



ISOTEAM LTD.

HALF YEAR ENDED 31 DECEMBER 2024
(1HY2025)

CORPORATE PRESENTATION

Disclaimer

All statements other than statements of historical facts included in this Presentation are or may be forward-looking statements. Forward-looking statements include but are not limited to those using words such as "aim", "seek", "expect", "anticipate", "estimate", "believe", "intend", "project", "plan", "strategy", "forecast" and similar expressions or future and conditional verbs such as "will", "would", "should", "could", "may" and "might". These statements reflect the Company's current expectations, beliefs, hopes, intentions or strategies regarding the future and assumptions in light of currently available information. Such forward-looking statements are not guarantees of future performance or events and involve known and unknown risks and uncertainties. Accordingly, actual results may differ materially from those described in such forward-looking statements. Shareholders and investors of the Company should not place undue reliance on such forward-looking statements. The Company does not guarantee any future performance or event or undertakes any obligation to update publicly or revise any forward-looking statements.





01 BUSINESS OVERVIEW

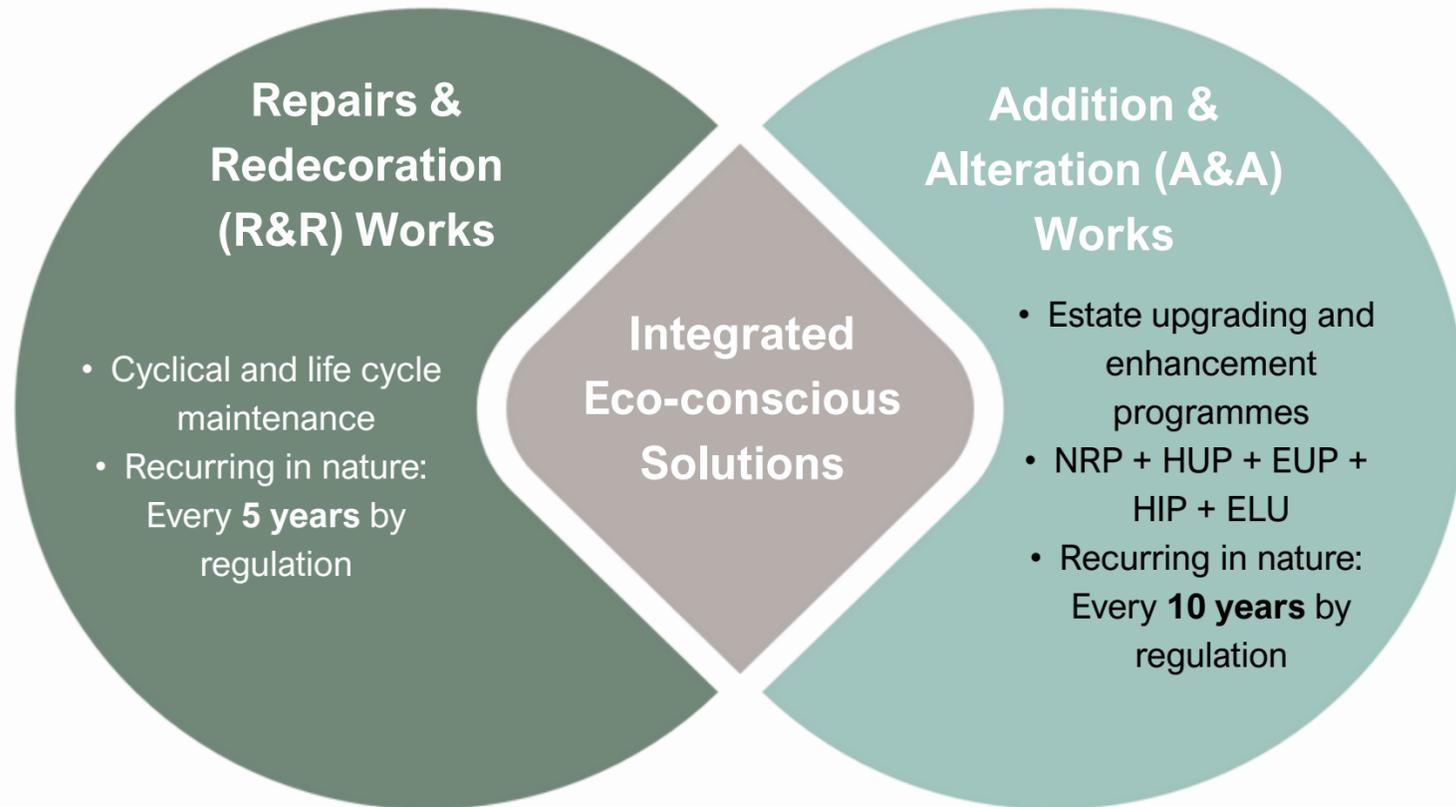


About ISO Team



**The leader in
estate
maintenance and
building
refurbishment**

Core Focus: R&R and A&A

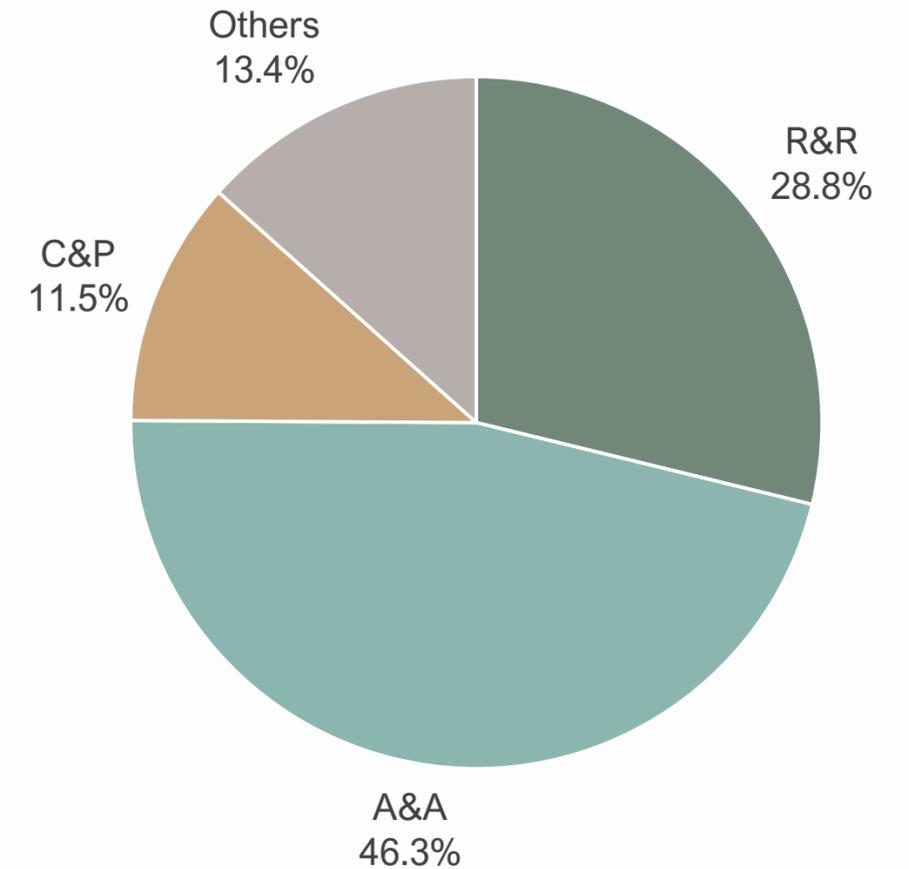


