



Opportunity Day FY2022



Solar Roof, Pathumthani factory



Performance FY2022

TCMC: FY 2022 Overview

Surface business recovers. Living business is facing some challenges.

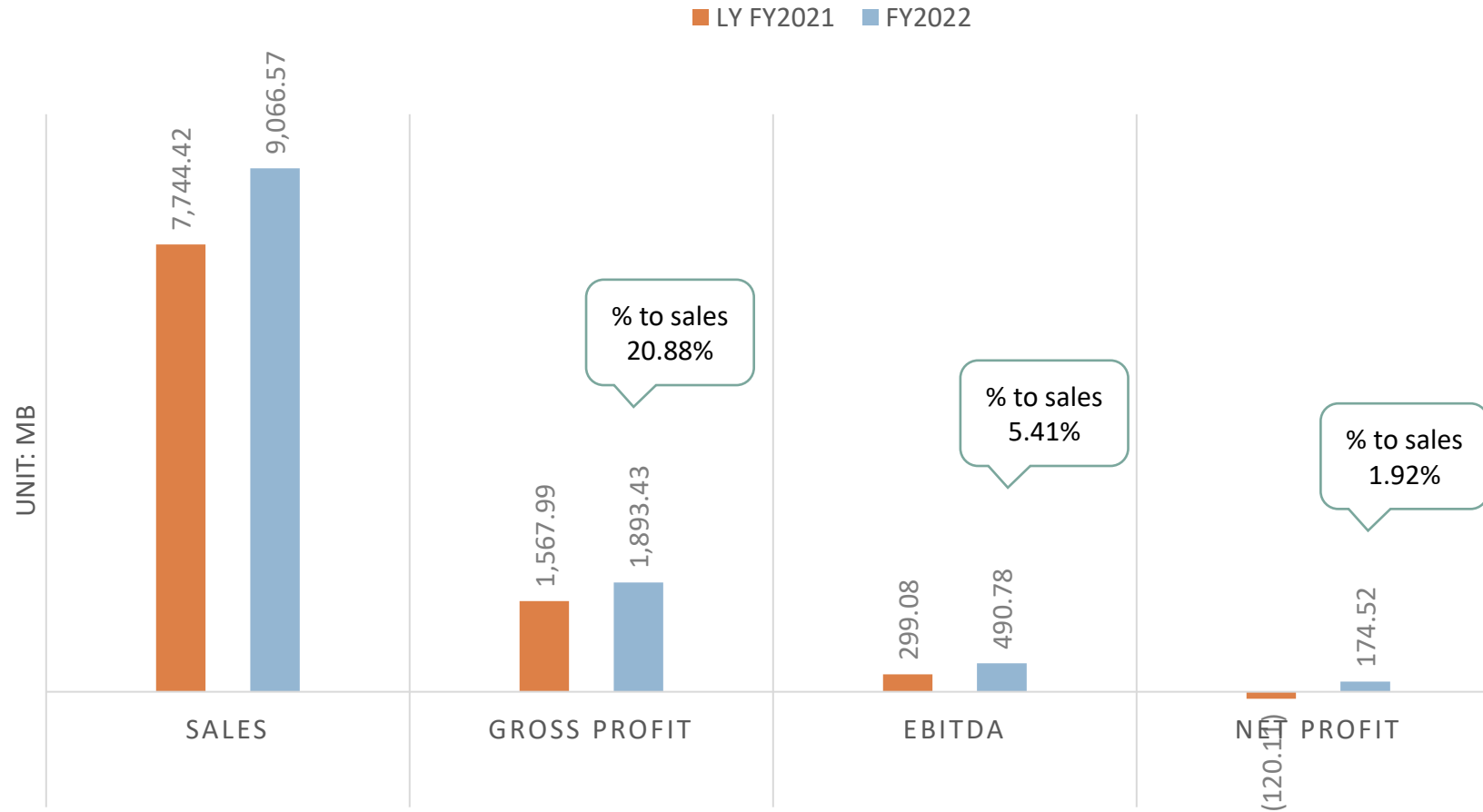
Overall:
Profitability
turnaround.
Inflation,
recession and
electricity bills are
over shadow.

TCM Living – Sales
continue to grow
and profitability
improves to prior
year despite various
challenges. Business
is now well placed
for better
profitability in FY23.

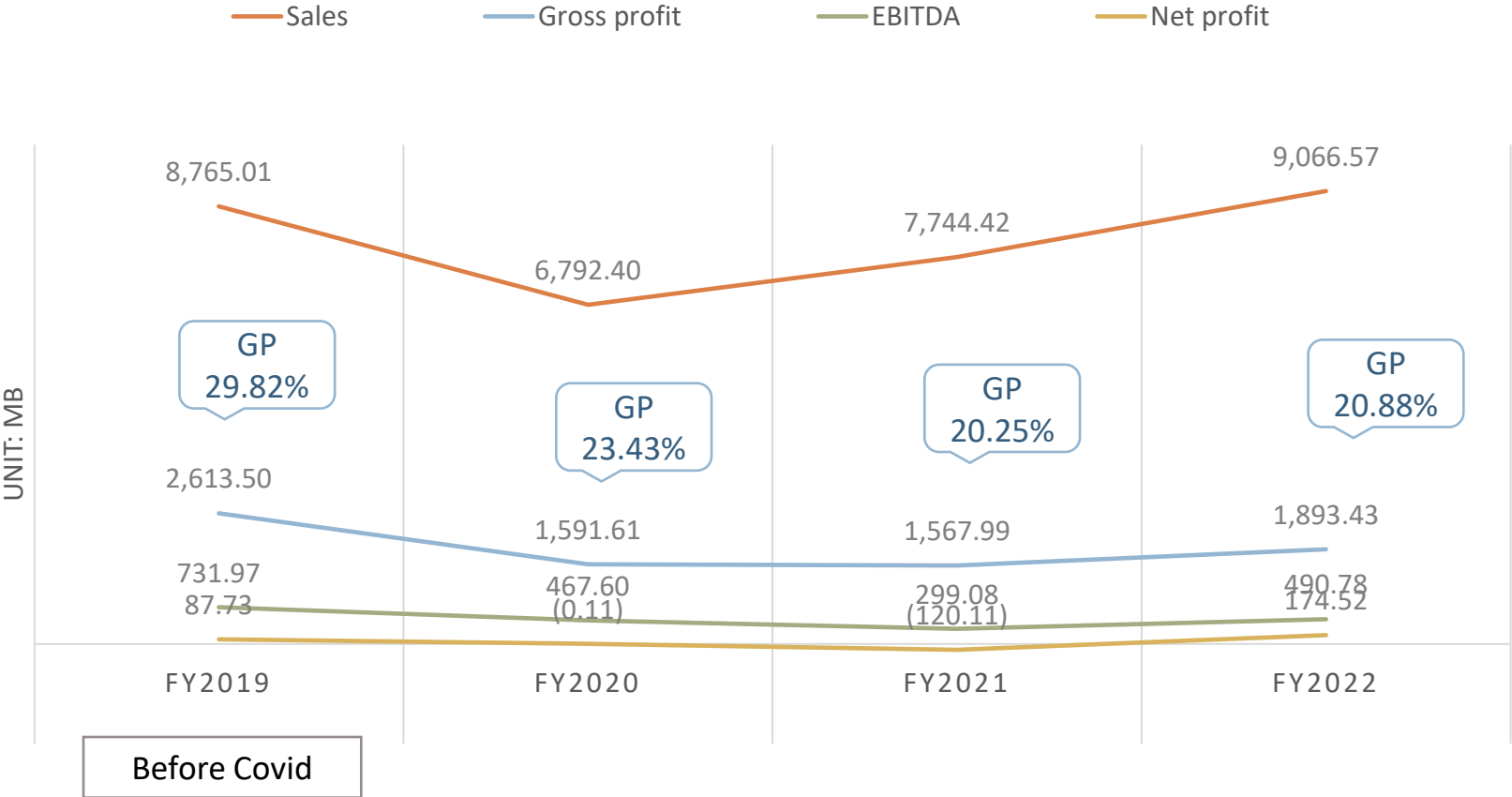
TCM Surface
Hospitality is
recovering.
Efficiency
improvement and
various sales and
products initiatives
pay off.

TCM Automotive -
Market continue
to grow. Cost side
is more
challenging. No
debt.

CONSOLIDATED PERFORMANCE FY2022



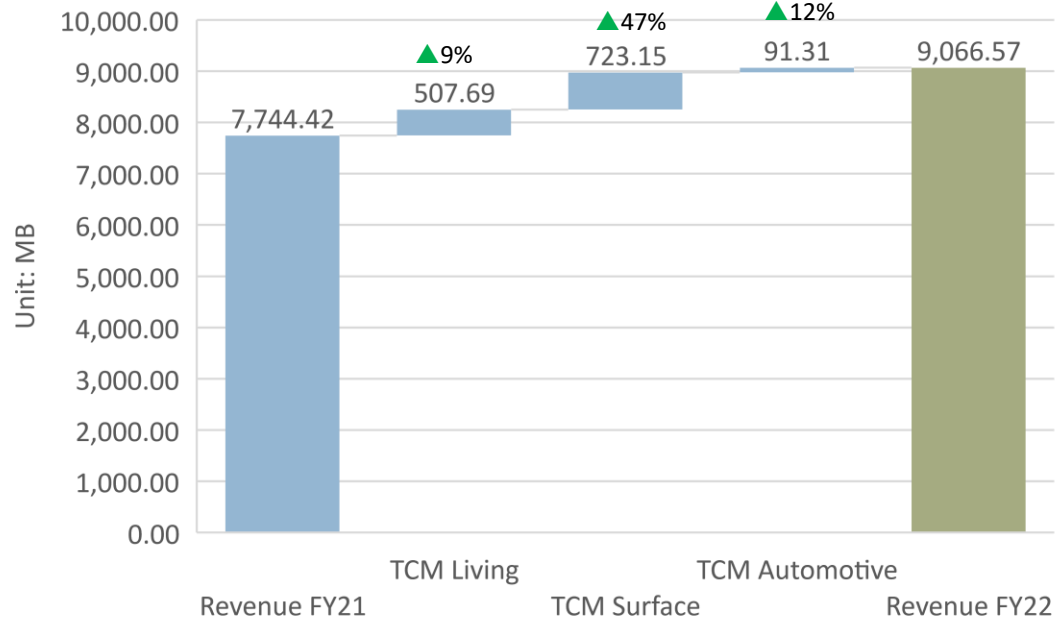
CONSOLIDATED PERFORMANCE FY2019-FY2022



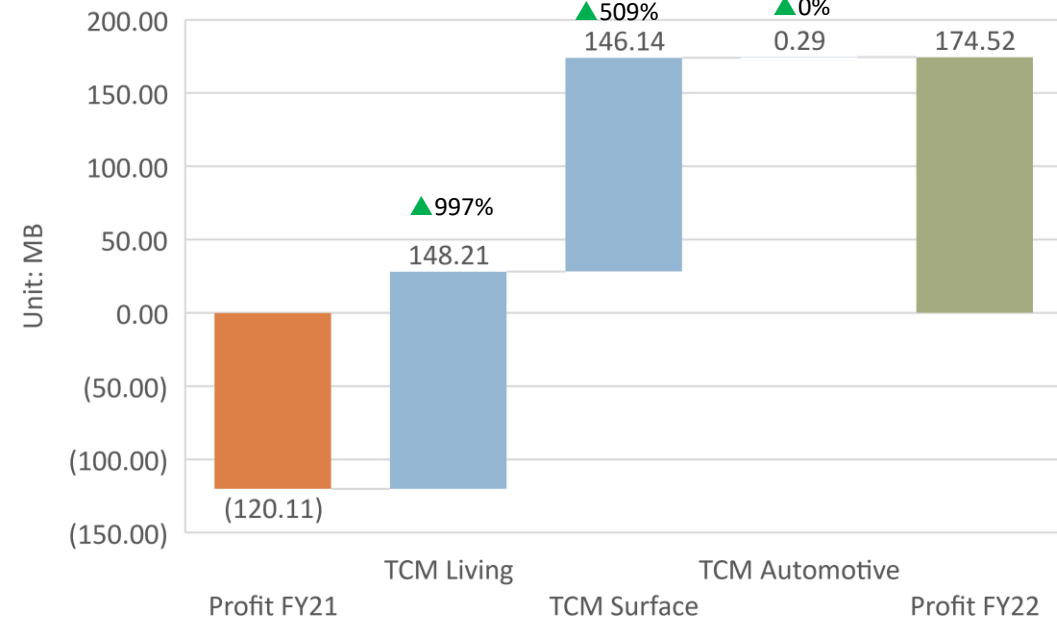
FY 2022 The Change of Revenue and Net Profit by Business

