Quarterly update in second quarter of 2026

JUMP+ Plan

Year 2026 - 2028

SINGER THAILAND PUBLIC COMPANY LIMITED

(SINGER)

at 30 June 2026

This report was disseminated on 25/08/2026

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SINGER THAILAND PUBLIC COMPANY LIMITED

sSET
Services / Commerce

CG Report :

SET ESG Ratings: **-**

Anti-Corruption Certification (CAC): **Yes**

Business Type

Singer Thailand Public Company Limited (the 'Company') is the distributor of various products under the "Singer" brand, such as: sewing machines and various types of household electrical appliances. Additionally, the Company also distributes appliances and equipments for commercial use, such as: refrigerators, coolers, agricultural tools and equipment, mobile phone airtime vending machines, petrol vending machines, and slush ice machines; as well as acts a distributor of various brands of mobile hone products and accessories. All these product offerings are aimed at meeting, in a comprehensive manner, the various and different needs of its customers that consist of household consumers and small business operators, and that are sold via retail stores which are the Company's branches and via other distributor channels which sell merchandises on cash on a hire-purchase installment basis; whereby the Company offers consumer/end-user financing through SG Capital Public Company Limited a Sub

Financial Statement

Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	3,500.26	2,538.01	3,038.64	5,205.48
Expenses	3,152.10	2,254.21	7,188.29	3,555.91
Net Profit	105.08	13.73	-3,209.60	935.28
Balance Sheet (MB)				
Assets	16,541.22	17,202.98	19,181.40	25,894.12
Liabilities	1,646.61	2,404.79	5,230.11	7,586.45
Shareholders' Equity	13,274.21	13,238.56	13,944.33	17,641.12
Cash Flow (MB)				
Operating	394.18	995.30	-862.26	-3,984.84
Investing	19.85	-123.95	2,786.04	6,935.22
Financing	-812.19	-2,328.05	-2,849.21	462.12
Financial Ratio				
EPS (Baht)	0.13	0.02	-3.94	1.14
GP Margin (%)	82.88	81.79	43.83	70.02
NP Margin (%)	5.19	2.04	-124.41	18.09
D/E Ratio (Times)	0.11	0.16	0.37	0.41
ROE (%)	0.79	0.10	-20.32	5.76
ROA (%)	2.06	1.56	-18.41	6.60

JUMP+ Plan

Business Plan

Target in 2028

Net Profit	**1,100** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
1. Strategic Plan 1 : Reducing production costs for new electrical appliances to enhance profitability.		✓	
2. Strategic Plan 2 : Expansion of the sales force and diversification of distribution channels.	✓		
3. Strategic Plan 3 : Digital Transformation leverages AI technology to develop sales, sales channels, and customer relationships.	✓		

Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts
2. Enhancing the prevention of insider information
3. Enhancing prevention of conflicts of interest

Climate Action Plan

1. Greenhouse gas inventory (GHG) plan

Quarterly update

Section 1

Business Plan

Quarterly update : Section 1 Business Plan

Target in 2028

Title	Target	Actual Result	
	2028	2025	6M/2026
Net Profit (Million Baht)	1,100	105.08	291.78

Based on the company's operational plan, the net profit for the year 2571 is 1,100 million Baht.

Progress description

Progress report against the 2028 target, which was set at 1,100 million Baht, with actual performance in the first 6 months at 291.78 million Baht.

Growth plan/Increase business value

Strategic Plan 1 : Reducing production costs for new electrical appliances to enhance profitability.

Given the existing inventory of old and diminishing products, the production of new items under the SINGER brand will involve a cost restructuring aimed at reducing expenses, thereby enhancing competitiveness and increasing the product margin.

Targets

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Product Margin (%)	30%	35%	40%	25.4%	31.4%

Remark other targets : The objectives and plans presented herein pertain to the specific entity's budget, which will affect the company's overall performance.

Progress description

The company is focused on developing new products with reduced costs to enhance Product Margin, targeting 30% for 2026, 35% for 2027, and 40% for 2028. For the first six months of 2026, the Product Margin stood at 31.4%, surpassing the 2026 target and showing an improvement from 25.4% in 2025.