Across public and private sectors

> 900 projects

> 7,500 buildings

1HY2025 Revenue Mix

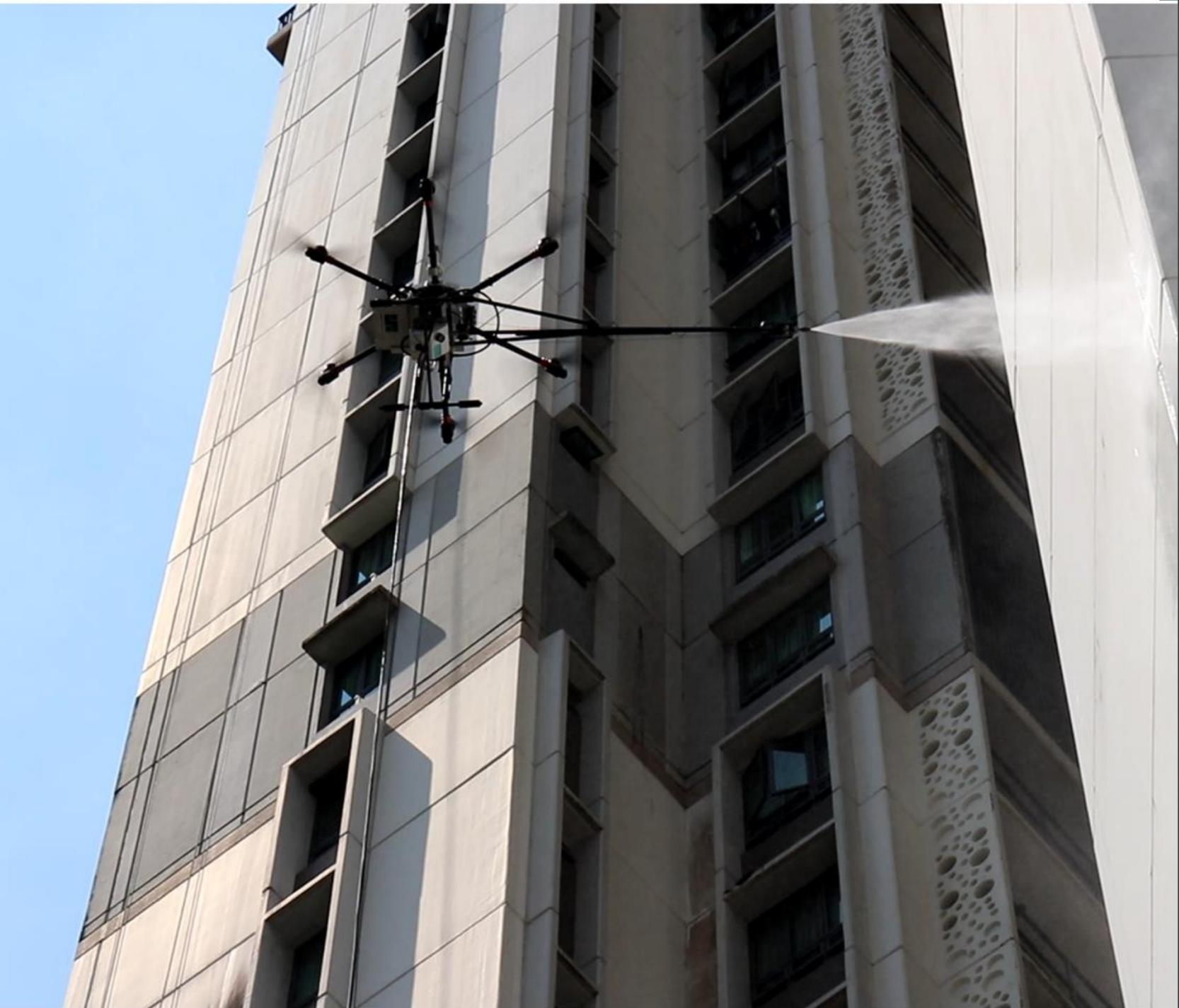


Corporate Structure

Comprise mainly **core Repairs & Redecoration, Addition & Alteration and Coating and Painting** businesses, along with **Renewable Solutions** business

Raymond Construction Pte. Ltd. (A&A, R&R, M&E services and air-conditioning services)	100%
ISO-Team Corporation Pte. Ltd. (A&A and R&R)	100%
TMS Alliances Pte. Ltd. (R&R)	100%
ISO-Landscape Pte. Ltd. (Landscaping and horticulture services)	100%
ISOTeam Homecare Pte. Ltd. (Handyman services)	100%
ISOTeam C&P Pte. Ltd. (Specialist coating and painting)	100%
Green Pest Management Pte. Ltd. (Pest control services)	100%
ISOTeam Renewable Solutions Pte. Ltd. (Solar panels installation and mixed construction activities)	100%
ISOTeam AET Pte. Ltd. (A&A and commercial interior design)	100%
ISOTeam BuildTech Pte. Ltd. (AI-enabled solutions for the built environment)	100%
Zara@ISOTeam Pte. Ltd. (Interior decoration and retrofitting works)	51%





02 FINANCIAL HIGHLIGHTS

Salient Highlights



Growth continues

1. Growth in profit outpaced revenue growth
2. Gross profit margin sustained at healthy pre-pandemic levels
3. Improved operating performance
4. Strong order book visibility up to FY2029
5. Approximately 80% of revenue comes from the public sector, where payments are made within 60 days, ensuring low payment risk.

