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28th February 2025

Subject Clarification on Operating Results of the Year 2024
Attention Director and Manager, The Stock Exchange of Thailand

TCM Corporation Public Company Limited and its subsidiaries, collectively referred to as "TCMC", would like to clarify the operating results and financial statements for the year 2024, ending 31st December 2024, in comparison to the year 2023, ending 31st December 2023, as follows:

TCMC had a net loss of 908.70 million baht at the end of the year 2024 compared to a net profit of 81.62 million baht in 2023. The performance was decreased by 990.31 million baht.

Details of the changes are described in the Management Discussion and Analysis, which is attached herewith.

Please be informed accordingly.

Yours faithfully,
For and on behalf of TCM Corporation Public Company Limited

A handwritten signature in blue ink that reads "Noppaporn A.".

(Mrs. Noppaporn Aphiwatthanakul)
Financial Director



Carpets Inter®

RT acoustic

RTSTUDIO



Alstons

ASHLEYMANOR

amxdesign

Alexander & James

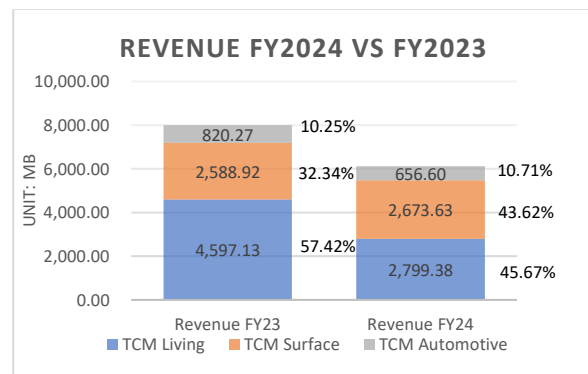
Overview

TCM Corporation Public Company Limited and its subsidiaries (collectively referred to as the "Corporate Group") experienced a significant decline in overall performance in FY2024 compared to the previous year. TCM Surface maintained relatively stable performance despite challenging market conditions, while TCM Living experienced a substantial decline in revenue due to continued unfavorable market situations in the U.K. Despite efficient expense control measures implemented across all business units, prolonged high interest rates in the U.K. and challenging market conditions, including significant non-cash one-time expenses, resulted in an operating loss for the year.

On a consolidated basis, total revenue from sales and services for FY 2024 was recorded at 6,129.61 million baht compared to 8,006.32 million baht in the prior year, a 23.44% decrease. EBITDA declined to 204.24 million baht, a decrease of 65.74% from the previous year. The Group reported a net loss of 908.70 million baht, compared to a net profit of 81.62 million baht in the previous year. The net loss attributable to the owners of the parent was 842.42 million baht.

FY2024 Performance

The revenue contribution by TCM Living significantly dropped from 57.42% in FY2023 to 45.67% in FY2024 due to unfavorable market conditions in the UK. Revenue contribution by TCM Surface increased from 32.34% to 43.62%, reflecting steady growth in the hospitality and commercial sectors. TCM Automotive saw a slight decline in revenue contribution from 10.25% in FY2023 to 10.71% in FY2024, following decreased demand in the automotive sector.



Highlight from each business.

Business Group	Highlights
TCM Living	<ul style="list-style-type: none"> - Revenue significantly decreased due to persistent challenging market conditions, although cost control measures continued - Sales dropped 39.11% YoY, primarily due to continued market weakness and economic slowdown in the UK - Despite the significant revenue decline, the business maintained cost control efforts, though the gross profit margin decreased to 14.87% from 18.91% in the previous year due to the impact of lower volumes and cost pressures - Selling and administrative expenses included approximately 75 million baht in restructuring costs aimed at reducing capacity and streamlining operations in anticipation of a market slowdown in the coming quarters. - Strategic discontinuation of AMX Design to focus on core businesses, resulting in a goodwill impairment of approximately 599 million baht in FY24 (non-cash item), with expected future gross margin improvement from restructuring efficiencies. - After deducting inter-company expenses, financial costs, tax, and exchange rates, the Group reported a significant net loss of 1,026.10 million baht
TCM Surface	<ul style="list-style-type: none"> - Maintained relatively stable performance despite challenging market conditions, supported by operational efficiency initiatives. - Revenue increased by 3.27% YoY, showing resilience in the face of market challenges. - The gross profit margin slightly decreased to 40.98% from 41.34% in the previous year, maintaining strong profitability.

