



Opportunity Day FY2023



Project: Acoustic wall, by Mook V

TCMC: FY 2023 Overview

Overall:

Mixed Results:
Surface Division
Thrives Amidst
Challenges from
Living.

TCM Living

Challenges Persist
for Living:
Incremental Costs
and Industry
Consolidation
Impact
Profitability.

TCM Surface

Market Recovery,
Efficiency Boost and
Innovative
Initiatives Drove
Remarkable
Overperformance.

TCM Automotive

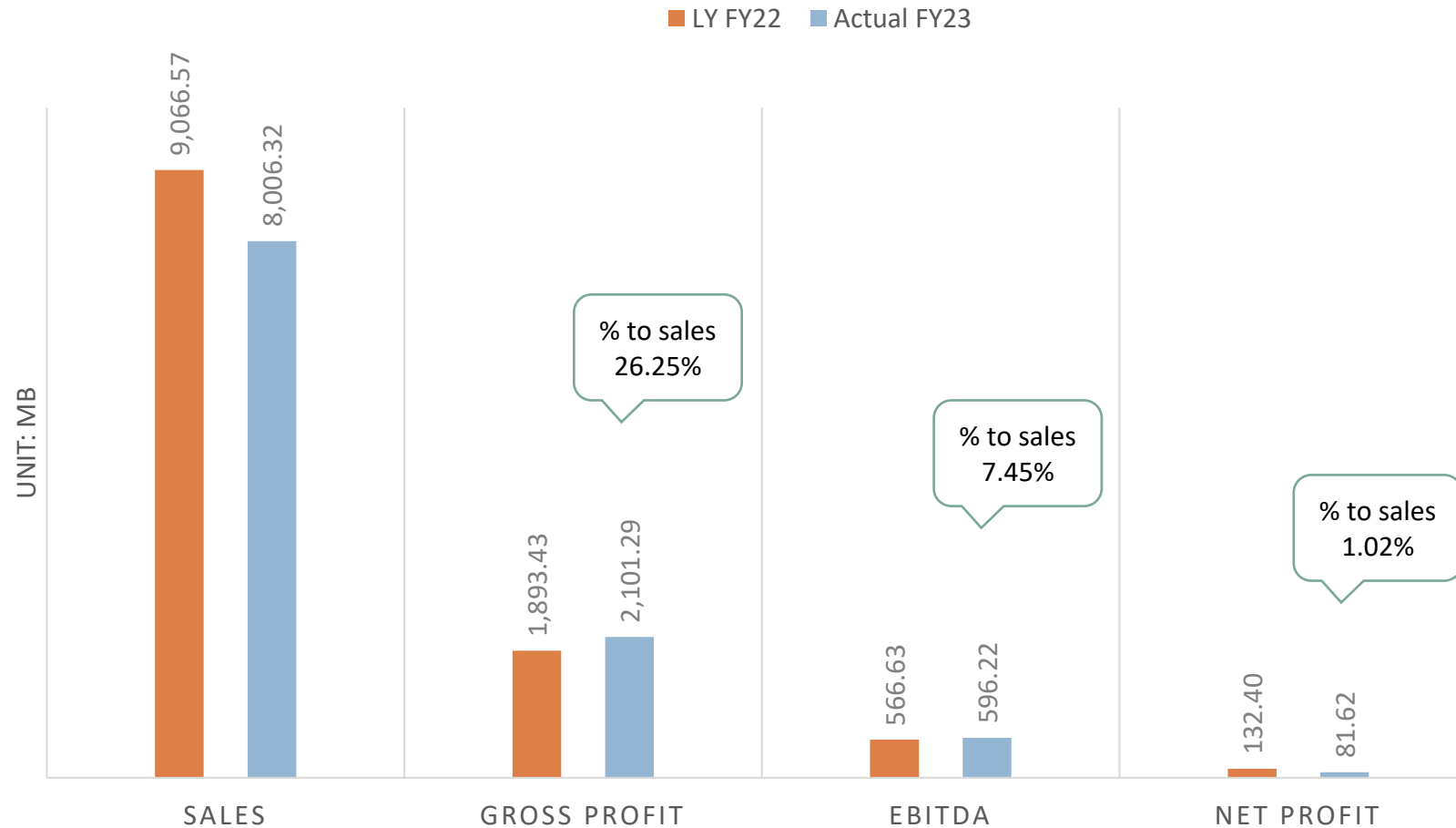
Resilient Growth
in a Shifting Market.
Debt free
operation.

TCMC Consolidated Performance

Mixed Results: Surface Division Thrives Amidst Challenges from Living.



CONSOLIDATED PERFORMANCE FY2023

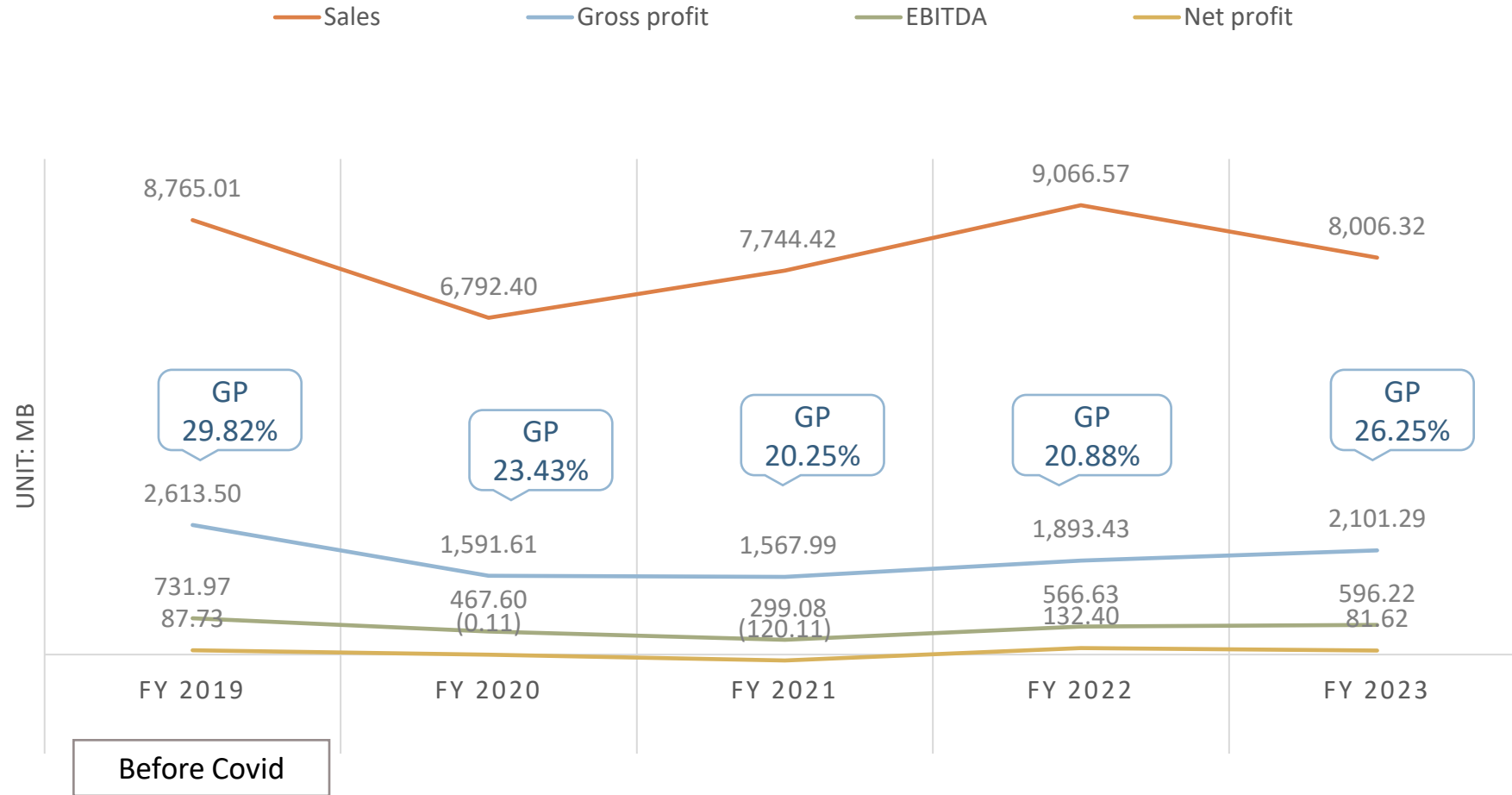


TCMC Consolidated Performance



Slightly Soft Bottom Line Compared to Last Year. But exceeded the expectation

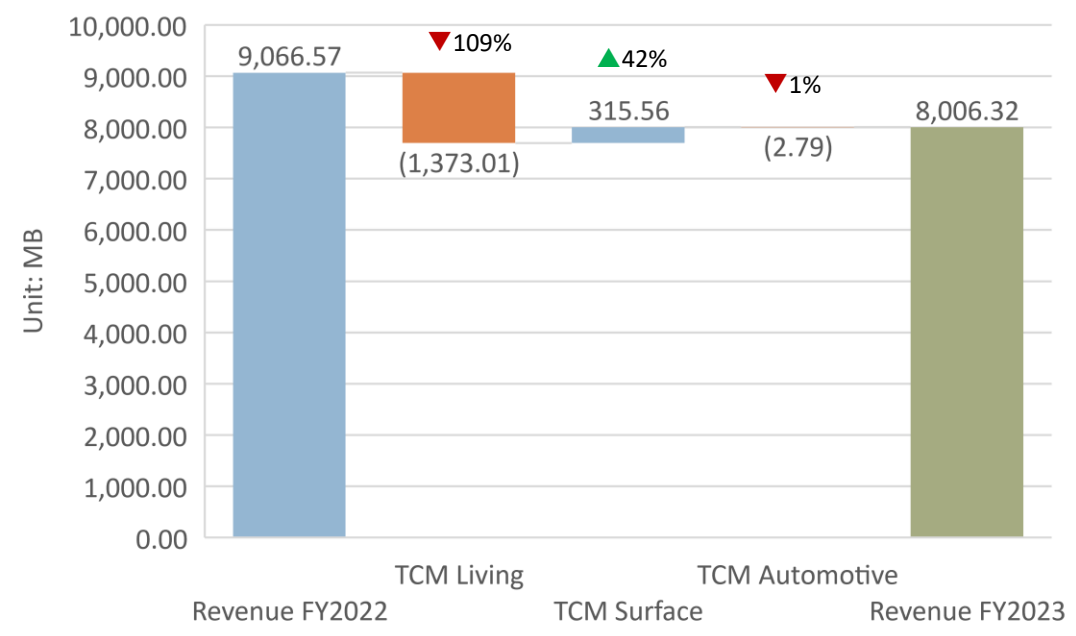
CONSOLIDATED PERFORMANCE FY2019-FY2023



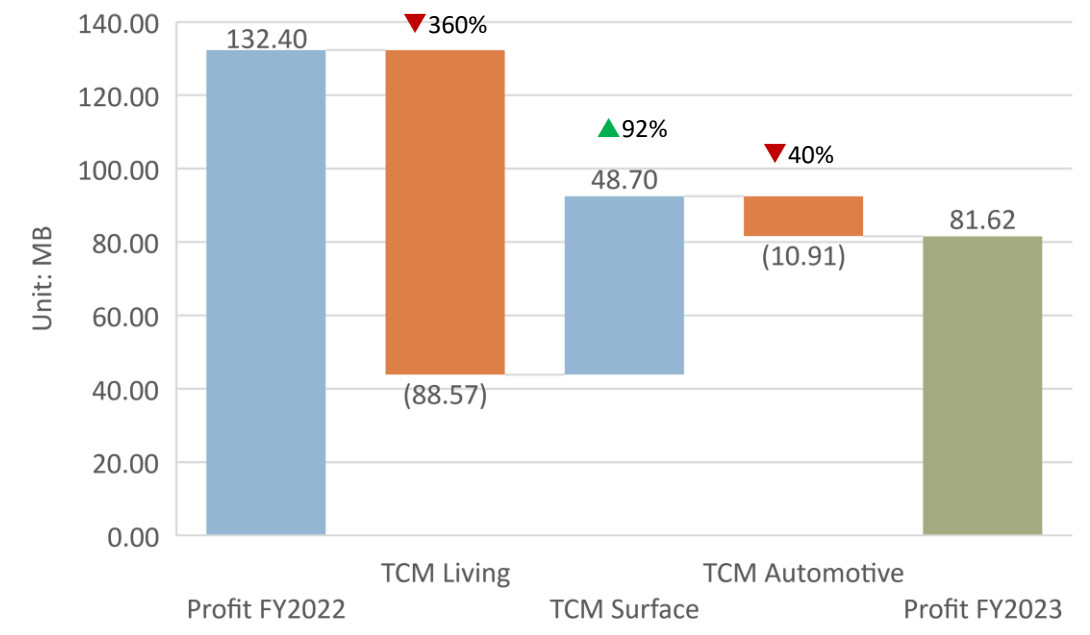
FY 2023 The Change of Revenue and Net Profit by Business

Surface Bounces Back. Yet Struggles to Offset Sales and Profit Reduction in Living Division.

