils, broccoli, red onions in soy sauce and date syrup. Several health benefits: Broccoli...

### Pumpkin Pesto Pasta

JANUARY 12, 2020 IN [UNCATEGORIZED VBB DISHES](#) | [READ MORE](#)



Pasta salad with penne, vegan feta, roasted pumpkin and cherry tomatoes in pesto sauce. Several health aspects: Tomato...

## C.3 Food Bar Salads

### Red Beet "Feta" Spinach Salad with Balsamico Dressing

SEPTEMBER 7, 2020 IN [VBB SALADS](#) | [READ MORE](#)



Spinach, quinoa, apples, red beets, red onions, radishes, and feta with a balsamic dressing. Some health...

### Mediterranean Bulgur Salad with Sun-Dried Tomatoes

SEPTEMBER 7, 2020 IN [VBB SALADS](#) | [READ MORE](#)



Bulgur, cherry tomatoes, fresh herbs, sun-dried tomatoes, dried apricots, and roasted seeds mix.

### Thai Vegan Shrimp Salad with Glass Noodles

SEPTEMBER 7, 2020 IN [VBB SALADS](#) | [READ MORE](#)



Red cabbage, oxheart cabbage, carrots, glass noodles, vegan shrimps, coriander, mint, and black sesame seeds...

### Pearl Couscous with Herbs

APRIL 12, 2020 IN [VBB SALADS](#) | [READ MORE](#)



Pearl couscous, bell pepper, corn, fresh herbs, cashew nuts, cucumber, and mustard dressing. Some health...

### No-Tuna "Tuna" Pasta Salad

JUNE 15, 2020 IN [VBB SALADS](#) | [READ MORE](#)



Tuna spread (chickpeas, nori, capers, mayonnaise), roasted bell peppers, artichokes, capers, apples, olives,...

### Beetroot, Apple and Radish

APRIL 12, 2020 IN [VBB SALADS](#) | [READ MORE](#)



Beetroot, apples, radish, quinoa, red onions, arugula in red wine vinegar and agave syrup. Some health benefits: Quinoa...

## C.4 Food Bar Soups

### Creamy Mushroom Coriander Soup

SEPTEMBER 5, 2020 IN [VBB SOUPS](#) | [READ MORE](#)



Mushrooms, soy cream, garlic, and coriander

### Thai Coconut Soup

DECEMBER 22, 2019 IN [VBB SOUPS](#) | [READ MORE](#)



This variant of the Tom Kha Hed consists of coconut milk, red curry paste, mushroom, and corn. In addition...

### Tomato soup

DECEMBER 23, 2019 IN [VBB SOUPS](#) | [READ MORE](#)



Tomato soup with passata, celery, onion, garlic, provincial herbs, sun-dried tomatoes, and lemon. It is lightly...

### Pumpkin Soup

DECEMBER 22, 2019 IN [VBB SOUPS](#) | [READ MORE](#)



Pumpkin soup with ginger, onion, and orange Hokkaido pumpkin. Some health benefits: With pumpkin, you can quickly...

## C.5 Sandwiches

### Scrambled "Egg"

JUNE 4, 2020 IN [VBB SANDWICHES](#) | [READ MORE](#)



Scrambled "egg" (tofu, bouillon, curcuma, black salt), tomatoes, red onions, mixed lettuce, and pea asparagus...

### Kimchi Scrambled "Egg"

JUNE 4, 2020 IN [VBB SANDWICHES](#) | [READ MORE](#)



Scrambled "egg" (tofu, bouillon, curcuma, and black salt), kimchi (cabbage, ginger, garlic, and chili),...

### Falafel Tahini

JUNE 4, 2020 IN [VBB SANDWICHES](#) | [READ MORE](#)



Falafel, tahini sauce, pickled vegetables, tomatoes, red onions, mixed lettuce, and leek sprouts.

### No Tuna "Tuna"

JUNE 4, 2020 IN [VBB SANDWICHES](#) | [READ MORE](#)



Tuna spread (chickpeas, nori, capers, mayonnaise), tomatoes, red onions, mixed lettuce, and leek sprouts.

## C.6 Sushi

### Vegan Tuna Caviar Roll

SEPTEMBER 16, 2020 IN [VBB SUSHI \(EN\)](#) | [READ MORE](#)



Vegan tuna, homemade vegan mayonnaise, avocado, tabasco and "fish roe".

### Beyond Meat Teriyaki Roll

SEPTEMBER 16, 2020 IN [VBB SUSHI \(EN\)](#) | [READ MORE](#)



Beyond meat, cucumber, teriyaki sauce, and paprika powder.

### Spicy Crispy Vegan Shrimp Roll

SEPTEMBER 13, 2020 IN [VBB SUSHI \(EN\)](#) | [READ MORE](#)



Vegan shrimp, avocado, panko, and vegan sriracha mayonnaise.

### Crispy Tofu Vegan Cheese Roll

SEPTEMBER 12, 2020 IN [VBB SUSHI \(EN\)](#) | [READ MORE](#)



Vegan cream cheese, tofu, panko, black sesame seeds, and shichimi.

### Pepper & Salt Vegan Chicken Roll

SEPTEMBER 10, 2020 IN [VBB SUSHI \(EN\)](#) | [READ MORE](#)



Vegan chicken, iceberg lettuce, pepper, salt, homemade vegan coriander mayonnaise, black sesame seeds, and white...

### Vegan Feta Futomaki

SEPTEMBER 9, 2020 IN [VBB SUSHI \(EN\)](#) | [READ MORE](#)



Vegan feta, avocado, cucumber, black sesame seeds, and shichimi.

### Red Pesto Kimchi Futomaki

SEPTEMBER 9, 2020 IN [VBB SUSHI \(EN\)](#) | [READ MORE](#)



Red pesto, little gem lettuce, kimchi, cucumber, and avocado.

### Vegan Tuna Maki

AUGUST 1, 2020 IN [VBB SUSHI \(EN\)](#) | [READ MORE](#)



Vegan Tuna and homemade vegan mayonnaise.

### Hawaii Futomaki

SEPTEMBER 8, 2020 IN [VBB SUSHI \(EN\)](#) | [READ MORE](#)



Mango, pineapple, little gem lettuce, mango chutney, and black sesame seeds.

## C.7 Vegan bubble teas

As we continuously innovate, we will introduce vegan bubble teas in our following restaurants. Many people would be happy to enjoy healthy bubble teas, contributing significantly to the revenue.