

# Meet Marugame.

Multi-unit franchise opportunities available now



**MARUGAME UDON**  
JAPANESE NOODLES & TEMPURA

# The Marugame experience

- **Udon and Tempura freshly made on show throughout the day**
- **Restaurant experience at fast food pace – Quick eat & go, (*Order to eat in 3 mins*)**
- **Theatre of lively open kitchen**
- **Fast friendly service**



# An all-day menu with broad appeal

## Our top sellers:

1. Beef Nikutama
2. Traditional Kake
3. Chicken Paitan
4. Pork Tonkotsu
5. Chicken Katsu Curry

## Top tempura:

1. Prawn Tempura
2. Sweet Potato
3. Pumpkin Korokke
4. Gyoza
5. Chicken Tenders



# Japan's favourite Sanuki udon Kitchen

## Our growth story



**MARUGAME UDON**  
JAPANESE NOODLES & TEMPURA

**2000**

First restaurant opened in Kakogawa Japan

**2011**

First opening outside Japan in Hawaii

**2015**

1000 Restaurants across 27 countries around the world

**2020**

Over 1,250 restaurants globally

**2022**

Nine UK restaurants

**2001-2010**

Many more were opened across Japan in the following years

**2012 - 2015**

First openings in China, South Korea, Hong Kong, Indonesia, Taiwan, Vietnam and Cambodia

**2017**

First openings in the Philippines and mainland USA

**2021**

First UK opening



Marugame No.1, Kakogawa



Marugame Waikiki, Hawaii



Marugame Taipei, Taiwan



Marugame Dallas, Texas

## TORIDOLL→

## Toridoll Holdings Corporation (TYO 3397)

- Tokyo-based publicly-traded restaurant company
- Publicly listed on The Prime Market of the Tokyo Stock Exchange
- Founded in 1990
- **1,700+** restaurants globally
- **\$1.4** billion systemwide sales
- **15** unique restaurant brands
- International Footprint: **Asia, Europe, Africa, Middle East & the U.S.**

