



Oishi Group

Analyst Meeting Q4/2022

For the period of Jul - Sep 2022

Dec 2, 2022

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Agenda



Key Highlights



4Q22 and 2022's Financial Performances



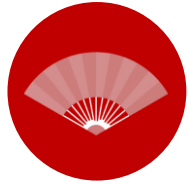
Oishi Group's Strategic Priorities



Sustainability

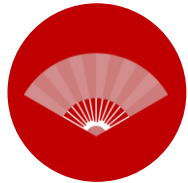


OISHI – Key Highlights



Performance recovery approaching to pre-pandemic level

- Proven top and bottom line financial performances in fiscal year 2022
- Oishi Beverage business generated highest sales in the past 5 years with outstanding growth across channels and maintained #1 position in RTD tea market. RTD tea market is outstanding than other non-alcohol beverage
- Oishi Food business reported growth both top and bottom line with higher efficiency operation. SSSG and stores expansion are key drivers



Solid Financial position

- Strong cash liquidity reserved for future investments
- Continue paying dividends

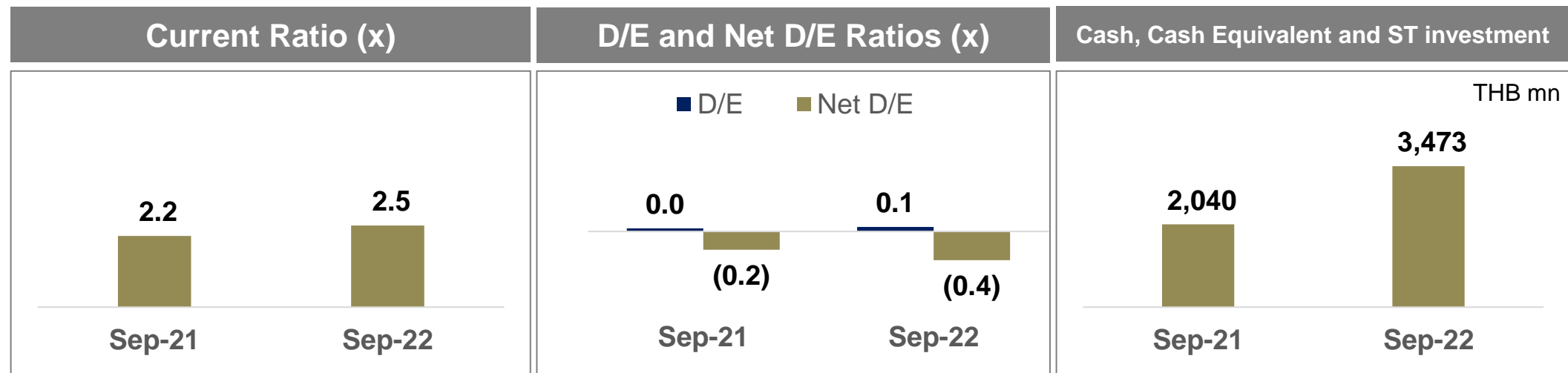
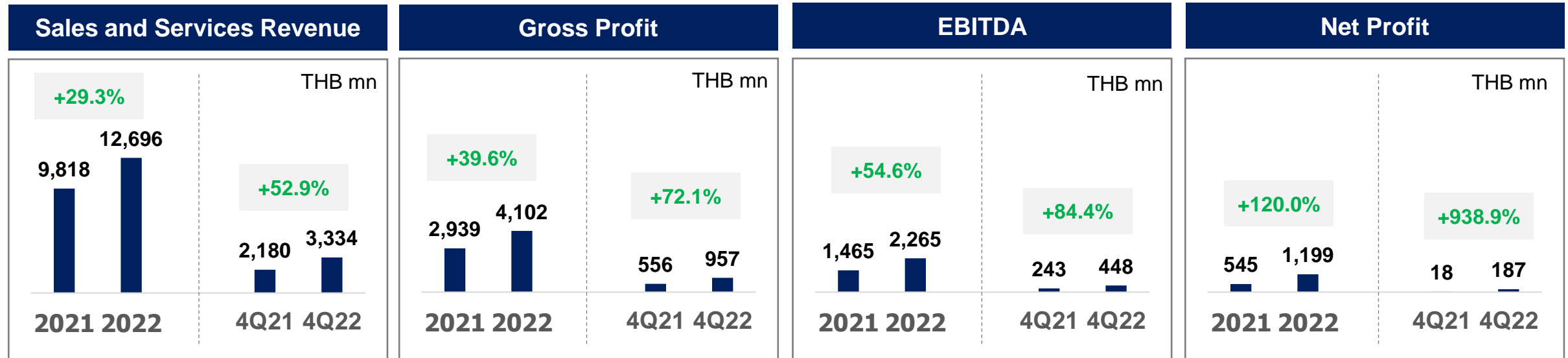


