



# NEW/SCHOOL FOODS™

THE FUTURE MANUFACTURING STANDARD FOR ALT-MEAT & SEAFOOD

- CONFIDENTIAL -



# NEW/SCHOOL FOODS™

- Founded in 2021
- Based in Toronto, ON
- 30 Employees
- 28,000 sq. ft. food manufacturing facility
- Platform technology for next-gen meat & seafood alternatives
  - Patented food manufacturing process for plant-based muscle fibers
- 2 Commercial products live in market in Canada with restaurants
- \$10M USD in VC Funding: investors including IKEA, HATCH, Lever VC
- \$7.5M USD in CDN grant funding (Protein Industries Canada, SDTC, IRAP, CFIN)
- Award-winning (XPRIZE, SIAL, McCleans Magazine)



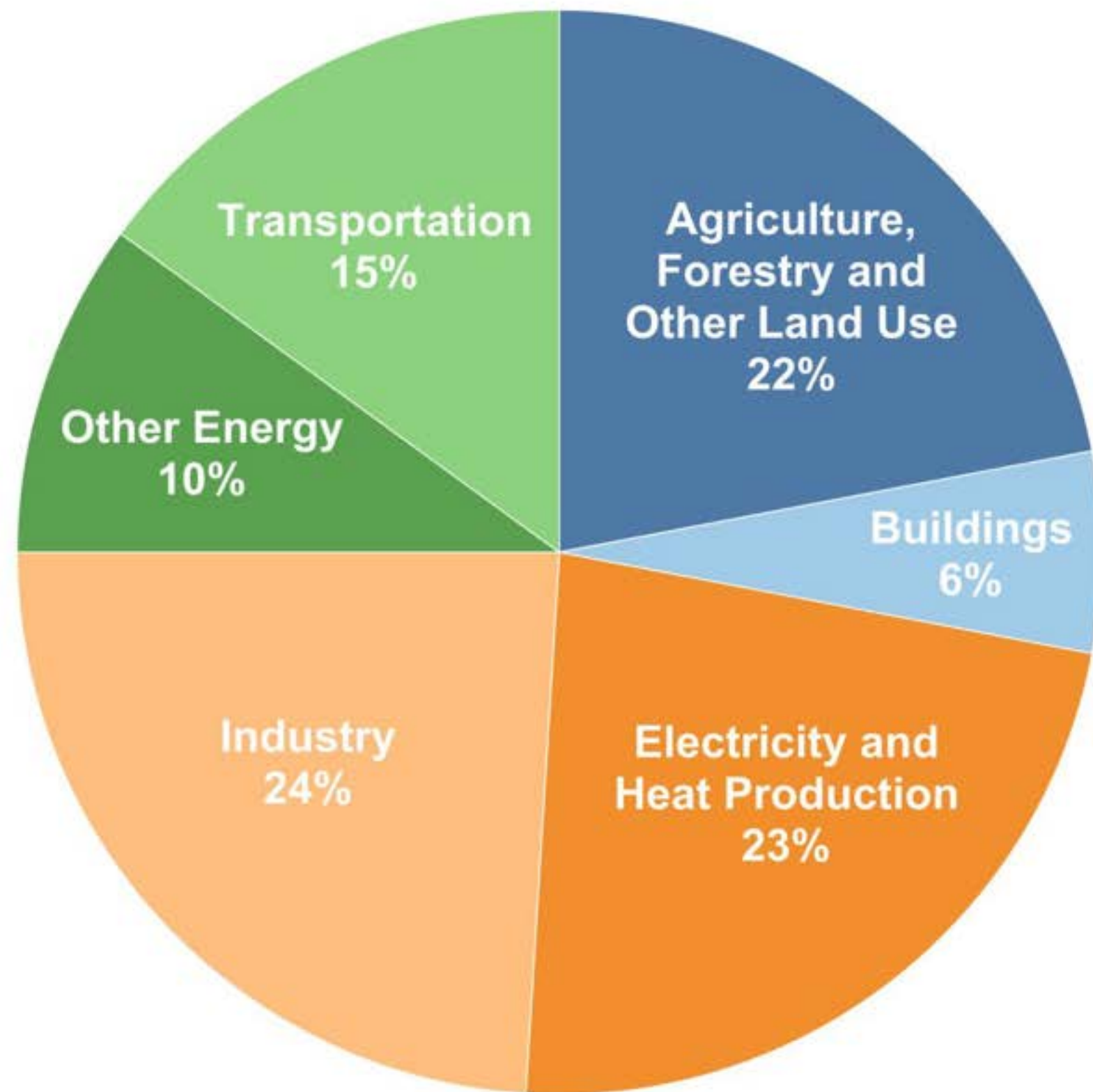
## EXISTING INVESTORS





# OUR FOOD SYSTEM IS THE #1 ELEPHANT IN THE ROOM

- Meat & Seafood account for 15-20% of global GHG production
- Without changing our food system, staying below 2C isn't possible
- And it's getting worse: increasing per capita + 10 billion by 2050