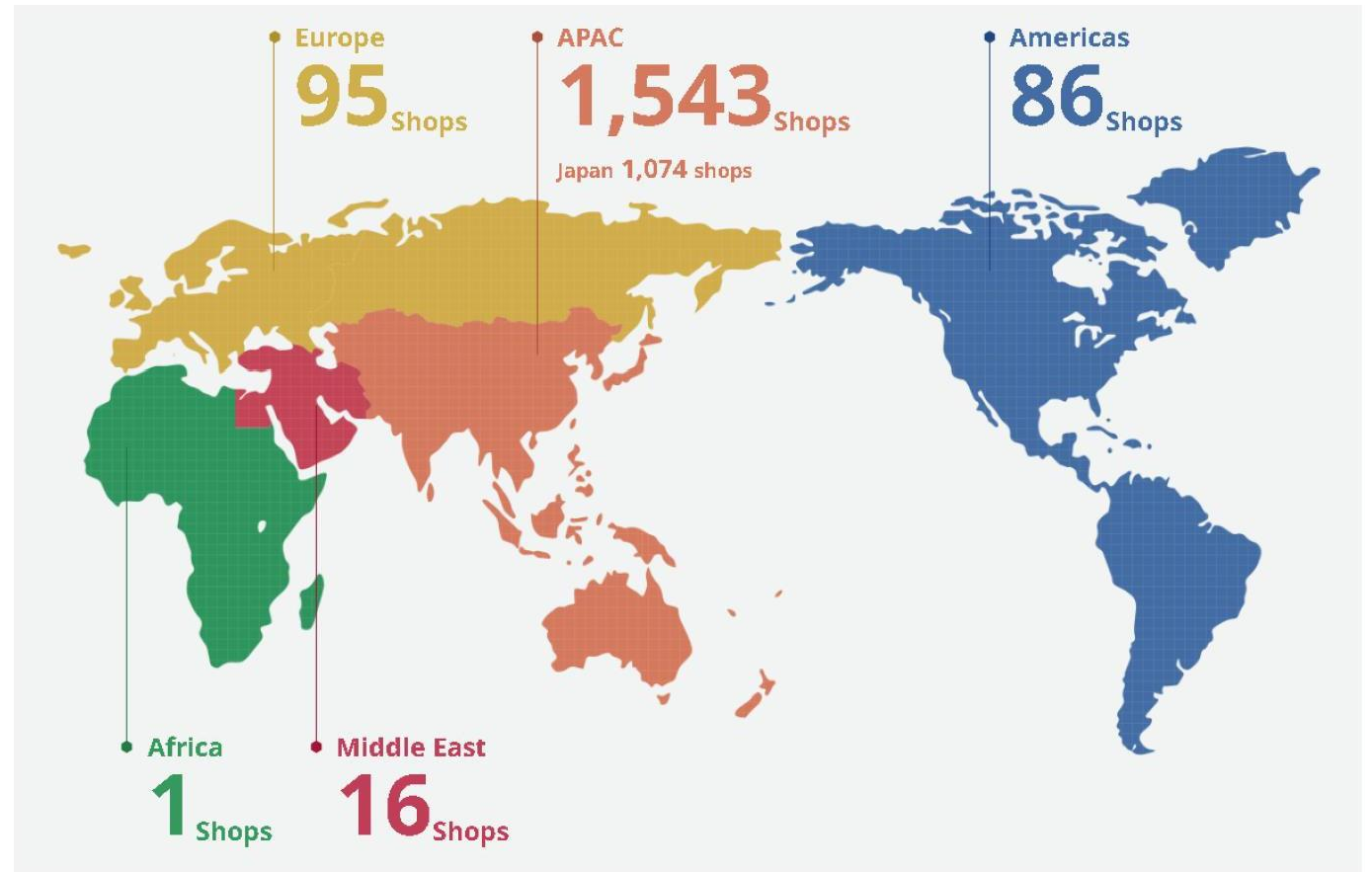
## OVERVIEWS

Toridoll is a leading multi-brand restaurant company and operate 1,700+ restaurants, located across Asia, the US and Europe

**30** Countries  
and Regions

**1,741** Shops

\*As of 31 August 2022



# Market leaders in Japan - set for rapid international growth

Our ambition is to lead the growth of the udon & tempura category across Europe

## 850+

Marugame kitchens  
in Japan

## 1,250

Marugame kitchens  
globally

## No. 1

For branded customer  
experience in Japan

## 150

Minimum restaurants by  
2027 UK and Europe



## MARUGAME UDON



A specialized Sanuki Udon restaurant serves an authentic tasty Udon in self-service style. In an open kitchen style, all the preparation procedures are visible and customers can make sure that all food is freshly made in the restaurant.





## No.1 Favorite Brand in Japan

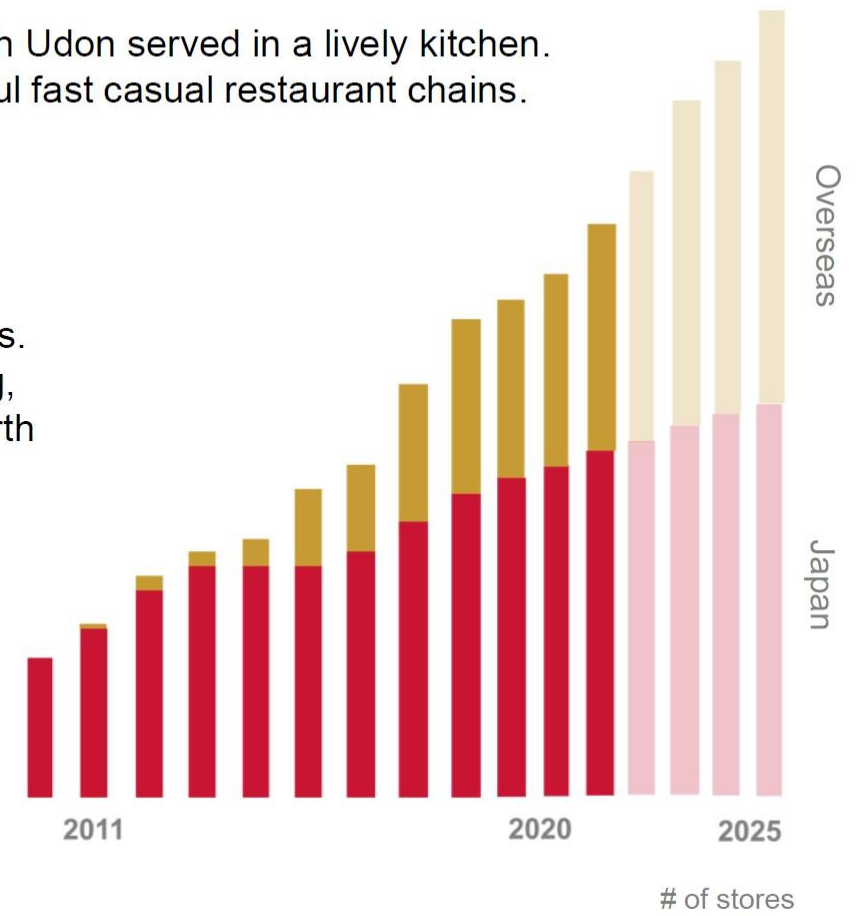
- 20 years of success since 2000, with its commitment to the hand-made, fresh Udon served in a lively kitchen.
- Over 90% brand awareness with about 850 restaurants, one of the successful fast casual restaurant chains.

