ISOTEAM LTD.

FULL YEAR ENDED 30 JUNE 2026 (FY2026)

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.

Content

ISOTEAM

01
BUSINESS OVERVIEW

About ISOTeam

The leader in estate maintenance and building refurbishment

Core Focus: R&R and A&A

Repairs & Redecoration (R&R) Works

- Cyclical and life cycle maintenance
- Recurring in nature: Every **5 years** by regulation

Integrated Eco-conscious Solutions

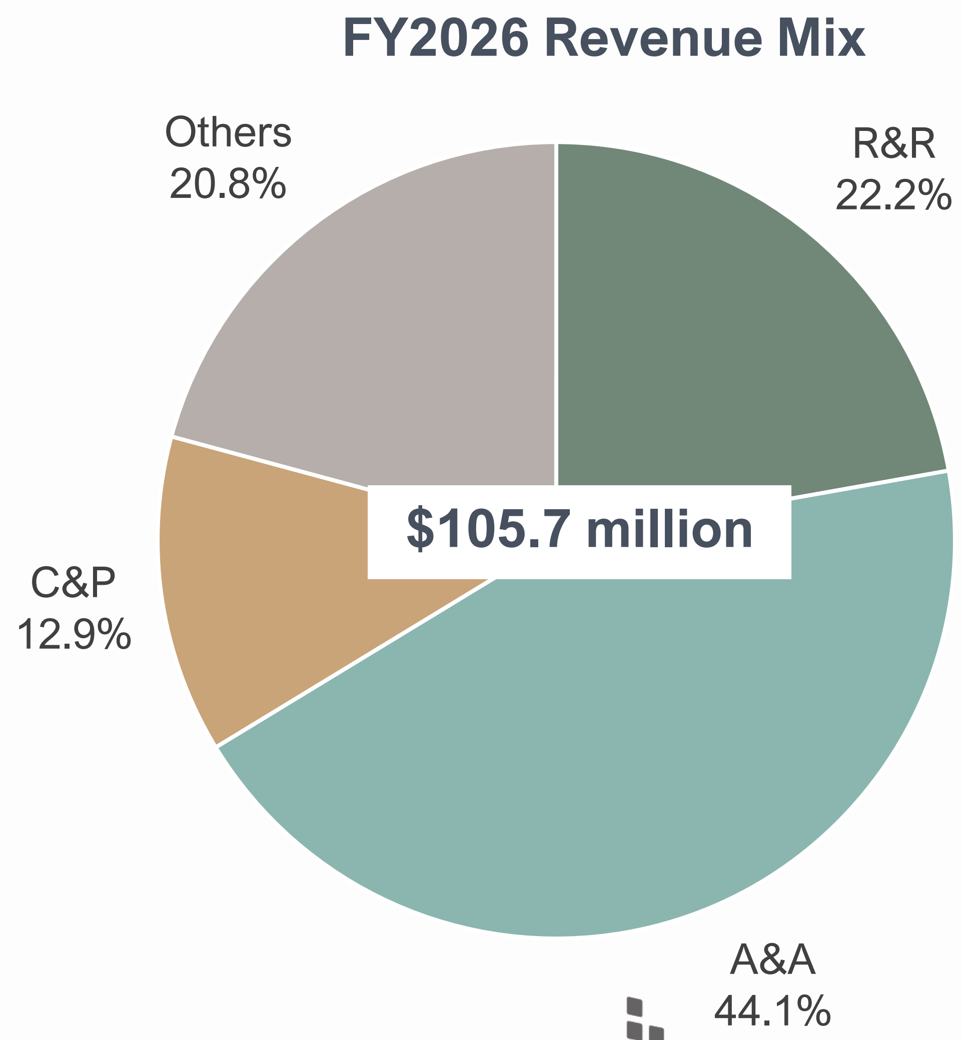
Addition & Alteration (A&A) Works

- Estate upgrading and enhancement programmes
- NRP + HUP + EUP + HIP + ELU
- Recurring in nature: Every **10 years** by regulation

Across public and private sectors

> 1,000 projects

> 8,000 buildings



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%
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)	100%
ISOTeam EleD Engineering Pte. Ltd. (Provision of electrical engineering services)*	100%

*Incorporated on 1 July 2026

02
BUSINESS HIGHLIGHTS

Key Developments in 2HY2026

Feb — Expansion

- In the midst of acquiring 68 Loyang Way for $5.69 mil for operational expansion
- Part conversion into a factory-converted dormitory (est. 200-400 beds) for own foreign workers
- Additional parking space for vehicle fleet

- Land area: ~6,214 sqm
- GFA: ~4,334 sqm
- Tenure: Leasehold till 6 Nov 2037

Mar — Funding

- Raised up to $5.43 mil from Series 004 SDAX Issuance

May — Sustainability

- Signing of MOU with Global Green Connect (GGC) to adopt practical, technology-driven solutions in tandem with our CSR efforts

MOU: GGC's "Beyond Carbon: Building the Next Economy"