Revenue
S\$65.4M
+4.2% yoy

Gross margin
15.1%
+1.8 pts yoy

NPAT*
S\$1.9M
+36.5% yoy

EBITDA^
S\$5.3M
+23.5% yoy

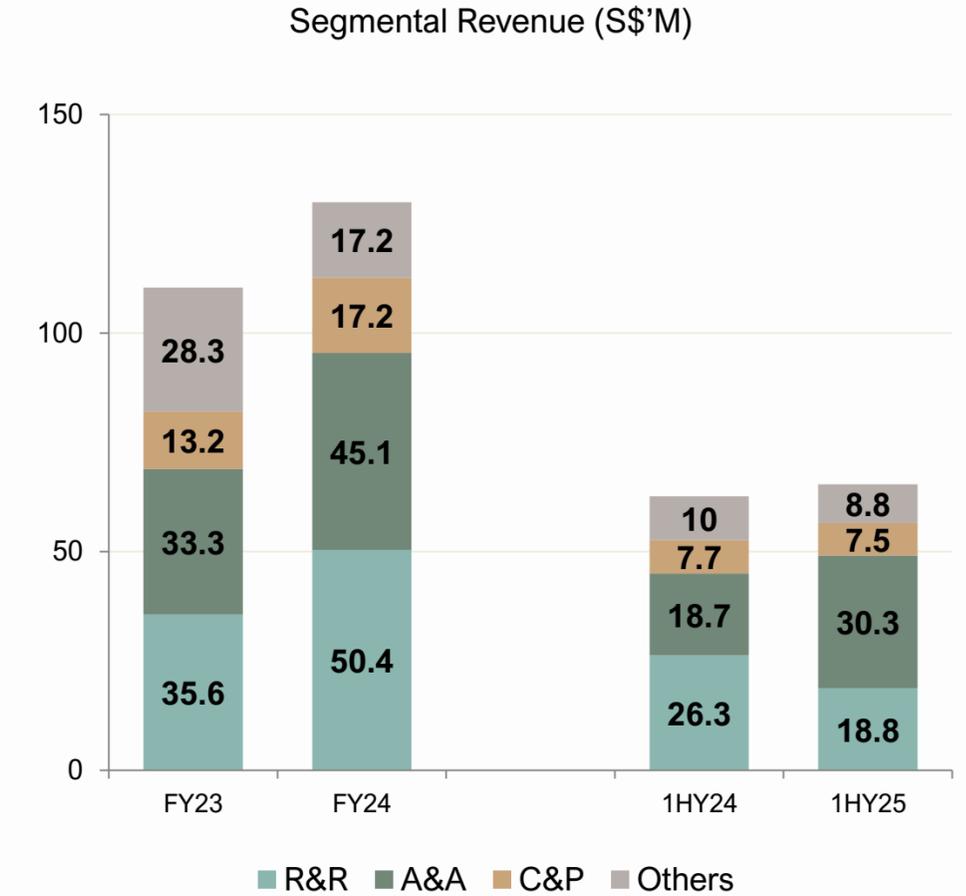
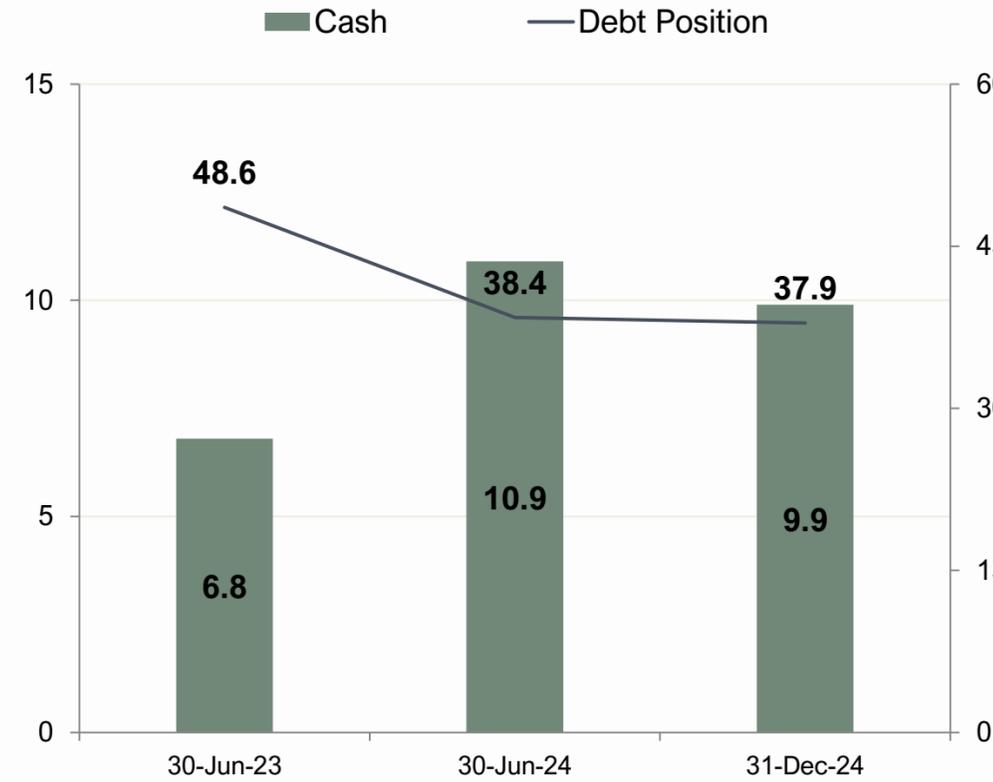
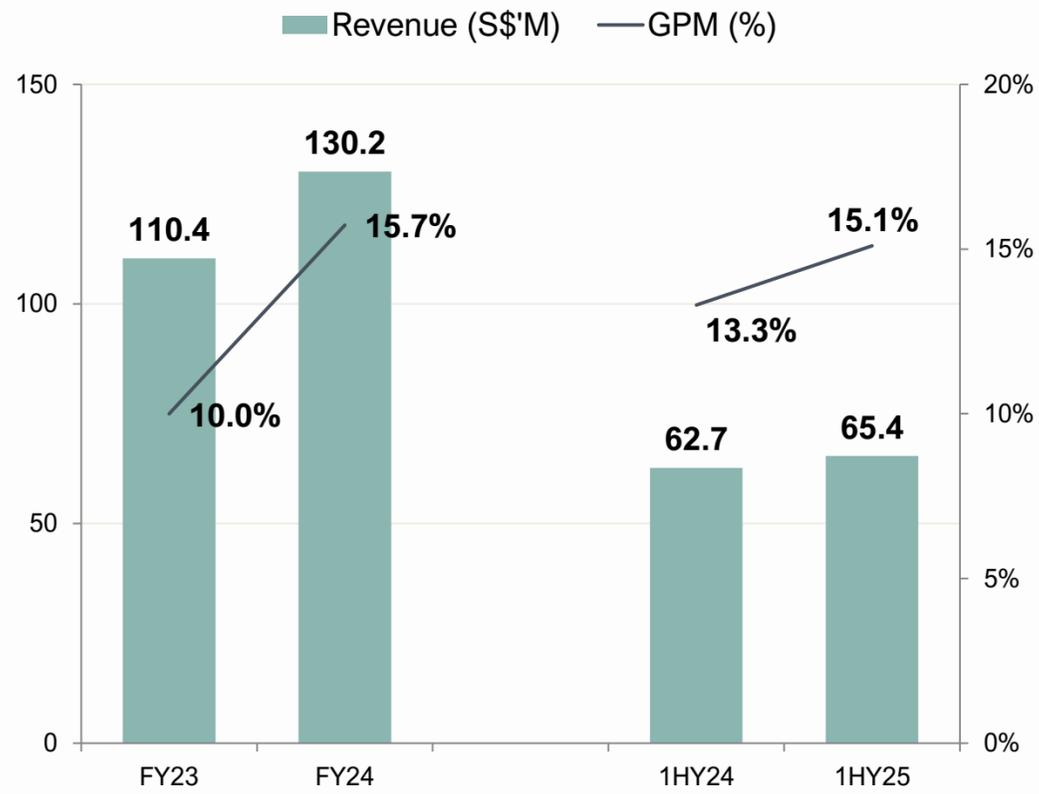
EPS
0.28¢
1HY2024: 0.26¢