Change of **Revenue** by Business group



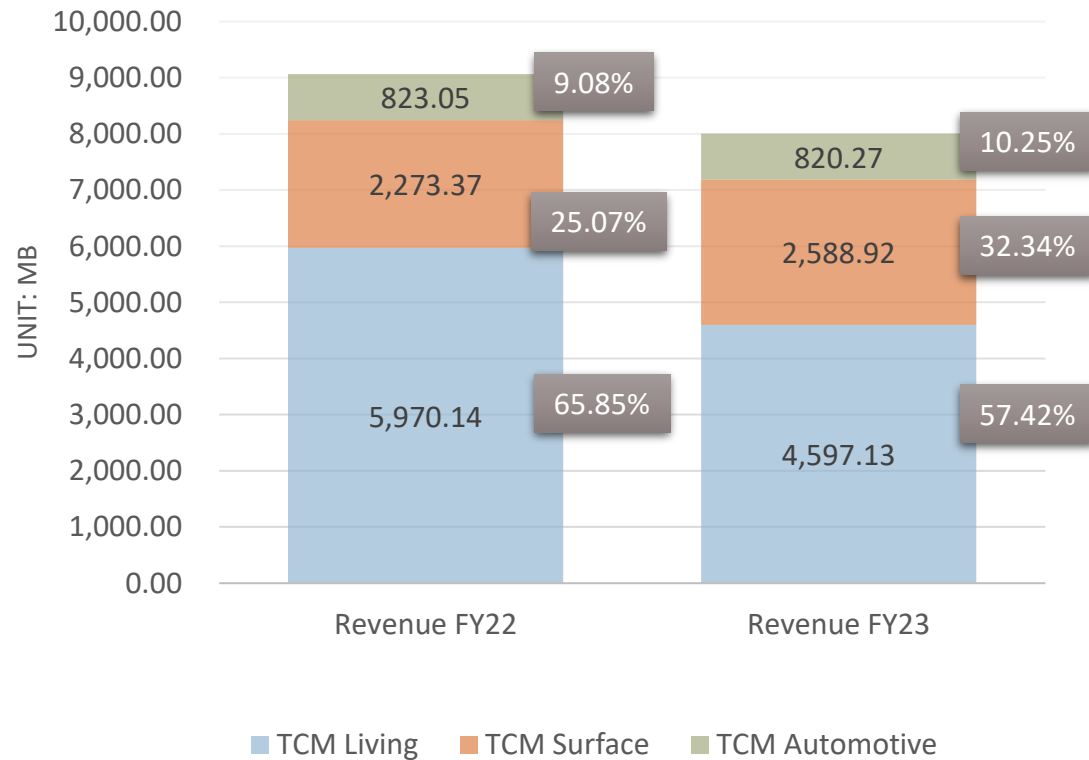
Change of **Profit** by Business group



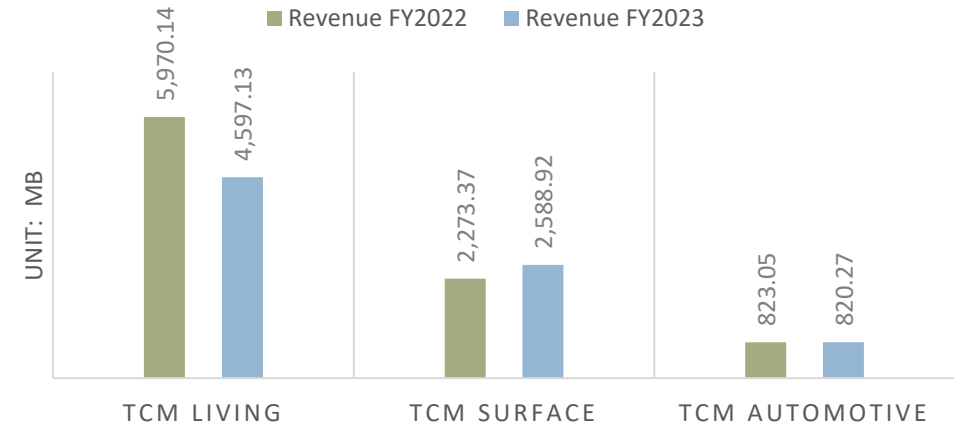
YoY Comparison by Business

TCM Surface contribution grew from 25% to 32%.

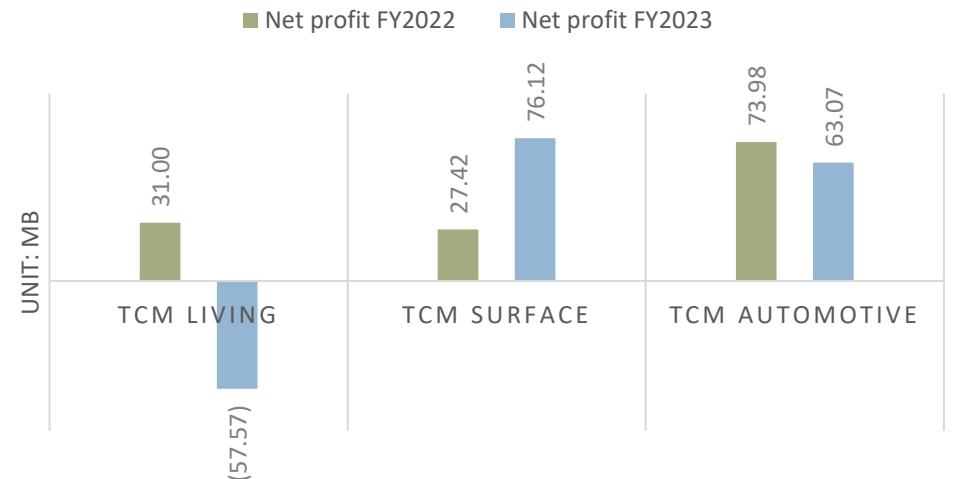
REVENUE FY2023 VS FY2022



NET SALES FY2022 VS FY2023



NET PROFIT FY2022 VS FY2023



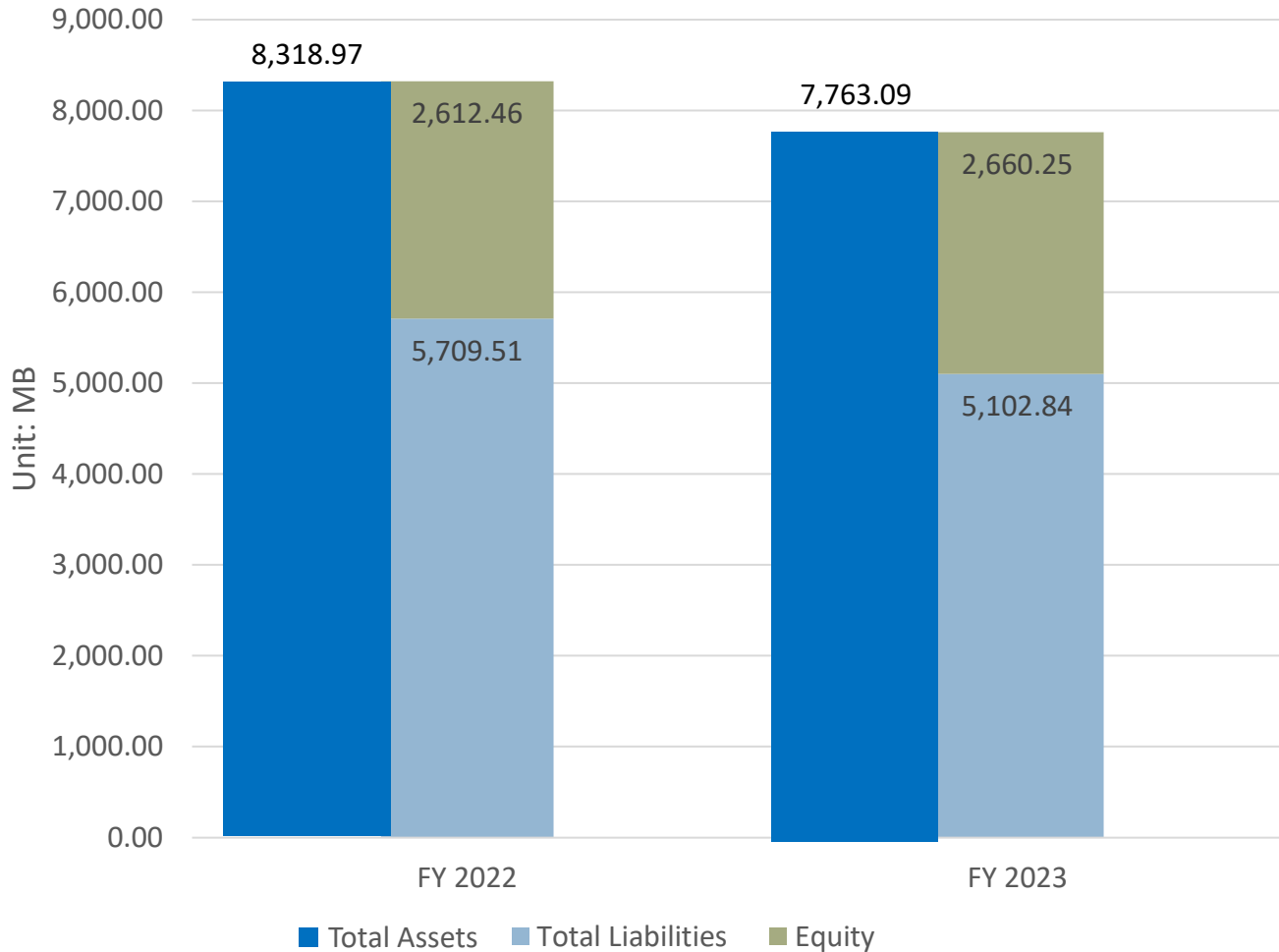
*Net Profit included all expenses (Corp, Tax, financial costs)

Financial Statement – Key Ratio

Enhanced Liquidity: Loan Obligation Fully Repaid in Advance for 2024



Statement of Financial Position



Current Ratio (Times)	
FY2022	FY2023
1.08	▲ 1.21

Account Receivable Turnover (times)	
FY2022	FY2023
6.41	▼ 6.06

Quick Ratio (Times)	
FY2022	FY2023
0.72	▲ 0.82

Account Payable Turnover (times)	
FY2022	FY2023
4.75	▼ 4.16

D/E Ratio	
FY2022	FY2023
2.19	▼ 1.92

Inventory Turnover (Times)	
FY2022	FY2023
7.29	▼ 6.28

Return on equity (%)	
FY2022	FY2023
3.22	▼ 2.13

Return on Assets (%)	
FY2022	FY2023
1.59	▼ 1.05

Assets Turnover (Times)	
FY2022	FY2023
1.09	▼ 1.03



A&J - Medium Collection

TCM LIVING[®]
Performance FY2023



Alstons
Sofas for Living



ASHLEY MANOR
a new design language



amxdesign
the leather experts

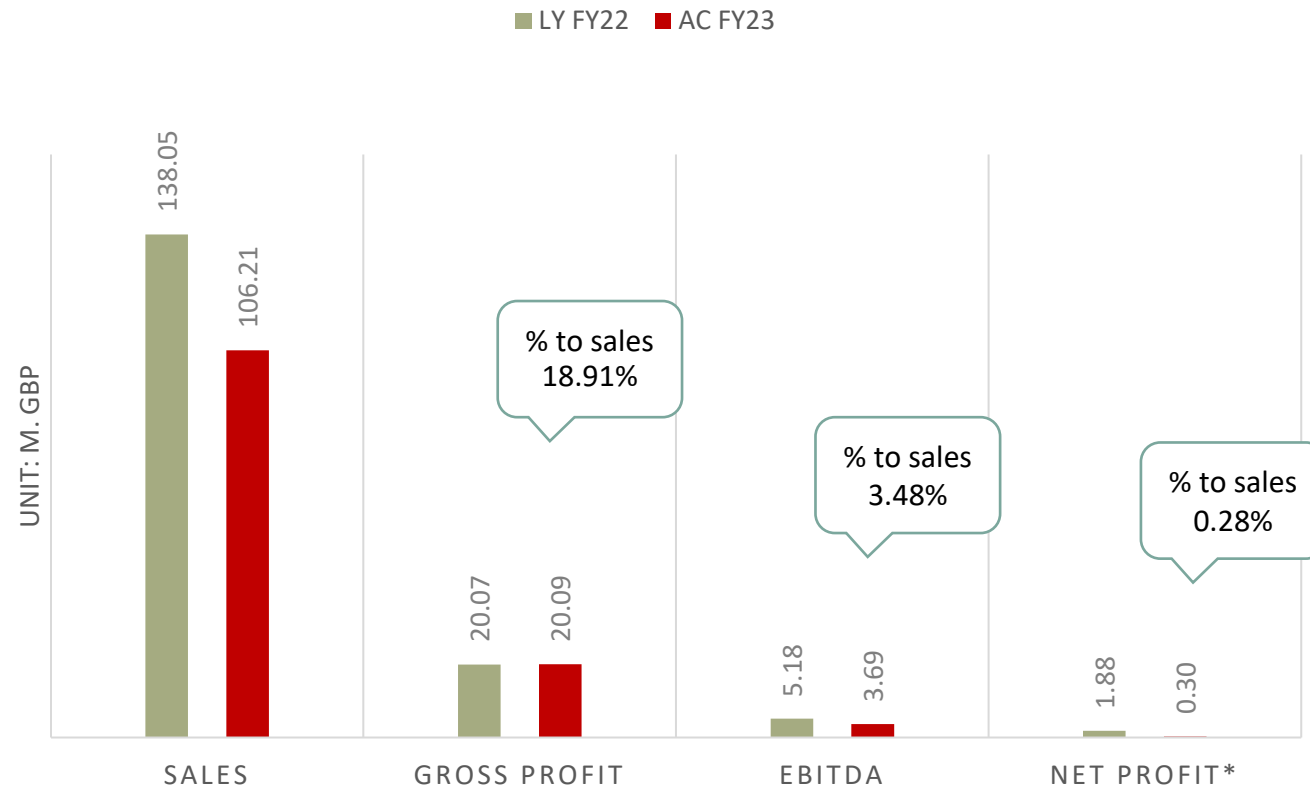


Alexander & James
GREAT BRITISH SOFA DESIGN

TCM Living Performance FY2023

Challenges Persist for Living: Incremental Costs, Industry Consolidation and Operation Challenges Impact Profitability.