ESG and Sustainability are our priorities

- Integrate social and environmental responsibility to create a sustainable business

Financial Snapshots: 2022 and 4Q22

Strong recovery with solid balance sheet

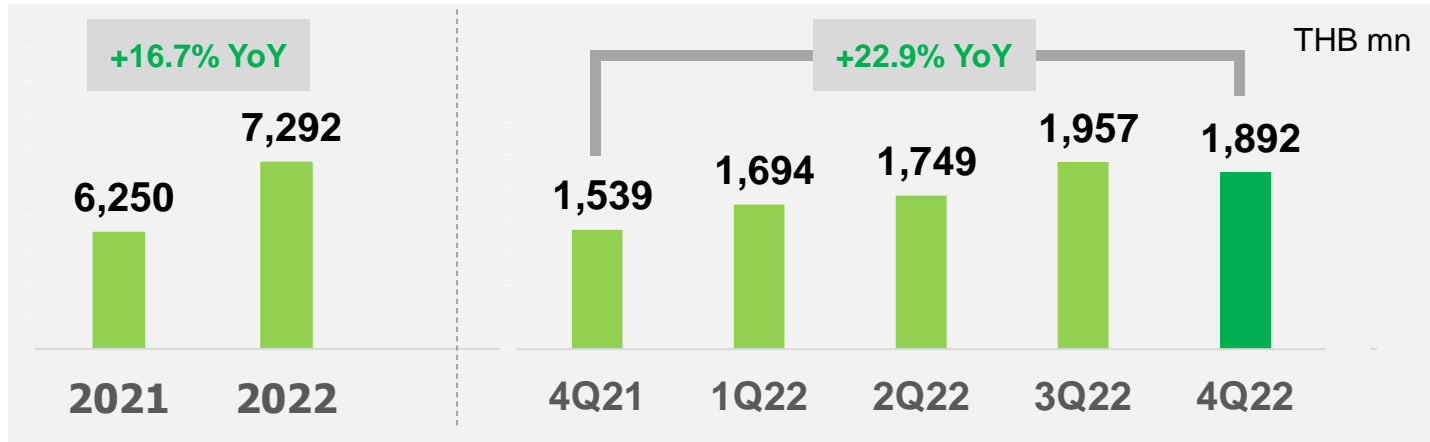


Note : Using interest-bearing debt for D/E ratios. In 2019, the firm reported revenue of THB13,631mn and net profit of THB1,229mn.

Financial Performances: Beverage

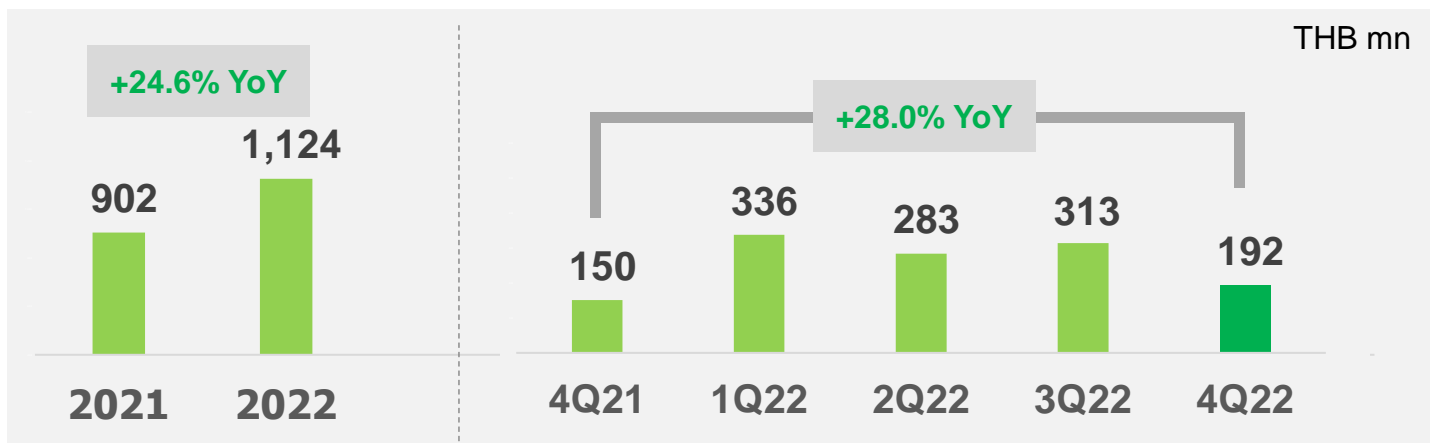
Positive top-line year-on-year growth with healthy profitability level