Jun — Funding

- Raised up to $5.06 mil from Series 005 SDAX Issuance

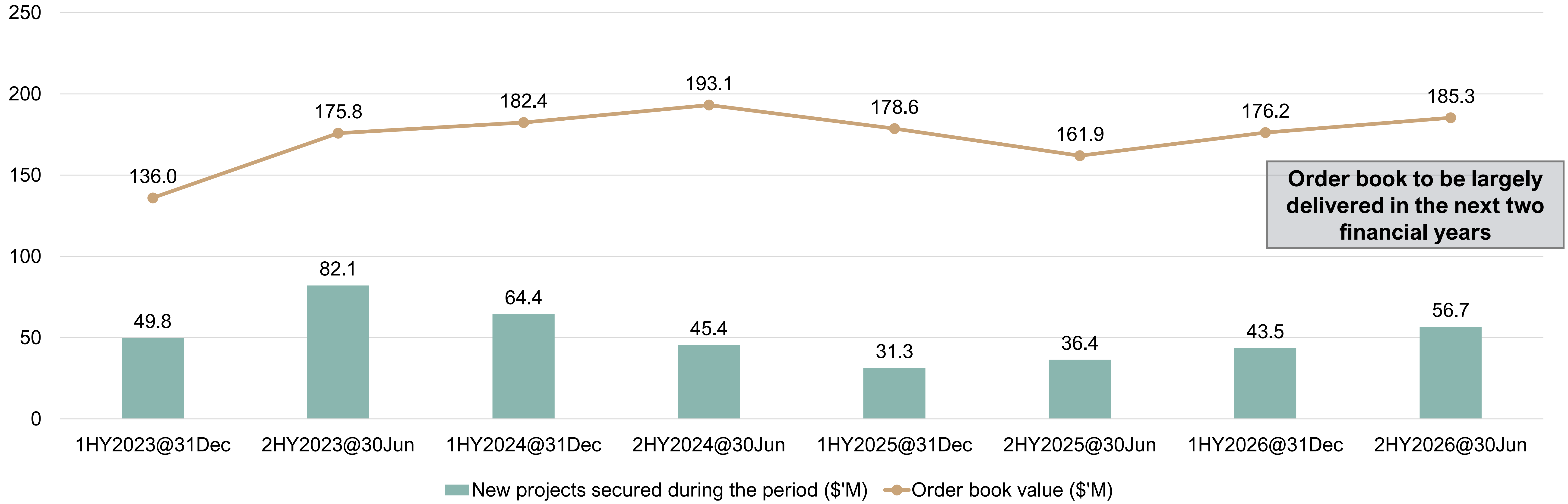
Jul — New Subsidiaries

- Incorporated ISOTeam EleD Engineering to strengthen services and enhance cross-operational efficiency across subsidiaries

Jul — Leadership

- Ben Teo as COO; and Lim Xin Deng as CFO
- Appointments strengthen our leadership bench, enhance operational capabilities and financial stewardship

Order Book


250
200
150
100
50
0
136.0
175.8
182.4
193.1
178.6
161.9
176.2
185.3
49.8
82.1
64.4
45.4
31.3
36.4
43.5
56.7
1HY2023@31Dec
2HY2023@30Jun
1HY2024@31Dec
2HY2024@30Jun
1HY2025@31Dec
2HY2025@30Jun
1HY2026@31Dec
2HY2026@30Jun
New projects secured during the period ($'M)
Order book value ($'M)
Order book to be largely delivered in the next two financial years

Project Gallery

A & A

A&A: Conservation shophouse at Jalan Besar

NRP/R&R: Pasir Ris Drive 1/3/10

NRP: Jalan Tenaga

NRP/R&R: Choa Chu Kang St 51 & 53

R & R

R&R: Tampines North & Tampines Changkat divisions

R&R: Pasir Ris Street 11/13

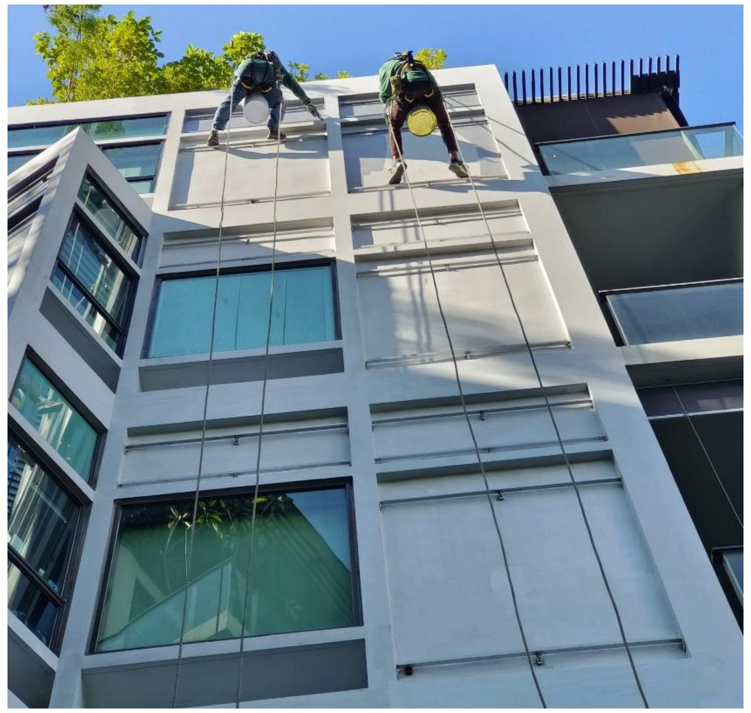
R&R: Boon Tiong Road, Jalan Membina and Market & Hawker Centre at Tanjong Pagar Plaza