ROE
4.3%
1HY2024: 3.7%

* Net profit attributable to equity holders of the Company

^ Excluding impairments

Key Financial Metrics



S\$'M	FY2023	FY2024	1HY2024	1HY2025
NPAT*	1.4	6.5	1.4	1.9
Gross Profit	11.1	20.2	8.3	10.0
EBITDA*	7.0	15.1	4.3	5.3
Times (x)	30-Jun-23	30-Jun-24	31-Dec-23	31-Dec-24
Int. Coverage Ratio (x)	1.2	4.1	2.1	3.4
Gearing Ratio	1.9	0.9	1.2	0.8
Debt Ratio	0.5	0.4	0.4	0.3
Quick Ratio	1.3	1.5	1.4	1.5

* NPAT and EBITDA exclude impairment loss on receivables and contract assets; including non-recurring items from other income

Income Statement: Expenses



Key Expenses (S\$'M)	FY2024	1HY2024	1HY2025	Chg (%)
Cost of sales	(110.0)	(54.4)	(55.5)	2.0
Marketing and distribution expenses	(0.7)	(0.4)	(0.4)	12.3
General and administrative expenses	(13.2)	(5.6)	(5.8)	2.9
Other expenses	(0.5)	(0.3)	(0.6)	92.1
Finance costs	(2.5)	(1.3)	(1.2)	(4.8)

Any variances in percentage changes are due to rounding

- OE ↑ by 92.1%: Mainly due to share-based compensations under PSP 2023
- Other income ↓ 27.1% to \$0.4m: Mainly due to lower government grants

