

東京美食 Labo

TOKYO BISHOKU LABO, INC. Business Plan









Mission · · · Smile

Connect Japanese gastronomy and make people all over the world smile

-Exploring "gourmet" that pleases the body with "five senses" and making the world smile-

<u>Vision•••Explore</u>

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

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

Strategy · · · Deliver

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

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



Commitment

The search for "delicious" and "good for the body"

In search of "delicious" and "good for the body"

We will connect the "producer who spares no effort" and "the consumer who recognizes added value"



Business Philosophy

Promoting ONLY ONE BUSINESS that connects production and sales: 6th industrialization

Primary industry: "Discovering and creating" Japanese gastronomy together with producers

Secondary industry: Innovative "start-up of new business" and "product development"

Tertiary industry: "Sales and marketing" of gourmet food through our own domestic

and overseas sales channels Building a high-quality gourmet

"platform/FC" that connects producers and customers

Pursuit of sustainable ONLY ONE BUSINESS: "SDGs"







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

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



Business Model



ONLY ONE BUSINESS

Pursuing high-quality ingredients and delivery methods that combine

"tradition" and "innovation"

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

New Business/Product Development

"Excavation and creation" of Japanese gastronomy with producers

Sales & Marketing

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

Platform / FC

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

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

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

As a result of building a unique network with high "transparency" using cutting-edge technologies such as DX and blockchain, we have created a high-quality gourmet platform, not only expanding stores throughout Japan and the world, but also e-commerce business, etc. Including FC business, we will expand to other various business development.



Business Development

Wholesale Business
EC Business
Shop Business

Sixth Industrialization

New Business/Product

"Excavation and creation" of Japanese gastronomy with producers



Sales&Marketing

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







Premium Curry Series

ONLY ONE BUSINESS

Matsusaka Beef Curry × Japanese Bread = Matsusaka Beef Curry Bread FC

Matsusaka Beef × Japanese Curry × Mitsukoshi Isetan/Selected EC/Overseas

Special Jidori Chicken × Indian Curry × Kokkai(National Diet)/TV Shopping/EC/LP

Matsusaka Beef/Jirodi/Pork × more than 12 Curry × Curry Shop(Direct/FC)

Platform

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

























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

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

Expansion of Sixth Industrialization

New Business/Product

"Excavation and creation" of Japanese gastronomy with producers



Production Base Alliance/M&A

LION KING

Production base supporting Japanese gastronomy

Sales&Marketing

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









Product Development Alliance/M&A

Japanese gourmet products/brands spreading to the world

Platform

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



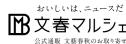




















Shop/Sales Channel Alliance/M&A

Stores and Matsusaka City hometown tax payment bases, etc.

