

TANACHIRA

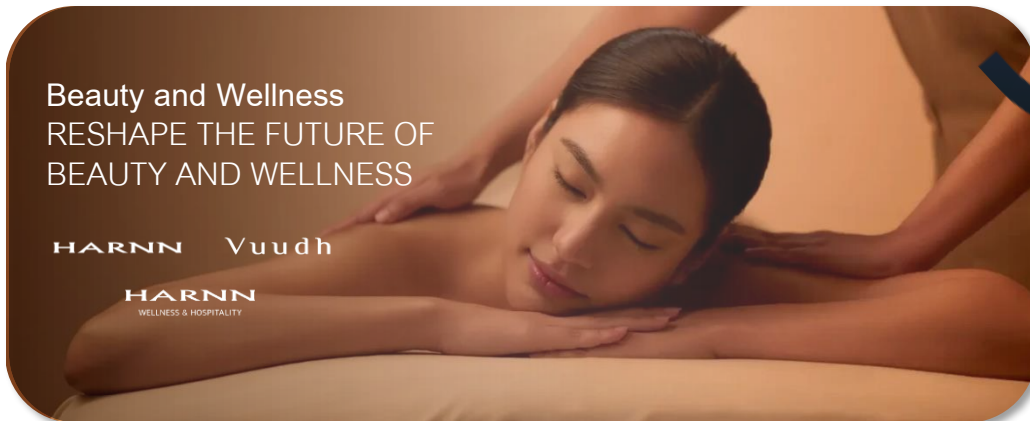
Tanachira Retail Corporation PCL. (TAN)

Consistent . Sustainable . Long-Term

Opportunity Day Q1 2025

26th May 2025

Truly Integrated Lifestyle Company



Important Events Q1/2025



Launched Chinese New Year “Vuudh Aromatic Charm - Lucky Stone” collection



Marimekko celebrated the Lunar New Year with its exclusive Year of the Snake capsule collection



Introduced ESG strategy
1.PLANET, 2.PEOPLE
and 3.PROSPERITY &
WEALTH



Gordon Ramsay joined the opening of the Bread Street Kitchen & Bar at ICONSIAM



HARNN won the Best Fragrance Product award from ELLE Best of Beauty 2024



Secured the right to import and distribute MM6, a sub-brand of Maison Margiela



Welcomed the delegation from Finland, led by Ambassador of Finland to Thailand



"PANDORA CRAFTING YOUR LOVE WITH TAY & PHUWIN“ event

Important Events Q1/2025 (Cont.)



Opened the 2nd GANNI store at Siam Discovery with Sustainable Fashion concept



HWH group hosted an exclusive DIY 5 Elements Perfume Oil Workshop at Central Pinklao



Pandora: FINALIST award in the BEST BRAND PERFORMANCE ON SOCIAL MEDIA



Co-created a community for Empowering Women through an exclusive event at Marimekko Kafe



Marimekko unveiled the exclusive exhibition "Field of Flowers" at Central Embassy



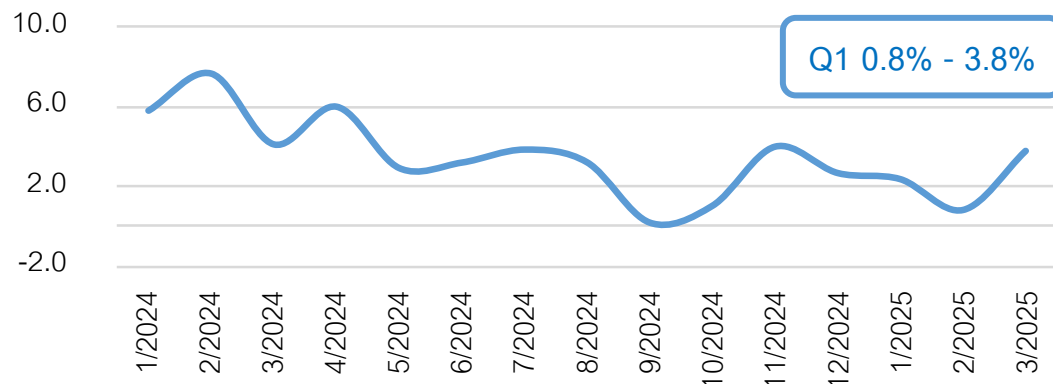
HARNN Vietnam held an exclusive workshop to introduce the Water Lily Collection



Opened the 1st MM6 Maison Margiela Mono Store in Thailand at Siam Discovery

Business Overview Q1 2025

- Private Consumption Index: Low growth; Earthquake, Declining in target tourists, Economic recession
- Tanachira Retail Corporation PCL. (TAN) sales performed better than PCI.
- Revenue growth +4.1% YoY: Overseas strong growth, Domestic -3.5%
- Q1 2025 SSSG -8%; Fashion & Cath Kidston are positive while Pandora & HARNN negative
- Q1 2025 Net Profit lower YoY from lower revenue from domestic operations and higher ratio of expenses from business investment in the past year. Meanwhile, overseas business operations could grow for both revenue & profit.



