



Opportunity Day

Q3/2024



TCMC: Q3/2024 Overview

Surface Maintains, Not Good for Living, Automotive Also Softens.

TCM Living

Performance Affected by Industry-Wide Downturn and Supply Chain Changes; Efficiency Restructuring Progressing as Planned

TCM Surface

Mixed Business Performance: Strong Growth in Many Countries in US and Asia Amid Softening in Select Markets

TCM Automotive

Thailand's Car Production Dips, Exports Stay Strong Amid Debt-Free Operations.

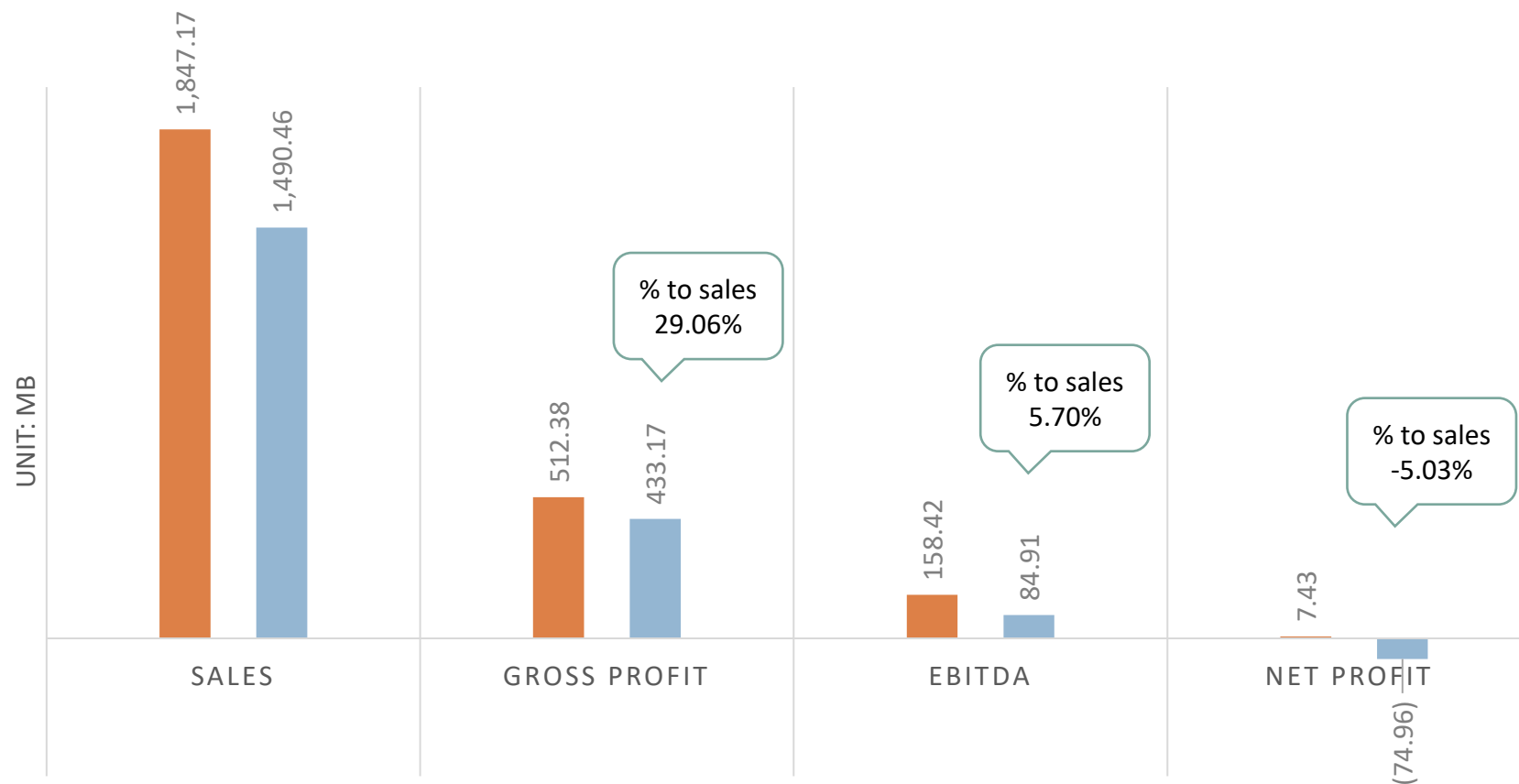
TCMC Consolidated Performance



Surface Division Thrives Offset by Challenges from Living.

CONSOLIDATED PERFORMANCE Q3/2024

■ LY Q3/2023 ■ Actual Q3/2024

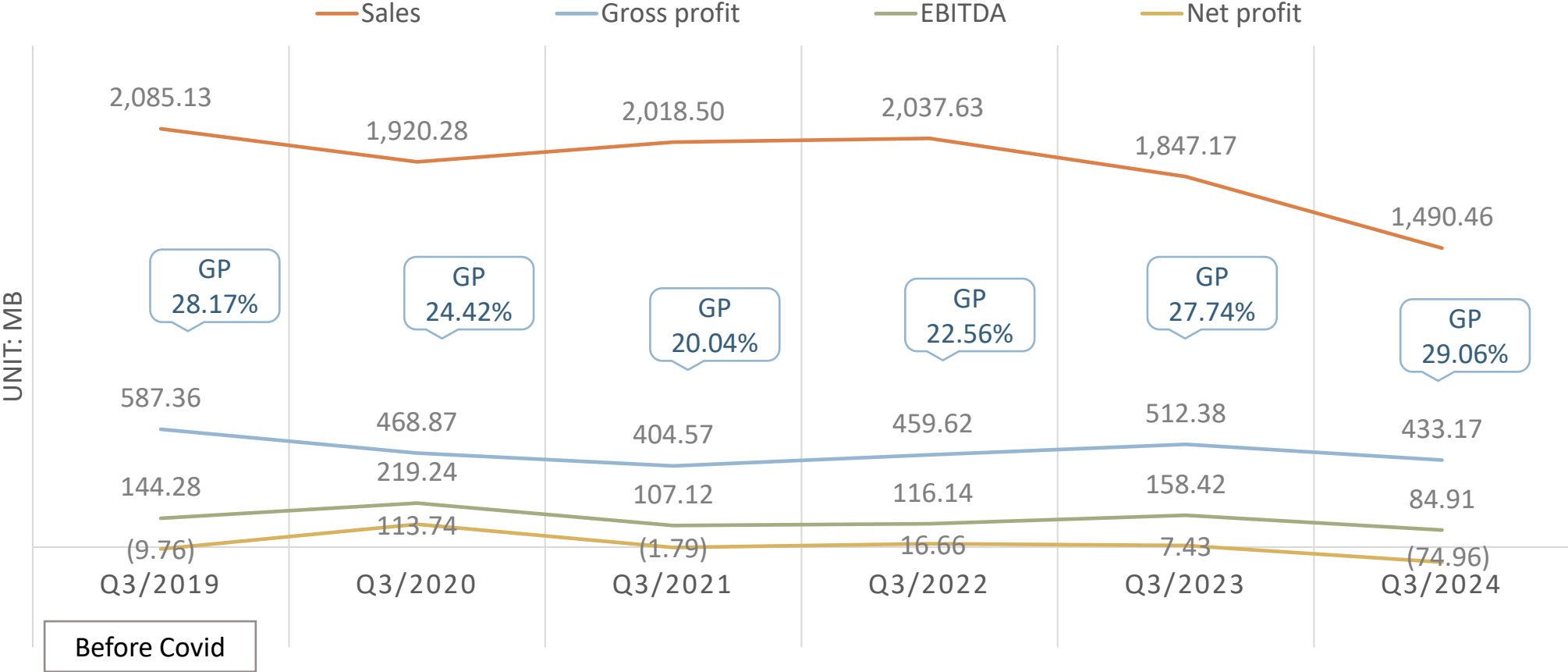


TCMC Consolidated Performance



Revenue Decline Sparks Focus on Overhead Adjustments, Bottom Line Suffered.