# ALT-PROTEIN IS BROKEN, BUT... THE PROBLEM IS EXECUTION, NOT DEMAND

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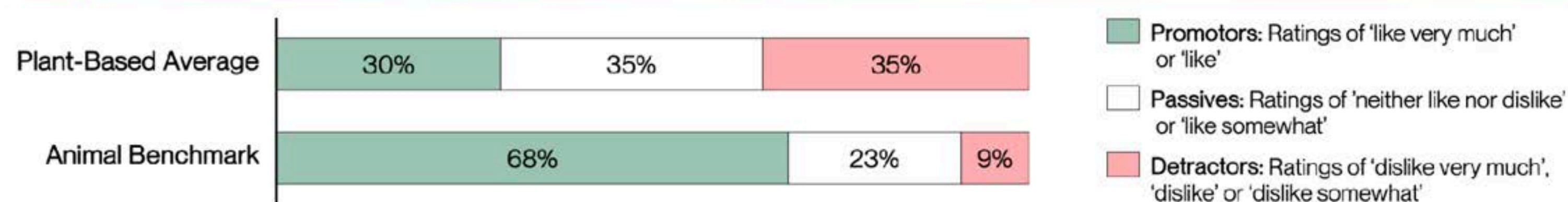
- **Product Gaps:** Consumer needs not being met re: taste / price / nutrition
- **Wrong Toolbox:** >90% of products made with extrusion - a limited, expensive, black-box technology
- **Wrong Production Model:** Most companies not vertically integrated, massively limiting R&D
- **Poor Unit Economics:** Contract manufacturing = higher unit costs & no ability to improve them
- **Untapped Opportunities:** Whole cuts, premium species, clean-label; global alt-protein growing YOY



OVERVIEW

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**THE CURRENT INDUSTRY  
TOOLKIT IS TOO LIMITED**

**X**

**CAN'T  
DELIVER  
REQUIRED  
STRUCTURE,  
TEXTURE,  
OR  
COOKING  
PROFILE**







# NEW/SCHOOL FOODS<sup>1</sup>

A scalable **production technology**  
for next-gen alternatives that match the  
**look, cook, texture, taste, cost & nutrition**