Source: Bank of Thailand Private Consumption Index (Seasonally Adjusted)

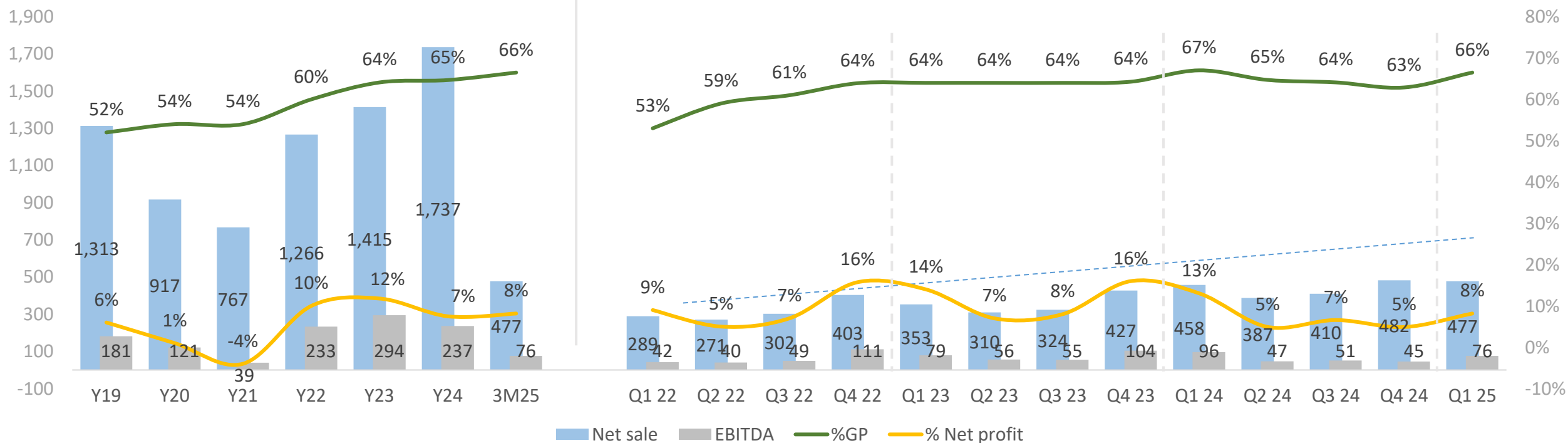
Summary Operating Results

Unit : THB Million	Q1/24	Q4/24	Q1/25	%YoY	%QoQ
Revenues	457.7	482.2	476.5	4.1%	-1.2%
Gross Profit	306.8	303.2	316.9	3.3%	4.5%
EBITDA	147.6	106.6	145.2	-1.6%	36.2%
Net Profit for the Company	60.4	23.6	38.9	-35.6%	64.9%
Gross Profit Margin (%)	67.0%	62.9%	66.5%	-0.5%	3.6%
EBITDA margin (%)	32.3%	22.1%	30.5%	-1.8%	8.4%
Net Profit Margin for the Company (%)	13.2%	4.9%	8.2%	-5.0%	3.3%

Revenues and Profit Snapshot (Consolidated)

- Continued improvement of sales, profit and margin after COVID-19
- Q1 2025: Net Sales growth +4.1% YoY; while Net Profit < last year
- Q1 2025 GP%: maintained above company target level (64%-65%)
- Seasonal Sales Performance by Quarter: Q4>Q1>Q3>Q2