Project Gallery

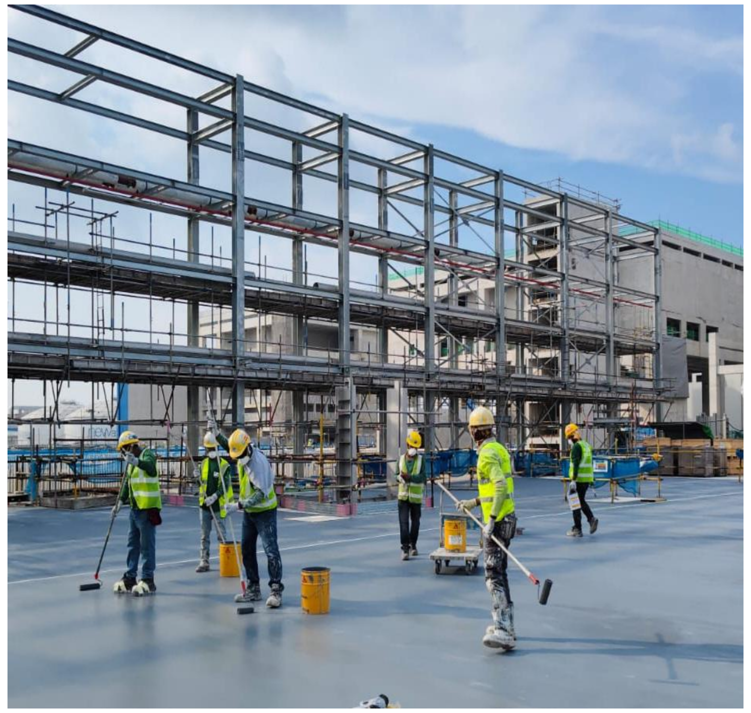
C & P

C&P: Indoor Painting Robot @ HDB flats at Tengah C8

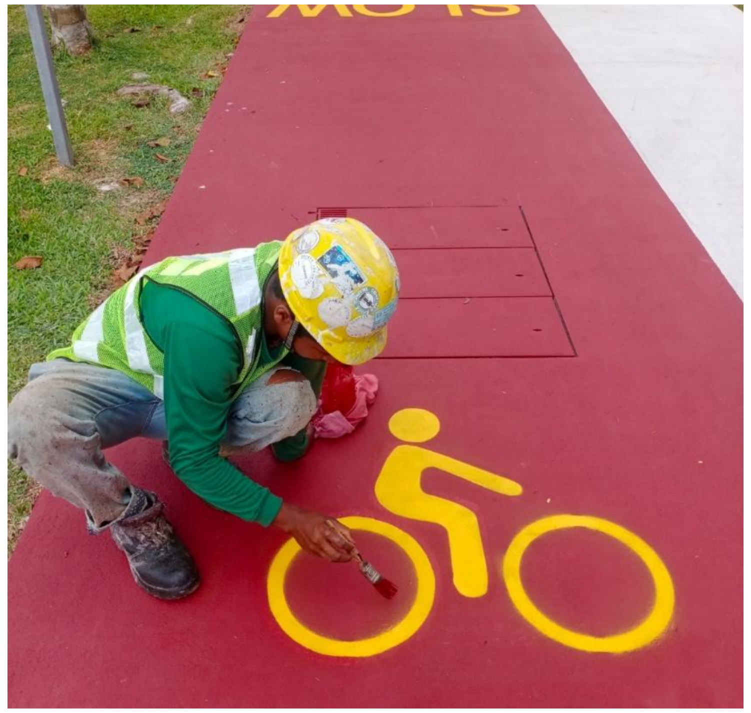
R&R @ Bellevue Residence



Epoxy flooring @ NUS



Epoxy flooring @ Cycling path



Term contract: Development of parks, park connectors, and open spaces

Saint Luke Hospital

Jalan Tenaga / Jalan Damai

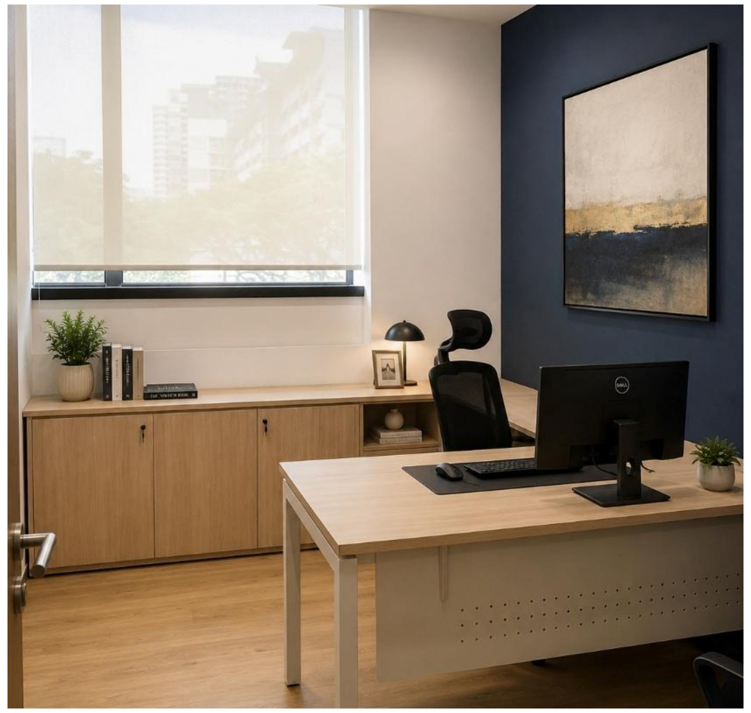
Land-scaping

Project Gallery

Interior Design

Macpherson Weave

West Coast-Jurong West Town Council Office @ 325 Boon Lay Place



Solarland @ Tuas South

Renewable Solutions

Painting Drones

Updates on Painting Drone

- Technical Upgrades in process
- More rounds of test bedding ongoing
- Live Demo and application to industrial building structures proposed in 2Q FY2027
- Forecast fleet expansion by 4Q FY2027