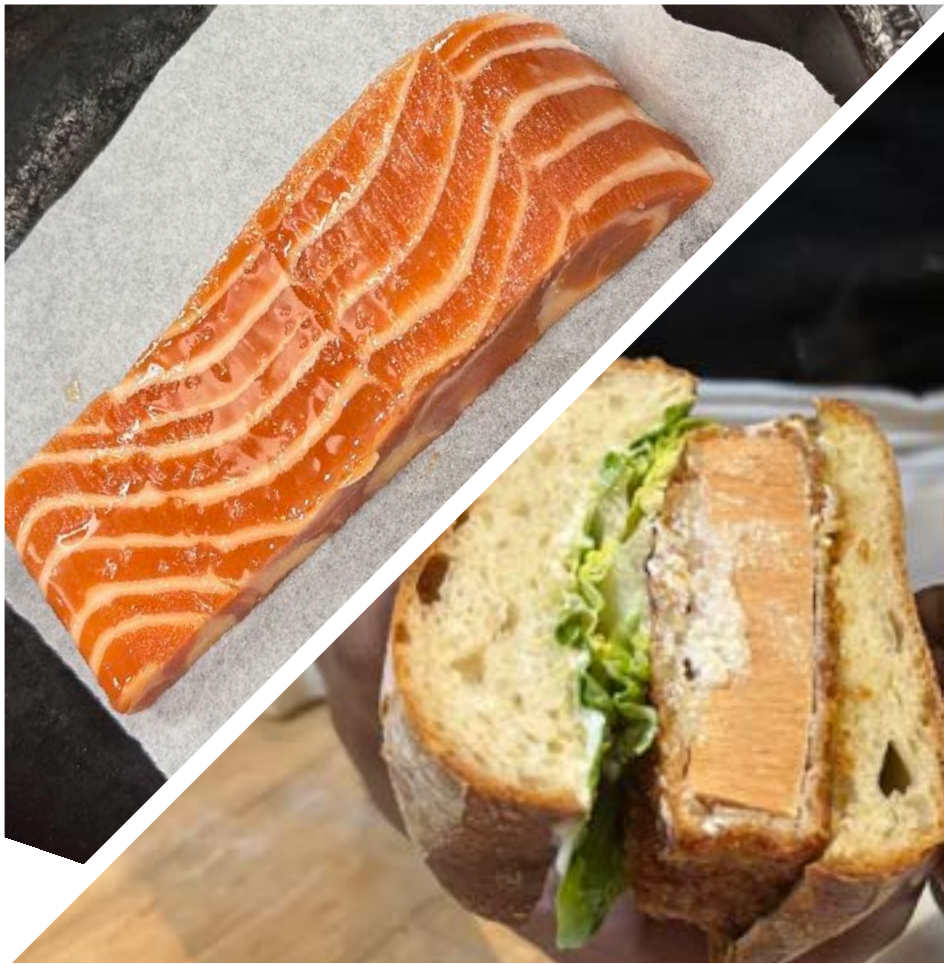
# PLATFORM FOR AUTHENTIC WHOLE-CUTS & MORE ANY FISH OR MEAT ALTERNATIVE



OVERVIEW



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## **SALMON**

FILLETS,  
SMOKED SALMON

## **BYPRODUCTS**

BURGERS,  
CHUNKS



## **WHITE FISH**

FILLETS

## **BYPRODUCTS**

BURGERS,  
FISH STICKS,  
CHUNKS

**NEW/SCHOOL**  
SCAFFOLDING PLATFORM