Unit : MB



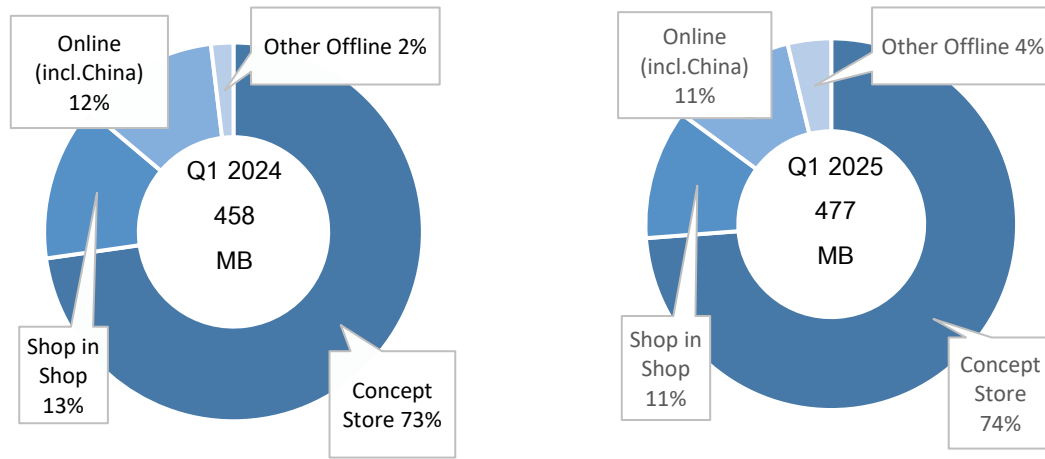
Revenues Q1 2025

- Revenue Q1/2025 vs Q1/2024 : +4.1% YoY

By Channel:

- Slightly bigger portion of Concept Stores
- Q1 2025 SSSG -8%; Fashion & Cath Kidston are positive while Pandora & HARNN negative
- Other Offline channels: increased from revenue through distributors/agents in China

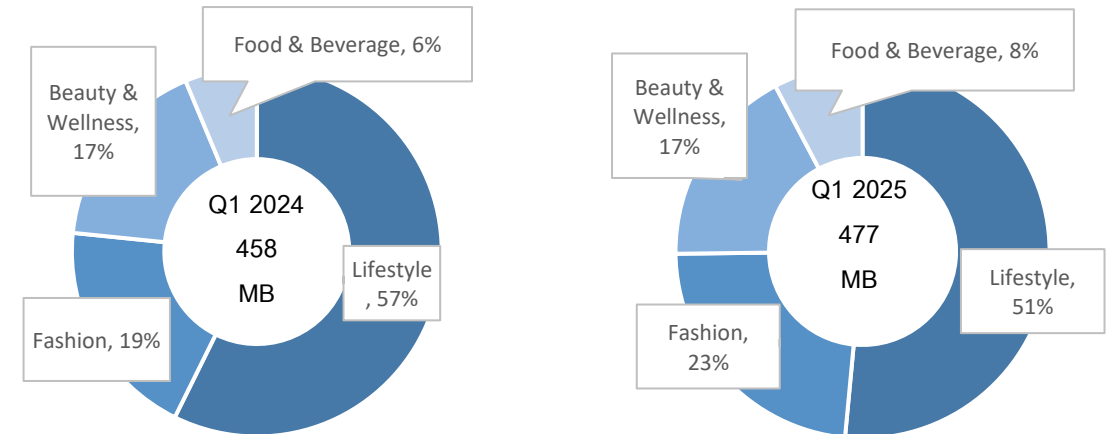
Revenue structure by Distribution Channel



By Business Group:

- Fashion: outstanding sales growth for Marimekko & GANNI, plus United Arrows and MM6
- Food & Beverage: 2nd Bread Street Kitchen & Bar at ICON Siam
- Beauty & Wellness: HARNN sales +6.5% YoY mainly overseas
- Lifestyle: Cath Kidston growth while Pandora drop (price increase since late Q4 2024 & drastic reduction in the number of new products for new collection launched in Q1 2025)

Revenue structure by Business Group



Business Group Performance

- Revenue spread across business groups → Less reliance on revenue from its original core brands
- Lifestyle:** Cath Kidston sales growth while Pandora drop (price adjustment since late Q4 2024 and drastic decrease in the number of new products per collection released in Q1 2025)
- Fashion:** Strong sales growth (Marimekko & GANNI plus new United Arrows and MM6); Loss from sales of new store in Singapore not as planned in early stage
- Beauty & Wellness:** Sales growth from overseas with positive EBIT; domestic drop from transfer of Online Cross-Border to China in March & significant drop in the number of tourists
- F&B:** Sales growth from adding the 2nd branch of Bread Street Kitchen & Bar at ICON Siam at the end of Q4 2024; Additional corporate/event/package sales and closing of lifestyle cafes are planned to reduce loss.

Total Company	Lifestyle		Fashion		Beauty & Wellness		Food & Beverage		Consolidate	
Unit : THB Million	Q1/24	Q1/25	Q1/24	Q1/25	Q1/24	Q1/25	Q1/24	Q1/25	Q1/24	Q1/25
Revenue from Sales & Services	262.8	245.4	88.4	111.0	78.0	83.3	28.5	36.8	457.7	476.5
Other Income	5.8	5.6	0.7	0.2	2.7	2.0	0.5	0.1	4.5	8.7
Profit before Interest and Tax	64.4	57.9	5.5	7.8	6.5	5.8	8.0	-5.8	82.3	64.6
EBIT margin (%)	24.5%	23.6%	6.3%	7.0%	8.3%	7.0%	28.1%	-15.7%	18.0%	13.5%