Strategic Initiative

Strategic Initiative : Reducing production costs for new electrical appliances to enhance profitability.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Sourcing of products and the production of new product lots, comprising items with significant sales proportions such as air	The company has completed the sourcing of manufacturers and the procurement process for electrical appliances, including air

Year	Expected Outcomes	Actual Result
	conditioners, refrigerators, washing machines, and freezers, will commence sales in Q4/2026.	conditioners, smart TVs, refrigerators, washing machines, and freezers. The products are scheduled to arrive and be available for sale starting from September 2026, in accordance with the established plan.

Strategic Plan 2 : Expansion of the sales force and diversification of distribution channels.

1. Expansion of the Direct Sales
2. Expansion of branch network
3. Expansion of dealer channels

Targets

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Sales Revenue Growth (%)	172%	50%	25%	589.3 million Baht	490.1 million Baht

Remark other targets : The objectives and plans presented herein pertain to the specific entity's budget, which will affect the company's overall performance.

Progress description

The company aims to expand sales channels to support revenue growth, targeting Sales Revenue Growth of approximately 172% for 2026, 50% for 2027, and 25% for 2028. For the first 6 months of 2026, sales reached 490.1 million Baht, compared to 589.3 million Baht for the full year of 2025, reflecting an improved growth trajectory.

Strategic Initiative

Strategic Initiative : Sales force expansion and distribution channel development plan.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Expand the Direct Sales force by 1,000 personnel, increase branch network by 146 branches, and grow dealer channels by 800 partners.	-Number of Direct Sales personnel increased by 443, representing 44.3% of the annual target. -Branch expansion: 45 branches, representing 30.8% of the annual target. -Dealer channels: 388 dealers, representing 48.5% of the annual target.

Strategic Plan 3 : Digital Transformation leverages AI technology to develop sales, sales channels, and customer relationships.

1. Ai Empower SINGER network: Chatbot
2. Ai for Sale Agent: Chatbot

Targets

- **Other Targets**

Title	Target			Actual Result	
	2026	2027	2028	2025	6M/2026
Sales Revenue Growth (%)	172%	50%	25%	589.3 million Baht	490.1 million Baht

Remark other targets : The objectives and plans presented herein pertain to the specific entity's budget, which will affect the company's overall performance.

Progress description

The company aims to develop AI to support the sales team through a Knowledge Management system. By 2026, it targets the development of an AI Chatbot for sales employees.

Strategic Initiative

Strategic Initiative 1 : Action Plan for Leveraging AI Technology to Develop Sales and Sales Channels

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• AI Chatbot for Sellers - Product/Price/Commission	Currently, the company has developed a system via LINE that is accessible 24 hours a day. As of June 30, 160 employees have utilized the system. Authentication is mandated through employee ID and an OTP system to manage access rights and ensure data security. This system will facilitate sales staff in conveniently searching for E-Catalog product information, installment schedules, and promotions. Commission data remains under development and is projected to be completed by the end of 2026.

Strategic Initiative 2 : Plan for implementing AI technology with customers to generate sales

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• AI Chatbot for Customer	The company is currently recruiting a Customer AI Chatbot developer to engage with customers for sales proposals and to assess satisfaction in the subsequent phase.

Quarterly update

Section 2

Governance Plan

Quarterly update : Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The company is committed to conducting business under the principles of good governance and transparency by leveraging AI technology to enhance internal control systems for accurate detection and alerting of anomalies, and expanding its anti-corruption collaboration network to business partners throughout the supply chain.

Objectives

1. To elevate standards of good governance and transparency: Establish a verifiable and fair management system in accordance with international principles.
2. To enhance the efficiency of risk control and prevention: Integrate AI and information technology for proactive detection of anomalies to reduce errors and operational vulnerabilities.
3. To enhance transparency throughout the supply chain: Extend the anti-corruption commitment to business partners to foster an organizational and partnership culture free from corruption.
4. To build confidence among stakeholders: Strengthen the image and trust of shareholders, investors, and society that the company conducts business transparently and with integrity.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established an anti-corruption policy and practices.	Success	Success	Success	In Progress	In Progress
An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations,formally approved by the Board of Directors,and supported by clear and practical implementation guidelines	-	-	-	Complete	Success
The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations,corrective actions and preventive measures are clearly defined to prevent recurrence	Success	Success	Success	In Progress	In Progress
The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors	Success	Success	Success	In Progress	In Progress
Achieve CAC certification from the Thai Institute of Directors	-	-	-	Certified	Certified

