

Do Day Dream



DO DAY DREAM

Analyst Meeting for Year End 2020

12th March 2021

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FOR INTERNAL USE ONLY

I Agenda



- **Introduction to Management**

- Financial Update as of Year End 2020
- Business Highlights and Outlook
- Appendix

I Introduction to our key management



CEO

NUNTAWAN SUWANDEJ

Chief Executive Officer

> 25 years experience

MINOR
INTERNATIONAL

BJC

CENTRAL
Group

ASIA
BOOKS

Big
C



CFO

PIYAWAT RATCHAPOLSITTE

Chief Financial Officer

> 12 years experience



Maybank
Kim Eng



RICHARDSON DOYLE
& PARTNERS



Director

SONGTHIP KOTARAVIBUL

Accounting and Finance Director

> 25 years experience



TESCO
Lotus



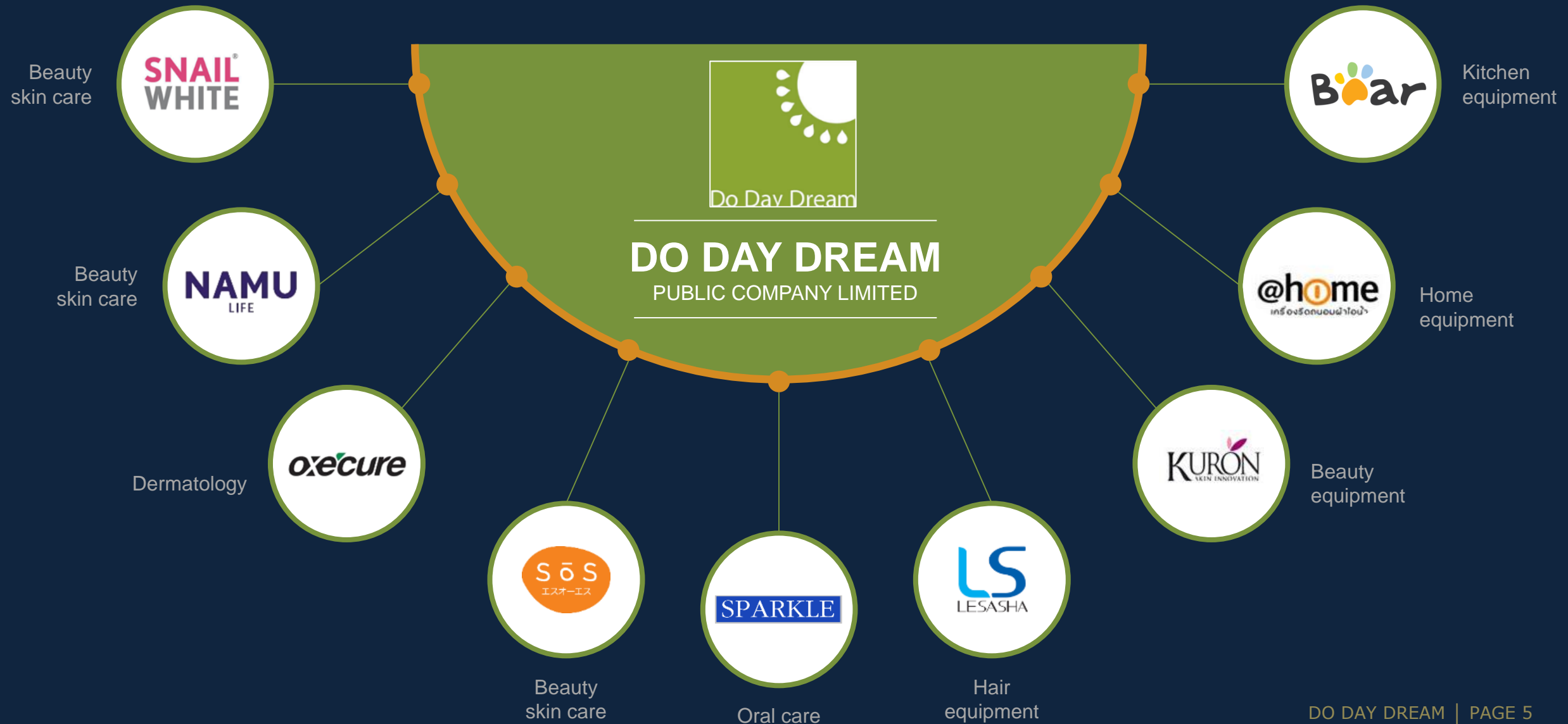
Mondelēz
International

signify

I Agenda

- Introduction to Management
- ▶ • **Financial Update as of Year End 2020**
- Business Highlights and Outlook
- Appendix

Who we are now

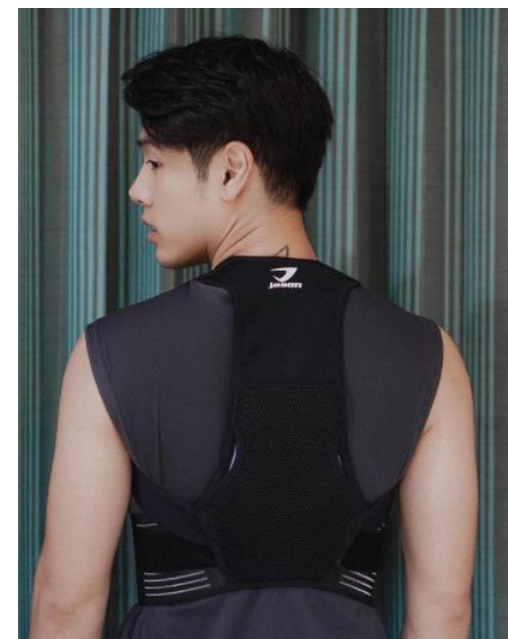




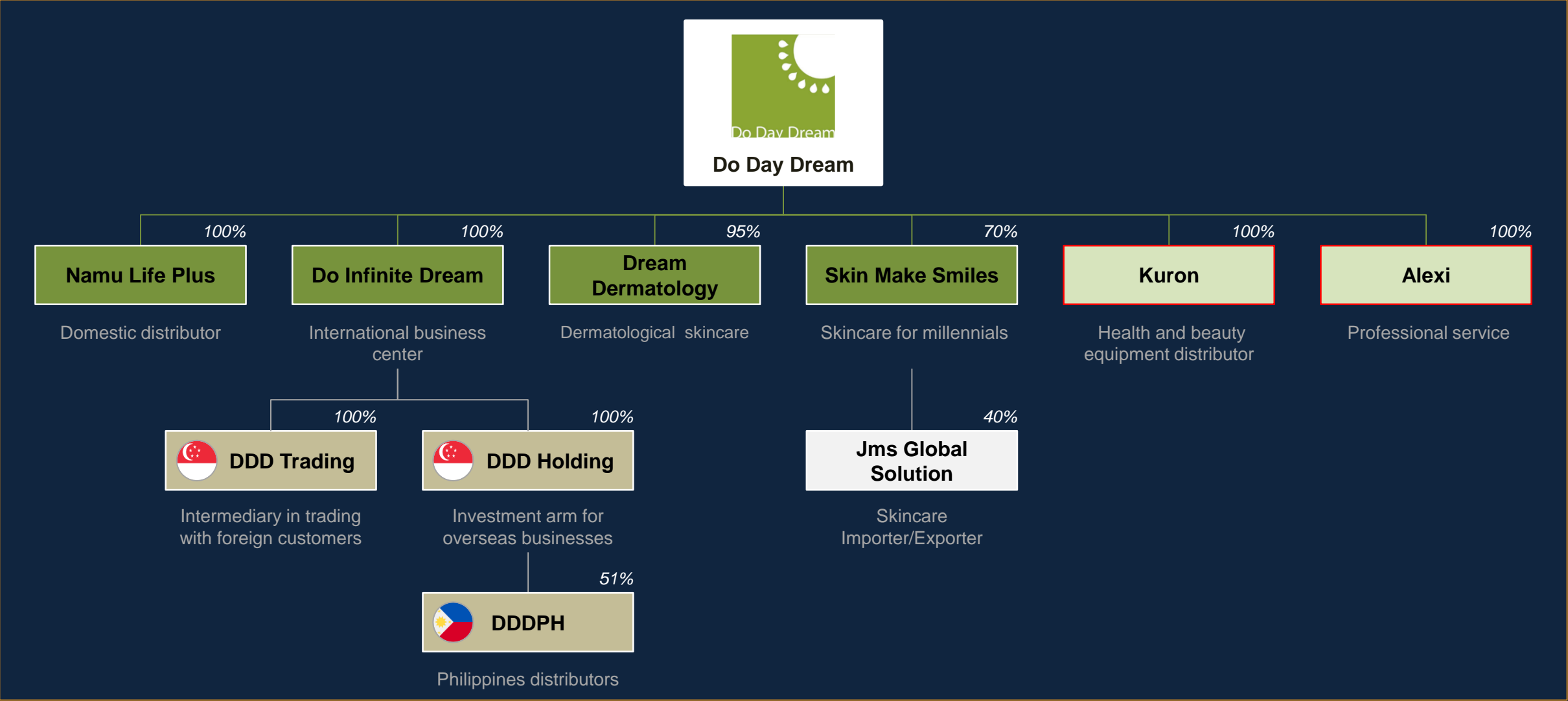
Hair equipment







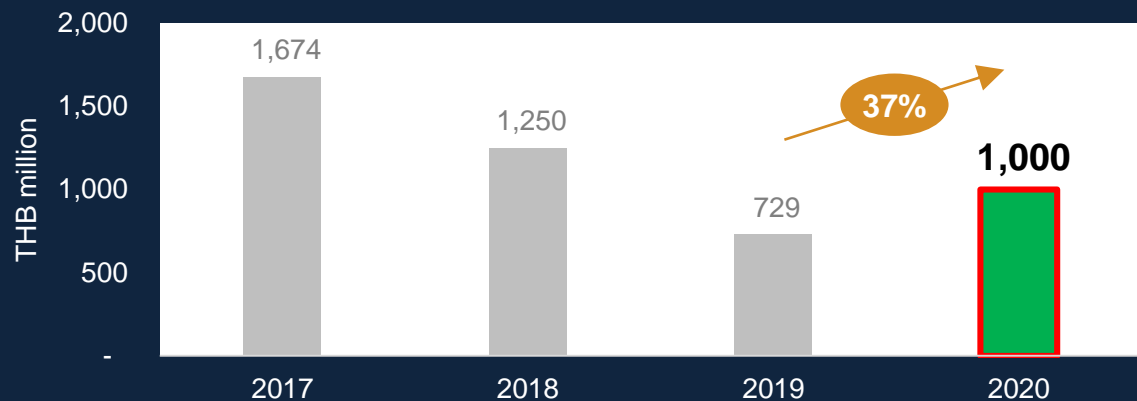
| Group structure



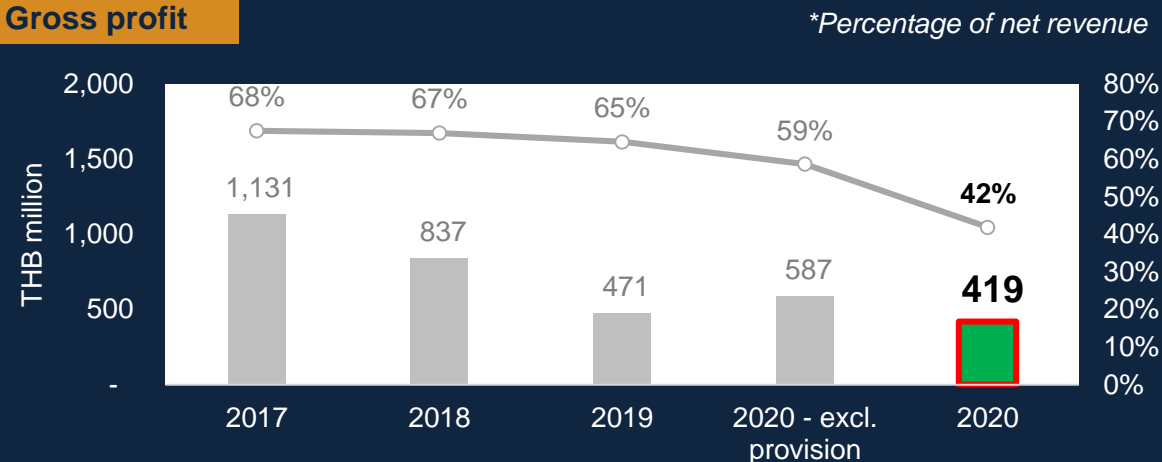
Remark: DDD has acquired Kuron in March 2020