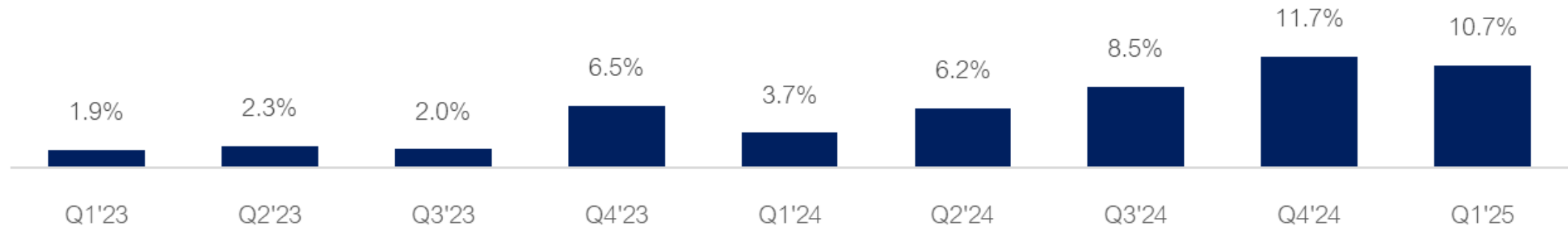
Domestic	Lifestyle		Fashion		Beauty & Wellness		Food & Beverage		Consolidate	
Unit : THB Million	Q1/24	Q1/25	Q1/24	Q1/25	Q1/24	Q1/25	Q1/24	Q1/25	Q1/24	Q1/25
Revenue from Sales & Services	260.8	243.3	77.9	97.0	75.6	50.4	26.5	34.6	440.8	425.3
Other Income	5.8	5.6	0.7	0.0	2.7	1.8	0.5	0.1	4.5	8.3
Profit before Interest and Tax	66.9	60.5	11.5	16.6	8.1	5.5	8.9	-6.0	93.2	62.5
EBIT margin (%)	25.7%	24.8%	14.7%	17.1%	10.7%	10.9%	33.5%	-17.4%	21.2%	14.7%

Overseas	Lifestyle		Fashion		Beauty & Wellness		Food & Beverage		Consolidate	
Unit : THB Million	Q1/24	Q1/25	Q1/24	Q1/25	Q1/24	Q1/25	Q1/24	Q1/25	Q1/24	Q1/25
Revenue from Sales & Services	2.0	2.1	10.6	14.0	2.3	32.9	2.0	2.2	16.9	51.2
Other Income	0.0	0.0	0.0	0.1	0.0	0.2	0.0	0.0	0.0	0.4
Profit before Interest and Tax	-2.5	-2.6	-5.9	-8.9	-1.7	0.3	-0.9	0.3	-10.9	2.1
EBIT margin (%)	-126.3%	-121.4%	-56.0%	-63.1%	-71.5%	1.0%	-43.0%	13.0%	-64.8%	4.0%

Overseas Revenues Contribution

- International Business is growing meaningfully with increasing and dedicated resources.
- Main objectives are (a) to start diversifying out of Thailand and (b) not solely relying on key brand.
- HARNN will be major contributor in all countries.
- Target share of overseas revenue contribution is 16% and 25% in 2025 and 2026 respectively.

