

| Manager Meeting April 2026

All company information is strictly confidential and must not be shared externally. Only approved marketing promotions should be communicated to customers.

As we continue to share more data internally, all staff are reminded to handle such information responsibly and with discretion at all times.

CONTENT

1. CR Performance & Customer Approach (Slide 4)

- CR decline due to over-aggressive upselling
- Importance of presenting full options (incl. base lens)
- Needs-based selling & long-term relationship

2. Business Performance Overview (Slides 5–14)

- SG & Area performance (Sales, CR, ATV)
- CR below target vs strong ATV
- Focus on improving conversion

3. Recognition & Performance Tracking (Slides 16–23)

- Budget achievement & rankings
- CR trends (FY26 H1/H2 & Apr FY27)
- KPI ranking impact

4. OCA Update (Slide 23)

- Shift to monthly review
- Faster recovery & fairer assessment

5. Trade-In Activation (Slides 24–32)

- Mechanics, scenarios & POS process
- 1.56 lens included (no top-up)
- Transparent recommendation approach

6. CRM & PDPA Compliance (Slides 33–39)

- Campaign performance & eligibility
- PDPA compliance (no pre-consent)
- Use promos to encourage opt-in

7. Product & Sales Activation (Slides 40–45)

- Tote bag, vouchers, CL flow
- Structured recommendation approach

8. NPS & Customer Feedback (Slides 46–53)

- NPS above target, response rate gap
- Improve engagement & service consistency

9. Loss Lens & SOP Compliance (Slides 54–64)

- Common errors (RX, FOP, edging, order)
- Emphasis on SOP & accuracy

10. Merchandise & Product Updates (Slides 65–81)

- Sales trends & new launches
- Product awareness opportunities

11. Customer Service & Case Studies (Slides 82–100)

- Complaint case learnings
- Gaps: communication, diagnosis, ownership
- Improve service consistency

12. Reviews & After-Sales (Slides 101–End)

- Google reviews to drive traffic
- CS & warranty handling
- Strengthen after-sales ownership



| Operation

CR PERFORMANCE & CUSTOMER APPROACH



⚠️ Key Concern

- CR decline may be linked to **over-aggressive upselling of high-priced items**
- Risk of **pushing customers away instead of converting**

Customer Insight

- Trade-In Promo case: Staff pushed **\$150 top-up**
- Did not present **available 1.56 (no top-up) option**
- Result: **Loss of trust → walk-away → CR drop**

Professional Standard

- Sell based on **needs, not pressure**
- Do not push when:
 - No visual improvement
 - No buying intention
- Recommend only with **clear explanation & customer acceptance**

Correct Execution

- Always present **all options (including base lens)**
- Recommend based on **lifestyle & needs**
- Ensure customer feels **comfortable, not pressured**

💛 Long-Term Focus

- Build **trust & relationship**, not one-time sales
- Drives **repeat business + sustainable CR**

ODSG

SALES	
Budget	\$7,036,919
Sales	\$6,821,616

96.9%

CR	
Target	24.0%
CR	21.8%

90.8%

ATV	
Target	\$214
ATV	\$228

106.6%

Area Performance



	Mar-26								
	Budget	Sales	Budget Achievement	CR	CR Target	CR Achieve	ATV	ATV Target	ATV Achieve
ODSG	7,036,919	6,821,616	96.9%	21.8%	24.0%	90.8%	228	214	106.6%
Central	1,859,155	1,718,539	92.4%	19.2%	22.4%	85.7%	239	222	107.9%
Focal	1,123,091	1,105,867	98.5%	19.5%	20.8%	93.8%	213	209	102.1%
North East	2,294,035	2,189,307	95.4%	23.0%	24.1%	95.4%	227	218	104.3%
West	1,760,638	1,807,904	102.7%	25.0%	25.6%	97.7%	223	208	107.4%

West

SALES

Budget	\$1,760,638
Sales	\$1,807,904

102.7%

CR

Target	25.6%
CR	25.0%

97.7%

ATV

Target	\$208
ATV	\$223

107.4%

Area	Shop No	Outlet	Budget	Sales	Budget Achievement	CR	CR Target	CR Achieve	ATV	ATV Target	ATV Achieve
West	1005	Causeway Point	265,995	394,742	148.4%	31.0%	29.7%	104%	247	179	138%
West	1053	JEM	91,480	100,368	109.7%	18.2%	18.9%	96%	256	239	107%
West	965	OWNDAYS Clementi Mall	199,145	215,726	108.3%	23.3%	24.2%	96%	227	222	102%
West	977	OWNDAYS Bukit Panjang Plaza	182,960	188,742	103.2%	33.1%	35.2%	94%	236	223	106%
West	922	OWNDAYS IMM OUTLET	182,960	173,285	94.7%	18.9%	19.1%	99%	225	205	110%
West	962	OWNDAYS Westgate	244,885	231,547	94.6%	25.6%	31.6%	81%	185	188	98%
West	1004	RAFFLES CITY	126,665	114,330	90.3%	26.1%	30.7%	85%	240	189	127%
West	928	OWNDAYS JURONG POINT	327,217	279,100	85.3%	30.2%	32.2%	94%	207	191	108%
West	963	OWNDAYS 100AM	99,924	80,200	80.3%	16.0%	19.4%	82%	227	240	95%
West	1048	Le Quest Outlet	39,407	29,865	75.8%	15.2%	15.0%	101%	188	200	94%

Focal

SALES	
Budget	\$1,123,091
Sales	\$ 1,105,867

98.5%

CR	
Target	20.8%
CR	19.5%

93.8%

ATV	
Target	\$209
ATV	\$213

102.1%

Area	Shop No	Outlet	Budget	Sales	Budget Achievement	CR	CR Target	CR Achieve	ATV	ATV Target	ATV Achieve
Focal	1043	TOA PAYOH	56,295	73,803	131.1%	29.9%	14.9%	201%	220	192	115%
Focal	1028	Woodleigh Mall	102,740	116,882	113.8%	17.8%	18.0%	99%	227	226	100%
Focal	1058	NOVENA SQUARE	94,998	103,772	109.2%	25.0%	25.0%	100%	251	246	102%
Focal	961	OWNDAYS City Square Mall	99,924	108,769	108.9%	22.7%	26.0%	87%	212	220	96%
Focal	907	OWNDAYS 313@SOMERSET	147,775	145,524	98.5%	21.8%	27.1%	81%	185	170	109%
Focal	1011	BUGIS JUNCTION	118,220	116,089	98.2%	18.8%	16.0%	118%	171	160	107%
Focal	989	OWNDAYS Jewel Changi	105,554	99,729	94.5%	19.7%	19.0%	104%	223	216	103%
Focal	1039	Pasir Ris Mall	70,369	63,789	90.6%	14.0%	13.4%	104%	211	225	94%
Focal	915	OWNDAYS BUGIS+	47,851	42,095	88.0%	17.7%	17.0%	104%	201	190	106%
Focal	1007	OWNDAYS Marina Bay Sands	147,775	126,245	85.4%	12.3%	21.0%	59%	239	221	108%
Focal	927	OWNDAYS WHITE SANDS	131,590	109,171	83.0%	29.4%	31.7%	93%	232	228	102%

North East

SALES	
Budget	\$2,294,035
Sales	\$2,189,307

95.4%

CR	
Target	24.1%
CR	23.0%

95.4%

ATV	
Target	\$218
ATV	\$227

107.4%

Area	Shop No	Outlet	Budget		Sales	Budget Achievement	CR	CR Target	CR Achieve	ATV	ATV Target	ATV Achieve
North East	908	OWNDAYS BEDOK MALL	251,922		288,405	114.5%	24.6%	29.3%	84%	241	212	114%
North East	937	OWNDAYS TIONG BAHRU PLAZA	199,848		205,442	102.8%	26.4%	28.4%	93%	243	225	108%
North East	974	OWNDAYS Seletar Mall	146,368		149,103	101.9%	20.7%	24.0%	86%	232	218	106%
North East	909	OWNDAYS NEX	378,586		378,017	99.8%	17.0%	17.0%	100%	226	205	110%
North East	933	OWNDAYS WATERWAY POINT	351,846		349,093	99.2%	50.1%	28.0%	179%	228	205	111%
North East	1052	PUNGGOL COAST MALL	49,258		45,346	92.1%	14.3%	13.0%	110%	237	238	99%
North East	1006	OWNDAYS Parkway Parade	180,849		160,752	88.9%	17.4%	27.0%	65%	233	244	95%
North East	983	OWNDAYS Century Square	323,698		277,862	85.8%	23.4%	28.4%	82%	217	198	110%
North East	948	OWNDAYS Compass One	281,477		231,700	82.3%	24.5%	28.2%	87%	211	206	103%
North East	1061	Hougang Mall	130,183		103,586	79.6%	19.5%	17.9%	109%	217	225	97%

Central

SALES

Budget	\$1,859,155
Sales	\$1,718,539

92.4%

CR

Target	22.4%
CR	19.2%

85.7%

ATV

Target	\$222
ATV	\$239

107.9%

Shop No	Outlet	Budget	Sales	Budget Achievement	CR	CR Target	CR Achieve	ATV	ATV Target	ATV Achieve	
Central	976	OWNDAYS AMK Hub	240,663	259,448	107.8%	20.9%	21.6%	97%	310	260	119%
Central	920	OWNDAYS ION ORCHARD	246,292	237,985	96.6%	17.9%	30.0%	60%	235	200	118%
Central	1020	Takashimaya S.C Premium Con	204,071	189,756	93.0%	15.8%	18.7%	84%	242	238	102%
Central	931	OWNDAYS VIVO CITY	235,737	218,280	92.6%	22.1%	27.8%	80%	209	198	105%
Central	968	OWNDAYS Northpoint	327,217	299,665	91.6%	21.6%	23.5%	92%	229	195	117%
Central	994	OWNDAYS PLQ Mall	106,961	92,237	86.2%	14.5%	18.6%	78%	232	223	104%
Central	924	OWNDAYS SUNTEC CITY MALL	195,626	167,680	85.7%	22.3%	22.0%	102%	231	230	100%
Central	905	OWNDAYS PLAZA SINGAPURA	189,997	159,777	84.1%	23.4%	22.0%	107%	249	230	108%
Central	972	OWNDAYS SingPost Centre	112,591	93,710	83.2%	12.6%	17.5%	72%	223	220	101%

| Outlets Achieved Mar 26 Budget

Congratulations



Shop No		Outlet	Budget Achievement
West	1005	Causeway Point	148.4%
Focal	1043	TOA PAYOH	131.1%
North East	908	OWNDAYS BEDOK MALL	114.5%
Focal	1028	Woodleigh Mall	113.8%
West	1053	JEM	109.7%
Focal	1058	NOVENA SQUARE	109.2%
Focal	961	OWNDAYS City Square Mall	108.9%
West	965	OWNDAYS Clementi Mall	108.3%
Central	976	OWNDAYS AMK Hub	107.8%
West	977	OWNDAYS Bukit Panjang Plaza	103.2%
North East	937	OWNDAYS TIONG BAHRU PLAZA	102.8%
North East	974	OWNDAYS Seletar Mall	101.9%

| CR Result

CR Result

(FY 26 H1 & H2)



CR Result			FY 26 H1 (Apr to Sep 2025)				FY 26 H2 (Oct to Mar 2026)			
Area	Store ID	Store Name	Actual	Target	Gap	Rank	Actual	Target	Gap	Rank
Central	968	OWNDAYS Northpoint	26%	20%	5.6%	1	27%	20%	6.3%	1
Central	924	OWNDAYS SUNTEC CITY MALL	25%	19%	5.5%	2	26%	20%	6.1%	2
Focal	1043	TOA PAYOH	18%	14%	3.8%	4	20%	15%	5.4%	3
West	1005	Causeway Point	30%	26%	4.3%	3	32%	27%	4.6%	4
Focal	1011	BUGIS JUNCTION	18%	15%	3.1%	7	19%	15%	4.3%	5
Focal	1058	Novena Square	24%	21%	3.5%	6	24%	21%	3.5%	6
Focal	989	OWNDAYS Jewel Changi	21%	20%	1.3%	13	23%	20%	3.2%	7
West	977	OWNDAYS Bukit Panjang Plaza	34%	31%	3.6%	5	35%	32%	3.1%	8
West	928	OWNDAYS JURONG POINT	31%	30%	1.3%	14	32%	30%	2.3%	9
West	922	OWNDAYS IMM OUTLET	20%	17%	3.0%	8	19%	18%	1.8%	10
Central	905	OWNDAYS PLAZA SINGAPURA	23%	22%	1.3%	15	24%	22%	1.3%	11
North East	908	OWNDAYS BEDOK MALL	28%	27%	0.1%	18	28%	27%	1.2%	12
North East	948	OWNDAYS Compass One	27%	26%	0.9%	17	27%	26%	1.0%	13
Focal	927	OWNDAYS WHITE SANDS	30%	28%	2.1%	9	29%	28%	0.9%	14
North East	933	OWNDAYS WATERWAY POINT	32%	31%	1.8%	11	30%	30%	0.8%	15
Focal	915	OWNDAYS BUGIS+	17%	15%	1.9%	10	17%	16%	0.6%	16
Central	931	OWNDAYS VIVO CITY	25%	27%	-1.5%	26	26%	26%	0.4%	17
West	1004	RAFFLES CITY	29%	30%	-0.9%	21	30%	30%	0.1%	18
Central	976	OWNDAYS AMK Hub	21%	20%	1.0%	16	21%	21%	0.0%	19
North East	983	OWNDAYS Century Square	28%	28%	0.0%	19	27%	28%	-0.2%	20
Focal	1039	Pasir Ris Mall	14%	15%	-0.8%	20	14%	15%	-0.5%	21
West	965	OWNDAYS Clementi Mall	23%	24%	-1.3%	24	23%	24%	-0.7%	22
North East	1061	Hougang Mall	17%	18%	-1.1%	22	17%	18%	-1.1%	23
West	962	OWNDAYS Westgate	29%	32%	-3.6%	36	29%	30%	-1.5%	24
North East	937	OWNDAYS TIONG BAHRU PLAZA	25%	27%	-1.4%	25	26%	27%	-1.5%	25
West	963	OWNDAYS 100AM	17%	20%	-3.0%	31	18%	20%	-1.7%	26
Focal	1028	Woodleigh Mall	17%	19%	-1.7%	28	19%	21%	-1.8%	27
West	1048	Le Quest Outlet	14%	15%	-1.1%	23	15%	17%	-2.5%	28
North East	974	OWNDAYS Seletar Mall	23%	24%	-1.8%	29	22%	25%	-2.8%	29
North East	1052	PUNGGOL COAST MALL	13%	17%	-4.1%	38	14%	16%	-2.9%	30
West	1053	JEM	18%	20%	-1.7%	27	18%	21%	-3.0%	31
North East	1006	OWNDAYS Parkway Parade	23%	26%	-3.1%	32	22%	25%	-3.5%	32
North East	909	OWNDAYS NEX	24%	22%	1.5%	12	18%	22%	-3.7%	33
Focal	907	OWNDAYS 313@SOMERSET	25%	28%	-3.4%	34	24%	28%	-4.3%	34
Central	994	OWNDAYS PLQ Mall	16%	20%	-3.2%	33	16%	20%	-4.4%	35
Focal	961	OWNDAYS City Square Mall	20%	26%	-5.7%	40	21%	26%	-4.6%	36
Central	920	OWNDAYS ION ORCHARD	26%	29%	-3.4%	35	24%	28%	-4.7%	37
Focal	1007	OWNDAYS Marina Bay Sands	18%	21%	-3.6%	37	17%	21%	-4.7%	38
Central	1020	Takashimaya S.C Premium Concept Store	17%	19%	-2.2%	30	15%	20%	-5.3%	39
Central	972	OWNDAYS SingPost Centre	14%	19%	-5.3%	39	14%	19%	-5.4%	40

CR Result

(FY 27 Apr 26)



