AGENDA

1. FY2021 HIGHLIGHT
   Min-Liang Tan – Co-founder and CEO

2. FY2021 FINANCIAL PERFORMANCE
   Chong Neng Tan – CFO

3. #GoGreenWithRazer
   Min-Liang Tan – Co-founder and CEO

4. OUTLOOK
   Min-Liang Tan – Co-founder and CEO
Potential investors and shareholders (the "Potential Investors and Shareholders") of Razer Inc. (the "Company") are reminded that information contained in this Presentation comprises extracts of operational data and financial information of the Company and its subsidiaries (the "Group") for the year ended 31 December 2021 ("FY2021").

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The performance and the results of operations of the Group contained within this Presentation are historical in nature, and past performance is no guarantee of the future results of the Group. Any forward-looking statements and opinions contained within this Presentation are based on current assumptions, plans, estimates and projections, which are subject to change and which involve risks and uncertainties. Actual results may differ materially from expectations discussed in such forward-looking statements and opinions. The Group, the directors, employees and agents of the Group assume (a) no obligation to correct or update the forward-looking statements or opinions contained in this Presentation; and (b) no liability in the event that any of the forward-looking statements or opinions do not materialize or turn out to be incorrect.

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FY2021 HIGHLIGHT
FY2021: KEY HIGHLIGHT

Revenue of US$1.6B with 33.3% YoY growth, driven by demand in 1H 2021 due to the pandemic, market share increase for the Hardware business, and continued expansion of channels and content for the Services business

Gross profit margin improved to 24.0%, as compared to 22.3% in the prior year period, driven by ongoing expansion of Hardware margins, partially offset by higher freight rates due to industry-wide supply chain and logistics challenges

Adjusted Non-GAAP EBITDA* of US$96.1M, an increase from US$44.6M in the prior year period of 2020

Net Profit of US$43.4M, compared to US$0.8M in the prior year period, driven by revenue growth, ongoing gross margin expansion and productivity improvement

* We define adjusted EBITDA as profit/(loss) from operations added back with depreciation and amortisation, share-based compensation expense, restructuring expense, impairment of long-lived assets and merger and acquisitions expense.
THE RAZER ECOSYSTEM: AND HOW IT GREW IN FY2021
THE WORLD’S LARGEST INTEGRATED GAMER ECOSYSTEM

ONE OF THE WORLD’S LARGEST GAMER SOFTWARE PLATFORMS
Enhance user experience via access to integrated gamer platform

~178M TOTAL USERS
44.1% YoY GROWTH

LEADING BRAND\(^1\) IN GAMING HARDWARE
Leading Brand for Gaming Peripherals and Premium Gaming Laptops
US$1,452.4M IN FY2021
34.0% YoY GROWTH

PAYMENT SERVICES FOR GAMERS, YOUTH, MILLENNIALS AND GEN Z
Monetization for games and digital payments enablement
US$162.5M IN FY2021
26.6% YoY GROWTH

\(^1\) Internal sources and external market research
THE RAZER ECOSYSTEM: HARDWARE
34.0% YOY GROWTH IN HARDWARE REVENUE

CAGR
+32.0%

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (US$ M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
<td>475.7</td>
</tr>
<tr>
<td>FY2018</td>
<td>615.5</td>
</tr>
<tr>
<td>FY2019</td>
<td>714.0</td>
</tr>
<tr>
<td>FY2020</td>
<td>1,083.7</td>
</tr>
<tr>
<td>FY2021</td>
<td>1,452.4</td>
</tr>
</tbody>
</table>
THE RAZER ECOSYSTEM: SOFTWARE
44.1% YoY growth in software total users
Driven by increased gaming and livestreaming activities

Total Users

CAGR
+41.5%

MAU
+30.0% YoY
FY2021
THE RAZER ECOSYSTEM: SERVICES
26.6% YOY GROWTH IN SERVICES REVENUE
DRIVEN BY RAZER GOLD USAGE AND RAZER FINTECH B2B ACTIVITY

SERVICES NET REVENUE

(US$ M)

CAGR
+97.9%

GPM
38.5%
FY2021

FY2017
FY2018
FY2019
FY2020
FY2021

10.6
49.6
77.0
128.4
162.5
FY2021

FINANCIAL PERFORMANCE
NET REVENUE

REVENUE BY SEGMENT

(US$ M)

+33.3% YoY

<table>
<thead>
<tr>
<th>Segment</th>
<th>FY2019</th>
<th>FY2020</th>
<th>FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hardware*</td>
<td>820.8</td>
<td>1,214.6</td>
<td>1,619.6</td>
</tr>
<tr>
<td>Services</td>
<td>77.0</td>
<td>128.4</td>
<td>162.5</td>
</tr>
<tr>
<td>Others</td>
<td>29.8</td>
<td>2.5</td>
<td>4.6</td>
</tr>
</tbody>
</table>