Financial highlights

Net revenue from sales

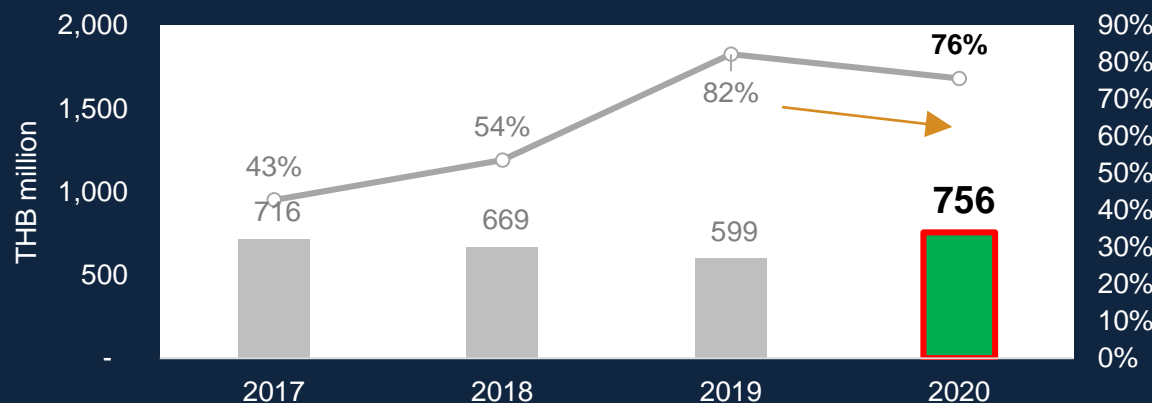


Gross profit



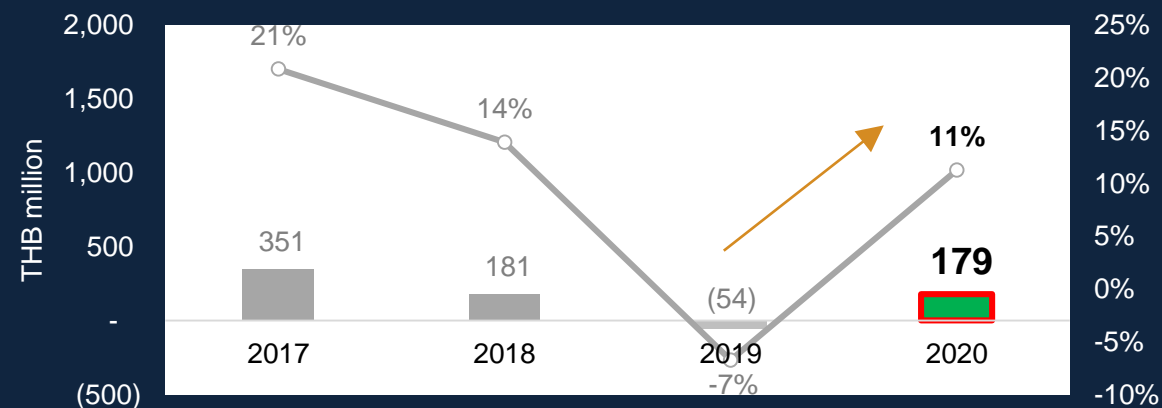
SG&A

*Percentage of net revenue



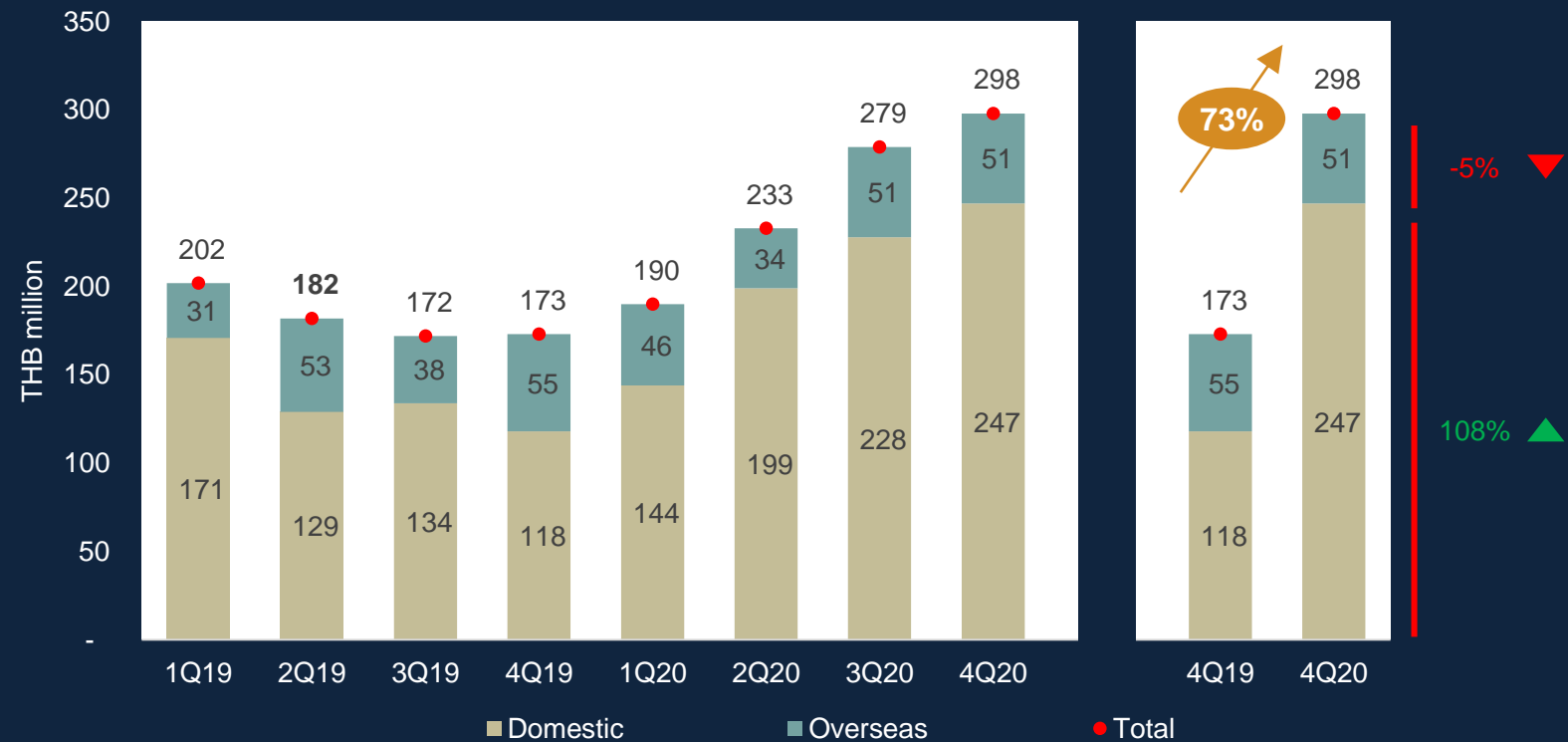
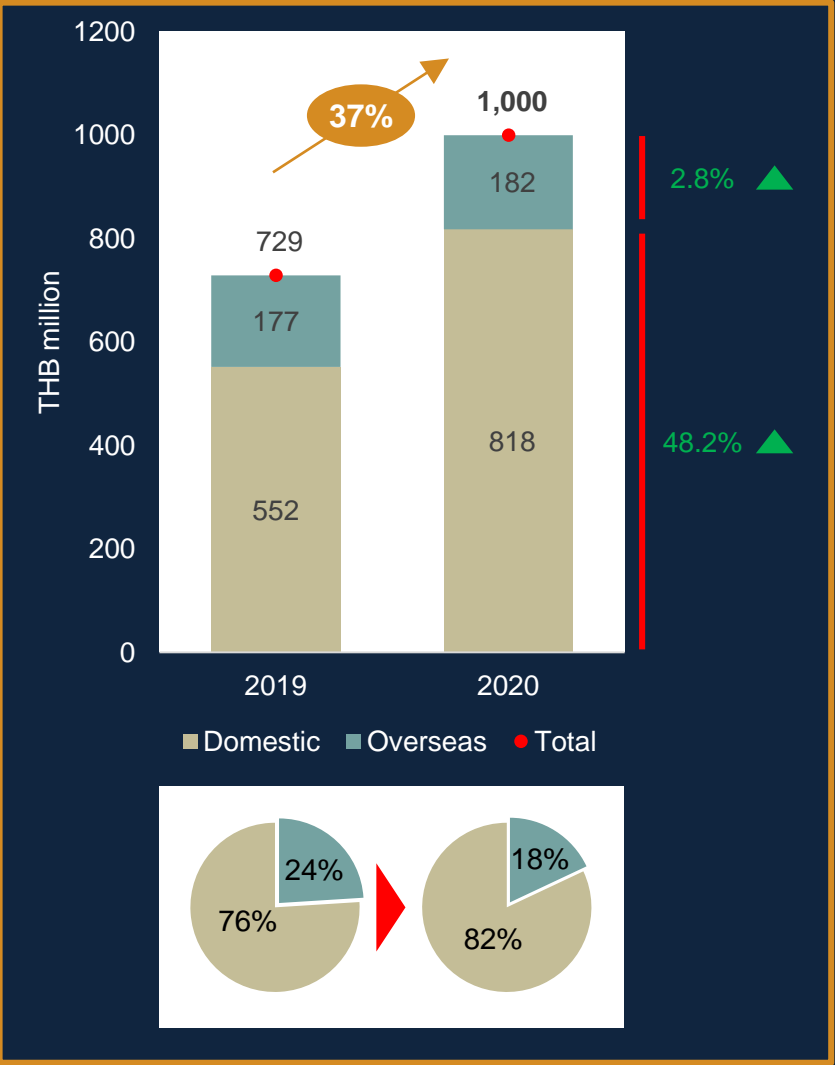
Net profit

