

TCL

TCL电子控股有限公司

TCL ELECTRONICS HOLDINGS LIMITED

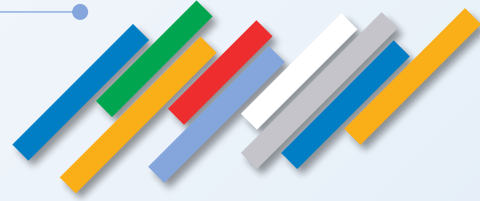
Stock Code: 01070.HK

Incorporated in the Cayman Islands with Limited Liability

2025 Annual Results



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**Overall
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02



**Segment
Performance**

Reporting currency: HK\$

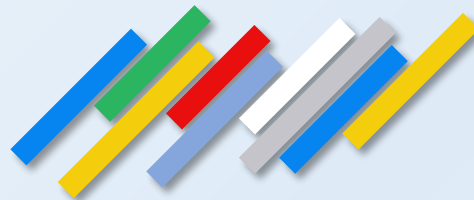
03



Outlook

01

Overall Highlights

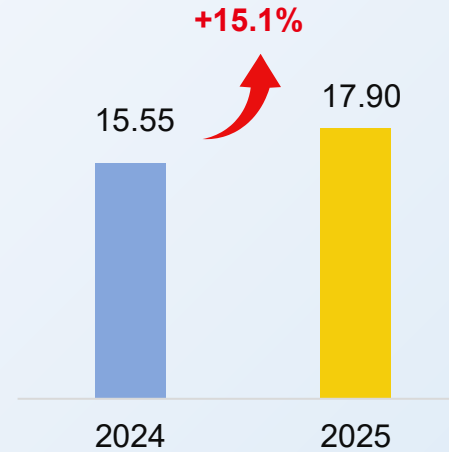


Unit: billion

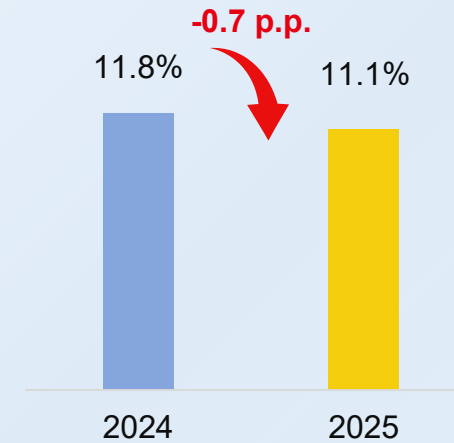
Revenue



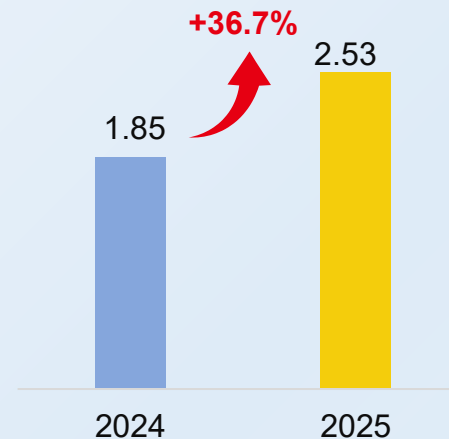
Gross Profit



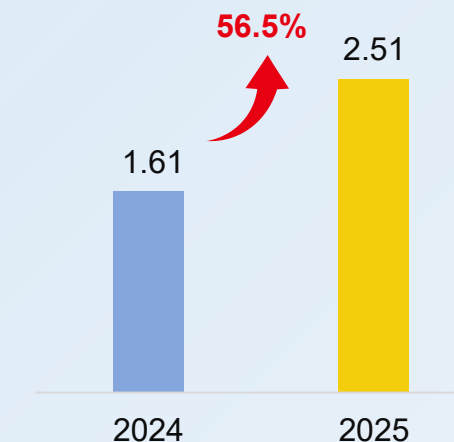
Expense Ratio¹



Net Profit



Adjusted Profit Attributable to Owners of the Parent²



Unit: billion

Notes:

- Overall expenses include selling and distribution expenses and administrative expenses
- Adjusted profit attributable to owners of the parent is defined as profit attributable to owners of the parent after adding back the following adjustments: (i) (gain)/loss from investment companies, net; (ii) (gain)/loss on disposal and liquidation of subsidiaries, net; (iii) (gain)/loss related to call options and put options, net; (iv) (gain)/loss on disposal of non-current assets, net; and (v) related income tax effect

Net Gearing Ratio¹

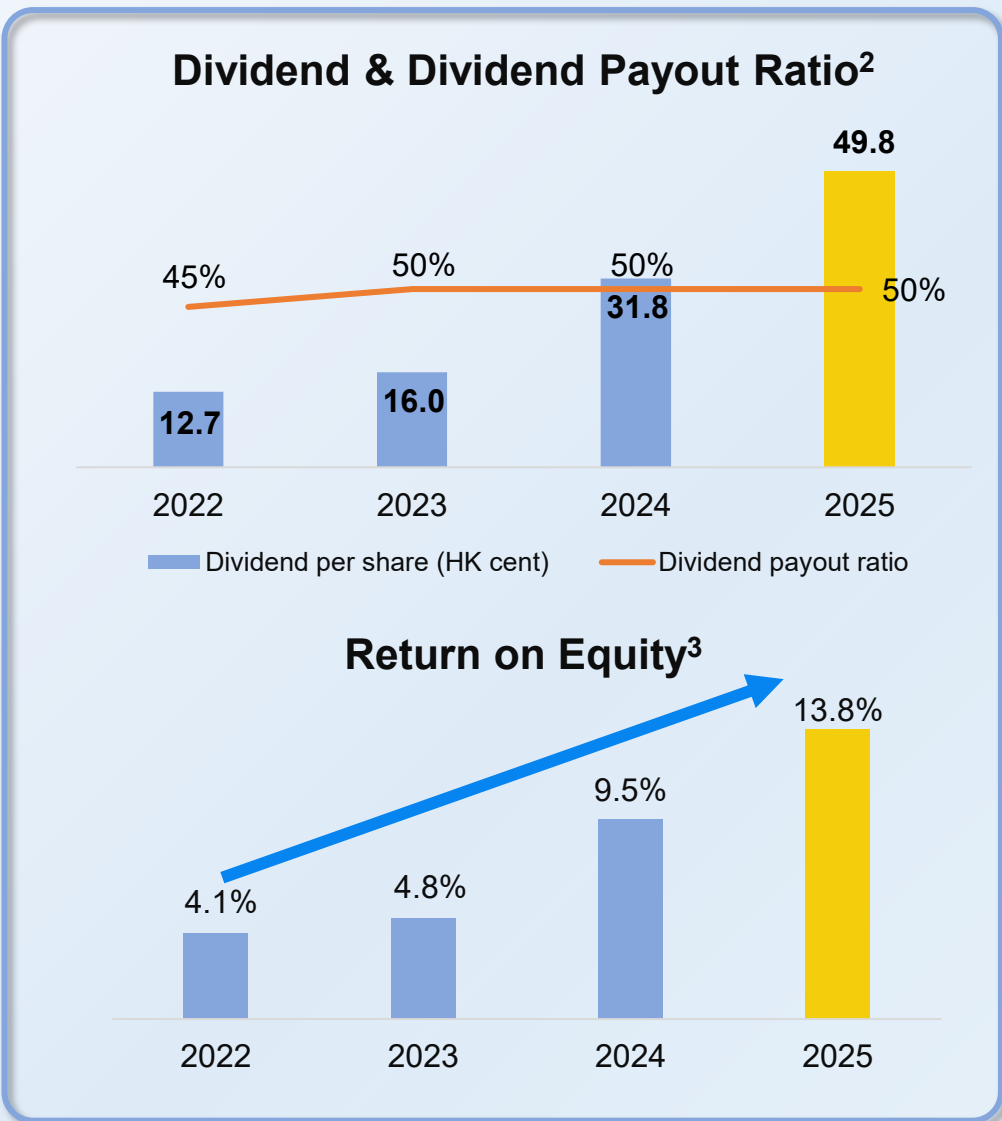
Remained at 0%

Cash and Cash Equivalents

13.52 billion
YoY **54.2%**

Cash Conversion Cycle

42 days
YoY **1 day**



Notes:

- 1. Net gearing ratio = net borrowings (i.e. total interest-bearing bank and other borrowings and lease liabilities, less cash and cash equivalents, and restricted cash and pledged deposits) ÷ equity attributable to owners of the parent
- 2. Dividend payout ratio = (dividend per share x number of shares outstanding at year-end) ÷ adjusted profit attributable to owners of the parent
- 3. Return on equity = adjusted profit attributable to owners of the parent ÷ average equity attributable to the owners of the parent

TCL TV

Leading global scale

Global ranking by shipment market share¹



Global ranking by revenue market share¹



Leading market share across multiple overseas markets

Retail volume market share rankings in over 20 countries worldwide²

Top 3

Fastest-growing in market share in North America³



Strong performance in the mid-to-high-end product segment

Global ranking by Mini LED TV shipment market share¹



Global ranking by shipment market share for ≥75"TV¹



Global ranking by shipment market share for 98"TV¹



RayNeo Smart Glasses



Ranking by sales volume share of consumer AR/AI glasses brands in China⁴



5D Navigation

Gesture Control





Became a Worldwide Olympic Partner in 2025,
significantly elevating global brand awareness



| Sponsorship of major sporting events across multiple regions



| Precision targeting of key audiences through digital & social media marketing



| World's premier consumer electronics exhibitions

Global Production Capacity and Business Group



**30 million+
TV Production Capacity**

**6 Major
Business Groups**

Adapting to global tariff barriers

- ✓ Comprehensive Global Production: **Distributed footprint** enables rapid response to global demand.
- ✓ Supply Chain Upgrade: **Timely expansion of production capacity** in Mexico, with **rapid relocation** of US-bound capacity from Vietnam to Mexico.