Sales and Services Revenue



- The beverage revenue increased 22.9% YoY in 4Q22 to THB1.9bn and THB7.3bn (+16.7% YoY) in 2022. This was supported by continuing growth momentum which showed double digit growth year-on-year in domestic and exports sales.
- RTD tea market grew outstanding when compare with other segments in non-alcohol beverage. Oishi Honey Lemon 0%, was one of key growth driver for the company.

Net Profit and Margin

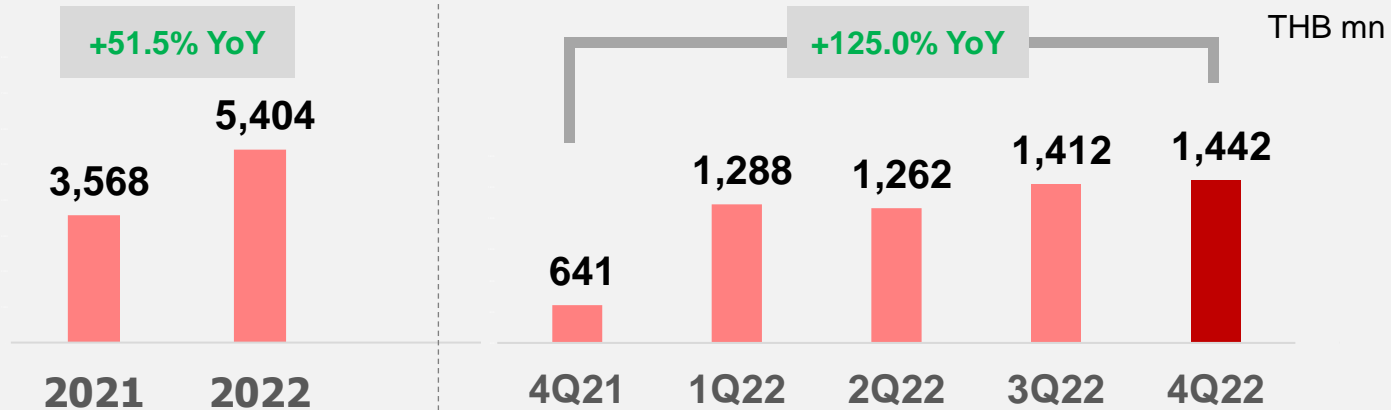


- Beverage segment net profit in 4Q22 was THB192mn (+28.0% YoY) and net profit margin of 10.1% (9.7% in 4Q21). QoQ profitability margin decreased due to the increase of selling expenses.
- In 2022, the segment reported net profit of THB1,124mn (+24.6% YoY) and net profit margin of 15.4% (14.4% in 2021) from increased GPM and manageable SG&A to sale.