**ANY WHOLE-CUT**

## **PORK**

BONE-IN RIBS,  
PORK CHOPS

## **BYPRODUCTS**

PULLED PORK



## **BEEF**

STEAK

## **BYPRODUCTS**

CHUNKS,  
GROUND



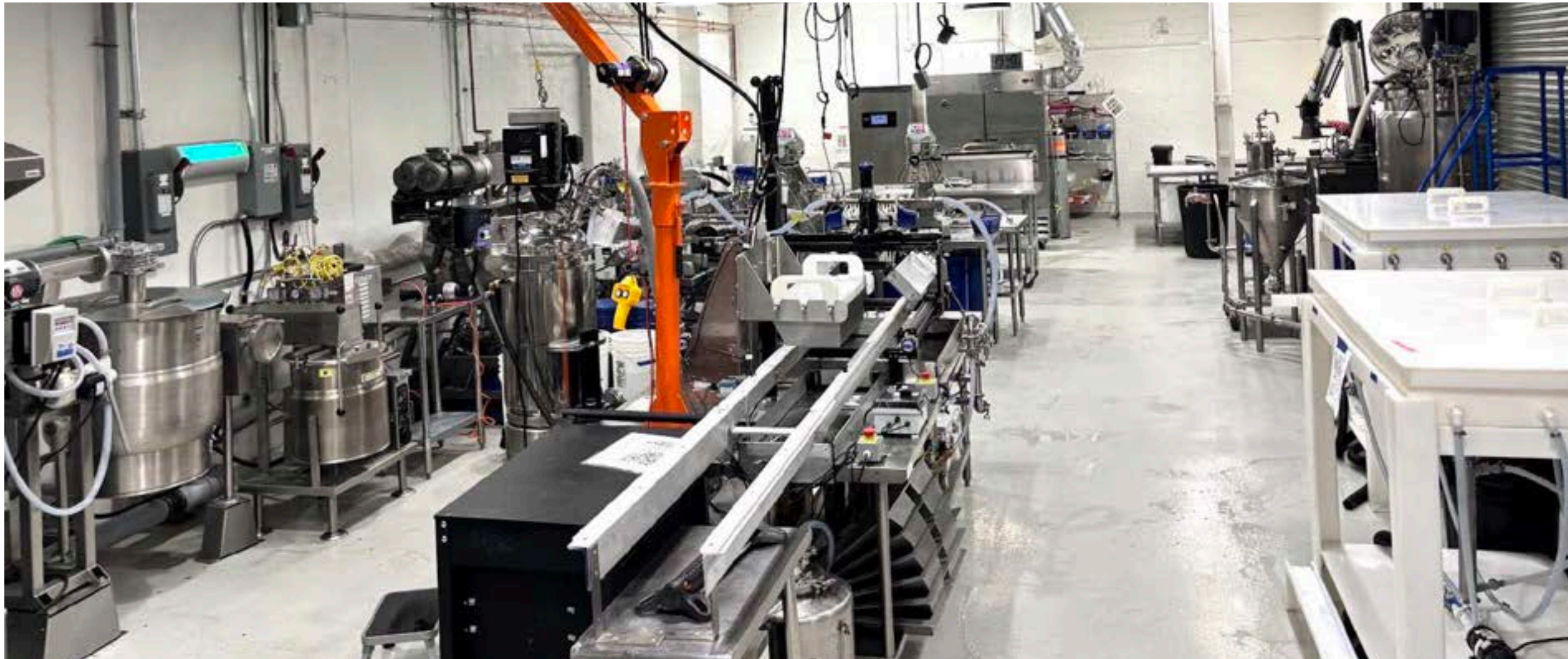


# WORLD'S 1ST DIRECTIONAL FREEZING ASSEMBLY LINE

## SCALABLE, FLEXIBLE, DEFENSIBLE, AND VERTICALLY INTEGRATED

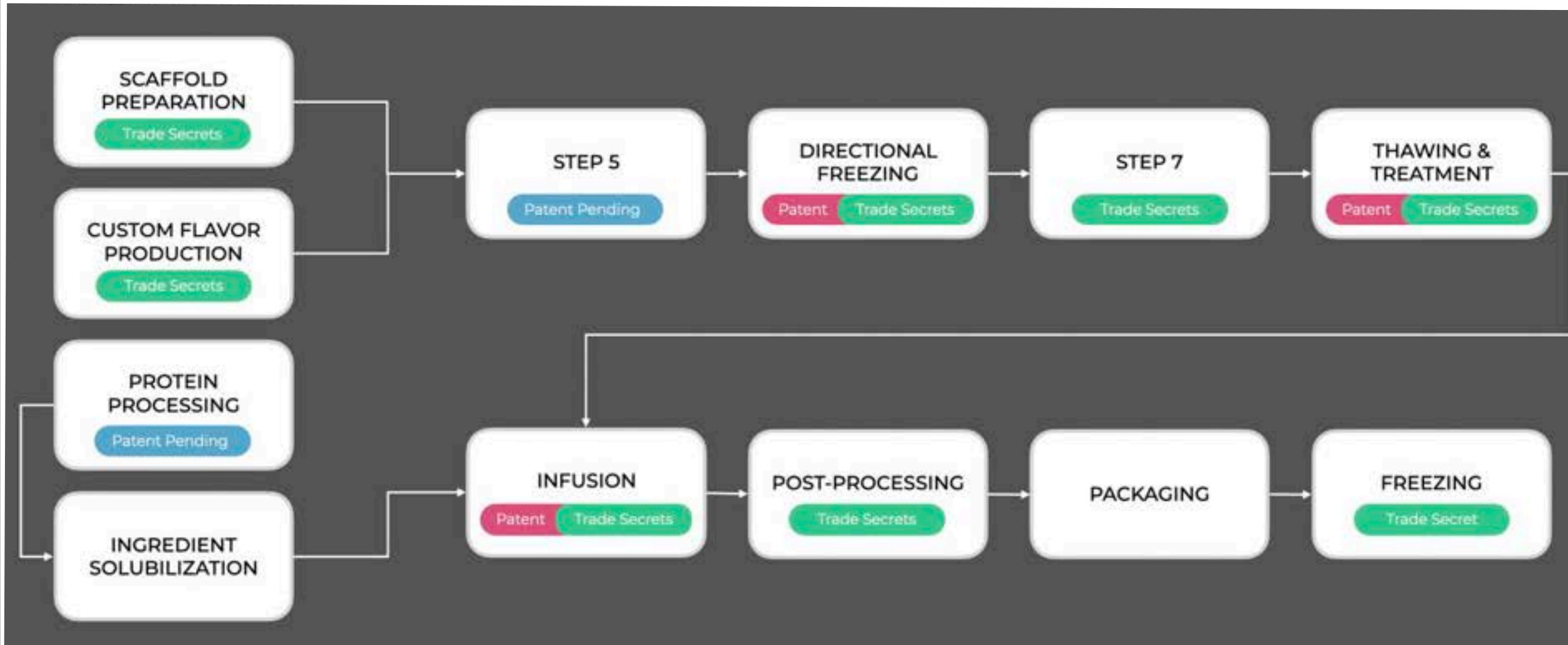
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OVERVIEW