Apr-26		Apr 2026 (Up to 5th)			
		CR	CR Target	CR Achieve	
ODSG	ODSG	19.0%	24.5%	77.6%	
Central	Central	16.5%	23.5%	70.3%	
Focal	Focal	17.7%	22.1%	80.1%	
North	North East	19.9%	25.9%	76.7%	
West	West	22.0%	26.9%	81.9%	
Shop No	Outlet	CR	CR Target	CR Achieve	Rank
North East	933 OWNDAYS WATERWAY POINT	39.1%	34.8%	112%	1
Focal	1043 TOA PAYOH	22.1%	20.0%	111%	2
North East	1052 PUNGGOL COAST MALL	14.8%	14.9%	99%	3
North East	1061 Hougang Mall	18.6%	18.8%	99%	4
Focal	927 OWNDAYS WHITE SANDS	31.5%	32.1%	98%	5
North East	937 OWNDAYS TIONG BAHRU PLAZA	25.9%	27.0%	96%	6
Focal	915 OWNDAYS BUGIS+	18.8%	19.6%	96%	7
West	1005 Causeway Point	29.6%	32.7%	91%	8
West	1048 Le Quest Outlet	14.3%	16.0%	90%	9
Focal	989 OWNDAYS Jewel Changi	20.5%	23.2%	89%	10
North East	948 OWNDAYS Compass One	25.8%	29.3%	88%	11
Focal	1039 Pasir Ris Mall	13.7%	15.8%	87%	12
West	1004 RAFFLES CITY	27.4%	31.6%	87%	13
Focal	1028 Woodleigh Mall	17.1%	20.0%	86%	14
West	977 OWNDAYS Bukit Panjang Plaza	31.2%	36.8%	85%	15
Central	994 OWNDAYS PLQ Mall	15.7%	18.6%	84%	16
West	922 OWNDAYS IMM OUTLET	19.0%	22.7%	83%	17
Focal	907 OWNDAYS 313@SOMERSET	21.4%	26.7%	80%	18
Focal	1058 NOVENA SQUARE	20.2%	25.3%	80%	19
West	928 OWNDAYS JURONG POINT	26.4%	33.3%	79%	20
Central	905 OWNDAYS PLAZA SINGAPURA	20.0%	25.4%	79%	21
West	965 OWNDAYS Clementi Mall	19.9%	25.2%	79%	22
Focal	961 OWNDAYS City Square Mall	17.3%	22.3%	78%	23
North East	1006 OWNDAYS Parkway Parade	19.3%	24.9%	78%	24
Central	968 OWNDAYS Northpoint	20.9%	27.2%	77%	25
Focal	1011 BUGIS JUNCTION	15.4%	20.2%	76%	26
Central	976 OWNDAYS AMK Hub	17.0%	23.1%	74%	27
West	963 OWNDAYS 100AM	13.7%	19.0%	72%	28
Central	924 OWNDAYS SUNTEC CITY MALL	18.6%	26.7%	70%	29
Central	931 OWNDAYS VIVO CITY	18.4%	27.0%	68%	30
Central	1020 Takashimaya S.C Premium Concept Store	13.3%	19.6%	68%	31
North East	974 OWNDAYS Seletar Mall	16.4%	24.7%	66%	32
West	962 OWNDAYS Westgate	19.6%	30.6%	64%	33
North East	983 OWNDAYS Century Square	18.4%	29.7%	62%	34
North East	908 OWNDAYS BEDOK MALL	17.7%	29.4%	60%	35
Focal	1007 OWNDAYS Marina Bay Sands	11.8%	20.0%	59%	36
Central	920 OWNDAYS ION ORCHARD	16.2%	27.9%	58%	37
West	1053 JEM	11.7%	20.6%	57%	38
Central	972 OWNDAYS SingPost Centre	8.8%	15.9%	55%	39
North East	909 OWNDAYS NEX	12.9%	25.8%	50%	40

| Sales Achievement Ranking

Sales Achievement Ranking

(FY 26 H1 & H2)



Sales Result			FY 26 H1 (Apr to Sep 2025)		FY 26 H2 (Oct to Mar 2026)	
Area	Store ID	Store Name	Achievement	Rank	Achievement	Rank
West	1005	Causeway Point	113%	2	120%	1
Focal	961	OWNDAYS City Square Mall	116%	1	115%	2
Focal	1028	Woodleigh Mall	103%	7	114%	3
North East	908	OWNDAYS BEDOK MALL	99%	11	112%	4
North East	1006	OWNDAYS Parkway Parade	105%	5	107%	5
Focal	989	OWNDAYS Jewel Changi	107%	3	102%	6
Focal	1011	BUGIS JUNCTION	104%	6	101%	7
Focal	1007	OWNDAYS Marina Bay Sands	106%	4	100%	8
West	977	OWNDAYS Bukit Panjang Plaza	100%	9	99%	9
Central	976	OWNDAYS AMK Hub	96%	17	99%	10
West	1004	RAFFLES CITY	96%	14	98%	11
West	922	OWNDAYS IMM OUTLET	93%	21	97%	12
Central	931	OWNDAYS VIVO CITY	96%	15	96%	13
West	962	OWNDAYS Westgate	85%	34	96%	14
North East	937	OWNDAYS TIONG BAHRU PLAZA	93%	22	95%	15
West	963	OWNDAYS 100AM	97%	13	95%	16
North East	933	OWNDAYS WATERWAY POINT	95%	18	95%	17
North East	983	OWNDAYS Century Square	99%	10	94%	18
Central	905	OWNDAYS PLAZA SINGAPURA	98%	12	93%	19
West	965	OWNDAYS Clementi Mall	91%	28	93%	20
Focal	907	OWNDAYS 313@SOMERSET	96%	16	93%	21
West	1048	Le Quest Outlet	100%	8	92%	22
Central	1020	Takashimaya S.C Premium Concept Store	92%	24	92%	23
North East	909	OWNDAYS NEX	94%	19	92%	24
West	1053	JEM	89%	29	91%	25
Central	924	OWNDAYS SUNTEC CITY MALL	94%	20	91%	26
Central	920	OWNDAYS ION ORCHARD	91%	26	89%	27
West	928	OWNDAYS JURONG POINT	89%	30	88%	28
North East	974	OWNDAYS Seletar Mall	92%	23	88%	29
Focal	1039	Pasir Ris Mall	82%	35	87%	30
North East	948	OWNDAYS Compass One	92%	25	85%	31
Central	972	OWNDAYS SingPost Centre	87%	31	84%	32
Central	994	OWNDAYS PLQ Mall	91%	27	84%	33
Central	968	OWNDAYS Northpoint	86%	32	84%	34
Focal	1058	Novena Square	81%	36	81%	35
Focal	1043	TOA PAYOH	86%	33	81%	36
Focal	927	OWNDAYS WHITE SANDS	79%	37	75%	37
Focal	915	OWNDAYS BUGIS+	67%	39	75%	38
North East	1061	Hougang Mall	74%	38	74%	39
North East	1052	PUNGGOL COAST MALL	65%	40	66%	40

FY 26 H2 (Oct-Mar 2026) *Combined outlet please refer bottom

		SHOP MANAGER										ASSISTANT SHOP MANAGER														
According to Month In-Charge Outlet		Oct - Mar Achievement (Cap 105% Exclude Sales)										Oct - Mar Achievement (Cap 105% Exclude Sales)														
Store ID	Store Name	Shop Manager	Sales	CR	25%	ATV	20%	NPS	5%	Individual Score	Rank	Store ID	Store Name	Assistant Shop Manager	Sales	CR	25%	20%	15%	NPS	10%	Reg P CR	15%	EC P CR	Individual Score	Rank
905	OWNDAYS PLAZA SINGAPURA	KOO CHIN HOW	94.0%		101.5%		104.7%		96.4%	98.1%	B	905	OWNDAYS PLAZA SINGAPURA	-	94.0%		101.5%		104.7%		96.4%		95.6%	95.2%	97.8%	B
907	OWNDAYS 313@SOMERSET	CHAN MING CHENG BRYAN	93.1%		84.9%		104.5%		95.9%	93.5%	C	907	OWNDAYS 313@SOMERSET	-	93.1%		84.9%		104.5%		95.9%		96.8%	97.0%	94.6%	C
908	OWNDAYS BEDOK MALL	LEONG WAI HUNG	109.5%		99.9%		104.7%		95.7%	105.4%	S	908	OWNDAYS BEDOK MALL	NG CUI LIN	112.0%		97.2%		104.7%		96.3%		92.3%	92.6%	100.5%	A
909	OWNDAYS NEX		91.7%		82.0%		105.0%		96.1%	92.2%	C	909	OWNDAYS NEX	SIM WEI XIN	91.7%		82.0%		105.0%		96.1%		92.6%	92.9%	92.5%	C
915	OWNDAYS BUGIS+	JEE THIN SIANG (Jordan)	75.2%		97.9%		98.2%		98.7%	86.6%	C	915	OWNDAYS BUGIS+	-	75.2%		97.9%		98.2%		98.7%		100.0%	99.8%	92.9%	C
920	OWNDAYS ION ORCHARD	LESTER TANG YU PENG	90.6%		80.4%		102.3%		97.3%	90.7%	C	920	OWNDAYS ION ORCHARD	CHAN SWEE HEONG	90.6%		80.4%		102.3%		97.3%		94.2%	95.8%	92.3%	C
922	OWNDAYS IMM OUTLET	LEE CHIEW LIN	97.2%		103.4%		102.3%		101.2%	100.0%	B	922	OWNDAYS IMM OUTLET	-	97.2%		103.4%		102.3%		101.2%		98.5%	97.8%	99.9%	B
924	OWNDAYS SUNTEC CITY MALL	YAP KIT SIN (Zex)	90.3%		102.7%		101.5%		94.5%	95.8%	B	924	OWNDAYS SUNTEC CITY MALL	-	90.3%		102.7%		101.5%		94.5%		100.3%	99.4%	97.7%	B
927	OWNDAYS WHITE SANDS	YONG TZE FUNG (ALVIN)	74.8%		97.4%		103.1%		95.3%	87.1%	C	927	OWNDAYS WHITE SANDS	CHAN YU SHUN (Yu Shun)	74.8%		97.4%		103.1%		95.3%		98.3%	97.2%	92.5%	C
928	OWNDAYS JURONG POINT	LONG ZI WEI (Zi Wei)	88.1%		101.2%		105.0%		95.8%	95.2%	B	928	OWNDAYS JURONG POINT	WONG YEN SHAN (Shanny)	88.1%		101.2%		105.0%		95.8%		94.9%	94.5%	96.0%	B
931	OWNDAYS VIVO CITY	FOO SIANG YEU (Desmond)	96.7%		91.0%		104.2%		100.1%	96.9%	B	931	OWNDAYS VIVO CITY	TAN SI YU AUDREY	96.7%		91.0%		104.2%		100.1%		98.7%	98.5%	97.6%	B
933	OWNDAYS WATERWAY POINT	LING FUNG DING	95.2%		80.5%		103.0%		96.0%	93.1%	C	933	OWNDAYS WATERWAY POINT	ANG HUI LING	95.2%		80.5%		103.0%		96.0%		88.9%	89.5%	91.7%	C
937	OWNDAYS TIONG BAHRU PLAZA	ZHANG QIXIANG (Philip)	95.9%		93.9%		105.0%		101.4%	97.5%	B	937	OWNDAYS TIONG BAHRU PLAZA	-	95.9%		93.9%		105.0%		101.4%		93.0%	93.8%	96.7%	B
948	OWNDAYS Compass One	WONG JING YING	85.0%		96.0%		102.9%		97.4%	92.0%	C	948	OWNDAYS Compass One	KOK SZE SING	85.0%		96.0%		102.9%		97.4%		91.1%	92.2%	93.1%	C
961	OWNDAYS City Square Mall	REN RUIJIE (Melody)	115.7%		82.7%		103.2%		96.8%	104.0%	S	961	OWNDAYS City Square Mall	TANG LIK HUNG	115.7%		82.7%		103.2%		96.8%		96.3%	96.5%	99.5%	B
962	OWNDAYS Westgate	CHONG SIEW MEI	95.2%		87.4%		103.5%		101.3%	95.2%	B	962	OWNDAYS Westgate	CHEAH YEN PING	95.4%		88.7%		104.5%		101.8%		97.7%	97.0%	96.6%	B
963	OWNDAYS 100AM	TEO WEI SHENG (Wei Sheng)	95.9%		87.5%		99.7%		103.8%	94.9%	C	963	OWNDAYS 100AM	YOW YI LING	95.9%		87.5%		99.7%		103.8%		101.8%	101.7%	97.3%	B
965	OWNDAYS Clementi Mall	CHONG KAR HONG (Kar Hong)	93.3%		90.7%		104.2%		98.4%	95.1%	B	965	OWNDAYS Clementi Mall	LEE CHIEW HUI	93.3%		90.7%		104.2%		98.4%		94.8%	94.9%	95.4%	B
968	OWNDAYS Northpoint	HENG KAM KEE (ASHLEY)	83.6%		102.8%		104.3%		97.0%	93.2%	C	968	OWNDAYS Northpoint	CHANG SEE TENG (ANGEL)	83.6%		102.8%		104.3%		97.0%		97.8%	97.1%	96.1%	B
972	OWNDAYS SingPost Centre	THAM CHEE HIN (Dennis)	84.4%		72.2%		104.0%		95.4%	85.8%	C	972	OWNDAYS SingPost Centre	YEW YAE QING	84.4%		72.2%		104.0%		95.4%		91.4%	91.9%	88.2%	C
974	OWNDAYS Seletar Mall	CHAN POOI SEE (Grace)	88.1%		88.6%		105.0%		100.5%	92.2%	C	974	OWNDAYS Seletar Mall	-	88.1%		88.6%		105.0%		100.5%		95.0%	94.9%	94.0%	C
976	OWNDAYS AMK Hub	YAP TECK KUANG (Chris)	98.7%		97.6%		105.0%		96.8%	99.6%	B	976	OWNDAYS AMK Hub	OOI HELLEN	98.7%		97.6%		105.0%		96.8%		92.7%	92.7%	97.4%	B
977	OWNDAYS Bukit Panjang Plaza	RYAN LIM YI REN	98.5%		101.4%		104.5%		98.7%	100.4%	A	977	OWNDAYS Bukit Panjang Plaza	-	98.5%		101.4%		104.5%		98.7%		100.3%	98.8%	100.3%	A
983	OWNDAYS Century Square	LEONG WENG CHEONG (Sherwin)	94.1%		95.4%		105.0%		88.5%	96.3%	B	983	OWNDAYS Century Square	JESPHINE LIM SIN YING	94.1%		95.4%		105.0%		88.5%		93.5%	93.7%	95.3%	B
989	OWNDAYS Jewel Changi	LOKE PENG HUNG (Kenshin)	104.2%		102.1%		103.9%		98.3%	103.3%	S	989	OWNDAYS Jewel Changi	-	104.2%		102.1%		103.9%		98.3%		100.8%	99.2%	101.9%	A
994	OWNDAYS PLQ Mall	THAM CHEE HIN (Dennis)	84.7%		78.3%		104.0%		101.1%	87.8%	C	994	OWNDAYS PLQ Mall	YEW YAE QING	84.7%		78.3%		104.0%		101.1%		94.8%	94.8%	91.0%	C
1004	RAFFLES CITY	TEO WEI SHENG (Wei Sheng)	97.4%		95.2%		105.0%		96.2%	98.3%	B	1004	RAFFLES CITY	YOW YI LING	97.4%		95.2%		105.0%		96.2%		101.0%	101.3%	99.1%	B
1005	Causeway Point	TAI LIP BOON (William)	121.0%		104.9%		102.8%		95.9%	112.1%	S	1005	Causeway Point	REN YAN	121.0%		104.9%		102.8%		95.9%		93.1%	93.0%	104.2%	S
1006	OWNDAYS Parkway Parade	PENG AIK HON (Jennifer)	111.8%		85.1%		105.0%		98.2%	103.1%	S	1006	OWNDAYS Parkway Parade	-	107.5%		81.9%		103.4%		97.8%		95.2%	95.4%	97.1%	B
1007	OWNDAYS Marina Bay Sands	JOSHUA WEI MAOQIANG	100.1%		77.9%		102.8%		97.4%	94.9%	C	1007	OWNDAYS Marina Bay Sands	-	100.1%		77.9%		102.8%		97.4%		91.9%	93.0%	93.5%	C
1011	BUGIS JUNCTION	JEE THIN SIANG (Jordan)	101.0%		105.0%		101.1%		100.2%	102.0%	A	1011	BUGIS JUNCTION	-	101.0%		105.0%		101.1%		100.2%		98.3%	97.7%	100.8%	A
1020	Takashimaya S.C Premium Concept Store	LI SIN YING	91.9%		75.6%		104.4%		96.1%	90.6%	C	1020	Takashimaya S.C Premium Concept Store	-	91.9%		75.6%		104.4%		96.1%		89.1%	90.4%	90.3%	C
1028	Woodleigh Mall	REN RUIJIE (Melody)	113.8%		93.6%		104.0%		93.5%	105.8%	S	1028	Woodleigh Mall	TANG LIK HUNG	113.8%		93.6%		104.0%		93.5%		94.2%	95.1%	100.5%	A
1039	Pasir Ris Mall	YONG TZE FUNG (ALVIN)	86.1%		95.3%		96.8%		97.8%	91.1%	C	1039	Pasir Ris Mall	CHAN YU SHUN (Yu Shun)	86.1%		95.3%		96.8%		97.8%		96.8%	96.2%	93.8%	C
1043	TOA PAYOH	NG JOU HUI (Zoe)	82.3%		100.2%		104.9%		96.8%	92.0%	C	1043	TOA PAYOH	LEONG JIN YAN CHLOE (Chloe)	82.3%		100.2%		104.9%		96.8%		97.9%	97.4%	95.3%	B
1048	Le Quest Outlet	LEE MEET LING (Sant)	92.5%		90.7%		95.3%		96.1%	92.8%	C	1048	Le Quest Outlet	-	92.5%		90.7%		95.3%		96.1%		90.0%	91.4%	92.4%	C
1052	PUNGGOL COAST MALL	CHAN POOI SEE (Grace)	68.1%		88.8%		100.9%		100.5%	81.4%	D	1052	PUNGGOL COAST MALL	-	68.1%		88.8%		100.9%		100.5%		93.9%	94.0%	88.1%	C
1053	JEM	LEE MEET LING (Sant)	90.6%		86.4%		105.0%		100.4%	92.9%	C	1053	JEM	-	90.6%		86.4%		105.0%		100.4%		93.1%	92.9%	93.6%	C
1058	Novena Square	NG JOU HUI (Zoe)	83.0%		99.5%		97.5%		100.6%	90.9%	C	1058	Novena Square	LEONG JIN YAN CHLOE (Chloe)	83.0%		99.5%		97.5%		100.6%		93.0%	93.4%	93.3%	C
1061	Hougang Mall	CHIN YU KHANG	76.7%		93.0%		101.1%		102.8%	87.0%	C	1061	Hougang Mall	-	76.7%		93.0%		101.1%		102.8%		88.0%	87.5%	89.5%	C
Store ID	Store Name	Shop Manager	Sales	CR	ATV	NPS	SM	Rank		Store ID	Store Name	Assistant Shop Manager	Sales	CR	ATV	NPS	Reg P CR	EC P CR	Individual Score	Rank						
1011 B+ / BJ		JEE THIN SIANG (Jordan)	88.1%		101.4%		99.7%	99.5%	94.3%	C	1011 B+ / BJ		-	88.1%		101.4%		99.7%	99.5%	99.1%	98.7%	96.9%		B		
1039 WS / PRM		YONG TZE FUNG (ALVIN)	80.4%		96.4%		99.9%	96.6%	89.1%	C	1039 WS / PRM		CHAN YU SHUN (Yu Shun)	80.4%		96.4%		99.9%	96.6%	97.6%	96.7%	93.2%		C		
1028 CSM / TWM		REN RUIJIE (Melody)	114.7%		88.1%		103.6%	95.1%	104.9%	S	1028 CSM / TWM		TANG LIK HUNG	114.7%		88.1%		103.6%	95.1%	95.3%	95.8%	100.0%		A		
1004 100AM / RC		TEO WEI SHENG (Wei Sheng)	96.6%		91.3%		102.3%	100.0%	96.6%	B	1004 100AM / RC		YOW YI LING	96.6%		91.3%		102.3%	100.0%	101.4%	101.5%	98.2%		B		
994 SPC / PLQ		THAM CHEE HIN (Dennis)	84.6%		75.3%		104.0%	98.3%	86.8%	C	994 SPC / PLQ		YEW YAE QING	84.6%		75.3%		104.0%	98.3%	93.1%	93.4%	89.6%		C		
1058 TPY / NS		NG JOU HUI (Zoe)	82.6%		99.8%		101.2%	98.7%	91.5%	C	1058 TPY / NS		LEONG JIN YAN CHLOE (Chloe)	82.6%		99.8%		101.2%	98.7%	95.5%	95.4%	94.3%		C		
		CHEAH YEN PING	88.9%		64.5%		95.3%	98.8%	84.6%	D																
		CHEAH YEN PING (Final SM+ASM)						94.6%	C																	