Financial Performances: Food

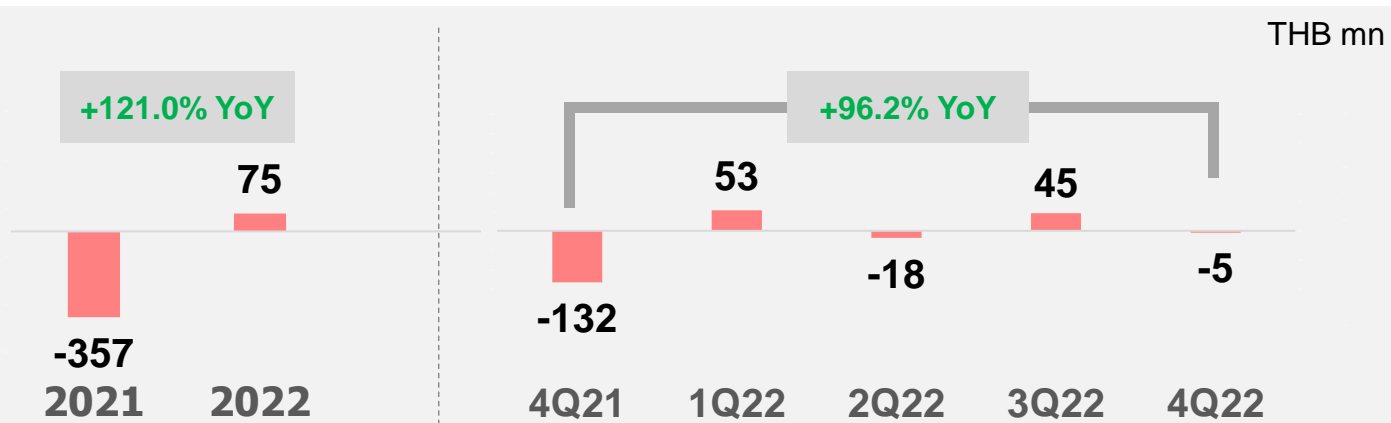
Full-year results returned profitable

Sales and Services Revenue



- Food revenue was THB1.4bn (+125.0% YoY) in 4Q22 due to economic recovery. In 2022, the firm reported food revenue of THB5.4bn (+51.5% YoY) after the pandemic eased. Both dine-in and delivery continuously drove revenue.
- SSSG in 2022 was +46.7% YoY while 4Q22 SSSG increased largely from low-based in 4Q21. As of ending FY2022, the firm has 266 stores comparing with 255 stores the year before.

Net Profit and Margin



- Our food segment posted net loss in 4Q22 of -THB5mn (NPM of -0.3% in 4Q22 and -20.6% in 4Q21) due to an increase in SG&A to sale. However, the segment reported net profit for FY2022 of THB75mn (+121.0% YoY). NPM in 2022 was 1.4% versus -10.0% in 2021
- Profitability margin improve in 2022 from the year before due to raw material management, menu rationalization, efficiency improvement and price adjustment that helped support our profitability.

