

1.2 DESIGN FORMAT

INVESTOR UPDATES

September 2026



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The contact person for the Sponsor is Mr. Jerry Chua (Tel: (65) 6241 6626), at 160 Robinson Road, #20-01/02 SBF Center, Singapore 068914.

TABLE OF CONTENTS

01

Executive Summary

Overview of key launches, projects, partnerships, and other developments

02

Recent Exhibition Launches

Concours d'Elegance Singapore

03

Key Activations & Projects

Current highlights and notable upcoming experiences

04

Strategic Business Activities

Partnerships, engagements, and developments

05

Opportunities & Growth Potential

Emerging market trends and expansion prospects



Over the period, we continued to strengthen our regional presence across Singapore, Vietnam, Thailand and Malaysia, supported by a healthy pipeline of projects across events, exhibitions, festive décor and commercial fit-out. Alongside these engagements, we advanced several strategic initiatives to broaden our capabilities and expand market access:

Regional build-out: We deepened our Vietnam operations, including banking and entity setup, and progressed the structure of our Malaysian entities to support production and project delivery.

Premium and hospitality: We began building a dedicated capability for high-end residential and serviced-apartment fit-out, following our first project win in the segment.

Institutional and government work: We continued to grow our engagement with institutional and public-sector clients, and are actively pursuing larger-scale opportunities.

Governance: We continued to strengthen internal controls and reporting, in line with our obligations as a listed company. We see compelling opportunities to further establish our position as a partner of choice for creating visionary experiences, driving sustained value creation for all stakeholders.



02

RECENT EXHIBITION LAUNCHES

Concours d'Elegance Singapore



Concours d'Elegance Singapore

IMBA Theatre

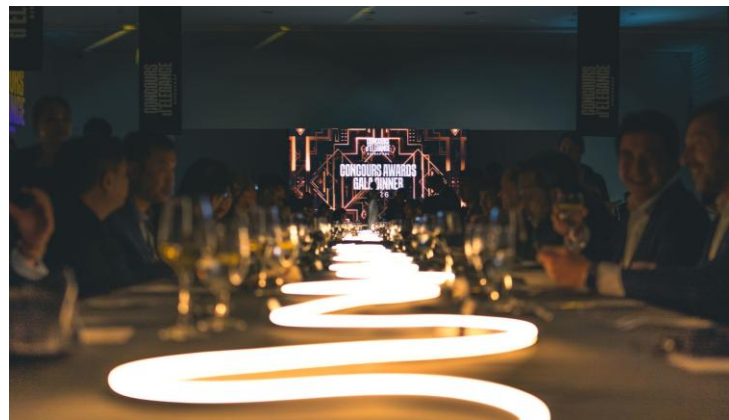
Media Overview

Total Features: 45
Key Names: CNA Luxury,
The Straits Times, Timeout
Singapore, Expat Living,
Amazon Music,
Launched, Secret
Singapore



World's First Immersive Concours: Rare classic cars, supercars, and modern hypercars were displayed against large-scale cinematic projections of legendary driving routes like the Alps and Tuscany.

Judges evaluated vehicles made between 1936 and 1989 for authenticity, craftsmanship, and restoration rather than showroom shine.



The Portals Experience

Singapore

Media Overview

Created by: The Imaginariad Singapore

Key Names: CNA Luxury, The Smart Local, Timeout Singapore, Geek Culture, Honey Kids Asia, Secret Singapore

In Partnership with:
National Reading Club
& NLB



Billed as the global debut of the world's largest immersive fantasy and science-fiction art exhibition, this 13,000 sq ft walk-through at the Fever Exhibition Hall on Scotts Road was entirely screen-free. Visitors travelled through handcrafted worlds, from a library of original novels to a hyperdrive-inspired Space Tunnel and a Martian outpost.



03

KEY ACTIVATIONS & PROJECTS

Current highlights and notable
upcoming experiences

EXCLUSIVE
LIFESTYLE
BRAND
POP-UP

A Singapore exclusive pop-up of a motorsport legend's lifestyle brand featuring an exclusive collection in celebration of the Singapore Grand Prix season.

Job Scope: Fabrication, Installation & Dismantling, Project Management

Brand Activation

Oct 2026

PREMIUM
MOTORSPORTS
RACE SUITE

Elevating the trackside hospitality experience, the Suite features intricately styled interiors, inspired by pop-up versions of award-winning celebrity chef restaurants, alongside a plethora of activities and themed, exclusive décor.