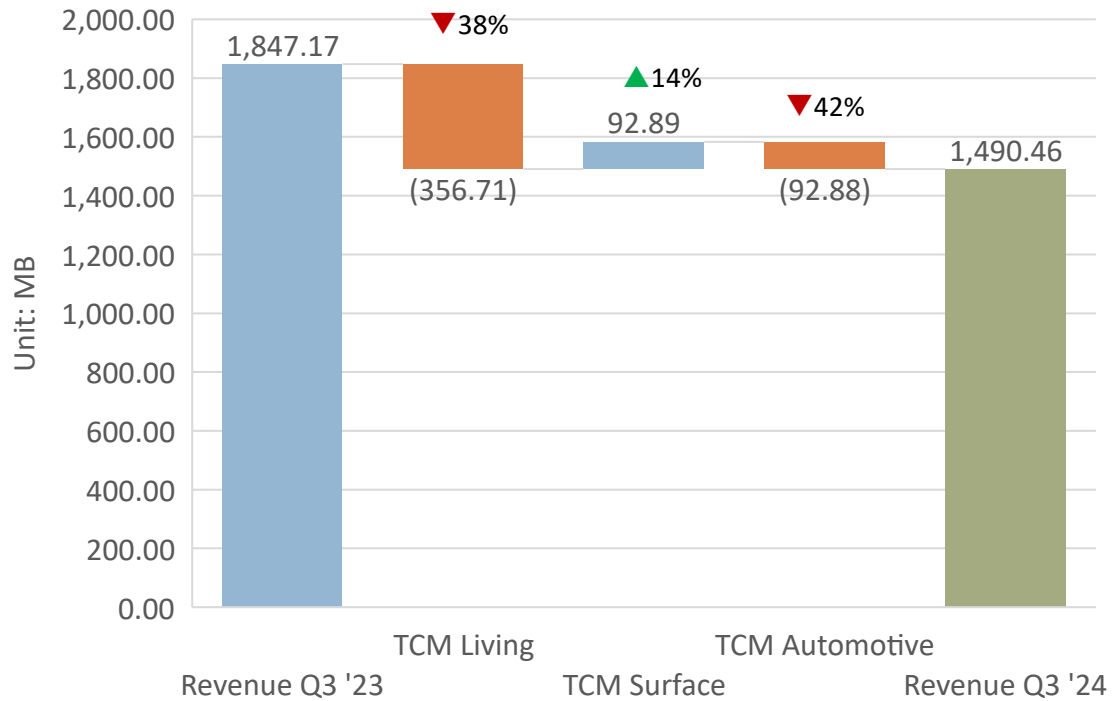
CONSOLIDATED PERFORMANCE Q3 2019-2024



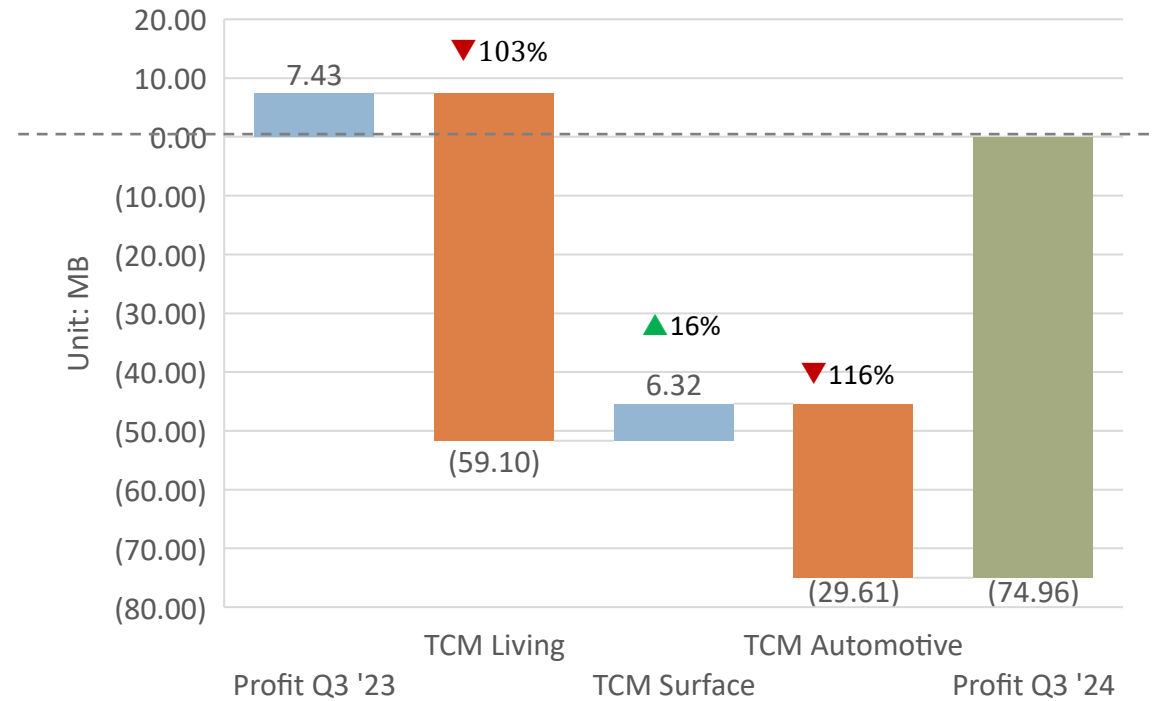
Q3/2024 The Change of Revenue and Net Profit by Business

Surface profitability improve was offset by a Big Drop from Living while Automotives Softens.

Change of Revenue by Business group



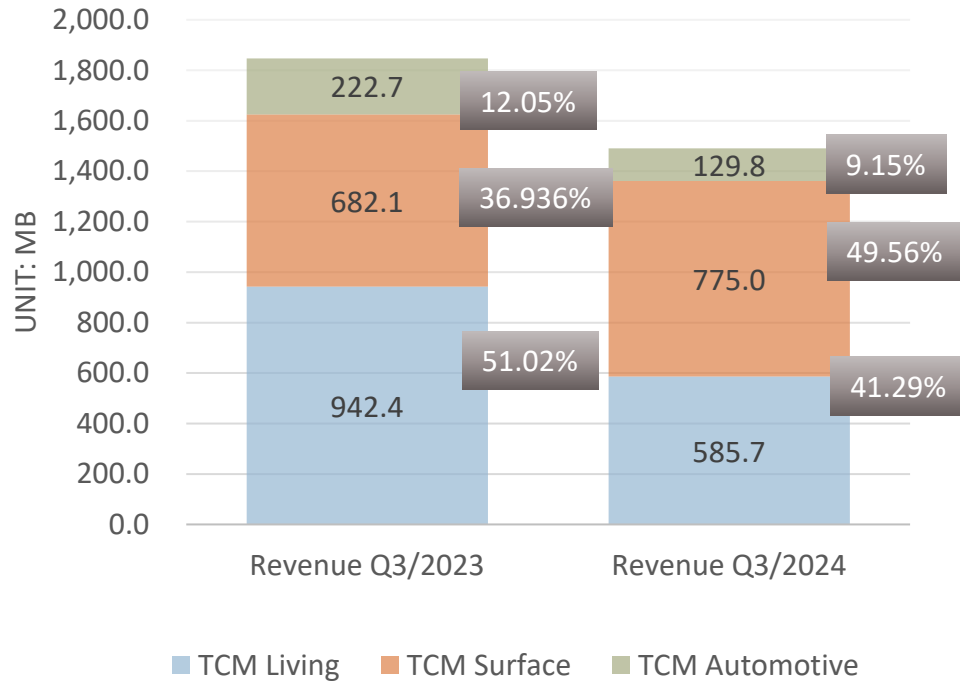
Change of Profit by Business group



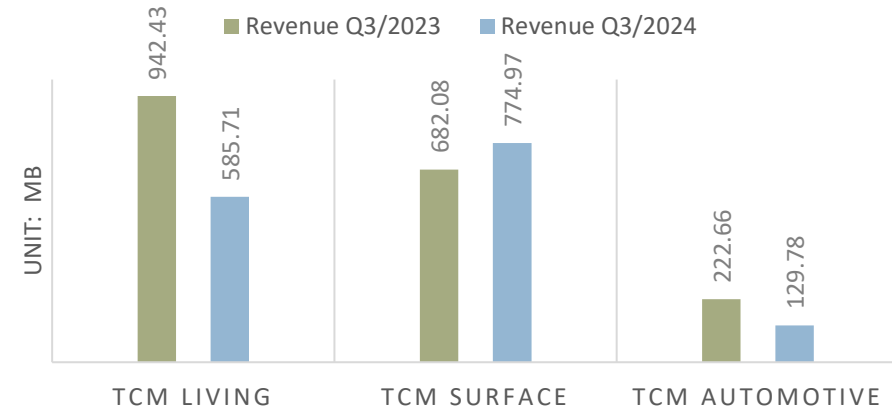
YoY Comparison by Business

TCM Surface Contribution to Revenue Grew From 37% to 50%.