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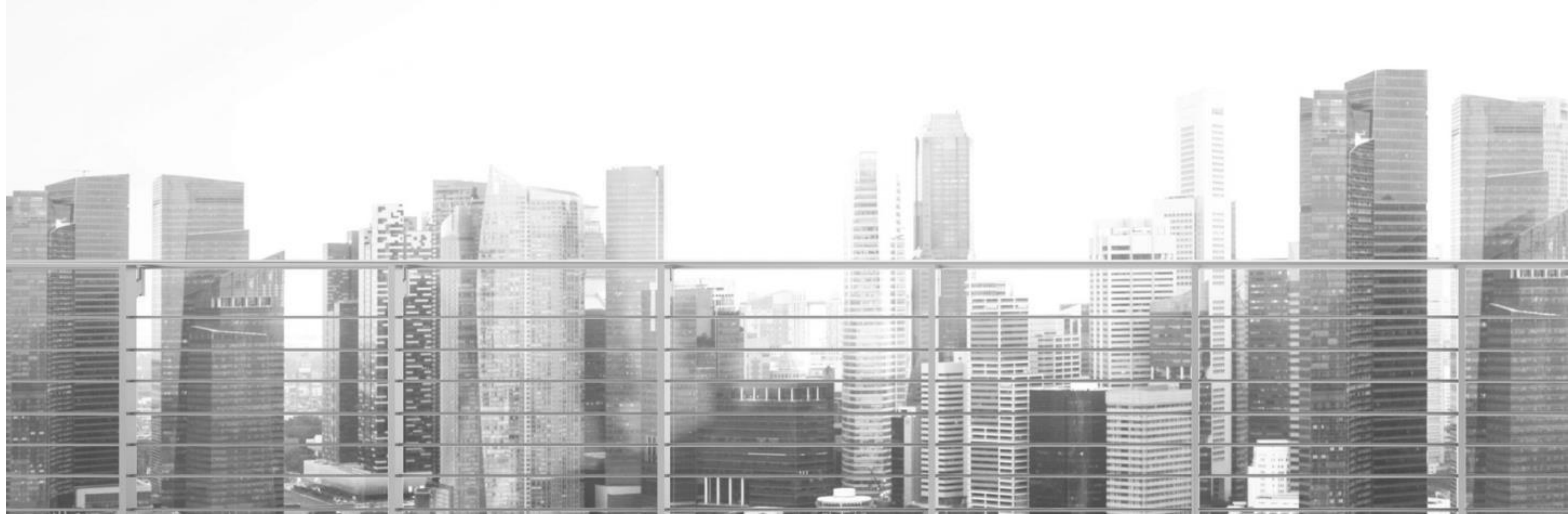
03 FINANCIAL HIGHLIGHTS

FY2026 Salient Highlights



1. Revenue impacted by the timing of revenue recognition based on project commencement and completion.

2. Gross profit and gross profit margin improved largely due to savings from the conversion of one floor of our headquarters to house our workers.