- Currently, OCA is reviewed every 3 months based on individual performance. Starting from April, this will be revised to a monthly review.
- This change is to provide staff with a more immediate opportunity to improve. If there is a decline in ranking for a particular month, they will be able to recover and perform better in the following month.
- The current 3-month review cycle may prolong the impact of a temporary dip in performance, even if it is due to short-term factors. Moving to a monthly review allows for a fairer and more responsive assessment.

Example:

- April 2026 OCA will be base on Jan – Mar 2026 result
- May 2026 OCA will be base on April 2026 result

| Trade in activation

Activation – “Trade in Activation”



1. Purchase \$60 Voucher



Purchase \$60 Trade in Voucher (Extended till 30th April 2026)

1. Between extend to **30th May 2026**
2. Received Unique Code.
3. Show the Unique code to Staff to redeem
4. Staff to click redeem on membership account

Unique voucher code at front 2 under “Memo”

2. Visit Selected Store



Visit Selected Store

1. Bring and Deposit used Glasses during purchase or collection
2. Only applicable to 9 outlet
3. Code valid for 1 month from DOP

Activation – “Trade in Activation”



3. Choose Your New Glasses



Pick new glasses with **FREE** Anti-glare lenses

4. Ready for Pickup



Your glasses ready in 7-14 days!
We'll notify you via SMS.

Choose Your Preferred New Glasses

1. Come with **1.56 SV lenses**

Jan Code : **2300048260311**

Stock Range : +3.00 to -4.00 with Up to -2.00 Cyl

Warranty: 6 month Visual warranty

2. Can opt for 1.60/1.67 SV with Top up difference of \$38

SG Trade-In Lens Upgrade (1.60/1.67) \$38

Jan Code : **2300050260316**

Warranty: 6 month Visual warranty

3. Top up for **Optional lenses**, No Conjoint with other promotion

Warranty : 1 year

Ready for pickup

1. Collection date set based on the type of lenses sold.
2. Notify customer via SMS.

Activation – “Trade in Activation” – How to key in POS



Pos Code : 3083 Trade-in Frame only (100% discount – Unchangeable)

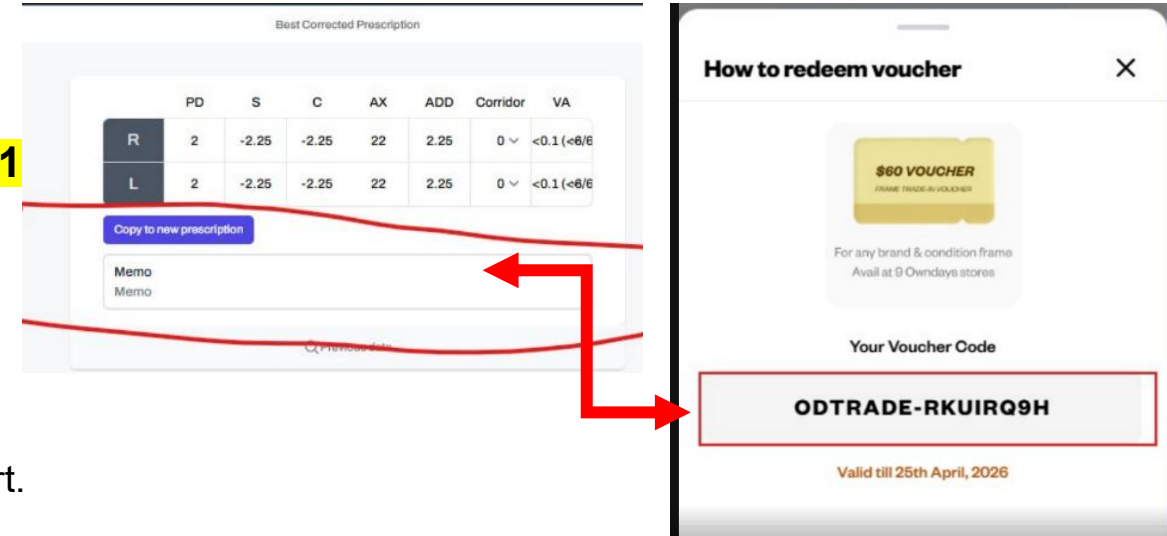
Scenario 1 – Claim trade in with **1.56 SV Clear lenses**

JAN Code for 1.56 lens **SG FSV 1.56 ASP HMC 2300048260311**

1. Scan Actual Frame price **\$178**
2. Key **3083** POS Code under set price, the set price will become “\$0”
3. Scan lens 1.56 SV

Key in cx **Unique voucher code at front 2 under “Memo”**. Will show later part.

No payment required + 6 months warranty



Activation – “Trade in Activation” – How to key in POS



Scenario 2 – Claim voucher with upgrade to **1.60/1.67 SV Clear lenses**

1. Scan Actual Frame price **\$178**
2. Key **3083** POS Code under set price, the set price will become “\$0”
3. Scan 1.6/1.67SV lenses
4. Scan the **\$38 JAN code (JAN code > SG Trade-In Lens Upgrade (1.60/1.67) 2300050260316**

Key in cx **Unique voucher code at front 2 under “Memo”**. Will show later part.

Customer have to pay **\$38** + 6 months warranty

Activation – “Trade in Activation” – How to key in POS



Scenario 3 – Claim voucher with any Others Optional Lens

1. Scan Actual Frame price **\$178**
2. Key **3083** POS Code under set price, the set price will become “\$0”
3. Scan the optional lens

Only top up the optional lens price. No need additional top up for 1.6/1.67

Eg if cx purchase 1.74, cx will only need to top up **\$100**

Key in cx **Unique voucher code at front 2 under “Memo”**. Will show later part.

Customer have to pay **amount based on the optional lens cx choose** + 1 Year warranty

Activation – “Trade in Activation” – How to key in POS



Scenario 4 – Claim voucher with choosing regular price item in the store

1. Scan Regular Price item
2. Key **3082 (Fixed \$60 Discount)** POS Code under set price (\$60), top up the different
3. Scan the optional lens if any and cx can get 1.6/1.67 lens

Only top up the optional lens price. No need additional top up for 1.6/1.67

Eg if cx purchase 1.74, cx will only need to top up \$100

Key in cx **Unique voucher code at front 2 under “Memo”**. Will show later part.

Customer have to **pay the differences for the frame and optional lens amount if any** + 1 Year warranty

Activation – “Trade in Activation” – FAQ



1. What frames am I eligible for?

CX can choose any of frame with sticker shown \$98 & \$118 eyewear range and \$158 frame range.

2. How do Cx redeem this voucher?

An e-voucher will be sent to you via WhatsApp within 24 hours after your purchase. Simply bring your old frame and the e-voucher to selected OWNDAYS store to redeem your new OWNDAYS glasses. If cx no whatsapp, it will be send to message.

3. Do I need to pay extra for the lenses?

CX will get 1.56 SV Clear lenses for free within the power range. You may recommend cx for more premium range of lenses for top up the differences.

4. When do I need to deposit my current eyeglasses/sunglasses?

CX can deposit it at the time of order placement OR at the time of order collection. No worries if you still need your glasses before collection!

5. Is there warranty for the new OWNDAYS glasses?

Cx will receive default 6 months warranty frame and lens, or 1 year warranty if cx top up for optional lenses.

6. Which store can I redeem this voucher at?

IMM, Toa Payoh, LeQuest, Bugis+, WhiteSands, Singpost Center, Paya Lebar Quarter, Punggol Coast Mall, Pasir Ris Mall

7. How many voucher can 1 account buy?

CX can purchase unlimited vouchers.

Activation – “Trade in Activation” – Annex 1



Lens Code

1. 1.56 lens SG FSV 1.56 ASP HMC
Jan Code : **2300048260311**
2. SG Trade-In Lens Upgrade (1.60/1.67) \$38
Jan Code : **2300050260316**

Discount Code

1. 3083 Trade In (Frame Only) 100%
2. 3082 Trade in Upgrade Frame \$60

| CRM

CRM Campaigns



- We recently tested a CRM campaign (Spend more, Save More) which had a validity of 6 days
- **Within 6 days, we garnered:**
 - S\$97k in sales
 - 6.6% of total sales (For that 6 Days)
 - Goal is for such campaigns to at least contribute 15-20% of that week's sale

Business Performance by Store

Discount_Name	Sales	Orders	ATV	New Customer Count	New Customer (%)	Repeat Customer Count	Repeat Customer (%)
3085 - CRM: Spend More; Save More	97,871	188	528	60	31.7%	129	68.3%
Total	97,871	188	528	60	31.7%	129	68.3%

CRM Campaigns – Mechanics

- EDM will be sent out to all eligible customers (Consent = True)
- Estimated full base of 300k
- Customers have to flash the email to store staff
- Customers will then be eligible for discount

Eligibility:

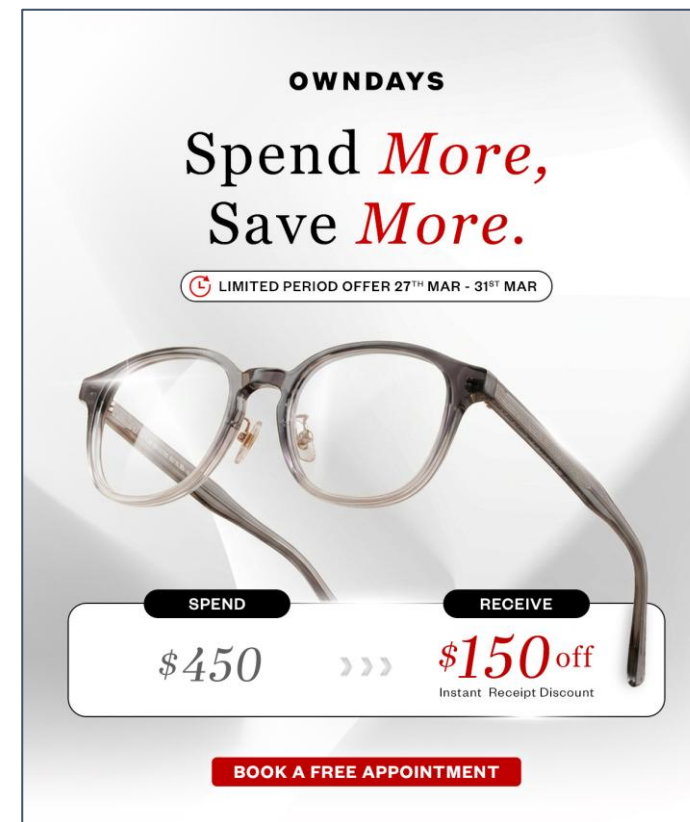
- *Applicable for prescription glasses only
- Lens replacement at \$98
- Collaboration & limited edition frames
- ODCare+ 20% discount
- Minimum spend: \$450 for 1 pair of glasses (not per transaction)
- **Customer must show the promotion voucher**
- Voucher is transferable to other customers

Not Eligible / Exclusions:

- Cannot be used with other promotions (e.g. 2nd pair half price, \$98/\$118 flat price, free enhance program, lens replacement 50%, trade-in promotion, any type of discount)
- Huawei glasses, contact lenses (CL), DITA and accessories are excluded

As for the daily incentive. Discounted items will not be counted towards daily incentive.

Thing to note for keying POS: using discount code 3085 on the lens.



CRM Campaigns – How do we define eligibility?

- **New Customers:**

- Upon signing up , there are 2 options to receive offers via email & text.
- Agreeing to these terms —> Consent_flag = True
- Customers will then be eligible to receive these offers via email/text

Policy on how Personal Details are kept (Please read through and confirm)

We use your or your child/ward's personal information in compliance with the Personal Data Protection Act and our Privacy Policy. Our Privacy Policy can be found on our website (<http://www.owndays.com/sg/en/privacy/>). Our primary purposes in collecting personal information is, without limitation, to provide you or your child/ward with a smooth and efficient service which includes after-sales service, resolving issues related to your or your child/ward's purchase and responding to your or your child/ward's feedback, and one or more of the other purposes as stated in our Privacy Policy. We may also use your or your child/ward's information for digital advertising and marketing purposes, including sending you or your child/ward information relating to our services, promotions, offers through text messages, emails and other digital media. We may also disclose your or your child/ward's personal information to third party vendors engaged to perform processes required for the administration of your or your child/ward's account, for data analytics or for the aforementioned advertising and marketing purposes, where applicable. We will protect the information you or your child/ward have /has provided us against any unauthorised access or use to the best of our ability.

Acknowledgement

I hereby consent to the collection, use and disclosure of my personal information by OWNDAYS Singapore Pte. Ltd. (OWNDAYS) for the intended purposes mentioned above. / I hereby consent to the collection, use and disclosure of my child/ward's personal information by OWNDAYS Singapore Pte.Ltd. (OWNDAYS) for the intended purposes mentioned above.*

My/my child/ward's personal information may/will be disclosed by OWNDAYS to its third party service providers or agent, which may be situated outside of Singapore, for one or more the intended purposes mentioned above, as such third party service providers, if engaged by OWNDAYS, would be processing my/my child/ward's personal data for OWNDAYS for one or more of the intended purposes mentioned above.

By clicking Agree, I represent and warrant that I have read and understood all of the above provisions, including the Privacy Policy.

*Customers who are below the age of 13 years old have to ask a parent or legal guardian to give consent to the collection, use and disclosure of their personal information on their behalf.