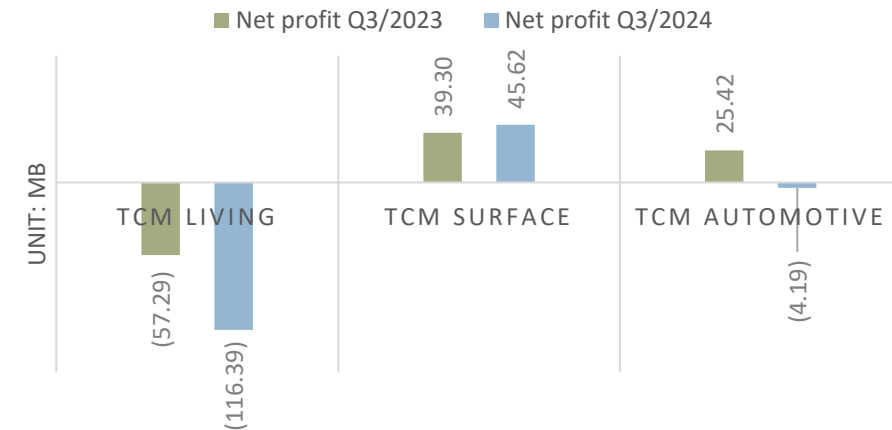
REVENUE Q3/2023 VS Q3/2024



NET SALES Q3/2023 VS Q3/2024



NET PROFIT Q3/2023 VS Q3/2024



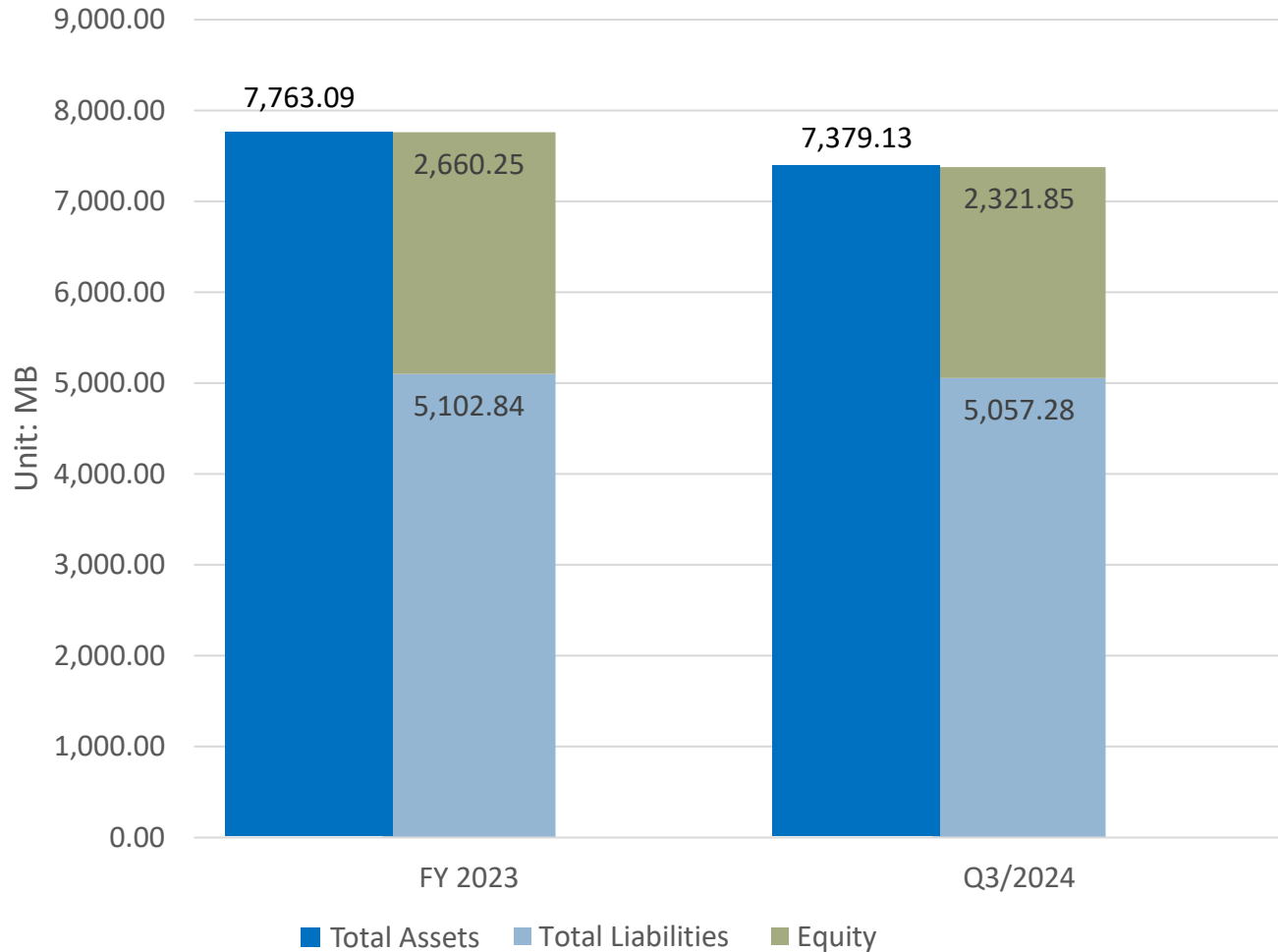
*Net Profit included all expenses (Corp, Tax, financial costs)

Financial Statement – Key Ratio

Enhanced Liquidity: Surface Loan Obligation Fully Repaid in Advance for 2024



Statement of Financial Position



Current Ratio (Times)	
FY2023	Q3/2024
1.21	▼ 1.03

Account Receivable Turnover (times)	
FY2023	Q3/2024
6.06	▼ 5.91

Quick Ratio (Times)	
FY2023	Q3/2024
0.82	▼ 0.63

Account Payable Turnover (times)	
FY2023	Q3/2024
4.16	▼ 3.99

D/E Ratio	
FY2023	Q3/2024
1.92	▲ 2.18

Inventory Turnover (Times)	
FY2023	Q3/2024
6.28	▼ 5.58

Return on equity (%)	
FY2023	Q3/2024
2.13	▼ -9.09

Assets Turnover (Times)	
FY2023	Q3/2024
1.03	▼ 0.89

Return on Assets (%)	
FY2023	Q3/2024
1.05	▼ -3.23



TCM LIVING[®]
Performance Q3/2024

Quinn mix fabric by A&J



Alstons
Sofas for Living



ASHLEY MANOR
a new design language



amxdesign
the leather experts



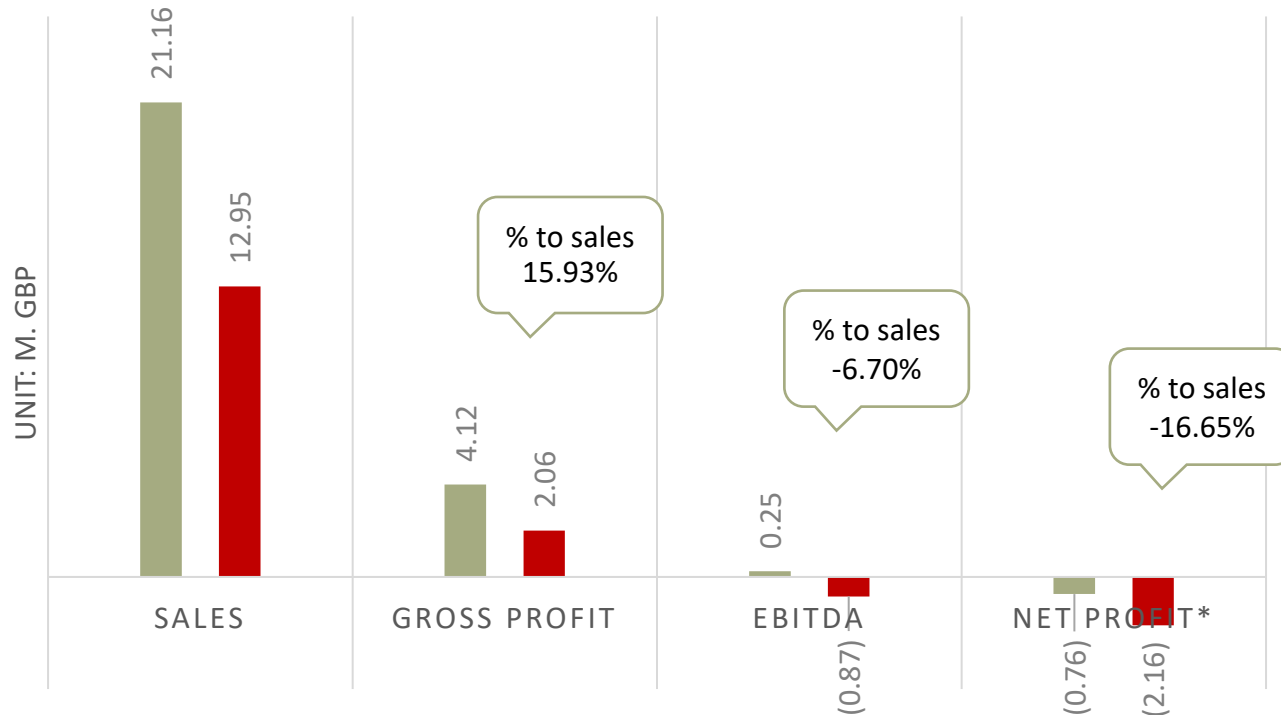
Alexander & James
GREAT BRITISH SOFA DESIGN

TCM Living Performance Q3/2024

Industry Softened Massively. Hit Everyone, Including TCM L.