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



M&A Synergy



Freshly Baked Bread

74 FC Shop Product Line-up





Curry

Nihonbashi Takashimaya Matsusaka Beef Curry



New Business

Matsusaka Beef Curry FC franchise

Freshly Baked Bread [IPPONDO]: 74 FC Shop

Collaboration with freshly baked bread "Ippondo" products





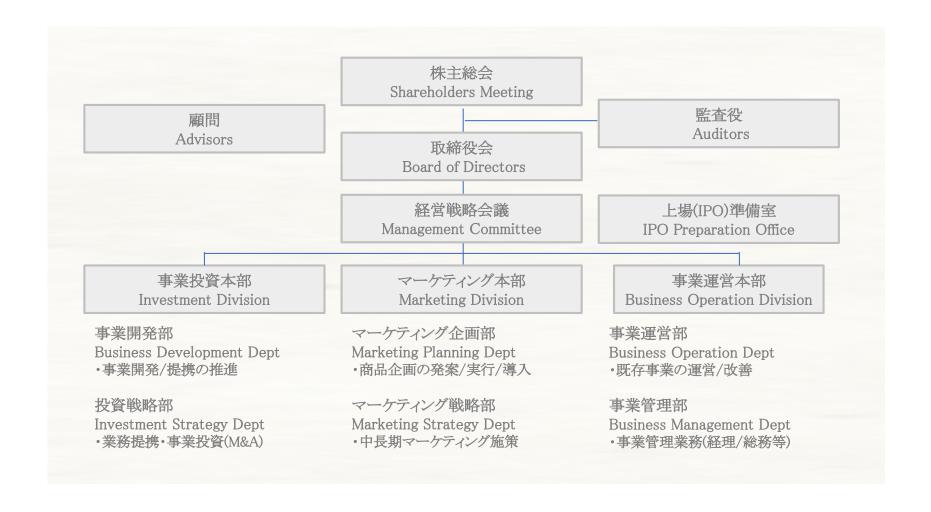


Build a unique/efficient "ONLY ONE" business through high synergy/product and market development



Organization

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





Takeshi Ueda

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

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

Marie Sakai

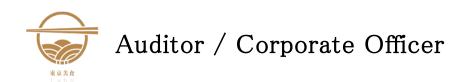
After retiring from Recruit Holdings, served as a director of the Public Interest Foundation International Swimming Hall of Fame and Asia. She overseas PR operations, mainly interpreting and translating. Graduated from the Department of International Relations, Faculty of Liberal Arts, International Christian University (ICU)

Nobumasa Ohmori

In 1993, established "Medical Corporation Tatsuokakai". In 2007, established the Social Welfare Corporation Tatsuokakai. Co-chaired the board. In addition, he holds various important posts such as the chairman of the International Medical Welfare Education Foundation.

Yukinobu Ohtake

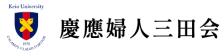
Started a business while a student at Waseda University, and after working in creative fields such as music, video, and graphic design, gradually specialized in web production along with the times. Appointed as secretary general of the NPO National E-Commerce Association (now the Japan Electronic Commerce Business Promotion Foundation), an industry group for online shops. Two years after taking office, the number of members quadrupled, and the Best EC Shop Grand Prize and Good Design Shop Certification Project were established. In 2005, he established a web production company specializing in EC and achieved annual sales of 200 million in two years.



Auditor Kimito Hori

After passing the Certified Public Accountant Secondary Examination and the National Tax Specialist Examination, engaged in corporate tax investigations at the tax office under the jurisdiction of the Tokyo Regional Taxation Bureau. After that, joined Showa Ota Audit Corporation (currently Ernst & Young ShinNihon LLC) and engaged in accounting audits and public offerings for major precision equipment companies, real estate companies, system companies, REITs, etc., as well as revitalization projects and privately owned state—owned businesses. various projects such as participate in. In 2019, when he became independent to make use of his experience, he was appointed as an outside auditor of a company preparing for listing. Partner of Tokyo United Tax Accountant Corporation. Certified public accountant (2002) Tax accountant (2019).

Corporate Officer Shizue Yoshikawa



Joined Shinseisha (currently Aji no Techo Co., Ltd.) as the president's secretary and writer. Worked as deputy editor—in—chief of Golf Today at Office Iino and as an advisor: Hakuhodo (7 years) and Nagatanien (10 years). As vice president of Tokyo Sabatini Interest, engaged in restaurant management, import/export, and sales of food and beverage miscellaneous goods. After that, she served as executive vice president of Smile Sweets Co., Ltd., which acquired Cheesecake Factory, and was involved in planning and selling sweets in collaboration with famous chefs. Since then, she has continued to serve as an advisor to several companies, including Luck Bag Group Co., Ltd., which Smile Sweets Co., Ltd. was sold to. Graduated from Keio University Faculty of Law. Chairman of the Keio Women's Mita Association.