I consent that you use my personal information for the purposes mentioned above. ☐ Agree

How would you like to receive new and special offers from us ? ☐ E-mail
☐ Text Message

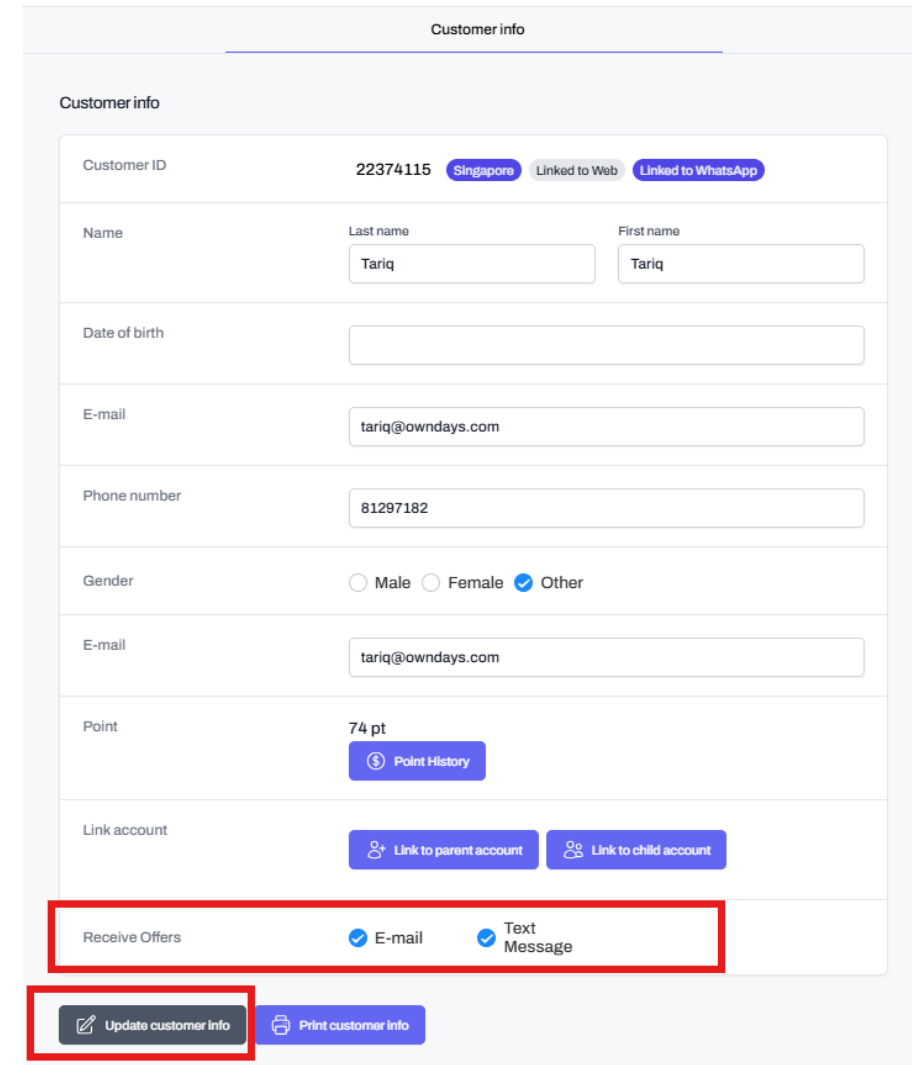
I read and agree to all of the above ☐

Back

CRM Campaigns – How do we define eligibility?

- **Existing Customers:**

- You can check their current consent on front2
- Ask customers if they wish to opt in so that they can be eligible to receive these offers that are solely sent via email/text
- If yes, check either or both of the email and text message options
- Click update customer info and confirm



Customer info

Customer ID: 22374115 [Singapore](#) [Linked to Web](#) [Linked to WhatsApp](#)

Name: Last name: Tariq First name: Tariq

Date of birth:

E-mail: tariq@owndays.com

Phone number: 81297182

Gender: ☐ Male ☐ Female ☒ Other

E-mail: tariq@owndays.com

Point: 74 pt [Point History](#)

Link account: [Link to parent account](#) [Link to child account](#)

Receive Offers: ☒ E-mail ☒ Text Message

[Update customer info](#) [Print customer info](#)

- Always check with customer if they consent to receive marketing updates
- Do NOT pre-select “Yes” — this is not allowed under PDPA
- Consent must be clearly given by the customer themselves
- Use promotions to encourage consent:

“We do have exclusive promos, member deals, and updates that we only share with customers who opt in. Would you like to receive them?”

 Important:

Must follow PDPA guidelines — no pre-ticking or assuming consent

LR Promo – Mechanics (Till 30th April 2026)



- Promotion is applicable for Lens Replacement (LR) only.
- Customers who purchase Lens Replacement will enjoy 50% off the base LR price (\$98).
- If customers choose to upgrade to optional lenses, they will receive an additional 10% off all optional lens price except ZEISS and MC3(\$150)
- Not applicable with other promotions or discounts such as 2nd Pair 50%, Free PAL or MC3(\$150).
- OWNDAYS reserves the right to amend the terms and conditions without prior notice.

POS Keying Method

Discount code in POS: 3084 (Adjustable)

Example

Lens Replacement: \$98

Upgrade to Basic Blue: \$100

Calculation

\$98 → 50% discount (\$49)

\$100 → 10% discount (\$10)

Total discount \$59 key under 3084 discount code

Customer final payment: \$139

Discounted MC3 (\$150) is not eligible for LR under the 50% off and additional 10% optional discount.

Only non-discounted MC3 (\$250) is eligible.

Notes:

- Staff may share this option with customers when applicable, either when customers ask about the promotion or when they are doing Lens Replacement.
- No store POP will be provided.
- Marketing will communicate through CRM and digital ads.

| Tote Bag

Currently Tote Bag usage is LOW

- *PWP \$5*
- *Walk-in \$10*
- *Free tote bag for cx that spend **above \$200***
- *Scanning out on POS is mandatory*



| J&J voucher

- Each shop will be given up to **3 chances** starting from February. If the issue continues beyond this, the cashier involved is required to **bear the cost**.

Please remind all staff to exercise extra care and ensure all details are checked carefully before proceeding with payment.

Row Labels	Sum of Unredeemed J&J vouchers
2025	642.00
+ Sept	162.00
+ Oct	220.00
+ Nov	60.00
+ Dec	200.00
2026	400.00
+ Jan	240.00
+ Feb	160.00
Grand Total	1,042.00

Contact lens pitch and recommendation flow

Objective

To help store increase CL performance and conversion

Available tools for recommendation

ACUVUE app welcome voucher
ACUVUE points
OWNDAYS points
FOC trial lens with bundle purchase

Flow (New CL customer)

To pitch ACUVUE as the 1st lens to fit or recommend when new to OD or new CL customer walks in to store eye-inspired technology
Widely clinically validated brand with advanced moisture/comfort tech
Wide product range that can suit any age group of users

Sample dialogue:

"ACUVUE works with your eye's natural moisture for better comfort, and because it's clinically validated and trusted worldwide, most of our customers love the comfort."

Flow (Existing OD CL customer –Repurchases)

Sample dialogue:

"Since you're already using ClearVision, you might like ClearVisionBlue, it offers the same comfort but with added blue light protection, which helps reduce eye strain from screens."

Common customer Objection: "I don't use screens that much."

Our Response: The Blue lenses aren't only for heavy screen users; they're also about giving your eyes a bit of extra protection and comfort for daily use. Most customers find it worth it because their eyes feel less tired by the end of the day, especially with phone and laptop use."

Free trial lenses with bundle purchase



*** FOC TL given can be a different product for customer to try out different series**

J&J (Moist & Oasys& MAX Dailies only) 4box give 10 pieces additional FOC Trial lenses

• 8box give 30 pieces additional FOC Trial lenses

J&J (Define –TL only available for Radiant Chic & Grayzel) 4box give 10 pieces additional FOC Trial lenses 8box give 30 pieces additional FOC Trial lenses

• **J&J (Bi-Weekly Oasys)** 4box give 2 pairs additional FOC Trial lenses

8box give 3 pairs additional FOC Trial lenses

• **J&J (Vita, Abilitiseries NO FOC trial lens for bundle)**

OWNDAYS CLEARVISION(NO FOC trial lenses for bundle purchase)