Regional and localised deployment

Sales Network

Global

Top 50 channels covered

95%+

North America

Focus on improving channel structure
Proportion of **mid-to-high-end channels** is steadily increasing



Europe

Full coverage of key channels



Overall Highlights | Operational Highlights of FY2025

R&D expenditure reached **HK\$2.53 billion** in 2025, representing a year-on-year increase of **8.5%**, primarily invested in:



Products and services: Comprehensive integration of AI applications to enhance user experience

AI enhances the smart TV OS experience and boosts user engagement

- ✓ **Overseas:** Debut launch of Gemini tv to broaden content monetisation potential
- ✓ **Domestic:** Integration of the Fuxi large language model to enhance intelligent human-machine interaction experience
Self-developed AI creative platform, achieving dual success in both reputation and performance for the children's business segment



SQD-Mini LED: The pinnacle of TV picture quality

SQD-Mini LED awarded the Display Gold Award at CES 2026, setting the industry benchmark



Mobile display: An eye-care revolution for the workplace

NXTPAPER 4.0 Technology — All-scenario eye protection with enhanced productivity



AI + AR unlocks a new interaction paradigm

Achieved mass production of full-color Micro-LEDs for AR glasses
Proprietary end-to-end large AI model services

First modular AI companion robot

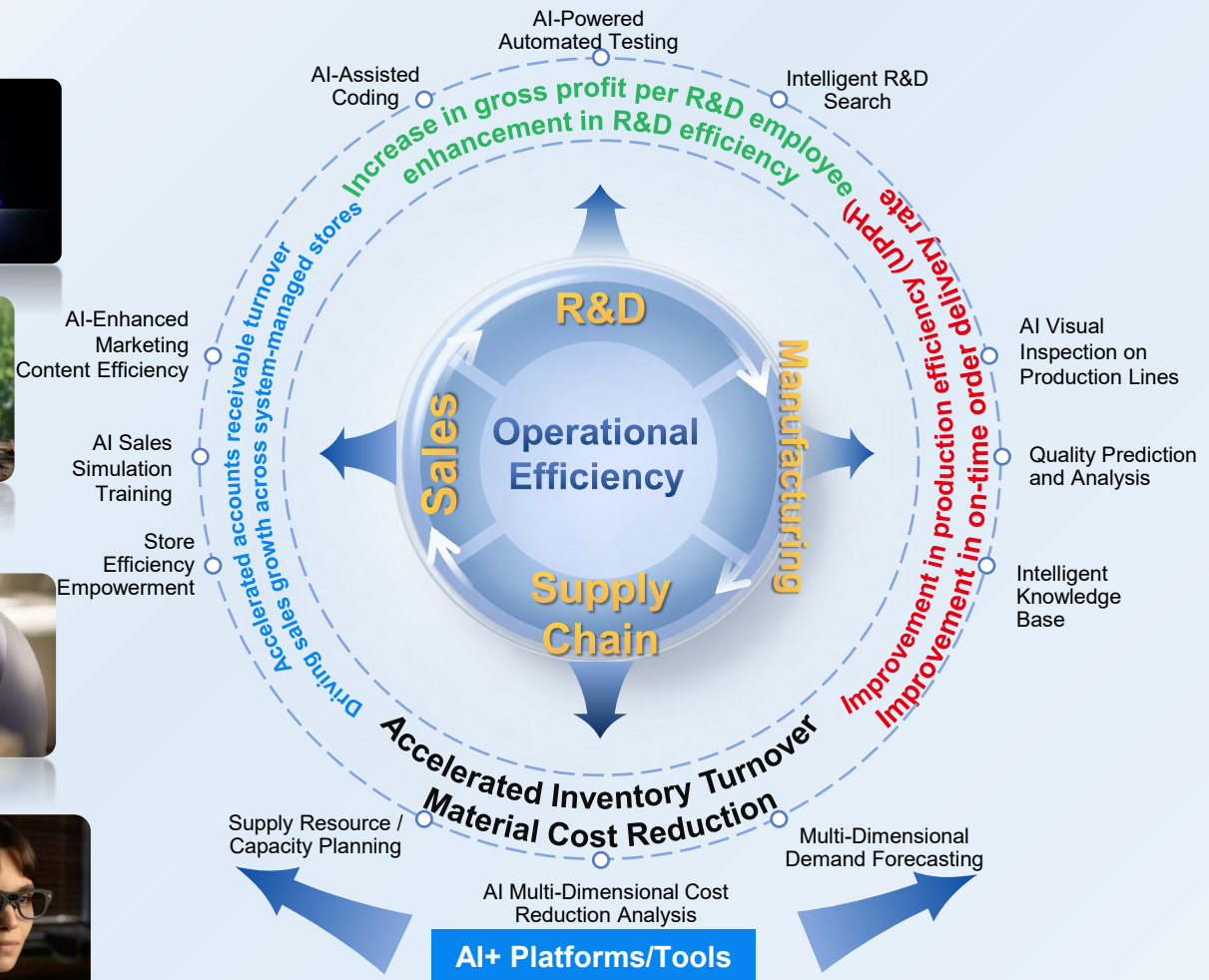
Modular design + emotional bionics for smart home companionship

Smart home energy management

Launch of HEMS 1.0 — Intelligent end-to-end energy management integrating “solar + storage + heat pump + charging” with IoT home appliances



Corporate Operations: AI-empowered business operations to enhance efficiency across the entire value chain



Overall Highlights | Operational Highlights of FY2025

Adhering to high-quality patent development strategy, with SEP and S/A patents as its core, to build a system of multidimensional technological competitiveness and defense mechanisms

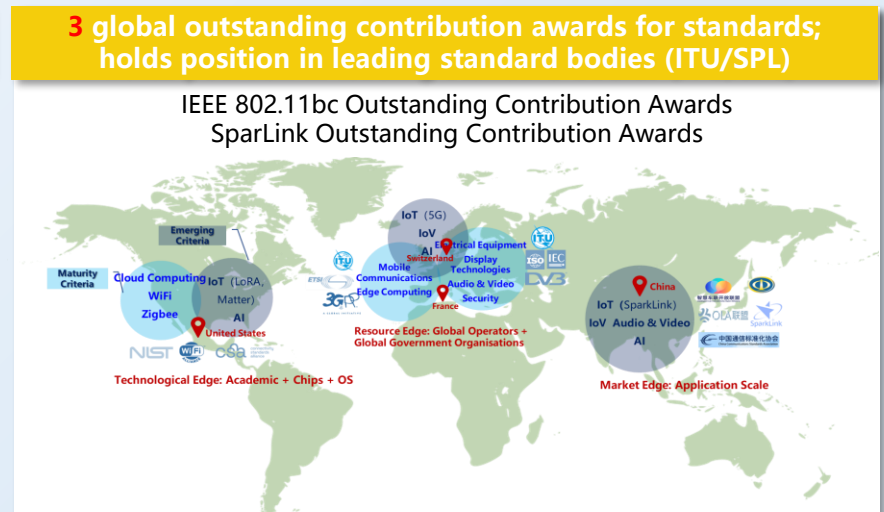
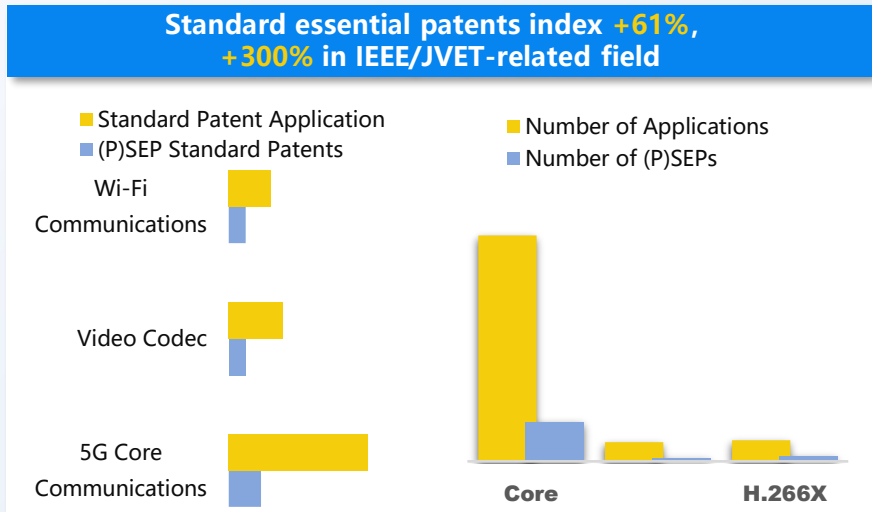
Technology Value Contribution