Profitability turnaround by TCM Surface's business rebound and TCM Living's efficiency improvement

Change of **Revenue** by Business group



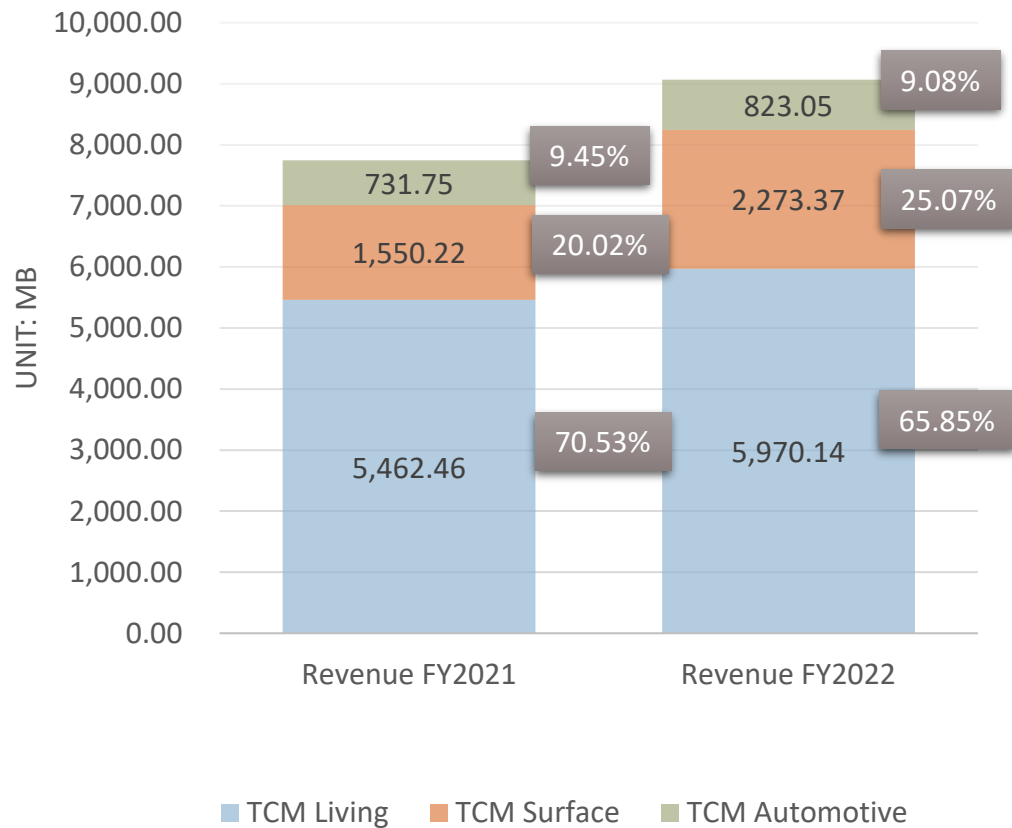
Change of **Net Profit** by Business group



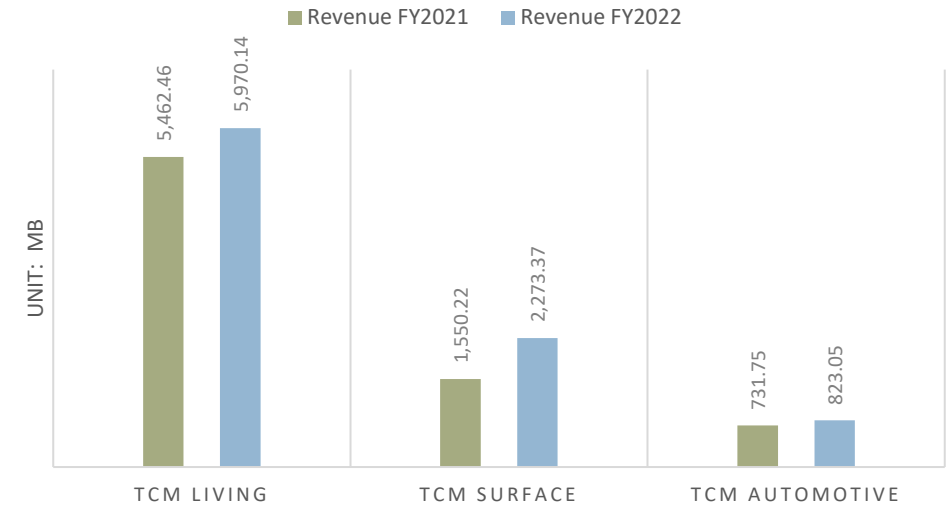
YoY Comparison by Business

TCM Surface is now back.

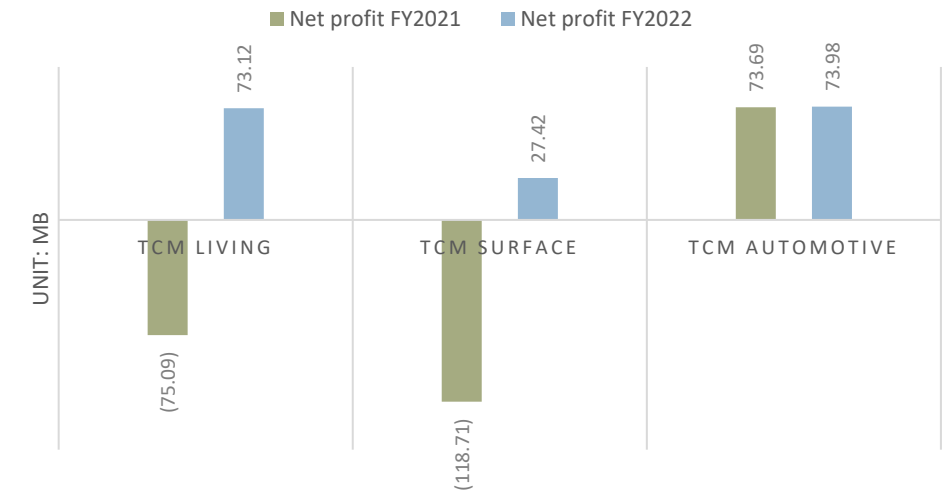
REVENUE FY2021 VS FY2022



NET SALES FY2021 VS FY2022



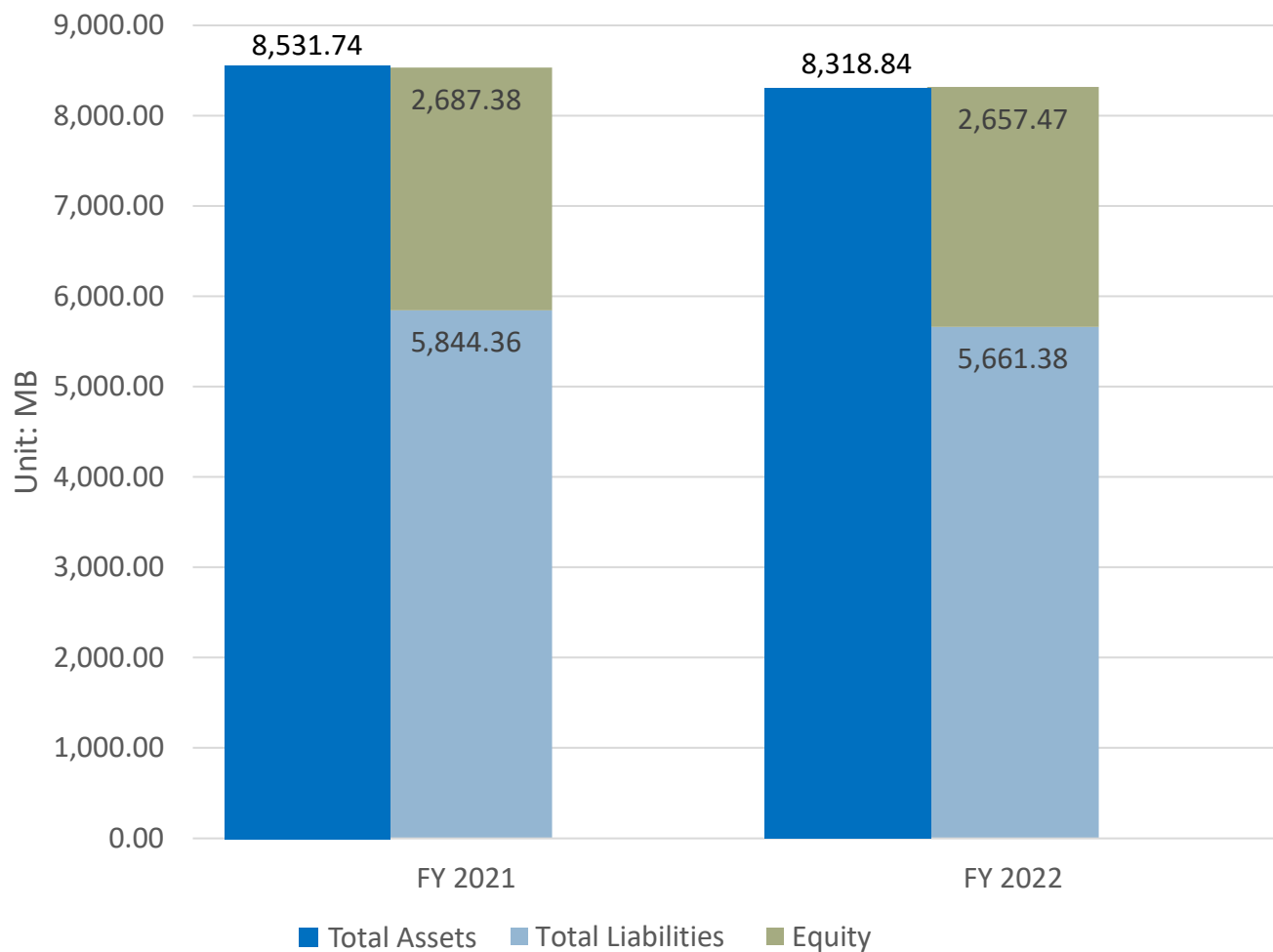
NET PROFIT FY2021 VS FY2022



Financial Statement – Key Ratio



Statement of Financial Position



Current Ratio (Times)	
FY2021	FY2022
1.25	▼ 1.09

Account Receivable Turnover (times)	
FY2021	FY2022
5.63	▲ 6.41

Quick Ratio (Times)	
FY2021	FY2022
0.89	▼ 0.72

Account Payable Turnover (times)	
FY2021	FY2022
4.46	▲ 4.75

D/E Ratio	
FY2021	FY2022
2.17	▼ 2.13

Inventory Turnover (Times)	
FY2021	FY2022
7.12	▲ 7.29

Return on equity (%)	
FY2021	FY2022
-6.57	▲ 4.64

Assets Turnover (Times)	
FY2021	FY2022
0.91	▲ 1.46

Return on Assets (%)	
FY2021	FY2022
-1.41	▲ 2.10



Alston's – SOFO collection


TCM LIVING[®]
Performance FY2022

 **TCM LIVING**® Our Brands



Alstons
Sofas for Living



ASHLEY MANOR
a new design language



amxdesign
the leather experts



Alexander & James
GREAT BRITISH SOFA DESIGN



Economic

- Annual inflation over 10%
- Customers discretionary spend reduced
- Shortage of skilled labour
- UK wages increased by over 6%
- May avoid recession