NPS and Response

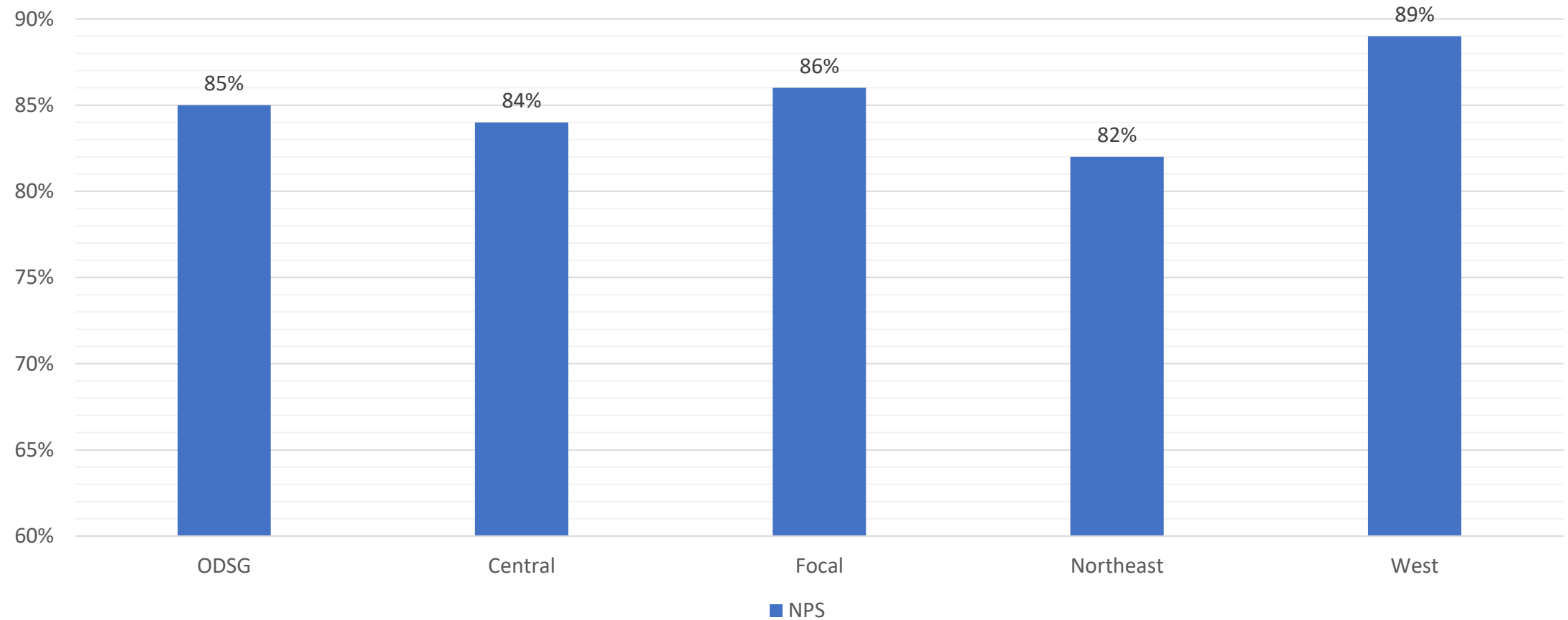
March 2026



Overall NPS

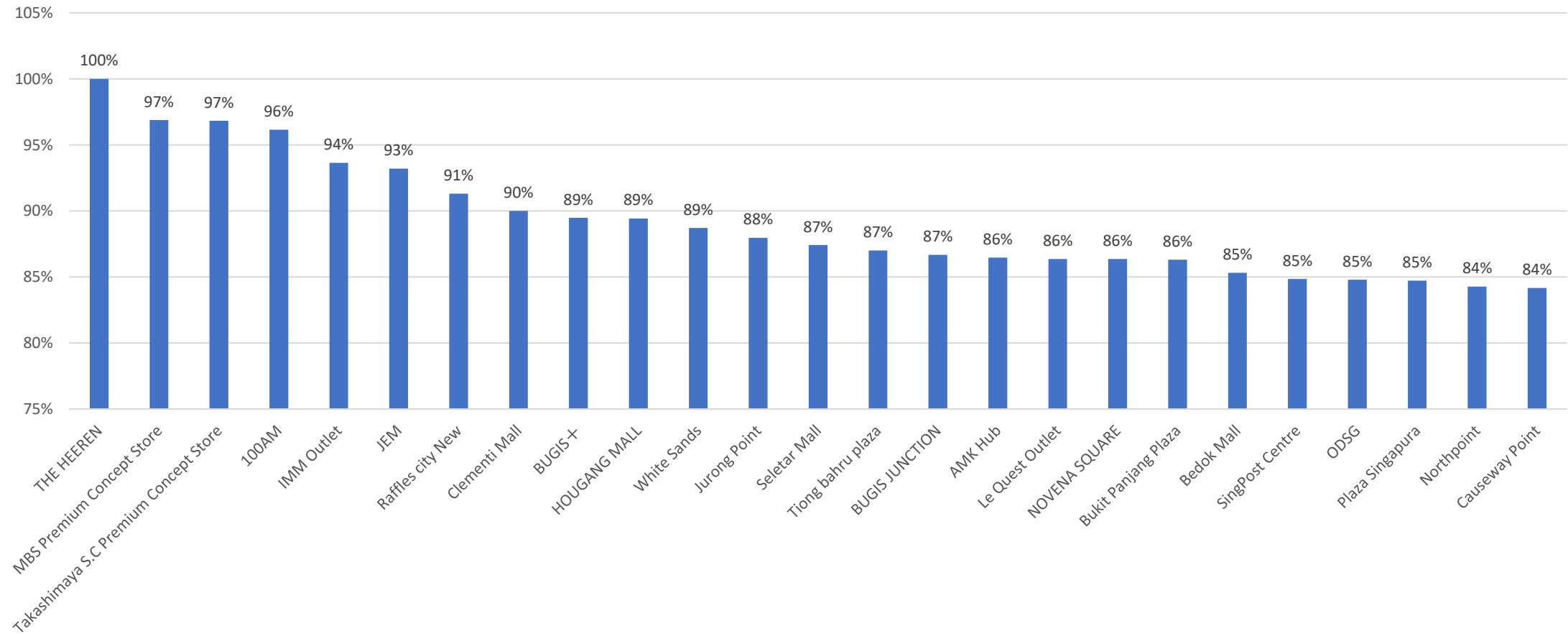


March2026 NPS



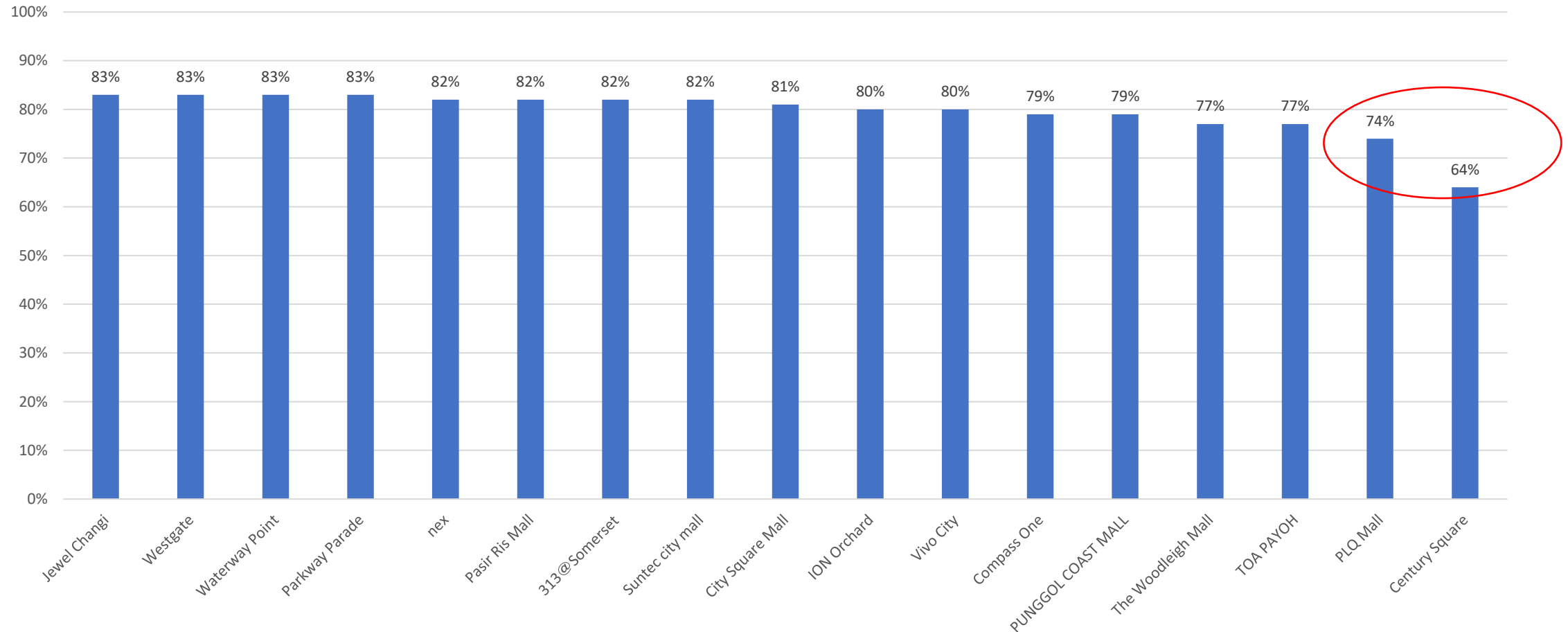
NPS above 84%

March2026 NPS

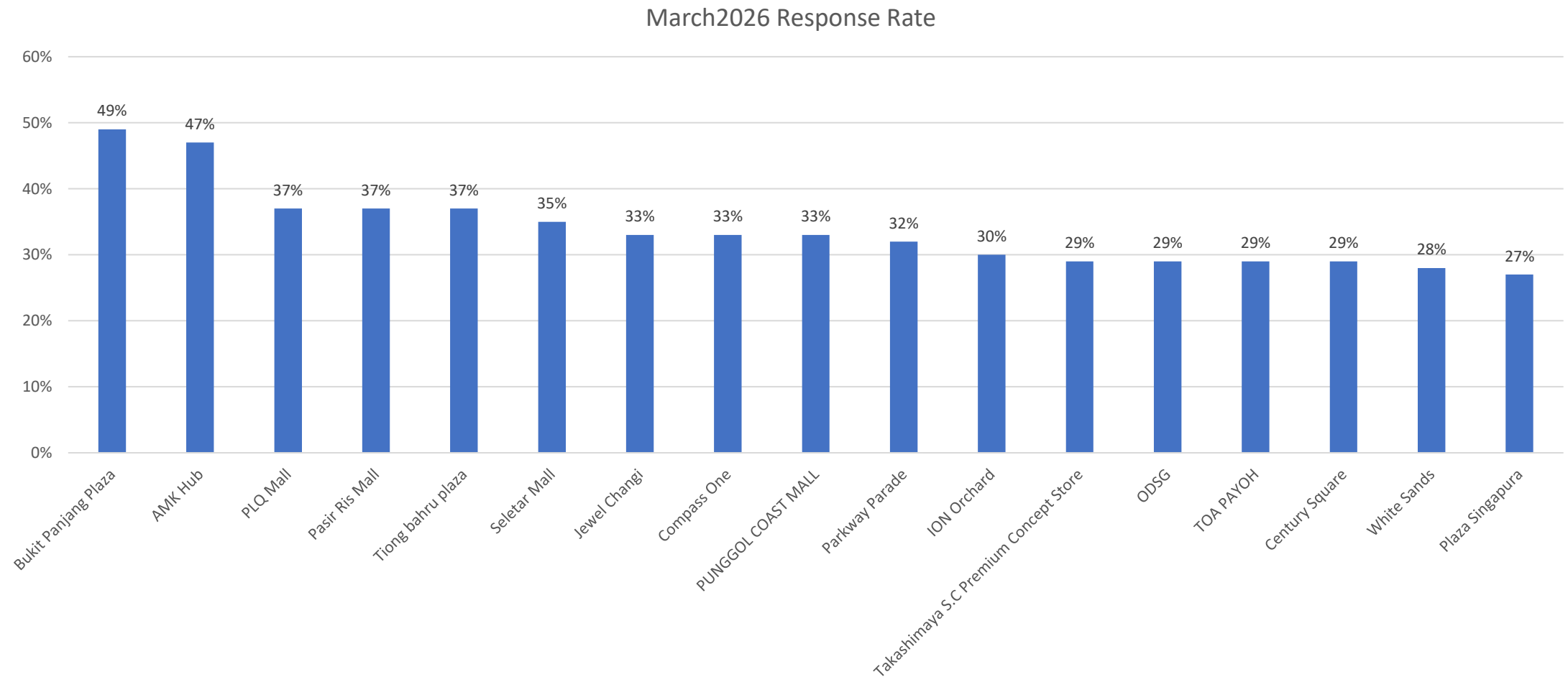


NPS below 84%

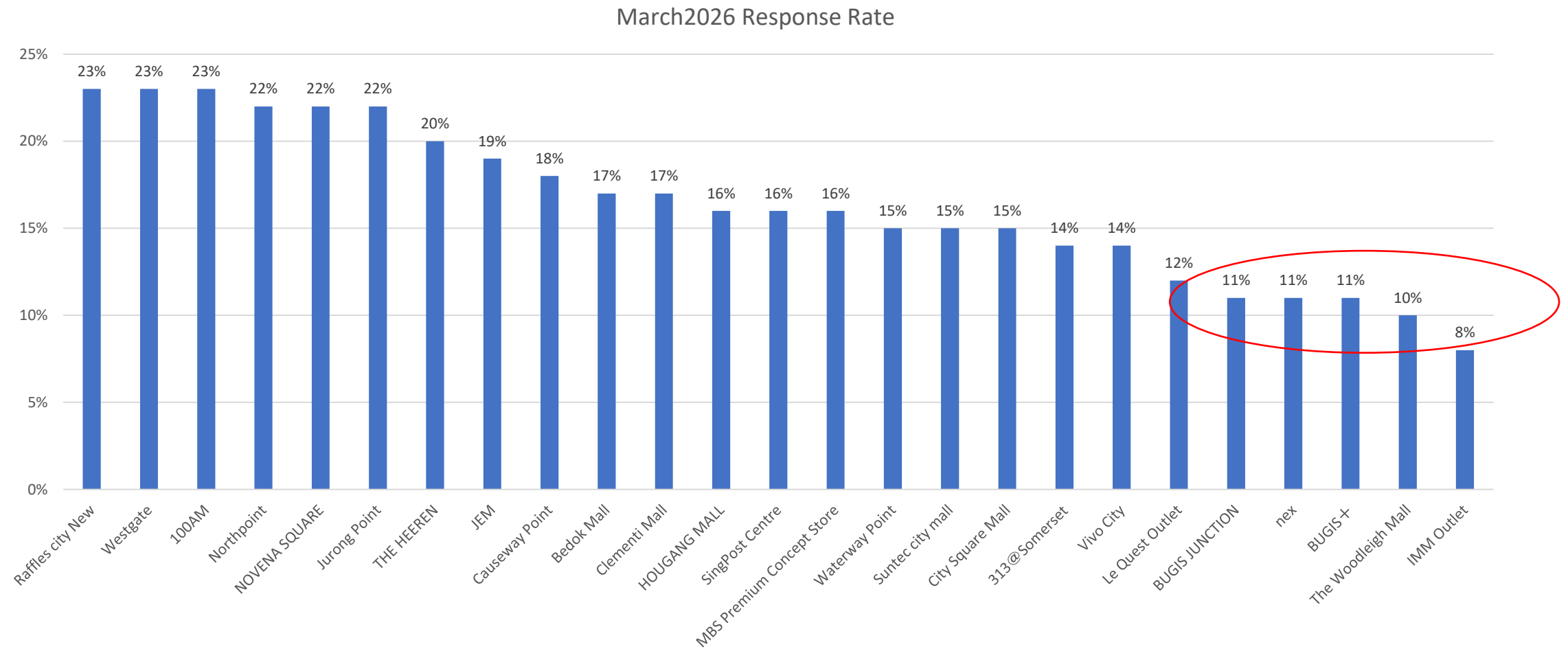
March2026 NPS



Response rate above 25%



Response rate below 25%



Complaint categories

Good	Shop	CustomerN	Reply	Answer Nf
Not good	313@Somerset	24126236	5 , Eye check	5
Not good	AMK Hub	24122393	1 (Least) , Overall , Staff attitude , Unclear instructions , Staff attitude	1 (Least)
Not good	Century Square	24068362	6 , Eye check	6
Not good	Century Square	23519931	6 , Staff experience , Staff attitude , No issues	6
Not good	Century Square	11615102	5 , Staff experience , Staff attitude , No issues	5
Not good	City Square Mall	20526642	1 (Least) , Staff experience , Not informed of offers	1 (Least)
Not good	HOUGANG MALL	24124467	2 , Staff experience	2
Not good	ION Orchard	17043595	1 (Least) , Staff experience , Staff attitude , No issues	1 (Least)
Not good	ION Orchard	20252438	3 , Staff experience , Waiting time , No issues	3
Not good	Jewel Changi	24108741	1 (Least) , Staff experience , Staff attitude , No issues	1 (Least)
Not good	Le Quest Outlet	14854194	4 , Staff experience	4
Not good	nex	2882426	3 , Staff experience , Staff attitude , Staff attitude	3
Not good	Northpoint	17373827	6 , Overall , Staff attitude , No advice given , Recommendations	6
Not good	Northpoint	20785410	6 , Staff experience , Staff attitude , No issues	6
Not good	Northpoint	20199605	5 , Eye check , Eye check was rushed , Staff attitude	5
Not good	Northpoint	24136404	5 , Staff experience , Recommendations , No issues	5
Not good	PLQ Mall	21977414	1 (Least) , Product related , Frame related , Unclean condition , No issues , Staff attitude	1 (Least)
Not good	Suntec city mall	24101600	3 , Staff experience , Not informed of offers , No issues	3
Not good	The Woodleigh Mall	24017195	6 , Eye check , No advice given , No issues	6
Not good	Waterway Point	15928687	5 , Overall , Waiting time , No issues , No issues	5
Not good	Waterway Point	20074904	6 , Staff experience , Staff attitude , No advice given	6
Not good	Waterway Point	17129301	5 , Product related , Contact lens related , Contact lens defect , No advice given , Waiting time	5
Not good	Westgate	15618798	3 , Staff experience , Staff attitude	3



Overall Outlet Performance – Key Gaps & Focus Actions



Main Gaps

- **Low survey response rate** limits accuracy of customer feedback
- **High neutral feedback** indicates service is acceptable but not memorable
- **Focus Actions Across All Outlets**

Improve survey reminder & delivery

- Ensure customers are informed and reminded at the right moment
- Track and report any survey delivery issues promptly

Upgrade service engagement (Neutral → Good)

- Enhance personal interaction and clearer product/lens explanations
- Focus on daily-life benefits to create stronger customer impact

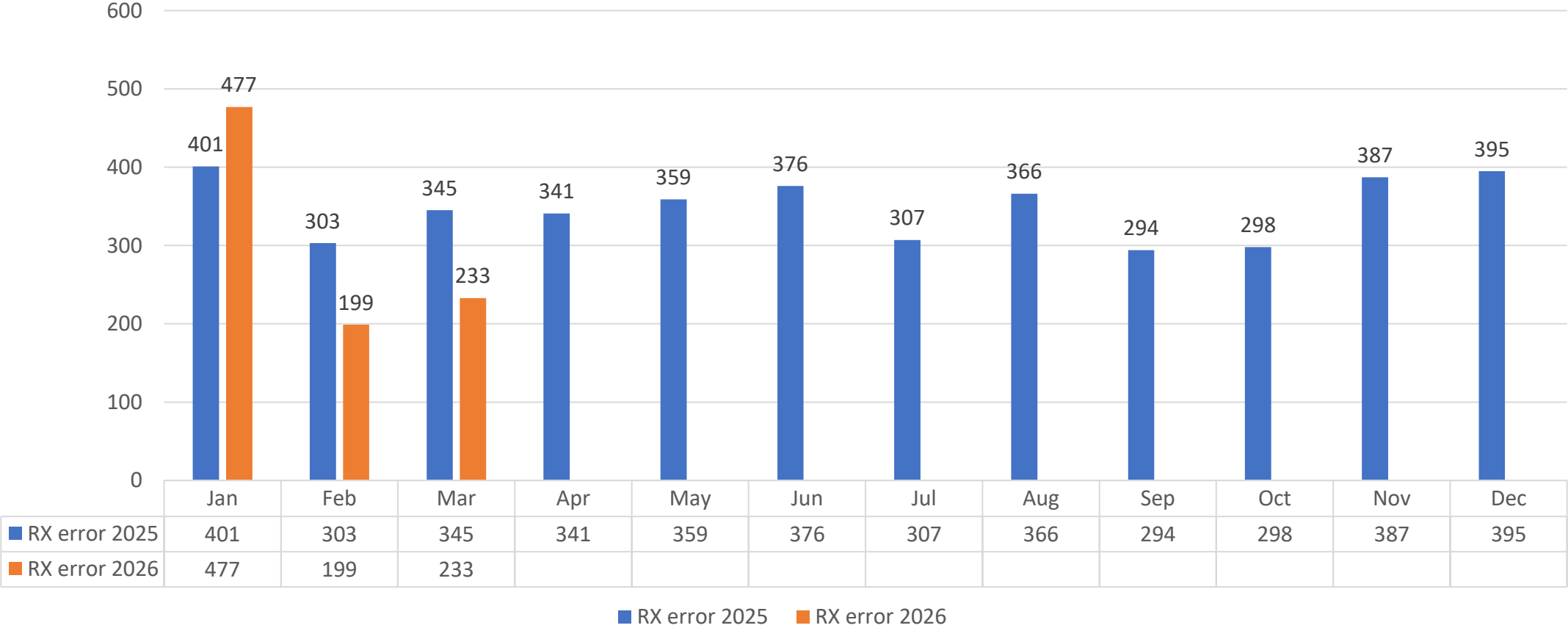
Maintain service consistency

- Reinforce standard service flow and professional eye check experience
- Ensure consistent service quality across all outlets

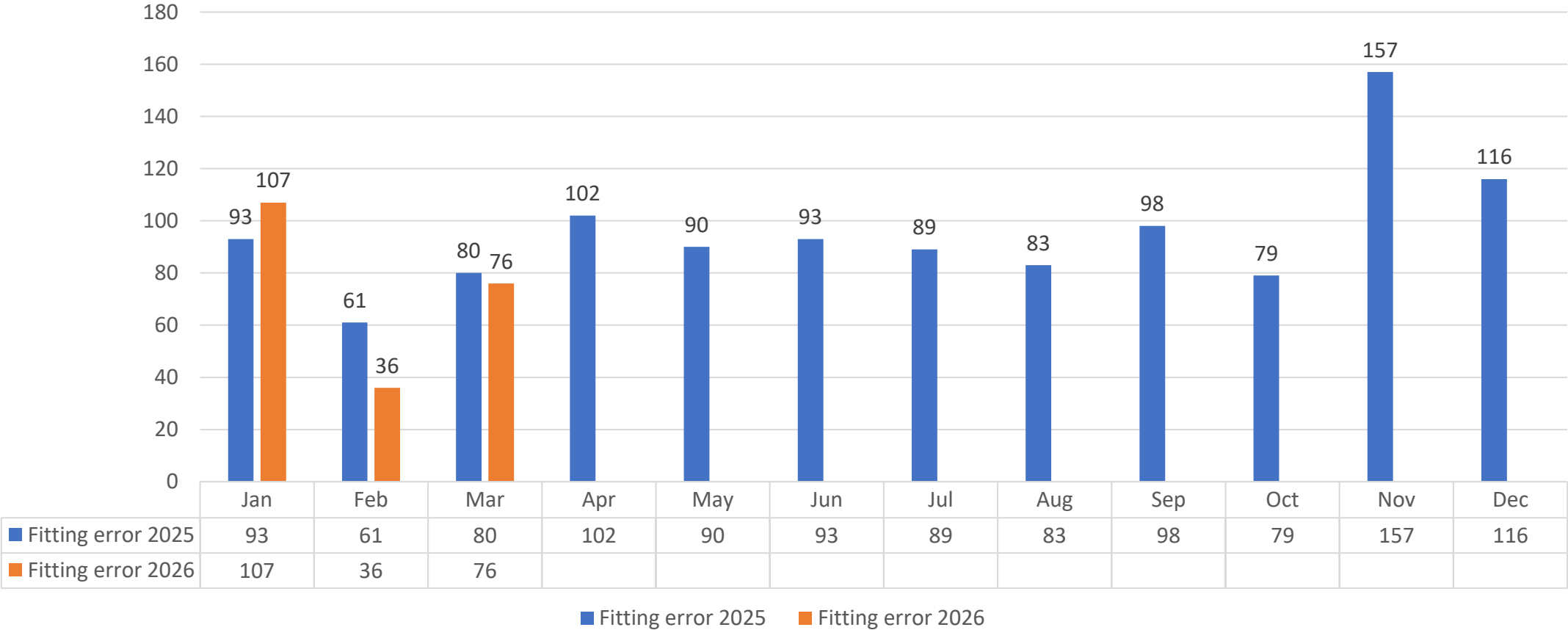
TARGET:
NPS RESULT: 84%
RESPONSE RATE: 25%