TCM LIVING PERFORMANCE

■ Q3/2023 ■ Q3/2024



*Net profit excluded Corporate expenses

Q3/2024	Amounts (M.GBP)	YoY	QoQ
Turnover	12.95	▼ 39%	▼ 19%
Gross Profit	2.06	▼ 50%	▼ 17%
EBITDA	-0.87	▼ 448%	▲ 18%
PBT (After One-Time cost)*	-2.10	▲ 0.4%	▼ 9%
Net Profit (excl. TCM Corp Expenses)	-2.16	▼ 182%	▼ 17%

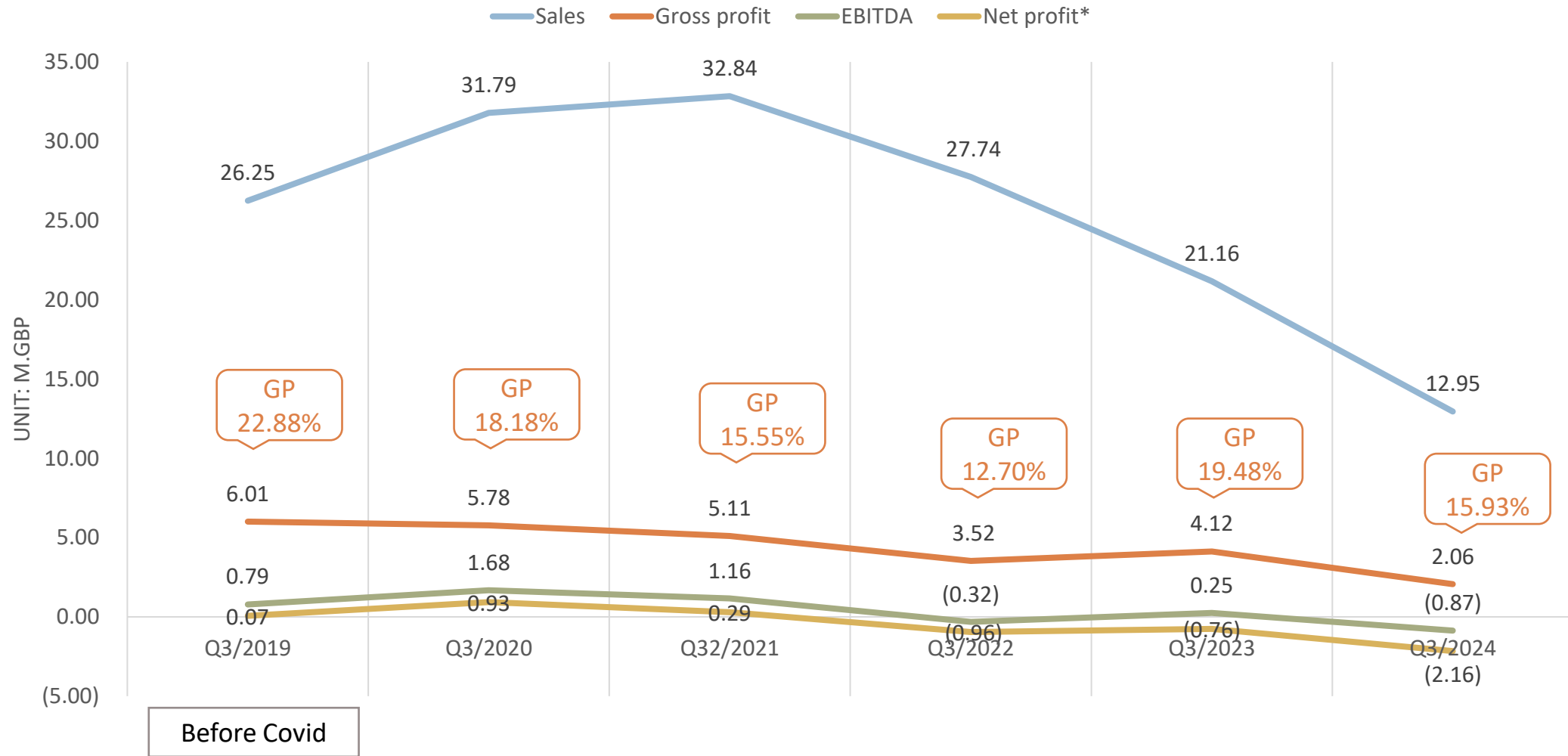
Highlights

- A shift in supply chain policies by group customers has impacted the entire industry, including our business, leading to the lowest performance levels in 30 years.
- Declining volumes have exerted significant pressure on profit margins.
- The business is undergoing restructuring to align with current demand levels and establish a more integrated operation. This approach focuses on optimizing skill sets to drive efficiency.
- Results include a one-time cost of £73K, £820K

Performance Y-O-Y

The Lowest Industry Cycle in Over 30 years. So does Company Performance

TCM Living Performance



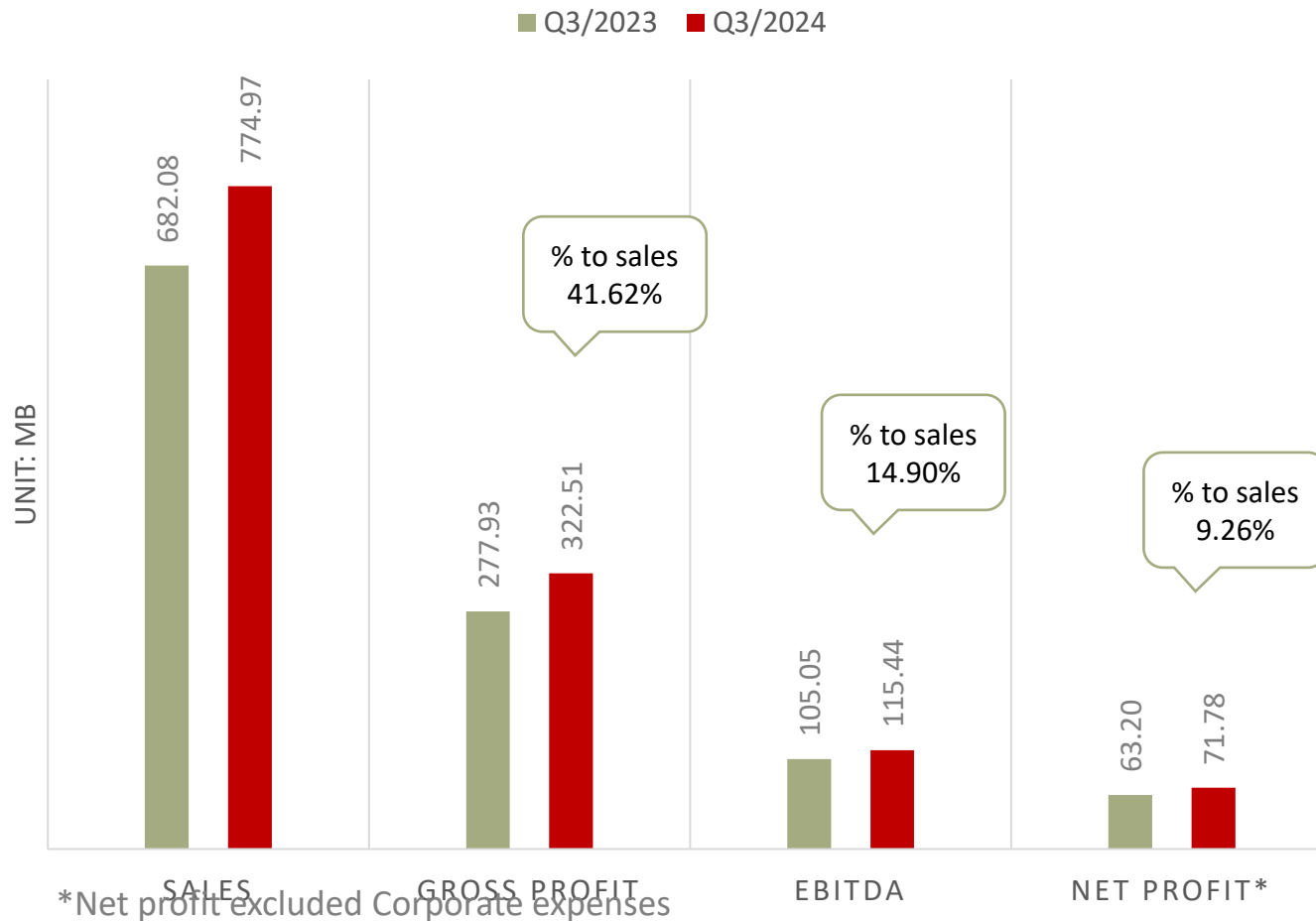


Performance Q3/2024

Knot Wood by RT Acoustic



TCM SURFACE PERFORMANCE



Total Secured Business (BNI + Inv)	
Unit: MB	% to budget
As of Sep 2023	94.99%
As of Sep 2024	89.41%