*Percentage of total revenue

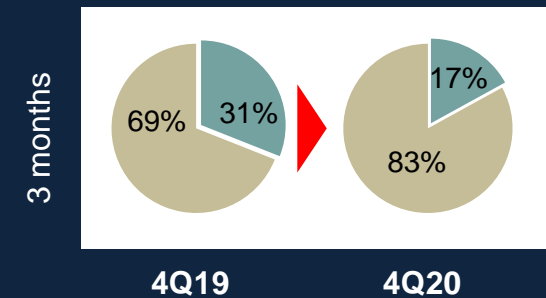


Remark: DDD has acquired Kuron in March 2020

Revenue from sales by region

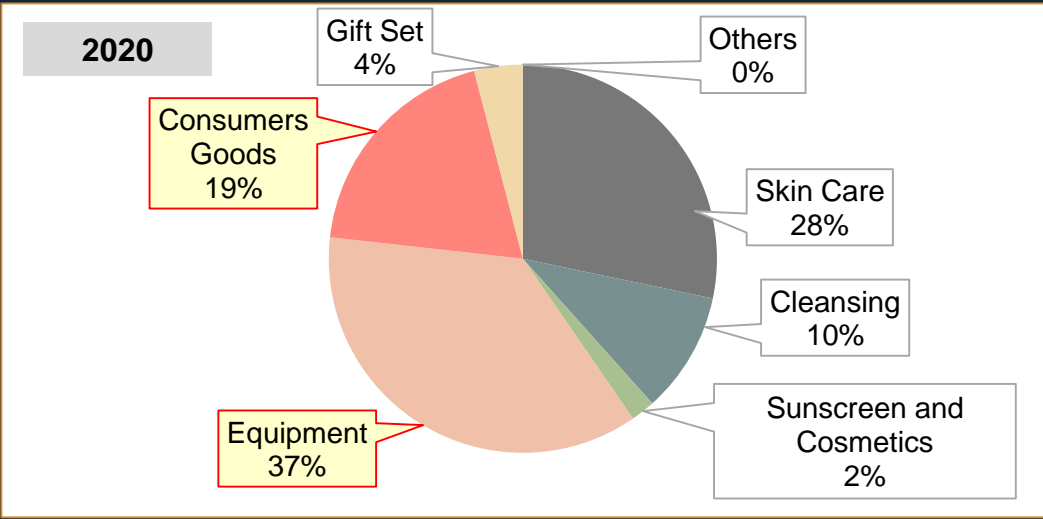
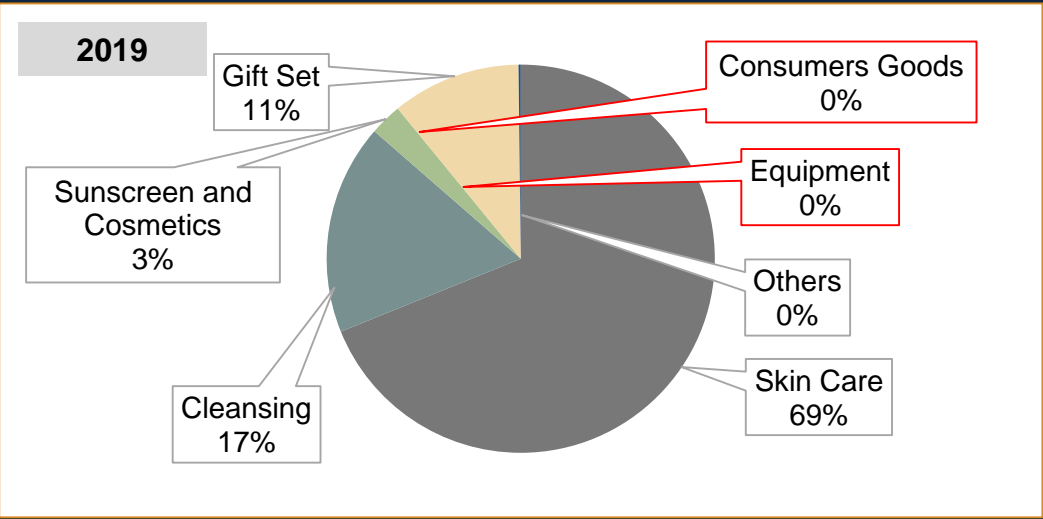


Due to COVID-19, sales contribution from export decline YoY in 4Q20.

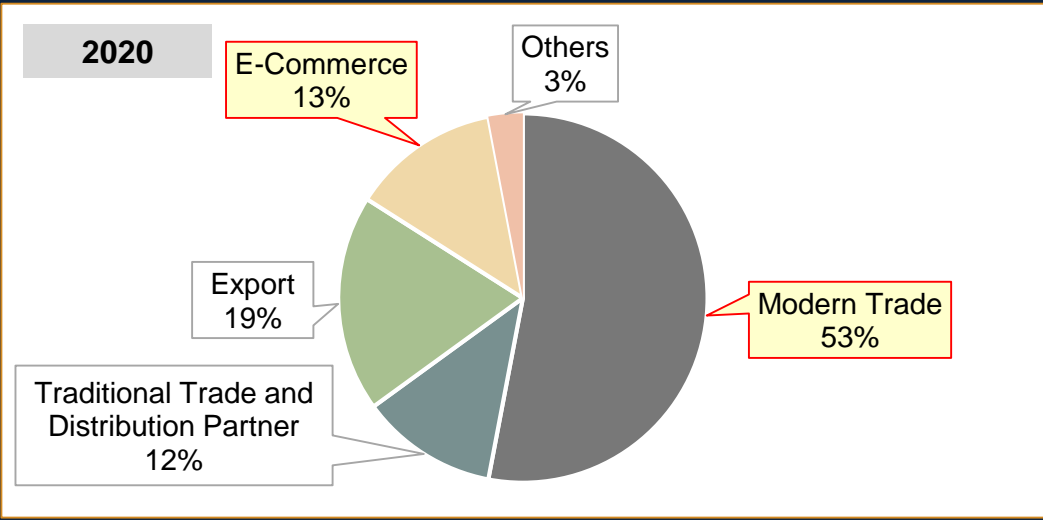
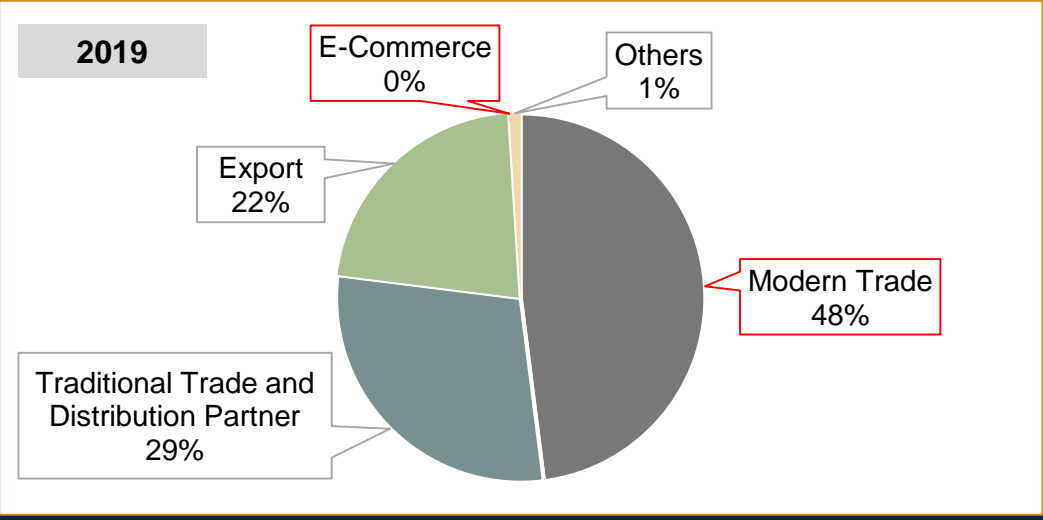


Revenue contribution

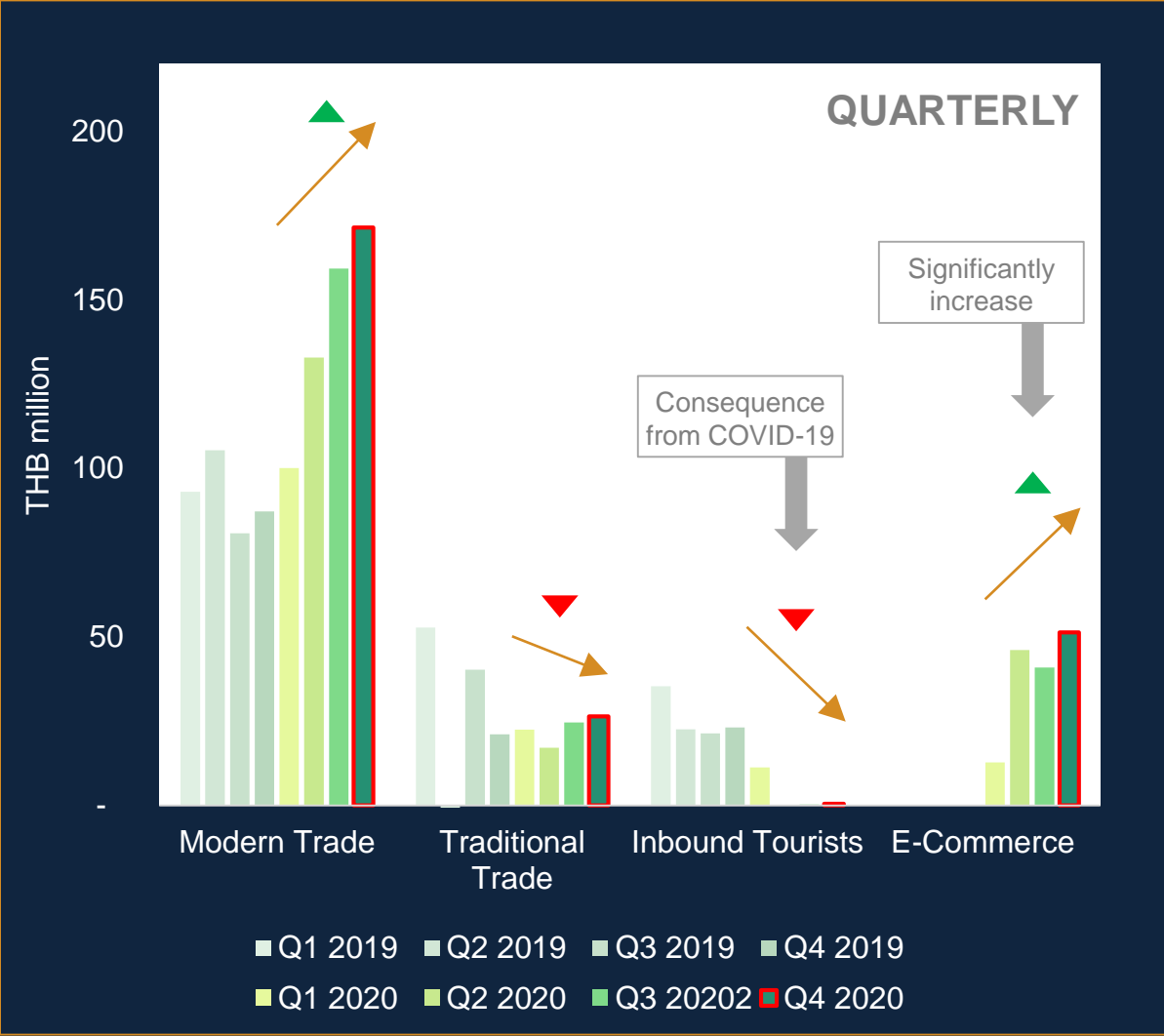
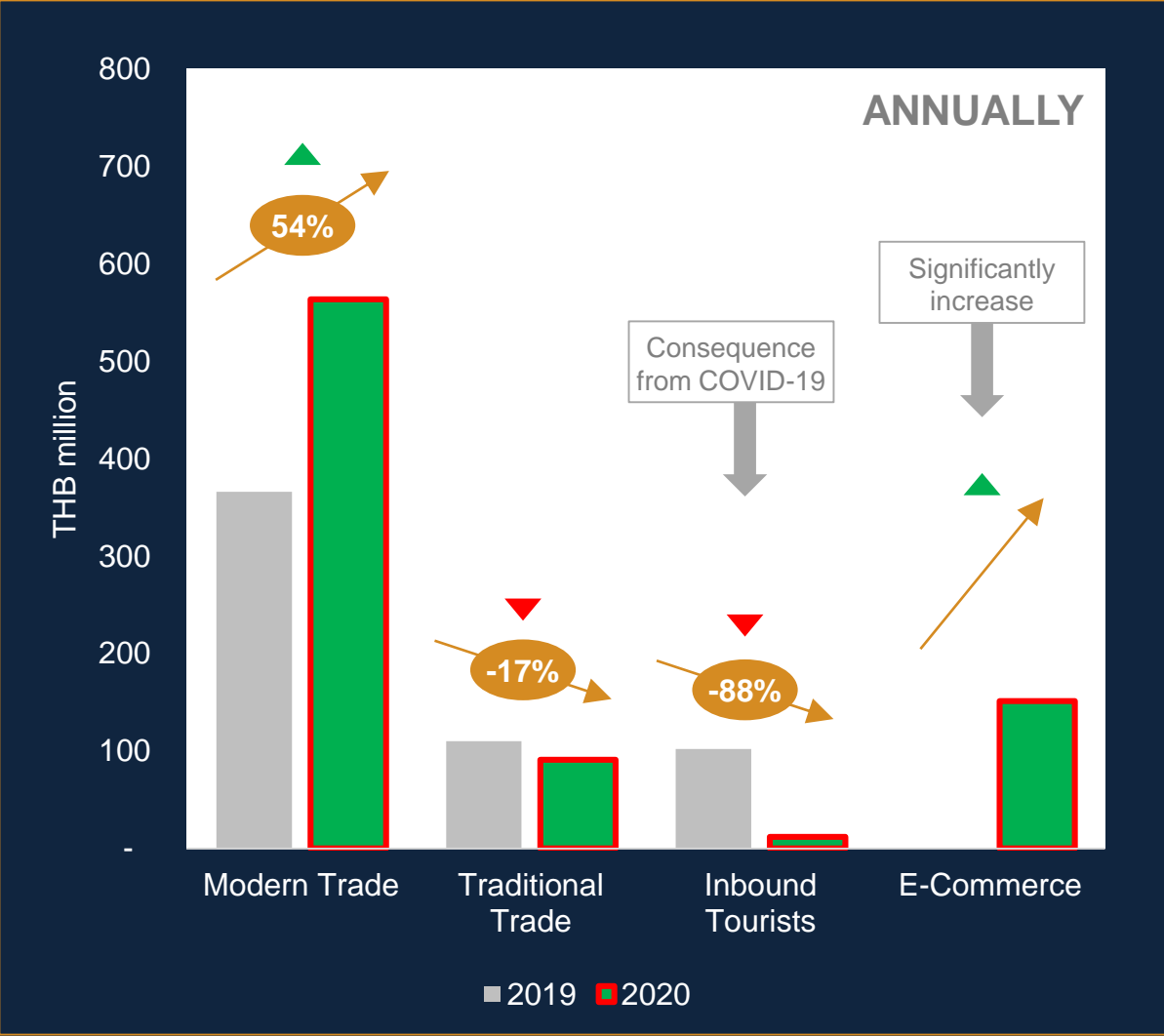
By product category