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### VERTICALLY INTEGRATED FOR SPEED & QUALITY

- 28k sq. ft. CFIA-certified manufacturing facility
- V1 Assembly line + Food Labs + Engineering Labs

### HIGHLY SCALABLE, FLEXIBLE, 50% LOWER CAPEX

- Off-the-shelf industrial food equipment & components
- Same assembly line equipment used for all whole cut products
- ~50% lower cap-ex than extrusion at same output

### PROPRIETARY, DEFENSIBLE IP PORTFOLIO

- 15 step process protected via >20 patents, >50 trade secrets
- 3 Patent Portfolios:
  - Muscle Fibers via Directional Freezing
  - Connective Tissue via Injection Process (patent-pending)
  - Protein deflavoring (patent-pending)



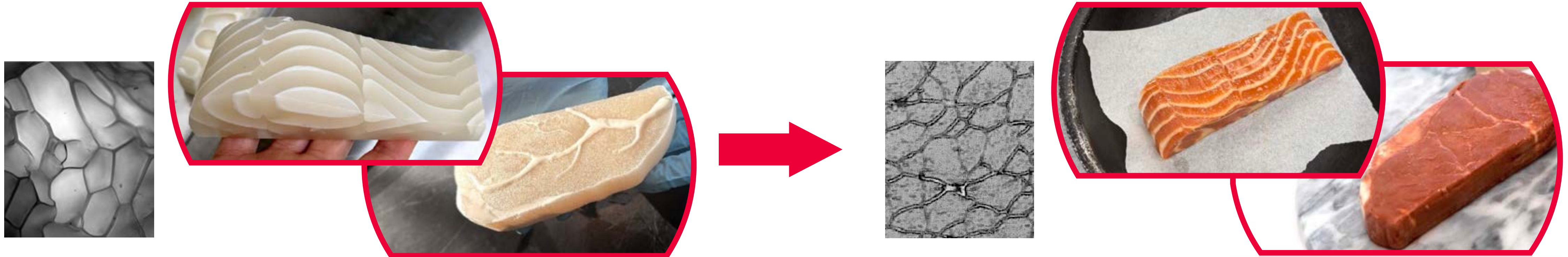
# A PATENTED PROCESS FOR INGREDIENT & BUSINESS MODEL FLEXIBILITY

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## FIBROUS MULTI-LAYER SCAFFOLDS

- Any 3D shape & size (ex: salmon filet vs. steak)
- Muscle fibers via [patented](#) directional freezing process
- Custom fat tissue layout via patent-pending injection process
- Supports inclusion of embedded “bones” (t-bones, ribs)
- Highly porous, edible and heat-resistant