Beverage Business



โออิชิ กรีนที
สิ่งดีๆ ที่ไม่เคยเปลี่ยนแปลง

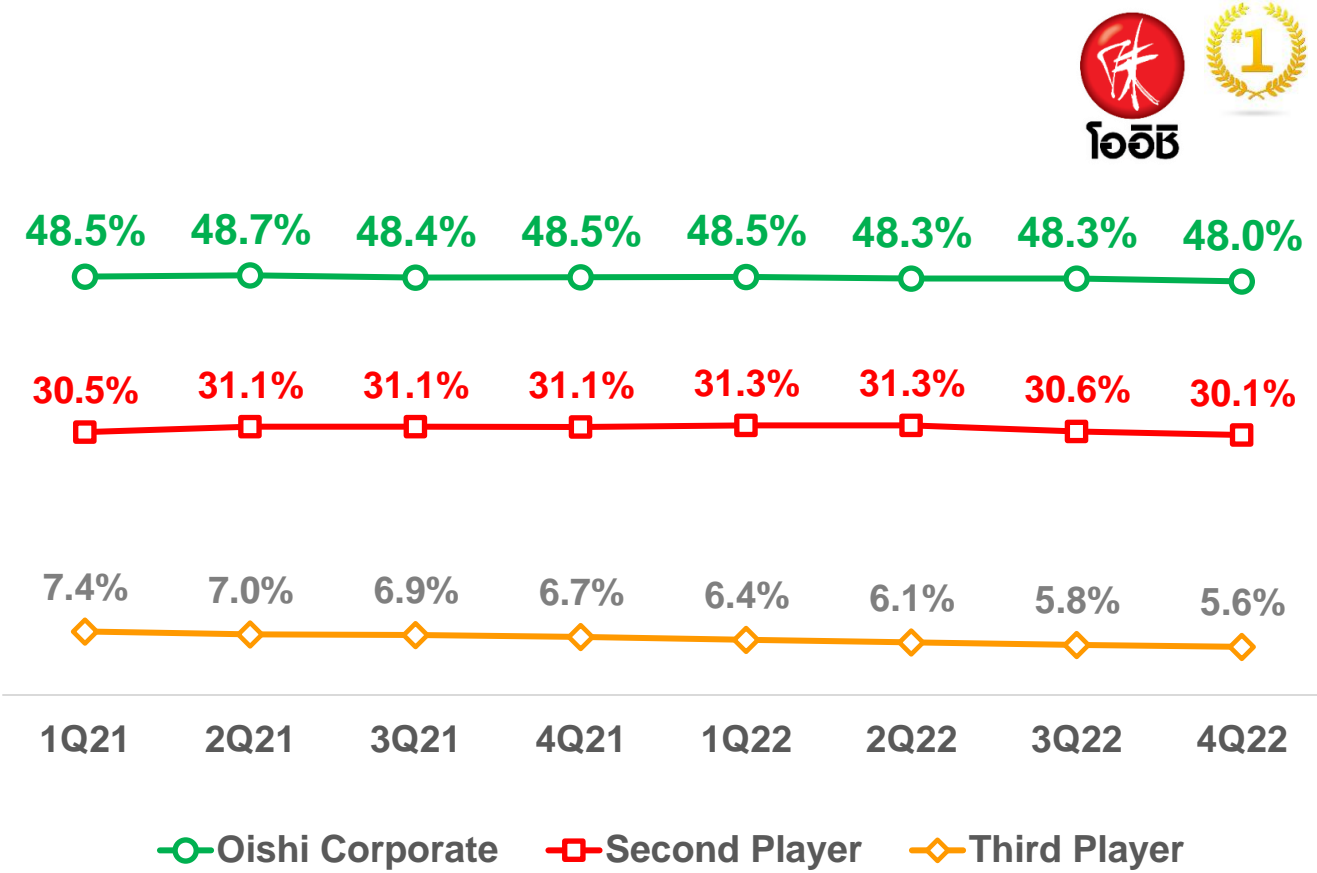
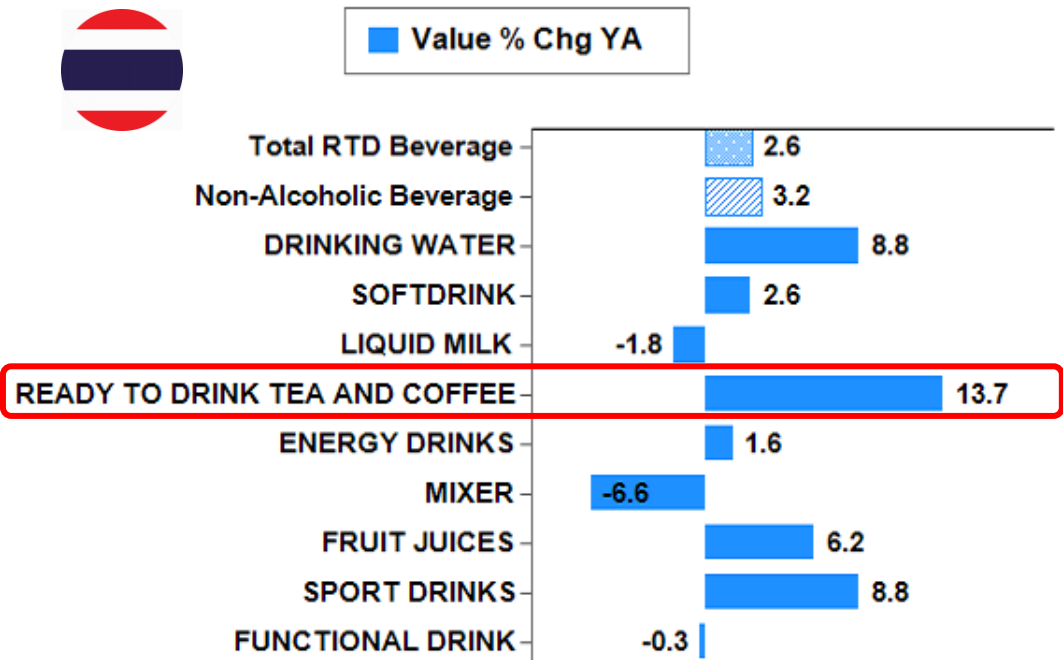
Continue to Dominate the RTD Tea and coffee that Outpaced the NAB Segment