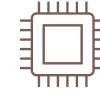
Industry

- Demand for home furniture remained robust in 2H 22.
- Upholstery market gradually returned to more in store buying patterns.
- Less footfall but higher conversion rates
- Lead times returned to normal (approx. 12 weeks)
- Continued delay in import transit times but container prices restored to pre-pandemic levels in Q4



Social

- Traditional buying patterns restored
- Hybrid workforce remains
- Discretionary spend challenged by return of global travel options
- ESG stance remains preferable



Technology

- Despite increase in website use, customer still prefers to physically purchase



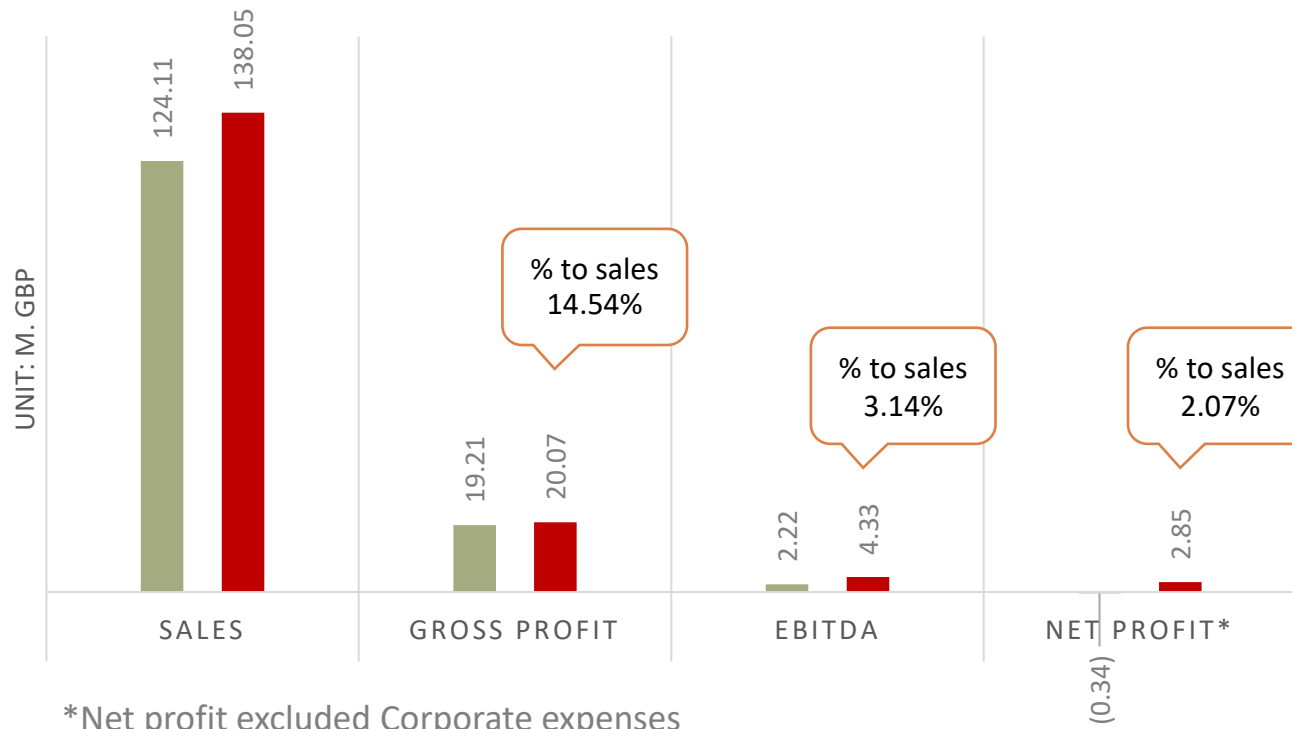
- UK challenged by economic & geopolitical challenges during year.
- High inflation at 9.5% resulting in raw materials price increase and higher operating costs, wages, especially utilities.
- Consumer confidence dips.
- Continued delay in import transit times which improved in 2H/22.
- Shortage of skilled labour > Wages increase.
- Market wide foam supply challenge in Q4/22



- Focus on core business & driving production/supply chain efficiencies
- Disposal of Arlo & Jacob retail business
- Strengthened leadership team to achieve future growth
- Enhancement of ESG Program and compliance across the group
- Implementation of “Everyone Matters” cultural training program throughout the group to drive improved employee engagement
- Implementation of ERP program
- Initiation of supply chain efficiency improvements for FY23

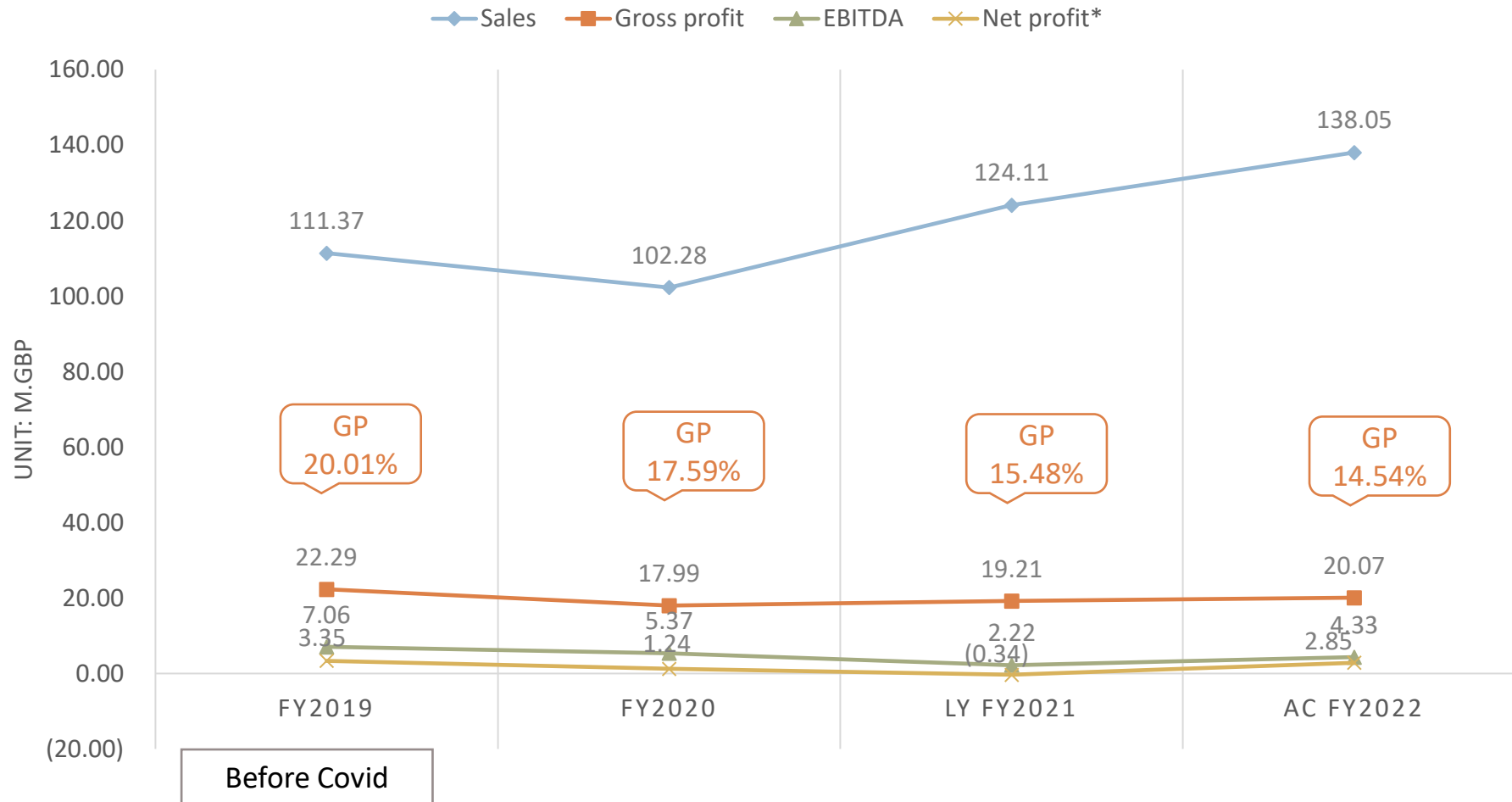
TCM LIVING PERFORMANCE

■ LY FY2021 ■ AC FY2022

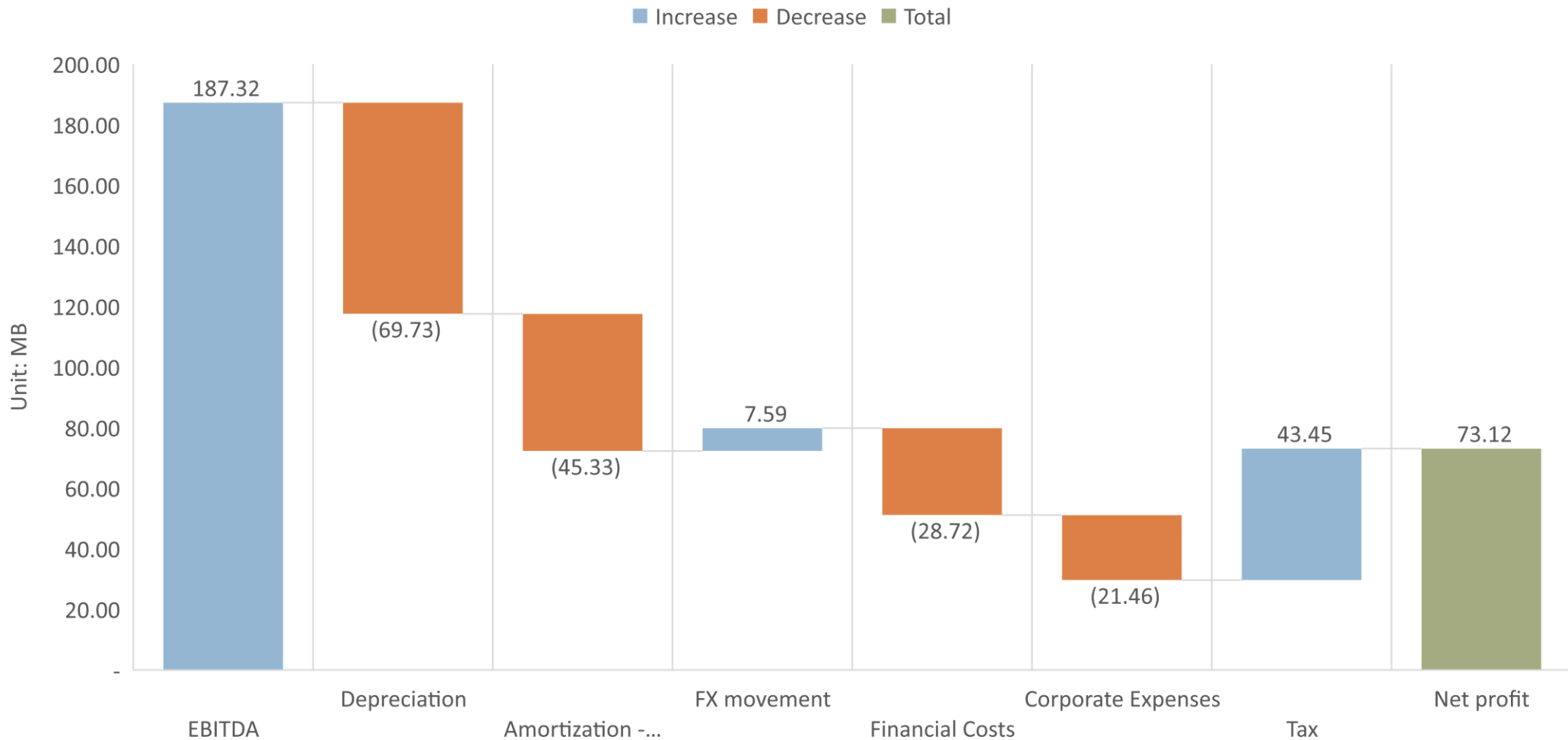


FY2022	Amounts (M.GBP)	YoY
Turnover	138.05	▲ 11%
Gross Profit	20.07	▲ 4%
EBITDA	4.33	▲ 95%
Net Profit (excl. Corp Expenses)	2.85	▲ 944%