TCM LIVING PERFORMANCE



FY2023	Amounts (M.GBP)	YoY
Turnover	106.21	▼ 23%
Gross Profit	20.09	▲ 0%
EBITDA	3.69	▼ 29%
Net Profit (excl. TCM Corp Expenses)	0.297	▼ 84%

Highlights

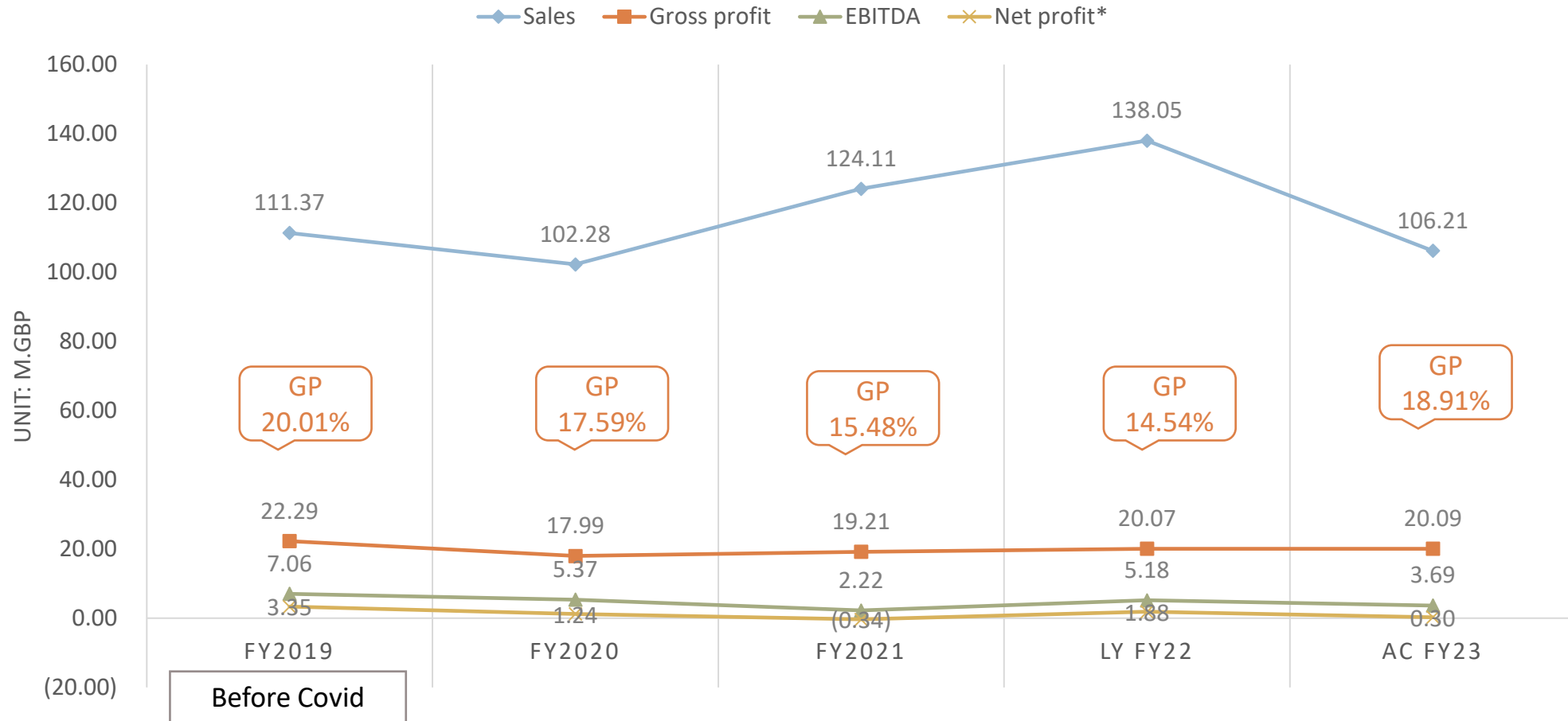
- Amx faces a crisis from the main customer, SCS, switched to self sourcing.
- Obsolete inventory GBP 0.7 M (One time)

*Net profit excluded Corporate expenses

Performance Y-O-Y

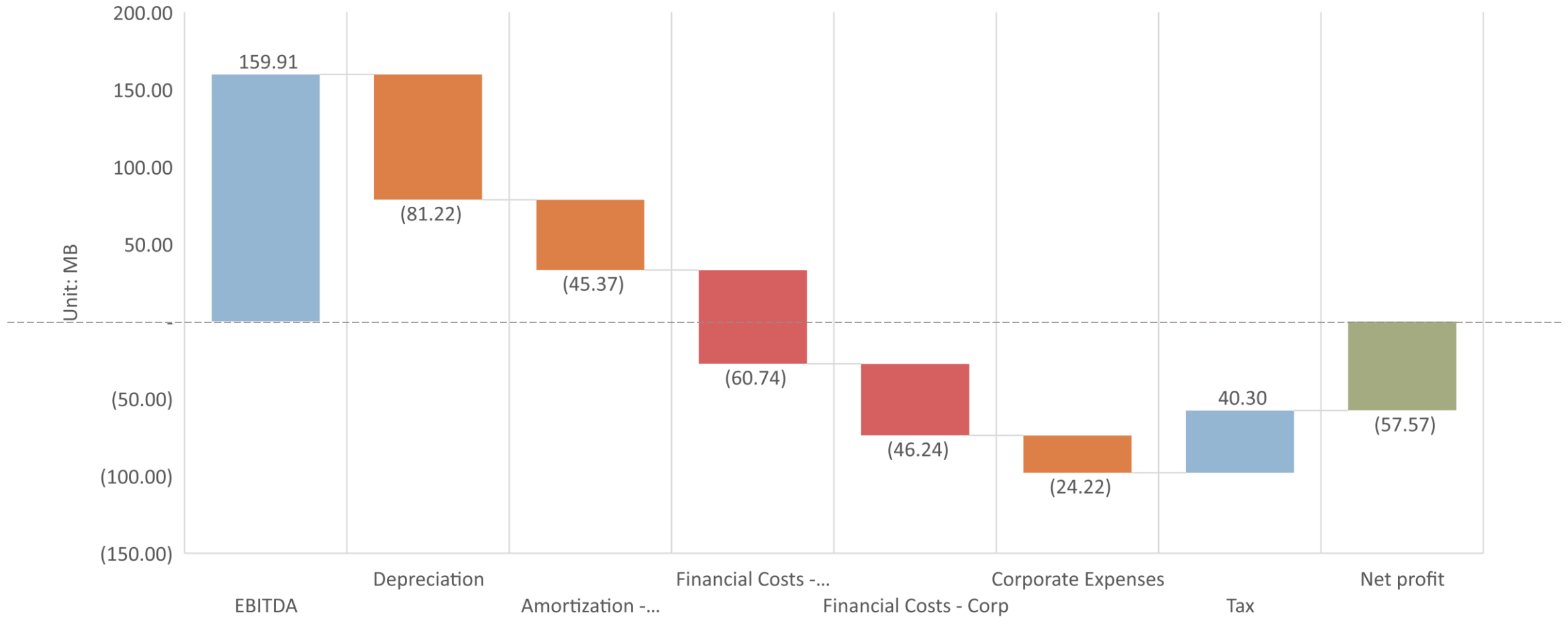
Gross profit margin rose from 14% to 19%, but sales declined due to key customers changed sources to cope with economic situation.

TCM LIVING PERFORMANCE



TCM Living EBITDA to Net Profit

■ Increase ■ Decrease ■ Total



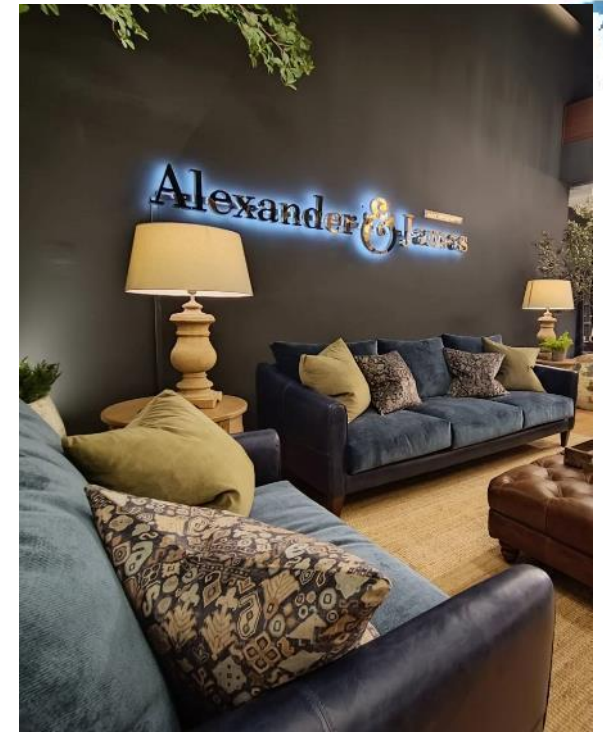
Alstons NEC Show





A&J New Showroom







Performance FY2023



Carpets Inter[®]


ROYAL THAI

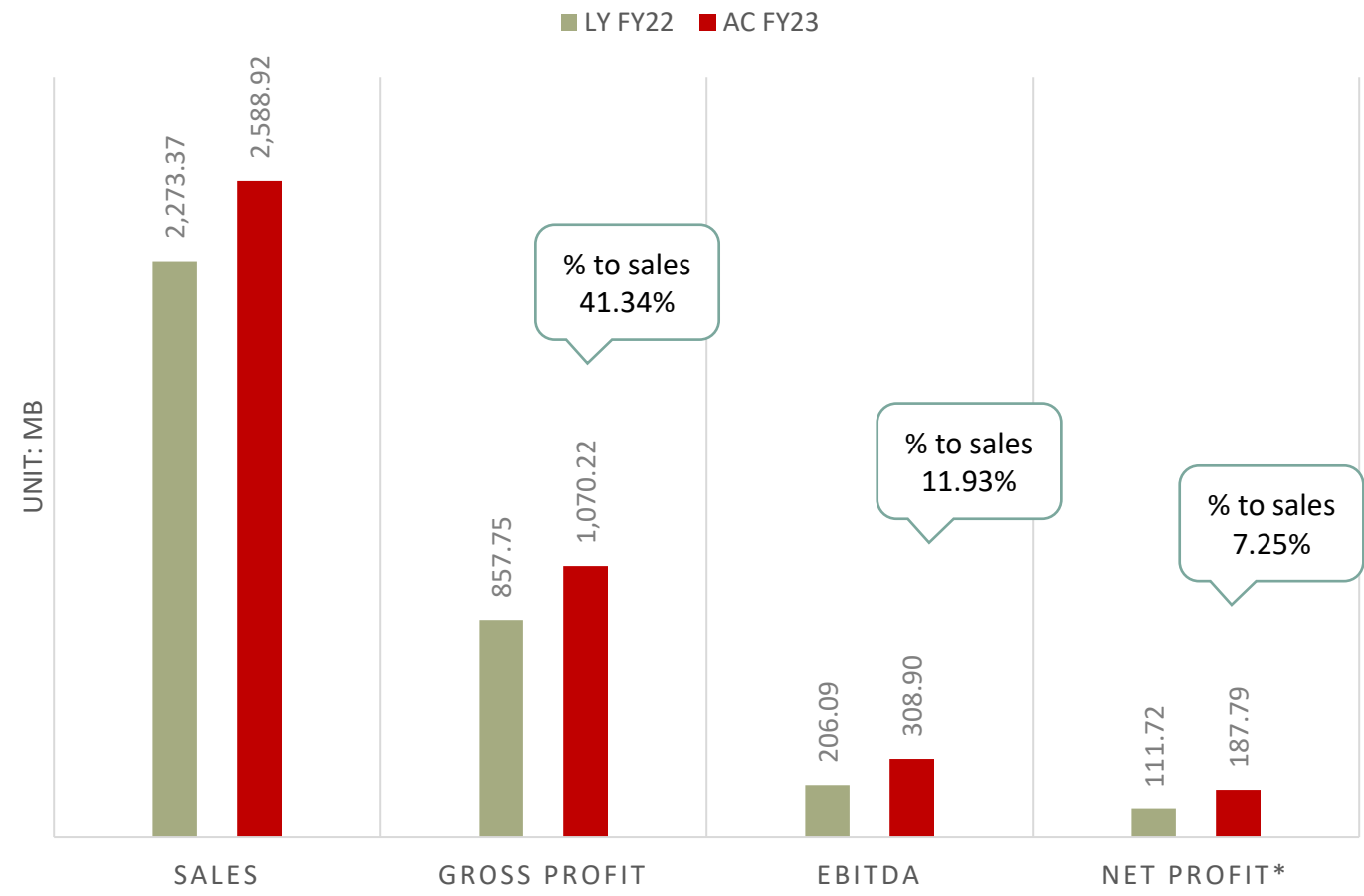


TCM SURFACE® TCM Surface Performance FY2023



Market Recovery, Efficiency Boost and Innovative Initiatives Drove Remarkable Overperformance.