## Grow MARUGAME fan in the world










- First overseas restaurant in Waikiki, Hawaii in 2011. Record global No.1 sales.
- Reached about 230 restaurants overseas in Asia (China, Taiwan, Hong Kong, Indonesia, Philippines, Vietnam, Cambodia etc), Europe (Russia, UK) and North America (USA).

## Move to Next generation

- Re-invention in London. First flagship in Western Europe.
- Unprecedented takeout initiatives and Udon Bento in Japan to delight customers during pandemic situation.



Interbrand Japan published Customer Experience Value (CX) Ranking 2022. MARUGAME UDON won the top.

Rank	Brand	CX score	
1	Marugame Seimen	7.34	
3	ANA	7.14	
6	Disney	6.61	
11	MUJI	6.47	
14	IMPERIAL HOTEL	6.38	
16	Nintendo	6.26	
17	Suntory	6.19	
18	Starbucks	6.15	
20	NISSIN	5.99	

Rank	Brand	CX score	
21	Asahi	5.91	
22	JAL	5.89	
24	Disney resort	5.78	
25	Shiseido	5.74	
29	Sony	5.64	
30	Google	5.64	
33	Amazon	5.4	
34	McDonald's	5.4	
41	Apple	4.8	

Calculating the CX score: Respondents were asked, "When thinking about brands that have a good/poor understanding of customers, what is the FIRST brand that comes to mind?" and evaluated each brand based on 21 items related to "the five factors of the value of customer experience." The score consists of a weighted average of the assessments on the brands, scored on a scale of -10 to 10. Analysis was based on surveys of more than 10,000 people living in Japan, conducted in October 2009 and April 2010.