Global **top 50** for the first time (3GPP SEP)

TOP 2 tier (partial topics)

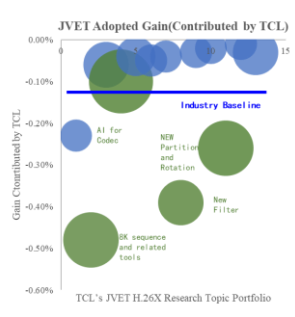
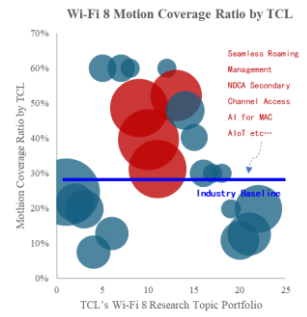
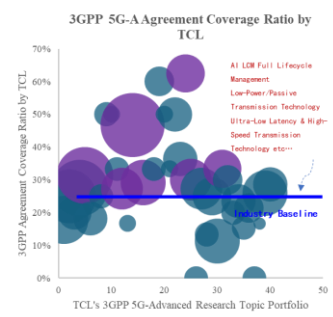
3 outstanding contribution awards for standards

5 categories newly added government qualifications



Top 2 for the first time in selected research fields, enabling TCL to make its debut in the global Top 50 of the 3GPP SEP rankings

18 potential Top 2 research results, a 3X compared with 2024



Rank	Ultimate Owner	HC	Existing Patent Assets (Number of patents granted)	Existing Patent Assets (Number of patents granted)	Existing Patent Assets (Number of patents granted)
1	Qualcomm	US	5	5	5
2	Huawei	CN	5	5	5
3	Samsung	KR	5	5	5
4	LG Electronics	KR	4	4	4
5	Ericsson	SE	7	5	5
6	ZTE	CN	6	7	7
7	Intellectual	US	4	4	11
8	Media	KR	5	5	5
9	Video Holdings	CN	11	10	6
10	Apple	US	6	9	10
11	Xiaomi	CN	10	11	6
12	China Mobile Group and CMC Telecom	CN	14	13	12
13	Espressos	TW	12	12	11
14	TCL	CN	18	16	15
15	SKG	TW	17	13	10

Overall Highlights | Operational Highlights of FY2025

Company received extensive honours and recognition for its sustainability efforts

Achieved the **Hang Seng ESG** Rating for **8** Consecutive Years from 2018 to 2025



Wind ESG Rating (Ranked 7th out of 120 in the Industry)



Core business awarded the highest rating in **CDP** Climate Change Management



Mobile business once again received Gold medal in **EcoVadis** Rating



Overall Score Ranked Among the Top Globally

✓ Cumulative green electricity generated from the photovoltaic business has reached **14 billion kWh**, contributing to a cumulative carbon emission reduction of over **10 million tonnes**.
 ✓ **Over 8,300** products have cumulatively obtained **energy-saving and green product certifications**.

E

✓ Completed due diligence on mineral sourcing for **over 280** suppliers, achieving **100%** traceability of raw materials.
 ✓ Charitable donations totalled approximately **HK\$20 million** in 2025.

S

✓ Female employees account for **over 40%** of the workforce, with the proportion of employees from overseas rising to **approximately 30%**.
 ✓ 10 anti-corruption training sessions were conducted during the year, covering over **10,000** employee participants.

G



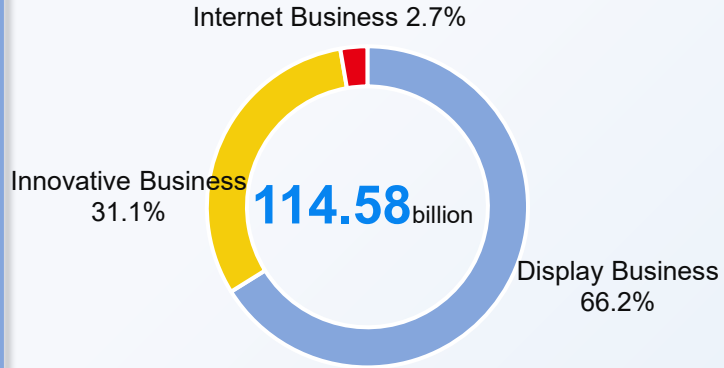
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Segment Performance

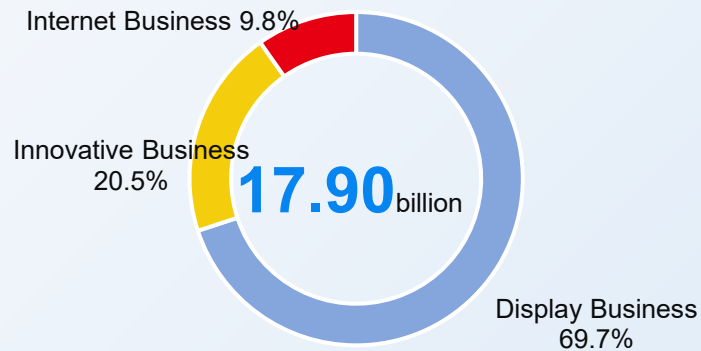


Segment Performance | Financial Data of FY2025

Revenue Breakdown



Gross Profit Breakdown



Display business: Significant improvement in gross profit margin driven by product mix optimisation

75.80 billion
Revenue

▲+9.2%

12.48 billion
Gross Profit

▲+16.4%

16.5%
Gross Profit Margin

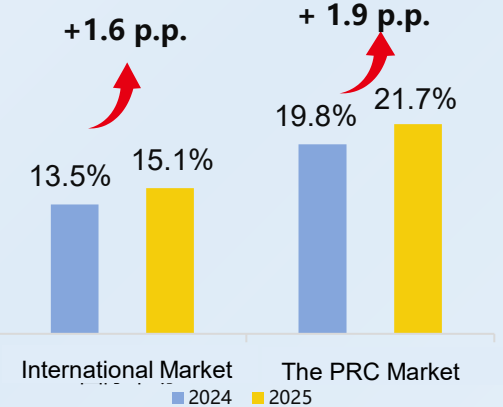
▲+1.1 p.p.

Of which:

Gross Profit Margin of the
Large-Sized Display Business

Reached **16.8%**

+1.3 p.p.



Internet business: Maintaining a high gross profit margin

3.11 billion
Revenue

▲+18.3%

1.75 billion
Gross Profit

▲+18.8%



56.4%

Gross Profit Margin

Maintaining a
High Level of Profitability

Innovation business: Fastest revenue growth, reaching 31.9%

35.63 billion
Revenue

▲+31.9%

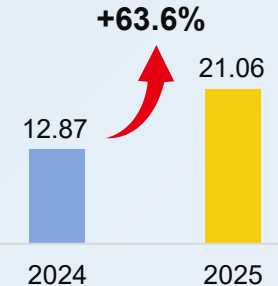
3.67 billion
Gross Profit

▲+9.7%

Of which:

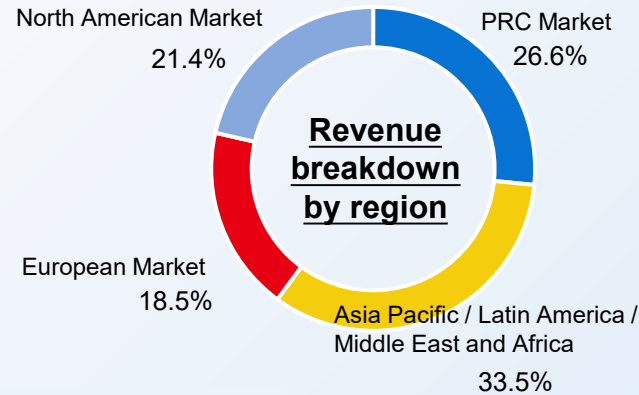
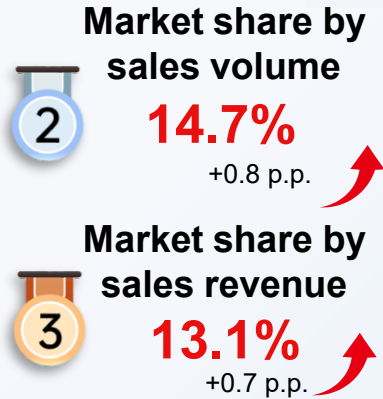
Photovoltaic Business
Revenue Achieved
Higher-Than-Expected Growth