TCM SURFACE PERFORMANCE

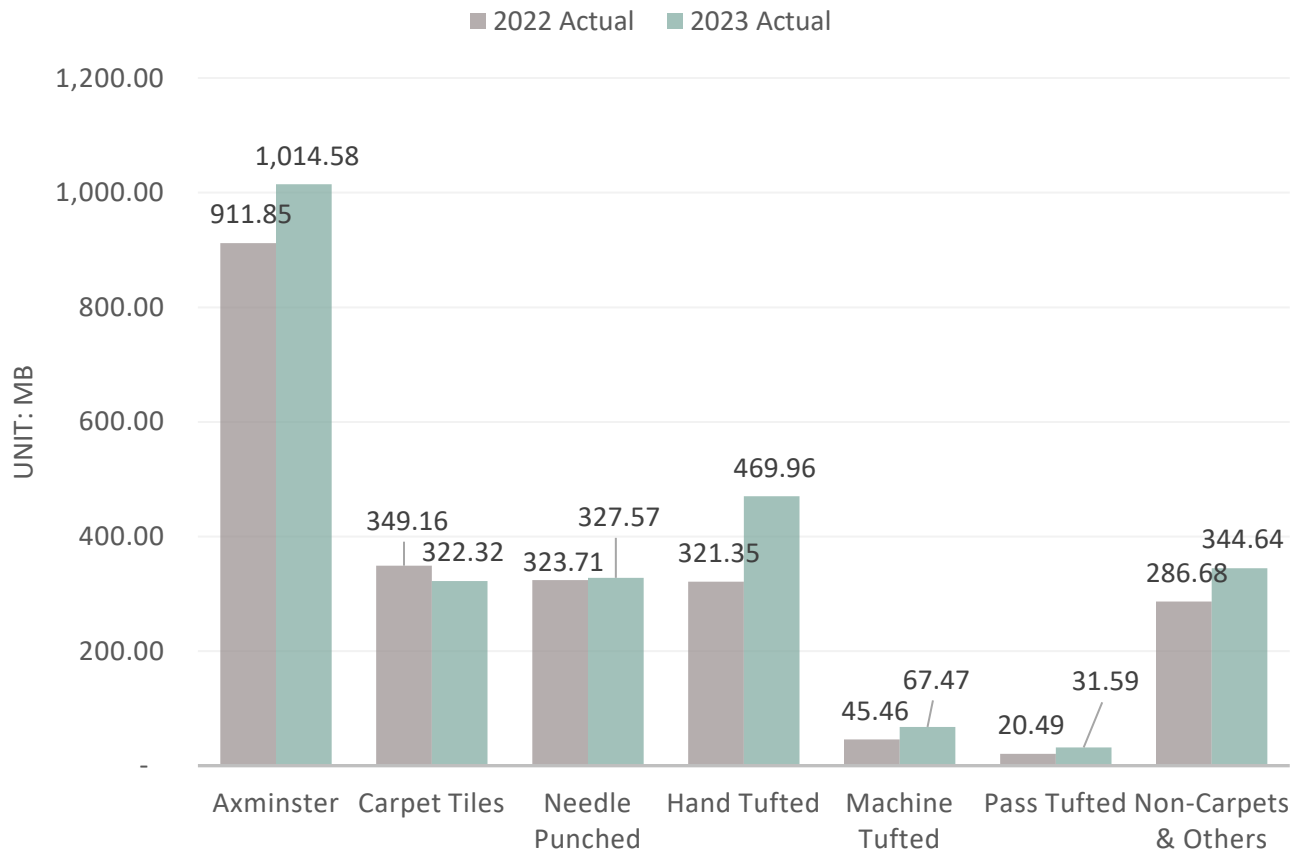


Total Secured Business (BNI + Inv)	
Unit: MB	% to budget
As of Feb 2023	34.82%
As of Feb 2024, YTD	30.76%

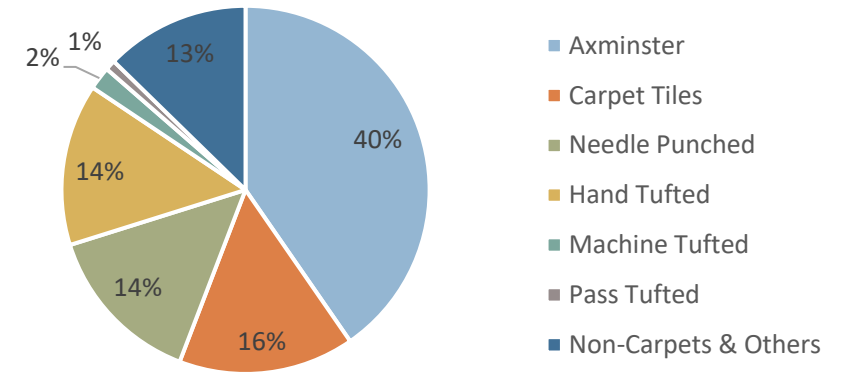
FY2023	Amounts (MB)	YoY
Turnover	2,588.92	▲ 14%
Gross Profit	1,070.22	▲ 25%
EBITDA	308.90	▲ 50%
Net Profit (excl. Corp Expenses)	187.79	▲ 68%