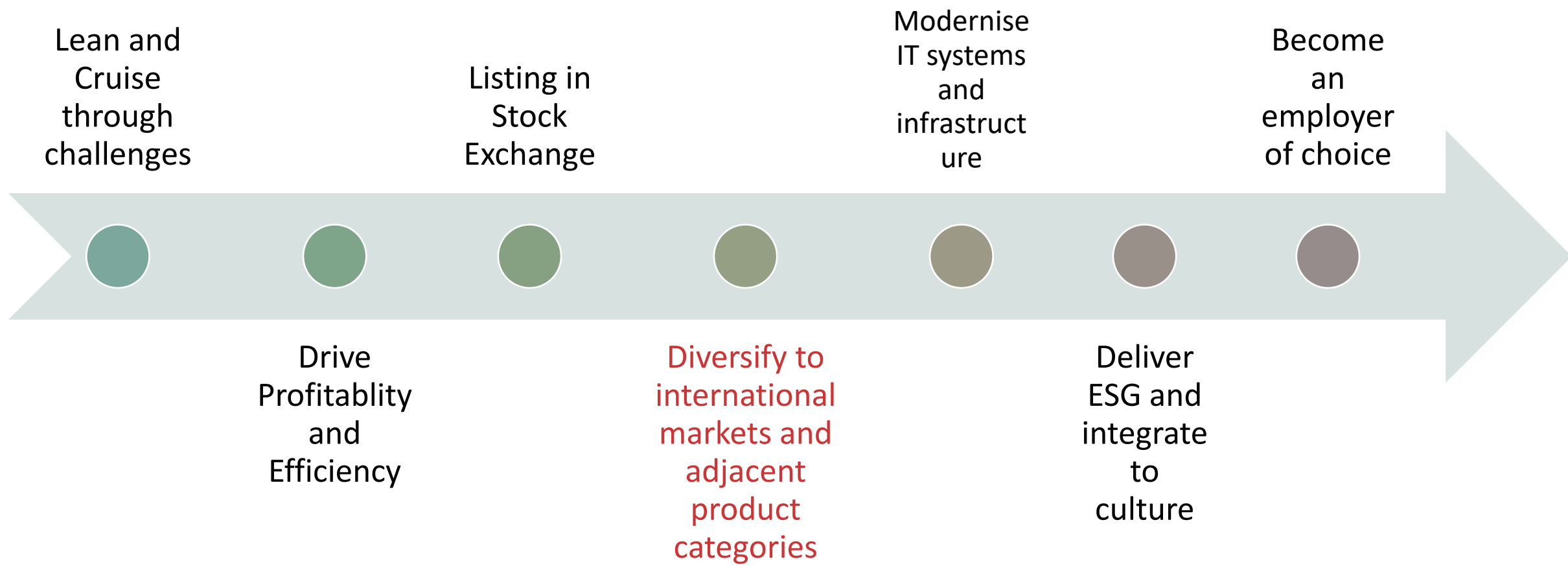
TCM LIVING PERFORMANCE



TCM Living EBITDA to Net Profit



TCM Living Strategies:






TCM SURFACE[®]
Performance 2022




ROYAL THAI



Carpets Inter®

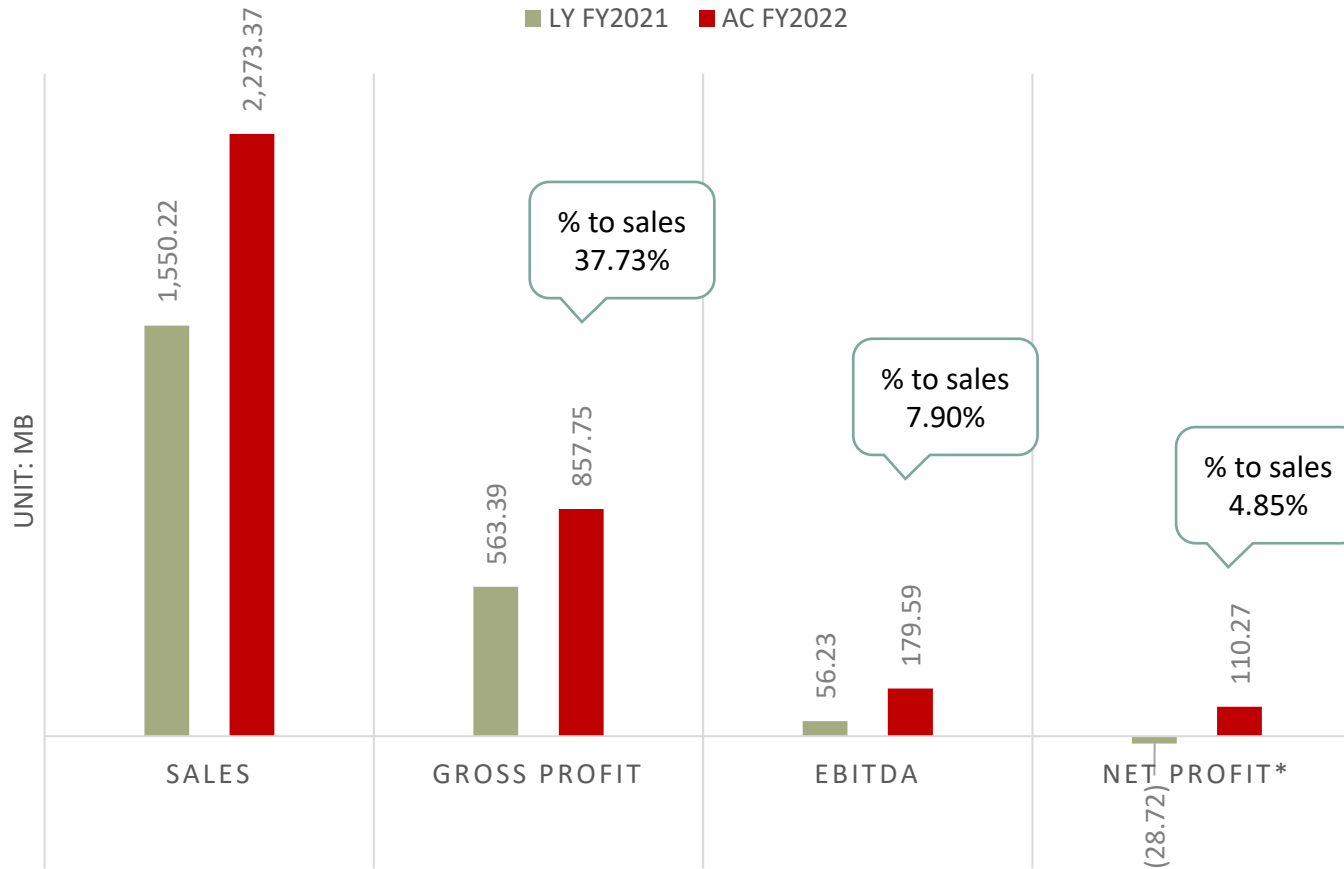


- World economic crisis
- Geo- Politics – Super power battle and Russia Ukraine war
- Supply chain crisis continued to H1/2022
- Raw material cost increased.
- High inflation.



- Covid impact is gradually returning to normal.
- China opened up travelling restriction created economy flow.
- Implement lean organization
- Cost saving from new dye machines & Solar rooftop
- Installing new machines to improve efficiency and costs of production
- Various efforts to improve competitiveness.

TCM SURFACE PERFORMANCE

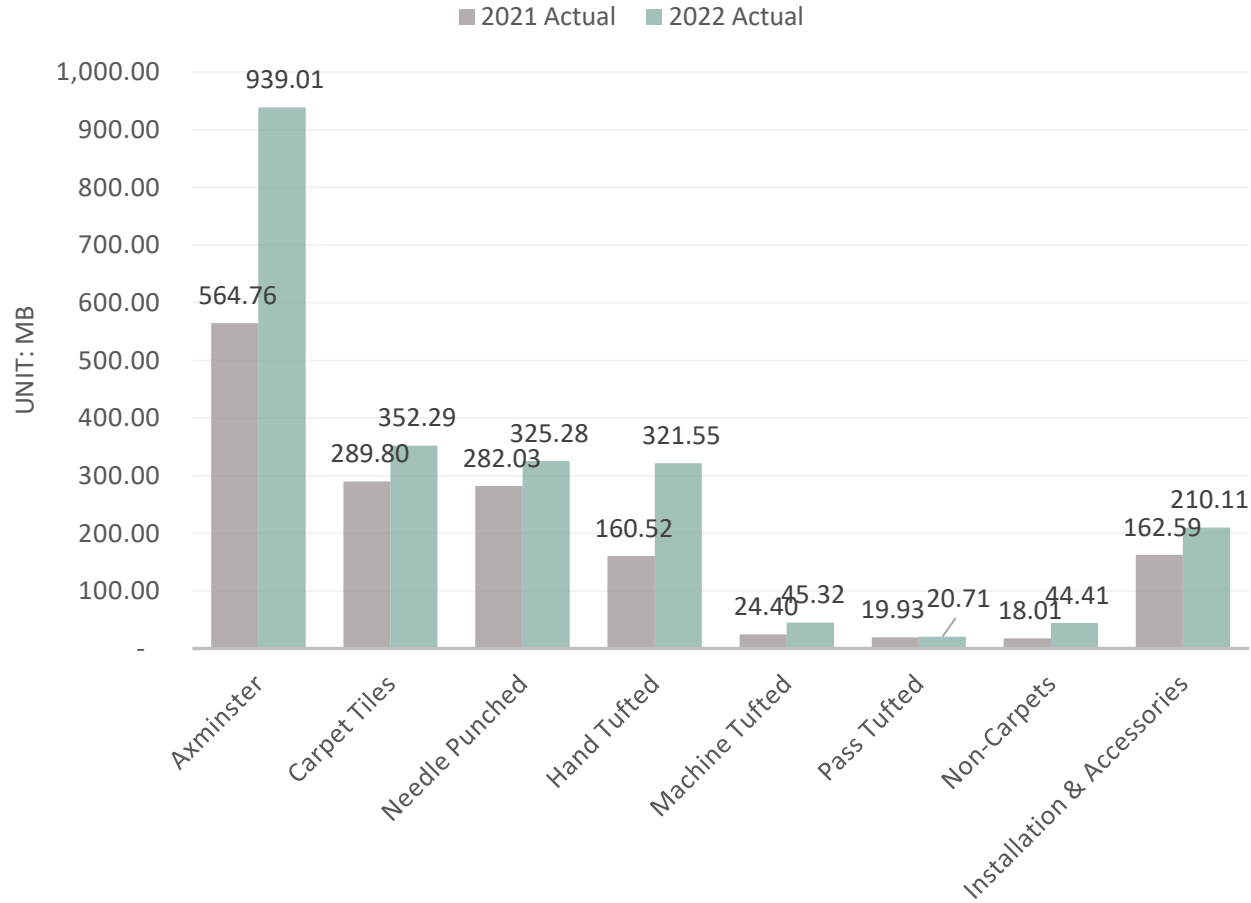


*Net profit excluded Corporate expenses

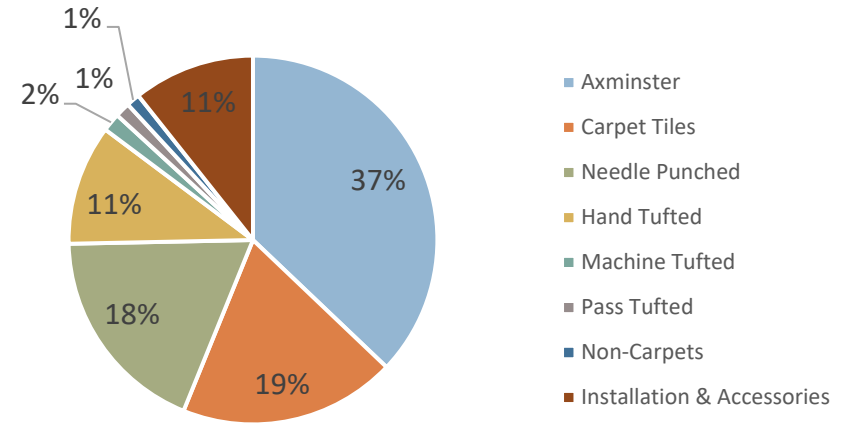
Total Secured Business (BNI + Inv)	
Unit: MB	% to budget
As of Feb 2022	38.88%
As of Feb 2023, YTD	34.82%