Key Financial Highlights

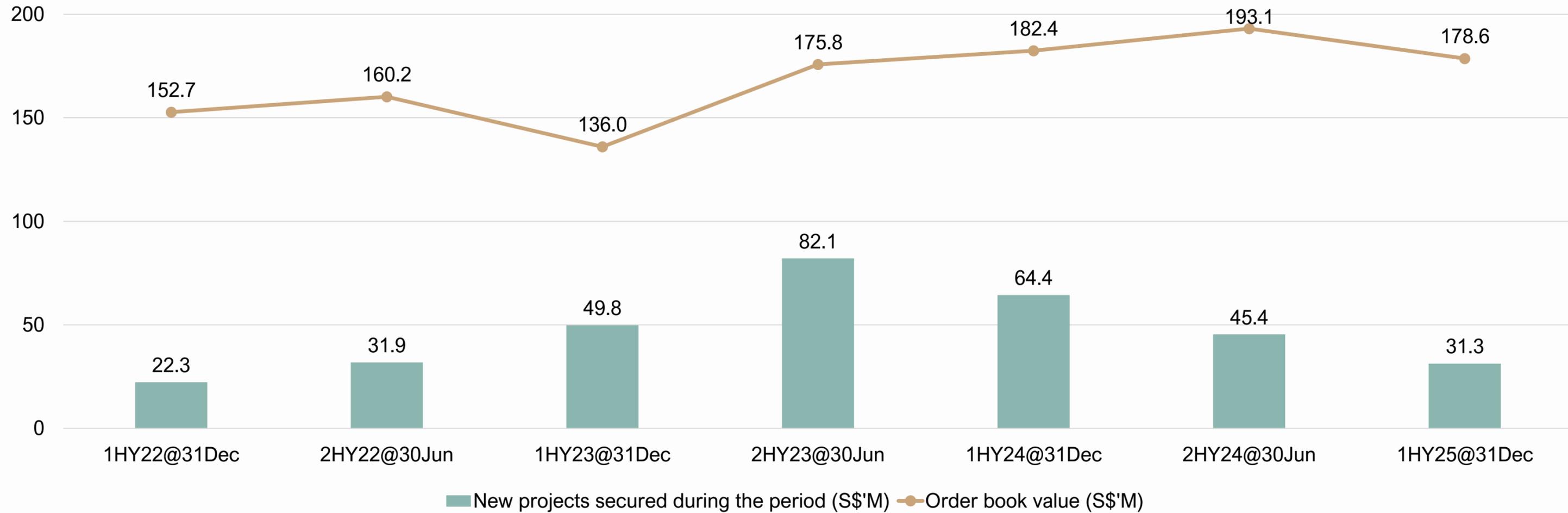


Profitability Ratios	FY2024	1HY2024	1HY2025
Basic Earnings Per Share (cents)*	0.91	0.26	0.28
Return On Assets (%)	6.0	1.2	1.7
Return On Equity (%)	15.2	3.7	4.3
Balance Sheet (S\$'M)	FY2024	1HY2024	1HY2025
Current assets	81.0	86.3	89.5
Cash and bank balances	10.9	11.3	9.9
Net current assets	28.4	25.3	31.3
Net assets	42.9	37.4	44.8
Net asset value (cents)	6.15	5.41	6.43
Cash Flows (S\$'M)	FY2024	1HY2024	1HY2025
Operating cash flows before working capital changes	10.1	4.1	5.5
Cash generated from operations	6.0	1.1	1.0
Net cash generated from operating activities	6.2	1.3	1.1
Net cash used in investing activities	(0.9)	(0.2)	(0.1)
Net cash generated from / (used in) financing activities	0.5	4.3	(1.9)

*Basic EPS based on 697,566,862 ordinary shares in 1HY2025 and 544,472,415 ordinary shares in 1HY2024

Order Book

To be progressively delivered by FY2029



On 7 February 2025, ISOTeam announced a further S\$36.4 million of contracts secured, bringing its order book to S\$188.7 million as at the date of the announcement. These will be progressively completed by FY2029.



03 BUSINESS HIGHLIGHTS

Project Gallery



R&R: Bukit Timah division, Clementi Ave 4/6 and Toh Yi Drive (32 blks)



R
&
R

A
&
A



NRP: Tampines St 71/72 (34 blks)

Pasir Ris Dr 1/3/10 (26 blks)

Hougang Ave 6/8/10 (18 blks)