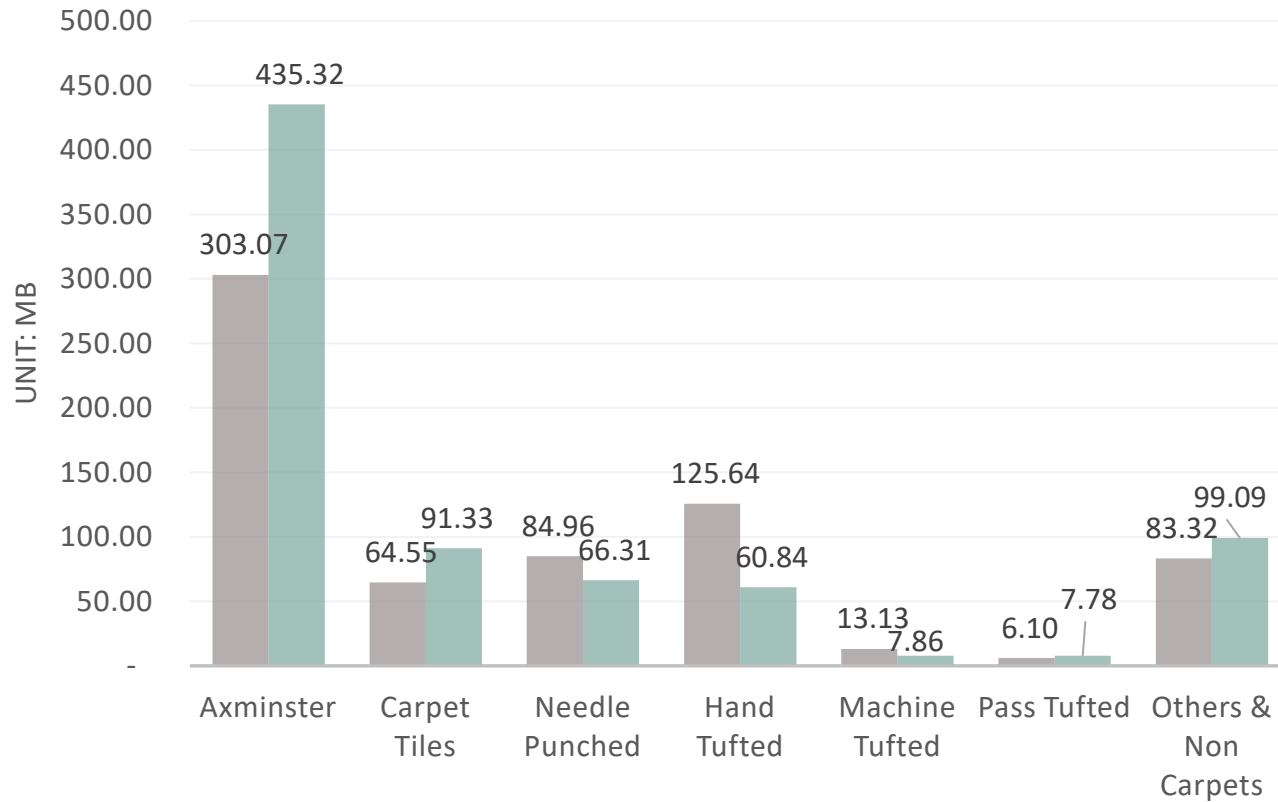
Q3/2024	Amounts (MB)	YoY	QoQ
Turnover	774.97	▲ 14%	▲ 36%
Gross Profit	322.51	▲ 16%	▲ 40%
EBITDA	115.44	▲ 10%	▲ 298%
Net Profit (excl. Corp Expenses)	71.78	▲ 14%	▲ 1049%

Q3/2024: Sales by Products

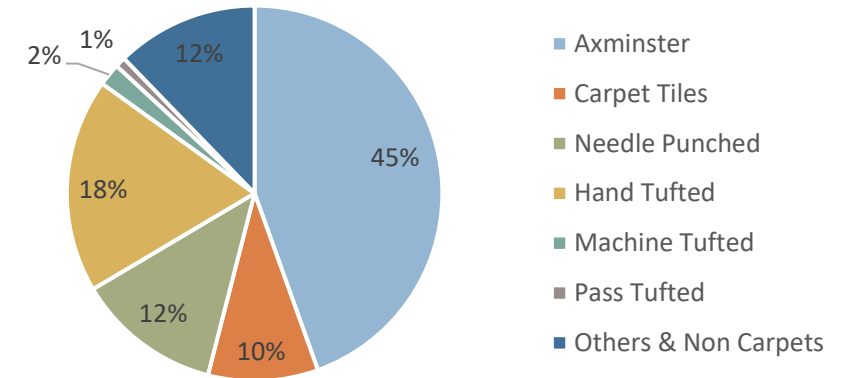
Axminster Leads the Growth. 30% Increase in Capacity in 2024.