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
(Thai IOD)					
Implement and verify that all critical Tier 1 business partners have anti-corruption policies,and ensure that the company actively monitors and assesses business partners' adherence to these policies	-	-	Completed	-	In progress
Develop an internal control system using Information Technology and AI.	-	-	Completed	-	In progress

Strategic Initiative

Strategic Initiative 1 : Supplier Anti-Corruption Program: Requires Critical Tier 1 suppliers to have an anti-corruption policy, along with a monitoring and evaluation system.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• - 100% of critical Tier 1 suppliers acknowledge the anti-corruption policy (Supplier Code of Conduct). - There are supplier selection criteria that specify "governance readiness" as one of the main conditions for doing business.	•Currently communicating policies and declarations of intent regarding anti-corruption and bribery to partners via email. •Currently compiling a list of key partners and updating the partner selection form (Approved Vendor List) by incorporating evaluation criteria for good corporate governance and ethics.

Strategic Initiative 2 : Development of an internal control system using information technology and AI

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Design (Technology Study, Data Structure Design): Strategic Plan and System Architecture	Under design of the internal control system structure.

Enhancing the prevention of insider information

As a company listed on the Stock Exchange of Thailand, the Company is committed to conducting its business in accordance with good corporate governance principles, with strict adherence to applicable securities and exchange laws and regulations. In particular, the prevention of insider trading represents a key governance priority and is aligned with the requirements under the Stock Exchange of Thailand's JUMP+ Program. To strengthen governance practices, the Company has established a Data Governance Framework as a key mechanism to enhance oversight, control, and the systematic prevention of internal data leakage. The framework encompasses policies, processes, and technological measures to ensure effective data governance and accountability across the organization.

Objectives

- Establish written policies and procedures for the prevention of insider trading, duly approved by the Board of Directors.
- Develop a systematic monitoring and compliance review mechanism, to be conducted at least once per year.

- Report compliance with the policy to the Board of Directors at least annually.
- Maintain an Insider List and implement procedures for notifying and recording individuals with access to inside information on a case-by-case basis.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a policy and procedures to prevent the misuse of insider information.	In Progress	Success	Success	In Progress	In Progress
A Board-approved written policy on insider information prevention has been clearly defined and implemented	In Progress	Success	Success	In Progress	In Progress
A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy,with audits conducted at least annually.	In Progress	Success	Success	In Progress	In Progress
The implementation of the insider information prevention policy is reviewed and reported to the Board of Directors at least annually. If any violations are detected,corrective actions and preventive measures are clearly outlined to prevent recurrence	In Progress	Success	Success	Not Started	In Progress
Disclose and maintain records of individuals with access to inside information for each transaction that may materially impact securities prices, with integration to the HR system.	-	-	Success	-	In progress

Strategic Initiative

Strategic Initiative 1 : Data Governance Framework

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• - Establish a Data Governance Program to define a Data Classification Policy with four levels: Public, Internal, Confidential, and Restricted. - Develop an Insider List Policy identifying individuals with access to Restricted information. - Implement a Silent Period Policy prohibiting securities trading for 30 days prior to financial results announcements. - Submit the policies for approval by the Board of Directors.	Undergoing hierarchical data clustering

Strategic Initiative 2 : Insider Monitoring System

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Design a pre-clearance process for executives and individuals listed in the Insider List prior to executing securities transactions. - Establish an Insider Notification Form for case-by-case disclosure of inside information.	Currently identifying individuals based on data hierarchy to compile the Insiderlist.

Enhancing prevention of conflicts of interest

Conflict of Interest (COI) refers to a situation where the personal interests of an individual, whether an executive, director, or employee, may conflict with or be contrary to the best interests of the company and its shareholders. Without adequate preventive mechanisms, this could lead to unfair decisions, financial damage, and undermine investor confidence. Therefore, the company has integrated this topic into the Data Governance Framework Project, which serves as the primary mechanism for organizational data and process governance, to establish an effective, transparent, and auditable COI prevention system that complies with international standard ISO 37009.

Objective

- Formulate written policies and guidelines for preventing conflicts of interest, approved by the Board of Directors.
- Establish a systematic process for monitoring policy compliance at least once a year, and report the results to the Board of Directors at least once a year, along with proposed solutions.
- Develop a system for reporting and managing COI through an IT system that is transparent and auditable.