## BRAND STRATEGY



### Brand purpose

**MARUGAME UDON brings amazing experience everyday for everyone.**

### Brand value

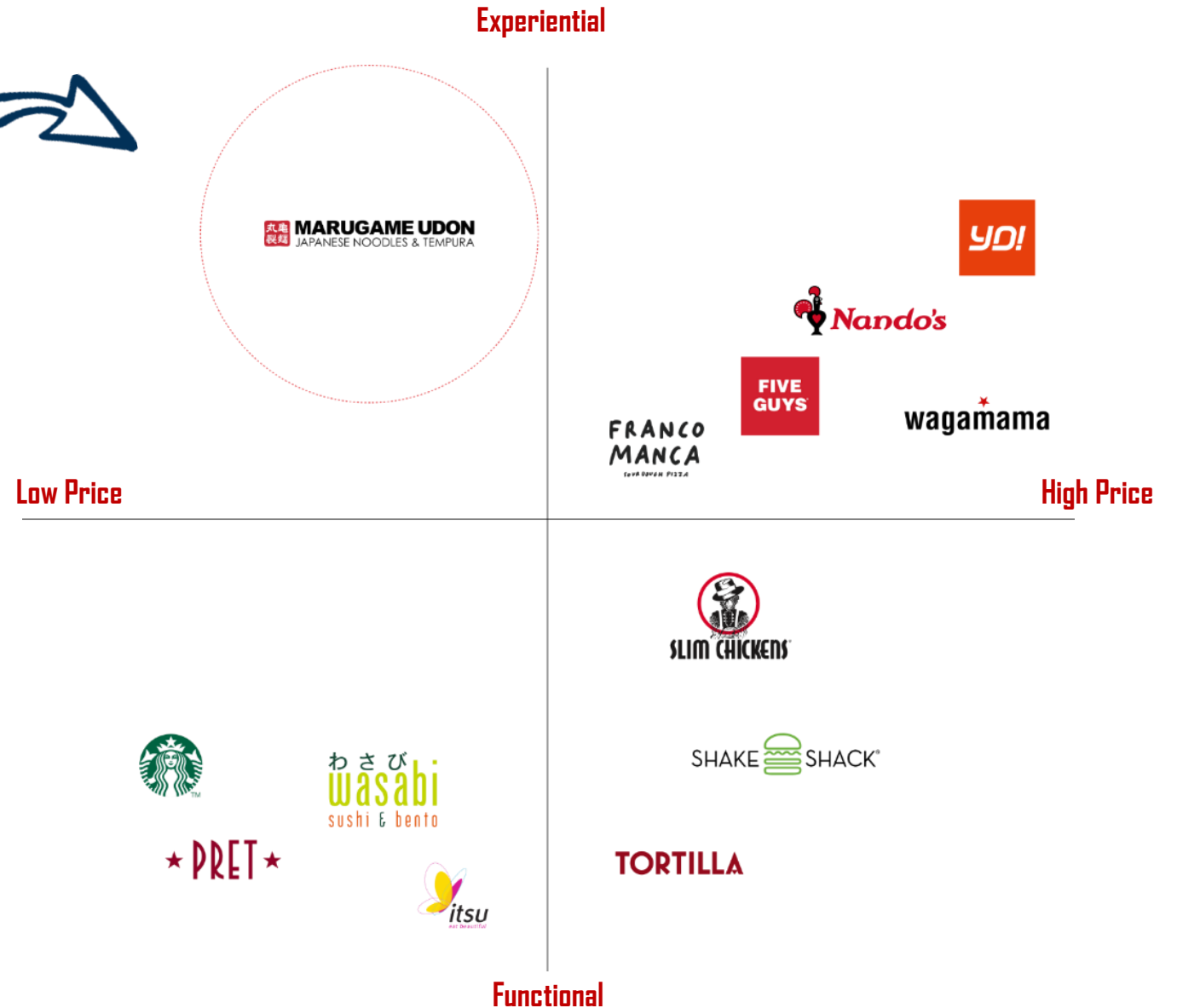
**“The Freshest Udon” is made everyday at all restaurants.**

**Recreating the vibe of real Sanuki Udon Culture**

# A clear advantage of price and experience

## An excellent growth opportunity in a new segment

- Delicious food freshly made
- Genuinely differentiated restaurant experience
- 'Value Fast Casual' wins on quality and price
- Well received by guests
- Authentic Japanese brand
- Very few direct competitors



Brand video here

<https://marugame.co.uk/franchise2023/>

# Great progress in the UK so far

**Jul 2021**

Liverpool Street

**Dec 2021**

Canary Wharf

**May 2022**

Brent Cross

**Nov 2022**

Bromley

**Jan 2023**

High Street Kensington

**Feb 2023**

Reading  
The Strand

**Oct 2021**

The O2

**Jan 2022**

Bond Street

**Sept 2022**

Oxford Circus

**Dec 2022**

Waterloo Station

**Feb 2023**

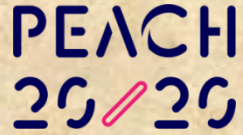
Liverpool Street Station



# Awards



One to watch  
2021 Winner



Best Newcomer  
2022 Winner



Best Digital  
Engagement 2022  
Winner



Best New  
Opening 2021  
Nomination



Emerging  
Concept 2022  
Nomination



International  
Newcomer 2022  
Nomination



Best Value Restaurant  
2022 Winner





## Headline numbers

**28 k**

**Customers per week**  
(over 9 locations)

**15%**

**Delivery**  
and growing

**£12.50**

**Spend per head**

**92%**

**CSAT**

**4.6 /5**

**Value for money**



# Don't take our word for it

**“It’s a bit Wagamama meets Ikea café**

**On my last lunch at Marugame Udon, I had the chicken paitan udon featuring marinated thigh topped with ginger and a side of pickles. The tempura egg has become one of my feelgood hits of 2021. Yes, it’s a battered boiled egg, but how did I live without this for so long? ... What Marugame Udon has in buckets is a sense of fun, low prices, space for larger groups to dine together (and pay separately), plus many nooks and window seats for solo diners to nip in for 20 minutes’ respite and a bowl [of udon]”**