By distribution channel

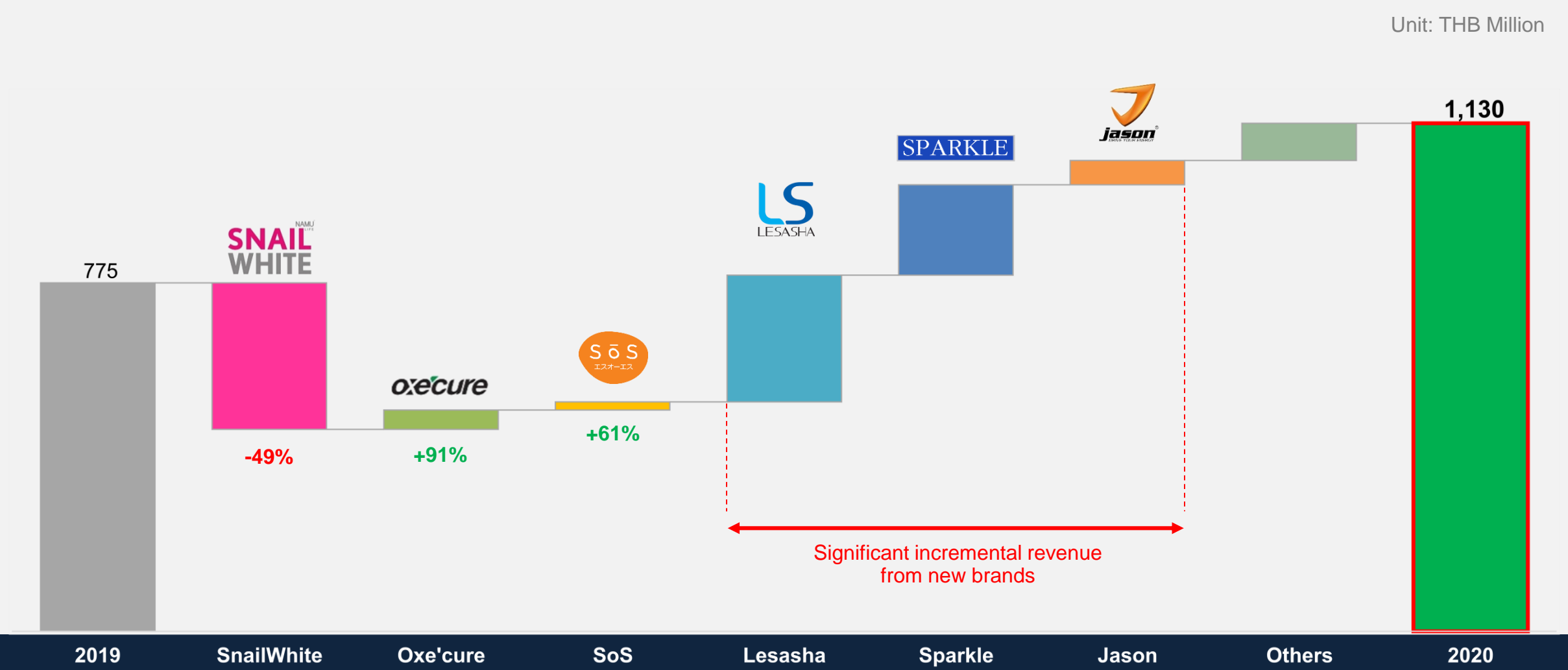


Revenue from sales by channel



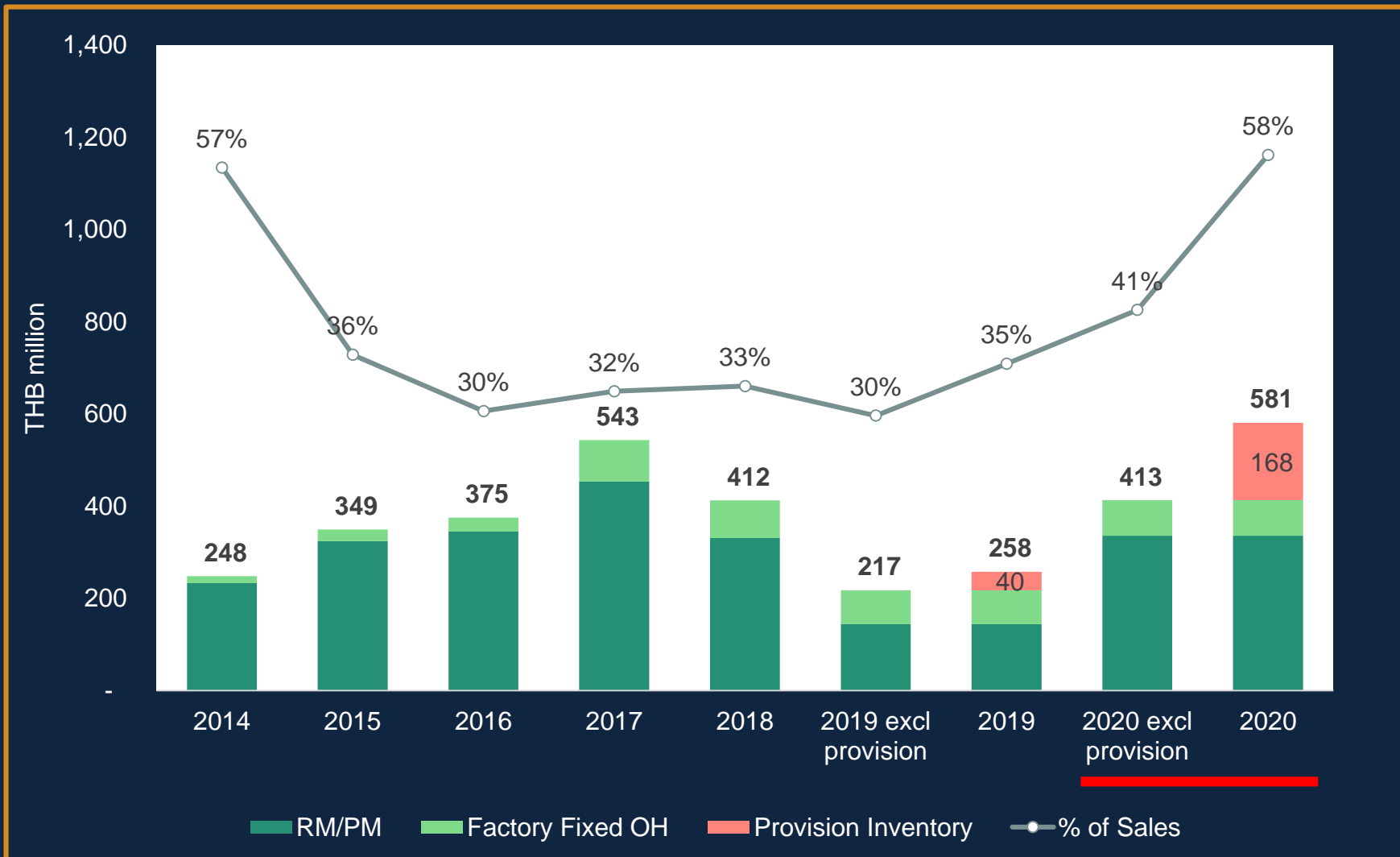
Remark: Gross revenue from sales before any discounts

Sales bridge by brand



Remark: Gross revenue from sales before any discounts

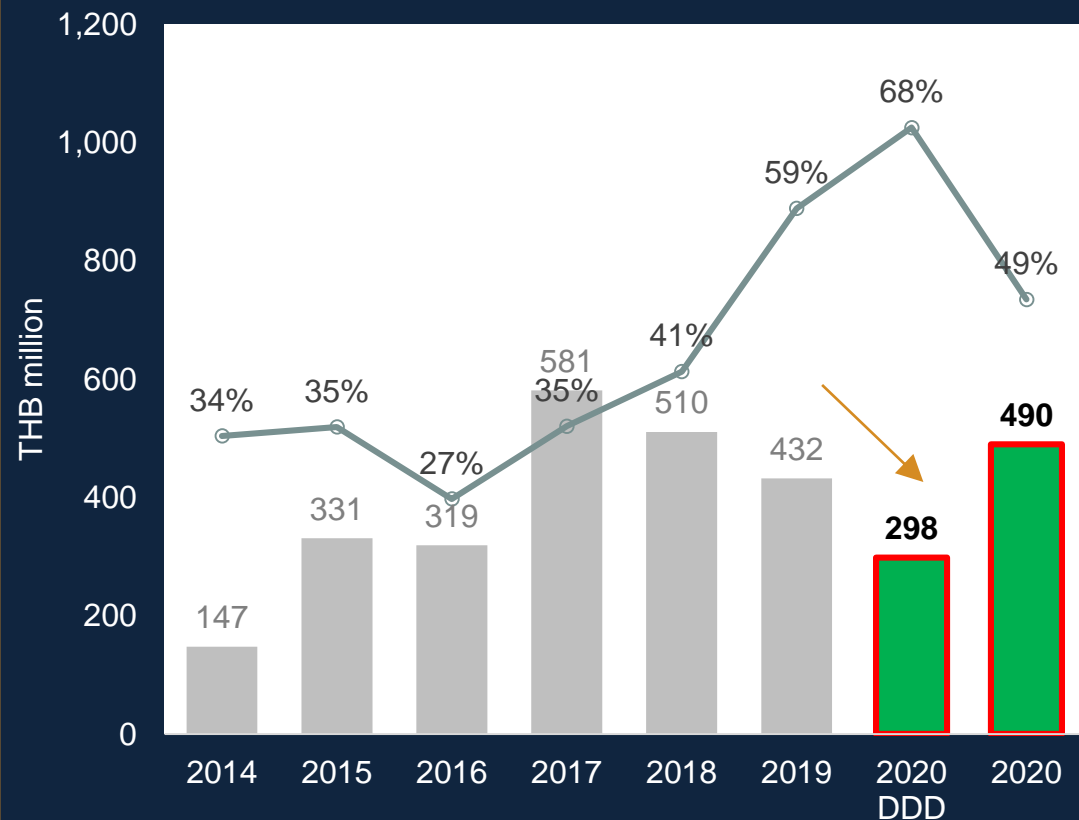
Cost of goods sold



- COGS excl. inventory provision as a percentage of sales increased from 30% in 2019 to 41% in 2020.
- COGS excl. inventory provision as a percentage of sales increased 10.70 pt vs LY driven by Kuron mix 5.4 pt, factory capacity variance loss 3 pt, and SKU mix sachet 3 pt.
- Inventory provision affected 17% to COSG from 41% to 58%.