3. Higher dividend of 0.11 cents a share[+]

Revenue
$105.7M
-11.3% yoy

Gross profit
$19.4M
+1.3% yoy

Gross margin
18.3%
+2.3 pts yoy

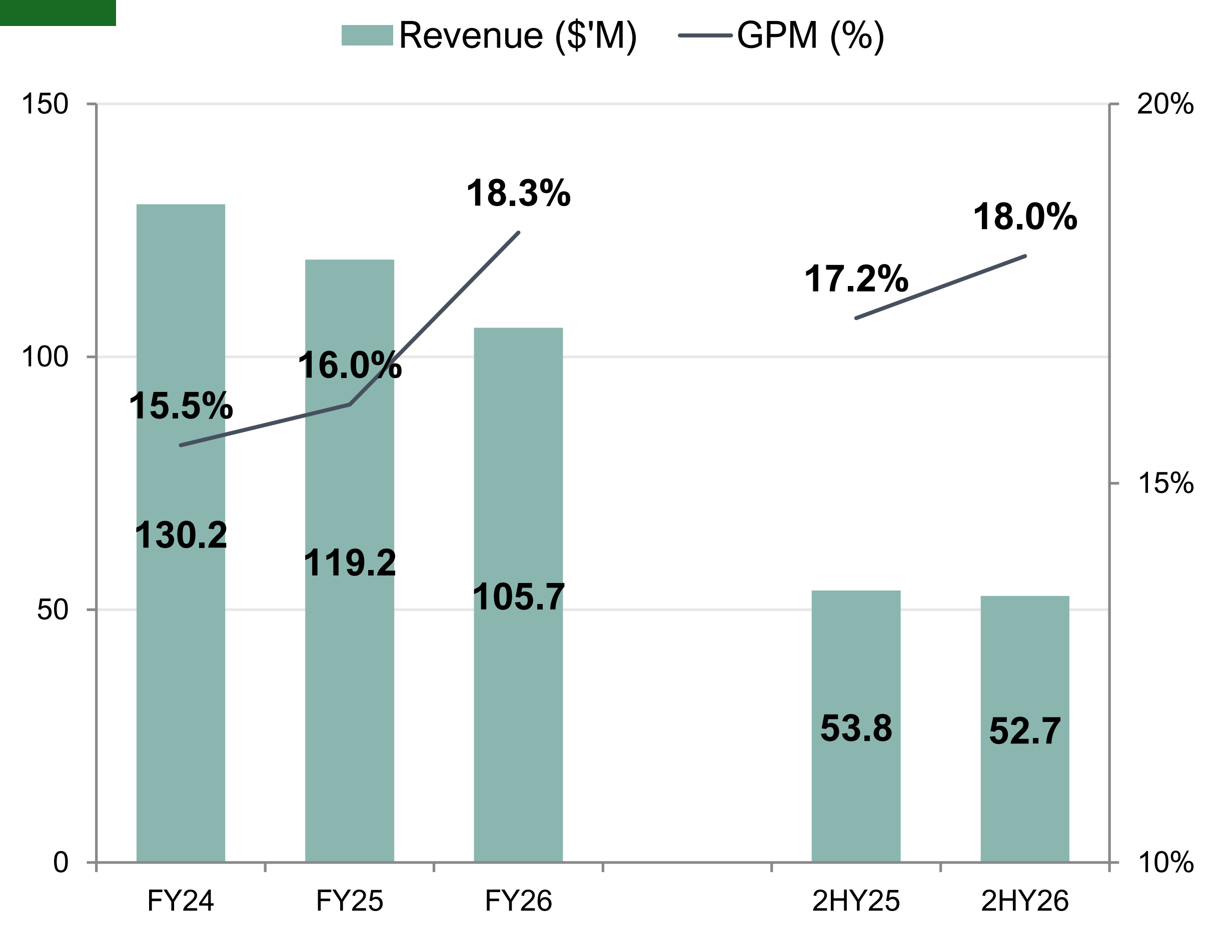
NPAT*
$4.9M
-4.5% yoy

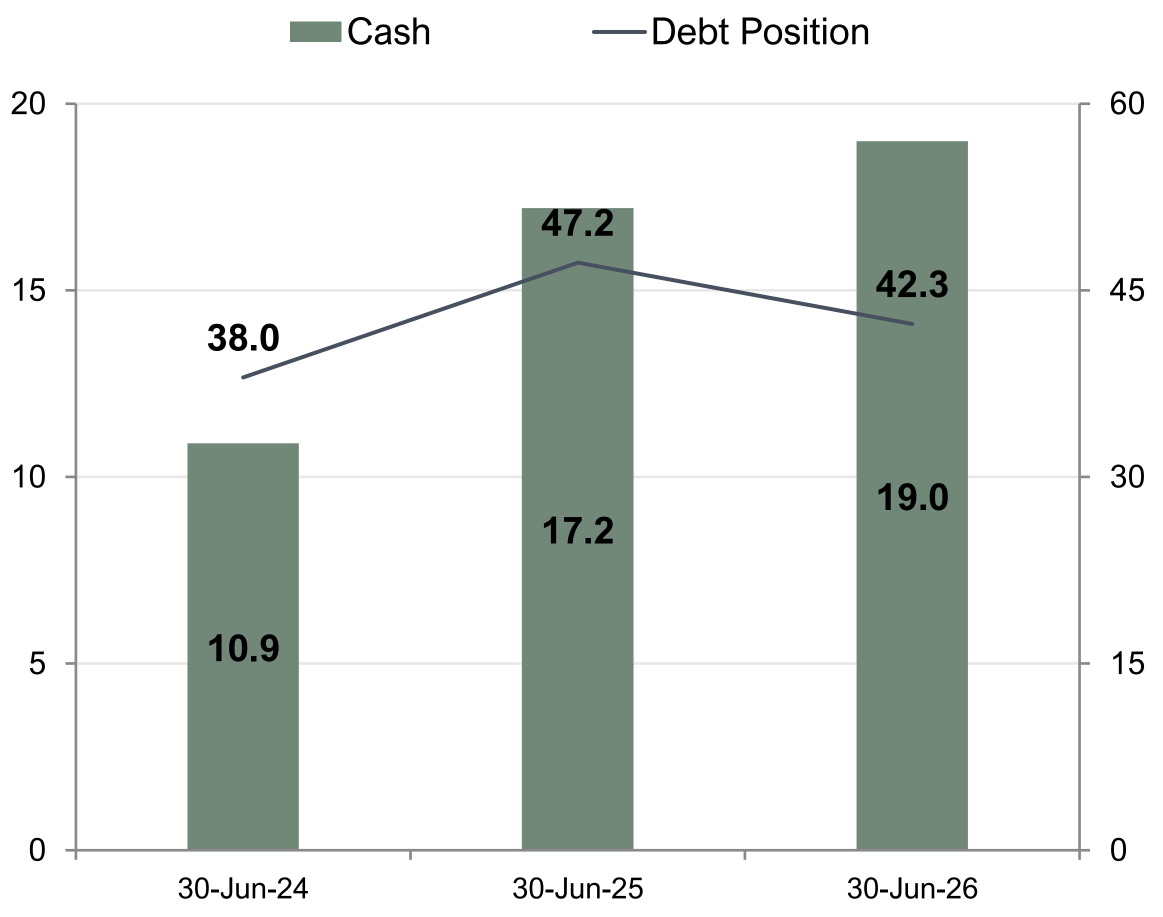
EBITDA^
$10.5M
-12.4% yoy

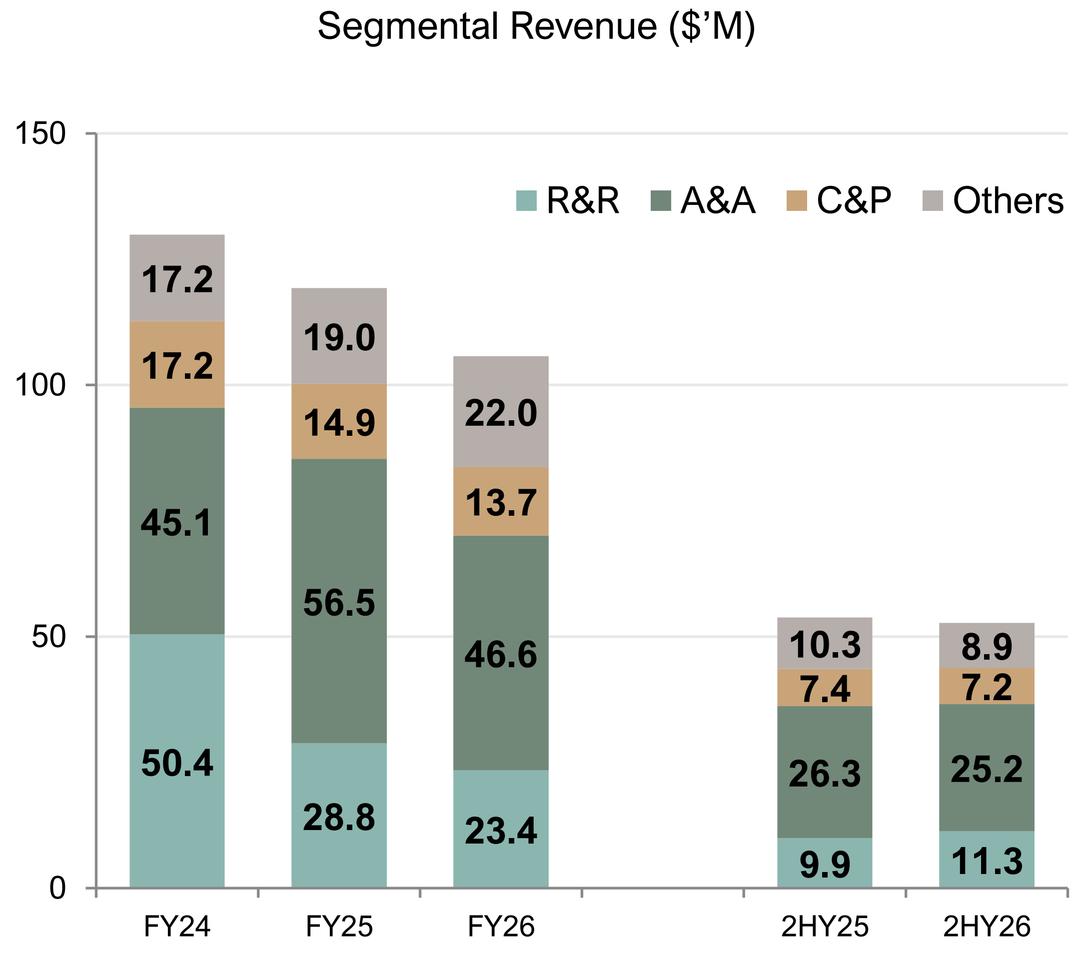
ROE
8.2%
FY2025: 10.7%

[+] Compared to final dividend for FY2025
* Net profit attributable to equity holders of the Company
^ Excluding impairments

Key Financial Metrics







$'M	FY2024	FY2025	FY2026
NPAT*	6.5	5.1	4.9
Gross Profit	20.2	19.1	19.4
EBITDA*	15.1	12.0	10.5
Times (x)	**30-Jun-24**	**30-Jun-25**	**30-Jun-26**
Int. Coverage Ratio (x)	4.1	4.0	3.8
Gearing Ratio	0.9	1.0	0.7
Debt Ratio	0.4	0.4	0.3
Quick Ratio	1.5	1.5	1.8

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

Income Statement: Expenses

Key Expenses ($'M)	FY2025	FY2026	Chg (%)	Reasons for Variance
Cost of sales	(100.1)	(86.4)	(13.7)	From significant savings from the conversion of part of our headquarters into a workers' dormitory to house our own workers
Marketing and distribution expenses	(0.8)	(0.8)	(1.4)	No material changes
General and administrative expenses	(12.4)	(11.4)	(7.9)	Due to decrease in staff salaries & bonuses and professional fees
Other expenses	(0.6)	(0.8)	34.3	Due to equity-settled share-based compensation
Finance costs	(2.2)	(2.5)	13.3	Due to the unwinding of interest expense on the host liability component of the convertible bonds issued in FY2026

- Other income was $2.0 million in FY2026, a decrease of 46.2% from $3.7 million in FY2025, mainly due to the absence of one-off fair value gain on other investment

Any variances in percentage changes are due to rounding

Key Financial Highlights

Balance Sheet ($'M)	FY2025	FY2026
Current assets	93.1	102.1
Cash and bank balances	17.2	19.0
Net current assets	31.0	45.6
Net assets	48.4	60.1
Net asset value (cents)	6.79	7.51
Cash Flows ($'M)	**FY2025**	**FY2026**
Operating cash flows before working capital changes	9.4	9.7
Cash generated from operations	0.1	5.0
Net cash generated from operating activities	0.1	4.2
Net cash used in investing activities	(0.2)	(1.5)
Net cash generated from / (used in) financing activities	6.5	(0.4)

Dividend

Dividend policy:

At least 30.0%

of net profit after tax*

FY2026	0.11 cents / share
FY2025	0.08 cents / share
FY2024	0.08 cents / share

Excluding non-recurring, one-off and exceptional items.