A&A: Haig Road

Project Gallery



C
&
P

Special coating and painting: Tampines



Tengah



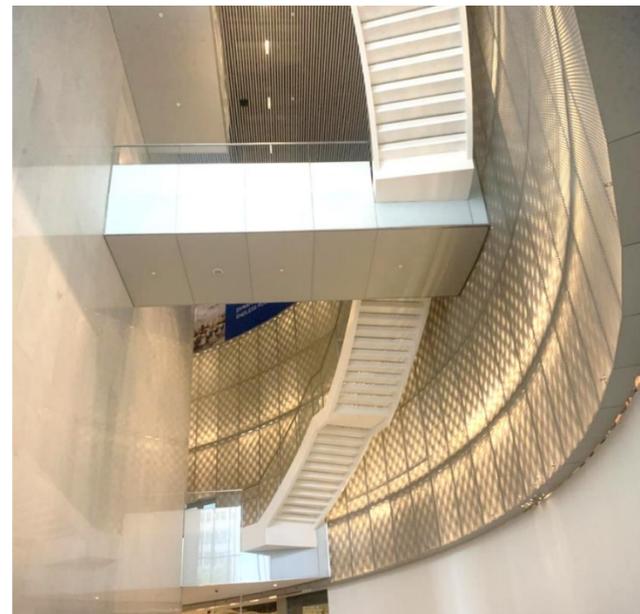
Dairy Farm Estate



Parc Oasis



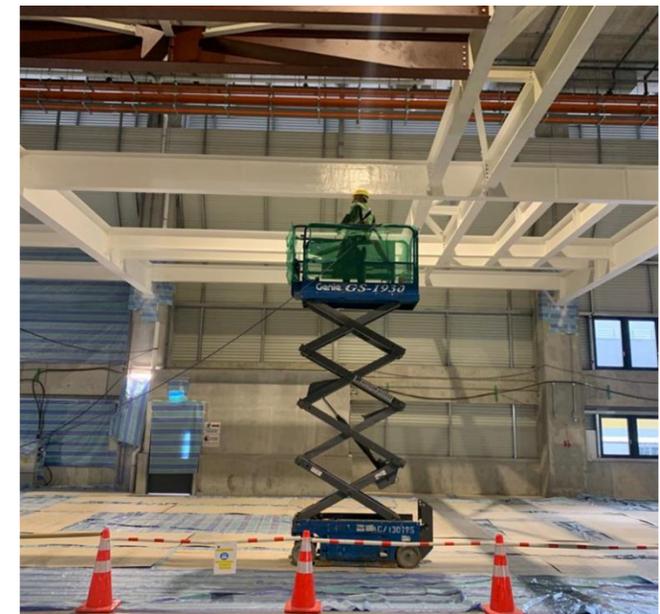
25 Tannery Lane



Singapore Land Tower



Outward Bound School on Coney Island



Dyson facility....and more

Project Gallery



Interior Design



59 Club Street



Renewable Solutions



Development, design, construction, testing and commissioning for 164.4 kwp solar PV system at 50 Senoko Road

Updates on our AI-Driven Strategy



Spray painting of wall with eaves

- Able to easily adapt to complex contours of eaves to ensure comprehensive coverage of the spray without leaving any blind spots.

Next phase...

- Live trial for BTO blocks under construction in Singapore in 2Q2025



04
**OUTLOOK AND
STRATEGY**

Government Initiatives

FOR THE BUILT ENVIRONMENT



Town Councils

- Every 5 years: Repaint external walls and mandatory façade checks (R&R project cycle)



HDB

- Every 12-15 years: NRP
- Expanded HIP & HIP II
- FEP & ROH
- SIP



NEA

- HUP



National Parks & BCA

- Park devt., maintenance & upgrading
- Every 7 years: Facade checks (structures over 13-m in height and over 20-yo)

SG GREEN PLAN 2030

	<p>CITY IN NATURE: LUSH 3.0</p>	<p>By 2030</p> <ul style="list-style-type: none"> • Increase nature parks' land area by over 50% from 2020 baseline • Every household within a 10-minute walk from a park <p>By 2035</p> <ul style="list-style-type: none"> • Add 1000 ha of green spaces
	<p>ENERGY RESET: GREEN ENERGY</p>	<p>By 2030</p> <ul style="list-style-type: none"> • Increase solar energy to at least 2 GWp to meet around 3% of our 2030 projected electricity demand or for around 350,000 households
	<p>RESILIENT FUTURE: KEEPING SINGAPORE COOL</p>	<ul style="list-style-type: none"> • Mitigate the Urban Heat Island (UHI) effect • Piloting the use of cool materials and reducing human-generated heat



Source: www.greenplan.gov.sg (Jan 2024)

Growth Driver: Estate Upgrading and Sustainability Initiatives



NRP 15TH EDITION

Over S\$95 million set aside to rejuvenate 23 neighbourhoods

23 neighbourhoods across Singapore to be upgraded, over \$95 million set aside

[Straits Times](https://www.straitstimes.com/singapore/23-neighbourhoods-across-singapore-to-be-upgraded-over-95-million-set-aside)

1 June 2024

Heat-reflective paint initiative to be rolled out to all HDB estates by 2030

[Straits Times](https://www.straitstimes.com/singapore/housing/heat-reflective-paint-initiative-to-be-rolled-out-to-all-hdb-estates-by-2030)

3 February 2025

GREEN TOWNS PROGRAMME

By 2030, cool coatings offered to HDB blocks in all estates (add'l est. cost of S\$60 million)

By 2030, HDB-managed complexes upgraded to reduce carbon footprint eg rooftop solar panels



ISLAND-WIDE CYCLING NETWORK EXPANSION

From around 660km of cycling paths and park connectors currently to about 1,300km by 2030.

Another 87km of new cycling paths to be built in Singapore's east, north-east by 2030

[Straits Times](https://www.straitstimes.com/singapore/transport/another-87km-of-new-cycling-paths-to-be-built-in-singapore-s-east-north-east-by-2030)

12 August 2024

Rooftop badminton court, sheltered exercise spaces among upcoming facilities in housing estates

[Straits Times](https://www.straitstimes.com/singapore/housing/rooftop-badminton-court-sheltered-exercise-spaces-among-upcoming-facilities-in-housing-estates)

28 January 2025

SPORT-IN-PRECINCT SCHEME

By 2030, all HDB estates will have SIP facilities within 10-minute walk.

Currently 24 SIP projects un various stages of development with 10 already completed.