FY2022	Amounts (MB)	YoY
Turnover	2,273.37	▲ 47%
Gross Profit	857.75	▲ 52%
EBITDA	179.59	▲ 219%
Net Profit (excl. Corp Expenses)	110.27	▲ 484%

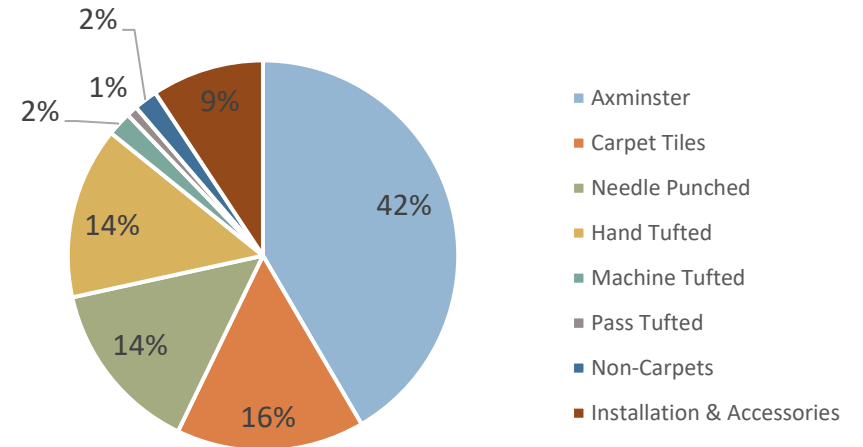
Sales by Products



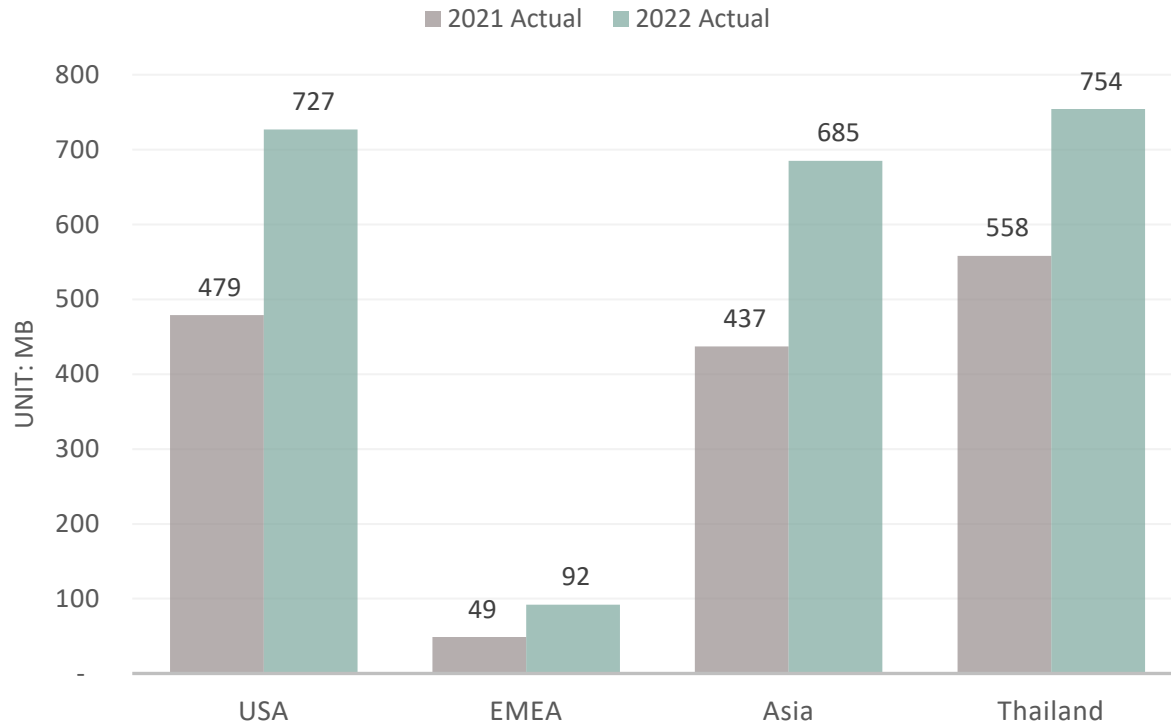
Sales by Products FY 2021



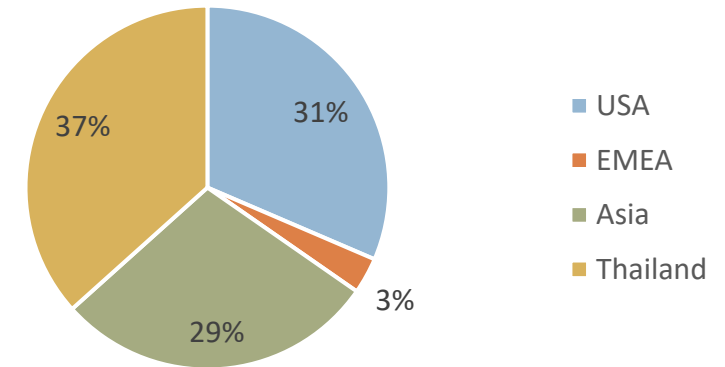
Sales by Products FY 2022



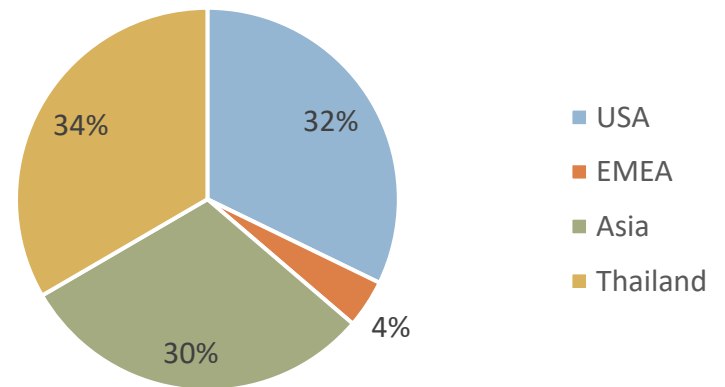
Sales by Regions



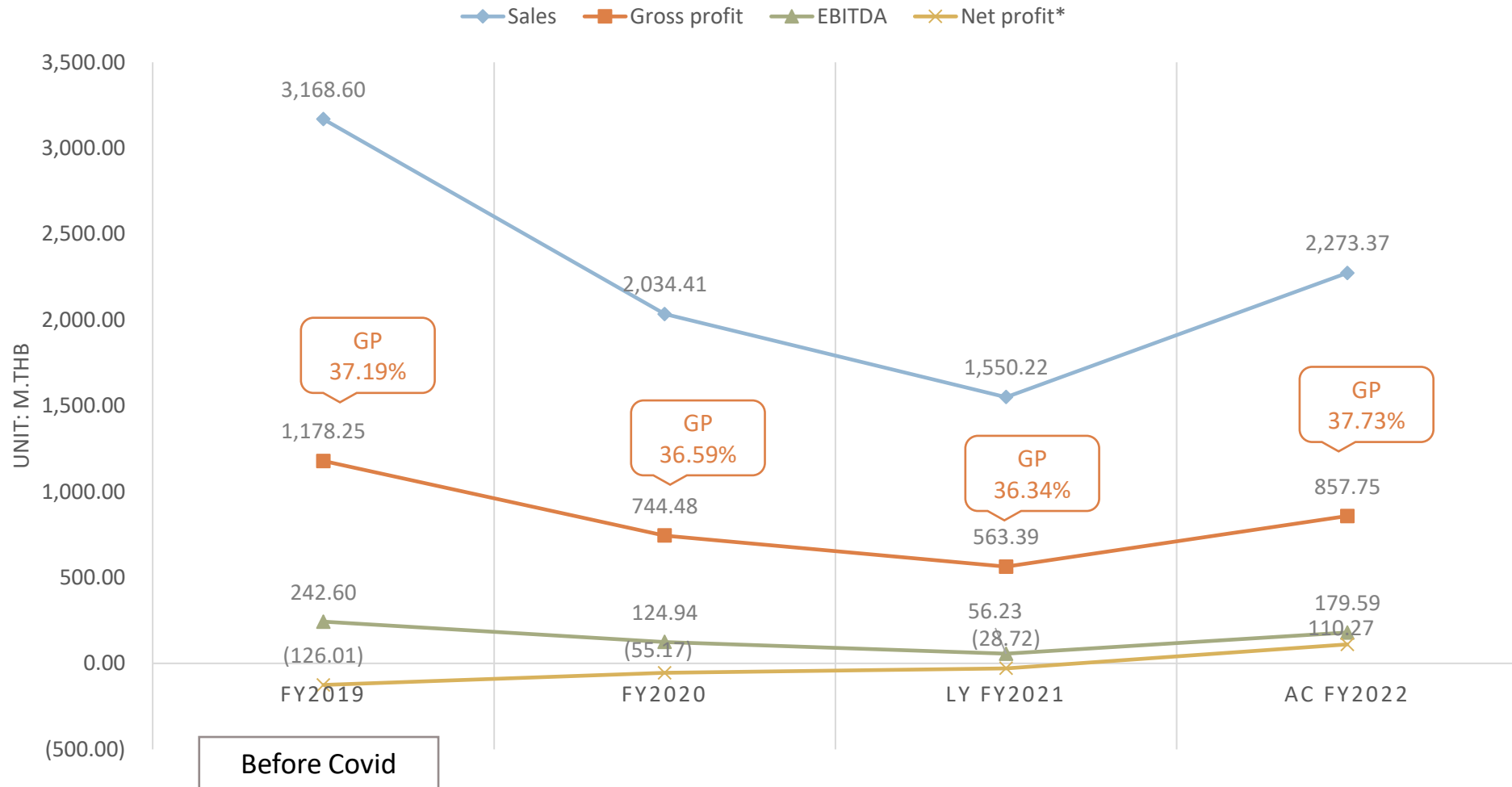
Sales by Regions FY 2021



Sales by Regions FY 2022

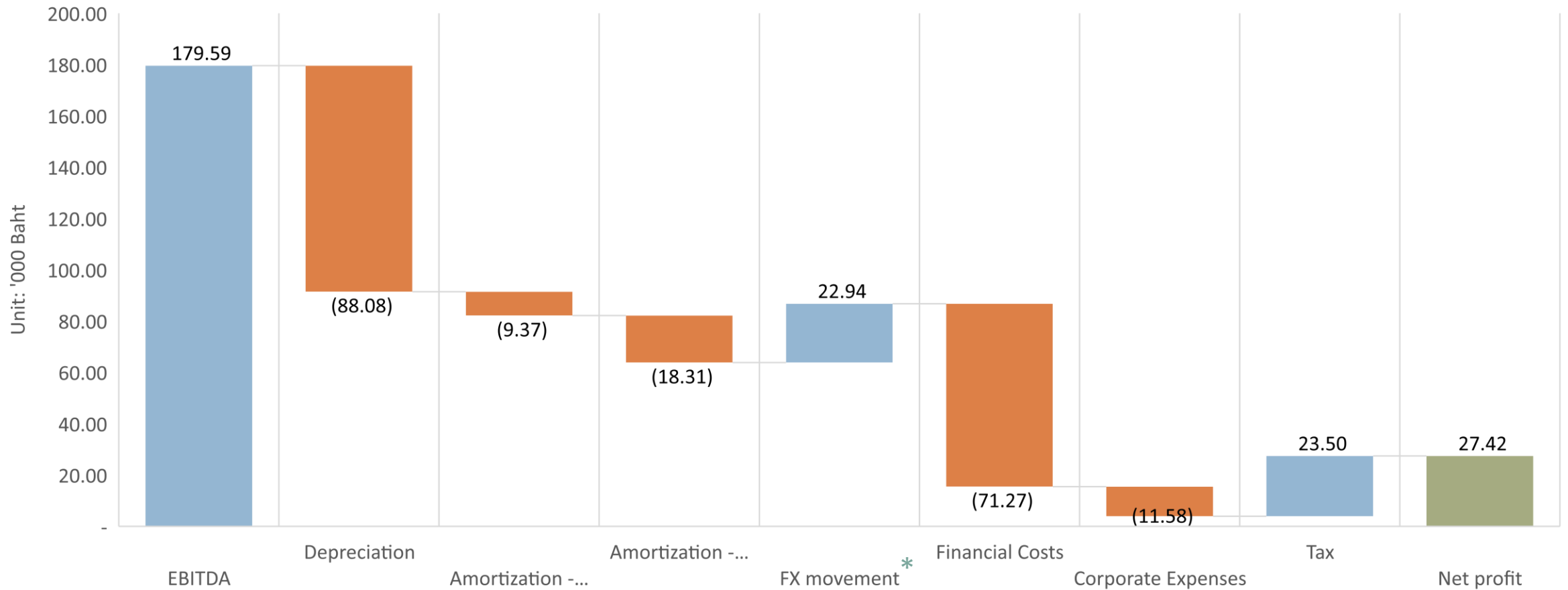


TCM SURFACE PERFORMANCE



TCM Surface EBITDA to Net Profit

■ Increase ■ Decrease ■ Total



*There is exchange rate loss 25.65 million Baht to offset with the FX gain

Project Reference 2022





Project Details : Waldorf Astoria, Lusail, Doha, Qatar

The city of Lusail in Qatar, known as the City of Entertainment of Qatar, this Waldorf Astoria, a new 5-star hotel with 461 rooms and 12 floors, and offers a range of luxury services including lounges, terraces and restaurants, as well as spas, a fitness center, offices and an entertainment area for the whole family. Furthermore, the hotel is part of the urban framework of the city of Lusail, one of the main venues of the 2022 FIFA World Cup in this November 2022

Machine tufted for Hotel Guestroom

Axminster for Apartment Guestroom

Axminster rug for Suites

Axminster for Public areas

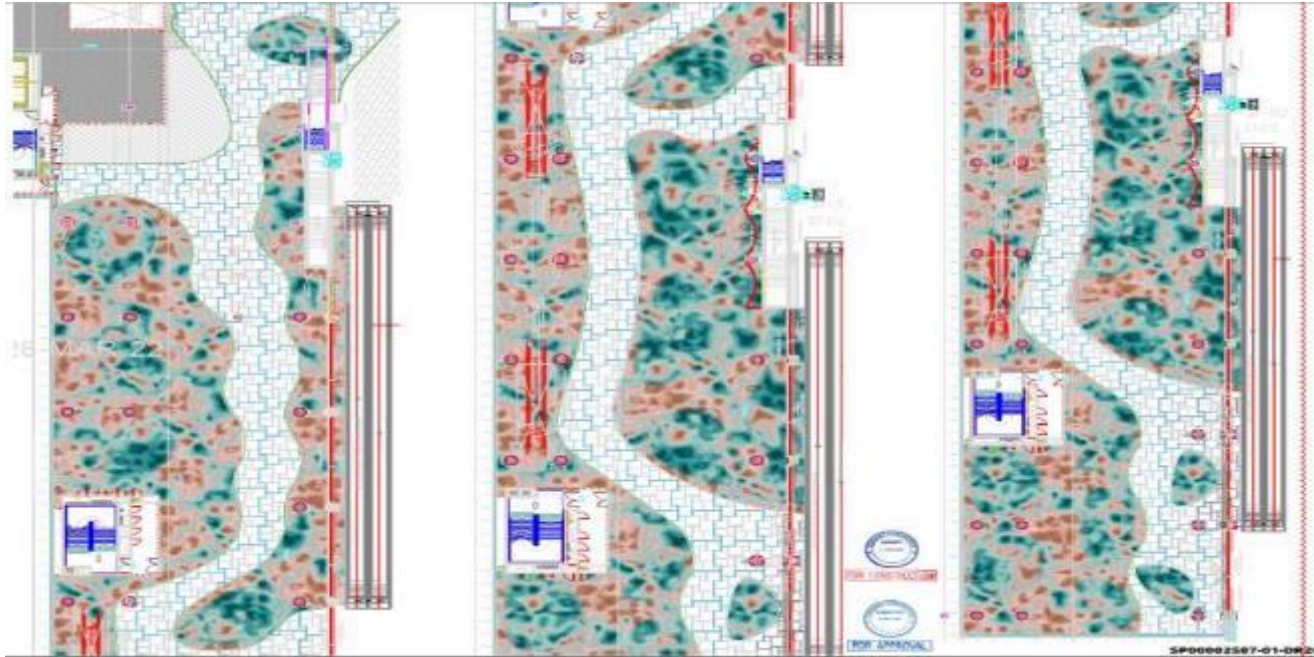
Hand tufted for President suites

Total 27,000 m² of carpets



Project Name :
**CHANGI AIRPORT
TERMINAL 2**

- Architect/ Interior Designer : Boiffils architect
- Type of Carpet : Axminster tile (7 x 12 , 52oz)
- Qty : 26,636.61 m²
- Contractor: Takenaka Corporation
- Owner/ Developer/ Operator: Changi Airport group..