RTD Tea and coffee grew stronger against other Non-Alcoholic Beverage categories

Oishi continues to dominate the RTD Tea market and drove the market growth

Moving Average 12 months (MAT) as of Sep-22



Source : Nielsen Retail Index MAT Sep-22

Beverage Key Success in FY2022

Grew brand penetration with value added pack



Demon Slayer successfully launched and drove sales performance
350ML +7% YoY
380ML +27% YoY

Expanded new segment capturing rising H&W trend



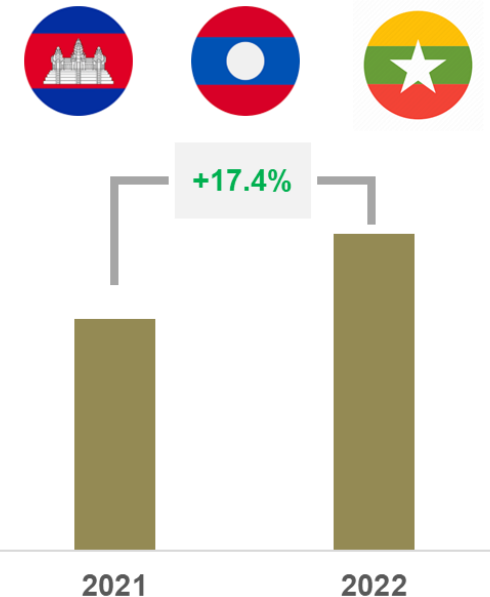
Oishi Honey Lemon 0%, NPD, became no.1 in 0% sugar mainstream RTD TEA

Drove consumption with CSD occasion



Oishi Chakulza grew outstanding +60% YoY in FY2022

Grew Export Market

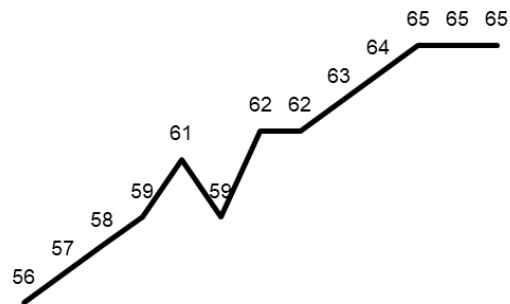


Beverage export revenue in 2022 reported remarkable growth

Beverage Key Success in FY2022

Grew availability in traditional trade

OISHI - Numric Distribution

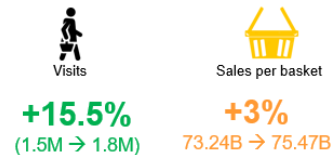


Sep 2021
Oct 2021
Nov 2021
Dec 2021
Jan 2022
Feb 2022
Mar 2022
Apr 2022
May 2022
Jun 2022
Jul 2022
Aug 2022
Sep 2022

Source: Nielsen RI Sep22

Brought back penetration and increase basket size

Hypermarket



Convenience



Brick & Click



Source: Hatch YTD wk01 - wk44 2022

Driving sustainability agenda

Water Conservation

- Recover 100% reject water from RO unit to use at evaporative condensers.
- Certified by the Water and Environment Institute for Sustainability (WFP) standards. The Federation of Thai Industries



Energy Conservation

- Replaced old motors with high efficiency motors.
- Improved air conditioner system and load balancing.
- Improved (Extend) production time of UHT lines, and shorten non-production time.
- Solar roof installation had completely done at Wang Muang (0.99 MWp.) and Amata Factory. (0.7 MWp.)
- Certified 'Green Industry Level 4' by Ministry of Industry.



Carbon Footprint

- All factory achieve CFO, 3 CFP, and 2 CFR.
- Reduce PET packaging weight.



Circular Economy

- Implemented PET sleeve label.
- Implemented FSC sources for Carton packaging.
- Involved in 'Pack back Recover Packaging for a Sustainable-Date' and 'Alu Loop' campaign
- Reduced waste to landfill by sorting and use for Refuse-Derived fuel (RDF) power plant.