Grace Dent; The Guardian, 10th September 2021

**“Bustling self-service Japanese eatery serving traditional udon and rice dishes. Both the kake vegan udon and katsu curry udon were delicious, broth was perfectly seasoned and the tempuras were super crunchy.”**

Doha-Al, September 2022

**“Everyone I have been there with agrees that Marugame makes the best udon noodles. At our last visit I enjoyed a superb chicken udon dish. With two sides and a soft drink my meal cost £14 which is excellent for central London. The atmosphere is great and the staff are very friendly. The canteen style delivery is entertaining and the queue moves fast. Highly recommended.”**

Maxine, September 2022

**“Favourite food place ever! I cannot emphasise the ability of Marugame Udon to turn a bad day into a good one.**

Cassie, August 2022

# The Marugame customer



**Social Sarah**

21-33 professional city worker. Busy and time poor. Flexitarian and a healthy eater. Single. Gym member. Prioritises socialising and looks for convenience



**Arty Sonia**

18-24 recent creative graduate. Social Media obsessed. Single. Flat sharer. Loves new experiences. Environmentally and socially responsible. Looking for affordable fun.



**Fast Family Fairburn**

39-49 (with kids 5-15), need a convenient place to refuel pre or post-event. Kids need entertaining. Looking for something different. They care that the food is fresh and natural. Weekend family outings.

Age



■ Under 18 ■ 18-24 ■ 25-34 ■ 35-44 ■ 45-54 ■ 55-64 ■ 65+

Gender



■ Male ■ Female ■ NB

Frequency



■ Loyal ■ Frequent ■ Occasional ■ Infrequent ■ Lapsed

# Property requirements

- Site size 2,500 ft<sup>2</sup> - 4,000 ft<sup>2</sup>
- Ground floor
- High footfall in retail/leisure areas
- Prime visibility close to parking and public transport
- Corner sites preferred
- Ideally with a route for extract and external seating



# Capex costs



Liverpool St.  
£1.1m



Brent Cross  
£1m



Shell Unit  
£238 ft<sup>2</sup>

# Capex model

## Flagship

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**3,500 – 4,500**

Size ft<sup>2</sup>

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**£1,000,000**

Target cost to build

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**£55,000+**

Weekly sales

## Regional

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**2,500 – 3,500**

Size ft<sup>2</sup>

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**£800,000**

Target cost to build

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**£40,000**

Weekly sales

## Local

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**<2,500**

Size ft<sup>2</sup>

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**£650,000**

Target cost to build

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**£30,000**

Weekly sales

# Franchise support system

# Comprehensive support system

- Site acquisition
- Store design
- Operating system & training
- Supply chain
- Marketing & menu innovation
- Fully integrated tech solution
- Ongoing operations support and business review