AZX Professionals Group Advisor

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

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



ベンチャー支援に関する 高度な専門性



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

ベンチャー エコシステム



VENTURE ECO SYSTEM

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

最先端技術の理解 幅広い領域に関する知見



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

豊富なIPO達成件数

150 社以上

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

圧倒的なAZXのサポート実績

5000 _#

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

支援実績(2001年1月創立)

20年以上

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

資金調達サポートもおまかせ

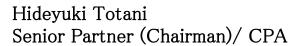
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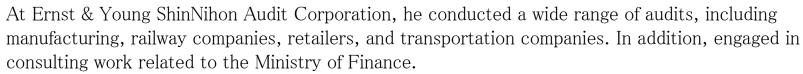
投資契約、種類株式の設計、CBの設計などの案件を極めて多数 サポートしており、複雑な投資案件を含め日常的に資金調達案 件を取り扱っています。また多数のVCもクライアントとしてい るため、投資を行う側・受ける側の両者の視点からのアドバイ スが可能です。



Audit Corporation RSM Seiwa

https://www.rsm.global/japan/audit/en/firm-overview





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

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

Clients

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

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









































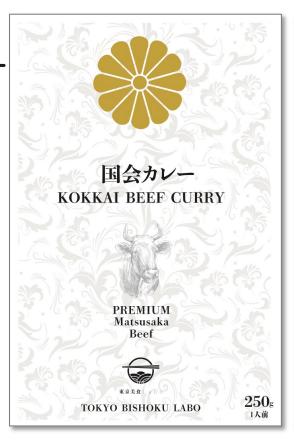


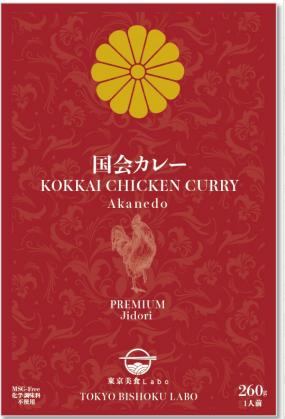
Product Development

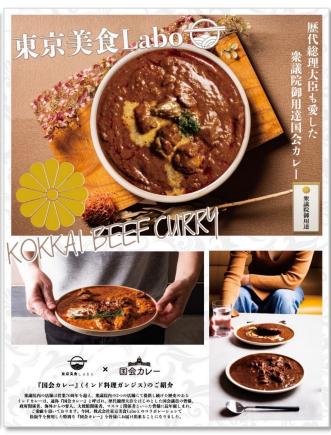
Developed "National Diet Curry" in collaboration with Akanedo, a café in the National Diet Building/House of Representatives (own product/Maker Position)













Sales Channel Development

Isetan Shinjuku Main Store, Ginza Mitsukoshi, Takashimaya, Haneda Airport, Shin-Marunouchi Building, etc.

→There are many requests to start trading in units of several thousand to tens of thousands of meals through major wholesalers (planned to respond in order of priority)





TAKASHIMAYA
Terakado JIMON Selection
All 5 products offered at Meetz STORE



 $\frac{\text{HANEDA Airport}}{\text{Souvenir Store} \lceil \text{WAKURABA} \rfloor}$



Shin-Maru Building
Select Shop「Gochiso EN」

<u>ISETAN SHINJUKU</u>

All 5 products occupy most of the top row



ONLY MI Campaign
Selected as an event for
outstanding products only



Marketing Advantage

In addition to the original branding of "TOKYO BISHOKU LABO" of "highest grade", "high quality" and "high quality" In the case of KOKKAI CURRY (National Diet Curry), the presence of the "Chrysanthemum Crest" naturally creates a "polite" and "conspicuous" display (requests are also possible)

■ Case: Haneda Airport/Shin Marunouchi Building







HANEDA Airport
Souvenir「WAKURABA」
Installed in the most conspicuous place
near the entrance



Respectful and noble treatment
Respectfully displayed on a brown wrapping cloth







Shinmaru Building "Gochiso EN"

Installed in a paulownia box on furoshiki in a conspicuous place next to the cash register



Marketing Plan(2) B2B[Wholesale]

Isetan Mitsukoshi Holdings:

In addition to the 4 stores that have already introduced it, we are looking at more than 10 stores nationwide (scheduled to introduce at any time)







QUEEN'S SETAN











伊勢丹新宿本店





MITSUKOSHI







MITSUKOSHI











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









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







Catalog: Posting in product catalogs/bulletins for wealthy people with carefully selected products









FOODIE vol.19 (July 2022)
[Isetan Newsletter]





