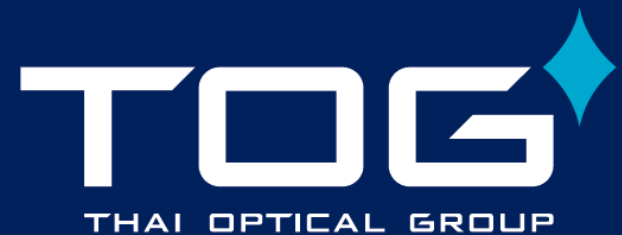


# TOG PRESENTATION

*March 2, 2021*



# DISCLAIMER

The following presentation may contain forward looking statements by the Management Team of Thai Optical Group Public Company Limited (the Company), related to financial or other tendency for future periods, compared with the results for previous periods.

Some of the statements contained in this presentation that are not historical facts but it are statements of future estimations with respect to the financial conditions, results of operations and businesses, and related plans and objectives. Disclaimer information is based on management's current views and assumptions including, but not limited to, prevailing economic and market conditions. These statements involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those in the statements as originally made. Such statements are not, and should not be constructed as a representation as to future performance of the Company. In addition, such statements should not be regarded as a forecast or projection of future performance of the Company. It should be noted that the actual performance of the Company may vary significantly from such statements in this presentation.

# AGENDA

1. 2020 Results
2. Key developments
3. Q&A

# AGENDA 1

2020 Results

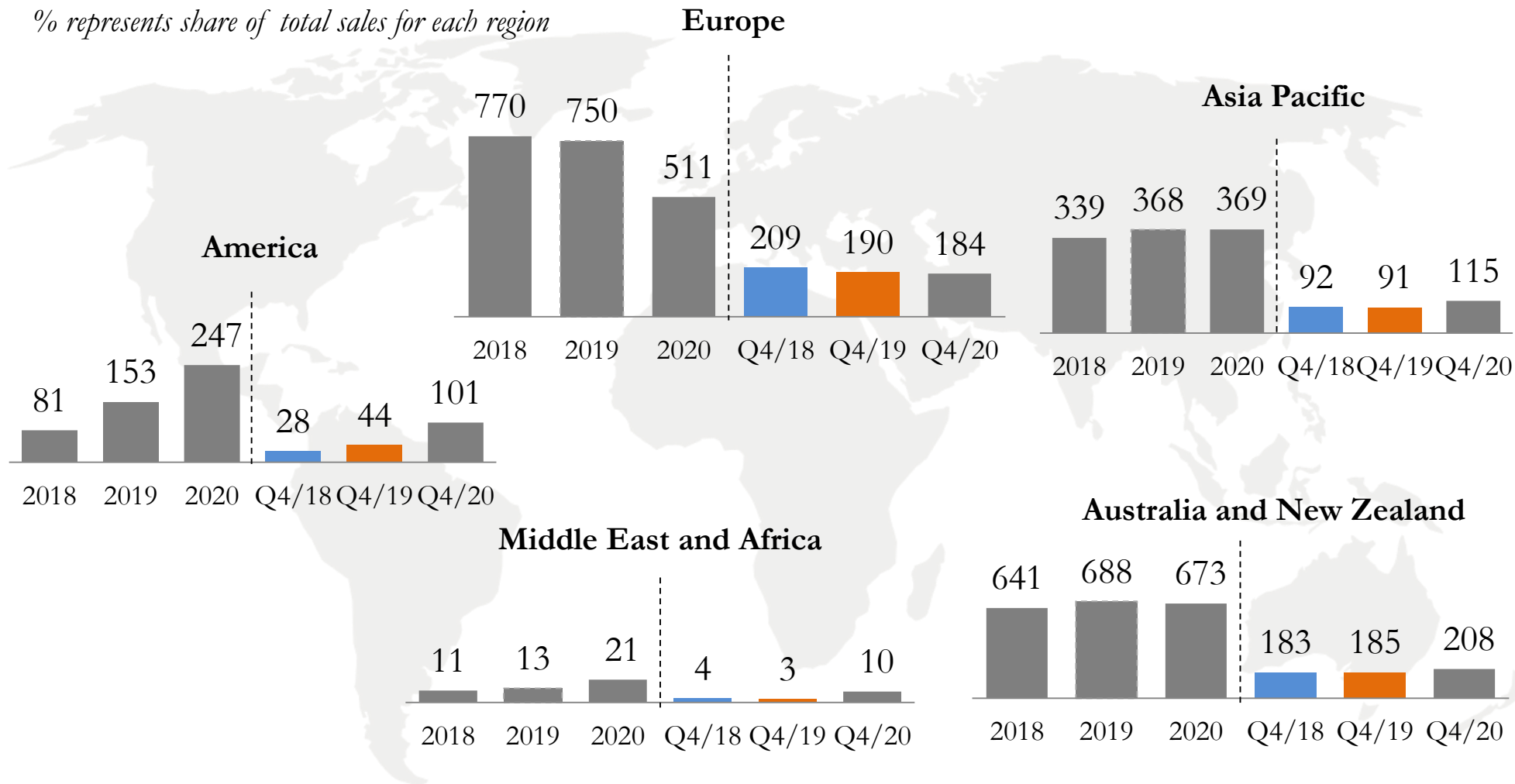
# 2020 RESULTS (CONSOLIDATED)

