



OISHI
G·R·O·U·P
PUBLIC COMPANY LIMITED

THE MARKET

From the Japanese word "oishi", which means "delicious", the Oishi Group brings to Thai consumers healthy and delicious Japanese food and beverages. The company's Japanese roots are displayed throughout its restaurants, menus and advertisements, and in its marketing and branding activities.

Oishi is strongly consumer-focused and succeeds through closely understanding customer needs and perceptions. The company's strong consumer focus was evident most recently in its highly successful launch of Thailand's first locally-produced ready-to-drink bottled green tea beverage. The new Oishi Green Tea was introduced using the slogan "The Real Sensation of Japanese Green Tea", matching Thai consumers' view that the best green tea comes from Japan.



Oishi strives to ensure that the brand stands out from existing and new competitors, and the company pays close attention to every detail to make the company's product unique. In particular, Oishi takes special care in ensuring that all their food and beverage offerings are made with healthy and natural ingredients.

ACHIEVEMENTS

In only five years since the first Oishi Japanese Buffet restaurant opened in Bangkok, Thailand, the group has rapidly expanded and consistently achieved at least double-digit annual sales growth. Most recently, total sales for the Oishi



Group grew by 84 percent in 2003 and 133 percent in the first quarter of 2004, thanks in part to the huge success of Oishi Green Tea, launched in the third quarter 2003. Oishi Green Tea jumped to second place in Thailand's ready-to-drink green tea sector within the first three months of its introduction.

Oishi has expanded its business to include various types of restaurant outlets and now has over 80 branches and more than 2,500 employees. One vital factor in the company's success is the use of strictly fresh and quality ingredients. The Oishi Group supplies its own restaurants and outlets with fresh high quality ingredients which adhere to a uniform standard. Operating under the company name Oishi Trading Co Ltd and established with an investment of Baht 700 million, this Oishi subsidiary operates a 30,000 square metre central kitchen and manufacturing plant for a wide variety of Oishi-branded products.

Oishi Group's rapid growth and consistent record of success led to its listing on the Stock Exchange of Thailand in August 2004. As a leader in both the Japanese restaurant and healthful beverages businesses, the Oishi Group's listing represents an opportunity for customers and members of the public to invest in a business with the potential for continued strong growth, and one they personally enjoy patronising.

HISTORY

From an original idea to develop a food business that would offer Thai

consumers something new and different, yet with the highest levels of service and product quality, Tan Passakornnatee, President and CEO of the Oishi Group, launched the first Oishi Japanese Buffet restaurant branch in Bangkok's Soi Thonglor on September 9, 1999.

Its innovative concept, unique style and high quality selection of dishes quickly caught on with Thai consumers, and the company's buffet-style concept proved to be an historic moment in the Thai restaurant industry. Given its initial success, the group expanded rapidly with new branches opening across Bangkok.

Oishi Buffet's noodle selections later evolved into a Japanese noodle restaurant chain branded as Oishi Ramen, auspiciously launched on the fourth day of the fourth month of the year 2544 BE (2001). Oishi Ramen outlets serve a variety of authentic Japanese noodle and rice dishes, promoted with the slogan "Tasty Noodle, Tasty Soup". The company's Oishi Buffet bakery section was expanded in May 2001 and was re-branded as In & Out The Bakery Café, with healthy baked products using 100 percent natural ingredients.



During the next two years, the company introduced more new restaurant concepts, including: Oishi Sushi Bar, with conveniently located outlets in many department stores, supermarkets and BTS Skytrain stations offering customers a wide range of pre-wrapped sushi items for takeaway; Shabushi restaurant, featuring two types of Japanese food - shabu shabu and sushi - on a kaiten-style moving conveyor belt; Log Home: The Dining Complex restaurant containing a variety of Oishi's restaurant brands plus Cha For Tea, all under one roof, complete with live music and entertainment in Bangkok's Thonglor area; and the OK Suki and Barbecue, offering diners two types of food at the same table. In 2003 Oishi also became Thailand's first local bottled green tea manufacturer in response to the





increasing popularity of this healthy beverage.

The Oishi Group has also expanded into the catering business for all types of occasions, under the Oishi Catering Service brand. In a similar vein, Oishi Delivery was later established to offer speedy delivery of Oishi food to homes, offices, parties, meetings and conferences.

THE PRODUCT

The Oishi Group's product range is defined by its various restaurant brands.