Overseas Revenue Contribution to Net Sales



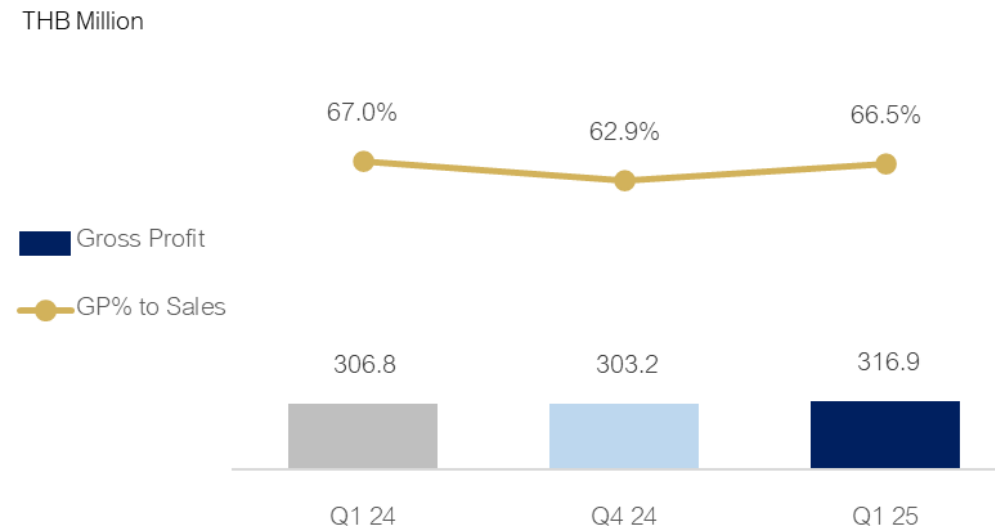
Overseas Performance

- International Business is growing meaningfully as planned.
- Q1 2025 revenue from International Business Units contributed 11% to total Group Revenue.
- Q1 2025 revenue from Overseas increased > 200% YoY; China sales contributed biggest portion.
- Q1 2025 positive EBIT for Overseas operation
- Focus on increasing sales, stop new investments in countries that are still not profitable or require further adjustments to their revenue-generating plans, and strictly control expenses to reduce losses

Unit : THB Million	Q1/24	Q1/24	Q1/24	Q1/25	Q1/25	Q1/25	%YoY	%YoY	%YoY
	Domestic	Overseas	Total	Domestic	Overseas	Total	Domestic	Overseas	Total
Revenue from Sales & Services	440.8	16.9	457.7	425.3	51.2	476.5	-3.5%	203.2%	4.1%
Other Income	4.5	0.0	4.5	8.3	0.4	8.7	84.6%	12986.8%	92.6%
Profit before Interest and Tax	93.2	-10.9	82.3	62.5	2.1	64.6	-33.0%	118.9%	-21.5%
EBIT margin (%)	21.2%	-64.8%	18.0%	14.7%	4.0%	13.5%	-6.5%	68.9%	-4.4%

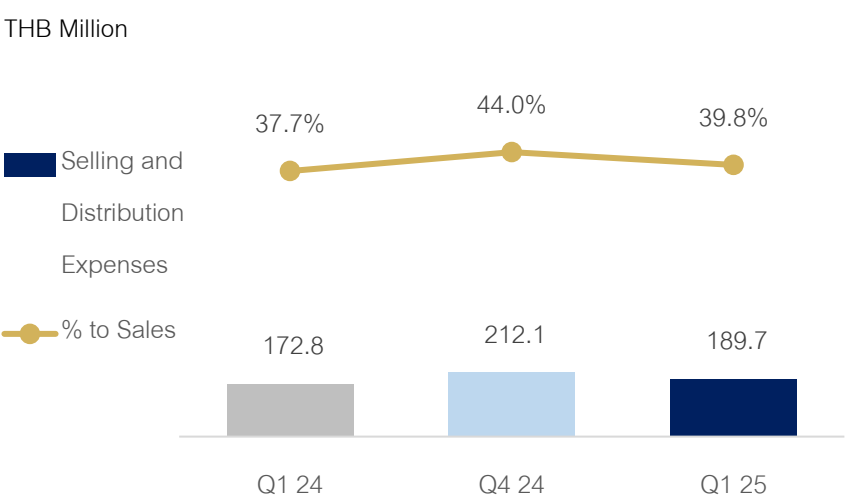
Gross Profit Q1 2025

- GP Q1 2025 increased YoY mainly from higher sales.
- GP% to Sales Q1 2025 slightly lower YoY: still maintain at expected average GP% at 64% - 65%
 - (1) increase in sales revenue through Concept Store
 - (2) controlling discounts to maintain sales at full price even with the obvious decline in consumer purchasing power
 - (3) increase in the proportion of products and services with high gross margins
- Brand building to maintain a high level of gross profit to create long-term sustainability
- Preservation of sales guidelines that sets selling prices effectively to maintain GP% and not selling at unnecessary heavy discount domestically and internationally



Selling Expense Q1 2025

- Selling Expense & ratio to sales in Q1 2025 increased YoY mainly from
 - More accumulated branches from expansion locally & abroad (rent, people, commission, credit card fee and D&A)
 - Marketing spendings in Vietnam and China to support HARNN's business expansion (famous KOLs) while lower domestic spends
- If excluding 1-time accounting adjustment of overseas units to comply with Thai GAAP, Q4 2024 GP = 40.0% which Q1 2025 is slightly better from closing of some non-performing Cath Kidston branches.
- Considering the change in the number of employees on a quarterly basis, it is also in line with the change in the number of branches compared by quarter. This reflects the Group's ongoing efforts to control expenses.