Sales by Products

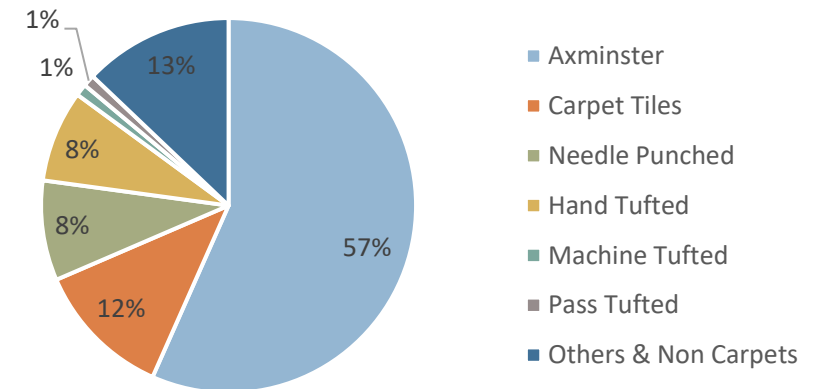
■ Q3/2023 ■ Q3/2024



Sales by Products Q3/2023



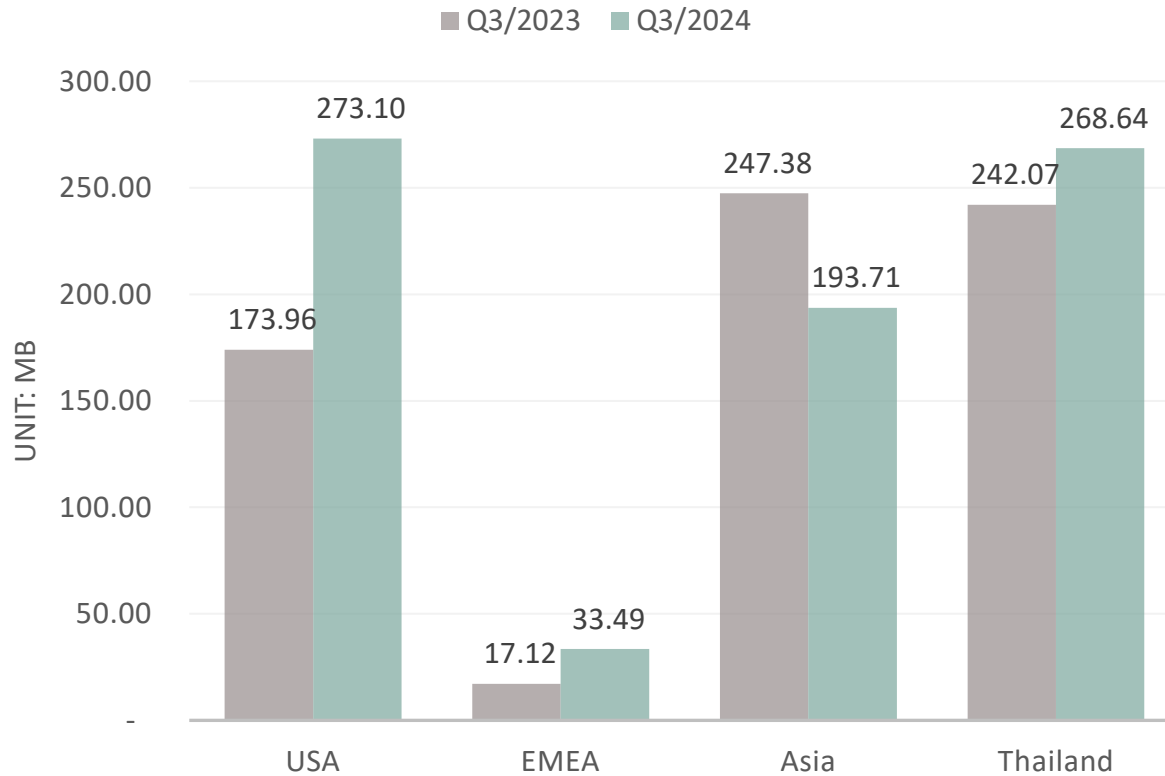
Sales by Products Q3/2024



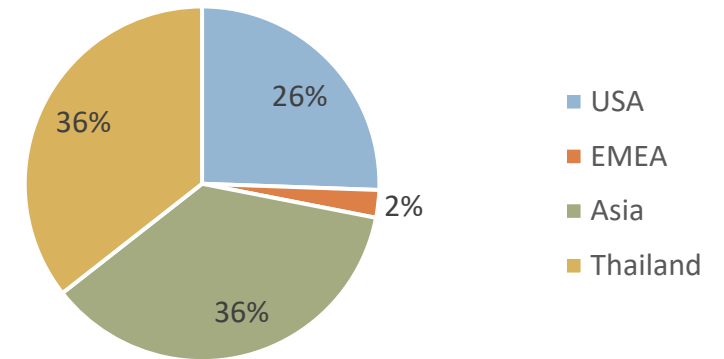
Q3/2024: Sales by Regions

US and Thailand Lead the Wave

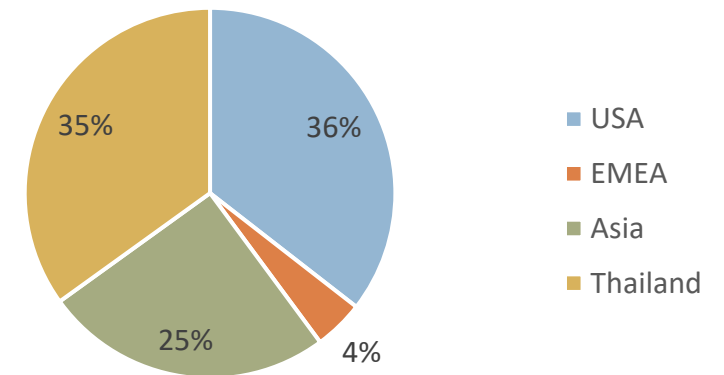
Sales by Regions



Sales by Regions Q3/2023



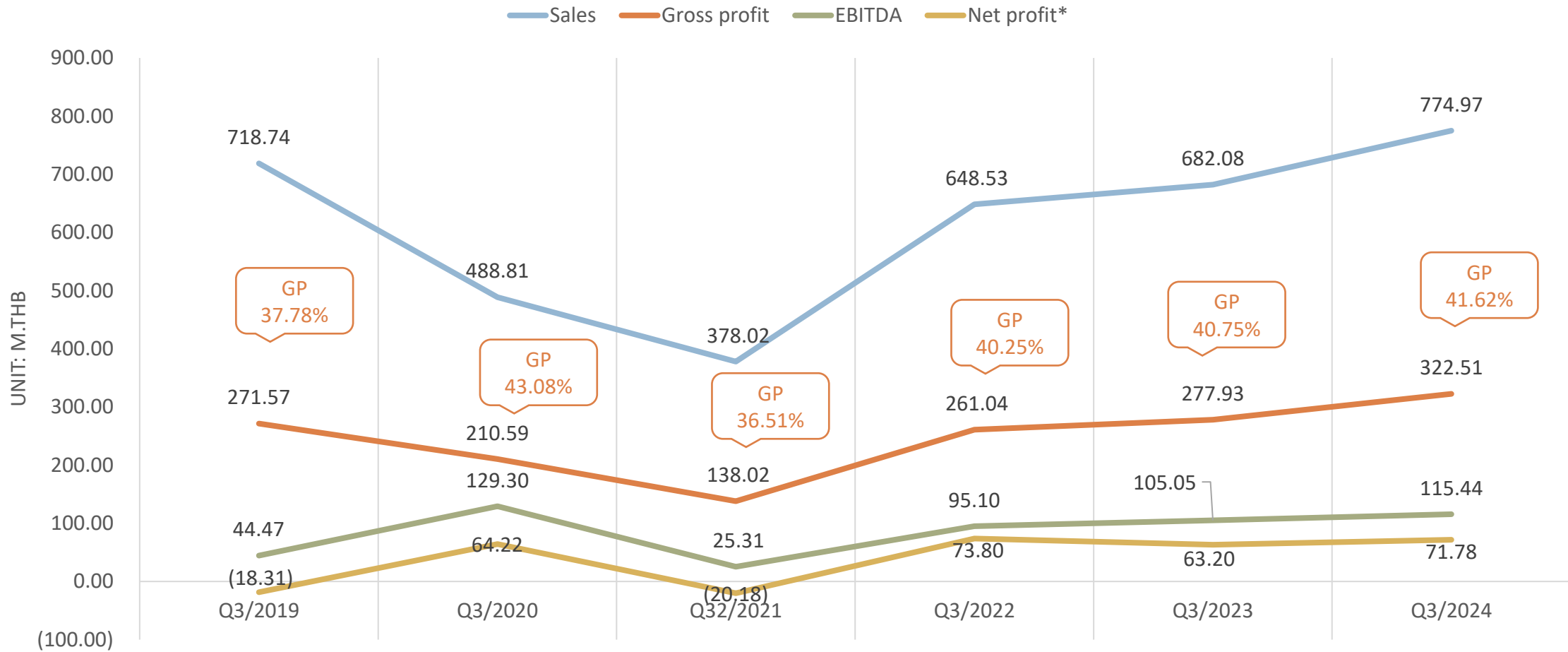
Sales by Regions Q3/2024



Y-O-Y Performance

Efficiency improvement increased %GP, despite several challenges

TCM Surface Performance



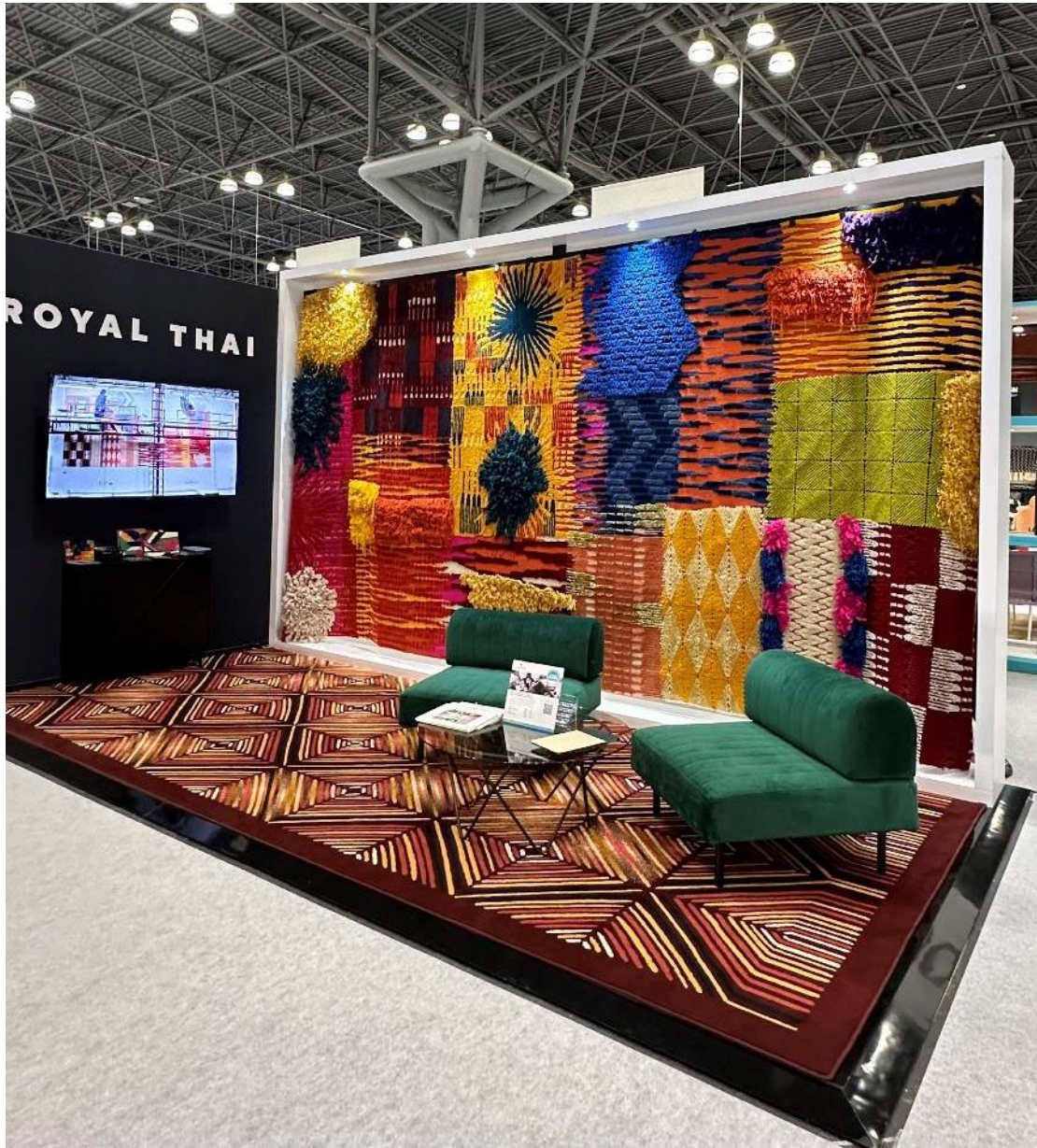
Before Covid

Activities

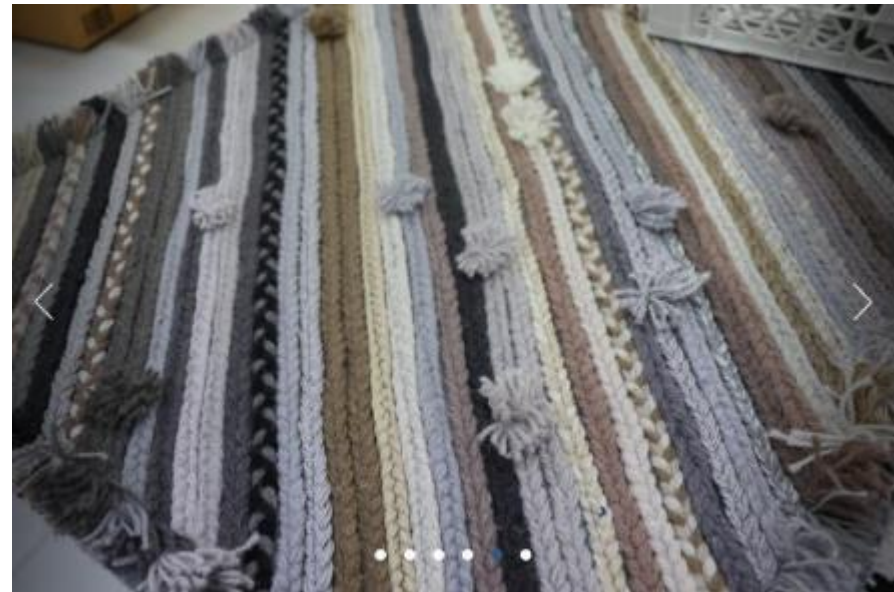
SX TSCN Sustainability Award



BDNY Show, Best Booth Award Winner



โครงการสถานประกอบการเพื่อคนไร้ที่พึ่ง 4 ภาค