Job Scope: Conceptualisation, Design, Fabrication, Installation & Dismantling, Project Management

Events & Exhibitions

Oct 2026

EXCLUSIVE MOTORSPORT EXPERIENCE SUITE

A luxury French maison hosts elite guests, celebrities, and top spenders in its private, hyper-exclusive hospitality suites within a race circuit. The suite is curated with bespoke luxury furniture, historic and modern travel trunks, and panoramic racing screens

Job Scope: Fabrication, Installation & Dismantling, Project Management

Events & Exhibitions

Oct 2026

LUXURY FESTIVE DÉCOR

This festive season, the grounds of an integrated resort come alive with a reimagining of the Christmas classic in modern magic form. Familiar holiday traditions take on a contemporary sense of wonder, creating a showcase that feels both timeless and new.

Job Scope: Fabrication, Installation & Dismantling, Project Management

Festive Décor

Nov 2026 – Dec 2026

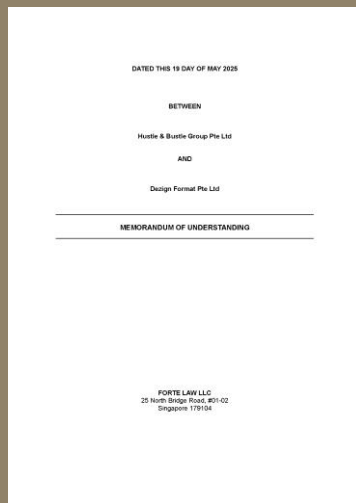
04

KEY RECENT DEVELOPMENTS

Partnerships, engagements, and
developments

PARTNERSHIPS

DEZIGN FORMAT x HUSTLE & BUSTLE – IMBA THEATRE



Hustle & Bustle Group MOU (Apr 2026): proposed equity investment in H&B and Right of First Refusal as its preferred design and build provider; subject to definitive agreements

EXPANSIONS

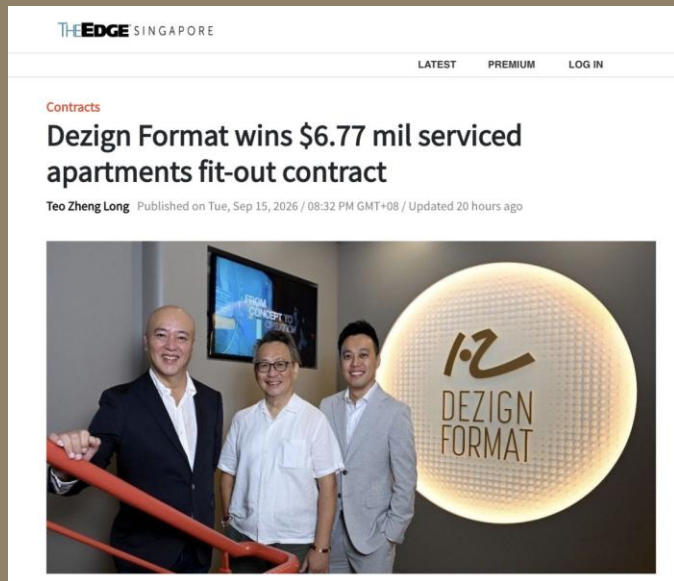
DEZIGN FORMAT INTO THAILAND AND VIETNAM



Regional expansion: new subsidiaries in Thailand (Mar 2026) and Vietnam (Jul 2026) for design, fabrication and fit-out services

DEVELOPMENTS

DEZIGN FORMAT WINS LUXURY HOSPITALITY FIT-OUT CONTRACT



Design Format Group Limited (Design Format) UZF announced that its wholly-owned subsidiary, Design Format Pte Ltd, has secured a \$6.77 million contract for the interior fitting-out of serviced apartments in Singapore's Orchard area.

Design Format states that the contract encompasses the fabrication, supply, installation and maintenance of interior fitting-out works across the property's common areas, back-of-house areas and guestroom floors.

"The works are to be carried out in two phases, both of which are expected to be completed by the end of February 2027," the group adds.