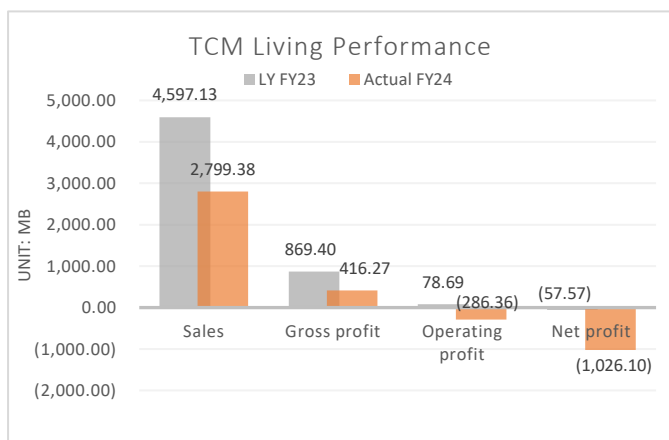
Business Group	Highlights
	<ul style="list-style-type: none"> - Selling and administrative expenses were well-managed, though selling expenses showed some increase due to market conditions. - The Group reported a net profit of 79.01 million baht, a slight increase of 3.80% compared to the previous year.
TCM Automotive	<ul style="list-style-type: none"> - Performance was affected by the industry slowdown, though operational efficiency was maintained. - Revenue decreased by 19.95% YoY, reflecting the broader automotive industry slowdown. - Gross profit margin slightly decreased to 21.58% from 22.41% in the previous year. - Selling and administrative expenses were reduced through effective cost management. - After taking out the inter-company expenses, financial costs, and taxes, the Group reported a net profit of 38.39 million baht, a 39.13% decrease YoY.

Performance by Group of Business

TCM Living

Unit: MB

Details	Actual FY2024	Last Year FY2023	Diff % YoY	% of sales FY2024	% of sales FY2023
Revenue from Sales and Services	2,799.38	4,597.13	-39.11%	100.00%	100.00%
Cost of Sales and Services	(2,383.11)	(3,727.73)		-85.13%	-81.09%
Gross Profit	416.27	869.40	-52.12%	14.87%	18.91%
Other incomes	0.24	5.31	-95.56%	0.01%	0.12%
Selling expenses	(353.15)	(426.67)	-17.23%	-12.62%	-9.28%
Administrative expenses	(351.83)	(369.35)	-4.74%	-12.57%	-8.03%
Profit (Loss) from Exchange Rate	0.00	0.00	0.00%	0.00%	0.00%
Fair Value Adjustments to Derivatives (Forex)	2.11	0.00	-100.00%	0.08%	0.00%
Operating Income (EBIT)	(286.36)	78.69	-463.89%	-10.23%	1.71%
Amortization - Intangible assets	(646.19)	(45.37)	-1324.26%	-23.08%	-0.99%
Financial Costs from operation	(67.74)	(60.74)	-11.53%	-2.42%	-1.32%
Tax Income (Expenses)	39.49	40.30	-2.02%	1.41%	0.88%
Corporate Expenses - Shared	(26.05)	(24.22)	-7.59%	-0.93%	-0.53%
Financial Costs from non-operation	(39.24)	(46.24)	15.15%	-1.40%	-1.01%
Net Profit (Loss) for the Period	(1,026.10)	(57.57)	-1682.32%	-36.65%	-1.25%
EBITDA	(195.77)	159.91	-222.42%	-6.99%	3.48%



TCM Living

The furniture market in the UK continued to face significant challenges in 2024, with net sales decreasing by 39.11% compared to the previous year. This substantial decline reflects the continued deterioration in consumer confidence and discretionary spending, exacerbated by persistent inflationary pressures and increased cost of living.