<u>Delicious Sightseeing Selection (November 2021)</u> [Mitsukoshi Gaisho]







Client EC website (1)

Hitosara: Editor-in-chief's carefully selected selection. Received annual grand prize













ヒトサラ編集長セレクション

日本の"おいしい"をあなたのもとへ





https://ec.hitosara.com/pages/ranking2023



"First of all, I was attracted to the catchy word "Diet Curry". It is also attractive to be able to enjoy the curry that has been eaten in the Diet for many years at home, which is a valuable experience. When I actually tried it, the first bite made me think, "This is really well made." It is a high level that can not be thought of as a retort. The concept of retort was overturned. It seems that they use the finest Indian spices, and the spices are working. The ingredients are large, and you can feel the richness of the combination of spices and Matsusaka beef.



Client EC website (2)

Souvenirs for entertainment: Selected for souvenirs carefully selected by the secretary





CHECK



秘書の評価コメント





2022.04 品評時点









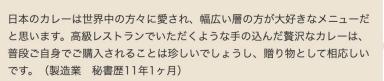




東京美食Labo

¥4,320 (积込)





松阪牛で作られたカレーは珍しく、特別感のあるお品ということで先方にも 喜んでいただけそうです。パッケージもシンプルで高級感があり、紅白と辛

さの違うものがセットになっている点も楽しんでいただけると思います。

(コンサルタント・会計・法律関係 秘書歴15年10ヶ月)







赤坂あわせ(2缶入り)

赤坂柿山 赤坂総本店

¥2 160 (833)



¥4.212 (853.)



琉球紅茶サンセットヌーボー&クッキーギ ヴィーガンビスコッティ3種入り30pギフト 最高位茶師 東源兵衛作 銘茶詰合せ HG

紅白セットのレトルトカレーとは、なかなか珍しく斬新さを感じます。自宅 で簡単に食べられますので、普段料理をしない方にも喜ばれそうです。日持 ちするのも良いですね。(製造業 秘書歴31年0ヶ月)

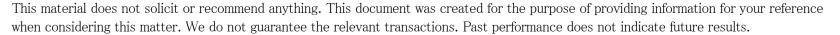








https://temiyage.gnavi.co.jp/selection/2023/nyusen/





Inbound Demand

Foreign visitors to Japan: Plan to open flagship stores for foreign customers seeking high-quality Japanese brands



"Gastronomy" such as "Wagyu beef" and "Japanese-style curry" that are popular overseas are expanding recognition among wealthy people overseas (spreading into cross-border e-commerce)







In-House EC

TV marketing receiver + Cross-border EC axis





Great potential for cross-border e-commerce (BtoC) with lower hurdles such as meat/food-related export regulations than overseas wholesale (BtoB)



LP Landing Page

LP: Customer retention (CRM) by building LPs that match the atmosphere and flow of TV shopping specials







TV Shopping

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

















出演者がカメラが止まっても食べ続け完食した「レトルトを超えた最高級カレー」





Overseas EC/Buyers

Overseas Business: Cultivate demand for products/services/brands that have a strong influence on overseas consumers and enhance their appeal



Utilization of JETRO's Comprehensive Support

Efficient product development in a wide range of countries (test marketing and discovery of latent demand)



Introducing products to more than 60 partner EC buyers around the world. Transactions are completed with domestic delivery, domestic purchase, and yendenominated settlement.

Therefore, complicated export procedures are unnecessary. Collaborating partners and JETRO carry out promotions for products that have closed deals



Invitation—only online catalog site (closed to the general public) that can be viewed only by a limited number of influential overseas buyers who meet JETRO standards

JETRO constantly guides buyers about products, Support for quotations and negotiations





Post products on the online catalog site Japan Street to create business negotiations and transaction opportunities with overseas buyers Japan Street maximizes the chances of inquiries from overseas buyers by enhancing search and recommendation functions, displaying products that match the interests of buyers, setting special pages, etc.

Available only to buyers invited by JETRO. You can search for Japanese products online regardless of location or time.