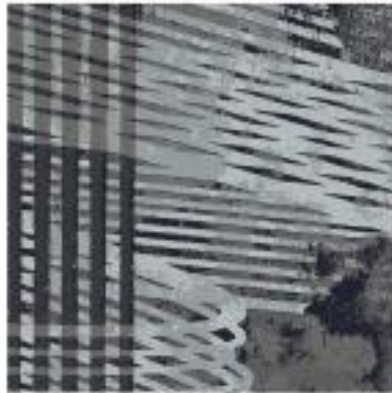


Marketing | RTUS/BDNY (Q4)



Marketing | RTUS/UKME - launched Pastiche + brand colors (Q4)

Pastiche asks "what's your story?" And undoubtedly answers "let's write it in wool."



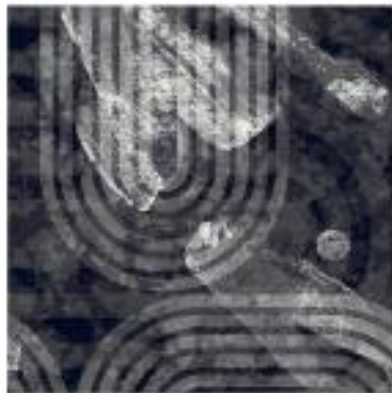
Hand Tufted | EH069062P001



Hand Tufted | EH069068P001



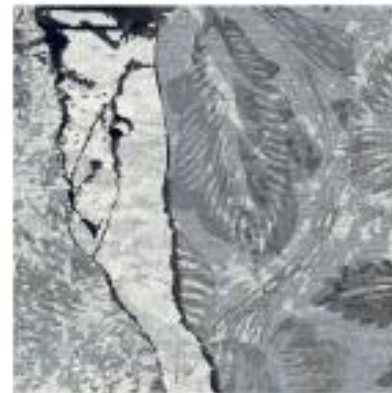
Axminster | EX068085P002



Axminster | EX069064P001



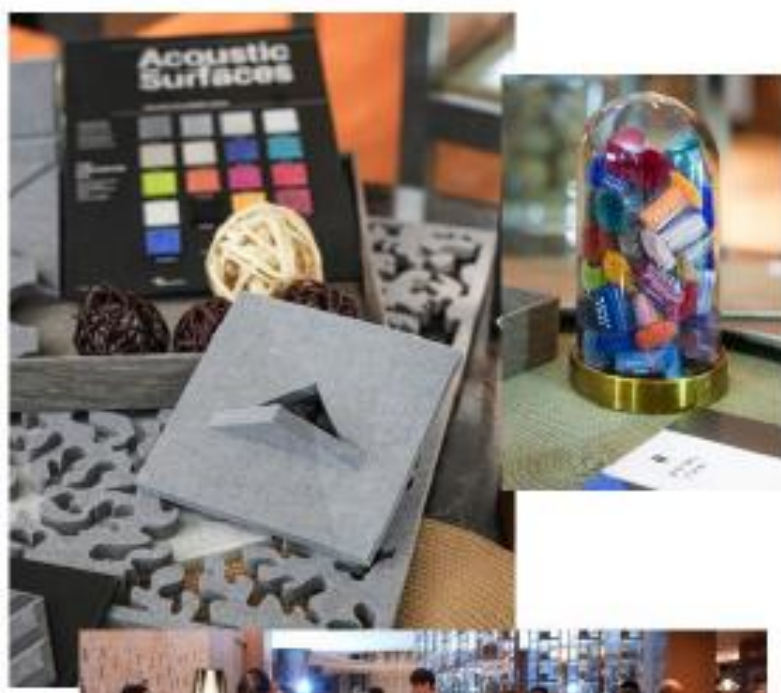
Axminster | EX069065P001



Axminster | EX069067P001



Customer Appreciation Event



Brand repositioning

- Brands focus “Royal Thai” and “Carpet inter” will be brands. Not company.
- Re-establish brand recognition with younger designers/consumers

Restructure the Sales Structure:

- Total solution providers for customers. “Think of carpet, think of us” . We can offer the best solution for customers through OEM, Collaboration (Capital light and improve ROA)
- Cross sales among all teams. The connections with customers is the key, sales will be able to offer

Embrace technology to enhance speed and customer experience through:

- Re-develop archive (Re:Source): Enhance interior designer experience by utilizing technology to connect to interior designers work and specification.
- Improve designer turnaround time by using technology

People and Culture enhancement

- Culture to accommodate innovation, customer focus
- Succession plan
- People development plan.

Sustainability mindset

- establish sustainability mindset that intergrate to day to day operation
- roadmap to net zero

Efficiency improvement

- Continue efficiency improvement to reduce cost and lead time. – Lean, solar roof 2
- Logistic improvement.
- CRM
- Wifi anywhere