<i>Unit: THB million</i>	2019	<i>Growth</i>	2020
Revenue from sales and services	1,972	-7.6%	1,821
Gross profits	335 (17.0%)	-23.3%	257 (14.1%)
Net Income	132 (6.7%)	-47.9%	69 (3.8%)
EBIT	127 (6.4%)	-58.1%	53 (2.9%)
EBITDA	316 (16.0%)	-23.8%	241 (13.2%)

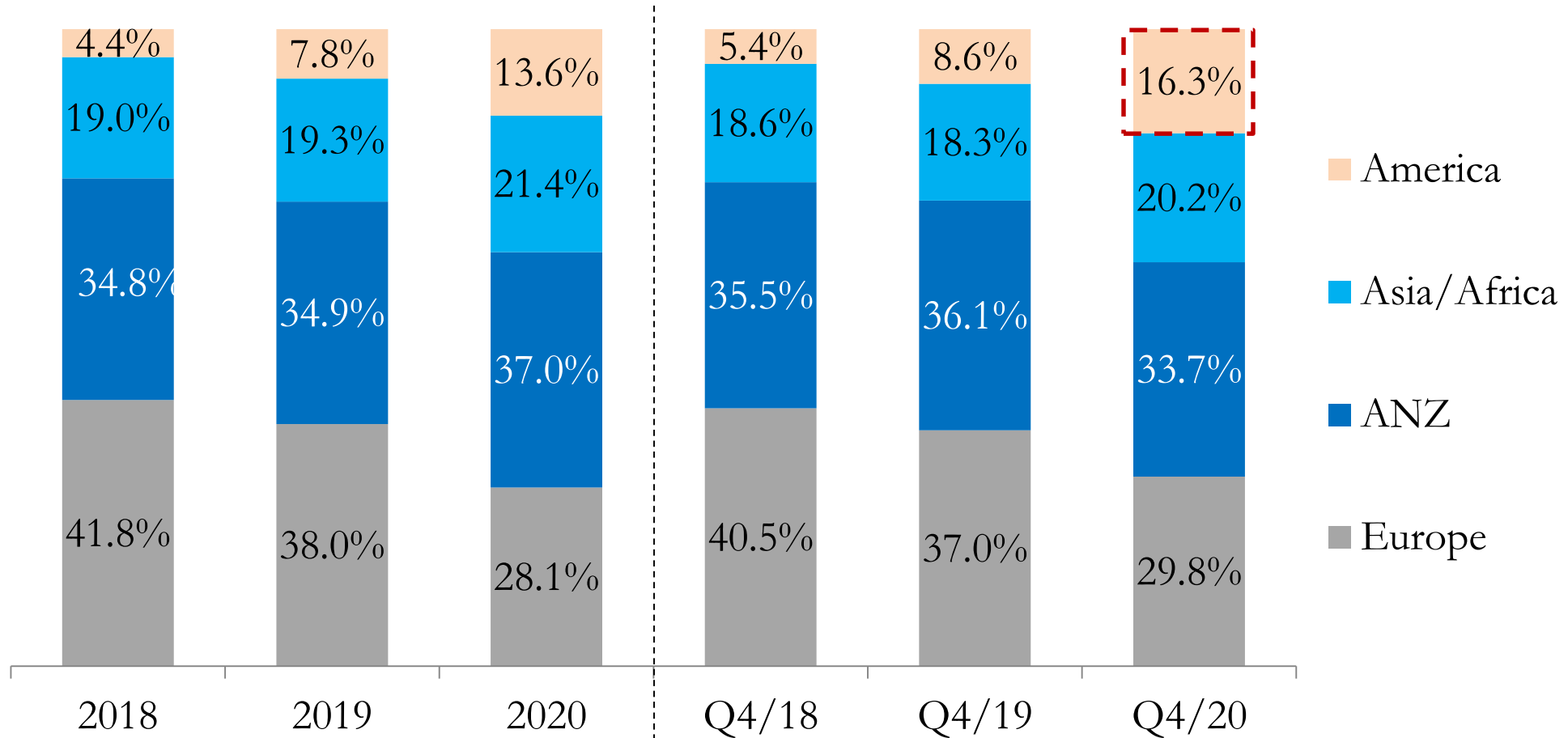
# 2020 REVENUE DECREASE IN EU

Unit: THB million

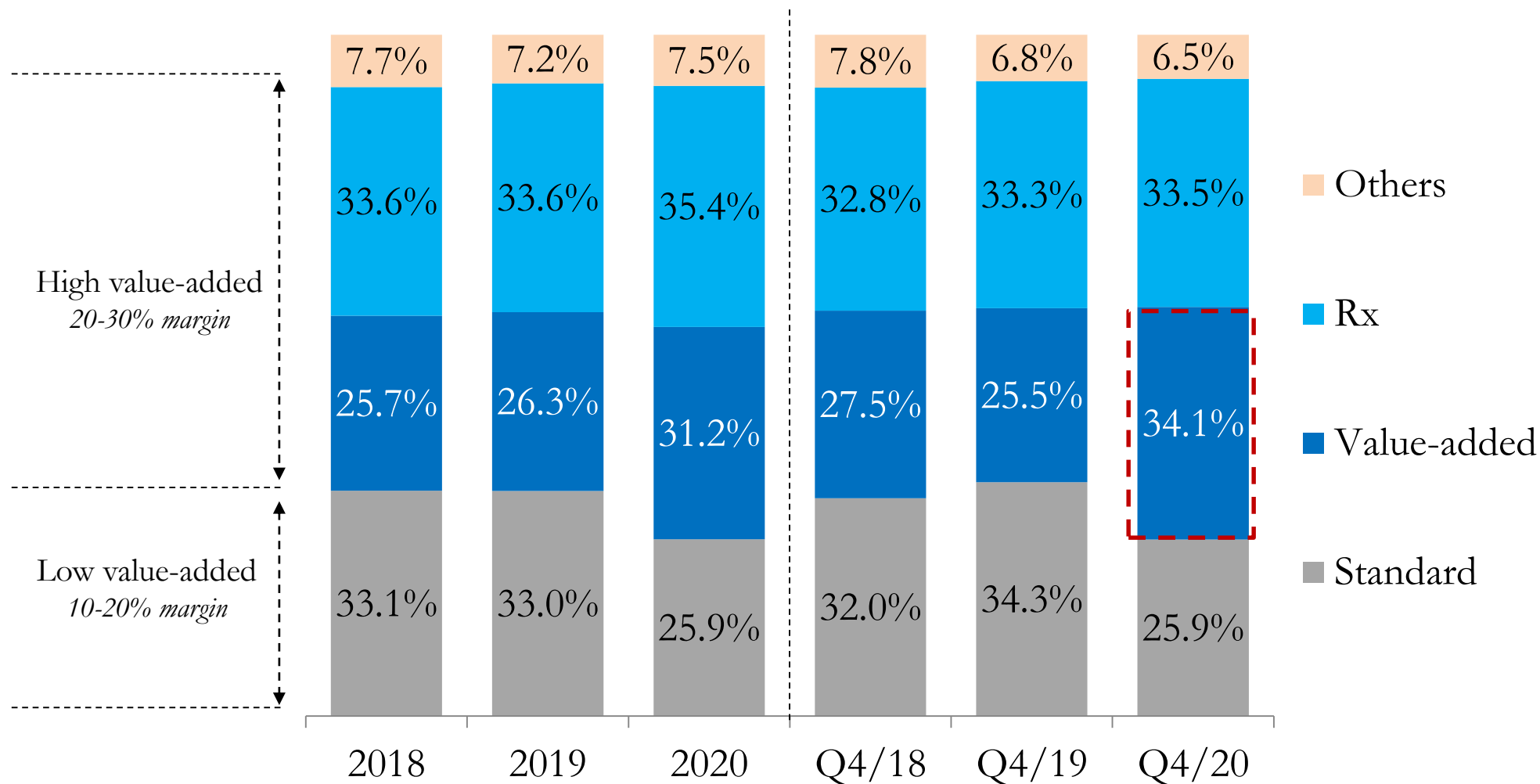
% represents share of total sales for each region