## INFUSE ANY INGREDIENTS

- Infuse any protein solution / suspension / mixture
  - Plant-based, cell-based, or precision-fermented
- Infuse any liquid oil, any flavor, any color formulation
- Infuse any nutritional add-ons (ex: nutritional supplements)
- Product sold “raw” (cold-based process = no protein denaturation)



# 3-PHASE MASTER PLAN

**mis·sion** / 'miSHən

Accelerate the transition to a sustainable food system

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## Phase 1

### LAUNCH A GROUNDBREAKING PLATFORM

2021-2025

- Launch “no-compromise” product with leading restaurants
- Develop world-first V1 assembly line based on new manufacturing process
- Develop waste-stream product (ex: salmon burger) for improved economics
- Prototypes for other product species & formats using same production process

## Phase 2

### ACHIEVE PRICE PARITY

2026-2029

- Build V2 continuous assembly line
- Expand to Retail, Europe, Asia
- Price parity w/ salmon
- Launch 2nd whole-cut product
- Pilot assembly line in Europe or Asia
- B2b: JV's for new territories, white label production, co-branded

## Phase 3

### GLOBAL PROCESSING STANDARD

2029-2033

- Expand portfolio to multiple species of fish, steak, ribs, lamb, pork, and more
- Reduce price to less than animal meat
- Larger manufacturing facility for B2B co-man production (co-branded / white label)
- ➔ *become the standard (“GORE-TEX / INTEL INSIDE”) for alt-protein processing*

**We are here**





# WHOLE-MUSCLE PLANT-BASED SALMON MADE FOR MEAT EATERS



## LOOKS ...

- ✓ From "raw" to cooked
- ✓ 125g fillets / 4.5oz



## COOKS ...

- ✓ Any cooking method
- ✓ Any prep, any seasoning



## TASTES ...

- ✓ Same Omega 3 content
- ✓ 15g of protein per fillet



## & FLAKES ...

- ✓ Melting layers = flaking
- ✓ Flakes break into fibers



## ZERO GARBAGE

- ✓ No mercury / antibiotics
- ✓ No soy / methylcellulose

## CLEAN - LABEL

Water, Potato protein, Algal Oil, Ahiflower Oil, Sunflower Oil, Seaweed Extracts:(Agar, Sodium Alginate)  
2% or less of: Natural flavours, Natural Colours, Salt, Chlorella, Gum Arabic, Locust Bean Gum



# NEW/SCHOOL FOODS™

## WHOLE CUT PLANT-BASED SALMON

OVERVIEW

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- ✓ Launched in Nov 2024
- ✓ Signed >30 restaurants in Canada, including:
  - Meat-serving restaurant (Park Hyatt, Vinoteca Pompette)
  - Mid-sized Chains (Il Fornello) and Michelin-Guide restaurants (GIA)
- ✓ Expanding to USA + working with distributor in Q2 2025
- ✓ Track record of new version every month (currently on V26)
- ✓ Extremely Positive Reviews:
  - *I'm not vegan but we were recommended this spot from a friend and decided to check it out. The salmon is pretty much indistinguishable from the real deal. Highly recommend!*
  - *The texture of the "SALMON BEURRE BLANC" with NEW/SCHOOL FOODS Salmon was 🤯🤯🤯 It was incredible how this mimicked the texture of salmon. Mind blown.*
  - *The Salmon dish is insane - the salmon tastes so real, it is scary...*
  - *I tried the "salmon" dish and was mindblown at how realistic it was!*
  - *It was our first time trying plant based salmon and we loved it. We'll definitely go back.*
  - *Tried a plant-based salmon fillet for the first time in my life! It was unreal! The texture, flavour, flaking was so realistic - I'm still in shock. It was delicious and I can't wait to come back and have it again! Highly recommend.*
  - *Also the salmon, wow my non vegan friends were amazed!!*
  - *The salmon was the most authentic & delicious tasting vegan fish I've ever had.*
  - *Insanely realistic salmon dish, couldn't believe it was vegan, so so so good :)*
  - *I've been a vegetarian for 8 years and when I had the first bite of the vegan "salmon" I was in disbelief. The flavour was right, and the texture and visuals were on point. It was the closest I've had since I've had real salmon.*
  - *Tried the "salmon" and I think it's one the best products in recent years. Reminds me of when I first ate an Impossible Burger.*