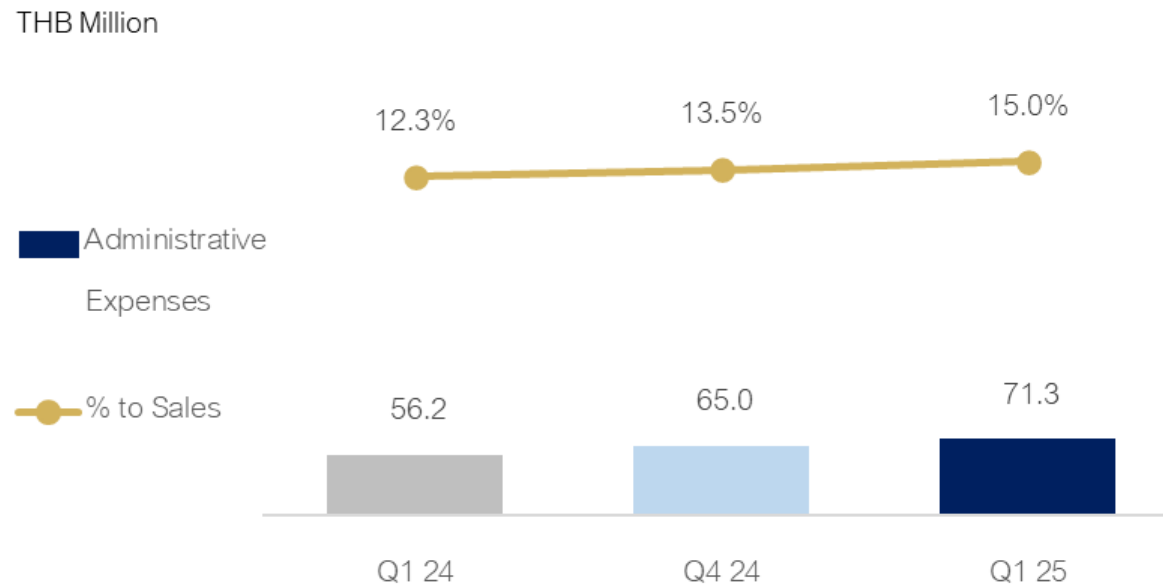


Number of Store	End of	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025
No. of Store		137	141	141	149	145
Amount Change YoY		15	19	17	14	8
% Change YoY		12%	16%	14%	10%	6%

Headcount: Selling	End of	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025
Headcount: Selling		510	506	528	596	597
Amount Change YoY		153	92	95	98	87
% Change YoY		43%	22%	22%	20%	17%

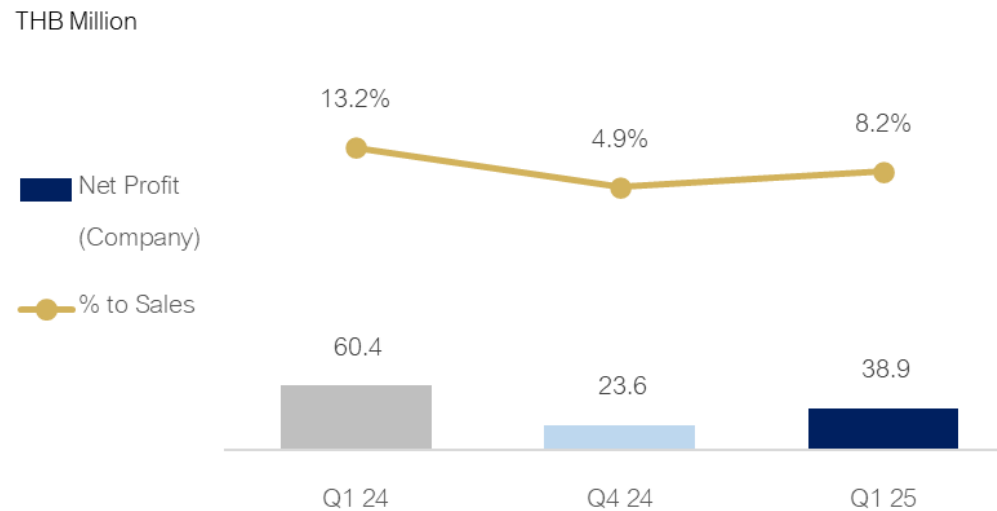
General & Administrative Expense Q1 2025

- G&A Expense in Q1 2025 included:
 - Increased number of employees accumulated from year 2024 at head-office to support organization growth
 - Additional employee and office space overseas
 - Write-off of assets of Cath Kidston brand valued 0.8 million Baht



Net Profit Q1 2025

- Net Profit (Company) in Q1 2025 at 38.9MB; Net Profit and ratio to Sales decreased YoY mainly due to
 - Expenses increased from business expansion locally & abroad
 - Higher rate of increase for SG&A expenses than revenue growth in the short term
- Net Profit in Q1 2025 vs Q4 2024:
 - If considering without adjustment in Q4 2024 (with the 1-time accounting adjustment of 27.7 million Baht, net profit for Q4 2024 would be at 51.3 million Baht), the profit in Q1 2025 decreased from lower gain from exchange rate and higher administrative expenses.
- The Group intends to build a larger business base to support future growth of the new business locally and internationally in the long term.