# US IS SHOWING A VERY STRONG GROWTH



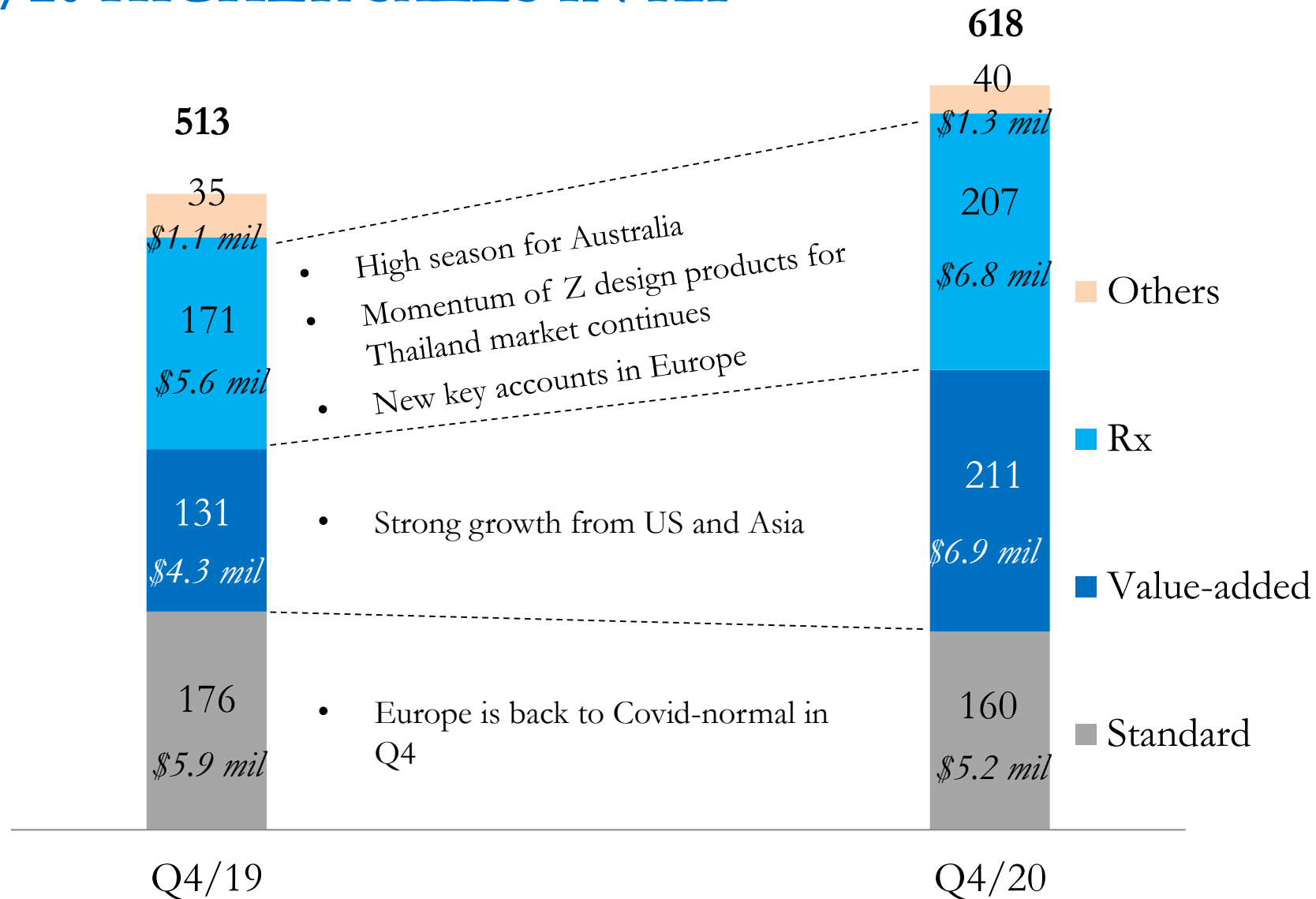
# VALUE-ADDED DRIVE BY US AND ASIA





# Q4/20 HIGHER SALES IN RX

Exchange Rate USD of  
Q4/2020 = 30.61 THB



# SIGNIFICANT FACTORS IN 2020

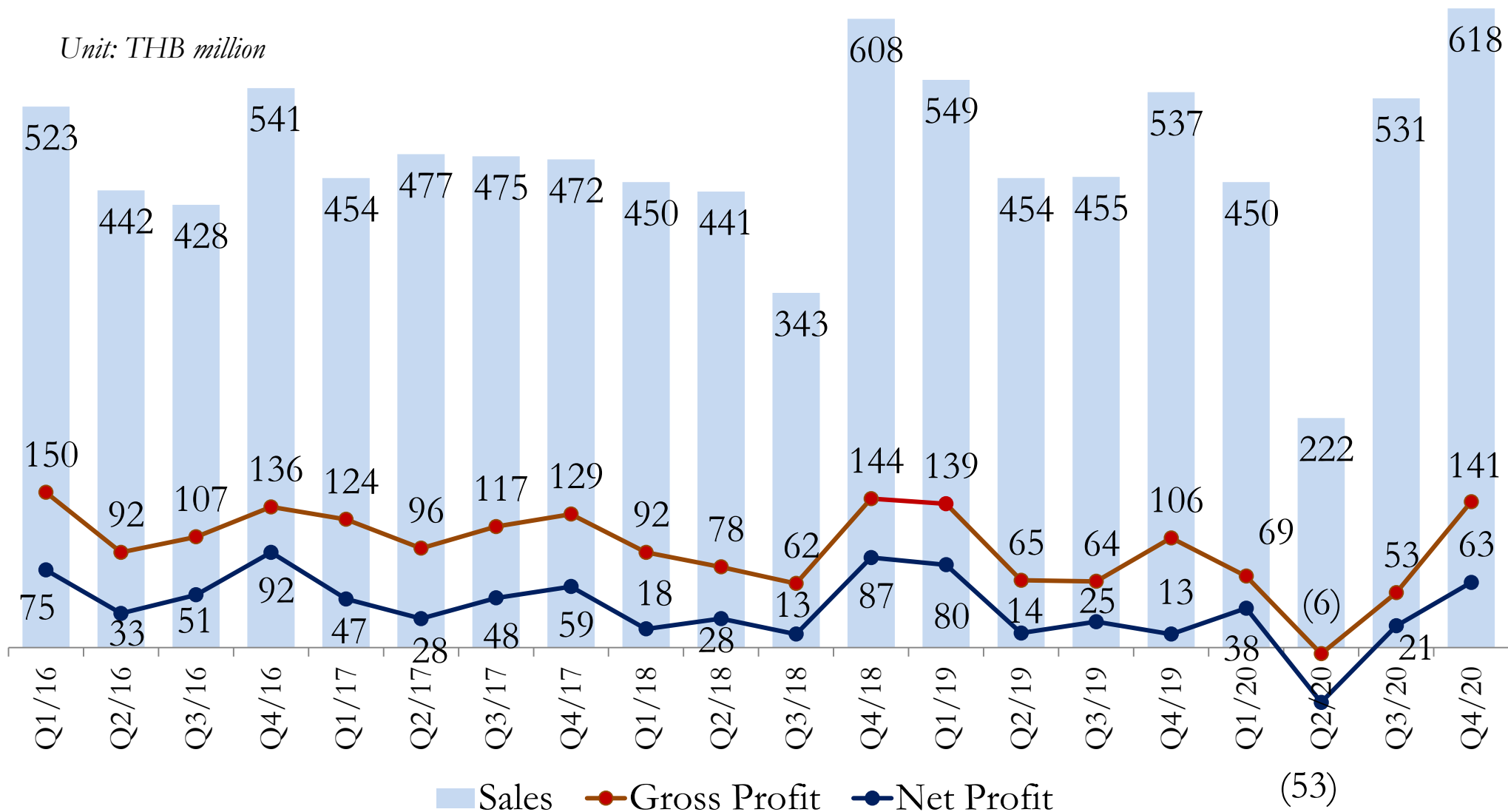
- **Strong rebounding in sales since Q3**
  - Q2 was seriously hit from the cancellations of orders from almost all customers.
  - Sales picked up from growth of existing accounts both new products and pent-up demand and new accounts in Rx (Europe)
  - Demonstrated strong growth of North America business amidst the pandemic
- **Product mix strategically shifted to high-value added**
  - Demand for high-value products through TOG USA and key accounts in Asia
  - Key drivers are Rx, Trivex, High-index, Bluloc and Transitions
- **Manufacturing back to our normal in late Sep**
  - Manufacturing was mostly idle in Q2, downsized at the beginning of Q3, and steadily ramped up to our normal capacity through out Q3
  - Significant suboptimal production cost in Q2 and Q3
  - Favorably cost variance in Q4 due to overcapacity production from overtime