Unit: billion

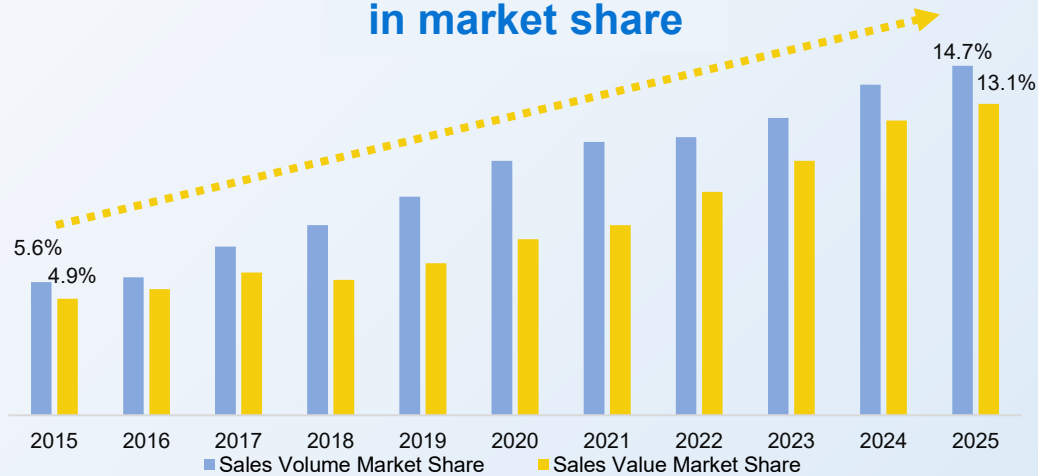


Global Market Share¹

Leading market position



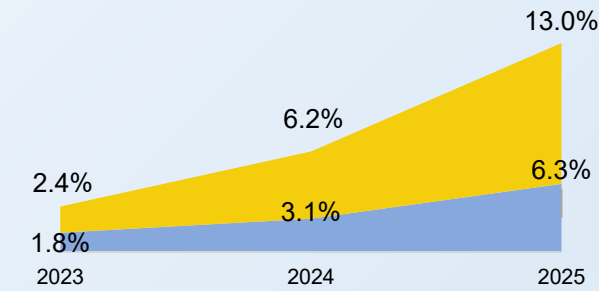
Continued growth in market share



Product Mix

Premiumisation and Large-screen Adoption

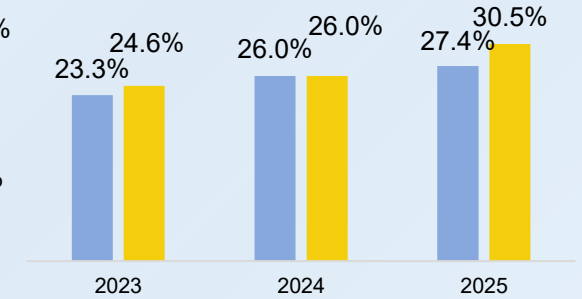
Proportion of Mini LED TV



TCL Mini LED TV firmly held the **No.1 position globally** in shipments¹

Note: The proportion of each TV sub-category within the product mix is based on shipment volume.

Proportion of ≥65" TV

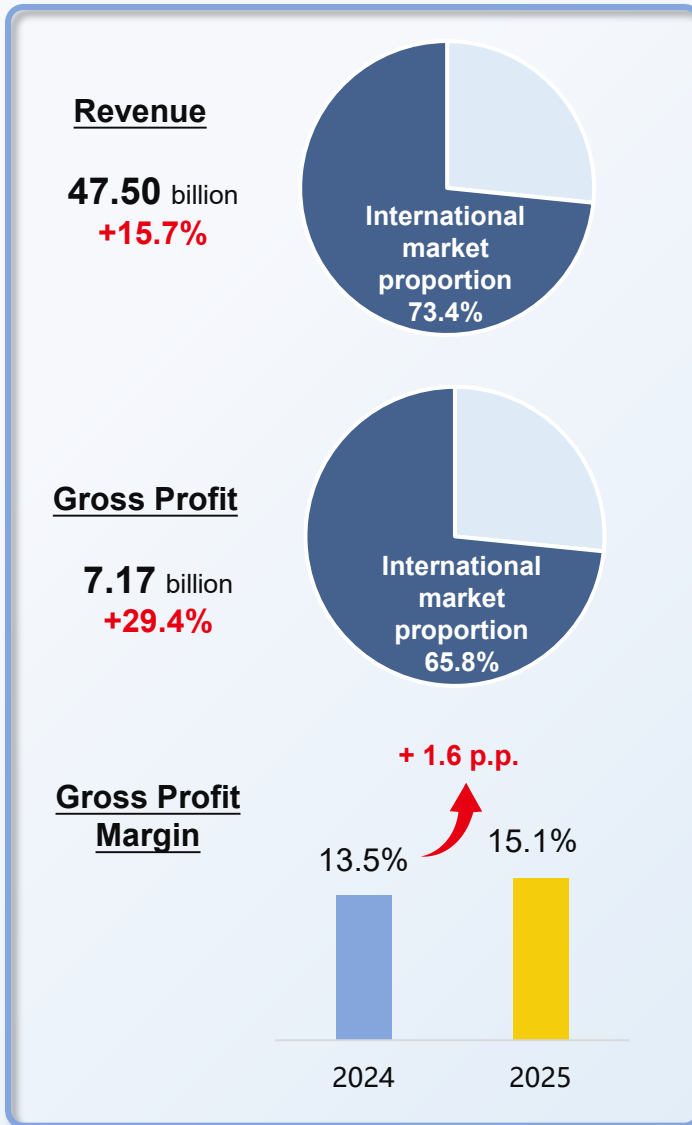


The average screen size of TCL TVs globally reached **54.2 inches**, representing a YoY increase of **1.6 inches**.

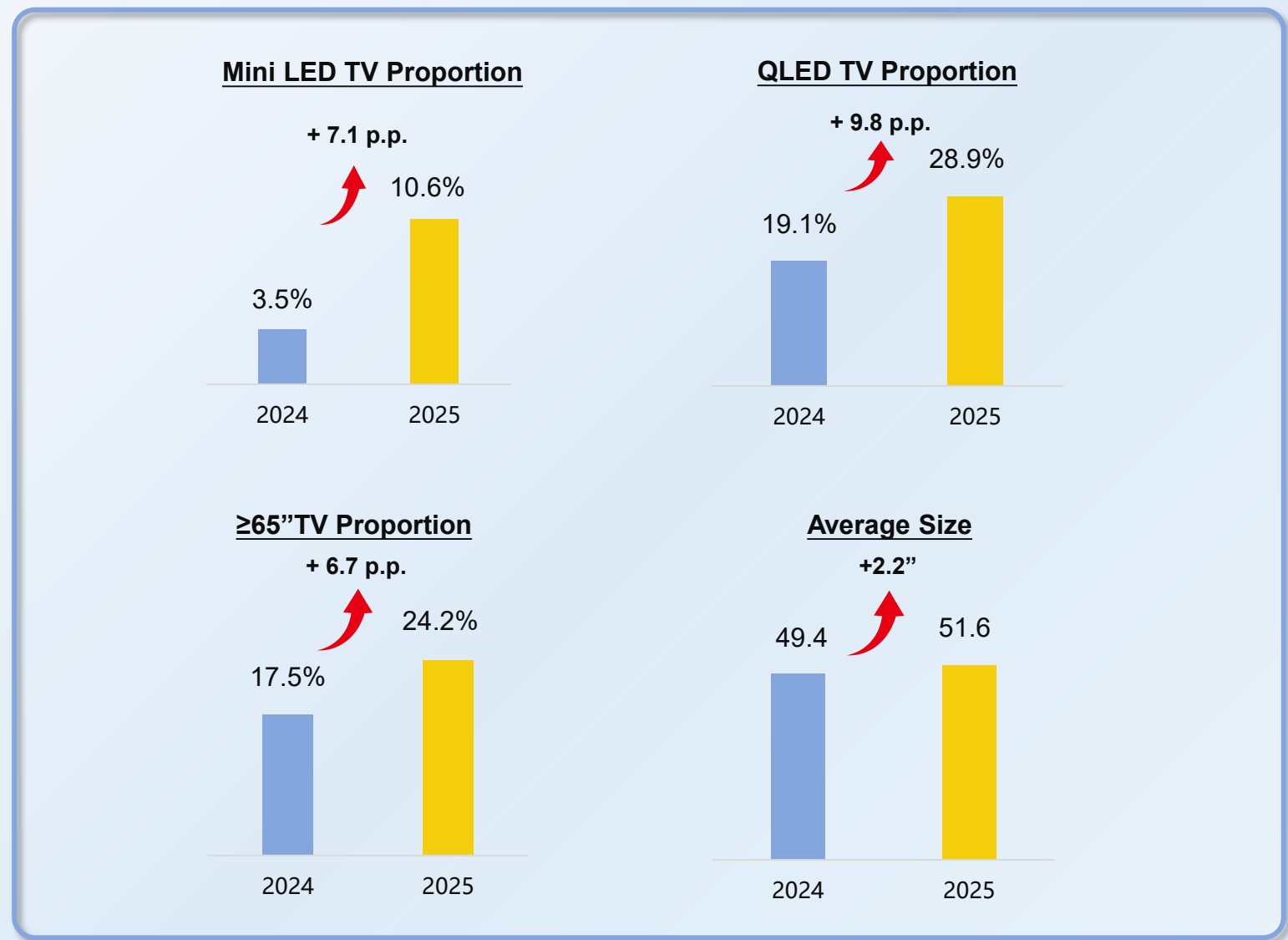
TCL and Sony Sign MOU for Strategic Partnership in Home Entertainment Field

