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Section 1 Overview of 1H FY2025

1H FY2025 – Financial Highlights



Strong financial results coupled with strategies to drive sequential momentum in 2H FY2025

S\$9.5m

+22% HoH

ADJUSTED EBITDA(1)

S\$33.7m

as at 30 June 2025

TOTAL CASH BALANCE

S\$22.4m

S\$7.2m

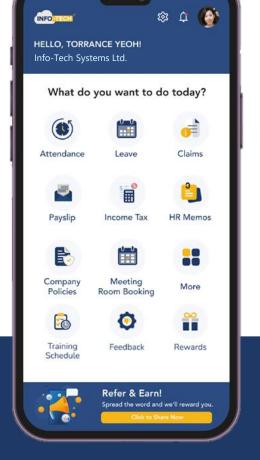
+27% HoH

ADJUSTED PAT⁽¹⁾

1.55cents

per ordinary share

INTERIM DIVIDEND









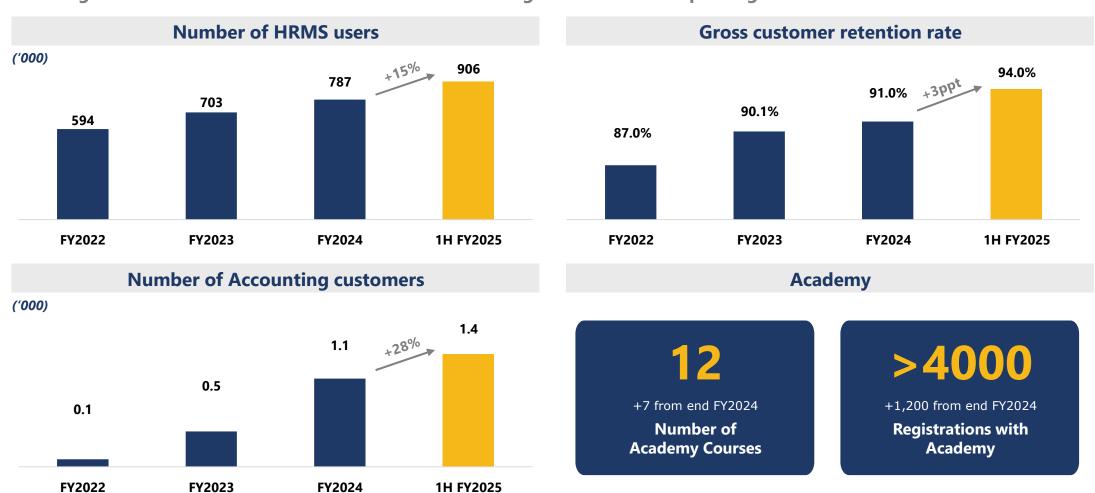


HR Vendors of the Year

1H FY2025 – Performance Review



Robust growth in our core HRMS and Info-Tech Accounting Software with improving retention rates



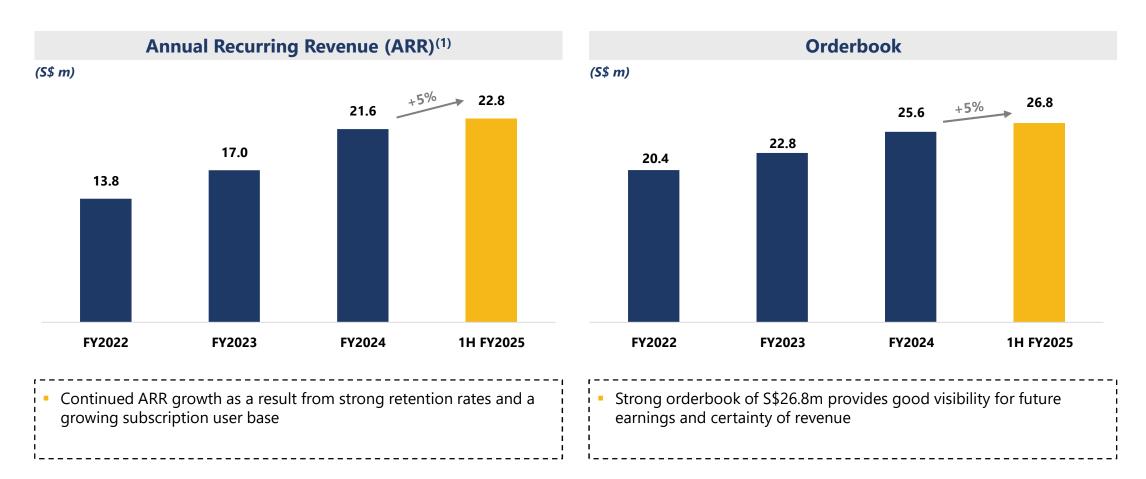
Source: Company information, numbers may not tie due to rounding (refer to results announcement)