*Net profit excluded Corporate expenses

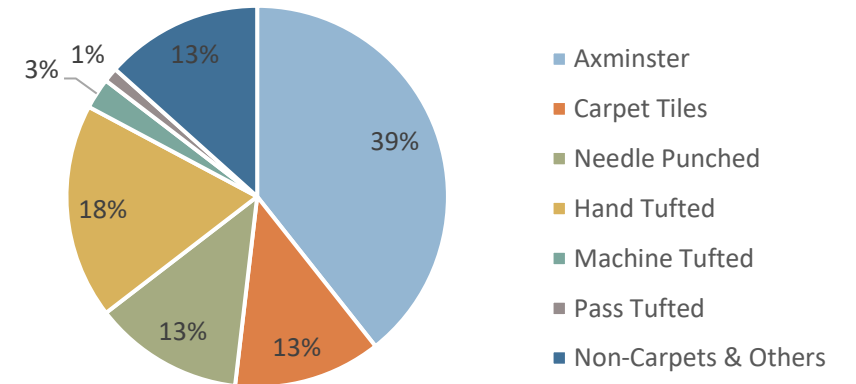
Sales by Products



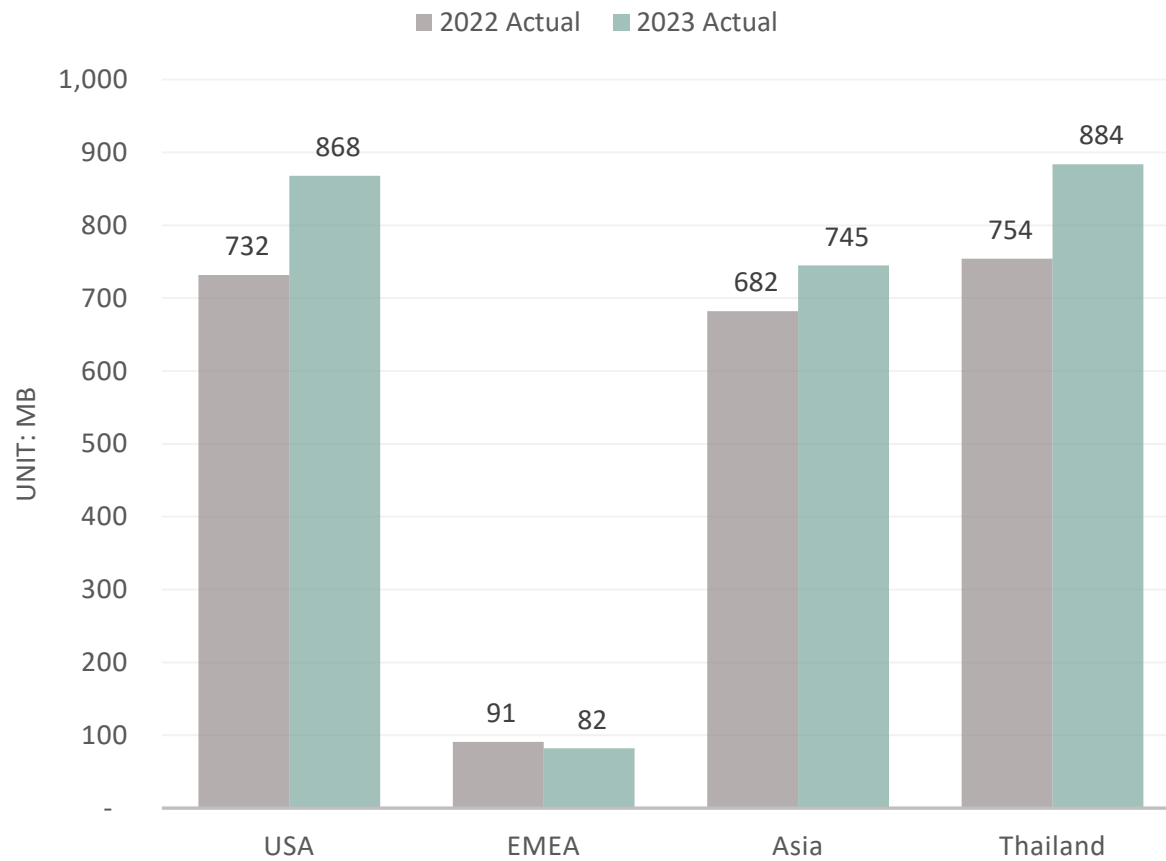
Sales by Products FY 2022



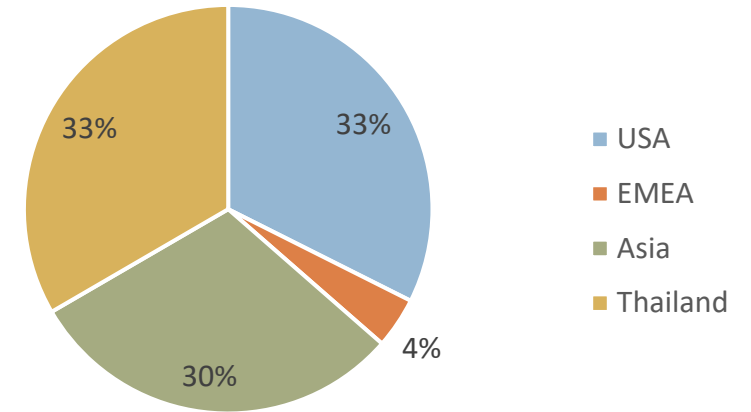
Sales by Products FY 2023



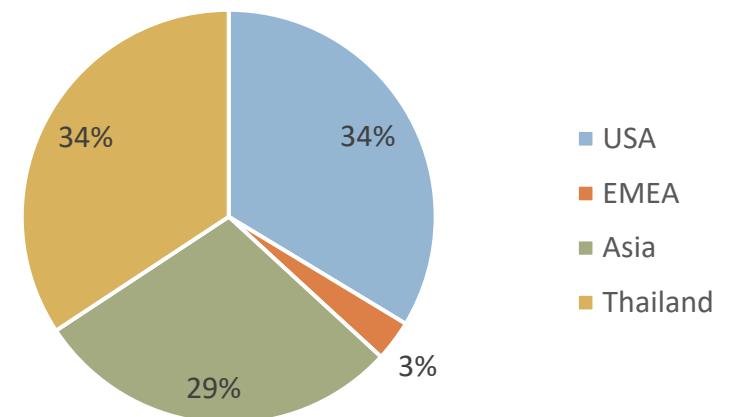
Sales by Regions



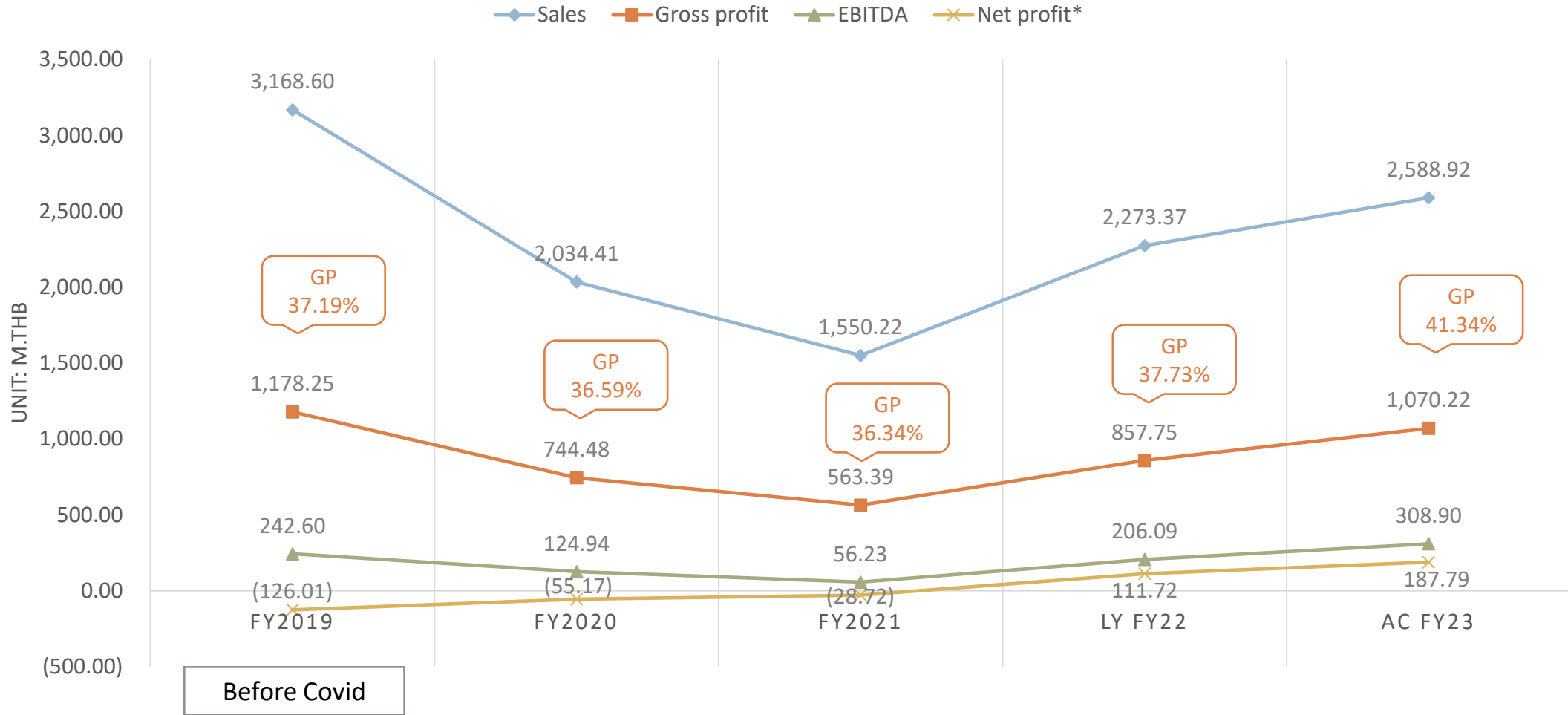
Sales by Regions FY 2022



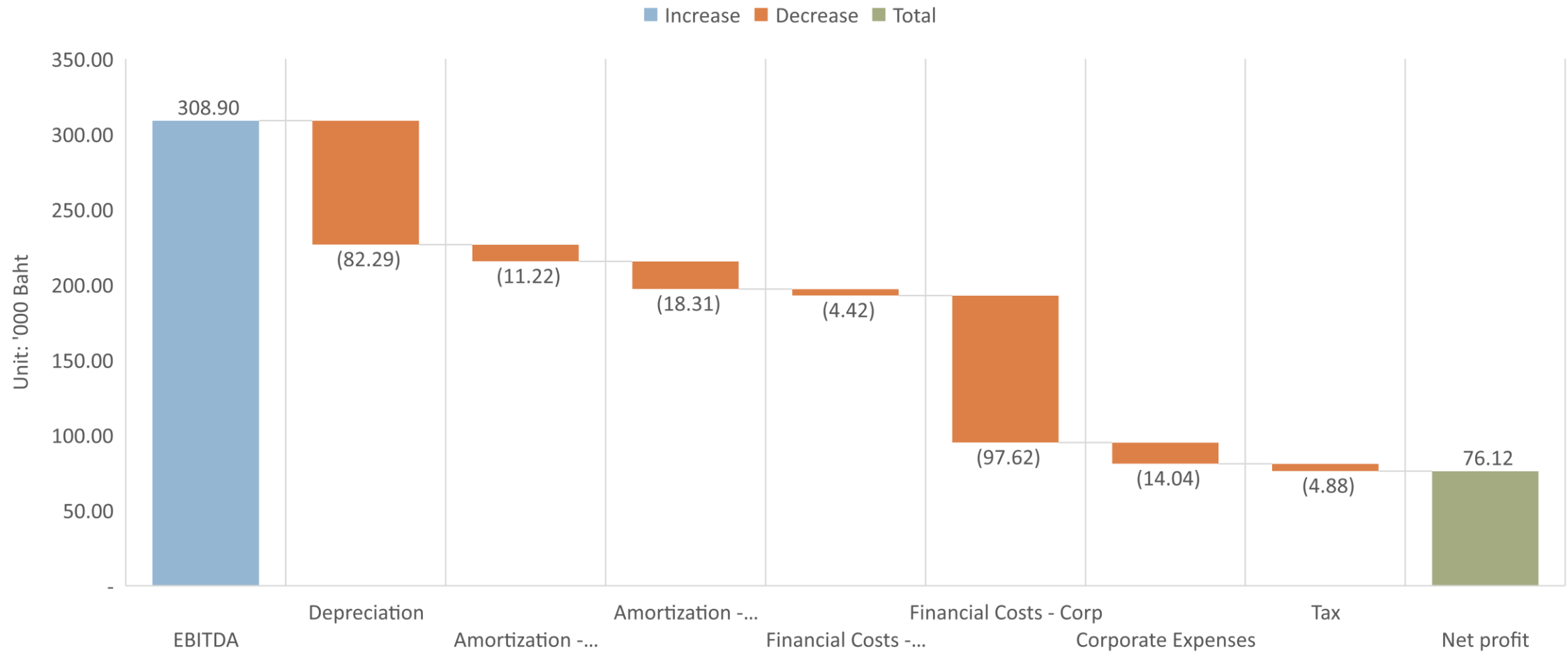
Sales by Regions FY 2023



TCM SURFACE PERFORMANCE



TCM Surface EBITDA to Net Profit

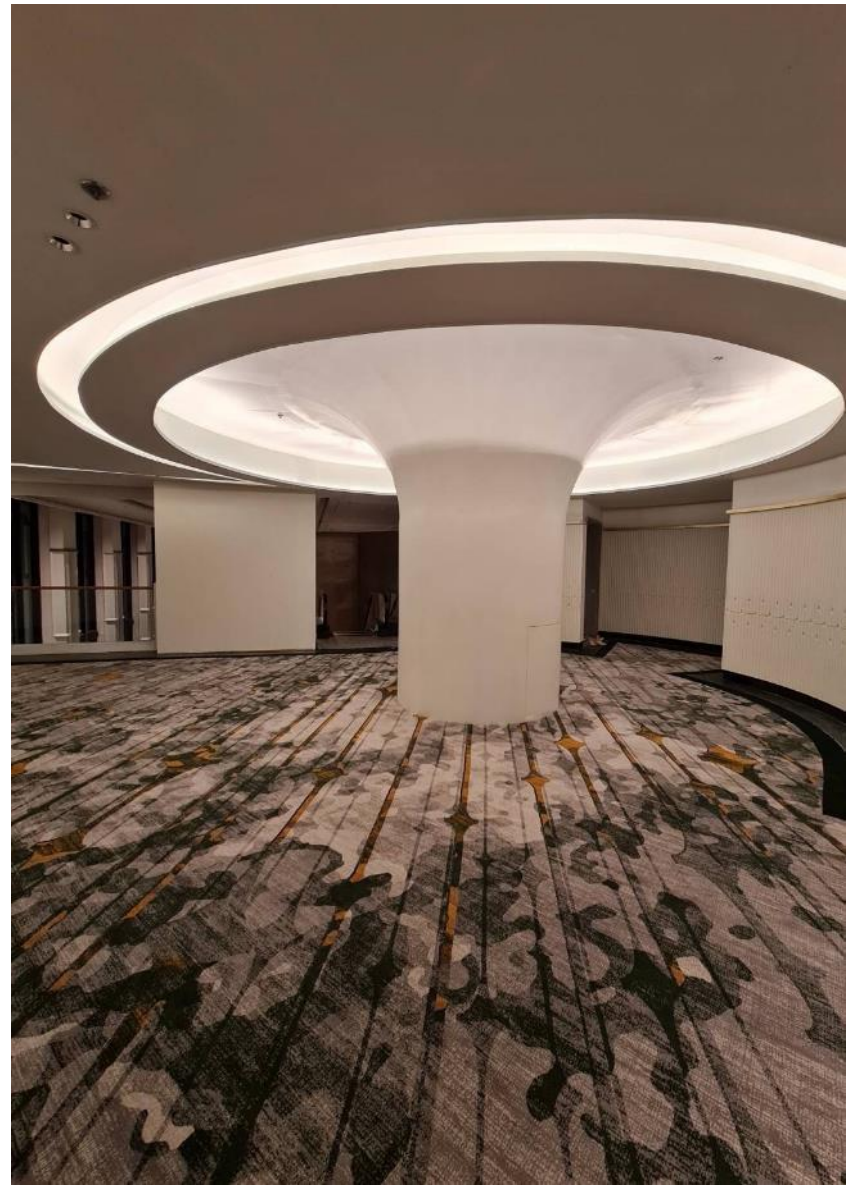
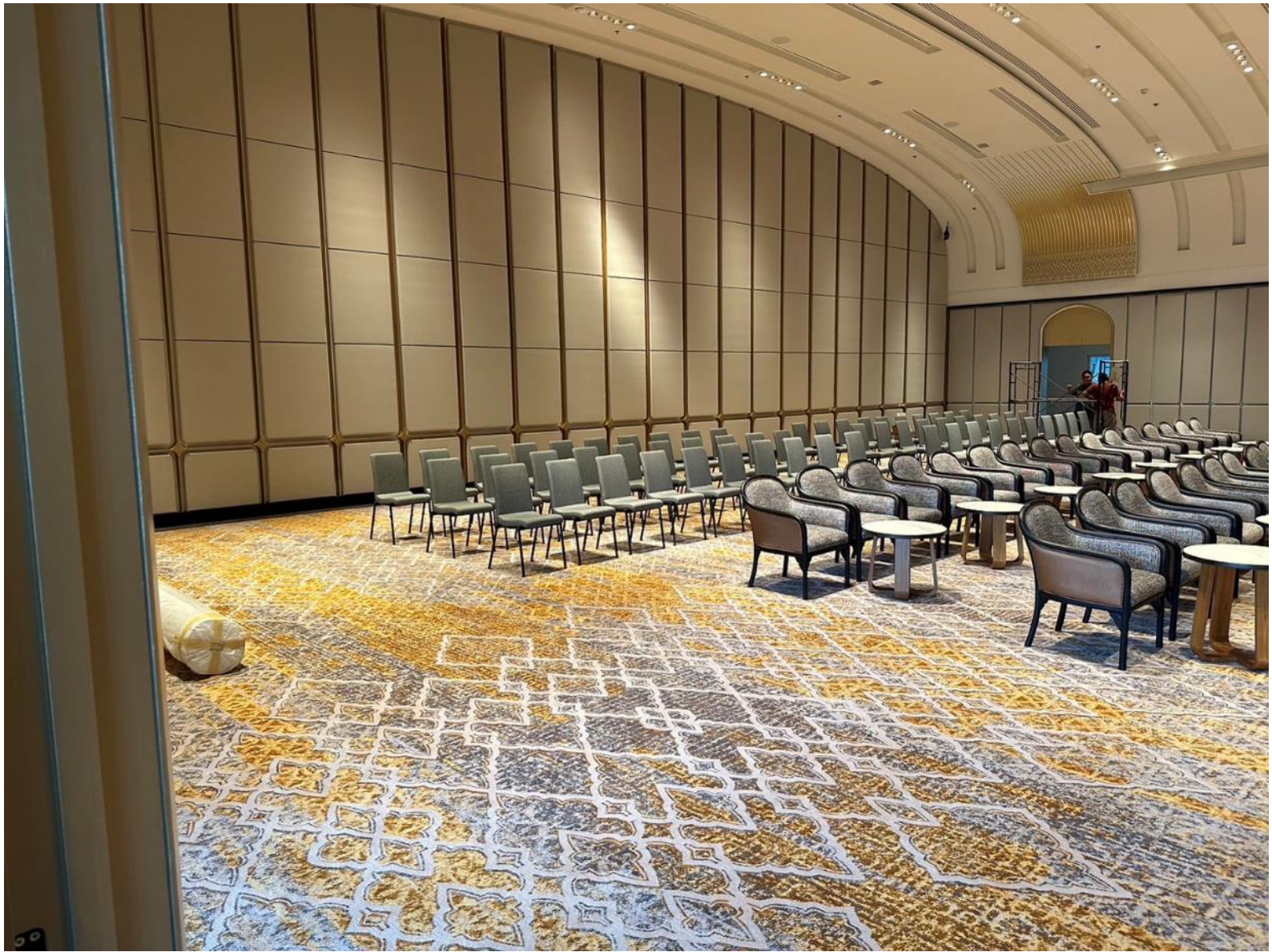