S\$6.77 million fit-out contract (Sep 2026): serviced apartments in Singapore's Orchard area, completing by end-February 2027; extends the segment into luxury hospitality interiors

ACCOLADES

DEZIGN FORMAT CONFERRED THE CHAMPION OF GOOD



Champion of Good (Jul 2026): highest tier of NVPC's Company of Good recognition, valid to 2029

ACCOLADES

DEZIGN FORMAT WINS SINGAPORE MICE AWARDS



Singapore MICE Awards (Jul 2026): it marks our third consecutive Installation of the Year win at the annual awards ceremony, a distinction that earned our team a special commemorative trophy in recognition of this sustained achievement.

ENGAGEMENTS



THAILAND MICE
X-CHANGE 2026

Building on our presence at Thailand MICE X-Change (TMX), organised by the Thai Exhibition Association, Design Format returned to TMX26, joining key stakeholders and industry leaders at the forefront of the MICE landscape.



ENGAGEMENTS



THAILAND MICE X-CHANGE 2026

Besides showcasing our integrated capabilities across spatial design, build execution, and experiential environments, our booth this year also featured a curated VR showcase by DF Experiences, our dedicated arm focused on immersive Location-Based Entertainment (LBE).

Beyond the exhibition floor, we look forward to connecting with partners, clients, and industry practitioners to exchange insights, explore new opportunities, and strengthen partnerships within Thailand's MICE ecosystem.



WE DESIGN WE BUILD

Experiential specialist,
creating unique,
end-to-end experiences
across the region since 1988.



INNOVATION & SUSTAINABILITY:
POWERING EXCELLENCE & GROWTH
IN THAILAND'S MICE INDUSTRY

Commercial & Retail Fit-Out

Bespoke
Interior
Concepts



Brand Activation

Themed
Experiences &
Pop-Ups



Festive Décor

Creative
Storytelling
Displays



Events & Exhibitions

Events,
Conferences &
Permanent Build



29-30 April 2026
QSNCC, Bangkok, Thailand

Ballroom 1 - 3, Level 1
Queen Sirikit National Convention Center
(QSNCC) Bangkok, Thailand

05

GROWTH POTENTIAL & INVESTMENT HIGHLIGHTS

Emerging market trends and
expansion prospects



INDUSTRY EVOLUTION

Client expectations are evolving towards bespoke experiences that blend physical and digital touchpoints. With proven expertise, DF is strategically positioned as the go-to partner for curated, experiential, high-end exhibitions.

TECHNOLOGY ADOPTION

Emerging technologies: AR/VR, interactive installations, and AI-driven design tools unlock new creative possibilities. DF continues to invest in digital design software, automated fabrication, and VR/AR capabilities to deliver cutting-edge, scalable solutions.

SUSTAINABILITY & CSR

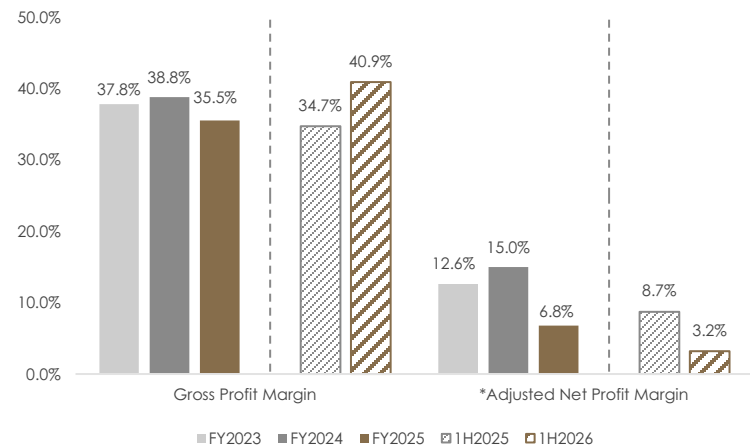
With a growing demand for eco-conscious materials and sustainable production, DF leverages its trusted sustainability practices, integrating CSR initiatives while maintaining its hallmark creativity, bespoke design, and precise execution.