# SIGNIFICANT FACTORS IN 2020 (CONT'D)

- **Continuous investment in robots and automations**
  - Higher productivity and less dependence on scarcer skilled workforce
  - Continuous downward trend of labor costs; 390 MB in 2017 to 316 MB in 2020
- **SG&A and other costs**
  - One-time severance pay for 300 full-time employees in Q2
  - Minimal exhibition and traveling expenses
  - Slight gain on exchange as THB has been stable as compared to 2019

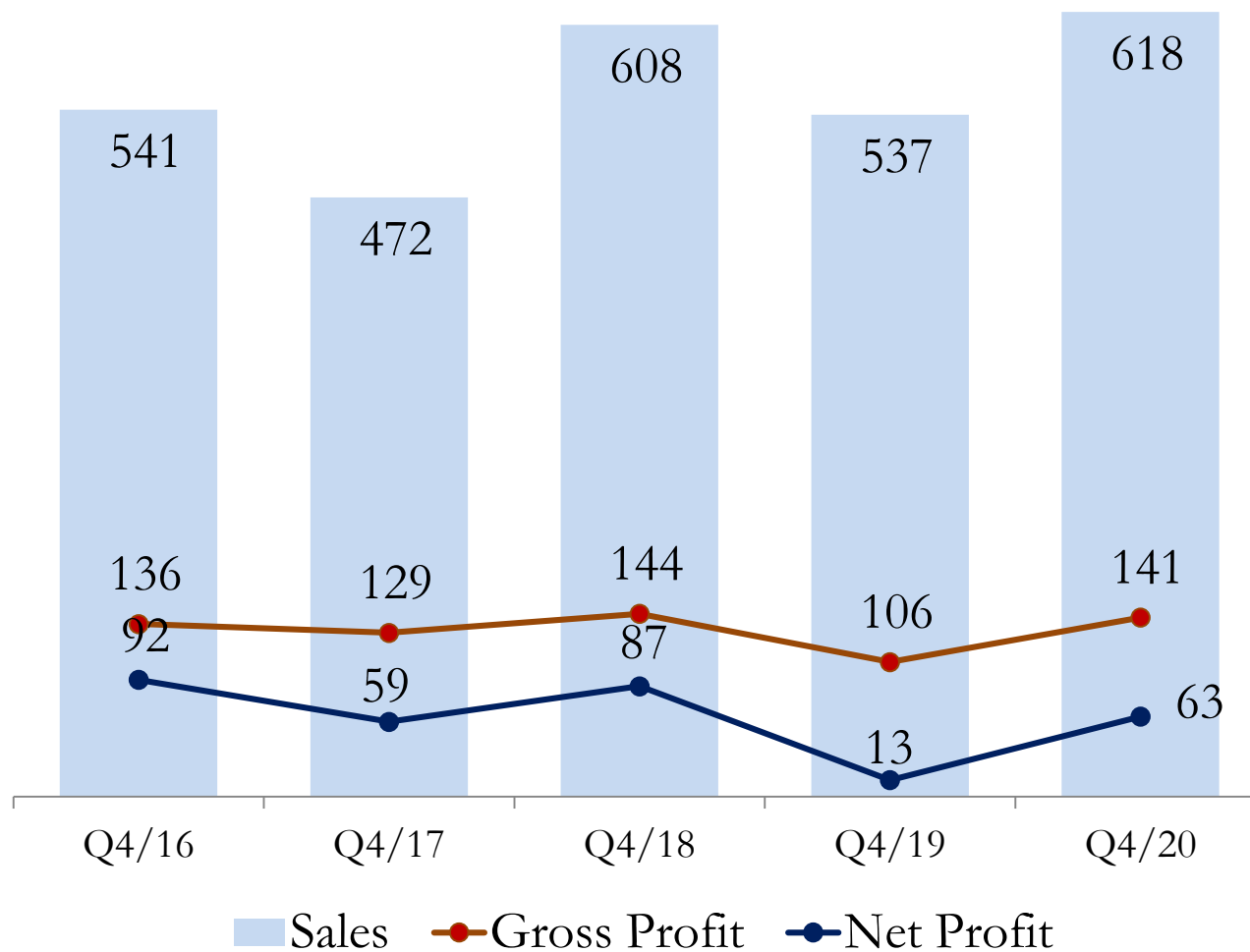
# HISTORICAL QUARTERLY FINANCIALS

Unit: THB million



# YEAR-ON-YEAR Q4 FINANCIALS

Unit: THB million