The gross profit margin decreased to 14.87% from 18.91% in the previous year, reflecting the impact of lower volumes and continued cost pressures. TCM Living reported total selling and administrative expenses of 704.98 million baht for

the period, which included approximately 75 million baht in strategic restructuring costs. These expenses were incurred as part of our proactive measures to optimize capacity and streamline operations in anticipation of market softening.

During this period, management made a strategic decision to discontinue AMX Design, our trading business, following the loss of its primary customer base. This decision allows TCML to concentrate resources and management attention on our three core businesses: Alstons Upholstery, Ashley Manor Upholstery, and Alexander & James.

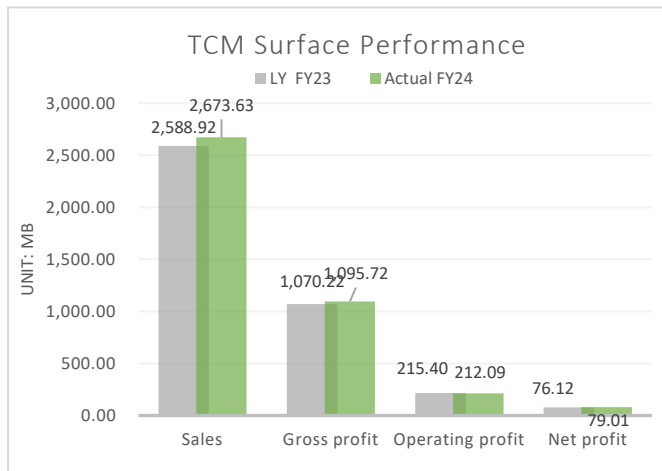
Consequently, a goodwill impairment charge of approximately 599 million baht was recognized in FY24. While this non-recurring charge has materially impacted our profit and loss statement, we emphasize that it represents a non-cash accounting adjustment with no effect on our liquidity position. Looking forward, these strategic initiatives are expected to drive meaningful gross margin expansion in the years ahead through restructuring efficiencies and enhanced operational focus in our remaining core businesses.

The business reported a significant net loss of 1,026.10 million baht compared to a net loss of 57.57 million baht in FY23. EBITDA turned negative at -195.77 million baht, compared to a positive 159.91 million baht in the previous year.

TCM Surface

Unit: MB

Details	Actual FY2024	Last Year FY2023	Diff % YoY	% of sales FY2024	% of sales FY2023
Revenue from Sales and Services	2,673.63	2,588.92	3.27%	100.00%	100.00%
Cost of Sales and Services	(1,577.91)	(1,518.70)		-59.02%	-58.66%
Gross Profit	1,095.72	1,070.22	2.38%	40.98%	41.34%
Other incomes	3.25	10.66	-69.49%	0.12%	0.41%
Selling expenses	(401.10)	(370.96)	8.13%	-15.00%	-14.33%
Administrative expenses	(468.60)	(482.30)	-2.84%	-17.53%	-18.63%
Profit (Loss) from Exchange Rate	(8.25)	(3.17)	-160.18%	-0.31%	-0.12%
Fair Value Adjustments to Derivatives (Forex)	(8.93)	(9.06)	-1.44%	-0.33%	-0.35%
Operating Income (EBIT)	212.09	215.40	-1.54%	7.93%	8.32%
Amortisation - Intangible assets	(18.31)	(18.31)	0.00%	-0.68%	-0.71%
Financial Costs from operation	(9.95)	(6.27)	58.75%	-0.37%	-0.24%
Tax Income (Expenses)	1.19	(4.88)	124.43%	0.04%	-0.19%
Corporate Expenses - Shared	(14.67)	(14.04)	4.48%	-0.55%	-0.54%
Financial Costs from non-operation	(91.33)	(95.77)	-4.64%	-3.42%	-3.70%
Net Profit (Loss) for the Period	79.01	76.12	3.80%	2.96%	2.94%
EBITDA	303.00	308.90	-1.91%	11.33%	11.93%



TCM Surface

TCM Surface demonstrated resilience in 2024, with sales revenue increasing to 2,673.63 million baht, a 3.27% increase YoY. This growth was primarily driven by the global recovery in the tourism and hospitality sectors. Despite elevated operating costs, including transportation, labor, and raw material prices, TCM Surface successfully adjusted selling prices to maintain profitability. The gross profit margin improved to 40.98% in 2024 from 41.34% in the prior year, supported by efficiency improvements.