GEOGRAPHICAL GROWTH

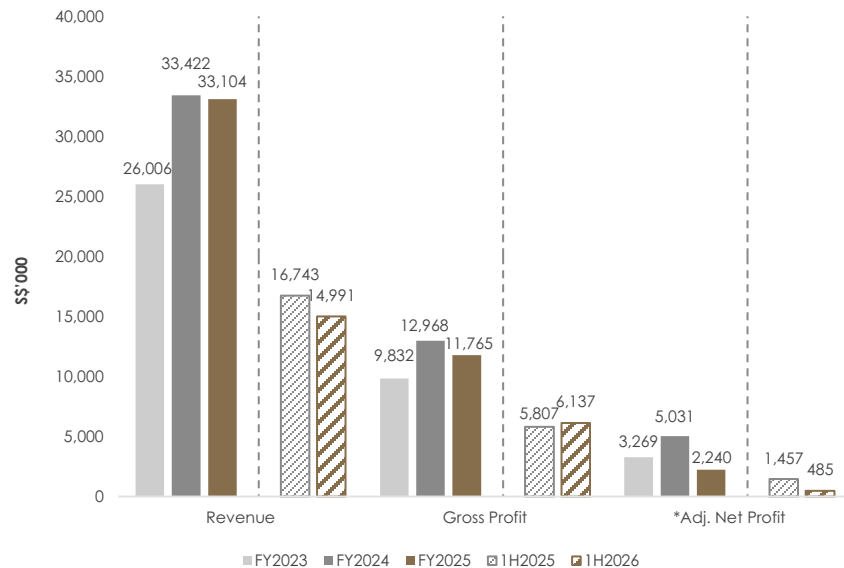
Emerging luxury markets and cities present opportunities for expansion. DF is exploring strategic growth in high-demand regions while optimising production facilities, scaling expert teams, and implementing advanced project management systems to sustain excellence at scale.

Resilient Financials and Strong Balance Sheet

Margin Resilience



- Margins in 1H2026:
 - Gross profit margin rose to 40.9% (1H2025: 34.7%) on a better project mix and higher Malaysia facility utilisation
 - Net profit margin of 3.2% (1H2025: 8.7%) after higher staff and compliance costs and a credit loss allowance



- In 1H2026:
 - Revenue of \$15.0 million (\$16.7 million in 1H2025), with more projects of smaller individual value
 - Gross profit rose 5.7% to \$6.1 million (\$5.8 million in 1H2025)
 - Net profit of \$0.5 million (\$1.5 million in 1H2025)

06 Resilient Financials and Strong Balance Sheet

Balance Sheet Highlights as at 30 June 2026

- Cash and cash equivalents rose to S\$7.48 million (31 December 2025: S\$4.86 million), lifted by net cash from operating activities of S\$3.69 million in 1H2026
- Net cash of S\$5.52 million after bank borrowings of S\$1.96 million; total equity of S\$11.88 million
- Net asset value per share improved to 5.85 Singapore cents (31 December 2025: 5.54 Singapore cents)
- As set out in the Company's offer document dated 1 August 2025, the Board intends to recommend dividend of not less than 30% of net profit for FY2026 (FY2025 final dividend of 0.25 Singapore cent per share)
- Share buyback mandate adopted at the April 2026 AGM; 450,000 shares held in treasury as at 17 August 2026

Key Balance Sheet Metrics

- The Group maintains a healthy Net Cash position of S\$5.5 million as at 30 June 2026 and a conservative Debt-to-Equity ratio of 16.5%, providing ample fuel for future expansion.

(S\$'000 / %)	FY2023	FY2024	FY2025	1H2026 [^]
Net Cash / (Net Debt)*	2,935	6,402	2,798	5,516
Debt-to-equity ratio ⁻	31.5%	10.6%	18.6%	16.5%
ROE [‡]	36.5%	42.6%	20.2% [#]	4.2%
ROA [@]	13.2%	16.8%	9.0% [#]	2.1%

* Cash and cash equivalent less total bank borrowings

⁻ Total bank borrowings / total equity

[‡] Net profit attributable to equity holders of the company / total common equity

[@] Net profit attributable to equity holders of the company / total assets

[#] Based on adjusted net profit to equity holders of the company

[^] Unaudited; as at or for the six months ended 30 June 2026 (ROE and ROA not annualised)

Group Overview

Design Format Group Limited and its subsidiaries (the “Group”) are involved in the business of events, exhibitions and décor services to customers in various industries, including those within the meetings, incentives, conferences and exhibitions (“MICE”) industry.

Its core businesses are categorised as follows:

- (a) Events, Exhibitions and Décor Services;
- (b) Commercial and Retail Fit-Out Services; and
- (c) Immersive Location-Based Entertainment and Experiences.