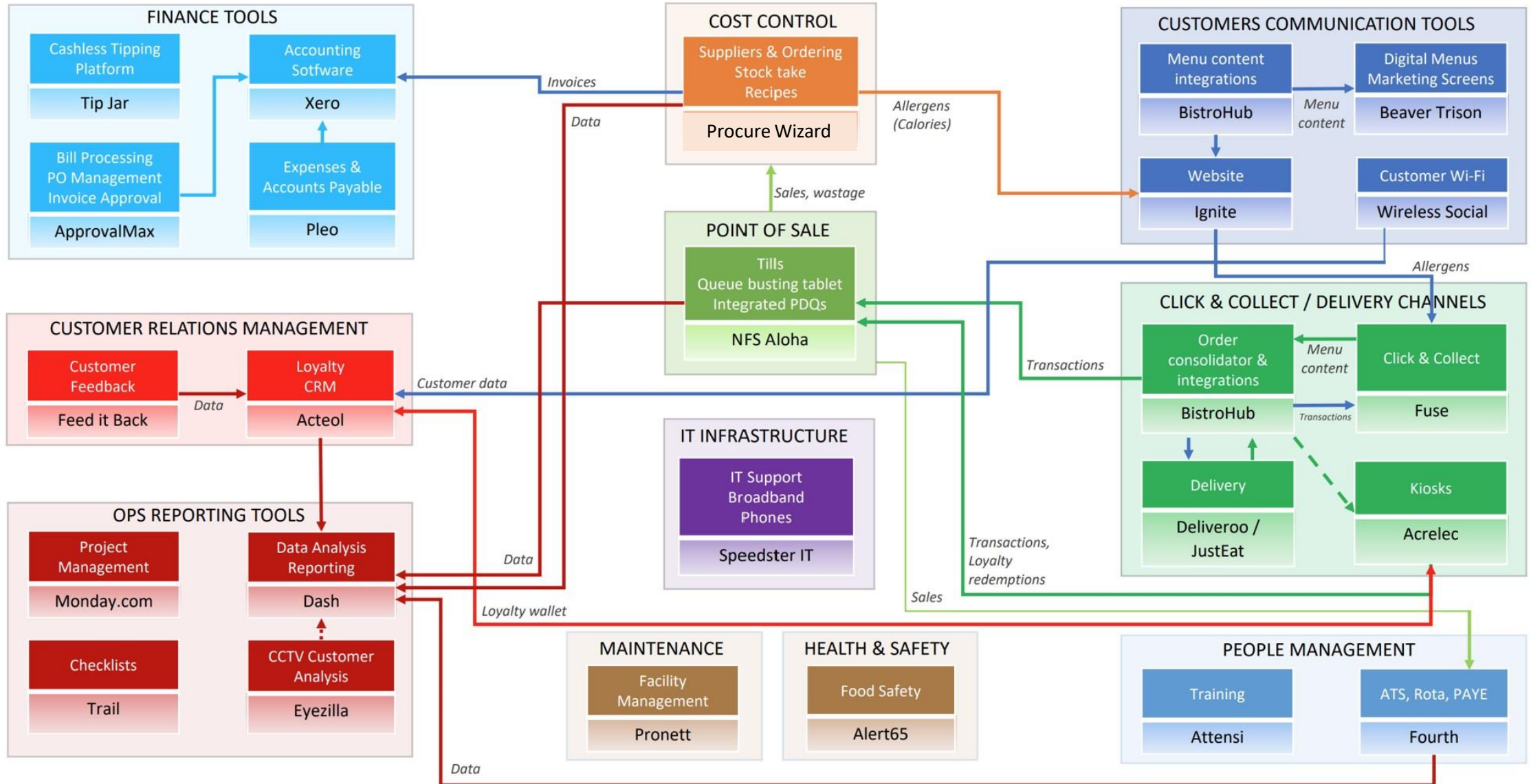


# Our tech stack

• We set out to develop a full and integrated technology infrastructure:

- to deliver a market leading customer experience
- To support our growth

## IT & Systems Chart



# The opportunity in Europe

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- We see high potential for the brand in Europe
- Key target markets are France, Spain, Germany (*& other DACH markets*), Benelux, Poland and Czech Republic

## Indicative 10 year development ambition # restaurants

France	Benelux	Spain	Germany	Switzerland	Poland	CR
35	25	40	50	10	35	5



# Franchise Development options - commercial terms - Europe

## Our ideal franchise partner

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- Experienced branded food & beverage operator
- Looking for a high growth opportunity
- Appetite to open multiple units

## We prefer to appoint Franchise Partners who can open multiple sites

- In return for the Development Rights Fee Franchisee secures exclusive rights, and obligation, to develop multiple stores in a territory. The franchise term is 10 years + renewal for a further 10 years
- Franchisee will find store locations which must be approved by Marugame Udon
- Up to 3 x 5 year Development Schedules which set out the number of restaurants to be opened will be agreed. Exclusive development rights would fall away if restaurants were not opened in line with the Development Schedule

## Fee Structure

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COUNTRY/TERRITORY	
Upfront Development Rights Fee	€ <i>dependant on market size</i>
Site Opening Fee per site	€25,000
Royalty (on gross sales exVAT)	6%
Marketing levy (on gross sales ex VAT)	2%

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# Arigato gozaimasu!

See it for yourself - join us at one of our discovery days

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