Statement of Financial Position as of 31 March 2025

Asset:

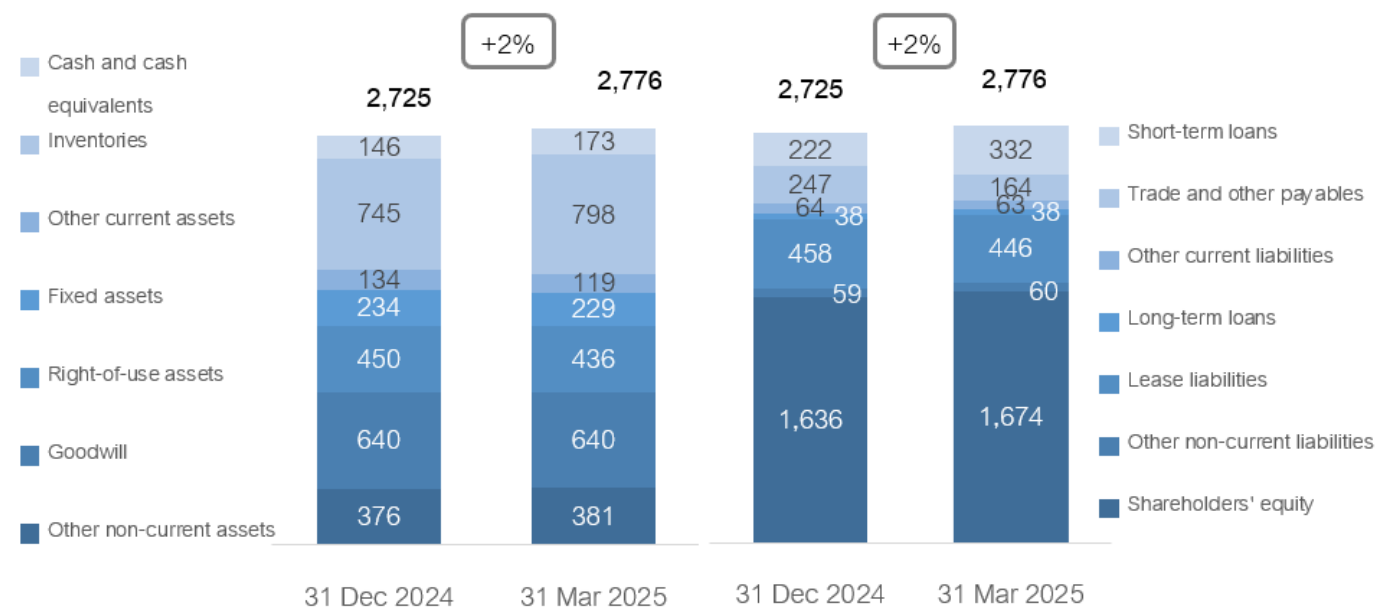
+2% from end of last year

- Inventory: support sales growth locally & internationally; Goods in Transit & MM6's 1st branch stock (opened at the end of Q1 2025) together worth 31.3 MB included
- Cash and cash equivalents
- Other non-current assets: deposit for branch expansion

Liability and Shareholder's Equity:

+2% from end of last year

- Short-term loans: Trust Receipt increased while trade and other payables reduced from converting part of trade payables to Trusted Receipt to manage exchange rate risk
- Shareholder's equity: higher Retained Earnings



Statement of Cash Flow

- Net Cash from Operating Activities: negative due to payment for goods, trade payables and other current payables
- Net Cash from Financing Activities: positive from an increase in short-term loans from financial institutions in the form of Trust Receipt to manage short term exchange rate risk
- Cash Ending at 173.2 MB

Unit: Million Baht For the three-month period ended 31 March	2024	2025
Net cash from (used in) operating activities	60.4	-4.0
Net cash used in investing activities	-13.5	-18.9
Net cash from (used in) financing activities	-38.6	53.0
Increase in translation adjustments	1.2	-3.0
Net increase (decrease) in cash and cash equivalents	9.4	27.1
Cash and cash equivalents at beginning of period	160.9	146.2
Cash and cash equivalents at end of period	170.4	173.2

Financial ratio (Consolidated)

All ratios slightly improved after better Covid 19 situation & significantly improved after IPO
Q1 2025 ratios slightly higher vs YE2024; DIO higher to support growth

Current Ratio

Y22	Y23	Y24	3M 24	3M 25
0.62	1.65	1.42	1.76	1.38

Quick Ratio (excl.Invent)

Y22	Y23	Y24	3M 24	3M 25
0.15	0.59	0.39	0.61	0.37

Interest Coverage Ratio

Y22	Y23	Y24	3M 24	3M 25
4.62	5.48	8.22	11.50	8.13

D/E Ratio

Y22	Y23	Y24	3M 24	3M 25
4.74	0.49	0.67	0.48	0.66

IBD/E

Y22	Y23	Y24	3M 24	3M 25
3.85	0.32	0.44	0.33	0.49

DIO

Y 22	Y23	Y24	3M 24	3M 25
280	357	382	328	443

ESG update Q1 2025

TANACHIRA strives to create long-term value for employees, business partners, and all stakeholders. Moreover, the Group focuses on advancing sustainable practices throughout its operations and projects, aiming to minimize environmental impact, support societal well-being, and strengthen a resilient business ecosystem.