Foreign and Japanese





Shop Business (Direct/FC)



FC Shop

Franchise stores: Develop franchises with the aim of "expanding wholesale (sales channels)" as a manufacturer position by separating operational risks



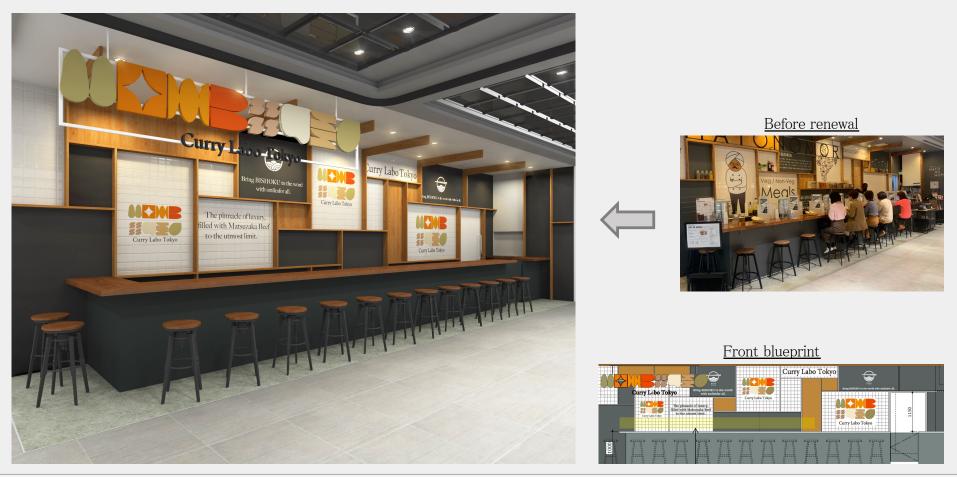
Building a transparent system which is easy for franchise stores to succeed, and expanding wholesale (sales channels)



Direct Shop(Curry Labo Tokyo)

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

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



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



Marketing Plan(3) B2B[Store Use]

Commercial use: In addition to the CAFE business, introduction at high-end cafes, employee cafeterias, golf courses, BARs and other light dining establishments

★ B S日本ビジネスシステムズ株式会社

Company Cafeteria: Lucy's CAFE & DINING

Matsusaka beef curry is being served at the company cafeteria, which gathers gourmet foods from all over Japan.



https://www.jbs.co.jp/aboutus/lucys

512 512 CAFE & GRILL

Offering fresh and creative menus using seasonal ingredients Collaborative menus with various brands are also popular. Offering Matsusaka beef curry (Matsusaka beef curry bread is also under development)



https://512.tokyo/

https://512.tokyo/news/2021/12/31/20220101/







For example, one of Japan's world-class cultural heritages, "Wagyu beef". Its quality is unmatched

However, due to various structural problems,

loss of original charm and potential

There is also a problem that is often seen

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

As a result of promoting feed that has beautiful marbling,

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

Although KOBE BEEF has a certain reputation overseas,

In general, <u>Australian WAGYU</u>, which is of inferior quality, is misunderstood as "Wagyu". In addition, there are many cooking methods that do not bring Out the original flavor.



Due to the complexity and lack of flexibility of distribution channels, including overseas, In some cases, the product has not been delivered properly.

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

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



Why "special Matsusaka/Wagyu beef curry"?

Significance

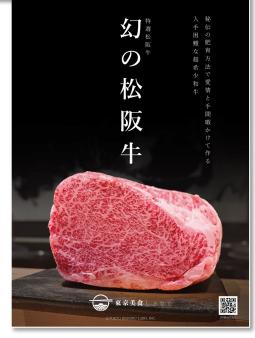
- · High-quality meat/fat flavor condensed (original taste of Wagyu beef)
- Stable quality (can be provided without blurring the taste)
- Matsusaka/Wagyu beef overseas (development beyond export restrictions

Advantage

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

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







Premium Matsusaka Beef Curry/Hamburger Curry



Premium Matsusaka Beef Curry/Hamburger Curry [Spicy]



It's so delicious that even gourmets and heavyweights in the political, business, and entertainment worlds groan, saying, "The concept of retort curry has been overturned."