- Shareholding Structure** Establish a joint venture that will assume Sony's home entertainment business, with TCL Electronics holding 51% and Sony holding 49% of its shares
- Business Scope** The joint venture will operate globally, handling the full process from product development and design to manufacturing, sales, logistics, and customer service for products including televisions and home audio equipment
- Brand Strategy** The new company's products are expected to carry the globally recognised "Sony" name and "BRAVIA™" name
- Timeline** The new company is expected to commence its operations in April 2027

Business Performance



Product Mix



Note: Each TV segment within the product mix is calculated based on the proportion of shipment.

Ranks **Top 3** in Market Share Across **20+** Countries Overseas¹



North American Market Focus on the Mid-to-High-End Segment

Revenue Proportion **29.2%**

ASP Growth
20%+

Revenue Growth
10%+

Shipment proportion of ≥ 65" TV
33.9%
+10.7 p.p. YoY

Shipment proportion of Mini LED TV
10.7%
+8.8 p.p. YoY

Ranking of market share growth rate by sales revenue in the North American market²



European Market Full Coverage of Key Channels

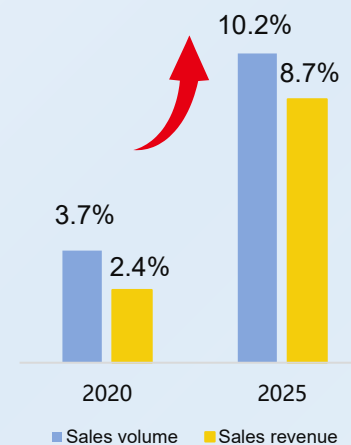
Revenue Proportion **25.2%**

Revenue Growth
10%+

Continuous Market Share Growth Over the Past 5 Years³

Shipment proportion of ≥ 65" TV
24.7%
+8.6 p.p. YoY

Shipment proportion of Mini LED TV
18.5%
+7.9 p.p. YoY



Asia-Pacific/Latin America/Middle East & Africa Market Localised Operations

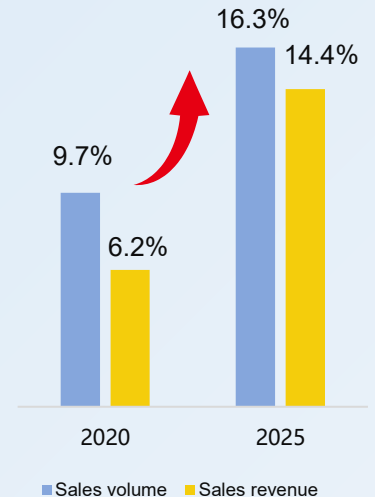
Revenue Proportion **45.6%**

Revenue Growth
~20%

Continuous Market Share Growth Over the Past 5 Years³

Shipment proportion of ≥ 65" TV
18.8%
+4.5 p.p. YoY

Shipment proportion of Mini LED TV
8.2%
+5.7 p.p. YoY

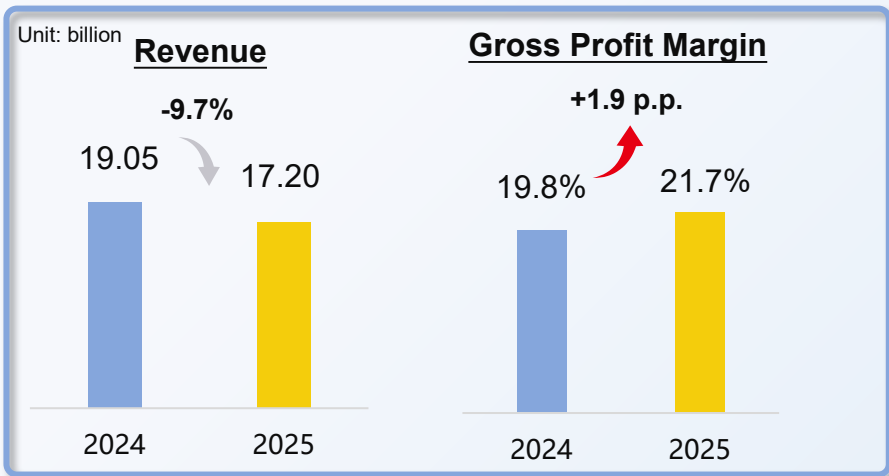


Data Source: 1. The Company's internal reports, based on TV retail sales volume of FY2025; except the U.S. is sourced from Circana, LLC, Retail Tracking Service, US, based on TV retail sales volume of FY2025

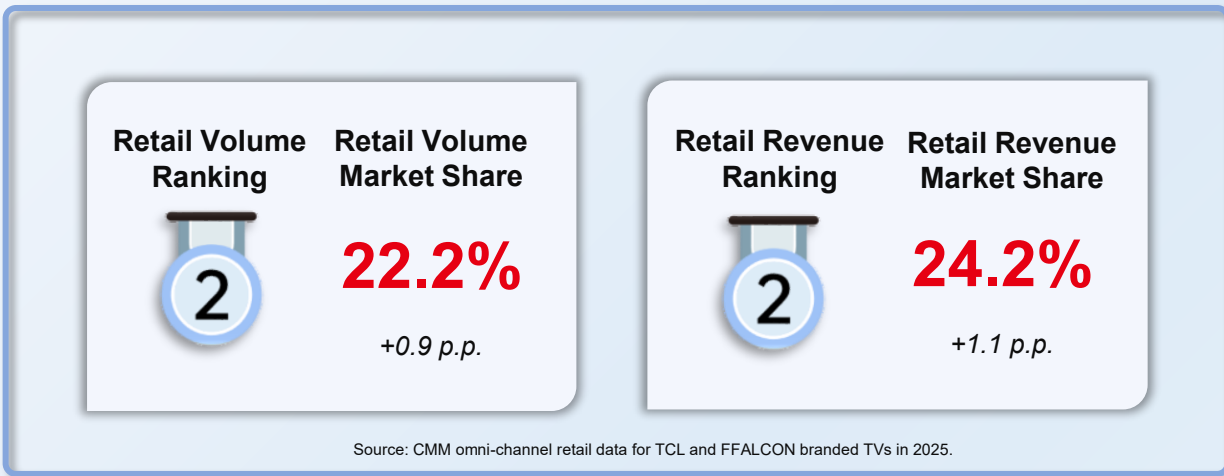
2. Retail sales revenue data from November 2024 to October 2025 from Circana