| Loss Lens Updates March 2026

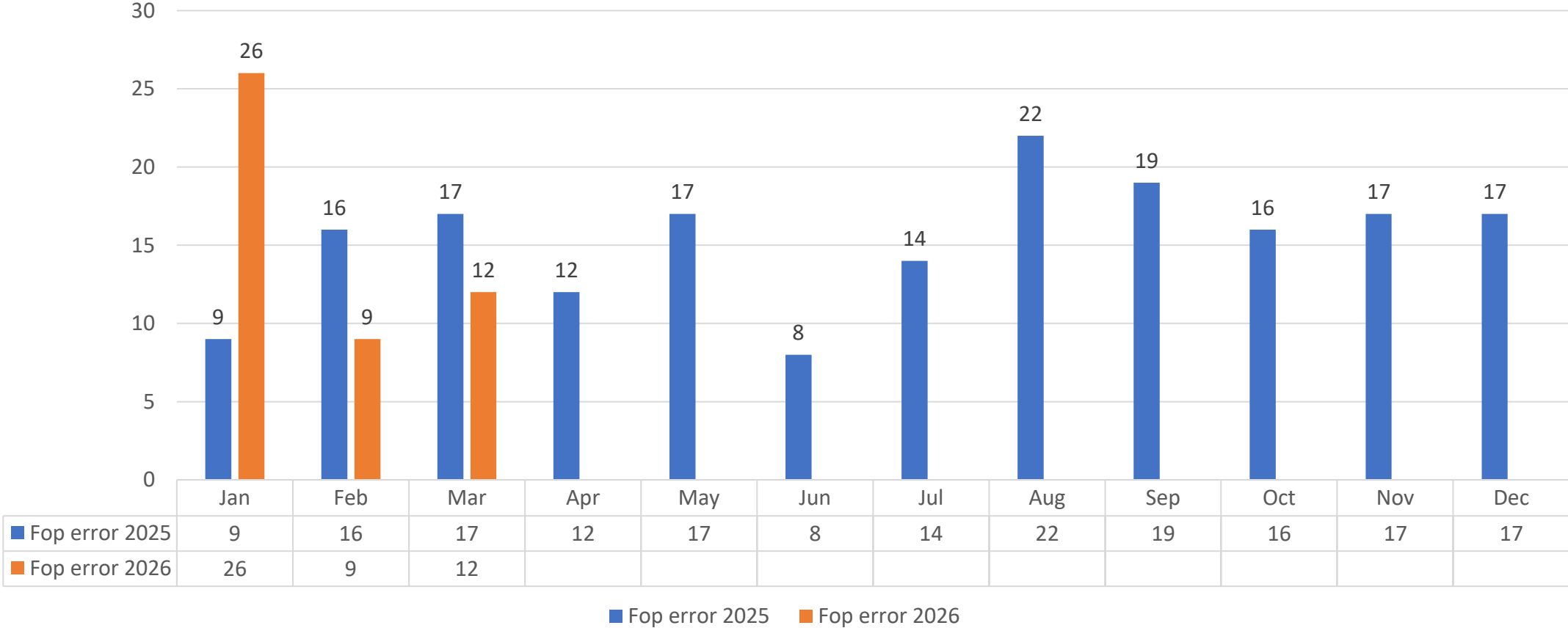
Rx error



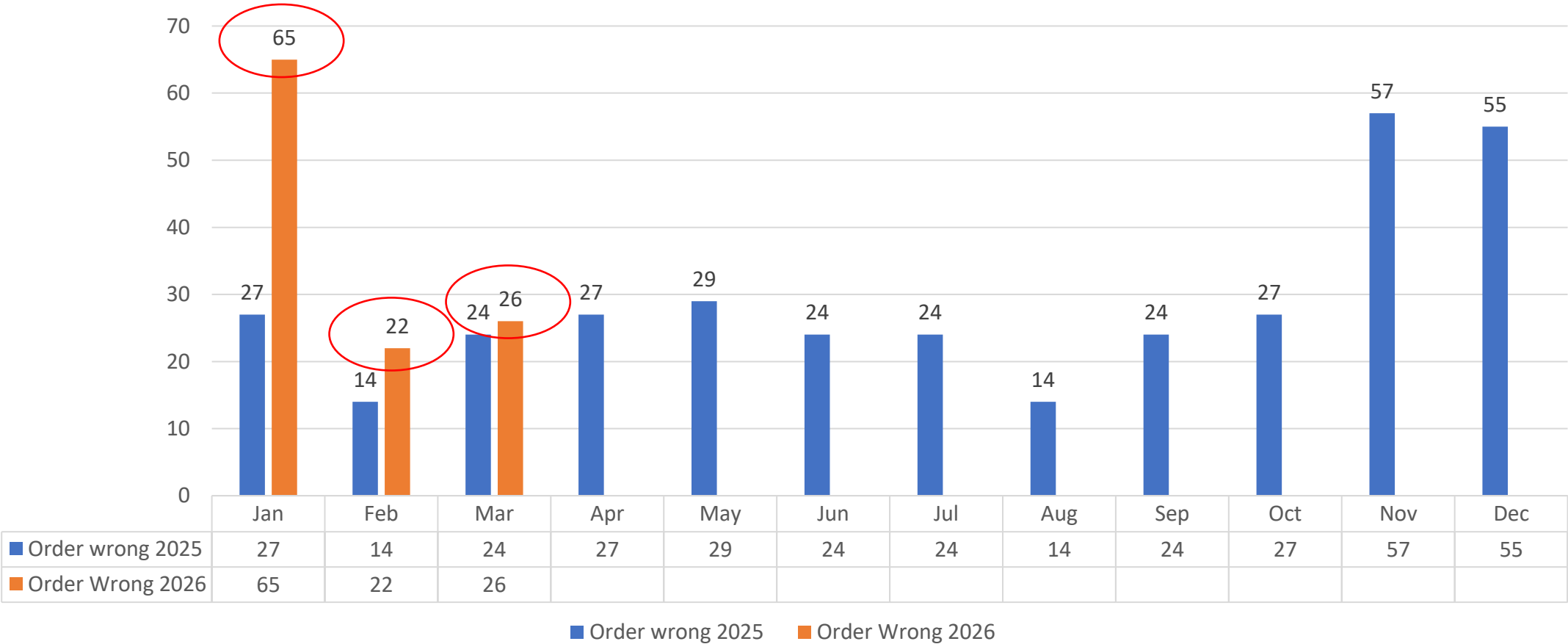
Fitting error



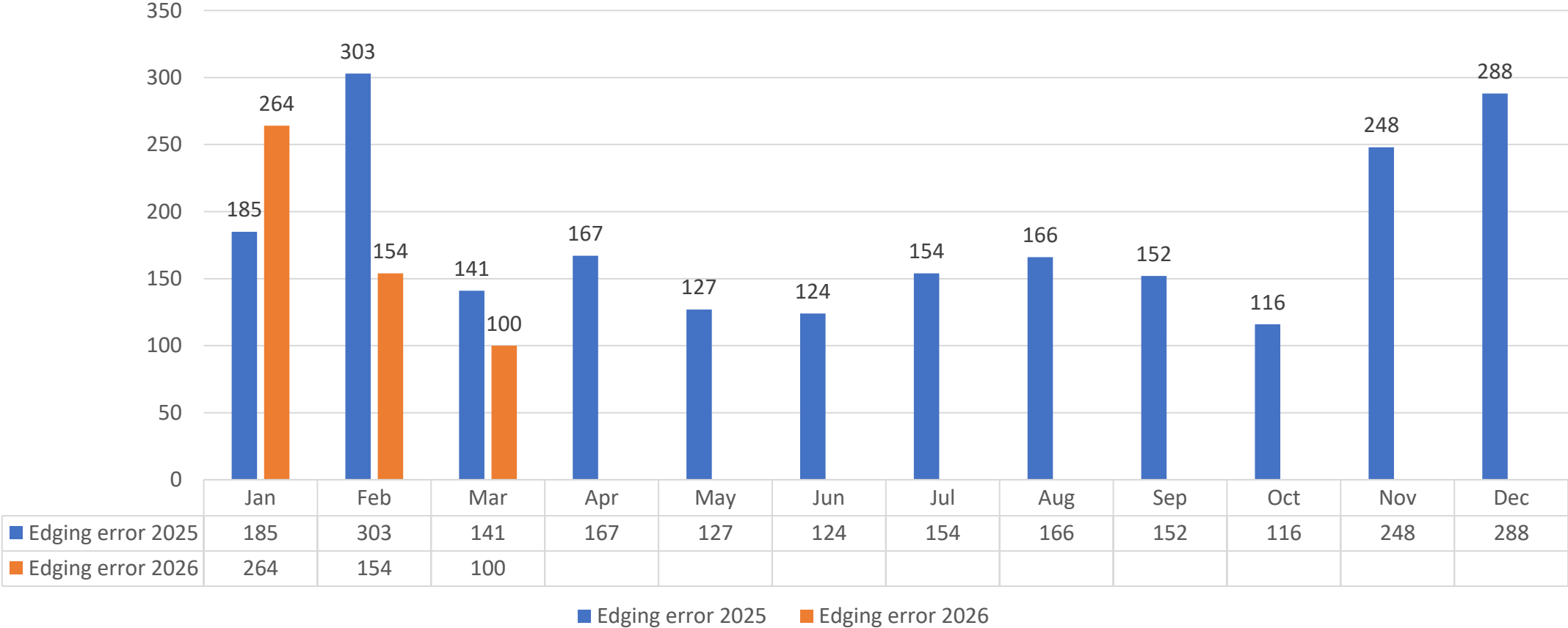
FOP error



Order Wrong



Edging error



Order Wrong Category – SOP Reminder



Common Issues

- Wrong lens category selected (Stock / RX / Color/ trans color)
- Wrong warranty type chosen
- Order does not match job sheet

Staff MUST

- Check **job sheet (Karte)** before ordering
- Confirm **lens category & warranty type**
- Ensure EDI order **matches job sheet exactly**
- * **Do not submit** if unsure.
- * Ask a senior optician to verify.

Manager MUST

- Review loss reason and warranty selection
- Identify why the wrong category was chosen
- Coach staff and prevent repeat errors

FOP Wrong – SOP Reminder



Common Issues

- FOP keyed wrongly
- Usage for distance / near
- Wrong RX record selected due to multiple customer purchase records in system.

Staff MUST

- Double-check FOP details before submitting
- Ensure FOP matches the **actual frame used**

Manager MUST

- Check FOP details for every loss case
- Ensure staff understand correct FOP input
- Reinforce checking during peak hours

Edging Error – SOP Reminder



Common Issues

- Wrong lens edged (R / L mixed)
- Wrong lens type or degree edged
- Poor QC before packing

Manager MUST

- Review edging workflow
- Identify root cause (process or handling)
- Retrain staff if repeat errors occur

Staff MUST

- Label lenses clearly **R (Right) / L (Left)**
 - Edge **one job at a time**
 - Perform **QC check before packing**
 - Scan job immediately after completion
- ➡ Any edging error is **preventable** with proper checks.

Overview all outlets ratio March2026

Upcoming over 1.68% loss lens meeting

TARGET: 1.68%

1. PLQ Mall
2. Le Quest Outlet
3. Century Square

Mar-26									
Shop code	Shop Name	Total lens sold	Total loss qty	ratio	Shop code	Shop Name	Total lens sold	Total loss qty	ratio
994	PLQ Mall	808	20	2.48%	922	IMM Outlet	1429	12	0.84%
1048	Le Quest Outlet	250	6	2.40%	928	Jurong Point	2149	16	0.74%
983	Century Square	1927	33	1.71%	1061	HOUGANG MALL	816	6	0.74%
977	Bukit Panjang Plaza	1515	25	1.65%	948	Compass One	1876	13	0.69%
1011	BUGIS JUNCTION	831	13	1.56%	968	Northpoint	2045	14	0.68%
1004	Raffles city New	808	12	1.49%	937	Tiong bahru plaza	1630	11	0.67%
963	100AM	607	9	1.48%	974	Seletar Mall	1237	8	0.65%
927	White Sands	810	12	1.48%	1020	Takashimaya S.C Premium Concept Store	1094	7	0.64%
905	Plaza Singapura	1259	18	1.43%	1028	The Woodleigh Mall	973	6	0.62%
961	City Square Mall	892	12	1.35%	1007	MBS Premium Concept Store	811	5	0.62%
1043	TOA PAYOH	573	7	1.22%	908	Bedok Mall	1834	11	0.60%
920	ION Orchard	1581	19	1.20%	962	Westgate	1482	8	0.54%
931	Vivo City	1703	20	1.17%	1005	Causeway Point	2248	12	0.53%
1058	NOVENA SQUARE	783	9	1.15%	907	313@Somerset	1132	5	0.44%
915	BUGIS +	354	4	1.13%	972	SingPost Centre	796	3	0.38%
1052	PUNGGOL COAST MALL	355	4	1.13%	933	Waterway Point	2425	9	0.37%
909	nex	2692	28	1.04%	1006	Parkway Parade	1375	5	0.36%
976	AMK Hub	1615	16	0.99%	989	Jewel Changi	712	2	0.28%
1053	JEM	684	6	0.88%	965	Clementi Mall	1748	4	0.23%
924	Suntec city mall	1300	11	0.85%	1039	Pasir Ris Mall	579	0	0.00%
					1064	THE HEEREN	74	0	0.00%

*Please complete and send in

RX Prescription Order
Both
Add New
Excel

RX ORDERING

Customer Name	JAN	Product	R/L	PD	S	C	AX	ADD	D	Ht	BVD	
	2300536250916	90 ODD 171 CCN S Gray SI KORT	R	32	-7.00	-2.00	180	2.00	75	25		
	2300536250916	90 ODD 171 CCN S Gray SI KORT	L	32	-7.00	-2.00	180	2.00	75	25		
FrameType		FrameSizeA	FrameSizeB	DBL	W.A	P.A						
--		53	40	18								
Karte ID	Coating	TinTing	HQ	Order Ref								
12345678				PS-12345678-ELLY-E								
									Submit Remove			

IFNS WIDTH
LENS HEIGHT
BRIDGE

Warranty Order
Both
Add New
Excel

WARRANTY ORDERING

Customer Name	JAN	Product	R/L	PD	S	C	AX	ADD	D	Ht	BVD	
	2300536250916	W1 (Exchange SM approval)	R					0.00	--			
	2300536250916	W3 - 0 (Prescription Error)	L					0.00	--			
FrameType		W3 - 0 (Fitting Error)										
--		W3 - 0 (FOP Error)										
Karte ID	Coating	W3 - 1 (Utilized Warranty)	FrameSizeB	DBL	W.A	P.A						
		W4 - Lens Downgrade										
		W5 - 50%										
		W6 - Credit Transfer	HQ	Order Ref.								
		W7 - Upgrade to PAL										
		Edging Error										
		Lens Defect										
Remarks		Order Wrong	Staff No									
EDGING WRONG SIDE			3216	STAFF INVOLVED								
									Submit Remove			

REASON IN DETAILS

Loss Lens & Warranty

Current Issues We are still seeing:

- Wrong warranty type selected
- Loss reason not clearly stated
- Repeated mistakes without proper follow-up
- These issues cause unnecessary loss and remake cases.

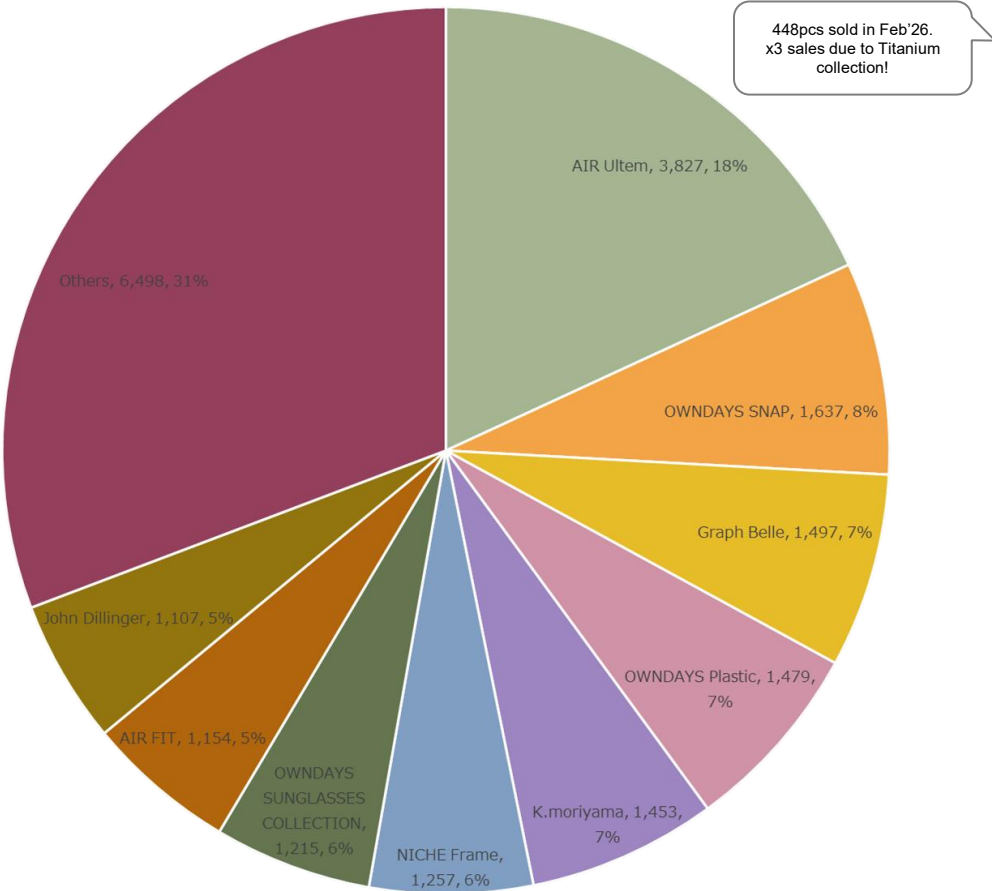
Staff Responsibility (MUST)