Maximize the umami and complete a "hamburger curry" that cannot be reproduced in the normal process. We also manufactured "Spicy" to meet client's needs, and now planning the "Hormone Curry", which is super rare and has high added value.



Record

■ Premium Matsusaka Beef Hamburger Curry: Crowd Funding Project

https://www.makuake.com/project/tokyobishokulabo/







Conducting test marketing of new products through crowdfunding. Collaborated with "Curry Land", which has a proven track record as the opinion leader of retort curry.

Despite setting the highest price range, support purchases far exceeded expectations





Competitive Advantage

"World's best Wagyu beef" purchase power

We have a route to stably purchase high-quality Japanese beef,

Securing the source of the rich flavor of meat and fat

Ability to develop "Highest price range products"

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

Ability to build "original sales channels"

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

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







"Premium Matsusaka Beef Curry" attracted a lot of attention, when the restaurant that provides the ingredients was featured in the major media,

Tokyo Calender December 2020 [WEB] "Do you know the ultimate beef, the Legendary Matsusaka beef, which is one in hundreds?" https://tokyo-calendar.jp/article/19626



"Premium Matsusaka beef curry" that was offered at the end of the course menu is posted in the latter half of the article





Media

"Premium Matsusaka Beef Curry" attracted a lot of attention, when the restaurant that provides the ingredients was featured in the major media,

■ Tokyo Calender December 2020. [Paper Magagine(p14)]



"Premium Matsusaka beef curry" that was offered at the end of the course menu is posted in the article



Luxurious rice bowl curry with meat broth made from tendons and chunks of meat



After announcing the press release of "Kokusai Curry", it received a lot of attention on TV, newspapers, and web media.

PR TIMES プレスリリース・ニュースリリース配信サービスのPR TIMES Top | テクノロジー | モバイル | アプリ | エンタメ | ピューティー | ファッション | ライフスタイル | ビジネス | グルメ 松阪牛を使用した「国会カレー」を開発 国会カフェで味わう「美食」を広げて世界を笑顔に ~BRING KOKKAI CURRY TO THE WORLD WITH MATSUSAKA BEEF~ 株式会社東京美食Labo 2022年4月5日 10時00分 株式会社東京美食Labo (本社:東京都港区西麻布3-22-9 代表取締役:笠川大海) は、有限会社Akanedo (東京都新宿区) との特別コラボレーション商品として株式会社東京美食Laboが提供する松阪牛を使用した「国会カレー」(商品名:「松阪牛 国会カレー」)を開発致しました。



4月上旬に伊勢丹新宿本店(東京都新宿区新宿3-14-1)にて先行販売を開始し、4月中に衆議院会館内にて販売開始を予定しております。尚、株式会社東京美食Laboのオンラインストアにて限定的に2022年4月4日より販売予約受付を開始しております。



「松阪牛 国会カレー」の特徴

~スパイスと肉の濃厚な旨味~

弊社衆議院内の店舗にて提供されているインドカレーは、通称「国会カレー」と呼ばれ、歴代総理大臣をはじめと した国会議員の皆様、政府関係者、海外からの要人、大使館関係者、マスコミ関係者といった皆様に長年親しま れ、ご愛顧を頂いております。

今回、営業70周年記念として衆議院内で提供している国会カレーに使用している牛肉ではなく、株式会社東京美食Laboが提供する松阪牛を使用したコラボレーション商品として「松阪牛国会カレー」がレトルトカレーとして 誕生致しました。



インドの最高級スパイス、安心安全な国産野菜にこだわり、五つ星のホテル出身のシェフが真心を込めたインドカレーに、厳選された松阪牛を使用したことで、株式会社東京美食Laboが提供する「特選松阪牛カレー」と同様に「スパイスと肉の旨味が合わさった濃厚なコク」がお楽しみ頂けます。



Media

■ [Hatsumono Q]NONSTOP(2022/5/17)



■ [be on one's mind!] news every. (2022/6/15)

生チーズケーキ ピスタチオマンゴー100000

生チーズケーキ 紅茶りんご 1000回





■ 「Trend Watch」King's Brunch (2022/6/4)





■ \[\text{Nowadays}\]\]Mezamashi\[\text{TV}(2022/6/24)\]



This material does not solicit or recommend anything. This document was created for the purpose of providing information for your reference when considering this matter. We do not guarantee the relevant transactions. Past performance does not indicate future results.