Note: (1) ARR is defined as the annualised value of all maintenance revenue contracts as at period end, except for Singapore where only the maintenance revenue from the second year of subscription onwards is included because of the implementation of package pricing for the first year of subscription

1H FY2025 – Performance Review



Sustained growth in recurring revenue backed by strengthening orderbook

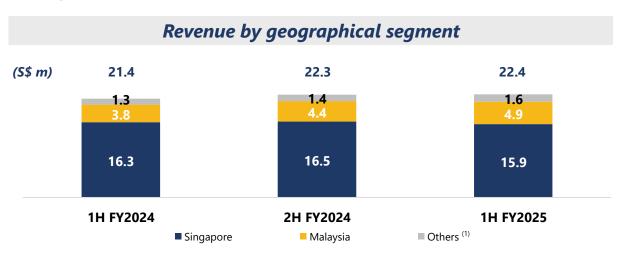


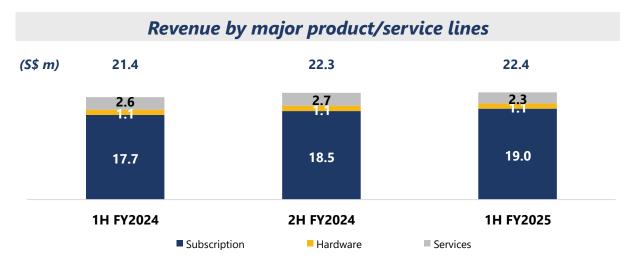


REVENUE BREAKDOWN



Strong overseas traction reflects successful execution of our expansion strategy and a significant runway ahead





Sustained growth in overseas market

- In Malaysia, we continue to see strong traction and runway contributing to increased revenue and are investing resources to unlock potential.
- In Hong Kong, our product proposition remains robust, underscored by growth in our customer base alongside successful price increases.
- In India, as we ramp up our local sales team, we are seeing strong demand for our products in Chennai.

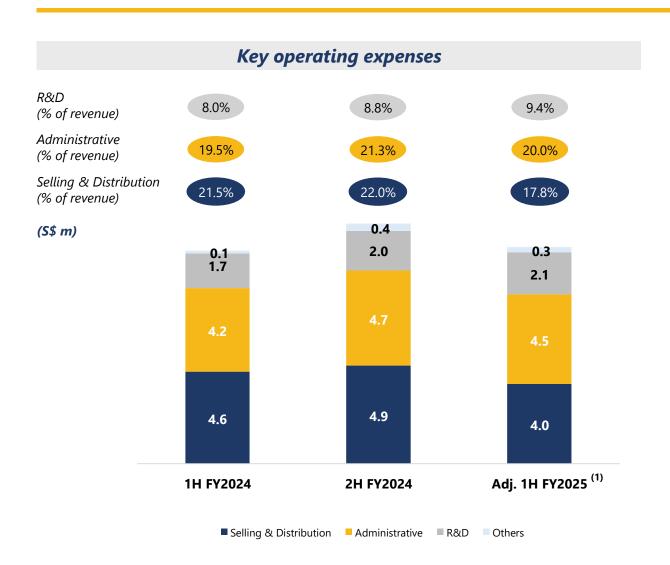
Singapore remains core

Revenue was relatively stable.

Source: Company information, numbers may not tie due to rounding (refer to results announcement) Note: (1) Primarily includes Hong Kong and India

PRUDENTLY MANAGED OPERATING EXPENSES





Research and development

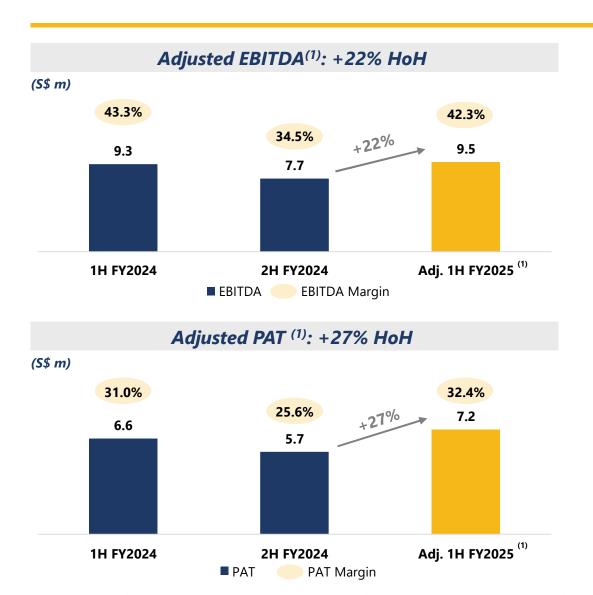
 Increase in R&D expenses is attributed to higher R&D staff cost resulting from an increase in R&D headcount.