- All Optometrists & Opticians **MUST**:
- Select the **correct warranty type**
- Clearly state the **actual reason for loss**
- Avoid unclear reasons like “blank” or “system issue”
- ➡ Wrong warranty or unclear reason = **SOP not followed**

| Merchandise

1. Sales Data of March 2026 - Summary

	Sold Qty	Sales %	Sold Qty LY	Sold Qty YoY%
Frame	19384	91.8%	21802	88.9%
Sunglasses	1728	8.2%	1992	86.7%



Brand	Sold Qty	Sales %	Sold Qty LY	Sold Qty YoY%
AIR Ultem	3,827	18.1%	4,350	88.0%
OWNDAYS SNAP	1,637	7.7%	2,058	79.5%
Graph Belle	1,497	7.1%	1,693	88.4%
OWNDAYS Plastic	1,479	7.0%	1,342	110.2%
K.moriyama	1,453	6.9%	736	197.4%
NICHE Frame	1,257	6.0%	1,812	69.4%
OWNDAYS SUNGLASSES COLLECTION	1,215	5.8%	1,378	88.2%
AIR FIT	1,154	5.5%	2,013	57.3%
John Dillinger	1,107	5.2%	1,050	105.4%
OWNDAYS	918	4.3%	160	573.8%
collaboration	838	4.0%	538	155.8%
ECO2XY	814	3.9%	1,179	69.0%
FUWA CELLU	726	3.4%	960	75.6%
Junni Frame	554	2.6%	930	59.6%
OWNDAYS Metal	522	2.5%	489	106.7%
Based	373	1.8%	697	53.5%
👁 👁 👁	357	1.7%	471	75.8%
lillybell	337	1.6%	512	65.8%
AIR Ultem Classic	277	1.3%	42	659.5%
OWNDAYS+	199	0.9%	289	68.9%
OWNDAYS SNAP Le	157	0.7%	212	74.1%
AIR For Men	134	0.6%	1	13400.0%
Clear Sunglasses	123	0.6%	314	39.2%
Limited Edition	92	0.4%	41	224.4%
Memory Metal	72	0.3%	480	15.0%
BUTTERFLY EFFECT	5	0.0%	9	55.6%
marcus raw	0	0.0%	16	0.0%
NICHE Sunglasses	0	0.0%	4	0.0%
TOTAL	21,124	100.0%	23,776	88.8%

1. Sales Data of March 2026 – Top Selling SKU

Rank	SKU	Sold Qty	Sold Qty LY	YoY %
1	AU2117N-4A-3	190	101	188%
2	ECO2019K-1A-4	186	99	188%
3	ECO2019K-1A-1	171	230	74%
4	AF2009X-3A-3	151	201	75%
5	AU2127N-5S-1	146		-
6	SNP2018N-4S-2	139	176	79%
7	SNP2013N-2S-1	135	183	74%
8	AU2127N-5S-3	128		-
9	AU2118N-4A-1	117	169	69%
10	OR2029N-9S-1A	116	82	141%
11	AU2117N-4A-2	115	116	99%
11	OR2005-N-1A	115	63	183%
13	AF2009X-3A-4	113	123	92%
14	AF2009X-3A-2	112	60	187%
15	OR2027N-8A-1A	111	35	317%
16	SNP2018N-4S-3	106	166	64%
17	AF2009X-3A-1	104	130	80%
18	AU2118N-4A-4	101	98	103%
19	AU2126N-5S-2	99		-
19	AU2127N-5S-2	99		-
21	AU2108A-4A-3	96	55	175%
22	AU2104A-4A-4	95	94	101%
23	OR2027N-8A-3A	92	5	1840%
24	SNP1018N-3S-3	89	99	90%
25	SNP2018N-4S-1	87	17	512%
26	SNP1018N-3S-1	86	42	205%
27	ECO2025K-3S-3	85	29	293%
28	OR2027N-8A-2A	84	28	300%
29	SNP1020X-4S-1	83	90	92%
30	AU2107A-4A-3	81	43	188%



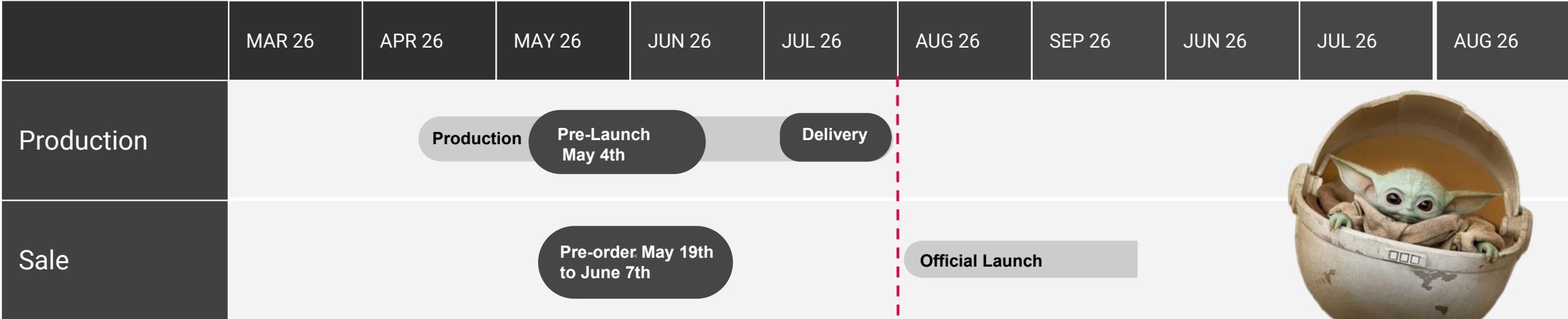
New Product Launches 2026/2027

MONTH	THEME	TIMELINES	DISTRIBUTION	STORE LIST
May-26	STAR WARS (Accessories)	19 May Pre-Order	Online	*After online sales if the remain stock is enough, we are going to sell at store from Aug 1st
June-26	Toy Story (Accessories) Celebrity collaboration	16 June Pre-Order		
		TBC		
July-26	Takimaki Kids Collection	02 July	7 stores + EC	NEX, SC, WWP, JP, JW, MBS, TAKA
Aug-26	Sanrio PomPom Purin (20th Anniversary) Sports collection	TBC TBC	All Stores	
Sep-26	Winnie The Pooh Lilo & Stitch	25 Sep (Tentative) 30 Sep (Tentative)	7 Stores All Stores	
Oct-26	Disney Mickey & Friends POPMART Molly	30 Oct (Tentative)	21 Stores	
Nov-26	Celebrity collaboration Female Titanium Rimless Collection	TBC	All stores	
Dec-26	Harry Potter 3 MARVEL BTS (Accessories)	TBC 17 Dec TBC	All stores 15 stores + EC	
Jan-27	Pokemon	TBC	TBC	

Timeline

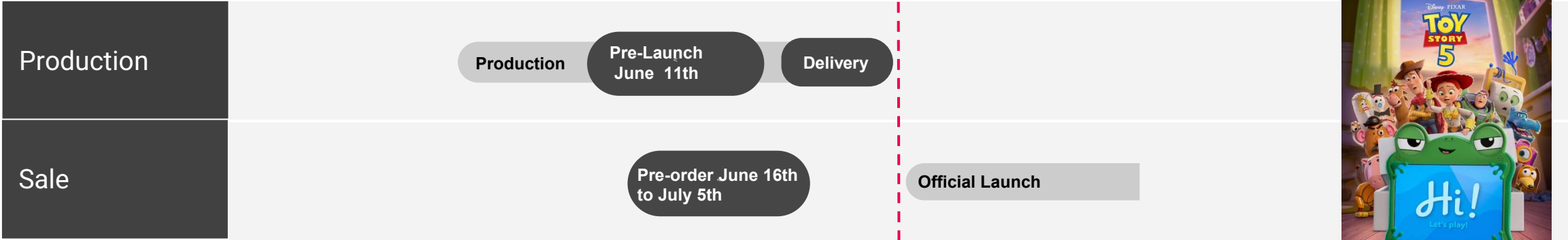
STAR WARS

★ Movie launch 22 May 2026



TOY STORY

★ Movie launch 18 June 2026



STAR WARS

Product Line up

#	Product	SKU
1	Multiple Glasses Case	1
2	Hard Case	6
3	Soft Case	2
4	Rounded Case	3
5	Cleaning Cloth	8
		20



Product image

Multiple Glasses case
\$40

FRONT



TOP



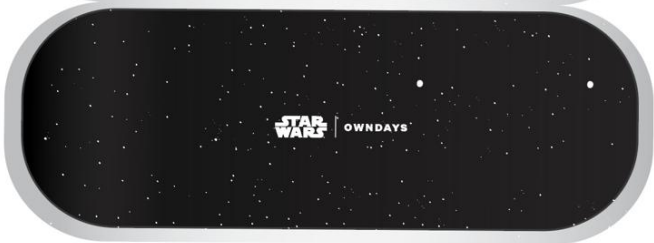
K-1 double frames

INSIDE



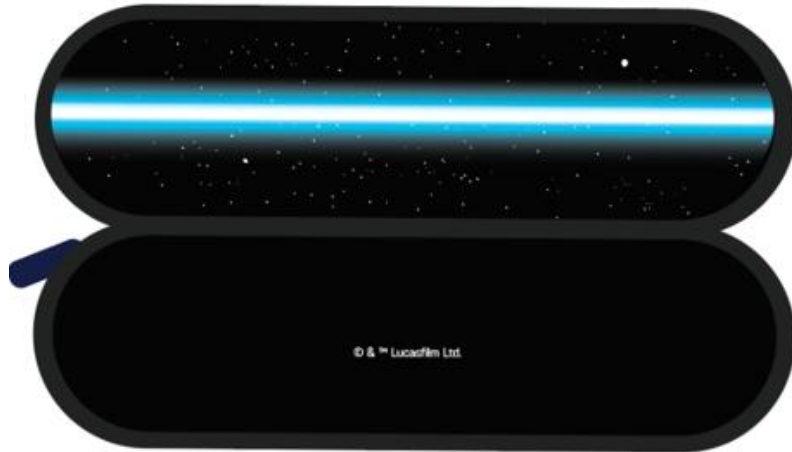
Product image

Hard case
\$20



Product image

Hard case
\$20



Product image

Hard round case
\$20



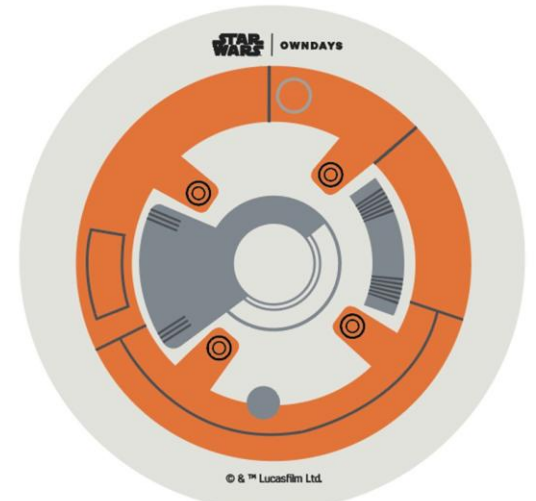
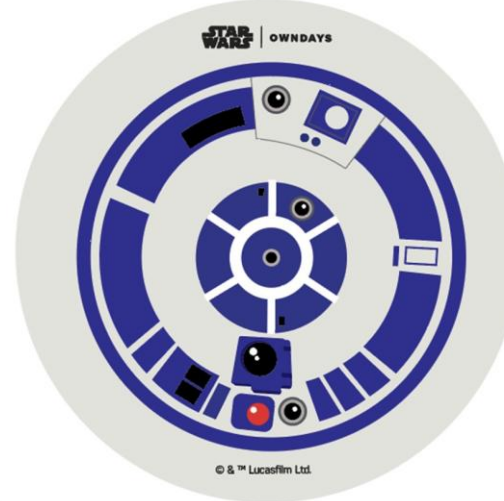
Product image

Softcase
\$20



Product image

Cloth
\$12



Product image

Grogu Hard Case
\$30



Grogu Cloth
\$12



2 more models are coming in May

KM7012 (\$218)



KM8001(\$198)



Titanium Collection Survey

https://docs.google.com/forms/d/e/1FAIpQLSf2FG70jh6yvBY9vUZpS03H_l3d3mT0wz0iaAcAzsK9LP6rXQ/viewform?usp=header

1. RFID - Tommy will open order till next week 14th April 2026

Tuesday, Shops will have to reorder whichever ones they need.

Tommy san will get warehouse to expedite.

2. To consolidate all extra RFID in the shop. Matthew will give instructions on where and when to send it back to be reused by the warehouse

| Customer Service

Overview

MAR'26														
TOTAL MAR COMPLAINTS										TOTAL MAR COMPLIMENTS				
MAR'26		1.Service	2.Explanation	3.Products	5.Eyetest/Edging/ Dispensing		Total	MAR'26		TOTAL				
		28	7	6	19		60			3803				
MONTH	COMPLAIN OVERVIEW							COMPLIMENT 2025		RATIO	COMPLIMENT 2026		RATIO	YOY
	2025			2026			YOY	Jan-25	3014	97.64%	Jan-26	2601	97.97%	100%
	TOTAL COMPL AIN	TOTAL FEEDBA CK	RATIO	TOTAL COMPLAIN	TOTAL FEEDBACK	RATIO		Feb-25	2903	98.27%	Feb-26	2425	98.50%	100%
JAN	73	3087	2.4%	54	2655	2.0%	86.0%	Mar-25	3250	98.37%	Mar-26	3803	121.00%	123%
FEB	51	2954	1.7%	37	2462	1.5%	87.0%	Apr-25	3107	98.35%	Apr-26		0.00%	0%
MAR	54	3304	1.6%	60	3863	1.6%	95.0%	May-25	3024	98.05%	May-26		0.00%	0%
APR	52	3159	1.6%			#DIV/0!	#DIV/0!	Jun-25	3512	97.58%	Jun-26		0.00%	0.0%
MAY	60	3084	1.9%			#DIV/0!	#DIV/0!	Jul-25	3485	98.8%	Jul-26		0.0%	0.0%
JUN	47	3559	1.3%			#DIV/0!	#DIV/0!	Aug-25	3764	98.8%	Aug-26		0.0%	0.0%
JUL	44	3529	1.2%			#DIV/0!	#DIV/0!	Sep-25	2784	98.3%	Sep-26		0.0%	0.0%
AUG	45	3809	1.2%			#DIV/0!	#DIV/0!	Oct-25	4050	99.0%	Oct-26		0.0%	0.0%
SEP	48	2832	1.7%			#DIV/0!	#DIV/0!	Nov-25	3771	98.5%	Nov-26		0.0%	0.0%
OCT	40	4090	1.0%			#DIV/0!	#DIV/0!	Dec-25	4948	98.6%	Dec-26		0.0%	0.0%
NOV	59	3830	1.5%			#DIV/0!	#DIV/0!							
DEC	72	5020	1.4%			#DIV/0!	#DIV/0!							
TOTAL	645	42257	1.5%	151	8980	1.7%	110.2%	TOTAL	41612	6451.5%	TOTAL	8829	57842954.0%	#####83

WEST Overview – Complaints

【 Complaint Case 】 - Exclude products													
2026	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL
JP	2	2	1										5
Westgate	3	1	3										7
BPP	0	0	0										0
RC	0	0	0										0
Clementi	1	1	0										2
Causeway Point	0	4	2										6
LE QUEST	0	0	1										1
JEM	3	1	1										5
West AREA TOTAL	9	11	11	0	0	0	0	0	0	0	0	0	31

CENTRAL Overview – Complaints

【Complaint Case】 - Exclude products													
2026	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL
Plaza	1	2	1										4
Vivo	0	1	1										2
Taka	1	0	0										1
AMK Hub	4	1	2										7
PLQ	1	0	0										1
Singpost	0	1	0										1
North Point	4	1	7										12
ION	2	1	4										7
Suntec	2	3	3										8
CENTRAL AREA TOTAL	15	10	18	0	0	0	0	0	0	0	0	0	43

FOCAL Overview – Complaints

【 Complaint Case 】 - Exclude products													
2026	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL
MBS	0	0	0										0
City square Mall	1	0	1										2
Bugis+	0	0	0										0
WS	1	0	0										1
JEWEL	1	0	1										2
Bugis Junction	0	0	2										2
313	2	0	2										4
TPY	0	0	1										1
WOODLEIGH	1	0	4										5
PRM	0	0	1										1
NOVENA	1	1	1										3
HEEREN			0										
FOCAL AREA TOTAL	7	1	13	0	0	0	0	0	0	0	0	0	21

NORTH-EAST Overview – Complaints

【 Complaint Case 】 - Exclude products													
2026	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL
CSQ	2	0	5										7
TBP	0	0	0										0
Bedok	6	3	1										10
Compass one	2	1	1										4
PARKWAY PARADE	0	0	1										1
Nex	3	0	2										5
WWP	5	4	1										10
Seletar Mall	0	1	0										1
PCM	0	0	0										0
HOUGANG	0	2	1										3
NORTH-EAST AREA TOTAL	18	11	12	0	0	0	0	0	0	0	0	0	41
TOTAL	49	33	54	0	0	0	0	0	0	0	0	0	136

Outlet: ION

Staff Involved: Rachel

Complaint Category: Eye test

Cx had cfm she had received SMS air notified on 15/3/2026. However, Cx wish to know what kind of service recovery can be provided to her for the inconvenience caused based on the following:

But the reason for my frustration is that it was done wrongly in the first place; how could this even happen?
And how do you explain that and offer damage control?