* Hardware includes Peripherals and Systems
FY2021 GPM improvement:
• Driven by ongoing expansion of Hardware margins
• Partially offset by sudden spikes in freight rates and other supply chain disruption issues
OPERATING EXPENSES

(US$ M)

FY2019

- Selling and Marketing expenses: 11.0%
- Personnel Expenses: 4.6%
- Total OPEX as % of Net Revenue: 30.4%

FY2020

- Selling and Marketing expenses: 8.3%
- Personnel Expenses: 3.4%
- Total OPEX as % of Net Revenue: 15.8%

FY2021

- Selling and Marketing expenses: 7.2%
- Personnel Expenses: 3.7%
- Total OPEX as % of Net Revenue: 12.2%
### P&L HIGHLIGHTS

<table>
<thead>
<tr>
<th>(US$ M)</th>
<th>FY2020</th>
<th>FY2021</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>1,214.6</td>
<td>1,619.6</td>
<td>33.3%</td>
</tr>
<tr>
<td>Gross profit</td>
<td>271.0</td>
<td>389.2</td>
<td>43.6%</td>
</tr>
<tr>
<td>% of revenue</td>
<td>22.3%</td>
<td>24.0%</td>
<td>170bps</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>278.0</td>
<td>337.3</td>
<td>21.3%</td>
</tr>
<tr>
<td>% of revenue</td>
<td>22.9%</td>
<td>20.8%</td>
<td>(210bps)</td>
</tr>
<tr>
<td>Adjusted Non-GAAP EBITDA*</td>
<td>44.6</td>
<td>96.1</td>
<td>115.5%</td>
</tr>
<tr>
<td>% of revenue</td>
<td>3.7%</td>
<td>5.9%</td>
<td>220bps</td>
</tr>
<tr>
<td>Profit for the year</td>
<td>0.8</td>
<td>43.4</td>
<td>5,289.9%</td>
</tr>
<tr>
<td>% of revenue</td>
<td>0.1%</td>
<td>2.7%</td>
<td>260bps</td>
</tr>
</tbody>
</table>

* We define adjusted EBITDA as profit/(loss) from operations added back with depreciation and amortisation, share-based compensation expense, restructuring expense, impairment of long-lived assets and merger and acquisitions expense.

- Revenue +33.3% to US$1.6B, driven by demand in 1H 2021 due to the pandemic, market share increase for the Hardware business, and continued expansion of channels and content for the Services business
- Gross margin increased 170bps driven by ongoing expansion of Hardware margins, partially offset by higher freight rates due to industry-wide supply chain and logistics challenges
- Net profit of US$43.4M, driven by revenue growth, ongoing gross margin expansion and productivity improvement
WORKING CAPITAL AND CASH CONVERSION CYCLE

WORKING CAPITAL CYCLE

(Days)

**DAYS INVENTORY OUTSTANDING**

<table>
<thead>
<tr>
<th></th>
<th>Dec-19</th>
<th>Dec-20</th>
<th>Dec-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days</td>
<td>40</td>
<td>39</td>
<td>46</td>
</tr>
</tbody>
</table>

**DAYS SALES OUTSTANDING**

<table>
<thead>
<tr>
<th></th>
<th>Dec-19</th>
<th>Dec-20</th>
<th>Dec-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days</td>
<td>69</td>
<td>57</td>
<td>51</td>
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</tbody>
</table>

**DAYS PAYABLES OUTSTANDING**

<table>
<thead>
<tr>
<th></th>
<th>Dec-19</th>
<th>Dec-20</th>
<th>Dec-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days</td>
<td>164</td>
<td>154</td>
<td>141</td>
</tr>
</tbody>
</table>

**CASH CONVERSION CYCLE**

<table>
<thead>
<tr>
<th></th>
<th>Dec-19</th>
<th>Dec-20</th>
<th>Dec-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days</td>
<td>(55)</td>
<td>(58)</td>
<td>(44)</td>
</tr>
</tbody>
</table>

Notes:

1. Days inventory outstanding equals the average of the opening and closing inventory balances divided by the cost of sales for the period and multiplied by the number of days in the period.
2. Days sales outstanding equals the average of trade receivables divided by the total revenue for the period and multiplied by the number of days in the period.
3. Days payables outstanding equals the average of payables divided by the total cost of sales for the period and multiplied by the number of days in the period.
4. Cash conversion cycle for a period equals days inventory outstanding plus days sales outstanding less days payables outstanding.
UPDATES ON

GO GREEN WITH RAZER

OUR QUEST CONTINUES TO BUILD A SUSTAINABLE FUTURE FOR GENERATIONS TO COME
10-YEAR GREEN ROADMAP
Razer is committing to a sustainability roadmap supported by our four strategic pillars

GREEN ORGANIZATION
Change starts with ourselves. As part of Razer’s Green Organization initiatives, we are focusing on making our offices a greener place, and on reducing our global carbon footprint.