3. Data of market share by shipment and sales revenue for FY2020 and FY2025 from Omdia

Performance

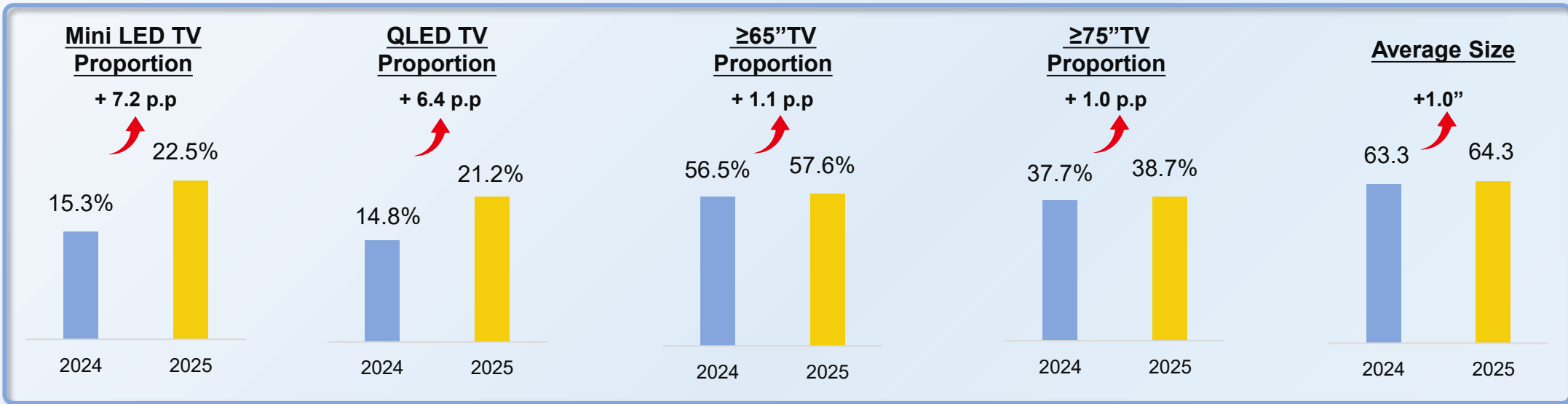


Market Share



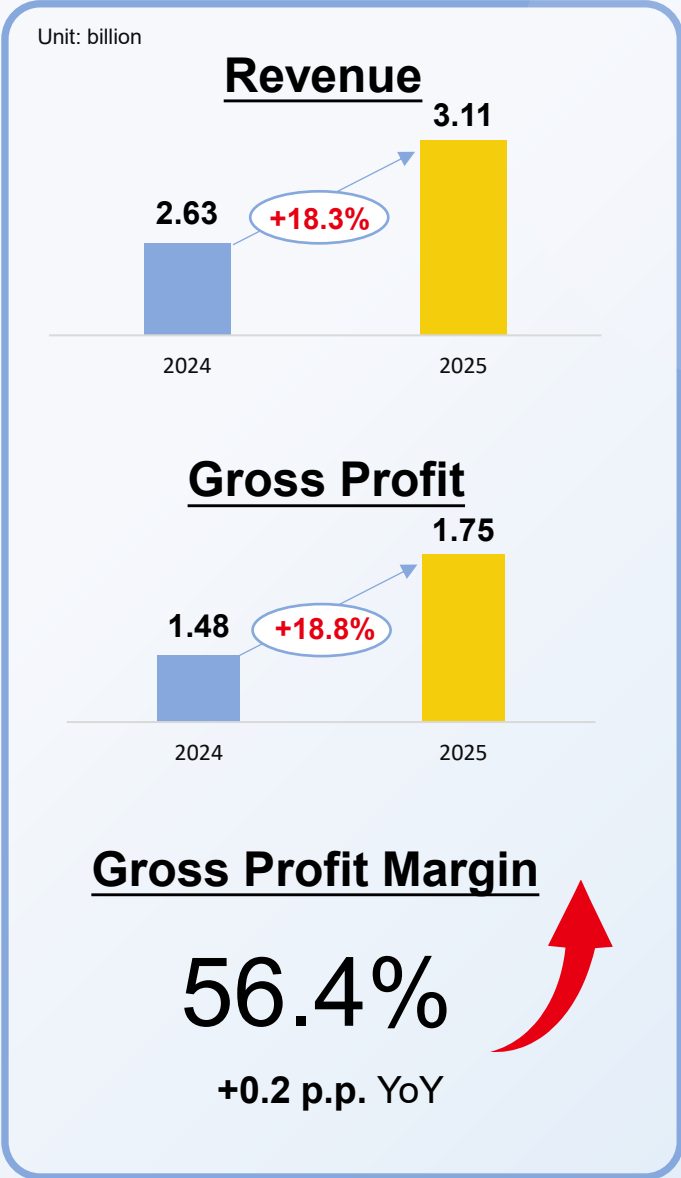
Note: According to Omdia data, sales revenue of TV industry in the PRC market declined by 14.3% YoY in 2025.

Product Structure



Note: Each TV segment within the product mix is calculated based on the proportion of shipment.

Segment Performance | Internet Business (Business related to TV Content Operations)



Overseas Market

Leveraging our global leading scale to partner with internet giants and monetise through **pre-installation fees** and **operational revenue sharing**

Rapid revenue growth driven by enhanced user experience

- **Enriched Content Ecosystem** TCL Channel (Europe and Latin American markets): The share of premium localised content has **doubled**, driving a **150% YoY surge** in **average daily viewing time**
- **Massive User Base** As of year-end of 2025, cumulative users on TCL Channel surpassed **45.7 million**
- **Empowered by Strong AI Capabilities** Flagship devices **integrated with Gemini**, catalysing AI-driven revenue expansion.



TCL Channel

PRC Market

Driven by **Interaction Upgrades & AI Innovations**, Breakthroughs Across **Multiple New Ventures**



LINGKONG UI

Minimalist design and **intuitive operation** to enhance user experience



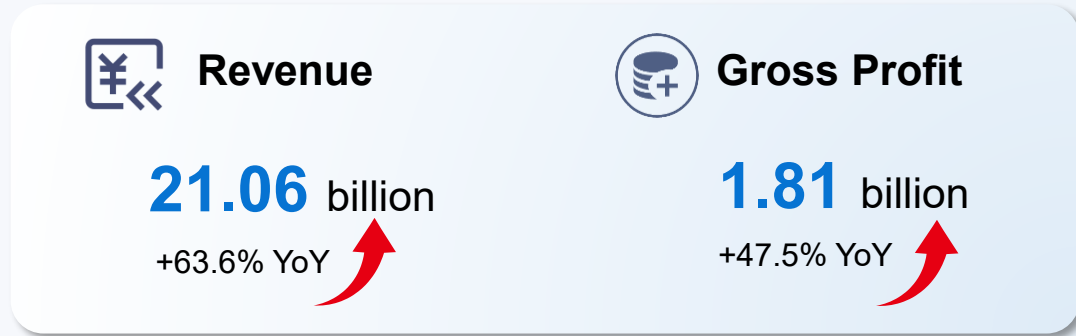
AI Accessory

Amby Uni Successfully Launched Delivering emotional companionship through lifelike conversations and voice reminders.



AI-Powered Proprietary "Content Factory"

Produced **26** AI-generated animations for kids, achieving a 70% high-quality rate. AI motion comics generated by Proprietary Agents are entering a phase of explosive growth



← Overseas Market
Branded System Solution Provider →



SunPower Project



Market Positioning & Growth Potential

- Strategic focus on core European markets
- Accelerating scale expansion



Product & Channel Enablement

- Integrated “Solar-Storage-Heating” Energy Solutions
- Expand channel coverage and enhance partner stickiness
- Optimise operational efficiency



Brand Equity & Operational Synergy

- Enhance market credibility and consumer confidence through the SunPower brand
- Leverage TCL’s global brand and service resources to enhance operational efficiency

Domestic Market Distributed Energy System Integrator

Maintaining an **asset-light model** to drive a new phase of **high-quality growth**

360,000+
Cumulative contracted rural households

Coverage spanning across 24 provinces and municipalities

2,530+
Cumulative distributors

8.0GW
Newly installed capacity

340+
Cumulative industrial and commercial contracted projects

Residential: Yangminglou Project, Quanzhou, Fujian

Commercial: Anhui Flagship Project



Air 4 Series
AR Glasses

The world's first HDR10 display glasses

- ✔ The world's first AR image-quality chip
- ✔ B&O co-tuned audio system



V3 Slim
AI Camera Glasses

Smart assistant for capturing life moments anytime and anywhere

- ✔ Sony 4K photo capture | AI Q&A
- ✔ Qualcomm Snapdragon AR1 | 39g



X3 Pro
AI Glasses

Full-colour AR+AI Personal information terminal

- ✔ 43" full colour transparent display
- ✔ Falcon plus dual-camera system | 76g



China Market Share¹

No.1



Cumulative Global Users

500,000+



AR Glasses Sales Volume in Double 11²

4-Year Consecutive Champion

JD.com+Tmall+Douyin (the Chinese version of Tiktok)

Modular design
Smart home hub



The world's **first modular** smart home companion robot



Warm Companion

Emotionally engaging interaction design with a warm, intelligent sense of companionship



Proactive Patrolling

Smart Cruising and Caring Guardianship to Keep Your Family Safe



Emotional Connection

High-EQ behavioural responses and a personalised, interactive experience



Versatile Companionship

Diverse family care modes and an all-around lifestyle assistant.