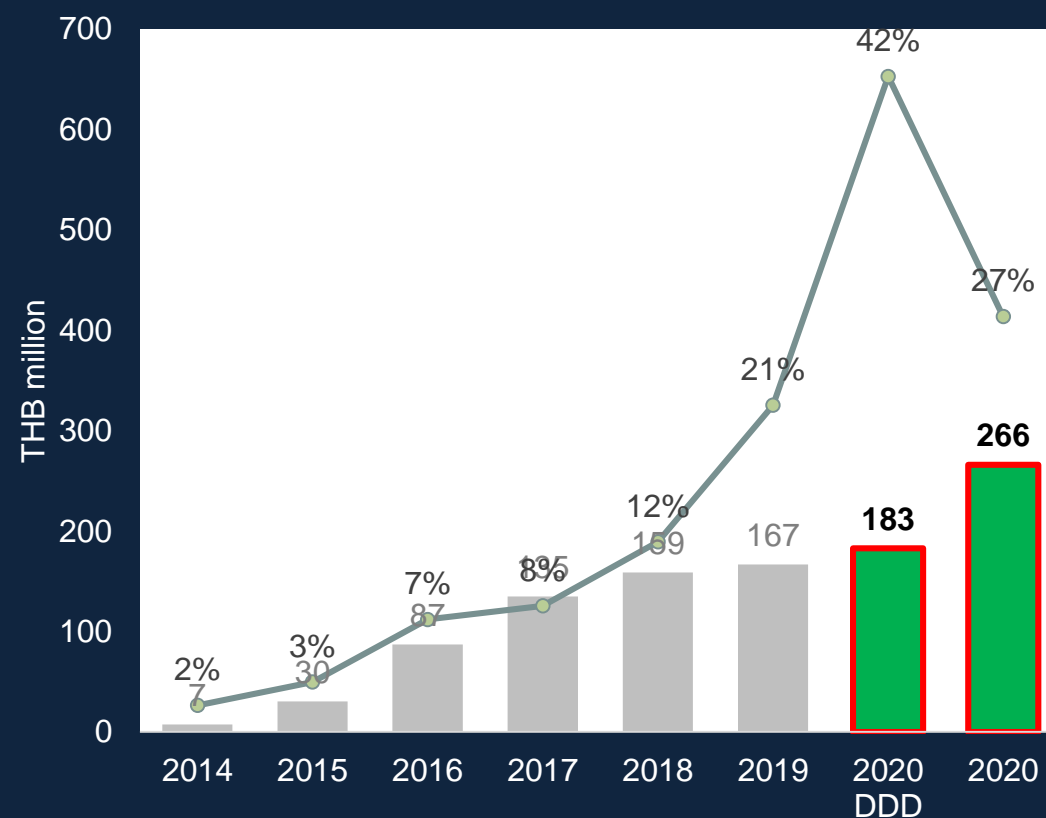
Selling and administrative expenses

Selling expenses



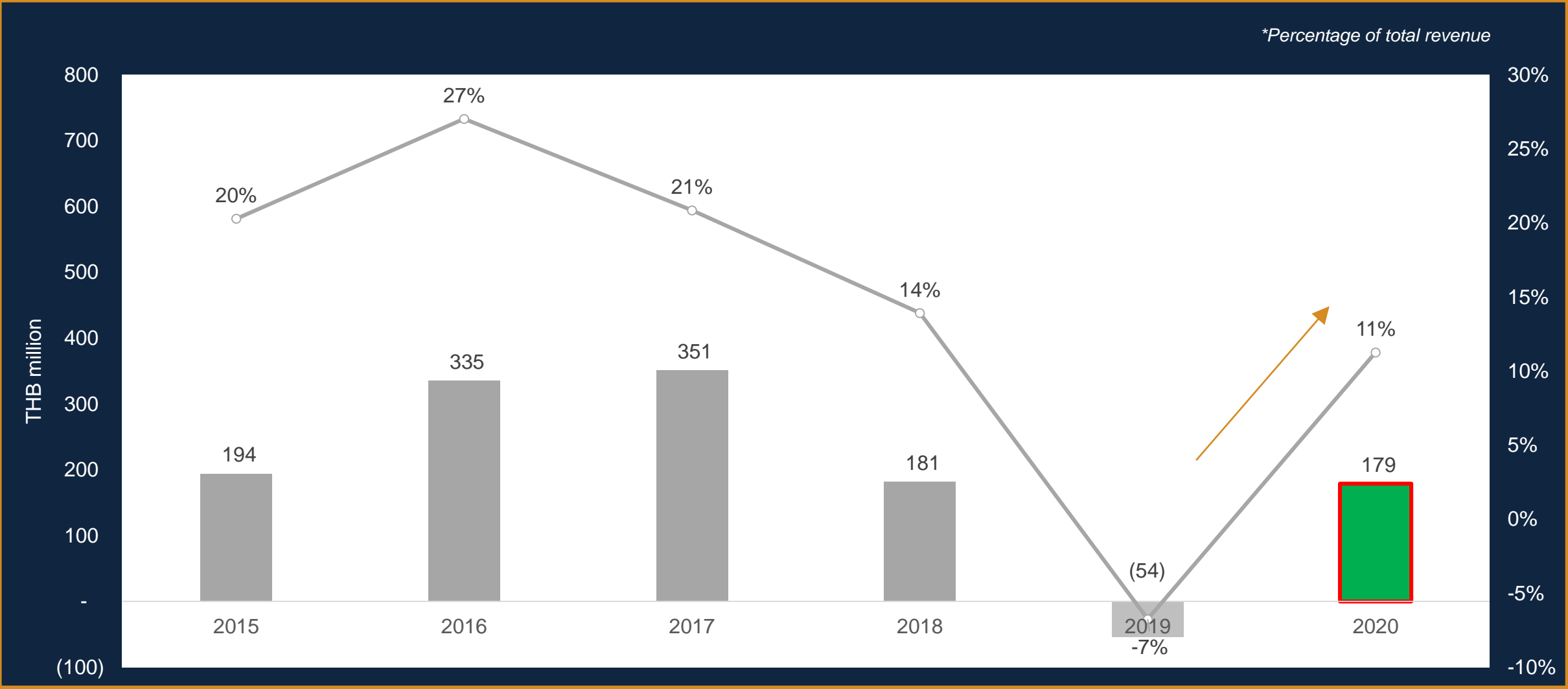
Selling expenses of DDD group (excl. Kuron) decreased by 132 million baht from marketing and promotional optimization.

Administrative expenses

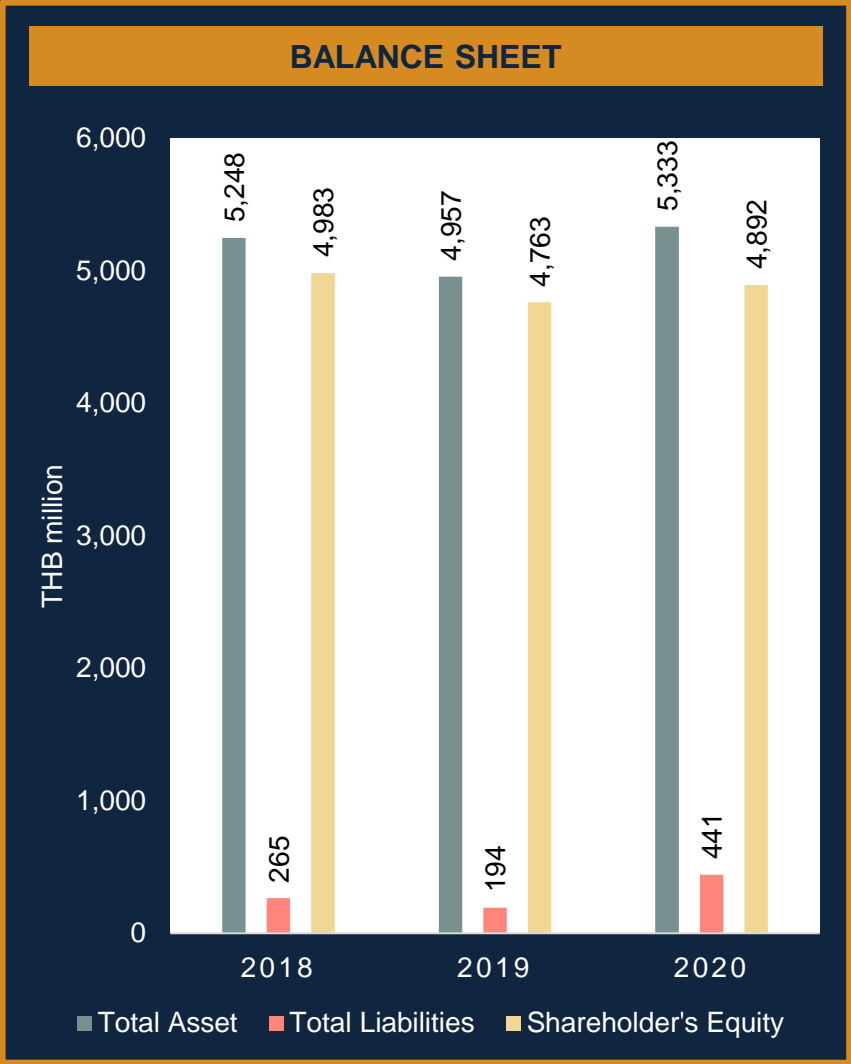


Administrative expenses of DDD group (excl. Kuron) increased from 2019 mainly due to amortization trade mark and customer relationship

Net profit



Financial position and key financial ratios



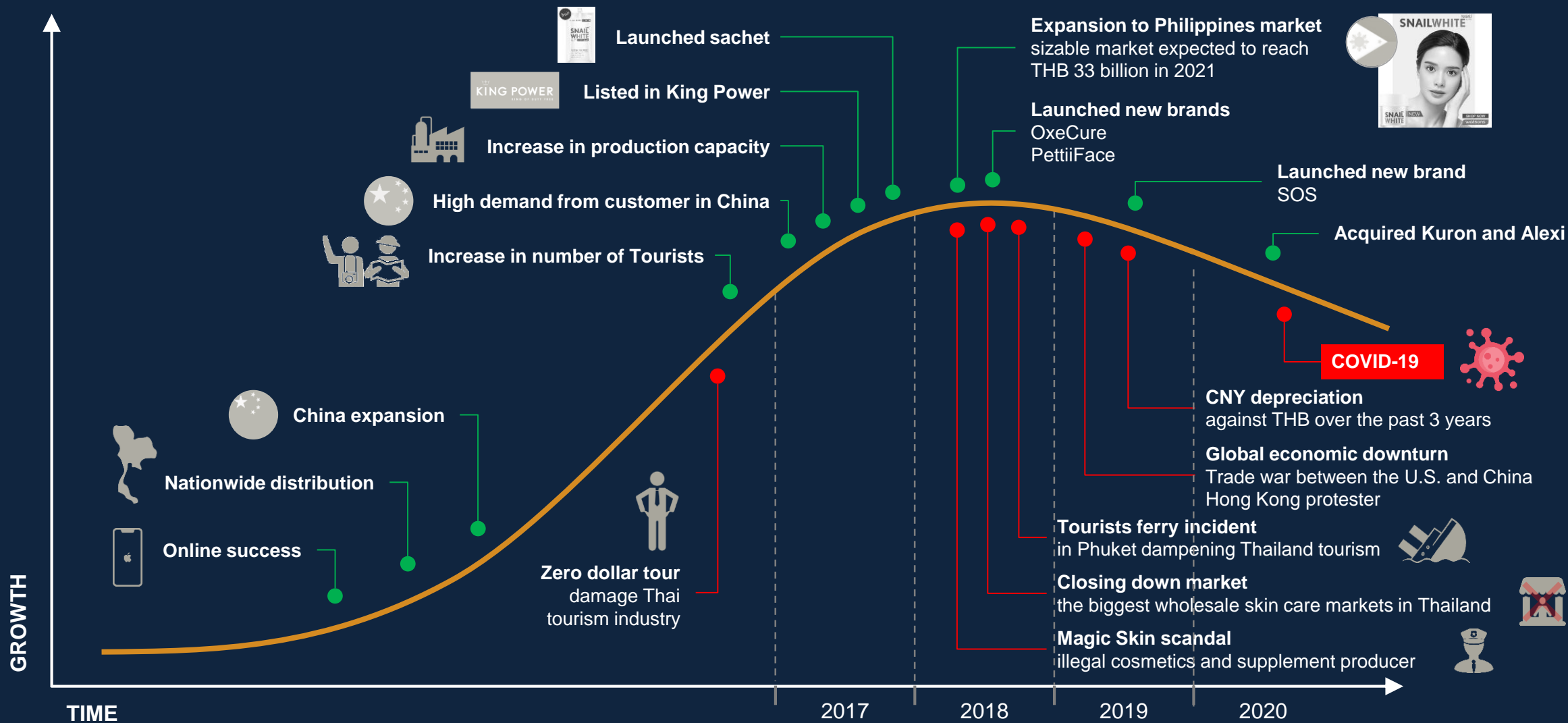
Key Financial Ratio	2018	2019	2020
Cash cycle (Days)	316	544	281
Days sales outstanding (Days)	93	110	101
Days inventories on hand (Days)	299	520	224
Days payable outstanding (days)	76	86	44
Return on assets (%)	4.15	(1.18)	4.92
Return on equity (%)	3.79	(1.10)	3.80
Debt to equity ratio (Times)	0.05	0.04	0.09
Net profit margin (%)	14.15	(6.68)	11.29