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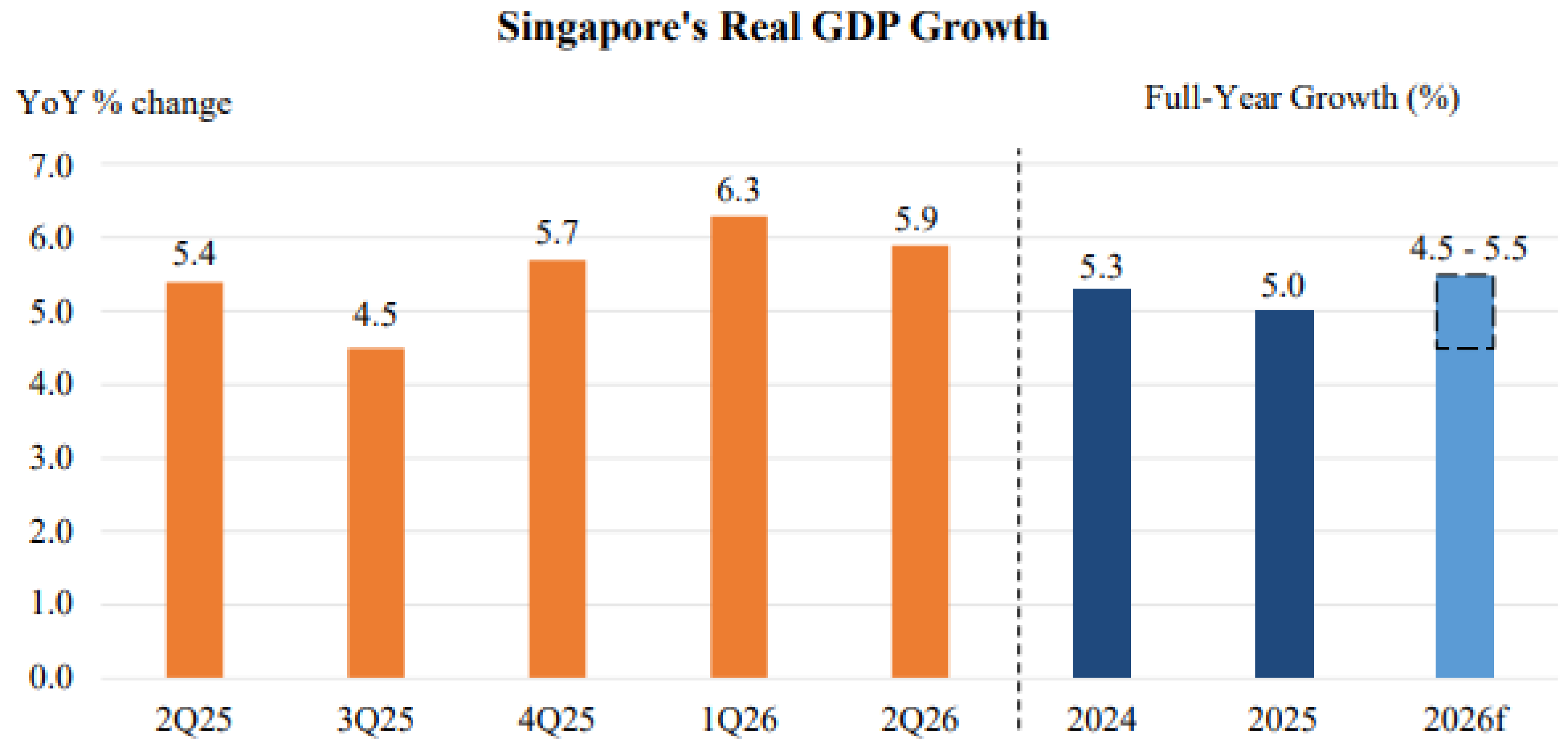
04
OUTLOOK AND STRATEGY

Economic Performance in Second Quarter 2026



Source: CAN and MTI, 11 August 2026

Singapore

Singapore raises 2026 GDP growth forecast to 4.5%-5.5%; economy grew 5.9% in Q2

The Ministry of Trade and Industry said the outlook for the rest of the year has improved due to stronger AI-related spending and a less severe-than-feared impact from the Middle East conflict.

2026 growth revised upwards from forecast of "2.0% to 4.0%" in May

- Better-than-expected performance of the Singapore economy in 1H 2026
- Improved outlook for 2H 2026 due to the acceleration in global AI-related capital expenditure.

Construction sector growth in 2Q2026 was up 5.8% year-on-year

- Supported by expansions in both public and private sector construction output.
- But slower than the 12.9% in 1Q2026

Construction sector outlook

- Activity will continue to be supported by a robust pipeline of public and private construction projects

Growth Driver: Stronger GDP Growth

Resilient Outlook: Singapore Construction Demand

$50.5B
preliminary

2025

- Attributed to construction of institutional and housing projects

$47B-$53B
forecast

2026

Supported by packages for:
- Changi T5 development
- MBS Integrated Resort expansion
- New Tengah General & Community Hospital
- Downtown Line 2 extension
- Thomson-East Coast Line extension

$39B-$46B
forecast each year

2027-2030

Pipeline of large developments
- Changi T5 development
- HDB BTOs construction
- Redevelopment of NUH at Kent Ridge
- Redevelopment of various Junior Colleges
- Development of the new Singapore University of Social Sciences (SUSS) City Campus.

Source: BCA, 22 Jan 2026

19,600 BTO flats to be launched this year; 2027 supply to increase if demand stays strong

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HDB said it is on track to meet its target of offering about 55,000 flats from 2025 to 2027 to meet the demand for housing.

ST PHOTO: LIM YAOHUI

Source: [HDB](), 8 Jan 2026 and [The Straits Times](), 14 Jan 2026

HDB likely to exceed initial 55,000-flat target from 2025 to 2027: Chee Hong Tat

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National Development Minister Chee Hong Tat speaking at the IREUS Urban Housing Symposium on May 8. ST PHOTO:

Source: [The Straits Times](), 8 May 2026

HDB launches over 6,950 BTO flats, including Prime projects in Berlayar and Upper Thomson

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Kebun Baru Ridge, a Plus project in Ang Mo Kio, will have a wait time of three years and one month. PHOTO: HDB

Source: [The Straits Times](), 17 June 2026

Growth Driver: Growing Supply of New HDB Flats

Growth Driver: Urban Renewal Plans

	Neighbourhood Renewal Programme	Silver Upgrading Programme	Home Improvement Programme
Number of homes that will benefit	20,000	9,000	18,000
Neighbourhoods that will benefit	17 projects in areas including Canberra, Hougang and Toa Payoh	10 precincts in Ang Mo Kio, Bukit Merah and Queenstown	12 towns including Bedok, Bishan, Jurong West, Pasir Ris, Sengkang, Serangoon, Tampines and Woodlands
Commitment by the Government	Over $130 million	Not available	$235 million
Date announced	April 2026	April 2026	May 2026