Targets

Title	Target			Actual Result	
	2026	2027	2028	Before Project Participation	6M/2026
The company has established a policy and procedures to prevent conflicts of interest.	In Progress	Success	Success	In Progress	In Progress
The company has developed a comprehensive,written policy and guidelines to prevent conflicts of interest,which have been approved by the Board of Directors.	In Progress	Success	Success	In Progress	In Progress
Compliance with the conflict of interest policy is monitored through a formal process at least annually.	In Progress	Success	Success	Not Started	In Progress
Conflicts of interest are reported to the Board of Directors at least annually. If any violations are detected, corrective actions and preventive measures are clearly outlined to prevent recurrence.	In Progress	Success	Success	Not Started	In Progress
COI Declaration System (Part of Data Governance Platform)	-	-	Completed	-	In progress

Strategic Initiative

Strategic Initiative : COI Policy & Governance Framework (under Data Governance)

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Upon completion of the Data Governance Project: - Review the comprehensive Conflict of Interest Policy covering: COI definition, involved parties, disclosure process, and penalties. - Develop a COI Declaration Form for directors, executives, and senior employees. - Establish a COI Register to record and track reported cases. - Submit for approval to the Board of Directors.	Policy development is currently underway, as a continuation of the Data Governance Project.

Quarterly update

Section 3

Climate Plan

Quarterly update : Section 3 Climate Plan

Greenhouse gas inventory (GHG) plan

The Greenhouse Gas Accounting Plan under the Jump+ project aims to systematically collect, analyze, and report the organization's greenhouse gas emissions in accordance with relevant standards. This data will serve as a crucial foundation for establishing guidelines to reduce greenhouse gas emissions, supporting the Climate Action plan, and the company's sustainability operations.

Objectives

1. To raise awareness and encourage all employees within the organization to cooperate in reducing greenhouse gas emissions, both in the organization's operations and in their daily lives.
2. To collect and ascertain the organization's greenhouse gas emission data for analysis, planning, and establishing effective guidelines for reducing greenhouse gas emissions.
3. To reduce organizational expenses through the cost-effective and efficient use of energy and resources, coupled with operations that consider environmental sustainability.
4. To enhance employees' knowledge, understanding, and skills regarding climate change management and the organization's sustainability operations.
5. To encourage employees to participate in activities or projects related to greenhouse gas reduction and environmental conservation for the sustainability of society.

Targets

Title	Target			Actual Result
	2026	2027	2028	6M/2026
GHG inventory report, GHG verification and disclosure (specific to Scope 1 and Scope 2 emissions)	In Progress	In Progress	Success	In Progress

Strategic Initiative

Strategic Initiative : Climate Action Enhancement Plan - Develop personnel capabilities, define departmental roles, determine scope and related activities, and formulate policies and plans for greenhouse gas emission reduction. This includes implementing, monitoring, analyzing results, collecting, calculating, and verifying greenhouse gas emission data to systematically and sustainably enhance the organization's Climate Action operations.

Status ● On track

Year	Expected Outcomes	Actual Result
2026	• Establish a greenhouse gas database and foster employee engagement - Employees possess knowledge and understanding of greenhouse gases (GHG) through training on GHG data collection and management - Clearly define roles and responsibilities for each department in collecting greenhouse gas emissions data - Accurately identify types of activities that generate greenhouse gas emissions - Clearly define the	Communicate information about greenhouse gases to employees. - Meaning of greenhouse gases and causes of global warming - Key greenhouse gases, such as carbon dioxide, methane, nitrous oxide, and gases from cooling systems or electrical equipment. - Communicate the impacts of greenhouse gases, such as rising global temperatures, melting polar ice, unpredictable weather patterns, and impacts on health and the economy.

Year	Expected Outcomes	Actual Result
	organizational boundary for collecting greenhouse gas data from relevant projects - Announce policies or operational guidelines consistent with reducing greenhouse gas emissions	- Provide examples of employees' daily activities that generate greenhouse gases, such as car usage, air conditioner usage, paper consumption, and improper waste disposal.

Quarterly update

Attachment

Quarterly update : Attachment

JUMP+ Plan

URL Link to the Document : https://jumpplusmedia-setlink.setgroup.or.th/planSubmission/SINGER0_JUMP%2B_Plan_Year_2026-2028_EN.pdf