FOOD BUSINESS



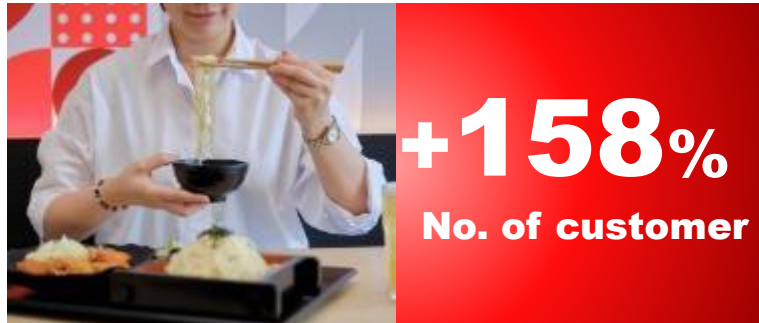
OISHI RESTAURANT



PACKAGE FOOD

Oishi Restaurant

Key achievements in 2022



Oishi Restaurant

Key drivers of 2022



STRONG MULTI CHANNELS MARKETING CALENDAR

- > 20 New menu offering
- > 50 Promotion campaigns to increase the perceived value of our products



INCREASE MARKET PENETRATION AND CUSTOMER BASE

- 20 New stores opening
- 2 New a la carte brands



CONTINUE TO GROW OFF-PREMISE SALES

- Strengthen own platform
- Work together in a partner ecosystem



EFFECTIVE MEDIA MIX OPTIMIZATION

- Get the most out of their social media presence
- Have a better conversion rate



OPERATIONAL EFFICIENCY

- Improving guest satisfaction
- Improving productivity
- Minimizing Food Waste

Oishi Restaurant

New concept to uplift customer experience



HOU YUU @ QSNCC

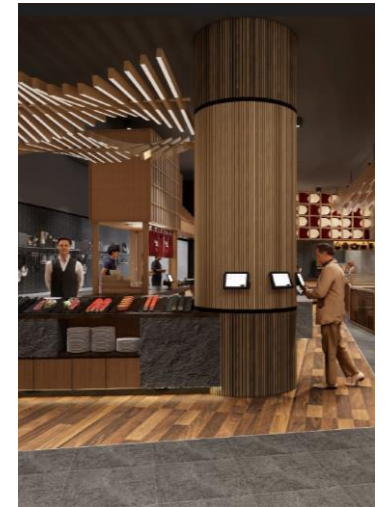


Biztoro @ QSNCC



Oishi Restaurant

Oishi Grand - New store and service offering



- Tiered pricing varies depending on premium menu offering
- Hot dishes are made fresh to order and serve by staff @ table
- Self service are available for snack, soup, salad, and sushi

- Place orders at a free-standing kiosk and smart phone
- Several types of seating
- Private dining available

Oishi Restaurant

Oishi Grand - New store and service offering



Oishi Packaged Food

Key achievements and key drivers in 2022

Significant Net Sales growth vs. last year



Increased
+40% YoY

Drove Export sales with existing and new distributors



Increased
+84% YoY

Turning around CVS



Increased
+24% YoY

Strengthening bottled sauce portfolio



Strengthening distribution and improve out-of-stock & visibility



- Better Distribution Coverage
- Less out-of-stock
- Strong in store execution

Implemented new selling prices to minimize cost increase impact



Margin
Improvement for
gyoza all pack
sizes

Oishi Group's Strategic Priorities for FY2023



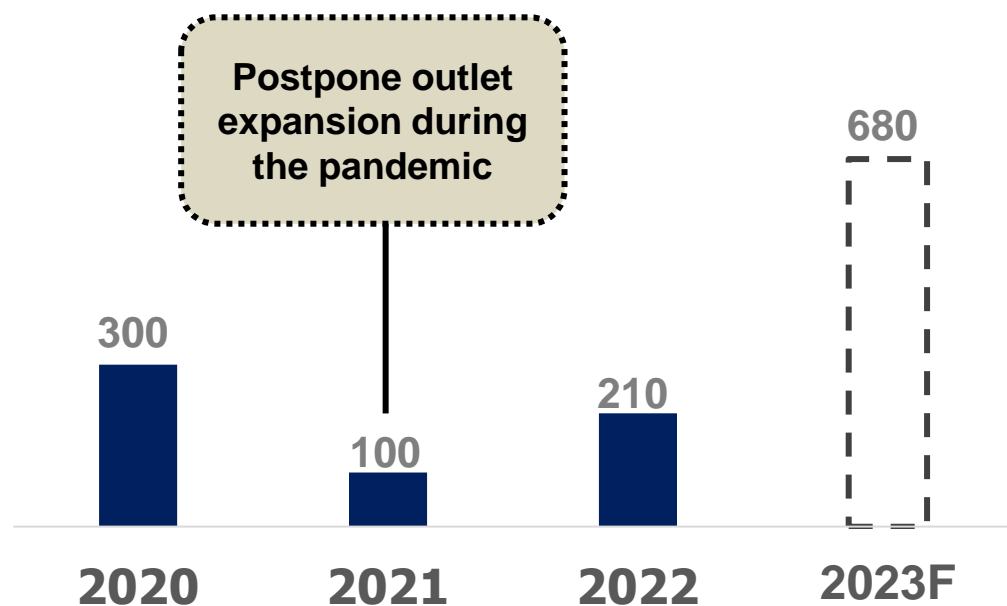
“To be the leader and Innovator of the Japanese food and beverage business for the quality of life and wellness of consumers and create sustainable business growth.”