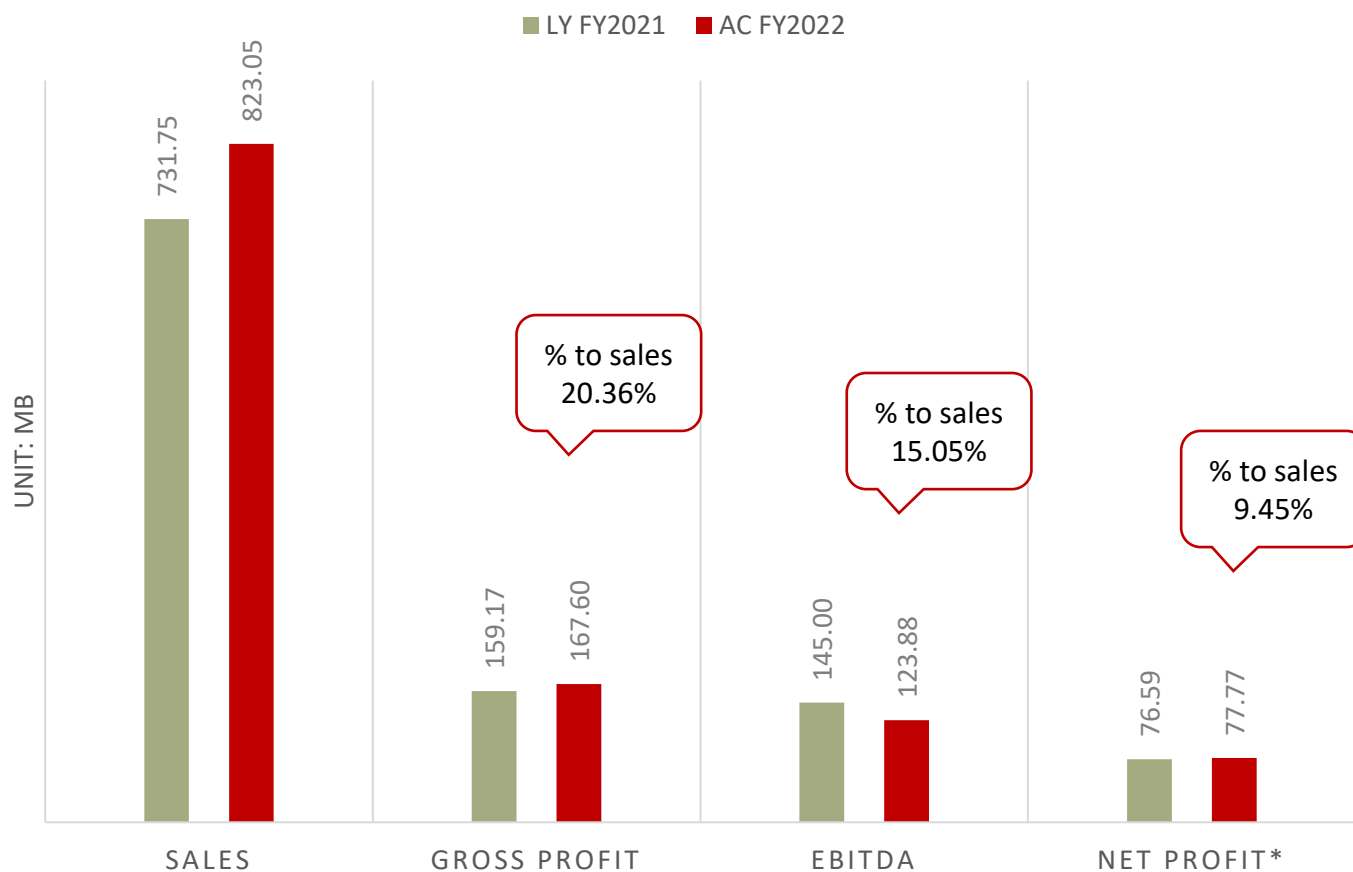
Enter high growth product life cycle

- Acoustic panels, which can further develop to new product lines.



 **TCM** **AUTOMOTIVE**[®]
Performance FY 2022

TCM AUTOMOTIVE PERFORMANCE

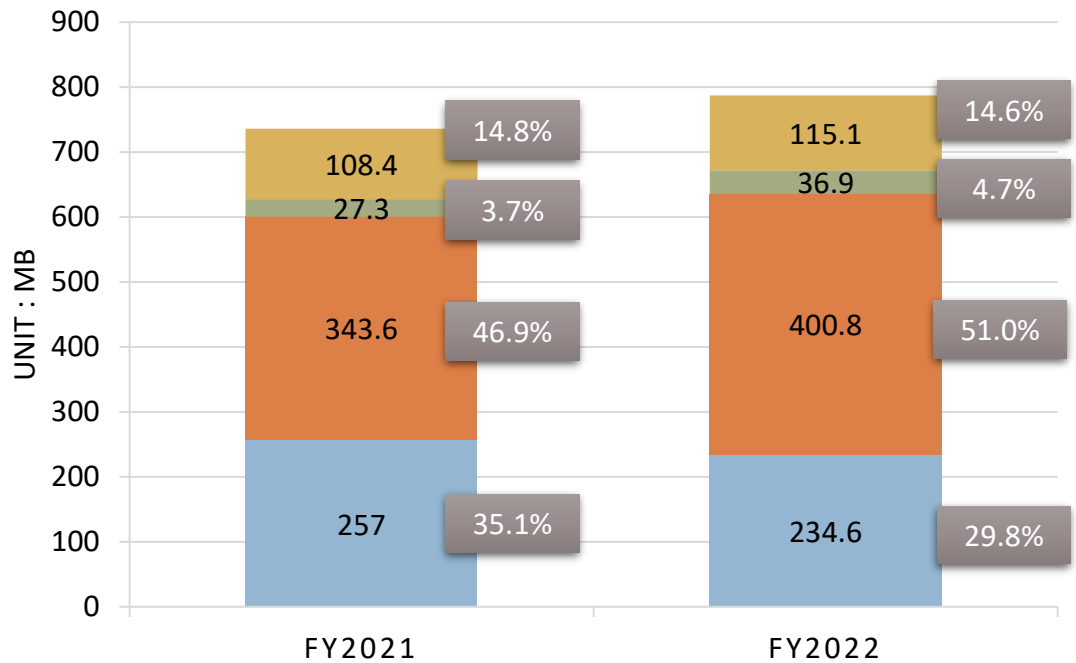


FY2022	Amounts (MB)	YoY
Turnover	823.05	▲ 12%
Gross Profit	167.60	▲ 5%
EBITDA	123.88	▼ 15%
Net Profit (excl. Corp Expenses)	77.77	▲ 2%