# AGENDA 2

## Key Developments

# KEY DEVELOPMENTS IN 2021

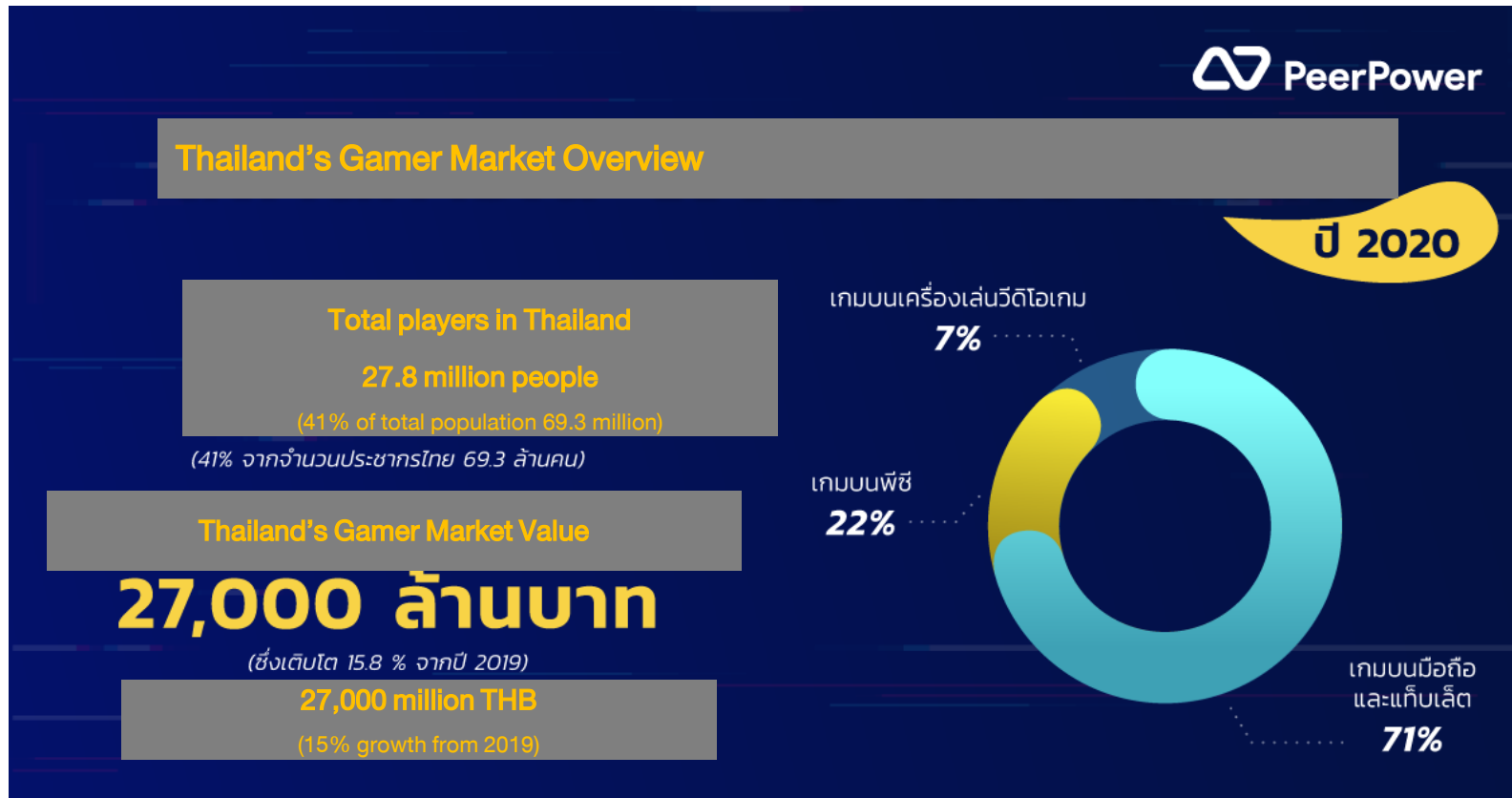
- **Commencement of TOG Europe operations**
  - Act as a distribution arm for casted products in the similar manner of TOG USA
  - Focus on small and medium customers who wish to purchase small volumes with higher frequency and within 3-day delivery within Europe
  - Offer a complete product portfolio as a one-stop service but profit contributions will come from high-value added; high-index, Bluloc and Transitions
  - In service since Mar 1, 2021