Dear Sir/Madam,

I have purchased a progressive lens (best range) with frame from your ION outlet on Thursday 19 February 2026, upon which I was told that I could collect within a few days to one week.

I received an SMS on 2 March to collect. I went down to ION outlet to collect on Thursday 5 March. Upon trying out the lenses, the top portion which would have allowed me to see far does not allow me to. Most far texts on notice signs were blurred, which was not supposed to happen.

I gave my feedback to the lady staff (slim, bespectacled with short brown hair) on duty who then requested for me to do an eye check again, in which she realised that the lenses were wrongly done, ie manufacturing fault. She mentioned she will send it for a redo and I will receive an SMS again to collect.

It has been more than 1 week; 9 days since then. It has been an inconvenient journey for me, factoring in travel time and costs and taking leave to collect.

Issues:

- Cx purchased progressive lenses with frame from ION outlet and was told can collect within 1 week
- Cx received sms on 2nd Mar to collect then went down to ION on 5th Mar. After trying on the specs, the top partition was blurry and cx cannot see far clearly
- Cx feedback to female staff and was told to do an eye check again. Thereafter, staff realized that lenses wrongly done and had manufacturing defect. Staff told cx that need to redo and to wait for sms.
- Cx said it has been more than 1 week and still yet to collect, feels its very inconvenient as cx had to take leave and spend time & money to travel for collection

Case Study 1: ION



Summary

- Progressive lenses collected but vision unclear (top portion blurry)
- Staff asked for redo eye test → later found lens defect
- Delay >1 week → customer inconvenience (time, travel, leave)

Root Cause

- Possible **overpromise on collection timeline**
- **QC not properly verified** before SMS
- Incorrect handling — skipped fitting & prescription check

Impact

- Customer frustration & repeated visits
- Loss of trust due to product + service gap
- Negative perception of professionalism

Prevention

- Ensure **job fully completed & QC cleared** before SMS
- Follow correct flow: **Fit** → **Prescription** → **Lens** → **Eye test (if needed)**
- Set **realistic collection timelines**

Key Learning

- “Ready for collection” = **fully wearable, no issues**
- Do not jump to redo eye test — **diagnose properly first**
- First handling determines customer confidence

Outlet: Compass

Staff Involved:

Complaint Category: Adjustment

"I went to collect my spec on that faithful day on an afternoon and had an unprofessional experience.

When I hand the staff my slip - a male optometrist (lanyard with 3 coins pinned on it) simply hand me my spec without asking if it fits or need any adjustments.

Without much thinking I went on to try and handed him back. He simply keep it back to case and see me walk off.

Next day evening I went again to adjust my spec as it was slanted and doesn't have a comfortable fit. So the lady was kind to make all adjustments.

And at the same time I saw another lady staff attend to a customer and she took great effort to ensure the customer tried it on, look around and check again that it fits before customer leaves.

I do hope you can look into it as it is usually a normal practice to ensure customers do their fitting for a good customer experience - new and returning customers.

Best regards

"

- Male optometrist simply hand me my spec without asking if it fits or need any adjustments.
- Went to try and handed him back. He simply keep it back to case and see me walk off
- Next day evening, went again to adjust my spec as it was slanted and doesn't have a comfortable fit. Another lady staff was kind to make all adjustments.
- At the same time, saw another lady staff attend to a customer and she took great effort to ensure the customer tried it on, look around and check again that it fits before customer leaves.
- Hope can look into it as it is usually a normal practice to ensure customers do their fitting for a good customer experience - new and returning customers.

Case Study 2 : Compass 1



Summary

- Staff handed specs without checking fit or offering adjustment
- Customer returned item; staff disengaged (no follow-up)
- Customer returned next day for adjustment (poor initial experience)
- Inconsistent service observed between staff

Root Cause

- Basic **SOP not followed** (fit, check, confirm)
- Poor service ownership and attentiveness
- Inconsistent service standards within team

Impact

- Customer felt neglected and dissatisfied
- Negative impression of service professionalism
- Inconsistent experience reduces trust

Prevention

- Reinforce SOP: **Fit → Adjust → Confirm before customer leaves**
- Coach staff on **proactive engagement & ownership**
- Align team on consistent service standards

Key Learning

- Basic service steps must **never be skipped**
- No handover without confirming fit
- Consistency across staff = consistent customer experience

Outlet: TWM

Staff Involved: Alex Kai

Complaint Category: Adjustment

"hi @Melody @Likhung cc: @Derek.L @Admond we have receive this feedback from Cx via call today. He had just visited the TWM shop today. Can we clarify on this matter please ?

Cher King Lee 98784244 (Mr Alvin) - Chinese speaking Cx

Thank you.

He finds his visit today after he visited the TWM shop for help on getting his specs adjusted that he had just collected today only. He feel that staff name Alex Kai Jun was not pleasant in his attitude when he really needed help on the adjustment, when his glasses was in shaky condition and the lens is not edge properly for him too and still have some clicking sound on the left side.

He did not find the experience pleasant when his glasses was just simply placed on the table, without informing how long he need to wait as well.

- Needs help in adjustment and felt staff was not pleasant in his attitude when he really needed help on adjustment
- Glasses were in shaky condition and lenses were not edge properly and some sound was heard on the left side
- Glasses simply placed on table without informing how long he needs to wait

Summary

- Customer requested adjustment; staff attitude was unpleasant
- Glasses shaky, lens edging issue, clicking sound
- No communication — glasses placed on table without wait time info

Root Cause

- Poor service attitude during support situation
- Weak product QC (fitting / edging not properly checked)
- Lack of basic communication (process & waiting time)

Impact

- Customer frustration due to product + service gap
- Negative perception of professionalism
- Reduced confidence in product quality

Prevention

- Ensure **product QC (fit & stability)** checked before handover
- Train staff on **clear communication (explain process & wait time)**
- Reinforce **positive service attitude, especially during issues**

Key Learning

- Service recovery requires **better attitude, not worse**
- Always communicate — never leave customer unsure

Outlet: CWP

Staff Involved: Faaizah

Complaint Category: Eye test

good afternoon @william @Jeanne Ren @Juliana Lu @Ellytlm could u kindly advise regarding this feedback? kindly note cx mentioned do not want to be assisted by same staff.
thank you.

Dear Sir / Madam

I am writing to formally raise a concern regarding my recent visit to your shop to collect and adjust my new spectacles with my family, on 27/2/26 at around 1850pm at the causeway point outlet. Karte number: 330114061. I was attended by a Malay female staff.

Upon trying on the new spectacles, I immediately informed your staff that I was unable to focus properly and that my vision was blurry at the peripheries. I explained that I had experienced the same issue previously when I first received my old spectacles, and that at that time, the front of the frame had been slightly curved and the focus was adjusted to resolve the problem. I also clearly stated that the new spectacles have the same frame and same prescription degree as my existing pair.

However, instead of adjusting the front of the frame as I had described, the staff manually bent the legs of the spectacles downward at the joint area (hinge) of the frame. After trying them on again, the focusing issue remained unresolved. The staff then went into the adjustment room to seek assistance from another colleague. Although I could not hear clearly, I could hear her complaining about my requests. As the adjustment room is directly beside the counter and the door was open, this made the situation uncomfortable and unprofessional.

She later returned with the front of the spectacles slightly curved as requested, and the ends of the legs adjusted for grip (which was acceptable). While there was slight improvement, I then experienced difficulty focusing when looking straight ahead.

- Unable to focus properly and vision blurry upon collection.
- Informed staff to adjust the front frame that I had described but the staff manually bent the legs of the specs downwards
- Focusing issue still remain unresolved and the staff get another colleague to assist for eye test
- Could hear complaining about my requests → Made the situation uncomfortable and unprofessional

Case Study 4 : CWP



Summary

- Customer experienced blurred vision upon collection
- Incorrect adjustment done (bent legs instead of front frame)
- Issue unresolved → escalated to eye test
- Staff complained within earshot → unprofessional experience

Root Cause

- Incorrect troubleshooting (wrong adjustment approach)
- Lack of **explanation to customer on adjustment method**
- Weak diagnostic flow before escalating
- Poor service attitude

Impact

- Customer confusion and lack of confidence
- Unresolved vision issue
- Negative and unprofessional experience

Prevention

- Always **explain to customer why adjustment is done in that way**
- Improve staff skills on proper adjustment techniques
- Maintain professionalism at all times

Key Learning

- Customers must understand what we are doing and why
- Do not skip explanation — builds trust and confidence
- Correct diagnosis + clear communication = better experience

Outlet: BM

Staff Involved:

Complaint Category: Eye test

My regular reading degree is 0 and my progressive reading degree is 150 but the lenses kept magnifying everything at eye level and above. The assistant manager Clin Ng and the employees (except Grace) at the store were very unhelpful and kept explaining to me that the top of the specs were supposed to be magnified.

- 1) I have other progressive glasses that I got from other shops, and I have no problem.
- 2) I'm getting new glasses because my progressive reading degree has increased.
- 3) I bought these glasses for the purpose of making sure it's progressive and wanted to give Owndays a try.

I do not understand why they kept telling me that I should only look at the centre of the specs and everything else on the side or above isn't supposed to be "working"?

Is this answer optician approved? And is it MOH approved? That the line of sight for progressive lenses is meant to be limited to only the centre of the specs?

Only when I said that I didn't want the specs and asked for a number to formally lodge a complaint since I've not been able to use my glasses - that she offered a refund and to exchange the lenses to a single vision

- Staff is not helpful regarding vision discomfort and kept explaining my prog lens top of the specs supposed to be magnified
- Have other prog lens from other shops but does not have any problem
- Wanted to give OD a try but I don't understand why keep telling to should only look at the center of specs
- When I said I didn't want the specs , the staff then offered refund and to exchange to SV lens

Case Study 5 : Bedok Mall



Summary

- Customer experienced vision discomfort with progressive lenses
- Staff kept explaining issue is normal instead of resolving concern
- Customer compared with other progressive lenses (no issue)
- Refund/exchange only offered after customer rejected product

Root Cause

- Poor listening and lack of empathy to customer concern
- Over-reliance on explanation instead of solution

Impact

- Customer frustration and loss of trust
- Negative perception of staff professionalism
- Delayed service recovery reduced effectiveness

Prevention

- Listen first, then diagnose — do not dismiss customer feedback
- Improve staff knowledge on **progressive lens explanation & troubleshooting**
- Offer **solution early** (adjustment / remake / alternative) instead of waiting

Key Learning

- Customers want solutions, not repeated explanations
- Do not assume “normal” — validate customer experience

Outlet: NPC

Staff Involved: ANGEL

Complaint Category: AFTER SALES SERVICE (NOSEPAD STOCK)

Issues:

- Cx looking for nose pad replacement but staff asked cx to call CS to check stock from other outlets
- Cx is angry and wants to know why staff asked cx to call customer service instead of helping her to check with other outlets

Dear @Ashley 🙄 @Angel Chang @Erick @Danny 🙄 Cx called in and attended by this female chinese staff and cx is looking for this nose piece AF2012 for replacement. Can you check on this? thank you,

Female staff asked cx to call customer service to check on the stock from other outlets. Cx is angry why the staff ask the cx to call customer service and why she cant help to check for her?

@All On side note, customer service dont have any stock available placed in office. We also need to check with stores or merchandise team with the stock.

Summary

- Customer requested nose pad replacement (no stock in-store)
- Staff asked customer to call Customer Service to check other outlets
- Customer felt staff did not assist and became frustrated

Root Cause

- Lack of ownership in handling after-sales request
- Incorrect service approach — pushed task to customer

Impact

- Customer dissatisfaction and frustration
- Perception of poor service and lack of support
- Reduced trust in after-sales service experience

Prevention

- Staff to **take ownership and check stock for customer** (do not redirect)
- Improve coordination with outlets / merchandise team for stock check
- Guide staff on proper after-sales service handling

Key Learning

- Never push responsibility to customer
- After-sales service is part of customer experience
- Ownership and support build trust, not convenience for staff



OD Bugis
Junction BJ (42)



Today



OD Bugis Junction

Hi CS Team @Kelly@Eionn
Baekhyun , cx would like to
check stock and place order
for Huawei Gen2 (cable
charger only). Kindly help
check if we able to order &
ETA. Thanks / Cx: chee keong
seet 91739275

11:56 AM

Google Reviews

GOOGLE REVIEW COMPLIMENTS													
2026	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Plaza	15	4	47										66
Vivo	3	0	6										9
AMK Hub	0	8	10										18
PLQ	12	0	25										37
Singpost	3	7	16										26
North Point	7	3	25										35
ION	8	2	2										12
Suntec	3	5	16										24
TAKA	1	2	1										4
CENTRAL AREA TOTAL	52	31	148	0	0	0	0	0	0	0	0	0	231

Google Reviews

IMM	6	7	40										53
100AM	0	0	2										2
JP	0	10	23										33
Westgate	1	0	11										12
BPP	2	1	0										3
RC	0	1	12										13
Clementi	0	5	9										14
Causeway Point	36	23	63										122
LE QUEST	3	0	11										14
JEM	1	1	1										3
WEST AREA TOTAL	49	48	172	0	0	0	0	0	0	0	0	0	269
MBS	8	1	12										21
CSM	0	1	12										13
Bugis	7	0	0										7
Bugis Junction	27	3	2										32
313	17	0	17										34
TPY	0	1	1										2
WS	1	1	0										2
JEWEL	1	2	1										4
WOODLEIGH	2	0	8										10
PRM	2	0	0										2
NOVENA	5	6	14										25
HEEREN			0										
FOCAL AREA TOTAL	70	15	67	0	0	0	0	0	0	0	0	0	152

Google Reviews

CSQ	49	16	60										125
TBP	21	2	12										35
Bedok	6	5	77										88
PP	6	12	22										40
Nex	9	8	19										36
WWP	17	26	58										101
Compass one	21	4	51										76
Seletar Mall	1	5	11										17
PCM	12	12	5										29
HOUGANG	10	3	14										27
NORTH-EAST AREA TOTAL	152	93	329	0	0	0	0	0	0	0	0	0	574
TOTAL AREAS	323	187	716	0	0	0	0	0	0	0	0	0	1226

Google review improvement

- Build Trust & Attract New Customers
 - More positive Google reviews increase our store credibility and help new customers feel confident to visit us.
- Strengthen Store Performance
 - Higher ratings improve our online visibility and ranking, bringing in more walk-in traffic and supporting sales growth.
- To be carried out during dispensing

CS UPDATE:

CS closed on weekends and PH. Issues like :

1. Warranty (Overseas) → Will reply on the following working days (Please tag CS @eionn, Kerthana, Kelly and Julia(New Joiner))



Xuanyu

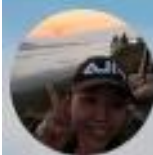
Dear CS team, may I check what type of progressive lens that cx purchased in Japan , it is equivalent to our which lenses ?

JAPAN PURCHASE UNDER:

Cx ID :24016823

DOP : 27/3/2026

Name : Yeo Sharon



Shanny 🌞

Hi @Eionn Baekhyun

@kerthana @Kelly [REDACTED]

[REDACTED], can help to confirm if this cx purchase from EC,
Penghua Chen
90780760
Order id:1335537983

Thank you

- The following code will be reflected in our system for Custom-Made Progressive Japan lenses:

ODCTM160 (Custom-Made Progressive Lens)

- If you come across the above lens type, please inform customers that any warranty replacement will be ordered directly from Japan. The estimated lead time for the lenses to arrive in-store is approximately 2 to 3 weeks.

Scenario 1: Customer brings EC frame + Lens Replacement Voucher

- Verify customer details via CX order history or email confirmation
- Once confirmed, proceed with eye test and process lens order in-store
- Any additional top-up can be done in-store (from \$100 onwards)
- Create Karte at FRONT with remarks:
- Frame (model no.) purchased from EC. Eye test conducted in-store.

Scenario 2: Customer brings EC frame without Lens Replacement Voucher

- Check purchase order with CS (Tag: Eionn, Kerthana, Kelly, Julia) before proceeding

Scenario 3: Lens Warranty for EC Orders

- If customer used their own prescription → No Vision Warranty
- If eye test was conducted in-store for EC purchase → Eligible for Vision Warranty
- Shops must clearly indicate in remarks if eye test was done in-store
- If unsure, check with CS on the purchase order (Tag: Eionn, Kerthana, Kelly, Julia)