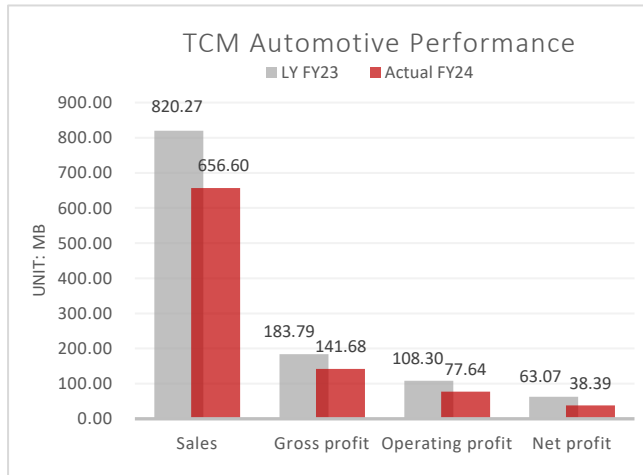
Total Selling and Administrative expenses were 869.70 million baht, representing a decrease as a percentage of sales to 32.53% compared to 32.96% in the prior year. This was a result of continuous efficiency management and the adoption of new technologies to reduce operating expenses.

Despite these challenges, the business maintained profitability, reporting a net profit of 79.01 million baht, a slight increase from 76.12 million baht in 2023. EBITDA remained relatively stable at 303.00 million baht, a slight decrease from 308.90 million baht in FY23.

TCM Automotive

Unit: MB

Details	Actual FY2024	Last Year FY2023	Diff % YoY	% of sales FY2024	% of sales FY2023
Revenue from Sales and Services	656.60	820.27	-19.95%	100.00%	100.00%
Cost of Sales and Services	(514.92)	(636.48)		-78.42%	-77.59%
Gross Profit	141.68	183.79	-22.91%	21.58%	22.41%
Other incomes	10.23	9.92	3.12%	1.56%	1.21%
Selling expenses	(27.93)	(33.82)	-17.42%	-4.25%	-4.12%
Administrative expenses	(46.96)	(53.54)	-12.29%	-7.15%	-6.53%
Profit (Loss) from Exchange Rate	0.62	1.96	-68.42%	0.09%	0.24%
Operating Income (EBIT)	77.64	108.30	-28.31%	11.82%	13.20%
Amortisation - Intangible assets	(21.19)	(22.12)	4.21%	-0.79%	-0.85%
Financial Costs from operation	(1.93)	(2.21)	-12.57%	-0.29%	-0.27%
Tax Income (Expenses)	(11.28)	(16.53)	-31.771%	-1.72%	-2.02%
Corporate Expenses - Shared	(4.85)	(4.38)	10.91%	-0.74%	-0.53%
Net Profit (Loss) for the Period	38.39	63.07	-39.13%	5.85%	7.69%
EBITDA	97.01	127.40	-23.86%	14.77%	15.53%



TCM Automotive

The automotive segment faced challenging conditions in 2024, with revenue decreasing by 19.95% to 656.60 million baht. The gross profit margin slightly decreased to 21.58% from 22.41% in the previous year, reflecting the impact of lower volumes and continued cost pressures.

The business maintained effective cost control, with reduced selling and administrative expenses. After accounting for all costs, the segment reported a net profit of 38.39 million baht, a 39.13% decrease from the previous year's 63.07 million baht, and an EBITDA of 97.01 million baht, a 23.86% decrease from the previous year.