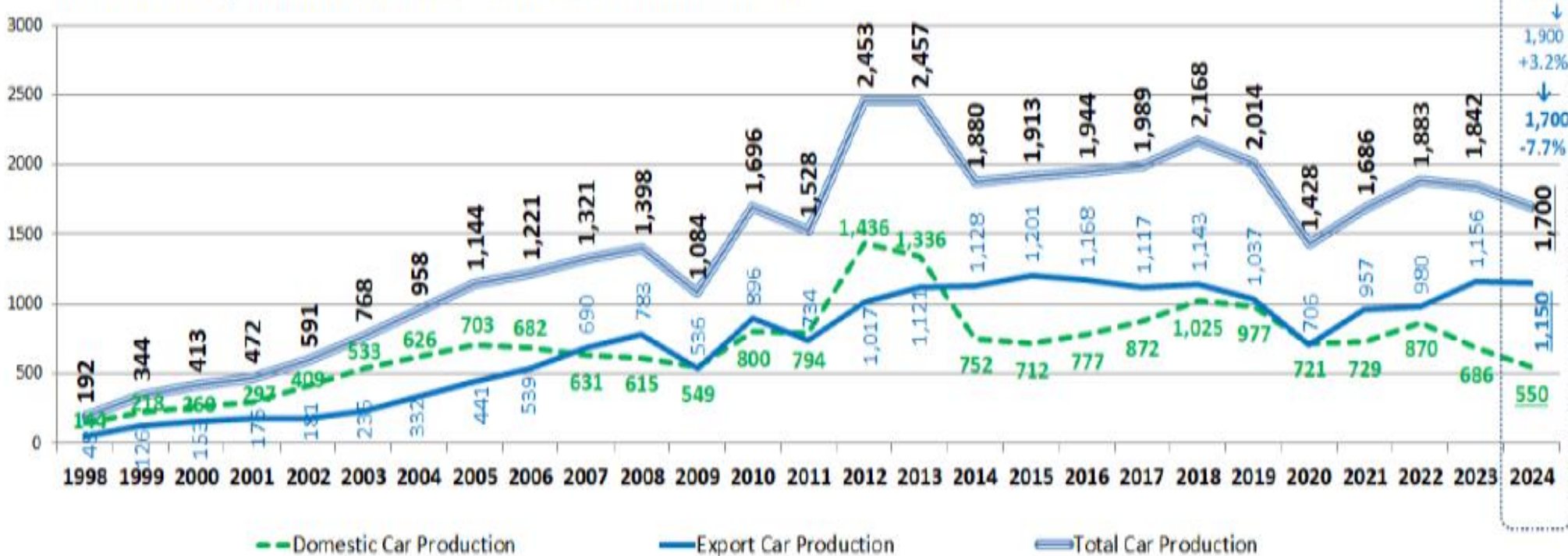




 **TCM** AUTOMOTIVE®
Performance Q3/2024

Thailand Car Production drops from 1.9 million to 1.7 million units

Thailand Yearly Automotive Production Unit Trend Y1998-2024 :



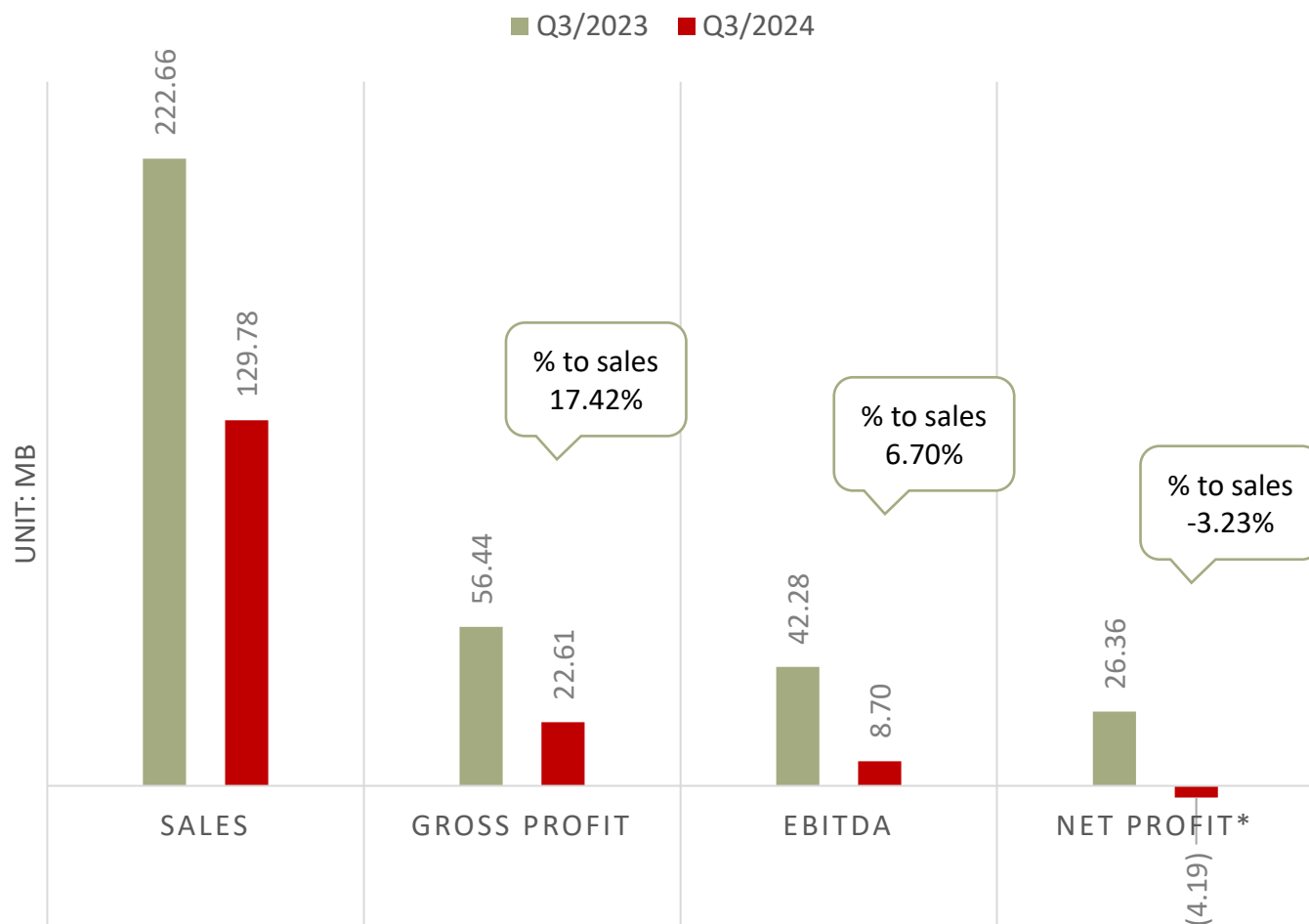
Y2024 Forecast by FTI
Total = 2,000K > 1,900K > 1,700K
1.Dom : 950K > 750K (35%) > 550K (32%)
2.Exp : 1,050K > 1,150K (65%) > 1,150K (68%)

Negative factors :
 -Domestic purchase power decline ;
 Household debt (impacting to domestic car sales) causing stricter loan
 Car repo rate get higher
 -New BEV entrants with rapidly high rate

Remark
Y2023 Forecast by FTI revise
 Yearly Growth by 4% > 0.9% > -2.2%
 Total : 1,950K > 1,900K > 1,850K > Act = 1,842K
 1.Dom : 900K > 850K > 800K > Act = 686K
 2.EXP : 1,050K > Act = 1,156K