					Consumer Trends	Health & Wellness	Omni Channel	Digitally Attached	Sustainability
					Strengthen the core			Spearhead to grow	
					Brand & Portfolio	Reach & Expansion	Business Fundamentals	New Product Categories	Expand to international
Beverage					<ul style="list-style-type: none"> Emphasize health and wellness benefits Drive 0% Sugar segment 	<ul style="list-style-type: none"> MT- Build basket & trade up consumption TT - Selectively build at strategic channel 	<ul style="list-style-type: none"> Improve productivity in production process 	<ul style="list-style-type: none"> Create Value added pack & engage with teens 	<ul style="list-style-type: none"> Expand production base
					<ul style="list-style-type: none"> Strong marketing calendar Commit to the core and identify our unique qualities Retain and regain customers 	<ul style="list-style-type: none"> Expand outlets with new model/format and out of shopping malls Omni Channel Expand to other cities outside BKK 	<ul style="list-style-type: none"> Operation excellence Supply chain management Digitalization 	<ul style="list-style-type: none"> Expand & grow Franchises Direct to Consumer 	<ul style="list-style-type: none"> Expand with owned or JV, or franchise model
					<ul style="list-style-type: none"> Strengthen product portfolio via innovation – line extensions and new formats 	<ul style="list-style-type: none"> Improve distribution in existing channels Grow food service 	<ul style="list-style-type: none"> Increase utilization & productivity on central kitchen Establish new capabilities within own facilities Build strategic partnership 	<ul style="list-style-type: none"> Expand into new segments & categories to capture new trends& consumer needs Health & Wellness products 	<ul style="list-style-type: none"> Drive Export - expand to new markets / countries
Restaurant									
Package Food									

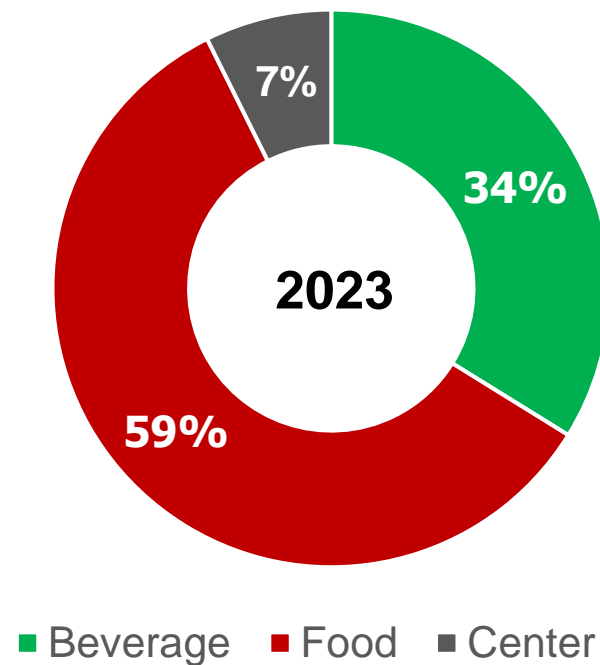
Company's CAPEX for FY2023

Total CAPEX

THB mn



2023 CAPEX Breakdown



Remarks: CAPEX numbers were rounded

Our Commitment towards Sustainability



Environment



To get to net zero emissions by 2040



To get to net zero food loss and waste to landfill by 2030



To use >50% renewable energy by 2030

Social



Focus on good quality product and services



Contributed clean drinking water to schools for 5-year



CSR projects contributed to social

Governance



Operates under good governance



Thank You