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Past development of Do Day Dream

CURRENT S-CURVE



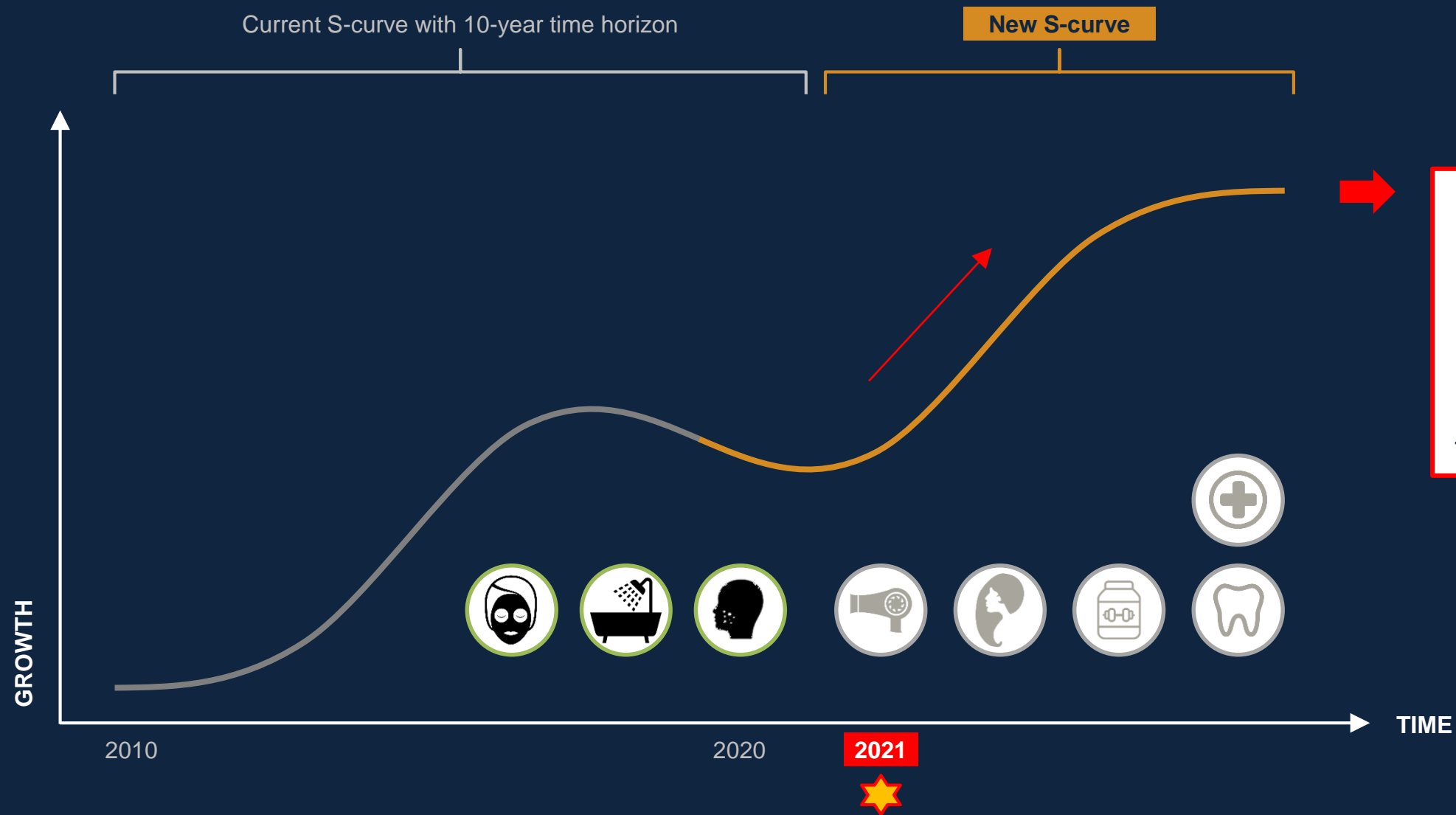
“A company operating a wide range of health, beauty, wellness and lifestyle businesses portfolio, with comprehensive access to networks of channels in Southeast Asia”

MISSION

- To capture 3% share of wallet of female consumers in Thailand by 2030.
- To obtain global presence and recognition

I New S curve for Do Day Dream

THE NEW S-CURVE





PRODUCT AND BRAND

1

- I. Product and innovation
- II. Brand re-introduction
- III. Brand activation



DISTRIBUTION NETWORK & CHANNEL EXPANSION

2

- I. Market coverage expansion
- II. E-commerce commitment
- III. Growth in emerging sales channels



FIT FOR GROWTH

3

- I. Portfolio management
- II. End-to-end supply chain logistic management
- III. Group synergy, new company structure and tighten costs to improve margins



INVESTMENT AND BUSINESS EXPANSION

4

- I. Business opportunity exploration from strategic investment to enlarge portfolio
- II. Growth in the Philippines market by expanding new products in portfolio
- III. Expansion in CLMV with distributor partnership model

I Product and brand – (1/10)

TRANSFORMATION



Brand portfolio

Skin care

Oral




Hair equipment

Sports

Others

Beauty

Dermatology

Brand			
Concept	Beauty is healthy	Grow healthy skin	Stories of skin
Focus	Whitening, Anti-aging	Whitening, Anti-aging	Moisturizing, Anti-aging
Positioning	Mass	Premium mass	Premium mass
Channel			
Modern trade	✓	✓	✓
Traditional trade	✓		
E-commerce	✓	✓	✓
Export	✓	✓	

Product and brand – (2/10)

TRANSFORMATION

1



PRODUCT AND BRAND

2



DISTRIBUTION NETWORK & CHANNEL EXPANSION

3



FIT FOR GROWTH

4



INVESTMENT AND BUSINESS EXPANSION

Brand portfolio

Skin care	Oral	Hair equipment	Sports	Others
Beauty	Dermatology			

Premium

Mass

la prairie

LA MER

LANCÔME

SK-II

BIOHERM

ESTÉE LAUDER

Sulwhasoo

ORIGINS

Eucerin

THREE

CLINIQUE

KOSÉ

SHISEIDO

Kanebo

Neutrogena

innisfree

NAMU LIFE

L'ORÉAL

ANFER

THE BODY SHOP

SMOOTH E

PROVAMED

BEAUTY BUFFET

HADA LABO

ORIENTAL PRINCESS

cute press

Bioré

ARNIER

KARMART

NIVEA

POND'S

Brand revive: the clarity of Brand positioning

NAMU LIFE

- NAMU is from Korean 나무, meaning “tree”
- Brand NAMU LIFE aims to “grow” healthy skin for Asian consumers
- Advanced formula with new technology

SNAIL WHITE

- Only SNAILWHITE can accelerate collagen-Key benefits claim
- production for healthy glowing skin
- Accessible brand/products/ pricing
- New product with innovation

Product and brand – (3/10)

TRANSFORMATION

1

PRODUCT AND BRAND

2

DISTRIBUTION NETWORK & CHANNEL EXPANSION

3

FIT FOR GROWTH

4

INVESTMENT AND BUSINESS EXPANSION

Brand portfolio

Skin care	Oral	Hair equipment	Sports	Others
Beauty	Dermatology			

2021 FULL REVIVE

NEW distribution plan
Reshape retailer relationships and invest only in relevant brand building activities

Commitment to ecommerce and new sales
Strong commitment to data driven consumer shifts via E-Commerce while building stronger customer reach and social media shopper marketing experiences

Content, community, customization
Nurture a Community of consumers through unique experiences and Content that attracts new fans and builds loyalty

Brick & mortar as brand activation
Upgrade brick & mortar store points or hyper localized boutique to establish the strongest customer connections/ customer experience

Product and brand – (4/10)

TRANSFORMATION

1

PRODUCT AND BRAND

2

DISTRIBUTION NETWORK & CHANNEL EXPANSION

3

FIT FOR GROWTH

4

INVESTMENT AND BUSINESS EXPANSION

Brand portfolio

Skin care	Oral	Hair equipment	Sports	Others
Beauty	Dermatology			

New technology of 2 serums in one nose output

- ✓ Combine best key benefits
- ✓ Convenient
- ✓ Value for money

SNAILWHITE

NEW PRODUCT AND INNOVATION

Product and brand – (5/10)

TRANSFORMATION

1



PRODUCT AND BRAND

2



DISTRIBUTION NETWORK & CHANNEL EXPANSION

3



FIT FOR GROWTH

4




INVESTMENT AND BUSINESS EXPANSION

Brand portfolio

Skin care	Oral	Hair equipment	Sports	Others
Beauty	Dermatology			


มหัศจรรย์ผิวสวยกระจ่างใส
ลดจุดด่างดำ ฝ้ากระ
ใน 7 วัน*



NEW!



DERMATOLOGICALLY TESTED
*พินิจรองจาก Dermiscan ในอาสาสมัครหญิง 22 ราย สัปดาห์ที่ 13-28 ก่อน-2563

NAMU LIFE MIRACLE WHITE





NEW PRODUCT AND INNOVATION

I Product and brand – (6/10)

TRANSFORMATION

1



PRODUCT AND BRAND

2



DISTRIBUTION NETWORK & CHANNEL EXPANSION

3



FIT FOR GROWTH

4



INVESTMENT AND BUSINESS EXPANSION

Brand portfolio

Skin care

Oral

Hair equipment

Sports

Others

Beauty

Dermatology

Brand

oxe'cure

Concept

Oxe'cure in control

Focus

Sensitive skin
Anti acne expertise

Positioning

Premium mass

Channel

Modern trade

✓

Traditional trade

✓ (Drug store focused)

E-commerce

Export

✓



Product and brand – (7/10)

TRANSFORMATION

1



PRODUCT AND BRAND

2



DISTRIBUTION NETWORK & CHANNEL EXPANSION

3



FIT FOR GROWTH

4



INVESTMENT AND BUSINESS EXPANSION

Brand portfolio

Skin care		Oral	Hair equipment	Sports	Others
Beauty	Dermatology				

Brand		
Concept	Oral care products	
Focus	Teeth whitening	
Positioning	Premium mass	
Channel	Modern trade	✓
	Traditional trade	✓
	E-commerce	✓
	Export	



ด้วยส่วนผสมอันทรงคุณค่า **Calendula** และ **Edelweiss**
จากเทือกเขา Alpine ประเทศสวิตเซอร์แลนด์

Product and brand – (8/10)

TRANSFORMATION

1  **PRODUCT AND BRAND**


2  **DISTRIBUTION NETWORK & CHANNEL EXPANSION**

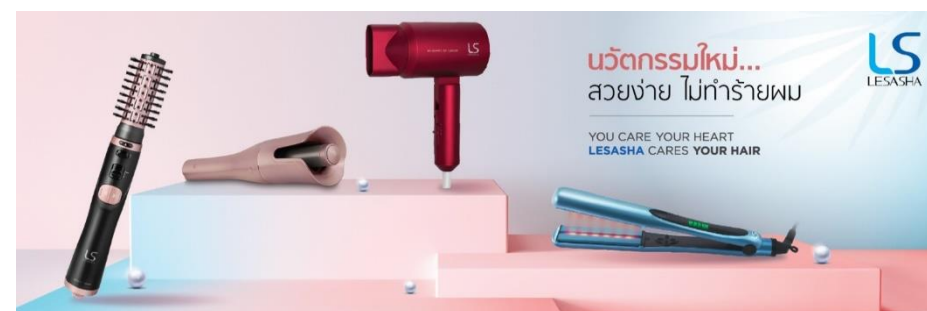
3  **FIT FOR GROWTH**

4  **INVESTMENT AND BUSINESS EXPANSION**

Brand portfolio

Skin care		Oral	Hair equipment	Sports	Others
Beauty	Dermatology				

Brand			
Concept	Innovation in trend		
Focus	Beauty hair equipment		
Positioning	Premium mass		
Product	51 products		
Channel	Modern trade	✓	
	Traditional trade	✓	
	E-commerce	✓	
	Export		