## KEY DEVELOPMENTS IN 2021 (CONT'D)

- **Continuous collaboration with Better Vision for TOG premium progressive design series with premium coatings**
  - A global trend to expand a market of progressive designs to younger demographic
  - Offering 2 new premium coatings to complete a lens configuration for consumers: Zaphire Lucen (colorless superhydrophobic) and Zaphire XIR (Infrared-cut superhydrophobic)



# THAILAND'S GAMER INDUSTRY



Strictly confidential

# OPPORTUNITIES IN GAMER MARKET

## Thailand's gamer market overview in 2020

### Total gamers in Thailand

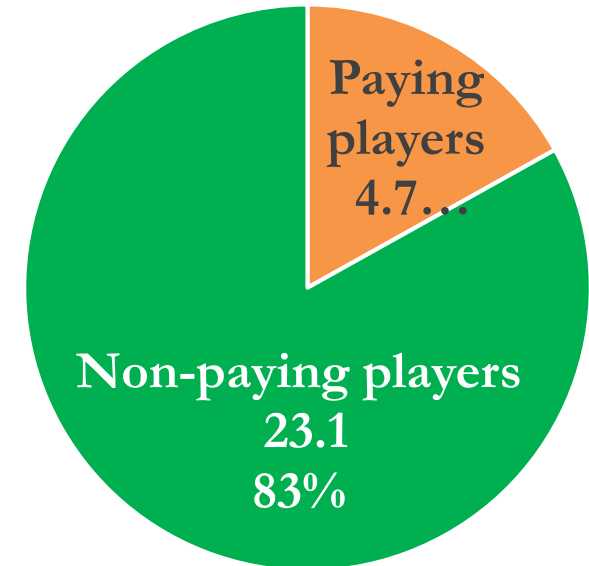
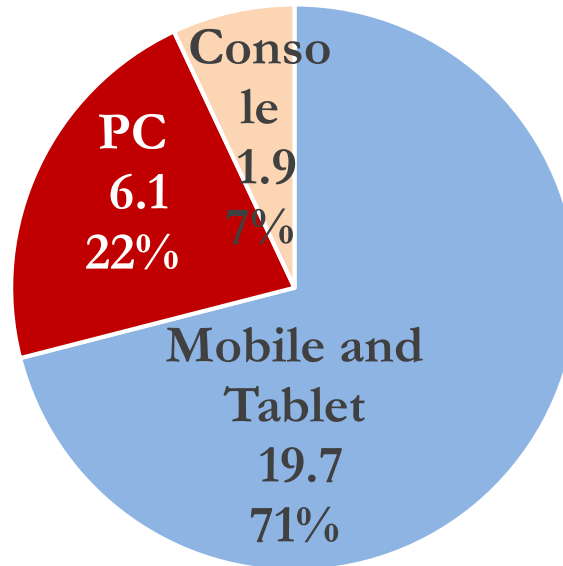
27.8 million players

(41% of total population 69.3 million)

### Thailand's gamer market value

27,000 million THB

(15% growth from 2019)



Strictly confidential

zeen™ + bluloc™



# KEY DEVELOPMENTS IN 2021 (CONT'D)

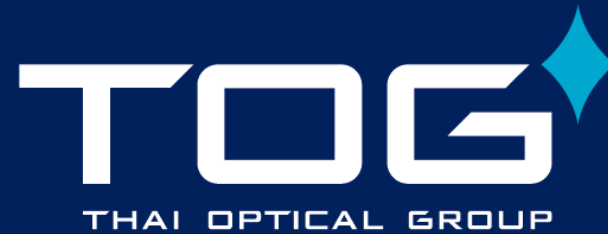
- **Continuous improvement of casting automation**
  - Commencement of a built-from-scratch Phase 7 casting line with the new level of robots and automations with a capacity of 20,000 lenses/day
  - Pioneer P7 as a pilot project to develop the same level of robots and automations to other existing production lines

## KEY DEVELOPMENTS IN 2021 (CONT'D)

- **Relocate TOG USA warehouse to a scalable operation supporting the business growth in the next 3 years**
- **The new warehouse is located in Lousiana, MO close to Fedex hub**

# AGENDA 3

Q&A



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