■ 「A popular shop in no time」Hirunandesu (2022/9/28)

















Foodie

Terakado Jimon's meat specialty channel (2020/10/10) Mr. Jimon Terakado, who knows all about meat, highly praises the rich flavor of the meat.



Tabelog gourmet celebrities (1st/2nd in number of followers)
Mr. Kawai and Mr. Kashiwabara, who have the highest number of followers, highly evaluated the "Premium Matsusaka Beef Curry"





Foodie

"Ukon Onoe" 100% Appeal-chan (TV on 2022/3/3)

Too strong love for curry explodes! Eat curry 360 times a year Kabuki actor Ukon Onoe, who is the best curry connoisseur in the entertainment world,

Appealing the charm of "Aigake Curry (2set of mixed curry)" that offers abnormal love. Out of 3,000 retort pouched curries, the "Premum Matsusaka Beef Curry" is highly praised.





松阪牛肉を100%使用



Market Trend

Curry market is about 400 billion yen (250 billion yen for eating out / 150 billion yen for ready-made food) [as of 2017 (c.f. ramen market is about 1.1 trillion ven)]

Approximately 10 billion dishes are consumed annually (approximately 78 times per person per year) [SB Foods 2013 survey (calculated from curry powder production of 14,878 tons)]

The scale of the curry market is targeted at restaurants, instant curry, retort curry, convenience stores and supermarkets

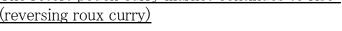
There are a wide variety of items such as curry lunch boxes and curry bread on sale, making it difficult to accurately grasp the market.

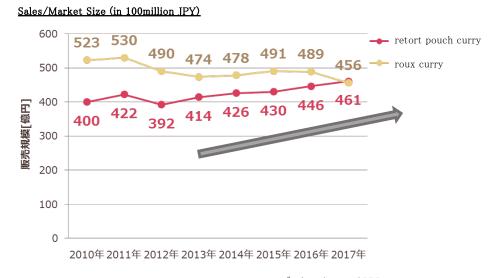
Japanese people eat 10 billion servings of curry a year.



https://www.1101.com/curryschool/shoutai/2017-02-12.html

The retort pouch curry market continues to rise (reversing roux curry)





https://www.intage.co.jp/gallery/curry/

集計期間:2010/1~2017/12



Market Trend

Expansion trend of the retort curry market at a pace that greatly exceeds market forecasts Rapid expansion to 93.2 billion yen [as of 2021], which has already exceeded the expansion forecast until 2024. Expected to exceed 100 billion yen in 2024[~]

Report in 2022

Report in 2021

Report in 2020

2021 Market Performance Retort Curry 93.2 billion yen (102.8% YoY)

~Brisk sales of high-end products such as curry from a restaurant supervised by a famous restaurant and Grand Prix winner. Exceeding 100 billion yen in 2024

Demand is shifting away from instant curry due to the growing need for convenience and individual servings, as it can be eaten simply by heating it in a hot water bath or by heating it in a microwave oven. The market continues to expand due to the development of products that meet user needs, such as improving the quality of taste, introducing low-priced products for price-conscious users and https://picschool.org/high-priced-products-that-focus-on-quality. Exceeded the scale of the instant curry

Exceeded the scale of the instant curry market.

[Fuji Keizai: Press Release 2022.03.25] https://www.fuji-

keizai.co.jp/file.html?dir=press&file=22029.pdf&nocache

Market forecast for 2021 Retort Curry 92.5 billion yen (102.4% YoY)

- Demand increased against the backdrop of growing needs for simple cooking and individual meals

Improvements in taste and the diversification of product variety from low to high prices have led to an increase in the frequency of eating, and new products are being launched one after another, revitalizing the market. In 2019, medium-to high-priced products that appealed to the taste of restaurants, such as spice curry and products supervised by famous curry stores, and multi-pack products were strong.