I Product and brand – (9/10)

TRANSFORMATION

1



PRODUCT AND BRAND

2



DISTRIBUTION NETWORK & CHANNEL EXPANSION

3



FIT FOR GROWTH


4



INVESTMENT AND BUSINESS EXPANSION

Brand portfolio

Skin care		Oral	Hair equipment	Sports	Others
Beauty	Dermatology				

Brand	
Concept	Drive your energy
Focus	Sports equipment
Positioning	Premium mass
Product	41 products
Channel	
Modern trade	✓
Traditional trade	✓
E-commerce	✓
Export	



Product and brand – (10/10)

TRANSFORMATION

1



PRODUCT AND BRAND

2



DISTRIBUTION NETWORK & CHANNEL EXPANSION

3



FIT FOR GROWTH

4



INVESTMENT AND BUSINESS EXPANSION

Brand portfolio

Skin care		Oral	Hair equipment	Sports	Others
Beauty	Dermatology				

กล่องอุ่นอาหารพกพา

ดีไซน์สวยงาม
สามารถทำอาหารได้หลากหลาย
อาหารปรุงสุกใหม่ทุกมื้อ

Bear



อุ่นอาหาร
2 ชั้น

ภายในอุณหภูมิ
คงที่ 60°C

ความสะอาด
ด้วยฝาปิด

ใช้งานง่าย
ด้วย Lock

มีช่องใส่ถ้วย
ถ้วยจากพลาสติก
ได้ทันที

อุ่นอาหาร
2 ชั้น

อุ่นอาหาร
2 ชั้น

Bear

Bear Electric Egg Boiler - BR0002
เครื่องนึ่งไข่ไฟฟ้าแบบประสมค์ 2 ชั้น

ปลั๊ก 2 ขา

รับประกัน 1 ปี

คู่มือภาษาไทย



FACIAL CLEANSING BRUSH
แปรงทำความสะอาดใบหน้า

Emjoi

Emjoi แปรงทำความสะอาดใบหน้า
แบบพกพา 24K 15-54 แอมแปร์
ทุกเครื่อง 72,000 บาท/เครื่อง

ความเร็ว
1 ระดับ



@home

เครื่องรีดขนบนใบหน้า



SMOOTH SKIN
bare

ULTRAFAST IPL
HAIR REMOVAL
10 minutes and voila!



FACIAL MASSAGER
เครื่องนวดหน้า



Distribution network & channel expansion – (1/4)

TRANSFORMATION

1

PRODUCT AND BRAND

2

DISTRIBUTION NETWORK & CHANNEL EXPANSION

3

FIT FOR GROWTH

4

INVESTMENT AND BUSINESS EXPANSION

Growing the market share

1. Modern Trade

2. Traditional Trade

3. Local Tourist

4. E-commerce

5. Telesales

6. Philippines

SNAIL WHITE

NAMU LIFE

oxecure

S o S エスオーエス

SPARKLE

LS LESASHA

Business partnership with DKSH to expand market coverage

DO DAY DREAM | PAGE 35

I Distribution network & channel expansion – (2/4)

TRANSFORMATION

1

PRODUCT AND BRAND

2

DISTRIBUTION NETWORK & CHANNEL EXPANSION

3

FIT FOR GROWTH

4

INVESTMENT AND BUSINESS EXPANSION

Growing the market share

1. Modern Trade

2. Traditional Trade

3. Local Tourist

4. E-commerce

5. Telesales

6. Philippines

Local tourist

Website

Database

CRM

Distribution network & channel expansion – (3/4)

TRANSFORMATION

1

PRODUCT AND BRAND

2

DISTRIBUTION NETWORK & CHANNEL EXPANSION

3

FIT FOR GROWTH

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INVESTMENT AND BUSINESS EXPANSION

Growing the market share

1. Modern Trade

2. Traditional Trade

3. Local Tourist

4. E-commerce

5. Telesales

6. Philippines

	MEDIA PRODUCTION	TELESALES PLATFORM	TELESALES TEAM	LOGISTICS
		02-853-9999	200 people	✓
		1781	500 people	✓

I Distribution network & channel expansion – (4/4)

TRANSFORMATION



Growing the market share



1. Modern Trade

2. Traditional Trade

3. Local Tourist

4. E-commerce

5. Telesales

6. Philippines

CURRENT



SNAILWHITE

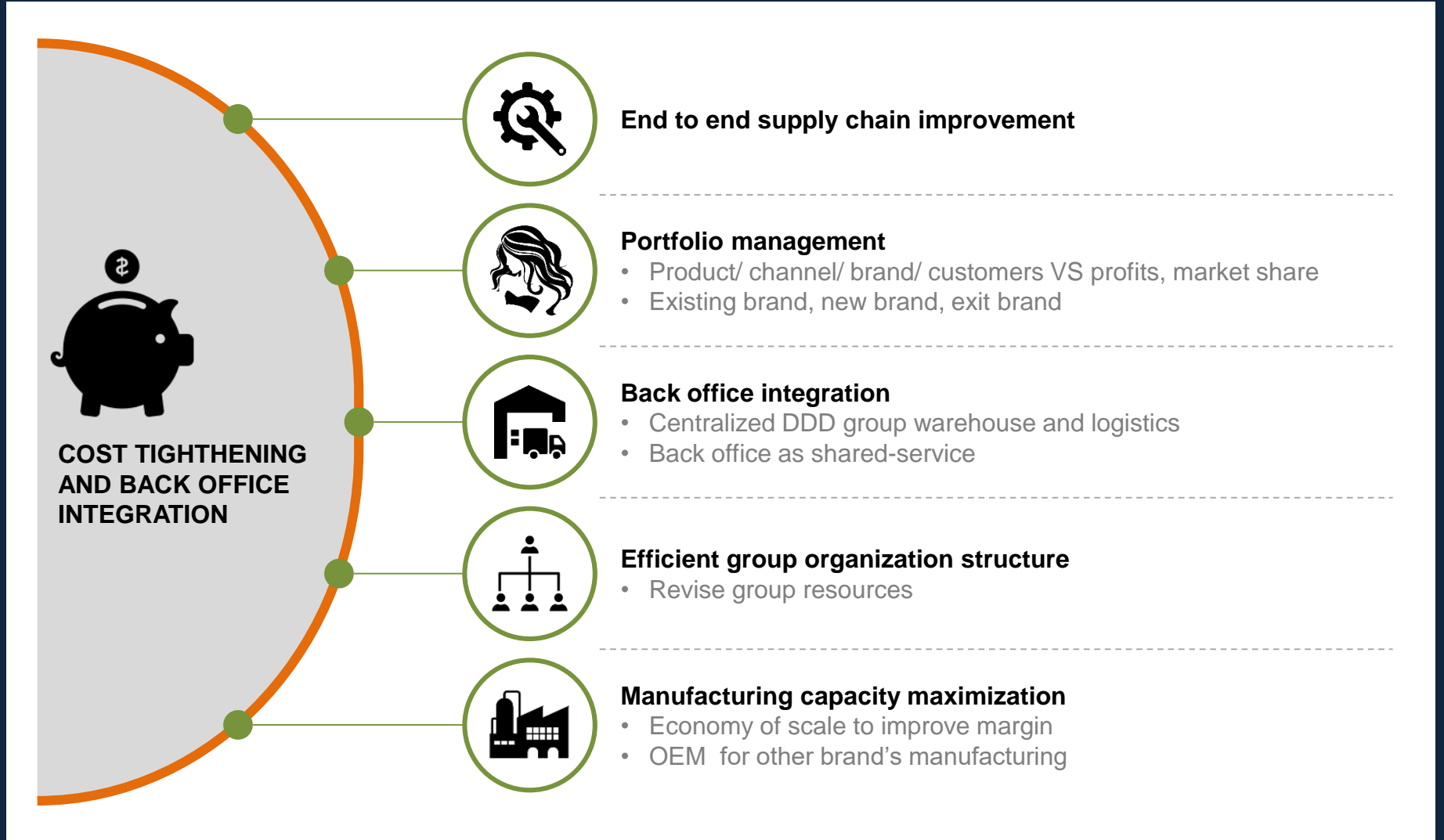


oxecure

2021



Fit for growth (1/2)



Fit for growth (2/2)