Growth Driver: New HDB Supply (BTO Blocks)

Over 50,000 flats to be launched from 2025 to 2027; HDB will exceed earlier target: Desmond Lee

st [straitstimes.com/singapore/housing/over-50k-flats-to-be-launched-from-2025-to-2027-singapore-will-exceed-5-year-hdb-flat-launch-target](https://www.straitstimes.com/singapore/housing/over-50k-flats-to-be-launched-from-2025-to-2027-singapore-will-exceed-5-year-hdb-flat-launch-target)

16 January 2025

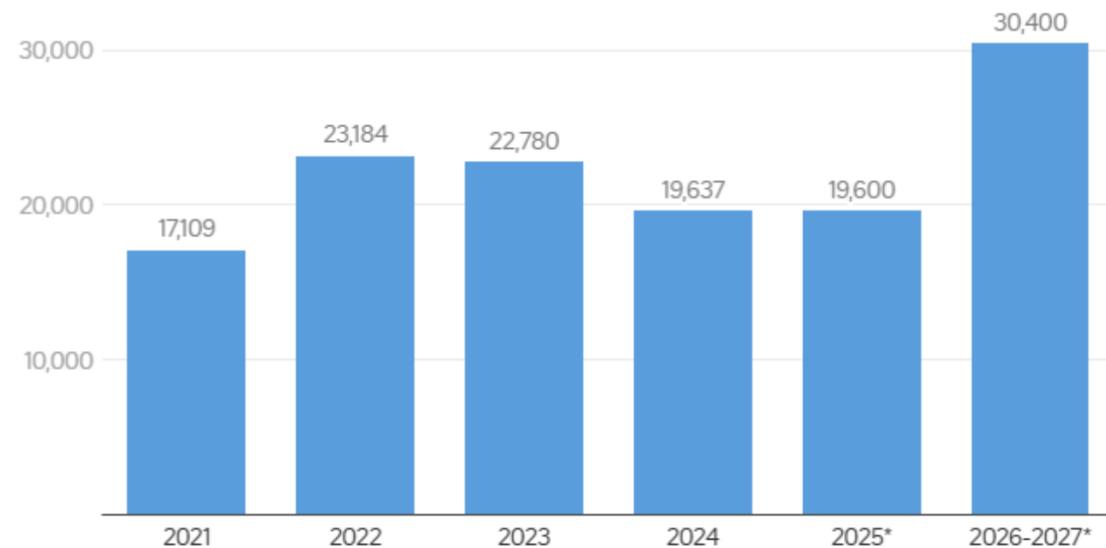
SINGAPORE - Some 19,600 Build-To-Order (BTO) flats will be launched in 2025, as part of continued efforts by the authorities to address shocks to the housing market caused by the Covid-19 pandemic.

These flats will be among more than 50,000 units that the Housing Board will launch from 2025 to 2027.

Number of Build-To-Order flats

About 130,000

Number of flats



NOTE: *Projected launch numbers

Chart: STRAITS TIMES GRAPHICS • Source: MINISTRY OF NATIONAL DEVELOPMENT

New homes in new housing areas

- Housing areas with Build-To-Order (BTO) projects progressively being launched
- New housing areas with BTO projects to be progressively launched from 2025
- Future housing areas



Sources: MINISTRY OF NATIONAL DEVELOPMENT, HOUSING BOARD
STRAITS TIMES GRAPHICS

“Around 102,300 new flats launched by HDB from 2021 to 2025...”



Existing HDB building stock: ~15,000 blocks (Company estimate)



Strategic Plans Ahead

Goal

- To aim for consistent revenue growth of at least 10% year-on-year
- To consistently grow our profitability

Strategy

- Divested non-core to focus on core businesses
- Competitive advantage from renewable solutions and robotisation and AI-driven applications
- Build-tech opportunities
- Build order book including targeting Sports-in-Precinct projects
- Protect gross margins
 - (a) focus on deliverables
 - (b) enhance procurement strategies
 - (c) transfer higher costs to tender price
- Continued digitalisation to streamline processes and costs
- Continued BUs collaborations to serve customers better
- Enhance shareholder returns

Foundation

- Strong order book visibility till FY2029
- Recovery in gross profit margins
- Stabilising supply of migrant workers
- Strong construction demand in Singapore



Investment Merits

Track Record

- An industry leader with a 20+ year track record
- Sustainable business: 80% of business from Singapore government bodies
- Largest market share in Town Council segment projects

Network

- Established stakeholder relationships (TOC and Nippon Paint Singapore)
- Exclusive applicator for Nippon Paint Singapore and SKK (S) Pte Ltd

Capabilities

- Multi-disciplinary services
- A green solutions provider
- Turnkey capabilities

Team

- An experienced and professional management team
- Industry leading operational team at the forefront of evolving market trends

Future

- Construction recovery
- Strong order book
- BU synergies
- Minimum dividend payout: 30% of net profit for FY2025
- SG Green Plan 2030
- Growing capabilities in untapped markets

Thank You!

Q&A

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Creating, Enhancing and Sustaining Singapore's Built Environment

With our Green Focus and Reputation for Quality, Safety and Speed