[Fuji Keizai: Press Release 2021.04.02] https://www.fuji-keizai.co.jp/file.html?dir=press&file=21039.pdf&nocache

Home use up 13%, record high

The home-use retort pouch curry market is expected to achieve double-digit growth in fiscal 2020 (April-March), and the market size is likely to reach a record high. The COVID-19 epidemic has drastically changed lifestyles, and the expansion of home-cooking demand has encouraged purchases of retort curry, stock purchases, multiple packs, and significant growth in mid-to-high price range products. [Nihon Shokuryo Shimbunsha(WEB) 2021.03.12] https://www.syokuryo-jokai.jp/degital/news/2021/03/news-21031201-a.html

2024 Market Forecast Retort Curry 92.2 billion yen (107.4% compared to 2018)

-Increase in demand due to increased need for shorter working hours and more individual meals due to the increase in dual-income households and the decrease in the number of household members.

Demand for retort pouch curry is increasing due to an increase in the number of dual-income households and a decrease in the number of household members. In 2019, medium-and high-priced products performed well, but low-priced products struggled due to intensifying competition. [Fuji Keizai Press Release 2020.03.06]

https://www.fuji-keizai.co.jp/file.html?dir=press&file=20020.pdf&nocache

Curry Feature: Retort pouch curry up 4.8% year-on-year

The home-use retort pouch curry market in FY2019 continued to perform well, growing 4.8% year-on-year. Retort pouch curry overtook curry roux in terms of market size in fiscal 2017, and the market has continued to expand steadily since then.

[Nihon Shokuryo Shimbunsha 2020.07.01] https://news.nissyoku.co.jp/news/takagiy20200622114255575



Further expansion of "Japanese-style curry" in overseas markets in addition to the Japanese market

Furthermore, the demand for "Japanese beef curry" is increasing due to the trend change from "sushi" to "Wagyu"

■ Example of CoCo Ichibanya's Overseas Opening Plan



Store sales 85 billion yen (domestic 76.2 billion yen / overseas 8.7 billion yen)

(All formats, including direct management and franchises, fiscal year ending February 2021)

Planning Number of Overseas Shops

	21.2≢ Shop#	New Open (3years)	24.2末 Shop#	Increase (3years)
China	51店	18店	67店	16店
Thailand	39店	7店	46店	7 店
Korea	32店	3店	33店	1店
Taiwan	23店	4店	26店	3店
Hong Kong	9店	1店	10店	1店
USA	4店	6店	10店	6店
UK	2店	3店	5店	3店
Others	27店	26店	53店	26店
TOTAL	187店	68店	250店	63店

April 2021 Ichibanya Co., Ltd.: 7th Medium-Term Management Plan (FY2022-FY2024)



Market Trend

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

~Taste Atlas AWARDS 2022~

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

"Japanese curry" was chosen as No. 1 in

13 ■ Gambas al ajillo

14 ■ Shish kebab

15 ■ Païdakia

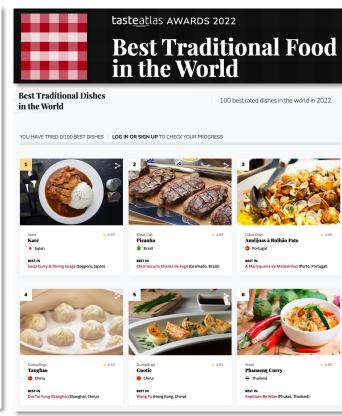
Proven global demand for Japanesestyle curry



















Schedule for Listing

From July 2023, we will enter the N-2 term and start preparations for listing. Scheduled to apply for listing in 3Q (January-March 2026) of the fiscal period ending June 2026 (N period)





Significance of Listing

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

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

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

Angel Round [2023-2024]

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

Seed / Series A [2024]

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

Series B [2024–2025]

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

Listing Period [2025–2026]

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

After Listing [2026–2027~]

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