# PROVEN TEAM OF EXPERTS

## LEADERSHIP



**CHRIS BRYSON**  
FOUNDER & CEO

- Founder/CEO of Unata, acquired by Instacart in 2018 (\$15M ARR, 100+ employees, 52nd Fastest Growing Tech Company in NA)
- Invested \$500K in New School
- Alt protein angel investor
- Member of Founder's Pledge



**VINCE CHARBONNEAU, CFA**  
CHIEF FINANCIAL OFFICER

- 20+ years in M&A, corporate finance and business/strategy development in Food & Bev, CPG and Agrifood sectors.
- Built out successful craft beer business and market-leading Muskoka Brewery

## R&D & PRODUCTION



**MARK MURPHY**  
HEAD OF PRODUCTION

- 15 years of experience in CPG / food & beverage operations and manufacturing
- Expertise with plant-based food manufacturing (B.GOOD, Mings Bings)



**REBECCA MILLER, PHD**  
LEAD MATERIALS SCIENTIST

- 6 years at Beyond Meat, promoted to Sr Scientist
- Selected for JV between Beyond Meat & PepsiCo
- NIH Fellow and Doctoral Candidate, Biophysics at Scripps Research Institute



**AUKE DE VRIES, PHD**  
LEAD MATERIALS SCIENTIST

- PostDoc Researcher at TMU Food & Soft Materials Lab: emulsions, colloidal systems, structuring plant-based meat.
- PhD in Food Science & Technology from Wageningen University

## BIZ DEV



**MATTHEW RAVENSCROFT**  
COMMERCIALIZATION CHEF

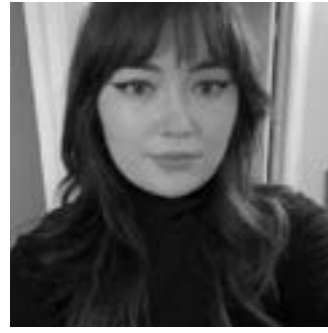
- Former Sales Lead at Unox
- Former Head Chef at GIA (Michelin-guide restaurant) and Rosalinda
- Instagram influencer with >10K followers (@thedirtyraven)

OVERVIEW

### SUPPORT TEAM OF 21

- 2 Ops (Sales, Culture)
- 8 Scientists
- 6 Engineers
- 3 Production Leads
- 2 Food Safety

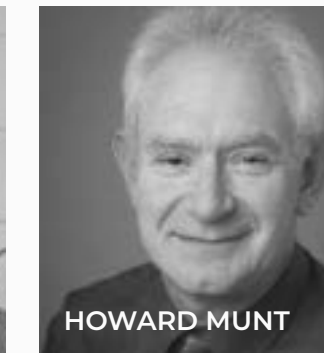
### PT PRODUCTION TEAM OF 7



### SCIENTIFIC ADVISORS



CHRIS GREGSON, PHD



HOWARD MUNT



PR. DÉRICK ROUSSEAU

### UNIVERSITY RESEARCH & FACILITY PARTNERS



Design + Technology LAB



SCIENCE DISCOVERY ZONE



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A top-down view of a white ceramic bowl with a scalloped rim, filled with a hearty meal. A large, rectangular piece of salmon with a golden-brown, seared skin sits prominently in the center. It is surrounded by white beans, sliced cherry tomatoes, and fresh green herbs. The bowl is set on a dark blue, textured surface.

## NEW/SCHOOL FOODS

# WHAT'S NEXT?

- **Sales:** Expand distribution to capitalized on trade war
- **USA:** Launch in the US (USMCA Approved) + B2b pilots
- **COGS:** Refine V1 line & design continuous V2 line
- **Versatility:** Pilot our Steak & Ribs
- **Financing:** Raise our Series A + additional Grants
- **Where we need help:** Intro's to Restaurants/Food Service, Series A Leads





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