Stock Data

STOCK CODE

SGX:UZF

MARKET CAP

≈S\$38m
(As of 24 Sep 2026)

REVENUE

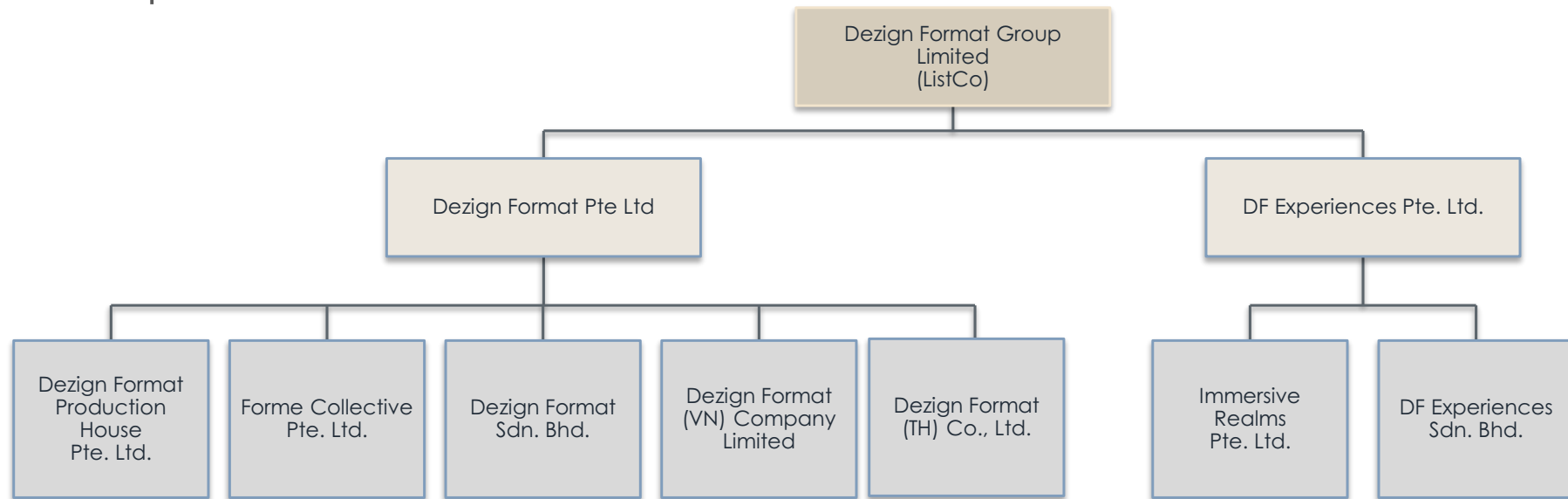
S\$33.1m
(FY2025)

CONTROLLING SHAREHOLDERS

Chong Nen Sing
33.7%

Chong Yuen Hwa
32.1%

Group Structure



Immersive Realms (Jul 2026): acquired the remaining 35% interest; now wholly-owned

Forme Collective (Aug 2026): 80%-owned residential and commercial renovation subsidiary

Note: All entities are wholly owned subsidiaries, except Forme Collective Pte. Ltd. and Design Format (TH) Co., Ltd. which the Group holds 80% and 49% interest respectively.



Key Investment Merits

- 01 Integrated design-and-build specialist.** Over 37 years of end-to-end delivery for global luxury brands and integrated resorts, with over 80% of projects are awarded without competitive tendering
- 02 Resilient margins.** Gross profit margin expanded to 40.9% in 1H2026 (1H2025: 34.7%), supported by in-house capabilities and higher utilisation of the Malaysia production facility
- 03 Fit-out segment scaling up.** 1H2026 segment revenue up 120.0%, and a S\$6.77 million luxury hospitality contract secured in September 2026 broadens the segment beyond luxury retail
- 04 Regional platform.** Operations in Singapore, Malaysia, Thailand and Vietnam, positioned to capture Southeast Asia's emergence as a global MICE hub
- 05 Immersive LBE optionality.** Proprietary IP (DinoQuest, The Beethoven Experience), wholly-owned Immersive Realms and a strategic partnership with Hustle & Bustle Group at the IMBA Theatre
- 06 Sound financial footing.** Net cash of S\$5.5 million as at 30 June 2026; As set out in the Company's offer document dated 1 August 2025, the Board intends to recommend dividend of not less than 30% of net profit for FY2026; founder-led management with substantial shareholding



THANK YOU

Tel: +65 6756 2928

Fax: +65 6755 3383

Website: www.designformat.com

Email: investor@designformat.com