TRANSFORMATION

1



PRODUCT AND BRAND

2



DISTRIBUTION NETWORK & CHANNEL EXPANSION

3

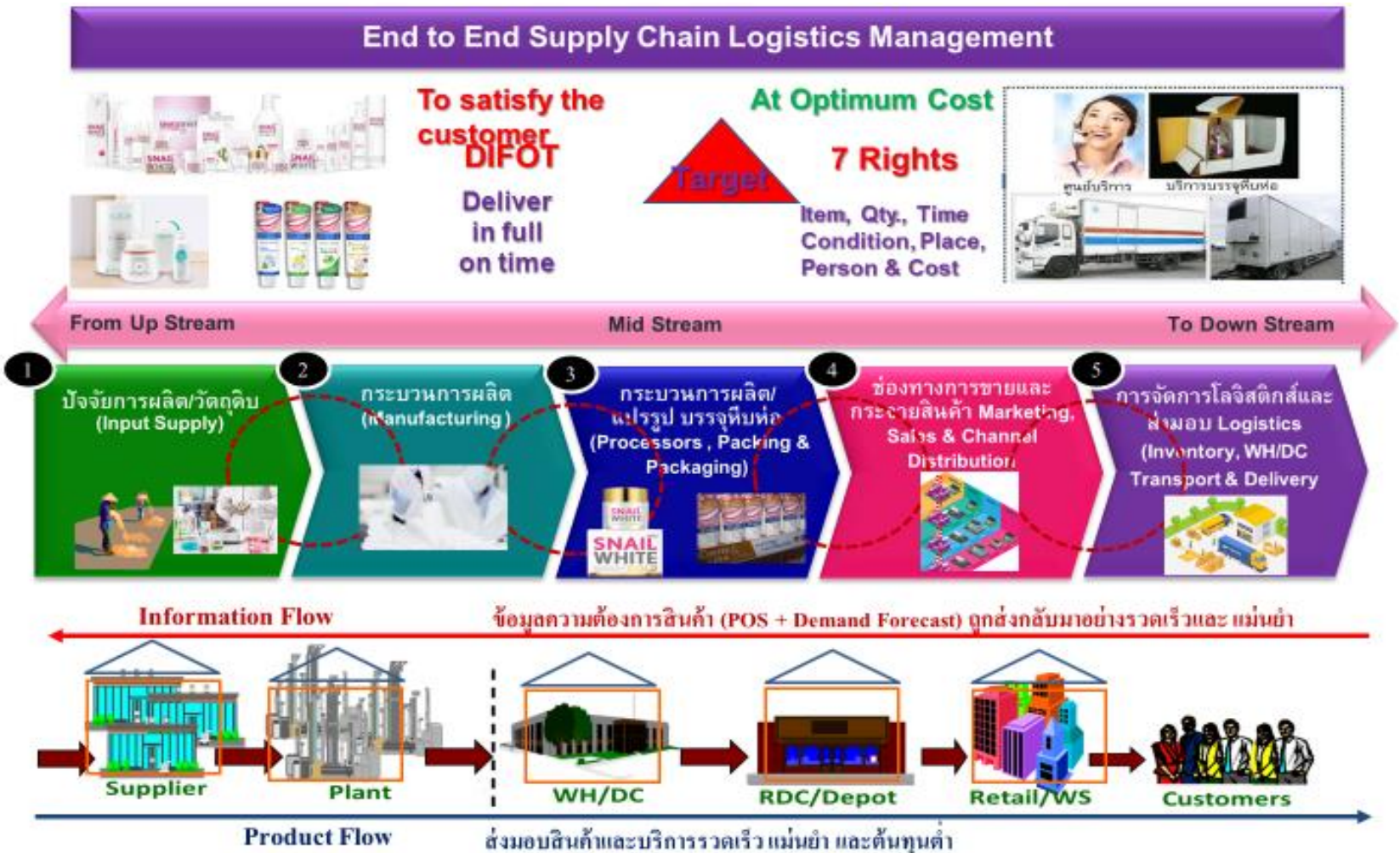


FIT FOR GROWTH

4



INVESTMENT AND BUSINESS EXPANSION



Investment and business expansion

TRANSFORMATION

1



PRODUCT AND BRAND

2



DISTRIBUTION NETWORK & CHANNEL EXPANSION

3

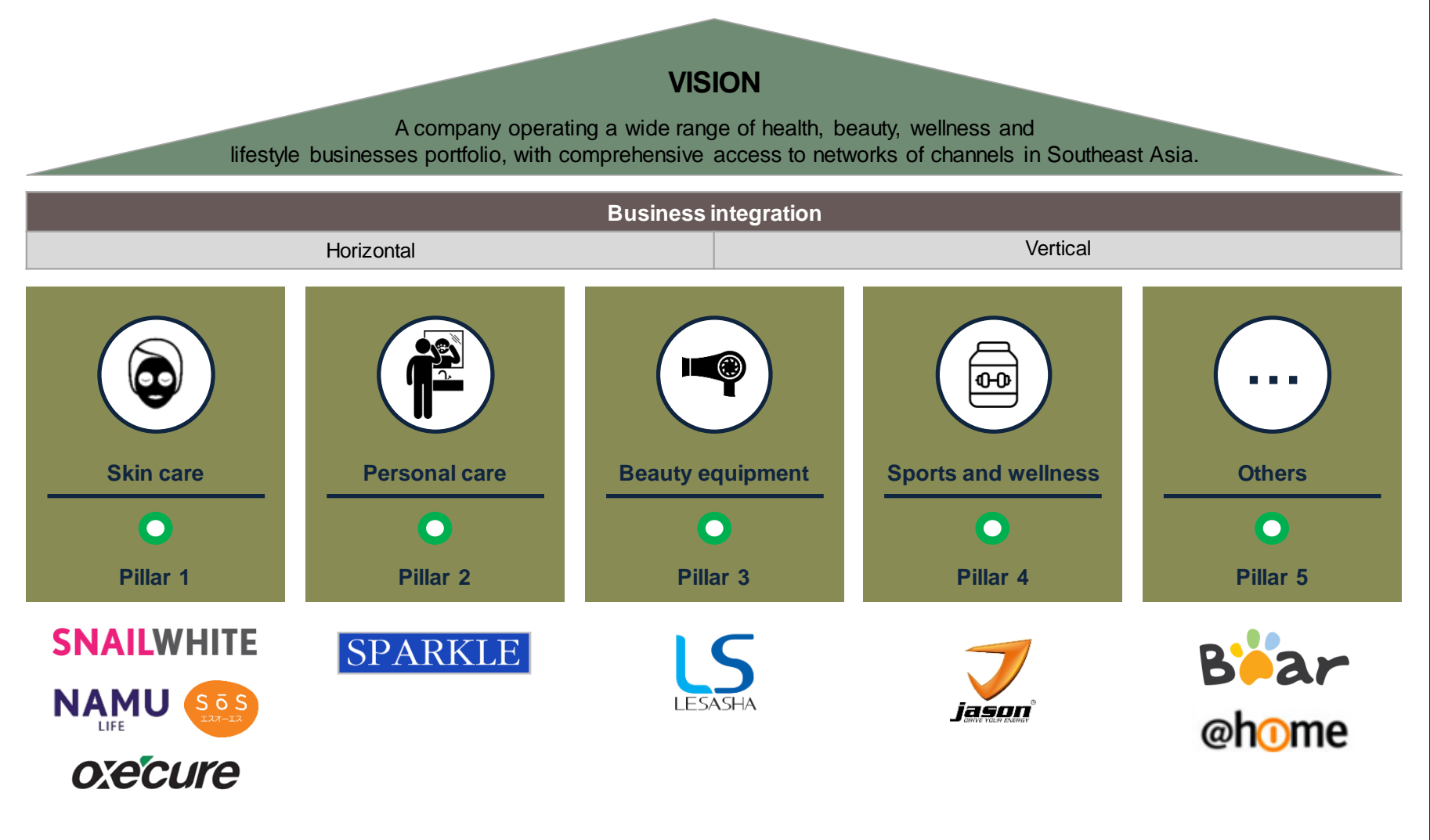


FIT FOR GROWTH

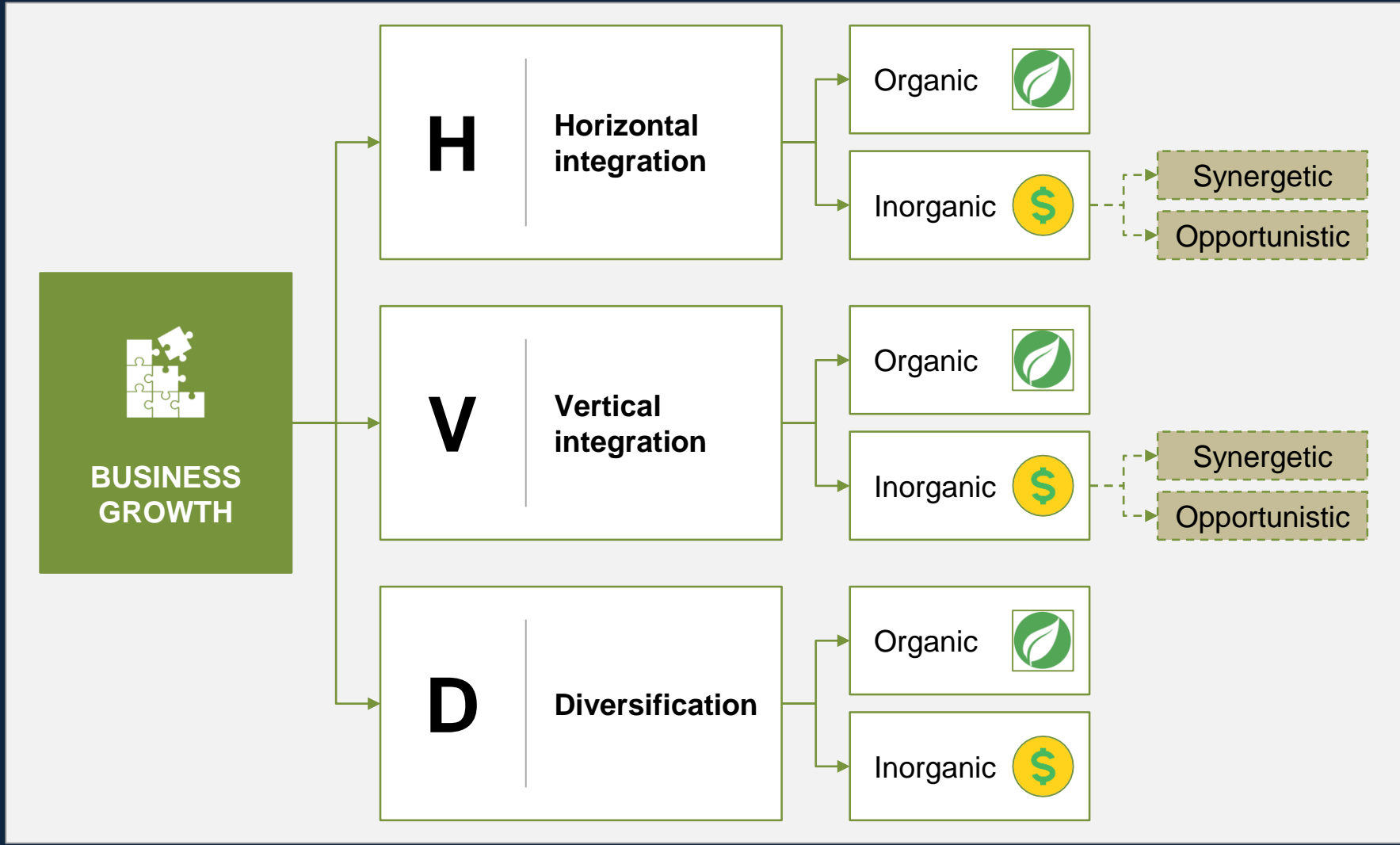
4



INVESTMENT AND BUSINESS EXPANSION



I Growth opportunity in 2021 – 2025



Horizontal integration
the expansion of a business operating at the same level of the value chain in a similar or different industry.

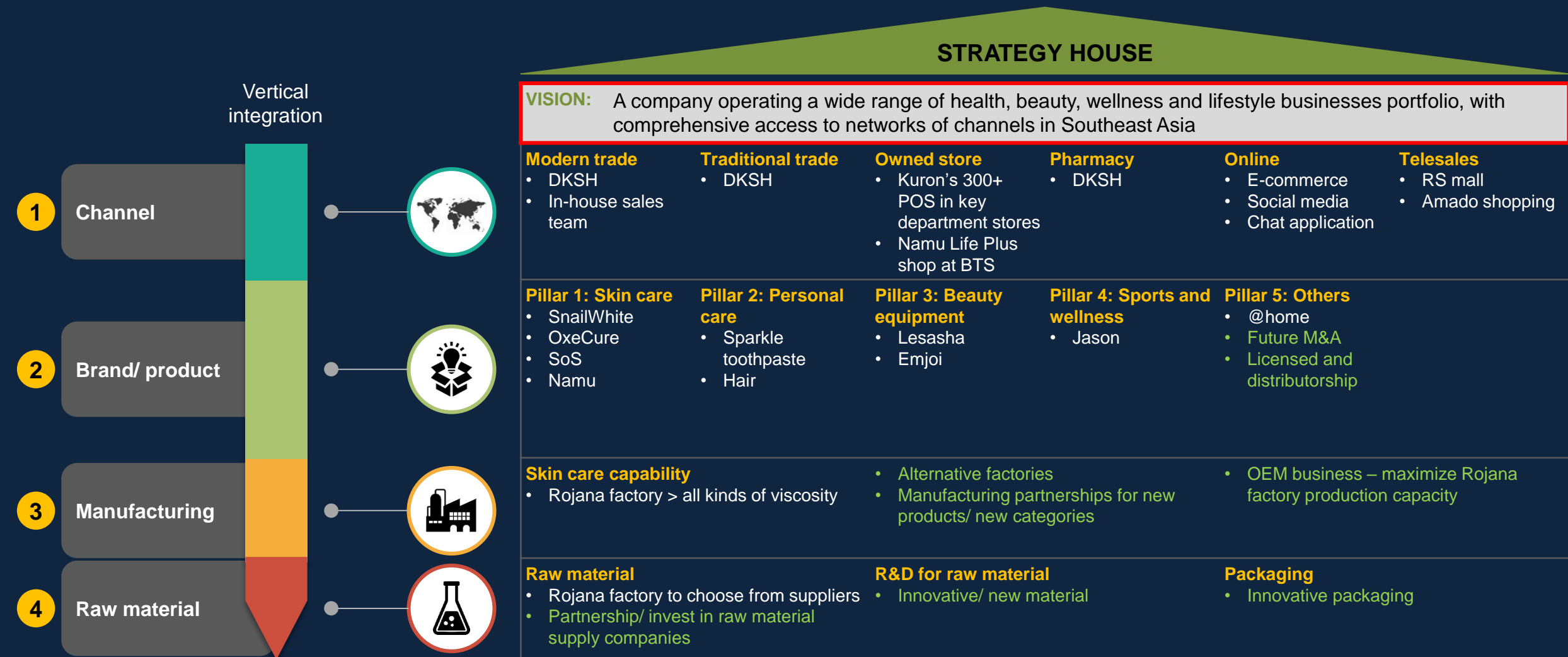
Vertical integration
a strategy where a firm expands business operations within the same production vertical.

Diversification
a corporate strategy to enter into a new market or industry in which the business doesn't currently operate.

Opportunistic
Aim for financial gains with minority stake in businesses

Synergetic
Aim for strategic synergy and portfolio expansion with big minority or majority stake and also involve in management actively

Integrated business strategy



Q&A

Do Day Dream Public Company Limited

SNAIL
WHITE

NAMU
LIFE

oxecure

S O S
エスオーエス

SPARKLE

LS
LESASHA

jason
DRIVE YOUR ENERGY

Bear

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