Project Reference 2023

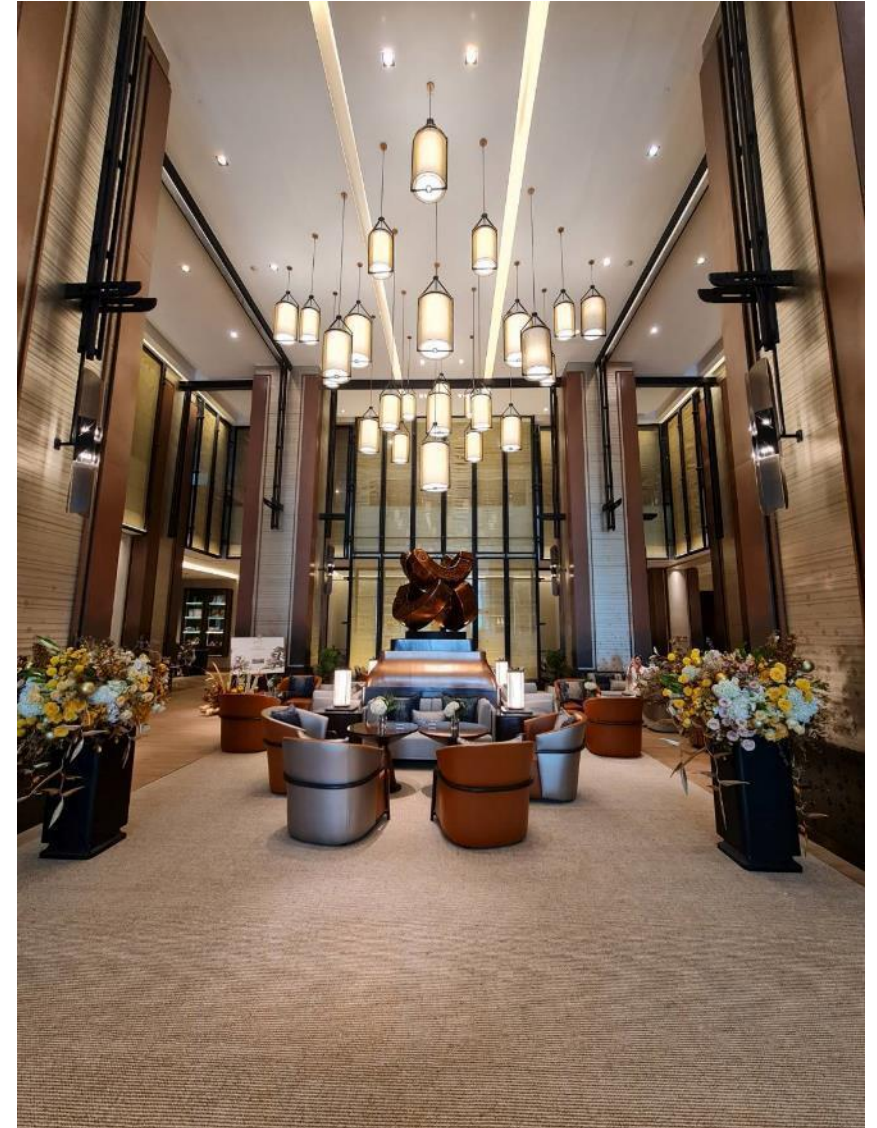
Anantara Siam



InterContinental Chiangmai, the Mae Ping



Marriott hotel, Chiangmai



Marina Bay Sands, Singapore



Marina Bay Sands, Singapore



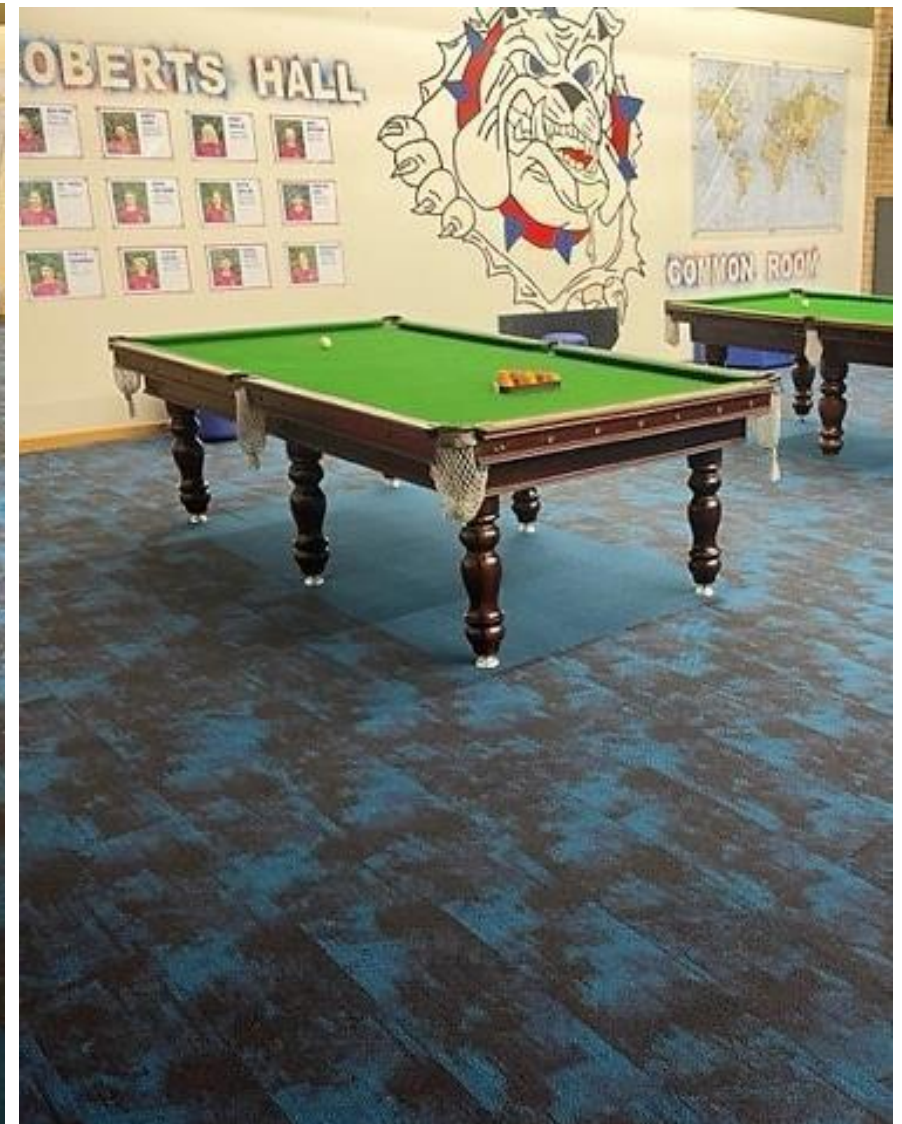
Ritz Carlton, Singapore



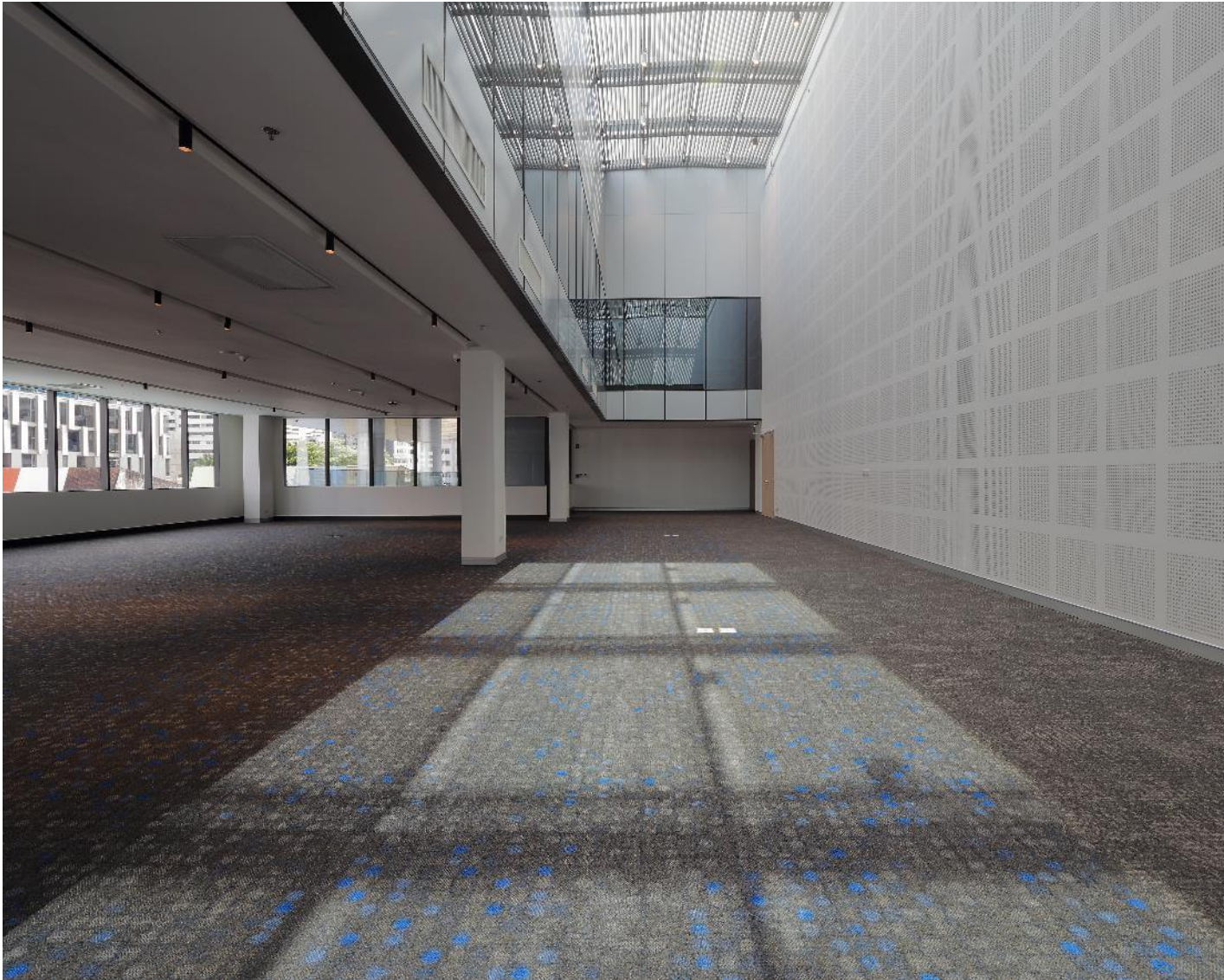
LLIM College, Australia



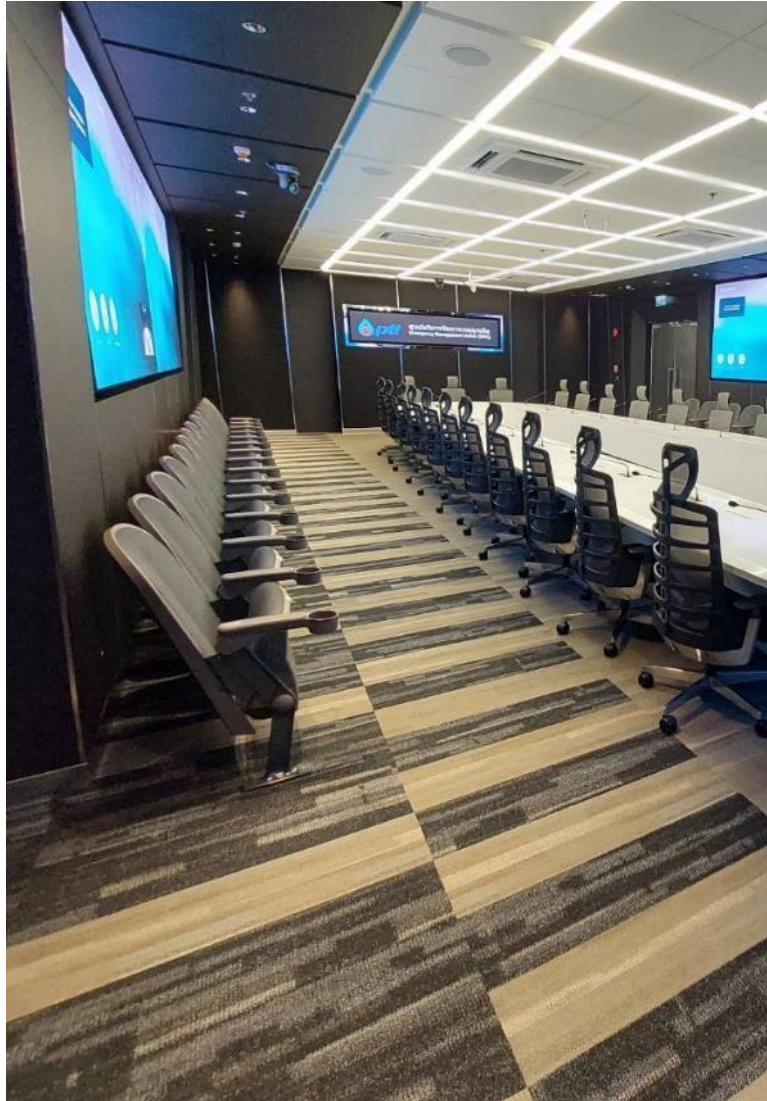
Monash University Student Residence, Australia