About 29,000 HDB households to benefit from upgrading works in their neighbourhoods

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Block 144 Lorong 2 Toa Payoh is one of the blocks to benefit from the Neighbourhood Renewal Programme. ST PHOTO: ARIFFIN JAMAR

The Straits Times, April 18 2026

18,000 flats in 12 neighbourhoods to be upgraded under Home Improvement Programme

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The 198 blocks chosen for upgrades are located in estates including Bedok, Bishan, Jurong West, Pasir Ris, Sengkang, Serangoon, Tampines and Woodlands. ST PHOTO: SHINTARO TAY

The Straits Times, 16 May 2026

Strategic Plans

Goal

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

Strategy

Transforming our traditional labour-intensive work method into a tech-driven, eco-conscious maintenance / upgrading specialist

1 Build tech and automation capabilities to address efficiency, labour supply and rising costs

- **Drone deployment:** To commercialise AI-enabled drones for façade inspection, washing and painting of blocks. These drones can potentially reduce painting time by up to 30%-40%.
- **Robotics:** Painting robots to handle interior painting for BTO flats.

2 Green economy and sustainability to align our growth with SG Green Plan 2030

- **Cool Paintings:** Primary applicator for heat-reflective paints on HDB blocks. MND has made it mandatory for more than 10,000 HDB blocks undergoing their 5-year repainting programme to use cool paint system.
- **Renewable Energy:** Solar energy system for commercial and industrial areas and for HDB, LTA, JTC; tapping into SG's target for 2 GWp of solar capacity by 2030.
- **Eco-retrofitting:** Green procurement policies to identify and use environmentally friendly materials. Water-based painting and coatings materials as well as in waterproofing and fireproofing materials.

3 Strategic Focus and Partnership

- 20-year exclusive relationship with Nippon Paint for public sector which supports their cool coating and drone painting initiatives.
- Partnership to set up a training center to train and upgrade the skill of workers; help to increase productivity and reduces the chance and cost of redundancy.

4 Strong Foundation

- Strong construction demand in Singapore in the next 3-5 years
- Strong order book visibility till 2029
- Uniqueness of Singapore's mandatory housing upgrading policies
- Stabilising supply of migrant workers

Investment Merits

Track Record

- Structural industry tailwinds: Over 27 years of experience and strong track record with Town Councils and HDB
- Sustainable Growth: Resilient business with over 80% of revenue from the public sector
- An established player and beneficiary of government spending: Firm construction demand to 2028

Network

- Robust and long-standing relationships with Nippon Paint, SKK and TOC
- Strategic partnerships: design@LOFT Architects, and Elite Engineering Specialist

Capabilities

- Margin expansion via “Build Tech”: Reduce labour costs by 30%-40% and shorten project timelines
- High growth “Green Economy” projects: Solar energy and heat reflective cool coating projects
- Multi-disciplinary capabilities: The preferred one-stop solution provider in the BE sector.

Team

- Strong team of professional management and operations personnel
- Attract and provide clear career pathway to be at the forefront of evolving trends
- People development, career advancement and upgrading opportunities
- Improving work-life balance and competitive compensation and benefits through supportive government grants

Future

- Strong growth momentum with order book worth $185.3 mil @FY2026; with active tenders in process
- Riding the continued growth in the construction sector and the SG Green Plan

Thank You!

Q&A

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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: Neighbourhood Renewal Prog.
- Home Improvement Prog.
- Silver Upgrading Prog.

NEA
- Food Centre Upgrading Prog.

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

CITY IN NATURE: LUSH 3.0	**By 2030** • Increase nature parks' land area by over 50% from 2020 baseline • Every household within a 10-minute walk from a park **By 2035** • Add 1,000 ha of green spaces
ENERGY RESET: GREEN ENERGY	**By 2030** • Increase solar energy to at least 2 GWp to meet around 3% of our 2030 projected electricity demand or for around 350,000 households
RESILIENT FUTURE: KEEPING SINGAPORE COOL	• 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)

More Growth Drivers

Estate Upgrading and Sustainability Initiatives

1. Neighbourhood renewal Prog. 17th BATCH
Over $130 million set aside to rejuvenate 17 neighbourhoods

2. Green Towns Programme
By 2030: Cool coatings for HDB blocks in all estates and upgrading of HDB-managed complexes to reduce carbon footprint eg roof-top solar panels

3. City in Nature
The OneMillionTrees movement aims to restore nature back into our city through the planting of a million more trees across Singapore from 2020 to 2030.

4. Island-wide Cycling Network Expansion
By 2030: To double cycling paths and park connectors to about 1,300 km.

5. Sport-in-Precinct Scheme
By 2030, to have SIP facilities in all HDB estates within 10-minute walk

Estate URA Master Plan 2025 Gazetted

1. Expand supply of new homes
At least 80,000 new public and private homes to be built in more than 10 new neighbourhoods across Singapore over the next 10 to 15 years.

2. Enhancing recreational spaces and nature
Singapore's Master Plan 2025 aims to expand the country's environmental infrastructure with new land and marine conservation projects. Under it, the Kranji Nature Corridor will connect to important inland reserves, while the Bukit Timah Greenery Network will be extended with an elevated eco-trail set to open by 2027.

3. New integrated community hubs
New hubs planned for towns such as Woodlands, Yio Chu Kang and Sengkang…these hubs will combine sports, healthcare, retail and recreation under one roof."