Environmental

The Company is committed to conducting business with environmental consciousness, as demonstrated by the opening of the 2nd GANNI store in Thailand at Siam Discovery. The store emphasizes design and decoration under the concept of Sustainable Fashion, using recycled and eco-friendly materials. This reflects the Group's strong commitment to minimizing environmental impact at every stage of its operations.



Social

The “Relaxing Massage by Visually Impaired Therapists” program was initiated to help employees **relieve stress** during the workday and reduce the risk of office syndrome. At the same time, the program supports and **creates career opportunities** for visually impaired individuals by providing them with a fair source of income through massage services. This initiative reflects the Group's care and commitment to both its employees and the surrounding community.



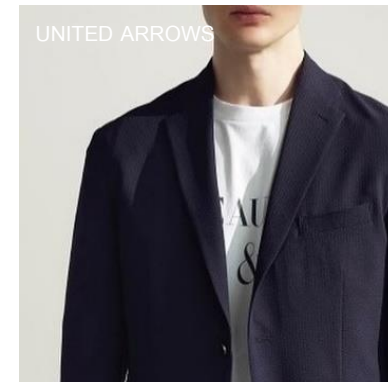
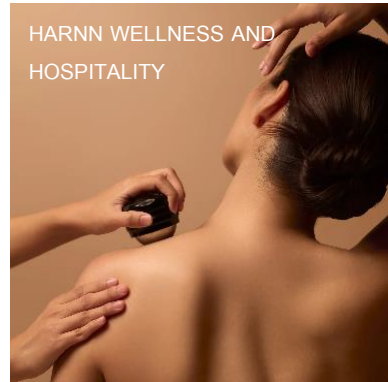
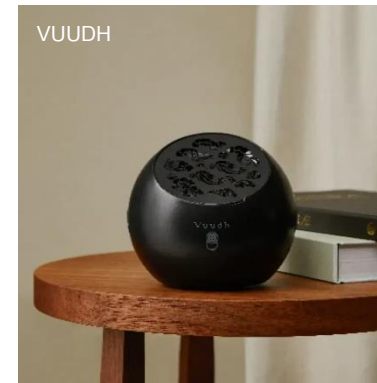
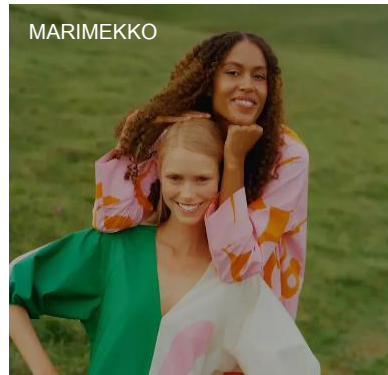
Governance

The Company organized the Townhall 2025 activity to convey the vision and corporate strategy to employees throughout the Group, reflecting the commitment to **strengthening good governance, transparent management and participation at all levels**. The Company continued to implement its ESG program intensively by promoting a socially and environmentally responsible corporate culture and building a good long-term work system. The Company has established the 3P strategy - Profitability, Productivity and Performance as the main guidelines to strengthen effective corporate governance.



Outlook 2025

- Total revenue to grow at least 15% (previously 20%), directly reduce SG&A expenses to sales → restore profitability
- Further reduce investment plan from 2024, focus more on projects with quicker returns, and set a new investment budget framework at 3.1% of total revenue (previously 4%)
- Tighter expense control across all departments, including new ventures i.e. F&B, employee, marketing expenses
- Reduce losses from unprofitable businesses, such as:
 - Gradually close Cath Kidston branches with high rents that exceeded the branch's earning capacity
 - Gradually close Café and Tearoom branches to reduce losses
 - Increase sales in International BUs, stop some new investments, and strictly control expenses
 - Management structure improvement of International BU for same standard of operations as head-office
- Digital Transformation strategies, i.e. Line CRM with Rewards Program, Real-Time Marketing Automation with AI, and Business Intelligence, for better integration of all business segments, increasing sales and reducing dependence on marketing expenses that do not directly contribute to sales → higher and more sustainable long-term profitability



Q&A

THANK YOU