*Net profit excluded Corporate expenses

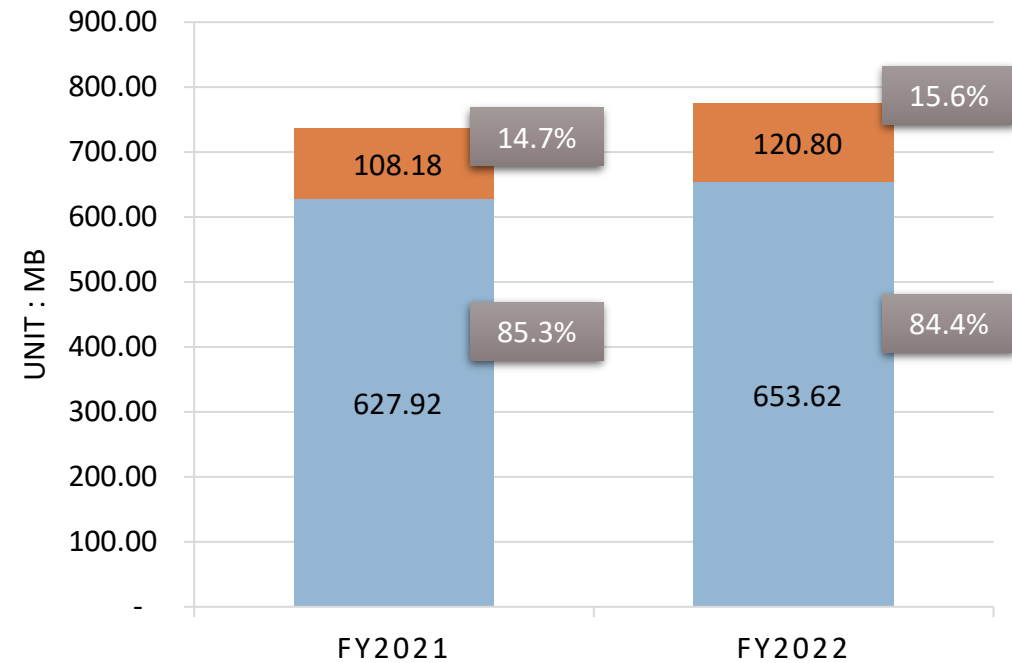
REVENUE BY PRODUCTS

Fabric Carpet PVC PU Leather



REVENUE BY MARKET

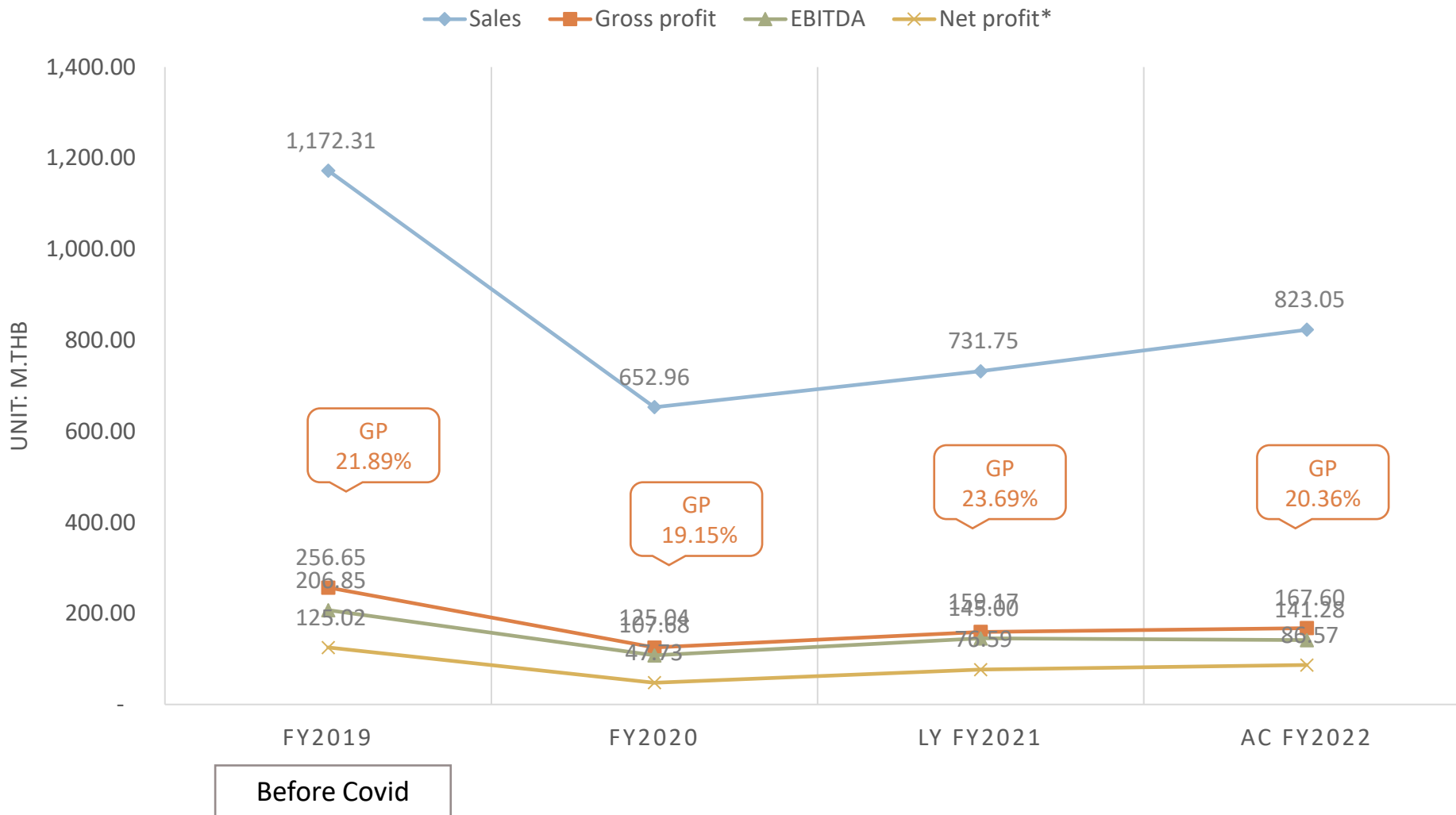
Domestic (OEM) Export



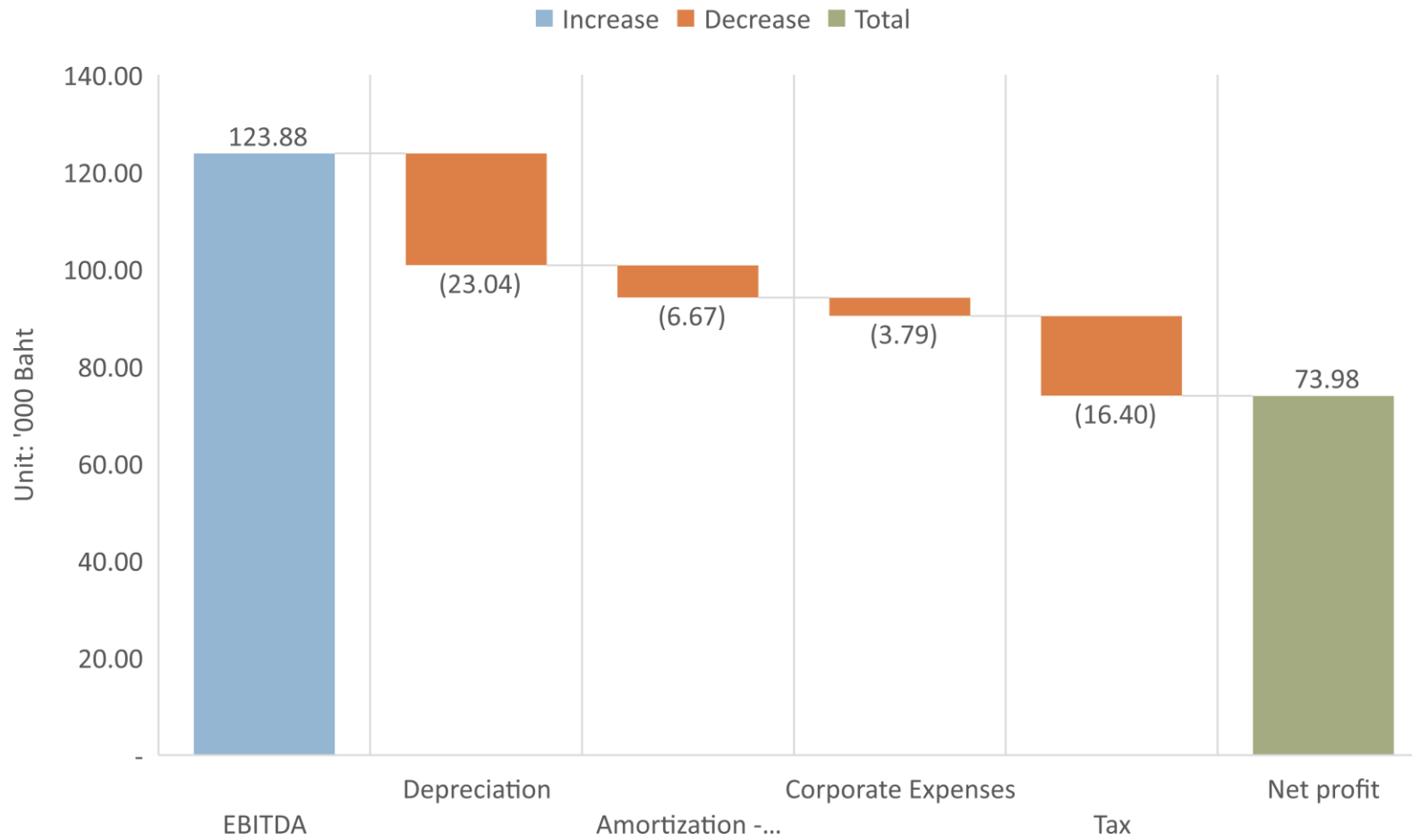
Historical Performance

Market is slightly soft due to global chip / materials shortages.

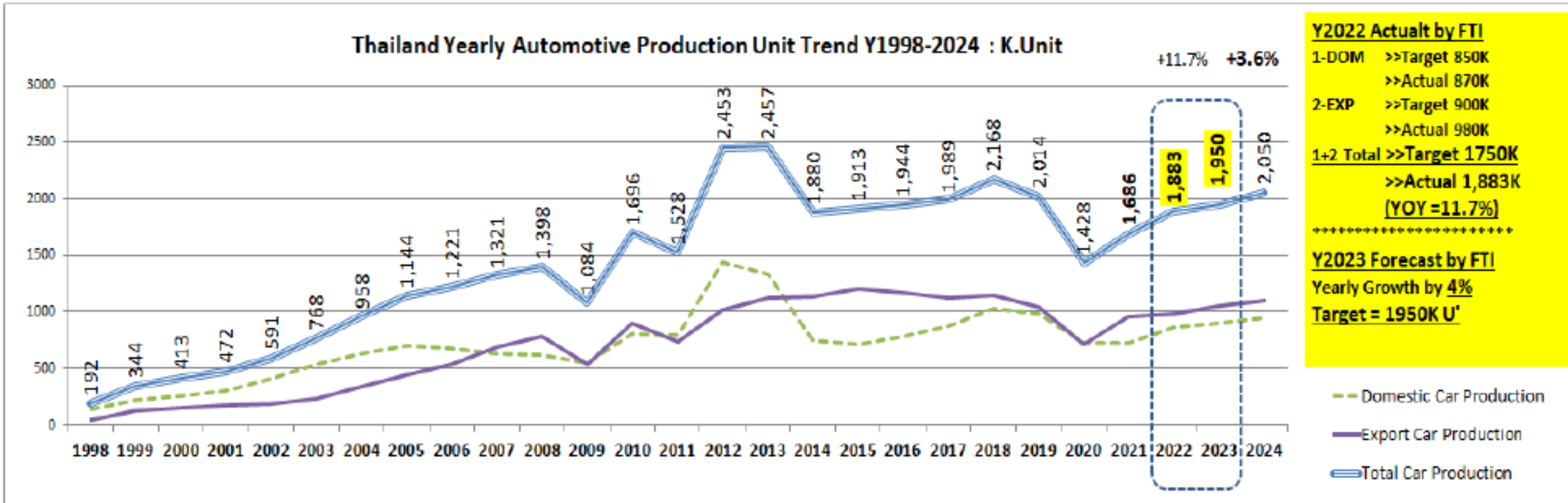
TCM AUTOMOTIVE PERFORMANCE



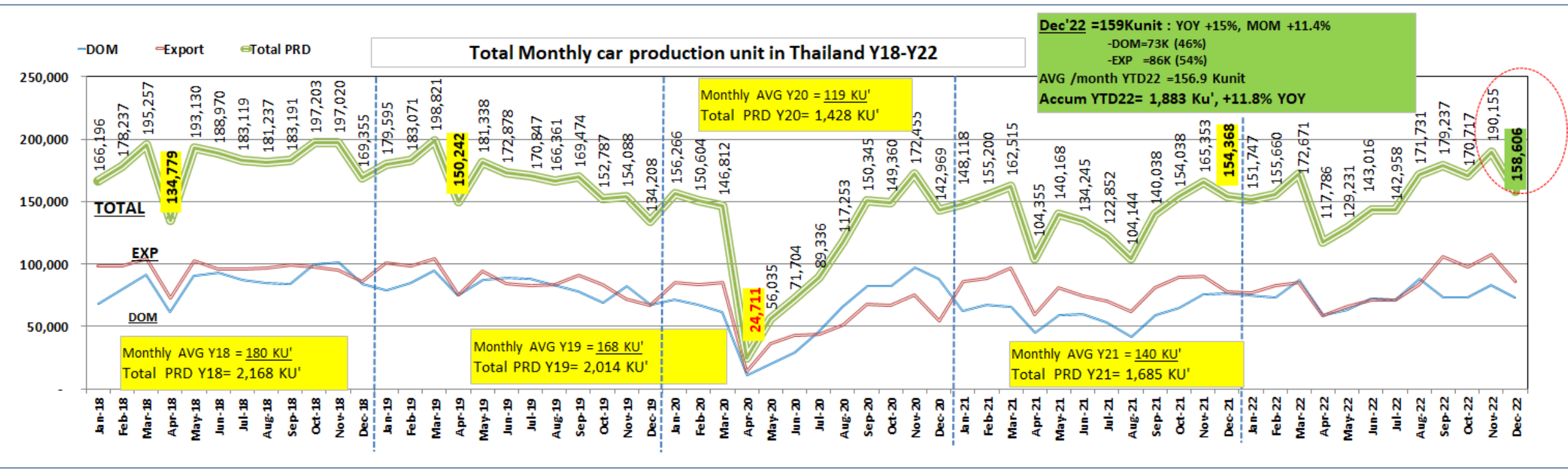
TCM Automotive EBITDA to Net Profit



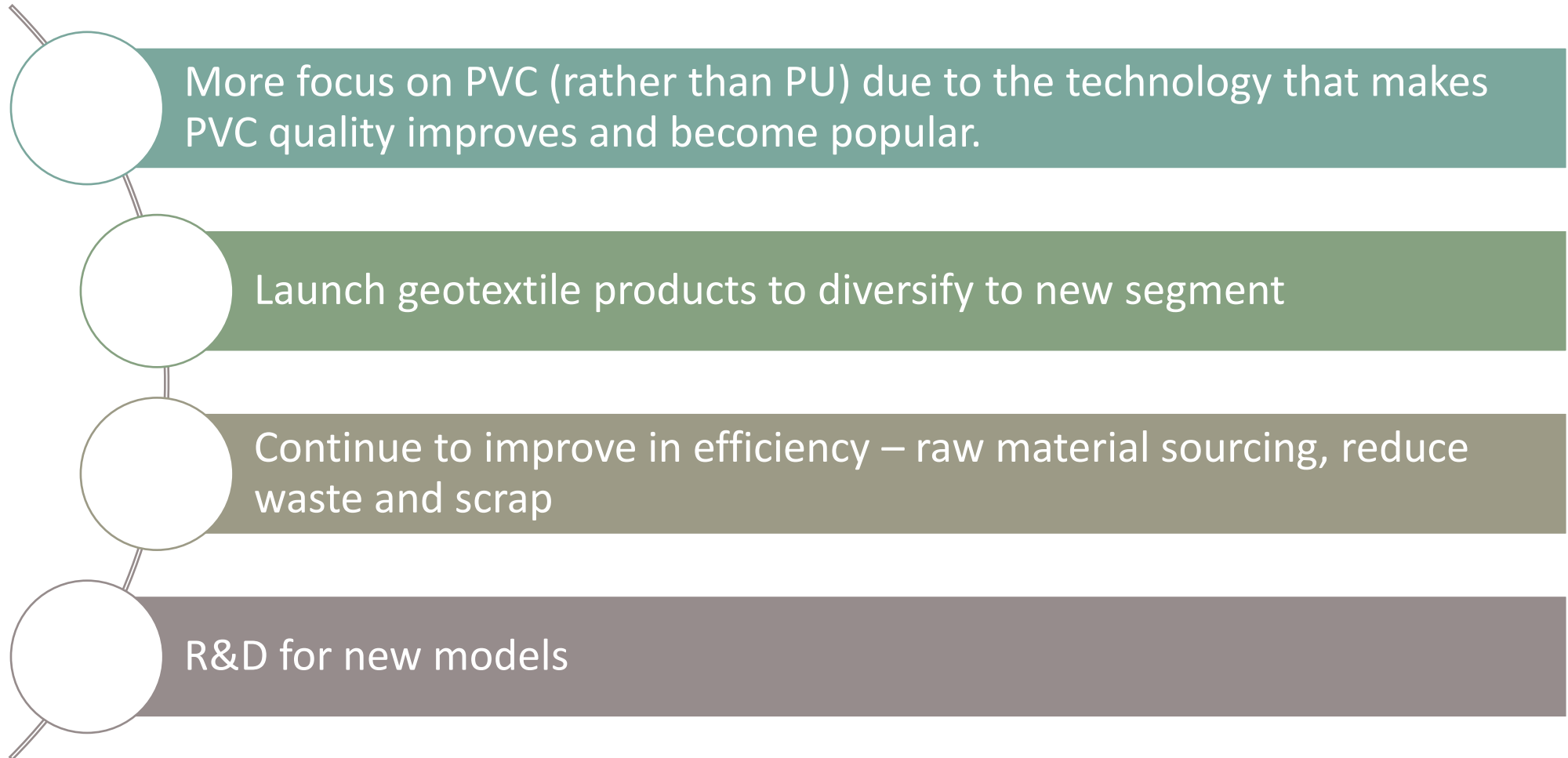
Well recover despite a shortage of spare part.



Well recover despite a shortage of spare part.



Key Strategic Actions





Questions & Answers

Global Presence • Aesthetic Excellence • Business Integrity

Contact :

Address: TCM Corporation Plc.
2044/24 New Petchburi Road, Bangkapi, Huaykwang,
Bangkok, 10310 Thailand
Tel: +66 (0) 2 318 3960

Investor Relations :

E-mail: ir@tcm-corporation.com
Tel: +66 (0) 2 318 3960 ext. 412