Project Kick-off

June 2024



AiMe Gen 1 PoC
Development Completed

December 2024



CES Debut

January 2025



AiMe Gen 2
Product Initiation

April 2025



AiMe Gen 2 "Super-Prototype"
Development Completed

December 2025

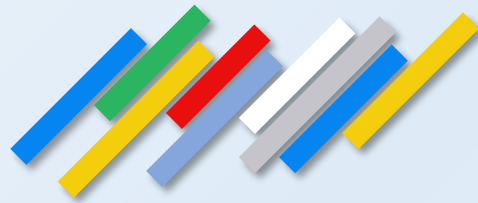


Market Launch

Expected in H2 2026

03

Outlook



Future Plan | Market Landscape of TV Industry

Upstream: Pricing power in display panels shifting to Chinese manufacturers



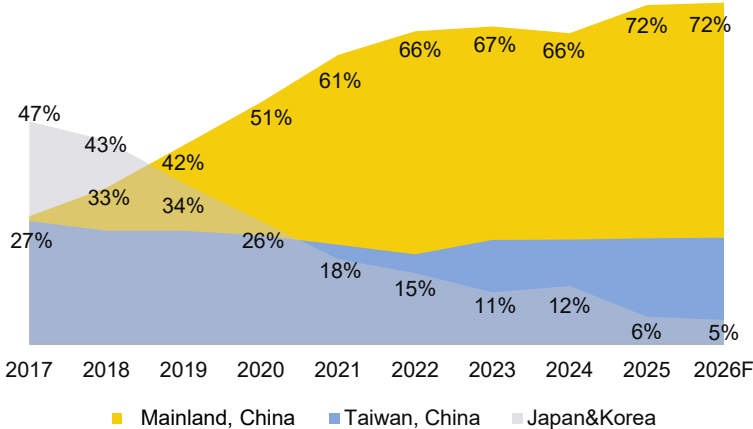
Downstream: Surging demand for large-sized & Mini LED



Global market share accelerates consolidation toward Chinese industry leaders

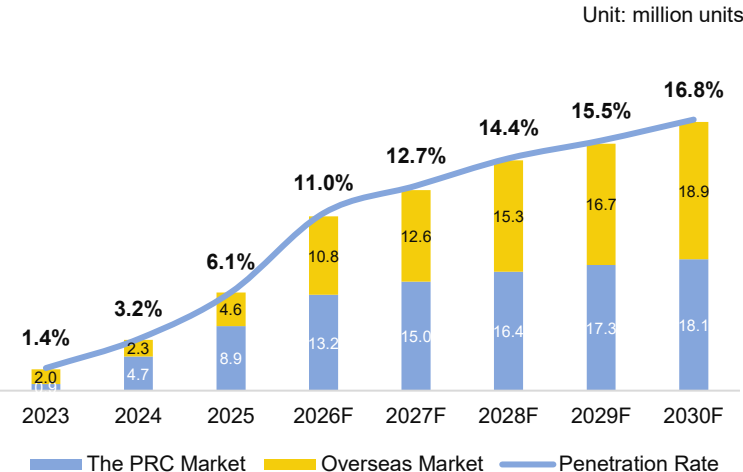
Rise of China's Display Panel Sector¹

Market share consolidating among Chinese firms with pricing power undergoing shift

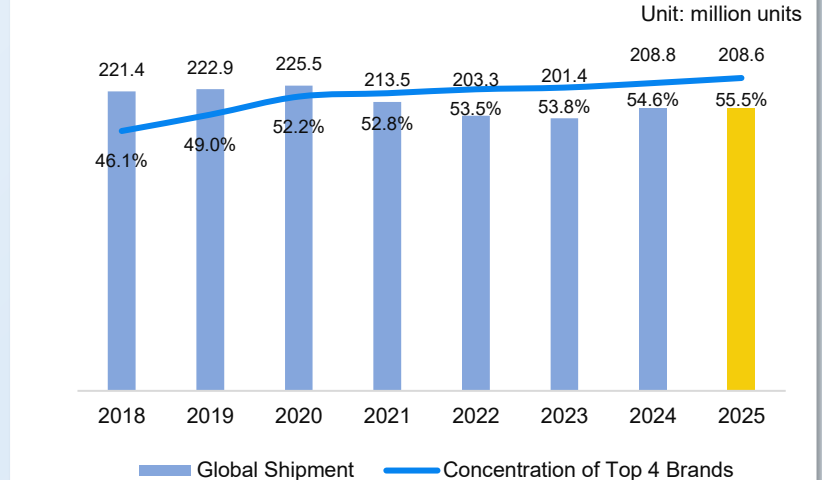


Strong Demand Expectation of Global Mini LED TV¹

2025-2030 CAGR projected to exceed 22%

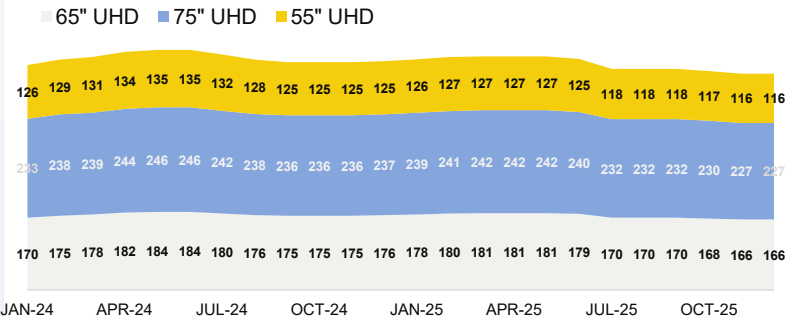


Global TV Shipments & Top-4 Brand Concentration Ratio Continued Increase²



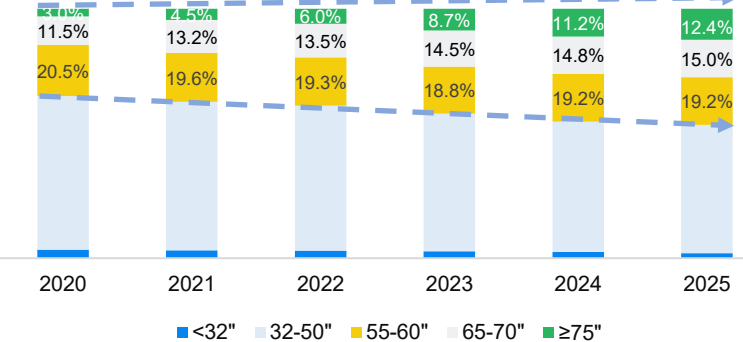
Moderate Panel Price Trends¹

Unit: USD

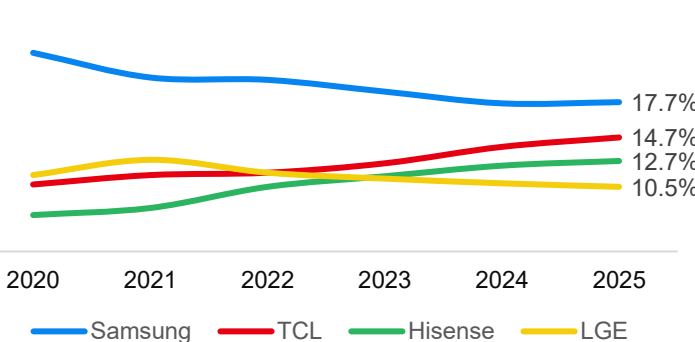


Size Structure Upgrade of Global TV Shipment²

Large-sized share continued to rise



Top-4 Global Brand Market Share Trends as of 2025²

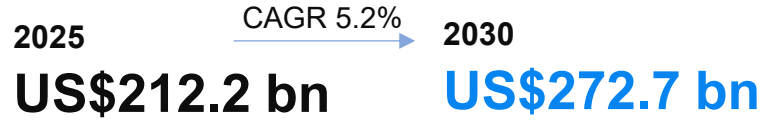


Data Source: 1.Sigmaintell 2. Omdia

✓ The global white goods market offers substantial capacity, with diverse market opportunities across all regions



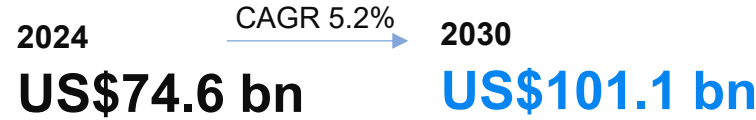
Air Conditioners¹



✓ Climate change is driving increased global demand for air conditioning, with **emerging markets such as Southeast Asia, the Middle East, and Africa still having low penetration rates** and offering the greatest growth potential.



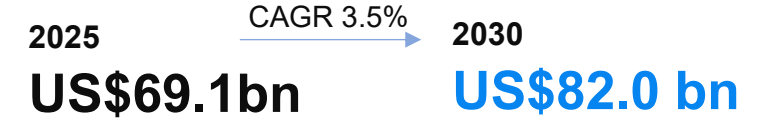
Refrigerators²



✓ Rising urbanisation is driving demand, while premiumisation and smart technology trends are lifting average selling prices, with **Latin America and Africa showing notable growth**.



Washing Machines³



✓ Energy efficiency and environmental regulations are driving replacement demand, smart washing machine penetration continues to rise, and the **European market presents significant premiumisation opportunities**.