Selling and distribution

- Selling and distribution as a percentage of revenue fell from 21.5% to 17.8%, primarily from reduced marketing spend on new products introduced in the past few years, as these have passed their incubation phase.
- Marketing efforts for HRMS remains a core focus in Singapore and overseas markets. We continue optimise our marketing towards high-ROI initiatives for greater revenue leverage.

STABLE MARGINS AND IMPROVING EARNINGS





| \$\$'000 | 1H FY2025 | 1H FY2024 | % YoY | % НоН |
|---|-----------|-----------|--------|--------|
| Revenue | 22,397 | 21,400 | 4.7 | 0.4 |
| Cost of sales | (3,315) | (2,849) | 16.4 | (3.9) |
| Gross profit | 19,082 | 18,551 | 2.9 | 1.2 |
| Adjusted OPEX ⁽¹⁾⁽²⁾ | (10,810) | (10,596) | 2.0 | (10.1) |
| Adjusted operating profit ⁽¹⁾⁽²⁾ | 8,401 | 8,267 | 1.6 | 26.5 |
| Adjusted EBITDA ⁽¹⁾ | 9,475 | 9,269 | 2.2 | 22.3 |
| Net finance costs | (72) | (77) | (6.5) | n.m. |
| Adjusted PBT ⁽¹⁾ | 8,329 | 8,190 | 1.7 | 24.2 |
| Tax expense | (1,071) | (1,558) | (31.3) | 7.0 |
| Adjusted PAT ⁽¹⁾ | 7,258 | 6,632 | 9.4 | 27.2 |

STRONG BALANCE SHEET AND CASH FLOW



Net Cash Balance Sheet – No Bank Borrowings

S\$33.7m

Cash and cash equivalents

+S\$6.4m

Net cash from operations

Interim Dividend

1.55cents

per ordinary share

- Represents a dividend pay-out ratio of 55% of 1H FY2025 adjusted PAT
- 1H FY2025 interim dividend totalling S\$4m is payable on 25 August 2025
- S\$33.7m cash and cash equivalents balance excludes IPO proceeds

Cash generative business...

| S\$'000 | 1H FY2025 | 1H FY2024 |
|--------------------------------|-----------|-----------|
| Cash from operating activities | 6,384 | 9,354 |
| Less capital expenditure | (266) | (119) |
| Free cash flow ⁽¹⁾ | 6,118 | 9,235 |

... Contributing to a strengthening balance sheet

| S\$'000 | 30 Jun 2025 | 31 Dec 2024 |
|----------------------------|-------------|-------------|
| Net cash | 33,664 | 29,715 |
| Current assets | 36,512 | 33,595 |
| Current liabilities | (31,647) | (31,013) |
| Working capital | 4,865 | 2,582 |
| Total net assets | 6,646 | 3,982 |
| | | |
| Retained earnings | 6,631 | 3,997 |
| Share capital and reserves | 15 | (15) |
| Total equity | 6,646 | 3,982 |



Highlights and Direction



Favourable market landscape

- In Singapore, government initiatives such as the Productivity Solutions Grant continue to drive digitalisation among SMEs, supporting sustained demand for integrated HRMS and accounting platforms like ours
- **Steady growth** in other markets, including **Malaysia, Hong Kong and India**, where the adoption of cloud-based HRMS solutions is gaining momentum. These markets present significant growth potential as businesses across the region increasingly embrace digital transformation

Positioning for accelerated sequential momentum

- For **HRMS and Accounting Software**, intensified marketing efforts are showing encouraging signs of traction that is expected to translate favourably for sequential revenue and order book momentum in 2H FY2025 and FY2026
- 7 new Academy courses launched in late 1H FY2025 are expected to positively contribute to 2H FY2025. We are also boosting corporate sign-ups and are expanding capacity to accommodate the expected increase in registrations

Sustained profit growth through margin focus

- Adjusted PAT growth has outpaced revenue expansion on continued cost discipline
- We will continue to use marketing as a strategic lever to drive revenue growth. **Spending is focused on high-ROI initiatives**
- Leveraging overseas operations such as India and Malaysia remains a key part of our strategy to drive long-term operating efficiency, by tapping into their cost advantages and skilled talent pool. These efforts are carefully structured to enhance –not compromise- the quality of our service delivery

Broadening product coverage for our SME customers

Product development for the **CRM** is progressing well with a **soft launch** planned for **1H FY2026**