Revenue is Lower YOY as a Reflect of Lower Thailand Car Production

TCM AUTOMOTIVE PERFORMANCE



*Net profit excluded Corporate expenses

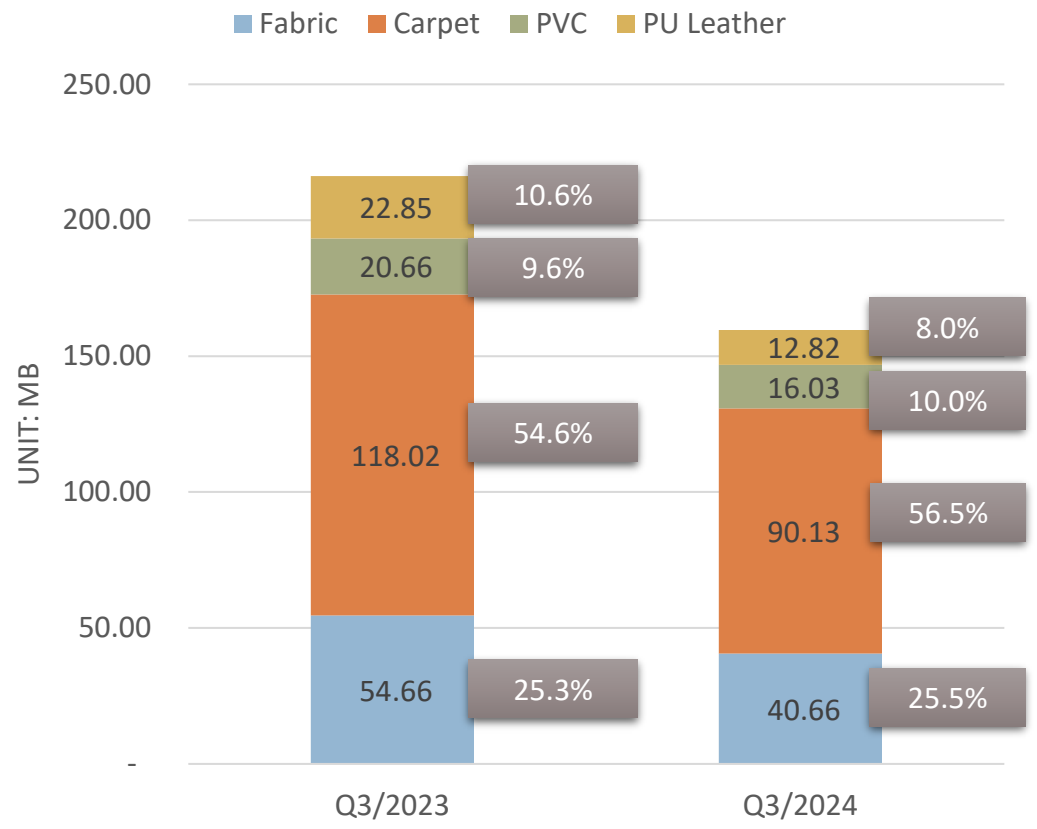
Q3/2024	Amounts (MB)	YoY	QoQ
Turnover	129.78	▼ 42%	▼ 17%
Gross Profit	22.61	▼ 60%	▼ 37%
EBITDA	8.70	▼ 79%	▼ 67%
Net Profit (excl. Corp Expenses)	-4.19	▼ 116%	▼ 139%

- Lower demand highly impacts bottom line due to high investment cost nature of business.
- Debt free business.

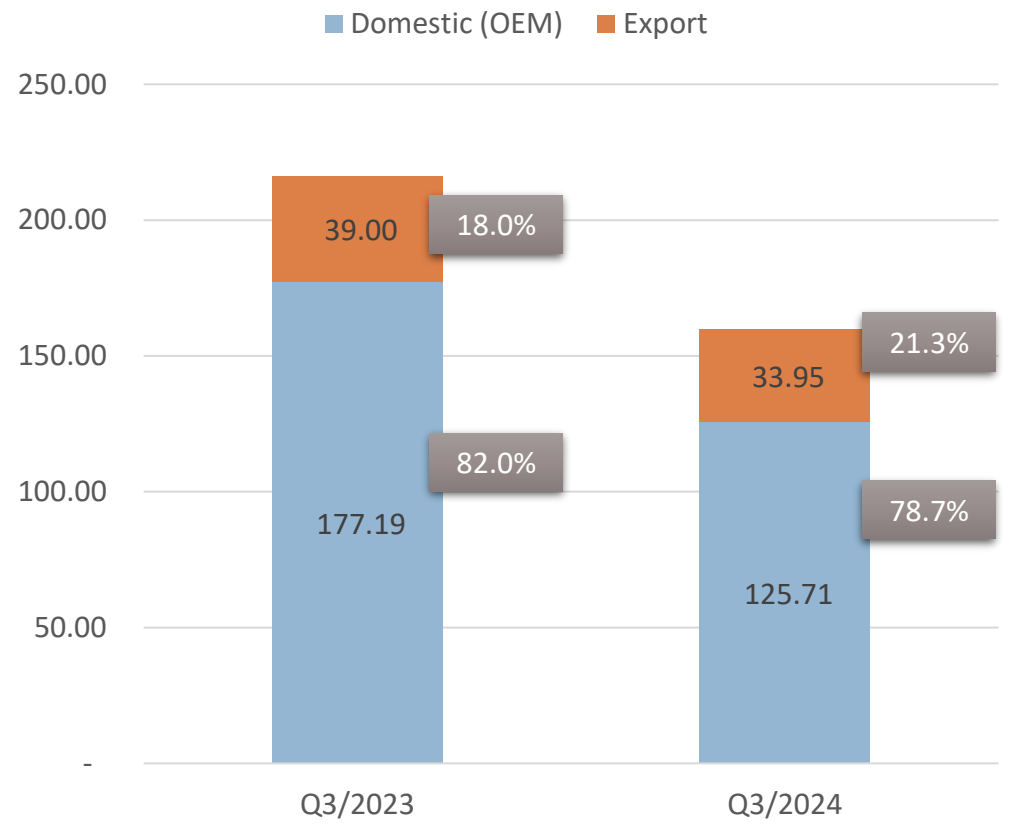
Sales Q3/2024 by Products/Market

Lower Demand Across the Board.

Revenue by Products



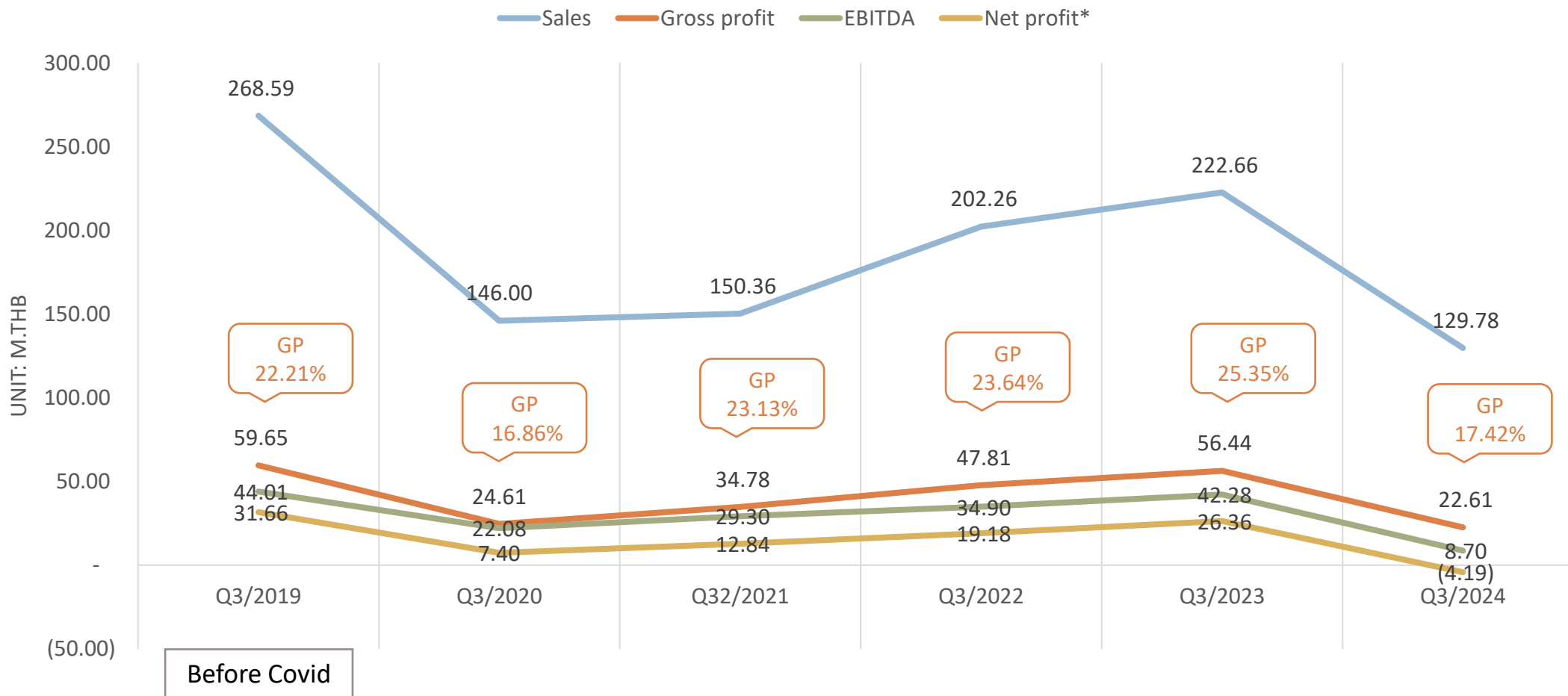
Revenue by Market



Historical Performance

Lower Domestic Car Production and Limited Availability of Hire Purchase Loan

TCM Automotive Performance





Q&A



Global Presence • Aesthetic Excellence • Business Integrity

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