GREEN PRODUCTS
Turning our forte in designing products that are both phenomenal to our fans and responsible to the environment.

GREEN COMMUNITY
Razer pledges to leverage on both our staff and the community to contribute and support the global green movement.

GREEN INVESTMENTS
Razer is committed towards a sustainable future, and aims to play its part by supporting and investing in environment and sustainability startups.
GREEN ORGANIZATION

ADOPTED GRI CORE STANDARDS
We upgraded our upcoming sustainability report to adopt GRI Core standards – one of the world’s leading sustainability reporting standards.

JOINED SCIENCE BASED TARGET INITIATIVE
We have committed to the Science Based Targets initiative to keep the global temperature increments to less than 1.5 degree Celsius in order to achieve net carbon neutrality by 2030.

INAUGURAL DISCLOSURE UNDER CDP
We made our first disclosure under the Carbon Disclosure Project (CDP), ensuring transparency through the disclosure of environment data.

INCLUSION OF CLIMATE-RELATED RISKS IN ERM
We included climate-related risks in our enterprise risk management process (ERM) by proactively recognizing and mitigating potential impact from climate-related risks.
GREEN PRODUCTS

PARTNERSHIP WITH UL
Kickstarted an industry level effort on identifying key indicators of environmental impact that should be measured by all manufacturers for gaming products.
GREEN COMMUNITY

MORE THAN 900,000 TREES SAVED
GREEN INVESTMENTS

BAMBOOLOO
First Investment of Razer Green Fund

zVentures™
A RAZER COMPANY

BAMBOOLOO
TOILET PAPER

2.6 gallons of water / roll*

132g of carbon / roll*

0% Plastic Packaging

WOOD PULP
TOILET PAPER

37 gallons of water / roll*

440g of carbon / roll*

9.9 sqm of plastic for 36 rolls

*Approximate values
OUTLOOK
OUTLOOK

MACRO CHALLENGES AND UNCERTAINTIES:
- Impact of industry-wide supply chain challenges on business will persist
- Freight and logistics expected to remain a challenge through the year
- Deceleration in growth momentum since 2H2021 to continue through 2022 due to high base effect

NEW GROWTH AREAS:
- Extension of Hardware offerings to furniture and other gamer lifestyle categories
- Continued regional expansion for Razer Gold
- Scaling of TPV and geographical expansion for Razer Fintech

IMPACT ON BUSINESS PERFORMANCE:
- Additional spending in operating expenses
- New growth areas will require significant investments
- New growth areas will take time to prove out business case
APPENDIX
# KEY P&L DATA

<table>
<thead>
<tr>
<th></th>
<th>FY2018</th>
<th>FY2019</th>
<th>FY2020</th>
<th>FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>712.4</td>
<td>820.8</td>
<td>1,214.6</td>
<td>1,619.6</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>170.1</td>
<td>168.1</td>
<td>271.0</td>
<td>389.2</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>(269.7)</td>
<td>(263.9)</td>
<td>(278.0)</td>
<td>(337.3)</td>
</tr>
<tr>
<td>Profit / (Loss) for the year</td>
<td>(97.9)</td>
<td>(83.5)</td>
<td>0.8</td>
<td>43.4</td>
</tr>
<tr>
<td>Adjusted Non-GAAP EBITDA+</td>
<td>(46.9)</td>
<td>(29.4)</td>
<td>44.6</td>
<td>96.1</td>
</tr>
</tbody>
</table>

*Adjusted items exclude share-based compensation, restructuring expense, merger and acquisition expense and impairment of goodwill and other assets
## KEY BALANCE SHEET DATA

<table>
<thead>
<tr>
<th>(US$ M)</th>
<th>Dec 2018</th>
<th>Dec 2019</th>
<th>Dec 2020</th>
<th>Dec 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and bank balance</td>
<td>615.2</td>
<td>528.3</td>
<td>621.8</td>
<td>567.6</td>
</tr>
<tr>
<td>Debts</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Net Cash</td>
<td>615.2</td>
<td>528.3</td>
<td>621.8</td>
<td>567.6</td>
</tr>
<tr>
<td>Inventories</td>
<td>68.5</td>
<td>74.8</td>
<td>124.9</td>
<td>186.4</td>
</tr>
<tr>
<td>Trade Receivables</td>
<td>144.9</td>
<td>158.4</td>
<td>223.4</td>
<td>233.3</td>
</tr>
<tr>
<td>Trade Payables</td>
<td>269.6</td>
<td>301.3</td>
<td>469.8</td>
<td>454.4</td>
</tr>
<tr>
<td>Net Working Capital</td>
<td>(56.2)</td>
<td>(68.1)</td>
<td>(121.6)</td>
<td>(34.7)</td>
</tr>
</tbody>
</table>