Oishi Buffet is Thailand's first Japanese buffet restaurant where, for one price, customers can choose as many dishes as they wish from a choice of more than 200 Japanese, Chinese, European and seafood items. Oishi Buffet has rapidly gained popularity and has expanded its branch network throughout Bangkok to meet increasing customer demand.

Oishi Express is a new buffet style restaurant located in department stores. Customers have one hour and 45 minutes to select dishes from more than 100 Japanese, Chinese and seafood menus at a price of only Baht 299 per person.

Oishi Ramen serves more than 50 noodle menus and provides an a la carte and hors d'oeuvres menu, with prices ranging from Baht 39-99 per dish. Experienced Oishi Ramen chefs prepare a wide range of delicacies using a selection of only new and fresh ingredients. Oishi Ramen outlets are located in prime areas of leading department stores and areas popular with tourists.

In & Out The Bakery and Café's product range includes bakery items and beverages including gourmet coffees, teas, milk and milk products and a large selection of natural fruit juices. Bakery products are freshly baked daily and include French bread, cakes, cookies, pies and muffins.



Shabushi restaurants allow customers to choose Japanese shabu shabu and sushi dishes on a moving conveyor for a single payment. The available menu exceeds 100 items including sushi and sashimi, as well as chabu and miruku soups. Shabushi's policy is to use only the highest quality raw ingredients, and to ensure that all meat, vegetables and fruit are toxin-free.

Oishi Catering offers a full-menu inside and outside catering service for all celebrations, from the Group's range of Japanese, Thai, Chinese and European kitchens.

Thanks to its convenience, taste and texture, sushi has become a food favourite among Thai

consumers. To meet growing demand, the Oishi Sushi Bar was established to provide sushi as a take-away item in a wide variety of locations. Oishi Sushi Bars also offer a wide selection of other Oishi products such as green tea, furikake seasoning powder and moji cake.

Log Home: The Dining Complex, a three-storey log building covering 4,000 square metres in Bangkok, serves a variety of menu items under one roof including Grill'n More for a full steak course, Teppanyaki on a Japanese style steak counter, BBQ Shabu-Shabu for hot plate and hot pot food, Mori for made-to-order Japanese cuisine, Log Cabin offering Thai cuisine, Four Seasons for Chinese dim sum and seafood, and Cha For Tea by In & Out The Bakery Café which offers tea, baked items and Italian light meals in front of the building.

The latest Oishi Group restaurant, OK Suki and BBQ, opened in late 2003 and offers both a la carte and buffet menus.

RECENT DEVELOPMENTS

The Oishi Group's most recent high-profile product is the company's own-brand ready-to-drink Oishi Green Tea. Oishi Green Tea is already popular among Thai consumers, and research indicates that the tea's natural ingredients such as polyphenol can reduce cholesterol, lower blood pressure, balance body energy, reinforce a good body shape and promote younger, healthier looking skin.



At the request of Oishi customers, Oishi Green Tea was launched commercially two years ago as the first bottled pasteurised green tea brand in Thailand and is available at all Oishi restaurant and from leading stores. Using the latest PET Hot Filled technology, the product can be stored for up to one year without using preservatives. Oishi currently has a daily capacity of 306,000 PET bottles and 124,000 UHT packets per machine. Further investment to expand capacity is planned for the third and fourth quarters of 2004, and the company has future plans for the export of Oishi Green Tea.

The Oishi Group aims to expand its network in Thailand by offering franchises to interested investors. The first provincial branch is expected to open on the resort island of Phuket in late 2004. Oishi Trading, the company which supplies the Oishi Group's restaurants and outlets with fresh high quality ingredients, aims to be a key food supplier for both Oishi Group and other food businesses.



PROMOTION

Oishi Group uses a "Spider Marketing" approach to promote its restaurant, food outlet and beverage ranges. All functions within the group are interconnected, including the cross-selling and promotion of other restaurants, products and outlets. As a whole, the Oishi Group focuses on promoting its new menus, the quality of food ingredients, and on overall affordability, each aspect of which is integral to reach its ultimate goal of total customer satisfaction.

BRAND VALUES

The Oishi brand is known by customers throughout Thailand for high quality, healthy and innovative natural ingredients used in the Japanese dishes they order. This brand profile ensures that the Oishi Group strives to maintain the highest possible standards in both its production operations and in each restaurant and food outlet.



THINGS YOU DIDN'T KNOW ABOUT OISHI GROUP

- Sales of green tea now account for 50 percent of total Oishi Group sales
- Oishi Green Tea uses fructose instead of sugar as a sweetener, which the body can digest quickly and more easily
- Oishi Green Tea is the first brand of green tea bottled in Thailand