Consolidated Performance

Unit: THB million

Consolidated Statement	FY2024	FY2023	Diff
			% YoY
Revenue			
Revenue from Sales and Services	6,129.61	8,006.32	-23.44%
Other Incomes	13.72	25.89	-47.03%
Gain from exchange rate	0.00	0.00	0.00%
Gain from fair value adjustments to derivatives	0.00	0.00	0.00%
Total revenue	6,143.33	8,032.22	-23.52%
Expenses			
Cost of sales and services	(4,497.13)	(5,905.03)	23.84%
Selling expenses	(782.18)	(831.45)	5.93%
Administrative & Corporate expenses	(978.53)	(1,011.50)	3.26%
Loss from goodwill impairment	(598.94)	0.00	-100.00%
Loss from exchange rate	(7.63)	(1.21)	-528.22%
Loss from fair value adjustments to derivatives	(6.82)	(9.06)	24.71%
Total expenses	(6,871.23)	(7,758.25)	11.43%
Net profit before TAX	(727.90)	273.96	-365.69%
Financial costs	(210.19)	(211.23)	0.49%
Tax expenses	29.40	18.88	55.68%
Profit (loss) for the period	(908.70)	81.62	-1213.36%
Profit (loss) for TCMC	(842.42)	50.25	-1776.44%
EBITDA	204.24	596.22	-65.74%
Weighted average number of ordinary shares (shares)	763,201,125	763,201,125	
Basic earnings per share (Baht)	(1.10)	0.07	

Other Incomes

In 2024, TCMC reported other incomes of 13.72 million baht from various sources, compared to 25.89 million baht in 2023. The loss from the fair value adjustment of derivative contracts was 6.82 million baht, with an additional foreign exchange loss of 7.63 million baht.

Financial Costs

The Corporate Group incurred total financial costs of 210.19 million baht in 2024, which was lower than the previous year's 211.23 million baht. The financial costs consist of 79.62 million baht from normal operations, a rise of 15% YoY, and 131 million baht from acquisitions, a 8% YoY decrease. This amount was lower than that of the same period last year due to the lower interest rate. Meanwhile, the financial costs stemming from the acquisition decreased because of the gradual repayment of loans to reduce the principal.

Statement of Financial Position

Statement of consolidated financial position	As of 31 December 2024,	As of 31 December 2023,	Unit THB million	
			Change	
			Million Baht	%
Total Assets	6,632.38	7,763.09	(1,130.71)	-14.57%
Total Liabilities	4,954.11	5,102.84	(148.73)	-2.91%
Shareholders' Equity	1,678.26	2,660.25	(981.98)	-36.91%
D/E Ratio	2.95:1	1.92:1		

On a consolidated basis, the Company's total assets and liabilities decreased by 16.04% and 2.91%, respectively, while shareholders' equity decreased by 41.22% to 1,563.78 million baht. The debt-to-equity ratio significantly increased to 2.95x from 1.92x in the previous year, primarily due to impairment losses from the discontinuation of AMX Design and a decline in operating profit in 2024. Despite this, the Corporate Group remained committed to deleveraging by making early loan repayments to reduce its debt burden.

Key Financial Ratios

Key Financial Ratios	FY2024	FY2023
Current ratio (times)	1.12	1.21
Quick ratio (times)	0.74	0.82
Account Receivable Turnover (times)	5.73	6.06
Account Payable Turnover (times)	4.71	4.16
Inventory turnover (times)	5.60	6.28
D/E ratio (times)	2.95	1.92
Return on equity (%)	(56.85)	2.13
Return on assets (%)	(13.70)	1.05
Assets turnover (times)	0.92	1.03

The Corporate Group's financial ratios for the year ending 31 December 2024 showed some deterioration in the liquidity position. The current ratio decreased to 1.12x from 1.21x, and the quick ratio declined to 0.74x from 0.82x.

The accounts receivable turnover decreased from 6.06x to 5.73x, while the accounts payable turnover increased from 4.16x to 4.71x. This change suggests some pressure on liquidity and indicates the company's response to managing cash more effectively.

The company's return on equity turned negative at -56.85%, while return on assets was -13.70%. Asset turnover decreased to 0.92x from 1.03x, reflecting the challenging operating environment and decreased revenue generation efficiency.