NIST International School, Bangkok



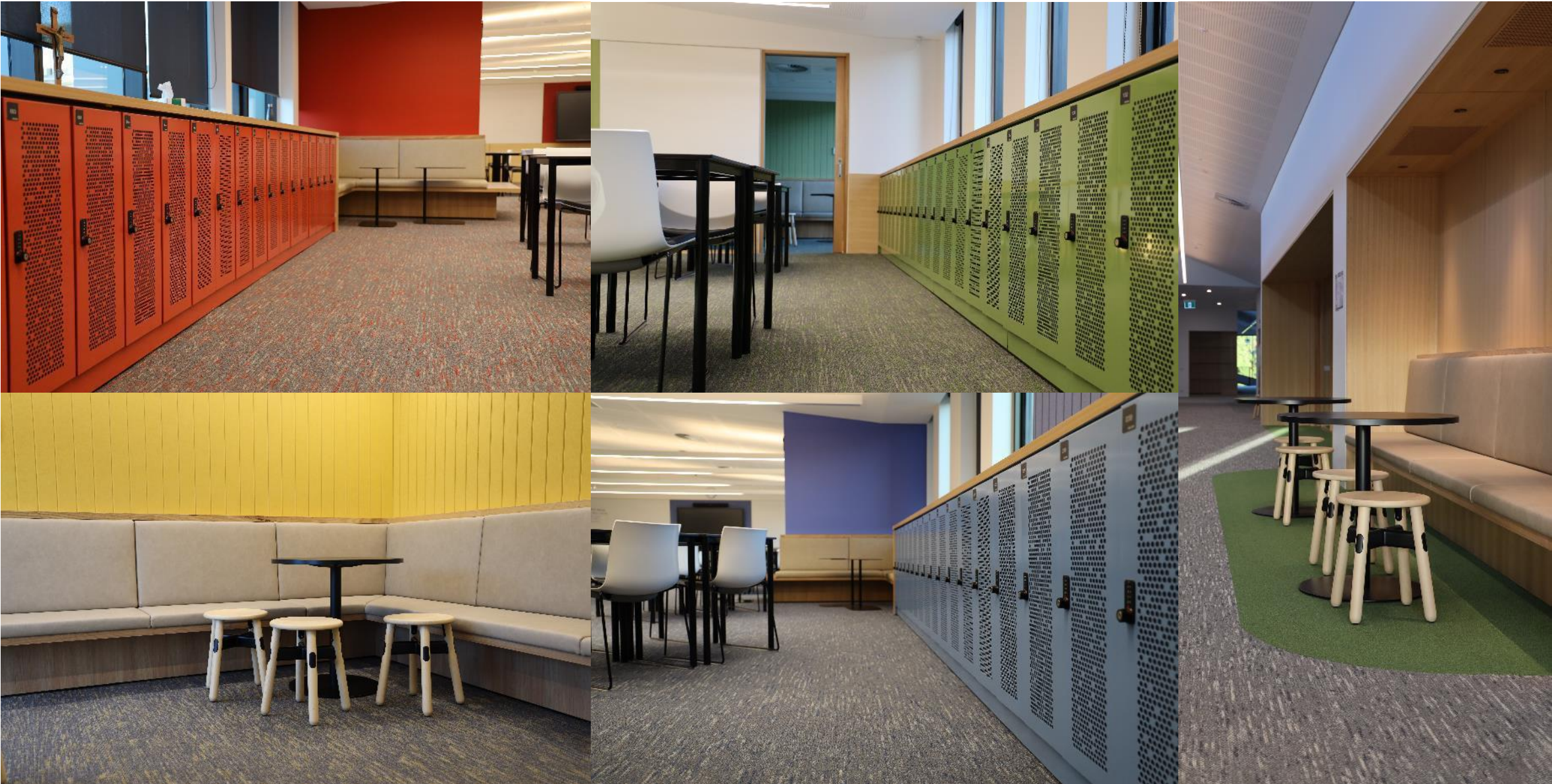
PTT, HQ



TikTok Bangkok



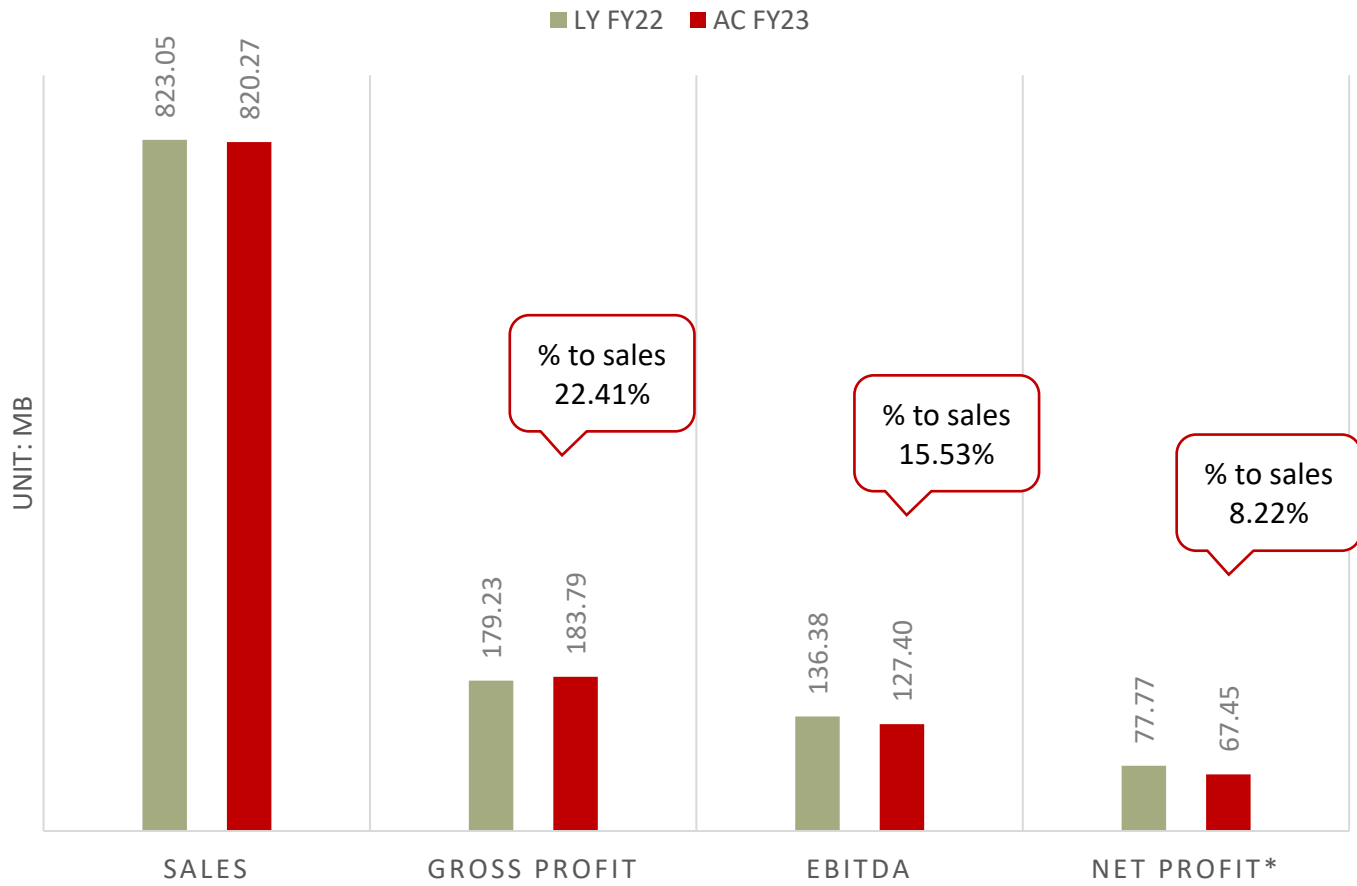
St. Joseph's College Ferntree Gully, Australia






TCM AUTOMOTIVE®
Performance FY2023

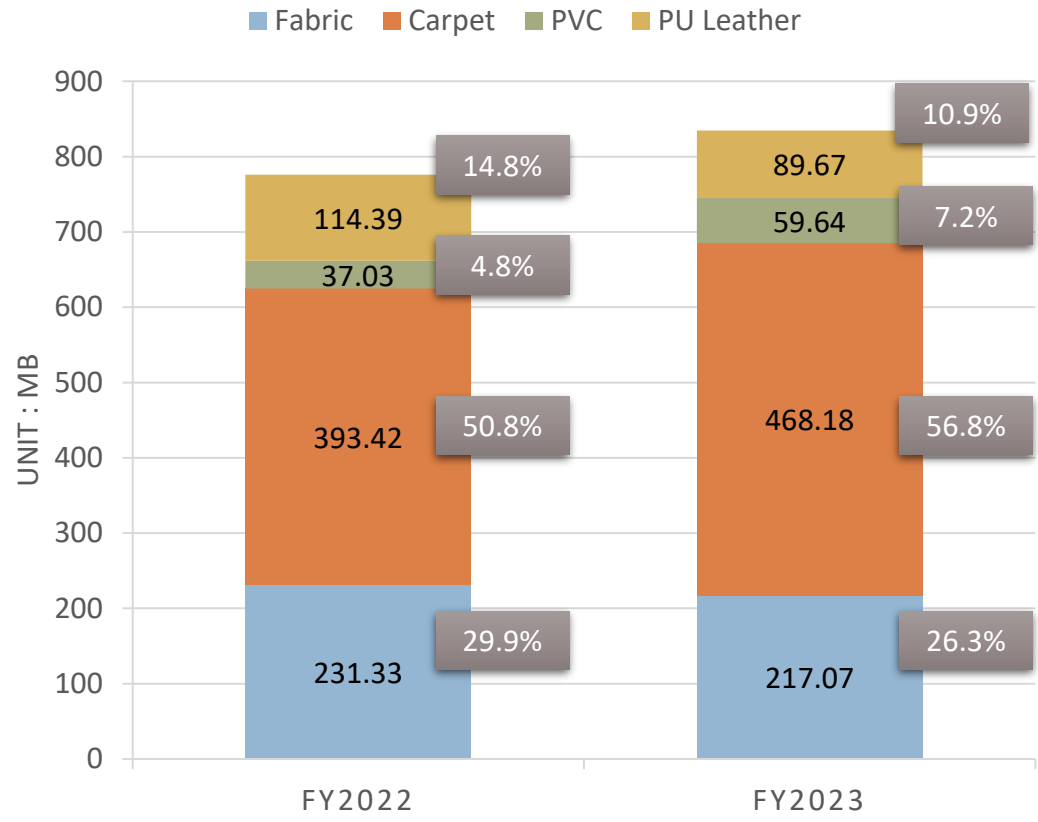
TCM AUTOMOTIVE PERFORMANCE



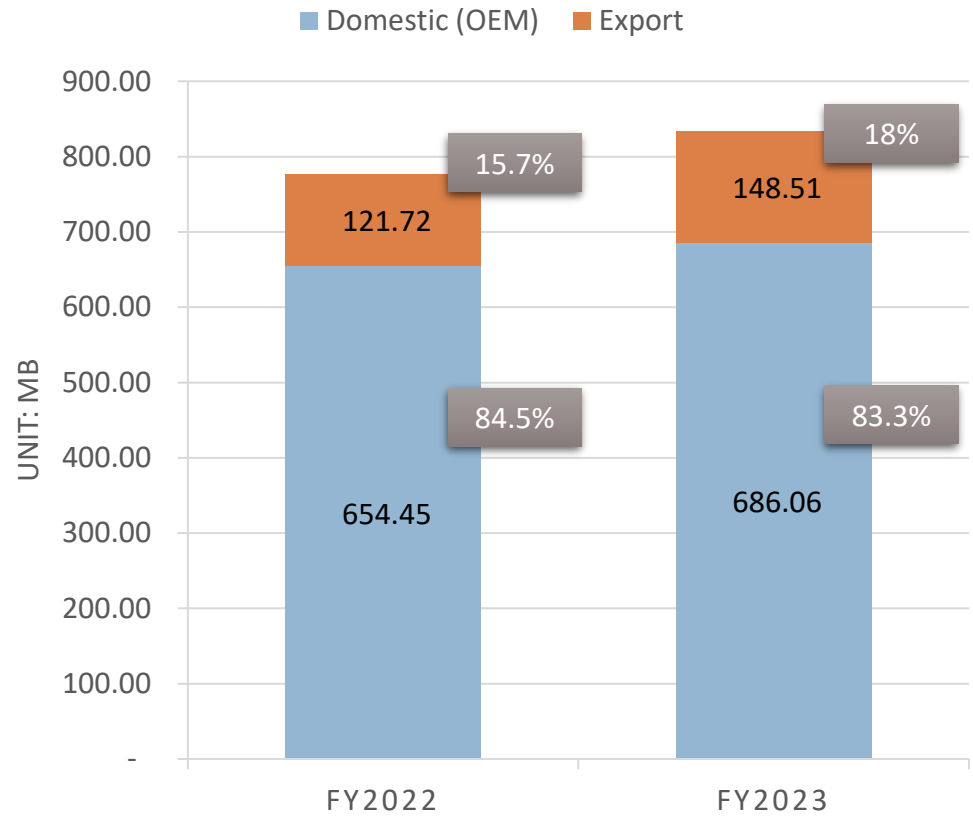
FY2023	Amounts (MB)	YoY
Turnover	820.27	▼ 0%
Gross Profit	183.79	▲ 3%
EBITDA	127.40	▼ 7%
Net Profit (excl. Corp Expenses)	67.45	▼ 13%