✓ TCL has significant room for market share growth in air conditioners, refrigerators, and washing machines

TCL Electronics' Leading Global Channel Network Powers Global Expansion for AC, Fridges & Washers

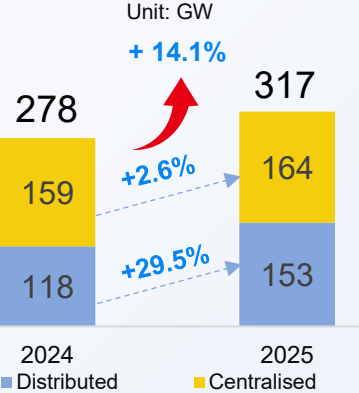


Future Plan | Photovoltaic and New Energy Industry Market Potential

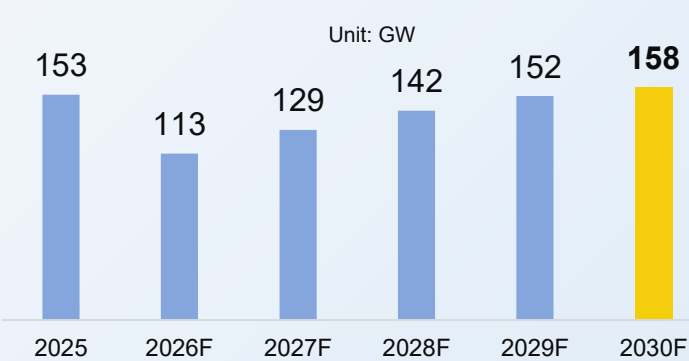
PRC Market

Long-term Market Potential and Growth Drivers Remain Intact Amid Industry Transformation

China's Newly Installed Photovoltaic Capacity¹
Unit: GW



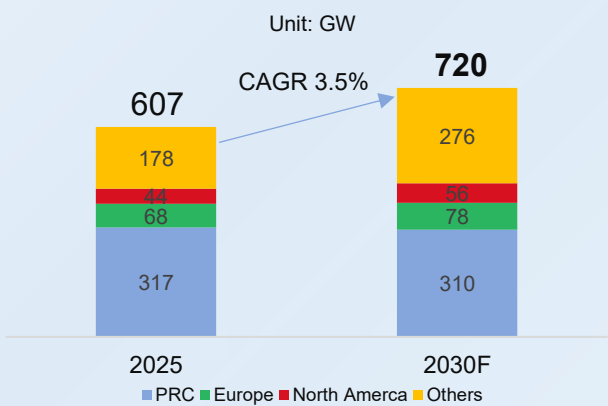
Forecast of China's Newly Installed Distributed Photovoltaic Capacity²
Unit: GW



Global Market

Significant untapped potential remains in overseas markets

Forecast of Global Newly Installed Photovoltaic Capacity²
Unit: GW



Industry Growth Drivers

Policy Drivers

Stimulated by China's "Dual Carbon" targets and global net-zero commitments

Distributed Photovoltaic

Cost Reduction

Continued improvement in the economics of installation

China's photovoltaic module prices have been on a sustained decline since the end of 2022³

Accelerating Penetration of Distributed Power Plants⁴

Including residential, commercial and industrial, and off-grid applications

Global newly installed photovoltaic capacity from 2025 to 2030⁴ accounting for

42%

Active European electricity trading market

Primarily benefiting from utility-scale expansion in countries such as Germany, Spain, Italy, and Poland

Forecast of Newly Installed Photovoltaic Capacity from 2025 to 2030⁴

1,128GW

Scale Potential⁴

Global Newly Added Renewable Energy Capacity from 2025 to 2030

4,600GW

Of which, photovoltaic energy accounts for

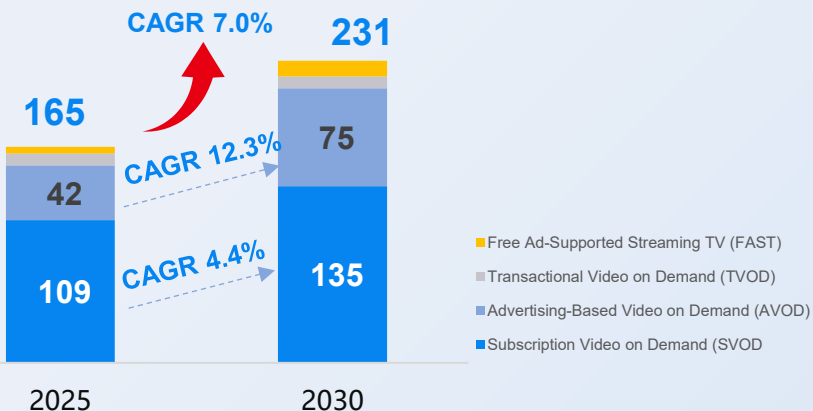
~80%

Future Plan | Internet Industry + New Market Potential in AR / VR / AI

Internet Operations

Global Video Streaming Revenue¹

Unit: US\$ billion



Capturing the potential of large-screen content operations and aggregating resources to elevate overseas monetisation capabilities

Dual Engine of
“Advertising + Subscription”

Primary Revenue Driver
Subscription Video on Demand (SVOD)

Primary Growth Driver
Advertising Revenue (AVOD)

Google TV

Active Devices (Units) in 2025²
One of the World's Largest TV OS Ecosystems

300 million+

Roku

Global Streaming Households in 2025²

90 million+

CTV Streaming Hours in the US, Canada, and Mexico in 2025

No.1

Emerging Trends: AR / VR / AI

Global AI wave is unlocking a trillion-dollar market in VR / AR / robotics



AI Smart Glasses Market Size Forecast³

Market size forecast for 2030 (from 2024 baseline)

US\$40 bn
CAGR 112.0%

Companion Robot Market Size Forecast⁴

2025 **US\$5.8 bn** → CAGR 29.2% → 2030 **US\$20.7 bn**

- Multimodal large language models are driving technological advancement. With the aging population, the rise of solo living, and growing demand for emotional companionship, the market holds enormous potential.



Operating Philosophy

Strategy Guidance, Innovation Drive, Advancing Manufacturing, Global Operation

Core Business
Increase profitability



- ◆ **Large-Sized Display** Leverage momentum in premium displays to maintain industry leadership, expand high-end share, and explore AI-driven innovation
- ◆ **Small-and-Medium Sized Display** Focus on key markets, coordinate strengths and resources to improve operating efficiency and strengthen profitability
- ◆ **Internet Business** Dual engines to drive profit expansion with AI-enabled growth in the domestic market and expand overseas through business-model innovation

New Business
Scale up global footprint

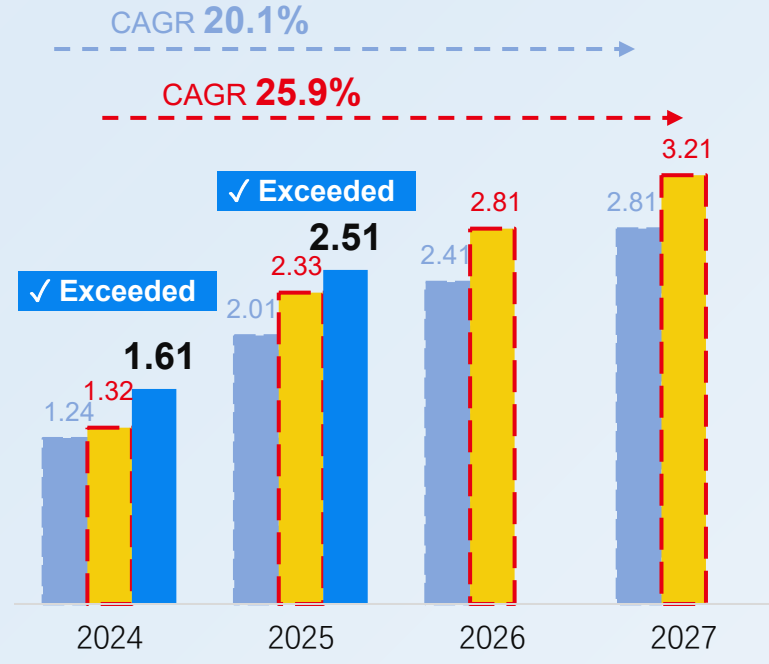


- ◆ **Photovoltaic Business** Strengthen operational capabilities in China to sustain growth, focus on Europe to accelerate overseas scale-up
- ◆ **All-Category Marketing** Drive global scale and quality growth through brand, supply chain, and channel synergies
- ◆ **AI/AR Deployment** Multi-category strategy, tech-led experience, and digital intelligence empowered decisions jointly drive long-term growth

FY2024 and FY2025 Performance Targets
Exceeded ✓

2025–2027 Equity Incentive Plan

(Adjusted net profit attributable to the parent company targets, in HK\$billion)



Globalisation 3.0 Strategy

Optimising global resource allocation capabilities and enhancing **localised operational** capabilities in key overseas regions

TCL |

Construct a World-Class IP Portfolio

Leveraging the **Olympics and regional sports marketing** to drive a dual leap in **brand value** and global **influence**

ESG Strategy

Implementing energy conservation and energy transition **to achieve carbon compliance targets**

TCL

THANKS!

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