*Net profit excluded Corporate expenses

REVENUE BY PRODUCTS

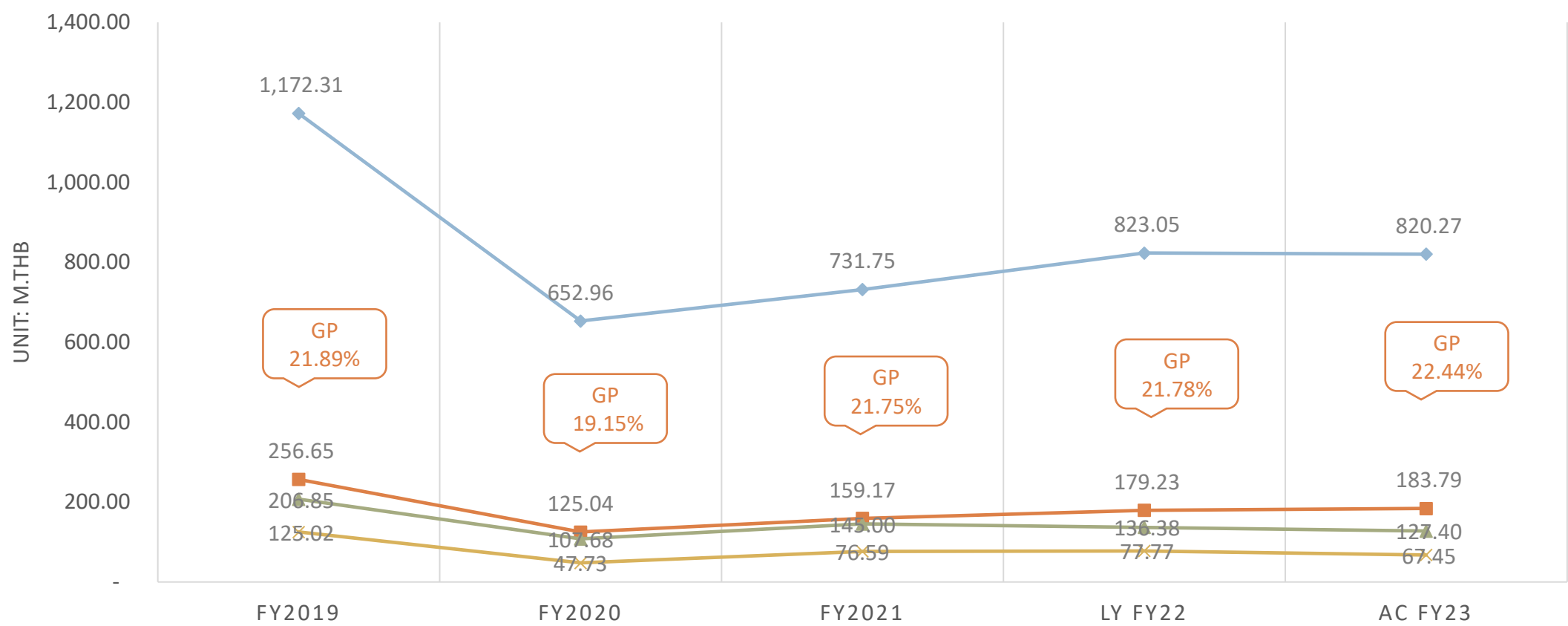


REVENUE BY MARKET



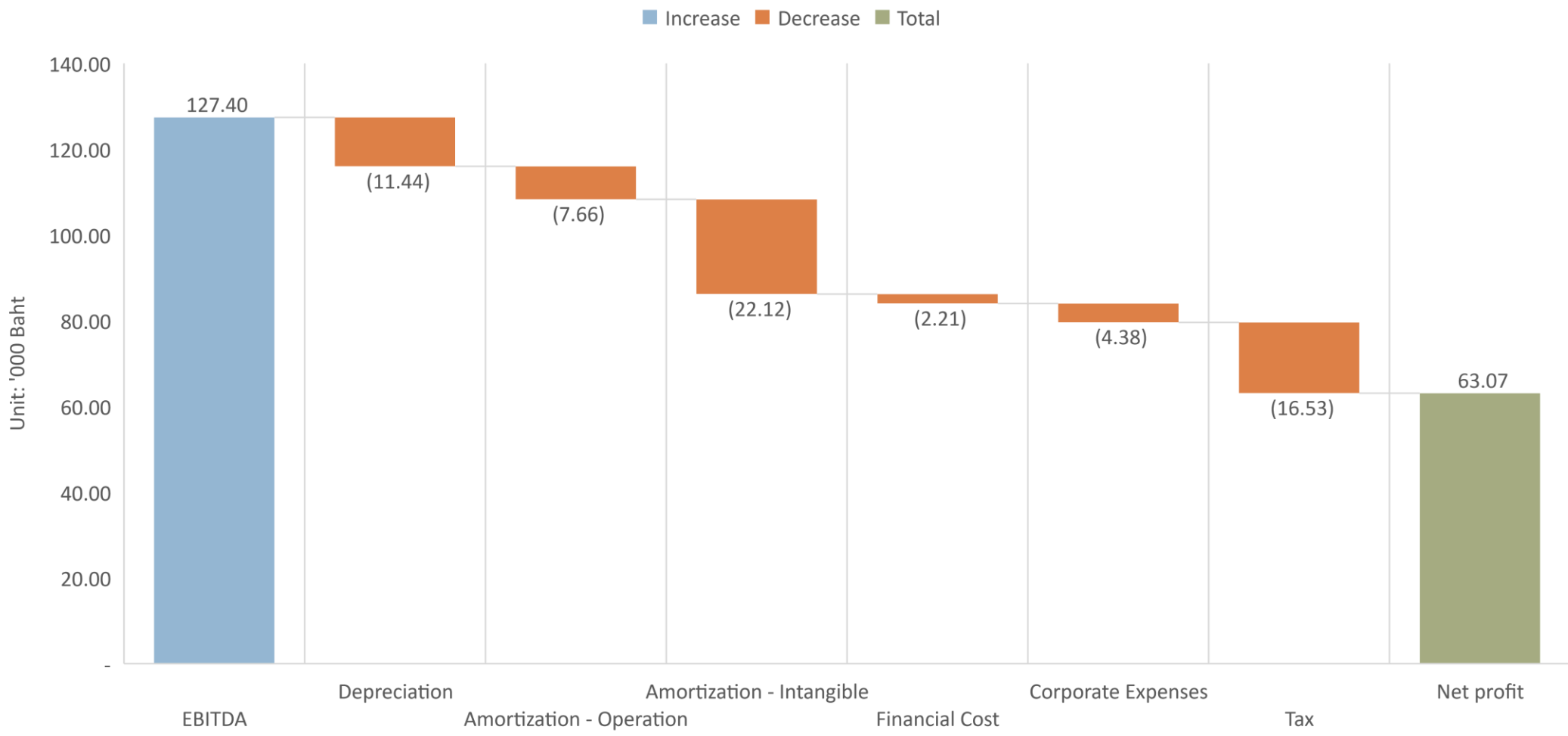
TCM AUTOMOTIVE PERFORMANCE

—◆— Sales —■— Gross profit —▲— EBITDA —✕— Net profit*



Before Covid

TCM Automotive EBITDA to Net Profit





2024 Strategy

TCMC

TCMC Strategy



Performance: Focus on performance improvement. Ready for economic turbulence.



Enhance medium term competitive advantage

Continue to ride the mega trend
Strong product positioning
Customer focus approach



People: Succession Plan and people development

Risk management
Ensure the organization is adaptable to change
Retain talents



Groom investment and partial exit to recycle capital and enhance return to shareholders



Expansion: The industry landscape is changing. Take opportunity to expand to high growth business.



2024 Strategy

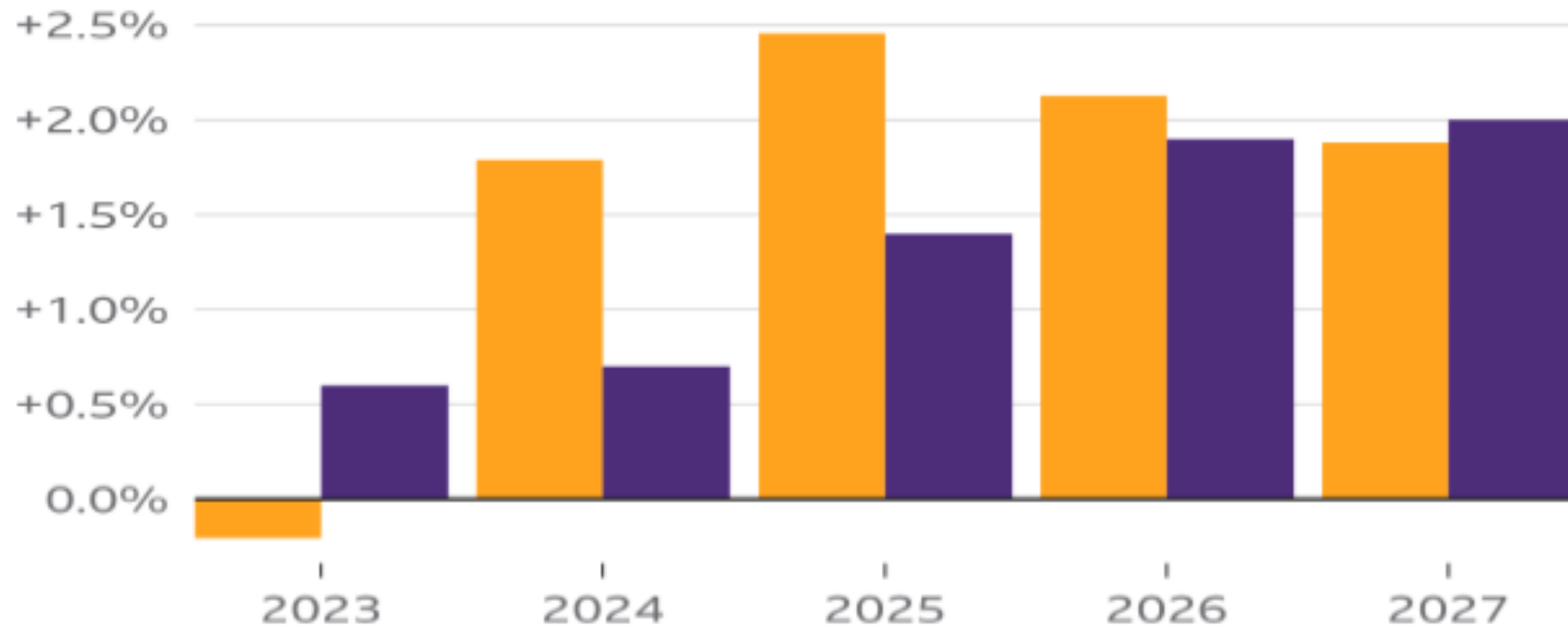
TCM Living

2024 UK Economic Outlook

UK economic growth revised down

Annual real GDP growth, OBR forecasts

■ Mar 2023 forecast ■ Nov 2023 forecast



Source: Office for Budget Responsibility, Office for National Statistics

BBC

2024 UK Furniture Industry

- Consumer confidence fade. Demand on big ticket items softens. Spending on travel is up 10% .
- Retailer with production capacity starts saving their production
 - DFS pull the volume to own factories.
 - No movement from new SCS owner with manufacturing capabilities in Italy Skilled labor is easier to find.
- Labour in some areas is easier to find but with legal national wage increasing by 10%, it is expensive.
- Positive note is interest rates are predicted to fall in 2024 which should stimulate consumer confidence and less of a burden on our own loan position interest .
- Expected industry consolidation.

TCM L 2024 Strategy



Strengthen
business
foundation



Leadership
Restructuring



ERP
Implementation



ESG development
& Report



2024 Strategy
TCM Surface

2024 Surface Market Outlook

- Recovering amid global economic uncertainties
- Us recovers well above peers.
- Geo politics play a big role.
- Consumer demand shifts toward sustainability in all sectors, especially commercial properties (office, airport, conferences and hospitality)
- Challenges to seek strong positioning.

Strategy 2024: To be a Global Sustainable Surface Solution



Culture: SMILE project

Sustainability Promise
Mutual Goals & Collaboration
Innovation Forward
Leading with Customer
Excellence Aspiring



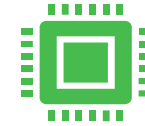
Process Optimization and Improvement

Lean management
SMART Factory
Machine Engineering
Supply Chain Strengthening



Environment Sustainability

Net Zero project
Sustain procurement
Green innovation



Design-Led Focus

Using technologies to develop design communication
Upgrade “Re:Source” database system
Designer Collaboration



Brand Building & Customer focus

Promote Royal Thai Global
Implement CRM
Quality Assurance
Full-service provider
Digital Marketing



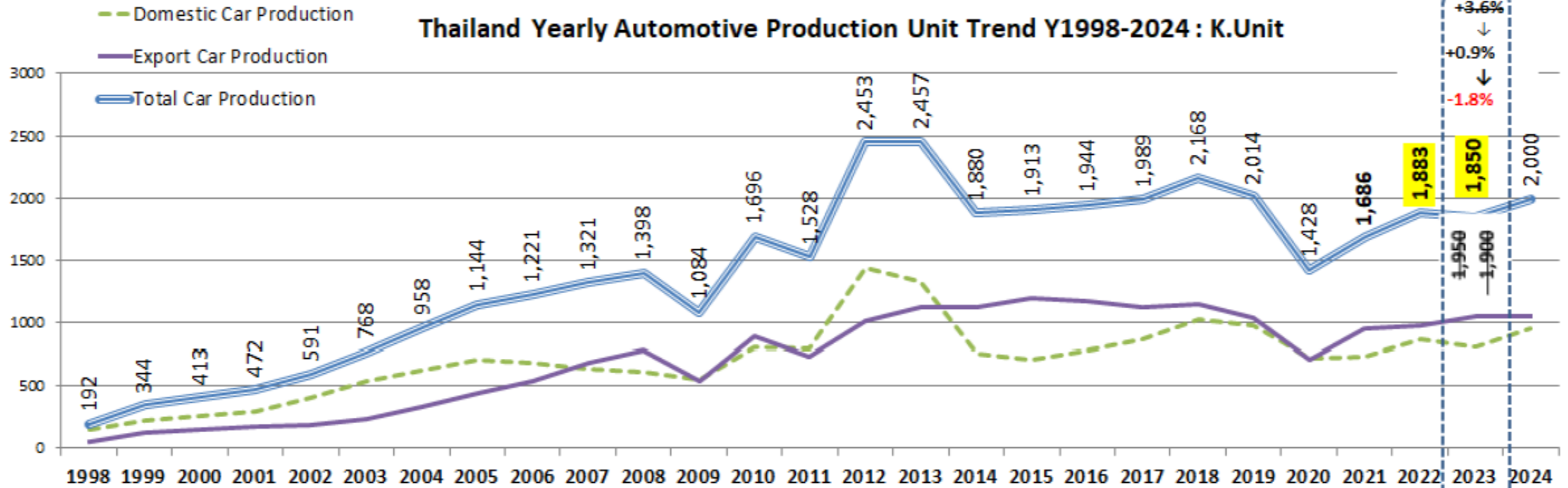
2024 Strategy

TCM Automotive

Market Outlook

Imported EVs and Limited Retail Financing Drive Slight Expansion

Thailand Yearly Automotive Production Unit Trend Y1998-2024 : K.Unit



Y2023 Forecast by FTI Revised down

- Yearly Growth from 4% to 0.9%
- Total 1,950 K unit to 1,900 K unit
- Domestic from 900 K to 800 K
- Export 1,050 K maintained

Reason for Dull Outlook

- Limited hire purchase loan due to increasing NPL
- Household debt >90% of GDP
- Export decline for many months, reducing purchasing power
- Imported Ev takes up some market share

Strategy 2024:



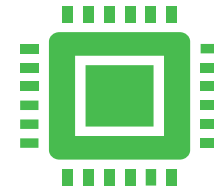
Continuous Production Improvement

Production Improvement
Better Raw Material sourcing.



Environment Sustainability

Sustain procurement
Green production process



Penetrating New Market.

EV market
Geo textile market

An aerial photograph of a dense forest, showing a variety of tree species and colors ranging from dark green to light green. The text "Questions & Answers" is overlaid in white on the right side of the image.

Questions
&
Answers

Global Presence • Aesthetic Excellence • Business Integrity

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